

Jacksonville Sports
Authority Ad Hoc
Advisory Committee:
Final Report

Presentation to the **Jacksonville City Council**
May 18, 1999

Expanded Edition

Jacksonville Sports Authority Ad Hoc Advisory Committee: Final Report

Introduction

Many North Carolina communities have formed organizations to advance and promote sports events. Jacksonville has demonstrated that the development of sports can bring economic benefits, community pride and improvement to the spirit of sport by the work of the previous Jacksonville Sports Authority. This group successfully brought the State Games to the area. Its work and its legacy was part of the impetus for the City of Jacksonville to form the Jacksonville Sports Authority Ad Hoc Advisory Committee to consider whether a sports organizing, coordinating, marketing and development effort would benefit the community.

Some cities and regions are just now investigating whether they will form a sports marketing, development and sports promotion group. The Greensboro group is one of the newest in North Carolina, yet it already has a track record to demonstrate their economic impact to the community. Some groups in the state have developed a narrow focus after attracting a single event. Others are very broad in organizing, attracting and promoting sports events within their community.

Borrowing from other studies and from the research conducted by the Jacksonville Sports Authority Ad Hoc Advisory Committee, it has been found that most cities and states that have established formal sports marketing, development and coordinating agencies, have already realized economic and community benefits. The Jacksonville Sports Authority Ad Hoc Advisory Committee has identified many community benefits that could come from increased activities centered on sports. The committee believes a special benefit to the quality of life in our community will be increasing the level of play for local teams by exposing them to good competition. Sports facilities will also assume a new value with their increased use. A sense of pride in the community will also be fostered with premium sports events, entertaining and exciting sports competitions and challenging rivalries.

The economic benefits and regional promotional aspects of sports promotion and marketing are also realizations from any effort to organize and promote sports within a community.

Overall the majority of specialized sports commissions or authorities that the Jacksonville Sports Authority Ad Hoc Advisory Committee has been exposed to, have been effective in bringing new events to their communities. Once selected, the sports marketing efforts have been able to act effectively as a clearinghouse and marketing organization.

Some of the research cited in this report is from the Greensboro Sports Commission Feasibility Study conducted in 1989 and revised from interviews with its author and others. The report targeted many of the questions that are being asked of the Jacksonville effort, and therefore was worthy of special consideration.

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The Jacksonville Sports Authority Ad Hoc Advisory Committee also performed its own research, heard from those who are involved with sports competitions and evaluated the unique composition of our community. Special efforts were made to involve the Tourism Industry.

- A forum was held during the early morning hours,
- A committee meeting was scheduled during the mid morning for the Tourism Development Committee to attend, and
- An evening meeting was also held to give the Tourism Industry a chance to speak and to hear the proposals for sports marketing and development efforts in our community.

Several members of the hospitality industry did speak about the effort to create a sports marketing and development group, and many of their comments are reflected in this report.

During the ninety days authorized for its work, the Committee met six times. A presentation was made to the Jacksonville City Council as an interim report and a presentation was made to the Jacksonville Recreation and Parks Commission. Some of the comments from the Commission members are also reflected in this report.

Our Conclusion

The Jacksonville Sports Authority Ad Hoc Advisory Committee believes a partnership involving the City of Jacksonville, Onslow County, the Camp Lejeune and New River Air Station Marine Corps Community Services operations, sports associations, the hospitality industry and sports supporters, will help to create a strong basis for a successful Sports Commission. The Sports Commission should be a free-standing entity owned by its funders and advised by a diverse group. Its funding should come principally from occupancy tax revenues and be supplemented by the local governments, fees it charges for sanctions and organizing activities and special activities such as summer camps, hall of fame dinners and fund raising events. It should be located in the new Commerce Center so that the maximum coordination can occur between Onslow County Tourism, Onslow Economic Development Commission and the Greater Jacksonville – Onslow Chamber of Commerce. The Sports Commission will provide economic development, and improvement in the quality of life in our community. In addition it will also develop stronger local sports teams, facilities, pride and value from participating in sports.

