



LARGE EVENT DESTINATION BENCHMARKING ANALYSIS

AUGUST 1, 2016





August 1, 2016

Mr. Pat Christenson
President
Las Vegas Events
770 E. Warm Springs Road, Suite 140
Las Vegas, NV 89119

Dear Mr. Christenson:

Conventions, Sports & Leisure International ("CSL") is pleased to present this draft report to Las Vegas Events ("LVE") related to a market assessment and benchmarking analysis of large event destinations ("Destinations") located throughout the United States. The attached report summarizes our research and analyses and is intended to assist project stakeholders in making informed decisions regarding attracting and hosting large events in the marketplace.

The information contained in this report is based on estimates, assumptions and other information developed from research of the market, knowledge of the sports and entertainment industries and other factors, including certain information provided by you and others. All information provided to us was not audited or verified and was assumed to be correct. Because procedures were limited, we express no opinion or assurances of any kind on the achievability of any projected information contained herein and this report should not be relied upon for that purpose. Furthermore, there will be differences between projected and actual results. This is because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

We sincerely appreciate the opportunity to assist you with this project, and would be pleased to be of further assistance in the interpretation and application of the study's findings.

Very truly yours,

CSL International

Table of **CONTENTS**

- 🎲 **INTRODUCTION**
- 🎲 **HISTORICAL OVERVIEW**
- 🎲 **COMPETITIVE & COMPARABLE MARKETS**



INTRODUCTION



INTRODUCTION

Conventions, Sports & Leisure International (“CSL”) was engaged by Las Vegas Events (“LVE”) to conduct a market assessment and benchmarking analysis of large event destinations (“Destinations”) located throughout the United States. The information presented herein is designed to provide Las Vegas Events with useful insight as they continue to refine their own procedures for attracting major events to Las Vegas.

As part of our research, we conducted interviews with and collected data from representatives of destination marketing organizations (“DMO’s”) and sports marketing entities in selected comparable markets. The markets focused on as part of this research are listed below.

MARKET	SURVEYED ORGANIZATIONS
Atlanta, GA	Atlanta CVB and Atlanta Sports Council
Austin, TX	Austin Sports Commission
Dallas, TX	Dallas CVB
Indianapolis, IN	Visit Indy and Indiana Sports Corporation
Los Angeles, CA	The Los Angeles Sports Council
Miami, FL	Greater Miami CVB, Miami-Dade Sports Commission and The Florida Sports Foundation
Orlando, FL	Central Florida Sports Commission and The Florida Sports Foundation
Phoenix, AZ	Greater Phoenix CVB and Arizona Sports & Tourism Authority
San Francisco, CA	Bay Area Sports Organizing Committee and San Francisco Travel
Chicago, IL	n/a
Denver, CO	n/a
Houston, TX	n/a
New Orleans, LA	n/a
Salt Lake City, UT	n/a

INTRODUCTION

For purposes of this analysis, we focused on 14 competitive and comparable Destinations to identify the name and type of organization(s) in each market that secure events and related operational information. The types of data collected from markets reviewed included but were not limited to the following:

- Organizational structure including number of full-time staff and key job functions;
- Funding sources and annual budget;
- Mechanisms and criteria used to target and secure events;
- Public and private sources of funding for event bid support;
- Examples of events attracted to destination;
- Services provided and operational responsibilities during events; and,
- Other such information.

The remainder of this report presents key findings from this research and more detailed information for each market.

INTRODUCTION

KEY FINDINGS

General Information

- Overall, sports marketing entities studied as part of this analysis ranged in operating budget from approximately \$100,000 (Denver, CO) to \$3.3 million (Orlando, FL). It is important to note that Houston, TX and Phoenix, AZ have been excluded from this range since their annual budget includes debt service or annual operations of sports facilities. Salt Lake City, UT and Atlanta, GA have also been excluded since their sports departments operate out of the Convention and Visitors Bureau budget.
- When targeting events, priorities receiving the highest levels of importance included visitor spending, need times and hotel room nights.
- 100 percent of sports commissions surveyed have a Board of Directors. The Board of Directors is typically integral to the success of the organization, often involved in event committees and playing an important role as a proponent of the organization and destination.
- Organizations reported an average of 7 full-time sports staff members, ranging from a low of two to a high of 24.
- The growing prevalence of incentive/bid funds is impacting the national event industry's competitive landscape, and is increasingly becoming an important business model for cities, counties, and destination marketing organizations as they compete for major national sporting and convention events.

INTRODUCTION

General Information

- With economically impactful “High Profile” sporting events such as the Super Bowl, NCAA College Football Playoff National Championship, and the NCAA Men’s Final Four requiring formal event hosting committees and significant public/private investment, an “at the ready” pool of funds or programs for raising funds is increasingly important in order for a destination to remain competitive.
- A majority of sports departments across the U.S. are operated out of destination marketing organizations (“DMO”), while some are privately funded, autonomous sports commissions.
- The independent sports commission is often looked to by event promoters to provide broad event support, services, and related expertise, while DMO’s tend to focus on the room night aspects of the event.

Support for Attracting High Profile Events

BID COMMITTEES

- Many of the surveyed markets follow a private committee framework to attract High Profile Events on a case-by-case basis. Some events, such as the Super Bowl, require bidding destinations to establish a host committee. DMO’s, sports commissions and other public entities will often serve as liaisons, and may provide limited financial assistance, but they are generally not relied on to provide bids.
- These committees initially consist of large financial contributors such as sports teams, venue management and major local corporations, and pledge to supply a specified financial contribution to the event. If awarded the event, these committees then proceed to develop a full time staff to manage the planning efforts associated with hosting the event, as well as recruit additional private partners in order to pool sufficient funds to meet the pledged bid. Interestingly, Miami features two permanent privately funded committees that are periodically “activated” to pursue the Super Bowl and NCAA College Football Playoff National Championship.
- DMO’s often act as coordinating entities in the formation of these committees.

INTRODUCTION

STATE INVOLVEMENT

- Texas, Florida and Indiana each feature statewide programs that assist their respective DMO's in incentivizing High Profile Events and other major event activity.
- The Texas markets rely on the Texas Major Events Trust Fund to assist in attracting High Profile Events. This fund essentially provides an amount of funding for a bid that is based on the event's estimated one-year incremental sales, hotel, auto rental and alcoholic beverage tax revenue generation. These funds are paid by the state to reimburse DMO's and cities in full for their financial commitment used to attract and host major events.
- The Florida Sports Foundation, a non-profit 501(c)3 entity, was formed to quickly provide DMO's and other public organizations throughout the state with the funds necessary to attract event activity. The Foundation's grants are reserved for events that will generate substantial new spending in Florida, and are capped at fifty percent of the contributions made by the local organization. The Foundation receives approximately \$2 million per year in support from the State of Florida's general fund, and \$4 million from its private partnerships with 10 professional sports teams in Florida. The Foundation supplied just over \$1 million in assistance to help Tampa Bay win the 2017 NCAA National College Football Playoff Championship.
- Visit Indy partners with the Indiana Sports Corporation (ISC), a statewide 501(c)3 non-profit organization that receives approximately \$3 million to \$8 million in funding per year from a mix of state funds and private donations. ISC receives RFPs for major sporting events and meets with Visit Indy on a monthly basis to assess which events to pursue. Visit Indy assists with bid efforts by negotiating room blocks with Indianapolis hotels and preparing and designing promotional materials for the final "bid book". The ISC helped win Super Bowl XLVI for Indianapolis in 2012, raising over \$25 million in support from local corporations to fund a hosting committee, as well as Indianapolis's seventh NCAA Men's Final Four in 2015 by partnering with a variety of local organizations.

Detailed case studies of the organizational structure and practices of organizations that work to secure events to the 14 markets reviewed as part of this analysis are presented throughout the remainder of this report.

HISTORICAL OVERVIEW



LAS VEGAS EVENTS

Las Vegas is internationally recognized as an entertainment capital and major tourist destination. Known for its abundance of casinos, entertainment options, luxury resorts, fine dining, and vibrant night life, the City attracted 42.3 million visitors in 2015, including 5.9 million convention attendees. Significant hospitality infrastructure, including upwards of 150,000 hotel rooms, and the abundance of entertainment options available to attendees contribute to the ability of the destination to attract event-related visitors. Additional assets include a number of facilities capable of hosting a variety of event types including T-Mobile Arena, Sam Boyd Stadium, the Las Vegas Motor Speedway, and casino theaters, among others.

Established in 1983, LVE has served as an important connector in attracting and supporting major events to Las Vegas. Since 1991, LVE has produced and supported more than 650 events, driving over 7.4 million visitors to Southern Nevada and remains focused on growing the number of impactful events hosted by the region. LVE produces and supports a variety of events on an annual basis. The Wrangler National Finals Rodeo, USA Sevens World Series Rugby Tournament, and Electric Daisy Carnival, among several others serve as marquee multi-year events under contract for the destination. LVE has a well defined event protocol and criteria for targeting additional events on an annual basis, which has guided the organization in securing UFC International Fight Week and the NBA Summer League for the current year of operations. The table to the right presents an event summary for LVE for the 2013-2014, 2014-2015, and projected 2015-2016 fiscal years.

MARKET	2013-2014	2014-2015	2015-2016
Total Events	40	46	52
Non-Gaming Impact	\$644,804,698	\$668,865,640	\$826,024,650
Out-of-Town Visitors	790,622	692,015	1,083,890
Sponsorship Dollars	\$4,681,980	\$5,166,980	n/a

As shown, during fiscal year 2013-2014, LVE supported 40 events that drew a total of approximately 791,000 visitors to Las Vegas, generating approximately \$645 million in non-gaming economic impact. In fiscal year 2014-2015, the organization drove 46 events with approximately 692,000 total visitors, resulting in approximately \$669 million in non-gaming economic impact. The total number of events, out-of-town visitors, and economic impact is projected to grow in the current fiscal year.

