

DuPont Sports Complex Feasibility Study – Final Presentation

December 11, 2018

Local Market Analysis

- Regional Athletic Complex in Lacey – primary existing outdoor venue in the local market
- Pacific Lutheran University – current home to two statewide lacrosse events
- No existing local facilities with more than six multipurpose fields
- Puyallup currently developing three baseball fields with two soccer overlays – synthetic turf

Relevant Local Athletic Complex Supply

Venue	Location	Distance from Site	Out dr	Mult. use	Synth Turf	Baseball	Soccer	Baseball	Volleyball	Notes
Lewis North Athletic Complex	Lakewood	2.8	2	--	4	--	--	--	--	Minimal use outside the military base
Pioneer Middle School	DuPont	3.3	1	--	2	--	--	--	--	
DuPont PowderWorks Park	DuPont	3.4	1	--	1	1	--	--	--	
Beachwood Elementary School	Joint Base Lewis-McChord	3.5	1	--	1	--	--	--	--	
Chief Leschi Park	DuPont	5.0	1	--	--	--	--	--	--	large enough for youth soccer
Ft. Steilacoom Park	Lakewood	7.2	1	--	4	--	--	--	--	
Chambers Creek Soccer Field	Lakewood	7.4	2	--	--	--	--	--	--	
The Regional Athletic Complex	Lacey	10.4	6	--	5	1.5	--	--	--	
Sprinker Recreation Center	Tacoma	13.6	--	--	8	--	10	--	--	
Pacific Lutheran University	Tacoma	13.8	4	--	2	1	6	1	--	
Rainier Vista Community Park	Lacey	16.3	3	--	3	--	--	--	--	number of fields ranges by age group
LBA Park	Olympia	16.6	--	--	6	--	--	--	--	
Yauger Park	Olympia	20.2	--	--	4	--	--	--	--	skatepark
Puyallup Recreation Center	Puyallup	22.9	--	--	3	1	4	1	--	

Source: Various Facilities

Metro Market Analysis

- Starfire Sports complex – highest quality soccer venue in the state, but lacks the appropriate number of fields (currently offers 12 total outdoor fields, including seven multipurpose) and parking accommodation to be viewed as a destination for regional and national events
- 60 Acres – offers 25 fields, but lacks the quality, destination appeal, and appropriate amenities to host many major events

Relevant Outdoor Regional Athletic Supply

Venue	Distance from DuPont (mi)	Location	Tennis	Indoor Soccer	Baseball/Softball	Basketball	Ice Skating	Volleyball	Other
Heritage Recreation Center	21	Puyallup, WA	6	--	5	--	--	--	
Washington Premier Football Club	22	Puyallup, WA	11	--	--	--	--	--	Fields range in surface and size
Celebration Park	27	Federal Way, WA	4	--	4	--	--	--	
Starfire Sports	40	Seattle, WA	14	2	--	--	--	--	12 outdoor, 2 indoor
NW Sports Hub	40	Centralia, WA	5	2	9	4	--	5	amenities can be arranged in several variations
Mason County Recreational Area	42	Shelton, WA	8	--	7	--	--	--	
60 Acres North Field	62	Redmond, WA	25	--	--	--	--	--	all outdoor
Northcreek Soccer Complex	64	Bothell, WA	7	--	4	--	--	--	
Fairfield Park	75	Monroe, WA	8	--	--	--	--	--	
Stocker Fields Soccer Complex	76	Snohomish, WA	17	--	--	--	--	--	
152nd Street Soccer Complex	90	Marysville, WA	6	--	--	--	--	--	
Lochsloy Fields	90	Lake Stevens, WA	6	--	--	--	--	--	

Source: Various Facilities

Regional Market Analysis

- SOZO Sports Complex – suffers from accessibility issues
- Simplot Sports Complex in Boise, Idaho – home to Far West Regional Championships three of the last eight years – 20 regulation grass fields
- Currently no quality facilities in Oregon with 10 multipurpose fields in one location

