



MINNESOTA AMATEUR  
SPORTS COMMISSION

**BLUEPRINT III**

Long Range Master Plan

January, 1989

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## MISSION STATEMENT

The Purpose of the Minnesota Amateur Sports Commission is to promote the social and economic benefits of sport for all Minnesotans as the model for the nation.



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

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## I. G O A L S

1. To create economic development through amateur sport:
  - Attracting major sporting events to Minnesota
  - Developing Minnesota's indigenous sport events, camps, and educational programs
  - Assisting Minnesota communities in a statewide sport promotion network
2. To create maximum opportunity for sport participation for all Minnesotans by:
  - Sponsoring an Olympic-style summer and winter state games
  - Supporting Minnesota amateur sport associations's programs
  - Targeting special programs to increase opportunity of sport for women, the elderly, and the disadvantaged
3. To establish Minnesota as a model for the national Olympic and amateur sport movement by:
  - Establishing a programmatic relationship with the national governing bodies of sport
  - Developing an "Olympic" caliber training and event center for all winter and summer Olympic sports



QUANTIFIED GOALS - 10-YEAR OBJECTIVES  
1987 - 1996

1. An Established Amateur Sports Industry Yielding 50 Million Dollars of Benefit Annually
  - A.) 30 million of major sporting events
  - B.) 20 million of Minnesota indigenous sport activity
  - C.) A statewide system of sport promotion
2. Two Million Minnesotans Participating in Healthy Amateur Sport Activity
  - A.) An established state games

Summer Games 25,000 Annual Participants  
Winter Games 15,000 Annual Participants
  - B.) Active associations for all Olympic sports with a balance of winter and summer sports participation
  - C.) An achieved balance and equity in sport participation by gender, age and region
3. Minnesota as the National Model for Amateur Sports
  - A.) All national Olympic sports have a formal program relationship with Minnesota.
  - B.) Minnesota has established a training and event facility for every Olympic sport.



## II. S T R U C T U R E

1. Statute
2. Commission members structure
3. Volunteer committees structure
4. Staff structure



## The MASC Statue

The MASC was created by the 1987 Minnesota Legislature in H.F. 919, chapter 400. This bill also authorized 29.4 million dollars in bonding amounts for four sport facilities, 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.

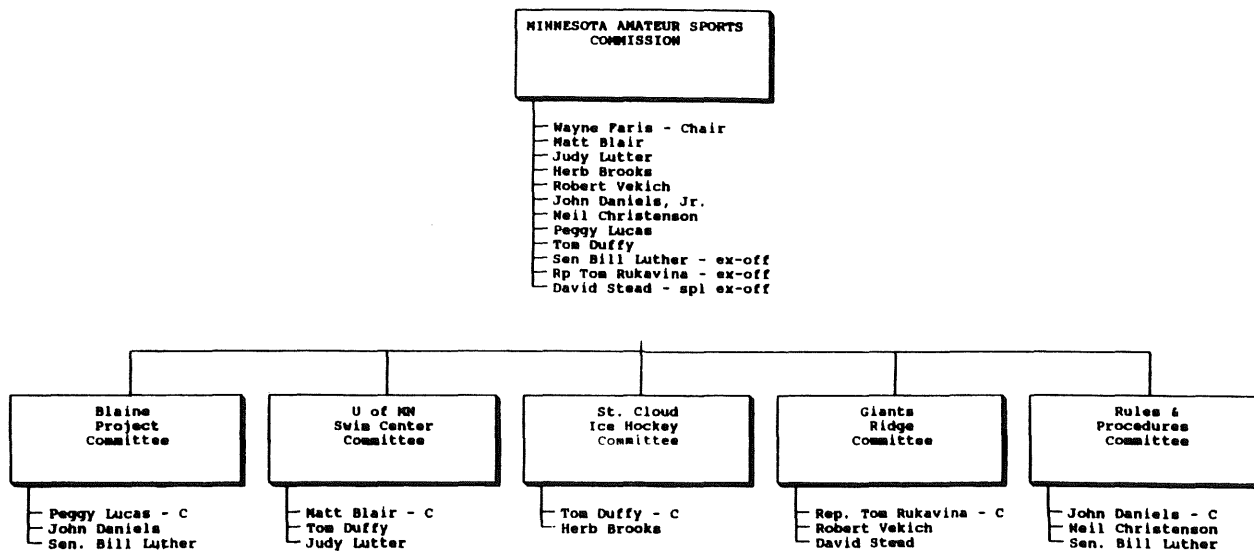
Sec. 46: The Commission has authority to form 501-23 corporation or foundation.

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.



## Commission Members 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 monthly since its naming in mid-September 1987.





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 staff 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 monthly 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.

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 matters of policy and finance. The committees develop specialized knowledge (with the assistance of staff) in specific areas to advise the Commission in these matters as required.

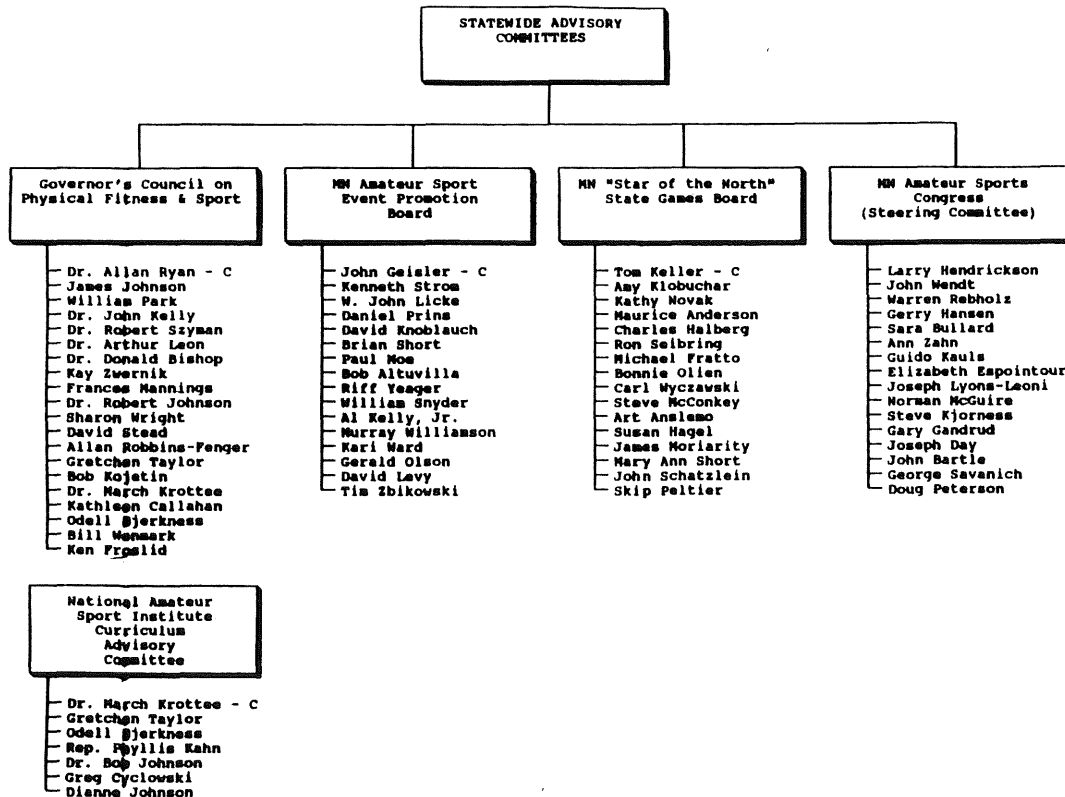
The staff carry out the administrative goals and operational responsibility of the Commission.



## Volunteer Committee Structure

### Statewide Advisory Boards

Four statewide Boards were created by the Commission to serve in special advisory capacity. Two additional boards will be created in 1989 - The National Amateur Sports Institute Board and MASF. This flexible format allows the commission to accommodate the large number of committed volunteers and to respond easily to new growth and interests.







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, 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 is a working committee with representatives from chambers of commerce; tourism and promotion; and convention bureaus. 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 Sports Congress - This advisory group will have official representatives from the 55 amateur sport associations in Minnesota. This body will conduct seminars on developing amateur sport in Minnesota. 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.

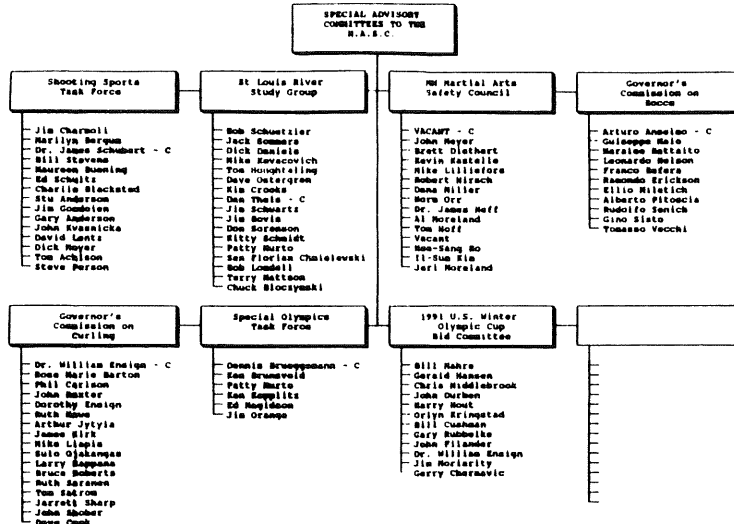
National Amateur Sports Institute Curriculum Advisory Board - This group will determine the important curriculum structure issues for the theoretical, practical, and sport-specific certification structure of the NASI. A strategic marketing plan for the NASI programs will also be formulated.

Minnesota Amateur Sports Foundation - The purpose of the Minnesota Amateur Sports Foundation is to serve as the fund-raising arm for selected Commission projects, primarily scholarships for amateur sport camps. It includes the endowment of amateur sport development programs, also supporting operations and enhancements for MASC designated facilities, providing funds to attract major sports events and subsidize sports-related research.



## Special Ad Hoc Advisory Committees

The Commission has the authority to designate special advisory committees in addition to the standing statewide advisory committees described above.



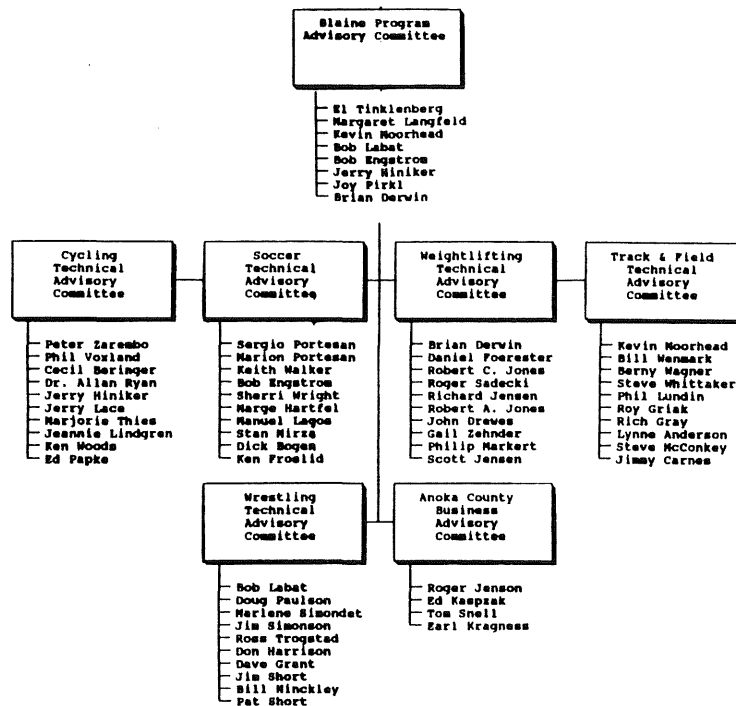
These groups focus on unifying multi-disciplined sport areas (such as shooting or martial arts), promoting sports of special concentration in Minnesota (curling, bocce, whitewater kayaking), or promoting major amateur events (Winter Olympic Cup, Special Olympics).

