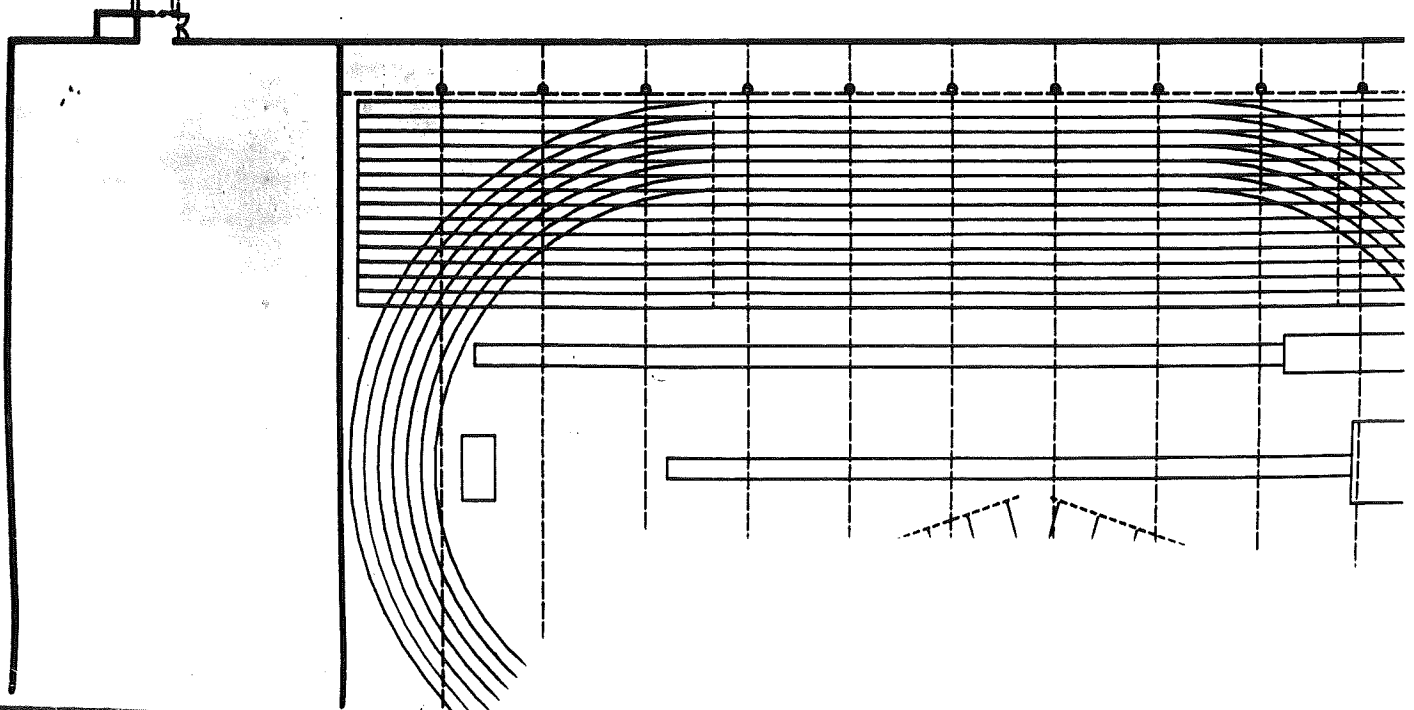


B L U E P R I N T I I

February 10, 1988

F I R S T D R A F T



B L U E P R I N T I I

February 10, 1988

F I R S T D R A F T

Minnesota Amateur Sports Commission
Long Range Planning Project

Directed by Wayne G. Faris
Chairman

Administered by:

Paul D. Erickson
Executive Director

Edward S. Magidson
Assistant Director

C O N T E N T S
The Minnesota Amateur Sports Commission
BLUEPRINT II Long Range Plan

G o a l s	4
S t r a t e g i e s	9
PREMIER FACILITIES FOR EVERY SPORT	9
Minnesota's Master Plan for Facility Construction	
HOSTING AMATEUR SPORT EVENTS	17
A BROAD RANGE OF SPORT EDUCATION PROGRAMMING	19
The National Amateur Sport Institute	
F I N A N C I A L P L A N	23
THE DEDICATED TAX SOURCE	23
OPERATING COSTS and REVENUES for National Sports Center	26
THE MASC FOUNDATION	27
OTHER GOVERNMENT FUND SOURCES	30
E X T E R N A L R E L A T I O N S H I P S : STATE GOV'T .	31
Governor's Office	31
LEGISLATURE	31
DEPARTMENT OF TRADE AND ECONOMIC DEVELOPMENT	32
OFFICE OF THE ATTORNEY GENERAL	34
DEPARTMENT OF FINANCE	35
DEPARTMENT OF REVENUE	35
OTHER RESPONSIBLE GOVERNMENTAL UNITS and MASC	36
METRODOME SPORTS FACILITIES COMMISSION	37

MINNESOTA STATE HIGH SCHOOL LEAGUE	38
MINNESOTA CITIES AND CHAMBERS OF COMMERCE	39
S P O R T O R G A N I Z A T I O N S	40
United States Olympic Committee	40
NATIONAL GOVERNING BODIES OF SPORT	42
MINNESOTA AMATEUR SPORT ASSOCIATIONS	44
INTERNATIONAL SPORT FEDERATIONS	45
PARTNER RELATIONSHIP WITH SPORT ASSOCIATIONS	46
MASC does not Regulate Sport; Promotion of Sport Events; Development of Strong Sport Associations .	48
O R G A N I Z A T I O N	50
DESCRIPTION OF MINNESOTA AMATEUR SPORTS COMMISSION . .	50
THE MASC STATUTE	52
OVERVIEW OF CURRENT MASC STRUCTURE	54
Committees; Statewide Advisory Boards; Special Ad Hoc Advisory Committees; Blaine Facility Committees; Committees, and Site Directors Committee ; Staff of the Minnesota Amateur Sports Commission	
APPENDIX	69
1. Demographics of Amateur Sport in Minnesota	70
2. Sports Inc. Study of Professional and Amatuer Sport: " A \$73 Billion Industry every year."	71
3. Economic Impact of Amateur Athletics on the Economy of Utah, 1985 Study	72
4. Potential Imapct of Winter Special Events Upon the Bemidji Community, 1987 Study	73

TO CREATE ECONOMIC DEVELOPMENT THROUGH AMATEUR SPORT

By attracting major amateur sport events to Minnesota.

By developing Minnesota's amateur sport events, camps and clinics.

By establishing a statewide network for sport promotion.

TO SUPPORT MINNESOTA'S AMATEUR SPORT ASSOCIATIONS

By sponsoring an "Olympic Style" Summer and Winter State Games.

By establishing a Minnesota Amateur Sports Congress.

By establishing the Governor's Council on Physical Fitness and Sport.

TO ESTABLISH MINNESOTA AS A CENTER FOR NATIONAL and OLYMPIC TEAM TRAINING

By bringing National and Olympic team training to Minnesota.

By establishing Olympic-caliber amateur sport facilities at urban, suburban, and greater Minnesota sites.

DESCRIPTION:
MINNESOTA AMATEUR SPORTS COMMISSION (MASC) GOALS

GOAL #1: TO CREATE ECONOMIC DEVELOPMENT THROUGH AMATEUR SPORT.

Background: The economic impact of sports in the United States is well documented by the enormous financial investment in television rights for athletic events and the tremendous investment that cities make to attract professional and major amateur sport competitions. Championship amateur sporting events generate \$300 million annually in the United States according to a 1985 study.¹

A significant number of visitor and convention bureaus across the country have special initiatives for the attraction of amateur sporting events as part of their convention business portfolio. A number of cities and states, realizing the economic potential in amateur sporting events, have created special offices in government to specifically attract these amateur sport dollars. The City of Indianapolis is recognized as the most aggressive "sport city" in the United States. Florida, with its \$1.25 million funded agency, employing 17 full-time staff, is the leading state specializing in attracting amateur sport-related economic impact.

Attracting major amateur sport events to Minnesota.

Presently, Minnesota has 55 amateur sport associations, representing ^{1.2 million} ~~600,000~~ Minnesotans. Many of these associations are some of the largest in the country and have very sophisticated sport programs; these would include ice hockey, wrestling, soccer, and figure skating. The Minnesota Amateur Sports Commission (MASC) will assist these individual associations in successfully bidding for and attracting the major amateur sport events to Minnesota.

At the present time, there are at least 20 ^{are} major amateur sport events that state associations ~~would be~~ interested in bidding for. These events range from the National Figure Skating Championships in 1991, which would have a \$5 million economic impact, to Minneapolis-St. Paul's bid for the U.S. Olympics Sports Festival for 1990, which has a \$25 million impact. A sophisticated, well articulated effort, coordinated by the Minnesota Amateur Sports Commission, ~~will~~ ^{has} attract an increased number of these premier amateur sport events to Minnesota.

6

developing Minnesota's amateur sport events, camps and clinics

In addition to the premier amateur sporting events as illustrated in the previous section, there are many additional economic benefits that can be realized through amateur sport on a second tier of sports promotion. Minnesota presently hosts a number of "home grown" annual sporting events. These include the Twin Cities Marathon, Grandma's Marathon, the Vasaloppet Cross-Country Ski Race, the Finlandia Ski Race, the Sons of Norway USA Cup Soccer Tournament, etc.

The beauty of these events is that they originated and continue to thrive in Minnesota on an annual basis. Many of these events attract hundreds of visitors from outside the state of Minnesota and the U.S. For example, the USA Cup Soccer Tournament held annually in Blaine, Minnesota attracts up to 2,000 players and parents from outside the state for a ten-day period. It is estimated the tournament has almost a \$1 million impact on the community, and it is expected to double by 1990.

Sporting camps and clinics that attract people from outside the state also have a significant economic benefit to the state of Minnesota. In a 1987 study by Bemidji State University, it was estimated that the tournaments, camps and clinics in curling, bowling, and ice hockey have a potential \$6 million economic impact on the Bemidji economy annually.²

Establishing a statewide network for sport promotion.

It is the goal of the Minnesota Amateur Sports Commission to organize a statewide network to attract premier sporting events and to develop "home grown" sporting events, camps and workshops. In the same way the State Tourism Office organizes the statewide network of tourism industry officials for the purpose of statewide referrals and promotion, the MASC will organize amateur sport promotion committees in all areas of the state for the purpose of a coordinated effort to develop economic benefits through amateur sport.

How?

GOAL #2: TO SUPPORT MINNESOTA'S AMATEUR SPORT ASSOCIATIONS.

Background: Minnesota amateur sport associations are an important factor in involving thousands of young people in positive structured, healthy activity in our state. The MASC's aim is to assist the associations in order to increase their memberships at all age levels in all regions of the state.

The sponsorship of Olympic-style "State Winter and Summer Games".

The MASC has announced the planning of an Olympic-style "Winter and Summer State Games" beginning in 1989. Preliminary sporting events leading up to the main event will be held in the summer of 1988. It is intended that the State Games will become the premier annual amateur sporting event in the state of Minnesota. The State Games can be a "showcase" for all amateur sporting associations in our state.

It is important to note that approximately 35 states have an established State Games program, and can involve up to 50,000 athletes in the week-long event.

INFO ON
SOME OF
OTHERS

Establishment of a "Minnesota Amateur Sports Congress".

It is important for the MASC to actively support and advise all 55 amateur sport associations in the state of Minnesota. An effective way to do this is to establish an annual meeting whereby all associations would send delegates. This Amateur Sports Congress would establish its own volunteer board, assign committees, and would be a great asset to the amateur sport movement.

HOW
FEASIBLE?
really
desireable

The Governor's Council on Physical Fitness & Sports:

The Governor's Council on Physical Fitness and Sports would be an integral part of Minnesota's new initiative for amateur sport. The Council will be a key advisory group that will make recommendations to the MASC on promoting general health, fitness, and sport activities in the state of Minnesota. The MASC's goal would be to have representatives from the medical community, amateur sport community, and civic leaders serve on this advisory body in order to provide a broad base of input. The Council would seek the answers to two important questions:

- 1) Where does Minnesota stand today in terms of the physical fitness of all its citizens and of programs existing to promote physical fitness? and
- 2) What can be done to inform our citizens of the need for physical fitness and of the best means to strengthen present efforts and to develop new approaches aimed at improving the vitality and well-being of all the people of the state?

8

GOAL #3: TO ESTABLISH MINNESOTA AS A "CENTER FOR NATIONAL TEAM TRAINING".

Background: The benefits of establishing National Team Training in Minnesota are two-fold:

- 1) First the existence of Olympic-caliber facilities and the resources of national coaching staffs can be a great catalyst for the youth development of that sport to scores of Minnesotans; and
- 2) It is customary that once the state can attract a national training center, the high-level matches, competitions, clinics, etc. will also be held at that site.

VALID

The many visitors and spectators participating in these activities will have a profound tourism impact on the Minnesota host communities.

Bringing National and Olympic Team Training to Minnesota.

Minnesota has been designated by the United States Ski Association and the United State Biathlon Association for national training centers in Minnesota. Upon completion of additional amateur sport facilities, Minnesota has the opportunity to be designated a "national training center" in the following sports: swimming, fencing, soccer, track & field, hockey, speedskating, cycling, canoe/kayak, shooting and archery. Also, there is the possibility for additional sports in wrestling, weightlifting and sailing at a future date. Minnesota is widely-recognized as having a well organized system of amateur sport, and the state's central location with the major Minneapolis-St. Paul Airport hub, makes Minnesota a very good choice for national team training.

Establishing Olympic-caliber sport facilities at urban, suburban, and greater Minnesota sites.

The Governor has placed \$31 million in his 1987 capital budget for the construction of Olympic-caliber amateur sport facilities:

- 1) University of Minnesota (Minneapolis) - swimming, diving, fencing
- 2) Blaine Soccer Complex/Anoka County - soccer, track & field, ice hockey, cycling, speedskating
- 3) Giants Ridge Recreational Area, Biwabik - skiing, biathlon, nordic combined, archery, shooting, canoe/kayak

s t r a t e g i e s

Three major paths converge on the goal of economic development and social benefits for Minnesota: the development of outstanding sport facilities; the active pursuit of a share of the amateur event market to draw attention to the facility and to support its operation; and the development of sport education programs to complement event promotion and to provide greater opportunities for Minnesota athletes.

PREMIER FACILITIES FOR EVERY SPORT

Just as first-class convention centers can generate significant economic growth, so too can tapping the \$500 million annual amateur sport event market. Many first-rate sport facilities are already in place at Minnesota's colleges, universities, communities and convention centers, because of our long-standing affinity for sports.

As a primary goal in its first year of operation, the Commission has targeted and proposed new amateur facilities development. By 1990 for summer sports, and by 1992 for winter sports, Minnesota will have a completed premier facility for every sport in the Olympic movement. This program is described in the next section below.

↓

Each center carries the designation of National Team Training Center from the National Governing Body. Currently under construction with funds from the 1977 Legislature, Minnesota's centers for eight sports have been professionally designed with assistance from the best coaches, athletes, sports medicine physicians, and event organizers in the nation to reflect the latest advancements in training and teaching.

The support of the national sport association (National Governing Body, or NGB) effectively secures a share of the sport events which each association awards. In order to constitute national teams, most "NGB's" hold these national qualifying competitions following several weeks of training for a pool of athletes. The ideal center (which the NGB helps design) can both host this training and be the event center; it is thus assured of hosting several major events each season. Extended contact with the center by the coaches and athletes during other training periods is also a factor, since they become aware of the ease of access, excellent transportation, recreational infrastructure, and amenities in Minnesota.