Relevant Outdoor Regional Athletic Supply

Venue	Distance from DuPont (mi)	Location	Tennis	Baseball	Soccer	Softball	Basketball	Tennis	Volleyball	Other
Skagit River Park Playfields	114	Burlington, WA	22	--	8	--	--	--	--	
Delta Park (Owens Sports Complex)	124	Portland, OR	9	--	6	--	--	--	--	
Harmony Sports Complex	127	Vancouver, WA	9	--	7	--	--	--	--	
Phillips 66 Soccer Park	146	Bellingham, WA	11	--	--	--	--	--	--	
Perry Soccer Complex	150	Yakima, WA	6	--	--	--	--	--	--	
SOZO Sports Complex	150	Yakima, WA	13	--	--	--	--	--	--	
Tri Cities Youth Soccer	230	Pasco, WA	11	--	--	--	--	--	--	
Dwight Merkel Sports Complex	316	Spokane, WA	8	--	6	--	--	--	--	skate park and BMX track
Simplot Sports Complex	516	Boise, ID	20	--	8	--	--	--	--	
SLC RAC	866	Salt Lake City, UT	16	--	--	--	--	--	--	
Lakeside Soccer Complex	906	Orem, UT	8	--	5	--	--	--	--	
Silverlakes Sports Complex	1211	Silverlakes, CA	24	--	--	--	--	--	--	

Source: Various Facilities

Western U.S. Market Analysis

- The adjacent table details the dates and location of the Western Region IV Regional Championships for the last eight years
- 20 regulation fields are generally required to be considered for a Regional Championship (15 fields typically required for National Championship)

US Youth Soccer Far West Regional Championships

Year	Dates	Venue	Location	# of Fields
2018	June 18 - 24	Waipo Peninsula Soccer Complex	Waipahu, HI	23
2017	June 19 - 25	60 Acre Soccer Park	Redmond, WA	25
2016	June 20 - 26	Simplot Sports Complex	Boise, ID	20
2015	June 22 - 28	Simplot Sports Complex	Boise, ID	20
2014	June 16 - 22	New Mexico Tournament Soccer Complex	Bernalillo, NM	22
2013	June 17 - 23	Waipo Peninsula Soccer Complex	Waipahu, HI	23
2012	June 18 - 24	Reach 11	Phoenix, AZ	18
2011	June 20 - 26	Simplot Sports Complex	Boise, ID	20

Source: US Youth Soccer

Washington Youth Soccer Feedback

- 250 sanctioned events per year throughout the state – many held in local communities by area clubs – schools and parks and recreation complexes
- Washington Youth Soccer is hosting four state events at Starfire – facility's third largest user behind Seattle Sounders and Pac NW
- Major tournaments occur on Halloween, Thanksgiving, Easter, and then from June through August – three day events occurring every weekend – occurring at Starfire, 60 Acres, and SOZO
- Currently in a three-year bid cycle to determine location for Regionals and Presidents Cup
- A new facility in DuPont would immediately become the number one destination in the state - would allow the market to attract national events
- 20 regulation fields (including championship field) would likely be necessary to attract regional and national events
- Access is critical – Starfire is extremely attractive due to its location and proximity to interstate 5 and other access freeways
- Overall, there is a major lack of facilities in state and greater region – clubs are having to develop their own complexes and are turning down registrations due to lack of space – hindering growth
- If this facility were built and featured the appropriate amenities, Washington Youth Soccer would likely relocate their event to DuPont – good location, synthetic turf, lights, and larger than Starfire
- Opportunity to host events up to 30 weekends per year

