

Oneonta Sport Tourism

Prepared for: Otsego County Tourism



**by: the Greater Oneonta Economic
Development Council**



PREFACE: Over the past 30 years, the Greater Oneonta Community has seen a gradual decline in its overall economic vibrancy. While significant public and private investments have been made over this period in the local area, the community has nonetheless experienced declines in population, tax base, school enrollments and has demonstrated an inability to sustain many of its quality of life assets to include a globally significant sport center, a minor league baseball franchise, a parochial and public school closed, evidence of deteriorating neighborhoods and large amounts of empty retail space in both the City and Town.

However, there are promising signs that the decline has bottomed-out and that there is momentum heading in the right direction which may project positive steps towards the revitalization of the Community. That said, the area continues to have relatively high unemployment, median household incomes substantially below the National average and other negative economic factors. Most sons and daughters of Oneonta families, upon graduating from high school and college, leave Oneonta for career opportunities, elsewhere. Additionally, recent studies reveal that few graduates of Oneonta State and Hartwick College view Oneonta as the place they plan to locate.

Job opportunity or the lack thereof seems to be the overall cause of the migration out. With limited job opportunities and depressed income levels, the consumer power of our regional population appears at best, static.

GO-EDC, the organization that prepared the Oneonta Sports' Tourism Plan, feels that by scheduling and promoting a year round slate of regionally significant sports events, that the Greater Oneonta Area can rapidly grow as Otsego County's "Commerce-Hospitality Hub," attracting out of market event participants with significant levels of disposable income, immediately stimulating the Oneonta economy and that of the surrounding area. **GO-EDC** believes that once established, Oneonta Sports' Tourism can promote both direct and indirect job growth, as well new capital towards expanding the development of new sport and allied commercial enterprises.

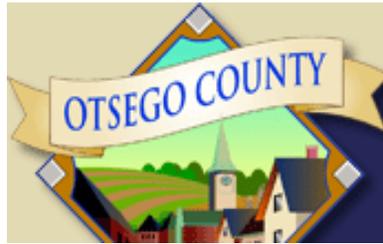
To follow is the plan for Oneonta Sports' Tourism to be presented to Otsego County Tourism and Otsego County Board of Representatives defining ***a plan to spur the growth of tourism in and for Otsego County.***

*See Oneonta Daily Star, 3/15/13

<http://thedailystar.com/localnews/x1121359358/Census-Schoharie-had-steepest-drop/print>

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Building Sport Tourism

Title: Oneonta Sports' Tourism/A Major Sport Travel Destination

Facts: With Cooperstown, one of America's most recognized travel attractions less than 25 miles away, Oneonta is uniquely positioned to be the key and perhaps the only driver towards growing the tourism-hospitality industry, not only for Oneonta but also for Cooperstown and Otsego County.



The **Oneonta Sports' Tourism** idea centers around forming a Greater Oneonta Sports Commission [*for now let's call it the "Greater Oneonta Sports' Boosters;" GOSB*]. This new entity would essentially be a confederation of Oneonta based organizations and businesses that currently offer sport and recreational programs in the community. Picture a wheel, with a hub being the **GOSB**, the spokes being the member groups. No member group would assume any liability or fiduciary responsibility for **GOSB**. **GOSB** would essentially be a clearinghouse and support organization for member event organizations and groups.

A]. Possible mission statement:

Greater Oneonta Sports' Boosters; GOSB is to promote the Greater Oneonta area as a major year round sport-travel destination by growing, creating, recruiting sports events, supporting those events and organizations and encouraging community participation. These efforts are intended to result in a positive economic impact on the region and to improve the overall quality of life in the area.

B]. Functions and services of GOSB would include the recruitment of regionally significant, people intensive programs to be held in Oneonta, taking full advantage of existing state of the art sport facilities in the community. The concentration of programs would be during the shoulder months of September through May. The idea is to have a unique and creative set of scheduled programs and activities virtually on a weekend-to-weekend basis throughout the prime program season, with a concentration of attracting out of market customers to Oneonta.

