



# Regional Multi-sports Complex Feasibility Analysis

**Winter 2015 • Business**

Elizabeth Hjelm • Senior Instructor • Lundquist College of Business

## Acknowledgements

This report was made possible with immense support, feedback, and direction from City Manager Keith Witcosky. Many thanks also to:

Tom Anderson, County Administrator, Deschutes County

Katie Hammer, Executive Director, Redmond Area Park and Recreation District

Alana Hughson, Executive Director, Central Oregon Visitors Association

Eric Sande, Executive Director, Redmond Chamber of Commerce

Don Horton, Executive Director, Bend Parks and Recreation

Dan Despotopulos, Fair and Expo Center Director, Deschutes County

Kevny Dugan, Director of Sales and Sports Development, Visit Bend

Doug LaPlaca, Executive Director, Visit Bend

Mike Harper, Little League

Marc Horner, Redmond School District

## **About SCI**

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

## **About SCYP**

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and one city in Oregon, in which students and faculty in courses from across the university collaborate with the partner city on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner city through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

## **SCI Directors and Staff**

Marc Schlossberg, SCI Co-Director, and Associate Professor of Planning, Public Policy, and Management, University of Oregon

Nico Larco, SCI Co-Director, and Associate Professor of Architecture, University of Oregon

Megan Banks, SCYP Program Manager, University of Oregon

## About Redmond, Oregon

Redmond, located in Deschutes County on the eastern side of Oregon's Cascade Range, has a population of 27,427 and is one of Oregon's fastest growing cities. The City's administration consists of an elected mayor and city council who appoint a City Manager. A number of Citizen Advisory Groups advise the City Manager, mayor, and city council.

From its inception, Redmond has had its eyes set firmly on the future. Redmond was initially founded in 1905 in anticipation of a canal irrigation project and proposed railway line. Redmond is on the western side of the High Desert Plateau and on the eastern edge of the Cascade mountain range. Redmond lies in the geographic heart of Oregon. Redmond focuses on its natural beauty, reveling in the outdoor recreational opportunities (camping, hiking, skiing) offered by the Cascade mountain range, four seasons climate, and 300+ days of sunshine annually.

Redmond has been focused on innovative, sustainable growth and revitalization while preserving the city's unique history and culture. In 1995, the City of Redmond began to make critical investments in revitalizing its downtown core. The initial phase of renovations strove to balance growth, livability and historic preservation by rerouting Oregon State Highway 97, improving critical infrastructure, and improving the facades of over 100 buildings in the historic center. The City of Redmond has worked with local businesses to revitalize retail, job creation and housing. To facilitate private sector buy-in, Redmond offers innovative incentive programs such as the Façade Rehabilitation and Reimbursement Grant and the "Downtown Jumpstart" loan competition, as well as Design Assistance.

Often referred to as "The Hub" of Central Oregon, Redmond is situated at the crossroads of US Highway 97 and US Highway 126. It is served by the Burlington Northern Sante Fe Railway, Cascades East Transit Regional Public Transportation Service, as well as a state of the art regional airport served by multiple commercial airlines and FedEx and UPS. In addition to its geographic location, Redmond is viewed as central to business growth in the region. In 2014, Central Oregon Community College opened a 34,300 square foot Technology Education Center to recruit new businesses and expand existing businesses in Central Oregon. Above all, Redmond prides itself on being a family-friendly city which was the motivation for the work presented in this report.



# Course Participants

*Beth Hjelm, Senior Instructor*

## *Group 1: Sports Complex Regional Demand*

*Megan Conchuratt*

*Kate Harrison*

*Steve Harrison*

*Viet Le*

*Leif Schanche*

## *Group 2: Benchmarking: Sports Complex Eastern Division*

*Max Blumenthal*

*Megan Kelsch*

*Matt Pelos*

*Megan Rammer*

*Taylor Sidore*

## *Group 3: Benchmarking: Sports Complex Western Division*

*Ben Cunha*

*Krishna Amin*

*Casey Dalthorp*

*Amber Newman*

*Davia McFarlane*

## *Group 4: Sports Complex Tournaments*

*Ryan Grudnitski*

*Matthew Hill*

*Emily Plutsky*

*Connor Rowe*

*Dyllan Runner*

## Introduction

In winter term 2016, students in the Business Planning and Strategy Projects class (BA 453) in the Lundquist School of Business at the University of Oregon (UO) conducted an analysis for a proposed regional multi-sports complex in Redmond, Oregon.

A group of organizations within the region are exploring a regional multi-sports complex. Initial parties include: Deschutes County Fair & Expo Center, City of Redmond, VisitBend, Central Oregon Visitors Association (COVA), Redmond Area Parks and Recreation District, and others. The complex is framed as an economic development initiative targeted at sports tourism. The goal is to develop an outdoor/indoor complex that would attract major destination tournaments that are not easily accommodated in Central Oregon's existing sports infrastructure. The complex would also bring community benefit through use from local groups and sports leagues.

Discussions are currently focused on locating the complex somewhere within the Deschutes County Fair & Expo Center property. Exploring the potential for such a complex was envisioned as a two-phased approach. Phase 1 included the UO's Business Planning and Strategy Projects class (detailed below). Phase 2 would include issuing a request for proposal for a full economic/financial/management analysis. Phase 2 may begin spring 2016 however this is subject to change.

Phase 1 developed a baseline analysis of regional facilities and demands by looking at business models for existing multi-use facilities. Students also conducted primary and secondary research to examine potential usage patterns. These usage patterns looked at state or regional opportunities as well as national opportunities to hold events.

Four projects teams were assigned to the regional multi-sport complex with different focus areas:

- Two teams studied benchmarking and business models of multi-sports complexes around the country that are comparable to Deschutes County/Redmond/Bend market
- One team conducted outreach and research with tournament operators and organizers around the state and outside of Oregon to understand the demands for facilities and the fit with the Deschutes County/Redmond/Bend market
- One team examined the league and team structures within the Deschutes County/Redmond/Bend market to assess potential regional demand

---

# Benchmarking: Sports Complex Eastern Division

Max Blumenthal  
Megan Kelsch  
Matt Pelos  
Megan Rammer  
Taylor Sidore



# Agenda

---

Research Process

Accessibility

Sports & Program Mix

Marketing

Sponsorship

Next Steps





# Research Process

## Benchmarking Categories:

-Demographics

-Business Structure

-Facility Details

-Financials

-Sport/Program Mix

-Sponsorship

-Marketing





# Facility Surfaces

## Grass

- Soccer
- Football
- Lacrosse
- Field Hockey
- Paintball
- Ultimate Frisbee

## Turf

- Indoor Soccer
- Flag Football
- Lacrosse
- Field Hockey

## Ice

- Hockey
- Figure Skating
- Speed Skating
- Free rink time

## Hardwood Court

- Basketball
- Volleyball
- Pickleball

## Baseball Diamond

- Baseball
- Softball

## Outside Court

- Tennis



# Sports Program Mix

Sports Complexes	Sports												Totals
	Soccer	Baseball	Softball	"Social Sports"	Volleyball	Lacrosse	Football	Basketball	Field Hockey	Ultimate	Hockey	Wrestling	
Youngsville	x	x	x	x	x			x					6
Pavilion	x			x	x	x	x			x	x		7
Lakepoint	x	x	x	x	x	x	x	x		x			9
Myrtle Beach				x	x			x				x	4
Woodside	x	x	x		x	x	x		x	x		x	9
Virginia Beach Fieldhouse	x	x	x	x	x	x	x	x	x				9
New England											x		1
Grand Park	x	x	x	x		x	x						6
Yorktown Heights	x	x	x			x		x	x				6
Cocoa Expo		x	x		x			x					4
Portland	x	x	x	x		x	x		x	x	x		9
Totals	8	8	8	7	7	7	6	6	4	4	3	2	70



# Potential Sports Tier

## Sky's the Limit

-Premier offering in state for a particular sport

## Can Have

-Social sports  
-Youth programs  
-Camps/Clinics  
-Regional leagues

## Must Have

-Choose to offer either court sports, indoor sports, outdoor sports or a combination  
-Portfolio of sports  
-Regional sports tournaments  
-Local community leagues



# Program/Events Mix

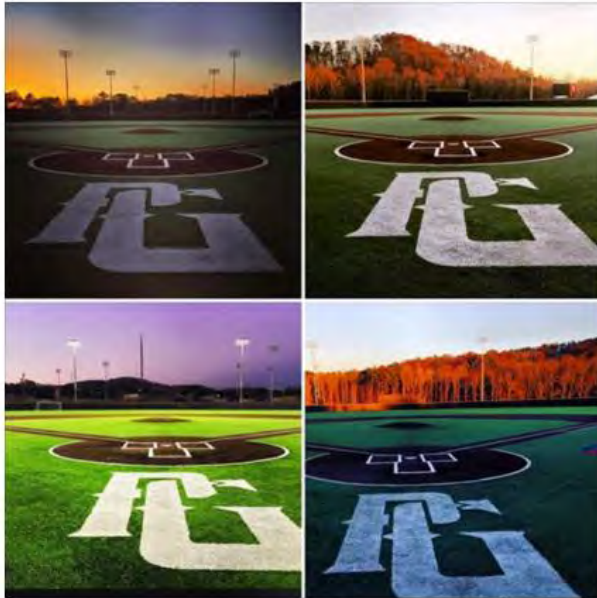
Sports Complexes	Programs/Events									Totals
	Tournaments	Parties	Other Events	Adult Leagues	Youth Programs	Camps/Clinics	Showcases	Concerts	Tradeshows	
Youngsville	x	x	x	x	x	x	x	x	x	9
Pavilion	x	x	x		x	x				5
Lakepoint	x	x	x	x	x	x	x	x	x	9
Myrtle Beach	x	x	x		x	x			x	6
Woodside	x	x	x					x	x	5
Virginia Beach Fieldhouse	x	x	x	x	x	x	x			7
New England	x	x								2
Grand Park	x	x	x	x	x	x	x	x	x	9
Yorktown Heights	x	x		x			x			4
Cocoa Expo			x							1
Portland	x	x	x	x	x					5
Totals	10	10	9	6	7	6	5	4	5	62



# Social Media Marketing

LakePoint Sporting Community  
November 23, 2015

Truly remarkable how one quadrant of fields can have such different takes on the same sunset.



Verizon 7:07 PM 72%

Tweet



#LetsLakePoint  
@LakePointSports

When the forecast calls for rain,  
who ya gonna call to get that  
practice in?



28 votes • Final results

2/3/16, 5:24 AM



PHOTO



viriniabeachsportsplex

33w



11 likes

viriniabeachsportsplex Thanks @dnbvabeach for keeping our drinks cold while we enjoy this #VBCityFC game! VB City ladies currently have a 2-0 lead over Chesterfield United with a few minutes left in the 1st half. VB City Men kick off at 7:15! See you then! #PlayAtThePlex



# Marketing Tiers

## Sky's the Limit

Launch quarterly marketing campaigns across all channels

## Can Have

- Develop Instagram and YouTube accounts
- Hashtag content consistent with complex's brand image
- Run annual marketing campaigns

## Must Have

- Develop a consistent brand image
- Create functional and visually appealing website
- Create a Facebook and Twitter page
- Invest in public relations and traditional marketing





# Funding a Sports Complex



# Potential Sponsorship Tiers

## Sky's the Limit

- Exclusive partnership deals with major firms

## Can Have

- Addition of signage sponsorship
- Acquiring sponsorship on most aspects of sports complex

## Must Have

- An exclusive corporate partner
- Hotel partners
- Sponsorship tiered for major aspects of the complex



# Next Steps

---

Primary  
research

Choose sport  
offerings

Solidify funding  
sources

Design facility  
layout



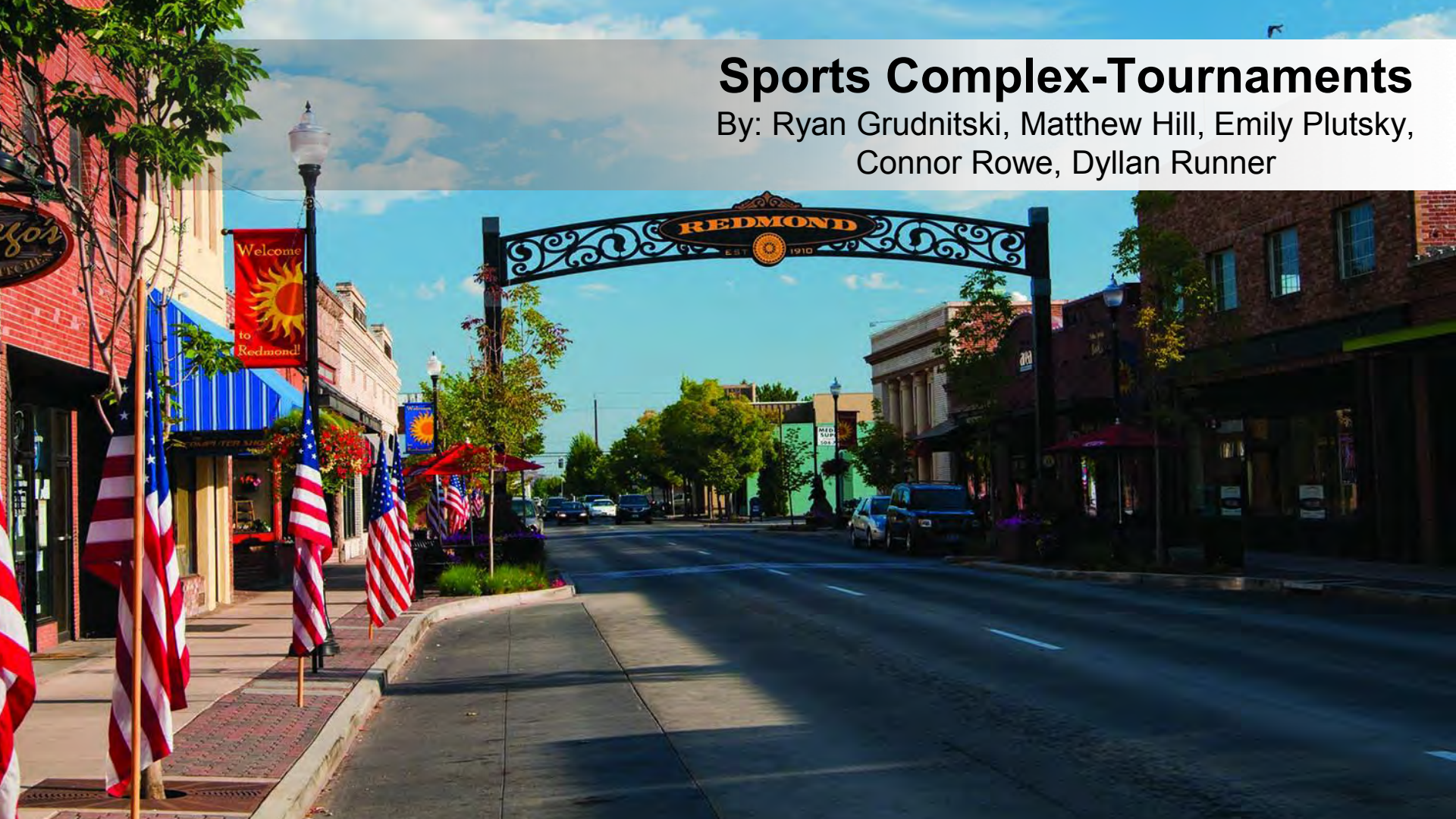
---

# Questions?



# Sports Complex-Tournaments

By: Ryan Grudnitski, Matthew Hill, Emily Plutsky,  
Connor Rowe, Dyllan Runner



# Project Background

The City of Redmond is looking at the feasibility of building a new multi-sports complex at the Deschutes County Fairground & Expo Center. The Expo has been able to hold numerous tournaments with its current facilities, but is looking to add more with the new complex.

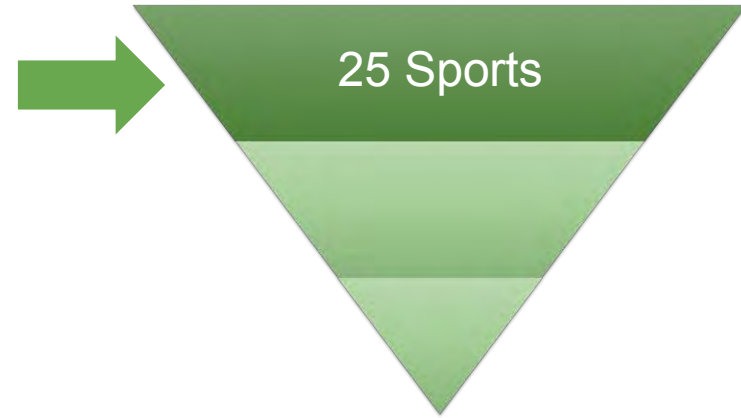
As the City of Redmond looks to add a multi-sport facility to Deschutes Fair & Expo grounds, it recognizes that the financial feasibility likely requires external funding from events and tournaments. Our project seeks to identify possible tournaments that the new facility might be able to attract to see how likely future external interest might be.



# The Process: Starting with 25 Sports

We explored different possible sports that could be held at the fairgrounds by using sports with available information on SBR Net. We started with these 25 sports:

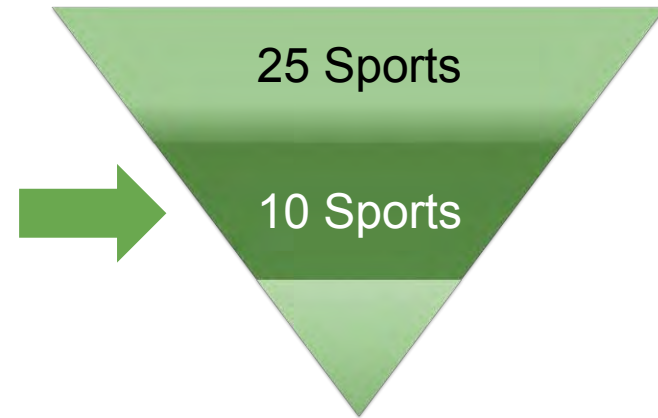
Archery	Baseball	Basketball	Billiards	Bicycling
Bowling	Camping	Fishing	Football	Golf
Gymnastics	Hunting	Ice Hockey	Inline Skating	Lacrosse
Paintball	Running	Soccer	Softball	Swimming
Tennis	Volleyball	Walking	Wrestling	Yoga



# The Process: Narrowing Data to 10 Sports

The following ten sports were selected out of the 25 because they met our criteria on positive trends relating to **age participation**, **region participation**, **market participation**, **male and female participation**, and **household income**.

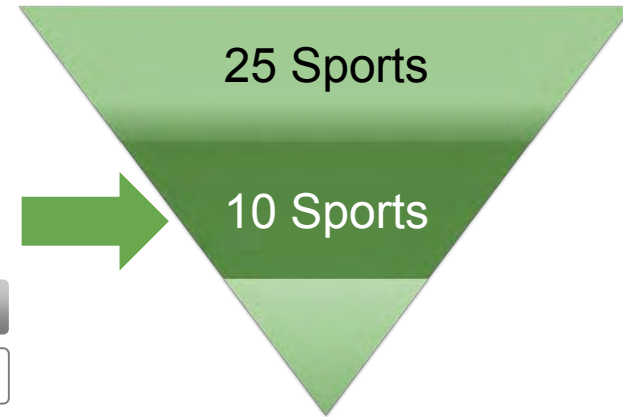
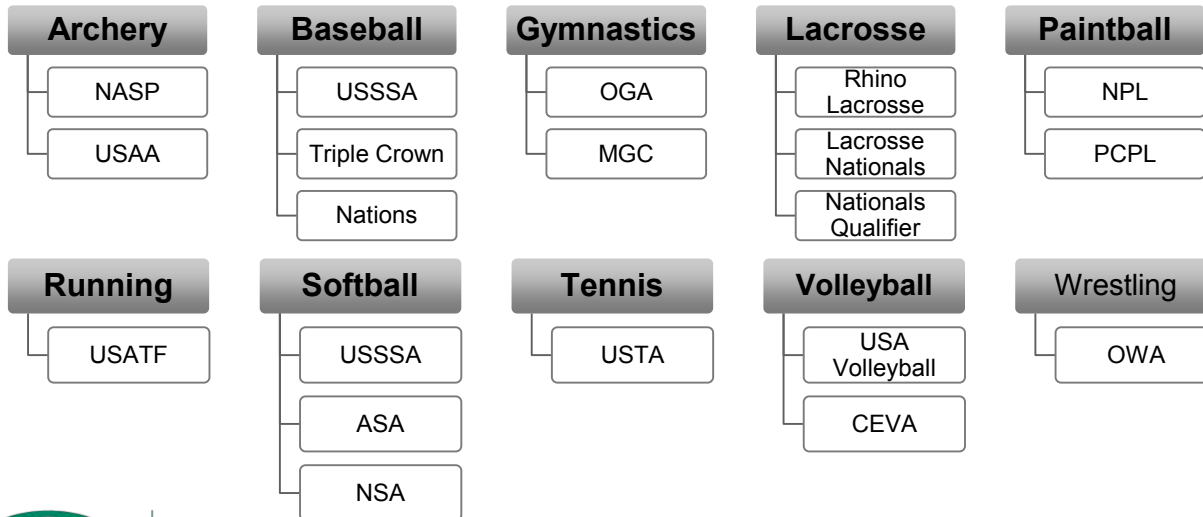
Archery	Baseball	Basketball	Billiards	Bicycling
Bowling	Camping	Fishing	Football	Golf
Gymnastics	Hunting	Ice Hockey	Inline Skating	Lacrosse
Paintball	Running	Soccer	Softball	Swimming
Tennis	Volleyball	Walking	Wrestling	Yoga





# The Process: Narrowing Down the Data Even Further

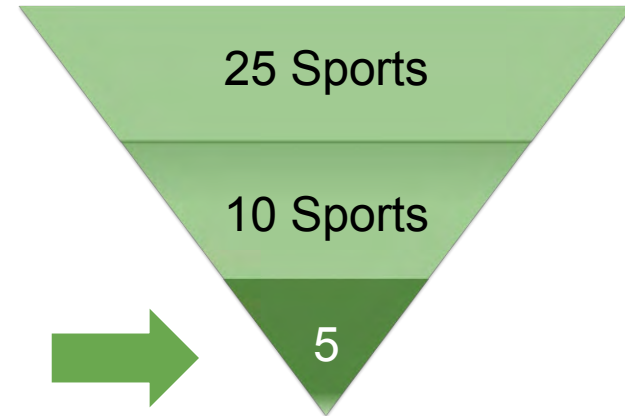
We contacted various organizations from each of the ten sports to gain information on current tournaments. We received information about location decisions and whether or not they would be interested in holding tournaments in Central Oregon. We subsequently ranked each tournament based on the feasibility of the City of Redmond hosting it by using a scale from 1 to 5 with 1 being the lowest feasibility and 5 being the highest.



# The Process: Narrowing Down to Five

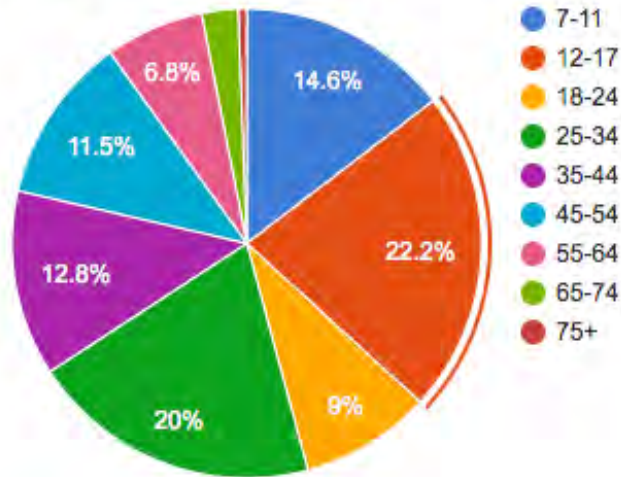
After analyzing the feasibility of the tournaments, we narrowed down the ten sports to five. We concluded that the five feasible sports are:

Archery	Baseball	Softball	Paintball	Running
Gymnastics	Lacrosse	Wrestling	Volleyball	Tennis



# Baseball: Sport Background

Age Participation (2014)



- Baseball is played by 11.3 million people
- The largest percentage of players are ages 12-17, which account for over 2.5 million people playing baseball
- Over 2.3 million baseball players are in the Pacific region



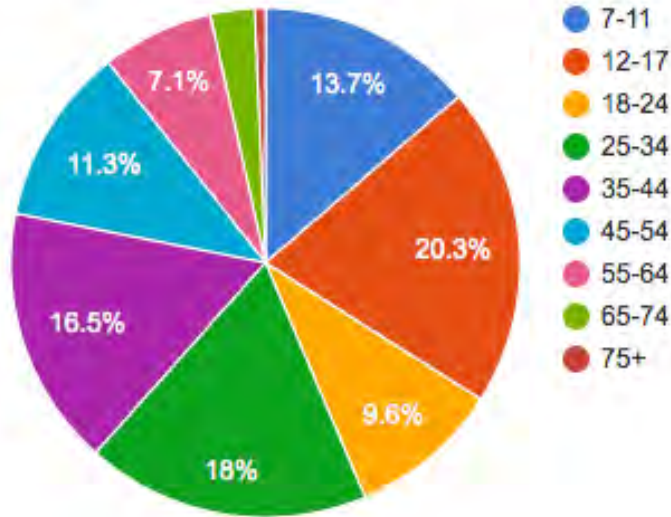
# Feasibility of Baseball Tournaments

<b>Baseball</b>	
Organization	Triple Crown Sports
Contact	Drew Reiners
Phone	(970) 672-0546
Email	Drew@triplecrownsports.com
Entry Fee:	\$400-\$650
Venue Requirements	Minimum of 4 Fields
Feasible	5/5



# Softball: Sport Background

Age Participation (2014)



- Softball is played by 9.8 million people
- The largest percentage of players are ages 12-17, which account for over 1.9 million people playing softball
- Over 1.7 million softball players are in the Pacific region
- Adult Slowpitch



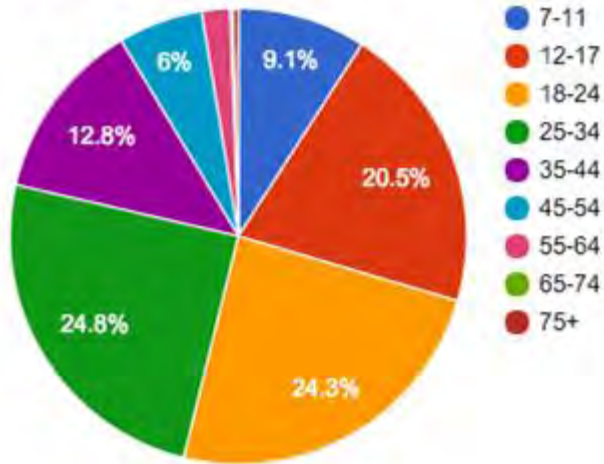
# Feasibility of Softball Tournaments

<b>Softball</b>	
Organization	Oregon USSSA
Contact	Holly Leiter
Phone	(503) 329-0129
Email	Holly.Leiter@ussa.com
Entry Fee:	\$200-\$450
Venue Requirements	4-7 Fields
Feasible	5/5



# Paintball: Sport Background

Age Participation (2014)



- Paintball is played by 4.8 million people
- The largest percentage of people that play are ages 25-34, which account for over 739,200 people
- Over 878,400 people play paintball in the Pacific region



# Feasibility of Paintball Tournaments

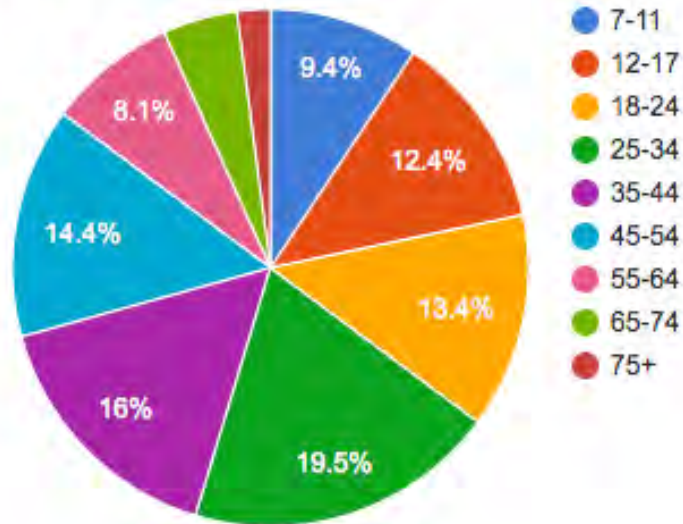
<b>Paintball</b>	
Organization	West Coast Rumble
Contact	Diamond Hill Paintball
Phone	(541) 912-5006
Email	info@diamondhillpaintball.com
Entry Fee:	\$100-\$200
Venue Requirements	Speedball field, parking, concessions, RV/Hotels, First Aid
Feasible	5/5 for speedball, 1/5 this league





# Tennis: Sport Background

Age Participation (2014)



- Tennis is played by 12.4 million people
- The largest percentage of players are ages 25-34, which account for over 2.4 million people playing tennis
- Over 2 million players are in the Pacific region



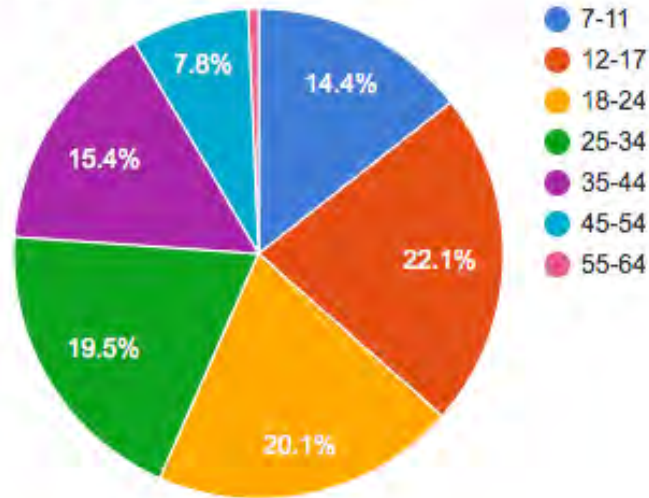
# Feasibility of Tennis Tournaments

Tennis	
Organization	USTA
Contact	Eric Anderson
Phone	(480) 419-3651
Email	eanderson@deserthighlandsscottsdale.com
Entry Fee:	\$33-50/player
Venue Requirements	Multiple courts
Feasible	4/5 for tennis, 1/5 for this tournament



# Wrestling: Sport Background

Age Participation (2014)



- Wrestling is played by 2.9 million people
- The largest percentage of people that wrestle are ages 12-17, which account for over 640,900 people
- Over 707,600 people wrestle in the Pacific region



# Feasibility Wrestling Tournaments

<b>Wrestling</b>	
Organization	Tim Brown Memorial
Contact	William Lum
Phone	
Email	<a href="mailto:william.lum@twinriversusd.org">william.lum@twinriversusd.org</a>
Entry Fee:	\$15-\$25 per wrestler
Venue Requirements	10 mats, Concessions, parking, warm-up room and mats, First-aid/medical response
Feasible	1/5 for this event, 4/5 for wrestling



# Recommendations

Based on our research on attractive participation rates we started with 10 sports. However the tournaments for the five sports are most likely to consider a new proposed complex.

With that being said, it is important to note the differences between specialized and general facilities. Baseball, softball, and tennis are sports that require specialized facilities whereas other sports require a more general multi-sport space.

Baseball

Tennis

Paintball

Softball

Wrestling



# Action Plan

Action	Who	When
Review all project teams reports; identify elements of a shared vision	Working group	Within the next month
Agree on priority sports to be included in consulting RFP	Working group	Within the next two months
Build out a list of tournaments and further refine feasibility ratings	Working group	While consultants are working
Finalize vision for facility and do detailed specifications, including projections of sports tournament revenue	Working group and consultants	TBD



# The working group now should come to a unified vision

## Regional Demand

-Ways the sports complex could be a community attraction

## Tournaments/Events

-Which tournaments are feasible to hold in Redmond

## Benchmarking

-External research on complexes throughout the U.S. examining both community and external offerings



---

# Q&A





---

# Benchmarking: Sports Complex Western Division

Krishna Amin  
Amber Newman  
Davia McFarlane  
Ben Cunha  
Casey Dalthorp



# Overview

Objective of Project

PESTEL Analysis

Methodology

Benchmark Map

Key Findings

Tiered Models



# Main objectives for the City of Redmond

- Building a business-friendly climate in the city
- Accommodate growth and change
- Economic development for sports tourism boosting vacation spending
- Attract destination tournaments as well as serve the community
- Bring national awareness to Central Oregon



# Four teams came together to research different areas of the feasibility project

## Regional Demand

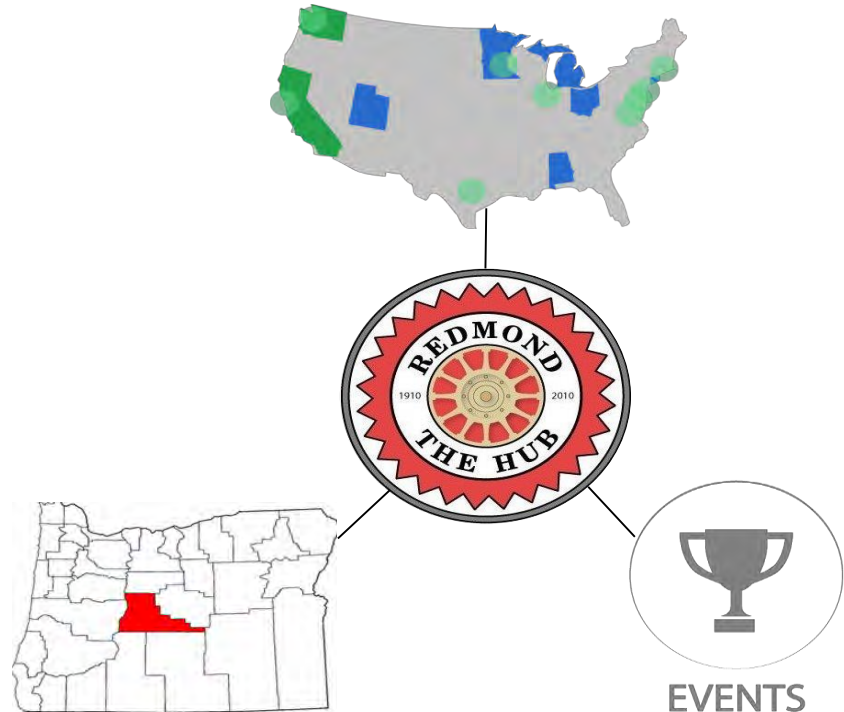
- Ways the sports complex could be a community attraction (youth/adult leagues)

## Tournaments/Events

- Ways the sports complex could be an external attraction

## Benchmarking

- External research on complexes throughout the U.S. examining both community and external offerings



# Macro-environmental factors also impact the attractiveness of this proposal



## Political

- Growing focus on healthcare
- Funding & grants available to support community health

## Economic

- Unemployment rate Redmond 8.3% vs. U.S. 6.3%
- Future job growth Redmond 32.5% vs. U.S. 36.1%
- Family median income Redmond \$45,636 vs. U.S. \$64,585

## Socio-cultural

- Demographic: Median age is 34, average temperature H:85 L: 20, 8.64 inches of rain/yr, population is about 27,941 (2014)
- Lifestyle: Trends of living a healthy lifestyle which encourages participation in sports & various physical activities



# Macro-environmental factors also impact the attractiveness of this proposal



## Technological

- Growth of internet & social media
- Communication technology
- Accessible wifi connection

## Legal

- Changes to public funding policies
- Safety regulations

## Environmental

- Reducing carbon footprint
- “Green” building (solar panels, natural ventilation, recycling program)

# Methodology

**Location**

**Population**

**Capability**



# Data Gathered

## Secondary Research

- Limited online data

## Primary Contacts

- Phone interviews



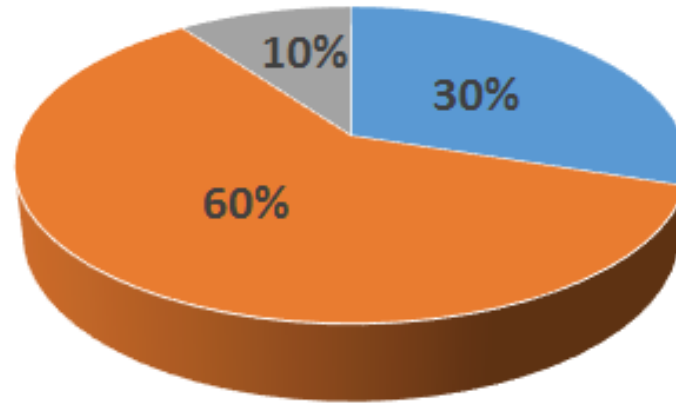


# Our Benchmarks



# Public-Private Management Model

Management Models



■ Public ■ Public-Private ■ Private



# Inclusion of family-oriented areas and structures



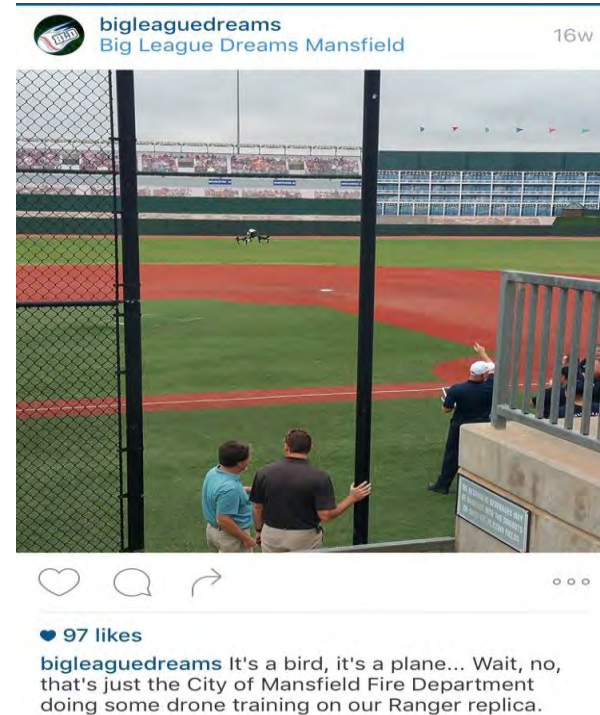
## Key Amenities

- Playgrounds
- Picnic tables
- Benches
- Open spaces
- Fishing ponds

# A strong social media presence is an important factor to consider

## Opportunities

- Compliment existing website
- Disseminate information
- Advertise fields and experience
- Attract more visitors
- Address visitor concerns



# Continuum of where to focus efforts



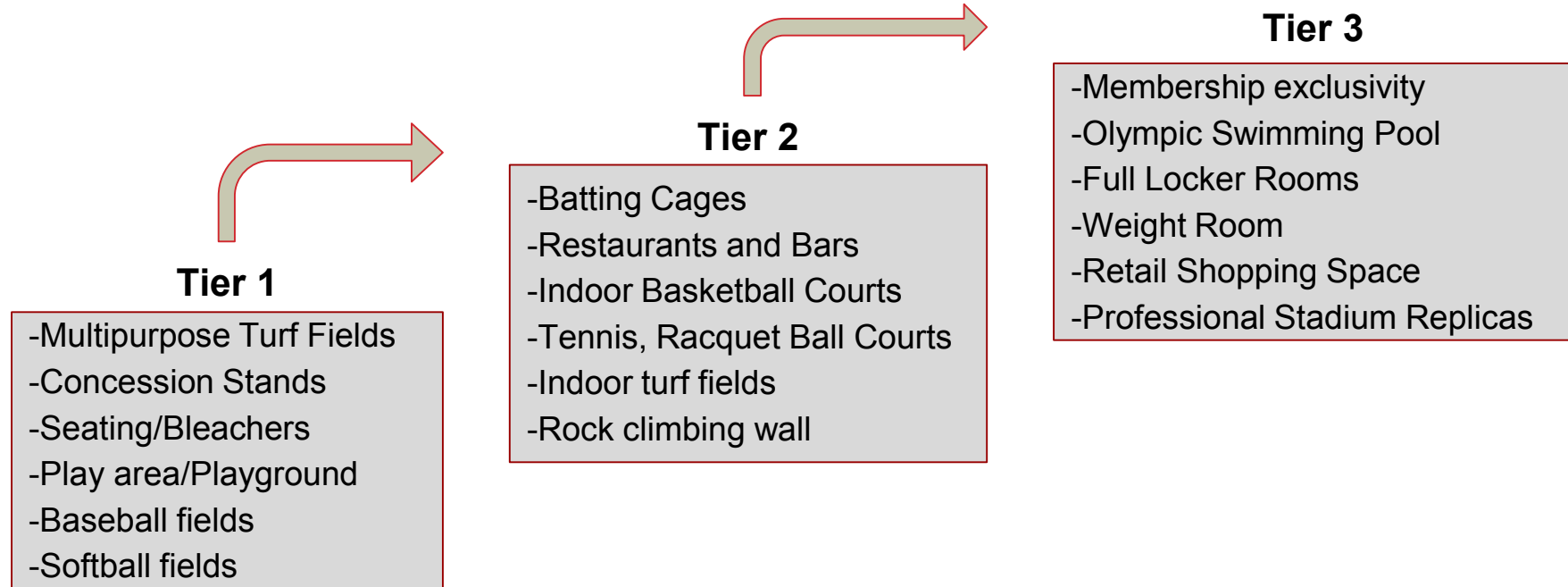
**Community Attraction**



**External Destination**



# A key decision for the working group is to define what should be included within each tier for Deschutes County



# Tier 1 Complex: Sta-Mo Sports Complex



## Key Features

- 1 restroom
- 2 concession stands
- 2 unlit baseball fields
- 4 lighted softball fields
- 5 lighted baseball fields
- 700 available parking spots
- Batting cages



# Tier 2 Model: Prairie Ridge Sports Complex

## Key Features

- 2 playgrounds
- 4 concessions stands
- 5 football fields
- 6 softball fields; 4 lighted
- 9 soccer fields; 4 lighted
- 15 baseball fields; 6 lighted
- 124 acres of land
- Storage Buildings





# Tier 3 Model: Big League Dreams



## Key Features

- 3 Professional replica stadiums (Fenway Park, Yankee Stadium, Wrigley Field)
- Batting cages
- Beverage & food department
- Indoor field house: 20,000 sq ft & climate controlled
- Outdoor playground
- Stadium club restaurant with terrific views of each ballpark



---

# Benchmarking: Sports Complex Eastern Division

Max Blumenthal  
Megan Kelsch  
Matt Pelos  
Megan Rammer  
Taylor Sidore



# Table of Contents

---

Executive Summary.....	1
Project Questions.....	2
Research Approach.....	6
Summary of Research.....	8
Implications for Redmond.....	28
Next Steps.....	39
Works Cited.....	42
Appendix.....	43



# Executive Summary

---

One component of assessing the feasibility of the proposed Redmond sports complex is understanding how similar complexes are structured. Our team examined 11 complexes in the eastern half of the United States. To help provide a benchmarks for the proposed complex's development.

## **Key Findings**

The commonalities among all the complexes was that they offered a common sports portfolio, were located close to a major city, airport, or highway artery, and served two types of demand. These types included outside demand from regional teams, leagues, and tournaments, as well as local use. Most of the complexes we found were privately funded and governed.

## **Implications**

Redmond would be on the very small end among the complexes we researched in terms of local population served, since on the east coast there are fewer centers located in an area comparable to Redmond. To support a complex of the size and scope we discovered requires consistent and high event demand from outside organizations. This requires strong program, marketing, and operational management. Most forms internally managed, but a few used outside firms. Revenue from events and community use needs to be complemented by corporate sponsorships. The proximity and availability of hotels locally is common at other complexes, a weakness Redmond already has acknowledged.

## **Recommendations for Future Study**

Working group or consultants need to directly follow up with complexes in the following areas:

- Detailed financials and revenue mix for sports events, memberships, community use, non sports events and corporate sponsorships
- Start-up capital costs and funding mix



---

# Project Questions

Defining the Project Parameters



## Vision articulated by Redmond

### **The Future of Redmond**

*“In 2030 Redmond citizens describe their community as one that is complete, offering a wide range of services, opportunities, and amenities. It’s a community that has acted to maintain a balance among the three pillars of sustainability, while accommodating growth and change. As a result, Redmond’s high quality of life, cherished natural features, distinct places, and character are enhanced. The community’s evolution has successfully woven the small town feel of older, established neighborhoods with the energy and vitality of Redmond’s urban centers. The result is a place where people are friendly, often meet others they know and feel comfortable and connected. It is a place where diversity and innovation are embraced, and action is taken to achieve community objectives. It’s a place that is home to people from a variety of ethnic backgrounds, which contribute to the richness of the city’s culture.”*

### **Multi-Regional Sports Complex**

As part of the Sustainable City Year with the University of Oregon, Redmond initially identified analysis for the proposed regional multi-sports complex as an area needing assistance. The goal of this project was to grow the economic development of the City of Redmond to align with its vision of the future.

### **Partnership with the University of Oregon**

Redmond city officials have partnered with senior business students in the Business Strategy and Planning capstone course at the Lundquist College of Business in order to do an initial feasibility analysis on aspects of the proposed sports complex. The research directives were split amongst four groups, all tasked with researching and reporting on one aspect of the development. Our team was responsible for benchmarking similar complexes in the eastern region of the United States. Based on the results of our findings and those of the other teams, Redmond officials and the sports complex working group will use the information to plan the next phase of the project. With these class findings, Redmond hopes to be better informed regarding how to build the best sports complex for this region.



# Redmond provided its vision of the proposed complex

---

## **Guidelines from Jan. 8th Meeting**

During our visit to Redmond, we met with the project's working group that includes key stakeholders from Parks and Recreation Department, Deschutes County Fair and Expo Center, and City government. The stakeholders articulated their expectations for the complex:

- Event space for outside tournaments/leagues
- Use by the local community during non-private events
- Multi-purpose grass and court surfaces for a variety of sports
- Sports offered for every age from kids to adults
- Complex design that embraces the culture of Redmond including color scheme and design choices
- Utilize demand from the fairgrounds and local community which is currently experiencing a larger demand than the supply of sport and recreational space

## **Other Considerations**

The Redmond stakeholders also provided guidelines for research and input including the following:

- No set budget for capital costs of the project
- No anticipated budget for operating costs
- Ability to attract hotel growth near the site
- Ability to expand into currently unused area near the Deschutes County Fair and Expo Center
- Goal is not maximizing profit, rather, it is to best develop the city of Redmond through sports tourism
- Accessible to the public



## The Expo as site of proposed sports complex



<http://kirbynagelhout.com>





---

# Research Approach

Methodologies for Gathering Information



# The scope of our research for complexes in the eastern United States

---

## **Secondary**

We analyzed sports complexes from the eastern region of the United States by searching for complexes on the internet and determining if they met some key criteria: small town away from a big city, near an airport, served the local community, and offered multiple sports. We collected information using a template provided to and approved by the working group including location, demographics, business structure, facility, financials, community involvement, marketing, and program mix information. We also collected contact information in order to conduct further primary research. Details on each complex can be found in the appendix.

## **Primary**

The group member who did the secondary research on each facility was responsible for contacting a representative of the complex to supplement and clarify information. We originally reached out via phone calls and subsequently via email. We developed a form to send to all the complex officials in order to gain information not readily available online. Out of all eleven complexes we were able to retain primary information from four.



---

# Summary of Research

Key Findings



## Locations of sports complexes included in our benchmarking



## Eastern sports complexes were typically in more developed areas near major cities

### Population Served

The Deschutes tri-county statistical area has approximately 210,000 residents. In doing our research, we found that small towns with large sports complexes were rare and therefore most of our complexes came from areas with larger populations. The average county population of our eleven complexes was 470,685 residents. However, two of our sports complexes were located near New York City and Boston. When these two complexes are withheld from the average county size, the average was 300,970.

Our town size average is on par with Redmond at 25,734 people. Excluded from this number is Virginia Beach which lists the entire area surrounding it as its total population. Our research shows that successful sports complexes can be found in both small (Emerson, Georgia has 1,488 people) and large areas (Portland, Maine has 66,318 people). The town of Redmond lies in the middle of our town sizes, and the lower end of local population served.

### Closest Major City

As expected, it was difficult to find comparable sports complexes farther from major cities since the eastern side of the United States is more densely populated. As a frame of reference, Portland, Oregon's population is 609,456 and our major city comparable average was 550,401 not including New York City with its population of 8,406,000. The average distance of our complexes from a large city was only 52 miles as compared to Redmond which is 183 miles from Portland, Oregon.

As previously mentioned, this was an expected difference in researching sports complexes on the other side of the country. This proximity to a major city impacts not only the population served, but the level of competition in tournament bidding against large city sports complexes. Overall, being near a major city can change the dynamics of how a sports complex is operated and obtains funding.



## All complexes are easily accessible year round

### Distance to Airport

As previously noted, the eastern region of the United States has small pockets of densely populated areas, complemented by other areas with less densely populated areas. Due to this, about half of the benchmarked sports complexes are within 30 miles of large cities which makes airports easily accessible. Those towns that are farther from major cities had regional airports of their own. The average distance to a major airport (regional or international) was 24 miles.

### Climate

The eastern region of the United States is known for its harsher climates (both in heat and in cold). The complexes have a wide variety of weather patterns but all seem to be successful regardless of weather. Being located in an area with a moderate climate will somewhat benefit Redmond's complex, but it is not a significant factor as far as our research has shown. No complex offered the scenic view that Redmond does.

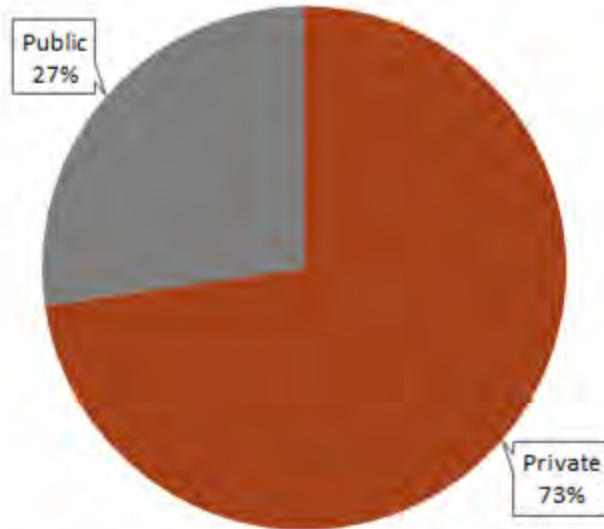


In the scatter plot above, all airports are within an hour from each sports complex. Specifically, all airports are at least regional like Redmond's. The three dots plotted together to the right of the chart are all towns that have their own regional airport like Redmond: Myrtle Beach, Portland (ME), and Greenville. The dots that are highest on the map are those complexes near major cities, and therefore the relevant airport is farther away.