These groups may utilize the non-profit incorporation procedure if they are long-lived; otherwise, they play an important role in legitimizing select groups of private citizens whose actions are in the interests of the Commission.



## National Sports Center Facility Committees

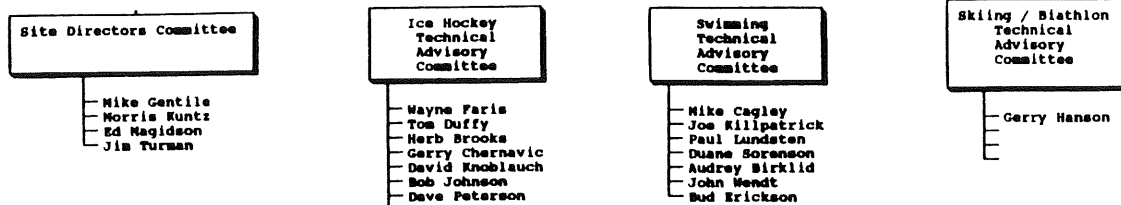
These citizen advisory groups represent the sports which will train and utilize the National Sports Center at Blaine. They have assisted in the design process of the facilities, served as conduits of information to and from the National Governing Bodies, and identified the key figures in the national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



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:





## **Staff Structure**

The staff of the MASC carry out the administrative program of the Commission.

**Executive Director** is responsible for general administrative oversight of the MASC and specifically manages the budget, capital bonding sport facility development, and all MASC reporting responsibilities - especially the Minnesota Legislature.

**Assistant Director** (Program Director) is responsible for general program development of the MASC with the specific areas of curriculum development and research coordination. The Assistant Director assists as administrator for the Governor's Council on Physical Fitness and Sport, Amateur Sports Congress, and the National Amateur Sports Institute.

**Public Affairs Director** is responsible for the general communications program for the Commission and has special task responsibility for public awareness and media relations, publications and printing, and event bidding. The Public Affairs Director is also the administrator for the Minnesota Amateur Sport Events Promotion Board.

**State Games Director** is responsible for the direction and management of the winter and summer state games program overseeing the budget, publicity, fund-raising, and is the liaison with the LOC and is the administrator for the State Games Board.

**Marketing Director** (Currently Consultant) is responsible for the General Marketing and administrative oversight of the development of the NSC in Blaine.

**Project Director** National Sports Center (NSC) at Blaine (Consultant until 12-30-89) is responsible for managing the construction process for the NSC in Blaine.



### III. S T R A T E G I E S

- A. Facility Development Strategies
- B. Program Development Strategies
- C. Economic Development Strategies
- D. Financial Plan Strategies



## **A. Facility Development Strategies**

### **1. Introduction**

The establishment of quality facilities is an essential component of the MASC's plan to develop a model amateur sports program. Consequently, the Commission has established the goal of developing both a major training and event facility for every Olympic sport - winter and summer. The accomplishment of this complete portfolio of amateur sport facilities will enable the state to maximize both economic benefits through the hosting of major events and social benefits through training and program opportunities for Minnesotans.

The Minnesota strategy is based on a simple concept; if the state can provide a meaningful contribution to the Olympic NGB's in providing facilities and training opportunities, then the NGB's will bring benefits to the state through the hosting of their events and programs in Minnesota.

### **2. Background**

Many U.S. Olympic sports lack proper facilities and numerous NGB's reported to MASC officials that USOC training centers at Colorado Springs, CO; Lake Placid, NY; and Marquette, MI; do not meet all of their national team training needs. From 1982 to 1988, there has been a concerted dialogue between officials from the U.S. Olympic Committee, the National Governing Bodies and Minnesota Officials regarding the development of a model amateur sports program.

In 1984, Governor Perpich, and IRRRB officials inaugurated Minnesota's relationship with the Olympic movement through the development of the National Training Center at Giants Ridge.

At the November 1986 U.S. Olympic Committee Meeting, U.S. Olympic officials recommended the Minnesota "plan" to all Olympic sports. They recommended and encouraged the individual Olympic NGB's to establish training centers and programs in Minnesota. A presentation by Governor Perpich and other Minnesota officials led to formal relationships with numerous NGB's.



### 3. History

#### 1984

Giant's Ridge Recreational Area receives official designation as Minnesota's first National Team Training Center. Designed in close cooperation with the U.S. Ski Association and the U.S. 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, synchronized, 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 move closer to the completion of 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 initiates studies on the options for the remaining few sports. The Legislature decided not to consider a capital bonding bill.

#### 1989

The Commission has recommended \$24 million dollars in amateur sports facilities. The sports of kayaking, shooting, archery, wrestling, volleyball, speedskating, and ski jumping have been recommended for construction dollars. The sports of cycling, luge, bobsled, running, and disabled sports have been recommended for planning dollars.





#### 4. Current Minnesota Needs

Minnesota has made great progress in developing a complete portfolio of Olympic sport facilities especially in the summer Olympic sports. However, considerable work remains to be done in completing the master plan.

##### Summer Olympic Sports

Event Facilities -- 30 of 32 sports 95% complete

Training Facilities -- 8 of 32 sports 25% complete

##### Winter - Olympic Sports

Event Facilities -- 5 of 12 sports 45% complete

Training Facilities -- 3 of 12 sports 25% complete

#### 5. The Plan for Future Facility Development

##### Event Facilities

As the greatest economic benefits are derived from major multi-sport events, it is critical for Minnesota to develop two major clusters of sports venues; a summer sports event corridor and a winter sports event corridor.

The Twin Cities Metro Service region provides the ideal summer Olympic sport venue cluster. In fact, U.S. Olympic officials have confirmed that the Twin Cities has the infrastructure of facilities in place to host the Olympic Games.\*

For winter sports, the best that Minnesota has to offer is the Duluth/Biwabik/Lutsen Corridor. This area could possibly host the U.S. Olympic Winter festival and numerous other national and international multi- and single winter sport events.

Note: Minnesota does not have the potential to host the Winter Olympic Games. However, Minnesota does have the ability to host all of the individual winter Olympic sports except two of the four alpine events, Super G, and the Downhill, because of our lack of vertical elevation.

Both summer or winter event clusters requires a one hour limit between events. Also, an event cluster requires a critical mass of hotels, restaurants, spectator amenities, press facilities, and good airport access.

\*With minor facilities improvement and one major outdoor stadium for opening ceremonies.



## Training Facilities

Minnesota has the opportunity to become the first state in the nation to develop a training facility for every Olympic sport.

The basic components of a training facility are as follows:

1. Olympic class performance surfaces
2. Weight training
3. Sports Medicine
4. Showers/Lockers
5. Food service
6. Dormitory
7. Class room space
8. Sports & Educational opportunities
9. 1-1/2 hour drive from a major airport
10. Closeness and proximity to major event facility

As training center requirements are more flexible than event facilities, this affords the MASC to locate facilities in numerous sites around the state. The MASC has a goal to develop a balanced distribution of facilities in urban, suburban, and greater Minnesota sites.

## Timetable

The following charts describe the MASC plan to develop the complete program in three phases:

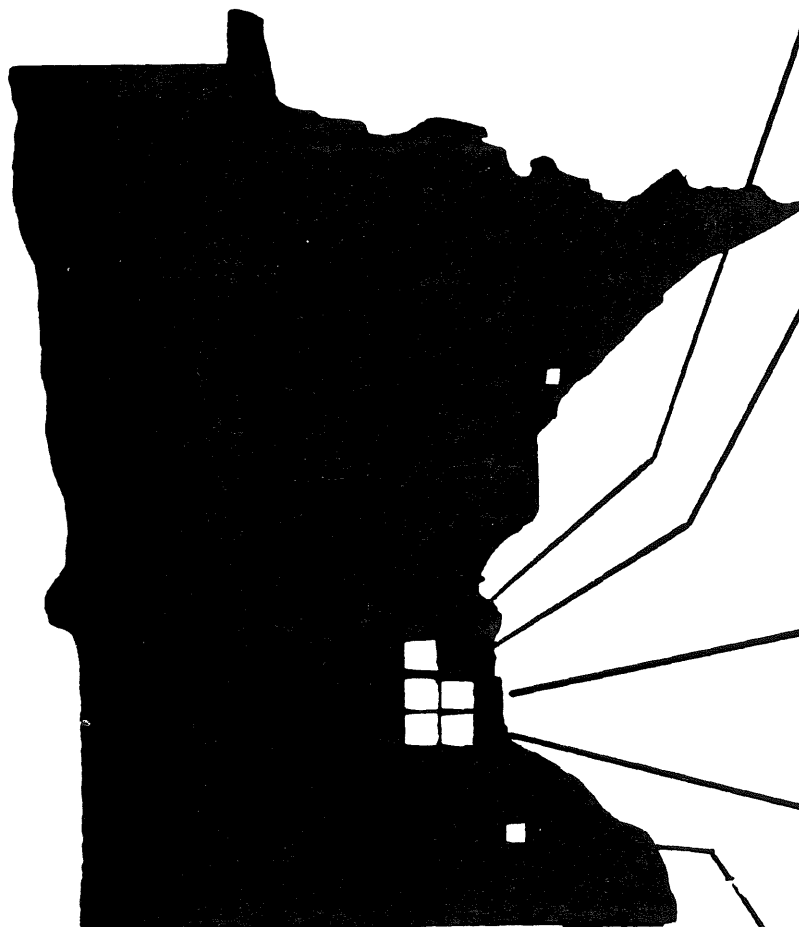


SUMMER EVENT FACILITIES - MASC MASTER PLAN

<u>Summer Olympic Sport</u>	<u>Existing Facilities</u>	<u>1987 MASC Phase #1</u>	<u>1989 MASC Phase #2</u>	<u>1991 MASC Phase #3</u>
Archery	Polo Grounds			
Athletics		NSC/Blaine----	Stadium Expansion-----	
Badminton	Macalester			
Baseball	Metrodome-----			
Basketball	NBA Arena-----			
Boxing	Met Center-----			
Canoe/Kayak				
Cycling		NSC/Blaine-----		
Diving		U of M/Mpls.-----		
Equestrian/Mod. Pent.	Fairgrounds			
Fencing	CC-St. Paul-----			
Field Hockey	Augsburg-----			
Gymnastics	CC-St. Paul-----			
Judo	CC-St. Paul-----			
Karate	CC-St. Paul-----			
Rowing				
Shooting				
Soccer		NSC/Blaine----	Stadium Expansion-----	
Softball	Bloomington-----			
Swimming		U of M/Mpls.-----		
Synch. Swimming		U of M/Mpls.-----		
Taekwondo	CC-St. Paul-----			
Table Tennis	CC-St. Paul-----			
Team Handball	Augsburg-----			
Tennis	Bloomington-----			
Volleyball	CC-St. Paul-----			
Water Polo	U of M/Mpls.-----			
Weightlifting	NSC/Blaine-----			
Whitewater Kayaking			Carlton-----	
Wrestling	CC-St. Paul-----			
Yachting	Duluth Harbor-----			



**MASC SUMMER EVENT CENTER MASTER PLAN**  
**Summer Event Corridor**  
**"Twin Cities Metro Area"**



**BLAINE**

Nat'l Sports Center  
 Soccer  
 Cycling  
 Wrestling  
 Weightlifting  
 Track & Field  
 Private Equestrian Center  
 Equestrian  
 Modern Pentathlon

**MINNEAPOLIS**

U of M  
 Swimming Diving  
 Water Polo  
 Synchronized Swimming  
 Archery  
 Metrodome  
 Ceremonies  
 Baseball  
 NBA Arena  
 Basketball  
 Augsburg  
 Hockey  
 (Field)

**ST. PAUL**

Civic Center  
 Gymnastics Fencing  
 Handball Volleyball  
 Judo Karate  
 Taekwondo

**BLOOMINGTON**

Met Center  
 Boxing  
 98th St. Racquet Club  
 Tennis  
 South Metro Lakes  
 Canoeing Rowing  
 Burnsville Shooting Ctr  
 Shooting

