

# West Michigan Sports Commission Multipurpose Field Sports Complex Feasibility Study



WEST MICHIGAN  
SPORTS COMMISSION

Final Report\* *(condensed)*  
January 17, 2018

hunden  
strategic  
partners



January 17, 2018  
West Michigan Sports Commission  
Mike Guswiler  
President  
171 Monroe Avenue  
Grand Rapids, MI, 49503

Dear Mr. Guswiler,

The West Michigan Sports Commission (WMSC) engaged the Hunden Strategic Partners Team (HSP or HSP Team) including consultant Mike Millay of Clancy's Sports Properties, to complete a Multi-Field Sports Complex Feasibility Study. The study was to determine whether West Michigan would benefit from a new multi-field complex. HSP profiled existing and new facilities in the local, state and regional area to explore what kind of sports should be targeted. The objective of the study is to determine how West Michigan can fill in gaps, leverage existing strengths and optimize its overall position in the sports community. The analysis provided an understanding of the area's strengths, weaknesses, opportunities and threats, specifically as they relate to a new sports complex.

This deliverable has been prepared under the following general assumptions and limiting conditions:

- The findings presented herein reflect analysis of primary and secondary sources of information that are assumed to be correct. HSP utilized sources deemed to be reliable, but cannot guarantee their accuracy.
- No responsibility is taken for changes in market conditions after the date of this report and no obligation is assumed to revise this report to reflect events or conditions occurring after the date of this report.
- HSP has no control over construction costs or timing of construction and opening.
- Macroeconomic events affecting travel and the economy cannot be predicted and may impact the development and performance of the project.
- We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely yours,

**Hunden Strategic Partners**

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# Multi-Field / Rectangular Sports Industry Trends

# National Youth Sport Participation

## National Youth Sport Participation Levels

Sport	National	Trending
Soccer	14,100,000	↑
Archery	8,400,000	→
Football (Tackle)	7,800,000	→
Football (Flag)	6,600,000	→
Ultimate Frisbee	4,400,000	↑
Lacrosse	2,900,000	↑
Rugby	1,550,000	↑
Field Hockey	1,500,000	→
Cricket	N/A	--
Quidditch	N/A	--

Source: Hunden Partners, Various Sources

For sports primarily played on multipurpose fields, soccer has the highest national participation level, with approximately 14.1 million youth participants in America engaging recreationally.

Since 2014, Ultimate Frisbee, Lacrosse, and Rugby have all experienced growth in participation nationally. Typically, these sports compete with soccer participants for multipurpose fields within a given area.

As shown in the figure, no sport has experienced a decline in national participation since 2014, which indicates that demand for field space will likely continue throughout communities in the United States.

# Introduction to National Governing Bodies

**National Sport Governing Body Participation Breakdown by Sport**

Sport	National	State	Local
U.S. Soccer	3,851,656	96,843	6,468
US Lacrosse	454,527	6,393	4 Clubs
USA Rugby	119,812	N/A	1,000
USA Ultimate	53,362	315	37
USA Field Hockey	26,460	480	100
USA Archery	21,000	949	3 Clubs
US Quidditch	4,166	142	21
USA Football	N/A	12,000	14 Leagues
USA Cricket	N/A	N/A	160

Source: Hunden Partners, Various Sources

If data was not available or not provided, it is marked as "N/A". This does not imply that participation is non-existent, just that detailed data was not provided to HSP from the relevant body.

In the United States, each sport is governed by a national governing body. These governing bodies oversee the sport throughout amateur, collegiate, and professional levels.

HSP identified the nine sport governing bodies presented in the table to the left that will likely be users of the proposed multipurpose complex, at a national, state, or local level. HSP provided the number of clubs within the West Michigan area if participation numbers were not provided.

As shown in the table to the left, U.S. Soccer has the highest participation levels at a national, state, and local level. Overall, there is a presence from all the identified multipurpose sports in the table locally.



# Local Sports Facility Supply & Demand Analysis

# Local Sports Facility Supply Summary

Grand Rapids Local Sports Facilities (Sorted by Multipurpose fields)

Name	City	Owner	Distance From Downtown	Baseball Diamonds	Multipurpose Fields	Basketball Courts	Tennis Courts	Total
Boomer Park	Cedar Springs	--	21.2	--	8	--	--	8
Brewer Park	Byron Center	Kent County	12.5	1	7	1	1	10
Gainey Atheletic Facility	Grand Rapids	Calvin College	7.9	6	7	--	18	31
Rockford High School	Rockford	Rockford Public Schools	15.7	6	7	--	8	21
Douglas Walker Park	Byron Center	Kent County	12.6	1	5	--	--	6
Jenison High School	Jenison	Jenison HS	10.4	4	5	--	16	25
South Christian Sports Park	Grand Rapids	South Christian Academy	13.7	5	4	--	12	21
East Kentwood High School	Kentwood	East Kentwood HS	12.2	2	4	--	12	18
Whistlestop Park	Byron Center	Byron Township	12.9	8	4	--	--	12
MSA Fieldhouse	Grand Rapids	MSA	11.2	--	4	5	--	9
<b>Average</b>			<b>13</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>11</b>	<b>16</b>
<b>Total</b>			<b>--</b>	<b>33</b>	<b>51</b>	<b>1</b>	<b>67</b>	<b>161</b>

