



CITY OF
ROCHESTER
MINNESOTA

**GAPS ANALYSIS, COMMUNITY ENGAGEMENT,
PRELIMINARY DESIGN PROGRAM, AND PROJECTED
FUTURE OPERATIONS AND MAINTENANCE**

REGIONAL SPORTS & RECREATION COMPLEX STUDY

JULY 2023

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SECTION 1: EXECUTIVE SUMMARY

- ▶ **Project Introduction**
- ▶ **Goals**



Exploring Opportunities

As the City of Rochester invests in the next generation of health and wellness, a team of selected consultants has undergone exploration of opportunities for a Regional Sports and Recreation Complex (RSRC) in Rochester. With the opportunity to make an impact on the local and regional communities, the team has performed a gaps analysis, extensive community engagement, and operations study to gather data on the local and regional markets in order to collect input from stakeholder groups.

Throughout each effort of this study, the team considered the local option sales tax to fund this substantial investment. Each of these considerations and the findings of each effort will help project the vision, program, and funding for design and construction of the RSRC.



Considerations + Opportunities

ECONOMIC ENGINE: SPORTS TOURISM

Rochester is losing ground to other regional centers, despite the interests in amenities and facilities from community members.

HOSPITALITY INDUSTRY

Hotel occupancy rates are tied to Mayo Clinic appointment schedules, generally increasing hotel occupancy during the week and leaving excess hotel capacity on weekends.

EXISTING FACILITIES CHALLENGES

Youth sports has a strong presence in the Rochester market, creating an opportunity to turn Rochester into a destination for youth sports events. Rochester would centralize events with nearby entertainment, dining, and hospitality amenities.

PUBLIC-PRIVATE PARTNERSHIPS (PPP) + NAMING RIGHTS

Funding of the RSRC could be sourced from public and private investments creatively, such as interested parties naming areas of the RSRC.

Overall Schedule

2023





COLLECT DATA + INVENTORY EXISTING ASSETS

EXISTING FACILITIES INVENTORY + FACILITIES NEEDS ANALYSIS

To begin the process of assessing Rochester's capability of hosting the RSRC, the team conducted a gaps analysis to assess the existing assets in the city. The analysis compared the assets owned by the City to the assets on the regional level. If the City's assets did not meet the regional threshold, that was considered a gap. This data-driven process helps drive decisions on a macro level to ensure the study considers market-level factors.



ENGAGE THE COMMUNITY

COMMUNITY ENGAGEMENT

To gather information directly from Rochester's residents, the team designed an iterative community engagement process that focused on reaching as many demographics and areas of the city as possible. Methods of community engagement included reaching community members through surveys, open houses, outreach events, and focus groups. These methods supported the goal of a broad, transparent, and inclusive process to include all communities and voices of Rochester.



DEVELOP A PRELIMINARY DESIGN PROGRAM

PRELIMINARY DESIGN PROGRAM

This step combines the gaps analysis and community engagement into a preliminary design. The team reviewed insights from the data and the community to identify similarities and differences between the groups of findings. Based on the similarities and differences, the team evaluated the opportunities where the City can provide amenities and facilities for the people, backed by market data to ensure strategic decisions.



CREATE AN OPERATIONS + MAINTENANCE PLAN

PROJECTED FUTURE OPERATIONS + MAINTENANCE

The team evaluates start up and maintenance costs of the RSRC to help guide the City's future decisions. This step looks at how future revenue is impacted by the RSRC's users, how the RSRC is used, and external factors.

SECTION 2: PROCESS

- ▶ **Existing Facilities Inventory**
- ▶ **Gaps Analysis + Needs Assessment**
- ▶ **Engagement Process**
- ▶ **Analysis + Engagement Review**



Introduction

In February 2023, Sports Facilities Companies (SFC) was engaged as part of a multi-disciplinary team by the City of Rochester, Minnesota (City) to evaluate the opportunity for a new Regional Sports And Recreation Complex (RSRC) in Rochester. A primary element of engagement was to identify current gaps in recreation facilities for the local community and opportunities within the regional market. These findings will help establish a sports complex that enhances Rochester’s reputation as a premier travel sports location in the Midwest.

The facilities researched include City-operated parks and recreation facilities, other local public and private service providers, and tournament-capable sports complexes in the Midwest. This comprehensive facility analysis and market study will affect recommendations, determining the impact on the Rochester’s parks and recreation system, and the ability to achieve financial and operational success. This report includes:

- » Market factors—demographics, socioeconomics, participation rates, local and regional competition, and destination factors
- » Existing inventory and gaps analysis
- » Sports tourism facility gaps analysis
- » Potential economic impact



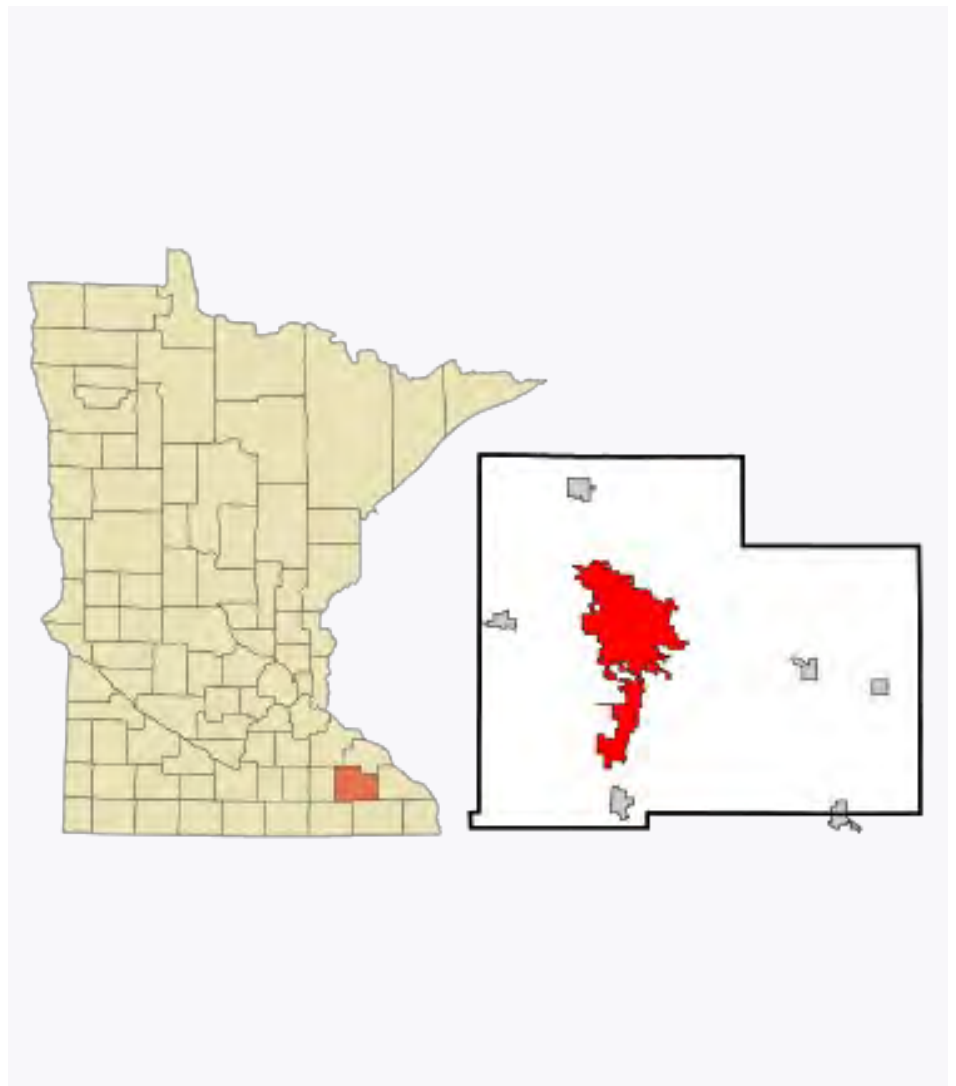
Market Overview

ROCHESTER, MINNESOTA

Market conditions were explored and reviewed throughout Rochester using location data to help form recommendations.

The City of Rochester sits as the county seat of Olmstead County alongside the Zumbro River in Minnesota. The City occupies 55.58 square miles of land. Over 121,000 residents call Rochester home, along with numerous businesses. Rochester benefits from U.S. Highways 14, 52, and 63 that connect the area to additional towns and cities including the Twin Cities.

A thorough review of demographic and socioeconomic characteristics, sports participation trends, and existing service providers in the Rochester market are included in the research.



▲ **Figure 2.1** Rochester Minnesota City Limits

Demographic + Socioeconomic Analysis

The first step in the review was an in-depth demographic and socioeconomic analysis of the local, sub-regional, and regional market. The analysis is used to determine the key characteristics of the most regular users of new facilities during non-tournament and event times, as well as to determine the characteristics of users who could participate in tournaments and events in Rochester. Comprehensive local demographic reports are included in the Appendix.

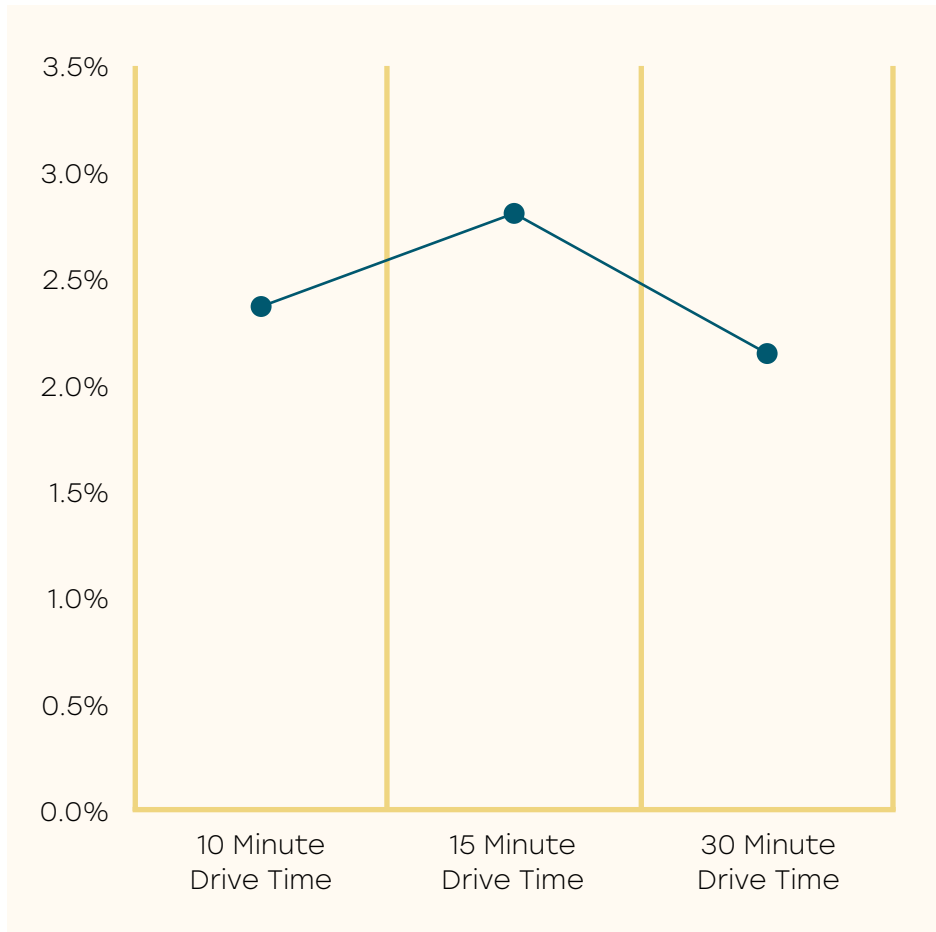
A site has not been selected for the proposed complex and per the City’s direction, site selection was not part of the initial planning process. Recommendations and identified site requirements for assets that best meet the definitions of success set forth by the City and reflect the market opportunity, research, and analysis, regardless of site were made. For this reason, the center of the City was used as the pinpoint for the demographic and socioeconomic analysis, which is segmented by drive time distances from that pinpoint. Following the City’s future decision regarding location, our team can adjust the pinpoint and provide updated information based on the drive time distances from the selected site of the new regional sports and recreation complex.

Table 2.1 displays key demographic factors used in analyzing the utilization of facilities by the local population. These users will be the most frequent of the sports facility during non-tournament and event times. In addition to the local population, we also evaluated the regional population, those within a four-hour drive time, and their impact on the facility.

While these statistics do not serve as strict predictors of a facility’s opportunity to succeed, our team uses a proprietary analytical process, which considers several factors as an integral part of recommendations, projections, and other analyses required in the study.

▼ **Table 2.1** Key Local, Sub-Regional, and Regional Demographic Factors

Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Population	90,922	139,559	202,870	471,652	2,590,358	11,408,860
Growth Projections Next Five Years	+2.35%	+2.80%	+2.15%	+0.95%	+1.20%	+1.40%
Median Age <i>38.5 Years Old</i>	38.9	38.2	38.4	39.4	38.0	39.2
Median Household Income <i>\$70,784</i>	\$77,027	\$87,095	\$88,087	\$78,489	\$81,571	\$77,032
Median Household Income % Above/Below Adjusted Cost of Living <i>Index 92.5</i>	+17.64%	+33.02%	+34.53%	N/A	N/A	N/A
Fees For Recreation Lessons <i>U.S. Average \$143</i>	\$164.91	\$184.54	\$178.23	\$146.23	\$165.05	\$147.44



▲ **Figure 2.2** Five-Year Population Trend

POPULATION SIZE

Drive times from the pinpoint location, the center of Rochester, were used to analyze the population of the possible participants that a sports complex would seek to capture. The immediate area of Rochester, within the 30-minute drive time, is has approximately 203,000 people. The regional area, within a 240-minute drive time, has approximately 11.4 million people.

Our team views the local market as a positive factor for local programming, because the assets meet local utilization needs. The regional population offers a sizable base to attract participants from markets such as the Twin Cities, Madison and Milwaukee, Wisconsin, and Des Moines, Iowa.

POPULATION TREND

The population within the 15-minute drive time is expected to increase by approximately 2.8% over the next five years.

AGE

The median age within all drive times is below or at the national median of approximately 38.5 years. Based on our experience, a below-average median age typically suggests that there is a high percentage of children and young adults in the market, which are key age segments for sports and recreation.

The median age will not impact the success of the sports tourism assets but could affect the success of locally-programmed assets. Older individuals might use traditional sports and recreation assets less than younger residents, but often make greater use of passive recreation assets like paths and trails.

As the City has witnessed growth in Rochester’s senior population and BIPOC communities, these groups play a vital role in the usage and success of the sports and recreation complex.

MEDIAN HOUSEHOLD INCOME

The median household income levels in all drive times sit above the national median, which is approximately \$70,784. Our team adjusted the median household income based on the cost of living in Rochester. Based on these adjustments, we calculated that the adjusted median household income falls between 17.64% and 34% above the median in Rochester.

As a result, the median household income is a positive factor in determining the local market opportunity, although this could minimally impact the sports tourism assets.

FEES FOR RECREATIONAL LESSONS

The surrounding communities spend more on recreational lessons when compared to the national average, which is approximately \$143. Based on our experience, communities with an above-average level of household expenditures on fees for recreational lessons displays the willingness to purchase recreation-based programs and services in the immediate area. Because the area’s fees for recreational lessons are above average, fees for recreational lessons are a positive factor for the local market opportunity.



Demographic + Socioeconomic Insights

The local Rochester market has approximately 203,000 people, which is a positive characteristic for new facility development. In other words, the population is large enough to have people who use the complex. The five-year population trend also shows a steady increase of new residents.

The median age sits at or below the national median, which demonstrates a likely high presence of younger families, individuals, and/or students in the market. This is a positive characteristic since younger individuals generally use traditional youth and amateur sports facilities frequently.

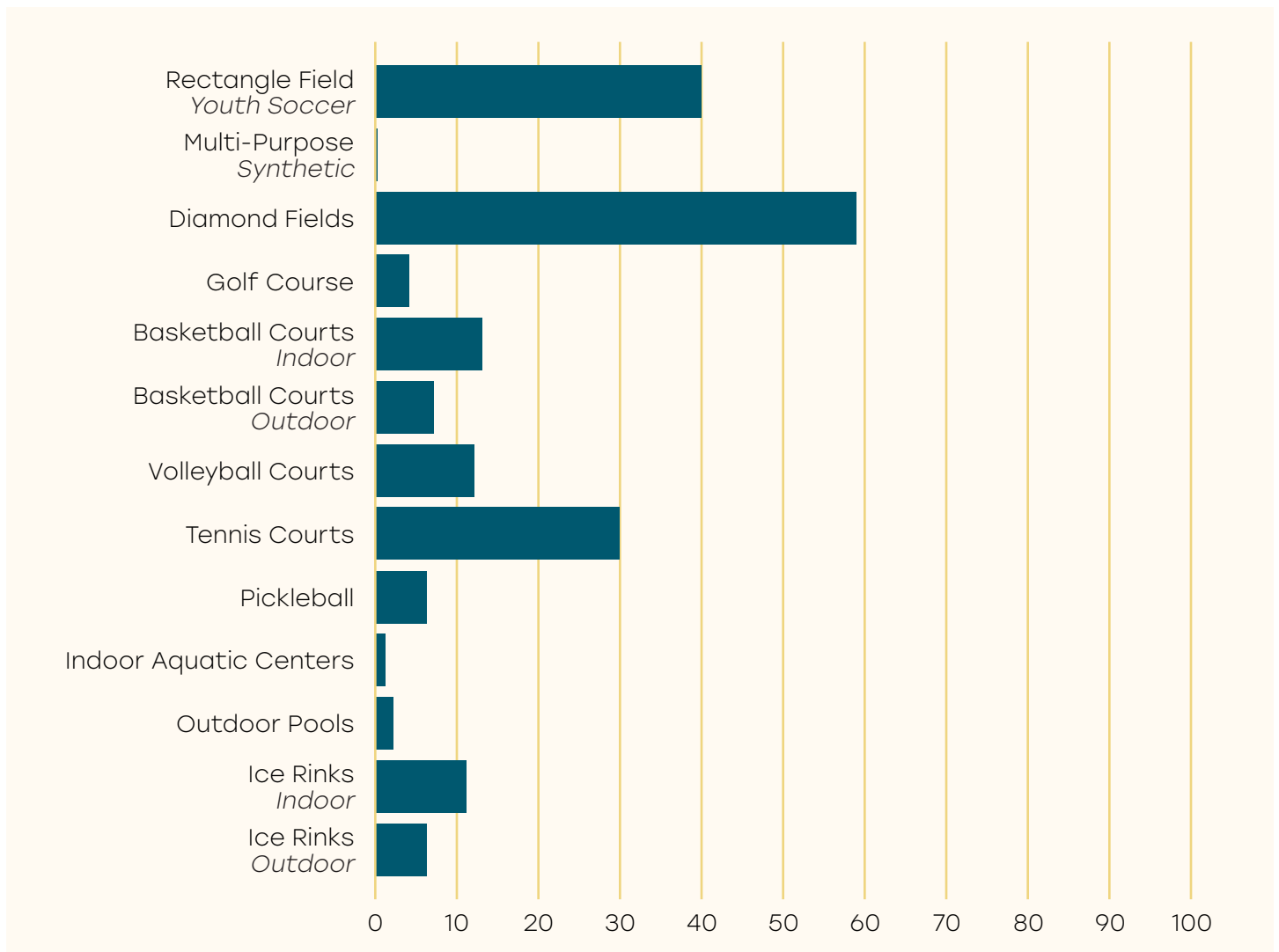
The median household income and fees for recreational lessons are positive characteristics for the local market. The regional market offers a strong population base to attract from for sports tourism tournaments and events in Rochester.

Existing Inventory

ROCHESTER PARKS & RECREATION FACILITIES

The City of Rochester Parks & Recreation services are provided to the community within the context of other related public and private offerings. The inventory review considered the total number of facilities that the Parks & Recreation Department owns and maintains. **This chart does not include facilities operated by the School District or privately-run facilities as they are not accessible or maintained for public use.**

The chart displays the total number of City assets, across all locations, that can be used for programming by Rochester Parks & Recreation and community partners. Some assets are grouped in a single location. For instance, the 15 tennis courts are distributed across the city in two locations, the 31 diamond fields can be found in 10 locations; the 42 grass, multi-purpose fields are in 10 locations; and the 9 indoor basketball courts are in two locations.



▲ **Figure 2.3** Rochester Sports & Recreation Facility Inventory by Asset Type



Asset Benchmarks + Gaps

LOCAL MARKET RECREATION

The total inventory of all assets made available by Rochester Parks & Recreation in the city forms the basis for a gaps analysis to determine if there are surpluses or deficits in the assets available for local use within the community. The gaps analysis utilizes the National Recreation and Parks Association (NRPA) performance benchmarks, which show the average number of assets in communities of similar sizes.

Table 2.2 demonstrates Rochester’s existing assets versus the number of assets in communities of similar size. This data is not strictly predictive of the needs of the local community, but must be included to form final recommendations.

This data is a comparative measure of how Rochester compares to other cities. The City has prioritized investments in parks and recreation assets as a key component of service provided to residents, so it is not surprising to see the surplus in several asset types versus other communities. Additional consideration will be given to the City’s goals for the complex, community input gathered through the online survey and community engagement sessions, the development budget, financial performance potential, location, and seasonality.

See the full 2022 NRPA Agency Performance Review here:

bit.ly/2022NRPA-Review



Table 2.2 Rochester Existing Asset Inventory Analysis

Type of Facility	Asset Count	Population	Residents Per Asset	Benchmark	Gap	Priority
Rectangle Field <i>Youth Soccer</i>	40	121,395	7,728	15.71	24.29	Low
Multi-Purpose <i>Synthetic</i>	0	121,395	36,884	3.29	3.29	High
Diamond Fields	59	121,395	6,863	17.69	41.31	Low
Golf Course	4	121,395	94,109	1.29	2.71	Low
Basketball Courts <i>Indoor</i>	13	121,395	31,215	3.89	9.11	Low
Basketball Courts <i>Outdoor</i>	7	121,395	7,404	16.40	9.40	High
Volleyball Courts	12	121,395	17,475	6.95	5.05	Low
Tennis Courts	30	121,395	5,860	20.72	9.28	Low
Pickleball	6	121,395	13,922	8.72	2.72	Moderate
Indoor Aquatic Centers	1	121,395	53,950	2.25	1.25	Moderate
Outdoor Pools	2	121,395	38,635	3.14	1.14	Moderate
Ice Rinks <i>Indoor</i>	11	121,395	17,741	6.84	4.16	Low
Ice Rinks <i>Outdoor</i>	6	121,395	53,224	2.28	3.72	Low

The City of Rochester has a surplus in eight asset types, which are listed as low priorities for local access. The City of Rochester has a deficit in five asset types, which are listed as either moderate or high priorities depending on the gap and benchmark.

The priority level of outdoor basketball courts exemplifies the fact that this data is not intended to be a strict predictor of the needs of the local community and recommendations of this study. Rochester Parks & Recreation lists seven outdoor basketball courts in its inventory, whereas other communities average 16.4 outdoor courts. Based on community feedback, there is a high demand for outdoor basketball courts, however, at the neighborhood level. Given that outdoor basketball courts do not support the City’s goals of developing tournament-capable assets, SFC does not recommend investing in outdoor basketball courts as a key component of this project.

Asset Benchmarks + Gaps

SPORTS TOURISM IN THE REGIONAL MARKET

As the new complex must attract, host, and retain regional tournaments, the team assessed regional facilities and events to evaluate the gap for sports tourism facilities and to establish criteria and recommendations for the new complex.

Sports Tourism Industry Overview

Before reviewing the sports tourism gaps analysis, SFC has found that most communities benefit from a deeper understanding of the youth and amateur sports tourism industry.

At an overarching level, sports tourism focuses on bringing visitors to Rochester for the tournament they are attending. These visitors generate new spending in the local economy because they stay in hotels, eat at restaurants, shop at stores, and visit local attractions.

According to survey data from the Sports Events & Tourism Association (Sports ETA)'s 2022 State of the Industry Report, the sports tourism industry continues to grow and be an impactful part of life in the United States:

- » In 2021, nearly **175 million people** traveled to a sports tournament or event.
- » In 2021, there was approximately **\$39.7 billion spent** on travel for sports-related tournaments and events.

For the past five years, spending related to travel for sports tournaments and events has increased by 0.80%. However, year-over-year total spending has increased by 89.20% to reach 88% of pre-pandemic spending levels.

In 2021, spending related to travel for sports tournaments and events resulted in approximately **635,000 jobs generated** in total with an **additional \$12.9 billion in tax revenue generation**.

The sustained growth in the youth and amateur sports tourism industry over the last 10+ years is one of the most compelling reasons to consider sports tourism as a reliable, attractive industry. In fact, sports tourism is the only segment of the tourism industry that did not decline in any quarter of the Great Recession, allowing it to be considered recession resistant and, therefore, of increased interest to communities across the country.

\$39.7 B
SPORTS-RELATED
TRAVELER SPENDING
IN 2021

\$9.7 B
TRANSPORTATION



\$8.4 B
LODGING



\$7.5 B
FOOD &
BEVERAGE



\$5.3 B
RECREATION



\$5.0 B
RETAIL



\$3.7 B
TOURNAMENT
OPERATIONS



Read Sports ETA's full
"State of the Industry
Report" to learn more:
bit.ly/2021SportsETA-SOTI



SPORTS TOURISM FACILITY GAPS ANALYSIS

In addition to overall growth, Sports ETA research breaks down youth and amateur sports tourism spending by region to demonstrate where activity has taken place.

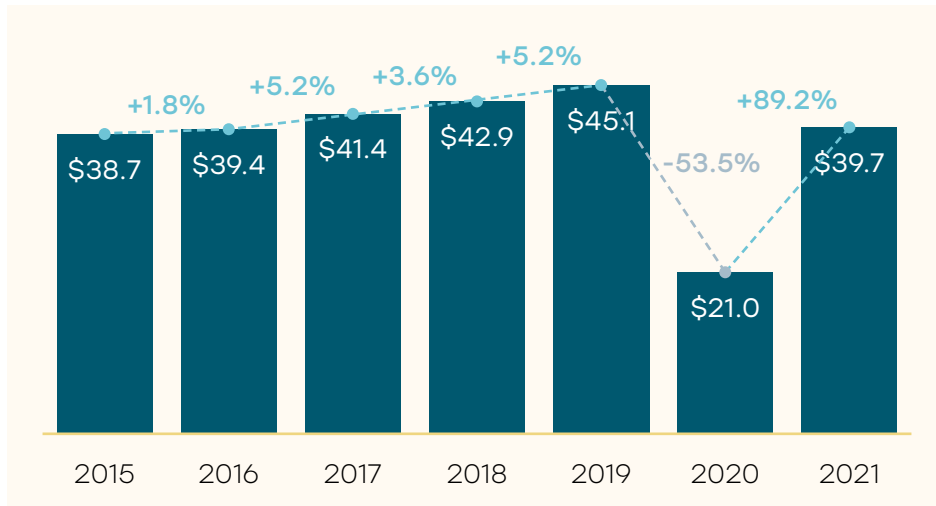
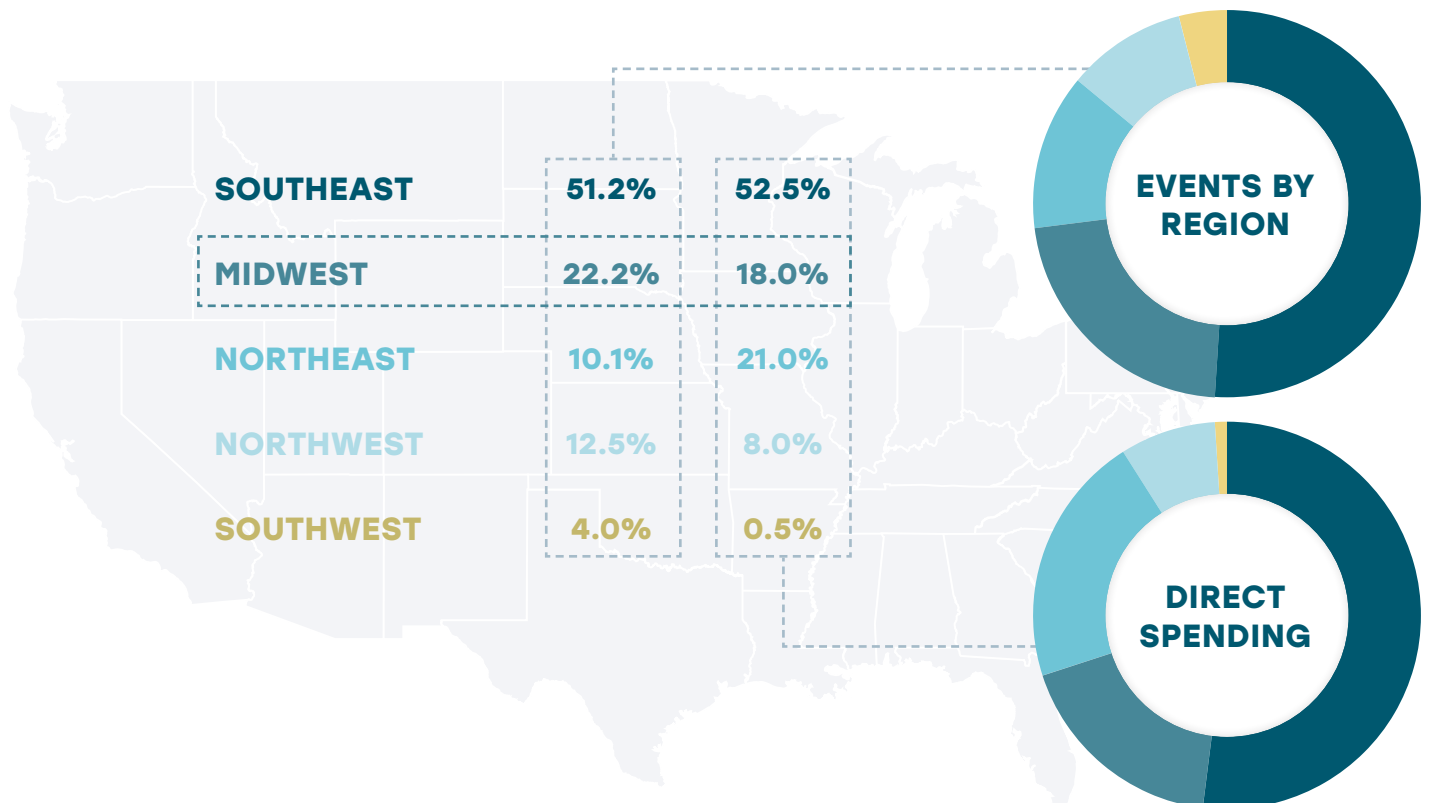


Figure 2.4 Sports-Related Travel Spending & Annual Growth

(\$ billions and year-over-year percentage change)

Source: Sports ETA, Longwoods International, U.S. Travel Association, Tour Economics

Below displays the percent of events and direct spending occurring in each region of the United States, with approximately **22% of events** and **18% of direct spending** taking place in the Midwest.





Sports Participants

As a part of analyzing the complex's opportunity, our team determined the number of sports participants in the local, sub-regional, and regional markets.

Sports participation is calculated using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). Projections consider active sports participants who play in an organized format to separate casual participants and active participants. Active participants are more likely to pay to visit the facility because they pay to participate in an organized program regularly.

Table 2.3 lists primary sports and activities that could be accommodated within facilities that regularly drive a high volume and frequency of indoor and outdoor sport participants and events. Table 2.3 also lists the number of potential participants from the local, sub-regional, and regional markets. Primary sports are those identified as having regular competitive seasons or a large participation size.

▼ **Table 2.3** Potential Active Sports Participation

Sport/Activity	Active Participation Rate	Local 30-Minute Drive Time	Sub-Regional 60-Minute Drive Time	Regional 240-Minute Drive Time
Basketball	6.03%	12,240	28,457	688,359
Soccer	3.74%	7,588	17,641	426,713
Volleyball	3.27%	6,640	15,436	373,388
Baseball	2.88%	5,849	13,598	328,932
Softball	2.25%	4,567	10,619	256,860
Tackle Football	1.61%	3,259	7,577	183,275
Flag Football	1.24%	2,511	5,837	141,187
Pickleball	1.22%	2,478	5,761	139,362
Martial Arts	1.13%	2,302	5,352	129,459
Gymnastics	1.08%	2,188	5,088	123,064
Wrestling	0.83%	1,678	3,900	94,349
Futsal	0.77%	1,567	3,642	88,128
Cheerleading	0.68%	1,351	3,141	75,972
Lacrosse	0.53%	1,080	2,511	60,730
Ultimate Frisbee	0.25%	499	1,159	28,041
Rugby	0.15%	306	712	17,221

Potential participants are calculated by multiplying each primary sport’s active participation rate by the population in its drive time. This calculation does not include existing service providers. We will include competitors in the local, sub-regional, and regional markets and the impact of competition in additional analyses prior to formalizing recommendations for the new complex.

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFC groups active sports participation rates and potential participants in the region by asset type. There is a sizable base of potential participants that new indoor court, multi-purpose field, and diamond field assets could capture.



Grouping court sports together, court-based assets in Rochester could serve approximately 15% of the regional population, totaling over 1.7 million players of various indoor sports.



Grouping multi-purpose field sports together, rectangular fields in Rochester could serve approximately 7.5% of the regional population, totaling over 857,000 players of the various multi-purpose field sports.



Grouping diamond field sports together, diamond fields in Rochester could serve approximately 5.13% of the regional population, totaling over 585,000 baseball and softball players.

▼ **Table 2.4** Sample of Potential Active Sports Participation; Indoor

Indoor Court Sport/Activity	Active Participation Rate	Local 30-Minute Drive Time	Sub-Regional 60-Minute Drive Time	Regional 240-Minute Drive Time
Basketball	6.03%	12,240	28,457	688,359
Volleyball	3.27%	6,640	15,436	373,388
Pickleball	1.22%	2,478	5,761	139,362
Martial Arts	1.13%	2,302	5,352	129,459
Gymnastics	1.08%	2,188	5,088	123,064
Wrestling	0.83%	1,678	3,900	94,349
Futsal	0.77%	1,567	3,642	88,128
Cheerleading	0.68%	1,351	3,141	75,972
Total	15.01%	30,444	65,427	1,712,080

▼ **Table 2.5** Sample of Potential Active Sports Participation; Multi-purpose

Multi-Purpose Sport/Activity	Active Participation Rate	Local 30-Minute Drive Time	Sub-Regional 60-Minute Drive Time	Regional 240-Minute Drive Time
Soccer	3.74%	7,588	17,641	426,713
Tackle Football	1.61%	3,259	7,577	183,275
Flag Football	1.24%	2,511	5,837	141,187
Lacrosse	0.53%	1,080	2,511	60,730
Ultimate Frisbee	0.25%	499	1,159	28,041
Rugby	0.15%	306	712	17,221
Total	7.51%	15,242	35,436	857,167

▼ **Table 2.6** Sample of Potential Active Sports Participation; Diamond Field

Diamond Field Sport/Activity	Active Participation Rate	Local 30-Minute Drive Time	Sub-Regional 60-Minute Drive Time	Regional 240-Minute Drive Time
Baseball	2.88%	5,849	13,598	328,932
Softball	2.25%	4,567	10,619	256,860
Total	5.13%	10,416	24,217	585,792



- Indoor Courts
- Multi-Purpose Fields
- Diamond Field Facilities

Regional Existing Service Providers

Our team researched indoor court, multi-purpose field, and diamond field facilities throughout the region. Tables 2.7, 2.8, and 2.9 display a sample of tournament-capable facilities in the region. These facilities will assist the team in preparing recommendations and models in the next phase of work. An expanded list of facilities analyzed in the regional market are included in the Appendix.