## The majority of complexes were privately owned

### Complex Ownership



#### Private

The majority of complexes, eight in total or 73%, were privately owned. With this private ownership, we were not able to find specific details regarding financials. Many of the private complexes have a board of directors that oversee the location as a whole.

#### Public

Of the three (23%) publicly owned complexes, many are owned by their respective cities or counties and are operated by the local parks and recreation departments. These complexes received assistance from their city, state, or county governments throughout the process of funding and operating the facilities.



## Management styles varied across all facilities

### Management Structure

Due to the lack of response by many facilities during our primary research, we were unable to learn exact details of how each facility operates on a daily basis. Most complexes had directors on staff designated for each division of their business (marketing, human resources, tournaments, partnerships, sponsorships, etc). In general, there are a variety of ways the complexes can choose to manage day-to-day operations. Some facilities do all of their management in-house, while others outsource operations to a national firm that provides facility management services to complexes around the country.

#### Internal - Private

Privately owned complexes that use an internal management style control all of their own staffing and operations of the facility. This method allows for the most control over the complex and the way it is operated.

#### Internal - Public

Complexes that are publicly owned are typically managed by their local parks and recreation department, or a division of the city/county that owns the facility. These staff numbers may be smaller and may share duties with other facilities or business divisions of their respective city or county.

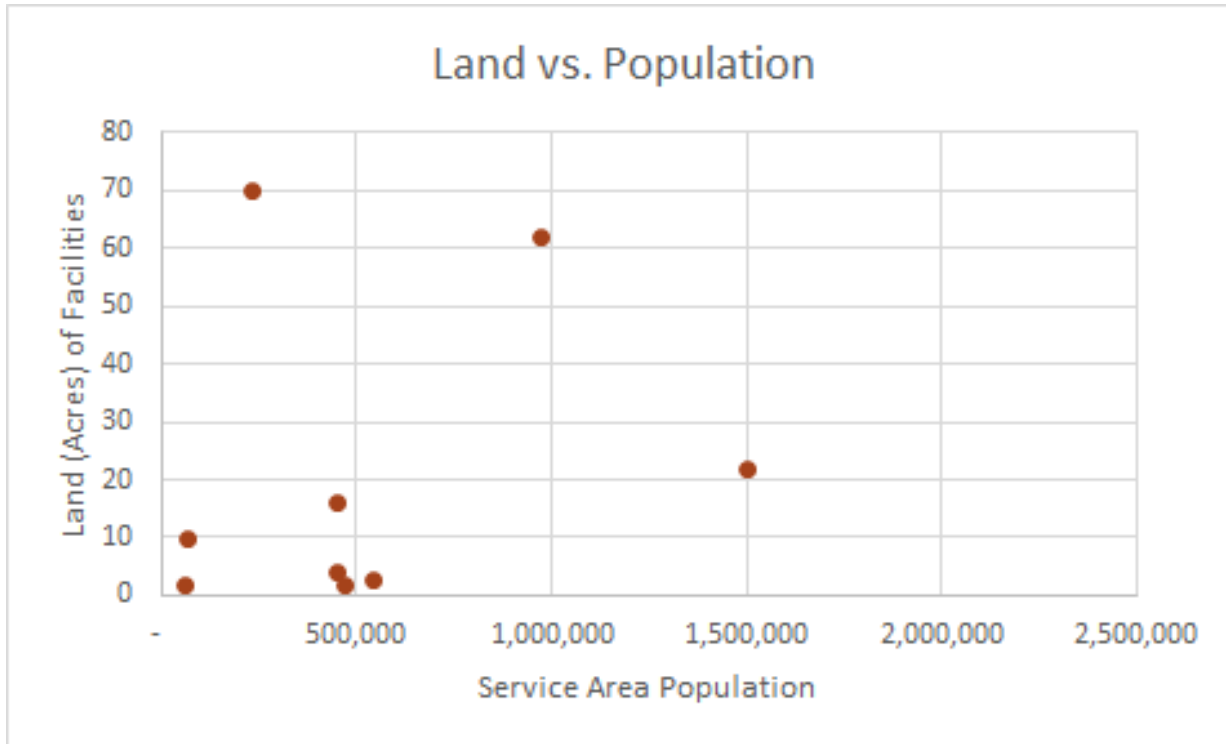
#### External - Sports Properties Management Firm

Some of the complexes we researched outsourced the management of the facility to a sports properties management company upon completion of construction. The companies that take over management are experts in their field. Owners that choose this management style have a very “hands off” approach and do not exercise great control over management, but typically build in performance standards into management contracts.





## Most complexes were on less than 17 acres



Based on the 9 complexes with available facility acreage data, we saw that the usable complex space for guests for most locations was under 17 acres but with a cluster in the 2-4 acre range.



# The facilities have multiple offerings for both sports and other activities

## Surfaces & Their Sport Offerings

Grass	Turf	Ice	Hardwood Court	Baseball Diamond	Outside Court
<ul style="list-style-type: none"><li>• Soccer</li><li>• Football</li><li>• Lacrosse</li><li>• Field Hockey</li><li>• Paintball</li><li>• Ultimate Frisbee</li></ul>	<ul style="list-style-type: none"><li>• Indoor Soccer</li><li>• Flag Football</li><li>• Lacrosse</li><li>• Field Hockey</li></ul>	<ul style="list-style-type: none"><li>• Hockey</li><li>• Figure Skating</li><li>• Speed Skating</li><li>• Free rink time</li></ul>	<ul style="list-style-type: none"><li>• Basketball</li><li>• Volleyball</li><li>• Pickleball</li></ul>	<ul style="list-style-type: none"><li>• Baseball</li><li>• Softball</li></ul>	<ul style="list-style-type: none"><li>• Tennis</li></ul>

## Non-Core Offerings

- Catering
- Concessions
- Parties
- Camps
- Clinics
- Youth programs
- Special events
- Locker rooms
- Domed fields
- Tournaments
- Concerts
- Conventions
- Trade shows
- Business meetings
- Ponds
- Onsite dorm rooms
- Cafe
- Bleachers
- Projector screens
- Retail space
- Restaurant



## The sports mix is led by soccer, baseball, and softball

### Sports Mix

Complexes	Sports												Totals
	Soccer	Baseball	Softball	"Social Sports"	Volleyball	Lacrosse	Football	Basketball	Field Hockey	Ultimate Frisbee	Hockey	Wrestling	
Youngsville Sports Complex	x	x	x	x	x			x					6
Pavilion Sports Complex	x			x	x	x	x			x	x		7
Lakepoint Sports Complex	x	x	x	x	x	x	x	x		x			9
Myrtle Beach Sports Center				x	x			x				x	4
Woodside Sports Complex	x	x	x		x	x	x		x	x		x	9
Virginia Beach Fieldhouse	x	x	x	x	x	x	x	x	x				9
New England Sports Complex											x		1
Grand Park	x	x	x	x		x	x						6
Yorktown Heights Sports Complex	x	x	x			x		x	x				6
Cocoa Expo		x	x		x			x					4
Portland Sports Complex	x	x	x	x		x	x		x	x	x		9
Totals	8	8	8	7	7	7	6	6	4	4	3	2	70

### Geographic Fit

The sports mix for each complex depended on the popularity of the sport in that region. For example, hockey is a big sport in New England and that is where we found a complex that largely focused on ice hockey. Outdoor sports were more popular in the south where the weather was warmer and more hospitable to be outside.



## Complexes also built in extraordinary features that complement their vision

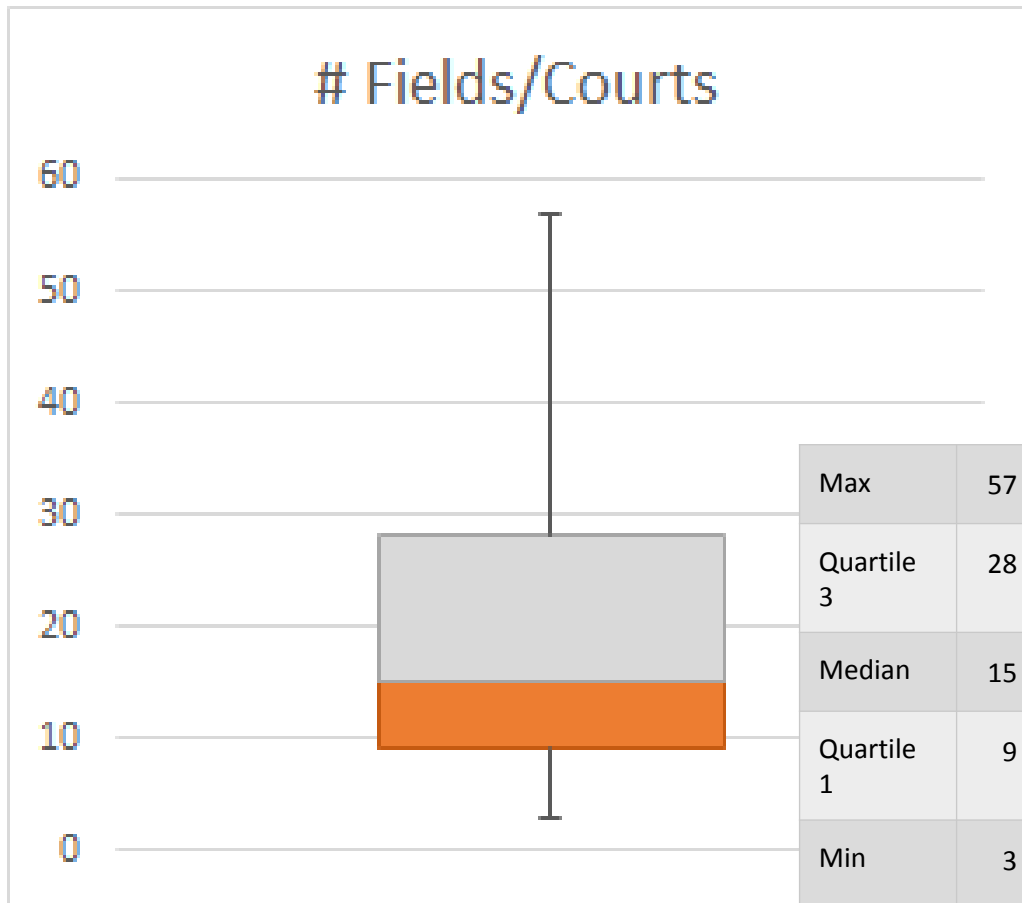
---

### Interesting Facility Additions and Amenities

- Walking path with exercise stations
- Fishing pond
- Arcade
- Dog park
- Picnic area
- Bubble soccer
- Dome roof
- Dorm styled hotels on site
- Mini golf
- Rock climbing
- Lazer tag
- Video wall
- Paintball
- Adjustable netting systems
- Host banquets and luncheons
- Catered food
- Cafe with indoor/outdoor seating
- Concession stands
- Playground
- Exercise rooms
- Water parks
- Bounce house
- Running track



## Most complexes have 10 to 28 fields/courts



The median number of surfaces for playing sports was 15, with most of the data between 10 and 28 fields/courts. The outliers served a large demand with many different sports or were more focused on a small # of sport offerings but were known for doing an excellent job with those sports.



## The most common programs offered are tournaments, parties, & other events

### Program mix

Complexes	Programs/Events									Totals
	Tournaments	Parties	Other Events	Adult Leagues	Youth Programs	Camps/Clinics	Showcases	Concerts	Tradeshows	
Youngsville Sports Complex	x	x	x	x	x	x	x	x	x	9
Pavilion Sports Complex	x	x	x		x	x				5
Lakepoint Sports Complex	x	x	x	x	x	x	x	x	x	9
Myrtle Beach Sports Center	x	x	x		x	x			x	6
Woodside Sports Complex	x	x	x					x	x	5
Virginia Beach Fieldhouse	x	x	x	x	x	x	x			7
New England Sports Complex	x	x								2
Grand Park	x	x	x	x	x	x	x	x	x	9
Yorktown Heights Sports Complex	x	x		x			x			4
Cocoa Expo			x							1
Portland Sports Complex	x	x	x	x	x					5
<b>Totals</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>62</b>

### Correlation of Programs

When looking at the program mix, some complexes offer a wide variety of events and activities while some are extremely limited with what they offer. Complexes that solely focus on sports typically offer more tournaments, adult and youth programs, camps, and showcases, while the larger complexes have non-sports options as well seek to create the most revenue from the space their facilities provide.



# Larger complexes with tournaments require community amenities

## Hotels

All of the complexes we researched have hotels located nearby. Some are located within driving distance to the complex, while others are on site as a part of the facility campus. Several have partnerships with hotels and provide direct links to book on the facility website. With the facility providing visitors to the hotels, and the hotel providing the facility visitors a place to stay, this type of partnership seems like a "win-win" for both parties.

LakePoint  
Hotels

LakePoint partners with Experient Housing Bureau to accommodate all overnight guests. There will be more than 20 hotels on-site, and over 100 hotels within a 50 mile radius.

BOOK YOUR ROOM! >



Now Open - Book Your Room Today



Coming Soon



Coming Soon

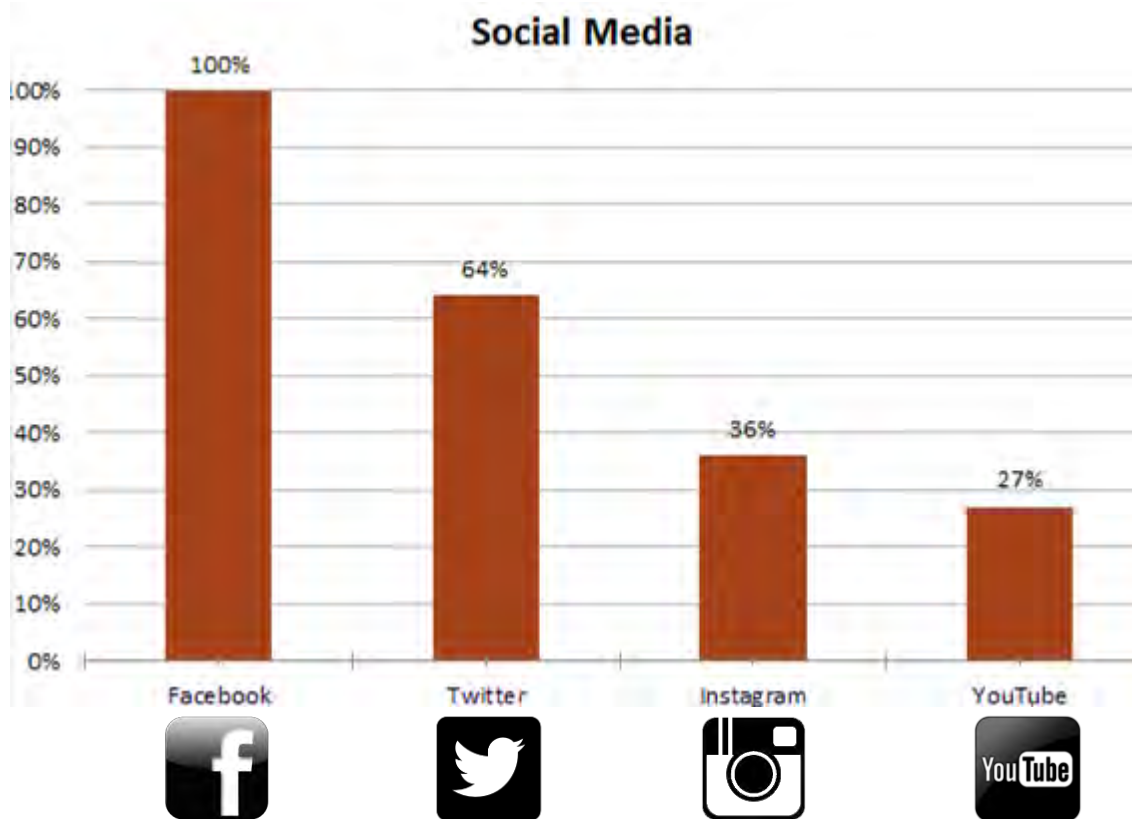
## Role of Tourism

Due to the geographic makeup of the eastern region of the United States, many facilities were located not far from major cities and other tourist attractions. Other complexes were located in more rural areas that did not offer many activities by the way of tourism other than outdoor activities such as hiking and biking.

A few of our complexes have chosen to market themselves as "sports tourism destinations" and have built up their surrounding areas to include other activities for families to enjoy. Some examples of additional on-site facilities include hotels, restaurants, parks, arcades, mini golf, rock climbing, entertainment venues for concerts, and other activities that families with kids playing in tournaments can enjoy. While fewer complexes chose this approach, they appear to be successful in their respective locations.



## Social media is a common marketing tool used by sports complexes



With the geographic distance between ourselves and the facilities, and the lack of responses during our primary research, it was difficult to get a grasp for the types of traditional marketing complexes use such as newspapers, radio, and TV. We were able to look into social media and see that all eleven of our facilities use Facebook. Use of other social media channels were dramatically lower. Some use their social media very consistently and have a very broad reach, while others do not post frequently at all.

Lakepoint Sports Complex, Myrtle Beach Sports Center and Virginia Beach FieldHouse were the three facilities that use all four social media channels we analyzed. They use their social media to communicate their brand and interact with their visitors. Redmond's complex needs to use all four social media channels actively as well.

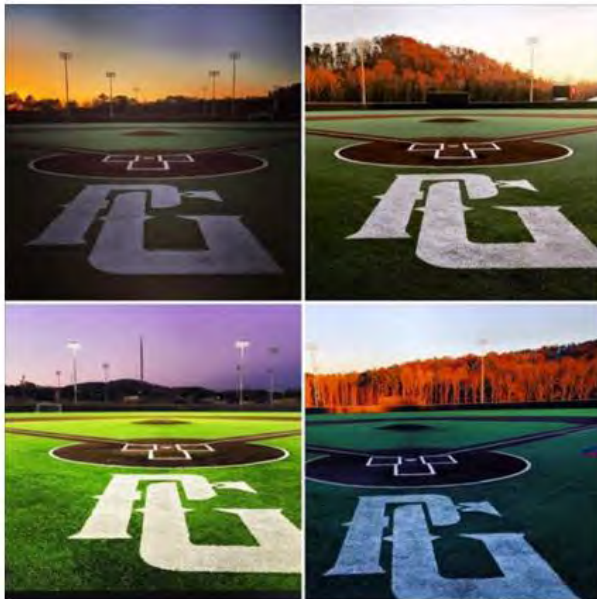




# Complexes utilize social media to engage with the community



Truly remarkable how one quadrant of fields can have such different takes on the same sunset.



Verizon 7:07 PM 72%

**#LetsLakePoint**  
@LakePointSports

When the forecast calls for rain, who ya gonna call to get that practice in?

Ghost Busters	14%
<b>LakePoint</b>	<b>86%</b>

28 votes • Final results

2/3/16, 5:24 AM

Home Notifications Moments Messages Profile

PHOTO

viriniabeachsportsplex 33w

11 likes

viriniabeachsportsplex Thanks @dnbvabeach for keeping our drinks cold while we enjoy this #VBCityFC game! VB City ladies currently have a 2-0 lead over Chesterfield United with a few minutes left in the 1st half. VB City Men kick off at 7:15! See you then! #PlayAtThePlex



## There are multiple ways to cover capital and operating costs

### Capital Commitments

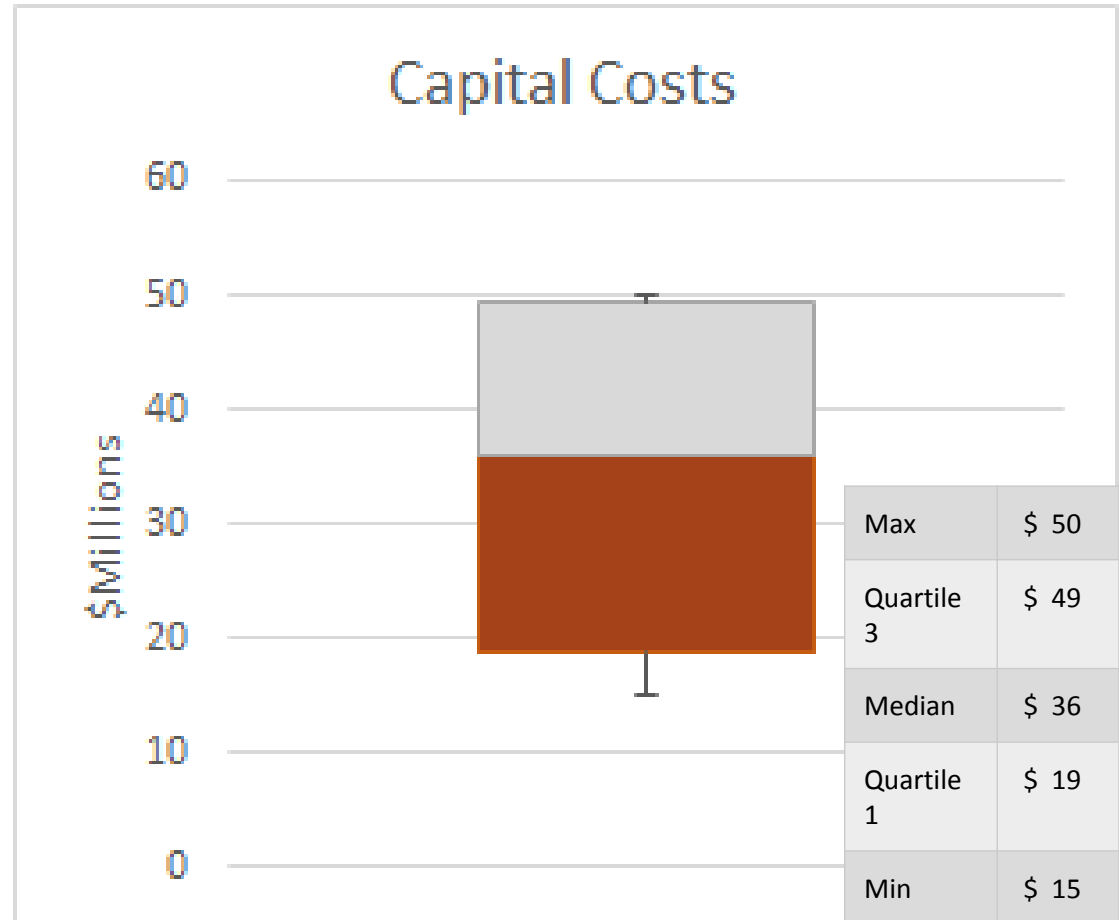
Some of the complexes were brand new while others were renovations of old facilities. The box plot shows the capital costs of those facilities that are new constructions.

### Financing Options

We discovered how financing was raised for the development of several complexes through news articles, primary research, and the complex websites themselves. These financing options included the following:

- Bonds
- Sales tax
- Donated land
- Private funding

Complex staff was unable to provide specific financial information, more primary research is necessary.



## The role of sponsorship differs with the type of sports complex

### **Correlation with Governance**

We expected to see active sponsorship portfolios for each facility, including recognition on websites and social media. Instead, there appears to be a correlation between sponsorship and governance. Privately held complexes have few sponsors: some had zero as far as the complex website and the information we gained could tell us. Of the eleven complexes we looked at, only three were publicly owned and the other eight are privately held. The most common kind of sponsor for the privately held companies were medical practices. More than half of the websites displayed hotel partners, some showed only one, but others mentioned over ten.

### **Public Sports Complexes & Sponsorship**

Out of the three publicly funded sports complexes benchmarked, two of them have more than twenty sponsors. The third did not specifically identify any sponsors, but shows three local partnerships with nonprofit environment related organizations. Sponsorship is important for public complexes because it is a strong revenue driver and should be in all business models.

### **Example: Lakepoint Sports Complex**

Greenville, which is 30 miles outside of Atlanta, has a complex stood out from the rest of the privately held sports complexes. Lakepoint has multiple sponsors and partnerships ranging from Kia as the official automotive sponsor to Republic Services as the official recycling partner. Lakepoint was partially government funded which could indicate why they have gone the sponsorship route in the community.

### **Example: Grand Park**

Having a tier structure for sponsorship allows complexes to align packages to the specific needs of different businesses. According to the Indy Star newspaper, PepsiCo's exclusive beverage deal with Grand Park in Westfield Indiana was for \$2 million dollars over ten years. On Grand Park's website, PepsiCo. is the only firm listed as an exclusive partnership. The article also notes that this deal was a move to reduce public money; the complex has obtained \$45 million in local government funding.



## Sponsorship is an important revenue component

### Excellent Complex Sponsorship Plan: Youngsville Sports Complex

Included on the Youngsville Sports Complex website is a 34 page sponsorship booklet that details the in's and out's of both the complex and the opportunities it has in store for a potential sponsor (this has been separately provided electronically to Redmond). The city of Youngsville and its complex are comparable to Redmond, a small town with no major city nearby and a county of 230,000. The complex was publically funded, therefore sponsorship is an important factor in remaining profitable. Created for the locals and to bring in revenue to local businesses, Redmond needs to keep an eye on this complex.

### Example: Baseball Field Naming Rights

Youngsville has five baseball fields, all up for individual naming rights opportunities. The pricing structure is tiered according to the complex's plan to grow in attendance every year. Year one is valued at \$15,000, with year two at \$17,500, and the following three years at \$20,000 each.

Everything from the entire facility (\$60,000) to the parking lot (\$3,000) are up for naming rights sponsorship. Smaller options are available too, as in a smaller sign on a baseball field (\$1,500) and or naming of a picnic pavilion (\$1,000). On the Youngsville Sports Complex website, there are 52 different current sponsors listed.



## Most outstanding complex by individual category

---

### **Best Indoor Amenities: Myrtle Beach**

With over 100,000 sq feet of convertible space, this complex is dedicated to fulfilling its users needs. Of the 100,000 sq feet, 72,000 is column free hardwood space for 8 basketball courts and 16 volleyball courts. It not only can hold court sports but it is also equipped to host events, tradeshow, and has 7 team rooms, telescopic bleachers, a private mezzanine for elevated viewing, and indoor cafe seating. The ceiling at its lowest point is 35 feet, and at its highest is 43 feet. Myrtle Beach's facility has the ability to host catered banquets and luncheons.

### **Widest Selection of Sports: Virginia Beach**

This complex holds 175,000 sq feet for a wide variety of indoor sports. The facility hosts tournaments, leagues, sporting events, youth and adult programs and pick-up games for all approved sports. The list offered is soccer, flag football, volleyball, basketball, baseball, softball, lacrosse, field hockey and social sports. Social sports consist of dodgeball, kickball, pickleball, ping pong, ultimate frisbee, beer pong, and seasonal events.

### **Best Overall Outdoor Atmosphere: Youngsville Sports Complex**

Taking an aerial look at Youngsville (in the appendix), the entire complex is laid out beautifully. To access the complex from the side lot, one must walk across a short bridge over a large fishing pond that borders the width of the parking lot. There is ample parking (1000+ spots) in different areas for convenience and the different sports fields are laid out in clusters together. A picnic pavilion is in the middle of the baseball diamonds. This complex is made to be both functional and aesthetically pleasing.



## Most outstanding complex by individual category

---

### **Top Community Presence: Pavilion**

The manager from Pavilion Sports Complex confirmed that this complex's sole focus and purpose is to serve the local community. With a weekly schedule 90% full with community activities, this facility does not have the time or resources to house regional tournaments. The financing structure does not prioritize making profits, but instead to break even. Pavilion takes the needs of the community seriously and makes them its first priority.

### **Diversified Financial Structure: Youngsville Sports Complex**

The original funding of the Youngsville Sports Complex came from a one percent tax increase that began in 2011. The total cost of construction was close to \$20 million dollars and land was donated. The main sources of revenue come from sports league sign ups and a large amount of sponsorship. As previously mentioned, the complex has an extensive sponsorship booklet that provides opportunities for all different businesses, and displayed on the complex's website are its 52 sponsors.

### **Mastered Marketing: Lakepoint Sports Complex**

Lakepoint Sports Complex demonstrates an incredible brand image throughout active marketing and social media. From a visually appealing website, every channel of social media utilized, to the hashtag #LetsLakepoint, it has embraced the role as "The Premier Sports Tourism Destination". Lakepoint communicates this message in all of its marketing in a visually appealing way. Lakepoint's investment in marketing is designed to communicate that it is a premier sports complex.



---

# Implications for Redmond

Learning from Industry Benchmarks



## Complexes were easily accessible for visitors of the area

### **Distance to Cities: Not Comparable**

Being the more densely populated region of the United States, the Eastern complexes were on average 52 miles from a major city versus Redmond where it is 183 miles from Portland. While this may appear to throw out these facilities as directly relevant, there were three other factors that we believe indicate these are in fact good models for the working group.

### **Population Comparison**

With 210,000 people living in the Deschutes tri-county area, the eastern region average was significantly higher at 470,685 people. For Redmond, the 25,734 person population, fell in the middle of our eastern region data and the regional comparison is still valid. This shows that a sports complex can be successful with a lower number of people living in the immediate town as long as it has a larger county draw.

### **Access to Airport**

Access to airports is important. There is a major potential for success with the Redmond airport being 2.5 miles from the Deschutes County Fairgrounds.

### **Hotels**

The Bend/ Redmond area has a good number of hotel rooms, probably enough to attract tournaments and events but the number of nearby rooms is an issue. It is essential for more hotels to be located near the Deschutes County Fairgrounds. In every location we have researched there were more than three hotels in the nearby town.





# Ownership and management structure will impact Redmond's daily operations

---

## **Ownership**

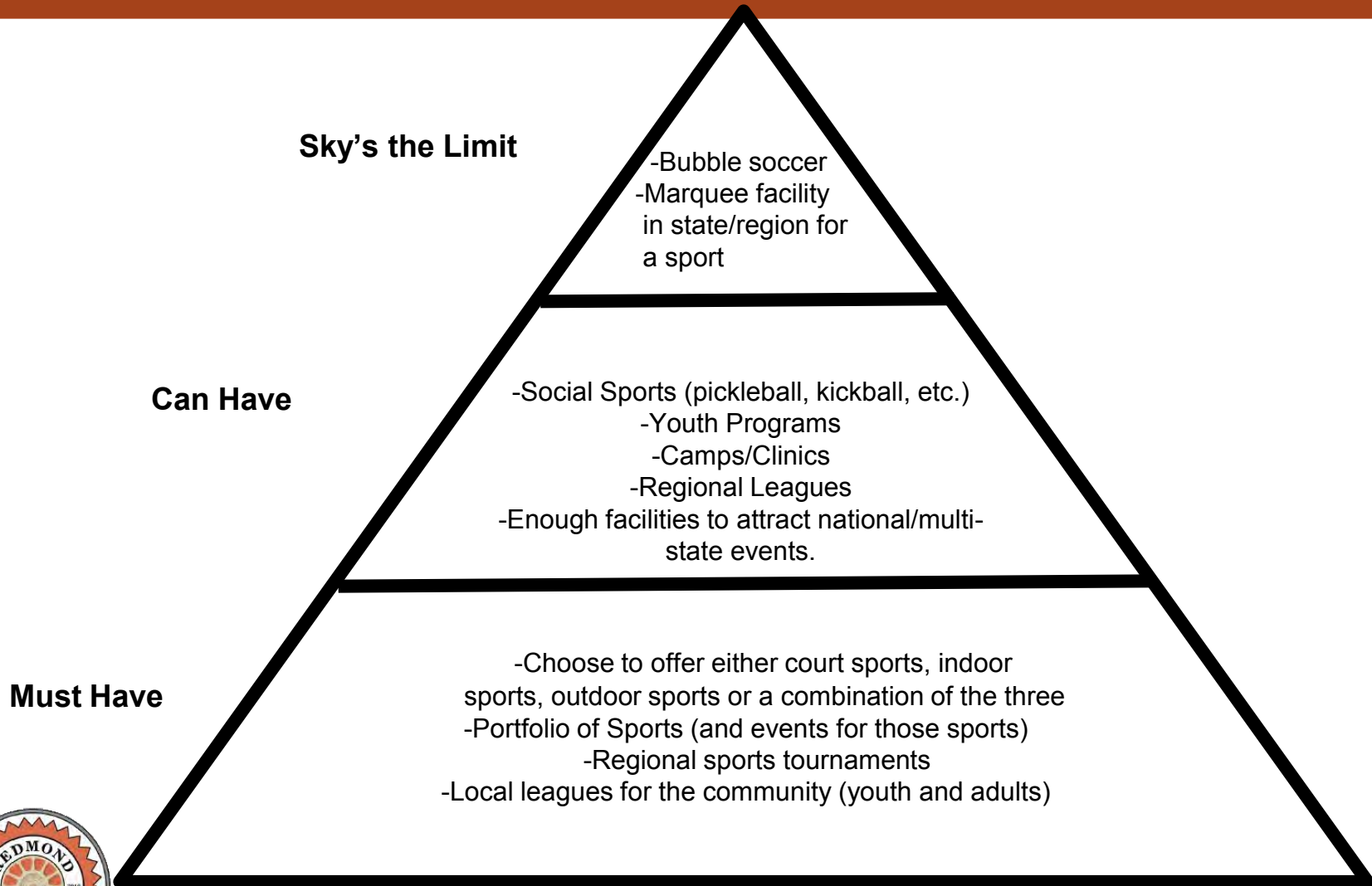
While we found that a strong majority of complexes we researched (nearly 73%) were privately owned, we know that the working group expects any complex to be publicly owned and remain an entity of the county, like the Deschutes County Fairgrounds. It would be necessary for the City of Redmond to seek out more information from the publicly owned facilities we found to further clarify the specific details of their ownership.

## **Management**

For the management of the proposed facility in Redmond, we recommend an internal management method. There is already proven expertise at the Deschutes County Fairgrounds running large and small scale events, sporting and non-sporting. Having said that it will probably be necessary that this facility is given its own dedicated staff in order to accommodate the scope of business it will drive. Having a strong staff is essential to the development and continued success of this complex.



## Potential sports tiers in the new complex



## Details about sports offerings for Redmond

### **Sports Must-Haves**

The working group in the Deschutes County will have to decide the portfolio of sports to be offered. For solely indoor sports, a convertible hardwood space will be ideal to maximize the use of the complex for all court sports. Turf fields will be ideal to offer soccer, lacrosse, football, baseball, and softball year round. With a set of sports offerings, it will be essential to host smaller/regional tournaments. To maximize community use, sports leagues should be created in individual sports under the facility brand to provide baseline revenue, increase usage, and build a brand.

### **Sports Can-Haves**

To include the community, it would be a smart decision to provide social sports for those who no longer play in the competitive sports leagues but still want to have a commitment to activity. Offering a kickball league or pickleball tournament is a way to bring the community together and have fun playing sports.

To complement this offering, providing a regional adult league for sports like basketball and soccer, include those who do still want the competition and can do so with those in their community and play in tournaments as well. Providing kids camps and clinics for sports enhances the player's performance and provides more use to the facility. At this level the complex might want to have enough physical capacity in courts or fields to contend successfully for multi state and/or smaller national events in a sport.

### **Premier Sports Offerings**

Providing new trends in sports for a fun differentiation would be a valuable addition to the Redmond Sports Complex. For example new trends include Bubble Soccer and electric hockey (for physically disabled). Differentiated sports like this can give the complex a unique community offering and generate demand in sports that athletes otherwise would never have tried. At this level the facility will choose a strategy aiming to marquee a site for a sport in the state/region in order to attract even more traffic.



# The demand for the complex comes from two separate market segments

## Leagues/Tournaments

The benchmarking confirms that for nearly all complexes leagues and tournaments are a critical revenue stream. The separate project is looking at which sports may be most attractive but in terms of the complex model itself, anticipating the needs of tournaments will shape specific physical attributes and service choices. What visitors are looking for will be different than the needs of the local community and should be marketed to differently to reflect that. Amenities and marketing need to be looked at from the perspective of:

- Players of the teams
- Coaches and tournament organizers
- Fans and family coming to see them play:
  - Driving from out of the county region
  - Flying into Redmond from out of state
- Visitors that stay to visit Redmond/Bend area as a vacation

## Local Demand

The local community will want year-round accessibility to the complex that those solely attending an event will not desire. This demand can be used to fill middle of the week and non-peak weekend times where space is unused, such as when there is not a regional tournament or league using fields/courts. Setting the physical priorities, amenities, and services for this segment needs to consider:

- Within driving distance from the Redmond/Bend area
- Ease of parking
- Programming of space
- Waiting/viewing space
- Membership options



## Clear branding is necessary

---

### **Message**

The messaging of the complex across multiple marketing channels should explain the reason for building the complex. As it was explained to the four University of Oregon business teams, the proposed tagline would read something like “The premium sports recreation center of Central Oregon” and mission statement is “To bring economic development and build upon our reputation as a sports tourism destination”. This will be done through being a highly desired destination for regional sports teams, leagues, and tournaments while still being accessible to the public.” While this project was commissioned by the City of Redmond, it appears as if there is agreement that it will be a county or regional facility. Nevertheless, as the host city, Redmond should clarify how its own messaging and economic development aspirations fit into the proposed complex.

### **Building Design**

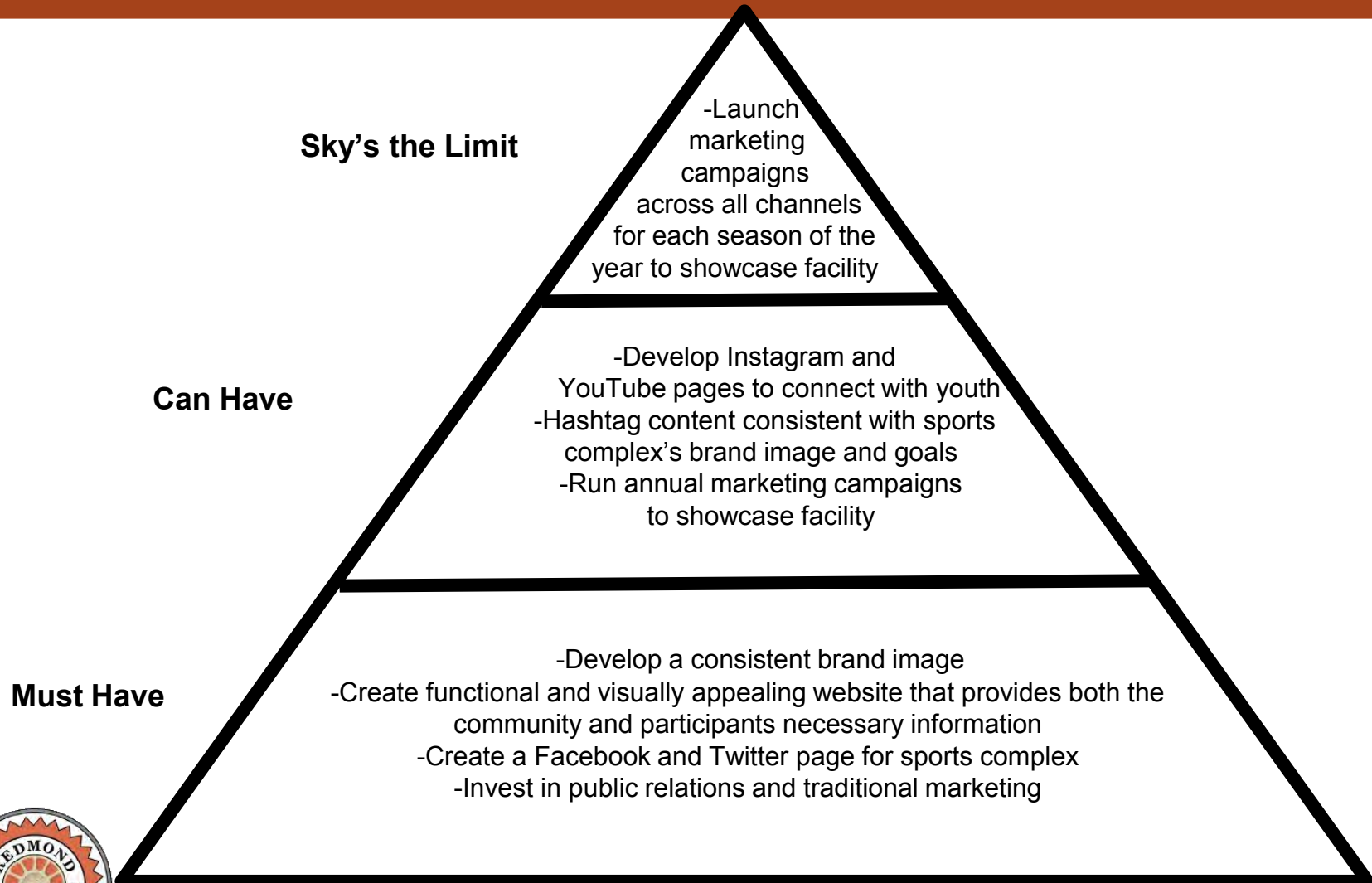
The physical design of the buildings in the complex will need to be discussed. Design could be in line with the existing Expo character as created as a separate facility, or perhaps more in line with the imagery and brand of the City of Redmond.

### **Name & Logo**

Based on our review of benchmarked complexes, we recommend a separate name & logo from that of the Deschutes County Fairgrounds to give the complex its own distinct feel and brand association. This will be extremely beneficial when marketing to regional and national tournaments and for use on all social media platforms.



## Potential tiers of marketing in the new complex



# Promotional channels are key to communicating the facility's brand

## **Website**

The addition and upkeep of an exceptional website is crucial in regard to the marketing of this facility. Investment in a web developer and a visually appealing, easy to use site will allow anyone looking for more information on this sports complex to find that they are looking for. In our research, there was a clear distinction in brand representation between the facilities with exceptional websites and those that did not meet expectations in terms of ease of use, visual appeal, and representation of the brand. Investment in search optimization will ensure that the complex will come up first when people search for terms such as “Northwest Sports Complex” and “Oregon Sports Facility”. The website will be updated regularly and will link visitors to all social media outlets.

## **Social Media**

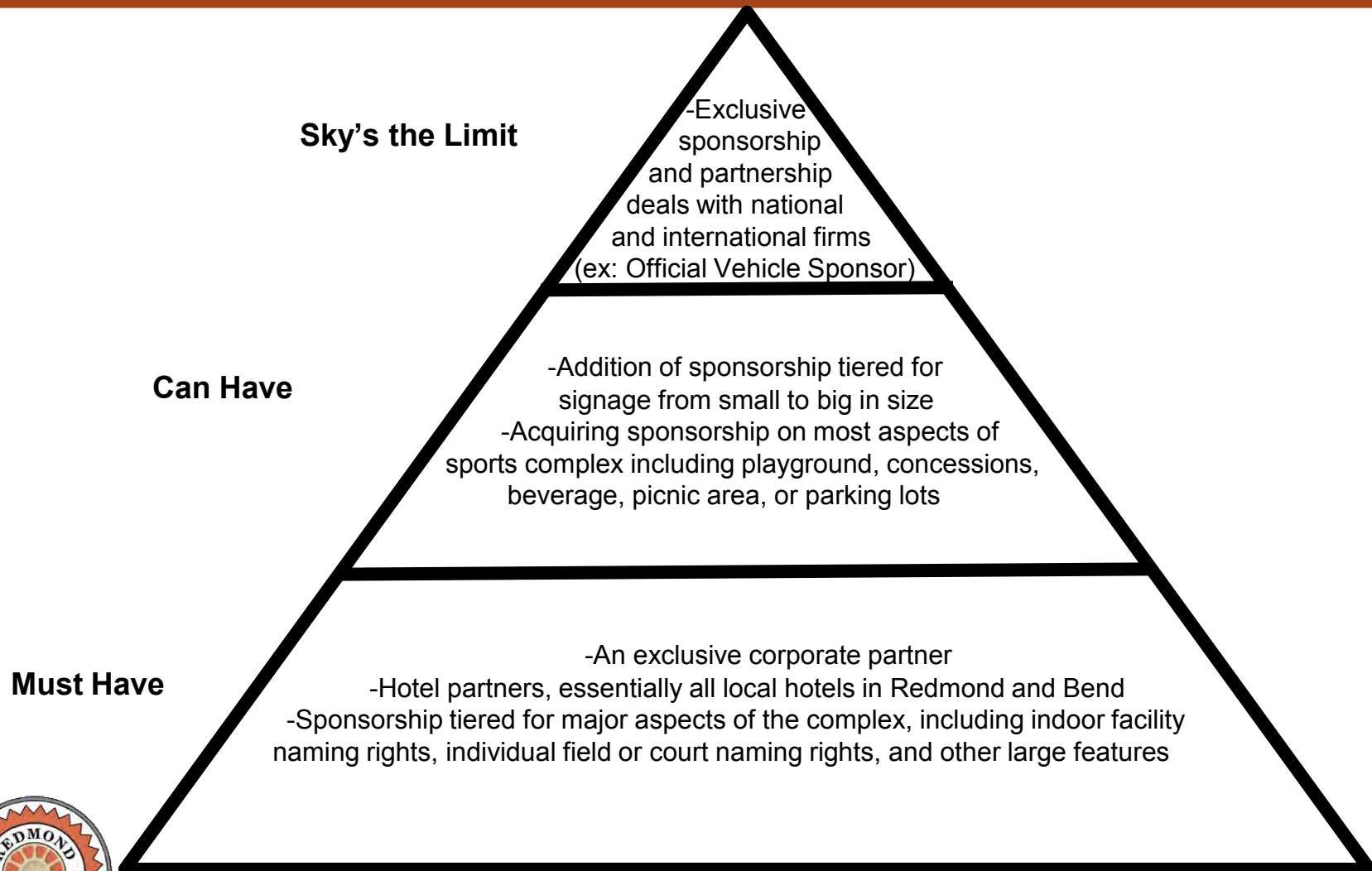
The creation and upkeep of social media for the facility is essential to the brand of this sports facility. A Facebook page is absolutely necessary, especially with the main users of the facility being parents and families. By adding Twitter, Instagram, and YouTube, the complex will be able to reach a wider range of users and communicate the brand in different forms. The most important takeaway in regard to social media is that maintenance is made a priority. In the complexes we researched, the facilities that posted frequently and strategically on their social media had the largest following. Whichever channels the complex chooses to implement, needs to be utilized frequently to build brand awareness and trust. A channel that is not utilized could be harmful to the credibility of the complex as a whole.

## **Public Relations**

We would expect that an extensive public relations campaign will be put into place in order to gain community support to build the complex. However, this must be maintained. Specific implementations will be events, notices, storytelling, achievements, economic impact analysis, etc. All of the activities will allow the brand to connect with the local community to build trust and support.



## Potential tiers of sponsorship in the new complex





# Sponsorship has the potential to be a large revenue driver

## **Naming Rights**

The Deschutes County Fairgrounds is well aware of the benefits of naming rights sponsorship. This will be no different come time to build a sports complex. It will be important to secure sponsorship for both an indoor facility and the various fields on the grounds as these are large forms of consistent revenue. Whatever may be constructed has the potential to bare a sponsor's name. As we have seen in our benchmarking, even the parking lot holds a value, and this is important to consider when building a revenue model, staffing needs, and finalizing the physical design.

## **Corporate Partners**

Corporate partners can have important value for the community and for tournaments, beyond the revenue flow. A primary example is having a sports medicine practice as a partner, which almost all benchmarked complexes did. For the complex this can allow discounted rates to members or those in town for a tournament needing assistance. While for the practice, this supports business development and is another form of advertising.

## **Additional Forms of Sponsorship**

Small sponsorship can be big! From signage to buying the rights to be a title sponsor of a tournament, many opportunities lie ahead for the proposed complex. There must be opportunities for all businesses. When venturing into sponsorship, consider a level system and make sure to secure a place for everyone. Some forms of sponsorship may not be monetary in value in the beginning, but looking big picture may help. For example small sports beverage company giving out samples at a tournament can turn into a future sponsorship deal. Not to mention, this is an added bonus for participants. A sports complex means building many relationships with both local and major businesses. This need to be considered when building a revenue and staffing model for the complex

## **Creating a Sponsor Booklet**

A sponsor booklet will help guide potential partners in the best direction for them, and is the most efficient way to go about sending a consistent message to all businesses. Being transparent with sponsorship is a major key to retaining sponsors, so laying out all the options and their price tags in one booklet is valued. We found only one during our benchmarking and have provided this separately to the working group.



---

# Next Steps

Moving on to the Next Phase



## Redmond's strategic plan should focus on economic development



### Building Stages

- Conduct primary research, possibly with the use of a consultant, to obtain a better understanding of financing, management structure, and operating costs
- Develop usage plan and choose sport offerings. We recommend a focus on lacrosse, soccer, or baseball.
- Develop funding sources to solidify construction plan near the Deschutes County Fairgrounds like a bond or tax.
- Choose a facility design that aligns with the sports offerings chosen providing the adequate space for each sport or event



## Action plan for the working group

Action	When
1. Review reports of all four UO teams; come to unified vision	Within month
2. Develop list of additional information desired to include in RFP for consultant. For complex benchmarking we recommend <ul style="list-style-type: none"> <li>- Financing mix</li> <li>- Capital costs</li> <li>- Revenue mix</li> <li>- Operating costs</li> <li>- Management model</li> </ul>	Within month
3. Follow up directly with key facilities in benchmarking	Within 2 months
4. Complete inventory of local/regional participation to determine needs for the sports complex on the community side	Within 2 months
5. Use research to determine a basic sports need on the community and tournament side	Within 2 months
6. Update RFP to hire a consultant for the project. It may be beneficial to contact a highlighted complex (or two) to inquire about a consultant that was used	Within 2 months



## Works Cited

---

- "About Us - Virginia Beach Field House." RSS. N.p., n.d. Web. 22 Feb. 2016.
- "Cocoa Expo Sports Center-A Resort Style Sports Complex..... Improve, Build and Succeed Here at the Cocoa Expo Sports Center." The Premier Sports Complex for Baseball, Basketball, and Volleyball. N.p., n.d. Web. 22 Feb. 2016.
- "Home - Greenville Rec." Greenville Rec. N.p., n.d. Web. 22 Feb. 2016.
- "Home." City of Westfield. N.p., n.d. Web. 22 Feb. 2016.
- "Home." Woodside Sports. N.p., n.d. Web. 22 Feb. 2016.
- "LakePoint Sporting Community." LakePoint Sports. N.p., n.d. Web. 22 Feb. 2016.
- "Massachusetts Youth Hockey Tournaments and Figure Skating -- New England Sports Center." Massachusetts Youth Hockey Tournaments and Figure Skating – New England Sports Center. N.p., n.d. Web. 22 Feb. 2016.
- "Myrtle Beach Sports Center." Myrtle Beach Sports Center. N.p., n.d. Web. 22 Feb. 2016.
- "PORTLAND SPORTS COMPLEX | INDOOR SPORTS AND CONVENTION CENTER." PORTLAND SPORTS COMPLEX | INDOOR SPORTS AND CONVENTION CENTER. N.p., n.d. Web. 22 Feb. 2016.
- "Yorktown Sports Complex." Yorktown Sports Complex. N.p., n.d. Web. 22 Feb. 2016.
- "Youngsville Sports Complex." Youngsville Sports Complex. N.p., n.d. Web. 22 Feb. 2016.