Report Organization

This report seeks to expand on the basic conclusion that a Sports Commission is warranted for our community. The report explores its potential organization, funding and operational aspects. Its questions follow the challenge provided in the ordinance creating the ad hoc committee and the research of the ad hoc committee members.

Ordinance Question: Should a Sports group be formed?

The Jacksonville Sports Authority Ad Hoc Advisory Committee is in unanimous agreement that a sports development, marketing and organizational group would be a great asset to the community and should be formed.

Benefits of a Sports Group

The Committee has had extensive discussions on what impact the development of sports could have in our community. Our discussions centered on the benefits to an average citizen, not necessarily connected to, or participating in sports:

- **It could build the property tax base** – by increasing the value of sport, more private enterprise sporting activities will be supported. In addition, operations which could benefit from the support of sports teams will have their operations increase in value.

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- **It could build the sales tax base**, offsetting a demand for increased property taxes. Much of the economic impact of increasing sports participation will flow directly from increases in sales taxes.
- **It could increase the Occupancy Tax base**, providing more funding for making others aware of our tourism potential and providing funding for special projects.
- **It would drive demand for improved recreation and sports facilities.** By demonstrating the value of sport, and the use of sports facilities, the demand, and the justification for improving sports facilities, will follow.
- **It will increase sports competition within the community** – Teams want to compete with good teams. By increasing the exposure to good teams, our local teams will improve their level of play.
- **It will provide for increased sports involvement** – Not only will there be a demand for more sports teams in our area, but spectator involvement will improve with increased sports competition and rivalry
- **It would provide for others to come to the Jacksonville – Onslow County area rather than have our teams travel so much to other areas for competition** – There has been a great deal of money spent by teams, parents and sports supporters to send our teams out of the area to compete in tournaments and events. With more tournaments and events within our community, some of that travel could be avoided.
- **It would provide for a sense of community pride** – Our community will be featured for its fine tournaments and activities. Sports rivalry will increase the sense of community. New facilities which will flow from the increased sporting activities will be a source of pride.

Organizational Benefits

Prior to the creation of this ad hoc committee, we were not aware of a single listing of all the sports venues within our community. With the help of the members of the committee, the Onslow Tourism Office has created such a listing. That listing is part of the benefit of a sports commission and would greatly help organizers of any sports event.

A sports event calendar has also been created. This calendar allows each sport to see the activities planned during the year, and could eventually help sports planners target dates when the hospitality industry is least busy.

A sports commission can serve as the voice of sports within the community, provide resources for sports professionals and organizers in the community. The office can also make referrals to organizations which provide sports activities to those who may call the office in search of information. The office can also keep sports statistics and keep information about the business and economic impact of sports within our community.

Estimated Economic Impact from Sports in our Community

Conservatively, more than \$1.2 million dollars worth of economic impact is currently benefiting our community annually from sports.

To gather this information, the committee looked first to its own members. Members were asked to provide information about activities they were involved in within Onslow County. This survey included the individuals of the committee, and the Camp Lejeune and New River Marine Corps Community Services (formerly MWR) activities. The Committee also caused a sports calendar to be created. That calendar included events of the Jacksonville Recreation and Parks Department, the Onslow County Parks and Recreation Department and sports associations. Included in the calendar are also events which are held by other entities and which involve sports.

The number of events considered was therefore limited to those which the group had direct knowledge. Obviously, there are many more events within Onslow County at this time, but

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the sampling sought to demonstrate the huge economic impact sports has already within the county, and what a limited growth of that number could produce.

Estimated Current Economic Impact from selected events

Type of Event	No. of Events	Average * Participants	Avg. Stay In Days	Economic** Impact
Baseball	1	470	3	\$21,500
Gymnastics	1	624	2	\$40,605
Soccer - Youth	2	9,400	3	\$430,000
Basketball - Youth Team	2	624	2	\$36,000
Golf - CL MCB Intercollegiate	1	198	3	\$39,600
Grand Prix - MCB Monthly	12	2,400	1	\$480,000
Bowling - Leatherneck	1	200	2	\$40,000
Sports Events - Various Military	1	20	4	\$8,000
Dance - Youth	2	400	2	\$120,000
Total for Sample Year	23	14,336	2.3	\$1,215,705

* Includes athletes, coaches and families of the athletes.

