

# 2013

## Central Broward Regional Park Sports Complex – Business Plan



PROS Consulting,  
LLC

## Acknowledgements

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## CHAPTER ONE - INTRODUCTION

### GOALS AND PLAN OUTLINE

The Broward County Parks and Recreation Division desired to develop a Business Plan for the Main Field Event Stadium Complex and adjacent sports fields at Central Broward Regional Park (“Sports Complex”). PROS Consulting LLC was hired pursuant to a competitive procurement to develop the Business Plan to help the Sports Complex increase the level of utilization across varied groups and consequently attain a higher level of cost recovery over time.

The PROS team developed the following scope items as a part of the Business Plan.

#### Key Leaders and Stakeholder Input

- Market Assessments (Demographics and Trends)
- Best Practices for Stadium Operations White Paper (from Comparable Facilities)
- Programming and Partnership Opportunities
- Operational Requirements
- Financial Assessment
- Concessions Assessment
- Marketing and Communications Strategy
- Performance Metrics and Outcome Evaluation

The subsequent chapters provide detailed information about each of these sections.

### EXECUTIVE SUMMARY

The executive summary provides a high-level snapshot of the key findings, trends and future recommendations made as a part of the Business Plan.

#### KEY LEADERS AND STAKEHOLDER INPUT

The PROS team met with key leaders, stakeholders and users groups connected to the Sports Complex to ascertain the vision and future opportunities for programming and partnership at the Complex.

The four key areas of focus were:

##### *Vision*

- Determine the fundamental facility question for the Sports Complex: Should it be managed as a stadium complex or a park amenity.
- Identify the barriers limiting growth

##### *Key Issues*

- Identify vision and primary success indicators and consequently determine priority of usage



- Evaluate and, if required, update the fee structure to reflect equity and tiered pricing ranges to balance community access with financial sustainability
- Ensure greater focus on Stadium marketing and promotions

### *Potential Opportunities*

- Cricket related opportunities including international games, camps and clinics
- Soccer camps, pre-season training or minor league soccer teams
- International Health Fair
- City of Lauderdale's Performing Arts Center addition will be an excellent amenity
- Women's Sports
- Athlete training possibilities
- Cultural Events
- Community Events

### *Partners*

- Cricket Groups including USA Cricket Association (USACA), Cricket Holdings America (CHA) and American College Cricket (ACC)
- Soccer Groups including US Soccer, Fort Lauderdale Strikers, MLS Combine and other soccer academies
- Local and Cruise Businesses
- School District
- Convention and Visitor's Bureau

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### **BEST PRACTICES FOR STADIUM OPERATIONS WHITE PAPER (FROM COMPARABLE FACILITIES)**

The five critical factors for successful stadium operations as identified by the Consulting team are:

1. Multi-use programming, with emphasis on flexibility of design
2. "Anchor" or primary tenancy by a well-established sport franchise or organization
3. Community utilization, including orientation toward youth sports activities
4. Fan experience created through technology or innovation
5. Investment by private sector businesses

Based on these critical factors, the Consulting team also evaluated six venues (combination of U.S. based and international) that were cricket venues or had comparative elements that would be useful for this

complex. The facilities evaluated are listed below and referenced in greater detail in Chapter 4 of this report.

1. Kia Oval (London, UK)
2. Metricon Stadium (Queensland, Australia)
3. Forsyth Barr Stadium (Dunedin, New Zealand)
4. Jeld-Wen Field (Portland, USA)
5. BMO Field (Toronto, Canada)
6. Charlotte Sports Park (Port Charlotte, USA)

#### PROGRAMMING AND PARTNERSHIP OPPORTUNITIES

The Consulting team identifies the following groups as primary users groups that offer the highest potential for programming and partnership opportunities for the Sports Complex.

| Primary User Groups   |
|---|
| <b>Broward County, the City of Lauderhill, and Surrounding Municipalities</b> |
| <b>Cricket Organizations/Leagues and Cricket Match Promoters</b>              |
| <b>Sport Specialty Groups (not including cricket)</b>                         |
| <b>Corporations and Business-Related Organizations</b>                        |
| <b>Community Associations and Neighborhood Groups</b>                         |
| <b>Special Event Providers (“Homegrown Events”)</b>                           |

While the details of potential programming and partnership opportunities are detailed in Chapter 5, It is important to note that the three areas that would be essential for these opportunities to reach their potential and thus maximize utilization at the Complex. They are:

#### *Prioritization of Usage Plans*

Given the number of user groups and individual users within these broad groups, it is important for the County leadership and staff to design and adequately communicate a prioritization of usage for the facility. This will ensure a transparent and equitable process for scheduling and manage expectations for current and future users of the complex.

#### *Pricing Policy*

This recommends a tiered pricing structure to ensure adequate accommodation for community users versus private profit-driven initiatives. The Sports Complex staff is already moving in the right direction with rectifying these situations and has submitted an updated fee structure that focuses on a tiered differential pricing structure that factors in equitability and value offered to users. The pricing structure is public record and is subject to approval by the Broward County Commission.

### *Marketing / Business Development Support*

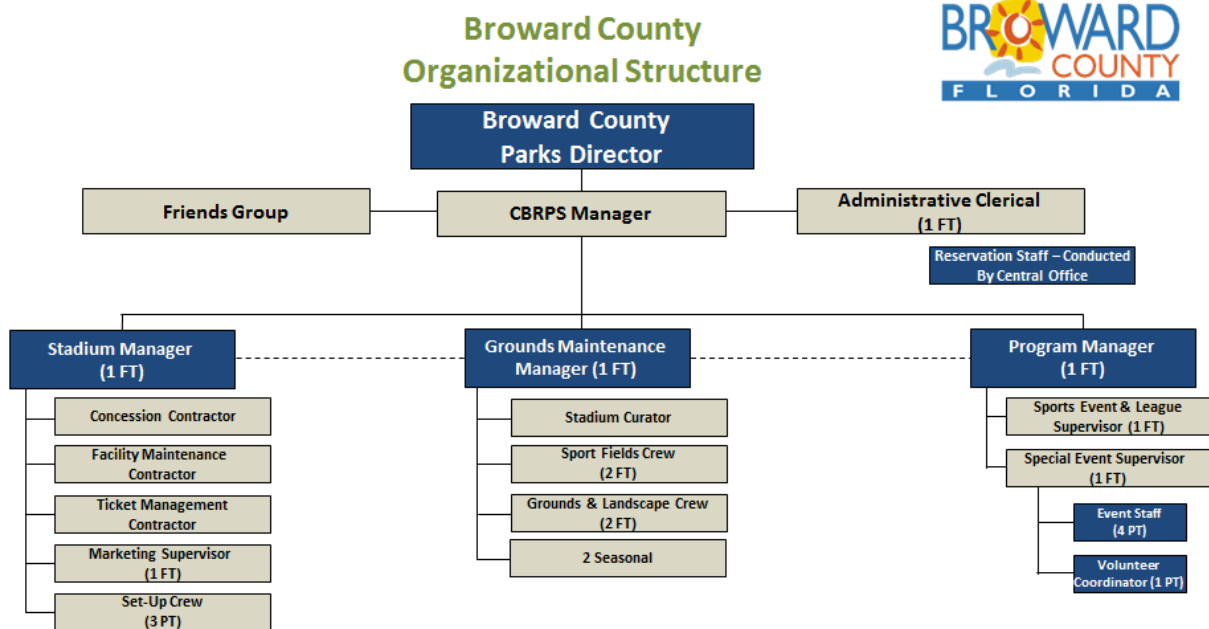
A signature complex of this nature merits significant marketing and business development resources allocated to it in order to maximize its potential to the fullest. To that end, the Consulting team strongly recommends that personnel dedicated to marketing and business development, separate from facility management, be employed by the Sports Complex.

### **OPERATIONAL REQUIREMENTS**

The operational requirements given are dynamic in nature and will vary based on the type and extent of additional programming and offerings that will be offered at the Sports Complex. Thus, the organizational structure below is meant primarily to serve as a guideline and a living tool that can be adapted according to the future plans at the Sports Complex.

The key recommendations included within this are:

1. Creating a Manager Position to oversee the entire complex operations
2. Creating a Stadium Curator position to prepare and manage the cricket pitch for the only ICC sanctioned cricket stadium in USA
3. Dedicated Marketing and Business Development support



### FINANCIAL ASSESSMENT

A five year pro-forma was developed to demonstrate the revenue and cost implications of the recommendations made within the report. There were some primary assumptions that were made as the projections were developed. They are:

- It is assumed that there will be 70 event rental dates in the Stadium/Sports Complex.
- Increases in event rentals is assumed based on additional marketing and communications resources being utilized to promote the stadium and park.
- The added publicity from hosting international and televised cricket matches between West Indies and New Zealand and the goal of Cricket Holdings America (CHA) to promote cricket in the United States will result in a greater number of cricket event days at the Sports Complex.
- The revenues for rental uses are based on the 2012-2013 fees and charges that were adopted by the County Commissioners
- 'Other Revenues' such as signage, sponsorships, etc. are factored in for \$63,000 based on the staff discussions and the Division's goals to pursue non-user fee revenues such as sponsorships, naming rights, advertising etc.
- Based on FY'2012 numbers – personnel costs comprised approximately 20% of total costs. For future projections, this percentage is estimated to be at 25% to factor in increased in the projected number of event dates and cost of living increases over time.
- Based on FY'2012 numbers – operations costs comprised approximately 15% of total costs. For future projections, this percentage is estimated to be at 20% to factor in increased in the projected number of event dates and cost of living increases over time.
- Fringe Benefits value for three new recommended positions (Stadium Manager, Curator, Marketing Assistant) are factored in at 43%

Based on these assumptions, the five year cost recovery projections are approximately around 60%.

| Revenues                                 | 1st Year       | 2nd Year       | 3rd Year       | 4th Year       | 5th Year       | 6th Year       |
|--|----------------|----------------|----------------|----------------|----------------|----------------|
| Rentals & Sales                          | \$274,350.00   | \$279,837.00   | \$285,433.74   | \$291,142.41   | \$296,965.26   | \$302,904.57   |
| Other Revenue                            | \$63,000.00    | \$64,890.00    | \$66,836.70    | \$68,841.80    | \$70,907.06    | \$73,034.27    |
| Total                                    | \$337,350.00   | \$344,727.00   | \$352,270.44   | \$359,984.22   | \$367,872.32   | \$375,938.84   |
| Expenditures                             | 1st Year       | 2nd Year       | 3rd Year       | 4th Year       | 5th Year       | 6th Year       |
| Operations & Maintenance                 | \$548,590.09   | \$559,561.89   | \$570,753.13   | \$582,168.19   | \$593,811.55   | \$605,687.79   |
| Other Expenses                           | \$3,150.00     | \$3,276.00     | \$3,407.04     | \$3,543.32     | \$3,685.05     | \$3,832.46     |
| Total                                    | \$551,740.09   | \$562,837.89   | \$574,160.17   | \$585,711.51   | \$597,496.61   | \$609,520.24   |
| Net Revenues (over / under expenditures) | (\$214,390.09) | (\$218,110.89) | (\$221,889.73) | (\$225,727.30) | (\$229,624.29) | (\$233,581.41) |
| Total Cost Recovery                      | 61%            | 61%            | 61%            | 61%            | 62%            | 62%            |

## PERFORMANCE METRICS AND OUTCOME EVALUATION

The PROS team recommends the following nationwide standards that are customized to the complex and must be adopted in a phased approach to ensure maximum success in implementation over time.

### FACILITY METRICS

- Facility Utilization Standards - Prime Time
- Facility Utilization Standards – Non-Prime Time
- Facility Target Market (Resident versus Non-Resident)
- Maintenance Management Metrics
- Sustainability Audits undertaken

### PROGRAM METRICS

- Number of Events (Local versus National / International)
- Number of Cricket Events
- Number of new events annually
- Event / Customer Retention Rates

### FINANCIAL METRICS

- Cost Recovery Goals (Direct and Indirect Cost Recovery)
- Earned Income Generated (Extent of Sponsorship / Advertising Dollars generated)
- Marketing Return on Investment
- Economic Impact Levels met

### STAFFING METRICS

- Percentage of Volunteer Use
- Number of new Partnerships developed

## CONCLUSION

In summary, the Sports Complex is a truly unique asset with significant potential to enhance Broward County's brand nationally and internationally. As a community resource, it gives evidence to residents that parks and park facilities are truly open to all.

The key moving forward will be to establish a clear vision and balancing facility utilization between using it as a park amenity and using it as a stadium. If the County and the Division could build upon the plan's recommendations for programming and partnerships, establish a prioritization of usage and continue to allocating adequate resources (staffing, marketing and communications, new revenue generation), the Consulting team sees no reason why the projected cost recovery goals could not be met or even exceeded over time.

It is this blend of existing opportunities, unique facility spaces, committed leadership and growing market need that point to a future direction filled with potential to provide the residents and visitors to Broward County with occasions to inspire, to celebrate, and to prosper.

## CHAPTER TWO – KEY LEADERS AND STAKEHOLDER INPUT



The PROS Consulting team spoke with elected officials, key leaders, staff, stakeholders and user groups to ascertain vital issues and determine the vision for future use of the Central Broward Regional Park Stadium and adjacent sports fields (“Sports Complex”). Participants included several local elected officials, cricket and soccer focus groups and representatives, and events and promotions focus group and representatives.

*It is important to note that the information in this section is based on input provided in all the meetings. It does not reflect a statement of fact or the consultant’s recommendations although the Business Plan’s final analysis and recommendations certainly bear this information in mind.*

### SUMMARY

Based on the information obtained from the various groups, the following pages provide a summary of:

1. Vision
2. Key Issues
3. Potential Opportunities
4. Partners

### VISION

- Determine the fundamental facility question for the Sports Complex: Should it be managed as a stadium complex or a park amenity?
- Identify the barriers limiting growth

- Focus on
  - Promoting Sports Complex’s uniqueness and multi-use
  - Economic impact and redevelopment
  - Quality of Life
- Increase Sports Complex utilization through cricket, soccer and cultural special events
- Foster greater partnerships
  - Broward County / City of Lauderdale
  - Sports User Groups
  - Events Groups
  - Community Groups
  - Business Groups

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#### KEY ISSUES

- Facility Operations
  - Evaluate the opportunity to privatize Sports Complex operations
- Identify vision and primary success indicators and consequently determine priority of usage
  - Financial
  - Usage Days
  - Use by youth
  - Room nights and tourism
  - Partnerships
- The fee structure must be modified to better reflect equity and differential pricing, in order that the local user groups have more access at a more relevant price point
  - International Cricket Council pays same rate as local users
  - Current stadium pricing is not realistic for local use
  - Potential for several days of local cricket use annually with a feasible fee structure
  - Cricket Pavilion (Hall in the main event building) may be too expensive for family use (birthday parties, etc.)
  - Procedures for decision-making on usage policies need to be clarified
  - Resident vs. non-resident fees need examination
  - Should there be differential in youth and adult pricing?

- Differences between pricing in Fort Lauderdale/area facilities from Broward County facilities
  - Evaluate gate receipt fee
- Stadium marketing and promotions
  - Convention and Visitor's Bureau or external marketing company needed to market stadium for sports and event use
  - Stadium needs its own distinctive name
  - Create a destination for cultural tourism
  - Contact with homeowners' association is essential
- Demographics, types of sports attracted are important
- Evaluate concessions
  - Exceptions must be made to accommodate larger tourism-focused special events
  - Concessionaire needs to be conscious of cultural, religious and dietary circumstances
- Facility upgrades / modifications
  - TV lights not adequate
  - Fields need to be renovated/reworked
  - Need more shade trees
  - Lack of parking space, particularly for special events, limits use
- Police and fire protection charges are too great to be feasible
  - Better assessment of security needs is required – How much is enough?

