SUCCESS IN INDIANAPOLIS:
LESSONS FOR SPORTS PROFESSIONALS

Advanced Research Design
Professor Mayo
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Presented By:
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OUTLINE

- Background
- Sports Strategy
- Key Players and Organizations
- Best Practices
- Findings
- Super Bowl XLVI
- Recommendations
- Conclusion
BACKGROUND

“Naptown," "IndiaNoPlace," "Brickyard in a Cornfield"

“A cemetery with lights that came alive for one day a year.”

– Kurt Vonnegut

“Every city struggles to establish an identity, a negative identity or lack of identity makes it difficult to keep a city moving forward.”

-Allison Melangton
INDIANAPOLIS SPORTS STRATEGY

Uni-Gov

“Indianapolis wanted a heart; wanted activity right there at the heart of the city”
- Richard Luger

Sports Strategy

Amateur
- 1969: Tax Code
- 1978: Amateur Sports Act (ASA)

Professional
- 1972: Market Square Arena & the Pacers
- 1984: Hoosier Dome & the Colts

International
- 2014: World Sports Park (rumored)
SPORTS STRATEGY GOALS

- Niche Market
- Downtown Redevelopment
- New Image

“India-No-Place”

“India-Show-Place”
SPORTS STRATEGY – KEY PLAYERS & CORPS.

Richard Luger  Bill Hudnut  Ted Boehm  Jim Morris  Greg Ballard

Indiana Sports Corp

Lilly Endowment
## INTERVIEWEES INFORMATION

<table>
<thead>
<tr>
<th>Male</th>
<th>90%</th>
</tr>
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<tbody>
<tr>
<td>Female</td>
<td>10%</td>
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<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Position</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Greg Ballard</td>
<td>Mayor</td>
<td>City of Indianapolis</td>
</tr>
<tr>
<td>Ted Boehm</td>
<td>Chairman and CEO</td>
<td>Pan American Games Organizing Committee, First President of Indiana Sports Corporation</td>
</tr>
<tr>
<td>Jeff Jarnecke</td>
<td>Associate Director of Championships</td>
<td>NCAA</td>
</tr>
<tr>
<td>David Ladd</td>
<td>City Ambassador</td>
<td>Indianapolis World Sports Park</td>
</tr>
<tr>
<td>Tom McClimon</td>
<td>Managing Director</td>
<td>U.S. Conference of Mayors</td>
</tr>
<tr>
<td>Allison Melangton</td>
<td>President</td>
<td>Indiana Sports Corporation, 2012 Super Bowl Host Committee</td>
</tr>
<tr>
<td>Jim Morris</td>
<td>President</td>
<td>Pacers Sports and Entertainment</td>
</tr>
<tr>
<td>Peter Rosenberger</td>
<td>VP of Corporate Division</td>
<td>Premiere Global Sports</td>
</tr>
<tr>
<td>Pete Ward</td>
<td>Chief Operating Officer</td>
<td>Indianapolis Colts</td>
</tr>
<tr>
<td>Tom Weisenbach</td>
<td>Executive Director</td>
<td>Indianapolis Motor Sports Association</td>
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<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Professional Sports</td>
<td>20%</td>
</tr>
<tr>
<td>Amateur Sports</td>
<td>10%</td>
</tr>
<tr>
<td>Motor Sports</td>
<td>10%</td>
</tr>
<tr>
<td>Sports Corp/ Governing Bodies</td>
<td>40%</td>
</tr>
<tr>
<td>Other</td>
<td>20%</td>
</tr>
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</table>
SPORTS STRATEGY – BEST PRACTICES

1. Sports Corp
2. Public investment in infrastructure
3. Commitment to build downtown
4. Centrality - Accessibility
5. Establish a strong volunteer base
INDIANA SPORTS CORPORATION

• **Mission:** To promote Indiana as an attractive place to live, work and visit through sports and sporting events that bring national and international attention to the area.