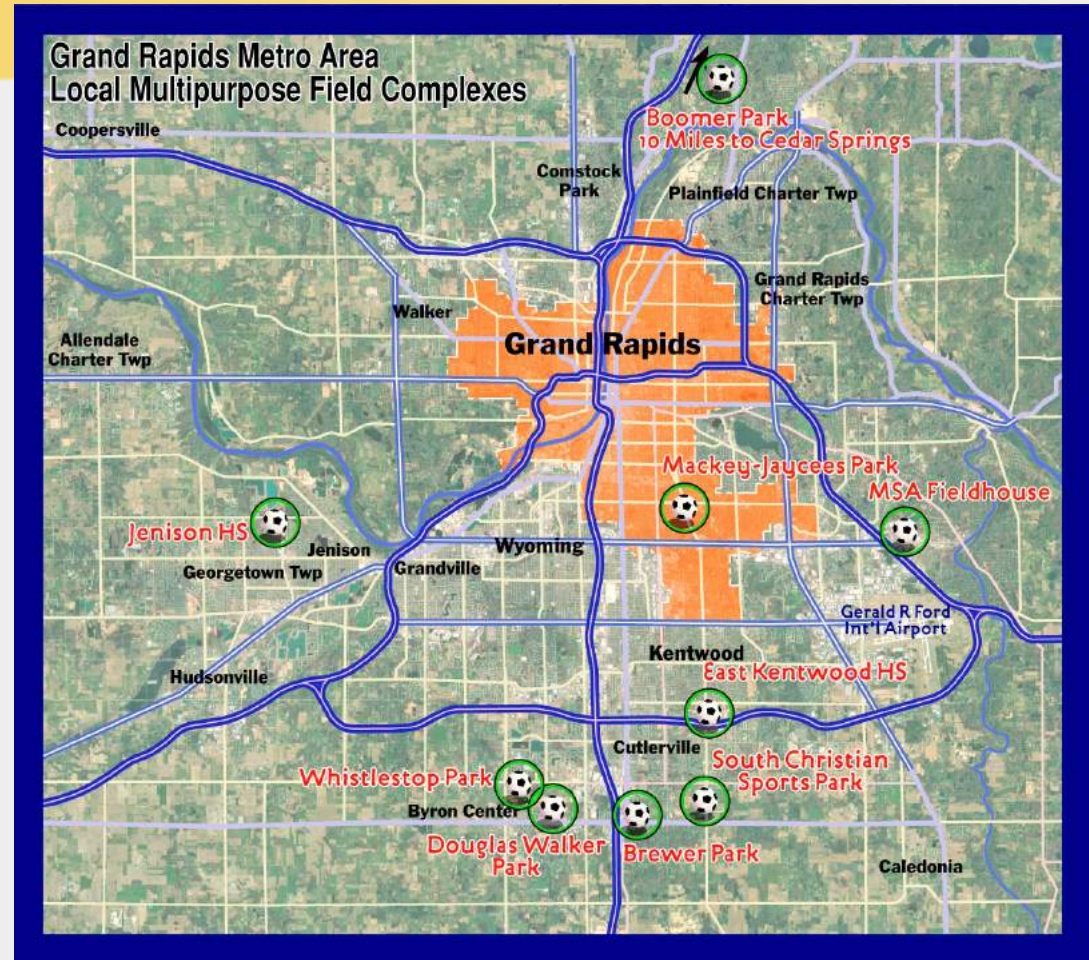
Source: Various Facilities, Hunden Strategic Partners

- Although other multipurpose facilities exist in Grand Rapids, HSP highlighted the largest and most contiguous in the region.
- Currently, there are six facilities with more than four multipurpose fields, however, only one is located in Grand Rapids.



# Local Sports Supply Map

The nine multipurpose field complexes are located throughout the West Michigan area. The distance between these multipurpose complexes inhibits tournament programming as many teams prefer a contiguous field complex.



# Local Sports Facilities



## Mackay-Jaycees Park

**Location:** Grand Rapids

**Programming:** Primarily serves Alliance FC

**Amenities:** 5 baseball diamonds, 2 multipurpose fields, 4 tennis and basketball courts



## South Christian Sports Park

**Location:** Grand Rapids

**Programming:** South Christian High School; CATS FC

**Amenities:** 5 baseball diamonds, 4 multipurpose fields and 12 tennis courts



## Brewer Park

**Location:** Byron Center

**Programming:** Kent County owns – serves various clubs needs and tournaments

**Amenities:** A baseball diamond, 7 multipurpose fields



# Local Sports Facilities



## Douglas Walker Park

**Location:** Byron Center

**Programming:** Kent County owns – serves local recreational needs and tournament play

**Amenities:** A baseball diamond and 10 smaller multipurpose fields



## East Kentwood High School

**Location:** Kentwood

**Programming:** Serves East Kentwood High School and various sports clubs

**Amenities:** 2 baseball diamonds and 4 multipurpose fields



## Jenison High School

**Location:** Jenison

**Programming:** Serves Jenison High School and various sports clubs

**Amenities:** 4 baseball diamonds, 5 multipurpose fields and 16 tennis courts

# Local Sports Facilities



## Whistletop Park

**Location:** Byron Center

**Programming:** Byron Township Recreation Department – Home to Alliance FC and local recreational programs

**Amenities:** 8 baseball diamonds and 4 multipurpose fields



## Boomer Park

**Location:** Cedar Springs

**Programming:** Serves CASSA FC and local recreational needs

**Amenities:** 8 smaller multipurpose fields



## MSA Fieldhouse

**Location:** Grand Rapids

**Programming:** Serves River City FC

**Amenities:** 4 multipurpose fields and 5 basketball courts

# West Michigan Overview

## Current Situation

West Michigan's demand for multipurpose fields has continued to increase as sports group participation, especially soccer, lacrosse and football, have grown tremendously in recent years. Currently, West Michigan has various smaller multipurpose field complexes that are able to accommodate local sports groups needs but are not conducive to hosting large regional/state/national tournaments, as regional and national tournaments require the majority of tournament play to be programmed at one facility.

## What can West Michigan / Grand Rapids capture?

West Michigan is anchored by the City of Grand Rapids, which features a growing and a vibrant community. The region has seen significant population growth in the last 10 years and has great destination appeal. Construction of a tournament quality multipurpose field facility will be able capture regional and state tournaments if positioned strategically within the market.

## Unmet Demand

Based on conversations with various sports officials and available data, it appears that West Michigan lacks tournament quality facilities which results in limited tournament offerings for each sport. Local programs have indicated that they are considering or developing their own facilities just to accommodate their programs, league play and practice needs. Conversations indicated that, with the appropriate facility offerings, West Michigan could be a draw for regional lacrosse, soccer, rugby and field hockey tournaments.



# Regional & State Sports Facilities Analysis

# Regional & State Sports Facilities Summary

Grand Rapids Regional Sports Facilities					
Name	City	Distance From Grand Rapids	Baseball Diamonds	Multi Purpose Fields	Total
Kalamazoo Community Soccer Complex	Kalamazoo	49	1	10	11
River Oaks County Park Soccer Complex	Galesburg	55	4	20	24
Portage Soccer Complex	Portage	59	--	9	9
Hope Soccer Complex	Lansing	80	--	8	8
Legacy Center	Brighton	119	--	9	9
Saginaw Soccer Complex	Saginaw	119	--	22	22
ITC Community Sports Park	Northville	131	8	10	18
Marv Gans Community Park	Northville	133	3	15	18
Commerce Park	Gross Ile Township	172	--	10	10
<b>Average</b>		<b>102</b>	<b>4</b>	<b>13</b>	<b>14</b>
<b>Total</b>		<b>--</b>	<b>16</b>	<b>113</b>	<b>129</b>

Source: Various Facilities, Hunden Strategic Partners

The nine regional and state facilities all feature tournament quality facilities and host multiple tournaments throughout the year. Any tournament quality multipurpose field complex developed in the West Michigan area will compete with these nine facilities for tournaments.