---

# Appendix



# Eleven facilities were benchmarked



# Cocoa Expo





# Cocoa Expo

## Demographics

- City, State: Cocoa, Florida.
- Population Served: Local population is 17,262.
- Closest Major City: 30 miles from Orlando.
- Climate: average of 78 degrees year round.
- Website: <http://www.cocoaexpo.com/>

## Business Structure

- Governance: Corp. Board of Directors.
- Management: owner, Jeffrey Unnerstall.

## Facility

- Sq. Footage: 144,000 sq feet.
- # of fields: 10 baseball/softball fields, 15 cages.
- # of courts: 14 volleyball, 11 basketball, 100,000 sq. feet multipurpose facility.
- Concessions: full concession stands.
- Grass vs. Turf: Tifgrand Bermuda grass.

## Financials

- Original Cost: undisclosed.
- Addtl. Funding: \$40 million renovation in 2012.
- Revenue Models: Not available.
- Operating Budget: Not available.

## Community

- Local hotels: Onsite dorm style 84 rooms, 9 host hotels.

## Marketing

- Social Presence: Facebook, Twitter, and Instagram.

## Program Mix

- Sports: volleyball, basketball, baseball, softball, and training.
- Activities: Water park.

## Contact

- Team completed contact.
- No response.



# Grand Park



# Grand Park

## Demographics

- City, State: Westfield, Indiana.
- Population Served: Indianapolis metropolitan area 1,971,274 people. 30,000 residents in Westfield.
- Closest Major City: Indianapolis 28 miles away.
- Climate: Humid continental climate with no dry season.
- Accessibility: All major highway routes link to this area.
- Website: <http://www.grandpark.org/>

## Business Structure

- Booking Practices: Run by Indiana Sports Properties.
- Management: Indiana Sports Properties

## Facility

- Sq. Footage: 400 acres.
- # of Fields: 31 multipurpose fields, 26 baseball diamonds, 1 admin building, 1 indoor facility.
- Parking Spots: 9 parking lots.
- Restrooms: 10 restrooms.
- Concessions: 7 concession stands.

## Financials

- Original Cost: \$49 million.
- Original: City Issued Bond.
- Revenue Models: Leagues, focus on economic development.
- Corporate Sponsors: Pepsi.

## Community

- Local Hotels: 3+
- # of Nearby Restaurants: 8 featured on website.

## Marketing

- Social Presence: Facebook 3.3K Likes.
- Overall Brand Image: More public use.

## Program Mix

- Sports: Soccer, Baseball, Lacrosse, Football, Softball, Running Events.
- Community Events: Concerts, 9 lakes nearby, 10 trailheads.

## Fun Facts

- 655,000 visitors in first five months.

## Contact

- Team completed contact.
- One response via email, no further contact.



# Lakepoint Sporting Complex



“The Premier Sports Vacation Destination”



# Lakepoint Sporting Complex

## Demographics

- City, State: Emerson, Georgia.
- Population Served: Bartow County population is 100,000 and it gets 6 million visitors a year.
- Closest Major City: Atlanta 30 miles south.
- Climate: 30-50 degrees in the winter and 70-90 degrees in the summer.
- Accessibility: N/S I-75 and 48 miles from Atlanta airport.
- Website: <http://www.lakepointsports.com/>

## Business Structure

- Governance: Senior leadership team with a board of 7 members.
- Booking Practices: Department heads contact info listed on website. "Book now option" on website.
- Management: Internal Management

## Facility

- Sq. Footage: 1,400 total acre campus.
- # of Fields: 4 quads of baseball fields, showcase stadium that can hold 1,500 viewers.
- # of courts: 12 basketball courts/24 volleyball.
- Locker rooms: One male and one female.
- Concessions: Food court inside.
- Grass vs. Turf: Turf

## Financials

- Original Financing: Privately funded. \$20 million in tax revenues. \$50 million from state per year.
- Revenue Models: Indoor facility funded by \$32 million bond.
- Corporate Sponsors: Coca-Cola, Kia.

## Community

- Local Hotels: 7 listed on website.
- Local Restaurants: 8 listed on website.
- Role of Facility: Main local attraction.

## Marketing

- Social Presence: Facebook 12,000 likes, Twitter with 4,500 followers, Instagram with 4,500 followers. Youtube and LinkedIn.
- Brand: Premier Sports Vacation Destination.

## Program Mix

- Sports: baseball, basketball, football, kickball, lacrosse, rugby, running, soccer, softball, ultimate frisbee, volleyball, wakeboarding, cheer and dance.
- Activities: corporate events, trade shows, community events, and parties.

## Contact

- Team completed contact.
- One response via email, no further contact.



# Myrtle Beach Sports Center



# Myrtle Beach Sports Center

## Demographics

- City, State: Myrtle Beach, South Carolina.
- Population Served: 15 million served annually.
- Closest Major City: Lafayette, Louisiana.
- Accessibility: 5.5 miles from Myrtle Beach International Airport.
- Website: <http://www.myrtlebeachsportscenter.com>

## Business Structure

- Management: Sports Facility Advisory (SFA).

## Facility

- Sq. Footage: 100,000 sq foot; 72,000 sq feet of open court convertible space.
- # of fields: 8 portable goals, 8 permanent goals.
- # of courts: 8 highschool basketball courts, 16 volleyball courts, 4 collegiate/nba courts.
- Parking: Pay for parking.
- Concessions: Cafe with indoor/outdoor seating, team meal purchases from menu.

## Financials

- Corporate Sponsorship: 16 different sponsors-offer deals for these places on website.

## Marketing

- Social Presence: Facebook, Twitter, Instagram, Google+, and Youtube.

## Program Mix

- Sports: court sports, wrestling, gymnastics, table tennis, pickleball, and other sports events.
- Activities: Trade shows.
- Meeting Space: To service the event space, there are seven team rooms, telescopic bleachers, a private mezzanine for elevated viewing, and a retail area.
- Parties: Ability to host catered banquets and luncheons.

## Contact

- Team completed contact.
- No response



# New England Sports Center





# New England Sports Center

## Demographics

- City, State: Marlboro, Massachusetts.
- Population Served: Middlesex County is 1.5 million.
- Closest Major City: Boston, MA (32 miles away).
- Accessibility: Crossroads of 495 and 290. Close to Rhode Island, Manchester, and Logan Airports.
- Website: <http://www.nes.com/Home.asp>

## Business Structure

- Governance: Facility Manager is Wesley Tuttle. Owner since its opening in 1994.

## Facility

- Sq. Footage: 188,588 sq foot building on 22.3 acres of land.
- # of courts: 6
- Parking: 350+ spots.
- Locker rooms: 50 locker rooms.
- Concessions: Restaurant for breakfast, lunch, and dinner.
- Open area for viewing all 6 arenas at once.

## Community

- Local Hotels: 1 hotel across the street. 1,600 rooms.
- # of Restaurants: Mall 2.5 miles down the road, close to 15+ restaurants.
- Role of Facility: Mall in area has complementary benefit.

## Marketing

- Social Presence: <https://www.facebook.com/8307279532171>
- Overall Brand Image: No intentional branding.

## Program Mix

- Sports: hockey, figure skating, and they have an arcade.

## Contact

- Team completed contact.
- No response.



## Pavilion Recreation Complex



# Pavilion Recreation Complex

## Demographics

- City, State: Greenville, South Carolina.
- Population Served: Greenville County is 451,000.
- Closest Major City: 101 miles from Charlotte, North Carolina.
- Climate: Average temperature 60 degrees, high of 90 in summer and low of 30 in winter.
- Accessibility: 8 miles from GSP International Airport.
- Website: <http://greenvillerec.com/parks/pavilion-recreation-complex#>

## Business Structure

- Governance: Department of the county.
- Booking Practices: Used for community recreation. Not many tournaments.
- Management: Greenville County Parks and Rec.

## Facility

- Sq. Footage: 66,000 sq. foot indoor complex, 16 acre campus.
- # of Fields: 3 multipurpose fields.
- # of courts: 6 tennis, 1 hockey rink.
- Parking: 350+ spots.
- Locker rooms: 2 bathroom buildings.
- Grass vs. Turf: Grass

## Financials

- Original Financing: Land donated by Western Carolina Regional Sewer Authority in 1979.
- Revenue Models: 1/3 of Parks and Recreation District.
- Operating Budget: \$1.7 million revenue.

## Community

- Local Hotels: 18 hotels within 5 miles.
- Local Restaurants: 50+ in 5 miles.
- Role of Facility: Similar to Central Oregon.

## Marketing

- Social Presence: Parks and Rec Facebook page, Youtube page.
- Brand Image: Family oriented.
- Advertising Budget- 2% of revenue.

## Program Mix

- Sports: badminton, bubble soccer, indoor soccer, inline hockey, lacrosse, curling, roller derby, table tennis, tennis, volleyball, football, and ultimate.
- Activities: Birthday parties, after-school programs, summer camps, bounce house, dog park, historic train, and a boundless playground.

## Contact

- Team completed contact.
- Spoke to facility manager on the phone.



# Portland Sports Complex



# Portland Sports Complex

## Demographics

- City, State: Portland, Maine.
- Population Served: City of Portland is 66,318 ( $\frac{1}{3}$  of Maine's total population).
- Closest Major City: Portland, Maine.
- Climate: Average temperature in winter is 22.3 degrees and summer is 69.1 degrees.
- Accessibility: Interstate 295 and 95 into Portland.
- Website: <http://www.portlandsportscomplex.com/>

## Business Structure

- Unknown

## Facility

- # of Fields: 3 indoor facilities.
- Grass vs. Turf: Turf

## Financials

- Corporate Sponsorship: Maine AAA

## Community

- Local Hotels: 10+
- # of Nearby Restaurants: Turfs Bar and Grill
- Role of facility: Maine's premier indoor sports and entertainment facility. Community Related.

## Financials

- Corporate Sponsorship: Maine AAA

## Community

- Local Hotels: 10+
- # of Nearby Restaurants: Turfs Bar and Grill
- Role of facility: Maine's premier indoor sports and entertainment facility. Community Related.

## Program Mix

- Sports: Soccer, Lacrosse, Baseball, Ultimate Frisbee, Field Hockey, Flag Football, KickBall, Softball, Dodgeball, Wiffleball and Floor Hockey.
- Activities: Leagues for soccer, lacrosse, ultimate frisbee, field hockey, flag football, dodgeball, kickball, and softball.
- Private Parties: Birthday parties being booked with "The Dome Package" for \$300 dollars and the "Rec Room Package" in a 40x80ft mat room for \$225.

## Contact

- Team completed contact.
- No response.



# Virginia Beach Field House



# Virginia Beach Field House

## Demographics

- City, State: Virginia Beach, Virginia.
- Population Served: 448,000 population.
- Closest Major City: 20 miles from Norfolk, Virginia.
- Website: <http://www.bea...o/685105.html>

## Business Structure

- Unknown

## Facility

- Sq. Footage: 175,000 sq feet.
- # of fields: Ground floor operate four synthetic turf fields, second floor houses two additional turf fields.
- # of courts: 8 regulation volleyball courts which convert into 4 regulation basketball courts.
- Concessions: Field House Grille
- Grass vs. Turf: Turf

## Financials

- Original Cost: \$15 million.

## Community

- Local hotels: 2

## Marketing

- Social Presence: Facebook, Instagram, Google+, and Twitter.

## Program Mix

- Sports: soccer, flag football, basketball, volleyball, lacrosse, softball, baseball, field hockey, “social sports.”
- Activities: events, tournaments, parties, youth programs, camps and clinics.
- Parties: Available

## Contact

- Team completed contact.
- Responded once via email, no further contact. ■



# Woodside Sports Complex





# Woodside Sports Complex

## Demographics

- City, State: Dells, Wisconsin and Mauston, Wisconsin.
- Population Served: 56,633 population in county.
- Closest Major City: Madison, Wisconsin 1 hour.
- Climate: humid summers, cold winters.
- Accessibility: Dane County Regional in Madison.
- Website: <http://woodsidesports.com/>

## Business Structure

- Governance: Privately owned.
- # of staff: 6 full time directors on website.
- Management: Directors for each category.

## Facility

- Sq. Footage: 90,000 sq feet dome.
- # of fields: 12 baseball/softball fields, 6 multipurpose.
- # of courts: Dome has 10 basketball and 16 volleyball.
- Parking Spots: 1800
- Concessions: Yes.
- Grass vs. Turf: All turf fields.

## Financials

- Original Cost: \$50 million total.
- Revenue Models: Private.
- Corporate Sponsorship: Available
- Bidding Budget: Host own tourneys, no bidding.

## Community

- Local hotels: 65 listed on website.
- # of nearby restaurants: 100 in the area.
- Role of Facility: Tournaments.

## Marketing

- Social Presence: Facebook and Twitter.
- Overall Brand Image: Best in the Midwest.

## Program Mix

- Sports: baseball, softball, soccer, lacrosse, football, field hockey, volleyball, ultimate frisbee, and wrestling.
- Activities: Woodside Baseball Academy, concerts, and conventions. Dome has room for trade shows.
- Meeting Space: 2 meeting spaces.
- Parties: Available

## Contact

- Team completed contact.
- Spoke to VP of Business Ops. on phone.



# Yorktown Sports Complex



# Yorktown Sports Complex

## Demographics

- City, State: Yorktown Heights, New York.
- Population Served: 968,802 in Westchester County.
- Closest Major City: 44.6 miles from New York City, New York.
- Website: <http://yorktow...scomplex.com/>

## Business Structure

- Unknown

## Facility

- Sq. Footage: 62+ acre facility.
- # of fields: 5 fields, 3 baseball diamonds, and 1 paintball field.
- # of courts: 86,000 sq ft dome with turf fields.
- Parking Spots: 1310 parking spots.
- Grass vs. Turf: Turf in dome, grass outdoor.

## Financials

- Unknown

## Community

- Local hotels: 3 local hotels.
- # of nearby restaurants: 10+ local restaurants.
- Role of Facility: Home to baseball, lacrosse, and soccer tournaments and showcases.

## Marketing

- Social Presence: Facebook, Twitter, and Google+.

## Program Mix

- Sports: baseball, softball, football, soccer, field hockey and lacrosse.
- Activities: Navajo Fields supports East Coast Baseball and the Maverick's Showcase Teams, Navajo Lacrosse training and leagues, Players Eye Soccer, Crazy Paint Paintball, and Yorkville Sports Adult Leagues.

## Contact

- Team completed contact.
- No response.



# Youngsville Sports Complex



# Youngsville Sports Complex

## Demographics

- City, State: Youngsville, Louisiana.
- Population Served: 230,000 in Lafayette Parish County.
- Closest Major City: Lafayette, Louisiana.
- Accessibility: 21 miles to Lafayette Regional Airport.
- Website: <http://www.you...scomplex.com/>

## Business Structure

- Governance: Publicly owned.
- # of Staff: 4 main on website.

## Facility

- Sq. Footage: 70 acres total.
- # of fields: 6 soccer, 4 softball, 5 baseball, and 7 cages.
- # of courts: 10 tennis.
- Parking: 1,145 parking spots.
- Locker rooms: Bathrooms.
- Concessions: Ron Temps concessions.
- Grass vs. Turf: Turf

## Financials

- Original Cost: Almost \$20 million, exclusive of land was donated.
- Original Financing: 1% sales tax in 2011.
- Revenue Models: Sponsorships and sports fees.
- Naming Rights/Value: \$92,000 5 years for 1 field.
- Staffing Budget: Small staff.

## Community

- Local Hotels: 7

## Marketing

- Social Presence: Twitter and Facebook
- Overall Brand Image: "Louisiana's Premier Sports and Rec Facility."

## Program Mix

- Sports: soccer, softball, baseball, batting cages, basketball, volleyball, and pickleball.
- Activities: Playground, walking path with exercise stations, and a fishing pond.
- Meeting Space: Corporate event space.
- Parties: Festival/Concert space.

## Contact

- Team completed contact.
- No response.



# Sports Complex-Tournaments

By: Ryan Grudnitski, Matthew Hill, Emily Plutsky,  
Connor Rowe, Dyllan Runner



# Table of Contents

Executive Summary.....	4
Project Overview.....	8
Criteria for Evaluation.....	10
Sports	
Archery.....	15
Baseball.....	23
Gymnastics.....	31
Lacrosse.....	37
Paintball.....	45
Running.....	53
Softball.....	58
Tennis.....	66
Volleyball.....	74
Wrestling.....	82
Recommendations.....	91
Action Plan.....	93
Works Cited.....	95



# Roadmap

---

## **Executive Summary**

Project Overview

Criteria for Evaluation

Sports

Recommendations

Action Plan

Work Cited





## Executive Summary: Sports Complex-Tournaments

As the City of Redmond looks to add a multi-sport facility to Deschutes Fair & Expo grounds, it recognizes that the financial feasibility likely requires external, non-community funding from events and tournaments. Our project seeks to identify possible tournaments that the new facility might be able to attract in order to see how likely future external interest, and revenue, might be.

Our project explored different possible sports that could be held at the fairgrounds by using a scale of most attractive to least attractive. We started with 25 sports:

- Archery
- Fishing
- Lacrosse
- Volleyball
- Baseball
- Football
- Paintball
- Walking
- Basketball
- Golf
- Running
- Bicycling
- Gymnastics
- Soccer
- Wrestling
- Billiards
- Hunting
- Softball
- Yoga
- Bowling
- Ice Hockey
- Swimming
- Camping
- Inline Skating
- Tennis



## Executive Summary: Sports Complex-Tournaments

---

After looking at the data from the 25 sports we narrowed it down to 10 sports based on:

- Age participation
- Region participation
- Market participation
- Male and female participation
- Household income

For each of the 10 sports, archery, baseball, gymnastics, lacrosse, paintball, running, softball, tennis, volleyball, and wrestling, we researched tournaments from all over the country to understand their decision making and criteria. Then, we ranked the feasibility of the proposed multi-sport complex holding each tournament, contingent on the proper facilities being created with a score out of 5, 1 being the lowest feasibility and 5 being the highest [from page 6].



## Executive Summary: Sports Complex-Tournaments

---

Based on our research on attractive participation rates we started with 10 sports. After analyzing feasibility of the tournaments, we narrowed down the 10 sports to 5. We concluded that the 5 feasible sports are baseball, tennis, softball, paintball, and wrestling.

The next steps are for the working group to review all project teams reports, agree on priority sports to be included, build out a list of the best tournaments and refine their feasibilities. Then, finalize vision for facility and do a detailed report on projections sports tournament revenue.



# Roadmap

---

Executive Summary

**Project Overview**

Criteria for Evaluation

Sports

Recommendations

Action Plan

Works Cited



## Project Overview: A Look into Our Project Background and Scope

---

### **Background**

The City of Redmond is looking at the feasibility of building a new multi-sports complex at the Deschutes County Fairground & Expo Center. The Expo has been able to hold numerous tournaments with its current facilities, but would be looking to add more with the new complex.

### **Project Scope**

Our job was to collect information on tournaments that could be brought to the new Redmond complex.

To do this we:

- Researched 25 sports
- Narrowed the sports down to 10 based upon feasibility
- Refined the list to 5 sports to best fit a new proposed complex



# Roadmap

---

Executive Summary

Project Overview

**Criteria for Evaluation**

Sports

Recommendations

Action Plan

Works Cited



# Criteria for Evaluation: Compile Data from 25 Sports for Phase 1

During the first phase we researched sports participation nationally and regionally. We started by importing participation data from SBR Net for 25 sports.

Archery	Baseball	Basketball	Billiards	Bicycling
Bowling	Camping	Fishing	Football	Golf
Gymnastics	Hunting	Ice Hockey	Inline Skating	Lacrosse
Paintball	Running	Soccer	Softball	Swimming
Tennis	Volleyball	Walking	Wrestling	Yoga

The participation data was analyzed by age, gender, household income, and regional demand. Detailed information is provided for each sport in an appendix and excel worksheet delivered to the working group separately electronically.



# Criteria for Evaluation: Compile Data from 25 Sports for Phase 1

Sport	Age	%	Δ	Age 2	%	Δ	Male Age	%	Δ	Fem Age	%	Δ	Income	Regional	%	Δ	Pacific
Archery	7 - 11	22.2	7.5	25-34	20	18.5	12 - 17	13.8	-1.5	12 - 17	8.4	26.8	\$75,000+	South Atlantic	22.6	44.1	12.6
Baseball	7 - 11	30.3	5.1	12 - 17	22.7	-5	7 - 11	26.5	11.8	25-34	5.3	42.8	\$75,000+	Pacific	20.7	36.3	20.7
Basketball	12 - 17	23.9	-5.8	7 - 11	18.2	-9.4	12 - 17	16.8	-1.5	12 - 17	7.2	-19.3	\$75,000+	South Atlantic	17.8	-0.09	14.3
Bicycling	7 - 11	16	-22.1	35-44	14.9	-6.3	7 - 11	8.9	-16.6	35-33	7.9	4	\$75,000+	South Atlantic	18.7	2.6	18
Billiards	25-34	25.9	1.6	18-24	17.4	-14.2	25-34	14.2	-6.3	25-34	11.7	14.7	\$75,000+	South Atlantic	19.3	2.5	15.1
Bowling	25-34	20	5.7	35-44	16.2	-5.9	25-34	9.8	0.64	25-34	10.2	9.3	\$75,000+	South Atlantic	16.6	-5.7	13.9
Camping	25-34	19.1	7.7	35-44	17.5	-7.3	25-34	9.5	7.3	25-34	9.6	8.2	\$75,000+	Pacific	22.4	14.8	22.4
Fishing	45-54	17.8	15.4	25-34	16.1	-3.6	45-54	10.7	4.5	45-54	7	35.2	\$75,000+	East N Central	19.1	1.2	11.2
Football	12 - 17	45.6	18.23	7 - 11	15.2	-17.3	12 - 17	45.6	24.5	25-34	2.9	81.81	\$75,000+	South Atlantic	18.5	-10.6	10.8
Golf	55-64	16.6	35.6	45-54	16.9	-6.6	35-44	12.5	-16.9	55-64	4.4	40.1	\$75,000+	East N Central	19	-6.3	15.1
Gymnastics	7 - 11	39.4	-7.4	12 - 17	24.2	14.1	25-34	5.6	41	7 - 11	34.2	-2.8	\$75,000+	Pacific	16.7	0.86	16.7
Hunting	25-34	22.5	4.7	45-54	18.1	12.9	25-34	14.7	-9.8	25-34	7.8	50.4	\$75,000+	South Atlantic	18.2	9.8	12.2
Ice Hockey	18-24	22.2	31.3	25-34	20.8	8.8	18-24	20.7	45.6	25-34	3.9	-19.1	\$75,000+	Mid Atlantic	24.7	5.5	10.3
Inline Skating	7 - 11	28.7	-6.2	12 - 17	20.4	-18.5	7 - 11	15.5	4.1	7 - 11	13.3	-15.3	\$75,000+	East N Central	19.6	26.5	16.9
Lacrosse	12 - 17	21.9	-25.8	25-34	19.9	28.4	12 - 17	14.9	-11.1	25-34	7.7	24.9	\$75,000+	Mid Atlantic	28.4	22.9	8.2
Paintball	25-34	24.8	52.4	18-24	24.3	-8.7	12 - 17	19.7	-28.11	25-34	8.8	113.6	\$75,000+	Pacific	18.3	16	18.3
Running	25-34	24.5	3.9	35-44	18.4	4	25-34	10.9	-8.8	25-34	13.6	17.5	\$75,000+	South Atlantic	18.2	-2.7	16
Soccer	7 - 11	31.5	-14.2	12-17	21.3	-16.9	7 - 11	19.1	-7.1	7 - 11	12.4	-23	\$75,000+	South Atlantic	17.9	4.6	16.6
Softball	12 - 17	20.3	1.2	35-44	16.5	4.1	25-34	11.7	-12.3	12 - 17	11.5	-18.2	\$75,000+	East N Central	19.4	4.4	18.3
Swimming	7 - 11	16	-1.5	35-44	14.7	-9.7	7 - 11	8	0.8	7 - 11	8	-3.6	\$75,000+	South Atlantic	21.2	5.7	16.7
Tennis	25-34	19.6	3.6	35-44	16.1	-6.2	25-34	9.4	-7.2	25-34	10.3	16.9	\$75,000+	Mid Atlantic	19	26.4	16.8
Volleyball	12 - 17	28.7	-1.2	18-24	16.6	-5.8	12 - 17	8.3	-3.1	12 - 17	20.3	-0.27	\$75,000+	Pacific	17.8	28.11	17.8
Walking	55-64	18.3	28.2	45-54	17.8	-4.2	55-64	7.5	27.4	45-54	11.2	-2.7	\$75,000+	South Atlantic	19.6	0.32	16.8
Weight Lifting	25-34	20.2	-14.9	18-24	17.9	-4.4	18-24	12.9	-0.76	35-44	7.7	1.2	\$75,000+	South Atlantic	17.8	-6.1	16.4
Wrestling	12 - 17	22.1	-24.1	18-24	20.1	-2.3	12 - 17	20.7	-21.9	25-34	7.1	97.7	\$75,000+	Pacific	24.4	40	24.4
Yoga	25-34	26.7	-3	35-44	19.9	-1.4	25-34	4.9	-1.8	25-34	21.8	-1.5	\$75,000+	Pacific	19.4	7.7	19.4



Participation Rate 0.1-10% greater than Average Rate between 1999-2014  
Participation Rate 10.1+% greater than Average Rate between 1999-2014





Criteria of Evaluation: Narrowing down the data from 25 to 10 sports for Phase 2

The following ten sports were selected out of the 25 because they are either popular in the Pacific region or trending upward in one or more of the demographic segments(age, male, female).

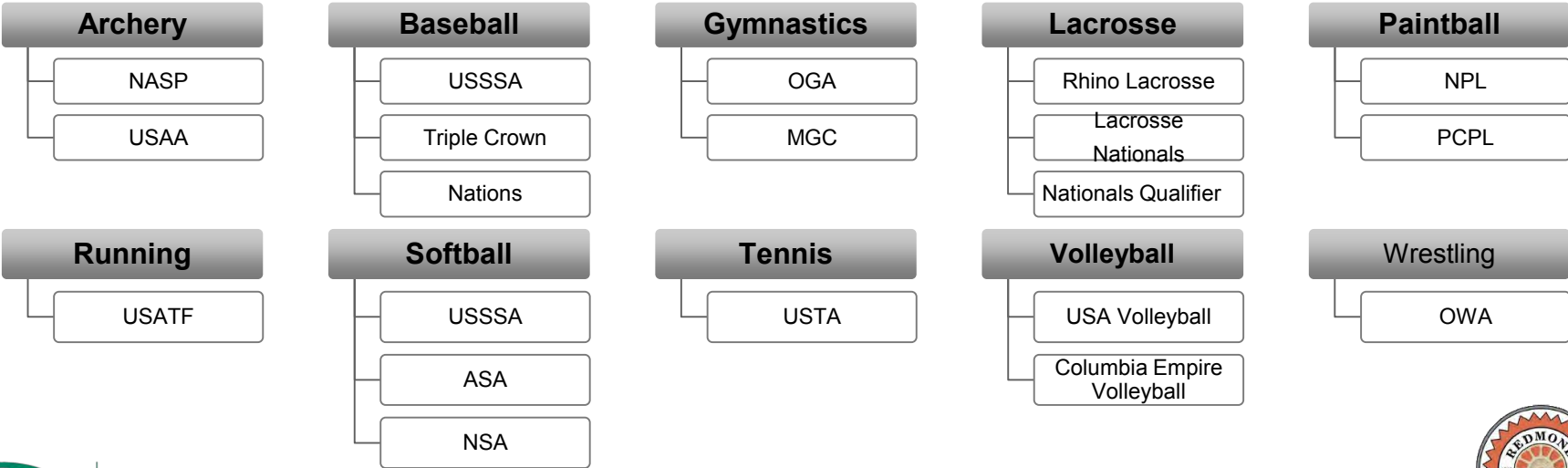
Archery	Baseball	Basketball	Billiards	Bicycling
Bowling	Camping	Fishing	Football	Golf
Gymnastics	Hunting	Ice Hockey	Inline Skating	Lacrosse
Paintball	Running	Soccer	Softball	Swimming
Tennis	Volleyball	Walking	Wrestling	Yoga



# Criteria for Evaluation: Research Tournament Potential with Organizations Involved in Each Sport for Phase 3

We contacted various organizations from each of the 10 sports to gain information on current tournaments, how they made location decisions and high level interest and holding tournaments in Central Oregon.

We subsequently ranked each tournament based on the feasibility of the City of Redmond hosting it by using a scale from 1 to 5 with 1 being the lowest feasibility and 5 being the highest.



# Roadmap

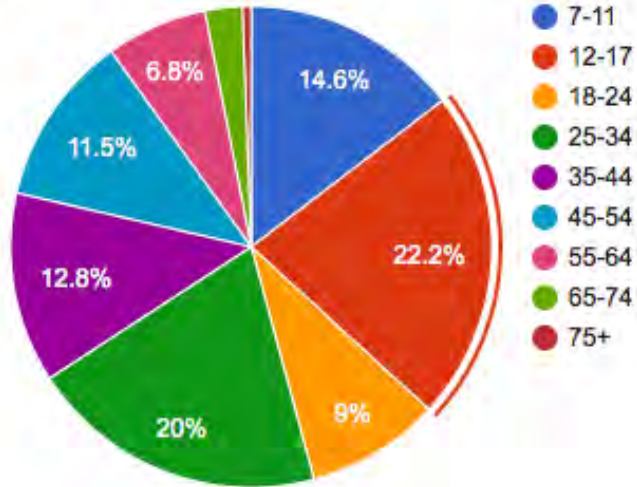
---

- Executive summary
- Project Overview
- Criteria for Evaluation
- Sports**
  - Archery
  - Baseball
  - Gymnastics
  - Lacrosse
  - Paintball
  - Running
  - Softball
  - Tennis
  - Volleyball
  - Wrestling
- Recommendations
- Action Plan
- Work Cited



## Archery: Sport Background

### Age Participation (2014)



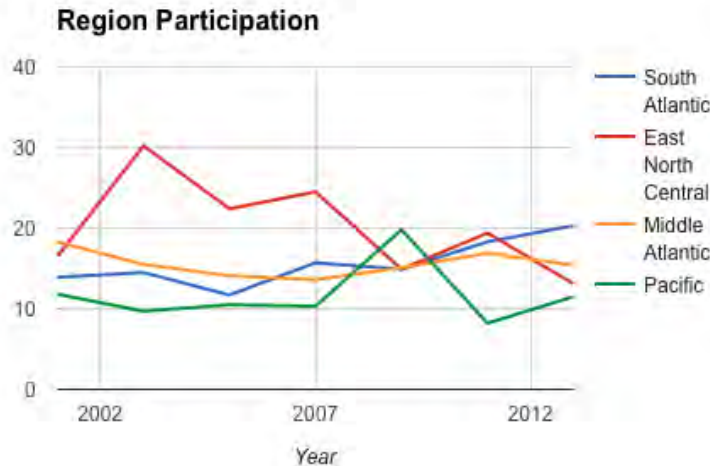
(Refer to Appendix A)

Archery has been a means of hunting and a technique in war since the prehistoric times. It wasn't practiced as a sport until the 16<sup>th</sup> and 17<sup>th</sup> centuries. The year 1844 signified the first Grand National Archery Meeting and it wasn't until 1931 that the sport had standardized rules.

Today, approximately 8.3 million people participate in archery. Of the 8.3 million participants, over 1 million are located in the Pacific region and the 12-17 age group has the largest number of archers.



## Archery: Sport Background



(Refer to Appendix A)

The Pacific region is the 4th highest region in the country. The Pacific region accounts for 14.9% of the U.S. population. In 2014 the Pacific region accounted for over 12% of the archery participants.

Additionally, 33% of archery participants come from households that report an annual income of \$75,000 or greater. It should be noted that such households only account for 21.4% of households in total.

Altogether, it makes sense to target archers that are 12-17 years old, live in the Pacific region of the U.S. and in a household that yields \$75,000 or more annually.



## Archery Tournament Organization #1: NASP



Natural resource professionals are convinced that learning target shooting skills will result in character and self-reliance development. This is the basis on which NASP (National Archery in the Schools Program) was started in 2001 in Kentucky. The NASP nationals tournament has grown to more than 14,000 participants today. Its tournaments are for 5th-12th grade children, and while 4th grade children are allowed to compete, they must have a supervisor sign off on them for safety reasons. This tournament takes place during May and is not looking to move because of its large size, NASP likes keeping it in Kentucky.



## Archery Tournament Organization #1: NASP National

### Archery

Organization	NASP
Contact	Michelle Huibregtse
Phone	(920) 523-6044
Email	Michelleh@nasparchery.com
Entry Fee:	\$35/archer
Venue Requirements	Multiple Gyms
Feasible	1/5

This tournament has a low feasibility due to the high numbers that need to be accommodated. The organization also enjoys having the tournament in Kentucky, where NASP started. A move of this tournament is highly unlikely. These factors led to a rating of one in feasibility.



## Archery Tournament Organization #2: NASP Oregon



Greg Rodgers has run the Oregon NASP tournament since 2006. It started out with 20 participants and now is at over 80. The tournament consists of 6th-8th grade children. Participants can have teams compete that consist of 16-24 children. The participants have to shoot either 10 or 15 meters, typically in a gym. It is currently being held in an elementary school in Grant's Pass. This has been a recurring tournament and has moved to a variety of schools, but Rodgers has kept it at his elementary school in Grant's Pass for the past few years due to costs. Rodgers is a volunteer so having to pay for the gym rental is out of his own pocket. He would like somebody to host that wouldn't charge him, so he is open to moving it.





## Archery Tournament Organization #2: NASP Oregon

### Archery

Organization	NASP Oregon
Contact	Greg Rodgers
Phone	(541) 660-0876
Email	grodgers61@gmail.com
Entry Fee:	\$25/archer
Venue Requirements	Gym
Feasible	5/5

This tournament has a high feasibility due to being an in-state tournament and only needing a gymnasium. Rodgers is looking for a place that will not charge him to hold this tournament, as he is a volunteer. The small size of the tournament, however, may make it less attractive to a new complex. But, it could be used to build other interest within the state.



## Archery Tournament Organization #3: USA Archery



USA Archery was formed in 1879 to foster and promote the sport of archery, and is the only organization designated by the United States Olympic Committee to select and train athletes to represent the United States in the Olympic, Paralympic and Pan American Games. USA Archery is also recognized by the International Archery Federation to support athletes and teams that compete in World Championships, World Cups and other international competitions. This tournament gives participants the chance to compete for a spot on the US archery team. The tournament lasts for 3-4 days and consists of 300-450 athletes with 250-300 families. The host needs an outdoor field with 80 targets facing North and South, 175 yards wide by 175 yards deep, a parking structure for over 300 people, and seating for over 200 spectators, and volunteers.



## Archery Tournament Organization #3: USA Archery

### Archery

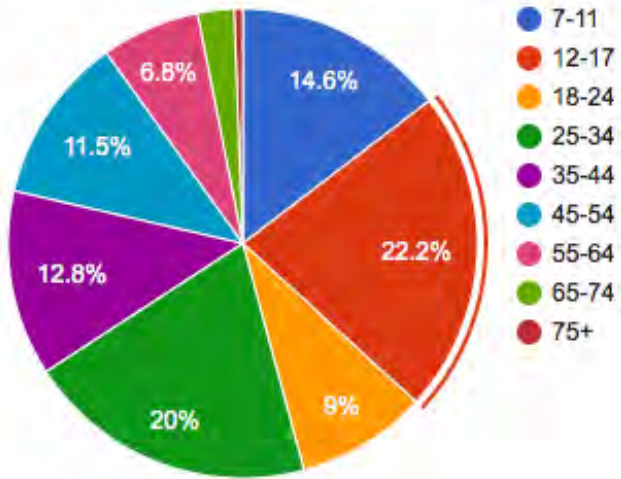
Organization	USA Archery
Contact	N.A.
Phone	(719) 866-3450
Email	events@usarchery.org
Entry Fee:	\$30/archer
Venue Requirements	Multiple Fields
Feasible	2/5

This tournament has a low feasibility due to the venue requirements. However, Redmond does have a large enough space to accommodate a similar sized tournament in the future. For this reason it received a 2 as the tournament can only be held with very strict accommodations.



# Baseball: Sport Background

**Age Participation (2014)**



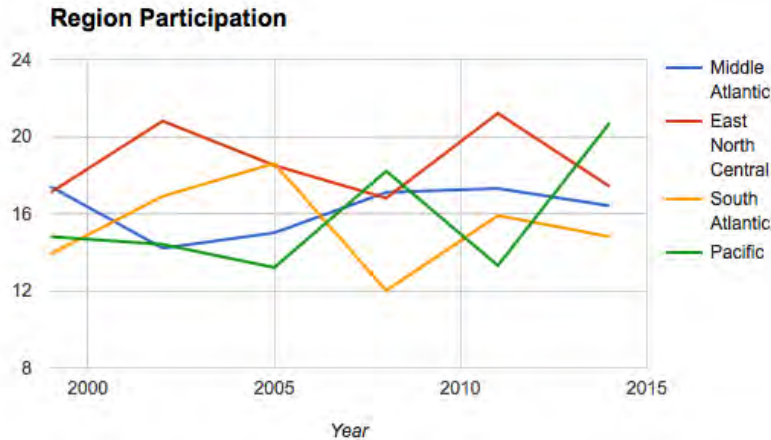
(Refer to Appendix B)

Baseball emerged as one of the most popular recreational sports in the early 1900's and remains popular today. Data suggests that baseball participation rates as a whole have decreased slightly, although multiple age segments boast pronounced participation growth.

To find emergent age sectors, participation rates in 2014 were isolated and compared to the average participation rates over the last 15 years. As a result, age participation among 7-11(5% ), 25-34(9%) and 45-54(29%) year-olds was greater than the 15-year average. Furthermore, 7-11 year-olds comprise 30.3% of all baseball players.



## Baseball: Sport Background



(Refer to Appendix B)

Regional participation in the Pacific region is the highest in the country. The Pacific region, which accounts for 14.9% of the U.S. population, contributes 20.7% of all baseball participants in the country.

Additionally, 49% of baseball participants come from households that report an annual income of \$75,000 or greater. Again, it should be noted that such households only account for 21.4% of households in total.

Altogether, it makes sense to target baseball players that are 7-11 years old, live in the Pacific region of the US and in the household that yields \$75,000 or more annually.



## Baseball Tournament Organization #1: USSSA



USSSA is a national sports organization that hosts a wide variety of baseball tournaments across the country. USSSA is a viable organization to host baseball tournaments in Redmond because of the credibility and market presence the organization has built on the West Coast. The organization holds youth baseball tournaments for children ages 4-17, with 40 unique subdivisions for ages 7-11, all designed to enhance fair competition. Under this format, age groups are divided into All-Star, Major, AAA, AA, and A levels. USSSA is committed to fostering athletic development, sportsmanship, and competition in its' tournaments. Tournament entry fee per team ranges from \$400-650 typically.



## Baseball Tournament Organization #1: USSSA

### Baseball

Organization	Oregon USSSA
Contact	Matt Creaser
Phone	(253) 576-3101
Email	matt.creaser@ussa.com
Entry Fee:	\$400-\$650
Venue Requirements	4+ (small) 7+ (large)
Feasible	4/5

USSSA uses fields and parks of all sizes, but its tournaments tend to be larger (15-80 teams large) for baseball only. A good example might be that its 70-80 team tournaments require a park like Delta Park, which has 7 baseball fields. Smaller tournaments (15-30 teams) usually use 4 fields at a location just fine.

Working with USSSA Baseball is feasible and worthwhile.



## Baseball Tournament Organization #2: Triple Crown Sports



Triple Crown Sports is a sports organization with a plethora of competitive baseball tournaments in the Pacific region. Each year, Triple Crown Sports hosts a popular regional tournament, “Northwest Border Wars”. This presents a new Redmond sports complex with a unique opportunity to potentially capitalize on a regional demand that Triple Crown Sports has been able to deliver on in past years. The tournament is designed to incorporate athletes ages 8-16 in a competition between Washington and Oregon counties. Multiple age groups are already sold out for this year’s event, indicating that demand is certainly high. Currently, 13 tournament venues exist, and there is room for more to be added. Tournament entry fee per team ranges from \$600-\$675 typically.





# Baseball Tournament Organization #2: Triple Crown Sports

<b>Baseball</b>	
Organization	Triple Crown Sports
Contact	Drew Reiners
Phone	(970) 672-0546
Email	drew@triplecrownsports.com
Entry Fee:	\$600-\$675
Venue Requirements	4+ fields
Feasible	5/5

Triple Crown Sports already runs a large event in Deschutes County every year on Memorial Day. Drew Reiners explained that the best locations for Triple Crown Sports tournaments have a minimum of 4 fields. Typically, there are 125-150 per tournament.

Working with Triple Crown Sports is highly feasible and worthwhile, particularly since it already has connections and involvement in the county.



## Baseball Tournament Organization #3: Nations Baseball



Nations Baseball is another amateur baseball organization that holds tournaments in the Pacific region. Each year, a number of tournaments emerge in the state of Oregon that need venues. The bulk of tournaments offered by Nations Baseball include age groups 9-14. This age range roughly coincides with the ideal player age range of 7-11, making it a practical option for bringing tournaments to Redmond. Tournament entry fee per team range from \$465-\$550 typically.



## Baseball Tournament Organization #3: Nations Baseball

### Baseball

Organization	Nations Baseball
Contact	Ron Mathis
Phone	(503) 352-5315
Email	ron.mathis@nations-baseball.com
Entry Fee:	\$465-\$550
Venue Requirements	4+ fields
Feasible	3/5

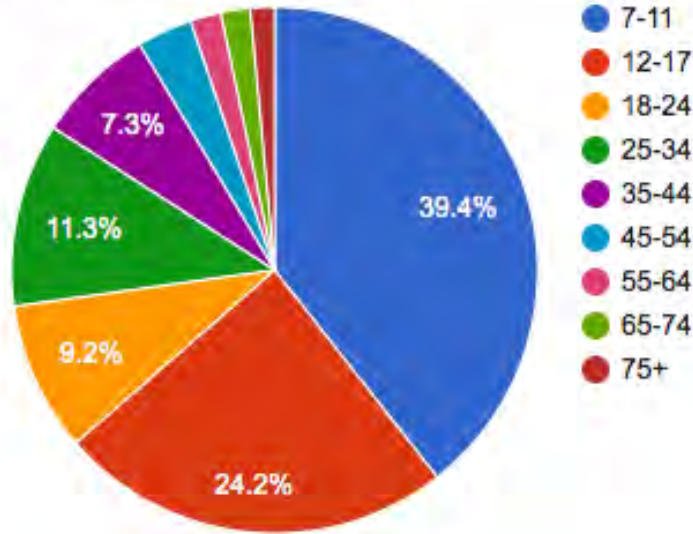
Nations Baseball prefers to operate tournaments in highly populated locations. Ron Mathis expressed reluctance in bringing a tournament to Deschutes County, but did say he would look into it. Tournament sizes are around 75 teams and use a minimum of 4 fields.

Working with Nations Baseball is somewhat feasible and worthwhile given openness to look at new facilities.



# Gymnastics: Sport Background

## Age Participation (2014)



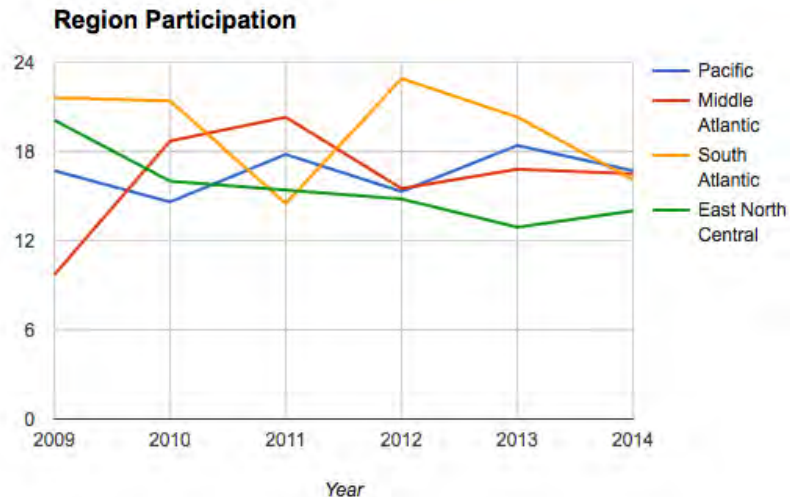
Gymnastics artistically combines physical skills such as control, coordination, and strength with tumbling and acrobatics. Both men and women participate in a wide range of levels within local clubs, high schools, and colleges, as well as larger scale national and international competitions.

Currently, there are approximately 5.4 million gymnasts in the United States with just under 1 million in the Pacific region. The most common age group is 7-11 year olds, comprising of 39.4% of the population.

(Refer to Appendix C)



## Gymnastics: Sport Background



(Refer to Appendix C)

Regional participation is presently highest in the Pacific region of the United States. The Pacific region, currently accounting for 14.9% of the U.S. population, contributes 16.7% of all gymnastics participants in the country.

Also, 47.6% of gymnasts come from households that report an annual income of \$75,000 or greater. Again, it should be noted that such households only account for 21.4% of households in total.

Altogether, it makes sense to target gymnasts, living in the Pacific region, and in a household that yields \$75,000 or more annually.



## Gymnastics Tournament Organization #1: OGA



OGA is a non-profit organization whose mission is to promote fitness and health in athletes, employees, and the larger community through gymnastics. The gym hosts home meets and has teams that participate in competitive meets across Oregon.

One particular event that OGA runs is the World Cup, a women's gymnastics event held in Beaverton, Oregon. In the past, the meet has been held at both the Tualatin Hills Rec Center and Lewis & Clark College. On average, about 300 women participate over the course of two days and the meet costs roughly \$9,000.



## Gymnastics Tournament Organization #1: OGA

<b>Gymnastics</b>	
Organization:	Oregon Gymnastics Academy
Contact	Eve Vacek
Phone	(503) 544-5403
Email	ogameetdirector@comcast.net
Entry Fee:	\$35-\$85/gymnast
Venue Requirements	Elite reflex beam, AAI floor, elite bars with FIG spread, TAC 10 vault table with soft surface landing, Vault runway 1 3/8 thick
Feasible	1/5

Working with OGA to put on the World Cup is not feasible. Moving the expensive equipment and setting it up is costly. Also, the tournament is held during the winter months, and participants would prefer to not drive over the pass.

However, a multi-purpose gym could support local and regional tournaments if there is an unmet need, since the facility would be spacious enough. Specialized equipment can be costly and require knowledgeable staff.



## Gymnastics Tournament Organization #2: Metro Gymnastics Center



Metro Gymnastics Center is a gym in Tigard, Oregon that participates in both recreational and competitive meets. Metro offers a wide variety of gymnastics classes, team gymnastics programs, and cheerleading coaching.

One of the largest events that the gym hosts is the co-ed Rose City Challenge held at the Hoop YMCA in Beaverton, Oregon. On average, about 30 teams across 5 states participate.





## Gymnastics Tournament Organization #2: Metro Gymnastics Center

### Gymnastics

Organization:	Metro Gymnastics Center
Contact	David Klein
Phone	(503) 620-8939
Email	david@metrogymnastics.com
Entry Fee:	Boys: Level 4 \$80, Level 5-7 \$80, Levels 8-10 \$100 Girls: Xcel \$50, Level 3 \$80, Levels 4-6 \$80, Levels 7-10 \$100
Venue Requirements	2 full floors, AAI Elite Equipment, stadium seating
Feasible	1/5

Partnering with Metro Gymnastics Center is not feasible.

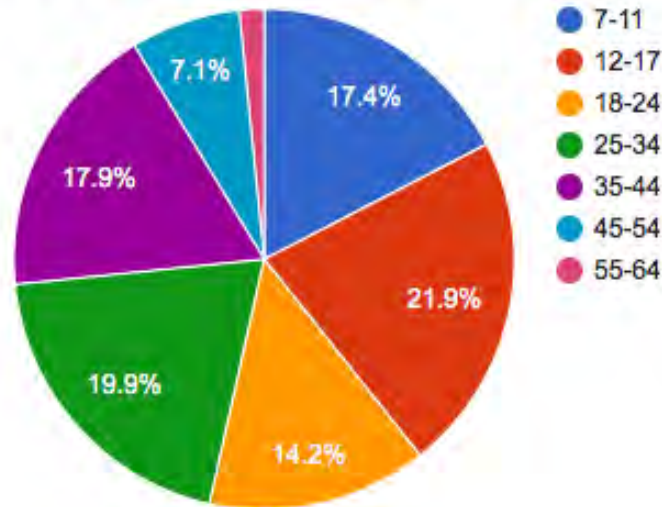
The Metro Gymnastics Center has been hosting the Rose City Challenge at the YMCA in Beaverton, Oregon for quite some time. Even though costs are already high, it would be even more expensive to transport equipment to Redmond.

However, a multi-purpose gym could support local and regional tournaments if there is an unmet need, since the facility would be spacious enough. Specialized equipment can be costly and require knowledgeable staff.