Market Analysis Conclusions

- The development of a new outdoor multipurpose sports complex with a minimum of 20-regulation multipurpose fields (lighted - majority synthetic turf) would immediately establish DuPont itself as the premier destination in the state of Washington for regional, and potentially national, soccer tournaments. Existing facilities in the region either lack the appropriate size (number of fields) or quality (amenities, lights, synthetic turf) to be considered attractive destinations for major events. Conversations with representatives from area clubs and USA/Washington Youth Soccer confirmed that proposed/recommended facility in DuPont would have the ability to host both Regional Championships and State Cup events, in addition to other club and US-Soccer sanctioned tournaments.
- While there is significant opportunity for a new facility in DuPont to host impactful tournaments on the weekends and throughout the summer months, the lack of an obvious anchor tenant club to drive utilization during the week may present challenges. The existing premier clubs in the region either own their own facilities or are located too far from DuPont to utilize the complex for practices and training on a consistent basis. If a primary tenant is not created or identified, management of the facility may have to be creative and aggressive with midweek scheduling.
- While there are examples of similar facilities being privately developed throughout the country, the majority of these facilities are owned and developed by the public sector. Inducing a private development of this magnitude may present challenges.
- Due to participation levels, lacrosse presents minimal opportunity at a new comprehensive outdoor multipurpose field complex compared to soccer. With that said, the area does host three to four major annual events throughout the summer and fall seasons. With the development of a new complex, existing events that are limited by facility capacities would be able to expand, and there would be opportunity to create one or two regional events that would attract athletes from throughout the Pacific Northwest.
- With more than 3,100 hotel rooms located within ten miles of the proposed project site, the greater Tacoma and Olympia hotel markets should be able to accommodate the majority of the potential room-night demand driven by major regional events. However, with only four branded hotels located within five miles of the site, additional hotels in DuPont will likely be necessary moving forward.

Recommendations

- **Fields.** 26 regulation fields (approximately 16 lighted fields - 345' x 210'), including one championship field with seating to create a stadium atmosphere. This offers sufficient fields for competition and practice during events. The field mix is suggested to be 19 synthetic turf fields and six natural grass fields.
- **Parking.** Frequent concern of tournament organizers is not enough parking. A common metric used for athletic facilities is to allocate 100 parking spaces per field. In order to accommodate the parking needs for the recommended facilities, 2,600 parking spaces (26 acres) would need to be programmed onsite.
- **Food and Beverage.** HSP recommends the inclusion of a restaurant/coffee shop that features a rooftop area for enhanced spectator viewing beyond traditional concessions. Two concessions and restroom buildings are recommended
- **Changing/locker rooms should be provided.** These could be designed into the concession and restroom buildings
- **Areas for event organizers and staff.** Event organizers need locations for event headquarters to conduct their business and meetings. Also, tournament officials and referees regularly do not have a base location to change or operate from. Two small meeting rooms, with bathrooms, should be provided for each sport.

Ketron Island

JBLM

JBLM

DuPont Steilacoom Road

Solo Point Treatment Plant-JBLM

Solo Point Road

Solo Point Road

DuPont Sports Complex Project Site

Pioneer Avenue (from Wharf Road)

CalPortland



DuPont Sports Complex Feasibility Study

LEGEND

- Project Boundary ———
- Drainage Channel ———
- Trails ———
- Restroom □
- Restaurant/Cafe □
- Maintenance Building □
- Shelter □
- Pedestrian Bridge —
- Playground □

FIELDS

Natural Turf = Fields 1 - 6
 Synthetic Turf w/ Illumination = Fields 7 - 25 & Stadium

PARKING

East= 952 Spaces (95 Per Field)
 West= 1,713 Spaces (107 Per Field)



1 Acre
 10,000 SF
 5,000 SF

Robert W. Droll, Landscape Architect, PS
 December 11, 2018

Plan Summary

- 6 Natural Grass Fields- 210' x 345'
- 19 Synthetic Turf Fields- 210' x 345' w/ Lights
- Bleacher type Stadium w/ 225' x 360' Synthetic Turf Field w/ Lights, 4500-5000 capacity w/ Support Facilities
- Parking w/ 100+ stalls per Field; 2665 Stalls total
- Ample Restrooms, Shelters, Play Areas
- 13,800 lf of internal & perimeter paths
- Capable of East/West Phasing



DuPont Sports Complex

City of DuPont, WA

JBLM

Tacoma South Sound Sports Commission

Robert W. Droll, Landscape Architect, PS 1/15/19

DuPont Sports Complex Feasibility Study

LEGEND

- Project Boundary ————
- Drainage Channel ————
- Trails ————
- Restroom □
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- Maintenance Building □
- Shelter □
- Pedestrian Bridge —
- Playground □

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PARKING

- East= 952 Spaces (95 Per Field)
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Westside **Eastside**

1 Acre
10,000 SF
5,000 SF

Robert W. Droll, Landscape Architect, PS
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Cost Summary

- Total Development Cost = \$75,460,000
- Offsite Traffic Cost = \$3,490,700
- Offsite Infrastructure Cost = \$7,036,500
- Solo Point Road Cost = \$4,708,000
- Eastside Sport Complex Costs = \$23,653,500
- Westside Sports Complex Costs = \$34,730,000
- Critical Area, Environmental, & Utility Relocation Impacts Costs = \$1,840,300

Demand and Financial Projections

The adjacent table shows the number of annual events projected for the facility.