LAS VEGAS EVENTS

LVE EVENTS	2015-2016	2016-2017
USA Basketball	\$150,000	\$0
Fremont Street Experience		
Downtown Hoedown	125,000	450,000
NASCAR Racejam	105,000	
St. Patrick's Day Weekend	60,000	
Rock of Vegas Summer Concert Series	160,000	
New Year's Eve	625,000	625,000
Senior Softball World Masters Championships	80,000	50,000
Mountain West Conference Basketball Tournament	500,000	500,000
USA Sevens World Series Rugby	0	250,000
Cliff Keen Wrestling	15,000	15,000
WCC (West Coast Conference)	300,000	300,000
UFC International Fight Week	150,000	150,000
USBC	500,000	1,000,000
World Wrestling Championships	175,000	0
Las Vegas Marathon	150,000	150,000
NASCAR Banquet	400,000	400,000
PAC-12 Basketball Championships	500,000	500,000
Academy of Country Music	250,000	0
U.S. Slow Pitch Softball Tournament	60,000	60,000
Helldorado	50,000	0
NBA Summer League	75,000	100,000
Lucas Oil Offroad	50,000	0
World Series of Team Roping	100,000	100,000
Life is Beautiful	150,000	150,000
Indian National Finals Rodeo	50,000	50,000
Mint 400	25,000	25,000
TNBA	0	40,000
TOTAL	\$4,805,000	\$4,915,000

The table to the left presents LVE's budget to sponsor and produce events for fiscal years 2015-2016 and 2016-2017. As shown, LVE is budgeted to spend approximately \$4.8 million in the current fiscal year, growing to a budget of approximately \$4.9 million in fiscal year 2016-2017. Event support varies on a case-by-case basis, depending on the event's media component, growth potential, and timing.



COMPETITIVE & COMPARABLE MARKETS

ATLANTA, GA

ATLANTA CVB & ATLANTA SPORTS COUNCIL



ATLANTA
SPORTS COUNCIL



ATLANTA CONVENTION & VISITORS BUREAU

Founded 1913

Annual Budget: Approximately \$19 million

501(c)(3) Non-profit

Full-Time Staff: 107 / 4 dedicated sports council

President: Dan Corso

MISSION STATEMENT

The Atlanta Sports Council strives to put Atlanta in position to host more major sporting events, more often, than any other city in the world – thus positively affecting the quality of life of its residents.

MAJOR EVENTS HOSTED

- 2004 to 2015 PGA TOUR Championship
- 1994 to 2015 SEC Football Championship Game
- 1968 to 2015 Chick-fil-A Peach Bowl
- 2003 NBA All Star Game
- Super Bowl XXVIII & XXXIV
- 2000 MLB All Star Game
- 1996 Olympics



ATLANTA, GA

ATLANTA CVB & ATLANTA SPORTS COUNCIL

PRESIDENT

DAN CORSO

Dan Corso has held the position of President of the Atlanta Sports Council since March 2010. Since Corso was appointed President, the Atlanta Sports Council has led the effort to successfully secure Super Bowl LIII, the 2013 and 2020 NCAA Men's Basketball Final Four, as well as the 2011 PGA Championship, among numerous other sporting events.

Corso has worked for the Atlanta Sports Council since 1999, serving as the Vice President of Marketing prior to being named President. Before joining the Atlanta Sports Council, Corso volunteered alongside the Atlanta Sports Council at the Chick-fil-A Bowl.

STAFF/JOB FUNCTIONS

- 4 full-time positions
 - President
 - Director, Business Development
 - Manager, Business Development & Communications
 - Manager, Events



ATLANTA, GA

ATLANTA CVB & ATLANTA SPORTS COUNCIL

METHODS OF SECURING EVENTS

- 1 Host Committees
- 2 Marketing & Sponsorship Services
- 3 Bid Funds
- 4 Convention Hotel Rebates



HOST COMMITTEES

- To attract major national events, various public and private partners in Atlanta follow a committee structure to pool funds and expertise, as well as organize labor, volunteers and other assisting efforts. These committees have been formed to attract events to Atlanta such as the Super Bowl, Final Four and Olympics. These committees are made up of professional athletic teams, venue ownership, community leaders, and local business executives.
- The Atlanta Sports Council serves as a facilitator for the host committees and helps recruit volunteers, hotel support, transportation providers, etc. as part of Atlanta's bid package. The Council also works as the primary coordinator to unite the efforts and resources of all committee partners.



MARKETING & SPONSORSHIP SERVICES

- The Atlanta Sports Council provides advertising for major events throughout the City, including street banners and space at the Hartsfield-Jackson Airport for event marketing.
- The Council serves as a liaison between public entities and potential private partners, and will help "broker" deals; examples of this include offering major event tickets and souvenirs to a prospective private sponsor.

ATLANTA, GA

ATLANTA CVB & ATLANTA SPORTS COUNCIL



BID FUNDS

- The Atlanta Convention and Visitors Bureau raises funds for specific large events as incentives for events to be hosted in Atlanta.
- Examples of financial incentives provided historically include reimbursement of sales tax on tickets sold, payment made by the CVB for event usage of facilities and venues and large discounts on facilities.



CONVENTION HOTEL REBATES

- For high profile events, the CVB includes Atlanta hotels in the event recruitment process, offering \$5 to \$15 per room night rebates to a given event. The \$15 rate is typically offered during holidays or annual shoulder periods. These rebates are typically offered when the CVB's offerings alone are not sufficient to attract an event.

FUNDING

- The Atlanta Sports Council is a subsidiary of the Metro Atlanta Chamber. The Metro Atlanta Chamber is funded primarily through the Atlanta hotel occupancy tax receiving a 1.88 percent hotel tax.

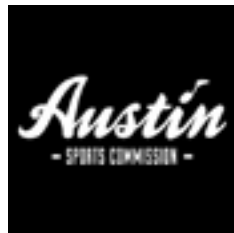
DIFFERENTIATING FACTORS

- Lower labor prices due to Georgia's "right to work" laws
- Extensive corporate base
- Large discounts offered on facilities



AUSTIN, TX

AUSTIN CVB & AUSTIN SPORTS COMMISSION



AUSTIN SPORTS COMMISSION

Founded 2006

Annual Budget: Approximately \$300,000

501(c)(3) Non-profit

Full-Time Staff: 2

Executive Director: Lance Aldridge

MISSION STATEMENT

The mission of the Austin Sports Commission ("ASC") is to recruit, grow and retain sporting events in the greater Austin area. ASC also brings together the local hospitality community to provide exceptional services for athletic events, and educates the community about the economic benefits of these competitions.

MAJOR EVENTS HOSTED

- 2016 PGA World Golf Championship Match Play Event
- 2016 NCAA Bowl Game
- 2012 to 2016 Formula 1 United States Grand Prix
- 2013 to 2016 MotoGP Grand Prix
- 2014 to 2016 Summer X Games



AUSTIN, TX

AUSTIN CVB & AUSTIN SPORTS COMMISSION

EXECUTIVE DIRECTOR

LANCE ALDRIDGE

Lance Aldridge was appointed as the Executive Director of the Austin Sports Commission in February 2015. Aldridge has over 19 years of experience working in professional sports and sports marketing. During his first year as Executive Director, Aldridge has secured a college football bowl game in Austin for 2016 and also assisted in bringing the PGA Tour's World Golf Championship Match Play event to Austin from 2016 to 2019.

Prior to joining the Austin Sports Commission, Aldridge worked in business development for Horns Illustrated, a subscription based website covering the University of Texas athletics. Aldridge's experience includes almost 10 years in business development for various companies, four years working as the Senior Director of Corporate Partnerships with the PGA Tour and one year as the Director of Marketing Partnerships for the San Diego Chargers NFL franchise. Aldridge was also a member of the Super Bowl XXXVII hosting committee in San Diego, serving as the Senior Vice President of Sales and Marketing.

After working for the Super Bowl hosting committee, Aldridge gained additional event marketing experience working for several sports marketing firms including Intersport (2003 to 2007), MGX Lab (2007 to 2009), Team CMO (2010 to 2011) and BrandBoards (2011 to 2015).

STAFF/JOB FUNCTIONS

- 2 full-time positions
 - **Executive Director** manages relationships with facility and hospitality partners, sports governing bodies, media and City of Austin officials in an effort to bring sporting events that increase the City's hotel room nights. The position also includes developing a long-term vision for sporting events in the City of Austin and pushing for venue expansion within the City.
 - **Account Director** secures new sports business opportunities and coordinates with event organizers to meet the needs of hosted events.



AUSTIN, TX

AUSTIN CVB & AUSTIN SPORTS COMMISSION

METHODS OF SECURING EVENTS

- 1 Convention Hotel Promotional Rates
- 2 Paid Entertainment
- 3 Bid Funds



CONVENTION HOTEL PROMOTIONAL RATES

- The Austin CVB and Austin Sports Commission (ASC) both exist primarily to increase the number of hotel room nights in Austin and fill hotels during slow tourism periods, such as the summer and final week of December. As part of the process of securing events in Austin, the ASC ensures sufficient hotel rooms are available for an event and works with local hotels to obtain the lowest possible rates for event attendees.
- Based on the location of the event, the ASC has partnerships with a number of conveniently located hotels to provide discounted rates. Most event organizers targeted by the ASC primarily evaluate hosting events in Austin based on the affordability of the promotional hotel rates provided.



PAID ENTERTAINMENT

- The CVB and Austin Sports Commission typically refrains from offering monetary incentives to bring events to Austin. However, the ASC will pay for live music and entertainment to attract potential events in Austin. This allows the ASC to capitalize on the City's reputation as the live music capital of the world.

AUSTIN, TX

AUSTIN CVB & AUSTIN SPORTS COMMISSION

3

BID FUNDS

- While the City of Austin generally avoids financial incentives for events, the state of Texas provides funding through the Texas Major Events and Events Trust Funds.
- To better compete for national event activity, the state of Texas provides service wherein the estimated incremental local and state sales, alcohol, auto rental and hotel tax revenues of a potential event determines the amount of support that the state can provide to bid for the event. For major events the fund will provide the events' one year incremental tax revenue generation as a basis to supply for funds, while a 30-day window is used as a the basis for other events. These funds are then used generally and according to the potential event's needs.