Additional **GOSB** services on behalf of its member groups and organizations are as follows:

- The recruitment of regionally significant, people intensive programs, to be held within the Greater Oneonta Community
- Team and participant recruitment for high impact travel generating events
- Event management support
- Central event marketing and administrative coordination
- Publishing and promoting an annual sports event's calendar
- Sponsorship solicitation
- Solicitation of public grants for both **GOSB** and its members
- Implement a strategy to share visitors with County-wide attractions
- Volunteer coordination for day of game participation
- Lodging coordination
- Ground travel coordination for event participants.
- Allied support and advocacy in the area of new facility planning and development

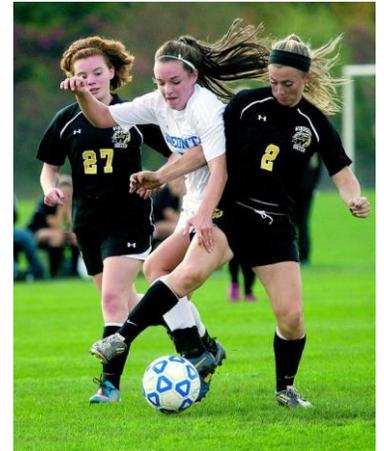
C]. Oneonta based sport organizations and groups that should be participants as program partners:

- The Oneonta Boys and Girls Club
- The Oneonta Family YMCA
- The 6th Ward Athletic Association
- The Oneonta Tennis Club
- Health-Links at Oneonta-other fitness organizations
- Southside Holiday Bowl
- Oneonta State Athletics
- Oneonta Soccer Club
- Hartwick College Athletics
- The Pit Run
- Oneonta Stallions
- Oneonta Country Club and other Oneonta golf centers
- Oneonta Little League
- Pee Wee Football
- City of Oneonta Recreation
- Oneonta Outlaws and other minor league or semi professional sports
- Local sports camps
- Interskate 88
- Local sport wholesalers and retailers
- Oneonta Rotary Club and other service organizations that sponsor local sports events
- Others



D]. Local sport facilities: It should be noted that the Greater Oneonta Area is blessed with a large number of quality sport facilities, whereby most if not all have available program dates in order to fulfill a new, comprehensive schedule of year round programs. An inventory of those facilities includes:

- City of Oneonta softball, baseball fields, tennis courts, basketball courts and swimming pool and other outdoor amenities and one indoor center.
- Oneonta colleges have a wide assortment of indoor and outdoor state of the art sport and sport training facilities.
- Oneonta public schools have programmable indoor and outdoor sport settings; 1 lighted football stadium [natural turf], 1 baseball field, 1 softball field, 1 soccer field, 2 gymnasiums, 1 swimming pool.
- The Wright Soccer Campus; 4 state of the art multi purpose, natural turf sport fields that could be adaptable to soccer, lacrosse, field hockey and others.
- Oneonta YMCA; 2 gymnasiums, exercise areas, 1 swimming pool, paddle ball courts
- Town of Oneonta Parks and outdoor facilities
- 6th Ward Booster's Club playground; open space adaptable to field sports
- Oneonta Boys and Girls Club; 2 gymnasiums, exercise rooms, archery range boxing rings
- Others to be added as they are received!





E]. Here are the numbers and listing of projected sport tourism programs that could be part of “*The Best of New York Sports Series*” by 2017.

- 3 – softball tournaments [2 youth girls’ and 1 adult women’s]
- 2 – baseball tournaments [1 youth boys’ and 1 adult men’s]
- 4 – basketball tournaments [2 youth each for boys’ and girls’]
- 4 – soccer tournaments [3 youth boys and girls and 1 adult men’s and women’s]
- 3 – volleyball [2 youth and 1 adult]
- 2 – boxing
- 2 – youth wrestling tournaments
- 2 – archery
- Oneonta Roller Derby [year round programming]
- 3 – swimming meets [2 youth and 1 adult]
- 1 – annual team sports fair and tradeshow
- 1 – youth golf tournament
- 1 – disc golf tournament
- 2 – tennis tournaments
- 1 – youth bowling tournament
- Others such as running road races, cycling, horseshoes, bocci, croquet, shuffleboard
- 1 – annual outdoor sportsman’s’ show

F]. Optimum-programming times: When are the best times of the year to produce new and expanded people intensive events? **GOSB** organizers believe that some level of event programming, targeted to a regional audience, should be on the books 30+ weeks per year. Simultaneously, every effort also needs to be made to fill-in the traditionally slowest business periods during the calendar year. Surprisingly, experts in the local hospitality field have indicated that the most powerful summer season has, in fact, shrunk and that the first two weeks of June and the last two weeks of August, that hotel, motor inn occupancy has fallen off quite dramatically, offering optimum dates for new programs. Other slow business periods for local lodging include the last week of April, all of November through New Year.

