

# Appendix C: GRASP® Methodology

## A. Level of Service Analysis

Analysis of the existing parks, open space, trails, and recreation systems are often conducted in order to try and determine how the systems are serving the public. A Level of Service (LOS) has typically been defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

### Brief History of Level of Service Analysis

In order to help standardize parks and recreation planning, universities, agencies, and parks and recreation professionals have long been looking for ways to benchmark and provide “national standards” for how much acreage, how many ballfields, pools, playgrounds, etc., a community *should* have. For example, in 1906 the fledgling “Playground Association of America” called for playground space equal to 30 square feet per child. In the 1970s and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time “rule of thumb” **capacity** ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted standard application. Other normative guides also have been cited as “traditional standards,” but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, Recreation, Park and Open Space Standards and Guidelines, that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation “that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population.” (Lancaster, 1983, p. 56) The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” for Level of Service Analysis, **it is important to note that these standards were never formally adopted for use by NRPA.**

Since that time, various publications have updated and expanded upon possible “standards” – several of which have also been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The following table gives some of the more commonly and historically used “capacity standards.”

### Common Historically-Referenced LOS Capacity "Standards"

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official	3.0 to 3.85 acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
Basketball Youth	2,400 – 3,036 vs.	¼ to ½ mile Usually in school, recreation center, or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 per 5,000
High school	5,040 – 7,280 s.f.		
Football	Minimum 1.5 acres	15 – 30 minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2-acre site	15 – 30 minutes travel time  Pools for general community use should be planned for teaching, competitive, and recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex)	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

**Sources:**

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2<sup>nd</sup> Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is important to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different, and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if the agency is an urban land-locked community? What if the agency is a small town surrounded by open Federal lands?
- What about quality and condition? What if there are multiple ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....

## **B. GRASP® Composite-Values Method (CVM) for Level of Service Analysis**

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **Composite-Values Methodology (CVM)** and has been applied in many communities across the nation since 2001 to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space, and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. While Composite-Values Methodology can be utilized by anyone, the proprietary trademarked name for the **CVM process** that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Process)**. The **GRASP®** name for the methodology for analysis is proprietary, but the CVM process is generic, and the software used is common and typical for most agencies. The data and information collected is owned and can be updated and managed by the agency for ongoing usage.



For CVM analysis, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality, condition, location, comfort, convenience, and ambience*. To create GRASP® inventory and analysis, parks, trails, recreation, open space, and any other relevant amenities and properties being studied are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The methodology inventories characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

**The characteristics of components include:**

- Quality –** The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”
- Condition –** The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers a higher degree of service than one that is full of weeds, ruts, and other hazards.
- Functionality –** Functionality is a measure of how well something serves its intended purpose, and is a result of its quality and condition.
- Location –** To receive service from something, you need to be able to get to it. Therefore, service is dependent upon proximity and access. All components are geographically located using GPS coordinates and GIS software.
- Comfort –** The service provided by a component is increased by having amenities. For example, outdoor components are often enhanced by attributes such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.
- Convenience –** Convenience encourages people to use a component, which increases the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.
- Ambience –** Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. For example, a well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

**Capacity** is still part of the LOS analysis and the quantity of each component is recorded as well. By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically this begins with a decision on “**relevant components**” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the analysis of the study area.

### **Data for Analysis and Making Justifiable Decisions**

All of the data generated from the GRASP<sup>®</sup> evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that CVM analysis not only provides accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions (analysis maps and/or "Perspectives") of issues. Combined with a needs assessment, public and staff involvement, program, and financial assessment, CVM analysis allows an agency to make defensible recommendations on priorities for ongoing resource allocation, along with capital and operational funding.

### **C. Inventory Data Collection Process**

A detailed inventory of relevant components for the project is conducted. The inventory locates and catalogues all of the relevant components for the project, and evaluates each one as to how well it was serving its intended function within the system. The planning team first prepares a preliminary list of existing components using aerial photography and the community's Geographic Information System (GIS). Components identified in the aerial photo are given GIS points and names according to a list of standard components.

Next, field visits are conducted by the consulting and project team staff to confirm the preliminary data and collect additional information. Additionally, indoor facilities are scored and for the purposes of this study, each relevant space is considered a component and is scored based on its intended function. During the field visits and evaluations, any missing relevant components are added to the data set, and each component is evaluated as to how well it meets expectations for its intended function. During the site visits the following information is collected:

- Component type and location
- Evaluation of component functionality
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos and general comments

After the inventory is completed, it is given to the project team for final review and approval for accuracy.

## D. Standardized Process for Scoring Components

### Component Scoring

The approved inventory is the basis for the creation of values used in analysis. Each component received a functionality score that is related to the quality, condition, and ability of the space to meet operational and programming needs.

For the GRASP® process, the range of scores for each component is as follows:

- **Below Expectations (BE)** – The component does not meet the expectations of its intended primary function. Factors leading to this may include size, age, accessibility, or others. Each such component is given a score of **1** in the inventory.
- **Meeting Expectations (ME)** – The component meets expectations for its intended function. Such components are given scores of **2**.
- **Exceeding Expectations (EE)** – The component exceeds expectations, due to size, configuration, or unique qualities. Such components are given scores of **3**.
- If the feature exists but is not useable because it is unsafe, obsolete, or dysfunctional, it may be listed in the feature description, and assigned a **score of zero (0)**.

If a feature is used for multiple purposes, such as a softball field that is also used for T-Ball or youth soccer games, it is scored only once under the description that best fits the use that for which the component is designed.

### Neighborhood and Community Scoring

Components are evaluated from two perspectives: first, the value of the component in serving the immediate neighborhood, and second, its value to the entire community.

#### *Neighborhood Score*

Each component is evaluated from the perspective of a resident that lives nearby. High scoring components are easily accessible to pedestrians in the neighborhood, are attractive for short and frequent visits, and are unobtrusive to the surrounding neighborhood. Components that do not have a high neighborhood score may not be located within walking distance of residents, may have “nuisance features” such as sports lighting, or may draw large crowds for which parking is not provided.

#### *Community Score*

Additionally each component is evaluated from the perspective of residents in the community as a whole. High scoring components in this category may be unique components within the parks and recreation system, have a broad draw from throughout the community, have the capacity and associated facilities for community-wide events, or are located in areas that are accessible only by car.

### *Indoor Components*

Indoor components are generally thought to be accessible to the entire community, partially because it is often not financially feasible to provide indoor facilities at a walking distance from every distance from each residence. Additionally, indoor facilities often provide programs and facilities that are geared to the community as a whole, or in larger communities, are intended for a region of the community. For these reasons, unless a detailed indoor analysis is completed, indoor facilities are given only one score.

## **Modifiers (Comfort and Convenience Features) Scoring**

### *Outdoor Modifiers*

Besides standard components, this inventory also evaluates features that provide comfort and convenience to the users. These are things that a user might not go to the parks specifically to use, but that may enhance the user's experience by making it a nicer place to be and include: drinking fountains, seating, BBQ grills, dog stations, security lighting, bike parking, restrooms, shade, connections to trails, park access, parking, picnic tables, and seasonal and ornamental plantings. These features are scored as listed above with the 1-3 system. In this case it is not important to get a count of the number or size of these components; instead the score should reflect the ability of the item to serve the park.

### *Indoor Modifiers*

For indoor facilities, the comfort and convenience features change slightly to reflect the characteristics of the building. Building modifier categories include: site access, setting aesthetics, building entry function, building entry aesthetics, overall building condition, entry desk, office space, overall storage, and restrooms and/or locker rooms.

### *Activity and Sports Lighting*

This modifier accounts for lighting that allows for component use in the evening/night hours and is applied to the quantity of the component as it affectively expands the capacity of the component. This modifier does not apply to security lighting.

### *Shade*

Like Activity and Sports lighting, shade can be added to outdoor components to extend use beyond normal hours or seasons.

## **Design & Ambience Scoring**

Using the same rating system that is used for components and modifiers, the quality of Design and Ambience is scored. Good design not only makes a place look nice, it makes it feel safe and pleasant, and encourages people to visit more often and stay longer

## **Trails and Greenways Scoring**

Trails and/or greenways can be scored as independent parcels or as individual components within another parcel. The former type of trail receives its own set of scores for modifiers and design and ambience. The trail in the latter situation takes on the modifiers and design and ambience of the larger park in which it resides. Multi-use trails are assumed to consist of three components including one active component, one passive component, and the parcel itself. Because traveling the length of any given trail is time consuming, trail information is often collected with the aid of staff.

*For the purposes of most studies, a list of trails is obtained to provide a reasonable dataset that offers some park and recreational value to the public. While no specific listing of components at each greenway or trail is generated, it is assumed that each greenway provides a value equivalent to three (3) components. Think of these as one active component (walking, running, biking, etc.), one passive component (quiet contemplation along the trail), and one experiential component (observing nature, perhaps art and interpretive signage).*

*These three components and the parcel are assumed to be meeting the expectations (scores 2) of the community in the same way that park components meet expectations. The other parts to the GRASP® score relate to the comfort and design of the location, and are called modifiers. The aesthetic and recreational standards for greenways are typically similar to those for parks, so modifiers at greenways are generally assigned a value of meeting expectations (score 2). Multi-use trails that typically are adjacent to major roads are assumed to have less aesthetic and recreational standards and are therefore assigned a value of below expectations (score 1). The final component in the GRASP® score is the ownership modifier. This is a percentage that is applied to the score that relates to the general public's ability to access the facility.*

*This translates into the following formula for calculating the GRASP® score:*

#### **Trails or Greenway Scoring**

(Component number + Parcel) x Component score x (Comfort x Design) x ownership = GRASP® score or  
 $(3 + 1) \times 2 \times 2.2 \times 1 = 17.6$

#### **Multi-Use Trail Scoring**

(Component number + Parcel) x Component score x (Comfort x Design) x ownership = GRASP® score or  
 $(3 + 1) \times 2 \times 1.1 \times 1 = 8.8$

*In the GRASP® Perspectives t, that value is assigned to the location where each trail is found and buffered accordingly. This value also is included in computations for the GRASP® Indices that are calculated along with each Perspective.*

#### **Ownership Modifier**

This modifier is generally weighted with a percentage that is applied to the GRASP® score after other modifiers have been applied. It accounts for access and control of components that are provided by alternative providers. For example, in most cases components that are owned and managed by schools are given a 50% weighted ownership modifier, which halves the GRASP® score to account for the limited access that the neighborhood has to school facilities (it's only open to the public outside of school hours).

## **E. Calculating GRASP® Functional Scores**

Once the components are inventoried and scored, calculations can be made for any combination of components to derive average scores, scores per combinations of various components, scores per sub-areas, etc., depending on the key issues being studied and objectives for the project. These are very helpful for analyzing area comparisons and setting of target scores for component service and agency target standards.



For example, a total composite GRASP® score for each individual component is determined by using the following formula:

$$(\text{total component score}) \times (\text{adjusted modifier score}) \times (\text{design and ambiance score}) \times (\text{ownership modifier}) = \text{Composite GRASP}^\circ \text{ Score}$$

These individual scores can be additively combined in various ways to examine service from various subsets of the agency's system.

## **F. GRASP® Perspectives and Target Threshold Scores**

GRASP® scores are often used to create analysis maps to show how the study area is being served for parks and recreation benefits. These maps are called Perspectives, because each one provides a certain perspective on the way service is being provided. Types of Perspectives include heat maps, threshold maps, and composition maps, as well as others.

On heat maps, the numerical value of LOS available to a person at any given location is represented by an orange tone. Where the tone is darker, the available LOS is higher. Locations on the map with no orange tone (i.e. a grey tone) have no service. Heat maps can be produced from any set of components in the inventory. For example, if the intent is to measure the relative LOS available for seniors, then a heat map can be generated using only those components in the inventory that relate to seniors.

Heat maps can be further analyzed to determine where the LOS on them falls above or below a certain threshold. The threshold may vary, and can be set to represent an assumed "target" value for LOS, or can be the median, average, or other value for the Perspective. On the threshold maps, colors are used to show whether any given location is above or below the threshold value.

The types of Perspectives used to analyze and depict the community's LOS will depend upon the key issues being studied.