As shown, there are projected to be approximately 219 events in the stabilized year, including approximately 35 tournaments. Each season, practice, and league event is considered one event occasion. A 12-week season would account for 12 events in the adjacent table.

Projected Number of Events - DuPont Sports Complex

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Soccer										
Competitive New Tournament	11	13	14	16	16	16	16	16	16	16
Local New Tournament	2	2	3	3	3	3	3	3	3	3
Youth Soccer Leagues (Weeks - Spring & Fall)	24	24	24	24	24	24	24	24	24	24
Camps/Programs	3	4	4	4	4	4	4	4	4	4
Practices (Weeks)	28	28	28	28	28	28	28	28	28	28
Adult Soccer Leagues (Weeks-Spring & Fall)	20	20	20	20	20	20	20	20	20	20
High School Regional/State Soccer Events*	2	2	3	3	3	4	4	4	4	4
Total	90	93	96	98	98	99	99	99	99	99
Lacrosse										
Competitive New Tournament	2	2	3	3	4	4	4	4	4	4
Local New Tournament	1	1	1	2	2	2	2	2	2	2
Youth Lacrosse Leagues (Weeks - Spring)	12	12	12	12	12	12	12	12	12	12
Camps/Programs	1	1	2	2	2	2	2	2	2	2
Practices (Weeks)	24	24	24	24	24	24	24	24	24	24
High School Regional/State Lacrosse Events*	1	1	2	2	2	2	2	2	2	2
Total	41	41	44	45	46	46	46	46	46	46
Rugby/Football										
Competitive New Tournament	1	1	1	2	2	2	2	2	2	2
Local New Tournament	0	0	0	0	0	1	1	1	1	1
Camps/Programs	1	1	1	1	1	2	2	2	2	2
Practices (Weeks)	24	24	24	24	24	24	24	24	24	24
Adult Rugby League (Weeks)	10	10	10	10	10	10	10	10	10	10
High School Regional/State Events*	1	1	1	1	1	1	1	1	1	1
Total	37	37	37	38	38	40	40	40	40	40
Other										
Area Schools	24	26	28	28	28	28	28	28	28	28
JBLM Events	1	2	2	2	2	2	2	2	2	2
Other Non-Sport Events	2	2	3	3	4	4	5	5	5	5
Total	27	30	33	33	34	34	35	35	35	35
Total Events	195	201	210	214	216	219	220	220	220	220
<i>*Tournament Events</i>	21	23	28	32	33	35	35	35	35	35

Source: Various Sports Organizations, Hunden Strategic Partners

Demand and Financial Projections

The next table shows the total number of visitors (participants and spectators) expected at the DuPont Sports Complex.

Total attendance is projected to increase from more than 144,000 to more than 227,000 by stabilization, depending on the number of tournaments held. More than 215,000 total attendees are projected from tournaments by the tenth year.