FUNDING

- The Austin Sports Commission is a subsidiary of the Austin CVB. The CVB is funded primarily through a portion of the 15% hotel occupancy tax – the CVB collects 1.45 cents for every dollar collected of the hotel occupancy tax.
- The Austin CVB received approximately \$12.8 million from the hotel occupancy tax, with the ASC spending approximately \$300K in 2015.

OPERATIONAL RESPONSIBILITIES

- ASC works to attract and promote events but does not have any operational responsibilities during the event
- ASC consults with event organizers to provide suggestions on event logistics and promote events hosted in Austin

DIFFERENTIATING FACTORS

- Austin entertainment options
- Hotels
- Availability of funding through Texas Major Events Trust Funds



DALLAS, TX

DALLAS CVB & DALLAS SPORTS COMMISSION



DALLAS SPORTS COMMISSION

Founded 2014

Annual Budget: Approximately \$500,000

501(c)(3) Non-profit

Full-Time Staff: 6

Executive Director: Monica Paul

MISSION STATEMENT

The Dallas Sports Commission is a non-profit organization whose mission is to attract, retain and support sports and entertainment events that will position Dallas as the premier sports destination and have a positive impact on the economy and quality of life of Dallas residents.

MAJOR EVENTS HOSTED

- 1937 to 2016 Cotton Bowl Classic
- WrestleMania 32 (2016)
- 2015 College Football Playoff
- 2014 NCAA Men's Basketball Final Four
- Super Bowl XLV (2011)
- 2010 NBA All Star Game



DALLAS, TX

DALLAS CVB & DALLAS SPORTS COMMISSION

EXECUTIVE DIRECTOR

MONICA PAUL

Monica Paul was named the Executive Director of the Dallas Sports Commission (DSC) in November 2014 upon the founding of the organization. Prior to the formation of the DSC, the sports marketing department of the Dallas CVB was used to attract, retain and support major sporting events to Dallas. Paul served as Vice President of Sports for the Dallas CVB for six years prior to transitioning to the DSC. Under Paul's leadership, the Dallas Sports Commission has played a role in recruiting WrestleMania, the inaugural College Football Playoff National Championship and has helped to schedule events that generate an economic impact of over \$300 million annually to the Dallas area.

Prior to joining the Dallas Convention & Visitors Bureau, Paul was the Associate Director of Events at USA Volleyball where she oversaw the international events and marketing for the USA Women's and Men's National Teams from 2007-2008. She was also the Director of Competition for the 2007 National Senior Games in Louisville, Kentucky. Prior to the NSGA, Paul was the Director of International and Domestic Events for USA Taekwondo from 2004-2006 and Director of Events, Marketing and Sponsorships for the Junior Volleyball Association of Austin from 2001-2003. Paul joined USA Volleyball in 1997 as the Technical Coordinator for the USA Women's National Team and was then a part of the USA Delegation for the 2000 and 2004 Olympic Games.

STAFF/JOB FUNCTIONS

- 6 full-time positions
 - **Executive Director** plays an essential role in implementing marketing programs that enhance Dallas' acquisition of sports competitions and events, including solicitation of Olympic, professional, collegiate and amateur sports, events and meetings
 - **Sales Director** attracts large sporting events and conventions
 - **Communications & Marketing Director** handles all media relations and marketing efforts for the DSC and its event rights holders
 - **Sales Manager** recruits and supports all sports events outside of conventions
 - **Event Manager** ensures that every client has the resources and tools necessary to execute the most successful event possible
 - **Event Coordinator** supports the event manager in organizing event logistics for event organizers and promoters



DALLAS, TX

DALLAS CVB & DALLAS SPORTS COMMISSION

METHODS OF SECURING EVENTS

- 1 Bid Funds
- 2 Discounted Facilities

1

BID FUNDS

- The Dallas CVB receives funding from the Dallas Tourism Public Improvement District related to a fee of two percent of revenues paid by each hotel in Dallas with greater than 100 rooms. Collections from 2014 totaled approximately \$14 million, and 40 percent of this is allocated to incentivizing events, with the remainder being used for marketing and advertising, research, administration, legal fees, etc. The CVB typically spends the entirety of the approximate \$5 to \$6 million leftover for bid funds.
- The state of Texas provides bid funding through the Texas Major Events and Events Trust Funds. To better compete for national event activity, the state of Texas provides service wherein the estimated incremental local and state sales, alcohol, auto rental and hotel tax revenues of a potential event determines the amount of support that the state can provide to bid for the event. For major events the fund will provide the events' one year incremental tax revenue generation as a basis to supply for funds, while a 30-day window is used as a the basis for other events. These funds are then used generally and according to the potential event's needs.

2

DISCOUNTED FACILITIES

- Significant discounts are provided to some events on rental of Dallas facilities, with events hosted at the Dallas Convention Center offering up to a 100 percent discount on rented space.

FUNDING

- The Dallas Sports Commission is a subsidiary of the Dallas CVB. The CVB is funded primarily through a 2.282 percent hotel occupancy tax.
- The Dallas CVB also receives funding from the Dallas Tourism Public Improvement District related to a fee of two percent or revenues paid by each hotel in Dallas with greater than 100 rooms.



INDIANAPOLIS, IN & THE STATE OF INDIANA

VISIT INDY & INDIANA SPORTS CORPORATION



INDIANA SPORTS CORPORATION

Founded 1979

Annual Budget: \$500,000 - \$3 million

501(c)(3) Non-profit

Full-Time Staff: 24

President: Ryan Vaughn

MISSION STATEMENT

To create positive impact by hosting world-class sporting events that enhance vibrancy in the community, build civic pride, drive economic impact and media exposure, and encourage opportunities for youth.

MAJOR EVENTS HOSTED

- 2012 Super Bowl
- 2005, 2011 & 2016 NCAA Women's Final Four
- 2002 FIBA World Basketball Championship
- 1980, 1991, 1997, 2000, 2006, 2010 & 2015 NCAA Men's Final Four
- 10 Big Ten Conference Men's Basketball Championships
- 19 Big Ten Conference Women's Basketball Championships
- 5 Big Ten Conference Football Championships

INDIANAPOLIS, IN & THE STATE OF INDIANA

VISIT INDY & INDIANA SPORTS CORPORATION

PRESIDENT

RYAN VAUGHN

Vaughn was elected Sports Corporation President in September 2014. Prior to his election, Vaughn was Chief of Staff for Indianapolis Mayor Greg Ballard, where he oversaw the development and implementation of Indianapolis' planning initiatives, policy development, agency director management and financial security.

Before joining Mayor Ballard's administration, Vaughn practiced law at Barnes and Thornburg, LLP. His practice focused on government relations and finance at the local, state and federal level. In addition to his legal practice, Vaughn served as Councilor for the Indianapolis-Marion County City-County Council, including three years as President of the Council.

Vaughn has served on the boards of Visit Indy, Downtown Indy, Super Bowl XLVI Host Committee, Super Bowl LII Bid Committee, Indiana Host Committee for the 2015 NCAA Final Four, Y.M.C.A. Athenaeum and Purchased, Inc.

STAFF

- 24 full-time positions, including four vice presidents in charge of strategy and operations, finance, business development and external affairs and community relations
 - **Sr. Vice President, Strategy & Operations** oversees Corporation's strategic planning, event bid efforts, and key relationships.
 - **Chief Financial Officer** responsible for budgeting and budget compliance, risk management, accounting and financial reporting, human resources and IT.
 - **Vice President, Business Development** oversees corporate development, marketing and public relations for the Corporation and its events.
 - **Vice President, External Affairs and Community Relations** responsible for special projects and board and legislative affairs.



INDIANAPOLIS, IN & THE STATE OF INDIANA

VISIT INDY & INDIANA SPORTS CORPORATION

METHODS OF SECURING EVENTS

- 1 Host Committees
- 2 Facility Discounts
- 3 Hotel Rebates

1

HOST COMMITTEES

- The Sports Corporation receives Requests for Proposals from events looking for bid packages. The Corporation meets with Visit Indy monthly to review which events they wish to pursue.
- Significant financial support from the local corporate committee helps fund hosting committees, as seen with the 2012 Super Bowl, the United States Bowling Congress and the 2015 NCAA Men's Final Four.
- Visit Indy assists with the final bid efforts by negotiating room blocks with Indianapolis hotels and preparing and designing promotional materials for the bid book.

2

FACILITY DISCOUNTS

- Rental reduction for the convention center and stadium is determined by a Visit Indy-developed software that considers an event's estimated room nights, operational revenue and tax revenue generation to form an appropriate discount.
- Facility discounts are offered to approximately 40 to 50 events per year, with only very high impact events qualifying for completely free space rental, and only events that will use more than one hotel qualifying for any sort of discount.

3

HOTEL REBATES

- Approximately 20 to 25 events per year receive rebates from hotels included in their designated room block.
- Rebates vary on a case-by-case basis, with per room night rate rebates ranging from \$1 to \$15 per room per night.

INDIANAPOLIS, IN & THE STATE OF INDIANA

VISIT INDY & INDIANA SPORTS CORPORATION

FUNDING

- **State of Indiana**
 - \$1 million - \$2 million annually.
- **Private Sources**
 - Significant amount of funding comes from private funds such as sponsorships and corporate partnerships, among other private funding sources.
- **Local Corporate Community**
 - Past bid fees have been raised through the support of the local business community; the 2012 Super Bowl bid was won with the help of over \$25 million raised from local corporations to help fund a hosting committee.

OPERATIONAL RESPONSIBILITIES

- The Sports Corporation's 11-person Events team helps coordinate and plan event operations implementation. Corporation staff has served as Tournament and Championship Mangers for multiple major hosted events.