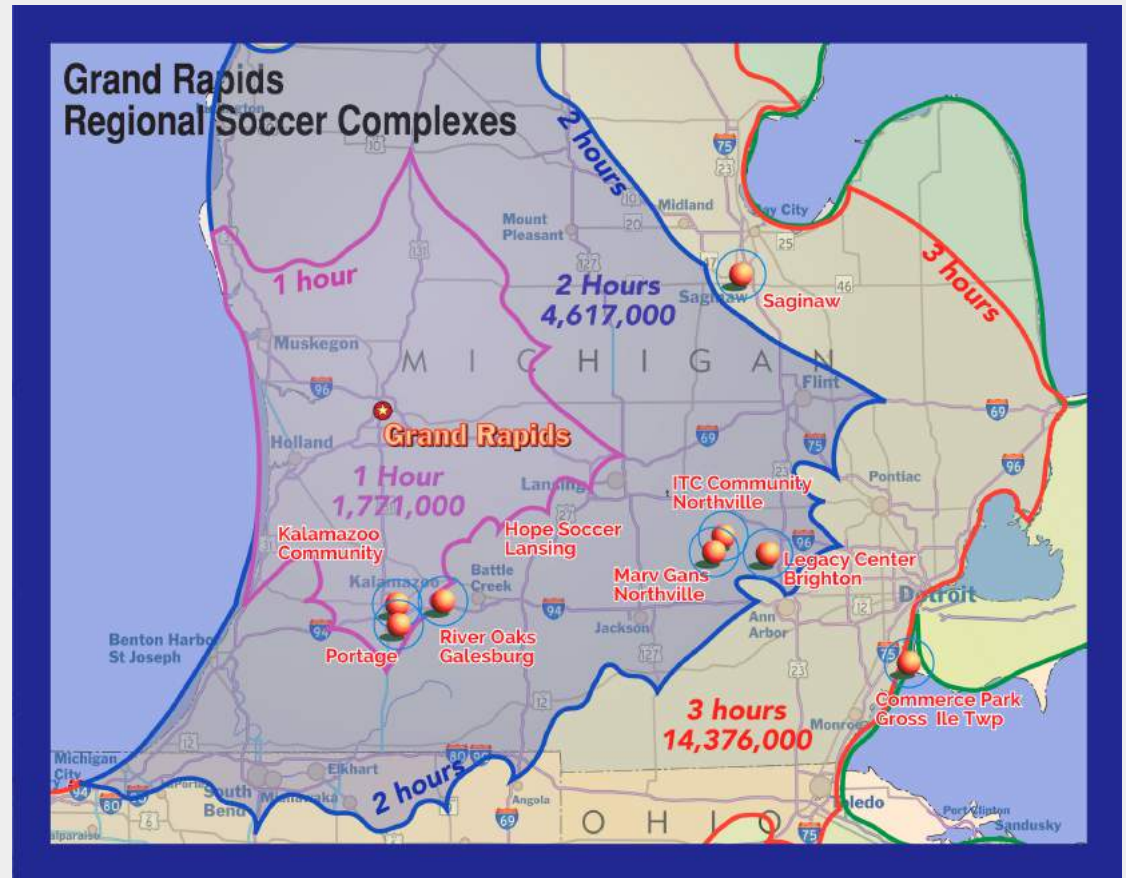
# Regional & State Sports Facilities Map

The figure to the right shows where the regional sports facilities are located within Michigan.

The Kalamazoo area offers three tournament quality complexes and is a major player in region and state for tournaments and events. With 39 multipurpose fields, the Kalamazoo area will likely be the main competition for tournaments with any development in West Michigan.

However, West Michigan's strong reputation of destination appeal is an advantage for a potential multipurpose field facility to attract and secure tournaments.

In order for West Michigan to compete for high-impact sport tourism events, a facility that features tournament quality fields, high quality amenities, and up-to-date technology is needed to separate itself from regional and state sports facilities.