Moreover, the familiarity of the national coaches and athletes with the state through the training activities are also of benefit on a higher plane. In seeking major multi-sport events such as the Pan Am Games, the World University Games, or an Olympic Games, each NGB is a link to the international sport

community who ultimately decide such bids.

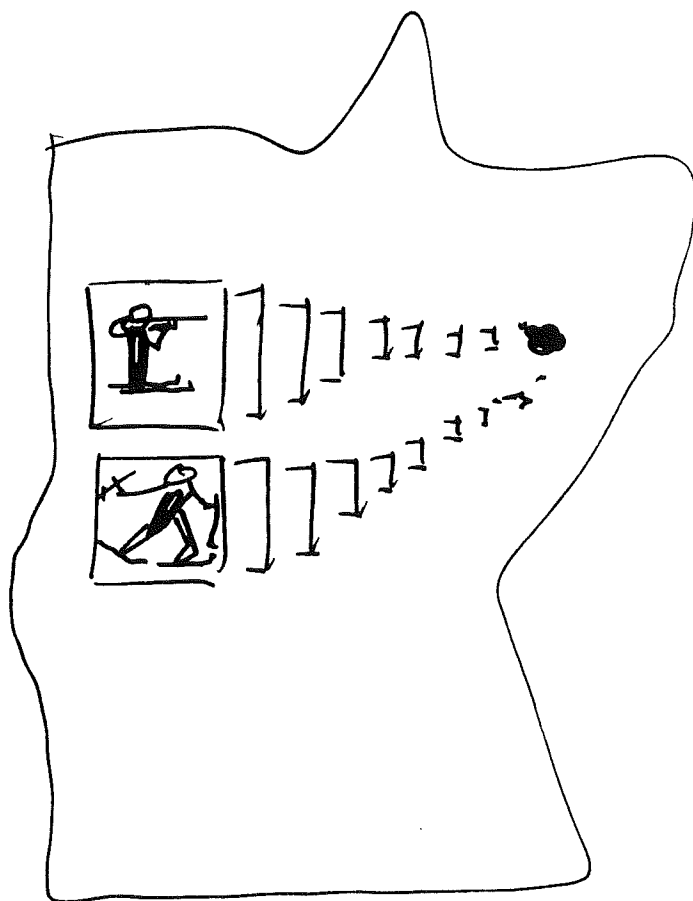
And finally, the NGB supports the camps and clinics which support the facility's broad outreach mission to the general sports-minded public. While keeping Minnesota's centers active day in and day out, the NGB-certified programs will also broaden their membership base by permitting the "average athlete" to derive benefits from NGB membership.

This point is important and unique to Minnesota's plan for amateur sport development.

Minnesota's Master Plan for Facility Construction

1984

Giant's Ridge Recreational Area receives official designation as Minnesota's first National Team Training Center. Designed in close cooperation with the US Ski Association and the US Biathlon Association, it is described by national athletes and coaches as "the finest facility for nordic training and competition in North America." The standard has been set by which all future amateur sports facilities developed in Minnesota will be measured.



1987

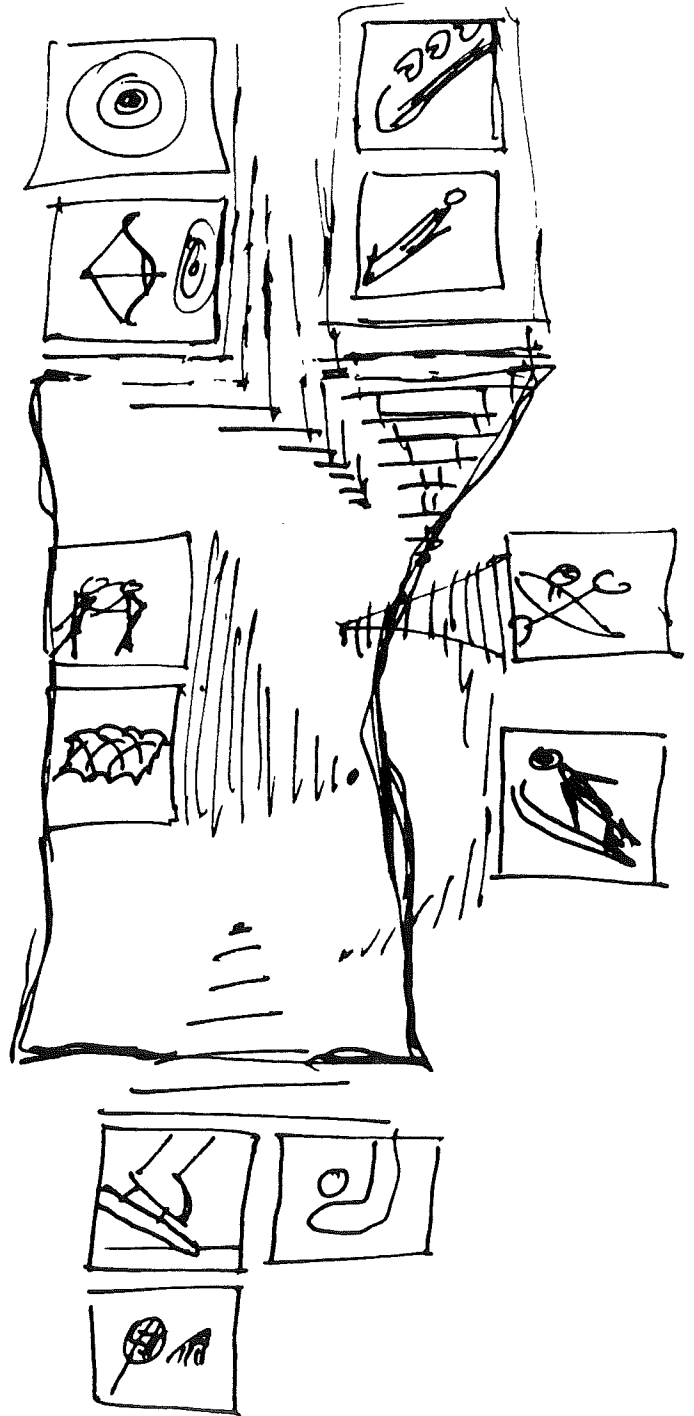
Governor Rudy Perpich accelerates the development of first-rate competition and training centers around the state. The result: a new state agency, the Minnesota Amateur Sports Commission, charged with directing the state's \$29.4 million initiative to construct amateur facilities for athletics, cycling, soccer, weightlifting, swimming, diving, synchro, and water polo, and ice hockey. The MASC seeks out the next round of facilities needed, concentrating on winter sports, to complete Minnesota's portfolio.



1988

The Commission recommends an additional \$13.7 million to virtually complete the state's portfolio of premier facilities for Olympic sports. Proposed winter sport facilities include ski-jumping, luge, bobsled, speedskating, an additional multi-sport arena at National Sports Center, and wrestling; also included are summer sport facilities in kayaking, archery and shooting. The Commission also initates studies on the options for the reamining few sports.

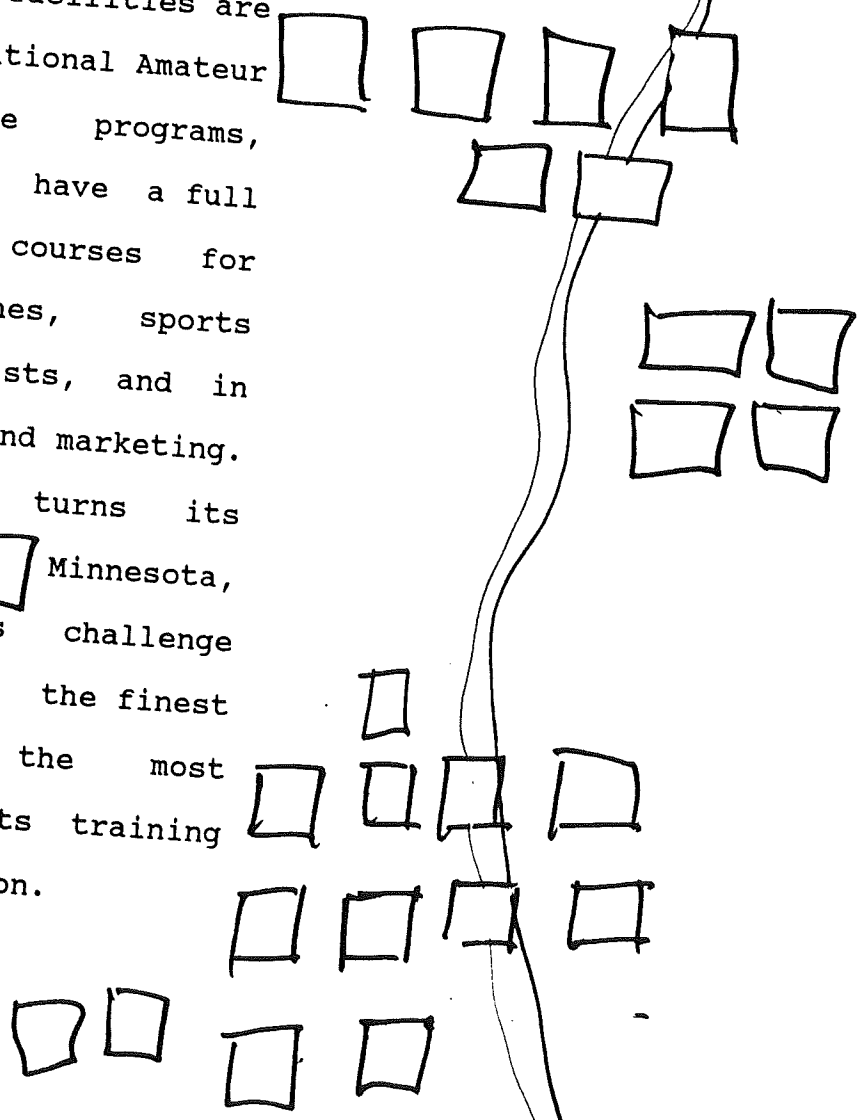
↓ have we?
What funding?



1989-90

As Minnesota gears up to host the U.S. Olympic Sports Festival in July 1990, all facilities are completed. The National Amateur Sport Institute programs, started in 1989, have a full complement of courses for athletes, coaches, sports medicine specialists, and in sports management and marketing. As the nation turns its attention to Minnesota, Governor Perpich's challenge has been fulfilled: the finest facilities and the most comprehensive sports training programs in the nation.

Unlikely



initiated
completed
new construction

16

~~X X X X~~
Already in place

FACILITY MASTER PLAN

SPORT	BEST MN SITE	>'86	'87	'88	'89	'90	'91	'92	'93
Opening Ceremonies	Metrodome	*	*	*	*	*	*	*	*
Archery	Giants Ridge			○	—	X	*	*	*
Athletics	Blaine		○	—	X	*	*	*	*
Badminton	Roseville			○	—	X	*	*	*
Bandy	Roseville			○	—	X	*	*	*
Baseball	Metrodome	—	X	X	X	X	X	X	X
Basketball	NBA Arena		○	—	X	*	*	*	*
Biathlon	Giants Ridge	—	X	○	X				
Bobsled/Luge	Duluth				○	—	X	*	*
Boxing	Met Center	—	—	—	—	—	X	X	X
Canoe/Kayak	N/A								
Curling	Duluth	—	X	X	X	X	X	X	X
Cycling	Blaine		○	—	X	*	*	*	*
Disabled Sports	N/A								
Diving	U of MN		○	—	X	*	*	*	*
Equestrian	Blaine			○	—	X	*	*	*
Fencing	N/A								
Field Hockey	Blaine				○	X	*	*	*
Figure Skating	Met Center	—	X	X	X	X	X	X	X
Football	Metrodome	—	X	X	X	X	X	X	X
Golf	Hazeltine	—	X	X	X	X	X	X	X
Gymnastics	Civic Center	—	X	X	X	X	X	X	X
Ice Hockey	St Cloud		○	—	X				
Judo	Civic Center	—	X	X	X	X	X	X	X
Karate	Civic Center	—	X	X	X	X	X	X	X
Raquetball	N/A								
Rowing	N/A								
Shooting	Giants Ridge			○	—	X			
Skiing (Alpine)	Lutsen	—	X	X	X	X	X	X	X
Skiing (X-C)	Giants Ridge	○	X	X	X	X	X	X	X
Ski Jumping	T.B.D. '88				○	—	X		
Soccer	Blaine		○	—	X	*	*	*	*
Softball	Bloomington	—	X	X	X	X	X	X	X
Speedskating	Roseville			○	—	X			
Swimming & Synchro	U of MN		○	—	X				
Table Tennis	Rochester CC	—	X	X	X	X	X	X	X
Taekwondo	Rochester CC	—	X	X	X	X	X	X	X
Team Handball	N/A								
Tennis	Metrodome	—	X	X	X	X	X	X	X
Volleyball	Civic Center	—	X	X	X	X	X	X	X
Water Polo	U of MN		○	—	X				
Weightlifting	Blaine		○	—	X	*	*	*	*
Wrestling	Blaine			○	—	X			
Yachting	Duluth	—	X	X	X	X	X	X	X

HOSTING AMATEUR SPORT EVENTS

Increasing attention is being paid to the positive impact of amateur sport events as an enhancement to a vital tourism economy. Many NGB's now receive several competing bids for their championship events from active amateur sport promotion corporations or active civic chambers. Large collegiate events have been sought after for many years in this way.

At the same time, the many amateur events which used to be held as large-scale tournaments, oriented primarily towards the participants, are developing a sophisticated structure and look to be more appealing to spectators and sponsors. More NGB's are stressing event staging and promotion as a part of their events.

These two trends mean

- 1) more competition to host events. Where once a college locker room and a gym would have been sufficient, requirements for color TV lighting, spectator amenities, and office space may require a stadium or convention center.
- 2) more complexity in hosting events. Many events must now reckon with merchandising, program sales, advertising, broadcast rights, concession and gate receipt contracts, VIP programming, etc. Many amateur groups need critical

assistance if their desire to host a significant event are in earnest.

- 3) greater rewards for hosting events. In addition to expanded opportunities for financial benefits, local media coverage can project a dynamic, active image which a local sport organization can use to stimulate membership growth. The increased requirements for professionalism often generate the local group's heightened sense of mission and identity following a successful event. This exposure is important in securing sponsorship of amateur sport, which many sport organizations require.