DIFFERENTIATING FACTORS

- Large support staff and cooperation with local government entities.
- Indiana has had a long and diverse history with all types of sports, including racing, basketball and football.
- The Sports Corp is the oldest such organization in the country, with decades of experience.



LOS ANGELES, CA

THE LOS ANGELES SPORTS COUNCIL



LOS ANGELES SPORTS COUNCIL

Founded 1988

Annual Budget: \$800,000 - \$1 million

501(c)(3) Non-profit

Full-Time Staff: 3, 1 part-time

President: David Simon

MISSION STATEMENT

The Sports Council is a private, non-profit organization which supports economic and community development through the promotion of spectator sports programs in the Los Angeles and Orange County areas, including support of our local teams and the attraction of events to the area.

MAJOR EVENTS HOSTED

- 2010 MLB All Star Game
- 2009 World Baseball Classic
- 2004 & 2011 NBA All Star Game
- 2003, 2004 & 2005 World Rugby Sevens Series
- 1999 FIFA Women's World Cup
- 1999 NCAA Frozen Four
- 1994 FIFA Men's World Cup
- 1993 Super Bowl
- 1993 & 1997 Breeder's Cup
- 1923-2016 Rose Bowl



LOS ANGELES, CA

THE LOS ANGELES SPORTS COUNCIL

PRESIDENT

DAVID SIMON

Simon helped found the Sports Council in 1987 and has been its President ever since. Since its inception and under Simon's leadership, the Sports Council has brought events to Southern California with an economic impact of over \$1 billion, while incurring administrative expenses of just \$12 million.

Simon's career in sports began as one of the first hires of Los Angeles Olympic Organizing Committee President Peter Ueberroth in 1979. During his five years on the organizing committee, Simon rose to the rank of Vice President/Government Relations, coordinating the organizing effort with the needs of dozens of government entities on the local, state, federal and international level.

Following the Games, Simon joined the Los Angeles Area Chamber of Commerce as Senior Vice President. Noting that Southern California sites were being consistently overlooked as a site for other major events, he developed a concept for a volunteer sports and business committee that would act as a single point of contact for bringing special events to the area. Thus, the effort to establish the Sports Council in 1987.

After founding the Sports Council, Simon was appointed chair of the United States Olympic Committee's International Relations Committee. He served in that voluntary role from 1988 through 1999, when he resigned to head the Los Angeles effort to bid for the 2012 and 2016 Olympic Games.

STAFF

- 3 full-time positions
 - **President**
 - **Director of Communications** coordinates publicity efforts as Sports Council spokesperson and media contact
 - **Director of Special Events** coordinates event planning efforts; point of contact for Sports Council's LA Sports Award Show
- 1 part-time position
 - **Controller** the CFO of the Los Angeles Area Chamber of Commerce has oversight responsibilities for the financial affairs of the Sports Council.



LOS ANGELES, CA

THE LOS ANGELES SPORTS COUNCIL

METHODS OF SECURING EVENTS

- 1 Board Member Recommendations
- 2 Respond to Inquiries
- 3 Major Event Outreach



BOARD MEMBER RECOMMENDATIONS

- The Council's 75-member Board of Directors play a large role in maintaining and growing Los Angeles' annual events slate.
- Board members represent multiple facets of the sports industry, including such nationally-recognizable companies and organizations such as IMG, AEG, ESPN, Wasserman Media Group, the Special Olympics and Penske Motor Group. These Board members use their contacts and industry knowledge to establish and reinforce event connections with the Sports Council.



RESPOND TO INQUIRIES

- Staff responds to event requests from interested parties.
- The Sports Council does not consider Los Angeles a "Junior" market, and therefore any event with "Junior" or the like in the title is often not considered.



MAJOR EVENT OUTREACH

- Staff coordinates and organizes bid proposals for major national and international events.
- Focus on securing national and international championships, Olympic games and NCAA tournaments.



LOS ANGELES, CA

THE LOS ANGELES SPORTS COUNCIL

FUNDING

- **100 percent privately funded organization**
 - **Board Member Dues**
 - Each of the 75 board members pay annual dues to the Sports Council.
 - **Annual Los Angeles Sports Award Show**
 - An annual event now in its 11th year, the Los Angeles Sports Award Show is a televised awards show highlighting the best of Southern Californian sports. Table sponsorships run from \$7,500 to \$25,000, while tickets are \$500 each. Past honorees include Vin Scully, Blake Griffin and Mike Trout.

OPERATIONAL RESPONSIBILITIES

- Responsibilities vary depending on the event. For large-scale events that required a bid package to secure, the Sports Council will often play a role in coordinating staging and operations. For smaller-scale events, the Council will offer recommendations and advice, but often don't play a large part in running the event itself.
- While the Sports Council works to secure and, at times, put on events, they do not sponsor events.

DIFFERENTIATING FACTORS

- The great Southern California weather creates a desirable locale where events can be held year-round.
- The Sports Council and city's experience with large-scale events.
- Large surrounding market size to draw from.



MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION



MIAMI-DADE SPORTS COMMISSION

Founded 2003

Annual Budget: Approximately \$300,000

501(c)(3) Non-profit

Full-Time Staff: 2

Executive Director: Jose Sotolongo

MISSION STATEMENT

The Sports Commission promotes youth, amateur and professional sports in Miami-Dade County, and works to secure sports events that will generate economic impact for the community.

MAJOR EVENTS HOSTED

- 2014 to 2016 Miami Beach Bowl
- 1999 to 2016 WGC Cadillac Championship
- 1985 to 2016 Miami Open
- 1935 to 2016 Orange Bowl
- 2012 WrestleMania 28
- 1995, 1999, 2007 & 2010 Super Bowls



**COLLEGE
FOOTBALL
PLAYOFF**

MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

EXECUTIVE DIRECTOR

JOSE SOTOLONGO

Jose Sotolongo became the Executive Director of the Miami-Dade Sports Commission in May 2012. The MDSC is charged with creating and/or enticing sporting events to the Miami-Dade community that will enrich the quality of life for our residents while generating economic impact for Miami-Dade County.

Sotolongo has over 25 years of sports industry experience in Miami-Dade County. He began his career in 1989 as the Hispanic Sports Marketing Director for the University of Miami Hurricanes handling the marketing of all Hurricane sports to the local Hispanic community. In 1992 he started working with the Miami Marlins as their local Sales Manager, eventually becoming their Director of Community Affairs as well as Director of Player Relations. Later, Sotolongo became the Associate Athletic Director at his alma mater, Florida International University, overseeing the marketing, sales, development and media relations efforts for the program. He also served as the University's Interim Director of Athletics from 1998-2000.

In 2001, he started his own sport marketing firm, Section 444 Productions, Inc., as well as co-hosted a Spanish language sports-talk radio show, La Descarga Deportiva and was the sideline reporter for all FIU football games. In 2007 he returned to FIU as Associate Director of Athletics handling development and the sale of all luxury suites and premium seating at the FIU Football Stadium and at the U.S. Century Bank Arena. Sotolongo is a founding member of the Brian Hartline Helping Hands Executive Board and serves on the Miami-Dade Police Athletic League Board and the Greater Miami-Dade Chamber of Commerce Sports Committee.

STAFF/JOB FUNCTIONS

- 2 full-time positions
 - **Executive Director** oversees programs and strategic plan of the organization. Key duties include marketing and community outreach. The position reports directly to the Board of Directors.
 - **Associate Executive Director** oversees all areas of operations including partnerships, sales, events, and media for the Miami-Dade Sports Commission and offers support of other local events and programs.



MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

METHODS OF SECURING EVENTS

- 1 Host Committees
- 2 Bid Funds
- 3 Magnets Program
- 4 Convention Hotel Promotional Fees
- 5 Sporting Event Support from the Florida Sports Foundation

- The Miami-Dade Sports Commission serves as a facilitator for these and helps recruit volunteers, hotel support, transportation providers, etc. as part of Miami's bid package. The Commission does not provide any kind of direct financial support for these efforts.



BID FUNDS

- The Greater Miami Convention and Visitors Bureau has an annual budget devoted to bid funds for national conventions, but would not share the specific amount due to the funds extreme variance from year to year.
- The CVB typically refrains from offering incentives to events during peak event seasons, as convention hotels are often completely booked during these periods. During off-peak seasons, however, the CVB will use the fund to offer an event up to a 25 percent discount on rental of the Miami Beach Convention Center (which the CVB will compensate the Center for) or in-kind offerings such as organizing additional labor for registration or concierge services, or providing special billboards and other signage.



HOST COMMITTEES

- To attract major national events, various private partners in Miami follow a committee structure to pool funds and organize labor, volunteers and other assisting efforts. The Super Bowl Host Committee and Orange Bowl Committee are permanent organizations that are "activated" during the destination's bidding process for the Super Bowl and NCAA Football National Championship, respectively. These committees are made up of professional athletic teams, venue ownership, hoteliers, community leaders, and other private stakeholders, and are privately funded. Recently, an "ad hoc" committee was established to secure WrestleMania, but that has been the only such initiative in the past 10 years.

MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

METHODS OF SECURING EVENTS

- These offerings are reserved for “citywide” events that generate at least 1,500 room nights and use three or more hotel properties.
- These funds have recently been beneficial in attracting the American Health Information Management Association, the American Society of Therapeutic Radiation Oncology, and the American Academy of Dermatology to the Miami Beach Convention Center.
- For major amateur sporting events such as national cheerleading championships, little league baseball tournaments, national martial arts tournaments, etc. the Commission is initiating a new line in their budget reserved for bid funds, but does not intend to offer more than \$10,000 in incentives to any single event. The specific amount of the line item’s annual amount was not divulged. The Commission does supply other services for these events, such as organizing transportation, labor, and volunteer efforts.
- Recently, the program helped win the National Bar Association’s Annual Meeting for 2017, representing nearly 12,000 incremental room nights for the Miami destination because of the recruiting effort made by the Association’s president, a local lawyer who is also a Magnet ambassador.
- These Magnet members also often aid in providing in-kind benefits to their respective associations’ national events by volunteering for event labor duties, such as serving as registrars for their association’s event in Miami or managing other volunteer staff.