**Includes lodging, food, gas

Information supplied by the Marine Corps, and individual's personal experience for the type, number of events and cost of activities.

Even with only nine activities, the estimated impact from those limited numbers is over \$1.2 million dollars. This produces an estimated \$82,000 in sales and occupancy taxes for local governments.

Tax Value of Sampled Sports*		
	Current	With Growth
From Sales Tax	\$72,942	\$99,057
From Occupancy Tax	\$9,118	\$12,382
Total	\$82,060	\$111,439

Our group considered a modest four percent growth in events with the consideration of a sports commission, and the benefit in taxes grew to \$111,439. We are confident a competent sports marketing, promotion and development effort will produce more than a four percent growth rate.

There are many more sports and sporting events which were not sampled, but the effect of growth from their current state to a more marketed and advanced state is expected to be the same. In addition to the direct impact of sales and occupancy tax, the economic impact did not consider the sales of printed material, promotional items, award and ancillary items and the benefit to local merchants from the increased traffic.

Economic Impact lost to other areas

Several members of the Jacksonville Sports Authority Ad Hoc Advisory Committee were very knowledgeable about taking youth teams out of town, or taking their own children

The dollar turns over

In addition to hotelers, restaurants, and payments to officials, the sports dollar can benefit:

- The printers who provide the programs for the event,
- Promotional item providers – those who provide the specialized T-shirts, game bags and other items associated with the event,
- Trophy vendors – and others who provide prizes,
- Food vendors who may operate at the site or who may cater special events
- And many others who may use the opportunity to advertise or share promotional options available.

* Tax value was assumed by taking the total value of the sampled sports. The value was multiplied by the six percent sales tax. An assumption was made that about one-fourth of the value was in occupancy, and that value was multiplied by the three percent occupancy tax.

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to youth team events out of town. In every case, the common areas for spending money were: registration or participation fees, travel including gas and vehicle charges, lodging, spending funds for shopping, spending funds for promotional items associated with the event and food.

All American Association Athletic Director **Otto Taylor** indicated he budgets about a thousand dollars for each team for each day he takes them out of town. His teams include basketball teams. He also indicated a great deal of money is spent during 'down time,' the time during which the team is not playing. This frequently is the time for a trip to the mall, recreation activities or special trips and outings.

He and others have suggested the sports commission could benefit any tournament or event by packaging discount coupons for restaurants and organizing down time events for the teams. These down time events could greatly benefit many sites and activities within the community.

Some of the other members of the Jacksonville Sports Authority Ad Hoc Advisory Committee also gave their own estimates for taking their children and teams out of town. An enormous amount of money is taken out of the county for events. Many of the events could be held in venues within the Jacksonville – Onslow County area, but they are not now being held here.

Benefits for the Average Citizen

include helping to decrease the demand on Property Taxes.

Governments can obtain increased funding from other sources. As an example, the City of Jacksonville receives most of its income from Sales Tax rather than property taxes and other sources.

There are also other benefits to include: increased awareness of sports in our community, improvement of local teams by the exposure to challenging competition, support for improved sports facilities in our community and economic benefits from travel and tourism related activities connected to sports events.

What activities could a Sports Authority undertake?

The group has developed a long list of potential activities. In effect, the group believes the sports development, marketing and organizational group's leadership in providing assistance and organizing sports events should be its chief activity, followed by an advocacy for sports and sports events, and as a leader in exposing the success of sports in our community.

The Sports organizing effort could not only organize tournaments and events, but provide leadership and services to those who are already doing a grand job at the effort. The Sports Commission could serve as a clearing house for dates and venues and as a spokesperson for the love of sport.