MAJOR SPORTING EVENTS SECURED BY MINNESOTA

YEAR	EVENT	ECONOMIC IMPACT*
		(Net \$ x 1.6)
1988	NCAA Women's Volleyball Final Four in St. Paul	\$ 190,000
	U. S. Women's Nat'l. Amateur Golf Tourney	320,000
	Western Collegiate Hockey Finals in St. Paul	2,424,000
	Nat'l. Women's Softball Tourney in Bloomington	150,000
	U. S. Olympic Nordic Ski Trials in Biwabik	240,000
	U. S. Nat'l. Weightlifting Championships in Minneapolis	40,000
	Mid-American Kayaking Championships in Carlton	90,000
	USA Cup International Soccer Tourney in Blaine	2,000,000
	U. S. Men's Nat'l. Curling Championship in St. Paul	77,500
	U. S. Women's Nat'l. Hockey Championships	45,000
	Twin Cities Marathon	1,100,000
	Grandma's Marathon in Duluth	1,588,000
	ITCA Nat'l. Collegiate Indoor Tennis Championships	145,550
	North American Yachting Championships in Minnetonka	322,000
1989	NCAA Division One Hockey Finals in St. Paul	2,752,000
	NCAA Regional Men's Basketball Tourney in the Metrodome	3,840,000
	USA Cup International Soccer Tourney in Blaine	2,200,000
	NCAA Slalom Ski Championships in Biwabik	860,000
	NCAA Giant Slalom Ski Championships in Lutsen	860,000
	Twin Cities Marathon	1,200,000
	Grandma's Marathon in Duluth	1,700,000
1990	U. S. Olympic Sports Festival - Metropolitan Area	25,000,000
	USA Cup International Soccer Tourney in Blaine	2,400,000
	Twin Cities Marathon	1,300,000
	Grandma's Marathon in Duluth	1,800,000
1991	U. S. Men's Nat'l. Golf Tourney in Chaska	10,000,000
	World Championships of Bandy in Roseville	500,000
	USA Cup International Soccer Tourney in Blaine	2,600,000
	Twin Cities Marathon	1,400,000
	Grandma's Marathon in Duluth	2,000,000
1992	NCAA Final Four Men's Basketball Tourney in the Metrodome	2,545,000
	USA Cup International Soccer Tourney in Blaine	3,000,000
	Twin Cities Marathon	1,500,000
	Grandma's Marathon in Duluth	2,200,000
	NET GROSS ECONOMIC IMPACT TOTAL	\$78,389,050

*Sources: St. Paul Dispatch (1987)
State of Utah Study on Amateur Athletics (1985)
Economic Impact of Giants Ridge (1986)
NCAA (1987)
Minnesota Special Olympics (1987)
Twin City Bid Response for 1996 Olympics (1987)
Pan Am Games Organizing Committee (1987)
Twin Cities Marathon
Grandma's Marathon

~~MAJOR~~ USOC NGOS

EVENTS MINNESOTA IS BIDDING FOR

<u>YEAR</u>	<u>EVENT</u>	<u>ECONOMIC IMPACT*</u> (Net \$ X 1.6)
1989	U.S. Nat'l. Karate Championships	\$ 465,000
	U.S./U.S.S.R. Dual Wrestling Championships	510,000
	U.S. Nat'l. Soccer Team Series	320,000
	Bud-Lite U.S. Triathlon Series Event	969,000
	Crystal Cup International Ringette Tournament	51,000
	Western Collegiate Hockey Finals in St. Paul	2,424,000
1990	U.S. Soccer Federation Annual Meeting	765,000
	U.S. Nat'l. Cycling Championships	355,000
	U.S. Hockey Team International Series	484,000
	Western Collegiate Hockey Finals in St. Paul	2,424,000
1991	International Special Olympics	7,100,000
	U.S. Nat'l. Figure Skating Championships	2,300,000
	U.S. Nat'l. Swimming Championships	980,000
	U.S. Winter Olympic Cup	10,000,000
	International Men's and Women's Soccer Series	508,000
	U.S. Nat'l. Wrestling Championships	420,000
	Western Collegiate Hockey Finals in St. Paul	2,424,000
1992	World Cup Nordic Skiing	980,000
	World Cup Whitewater Kayaking	580,000
	Olympic Trials - Velodrome Cycling	600,000
	Nat'l. Softball Championships	180,000
	USA Cup International Wrestling Tournament	140,000
	SUPER BOWL	27,100,000
	NCAA Final Four Women's Basketball Tourney in the Metrodome	2,545,000
1993	U.S. Nat'l. Track and Field Championships	450,000
	U.S. Nat'l. Diving Championships	190,000
	Can-Am Invitational Cup of Whitewater Kayaking	410,000
	U.S. Archery Championships	216,000
	U.S. Tae-Kwon-Do Union Nat'l. Championships	108,000
1994	World Cup	5,300,000
	American Legion World Series	850,000
	U.S. Nat'l. Volleyball Finals	612,000
	Nat'l. Elite Gymnastics Event (Open)	330,000
	TOTAL	\$ 73,090,000
1996	Summer Olympics	\$650,000,000
1999	Pan Am Games	\$175,000,000

*Sources: St. Paul Dispatch (1987)
State of Utah Study on Amateur Athletics (1985)
Economic Impact of Giants Ridge (1986)
NCAA (1987)
Minnesota Special Olympics (1987)
Twin City Bid Response for 1996 Olympics (1987)
Pan Am Games Organizing Committee (1987)
Twin Cities Marathon
Grandma's Marathon

A BROAD RANGE OF SPORT EDUCATION PROGRAMMING

The strong commitment to sport education as an integral part of the economic and social benefits of amateur sport is a unique component of the Minnesota's NGB-approved training centers.

For background: the United States Olympic Training Center in Colorado Springs caters to the training and development needs of ALL elite athletes from ALL sports. The NGB's were generally focused on preparing their elite athletes to compete internationally. However, riding the crest of the growing fitness and health consumer market, Minnesota's centers will supply training to ALL levels of athletes in their sport.

Built for the coach and athlete as much as for the spectator, these centers will expose "real amateur" competitors throughout the region to the top talent in their sport through developmental camps and weekend seminars, often held in conjunction with major events. National coaching colleges will be held alongside of national team training, so that the leading experts, both athletes and coaches, may share their expertise with the growing numbers of committed enthusiasts.

Increasingly, the NGB's are recognizing that elite training programs alone will not secure their future, and they are

motivated to create educational programs to help broaden their membership to include the serious amateur and the committed community-oriented coach -- the individuals who will ultimately further encourage a new wave of elite athletes.

Collectively called the National Amateur Sports Institute, these accredited sport education programs represent a significant second level of achievement for the amateur sport movement. The latest advances in physiology, training, nutrition, sport psychology, and the care and prevention of injuries are being driven by a constant push to upgrade training programs for elite athletes and top coaches.

And the commitment by the NGB to train their elite athletes at the center ensures access to (and even employment for) the top athletes, coaches and administrators at the center.

The following description from a son-to-be published editorial explains the National Amateur Sport Institute program.

The National Amateur Sport Institute

A NATIONAL AMATEUR SPORTS INSTITUTE AND MINNESOTA ATHLETES TRUST FUND

by

Paul D. Erickson
Executive Director
Minnesota Amateur Sports Commission

Governor Perpich and the 1987 Minnesota Legislature have established the Minnesota Amateur Sports Commission (MASC) to harness the tourism and social benefits of amateur sport. Minnesota's master plan to be the lead state in the nation in this field has been anchored by the Legislature providing \$29.4 million for state-of-the-art sport facilities and the fact that seven Olympic sport groups will establish National Training Centers in Minnesota. This national distinction of premier facilities and national training centers predicates the MASC's plan to establish a National Amateur Sports Institute (NASI). NASI's long-range goal is to provide national leadership in the curriculum of athletic training, coaching, management, research and event programming.

Equally important is NASI's goal to establish educational programs that will serve as a resource for the 435 school districts, 26 colleges, and 55 amateur sport associations in Minnesota as well as similar institutions across the region and nation. The faculty of NASI will be comprised of top state, national, and international sport leaders. These programs will be open to any amateur athlete, coach, referee, or sport administrator with an active interest to experience state-of-the-art sport technology.

The National Amateur Sports Institute, to be inaugurated in 1989, will operate out of four state sport "campuses", each equipped with "world class" athletic venues and quality dormitories. The Blaine facility will host national training centers for track & field, soccer, and cycling. The facility will include a 15,000-seat track and soccer stadium, a 250-meter cycling velodrome, and an indoor training center with a 300-bed dormitory.

The Biwabik Center, already established, hosts national competitions for nordic skiing, nordic combined and biathlon. Giants Ridge's world class ski trails, record of international events, and a 75-room dormitory is the ideal nordic training center in the United States.

St. Cloud State University will become the primary national training center for future U. S. Ice Hockey teams with their new 8,000-seat arena and training center boasting two full-size Olympic hockey rinks.

FINANCIAL PLAN

THE DEDICATED TAX SOURCE

The proceeds and interest for the bonds sold to support the amateur sports development program come from a unique dedicated revenue source: the sales tax on private health club and country club memberships. Thus the sporting public has a direct recycling of tax dollars for more sports-related development. These funds must be appropriated in each biennium according to recommendations by the Commission, giving the Legislature direct contact with the amateur sports initiatives.

The Minnesota Amateur Sports Commission will seek access to the funds in this special tax pool only to:

- 1) pay interest on bonds issued for sport facilities construction;
- 2) pay direct operating expenses of the Commission each biennium;
- 3) fund start-up expenses for operations and maintenance at the National Sports Center at Blaine; and
- 4) establish a maintenance reserve fund, which would also guarantee the ability state-of-the-art improvements at National as they become needed for training needs.

Current estimates of the special fund balance and estimated expenditures are as follows. Estimates assume 5% growth in tax fund income, approximately \$10 million per biennium revenue into the fund, 9% bond debt service factor, and 10-15% MASC staff growth.

FY	Spcl Tax Rev.	Fund Balance YrBeg <u>YrEnd</u>	Bonds Issued	1) Bond Intrest	2) MASC Op. Expns.	3) Blaine Op./Mnt.	4) Maint Rsrv.
86	0	0	0	0	0	0	
87	5,000.0 YE 87 =	5,000.0 <u>+2,204.0</u>	29,400.0	2,646.0 2,646.0	150.0	0	
88	5,250.0 YE 88 =	7,454.0 <u>+3,226.0</u>	13,800.0	1,242.0 3,888.0	250.0	50.0	
-	-	-	-	-	-	-	-
Expenditures below are projected for this model only							
-	-	-	-	-	-	-	-
89	5,512.5 YE 89 =	8,778.5 <u>+3,478.5</u>	1,244.5	112.0 4,000.0	300.0	500.0	500.
90	5,788.1 YE 90 =	9,266.6 <u>+3,836.6</u>	0	0 4,000.0	330.0	600.0	500.
91	6,077.5 YE 91 =	9,914.1 <u>+4,854.1</u>	0	0 4,000.0	360.0	200.0	500.
92	6,077.5 YE 91 =	10,931.6 <u>+5,931.6</u>	0	0 4,000.0	400.0	100.0	500.
93	6,077.5 YE 91 =	12,009.1 <u>+7,069.1</u>	0	0 4,000.0	440.0	0	500.

Objective:

The Minnesota Amateur Sports Commission would like to retain "priority access" to the special tax fund from sport and health club memberships. Based on the simple calculations above, there appears to be more than sufficient resources available in the fund to accommodate the projected expenditures.

OPERATING COSTS and REVENUES for National Sports Center

Funds will be required for National Sports Center facility operations, maintenance, reserve, and staff. It is anticipated that appropriations will help support the National Sports Center facility for the first several years of operation, although it is the goal to have National Sports Center be self-sufficient after the start-up period.

A maintenance reserve fund should be built up to allow for facility improvements, equipment acquisition, and major repairs and replacement costs, as soon as possible. Currently no such fund is provided for in statute for any of the Minnesota Amateur Sports Commission - sponsored projects.

The National Sports Center facility has significant income generating capacity. Potential event revenue sources include: gate receipts, concessions, facilities sponsorship, broadcast rights, "official product" licensing, event program sales and advertising.

Development programs can also generate substantial revenue, including: fees, room and board, conference income, and printing. General revenue sources add membership and user fees to the list of revenue sources.

THE MASC FOUNDATION

The MASC Foundation will be established to provide on-going financial support for sport education and program development in Minnesota, both at our National Training Centers and statewide.

A yet-unpublished editorial describes the uses and need for this trust fund.



MINNESOTA AMATEUR SPORTS COMMISSION

23

612/296-4845

MN Department of Energy
and Economic Development
900 American Center
150 East Kellogg Boulevard
St. Paul, Minnesota 55101

What?

TRUST FUND FOR MINNESOTA AMATEUR ATHLETES

by

Paul D. Erickson
Executive Director
Minnesota Amateur Sports Commission

The recent victory of the World Champion Minnesota Twins has clearly demonstrated the two significant values of sport for our society: the economic benefits when large numbers of people are drawn to sport activity; and a quality of life benefit that occurs through sport. Amateur sport holds similar benefits for our state and citizens.

Governor Perpich and the 1987 Legislature have established the Minnesota Amateur Sports Commission to capture the tourism and social benefits of amateur sport. Minnesota has a long-range plan to be the lead state in the nation in amateur sport and has begun by providing \$29.4 million for state-of-the-art sport facilities.

It is the goal of the Amateur Sports Commission that these facilities will play host to major amateur sport competitions and will host eight national training programs for Olympic sports. These facilities signify a happy marriage between the economic development that will ensue from major events and the sport opportunities that will occur for Minnesotans through increased participation in amateur sports for all age levels.

To prove these two points, the State of Utah recently did a study that confirmed that the collective economic impact of major amateur sport events in the United States exceeded \$300 million annually. If Minnesota's 55 amateur sport associations, representing 800,000 Minnesotans, receive additional facilities and program support, tourism and recreational opportunities can be enhanced.

Right now, Minnesota has made a big commitment to construct facilities. There needs to be ongoing assurance that these facilities and programs will produce benefits year after year.

The time is right to establish a Minnesota Amateur Sports Trust Fund and develop a major fund drive, with a goal of using the interest from this pool of money to pay for sport year after year. This trust fund will assure that these facilities will continue providing recreational sport opportunity for all Minnesotans and will maintain these facilities as major hosts of major events with economic benefits for our state.

AN EQUAL OPPORTUNITY EMPLOYER

With the Minnesota Amateur Sports Commission's great facilities as a foundation, the trust fund will offer a sport education that complements the traditional high school, college and university courses for the teaching of physical education and sport. The commission will offer weekend and, five-day seminars, and one- to four-week courses that promote the development of amateur sport.

There will be a special emphasis on girls and boys youth camps and special programming for the disabled and elderly. As we start to think of these four Minnesota olympic development centers at Biwabik, Blaine, St. Cloud and the University of Minnesota as sport college campuses with the unique educational curriculum mission, the challenge of making the programs accessible is self-evident.

Scholarships through the trust fund will be a necessity for low income athletes, school districts from economically distressed regions, and the extensive training needs of our Minnesota residents who are Olympic hopefuls.

The Minnesota Amateur Sports Commission master plan calls for the creation of a Minnesota Amateur Sports Trust Fund that would be established from private sources. This fund would enable access for the average person to our world-class facilities and national training center programs through scholarships and modest fees.

In our society, opportunities in sport should not be hampered by barriers of gender, race or income. Whether an 8-year-old Minneapolis girl would like to attend a week-long soccer camp in Blaine or a 65-year-old Nordic skier from Willmar wants to participate in the ski training at Biwabik, or a 22-year-old Roseville boy wants to train in St. Cloud for the Olympic hockey team, the door should be open.

The Minnesota Amateur Sports Commission, in promoting these centers, will require an appropriate amount of private resources in a trust fund to make sure the facilities are truly accessible to all Minnesotans for many years to come.

The Foundation would like to have funds available to sports groups to bid for amateur events, as do sport commissions on Florida and Indiana.

The MASC Foundation will also support sport organizations with worthy projects, such as curriculum development, facility improvement, athlete development, curriculum revisions, and for exchange staff from other countries, other areas of the US, and from the NGB's.

Funding for these endowments will be sought from private sources, through grants from other professional and amateur sports endowments, and from general endowment sources. A special focus will be to secure NGB matching funds for athlete, coaching and curriculum development projects.

OTHER GOVERNMENT FUND SOURCES

Although there are no plans at present to pursue these sources, additional governmental fund sources include utilizing the \$300 million Metrodome fund, a professional sports tax (or an endowment therefrom) to return some of the cost of preparing pro athletes to the public, and general fund bonding and appropriations.