### **Typical and Standard GRASP® Perspectives**

Below are some types of Perspectives typically used to analyze service in an area.

#### **Neighborhood Composite**

This Perspective depicts service from a neighborhood point of view. Multiple buffers (or "catchment areas") are used to reflect multiple ways of travelling to reach components. The threshold for this Perspective is typically the value that results from being within 1/2 mile of 4 recreation components and one recreational trail.

#### **Walkability (same as Neighborhood Composite but with only 1/2 mile buffers)**

The threshold scores for this Perspective are normally the same as for the Neighborhood Composite.

#### **Perspectives showing Neighborhood LOS for one component**

The threshold here is equivalent to being within 1/2 mile of the selected component, and assumes that the component, modifiers, and design and ambiance are meeting expectations.

**Note:** Aside from meeting a single goal, the mix of components also needs to be considered. For example, a home that is within 1/2 mile away from four tennis courts and no other amenities would meet the basic numeric standard, but not the intent of the standard. Composition analyses are another type of Perspective that is used to analyze the mix of options available to residents.

On a composite map, selected components are grouped into categories and the map shows how many categories are represented by at least one component within a given proximity to any location on the map.

## **G. GRASP® Project Technical Standards for GIS Data**

The GRASP® Team utilizes the most up to date computer hardware and software to produce and enhance project-based GIS data. The following technical details are standard with all GRASP® Team projects.

- All GRASP® Team GIS workstations employ Microsoft® Windows® operating systems. All project files conform to PC-based architecture and extension naming standards.
- The GRASP® Team employs ESRI® ArcGIS™ 9.3 for all GIS applications. Final project GIS data is submitted to the client in Microsoft® Access™-based Geodatabase (\*.mdb) Feature Class format and/or Shapefile (\*.shp/\*.dbf/\*.shx) format. ArcMap™ Layer files (\*.lyr) are submitted to ease client replication of all project map legend formats. The GRASP® Team will not resubmit original client source data that has not undergone enhancement.
- All final GIS datasets (deliverables) are submitted to the client using the geographic coordinate system(s) from the original client source data. The GRASP® team will assign a coordinate system that is most appropriate for the client location if the client does not require a predetermined standard coordinate system. Most GRASP® project data is submitted in State Plane Coordinates (Feet) with a NAD83/NAD83 HARN datum.
- All GRASP® Perspectives and Resource Maps (deliverables) are submitted to the client in standard PDF and JPEG formats. The project PDFs are high resolution, print-ready files for scalable print operations. Most project map-based PDFs are 300dpi, 36"x54" images. The project JPEGs are lower resolution digital presentation-ready files for insertion into Microsoft® Office® productivity suite applications – MS Word®, MS Power Point®, etc. Most project map-based JPEGs are 300dpi 4"x6" images.

# **Appendix D: Summary of Outdoor Inventory and Summary of Indoor Inventory Tables**

**THIS PAGE INTENTIONALLY LEFT BLANK**



## Indoor Inventory Summary

LOCATION	Childcare/Preschool	Food - Cafe/Concessions	Food - Vending	Gymnasium	Kitchen - Kitchenette	Lobby/Entryway	Multi-purpose	Patio/outdoor seating	Playground	Racquetball	Specialty Training	Track - indoor	Weight/Cardio Equipment
Bagdoura Park Community Center							1						
Bermuda Dunes Community Center					1	1	2						
Indio Community Center	1	1		1	1	1	3	1		2	1	1	1
Indio Hills Community Center					1		1						
La Quinta Community Fitness Center	1				1				1				1
Mecca Community Center & Pool					1		1						
North Shore Beach & Yacht Club			1		1		3	1					
Palm Desert Community Center & Gymnasium	1			1	1	1	1			2			1
Portola Community Center					1		2						
The First Tee Coachella Valley					1	1	1	1					
Thousand Palms Community Center & Park					1		1						
<b>Total:</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>16</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>3</b>

**THIS PAGE INTENTIONALLY LEFT BLANK**

# Appendix E: Sports Tournament Venues

## A. Sports Complex Trends

With most organized sports becoming year round enterprises, public and privately operated sports facilities are becoming big business opportunities for positive economic impact. Tournament venues fill hotel rooms, restaurants, and shopping districts. An additional draw, beyond the economic impact dollars of these sports complexes, is the increased availability of game fields and courts for local use on Mondays through Thursdays, as well as much needed practice facilities, in addition to use for league games as necessary on weekends.

There is an increasing demand for feasibility studies to determine the costs, operational impacts, and community benefits of building and operating dedicated sports complexes. These studies can determine the sports venue needs of the community from a local team perspective as well as from the tournament venue perspective.

GreenPlay, LLC has significant experience in sports complex feasibility studies for all types and sizes of recreational and competitive sports venues and customarily teams up with local landscape architectural firms for the site analysis, conceptual renderings, and capital costs of the sports complex. The typical process for a sports complex feasibility study includes the following steps and a budget range of \$40,000 to \$60,000, depending on the desired tasks and community size. The timeline for completion is approximately six to eight months.

Feasibility Study Steps include:

- 1) **Start-Up meeting** to define the process, identify known issues/concerns, review the details of the work plan, budgets, relevant information from previous and/or current planning documents, formalize the timeline and detail the phases of the feasibility study.
- 2) **Review of all background information** and other resources pertaining to the potential sports complex.
- 3) **Comprehensive "Information Gathering" process** that focuses on the input from community stakeholders including:
  - Goal-setting, informational fact-finding for the potential uses and support of the facility.
  - Focus groups and meetings with the staff
  - Individual interviews with community sports organizations stakeholders
  - Public forum
  - Tour of potential sites for the sports complex
  - Statistically-valid survey option to be conducted within the community to verify support
- 4) **Market Analysis** to determine how favorable the service area is for a sports complex. The market analysis includes:
  - Demographics and population projections
  - Trends analysis to look at interest and participation levels for a variety of sports activities, and what is new in athletic field construction as well as athletic field and court uses.



- Other Sports Service Provider Analysis to assess the current level of sports programs and services within the market area
  - Tournament analysis to determine the potential for tournament activity on a local, regional, or broader basis.
- 5) **Site Analysis** to determine the best site available for the sports complex based on the desired amenities, size, accessibility, topography, utility availability, price, site costs, etc.
  - 6) **Findings Presentation** that summarizes the input to-date for staff, decision makers, stakeholders, and the public, to validate the accuracy of the findings; and asks all stakeholders to share any additional issues or opportunities for consideration prior to moving forward into recommendations.
  - 7) **Conceptual Renderings and Capital Cost Estimates** developed by landscape architects to determine design standards, size, adjacencies, features, amenities, parking, and equipment to ensure that all recommendations will fit comfortably on the selected site allowing for desired expansion opportunities.
  - 8) **Annual Operational and Maintenance Budget Projections** to include staffing levels, benefits, commodities, utilities, contractual services, pricing strategies, revenue opportunities, rentals, concessions, merchandising, programs, participation levels, events, cost recovery, and subsidy levels.
  - 9) **Five-year Pro-forma** to project the expenses, revenues, and cost recovery anticipated over the first five years of operating the sports complex including projected increases in costs and participation as well as estimated inflationary costs and/or price changes.
  - 10) **Economic Impact Analysis** including an order of magnitude assessment of the following components:
    - Any increase in direct operating expenditures of wages, services and goods
    - Any new employment generated
    - Impact of ancillary expenditures by audiences attending events at the facility
    - Estimated multiplier effect using regional estimators from state or federal sources
    - Economic impact arising from capital costs – construction wages, services, and materials
  - 11) **Alternative Funding Opportunities and Potential Partnerships** including identifying:
    - Potential alternative funding opportunities that could be viable for the sports complex
    - Key partnership prospects potentially interested in partnering in the creation and/or operation of the facility
    - Recommendations and sample documents that can be utilized to formulate a Partnership Policy that can be approved and implemented to help minimize risk and streamline the partnership opportunities.
  - 12) **Open House** to present to the community stakeholders and public the recommendations for the sports complex to include the site, amenities, cost estimates, conceptual renderings, operational budget projections, and five-year pro-forma. A formal **final presentation** can also be made to the governing body.

## **B. Case Study Overview**

The following types of regional enterprise ventures could provide revenue positive funding sources to assist DRD in improving local level of service in the more sparsely populated, rural, and unincorporated county areas that the District is also tasked with serving. The ability to pass a district-wide taxation measure to fund these necessary local improvements in areas with the greatest socio-economic challenges seems highly unlikely. Adding revenue positive entrepreneurial endeavors, pursuing collaborative opportunities, and leveraging resources must all be a part of the development campaign which may include a parcel taxation question for operating and development.

Several high profile or regional agencies across the nation have considered for the future, or currently offer, sports tournament venues including:

- The City of Palm Springs (potential collaborative venture as explored in its Master Plan)
- Charleston County Park and Recreation Commission in South Carolina (considering a soccer collaboration with the Charleston Battery)
- Cary, North Carolina (currently has the USA Baseball National Training Complex, WakeMed Soccer Park, Cary Tennis Park)
- Commerce City, Colorado (Dick's Sporting Goods Soccer Park - The city of Commerce City owns the stadium and Kroenke Sports & Entertainment operates the venue for the Colorado Rapids)

## **C. Case Study 1 – Palm Springs, CA – Sports/Tournament Revenue Potential and Limitations<sup>3</sup>**

### **Background**

The City of Palm Springs provides sports and athletic programs and facilities to local residents, meeting the local demand by providing both recreational and competitive levels of play, including tournament opportunities. It is common practice among cities to use tournament venues to attract new revenues to the city that can help support local programs.

The City of Palm Springs' weather and scenic beauty also attracts part time residents, tourists, and visitors. The City relies upon these groups to generate sales tax and transient occupancy tax revenues, which provide funding for city services, including parks and recreation facilities and programs. The City's athletic fields are an important part of attracting tourism in the form of tournaments that draw participants from in and beyond the Coachella Valley and Riverside County.

City leaders and staff are considering options for increasing the number of fields, potentially through the development of a sports complex, as a way to attract a large number of youth and adult sports tournaments to the City. Such tournaments would bring in players, tourists, and visitors that would contribute to the City's tax revenue through overnight stays and day visits. The City's athletic fields also provide recreational opportunities for local and neighboring residents involved with youth and adult sports. Additional fields would help meet the demand, which currently exceeds supply, to serve local citizens.

---

<sup>3</sup> This case study is drawn from the City of Palm Springs 2010 Master Plan which has not yet been formally adopted.

## **Current Conditions**

### **Local Perspective**

The Palm Springs Parks and Recreation Department directs and coordinates approximately two 100+ team and five 30 team adult softball tournaments annually, and rents its athletic fields for up to eight tournaments provided by other organizations. Additionally, the City has acted as host for regional tournaments for the Senior Softball World Series Qualifier and has periodically hosted the National Senior Softball World Series and Senior Players Association tournaments.

Including tournaments and community use, the City's softball/baseball fields are being used at or near capacity, making the ability to expand the number of tournaments difficult, if not impossible. When tournaments and community use overlap, scheduling becomes extremely difficult.

The inventory of tournament softball fields operated by the City currently stands at five. There are four at Demuth Park, and the fifth, Cerritos Field, is located at Sunrise Park. The Palm Springs Stadium could be used for tournaments, but its size and the need to remove the pitcher's mound makes it difficult to be used for softball. Demuth Park provides the bulk of athletic field availability in the City. However, the high volume of use the park receives goes beyond what it was originally designed for and the lack of parking creates an inconvenience for the surrounding neighborhoods.

Rectangle fields designated for soccer and football are also being used at or near capacity. The inventory includes eight multipurpose fields operated by the City. There are six at Demuth, one at Victoria Park and one at Ruth Hardy. At times the outfields of the softball fields are used for soccer and football practices and pickup games. These fields are mainly utilized by local youth and adult sport organizations. Expansion of athletic fields of any kind within the City's existing park system might be difficult. While some parks are too small to support additional athletic fields, other parks, although large enough may not be able to support the ancillary needs such as additional parking. Desert Highland Park could support additional fields but consistent windy conditions, at times extreme, are a concern of youth and adult sports organizations, and would be a detriment to attracting tournament play.