The Sports organizing effort will also provide a resource for those interested in sports.

The Sports organizing effort could also be the source of community pride in sport. It could organize Hall of Fame activities, camps or clinics with well known sports figures from the area, and be the keeper of sports statistics in the community.

Several of the members of the Sports Authority Ad Hoc Advisory Committee have indicated a great source of pride in sport could come from events created around local sports figures who have done well. Several of those sports figures have indicated a willingness to return to the area to participate in such events.

Structure Options

A sports marketing group can be formed as a function of an existing operation, or created as a new entity. If a new entity, whether it should be a private or public entity should be decided. A decision on membership and the creation of stakeholders in its successful future also is to be considered.

Sports organizations within the state, and some of those considered out of the state, were in three categories:

Single Purpose Commission. A sports commission created for a single purpose, such as a group formed to lure a tournament or single event.

Sports Authority. A public sector governmental unit at the city, county or state level usually set up to construct a sports facility. In some cases the authority has taxing authority and operates the facility once it is constructed.

General Purpose Sports Commission. A separate commission with staff which is solely created for the express purpose of marketing the city to attract additional sports events, to assist in the promotion of existing events and to act as a clearing house of information on sports related activities.

A **Sports Committee.** Generally an arm of some existing operation with or without staff, and composed of advocates for sport. Some Sports Committees have a single purpose for their existence, some attempt activities detailed above.

The Jacksonville Sports Authority Ad Hoc Advisory Committee has found four examples of structural organization that could be applied to this area:

A **Sports Commission** as a separate, free-standing commission or committee. It would be a nonprofit corporation. The effort could be jointly funded by the city and the county, or other entities. Funding from the county could be from the room-occupancy tax revenues reserve fund.

A **Sports Sub Committee.** It could operate as a function of the Onslow County Tourism office. A Staff member whose sole function is sports development would be housed in the office. The project could be funded in part from the City and from the County room tax revenues.

A **Sports Committee.** It would operate as a department of the Greater Jacksonville Onslow Chamber of Commerce. Its funding could come from the Chamber alone, or from other contributions. Any employees would be controlled by the Chamber.

A **City Sports Commission** would operate as a city department or board. It could operate under the Jacksonville Recreation and Parks Department. The City would fund it. It would receive staff support from the City but could be housed in the tourism office.

Our Conclusion of Organization

The Jacksonville Sports Authority Ad Hoc Advisory Committee endorses the creation of a Sports Commission as a separate nonprofit group. Those who fund it, should own it. This will allow the agency to obtain its own status. Stakeholders in the Commission are expected to be the Tourism Development Committee, Economic Development Commission and the Greater Jacksonville – Onslow Chamber of Commerce, and by extension, the members and industry they represent. The nonprofit could receive its principal funding from the room occupancy tax and from the City and County. Additional funding should come from the fees it could charge for its services, corporate sponsorships and special events. The Marine Corps Community Services at Camp Lejeune and the New River Air Station should also consider funding the operation for the benefit of its constituents.

Members of the Tourism Development Committee and Onslow County Tourism Director Janice Roamer have stated no objection to using occupancy tax proceeds to fund the operation, but they do not favor taking the proceeds from funds allocated for their current operations.

A logical location for the operation would be at the new Commerce Center. This site will house the identified stakeholder organizations of the Greater Jacksonville – Onslow Chamber of Commerce, the Onslow Economic Development Commission and the Onslow County Tourism office. It will be a focus of our community for its economic development activities.

Several members of the Sports Authority Ad Hoc Advisory Committee have visited a site where such a collaboration is being practiced and have knowledge of other such efforts.