MAGNETS PROGRAM

- The CVB also heads up the “Magnets” program, an initiative designed to establish relationships with local influencers in the national events industry.
- These associated members can be local lawyers, doctors, etc. and receive newsletters and informative emails that recruit their efforts as an ambassador for the destination.



CONVENTION HOTEL PROMOTIONAL FEES

- The CVB can also utilize promotional fees paid by convention hotels that agree to be a part of an event’s room block. These “fees” are per room rebates that are paid directly back to the event to help them pay for facility rental, shuttling/transportation fees, and other event-related expenditures.
- The fees’ amounts can vary widely depending on the event’s potential hotel revenue generation, ranging from \$3 to \$15 per booked room. CVB representatives reported that nine out of 10 hotels will participate in the program, and those that do not are often excluded from the room block.

MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

METHODS OF SECURING EVENTS

5

SPORTING EVENT SUPPORT FROM THE FLORIDA SPORTS FOUNDATION

- Formerly a part of the State Chamber of Commerce Department, The Florida Sports Foundation is a non-profit 501(c)3 entity that formed in 1995 to efficiently provide monetary support to cities, counties and destination marketing organizations in the State of Florida in their attempts to attract major sporting event activity.
- The Foundation's grant program can only be offered to public organizations (cities, counties and DMO's), and events must meet minimums for several factors that are beneficial to Florida communities, including non-local attendance, non-local spending and total economic impact in order to qualify for grant support.
- The grants are managed and allocated by the Foundation's Board of Directors and are capped at 50 percent of the city/county/DMO's contributions. For instance, if Miami offers a pursued event \$100,000 in event support or other incentives, then the Florida Sports Foundation can only offer a maximum of \$50,000 in assistance.
- The Foundation runs on an approximate \$6 million annual budget that receives \$2 million from the state's general fund and \$4 million from its 10 professional sports team partners (shown to the right).

- The Foundation and its professional sports team partners also developed a license plate program that donates half of its funds to charity and the other half (approximately \$250,000 per year) to the Foundation.
- To ensure synergistic efforts among the communities around the state, the Foundation hosts an annual workshop with all 28 Florida sporting commissions in attendance to discuss optimal use of the Foundation's funds.
- Foundation officials estimate that the program was a vital factor in Florida winning half of the 41 NCAA championships (over the next three years) that were awarded to the state in 2014 (82 were up for bid that year).

FLORIDA SPORTS FOUNDATION



MIAMI, FL & THE STATE OF FLORIDA

GREATER MIAMI CVB, MIAMI-DADE SPORTS COMMISSION &
THE FLORIDA SPORTS FOUNDATION



OPERATIONAL RESPONSIBILITIES

- Commission helps recruit volunteers, hotel support, transportation providers as part of Miami's bid package for major events. The Commission does not provide any kind of direct financial support for efforts to attract major events to the destination.
- The commission provides services for events, such as organizing transportation, labor, and volunteer efforts.

DIFFERENTIATING FACTORS

- State funding opportunities for major events
- Surrounding attractions

ORLANDO, FL & THE STATE OF FLORIDA

CENTRAL FLORIDA SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION



CENTRAL FLORIDA SPORTS COMMISSION

Founded 1993

Four Counties:

- Lake, Orange, Osceola, Seminole

Annual Budget: Approximately \$3.3 Million

501(c)(3) Non-profit

Full-Time Staff: 15

Headquarters in Orlando and full-time staff located in each of the four counties

Interim President/CEO (vacant since January 2016): Jason Siegel

MISSION STATEMENT

The Central Florida Sports Commission strategically solicits, creates and supports marquee sports-related events and businesses that enhance our community's economy.

MAJOR EVENTS HOSTED

- 2016 American Athletic Conference Men's Basketball Championship
- 2014, 2004, 1999 NCAA Division I Men's Basketball Championship
- 2012 NBA All Star Game
- 2008 WrestleMania 24 at Florida Citrus Bowl
- 1947 to 2016 Citrus Bowl



ORLANDO, FL & THE STATE OF FLORIDA

CENTRAL FLORIDA SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

INTERIM PRESIDENT / CEO

JASON SIEGEL (APPOINTED JULY 2016)

Jason Siegel, formerly president and CEO of the Orlando Solar Bears hockey team, was announced as interim president and CEO of the Central Florida Sports Commission in July 2016. He has 28 years of experience in major and minor league professional sports and intercollegiate athletics. Most recently, Siegel spent four seasons as the Solar Bears President/CEO/Alternate Governor, and under his leadership, the organization was at the top of the League in game night attendance, hosted the 2015 ECHL All-Star Game televised nationally on Fox Sports and was recognized by the League winning the 2013 ECHL Award of Excellence and 2015 Ticket Department of the Year.

Siegel served as Vice President of Sales, Marketing and Community Development for the New Jersey Devils from 2000-2007 and was responsible for strategic and creative planning, forecasts, budgets, ticket sales, advertising, new media, community development, game night and broadcast operations, and merchandise. From 1997-2000, he served as the Vice President of Marketing and Sales for the ECHL, directing the league's corporate sponsorship, marketing, team services, broadcast, and licensing, as well as merchandise and branding efforts, while assisting with the development of new franchises and construction of more than 10 new arenas.

Prior to joining the Solar Bears, Siegel served four years as Senior Associate Athletic Director at his alma mater, Binghamton University, where he was co-Executive Director of the department's Athletics Board.

STAFF/JOB FUNCTIONS

- 15 full-time positions
 - **President/CEO** manages relationships with tourism, facility and hospitality partners and sports governing bodies to attract national and international sports tourism and generate economic impact through world class sporting events hosted in the Central Florida region. The position reports to a Board of Directors consisting of City and County Leaders.
 - **Senior Vice President, Business Development** secures new sports business opportunities and leads efforts to grow sports related tourism to Central Florida.

ORLANDO, FL & THE STATE OF FLORIDA

CENTRAL FLORIDA SPORTS COMMISSION & THE FLORIDA SPORTS FOUNDATION

METHODS OF SECURING EVENTS

- Commission works with any event organizer that meets the requirements to get support from the State of Florida (see detailed summary of the Florida Sports Foundation in previous Miami, FL case study).
- Commission works side by side with Visit Orlando and Florida Citrus Sports to attract events, visitation and economic impact to the region.
- Along with county partners, the Commission employs a local and regional strategy to target marquee events (i.e. NCAA Basketball), target amateur events (i.e. USA Volleyball Open) and focus on need times.

FUNDING

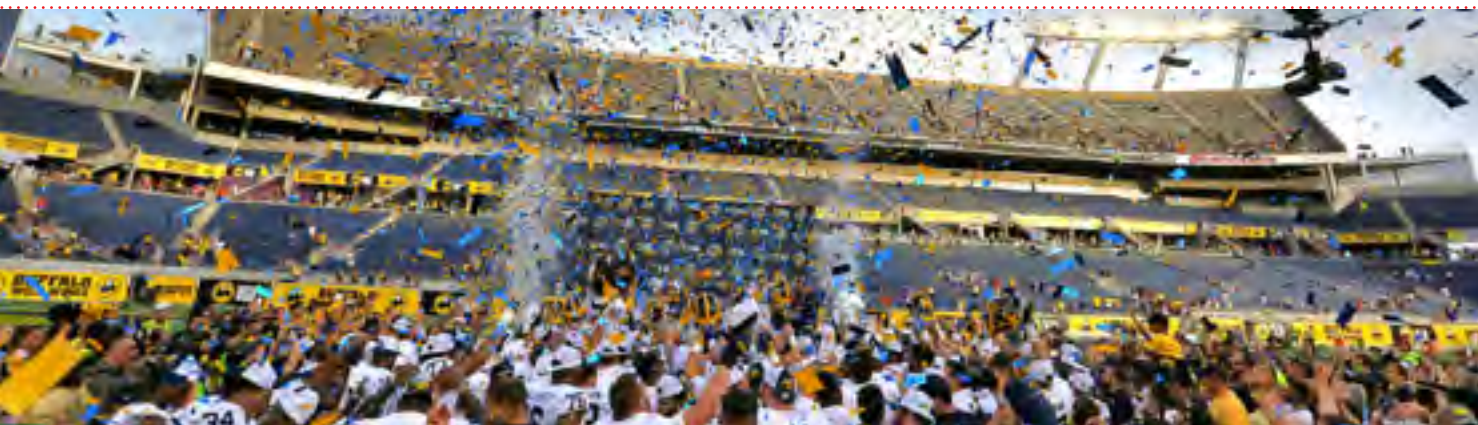
- Approximately \$3.3 million annual budget that receives funds from its four county partners

OPERATIONAL RESPONSIBILITIES

- Services provided:
- Bid & Event Management
- Venue Selection
- Government Relations
- Support Services
- Hospitality Coordination
- Public Relations & Communications
- Marketing

DIFFERENTIATING FACTORS

- State funding opportunities for major events
- Number and quality of event facilities
- Abundance of hotel rooms with over 100,000 hotel rooms in Orange County
- Surrounding attractions



