



COLUMBIA SPORTS COMMUNITY ASSESSMENT:
FINAL REPORT

OCTOBER 31, 2014





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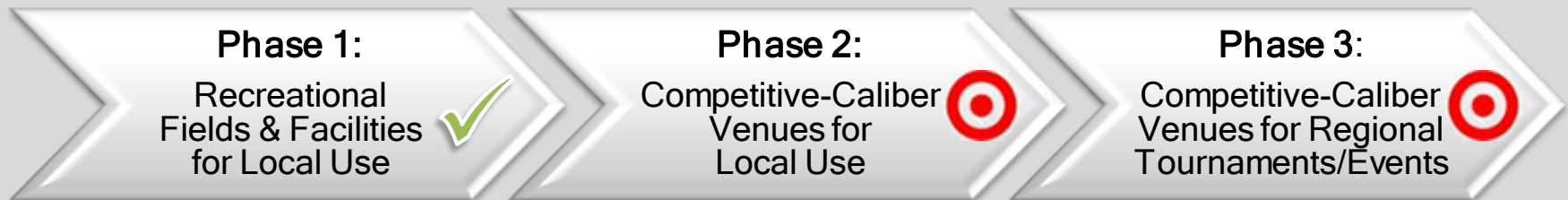
INTRODUCTION

Our facility recommendations (*Section 1 of this report*) are based primarily upon the following primary and secondary research conducted by Victus Advisors over the course of this study:

- Analysis of Columbia's unique market characteristics.
- Review of comparative markets.
- Community feedback via interviews, focus groups, and online surveys.
- Interviews conducted with event organizers and tournament operators.

Due in large part to the strength of the City's Parks & Recreation department, and its ability to meet the needs of a wide variety of recreational activities, Columbia has an ample supply of recreational fields and facilities (*shown as Phase 1 below*). The goal of our study has been to identify the best opportunities for Columbia to invest in competitive infrastructure that can both support the growing local demand for the most popular sports (*Phase 2*) and also generate economic benefit for the community by attracting competitive regional events (*Phase 3*):

COLUMBIA SPORTS FACILITY DEVELOPMENT PHASES





Based on customized research and our extensive industry experience, we have identified that significant community demand exists for the following facility development opportunities:

- 1) **City-County Competitive Sports Complex**
- 2) **Multi-Sport Indoor Fieldhouse**
- 3) **Aquatic Center for Swimming/Diving**

In addition, the following related recommendations will be detailed later in this report:

- 4) **Increase the Hotel/Motel Tax Rate** (*Section II*) to a level on par with comparative communities, and utilize the incremental revenue for sports tourism projects.
- 5) **Establish a Sports Commission** (*Section IV*) to: A) market Columbia as a sports tourism destination, B) support new/expanded sports facilities, C) connect tournament operators/attendees with local businesses (lodging, restaurant, retail, entertainment, etc.).
- 6) **Execute a New Sports Marketing Plan** (*Section V*) in two phases: 1) short-term CVB effort to market existing opportunities, 2) long-term transition to Sports Commission aggressively marketing new venues.



I. FACILITY RECOMMENDATIONS



#1: COMPETITIVE SPORTS FIELD COMPLEX

RECOMMENDATION:

- In conjunction with Boone County, redevelop the current Central Missouri Events Center (CMEC) to become a joint Columbia-Boone County “Competitive Sports Complex.”
- Focus the Competitive Sports Complex on tournaments, competitions, and practices for athletes/organizations that currently lack appropriate practice space and/or have to travel outside of Columbia for competitive opportunities. Key components should include:
 - Finish the Atkins Baseball Complex to include at least 6-8 competitive-caliber fields, including one “showcase” field with bleacher seating capacity of approx. 1,500 people.
 - Develop 12-18 competitive-caliber soccer fields on current CMEC/Atkins land that is under-utilized. If possible within budget, fields should feature artificial turf in order to:
 - a) extend both seasonal use and daily hours, b) reduce weather cancellations, c) limit damage from overuse, and d) provide additional field time (lacrosse, flag football, etc.)
 - Install lights for night-time play, and concessions/restrooms/lockers as necessary.

POTENTIAL PROJECT COSTS: *(Note: Preliminary cost estimates based upon industry standards)*

- Completion of Atkins Baseball Complex (4 fields with lights @ \$500,000 per field + 1,500 bleacher seats for “showcase” field): approximately \$2.5M
- Addition of artificial turf soccer fields with lights (12 fields @ \$1M per field): approx. \$12M
- Additional support facilities (restrooms, concessions, operations, etc.): approx. \$2M
- Total Preliminary Estimate: approx. \$16.5M



RATIONALE:

- Investment and support from both City and County, and operational expertise from the City, should increase the feasibility of the project and produce long-term benefits for both.
- The CMEC is currently a financial burden for the County, and the adjacent Atkins Complex has shown that the City and County can work together to successfully utilize that land.
- The County has already considered potential redevelopment of the existing CMEC space (80-acre Atkins Tract and 134-acre Fairgrounds) with additional baseball and soccer fields.
- There is an immediate demand in Columbia for a 6-8 field, tournament-caliber, baseball complex. Several regional baseball organizers also expressed interest in a “showcase” field for key events (such as Semifinals or Finals match-ups).
- Soccer is among the most popular sports in Columbia, however there is a severe lack of both practice fields and tournament-caliber fields, and soccer teams must frequently travel.
- There is little-to-no artificial turf available in Columbia (more durable, lower ongoing maintenance costs, extended daily hours, extended seasonal availability).
- Installation of artificial turf can cost nearly two times that of natural grass, however on-going maintenance/upkeep costs are typically only a quarter of those necessary to maintain grass fields, and potential weekly usage of an artificial turf field can comfortably be more than two times that of a natural grass field.



#2: MULTI-SPORT INDOOR FIELDHOUSE

RECOMMENDATION:

- The City of Columbia should develop a multi-sport, indoor fieldhouse for use by currently underserved indoor sports, including basketball, volleyball, gymnastics, etc.
- Key components of this facility should include:
 - Regulation basketball courts (at least 8).
 - Flexible court layout and use of multi-purpose flooring options so other sports may use the venue (volleyball, gymnastics, wrestling tournaments, Show-Me State Games)
 - Locker rooms, concessions, administrative offices, etc.
- This fieldhouse could be considered as an additional part of the proposed City-County Competitive Sports Complex, or built on other available land with the City of Columbia.