In that the organization would be a nonprofit corporation, its board of directors should be composed of representatives of those who fund it. If the City and the County funded the operation, they should provide elected officials to sit on the corporate board. Separately, an advisory board, which may carry the title of Sports Commission, should be composed of knowledgeable sports connected persons in our community, persons knowledgeable about events, the hospitality industry, and persons who will represent our diverse community. The Jacksonville Sports Authority Ad Hoc Study Group believed no one sport should dominate the group, and that a variety of sports should be included. Each specific sport could have its own advisory board or group.

de-vel-op-ment

de-vel-op-ment (dī-vèl'ep-ment)

noun

1. The act of developing.
2. The state of being developed.
3. A progression from a simpler or lower to a more advanced, mature, or complex form or stage.¹

mar-ket-ing

mar-ket-ing (mār'kī-tīng) *noun*

Abbr. mktg.

1. The act or process of buying and selling in a market.
2. The commercial functions involved in transferring goods from producer to consumer.¹

Future

We have seen other groups started by the government which became private after their initial years of service. The Palm Beach County Sports Commission is an example. Created in 1985 by the City of Palm Beach Florida, the entity became a private nonprofit in 1991. It is principally funded by a grant from their bed tax and from corporate sponsors.

Other funding for the Palm Beach County Sports Commission comes from revenues generated by its own activities and by memberships, it has more than 300.

The key to the creation of a Sports Commission for our area appears to be creating an entity in which the City, the County and military interests can participate in while providing a structure that would be fluid for the future.

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Name

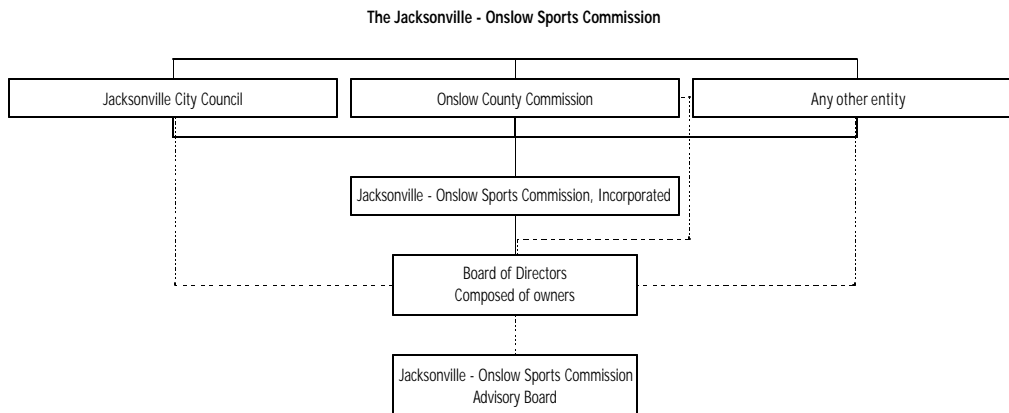
Noting the names used by other sports development and marketing groups, the name: **Jacksonville – Onslow Sports Commission** was seen as a method to gain immediate awareness of the area without confusion as to location. It will also reflect the funding sources for the operation.

The Jacksonville – Onslow Sports Commission Organizational Structure

Under the proposal of the Jacksonville Sports Authority Ad Hoc Advisory Committee, the City of Jacksonville, Onslow County and the leadership of Camp Lejeune and the New River Air Station should consider a joint venture to create and fund a sports commission.

Those who fund it, should own it. The elected leaders of the City and County and the representatives of the military, if they fund it, should be the incorporators and the members of the board of directors for the nonprofit corporation.

The group could conceivably meet once a year to set the budget for the Sports Commission, review the status of its corporate structure and renew a contract with one of the governments or another entity to supervise and provide oversight for the executive director of the nonprofit, if necessary. The group would also receive an annual report from an advisory group. This advisory group would carry the name Sports Commission and perform duties of advising the staff, granting endorsements and sanctions for events, reviewing nominations and operations of a hall of fame or other such day-to-day activities.



Composition of the Sports Commission – the advisory board

The Jacksonville Sports Authority Ad Hoc Advisory Committee was strong in its recommendation that no one sport should dominate the advisory board.

Some considerations for membership:

- Representatives from diverse sports backgrounds,
- Representatives from coaching, both professional and amateur,
- Representatives from players, participants and team members,
- Representatives from parents of players and family members,
- Representatives from the hospitality industry,
- Members who know of community activities and have a basic knowledge of events and event timing in our community, and
- Representatives of the diverse and rich nature of our community.