### **Regional Perspective**

Athletic field availability throughout the Coachella Valley is at a premium according to youth and adult sports organizations and City recreation staff. The City of Palm Springs has one of the largest inventories of athletic fields in the Coachella Valley and therefore attracts a large number of non-resident participants in programs offered by youth and adult sports organizations.

Currently there is not a *public* multi-field softball/baseball sports complex in the Valley appropriate for tournaments. Big League Dreams, a private entity in Cathedral City, provides five baseball/softball fields, three soccer/football fields, sand volleyball courts, and an indoor pavilion. Use of the facility seems to be focused around competitive youth baseball and softball leagues and tournaments, along with adult recreational and competitive sports leagues and tournaments. There is a cost to field a team in a league and an additional entrance fee to get into the facility.

## **Opportunities**

In order to expand the number of softball/baseball tournaments that could be attracted to the City, there are several options available.

### **Option 1**

One option would be to expand the number of softball/baseball fields in Demuth Park. One or two fields could be added by reconfiguring the site, increasing the total inventory of softball baseball fields to five or six. While this would improve the tournament opportunity, it would negatively impact the number of rectangle fields currently in the park. With current demand for athletic fields exceeding availability, it would be necessary for the City to relocate rectangle fields to another location.

### **Option 2**

A second option would be to acquire new land and build and operate a new multi-field softball/baseball complex. Four or six new softball/baseball fields would approximately double current capacity and would immediately create new opportunities for sports tournaments. New fields would also create more capacity for local youth and adult sports organizations. The method of acquisition (fee simple purchase, partnership, donation, or combination), would identify the one-time capital cost. Increased tournament activity could generate both direct revenue for use of the fields and transient occupancy tax and sales tax from overnight stays and day visits.

### **Option 3**

A third option would be to keep things as they are and work within the restrictions that currently exist. From a financial standpoint, this is the least expensive option in terms of not incurring new capital and operational costs for additional fields. What it does not allow for is the growth in the number of tournaments that can be attracted and the potential tax revenues that would come with such expansion. It also does not eliminate the athletic field capacity issues facing the local youth and adult sports organizations today.

## **General Analysis**

Currently, the City is not turning away any softball/baseball tournament possibilities but the limitations of field availability sometimes detours prospective tournament organizers to other places.

A new softball/baseball sports complex could eliminate or significantly reduce the need to schedule athletic fields in neighboring communities when tournaments are held. To make a sports complex in Palm Springs financially viable would likely require dedicated staff to market, promote, schedule, and administer this tournament venue.

A sports complex that is focused on softball fields could potentially eliminate the need for the softball fields at Demuth Park, thus allowing for the expansion of soccer/football fields at this location. Limitations to this option include the availability of City owned land or the cost to acquire land to develop a sports complex and the additional funding that would be required to operate and maintain the expanded soccer/football fields facility. It is assumed that the goal of the softball/baseball sports complex would be to minimally cover its operating costs through fees and charges, sponsorships, and tax revenues realized through tourism to make this a viable option.

### Team Sports Data

Team sports tournaments, particularly softball, can range in size in regards to the number of teams participating. A few quick facts about softball participation and tournaments from around the country are as follows:

- Senior Softball Association reports 1.5 million players (recreational and competitive) nationwide.
  - A record 204 senior softball teams played in the Reno Challenge Cup in May of 2009.
  - A total of 150 teams competed in the 2009 winter world championships in Las Vegas, NV.
  - A total of 60 teams competed in the California senior softball championships in Yolo County, CA.
- The North American Gay Amateur Athlete Alliance reports 680 teams/37 leagues nationwide.

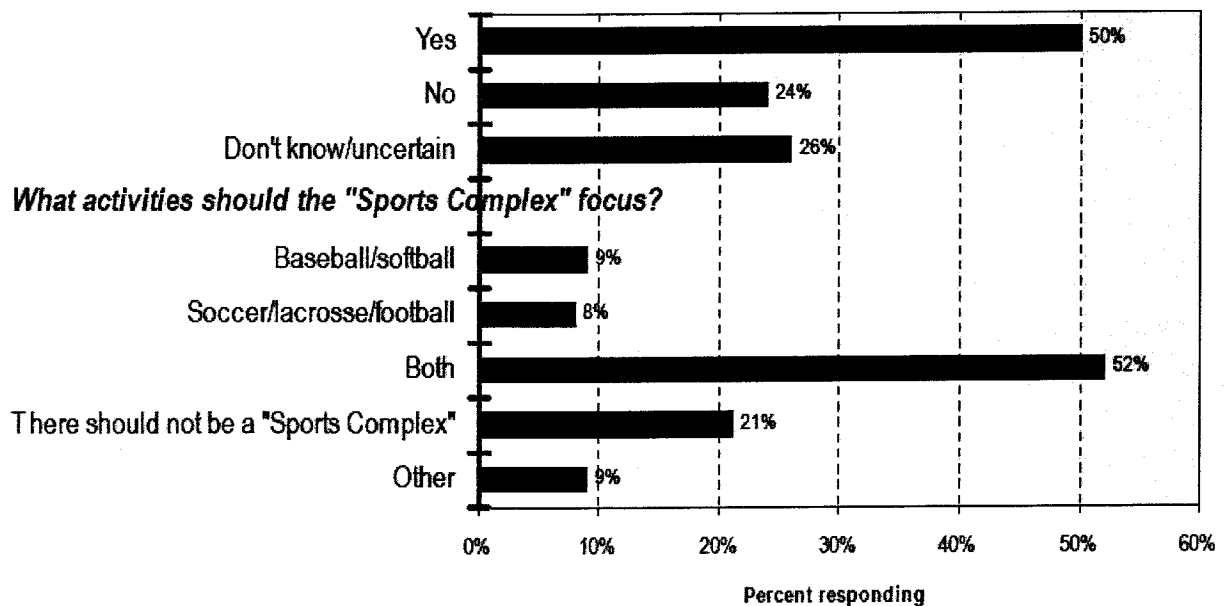
### Survey Input

The 2010 Palm Springs Parks and Recreation Master Plan Survey asked recipients two questions concerning a new sports complex. Survey results are shown in **Figure 33**.

The first question asked what the general support is for the development of a new sports complex and the second question asked, on what types of sports (baseball/softball or soccer/lacrosse/football) the sports complex should focus. Fifty percent of the respondents indicated that they would be supportive of the development of a sports complex, while 24 percent were not supportive, and 26 percent were uncertain.

When asked what activities the sports complex should focus on, more than half of respondents indicated both baseball/softball and soccer/lacrosse/football. Nine percent indicated baseball/softball only, while eight percent indicated soccer/lacrosse/football only. Nine percent mentioned a variety of other activities, most notably tennis and basketball.

**Figure 33: Survey Responses for the Support for the Development of a Sports Complex**



## Economic Impact Analysis

### Revenues

#### Direct Revenues

Direct revenues associated with tournaments include:

- Team fees
- Field rental fee (usually included in team fee)
- Concessions stand net revenues

Team fees will be part of the overall expense and revenue analysis.

#### Indirect Revenues

Potential indirect revenue streams will vary depending on the size of the tournament. The smaller the tournament the more likely teams will be from local communities and less likely to stay in hotels, eat out and purchase gas and other retail products. The larger the tournament the more likely teams will come from further distances and stay in hotels, eat at restaurants, and purchase retail products. Additionally the larger the tournament the number of days participants stay in Palm Springs will likely be longer.

**Table 4** following provides an example of potential revenue streams that might be realized from sports tournaments. Softball tournaments are used in the example. Tournament sizes of 25, 50, 100, and 150 teams were used to demonstrate the different tax revenue potential. In the City of Palm Springs, the City Transient Occupancy Tax (TOT) is 11.5 percent and the City's share of the sales tax is one percent.

**Table 4: Demonstration Analysis – TOT and Sales Tax Generation**

		Softball Tournament Economic Impact							
<b>Participant Analysis</b>									
Number of Teams			25		50		100		150
Avg # of players per team			18		18		18		18
Total Players			450		900		1,800		2,700
Additional Guest Multiplier	70%		315		630		1,260		1,890
<b>Total Visitors</b>			<b>765</b>		<b>1,530</b>		<b>3,060</b>		<b>4,590</b>
<b>Hotel Analysis</b>									
Average length of stay in nights			2		2		3		5
People per room			1.9		1.9		1.9		1.9
Potential room nights			805		1,611		4,832		12,079
Less local teams multiplier	50%		(403)	30%	(483)	10%	(483)	10%	(1,208)
Less non PS Hotel Stays multiplier	2%		(16)	2%	(32)	2%	(97)	2%	(242)
<b>Anticipated Room Nights</b>			<b>387</b>		<b>1,095</b>		<b>4,252</b>		<b>10,629</b>
Average daily rate*			\$90		\$90		\$90		\$90
Total hotel revenue			\$34,787		\$98,564		\$382,661		\$956,653
TOT collections multiplier	11.5%		\$4,001		\$11,335		\$44,006		\$110,015
<b>Other Spending (retail, food, etc)</b>									
Average spending per day/per person**		\$90	\$137,700		\$275,400		\$826,200		\$2,065,500
Sales Tax	1%		\$1,377		\$2,754		\$8,262		\$20,655
<b>Total Tax Revenues (TOT &amp; sales)</b>			<b>\$5,378</b>		<b>\$14,089</b>		<b>\$52,268</b>		<b>\$130,670</b>

Note: Multiplier methodology provided by City of Palm Springs and modify as needed to meet different scenarios.

\* Average daily rate – average of ten, AAA Three Diamond rated Palm Springs Hotels

\*\*Average spending per day/per person - based on the 2000 economic analysis provided by Palm Springs staff.

### Expenses

The internal costs associated with hosting tournaments need to be taken into account. These expenses include:

- Field maintenance costs
- Lighting costs
- Administration costs (promotion, registration, scheduling)

Recent analysis of maintenance practices for athletic fields determined that, depending on level of maintenance, cost of utilities, and salary of administration staff, expenses could exceed \$30,000 annually per field as shown in **Table 5**.

**Table 5: Athletic Fields Expense Considerations**

Athletic Field Expense Considerations	
Annual Maintenance Costs (mowing, irrigation, etc.)	\$20,000 per field
Lighting Cost	\$7,500 per field
Administration costs	\$4,000 Approx 15% of expenses per field
Total Expenses	\$31,500 per field

### Field Capacity

There are many areas to consider in determining how many fields would be needed when hosting a softball tournament and determining how many teams can be accommodated. Generally they include:

- The number of fields available.
- Availability of field lights for evening games.
- Restrictions on how early/late games can be held.
- The length of each game.
- Scheduling conflicts with other users.

For this analysis the following assumptions are made in determining the capacity per field.

- 20 Teams per field (double elimination tournament).
- 10 one hour games from 8:00 a.m. to 9:30 p.m. (20 teams total).
- 15 minute change over between games.
- 1 – one hour time slot to be used for catch up.

At 20 teams per field for the first two days of a tournament, a four field complex can accommodate up to 80 teams, a six field complex can accommodate up to 120 teams, and an eight field complex can accommodate up to 160 teams. Extending the daily playing hours, reducing game length, or reducing the time allocated for change over will increase team and field capacity. As the tournament progresses past the second round, the number of teams will be eliminated by approximately ½ for each round, reducing the number of fields required to complete the tournament.

A four field complex will increase the total softball field inventory to eight (including Demuth Park), and six field complex will increase the total softball field inventory to ten.

### Revenue/Expense Analysis

A new softball/baseball sports complex developed to attract local, regional, and national tournaments should become a "work horse" for the City, meaning that extensive efforts should be taken to utilize the facility with direct and indirect tax revenue-generating events. For illustrative purposes only, **Table 6** shows the potential net revenues that might be generated when hosting various sized and number of tournaments in relation to expenses associated with the size (number of fields) of the sports complex. Theoretically, total revenues would include any tax revenues currently being generated by tournaments.