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#### POTENTIAL OPPORTUNITIES

- Cricket
  - International games and exhibitions
  - Cricket camps and clinics
  - 20/20 cricket league games in association with Cricket Holdings America
  - American College Cricket Regional Tournament to complement the National Tournament
  - Create a home team attachment to better promote the facility
  - Home office of USA Cricket Association ("USACA")
  - Training for English county cricket players during their winter season
  - Training grounds for U.S. national team players
  - Cricket Hall of Fame



- USACA believes with an additional facility there could be possibilities for up to two additional matches
  - There is a need to create ancillary events around signature cricket events
- Soccer
  - Day camps
  - Pre-season training of international men's and women's teams (e.g. Swedish team, German team)
  - Modify placement of lights to increase soccer utilization
  - Soccer camps and clinics
  - Minor league soccer teams
- International Health Fair
- City of Lauderdale's Performing Arts Center addition will be an excellent amenity
- Women's Sports
- Additional Sports
  - Potential state or regional high school football championships, and local schools/leagues football games
  - Track and Field is being asked for (Coach Ted Beverly)
  - Tennis/Netball
- Athlete training possibilities
  - Training camps,
  - Pre-NFL Draft,
  - Pre-college signings
  - Workout, training rooms needed to balance activities, draw use
- Cultural Events
  - Six events now but could expand to twelve under the right circumstances
  - Caribbean National Cultural Association
  - Events built around the Boat Show
  - Link cultural events to cricket events / explore potential of Bollywood participation
  - Concerts
  - Wedding receptions in meeting space area

- International Art/Crafts Festival
- Community Events
  - Family Reunions
  - Rent facility/space to community organizations
  - Community use of rooms and space
  - Canopies to provide shelter during the event

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#### PARTNERSHIPS

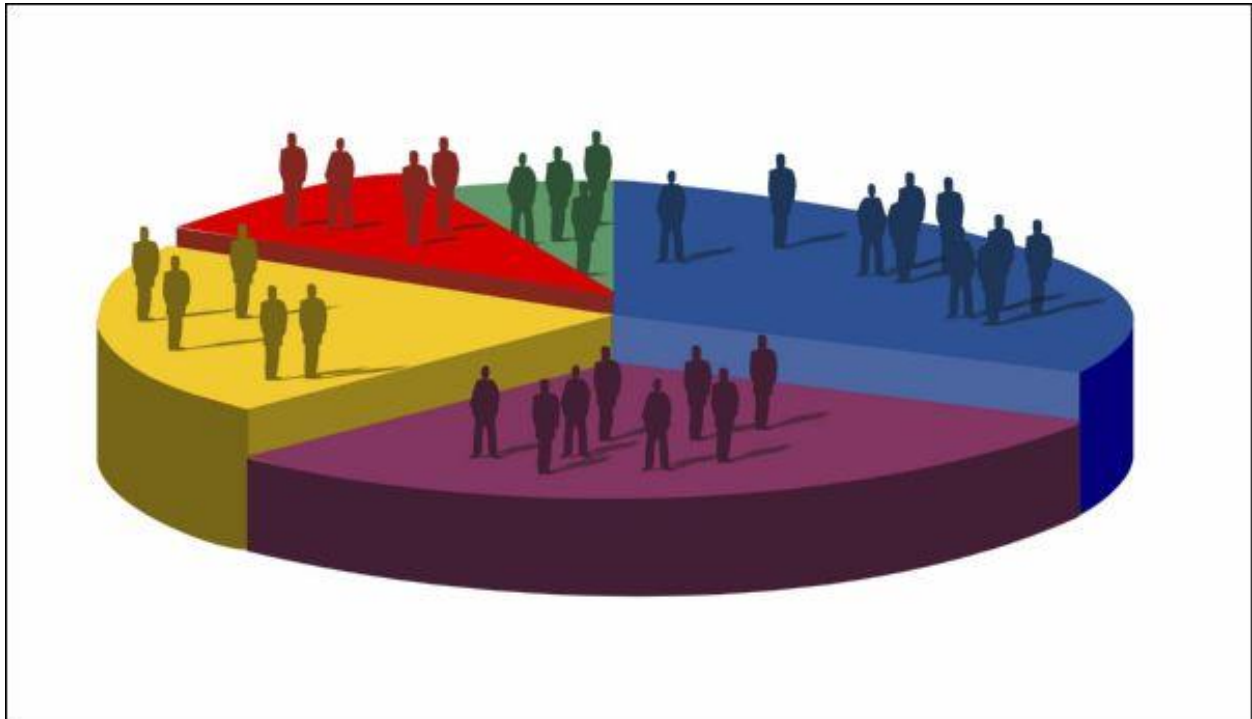
The following are the groups outlined as potential partners for the Sports Complex.

- Cricket Groups
  - USA Cricket Association (USACA)
  - Cricket Holdings America (CHA)
  - American College Cricket (ACC)
- Soccer Groups
  - US Soccer
  - Fort Lauderdale Strikers could be a potential tenant need to be able to use a stadium like this, in addition to Lockhart Stadium
  - MLS Combine, NSCA academy program are examples of excellent soccer uses
  - FC Barcelona and academy concept is being developed
- Businesses
  - Hotels such as the Holiday Inn and Suites
  - Cruise ships
  - Greater Fort Lauderdale Alliance
- School District Board partnership could be explored
- Convention and Visitor's Bureau
- Black Tennis Association to explore a decision to co-locate to the Park.

## CHAPTER THREE - MARKET TRENDS AND DEMOGRAPHICS ANALYSIS

### INTRODUCTION

As is known, the target market varies significantly by the types of use and the nature of the offering in the Sports Complex. However, since the larger percentage of use for cricket, soccer and cultural special events is driven by Broward County residents, for the purposes of this study, PROS will utilize the Broward County geographic area as the boundaries for the demographic analysis. This task includes age distribution, household income, race/ethnicity, and income characteristics. All future projections are based on historical trends. All demographic projections should be utilized with the understanding that unforeseen circumstances at the time of the projections could have a significant bearing on the validity of the final projections.



### METHODOLOGY

Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2012 (i.e. *Source: ESRI; 2012 03*), and reflects actual numbers as reported in the 2000 and 2010 Census and demographic projections for 2015, 2020 and 2025 as estimated by ESRI.

### RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this chapter of the Business Plan. The categories below are from the sources mentioned above and are listed for general comparisons only, as it is understood that South Florida generally and Broward County in particular have a unique, multicultural and multi ethnic demographic mix that may not be specifically represented in general data.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black – This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

*Note:*

*Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Cuban, Mexican, Puerto Rico, South or Central American, or other Spanish culture or origin, regardless of race and thus the overall percentage by race does not separate out Hispanic / Latino as a race but, rather, they are included within the existing racial group itself.*

## BROWARD COUNTY POPULACE

### POPULATIONS

Broward County's population has grown in the last decade but is projected to remain fairly constant for the new few years before resuming a continued growth spurt. Broward County has increased at a steady pace since 2000. From 2000 to 2010, the population increased by 7.5%. Following year projections reflect a continued increase in the populace, from 2015 to 2025, it is projected the population will rise to 1.81 million by 2020 and 1.86 million by 2025.

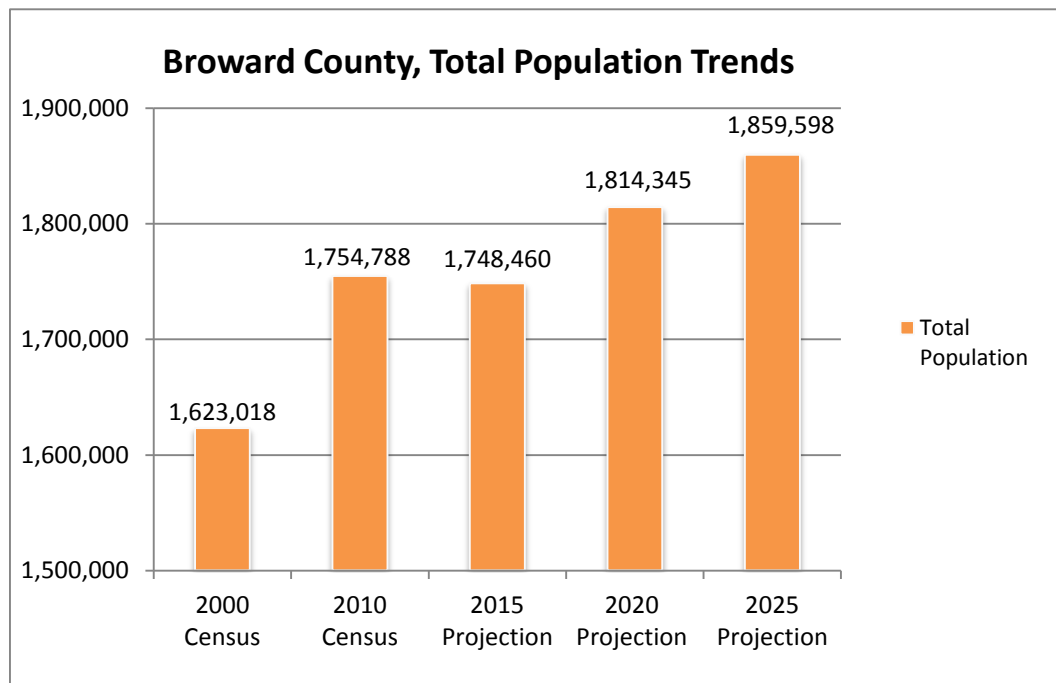
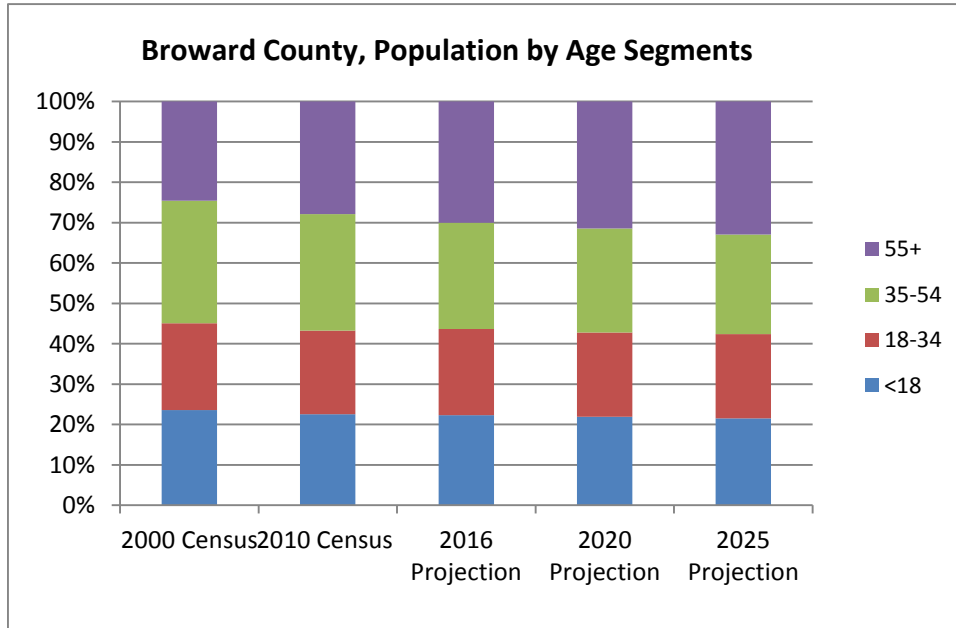


Figure 1 - Total Population Trends

### AGE SEGMENT

Evaluating the age segment breakup, the population exhibits a mild aging trend with a fairly steady youth population under age 35 (**Figure 2**).



**Figure 2 - Population by Age Segments**

For the local audience, the continued youth population indicates an existing need for youth camps, clinics, aquatics programs etc. while the aging population would certainly demonstrate and increased demand for community based events and rentals as well. Currently, the highest age group by numbers is the 18-34 age group which comprises 28.9% of the population. The 55+ age segment which is projected to increase from 27.9% currently to 33% by 2025.

### RACE AND ETHNICITY

From a race standpoint, the service area has a very racially and ethnically diverse population and this diverse mix is projected to increase in the years to come (**Figure 3**). The majority White Alone population is expected to reduce from 70.5% in 2000 to 56.2% by 2025. At the same time, the Black Alone population will increase from 20.5% in 2000 to 27.6% by 2025. *\*Please see Note on page 15 for Hispanic/Latino designation.*

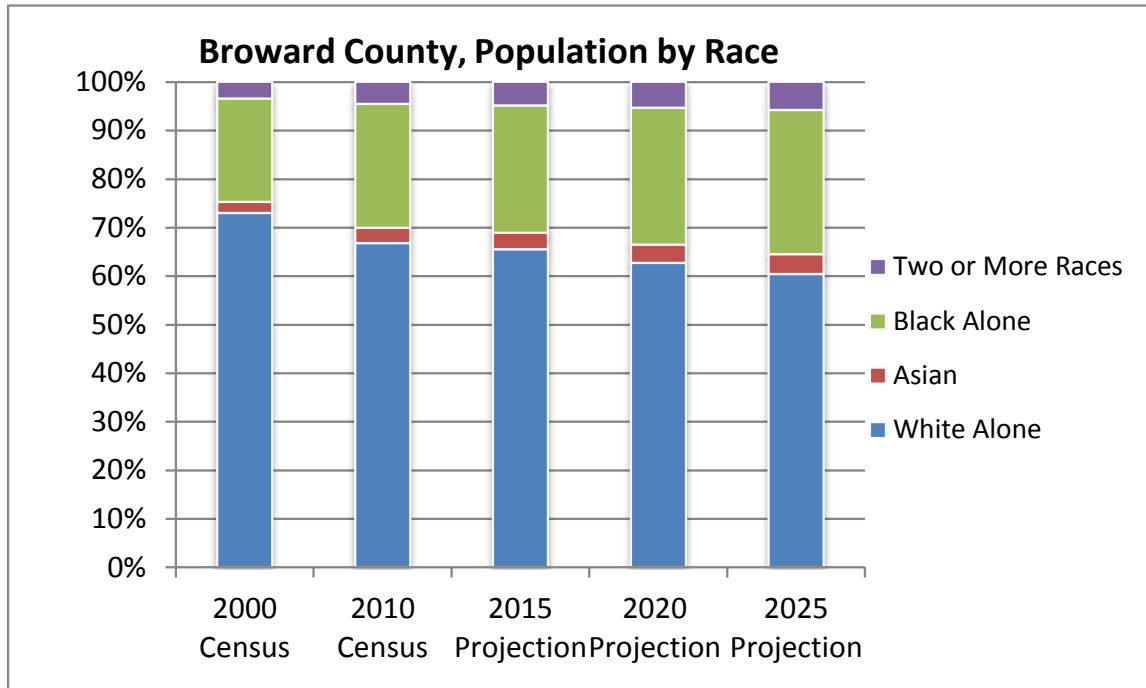


Figure 3 - Population by Race/Ethnicity

Another shift, from an ethnicity standpoint, is being witnessed in those being classified as being of Hispanic / Latino origin of any race. This segment is expected to grow from 16.74% in 2000 to 37.14% by 2025 (**Figure 4**).

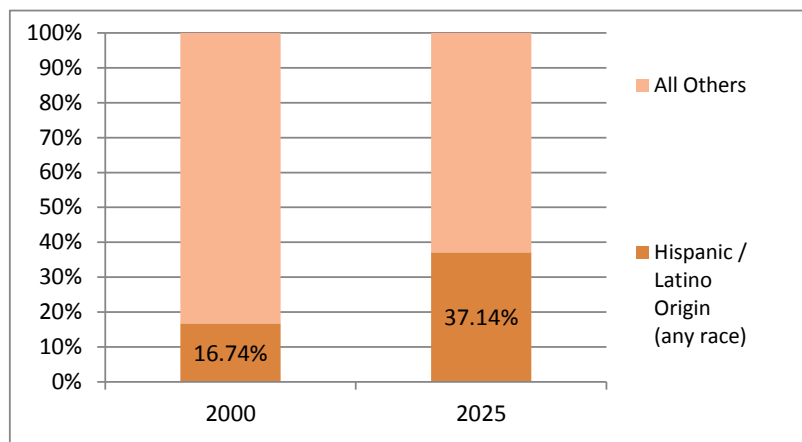


Figure 4 - Percentage of Individuals of Hispanic/Latino Origin

#### PARTICIPATION TRENDS BY RACE AND ETHNICITY

These are national trends as obtained from American Sports Data.

The white population as a whole participates in a wide range of activities, including both team and individual sports of a land and water based variety; however, the white populace has an affinity for outdoor non-traditional sports.

Ethnic minority groups in the United States are strongly regionalized and urbanized, with the exception of Native Americans, and these trends are projected to continue. Different ethnic groups have different needs when it comes to recreational activities. Ethnic minority groups, along with Generations X and Y, are coming in ever-greater contact with white middle-class baby-boomers with different recreational habits and preferences. This can be a sensitive subject since many baby-boomers are the last demographic to have graduated high school in segregated environments, and the generational gap magnifies numerous ideals and values differences which many baby-boomers are accustomed to. This trend is projected to increase as more baby-boomers begin to retire, and both the minority and youth populations continue to increase.

The black population has historically been an ethnic group that participates in active team sports, most notably football, basketball, and baseball. The African-American populace exhibits a strong sense of neighborhood and local community through large special events and gatherings with extended family and friends, including family reunions. Outdoor and water based activities, such as, hiking, water skiing, rafting, and mountain biking, are not much of a factor in the participatory recreational activities.

Hispanic and Latino Americans have strong cultural and community traditions with an emphasis placed on the extended family, many times gathering in large recreational groups where multiple activities geared towards all age segments of the group may participate. Large group pavilions with picnicking amenities and multi-purpose fields are integral in the communal pastime shared by many Hispanics.

The Asian population is a very different and distinct ethnic group compared with the three main groups in the U.S. – Caucasian, African-American, and Hispanic. The Asian population has some similarities to the Hispanic population, but many seem to shy away from traditional team sports and outdoor and water based activities.