The committee also believed that advisory boards should be formed for specialty sports, such as to form a group for soccer, dance, basketball and individual sports.

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Sanctions or Endorsements

The Sports Commission's greatest asset could be its endorsement or sanction for an activity. The advisory group would determine which events would win that endorsement or sanction. Having the endorsement or sanction would allow the staff to work with the event to advance it.

Part of receiving the sanction would be the involvement of the Sports Commission in selecting or organizing its officiating, helping with marketing the activity or even coordinating the date so that it does not conflict with other events in the community or for that sport.

Potential Staff Activities

The staff would coordinate and act as a resource for events already planned, and for new events in our community. Some potential tasks:

- Work with the Tourism office, Chamber and others to develop a list of organizations, businesses and others that would offer discounts or incentives that could be given to participants in events.
- Maintain a list of media outlets and direct to consumer lists, which would be notified of Sports Authority endorsed activities.
- Maintain a list of sports venues in the community that could be used for sports events.
- Maintain a master schedule of sports events already planned, and help coordinate new dates.
- Be a party to community calendars, organizational events, hospitality industry cycles and any other resource of dates, needs and community information.
- Be a keeper of sports statistics in the community.

Potential Sports Competitions for the Sports Commission

- | | | | |
|--------------------|-------------------|---------------------|-------------------------|
| ▪ Aerobics | ▪ Dance | ▪ Lacrosse | ▪ Softball |
| ▪ Air Show | ▪ Darts | ▪ Paintball | ▪ Superstar Competition |
| ▪ Archery | ▪ Disc Golf | ▪ Power lifting | ▪ Surfing |
| ▪ Baseball | ▪ Drag Racing | ▪ Punt, Pass & Kick | ▪ Swimming |
| ▪ Basketball | ▪ Fishing | ▪ Rafting | ▪ Tae Bo |
| ▪ Beach Volleyball | ▪ Fitness Walking | ▪ Racquetball | ▪ Tai Chi |
| ▪ Biking | ▪ Flag Football | ▪ Road Races | ▪ Target Shooting |
| ▪ Billiards | ▪ Golf | ▪ Rodeo | ▪ T-Ball |
| ▪ Bird Watching | ▪ Gymnastics | ▪ Roller Hockey | ▪ Tennis |
| ▪ Boating | ▪ Handball | ▪ Rugby | ▪ Track |
| ▪ Bowling | ▪ Hockey | ▪ Skateboard | ▪ Volleyball |
| ▪ Boxing | ▪ Horseshoes | ▪ Skeet | ▪ Weights |
| ▪ Canoe Races | ▪ Hunting | ▪ Sculling – Racing | ▪ Wrestling |
| ▪ Cheerleading | ▪ Karate | ▪ Soccer | ▪ Yoga |

Staffing

The level of staffing will depend on the structure option selected. If under the operation of another group, someone who would act with supervision could be part of the staff and that person could also benefit from clerical help that may be in the same organization. If independent, and placed independently, some clerical help will be needed and the level of the staff person will have to be higher to accommodate self-direction.

Research from other organizations found that most of the Sports Commissions were thirteen to fifteen years in age, and had two full-time people. Budgets averaged \$150,000 for free standing operations in out of state operations, \$100,000 for in state operations.

The Sports Authority Ad Hoc Advisory Committee recommends two staffers for the Sports Commission operation we recommend; A Sports Commission Executive Director and a Sports Event Planner. Clerical assistance can be offered by the Sports Planner and from a pool of shared persons within the Commerce Center.

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Draft Budget

Our Group tasked City of Jacksonville Finance Director Debra Bailey, Onslow County Tourism Director Janice Roamer and Onslow Economic Development Director Walter Timm to devise a draft budget for the operation of the Sports Commission. The group considered the staffing that would be needed to accomplish the proposed activities, and considered that some clerical assistance would be available from the Commerce Center.