# Regional & State Sports Facilities Profiles



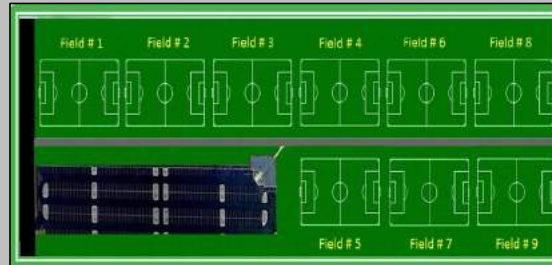
## River Oaks Soccer Complex

**Location:** Galesburg

**Owner:** Kalamazoo County

**Management:** Kalamazoo County

**Amenities:** 4 baseball diamonds and 20 multipurpose fields



## Portage Soccer Complex

**Location:** Portage

**Owner:** City of Portage, AYSO region 74 and US Soccer foundation

**Management:** Portage Soccer Club

**Amenities:** 9 multipurpose fields



## Legacy Center

**Location:** Brighton

**Owner:** n/a

**Management:** n/a

**Amenities:** 8 outdoor multipurpose fields and an indoor multipurpose field

# Regional & State Sports Facilities Profiles



## Kalamazoo Community Soccer Complex

**Location:** Kalamazoo

**Owner:** Kalamazoo County

**Management:** Kalamazoo County

**Amenities:** 10 multipurpose fields



## Hope Soccer Complex

**Location:** Lansing

**Owner/Management:** n/a

**Amenities:** 8 multipurpose fields



## ITC Community Sports Park

**Location:** Northville

**Owner/Management:** City of Novi

**Amenities:** 8 baseball diamonds and 10 multipurpose fields

# Regional & State Sports Facilities Profiles

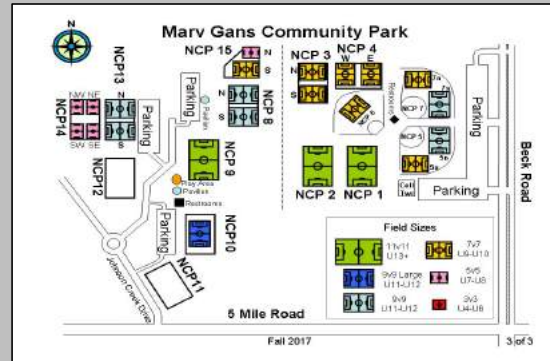


## Commerce Park

**Location:** Grosse Ile

**Owner/Management:** City of Grosse Ile

**Amenities:** 10 multipurpose fields



## Marv Gans Community Park

**Location:** Northville

**Owner/Management:** Northville Parks and Recreation

**Amenities:** 15 multipurpose fields and three baseball diamonds



## Saginaw Soccer Complex

**Location:** Saginaw

**Owner/Management:** Saginaw Township Soccer Association

**Amenities:** 22 multipurpose fields

# Regional & State Destination Profiles

Grand Rapids Regional Competitive Facilities

	Grand Rapids	Kalamazoo	Galesburg	Portage	Lansing	Brighton	Saginaw	Northville	Grosse Ile Township
<b>Population</b>	196,445	75,984	2,049	48,508	116,020	7,604	48,948	5,979	10,371
<b>Households</b>	73,026	28,025	766	19,492	48,414	3,705	19,286	2,545	4,035
<b>Number of Tournament Facilities</b>	1	2	1	1	1	1	2	2	1
<b>Largest Multipurpose Facility</b>	Boomer Park	Kalamazoo Community Soccer Complex	River Oaks County Park Soccer Complex	Portage Soccer Complex	Hope Soccer Complex	Legacy Center	Saginaw Sports Complex	Marv's Gans Community Park	Commerce Park
<b>Number of Fields at Largest Multipurpose Facility</b>	8	10	20	9	8	9	22	15	10
<b>Turf Facilities</b>	✓	✓ (Indoor)	✗	✓	✓	✓ (Indoor)	✗	✓	✗
<b>Hotels</b>	50+	33	0	4	44	5	20	2	1
<b>Support Attractions</b>	John Ball Zoo, Downtown Market, Michigan's Adventure Theme Park, Tanger Outlets Grand Rapids	Gilmore Car Museum, Kalamazoo Valley Museum, Kalamazoo Institute of the Arts	Bells Comstock Brewery, Burgess Antique Center, Go Go Classic Cars & Showroom	Air Zoo, Stuart Manor, Ramona Park Beach, West Lake Nature Preserve	Potter Park Zoo, Impression 5 Science Center, Michigan History Center, Michigan State University Museum, Dodge Museum	Mount Brighton, Island Lake Recreation Area, Aeronca Museum	Castle Museum, Saginaw Art Museum, Saginaw Railway Museum, Children's Zoo at Celebration Square, Shiawassee National Wildlife Refuge	Maybury State Park, Millennium Park, Cass Benton Park	Huron River, Lake Erie Metropark, Civic Center Park

Source: US Census Bureau

HSP identified tournament quality facilities as facilities that alone are capable of hosting regional or national tournaments. Currently, Grand Rapids tournaments are forced to use multiple facilities as no one facility is large enough to accommodate demand.

# Regional & State Facilities City Profiles

As shown on the table on the previous page, Grand Rapids is larger than the cities of the regional and state facilities identified. While the regional and state facility cities have tournament quality complexes and host multiple regional and state tournaments, destinations like Grand Rapids are more desired by tournament organizers. The support amenities (hotels, retail, and dining options) that Grand Rapids offers are better suited to accommodate tournament participants and spectators. The addition of the Art Van Sports Complex has already enhanced the sports tourism reputation of West Michigan, and the area is hosting multipurpose field sports tournaments throughout the year. The addition of a tournament quality complex that offers a quantity of fields at or above the regional and state facilities identified will likely allow WMSC to attract larger regional and state tournaments, and continue to build its sports tourism reputation.

While Grand Rapids offers many desired support amenities, it lacks the tournament quality facility to draw tournaments. Grand Rapids' destination appeal coupled with a new tournament quality multipurpose facility would be attractive to tournament organizers.



# Sports Tournaments & Opportunity Analysis

# National Tournament Market Trends

HSP had conversations with multiple sports organizations, third-party tournament organizers, and sports complexes to better understand national tournament market trends. A summary from those conversations is below.

- The tournament market is getting more competitive as events become more regionalized and more facilities open.
- Organizers are selecting one-site venues with close proximity to hotels, restaurants, retail and entertainment.
- Successful facilities are programming tournaments and events almost every weekend, while local use (practice, games, leagues) fill up weekdays.
- Tenants and user groups are key to supporting the facility at a baseline level and establishing a credible reputation.
- Higher level of tournament competition attracts greater interest from out-of-state teams.



# Tournament Opportunity Analysis

This section is intended to provide WMSC with a better understanding of the potential tournament use by sport at a new multipurpose field complex in West Michigan. In addition to the tournament use, HSP provided the tournament facility needs by sport to allow WMSC to better understand the tournament opportunity at a new complex.

The potential complex has the opportunity to host tournaments in the West Michigan area for various outdoor field sports. HSP spoke to over nine sports for potential tournament use; however, many of the sports indicated to HSP that their tournament opportunity would be minimal at a complex in the West Michigan area. Based on conversations with sport organizations and the regional and state facilities, HSP believes a new multipurpose field complex development in the West Michigan area would have the opportunity to attract tournaments for the following sports:

- Soccer
- Ultimate Frisbee
- Lacrosse
- Archery
- Rugby
- Field Hockey
- Quidditch



# Tournament Opportunity – WMSC Opportunity

Based on conversations and RFP's for tournament bids, HSP has provided a summary in the table below of the minimum and desired number of fields to host tournaments by sport, and the likely opportunity of tournament size that WMSC would attract with the development of the recommended multipurpose field complex.

WMSC Tournament Opportunity - Number of Fields Desired for Tournaments by Sport							
	Soccer	Ultimate Frisbee	Lacrosse	Archery	Rugby	Field Hockey	Quidditch
<b>Minimum Number of Fields</b>	8	3	8	1	2	2	1
<b>Desired Range of Number Fields</b>	12 to 24	12 to 18	8 to 12	1 to 2	6 to 8	4 to 6	4 to 6
<b>WMSC Opportunity</b>	State or Regional	State or Regional	State or Regional	State	State or Regional	State or Regional	Regional or National
Source: Various Sources, Hunden Strategic Partners							

The development of a tournament quality multipurpose field complex in West Michigan would likely provide the local programs with a venue to host numerous local tournaments throughout the year. Additionally, the complex would allow WMSC the opportunity to attract larger state or regional tournaments for the majority of the sports.

# Tournament Market Implications

- Regional and state events are possible to attract to West Michigan if a tournament quality facility were developed that featured 12 to 16 multipurpose fields.
- West Michigan is viewed as an ideal location for regional tournaments, and is an ideal location to grow state tournaments to the west region of Michigan.
- Current tournaments are at capacity or have to cap participation due to lack of supply in area.
- Local programs, national and regional organizations, and third-party tournament event companies have a desire to move or create new tournaments in West Michigan.
- User groups have expressed interest in partnering with WMSC to operate or be the main tenant of the complex.



# Comparable & Competitive Facilities / Case Studies

# Westfield Grand Park

## Complex Overview

- 31 Multi-Purpose Fields (outdoor)
- 26 Baseball Diamonds (outdoor)
- 8 Basketball Courts (Fieldhouse)
- 16 Volleyball Courts (Fieldhouse)
- 3 Multi-Purpose Fields (Events Center)

## Primary Tenants

### Soccer:

- Indiana Soccer Association
- Indiana Fire Juniors

### Baseball:

- Indiana Bulls
- Houses the Indy Eleven training headquarters

The City of Westfield and Grand Park are reviewing the rental value of its fields and diamonds to determine a rental strategy for 2018.

# GRAND PARK



# Westfield Grand Park

- There were 61,970 hotel room nights in Hamilton County generated from Grand Park events in 2015.
- The facility offers no local use and is only programmed tournament use.
- More than 1.8 million visitors in 2016.