**ROCHESTER**

Regional Event Center  
 Swimming Diving  
 Volleyball

**DULUTH**

Yachting



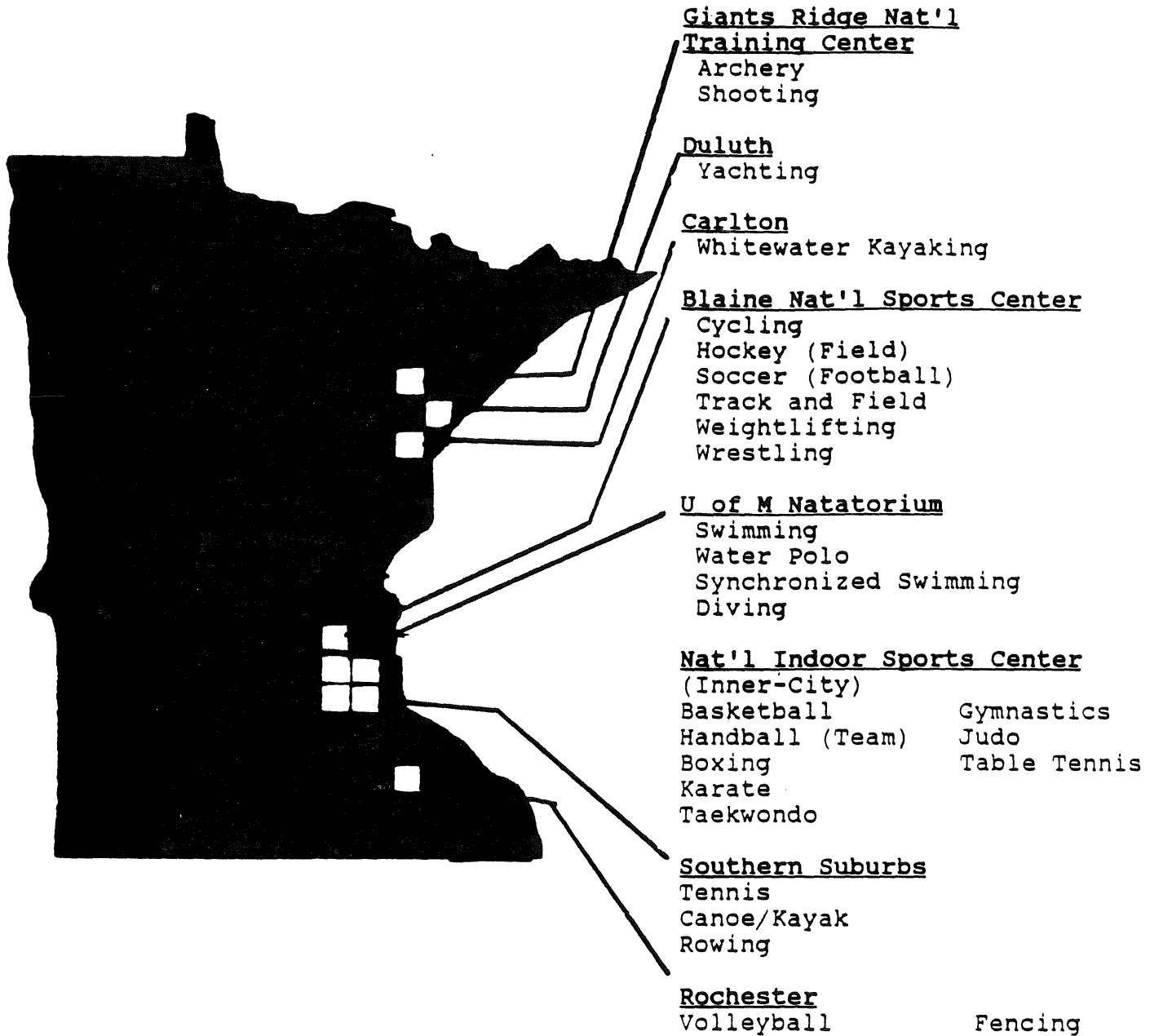


MINNESOTA SUMMER SPORTS TRAINING MASTER TIMETABLE

PAN-MN PLAN			
	<u>1987</u>	<u>1989</u>	<u>1991</u>
<u>Olympic Sport</u>	<u>MASC Phase #1</u>	<u>MASC Phase #2</u>	<u>MASC Phase #3</u>
Archery		Giants Ridge-----	
Athletics	NSC/Blaine-----		
Badminton			(inner-city site)
Baseball	N/A		
Basketball			(inner-city site)
Boxing			(inner-city site)
Canoe/Kayak		(study-at-large)-----	
Cycling	NSC/Blaine-----		
Diving	U of M/Mpls.-----		
Equestrian/Mod. Pent.		(private-Blaine)-----	
Fencing		ORC-Rochester-----	
Field Hockey			NSC/Blaine
Gymnastics			(inner-city site)
Judo			(inner-city site)
Karate			(inner-city site)
Rowing		(study-at-large)-----	
Shooting		Giants Ridge-----	
Soccer	NSC/Blaine-----		
Softball			NSC/Blaine
Swimming	U of M/Mpls.-----		
Synch. Swimming	U of M/Mpls.-----		
Taekwondo			(inner-city site)
Table Tennis			(inner-city site)
Team Handball			(inner-city site)
Tennis (Private-Bloomington)			
Volleyball		ORC-Rochester-----	
Water Polo	U of M/Mpls.-----		
Weightlifting	NSC/Blaine-----		
Wrestling		NSC/Blaine-----	
Yachting			(private-Duluth)
Disabled Sports		Vinland National Center-----	



**MASC SUMMER SPORTS TRAINING CENTER MASTER PLAN**  
**Summer Olympic Sports (31)**



Training Center Need Undefined

Softball  
 Baseball  
 Equestrian  
 Modern Pentathlon

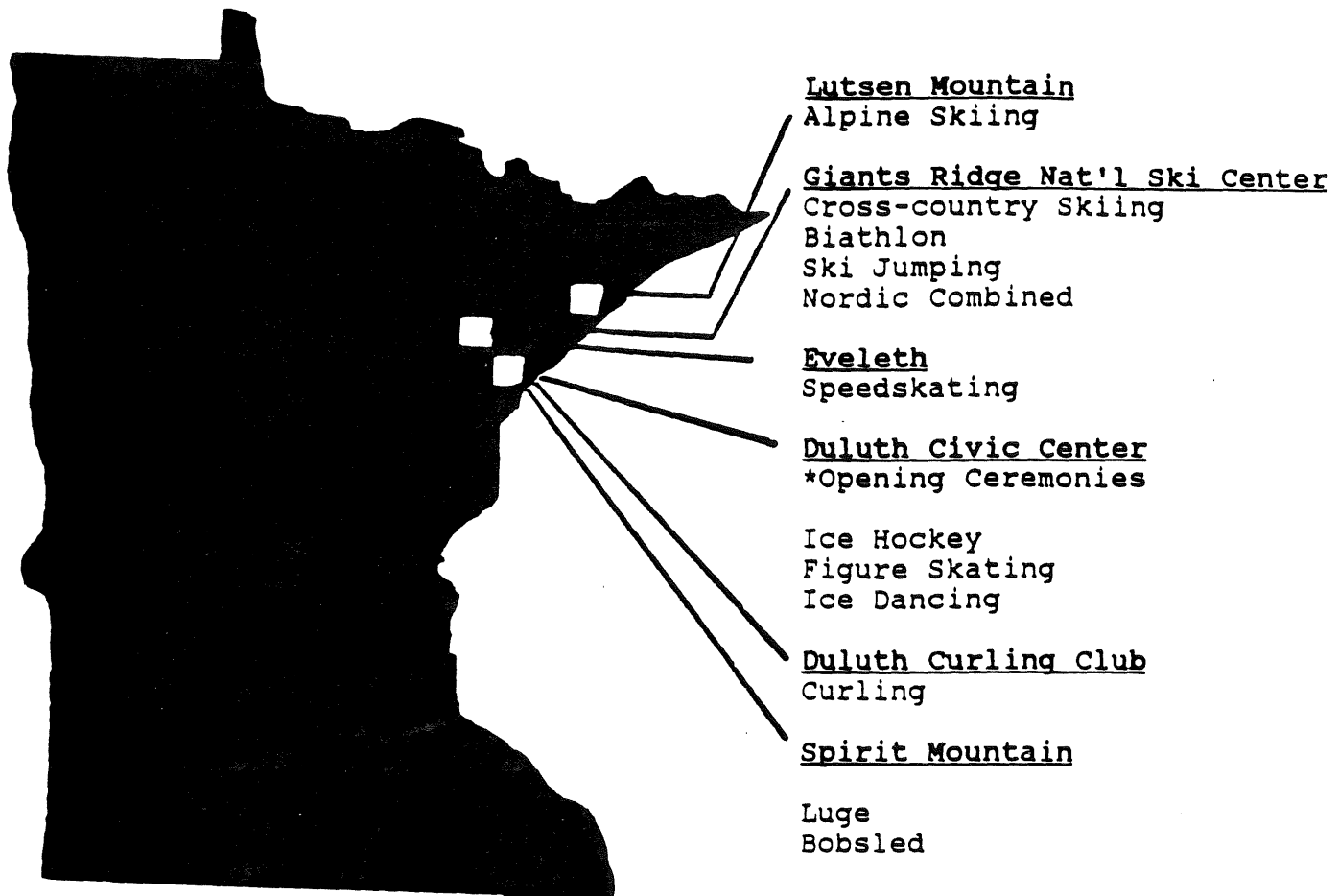


MN Winter Event Facilities Master Timetable  
Winter Event Corridor Duluth-Biwabik-Lutsen

<u>Winter Olympic Sports</u>	<u>1987 MASC Phase I</u>	<u>1989 MASC Phase II</u>	<u>19?? MASC Phase III</u>
Biathlon	Giants Ridge-----		
Bobsled			Spirit Mtn-Duluth
Curling	Duluth-----		
Figure Skating-CC	Duluth-----		
Ice Hockey-CC, Duluth	-----		
Luge			Spirit Mtn-Duluth
Skiing-Alpine	Lutsen-----		
Skiing-X Cty	Giants Ridge-----		
Ski Jumping			Giants Ridge
Skiing-Freestyle	Giants Ridge-----		
Speedskating/Bandy			Eveleth



MASC WINTER EVENT CENTER MASTER PLAN  
Winter Olympic Sports  
"The Winter Sport Events Corridor"