▼ **Table 2.7** Regional Indoor Court Facilities Sample

Indoor Court Facilities	Drive Time	Assets + Amenities
National Volleyball Center <i>Rochester, MN</i>	0 mins.	8 Basketball and 11 Volleyball Courts
Anderson Athletic & Recreation Complex <i>St. Paul, MN</i>	73 mins.	4 Basketball and 4 Volleyball Courts
Midwest Volleyball Warehouse <i>Burnsville, MN</i>	81 mins.	8 Volleyball Courts
M1 Volleyball Center <i>Bloomington, MN</i>	81 mins.	5 Volleyball Courts
Minneapolis Convention Center <i>Minneapolis, MN</i>	86 mins.	66 Volleyball Courts

Table 2.8 Regional Multi-Purpose Field Facilities

Multi-Purpose Field Facilities	Drive Time	Assets + Amenities
Owatonna Soccer Complex <i>Owatonna, MN</i>	42 mins.	3 Full Multi-Purpose Fields (9 Total Fields)
Spring Creek Park Soccer Complex <i>Northfield, MN</i>	57 mins.	4 Full Multi-Purpose Fields (8 Total Fields)
Faribault Soccer Complex <i>Faribault, MN</i>	61 mins.	4 Multi-Purpose Fields, 1 Full Multi-Purpose Field at Adjacent Middle School
Rich Valley Athletic Complex <i>Inver Grove Heights, MN</i>	67 mins.	5 Multi-Purpose Fields and 9 Adjacent Diamond Fields
Blaine Soccer Complex/National Sports Center <i>Blaine, MN</i>	93 mins.	40+ Full-Size Soccer Fields
Caswell North Soccer Complex <i>North Mankato, MN</i>	95 mins.	3 Full Multi-Purpose Fields
Cedar Valley Soccer Complex <i>Waterloo, IA</i>	133 mins.	13 Multi-Purpose Fields
Marion Soccer Complex <i>Marion, IA</i>	179 mins.	14 Full Size Soccer Fields
Tuma Soccer Complex <i>Marion, IA</i>	179 mins.	16 Baseball Fields, 9 Soccer Fields (8 Full), 6 Softball Fields, 5 Football Fields
Portage County Youth Soccer Complex <i>Stevens Point, WI</i>	182 mins.	18 soccer fields (proposed 32 field expansion; 4 full soccer)
Sanford Sports Complex <i>Sioux Falls, SD</i>	207 mins.	8 Full Multi-Purpose Fields, 10 Adjacent Diamond Fields

Table 2.9 Regional Diamond Field Facilities Sample

Diamond Field Facilities	Drive Time	Assets + Amenities
Rochester Baseball Complex <i>Rochester, MN</i>	12 mins.	6 Diamond Fields
Rochester Youth Fastpitch Softball Complex <i>Rochester, MN</i>	12 mins.	7 Softball Fields
Lexington-Diffley Athletic Fields <i>Eagan, MN</i>	74 mins.	7 Diamond Fields
Caswell Softball Complex <i>North Mankato, MN</i>	95 mins.	6 Softball Fields
Muenchow Fields <i>Shakopee, MN</i>	97 mins.	5 Softball Fields, 4 Baseball Fields
Tahpah Park <i>Shakopee, MN</i>	97 mins.	10 Diamond Fields
Waterloo Bucks Baseball <i>Waterloo, IA</i>	125 mins.	1 Baseball Stadium, 4 Baseball/Softball Fields

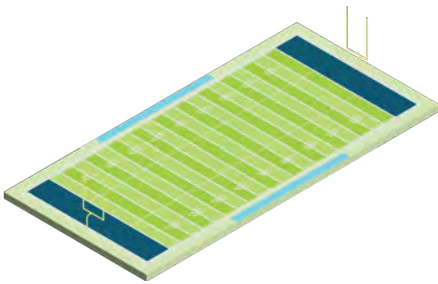
Existing Service Providers

KEY INSIGHTS

The team observed a moderate volume of indoor court facilities in the regional market, with most facilities featuring a minimum of six full indoor courts within two hours of Rochester, with additional facilities operating within four hours of Rochester that offer eight courts or more.

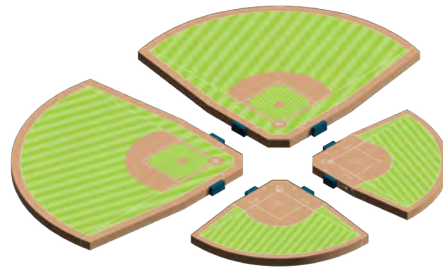
The team then reviewed the existing service providers in the region and observed that the five largest outdoor tournament-capable facilities located within four hours of Rochester offer a minimum of 12 full multi-purpose fields and eight full diamond fields.

To compete for tournaments and events on a regular basis, based on the regional competitive set, and based on trends in the industry, **the following number of assets should be considered the minimum for each of the areas of focus:**



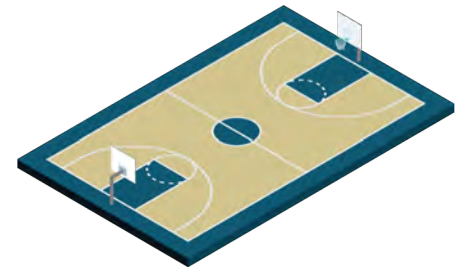
MULTI-PURPOSE FIELDS:
12 FIELDS

12 fields at one complex with additional fields available in close proximity for extra large events or overflow



DIAMOND FIELD:
8 FIELDS

8 fields at one complex with additional fields available in close proximity for extra large events or overflow



INDOOR COURTS/FLAT FLOOR:
8 COURTS

Eight courts in one facility with additional courts available in close proximity for extra large events or overflow

▼ **Table 2.10** Tournament Capability Thresholds

Asset	Anchor Facility Threshold	Tournament-Capable Facility Threshold
Indoor Courts	Minimum 8 Basketball and 16 Volleyball Courts	6-7 Basketball and 8-15 Volleyball Courts
Multi-Purpose Fields	At Least 16 Fields	8-15 Fields
Diamond Fields	At Least 12 Fields	8-11 Fields
Pickleball	24 Courts	12-23 Courts
Aquatics	8-10-Lane, 50-Meter Pool with Warm Up Area	25-Yard Pool with Warm Up Area

A qualifying number of fields or courts alone does not make a facility competitive for tournaments and events on a regular basis. **To compete for tournaments and events in today's highly-competitive market, facilities must be tournament class, meaning they include:**

**Sufficient, Convenient
Parking + Restrooms**



**High-Quality, Convenient
Concessions Options**



**High-Quality
Playing Surfaces
to Maximize Play +
Ensure Consistency**



**Amenities Dedicated to
Spectator Comfort**



Sports Tourism Facility Gaps analysis

This type of analysis considers factors other than local assets. While a local gaps analysis focuses primarily on the total count of assets across a local area, a sports tourism gaps analysis evaluates facilities over a large region, considering factors such as number of courts/fields, location, access, and guest experience. Unlike local recreation facilities, one of the key characteristics of a successful sports tourism complex is that the assets needed to host users are in a single location. As such, the gaps analysis for sports tourism facilities focuses on the number/size of playing areas required to be an anchor facility.

Table 2.11 shows the assets needed to establish a regional anchor sports tourism facility, Rochester’s current count of regional facilities, and the count of regional facilities within a four-hour drive time from the City of Rochester.

▼ **Table 2.11** Sports Tourism Regional Facilities Summary

Asset	Anchor Facility	Existing Facilities Within Rochester	Existing Facilities Within Four Hours of Rochester	Priority
Indoor Courts	Minimum 8 Basketball and 16 Volleyball Courts	1*	4	Low
Multi-Purpose Fields	At Least 16 Fields	0	3	High
Diamond Fields	At Least 12 Fields	0	3	High
Pickleball	24 Courts	0	0	High
Aquatics	8 to 10-Lane 50-Meter Pool with Warm Up	1**	3	Low

*National Volleyball Center

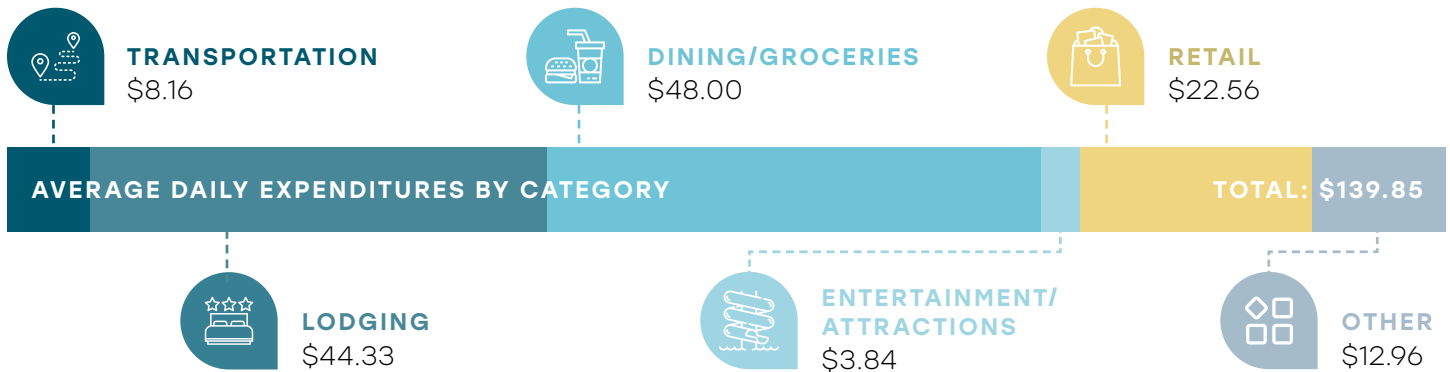
**Rochester Recreation Center

Rochester does not have any outdoor field-based or pickleball facilities that meet the threshold for anchor sports tourism complexes. There is one aquatics facility, Rochester Recreation Center, and one indoor court-based facility, National Volleyball Center, that meet the size requirement.

It is important to contrast this data with the local gaps analysis when developing recommendations. While the City of Rochester has a surplus of both multi-purpose/rectangular fields and diamond fields compared to average communities of a similar size, the facilities at which those fields exist do not meet sports tourism thresholds as indicated in the existing facility overview.

Potential Impact

The cost of visiting Rochester in 2023 was evaluated. Data from hundreds of facilities and thousands of youth and amateur sports tourism enables our team to develop the most credible and reliable economic impact forecasts in the industry. Below is a projection of average daily expenditure, which is the amount of money spent per person, per day, by visitors who travel more than 90 minutes to Rochester. The data below is based on current average costs associated with travel, including Rochester hotels and food.



Based on the assumptions above, we project that each non-local visitor will spend nearly \$140 per day when visiting Rochester for a tournament.

Given data from similar facilities across the country, we can assume that the range of days non-local users will spend in Rochester is between 125,000 and 225,000 annually. Multiplying each tier of non-local days in Rochester by the average daily expenditure projection above, Table 2.12 displays the range of potential annual economic impact.

▼ **Table 2.12** Annual Economic Impact Potential

Expenditure Category	Non-Local Days in Rochester				
	125,000	150,000	175,000	200,000	225,000
Transportation	\$1,020,000	\$1,224,000	\$1,428,000	\$1,632,000	\$1,836,000
Lodging/Accommodations	\$5,541,667	\$6,650,000	\$7,758,333	\$8,866,667	\$9,975,000
Dining/Groceries	\$6,000,000	\$7,200,000	\$8,400,000	\$9,600,000	\$10,800,000
Entertainment/Attractions	\$480,000	\$576,000	\$672,000	\$768,000	\$864,000
Retail	\$2,820,000	\$3,384,000	\$3,948,000	\$4,512,000	\$5,076,000
Other	\$1,620,000	\$1,944,000	\$2,268,000	\$2,592,000	\$2,916,000
Total	\$17,481,667	\$20,978,000	\$24,474,333	\$27,970,667	\$31,467,000

The recommended complex is expected to generate between \$17.48 million and \$31.47 million of new spending in Rochester on an annual basis.



Conclusion + Next Steps

While the data in the local gaps analysis showed surpluses in many assets when compared to other communities, there are other factors to consider when evaluating the market demand for new facilities. From a sports tourism perspective, it is clear that a new facility is needed to meet the goals expressed by the City of Rochester.

Based on the work completed thus far, our team believes that an opportunity exists to develop a regional and local sports tourism and recreation facility that establishes Rochester as a regional destination, expands access to local recreation facilities, and is capable of meeting the City's goals.

The facilities researched in this report include municipal parks and recreation facilities and local service providers that offer similar facilities and program offerings. This comprehensive facilities analysis and market study will help lead to recommendations for current facility enhancement and a new facility's financial and operational success.

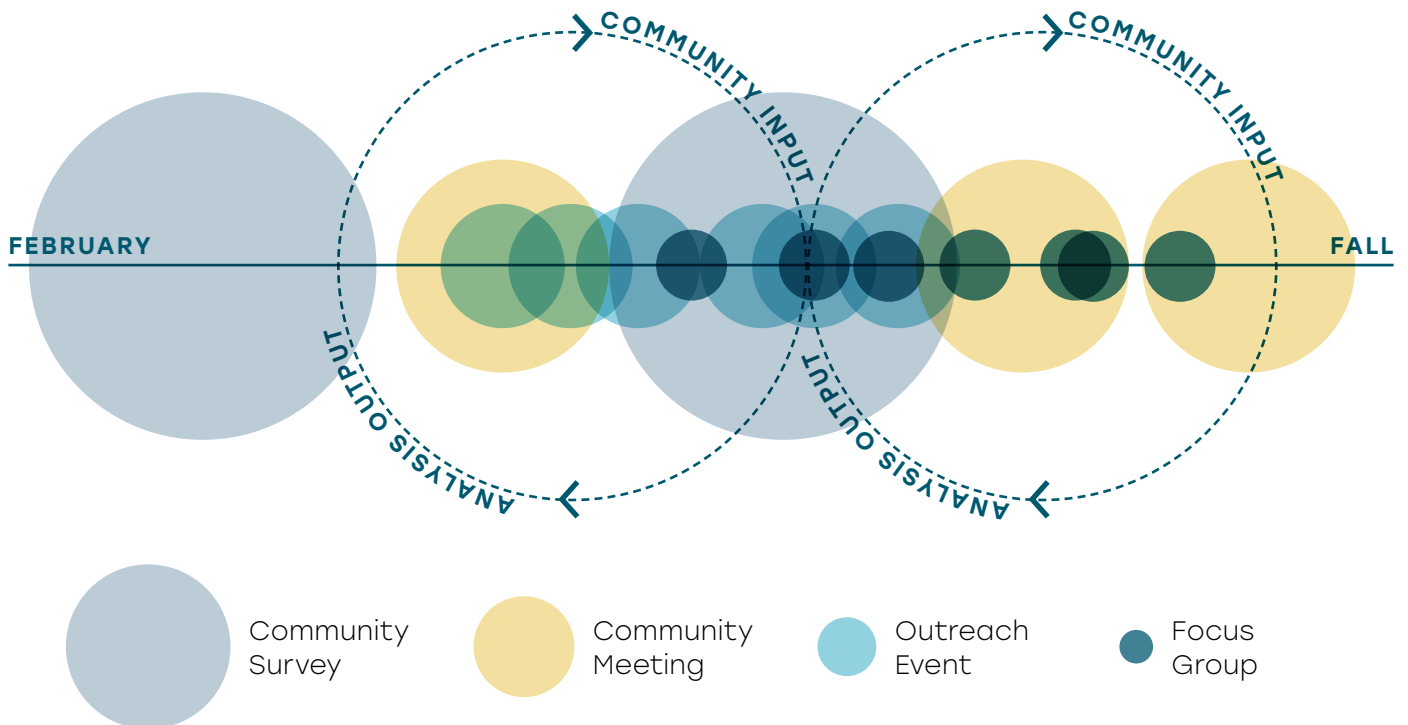


ISG, LSE Architects, and the City of Rochester began to design a community engagement plan in February 2023 to inform the program and design of a new RSRC. The final process and strategies for gaining community insight would be considered in conjunction with the SFC's gaps analysis. The final plan for public involvement incorporates strategies designed for achieving diversity, equity, and inclusion of Rochester community members in this process.

ENGAGEMENT GOALS

- 1 UNDERSTAND**
 Understand the Community's current sports & recreation uses, wants and needs
- 2 SEEK INPUT**
 Seek input from diverse voices to gain broader community input
- 3 FEEDBACK LOOP**
 Create an information feedback loop to inform facility program design

LAYERED ENGAGEMENT TIMELINE



Layered Engagement

The engagement process was designed to be holistic and multi-layered and is planned to continue beyond this report. To date, engagement has involved over **3,000 interactions** with community members and involved more than **15 organizations** across **15 engagement events**. Strategies to reach historically marginalized communities or individuals has included open, all-inclusive open house meetings, multi-lingual materials and information, and focus group meetings with strategic organizations and in strategic locations. These efforts broaden input beyond those who previously signed up to receive information from the Parks & Recreation website.

3,000+
INTERACTIONS

15+
ENGAGEMENT EVENTS

15+
ORGANIZATIONS


To be transparent on the intent of the engagement, the team adopted the IAP2 Spectrum of Public Participation.

ENGAGEMENT TYPES

The layered process included a variety of engagement tactics:

-  Surveys
-  Community Working Group Meetings
-  Open Houses
-  Outreach Events
-  Focus Group Sessions
-  City Council Presentations

IAP2'S PUBLIC PARTICIPATION SPECTRUM

INCREASED IMPACT ON THE DECISION 					
	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/ or solutions	To obtain public feedback on analysis, alternatives and/ or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the recommended solution.	To place final decision making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Learn more about the IAP2 Spectrum here: bit.ly/iap2-pps

Surveys

Multi-lingual surveys extended participation to the broader community. At the Consult level of the IAP2 Spectrum, surveys assist with gathering and responding to input. The team was conscious of the history that surveys carry and considered several factors when evaluating responses and deciding how many surveys to employ throughout the process.

COMMUNITY SURVEY 1

March 8–March 26, 2023



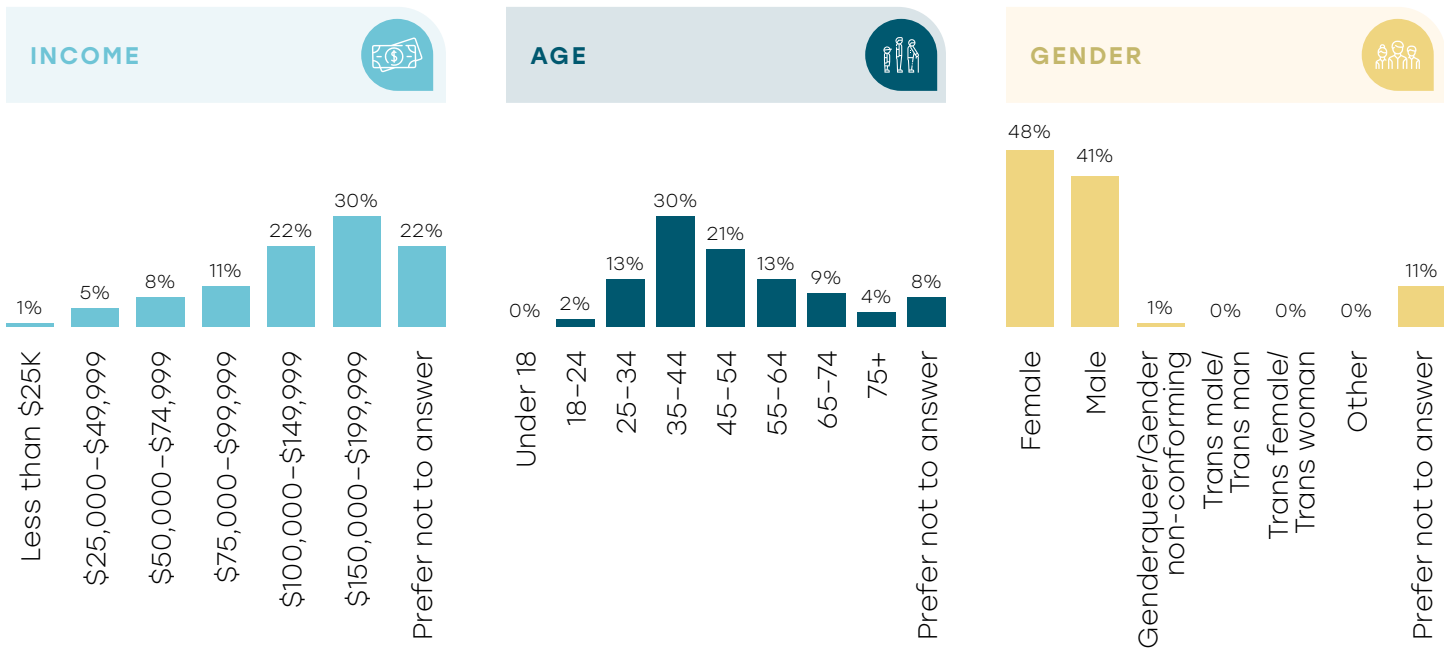
The baseline survey from the beginning of the process focused on gathering data to better understand community needs, desires, past and current use of existing facilities, and potential uses of an RSRC for tournaments and community recreation.

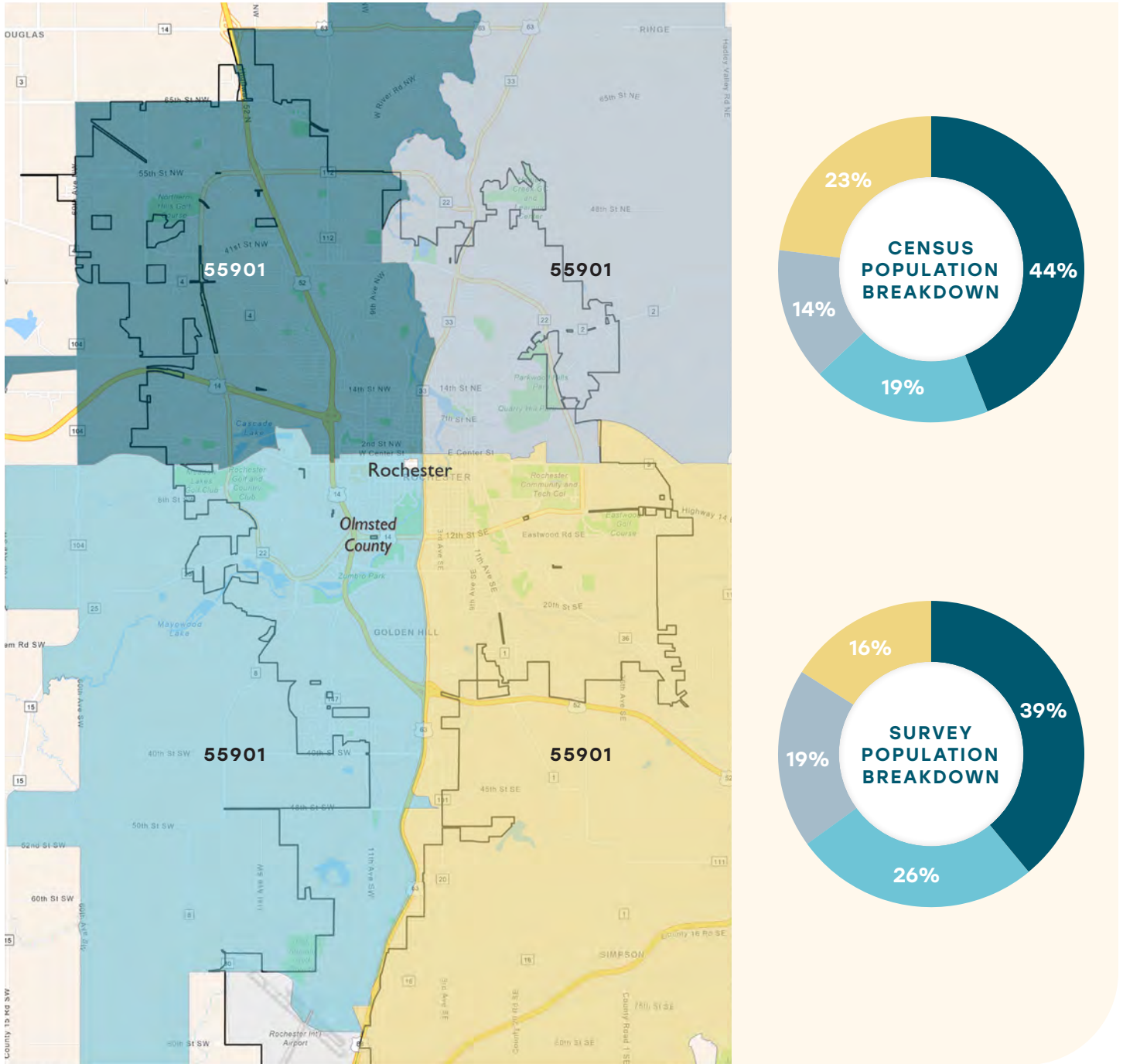
The survey was open to the public for 18 days and generated **over 1,900 responses**.

TAKEAWAYS:

- » Respondents disproportionately represented high-income households and white demographic
- » Higher income households favored indoor facilities
- » Lower income households favored outdoor facilities
- » Outreach events needed to gather input from communities underrepresented in the survey responses:
 - » Immigrants, migrants and refugees
 - » BIPOC communities
 - » Adult seniors
 - » Multi-lingual households
 - » LGBTQAI+
 - » Youth

DEMOGRAPHIC BREAKDOWN OF RESPONDENTS

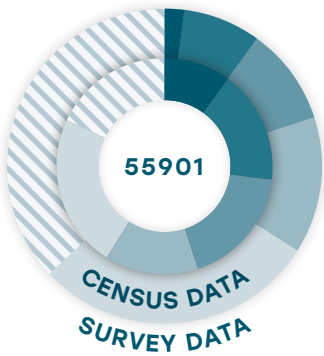




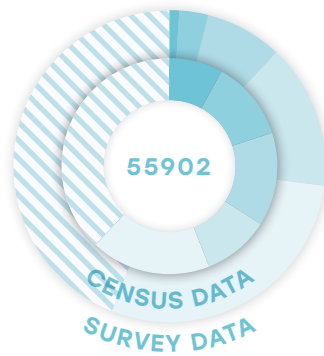
▲ **Figure 2.5** Rochester Area Zip Codes



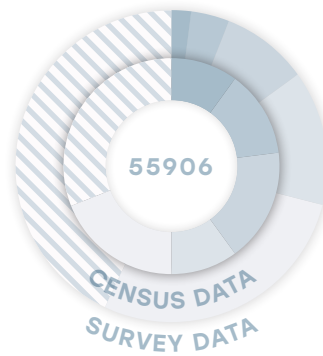
SURVEY RESPONDENTS BY INCOME + ZIP CODE



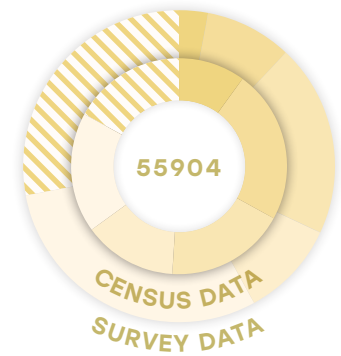
Less than \$25k	-7%
\$25,000-\$49,999	-9%
\$50,000-\$74,999	-8%
\$75,000-\$99,999	0%
\$100,000-\$149,999	+6%
Over \$150,000	+19%



Less than \$25k	-7%
\$25,000-\$49,999	-9%
\$50,000-\$74,999	-6%
\$75,000-\$99,999	+5%
\$100,000-\$149,999	+11%
Over \$150,000	+6%

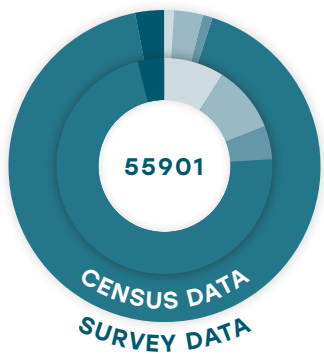


Less than \$25k	-8%
\$25,000-\$49,999	-9%
\$50,000-\$74,999	-8%
\$75,000-\$99,999	+4%
\$100,000-\$149,999	+9%
Over \$150,000	+12%

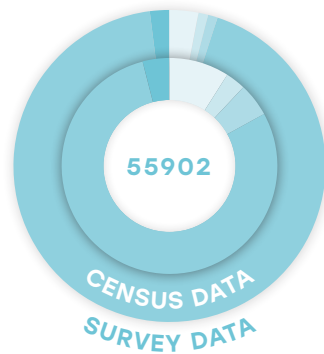


Less than \$25k	-7%
\$25,000-\$49,999	-14%
\$50,000-\$74,999	+2%
\$75,000-\$99,999	-4%
\$100,000-\$149,999	+12%
Over \$150,000	+11%

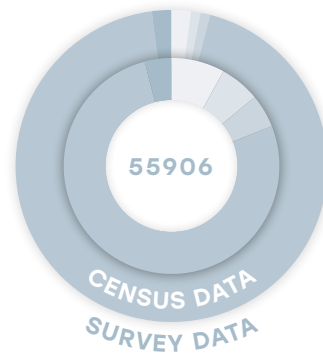
SURVEY RESPONDENTS BY RACE + ZIP CODE



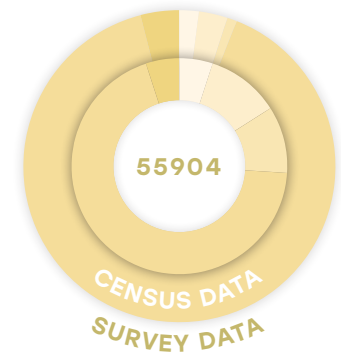
Asian/ Asian American	-7.9%
Black/ African American	-7.6%
Spanish/ Hispanic/Latinx	-4.8%
White	+20.5%
Other	-0.2%



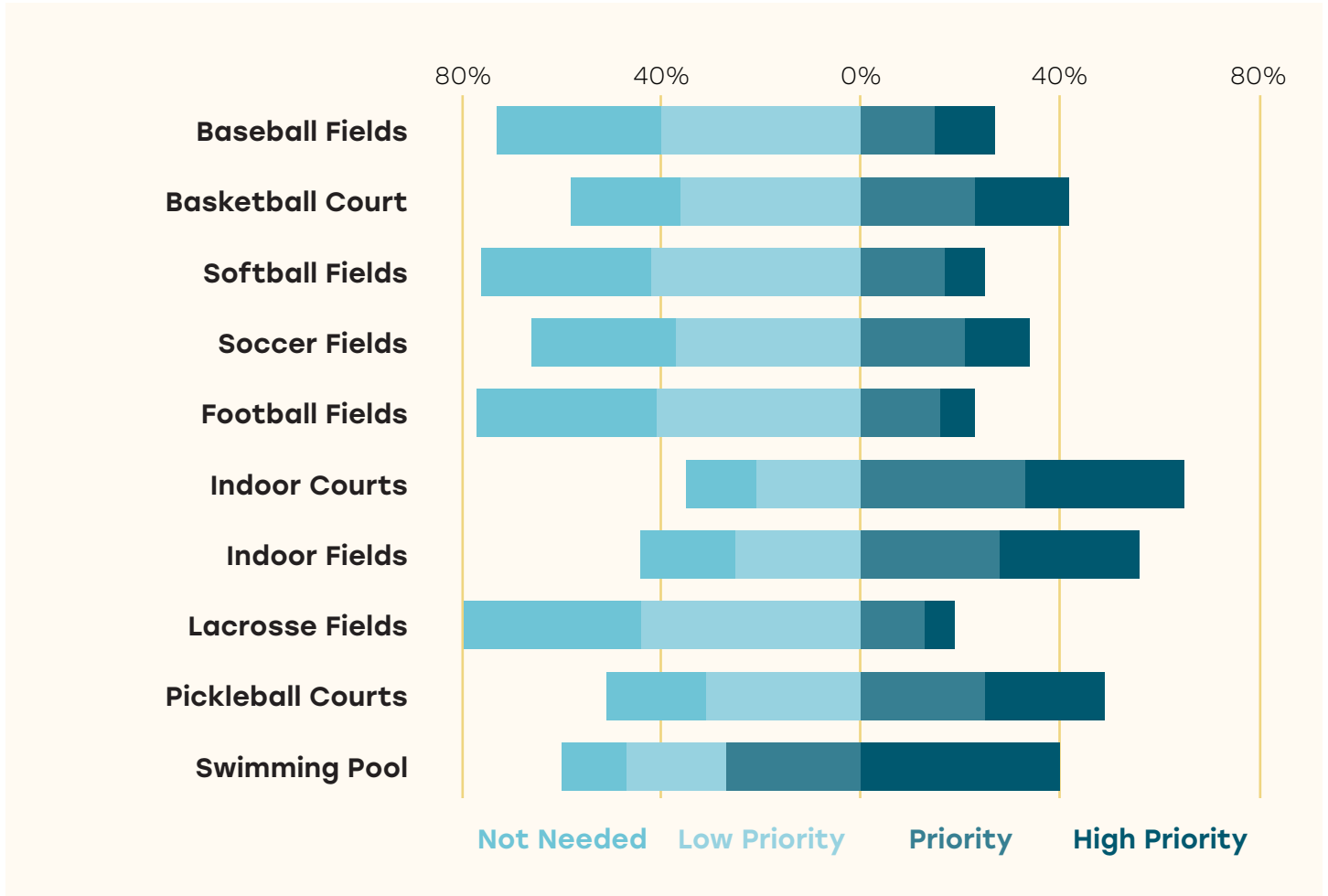
Asian/ Asian American	-5.6%
Black/ African American	-1.8%
Spanish/ Hispanic/Latinx	-4.3%
White	+13.6%
Other	-1.9%



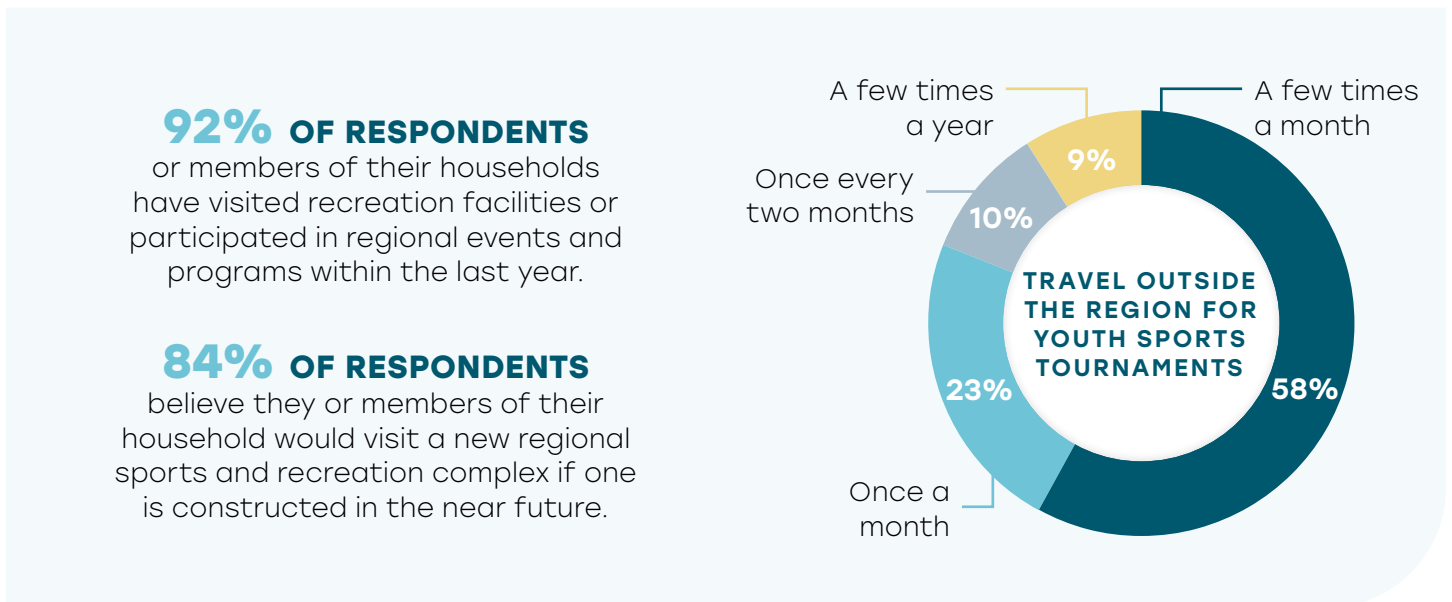
Asian/ Asian American	-5.2%
Black/ African American	-5.6%
Spanish/ Hispanic/Latinx	-4.9%
White	+16.6%
Other	-0.8%



Asian/ Asian American	-3.5%
Black/ African American	-7.4%
Spanish/ Hispanic/Latinx	-8.7%
White	+20.2%
Other	-0.6%

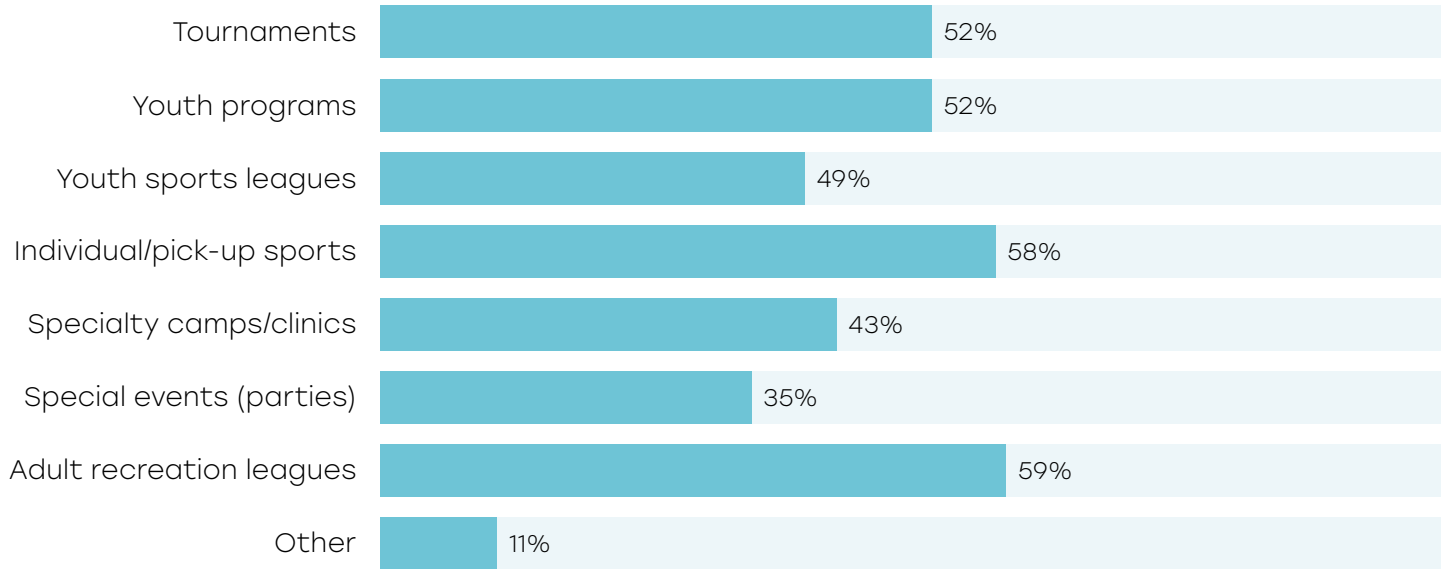


▲ **Figure 2.6** Prioritization of Needs



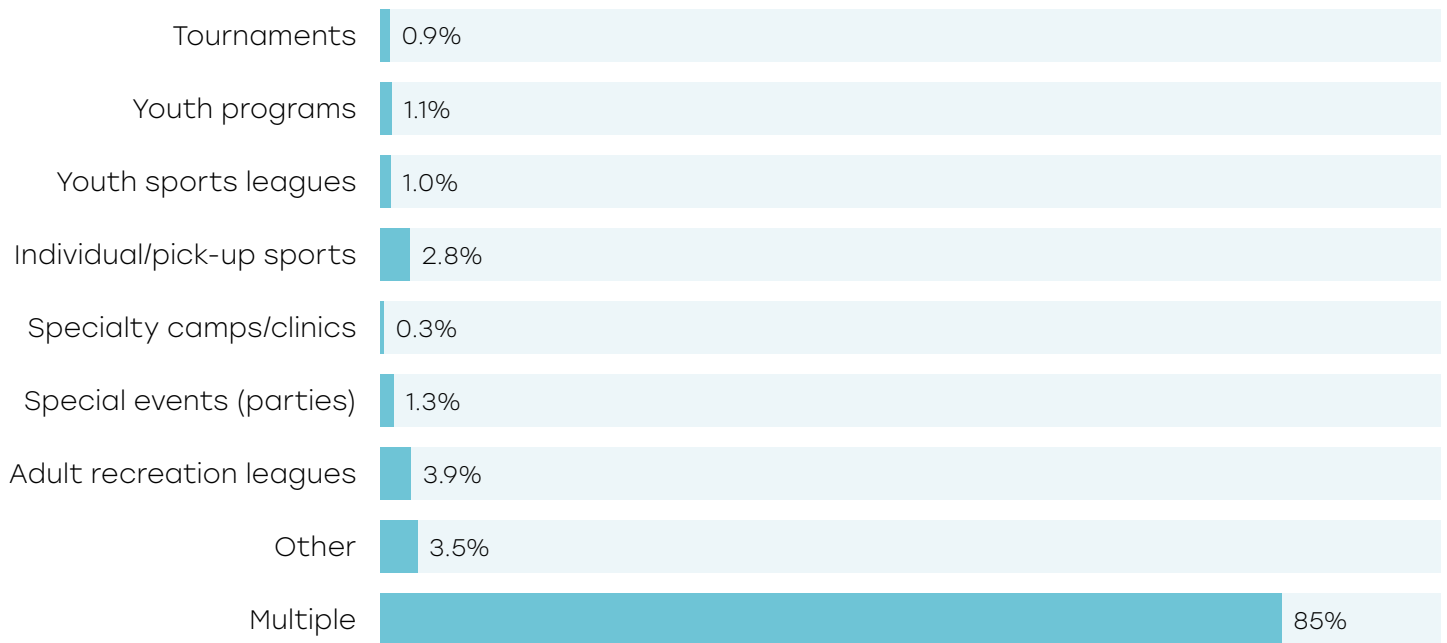
ACTIVITIES AT NEW FACILITY

What type of activity do you think you, or a member of your household, may participate in if a new regional sports and recreation complex is constructed? Please select ALL that apply.