Grand Park Event Visitor Data - 2014 - 2017					
	Soccer and Field Sports	Baseball and Softball	Event Center	Grand Opening	Yearly Total
Overnight Visits					
2014	161,982	100,360	0	--	262,342
2015	247,952	402,735	0	--	650,687
2016	430,954	482,440	716	--	914,110
2017*	453,930	489,340	1,442	--	944,712
Day Trip Visits**					
2014	139,037	108,610	0	--	247,647
2015	163,823	183,480	0	--	347,303
2016	251,205	247,907	16,471	--	515,583
2017*	265,599	251,452	33,182	--	550,233
Local Visits					
2014	209,863	177,444	0	9,500	396,807
2015	225,619	158,026	0	--	383,645
2016	219,753	201,329	18,620	--	439,702
2017*	231,470	204,208	37,512	--	473,190
Total Visits					
2014	510,882	386,414	0	9,500	906,796
2015	637,394	744,241	0	--	1,381,635
2016	901,912	931,676	35,807	--	1,869,395
2017*	950,999	945,000	72,136	--	1,968,135
2016 % Non-Local	76%	78%	48%	--	76%

\*Estimate

\*\*Visitors from outside of Hamilton County

Source: City of Westfield, Hunden Strategic Partners

# Maryland Soccerplex & Discovery Sports Center

## Complex Overview

- 24 Multi-Purpose Fields (SoccerPlex)
- 1 Championship Multi-Purpose Field (SoccerPlex)
- 5 Baseball Diamonds (SoccerPlex)
- 8 Basketball / Volleyball Courts (Discovery Sports Center)
- 2 Multi-Purpose Field (Discovery Sports Center)

## Primary Tenants

### Soccer:

- Washington Spirit
- SAM Soccer

### Basketball:

- AAU
- DC Flames
- DC Metro



Maryland  
SoccerPlex



# Maryland Soccerplex & Discovery Sports Center

- Original development led by Maureen and John Hendricks, founder of Discovery Communications, who established Maryland Soccer Foundation (MSF) to oversee and manage the 24 field complex.
- Sports Complex has championship stadium with a capacity of 4,000, which has hosted a US Olympic qualifier, MLS matches, ACC men's soccer Championship, among others.
- The complex utilizes local food and beverage distributors for events.
- Events are booked for 95 percent of the year, and range from youth sports to professional teams and leagues.
- There were more than 650,000 registered visitors in 2015.



# Scheels Overland Park Soccer Complex

Location: Overland Park, KS

Opened: 2009

Size: 96 acres

## Community Overview:

-Population: 184,525

-Median Household income: \$69,759

## Facility overview:

-12 lighted artificial turf fields

-One basketball court

-Skate-park

-Three tennis courts

-St. Andrews golf course adjacent

-Blue Valley Recreation adjacent





# Scheels Overland Park Soccer Complex

## Financial Information (2016)

- 2016 was the best year financially with \$1.7 million in revenue and \$1.435 million in expenses.
- Sponsorships increased from \$198,950 to \$229,325 (15%) with \$29,875 coming from third party sales agreements with Heartland Soccer Association and the Sporting Club Network.
- Concessions, which operate Friday through Sunday, generated \$336,000 in sales and a profit of 23%.
- 21 tournaments in 2016; each averaged more than 210 teams
  - Generated approximately 20,000 room nights with economic impact just over \$5 million.
  - Out of town teams account for 25 to 35% of total teams.

Overland Park Financial Information (2014-2016)

Revenue Source	2014	2015	2016
Tournaments	424,159	393,140	409,200
Practice	287,793	291,010	358,875
Games	187,296	190,443	214,895
Camps/Clients	29,944	40,120	52,575
Tenant Lease	84,650	90,367	84,807
Unallocated Revenue	0	0	0
Misc Contribution	23,950	0	30,638
Equipment Rental	0	0	0
Concessions	289,816	322,673	336,418
Sponsorship (gross)	88,300	198,950	229,325
<b>Total Revenues</b>	<b>1,415,908</b>	<b>1,526,703</b>	<b>1,716,733</b>
Expense Source	2014	2015	2016
Staff Wages	387,727	379,356	377,523
Personal Services	85,567	107,532	107,898
Commodities	65,649	53,442	71,277
Concession Supplies	118,701	141,485	136,032
Contractual Services	167,026	177,782	184,425
Electric	237,587	233,447	254,428
Other Finance Uses	303,600	307,000	304,000
<b>Total Expenses</b>	<b>1,365,857</b>	<b>1,400,044</b>	<b>1,435,583</b>
<b>Operating Profit</b>	<b>50,051</b>	<b>126,659</b>	<b>281,150</b>

Source: Overland Park Soccer Complex

# Youth Sports Complex Development Pipeline

Youth Sports Complex Pipeline						
Location	Indoor/Outdoor	Name	Number of Fields	Cost	Size	Status
Collier County, FL	Outdoor	TBD	--	\$60-\$80 Million	61 Acres	Proposed
Vicksburg, MS	Outdoor	Vicksburg Sports Park	8	\$20 Million	--	Financing Approved
Windsor, CO	Indoor/Outdoor	Rocky Mountain Sports Park	12	\$225 Million	489 Acres	Proposed ("World's Largest Sports Park")
Missoula, MT	Outdoor	Missoula Regional Park	11	\$38 Million	--	Phase II Construction (2018 Opening) Phase II Completed; Indoor (Phase III not started)
Broussard, LA	Outdoor	Broussard Sports Complex	6	\$33 Million	122 Acres	
Round Rock, TX	Outdoor	Round Rock Multi-purpose	10	\$27 Million	60 Acres	Opened Summer 2017

Source: Various Sources; Hunden Strategic Partners

The facilities listed above are the major outdoor youth sports complexes that are currently under construction or recently opened. Every facility includes multi-purpose fields along with other sports components including softball, baseball, volleyball, basketball and tennis.

# Recommendations

# Recommendations

A new sports complex is intended to optimize WMSC's ability to attract tournaments and support local organizations simultaneously, all while being accommodated on one site. HSP considered various elements when developing potential new athletic facilities. The factors considered included:

- The demand and needs for outdoor facilities.
- The supply of athletic facilities for underserved sports.
- The number of athletic facilities needed to recapture, attract and support more events.
- Programming the site in order to maintain a synergistic relationship with surrounding businesses, hotels and services.
- Increasing the amount of quality athletic facilities to attract and support more destination events.

The goal is to integrate critical elements that will optimize a local athletic facility that also increases economic activity from beyond the local area. HSP collaborated with the Client, Clancy Sports Properties and community stakeholders to develop a concept plan for the recommended complex. These recommendations are targeted to meet WMSC's mission to provide a state-of-the-art venue that can provide adequate athletic opportunities and economic impact for the local community and be a platform for state, regional, and national events, while operating facilities with minimal public subsidy.

# Recommendations

HSP's recommends that the WMSC develop the following program.

