



Getting Started

During the 2007-08 academic year, the City of Kent partnered with Kent State University Athletics and the College of Sports and Leisure to develop a framework for a new Kent-based sports commission. The purpose of this work was to prepare a structural outline for a new organization with the capability of attracting more sporting events to the greater Kent area. The City and Kent State University jointly funded 3 intern positions that researched the design and function of sports commissions in other cities and this report is the result of their investigation.

Early Returns

This report provides a good start for a new sports commission in Kent. During the course of the study this new organization successfully competed for the chance to host the statewide high school girl's rugby tournament. The tournament was held in May 2008, bringing over 20 teams and their families to Kent for the weekend.

Next Steps

At the staff level, the City and the University partners continue to work on attracting new events to Kent. Plans are currently underway to sponsor a fall lacrosse tournament. In addition, the staff have also begun to partner with the Akron/Summit County Sports Commission for larger tournament events such as the King James basketball tournament. At the policy level, this organization needs to have an executive board created so that it can begin to formalize its role. I hope to see this occur in the 2008-09 academic year.



North American Sports Commission

1.1 Organization

The name North American was chosen for the commission to eliminate any boundary limitations. Although the commission is based in Kent, Ohio it does have a global aspect and will strive to expand and enhance lifestyles across the world.

North American Sports Commission was established for the purpose of seeking and performing quality of life enhancement opportunities. The Commission seeks to solicit and establish a variety of partnerships that provide opportunities for development and enhancement of activities.

It is an objective of the organization to solicit and procure funding from a variety of sources. The funding will be used to enhance research and development activities. An internal and external advisory committee will be established to further provide direction to the organization. Initial funding was procure through the development of a partnership between the City of Kent and its affiliates and Kent State University's Department of Athletics and School of Exercise and Leisure, Sport Administration Program/Center for Sport and Recreation development.

1.2 Mission

The mission of North American Sports Commission is to enhance quality of life opportunities through sports, in addition to other events.

1.3 Vision

The visions of the Commission are:

- ❖ To provide opportunities in sports to all population regardless of age, gender, race or disability
- ❖ To enhance to quality of partnership relationships in the community
- ❖ To bring together participants and spectators of sport through the implementation of a variety of sporting events, educational opportunities and community events
- ❖ To create a positive economic impact and improve the quality of life in surrounding area
- ❖ To promote sportsmanship, leadership and the value of sports to enhance ones life
- ❖ To enhance educational awareness of sport through research
- ❖ To operate as an economic and community development organization utilizing sport and tourism as a vehicle to forward other community agendas

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1.4 Keys to Success

- ❖ Community Involvement
- ❖ Outreach
- ❖ Communication
- ❖ Education
- ❖ Leadership (Board)
- ❖ Management
- ❖ Integrity
- ❖ Sound Event Planning
- ❖ Organization (organization of commission and events)
- ❖ Positive perception/ Ethical reputation

2.0 Services

The Commission will offer a wide variety of services and assistance to not only attract events to the community but also to ensure their success. These services and areas of assistance include:

- ❖ Sponsorship
- ❖ Research
- ❖ Event Management
- ❖ Marketing
- ❖ Logo Branding/Graphic Design
- ❖ Merchandising
- ❖ Public Relations
- ❖ Facility and Site Selection
- ❖ Volunteers
- ❖ Hospitality
- ❖ Fundraising
- ❖ Vendor Referrals
- ❖ Connections to the Northeast Ohio Community

3.0 Locations and Facilities

North American Sports Commission is currently being housed at the City of Kent manager's office. There will be office space for the Commission's graduate assistants and interns to work on campus (Kent State University), within the Sports management department. Competitions and events sponsored by the Commission will be held throughout the city and surrounding area on college campuses, at city schools, city parks, recreational facilities etc.

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4.0 Strategy and Implementation Summary

It is critical that North American Sports Commission takes a proactive strategy in promoting its program and events in the community. To accomplish these goals the Commission will have an Operating Division to oversee the programs development. The Commission will also have a Board of Directors (Trustees) that will advise the Commission. The Operations division will also provide oversight of the program's service delivery to the community and ensure that the events sponsored by the Commission produce a positive Economical Impact in favor of the community.