POTENTIAL PROJECT COST: *(Note: Preliminary cost estimates based upon industry standards)*

- 80,000 square foot facility at \$125 per square foot: approx. \$10M

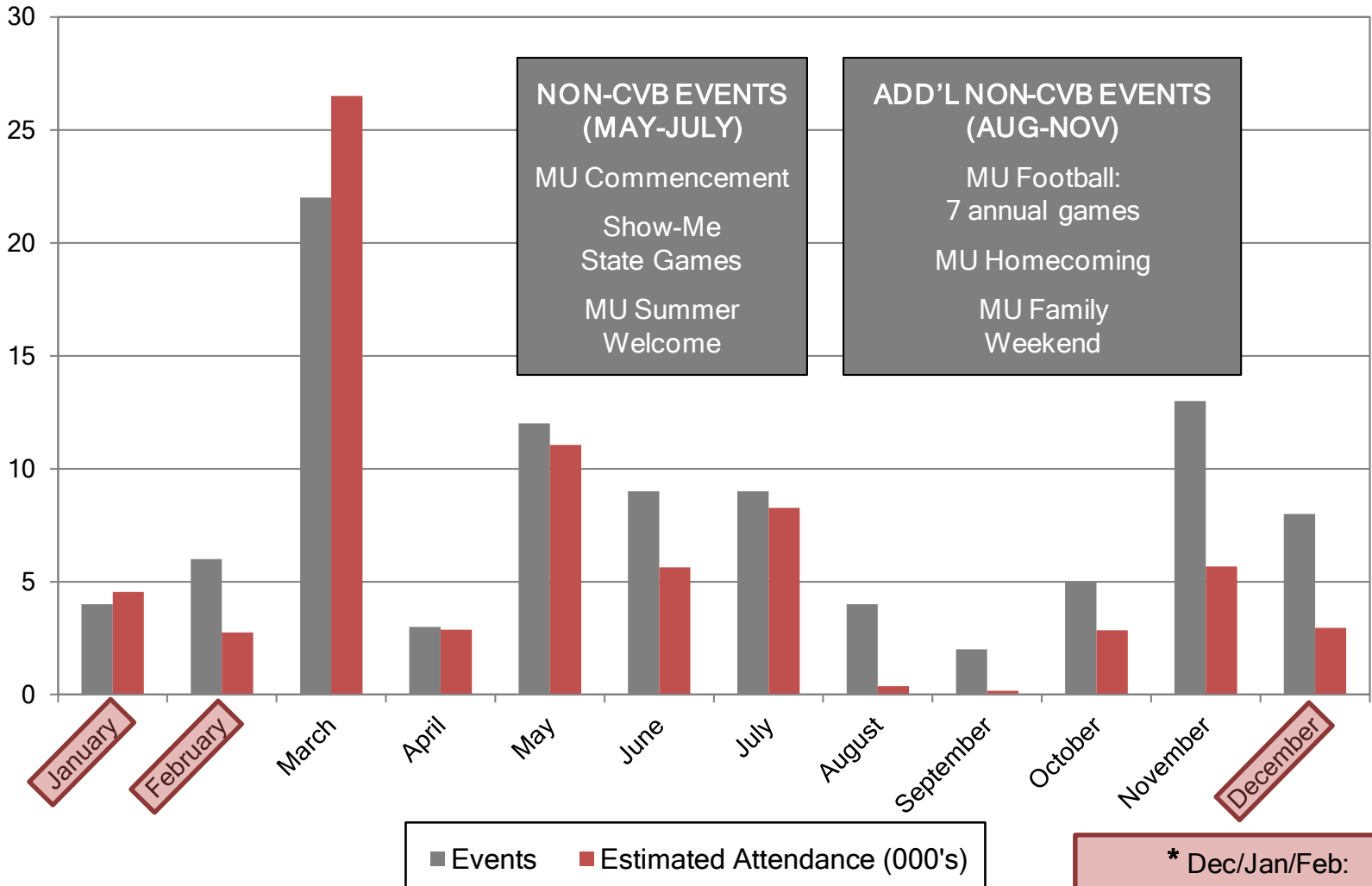
RATIONALE:

- Basketball is a frequent driver of travel outside of Columbia by youth sports teams/athletes.
- Basketball is considered by the local community to be one of the three most popular and successful sports in the area, despite lacking a suitable venue for tournaments, leagues, etc. on a year-round basis.
- If designed correctly, a flexible indoor facility could also accommodate numerous other sports that currently lack appropriate space for large events and tournaments.
- Dec/Jan/Feb is the quietest period for Columbia sports tourism (*see chart on next page*), and an indoor fieldhouse could attract numerous events during this time.



COLUMBIA SPORTS TOURISM SEASONALITY

AMATEUR SPORTING EVENTS SERVICED BY COLUMBIA CVB: 2009-2013



Source: Columbia CVB



#3: AQUATIC CENTER

RECOMMENDATION:

- Demand exists in Columbia for a new aquatic center, so the City should carefully examine the financial feasibility of a swimming/diving venue to host practices and meets.
- Although demand exists for an aquatic center, several important caveats should be noted:
 - Development of a state-of-the-art aquatic center capable of hosting regional meets/competitions (including a 50-meter pool with movable bulkhead, training/instructional pool, therapy pool, diving wells, seating capacity for 1,000+ spectators, locker rooms, administration, etc.) can cost as much as \$250 per sq. ft.
 - On-going operating costs of aquatic centers can be prohibitive (due to insurance costs, additional staffing costs for lifeguards/safety, maintenance of water quality, etc.), and as a result, most aquatic centers require on-going public subsidies.
 - In order to enhance project feasibility, the City might explore partnership with the school district to redevelop the current Hickman facility or develop a new center.
 - Numerous aquatic centers across the country have also enhanced their financial feasibility by partnering with hospitals or health systems for therapeutic uses.

POTENTIAL PROJECT COSTS: *(Note: Preliminary cost estimates based upon industry standards)*

- An 80,000 square foot, state-of-the-art, aquatic center capable of hosting competitive swimming and diving events is estimated to cost approximately \$20M (80,000 sq. ft. at \$250/sq. ft.).
- Annual water costs (chemicals, utilities) for Olympic-regulation pool can exceed \$250,000.



#3: AQUATIC CENTER (CONT'D)

RATIONALE:

- Swimming is historically popular in Columbia, and the local community considers it a successful local sport despite the perception that it has been underserved.
- Swimming/diving are primary drivers of out-of-town sports travel by Columbia residents, with frequent travel as far as Topeka and Lawrence, Kansas.
- There is a severe lack of pool time in Columbia, and no competitive-caliber venue other than Mizzou Aquatics Center, where available time for non-University usage is both limited and expensive.
- The current primary aquatic center in Columbia (at Hickman High School) was built in 1955 and is outdated and not suitable for large competitions.
- Swimming/diving events could help fill open tourism dates in the winter months of December, January, and February.



OTHER SPORTS / NICHE SPORTS:

- It should be noted that in addition to baseball, soccer and basketball, a Field Complex and a Fieldhouse could also provide significant usage opportunities for other field sports such as lacrosse, flag football, rugby, etc., and indoor sports such as volleyball, wrestling, gymnastics, etc.
- During our research, we also identified several other niche sports in Columbia with passionate participants. In particular, these sports included:
 - Ice Hockey
 - Horse Shows / Equine Events
 - Archery
 - Disc Golf
- It is our understanding that these sports represent relatively minor recreational activities in Columbia, as compared to other local sports (such as soccer, baseball, softball, basketball, and swimming) that have developed large followings and sophisticated competitive organizations.
- As such, our facility recommendations have been primarily focused on the competitive sports that have demonstrated the organizational infrastructure and community backing necessary to support significant capital investment and maximize the City's return on investment (ROI).