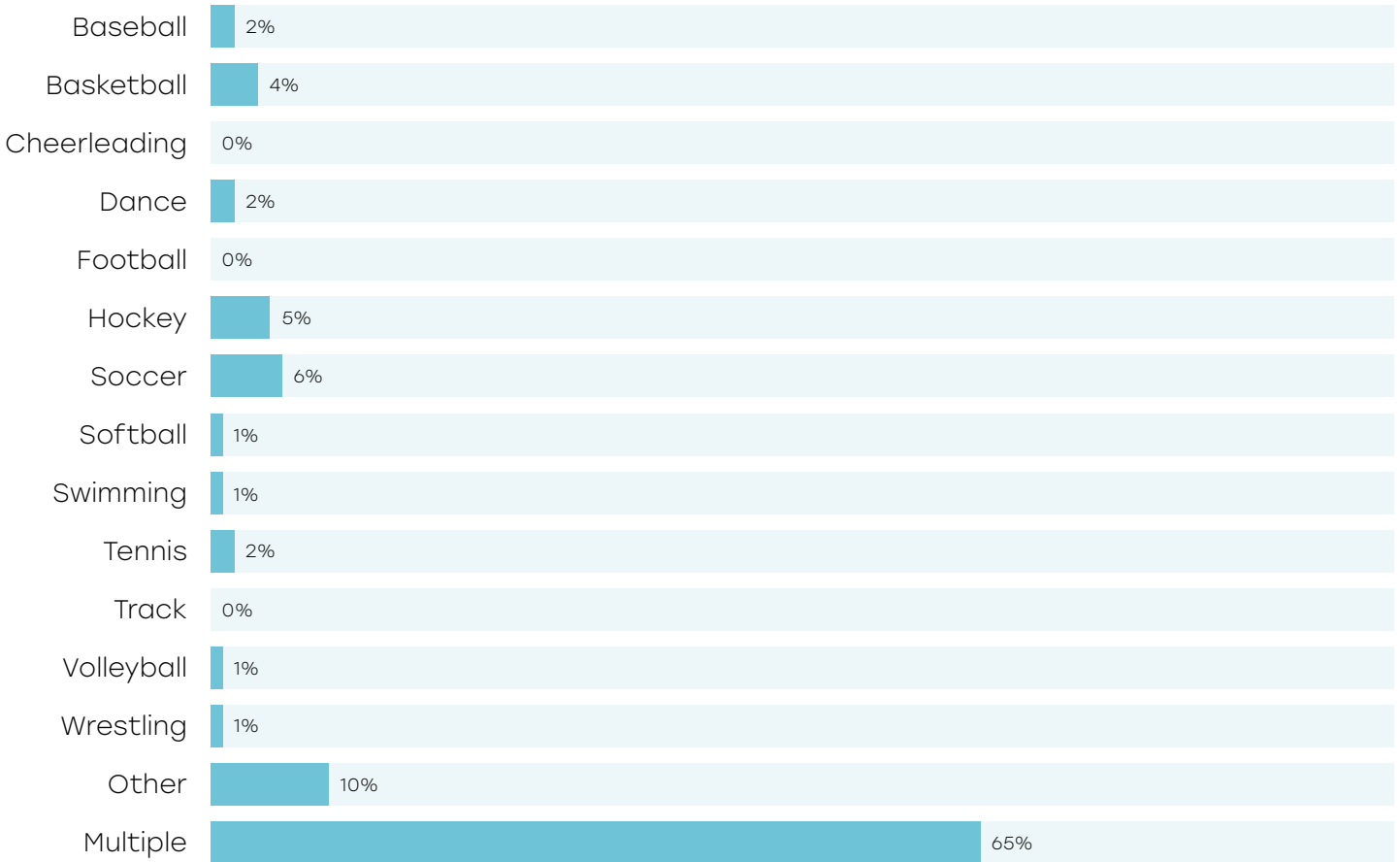
YOUTH SPORTS TRAVEL

If you travel for youth sports tournaments, please select ALL the sports below that you travel for.



ACTIVITIES AT NEW RSRC

What type of activity do you think you, or a member of your household, may participate in if a new regional sports and recreation complex is constructed? Please select ALL that apply.



MOST VISITED YOUTH SPORTS TOURNAMENT DESTINATIONS



PROGRAMS, AMENITIES, OR RECREATION OPPORTUNITIES FOR THE RSRC



COMMUNITY SURVEY 2

June 10–June 23, 2023



A second community survey was developed to gain input from underrepresented community members and was available at various community events in May and June 2023. The survey was designed to be concise and ask similar questions as the first survey’s questions. The survey also posed questions about the user experience, programming needs, and operations needs.

MISSING ASSETS

What is Rochester currently missing?



ACCESSIBILITY

How can sports and recreation be more inviting and accessible?





Community Working Group

Monthly Community Working Group (CWG) meetings were established at the beginning of the engagement process, in alignment with the Involve level of the IAP2 Spectrum. Selected representatives of various communities and organizations in Rochester gathered with our team to discuss project process, generate materials to be presented at public engagements, share feedback from their groups and act as conduits to the community.

Four CWG meetings spanned March and June 2023 with members from organizations representing a broad cross section of Rochester. Conversations at each meeting helped inform content, ideation, and thought-provoking conversations.

CWG ROLES + RESPONSIBILITIES

- 1 Consistent meeting attendance
- 2 Provide input and feedback to help inform the design of the RSRC
- 3 Share information with the community and bring feedback back to this group.
- 4 Participation is at the Involve level on the IAP2 Spectrum of Public Participation

CWG PARTICIPANTS

INTERCULTURAL MUTUAL ASSISTANCE ASSOCIATION

Susan Haskamp
Dondi McIntosh

ROCHESTER PUBLIC SCHOOLS

John Carlson
Lee Tollefson

OLMSTED COUNTY

Mat Miller

AGE-FRIENDLY OLMSTED COUNTY

Walt Rothwell
Dave Beal

INCLUSION FWRD

LeAnn Bieber
Melanie Brennan

ROCHESTER SPORTS FOUNDATION

Ed Hruska
Rebecca Tesch

CHAMBER OF COMMERCE

Ryan Parsons
John Eckerman

MAYO CLINIC

Erin Sexton

SPORTS MENTORSHIP ACADEMY

Lisa Ross

CWG MEETING 1

March 28, 2023



The team introduced the CWG to the project, process, and timeline. Initial insight on goals, participants, and progress were highlighted.

TAKEAWAYS:

- » RSRC should be accessible to community
- » RSRC should be inclusive to support special Olympics and adaptive sports and recreation
- » Engage youth in activities and opportunities
- » RSRC should reflect Rochester vibrancy
- » Tournament amenities such as indoor and outdoor features should be present

CWG MEETING 2

April 27, 2023



The team reported survey results and preliminary gaps analysis findings. Precedent projects were reviewed to prepare for the next CWG session.

TAKEAWAYS:

- » Survey respondents disproportionately represented high-income households and white demographic
- » Outreach events and a second survey will fill the gaps and gain feedback from a broader representation of the community
- » Private partnerships and funding for the RSRC should be considered
- » Variety of tournament amenities—indoor and outdoor features

CWG MEETING 3

May 31, 2023



The team updated the group on engagement events and gaps analysis findings. The group discussed assets to include in the building and site program and a programming charrette with scaled assets.

TAKEAWAYS:

- » Reviewed input from Survey 1, Open House 1 and Franklin Elementary Outreach events
- » Regional tournament assets should be in any solution
- » Children’s play elements are important to the community and support regional events
- » Indoor courts and outdoor turf fields are needed, wanted by the community, and support regional events

CWG MEETING 4

June 27, 2023



The team presented three facility and site design programs that considered all community feedback. The group discussed findings from the gaps analysis.

TAKEAWAYS:

- » Options include indoor recreation, outdoor turf fields, soccer, basketball, and pickleball in response to community feedback
- » Options present courts and fields that meet regional tournament requirements
- » Refinement is needed on support spaces such as locker/changing rooms and fitness areas, including their operating costs
- » Two of the three options are within the established budget. One option requires additional funding to achieve the vision of blending community needs with regional assets

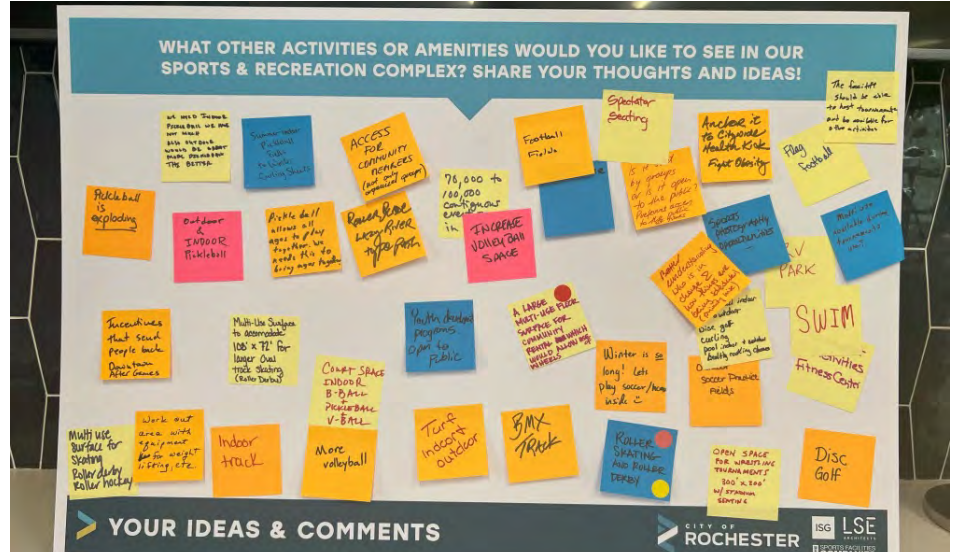


Open Houses

Inclusive open houses were strategically scheduled throughout the study to solicit input, gather feedback for refinement, and create discussion with the community. Open houses fall into the Consult level of the IAP2 Spectrum and create a feedback loop between the team and the community. Three open houses were held in different locations to achieve the following:

- 1 Introduce the project, process, goals and gather initial input and priorities for the RSRC
- 2 Present findings from the gaps analysis, public comments from outreach events and gain feedback on the preliminary program options
- 3 Present the final report findings, including costs and operations and final program for the facility





OPEN HOUSE 1

May 16, 2023



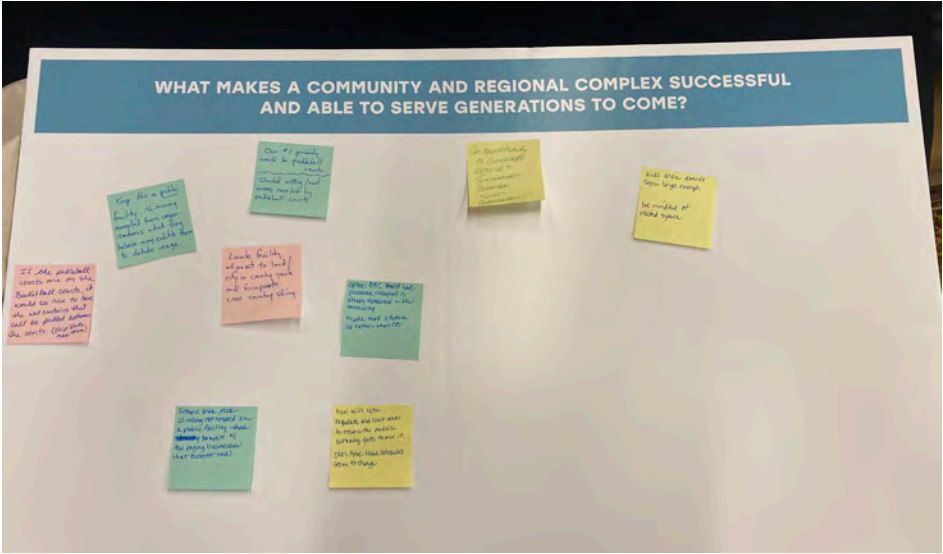
The community was invited to share their ideas and participate in the City’s planning and gaps analysis for the potential RSRC. The open house was on May 16, 2023, from 4–7 p.m. at Mayo High School.

The open house format allowed individuals to come and go as it worked for them. The team shared information and answered questions. Information shared included data gathered in the gaps analysis and the results of the first community survey. Additionally, community members shared input at engagement stations, answering key questions. Children were engaged with a hands-on activity with the team at a recreation and play area.

TAKEAWAYS:

- » More indoor court space is needed
- » A walking track for wellness is desired
- » There is a need for more outdoor fields—ideally turf fields
- » Roller derby needs indoor practice space to rent
- » Pickleball is a growing sport
- » Indoor recreation of a variety of types is needed
- » Programming for accessible and equitable access





OPEN HOUSE 2

June 27, 2023



The team provided updates on the findings of the gaps analysis, the first open house, outreach events, surveys, and focus group discussions, and how findings informed the three program options. Open House 2 was on June 27, 2023, at the Mayo Civic Center and had two sessions for community members to choose from.

Community members were encouraged to attend several stations at their leisure, including information on the local sales tax renewal, a precedent project, the three program options, and feedback boards for comments.

TAKEAWAYS:

- » Grass fields are not ideal
- » Usage of locker rooms needs refinement
- » Prioritization of community recreation needs throughout the week
- » Children’s play space should be expanded
- » Spectator seating should be reflected in program diagrams

OPEN HOUSE 3

Fall 2023



This Community Open House will highlight key findings from the study, including the recommended option.



Outreach Events

The team recognized the need for additional ways to engage the community that fall outside traditional engagement methods. Outreach events were intended to fill gaps in community responses to ensure a holistic and inclusive process. The team attended community events in Rochester including Pride and Juneteenth and Walk Around The World celebrations to best engage with people. These events were successful in gathering input from various communities that often believe their voices are not heard in traditional engagement processes.

Outreach events hosted youth-focused stations, where children could draw, be creative, and play basketball and soccer pick-up games. These activities were opportunities to engage with youth and teens, have one-on-one conversations, and provide information such as translated flyers, feedback boards, presentations to local organizations.

ROCHESTER PRIDE

May 20, 2023



Pride weekend in Rochester is a time to celebrate the diverse voices in the community and promote inclusion for all identities. City staff attended the event at a City of Rochester booth. General information about the local sales tax renewal and the RSRC was shared with attendees. Additional focus group opportunities will identify feedback and input from community members.



FRANKLIN ELEMENTARY WELCOME SUMMER

May 25, 2023



Students, staff, and families attended the Start of Summer event at Franklin Elementary School for a night filled with games, food, and fun. The team gathered input from youth and families, a great opportunity with over 600 people in attendance. Stations offered kids create their own dream RSRC through drawing and imagery. Comment boards allowed youth and adults to write and draw ideas.

TAKEAWAYS:

- » Amenities should include opportunities for kids' play
- » Indoor recreation is a huge need
- » Unprogrammed recreation must be accessible to families
- » Indoor basketball courts
- » Indoor aquatic center
- » Soccer fields
- » Dance spaces





WALK AROUND THE WORLD

June 10, 2023

Walk Around The World, sponsored by Intercultural Mutual Assistance Association (IMAA), recognizes World Refugee Day and celebrates the diverse cultures and contributions that refugees, migrants, and immigrants bring to Rochester. This year, over 500 people from many cultural, racial, and ethnic groups attended. Translated flyers, information, and comment boards were provided in four languages. Many conversations were shared between community members, which informed decisions on inclusive and welcoming scheduling and programming.

TAKEAWAYS:

- » Separate dedicated times for cultural recreation opportunities
- » Indoor courts for volleyball and basketball
- » Outdoor fields for lacrosse and soccer
- » Indoor recreation and court time is heavily desired



SAFE CITY NIGHTS

June 13, 2023

Hosted annually by the Rochester Police Department, Safe City Nights connects the community with the police force, firefighters, and public safety partners. City staff had a booth with translated flyers, a board, and a link to the community survey. Over 300 community members attended the event, and many visited the City booth to learn about the RSRC. Community members took flyers which included links to the City website and the community survey.

ROCHESTER CHAMBER OF COMMERCE

June 13, 2023



The team presented to 25 Rochester Area Chamber of Commerce members and provided an overview of the project, project goals, approach, and timeline. An interactive presentation was followed by questions from the group.

TAKEAWAYS:

- » Current local sports facilities do not keep up with others in the region
- » Not all families can afford or have the time to travel for games and tournaments
- » Support amenities and infrastructure are important
- » Outdoor fields must be turf
- » Site selection is important, especially proximity to supporting amenities
- » Complex should be privately operated and managed, and private partners should be included

ROCHESTER JUNETEENTH

June 17, 2023



The annual Juneteenth event, sponsored by the National Association for the Advancement of Colored People Rochester Branch, was held in Reverend Doctor Martin Luther King Junior Park and drew 500 attendees. Community members shared their thoughts with the project team, encouraged others to complete the online survey, and brainstormed ideas on what the complex should include on the event boards.

TAKEAWAYS:

- » Welcoming and inclusive scheduling that responds to specific cultural needs
- » Basketball, outdoor, and indoor courts
- » Affordability for all income levels
- » More soccer fields and improvements to existing fields
- » Facilities for those with varying levels of mobility and who are not a part of an organized sports group
- » Indoor recreation opportunities





Focus Groups

Specific voices in the community have historically not been heard at other engagement events. Conversations with individual groups of Rochester were scheduled as focus group sessions to increase accessibility in providing feedback and input. The consultant team and the City identified several organizations, cultural groups, and community partners to engage in these sessions with, providing a range of input from various perspectives.

IMAA STAFF FOCUS GROUP SESSION

June 6, 2023



The consultant team attended a meeting with 32 IMAA counselors, case managers, and advocates for the immigrant community. The team solicited feedback and heard valuable input. Engagement materials were provided in English, Spanish, Somali, and Arabic, and offered to support whatever focused engagement would be most comfortable and effective to gain additional input from the immigrant community and other populations served by IMAA.

TAKEAWAYS:

- » Traditional engagement response rate is low, because a general sentiment is that their opinion won't matter or that a facility like this is not for them
- » A new sports and recreation complex needs more inclusive food options

ROCHESTER ISLAMIC CENTER FOCUS GROUP SESSION

June 16, 2023



An overview of the local sales tax renewal process, the RSRC project, and an update on our progress were provided for members of the Islamic Center. Future engagement opportunities were discussed and input was provided.

TAKEAWAYS:

- » Women-only fitness areas, or times for women only, should be provided

AGE-FRIENDLY OLMSTED COUNTY FOCUS GROUP SESSION

June 28, 2023



An overview of the local sales tax renewal process, the RSRC project, and preliminary program options were shared during a focus group with active adults and senior community members.

TAKEAWAYS:

- » Indoor walking space is very important and is currently underserved as this is no longer allowed at City facilities, the indoor mall is not an accessible option, and YMCA is closed
- » Existing sports facilities drive traffic and parking on neighborhood streets
- » Indoor turf fields are an economic driver for year-round use
- » Pickleball will attract regional tournaments
- » Drop off area and accessible parking stalls should be prioritized
- » Food options should appeal to various groups
- » Women-only fitness areas, or times for women only, should be provided

ROCHESTER SPORTS FOUNDATION FOCUS GROUP SESSION

June 29, 2023



Team members met with key leaders of the Rochester Sports Foundation to engage in conversation around what programmatic elements would be beneficial in the RSRC for regional tournaments. The group also discussed other facility benefits for the local community.

TAKEAWAYS:

- » How other improvements projects will be addressed within the community
- » How baseball/softball will benefit from the complex
- » Building type
- » Site selection, criteria, and locations in Rochester
- » Pickleball may not be as necessary as other sports for regional tournament use, as presented at Open House 2
- » Support for Program Option A/B

ROCHESTER YOUTH COUNCIL FOCUS GROUP SESSION

July 5, 2023



15 high school-aged students from the area, Mayor Norton, and Michon Rogers gathered to discuss the RSRC with the team. The group was eager to learn about the project and share perspectives.

TAKEAWAYS:

- » Designated time for women only
- » Indoor and outdoor turf soccer fields
- » Connections to trails
- » Pickleball courts may be an opportunity to attract tournaments
- » Courts should be accessible and available, or community members should be able to check to see if courts are available
- » Indoor cafe

ROCHESTER PRIDE FOCUS GROUP SESSION

July 12, 2023



An overview of the local sales tax renewal process, the RSRC project, and preliminary program options were shared during a focus group with LGBTQ+ community members.

TAKEAWAYS:

- » Spectator seating is important to make the space comfortable and inclusive
- » Bathrooms with no gaps in partitions and simple, inviting signage
- » Bleacher-style seating should be able to hook standard mobile seat pads
- » Specialized programming, such as Pride Pickleball Night, will ensure the RSRC is used year-round by all community groups



City Council Presentations

A council presentation in May updated City Council and the Mayor on the progress of the project and expected next steps. A second Council presentation in July 2023 provided an executive summary of the overall project, process, recommended program option for the RSRC, and a summary of the operations and maintenance plan.

CITY COUNCIL STUDY SESSION PRESENTATION 1

May 15, 2023



The consultant team presented at the City Council Study Session on May 15th, 2023. Meetings with the CWG were underway, preliminary gaps analysis findings were presented and the first open house was scheduled for the following day. Questions and discussion from Council members followed the presentation.

TAKEAWAYS:

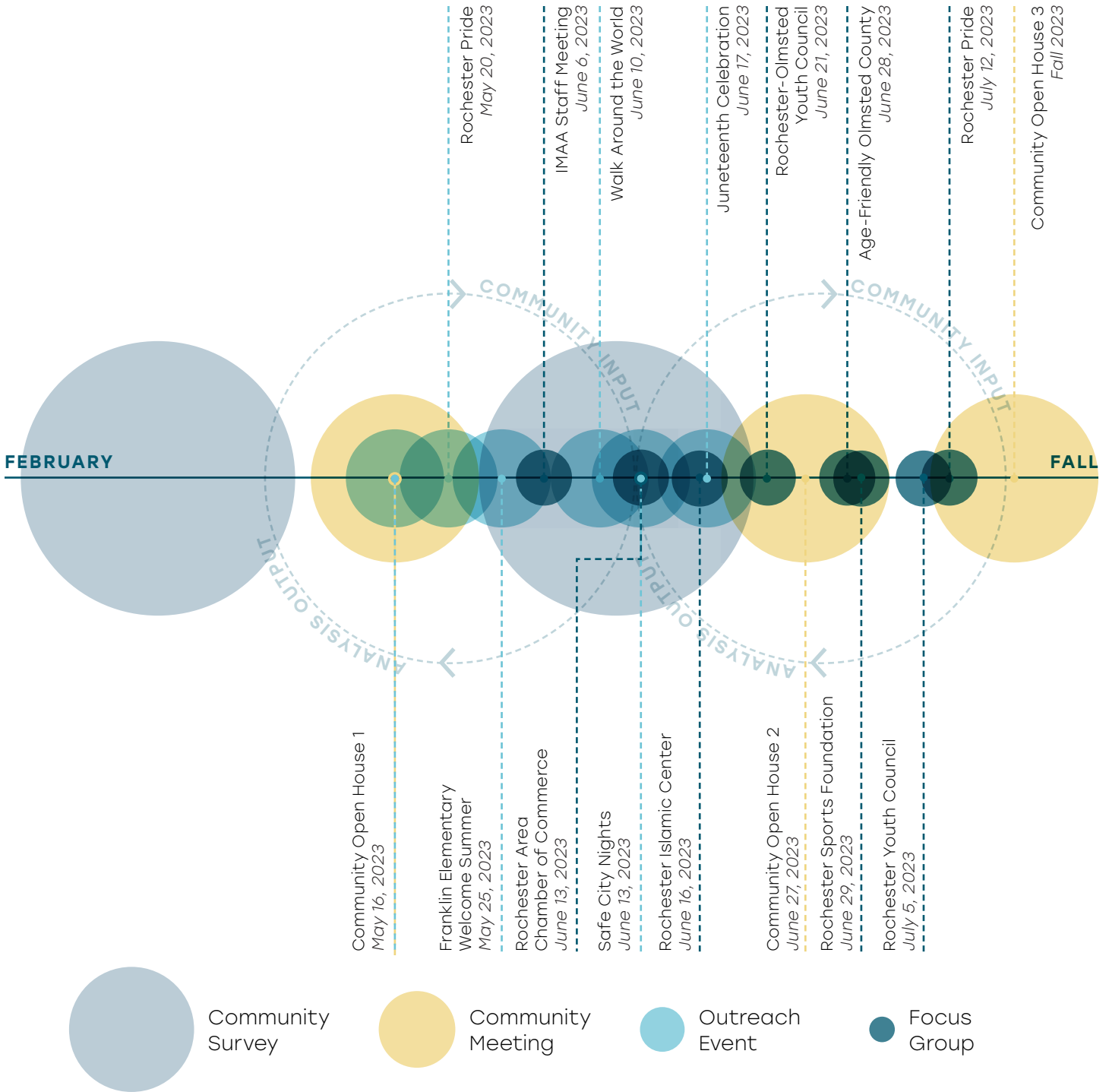
- » Design will not commence until more community input is gathered
- » Gaps analysis data analyzes existing facilities and assets within Rochester, which can be used for future projects and decision making, outside of the complex
- » Community engagement opportunities ensure equitable and inclusive input
- » Sports tourism and local community recreation will be balanced in the program
- » An Operations & Maintenance plan to be provided for the proposed facility

CITY COUNCIL STUDY SESSION PRESENTATION 2

July 24, 2023



The team will summarize the final report, preliminary design option, and operations and maintenance plan. This report will be amended to include feedback from this event after July 24, 2023.



Throughout the engagement process, the team heard from members representing the diversity within Rochester. With over **3,000 participants** and voices heard, the goals to understand, seek input, and provide feedback have been accomplished through the inclusive process of variety of engagement methods.

When comparing the findings of the gaps analysis to the community engagements, the team held the **importance of local community recreation and benefits with economically sustainable regional tourism components** that together create the RSRC.

Priorities from the community that aligned with the gaps analysis include indoor and outdoor multi-purpose courts and fields for soccer, basketball, and pickleball, as well as amenities such as spectator seating. Additional public comments noted the need for accessible and affordable indoor recreation spaces, flexible community spaces, an indoor walking track, and an indoor play space for kids. A community priority is to provide affordable and equitable activities for all ages and abilities.

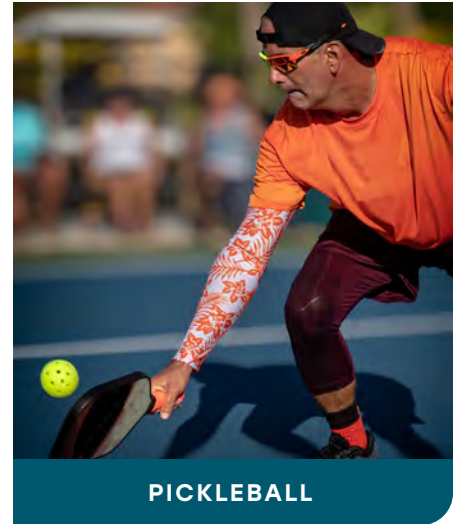
MOST IMPORTANT FACILITIES

When asked to pick the most important facilities for an RSRC, the survey responses showed:

- » Indoor courts and fields **(60%)**
- » Swimming pool **(40%)**
- » Outdoor fields **(26%)**
- » Pickleball courts **(24%)**

MOST FREQUENTLY REQUESTED SPORTS

The most frequently requested sports from input at Open Houses and Outreach Events:



MOST FREQUENTLY REQUESTED AMENITIES

The most frequently requested amenities from the community included **spectator seating**, a **walking track**, and **indoor play areas for young kids**.

PUBLIC COMMENTS

While Rochester’s community groups offer unique perspectives, each group shares similar hopes and visions for a sports and recreation complex. Groups shared that the activities and sports that are hosted in the complex should be affordable and provide equitable access for all abilities and groups. An indoor multi-purpose recreation facility should include spaces for exercise, dance, karate, and roller derby, and offer fields, sport courts, and curling ice. Indoor play, an indoor walking track, and outdoor multi-purpose fields should also be prioritized, according to community groups.

GAPS ANALYSIS + COMMUNITY ENGAGEMENT

Priorities from the existing asset inventory analysis included multi-purpose synthetic turf fields and outdoor basketball courts as high priorities, with pickleball and aquatics as moderate priorities. Priorities from the gaps analysis to support regional tournaments included multi-purpose synthetic turf fields, outdoor baseball fields, sufficient parking and spectator seating.

▼ **Table 2.13** Priority Assets

Priority Asset	Gaps Analysis	Community Engagement
Pool/Aquatics	☑	☑
Outdoor Multi-Purpose Turf Fields	☑	☑
Indoor Multi-Purpose Courts + Fields	☑	☑
Pickleball Courts	☑	☑
Outdoor Basketball Courts	☑	☑
Public Restrooms	☑	☑
Concessions	☑	☑
Spectator Seating + Comfort	☑	☑
Sufficient Parking	☑	☑
Flexible Community Space		☑
Indoor Walking Track		☑
Disc Golf		☑
Wellness Room		☑
Access to Public Transit		☑

The program does not address the following components from public comments.



Aquatics

Indoor and outdoor pools were identified as a missing asset in the inventory analysis yet was the second-most requested amenity from the community survey, in addition to many requests from those who attended open houses and outreach events. With the addition of Soldiers Field Aquatic Center, which is currently under construction as of July 2023, our team believes the need for aquatics will soon be met.



Baseball Fields

As a community asset, diamond fields in Rochester are currently serving the purpose for local league practices and games. Outdoor baseball fields were identified as a missing asset for regional tournaments due to the quantity needed to host such an event. A regional quantity of baseball fields, 12 needed to host a tournament, would be better accommodated at an existing baseball complex.



Outdoor Basketball Courts

Throughout the engagement process, outdoor basketball courts were identified as a local recreation need within communities. As the RSRC will be a large facility serving Rochester, outdoor basketball courts within local parks and neighborhoods may be added or resurfaced and maintained by the Parks & Recreation Department, which will fulfill the need for neighborhood basketball recreation.

SECTION 3: PROGRAM DESIGN PACKAGE

- ▶ **Preliminary Program Design Options**
- ▶ **Preferred Program Design Option**



Program development for the RSRC was an iterative process, considering the feedback from the community and results from the gaps analysis. The team produced preliminary program that addressed local community recreation needs such as soccer, basketball, and pickleball, as well as regional needs including basketball, volleyball, soccer, and ample amenities. These preliminary options were showcased at CWG Meeting 4 and Open House 2.

In addition, access, equitability, and economic vitality were equally weighted in the process. The combination of all factors, including feedback received after the preliminary options were presented and discussed with the community, led the team to the recommended preferred program design option.

The preferred program design option addresses community needs and includes required components for a tournament-capable facility. The team acknowledges that every request voiced in the engagement process, while heard, is not reflected in the final recommended program option. The final recommendation is a site and facility design program that will serve the Rochester community's need for local recreation and regional tournaments.

KEY FACTORS

- » Data
- » Input
- » Best Practices
- » Case Studies
- » Trends
- » Multi-Purpose Spaces
- » Flexibility
- » Generational Asset
- » Programming
- » Equitable Access

ACCOMPLISHING GOALS

Alignment With City Goals + Priorities

ACCESS

- » Free Or Affordable
- » Trail + Transit Network
- » Accessible
- » Community Turf Fields

EQUITABLE + INCLUSIVE

- » Accommodate Cultural + Dietary Food Needs
- » Welcoming + Inclusive Scheduling
- » Flexible

ECONOMIC VIBRANCY + GROWTH MANAGEMENT

- » Regional Tourism
- » Plan For Future Expansion + Market Trends

See the full 2022-2023 Action Plan here:

bit.ly/RochActionPlan



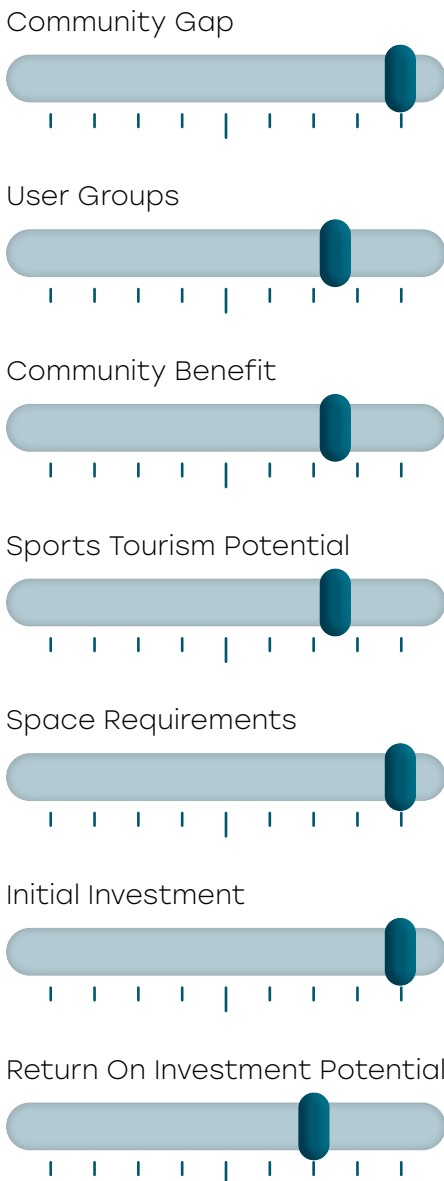
PRELIMINARY OPTIONS

Options A, B, and C were presented to the public and included a range of needs addressed, indoor and outdoor square footage, and amenities.