The size of the complex will drive capacity, determine the number and size of tournaments that can be accommodated, and dictate the revenues that can be realized. Additionally, understanding the opportunities lost for tournament revenues due to meeting community demand will also need to be considered. Further in-depth analysis is recommended to determine what size of sports complex would be required to maximize both economic goals and meet community demand.

**Table 6: Revenue/Expense Analysis**

Softball/Baseball Sports Complex Revenue/Expense Analysis				
Number of Teams		25	50	100
Number of Tournaments per year		10	5	5
Total Team Fee Revenue (\$325 per team)		\$81,250	\$81,250	\$162,500
Projected TOT & Sale Revenues per Tournament (From Table 1)		\$5,378	\$14,089	\$52,268
Projected Annual TOT & Sales Revenues		\$53,780	\$70,445	\$261,340
<b>Total Projected Annual TOT &amp; Sales Revenues</b>		<b>\$135,030</b>	<b>\$151,695</b>	<b>\$423,840</b>
<b>Total Projected Annual TOT &amp; Sales Revenues (All Tournaments)</b>				<b>\$710,565</b>
<b>Revenue/Expenses Analysis 4-Plex Softball/Baseball Complex</b>				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)				\$710,565
Less Projected Expenses 4-Plex Softball/Baseball Complex (\$31,500 per field)				\$126,000
<b>Net Revenues</b>				<b>\$584,565</b>
<b>Revenue/Expenses Analysis 6-Plex Softball/Baseball Complex</b>				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)				\$710,565
Less Projected Expenses 6-Plex Softball/Baseball Complex (\$31,500 per field)				\$189,000
<b>Net Revenues</b>				<b>\$521,565</b>
<b>Revenue/Expenses Analysis 8-Plex Softball/Baseball Complex</b>				
Total Projected Annual Team Fees, TOT & Sales Revenues (All Tournaments)				\$710,565
Less Projected Expenses 6-Plex Softball/Baseball Complex (\$31,500 per field)				\$252,000
<b>Net Revenues</b>				<b>\$458,565</b>



### **Preliminary Preferred Strategy**

The options presented offer a multitude of possibilities. Additional softball/baseball fields at Demuth park would create additional tournament potential but not without an impact on rectangular fields. This impact would demand that fields would have to be relocated somewhere in the City in order to meet community demand. Lack of parking is also an issue at the park and would have to be addressed, particularly with park neighbors, if it were to become a major tournament destination.

A new baseball /softball sports complex, depending on size and scope, could provide multiple opportunities. It could eliminate the need for baseball /softball at Demuth Park, therefore allowing space for other active and passive uses. If a new sports complex accommodates multiple sports it could significantly if not completely eliminate the need for fields at Demuth Park and create new programming opportunities.

Prior to moving forward with any of the proposed options, it is recommended that a full comprehensive feasibility study be conducted to determine what sports tournament opportunities exist and what the possibilities are of attracting them to the City of Palm Springs. The study should provide a comprehensive economic impact analysis for a sports complex including a market analysis. Additionally, any decision must include the input of local youth and adult sports providers, as these organizations will be a valuable resource in determining their use patterns and for understanding tournament opportunities.

## **D. Case Study 2 – Charleston County, SC – The Battery Soccer Venue**

### **Background – From the CCPRC 2013 PROST Master Plan**

In its 2013 PROST (Parks, Recreation, Open Space and Trails) Master Plan, the Charleston County Park and Recreation Commission (CCPRC) proposed the creation of a public soccer venue in collaboration with the Charleston Battery Soccer Team. The venue concept was as follows:

- Through a public/private partnership create a premier tournament venue in North Charleston
- Property needs to be identified and purchased; a potential site may have been purchased for BassPro
- Proposing 16 rectangle fields, sand volleyball, field house, and synthetic fields
- The proposal sparked Charleston Battery Soccer Team support

The proposed collaboration would create a public/private partnership similar to that between the Charleston Battery and various entities at the Blackbaud Stadium as described below.

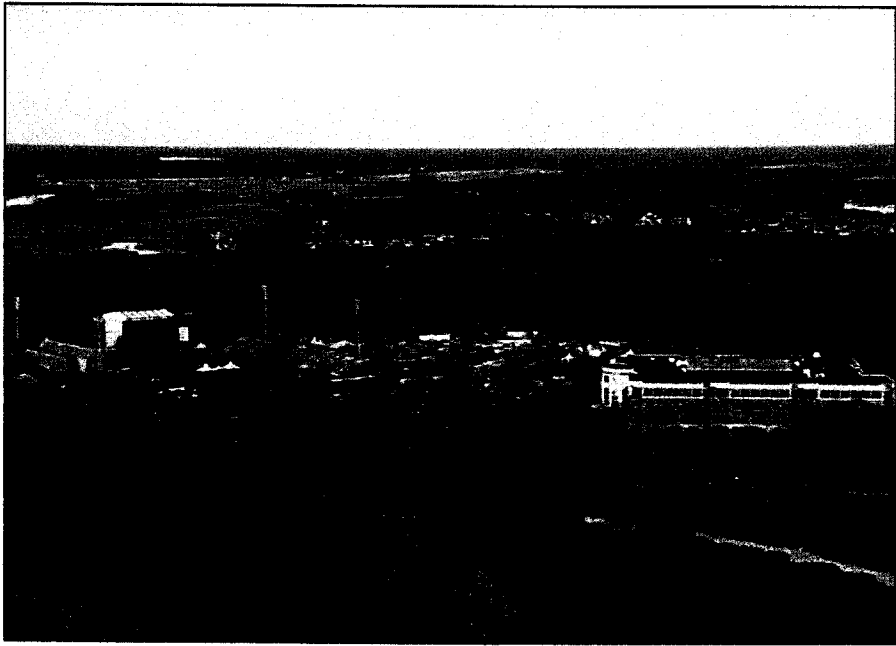
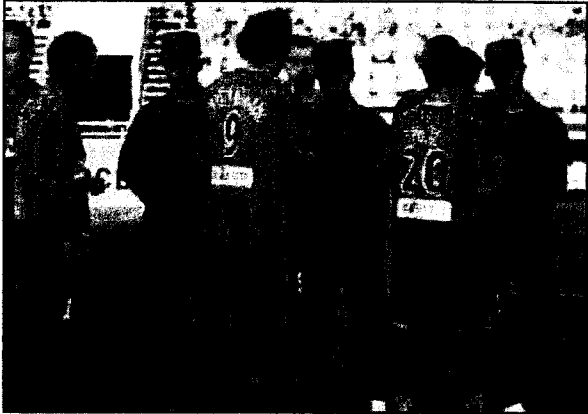
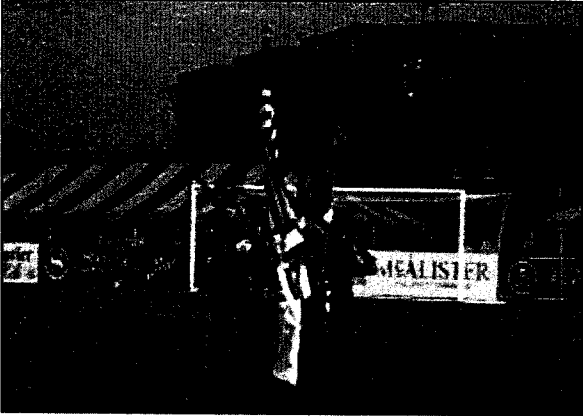
### **Charleston Battery Stadium Complex – Practice Facilities**

1990 Daniel Island Drive, Charleston, SC 29492, P: 843-971-GOAL

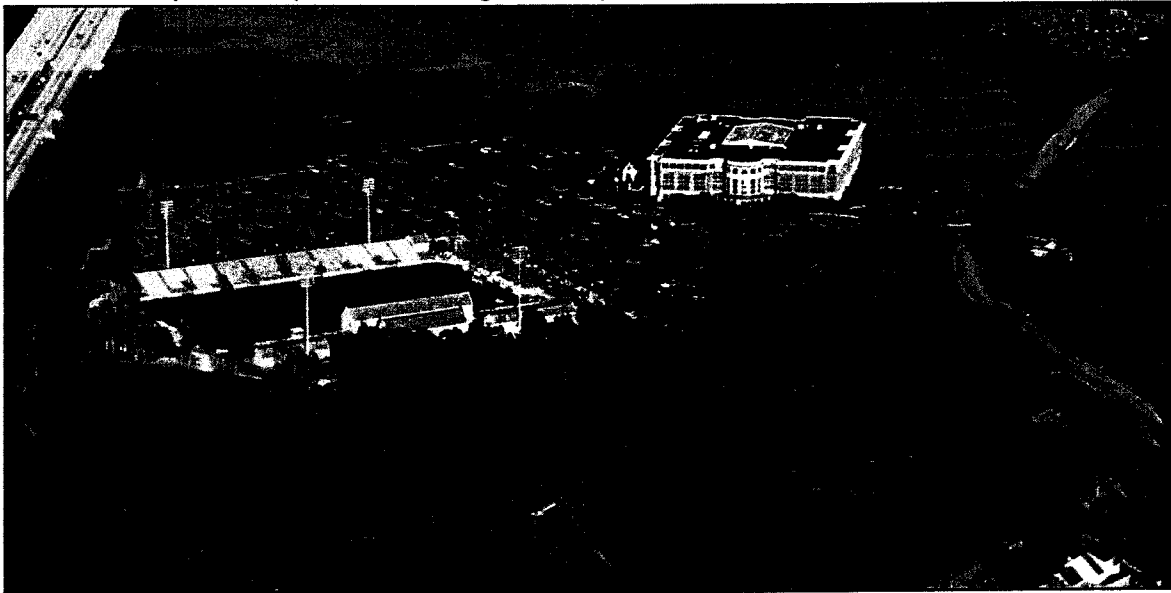
Completed in April 1999, **Blackbaud Stadium** became the first privately-funded soccer-specific stadium in the United States. Styled after the classic English soccer experience, the stadium seats 5,100 and offers fans an unmatched environment with superb sight-lines, concessions, a children's interactive soccer theme park, and even a plush English-styled pub, The Three Lions. Additionally, the complex includes sky boxes, a plaza for corporate entertaining, and state-of-the-art media capabilities, making it one of the premier professional soccer venues in the U.S. In addition to soccer games, the stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year. Blackbaud Stadium is also a major concert venue in the Southeast United States and has been the site for various musical events including the annual Southern Ground Music & Food Festival.

### **Community**

The Charleston Battery is an established and valued part of the fabric that makes up the City of Charleston. In 2013 the Battery will be celebrating 21 years of positive community involvement. Each soccer game features a Philanthropy Partner with one local non-profit highlighted throughout the match. The games have long been utilized by charities and non-profits for fund-raising and elevating awareness.



In addition to soccer games the stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year.



The Charleston Battery stadium complex includes two practice fields. Immediately behind the stadium is the first-team practice field. Completed in 2008 this natural-grass field was designed to replicate the playing surface on the Charleston Battery stadium pitch. Surrounded by woods, marsh and a landscaped pond, this field is also used for a variety of additional events including corporate parties and as a VIP area during stadium concerts.



A second practice field is located on Daniel Island Drive ½ mile from the stadium itself. In addition to team practices, this field is used for tournaments, summer camps and youth instruction and can be occasionally rented for youth soccer club activities. The field is also sometimes used as an overflow parking area when the main lot is full.

### **Three Lions Club**



#### **The Three Lions Club at Blackbaud Stadium**

Three Lions Club members and their guests can relax in a traditional English-style pub located on the second floor of Blackbaud Stadium. The pub contains an unmatched collection of soccer memorabilia from around the world.

The pub features a full-service bar and kitchen with room for up to 300 guests, who can socialize with Battery coaches and players after each home game. In addition, the pub is open for televised sporting events and can also be rented out for corporate events and special occasions.