Utilizing the Ethnicity Study performed by American Sports Data, Inc., a national leader in sports and fitness trends, participation rates among recreational and sporting activities were analyzed and applied to all major race/ethnic groups in the City.

A participation index was also reviewed. An index is a gauge of likelihood that a specific ethnic group will participate in an activity as compared to the U.S. population as a whole. An index of 100 signifies that participation is on par with the general population; an index less than 100 means that the segment is



less likely to participate, more than 100 signifies the group is more likely than the general public to participate.

The most popular activities for those classified as **white** in terms of total participation percentage, the percentage by which you can multiply the entire population by to arrive at activity participation of at least once in the past twelve months, are:

1. Recreational Swimming – 38.9% participation rate (38.9% of the population has participated at least once in the last year);
2. Recreational Walking – 37.0% participation rate;
3. Recreational Bicycling – 20.6% participation rate;
4. Bowling – 20.4% participation rate;
5. Treadmill Exercise – 19.1% participation rate;

High participation percentages in freshwater fishing (17.3% participation rate), hiking (17.2% participation rate), and tent camping (17.2% participation rate) demonstrate the high value that the Caucasian population places on outdoor activities. Sailing (Index of 124), kayaking (Index of 121), and golf (Index of 120) are three activities that the Caucasian population is more likely to participate in than the general public.

Analyzing the top five activities that the **black** populace participates in at the greatest rate results in:

1. Recreational Walking – 26.7% participation rate;
2. Recreational Swimming – 20.2% participation rate;
3. Basketball – 19.8% participation rate;
4. Bowling – 17.5% participation rate;
5. Running/Jogging – 14.3% participation rate;

The African-American population, like the Hispanic population, is more than twice as likely to participate in boxing (Index of 208). Football (Index of 199) and basketball (Index of 160) are also among the higher participated in activities among the African-American populace. Also, given the high percentage of a Caribbean population in Broward County, cricket too is a sport with high participation index and growth potential.

The five most popular activities for those of **Hispanic/Latino** descent are:

1. Recreational Swimming – 33.2% participation rate;
2. Recreational Walking – 31.2% participation rate;

3. Recreational Bicycling – 19.7% participation rate;
4. Bowling – 18.5% participation rate;
5. Running/Jogging – 18.0% participation rate;

In terms of participation index, the Hispanic populace is more than twice as likely as the general population to participate in boxing (Index of 264), very likely to participate in soccer (Index of 177), and more likely to participate in paintball (Index of 155) than any other ethnic group. For comparison reasons, although Hispanics are nearly twice as likely to participate in soccer as any other race, only 9.0% of the Hispanic population participated in the sport at least once in the last year.

The top five recreational activities for the **Asian** populace in regards to participation percentages are:

1. Recreational Walking – 33.3% participation rate;
2. Recreational Swimming – 31.9% participation rate;
3. Running/Jogging – 21.6% participation rate;
4. Bowling – 20.5% participation rate;
5. Treadmill Exercise – 20.3% participation rate;

The Asian populace participates in multiple recreational activities at a greater rate than the general population, with lacrosse being the activity boasting the greatest index of 615. Squash (Index Of 414), mountain/rock climbing (Index of 262), yoga/tai chi (Index 229), martial arts (227), artificial wall climbing (224), badminton (222), and rowing machine exercise (206) each represent an activity that Asian's are more than twice as likely to participate in than the general public.

## HOUSEHOLDS AND INCOME

The Broward County income characteristics are slightly above average and projected to grow, albeit at a slow pace in the upcoming years. The service area's current median household income is \$54,548 and it is projected to grow to \$75,214 by 2025. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. The per capita income, too, is projected to increase from \$27,635 currently to \$35,513 by 2025 (**Figure 5**).

As seen in **Figure 6**, Broward County's income characteristics are higher in comparison with that of the State averages and at par or marginally varying from National averages.

All of these indicate an audience that will be price conscious and focus on value for money when it comes to participating in programs and offerings at the facility.

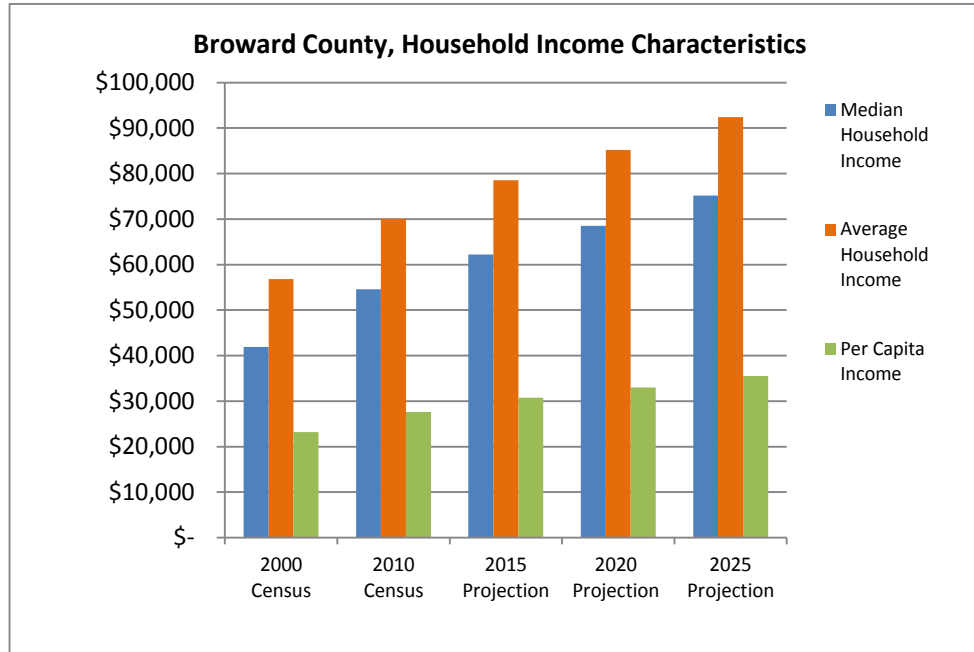


Figure 5 - Income Characteristics

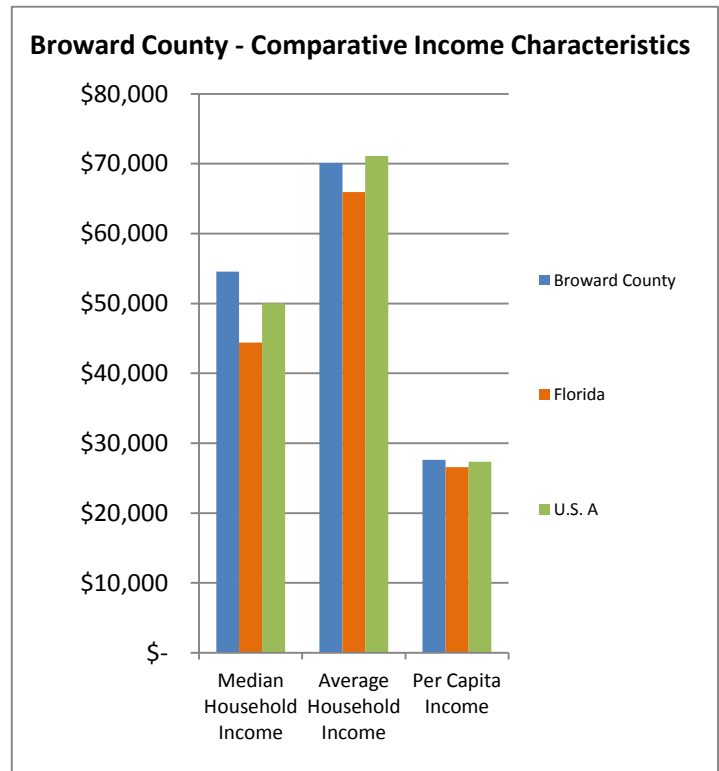


Figure 6 - Comparative Income Characteristics

#### CHAPTER FOUR - BEST PRACTICES FOR COMPARABLE FACILITIES

The stadium in Central Broward Regional Park is the only one in the United States certified for international competition by the International Cricket Council. Therefore, in its relationship to cricket, it is unique.

With that said, in an attempt to provide greater diversification of revenue streams to Broward County, the stadium needs to have broader utilization than cricket alone. Since there are a wide variety of multi-use stadiums in the United States and worldwide, it is possible to provide a comparative analysis of critical factors in the successful operations of these multi-purpose stadiums which can be instructive to Broward County.

It should be noted at the outset that comparing revenue and utilization opportunities of other stadiums carries some degree of risk. There are invariably local circumstances which determine financial success for stadiums and, often, the professional franchises or collegiate teams which utilize them.

Based on the analysis of the comparable facilities in this report, the Consulting team has identified five critical success factors for stadium utilization and diversification of revenue streams. The “lessons learned” are applicable to the entire park but specifically the Sports Complex which is the primary focus of our investigation.

The five critical success factors identified by the Consulting team are the following:

6. Multi-use programming, with emphasis on flexibility of design
7. “Anchor” or primary tenancy by a well-established sport franchise or organization
8. Community utilization, including orientation toward youth sports activities
9. Fan experience created through technology or innovation
10. Investment by private sector businesses

## MULTI-USE PROGRAMMING AND FLEXIBILITY OF DESIGN

The evolution of stadium design in the United States and worldwide continues to emphasize flexibility of space and multi-purpose utilization.

For many years, stadiums were designed according to the specifications of a single major sport, and alternative usage was difficult and constraining, if not impossible. Additionally, spectator seating was fixed in place, with sight lines and viewing angles tailored for the fan of the major sport. Owners of professional franchises sought exclusive stadium license agreements with municipal owners, or they limited outside usage of team-owned stadiums to ensure that competition for discretionary spending on entertainment or sport was minimized. There were – and still are – many American stadiums which accommodate 6 to 10 football games each Fall, with little or no activity throughout the remainder of the year.

In the current environment of stadium utilization, there is recognition that stadium expenses are largely fixed, not discretionary. That is, the stadium operating costs do not vary greatly when the facility is being used extensively or moderately – or, at all. Therefore, favorable operating conditions can be established only with an increased number of “event days,” which can include many different types of events, some known and understood during the planning stages, and others, not.

The ideal opportunity to incorporate alternative activities is during the stadium design planning stages, and attempts to retrofit facilities to accommodate an expanded menu of events afterward is often met with limited success, primarily because the incremental costs of bringing a facility up to international competitive standards in another sport can be very costly.

Some of the stadiums included in this “best practices” section of the report are single-use stadiums, while others have adopted a philosophy of multi-sport patterns of utilization. In particular, Major League Soccer (MLS) has tried to expand the quality of its product through advocacy of soccer-only stadiums, and in fact, have put financial resources toward stadium construction costs for some franchises, if the venue is used only for soccer. Its vision for the future was not helped by having MLS matches in half-empty (at best) stadiums designed for collegiate or professional (American) football, which is understandable; however, MLS stadiums generally do not have the opportunity to create alternative revenue streams, which substantially impacts their “bottom line.”

It has sometimes been argued that multi-use stadiums do not serve the best competitive situations for any sport, with compromises to excellence made to enable higher levels of utilization. While this can be a genuine concern, modern stadiums have benefited from excellent design by significant international architects, who understand that a seldom-used, financially unsuccessful stadium, however well-planned for the primary sport, does not reflect well on their professional efforts and public perception, and should be avoided.

Clearly, the stadium within the Central Broward Regional Park as presently designed is best-suited to cricket, with design limitations for other athletic or cultural events. However, it is essential for financial success to have multiple uses, while still protecting the integrity of cricket play.

## ANCHOR TENANCY

An anchor tenant for a sports stadium provides multiple guaranteed playing dates over a known period of time. The primary tenant of a sports facility brings certainty of an established schedule of event days which do not need to be arranged through event bidding or other speculative procedures.

Each of the six stadiums in the attached report has a primary tenant. In some cases, it is an MLS soccer team; in others, it is a cricket or rugby team; and, in still others, it is an Australian football team. While the duration of the various competitive seasons may ensure differential numbers of games for each, stadium management can rely upon a set number of event days, which usually cannot be diminished, and perhaps can be supplemented by playoffs or other season-ending activities or matches.

For the Central Broward Regional Park stadium, the absence of a primary tenant brings the responsibility of bidding for or arranging every match or game conducted in the facility. This circumstance is not in itself overwhelming, but it becomes burdensome on an annual basis. The most significant obstacle to well-planned maintenance, grounds-keeping, and house-keeping programs is the absence of certainty in budgeting, particular for annual repair/renovation and preventive maintenance programs necessary to keep the Sports Complex in first-rate condition. When facility repairs are not performed or postponed indefinitely, spectator and patron satisfaction diminishes rapidly.

Although the Central Broward Regional Park stadium has established an annual schedule of events encompassing sports, music, cultural exhibitions, and other similar activities, the absence of guaranteed event dates prevents stadium management from long-range planning, particularly for the addition of new amenities which enhance the fan experience. It is true, however, that there have been several individuals, representing private sector companies and non-profit organizations, who have regularly promoted events and activities at the stadium. Likewise, at least one local professional franchise reviewed the viability of utilizing the stadium, but, in the end, no new “home team” has emerged.

The lack of anchor tenancy also hurts the opportunities for stadium management to be successful (as defined by the Broward County Parks & Recreation Department) because an anchor franchise tenant usually includes team personnel who can be effective “cheerleaders” by marketing tickets, corporate sponsorships, charitable giving, ticket sales, and licensed merchandise. Beyond the benefits of game day activities and programs are year-round merchandise sales and other ways for loyal fans to interact commercially with the team.

Finally, the absence of an anchor tenant has prevented the park and Sports Complex from becoming better-known and more established within the community. The stadium is a “special events” location for fans and enthusiasts, as opposed to having status as “home base” for the team-oriented activities of a vibrant local franchise.

Thus, it is recommended that an office area in the stadium fieldhouse should be made available for rent to an anchor sports team or association that meets a standard of rental dates.

## COMMUNITY UTILIZATION

Each of the six stadiums included for comparative purposes in this report has established excellent community programs which reflect the diversity and the specialized needs of the surrounding community. While the facilities are designed for utilization in staging the most important events within their respective sports, they are also sufficiently intimate and small-scale in their design to invite participation in non-elite (and, perhaps non-competitive) events.

The stadium seating capacity for the Central Broward Regional Park stadium is the smallest of the comparative facilities, and by magnitude of dimension, it provides an inviting environment for community residents. Additionally, irrespective of the event or activity, the stadium can provide a degree of “specialness” which enables it to be regarded differently than other local facilities, including those at high schools, churches, or smaller park settings.

A primary element of community utilization is youth and/or family programs, both structured and unstructured. A common element for the comparative stadiums is their emphasis on “family,” including discounted family ticket plans and group functions. Youth activities may emphasize the primary sports purpose of the stadium (i.e. youth football or rugby programs) or ancillary and complementary activities which are not offered elsewhere in the community. Some of the stadiums also sponsor “academy” programs which emphasize junior athlete development to elite or senior levels.

Stadium management recognizes that weekends have become traditional “family days,” in which group activity is important in establishing long-term support and transmission of traditions from one generation to the next. In order to attract adult patrons or spectators on weekends, stadium management personnel have found that programming geared to youth involvement is not only helpful, but, in truth, required.

The Central Broward Regional Park stadium currently has a built-in disadvantage because youth sports development programs for a primary team tenant are easier and more popular to administer than one-off or stand-alone programming. Additionally, it is essential that the cricket pitch be protected, as international matches require substantial grounds work, for aesthetic reasons, but also athlete safety protocol, too.

It is easy to understand the importance of youth activity at the stadium, within controlled environments, while maintaining the integrity of the game at the same time. The direct revenue benefit may not be so great, particularly in the short run, but the value can be significant for the school, the city and county, the state, and its citizenry. Finally, youth sport activities at the stadium need attention, coordination, and dedication.

## FAN EXPERIENCE THROUGH TECHNOLOGY AND INNOVATION

“Fan experience” is a term used frequently in reference to major sports events, primarily referring to the non-sport elements which bring satisfaction and enjoyment for spectators at events. At a time that television broadcasts of sporting events bring a variety of enhancements, including unique camera angles and historical data, it is increasingly necessary for “live” events to provide an experience which goes beyond mere presence to include various forms of interactivity and engagement, particularly for young adult audiences.

The most obvious enhancement to the spectator experience in the last ten years is the size and clarity of stadium scoreboards and video systems, giving fans access to replays, statistical information, and sponsor activation. Additionally, sound systems have become far more sophisticated and are no longer limited to announcers giving basic game/match information, as music has become a much more important element of “the show.”

Some stadiums included in this report, in particular the LIVESTRONG Sporting Park, have made technology a critical element in generating ticket sales and creating value-added sponsor relationships. The growing trend for stadiums is in personal connectivity, with individual fans having a variety of choices regarding the volume and type of information received, as well as the visual and auditory stimuli which will be prevalent.