Projected Total Visitors (Players, Coaches, Families) - DuPont Sports Complex										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Soccer										
Competitive New Tournament	101,728	123,831	137,357	161,689	166,539	171,535	176,682	181,982	187,441	193,065
Local New Tournament	3,968	4,087	6,314	6,504	6,699	6,900	7,107	7,320	7,540	7,766
Youth Soccer Leagues	15,206	15,206	15,206	15,206	15,206	15,206	15,206	15,206	15,206	15,206
Camps/Programs	442	595	601	607	614	620	626	632	638	645
Practices	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082	5,082
Adult Soccer Leagues	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574	2,574
High School Regional/State Soccer Events*	377	377	566	566	566	754	754	754	754	754
Total	129,378	151,753	167,701	192,228	197,280	202,672	208,031	213,551	219,237	225,092
Lacrosse										
Competitive Existing Tournament	0	0	0	0	0	0	0	0	0	0
Competitive New Tournament	4,147	4,272	6,600	6,798	9,335	9,615	9,904	10,201	10,507	10,822
Local New Tournament	448	457	466	951	970	989	1,009	1,029	1,050	1,071
Youth Lacrosse Leagues	2,851	2,851	2,851	2,851	2,851	2,851	2,851	2,851	2,851	2,851
Camps/Programs	88	89	180	181	183	185	187	189	191	192
Practices	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742	1,742
High School Regional/State Lacrosse Event	193	193	386	386	386	386	386	386	386	386
Total	9,470	9,604	12,225	12,910	15,468	15,770	16,080	16,399	16,727	17,066
Rugby										
Competitive Existing Tournament	0	0	0	0	0	0	0	0	0	0
Competitive New Tournament	518	534	550	1,133	1,167	1,202	1,238	1,275	1,313	1,353
Local New Tournament	0	0	0	0	0	181	184	186	189	192
Youth Leagues	0	0	0	0	0	0	0	0	0	0
Camps/Programs	61	61	62	62	63	127	128	130	131	132
Practices	871	871	871	871	871	871	871	871	871	871
Adult Rugby Leagues	429	429	429	429	429	429	429	429	429	429
High School Regional/State Events*	78	78	78	78	78	78	78	78	78	78
Total	1,957	1,973	1,990	2,574	2,608	2,888	2,929	2,970	3,012	3,056
Other										
Area Schools	2,371	2,569	2,766	2,766	2,766	2,766	2,766	2,766	2,766	2,766
JBLM Events	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Non-Sport Events	1,200	1,200	1,800	1,800	2,400	2,400	3,000	3,000	3,000	3,000
Total	4,071	4,769	5,566	5,566	6,166	6,166	6,766	6,766	6,766	6,766
Total Visitation	144,876	168,099	187,483	213,278	221,523	227,497	233,806	239,686	245,742	251,980
*Total Tournament Visitation	111,458	133,829	152,317	178,104	185,741	191,642	197,342	203,213	209,260	215,488

Source: Various Sports Organizations, Hunden Strategic Partners

Demand and Financial Projections

The next table is a consolidated estimate of revenue and expense for the DuPont Sports Complex.

The model assumes events will pay daily, hourly or per-game fees to use the facility, based on fees charged at comparable and regional facilities. HSP projects modest losses during the facility's first four years of operations before breaking even in Year 5.

DuPont Sports Complex - Full Build Out Scenario Financial Projections (thousands of constant dollars)

Item	Fiscal Year									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Revenue										
Rental Fees	\$569	\$634	\$694	\$766	\$795	\$825	\$851	\$876	\$903	\$930
Net Concessions	\$93	\$115	\$134	\$161	\$172	\$183	\$194	\$206	\$218	\$231
Misc.	\$4	\$5	\$6	\$8	\$8	\$9	\$9	\$10	\$11	\$11
Parking Revenue	\$235	\$283	\$320	\$375	\$391	\$403	\$415	\$427	\$440	\$453
Advertising and Sponsorship	\$48	\$67	\$103	\$106	\$109	\$113	\$116	\$119	\$123	\$127
Naming Rights	\$75	\$77	\$80	\$82	\$84	\$87	\$90	\$92	\$95	\$98
Total Revenue	\$1,024	\$1,182	\$1,337	\$1,497	\$1,560	\$1,619	\$1,675	\$1,731	\$1,789	\$1,850
Operating Expense										
Fixed										
Salary - Permanent Staff	\$295	\$304	\$313	\$322	\$332	\$342	\$352	\$363	\$374	\$385
Salary - Part-Time/Seasonal Staff	\$100	\$103	\$106	\$109	\$113	\$116	\$119	\$123	\$127	\$130
Benefits - Permanent Staff	\$97	\$100	\$103	\$106	\$110	\$113	\$116	\$120	\$123	\$127
General and Administrative/Other	\$110	\$113	\$117	\$120	\$124	\$128	\$131	\$135	\$139	\$144
Marketing Advertising	\$35	\$36	\$37	\$38	\$39	\$41	\$42	\$43	\$44	\$46
Utilities	\$350	\$361	\$371	\$382	\$394	\$406	\$418	\$430	\$443	\$457
Facility Maintenance	\$284	\$293	\$301	\$310	\$320	\$329	\$339	\$349	\$360	\$371
Security	\$25	\$26	\$27	\$27	\$28	\$29	\$30	\$31	\$32	\$33
Insurance	\$45	\$46	\$48	\$49	\$51	\$52	\$54	\$55	\$57	\$59
Operating Expenses	\$1,341	\$1,382	\$1,423	\$1,466	\$1,510	\$1,555	\$1,602	\$1,650	\$1,699	\$1,750
Facility Reserve	\$31	\$35	\$40	\$45	\$47	\$49	\$50	\$52	\$54	\$55
Net Operating Income (Deficit)	(\$348)	(\$235)	(\$127)	(\$14)	\$3	\$15	\$23	\$29	\$37	\$44