## WMSC Multipurpose Field Complex Recommendation

<b>Sport</b>	<b>Recommendation</b>
<b>Multipurpose Fields</b>	16
Synthetic Turf	6
Natural Grass	10
<b>Circulation, Amenities, Concessions</b>	✓
<b>Parking Spaces</b>	1,600
Spots/Field	100

Source: Hunden Strategic Partners

HSP believes that in order for the recommended facility to be put in a position to succeed, the local soccer community should consider consolidating soccer programs to create fewer clubs. Having a large and strong tenant is important to the long-term success of athletic facilities. Additionally, partnering with a tournament organizing company such as Michigan Tournament Solutions would provide weekend stability to the schedule.

The details of the recommendation are presented on the following pages.

# Recommendations

## **Multipurpose Fields (Soccer, Football, Lacrosse, etc.)**

- 16 fields including one championship field with seating to create a stadium atmosphere. This offers sufficient fields for competition and practice during events. Tournament organizers typically schedule age/gender competitions using a pod format. Generally, the pod format is four-field units.
- Fields should include lighting, which provides scheduling flexibility and extends the timeframe for daily use. Some organizations such as USYS specifically seek facilities with lights. It is suggested that installation should be in four-field units if programming limits the number of lighted fields.
- The field mix is suggested to be 6 artificial turf fields and 10 natural turf fields.
- Based on a comparable facility analysis, HSP expects that a facility including 16 multipurpose fields will range in size from 70 to 100 acres. The facility can be larger or smaller depending on additional amenities at the complex including walking paths and children's playgrounds.
- Based on comparable facility analysis and industry construction trends, HSP expects synthetic turf field construction cost to exceed \$1 million while natural grass fields cost about half the cost of a synthetic turf field.

# Other Recommendations

- Offer sufficient space for vendors/concessionaires to operate during events.
- **Parking.** A common challenge expressed among tournament organizers is that facilities do not have enough parking. Ample parking should be provided for the facility whether it is accommodating sports tournaments and league play, meetings, conventions, consumer shows or concerts.
- **Concessions.** Beyond the concessions that should be a part of the announcer/scorekeeper's booth for the facilities, an additional set of concessions should be developed, with at least one concession building for the multipurpose fields. Because of the size of soccer fields, additional concession/amenity building should be considered for these fields.
- **Changing/Locker Rooms.** Changing/locker rooms should be provided, two for each sport, and these could be designed into the concession and restroom buildings.
- **Restrooms.** These should be provided, at least one for each sport and designed in concert with locker rooms and concessions.
- **Areas for event organizers and staff.** Event organizers need locations for event headquarters to conduct their business and meetings. Also, tournament officials and referees regularly do not have a base location to change or operate from. Two small meeting rooms, with bathrooms, should be provided for each sport.

# Other Recommendations

- **Result/Scoreboards.** Provide space for scorekeepers and a visible scoreboard for fields, one per sport.
- **Internet.** Event organizers lose capacity and effectiveness when they do not have access to sufficient Internet. The facility should host a specific Internet connection (preferably wireless) at the Sports Complex.
- It is recommended that governing bodies be consulted for their facility assistance resources in the design and layout process. Governing bodies such as USYSA offer free services to optimize the highest and best use for each particular sports facility design and layout, in accordance with their facility specifications. Additionally, many offer opportunities for grants that can be used to help offset design and potentially construction costs.
- HSP believes there is potential demand for an indoor sports facility that includes turf fields. HSP recommends that WMSC study the market demand and financial feasibility of developing an indoor sports facility as a future phase.





# Demand & Financial Projections

# Demand & Financial Projections

In this chapter, HSP provides estimates of the recommendation. The projection model assumes the multipurpose field complex will primarily cater to soccer, lacrosse, rugby, and field hockey. The facility has been programmed to not only accommodate, but also attract area clubs, organizations and regional tournaments for each sport.

The analysis assumed tournaments would receive priority for weekend programming, while local programs and uses would utilize the facilities during weekdays and non-tournament weekends.

An event will include any or all of the following types of events.

- **Tournaments.** Includes existing competitive tournaments, new competitive tournaments, and new local tournaments
- **League Play & Practices (Youth & Adult).** Each season, league games and practices are considered one event occasion. A 12-week season would account for 12 league games/events.
- **Camps/Programs**
- **High School Regional/State Event**

# Projected Number of Events

The table to the right shows the annual number of events assumed for each category.

As shown, there are projected to be approximately 240 events in the stabilized year, including 48 tournaments.

Projected Number of Events - WMSC Multipurpose Field Complex										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Soccer</b>										
Tournaments (Existing & New)*	7	8	8	8	10	10	10	10	10	10
League Play & Practices (Youth & Adult)	60	24	24	24	24	24	24	24	24	24
Camps/Programs	2	4	6	6	6	6	6	6	6	6
High School Regional/State Soccer Events*	1	2	2	2	2	2	2	2	2	2
<b>Total</b>	<b>70</b>	<b>74</b>	<b>76</b>	<b>76</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>	<b>78</b>
<b>Lacrosse</b>										
Tournaments (Existing & New)*	3	4	5	6	8	8	8	8	8	8
Practices	16	16	16	16	16	16	16	16	16	16
Camps/Programs	2	4	6	6	6	6	6	6	6	6
High School Regional/State Lacrosse Events*	1	2	2	3	4	4	4	4	4	4
<b>Total</b>	<b>22</b>	<b>26</b>	<b>29</b>	<b>31</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>Rugby</b>										
Tournaments (Existing & New)*	4	6	6	7	9	9	9	9	9	9
League Play & Practices (Youth & Adult)	40	40	40	40	40	40	40	40	40	40
Camps/Programs	2	4	6	6	6	6	6	6	6	6
High School Regional/State Rugby Events*	1	1	2	2	3	3	3	3	3	3
<b>Total</b>	<b>47</b>	<b>51</b>	<b>54</b>	<b>55</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>Field Hockey</b>										
Tournaments (Existing & New)*	4	5	6	8	9	9	9	9	9	9
League Play & Practices (Youth)	40	40	40	40	40	40	40	40	40	40
Camps/Programs	2	4	6	6	6	6	6	6	6	6
High School Regional/State Field Hockey Events*	1	1	2	3	3	3	3	3	3	3
<b>Total</b>	<b>47</b>	<b>50</b>	<b>54</b>	<b>57</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>	<b>58</b>
<b>Other</b>										
Other Sporting Events	2	2	3	4	4	4	4	4	4	4
West Michigan Events	1	1	2	2	3	3	3	3	3	3
Other Non-Sport Events	1	1	3	3	4	4	4	4	4	4
<b>Total</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Total Events</b>	<b>190</b>	<b>205</b>	<b>221</b>	<b>228</b>	<b>239</b>	<b>239</b>	<b>239</b>	<b>239</b>	<b>239</b>	<b>239</b>
*Tournament Events	22	29	33	39	48	48	48	48	48	48
Source: Various Sports Organizations, Hunden Strategic Partners										

# Projected Event Days

The table to the right shows the projected number of event days, based on the average days per event type.

As shown, WMSC can expect approximately 477 event days per year by stabilization, including approximately 88 event days from tournaments.