II. FUNDING ANALYSIS



COMPARATIVE HOTEL/MOTEL TAX RATES

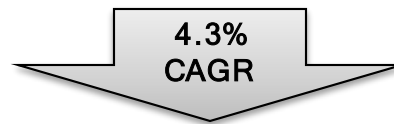
<u>City</u>	<u>State</u>	<u>Local Hotel/Motel Tax Rate</u>
Ames	Iowa	7.0%
Athens	Georgia	7.0%
Jefferson City	Missouri	7.0%
Lawrence	Kansas	6.0%
Champaign-Urbana	Illinois	6.0%
Bloomington	Indiana	5.0%
Springfield	Missouri	5.0%
Joplin	Missouri	4.0%
<i>Columbia</i>	<i>Missouri</i>	<i>4.0%</i>
<u>Average Hotel/Motel Tax Rate:</u>		5.7%
<u>Median Hotel/Motel Tax Rate:</u>		6.0%

Note: Sorted by tax rate, in descending order.



RECENT COLUMBIA HOTEL/MOTEL TAX TRENDS

Year	Tax Rate	Hotel/Motel Tax Collections	Growth Rate
2010	4.0%	\$1,897,885	-
2011	4.0%	\$1,952,631	2.9%
2012	4.0%	\$2,006,968	2.8%
2013	4.0%	\$2,153,251	7.3%
Compound Annual Growth Rate (CAGR) since 2010:			4.3%



Year	Estimated Total Hotel/Motel Spending	4.0% Hotel/Motel Tax Collections	5.0% Hotel/Motel Tax Collections	6.0% Hotel/Motel Tax Collections	7.0% Hotel/Motel Tax Collections
Actual 2010	\$47,447,125	\$1,897,885	\$2,372,356	\$2,846,828	\$3,321,299
Actual 2011	\$48,815,775	\$1,952,631	\$2,440,789	\$2,928,947	\$3,417,104
Actual 2012	\$50,174,200	\$2,006,968	\$2,508,710	\$3,010,452	\$3,512,194
Actual 2013	\$53,831,275	\$2,153,251	\$2,691,564	\$3,229,877	\$3,768,189
Proj. 2014	\$56,144,806	\$2,245,792	\$2,807,240	\$3,368,688	\$3,930,136
Proj. 2015	\$58,557,767	\$2,342,311	\$2,927,888	\$3,513,466	\$4,099,044
Proj. 2016	\$61,074,431	\$2,442,977	\$3,053,722	\$3,664,466	\$4,275,210

Note: Projections are based solely on 4.3% historical CAGR, and do not include potential growth that could be associated with increased sports tourism.



EST. 30-YR INCREMENTAL REVENUE FROM H/M TAX

Year	Projected Increment: 5.0% Tax	Projected Increment: 6.0% Tax	Projected Increment: 7.0% Tax
2016	\$610,744	\$1,221,489	\$1,832,233
2017	\$636,993	\$1,273,985	\$1,910,978
2018	\$664,369	\$1,328,738	\$1,993,107
2019	\$692,922	\$1,385,844	\$2,078,765
2020	\$722,702	\$1,445,404	\$2,168,105
2021	\$753,762	\$1,507,523	\$2,261,285
2022	\$786,156	\$1,572,313	\$2,358,469
2023	\$819,943	\$1,639,887	\$2,459,830
2024	\$855,182	\$1,710,365	\$2,565,547
2025	\$891,936	\$1,783,872	\$2,675,808
2026	\$930,269	\$1,860,538	\$2,790,808
2027	\$970,250	\$1,940,500	\$2,910,749
2028	\$1,011,949	\$2,023,897	\$3,035,846
2029	\$1,055,440	\$2,110,879	\$3,166,319
2030	\$1,100,800	\$2,201,600	\$3,302,399
2031	\$1,148,109	\$2,296,219	\$3,444,328
2032	\$1,197,452	\$2,394,904	\$3,592,356
2033	\$1,248,916	\$2,497,831	\$3,746,747
2034	\$1,302,591	\$2,605,182	\$3,907,772
2035	\$1,358,573	\$2,717,146	\$4,075,719
2036	\$1,416,961	\$2,833,922	\$4,250,883
2037	\$1,477,858	\$2,955,716	\$4,433,575
2038	\$1,541,373	\$3,082,746	\$4,624,119
2039	\$1,607,617	\$3,215,234	\$4,822,851
2040	\$1,676,708	\$3,353,417	\$5,030,125
2041	\$1,748,769	\$3,497,538	\$5,246,307
2042	\$1,823,927	\$3,647,853	\$5,471,780
2043	\$1,902,314	\$3,804,629	\$5,706,943
2044	\$1,984,071	\$3,968,142	\$5,952,213
2045	\$2,069,341	\$4,138,683	\$6,208,024

Total Value of Incremental Revenues (30 Years)		
Hotel/Motel Tax Rate	Cumulative Total (30 Years)	Net Present Value (NPV) in \$2016
5.0%	\$36,008,000	\$18,369,000
6.0%	\$72,016,000	\$36,738,000
7.0%	\$108,024,000	\$55,107,000

Notes: - Incremental revenues calculated using 4.3% CAGR.
 - Projections do not include potential growth that could be associated with increased sports tourism.
 - NPV assumes 4.0% discount rate.



MINIMUM FUNDING POTENTIAL OF INCREMENTAL REVENUE

The sample funding scenario shown below is intended to be a **conservative estimate of minimum bonding capacity**. A more aggressive financing approach could potentially generate additional upfront funds for use in sports facility development, however for this scenario we have utilized the following conservative factors:

- 1) 30-year bond term with a fixed interest rate
- 2) Fixed annual payment based upon projected 2016 incremental hotel/motel tax revenues, with a 1.5x coverage ratio
- 3) 2016 incremental hotel/motel tax revenues calculated according to historical 4.3% CAGR (not including any potential future growth from sports tourism)

	5.0% Tax	6.0% Tax	7.0% Tax
Estimated 2016 Increment:	\$610,740	\$1,221,490	\$1,832,230
Annual Payment (1.5x Coverage):	\$407,200	\$814,300	\$1,221,500
Interest Rate:*	4.0%	4.0%	4.0%
Est. Bonding Capacity (30-yr Term):	\$7,041,000	\$14,081,000	\$21,122,000

* Estimated interest rate is based upon recent City bond issues (2012) with interest rates ranging from 2.0% to 4.0%



ADDITIONAL CVB FUNDS AFTER DEBT SERVICE

One benefit of a fixed interest rate & fixed annual payments pegged to 2016 revenues is that incremental tax revenues beyond the fixed annual payment could be available for other CVB uses. The table below shows potential free & clear tax revenues based upon the conservative scenario from page 15. Please note that accelerated growth (beyond historical 4.3% CAGR) due to increased sports tourism would result in further free & clear tax revenue.