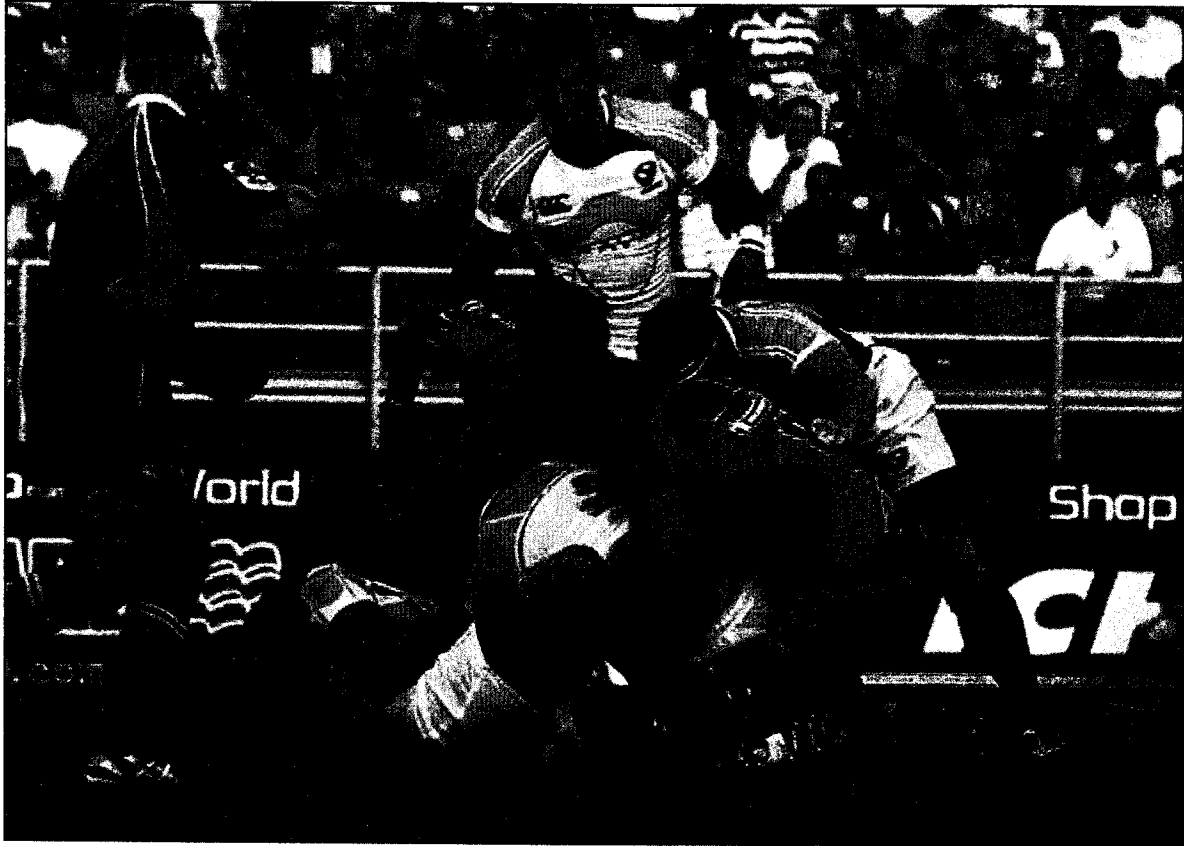
The 5,000 square foot facility is perfect for social gatherings and corporate functions; receptions, banquets, meetings and parties. The pub features large, open areas for dancing, and warm mahogany-topped cast iron tables with matching chairs and bar stools. The Three Lions also features big screen TVs; local caterers offer superb food, beverages and hospitality. For more information, please contact Whitney Woods, 843-971-4625, ext. 201, [whitney@charlestonbattery.com](mailto:whitney@charlestonbattery.com).

### **Stadium Concerts & Events**

Blackbaud Stadium is a major concert venue in the Southeast United States and has been the site for various musical events including the annual Southern Ground Music & Food Festival featuring Zac Brown Band. The SGMFF is the largest music festival in Charleston and in 2012 over 23,000 attendees enjoyed music from the festival headliners Zac Brown Band, Greg Allman, John Mayer, the Avett Brothers, The Wailers, and many more.

The stadium is a hub for the community and is donated for a wide variety of charitable and philanthropic events throughout the year including the annual Charleston Oktoberfest Festival.





Blackbaud Stadium has been the site for the Carolina Challenge Cup featuring Major League Soccer since 2004; additional sporting events hosted in the stadium include:

- International Soccer Exhibitions – Sunderland (UK), Bolton Wanderers (UK) Portsmouth F.C. (UK), Puebla (Mexico ) & Atlante (Mexico).
- US National Team Games – US Women (2001, 2002, 2005, 2009 – ESPN / ESPN2).
- College Soccer, High School Soccer and USSF Development Academy games.
- USA Rugby Men’s National team (2008 & 2009 -ESPN).

## 2013 CCPRC Youth Soccer Programs

The following information is taken from the Charleston Battery website: <http://charlestonbattery.com/>.

### Charleston Battery Day Camp

The Charleston Battery Day Camp is offered as a week-long camp for boys and girls ages 5-12. The Camp is designed to develop the fundamental techniques of soccer in a fun, learning environment. Campers can attend half-day (9 AM –12 PM) or full day (9 AM – 4 PM); a full-time certified Athletic Trainer will be on site throughout the camp.

### Team Camp

We welcome all skill levels for our new team camp (Recreation, Challenge, and Elite). Each team will need to have a minimum of six players. If you bring ten or more you will receive a 10% discount off the total price. Every team will have an individual coach.

### Tiny Tots

The Charleston Battery Tiny Tots program is a fun and convenient way to bring soccer into your child's life. The program, developed by the Charleston Battery professional soccer team, is designed to develop coordination, self- confidence, motor skills and elementary soccer techniques in a fun learning environment. Tiny Tots is for children ages 3-6 and held at Blackbaud Stadium, Daniel Island. Sessions take place every Wednesday from 3:30-4:30pm.

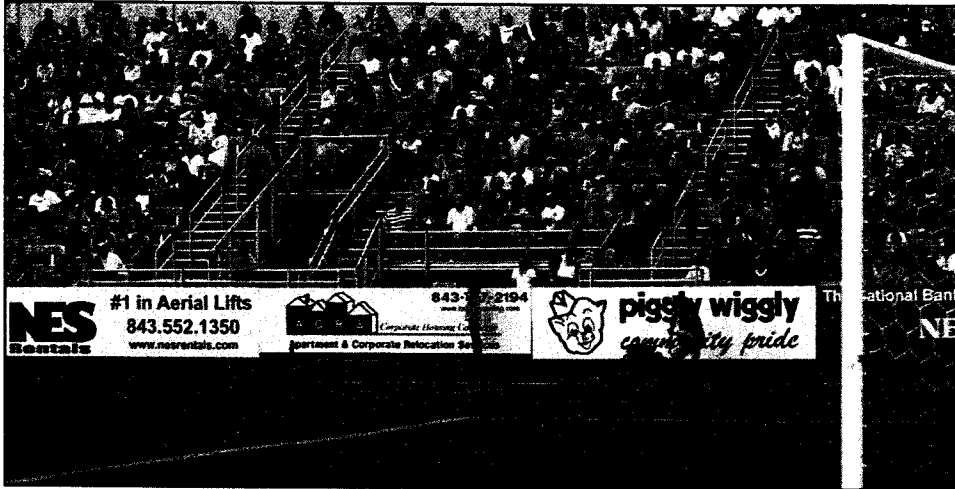
### Junior Academy Training

Now in its thirteenth year, the Charleston Battery Academy training is aimed toward advanced, dedicated soccer players looking for an extended summer training program. Academy Staff will be comprised entirely of current Charleston Battery players & Coaches. Please note on your application if you want goalkeeper training. All Charleston Battery Academy sessions are held at Blackbaud Stadium, Daniel Island.

Group, individual or specialized team training is available. Sibling discount deduct 10% for additional children from same family for any Charleston Youth Soccer Program! For more information and camp costs, please call (843) 971-GOAL or email [Camps@CharlestonBattery.com](mailto:Camps@CharlestonBattery.com).



## Partners



Charleston Battery sponsors receive high visibility and recognition at Charleston Battery games. The Charleston Battery offers a wide range of sponsorship opportunities including apparel, signage, print, radio, and Internet, game day, PA and more. Corporate entertainment options include exclusive skyboxes, season tickets, corporate parties, and events.

### Official Sponsors

SPARC  
Blackbaud  
MUSC Sports Medicine  
McAlister Development Company, Inc.  
Nike

### Official Corporate Partners

Angie Gainey Bailey Real Estate Team (Agent-Owned Realty)  
Five Guys Burgers and Fries  
NBSC  
Piggly Wiggly Carolina Co. Inc.

### Community Partner

Ali Baba Charleston  
Bottles  
Carvel Ice Cream  
Charleston Oral & Maxillofacial  
Charleston County Parks  
Charleston Jump Castles  
City of Folly Beach  
Comcast  
Concorde, Inc.  
C2Design  
Daniel Island Business Association  
Daniel Island Company  
Daniel Island Dentistry

### Direct Marketers of Charleston

El Jimador  
Fisher Recycling  
Fulp Company  
Hampton Inn Daniel Island  
Hawk Construction  
Heritage Trust Federal Credit Union  
Home Team BBQ  
Home Telecom  
Hubee D's  
Husk  
Jan-Pro  
Lloyds Soccer  
Lowcountry Endodontics



Magners® Original Irish Cider  
McCrary's  
McLaughlin Smoak & Clarke Benefits  
Miller / Coors  
Nature's Calling  
Palmetto Primary Care  
Papa John's  
Pepsi  
Pusser's Rum  
Qdoba  
Queen Anne's Revenge  
Radisson Hotel Charleston Airport

Raising Cane's  
Sherwin Williams  
Sierra Nevada  
Stage Presence, Event Rentals  
Sticky Fingers  
Subway Daniel Island  
SunTrust  
Sysco  
TGI Signs  
Theobald Family Chiropractic  
Watson Electric  
Wild Wing Cafe

For information about how your company can partner with the Charleston Battery please call Amy Gege at (843) 971-4625 ext. 206.

## **E. Case Study 3 – Cary, NC – Unique Sports Venue Mecca**

### **Background – From the April 2012 Parks and Recreation Master Plan - Overview**

The Town of Cary has numerous sports facilities throughout the park system including ballfields, multipurpose fields, and tennis courts. In addition to sports facilities at neighborhood or community parks, the Town is unique in having three large sports venues that serve local, regional, and national teams.

Cary has aggressively pursued and established itself as an Amateur Sports destination. The Town currently manages: Cary Tennis Park, USA Baseball National Training Complex, and WakeMed Soccer Park. Both the baseball and soccer venues were built since 2003. Ongoing investment in these facilities will need to continue for each to remain competitive in the regional and national market.

This section will first summarize the existing sports venues. Next, key findings from the needs assessment will be highlighted, followed by sports venue recommendations.

### **Town Sports Venues – USA Baseball National Training Complex at Thomas Brooks Park**

This 58 acre complex has four baseball fields (a stadium field and three training fields) maintained at Major League Baseball standards. Each training field has an individual scorekeeper/announcer shelter, and spectator seating for 120 people. The stadium field has a press box that includes two suites, official scorer's room, sound room and press row. The stadium has spectator seating for 1,754 people, including handicapped accessible seating, and additional grass seating for approximately 250 people is available. All fields have access to restroom facilities and a concession building.

The USA Baseball National Training Complex (NTC) was expected to serve 55,000 people with an economic impact of \$2.7 million in 2011. The NTC is operated by the Town of Cary and plays host to numerous Town of Cary and USA Baseball events throughout the year.



## Economic Impact

		\$266,714	\$395,683	\$419,314	\$420,000
		25	28	26	28
		74,000	63,232	54,619	55,000
		\$2,198,573	\$1,927,500	\$2,589,487	\$2,700,000

Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

Located within the 220-acre Thomas Brooks Park, the National Training Complex (NTC) is comprised of four full-size baseball fields built to Major League Baseball standards. Facility highlights include beautiful landscaping and convenient amenities, including rest-room facilities, concessions, a training room, two permanent batting cages, a press box and the USA Baseball Team Store.