PHOENIX, AZ

GREATER PHOENIX CONVENTION AND VISITORS BUREAU & ARIZONA SPORTS & TOURISM AUTHORITY



ARIZONA SPORTS & TOURISM AUTHORITY

Founded 1999

Annual Budget: Approximately \$45 million

Corporate & political body of the State of Arizona

Full-Time Staff: 3

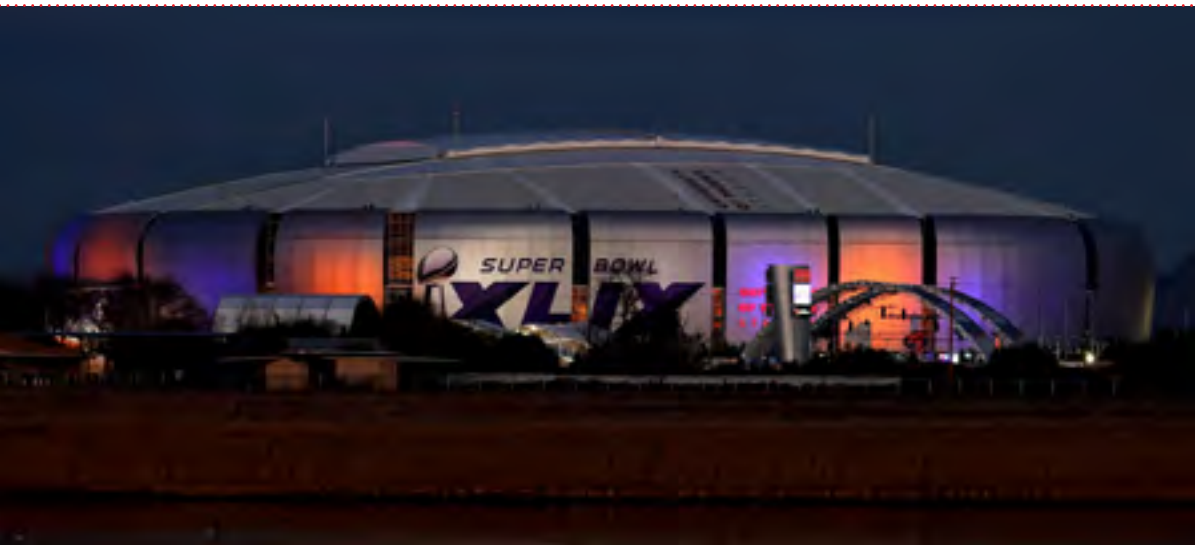
President/CEO: Tom Sadler

MISSION STATEMENT

The Arizona Sports and Tourism Authority enhances our economy and our community's quality of life through the development of professional and amateur sports facilities, the attraction of entertainment, sporting, and business events, and through tourism promotion

MAJOR EVENTS HOSTED

- 2017 NCAA Men's Final Four
- 2016 College Football Playoff Championship Game
- 1971 to 2016 Fiesta Bowl
- 2008 & 2015 Super Bowl
- 2007 & 2011 NCAA BCS Championship Game
- 2009 NBA All Star Game
- Indians, Reds, Dodgers, White Sox Spring Training



PHOENIX, AZ

GREATER PHOENIX CONVENTION AND VISITORS BUREAU & ARIZONA SPORTS & TOURISM AUTHORITY

PRESIDENT/CEO

TOM SADLER

Tom Sadler joined the Arizona Sports and Tourism Authority (AZSTA) as President and CEO in June 2008. Under his leadership, AZSTA has constructed the University of Phoenix Stadium, attracted several major sporting events and funded the construction and renovation of Cactus League spring training facilities.

Since it opened in 2006, University of Phoenix Stadium has hosted events that have generated more than \$1 billion in economic impact for Arizona. Working closely with AZSTA's nine-member volunteer Board of Directors, Sadler played a pivotal role in Arizona's successful bids for the 2015 Super Bowl, 2016 College Football Playoff Championship and 2017 NCAA Men's Final Four.

Prior to joining AZSTA, Sadler spent most of his career as a Division I collegiate athletics administrator, working 20 years at Arizona State University and three years at the University of Hawaii. Sadler holds a Bachelor of Science degree from Aquinas College, where he also played basketball, and a Masters in Public Administration from Arizona State University.

STAFF/JOB FUNCTIONS

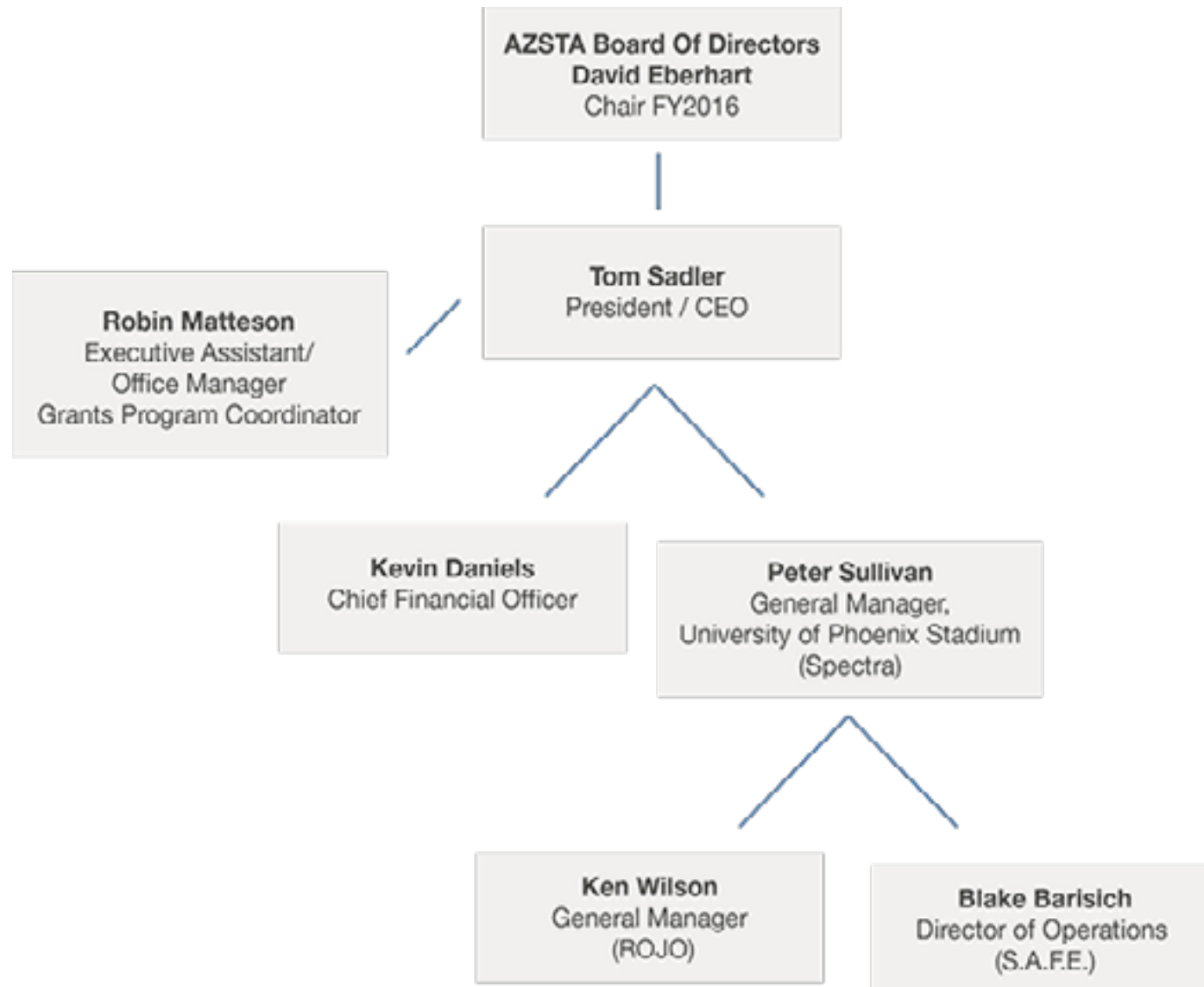
- 3 full-time positions
 - **President/CEO** oversees strategic plan of the organization and works closely with the organization's Board of Directors to attract events to the region
 - **Chief Financial Officer** oversees organizational budget and finances
 - **Executive Assistant/Office Manager/Grants Program Coordinator** performs administrative duties and facilitates the AZSTA's youth and amateur sports grant program



PHOENIX, AZ

GREATER PHOENIX CONVENTION & VISITORS BUREAU & ARIZONA SPORTS & TOURISM AUTHORITY

ORGANIZATIONAL CHART



PHOENIX, AZ

GREATER PHOENIX CONVENTION AND VISITORS BUREAU & ARIZONA SPORTS & TOURISM AUTHORITY

METHODS OF SECURING EVENTS

- 1 Host Committees
- 2 Bid Funds
- 3 Convention Hotel Rebates

1

HOST COMMITTEES

- No formal policies exist to attract major national events such as the Super Bowl, as each event of this type is considered individually. There are no dedicated funds for this purpose. Past practices have included private parties identifying the event, such as the Super Bowl Host Committee or the Arizona Organizing Committee (formed to bid for the NCAA 2016 College Football Playoff National Championship) committing to the bid, and raising the initial bid funding. As the hosting budget is developed, additional funding sources are identified, including event revenue streams and destination marketing organization participation.

2

BID FUNDS

- For other national events and national amateur sports tournaments, the City of Phoenix has an annual budget of approximately \$500,000 for attracting event activity with significant room night generation potential.
- This budget consists of excess (after debt service) funds from collections of a one percent tax on hotel room nights, and a two percent tax on local auto rentals.
- This \$500,000 is the most recent annual budget, but the budget amount is voted on every year by a board consisting of hoteliers, city staff, and the CVB.
- Anticipated group spending in areas of food & beverage and venue services (i.e. IT, parking, security, audio visual) are often leveraged against the bid line item costs for venue or facility rental when the CVB applies for funding from the City.
- The mechanisms and criteria used to select events for bid support vary on a case-by-case basis; it depends on the timing of the event and the community's current needs.
- In recent years, bid support from the CVB has helped attract Super Bowl 49, the 2016 College Football Playoff Championship Game, and the 2017 NCAA Men's Basketball Final Four.

PHOENIX, AZ

GREATER PHOENIX CONVENTION AND VISITORS BUREAU & ARIZONA SPORTS & TOURISM AUTHORITY

3

CONVENTION HOTEL REBATES

- In an effort to conserve this budget, the CVB will first turn to convention hotels that are a part of a room block to ask for their payment of room night rebates to support financial aspects of the national convention and amateur sports bids. These contributions are typically capped at \$10 per room night.