Clearly, older stadiums (and the stadium in the Central Broward Regional Park falls into this category, in relation to technology) need to be retrofitted to provide the enhancements available in new stadiums, similar to advancements in technology for new purchasers of computers, automobiles, or refrigerators. While there are differences from sport to sport in the type in the level of spectator expectations as a ticket-buying fan, flexibility is paramount, especially to recognize differences in fan expectations by age, sport, and commitment.

The expenses connected with increasing the level of fan interaction at sporting events are significant, and attention needs to be paid to provision of amenities which are viewed as valuable, easy to learn and understand, and adaptable as improvement to technology emerge. The financial obligations to heightening the fan experience are more difficult to manage without a primary tenant or franchise ownership, as a series of one-off events by various promoters leaves little opportunity to recoup costs.

The Central Broward Regional Park stadium is not “bare bones” in terms of technology, but it also is not at an advanced level. To compete with other stadiums and outdoor venues in South Florida, stadium managers must find ways to demonstrate interest in fan amenities and enhancement of enjoyment through interactivity. Each of the comparative stadiums (worldwide) has embraced technology to a high degree, and the next ten years will witness an explosion in fan amenities, driven by the expectations of ticket purchasers, as well as the heightened viewing enhancements available at home on network and cable broadcast outlets.



## INVESTMENT BY PRIVATE SECTOR BUSINESSES

Although most large outdoor facilities and stadiums have public financing in some degree as part of the funding scenario, it is increasingly important that entertainment and sporting venues are able to attract private sector investment.

Over the last thirty years, naming rights have become increasingly significant in the financial operations of stadiums, both early in their life cycle and onward. Some stadiums have had multiples names, as the fortunes of the company or the demand of venue management have changed (Enron Field in Houston).

Beyond stadium naming rights are the plethora of corporate opportunities for signage, branding, image enhancement, and product sampling. Indoor arenas and outdoor stadiums have traditionally relied on signage, whether on the outfield wall of a baseball park or on the dasher boards of a hockey rink. However, these signage placements are regarded as “static,” meaning that they are to be viewed, but not experienced. In the new paradigm of sport venues, fans are increasingly drawn to corporate sponsors, including seating section names, restaurant pavilions, and entrance ways.

There are also a variety of other ways in which businesses have helped ongoing operations at the comparative stadiums in this report. These include:

- Investment by the exclusive catering company of the stadium in kitchen equipment, supplies, and utensils
- In-kind donation of telecommunications technology by companies which provide services to the print and electronic media for games/matches
- Provision of temporary structures for office space or hospitality functions in return for unique stadium experiences for corporate clients and guests

In contrast to the comparative stadiums, the Central Broward Regional Park stadium has not attracted significant outside investment, although there are a variety of private sector companies which have scheduled events or created activities for the public, including sport competitions, musical concerts, and cultural expositions. The absence of long-term investment in the facility itself, however, is in marked contrast to other comparative venues.

Corporate involvement also brings substantial marketing and promotion capabilities, to create awareness of upcoming events through non-traditional and inexpensive techniques. It is difficult for stadiums to market tickets for a series of one-off events (including sports, entertainment, and the arts), but there can be a greater chance for success if sponsoring companies are also providing promotional support at point-of-sales. In that way, both the stadium and the corporate sponsor have significant rationale for action.

Corporate involvement in public-financed stadiums is a somewhat new phenomenon, but it is likely to increase, not diminish, in coming years. For the stadium in the Central Broward Regional Park to achieve a higher level of success, it must be able to draw investment – financial and human – in the events and programs taking place in the park.

The facilities utilized for the purposes of this comparison include:

- Kia Oval (London, UK)
- Metricon Stadium (Queensland, Australia)
- Forsyth Barr Stadium (Dunedin, New Zealand)
- Jeld-Wen Field (Portland, USA)
- BMO Field (Toronto, Canada)
- Charlotte Sports Park (Port Charlotte, USA)

*Comparative Venue #1: Kia Oval (London, U.K.)*



The Oval, referred to as the “Kia Oval” due to the naming rights sponsorship by the Korean car manufacturer, is a cricket ground in Kennington, in the London borough of Lambeth. Through the years, the venue has carried several names, including the Kennington Oval, but also “Fosters Oval,” the “AMP Oval,” and the “Brit Insurance Oval,” due to various commercial sponsorship arrangements.

The Oval is the home ground of Surrey Cricket Club, and it traditionally serves as the venue for the final Test match of the British summer season. It was the first ground in the United Kingdom and second in the world to host Test cricket.

The facility has undergone a recent and important transition due to construction which was completed in 2005. Seating capacity was raised from 19,000 to 23,000 in the process. There are plans to increase the number of seats to 25,000. Permanent lighting was installed in 2009, enabling utilization for day and night matches.

In addition to its important role in the development of cricket, the Oval was also an important site in the historical traditions of soccer (football) before the game had its own separate national stadium. The Oval was home to the first-ever international soccer match in 1870, with England and Scotland taking part.

Additionally, the Oval has been an important venue for rugby, with international matches dating back to the 19th century; field hockey; concerts featuring major international entertainers; and, as a practice facility for the Chicago Bears before their game in Wembley Stadium in 2011.

Under the polycarbonate and steel roof over the main grandstand, a flexible arrangement of seating and hospitality suites has been designed to anticipate future needs, including the possibility of attracting major conferences and extended business use outside of game days. On a practical level, demountable seating allows different configurations depending on the sight-board locations.

The new grandstand has given the world of cricket an important landmark in a venerable old stadium. Its sweeping form and external “living wall” (whose vines and ivy create a sound buffer for neighborhood residents) have created a spectacular new image for Surrey Club and for the venue, enables the Oval to continue as a premier facility for years to come. Paul Sheldon, Chief Executive of Surrey County Cricket Club, commented as follows: “The OCS Stand has transformed the Kia Oval and reinforced its position as one of the preeminent cricket grounds in the world.”

*Comparative Venue #2: Metricon Stadium (Carrarra in Queensland, AUS)*



Metricon Stadium is located in Carrarra, in the state of Queensland (AUS). Its construction in 2011 was jointly funded by the Queensland Government (\$71.9m); Commonwealth Government (\$36m); Gold Coast City Council (\$23m); and, the Australian Football League (\$13.3m). It is a multipurpose facility that currently seats 25,000 spectators, which could be expanded to 40,000 seats in the future. Metricon Stadium features an AFL oval that will also be capable of holding ICC cricket matches, concerts, festivals, IAAF athletics events and FIFA World Cup soccer matches.

The stadium offers world class playing and training facilities, as well as providing ticket holders with a spectator facility that provides a substantial number of amenities and conveniences. Its flexibility



enables various stakeholders in the Australian Gold Coast region with an enhanced opportunity to attract additional events to the city including sporting and non-sporting events.

Metricon Stadium was refurbished in 2011, and work on the stadium was part of a governmental job creation projects, particularly in the aftermath of the worldwide financial crisis which began in 2008. The redevelopment was designed to generate more than 1,100 jobs during the construction phase, providing much-needed work for employees in the construction industry, many of whom lost their jobs during the difficult financial crisis years.

It is estimated Metricon Stadium will contribute \$340 million to the economy over the next 10 years. The majority of this economic benefit will be generated by game-day patrons and interstate travelers visiting the Gold Coast for events at the stadium, thus providing enhanced revenue in the tourism hospitality sector, as well as transportation and local retail sectors.

A recent study on the impact of the new venue predicted that the stadium would generate more than 440 local jobs and economic activity of \$34 million annually, with more than 90% flowing to non-AFL businesses. The funding provided by all three levels of government also helped to motivate a \$200 million investment by the AFL over the next seven years in Queensland, demonstrating a long-term commitment to the AFL on the Gold Coast.

Metricon Stadium is also Australia's greenest and most cost effective stadium. Its "green credentials" are shown through its solar halo and its intelligent public transportation planning. It is the first stadium in Australia to have a solar halo of photovoltaic cells integrated into the roof design, providing the stadium with 20% of its energy needs. By integrating the solar panels into the roof design and making them visible to all spectators, it is also educating the public of the positive benefits of solar power. A wide range of stakeholders was involved in the reconstruction project, which utilized a fast track delivery program.

Since the stadium was built, the Gold Coast has won the bid to host the 2018 Commonwealth Games, and Metricon Stadium will stage the opening and closing ceremonies as well as the track and field events. The bowl has been designed in a horseshoe shape, to allow for the installation of a temporary end stand, and to facilitate track & field competition, a temporary track can be located within the main stadium.

Metricon Stadium offers a high level of corporate hospitality. Suites and lounges, including informal seating and coffee tables, have been designed to create an atmosphere of 'watching from home' at the live match experience. Open terraces with barbeques provide a more relaxed corporate environment and reflect the Gold Coast lifestyle.

The Coaches Field Club is a new concept in fan experience in Australia. Members have direct viewing access into the Club's warm-up areas, and the players pass close to them as they enter the field of play, thus providing a real connection between the fans and the players.

*Comparative Facility #3: Forsyth Barr Stadium (Dunedin, NZL)*



Forsyth Barr Stadium is located in Dunedin, New Zealand, and is the most southerly professional stadium in the world. With high average annual rainfalls, a cooler climate, and an existing stadium which was falling below standards, the New Zealand Rugby Union decided to build a new stadium. Additionally, the Rugby World Cup had been awarded to New Zealand, and the new stadium would serve as the centerpiece in planning for successful hosting of the event.

Because of the climatic conditions (Dunedin has a cold and wet climate), an all-weather venue was the determined to be the best choice, but given the modest size of the city (119,000 people), it was difficult to justify the cost of an enclosed venue for a relatively small number of projected sports events.

Eventually, it was decided that the stadium must be used for a variety of purposes, including sporting, cultural, entertainment and educational uses.

The inherent construction challenge was to create a stadium with a natural grass field which would be sustainable under a fully fixed roof. The stadium roof utilizes a transparent polymer originally developed for the space industry. The stadium maximizes sun strike levels and natural ventilation. The polymer covers the roof, part of the facades, and the spectator area on one end of the stadium is lower to allow sunlight onto the field. Thus, Forsyth Barr Stadium is the world's only permanently covered stadium to boast a natural turf playing field.

The 30,000-seat stadium was completed in 2011, and in that year, the stadium played host to a number of pool matches during the New Zealand Rugby World Cup. In November 2011, Elton John was the first entertainer to perform at Forsyth Barr Stadium, with his only New Zealand show in Dunedin.

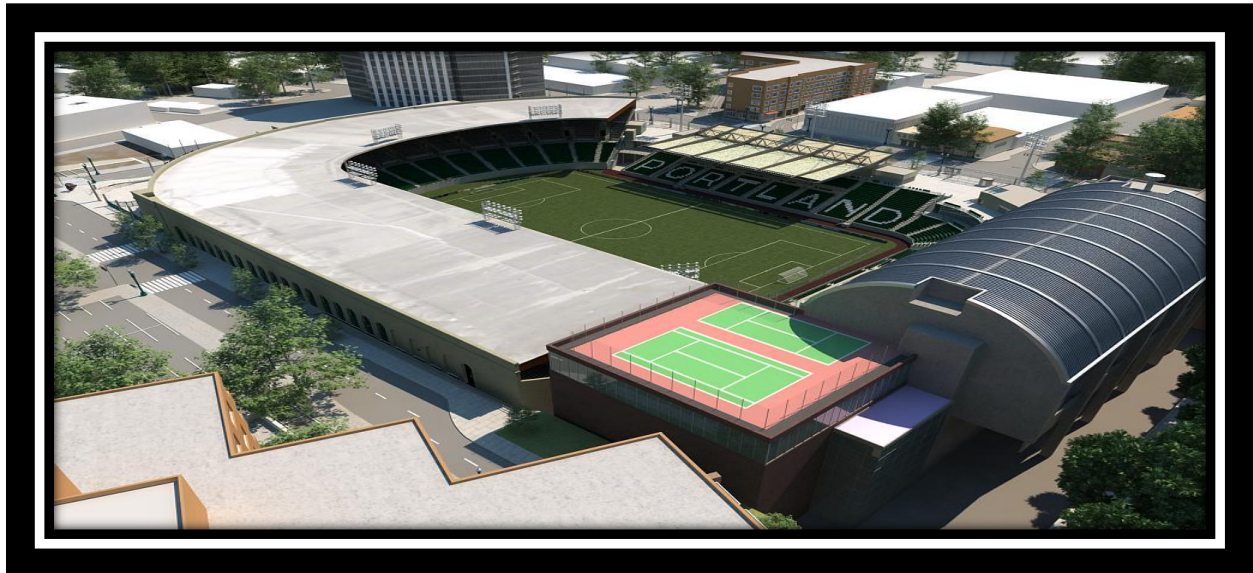
The facility has been designed to accommodate sports other than rugby. Soccer (football) games have been staged in the new facility, and it is also well-suited to basketball and netball, with drop-down courts placed in the center of the field. Other large-scale exhibition sporting events such as Monster Trucks and motorsports are accommodated with a palletized dirt area within the main field, customized seating, and enhanced event lighting.

During construction, about 600 new jobs were created, and up to 1000 workers are employed on a temporary basis for large-scale special events. Net economic impact to Dunedin and surrounding communities is estimated to be \$24 million per year.

The stadium also includes a unique educational function. The formal name of the facility -- Forsyth Barr Stadium at University Plaza -- reflects close ties to the prestigious University of Otago, thus being the only university in New Zealand with a stadium on campus. Additionally, in continuing the development of sports and physical training curricula, several new university buildings will be located at the western end of the Forsyth Barr Stadium. The close connection with the University of Otago reflects the commitment of Forsyth Barr Stadium to service to the local community, provide outstanding facilities for developing athletes.



*Comparative Facility #4: Jeld-Wen Field (Portland, USA)*



JELD-WEN Field is a refurbished, multi-purpose stadium in downtown Portland (Oregon). It was previously known as PGE Park (2001–2010); Civic Stadium (1966–2000); and, Multnomah Stadium (1926–1965).

JELD-WEN Field recently underwent a \$40 million renovation, making it one of the most intimate and authentic soccer facilities in the United States. The renovation elevated JELD-WEN Field's facilities to Major League Soccer standards and enhanced the fan experience.



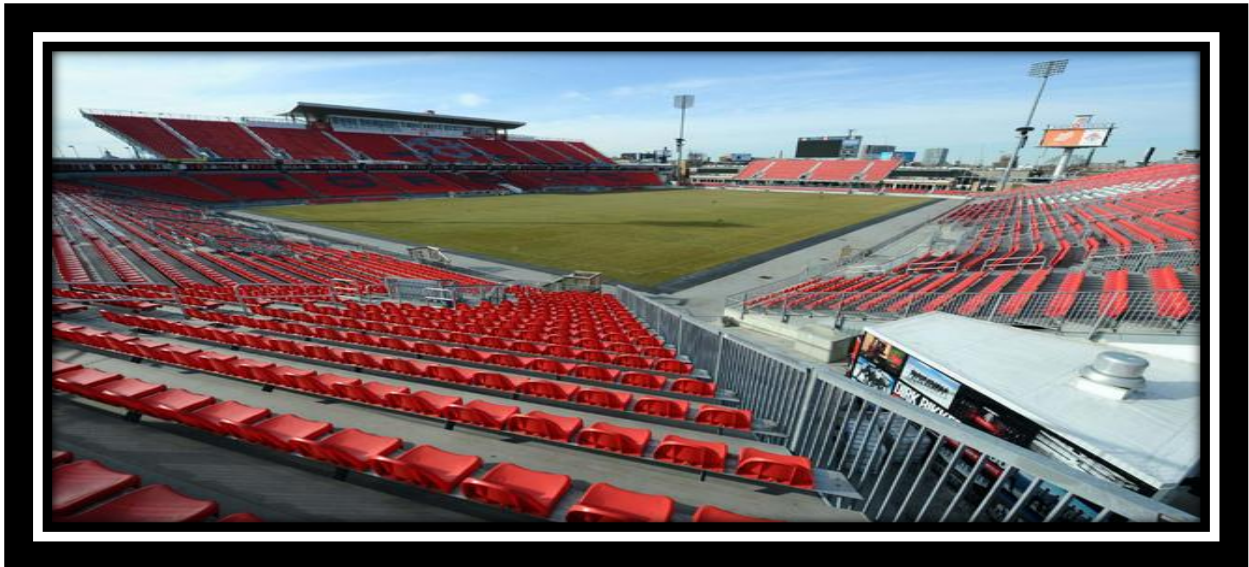
The recent renovation preserved the ability of JELD-WEN Field to be a year-round community center which plays host to more than 250 events annually, including Portland State football and a wide variety of youth sports and community-based events. Some of the new features include the following amenities:

- **Public Plaza:** the existing open plaza was extended toward the field. During non-event times this area is open to the public, with views of the field.
- **Adidas Team Store:** a new 1,000 square-foot team store was constructed adjacent to the newly extended public plaza, with the store open to the public during non-event hours.
- **KeyBank Club:** this 5,200 square-foot club has views to the field, private entrances and the club space is also available for rental for private functions during non-event times.
- **Community Room:** a new 2,200 square-foot community meeting room was built and is used extensively for a variety of community and corporate events.
- **Group and Family Decks:** there are several new open-viewing decks providing excellent views to the field for groups attending events.
- **Providence Sports Care Center:** this privately-funded 12,000 square-foot facility serves the neighborhood and provides daily activity on a year-round basis.
- **Large Format Video/Broadcast Facilities:** new video and broadcast facilities were included in the renovation, including new camera positions and new permanent broadcast cabling. To enhance the fan experience, a new video scoreboard was installed at the south end of the stadium, new LED video “ribbon” boards were placed at various areas of the seating bowl and new television monitors were installed in the concourse serving the new seating areas.