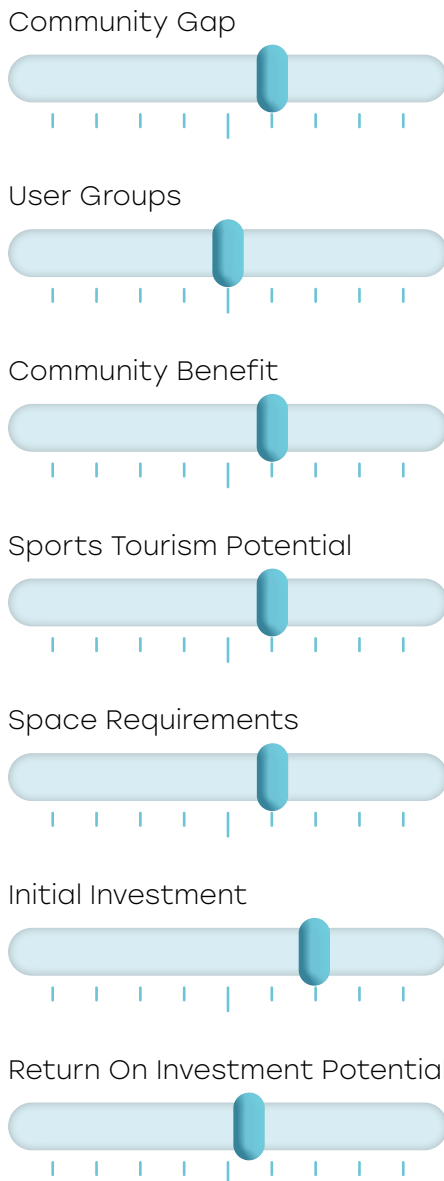
Option A included elements that created an anchor facility for indoor basketball and volleyball with eight courts, 16 turf fields, 12 indoor pickleball courts, an indoor turf field, and four curling lanes.

Options B and C were revisions of Option A, showing dedicated indoor pickleball and turf field as future expansions to the facility, removing curling from the program, and, in Option C, providing eight outdoor turf fields and four outdoor grass fields.

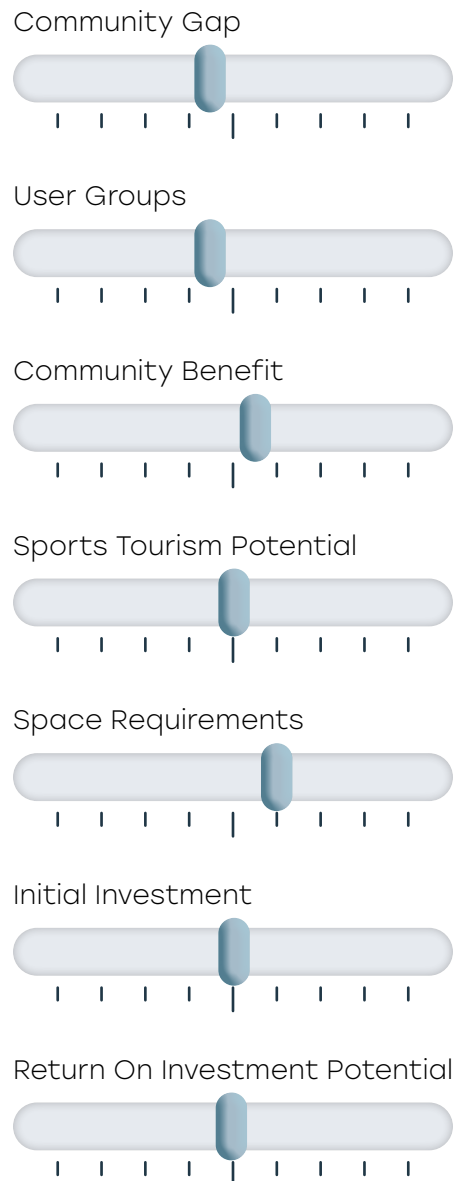
OPTION A GOALS



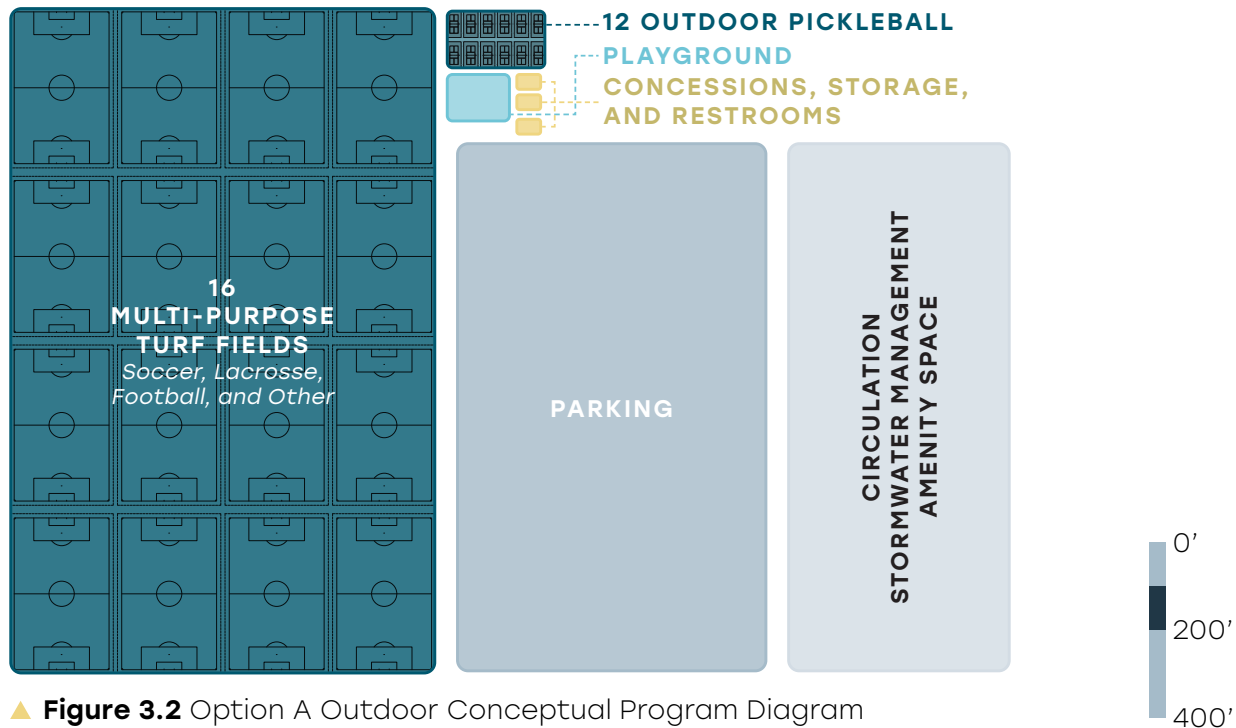
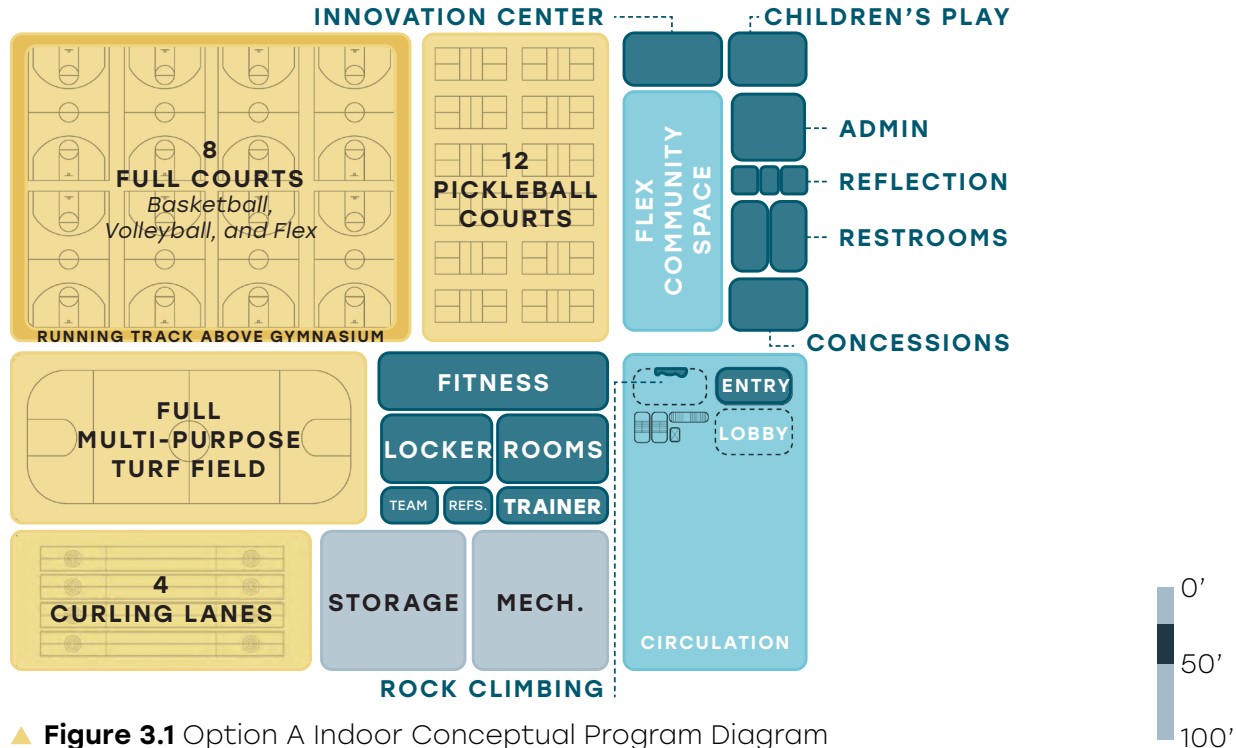
OPTION B GOALS



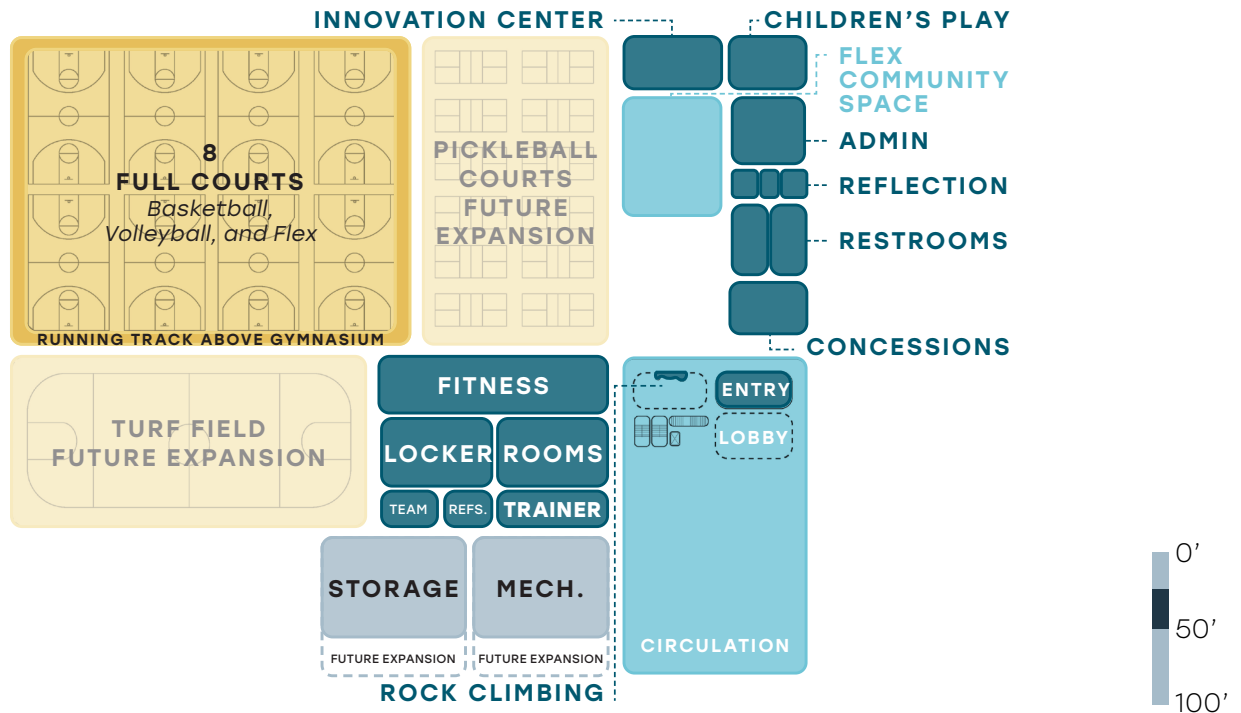
OPTION C GOALS



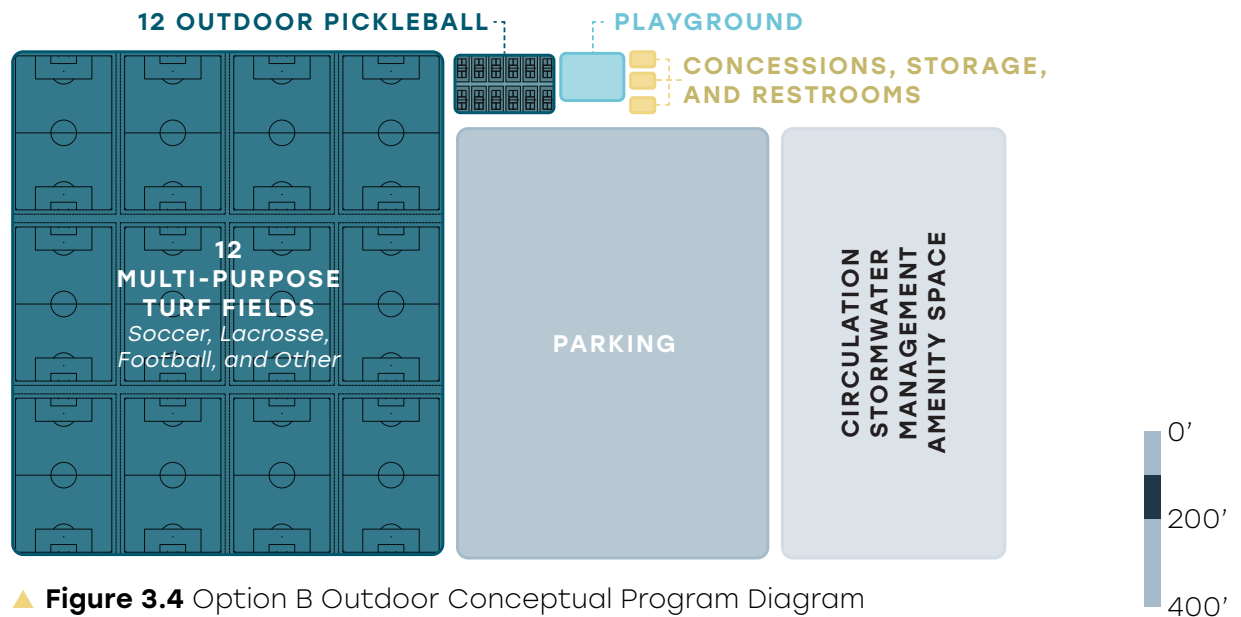
Option A 75-90 Acres | 200,000-Square-Foot Building



Option B 50-70 Acres | 110,000-Square-Foot Building

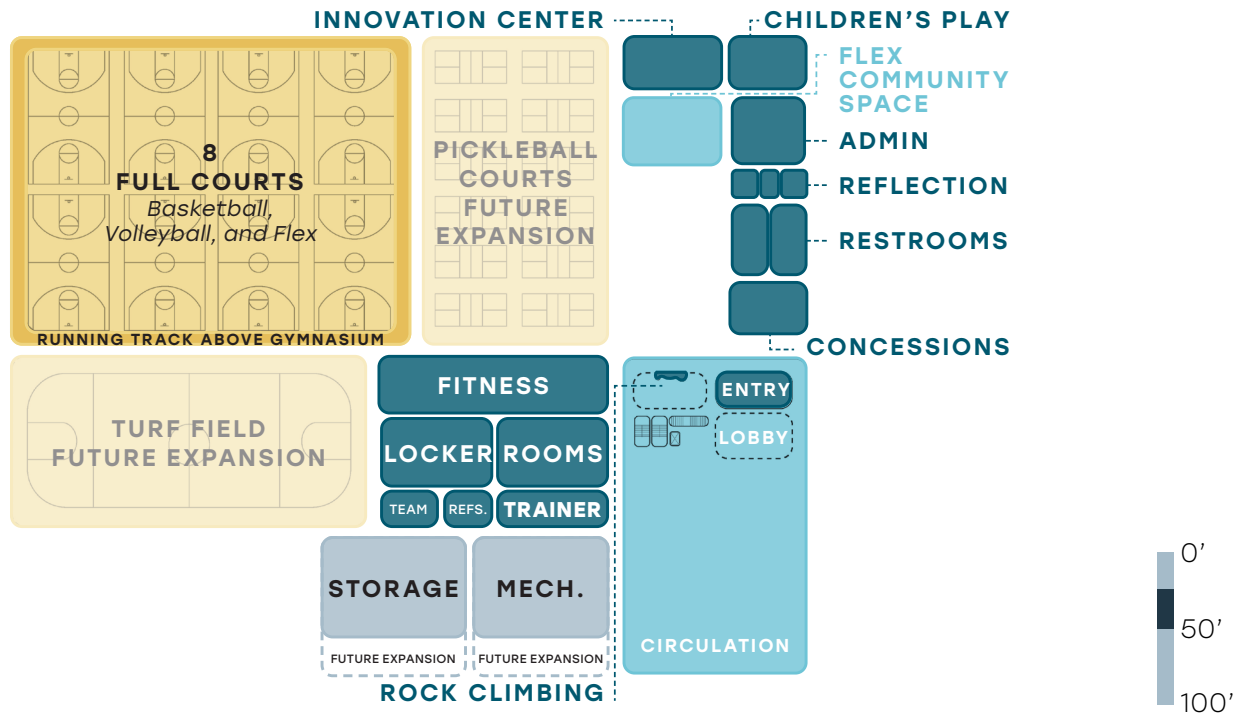


▲ **Figure 3.3** Option B Indoor Conceptual Program Diagram

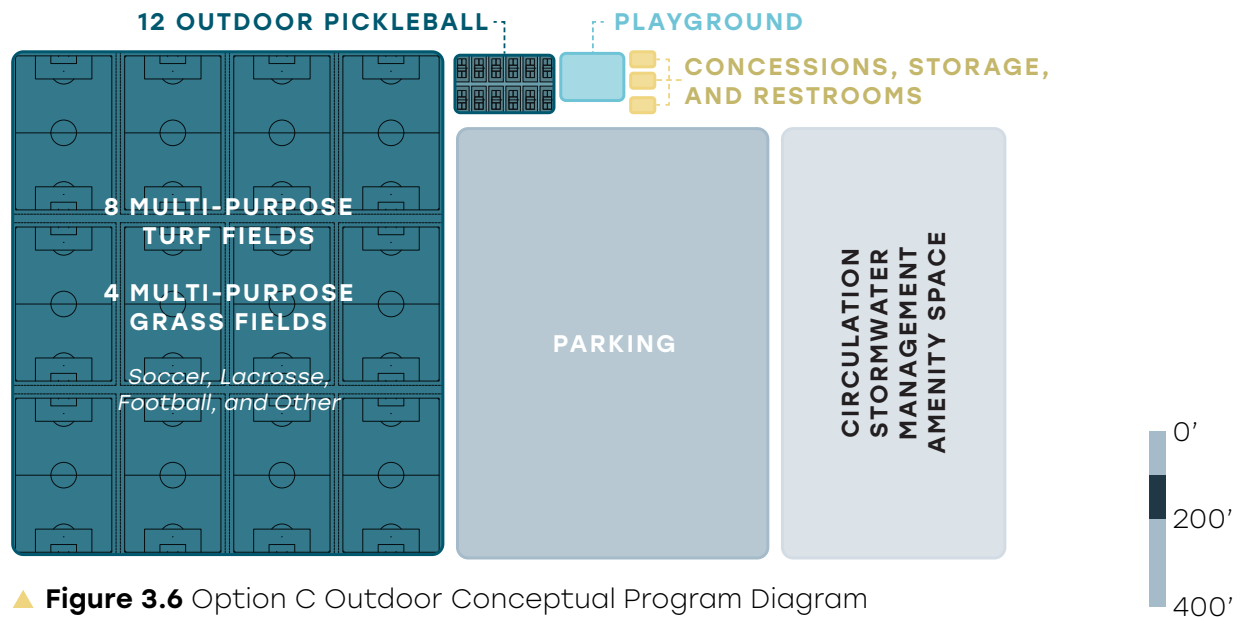


▲ **Figure 3.4** Option B Outdoor Conceptual Program Diagram

Option C 50-70 acres | 100,000 sq. ft. building



▲ **Figure 3.5** Option C Indoor Conceptual Program Diagram



▲ **Figure 3.6** Option C Outdoor Conceptual Program Diagram

After discussing facility maintenance considerations for the programs with the CWG, the design team developed Option D as the recommended program design option. Option D responds to community feedback received from presenting Options A-C and retains the regional tournament capabilities.

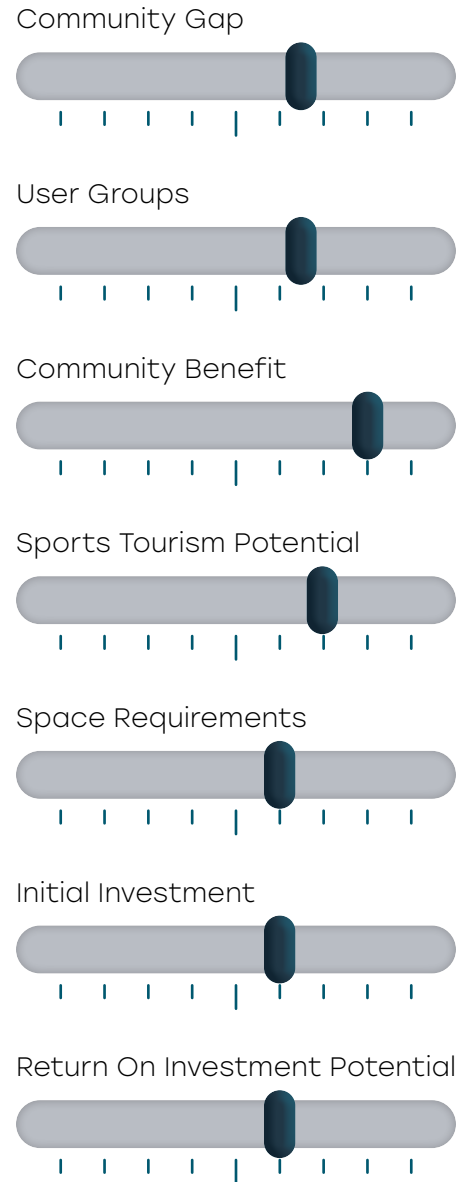
INDOOR AMENITIES

- » Concessions + Café
- » Elevated Walking Track
- » Changing Rooms
- » Lobby
- » Lockers + Cubbies
- » Medical Lease Space
- » Multi-Purpose Community Rooms
- » Office + Staff Admin
- » Play Area
- » Prayer, Reflection, and Wellness Room
- » Restrooms
- » Rock Climbing Wall
- » Ticket Office
- » Team Rooms
- » Team Workout
- » Training Room
- » Turf Flex Space

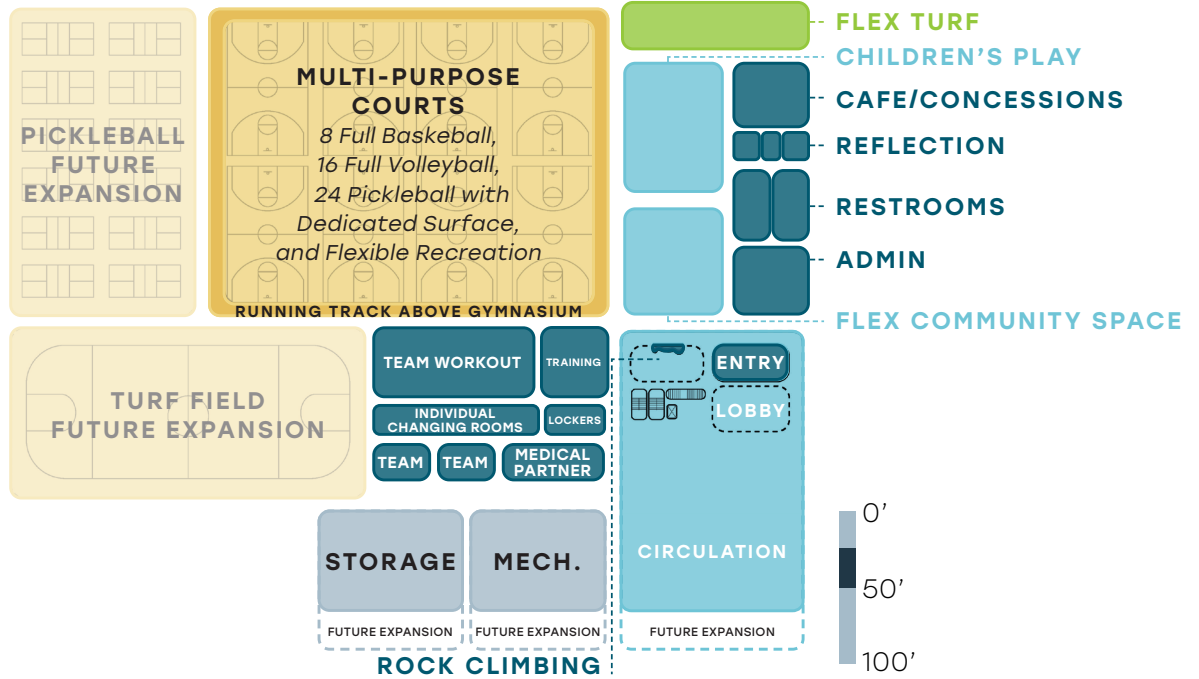
OUTDOOR AMENITIES

- » Concessions
- » Disk Golf
- » Field Lighting
- » First Aid
- » Flex + Warm-up Space
- » Officials Room
- » Picnic Shelter + Shade
- » Player Seating
- » Playground
- » Public Art Installation
- » Restrooms
- » Scoreboards
- » Security + Pedestrian Lighting
- » Site Lighting
- » Spectator Bleachers
- » Storage
- » Trail Connections
- » Vehicle + Bicycle Parking

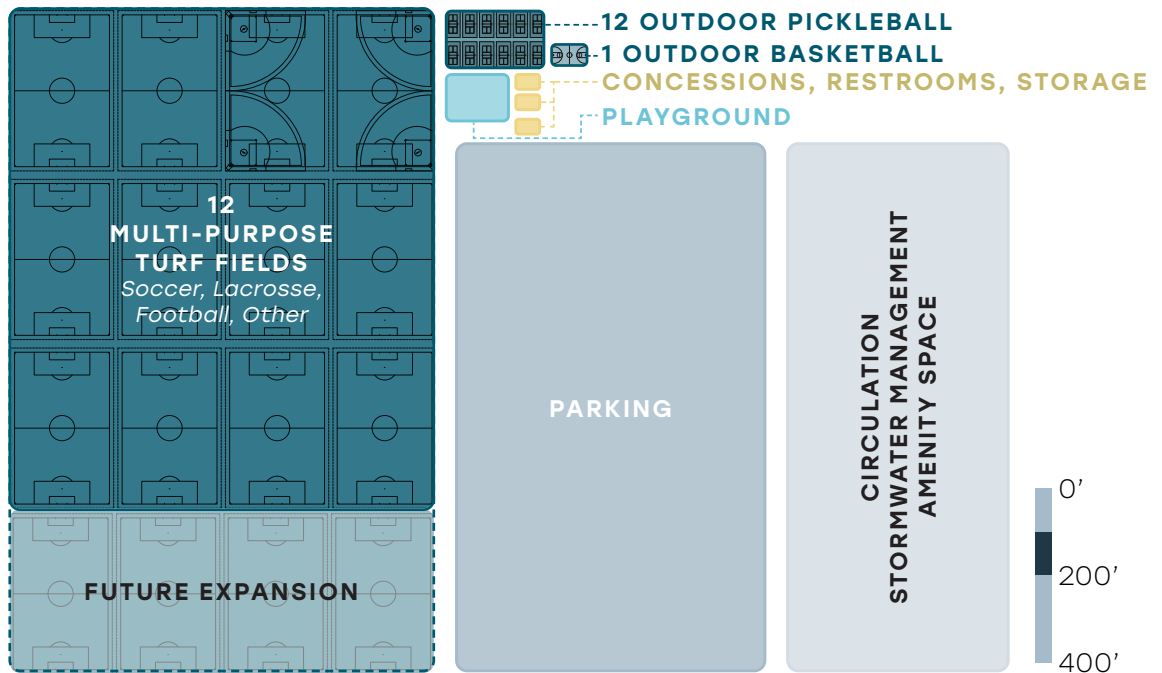
OPTION D GOALS



Option D 75-90 acres | 125,000 sq. ft. building



▲ **Figure 3.7** Option D Indoor Conceptual Program Diagram



▲ **Figure 3.8** Option D Outdoor Conceptual Program Diagram



▲ **Figure 3.9** Indoor Conceptual Program Pickleball Tournament Rendering



▲ **Figure 3.10** Indoor Conceptual Program Pickleball Tournament Rendering



▲ **Figure 3.11** Indoor Conceptual Program Rendering



▲ **Figure 3.12** Indoor Conceptual Program Basketball Rendering



▲ **Figure 3.13** Outdoor Conceptual Program Rendering

SECTION 4: PROJECTED FUTURE OPERATIONS + MAINTENANCE

- ▶ **Facility Program + Opinion Of Cost**
- ▶ **Potential Funding Sources**
- ▶ **Capital Improvements Over Time**
- ▶ **Business Model Overview**
- ▶ **Financial Performance + Economic Impact Expectations**
- ▶ **Utilization Overview**
- ▶ **Organizational Structure**
- ▶ **Individual + Community Benefits**
- ▶ **Case Studies**

Indoor Athletic Facility

FACILITY OVERVIEW

Table 4.1 outlines the recommended indoor and outdoor amenities and space requirements.

▼ **Table 4.1** Indoor Athletic Facility Programming

Space	Indoor Programing Product/Service	Count	Dimensions Length, Width	Square Feet Of Each	Total Square Feet	Percent Of Footprint
Courts	Basketball Courts (Actual Courts 84x50')	8	104, 78	8,112	64,896	52.0%
	Pickleball Courts (44x20' With Clear Space)	24	64, 34	Over Basketball Courts		0.0%
	Volleyball Courts	16	60, 30	Over Basketball Courts		0.0%
	Total Courts Sq. Ft.				64,896	0.0%
Flex Space	Lobby, Welcome Area, and Rock Climbing Wall	1	-	2,000	2,000	1.6%
	Control Room	1	15, 10	150	150	0.1%
	Ticket Office	1	10, 10	100	100	0.1%
	Office + Staff Area	1	-	1,200	1,200	1.0%
	Cafe Seating Area	1	-	1,200	1,200	1.0%
	Team Rooms	1	60, 25	1,500	1,500	1.2%
	Team Workout	1	-	3,000	3,000	2.4%
	Reflection Rooms	3	10, 10	100	300	0.2%
	Flex Community Space	2	30, 30	900	1,800	1.4%
	Kids Play Area	1	-		2,400	2,400
	Referee Rooms	2	15, 10	150	300	0.2%
	Training Room	1	20, 15	300	300	0.2%
	Training Area	1	-	1,000	1,000	0.8%
	Turf Flex Space	1	-	2,000	2,000	1.6%
	Locker + Cubbies	1	-	750	750	0.6%
	Restrooms	2	35, 25	875	1,750	1.4%
	Family Restrooms + Changing Rooms	6	10, 10	100	600	0.5%
	Leased Medical Space	1	-	1,000	1,000	0.8%
	Elevated Walking Track	1	-	13,853	13,853	11.1%
	Total Flex Space Sq. Ft.				35,203	28.2%
Required Square Feet For Products + Services					100,099	80.2%
Mechanical, Electrical, and Storage <i>10% of P&S Sq. Ft. Excluding Lease Space</i>					9,910	7.9%
Common Area, Stairs, and Circulation <i>15% of P&S Sq. Ft. Excluding Lease Space</i>					14,865	11.9%
Total Estimated Indoor Athletic Facility Sq. Ft.					124,874	100%
Estimated Building Footprint					99,919	
Total Building Acreage					2.29	



A facility of eight basketball courts with the capability to overlay 16 volleyball courts and 24 pickleball courts can host several court events. With the limited facilities in Rochester with four or more courts, the City has the opportunity to develop a significant client base within the local and sub-regional market.

A fitness and training area creates a training and development space for youth training and adult fitness. The turf flex space will provide an area for speed, agility, and quickness training, and a physical therapy training space can accompany the medical leased space.

There are spaces within the indoor facility to host and offer coaching clinics, training opportunities, team film reviews, and other player development opportunities. These spaces can also host external events. Use of these spaces will help the City generate revenue and reach occupancy goals. The recommended indoor facility program also includes 1,000 square feet of space for a medical tenant. This space would add revenue.



Outdoor Athletic Facility

FACILITY OVERVIEW

Table 4.2 is based on an outdoor model that focuses on sports tourism in Rochester and outlines the recommended outdoor amenities and space requirements. Based on the City’s vision and definitions of success, our team recommends an outdoor complex that fully maximizes the outdoor sports tourism opportunity by offering flexible outdoor field configurations.

▼ **Table 4.2** Outdoor Athletic Facility Programing

Space	Outdoor Programing Product/Service	Count	Dimensions Length, Width	Square Feet Of Each	Total Square Feet	Percent Of Footprint
Multi-Purpose Fields	Synthetic Turf Field (with 12' apron)	12	384, 249	95,616	1,147,392	95.6%
	Total Outdoor Multi-Purpose Fields Sq. Ft.				1,147,392	95.6%
Outdoor Courts	Hard Pickleball Courts (with clear space)	12	60, 34	2,040	24,480	2.0%
	Court-Side Pavilions	1	20, 20	400	400	0.0%
	Basketball Court	1	84, 50	4,200	4,200	0.3%
	Total Outdoor Courts Sq. Ft.				29,080	2.4%
Support Buildings	Children’s Playground	1	-	16,500	16,500	1.4%
	Picnic Shelter/Shade Structures	3	-	1,000	3,000	0.2%
	Secondary Support Buildings	2	40, 40	1,600	3,200	0.3%
	Total Support Buildings Sq. Ft.				22,700	1.9%
Maintenance	Maintenance Building	1	30, 30	900	900	0.1%
	Total Maintenance Sq. Ft.				900	0.1%
Total Estimated Outdoor Athletic Facility Sq. Ft.					1,200,072	100%
Total Outdoor Athletic Facility Acreage					27.55	

Outdoor fields, courts, and support areas will account for 36.4 acres. Synthetic turf flex fields can host several sports. In addition, each field can be partitioned into multiple youth soccer fields, increasing inventory for youth events.

By developing a mix of flexible multi-purpose fields and pickleball courts, the outdoor complex will be capable of reaching the recommended inventory to compete for regional tournaments and events.

Site Development

▼ **Table 4.3** Site Development

	Quantity	Dimensions <i>Length, Width</i>	Square Feet Of Each	Total Square Feet	Percent Of Footprint
Parking Spacing Total (10x18') (20x20' With Aisles)	1,436	20, 20	400	574,400	42.8%
Setbacks, Green Spaces, and Trails	-	25% Indoor 50% Outdoor		768,616	57.2%
Total Estimated Site Development Sq. Ft.				1,343,016	100%
Total Site Development Acreage				30.83	
Total Complex Acreage				60.68	

1,999 total parking spaces will meet the expected demand of the indoor facility and the outdoor complex. Additional space requirements for setbacks, green space, and trails will set the total complex acreage size at 60.7 acres of land.

Summary Of Development Costs

Table 4.4 summarizes the opinions of cost for the new indoor and outdoor sports complex. To provide an accurate opinion of cost and based on the current volatile construction climate affecting the development of youth and amateur sports facilities, a projected range of development costs includes a low-end, mid, and high-end projection.

▼ **Table 4.4** Development Costs

Combined Complex: Uses of Funds	Low	Mid	High
Land Cost	\$1,100,000	\$1,400,000	\$1,750,000
Hard Cost	\$33,490,100	\$38,877,900	\$42,265,700
Field + Sports Equipment Cost	\$17,559,200	\$19,510,200	\$21,461,300
Furniture, Fixtures, and Equipment	\$2,666,700	\$2,963,000	\$3,259,300
Soft Costs Construction	\$4,942,500	\$5,491,600	\$6,040,800
Soft Costs Operations	-	-	-
Escalation	\$5,374,400	\$5,971,600	\$6,568,800
Working Capital Reserve	-	-	-
Total Uses of Funds	\$65,133,000	\$74,214,500	\$81,345,900

Full details on the construction and start-up cost estimates can be found in the facility program and opinion of cost, which the team delivered as an associated document. The opinion of cost includes the all-in cost of construction, furniture, fixtures, and equipment, including goals, bleachers, and scoreboards.

Communities and private clients have deployed the following funding mechanism successfully in recent projects across the country. In today's development climate, most projects have a diverse set of funding sources and often rely on public-private partnerships. Along with the \$65 million from sales tax funding, the below options are various ways to close the remaining gap in funding.



BORROWING

Private Loan

A loan is taken out by a business to fund the development and early-stage operation of the facility.



SPECIAL DISTRICTS

Tax Increment Financing (TIF)

A district is developed specifically for the purpose of incentivizing development. Upon establishment, the tax base of the district is frozen and any increase to the tax base as a result of new developments are used to pay the TIF bonds.

Taxes On Business Improvement Districts (BIDs)

A district is developed where businesses are required to pay an additional tax to fund projects within the boundaries of the district.

Opportunity Zones

An economically distressed community where new investments, under certain conditions, become eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via their delegation of authority to the Internal Revenue Service.



PURCHASE OF DEVELOPMENT RIGHTS

Private landowners relinquish their right to build on their land but retain the title to the property. This is most commonly applied to agricultural and farmland, but land laws vary by state.