The signature field - Coleman Stadium - includes permanent seating for 1,754 with additional grass seating for approximately 1,800 spectators, bringing the total capacity to 3,500. Each of the three training fields has individual scorekeeper/announcer shelters, and spectator seating for 120 people. Coleman Stadium's press box includes:

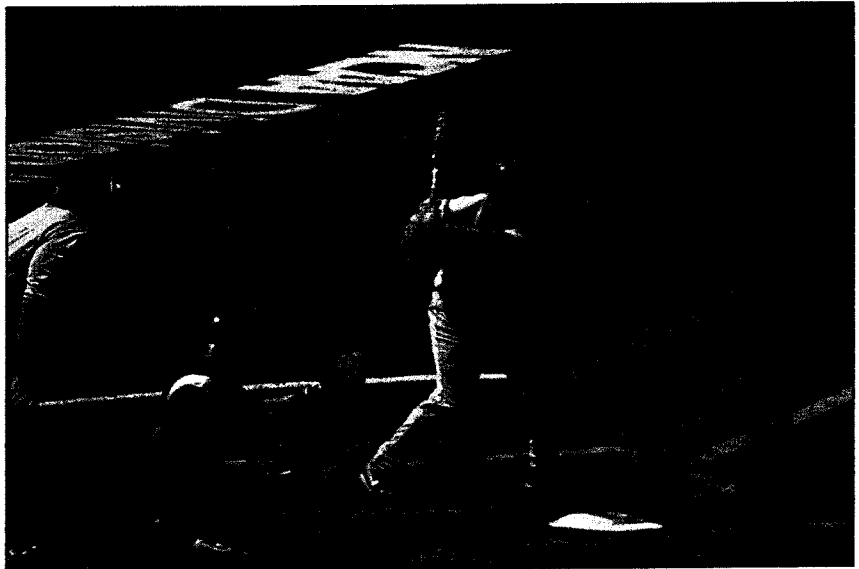
- Two suites
- Official scorer's room
- Sound room
- Press row

### Partnership Opportunities Available

The Town of Cary Parks, Recreation and Cultural Resources welcomes financial and in-kind support from the community. Sponsorship packages that can be tailored to meet yours or your company's needs are available for specific programs, facilities and/or events. Contact Cary Parks, Recreation and Cultural Resources at (919) 469-4061 if you are interested in exploring available opportunities.

**On Sale Now - NCAA Division II Baseball Championship Tickets!**

The Division II Championships are scheduled at the USA Baseball National Training Complex in Cary, NC from May 25 through June 1. This is the 5th straight year the Town of Cary and Mount Olive College are co-hosting the Championship. The event brings together eight regional winners to compete for the national title. Prior Champions; 2012- West Chester University, 2011- West Florida University, 2010- Southern Indiana University, 2009- Lynn



University. Adult Advance tickets are \$7 and Championship Passes (8 days of games) are \$25 and can be purchased here. Tickets will be on-sale at a discounted price through May 15th. For additional information on the championship please visit the NCAA's website.

**Reserving fields at the NTC**

Town staff begin reserving fields in November for the following year. For additional information on rates, fees, and other requirements contact Chris Duty, [chris.duty@townofcary.org](mailto:chris.duty@townofcary.org).

**Rates and Fees**

Stadium Field

\$900 per game (< 999 spectators)

\$1500 per game (>1000 spectators)

Training Fields 2-4 - \$75 per hour

On Field Batting Practice setup/takedown (BP)

\$100 per occurrence

Batting Cage Rental - \$35 per hour

Bull Pen Rental - \$40 per hour

Press Box Rental - \$40 per day

Light Fees - \$20 per hour

Parking Lot Rental - \$500 per event

## **Instructional Programs**

### **PRIVATE LESSONS**

Baseball and softball 1-on-1 lessons are available for players ages 7-17 years

#### **Youth Baseball Hitting and Fielding Clinic (age 5-7)**

This two hour clinic is designed to teach up and coming players proper hitting and fielding techniques and helps current players with techniques to sharpen their skills during the season. Fees: \$27(R) \$35(N) (1 class)

#### **USA Baseball Spring Training Clinic (age 6-12)**

12th Annual Town of Cary Spring Training Clinic. Baseball clinic for ages 6-12 will focus on the basics of the game. Instructors will include USA Baseball coaches and staff. All participants will receive a USA Baseball hat. Pre-Registration is required as the clinic is available to the first 175 participants. Fees: \$15 (1 class)



#### **Basics of Throwing (age 7-10)**

One of the most important aspects of baseball is being able to throw properly. Players of all ages need to work on throwing every day. This program will teach how to properly throw the baseball in order to throw more accurately and with more strength. Proper throwing mechanics also reduce the chance of injury to the throwing arm. This program is great for new ballplayers as well as players who would like to continue working on making themselves better and the art of throwing. Fees: \$10(R) \$13(N) (1 class)

#### **Keys to Hitting and Fielding (age 7-13)**

In this two day 3 hour clinic, participants will focus on the keys to hitting and fielding. During the keys to hitting players will learn about batting stance, hand positioning, and transition through the swing. In the keys to fielding players will learn the proper positioning for fielding ground balls, learn proper arm angles when throwing. The keys learned at the clinic will be able to be applied directly to the field. Fees: \$45(R) \$59(N) (2 classes)

#### **Baseball Hitting Skills and Video Analysis (age 7-13)**

This one hour clinic is designed to teach players proper techniques of hitting using video analysis. The session will focus on the fundamentals of hitting, including stance, hitting position, balance, bat path and bat speed. A professional video analysis will be given to each participant at the completion of the clinic. Fees: \$40(R) \$52(N) (1 class)

**Aquafina Major League Baseball Pitch, Hit & Run (age 7-14)**

Aquafina Major League Baseball Pitch, Hit & Run is a FREE competition for boys and girls aged 7-14. Participants compete in pitching, hitting, and running. The winners advance to sectionals and have an opportunity to advance all the way to the Finals at the MLB All Star Game. Participants can come any time between 9 a.m. - Noon to participate. Fees: Fees: \$0 (1 class)



**Spring Break Baseball Mini-Camp (age 7-14)**

This half day instructional mini-camp will focus on the fundamentals of the game including hitting, fielding, throwing and base running. Participants will enhance their baseball skills and abilities by experienced baseball instructors. Fees: \$60(R) \$78(N) (3 classes)

**NCAA Baseball Championship Clinic (ages 8-14)**

Come learn baseball from some of the Nation's best NCAA Division II players and coaches. Registration includes a lunch, a

ticket to the NCAA Division II Championship opening game, which follows the clinic and a free glove from Rawlings. Fees: \$15 (1 class)

**Town of Cary Preseason Baseball Skills Series (age 8-14)**

This Series will include 9 hours of instruction over a series of 3 days, and will focus on the game's fundamental skill sets. The sessions will be pitching, hitting, and defense, athleticism and evaluation. Pre-Registration is required, as the class is limited to 40 participants. Fees: \$100(R) \$130(N) (3 classes)

**Advanced Hitting Skills and Techniques (age 10-13)**

This clinic is designed to teach experienced players. The session will focus on the fundamentals of hitting, including stance, hitting position, balance, bat path, bat speed, and follow through. Topics also included are opposite field hitting and hitting for power. The clinic will involve many instructional drills and batting cage practice. Fees: \$20(R) \$26(N) (1 class)

**Pitching Clinic with Video Analysis (age 10-14)**

This clinic focuses on teaching the mechanics and general basics of the pitching position. A complete professional video analysis will be conducted and given to each participant at the completion of the program. Fees: \$40(R) \$52(N) (1 class)

**Senior Babe Ruth Baseball Tryouts (age 17-18)**

Player pitch baseball program for age 17-18 (age as of April 30). Tryouts for this league are held Monday, May 20 & Tuesday, May 21 to form a select team(s). Games are generally scheduled for the month of June and the first part of July. The Sr. Babe Ruth team(s) participates in a Triangle area league, in which games will be held in Cary and surrounding communities. Participants must provide their own transportation.

**Town Sports Venues – WakeMed Soccer Park**

WakeMed Soccer Park, 201 Soccer Park Dr., Cary, NC 27511

Keith Jenkins, Athletic Facility Supervisor

Cary Parks, Recreation and Cultural Resources

(919) 270-9182 (cell)

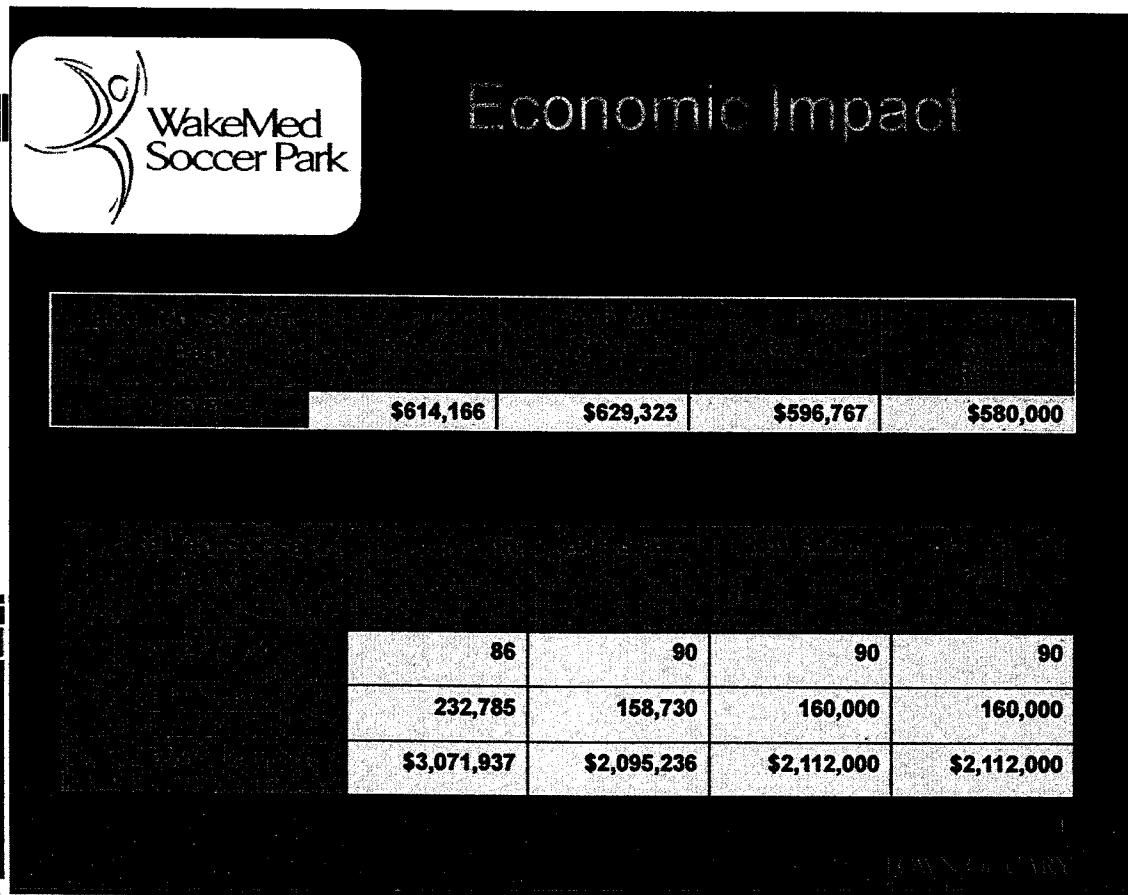
(919) 858-0464 (main office)

(919) 858-0521 (fax)

[keith.jenkins@townofcary.org](mailto:keith.jenkins@townofcary.org)

This 150 acre park has a lighted stadium field, lighted mini stadium, lighted match/training field and five other practice/game fields. WakeMed Stadium field includes permanent seating for 7,000 with expansion capability, concessions, locker rooms, rest rooms and meeting space, as well as 2,600 parking spaces. Koka Booth Stadium field includes 500 permanent grandstand seating, is adjacent to WakeMed Stadium and shares many of the same amenities. The park also includes a first class cross-country course of varying lengths.

The WakeMed Soccer Park was expected to serve 160,000 people with an economic impact of \$2.1 million in 2011.



Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

### **About WakeMed Soccer Park**

WakeMed Soccer Park is a 150-acre multi-use complex operated by the Town of Cary. The park hosts professional soccer matches, college and high school tournaments and other events throughout the year. Fields are available for low impact field sports such as soccer, youth football, lacrosse and ultimate Frisbee. In addition, a world-class cross country course encircles the park. The cross country course is also available for reservation and is open to the public during park hours when not reserved.