## Lacrosse: Sport Background

### Age Participation (2014)



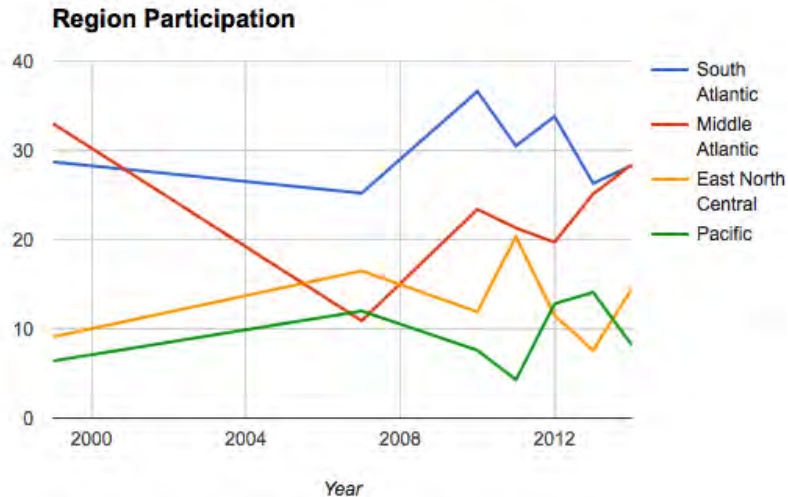
(Refer to Appendix D)

Lacrosse is a team sport that is played between two teams of ten players, who use a long-handled stick, and a rubber ball. The sport is very similar to soccer, in that there are midfielders, attackers, defenders, and goalies. The goal of the game is for one team to use their sticks to throw the rubber ball into the opponent's goal.

Currently, there is approximately 2.8 million lacrosse players in the United States, with the largest participation in the 12-17 year old group.



## Lacrosse: Sport Background



(Refer to Appendix D)

Regional participation is presently highest in the South Atlantic part of the United States. The Pacific region, currently accounting for 14.9% of the U.S. population, contributes 8.2% of all Lacrosse participants in the country. Lacrosse, however, is one of the fastest growing sports in the Pacific region at all ages—youth, high school, and adults.

56.91% of lacrosse players come from households that report an annual income of \$75,000 or greater.

Altogether, it makes sense to target lacrosse players that live in the Pacific region, and in a household that yields \$75,000 or more annually.



## Lacrosse Tournament Organization #1: US Lacrosse (Nationals)



With nearly 70 teams from across the country competing annually, the US Lacrosse National Tournament has become one of the nation's marquee lacrosse events. The event is open to middle school to high school aged players, but players teams must gain bids from regional tournaments in order participate.



## Lacrosse Tournament Organization #1: US Lacrosse (Nationals)

### Lacrosse

Organization	US Lacrosse
Contact	Natalie Wills
Phone	(410) 235-6882 #166
Email	nwills@uslacrosse.org
Entry Fee:	Paid off by bid
Venue Requirements	32 fields, parking, housing, goals
Feasible	1/5

This is only a feasible tournament for the The City of Redmond if there was enough land for 32 fields. Any bid for this tournament would need to be regionally coordinated in order to address how to house and entertain the ten thousand spectators and competitors.



## Lacrosse Tournament Organization #2: Lax Life Events



The Southern Alliance Tournament is a US Lacrosse sanctioned, female 12 on 12 tournament of over 70 teams in Peachtree City, GA. The tournament is formatted to two 25 minute halves, with each team receiving at least four possible games. The S.A.T has grown rapidly over the past few years, and has become a premier destination for some of the country's best female teams. The participants in the tournaments range from youth to college aged women. The tournament entry ranges from \$1,200-\$1,400.



## Lacrosse Tournament Organization #2: Lax Life Events

<b>Lacrosse</b>	
Organization	Lax Life Events
Contact	Pam McNabb
Phone	
Email	event.director@laxlifeevents.com
Entry Fee:	\$1,200-\$1,400
Venue Requirements	Parking, FIELDS #7-10
Feasible	2/5

This is not a feasible tournament for the The City of Redmond in the immediate future, but possible in the future. The organization stated it was open to hearing other possible venues, but is not looking to relocate in the immediate future. The fairgrounds would be able to support the amount of spectators and competitors, but would need more fields.



## Lacrosse Tournament Organization #3: Rhino Lacrosse



The Oregon Lacrosse Classic is a tournament in Bend, Oregon, which brings teams from all over Oregon, as well as the rest of the nation. The tournament is comprised of 5 divisions and is played out over a three day span. The male divisions range from 9 to 17 year olds, while the female divisions range from middle to high school ages. In addition to the tournaments normal lacrosse format, the program includes opening night ceremonies and festivities, 3v3 mini lax competitions, food trucks, and a vendor village.





## Lacrosse Tournament Organization #3: Rhino Lacrosse

### Lacrosse

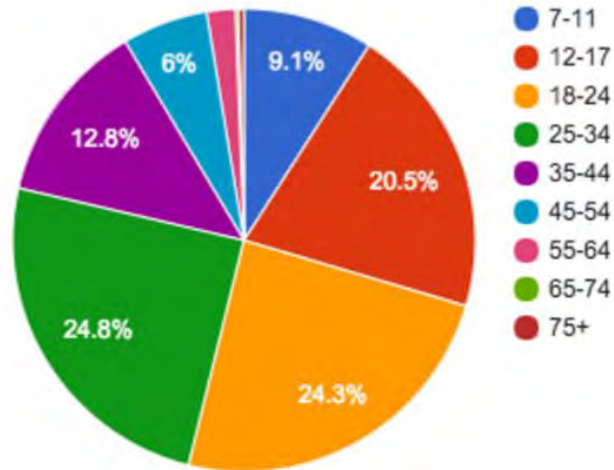
Organization	Rhino Lacrosse
Contact	Did not respond
Phone	315-692-4449
Email	OLC@RHINOLACROSSE.COM
Entry Fee:	\$1,000-\$1,900
Venue Requirements	15 Fields
Feasible	3/5

This is a very feasible tournament for the regional complex because the city of Bend currently host this tournament. The complex would need 15 fields to hold the tournament, and the county oriented facility would have to take it from the neighboring town of Bend.



## Paintball: Sport Background

Age Participation (2014)



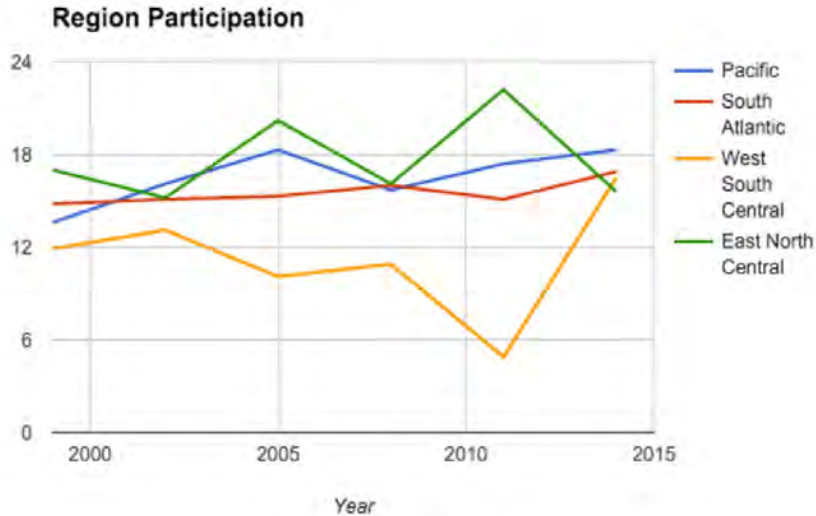
(Refer to Appendix E)

Paintball is a game that involves multiple teams participating in military combat styled games. The main weapon being used is a CO2 powered air rifle that shoots gel capsule balls that explode with paint on impact.

The game of paintball has two types of fields that are associated with it, but we will focus on speedball fields. Speedball games are quick and are the primary use for tournament style paintball play. A speedball field is composed of inflatable bunkers that are equally placed on each side to promote an even playing field. The inflatable bunker speedball field is the most important aspect of running a successful paintball tournament.



## Paintball: Sport Background



(Refer to Appendix E)

In the United States, the age group 25-34 makes up 24.8% of the people who are playing paintball. In 2014, 4.8 million people were participating in the game of paintball with the Pacific region having an average of 18.3% of the total participation rate in the U.S. The annual household income for the participants of this sport is \$75,000.

The main costs associated with a paintball tournament include: speedball field (\$5000-\$7000), staff (paid hourly), paintball supplies (usually covered by sponsor), and concessions. The major cost is building the speedball field, but after that is constructed, the costs are fairly low to run a speedball tournament.



## Paintball Tournament Organization #1: Northern Paintball League



Go Big Paintball Parks hosts a 3 on 3 speedball tournament consisting of 8 teams every year. Each team pays an entry fee of \$125 per team. The site is a 22 acre plot of land that has 18 plus acres of woods ball and just opened two brand new speedball fields. The site also has campsites and RV parking, which provides another form of revenue for the tournament. This site can host multiple paintball tournaments throughout the month, whether it be speedball or woodsball. It is currently not looking to move its tournament because it just constructed two brand new speedball fields. This tournament is a good example of the type of tournament the City of Redmond could host out at the fairgrounds should it build a speedball field.



## Paintball Tournament Organization #1: Northern Paintball League

<b>Paintball</b>	
Organization	Northern Paintball League
Contact	GO Big Paintball Park
Phone	(360)318-7637
Email	
Entry Fee:	\$125 per team
Venue Requirements	Speedball field, parking, concessions, RV/Hotels, First Aid
Feasible	5/5 speedball, 1/5 this league

While this particular league is not interested in moving, this is a very feasible tournament because of only needing a speedball field, concessions, parking, first-aid, and RV/Hotels for the contestants. The fairgrounds in the City of Redmond currently have everything needed to attract another paintball tournament. All that is left to add is a speedball field.

Overall we rated speedball as a 5/5, but 1/5 for this specific tournament organization.



## Paintball Tournament Organization #2: West Coast Rumble



This tournament is a four part speedball series that has one tournament game every month. There are four divisions that have anywhere from 4-6 teams. The tournament starts at the end of February and lasts until May, when the finals will be held. The facility has concessions, ample parking, and a paintball shop, where customers can purchase paint, gear, and even do rentals. This tournament currently has four sponsors: G.I. Sports, LUXE, the NXL, and Paintballwebcast.com The entry fees break down like this: Paint: \$45, Open: \$200, Rookie: \$180, Beginner: \$160, Youth: \$100 (price is per team). It is currently not looking for a new venue to host the tournament because it likes the current venue.



## Paintball Tournament Organization #2: West Coast Rumble

### Paintball

Organization	West Coast Rumble
Contact	Diamond Hill Paintball
Phone	(541)912-5006
Email	
Entry Fee:	\$100-\$200
Venue Requirements	Speedball field, parking, concessions, RV/Hotels, First Aid
Feasible	5/5 for speedball, 1/5 this league

This tournament is not a feasible tournament for the City of Redmond because they are not looking to switch venues at this time. However, the City of Redmond can host a similar speedball tournament based off of the tournament model for the West Coast Rumble. The Fairgrounds already has RV/parking and concessions, all that's left is to add a speedball field.



## Paintball Tournament Organization #3: Pacific Coast Paintball League



The PCPL is a brand new, professional paintball league that is launching along the West Coast in 2016. The league consists of 4 events, the first being in Las Vegas, then Sacramento, San Diego. It is still searching for a venue for the last event. This league has major sponsors such as G.I. Sports and Volken. The three events currently scheduled are being hosted by fairly popular paintball parks in their respective regions. The winner of this tournament will have the opportunity to represent the West Coast at the national tournament in Florida.





## Paintball Tournament Organization #3: Pacific Coast Paintball League

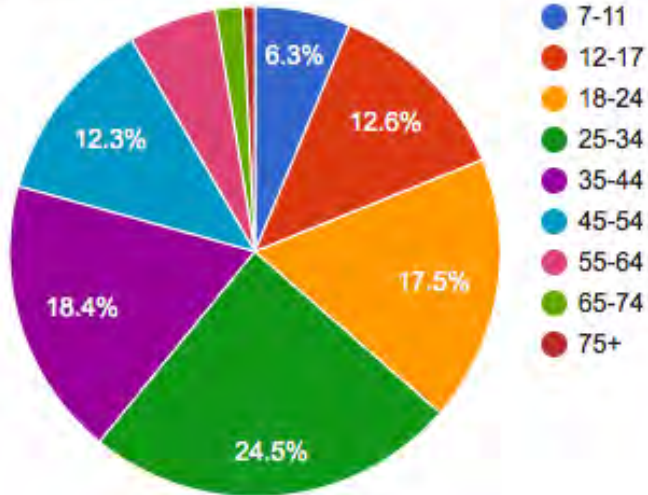
<b>Paintball</b>	
Organization	Pacific Coast Paintball League
Contact	
Phone	Website/ phone being created
Email	playpcl@gmail.com
Entry Fee:	\$250-\$750
Venue Requirements	Speedball field, parking, concessions, RV/Hotels, First Aid
Feasible	3/5

This tournament is somewhat feasible tournament for the The City of Redmond on the basis of the PCPL needing another location to play its last tournament game of the season. While it is attractive because it does not yet have a venue, the tournament is looking for a destination that is hosted in a larger city than Redmond or even Bend/Redmond. That is why this tournament received a rating of three.



## Running: Sport Background

### Age Participation (2014)



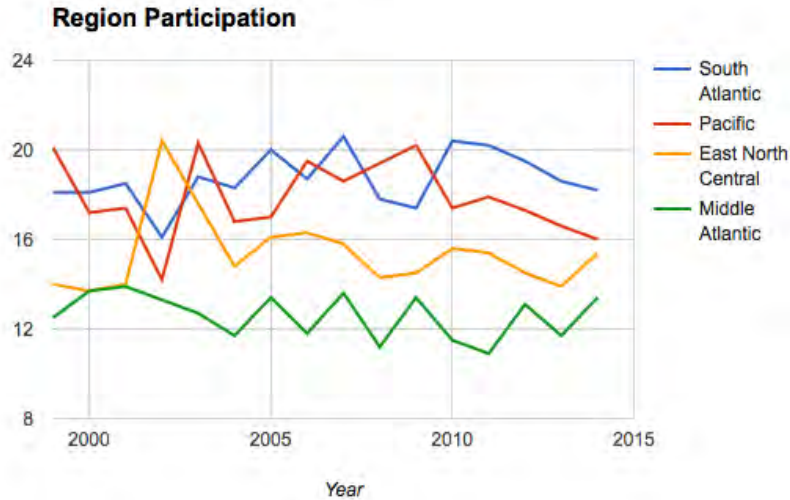
(Refer to Appendix F)

Running has grown to be an incredibly popular sport because it comprises many components. There are various competitions ranging from recreational to competitive levels incorporating cross country as well as short distance running, and track & field.

Currently, there are 43 million runners across the United States with the highest number of runners falling in the 25-34 age range.



## Running: Sport Background



(Refer to Appendix F)

Regional participation is presently highest in the South Atlantic region, with the Pacific region following close behind. The Pacific region, currently accounting for 14.9% of the U.S. population, contributes 16% of all runners in the country.

49.9% of runners come from households that report an annual income of \$75,000 or greater.

Altogether, it makes sense to target runners that are 25-34 years old, live in the Pacific region, and in a household that yields \$75,000 or more annually.



## Running Tournament Organization #1: USATF



USATF is a national organization for track & field, long distance running, and race walking. It encompasses the world's oldest organized sports and the most watched events of Olympic broadcasts. USATF is a volunteer-driven, not-for-profit organization with headquarters in Indianapolis.

Two major events run by USATF are the the Cross Country National Championships and the Indoor Track & Field Championships.



## Running Tournament Organization #1: USATF Cross Country National Championships

### Running

Organization:	USATF
Contact	Tracktown USA (Stephanie Bohannon)
Phone	(317) 261-0500
Email	stephanie@gotracktown.com
Entry Fee:	Must be a 2016 USATF member to be eligible, \$40/runner
Venue Requirements	Cross country running terrain, room for spectators
Feasible	5/5

Because a cross country meet needs a top-notch terrain, the proposed multi sports center can serve as the starting and ending point for a major cross country championship.

Working with USATF to help host the cross country national championships is feasible and worthwhile. The proposed complex would be attractive and draw upon the regional heritage of runners in Oregon and Central Oregon.



## Running Tournament Organization #1: USATF Indoor Track & Field Championships

<b>Running</b>	
Organization:	USATF
Contact	Tracktown USA (Stephanie Bohannon)
Phone	(317) 261-0500
Email	stephanie@gotracktown.com
Entry Fee:	Must be a 2016 USATF member to be eligible, \$30 entry fee
Venue Requirements	200 meter certified track, space to accommodate over 7,000 spectators
Feasible	2/5

The Indoor Track & Field Championships is not feasible.

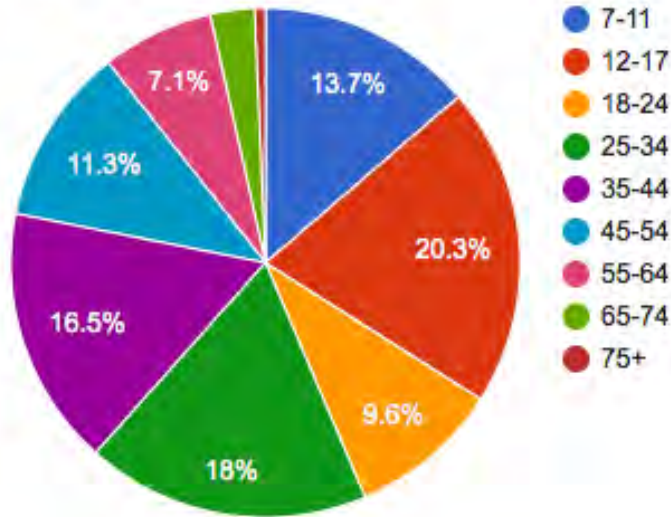
The space must be able to hold a 200 meter track as well as space for 7,000 spectators. Currently, the event space can hold the number of spectators needed, however it will be tight.

Also, a main reason for why the event is in Portland in 2016 is because of its central and easily accessible location.



## Softball: Sport Background

### Age Participation (2014)



(Refer to Appendix G)

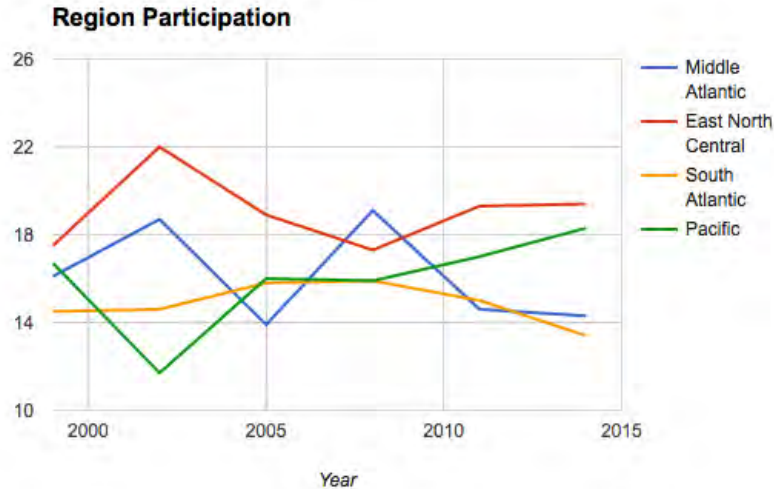
Market demand for softball has remained steady over the past 15 years. This reliability and stability makes softball an attractive sport for tournament operations. Similar to baseball, research data on softball indicates that overall participation has declined in recent years, despite a few growing age participation segments. The participation rate in 2014 shows that 20.3% of softball participants are 12-17 years old, which is 1.25% greater than normal.

Slow-pitch softball caters to adults. For this reason, 25-34 years olds make up the second highest proportion of softball participants at 16.5%.

Redmond will want to work with organizations to host both youth and adult slow-pitch softball tournaments.



## Softball: Sport Background



(Refer to Appendix G)

Data indicates that males comprise a greater proportion of softball players than females. In fact, males account for 55.3% of softball players in comparison to just 44.7% representation from females. This may seem odd since softball is generally considered a girl's sport, but this demonstrates the increased demand for slow-pitch softball.

Additionally, softball is fairly popular in the Pacific region at 18.3% of the population.

Altogether, it makes sense to target softball players that are 12-17 and 25-34 years old, live in the Pacific region of the U.S. and in a household that yields \$75,000 or more annually.





## Softball Tournament Organization #1: USSSA



In addition to baseball, USSSA holds a number of softball tournaments in the state of Oregon as well. Similar to baseball, hosting a USSSA softball tournament is a worthwhile option because of the credibility and volume the organization has acquired over time. In other words, when USSSA holds a tournament, it typically sells out. USSSA softball presents age groups for girls 5-17 years old, and each age group is characterized by A, B, C, and All-Star levels of competition. Tournament entry fee per team ranges from \$450-650 typically.



## Softball Tournament Organization #1: USSSA

### Softball

Organization	Oregon USSSA
Contact	Holly Leiter
Phone	(206) 930-9989
Email	Holly.Leiter@ussa.com
Entry Fee:	\$400-\$650
Venue Requirements	4+ (small) 7+ (large)
Feasible	4/5

Softball is similar to baseball for USSSA tournaments. Small tournaments are roughly 15-30 teams and large tournaments are roughly 70-80 teams. In order to host a small USSSA tournament a venue must have 4+ fields and 7+ fields for large USSSA tournaments. USSA, however, typically seeks larger populated regions

Working with USSSA Softball is somewhat feasible and somewhat worthwhile.



## Softball Tournament Organization #2: Oregon ASA



Oregon ASA is a subdivision of the most renowned softball organization in the world. ASA (American Softball Association) is the governing body for nearly all non-school sponsored softball competition. The organization offers youth tournaments to athletes ages 4-17. Due to its' elite standing among softball organizations and volume of tournaments, Oregon ASA would be an excellent option for pursuing softball tournaments in Redmond. Oregon ASA is holding 46 tournaments from March 19 until the end of the year, making it the most viable organization in the state. Tournament entry fee per team ranges from \$200-450 typically.



## Softball Tournament Organization #2: Oregon ASA

### Softball

Organization	Oregon ASA
Contact	Mike Wells
Phone	(503) 329-0129
Email	mike@mvwininsurance.com
Entry Fee:	\$200-\$450
Venue Requirements	4+ small, 16+ large
Feasible	4/5

Small tournaments are roughly 16-24 teams and large tournaments are roughly 120-160 teams. In order to host an ASA tournament, a venue must have 4+ fields for small tournaments and 16+ fields for large ASA tournaments.

Working with Oregon ASA is somewhat feasible and somewhat worthwhile, if the proposed complex includes the right number of fields.



## Softball Tournament Organization #3: NSA



NSA softball is an interesting organization because it does not currently host any tournaments in the state of Oregon. The organization hosted 56 tournaments in total in the state of Oregon between 2010-2012, before stopping in 2013. However, the organization is interested in potentially coming back to the state of Oregon if the situation is right. This could be a terrific opportunity for NSA and Redmond to enter the softball market simultaneously.



# Softball Tournament Organization #3: NSA

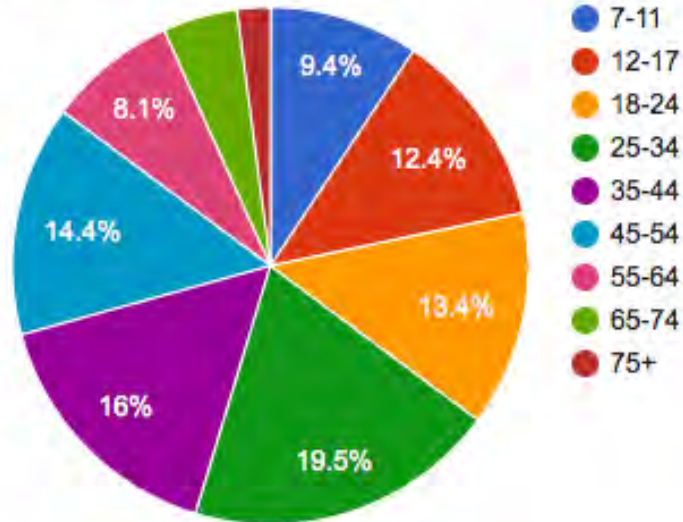
<b>Softball</b>	
Organization	NSA
Contact	Mart Lalley
Phone	(702) 217-5776
Email	mlalley@playnsa.com
Entry Fee:	N/A
Venue Requirements	4+
Feasible	1/5

NSA does not run tournaments in the state of Oregon currently, and it's not clear it can re enter the market successfully. However, if NSA does re emerge it would be looking for a new and exciting venue, which could be Redmond. That might change the ranking to a 4/5, but until then it's a 1/5.



## Tennis: Sport Background

### Age Participation (2014)



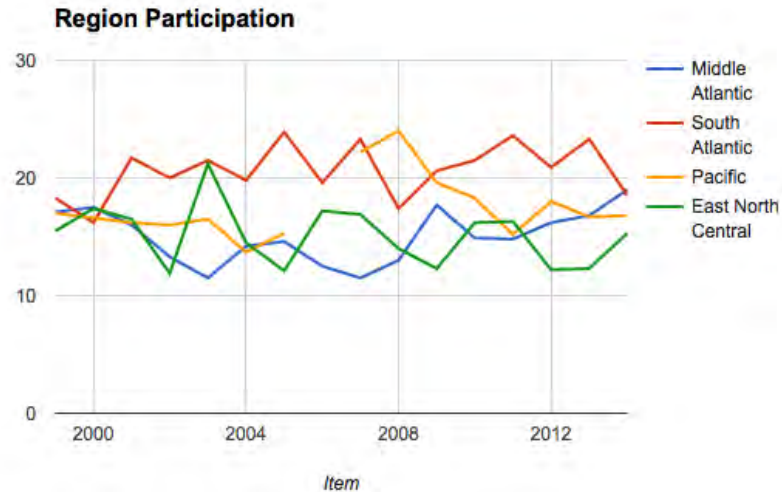
(Refer to Appendix H)

Tennis originally evolved out of a handball game in the 12<sup>th</sup> and 13<sup>th</sup> century. The first Wimbledon championship was held in 1877. Tennis started in 1880 in the U.S and it became popular in the 1960's and 70's when major championships were opened up to professionals and broadcasts began covering the tournaments.

Today tennis is played by 12.4 million people. The largest percentage of people that play are ages 25-34, which account for over 2.4 million people. Over 2 million people play tennis in the Pacific region.



## Tennis: Sport Background



(Refer to Appendix H)

Regional participation shows the Pacific region is the 2nd highest in the country. The Pacific region accounts for 14.9% of the U.S. population. In 2014 the Pacific region accounted for over 16% of the tennis participants.

Over 55% of tennis participants come from households that report an annual income of \$75,000 or greater.

Altogether, it makes sense to target tennis players that are 25-34 years old, live in the Pacific region of the U.S. and in a household that yields \$75,000 or more annually.





## Tennis Tournament Organization #1: USTA



### UNITED STATES TENNIS ASSOCIATION

All tennis tournaments are run through the USTA. You can apply to hold a tennis tournament through USTA's website. The Southwest Slam Series Grass Championships is an event for ages 35-75 and is an outdoor event. The event is held at Desert Highlands in Arizona. The venue has 4 grass courts. The tournament is held from June 1st-5th and typically has 135 participants. It has been a recurring event since 2012. Currently the event has no sponsors, so revenue is based entirely on entry fees.



# Tennis Tournament Organization #1: USTA

## Tennis

Organization	USTA
Contact	Eric Anderson
Phone	(480) 419-3651
Email	eanderson@deserthighlandsscottsdale.com
Entry Fee:	\$33-50/player
Venue Requirements	Multiple courts
Feasible	4/5 for tennis, 1/5 for this tournament

This tournament has a high feasibility due to the size of the tournament and only needing 4 outdoor courts. This tournament in particular is not looking to move as it is a southwest tournament. However, there are several tournaments of similar size that could be possibilities, meaning adult oriented USTA tennis tournaments are highly attractive. The reason for a 4/5 rather than a 5/5, however, is that tennis courts are specialized facilities, not the multi-use we believe the working group is looking for. If the working group wants to pursue specialized courts, and if there is local unmet demand to keep the courts busy, then tennis may be very attractive.



## Tennis Tournament Organization #2: USTA



The Willamette Valley Junior Intermediate tournament is a tournament held at Albany Tennis Club. It is a recurring event, but the tennis club has to apply for the tournament through USTA at the beginning of the year. Intermediate tournaments don't get the biggest of numbers because participants would rather play in an advanced tournament. Typically they get 20-30 participants, but advanced tournaments get 100+. The tournament is for ages 12-18 and they offer 3 different tournaments that occur end of February, Mid March, and Mid April. The Albany Tennis club has 3 indoor and 4 outdoor courts.



## Tennis Tournament Organization #2: USTA

<b>Tennis</b>	
Organization	USTA
Contact	Tony
Phone	(541) 926-2513
Email	albanytennis@gmail.com
Entry Fee:	\$38/player
Venue Requirements	Multiple Courts
Feasible	4/5 for tennis, 5/5 for this tournament

This tournament has a high feasibility due to the size of the tournament and only needing 3 indoor courts. Having 3 tournaments per year will increase the number of participants and there could be a potential to have more throughout the year.

Overall, however, tennis requires a commitment to more specialized use.



## Tennis Tournament Organization #3: USTA



The Eugene Swim and Tennis Club Intermediate is an intermediate tournament held at the Eugene Swim and Tennis Club. It is for ages 12-18 and is going into its 2nd year, but is hoping to make it a recurring event. In the first year of the event it got 73 participants. The event occurs a weekend in November and the tennis club has 11 indoor courts. The cost to run the tournament is approximately \$300-\$400 for officials, balls, and snacks.



## Tennis Tournament Organization #3: USTA

### Tennis

Organization	USTA
Contact	Paul Reber
Phone	(541) 342-4414
Email	paulr@estc.org
Entry Fee:	\$38/person
Venue Requirements	Multiple Courts
Feasible	4/5 for tennis, 5/5 for tournament

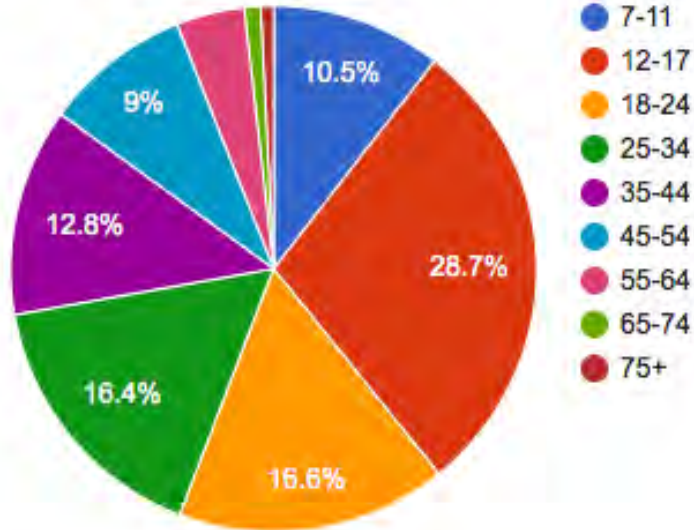
However, there are several tournaments of similar size that could be possibilities, meaning kid oriented USTA tennis tournaments are highly attractive. The reason for a 4/5 rather than a 5/5, however, is that tennis courts are specialized facilities, not the multi-use we believe the working group is looking for. If the working group wants to pursue specialized courts, and if there is local unmet demand to keep the courts busy, then tennis may be very attractive.

This tournament has a high feasibility due to the size of the tournament and only needing 5 indoor courts. However, while this tournament is not looking to move, a similar tournament of this size would be likely able to move. The Expo could apply for tournaments through USTA if it was to build its own indoor or outdoor courts.



# Volleyball: Sport Background

### Age Participation (2014)

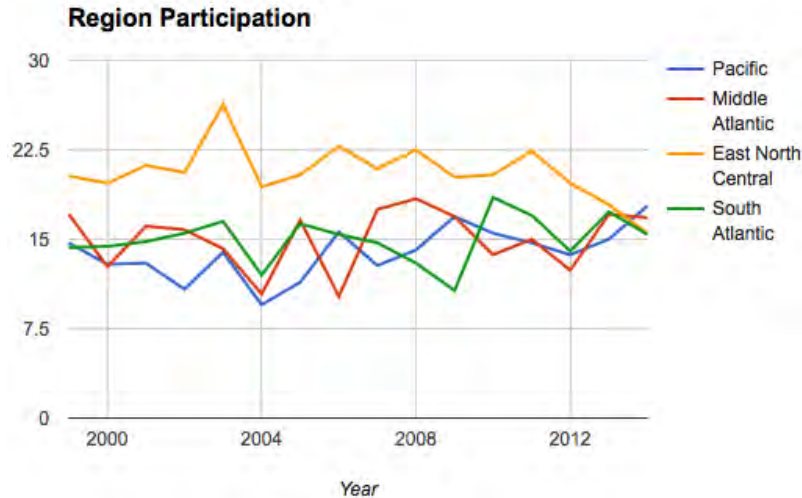


Volleyball has emerged in past decade as being one of the most played sports by females. Participation has slowly increased every year since 2000. Currently, there are approximately 10.2 million Volleyball players in the United States, with the largest participation in the 12-17 year old group.

(Refer to Appendix I)



## Volleyball: Sport Background



(Refer to Appendix I)

The Pacific region holds the largest population of volleyball players in the United States with 17.8% participation in 2014. The two other regions, West South Central, and West North Region hold 9.1% and 8.6% of players respectively.

37% of volleyball players come from households that report an annual income of \$75,000 or greater. It should be noted that such households only account for 21.4% of households in total.

Altogether, it makes sense to target volleyball players that live in the Pacific region, and in a household that yields \$75,000 or more annually.





## Volleyball Tournament Organization #1: USA Volleyball



USA Volleyball National championships are put on every year by USA Volleyball in various locations. The tournament is comprised of various age divisions ranging from 12 to 18 years old. These divisions are comprised of 36 teams who received an at large bid from a USA sanctioned regional qualifying tournament. This tournament brings 25,000 athletes and 20,000 family members and fans to the host city.



## Volleyball Tournament Organization #1: USA Volleyball

### Volleyball

Organization	USA Volleyball National Championships
Contact	Kristy Cox
Phone	(719) 228-6800
Email	GJNC@usav.org
Entry Fee:	Based on bid
Venue Requirements	Space for 28 regulation sized courts, and enough event seating for 20,000 fans
Feasible	1/5

This is a not feasible tournament for the new complex because the region is unlikely to be able to accommodate the 48,000 spectators and competitors of the tournament. The selection committee also favors large populated cities that can provide housing and activities to further stimulate a large group of attendees.



# Pacific Northwest Qualifier

The Pacific Northwest Qualifier brings in teams from around the nation in the hopes of winning a bid to USA Volleyball National Championships. The tournament is held over two separate weekends (3 day span each weekend), and hosts 603 teams. The tournament is said to bring over 12,000 hotel guests to the host city. Because this is a USA sanctioned tournament, all supplies can be leased from USA Volleyball.



## Volleyball Tournament Organization #2: USA Volleyball (PNW Qualifier)

### Volleyball

Organization	Pacific Northwest Qualifier
Contact	April Stark
Phone	509.993.3482
Email	april@pacificnwqualifier.org
Entry Fee:	\$425
Venue Requirements	12 courts, parking, equipment
Feasible	2/5

This is not a very feasible tournament for the the City of Redmond alone because the city may have problems accommodating the current amount of spectators. But on a larger regional basis, accommodations exist plus the expected facility could provide the right number of courts. The tournament has also been constantly growing, making even more attractive for a regional complex.



## Volleyball Tournament Organization #3: CEVA



Columbia Empire Volleyball Association is the governing body of the Oregon volleyball region. CEVA is in charge of USA sanctioned sports in the State of Oregon. It controls various tournaments throughout the state. If you are one of its sanctioned facilities CEVA will provide tournaments for your location.



## Volleyball Tournament Organization #3: CEVA

### Volleyball

Organization	CEVA
Contact	Cody March
Phone	503-644-7468
Email	cody@cevaregion.org
Entry Fee:	Depends on tournament
Venue Requirements	Parking, Court Space, Seating Options, Equipment, Portable flooring
Feasible	5/5

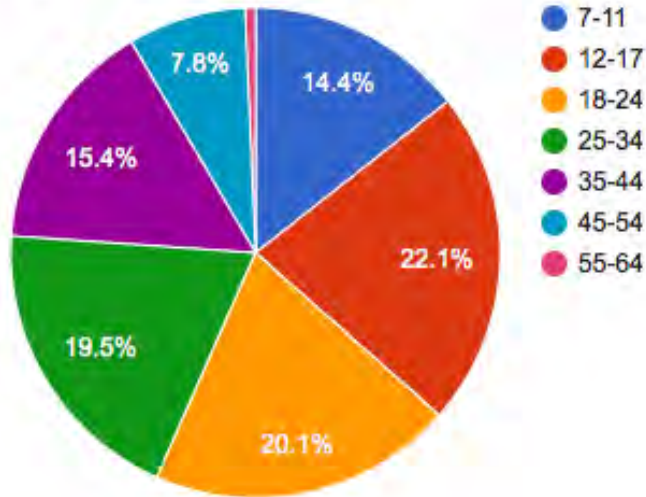
This is a very feasible tournament for the proposed complex because Redmond alone or the region overall would be able to accommodate competitors and spectators. The number of teams for this tournament would be very feasible for the indoor arena at the Fairgrounds, with the addition of a few more courts. Also, the gear required for this tournament can be leased from USA Volleyball.

Get approved by CEVA as an authorized site also streamlines the marketing to tournament organizers.



## Wrestling: Sport Background

**Age Participation (2014)**



(Refer to Appendix J)

Wrestling was one of the original olympic sports. Wrestling is a combative sport that involves two competitors using grappling techniques such as takedowns, throws, and clinch fighting.

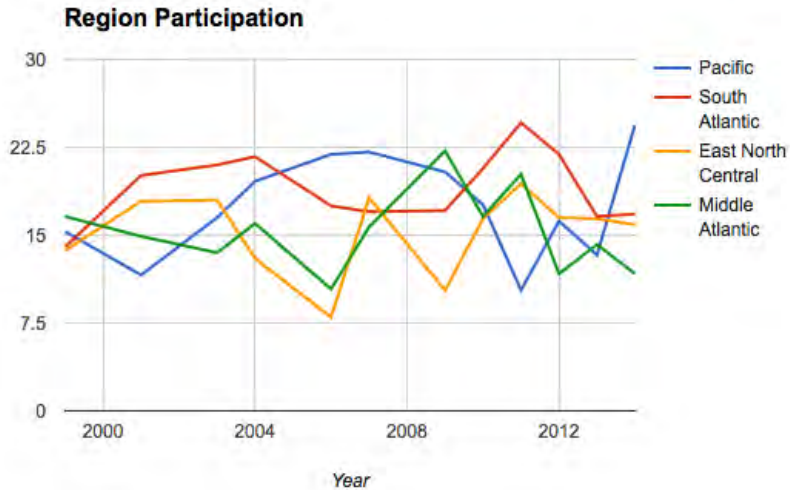
The two main styles of wrestling are Greco-Roman and freestyle. Both styles are big for tournament style competitions. The rules are a little different between each style, but switching between each style is fairly easy. Wrestling matches are held on wrestling mats that have a large circular outline that outlines in bounds and out of bounds.

The number one cost of running a wrestling tournament is renting out a venue for the weekend. Renting out a high school gym can range between \$3000-\$4000 dollars.

The Deschutes County Fairgrounds & Expo has some experience with wrestling as it is hosting a tournament in Winter 2016.



## Wrestling: Sport Background



(Refer to Appendix J)

In the United States, the participation in wrestling by age group is 12-17 year olds, which make up 22.1% of the total participation rate. This is a common age group for kids in middle school and high school wrestling programs.

Wrestling in the Pacific region makes up the highest participation rate in the United States, at 24.1%. Male participation for the 12-17 year old age group has the highest participation rate at 20.7%. The average annual household income for the participants of this sport is around \$75,000.





## Wrestling Tournament Organization #1: USA Northwest Regional



USA Wrestling has a strong presence in all 50 states. In the State of Oregon, under the OWA, there are 6,000 wrestlers registered and multiple tournaments every month. The Northwest Regional is held at Battleground Highschool in Washington. The entry fee for this tournament is \$15-\$25 depending if they register beforehand. This tournament is 3 days and has two styles: Greco-Roman and Freestyle. Registration is capped at 600 wrestlers per style. Each style has its own day of the tournament. Some equipment needed to execute this tournament is 12 mats(1 mat per 50 kids), bleachers, concessions, warm-up room/mats, scales, a lot of volunteers, parking. A tournament of this size is perfect for the Redmond location.



## Wrestling Tournament Organization #1: USA Northwest Regional

### Wrestling

Organization	USA Northwest Regional
Contact	Merle Crocket
Phone	(360)263-494
Email	
Entry Fee:	\$15-\$25 per wrestler
Venue Requirements	12 mats, Concessions, parking, warm-up room and mats, First-aid/medical response
Feasible	5/5

This is a very feasible tournament for the City of Redmond because the Expo center currently run a similar tournament called the Wrestling Classic. The Wrestling Classic and the USA Northwest Regional are very similar in size and number of wrestlers. The Fairgrounds can hold 12 plus mats and offers all the amenities needed to run a successful tournament.



## Wrestling Tournament Organization #2: Tim Brown Memorial



The Tim Brown Memorial Wrestling Tournament is held in Sacramento, California and is one of the largest tournaments in all of California. It was renamed 8 years ago to honor a local wrestler, from Foothills High School, who lost his life in Iraq in 2006. This tournament has been held at the Memorial Auditorium in downtown Sacramento for the last 20 years. This venue holds 10 wrestling mats and has ample amount of parking and concessions. Part of the proceeds from this tournament go to the injured Marine Semper Fi Fund. 80 plus high schools take part in this tournament every year and the entry fees vary between \$20-\$25 per wrestler depending on the registration date. It is not looking to switch venues because the tournament is for a local resident of Sacramento.



## Wrestling Tournament Organization #2: Tim Brown Memorial

### Wrestling

Organization	Tim Brown Memorial
Contact	William Lum
Phone	
Email	william.lum@twinriversusd.org
Entry Fee:	\$15-\$25 per wrestler
Venue Requirements	10 mats, Concessions, parking, warm-up room and mats, First-aid/medical response
Feasible	1/5 for this event, 5/5 for wrestling

While wrestling is very attractive, this event is not interested in moving. The City of Redmond could host a similar type of tournament at the fairgrounds. The fairgrounds could host the 10 plus mats in the arena, as well as, open all concessions to the guests in attendance.



## Wrestling Tournament Organization #2: Eagle Point Wrestling



The Best of the West is a tournament that is hosted by Eagle Point Wrestling club and held at the Jackson County Fairgrounds at the Compton Arena. The Compton Arena seats up to 3,250 seats. This tournament has about 600 wrestlers that participate. Hosting the tournament is not feasible in Deschutes County because of the distance for this club.



## Wrestling Tournament Organization #2: Eagle Point Wrestling

<b>Wrestling</b>	
Organization	Eagle Point Wrestling
Contact	Evan Pogue
Phone	541-821-7120
Email	tonys@obsidianarts.com
Entry Fee:	\$20-\$25 per wrestler
Venue Requirements	6-8 Mats, Concessions, parking, warm-up room and mats, First-aid/medical response
Feasible	1/5 for this event, 5/5 for wrestling

This is not a feasible tournament for Redmond because of distance. Moreover, the tournament might not be large enough to be hosted at the fairgrounds, unless sufficient multi-purpose gym space is developed. This event has anywhere from 300-600 wrestlers participating every year. If the proposed complex is large enough, with enough gymnasium space, the City of Redmond should be targeting larger tournaments like this one for its location.



# Roadmap

---

Executive Summary

Project Overview

Criteria for Evaluation

Sports

**Recommendations**

Action Plan

Works Cited



## Recommendations

Based on our research on attractive participation rates we started with 10 sports. However the tournaments for the five sports are most likely to consider a new proposed complex. However three of these, baseball, softball, and tennis require specialized facilities rather than general multi-sport space. Baseball and softball are the most likely to find strongly proven competition within Oregon.

Sports that use multi-sports facilities like lacrosse and volleyball may give the complex more flexibility or use, but its unclear how easily Deschutes County could build a strong enough tournament reputation to bring in sustained revenue to fund the facility.





# Roadmap

---

Executive Summary

Project Overview

Criteria for Evaluation

Sports

Recommendations

**Action Plan**

Works Cited



## Action Plan

<b>Action</b>	<b>Who</b>	<b>When</b>
Review all project teams reports; identify elements of a shared vision	Working group	Within the next month
Agree on priority sports to be included in consulting RFP	Working group	Within the next two months
Build out a list of tournaments and further refine feasibility ratings	Working group	While consultants are working
Finalize vision for facility and do detailed specifications, including projections of sports tournament revenue	Working group and consultants	TBD



# Roadmap

---

Executive Summary

Project Overview

Criteria for Evaluation

Sports

Recommendations

Action Plan

**Works Cited**

Note: A separate appendix with participation rate for all sports has been provided electronically to the city of Redmond.



## Works Cited

- *USAT Home Page*. N.p., n.d. Web.
- "SBRnet." *SBRnet*. N.p., n.d. Web.
- "Archery." *Encyclopedia Britannica Online*. Encyclopedia Britannica, n.d. Web.
- "Home." *Oregon USA Wrestling*. N.p., n.d. Web.
- *Tim Brown Memorial Tournament*. N.p., n.d. Web.
- "Upcoming Events | Events | Oregon Paintball." *Oregon Paintball*. N.p., n.d. Web.
- "Northwest Regionals." *USA Wrestling Events*. N.p., n.d. Web.
- "Oregon Paintball Discussion." *PbNation RSS*. N.p., n.d. Web.
- "World Cup." *World Cup*. N.p., n.d. Web.
- "The Rose City Challenge - Hosted by Metro Gymnastics." *The Rose City Challenge - Hosted by Metro Gymnastics*. N.p., n.d. Web.
- *USATF Events Calendar*. N.p., n.d. Web.
- "USA Track & Field - 2016 USATF Indoor Championships Set for Portland." *USA Track & Field - 2016 USATF Indoor Championships Set for Portland*. N.p., n.d. Web
- "USA Track & Field - USATF Indoor Track & Field Championships." *USA Track & Field - USATF Indoor Track & Field Championships*. N.p., n.d. Web.
- "NASP Tournaments." *NASP Tournaments*. N.p., n.d. Web.



## Works Cited

---

- "More Headlines." USSSA. N.p., n.d. Web. 11 Feb. 2016.
- "Home | Triple Crown Sports." Home | Triple Crown Sports. N.p., n.d. Web. 7 Feb. 2016.
- "OREGON ASA Softball." OREGON ASA Softball. N.p., n.d. Web. 11 Feb. 2016.
- "Play NSA Website." Play NSA Website. N.p., n.d. Web. 11 Feb. 2016.
- March, Cody. "CEVA Tournaments." CEVA. N.p., n.d. Web. 20 Feb. 2016.
- "National Championships." USA Lacrosse. N.p., n.d. Web.
- "Pacific Northwest Qualifier Hotels." Pacific Northwest Qualifier Hotels. N.p., n.d. Web. 20 Feb. 2016.
- "Southern Alliance Lax Tournament." SAT. N.p., n.d. Web.
- "THE TOURNAMENT." Oregon Lacrosse Classic. N.p., n.d. Web. 22 Feb. 2016.
- "2016 USA Volleyball Open National Championships." Team USA. N.p., n.d. Web. 20 Feb. 2016.





# Youngsville

SPORTS COMPLEX



Sponsorship Opportunities

YOUNGVILLE, LOUISIANA



## A Message From Mayor Viator

I am happy to announce the Ground Breaking Ceremony of the Youngsville Sports Complex on Tuesday, January 22, 2013 at 1:30 pm. This ambitious project is funded by the community via a dedicated 1% sales tax, and scheduled for completion by December of 2013. It will be built on a centrally located plot of land generously donated to the city by Young Industries. This project is the embodiment of the Youngsville community's commitment to a healthy and successful future, both physical and fiscal, and supports wonderful business opportunities within Youngsville. When complete, this Complex will be the premier, multi-purpose, recreational facility in the state of Louisiana.

Youth and adult sports teams will flock to the Youngsville Sports Complex from all across the Gulf Coast region to compete in soccer, baseball, softball and tennis tournaments. We anticipate hosting as many as three tournaments per weekend, all year round. Many tournament participants will be accompanied by family members, and will spend money on gas, lodging, food and entertainment while they are here.

By becoming a Youngsville Sports Complex sponsor, your business/organization gains access to the Complex's visitors – an anticipated 500,000 people in the first year alone! Each visitor could be your next customer or your next referral. Sponsorship will also increase your local visibility, and demonstrate your commitment to Youngsville's future.

Youngsville is the fastest growing city in Louisiana, and last year Yahoo.com declared Youngsville as the "Best City to Live In" for all of Louisiana. We have the highest income per capita, the highest educational background per family in the state, and a very low crime rate. As Mayor of Youngsville, I am committed to making our city the very best it can be. I believe the Youngsville Sports Complex is an important project for our city, one that will make Youngsville an even better place to live. Not only will the facility improve the health of Youngsville residents and quality of life for generations to come, it will provide local businesses with significant economic opportunities.

To join me in supporting our community's future by becoming a Youngsville Sports Complex sponsor, please contact Tim Robichaux at (337) 581-3028.

Visit us online at [youngville.us](http://youngville.us) or call City Hall at 337-856-4181.



Wilson B. Viator, Jr.  
Mayor, City of Youngsville

## The City of Youngsville

Youngsville is the fastest growing community in Louisiana and is rated the “Best City to Live In Louisiana” by Yahoo.com.

As of the 2010 census there were 8,105 people residing in the town, whose median age was 32 years.

We have the highest per capita income and the highest educational background per family in the state.

For the 2010 census, 2,769 households were counted, with an average household size of 2.92 and an average family size of 3.24. For the year 2013, there are 3,569 households in the City of Youngsville, which is a 29% increase since the 2010 census count.

Out of the 2,769 households counted for the 2010 census:

- 47.8% had children under the age of 18 living with them
- 63.4% were married couples
- Median household income was \$67,147
- Per capita income for the town was \$31,257

### Why Youngsville Needs A Sports Complex

- Current Lack of Recreational Facilities
- Growing Community with Children Who Participate in Sports Have Nowhere Local to Play
- To Enhance the Health and Increase Fitness Levels of Residents
- To Enhance the Overall Quality of Life For Our Community
- Positive Economic Impact

Youngsville residents love Youngsville in spite of its lack of public recreational facilities, and by supporting the Youngsville Sports Complex have shown a willingness to invest in the future of their city. This 70-acre public facility will greatly enhance the quality of life in Youngsville, providing residents with a first-class sports and recreation facility conveniently located at the intersection of Chemin Metairie Parkway and Savoy Drive.