PARTNERSHIPS

Public-Private Partnerships

Development and/or operational commitments are made both public and private organizations in order to provide capital, credit, or long-term income to secure or back a loan. Private sector partners are most commonly developers, medical sector organizations, for-profit sports or wellness organizations, and non-profit sports or wellness organizations. The Public-Private Partner relationship can encompass a few or all of the following facility development phases: design, build, finance, operate, and/or manage.

Public-Public Partnerships

Development and/or operational commitments are made two public sector organizations in order to provide capital, credit, or long-term income to secure or back a loan. Public sector partners are most commonly Cities/Towns/ Villages, Counties, Parks & Recreation Departments, Chamber/CVB/Tourism Departments, and School Districts.

Ongoing maintenance and improvements are important to consider when discussing the feasibility of a new facility. To keep a regional tournament facility up to standard, planned improvements must be budgeted. While communities often budget annually, capital improvement costs can be covered under a parks levy. Table 4.5 displays costs to maintain each asset for the indoor facility.

▼ **Table 4.5** Annual Capital Expense Allocation Analysis—Indoor Facility

Hard Costs	
Hard Structure Cost	\$105,692
Hard Structure Cost—Mezzanine + Walking Track	\$14,352
Locker Rooms + Lounge Areas	\$244
Finish Out	\$0
Hard Cost Total	\$120,288
Field + Sports Equipment Cost	
Court Area	
Hardwood Flooring	\$36,342
Basketball Net + Stanchion System	\$6,400
Volleyball Net System	\$12,800
Wall Padding + Netting	\$5,200
Scoreboards	\$2,133
Participant Court Seats	\$9,200
Spectator Bleachers	\$10,400
Court Curtains	\$5,600
Vinyl Floor Covering	\$11,032
Walking Track Surface	\$6,095
Athletic Equipment	\$5,000
Sports Performance Training Area	
Sports Performance Synthetic Turf Flooring	\$400
Sports Performance Training Flooring	\$0
Athletic Equipment	\$2,000
Membership Fitness Area	
Fitness Center Flooring	\$1,920
Fitness Center Equipment	\$56,000
Field + Sport Equipment Cost Total	\$170,522

▼ **Table 4.5** Annual Capital Expense Allocation Analysis—Indoor Facility *Continued*

Furniture, Fixtures, and Equipment Cost	
Food + Beverage	
Concessions Equipment	\$11,250
Secondary Concessions	\$0
Finish Out	\$0
Furnishings	
Furnishings	\$4,070
Security + Access Control Hardware	\$9,366
Point Of Sale Hardware	\$800
Telecommunications Hardware	\$18,731
Software	\$500
Miscellaneous	
Locker Rooms/Lounge Areas	\$1,950
Marquee Signage	\$8,000
Graphics Package	\$12,487
Audio/Video	\$10,000
Court Storage Building	\$0
Maintenance Equipment	\$3,122
Furniture, Fixtures, and Equipment Cost Total	\$80,276
Total Annual Capital Expense Allocation	\$371,086

Table 4.6 displays costs associated to maintain the outdoor facility.

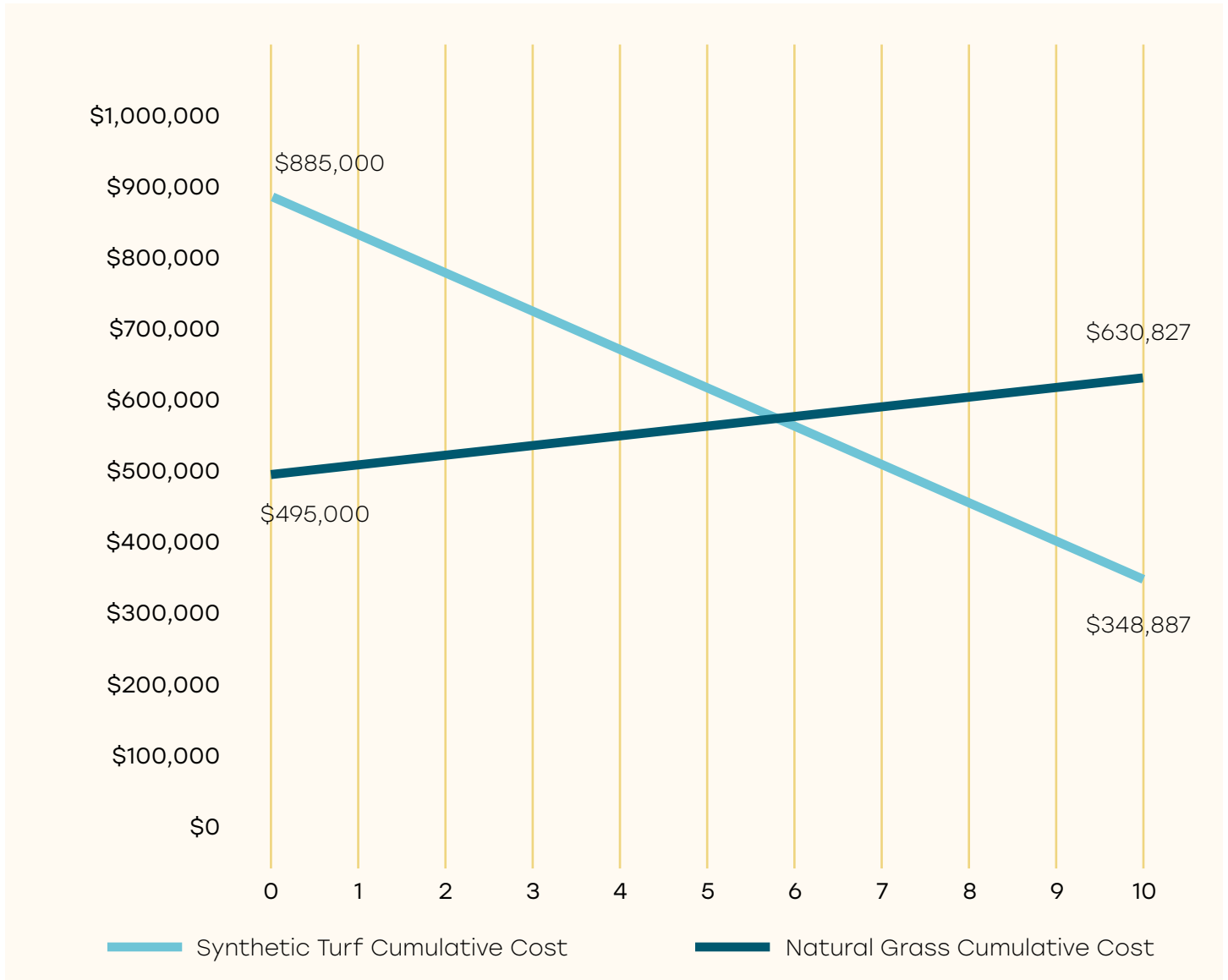
▼ **Table 4.6** Annual Capital Expense Allocation Analysis—Outdoor Facility

Site Development Hard Costs	
Support Buildings	\$6,727
Outdoor Aquatics Area	\$0
Event Pavilions	\$1,904
Outdoor Basketball Court Site Development With Playing Surface	\$200
Perimeter + Facility Control Fencing	\$294
Maintenance Building	\$605
Site Development Hard Costs	\$9,730
Multi-Purpose Fields	
Synthetic Turf Fields	
Synthetic Turf Fields	\$701,343
All Fields	
Field Lights (Standard Rectangle)	\$96,000
Scoreboards	\$15,000
Participant Benches	\$2,880
Spectator Bleachers	\$19,200
Field Netting	\$10,665
Goals	\$12,000
Goals	\$2,880
Goals	\$5,040
Goals	\$1,800
Field Equipment	\$12,000
Multi-Purpose Fields Cost Total	\$878,808

▼ **Table 4.6** Annual Capital Expense Allocation Analysis—Outdoor Facility *Continued*

Outdoor Courts	
Outdoor Basketball Court Equipment, Supplies, Benches, and Bleachers	\$2,300
Hard Pickleball Court Surface	\$4,800
Pickleball Court Lights	\$864
Participant Seating	\$1,440
Spectator Bleachers	\$7,200
Permanent Pickleball Netting	\$900
General Pickleball Equipment	\$5,000
Outdoor Courts Cost Total	\$22,504
Furniture, Fixtures, and Equipment Cost	
Food + Beverage	
Equipment	\$5,000
Finish Out	\$5,000
Furnishings	
Signage	\$15,000
Furnishings	\$4,540
Hardware	\$20,000
Software	\$500
Field Maintenance Equipment	
Utility Vehicles (Gator)	\$1,500
Miscellaneous	
Children’s Playground	\$12,375
Bus Stop	\$1,250
Public Art	\$1,875
Furniture, Fixtures, and Equipment Cost Total	\$67,040
Total Annual Capital Expense Allocation	\$1,043,015

Figure 4.1 displays the cost for natural grass and synthetic turf over 10 years. This chart is based on playing surface cost only. While costs change over time, the cost of synthetic turf is predicted to be less than natural grass by the fifth to seventh year. In addition, only 60% of the initial cost for synthetic turf is needed when replacing it at the end of its useful life because only the top layer of the turf will need replaced while the base layer will not need to be replaced.



▲ **Figure 4.1** Ten-Year Cost Of Natural Grass + Synthetic Turf Fields



The RSRC will provide a youth and amateur sports tourism opportunity serving the local and regional markets.

The following business model is based on the City's vision and the team's recommendation to balance serving the local community through local programs and the regional market through hosting sports tournaments and events.

SPORTS TOURISM MODEL

The goal of a sports tourism model is to attract out-of-town teams, players, coaches, and spectators to Rochester, generate revenue for the facility, and create economic impact. Primary methods of developing tournaments are creating in-house tournaments and outsourcing tournaments to existing organizers.

In-house tournaments require time, energy, and human resources to develop and execute the event. In-house tournaments require the facility to market the event, register teams, secure hotels, train staff, hire officials, and manage play. Significant revenue can be generated, but the cost business is high. In addition, tournaments take years to grow—first second-year events are small, marginally profitable, and create a minimal economic impact.

Outsourced tournaments require less work from the facility because inventory is rented to a tournament provider who will secure teams and operate the event. In addition, outsourced tournaments often generate greater economic impact in the early years of operation. However, the facility generates limited revenue because team registration fees, hotel rebates, and gate fees go to the tournament provider, as do other revenue streams.

LOCAL PROGRAMMING MODEL

The local programming model is designed to make any facility a year-round sports and recreation complex for the community. This type of facility provides sports, physical health, recreation, and youth development programming by creating a fun, active space. This facility has high-quality programming and amenities, and can host a wide range of community pursuits.

Based on conversations with the City, the team's recommendations include an RSRC that offers programming for practices, camps, clinics, leagues, showcases, tournaments, and private individual and group training.

Program Mix

The following programs offer a robust programming model and include in-house and partner organization offerings. While a rental model takes less time to grow revenues, long-term revenue growth is limited. As a result, **the team recommends a facility program mix of in-house and service provider programs.** In-house programming includes the following business development opportunities:

Greater Ownership Of Business

Running in-house programs will allow management to dictate all aspects of the products and services being offered in the RSRC. This ownership provides the ability to make marketing, sales, and operations decisions for all programs. The RSRC will rely less on the skills, experience, and relationships of external organizations and strengthen the RSRC's ability to offer services to its customers.

Customer Experience Control

All programs are a reflection of the RSRC and affect customer perception of the brand. Under a rental model, the RSRC would have minimal control over program quality and customer experience. If a program ran by an outside organization does not meet customer expectations, the facility will be directly associated with that unfortunate experience. An internal program model allow the facility to control the quality of customers' experiences.

Higher Financial Returns

Rental programs are limited in the level of revenue they generate, restricting the ability to grow. An internal program business model allows the RSRC to grow programs and increase the revenue that is generated per hour. With the proper investment in and development of in-house programs, the facility will generate higher revenue.

Facility Database + Cross Marketing

Internal programming builds an extensive customer database. Owning and operating in-house programs will allow the RSRC to capture and retain important customer contact information, creating a platform to market appropriate programs to existing customers, which is highly effective.

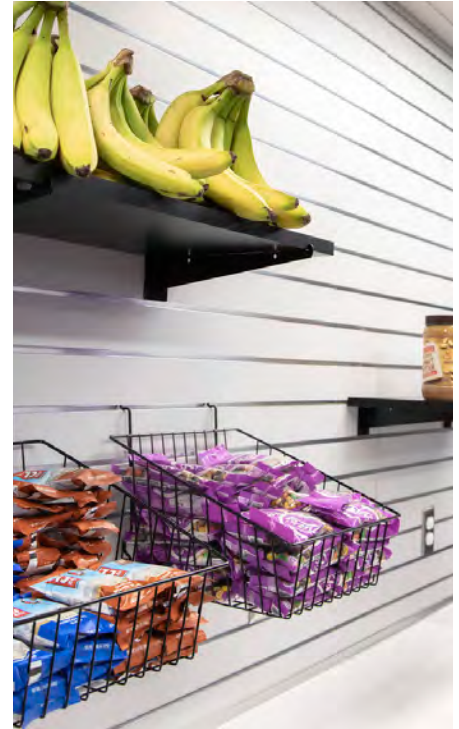
Maximized Scheduling

A rental-only model restricts the management staff's ability strategically schedule programs as outside programmers and rentals want to use the facility during peak hours and seasons. An in-house program model will allow management staff to plan the day and time that programs are hosted, therefore, maximizing the use of available scheduling time.

A gradual transition to internal programming will allow the RSRC to maintain relationships and utilize outside programming during maturation. As the RSRC matures, increasing internal programs will allow the RSRC to strategically grow and be sustainable.

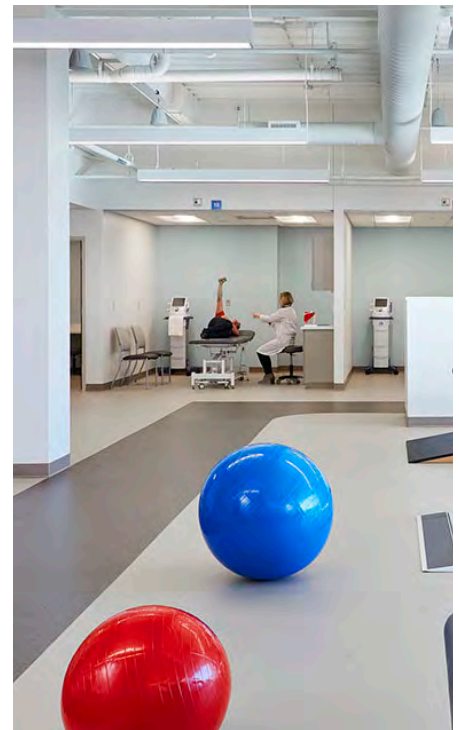
Our team believes that a hybrid between the local programming and sports tourism models will maximize sustainability. As such, the level of financial and economic impact performance will depend on the assets, mix of assets, and business model within any facility that is developed.

➤ FINANCIAL PERFORMANCE + ECONOMIC IMPACT EXPECTATIONS



The team evaluated financial performance opportunities based on industry benchmarks using the vision for the RSRC. These benchmarks are derived from case studies and relevant data collected from existing operations such as the desired business models planned for the RSRC.

As part of this analysis, the team applied industry benchmarks to the assets outlined in the facility program models. The financial performance ranges following do not represent a full set of projections and should not be used in place of a detailed pro forma, but demonstrate how the assets and spaces could perform financially.



Benchmarks

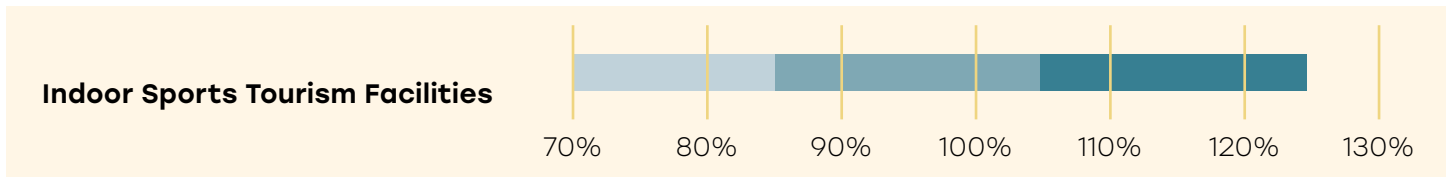
INDOOR SPORTS FACILITY

Based on the mix of assets in the facility program, the indoor facility could offer multiple revenue types. Table 4.7 shows industry ranges for revenue per square foot based on comparable indoor sports tourism facilities.

▼ **Table 4.7** Industry ranges for revenue

Revenue	Benchmark Metric <i>Revenue Per Square Foot</i>	Benchmark Threshold		
		Public	Hybrid	Private
Court Revenue (Inc. Gate)	Court Area	\$4.00	\$8.00	\$11.00
Leased Space	Leased Area	\$15.00	\$25.00	\$35.00
Food + Beverage	Total Facility	\$0.60	\$1.25	\$2.50
Sponsorship + Advertising	Total Facility	\$0.60	\$1.00	\$2.00
Miscellaneous	Total Facility	-	-	-
Total		\$3.00	\$7.00	\$10.00

Figure 4.2 displays industry ranges for annual cost recovery based on comparable indoor sports tourism facilities.



▲ **Figure 4.2** Industry Ranges For Annual Cost Recovery

Table 4.8 shows industry ranges for the annual economic impact generated per court based on comparable indoor sports tourism facilities.

▼ **Table 4.8** Industry Ranges For The Annual Economic Impact

Economic Impact	Benchmark Metric	Benchmark Threshold		
		Public	Hybrid	Private
Indoor Courts	Economic Impact per Court	\$500,000	\$1,200,000	\$2,000,000
Total		\$500,000	\$1,200,000	\$2,000,000

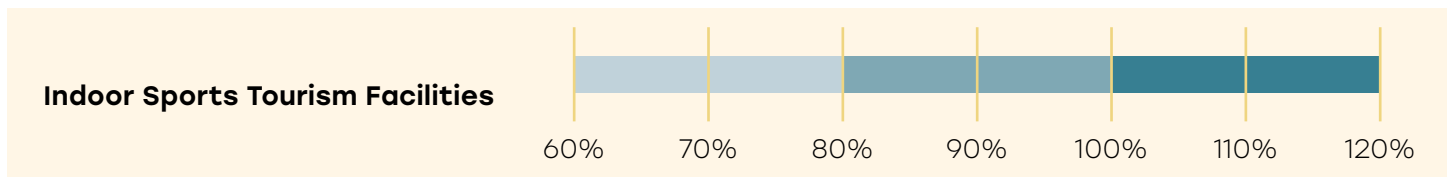
OUTDOOR SPORTS FACILITY

Based on the mix of assets in the facility program, the outdoor complex could offer multiple revenue types. Table 4.9 shows industry ranges for revenue per field based on comparable outdoor sports tourism facilities in the region and within the state of Minnesota.

▼ **Table 4.9** Industry Ranges For Revenue

Revenue	Benchmark Metric	Benchmark Threshold		
		Public	Hybrid	Private
Field Revenue (Inc. Gate)	Revenue Per Field	\$25,000	\$65,000	\$80,000
Food + Beverage	Revenue Per Field	\$5,000	\$15,000	\$45,000
Sponsorship + Advertising	Revenue Per Field	\$5,000	\$10,000	\$15,000
Miscellaneous	Revenue Per Field	-	-	-
Total		\$35,000	\$90,000	\$140,000

Figure 4.3 shows industry ranges for annual cost recovery based on comparable outdoor sports tourism facilities.



▲ **Figure 4.3** Industry ranges for annual cost recovery

Table 4.10 displays industry ranges for the annual economic impact generated per field based on comparable outdoor sports tourism facilities.

▼ **Table 4.10** Industry Ranges For The Annual Economic Impact

Economic Impact	Benchmark Metric	Benchmark Threshold		
		Public	Hybrid	Private
Outdoor Courts	Economic Impact Per Fields	\$750,000	\$1,500,000	\$2,500,000
Total		\$750,000	\$1,500,000	\$2,500,000

TOTAL SPORTS COMPLEX FINANCIAL PERFORMANCE EXPECTATIONS

Table 4.11 displays industry ranges based on venue performance at low, middle, and high levels, followed by Table 4.12, which has a range of net operating income expectations. Combined indoor and outdoor facility revenue expectations range from \$844,432 to \$3 million annually, while net operating income expectations range from requiring a subsidy of \$147,443 annually to generating a positive net income of \$215,079 annually. Where a new facility falls within this range will depend on the location, business operating model, and approach to pricing.

The team reflected revenue and net operating income expectations based on public, hybrid, and private operating structures. While the RSRC will be publicly owned, the City may self-operate, operate in partnership with a private group, or engage a third-party group to operate independently.

The ranges below are based on financial and operating data from 700+ similar facilities across the United States. Differences in revenue of profitability between public, hybrid, and private management are not necessarily reflective of differences in quality or management effectiveness. Instead, it is important to consider publicly-owned and operated facilities are often expected and intended to generate less revenue and consequently expected to require an operating subsidy, whereas privately operated facilities often have to meet more stringent financial obligations to cover operational costs, capital improvement costs, and/or debt service. **Based on the City’s goals, our team recommends a public or hybrid operating model to create the desired balance of equitable access and financial performance.**

Table 4.11 Revenue Expectation

Asset	Asset Size	Revenue Expectation		
		Public	Hybrid	Private
Indoor Facility	124,874 square feet	\$424,432	\$825,133	\$1,310,787
Outdoor Facility	12 Fields	\$420,000	\$1,080,000	\$1,680,000
Total		\$844,432	\$1,905,133	\$2,990,787

Table 4.12 Net Operating Income Expectation

Asset	Asset Size	Net Operating Income Expectation		
		Public	Hybrid	Private
Indoor Facility	124,874 square feet	(\$42,443)	\$0	\$131,079
Outdoor Facility	12 Fields	(\$105,000)	(\$54,000)	\$84,000
Total		(\$147,443)	(\$54,000)	\$215,079

To focus on sports tourism-capable assets, the RSRC could generate significant economic impact caused by direct spending from tournaments and events at the RSRC. Projected total economic impact ranges for the RSRC are based on the number of courts and fields and their corresponding performance benchmark thresholds. In total, and as shown in Table 4.12, **the combined indoor and outdoor facility is expected to generate between \$13 million and \$46 million in economic impact annually.** Table 4.12 reflects these values with a breakdown by percentage of how much is spent in specific categories.

▼ **Table 4.12** Economic Impact Expectation

Asset	Asset Size	Economic Impact Expectation		
		Low	Mid	High
Lodging Accommodations	8 Courts/12 Fields	\$4,121,000	\$8,749,200	\$14,581,900
Dining + Groceries	8 Courts/12 Fields	\$4,461,800	\$9,472,800	\$15,788,000
Transportation	8 Courts/12 Fields	\$758,500	\$1,610,400	\$2,684,000
Entertainment	8 Courts/12 Fields	\$356,900	\$757,800	\$1,263,000
Retail	8 Courts/12 Fields	\$2,097,100	\$4,452,200	\$7,420,300
Miscellaneous	8 Courts/12 Fields	\$1,204,700	\$2,557,700	\$4,262,800
Total		\$13,000,000	\$27,600,000	\$46,000,000

The RSRC will host local leagues, camps, and clinics to larger tournaments and events. While the local programs will occur mainly during weekdays and the tournaments while be hosted on weekends, the facility should be right sized by analyzing expected use of space.

The RSRC should balance local recreation and regional tournaments. A typical week designates Monday through Thursday for local use. Friday morning is dedicated to set up for tournaments. Tournaments will run through Sunday morning. Sunday afternoon is then set to prepare the facility for the next week of local use. It is important to note that a tournament destination of this size will also provide opportunity and benefit for local participation in tournaments for those who cannot consistently travel out of town for tournaments.

▼ **Table 4.14** Local Indoor Programing Example

Volleyball Court		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Basketball Court		1		2		3		4		5		6		7		8	
Sun.	7 a.m.–4 p.m.	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament
	4–10 p.m.	Camp, Clinic, Academy, or Rental Block: 48 court hours															
Mon.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 8 court hours															
	4–10 p.m.	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*
Tue.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 8 court hours															
	4–6 p.m.	Volleyball**			Volleyball**			Volleyball**			Volleyball**			Volleyball**			
	6–8 p.m.	Volleyball**			Volleyball**			Volleyball**			Volleyball**			Volleyball**			
	8–10 p.m.	Volleyball**			Volleyball**			Pickleball League: 8 games, 16 teams						Camp, Clinic, Academy, or Rental Block: 4 court hours			
Wed.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 8 court hours															
	4–10 p.m.	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*
Thurs.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 8 court hours															
	4–6 p.m.	Volleyball**			Volleyball**			Volleyball**			Volleyball**			Volleyball**			
	6–8 p.m.	Volleyball**			Volleyball**			Volleyball**			Volleyball**			Volleyball**			
	8–10 p.m.	Volleyball**			Volleyball**			Pickleball League: 8 games, 16 teams						Camp, Clinic, Academy, or Rental Block: 4 court hours			
Fri.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 8 court hours															
	4–10 p.m.	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*	Basketball League*
Sat.	7 a.m.–2 p.m.	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament	Basketball Tournament
	2–9 p.m.	Camp, Clinic, Academy, or Rental Block: 56 court hours															
	9–10 p.m.	Basketball: 2 games, 4 teams			Basketball: 2 games, 4 teams			Basketball: 2 games, 4 teams			Basketball: 2 games, 4 teams			Basketball: 2 games, 4 teams			

*6 games, 12 teams
 **4 games, 8 teams

▼ **Table 4.15** Local Outdoor Programming Example

Multi-Purpose Field		1	2	3	4	5	6	7	8	9	10	11	12
Sun.	7 a.m.–4 p.m.	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament
	4–10 p.m.	Camp, Clinic, Academy, or Rental Block: 72 field hours											
Mon.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 12 field hours											
	4–10 p.m.	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*
Tue.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 12 field hours											
	4–6 p.m.	Small Field Football**				Full Field Lacrosse***				Full Field Lacrosse***			
	6–8 p.m.	Small Field Football**				Full Field Lacrosse***				Full Field Lacrosse***			
	8–10 p.m.	Full Field Football League**				Full Field Lacrosse***				Small Field Football****			
Wed.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 12 field hours											
	4–10 p.m.	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*
Thur.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 12 field hours											
	4–6 p.m.	Small Field Football**				Full Field Lacrosse***				Full Field Lacrosse***			
	6–8 p.m.	Small Field Football**				Full Field Lacrosse***				Full Field Lacrosse***			
	8–10 p.m.	Full Field Football League**				Full Field Lacrosse***				Small Field Football****			
Fri.	3–4 p.m.	Camp, Clinic, Academy, or Rental Block: 12 field hours											
	4–10 p.m.	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*	Soccer League*
Sat.	7 a.m.–2 p.m.	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament	Soccer Tournament
	2–9 p.m.	Camp, Clinic, Academy, or Rental Block: 84 field hours											
	9–10 p.m.	Full Field Lacrosse***				Full Field Lacrosse***				Full Field Lacrosse***			

*6 games, 12 teams

**8 games, 16 teams

***2 games, 4 teams

****4 games, 8 teams

Indoor Tournaments

To avoid overbuilding, the RSRC should right size the sports tourism facility, consider market demand, and have the appropriate inventory of assets to accommodate regional events and local recreation.

Based on similar facilities that blend sports tourism and local recreation, the total annual use of the facility ranges from 27% to 34% of non-local visitation and 66% to 73% of local visitation across all activities, including local programming and events. Not only will a complex like the proposed RSRC bring non-local revenue into the market, but it will also keep local participant and spectator spending in Rochester. In addition, families are increasingly unable to keep up with the cost for travel sports. When tournaments are available locally, more youth can participate in local tournaments.

Table 4.16 shows the seasonality for indoor court tournaments by peak, shoulder, and non-peak seasons. Our team conducted regional research to determine the tournament landscape within the region. This overview of seasonality reflects the times during which various sports can be held during peak and non-peak times. The balance of use will be dependent on the goals of the City and the opportunities to create an effective balance of tournaments, events, and local programming.

▼ **Table 4.16** Seasonality Of Indoor Sports + Recreation

INDOOR					
Basketball	Volleyball	Gymnastics	Cheer/Dance	Pickleball	Wrestling
January	January	January	January	January	January
February	February	February	February	February	February
March	March	March	March	March	March
April	April	April	April	April	April
May	May	May	May	May	May
June	June	June	June	June	June
July	July	July	July	July	July
August	August	August	August	August	August
September	September	September	September	September	September
October	October	October	October	October	October
November	November	November	November	November	November
December	December	December	December	December	December

● Peak Season ● Shoulder Season ○ Non-Peak Season

Outdoor Tournaments

The team conducted regional research for multi-purpose fields to determine the tournament landscape within the region. Table 4.17 shows the seasonality for outdoor multi-purpose field tournaments by peak, shoulder, and non-peak seasons. The majority of tournaments for each sport would take place during their peak months with a ramping up and down of tournaments occurring during the shoulder seasons.

▼ **Table 4.17** Seasonality Of Outdoor Sports + Recreation

MULTI-PURPOSE FIELDS		
Soccer	Lacrosse	Football
January	January	January
February	February	February
March	March	March
April	April	April
May	May	May
June	June	June
July	July	July
August	August	August
September	September	September
October	October	October
November	November	November
December	December	December

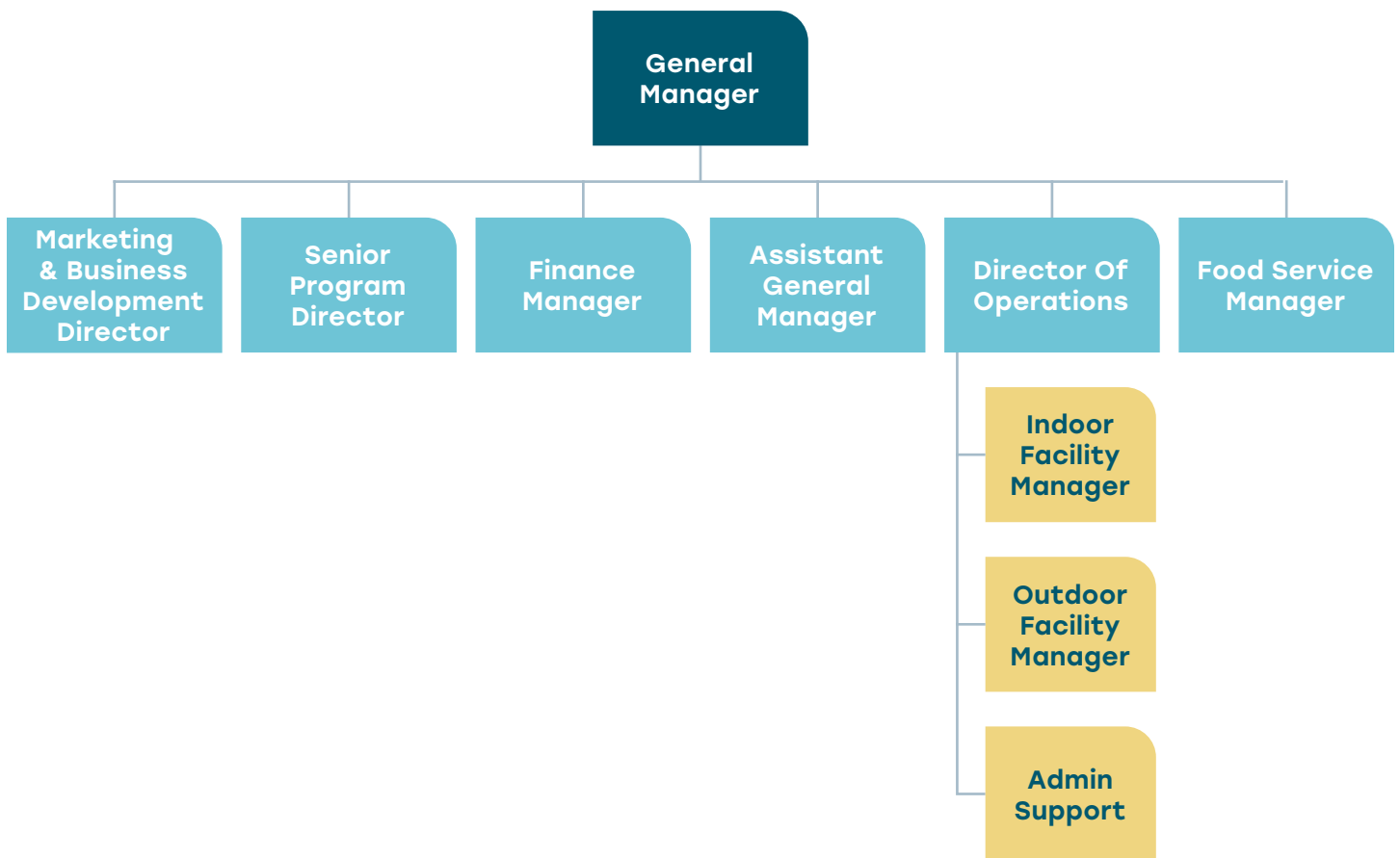
● Peak Season ● Shoulder Season ○ Non-Peak Season

FACILITY MANAGEMENT + STAFFING

Proper staffing and management is a key component to ensure the RSRC will remain sustainable. Through market analysis, industry benchmarks, key performance indicators, and real-time data from managed venues across the United States, our team has recommendations to optimize the staffing and organizational structure needed to properly operate the RSRC.

Management Structure

The team recommends the organizational structure is directly related to program operations. Specific focus is on positions that impact membership and customer service, operational efficiencies, and service. The following roles will be required to manage the operations and programs of the RSRC.



Tables 4.18 and 4.19 outline the recommended payroll needs for each position required for the RSRC. Table 4.18 details the salaries associated with a privately-managed facility while Table 4.19 reflects salaries of a publicly-operated facility.

▼ **Table 4.18** Privately-Managed Facility Payroll

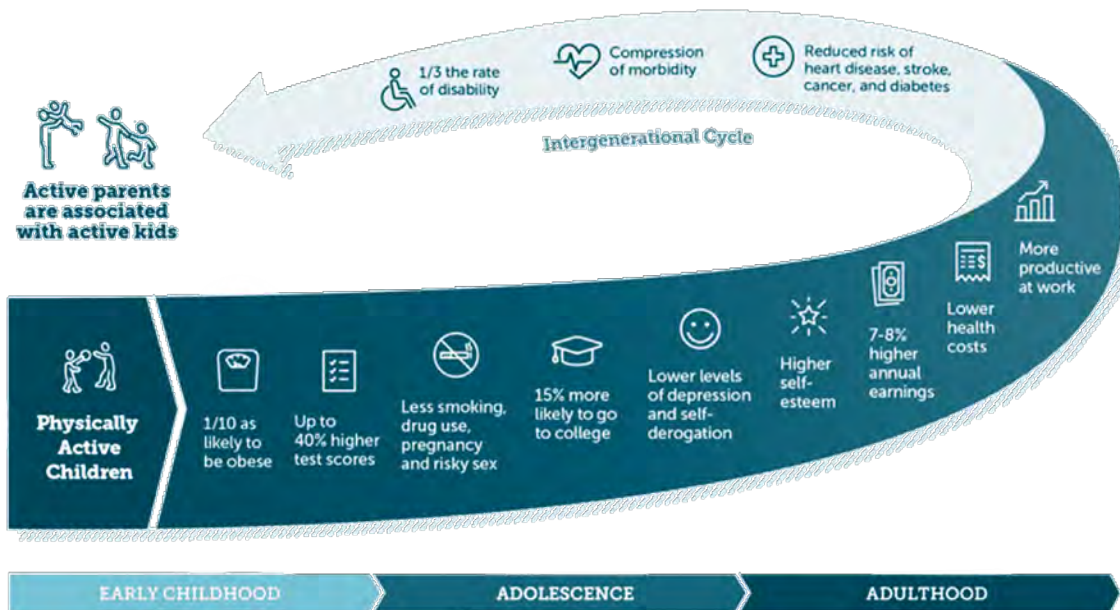
Management Position	Private
General Manager	\$110,000
Director of Operations	\$70,000
Marketing & Business Development Director	\$65,000
Senior Program Director	\$50,000
Indoor Facility Manager	\$50,000
Outdoor Facility Manager	\$50,000
Food Service Manager	\$60,000
Finance Manager	\$65,000
Admin Support	\$60,000
Total Management Payroll	\$580,000

▼ **Table 4.19** Publicly-Managed Facility Payroll

Management Position	Public
General Manager	\$110,000
Director of Operations	\$90,000
Marketing & Business Development Director	\$80,000
Senior Program Director	\$75,000
Indoor Facility Manager	\$75,000
Outdoor Facility Manager	\$75,000
Food Service Manager	\$75,000
Finance Manager	\$80,000
Admin Support	\$55,000
Total Management Payroll	\$715,000

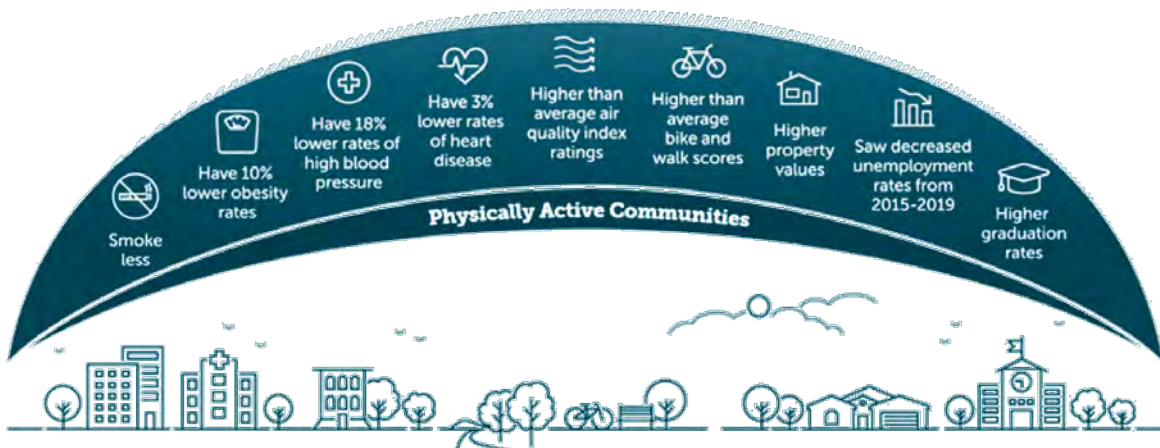
BENEFITS OF ACTIVITY FOR INDIVIDUALS

Communities that invest in sports and recreation activity create opportunities for community members to thrive. Children and adolescents that are engaged in physical activity benefit from greater physical, mental, social, emotional, cognitive, and academic effects. In turn, children grow to be healthy and productive contributors to the community. To see these benefits, it is imperative that the entire community has access to high-quality sports and recreation facilities.