Year	5.0% Hotel/Motel Tax Rate			6.0% Hotel/Motel Tax Rate			7.0% Hotel/Motel Tax Rate		
	Incremental Revenue	Fixed Debt Payment	Free & Clear Revenue	Incremental Revenue	Fixed Debt Payment	Free & Clear Revenue	Incremental Revenue	Fixed Debt Payment	Free & Clear Revenue
2016	\$610,744	(\$407,200)	\$203,544	\$1,221,489	(\$814,300)	\$407,189	\$1,832,233	(\$1,221,500)	\$610,733
2017	\$636,993	(\$407,200)	\$229,793	\$1,273,985	(\$814,300)	\$459,685	\$1,910,978	(\$1,221,500)	\$689,478
2018	\$664,369	(\$407,200)	\$257,169	\$1,328,738	(\$814,300)	\$514,438	\$1,993,107	(\$1,221,500)	\$771,607
2019	\$692,922	(\$407,200)	\$285,722	\$1,385,844	(\$814,300)	\$571,544	\$2,078,765	(\$1,221,500)	\$857,265
2020	\$722,702	(\$407,200)	\$315,502	\$1,445,404	(\$814,300)	\$631,104	\$2,168,105	(\$1,221,500)	\$946,605
v	v	v	v	v	v	v	v	v	v
2025	\$891,936	(\$407,200)	\$484,736	\$1,783,872	(\$814,300)	\$969,572	\$2,675,808	(\$1,221,500)	\$1,454,308
v	v	v	v	v	v	v	v	v	v
2030	\$1,100,800	(\$407,200)	\$693,600	\$2,201,600	(\$814,300)	\$1,387,300	\$3,302,399	(\$1,221,500)	\$2,080,899
v	v	v	v	v	v	v	v	v	v
2035	\$1,358,573	(\$407,200)	\$951,373	\$2,717,146	(\$814,300)	\$1,902,846	\$4,075,719	(\$1,221,500)	\$2,854,219
v	v	v	v	v	v	v	v	v	v
2040	\$1,676,708	(\$407,200)	\$1,269,508	\$3,353,417	(\$814,300)	\$2,539,117	\$5,030,125	(\$1,221,500)	\$3,808,625
v	v	v	v	v	v	v	v	v	v
2045	\$2,069,341	(\$407,200)	\$1,662,141	\$4,138,683	(\$814,300)	\$3,324,383	\$6,208,024	(\$1,221,500)	\$4,986,524
Cumulative Total:			\$23,792,000			\$47,587,000			\$71,379,000
Net Present Value (\$2016):			\$11,328,000			\$22,657,000			\$33,984,000

Note: As noted on pg. 15, depending on eventual financing approach, some of this additional revenue could likely be captured for bonding purposes.



III. ECONOMIC & FISCAL IMPACT ANALYSIS



INTANGIBLE BENEFITS:

- Increased quality of life and community pride.
- Health benefits of an active community.
- More attractive environment for businesses and their employees with young families.
- Increased awareness and improved regional reputation of Columbia as a tourism destination.

TANGIBLE BENEFITS:

- **Construction Spending:**
 - One-time economic impacts during construction period.
 - One-time fiscal impacts during construction period.
- **Visitor Spending:**
 - On-going annual economic impacts of events.
 - On-going annual fiscal impacts of events.



Primary Sources of Incremental Direct Spending from Amateur Sports Facility Development	
One-Time Construction Expenditures	On-Going Facility Operations
Supplies & Materials Labor Costs Service Fees	Visitor Spending: Lodging Restaurants/Bars Entertainment Retail Transportation Etc.



ECONOMIC IMPACT METHODOLOGY (CONT'D)

Incremental direct spending in Columbia is subsequently re-spent throughout the local economy. The cumulative impact of these re-spending cycles is called the "MULTIPLIER EFFECT".

Incremental Direct Spending	Construction	Visitor Spending
	Labor, Materials, Services, etc.	Lodging, Bars/Restaurants, Entertainment, Retail, Transit, etc.



MULTIPLIER EFFECT

Indirect Spending	Manufacturing, Wholesalers (F&B, Merchandise), Shipping/Freight, Utilities, etc.
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MULTIPLIER EFFECT

Induced Spending	Additional spending by businesses, households, government entities, and other economic sectors.
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IMPLAN* Multipliers specific to Boone County have been utilized to estimate the following economic/fiscal impacts:

- Total Output (direct, indirect & induced spending)
- Employment (full-time & part-time jobs)
- Labor Income (salaries & wages)
- Tax Revenues (associated with the total output)

IMPLAN MULTIPLIERS - BOONE COUNTY, MISSOURI

Industry	Total Output Multiplier	Employment Multiplier	Labor Income Multiplier
Construction - Non Residential	1.272906	6.664653	0.310714
Retail Stores	1.545672	21.193363	0.658569
Spectator Sports	1.693307	13.076799	1.228804
Amusement & Recreation	1.548523	26.428642	0.651272
Hotels & Motels	1.469601	15.373503	0.379908
Food Services & Drinking Places	1.488335	23.732596	0.510050
Other Personal Services	1.595638	14.514968	0.711962
Transit & Ground Passenger Transportation	1.594034	28.554309	0.829279

* Note: IMPLAN stands for Impacts for PLANning and is a registered trademark of the IMPLAN Group.



ONE-TIME IMPACTS OF FACILITY CONSTRUCTION

Spending associated with construction of Columbia amateur sports facilities would generate **one-time** economic and fiscal impacts within Boone County.

CONSTRUCTION SPENDING		ECONOMIC IMPACTS			FISCAL IMPACTS	
Potential Total Construction Spending	Estimated Local Direct Spending	Total Output	Employment	Labor Income	City Sales Tax (2.00%)	County Sales Tax (1.75%)
\$10,000,000	\$5,200,000	\$6,619,000	35	\$1,616,000	\$42,000	\$37,000
\$20,000,000	\$10,400,000	\$13,238,000	69	\$3,231,000	\$84,000	\$73,000
\$30,000,000	\$15,600,000	\$19,857,000	104	\$4,847,000	\$126,000	\$110,000

* Assumes that all local construction material purchases would be taxable. Includes sales tax collected on indirect & induced spending.

Note: Lodging Tax was excluded for construction period, as expected room night impact of construction is likely to be minor.

Note: Presented in current dollars.



ANNUAL IMPACTS OF NEW SPORTS TOURISM

New amateur sports facilities in Columbia would attract new events, and thus new visitors, whose incremental direct spending in the local community would generate **on-going** economic and fiscal impacts within Boone County.

VISITATION & SPENDING			ANNUAL ECONOMIC IMPACTS			ANNUAL FISCAL IMPACTS		
Incremental Annual Events	Estimated New Annual Visitors	Estimated Net New Direct Spending*	Total Output	Employment	Labor Income	City Lodging Tax (7.00%)**	City Sales Tax (2.00%)	County Sales Tax (1.75%)
10	10,000	\$759,000	\$1,144,000	16	\$404,000	\$25,000	\$15,000	\$13,000
25	25,000	\$1,898,000	\$2,859,000	41	\$1,009,000	\$61,000	\$36,000	\$32,000
50	50,000	\$3,795,000	\$5,718,000	81	\$2,018,000	\$123,000	\$73,000	\$64,000

* Only includes direct spending by visitors from outside of Boone County. Assumes 2 nights per out-of-town visitor, average daily room rate of \$83, and additional daily spending of \$65.

** For purposes of this analysis, it has been assumed that City will increase Lodging Tax to 7.00% to fund sports facility development.

Note: Presented in current dollars.



NPV OF INCREMENTAL IMPACTS OVER 30 YEARS

Together, the one-time construction and on-going operations of new amateur sports facilities in Columbia would have long-term, incremental economic and fiscal impacts within Boone County.