EXTERNAL RELATIONSHIPS : STATE GOV'T

Governor's Office

The Minnesota Amateur Sports Commission was an initiative of the Governor's Office. Governor Perpich has been the lead spokesperson for Minnesota's amateur sports program, representing the economic and social benefits to the Legislature and to business and community leaders in the state. Equally as important, he has also represented Minnesota's high commitment to sport as quality of life to the boards of the N.G.B.'s and to the United States Olympic Committee.

LEGISLATURE

As a state agency, the Commission is directly accountable to the Legislature. All fiscal, policy, and procedural rules and regulations are strictly observed by the Commission and staff.

Also in the area of program accountability, the Minnesota Amateur Sports Commission must be in close communication with legislative leadership. Although physical fitness generally enjoys bipartisan support, the philosophies and methods to achieve the overall goals of the Commission vary.

From the outset, the commission has charted a "middle-of-the-road" course, attempting to remain a small, single-purpose agency with no regulatory, fiduciary, or taxing authority. It could be

argued that a promotional agency such as the MASC would be in conflict with itself if it had any of those authorities.

DEPARTMENT OF TRADE AND ECONOMIC DEVELOPMENT

DTED is the most logical home for the Minnesota Amateur Sports Commission in state government.

The Commission's role in economic development is to improve the economic vitality of the state by developing amateur events, stimulating tourism through camps and clinics, and by focussing media attention on the state through national amateur events.

There is a direct positive tie-in with the Department of Tourism, another DTED program -- for example MASC encourages and assists sports groups to prepare grant applications for Tourism's Joint Venture Marketing Funds program.

There are similar direct tie-ins between the services that the MASC requires in its day-to-day operations and those provided by the department. For example, the economic forecasting of the impact of amateur events has become much more rigorous and scientific thanks to the Division of Policy Analysis. Programs from the Development Resources office and the Small Business Assistance Office have been useful to several Minnesota sport associations which started operations last year.

The Environmental Resources project will make significant

contributions both to the 1990 Olympic Sports Festival and to the on-going Minnesota "Star of the North" State Games each year, as communities preparing to host a major amateur event use the resources available to them in these program to spruce up and clean up. The Outdoor Recreation Grant program has received several referrals from communities whose application process determined they were not suited for the Olympic Development Program. The debt service and financing for some of the Commissions projects have been scheduled with the assistance of the Minnesota Public Facilities Authority staff economists.

And international marketing specialists in the Minnesota Trade Office will become an increasingly valuable source of contacts to the international sports community (through businesses) to initiate and arrange sports events.

DTED's Office of Communications has enhanced the Commission's ability to produce a newsletter, a 4-color 16-page viewbook, supporting documentation for the 1988 Legislative session, and assisted on numerous other MASC projects.

Of all the departments, the MASC is most closely allied with the Division of Tourism. Promoting Minnesota as a destination, amateur events and the natural beauty of the state work together to produce an attractive picture convinceing NGB's who are weighing several bids from around the nation to choose Minnesota.

OFFICE OF THE ATTORNEY GENERAL

The MASC has significant need for legal advice in the start-up phase of its operations. In addition to briefing materials prepared on standard operational procedures the Commission should observe, such as the Open Meeting Law, open appointments process, and the Ethical Practices Board, the Attorney General has helped in the formulation of the agreements between the MASC and the NGB's. Since these contracts are obligations on the state of Minnesota, this procedure is critical to the proper conclusion of a binding agreement.

DEPARTMENT OF FINANCE

The staff of the Minnesota Amateur Sports Commission works closely with the Controller assigned to DTED, who is the Department of Finance's official representative to the Commission. The MASC executive director works with the controller in the preparation of all MASC operating budgets and capital bonding requests.

The Department of Finance assists the Commission in identifying its operating costs, interpreting rules on how monies can be spent, and informing the Commission as to the estimates of the special revenue fund proceeds. The Department of Finance monitors and administers the special 6 percent sports and health club tax from which MASC operations and bond debt service are drawn.

DEPARTMENT OF REVENUE

The MASC has limited interaction with the Department of Revenue. The Commission will at times request financial information on the status or projected proceeds of the special revenue fund.

OTHER RESPONSIBLE GOVERNMENTAL UNITS and MASC

A. University of Minnesota National Swim Center

National Ice Hockey center at St. Cloud State University

National Nordic and Biathlon Center at Giants Ridge, Biwabik

These three sites were enhanced/built in the first round of the Minnesota Olympic Development Program initiated along with the Commission. The MASC has concluded a contractual relationship with the University of Minnesota regarding the guaranteed usage of the facility by non-university amateur groups. Similar agreements will be concluded with other RGU's to secure the accessibility of these programs to the sporting public as defined by the MASC.

As a part of the joint marketing and promotional effort of the MASC, the various sites will cooperate on bidding for events, publishing a joint brochure describing the facilities in Minnesota (along with other cities in the state), and will be partners in the joint marketing of the National Amateur Sports Institute programs.

Future sites which will also be embraced by these statewide marketing and promotion efforts may include Carlton (whitewater kayaking), Roseville (speedskating), Bloomington or Biwabik (ski-jumping) and Duluth or Biwabik (luge/bobsled).

Although all except the Blaine facility will be owned and operated by a local governmental unit or by another state agency, they will share equally in the benefits of one state agency, the Commission, dedicated to the mission of enhanced programming on all levels, events, training, and youth development, for amateur sports. In the future, these facilities may share common financial and accounting support systems.

METRODOME SPORTS FACILITIES COMMISSION

The Metrodome Sports Facilities Commission and staff support the collegial relationship with the MASC, and have placed staff and technical support for large scale sports events at the MASC's disposal. The MSFC's expertise in running a complex facility such as National Sport Center in Blaine will be a welcome addition to the range of assistance they are providing. There has been preliminary discussion of instituting a MN Amateur Athletes Hall of Fame at the Metrodome to honor the achievements of Minnesota's outstanding amateurs.

The MSFC also has the charge of promoting large sports events for their economic benefits -- though these are professional sports events. The MASC has presently rejected the notion of accessing surplus funds of the MSFC.

Objective:

Continue to maintain the positive working relationship, and expand it to include the potential use of the Metrodome for amateur events, as well as utilizing National Sports Center for professional uses (indoor football practice?) as feasible.

MINNESOTA STATE HIGH SCHOOL LEAGUE

The MSHL has the specific statutory authority to govern high school athletics in the state, including the authority to set season lengths, practice and eligibility limitations, sanction events, to certify referees, and to exercise similar controls in other areas of extracurricular high school activity. The MSHL authority covers only participants in activities organized by the schools.

Since the MASC mission is broad, and covers all amateur athletics for all ages, the MSHL executive director has been invited to sit as a special ex-officio member of the MASC for the purpose of 100% coordination on both policy and practical matters. To date this provision has functioned quite well.

Objective:

The MASC and MSHL should continue to coordinate their policies and programming to enhance the benefits of extracurricular participation for Minnesota's high school students. The MASC desires standing eligibility for all MSHSL-governed athletes to participate in MASC-sanctioned events such as State Games. Also,

it would serve the interests of both organizations if the Commission had representation on the board of the MSHL.

MINNESOTA CITIES AND CHAMBERS OF COMMERCE

Cities throughout Minnesota can enhance the level of benefit they derive from amateur sports activity -- both economic (through hosting events) and social (through better and more intensive use of existing recreational facilities).

To help cities, convention & visitors bureaus and chambers in the first goal, the MASC has established the technical assistance program, which provides the important link-up between city facilities, amateur events, event sponsors, and active sports groups. The MASC acts as a facilitator in the process, but does not actually "carry" the bid for a city or a sport.

By encouraging this type of active partnership, however, the second social aim can also be accomplished. Amateur sports teams can often be blended directly into the city recreational programs, offering more variety and greater avenues of development to the youth in those programs than "city leagues" can.

Statewide and regional travelling teams, even international sports exchanges, have all started as a result of a closer

working relationship between an amateur sport group and a city recreation department. It is a success story that bears repeating !

S P O R T O R G A N I Z A T I O N S

United States Olympic Committee

The United States Olympic Committee is supportive of Minnesota's ambitious plan to enhance amateur athletics through the construction of new dedicated facilities. The USOC has held virtually since its inception that first-rate training facilities and developmental programs for America's young talent are needed to "keep up" with the growing sophistication of training employed by other nations.

As a result of the highly-successful 1984 Summer Olympics in Los Angeles, the USOC has a trust fund pool of \$130 million, generating approximately \$13 million each year in income. Well over half of this income is distributed to the N.G.B. sports for operations and athlete's training expenses. Rather than a direct grants-in-aid program to aid Olympic Training Centers, the USOC philosophy is to allow each N.G.B. to designate and support as many training centers as their sport can accommodate.

The USOC plays a key role as a partner in and guide for

Minnesota's amateur sports development program. Many of Minnesota's world-class facilities will be used for international invitational events, for the US Olympic Festival, or as a part of other major multi-sport events. A good relationship with the USOC is essential for success in the arena of international sports.

The Commission is already working with the USOC on developing a new event, the US Winter Olympic Cup, patterned after the summer Olympic Sports Festival (to be held in Minnesota in 1990), but hosting the winter sports. As the USOC recognizes that the state of Minnesota has made a significant investment in the training and development of America's amateur athletes, so it is hoped that the USOC will spread the word to the N.G.B's that they should consider Minnesota a desirable place for the nation's young talented athletes -- whether they send them here or find them here.

Objective:

Continued cooperation and close relationship with the USOC are crucial to Minnesota's realization of its potential as the training mecca for amateur athletes across the nation. Minnesota should bid to host the USOC Executive Board meeting soon and often, to give those individuals at the top of America's Olympic movement a close view of our state's commitment.

NATIONAL GOVERNING BODIES OF SPORT

The Amateur Sport Act, passed by the United States Congress in 1978, created individual National Governing Bodies of Sport (N.G.B.) with the sole authority to organize, sanction, supervise and regulate the practice of their particular amateur sport within the United States. The former multi-sport governing body, the Amateur Athletic Union, was effectively dissolved by the Act.

Under authority of the United States Olympic Committee, the N.G.B.'s for the various amateur sports have established procedures for the certification of training programs, the training and educational standards for coaches and instructors, and the "sanctioning" of tournaments and competitions.

Only athletes who have been trained by competent N.G.B.-recognized coaching programs may compete on behalf of the U.S.A. in internationally-sanctioned competitions such as the Olympics, Pan Am Games, World University Games, or in nationally-sanctioned events such as Regionals, Nationals, Olympic team trials, etc. As a private corporation, the N.G.B. can raise money on behalf of its athletes, pay their training expenses, and support broad development initiatives such as camps and clinics.

Minnesota's Olympic Development program ensured that no facility would be built here unless it was a world class facility. The N.G.B. representatives were consulted in every phase of the

Objective:

The Commission must continue negotiations and successfully complete contracts for the remaining sports at Blaine, and assist the other Olympic Development sites to complete their contracts in swimming, diving, water polo, and synchro (USS, Inc.), and ice hockey (AHAUS). Future facilities will also carry the N.G.B. designation, and future bonding will be restricted by the same restrictions.

MINNESOTA AMATEUR SPORT ASSOCIATIONS

Minnesota has approximately 60 amateur sports associations, (see "Demographic Study of MN Amateur Membership" below), with over 1.2 million members statewide. Membership dues goes largely to support coach development, equipment purchase, or tournament sponsorship. Only a handful of associations have even one full-time staff person. Most, including MAHA (68,000 members!) depend entirely on volunteer support to develop and maintain their sport organization, records, and programming.

One of the three main goals of the Commission is to assist the amateur association to grow and develop. One of the statewide advisory boards is planning the Minnesota Amateur Sports Congress to provide this assistance.

The Congress will be an all-day working meeting for MN's amateur organizations, where the leadership and members may attend seminars, share developmental plans and chart growth strategies. The Congress will produce a first-ever Directory of Sport Resources for Minnesota Amateur Athletes.

Another board, the Event Promotion Board, is dedicated to assisting sport group develop top-quality bids and in the necessary planning to attract events here. Events will spur the growth of the sport and the organization behind it.

INTERNATIONAL SPORT FEDERATIONS

Every National Governing Body of Sport in America is accountable to the USOC on matters relating to their governance and policy. On matters of sport, the N.G.B. is accountable to the International Sport Federation for their particular sport. The International Federation can be extremely influential in sanctioning new international competitions, and in awarding prestigious multi-sport events such as the World University Games, the Pan-Am Games, and the Summer and Winter Olympic Games.

Objective:

Minnesota should make an effort to invite several international federations to an annual meeting here in the state as our facilities complement nears completion.

PARTNER RELATIONSHIP TO SPORT ASSOCIATIONS

The MASC does not regulate sport.

Since the National Governing Bodies of Sport and their local representatives, the Regional Sport Organization (RSO's) have the sole authority to regulate and sanction single sport amateur competition and training activity, there is no need for regulatory authority over these organizations to be vested in the Commission.

The Commission statute does provide the authority to sanction multi-sport events, such as the "Star of the North" State Games. In this role, a strong liaison to the Minnesota State High School League is quite important.

The Commission also serves as a liaison to the NCAA, the NAIA, and all the NGB affiliates (RSO's) which contain Minnesota.

Objective:

MASC does not seek to set global eligibility rules. However, a new set of unified policies regarding eligibility and participation in certain types of amateur events, such as the State Games, the Junior Olympics, or special invitational

exhibition competitions should be developed in conjunction with the High School League, the NCAA, the NAIA, and the NGB's.

The Commission desires the ability to promote and encourage competitions without conflict with the eligibility authority of the League and the NCAA through the granting of blanket eligibility for athletes. The Commission will inform the League and the NCAA of all events well in advance.

Promotion of Sport Events

While the MASC does not sponsor single sport events, any sports group can seek the assistance of the MASC to secure a sporting event. In time funds may become available as seed money to start the bid process for an event, to augment the technical assistance program now in place to assist sports and cities. For extremely complex bids or bids for new events, the MASC can take on the more active role of bid coordinator.

Additionally, the MASC can provide support during the bidding process to sports or cities who do not have along track record at hosting events. By "borrowing" the credibility of the state agency, the smaller groups can be trained into managing larger events, thereby accelerating their association's growth.

Objective:

A pool of funds should be identified to allow cities or sports some seed money to prepare high quality bid documents and

presentations. A polished and professional bid indicates that the same care will be given to handling an event from the perspective of the NGB awarding the event.

Development of Strong Sport Associations

The MASC wishes to assist each sport association to develop incrementally to the next stage of their growth. For smaller, newly formed groups, this may mean basic organizational consulting. In fact, the larger, more established groups may be ready to start to "give back" to the community which supports their organization in this very way--by helping the new sport associations through the difficult start-up times.

Objective:

Short term: to help every amateur organization in Minnesota increase their paid membership, by 1) encouraging non-paying enthusiasts and players to join; 2) identifying new populations, i.e. disabled, seniors, masters, juniors, women; and 3) by creating drama and excitement which focusses attention on a sport through the hosting of major amateur events.

Long Term: to have Minnesota's athletes and amateur associations known by and known as the top sports training talent in the country. Minnesota's National Training Centers should be synonymous with state-of-the-art in sports training -- as is

Leipzig in E Germany, Paris in France, or Leningrad in the USSR. This recognition will inspire Minnesota's youth to excel, and will enhance Minnesota's image as a desirable place to live and grow in the 21st century.

ORGANIZATION

DESCRIPTION OF MINNESOTA AMATEUR SPORTS COMMISSION

The Minnesota Amateur Sports Commission was created by the 1987 Legislature to harness the economic benefits and the social benefits of amateur sports in the state.