BENEFITS OF ACTIVITY FOR THE COMMUNITY

There are several positive outcomes that the community receives by investing in high-quality sports and recreation facilities. Communities that invest in the health and wellness of their residents will benefit from lower obesity rates, lower healthcare costs, higher property values, decreased unemployment rates, and higher graduation rates.



To better understand how regional sports and recreation facilities are successful, it is important to recognize how national, top-tier tournament complexes throughout the country were developed and how they performed. Our team identified and described national elite facilities that overlap with the traditional sports tourism facility models researched and analyzed for the RSRC.



Hoover Met Complex

Hoover, Alabama

The Hoover Met Complex is an indoor and outdoor multi-asset, multi-sport facility. The outdoor complex features five NCAA regulation baseball/softball fields, five NCAA regulation multi-purpose fields, an RV Park with 170 asphalt spaces, and 16 tennis courts. Additionally, the Hoover Met Stadium is located at the Complex, which is a 10,800-seat stadium that is home to the SEC Baseball Tournament and Hoover High School football.

The Finley Center was opened in 2017 and is an indoor sports center located at the Complex. The Finley Center is a 155,000 square foot facility that features 83,000 square feet of uninterrupted space for sports, banquets, trade shows, exhibits, and social events. There are 11 basketball and 17 volleyball courts, three meeting rooms, food and beverage, an indoor climbing center, and an indoor walking track included in the Finley Center. In total, the cost of development for the indoor and outdoor complexes was \$80 million and was a publicly funded project.

In 2022, the Complex generated approximately 85,000 hotel room nights that accounted for over \$70 million in economic impact.



Rocky Top Sports World

Gatlinburg, Tennessee

Rocky Top Sports World is located less than ten minutes from the entrance of the Great Smoky Mountains National Park, as well as downtown Gatlinburg. The Complex includes six synthetic turf fields, one natural grass field, a championship stadium with 1,500 capacity, and an 86,000-square foot indoor court tournament facility with six basketball or 12 volleyball courts. Additionally, there are four more basketball courts and three more volleyball courts located on-site. The 80-acre campus is a hotspot for sports tournaments and sports tourism for the entire southeast. 1,200 parking spaces provide ample parking for visitors.

Rocky Top Sports World opened in 2014 and in its first year of operations exceeded expectations, generating \$17.5 million in economic impact. During 2022, Rocky Top generated \$55 million in economic impact and approximately 81,000 room nights. The \$30 million complex was publicly funded by a joint venture between the City of Gatlinburg and Sevier County.



Myrtle Beach Sports Center

Myrtle Beach, South Carolina

Located in the third largest tourism destination in the United States, the Myrtle Beach Sports Center is a 100,000-square foot tournament and event facility, which opened in March of 2015. The facility includes eight basketball courts or 16 volleyball courts. The space can also be used for other events, such as mat sports, table tennis, pickleball, trade shows, and other group events. The Sports Center cost \$12.5 million to develop and was a publicly funded project.

In 2022, the Sports Center created approximately \$28.5 million in economic impact and approximately 58,000 hotel room nights.



APPENDIX

- ▶ **Gaps Analysis**
- ▶ **Space Needs**
- ▶ **Community Engagement**

WALKABLE ACCESS TO ASSETS

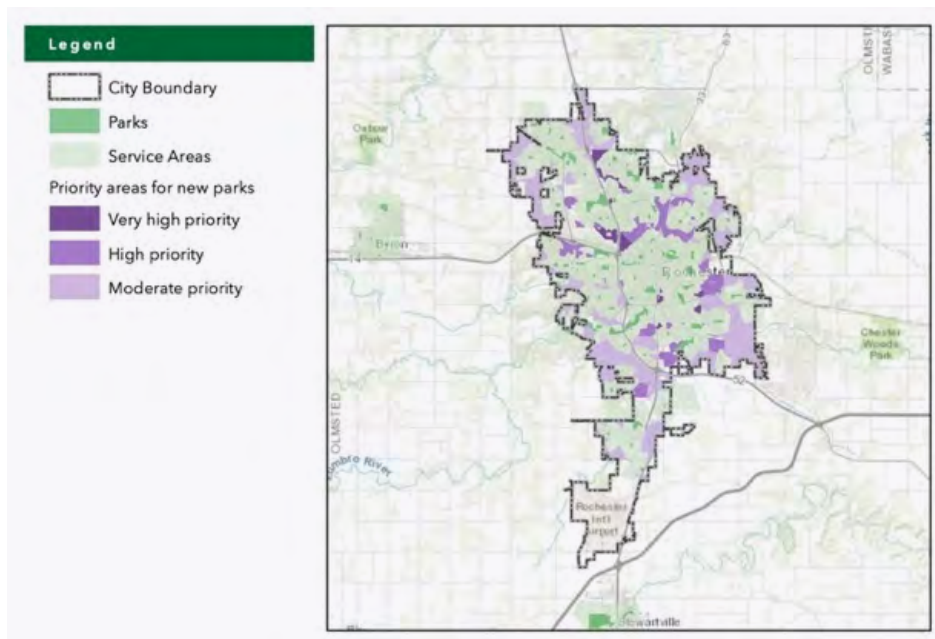
The Trust for Public Land’s (TPL) ParkServe system shows that 74% of the population of Rochester lives within a 10-minute walk of publicly-owned parks, trails, open-space, school recreation assets available for public use, and/or privately-owned assets managed for full public use. While this measure is above TPL’s stated average of 55% of populations living within a 10-minute walk of a park, considerations for population demographics, equitable access to public facilities, and stated goals of facilities must be considered when evaluating service and developing recommendations for improvement.

Using TPL’s data, the map below shows the geographic boundaries of Rochester and demonstrates the areas within Rochester that should be considered locations of moderate, high, and very high priority for improved walkable access to parks and recreation assets.

Figure A.1 shows service areas from which a park or recreation asset exists within a 10-minute walk, the areas with no park or recreation asset with a 10-minute walk, and areas with the highest need or priority.

This information will be useful for future discussions related to expanded service areas. For the immediate future, the team has identified three primary insights related to this information:

- » The City should continue to improve underserved parks and recreation areas as they are important to the community
- » Seek community input to identify community needs
- » Consider improvements in area of high to very high priority
- » Provide equal access to a diverse mix of program and recreation offerings at facilities



▲ **Figure A.1** Priority Areas for New Parks

PROGRAM MIX & SERVICE OFFERINGS

AQUATICS

With the available City inventory, other providers' inventory, community desires, and national trends, the team conducted a gap analysis to understand overlaps or duplication of services. The analysis reviewed all programs that are operated by the City, outsourced, cosponsored and operated in City facilities, and ran at existing service providers. Programs are categorized as indoor sports, outdoor sports, or aquatics programs.

Table A.1 displays the aquatics programming offered by the City and community partners.

▼ **Table A.1** Aquatics Programming for the City of Rochester

Aquatic Programs	City of Rochester Facility Offering	Similar External Service Providers
Adult/Masters Swim	●	
Aqua Rehab Classes		●
Diving	●	
Group Lessons	●	●
Lap Swim	●	●
Lifeguard Certification	●	●
Open Swim	●	●
Private Lessons	●	●
Slides/Obstacle Course		●
Warm Water Pool/Kids Pool	●	●
Water Aerobics		●
Youth Swim Team	●	●

GAPS



There are currently no aquatics programs that are unfulfilled by existing service providers, offered directly by the City, or fulfilled through outsourced or cosponsored programs within City facilities.


Programs that are not offered directly by the City but are run by similar external providers include:

- » Water Aerobics
- » Aqua Rehab Classes
- » Slides + Obstacle Courses

While the City has a few gaps in aquatics programming, they are covered by external service providers. The City may benefit from a further examination of the needs for those specific programs in the community.

OUTDOOR

The team also reviewed current outdoor program offerings. Table A.2 displays the outdoor programming that is offered by the City, community partners, and services offered by external providers.

GAPS 

Outdoor athletics programs that are currently run by existing service providers or offered by the City include:

- » Baseball Clinics + Instructions
- » Football Clinics+ Instructions
- » Lacrosse Camps
- » Lacrosse Clinics + Instructions

The City of Rochester provided a comprehensive list of program offerings for outdoor sports and recreation. While similar existing service providers cover some of the gaps in the City's programming, there are a few potential programs that are not currently being provided. This may be an opportunity for the city to continue to serve the community and drive new revenue opportunities.

▼ **Table A.2** Outdoor Programming for the City of Rochester


Outdoor Programs	City of Rochester Facility Offering	Similar External Service Providers
18 Hole Golf	●	●
Baseball Clinics/Instruction		
Baseball/Softball Camps		●
Baseball/Softball Leagues	●	●
Broomball Leagues	●	
Driving Range	●	●
Football Camps	●	●
Football Clinics/Instructions		
Football Leagues	●	●
Golf Leagues	●	●
Junior Golf Camps	●	●
Kickball Leagues	●	
Lacrosse Camps		
Lacrosse Clinics/Instructions		
Lacrosse Leagues	●	
Pickleball Leagues	●	
Pickleball Lessons	●	●
Rowing Club	●	
Running Club	●	
Sand Volleyball Leagues	●	
Ski/Snowboard School	●	●
Soccer Camps		●
Soccer Clinics/Instructions	●	
Soccer Leagues		●
Tennis Leagues/Tournaments	●	●
Tennis Lessons	●	●
Tennis Memberships	●	●
Triathlon Club	●	
Water Skiing	●	●

INDOOR

The team reviewed current indoor offerings. Table A.3 displays the indoor programming offered by the City and community partners as well as what similar external service providers are offering within a 30-minute drive time from the city center.

▼ **Table A.3** Indoor Programming for the City of Rochester

Indoor Programs	City of Rochester Facility Offering	Similar External Service Providers
Basketball Camps		●
Basketball Clinics/Instructions		
Basketball Leagues	●	●
Curling	●	
Dance	●	●
Dodgeball Leagues	●	
Event Space Rental	●	●
Figure Skating	●	●
Gymnastics	●	●
Hockey Camps	●	
Hockey Leagues	●	●
Indoor Soccer Clinics/Instructions		
Indoor Soccer Leagues		●
Indoor Soccer Lessons		●
Indoor Tennis Clinics/Instructions	●	●
Indoor Tennis Lessons	●	●
Indoor Tennis Memberships	●	●
Kids Indoor Playzone	●	●
Martial Arts	●	●
Open Skating	●	●
Pickleball League/Tournaments	●	●
Pickleball Lessons	●	●
Table Tennis	●	●
Volleyball Camps	●	
Volleyball Clinics	●	
Volleyball Leagues	●	●
Volleyball Private Lessons	●	
Volleyball Tournaments	●	
Wrestling	●	●

GAPS 

The indoor athletics programs that are currently run by existing service providers or offered directly by the City include:

- » Basketball Clinics/Instruction
- » Indoor Soccer Clinics/Instruction

The City of Rochester provided a comprehensive list of program offerings for indoor sports and recreation. While similar existing service providers cover some of the gaps where the city does not have programming, there are a couple potential programs that are not currently being provided. This may be an opportunity for the city to continue to serve the community and drive new revenue opportunities.

Seasonality

INDOOR

Table A.4 provides information on the core sports associated with indoor facilities. The research at this stage allows the team to utilize its experience in planning and managing facilities to determine the optimized seasonality for hosting programs and events in your region.

▼ **Table A.4** Seasonality of Indoor Sports and Recreation

INDOOR				
Basketball	Volleyball	Aquatics	Pickleball	Ice
January	January	January	January	January
February	February	February	February	February
March	March	March	March	March
April	April	April	April	April
May	May	May	May	May
June	June	June	June	June
July	July	July	July	July
August	August	August	August	August
September	September	September	September	September
October	October	October	October	October
November	November	November	November	November
December	December	December	December	December

● Peak Season ● Shoulder Season ● Non-Peak Season

Seasonality for indoor sport asset types is an area that will be considered in more detail in programming recommendations, facility utilization analysis, and future projections in the operations and maintenance plan for an indoor facility as part of the next steps.

OUTDOOR

Table A.5 outlines the core sports associated with outdoor multi-purpose and diamond facilities. The research at this stage allows the team to leverage its experience in planning and managing facilities to determine the optimized seasonality for hosting programs and events in your region.

▼ **Table A.5** Seasonality of Outdoor Sports and Recreation

MULTI-PURPOSE FIELDS			DIAMOND FIELDS
Soccer	Lacrosse	Football	Baseball/Softball
January	January	January	January
February	February	February	February
March	March	March	March
April	April	April	April
May	May	May	May
June	June	June	June
July	July	July	July
August	August	August	August
September	September	September	September
October	October	October	October
November	November	November	November
December	December	December	December

● Peak Season ● Shoulder Season ● Non-Peak Season

Seasonality for outdoor multi-purpose and diamond fields is an area that will be considered in more detail in programming recommendations, facility utilization analysis, and future projections in the operations and maintenance plan for an outdoor facility as part of the next steps.

Existing Service Providers–Pricing

Pricing research on the market prices in Rochester for user fees, rental rates, and registration fees was conducted. These factors and further research on existing service provider’s prices our team will help establish fair market value and set prices in the next step of the operations and maintenance plan.

▼ **Table A.6** User fees for fitness facilities operated by the City of Rochester and others in the local market

Facility Name	Program Fees	Price
Rochester Recreation Center Sports Facility	Monthly Memberships	Youth: \$100 Adult: \$50 Senior: \$140 Family: \$330
Rochester Athletic Club	Monthly Memberships	Adult (16+): \$91 Senior: \$79 Family: \$198
Anytime Fitness	Monthly Memberships	Adult: \$50
Planet Fitness	Monthly Memberships	Adult: \$10
Iron Physique Gym	Monthly Memberships	Adult: \$65
Northgate Health Club	Monthly Memberships	Adult: \$43

Program fees in the local market are on this page and following pages. These program prices include various leagues, camps, memberships, drop ins, and rentals.

▼ **Table A.7** Program Fees in the Local Market

Program	Provider	Program Fees	Price
Baseball	Rochester Youth Baseball Association	Registration Fees	Travel Baseball Team Fee: \$260 9U–12U Team Fee: \$390 13U–14U Team Fee: \$430
Basketball	Rochester Community Youth Basketball Association	League/Camp Registration	Travel Players: \$475 Basketball Camp 4th–5th: \$30 6th–10th: \$150 Junior Varsity/Varsity: \$175
Basketball	Skyhawks	Basketball Camp	Grades 1–7: \$169
Basketball	FCA Sports	League Registration	Grades 6–17: \$110 (early \$95)
Dance	Just for Kix	Registration Fees	Prices Vary PK–K: \$49 1st–12th Private Lessons: \$30/session Specific Classes: \$15–\$52
Dance	The Dance Lab	Monthly Fee	\$54/hour
Dance	Bliss Dance Space	Monthly Membership	Youth: \$65/hour Adult: \$18/hour
Football	Rochester Youth Football Association	League Registration	3rd–4th Grade: \$95 5th–6th Grade: \$125
Football	Rochester Youth Football Association	League Registration	Spring: \$90 Fall: \$100
Hockey	Rochester Youth Hockey Association	League Registration	Range from: Girls GCL \$270–Bantam \$600 Must pay USA Hockey fee: 7U \$15–18U \$70
Lacrosse	Rochester Area Lacrosse	League Registration	Boys 10U: \$300 Boys 12U: \$325 Boys 14U: \$325 Girls 10U: \$250 Girls 12U: \$275 Girls 14 U: \$300 US Lacrosse Membership: \$30

▼ **Table A.7** Program Fees in the Local Market *Continued*

Program	Provider	Program Fees	Price
Lacrosse	Minneapolis Youth Lacrosse	League Registration	Boys 8U: \$150 Boys 10U: \$600 Boys 12U: \$750 Boys 14U: \$750
Pickleball	Rochester Recreation Center	Hourly	Drop-in: \$6
Pickleball	Chip Shots	Hourly	Drop-in: \$5
Pickleball	Maple Grove Community Center	Hourly	Drop-in: \$5
Soccer	Minnesota Rush	Camp Registration	Ages 3–8: \$70 member/\$125 non-member
Soccer	Skyhawks	Camp Registration	Grades 1–7: \$125
Softball	Rochester Youth Fastpitch Softball Association	League Registration	6U and 8U: \$85 10U: \$155 12U and 14U \$203 High School: \$175
Softball	Kasson-Manterville Girls Softball Association	League Registration	8U: \$100 10U: \$180 12U: \$240 14U: \$300 High School: \$300
Softball	Owatonna Fast Pitch	League Registration	Grades K–4th: \$30 10U: \$200 12U: \$325 14U: \$450 16U/18U: \$700
Volleyball	Rochester Youth Volleyball Association	League Registration	12U: \$500–\$1,600 14U: \$1,200–\$1,800 16U: \$1,250–\$2,600 17U: \$1,800–\$2,600 18U: \$1,750–\$2,300
Volleyball	Minneapolis Park and Recreation Board	League Registration	11U: \$60 13U: \$50 (\$75 non-residents) 15U: \$60 18U: \$60 (\$90 non-residents)

Table A.8 is a sample of rental rate fees in the local market for sports facilities. A majority of rental facilities are publicly owned. The research on rental fees will help establish fair market value to establish pricing in the next phase of the project.

▼ **Table A.8** Sample of Rental Rate Fees in the Local Market for Sports Facilities

Service Provider	Court/Field	Type of Rental	Price
City of Rochester	Baseball/Softball	Hourly	Adults: \$130–\$150 Youth: \$30–\$65 Full Facility: \$500 Daily
City of Rochester	Multi-purpose	Hourly	Adults: \$60 Youth: \$30–\$60 Full Facility: \$500 Daily
City of Rochester	Sand Volleyball	Per Game, Per Court	\$30
City of Rochester	Volleyball	Hourly	Court Rental: \$31 Full Day: \$270
City of Rochester	Basketball	Hourly	Court Rental: \$54 Full Day: \$270
City of Rochester	Ice	Hourly	Drop-in Youth: \$5 Drop-in Adult: \$6 Rink Rental: \$195 Arena: \$1,850–\$2,000
City of Rochester	Aquatics	Hourly	Adult Daily: \$6 Youth Daily: \$5 Pool Rental: \$190
Rochester School District	Court Rental	Hourly	Class II: \$18 Class III: \$36
Rochester School District	Aquatics	Hourly	Class II: \$36 Class III: \$72
Rochester Community and Technical College	Court Rental	Hourly	Volleyball and Basketball: \$43
Rochester Community and Technical College	Fieldhouse	Hourly	Court A–D: \$33 Including Batting Cages: \$38

The team conducted pricing research to establish a baseline for fair market value prices, which will help the City of Rochester achieve operational success. Potential competitors in the market that are currently hosting programs, tournaments, or other events will be analyzed in detail to assess the impact they may have on the operations of Rochester’s facilities and potential new facilities.

Regional Facilities

▼ **Table A.9** Indoor Regional Facilities

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
National Volleyball Center	0	8 basketball courts 11 volleyball courts
Anderson Athletic & Recreation Complex	73	4 basketball courts 4 volleyball courts
Midwest Volleyball Warehouse	81	8 volleyball courts
M1 Volleyball Center	81	5 volleyball courts
Minneapolis Convention Center	86	66 volleyball courts (convention center)
Ralia Sports Center	100	4 volleyball courts
JustAGame Fieldhouse	141	6 basketball courts 10 volleyball courts
Woodside Wisconsin Dells Center Dome	141	10 basketball courts 16 volleyball courts
All Out Attack	170	4 basketball courts
Prairie Athletic Club	187	6 basketball courts 6 volleyball courts
MVP Sports Center	190	3 basketball courts 5 volleyball courts
Kingdom Courts	190	4 basketball courts 5 volleyball courts
Ohana Sports Complex	199	4 basketball courts 4 volleyball courts

▼ **Table A.9** Indoor Regional Facilities *Continued*

Indoor Court Facilities	Drive Time (Minutes)	Assets/Amenities
MidAmerican Energy Company RecPlex	201	3 basketball courts 1 sport court Indoor full turf field, concessions and additional assets
Dordt University Recreation Center	221	4 basketball courts
Center Court Sports Complex	234	5 basketball courts 8 volleyball courts
Community First Champion Center	238	Spring/summer: 8 basketball courts 12 volleyball courts 1 ice sheet Fall: 4 basketball courts 8 volleyball courts 2 ice sheets
Fusion Sports Center	245	3 basketball courts 7 volleyball courts
TBK Bank Sports Complex	249	8 courts 11v11 turf field Team training area Fitness center Physical therapy facility Sand volleyball courts Bar and grill Child watch Large recreation and outdoor field complex

▼ **Table A.9** Multi-Purpose Field Facilities

Multi-Purpose Field Facilities	Drive Time (Minutes)	Assets/Amenities
Owatonna Soccer Complex	42	3 full multi-purpose fields 9 total
Spring Creek Park Soccer Complex	57	4 full multi-purpose fields 8 total
Faribault Soccer Complex	61	4 multi-purpose fields 1 full multi-purpose field at adjacent middle school
Rich Valley Athletic Complex	67	5 multi-purpose fields 9 adjacent diamond fields
Blaine Soccer Complex/ National Sports Center	93	40+ full size soccer fields
Cedar Valley Soccer Complex	133	13 multi-purpose fields
Woodside Sports Complex	141	6 turf outdoor long fields
Tuma Soccer Complex	171	15 full size soccer fields
Windsor Sports Commons	176	6 soccer fields
Marion Soccer Complex	179	14 full size soccer fields
Tuma Soccer Complex	179	16 baseball fields 9 soccer fields (8 full) 6 softball fields 5 football fields
Prairie Ridge Sports Complex	180	8 full soccer fields
Portage County Youth Soccer Complex	182	18 soccer fields (proposed 32 field expansion; 4 full soccer)
Lakeshore Youth Soccer Center	185	7 full-size grass soccer fields, 1 training field

▼ **Table A.9** Multi-Purpose Field Facilities *Continued*

Multi-Purpose Field Facilities	Drive Time (Minutes)	Assets/Amenities
Airport Road Soccer & Baseball Fields	187	13 youth soccer fields
Aliber Soccer Complex	190	12 soccer fields
James W. Cownie Soccer Park	190	7 multi-purpose fields
James W. Cownie Soccer Park	190	7 full-size grass fields 3 youth soccer fields
Dubuque Soccer Complex	192	13 full size soccer fields
Urbandale Soccer Complex	194	11 youth soccer fields 4 multi-purpose fields
Reddan Soccer Park	199	7 full soccer fields 2 youth soccer fields
Raccoon River Soccer Fields	201	23 youth soccer fields
Hidden Valley Soccer Fields	201	8 full size soccer fields
Waukee Triumph Park	203	6 soccer fields 1 youth field
Hawkeye Recreation Fields	204	11 fields of various sizes
Janesville Youth Sports Complex	219	2 full size fields 12 youth fields of various sizes
Winterset Martin Marietta Soccer Complex	226	15 full size long fields
Wales Community Park	226	10 full soccer fields 5 youth fields
Scheels USA Youth Sports Complex	238	24 full size soccer fields

▼ **Table A.10** Diamond Field Facilities

Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
Rochester Baseball Complex	12	6 diamond fields of varying sizes
Lexington-Diffley Athletic Fields	74	7 300' diamond fields
Muenchow Fields	97	5 softball fields 4 baseball fields 9 fields total including adjacent fields
Tahpah Park	97	10 300' diamond fields
Waterloo Bucks Baseball	125	1 baseball stadium 6 baseball/softball fields
Hoing-Rice Softball Complex	125	5 baseball/softball fields
Independence Baseball/ Softball Complex	148	4 baseball/softball fields
Hunziker Youth Sports Complex	170	1 baseball field 3 softball fields
Harlan Rogers Sports Complex	170	2 baseball field 2 softball fields 1 youth field
Diamond Sports Park (Perfect Game Fields)	175	5 baseball 4 softball fields
Tait Cummins Sports Complex	175	3 baseball fields 8 softball fields
Lowe Park	179	4 baseball/softball fields
HS Baseball Diamond	179	4 baseball/softball fields
Prairie Ridge Sports Complex	180	8 baseball/softball fields
Greater Des Moines Softball Complex	190	4 baseball fields

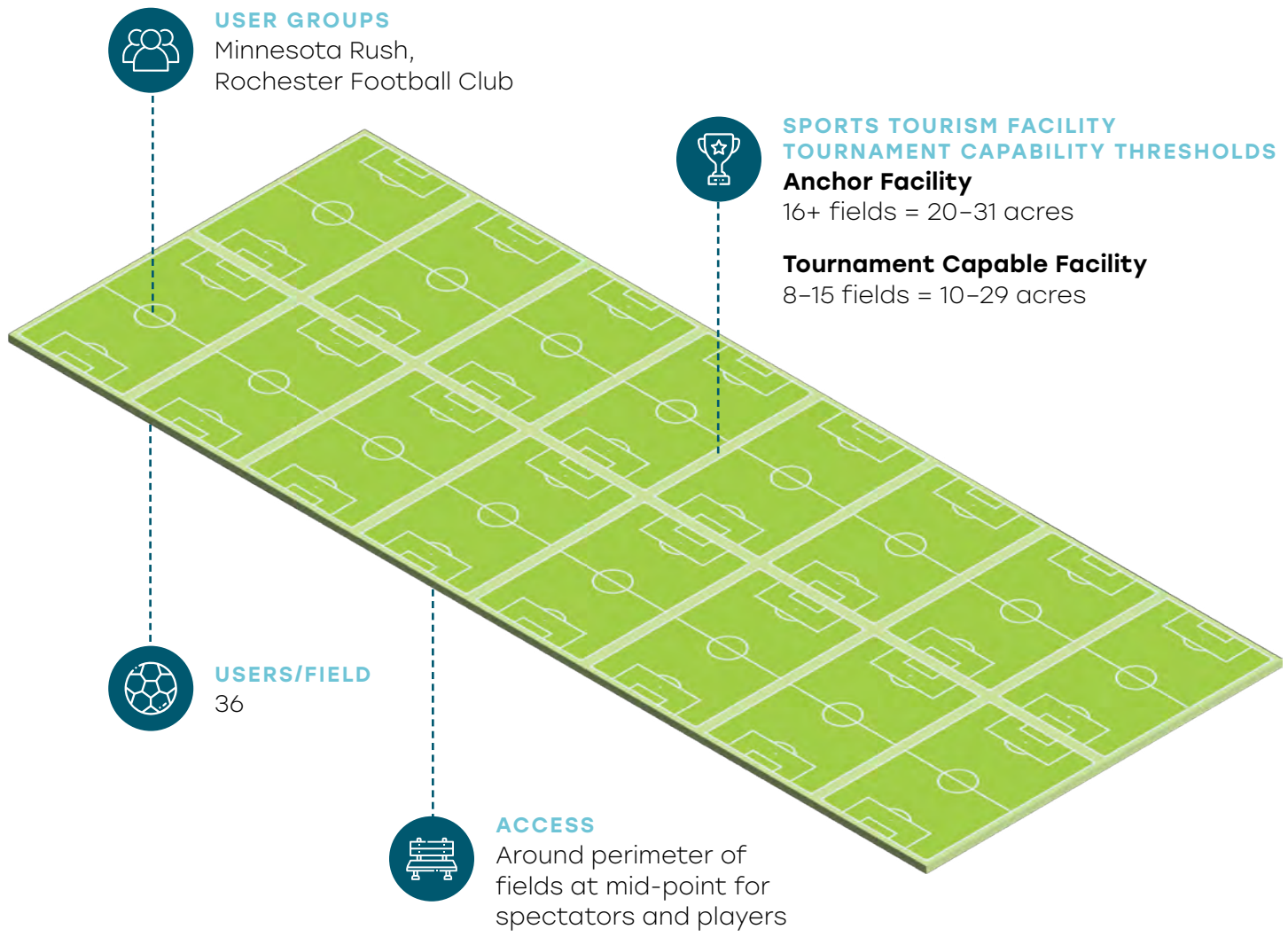
▼ **Table A.10** Diamond Field Facilities

Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
The James W. Cownie Baseball Park	190	16 baseball fields 6 softball fields
Fort Des Moines Little League	190	4 baseball/softball fields
Legends/Johnston LL Fields	193	8 baseball fields
Beaverdale LL Fields	193	5 baseball fields 2 softball fields
Coralville Youth Sports Complex	193	16 little league diamonds 9 baseball fields 7 softball
Northview Park	194	8 baseball fields 4 softball
Tiffin Baseball Fields	195	5 baseball/softball fields
Robert Brownell Complex	197	10 diamond fields 8 200–250', 2 300' fields
Grimes Sports Complex	199	4 baseball/softball fields
Holiday Park Baseball Complex	201	2 baseball fields 6 softball fields
Raccoon River Park Softball Complex	201	4 baseball fields 3 softball fields
Dubuque Sports Complex	203	15 softball/little league diamonds (200–250') 4 275–300' diamond fields
GYBSA Baseball/Softball Complex	204	5 softball diamond fields

▼ **Table A.10** Diamond Field Facilities

Diamond Field Facilities	Drive Time (Minutes)	Assets/Amenities
Hawkeye Softball Complex	204	5 little league diamond fields
Napoleon Park	204	8 baseball/softball fields
City High Baseball Diamond	204	4 baseball/softball fields
Napoleon Park	204	8 baseball/softball fields
Norwalk-McAninch Sports Complex	207	2 baseball fields 2 softball fields
Indianola Pickard Sports Complex	209	6 baseball/softball fields

Soccer Fields



USER GROUPS
Minnesota Rush,
Rochester Football Club



**SPORTS TOURISM FACILITY
TOURNAMENT CAPABILITY THRESHOLDS**

Anchor Facility
16+ fields = 20-31 acres

Tournament Capable Facility
8-15 fields = 10-29 acres



USERS/FIELD
36



ACCESS
Around perimeter of
fields at mid-point for
spectators and players

PARKING

850-1,300 stalls (multiple lots to reduce walking distance for spectators)

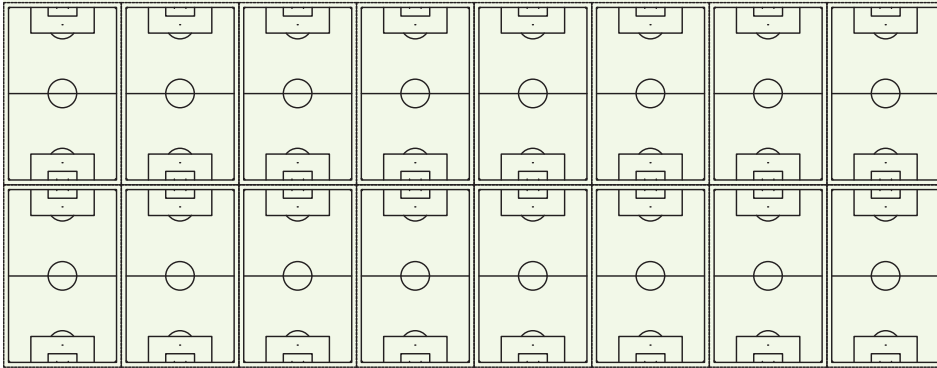
NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and security lighting, scoreboard, multipurpose building with restrooms, concessions, and storage, ticketing, security perimeter fencing, parking, and stormwater management.

*Synthetic Turf surfacing and field lighting are a must.

COMPLEMENTARY ADJACENCIES

Playground, picnicking, other active recreation spaces, trails



▲ **Figure A.2** Soccer Field Space Needs; Scale 1" = 400'

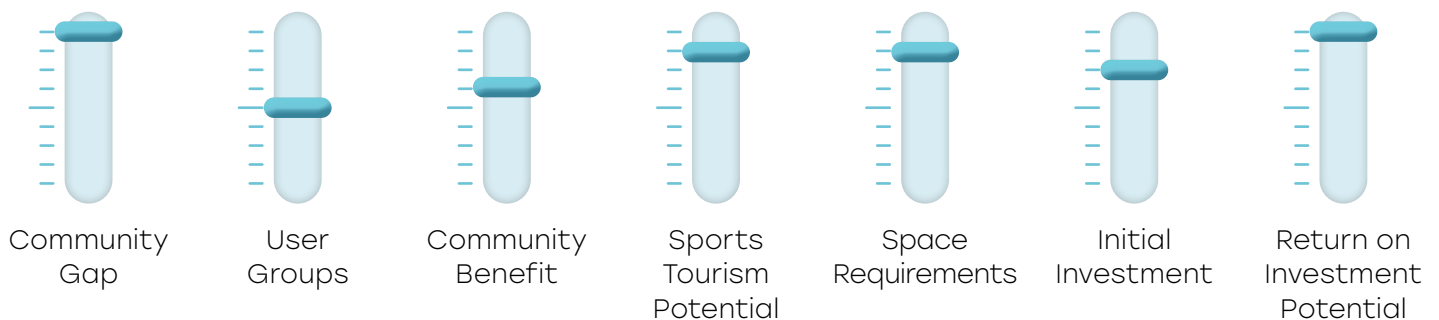
▼ **Table A.11** Soccer Dimensions + Markings

Soccer Field	Length	Width	Acres
Youth U-06/07	30 yd.	20 yd.	0.1 ac.
Youth U-08	40 yd.	25 yd.	0.2 ac.
Youth U-09	50 yd.	35 yd.	0.4 ac.
Youth U-10	70 yd.	50 yd.	0.7 ac.
Youth U-11	80 yd.	50 yd.	0.8 ac.
Youth U-12	105 yd.	55 yd.	1.2 ac.
Youth U-13	110 yd.	60 yd.	1.4 ac.
High School	120 yd.	55 yd.	1.4 ac.
International	114.8 yd.	74.4 yd.	1.8 ac.
College	120 yd.	75 yd.	1.9 ac.