SCENARIO		NET PRESENT VALUE (NPV) OF INCREMENTAL IMPACTS OVER 30 YEARS*					
Construction Spending	Incremental Events	ECONOMIC IMPACTS			FISCAL IMPACTS		
		Total Output	Employment**	Labor Income	City Lodging Tax (7.00%)	City Sales Tax (2.00%)	County Sales Tax (1.75%)
\$10,000,000	10	\$35,151,000	16	\$11,720,000	\$629,000	\$418,000	\$363,000
\$20,000,000	25	\$84,670,000	41	\$27,914,000	\$1,535,000	\$987,000	\$875,000
\$30,000,000	50	\$162,975,000	81	\$55,439,000	\$3,095,000	\$1,958,000	\$1,716,000

*Assumptions include 3.0% annual inflation and 4.0% discount rate.

** Represents new full- and part-time jobs sustained on an annual basis.



IV. SPORTS COMMISSION RECOMMENDATIONS



SPORTS COMMISSION STRUCTURE

- Based on the understanding we have developed of the Columbia sports community, we recommend that the City pursue an **affiliated** model (aligned closely with the existing CVB) due to the following factors:
 - Columbia is entering “transition phase” in their approach to sports tourism; shifting focus from local recreation to regional tournaments/competition.
 - Operational & financial strength of existing CVB ideally positions it to serve as “incubator” for a new sports commission.
 - Private sector in Columbia is small and unaccustomed to providing major sports tourism support (such as private facilities, event sponsorship, etc.).
 - Public sector is most likely to support sports tourism through proven channels (CVB and Parks & Recreation).
- Columbia Sports Commission (CSC) should be incorporated as a non-profit organization governed by the CVB with its own **separate identity**:
 - Electronic Identity (website, emails, social media channels, etc.)
 - Graphic Identity (logo, letterhead, mascot, etc.)
 - Operating Budget & Marketing Strategy/Spend
- The CSC would **share resources** with the CVB where appropriate, including office space, administrative support and overhead costs.



PROPOSED MISSION STATEMENT:

The Mission of the City of Columbia's Sports Commission is to use the power of sports to attract local, regional, and national sporting events; generate economic impact for our businesses; and maximize the positive influence that sports can have on the physical and mental health of our community.



SPORTS COMMISSION PRIORITIES

- The CSC's priorities should be to:
 - **Generate spending** in the local economy from sports tourism events.
 - Represent the Columbia sports industry outside the community by **marketing Columbia** (and its venues) as a sports tourism destination.
 - **Support the local sports industry** within the community by connecting teams/leagues/venues with both local businesses and potential participants.
 - **Promote community health** & wellness through sports participation.
- The CSC will serve as the chief advocate for the sports community:
 - Organize & promote investment in new facilities.
 - Attract facility operators to invest in Columbia.
 - Attract new sports tourism events to the City, and create new sports events to attract tourism and serve as community fundraisers.
 - Maintain/support existing sports tourism events.
 - Represent the sports community at trade shows and industry events outside of the City.
 - Serve as the central point-of-contact (both B2B and B2C) for sports organizations both inside and outside of Columbia.



SPORTS COMMISSION ROAD MAP

Potential Long-Term Road Map for the CSC

Years 1 and 2 (2015-16)

- Establish the Columbia Sports Commission.
- Assemble a Board of Directors.
- Hire a full-time Executive Director.
- Rely primarily on administrative support and funding from the CVB.
- Primary focus on attracting events with existing assets.
- Become more active with national trade shows, meetings, relationships, etc.
- Achieve modest fundraising goals.

Years 3 to 5 (2017-19)

- Become less reliant on administrative support and funding from the CVB.
- Effectively begin to operate like a self-supporting business.
- Achieve more aggressive fundraising goals.
- Become more relevant at national trade shows, meetings, etc.
- Demonstrated success with attracting new regional sporting events.

Years 6+ (2020 -)

- “The “*2020 Vision*”
- CSC becomes completely self-funding.
- Three-to-four person full-time staff.
- Larger operating budget.
- Ability to participate in “bidding” for events.
- New sports facilities are constructed and operating effectively.
- Ramp up regional/national marketing of specific new facilities.
- Become more entrepreneurial by creating CSC-owned and operated fundraising events.



SPORTS COMMISSION FUNDING SOURCES

In order to become a more self-sufficient organization, the CSC should explore independent funding solutions. Examples of specific sources might include:

Source	Low - Annual Estimates	High - Annual Estimates
Corporate Partnerships	\$7,500	\$15,000
Board Member Donations	\$1,500	\$5,000
Individual Membership Fees	\$5,000	\$12,500
Business Membership Fees	\$3,000	\$5,000
Awards Banquet/Sports Auction	\$5,000	\$25,000
Speaker Series	\$1,500	\$10,000
Golf Tournament	\$10,000	\$25,000
Mascot Appearance Fees	\$1,000	\$5,000
Private Donations	\$2,500	\$25,000
Event Revenue	\$5,000	\$25,000
Fees-for-Services	\$2,500	\$10,000
Lodging Taxes (<i>portion of "free & clear"</i>)	\$50,000	\$250,000+



SPORTS COMMISSION SPONSORSHIP

An example of a corporate sponsorship program may be as follows:

Benefits	Champion Partner (\$1,500)	All-Star Partner (\$750)	MVP Partner (\$350)
Website Recognition and Link	X	X	X
Awards Banquet/Sports Auction Tickets	4	2	2
Membership Plaque/Gift/Certificate	X	X	X
Free Event Registrations	4	2	2
CSC BOD Host Opportunity	X	X	X
Volunteer Opportunities	X	X	X
Print Materials	X	X	X
Signage/Logo Placement at Events	Premium	Secondary	
CSC Service Provider Opportunity	X	X	
Golf Fundraiser	2-some		
Premium Event Ticket Purchase Priority	X		
Web Banner/Social Media	X		
Sample Revenue (\$11,750 Total)	3 / \$4,500	5 / \$3,750	10 / \$3,500



SPORTS COMMISSION MEMBERSHIP

Membership campaigns are another effective way of driving sports commission revenue, such as the potential structure outlined below:

Benefits	Gold Member (\$250)	General Member (\$50)
Commemorative Gift/Certificate	X	X
Membership Card w/ Local Discounts	X	X
Directory Listing on CSC Website	X	X
Entry for Drawings/Giveaways	X	X
Gift Certificate to Sponsor Retailer/Restaurant	\$50	\$25
Volunteer Opportunities (Priority)	X	X
Buy-One-Get-One-Free Event Offers	X	X
Premium Event Ticket Purchase Priority	X	
Annual Sports Banquet Tickets	2	
Free Registrations for any CSC Event	2	
Sample Revenue (\$11,250 Total)	100 / \$5,000	25 / \$6,250