The recruitment of volunteers and interns in conjunction with the marketing and research development will not only ensure that we will host and sponsor events that will be economically suitable to the area; but more importantly our research added to the input from the community and board will help us to ensure that the events and programs we sponsor will help reach our mission which is enhancing the number of quality of life opportunities available.

4.1 Competitive Edge

North American's competitive edge is twofold. The first part of the competitive edge is that it has the support of the City of Kent. The City Manager was apart of the initial funding for the Commission. The city parks and recreation department has also expressed its desire to help provide facilities when available. And the City is committed to help the Commission bring exciting and profitable quality of life events to the area.

The second advantage is that Kent State University is also aiding the Commission. In particular the School of Exercise and Leisure and the Athletic department both were also apart of the initial funding. Education and information about the Commission will be available through the Sports Management department. Interns from this department will be an important part of the Commission's success.

Bringing life enhancing programs and sporting events to the city will help the business community to thrive economically. Partnerships will be made with these businesses to benefit the Commission as well as the businesses. Also businesses will have the opportunity to become corporate members and sponsors of the Commission.

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5.0 General Funding

Grants: Grants will play an integral role in the daily operation of the North American Sports Commission. Grants makers on local, regional, and national level will be asked to consider funding programs for the Commission that will help fund the development, research, and planning of life enhancing events.

Corporate: Corporate funding and sponsorship will play a major role. Opportunities for cross promotions, marketing, and driving business will be made available. Corporate leaders will help advise, and provide the necessary expertise.

Individual: Individual funding will be another method of development. Individuals will be asked to support the Commission with a number of creative vehicles to pledging an annual gift.

Membership: Opportunities will be made attractive to individuals, youth, families, and seniors. Members will enjoy special seating at Commission sponsored events; will be offered discounts at participating businesses, sport events and entertainment. They will be encouraged to participate as volunteers for events and share in all activities that the Sports Commission undertakes. Merchandise will also be available to members at discounted prices; in addition to some give-aways for members only.

Sponsorship: Opportunities will be available as the OFFICIAL SPONSOR of the North American Sports Commission that will also involve event sponsorship, marketing promotion and networking.

Event Revenue: Ticket sales, merchandise, television contractions, event sponsorship etc, will all be apart of the Commission's income.

Income:

5.1 Proposed Expenses

1st Year Expenses

3- Desk top computers and one notebook	\$6,000.00
2- Office furniture	\$4,000.00
1- Receptionist furniture	\$2,500.00
1- Color Copier	\$9,000.00
Office Space (\$1,500.00 per month)	\$18,000.00
Office Supplies	\$7,500.00
Telephone/Data lines	\$2,500.00

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Cell phones	\$2,400.00
Incidentals	\$10,000.00
Clerical	\$25,000.00
Officers of the corporation	\$120,000.00
<u>Health Insurance</u>	<u>\$6,000.00</u>
Total	\$212,900.00

2nd Year Expenses

2- Desk top computers	\$3,000.00
Office space (\$1,500 per month)	\$18,000.00
Office Supplies	\$7,500.00
Telephone/Data lines	\$2,500.00
Cell phones	\$2,400.00
Incidentals	\$10,000.00
Clerical (.35 increase)	\$25,875.00
Officers of the corporation (.35 increase)	\$124,200.00
<u>Health Insurance</u>	<u>\$6,000.00</u>
Total	\$199,475.0

6.0 Management Summary

The Operations Division of North American Sports Commission is the catalyst of the Commission. The Operations Division will stage events with all the pageantry that reflects the national level of competition and provide seminars from the leading authorities on sport in the United States. The Operations Division of North American Sports Commission is the primary planning implementation and controlling division of the Commission. The Operation Division will look to coordinate the communication and management components of the Commission.

The Operation Director will be as follows:

Management of all monies

- ❖ Develop event budgets
- ❖ Process event registration fees
- ❖ Responsible for all payments associated with events
- ❖ ?Event planning?