Projected Event Days - WMSC Multipurpose Field Complex											
	Days per Event	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Soccer</b>											
Tournaments (Existing & New)*	2 to 2.5	17	19	19	19	24	24	24	24	24	24
League Play & Practices (Youth & Adult)	2	120	120	120	120	120	120	120	120	120	120
Camps/Programs	4	8	16	24	24	24	24	24	24	24	24
High School Regional/State Soccer Events*	1	1	2	2	2	2	2	2	2	2	2
<b>Total</b>		<b>146</b>	<b>157</b>	<b>165</b>	<b>165</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>	<b>170</b>
<b>Lacrosse</b>											
Tournaments (Existing & New)*	2	6	8	10	12	16	16	16	16	16	16
Practices	2	32	32	32	32	32	32	32	32	32	32
Camps/Programs	4	8	16	24	24	24	24	24	24	24	24
Hlgh School Regional/State Lacrosse Events*	1	1	2	2	3	4	4	4	4	4	4
<b>Total</b>		<b>47</b>	<b>58</b>	<b>68</b>	<b>71</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>76</b>	<b>76</b>
<b>Rugby</b>											
Tournaments (Existing & New)*	2	8	12	12	14	18	18	18	18	18	18
League Play & Practices (Youth & Adult)	2	72	72	72	72	72	72	72	72	72	72
Camps/Programs	4	8	16	24	24	24	24	24	24	24	24
High School Regional/State Rugby Events*	1	1	1	2	2	3	3	3	3	3	3
<b>Total</b>		<b>89</b>	<b>101</b>	<b>110</b>	<b>112</b>	<b>117</b>	<b>117</b>	<b>117</b>	<b>117</b>	<b>117</b>	<b>117</b>
<b>Field Hockey</b>											
Tournaments (Existing & New)*	2	8	10	12	16	18	18	18	18	18	18
League Play & Practices (Youth)	2	56	56	56	56	56	56	56	56	56	56
Camps/Programs	4	8	16	24	24	24	24	24	24	24	24
Hlgh School Regional/State Field Hockey Events*	1	1	1	2	3	3	3	3	3	3	3
<b>Total</b>		<b>73</b>	<b>83</b>	<b>94</b>	<b>99</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>	<b>101</b>
<b>Other</b>											
Other Sporting Events	1.5	3	3	5	6	6	6	6	6	6	6
West Michigan Events	1.5	1	1	2	2	3	3	3	3	3	3
Other Non-Sport Events	1	1	1	3	3	4	4	4	4	4	4
<b>Total</b>		<b>5</b>	<b>5</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>
<b>Total Events</b>		<b>360</b>	<b>404</b>	<b>447</b>	<b>458</b>	<b>477</b>	<b>477</b>	<b>477</b>	<b>477</b>	<b>477</b>	<b>477</b>
*Tournament Events		43	55	61	71	88	88	88	88	88	88

Source: Various Sports Organizations, Hunden Strategic Partners

# Projected Total Attendance

The table to the right shows the total number of visitors (players, coaches, and families) expected at the sports complex.

Total attendance is projected to increase from more than 119,000 to more than 173,000 by stabilization. Nearly 100,000 attendees are projected from tournaments by the tenth year.

Tournaments and camps/programs largely occur on weekends while practices and high school regional/state events largely occur during the week.

Projected Total Visitors (Players, Coaches, Families) - WMSC Multipurpose Field Complex										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Soccer</b>										
Competitive Existing Tournament	16,973	16,973	16,973	16,973	16,973	16,973	16,973	16,973	16,973	16,973
Competitive New Tournament	16,973	16,973	16,973	16,973	22,630	22,630	22,630	22,630	22,630	22,630
Local New Tournament	2,829	5,658	5,658	5,658	8,486	8,486	8,486	8,486	8,486	8,486
Youth Soccer Leagues (Spring & Fall)	19,958	19,958	19,958	19,958	19,958	19,958	19,958	19,958	19,958	19,958
Camps/Programs	185	370	554	554	554	554	554	554	554	554
Practices	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131	8,131
Adult Soccer Leagues (Spring & Fall)	4,118	4,118	4,118	4,118	4,118	4,118	4,118	4,118	4,118	4,118
High School Regional/State Soccer Events*	182	364	364	364	364	364	364	364	364	364
<b>Total</b>	<b>69,349</b>	<b>72,545</b>	<b>72,730</b>	<b>72,730</b>	<b>81,216</b>	<b>81,216</b>	<b>81,216</b>	<b>81,216</b>	<b>81,216</b>	<b>81,216</b>
<b>Lacrosse</b>										
Competitive Existing Tournament	1,872	1,872	1,872	1,872	1,872	1,872	1,872	1,872	1,872	1,872
Competitive New Tournament	2,496	4,992	4,992	7,488	9,984	9,984	9,984	9,984	9,984	9,984
Local New Tournament	1,810	1,810	3,619	3,619	5,429	5,429	5,429	5,429	5,429	5,429
Camps/Programs	130	260	389	389	389	389	389	389	389	389
Practices	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083	4,083
High School Regional/State Lacrosse Events*	91	182	182	273	364	364	364	364	364	364
<b>Total</b>	<b>10,482</b>	<b>13,198</b>	<b>15,138</b>	<b>17,725</b>	<b>22,121</b>	<b>22,121</b>	<b>22,121</b>	<b>22,121</b>	<b>22,121</b>	<b>22,121</b>
<b>Rugby</b>										
Competitive Existing Tournament	3,405	3,405	3,405	3,405	3,405	3,405	3,405	3,405	3,405	3,405
Competitive New Tournament	3,405	6,810	6,810	10,214	13,619	13,619	13,619	13,619	13,619	13,619
Local New Tournament	1,658	3,315	3,315	3,315	4,973	4,973	4,973	4,973	4,973	4,973
Youth Rugby Leagues	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486	2,486
Camps/Programs	130	260	389	389	389	389	389	389	389	389
Practices	7,814	7,814	7,814	7,814	7,814	7,814	7,814	7,814	7,814	7,814
Adult Rugby Leagues	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792	1,792
High School Regional/State Rugby Events*	109	109	218	218	328	328	328	328	328	328
<b>Total</b>	<b>20,799</b>	<b>25,991</b>	<b>26,230</b>	<b>29,635</b>	<b>34,807</b>	<b>34,807</b>	<b>34,807</b>	<b>34,807</b>	<b>34,807</b>	<b>34,807</b>
<b>Field Hockey</b>										
Competitive Existing Tournament	582	582	582	582	582	582	582	582	582	582
Competitive New Tournament	1,747	3,494	3,494	5,242	6,989	6,989	6,989	6,989	6,989	6,989
Local New Tournament	1,123	1,123	2,246	3,370	3,370	3,370	3,370	3,370	3,370	3,370
Youth Field Hockey Leagues (Fall)	3,629	3,629	3,629	3,629	3,629	3,629	3,629	3,629	3,629	3,629
Camps/Programs	121	242	363	363	363	363	363	363	363	363
Practices	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702
High School Regional/State Field Hockey Events*	75	75	151	226	226	226	226	226	226	226
<b>Total</b>	<b>12,980</b>	<b>14,849</b>	<b>16,168</b>	<b>19,114</b>	<b>20,861</b>	<b>20,861</b>	<b>20,861</b>	<b>20,861</b>	<b>20,861</b>	<b>20,861</b>
<b>Other</b>										
Other Sporting Events	3,830	3,830	5,746	7,661	7,661	7,661	7,661	7,661	7,661	7,661
West Michigan Events	1,400	1,400	2,800	2,800	4,200	4,200	4,200	4,200	4,200	4,200
Other Non-Sport Events	600	600	1,800	1,800	2,400	2,400	2,400	2,400	2,400	2,400
<b>Total</b>	<b>5,830</b>	<b>5,830</b>	<b>10,346</b>	<b>12,261</b>	<b>14,261</b>	<b>14,261</b>	<b>14,261</b>	<b>14,261</b>	<b>14,261</b>	<b>14,261</b>
<b>Total Visitation</b>	<b>119,441</b>	<b>132,413</b>	<b>140,611</b>	<b>151,464</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>	<b>173,266</b>
*Total Tournament Visitation	55,330	67,737	70,854	79,792	99,594	99,594	99,594	99,594	99,594	99,594