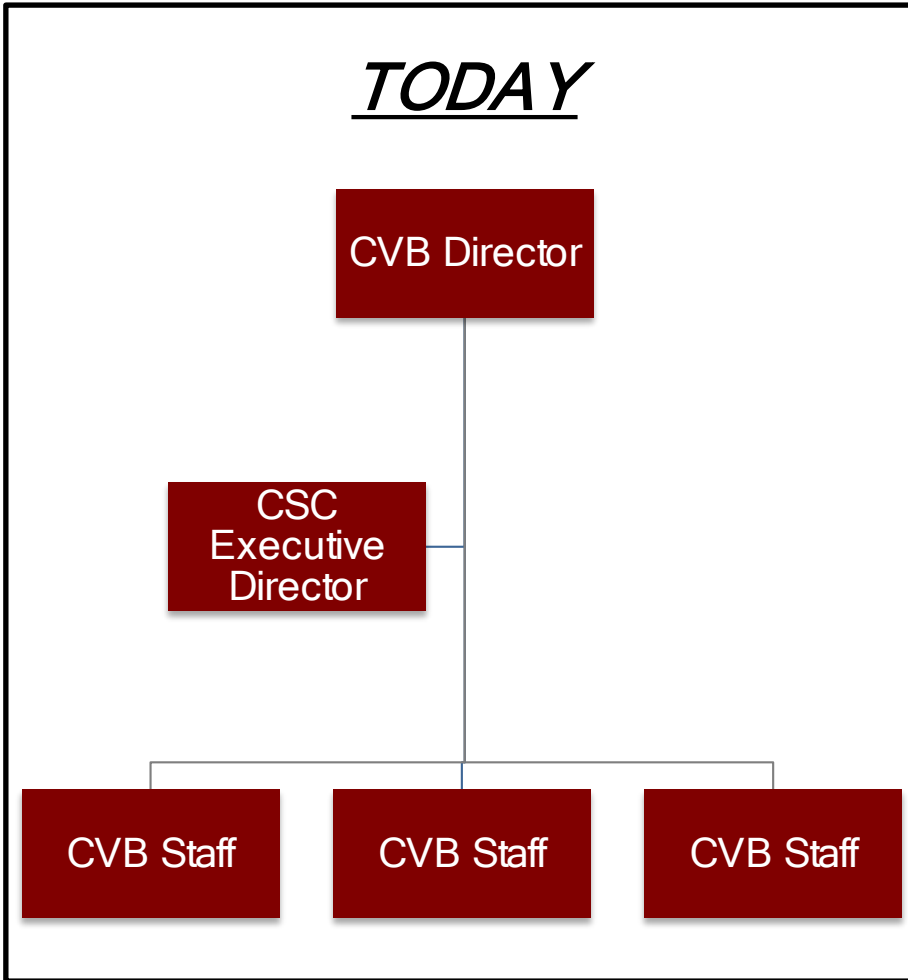


- Initial CSC staff should be limited to a full-time Executive Director.
- The Executive Director should be:
 - Direct report to head of CVB.
 - 100% dedicated to CSC goals and objectives.
 - Able to use CVB support staff as required.
 - Paid a salary of \$50,000 - \$60,000, plus potential incentive-based compensation (*if possible*) based upon growth metrics:
 - Salary level based on sports industry experience (*critical*) and experience with similar types of organizations.
 - Salary level should be high enough to obtain a long-term hire that is committed to and capable of achieving the “Long-Term Road Map” for the CSC.

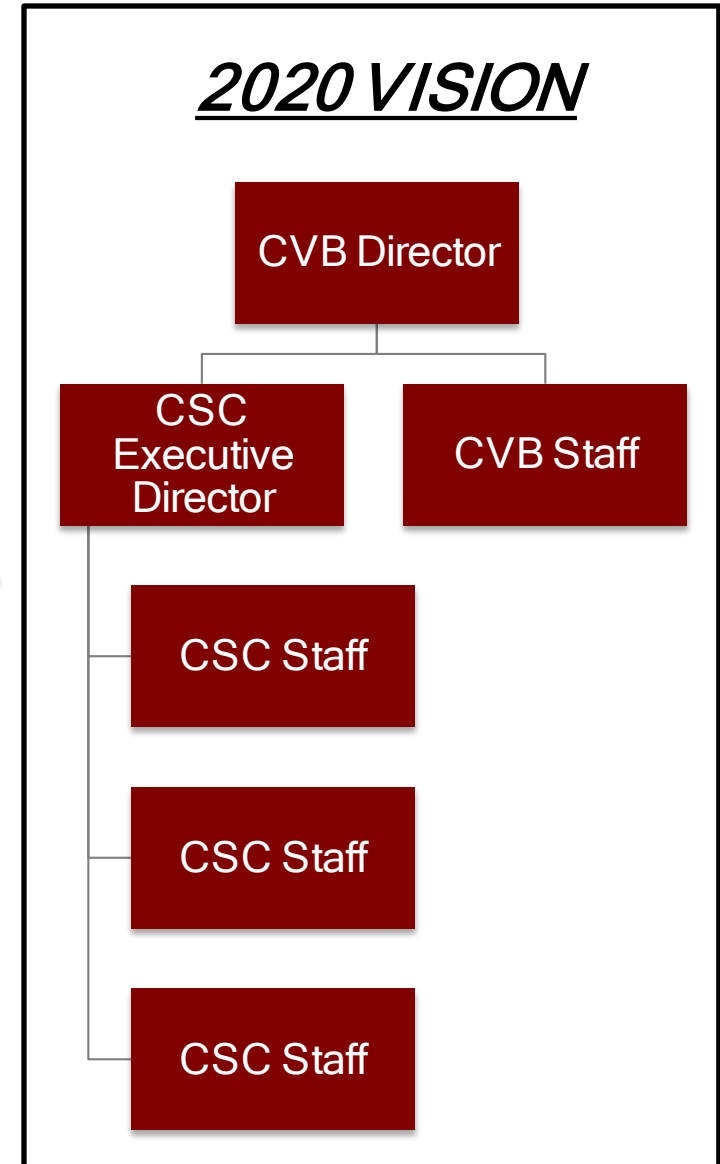


SPORTS COMMISSION STAFFING CHART

TODAY



2020 VISION





- The CSC Executive Director should have the following responsibilities, among others assigned by the Board and the CVB:
 - Develop goals and objectives (both short and long term) and implement a strategic plan to achieve them, along with the participation of CVB, Board of Directors, and local sports stakeholders (Parks & Rec, leagues, venues, universities, etc.).
 - Proactively identify, seek and attract new sports tourism opportunities.
 - Cultivate and maintain close working relationships with local, regional and national sports organizations.
 - Represent the CSC at locally-hosted events; national tradeshow and meetings; Sports Commission-supported events; in the community; at events currently under research for hosting by the Sports Commission.
 - Facilitate the bid process for sporting events - from inception to booking, event planning and coordination, event management, and engagement of key partners.
 - Develop strategies and implement revenue plans to support the CSC, including:
 - Private donations, individual/business memberships.
 - Creatively develop revenue opportunities (golf tournament, speaker series, annual banquet, etc.).
 - Define the value proposition and generate ROI for corporate partners.
 - Assist with the CSC's marketing and promotional efforts.
 - Work with local facilities to identify schedules and available dates for events.
 - Work with existing events to grow, retain or sustain current sports events.
 - Provide local organizations with assistance hosting larger events.