The 1987 Legislature authorized the bonding of \$29.4 million for construction of four amateur sport centers under the oversight of the MASC. These centers will host competitions and training activities for the general public in eight major amateur sports: soccer, track & field, cycling, weightlifting, ice hockey, swimming, diving, synchronized swimming, water polo, nordic skiing, biathlon, and nordic-combined skiing.

In 1987 the Minnesota Amateur Sports Commission designated the University of Minnesota-Minneapolis as the recipient of a \$3 million grant for an Olympic-size swimming center. The Commission also participated in groundbreaking ceremonies at Blaine, MN for the \$14.7 million soccer, track and field, and cycling complex; and at St. Cloud State University for the \$9.5 million Olympic-caliber hockey facility. The Commission has also been involved in overseeing the \$

THE MASC STATUTE

The MASC was created in by the 1987 Minnesota Legislature in H.F. 919, chapter 400. This bill granted specific bonding amounts for the 4 facilities described above, and set up the goals and structure of the MASC (sections 44 - 51).

Sec. 44-45: Defines terminology, specifies MASC structure: nine members plus one non-voting member from each house; staff in unclassified civil service.

Sec. 46: Statutory Powers of the MASC include (but are not limited to) the ability to:

sue and be sued; acquire property, accept gifts, loans, grants; own, operate, construct, refurbish and sell sport facilities; enter into contracts for any aspect of design or construction; conduct research; set user fees and negotiate use agreements; obtain insurance; adopt rules; MASC property is exempted from sales tax; also, Sec 48, sanction amateur events.

Sec. 47: The MASC shall promote: Olympic training centers in the state; physical fitness for Minnesota's citizens both at-large and in the schools; workshops on amateur sports; amateur sport research and information dissemination; cooperation with health-related professional societies; national and international

tournaments; mainstreaming of disabled athletes.

Sec. 49: State Games shall be held which are to involve as wide a range of athletes and sports as feasible.

Sec. 50: Cooperation with the MASC in fulfilling its mission by local governmental units is encouraged.

Sec. 51: Terms of Commissioners : 3 w/ 3-year terms, 3 w/ 2-year terms, 3 w/ 1-year terms.

In summary, the MASC was granted the necessary and proper authority to build facilities, develop programming, and enter into contractual relationships towards the fulfillment of its purpose.

Objective:

The MASC statute should be amended to make clear the cross-reference to the dedicated tax source for the bonding programs. Also, the Commission requires the ability to form 501-c-3 corporations to accept donations and to organize events.

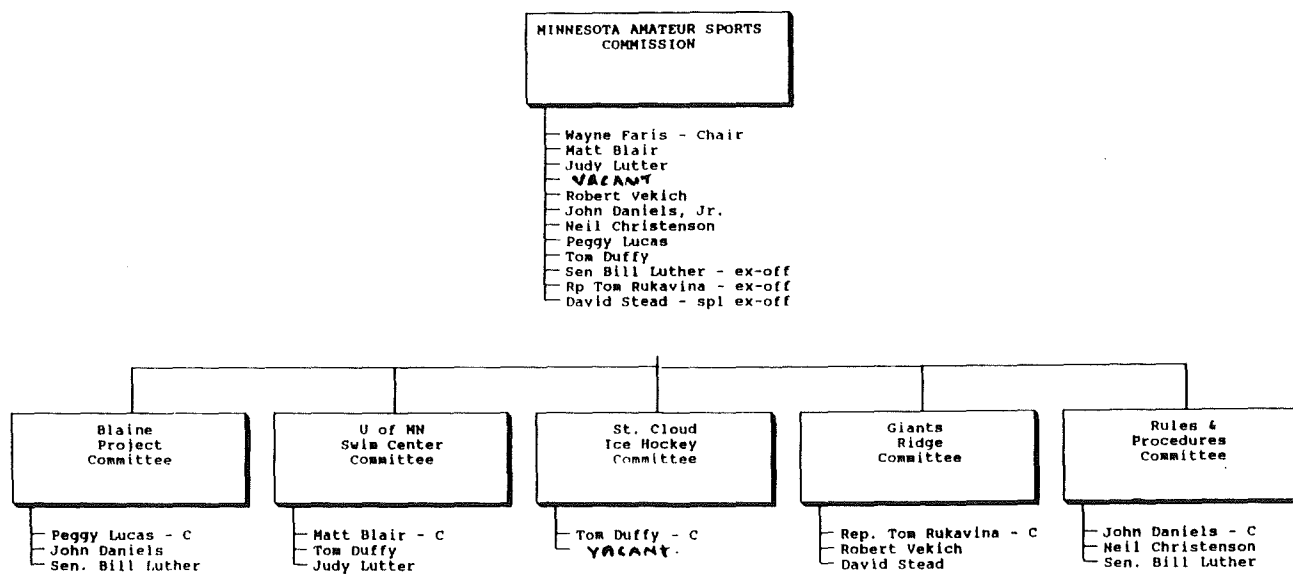
facility improvements at Giant's Ridge in Biwabik, site of the first National Team Training Center in Minnesota.

Objective:

The Minnesota Amateur Sports Commission should continue to deepen its involvement in the various areas of its purview which it has engaged since inception. This will require an increased commitments of staff resources to the projects defined in this plan.

OVERVIEW OF CURRENT MASC STRUCTURE

The following chart shows the eleven member Commission (nine voting members, ex-officio members representing the House, Senate, and the Minnesota State High School League) and the committee structure. The Commission has met nearly monthly since its naming in mid-September 1987.



Objective:

The full Commission should conduct its business in quarterly meetings. Failure to attend full Commission meetings should be considered as resignation. Preparatory work should be done by committees and staff.

The Chair of the Commission is responsible for directing the Commission meetings, calling special meetings, appointing committees, representing the Commission in official capacities, and meeting with the ystaff on a regular basis. In close consultation with the Governor and the Executive Director, the Chair maps out the issues and proposes the strategy to guide the Commission's development.

The Commission meets quarterly for half-day sessions. Each person appointed to the Minnesota Amateur Sports Commission has a significant contribution to make to the activity of the Commission based on their experience, and a significant amount to learn about the needs of amateur sport in the state and nation.

It would demand too much to expect each Commission member to become an expert in all areas of the Commission's responsibility. Increasingly, much of the work of the Commission takes place in committees, where several members of the Commission can become immersed in a particular subject area, sport discipline, or series of issues.

The Commission considers matter of policy and finance. The committees must develop expert knowledge (with the assistance of staff) in specific areas to advise the Commission in these matters as required. The staff accomplishes the administrative

goals and operational responsibility of the Commission.

From time to time retreat-style Commission meetings are held, where detailed briefings are presented on subjects which are of key significance to the entire Commission. The retreat also offers a setting to hold presentations, since the time allocated is generally more flexible.

Commission	Committees	Staff
Policy issues:	Expert knowledge:	Operations issues
New facilities siting	Conduct "hearings" on specific topics	Establish and direct facilities programming
Establish legislative priorities	Direct and utilize research (in-house and public-domain)	Determine development path of Commission
Determine budget and staffing	Identify and meet experts	Governor's Initiatives
Represent Commission to Legislature, officials,	Make recom- mendations to full Commission for action	Prepare briefings for committees and Commission
Meet quarterly	Meet monthly	Full-time
11 members	2-3 members	3 staff + 3 loaned by DTED

Committees

The Commission's committees meet in addition to regularly scheduled Commission sessions, and report to the Commission with recommendations for action.

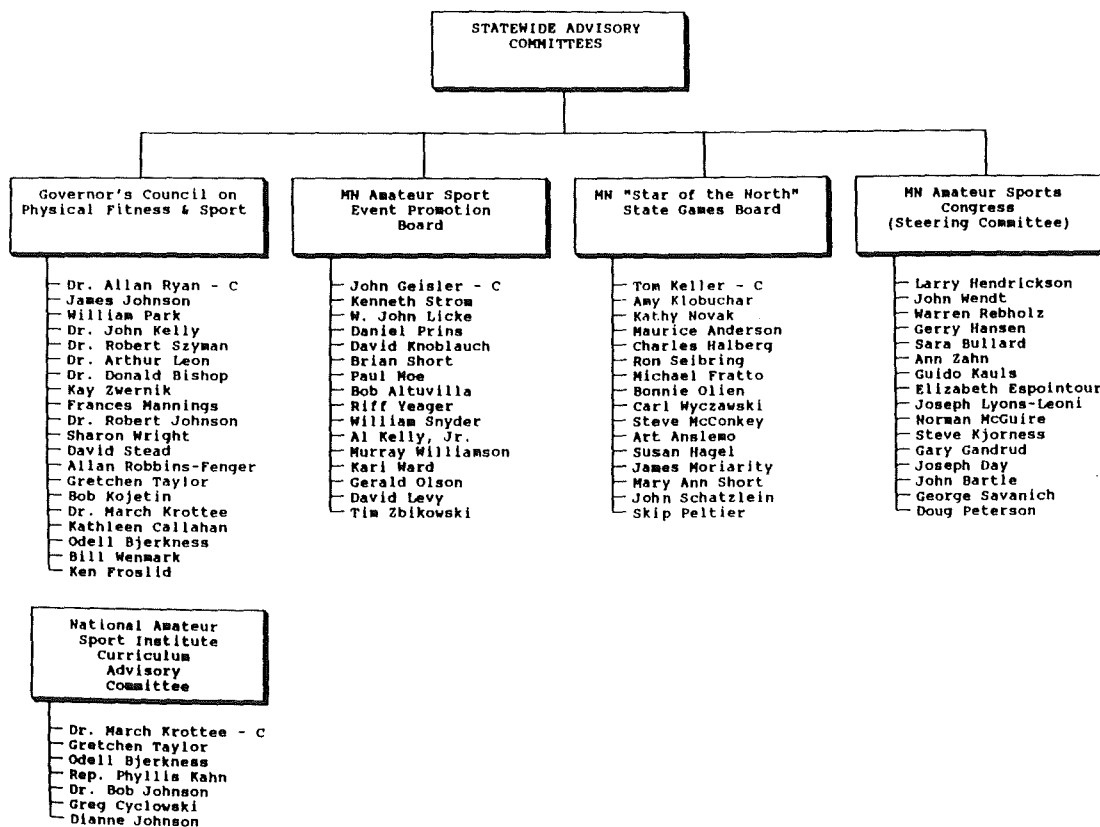
The committees serve the important function of distilling the key issues, summarizing and alerting the full Commission to interrelationships with larger issues.

Objective:

The committee structure will continue to expand, for new projects come on line seemingly faster than old ones drop off. All business brought before the full Commission should be considered and thoroughly prepared by a committee beforehand.

Statewide Advisory Boards

Four statewide Boards were created by the Commission to serve in special advisory capacity. This flexible format allows the commission to accommodate the large number of committed volunteers and to respond easily to new growth and interests.



National Amateur Sports Institute Curriculum Advisory Board

This group will determine the important curriculum structure issues for the theoretical, practical, and sport-specific certification structure of the NASI. A strategic marketing plan for the NASI programs will also be formulated.

Governor's Council on Physical Fitness & Sports - As the main study and research advisory group to the MASC, the Governor's Council will include representatives from the academic, medical, sports medicine and community health professions. The Governor's Council will study and recommend programs which enhance the state's general physical fitness and sports awareness and participation. Council members are appointed by the MASC.

"Star of the North" State Games Board - This working committee will plan and organize both a "Winter and Summer State Games". It is recommended that the Board will be comprised of representatives of many of Minnesota's amateur sport associations and individuals with experience in sport event planning, promotion and execution. Board members are appointed by the MASC.

Amateur Sport Events Promotion Board - This will be a working committee with representatives from chambers of commerce; tourism, promotion and convention bureaus; and the news media. This Board will seek to attract major amateur sporting events, camps and clinics to Minnesota. The Board will establish a statewide network of contacts for amateur sport event promotion in all regions of Minnesota. The Board members will be appointed by the MASC.

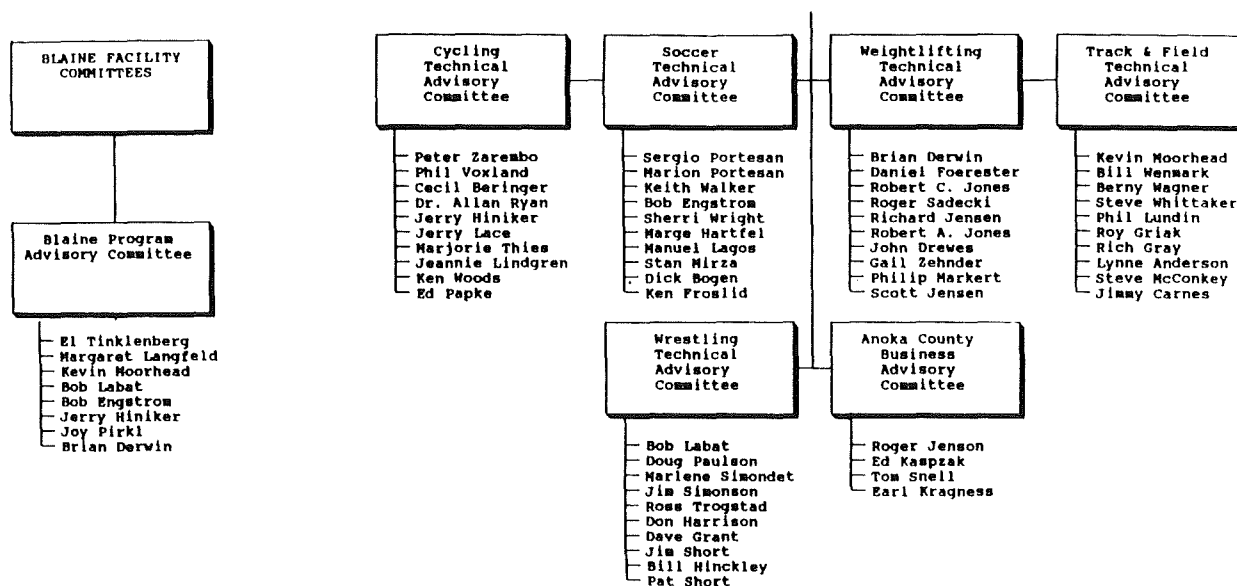
Minnesota Amateur Sport Congress - This advisory group will have official representatives from the 55 amateur sport associations in Minnesota. This body will make formal recommendations on developing amateur sport to the Minnesota Amateur Sports Commission. It is recommended that this body will meet annually, but may elect to designate an executive committee which could meet at additional times during the year.

Objective:

The Advisory Boards will be more effective when they have the authority to promote projects, hire consultants, engage in fundraising and organizing activities. By incorporating the Boards as separate non-profit corporations whose boards are appointed by the Commission, these boards will still be subject to the approval of the full Commission -- however they may seek resources directly to accomplish their objectives without requiring Commission staff to be directly involved in such initiatives.