G]. Geographic assets:

There are 150 million people within a gas tank's drive of Oneonta. Oneonta is also central to New York State, approximately midway between western NY and Metro NY/Long Island. The community is central to the geographic footprint of the New England/Mid Atlantic sport regions, too. That feature essentially places Oneonta in the center of both state and regional sport association that represent national sport governing bodies; namely, NY West and Eastern NY soccer, ASA Softball's line that separates western NY and downstate NY runs through the areas, as do the AAU state sport territories.



HJ. ***“The Best of New York Sports Series;” Oneonta Event Calendar***
* *where quality, fun sport things happen!*

January: 1st Weekend/Ross Cordell-Rotary Wrestling Tournament at the Oneonta High School.

January: 1st Weekend/Reg. #1 Silver Glove Boxing Tournament at the Oneonta Boys and Girls Club

March: NY Field Archery Competition at the Oneonta Boys and Girls Club

April: *Suggested Men’s Collegiate Baseball Tournament/late April*

April: The SADD Run; a family-oriented event with a health fair featuring many exhibits

May: **Hoosier Classic Boys Basketball at the Oneonta Boys and Girls Club and other venues**

May: AAU Girls Basketball at Boys and Girls Club and other venues

May: *Suggested Youth Soccer Tournament*

May: *Suggested Women’s Collegiate Softball Tournament*

May **188 Challenge soccer tournament/Oneonta Soccer Club**



June - Aug: Oneonta “Stallions” Football/5 regular season home games played at Hartwick College.

June – Aug: Oneonta “Outlaws” Baseball/32 regular season home games played at Oneonta’s Damaschke Field.

June: *Suggested Girls Softball Tournament*

June: Cooperstown All Star Village Baseball Camp; sports camps at Oneonta State, Hartwick College and softball



July: *Suggested Adult Softball Tournament*

July: **Oneonta American Legion Green Wave Classic Baseball Tournament (boys ages 16-19)**

July: YMCA/Outlaws 5K Race

August: *Suggested Adult Soccer Tournament*

August: *Suggested Boys Baseball Tournament*

September:	2nd Sunday; “Lower Deck 5K Race”
September:	Oneonta Mayor’s Cup Soccer Tournament/Collegiate Men and Women/played at Hartwick College and Oneonta State
September/ October	Adult Flag Football Tournament organized by the Oneonta Stallion’s Amateur Football Club: [2 weekends; last weekend of September, first weekend in October]
October-May:	Oneonta Derailing Darlings Women’s Roller Derby-4 home contests held at Interskate 88, Southside, Oneonta
October:	1st Saturday/OHS Alumni Weekend 1st Sunday/The Pit Run
November:	Anthony C. Drago Boys and Girls High School Basketball Tournament played at Oneonta High School/16 teams
December:	the 31st Frostbite 5K Run

- **Confirmed 2014 Sports Tourism events are in dark blue; others expected to join the effort before year’s end**

I]. Economic impact: It is commonly understood that economic prosperity through tourism rests in the ability of an area to attract, and then retain visitors over extended periods. The typical family of four will spend over \$350 for every overnight stay in a particular market. Currently, the vast majority of visitors, primarily lured to Otsego County by the attractions of Cooperstown, are one day in nature, meaning that a like percentage of travel money spent is spent elsewhere. Herkimer County immediately to the north of Otsego is currently producing the second highest sales tax revenue in the region, suggesting perhaps that after Cooperstown, visitors find their lodging there. So we have an existing condition where Otsego County is blessed with having premier popular attractions, yet failing to maximize on the overall benefits in expanded travel revenue and allied public taxes.

Should Oneonta succeed in forming a sports' commission, it would not be unreasonable to have a dynamic year round agenda of sport programs within 5 years; showing steady and incremental growth in the lead-up years. When fully in place, those year round sport programs would be expected to attract 800 to 1000 new out of market customers each weekend; not to mention the local capacity to handle more mid week business, too. If we assume all of those customers to be exclusively families of four, that would conservatively add \$70,000 to nearly \$90,000 each weekend in new travel revenue in the Greater Oneonta Community, resulting from expanded overnight stays; spinning off increased sales tax revenues of \$5600 to \$7200 per weekend and a significant up-tic in bed tax revenue, too.