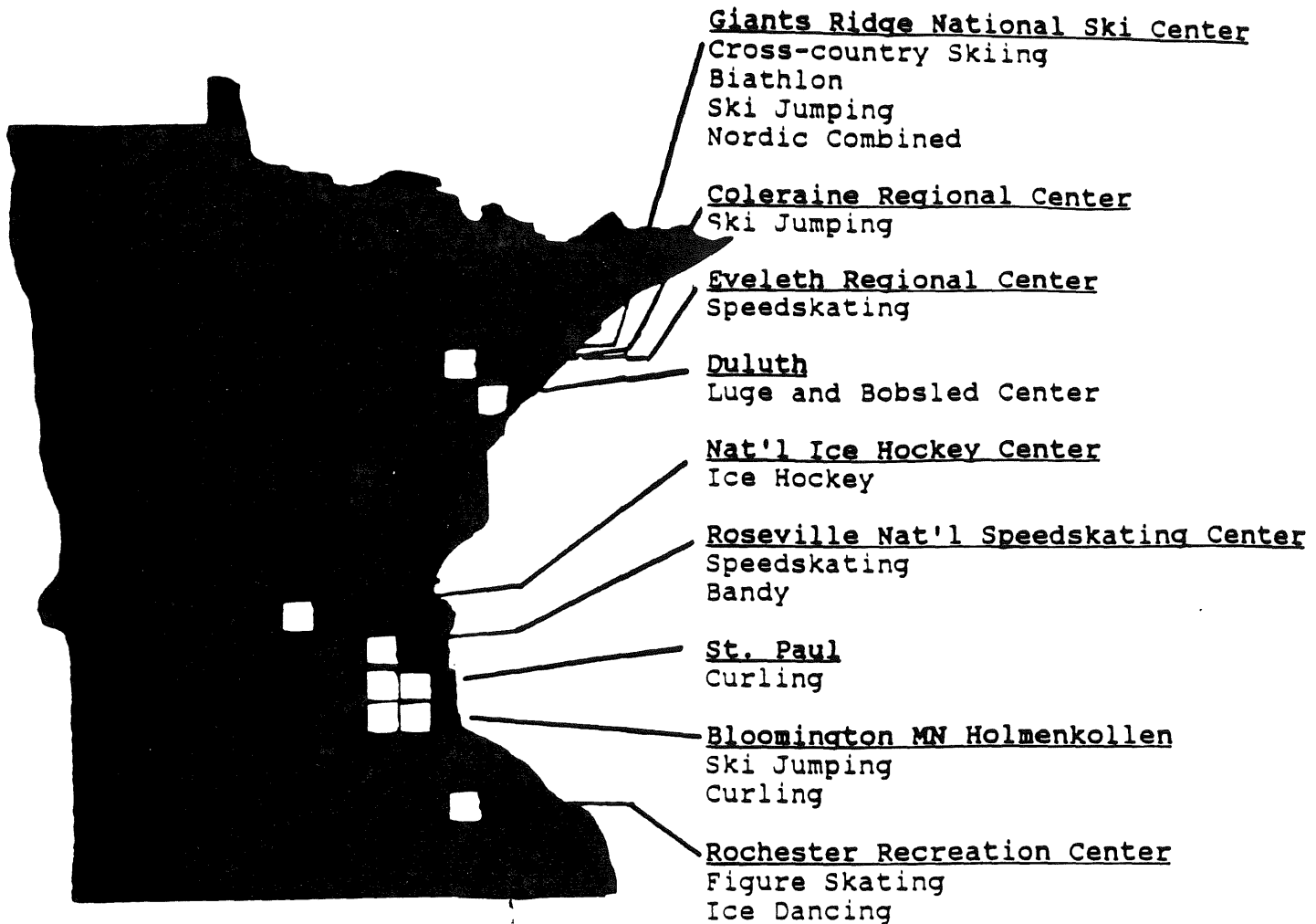


MN Winter Training Facilities - MASC Master Timetable  
PAN MN Plan

<u>Winter Olympic Sports</u>	<u>1987 MASC Phase I</u>	<u>1989 MASC Phase II</u>	<u>1991 MASC Phase III</u>
1. Biathlon	Giants Ridge-----		
2. Bobsled			Spirit Mtn-Duluth
3. Curling N/A			
4. Figure Skating			ORC-Rochester
5. Ice Hockey	SCSU-St. Cloud-----		
6. Luge			Spirit Mtn-Duluth
7. Skiing-Alpine	Giants Ridge-----		
8. Skiing-Nordic	Giants Ridge-----		
9. Ski Jumping			
-Metro		Bloomington-----	
-Greater Minnesota		Coleraine-----	
10. Skiing-Freestyle	Giants Ridge-----		
11. Speedskating/Bandy			
-Metro		Roseville-----	
-Greater Minnesota			Eveleth-----



MASC WINTER TRAINING CENTER MASTER PLAN  
Winter Olympic \*Sports (12)



Central Training  
Need Undefined  
Alpine Skiing



### III. PROGRAM DEVELOPMENT STRATEGY

Introduction - Through amateur sport programs the MASC has set a goal to bring benefits to all Minnesotans. These benefits include better physical fitness; more leisure, social and recreational opportunities. The attainment of higher amateur sport participation levels, in theory, could enhance the general quality of life in Minnesota with specific improvement in lower juvenile delinquency rates, increased longevity and the lowering of societal health costs.

Background research - A recent study by the Minnesota Amateur Sports Commission indicated that there are approximately 1.2 million Minnesotans participating in and with 60+ different sport activities.

The enclosed survey demonstrates that 13,000 participate in collegiate sports, 100,000 in high school sports, 550,000 in NGB affiliate sport association, and 575,000 in recreational amateur sports--totaling 1.2 million.



## Minnesota Sports Activity BY Sex

October 19, 1988

SPORT	SEASON	HS #	COLL	NGS ATHL	OTHER ATHL	MINN TOTAL	MALE %	MALE #	FEM %	FEM #
Archery	Summer	0	0	1,600	3,000	4,600	75	3,450	25	1,150
Athletics	Summer	3,600	0	1,300	20,000	24,900	58	14,442	42	10,458
Baseball	Summer	11,640	820	8,377	100,000	120,837	95	114,795	5	6,042
Bocce	Summer	0	0	0	2,500	2,500	80	2,000	20	500
Canoe/Kayak	Summer	0	0	250	300	550	70	385	30	165
Cycling	Summer	0	0	687	2,300	2,987	63	1,882	37	1,105
Disc Golf/Frisbee	Summer	0	0	752	105	857	75	643	25	214
Diving	Summer	0	0	212	388	600	39	234	61	366
Equestrian	Summer	0	0	6,300	6,000	12,300	40	4,920	60	7,380
Fencing	Summer	0	0	170	600	770	60	462	40	308
Football	Summer	19,668	2,040	6,000	25,000	52,708	95	50,073	5	2,635
Golf	Summer	3,712	354	0	72,000	76,066	66	50,204	34	25,862
Orienteering	Summer	0	0	0	88	88	54	48	46	40
Rowing	Summer	0	0	120	600	720	60	432	40	288
Rugby	Summer	0	0	0	1,070	1,070	66	706	34	364
Shooting Sports	Summer	0	0	2,367	9,460	11,827	90	10,644	10	1,183
Soccer	Summer	4,136	746	25,100	15,720	45,702	60	27,421	40	18,281
Softball	Summer	4,125	388	159,450	136,784	300,747	66	198,493	34	102,254
Special Olympics	Summer	0	0	6,000	34,000	40,000	50	20,000	50	20,000
Swimming	Summer	3,825	1,336	4,791	0	9,952	45	4,478	55	5,474
Synchronized Swimming	Summer	360	300	0	1,000	1,660		0	100	1,660
Yachting	Summer	0	0	3,000	2,000	5,000	82	4,100	18	900
						716,441	71	509,812	29	206,629

Badminton	Winter	0	0	180	500	680	60	408	40	272
Bandy	Winter	0	0	0	617	617	94	580	6	37
Basketball	Winter	24,958	1,041		15,000	40,999	64	26,239	36	14,760
Biathlon	Winter	0	0	35	25	60	85	51	15	9
Bowling	Winter	0	0	0	231,400	231,400	47	108,758	53	122,642
Boxing	Winter	0	0	1,020	0	1,020	100	1,020	0	0
Curling	Winter	0	0	0	3,000	3,000	34	1,020	66	1,980
Figure Skating	Winter	0	0	1,000	2,500	3,500	10	350	90	3,150
Gymnastics	Winter	2,460	100	850	5,000	8,410	18	1,514	82	6,896
Ice Hockey-Men's	Winter	5,355	1,530	68,115	5,000	80,000	100	80,000		0
Ice Hockey-Women's	Winter	0	0	35	525	560	0	0	100	560
Ice Ringette	Winter	0	0	450	0	450	0	0	100	450
Judo	Winter	0	0	400	0	400	89	356	11	44
Karate	Winter	0	0	300	3,700	4,000	76	3,040	24	960
Nordic Skiing	Winter	1,912	416	600	10,000	12,928	66	8,532	34	4,396
Rollerskating	Winter	0	0	200	5,000	5,200	37	1,924	63	3,276
Rhythmic Gymnastics	Winter	0	0	0	20	20		0	100	20
Ski Jumping	Winter	0	0	250	150	400	100	400	0	0
Skiing-Alpine	Winter	1,805	546	600	6,039	8,990	75	6,743	25	2,248
Speedskating	Winter	0	0	80	231	311	40	124	60	187
Squash	Winter	0	0	160	600	760	100	760		0
Table Tennis	Winter	0	0	200	2,000	2,200	90	1,980	10	220
Taekwondo	Winter	0	0	3,000	0	3,000	67	2,010	33	990
Volleyball	Winter	5,748	306	1,100	5,000	12,154	54	6,563	46	5,591
Water Polo	Winter	0	0	60	300	360	100	360		0
Weightlifting	Winter	0	0	80	10,000	10,080	95	9,576	5	504
Wrestling	Winter	3,270	352	4,500	1,575	9,697	99	9,600	1	97
						441,196	62	271,909	38	169,287

Total Summer Participation 71 509,812 29 206,629  
Total Winter Participation 62 271,909 38 169,287

Total Minnesotans Participating in  
Amateur Sports % # Males % # Females  
1,157,637 68 781,720 32 375,917





It is difficult to establish whether the ratio of 1.2 million amateur sport participants to Minnesota's 4 million population is high or low. There is little or no participant research available in the United States. However, comparative data is available from select European countries and Canada.

Norway, with a similar population to Minnesota, has 1.5 million of its citizens participating in sport in comparison to Minnesota's 1.2 million. The MASC intends to make other study comparisons between select states in the United States, Canadian provinces and other European countries over time.

While more research is needed, comparison study suggests that optimum amateur sport involvement probably is between 1.5 to 2 million participants in Minnesota.

### MINNESOTA SPORT PROGRAM NEEDS

In the Minnesota Amateur Sports Commission's pursuit of having 50 percent or 2 million of Minnesota's population involved in amateur sports, there are five areas of sport activity that require targeted research and resources:

- 1) Higher level of amateur sport participation - With Minnesota having 1.2 million Minnesotans involved in amateur sport, this number could be increased to 2 million in a ten-year plan.
- 2) More women and girls' involvement in sport - The initial study by the MASC indicates that of the 1.2 million Minnesotans in sport that almost 70 percent are men and only 30 percent are women. Special initiatives are necessary to raise the level of women and girls' sport participation.
- 3) More senior citizen sport participation - While there is little research on this subject, it is accepted that sport activity levels decrease with age. Special programs need to be initiated to involve older segments of the population in healthy adapted sport activity.
- 4) More increased sport opportunity for disabled persons - As there are many physical barriers to disabled persons participating in amateur sport as well as limited program opportunity, the MASC needs to target more facilities and programs that would be available to the disabled population.
- 5) Broader geographic sport participation - The initial MASC staff survey suggests that there are many sports that are not evenly distributed throughout Minnesota. In fact, there are a number of sports such as swimming, soccer, gymnastics, etc. that are found primarily in urban areas. The MASC has a need to provide as much sport opportunity as possible for all geographical areas in Minnesota.



- 6) Greater participation in sports for lower income groups - Various demographic studies in amateur sports suggest that a certain amount of disposable income is required before a family can participate in amateur sport programs. Many single-parent and low-income families cannot afford the basic fees for amateur sport participation. The MASC needs to address these issues in its programming.

### MASC PLAN

The Minnesota Amateur Sports Commission intends to have targeted initiatives to create greater awareness and participation in sport by all sectors of Minnesota's society. Here is a list of the latest strategies in order to accomplish the Minnesota master plan:

#### Priority #1

Fostering the MASC's relationships and public awareness - The MASC needs to develop stronger relationships with other sport institutions and there needs to be a greater public awareness of its activities. There are five specific strategies for this purpose:

- Develop a media kit that would include general information, brochures, etc. outlining the MASC goals and activities.
- Develop a personal contact strategy for the media and other sports institutions. The MASC's Public Affairs Director should develop stronger personal relationships with all sports media and sports institutions.
- Bi-monthly news release packages - The MASC should provide the media and other institutions bi-monthly information updates and schedules for important events, etc.
- Bi-annual newsletter - The MASC should publish The Medalist twice annually to inform the leadership of sport in Minnesota as to the MASC's activities and progress.

Sport directory and/or calendar - The MASC should consider developing a directory of "Who's who in Sport in Minnesota?" and/or a "Minnesota Sports" calendar listing all important sport events.