The stadium renovation was completed in 2011, at a cost of \$31 million. Seating capacity for soccer and football is approximately 19,000 spectators. The primary tenants are the MLS Portland Timbers and the Portland State University Vikings football program.

The Portland Beavers minor-league baseball team of the Pacific Coast League played at the stadium from 1956 to through 1993, and again from 2001 to 2010. Plans for a new stadium for baseball did not come to fruition, and the franchise was moved to Tucson, Arizona.

*Comparative Facility #5: BMO Field (Toronto, CAN)*



BMO Field is a soccer stadium in Exhibition Place, in the city of Toronto. The open-air structure, which can seat up to 21,140 spectators, is owned by the City of Toronto and managed by Maple Leaf Sports & Entertainment Ltd. It opened in April 2007 with a game between Toronto FC and the Kansas City Wizards.

The stadium is known as the National Soccer Stadium for international FIFA matches. It hosted matches for the 2007 FIFA U-20 World Cup, including the final. It also hosted the MLS Cup 2010 in November 2010.

In 2006, for \$27 million CAD, BMO Financial Group purchased the naming rights to the stadium, known then as the National Soccer Stadium. BMO is the stock ticker symbol of the Bank of Montreal, whose operational headquarters are in Toronto, despite its Montreal name.

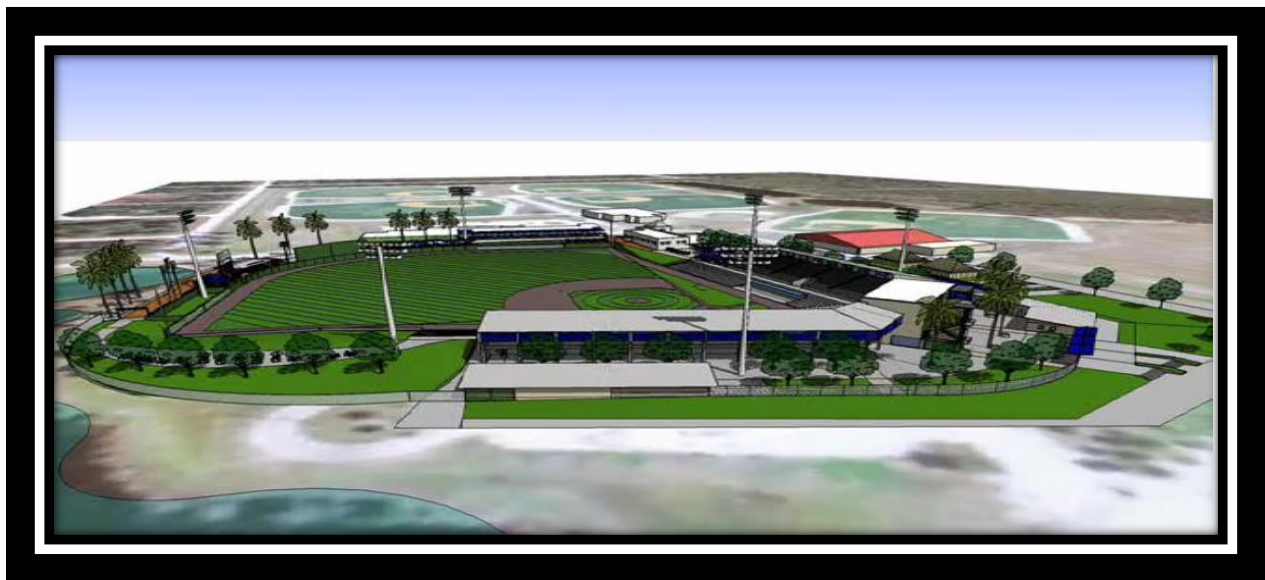
The stadium opened in May 2007. Other notable soccer events have included the 2008 MLS All-Star Game versus West Ham United F.C. of the English Premier League, and the hosting rights to the 2010 MLS Cup were also later awarded.

The only music concert thus far at BMO Field was performed by progressive rock group Genesis in 2007. Additionally, in 2009, the Toronto Nationals of Major League Lacrosse began played their home games at BMO Field, but the team have since moved to Hamilton in 2011.

Funding for the stadium came from multiple sources, with total costs of \$63 million, including land. The MLS contributed \$8 million towards the construction of the stadium and \$10 million towards securing the naming rights of the stadium, which they later resold to the Bank of Montreal. The Canadian Federal Government contributed \$27 million, with Ontario's government adding an additional \$8 million. The City of Toronto paid \$9.8 million and has the ownership of the stadium.

BMO Field originally used Field Turf rather than a natural grass field, but a natural grass surface was installed in 2010. The seats are entirely red with the exception of a design on each of the main stands. On the east side, the design is a large maple leaf while on the lower west stand the design spells out "TORONTO", and has a portion of the Toronto FC logo. The south stand has "BMO" spelled out. Field of play dimensions are 75 yards wide × 115 yards long or 68 m wide × 105 m long, meeting FIFA standards

*Comparative Facility #6 - Charlotte Sports Park (Port Charlotte, USA)*



The Charlotte Sports Park is a recently-renovated baseball stadium which serves as the home of the Charlotte Stone Crabs Minor League Baseball team in the Florida State League based in Port Charlotte, Florida. The team is the Class "A" affiliate of the Tampa Bay Rays. The Charlotte Stone Crabs were formerly known as the Vero Beach Dodgers, and later, the Vero Beach Devil Rays. In 2008, the Vero Beach franchise was sold to Ripken Baseball, which resulted in the move to Charlotte County, Florida.



As part of a \$27 million dollar renovation completed in early 2009, the stadium (originally built in 1987) was completely refurbished to a well-equipped, family-friendly venue. The stadium was the home of the Texas Rangers for its Spring Training until 2002, and it is currently the Grapefruit League Spring Training site of the Tampa Bay Rays, enabling utilization from February each year, followed by the Charlotte Stone Crabs regular season.

Among its most significant features are the following:

- The seating bowl showcases a 360 degree pedestrian concourse
- Corporate suites are provided on a separate level from other public seating
- Two outfield berms have been included, promoting family viewing and picnicking
- A well-designed children's play area is provided
- There are several "group areas" which encourage outings by various social groups
- Seating capacity is 6,000 spectators in fixed seats, with an additional 1,500 spectators able to be accommodated in general admission areas
- Administrative offices are provided in an adjacent building which includes 40,000 square feet of office space
- The clubhouses are designed to provide state-of-the-art experiences for both the Tampa Bay Rays during Spring Training and the Charlotte Stone Crabs for their regular season

The stadium and adjacent facilities are administered through the Charlotte County Parks and Recreation Department, through its Community Services Division.

The complex includes an important base of public facilities which are widely utilized throughout the year and include the following:

- Five-full sized baseball fields, and one "half-field," for baseball training activities, as well as youth and senior league play
- Batting cages which meet highest standards and specifications
- Well-equipped indoor recreation center
- Meeting rooms for community groups and Charlotte County gatherings (similar to CBRP)
- Covered pavilion for family use
- Multi-purpose field and open space for unstructured play activities

The stadium has also been used by the local community for events like concerts, festivals, and expositions, and the complex has been a regular site for collegiate and amateur baseball events and tournaments. Local support for the stadium has been shown through strong attendance for both Spring Training and the regular baseball season, with record attendance established for the Florida State League in 2009.

Charlotte County, in its Long-Term Recovery Plan issued in December 2004 after a series of devastating hurricanes, used the stadium complex as an anchor to its goals, noting "the Charlotte Sports Park has a high recovery value because it has a strong potential to generate revenue from outside the county." The

location of the Sports Park near the Port Charlotte Towne Center Regional Mall and the development of Murdock Village made it a prime location for a recreational destination, as well as its adjacency to the County fairgrounds and an environmental preserve.

The primary goal of construction, as articulated in the Plan, was “to build a multi-sports facility that serves a broad range of recreational needs and develop alternate uses for the stadium so that it cannot only be self-sustaining, but profitable.” This goal may be a footprint for the future direction of the CBRP Sports Complex.

## CHAPTER FIVE - PROGRAMMING AND PARTNERSHIP OPPORTUNITIES

The Stadium is a multi-purpose venue which provides a wide variety of programming opportunities for numerous disparate user groups. Although Broward County has encouraged broad and diverse utilization, park programming has not previously reached optimal levels. With a more strategic approach to building partnerships, and with a more targeted objective of expanding programmatic offerings, Broward County can achieve more robust utilization and enhanced revenue-generating results.

### INTRODUCTION

#### STADIUM/PARK UTILIZATION PRINCIPLES

As previously noted, the Sports Complex contains a stadium which envisions utilization for sports events with less than 5,000 to 20,000 spectators, as well as recreational amenities designed to be used by individuals, families, and groups for both structured and unstructured activity. These two primary uses are not incompatible, but park management must make a variety of special allowances if both, the stadium and the recreational facilities are used simultaneously.

Therefore, the fundamental question – whether CBRP is a park or a stadium – needs to be answered with clarity and resolve, because the operational realities for individuals who enter the park (for whatever purpose) need to be effectively managed. It is evident that the stadium was designed logistically to be part of the Park's traffic and amenities flow, rather than being sectioned off. As such, there is a synergy between the stadium, the adjacent athletic fields, and the remainder of the Park.

Additionally, it is recommended that Broward County leaders develop a prioritization of usage plan because not all uses are compatible and not all uses are desired. Special events have a high value because of media and broadcast opportunities, while on a daily basis, significant community utilization is highly desirable. It is understood that the formulation of a prioritization of usage plan involves making difficult decisions, but at the same time, such decisions are better made strategically than in ad hoc fashion. Details elaborating on the prioritization of usage are provided below.

#### PRIORITIZATION OF USAGE

In a multi-use community facility, establishment of usage prioritization is essential to administration of the venue, particularly in the following circumstances:

- Requests for utilization are greater than time, space, and resource allocations
- Requests for utilization at certain “high-demand” time slots might enable utilization by a small number of well-funded groups to the exclusion of many other high-importance user groups

- The volume of requests by a few primary user groups precludes relevant participation by low-volume, high-importance user groups
- Well-funded, highly-organized user groups reserve and pay for facility rental as much as one year in advance, thus excluding groups whose requests may be less well-known until weeks and months in advance

Simply put, facility utilization should not solely be a function of good funding, advance planning, or early reservations. Instead, the usage of a public facility should reflect carefully-reviewed priorities which optimize the venue. Such priorities might include any of the following:

- Age: Does the facility wish to promote activity for youth? Seniors? Families? If so, then this should be reflected in the prioritization of usage plan.
- Ability/Disability: Does the facility wish to promote utilization by disabled populations? If so, proper accommodations must be made to enable smooth traffic flow and transitions.
- Sport/Activity: Do some sports or activities have a higher priority than others? If so, these priorities need to be reflected in actual usage patterns.
- Time of Day: Are some activities best conducted at particular times of day? Should adult usage be channeled to early mornings and nights, while youth sports have priority in the after-school hours?
- Peak Hours: Are there high-demand times of day which need to be regulated? If so, which groups get the high-demand time slots of 4:00 to 7:00 PM on weekdays and weekends?

Development of a priority of a usage plan may entail allotment of percentages of time for different activities/sports, but the raw amount of time available for an activity/sport is less important than the particular hours assigned for such usage.

Finally, the establishment of a priority of usage plan does not need to be the exclusive province of a parks administrator. Instead, development of a plan might best initially emanate from a “Friends” group, or a community advisory panel. In that way, community needs are put in place by peers, and this can reduce the level and amount of backlash that might accompany such decision-making.

In final analysis, the fundamental question for Central Broward Regional Park can best be answered by the community, namely, is CBRP a park which includes a stadium, or a stadium which includes various park amenities? This is less a decision for Broward County administrators than it is for the community, and the prioritization of usage plan adopted in consultation with community leaders will undoubtedly answer the question, with established priorities reflective of the desired direction. The fact is that the stadium and adjacent athletic fields are physically, logistically, and operationally merged into the Park layout, so that the sports complex serves multiple Park purposes. The market should indicate the appropriate direction(s) for best Sports Complex usage(s).



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#### STADIUM/PARK FLEXIBILITY AND UNIQUENESS

The site is a unique multi-purpose facility which provides flexibility of recreational usage, while simultaneously providing a first-rate stadium which contains elements unique in the United States.

It is well understood that the stadium is the only venue certified by the International Cricket Council (ICC) in the United States. With this special distinction comes a high level of prestige and, at the same time, obligation based upon expectations. To this point, the stadium has not lived up to its promise, due to the expectations of its use for high level cricket matches. However, the two international matches between West Indies and New Zealand played over June-July 2012 were a step in the right direction. With a sold-out facility and high media visibility nationally and internationally, the weekend showcased the complex at its best and served to underscore its potential as being a signature space and key driver of economic impact in the region.

At the same time, the outdoor playing fields and the aquatic center provide amenities which can be configured in many ways and which can be used by a wide variety of groups and individuals. One recommendation would be to evaluate moving the two southern stadium field light posts outside the stadium seating area and shift the cricket pitch 10-15 feet to the north so that soccer can be played without being completely on the cricket pitch.

It is unusual to have a first-rate stadium venue surrounded by a multitude of high-flexibility recreational amenities, and this unique set of circumstances is largely the reason that the stadium has not performed to full levels of utilization. The following section serves to provide a variety of partnership and programming opportunities to address that issue and enhance the level of utilization for the Sports Complex.

## PARTNERSHIPS AND PROGRAMMING OPPORTUNITIES

As we delve into programming and partnership opportunities, it is important to note that the PROS team recognizes the parking limitations on-site which may hinder large group events. Adequate access and parking would be fundamental to long-term success as Broward County leaders understand the range of potential and actual user groups for the full range of park facilities.

It is suggested that Broward County evaluate the development of a 1500 car parking complex adjacent to the stadium. Potential uses, as understood from discussions with County staff, include stadium and park events, Lauderhill’s Performance Arts events and the future 441 corridor.

The partnership and programming opportunities include the following six categories:

| Primary User Groups   |
|---|
| <b>Broward County, the City of Lauderhill, and Surrounding Municipalities</b> |
| <b>Cricket Organizations/Leagues and Cricket Match Promoters</b>              |
| <b>Sport Specialty Groups (not including cricket)</b>                         |
| <b>Corporations and Business-Related Organizations</b>                        |
| <b>Community Associations and Neighborhood Groups</b>                         |
| <b>Special Event Providers (“Homegrown Events”)</b>                           |

## BROWARD COUNTY, THE CITY OF LAUDERHILL, AND SURROUNDING MUNICIPALITIES

### *Partnerships*

The Stadium is located in Broward County and the City of Lauderdale, comprising 110 acres. It is important to note that the park is the first Broward County regional park to be acquired and developed through the 2000 Safe Parks and Land Preservation Bond Program, a historic step forward which received 74% voter approval. The park is a significant amenity in the central part of the county which has long been under-served in terms of recreational facilities. It is designed to serve seven Broward County municipalities: Lauderdale, Fort Lauderdale, Lauderdale Lakes, Oakland Park, Plantation, Sunrise, and Wilton Manors.

In analysis of park utilization, the consulting team is not able to note substantial usage by the various branches of government designed to be served by the park, nor the agencies and offices which comprise public sector employment. While the City of Lauderdale does promote and participate in driving utilization of the Sports Complex, at this point, there exists a potential to increase overall use. In basic terms, facility / park utilization “begins at home” and the example set by municipal user groups is very important, both symbolically and practically.

It is essential that Broward County partner with the municipalities most served by the park to utilize it more routinely. This partnership appears to be very important in establishing regular, consistent utilization of the Sports Complex by public sector agencies and organizations.

### *Programming*

While the Sports Complex is first a recreational amenity, it also contains facilities which are ideal for meetings and public gatherings. For Broward County and for the City of Lauderdale, the Sports Complex could become more of a focal point for the community if various types of meetings were regularly conducted there.