FUNDING

- **Hotel bed tax increase:** For 30 years, AZSTA receives revenue from a 1 percent increase in Maricopa County's hotel bed tax.
- **Car rental surcharge:** For 30 years, AZSTA receives a portion of the revenues generated by a 3.25 percent car rental surcharge in Maricopa County.
- **Sales tax recapture:** AZSTA recaptures all state sales tax paid at Cardinals games, including those played at Arizona State University's Sun Devil Stadium before the new facility was constructed, as well as any sales taxes paid on materials purchased for the new facility's construction.
- **NFL tax:** AZSTA receives all state income taxes paid by the Cardinals' corporate organization, its employees (including players), and their spouses. Statute guarantees a minimum amount that AZSTA will receive, with this amount growing by 8 percent annually. AZSTA receives additional money from the State General Fund if the income tax revenues collected do not meet the required minimum amount. This distribution

does not expire, but through fiscal year 2031, AZSTA will receive at least \$397.8 million in state income tax revenue.

- **Other facility-generated revenue:** AZSTA generates revenues from events held in the facility, including rent from the Cardinals and other users of the facility, concessions, and parking revenues.

OPERATIONAL RESPONSIBILITIES

- The Arizona Tourism and Sports Authority (TSA) has the following funding priorities and responsibilities:
 - Oversaw design and construction of a new multi-purpose facility (University of Phoenix Stadium), which is now home to the Arizona Cardinals (NFL) and the BattleFrog Fiesta Bowl;
 - Funding tourism promotion in Maricopa County by distributing monies to the Arizona Office of Tourism;
 - Awarding monies to renovate existing or construct new Cactus League spring training baseball facilities in Maricopa County;
 - Awarding grants for youth and amateur sports facilities and programs in Maricopa County; and,
 - Funding TSA operations (including staff salaries, travel, and insurance), as well as funding the operations of the multi-purpose facility; and establishing and funding reserves for its operations.

SAN FRANCISCO, CA

BAY AREA SPORTS ORGANIZING COMMITTEE & SAN FRANCISCO TRAVEL



San FranciscoTravel™

BAY AREA SPORTS ORGANIZING COMMITTEE

Founded 1985

Annual Budget: Approximately \$500,000

501(c)(3) Non-profit

Full-Time Staff: 2

CEO: Anne Warner Cribbs

MISSION STATEMENT

To bring international and national sporting events to the San Francisco Bay Area.

MAJOR EVENTS HOSTED

- 2018 Rugby World Sevens International Competition
- 2016 Super Bowl 50
- 2015 World Rugby Pacific Nations Cup
- 2015 Wrestlemania
- 2015 NHL Stadium Series
- 2007 MLB All Star Game
- 2000 NBA All Star Game
- 1999 FIFA Women's World Cup
- 1994 FIFA Men's World Cup



SAN FRANCISCO, CA

BAY AREA SPORTS ORGANIZING COMMITTEE & SAN FRANCISCO TRAVEL

CEO

ANNE WARNER CRIBBS

In 1999, Anne Warner Cribbs was selected to be the CEO of the Bay Area Sports Organizing Committee, or BASOC, and became the first female to lead a major US Olympic Bid Committee: San Francisco 2012. While the bid ultimately lost to New York, it had an unprecedented 90 percent approval rating from the public. She continues today as the President/CEO of BASOC, which over the past twenty years has hosted or helped to organize several major sporting events.

Prior to joining the BASOC, Cribbs formed Cavalli & Cribbs, an advertising and public relations firm that came to specialize in marketing and event management, and successfully marketed the 1994 FIFA World Cup in the Bay Area. In 1995, she helped co-found the American Basketball League (ABL), the first women's professional basketball league in the United States.

Cribbs swam for legendary coach and Hall of Famer George Haines, winning a gold medal in the 200 meter breaststroke at the 1959 Pan American Games in Chicago, at fourteen years old. A year later, at the Rome Olympics, she was part of the USA's gold medal winning medley relay.

STAFF/JOB FUNCTIONS

- 2 full-time positions
- **CEO and Senior Vice President of Marketing & Operations** work together to manage all events, recruit and manage volunteers, reach out to key stakeholders depending on the event and fund raise.



SAN FRANCISCO, CA

BAY AREA SPORTS ORGANIZING COMMITTEE & SAN FRANCISCO TRAVEL

METHODS OF SECURING EVENTS

- 1 Host Committees
- 2 Bid Funds
- 3 Hotel Rebates



HOST COMMITTEES

- To fund major events, such as the Super Bowl or NCAA Men's Basketball Tournament, San Francisco will establish a private host committee in which private corporations pool funds to pay the agreed upon bid with the event. No public funding is provided.
- After receiving approval from the mayor of San Francisco, a private host committee can bid, and if the event selects the City as the host site, the committee then works to expand and recruit additional corporate inventors to fully pay for the bid. A full-time staff is then hired to manage the process and volunteers are recruiting to support efforts. During this process, San Francisco Travel ("SFT"), a 501(c)6 membership organization, sponsors the committee and assists in recruiting additional private funding, but does not provide any of its own funds. This approach was recently employed to secure Super Bowl 50.

- The Bay Area Sports Organizing Committee ("BASOC") serves as an advocate for the regions' efforts to host the national and international sports community.



BID FUNDS

- Due to the overall appeal of San Francisco as a destination and the relatively competitive rental rates at the Moscone Center facilities, SFT avoids utilizing bid funds to help attract events.
- On a case-by-case basis, up to a 25 percent discount rate is available. These discounts are determine by factoring the attendance, economic impact, and tax revenue generated by the prospective event at its previous venues. The SFT sales team establishes their own estimate of the appropriate discount to offer and submits it to the Vice President of Convention Sales for final approval. Generally, the full 25 percent discount is offered exclusively to citywide convention events that would utilize the entire Moscone Center, as well as book 7,000 hotel room nots on peak or 30,000 room nights in total.
- A \$2 million budget consisting of funds from the Moscone Expansion District (MED) helps buy back the discounts offered throughout the year and is also used for other event services such as transportation, cleaning, and utilities. The MED is a fee paid by hotels in Downtown San Francisco, with properties paying either 0.3125 to 0.5 percent of their total hotel tax collections, depending on their proximity to the Center.

SAN FRANCISCO, CA

BAY AREA SPORTS ORGANIZING COMMITTEE & SAN FRANCISCO TRAVEL

3

HOTEL REBATES

- Local hoteliers also commonly offer rebates to select events, sometimes in combination with SFT's facility discounts. SFT will often assist in these negotiations on behalf of the pursued event but cannot make any guarantees to events as part of final business deals.

FUNDING

- The BASOC receives funds through private contributions and corporate sponsorships, as well as event related revenue such as athlete fees and event fees
- Municipalities may contribute the use of event facilities, but no public dollars

OPERATIONAL RESPONSIBILITIES

- BASOC becomes the event organizer and manages all aspects of the event, providing all event personnel and operating expenses

DIFFERENTIATING FACTORS

- Bay Area weather and beauty
- City infrastructure and transportation
- Hotels
- Surrounding attractions
- BASOC competes with destinations in California and facility availability drives the selection process



CHICAGO, IL

CHOOSE CHICAGO & CHICAGO SPORTS COMMISSION

Note: organization declined to participate in interview.



CHOOSE
CHICAGO

CHICAGO SPORTS COMMISSION

Founded 2011

Annual Budget: Approximately \$1.3 million

501(c)(3) Non-profit

Full-Time Staff: 2

Executive Director: Kara Bachman

MISSION STATEMENT

The Chicago Sports Commission recruits and supports high-profile, major sporting events that generate economic impact and positive exposure for the City of Chicago.

MAJOR EVENTS HOSTED

- 2016 NCAA Men's Basketball Midwest Regional
- 2016 Copa America Centenario (one of 10 host cities)
- 2015 & 2016 NFL Draft
- 2007, 2013 & 2015 Big Ten Conference Men's Basketball Tournament
- 2013 CONCACAF Gold Cup
- 2003 MLB All Star Game



CHICAGO, IL

CHOOSE CHICAGO & CHICAGO SPORTS COMMISSION

Note: organization declined to participate in interview.

EXECUTIVE DIRECTOR

KARA BACHMAN

Kara Bachman was appointed as the Executive Director of the Chicago Sports Commission (CSC) in April 2014. Prior to being named Executive Director, Bachman worked for the CSC as a business development manager for over two years. Major accomplishments of the CSC under Bachman's direction include attracting the NFL Draft in 2015 after over 50 years hosted in New York City, securing a multi-year arrangement to host the Big Ten Conference Men's Basketball Tournament and recruiting Copa America for 2016.

Bachman's background prior to joining the Chicago Sports Commission includes almost five years of experience in development and marketing. Bachman served as the development manager for Chicago 2016, the Chicago Olympic bid committee team, from 2008 to 2009. Bachman's marketing experience includes almost two years at The Marketing Arm, a Dallas-based promotion agency, performing sports and entertainment sponsorship consulting.

Bachman graduated from Colgate University with a Bachelor of Arts in International Relations and Environmental Geography and received her Master of Business Administration degree from the Quinlan School of Business at Loyola University in Chicago.

STAFF/JOB FUNCTIONS

- 2 full-time positions
 - **Executive Director**
 - **Events and Operations Manager**

FUNDING

- The Chicago Sports Commission is a subsidiary of Choose Chicago, the official destination marketing organization for Chicago. In 2015 Choose Chicago received \$38.5 million in funding with 31.2 percent from the State of Illinois, 28.2 percent from private funding, 23.8 percent from hotel occupancy taxes and 16.8 percent from City of Chicago funds.
- The Chicago Sports Commission spent approximately \$1.3 million in 2015.



DENVER, CO

VISIT DENVER & DENVER SPORTS COMMISSION

Note: organization declined to participate in interview.