#### Priority #2

Providing greater access to amateur sport programs - The MASC has an obligation to insure that sport opportunity is available to all Minnesotans regardless of gender, age, geographic or economic position. The Governor's Council on Physical Fitness & Sport is the MASC's main vehicle to study and research the nature of the sport inequity problem and to suggest solutions and program strategies.



The Governor's Council on Physical Fitness and sports is an integral part of Minnesota's new initiative for amateur sport. The Council will make recommendations to the MASC on promoting general health, fitness, and sport activities in the state of Minnesota. The MASC has 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 is currently investigating these two important questions:

- a) Where does Minnesota stand today in terms of the physical fitness of all its citizens and of programs existing to promote physical fitness? and
- b) 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?

### Priority #3

Sport education activities - The MASC has one of the best ways to promote sport in Minnesota, namely, "sport education". The MASC needs to develop various strategies to create greater awareness about the positive benefits of sports through sport education. There are several strategies to accomplish this task:

Creation of the National Amateur Sport Institute (NASI) - NASI would involve coaches' education, coaches' credentialing, officials' education, athlete training programs that would also accommodate the Minnesota Amateur Sports Foundation programming.

Building community sports councils - Through the Minnesota Amateur Sports Congress, representing all amateur sports in the state, the MASC should seek to develop "regional sports councils" and/or other techniques to use the grassroots sports structure to better train and involve Minnesotans in better sport-programming.

NGB Training Centers in Minnesota - One method in which to create broader awareness of sport is the presence of national teams in their programs in Minnesota.

The annual Amateur Sport Congress will also be an effective vehicle to convey sport development techniques and ideas to amateur sport leaders.



## 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 building.

### Priority #4

National Sports Center/Blaine, MN - Just as State Games is the Minnesota Amateur Sports Commission's primary event, the National Sports Center/ Blaine is the primary facility for the state's amateur sport program. As owner of the NSC, the MASC must make the NSC the model for sport programming for the state. A successful facilities program at Blaine will help the MASC assist all other facilities in the state of MINnesota. The specific strategy for the successful programming of the NSC are as follows:

A successful sponsorship program - It is the goal of the NSC to have 12 Gold Medal Sponsors averaging \$180,000 a year.

Spectator involvement - The NSC should be programmed to have a series of annual events that would bring strong spectator income to the facility.

Strong amateur sport user involvement - The NSC staff needs to develop a formal program to involve hundreds of Minnesotans in on-going training programs at the NSC. These user's fees and involvement will be a key factor in the success of the NSC.

Concession income - It is important that the NSC have ample consumer activity for concessions and the sale of licensed products.

### Priority # 5

State Games - The MASC believes that an annual summer and winter Olympic -style competition for all Minnesota amateur athletes is a cornerstone of the state program. The first State Games held in St. Cloud in 1988 has almost 5,000 participants. In 1989, the Burnsville State Games intend to have 12,000+ athletes. The Winter Games will be inaugurated at Giants Ridge and Range cities in February 1990. The Summer 1990 Games will be held in Rochester. The Summer Games are intended to reach a goal of approximately 25,000 participants and





Winter Games 12,000 participants. It is intended that the State Games will become the premier annual amateur sporting event for the state of Minnesota. The State Games are intended to be a showcase for all amateur sport associations in the state.

The following are long-term needs for a successful State Games strategy:

A computer data-management system to handle the growing number of State Games participants.

Strong and consistent sponsorship support. State Games require six Gold Medal Sponsors annually.

One full-time Director and full-time secretary plus numerous volunteers who can enter data, etc. at MASC offices.

The financial formula for the event will probably breakdown as follows: 70 percent participant fees; 20 percent - sponsorship fees; 10 percent - various income, concessions, etc.



## C. Economic Development Strategies

### - Introduction

Economic development through amateur sports is an appropriate strategy for the state of Minnesota. The securing and development of major amateur sporting events that draw thousands of visitors to Minnesota is an excellent compliment to the state's healthy tourism economy. With over \$130 million dollars of economic benefit through amateur sports coming into the Minnesota marketplace in the next five years, economic development through amateur sport is an important niche for Minnesota in the nation's marketplace.

The Minnesota Amateur Sports Commission has undertaken a major initiative to study the best model in the United States and internationally for the attracting of the amateur sport dollar. Our strategy has entailed doing a comprehensive market study of the amount of products that are available and the percentage of the market that Minnesota could attain. For example, out of the \$400 - \$500 million dollars sport benefit annually in the United States, it is the goal of the Minnesota Amateur Sports Commission to maintain \$40+ million dollars benefit annually beginning in 1990.

Our strategy depends on the simple concepts of researching what our MN potential is and then devising a strategy to accomplish our appropriate share of the amateur sport market.

### - Background Research

According to a 1985 state of Utah study, the championship amateur sporting events in the U.S. generate \$300 million dollars annually. The Minnesota Amateur Sports Commission is conducting its own study that attempts to be more detailed and comprehensive than the Utah study. The MASC staff study (to be completed May, 1989) indicates that the annual economic impact of sport is between \$400 - \$500 million annually in the U.S.

A significant number of visitor and convention bureaus across the country have special initiatives for the attraction of sporting events - as part of their convention and business portfolio. Seventeen different states and cities now have a formal amateur sport event promotion office. The city of Indianapolis is recognized as the most aggressive sport city in the United States. It has fifteen full-time people actively seeking major amateur sporting competitions. Florida, with its \$1.2 million dollars state funded agency employs seventeen full-time staff and is considered one of the leading states that specializes in attracting amateur sport related economic benefit.



Presently, Minnesota has over 70 active amateur sport associations representing 1.2 million registered individuals. Many of these state 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 will assist all individual sport associations that are interested in bidding for major amateur sporting events.

At the present time, there are over 20 major amateur sporting events that Minnesota organizations are bidding for. The Minnesota Amateur Sports Commission has developed several bid presentation materials including the brochure Sports Minnesota and have actively assisted numerous organization in bidding for major sporting events.

The following is a list of the events that Minnesota has secured from 1988 to 1994.



<b>1988</b>			
1/17-23	U.S. Olympic Nordic Ski Trials (Biwabik)	\$	240,000
	National Collegiate Ski Association Championships (Biwabik & Lutsen)		860,000
2/13-14	U.S. Ski Association Central Division Cross Country Championships (Biwabik)		
2/17-20	USWCA National Bonspiel (Bemidji)		
2/27	Great American Ski Chase Cross Country Championship Series (Bemidji)		
2/27-28	Midwest Telemark Series (Biwabik)		
3/2-8	North American Biathlon Championships (Biwabik)		
3/4-6	U.S. Ski Association Central Division Freestyle Championships (Biwabik)		
3/6-7	WCHA Finals (St. Paul)		2,424,000
3/13-20	U.S. Men's Curling Championship (St. Paul)		77,500
4/	*AHAUS Women's Hockey National Championships (Minneapolis)		45,000
4/28-30	*U.S. Weightlifting Championships (Golden Valley)		40,000
	ITCA National Collegiate Indoor Tennis Championships (Bloomington)		145,000
5/25-28	NCAA Division III Track & Field Championships (Northfield)		
7/30-31	*Mid-American Kayaking Championships (Carlton)		90,000
8/8-13	U.S. Women's Amateur Golf Championship (Minneapolis)		320,000
8/11-14	U.S. Swimming Zone Championships (St. Paul)		318,000
8/26-28	ASA Women's Modified Pitch Championship (Hutchinson)		150,000
8/28-9/1	North American J-22 Yachting Championships (Minnetonka)		322,000
9/2-5	ASA Men's Class A Modified Pitch Championship (Austin)		150,000
9/2-5	ASA Women's Major Slow Pitch Championship (Bloomington)		150,000
9/2-5	ASA Women's Class A Slow Pitch Championship (Duluth)		150,000
12/15-17	NCAA Division I Women's Volleyball Championship (Minneapolis)		190,000
12/18	U.S. Ski Association Americup Ski Jumping Championships (Ely)		
3/6	+Giants Ridge International Classic Cross Country Ski Marathon (Biwabik)		
6/18	+Grandma's Marathon (Duluth)		1,588,000
7/3-9	+*USA Cup International Soccer Championships (Blaine)		2,000,000
10/2	+Twin Cities Marathon (Twin Cities)		1,100,000





**Regional, National & International Sport Events Secured By Minnesota**  
**Compiled By The Minnesota Amateur Sports Commission**  
**(January 1, 1989)**

Date	Year/Event (Site)	Economic Impact
	<b>1989</b>	
1/11	U.S. Ski Association National Cross Country Championships (St. Paul)	
1/15-21	U.S. Ski Association National Cross Country Championships (Biwabik)	\$ 75,000
1/28-29	Midwest Telemark Championships (Biwabik)	
1/29-2/4	U.S. Curling Association Junior National Championships (Duluth)	
2/4-5	U.S. Biathlon Association Midwest Race Series #1 (Biwabik)	
2/18-19	U.S. Biathlon Association Midwest Race Series #3 (Biwabik)	
2/23-26	U.S. Ski Association Central Division Alpine Championships (Biwabik)	
2/25-26	National Collegiate Ski Association Midwest Cross Country Championships (Biwabik)	
3/1-7	U.S. Ski Association Junior Olympic Nordic Championships (Biwabik)	
3/3-5	U.S. Ski Association Central Division Freestyle Championships (Biwabik)	
3/5-6	WCHA Finals (St. Paul)	2,424,000
3/22	*Nordic Combined World Cup (Biwabik)	2,000,000
3/24-26	NCAA Division I Men's Basketball Regional Championship (Minneapolis)	3,840,000
3/30-4/1	NCAA Division I Ice Hockey Championship (St. Paul)	2,752,000
3/30-4/2	AHAUS Men's Senior Open Hockey National Championship (Bloomington)	
4/	NRA Shotgun Zone Competition (Prior Lake)	
6/21-24	*USTU Junior Olympics Taekwondo Championships (Rochester)	
6/24-25	NRA Regional Outdoor Pistol Championships (Lake Elmo)	
7/6-8	U.S. Gymnastics Championships (Bloomington)	
7/12-18	*National Cerebral Palsy Games (Mankato)	
8/3-6	-ASA Boys' 16-Under Fast Pitch Championship (Geneva)	150,000
9/1-4	ASA Men's 35-Over Slow Pitch Championship (St. Cloud)	150,000
9/1-4	ASA Coed Slow Pitch Championship (Austin)	150,000
10/28	USA/TAC Ultramarathon 50K & 100K National Championships (Duluth)	



### 1989 Cont'd

2/12	+Mora Vasaloppet (Mora)	
3/11	+Giants Ridge International Classic Cross Country Ski Marathon (Biwabik)	
6/17	+Grandma's Marathon (Duluth)	1,700,000
7/9-15	+*USA Cup International Soccer Championships (Blaine)	2,200,000
10/1	+Twin Cities Marathon (Twin Cities)	1,200,000

### 1990

3/4-5	WCHA Finals (St. Paul) \$	2,424,000
6/16	TAC Women's Marathon National Championships (Duluth)	
7/6-15	*U.S. Olympic Festival (Twin Cities)	25,000,000
8/5-10	MORC Yacht Racing Championships (Duluth)	1,100,000
2/	+Mora Vasaloppet (Mora)	
3/	+Giants Ridge International Classic Cross Country Ski Marathon (Biwabik)	
6/16	+Grandma's Marathon (Duluth)	1,800,000
7/	+*USA Cup International Soccer Championships (Blaine)	2,400,000
10/7	+Twin Cities Marathon (Twin Cities)	1,300,000

### 1991

2/	*U.S. Figure Skating Championships (Minneapolis)	\$ 2,300,000
	*Bandy World Championships	500,000
	U.S. Men's Golf Championship (Chaska)	10,000,000
7/19-27	*International Special Olympics (Twin Cities)	0,000,000
	World Master Ski Jumping Championships (to be announced)	1,500,000

2/	+Mora Vasaloppet (Mora)	
3/	+Giants Ridge International Classic Cross Country Ski Marathon (Biwabik)	
6/15	+Grandma's Marathon (Duluth)	2,000,000
7/	+*USA Cup International Soccer Championships (Blaine)	2,600,000
10/6	+Twin Cities Marathon (Twin Cities)	1,400,000

### 1992

4/4-6	NCAA Division I Men's Basketball Championship (Minneapolis)	\$ 2,545,000
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**1992 Cont'd**

2/	+Mora Vasaloppet (Mora)	
3/	+Giants Ridge International Classic Cross Country Ski Marathon (Biwabik)	
6/20	+Grandma's Marathon (Duluth)	2,200,000
7/	+*USA Cup International Soccer Championships (Blaine)	3,000,000
10/4	+Twin Cities Marathon (Twin Cities)	1,500,000

**Grand Total**

**\$109,110,000**

\*Indicates events secured with MASC assistance.