The importance of utilization by public authorities is both symbolic and real. If more public meetings are held in the Sports Complex, it demonstrates its viability as a focus of community activities. And, attendees at public meetings are more likely to return for other activities, including recreational usage by their families.

Additionally, the other municipalities served primarily served by the Sports Complex could utilize its facilities for neighborhood meetings and other community convocations.

The range of public meetings is diverse and may include some or all of the following:

- Meetings of county and city boards and commissions
- Police and fire department activities

- Public gatherings, proclamations, and commendations
- Neighborhood association meetings
- Regular and special meetings of the Broward County Parks and Recreation Division

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## CRICKET ORGANIZATIONS/LEAGUES AND CRICKET MATCH PROMOTERS

### *Partnerships*

Cricket organizations and leagues, as well as cricket match promoters, should be primary partnership targets for Broward County leaders.

The most important entity for cricket in this country is the United States Cricket Association (USACA), located in Florida. USACA's role and responsibilities are critical to stadium and park success because is the sanctioning body for international matches in the United States, and thus controls international matches as well as developmental programs for youth and elite participants.

Fundamental to the success of the stadium would be the relocation of the USACA National Headquarters to the complex. Clearly, moving the National Office to the complex would ensure a closer working relationship than exists today, while promoting partnership activities and relationships.

Additionally, there are a variety of cricket organizations which need to have a closer working relationship with Broward County leaders. It is estimated that cricket use at the stadium could increase to between 30 and 50 event days per year, but only if relationships based upon mutual respect and accountability are formed and maintained.

Finally, there are several cricket match promoters who operate simultaneously within the private and nonprofit sectors. In most cases, these individuals or small companies have formed alliances with nonprofit organizations, who view cricket matches primarily as fundraising events.

There is no doubt that cultural differences are often magnified, but is also very apparent that national, regional, and local cricket organizations and associations must be good partners with CBRP for the Sports Complex to reach its full potential of utilization and revenue.

### *Programming*

While the stadium is a multi-use facility, it was designed for cricket at all levels, including the highest categories of international cricket matches. With this capability, cricket play should be an integral part of programming planning in the stadium.

USACA has ultimate authority over sanctioned cricket leagues and international matches, and regardless if USACA relocates to office space in the stadium or not, a strong, vibrant relationship with USACA is essential for the stadium to be successful financially as a cricket venue. No effort should be spared in demonstrating the ability to create a meaningful, long-lasting partnership, with resources dedicated to creating a first-rate cricket experience which can be a model program for USACA to "export" to other

communities in the United States. Fundamentally, Broward County must show how it can support and encourage the success of USACA and the growth of the game.

The range of cricket events and programs is lengthy, and it is postulated that the stadium could generate as many as 60 days annually for cricket events in the stadium, with additional opportunities for the adjacent fields and outdoor space.

Special attention should be placed upon the following:

- Cricket matches featuring national teams from around the world
- Cricket league play through one of the franchises of the newly-organized American Premier League (Cricket Holdings America franchise)
- US National Team training and matches, including the national championship on an annual basis
- Potential venue for spring training for other national teams
- Teams looking to acclimatize to conditions before touring the West Indies for cricket matches – over the next three years some of the top cricket playing nations including Australia, England, Pakistan and Sri Lanka are due to tour the West Indies (The Future Tours Program that outlines the schedule of every team through 2020 can be obtained through this link - [http://www.icc-cricket.com/match\\_zone/ftp.php](http://www.icc-cricket.com/match_zone/ftp.php))



Also, considerable emphasis should be placed on cricket development, including youth leagues, junior competition, collegiate events, and sub-elite matches, including the following:

- Continue to partner with American College Cricket to bring greater number of collegiate cricket matches, including the collegiate national championship and potentially, regional championships on an annual basis
- Coaching camps and clinics held by current or former cricketers during off-season periods
- Youth leagues and high school matches
- Instructional programs for youth and adults
- Women's cricket matches and coaching clinics



**AMERICAN  
COLLEGE  
CRICKET**

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## SPORT SPECIALTY GROUPS (NON-CRICKET)

### *Partnerships*

In addition to cricket, the Sports Complex has many potential usage opportunities, many of which could benefit by a closer working relationship and partnerships with local, regional, and national sport organizations.

Recognizing that the list below is not comprehensive, Broward County staff should consider, at minimum, alliances with organizations representing the following Olympic sport interests:

- Soccer
- Rugby
- Basketball
- Swimming
- Athletics (track & field)

Primary among non-Olympic sport interests are the following:

- Lacrosse
- Football and Flag football
- Netball

It is critical that alliances are formed with appropriate youth, senior, disabled, and other specialty groupings so that utilization of the Sports Complex is programmed on a seasonal basis, recognizing the various potential compatible and incompatible arrangements. While all of these sport elements could use the Sports Complex on a casual or drop-in basis, there would be considerable advantage to a more proactive and pragmatic approach to a “master schedule,” which also reflects the respective priorities of usage established in the operational plan.

### *Programming*

Within each of the sports listed above, there are myriad event hosting opportunities at the local, state, regional, and national level, as well as training camps, instructional programs, and recreational offerings. Special attention should be placed on national events, but daily programming can show that the Sports Complex has year-round use for community residents, too.

- National, regional, state, and local championships in each sport
- Camps, clinics, and instructional programs in each sport

- Summer day camp which enables children to participate in many sports without specialization
- Pre-season training, where applicable, for professional sport players
- High emphasis on Learn to Swim instruction as a community resource which saves lives
- Youth leagues and novice/junior competitive events

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## CORPORATIONS AND BUSINESS-ORIENTED ORGANIZATIONS

### *Partnerships*

As Broward County has continued to attract an increasing number of corporate relocations, the business community has become more established and stable in Broward County.

The Sports Complex could provide a variety of services to local businesses through contractual relationships that could run the gamut from corporate outings and organized games/sports activities, to health management programs which encourage regular physical activity and development of healthy lifestyles.

Corporate utilization can be organized through various associations like a local Chamber of Commerce, or through trade organizations which bring together competitor businesses within a specialty area. Whether for regular daily usage or for special events, relationships with local companies are worthwhile to pursue and require an established schedule of activities.

The high number of cruise ships which use Ft. Lauderdale as a port of call presents opportunities for customized programming for passengers to have recreational or sport specialty opportunities.

Corporate relationships bring other associated benefits, including the greater likelihood of establishing corporate sponsorship and commercial rights for sports events at the Sports Complex . If a company utilizes the park amenities for a corporate outing or other similar event, the possibility of corporate sponsorship becomes greater as a result.

### *Programming*

Programming opportunities run the gamut from meetings and small conferences, to participatory or competitive events.

Alliances with local businesses bring a variety of ancillary benefits, and it is beneficial to create relationships which may motivate other forms of utilization.

- Corporate Challenge events and team-building activities
- Cruise ship programming for non-shoppers seeking recreational outlets
- Tourism alliances with local hotels, especially the proximate Holiday Inn and Suites

- Relationship with Greater Fort Lauderdale Alliance for meetings and conferences
- Fantasy camps in cricket and soccer for corporate executives
- Motivational talks and presentations by current and former cricket players

## COMMUNITY ASSOCIATIONS AND NEIGHBORHOOD GROUPS

### *Partnerships*

With recognition of the strong community support which accompanied the bond issue decided by public referendum, neighborhood groups and community associations should be among the park's strongest supporters and advocacy groups. And, although such local nonprofit entities rarely have significant funds at their disposal, it should also be recognized that community interests which are served appropriately may have greater importance than the strength of the financial relationships alone.



Community group utilization of the Sports Complex is important because it demonstrates attention from Broward County officials, both administrators and elected officials. Because the neighborhoods adjacent to the sports are diverse in culture and ethnicity, and because many residents are first-generation immigrants to the United States, there is a high importance placed on providing recreational opportunities which meet the needs of community residents.

Consideration may be given to identifying the most effective ways to channel communication to and from park senior staff members, and a neighborhood advisory group on park programming may be an effective tool in provision of services and programs which are meaningful to the community and which address real and potential issues directly.

Community organizations can be a powerful ally if treated well, and it is clear that the perceived success of the park is contingent on regular and beneficial community relationships.

### *Programming*

Community and neighborhood relationships are vitally important to creating a sense of "ownership" that evolves into higher levels of utilization, as well as reducing vandalism, littering, and general park maintenance issues.

The opportunities for community and neighborhood usage are varied, including:



- School activities for local elementary and middle schools
- Family reunions
- Neighborhood association meetings and gatherings
- Community forums and meetings with local residents by Broward County Commissioners
- Youth-centered activities which promote safety, i.e., swimming lessons
- Contacts with police and fire department personnel related to safety and awareness

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## SPECIAL EVENT PROVIDERS

### *Partnerships*

This category of utilization is broad and diverse, and generally, it includes individuals and groups which provide a special event at the park which does not fall into a single defined category, as with the remainder of the classifications above.

A recent phenomenon in the special events category has been the rise of “homegrown events,” referencing events which have started as neighborhood and community events which have subsequently grown much larger and which sometimes have gained national or international recognition.

It is important to emphasize that the Sports Complex is a community amenity which is not limited to sport, despite the fact that most of its utilization will be associated with sport. And, given the scope of the categories mentioned above, “special events” can be viewed as any event which draws public interest and which serves well the needs and aspirations of the community.

### *Programming*

The Sports Complex has attracted substantial interest from event promoters since its opening, and the variety of opportunities can be further expanded in the future.

Careful attention to the selection of such events is paramount, because some events cause greater “wear and tear” on the facility than others, and first and foremost, the integrity and quality of the cricket pitch needs to be maintained.

Additionally, sports events frequently seek ways in which the fan base can be more engaged during their experience at the competition, and the creation of “fan fest” events should be explored, as well as ways to involve the local community through volunteer program activation.

Events in this category include the following:

- Cultural events, showcasing various aspects of the arts

- Fan Festivals associated with competitive sports events
- Wedding receptions and anniversary celebrations
- Concerts and musical performances
- Arts festivals
- “Big Screen” events which could feature live sports events elsewhere (like the Olympics, Cricket World Cup) or film with particular themes (sports, for example)

## SUMMARY



It is clear that the versatility of the Sports Complex, as well as the variety of facilities and amenities, provides many opportunities for increasing utilization, both in terms of the number of patrons and the diversity of the various audiences.

There emerge three primary success factors which need further exploration and discussion in order for the park to reach its full operational potential:

- Prioritization of Usage Plan
- Pricing Policy
- Marketing/Business Development

### *Prioritization of Usage*

As outlined above, there are at least six major categories of utilization for the Sports Complex, and each contains a wide variety of event opportunities, ranging from neighborhood meetings to international

cricket or soccer matches. With the substantial number of options, and particularly if marketing and business development is done effectively and systematically, there will undoubtedly be multiple requests for the same date, time, and activity area.

In particular for a public facility, the process of determining usage must be transparent and equitable, so that there is an understanding that utilization is not based upon chronology – how early an event might be scheduled – but instead, on its importance to the park’s mission, though a priority system established by park senior staff members and approved by the Broward County Parks and Recreation Commission.

The establishment of a usage policy provides clarity of decision-making for park personnel, as well as enabling potential user groups understand how utilization will be managed. In addition to providing transparency, it helps to minimize conflicts, in particular where it may appear that a public employee was making decisions based upon subjective criteria.

Development of a priority of usage plan is one of the most difficult assignments for the staff of a multi-use or multi-purpose facility, but, in the end, is one of the most valuable tools for effective decision-making and for well-grounded community relations. The process of establishing the priority of usage plan should be inclusive and deliberate, as the determinations which are made have long-lasting, strong impact.

The Consulting team strongly recommends that a priority of usage plan be established for the Sports Complex.

### *Pricing Policy*

A second important principle of effective management for the Sports Complex is the establishment of an equitable pricing schedule – without variables.

As with the usage policy, the pricing policy needs to be transparent and sensible. That is, the various categories of usage must have consistent pricing characteristics which seem logical and reasonable. For example, in the past, utilization for cricket events governed by the International Cricket Council (based in Dubai and with an annual budget in the hundreds of millions) paid the same facility rental fees as local or regional cricket organizations which had substantially lower budgets.

The Sports Complex staff is already moving in the right direction with rectifying these situations. The staff, in conjunction with the consulting team, has developed and submitted an updated fee structure that focuses on a tiered differential pricing structure that factors in equity and value offered to users. The pricing structure is public record and is subject to approval by the Broward County Commission.

Additionally, it is essential that all groups within a category of usage are treated equally and variations to the pricing policy are not considered. If two user groups for similar activities have differential rates, this will undermine the credibility of the Sports Complex management. Such situations often begin relatively innocuously with a request for special dispensation of one kind or another, but often lead to

questions of equity or the possibility of discrimination, neither of which projects the Sports Complex in a positive way.

The Consulting team strongly recommends that a pricing policy plan be established for the Sports Complex.

#### *Marketing/Business Development support*

While the range of potential user groups and the events or functions which they might bring to the Sports Complex is quite large, it is clear that an important requirement will be the recruitment and retention of a first-rate marketing/business development employee, with significant experience in the field, as well as prior awareness and involvement with the organizations and associations most likely to use the Sports Complex.

The functions in managing and marketing the Sports Complex are distinctly different, although the relationship-building aspect for both individuals is very important. The job skills, too, have some similarities, but “managing” and “marketing” are different and the Sports Complex would be well-served to evaluate expansion to properly meet the business development needs critical to the Sports Complex’s success.

The Consulting team strongly recommends that personnel dedicated to marketing and business development, separate from facility management, be employed by the Sports Complex. Detailed recommendations about communication strategies that can be undertaken by the complex staff are provided in later in the report.

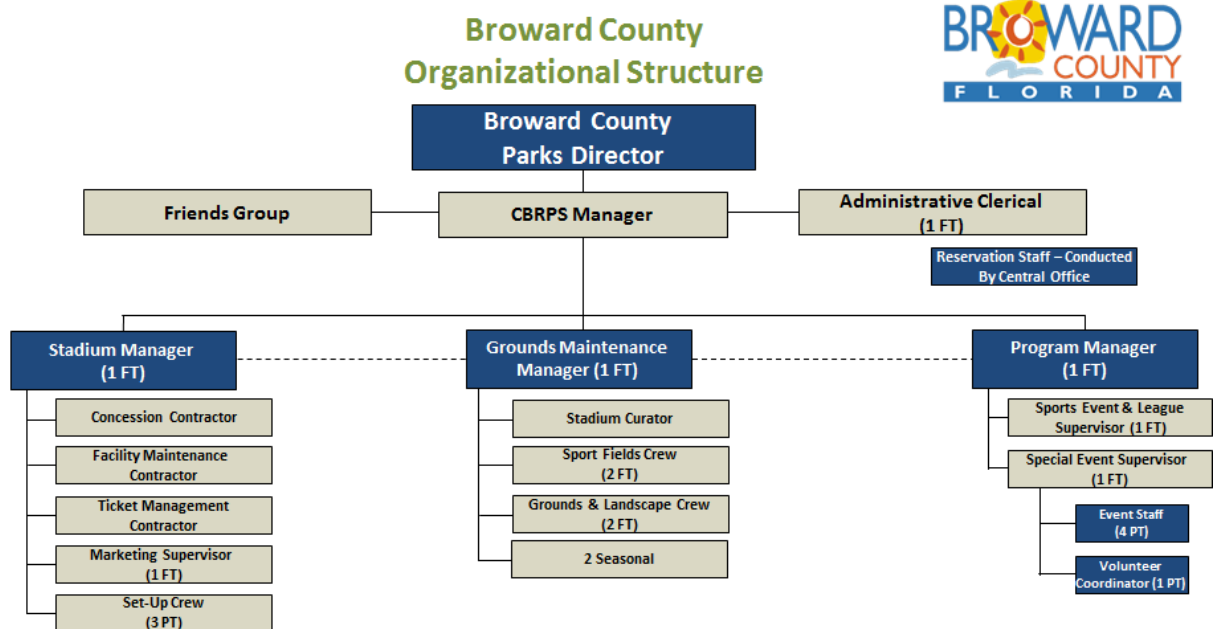
## CHAPTER SIX - OPERATIONAL REQUIREMENTS AND FINANCIAL ASSESSMENT

The following section outlines the broad operational requirements via an organizational structure and provides a financial pro-forma detailing five year revenue and expense projections.

### OPERATIONAL REQUIREMENTS

The operational requirements given are dynamic in nature and will vary based on the type and extent of additional programming and offerings that will be offered at the Sports Complex. Thus, the organizational structure below is meant primarily to serve as a guideline and a living tool that can be adapted according to the future plans at the Sports Complex.

While the rest of the positions (Concessions Contractor, Marketing Supervisor etc.) will be determined based on the direction the County chooses to take, the CBRPS Manager's position overseeing the entire operations and implementation of this business plan is a key position and thus a detailed job description for that position has been provided within the report.