The **Oneonta Sports' Tourism** idea establishes the Greater Oneonta Area as the hospitality hub community for the entire Central New York State Area where visitors can engage in booking multi-day stays here and then making day trips to key attractions throughout the region. The concept would seem to provide the main ingredient, the impetus behind also growing admission at all of the individual attractions in Cooperstown; ***it's a plan to spur the growth of tourism in and for Otsego County.***

Growing the travel business of Oneonta would likewise be the best advancement for increasing the travel business for Cooperstown, complimenting expanded admissions at Cooperstown multiple attractions, thereby benefiting the overall economy of Otsego County. ***It must be noted that Sport Tourism will inspire significant increased lodging demand from September through May and could lead to expanded lodging inventory in Oneonta. That being the case, if Oneonta were able to retain 400 more people per night during the peak summer months, there would be an increase of travel income in the Greater Oneonta Area of \$30,000 per evening, generating \$1200 per evening in County sales tax receipts. Over a period of 105 summer days, summer travel receipts would grow by \$3.15 million and yield \$126,000 in new County sales tax.***

Of the confirmed Sport Tourism programs to date, with the support of an Oneonta Sports' Commission, it is projected that event participation will double with out of market participant involvement by 2016. There will be moderate growth in 2014 with significant enhancement in 2015. The initial events combined in year #1 could bring in over 2400+ participants in 2014, translating into almost 5000 participants by 2016. It is commonly understood, that conservatively one additional person will visit Oneonta with each active participant; that's around 10,000 total people involved from just the original events in 2016. Let's assume 50% of all people are commuter with the remaining 50% out of market. That's 5,000 out of market people requiring multi day stays of 1.5 overnight stays per person. That would result in nearly 7500 room-stays, \$500,000 in direct spending from out of market visitors and an estimated \$200,000 from commuter participants. The total of \$700,000 in direct travel revenue would yield \$56,000 in County Sales Tax revenue [\$15,000 County share], another

estimated \$15,000 in lodging tax revenue. It is expected that other locally managed sports events will be added in each year moving forward with likely a total of 20 events in 2016. That will produce significant growth in participation, direct travel spending and proportionate growth in allied local consumer taxes.

**** Projected increase in combined sales and lodging tax revenues resulting from “Oneonta Sports’ Tourism” through year #1 events is estimated at \$24,000**

JJ. Market Competition and/or local negatives; see testimony that follows:

Albert,

3/19/12

Attached is the completed questionnaire. I've cc'd some various members of our organization who are in charge of hosting events in your region. Like I said, the #1 asset the sports commission could serve for us would be helping us to secure facilities to use. If that were the case we could probably host 2-5 events in Oneonta per year.

Sandy Sanderson
CollClubSports
412/321-8440X100
412/321-4088



Albert,

3/21/12

Great idea! Sports commissions are very successful throughout the country. It's fantastic to see Oneonta stepping-up to take on this idea.

Attached is a list of sanctioned ASA tournaments for this season, so far. It may appear there are many tournaments with no openings but it's been the opposite actually. Many of the tournaments you see listed are already full. There are over 4,000 youth teams in New York State. They want to play and will travel to do so. You can play almost any weekend without worry. It is a short season. With high school playing until the first week of June, there are basically 3 months to play, and then school starts back.

If New York State ASA can assist you in anyway, please do not hesitate to ask.

Bob

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On Wednesday, March 28, 2012, I spoke with Cathy O'Brien who manages the Eastern NY Youth Soccer Association to assess our soccer region's views on expanded programs in Oneonta. The phone call followed an earlier email in which I explained what is being considered here. She said ENYSSA would gladly sanction events put forth by the Oneonta Soccer Club. She didn't see where there would be any competition for teams with established programs already in place in ENYSSA. She said the sanction would provide OSC program links to their website and promoted to travel teams, club and premier, not only throughout the region but across the Country. She was very aware of the great fields up here and thought OSC should look into hosting ENYSSA championship events to include the State Cup.



Note: The Oneonta Area lacks off-field entertainment opportunities. The traveling public prefers to go to events where host communities possess strong and diversified entertainment options. Perhaps value added facilities and programs could be created and accessed at Hartwick College, Oneonta State, Municipal Parks and at private facilities such as training centers, indoor tennis, bowling, roller-skating and others.

K]. Member financial investment in sport tourism programs

Those promoting sports tourism events, member groups could easily expect to spend a combined \$200,000 to sustain scheduled programs in year #1, most of those expenses offset by anticipated team and individual user fees. Those event program numbers will likely double in year #2 and a doubling again in year #3 to over \$800,000. Additional event program costs can be expected each year towards maintenance, new equipment and extended personnel costs offset by volunteer involvement, directly incurred by individual program organizers.