## About the Youngsville Sports Complex

- A Community-Funded Project with Full Public Support
- Convenient Location and Ease of Accessibility
- Premier Sports and Recreational Facility with First-Class Amenities
- Generous Attendance Capacity
- Capacity to Host Multiple Tournaments/Events Simultaneously
- Effective Marketing and PR

A true community effort, this project was developed and funded by a dedicated 1% sales tax, and will be built by the City of Youngsville on land donated to the city by Young Industries. At a public charrette held on May 24, 2011, Youngsville citizens worked together to decide on the Youngsville Sports Complex's facilities and amenities.



*When complete, the Youngsville Sports Complex will be the premier public recreational facility in Louisiana.*

### Facility Details

- 6 Soccer Fields
  - Fields Are Divisible Into 12 Smaller Fields for Tournaments
  - Hosts Up to 2,000 Participants Per Weekend
  - Can Also Be Used for Flag Football
- 4 Softball Fields
  - Youth
  - Adult
  - Fast-Pitch
- 5 Baseball Fields
  - AstroTurf
  - Portable Mounds
  - Convertible to Softball and T-Ball Fields
- 5 Batting Cages
- 10 Tennis Courts
- Scenic 1-Mile Walking Path with 2 Exercise Stations
- Fully Stocked Fishing Pond
- Playground
- 10 Multi-Purpose Pavilions

### Amenities

- Concessions Stands
- Pro Tennis Shop
- Air-Conditioned Restrooms
- 979 Parking Spaces
- Lighted Fields
- Covered and Uncovered Bleachers
- Facilities for Hosting Concerts, Festivals and Corporate Events
- Nearby Lodging, Restaurants and Entertainment



#### **Youngsville Sports Complex Building Schedule**

Building is scheduled to commence in January 2013, and be ready to open for tournament play in January 2014.

## Youngsville Sports Complex Projected Economic Impact

Due to booming youth and adult sports tournament circuits, the economic impact that the Complex will have on the Youngsville community is outstanding.

In 2002 Carencro's Pelican Park, a smaller, less modern facility generated over \$4 million in revenue for the parish by hosting the Boy's Baseball World Series.

In 2010, Carencro generated almost \$8 million in revenue for the parish by hosting the Cajun Classic Softball Tournament.

Youth sports teams from all across the Gulf Coast will travel to the Youngsville Sports Complex to compete in soccer, softball, tennis and other sports tournaments. Adult players from Acadiana and beyond will come to the Youngsville Sports Complex to compete in tennis and baseball tournaments.

Each youth tournament will bring in approximately 1,200 players, with each player accompanied by an average of 3 people (mostly family members).

Since select youth travel sports play all year, the Complex, which will have the capacity to host multiple tournaments at once, is expected to host at least one tournament per weekend and possibly as many as three.

The tournaments will generate on-site revenue from admission fees and concession sales. But the largest economic impact will come from off-site spending in conjunction with tournament attendance, which is significant and virtually recession-proof when it comes to youth tournaments, as parents are passionate about attendance and will give up a vacation in order to travel and watch their kids compete in sports. In fact, 27% of all U.S. travel is sports-related – sport-related travel is a \$182-plus billion dollar annual industry that generates the use of more than 47 million hotel rooms.

Since many of the tournament participants will be from outside of Acadiana, during their time here they will spend money on:

- Food
- Lodging
- Gas
- Entertainment
- Shopping

## Youngsville Sports Complex Projected Annual Attendance

### Year One (2014) Projected Attendance: 500,000

- 20 Tournaments:
  - 1,000 players per tournament
  - 2.5 additional to accompany players
  - 3 days of play
  - Various sports
- Monthly Usage:
  - Soccer teams games and practices
  - Softball teams games and practices
  - Baseball teams games and practices
  - Tennis matches and practices
  - Exercise
  - Play and relaxation
  - Entertainment venue (corporate events and festivals)

### Year Two (2015) Projected Attendance: 572,000

- 25 Tournaments:
  - 1,000 players per tournament
  - 2.5 additional to accompany players
  - 3 days of play
  - Various sports
- Monthly Usage:
  - Soccer teams games and practices
  - Softball teams games and practices
  - Baseball teams games and practices
  - Tennis matches and practices
  - Exercise
  - Play and relaxation
  - Entertainment venue (corporate events and festivals)

### Year Three (2016) Projected Attendance: 655,000

- 30 Tournaments:
  - 1,000 players per tournament
  - 2.5 additional to accompany players
  - 3 days of play
  - Various sports
- Monthly Usage:
  - Soccer teams games and practices
  - Softball teams games and practices
  - Baseball teams games and practices
  - Tennis matches and practices
  - Exercise
  - Play and relaxation
  - Entertainment venue (corporate events and festivals)

## Youngsville Sports Complex Projected Annual Attendance (continued)

### Year Four (2017) Projected Attendance: 770,000

- 40 Tournaments:
  - 1,000 players per tournament
  - 2.5 additional to accompany players
  - 3 days of play
  - Various sports
- Monthly Usage:
  - Soccer teams games and practices
  - Softball teams games and practices
  - Baseball teams games and practices
  - Tennis matches and practices
  - Exercise
  - Play and relaxation
  - Entertainment venue (corporate events and festivals)

### Year Five (2018) Projected Attendance: 875,000

- 50 Tournaments:
  - 1,000 players per tournament
  - 2.5 additional to accompany players
  - 3 days of play
  - Various sports
- Monthly Usage:
  - Soccer teams games and practices
  - Softball teams games and practices
  - Baseball teams games and practices
  - Tennis matches and practices
  - Exercise
  - Play and relaxation
  - Entertainment venue (corporate events and festivals)

## Marketing the Youngsville Sports Complex

Traditional marketing materials such as brochures and print advertisements will promote the Youngsville Sports Complex by showcasing its facilities and amenities, and portraying it as the premier multi-purpose sporting and recreational facility in Louisiana.

In addition to traditional marketing and advertising, the Youngsville Sports Complex will be promoted online via:

- Youngsville Sports Complex Website
  - Search engine optimized
  - Calendar of events
  - E-newsletter
  - Photo gallery
- Social Media
  - Facebook
  - YouTube
  - Twitter

## Youngsville Sports Complex Sponsorship Opportunities

Sponsorship of the Youngsville Sports Complex is an exceptional promotional opportunity for local businesses. By becoming an individual or corporate sponsor of the Youngsville Sports Complex, you provide meaningful support for youth in our area by offsetting the costs associated with the maintenance and upkeep of this important public facility, while demonstrating a commitment to the betterment of Acadiana. Sponsors have a guaranteed audience of thousands of athletic-minded youths, their coaches, families and friends, resulting in increased visibility, top-of-mind awareness and new customers.

### As a Youngsville Sports Complex Sponsor You Will:

- Increase Your Visibility with Local Markets and Out-of-Town Families
- Receive Discounted On-Site Promotional Opportunities
- Demonstrate Community Spirit
- Increase Your Marketing ROI By Targeting Profitable Demographics

If you are looking for a way to get your business involved with the community while enhancing your business image as a good corporate citizen, sponsoring the Youngsville Sports Complex fits the bill. This is your opportunity to get your name in front of thousands of potential customers who will visit our facility and attend our events all year round.

Please review our sponsorship opportunities and select one that best suits your needs and budget.

## Sponsorship Opportunities

Facility Naming Rights.....	Page 11
Non-Alcoholic Beverage.....	Page 12
Alcoholic Beverage.....	Page 13
Catering.....	Page 14
Baseball Field Naming Rights .....	Page 15
Tennis Facility Naming Right.....	Page 16
Softball Field Naming Rights .....	Page 17
Champion Soccer Field.....	Page 18
Batting Cages .....	Page 19
Double Play Baseball & Softball Outfield Signage.....	Page 20
Large Soccer Field .....	Page 21
Small Soccer Field .....	Page 22
Main Entrance/Parking Lot .....	Page 23
Water, Bridge & Fishing Pond.....	Page 24
Playground.....	Page 25
Secondary Entrance/Parking Lot.....	Page 26
Health & Fitness.....	Page 27
Double Play Baseball & Softball Backstop.....	Page 28
Picnic Pavilion .....	Page 29
Baseball or Softball Field Sign .....	Page 30
Sponsorship Contract.....	Page 31



## Facility Naming Rights

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has presenting naming rights of entire complex
  - Youngsville Sports Complex presented by SPONSOR NAME
- Sponsor name displayed at facility entrance with monument
- Sponsor name displayed on walls of admissions entrance
- Sponsor has naming rights of the large pavilion/stage, where all championship ceremonies will take place
- Sponsor name on all tournament schedules and literature
- Link from Youngsville Sports Complex's website to sponsor's site
- Dedication to sponsor on the homepage of Youngsville Sports Complex's website
- Press release to local media outlets announcing partnership
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$60,000
- 2<sup>nd</sup> year: \$75,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$100,000



## Non-Alcoholic Beverage

**Duration:**

Five years (2014-2018)

**Availability:**

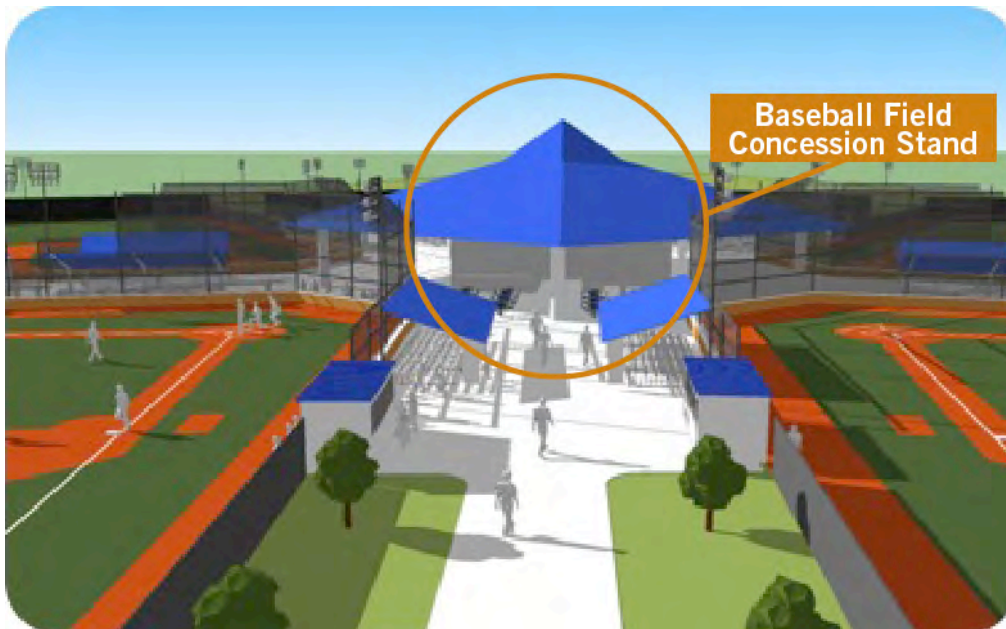
One

**Sponsorship Benefits:**

- Sponsor has naming rights to all concession stands: baseball field, softball field, soccer field and tennis pro shop
- Sponsor name displayed at all concession stands
- Sponsor name displayed as an exclusive sponsor on the score boards at all 5 baseball fields, 4 softball fields, championship tennis court and soccer field
- Sponsor name on all tournament schedules and literature
- Link from Youngsville Sports Complex's website to sponsor's site
- Press release to local media outlets announcing sponsorship
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$30,000
- 2<sup>nd</sup> year: \$40,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$50,000



## Alcoholic Beverage

**Duration:**

Five years (2014-2018)

**Availability:**

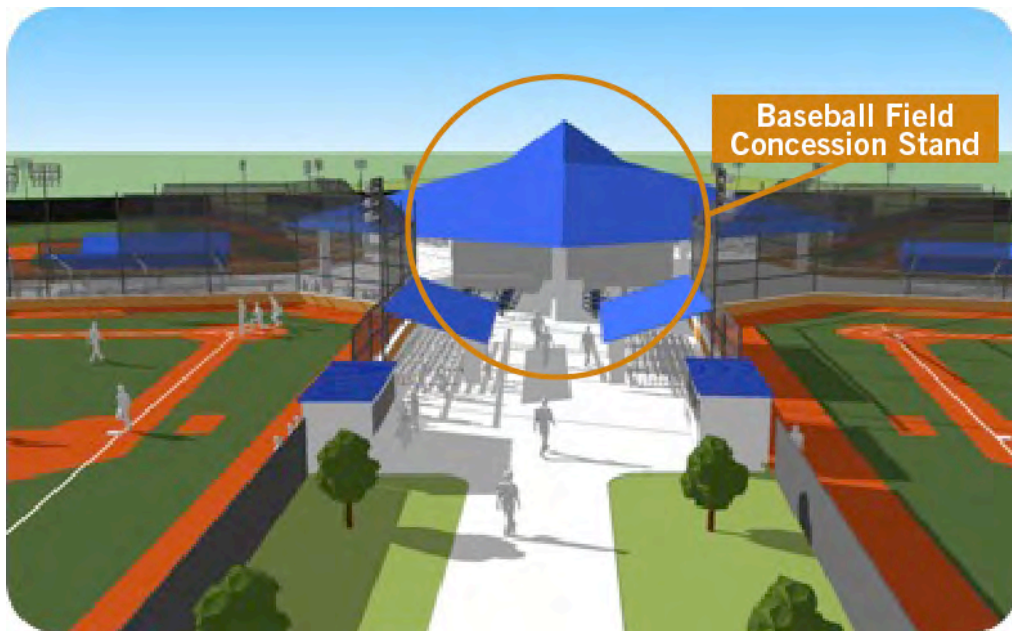
One

**Sponsorship Benefits:**

- Sponsor name displayed at concession stands
- Link from Youngsville Sports Complex's website to sponsor's site
- Sponsor name on all adult tournament literature
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$10,000
- 2<sup>nd</sup> year: \$12,500
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$15,000



## Catering

**Duration:**

Five years (2014-2018)

**Availability:**

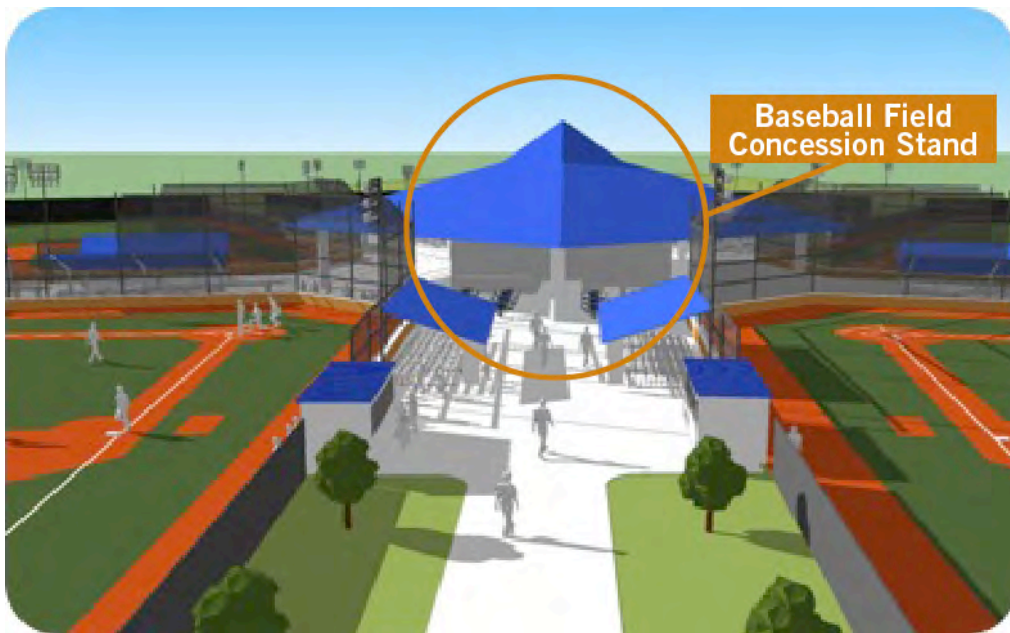
One

**Sponsorship Benefits:**

- To be determined

**Cost:**

- TBD by RFP responses



## Baseball Field Naming Rights

**Duration:**

Five years (2014-2018)

**Availability:**

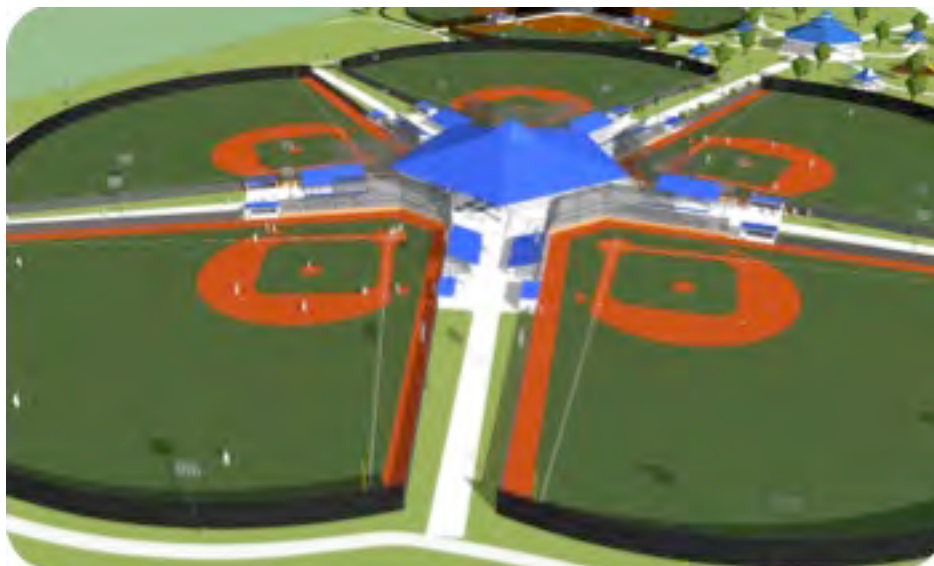
Five

**Sponsorship Benefits:**

- Sponsor has naming rights to selected baseball field
- Sponsor name to be displayed in the center position of backstop
- Sponsor name to be displayed on 8' x 64' sign in outfield
- Sponsor name to be displayed on field foul posts (2)
- Sponsor name to be embedded into infield turf
- Sponsor name on all baseball schedules and literature
- Sponsor name displayed on the Youngsville Sports Complex's website
- Sponsor name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$15,000
- 2<sup>nd</sup> year: \$17,500
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$20,000



## Tennis Facility Naming Rights

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has presenting naming rights of the entire tennis complex
- Sponsor name displayed at facility entrance
- Sponsor name displayed on walls of pro shop, concession stand and observation deck
- Sponsor name on all tournament schedules and literature
- Sponsor name displayed on the Youngsville Sports Complex's website
- Press release to local media outlets announcing sponsorship
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$10,000
- 2<sup>nd</sup> year: \$15,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$20,000



## Softball Field Naming Rights

**Duration:**

Five years (2014-2018)

**Availability:**

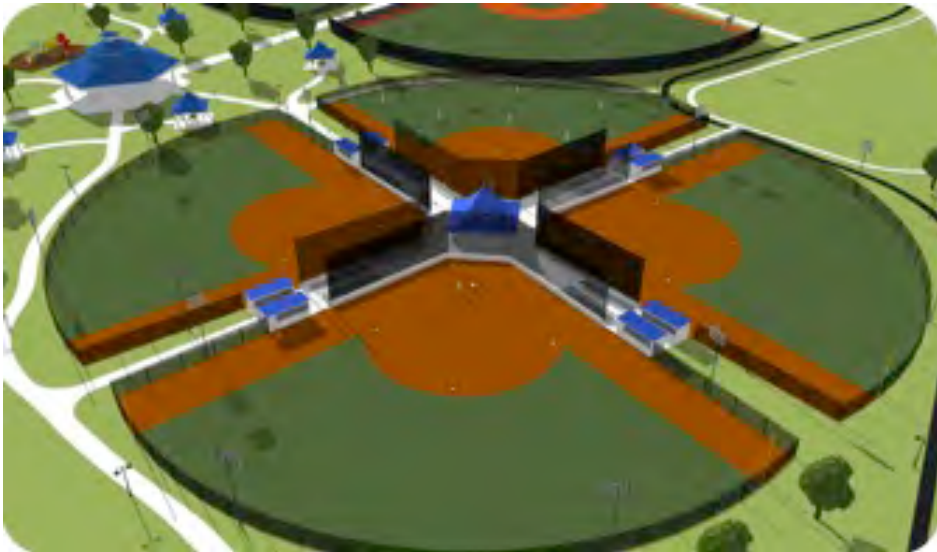
Four

**Sponsorship Benefits:**

- Sponsor has naming rights to selected softball field
- Sponsor name to be displayed in the center position of backstop
- Sponsor name to be displayed on 8' x 40' sign in outfield
- Sponsor name to be displayed on field foul posts (2)
- Sponsor name on all softball schedules and literature
- Sponsor name displayed on the Youngsville Sports Complex's website
- Sponsor name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$10,000
- 2<sup>nd</sup> year: \$12,500
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$15,000



## Champion Soccer Field

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has naming rights to championship field
- Sponsor name displayed on 8' x 4' double-sided field sign on championship field
- Sponsor name displayed on back netting system on championship field
- Sponsor name on all soccer schedules and other literature that features the championship field
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$8,000
- 2<sup>nd</sup> year: \$10,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$12,500





## Batting Cage

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has naming rights to all 5 batting cages
- Sponsor name to be displayed at the entrance to cages
- Sponsor name on all schedules and other literature that features the baseball and softball facilities
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$6,000
- 2<sup>nd</sup> year: \$7,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$8,000



## Double Play Baseball & Softball Outfield Signage

**Duration:**

Three years (2014-2016)

**Availability:**

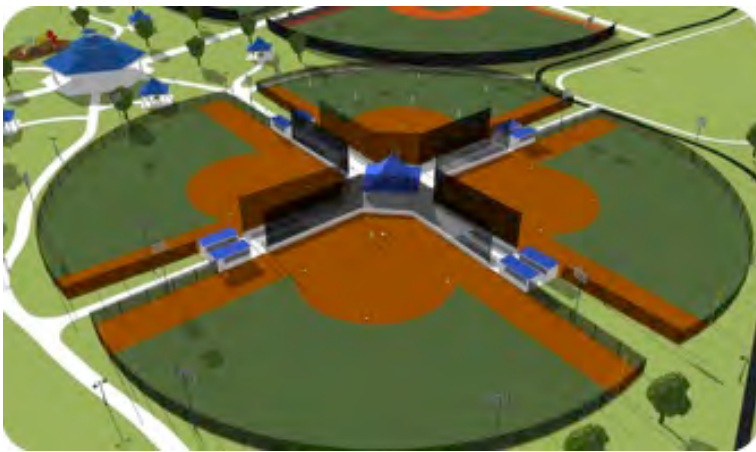
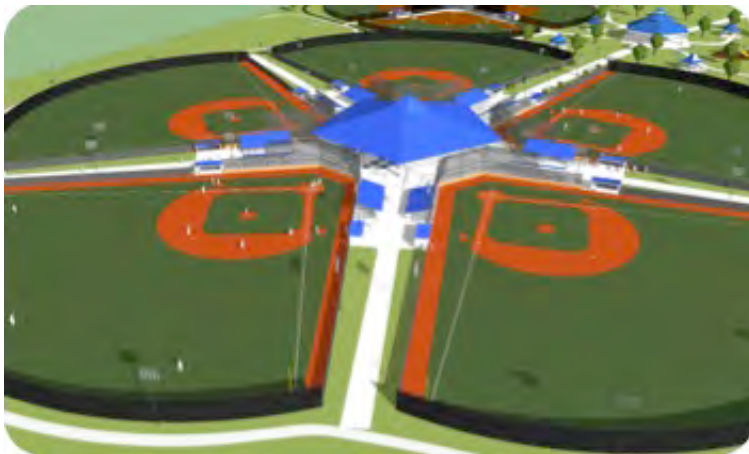
Fifteen

**Sponsorship Benefits:**

- Sponsor name displayed on 8' x 12' signage placed on fencing at all 5 baseball fields and 4 softball fields (one sign per field for a total of nine)
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$6,000
- 2<sup>nd</sup> year: \$7,000
- 3<sup>rd</sup> year: \$8,000



## Large Soccer Field

**Duration:**

Five years (2014-2018)

**Availability:**

Four

**Sponsorship Benefits:**

- Sponsor name displayed on 8' x 4' double-sided field sign on selected field
- Sponsor name displayed on back netting system on the selected field
- Sponsor name on all soccer schedules and other literature
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$6,000
- 2<sup>nd</sup> year: \$7,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$8,000



## Small Soccer Field

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor name displayed on field sign on smallest field
- Sponsor name on all soccer schedules and other literature
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$4,000
- 2<sup>nd</sup> year: \$5,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$6,000



## Main Entrance/Parking Lot

**Duration:**

Five years (2014-2018)

**Availability:**

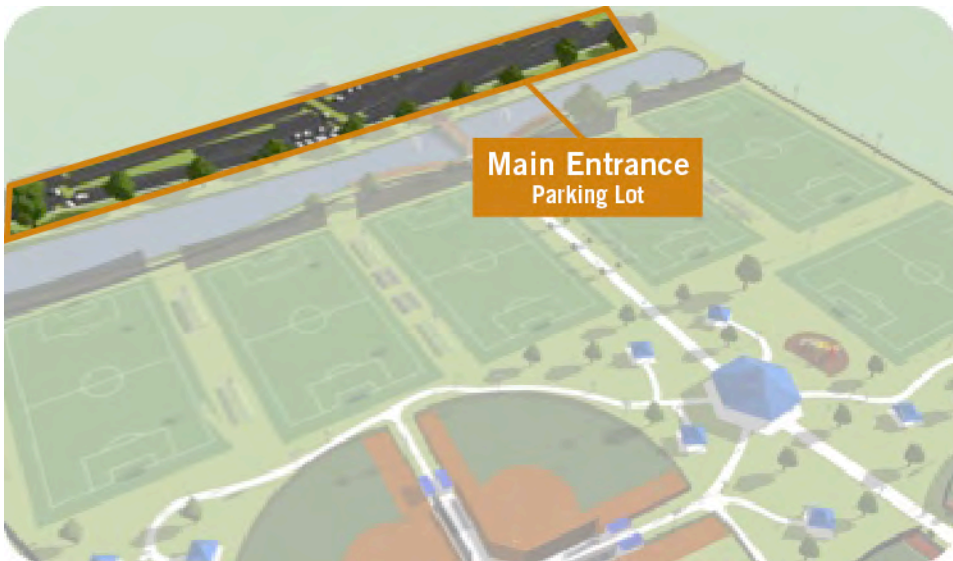
One

**Sponsorship Benefits:**

- Sponsor has naming rights to the Youngsville Sports Complex's main parking lot
- Sponsor name on schedules and other literature that features parking accommodations and directions, including the Youngsville Sports Complex's website
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$4,000
- 2<sup>nd</sup> year: \$5,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$6,00



## Water, Bridge & Fishing Pond

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor to obtain naming rights to the 3.4 acre fishing pond and pier/dock
- Sponsor name displayed at entrance and exit of wooden bridge
- Sponsor name on literature that features the entrance and fishing pond
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$4,000
- 2<sup>nd</sup> year: \$5,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$6,000



## Playground

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has naming rights to the playground
- Sponsor name on literature that features the playground facilities
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$4,000
- 2<sup>nd</sup> year: \$5,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$6,000



## Secondary Entrance/Parking Lot

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor has naming rights to secondary parking lot
- Sponsor name on schedules and other literature that features parking accommodations and directions, including the Youngsville Sports Complex's website
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$3,000
- 2<sup>nd</sup> year: \$4,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$5,000





## Health & Fitness

**Duration:**

Five years (2014-2018)

**Availability:**

One

**Sponsorship Benefits:**

- Sponsor to obtain naming rights to 1-mile walking path and two exercise stations
- Sponsor name displayed at walking path entrance, exercise stations and twice along trail
- Sponsor name on literature that features the walking path
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$3,000
- 2<sup>nd</sup> year: \$4,000
- 3<sup>rd</sup> – 5<sup>th</sup> years (per year): \$5,000



## Double Play Baseball & Softball Backstop

**Duration:**

Three years (2014-2016)

**Availability:**

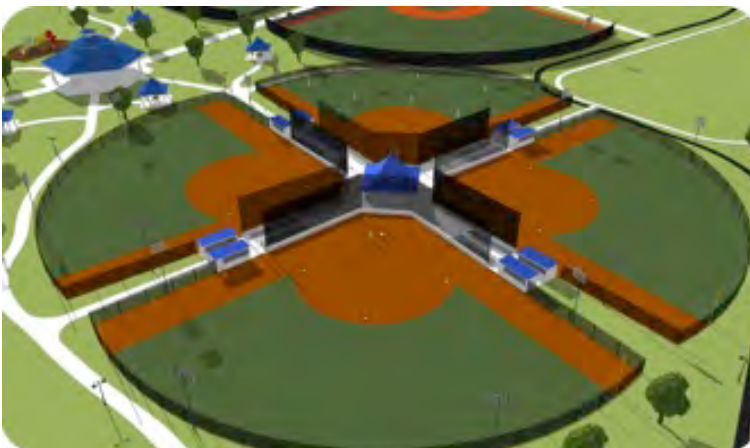
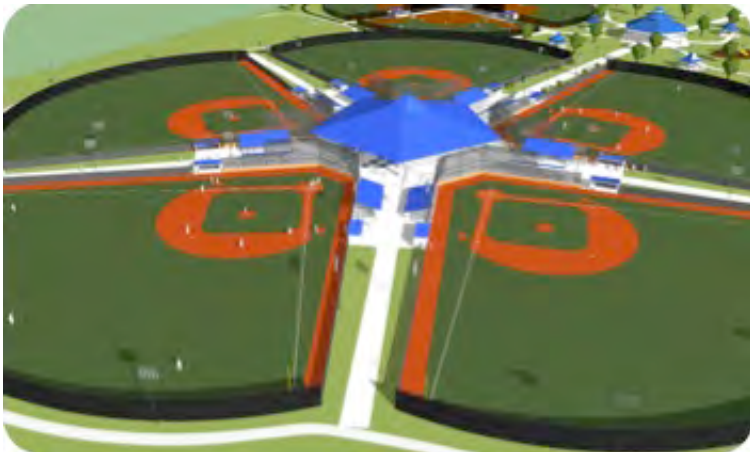
Four

**Sponsorship Benefits:**

- Sponsor name displayed on backstop at all 5 baseball fields and 4 softball fields (one sign per field for a total of nine)
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$1,500
- 2<sup>nd</sup> year: \$2,000
- 3<sup>rd</sup> year: \$2,500



## Picnic Pavilion

**Duration:**

Three years (2014-2016)

**Availability:**

Eight

**Sponsorship Benefits:**

- Sponsor has naming rights to (one) selected pavilion
- Sponsor name displayed at selected pavilion
- Sponsor name displayed on the Youngsville Sports Complex's website
- Name permanently displayed as a founding sponsor

**Cost:**

- 1<sup>st</sup> year: \$1,000
- 2<sup>nd</sup> year: \$1,500
- 3<sup>rd</sup> year: \$2,000



## Baseball or Softball Field Sign

**Duration:**

Three years (2014-2016)

**Availability:**

105 Individual Baseball Signs

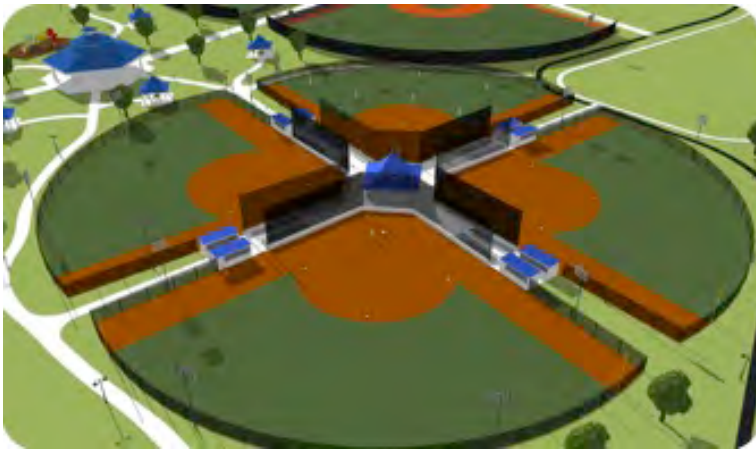
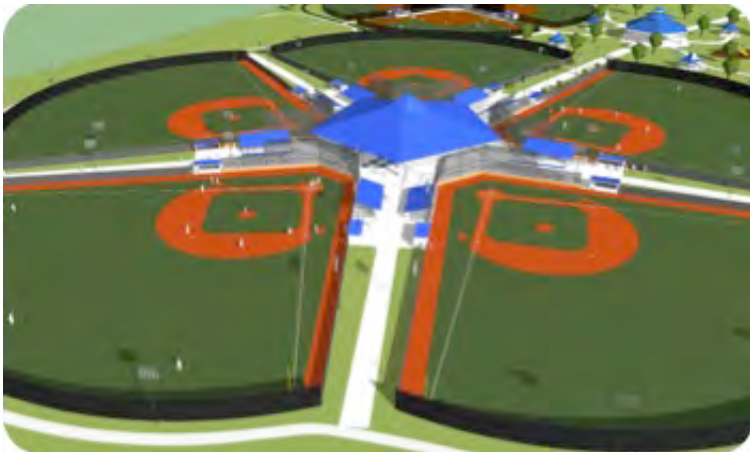
40 Individual Softball Signs

**Sponsorship Benefits:**

- Sponsor name displayed on 8' x 12' signage placed on fencing at individual baseball and/or softball field(s)
- Individual signs and multi-sign packages are available on a first come, first serve basis:
  - 105 individual baseball signs available (21 per field)
  - 40 individual softball signs available (10 per field)

**Cost:**

- 1<sup>st</sup> - 3<sup>rd</sup> year: TBD based on the number of signs sponsored  
\$1500 per year for one sign





P.O. Box 592, Youngsville, LA 70592  
Phone: (337) 856-4181 Fax: (337) 856-8863  
www.youngsville.us

### Sponsorship Pledge Form

Business Name: \_\_\_\_\_

Contact's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

**Description of Sponsorship Package:**

**Pledged Amount: \$** \_\_\_\_\_

**Sponsor:**

**Youngsville Sports Complex  
Representative:**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Printed Name

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Please make checks payable to Youngsville Sports Complex.



## YOUNGSVILLE SPORTS COMPLEX SPONSORSHIP AGREEMENT

This Sponsorship Agreement (“the Agreement”) is entered this the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, between the City of Youngsville (“the City”) and \_\_\_\_\_ (“Sponsor”).

1. Purpose: The purpose of this Agreement is to define the nature and scope of sponsorship benefits to the sponsor and the level of financial support to be provided to the City by the Sponsor with respect to the establishment and operation of Youngsville Sports Complex (“YSC”).
  
2. Term: The initial term of this Agreement shall be \_\_\_\_year(s), beginning on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_, and ending on the \_\_\_\_ day of \_\_\_\_\_, 20\_\_. Upon written notice to the City no later than three (3) months prior to the expiration of this Agreement, Sponsor shall have the right to continue the sponsorship at the same level as provided in this Agreement for another identical term. However, the City reserves the right to renegotiate the cost of such sponsorship and/or any other term of this Agreement, consistent with then-applicable costs and terms to other sponsors or such costs and terms as may be set by the City. The City agrees to enter into a new sponsorship agreement in the event that Sponsor elects to renew the sponsorship.
  
3. Cost and Benefits: The cost and benefits of this Agreement shall correspond to those set forth in the Schedule of Benefits attached hereto as Exhibit “A”, according to the level of sponsorship indicated below:  
  
The City reserves the right to adjust the cost of sponsorship at any time. In the event that the cost of sponsorship decreases subsequent to the execution of this Agreement, Sponsor shall receive an equivalent price adjustment on a prospective basis only.
  
4. Payment: Payments shall be made quarterly, commencing on the first (1st) day of the month following [the opening of YSC/execution of this agreement]. Or at a time specified between the City and the Sponsor.
  
5. Signage: The City shall acquire, install, and maintain all signage contemplated by this Agreement at its own cost. The City shall work with Sponsor to achieve a design that is acceptable to both parties, but all decisions concerning design, layout, placement, size, color, and/or style of sponsorship signage shall be left to the sole discretion of the City.
  
6. Funds: All funds received from the Sponsor pursuant to this Agreement shall be placed in the YSC operational fund and used for constructing, maintaining, operating, and/or marketing the facility.
  
7. Unavoidable Circumstances: The City shall not be responsible to Sponsor for its failure to perform any of the obligations imposed by this agreement if such failure is occasioned by fire, catastrophic weather conditions, strikes, lockouts, shortage of labor or material, riots, war, civil strife, acts of terrorism, governmental laws, restrictions or regulations, or any other occurrence whatsoever that is beyond the control of the City.
  
8. Completion: The City’s obligations under the terms of this Agreement are expressly conditioned upon the successful completion, opening, and continued operation of YSC. If YSC does not open or ceases to operate at any point during the duration of this Agreement, both parties’ obligations hereunder shall be discharged.

9. Hold Harmless: The Sponsor agrees to indemnify and hold the City harmless for damage to any signage or other document, material, or thing contemplated by this Agreement.

10. Assignment: Sponsor shall not assign this Agreement or the rights provided to it herein to any third party without the express written permission of the City.

11. Governing Law: This Agreement shall be governed, construed and interpreted by, under the laws of the State of Louisiana.

12. Severance: If any provision of this Agreement or the application thereof shall, for any reason and to any extent, be invalid or unenforceable, neither the remainder of this Agreement nor the application of the provision to other persons, entities or circumstances shall be affected thereby, but instead shall be enforced to the maximum extent permitted by law.

13. Entire Agreement: The parties agree that this document contains the entire agreement between the parties and this Agreement shall not be modified, changed, altered or amended in any way except through a written amendment signed by all of the parties hereto.

14. Approval: This Agreement is expressly conditioned upon review and approval of the Agreement by the City.

IN WITNESS WHEREOF, the parties have affixed their signatures below.

\_\_\_\_\_  
THE CITY OF YOUNGSVILLE

\_\_\_\_\_  
SPONSOR

By: \_\_\_\_\_

By: \_\_\_\_\_

Position: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

---

# Benchmarking: Sports Complex Western Division

Ben Cunha  
Krishna Amin  
Casey Dalthorp  
Amber Newman  
Davia McFarlane





# Table of Contents

---

Executive Summary.....	3
Introduction.....	5
Research Approach.....	10
Summary of Research.....	16
Implications for Redmond.....	30
Next Steps.....	40
Appendix.....	43



# Executive Summary

## City of Redmond Overview

Set on 320 acres, the Deschutes County Fairgrounds Expo Center is a main attraction in the City of Redmond that offers a wide range of indoor and outdoor facilities. These facilities support floor events for tournaments, tradeshow, concerts, livestock arenas, and conference meetings. Redmond has a vision of building a new sports complex facility on a newly acquired 120 acre plot of land. The objective is to provide and operate a premier multi-purpose facility that offers exceptional customer service, a fun environment, and maximize the economic potential of the facilities as well as the economic impact for Deschutes County. This complex would meet the recreational needs of Redmond and the larger Deschutes County community, as well as attract regional and national attention, which would help boost tourism in the area.

## Our Strategy and Approach

The sports complex working group is trying to develop an overall vision for the proposed facility. Our group is specifically focused on providing guidance about the business model of the complex that will, in turn, then serve as input into a consulting RFP.

We chose ten comparable complexes to benchmark west of the Mississippi River that we categorized into three different tier models. The tiers are defined by the resources that a complex has and the amount of external attention the complex receives. In our research, we sought complexes with a comparable location, population, and capability as Redmond. The analysis of our benchmarking will provide useful information for the working group to decide what planning parameters its own proposed complex should include.



# Executive Summary

---

## Key Findings

Of the complexes benchmarked, 60% of them were owned by a public-private partnership. This model empowers cities to focus on facility maintenance, scheduling and community engagement while their partners lend their expertise in marketing, funding and the physical design of the complex. Overall, this model is the best method for stimulating the local economy as well as maximizing the budget and complex resources.

One major trend discovered during our research was that 80% our complexes included family-friendly amenities such as play structures, picnic tables, benches and open spaces. Foremost, these features increase the earning potential of onsite restaurants, concession stands and shops. Additionally, they provide opportunities for community members to use the complex when private groups have a monopoly on the complex's fields.

The City of Redmond needs to determine where it wants to be on the continuum of value and market focus. On one side of the continuum is a community attraction. In this model, the city designs a complex that serves many community groups and brings residents on site for non-sporting events. On the opposite side of the continuum is an external destination. In this model, the city designs a complex that has an adequate number of courts and fields to attract and support external demand. Additionally, family friendly amenities and services as well as key surrounding leisure activities can help to build a value proposition that highlight the complex as a key destination.



---

# Introduction

Defining the Project Parameter



## Vision for the Future of Redmond, OR

### Community Vision Statement

*“In 2030 Redmond citizens describe their community as one that is complete, offering a wide range of services, opportunities, and amenities. It’s a community that has acted to maintain a balance among the three pillars of sustainability, while accommodating growth and change. As a result, Redmond’s high quality of life, cherished natural features, distinct places, and character are enhanced. The community’s evolution has successfully woven the small town feel of older, established neighborhoods with the energy and vitality of Redmond’s urban centers. The result is a place where people are friendly, often meet other they know and feel comfortable and connected. It is a place where diversity and innovation are embraced , and action is taken to achieve community objectives. It’s a place that is home to people from a variety of ethnic backgrounds, which contribute to the richness of the city’s culture.”*



## Information about the Feasibility Study

### Multi-Regional Sports Complex

The City of Redmond has identified a need for the growing demand of sport facilities within the area and has proposed a regional sports complex to fulfill this need. The goal for this project is to help grow economic development by increasing overnight stay at hotels, use of restaurants, shopping, and use of services within the community. Subsequently the City of Redmond facilitated the development of a regional working group including representatives from travel organizations, parks and recreation, chambers of commerce, city managers and expo staff.

### Partnership with the University of Oregon

Officials in Redmond have partnered with the University of Oregon and senior business students to provide input into its feasibility analysis on the proposed multi-regional sports complex. The research has been split amongst four different groups, each looking at distinct elements of the business. One team looked at external tournaments and events, one at local and regional demand, and two on other complexes around the country. Our team was responsible for benchmarking sports complexes west of the Mississippi River that were located in similar demographic and populated areas to Redmond.

The results of our work are expected to be incorporated into the working group's decision to hire a consulting firm to help plan the next phase in building a multimillion dollar sports complex.



# Redmond's Requirements for the Newly Proposed Sports Complex

## Guidelines Received from January 8th Meeting

During our visit to Redmond for the first time, we had the opportunity to meet with the working group all of whom have a vested interest in strengthening the economy throughout the surrounding area. While discussing the future goals the group had in mind, we were able to gather insights into the initial and meeting community needs, expectations the group hoped to see developed in the new complex, which include the following:

- A unique design that embraces the area and culture of Redmond
- Multi-purpose turf fields and court surfaces for various sports
- Event space for tournaments/leagues for both local and regional demand
- Ability to host both youth and adult sport leagues
- Meet the growing demand for sport fields and courts with land that is already owned by the Fairgrounds
- Focus on variety of different sports, not just the basics
- Use for private events to drive profitability, but open for the public area to use as well
- Ability to attract hotel and business growth near the planned site
- Goal is not to maximize profit, but rather help develop the City of Redmond through sports tourism



# Proposed Site for the Sports Complex





---

# Research Approach

Obtaining Information



## Our Research Strategy

Finding complexes that had multiple similarities was vital for finding applicable information for the proposed sports complex. The main categories we looked for were:

### Location

- Distance from closest major city
- Rural communities

### Population

- 30,000 - 100,000

### Capability

- Sports facilities available
- Leagues/tournaments
- Events
- Nearby attractions in the area

Data elements of interest were built into a template and approved by the working group.



# Accessible secondary data was complemented by primary contacts

## Step 1:

### Secondary Research

Secondary data consisted of information we had access to online. Online data included the layout of the complex, number of fields, activities and sports offered, etc. Many of the sports complexes had some limitations in information online. However, if complexes were publicly funded or run by a city, almost all relevant information was available.

## Step 2:

### Primary Contacts

We reached out to the complexes we benchmarked via email or by phone. The goal of this step was to fill in missing information, clarify data, or get insight into the complexes operating models. For the most part, representatives were slow to respond. In total, four of the ten complexes did provide primary information. When complexes did eventually respond to us, they provided us all the information we needed to help fill in the gaps. For example, the manager from the Sta-Mo Sports Complex manager in Missouri City, Texas provided information about budgets, marketing practices, and tournament structures. This was all information not available on the websites.



# The context for the proposed project is shaped by a number of strengths, weaknesses, external opportunities, and threats



### Strengths:

- Ownership of 320 acres of already established land and facilities, currently adding another 120 acres
- Community vision to adapt to change and growth
- Wide range of activities offered in the area

### Weaknesses:

- Lack of facilities in area curtails participation
- Median household incomes lower than U.S. average

### Opportunities:

- Demand for sport facilities is growing within the region
- Growing reputation for tourism
- Redmond redevelopment a priority

### Threats:

- State of the art facilities located elsewhere in Oregon



# Macro-environmental factors also impact the attractiveness of this proposal

## Political:

As health has become increasingly important to our society, there has also been a growing political focus on healthcare. This has created more opportunities for funding and grants to support community health.

## Economic:

The current unemployment rate for Redmond vs. the US is 8.30% and 6.30% respectively. Future job growth for Redmond is 32.5% against the US growth of 36.10%. Family median income is \$45,636 and \$64,585 for Redmond and US respectively.

## Socio-culture:

Demographic: The number of households had an average annual increase of 5.3% and Redmond accounted for 12% of the county population in 2000, but 17% in 2012. About 52% of residents moved to Redmond in the last 10 years. New arrivals may support improvements as they have done with new schools in Redmond.

Lifestyle: There is a trend of living a healthy lifestyle that encourages more participation in sports and various physical activities for all ages.



# Macro-environmental factors also impact the attractiveness of this proposal



## Technological:

Social media and the internet make it easier to find new locations for events and tourism. But they also increase competition among facilities.

## Ecological:

There are lots of ways to be green that can be practiced in the building include use of solar panels, energy efficient upgrades, implementing recycling program, natural ventilation, etc. There is an opportunity to make this a leading “green” building.

## Legal:

Possible changes to public funding policies could impact financing feasibility. Tax revenues also depends on legal limits within the community.

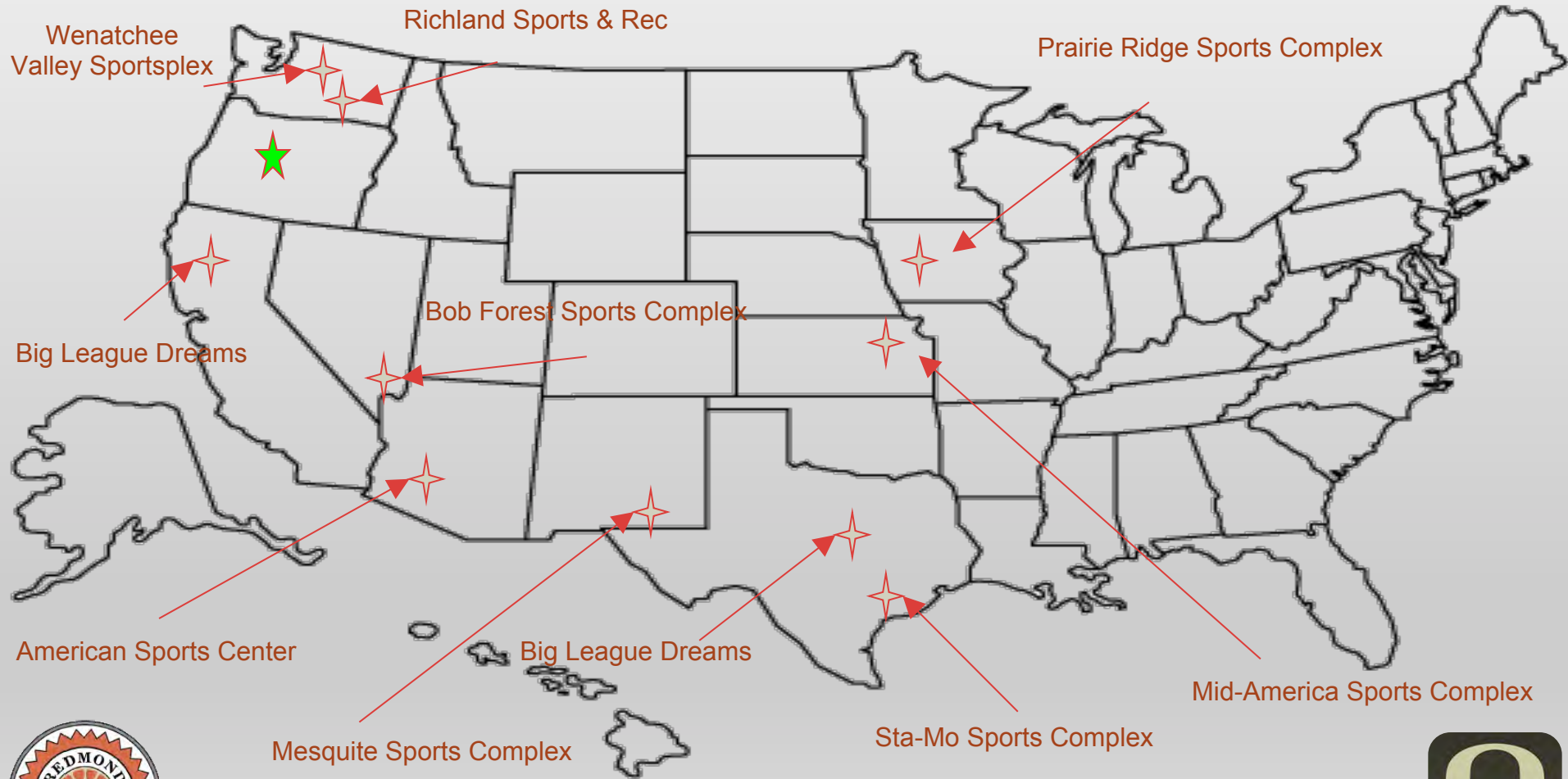
---

# Summary of Research

Key Findings



# Locations of the sport complexes we benchmarked





## We focused on researching places similar to the size of Redmond and in similar proximity to the next largest city

### Population of Redmond

The current population of Redmond is 27,941 people. Since the population is relatively small, we took the surrounding area into consideration while finding comparable benchmarks. For example, we incorporated the population of Bend, Oregon into identifying target complexes since Bend is so close and has a population of 84,080.