For the first year of operation, the group proposed \$114,370 worth of recurring costs, and one time costs – such as desk and set-up costs – of \$9,100.

Jacksonville/Onslow County Sports Authority Projected Budget

	Exec Director Sports Comm	Sports Event Planner	Year 1 Total	Year 2 Estimate	Year 3 Estimate
RECURRING COSTS:					
Salaries	\$ 35,000.00	\$ 25,000.00	\$ 60,000.00	\$ 62,400.00	\$ 64,896.00
Social Security	2,170.00	1,550.00	3,720.00	3,868.80	4,023.55
Medicare	507.50	362.50	870.00	904.80	940.99
NC Retirement	1,736.00	1,240.00	2,976.00	3,095.04	3,218.84
ICMA 457	500.00	500.00	1,000.00	1,040.00	1,081.60
Health Insurance	2,496.00	2,496.00	4,992.00	5,191.68	5,399.35
Worker's Comp	200.00	100.00	300.00	312.00	324.48
Life Ins.	234.00	178.00	412.00	428.48	445.62
Telephone	1,000.00	1,000.00	2,000.00	2,080.00	2,163.20
Office Supplies	1,000.00		1,000.00	1,040.00	1,081.60
Training and Travel	9,000.00	6,000.00	15,000.00	15,600.00	16,224.00
Space Rent	10,000.00		10,000.00	10,400.00	10,816.00
Insurance and Bonding	800.00	800.00	1,600.00	1,664.00	1,730.56
Dues and Memberships	1,000.00	500.00	1,500.00	1,560.00	1,622.40
Postage	1,000.00		1,000.00	1,040.00	1,081.60
Subscriptions	500.00	500.00	1,000.00	1,040.00	1,081.60
Advertising	7,000.00		7,000.00	7,280.00	7,571.20
Total Recurring Costs	\$ 74,143.50	\$ 40,226.50	\$114,370.00	\$118,944.80	\$123,702.59
ONE TIME COSTS:					
Desk	\$ 900.00	\$ 700.00	\$ 1,600.00		
Office Supplies	1,500.00		1,500.00		
Computer	3,000.00	3,000.00	6,000.00		
Total One Time Costs	\$ 5,400.00	\$ 3,700.00	\$ 9,100.00		
GRAND TOTAL COSTS	\$ 79,543.50	\$ 43,926.50	\$123,470.00	\$118,944.80	\$123,702.59

Potential Action for Local Governments

Local government should be called on to help 'jump start' the Sports Commission. Future funding should come principally from the room occupancy tax. It is proposed the 'jump start' funding provide for the 'one time costs' and for substantial costs of the first year operation.

The Sports Story in Jacksonville – Onslow County

Sports are already a major activity within Onslow County. It appears a logical extension of that activity to help find organization and support. The number of persons who are involved in sports events is sometimes limited by the size of the venue or the effort of the sports organizer. An example is the famed Camp Lejeune Intercollegiate Golf Championship. Camp Lejeune Marine Corps Community Services Director Colonel Joe Stewart says the tournament has repeatedly turned away teams. A consideration to include golf courses off base could allow the tournament to expand, but a chief consideration will have to be the support staff needed to keep the quality of the tournament high.

All American Community Development Association Athletic Director Otto Taylor says his organization could help support many tournaments and urges events centered around local athletes who have done well in their endeavors. Coach Taylor has impressed the advisory committee with his belief that by hosting tournaments and events, it will greatly improve the quality of play in the community by exposing our teams and sports individuals to new competition.

New River Air Station Marine Corps Community Services Director Paul Quinn speaks passionately about collaborations to advance sport and community spirit. The need for coordination among sports and entertainment events has been urged also by Mr. Quinn.

Chairman Harry Brown and members Debra Bailey, Walt Timm and David Lynch have each given testimony about the amount of money spent by parents in support of their children playing in tournaments. These funds could be lured to the area with some effort of organization.