+Indicates events developed in Minnesota.



The following is a list of events that Minnesota is bidding for:

**National & International Sport Events Minnesota Is Bidding For  
Compiled By The Minnesota Amateur Sports Commission  
(January 1, 1989)**

Date	Year/Event (Site)	Economic Impact
	<b>1989</b>	
4/8	*U.S.-U.S.S.R. Wrestling Dual (Minneapolis)	\$ 510,000
5/	*World Junior Weightlifting Championships (Minnetonka)	
11/5	*U.S. National Soccer Team World Cup Qualifying Match (Blaine)	
	*Bud Light U.S. Triathlon Series (to be announced)	969,000
	<b>1990</b>	
3/	*U.S. Ski Jumping Championships (to be announced)	\$ 2,000,000
6/	*U.S. Cycling Championships (Blaine)	355,000
	*U.S. Hockey Team International Series (St. Cloud)	484,000
10/	IAAF Ultramarathon 100K World Championships (Duluth)	
	<b>1991</b>	
3/	WCHA Finals (St. Paul)	2,424,000
	*U.S. Swimming Championships (Minneapolis)	980,000
	*U.S. Wrestling Championships (Blaine)	420,000
	*U.S. Junior Cycling Championships (Blaine)	
	*International Men's & Women's Soccer Series (Blaine)	508,000
	<b>1992</b>	
3/	*Nordic Combined World Cup (Biwabik)	\$ 980,000
	*World Cup Whitewater Kayaking Championships (Carlton)	580,000
	*U.S. Olympic Cycling Trials (Blaine)	600,000
	*U.S. Cycling Championships (Blaine)	
	ASA National Softball Championships (to be announced)	180,000
	*USA Cup International Wrestling Championships (Blaine)	140,000
	USGA Public Links Championships (Brooklyn Park)	





	<b>1993</b>	
2/	*U.S. Winter Olympic Festival (to be announced)	\$ 10,000,000
7/	*U.S. Track & Field Championships (Blaine)	450,000
7/	*World Masters Games (Twin Cities)	
	*U.S. Diving Championships (Minneapolis)	190,000
	*U.S. Archery Championships (to be announced)	216,000
	*U.S. Taekwondo Union Championships (to be announced)	108,000
	*U.S. Karate Championships (to be announced)	465,000
	*Can-Am Invitational Cup of Whitewater Kayaking (Carlton)	410,000
	<b>1994</b>	
2/	*World Cup Ringette Championship (to be announced)	\$
8/	American Legion World Series (to be announced)	\$ 850,000
	*World Cup Soccer Championships (Blaine)	5,300,000
	*U.S. Volleyball Championships (to be announced)	612,000
	*National Elite Gymnastics Series (to be announced)	330,000
	<b>1999</b>	
8/	*Pan American Games (Twin Cities)	\$175,000,000
	<b>Grand Total</b>	<b>\$205,061,000</b>

\*Indicates MASC assistance provided in bidding.



## - Minnesota Event Bidding Needs

### On-going Event Bid Fund

In order to build upon the success that Minnesota has accomplished in securing amateur sport events, ample resources are needed to maintain a position in the national marketplace. The staff of the Minnesota Amateur Sports Commission estimate a need for a pool approximately \$100 thousand a year in order to maintain Minnesota's bidding position with the national governing bodies of sport in U.S. Olympic Committee.

### Market Position

Minnesota requires a consistently high level of event activity to maintain a national reputation in economic benefit levels and activity at MASC facilities. Here is an annual sample of events.

- 1 - Major multi-sport event
- 10 - Single sport National Championships
- 15 - Minnesota Homegrown Major events

### Statewide Event Distribution

To the extent possible the MASC should distribute the events over the entire state of Minnesota.

## - MASC Economic Development Plan

### Priority #1 - Homegrown Minnesota Sporting Events

Minnesota currently has six major homegrown sporting events in three sport categories: Twin Cities Marathon, Grandma's Marathon, Kaiser Roll - Running, Mora Vasaloppet Skiing and U.S.A. Cup Soccer. Currently these events range from 2,000-8,000 participants and can each have up to a \$4 million dollar annual economic impact. The MASC has developed a statewide task force to develop both these existing homegrown sporting events and to inaugurate three new ones beginning in 1990. Following the success of new events inaugurate 1990, there is the potential to add additional events.

Through a concerted effort, the goal of the MASC in respect to homegrown sporting events is an annual economic benefit of \$20 million dollars by 1996.

The next chart indicated the summary of the agenda for events slated for 1990.

The strategy for promoting the existing and new homegrown sporting events is accomplished first by the establishment of the Minnesota Homegrown Events Task Force under the direction of the Minnesota Amateur Sport Promotion Board. Following the first two



meetings of the task force, the group has suggested that the state of Minnesota through the Department of Tourism matching funds assist these collection of sporting events with a coordinated marketing campaign through printed materials, direct mail, trade shows, and the utilization of a nation-wide and international travel agency promotion network.

## Priority #2 Single Sport National Championship Events

40 Olympic national governing bodies of sport and 40+ non-Olympic sports host annual national and regional championships. As Minnesota has the existing portfolio in summer event facilities and a growing portfolio of winter facilities, these become logical targets for our economic development strategy.

The anticipated tools for major event bids are as follows:

1. In 1990, a new version of the Sports Minnesota brochure should be developed. Cost: \$50,000 - four-year shelf life
2. There should be additional standard bidding materials that Minnesota organizations can use to represent their printed bid document. Estimated annual cost: \$20,000
3. Grants for organizations seeking bids to cover hospitality, travel, and staff costs in securing amateur sport bids. Estimated annual cost: \$80,000

## Priority #3 Multi-Sport Events

As the Minnesota agenda of major multi-sporting events is complete in 1990 and 1991, the strategy is to attract single sporting competitions with the hosting of U.S. Olympic Festival 1990 and International Special Olympics 1991, Minnesota is on its way to being a major center for the hosting of major multi-sport events.

Currently, the staff of the Minnesota Amateur Sports Commission is reviewing a potential bid to host the 1993 World Masters Games. Other multi-sport events include: Pan American Games in 1999 and the possibility of return bid for the Olympics in the year 2000 or 2004. In addition, Minnesota remains interested in the hosting of the U.S. Winter Olympics Sport Festival which could become available by 1993.

Minnesota has ample research of which large credit is due to the staffs of Minneapolis and St. Paul on our ability to host major multi-sporting events. With additional stock materials, Minnesota could have a standard, easy adaptable repertoire of printing material to engage in major sporting event bidding.



#### Priority #4 Sports Camps Clinics and Workshops

All sports associations have a need for training of their athletes, coaches, trainers, officials, organizers and administrators.

There is a long-term need to do a comprehensive study as to what specific sports and target audiences are likely to draw out state visitors to Minnesota via sport education. There needs to be a survey and analysis of both the current sport education industry in Minnesota and future potential.

In evaluating the benefit of this activity, there should be two criteria, potential economic benefits and the benefit to improve amateur sport participation in Minnesota.

#### Priority #5 Sports Association Convention Business

All of the 80+ national amateur sport associations in the U.S. have national, regional and statewide meetings. These meetings require the same needs as the traditional convention: meeting space, restaurants, hotels, etc. They represent a good niche of business for the Minnesota Amateur Sports Commission to assist the convention and visitors bureaus in the state in bidding for.

While the Minnesota Amateur Sports Commission has no current research that summarizes all of the meetings of amateur sports associations it is recommended that this project be engaged in 1989.





## D. Financial Plan Strategies

### - Introduction

The Minnesota Amateur Sports Commission has a need for long-term stable and adequate funding to accomplish its broad goals. The MASC has five distinct types of program activity that require a combination of funding sources. Also, MASC facilities are yet a distinct component of the MASC financial plan.

The MASC believes that there are distinct philosophies and traditions in funding different aspects of MASC activity.

### Programs

1. The Minnesota Amateur Sports Foundation - the MASF has a principle goal to fund sports camp experiences for disadvantaged citizens of Minnesota. The most appropriate source of resources for this type of activity should be the private sector through corporations, foundations, and individuals.
2. "Star of the North" State Games - winter and summer--The national state games movement record of over 30 states hosting state games indicates that the primary funding for this activity should be the private sector. This funding will come in the following formula: 70% athlete participant fees, 20% corporate sponsors, and 10% in-kind staff administrative support from the MASC.
3. Sport Event Bidding - As it is an expensive process to bid for large sporting events and as there are direct economic beneficiaries such as the hotels, restaurants in the immediate area of the host community, it is most important that the large percentage of expenses should be born by the private sector - simply those who are most likely to benefit.
4. National Sports Center Operations - The National Sports Center in Blaine has been chartered with the understanding between the Minnesota Amateur Sports Commission and the Minnesota Legislature that the facility should be run on a break-even basis. The operating of the National Sports Center at Blaine is projected to come from the following sources: user fees, spectator income, concession income, and sponsorship income.
5. The Minnesota Amateur Sports Commission Operations - The funding for the basic operations of the Minnesota Amateur Sports Commission staff should be public funding through the Minnesota Legislature as the Commission is charged with



promoting the economic and social benefits of sport for the entire state. It is important that the funding for this activity be from a public, statewide source.

#### Facilities

Funding for MASC facilities will come primarily from the state of Minnesota with some local match contributions.

1. Minnesota Amateur Sports Commission Capital Bonding - The vast majority of all amateur sport facilities whether it be city parks, county sport facilities, high school facilities, and college facilities are built with public dollars. While it is possible to have some capital enhancements with private dollars, the burden of building significant amateur sports facilities is most appropriately born by the public sector through the state Legislature capital bonding process.
2. Local Facility Match - In general, the MASC requires a local match from the host city, county, and private support groups.

#### E. MASC FINANCIAL NEEDS

In the six categories of the Minnesota Amateur Sports Commission that have financial needs, the projections for these six activity areas are as follows:

Programs	Annual Needs
Minnesota Amateur Sports Foundation (Private)	\$ 400,000
"Star of the North" State Games (Private)	250,000
Event Bidding (Private & tourism grants)	100,000
National Sports Center Operations (Private)	500,000
Minnesota Amateur Sports Commission Operations (Public)	450,000
Minnesota Amateur Sports Commission Capital Bonding Needs 29,400,000 (Current Debt Service Public)	3,000,000



## **F. FINANCIAL INCOME PLAN**

### **Priority #1 Developing Private Sources of Income**

#### **- The MASF**

The Minnesota Amateur Sports Commission has established a foundation committee and has drafted a plan for the creation of the Minnesota Amateur Sports Foundation. The primary focus of the Foundation will be to raise dollars for providing meaningful sport education experiences for disadvantaged citizens of our society. In addition, Foundation proceeds will be also used for MASC programs like the "Star of the North" State Games, special sport initiatives for women, the elderly, the sports education workshops, etc., enhancements at MASC facilities and for the bidding of major events. The Commission has determined that the building of endowment is a major priority to build long-term stable funding for these activities mentioned above.

#### **- State Games**

The "Star of the North" State Games had a successful financial experience in its first year. As the program grows, a larger share of the expenses will need to be born by the participants. There will be savings for the event through better economies scale as the numbers grow from 5,000 to 10,000 to 15,000 participants. It is anticipated that participant athlete fees may rise to \$15 an athlete in order to cover increasing costs. In addition, State Games will try to maintain four gold medal sponsors at \$75,000 each to maintain a base of \$300,000 of in-kind and cash from sponsors.