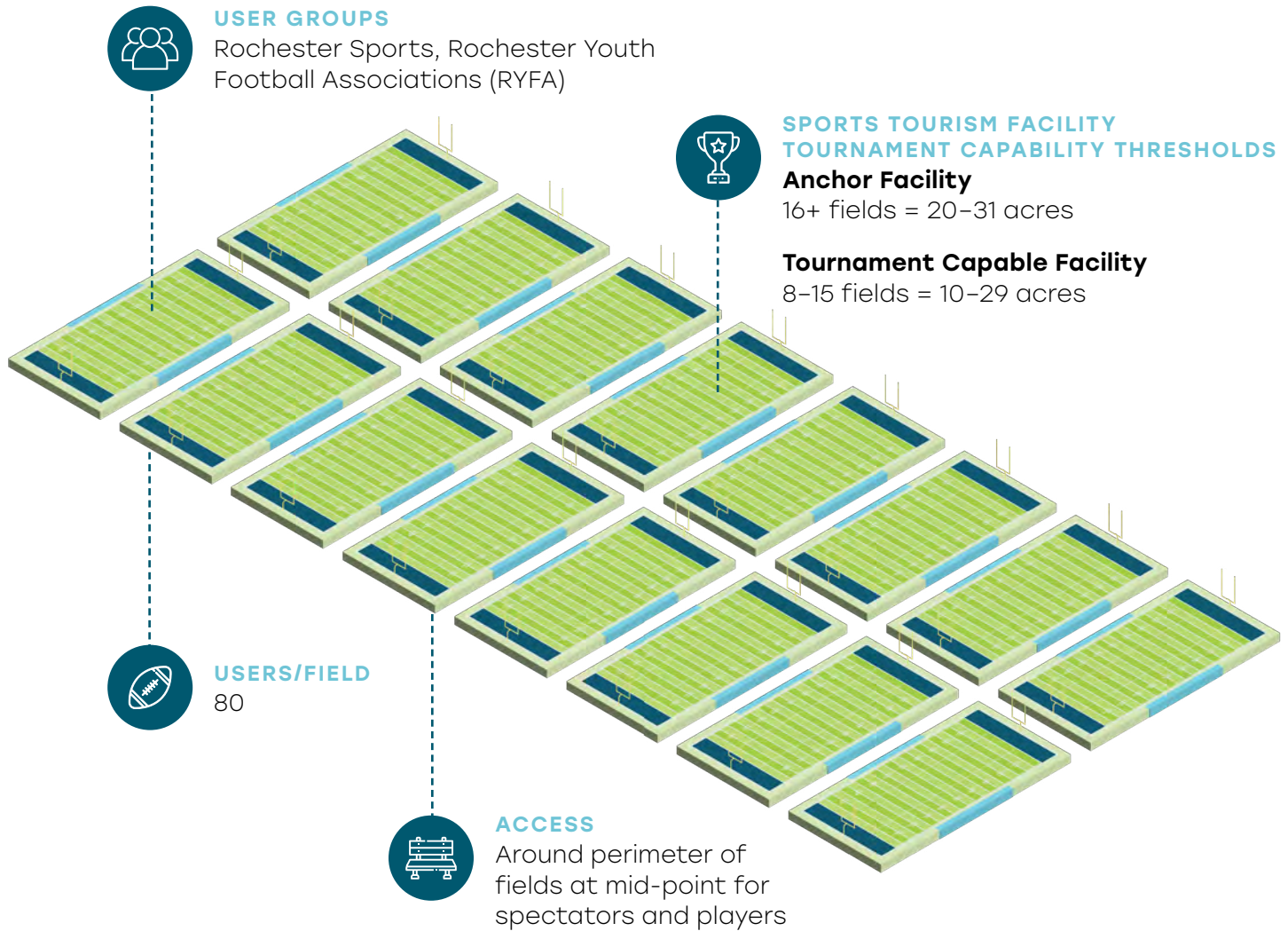
Leagues + Governing Bodies

- » Federation Internationale de Football Association (FIFA)
- » Major League Soccer (MLS)
- » National Collegiate Athletic Association (NCAA)
- » National Federation of State High School Associations (NFHS)
- » United States Adult Soccer Association (USASA)
- » United States Youth Soccer (USYS)
- » American Youth Soccer Organization (AYSO)
- » United States Specialty Sports Association (USSSA)
- » National Women's Soccer League (NWSL)
- » United Soccer Leagues (USL)
- » Soccer Association for Youth (SAY)

PROJECT GOALS



Football Fields



PARKING

850–1,300 stalls (multiple lots to reduce walking distance for spectators)

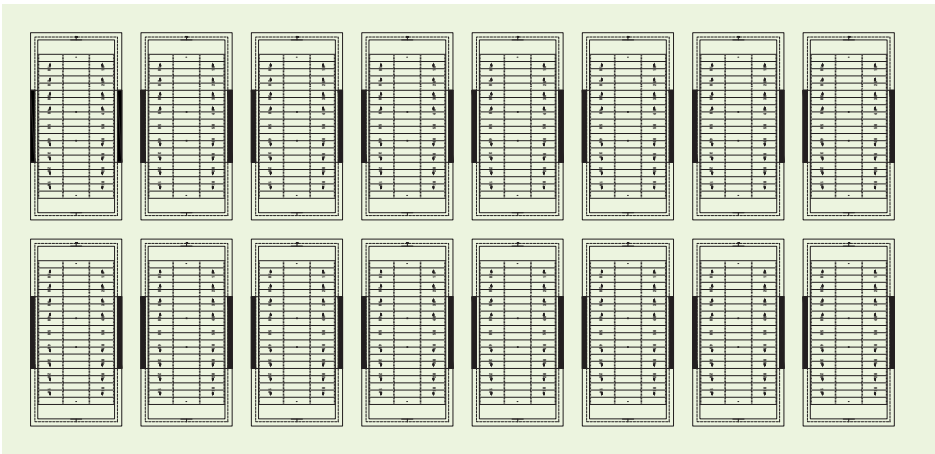
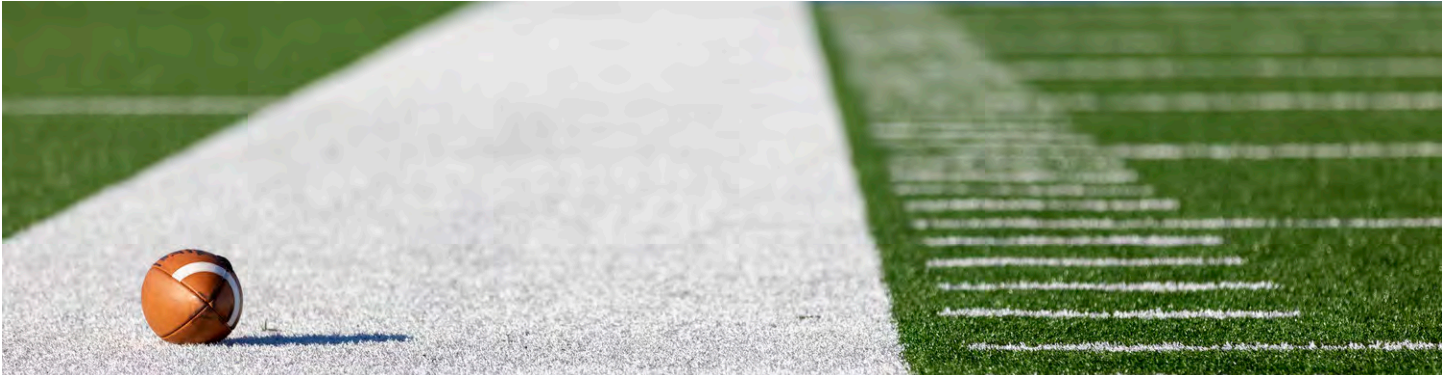
NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and security lighting, scoreboard, multipurpose building with restrooms, concessions, and storage, ticketing, security perimeter fencing, parking, and stormwater management.

*Synthetic Turf surfacing and field lighting are a must.

COMPLEMENTARY ADJACENCIES

Playground, picnicking, other active recreation spaces, trails



▲ **Figure A.3** Football Field Space Needs; Scale 1" = 400'

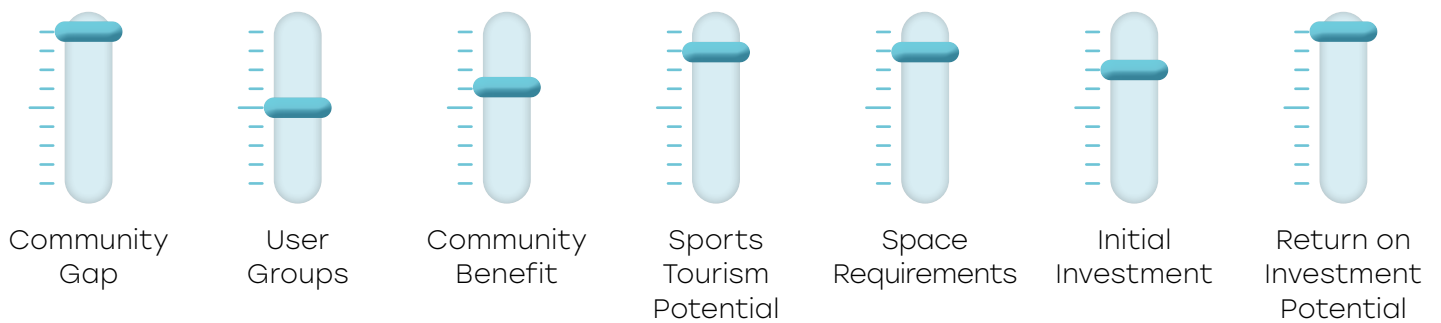
▼ **Table A.12** Football Dimensions + Markings

Football Field	Length	Width	Acres
11-Person	120 yd.	53.33 yd.	1.3 ac.
9, 8, 6 Person	100 yd.	40 yd.	0.8 ac.

Leagues + Governing Bodies

- » National Football League (NFL)
- » National Collegiate Athletic Association (NCAA)
- » National Federation of State High School Associations (NFHS)
- » Amateur Athletic Union (AAU)
- » American Youth Football (AYF)
- » Pop Warner (PW)
- » NFL FLAG

PROJECT GOALS



Lacrosse Fields



PARKING

850–1,300 stalls (multiple lots to reduce walking distance for spectators)

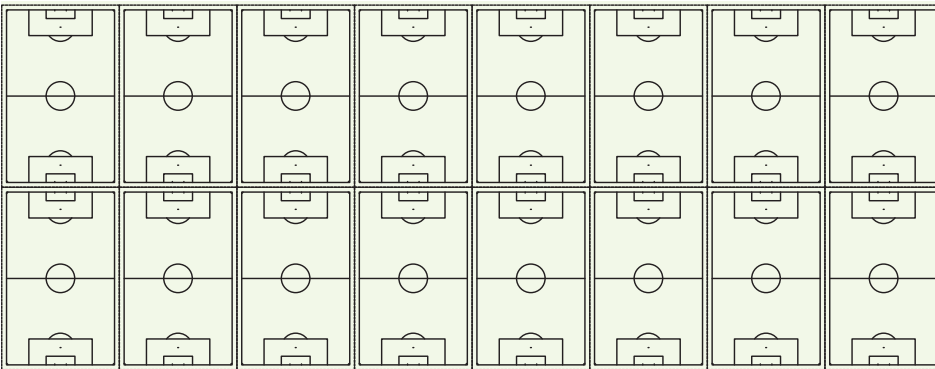
NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and security lighting, scoreboard, multipurpose building with restrooms, concessions, and storage, ticketing, security perimeter fencing, parking, and stormwater management.

*Synthetic Turf surfacing and field lighting are a must.

COMPLEMENTARY ADJACENCIES

Playground, picnicking, other active recreation spaces, trails



▲ **Figure A.4** Lacrosse Field Space Needs; Scale 1" = 400'

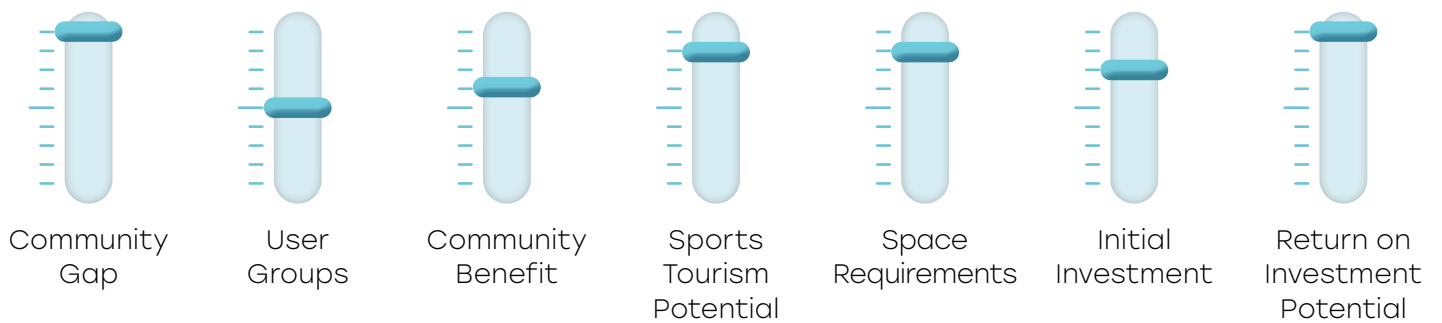
▼ **Table A.13** Lacrosse Dimensions + Markings

Lacrosse Field	Length	Width	Acres
High School	110 yd.	60 yd.	1.4 ac.
College + Professional	120 yd.	60/65 yd.	1.6 ac.

Leagues + Governing Bodies

- » World Lacrosse
- » USA Lacrosse
- » National Lacrosse League (NLL)
- » National Lacrosse Federation (NLF)

PROJECT GOALS



Baseball Diamonds



USER GROUPS

Rochester Youth Baseball Association (RYBA), Rochester Royals, Lil Sluggers Rochester, Rochester Heat, Rochester Youth Fastpitch Softball Association (RYFSA)



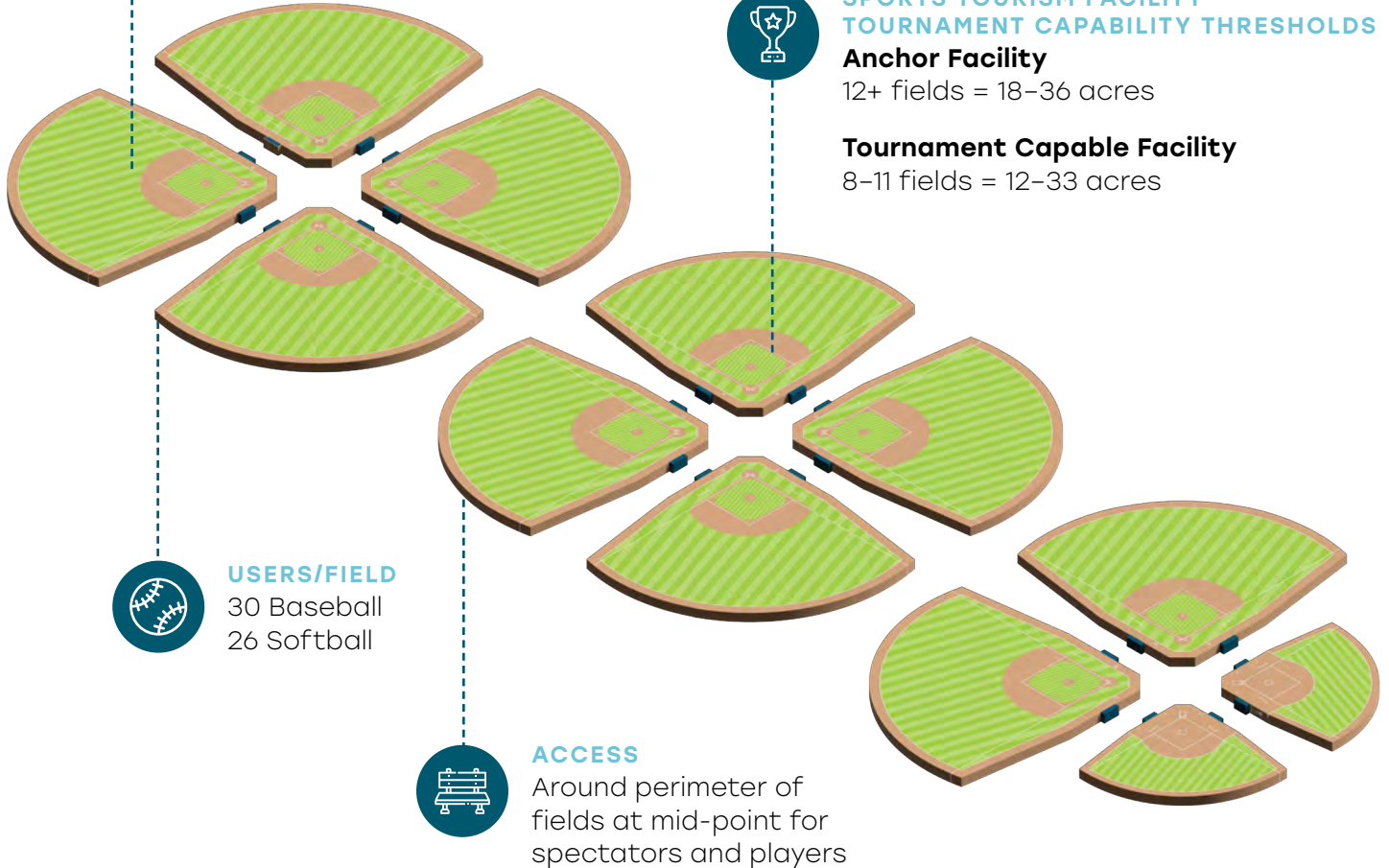
SPORTS TOURISM FACILITY TOURNAMENT CAPABILITY THRESHOLDS

Anchor Facility

12+ fields = 18–36 acres

Tournament Capable Facility

8–11 fields = 12–33 acres



USERS/FIELD

30 Baseball
26 Softball



ACCESS

Around perimeter of fields at mid-point for spectators and players

PARKING

550–725 stalls (multiple lots to reduce walking distance for spectators)

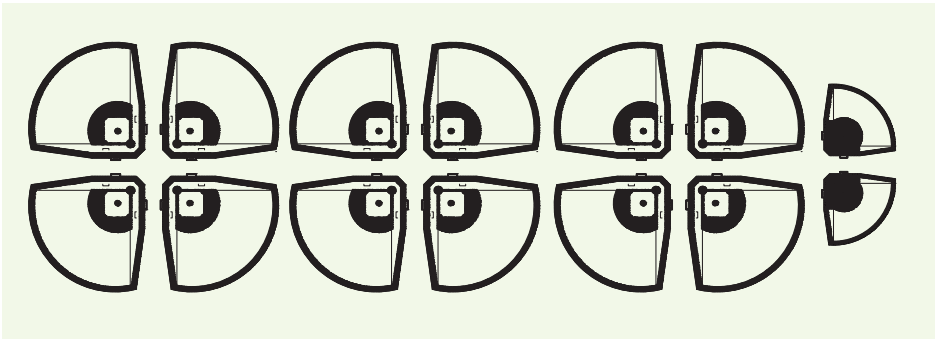
NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and security lighting, scoreboard, multipurpose building with restrooms, concessions, and storage, ticketing, security perimeter fencing, parking, and stormwater management.

*Synthetic Turf surfacing and field lighting are a must.

COMPLEMENTARY ADJACENCIES

Playground, picnicking, other active recreation spaces, trails



▲ **Figure A.5** Baseball/Softball Diamond Space Needs; *Scale 1" = 625'*

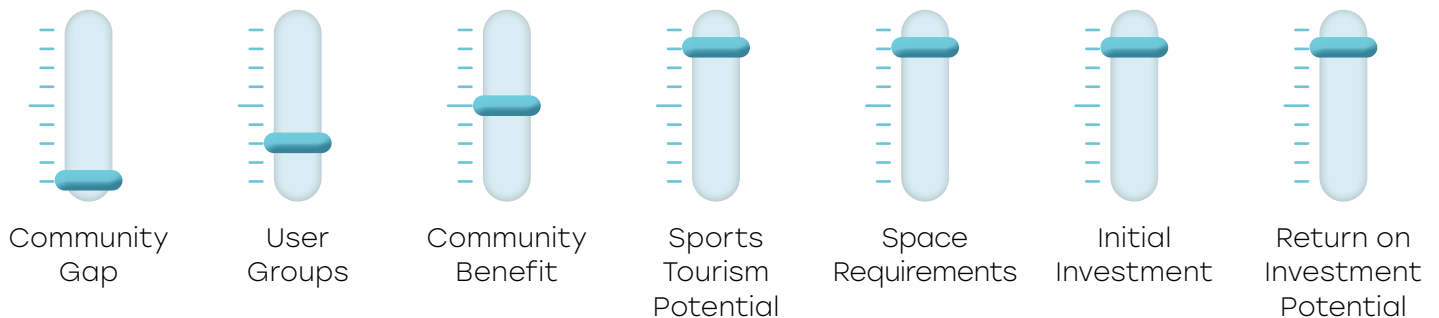
▼ **Table A.14** Baseball/Softball Dimensions + Markings

Baseball Diamond	Bases	Fence	Acres
High School, College, and Major League	90 ft.	400 ft.	4.5 ac.
Youth Baseball	80 ft.	315 ft.	3.0 ac.
Youth Baseball	70 ft.	275 ft.	2.0 ac.
Youth Baseball	60 ft.	200 ft.	1.5 ac.
Softball Diamond	Bases	Fence	Acres
Slow Pitch	65 ft.	275 ft.	2.5 ac.
Fast Pitch	60 ft.	200 ft.	1.5 ac.

Leagues + Governing Bodies

- » Major League Baseball (MLB)
- » National Collegiate Athletic Association (NCAA)
- » National Federation of State High School Associations (NFHS)
- » United States Specialty Sports Association (USSSA)
- » Little League
- » Dixie League
- » Pony League
- » Cal Ripken
- » Babe Ruth
- » Amateur Athletic Union (AAU)

PROJECT GOALS



Basketball Courts



USER GROUPS

Rochester Community Youth Basketball, AAU Shock, House of Hoops, T&K Basketball



SPORTS TOURISM FACILITY

TOURNAMENT CAPABILITY THRESHOLDS

Anchor Facility

8 Courts

Tournament Capable Facility

6-7 Courts



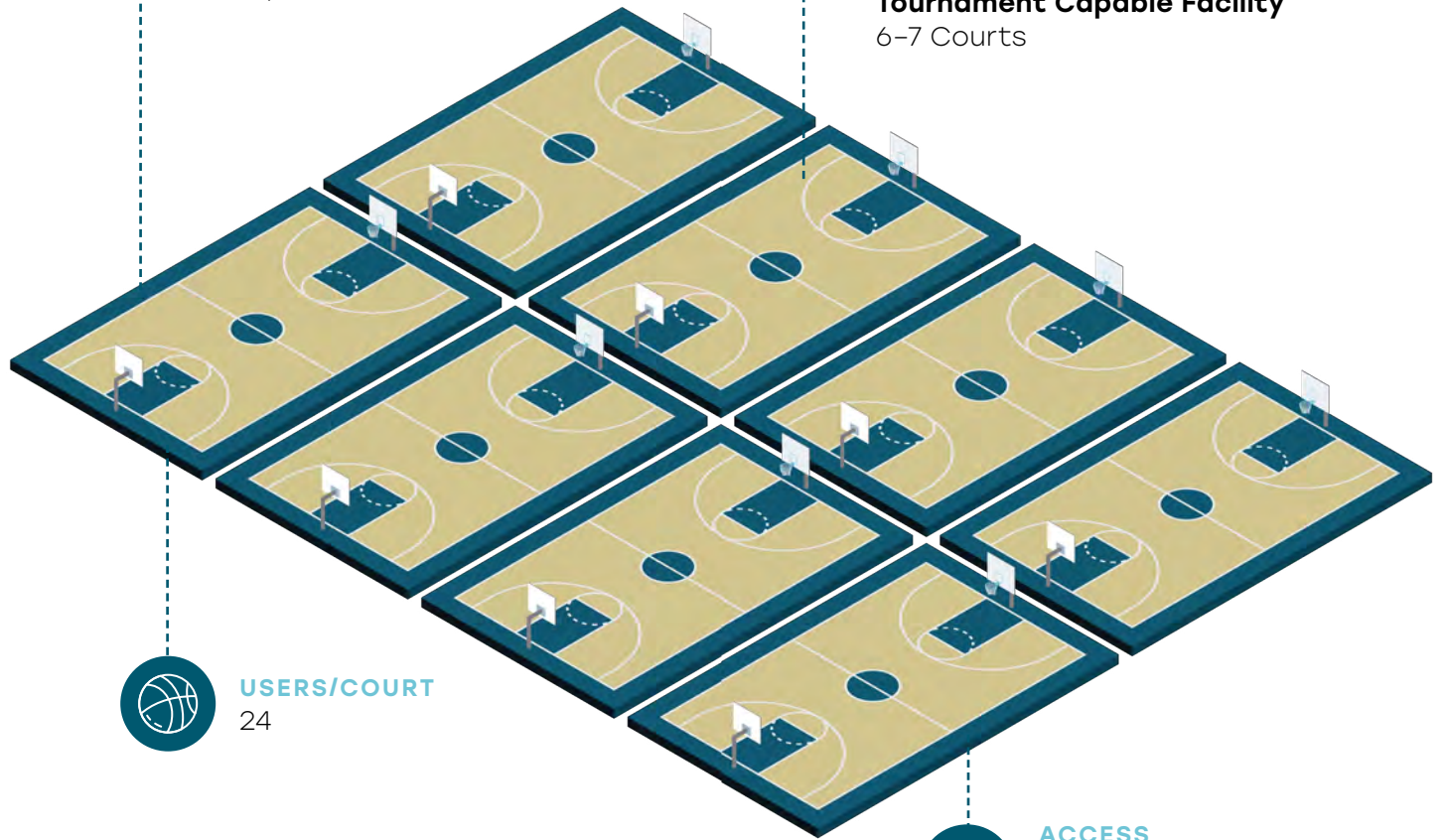
USERS/COURT

24



ACCESS

Around perimeter of courts at mid-point for spectators and players



PARKING

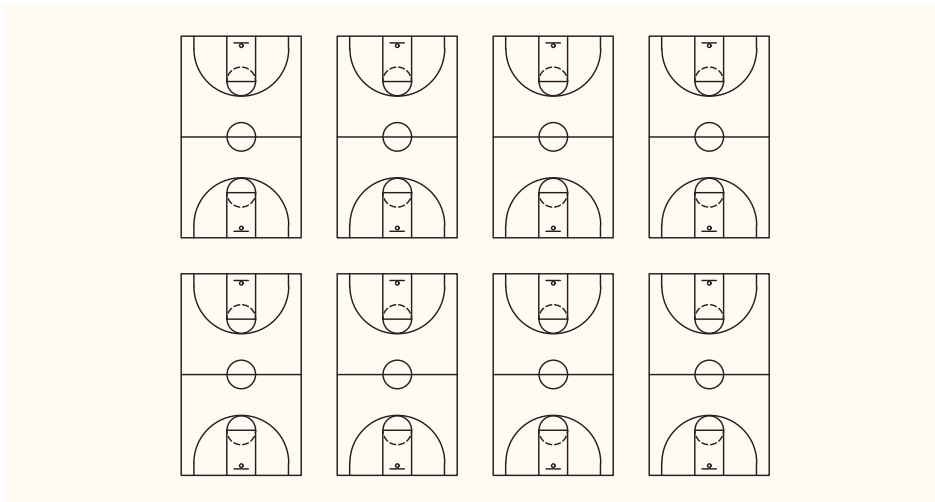
350-650 stalls (multiple lots to reduce walking distance for spectators)

NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and building security lighting

COMPLEMENTARY ADJACENCIES

Multi-purpose building with restrooms, concessions, storage, parking, stormwater management, picnic area/shade, playground, trails



Leagues + Governing Bodies

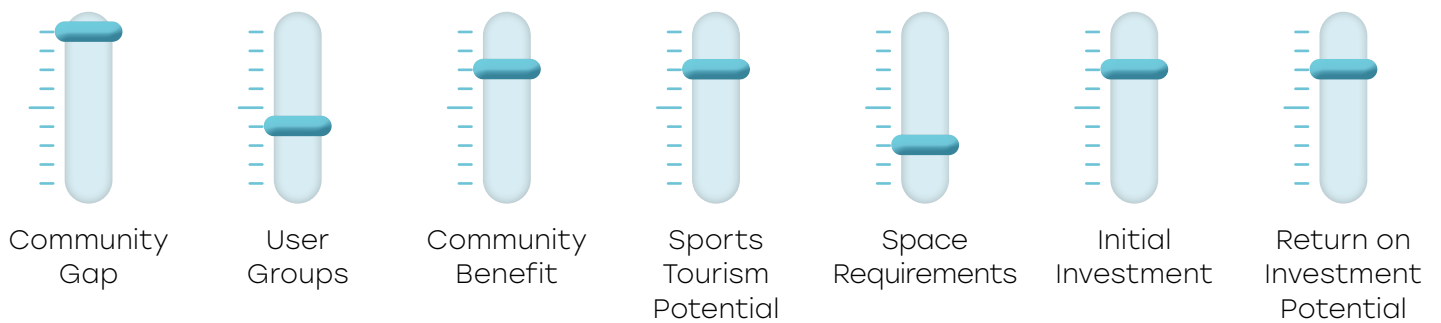
- » National Basketball Association (NBA)
- » Women's National Basketball Association (WNBA)
- » Collegiate Athletic Association (NCAA)
- » Amateur Athletic Union (AAU)

▲ **Figure A.6** Basketball Court Space Needs; Scale 1" = 80'

▼ **Table A.15** Basketball Dimensions + Markings

Basketball	Length	Width	Area
High School	84 ft.	50 ft.	4,200 sq. ft.
College + Professional	94 ft.	50 ft.	4,700 sq. ft.

PROJECT GOALS



Volleyball Courts



USER GROUPS

Rochester Youth Volleyball Association



SPORTS TOURISM FACILITY

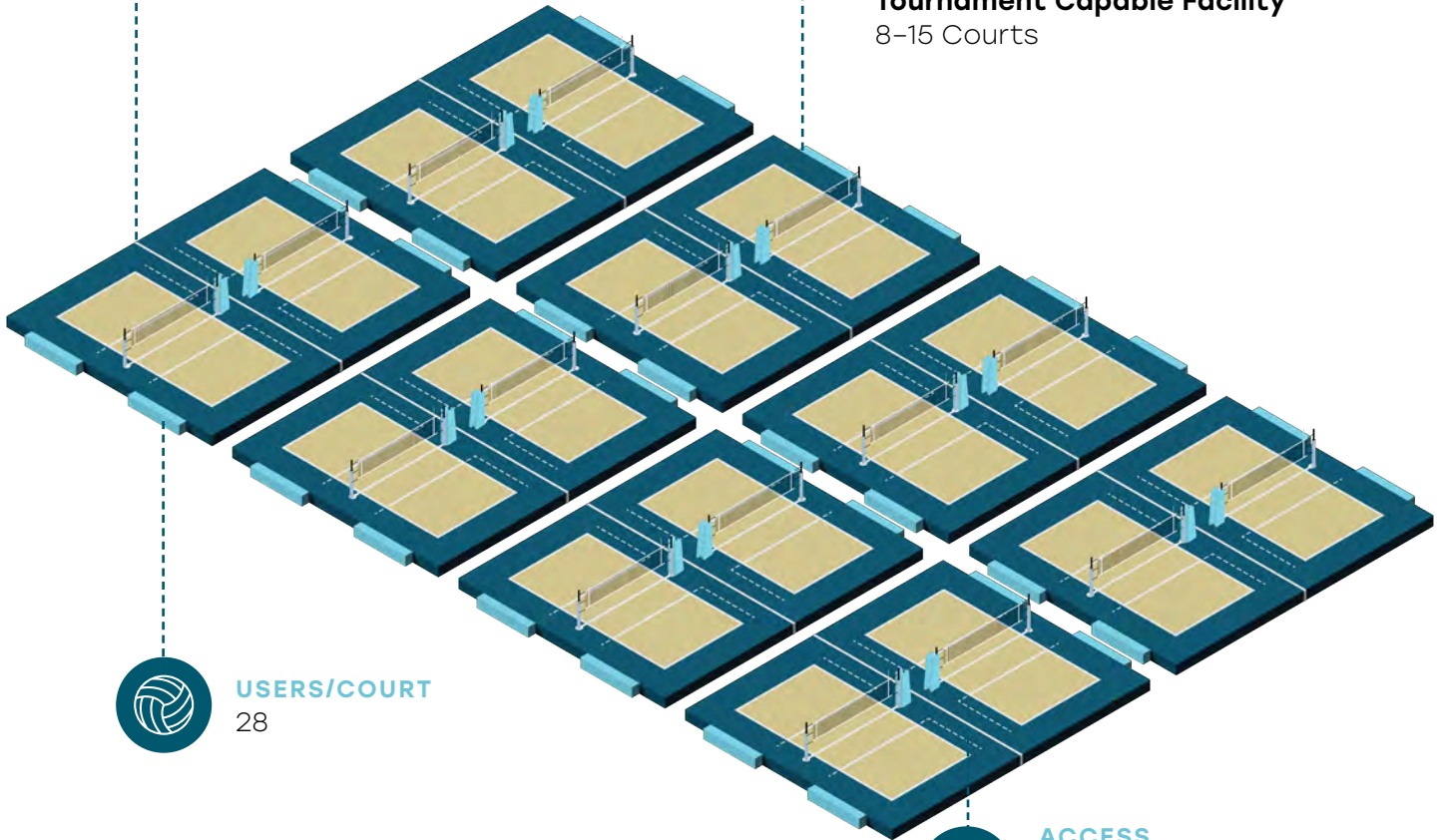
TOURNAMENT CAPABILITY THRESHOLDS

Anchor Facility

16 Courts

Tournament Capable Facility

8-15 Courts



USERS/COURT

28



ACCESS

Around perimeter of courts at mid-point for spectators and players

PARKING

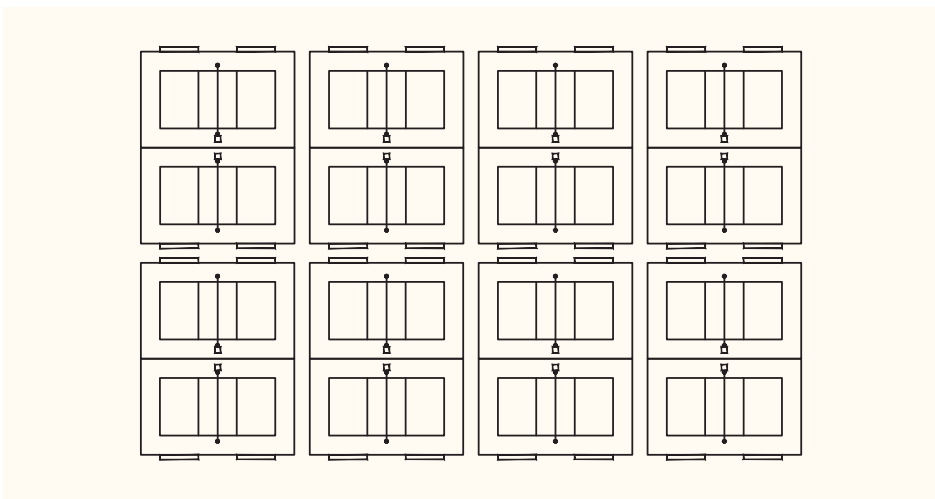
350-650 stalls (multiple lots to reduce walking distance for spectators)

NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, field lighting, pedestrian and building security lighting

COMPLEMENTARY ADJACENCIES

Multi-purpose building with restrooms, concessions, storage, parking, stormwater management, picnic area/shade, playground, trails



▲ **Figure A.7** Volleyball Court Space Needs; Scale 1" = 100'

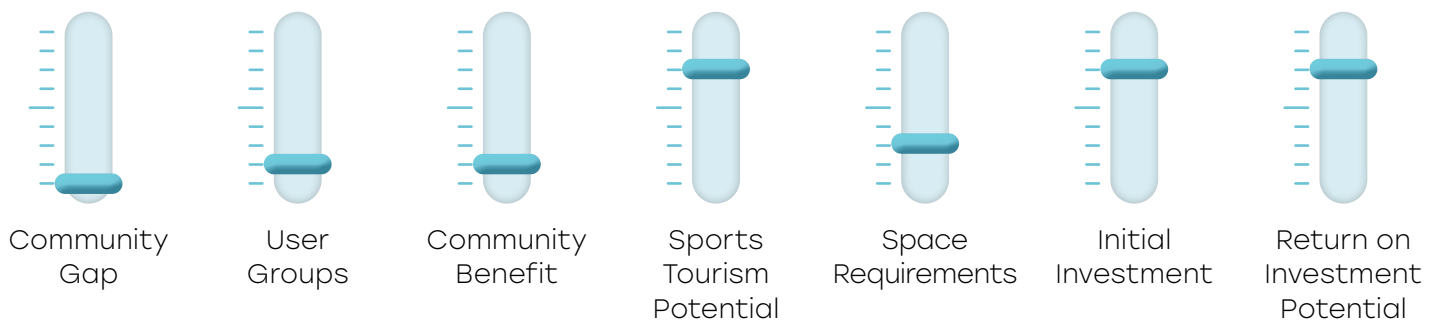
▼ **Table A.16** Volleyball Dimensions + Markings

Volleyball	Length	Width	Area
Standard	59 ft.	26.5 ft.	1,742 sq. ft.