Cary's Soccer Park opened in May 2002. A major renovation took place in 2012, expanding the stadium from 7,000 to 10,000 seats and adding amenities such as locker rooms and luxury suites. The land is owned by the State of North Carolina and the Town of Cary is responsible for operations and maintenance.

WakeMed Cary Hospital has naming rights to the soccer park. WakeMed Health & Hospitals is a private, not-for-profit health care organization that operates a network of health care facilities throughout Wake and Johnston counties, including a community hospital in Cary.

### **Park Features**

- Lighted stadium field, two lighted match only fields and five additional fields
- Permanent stadium seating for 10,000 with expansion capability
- Luxury suites
- Open air, covered patios
- Concessions, locker rooms, rest rooms and meeting space
- Outstanding cross country course with 5K, 6K and 8K courses (adaptable to other distances)
- 2,600 parking spaces

### **Partnership Opportunities Available**

The Town of Cary Parks, Recreation and Cultural Resources welcomes financial and in-kind support from the community. Sponsorship packages that can be tailored to meet you or your company's needs are available for specific programs, facilities and/or events. Contact Cary Parks, Recreation and Cultural Resources at (919) 858-0464 if you are interested in exploring available opportunities.

### **Tournaments and Events**

For information about Youth Camps and Clinics, Cross Country Events, and Women's ACC Soccer Championships, please call (919) 858-0464. For a full schedule of events for the coming year, visit the WakeMed Soccer Park website at:

[http://www.townofcary.org/Departments/Parks Recreation Cultural Resources/Facilities/Sports Facilities/WakeMed Soccer Park/Tournaments and Events.htm](http://www.townofcary.org/Departments/Parks_Recreation_Cultural_Resources/Facilities/Sports_Facilities/WakeMed_Soccer_Park/Tournaments_and_Events.htm).

### **Rates and Fees – WakeMed Soccer Park**

- Stadium Field: Limited availability--please call staff for more information.
- Fields 2 & 3 --\$110 per hour
- Fields 4-7 --\$65 per hour
- Field 8--\$45 per hour
- Lights (fields 2 & 3)--\$40 per hour
- Cross Country Course--\$400 per dual meet or small event. Includes use of the cross country course only.
- Larger races, events with multiple races and events needing the use of additional park facilities should call for pricing.
- Parking Lot E--\$400 per event

Building A--North & South Skybox (capacity 30) \$50 per hour

### **Building C**

Skybox (capacity: 120) \$150 per hour  
Skybox (1/4 room, capacity: 30) \$50 per hour  
Skybox (1/2 room, capacity: 60) \$75 per hour  
Skybox (3/4 room, capacity: 90) \$125 per hour  
Party Deck (capacity: 75) \$50 per hour

### **Amenities**

Portable Sound System - \$25 per event  
Portable Scoreboard - \$25 per event  
Portable Bleachers - \$50 per bleacher, per event  
Stage Usage (includes set-up) \$100 per use  
Security Services - based upon request  
Technological Services - based upon request

### **Other Facilities**

Other park facilities (parking lots, locker rooms, training rooms) are available for rent in conjunction with field rentals and/or separately. Additional fees apply.

### **Special Events**

Fees for special athletic events such as tournaments, co-sponsored events, multi-field events, and cross country events, will be determined based on the size of the event, event structure, economic impact and other related criteria.

### **Links**

#### **Youth Soccer Associations**

Capital Area Soccer League --[www.casInc.com](http://www.casInc.com)

Carolina Soccer Club -- [www.crscnc.com](http://www.crscnc.com)

FC Cary Soccer Club --[www.fccary.com](http://www.fccary.com)

Fuquay Varina Athletic Association --[www.fvaa.org](http://www.fvaa.org)

Johnston United Soccer Association --[www.jusasoccer.org](http://www.jusasoccer.org)

NC Youth Soccer Association --[www.ncsoccer.org](http://www.ncsoccer.org)



Next Level Academy --[www.nextlevelacademy.com](http://www.nextlevelacademy.com)  
Triangle Futbol Club --[www.trianglefc.org](http://www.trianglefc.org)  
Triangle United Soccer Association --[www.triangleunited.org](http://www.triangleunited.org)  
Triangle Y Soccer Club --[www.triangleyssoccer.org](http://www.triangleyssoccer.org)  
Wake FC - <http://wakefc.com/>

**Youth Lacrosse Organizations**

NC Youth Lacrosse Organizations --[www.northcarolinayouthlacrosse.com](http://www.northcarolinayouthlacrosse.com)  
Apex Sports Authority --[www.apexsportsauthority.com](http://www.apexsportsauthority.com)

**Cross Country Forums**

NC Prep Track [www.ncpreptrack.net](http://www.ncpreptrack.net)

**Professional Soccer Leagues**

Major League Soccer --[www.mlssoccer.com](http://www.mlssoccer.com)  
United Soccer Leagues -- [www.prosoccer.uslsoccer.com](http://www.prosoccer.uslsoccer.com)  
North American Soccer League -- [www.nasl.com](http://www.nasl.com)

**National/International Soccer Associations**

FIFA - [www.fifa.com](http://www.fifa.com)  
USSF -- [www.ussoccer.com](http://www.ussoccer.com)  
USYSA -- [www.usyouthsoccer.org](http://www.usyouthsoccer.org)  
US Soccer Player's Association -- [www.ussoccerplayers.com](http://www.ussoccerplayers.com)  
United Soccer Leagues -- [www.uslsoccer.com](http://www.uslsoccer.com)

**Indoor Soccer Complexes**

Net Sports -- [www.netsportsnc.com](http://www.netsportsnc.com)  
Dream Sports Center -- [www.dreamsportscenter.com](http://www.dreamsportscenter.com)  
The Factory -- [www.eatshopplay.com](http://www.eatshopplay.com)  
Sports HQ -<http://sporthq.org/>  
XL Soccer World -- [www.xlsoccerworld.com](http://www.xlsoccerworld.com)

**Soccer Equipment Suppliers**

Eurosport -- [www.soccer.com](http://www.soccer.com)  
Kwik Goal -- [www.kwikgoal.com](http://www.kwikgoal.com)

**Soccer Forums**

Big Soccer - [www.bigsoccer.com/forum](http://www.bigsoccer.com/forum)  
NC-Soccer.net -- [www.nc-soccer.net](http://www.nc-soccer.net)  
Triangle Soccer Fanatics -- [www.trisoccerfan.com](http://www.trisoccerfan.com)

**Professional Soccer Clubs**

Carolina RailHawks--[www.carolinarailhawks.com](http://www.carolinarailhawks.com)

**Soccer News**

ESPN Soccer Net - [www.soccernet.espn.go.com](http://www.soccernet.espn.go.com)  
Soccer America -- [www.american-soccer-news.com](http://www.american-soccer-news.com)  
Southern Soccer Scene -- [www.southernsoccerscene.com](http://www.southernsoccerscene.com)

**Adult Soccer Associations**

NC Adult Soccer Association - [www.ncsoccer.org/ncasa/English.html](http://www.ncsoccer.org/ncasa/English.html)

Triangle Adult Soccer League --[www.tasl.us](http://www.tasl.us)

**High School Soccer Information**

Eurosport Scoreboard --[www.eurosportscoreboard.com](http://www.eurosportscoreboard.com)

North Carolina High School Athletic Association --[www.nchsaa.org](http://www.nchsaa.org)

North Carolina Coaches Association --[www.nccoach.org](http://www.nccoach.org)

North Carolina Soccer Coaches Association --[www.ncsca.org](http://www.ncsca.org)

North Carolina High --[www.ihigh.com/nc](http://www.ihigh.com/nc)

**Soccer Coaches Associations/Information**

National Soccer Coaches Association of America - [www.nscaa.com](http://www.nscaa.com)

US Soccer Coaches Association --[www.ussoccercoaching.com](http://www.ussoccercoaching.com)

Success in Soccer - <http://successinsoccer.com>

**Parks and Recreation Associations**

National Recreation and Parks Association --[www.nrpa.org](http://www.nrpa.org)

North Carolina Recreation and Parks Association --[www.ncrpa.net](http://www.ncrpa.net)

Recreation Resource Services --[www.cnr.ncsu.edu/rss](http://www.cnr.ncsu.edu/rss)

**Local College Websites**

ACC --[www.theacc.com](http://www.theacc.com)

NCAA --[www.ncaa.com](http://www.ncaa.com)

Duke University --[www.goduke.com](http://www.goduke.com)


North Carolina State University --[www.gopack.com](http://www.gopack.com)

University of North Carolina at Chapel Hill --[www.goheels.com](http://www.goheels.com)

**Town Sports Venues – Cary Tennis Park**

This 24 acre tennis park has a building with a pro shop, offices, meeting space, locker rooms, and concessions; 28 lighted courts with covered shelters and benches; one lighted stadium court; four 36' QuickStart courts; and one practice court with double wall.

The Cary Tennis Park was expected to serve 240,000 people with an economic impact of \$1.4 million in 2011.



## Economic Impact

Cary Tennis Park	FY2008 Revenues	FY2009 Revenues	FY2010 Revenues	FY2011 Projected Revenue
<b>TOTAL REVENUE</b>				

Cary Tennis Park	2008 Season	2009 Season	2010 Season	2011 Season Projected
<b>Total Attendance</b>				
<b>Total Economic Impact</b>				

TOWN OF CARY

Source: Town of Cary, Greater Raleigh Convention & Visitors Bureau

**Improvements Identified from the Parks, Recreation, and Cultural Resources Master Plan – DRAFT, April 2012**

- Cary Tennis Park – Desired improvements include indoor meeting space, staff work space, seating, permanent announcement/display and technology upgrades, more outdoor courts, indoor courts, and lighting.
- National Training Complex – Desired improvements include: technology – need to improve televising abilities, merchandise space, outdoor training space as well as office space, club house, high performance center, and meeting space.
- WakeMed Soccer Park – Desired improvements include expanding the stadium to 10,000 seats and adding skyboxes, meeting rooms, coaches training suites, and locker rooms. Additional desired future improvements include artificial turf fields, cross-country trail upgrades, and additional parking and egress enhancements.
- Other potential sports venues – Interest in a large multi-sport, field house venue with spectator seating was expressed in focus groups (multiple courts with adequate seating). Another stakeholder expressed a desire for a training center for table tennis.

**Sports Venue Goals**

**GOAL 7:** Manage the Town's competitive Sports Venues so that they are financially sustainable, continue to attract regional and national events, and are considered an asset by all citizens.

**Objectives:**

**7.1.** Implement approved projects at three sports venues based on the interlocal agreement between the Town and Wake County.

*Actions:*

- a. USA Baseball National Training Complex – Complete design and construction of a new 30 - 40,000 sq. ft. baseball clubhouse facility.*
- b. Cary Tennis Park – Complete improvements including construction of a new indoor tennis facility, expansion of the existing clubhouse, and development of a new outdoor pavilion.*
- c. WakeMed Soccer Park – Complete second phase of the Soccer Park Improvements, including stadium video board, artificial turf, lights, additional parking, and new pavilion/restroom.*

**7.2.** Diversify and maximize use of existing sports venues.

*Actions:*

- a. Complete analysis of the most effective regional and national events to attract to the sports venues to increase their financial viability.*
- b. Monitor balanced local and regional/national sports venue use as defined in the sports venue business plans.*
- c. Provide public education and communication regarding the field management needs to maintain quality competitive athletic fields.*

**7.3.** Explore partnership and funding opportunities for additional sport venues, including a large field house with multi-use athletic spaces to address local, regional, and national demand for tournaments and special events.