- The *Board of Directors (BOD)* for the Columbia Sports Commission should be a balanced, volunteer, advisory board committed to playing an active role in the vision, growth, and success of the organization:
 - 12 to 15 members recommended, separate from the existing CVB Board.
 - Include local leaders from: sports community, businesses that would benefit from sports tourism, and public sector (CVB, Parks/Rec, County).
 - Emphasis should be placed on appointing Board members that have immediate community influence, as well as long-term willingness to support the CSC with both their personal time/effort and financial means.
 - CVB & Parks/Rec Directors should be Board members, but not the chairperson, to limit community perception that CSC is “City-controlled”.
 - The existing Sports Advisory Board/Steering Committee may serve as a starting point for a new BOD, however membership should be flexible given the recommended BOD requirements.
- Basic required parameters for each Board member might include:
 - Annual financial donation for private sector members (i.e. \$150 - \$250).
 - Provide their time, talent and energy (“Give it, Get it, or Get off”).
 - Commit to attending minimum amount of meetings/SC events.
- The BOD would not carry any fiduciary or legal responsibilities.



V. MARKETING & BRANDING RECOMMENDATIONS

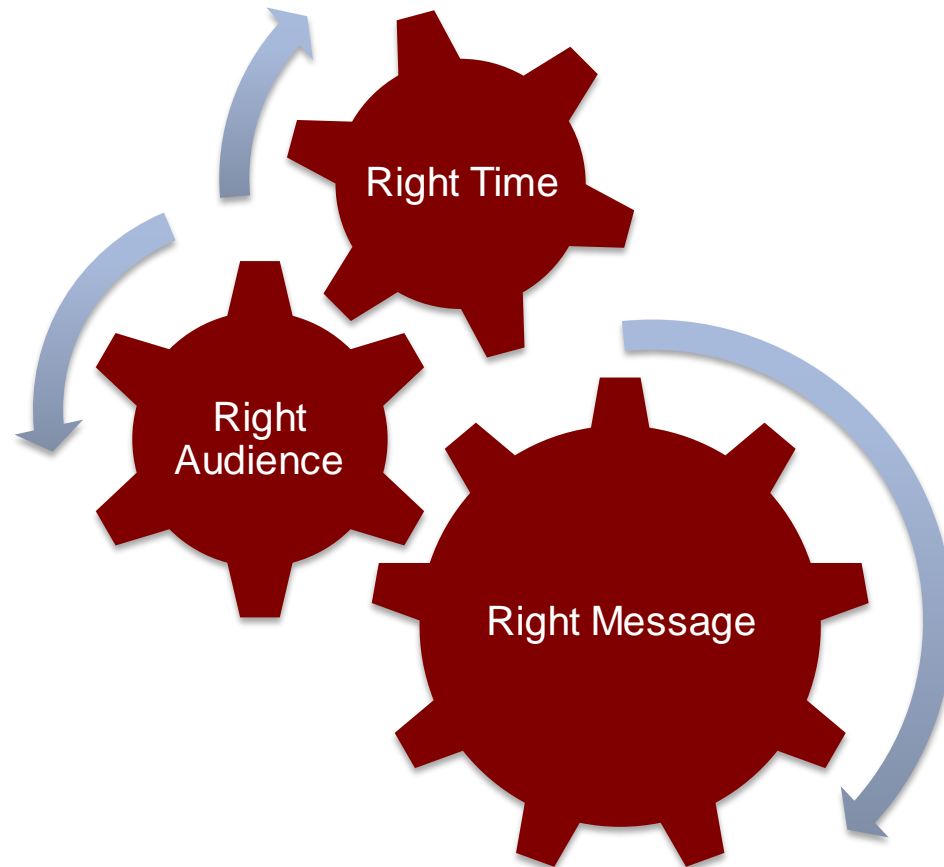


- Currently, sports tourism marketing is being handled by the CVB. Ultimately, this responsibility (along with the corresponding budget) should fall under the jurisdiction of any newly-created sports commission.
- The recommendations that follow are primarily intended to guide the CVB's current marketing efforts during this interim timeframe under the existing structure, budget, and community assets.



EFFICIENT MARKETING MIX

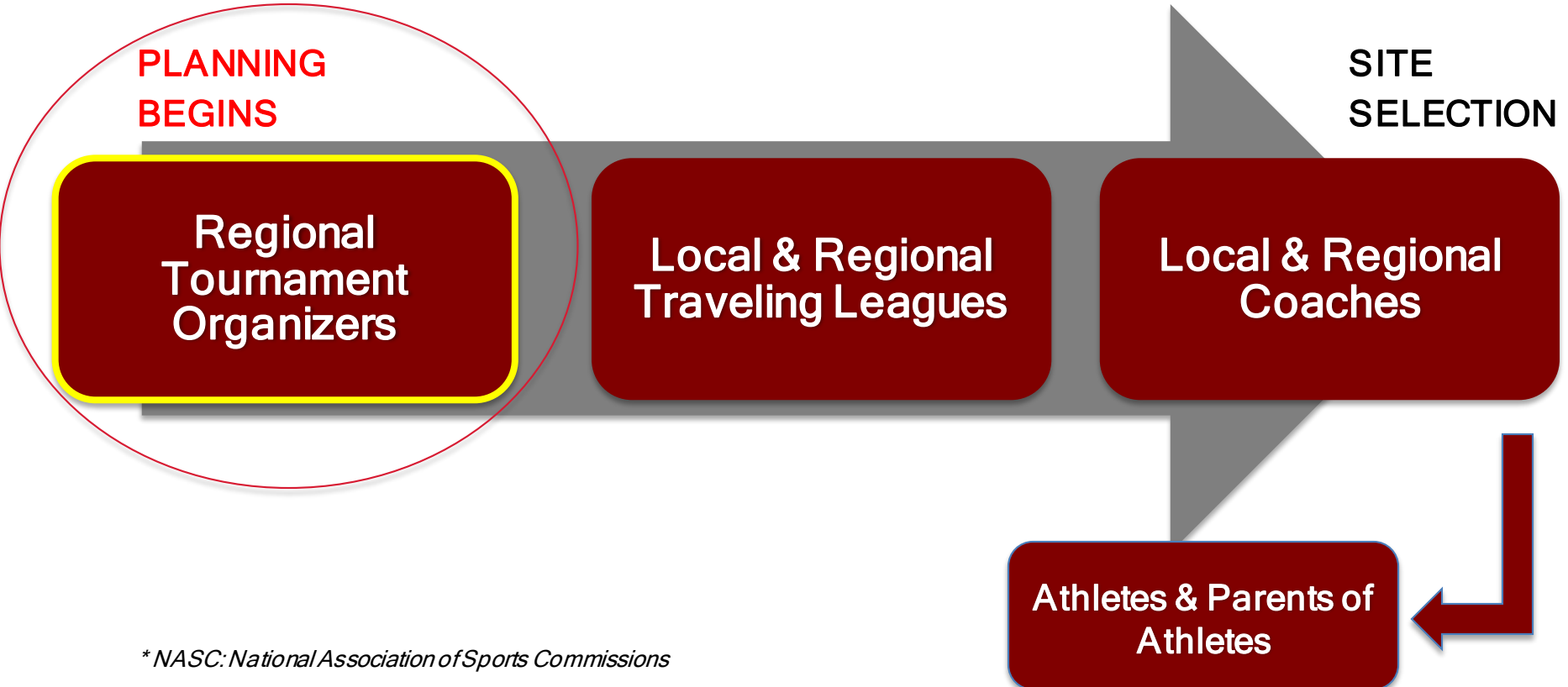
- In order to be as efficient as possible while managing sports marketing through the CVB, the City of Columbia needs to deliver the right message to a focused audience at the most critical points along the decision-making timeline.