DENVER SPORTS COMMISSION

Founded 2001

Annual Budget: \$100,000 - \$300,000

501(c)(3) Non-profit

Full-Time Staff: 7

Executive Director: Matthew Payne

MISSION STATEMENT

The Denver Sports Commission proactively identifies, pursues and attracts new sporting opportunities and helps Denver to compete regionally, nationally and internationally to host amateur and professional athletic competitions and events.

MAJOR EVENTS HOSTED

- 2014 World Lacrosse Championships
- 2012 NCAA Women's Final Four
- 2010 & 2014 USMNT World Cup Qualifying
- 2008 NCAA Men's Frozen Four
- 2005 NBA All Star Game
- 2001 NHL All Star Game



DENVER, CO

VISIT DENVER & DENVER SPORTS COMMISSION

Note: organization declined to participate in interview.

EXECUTIVE DIRECTOR

MATTHEW PAYNE

Payne was named Executive Director of Denver Sports in October 2014. Prior to his appointment, Payne was the Executive Director of the Austin Sports Commission, where he helped establish the commission under the umbrella of the Austin Convention and Visitors Bureau.

Before joining the Austin Sports Commission, Payne was director of national sales for Phoenix-based Global Entertainment Marketing. He also worked in a variety of capacities with the Austin Ice Bats, a minor league professional hockey team, including as the team's General Manager.

STAFF

- 7 full-time positions, including the Executive Director
 - Director of Sports and Specialty Markets
 - Director of Public Relations and Communications
 - Executive Assistant, Conventions and Denver Sports
 - Communications Coordinator
 - Communications Manager
 - Social Media Manager

SERVICES OFFERED

- Bid research and preparation assistance
- Liaising with Denver stakeholders, including local government and media
- Hotel/venue procurement; facility and site inspections
- Marketing and promotion
- Volunteer outreach
- Organization and supervision of host committee
- Assistance with event preparation and management



HOUSTON, TX & THE STATE OF TEXAS

HARRIS COUNTY – HOUSTON SPORTS AUTHORITY

Note: organization declined to participate in interview.



HARRIS COUNTY – HOUSTON SPORTS AUTHORITY

Founded 2000

Annual Budget: Approximately \$50 million

Full-Time Staff: 10

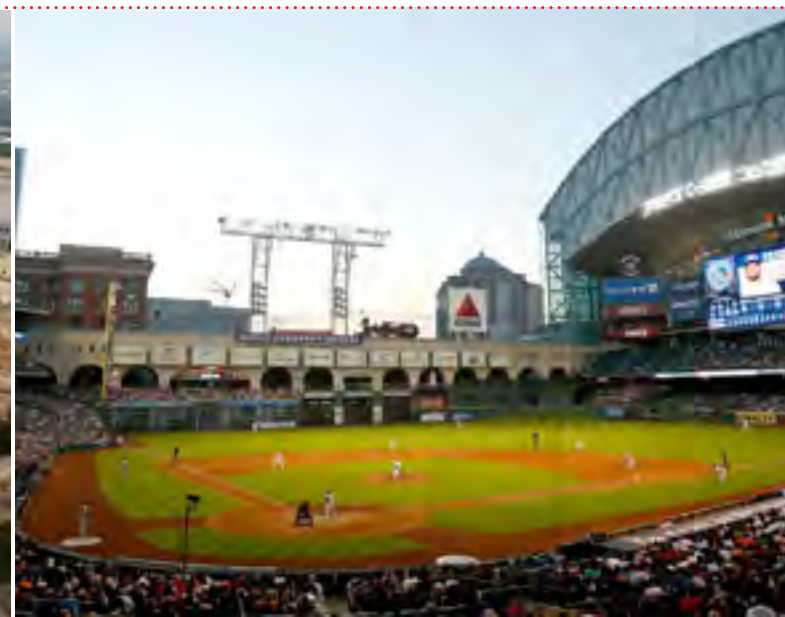
CEO: Janis Burke

MISSION STATEMENT

The Harris County – Houston Sports Authority is a government agency that maintains and oversees the bond debt service of the professional sports stadiums, as well as assists with the sports marketing for the destination.

MAJOR EVENTS HOSTED

- 2016 America's Rugby Championship
- 2016 Copa America Centenario
- 2013-2016 AdvoCare Texas Kickoff
- 2011 & 2016 Men's Final Four
- 2010 MLS All Star Game
- 2006-2016 Texas Bowl
- 2006 & 2013 NBA All Star Game
- 2004 MLB All Star Game
- 2004 Super Bowl



HOUSTON, TX & THE STATE OF TEXAS

HARRIS COUNTY – HOUSTON SPORTS AUTHORITY

Note: organization declined to participate in interview.

CEO

JANIS SCHMEES BURKE

Janis Schmees Burke has led the Authority since 2006, becoming the third chief executive in the organization's history. In addition to overseeing the bond debt servicing for the professional sports stadiums in Houston, Janis has been influential in Houston's awarding of major sporting events such as the U.S. Olympic Trials, collegiate tournaments, the AAU Junior Olympics, and the Transplant Games of America.

Janis sits on the Board of Directors for the National Association of Sports Commissions, and has been recognized by both Conference USA and Rice University for her achievements as a woman in Houston's sports industry. She was noted by the Texas Executive Women's Association as a "Woman on the Move," and was named one of "Houston's 50 Most Influential Women."

SERVICES OFFERED



STAFF

- 10 full-time positions, including CEO
 - **Director of Events**
 - **Controller**
 - **Bookkeeper**
 - **Events Manager**
 - **Administrative Manager and Executive Assistant to the CEO**
 - **President 2016 Men's Final Four Houston Local Organizing Committee**
 - **Administrative Assistant**
 - **Media and Creative Manager**
 - **Volunteer Manager**

FUNDING

Budget, derived from Motor Vehicle Rental Tax and Hotel Occupancy Tax collections, includes bond debt service for Houston's professional sports stadiums.

NEW ORLEANS, LA

GREATER NEW ORLEANS SPORTS FOUNDATION

Note: organization declined to participate in interview.



GREATER NEW ORLEANS SPORTS FOUNDATION

Founded 1988

Annual Budget: Approximately \$2.9 million

501(c)(3) Non-profit

Full-Time Staff: 12

Executive Director: Jay Cicero

MISSION STATEMENT

The mission is to attract and manage sporting events that have a positive economic impact on the Greater New Orleans area.

MAJOR EVENTS HOSTED

- 1935 to 2016 Sugar Bowl
- 2001 to 2015 R&L Carriers New Orleans Bowl
- 2008 & 2014 NBA All Star Game
- 1997, 2002 & 2013 Super Bowl
- 1991, 2004 & 2013 NCAA Women's Final Four
- 1993, 2003 & 2012 NCAA Men's Final Four
- 1996, 2001 & 2003 SEC Men's Basketball Championship



NEW ORLEANS, LA

GREATER NEW ORLEANS SPORTS FOUNDATION

Note: organization declined to participate in interview.

PRESIDENT/CEO

JAY CICERO

Jay Cicero began his career in sports in Group Sales and Marketing for the Shreveport Captains baseball team in 1986. Cicero joined the Greater New Orleans Sports Foundation in 1990 as Director of Special Projects and Director of Sales for the 1992 U.S. Olympic Track and Field Trials. In February 1993, Cicero left the Sports Foundation to serve as the first General Manager of the New Orleans Zephyrs. He returned to the Sports Foundation as Vice President of Operations in 1995 and was named President/CEO in June 1997. Cicero has also served as the Executive Director of the 2002 and 2013 New Orleans Super Bowl Host Committees as well as served on the Executive Committees of the Super Bowl, Men's Final Four, Women's Final Four, New Orleans Bowl and the NBA All-Star Game.

OPERATIONAL RESPONSIBILITIES

- Services provided:
 - Procuring Events
 - Event Bid Valuation
 - Bid Preparation and Presentation
 - Event Management and Marketing
 - Facilities Improvement Consulting
 - Youth Development Programs



SALT LAKE CITY, UT

VISIT SALT LAKE, SPORTS SALES & SERVICES

Note: organization declined to participate in interview.



VISIT SALT LAKE

Founded 1984

Annual Budget: Approximately \$16 million

501(c)(3) Non-profit

Full-Time Staff: 50 / 2 dedicated sports marketing

President/CEO: Scott Beck

MISSION STATEMENT

To improve the area economy by attracting and providing support to conventions, leisure travelers, and visitors to Salt Lake County. Marketing efforts feature the positive differences between Salt Lake and competing destinations. Convention and visitor services are provided to encourage longer stays and future returns.

MAJOR EVENTS HOSTED

- 2017 NCAA Division I Men's Basketball Championship First/Second Rounds
- 2002 Winter Olympic Games
- USA Rugby
- USA Volleyball
- USA Fencing
- US Speed Skating
- PGA Nationwide Tour



SALT LAKE CITY, UT

VISIT SALT LAKE, SPORTS SALES & SERVICES

Note: organization declined to participate in interview.

PRESIDENT/CEO

SCOTT BECK

Scott Beck is President/CEO of the Salt Lake Convention & Visitors Bureau. Prior to joining the Bureau, Beck was the General Manager of the Salt Lake City Marriott City Center hotel, and worked with the Salt Lake Olympic Organizing Committee as a host hotel for AT&T and the European Broadcasting Company. In addition to working as a host hotel, Scott Beck and his team were the official food and beverage provider for the Bud World Event that took place during the 2002 Winter Olympics at Gallivan Plaza.

Prior to the Marriott City Center, Scott was the General Manager of the Cedar Breaks Lodge Hotel and Spa in Brian Head, Utah. Prior to the Cedar Breaks Lodge Hotel and Spa, Scott spent nine years at Sundance Resort, initially as the Director of Food and Beverage and then as Director of Sales and Marketing. Scott is an active member of the Salt Lake Chamber Board of Governors.

OPERATIONAL RESPONSIBILITIES

- Services provided:
 - Bid & Event Management
 - Promotional Services
 - Attendance Promotion Tools
 - On-site Services
 - Housing Services
 - Event Registration Services