Blaine Facility Committees

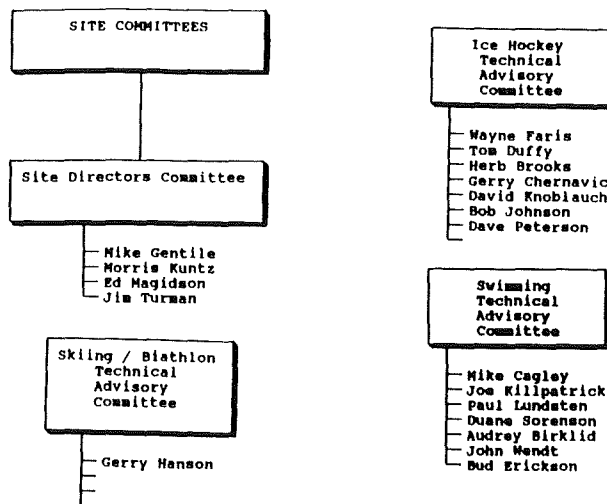
These citizen advisory groups represent the sports which will train and utilize the National Sports Center at Blaine. They have assisted in the design process of the facilities, served as conduits of information to and from the National Governing Bodies, and identified the key figures in the national sports movement. The committees include the presidents of the Minnesota sport associations served by National Sports Center.



Objective:

These committees will continue to serve as a valuable resource for event planning, promotion, and for expert involvement by Minnesotans in the National Sport Center programs.

Additional Site Committees, and Site Directors Committee



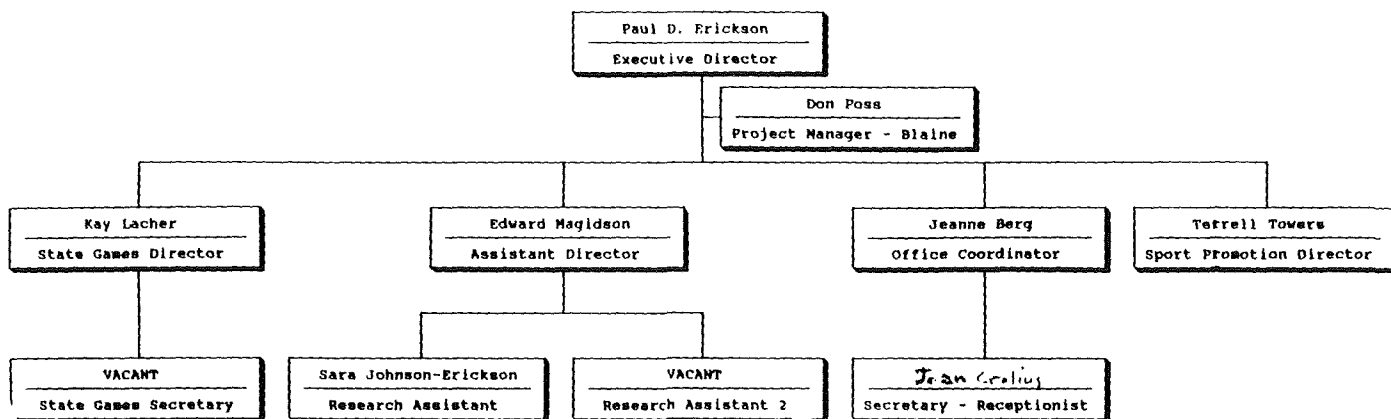
Similar committees have been established for the sites coordinated by the Minnesota Amateur Sports Commission at the University Swim Center in Minneapolis, the National Ice Hockey Center in St. Cloud, and of course at Giants Ridge, where such a committee has been active for several years. A committee of Site Directors meets quarterly to identify issues and establish action items that pertain to the whole Minnesota Amateur Sports Commission site development program.

Objective:

These committees will continue to provide programming support for the sites and events to come.

Staff of the Minnesota Amateur Sports Commission

The staff supports the activities of the Minnesota Amateur Sports Commission and initiates a broad range of activities on behalf of the Commission.



//this will be single spaced in the final document//

The Executive Director has fiscal responsibility for the Minnesota Amateur Sports Commission operations, and has direct reportability to the Commission, the Legislature, the Office of the Governor, and to the Department of Trade and Economic Development. He directs the Olympic development program, identifying new sports and sites for development, and is the liaison to National Governing Body directors and national team coaches for the continuing interaction which occurs on the current construction projects. One of the principal architects

in the planning and financing of the State Games program, the executive director must also be involved and up-to-date on the activities of all the boards which report to the MASC.

The Assistant Director is responsible for general program development as determined with the executive director. Areas of responsibility include communications, curriculum development, the advisory boards, with direct responsibility to the Governor's Council, the NASI Curriculum Committee, and the State Games Board, and serves as liaison to all state sport organizations. He works with the Research Assistant, who carries out research activities directed by the Commission or one of the Boards, and the Student Clerical Assistant, who provides general office support.

The Blaine Project Manager is under contract to the Minnesota Amateur Sports Commission to monitor and control administrative and architectural work in regard to the construction of the National Sports Center at Blaine. His experience in sport facilities management is valuable in defining the program plans for National Sports Center.

The Office Coordinator serves the dual function of office manager and executive secretary to the executive director. She is an important link to the state government administrative system, and

is also responsible for the administrative management of the Commission's business affairs.

The Sport Promotion Director assists sport organizations in bidding for events, assists cities in attracting events, and is the chief contracts specialist in the Minnesota Amateur Sports Commission staff. As the marketing arm of the Commission staff, he has significant public contact and may be involved in up to thirty different projects at once. He is directly responsible for two of the standing statewide boards: the Amateur Sports Congress and the Amateur Sports Event Promotion Board.

The State Games Director is responsible for the development and administration of the MN "Star of the North" State Games. Her overall responsibility, coordinated by the Executive Director of the Commission, includes budget development, administration, creation of a database containing all state sports organizations, judges and participants; developing an advertising campaign and public relations design, and fund-raising and sponsor relations.

Staff at National Sports Center

The management of this entire facility will be a significant ongoing responsibility of the Commission, with support staff assisting in event development for each sport and a facility maintenance crew.

Objective:

68

The Commission staff will require additional support and professional positions to continue to provide current services as well as to expand into the realm of programming the National Sports Center at Blaine.

APPENDIX

1. Demographics of Amateur Sport in Minnesota

SURVEY OF AMATEUR SPORT MEMBERSHIPS

SPORT	HIGH SCHOOL	COLLEGE	REGISTERED NGB MEMBERS	OTHER REGISTERED ATHELETES	TOTAL FOR SPORT
Archery	0	0	1,600	3,000	4,600
Athletics	3,600	0	1,300	20,000	24,900
Badminton	0	0	180	500	680
Bandy	0	0	90	310	400
Baseball	11,640	820	8,377	100,000	120,837
Basketball	24,958	1,041	*	15,000	40,999
Biathlon	0	0	35	25	60
Bobsled/Luge	0	N/A	N/A	N/A	0
Bocce Ball	0	0	0	2,500	2,500
Bowling-M	0	0	110,000	0	110,000
Bowling-W	0	0	121,400	0	121,400
Boxing	0	0	1,020	0	1,020
Canoe/Kayak	0	0	250	50	300
Curling	0	0	3,000	0	3,000
Cycling	0	0	700	2,300	3,000
Disabled Sports				30,000	30,000
Diving	0	0	212	388	600
Equestrian	0	0	6,300	6,000	12,300
Fencing	0	0	150	150	300
Field Hockey	0	0			0
Figure Skating	0	0	1,000	2,500	3,500
Football	19,668	2,040	6,000	25,000	52,708
Golf	3,712	354	70,000	2,000	76,066
Gymnastics	2,460	100	N/A	5,000	7,560
Ice Hockey	5,355	1,530	68,115	5,000	80,000
Martial Arts	0	0	8,793	0	8,793
Modern Pentathlon	0	0	N/A	N/A	0
Orienteering	0	0	88	0	88
Racketball	0	0	N/A	N/A	0
Ringette	0	0	450	54,000	54,450
Rollerskating	0	0	300	5,000	5,300
Rowing	0	N/A	N/A	N/A	0
Rugby	0	0	510	1,000	1,510
Rhythmic Gymnastics	0	0	20	0	20
Shooting Sports: NARA, NRTSA, etc.	0	0	2,367	9,460	11,827
Skiing-Alpine	1,805	546	600	1,180	4,131
Ski Jumping	0	0	250	150	400
Skiing-Nordic	1,912	416	600	10,000	12,928
Soccer	4,136	746	25,100	15,720	45,702
Softball	4,125	388	10,000	286,234	300,747
Special Olympics	0	0	6,000	34,000	40,000
Speed Skating	0	0	N/A	N/A	0
Squash	0	0	180	600	780
Swimming	3,825	1,336	4,791	0	9,952
Synchronized Swimming	360	300	N/A	1,000	1,660
Table Tennis	0	0	200	2,000	2,200
Team Handball	0	0	N/A	N/A	0
Tennis	3,310	429	6,000	40,000	49,739
Volleyball	5,748	306	1,000	5,000	12,054
Water Polo	0	0	60	300	360
Water Skiing	0	0	N/A	N/A	0
Weight Lifting	0	0	80	10,000	10,080
Wrestling	3,270	352	4,500	1,575	9,697
Yachting	0	0	3,000	2,000	5,000

TOTAL AMATEUR SPORTS PARTICIPATION

99,884 10,704 474,598 638,942 1,284,128

* Included in the figure for high school

Data reported by association officers. Some may be estimates

2. Sports Inc. Study of Profesisonal and Amateur Sport:
"A \$47.2 Billion Industry Every Year"

GNSP

THE GROSS NATIONAL SPORTS PRODUCT

Survey Reveals a \$47.2 Billion Industry

BY RICHARD SANDOMIR

Although historic GNSP figures do not exist, sports economists say that rising attendance and participation in leisure sports make the sports economy grow faster than the overall GNP. "To paraphrase Everett Dirksen," said James Miller, director of the federal Office of Management and Budget, "A billion here and a billion there, and pretty soon it adds up to real money."

You're a Sports Consumer. You buy a box seat, a beer, a copy of *Sports Illustrated*, running shoes, Little League registration for your 10-year-old, admission to the Pro Football Hall of Fame, "A Season on the Brink," an exacta ticket, a round at

Pebble Beach and a year trying to look like Cher's boyfriend at a health spa.

You're Miami Dolphins owner Joe Robbie—you build a stadium. You're Chrysler—you sponsor the Triple Crown Challenge. You're a skier—you pay for a lift ticket at Aspen. You're Campbell's Soup—you pay Los Angeles Lakers star Kareem Abdul-Jabbar to endorse Chunky Soup.

The money builds. The sports economy percolates. Billions of dollars course through sports, flowing into gate receipts, concessions, sporting goods, books, advertising, licensed products, broadcasting fees and stadium construction—elements of an economic-leisure mosaic built more on psychic gratification than physical need.

For the first time, the sports econo-

my has been quantified, as a portion of the nation's \$4.2 trillion Gross National Product—the total value of the nation's output and services.

Last year, the Gross National Sports Product (GNSP) totaled \$47.2 billion, up 7% from \$44.1 billion in '85, according to research compiled and computed by *Sports inc. The Sports Business Weekly* and Wharton Econometrics Forecasting Associates. "Gosh, that's a lot of money," said James Miller, director of the federal Office of Management and Budget. "To paraphrase Everett Dirksen, 'A billion here and a billion there, and pretty soon it adds up to real money.'"

Although historic GNSP figures do not exist, sports economists say that rising attendance and participation in leisure sports, among others, make the

THE TOP 50 U.S. INDUSTRIES BY GROSS NATIONAL PRODUCT

1986 FIGURES IN BILLIONS OF DOLLARS

1. Real Estate	\$483.2	11. Machinery	85.9	21. Other Transportation	54.3
2. Retail Trade	407.9	12. Farms	76.4	22. Insurance Carriers	53.6
3. State & Local Gov't	331.1	13. Oil & Gas Extraction	73.1	23. Legal Services	52.3
4. Health Services	198.6	14. Food & Kindred Prods.	71.1	24. Motor Vehicles & Equipment	49.5
5. Construction	197.9	15. Miscellaneous Prof'l Services	70.1	25. SPORTS	47.2
6. Federal Gov't	175.6	16. Banking	69.0	26. Social Services	40.5
7. Business Services	162.8	17. Chemicals	64.4	27. Petroleum & Coal Products	38.9
8. Electric, Gas and Sanitary Services	132.0	18. Trucking & Warehousing	60.9	28. Paper	35.0
9. Telephone & Telegraph	102.6	19. Fabricated Metal Products	56.9	29. Primary Metals	34.8
10. Electric & Electronic Equipment	88.2	20. Printing & Publishing	54.4	30. Auto Repair	34.3

sports economy grow faster than the overall GNP. Trends like expansion, still-growing interest in sponsorships, increasing stadium and arena construction, and continued growth of participation and leisure sports will keep spurring the GNSP as a diverse measure of economic activity ranging far beyond the white lines.

The GNSP starts in obvious areas like gate receipts, sporting goods and concessions. It then spreads to gambling, broadcasting and advertising and moves outward to expand into what skiers pay to schuss and what golfers pay to blast out of sand traps. In the process of defining the GNSP, the numbers showed that while spectator sports dwarf participant sports in headlines, participant sports in turn dwarf the spectator segment.

The primary impression of what comprises sports economics is the most obvious one: Gate Receipts. But gate receipts are but one-fifteenth of the overall GNSP. The \$3.1 billion in gate revenues last year (which comprises some sports with 1986-87 seasons) included \$436 million from college football, \$361 million from baseball, \$241 million from football and \$179 million from pro basketball.

The gate receipts component of the GNSP also includes a 20% revenue jump to \$725,000 for the LaCrosse (Wis.) Catbirds of the Continental Basketball Association last season—the league's most successful as the CBA increased its sponsorships and exposure on ESPN. At Syracuse University, where basketball



Leisure Sports
\$3.1 billion

THE ANATOMY OF THE GROSS NATIONAL SPORTS PRODUCT

CATEGORY (in millions of dollars)	1985	1986
Participant/Leisure Sports	15,750	16,230
Golf Greens Fees & Memberships	3,900	3,900
Golf Lessons/Cart & Equipment Rentals	1,800	1,800
Health/Fitness/Racquet Club Memberships	4,600	4,900
Ski Lift Tickets	1,000	1,130
Ski Lessons/Ski Rentals/Accommodations	450	500
Bowling	4,000	4,000
Sporting Goods	13,400	15,100
Advertising	3,447	3,612
Magazines	497	512
Newspapers	2,600	2,700
Stadium Signage	350	400
Spectator Sports	2,900	3,100
Legal Gambling (Net Take)	2,661	2,681
Nevada: Sports Books		
Horse Racing Books	61	81
Horse & Greyhound Parimutuel	2,600	2,600
Concessions, Souvenirs & Novelties	1,820	1,920
Television Rights	1,020	1,080
Corporate Sponsorships	680	800
Athlete Endorsement Fees	425	500
License Fees for Retail Sports Properties	412.5	487.5
Sports Magazine Purchases	405	412
Golf Course Construction	400	400
Sports Book Purchases	255	270
Stadium Construction	146	236
Trading Cards	160	200
Sports Insurance	155	155
Olympic Budgets	23	23
US Olympic Team	36	44
Halls of Fame	1.4	1.8
	\$ 44,096	\$ 47,252

31. Security & Commodity Brokers	32.9
32. Hotel & Lodging Services	31.9
33. Instruments & Related Products	31.4
34. Personal Services	31.1
35. Transportation by Air	29.8
36. Rubber	27.1
37. Educational Services	26.7
38. Insurance Agents, Brokers, Others	25.7

39. Stone, Clay, Glass Prods	25.3
40. Lumber & Wood Products	24.8
41. Railroad Trans.	21.6
42. Amusement & Recreation	21.4
43. Apparel	20.7
44. Textile Mill Products	18.5
45. Agricultural Services., Forestry, Fisheries	16.6
46. Holding Companies	15.8
47. Credit Agencies	14.6
48. Misc. Manufacture	14.0

49. Coal Mining	13.6
50. Furniture	13.4
51. Radio & TV	12.7
52. Tobacco	12.7
53. Misc. Repairs	12.6
54. Transp. Service	10.9
55. Private Households	9.3
56. Motion Pictures	8.5
57. Water Transport.	8.1
58. Local Passenger & Interurban Transit	8.0

Source: Survey of Current Business; Sports Inc.