Source: Various Sports Organizations, Hunden Strategic Partners



# Economic & Fiscal Impact Analysis

# Economic & Fiscal Impact Analysis

While many facilities that draw tourists and visitors only break even or even lose money from operations (such as convention centers, sports facilities, etc.), the impact of the visitors on the community can be significant. The impact from spending on hotels, restaurants, stores and gas stations can generate hundreds of jobs and large tax benefits from local use taxes.

While the gross operations of each facility will generate sales tax and hotel occupancy tax, and will support new jobs onsite, the critical analysis is to determine the amount of net new spending generated by each facility and what that supports in net earnings, jobs and what it generates in net new taxes. In this chapter, the net new West Michigan impacts are assessed.

The basis for the impacts will be visitor days at the facility. A visitor day is defined as the aggregate number of visits to the facility annually. For example, if someone visits the facility each day of a two-day event, two visitor days will be counted rather than counting the one visitor attending an event, regardless the number of event days. Additionally, the net new room nights generated due to each scenario as well as the incremental spending associated with existing visitors who spend more because of their visit to the new facility will inform the impact projections.

# Net New Visitors and Room Nights

This section analyzes the economic, fiscal and employment benefits that would accrue to the West Michigan area by the activities at the facility. It also reviews the potential economic and fiscal impacts induced through the construction of the project.

HSP only counts net new spending to the community, not recycled spending by local users. The basis for counting spending is based on new overnight visitor days and new day trip visitor days.

The assumptions for each type of spending create the total incremental spending associated with facility. The following table shows the net new visitor days and overnights as well as the resulting new hotel room nights, which serve as the basis for the impact model.

Net New Visitors and Room Nights - WMSC Multipurpose Field Complex									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15	Year 20	Total
New Daytrip Visitor Days	37,472	42,759	47,244	49,777	58,878	58,878	58,878	58,878	1,119,308
New Overnight Visitor Days	24,604	33,494	36,060	44,908	58,690	58,690	58,690	58,690	1,078,111
New Hotel Room Nights (Local)	9,842	13,397	14,424	17,963	23,476	23,476	23,476	23,476	431,244

Source: Hunden Strategic Partners

Over the next twenty-year period, approximately 1.1 million new day trip visitor days and more than 1 million overnight visitor days are expected in the area. This should result in more than 430,000 new hotel room nights in the West Michigan area over the period. Approximately 95 percent of room nights generated are expected to be captured in West Michigan.



# Direct New Spending

The total impacts presented in this scenario are expressed through the net new spending to the West Michigan area. The direct spending is broken down into food and beverage, lodging, retail, transportation and other spending. Spending assumptions are assigned per day per person for either a day trip or an overnight.

The table below shows the direct net new spending, based on the analysis.

Direct Net New Spending (000s) - WMSC Multipurpose Field Complex									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15	Year 20	Total
Food & Beverage	\$1,239	\$1,604	\$1,798	\$2,151	\$2,785	\$3,229	\$3,743	\$4,339	\$62,931
Lodging	\$1,142	\$1,602	\$1,777	\$2,280	\$3,069	\$3,562	\$4,133	\$4,794	\$68,766
Retail	\$206	\$268	\$301	\$362	\$471	\$546	\$633	\$734	\$10,634
Transportation	\$307	\$406	\$454	\$554	\$726	\$842	\$976	\$1,132	\$16,366
Other	\$358	\$466	\$522	\$629	\$818	\$949	\$1,100	\$1,275	\$18,470
<b>Total</b>	<b>\$3,251</b>	<b>\$4,346</b>	<b>\$4,853</b>	<b>\$5,976</b>	<b>\$7,870</b>	<b>\$9,128</b>	<b>\$10,585</b>	<b>\$12,274</b>	<b>\$177,167</b>

Source: Hunden Strategic Partners

Most spending occurs at hotels and restaurants. Over the twenty-year period, more than \$68 million is expected to be spent on hotels by net new visitation and approximately \$63 million from food and beverage spending. Transportation and retail spending will also be impacted locally, with more than \$16 million and more than \$10 million additional spent over the period, respectively. Other spending on visitation to other attractions and other spending is projected to total more than \$18 million over 20 years.

# Fiscal Impact Analysis

Fiscal impacts are tax and assessment revenues that result from the spending and income related to the activities at the facility. This analysis estimates fiscal impacts for the governmental units that levy taxes and assessments.

The fiscal impacts are the public sector's return on investment. The following table summarizes the fiscal impact estimates from the applicable taxes, which are the taxes levied in West Michigan.

Fiscal Impact - Tax Impacts from Net New Spending (000s) - WMSC Multipurpose Field Complex									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15	Year 20	Total
<b>Taxes/Assessment Collected</b>									
Kent County Hotel Tax (5%)	\$57	\$80	\$89	\$114	\$153	\$178	\$207	\$240	\$3,438
Hotel Assessment (4.0%)	\$46	\$64	\$71	\$91	\$123	\$142	\$165	\$192	\$2,751
<b>Total from project</b>	<b>\$103</b>	<b>\$144</b>	<b>\$160</b>	<b>\$205</b>	<b>\$276</b>	<b>\$321</b>	<b>\$372</b>	<b>\$431</b>	<b>\$6,189</b>

Source: Hunden Strategic Partners

As the table shows, the new spending in the West Michigan area is projected to generate approximately \$2.7 million in new tax revenue from the hotel assessment tax and approximately \$3.4 million in new tax revenue from the Kent County hotel tax over the period.