### Benchmarked Populations

The average town size population from our 10 complexes is 54,393. This is right in between the population of Redmond and Bend. It was a challenge to find small towns with large sports complexes so we wanted to keep the range of populated areas from 30,000-90,000, with the exception of Mesquite, Nevada and Carlsbad, New Mexico which are both less than 100 miles from a major city. This covers the general population of the Bend, Redmond, and Sisters area. When you consider the complex host town individually, typically Redmond had a smaller population than the host town.

### Closest Major City to Redmond

Redmond is approximately 186 miles from Portland, the closest major city. In our benchmarking, we targeted sports complexes that had similar distances.

### Closest Major Cities of Benchmarked Locations

Most of the towns located a similar distance from a major city were rural towns. Complexes in a rural areas have different external factors than complexes that are closer to city. For instance, population in the city is higher than in towns such as Redmond. The population differences affect tourist venues, which in turn could generally would not incentivize outsiders. If there is a large population and few tourist attractions near the complex, then bidding for tournaments and events is more challenging. For a sports complex in a rural region to attract regional or national attention there must be ways to incentivize those to travel from other destinations, including major cities. Central Oregon has many natural resources and tourism attractions that fit this bill.



## There was a large variety of outdoor and indoor leisure activities comparable to what Redmond has to offer

Most of the sports complexes we researched were in cities that had predominantly outdoor leisure activities. These included golfing, wine tasting, hiking (through state parks and trails), swimming (at water parks) and nearby lakes and rivers for freshwater activities such as fishing and boating.

The most common indoor activities included spa treatments and gambling at nearby casinos. Overall, these activities were largely comparable to the leisure activities that Redmond and surrounding towns in Deschutes County have to offer.



## Climate and access influence a complex's attractiveness

### Climate

For the most part, the climate in the Western half of the United States can be described as semi-arid. Oregon is located in the wettest part of the country but has a mild climate, similar to most states located west of the Mississippi. Overall, the complexes we benchmarked had around the same average rainfall, less snowfall, and around the same number of sunny days per year as Redmond.

When looking at different complexes, we wanted to find places that had similar climates to that of Deschutes County. This was important to our benchmarking process so that we could see any patterns in what the facilities had to offer as well as the types of activities available.

### Accessibility to Airport

All of the sports complexes we examined had relatively good airport accessibility for people coming from out of town. None were any more than thirty miles from the nearest airport and only three were more than twenty miles away from the nearest airport. For the complexes that had airports within the five to ten mile range, the airports tended to be smaller, municipal airports, much like Roberts Field, the Redmond airport.



## Government involvement was prominent throughout our complexes' management models

Almost all of our complexes had some type of government funding. Only 1 complex was completely privately owned. Of the complexes that had government management, 6 used a public-private management model while the other 3 were publicly-owned.

### Benefits of the Private-Public Model

Although most of the complexes were at least, in part publicly managed, it seems that the ones that draw in the most tournaments and that have really helped to stimulate their local economies are the ones that were both privately and publicly funded. One of the biggest benefits in the private-public model is flexibility. Within this model, many cities use outside companies to make their facilities more efficient. They outsource the services they need in order to best run their complexes, giving the city more time to focus on the development of the facility and community rather than the operations. Additionally, sharing funding responsibilities helped to alleviate the tax burden on the community. From what we found, the companies that cities partner with tend to have more knowledge about marketing, especially when it comes to social media.

### Examples of the Private-Public Model

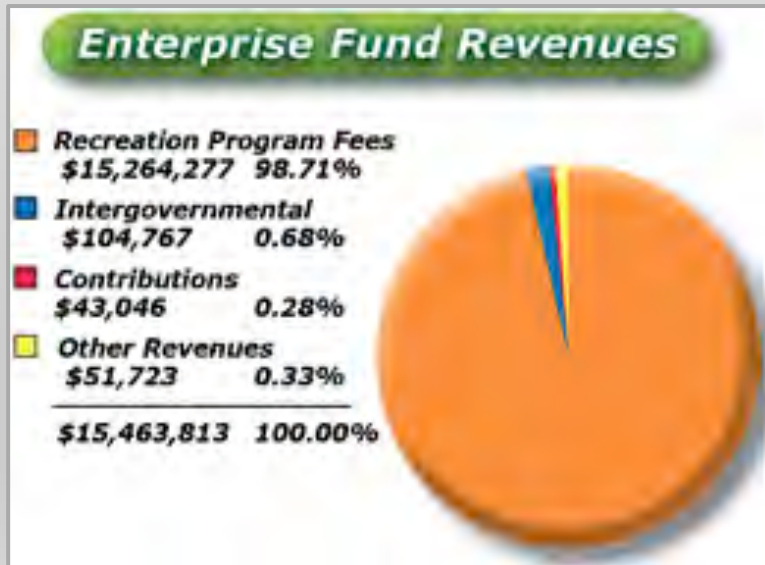
Two of the organizations that we looked at that use a private-public model, have multiple, successful complexes in their portfolio. One of the organizations is Big League Dreams and the other is American Sports Centers. These are both great examples of how cities can use partnerships to their advantage.



# One benchmark, Mid-America Sports Complex, has a its funding process explained in detail

## Funding Structure

The Mid-America Sports Complex is majority publicly funded. Johnson County has taken out bonds such as a General Obligation Bond, Revenue Bond, and Certificates of Participation. On the county website, there is also information on the budget through the General Fund and Enterprise Fund indicating major revenue receipts and expenditure disbursements. The General Fund has a policy of tax support to fund administration, parks, park safety, planning and development, and special services for disabled persons. The Enterprise Fund is what is most relevant to the sports complex. The Enterprise Fund operates recreational, educational, and interpretive programs where costs are covered by user fees from participants who benefit from the value of the programs instead of the general taxpayer.



# This is a continuation of the bond indebtedness for Mid-America Sports Complex

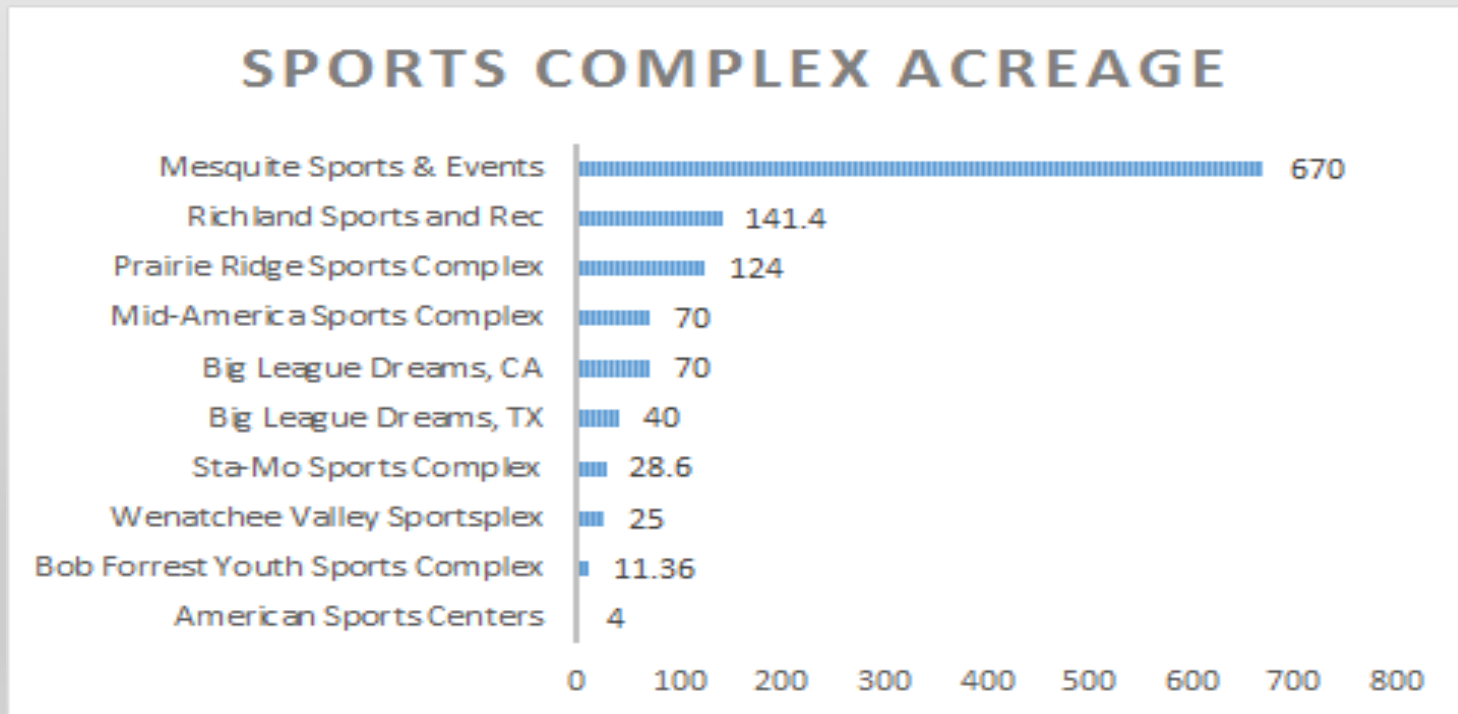
Below is a summary of the bonds taken out for the two complexes the facility includes, Mid-America and Mid-America West.

<b>Bonded Indebtedness</b>							
<b>2014 Bonded Indebtedness</b>	<b>Date Issued</b>	<b>Maturity</b>	<b>Original Amount</b>	<b>Outstanding 1/1/2014</b>	<b>Principal Payments</b>	<b>Interest Payments</b>	<b>Outstanding 12/31/2014</b>
<b>General Obligation Bonds</b>							
2010A Refunding Bonds	2/1/2010	9/1/2019	\$3,625,000	\$2,315,000	\$355,000	\$81,600	\$1,960,000
<b>Revenue Bonds</b>							
2010B Refunding Lease Revenue	2/1/2010	12/1/2018	\$3,310,000	1,785,000	\$355,000	\$60,550	\$1,430,000
<b>Certificates of Participation</b>							
2010 Series C	2/1/2010	9/1/2018	\$3,280,000	2,095,000	\$330,000	\$77,100	\$1,765,000
2010 Series D	11/1/2010	9/1/2030	\$4,145,000	\$3,645,000	\$165,000	\$129,669	\$3,480,000
2011 Series A	8/15/2011	9/1/2022	\$12,475,000	\$10,570,000	\$1,020,000	\$412,725	\$9,550,000
2013 Series A	9/15/2013	9/1/2023	\$15,670,000	\$15,670,000	\$1,285,000	\$766,955	\$14,385,000
<b>Totals</b>			<b>\$42,505,000</b>	<b>\$36,080,000</b>	<b>\$3,510,000</b>	<b>\$1,528,599</b>	<b>\$32,570,000</b>

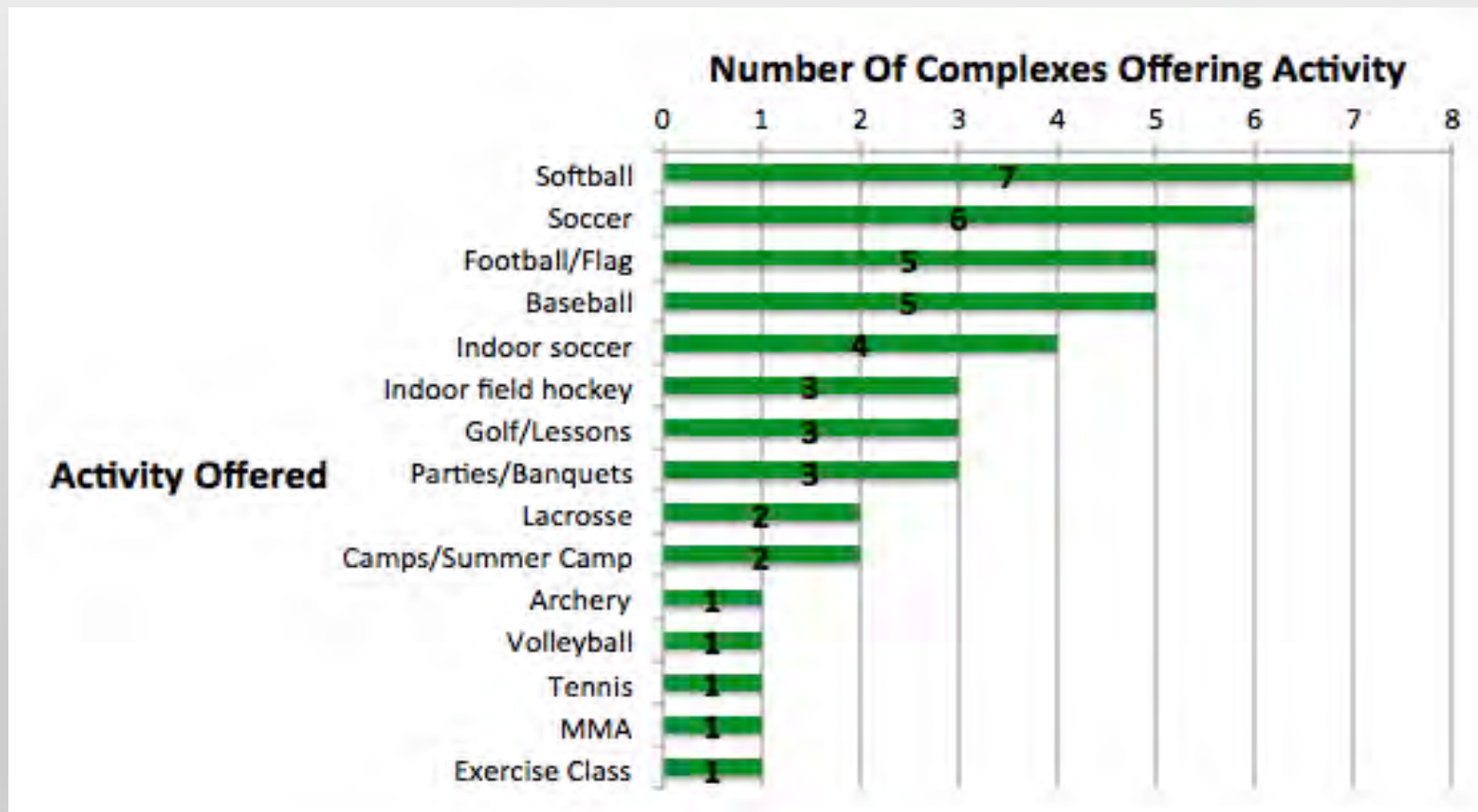


# Benchmarked complexes are comparable in size to the proposed site

The average acreage for benchmarked complexes was 118.4 acres, which is roughly proportional to Redmond’s planned 140 acres. However, this average is misleading since our complexes ranged from 4 to 670 acres. The median size of our ten complexes was 55 acres and the most common size was 70 acres.



## Traditional sports dominate in the complexes studied





# The number of fields dominated the number of courts offered by each of the benchmarks

## Courts

Total # of Courts Found: **25**

Average # of Courts: **2.5**

Min # of Courts Found: **0**

Max # of Courts Found: **12**

## Fields

Total # of Fields Found: **119**

Average # of Fields: **11.9**

Min # of Fields Found: **2**

Max # of Fields Found: **35**



# One major trend was the inclusion of family-friendly areas and structures



## Family Orientation

Many of the complexes we benchmarked included family-friendly amenities such as playground structures, picnic tables, benches and open spaces. These features serve two purposes. Foremost, they encourage families with children to stay longer and stay onsite between games, thus increasing the earning potential of onsite restaurants, concession stands and shops.

Secondly, creating these spaces for drop-in public use provides additional opportunities for community members to use the complex. This benefit is especially relevant to the City of Redmond as it would both serve the Redmond community and facilitate public use at times when private groups are scheduled on the complex's fields.

# Complexes chose similar social media platforms to market and promote facilities

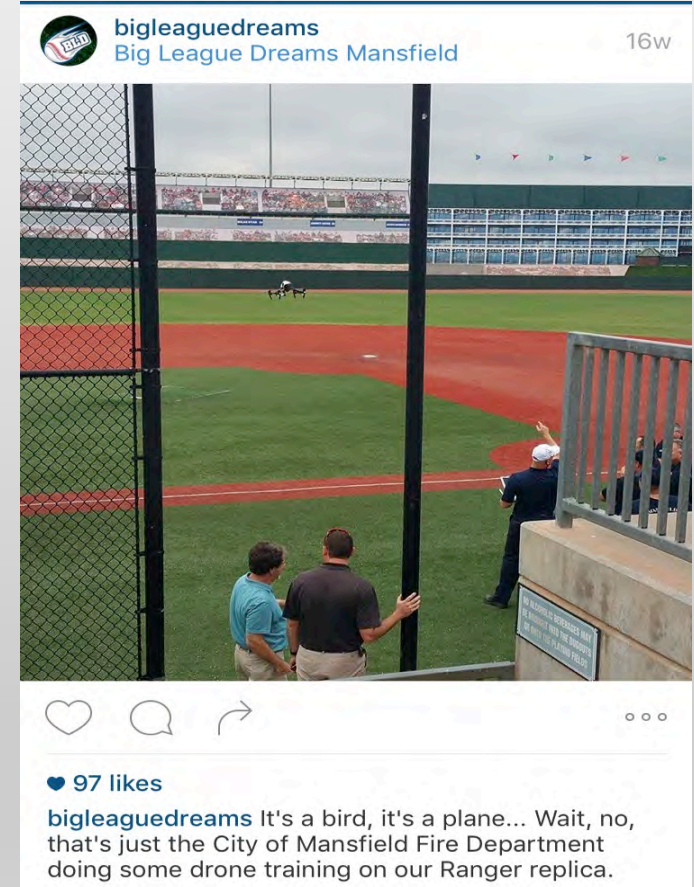
In order to complement an existing website, most of the complexes use social media. Every one of the benchmarks had a Facebook page. The other common platforms were Twitter and Instagram, used by both Big League Dreams in Redding, CA and in Mansfield, TX.

## Purpose of Social Media Accounts

The main purpose of these accounts is to post pictures of events and of the facilities, inform players and observers of game times, create hash tags to organize posts for easy search, provide reviews and ratings, etc. To the right is an example of a picture on the Instagram page of Big League Dreams-Mansfield. While observing the Instagram page, you can visualize the look of the fields, what kind of atmosphere to expect, and be able to get an idea of the amenities for adults as well as children.

## Strong Social Media Presence Attracts More Visitors

Benchmarks with strong numbers in social media likes and followers are able to extend their reach to attract teams and tournaments from different areas to visit the complex. This type of owned media is key for measuring the success of a complex's visitor engagement. In addition, active social managers can also address critiques visitors voice in reviews and comments of posts.



## Social Media Ideas

Due to the habitual usage of mobile devices and social media, having an online presence will attract more internal and external attention. Consistent activity on popular social media platforms such as Facebook, Twitter, and Instagram will allow communication between a complex and social media followers. Followers will increase based on activity frequency, along with how relevant the information is that the complex is posting. Listed below are examples of topics that members and guests could be interested in following.

### Topics to Promote on Social Media:

- Upcoming tournaments
- Tournament results
- Events
- Member news
- Local high school sports news
- Community involvement
- Concession deals/promotions
- Weather updates



---

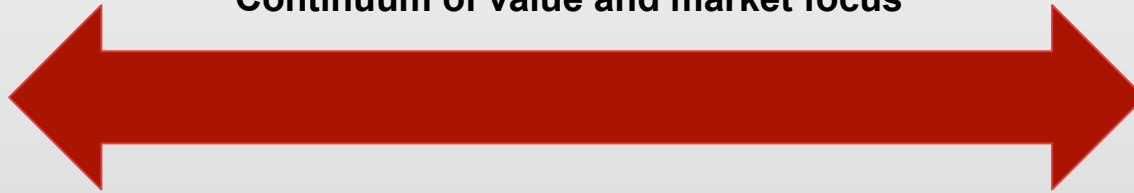
# Implications for Redmond

Where the Working Group Should Focus



# The working group needs a unified vision for the complex, its value and key market

Continuum of value and market focus



## Community Attraction

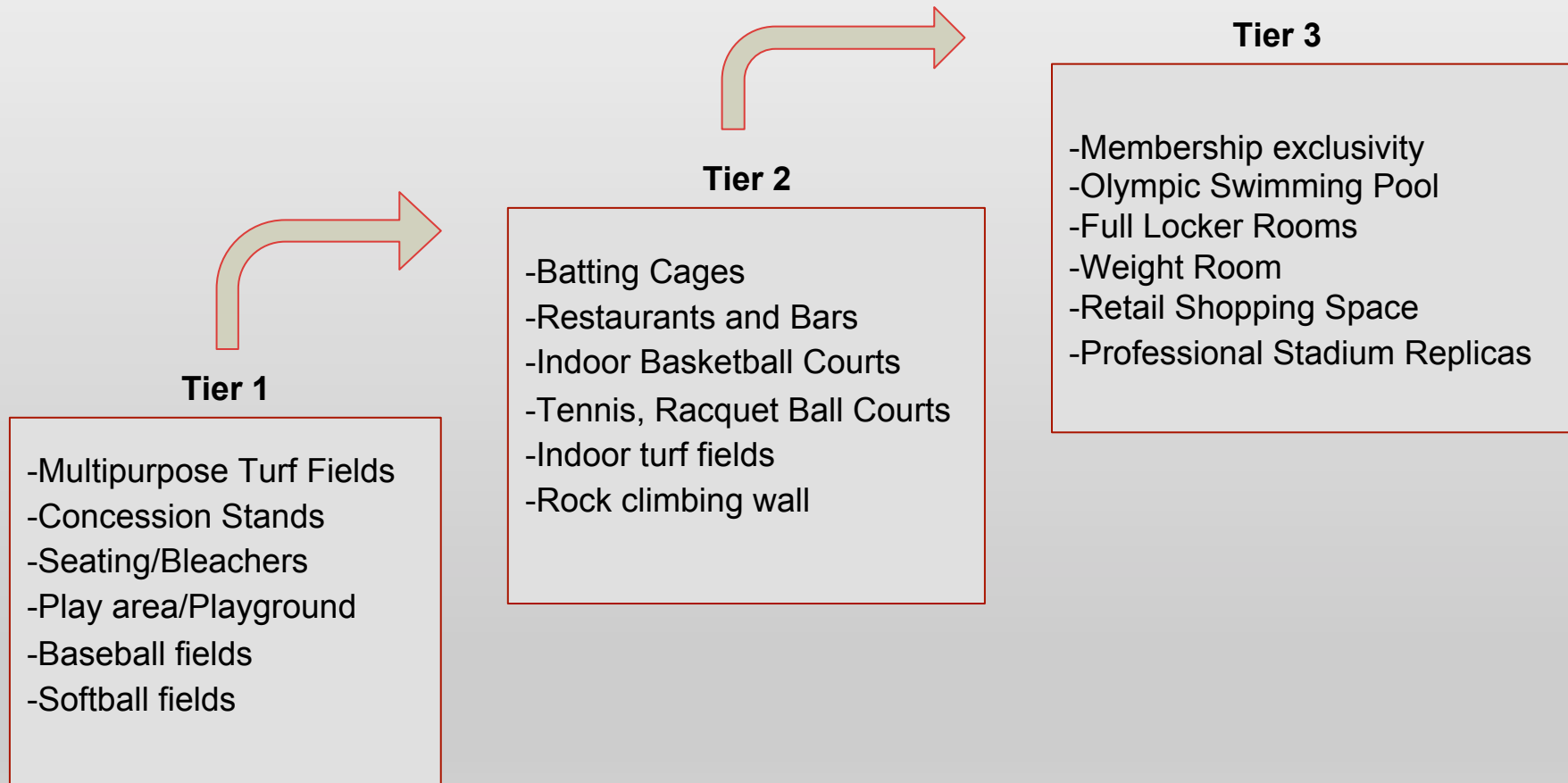
To cater more towards a community oriented facility, the physical design needs to address multiple uses. For example, there needs to be an adequate number of courts and fields to support local adult and youth leagues year round in basketball, baseball, soccer, etc. A free weight gym space could also be considered to attract daily gym goers. A swimming pool is something to look into in the future to attract year round swim meets, lessons/free swim for local residents. Community spaces bring residents on site for non-sporting events, including community or business meetings. Summer camps and after school activities are other potential community uses.

## External Destination

To build external out of the country use, there also needs to be an adequate number of courts and fields to attract tournaments from different regions. Tournament organizers, coaches, and players demand a set of physical facilities. In addition to this, there need to be amenities and services for families that come to these tournaments. This would include providing some type of food court/restaurant clubhouse on the property for convenience and a play area or play structure for children. Key surrounding leisure activities like outdoor recreation, dining, shopping, movies, and/or an entertainment fun center all help build a value proposition that help the complex as an attractive place to go.



# A key decision for the working group is to define what should be included within each tier for Deschutes County



## Description of a Tier 1 Model

### Tier 1: Community Model

- Complexes that fit the Tier 1 model I focus on communities. They don't aspire to or build facilities to obtain external attention. This could be due to several factors:
  - Budget
  - Population
  - Surrounding tourist attractions
  - Accessibility to transportation
- Community models are usually operated by a county or city.
- Programming includes a limited variety of sports, with few incentives to host tournaments and leagues outside of community based leagues.
- Programming includes noncompetitive sports uses as well, with the inclusion of multipurpose space.
- Revenues come from memberships, participation fees and team/league fees.





## Tier 1 Complex: Sta-Mo Sports Complex in Missouri City, Texas



### Sta-Mo Sports Complex

The best example of a Tier 1 sports complex we benchmarked is the Sta-Mo Sports Complex located in Missouri City, Texas.

#### Key Features:

- Not a cost-recovery model
- Discounted citizen memberships
- Mainly publicly funded; its budget from taxes makes up 88% of funds
- Limited sports; mainly baseball and softball
- Few surrounding tourist attractions
- No marketing outside community
- Hosts local baseball tournaments along with team practices

## Description of a Tier 2 Model

### Tier 2: Hybrid Model

- Hybrid models are a community staple but also receive or have the capacity to receive external attention and serve as a destination. Complexes who are categorized in the Tier 2 have enough facilities to support a wider range of sports and events. Tournaments, leagues, and leisure events are planned consistently to complement community use, with community use primarily during the week and outside events on weekends. The surrounding area has accommodations and amenities to support out of town visitors and families. These include:
  - Hotels
  - Restaurants
  - Bars
  - Transportation
  - Leisure activities (bowling, movies, etc.)
- Revenues come from membership, citizen participation and local leagues like Tier 1, but a larger portion of revenue comes from outside tournaments
- Complex marketing, scheduling and booking is a critical staff position



## Tier 2 Model: American Sports Center

### American Sports Centers

American Sports Centers in Avondale, AZ is an ideal Tier 2 sports complex. American Sports Centers targets basketball, flag football, volleyball, and indoor soccer leagues with this state of the art facility. Although this facility focuses strictly on indoor sports, and Redmond is looking at an outdoor/indoor complex, American Sports Centers makes sure to maximize the use of the facility through multiple sport leagues from throughout the region.

### Key Features

- 6 Volleyball Courts
- 4 Basketball Courts
- 2 Indoor Soccer Fields
- 4,000 sq. ft. multi-purpose room
- Sidelines Bar and Grill
- Catering
- Youth to adult programs
- Classes and camps



## Tier 2 Model: Prairie Ridge Sports Complex in Iowa

### Prairie Ridge Sports Complex

Prairie Ridge Sports Complex in Ankeny, Iowa is another ideal Tier 2 sports complex. Reasons include:

- Public-private partnership
  - Revenue from private foundation makes up 40% of funds
  - Revenue from taxes makes up 60% of funds
- Complex designated as a “special use” facility- everyone is expected to “pay to play”
- Larger physical plant
- Larger variety of activities offered
  - Football, softball, baseball, soccer
  - Fishing ponds and playgrounds
- Leagues with 5 year contracts have majority control of fields for planning tournaments and practices
- Many surrounding tourist attractions and hotels to accommodate travel and visitors



## Description of a Tier 3 Model

### Tier 3: Showcase Model

- Complexes who are considered Tier 3 certainly are known in their own state or multi-state region. They also may receive national attention. The widest variety of sports are offered as well as other activities. Only the highest quality of equipment is used and maintenance is strict. In-house restaurants and other amenities are commonly offered in the showcase model.
- Local community use is present, but generally reserved for middle of the week or low demand periods.
- Showcase models are most commonly public-privately owned. This means they either work with a city or county government for funding or they receive taxes while generating their own revenue.
- Integrated marketing plans are used for Tier 3 complexes.
- Revenue models encompass local community participation fees and regional tournament fees, but also a sizeable focus on sponsorships.
- Staffing and operations requires marketing bidding, tournament management, and facility maintenance that keeps up with demands of multiple clients and high utilization.



## Tier 3 Model: Big League Dreams

### Big League Dreams

Big League Dreams is an ideal Tier 3 sports complex due to its outdoor facilities. Big League Dreams provides a unique experience that allows kids of all ages to experience what it is like to play in the big leagues. Its playing fields are built to replicate most famous ballparks such as Boston's Fenway Park, New York's Yankee Stadium, and Chicago's Wrigley Field.

Although this facility appears to focus strictly on baseball and softball, it actually does not. Its indoor field house supports soccer and field hockey too. But for baseball and softball, the experience of playing in its stadiums is like no others. Redmond has indicated it wants a multipurpose facility, but if marketing on a specialization was an option, Big League Dreams is a great model. We recognize though that this would put Redmond in direct competition with the established US Cellular Park in Medford.

### Key Features

- Unique baseball stadiums
- Indoor field house: 20,000 sq. ft. & climate controlled
- Stadium club restaurant with terrific views of each ballpark
- Beverage & food department
- Batting cages
- Outdoor playground



---

# Next Steps

Examining if the Project is Feasible



# Recommended action plan for the City of Redmond

Action	When
1) Review reports of all four UO teams; come to unified vision	Within month
2) Develop list of additional information desired to include in RFP for consultant. For complex benchmarking we recommend: <ul style="list-style-type: none"> <li>• Financing mix</li> <li>• Capital costs</li> <li>• Revenue mix</li> <li>• Operating costs</li> <li>• Management model</li> </ul>	Within month
3) Follow up directly with key facilities in benchmarking	Within 2 months
4) Complete inventory of local/regional participation to determine needs for the sports complex on the community side	Within 2 months
5) Use research to determine a basic sports need on the community and tournament side	Within 2 months
6) Update RFP to hire a consultant for the project. It may be beneficial to contact a highlighted complex (or two) to inquire about a consultant that was used	Within 2 months





## Works Cited

- American Sports Centers Avondale. N.p., n.d. Web. 31 Jan. 2016.
- “Bob Forrest Youth Sports Complex”. City of Carlsbad New Mexico. N.p., n.d. Web. 21 Feb. 2016
- "Demographics." Redmond, OR :. Web. 22 Feb. 2016.
- "Finance." Mesquite Nevada. City of Mesquite, n.d. Web. 26 Jan. 2016.
- "Hanford Legacy Park." Richland Parks and Rec, WA. N.p., n.d. Web. 22 Feb. 2016.
- "Horn Rapids Athletic Complex." Richland Parks and Rec, WA. N.p., n.d. Web. 22 Feb. 2016.
- "Johnson County Park & Recreation District: Parks & Facilities: Mid-America Sports Complex." Johnson County Park & Recreation District: Parks & Facilities: Mid-America Sports Complex. Web. 22 Feb. 2016.
- Madrid, David. "Avondale Hopes New Sports Center Sparks Development." Azcentral.com. Gannett, 24 Nov. 2010. Web. 5 Feb. 2016.
- "Mansfield, TX - Big League Dreams - Mansfield." Mansfield, TX - Big League Dreams - Mansfield. Web. 22 Feb. 2016.
- “Prairie Ridge Sports Complex”. City of Ankeny. N.p., n.d. Web. 21 Feb. 2016.
- "Redding, CA - Big League Dreams - Redding." Redding, CA - Big League Dreams - Redding. N.p., n.d. Web. 22 Feb. 2016.
- "Sports & Event Complex." Mesquite Nevada. City of Mesquite, 2012. Web. 31 Jan. 2016.
- "Sta-Mo Sports Complex." Missouri City, TX. Web. 22 Feb. 2016.
- "Welcome To The Wenatchee Valley Sportsplex." Welcome To The Wenatchee Valley Sportsplex. Web. 22 Feb. 2016.



---

# Appendix

## Benchmarked Complex Details



# Locations of Sport Complexes



## List of Sports Complexes

---

1. American Sports Centers - Avondale, Arizona
2. Big League Dreams - Mansfield, Texas
3. Big League Dreams - Redding, California
4. Bob Forrest Youth Sports Complex - Carlsbad, New Mexico
5. Mesquite Sports and Events - Mesquite, Nevada
6. Mid-America Sports Complex - Shawnee, Kansas
7. Prairie Ridge Sports Complex - Ankeny, Iowa
8. Richland Sports and Recreation - Richland, Washington
9. Sta-Mo Sports Complex - Missouri, Texas
10. Wenatchee Valley Sportsplex - Wenatchee, Washington



# American Sports Centers- Avondale, AZ



# American Sports Centers- Avondale, AZ

## Demographics

- City, State: Avondale, Arizona
- Population: 78,822
- Closest Major City: Phoenix (19 miles)
- Climate: 8 inches of rain, no snowfall, and around 291 days of sun per year

## Business Structure

- Public-Private Model
- Run by American Sports Centers

## Facilities

- 6 Volleyball Courts
- 4 Basketball Courts
- 2 Indoor Soccer Fields
- 4,000 Sq. Ft Multi-Purpose Room
- Sidelines Bar and Grill
- Catering

## Financials

- Original Cost: \$7.8 million
- Financing: Bonds, General Fund, & Development Fees

## Community

- Local Hotels: 4 featured on website
- Glendale Municipal Airport (9.9 miles)

## Marketing

- Social Presence: Facebook 1.6K Likes
- Website: [www.ascavondale.com](http://www.ascavondale.com)

## Activities Offered

- Adult Basketball
- Flag Football
- Adult Soccer
- Adult Volleyball
- Youth Soccer
- Youth Volleyball
- Lil' Kickers
- Camps
- Classes



# Big League Dreams- Redding, CA



# Big League Dreams- Redding, CA

## Demographics

- Population: 91,119
- Closest major city: Medford, OR (151 miles) & Sacramento, CA (160 miles)
- Climate: 39 inches of rain, 5 inches of snowfall, and around 249 days of sun per year

## Business Structure

- Privately owned company
- Partnership with city's local taxpayers to help fund project

## Facility

- Indoor Field House: 20,000 sq. ft., climate controlled
- Fenway Park Replica
- Wrigley Field Replica
- Yankee Stadium Replica
- Outdoor playground
- Batting Cages
- Stadium club restaurant
- Beverage and Food Department

## Financials

- N/A at this time

## Community

- Airport: 5.1 Miles
- Hotels within 5 miles: Red Lion, Comfort Inn, Hilton, Howard Johnson Express Inn, La Quinta Inn, Holiday Inn

## Marketing

- Social Presence: Facebook, Twitter, Instagram
- Website: [bigleaguedreams.com](http://bigleaguedreams.com)

## Activities Offered

- Parties
- Large Banquets
- Company Events
- Softball Leagues
- Adult Softball Leagues
- Adult Soccer Leagues
- Indoor Field Hockey
- Indoor Soccer Leagues





# Big League Dreams- Mansfield, TX



COURTESY: CITY OF MANSFIELD



# Big League Dreams- Mansfield, TX

## Demographics

Population: 56,368

Closest Major City: Dallas/Fort Worth (26.7 miles)

Climate: average of 34 inches of rain/yr., 229 sunny days, average July high: 96 degrees, January low: 34 degrees

## Business Structure

- Privately owned company
- Partnership with city's local taxpayers to help fund project

## Facilities

- Indoor Field House: 20,000 sq. ft., climate controlled
- Fenway Park Replica
- Wrigley Field Replica
- Yankee Stadium Replica
- Outdoor playground
- Batting Cages
- Stadium club restaurant
- Beverage and Food Department

## Financials

- N/A at this time

## Community

- Airport: Dallas/Ft. Worth (28 miles)
- Hotels: Holiday Inn Express, Hampton Inn, Fairfield Inn, La Quinta Inn, Holiday Inn

## Marketing

- Social Presence: Facebook (8,701 likes), Twitter (1,573 followers), Instagram (2,719 followers)
- Hash tags: #bldmansfield, #playbig, #bigleaguedreams
- Website: [bigleaguedreams.com](http://bigleaguedreams.com)

## Activities Offered

- Parties
- Large Banquets
- Softball Leagues
- Indoor Field Hockey
- Indoor Soccer Leagues
- Adult Softball Leagues
- Adult Soccer Leagues
- Company Events



# Bob Forrest Youth Sports Complex- Carlsbad, NM



# Bob Forrest Youth Sports Complex- Carlsbad, NM

## Demographics

- Population: 26,138
- Closest major city: Las Cruces, IA, 100 miles, population 101,408
- Climate: 13 inches of rain, 3 inches of snow and 278 sunny days per year

## Business Structure

- City run: Sports Complex Advisory Board

## Facilities

- 6 Youth Softball
- 4 Soccer
- 1 Football
- 2 Junior/Senior Baseball
- 4 Little League Baseball
- Playground

## Financials

- Capital cost: \$1,275,000
- General Fund, Sports Complex Fund, Federal Projects Fund and user fees

## Community

- Airport: Cavern City Air Terminal (6 miles)
- Local hotels: 23, including: Trinity Hotel, Hampton Inn, Fairfield Inn, Holiday Inn Express, La Quinta Inn and Suites, TownePlace Suites, Days Inn, Executive Suites and Hotel, U.S. Traveler's Inn and Suites, Super 8, Stagecoach Inn, Royal Manor, Roadway Inn
- Cavern City Air Terminal- 6 miles
- 1 golf course

## Marketing

- Website: [www.cityofcarlsbadnm.com](http://www.cityofcarlsbadnm.com)

## Activities Offered

- Football
- Baseball
- Softball
- Soccer



# Mesquite Sports & Event Complex- Mesquite, NV



# Mesquite Sports & Event Complex- Mesquite, NV

## Demographics

- City, State: Mesquite, Nevada
- Population: 16,439
- Closest Major City: Las Vegas (82 miles)
- Climate: 6 inches of rain, no snowfall, and around 294 days of sun per year

## Business Structure

- City Run

## Facilities

- 3 Synthetic Athletic Fields
- 2 Natural Grass Fields
- Splash Pad Play Area (Seasonal)
- Reserve Pavilion/Picnic Area
- Vendor Booth Area

## Financials

- Capital Costs: Grants & Fees

## Community

- Local Hotels: 11
- Mesquite Municipal Airport (5.3 miles)
- 6 Casinos
- 7 Golf Courses

## Marketing

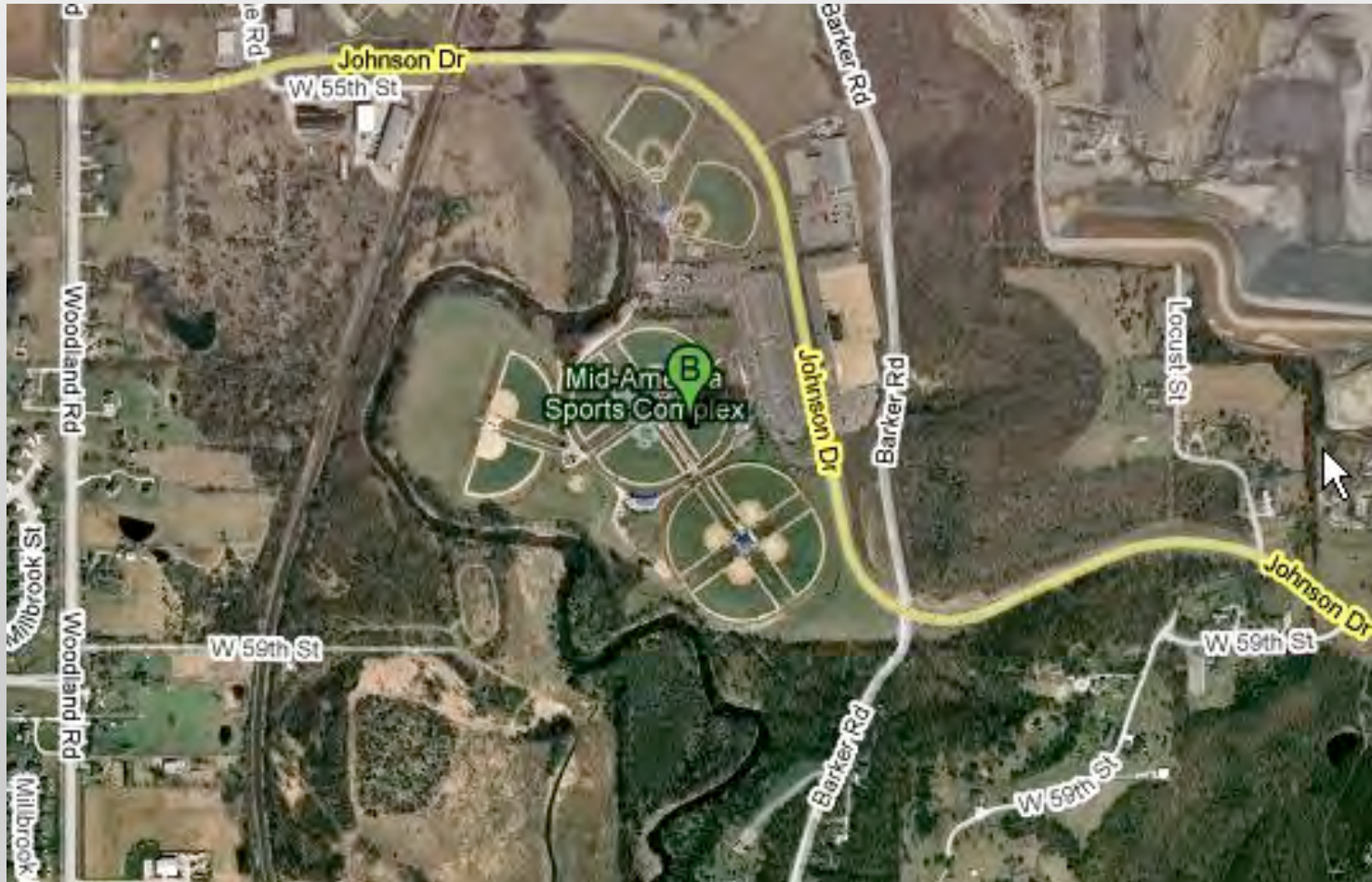
- Social Presence: Facebook 500 Likes
- Website: [www.mesquitenv.gov](http://www.mesquitenv.gov)

## Activities Offered

- Football
- Soccer
- Golf (Long Drive)
- Lacrosse
- Archery



# Mid-America Sports Complex- Shawnee, KS



# Mid-America Sports Complex- Shawnee, KS

## Demographics

- Population: 64,323
- Closest Major City: Kansas City (10.1 miles)
- Climate: average of 38 inches of rain/yr., 216 sunny days, average July high: 89 degrees January low: 19 degrees

## Business Structure

- Private stakeholders
- Public tax support from the General Fund, fee support from users

## Facilities

- Mid-America Sports Complex, 70 acre facility, 10 lighted softball fields, 2 multipurpose fields (soccer, football rugby), 10-stall batting cage, concessions & Dinger's Restaurant, Pro Shop, Clubhouse
- Mid-America West (12 lighted youth softball fields, Okun Fieldhouse 56,500 sq. ft. includes 4 basketball courts & 8 volleyball courts
- Heritage Park

## Financials

- Financing- General Obligation Bonds, Revenue Bonds, Certificates of Participation

## Community

- Airport: Kansas City International (27.1 miles)
- Hotels: Courtyard Kansas City Shawnee, Hampton Inn, Holiday Inn Express

## Marketing

- Facebook 886 likes
- Website: [http://www.jcprd.com/parks\\_facilities/mid\\_america.cfm](http://www.jcprd.com/parks_facilities/mid_america.cfm)

## Activities Offered

- Adult Softball Leagues
- Adult Soccer Leagues
- Softball Leagues
- Indoor Field Hockey
- Indoor Soccer Leagues
- Golf Course
- Company Events





# Prairie Ridge Sports Complex- Ankeny, IA



# Prairie Ridge Sports Complex- Ankeny, IA

## Demographics

- Population: 54,598
- Closest major city: Des Moines, IA, 10.8 miles, 22 minutes, population 207,510
- Climate: 31 inches of rain, 25 inches of snow and 204 sunny days per year

## Business Structure

- Public-private partnership: Park Board and Ankeny Sports Complex Foundation

## Facilities

- 124 acres
- 15 baseball fields; 6 lighted
- 9 soccer fields; 4 lighted
- 6 softball fields; 4 lighted
- 5 football fields
- 2 playgrounds
- 2 ponds for fishing
- 4 Concessions stands
- Storage Buildings

## Financials

- Capital cost: \$5,706,347, with \$3,650,793 from the City and \$2,055,554 from the Foundation
- General Fund, Sports Complex Fund, user fees, donations and grants

## Community

- Hotels: 10: Courtyard Marriott, Hampton Inn Suites, Comfort Inn, Holiday Inn Express, Americinn, Value Place, Days Inn, Best Western, Quality Inn and Suites, Super 8
- Airport: Ankeny Regional Airport- 5 miles; Des Moines International Airport- 19 miles
- 5 golf courses

## Marketing

- Social presence: Facebook 290 likes
- Website: <http://www.ankenyiowa.gov>

## Activities Offered

- Football
- Baseball
- Softball
- Soccer



# Richland Sports & Rec- Richland, WA

## Horn Rapids Athletic Complex



## Hanford Legacy Park



# Richland Parks & Rec- Richland, WA

## Demographics

- Population: 52,413
- Closest major city: Spokane, WA (149) Portland, OR (228)
- Climate: 7 inches of rain, 8 inches of snowfall, and around 196 days of sun per year

## Business Structure

- Receive funds from local sports organizations to help fund and upgrade facilities
- Unable to generate enough funds to cover facilities on their own
- Costs are covered by sports tourism/ tournaments and occupancy tax from local hotels

## Facility

- **Hanford Legacy Park:** 117.4 acres, aquatic facility, indoor practice building, eight multi purpose fields, recreation center, restroom/concession building, roller hockey court, tennis courts, and two playgrounds
- **Horn Rapids Athletic Complex:** 24 acres, baseball field, parking, restroom/concession building, and a playground

## Financials

- N/A at this time

## Community

- Airport: Within 5-10 miles of most facilities
- Hotels: Many
- Activities: Water Park, Columbia River

## Marketing

- Social Presence: Facebook
- Website: [richlandparksandrec.com](http://richlandparksandrec.com)

## Activities Offered

- Baseball
- Softball
- Soccer
- Football
- Lacrosse



# Sta-Mo Sports Complex - Missouri, TX



# Sta-Mo Sports Complex - Missouri, TX

## Demographics

- Population: 71,710
- Closest major city: Houston (18 miles)
- Climate: Warm
  - Rain (inches): 47
  - Precipitation days: 92
  - Sunny days: 207

## Community

- Airport: Yes, HOU
- Hotels: 15

## Business Structure:

- City government supported

## Facility Features

- Parking Spots: 700
- # of Fields: 11

## Facility

- 21 bleachers
- 8 picnic tables
- 5 lighted baseball fields
- 4 lighted softball fields
- Freshwater fishing access to Independent Park and the Gulf Coast Water Canal
- 1 batting cage
- 1 restroom
- 1 water fountain
- 2 concession stands
- 2 unlit baseball fields



# Sta-Mo Sports Complex - Missouri, TX

## **Financials:**

- \$3,700,000 budget from tax revenue
- \$460,000 income from tournaments and member fees
- For tournaments, each participant is charged a fee.
- Memberships are discounted for residents.
- The main costs include: staff salaries, maintenance

## **Marketing:**

- Website: [Missouri City, TX - Official Website - Sta-Mo Sports Complex](#)
- Social Media (Facebook)



# Wenatchee Valley Sportsplex - Wenatchee, WA





# Wenatchee Valley Sportsplex - Wenatchee, WA

## Demographics

- Population: 32,000
- Closest major city: Seattle (148 miles)
- Climate (annually):
  - Rain (inches): 8.8
  - Snowfall (inches): 26.9
  - Precipitation days: 64
  - Sunny days: 200

## Business Structure

- Privately owned

## Facilities

- Specified Indoor soccer
- Baseball Diamond
- Golf
- Tennis courts
- Octagon Fighting Cage

## Marketing

- Website: [wvsportsplex.com](http://wvsportsplex.com)
- Social Media (Facebook)

## Activities Offered

- Indoor/outdoor soccer
- Tennis
- Soccer, baseball, golf lessons
- After school program
- Parties
- Collegiate baseball clinics
- Soccer clinics
- Summer camps
- Men/women's rec soccer
- coed soccer
- Premier soccer
- Youth soccer
- MMA



# Sports Complex: Regional Demand

---

Winter 2016



Megan Conchuratt  
Viet Le

Kate Harrison  
Leif Schanche

Steve Harrison



UNIVERSITY OF OREGON  
Lundquist College of Business

# Table of Contents

---

Executive Summary.....3

Project Issue & Approach.....5

Primary Research.....8

Secondary Research.....20

Recommendations.....27

Risk Analysis.....35

Next Steps.....44



## Sports Complex: Regional Demand

### **Executive Summary**

Project Issue & Approach

Primary Research

Secondary Research

Recommendations

Risk Analysis

Next Steps



# Executive Summary

---

## Background

Deschutes County is considering whether to build a new facility to accommodate the growing regional demand for sports participation and take advantage of new event/tournament revenue opportunities. Local sports organizations are struggling to find places to facilitate league participation which in turn forces them to limit participation. This problem has affected the sustainability of regional sports organizations from the Little League level all the way up to adult leagues.

We have conducted research to assess the regional demand for an updated and integrated state-of-the-art sports complex in Deschutes County. Our primary research included both a survey sent to Parks and Recreation representatives of the most populated communities in the county along with phone and email interviews with regional sports organization leaders. Secondary research consisted of information on the rising demand and participation rates of key sports.

## Recommendations

Research indicates a need exists in Deschutes County for a multi-sport complex that is able to address and satisfy the growing accessibility problem currently faced by the region. The opportunity to connect the county around the joy of sports also should establish a local revenue stream to support the complex financially. We recommend the study group decide on an appropriate number of fields and courts to be incorporated in the multi-sport complex that will meet the growing demand for the sports we determine as Tier 1.

In order to assess the success of a multi-sport complex, the county can measure changes in participation rates and regional demand relative to its consistent increases in population. Improvements in community health and wellness are indirect measures that can show the value of the proposed facility.