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Event Management

- ❖ Develop event budgets
- ❖ Develop event day protocols
- ❖ Develop timelines for events
- ❖ Contract officials for all competitive events
- ❖ Evaluate event and propose future adjustments

Community Awareness

- ❖ Develop a marketing plan that will create interest and attendance to the event through utilizing all media outlets
- ❖ Make public appearances to inform community services organization of the mission and goals of Commission
- ❖ Represent the Commission at civic events

Ensure a safe environment for participants and spectators

- ❖ Prior to contractual agreement will evaluate all potential venues for safety issues
- ❖ Manage event security
- ❖ Develop emergency plan for all events
- ❖ Contract first responders for all competitive events

The Operations Division's workforce will be comprised of three groups, paid employees, college interns and volunteers. The vision statements of North American Sports Commission describes the Commission as providing opportunities in sports to all populations regardless of age, gender, race or disability. To farther compliment the vision of the Commission the foundation will look to provide educational opportunities to individuals who choose a career in sports management. The Operations Division of the Commission will provide educational experiences that will enhance the professional growth of these students.

With the challenges of staging events at the national level an enormous amount of leadership and assistance will be required from dedicated people. North American Sports Commission Operations will look towards the graduate-students for assistance in the day-to-day operations and the under-graduate students and the volunteers to assist in the event management.

North American Sports Commission will utilize interns to further enhance the planning implementation and controlling process. The opportunities will provide interns with experience.

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6.1 Internships

Administrative Intern:

Reports Directly to:

Requirements:

- ❖ Must be a college/university student working towards a degree in business management, sports administration, public-relations, or business communications
- ❖ Background in sports programs and events helpful
- ❖ Have a working knowledge of common office computer software and basic administrative skills
- ❖ Possess excellent verbal and written communication skills
- ❖ Good work ethic and positive attitude

Responsibilities:

- ❖ Assist in the day-to-day operations and administration
- ❖ Assist the event staff, as necessary, in the management and implementation of Commission events
- ❖ Assist with coordination and preparation of Board Meetings
- ❖ Assist in all other areas as needed.

Event Program Intern:

Reports Directly to:

Requirements:

- ❖ Must be a college/university student working towards a degree in sports management, recreation, public-relations, or related program
- ❖ Background in sports programs and events helpful
- ❖ Possess excellent verbal and written communication skills
- ❖ Have ability to travel
- ❖ Good work ethic and positive attitude

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Responsibilities:

- ❖ Assist in all planning and implementation aspects of all North American Sports Commission events
- ❖ Support the event staff in all projects, planning and implementation of all events
- ❖ Assist with the implementation of the event media plan
- ❖ Assist with event registration
- ❖ Coordinate mailings to sports, participants, communities and tec., as needed
- ❖ Participate in all planning sessions related to the Games, and serve as venue or sport coordinator during the events
- ❖ Assist in all other areas as needed

Media/Communication Intern:

Reports Directly to:

Requirements:

- ❖ Must be a college/university student working towards a degree in communications, sports management, recreation, public-relations, or related program
- ❖ Background in sports programs and events helpful
- ❖ Have a working knowledge of common office computer software and basic administrative skills
- ❖ Possess excellent verbal and written communication skills
- ❖ Have ability to travel
- ❖ Good work ethic ad positive attitude

Responsibilities:

- ❖ Assist with implementation of the event media plan
- ❖ Assist with overall North American Sports Commission media plan
- ❖ Coordinate mailings to sports, participants, communities and etc., as needed
- ❖ Assist in all planning and implementation aspects of North American Sports Commission events
- ❖ Support the event staff in all projects, planning and implementation of all events
- ❖ Assist with event registration
- ❖ Assist in all other areas as needed

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Marketing Intern:

Reports Directly to:

Requirements:

- ❖ Must be a college/university student working towards a degree in sports management, recreation, public-relations, marketing, advertising or related program
- ❖ Background in sports programs and events helpful
- ❖ Have a working knowledge of common office computer software and basic administrative skills
- ❖ Possess excellent verbal and written communication skills
- ❖ Have ability to travel
- ❖ Good work ethic and positive attitude

Responsibilities:

- ❖ Assist in the development and implementation of the corporate partnership program through the creation of sales materials, identifying potential partners, researching companies, and drafting proposals
- ❖ Assist in the development and implementation of marketing and promotion plans
- ❖ Assist in the development and implementation of overall marketing plan for the Commission
- ❖ Assist with the North American Sports Commission Grant program
- ❖ Assist the event staff, as necessary, in the management of Commission events
- ❖ Assist in all other areas as needed