Source: Hunden Strategic Partners

Visitation Projections

The following table shows the net new visitor days and overnights as well as the resulting new hotel room nights, which serve as the basis for the impact model.

Net New Visitors and Room Nights									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15	Year 20	Total
New Daytrip Visitor Days	112,354	132,715	148,596	171,398	177,596	203,874	203,874	203,874	3,747,257
New Overnight Visitor Days	64,652	77,771	88,223	103,256	107,794	125,054	125,054	125,054	2,282,255
New Hotel Room Nights (Local)	25,861	31,108	35,289	41,302	43,118	50,022	50,022	50,022	912,902

Source: Hunden Strategic Partners

Over the twenty-year period, more than 3.7 million new daytrip visitor days and more than 2.2 million overnight visitor days are expected in the community. This should result in more than 912,000 new hotel room nights in the Pierce County area over the period.

Potential Funding Mechanisms

The following list summarizes the funding sources used to finance youth sports complexes across the country.

- Privately funded facilities are very rare due to construction and operating costs.
- Sponsorship/partnership via entitlements rights are becoming more common.
- Cities and counties bond to finance projects
- Infrastructure is constructed and financed by municipalities
- Receive appropriations from state or other government entity
- Several communities contribute funds for the construction of the facility
- Grants from national governing bodies
- Partnerships with school districts, colleges and universities
- Utilize new taxes or assessments: restaurant tax, sales tax, hotel tax, etc. Facilities receive a percentage of the tax to be allocated towards funding the construction and/or operations and marketing of the facility.
- Tax exempt bonds through economic development corps/entities
- Donations in the form of capital investment to land
- Assessment on users

Municipalities are now compelled to find “out of the box” ways to meet this growing demand, and the solution begins with creative funding. To be successful in raising the funds for an athletic or recreation project, municipalities and project teams should assemble a fundraising or funding group that considers public/private grants, private funding, sponsorships, public/private partnerships, and professional fundraisers to identify and secure funding.

Management Options

Private Management

- Competition drives improvements. There are several major management companies for events centers and similar facilities. By making them compete initially for a contract, the owner has a choice of vendors who will commit to excellence.
- Management companies can maximize revenue and minimize expenses without hurting service. Because staff is generally non-union, under-performing employees can be terminated without a lengthy process.

Public Management

- Managers working directly for the public sector owner can be successful and effective in terms of operations if they have been trained in the industry and have excelled in other markets. It is key that their contract has the same stipulations that a private management company's would in terms of management, marketing, revenue generation, expense control, customer service, etc.
- Public sector management can be influenced by political and other public sector personalities and decisions.
- When event facilities are extensions of city departments and are not stand-alone enterprises, the revenues and expenses (and subsidies) can get mixed in with other department funds and can be hard to determine.

Authority Directed Management

A third, popular way to govern public event facilities is with an authority model. This occurs when an independent authority (often appointed by elected officials) hires an independent manager or a management company to run the facility. The CVB (convention and visitor bureau) can be formed under this structure as well as and report to and receive funding from the authority. The authority receives funding from dedicated tax revenues most often. Essentially, the facility management team (private company or directly hired by the authority) would report to the authority. Also, the CVB would receive funding and report up to the authority.