• First sports commission in the U.S.

• Tasked with researching and attracting top sporting events and businesses to Indianapolis

• Since 1979, hosted over 400 national and international sporting events, including 17 U.S. Olympic team trials and 55 NCAA Championship events, with an economic impact over $2 billion dollars
EARLY PUBLIC INVESTMENT IN INFRASTRUCTURE

Market Square Arena-1974
Children's Museum-1976
IU Track and Field Stadium-1982
IU Natatorium-1982
Velodrome-1982
RCA Dome-1984
Pan Am Plaza-1987
Zoo-1988

Source: Department of Metropolitan Development, City of Indianapolis; Center for Urban Policy and Environment, School of Public and Environmental Affairs, Indiana University, Indianapolis
CONSECO FIELDHOUSE

Source of Funding in Millions

- Opened in 1999
- Cost: $183 Million
- 74% Publically Funded
  - City: $79 Million
  - State: $57 Million
  - Private: $47 Million

PRIVATE 26%
CITY 43%
STATE 31%
LUCAS OIL STADIUM

Source of Funding in Millions

- City 87%
- Private 13%

- Opened in 2008
- Cost: $720 Million
  - $626 Million from public funding
- Critical to secure Super Bowl XLVI bid
- Host site of NCAA and Big Ten Championships
- Connected to Convention Center
- Project doubled size of Convention Center
MAP OF STADIUMS/ARENAS

Legend:

A – Lucas Oil Stadium
B – Bankers Life Fieldhouse
C – Hoosier Dome
D – Indiana Convention Center
E – IU Natatorium
F – Indianapolis Motor Speedway
G – Indianapolis Tennis Center
H – Pepsi Coliseum
I – Major Taylor Velodrome Park
J – IU Track & Soccer Stadium
K – Indianapolis Tennis Center
L – Hinkle Fieldhouse
M – Lucas Oil Raceway
DOWNTOWN CENTRALITY
TRANSPORTATION

Hotel  Line #  Bus Station  Connecting Lines

[Map showing transportation options and bus stations in Indianapolis]
VOLUNTEERISM

Number of Volunteers

Volunteer Hours Per Resident

Thousands

Year

Year

Avg. Hours Served in a Year

Indianapolis

U.S.

2005 2006 2007 2008 2009

2005 2006 2007 2008 2009
AMATEUR SPORTS CAPITAL

From 1979 through 1991:
- 330 sporting events
- 4.53 million spectators
- 215,000 participants
- $1.05 billion in the local economy

Over 24 sports-related organizations headquarters
ECONOMIC IMPACT OF SPORTS

Key Motor Sporting Events
• Indianapolis 500: $336.6 MM
• Brickyard 400: $219.5 MM
• US Grand Prix: $170.8 MM

Key Amateur Sporting Events
• NCAA Men’s Final Four: $33.3 MM
• Big Ten Men’s & Women’s Basketball Championships: $10 MM
• NCAA Headquarters: $50 MM annually

Key Professional Sporting Events
• Indianapolis Colts: $44 MM
• Indiana Pacers: $35 MM
• Indiana Ice: $5 MM

Total Estimated Economic Impact of Sports (2006): $1.1 billion
IMPACT OF SUPER BOWL XLVI

“People felt different about living in the city after the Super Bowl. Residents feel like they live in a great place that does tremendous things.”

Allison Melangton
President/CEO Indianapolis Host Committee

- Estimated 116,000 visitors
- Showcased city on the international stage

“Indianapolis delivered for the Super Bowl which is the biggest major event there is outside of the Olympics. The fact that this small city pulled it off was impressive.”