L].Sports' Commission Budget for 2014; plus projections for 2015 and 2016

BUDGET DEFINITIONS and RELATED TERMS

- **Annual service charge to maintain and update website**
- **Convention/tradeshow fees are entry fees to attend tradeshow**
- **Travel applies to ground travel to and from tradeshow destinations**
- **Part-time seasonal staff; deployed to serve commission at tradeshow**
- **Event organizers pro rata incentives provided to event organizers based on the number of out of market participants drawn to locally held events**
- **Equipment and supplies to support event organizers would be awarded as matching payments to event organizers to help purchase/lease equipment to help facilitate events, those with promise of luring out of market event participants**
- **Regional media advertising in assorted media to back-up scheduled events to help in both participant recruitment and/or fan interest towards spectator programs.**
- **Event organizers surcharge is a nominal fee incorporated into the event user fee to be supplied to the commission to support its ongoing services to events**
- **Lodging room rebate negotiated with participating hotels, motor inns and motels, generated from a modest room surcharge over room charges provided back to the commission as incentive based on validated room stays resulting from official sport tourism events.**
- **Sponsorship receipts resulting from creative sponsorship initiatives as seen in section [M]; sample future sponsorship concept**
- **Private grants and gifts; unrestricted funds provided by local individuals and foundations.**

Sports' Commission Budget for 2014

Expenses

*	Personnel Services/Sub-contracted part-time and seasonal	\$55,000
*	Virtual website	2,750
*	Tradeshow exhibit display	2,150
*	Convention/tradeshow fees [5 events]	2,500
*	Travel to and from tradeshow [5 events]	1,800
*	Office equipment and supplies	1,500
*	Office space [provided in-kind]	-----
*	Event organizers pro rata incentives	-----
*	Equipment and supplies to support event organizers	10,000
**	Total expenses	\$75,700

Income

*	Otsego County Bed Tax	\$70,700
*	Event organizers surcharge	-----
*	Lodging room rebate [based on room stays]	-----
*	Sponsorship	2,000
*	Private gifts and grants	3,000
*	City of Oneonta	-----
*	Town of Oneonta	-----
**	Total income	\$75,700

Sports' Commission Budget for 2015:

Expenses

*	Personnel Services/Sub-contracted part-time and seasonal	\$60,000
*	Website upgrades and maintenance	2,000
*	Convention/tradeshow fees [7 events]	3,500
*	Travel to and from tradeshow [7 events]	2,800
*	Office equipment and supplies	1,500
*	Office space [provided in-kind]	-----
*	Event organizers pro rata incentives	-----
*	Equipment and supplies to support event organizers	10,000
**	Total expenses	\$79,800

Income

*	Otsego County Bed Tax	\$54,800
*	Event organizers surcharge	2,000
*	Lodging room rebate [based on room stays]	3,000
*	Sponsorship	12,000
*	Private gifts and grants	3,000
*	City of Oneonta	2,500
*	Town of Oneonta	2,500
**	Total income	\$79,800

Sports' Commission Budget for 2016:

Expenses

*	Personnel Services/ Sub-contracted part-time and seasonal	\$65,000
*	Website maintenance	1,500
*	Convention/tradeshows fees [7 events]	3,500
*	Travel to and from tradeshows [7 events]	2,800
*	Office equipment and supplies	2,500
*	Office space [provided in-kind]	-----
*	Event organizers pro rata incentives	30,000
*	<u>Equipment and supplies to support event organizers</u>	<u>15,000</u>
**	Total expenses	\$120,300

Income

*	<i>Otsego County Bed Tax</i>	\$44,300
*	Event organizers surcharge	8,000
*	Lodging room rebate [based on room stays]	12,000
*	Sponsorship	30,000
*	Private gifts and grants	20,000
*	City of Oneonta	3,000
*	Town of Oneonta	3,000
**	Total income	\$120,300

** **Otsego County Bed Tax funds will be critical towards both launching and then sustaining Oneonta Sports' Tourism into the foreseeable future.**

Notes:

- These budgetary projections do not reflect the marquee value contained in establishing and operating a sports' commission with allied events
- Impact and increases in tax revenues do not reflect the in market turn-over effect.
- It is difficult to estimate capital construction costs towards Oneonta and Otsego County based facility development required to meet increasing demand for sport and hospitality services
- It is equally difficult to ascertain the influences of expanded tourism on other local economic development sector