## Central Broward Regional Park Sports Complex (CBRPSC) Manager Job Description

### Description

The CBRPSC Manager provides conceptual and administrative leadership for all stadium related business operations based on specialized knowledge, professional practices and standards in the stadium operations and parks and recreation management fields.

### Example of Work to Be Performed

General oversight and implementation of the business plan created for the Sports Complex. The Manager will be responsible for all planning ventures including all program plans, operations plans, marketing plans, financial plans and maintenance management plans designed to promote a clear understanding of managing the Sports Complex as a destination site that can be financially more sustainable.

The position requires specialized subject matter that includes stadium operations, event management, and park and sports field maintenance. The Manager is responsible for managing the site in a standards-driven approach by implementing program standards, maintenance standards, staffing requirements for efficiency, marketing of the stadium and services provided, pricing of programs, facilities and services, managing special events and concessions.

Given below is the detailed description of the roles and responsibilities of the proposed position.

- Grow and nurture good advisory relationships with local, regional, national and international sports groups (ACC, USACA, ICC etc.) particularly associated with cricket and soccer.
- Establish good advisory relationships with community, regional, state and national leaders interested in cricket as a vehicle for community, cultural enhancement and economic development. This includes managing the development of partnership agreements to ensure that the special interest groups do not control the future direction of Central Broward Regional Park or its management of programs or amenities.
- Participate and lead project teams for conceptualizing, planning and executing programs and events. This could include many of the programming and communication ideas provided in the previous chapters of the plan as well.
- Work with the program staff on developing programs and special events for each of the attractions.
- Strategic program and budgetary planning to ensure long-term growth and viability of the site. Direct oversight of all budget planning and budget control for annual operating and capital budgets of the stadium.

- General oversight and implementation of all fund collection policies, ethical standards, and professional practices related to daily park and stadium operations through park facility and stadium supervisory staff and volunteers.
- General oversight of all stadium public information and visitor promotion materials such as new releases and feature stories for papers, radio, television, social media and magazines as well as promotional brochures and special sports tourism shows participation working directly with the Marketing staff.
- Supervise personnel practices for stadium employees including job descriptions, hiring/termination, training/evaluation/ salary and wages, and other regulations.
- Work directly with the Human Resources contact of the Division to oversee the selection of staff.
- Oversee the selection of stadium staff and train stadium staff.
- Oversee the maintenance requirements and physical development of stadium amenities.
- Oversee the contractors on site that perform concessions, hospitality, ticketing and event management.
- Development of gift and grant proposals to secure capital funding for the Sports Complex to help meet the financial requirements of the stadium in partnership with the Friends Group.

#### **Education/Experience Required**

Graduate degree in parks and recreation management, sports management, or a closely related field preferred. Minimum 10 years of experience at all levels and functions of stadium operations. Parks and recreation facility experience for planning, events, financial and personnel management would also be helpful. A substantial record of successful achievements in areas of sports management, stadium management, and parks and recreation management would be desired. Familiarity with international sports particularly cricket and experience dealing with national and international governing bodies would be a plus.

#### **Desirable Traits/ Skills**

1. Strong financial, writing, speaking, planning, interpersonal, organizational, business and supervisory skills.
2. Strong knowledge of budgeting and financial control.
3. Strong knowledge of public relations, marketing and visitor promotion and fund raising.
4. Strong knowledge of visitors services including stadium, water parks, sports complexes and concession operations.

### **Salary Range**

\$55,000 - \$86,000 annually

## FINANCIAL PROJECTIONS

The financial projections are based on a set of assumptions and guiding principles that were developed based on conversations with staff and past facility information.

Some of the key guiding principles that were utilized to develop the 5 year pro-forma and financial projections are:

- It is assumed that there will be 70 event rental dates in the Stadium/Sports Complex.
- Increases in event rentals is assumed based on additional marketing and communications resources being utilized to promote the stadium and park.
- The added publicity from hosting international and televised cricket matches between West Indies and New Zealand and the goal of Cricket Holdings America (CHA) to promote cricket in the United States will result in a greater number of cricket event days at the Sports Complex.
- The revenues for rental uses are based on the 2012-2013 fees and charges that were adopted by the County Commissioners
- 'Other Revenues' such as signage, sponsorships, etc. are factored in for \$63,000 based on the staff discussions and the Division's goals to pursue non-user fee revenues such as sponsorships, naming rights, advertising etc.
- Based on FY'2012 numbers – personnel costs comprised approximately 20% of total costs. For future projections, this percentage is estimated to be at 25% to factor in increased in the projected number of event dates and cost of living increases over time.
- Based on FY'2012 numbers – operations costs comprised approximately 15% of total costs. For future projections, this percentage is estimated to be at 20% to factor in increased in the projected number of event dates and cost of living increases over time.
- Fringe Benefits value for three new recommended positions (Stadium Manager, Curator, Marketing Assistant) are factored in at 43%



| PERSONNEL SERVICES                        |                           |   |
|---|---------------------------|---|
| Maintenance Salaries and Wages            | \$162,526.15              | 25% of actual costs applied to Stadium            |
| Cricket Pitch Curator - New Position      | \$30,000.00               | New Position                                      |
| Stadium Manager - New Position            | \$60,000.00               | New Position                                      |
| Marketing Assistant - New Position        | \$42,000.00               | New Position                                      |
| Part time Other Salaries and wages        | \$37,609.60               | 25% of actual costs applied to Stadium            |
| Salaries-w/out Health benefits PT19 & STD | \$5,670.41                | 25% of actual costs applied to Stadium            |
| Overtime                                  | \$0.00                    | 25% of actual costs applied to Stadium            |
| Overtime-Straight Time                    | \$766.51                  | 25% of actual costs applied to Stadium            |
| Overtime- Premium Dist                    | \$1,480.28                | 25% of actual costs applied to Stadium            |
| Fica Taxes - Existing Staff               | \$16,304.73               | 25% of actual costs applied to Stadium            |
| Retirement Contributions - Existing Staff | \$8,592.93                | 25% of actual costs applied to Stadium            |
| Group Insurance - Existing Staff          | \$45,839.88               | 25% of actual costs applied to Stadium            |
| Basic Life Insurance - Existing Staff     | \$323.70                  | 25% of actual costs applied to Stadium            |
| Workers' Compensation - Existing Staf     | \$9,955.00                | 25% of actual costs applied to Stadium            |
| Benefits - New Positions                  | \$56,760.00               | 43% of FT Salaries for Curator, Stadium Mgr, Mktg |
| <b>Total</b>                              | <b>Personnel Services</b> | <b>\$421,069.17</b>                               |

Figure 7 - Expenses (Personnel)

| NON-PERSONNEL SERVICES & CHARGES         |                     |   |
|--|---------------------|---|
| Contractual Services (Recur)             | \$4,457.50          | 20% of Park actual costs applied to Stadium |
| Contractual Services Temp Pers           | \$0.00              |   |
| Contractual Services leagues             | \$0.00              |   |
| Security Service                         | \$529.20            | 20% of Park actual costs applied to Stadium |
| Travel and Per diem                      | \$0.00              |   |
| Business Travel                          | \$0.00              |   |
| Educational Courses                      | \$78.36             | 20% of Park actual costs applied to Stadium |
| Motor Pool Expense                       | \$2,865.06          | 20% of Park actual costs applied to Stadium |
| Auto Allowance                           | \$22.34             | 20% of Park actual costs applied to Stadium |
| Telephone Allocation Charges             | \$500.44            | 20% of Park actual costs applied to Stadium |
| Communication Devices- Wireless Sprint   | \$349.68            | 20% of Park actual costs applied to Stadium |
| Communications                           | \$0.00              |   |
| Utilities- Electric                      | \$50,000.00         | 20% of Park actual costs applied to Stadium |
| Utilities-Garbage                        | \$2,520.74          | 20% of Park actual costs applied to Stadium |
| Utilities-Water & Sewer                  | \$10,586.96         | 20% of Park actual costs applied to Stadium |
| Landfill Tipping Fees                    | \$192.70            | 20% of Park actual costs applied to Stadium |
| Rental Other - Copy Machines             | \$244.82            | 20% of Park actual costs applied to Stadium |
| Rental Office and Buildings              | \$0.00              |   |
| Rental Equipment                         | \$924.25            | 20% of Park actual costs applied to Stadium |
| Self Insurance                           | \$2,026.00          | 20% of Park actual costs applied to Stadium |
| Building Maintenance                     | \$7,696.79          | 20% of Park actual costs applied to Stadium |
| Material In Const & Improvement          | \$2,454.45          | 20% of Park actual costs applied to Stadium |
| Equipment Maintenance                    | \$3,912.82          | 20% of Park actual costs applied to Stadium |
| Electrical Repairs                       | \$0.00              |   |
| A/C Repair                               | \$0.00              |   |
| Plumbing repairs                         | \$0.00              |   |
| Vehicle Maintenance                      | \$250.48            | 20% of Park actual costs applied to Stadium |
| Other Vehicle maint & Equipment Supplies | \$1,303.31          | 20% of Park actual costs applied to Stadium |
| Paint and Supplies                       | \$0.00              |   |
| Signage                                  | \$0.00              |   |
| External Printing                        | \$68.84             | 20% of Park actual costs applied to Stadium |
| Licenses And Fees                        | \$1,413.92          | 20% of Park actual costs applied to Stadium |
| Credit card Fees                         | \$578.10            | 20% of Park actual costs applied to Stadium |
| Instruments Of Recognition               | \$0.00              |   |
| Office Supplies                          | \$1,175.51          | 20% of Park actual costs applied to Stadium |
| Office Equip < \$1000                    | \$0.00              |   |
| Equipment < \$1000                       | \$683.70            | 20% of Park actual costs applied to Stadium |
| Safety Equipment <\$1000                 | \$0.00              | 20% of Park actual costs applied to Stadium |
| Operating Supplies                       | \$2,172.04          | 20% of Park actual costs applied to Stadium |
| Maintenance & Janitorial Supplies        | \$6,246.12          | 20% of Park actual costs applied to Stadium |
| Ground Maintenance Supplies              | \$9,291.28          | 20% of Park actual costs applied to Stadium |
| Household and Kitchen Supplies           | \$595.06            | 20% of Park actual costs applied to Stadium |
| Farm Garden and Nursery                  | \$0.00              |   |
| Marine Equipment & Supplies              | \$0.00              |   |
| Concession Food                          | \$1,986.11          | 20% of Park actual costs applied to Stadium |
| Safety Supplies                          | \$704.21            | 20% of Park actual costs applied to Stadium |
| Chemicals-Sodium Hydroxide               | \$0.00              |   |
| Subscriptions                            | \$0.00              |   |
| Misc Expenses                            | \$5,000.00          |   |
| Machinery and Equipment New              | \$861.55            | 20% of Park actual costs applied to Stadium |
| Replacement Equipment                    | \$1,332.40          | 20% of Park actual costs applied to Stadium |
| Marketing                                | \$20,829.50         | 5% of other expenditures                    |
| <b>Total</b>                             | <b>\$127,520.92</b> |   |
| Other Services                           |                     |   |

| DIVISION                                  | ACCOUNT TITLE                                      | PRICE       | PRICE UNIT    | UNITS | REVENUES            | EXPLANATION                          |
|---|--|-------------|---------------|-------|---------------------|--------------------------------------|
| <b>REVENUES</b>                           |  |             |               |       |                     |                                      |
|   |  |             |               | Sales |                     |                                      |
| Rentals & Sales                           | Local Event: Attendance up to 500                  | \$750.00    | up to 8 hours | 20    | \$15,000.00         |                                      |
| Rentals & Sales                           | Local Event: Attendance - 501 to 2500              | \$1,000.00  | up to 8 hours | 8     | \$8,000.00          |                                      |
| Rentals & Sales                           | Local Event: Attendance - 2501 to 4000             | \$3,000.00  | up to 8 hours | 4     | \$12,000.00         |                                      |
| Rentals & Sales                           | Local Event: Attendance - 4001 to 5000             | \$4,000.00  | up to 8 hours | 4     | \$16,000.00         |                                      |
| Rentals & Sales                           | Non-Local Event: Attendance - up to 2500           | \$1,500.00  | up to 8 hours | 12    | \$18,000.00         |                                      |
| Rentals & Sales                           | Non-Local Event: Attendance - 2501 to 4000         | \$3,500.00  | up to 8 hours | 4     | \$14,000.00         |                                      |
| Rentals & Sales                           | Non-Local Event: Attendance - 4001 to 5000         | \$5,000.00  | up to 8 hours | 1     | \$5,000.00          |                                      |
| Rentals & Sales                           | Local & Non-Local Event: Attendance - 5001 to 9999 | \$9,000.00  | up to 8 hours | 1     | \$9,000.00          |                                      |
| Rentals & Sales                           | Local & Non-Local Event: Attendance - 10,000+      | \$14,000.00 | up to 8 hours | 4     | \$56,000.00         | International Cricket Events         |
| Rentals & Sales                           | Showmobile (Stage)                                 | \$680.00    | per day       | 5     | \$3,400.00          |                                      |
| Rentals & Sales                           | Lights   | \$200.00    | per hour      | 40    | \$8,000.00          |                                      |
| Rentals & Sales                           | VIP Viewing Second Floor                           | \$300.00    | 4 hour blocks | 80    | \$24,000.00         |                                      |
| Rentals & Sales                           | Food and Merch Permits - up to 999                 | \$175.00    | per day       | 30    | \$5,250.00          |                                      |
| Rentals & Sales                           | Food and Merch Permits- 1,000 to 2,499             | \$350.00    | per day       | 30    | \$10,500.00         |                                      |
| Rentals & Sales                           | Food and Merch Permits- 2,500 to 4,999             | \$700.00    | per day       | 8     | \$5,600.00          |                                      |
| Rentals & Sales                           | Food and Merch Permits- 5,000 to 9,999             | \$1,400.00  | per day       | 4     | \$5,600.00          |                                      |
| Rentals & Sales                           | Food and Merch Permits - 10,000 to 14,999          | \$2,800.00  | per day       | 10    | \$28,000.00         |                                      |
| Rentals & Sales                           | Food and Merch Permits - 15,000+                   | \$5,600.00  | per day       | -     | \$0.00              |                                      |
| Rentals & Sales                           | Beer and Wine Permits - up to 2,499                | \$500.00    | per day       | 2     | \$1,000.00          |                                      |
| Rentals & Sales                           | Beer and Wine Permits- 2,500 to 4,999              | \$1,000.00  | per day       | 2     | \$2,000.00          |                                      |
| Rentals & Sales                           | Beer and Wine Permits- 5,000 to 9,999              | \$2,000.00  | per day       | 4     | \$8,000.00          |                                      |
| Rentals & Sales                           | Beer and Wine Permits - 10,000 to 14,999           | \$4,000.00  | per day       | 5     | \$20,000.00         |                                      |
| Rentals & Sales                           | Beer and Wine Permits - 15,000+                    | \$8,000.00  | per day       | -     | \$0.00              |                                      |
| <b>TOTAL RENTALS &amp; SALES REVENUES</b> |  |             |               |       | <b>\$274,350.00</b> |                                      |
|   |  |             |               |       |                     |                                      |
| DIVISION                                  | ACCOUNT TITLE                                      | PRICE       |               | UNITS | REVENUES            | EXPLANATION                          |
| <b>REVENUES</b>                           |  |             |               |       |                     |                                      |
| Other Revenue                             | Labor Fees   |             |               |       | \$7,500.00          | curator and stage/tent setup OT      |
| Other Revenue                             | Sponsorship  |             |               |       | \$50,000.00         |                                      |
| Other Revenue                             | Lease Income                                       |             |               |       | \$5,000.00          | USA Cricket Association Headquarters |
| Other Revenue                             | Commercial Signage                                 | \$10.00     |               | 50    | \$500.00            |                                      |
| <b>TOTAL OTHER REVENUES</b>               |  |             |               |       | <b>\$63,000.00</b>  |                                      |

Figure 9 – Total Revenue Projections

| Revenues  | 1st Year              | 2nd Year              | 3rd Year              | 4th Year              | 5th Year              | 6th Year              |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Rentals & Sales                                 | \$274,350.00          | \$279,837.00          | \$285,433.74          | \$291,142.41          | \$296,965.26          | \$302,904.57          |
| Other Revenue                                   | \$63,000.00           | \$64,890.00           | \$66,836.70           | \$68,841.80           | \$70,907.06           | \$73,034.27           |
| <b>Total</b>                                    | <b>\$337,350.00</b>   | <b>\$344,727.00</b>   | <b>\$352,270.44</b>   | <b>\$359,984.22</b>   | <b>\$367,872.32</b>   | <b>\$375,938.84</b>   |
| Expenditures                                    | 1st Year              | 2nd Year              | 3rd Year              | 4th Year              | 5th Year              | 6th Year              |
| Operations & Maintenance                        | \$548,590.09          | \$559,561.89          | \$570,753.13          | \$582,168.19          | \$593,811.55          | \$605,687.79          |
| Other Expenses                                  | \$3,150.00            | \$3,276.00            | \$3,407.04            | \$3,543.32            | \$3,685.05            | \$3,832.46            |
| <b>Total</b>                                    | <b>\$551,740.09</b>   | <b>\$562,837.89</b>   | <b>\$574,160.17</b>   | <b>\$585,711.51</b>   | <b>\$597,496.61</b>   | <b>\$609,520.24</b>   |
| <b>Net Revenues (over / under expenditures)</b> | <b>(\$214,390.09)</b> | <b>(\$218,110.89)</b> | <b>(\$221,889.73)</b> | <b>(\$225,727.30)</b> | <b>(\$229,624.29)</b> | <b>(\$233,581.41)</b> |
| <b>Total Cost Recovery</b>                      | <b>61%</b>            | <b>61%</b>            | <b>61%</b>            | <b>61%</b>            | <b>62%</b>            | <b>62%</b>            |

Figure 10 - Five Year Pro-Forma

Thus, as can be seen, using the FY'2012 data and estimating 70 event rentals per year at the established price points, the facility can expect to be around the 60% cost recovery rate or even higher, depending on enhanced marketing, incremental increase in event dates and non-traditional revenue sources.