We have identified a clear need for this facility and have formulated a prioritized list of next steps for the project's working group members to use to establish their vision for this sports complex.



## Sports Complex: Regional Demand

Executive Summary  
**Project Question & Approach**  
Primary Research  
Secondary Research  
Recommendations  
Risk Analysis  
Next Steps



## Project question

The overall goal of the four Sports Complex teams was to gather key information for the work group that assesses the preliminary feasibility of a new multi sports complex. Two teams look at comparable facilities across the country and one looked at the potential for external event/tournament revenue. Our set out to analyze the regional demand of sports participation within Deschutes County and to compare that to existing facilities in the area.

We defined our region as the biggest communities in the county:

- Redmond
- Bend
- La Pine
- Sisters



Through our examination, we hoped to see if gaps were present between existing Sports facilities, current demand, and projected needs of Deschutes County residents. Ultimately we aimed to answer: “What is the demand for sports participation of different age groups within Deschutes County and are their needs being met?” the answer would then give the sports complex working team an idea of whether there would be sufficient community demand, value, and potential financial revenue streams for this facility



## Combined primary and secondary research



We divided up Deschutes County into four main cities and:

- Found the sports programs offered within each city
- Determined how many fields/recreational facilities are currently present
- Looked at the utilization of those fields/practice areas
- Reached out to community members to understand needs
- Looked at national and regional participation trends by sport
- Compiled current demand data for each sport by age group and projected future needs

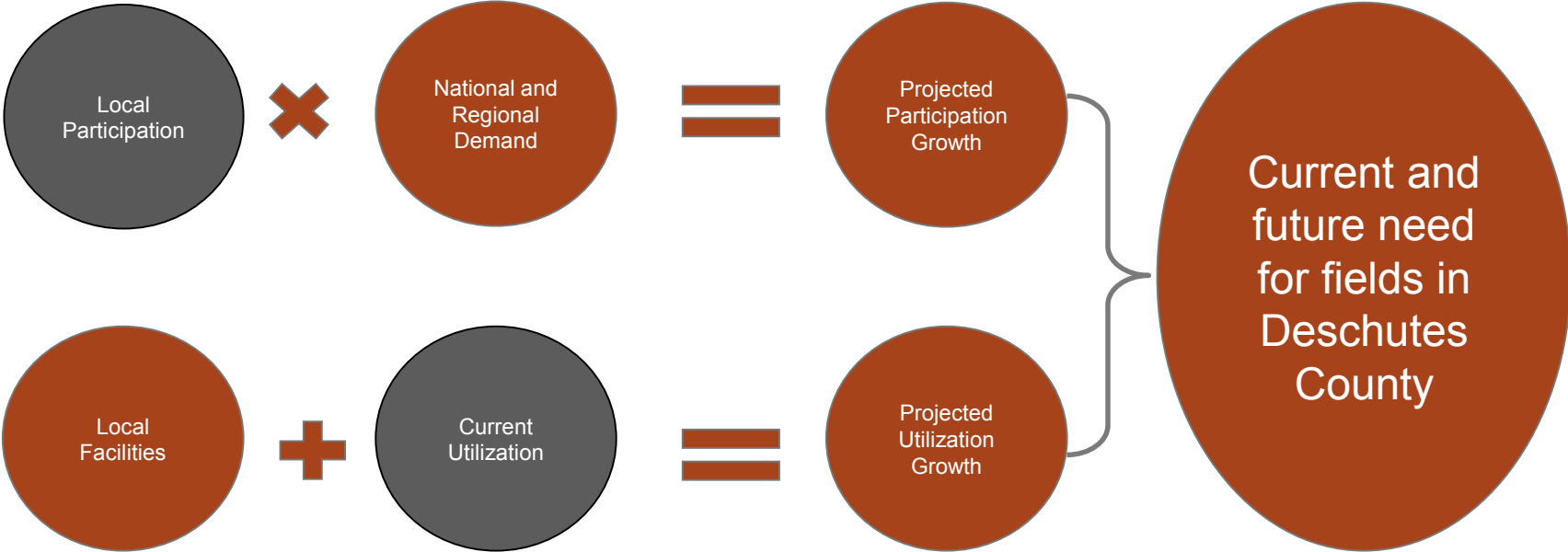


## Sports Complex: Regional Demand

Executive Summary  
Project Issue & Approach  
**Primary Research**  
Secondary Research  
Recommendations  
Risk Analysis  
Next Steps



# Original plan for our research process was to find the current and future need for facilities in Deschutes County

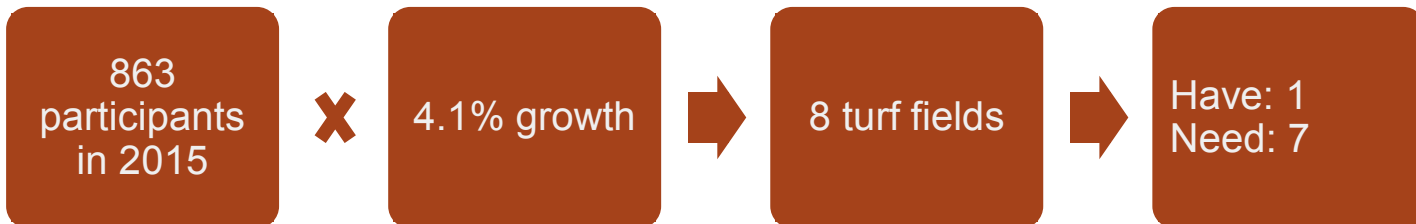


## The alternative plan we adopted

We are lacking the data for local participation rates and portions of data for current utilization of sports facilities. However, if we were provided the data needed, we would be able to determine the amount of fields that the Redmond Sports Complex will need in the future.



As an example, we have Bend's lacrosse data growth from Joe Kerwin:



# Participation by category

Bend	Participant Age Group	2011	2012	2013	2014	2015	2016*
Male	Age 0-5						
Female	Age 0-5						
Male	Age 6-11						
Female	Age 6-11						
Male	Ages 12-14						
Female	Ages 12-14						
Male	Ages 15-18						
Female	Ages 15-18						
Male	Ages 18+						
Female	Ages 18+						
Total							



## Community survey provided baseline data

---

### **Survey & Results Summary**

An initial survey was designed with the use of Qualtrics to collect quantitative data on the sports that are offered in each city and the number of accessible facilities. Appendix A has the survey used.

We took the following steps in order to organize our survey questions:

- Divided the sports into age groups: 0-5, 6-11, 12-14, 15-18, and over 18 years old
- Addressed major sports organizations from Little League to adult league levels
- Grouped sports using the same type of field/court together to identify the current need for specific facility in type
- Organized demand into similar/congruent playing seasons

The resulting detailed data was captured in an Excel workbook and is being provided to the City of Redmond and the sports complex working group electronically.



# Sports relevant to the citizens of Deschutes County were our central focus

## Filter Criteria Process

### Steps:

1. Made a list of popular American sports
2. Sent out survey with those selected sports to regional Parks and Rec Departments
3. Analyzed which sports were already offered in Deschutes County
4. Focused analysis on Tier 1 based on projected demand, current growth, and available facilities.



From 39, we narrowed the focus to the top 8

### Tier 3

Baseball, Softball, T-Ball, WhiffleBall, Kickball, Soccer, Lacrosse, Football, Cricket, Rugby, Golf, BMX, Skateboarding, Frisbee Golf, Ultimate Frisbee, Basketball, Volleyball, Badminton, Ping Pong, Dodgeball, Wrestling, Gymnastics/Acrobatics/Tumbling, Cheerleading, Tennis, Racquetball/Squash/Handball, Dance, Track and Field, Cross Country, Rock Climbing, Hockey/ Figure Skating, Swimming/Water Polo/Diving



### Tier 2

Baseball, Softball, Kickball, Soccer, Lacrosse, Football, Golf, BMX, Skateboarding, Frisbee Golf, Ultimate Frisbee, Basketball, Volleyball, Ping Pong, Dodgeball, Wrestling, Gymnastics/Acrobatics/Tumbling, Cheerleading, Tennis, Dance, Track and Field, Cross Country, Hockey/ Figure Skating, Swimming/Water Polo/Diving



### Tier 1

Baseball, Basketball, Volleyball, Softball, Soccer, Lacrosse, Football, Tennis

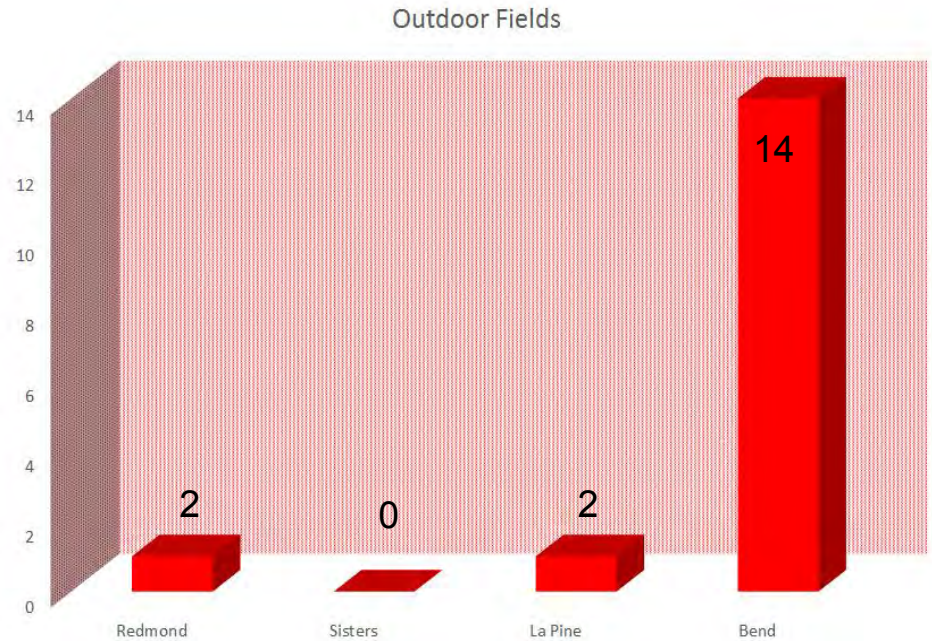


# Lacrosse shows strong, continuous growth and an unmet need

## Tier 1: Lacrosse

### Comments from local stakeholder - Joe Kerwin

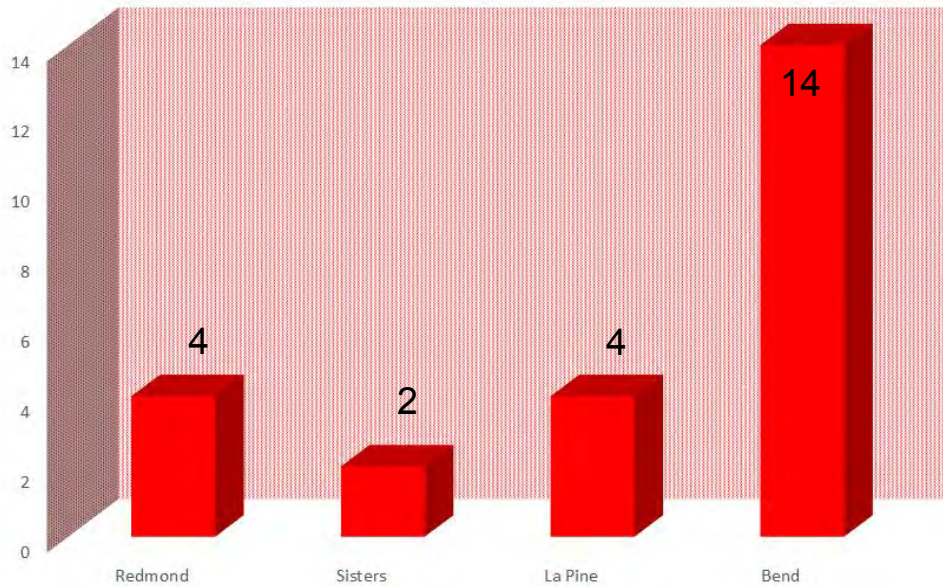
- “We don’t have enough turf fields available.”
- “The growth of the game is important to the kids and the community.”
- “Currently Bend cannot sustain the level of participation that organizations want to fully accommodate all the numbers coming out to play.”
- “Constantly jumping from one practice space to another due to unavailability”
- In an ideal world, “Bend would have eight turf fields, booked from 3pm-10pm EVERY day March to November if they were constructed”





# Baseball and softball have more facilities, but demand outpaces availability

Outdoor Baseball/Softball Diamonds



## Tier 1: Little League Baseball and Softball Comments from local stakeholder - Jason Solheim

- “Field time is always a struggle within the Redmond area.”
- “I continually get phone calls from our coaches looking for solutions for practice space which we just don't have in the redmond area”
- “All youth sports are underserved with current field space”
- “Redmond is on the verge of not being able to serve its local youth organizations as growth continues”
- “Participation has decreased from last year to this year”

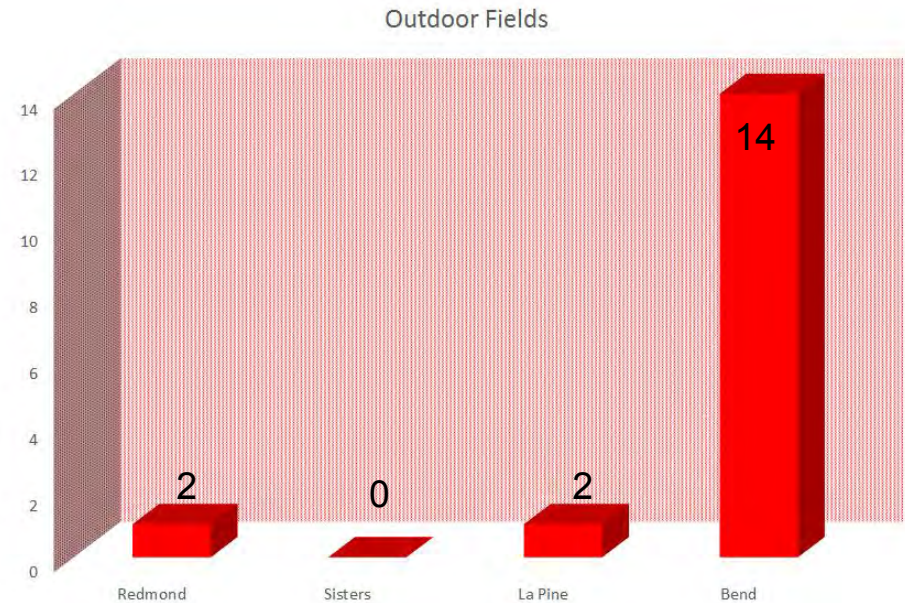


# Youth football is currently served, but anticipates growth

## Tier 1: Youth Football

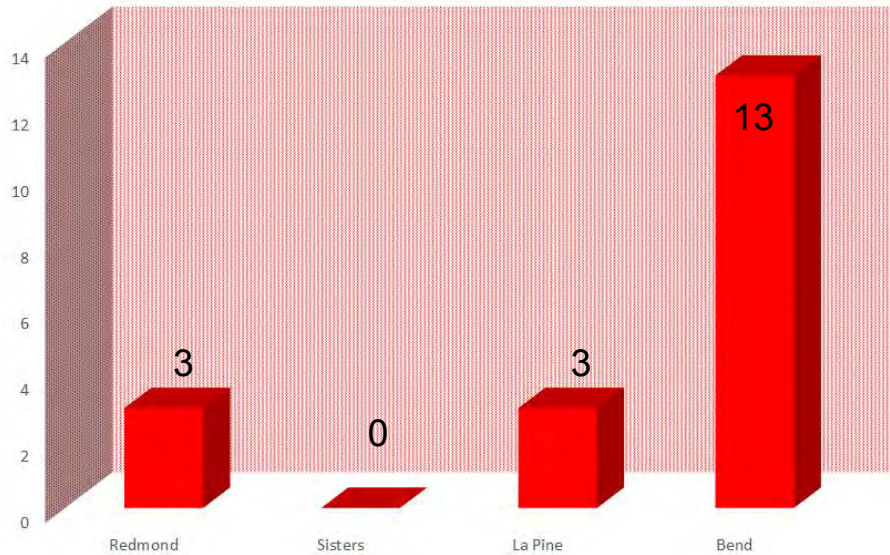
Comments from local stakeholder - Deke DeMars

- “We now have about 300 players annually and anticipate increases.”
- “With more and more teams we at times struggle to find areas to hold practice but our coaches work well with one another to make it work each season.”
- “We have the potential to grow because of the working relationship with the local middle and high school football programs.”



# Basketball and volleyball put stress on available facilities due to shared playing season

Indoor Basketball/Volleyball Courts



## Tier 1: Basketball/Volleyball

### ***Basketball:***

- Currently splitting up men and women seasons into fall and spring because lack of court availability

### ***Volleyball:***

- Nike, Aries Apparel, Baden and Match Point Photo sponsor the region's organizations
- Booking facilities is difficult because of shared season with high school basketball
- Participation has increased in the last few years



# Initial Conclusion is that there is unaccommodated regional demand across Tier 1 sports

---

## **Fulfilled Demand**

Demand has not been fulfilled for any Tier 1 sport, in terms of available playing surfaces and each sport's ability to handle demand. The current portfolio of venues suitable for a safe, fun environment that is organized to efficiently capture the most targeted demand has gaps.

## **Highest Unsatisfied Demand**

- Definite gap in demand: Severe lack of outdoor turf fields, unable to accommodate a majority of the demand for lacrosse, soccer, and football (the sports identified as the most demanded by the largest range of ages)
- Growing gap in demand: Baseball fields and indoor gymnasiums, however current gymnasiums can still accommodate a majority of the demand for basketball and volleyball



## Sports Complex: Regional Demand

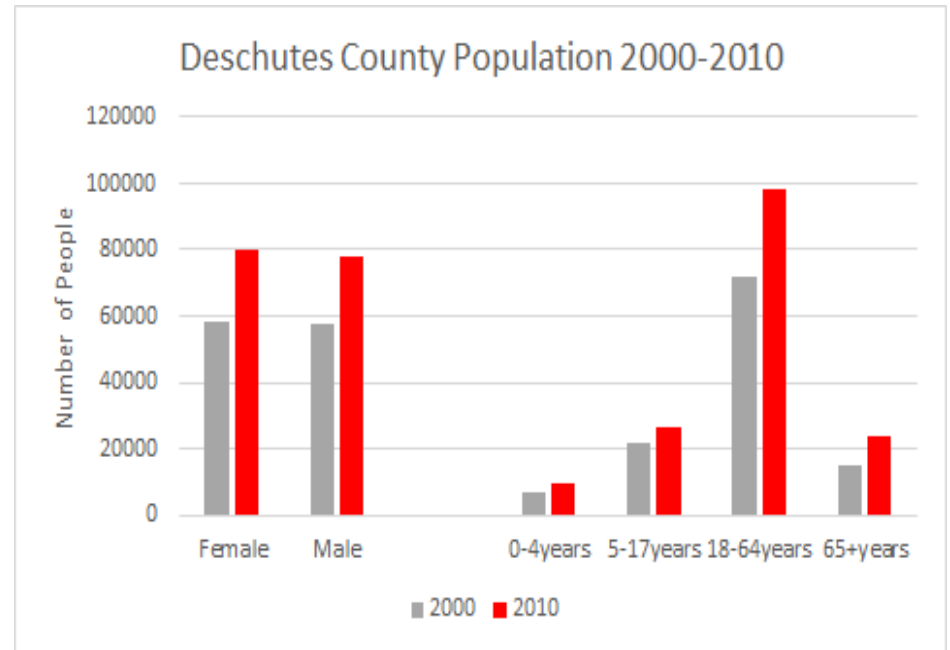
Executive Summary  
Project Issue & Approach  
Primary Research  
**Secondary Research**  
Recommendations  
Risk Analysis  
Next Steps



## Deschutes County is seeing continued growth in population

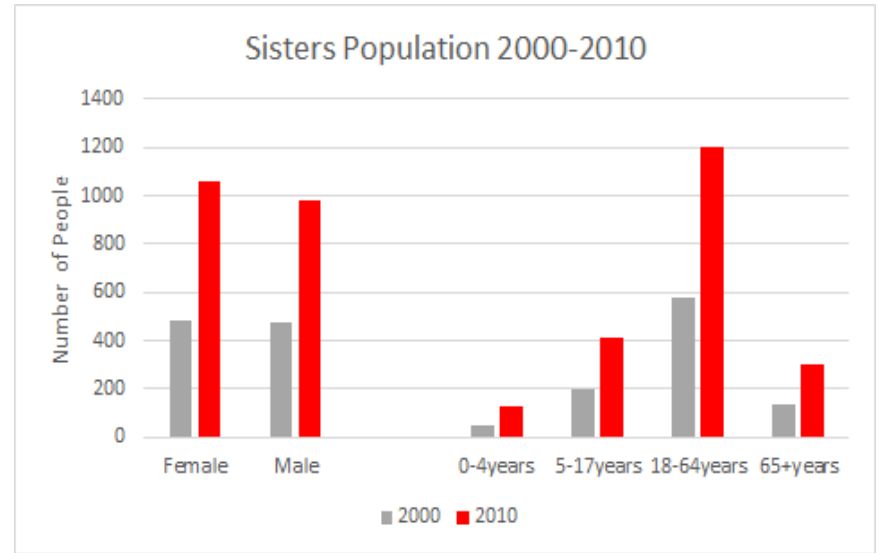
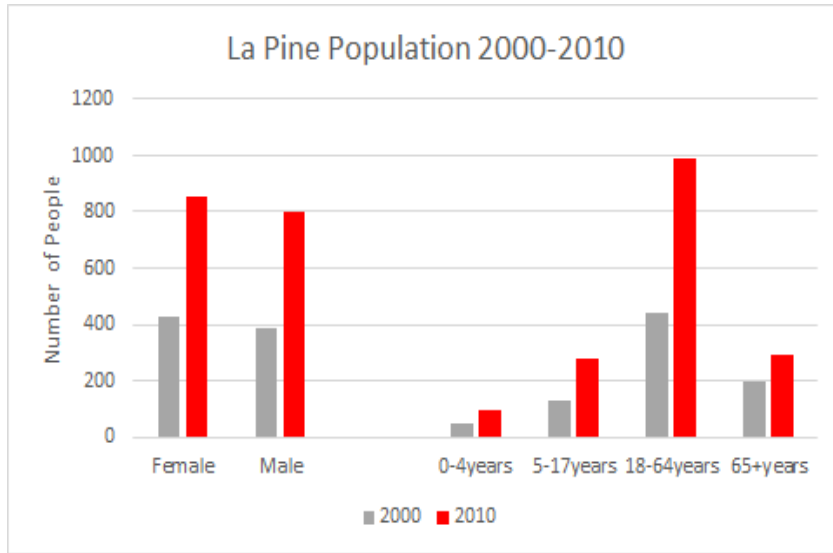
From 2000 to 2010 the population in Deschutes County has increased by about 30%. The main four cities that we focused on (La Pine, Sisters, Bend, and Redmond) each had total population increases of over 47%.

These increases in population lead to a rise in sports participation, thus affecting the potential need for a sports complex facility in the county.



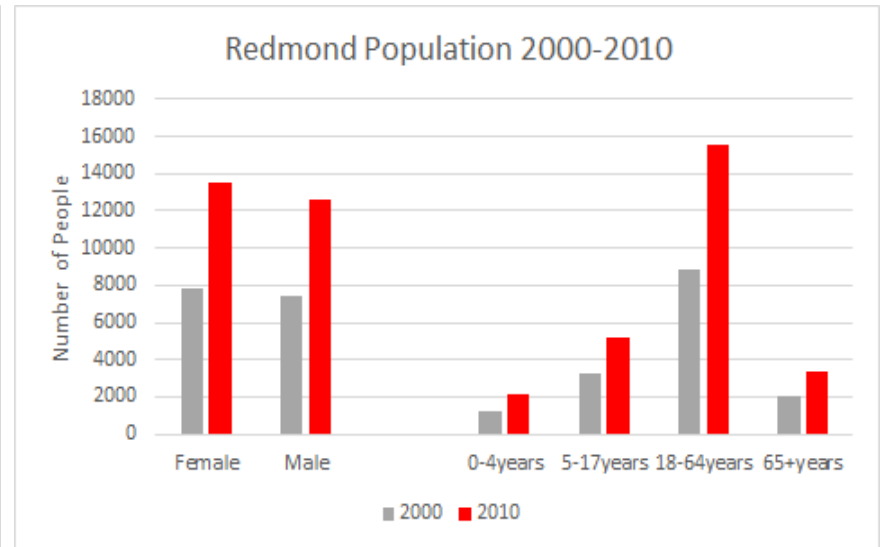
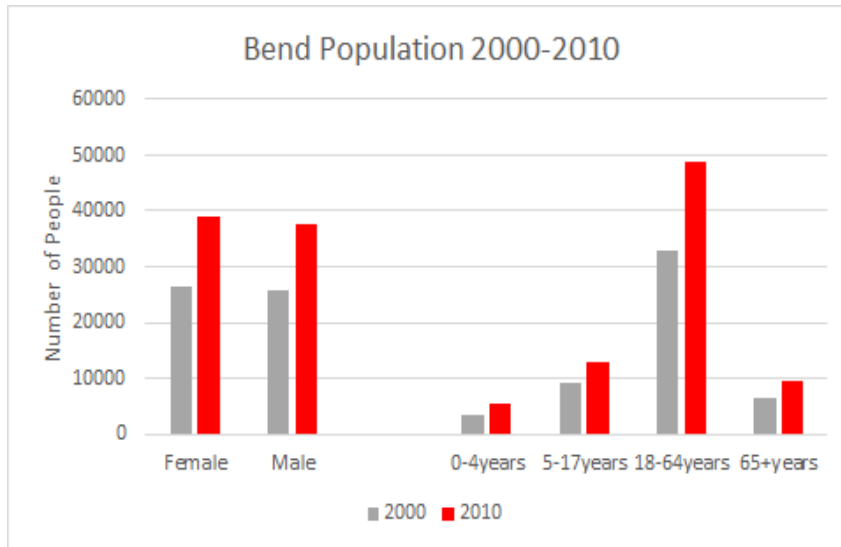
# La Pine and Sisters are smaller in size but showing faster growth

We see the largest population increases in La Pine and Sisters. These cities have grown by 103% and 112%, respectively.



# Bend and Redmond represent the highest numbers of citizens in Deschutes County, and positive growth rates as well

We see the smaller, but still significant, population increases in Bend and Redmond. These cities have grown by 47% and 71%, respectively.





## Participation growth research helps identify if these gaps in facility availability are temporary

A separate student team looked at events/tournament opportunities for the proposed multi sports complex. In doing so this team also gathered national and regional sport participation trends that are also relevant to assessing future local Deschutes County demand.

According to the National Senior Games Association's 2014 report, the Pacific region of the United States accounts for about 15% of the country's population. The region represents some of the fastest growing participation rates relative to the other regions of the country in lacrosse, baseball, volleyball, and tennis. Three of these four are the same as ones identified in our primary research as "Tier 1."

The highest growth potential for each sport, across the US, lies within the higher income brackets for those households earning more than \$75,000 annually. These households have the additional financial security to allocate more value to leisure activities, including sports participation and event attendance.



# Lacrosse, baseball, volleyball, and tennis show enormous growth in participation in the Pacific region of the United States

## Lacrosse

- The Pacific region has experienced the fourth largest regional average increase in annual lacrosse participation at just over 9%.
- In the 12-17 age group, lacrosse has experienced an average of a 29.53% annual increase in nation-wide participation rates since 1999.
- The Oregon High School Lacrosse Association (OHSLA) is actively trying to get approval by the OSAA to sanction lacrosse as a state approved high school sport.

## Baseball

- The Pacific region has experienced the fourth largest regional average increase in annual baseball participation at just above 15%.
- In the 7-11 age group, baseball has experienced an average of a 28.84% annual increase in nation-wide participation rates since 1999.

## Volleyball

- The Pacific region has experienced an average of over 14% increase in volleyball participation rates since 1999.
- In the 12-17 age group, volleyball has experienced an average of a 29.06% annual increase in nation-wide participation rates since 1999.

## Tennis

- The Pacific region of the US has experienced an 18% average annual increase in tennis participation since 1999, holding the second highest position relative to the other regions of the county.
- Tennis has experienced the largest average annual increase in nation-wide participation over the five year span in the 25-34 age group at about 19%.



## Demand of high school age participants is largely met

---

### **Public High School Sports Organizations**

- 17 public schools in Deschutes County researched
- Both boys and girls sports are offered
- Proper facilities exist to accommodate most popular and most supported sports
- Marshall High School is the only public high school without an athletic department. Students are encouraged to partake in sports at the other public schools

### **Private High School Sports Organizations**

- 21 private schools in Deschutes County researched
- Limited number of sports and facilities. Some are without any form of formal physical education
- Schools encourage students to take part in sports at nearest public school



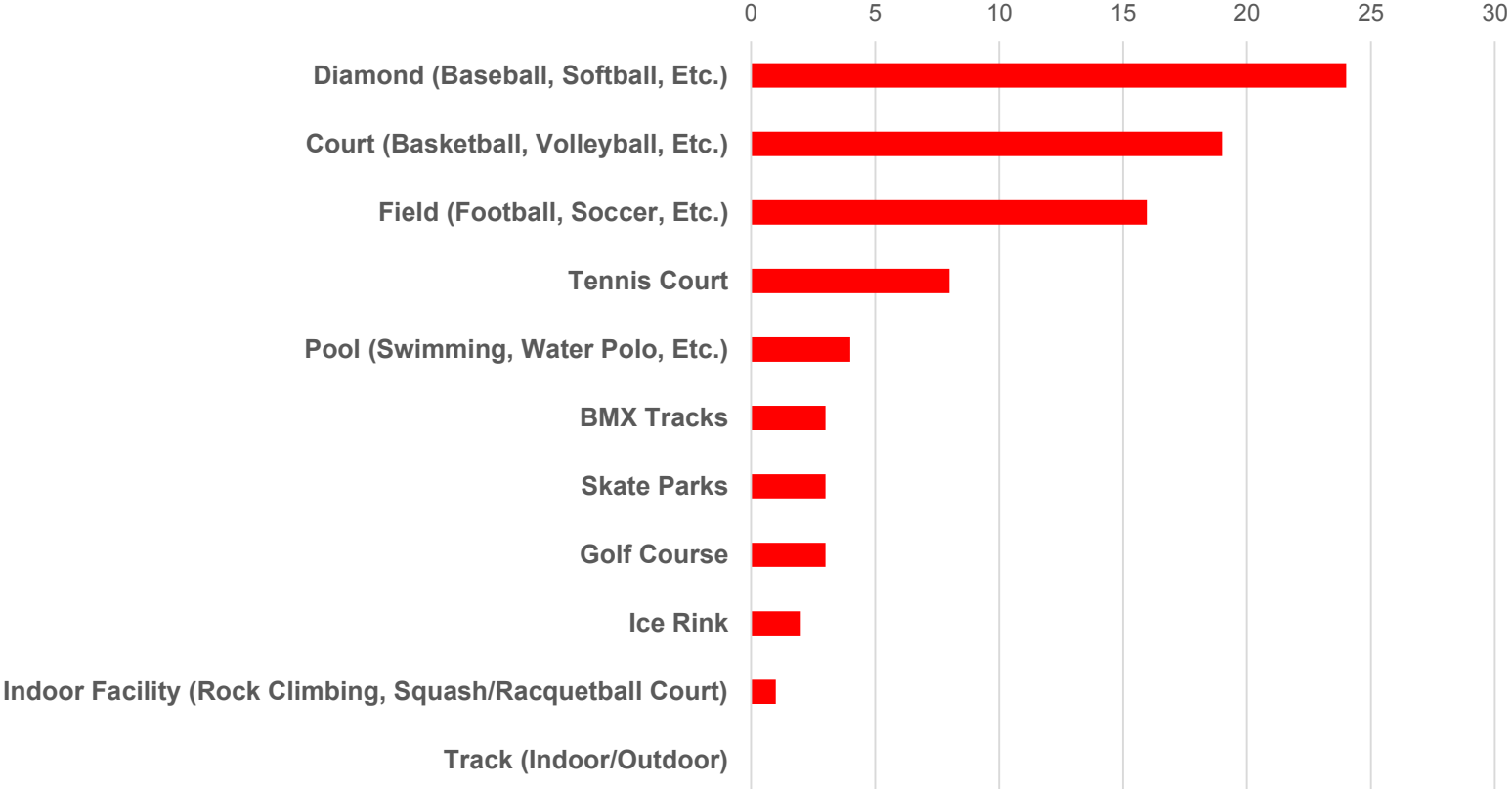
## Sports Complex: Regional Demand

Executive Summary  
Project Issue & Approach  
Primary Research  
Secondary Research  
**Recommendations**  
Risk Analysis  
Next Steps



# Deschutes County's current portfolio of sports facilities is weak when considering rising regional demand

## Sports Facilities Available Operated by Deschutes County Parks and Rec



## Synthetic turf fields are the top need

---

The greatest opportunity lies in an expansion into synthetic turf fields that provide a sustainable and ecologically friendly remedy to demand needs. Turf is more advantageous than real grass in durability, but requires a higher cost outlay in the short-term for greater pay-offs in the future.

Sports targeted: Lacrosse, Football, and Soccer

Reason for the recommendation:

- Only 16 outdoor grass or synthetic turf fields are currently accessible in Deschutes County today
- These facilities are designed with player safety in mind. They are less threatening to athletes as it provides an even, forgiving surface to play on.
- High upfront costs balanced by long-term sustainability, low long-term maintenance costs and year-round accessibility.
- Lacrosse is the fastest growing sport in Deschutes County and face the most obstacles with facility accessibility.
- Turf can provide ample space for youth sports tournaments, adult leagues, school district sports organizations and even family/community enjoyment.



## Ballparks are needed, but decision on field surfaces need to be finalized

Both grass and turf ballparks have separate pros and cons. The working group should ask its future consultants to conduct further analysis to decide which option fits a proposed sports complex best.

### Turf Ballparks:

#### **Pros:**

- Low maintenance costs
- Year-round accessibility

#### **Cons:**

- High upfront costs
- Nontraditional

### Grass Ballparks:

#### **Pros:**

- Low upfront costs
- Cooler temperatures than turf in hot months
- Mainly utilized for two seasons (Spring/Summer)

#### **Cons:**

- High maintenance costs
- Wear and tear
- High water usage

Sports Targeted: Baseball and Softball

Reason for the recommendation:

- Only 24 grass or turf diamonds are currently accessible in Deschutes County
- Residents of the county are fighting for ample field time with the current resources
- Participation has decreased in these diamond field sports due to the lack of access. For example, Oregon Senior Softball feels that a sports complex with more diamond fields will extend the season and attract more league and tournament play.



## Multipurpose gyms would accommodate year-round regional sports demand



### Indoor Multipurpose Gymnasium

Sports targeted:

- Basketball
- Volleyball
- Wrestling
- Gymnastics/Acrobatics

Reason for the recommendation:

- Only 19 multi-purpose indoor courts are currently accessible in Deschutes County
- Established partnerships for sponsors capable of funding expansions
- Provide sheltered space for year-round, all-weather schedule of activities
- Gymnasiums are flexible enough to be used for multiple sports/events



## While expensive; an olympic-sized pool complex would be a major regional and state draw of attendance

### Sports targeted:

- Water Polo
- Swimming
- Diving

### Reason for the recommendation:

- Only three pools are currently accessible in Deschutes County
- Facilitate a community need for a center of education and healthiness
- While national rates show participation decline, three of the four communities specifically identified the need for additional aquatic facilities to better serve participation



## Regional tennis facilities would accommodate growing demand

Reason for the recommendation:

- Eight total court complexes accessible for entire county
- Large demand for tennis in the area and growing participation
- Untapped regional market, as low number of alternatives available

Because we were unable to connect with regional tennis representatives, we recommend that the consultant looks further into discovering the parameters of tennis' regional demand, determining exactly how many courts to build, and if indoor or outdoor facilities would contribute more value to the participating communities.



## The new portfolio of facilities would build community support, to underwrite the facility

---

The turf fields will be accessible year-round, generating consistent revenue streams to support the proposal.

- Expo Center is usually non-operational during winter months.
- Additional acres will be accessible at all times of the year for non-sport purposes, opening new outlets for revenue acquisition.
- The expansion will utilize existing Expo Center staff for more months.

The need for more accessible, safer facilities exists in the regional community.

- Establish an interdependent network between the cities of Deschutes County.
- Emphasize sustainability and environmental consciousness in development to position the complex's image in the eyes of constituents.



# Sports Complex: Regional Demand

- Executive Summary
- Project Issue & Approach
- Primary Research
- Secondary Research
- Recommendations
- Risk Analysis**
- Next Steps



# There are clear risks to considering a new multi-sport facility in Deschutes County

---

Risk of adding new facilities:

- Unstable demand results in potential increase/decrease for particular sports
- Inaccurate representation of demand, addressing the wrong capacity issue
- Unwillingness for sports organizations to move to new facility
- American youth growing increasingly inactive

Regional, established sports complexes provide examples of differentiated practices within Oregon's established multi-sport complexes, representing key rivals moving forward. Each identified complex has benefitted from sustained success by understanding the shortcomings of regional facilities, applying expansive efforts to target specific participants and expanding in a sustainable, environmentally-conscious manner.

- Medford Sports Complex - U.S. Cellular Park
- Howard M. Terpenning Recreation Complex (Tualatin Hills)
- Delta Park - Owens Sports Complex



## The Medford Sports Complex demonstrates the scale of commitment required



- \$32 million state-of-the-art facility
- 132 acres organized to provide the complex flexible accommodation
- Operated by Medford Parks and Recreation
- Has completed three of out its four planned construction phases

- 11 all-weather, artificial turf fields
- Will feature 15 when completed with third round of renovations
- 1.4 million square feet of FieldTurf
- Each field contains Daktronics scoreboards and Musco system green lighting



# Medford's Sports Complex facilitates active lifestyles of surrounding communities and has established an outstanding events/tournaments platform

## Home to:

- Oregon's largest municipal adult softball league
- Largest statewide club soccer programs
- St. Mary's High School soccer team
- Cascade Christian football, baseball, soccer and softball teams

## Achieved:

- Over 31,500 total games hosted since 2008
- Over 1.38 million total event attendance
- Record-setting \$11 million/year in economic stimulus produced by events/tournaments held at park during 2015
- Amount of visitor spending alone since 2008 has nearly equalled the park's construction costs



# The Howard M. Terpenning Recreation Complex demonstrates a proper use of space



## Entire Complex

- 92 total acres
- Opened in 1978, undergone multiple expansions
- Approximately 65,000 visitors per year
- Divided into three main facilities: Tennis, Aquatic, and Athletic Centers



## Tennis Facility

- 15 total courts
- Six indoor courts
- Eight outdoor courts
- Covered fall to spring for year-round use
- Stadium court for special event use



## The Howard M. Terpenning's indoor facilities accommodate sports year-round



### Aquatic Center

- 50-meter pool
- Swim lessons for all ages
- Water aerobics
- Specialties classes: scuba, kayak



### Athletic Center

- Six indoor basketball courts
- Allows for various drop-in activities
- Host local preschool and youth sports classes
- Indoor track

## The Howard M. Terpenning's indoor facilities accommodate sports year-round



- Five multi-purpose, grass fields for soccer, lacrosse and football
- Four outdoor basketball courts
- Fields open 24/7 to provide space for participants
- Sports classes and camps offered to all age groups

- Five softball fields
- Two baseball fields
- 10-acre natural, walking trail area
- Offers volunteer opportunities
- Facility maintenance
- Youth sport instructors



# Delta Park Sports Complex is pursuing an opportunity to upgrade its facilities

## Existing Structure

- Owen's Sport Complex: Seven baseball/softball fields
- Nine soccer fields: five grass, four synthetic turf
- Reconditioning existing grass soccer fields into synthetic turf

## Plan for Delta Park Sports Complex Renovation

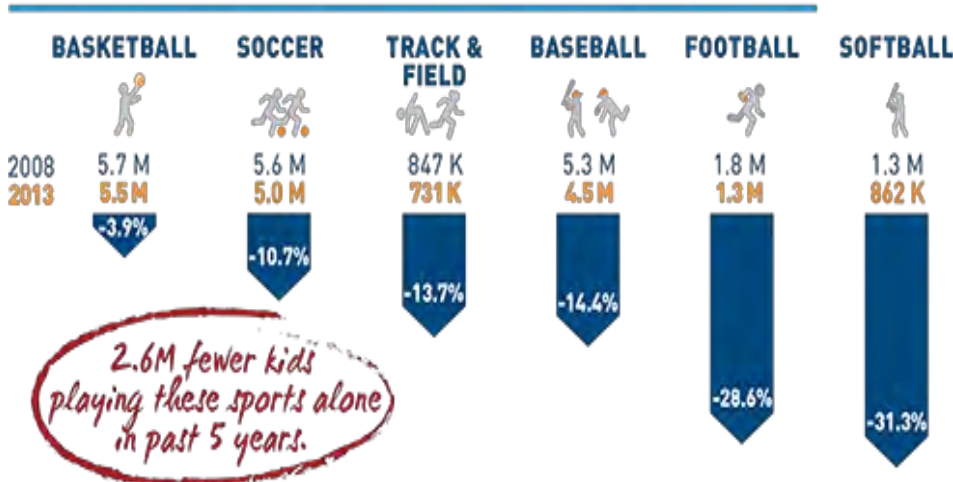
- Working with local soccer club and city
- Accommodating night time use by improving drainage and reworking walkways to add light
- Upgrading spectator viewership accommodations (grandstands, concessions, etc.)
- Indoor soccer/lacrosse facility with an abundance of support features (plan pictured on right)



# Research shows children are changing participation patterns

## KIDS ARE LEAVING SPORTS

### SIGNIFICANT DECLINE IN PARTICIPATION AMONG 6-12 YEAR OLDS



\*Source: <http://www.aspeninstitute.org/about/blog/7-charts-that-show-the-state-of-youth-sports-in-the-us-and-why-it-matters>

- Concerns about growing numbers of inactivity within American youth
- “In 2014, we are seeing the a highest percentage of inactivity over the last six years. Americans continue to struggle with physical activity commitment. With the economy bouncing back and having more extreme weather conditions in 2014, more people choose other commitments than physical activity”
- “Less than 1 in 3 children between the ages of 6-12 participated in a high-calorie-burning sport or fitness activity three times a week”

## Sports Complex: Regional Demand

Executive Summary  
Project Issue & Approach  
Primary Research  
Secondary Research  
Recommendations  
Risk Analysis  
**Next Steps**



## Next steps for the working group

---

Our research indicates that field/court/practice space in the county is being used at, or nearly at, its maximum capacity. While this seems positive from a utilization perspective, it has resulted in less participation in sport. Grouping field and facility space can spur more participation throughout the county. For example, if five more baseball fields were added in Deschutes County, the local fields that are currently being used will drop in utilization. With this decrease in usage, there should be more practice or game times available, and more players/teams can be included.

As Joe Kerwin, the lacrosse coach at Bend High School, said “there are sports, including lacrosse, that cannot even be marketed to new participants because there simply isn’t the room for growth yet.” With these new fields Tier 2 and 3 sports will have opportunities that never existed previously.



## Next steps for the working group

---

As input into the sports complex working group, we recommend the following next steps:

1. Integrate our recommendations with those given by the other three Sports Complex groups into an overall vision
2. Build into the upcoming RFP areas that need future additional or clarifying research:
  - Tier 1 regional participation rates
  - Adult leagues/participation
  - Little league information
  - Updated local stakeholder contact list
3. Build consensus on number of fields, gymnasiums, ballparks, etc.
4. Consider financial feasibility for the overall project, considering balance of community and external event/tournament projected use
5. Analyze organizational structure to evaluate feasibility of action plan
6. Start funding for construction through grants and public financing



## Appendices: Table of Contents

---

A: Bend Lacrosse Participation Rates.....	48
B: Survey.....	49
C: Email Request From Tier 1 Regional Specific Contacts.....	52
D: Responses from Tier 1 Regional Specific Contacts.....	53
E: Sports Participation Trends.....	58
F: Medford Sports Complex .....	62
Bibliography.....	63





# Appendix A: Bend Lacrosse Participation Rates

YOUTH PARTICIPATION		Spring Season					
		2010	2011	2012	2013	2014	2015
Bend Parks & Rec	Boys 7/8	131	118	128	103	103	82
	Boys 5/6	121	139	131	97	107	118
	Boys 3/4	81	106	115	130	159	153
	Coed 1/2	57	85	107	115	118	111
	Girls 3-8	60	100	121	133	144	136
<b>BPRD Total</b>		<b>450</b>	<b>548</b>	<b>602</b>	<b>578</b>	<b>631</b>	<b>600</b>
	Bombers 7/8	-	15	16	25	19	-
	Bend 7/8	-	-	-	-	-	17
	Summit 7/8	-	-	-	-	-	18
	Bombers 5/6	-	-	13	19	21	-
	Bend 5/6	-	-	-	-	-	16
	Summit 5/6	-	-	-	-	-	17
<b>Total Participation</b>		<b>450</b>	<b>563</b>	<b>631</b>	<b>622</b>	<b>671</b>	<b>668</b>

PARTICIPATION	Fall Season			
	2012-13	2013-14	2014-15	2015-16
Boys Leagues	28	61	72	84
Girls Leagues	-	18	22	26
Boys Select Teams	-	19	21	24
<b>Total</b>	<b>28</b>	<b>98</b>	<b>115</b>	<b>134</b>

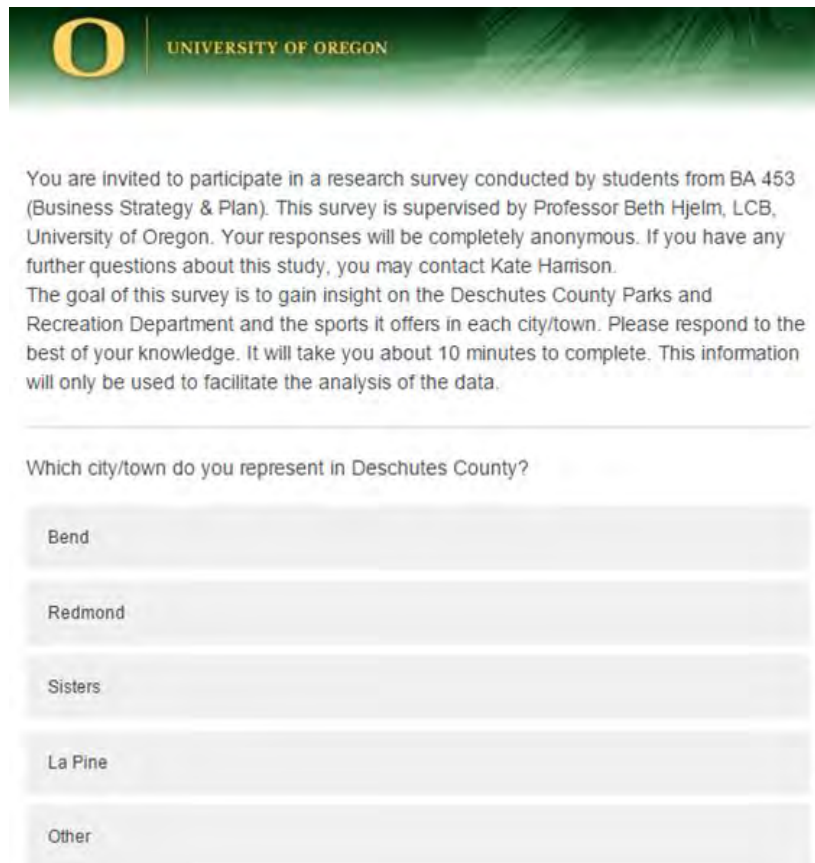
PARTICIPATION	Summer Season				
	2013	2014	2015	2016*	2017*
Boys U19	0	18	47	48	60
Boys U17	0	17	-	30	30
Boys U15	0	-	17	-	-
Boys U13	0	18	18	32	46
Boys U11	0	14	28	30	32
Girls HS	0	16	19	18	18
<b>Total</b>	<b>0</b>	<b>83</b>	<b>129</b>	<b>158</b>	<b>186</b>



## Appendix B: Survey

After we finished designing our survey, we sent it out to Keith Witcosky, the City Manager for Redmond. After he previewed and approved the survey, we sent the survey link to Katie Hammer, the Executive Director of Redmond Area Parks and Recreation District. She then forwarded the survey to colleagues in Bend, Redmond, Sisters, and La Pine for completion.

The next pages show what the survey looked like for the participants:



The screenshot shows an email header with the University of Oregon logo and name. The main text of the email reads: "You are invited to participate in a research survey conducted by students from BA 453 (Business Strategy & Plan). This survey is supervised by Professor Beth Hjelm, LCB, University of Oregon. Your responses will be completely anonymous. If you have any further questions about this study, you may contact Kate Harrison. The goal of this survey is to gain insight on the Deschutes County Parks and Recreation Department and the sports it offers in each city/town. Please respond to the best of your knowledge. It will take you about 10 minutes to complete. This information will only be used to facilitate the analysis of the data." Below the text is a question: "Which city/town do you represent in Deschutes County?" followed by five radio button options: "Bend", "Redmond", "Sisters", "La Pine", and "Other".

UNIVERSITY OF OREGON

You are invited to participate in a research survey conducted by students from BA 453 (Business Strategy & Plan). This survey is supervised by Professor Beth Hjelm, LCB, University of Oregon. Your responses will be completely anonymous. If you have any further questions about this study, you may contact Kate Harrison. The goal of this survey is to gain insight on the Deschutes County Parks and Recreation Department and the sports it offers in each city/town. Please respond to the best of your knowledge. It will take you about 10 minutes to complete. This information will only be used to facilitate the analysis of the data.

Which city/town do you represent in Deschutes County?

Bend

Redmond

Sisters

La Pine

Other



# Appendix B: Survey

Which sports do you offer through your Parks and Recreation Department? Please select YES for all ages that apply.

	Ages 0-5	Elementary (Ages 6-11)	Middle School (Ages 12-14)	High School (Ages 15-18)	Adult (Ages 18+)
	Yes	Yes	Yes	Yes	Yes
Baseball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Softball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
T-ball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Whiffle Ball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kickball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soccer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lacrosse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Football	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cricket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rugby	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BMX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skateboarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frisbee Golf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ultimate Frisbee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basketball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Volleyball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Badminton	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ping Pong	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dodgeball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wrestling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gymnastics/Acrobatics/Tumbling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cheerleading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Racquetball/Squash/Handball	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track and Field	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross Country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rock Climbing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hockey/Figure Skating	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Swimming/Water Polo/Diving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Appendix B: Survey

How many facilities do you have for each category of sport?