*Actions:*

- a. Conduct a feasibility study to identify the potential location, funding, design, and operations of a field house with flexible programming and activity spaces.*
- b. Consider adding the elements of indoor multi-sport synthetic turf fields, hard surface or multi-sport surfacing, meeting rooms, coaches training suites, locker rooms, and exercise and fitness areas.*

## E. Case Study 4 – Dick’s Sporting Goods Park – Commerce City, Colorado

### Background – A public/private partnership with the City of Commerce City

The Dicks Sporting Goods Park opened in 2007 as the home to Major League Soccer's Colorado Rapids. DSG Park, as it is commonly known to locals, has a seating capacity of 18,086 for most MLS games and can expand to over 26,000 for certain events. The Dick's Sporting Goods Park box office is located at 6000 Victory Way in Commerce City, Colorado. The pitch was built for \$131 million and currently has a surface of Kentucky Blue Grass. Some memorable DSG Park events have included International Soccer matches like team USA vs. Brazil, Australia, Costa Rica, and Guatemala.

### Complex Overview

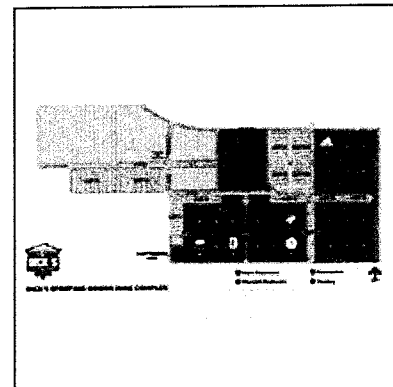
Dick’s Sporting Goods Park field complex consists of 24 full-size, fully-lit sports fields, including 22 natural grass and 2 synthetic turf fields. The natural grass fields are available for rent to the public from April – November, weather permitting. The synthetic turf fields are available for rent to the public year-round. The fields at the complex feature full lighting for both day and nighttime use, as well as permanent restrooms, water, and concession stands.

Fields layouts and dimensions of the complex are lined for regulation soccer field size. Fields can also be configured to accommodate any organization’s needs or requirements for practice, leagues, special event or tournament use (example: youth 3v3 soccer, flag football, boys and girls lacrosse, etc.). *NOTE: additional striping, painting and/or labor fees may apply for this service.*

Since April 2007, Dick’s Sporting Goods Park has hosted a myriad of both youth and adult practices, leagues, events and tournaments, including, but not limited to:

- Soccer
- Lacrosse
- Rugby
- Flag football
- Gaelic games (hurling, Gaelic football)
- Ultimate Frisbee
- Kickball
- Dodgeball

Dick’s Sporting Goods Park also hosts several camps, clinics, national tournaments, and international events throughout the year. Additionally, the complex serves as the home of the Colorado Rapids Soccer Academy and the Arsenal Center of Excellence.



## **Dicks' Sporting Goods Park FAQs**

### **Park location:**

The complex is located nine miles northeast of downtown Denver in Commerce City, Colorado. The complex is just north of the Northfield Stapleton development, and is conveniently located between downtown Denver and DIA airport. It is a little more than a mile north of the intersection of I-70 and Quebec Street, at the juncture of 60th and Quebec. The actual address of the stadium is 6000 Victory Way, Commerce City, CO 80022.

### **Total size of the complex:**

The Dick's Sporting Goods Park entire footprint is comprised of 917 total acres.

### **What is the Dick's Sporting Goods Park Complex comprised of?**

The development is a joint project of Kroenke Sports & Entertainment and Commerce City that includes an 18,000-seat home stadium for the Colorado Rapids Major League Soccer Club, and 24 fields surrounding the stadium that are used for team practice fields, both youth and adult soccer leagues, and match fields for numerous sports. Additionally, the site contains the new city offices of Commerce City, retail development, and a visitor's center that will serve as the entryway to the Rocky Mountain Arsenal Wildlife Refuge and the offices of the US Fish and Wildlife service.

### **Parking at the complex:**

Dick's Sporting Goods Park has nearly 5,000 parking spaces located on the grounds of the complex. There is no additional charge to park at the stadium, as parking fees are already built into the price of event tickets.

### **Box office hours:**

Box office operating hours and other ticketing information can be found on line.

### **Outside food and drink:**

Outside food and/or beverages may not be brought into the stadium. Fans entering the stadium for Rapids games, concerts, or other events should leave their food and beverages in their vehicles. Guests ARE allowed to bring in personal water bottles, provided they meet the following guidelines. As always, event specific policies could change this policy at any time.

### **Guests are allowed to bring water bottles into the stadium provided they meet the following guidelines:**

- Must be 32 oz. or less and in a clear plastic bottle. All labels must be removed from the bottle before entering the stadium.
- Factory sealed or unsealed.
- Must be water. No other liquids of any kind.
- Water may not be in aluminum or metal cans of any kind.

Food and beverage items ARE permitted out on the fields complex.

### **ATMS at the stadium:**

There is one ATM located outside the stadium, on the west side of the stadium next to the ticket office between gates "F" and "G". There are also ATM's located inside the stadium on the south concourse, by the Cantina, above section 118.

**Stadium restaurant:**

Yes, there is the Stadium Cantina, located at the south end of the stadium that typically opens a few hours ahead of scheduled events at the stadium. The Cantina is also available for rent on an individual basis.

**Public transportation:**

Yes, the #88 RTD bus route stops right at the corner of the complex, on the corner of 56th & Quebec.

**How does Dick's Sporting Goods Park compare to soccer – specific stadium complexes around the world?**

Dick's Sporting Good Park is the largest and most state-of-the-art professional stadium & soccer complex in the world. The soccer-specific stadium and the complex, comprised of 24 additional fields surrounding it, is the largest professional complex in the USA as well. Also, no other stadium in the world has a fully-integrated electronic signage system, comprised of the video board, ribbon boards, marquee, and stadium clocks all as part of the same electronic system, as Dick's Sporting Goods Park does.

**Who owns the stadium?**

The city of Commerce City owns the stadium. Kroenke Sports & Entertainment operates the venue.

**What was the total cost of building the complex?**

The project was budgeted at \$131 million and included construction of the stadium, playing fields, and infrastructure improvements leading to the complex, such as roads.

**Who are the principles behind Dick's Sporting Goods Park?**

The complex was developed by Kroenke Sports & Entertainment – owner of Colorado Rapids, as well as the NBA Denver Nuggets, NHL Colorado Avalanche, NLL Colorado Mammoth, Pepsi Center, Paramount Theatre, Altitude Premium Consulting, Opera Shop production services group and co-owner of the AFL Colorado Crush and Universal Lending Pavilion – and the city of Commerce City, Colorado.

**How much did taxes increase to pay for the complex?**

Commerce City residents paid no additional tax. All costs were paid by Kroenke Sports & Entertainment or through issuance of bonds that do not require taxpayer subsidy.

**Who contributed to the stadium complex cost?**

Kroenke Sports & Entertainment and Commerce City split the cost of the project evenly with KSE and Commerce City providing roughly \$65 million each.

**Who can use the stadium facilities?**

The stadium is the home of Colorado Rapids, who are the primary tenant. Concerts, high school events, corporations, businesses, community organizations and other outdoor sports entities are patrons of the stadium as well.

Portions of the stadium can also be rented out to interested parties by KSE for both public and private events. The complex fields are available to a wide variety of youth and adult sports leagues. There are no "free use" times on the fields complex, all fields are scheduled and reserved through the Rapids offices.

**Is the stadium used for other events besides Colorado Rapids matches?**

Yes. The venue to date has hosted several other events, such as outdoor concerts, international soccer matches, the 2007 MLS All-Star Game, Colorado's biggest 4th of July fireworks show, festivals, Easter and Halloween community events, outdoor wrestling matches, health fairs, and many other types of events.

**How does this stadium fit in with the other Denver sports venues?**

Colorado sports fans have long embraced new venues as a means for improving the state's sports culture and Denver is one of an elite few cities to have built a new football stadium, a new baseball stadium, a multi-purpose arena, and state-of-the art college facility within the past decade. This soccer-specific stadium complex provides numerous options for improving the sport of soccer, and the entire complex will lead the way in developing both the top domestic and international youth soccer programs located anywhere in the Rocky Mountain region.

**What was the complex's timetable?**

Preliminary designs for the site and stadium were made public in late 2004, with groundbreaking for the stadium taking place in Spring 2005. The complex was officially dubbed Dick's Sporting Goods Park on Nov. 11, 2006. The stadium complex was completed in time for the grand opening on April 7, 2007. Other phases of the project, such as retail development, will be developed over the next 10 years.

**How can one learn more about the steps that Commerce City and Dick's Sporting Goods Park have taken to mitigate noise levels from the complex?**

Dick's Sporting Goods Park and the city of Commerce City are committed to maintaining acceptable noise levels at and around the complex.



**Riverside County Board of Supervisors  
Request to Speak**

Submit request to Clerk of Board (right of podium),  
Speakers are entitled to three (3) minutes, subject  
to Board Rules listed on the reverse side of this form.

**SPEAKER'S NAME:** GARRY GRANT

**Address:** \_\_\_\_\_  
(only if follow-up mail response requested)

**City:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Phone #:** \_\_\_\_\_

**Date:** MAR 25TH 014 **Agenda #** 2-3

**PLEASE STATE YOUR POSITION BELOW:**

**Position on "Regular" (non-appealed) Agenda Item:**

\_\_\_\_\_ **Support**    \* \_\_\_\_\_ **Oppose**    \_\_\_\_\_ **Neutral**

**Note:** If you are here for an agenda item that is filed  
for "Appeal", please state separately your position on  
the appeal below:

\_\_\_\_\_ **Support**    \_\_\_\_\_ **Oppose**    \_\_\_\_\_ **Neutral**

**I give my 3 minutes to:** \_\_\_\_\_

## **BOARD RULES**

### **Requests to Address Board on "Agenda" Items:**

You may request to be heard on a published agenda item. Requests to be heard must be submitted to the Clerk of the Board before the scheduled meeting time.

### **Requests to Address Board on items that are "NOT" on the Agenda:**

Notwithstanding any other provisions of these rules, member of the public shall have the right to address the Board during the mid-morning "Oral Communications" segment of the published agenda. Said purpose for address must pertain to issues which are under the direct jurisdiction of the Board of Supervisors. YOUR TIME WILL BE LIMITED TO THREE (3) MINUTES.

### **Power Point Presentations/Printed Material:**

Speakers who intend to conduct a formalized Power Point presentation or provide printed material must notify the Clerk of the Board's Office by 12 noon on the Monday preceding the Tuesday Board meeting, insuring that the Clerk's Office has sufficient copies of all printed materials and at least one (1) copy of the Power Point CD. Copies of printed material given to the Clerk (by Monday noon deadline) will be provided to each Supervisor. If you have the need to use the overhead "Elmo" projector at the Board meeting, please insure your material is clear and with proper contrast, notifying the Clerk well ahead of the meeting, of your intent to use the Elmo.

### **Individual Speaker Limits:**

**Individual speakers are limited to a maximum of three (3) minutes.** Please step up to the podium when the Chairman calls your name and begin speaking immediately. Pull the microphone to your mouth so that the Board, audience, and audio recording system hear you clearly. Once you start speaking, the "green" podium light will light. The "yellow" light will come on when you have one (1) minute remaining. When you have 30 seconds remaining, the "yellow" light will begin flash, indicating you must quickly wrap up your comments. Your time is up when the "red" light flashes. The Chairman adheres to a strict three (3) minutes per speaker. **Note: If you intend to give your time to a "Group/Organized Presentation", please state so clearly at the very bottom of the reverse side of this form.**

### **Group/Organized Presentations:**

Group/organized presentations with more than one (1) speaker will be limited to nine (9) minutes at the Chairman's discretion. The organizer of the presentation will automatically receive the first three (3) minutes, with the remaining six (6) minutes relinquished by other speakers, as requested by them on a completed "Request to Speak" form, and clearly indicated at the front bottom of the form.

### **Addressing the Board & Acknowledgement by Chairman:**

The Chairman will determine what order the speakers will address the Board, and will call on all speakers in pairs. The first speaker should immediately step to the podium and begin addressing the Board. The second speaker should take up a position in one of the chamber aisles in order to quickly step up to the podium after the preceding speaker. This is to afford an efficient and timely Board meeting, giving all attendees the opportunity to make their case. Speakers are prohibited from making personal attacks, and/or using coarse, crude, profane or vulgar language while speaking to the Board members, staff, the general public and/or meeting participants. Such behavior, at the discretion of the Board Chairman may result in removal from the Board Chambers by Sheriff Deputies.