In order to keep staffing cost at a minimum the North American Sports Commission will actively recruit volunteers in the community in which the event is taking place to assist Operations in the event management. The volunteer program will accomplish two major objectives, first to keep staffing cost at a minimum and secondly to get the community involved with the event. The volunteers will play an active role in event management; their roles will be but not limited to:

- ❖ Planning and overseeing the hospitality of the event
- ❖ Assist in the maintaining the time-line events
- ❖ Liaisons for the Commission with the participants

With an increase of events as well as financial growth North American Sports Commission will look to expand its administrative staff with hiring individuals to direct specific Operations on a full time basis.

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7.0 Marketing

The Commission will engage in numerous marketing exercises to create a solvent, self efficient and successful operation by:

- ❖ Attracting private dollars and developing relationships that provide in-kind services and goods for the operation of the Commission as well as underwriting of events
- ❖ Create signature events and programs
- ❖ Attain Commission sponsors in the Gold, Silver and Bronze categories
- ❖ Develop cross promotional opportunities for sponsor partners
- ❖ Must meet with sponsor partners on a quarterly basis to review current sponsorship and entertain cross promotional activities that help drive business and exposure for the partners. Also develop dialoged that keeps Commission current with regard to sponsor partner business activities, trends, public relations, CEO enhancements, employee involvement, and general posture
- ❖ Create merchandise program that is cross promotional and provide “goody bags” for events.
- ❖ Implement awareness program of Commission and events with area Welcome Centers, Displays and Promotional pieces etc.
- ❖ Continually seek positive relations
- ❖ Create aggressive me membership plan and implement plan
- ❖ Create logo, membership brochure, website, etc.
- ❖ Maintain inventory of promotional items to promote North American Sports Commission
- ❖ Create promotional item that can combine all sponsor partners affiliation
- ❖ Consistently attend local (and eventually national) networking functions, chamber, rotary, civic, non profit business meetings and functions. Attend local, regional, national trade shows or professional development functions.
- ❖ Create and maintain Marketing Manual

8.0 Production

- ❖ Produce at least two (2) major events in the first year of operation
- ❖ Develop exact controls and production plan for events
- ❖ Create time table format for all phases of production
- ❖ Manual development for North American Sports Commission production
- ❖ Manual development for North American Sports Commission for event support activities

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9.0 Operations and Facilities

The Sports Commission conducts research and cultivates sports events to the region. The Commission strives to bid on ??? events at a given time. The events must be financially viable to produce. Many factors play into successful bid, award of the bid, and successful implementation.

Facilities Inventory:

- ❖ Itemized listing of each athletic facility inclusive of all related specifications
- ❖ List of Collegiate facilities
- ❖ List of hotels (location, access, amenities, and all related specifications)
- ❖ List of all major meeting facilities
- ❖ Transportation for region
- ❖ Airport specifics
- ❖ Restaurants
- ❖ Hospitals, Medical Transport, Safety
- ❖ Listing of business Community
- ❖ Government Listing
- ❖ Special Contacts

10.0 Research

- ❖ Ongoing research for events to bid on
- ❖ Create strong ties with event holders, athletic community, and governing body (locally, regionally, nationally and internationally for all three)
- ❖ Maintain association with new, creative events
- ❖ Create new events (i.e. High School Lacrosse Tourney, Ohio vs. Pa competition)
- ❖ Develop strong presentation for research (PowerPoint)
- ❖ Utilize association with Kent and surrounding communities, City Of Kent affiliates, Convention Bureau, Kent State University, and the Athletic department of Kent State University
- ❖ Create events to say "Thank You" to hotels, parks, facilities, volunteers etc.
- ❖ Maintain events section of website

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11.0 Membership

- ❖ Commission recruits initially ?? members in the first year
- ❖ Create newsletter that will be sent to new members monthly.
- ❖ Create categories of members (Gold, Silver and Bronze) with appropriate pricing and other fulfillments
- ❖ Participate in Chambers (local and regional)
- ❖ Develop youth membership that includes cross promotions wit local sports, collegiate sports, and high school events and functions.
- ❖ Create a point of purchase promotion and displays for membership generation and interest at all stores, attractions, events, recreation centers, parks, etc.