## CHAPTER SEVEN - CONCESSIONS ASSESSMENT

The Sports Complex attracts various types of utilization, each of which provides revenue opportunities which need active management and supervision. A primary revenue opportunity for stadiums and facilities which provide the settings for public gatherings is food service.

At the outset, it is advisable to distinguish food service provision circumstances by drawing distinctions between “concession sales” and “catering services.”

Concession food sales have the following characteristics:

- Quick service is the primary expectation
- Peak demand periods (i.e., halftime at a football game) require planning and preparation
- Menu selections are limited and food items need to be consumable in a spectator seat or in a casual setting (sometimes while standing or walking)
- Some food and beverage may be prepared in advance (i.e., popcorn in boxes), but many items will be prepared individually
- Cooking and food preparation facilities usually operate within narrow or congested physical space, and there are opportunities for portable/mobile facilities and “hawking” sales

Catering services have the following characteristics:

- Food and beverage selections generally provide planners with many options for food style and pricing
- Food preparation may be done in on-site facilities, or prepared in advance using extensive off-site kitchen equipment and facilities
- Food presentation and ease of service are primary expectations
- Food is usually consumed in a more traditional table setting
- Food and beverage items need to be available over long periods of time, which may include, at minimum, the duration of a game or contest

Because the differences in expectations and service delivery are significantly different between “concession food sales” and “catering services,” it is advisable for Broward County to view them as separate and distinct revenue opportunities whose single common characteristic is provision of food and beverage for spectators at a sporting event (and, possibly, participants, depending on the type of event).

The PROS team recognizes that current operations at CBRP include standard operating procedures for food, beverage, and merchandise permits, with ancillary permits required for alcohol sales (beer, wine, liquor). The primary advantages and disadvantages of this procedure include the following:

Advantages:

- Consistency of fees and expectations across all park facilities
- Flexibility derived from short-term permits, rather than long-term contracts
- Variety of food and beverage offerings based upon the context and audience of the event
- No investment in facilities or equipment, nor payment of salaries or wages

Disadvantages:

- Limited food service offerings based upon absence of permanent food preparation infrastructure
- Limited or no control of menu, pricing, and service provision
- Fees generated through permitting may not reflect optimization of financial opportunities
- Space utilization by vendors creates limitations on traffic and mobility

Recognizing the existence of substantial rationale to continue the current strategy, the PROS team recommends examination of two alternative methodologies which emphasize consistency of service, quality control mechanisms, and infrastructure investment

**ALTERNATIVE #1: PUBLIC-PRIVATE PARTNERSHIP FOR INFRASTRUCTURE IMPROVEMENT/ADDITION OF FOOD SERVICE EQUIPMENT AND CAPABILITIES**

There are four accepted ways in which facility infrastructure improvement generally takes place:

- Direct Negotiation – Broward County provides the infrastructure
- Direct Negotiation – Developer provides the infrastructure
- Competitive Bidding -- Broward County provides the infrastructure
- Competitive Bidding – Developer provides the infrastructure

***Scenario A: Design/Build***

- Single contract awarded to a private partner for the design and construction of concessions and/or catering facilities
- Financing is provided by Broward County
- Ownership of the improvements is with Broward County

***Scenario B: Design/Build/Operate***

- Single contract awarded to a private partner for the design and construction of the concession and/or catering facilities, as well as food service operations after completion
- Broward County executes an operating agreement, in addition to the development agreement and lease of physical space
- Financing is provided by Broward County
- Ownership of the improvements remains with Broward County

*Scenario C: Design/Build/Partially Finance*

- Single contract awarded to a private partner for the partial financing, design and construction of the facility
- Development agreement contains financing provisions
- Ownership of the improvements lies with the majority holder of the equity invested (if majority equity is provided by the private partner, the ownership of the completed facilities is transferred to Broward County after debt is retired)
- Operation of the facility may be with the private partner or with Broward County

*Scenario D: Design/Build/Finance*

- Contract awarded to a private partner for the financing, design, and construction of the new facilities
- Ownership of the improvements lies with the equity investors, with ownership of the completed facilities transferred to Broward County after debt is retired
- Operation of the facility is with the private partner
- Operating agreement is executed which brings a percentage of revenue to Broward County

**ALTERNATIVE 2: SEPARATE THE CONCESSIONS SALES PERMITS FROM A CATERING SERVICES CONTRACT**

While the advantages of maintain the permitting process for concessions sales may outweigh the disadvantages associated with infrastructure investment by Broward County, there could be some significant advantages to taking an opposite approach for catering services.

There are some important reasons for having a single-source catering contract, with expectation of infrastructure investment financed by the catering company, as follows:

- Greater concern about maintenance, housekeeping, and general upkeep creating a sense of “ownership” not associated with one-time or short-term users
- Superior food selection and presentation created by on-site kitchen facilities, rather than off-site food preparation
- Prospect of catering company bringing additional user groups, including parties, receptions, and other celebratory activities
- Development of a true partnership, rather than a transactional relationship

Additionally, the current structure does not enable Broward County to receive a percentage of catering sales, in lieu of a fixed-fee situation based upon the size of the user group. Clearly, the operating agreement could be created in a way which would bring greater revenue, based upon a percentage of the catering contract for the user group, rather than a single fee based upon group size.

Conclusion:

At this stage of development for CBRP, and, in particular, for the stadium, it may be imprudent for Broward County to create an alternative structure for concession food sales and catering services. It is understood that the relative uncertainty of utilization and the absence of an anchor tenant with a firm

schedule based upon league play provides little leverage for Broward County in negotiating a new arrangement, especially one based upon private sector investment.

However, if Broward County decides to retain the current food service program, it should also seek ways to make it more efficient and enable it to generate more revenue. The optimal ways to do so are the following:

- Limit the number of concession food sales entities to the “best of the best,” demonstrating that customer service and fair pricing are essential ingredients of recurring event opportunities
- Create alternative mechanisms which enable Broward County to collect a base fee, plus a percentage of verifiable gross food and beverage sales
- Encourage vendors who represent the full diversity of the community and who are willing to commit to standards which reflect favorably on Broward County
- View concession food sales and catering services as business opportunities which require substantially different skills, expectations, and capabilities
- Provide more active management of food service, recognizing that it is a key component of customer satisfaction and perception of CBRP

At present, food service is regarded as a secondary revenue stream. Clearly, there is rationale for seeking ways to derive additional revenue. And, as the utilization of the stadium improves, Broward County has added leverage in executing agreements which are not solely “event by event,” but instead, may look to create partnerships which, ultimately, will generate a higher level of accountability.



## CHAPTER EIGHT - COMMUNICATIONS STRATEGY

The fundamental purpose of this communication strategy is to raise the awareness and appeal of the complex at three different levels –

1. International
2. National
3. Local

**Desired outcome:** The complex, and Broward County, should become much better known as a destination of important sports events, boost the image of Broward County and drive economic impact to the region.

## KEY ELEMENTS OF THE COMMUNICATIONS PLAN

The following are the key elements that should be highlighted as a part of the communications plan:

- A close association with sport associations and federations, including the United States Cricket Association, Cricket Holdings America, and other similar organizations which are event rights holders.
- Leveraging cricket and perhaps soccer as a platform to create opportunities to demonstrate the diversity of Broward County, as well as the unique vision which inspired the construction of CBRP.
- Emphasis on communication to highlight the range of activities and events at CBRP, with opportunities for all segments of the population to take part.
- Broward County raising its profile by associating with international branding associated with cricket, with a strong focus on media, while, at the same time, showcasing stakeholders and the benefits they derive from the park.
- Emphasis on creation of healthy lifestyles and the benefits of sustained physical activity, which helps to reinforce particular strengths of Broward County, including the following:
  - Medical and rehabilitation hospitals and clinics
  - Outdoor and recreational facilities
  - Medical equipment suppliers and manufacturers

## COMMUNICATION ROAD MAP

This road map is thus expressed in two parts:

### THE “STORY”

This expresses and articulates the main idea behind the proposed communication strategy and could serve as an introduction of Broward County and to the game of cricket to audiences which do not have familiarity with one or both.

- Broward County is vibrant, progressive, and diverse
- Broward County has the only ICC-recognized venue in the United States
- Cricket is an international game which has its American locus of recognition and importance in Broward County
- Central Broward Regional Park is a unique and popular community asset

These messages can be the foundation of a new communication theme for Broward County and can be used in speeches, presentations, and promotions in various contexts.

### APPLICATION OF THE “STORY”

This consists of the five application areas through which the strategy should be activated in order for the “story” to be effectively communicated.

1. Corporate identity
2. Public signage
3. Events
4. Media relations
5. Local activation

While the application of the strategy in these five areas is geared toward communicating to audiences outside of South Florida, support from the local community plays a crucial role in the activation and delivery of this strategy. Therefore, it is important to gain the support of the local community concerning the “story,” so that it then becomes a credible positioning strategy that can be effectively communicated in the full range of contexts in which Broward County might participate.

#### *Corporate identity*

The visual identity and style which the Sports Complex adopts for use in its communication materials will fundamentally affect the way in which the facility is perceived. Furthermore, this application is in many instances the first element which target groups will see when they come in contact with Broward County, and the visual identity should be reflective of the “story”.

Fundamentally, it is important for the Sports Complex to have its own identity, separate from, but complementary to, Broward County and the Broward County Parks & Recreation Division.

Logo:

- Logo should incorporate two main elements: cricket and recreational play
- The look and feel of the logo design should be reflective of the “story” and the “tagline”

Tagline:

- Tagline needs to reflect the uniqueness of cricket and the diversity of recreational offerings
- Tagline needs relevance in all geographic contexts

### *Public Signage*

An essential component in the activation of the communication strategy is to create visible signage and landmarks at key locations in the County to visually reinforce the Sports Complex and its association with cricket.

This effort is targeted at both visitors and local residents:

- Visitors: To ensure that they become aware of the Sports Complex and its connection to cricket
- Local Residents: To be reminded of the community orientation to diverse recreational activities that serve local interests

Principles/Concept:

- Express the Broward County connection through the newly designed Sports Complex logo and graphics in various high-visibility entry points to Broward County
- Use opportunities to demonstrate the vibrant connection between Broward County and the game of cricket

Examples of projects:

- Fort Lauderdale International Airport (FLL)
- Interstate highway (I-95)
- Sunrise Boulevard (in both directions)

### Events

Events are key communication opportunities for Broward County to demonstrate and reinforce its cricket connection to both the local population and the media. Therefore, the type of events hosted in the County and the way in which they are organized would directly perceptions.

#### Principles/Concept:

- All existing events proximate to the Sports Complex should have some way of recognizing or conveying the Broward County association with cricket.
- Create recreational events cricket demonstrations (with emphasis on “learn to play”) and use them to connect the local non-sport population with cricket.

#### Examples of Projects:

- Cricket “Festival,” creating “fan fest” opportunities during and in connection with important cricket matches.
- Cricket “Learn to Play” opportunities, emphasizing youth experience in an enjoyable setting.

### Media Outreach

Media is a very important and central application area in the Broward County communication strategy because the media (especially international and national) is needed to reach out to a large and wide audience to communicate the message and to increase awareness levels.

The three target groups for this application are the following:

- Local/regional media: it can be reached on a daily basis through “events” and “local activation” applications
- National media: important target group which can help raise/ maintain the profile of Broward County, particularly in cities with large populations originating in British Commonwealth countries.
- International media: important target group, which will have interest in the uniqueness of cricket in an area not associated with cricket interest or popularity

#### Principles/concept:

- To become interesting to the media, Broward County must combine the Sports Complex branding with some target events that will serve as “hooks,” as the media traditionally provide coverage to events (with a description of Broward County and its story viewed as a part of describing the event).
- The events must be linked to the worldwide scope and popularity of cricket.

- A certain rhythm must be created to secure a consistent flow and to reduce the work/input needed every year.
- Within international media, focus could be on media for the upcoming host countries of the ICC World Cup (Australia/New Zealand in 2015 and England and Wales in 2019), as well as recent previous hosts (2011 in Indian, Bangladesh, and Sri Lanka).
- Need to create a more direct linkage between Broward County and the ICC to increase media attention to the County whenever cricket is discussed in the United States.

#### Examples of projects:

- Countdown clock at the complex for the next ICC World Cup in 2015
- Cricket Fan Festival, including public viewing and festival to be organized during important international matches (so that CBRP is the “second best place to be”)

#### *Local Activation*

This application area is intended to define the means through which Broward County can promote and inform the local population about its aspirations to be the “Epicenter of Cricket in the United States” (as expressed in the “story”) and what it could mean in everyday life.

#### Principles/concept:

- Promotional campaign which not only informs but also involves and connects with the local population so that they feel ownership of these aspirations.
- An effective way to engage the local population in such an awareness campaign would be through “learn to play” and family-oriented activities.
- A County that truly embraces such aspirations related to cricket would be very interesting for national and international media.

#### Examples of projects:

- “Cricket heroes” contest (this could take many forms).
- Cricket festivals, including matches, demonstrations, clinics, food vendors, and other participatory activities.

The ideal outcome in this application is that community residents can align themselves with the strategic positioning of Broward County and become true custodians of the brand.

### *Summary*

The roll-out of the strategy application in the five areas outlined above may be conducted in phases. However, it is important that “media relations” and “visual identity” take precedence over the other areas since they are the key activation points.

Additionally, before implementing this proposed strategy, it will be important for Broward County to get endorsement from USACA and secure the long-term support of American cricket leaders.

Should the proposed strategy be implemented, there is a strong possibility that Broward County will be able to substantially raise its level of awareness internationally and domestically and gain a reputation that a county its size would not normally be able to achieve.



## CHAPTER NINE - PERFORMANCE METRICS AND OUTCOME EVALUATION

The PROS team recommends the following performance metrics must be tracked to evaluate outcomes and determine success over time. This tracking must be done on a systematic level quarterly, semi-annually and annually to allow for maximum effectiveness.

These metrics are nationwide standards that are customized to this specific facility and must be adopted in a phased approach to ensure maximum success in implementation over time.

### FACILITY METRICS

- Facility Utilization Standards - Prime Time
- Facility Utilization Standards – Non-Prime Time
- Facility Target Market (Resident versus Non-Resident)
- Maintenance Management Metrics
- Sustainability Audits undertaken

### PROGRAM METRICS

- Number of Events (Local versus National / International)
- Number of Cricket Events
- Number of new events annually
- Event / Customer Retention Rates

### FINANCIAL METRICS

- Cost Recovery Goals (Direct and Indirect Cost Recovery)
- Earned Income Generated (Extent of Sponsorship / Advertising Dollars generated)
- Marketing Return on Investment
- Economic Impact Levels met

### STAFFING METRICS

- Percentage of Volunteer Use
- Number of new Partnerships developed



## CHAPTER TEN - CONCLUSION

In summary, the Sports Complex is a truly unique asset with significant potential to enhance Broward County's brand nationally and internationally. As a community resource, it gives evidence to residents that parks and park facilities are truly open to all.

The key moving forward will be to establish a clear vision and balancing facility utilization between using it as a park amenity and using it as a stadium. If the County and the Division could build upon the plan's recommendations for programming and partnerships, establish a prioritization of usage and continue to allocating adequate resources (staffing, marketing and communications, new revenue generation), the Consulting team sees no reason why the projected cost recovery goals could not be met or even exceeded over time.

It is this blend of existing opportunities, unique facility spaces, committed leadership and growing market need that point to a future direction filled with potential to provide the residents and visitors to Broward County with occasions to inspire, to celebrate, and to prosper.