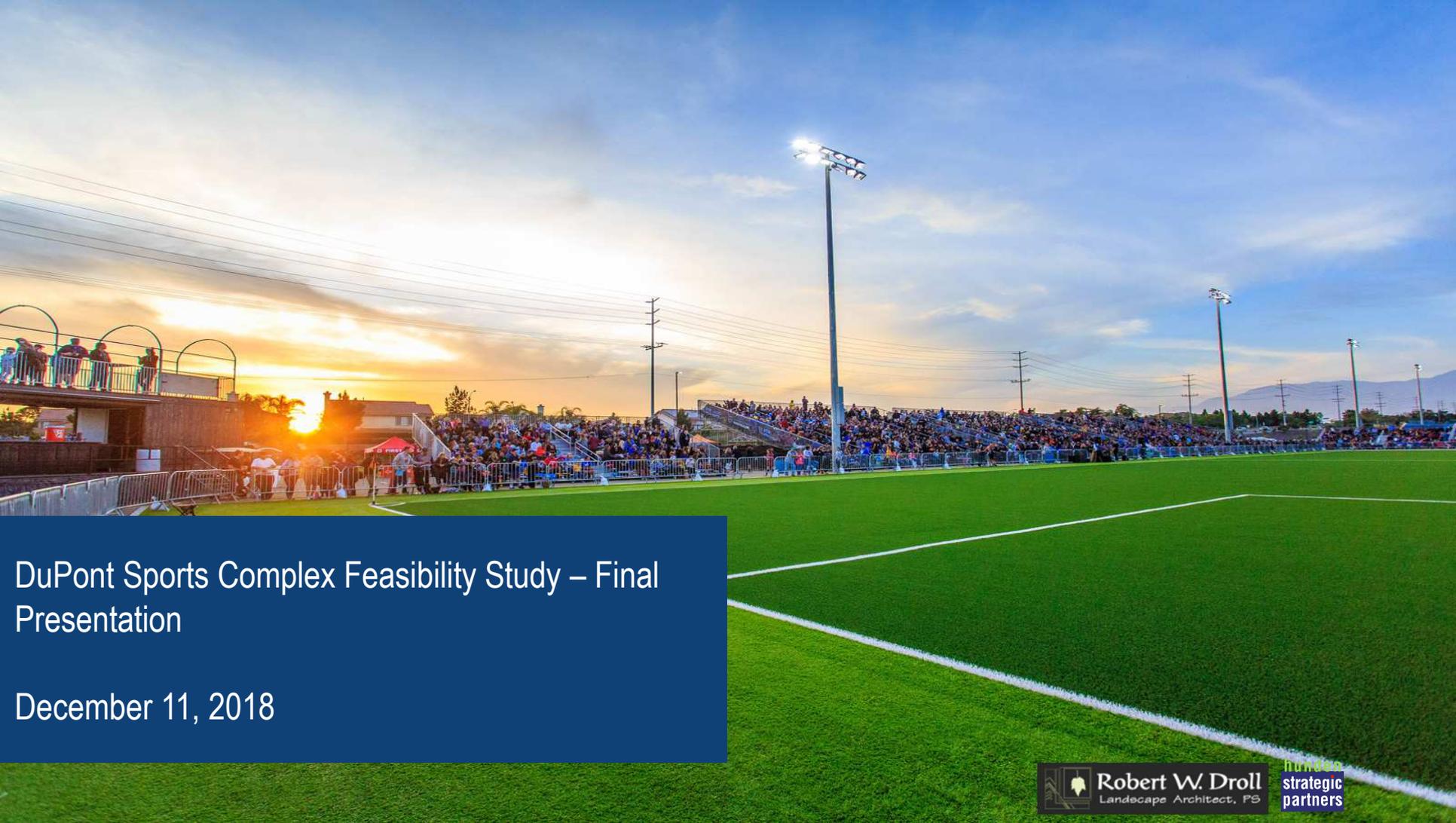
Anchor-Operated Management

The anchor-operated model combines the best elements of private management and a built-in user and tournament organizer. The model is used when there is a local or area sports organization, such as a basketball or volleyball league, that has a strong track record financially and organizationally, and can manage the facility on behalf of the city or an authority. The sports anchor may pay a lease or may have a free lease, so long as they take responsibility for all revenue and expenses at the facility and keep the city's financial operating loss risk to zero.

Next Steps

The following timeline is a general guideline for the community to follow as they begin to build not just a successful business plan but also ultimately, a successful sports facility.





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December 11, 2018