M]. Sample Future Sponsorship Concept

Title Sponsor

Presenting Sponsor

Individual event sponsor

Official Sponsor Categories

Super Market	Car Rental
Dairy Products	Real Estate
Cable Media Partner	Phone/Cell Phone Service
Bank	Restaurant/Fast Food
Developer	Snack Food/Candy
HealthCare Provider	Film/Photography
Headquarters Motor Inn	Insurance
Sport Product Supplier	Entertainment
Turf products	Housing Service
Turf equipment	Sport Publication
Product Retailers	Fuel/Convenience Store
Soft Drink/Soda	Print Media Partner
Nutritional brand products	Radio Media Partner
Automobile	other

Official and Exclusive Benefits to Sponsors

- *To support sponsors own advertising and promotional objectives*
- *Title sponsor of series and individual component events*
- *Corporate name and logo on all promotional print materials to include: letterhead, press release forms, posters and others*
- *Print advertising [via media partners]*
- *Full page advertisement in all official event programs*
- *Reference in television and radio advertising [via media partners]*
- *Recognition through the sport commission and allied event partner websites*
- *Corporate field signs [3'h x 20'l] at all related events*
- *Name and logo on all apparel related, those pertaining to level of event sponsorship*
- *Cross marketing, cross programming and cross promotional opportunities with non-competing exclusive sponsors*
- *Corporate promotional items displayed and sampled at program site with an option of on site sales*
- *Unparalleled product marketing a variety of youth and adult sport coaches and leaders through direct mail, electronic communications and through tradeshow at state and national workshops*

N]. Conclusion: It is believed that if the tourism industry is to grow in and for Otsego County, the key to that growth is Oneonta. For year around visitor numbers to increase, for expanded ticket sales at Cooperstown attractions, for gains in sales and lodging tax receipts, Oneonta is the essential element. Oneonta is the only community in Otsego County that can be expanded to serve as the “hospitality hub” for Otsego County and Central NY State.

It is also believed that the best way for Oneonta to assume that role as a major “hospitality hub” is for Oneonta to emerge over the course of a 5 to 10 year timeframe as a center for “sport tourism;” the hosting and conduct of participatory and spectator sports, scheduled year around, that have primarily out of market regional appeal.

The strategy is to take advantage of the wealth of state of the art sport facilities that exist throughout the community, many vastly under-utilized, to host high quality, professionally managed programs to draw a large number of active participants, and sport followers, to Oneonta, to stay in our motor inns, to eat in our restaurants, to purchase products and services in the community, thereby dramatically energizing the local economy. It’s essentially the Disney model seen replicated at area sport camps, where active participants and family/team infrastructures are drawn by locally hosted events for purely commercial purposes. All events will be sustained primarily through user fees charged to out of area participants, retail sales and eventually private brand sponsorships. The entire process, in order to achieve maximum potential, where all events are self sustaining and consistently productive is expected to take between 3 to 5 years.

It is during that 3 to 5 year period where investment seed funding will be critically needed and it is felt there is only one viable source for that funding; that coming out of Otsego County’s annual bed tax receipts. Private investors, program partners and sponsors will need to see overwhelming success in “Oneonta Sports’ Tourism” before they have the confidence to invest. For now and for the next few years, the key to making this all happen rests in the judgment of Otsego County’s government leadership. **See budget projections for 2014 through 2016.**

This plan calls for the formation of an Oneonta Sports’ Commission perhaps to be known as the **Greater Oneonta Sports Boosters [GOSB]** to be central to growing existing activities and events and over the next few years, while also attracting new ones. There are many programs already who have seen the importance of being able to link with a sports commission, where **GOSB** will be a major factor in recruiting and register teams and individual out of market participants, leading in event publicity and PR, raising funds to support the quality management of all events, to formalize and present a non-competing calendar of events, lodging coordination, to assist in negotiating facility use fees, and eventually to secure sponsorship in all “Oneonta Sports’ Tourism” events. More programs and event managers are expected to sign-on each year; the final number of sports’ tourism events likely to reach 20 in 3 to 5 years. The combined events could be packaged and branded as **“the Best of New York Sports Series.”**



Otsego County Government is encouraged to increase County Tourism's budget by \$70,700 in year #1 to seed the formation and operation of the GOSB for calendar year 2014, understanding that ongoing funding support from bed tax will be required over the long term as per the previously stated budgets for 2015 and 2016. The new sports' commission must operate in conformity within its own mission, as part of Otsego County Tourism. To insure that interconnection, it is recommended that the GOSB be overseen by a small independent advisory board of directors, as an adjunct component of the Otsego County Tourism, with members approved by the County Board of Representatives. The Mayor of the City of Oneonta and the Oneonta Town Supervisor to appoint two members each to the GOSB Board, one each from their respective governing bodies.