3. Economic Impact of Amateur Athletics on the Economy of Utah,
1985 Study

**ECONOMIC IMPACT OF AMATEUR ATHLETICS
UPON THE ECONOMY OF UTAH**
For The Governor's Task Force On Amateur Athletics
December 16, 1985

Introduction

During the months of September and October, 1985 a group of Ph.D. Students from the Economics Department of the University of Utah conducted a survey of sports organizations under contract to the Utah Department of Community and Economic Development, and drew conclusions relating to the economic impact of sporting events held in Utah upon Utah's economy. The survey included the identification of sports organizations, the events which are sponsored by the organizations, sufficient statistical information with which to draw conclusions about the economic impact of the events they sponsor, and general conclusions about the conduct of the State of Utah with regard to its development of amateur sporting events as State policy.

This report covers relevant issues relating to the study including the personnel involved, the requirements of the study, limitations, organizations contacted, methodology and organizations included within the report, and conclusions.

Personnel

The survey was conducted by a small group of students from the University of Utah Department of Economics. Each of the students is in a stage of advanced studies; that is, each is in the third and final year of classwork towards a Ph.D. degree in economics. Each student is in his/her mid to late thirties and each has had experience in business or university level education, and/or publishing. Each student has also received graduate level statistical training.

Study Requirements

The purpose of the inquiry was to identify as many organizations conducting amateur athletic events as possible, determine which events could be held in Utah, and assess the economic impact of those events upon the State's economy.

The organizations identified came primarily from a list provided by the Department of Community and Economic Development. From this list, a statistically large number of organizations was contacted in order to identify specific events. The organizations were sub-divided into two sets, those that can and those that cannot conduct events in Utah given existing facilities available within the State.

The investigation was to determine the gross economic impact upon all segments of

between in-state and out-of-state attenders. It was required to make estimates based upon information that was provided by the contacted organizations.

3. Professional sports. No professional sporting events were considered.

4. National events. Although most establishments hold or sanction many regional and local events that could be held within Utah, none of these events is included in this report. Only meets of national championships are included.

5. Conventions. The vast majority of organizations hold a convention or meeting at least once per year in addition to its national events. Conventions are not included in this report although such meetings could be the source of significant revenues.

6. Small organizations. Organizations with fewer than 1000 members were not included in the survey. Often these groups, while small, sanction or conduct major events. While time did not allow a sampling of these groups, preliminary indication suggests that these groups should be included in any large scale study of amateur sports.

7. Certain other events. Certain competitions were believed to skew the results of the outcome or be very unlikely to be drawn to Utah. Examples of this type of meet are the NCAA basketball championships of any or the "bowl" football games.

Methodology

The methodology employed to develop the conclusions contained herein is as follows:

1. The list of organizations sponsoring or otherwise sanctioning sporting events in the United States was obtained from the Department of Community and Economic Development.

2. The list was narrowed by eliminating certain organizations. These included groups with a membership less than 1000, groups which held their tournaments in the same geographical location each year, and groups whose physical facility requirements were outside of the scope of facilities available within the Utah, and all professional groups.

3. A survey of facilities was made to specifically identify which sports could not be held in Utah. This was compared to those sports ruled out due to expected limitations.

4. All remaining organizations were called.

5. Of the organizations called, the organizations which could provide certain information were included in the event inventory. The information required was a. the national events held each year; b. the number of participants; c. the total gate;

d. the number of days during which an event was held. Where possible, names of participants were obtained, or interviews were conducted with organization officials covering attitudes about Utah, numbers of dollars spent per participant or spectator per day, and types of lodging/restaurant facilities required.

6. The information was compiled in such a way that sports were separated by the affluence of the participants/spectators. For example, it was concluded that tennis enthusiasts were a very affluent group willing to pay large sums of money for food and lodging while softball enthusiasts chose significantly less expensive lodging.

7. Local lodging and dining establishments were surveyed regarding their prices. This information became the basis for establishing expected spending levels of visitors to Utah.

8. Three spending categories were established, and sporting events were grouped according to the expected spending pattern of the mean enthusiast. Spending per day by participant or spectator was assumed to fall into three possible categories: \$85, \$65, or \$35. Tickets for transportation are paid at the point of origin. No figures for transportation (other than motor fuel) or taxes generated from transportation revenues are included in the inventory. Revenues are assumed to come entirely from food purchases, lodging, and fuel sales.

9. Total number of out-of-state spectators was extrapolated from the data obtained and from interviews.

10. Tax rates were acquired from the State Tax Commission. It was estimated that the mean tax revenue generated from out-of-state visitors was 6.75%. The figures were based upon sales tax (5.75%), transient room tax (3.0% added to the sales tax), and fuel taxes (approximately 9.2%).

11. The information was input into the Amateur Sporting Events Inventory and appropriate information was calculated to provide the results (see attached schedule).

The survey found 715 organizing bodies. Approximately 150 were contacted. This is about 21% of the total. Of the remaining organizations, many were too small to meet the criteria of this evaluation. Some were professional. Skewing of results occurred with others. Some of the groups were solely sanctioning bodies. A large group was not able to provide information over the telephone. A sample of 21% of the total is statistically significant.

Of the 150 groups contacted, sixty-six appear in the inventory along with 102 events. The inventory consists of 9.2% of the total number of groups and 44% of the groups contacted. These numbers represent statistically significant samples. Organizations were excluded from the inventory if they were unable to provide sufficient or accurate data.

Conclusions

The figures from the inventory indicate that, if all events held in the survey were held in Utah, gross revenues from the hosting of these events would be approximately \$300 million with direct tax revenue equal to about \$20 million. It is obvious, however, that the State of Utah will not be able to host all such events in a given year. It is equally obvious that these figures only begin to indicate the true value of sporting events to the State.

If the events of all contacted organizations are included in the inventory, the revenues climb to approximately \$681 million and \$45 million in tax revenues. In addition, it is estimated that the 150 contacted organizations represent only about 30% of the total organizations which conduct sports activities. If this is correct, the gross revenues climb to \$2 billion and tax revenues to \$135 million. Finally, 90% of the 715 organizations, which include professional sports, hold annual conventions. The revenue generated from these conventions may be as great or greater than the sum of the revenue generated from sporting events. If reduced to only one-half of the sporting events, the total revenue jumps to \$3 billion and tax revenue becomes \$202 million. Further study, if undertaken, can be expected to verify the magnitude of these numbers.

None of the figures contained in this report includes any regional competitions. The review of national events disclosed that there are several thousand regional events, many of which could be hosted in Utah.

This report does not deal with events which are generated within the State. An example of this is the National Cattle Show held each year in Denver, Colorado. Investigation of this one meet indicates that the direct economic impact is \$97 million to the Denver area each year. If held in Utah with the same success and the same participation, such revenues would produce approximately \$6.5 million in tax revenues.

Indirect benefits should not be overlooked. A strengthened sports industry will increase long-term employment and reduce unemployment. This provides the double benefit of reducing the pressure upon the State's resources while at the same time increasing actual revenues.

Another benefit to Utah is the impact television will have on both future events and tourism. The average cost of one minute of national prime-time advertising is about \$130,000. This varies greatly depending upon the program. For example one minute of advertising aired during the Cosby Show costs \$300,000, and the Superbowl will demand \$1.2 million per minute. The entire advertising budget for the Utah Travel Council in the current fiscal year is \$1,951,600 or fifteen minutes of average primetime advertising. The hosting of a single national event which brings about television coverage will produce a very valuable byproduct.

The final consideration is that of the multiplier; that is, the indirect benefit to the State as the dollars brought into the State work through many levels of the economy. Each dollar of revenue eventually is spent at many levels and is, in turn taxed again. While this process works through many levels of the economy, the moderate movement of these funds will triple the effect of any original spending, and may reach far beyond that. Although time prevented a study of the full impact of such secondary and additional spending cycles associated with the sporting events included here, it is not difficult to justify the position that a \$20 million impact which produces \$1.4 million in direct taxes actually has an economic impact of \$60 million and \$4.2 million respectively.

Given the above explanation and responses from organizations to questions regarding Utah, the following general conclusions are reached:

1. Sporting events have the potential of producing significant revenue for the State.
2. Sporting events are most often sponsored and hosted by local, independent sports organizations who are affiliated with national organizations.
3. Governments seldom involve themselves directly as sponsors of events, but are very active in their support.
4. The State of Utah has several strong points in any quest to bring meets into the State, including:
 - a. Excellent facilities. Most events can be accommodated in Utah.
 - b. Excellent transportation. The ease with which Utah's physical facilities are accessed tends to be easier than in most other areas of the United States regardless of population density.
 - c. a good history of past success.
5. The State should participate in developing the potential of amateur sports in the following manner:
 - a. Promote the State generally.
 - b. Provide local sports organizations with bidding expertise in order to maximize the probability of successfully drawing events into the State.
 - c. Undertake efforts to see that events held in Utah are sanctioned by the governing body of each sport.
 - d. Provide coordination of all physical facilities, both

public and private, available for meets, and correlate the scheduling of these facilities.

e. Accompany local sports groups to meetings where bids are presented and otherwise show a high profile.

f. The State should be prepared to advance funds to organizations willing to conduct a meet within the State with some sort of a revenue sharing scheme to guarantee that the State will recoup its investment.

g. The State should coordinate its own regulations as well as those of local governments within the State to facilitate the reduction of "red tape" for organizers.

Goals

In evaluating this information, a conclusion should be reached regarding the potential for the State which should serve as a long-run goal. If Utah were to receive a share of sports events equal to all other states, it would receive a total of 2% of all revenues generated by the industry. It is clear that some states, such as California and Florida, will receive a much larger share by virtue of their climates, facilities, etc. It is also clear that some states will not generate significant revenues through the sports industry due to their lack of the necessary traits. Utah's unique position of excellent facilities coupled with better than average transportation should bring about a disproportionate share of industry revenues. A long-run goal of 5% given the implementation of the recommendations above should be an achievable level.

If 5% is reached, and if \$2 billion in amateur sports revenues are generated annually, Utah should generate \$100 million in direct revenues per year and \$6.8 million in direct tax revenues. In addition, the multiplier will increase this impact by no less than a factor of three. These numbers do not include any regional events, any professional events, or any events "invented" and staged in the State such as the National Cattle Show. This also fails to include any conventions which are connected with sporting events.

Further Study

In order to verify these figures a comprehensive study should be considered. Such a study should involve the development of a questionnaire to be submitted to all organizations and as many participants as possible. Such information can be obtained for a reasonable cost by utilizing Ph.D. level students. The questionnaire should address the following issues:

1. The degree to which camping facilities are used to the exclusion of paid lodging.

2. The degree to which restaurant facilities are used.
3. The ratio of visitors who fly to the State versus those who drive.
4. The length of each event.
5. The average length of stay.
6. Sizes of teams.
7. The age groups involved in each event.
8. Income class associated with each sport.
9. Winter versus summer sports.
10. Existence of required facilities.
11. Do local teams participate.
12. Is a convention held by the organization.
13. How long each organization has been in existence.
14. Total membership.
15. Does the organization publish.
16. Number of sanctioned events per year.
17. National versus regional events.
18. Services required (such as police).

From such information an econometric model can be designed so that any event can be evaluated. Such a modelling tool will enable the State to determine the extent to which it desires to directly participate in the promotion of a given event for Utah.

Summary

The amateur sports industry holds great potential as a means to increase revenues for the State of Utah. It provides virtually no negative side-effects. There are few, if any, environmental problems (given existing facilities), it is low in cost. It requires minimal investment on the part of government, and it is an industry

generally enjoyed by the indigenous population. In short, the amateur sports industry increases the utility of the residents of Utah without extracting a great social cost.



AMATEUR SPORTING EVENTS INVENTORY:

IMPACT UPON UTAH'S ECONOMY

<u>ORGANIZATION</u>	<u>EVENT</u>	<u>#PAR</u>	<u>#D</u>	<u>DRAW</u>	<u>REVENUE</u>	<u>TAX REV</u>
AAU	JUNIOR OLYMPICS	4000	5	12000	2100000.00	141750.00
AAU	INDOOR NAT TRACK CHAMPIONSHIP	500	4	5000	700000.00	47250.00
ALL-AMERICAN AMATEUR BASEBALL	NATIONAL TOURNAMENT	270	7	5400	1323000.00	89302.50
AMATEUR GOLF ASSOC OF AMERICA	REGIONAL CHAMPIONSHIP	288	4	576	195840.00	13219.20
AMATEUR SOFTBALL ASSOCIATION	NATIONAL TOURNAMENT	800	7	1800	441000.00	29767.50
AMERICAN AMATEUR BASEBALL CON	COMBINED WORLD SERIES	5000	8	50000	14000000.00	945000.00
AMERICA CASTING ASSOCIATION	NATIONAL TOURNAMENT	200	3	400	78000.00	5265.00
AMERICA ENDURANCE RIDE CONFERENCE	ANNUAL RIDE	100	3	100	10500.00	708.75
AMERICAN HIKING SOCIETY	ANNUAL HIKE	150	2	150	10500.00	708.75
AMERICAN LEGION BASEBALL	WORLD SERIES	500	08	25000	7000000.00	472500.00
AMERICAN PLATFORM TENNIS ASSOC	MEN'S CHAMPIONSHIPS	150	4	450	153000.00	10327.50
AMERICAN PLATFORM TENNIS ASSOC	WOMEN'S CHAMPIONSHIPS	150	4	450	153000.00	10327.50
AMERICAN PLATFORM TENNIS ASSOC	MIXED DOUBLES CHAMPIONSHIPS	150	4	450	153000.00	10327.50
AMERICAN PLATFORM TENNIS ASSOC	SENIORS CHAMPIONSHIPS	150	4	450	153000.00	10327.50
AMERICAN POWER BOAT ASSOCIATION	NATIONAL RACE	200	2	2000	260000.00	17550.00
AMERICAN WATER SKI ASSOCIATION	NATIONAL CHAMPIONSHIP	530	3	1590	405450.00	27367.88
AMERICAN WATER SKI ASSOCIATION	NATIONAL CHAMPIONSHIP	530	4	3180	1081200.00	72981.00
AMERICAN DART ORGANIZATION	NO AMERICAN OPEN	2000	2	2000	340000.00	22950.00
AMERICAN LAWN BOWLING ASSOCIATION	NATIONAL CHAMPIONSHIP	450	3	900	229500.00	15491.25
AMERICAN TENNIS ASSOCIATION	NATIONAL CHAMPIONSHIP	960	6	4800	2448000.00	165240.00
BABE RUTH BASEBALL	WORLD SERIES	540	5	2700	472500.00	31893.75
BALLOON FEDERATION OF AMERICA	WORLD CHAMPIONSHIP	200	2	200	28000.00	1755.00
BASS'N GAL	WOMEN'S BASS CHAMPIONSHIP	150	3	300	58500.00	3948.75
BILLIARD CONGRESS	NATIONAL CHAMPIONSHIP 1	4500	3	9000	1755000.00	118462.50
BILLIARD CONGRESS	NATIONAL CHAMPIONSHIP 2	4500	3	9000	1755000.00	118462.50
BILLIARD CONGRESS	NATIONAL CHAMPIONSHIP 3	4500	3	9000	1755000.00	118462.50
CASE BULLET ASSOCIATION	NATIONAL CHAMPIONSHIP	40	3	80	15600.00	1053.00
INT HANDGUN MET SILHOUETTE A	NATIONAL TOURNAMENT	1200	3	2400	468000.00	31590.00
INT BATON TWIRLING ASSOCIATION	NATIONAL MEET	1400	3	8000	840000.00	56700.00
INTER JET SKI ASSOCIATION	NATIONAL CHAMPIONSHIP	200	3	600	117000.00	7897.50
INTER UNIVERSITY SPORTS BOARD	EVENT 1	2000	4	16000	4160000.00	280800.00
INTER UNIVERSITY SPORTS BOARD	EVENT 2	2000	4	16000	4160000.00	280800.00
INTER UNIVERSITY SPORTS BOARD	EVENT 3	2000	4	16000	4160000.00	280800.00
LITTLE LEAGUE BASEBALL	COMBINED WORLD SERIES	9999	7	149985	36746325.00	2480376.94
NATIONAL AMPUTEE GOLF ASSOCIATION	NATIONAL TOURNAMENT	100	3	200	51000.00	3442.50
NATIONAL ASSOC OF LEFT-HANDED GOLF	WORLD TOURNAMENT	340	3	680	173400.00	11704.50
NATIONAL ASSOC OF LEFT-HANDED GOLF	COMBINED NATIONAL TOURNAMENT	1300	3	2600	663000.00	44752.50
NATIONAL BATON TWIRLING ASSOCIATION	NATIONAL MEET	4000	4	8000	1120000.00	75600.00
NATIONAL CAMPERS AND HIKERS	CONVENTION AND CAMPOUT	3000	5	12000	2100000.00	141750.00
NATIONAL DUCKPIN BOWLING ASSOCIATION	NATIONAL TOURNAMENT	9000	7	18000	8190000.00	552825.00