The committee has been unanimous in believing a sports organizing, development, marketing and promotional effort will benefit our community.

Sports involvement is strong in Jacksonville and Onslow County and the area seems 'primed' for expansion.

Sports Competition is sought after and praised. **An increased awareness of sports activities is desired.**

A number of qualified individuals to help administer and lead sports development activities, are available in our community.

The Conclusion

- We believe a sports marketing, development and organizing effort is needed in our community.
- We believe that a Sports Commission more closely meets the needs of the Jacksonville – Onslow County area.
- The Sports Commission should be a free-standing entity, owned by those who fund it, and advised by those who would use it.
- We believe a partnership between the City, the County and the military entities will form strong support for the Sports Commission.
- We believe that a partnership involving the City, County, Camp Lejeune and the New River Air Station, sports associations in our area, the area hospitality industry and local sports supporters will create a strong basis of support for the Sports Commission's activities.
- We believe the Sports Commission should be advised by a diverse group, not dominated by a single sport nor single interests.
- Funding should come principally from the occupancy tax. Additional funding should come from the Sports Commission's efforts. These could include issuing sanctions, hall of fame dinners, fees that it charges for organizing activities, special activities such as summer camps and other fund raising events.
- The Sports Commission should serve as the voice of sport within the county, but give honor and credit to the individual sporting associations, sporting interests and key sporting persons within our community.
- The Sports Commission should be located in the new Commerce Center. This center will house other activities designed to help improve our quality of life. Interaction with this dynamic and forward thinking group will benefit the entire effort.
 - The center will allow the maximum coordination between Onslow County Tourism, Onslow Economic Development Commission and the Greater Jacksonville – Onslow Chamber of Commerce.
- We believe that a sports commission executive director and a sports event planner should be hired as the first staff for the Sports Commission. The Sports Commission should receive some limited clerical help from others at the Commerce Center.
- We believe the creation of a Sports Commission will improve our quality of life, improve sport within our community, create economic benefits and advance the well-being of our citizens.

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Our Recommendations

The Jacksonville Sports Authority Ad Hoc Advisory Committee makes the following recommendations:

- **That the City consider what other entities should be involved.** It is strongly suggested that Onslow County and the military be involved.
- **That a sports commission be formed.** We have provided some 'Next Steps' to be considered for implementing this recommendation.

Potential Next Steps

- Meet with the Onslow Commission to consider this subject. The Jacksonville Sports Authority Ad Hoc Advisory Committee stands ready to make this presentation to the Onslow Commission.
- The City of Jacksonville and Onslow County should form the Jacksonville – Onslow Sports Commission as a 501c3 nonprofit corporation. The incorporators should be the County Commissioners and the Jacksonville Mayor and City Council.
- The City of Jacksonville and Onslow County should enter into an agreement providing for funding of the operation, and start up costs.
 - The agreement should also designate how members are to be appointed to the governing board and to the Sports Commission advisory board.
 - The agreement should also detail to whom the employees would be responsible.
 - The agreement should also designate a portion of the occupancy tax for the benefit of the sports commission.
- The City of Jacksonville and Onslow County should jointly fund start-up needs for the Sports Commission. Even with increasing revenues to be sufficient to pay for the eventual cost of the sports commission, some start up funding would be necessary to advance the 'first few years' work for the commission until it can 'stand on its own.'

Appreciation

An appreciation is made to the members of the Sports Authority Ad Hoc Committee. Many have indicated a desire to continue service in the creation of a Sports Commission and to be part of this exciting new opportunity for the advancement of sport and quality of life within the Jacksonville – Onslow County community.

Jacksonville Sports Authority Ad Hoc Committee Participating Members

Harry Brown, Chairman

Robert Sandy, City Council

Ernie Wright, County Commission

Coach Ray Durham

Pete Burgess

Paul Quinn

Janice Roamer

Colonel Joe Stewart

Otto Taylor

Walter Timm

Nickole Valdov, Youth Council

Ken Hagan

David Lynch

Debra Bailey

Glenn Hargett