0 2 3 5 6 8 9 11 12 14 15

Field (Football, Soccer, Etc.)



Diamond (Baseball, Softball, Etc.)



Court (Basketball, Volleyball, Etc.)



Pool (Swimming, Water Polo, Etc.)



BMX Track



Skate Park



Track (Indoor/Outdoor)



Indoor Facility (Rock Climbing, Squash/Racquetball Court)



Golf Course



Tennis Court



Ice Rink



Are there sports you do NOT offer because of the lack of proper facilities?



## Appendix C: Email Request

---

Good morning \_\_\_\_\_,

My name is Kate Harrison and I am working through the University of Oregon Lundquist College of Business to identify and analyze the regional demand of sports across Deschutes County. We have been working with Katie Hammer in order to reach out to as many local organizations to gain as much knowledge about the specific sports you are associated with. Here are some questions we were hoping you could answer for us at your earliest convenience:

- What is the structure of the sport's organizations in the county (little league, school districts, etc)
- How has the participation increased or decreased in the last few years?
- Are you satisfied with the amount of funding provided to your sport?
  - Revenue from participants
  - Public funding
- Is your organization struggling to find local facilities available or field time when needed?
- Is your sport having to split up seasons between boys and girls?
- If capacity were to be maximized, what is the first move your sports' organizations would make, where are the possible opportunities for expansion?

We understand that this is a lot to ask, we are just looking for some general information on the particular organizations in Deschutes County. Any additional information you would like to add would be fantastic. Thank you for taking the time to answer all of these for us, I look forward to working with you in the future.



## Appendix D: Email Responses from Tier 1 Regional Sports Contacts

### From Deke DeMars---Redmond Youth Football

*What is the structure of the sport's organizations in the county (little league, school districts, etc)* → Redmond Youth Football and is not affiliated with other programs. We work closely with the middle and high schools in Redmond. We carry our own insurance and pay for field use through the school district.

*How has the participation increased or decreased in the last few years?* → This past year we added about 50 players. A few years ago we added 1/2 grades for flag football which has helped with interest. We now have about 300 players annually and anticipate increases.

*Are you satisfied with the amount of funding provided to your sport?*

- *Revenue from participants & Public funding.*

*Is your organization struggling to find local facilities available or field time when needed?*

*Is your sport having to split up seasons between boys and girls?*

- → (3 questions answers) We operate primarily from pay to play and have received sponsorships at times. With more and more teams we at times struggle to find areas to hold practice but our coaches work well with one another to make it work each season. We have always been able to have game fields. We do not have to split any seasons.

*If capacity were to be maximized, what is the first move your sports' organizations would make, where are the possible opportunities for expansion?* → We have the potential to grow because of the working relationship with the local middle and high school football programs.



## Appendix D: Email Responses from Tier 1 Regional Sports Contacts

---

From Gerald Itkin---Oregon Senior Softball

(1 answer)

*If capacity were to be maximized, what is the first move your sports' organizations would make, where are the possible opportunities for expansion?* → I am involved in senior slow pitch softball. Our major problem is that the fields in this area are sub par. We need a facility with artificial turf infields. Bend Parks has turned a deaf ear. If we had such a facility we could attract significant tournament play. It would also extend the season.



## Appendix D: Email Responses from Tier 1 Regional Sports Contacts

From Jason Solheim---Redmond Little League

*What is the structure of the sport's organizations in the county (little league, school districts, etc)*

*How has the participation increased or decreased in the last few years?*→ Redmond Little League (RLL) is structured through Little League International. We run both baseball and softball within our program with participant numbers between 550 and 600 kids. With those numbers we run between 46 and 52 teams during our season. Three or four years ago our participation numbers were around 475 to 500 kids. Last year we had 604 kids in the program and at the current time we are sitting at 544 kids with a week and a half left in registration.

*Are you satisfied with the amount of funding provided to your sport?*

- *Revenue from participants*
- *Public funding* → RLL funding comes from registration, concessions, business sponsors and our fundraising card. Over the last couple of years we have really strived to get local business involved within RLL and that has really helped increase our revenue stream.

*Is your organization struggling to find local facilities available or field time when needed?* → Field time is always a struggle within the Redmond area. RLL is fortunate that we have the exclusive use of both Umatilla, Bowlby and Kalama Sports complexes during our season. These three complexes give our program 7 fields to use. Once our season gets under way with games, teams don't have the option of using these fields for practice as we are using them Monday thru Saturday. Our Junior, Rookie and T-ball baseball divisions we have to secure 5 Redmond school fields to accommodate these teams for games. These are not ideal fields or situations for us, as these fields are in poor shape at best. So within the Redmond area field space is a premium with soccer and baseball going on at the same time. I continually get phone calls from our coaches looking for solutions for practice space which we just don't have in the redmond area.





## Appendix D: Email Responses from Tier 1 Regional Sports Contacts

---

From Jason Solheim---Redmond Little League (continued)

*Is your sport having to split up seasons between boys and girls?* → We don't split up our seasons at this time, as we have been finding ways to make things work. With continued growth in Redmond, all youth sports are underserved with field space. If RLL's registration continues to grow, we will reach a point that we will have to make changes or work with the city to try and acquire more field space. Redmond is on the verge of not being able to serve its local youth organizations as growth continues.

*If capacity were to be maximized, what is the first move your sports' organizations would make, where are the possible opportunities for expansion?* → Field expansion has been a topic of our board over the last three years. Though with us being a small nonprofit with limited funds and currently no land available to us, it's kind of hard to make those plans.



## Appendix D: Email Responses from Tier 1 Regional Sports Contacts

### From Jen Bolger---USA Volleyball

*What is the structure of the sport's organizations in the county (little league, school districts, etc)* → We are one of 40 regions of USA Volleyball. We cover the state of Oregon and three counties in SW Washington (Clark, Cowlitz & Skamania). We have 85 clubs in this region (including Oregon Volleyball Academy in Bend).

*How has the participation increased or decreased in the last few years?* → Participation has increased in the last few years.

*Are you satisfied with the amount of funding provided to your sport?*

- *Revenue from participants*
- *Public funding* → Our junior members pay \$55 and our adult members pay \$50. We also have memberships for collegiate players \$15, adult players only \$25, boys \$25 and summer memberships for \$15. And Nike, Aries Apparel, Baden and Match Point Photo sponsor our region.

*Is your organization struggling to find local facilities available or field time when needed?* → In January and February, booking facilities is difficult because of high school basketball. Other than that, we are able to find facilities. We typically book facilities along the I-5 corridor for easiest access for the majority of our members.

*Is your sport having to split up seasons between boys and girls?* → Boys and girls play the same season (November through June).



# Appendix E: Sports Participation Trends

## Lacrosse:

### Age Participation

Item	1999	2007	2010	2011	2012	2013	2014	Average	% +/-
7-11 (8.5% of U.S. Pop.)	20.9	21	8.9	21.9	11.8	22.9	17.4	17.83	-0.02
12-17 (9.9% of U.S. Pop.)	33.3	33.8	15.3	34.5	42.9	25	21.9	29.53	-0.26
18-24 (11.0% of U.S. Pop.)	19.9	17.4	18.6	13.5	14.9	14.8	14.2	16.19	-0.12
25-34 (15.4% of U.S. Pop.)	8.3	4.1	25.5	13.7	19.2	17.8	19.9	15.50	0.28
35-44 (18.2% of U.S. Pop.)	11.4	22.5	16.8	7.4	8.6	11.2	17.9	13.69	0.31
45-54 (14.6% of U.S. Pop.)	4.4	---	9.9	6.5	1.5	6.6	7.1	6.00	0.18
55-64 (9.3% of U.S. Pop.)	1	---	2.6	1.8	0.8	1.3	1.6	1.52	0.05
65-74 (7.1% of U.S. Pop.)	0.8	1.2	1.3	0.6	0.4	0.4	---		
75+ (6.0% of U.S. Pop.)	---	---	0.5	---	---	---	---		
<b>Total</b>	100	100	100	100	100	100	100		
<b>Base (participants in mil.)</b>	0.9	1.2	2.6	2.7	2.7	2.8	2.8		

Source: NSGA

### Region Participation

Item	1999	2007	2010	2011	2012	2013	2014	Average	% +/-
New England (5.1% of U.S. Pop.)	6.2	19.3	3.2	3.3	10	10.8	4.6	8.20	-0.44
Middle Atlantic (14.0% of U.S. Pop.)	33	10.9	23.4	21.3	19.7	25.1	28.4	23.11	0.23
East North Central (16.5% of U.S. Pop.)	9.1	16.5	11.9	20.3	11.5	7.6	14.5	13.06	0.11
West North Central (7.1% of U.S. Pop.)	2.8	1.3	---	0.4	3.6	4	2	2.35	-0.15
South Atlantic (18.8% of U.S. Pop.)	28.7	25.2	36.6	30.5	33.8	26.3	28.3	29.91	-0.05
East South Central (6.2% of U.S. Pop.)	5.1	---	15.4	3.3	0.4	2.1	4.3	5.10	-0.16
West South Central (11.1% of U.S. Pop.)	7.6	10.7	0.2	3.3	6.3	4.2	4.2	5.21	-0.19
Mountain (6.3% of U.S. Pop.)	1.1	4.1	1.8	13.3	1.9	5.8	5.6	4.80	0.17
Pacific (14.9% of U.S. Pop.)	6.4	12	7.6	4.3	12.8	14.1	8.2	9.34	-0.12
<b>Total</b>	100	100	100	100	100	100	100	100.00	0.00
<b>Base (participants in mil.)</b>	0.9	1.2	2.6	2.7	2.7	2.8	2.8	2.24	0.25

Source: NSGA

Source: UO Student Tournament Team



# Appendix E: Sports Participation Trends

## Baseball:

### Age Participation

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Ave	% +/-
<b>7-11 (8.5% of U.S. Pop.)</b>	31.3	32.5	30.9	27.3	32.1	25.2	28.5	26.4	34.5	27	26.1	23.5	24.6	30.3	28.84	0.05
<b>12-17 (9.9% of U.S. Pop.)</b>	27.5	25.2	27.9	25	24.2	26.7	20.9	21.5	23.7	23	21.3	21.9	20.6	22.7	23.90	-0.05
<b>18-24 (11.0% of U.S. Pop.)</b>	10.3	12.4	9.4	11.3	10.9	13.3	13.1	13.5	9.4	12	13.5	9.8	12.5	7.2	11.49	-0.37
<b>25-34 (15.4% of U.S. Pop.)</b>	10.9	9.5	9	11.4	11.5	11.5	9.2	14.6	6.7	15	15.9	19.9	15.9	13.3	12.26	0.09
<b>35-44 (18.2% of U.S. Pop.)</b>	10	10.3	11.3	11.5	10.9	9.4	15.7	9.8	12.3	12.7	11.8	10.4	13.6	13.4	11.80	0.14
<b>45-54 (14.6% of U.S. Pop.)</b>	5.6	5.4	6.6	6.7	9.2	6.5	5.6	6.5	6.3	7.7	7.3	9.2	8.1	8.7	6.77	0.29
<b>55-64 (9.3% of U.S. Pop.)</b>	1.9	2.9	2.8	2.5	2.1	4	3.3	4.3	4.4	2.2	2.6	4.1	4.1	2.1	2.89	-0.27
<b>65-74 (7.1% of U.S. Pop.)</b>	1.3	1.2	1.1	1.8	0.7	1.9	1.8	1.5	1.5	0.5	1.1	1.2	1.1	1.1	1.21	-0.09
<b>75+ (6.0% of U.S. Pop.)</b>	1	0.6	1	2.5	1.3	1.4	1.9	2	1.2	---	0.4	---	---	---		
<b>Total</b>	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
<b>Base (participants in mi)</b>	14.9	15.5	14.6	15.9	14.6	14.6	14	13.3	11.5	12.5	12.3	12.1	11.7	11.3		

\* Includes 65-74 and 75+

Source: NSGA/Tag: BaseballAge

### Region Participation

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	verage	% +/-
<b>New England (5.1% of U.S. Pop.)</b>	4.3	5.7	4.6	4.9	4.4	4.2	4.1	5.4	9.4	6.7	4.2	7	5.4	5.6	5.43	0.03
<b>Middle Atlantic (14.0% of U.S. Pop.)</b>	14.5	14.2	18	13.5	15	15.3	17.2	17.1	12.4	17	17.3	15.1	18.4	16.4	16.03	0.02
<b>East North Central (16.5% of U.S. Pop.)</b>	21	20.8	18.7	18	18.5	20.1	20.8	16.8	17.4	20.1	21.2	18.7	13	17.4	18.42	-0.06
<b>West North Central (7.1% of U.S. Pop.)</b>	6.6	8.1	5.3	8.5	6.6	8.6	6.9	7.9	7.9	6.6	8.7	9.9	9.9	5	7.58	-0.34
<b>South Atlantic (18.8% of U.S. Pop.)</b>	14.7	16.9	15.1	14.9	18.6	15.2	20.1	12	16.4	15.4	15.9	15.2	19.9	14.8	15.86	-0.07
<b>East South Central (6.2% of U.S. Pop.)</b>	7.5	5.2	7.8	4.9	3.2	7.9	5.7	9.2	6.5	4.6	4.3	3.7	4.5	4.3	5.79	-0.26
<b>West South Central (11.1% of U.S. Pop.)</b>	9	8.5	9.4	9.3	12.9	7.5	6.2	6.9	8.4	10	7.7	9.9	9.8	9	9.05	-0.01
<b>Mountain (6.3% of U.S. Pop.)</b>	8.7	6.3	4.1	9.7	7.6	7.1	5	6.5	7	4.7	7.5	5.4	7.7	6.9	6.68	0.03
<b>Pacific (14.9% of U.S. Pop.)</b>	13.7	14.4	17	16.3	13.2	14.1	13.9	18.2	14.5	15.1	13.3	15.2	11.3	20.7	15.18	0.36
<b>Total</b>	100	100	100	100	100	100	100	100	100	100	100	100	100	100	####	0.00
<b>Base (participants in mi)</b>	14.9	15.6	14.6	15.9	14.6	14.6	14	13.3	11.5	12.5	12.3	12.1	11.7	11.3	13.80	-0.18

Source: SBRnet/Tag: BaseballParticipationRegion

Source: UO Student Tournament Team



# Appendix E: Sports Participation Trends

## Volleyball:

### Age Participation

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Ave	% +/-
7-11 (8.5% of U.S. Pop.)	10.9	12.1	12.2	10.6	9.1	9.9	9.9	12	12.5	11.7	12.8	11.5	9.9	10.5	11.03	-4.82%
12-17 (9.9% of U.S. Pop.)	27.6	27	32.2	32	25.6	35.9	25.3	30.3	29.3	30.5	32.2	24.9	26.4	28.7	29.06	-1.23%
18-24 (11.0% of U.S. Pop.)	18.7	15.1	13.5	21.3	23.4	12.2	22.6	14.5	18.4	16.8	19.7	18.1	17.6	16.6	17.62	-5.78%
25-34 (15.4% of U.S. Pop.)	17.2	23	19.9	16.4	17.9	15.7	14.1	15.6	16.4	17.6	15.5	19.1	20.8	16.4	18.04	-9.11%
35-44 (18.2% of U.S. Pop.)	17	13.3	13.1	12.5	12.6	12.8	12.5	12.5	11.1	11.5	9	9.8	12.3	12.8	12.63	1.34%
45-54 (14.6% of U.S. Pop.)	5.4	6.5	6.6	5.7	7.7	10.5	9.9	10.3	8.1	7.9	7.6	10.2	8.2	9	7.84	14.74%
55-64 (9.3% of U.S. Pop.)	1.8	2.3	1.7	1.2	1.9	1.7	4.6	3.3	2.8	2.8	2	5.1	3.2	4.2	2.64	58.87%
65-74 (7.1% of U.S. Pop.)	0.6	0.6	0.6	0.4	1	0.8	0.7	1.2	0.8	0.8	0.8	0.8	0.8	1	0.71	40.35%
75+ (6.0% of U.S. Pop.)	0.8	0.2	0.2	---	0.8	0.4	0.5	0.4	0.7	0.4	0.3	0.5	0.8	0.8	0.47	69.01%
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Base (participants in mi)	12	11.5	10.4	10.8	13.2	11.1	12	12.2	10.7	10.6	10.1	10.3	10.1	10.2		

Source: NSGA

### Geographic Region

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Average	% +/-
New England (5.1% of U.S. Pop.)	3.4	4.2	3	5.5	3	4.7	3.4	3.7	6.3	4.9	4.4	6.4	3.6	1.9	4.12	-53.87%
Middle Atlantic (14.0% of U.S. Pop.)	16.1	15.8	14.2	10.4	16.6	10.2	17.5	18.4	16.9	13.7	15	12.4	17.1	16.8	15.06	11.58%
East North Central (16.5% of U.S. Pop.)	21.2	20.6	26.3	19.4	20.4	22.8	20.9	22.5	20.2	20.4	22.4	19.7	17.9	15.5	20.64	-24.89%
West North Central (7.1% of U.S. Pop.)	9.5	7.3	10	12.8	6.8	8.8	6.3	8.2	8.6	5.3	7.5	11.2	8	8	8.69	-7.98%
South Atlantic (18.8% of U.S. Pop.)	14.8	15.5	16.5	12	16.3	15.4	14.7	13	10.7	18.5	17	14	17.3	15.4	14.99	2.75%
East South Central (6.2% of U.S. Pop.)	6.1	3.1	4.4	4.5	7.1	8.2	7.2	8.4	3.3	6.3	3.1	3.7	5	4.5	5.35	-15.89%
West South Central (11.1% of U.S. Pop.)	7.9	11.8	5.7	12	8.6	6.2	9.6	5.6	10.4	9.2	8.8	11.7	7.2	12.2	9.17	33.06%
Mountain (6.3% of U.S. Pop.)	7.9	11.2	6	14	9.7	8.1	7.5	6.1	6.6	6.3	7.1	7.2	8.9	7.7	8.09	-4.79%
Pacific (14.9% of U.S. Pop.)	13	10.8	13.9	9.5	11.4	15.6	12.8	14.1	16.9	15.5	14.7	13.7	15	17.8	13.89	28.12%
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Base (participants in mi)	12	11.5	10.4	10.8	13.2	11.1	12	12.2	10.7	10.6	10.1	10.3	10.1	10.2		

Source: NSGA

Source: UO Student Tournament Team



# Appendix E: Sports Participation Trends

## Tennis:

### Age Participation

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Ave	% +/-
7-11 (8.5% of U.S. Pop.)	6.7	8.9	10.4	9.7	9.5	7.8	11.8	10.7	13.3	12	10.1	10.3	8.4	9.4	9.88	-4.81%
12-17 (9.9% of U.S. Pop)	18	18.7	21.5	23.4	19.9	21.4	15.3	17.2	14.2	15.2	14.6	13.4	13.4	12.4	17.16	-27.75%
18-24 (11.0% of U.S. Pop)	13.6	16	12.1	13.6	17.5	10.2	17.4	16.2	9	15	14.1	14	16.4	13.5	14.72	-8.28%
25-34 (15.4% of U.S. Pop)	20.7	16.6	24.2	15.1	16.7	18.2	18.3	18.2	20.5	21.5	19.6	17.7	18.6	19.6	18.93	3.57%
35-44 (18.2% of U.S. Pop)	19.8	18.4	16.8	16.7	16.7	15.6	16.4	15.2	21.9	15.6	18.4	16.2	17.3	16.1	17.16	-6.19%
45-54 (14.6% of U.S. Pop)	11.2	12.5	7.1	12.6	11.6	15.4	12.5	12.2	14.2	11.8	13.7	14	12	14.5	12.09	19.90%
55-64 (9.3% of U.S. Pop)	4.9	4.1	4.5	5.3	5.1	6.4	4.5	6.5	4.5	5.6	4.5	7.5	7.7	8.1	5.69	42.26%
65-74 (7.1% of U.S. Pop)	3.3	2.1	2.5	1.6	1.8	2.7	2.2	1.5	0.8	2.1	2.6	3.4	4.3	4.7	2.54	84.77%
75+ (6.0% of U.S. Pop.)	1.9	2.7	0.9	2	1.2	2.5	1.5	2.2	1.7	1.2	2.3	2.6	1.9	2.1	1.81	15.86%
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Base (participants in m	10.9	11	9.6	9.6	11.1	10.4	12.3	12.6	10.8	12.3	13.1	13.6	12.6	12.4		

Source: NSGA

### Geographic Region

Item	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Avera	% +/-
New England (5.1% of U	2.5	9.1	3.3	8.6	3.7	3.6	3.6	5.9	5.4	4.9	6.3	5.4	6.7	4.2	5.28	-20.47%
Middle Atlantic (14.0%	16	13.3	11.5	14.2	14.6	12.5	11.5	13	17.7	14.9	14.8	16.2	16.8	19	15.04	26.35%
East North Central (16.5	16.5	11.9	21.2	14.5	12.1	17.2	16.9	14	12.3	16.2	16.3	12.2	12.3	15.3	15.11	1.24%
West North Central (7.1	7.3	5.7	6.4	9	6.9	5	5.8	4.5	6.6	5.6	5.1	6.6	5.8	3.9	6.09	-35.93%
South Atlantic (18.8% o	21.7	20	21.5	19.8	23.9	19.6	23.3	17.4	20.6	21.5	23.6	20.9	23.3	18.5	20.63	-10.33%
East South Central (6.2	3.1	4.6	7.5	2.3	8	6.4	2.7	8.3	5.6	3.7	3.2	3.6	3.6	4.9	4.92	-0.38%
West South Central (11.	10.5	12.9	8	9.1	7.5	12.6	9	7.1	6.2	7.5	8.4	9.6	6.7	9.1	9.00	1.11%
Mountain (6.3% of U.S.	6.2	6.5	4	8.7	8	7.9	5	6	6	7.3	7.1	7.3	8.1	8.2	6.59	24.48%
Pacific (14.9% of U.S. P	16.2	16	16.5	13.7	15.3	15.1	22.2	24	19.6	18.3	15.2	18	16.7	16.8	17.47	-3.85%
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100		
Base (participants in m	10.9	11	9.6	9.6	11.1	10.4	12.3	12.6	10.8	12.3	13.1	13.6	12.6	12.4		

Source: NSGA

Source: UO Student Tournament Team



## Appendix F: Medford Sports Complex

The University of Oregon tournament team is presenting information on events and tournaments, but information from US Cellular Park in Medford demonstrates that a well constructed set of fields can serve the community and generate significant external traffic and economic development.

### USCCP Annual Statistics

#### Estimated Economic Impact

Year	Events	Teams	Visitor Spending	Total Spending	Overall Sales*	Jobs Created
2008	26	388	\$1,389,706	\$1,674,419	\$3,097,675	17.76
2009	37	903	\$2,896,322	\$3,590,541	\$6,642,501	79.40
2010	44	1,331	\$4,176,346	\$5,212,669	\$9,643,437	115.91
2011	46	1,172	\$3,802,183	\$4,782,784	\$8,848,150	104.22
2012	45	1,170	\$3,938,774	\$4,784,732	\$8,851,754	110.19
2013	41	1,325	\$4,186,707	\$5,096,426	\$9,318,977	99.96
2014	44	1,415	\$4,584,433	\$5,537,316	\$10,249,856	109.88
2015	45	1,586	\$4,660,844	\$5,982,350	\$11,067,348	103.76
<b>Totals</b>	<b>328</b>	<b>9,287</b>	<b>\$29,635,315</b>	<b>\$36,661,237</b>	<b>\$67,719,698</b>	<b>741.08</b>

\* Sales category reflects 1.85 "ripple effect"

#### Estimated Park Visits

Year	Park Attendance - All Sports Uses	League, Tournament and Game Attendance
2008	86,940	82,140
2009	152,942	119,492
2010	193,780	137,680
2011	176,340	125,289
2012	178,103	126,542
2013	181,665	129,073
2014	193,837	137,721
2015	217,097	154,248
<b>Totals</b>	<b>1,380,704</b>	<b>1,012,185</b>

#### Total Games Played

Year	Games	Year	Games	Year	Games
2008	2,500	2011	3,900	2014	4,400
2009	3,500	2012	4,100	2015	5,000
2010	4,000	2013	4,100	<b>Total</b>	<b>31,500</b>

Source: [http://playmedford.awssports.com/multimedia/docs/2015\\_USCCP\\_Annual\\_Report.pdf](http://playmedford.awssports.com/multimedia/docs/2015_USCCP_Annual_Report.pdf)



# Bibliography

- "Bend La Pine Schools :: BendHigh." *Bend La Pine Schools :: BendHigh*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: Cascade." *Bend La Pine Schools :: Cascade*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: HighDesert." *Bend La Pine Schools :: HighDesert*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: LaPineHigh." *Bend La Pine Schools :: LaPineHigh*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: MarshallHigh." *Bend La Pine Schools :: MarshallHigh*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: MountainViewHigh." *Bend La Pine Schools :: MountainViewHigh*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: PacificCrest." *Bend La Pine Schools :: PacificCrest*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: PilotButte." *Bend La Pine Schools :: PilotButte*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: SkyView." *Bend La Pine Schools :: SkyView*. Web. 3 Feb. 2016.
- "Bend La Pine Schools :: SummitHigh." *Bend La Pine Schools :: SummitHigh*. Web. 3 Feb. 2016.
- "Bend, Oregon Population:Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts." *Bend, OR Population*. Web. 5 Feb. 2016.
- "Bridges Boys Academy - A Therapeutic Boarding School for Boys." *Bridges Academy*. Web. 3 Feb. 2016.
- "CALENDAR." *Cascades Academy*. Web. 3 Feb. 2016.
- "Central Christian Schools - Central Oregon K-12 Private School." *Central Christian Schools - Central Oregon K-12 Private School*. Web. 3 Feb. 2016.
- "Elton Gregory Middle School." *Elton Gregory Middle School*. Web. 3 Feb. 2016.
- "Howard M Terpenning Recreation Complex." Taulitin Hills Parks & Recreation Department, 2016. Web. 18 Feb. 2016
- "La Pine, Oregon Population:Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts." *La Pine, OR Population*. Web. 5 Feb. 2016.
- Lee, Alice. "7 Charts That Show the State of Youth Sports in the US and Why It Matters." *The Aspen Institute*. Web. 15 Feb. 2016.





# Bibliography

---

- "Population of Deschutes County, Oregon:Census 2010 and 2000 Interactive Map, Demographics, Statistics, Graphs, Quick Facts." *Population of Deschutes County, OR*. Web. 5 Feb. 2016.
- "Private Middle School - New Leaf Academy." *Private Middle School - New Leaf Academy*. Web. 3 Feb. 2016.
- "Redmond, Oregon Population:Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts." *Redmond, OR Population*. Web. 5 Feb. 2016.
- "Obsidian Middle School." *Obsidian Middle School*. Web. 3 Feb. 2016.
- "Redmond High School." *Redmond High School*. Web. 3 Feb. 2016.
- "Ridgeview High School." *Ridgeview High School*. Web. 3 Feb. 2016.
- "Seven Peaks School - Independent Private School - Bend Oregon." *Seven Peaks School Independent Private School Bend Oregon*. Web. 3 Feb. 2016.
- "Sisters Christian Academy - Serving Families Central Oregon: Sisters, Redmond, & Bend." *Sisters Christian Academy Serving Families Central Oregon Sisters Redmond Bend*. Web. 3 Feb. 2016.
- "Sisters, Oregon Population:Census 2010 and 2000 Interactive Map, Demographics, Statistics, Quick Facts." *Sisters, OR Population*. Web. 5 Feb. 2016.
- "Trinity Lutheran Schools." *Trinity Lutheran Schools*. Web. 3 Feb. 2016.
- "Tualatin Hills Aquatic Center." Tualatin Hills Parks & Recreation Department, 2016. Web. 12 Feb. 2016
- "Tualatin Hills Athletic Center." Tualatin Hills Parks & Recreation Department, 2016. Web. 12 Feb. 2016
- "Tualatin Hills Tennis Center." Tualatin Hills Parks & Recreation Department, 2016. Web. 12 Feb. 2016
- "U.S. Cellular Community Park: Annual Report 2015." Medford Parks & Recreation Department, 2016. Web. 12 Feb. 2016.
- "Waldorf School of Bend - Waldorf School of Bend." *Waldorf School of Bend*. Web. 3 Feb. 2016.
- Woods, Ronald P., PhD. "A Closer Look at Some Trends in Youth Sport Participation." *Human-kinetics*. Web. 3 Feb. 2016.



# Sports Complex: Regional Demand

---

Winter  
2016



Megan Conchuratt  
Kate Harrison  
Steve Harrison  
Viet Le  
Leif Schanche



UNIVERSITY OF OREGON  
Lundquist College of Business

# Project question

---

**Team Goal:** Analyze the regional demand of sports participation within Deschutes County and to compare that to existing facilities in the area.

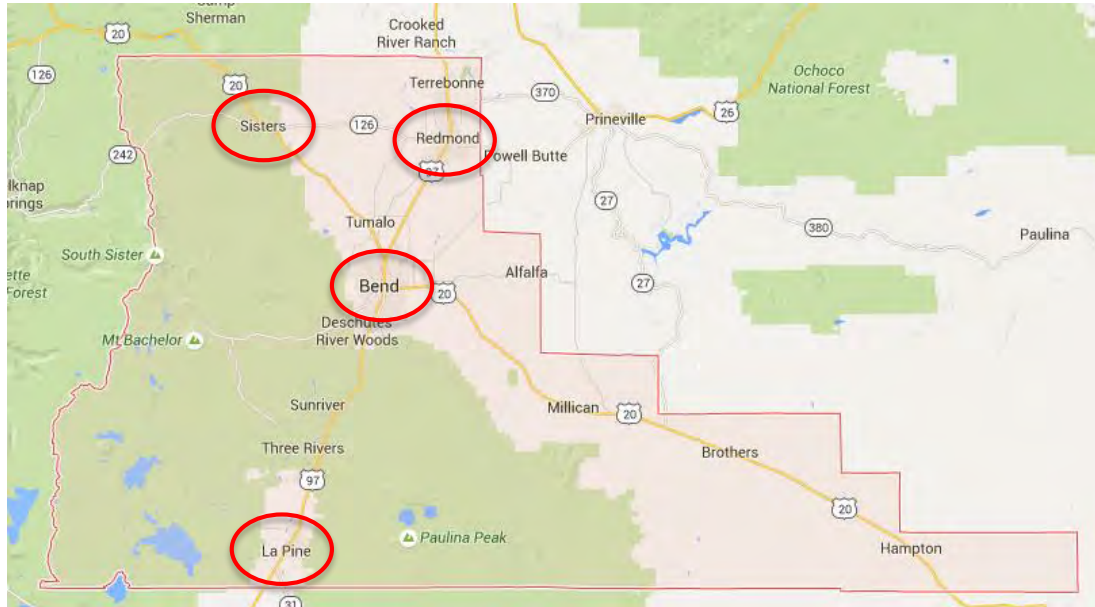
**Ultimately we aimed to answer:** What is the demand for sports participation of different age groups within Deschutes County and are those needs being met?

**Information Sought:**

- What are the needs of Deschutes County residents
- Accommodation gaps in existing sports facilities
- Current demand for a potential multi-sports complex



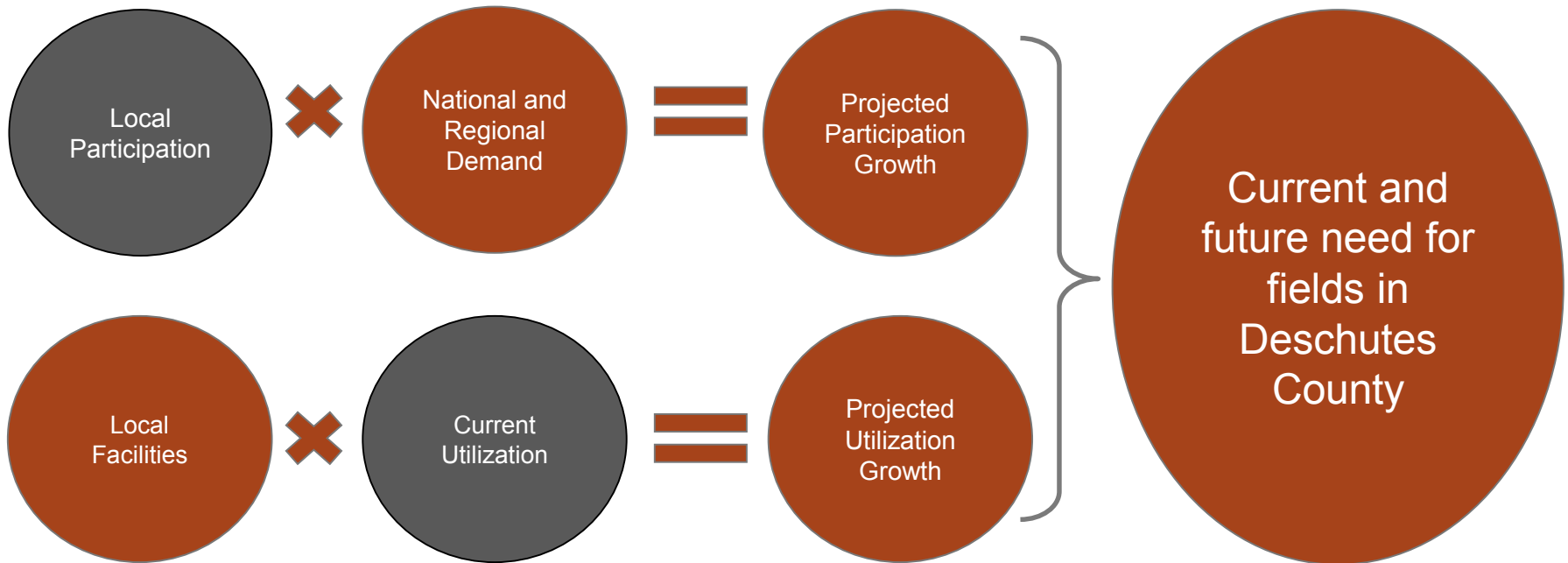
# Primary and secondary research



- Sports programs offered
- Number of fields/recreational facilities
- Utilization of fields/practice areas
- Reached out to community members
- National/regional participation trends by sport
- Compiled current demand data for each sport by age group and projected future needs

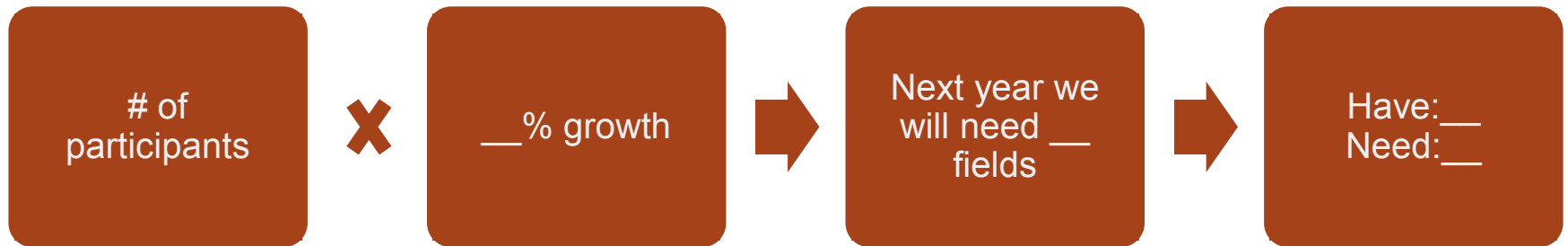


# Original plan



# Original plan

---



# Survey and Results

## Survey Design:

- Determine the 4 main cities
- Categorize the sports and age group
- Current portfolio of facilities in the County
- Sports into 3 tiers
- Current portfolio

How many facilities do you have for each category of sport? (Bend)

0 2 3 5 6 8 9 11 12 14 15

Field (Football, Soccer, Etc.)



Diamond (Baseball, Softball, Etc.)



Court (Basketball, Volleyball, Etc.)



Pool (Swimming, Water Polo, Etc.)



BMX Track

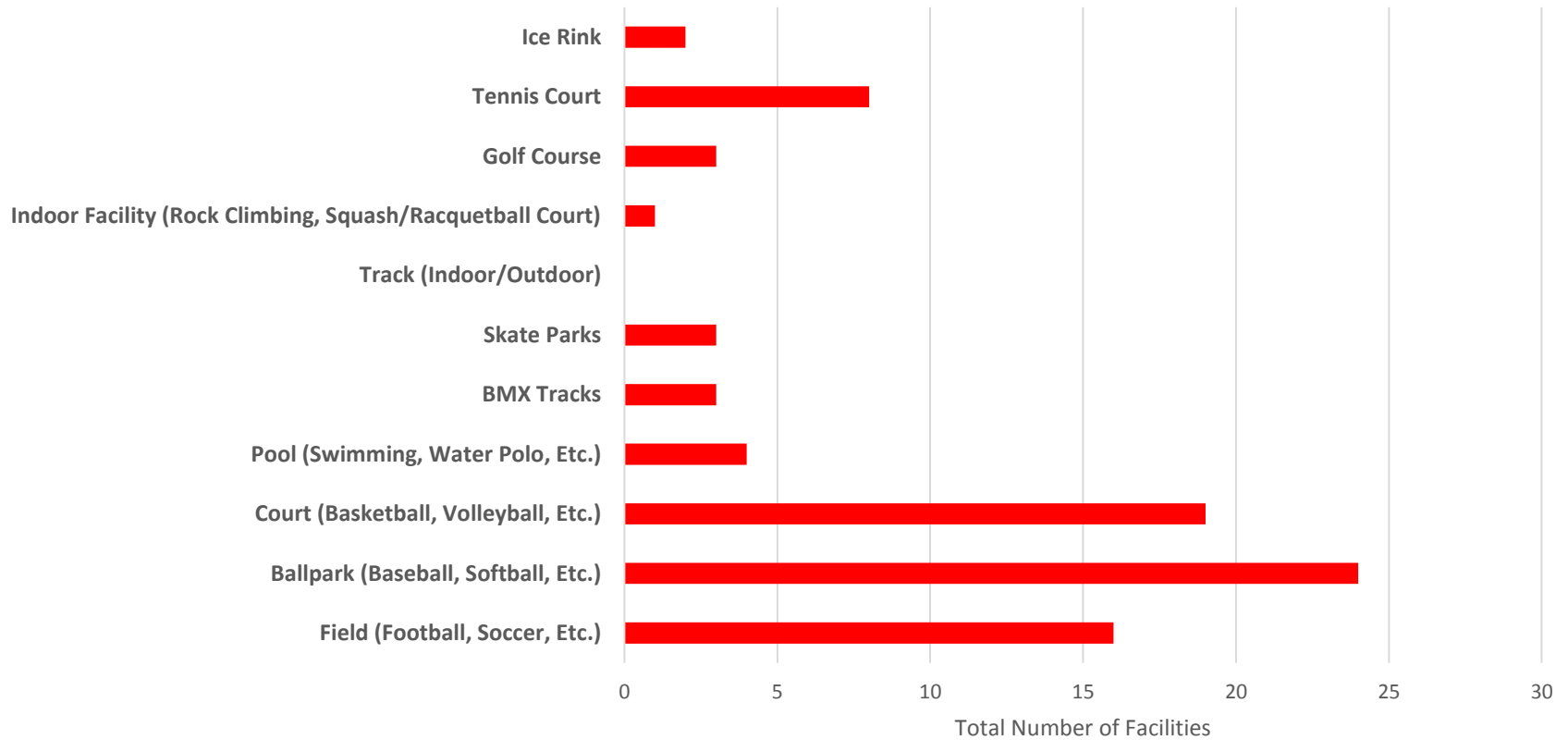


Skate Park



# Facilities Available

## Deschutes County Sports Facilities Available





# Tiered sports



# Ideal Participation Rates Chart: Bend Lacrosse

YOUTH PARTICIPATION		Spring Season					
		2010	2011	2012	2013	2014	2015
Bend Parks & Rec	Boys 7/8	131	118	128	103	103	82
	Boys 5/6	121	139	131	97	107	118
	Boys 3/4	81	106	115	130	159	153
	Coed 1/2	57	85	107	115	118	111
	Girls 3-8	60	100	121	133	144	136
<b>BPRD Total</b>		<b>450</b>	<b>548</b>	<b>602</b>	<b>578</b>	<b>631</b>	<b>600</b>
	Bombers 7/8	-	15	16	25	19	-
	Bend 7/8	-	-	-	-	-	17
	Summit 7/8	-	-	-	-	-	18
	Bombers 5/6	-	-	13	19	21	-
	Bend 5/6	-	-	-	-	-	16
	Summit 5/6	-	-	-	-	-	17
<b>Total Participation</b>		<b>450</b>	<b>563</b>	<b>631</b>	<b>622</b>	<b>671</b>	<b>668</b>

PARTICIPATION	Fall Season			
	2012-13	2013-14	2014-15	2015-16
Boys Leagues	28	61	72	84
Girls Leagues	-	18	22	26
Boys Select Teams	-	19	21	24
<b>Total</b>	<b>28</b>	<b>98</b>	<b>115</b>	<b>134</b>

PARTICIPATION	Summer Season				
	2013	2014	2015	2016*	2017*
Boys U19	0	18	47	48	60
Boys U17	0	17	-	30	30
Boys U15	0	-	17	-	-
Boys U13	0	18	18	32	46
Boys U11	0	14	28	30	32
Girls HS	0	16	19	18	18
<b>Total</b>	<b>0</b>	<b>83</b>	<b>129</b>	<b>158</b>	<b>186</b>



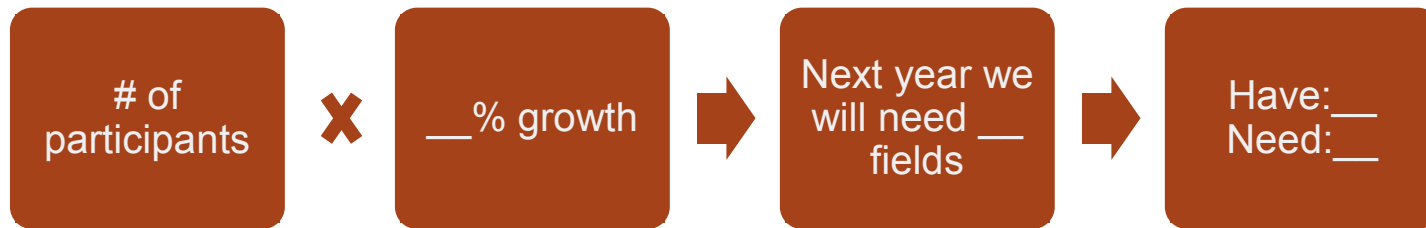
# Participation by category

Bend	Participant Age Group	2011	2012	2013	2014	2015
Male	Age 0-5					
Female	Age 0-5					
Male	Age 6-11					
Female	Age 6-11					
Male	Ages 12-14					
Female	Ages 12-14					
Male	Ages 15-18					
Female	Ages 15-18					
Male	Ages 18+					
Female	Ages 18+					
Total						

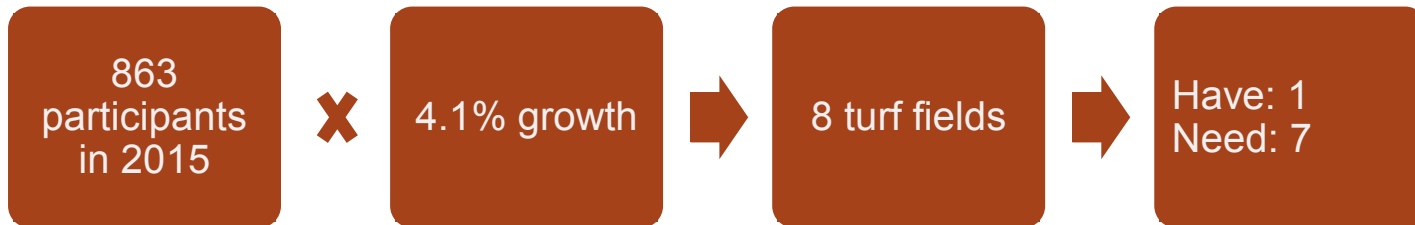


# Incorporating the Data

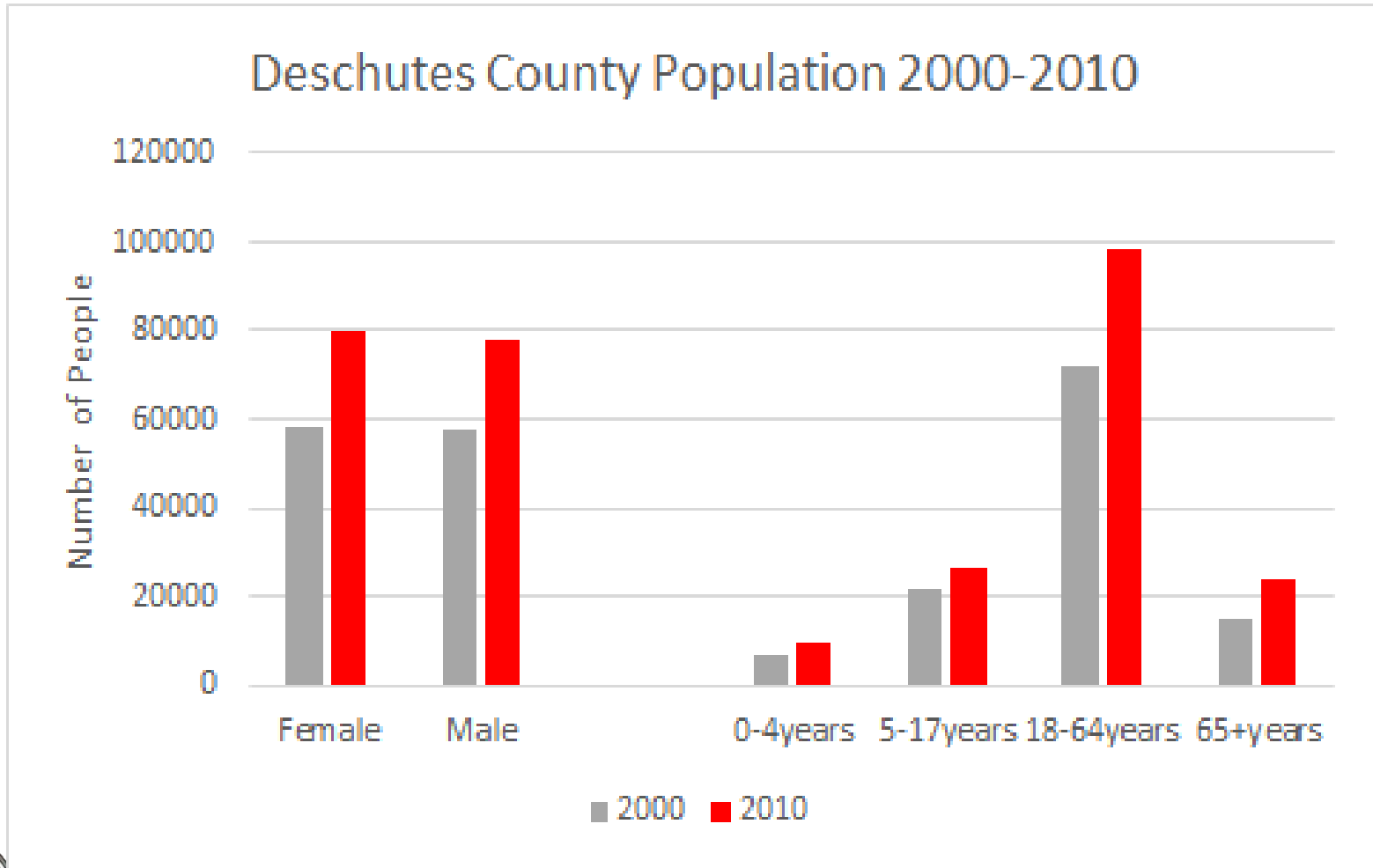
Old flow chart:



Bend Lacrosse Data:



# Population growth of Deschutes County



# Recommendations

---

Certain features that we would highly recommend for each type:

**For fields:** All synthetic turf fields

- High upfront costs balanced by long-term sustainability
- Low long-term maintenance costs and year-round accessibility.
- Tier 1 Sports face the most obstacles with accessibility right now
- Player safety



# Recommendations

---

Certain features that we would highly recommend for each type:

**For ballparks:** Grass and turf diamonds, baseball and softball sizes

## Grass Ballparks:

### **Pros:**

- Low upfront costs
- Cooler field temperatures
- Utilized for two seasons (Spring/Summer)

### **Cons:**

- High maintenance costs
- Wear and tear
- High water usage

## Turf Ballparks:

### **Pros:**

- Low maintenance costs
- Year-round accessibility

### **Cons:**

- High upfront costs
- Nontraditional



# Recommendations

---

Certain features that we would highly recommend for each type:

**For multi-purpose courts:** Indoor facilities

- Provide sheltered space for year-round, all-weather schedule of activities
- Flexible enough to be used for multiple sports/events
- Year-round sponsorship signage





# Risk Analysis

---

Existing regional facilities serve as future rivals

Benchmarking of these facilities provides possible expansion models to follow

Identified three sports complexes in Oregon as key contributors to the regional industry:

1. Medford's U.S. Cellular Community Park
2. Howard M. Terpenning Recreation Center
3. Delta Park, specifically Owens Sports Complex



# Medford - U.S. Cellular Community Park



\$32 million state-of-the-art 132 acre facility

Visitor spending alone since 2008 is equivalent to park's initial construction costs

Over 31,500 total games held at the park since 2008

11 all-weather, synthetic turf fields (15 when fully completed)

Each playing field contains Daktronics scoreboards and Musco System "green lighting"



# Howard M. Terpenning Recreation Center



Divided into three main facilities:  
Tennis, Aquatic and Athletic Centers

Opened in 1978, has undergone multiple  
expansions

Approximately 650,000 visitors annually



Ability to cover outdoor tennis courts fall-  
spring

10-acre, natural walking trail



# Delta Park – Owens Sports Complex



Delta Park's baseball/softball facilities

Mix of turf and natural grass soccer fields

Plan for Delta Park renovation:

- Reconditioning real-grass fields into synthetic turf

- Improve overall facility drainage and walkway lighting

- Upgrade spectator viewership accommodations

- Construction of an indoor, synthetic turf playing field with surrounding support facilities



# Next steps

---

1. Integration of our recommendations
  2. Build into upcoming RFP the areas where additional research is needed
  3. Gain internal consensus on specifics
  4. Consider entire project's financial feasibility
1. Funding
  2. Utilize existing Expo Center staff to train new hires