Peter Rosenberger
VP-Premier Global Sports/ Super Bowl Attendee
### Super Bowl XLVI Bottom Line

<table>
<thead>
<tr>
<th>For the Indianapolis MSA:</th>
<th>Super Bowl XLVI Gross Contribution</th>
<th>Displaced Tourism Offset</th>
<th>Super Bowl XLVI Net Incremental Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Gross Spending</strong></td>
<td>$384.1</td>
<td>($46.9)</td>
<td>$337.2</td>
</tr>
<tr>
<td><strong>Total Outside Spending</strong></td>
<td>$342.1</td>
<td>($46.9)</td>
<td>$295.2</td>
</tr>
<tr>
<td><strong>Total Economic Impact:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution to GDP</td>
<td>$323.8</td>
<td>($45.8)</td>
<td>$277.9</td>
</tr>
<tr>
<td>Direct Impact</td>
<td>$175.9</td>
<td>($24.2)</td>
<td>$151.7</td>
</tr>
<tr>
<td>Indirect Impact</td>
<td>$67.3</td>
<td>($10.8)</td>
<td>$56.5</td>
</tr>
<tr>
<td>Induced Impact</td>
<td>$80.6</td>
<td>($10.8)</td>
<td>$69.8</td>
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<tr>
<td>Jobs Supported (# FTEs)</td>
<td>5,536</td>
<td>(847)</td>
<td>4,689</td>
</tr>
<tr>
<td>Contribution to Area Payrolls</td>
<td>$203.2</td>
<td>($26.9)</td>
<td>$176.3</td>
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<tr>
<td><strong>Total Tax Receipts</strong></td>
<td></td>
<td></td>
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<tr>
<td>Federal</td>
<td>$42.7</td>
<td>($5.9)</td>
<td>$36.8</td>
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<tr>
<td>State</td>
<td>$24.9</td>
<td>($3.2)</td>
<td>$21.7</td>
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<tr>
<td>Local</td>
<td>$21.0</td>
<td>($2.8)</td>
<td>$18.2</td>
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<tr>
<td>Value of Earned and Unearned Media Exposure</td>
<td>$8.4</td>
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Source: Rockport Analytics, Vocus  
FTEs=Full Time Equivalents
<table>
<thead>
<tr>
<th>Category</th>
<th>Super Bowl XLVI Spending (in thousands)</th>
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</thead>
<tbody>
<tr>
<td>Retail &amp; Shopping</td>
<td>$63,854</td>
</tr>
<tr>
<td>Hotel</td>
<td>$63,084</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>$51,769</td>
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<tr>
<td>Rental Car &amp; Commercial Vehicle</td>
<td>$28,130</td>
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<td>Entertainment</td>
<td>$26,908</td>
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<td>Other Ground Transportation</td>
<td>$15,470</td>
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<tr>
<td>Other</td>
<td>$14,787</td>
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<tr>
<td>Total Attendee/Visitor Spending</td>
<td>$264,003</td>
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Source: Rockport Analytics
RECOMMENDATIONS - INDIANAPOLIS

- Recommendations:
  - Development of World Sports Park with emphasis on International Events
  - Additional Public Transit
  - Facility Maximization
    - Winter Sports
RECOMMENDATIONS – OTHER CITIES

1. Create an organization that is dedicated to the identification, solicitation, and hosting of sporting events
2. Venue Accessibility (concept of centrality)
3. Identify doable projects
4. Recruit people with the necessary skills
CONCLUSION

- Successful strategy to use sports as an economic development tool
- 79% increase in annual visitors since 1994
- 8 million downtown visitors since 1994
- Since 2000, over 150 restaurants have opened downtown
- Over 20,000 residents live in the downtown area
- Forbes ranked as a Best New Boom Towns in the U.S. in 2011

Source:
http://www.indydt.com/revitalizationbackgrounder.cfm?&lm=dlb&printable=1
“...you can share the delight...in this crossroads city for the almost breathtaking, tangible success of a revitalization program the likes of which most other older cities are lucky to get to the blueprint stage.”
THANK YOU
“HAVE A SUPER DAY”

QUESTIONS/COMMENTS