Leagues + Governing Bodies

- » Collegiate Athletic Association (NCAA)
- » Amateur Athletic Union (AAU)
- » United States Volleyball Association (USVBA)
- » Junior Volleyball Association (JVA)

PROJECT GOALS



Tennis Courts



USER GROUPS
Rochester Tennis Connection

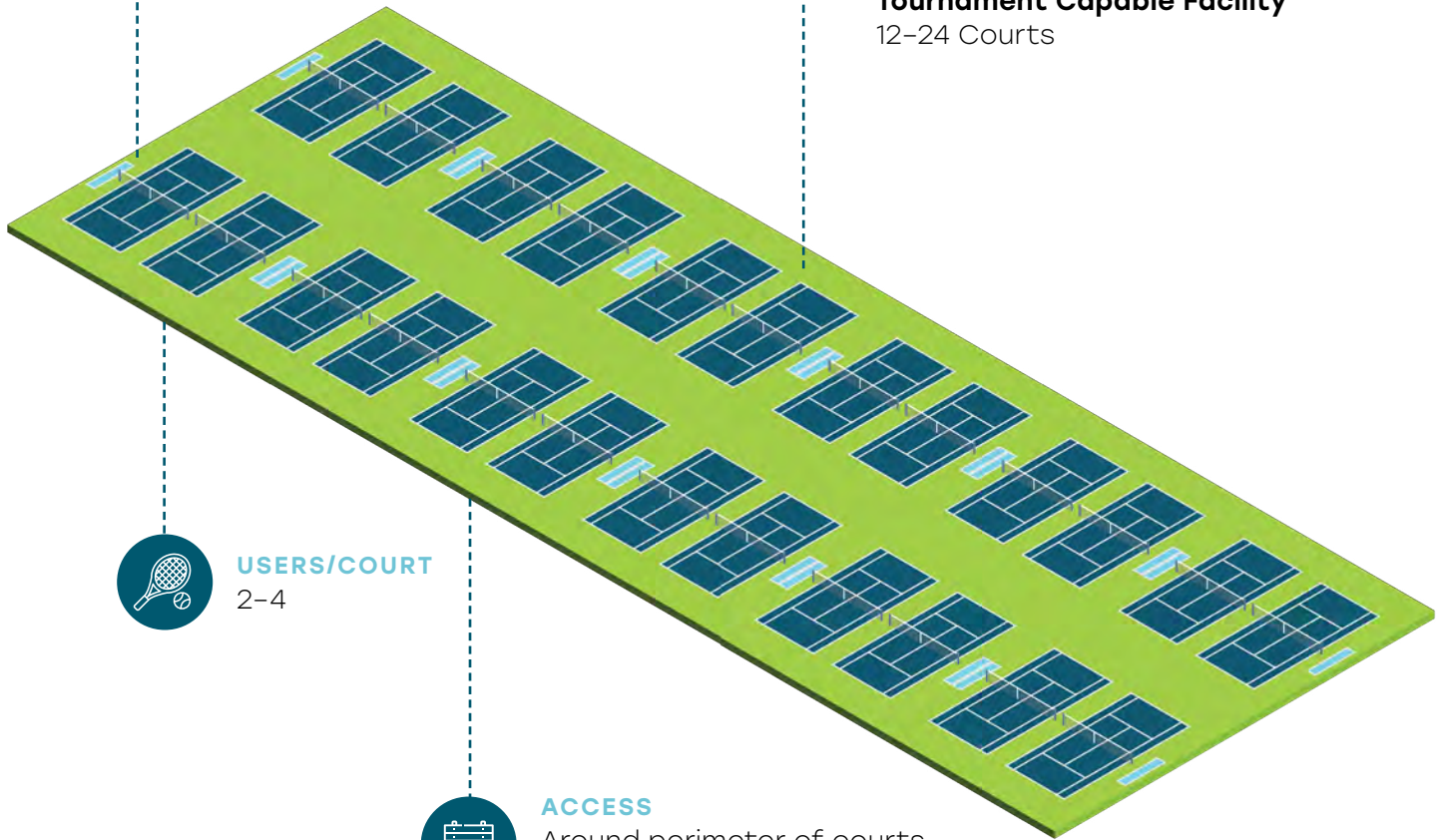


**SPORTS TOURISM FACILITY
TOURNAMENT CAPABILITY THRESHOLDS**
Anchor Facility

24 Courts

Tournament Capable Facility

12-24 Courts



USERS/COURT
2-4



ACCESS
Around perimeter of courts
at mid-point for spectators
and players

PARKING

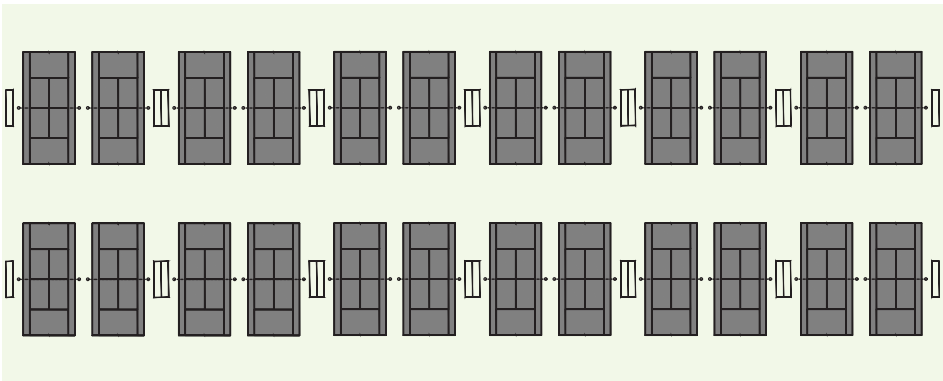
50-75 stalls (multiple lots to reduce walking distance for spectators)

NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, court lighting, pedestrian and building security lighting

COMPLEMENTARY ADJACENCIES

Multi-purpose building with restrooms, concessions, storage, parking, stormwater management, picnic area/shade, playground, trails



▲ **Figure A.8** Tennis Court Space Needs; Scale 1" = 200'

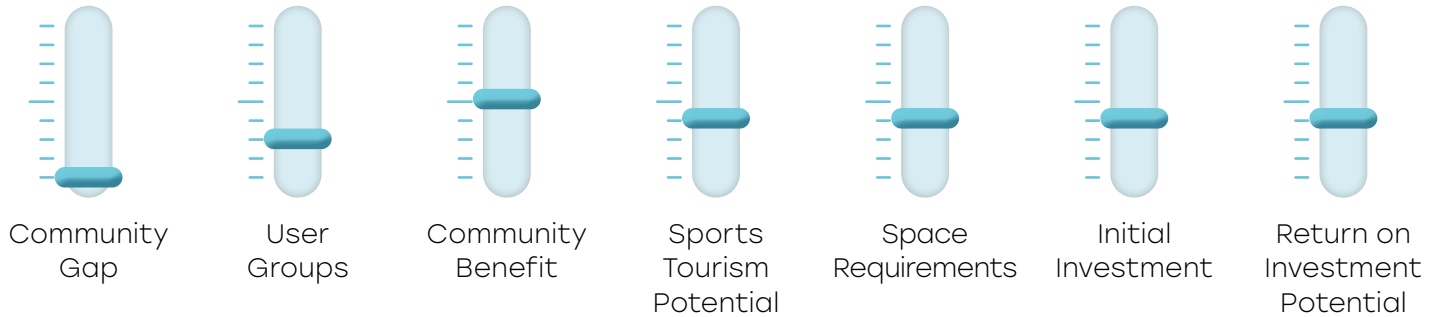
▼ **Table A.17** Tennis Dimensions + Markings

Tennis	Length	Width	Area
Standard	78 ft.	36 ft.	2,808 sq. ft.

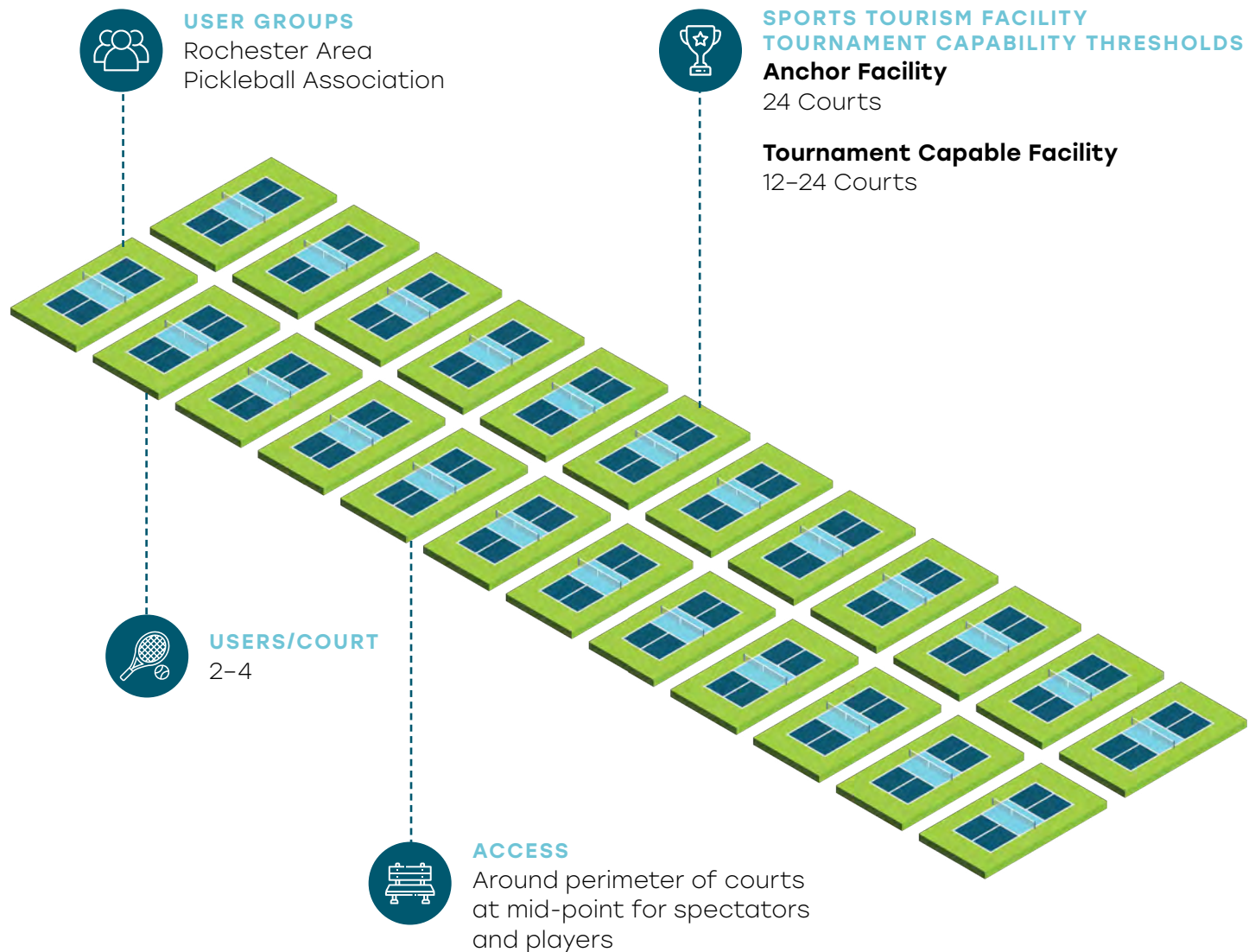
Leagues + Governing Bodies

- » United States Tennis Association (USTA)
- » Amateur Athletic Union (AAU)
- » International Tennis Federation (ITF)
- » Association of Tennis Professionals (ATP)
- » Women's Tennis Association (WTA)

PROJECT GOALS



Pickleball Courts



PARKING

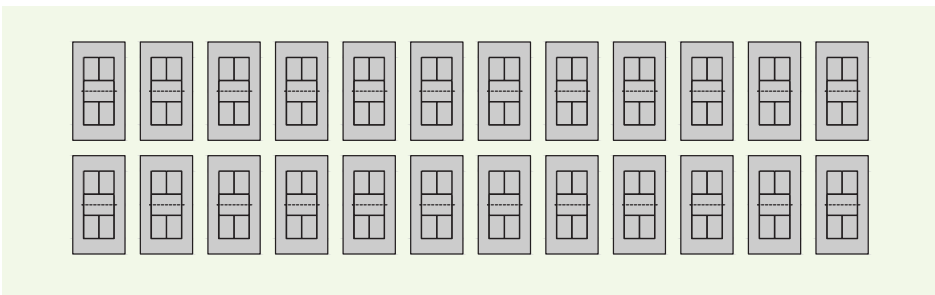
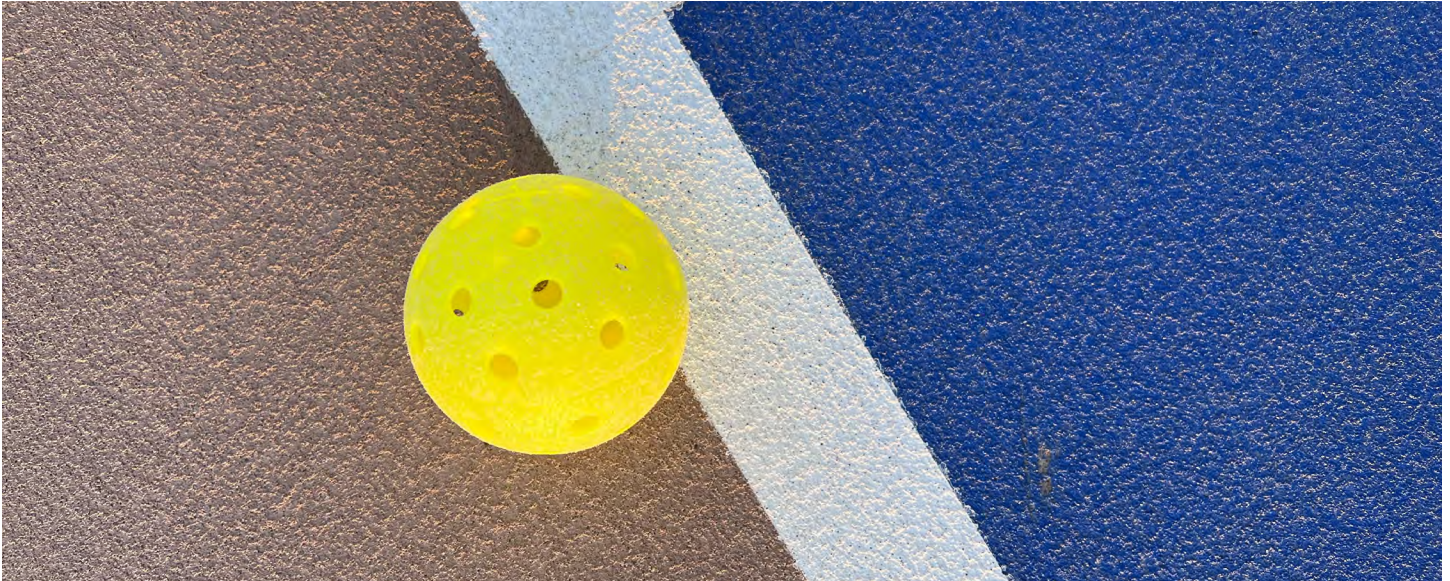
50-75 stalls (multiple lots to reduce walking distance for spectators)

NECESSARY SUPPORT AMENITIES + INFRASTRUCTURE

Player seating, spectator seating, court lighting, pedestrian and building security lighting

COMPLEMENTARY ADJACENCIES

Multi-purpose building with restrooms, concessions, storage, parking, stormwater management, picnic area/shade, playground, trails



▲ **Figure A.9** Pickleball Court Space Needs; Scale 1" = 125'

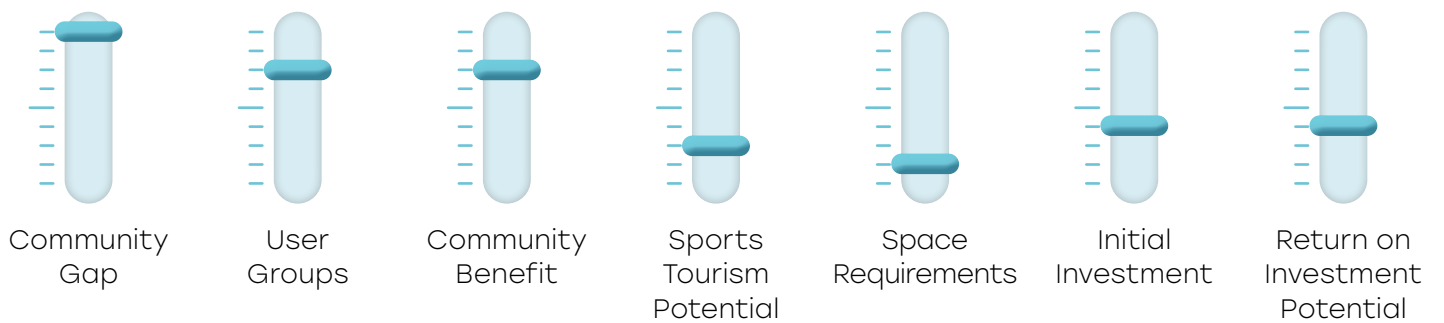
▼ **Table A.18** Pickleball Dimensions + Markings

Pickleball	Length	Width	Area
Standard	44 ft.	20 ft.	880 sq. ft.

Leagues + Governing Bodies

- » USA Pickleball Association (USAPA)

PROJECT GOALS



Community Open House 1 Boards

WELCOME

REGIONAL SPORTS & RECREATION COMPLEX STUDY OPEN HOUSE #1

Share your ideas for the Regional Sports & Recreation Complex by participating in today's stations and activities. Visit each station to provide your insights.



PROJECT OVERVIEW



GAPS ANALYSIS



AMENITIES & FEATURES




YOUR IDEAS & COMMENTS




YOUTH ACTIVITIES





PROJECT GOALS




UNDERSTAND COMMUNITY CONTEXT & EXPLORE OPPORTUNITIES



MERGE TECHNICAL DATA & COMMUNITY INPUT



DEVELOP PROGRAM & COMMUNITY-DRIVEN DESIGN



CREATE SUSTAINABLE OPERATIONS & MAINTENANCE SOLUTION

PROJECT SCOPE & SCHEDULE

FEB	MAR	APR	MAY	JUN	JUL
GAPS ANALYSIS		PRELIMINARY DESIGN		FUTURE OPERATIONS & MAINTENANCE PLAN	
COMMUNITY ENGAGEMENT					
<ul style="list-style-type: none"> » Begin Existing Data Review & Market Analysis » Begin Existing Facilities & Program Analysis » Begin Gaps Analysis 	<ul style="list-style-type: none"> » Existing Data Review & Market Analysis Complete within 5 weeks of project kick-off call » Existing Facilities & Program Analysis Complete within 8 weeks of project kick-off call » Community Survey #1 » Community Working Group (CWG) Meeting #1 Schedule Process Input » Listening Sessions » Stakeholder Workshops 	<ul style="list-style-type: none"> » CWG Meeting #2 Priorities Opportunities Listening » Community Open House Meeting #2 	DESIGN DIRECTION DEFINED	<ul style="list-style-type: none"> » Stakeholder Concept Review Input » CWG Meeting #4 Refine Enrich Partner » Creative Encounters » Community Survey #2 » Draft Preliminary Design 	<ul style="list-style-type: none"> » Final Future Operations & Maintenance Plan July 15, 2023 » Creative Encounters » Community Open House Meeting #3 » Final Community Engagement Report July 15, 2023 » Preliminary Design July 15, 2023




CITY OF ROCHESTER LOCAL SALES TAX RENEWAL

During the 2023 Legislative Session, the City of Rochester is pursuing a renewal of the existing 0.5% sales tax. Rochester has had a Local Option Sales Tax in place since the 1980s, and it was most recently renewed in 2012. The City of Rochester has a long tradition of serving as a significant regional center in Greater Minnesota and has effectively utilized local option sales taxes to meet important community, regional, and state needs.

The City is requesting the following four projects be funded with \$205,000,000 of local sales tax revenue that would be collected over 16.4 years:

Economic Vitality Project

Street Reconstruction

Flood Control & Water Quality

Regional Sports & Recreation Complex

2023 LOCAL SALES TAX RENEWAL

BASELINE MARKET DATA



Indoor Court Facilities	Drive Time in Minutes	Assets & Amenities
National Volleyball Center	0	6 Basketball and 11 Volleyball Courts
Anderson Athletic & Recreation Complex	73	4 Basketball and 4 Volleyball Courts
Midwest Volleyball Warehouse	81	8 Volleyball Courts
M1 Volleyball Center	81	5 Volleyball Courts
Minneapolis Convention Center	86	66 Volleyball Courts (Convention Center)

Multi-Purpose Field Facilities	Drive Time in Minutes	Assets & Amenities
Owatonna Soccer Complex	42	3 Full Multi-Purpose Fields (9 Total Fields)
Spring Creek Park Soccer Complex	57	4 Full Multi-Purpose Fields (8 Total Fields)
Fairbault Soccer Complex	61	4 Multi-Purpose Fields and 1 Full Multi-Purpose Field at Adjacent Middle School
Rich Valley Athletic Complex	67	6 Multi-Purpose Fields and 9 Adjacent Diamond Fields
National Sports Center in Blaine, MN	93	40+ Full-Size Soccer Fields

Diamond Field Facilities	Drive Time in Minutes	Assets & Amenities
Rochester Baseball Complex	12	6 Diamond Fields (Varying Sizes)
Lexington-Diffley Athletic Fields	74	7 Diamond Fields (300 Feet Each)
Muenchow Fields	97	5 Softball Fields, 1 Field at 385 Feet, and 5 Fields at 285 Feet
Tahpah Park	97	10 Diamond Fields (300 Feet)
Waterloo Bucks Baseball	125	1 Baseball Stadium, 4 Baseball/Softball Fields

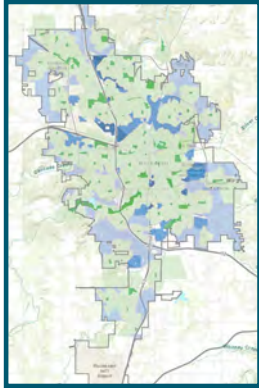
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Population	90,922	139,559	202,870	471,652	2,590,358	11,408,860
Growth Projections Next 5 Years	+2.35%	+2.80%	+2.15%	+0.96%	+1.20%	+1.40%
Median Age (38.5 Years Old)	38.9	38.2	38.4	39.4	38.0	39.2
Median Household Income \$70,784	\$77,027	\$87,095	\$88,087	\$78,489	\$81,571	\$77,032
Median Household Income % Above/Below Adjusted Cost of Living Index 92.5	+17.64%	+33.02%	+34.53%	N/A	N/A	N/A
Spending on Recreation Lessons U.S. Average \$143	\$16,491	\$18,454	\$78.23	\$146.23	\$165.05	\$147.44

Sport	Core Participation	Potential Participants by Traditional Sport (Sample)					
		Participants (10 Minutes)	Participants (15 Minutes)	Participants (30 Minutes)	Participants (60 Minutes)	Participants (90 Minutes)	Participants (240 Minutes)
Basketball	6.03%	5,486	8,420	12,240	28,457	156,290	688,359
Soccer	3.74%	3,401	5,220	7,588	17,641	96,884	426,713
Volleyball	3.27%	2,976	4,567	6,640	15,436	84,777	373,388
Baseball	2.88%	2,621	4,024	5,849	13,598	74,683	328,932
Softball	2.25%	2,047	3,142	4,567	10,619	58,319	255,860
Tackle Football	1.61%	1,461	2,242	3,259	7,577	41,612	183,275
Flag Football	1.24%	1,125	1,727	2,511	5,837	32,056	141,187
Pickleball	1.22%	1,111	1,705	2,478	5,761	31,642	139,362
Martial Arts	1.13%	1,032	1,584	2,302	5,352	29,393	129,459
Ice Hockey	1.11%	1,010	1,561	2,254	5,240	28,781	126,762
Gymnastics	1.08%	981	1,505	2,188	5,088	27,942	123,064
Wrestling	0.83%	752	1,154	1,678	3,900	21,422	94,349
Futsal	0.77%	702	1,078	1,567	3,642	20,009	88,128
Cheerleading	0.68%	605	929	1,351	3,141	17,249	75,972
Lacrosse	0.53%	484	743	1,080	2,511	13,789	60,730

GAPS ANALYSIS

LOCAL FACILITY GAPS ANALYSIS

Type of Facility	Asset Count	Priority
Rectangle Multi-Purpose Grass Fields	43	Low
Multi-Purpose Synthetic Field	1	High
Diamond Fields	61	Low
Golf Course	4	Low
Indoor Basketball Courts	21	Low
Outdoor Basketball Courts	6	High
Volleyball Courts	19	Low
Tennis Courts	16	Moderate
Pickleball Courts	6	Moderate
Indoor Pools	2	Moderate
Outdoor Pools	3	Moderate
Outdoor Ice Rinks	8	Low
Indoor Ice Rinks	6	Low



LEGEND

Priority Areas for New Parks

- Very High Priority
- High Priority
- Moderate Priority
- City Boundary
- Parks
- Service Areas

REGIONAL FACILITY GAPS ANALYSIS

Asset	Anchor Facility Threshold	Tournament-Capable Facility Threshold
Multi-Purpose Fields	Minimum 16 Fields	8 to 16 Fields
Aquatics	8 to 10-Lane 50-Meter Pool with Warm Up	25-Yard Pool with Warm Up
Diamond Fields	Minimum 12 Fields	8 to 11 Facilities
Pickleball	24 Courts	12 to 23 Courts
Indoor Courts	Minimum 8 Basketball, 16 Volleyball	6 to 7 Basketball, 8 to 16 Volleyball



Asset	Anchor Facility	Rochester Existing Facilities	Regional Existing Facility	Priority
Multi-Purpose Fields	Minimum 16 Fields	0 Facilities	3 Facilities	High
Aquatics	8 to 10-Lane 50-Meter Pool with Warm Up	1 Facility	3 Facilities	Low
Diamond Fields	Minimum 12 Fields	0 Facilities	3 Facilities	High
Pickleball	24 Courts	0 Facilities	0 Facilities	High
Indoor Courts	Minimum 8 Basketball, 16 Volleyball	1 Facility	4 Facilities	Low

GAPS ANALYSIS



USING DOTS, MARK THE ACTIVITIES YOU WOULD ENJOY AT A SPORTS & RECREATION COMPLEX

AMENITIES & FEATURES



WHAT OTHER ACTIVITIES OR AMENITIES WOULD YOU LIKE TO SEE IN OUR SPORTS & RECREATION COMPLEX? SHARE YOUR THOUGHTS AND IDEAS!

WHAT MAKES A PUBLIC SPACE WELCOMING AND INVITING? LET US KNOW!

> YOUR IDEAS

POST YOUR DREAM PLAY SPACES AND CHECK OUT OTHERS!

ROCHESTER  
ARCHITECTS
SPORTS FACILITIES
COMPANIES

> YOUTH ACTIVITY

 **CITY OF ROCHESTER**  
SPORTS FACILITIES
COMPANIES

Community Open House 2 Boards




WELCOME

REGIONAL SPORTS & RECREATION COMPLEX STUDY OPEN HOUSE #2

Tuesday, June 27, 2023 | Sessions at 3:30–5 p.m. and 6–7:30 p.m.
Mayo Civic Center, Suite 102 & 103






 <p>Economic Vitality Project</p> <p>\$60 MILLION</p>	 <p>Street Reconstruction</p> <p>\$60 MILLION</p>	 <p>Flood Control & Water Quality</p> <p>\$40 MILLION</p>	 <p>Regional Sports & Recreation Complex</p> <p>\$65 MILLION</p>
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During the 2023 State Legislative Session, the City of Rochester received approval to put a renewal of the existing 0.5% sales tax to a local referendum vote in November. Rochester has had a Local Option Sales Tax in place since the 1980s, and it was most recently renewed in 2012. The City of Rochester has a long tradition of serving as a significant regional center in Greater Minnesota and has effectively utilized local option sales taxes to meet significant community, regional, and state needs.

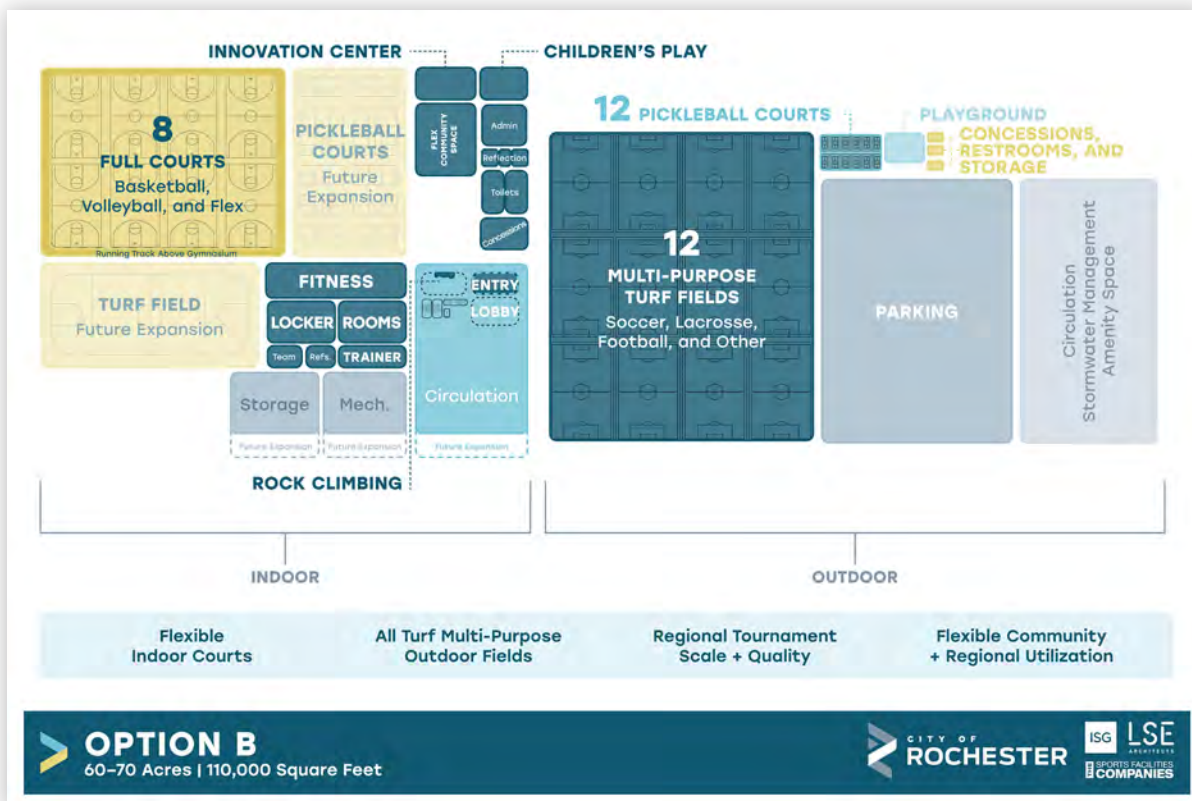
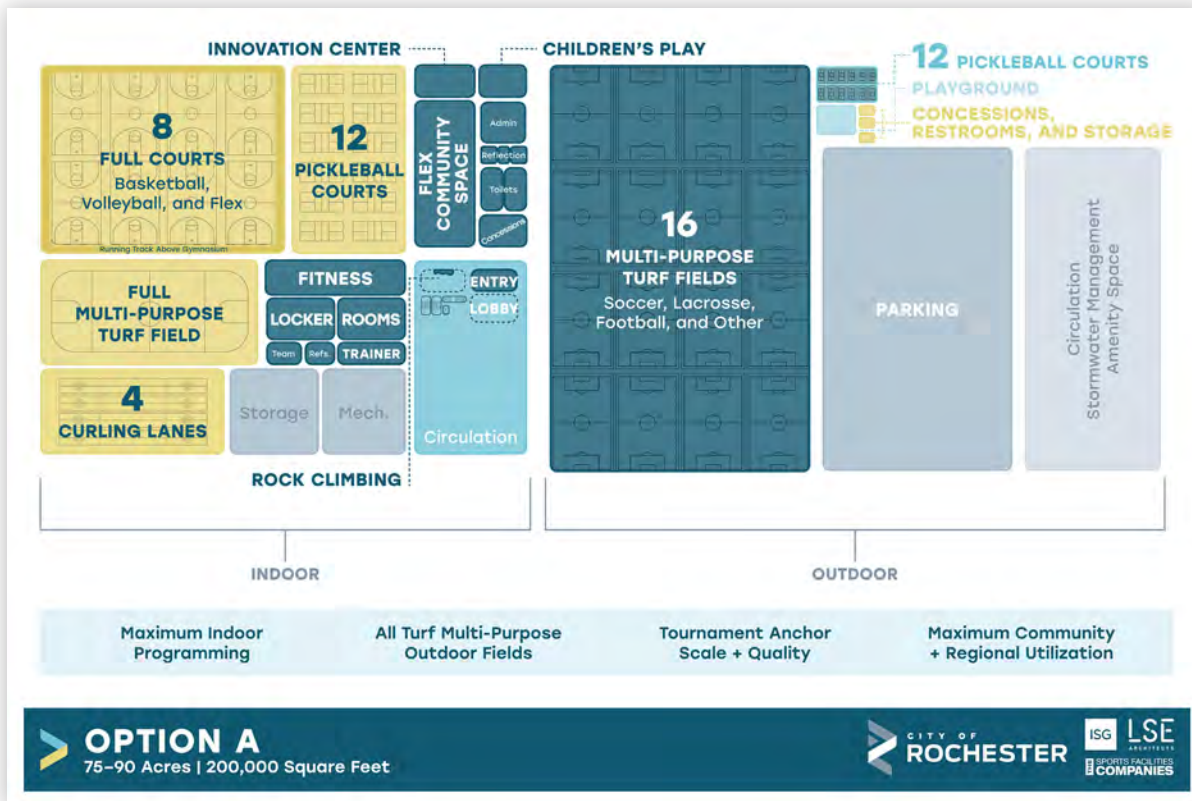
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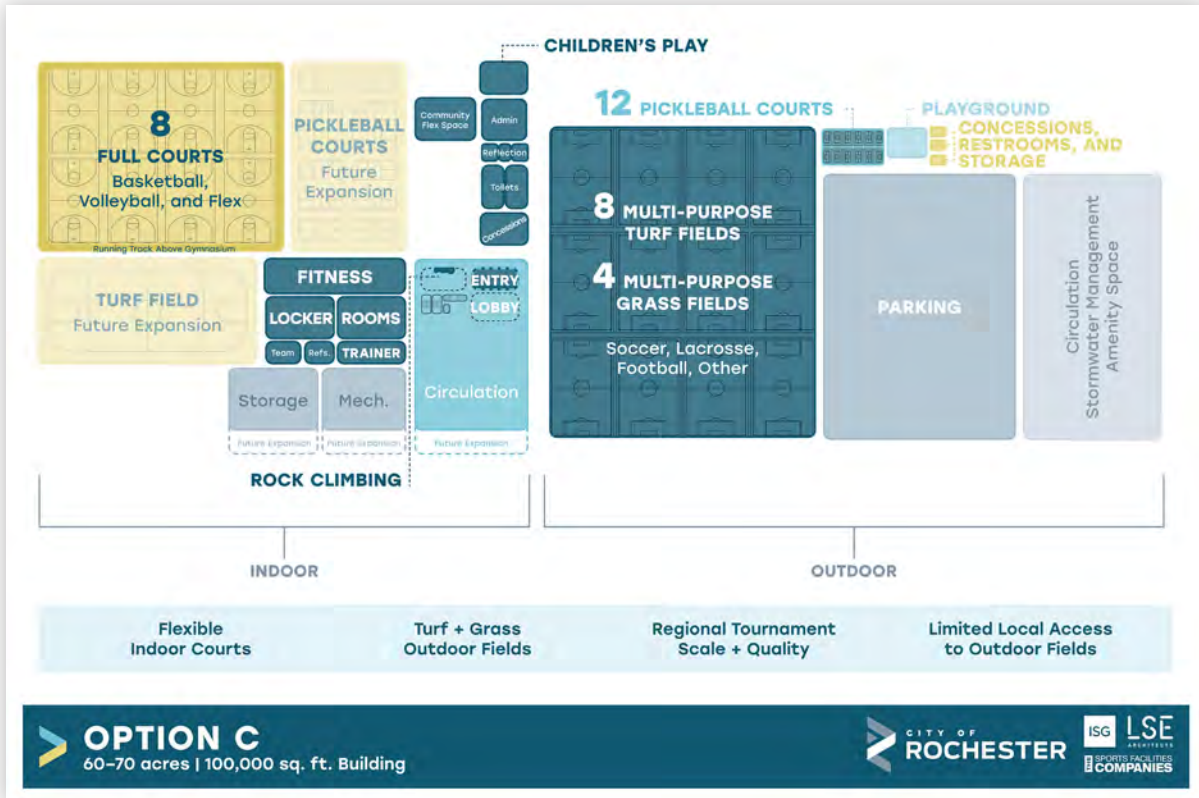


SCAN THIS QR CODE TO LEARN MORE
bit.ly/2023RochesterLocalSalesTax









Balances Sports Tourism, Local Sports, and Recreation Needs

Strong Public + Private Partnership

- Indoor Courts + Events
- Outdoor Stadium + Fields
- Operationally Self-Sustaining
- Significant Positive Impact to Local Economy + Hospitality Sectors

HOOVER MET COMPLEX
Precedent Regional & Community Complex

CITY OF ROCHESTER | ISG | LSE SPORTS FACILITIES COMPANIES

WHAT MAKES A COMMUNITY AND REGIONAL COMPLEX SUCCESSFUL
AND ABLE TO SERVE GENERATIONS TO COME?

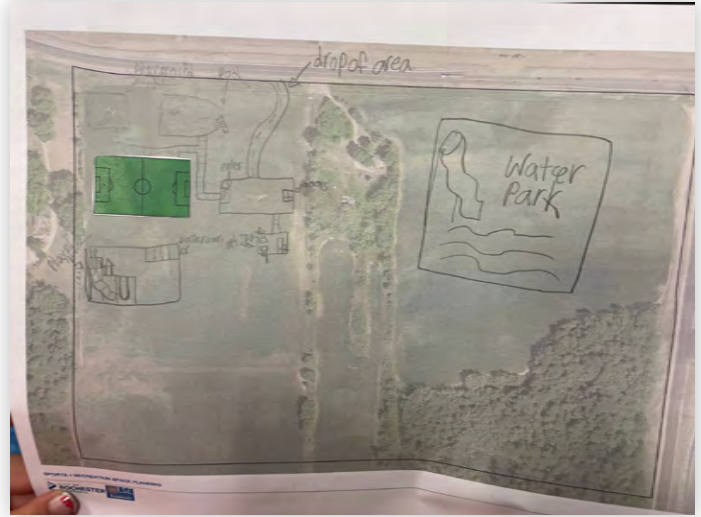
> YOUR IDEAS & COMMENTS



WHAT MAKES A COMMUNITY AND REGIONAL COMPLEX SUCCESSFUL
AND ABLE TO SERVE GENERATIONS TO COME?

> YOUR IDEAS & COMMENTS





Walk Around the World Event

WRITE OR DRAW YOUR IDEAS HERE!

Escriba o dibuje aquí sus ideas!
Halkan ku qor ama sawir fikradahaaga!

Tus ideas y comentarios
Fikradaada iyo faallooyinkaaga

مكتاقي لعتو مكاركفا
انه كراكفا مسرا وأبتكا

YOUR IDEAS & COMMENTS

CITY OF ROCHESTER ISG LSE ARCHITECTS SPORTS FACILITIES COMPANIES



CITY OF
ROCHESTER
MINNESOTA

PREPARED BY



LSE
ARCHITECTS

THE SPORTS FACILITIES
COMPANIES