#### **- Event Bidding**

There is a need to develop a format by which a fund either through the Foundation or separately can be developed to assist the MASC in bidding for significant sporting events.

### **Priority #2 National Sports Center Operation Income**

#### **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 may be needed to 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.

### **Priority #3 Maintain Appropriate Public Financial Support**

Of the six general activity areas mentioned earlier, the two most appropriate for public funding of the six are for the Minnesota Amateur Sports Commission Operations and for capital bonding for the construction of sport facilities.

There are four basic options for the Minnesota Amateur Sports Commission to receive for public funding sources:

- a. State General Fund - Currently, the Minnesota Amateur Sports Commission operations of approximately \$350,000 a year are funded by the State General Fund. However, it is important





to note that a bench mark for the Legislature determining the level of funding has been a special revenue fund. The special revenue fund was created in 1987 Legislature to provide a bench-mark for Minnesota Amateur Sports Commission operations and facility development.

The fund was based on a 6% sales tax on sports and health club membership dues for a category that was not previously being taxed. The annual yield of this fund yields approximately \$5 million annually. The 1988 Legislature expanded this special revenue category to approximately \$12 million annually.

However, the 1988 Legislature also had the funding for the MASC come directly from the general fund and had the special revenue fund resort first to the general fund before coming directly to the MASC.

- b. Dedicated Tax Source - The Minnesota Amateur Sports Commission would like to have the current special revenue fund be changed to a dedicated fund. This would enable the proceeds of this tax source to be transferred directly to the Minnesota Amateur Sports Commission. This would enable far more flexibility and ability to plan for the long-term should we have direct access to this fund.

The proceeds and interest for the bonds solely support the Amateur Sports Development Program would then come from an appropriate dedicated fund: the sales tax on private health club and country club memberships. Thus, the sporting public would have a direct recycling of dollars for the more sports related development. These funds would then be appropriated in each by according to the recommendations by the Commission and then the Commission would give a thorough report to the Legislature annually.

The Minnesota Amateur Sports Commission would seek access to these funds, special tax pool, only to:

1. Pay interest on bonds issued for sport facilities construction (Legislature would have complete authority over facility appropriation through the capital bonding process.)
2. Pay direct operating expenses of the Commission annually.
3. Establish a start-up endowment for the Minnesota Amateur Sports Foundation.



#### **Priority #4 Sport Groups**

There is a significant base of amateur sport participation in Minnesota - over 70 associations representing 1.2 million Minnesotans.

While it is not expected that national, state, or local clubs would financially support the MASC and its activities, individual athletes would. Through the numerous events, clinics, camps, workshops, etc., the sport association individuals will be a paying clientele for MASC programs.



#### IV. R E L A T I O N S H I P S

A. Sport Organizations

B. Community Organizations

C. Government Agencies



#### IV. R E L A T I O N S H I P S

A. Sport Organizations

B. Community Organizations

C. Government Agencies





## A. Sport Organizations

### 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 U.S. 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 U.S. 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 Olympic Academy 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 facility design and programming development to date. A further provision of the bonding legislation provided that no facility construction could begin until a letter of intent to designate the site as a National Training Center was received by the Commission.

The Commission will thus enter into contractual relationships with the N.G.B.'s of the sports served by its center in Blaine: cycling (USCF), weightlifting (USWF), wrestling (USA Wrestling), soccer (USSF), and track and field (TAC)\*\*, all will be designated as OFFICIAL NATIONAL TEAM TRAINING CENTERS.

This designation means that event promoters and athletes who are seeking the best training site in the nation are likely to choose the National Sports Center, because, simply put, "if it's good enough for America's Olympic athletes -- it must be outstanding." In addition to the effects of event and training income that a National Training Center generates, the presence of National Teams and staff creates a tremendous stimulus to local sports enthusiasts of all levels.

The Nordic Center at Giants Ridge has already been designated as the National Training Center for the sports of nordic skiing, nordic-combined events (both governed by USSA) and biathlon (USBA). \*\*Track and field negotiations have been successfully completed for National Sports Center in Blaine.



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 synchronized (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 Minnesota 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.

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.



## B. Community Organizations

### Minnesota Cities and Counties

The Minnesota Amateur Sports Commission has relationships with cities and counties in three areas: 1) cities that are hosts for an MASC sponsored sports facility, 2) cooperations on major event bidding, and 3) grassroots sports development. Currently, there are 4 cities that host MASC sponsored facilities, and there are additional 11 cities for proposed sports facilities for the 1989 Legislative session. Eventually, there could be as many as 20 Minnesota cities with a formal relationship with the Minnesota Amateur Sports Commission in the hosting of a MASC initiated facility. The MASC annually works with numerous cities and counties as sponsors of event bids. Finally, the MASC would like to develop city and county sports commissions that bring together representatives of park and recreation facilities, visitor's and convention bureaus, and sports associations at the local level.

### Minnesota Chambers of Commerce

Minnesota chambers of commerce are an important partner with the MASC in long-term support promotion strategies. The first major sport promotion publication entitled Sports Minnesota involved 12 Minnesota chambers of commerce who provided financial support. Minnesota chambers of commerce can be a major support to the Minnesota Amateur Sports Commission in developing major promotion pieces and also introducing the MASC to the business community for financial support of the Minnesota Amateur Sports Foundation.

### Minnesota Visitor and Convention Bureaus

There is an important relationship between the MASC and Minnesota's visitors and convention bureaus. The cities of Rochester, Mankato, Minneapolis, St. Paul, St. Cloud, Blaine (North Metro), Carlton, Duluth, Biwabik, Bemidji and others consider sports business an important part of their total visitor and convention portfolio. Consequently, there is a natural tie between the Minnesota Amateur Sports Commission and these convention bureaus. Often the Minnesota Amateur Sports Commission researches sports bids and works in cooperation with the sport associations to make the event more accessible to the visitor and convention bureaus.

### Minnesota Statewide Tourism Associations

There is a natural tie between the event promotion side of the Minnesota Amateur Sports Commission and Minnesota's statewide tourism associations. It appears logical that there could be





## 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. Sports generally enjoys bipartisan support, but philosophies and methods to achieve the overall goals of the Commission vary between individual legislators.



From the outset, the commission has charted a straight-forward 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 a logical home for the Minnesota Amateur Sports Commission in state government as there are some related goals

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.

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 convincing 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.



## Metropolitan Sports Facilities Commission

The Metrodome Sports Facilities Commission and staff have supported 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 large sports facility is a valuable resource for the MASC's National Sport Center in Blaine. The MSFC also has the charge of promoting large sports events for their economic benefits -- though these are professional sports events.

### 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 possibly utilizing National Sports Center for professional sport uses.

## Minnesota State High School League

The MSHSL 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 MSHSL authority covers only participants in activities organized by the schools.

Since the MASC mission is broad, and covers all amateur sports for all ages, the MSHSL 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. The MASC and MSHSL 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.



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 sport. 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.





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.



REGISTERED AMATEUR SPORT  
PARTICIPATION IN MINNESOTA

SPORT	HIGH SCHOOL	COLLEGE	REGISTERED NGB MEMBERS	OTHER REGISTERED ATHELETES	TOTAL FOR SPORT
Aikido	0	0	127	0	127
Archery	0	0	1,600	3,000	4,600
Athletics (Track & Field)	3,600	1640	1,300	20,000	26,540
Badminton	0	0	180	500	680
Bandy	0	0	617	0	617
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	300	550
Competitive Frisbee	0	0	752	105	857
Curling	0	0	3,000	0	3,000
Cycling	0	0	687	2,300	2,987
Disabled Sports				30,000	30,000
Diving	0	0	212	388	600
Equestrian	0	0	6,300	6,000	12,300
Fencing	0	0	170	600	770
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	0	72,000	76,066
Gymnastics	2,460	100	850	5,000	8,410
Ice Hockey	5,355	1,530	68,115	5,000	80,000
Ice Hockey, Women's	0	0	35	525	560
Judo	0	0	400	0	400
Karate	0	0	300	3700	4000
Orienteering	0	0	88	0	88
Raquetball	0	0	N/A	N/A	0
Ringette	0	0	450	0	450
Rollerskating	0	0	200	5,000	5,200
Rowing	0	0	120	600	720
Rugby	0	0	1,070	0	1,070
Rythmic Gymnastics	0	0	20	0	20
Shooting Sports**	0	0	2,367	9,460	11,827
Skiing-Alpine	1,805	546	600	6,039	8,990
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	159,450	136,784	300,747
Special Olympics	0	0	6,000	34,000	40,000
Speedskating	0	0	80	231	311
Squash	0	0	160	600	760
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



Taekwondo	0	0	3000	0	3000
Team Handball	0	0	N/A	N/A	0
Tennis	3,310	429	6,000	40,000	49,739
Volleyball	5,748	306	1,100	5,000	12,154
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	 12,344	 551,886	 574,902	 1,239,016

\*Included in the figures for highschool and college

\*\*Metallic Sihlouette, Skeet, Trap and Skeet, Muzzle Loading,  
and Rifle and Revolver

For further information about amateur sport in Minnesota,  
contact the Minnesota Amateur Sports Commission



# 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."

**Y**ou'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

where basketball

## THE ANATOMY OF THE GROSS NATIONAL SPORTS PRODUCT

(in millions of dollars)	1985	1986
Participation/Leisure Sports	15,750	16,330
Golf Green Fees & Memberships	2,900	3,900
Golf Lessons/Cart & Equipment Rentals	1,800	1,800
Health/Fitness/Resort Club Memberships	4,400	4,900
Ski Lift Tickets	1,000	1,130
Ski Lessons/Ski Rentals/Accommodations	450	500
Swimming	4,000	4,000
Sporting Goods	13,400	15,100
Advertising	3,400	3,412
Magazines	400	512
Newspapers	2,400	2,700
Stadium Signs	300	400
Spectator Sports	2,400	3,100
Legal Gambling (Horse Tracks)	2,400	2,400
Nevada Sports Books	60	51
Horse Racing Bets	60	51
Horse & Greyhound Parimutuel	2,000	2,000
Concessions, Canteens & Merchandise	1,800	1,800
Television Rights	1,000	1,000
Corporate Sponsorships	800	800
Athlete Endorsement Fees	425	500
License Fees for Retail Sports Properties	412.5	407.5
Sports Magazine Purchases	400	412
Golf Course Construction	400	400
Sports Book Purchases	255	270
Stadium Construction	145	230
Trading Cards	160	200
Sports Insurance	155	155
Olympic Subjects	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.



## COVER STORY

is close to religion, the football team has climbed into the Top 10—and ticket sales are starting to reach roundballet-frenzy. After averaging 35,000-per-game last year, the team has been playing before crowds of 50,000 this season. That increased attendance can mean as much as \$225,000 more in gate revenues per game. "There have been lines every Monday morning for tickets after we've won," said Carrier Dome spokesman Mike Holdridge.

Gate receipts' natural companion is concessions; buy a ticket, you're likely to buy beer, soda, hot dogs, pennants, caps or year-books. During a typical sold-out New York Rangers game at Madison Square Garden, concessionaire Harry M. Stevens sells 20,000 hot dogs, 15,000 beers, 10,000 sodas, 2,500 programs, 500 year books and 10,000 pennants, flags and T-shirts. Rangers fans average \$5-a-head in concession sales, said souvenir manager Bernie Herman, "but the per capita sales per Knick fan is down to about \$3." Stevens' per-game Rangers' gross is about \$80,000.

Stevens is a major vendor in a \$1.9 billion business dominated by concessionaires such as ARA Services, Ogden Allied, Volume Services and Marriott. Experts believe total consumer expenditures on sports concession could be much larger if the contributions of myriad smaller operators are calculated. "I wouldn't be surprised if it were \$3 billion or more," said Charles Winans of the National Association of Concessionaires. Concessions feed the fans, but it is television that nourishes sports with at least \$1.1 billion paid in television rights fees last year, a year in which the NFL received an estimated \$455 million in fees from the three major networks, while baseball picked up \$183 million from ABC and NBC. Two other major chunks were paid by NBC and ABC for the 1988 Summer and Winter Olympics.