EFFICIENT MARKETING MIX

- This means that when the CVB is marketing sports tourism opportunities, Columbia should focus on reaching regional decision makers at the beginning of their planning process:



**NASC: National Association of Sports Commissions*



FOCUS ON TOURNAMENT-READY VENUES

- Given the importance NASC members place on having tournament-ready facilities, the CVB should concentrate their current marketing efforts on three key audiences:



Baseball (Youth)

Atkins Park Complex
Private Little League Parks



Softball (Men Slow-Pitch, Women, Youth)

Rainbow Softball Center



Endurance Sports (Running, Cycling, Triathlon)

Trail System
Roads
Open Water

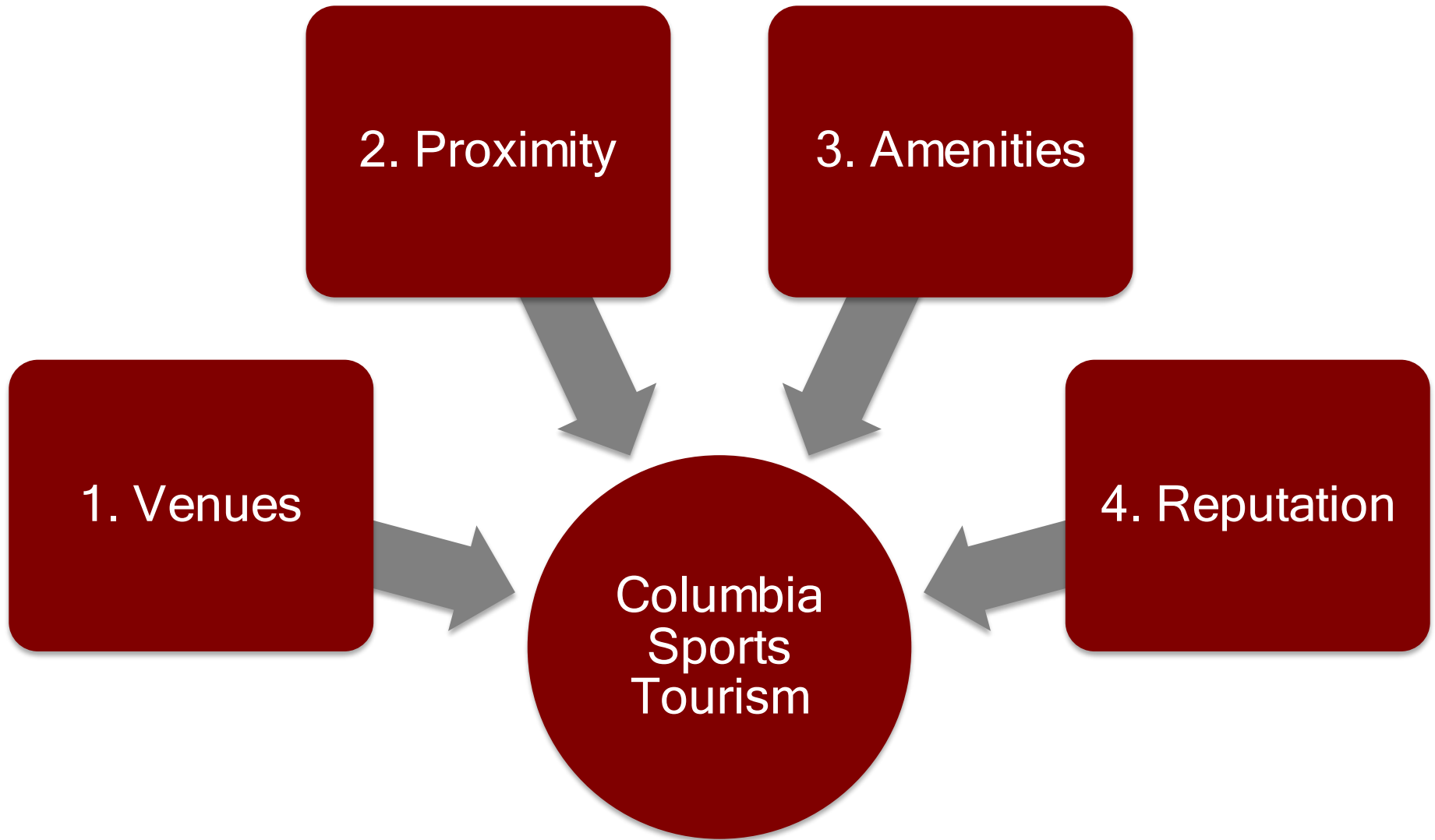




- In order to maximize the return on investment for sports tourism advertising, the CVB should consistently deliver these messages:
 - Speak directly to tournament-ready facilities:
 - Little League Baseball, Softball, Endurance Sports.
 - Emphasize central, easily-accessible location when marketing in-State and in neighboring states.
 - Continue to put emphasis on “things to do” before and after the game.
 - Find ways to modify existing brand to speak more directly to sports tourism.



MESSAGING HIERARCHY





- High-Impact Direct Mail - Reach Key Decision Makers
 - Creative, three-dimensional packaging that markets directly to decision-makers
 - Potential ideas might include:
 - “Things people say”: A direct mail piece that opens up with an audio chip that includes testimonials from past tournament organizers.
 - “Have a ball”: Send a baseball or softball to organizers (possibly autographed by a famous Columbia or University alumnae) in a package that includes detail about the tournament-ready facilities in town.
 - “Sprinting to the City:” Send one running shoe or cycling boot to event organizers with information about why the City makes a great host for your next event - schedule a meeting with us, and we’ll bring you the other shoe (or get you a pair in the right size).



- Social Media - Influence Event Participants & Organizers
 - Create a singular strategy for social media that creates a sense of “being there” for every sporting event in Columbia.
 - Share photos and videos of participants.
 - Encourage tournament organizers and participants to check-in at locations, and add their own user generated content to the conversation.
 - Let social media be a place where attendees can turn to “relive the event”.
 - Distribute social media business cards to let attendees know where they can go to find content from their events.
 - Create contests and feature great moments the week following an event in order to increase followers and create engagement.
 - “Prime the pump” by announcing events in advance for attendees & local residents alike.



- While marketing is being handled by the CVB, Columbia should:
 - Develop a targeted marketing plan designed to reach event organizers in selected sports with tournament-ready facilities:
 - Baseball, Softball, Endurance Sports.
 - Determine objectives, goals, strategies and corresponding budgets.
 - Be realistic about marketing goals: Set meetings, not book events.
 - Adjust broader marketing creative to reflect best practices:
 - Focus on speaking specifically to sports tourism in creative.
 - Talk about venues, proximity, amenities and reputation.
 - Develop social media strategy targeting sports tourism.



- A new sports tourism marketing strategy should be developed and implemented once a sports commission has been established and clear objectives have been set. The following factors should be considered when developing this long-term marketing strategy:
 - Which new or existing venues is Columbia planning to invest in to attract new tournaments and events?
 - What kind of marketing budget/operating budget is the new sports commission prepared to provide?
 - What are the defined goals of the sports commission and how will efforts be judged?
 - Will new sports commission also be responsible for community fundraising and regional PR related to development of new sports facilities?
 - What is the background of the new sports commission Executive Director - sales/marketing or fundraising?