AMATEUR SPORTING EVENTS INVENTORY:IMPACT UPON UTAH'S ECONOMY

<u>ORGANIZATION</u>	<u>EVENT</u>	<u>#/PAR</u>	<u>#/D</u>	<u>DRAW</u>	<u>REVENUE</u>	<u>TAX REV</u>
NATIONAL FIELD ARCHERY	NATIONAL INDOOR CHAMPIONSHIP	700	3	1400	273000.00	18427.50
NATIONAL FIELD ARCHERY	NATIONAL OUTDOOR CHAMPIONSHIP	700	4	1400	364000.00	24570.00
NATIONAL HORSESHOE PITCHERS ASSOC	NATIONAL TOURNAMENT	500	4	1500	210000.00	14175.00
NATIONAL POCKET BILLIARDS	U.S. TEAM OPEN	500	4	1000	260000.00	17550.00
NATIONAL SENIOR SPORTS ASSOC	NAT TOURNAMENT COMBINED(3 EVENTS)	320	3	640	163200.00	11016.00
NATIONAL SKEET SHOOTING ASSOC	U.S. OPEN	300	3	600	153000.00	10327.50
NATIONAL SKEET SHOOTING ASSOC	WORLD CHAMPIONSHIP	900	3	2700	638500.00	46473.75
NATIONAL WHEELCHAIR ATHLETIC ASSOC	NATIONAL CHAMPIONSHIP	400	3	800	204000.00	13770.00
NATIONAL BASEBALL CONGRESS	NATIONAL CHAMPIONSHIP	612	5	1836	321800.00	21687.75
NATIONAL BICYCLE LEAGUE	MOTOCROSS CHAMPIONSHIP	1000	4	3000	420000.00	28650.00
NATIONAL BOWLING	NATIONAL TOURNAMENT	1500	4	22500	3150000.00	212625.00
NATIONAL RIFLE ASSOCIATION	U.S. INTER CHAMPIONSHIP	1200	3	2400	468000.00	31590.00
NATIONAL RIFLE ASSOCIATION	COLLEGIATE CHAMPIONSHIP	200	3	400	42000.00	2835.00
NCAA	FOOTBALL (2 DIVISIONS)	7500	1	742500	48262500.00	3257718.75
NCAA	COMBINED EVENTS	7500	2	375000	48750000.00	3290625.00
PEOPLE TO PEOPLE SPORTS	ANNUAL HORSE SHOW	1000	4	4000	1360000.00	91800.00
PONY BASEBALL	WORLD SERIES 11-12	9750	7	97500	23887500.00	1612406.25
PONY BASEBALL	WORLD SERIES 13-14	7500	7	75000	18375000.00	1240312.50
PONY BASEBALL	WORLD SERIES 15-16	5250	7	52500	12862500.00	868218.75
PONY BASEBALL	WORLD SERIES 17-18	3000	7	3000	735000.00	49612.50
U.S. ASSOC FOR BLIND ATHLETES	NATIONAL MEET	500	4	1000	260000.00	17550.00
U.S. BASEBALL	U.S. BASEBALL WORLD JR. CUP	144	4	1440	201600.00	13608.00
U.S. CANOE ASSOCIATION	U.S. MARATHON CANOE & KAYAK	500	4	1000	260000.00	17550.00
U.S. CROQUET	NATIONAL CHAMPIONSHIP	50	3	100	25500.00	1721.25
U.S. CROQUET	NATIONAL CLUB TEAMS	110	3	220	56100.00	3786.75
U.S. CROQUET	NATIONAL COLLEGE CHAMPIONSHIP	50	3	100	10500.00	708.75
U.S. CURLING	NATIONAL CURLING CHAMPIONSHIP	1500	4	3000	780000.00	52650.00
U.S. CYCLING FEDERATION	NATIONAL CHAMPIONSHIP	540	4	1080	280800.00	18954.00
U.S. FENCING ASSOCIATION	JR. NATIONAL CHAMPIONSHIP	450	4	1350	459000.00	30982.50
U.S. FENCING ASSOCIATION	SR. NATIONAL CHAMPIONSHIP	650	4	1300	442000.00	29835.00
U.S. FIGURE SKATING ASSOCIATION	COMBINED EVENTS	500	3	15000	3600000.00	248000.00
U.S. GOLF ASSOCIATION	U.S. MEN'S OPEN	250	3	2500	637500.00	48031.25
U.S. GOLF ASSOCIATION	COMBINED TOURNAMENT	5274	3	10548	2689740.00	181557.45
U.S. HANG GLIDING ASSOCIATION	MASTERS CHAMPIONSHIP	32	3	64	12480.00	842.40
U.S. HANG GLIDING ASSOCIATION	REGIONAL CHAMPIONSHIP	90	3	180	35100.00	2369.25
U.S. PARACHUTE ASSOCIATION	NATIONAL CHAMPIONSHIP	1150	2	1150	149500.00	10091.25
U.S. PARACHUTE ASSOCIATION	SKIING/SKY DIVING	100	3	100	25500.00	1721.25
U.S. PARACHUTE ASSOCIATION	COLLEGIATE MEET	150	4	150	39000.00	2632.50
U.S. ROLL ASSOCIATION	U.S. OPEN	40	4	400	136000.00	9180.00
U.S. ROLL ASSOCIATION	GOLD CUP	80	4	800	272000.00	18360.00

AMATEUR SPORTING EVENTS INVENTORY:IMPACT UPON UTAH'S ECONOMY

<u>ORGANIZATION</u>	<u>EVENT</u>	<u>#PAR</u>	<u>#D</u>	<u>DRAW</u>	<u>REVENUE</u>	<u>TAX REV</u>
U.S. SKI ASSOCIATION	COMBINED EVENTS	1000	3	10000	2700000.00	182250.00
U.S. SQUASH RACQUETS ASSOCIATION	NAT CHAMP COMBINED (8 EVENTS)	1320	5	3960	1683000.00	113602.50
U.S. TABLE TENNIS ASSOCIATION	U.S. CLOSED TOURNAMENT	750	4	1500	390000.00	26325.00
U.S. TABLE TENNIS ASSOCIATION	U.S. OPEN	750	4	1500	390000.00	26325.00
U.S. VOLLEYBALL ASSOCIATION	NATIONAL CHAMPIONSHIP	900	3	1800	459000.00	30982.50
U.S. WOMEN'S CURLING	NATIONAL CHAMPIONSHIP	1300	4	2600	676000.00	45630.00
USA AMATEUR BOXING	U.S. AMATEUR CHAMPIONSHIP	100	3	500	52500.00	3543.75
USA AMATEUR BOXING	U.S. OLYMPIC TRIALS	100	7	2000	910000.00	61425.00
USA AMATEUR BOXING	U.S. JUNIOR BOXING CHAMPIONSHIP	100	4	500	70000.00	4725.00
USA FIELD HOCKEY	AUTUMN MEET	1300	4	3900	1014000.00	68445.00
USA FIELD HOCKEY	USA FIELD HOCKEY CLASSIC	1000	3	7000	1365000.00	92137.50
USA WRESTLING	NATIONAL JR. OLYMPICS	1500	4	4500	1170000.00	78975.00
USA WRESTLING	NATIONAL CHAMPIONSHIP 15-16	500	3	1000	105000.00	7087.50
USA WRESTLING	NATIONAL CHAMPIONSHIP 20+	500	3	1000	195000.00	13162.50
USA WRESTLING	NATIONAL SR. WORLD CHAMPIONSHIP	600	4	1200	408000.00	27540.00
USA WRESTLING 17-18	NATIONAL JR. OLYMPICS	2000	4	6000	840000.00	56700.00
WOMEN'S INTER BOWLING CONGRESS	AMERICAN BOWLING CONGRESS	8000	4	16000	4160000.00	280800.00
WOMEN'S INTER BOWLING CONGRESS	ABC MASTER'S TOURNAMENT	700	4	2100	546000.00	36855.00
WOMEN'S INTER BOWLING CONGRESS	ABC NATIONAL TOURNAMENT	5000	4	45000	11700000.00	789750.00
WOMEN'S SPORTS FOUNDATION	HALL OF FAME BANQUET	500	1	500	42500.00	2868.75
YOUNG AMERICAN BOWLING ALL	JR. BOWLING CHAMPIONSHIPS	162	3	486	51030.00	3444.52
YOUNG AMERICAN BOWLING ALL	NAT COLLEGIATE BOWLING CHAMP	120	3	480	50400.00	3402.00

TOTAL:

#PAR 161,141.00

#D 393.00

DRAW 1,942,125.00

REVENUE 300,320,565.00

TAX REV 20,271,638.14

Printed 102 of the 102 records.

4. Potential Impact of Winter Special Events Upon the Bemidji Community, 1987 Study

POTENTIAL ECONOMIC IMPACT OF WINTER SPECIAL EVENTS UPON THE BEMIDJI COMMUNITY

ESTIMATED IMPACT OF A CURLING OR BOWLING TOURNAMENT:

The following figures are based on a 3-day event with an estimated 250 team participants and 400 out-of-town visitors (300 adults and 100 young people). The lodging estimates are based on double occupancy average rates.

Participants' Contribution (4 nights and 3 days in Bemidji):		
Lodging (250 X 4 X \$25)	\$25,000	
Meals (250 X 3 X \$25)	18,750	
Entertainment (250 X 4 X \$25)	25,000	
Souvenirs, Merchandise, etc. (250 X 3 X \$25)	25,000	
Gasoline (50% carpooling = 125 X 2 X \$20)	5,000	
Total Contribution by Participants		\$ 98,750
Out-of-town Visitors' Contribution (3 nights and 3 days in Bemidji):		
Lodging (300 adults X 3 X \$25)	\$22,500	
Meals (400 X 3 X \$25)	30,000	
Entertainment [(300 X \$75) + (100 X \$25)]	25,000	
Souvenirs, Merchandise, etc.	10,000	
Gasoline (50% carpooling = 200 X 2 X \$20)	8,000	
Total Contribution by Visitors		95,500
Other (from revenue for event):		
Utilities	\$ 1,700	
Staff (Estimate of what is spent in Community)	3,700	
Miscellaneous (Supplies, etc.)	1,500	
		6,900
TOTAL DIRECT CONTRIBUTION TO THE COMMUNITY		\$201,150
Multiplier Factor		X 2.2
TOTAL ESTIMATED IMPACT UPON THE COMMUNITY		\$442,530

ESTIMATED IMPACT OF A YOUTH HOCKEY EVENT:

The following figures are based on a 3-day event with an estimated 400 participants and 800 out-of-town guests (600 adults and 200 young people) with double occupancy lodging for the guests and four to a room for participants' lodging.

Participants' Contribution:		
Lodging (400 X 4 X \$15)	\$24,000	
Meals (400 X 3 X \$25)	30,000	
Entertainment (400 X \$25)	10,000	
Souvenirs, merchandise, etc. (400 X \$25)	10,000	
Transportation (200 carpooling X 2 X \$20)	8,000	
Total Participants' Contribution		\$ 82,000

Out-of-town Guests Contribution:

Lodging (600 adults X 3 X \$25)	\$45,000
Meals (800 X 3 X \$25)	60,000
Entertainment[(600 X \$75) + (200 X \$25)]	50,000
Souvenirs, merchandise, etc. (800 X \$25)	20,000
Gasoline (400 Carpooling X 2 X \$20)	<u>16,000</u>
Total Guests' Contribution	191,000

Other:

Utilities	\$ 1,700
Staff (Est. spent in community)	3,700
Miscellaneous (supplies, etc.)	<u>1,500</u>
Total	<u>6,900</u>

TOTAL DIRECT CONTRIBUTION INTO THE COMMUNITY

\$ 279,900

Multiplier Factor

X 2.2

TOTAL ECONOMIC IMPACT UPON THE COMMUNITY

\$ 615,780TOTAL IMPACT OF FIVE 3-DAY CURLING AND/OR BOWLING TOURNAMENTS

\$2,212,650

TOTAL IMPACT OF FIVE 3-DAY YOUTH HOCKEY EVENTS

\$3,078,900

ECONOMIC IMPACT OF THE SUMMER HOCKEY CAMP ON THE BEMIDJI COMMUNITY

The following estimates are based on 1986 participation rate of 1,100 over a period of eight weeks.

Contract with Bemidji Bus Lines	\$ 10,000
Local printing of brochures	8,000
Expenditures by parents/relatives who drop off and pick up participant (Excludes participants who used bus):	
(Note: the estimates below are calculated on 1608 trips.)	
Lodging (Ave. 1.5 nights' lodging each trip @ \$65/night)	\$156,780
Meals (Ave. 2 persons, 1 day per trip @ \$25)	80,400
Gasoline (A full tank each trip @ \$20)	32,160
Incidentals (Souvenirs, etc. @ \$20)	<u>32,160</u>
Total Contribution by parents/relatives	301,500
Participants' contribution (Meals \$10; Entertainment \$15; Snacks, Souvenirs, etc. \$25; for each)	55,000
Additional Staff Requirements (Take home pay):	
Coaches (11)	\$ 24,500
Secretary (1)	9,800
Counselors (8)	4,800
Head Resident (1)	1,750
Trainers (2)	2,560
Part-time students, janitors, etc. (15)	<u>12,800</u>
Total Contribution from Additional Staff	56,210
Utilities	32,000
Additional Food Services Staff Required (ARA)	22,000
Miscellaneous (i.e. consultants, directors, supplies, etc.)	<u>2,500</u>
TOTAL DIRECT CONTRIBUTION TO THE COMMUNITY	\$ 487,210
Multiplier Factor (Number of times dollar changes hands)	<u>x 2.2</u>
TOTAL CONTRIBUTION TO THE COMMUNITY	<u>\$1,071,862</u>