For the \$300 million NBC paid for the Seoul Summer Olympics (for the GNSP, the total was divided by four), NBC carries an elite, multi-day athletic

event. But paying the rights fees and the costs of broadcasting is expensive, so it has to feed itself by selling advertising time. The selling is in high gear now, as the No. 1 network aims to sell as much as \$600 million in advertising. "We're nearly 60-70% sold," Bert Zeldin, NBC vp-Olympics sales and marketing, said early this month.

How the sports economy affects magazine advertising and magazine purchases can be seen in the case of *World Tennis* magazine. When purchased by Family Media from CBS in 1985, the magazine was ailing. But an aggressive sales effort will spike advertising upwards this year by 44%, to about \$5.6 million, after a 28% ad revenue tumble last year, said editor-publisher Neil Amdur.

Team and player success nourishes numerous other parts of the GNSP, including endorsements, sponsorships, licensed products and books.

Endorsements (which range in estimated value from \$200 million to \$500 million annually) come and go. Witness the Chicago Bears' William Perry, whose folksy, porcine appeal two years ago generated millions of dollars in endorsements.

Tyrone "Muggsy" Bogues, the 5'3" Washington Bullets rookie, must "get off to a quick start to show he's not a 5'3" novelty player," said Bogues' agent, Andrew Brandt of ProServ. Bogues' first endorsement last summer was with a Ford dealership to promote "Muggsymobiles"—1988 Ford Festiva minicars with a "Muggsy" decal (a basketball with feet). "He was very affordable," said dealer Don Rogers. "I don't think he's as affordable now."

Rogers is right: Earlier this month, Bogues signed a three-year, \$500,000 deal to wear Converse and endorse a line of Converse children's sneakers.

The power of an endorsement: Nike sold \$110 million worth of Air Jordan basketball sneakers when Chicago Bull Michael Jordan soared through his first season, in 1984-85. When Jordan sat out most of 1985-86 with an injury, only \$5 million in the Jordan-endorsed sneakers were sold.

Sponsorships grew 20% last year to \$800 million as post-1984

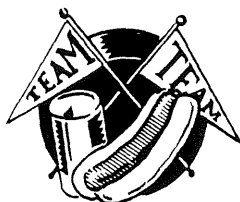
Olympics interest in sponsoring events surged, said Lesa Ukman, editor of *Special Events Report*. Several major sponsors said that while direct impact isn't always possible to gauge, the attention garnered by putting up money for a major golf tournament or horse race is often worth the expense. That's why John Hancock Insurance Co., a sponsor of the Boston Marathon, added the New York City Marathon on Nov. 1 for a reported \$1 million.

The licensing of player, team and league names for balls, T-shirts, boxer shorts, sneakers, jewelry, mugs, and keychains is booming. "It's been a decade of phenomenal growth," said Arnold Bolka, editor of *The Licensing Letter*. The retail sale of licensed major league baseball products should increase by 40% this year to about \$425 million, generating royalties of about \$35 million, said Rick White, baseball's exec vp of retail product licensing. Colleges are seeing a major surge in licensed business. Ann Chasser, licensing director of Ohio State, said royalties rose 66% between fiscal 1986 and 1987 to \$450,000 (equating to \$14 million in retail sales).

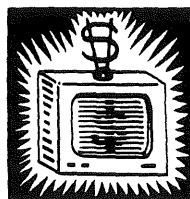
A licensing bonanza: In 1984, Charlie Green and Mike Dickerson spied college students wearing boxer shorts — publicly. They acted quickly on the fad: By 1985, they started manufacturing college logo boxers whose sales are often tied to the success of college teams. Now, they've got a \$5 million business.

Much like Green and Dickerson's boxer shorts, sports books seem to sell better each year. The past few years have seen blockbusterhood for books capitalizing on the popularity of John Madden, Mickey Mantle, Billy Martin and Jim McMahon. The release late last year of "A Season on the Brink," John Feinstein's chronicle of a season with Indiana basketball coach Bobby Knight made waves: The book unseated Bill Cosby atop the non-fiction best-seller lists and rode Knight's anger over the book to megaselling heights. Of course, "A Season on the Brink" is a rarity, and the books portion of the GNSP may sag without future hits.

On a typical day at Los Angeles' Santa Anita Park, a bettor lays down an average of \$178. Back in 1985, Santa Anita was stalked by a mystery gambler dubbed "The Phantom Plunger," a so-called "bridge jumper" who scored on a series of \$50,000-\$100,000



**Concessions  
Souvenirs  
& Novelties  
\$1.92 billion**



**Television Rights  
\$1.08 billion**



show bets on heavy favorites. But his demise came in a major filly race when his horse ran next-to-last on odds of 6-5. He hasn't been heard from since.

The bridge jumper is part of the huge legal betting business—from the \$2.6 billion net take (total bets minus payouts to winners) at horse and greyhound tracks and OTBs to the \$81 million net take at the sports bookmaking operations in Nevada.

Gene Maday is one of the biggest sports bookmakers in Las Vegas. In his operation on the Vegas Strip, he takes in more than \$100 million in bets, averaging a net take of between 2% and 3%. "The other sports books [owned mainly by casinos] are like brokerages," said Maday, who will take \$500,000 Super Bowl bets, "but we're freewheeling. We're willing to gamble more."

The GNSP spreads further. When it comes to leisure and participant sports, it starts to sprawl. Golfers pay \$3.9 billion in greens fees and club memberships and another \$1.8 billion for cart and equipment rentals and lessons. Skiers pay \$1.1 billion for lift tickets. Exercise-seekers pay \$4.9 billion to work out at health, fitness and racquetball clubs. Runners last year in the major marathons in Boston, New York, Los Angeles and Chicago paid more than \$650,000 in entry fees. Among adolescents, an estimated \$36.7 million is paid to belong to soccer teams, and \$4.3 million to join Babe Ruth League baseball teams. Leisure and participant sports began almost all the \$15.1 billion sporting goods sector of the GNSP last year. It includes \$3.9 billion in clothing, \$3.2 billion in footwear, and \$8 billion in equipment.

The No. 2 footwear manufacturer, behind Reebok, is Nike, based in Portland, Ore. Last year, it sold \$800 million worth of footwear in more than 400 styles for running, racquetball, basketball, field sports and fitness. About 500 professional athletes are walking advertisements for Nike, including Michael Jordan, Howie Long and Bert Blyleven.

Across the country, in a suburb of Syracuse, N.Y., Gary Bugenhagen owns The Sporting

Foot chain of three specialty athletic footwear stores. He sells more than 350 styles, and is coming off the best of his 13 years in business. "The overall market is leveling off," he said, "with strength now coming from aerobics, soccer and walking." Last month, he opened his The Walking Source to exploit his newest growth niche.

From 1985 to this year, new stadiums and arenas (as well as improvements, additions and renovations to existing facilities) were being built seemingly everywhere. From Joe Robbie Stadium in Miami to the Cajundome in Lafayette, La., to Pilot Stadium in Buffalo, N.Y., construction is active. A pair of stadiums has been proposed in Baltimore; a stadium is being built without a team to fill it in St. Petersburg; and several spring training facilities are in various stages of construction in Florida and Arizona. The \$236 million estimate for stadium construction was based on projected and completed construction costs, which were then pro-rated from one to four years depending on the known or approximate periods of construction.

In the Auburn Hills suburb of Detroit, William Davidson, the owner of the Detroit Pistons, is building his own arena without any public revenues. The \$70 million arena, which broke ground in mid-1986, is designed around three levels of luxury suites (cost: \$30,000 to \$120,000 annually), the closest being 16 rows from courtside to cater to deep-pocketed corporate entertainers.

In Buffalo, an eight-year stadium saga is about to yield \$42 million Pilot Stadium, new home of the Triple A Buffalo Bisons baseball team. The Bisons will start next season at the 19,500-seat stadium, where construction began late last year. The city is pursuing major league baseball, and promises the addition of another 23,000 seats in nine months' time if a franchise is landed. "There were few believers in the project at the beginning," said city stadium coordinator Charles Rosenow. "But it became a symbol to the younger people that Buffalo is moving again."



As long as consumers seek psychic and physical relief from everyday pressures by attending, participating in or reading about sports, the GNSP seems poised to continued strong growth. People may back off from buying new cars or washing machines more readily than they would from buying a ticket to a baseball game or a new pair of Reeboks.

And so it seems that when it comes to the Gross National Sports Product, spending isn't everything—it's the only thing.

#### A Note on Sources

*In determining the GNSP, Sports inc. The Sports Business Weekly and Wharton Econometrics Forecasting Associates followed the standards of computing the Gross National Product set by the U.S. Commerce Department. There was no "double counting." For example, counting gate and broadcast revenues meant excluding salaries and prize money, which are derived from revenues. Sports law was excluded because fees paid come from player salaries, which come from revenues. Broadcast fees were used rather than broadcast advertising on the assumption that advertisers can more easily shift advertising to other non-sport programming if sports did not exist.*

*Sources aiding in data collection were Major League Baseball, the NCAA, the National Football League, the National Hockey League, the Major Indoor Soccer League, K&K Insurance, Kenneth Young, Mickey Warner, Chris Bigelow of Canteen Corp., the International Association of Auditorium Managers, the U.S. Olympic Committee and various athletic governing bodies, Special Events Report, the Magazine Publishers Association, Publishers Weekly, Gambling & Wagering Business magazine, the National Sporting Goods Association, The Licensing Letter, the Licensing Corp. of America, Pop Warner Football, Babe Ruth Baseball, Pony League Baseball, the U.S. Soccer Youth Federation, QV Publishing Inc., the National Golf Foundation, the International Racquet Sports Association, the National Ski Areas Association, the National Bowling Council, and the Baseball, Basketball and Pro Football Halls of Fame.*



**Sports Book Purchases \$270 Million**



**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





the State as well as the direct tax revenues generated from hosting such competitions. The value of certain goodwill was also considered as a side issue.

The study finally explored the general impact of Utah as a location for meets and conditions under which organizations would hold events within Utah.

### **Definitions**

For purposes of clarifying certain aspects of this report, definitions of key concepts is required.

Economic Impact: the gross revenues generated to any business within Utah as a result of the holding of a sporting event within the State. Secondly, it is the gross tax revenue generated to any taxing authority within the State from such events. The term 'economic impact' does not include any multiplier effects except as specifically stated in this report.

Organization: any establishment which exists in order to promote, host, or sanction sporting events.

Amateur Sport: any sport in which the venture is not designed to be a profit-making enterprise. This definition does not preclude athletes from receiving payment for their performances as long as the payments are directed for training and other costs incident to their sport and sanctioned by their sport's governing body.

### **Limitations**

There were a number of factors limiting the scope and accuracy of this report.

1. Time. The report was contracted on September 1, 1985 and was required to be finished by October 31, 1985. The results of the survey were presented to the Governor's Task Force on Amateur Athletics on October 29, 1985. At the recommendation of that body, as well as a subcommittee of that group, the report has undergone several minor revisions and the inclusion and elimination of certain competitions from the final draft. These changes came about primarily due to the information provided by the task force with regard to facilities available and past experience relating to the feasibility of bringing certain events into the State. It was impossible, given the time constraint, to survey all organizations or to poll large numbers of actual participants. However, a sufficient number of organizations and participants were contacted to give reliable results.

2. Lack of statistics available from organizations. The survey was interested in the economic impact of sporting events. Most of the impact from such meets, with the exception of ticket sales, come from out-of-state visitors. No organization could provide accurate data relating to the attendance of its games or the breakdown



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	1500	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. POLO ASSOCIATION	U.S. OPEN	40	4	400	136000.00	9180.00
U.S. POLO 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.



February 17, 1987

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





(Economic impact of Youth Hockey Event Cont'd.)

Page Two...

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

Multitplier Factor X 2.2

TOTAL ECONOMIC IMPACT UPON THE COMMUNITY \$ 615,780

TOTAL 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>

