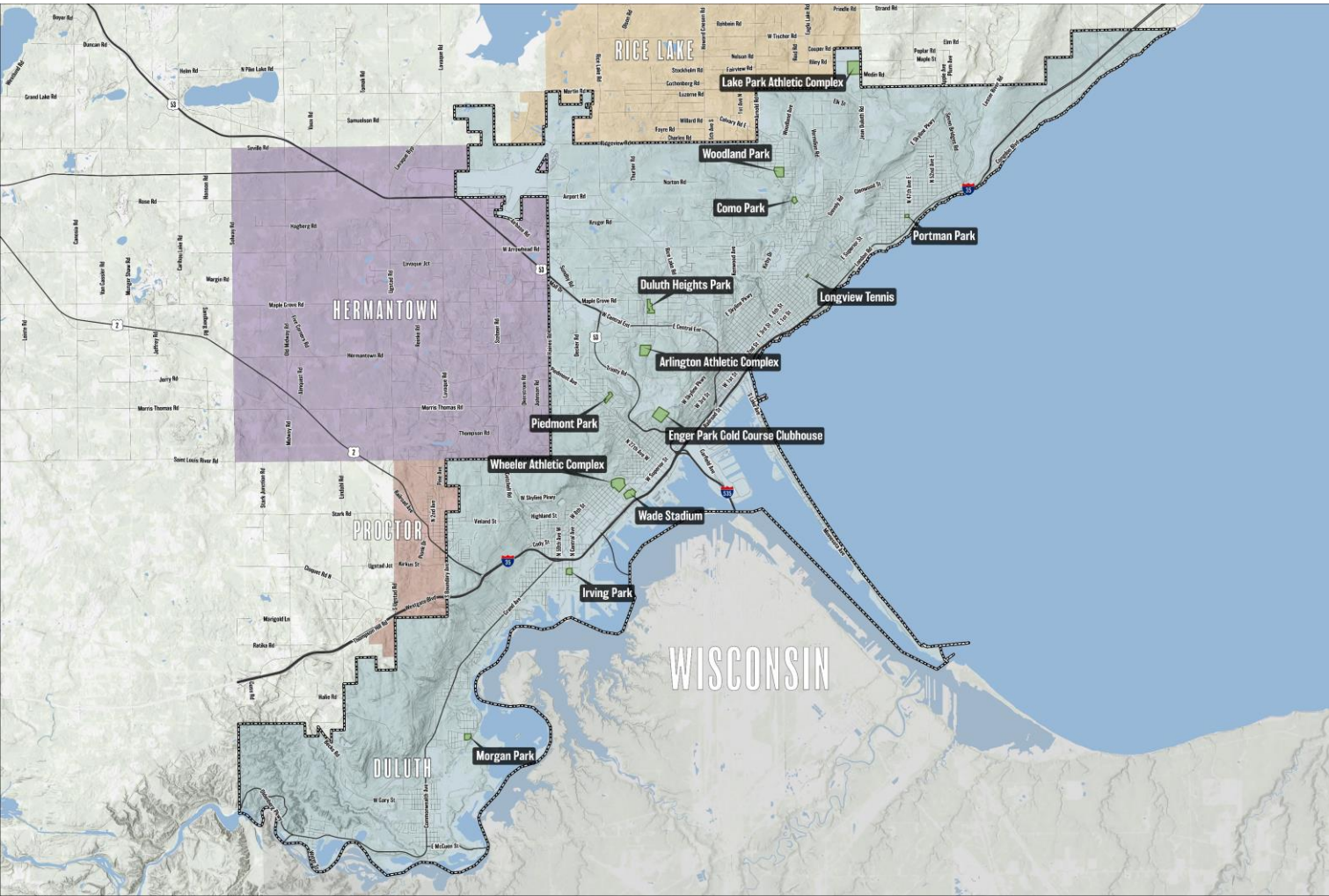


# CITY OF DULUTH

## ATHLETICS VENUES REINVESTMENT INITIATIVE

PARKS & RECREATION COMMISSION - JANUARY 15



# TEAM



**Jason Blome**

Project Manager  
Outdoor Venues Specialist



**Johnny Boyd**

Sports Architect  
Athletic Venues Specialist



**Brandon Dowling**

Market & Financial Analyst  
Sports & Entertainment Facilities



**Brad  
Rodenburg**

AIA, LEED AP BD+C, WELL AP

Sports Architect,  
Indoor Recreation Venues  
Specialist



**Molly  
Hanson**

Community Outreach  
Specialist



**Scott  
Ellison**

Ice Programming  
Specialist



**Kane  
Tewes**

AIA, ARA, LEED AP BD+C

Architect,  
Architecture Advantage



# AGENDA

1. Athletic Venue Reinvestment Initiative (AVRI) Overview
2. Community Engagement
3. Market Assessment
4. Participation Trends
5. Facility Evaluation
6. Preliminary Recommendations for Improvements

# AVRI OVERVIEW

- Reinvest in existing outdoor athletic venues
- Reinvest in 1 or 2 new or renewed indoor athletic venues
- Utilize local tourism tax that may only be spent to support sports tourism
  - \$30,000,000 Budget
- Facilities considered must already host athletic competitions or be able to host if improved

# AVRI - GUIDING PRINCIPLES

1. Sustain and increase sports tourism (legal requirement)
2. Address deferred maintenance
3. Reduce routine maintenance burdens
4. Maximize multiple use opportunities
5. Invest equitably across western, central, and eastern Duluth
6. Lower barriers to athletic participation
7. Make better use of existing City, K-12, and higher ed athletic venues through improved interagency cooperation
8. Decrease City carbon emissions



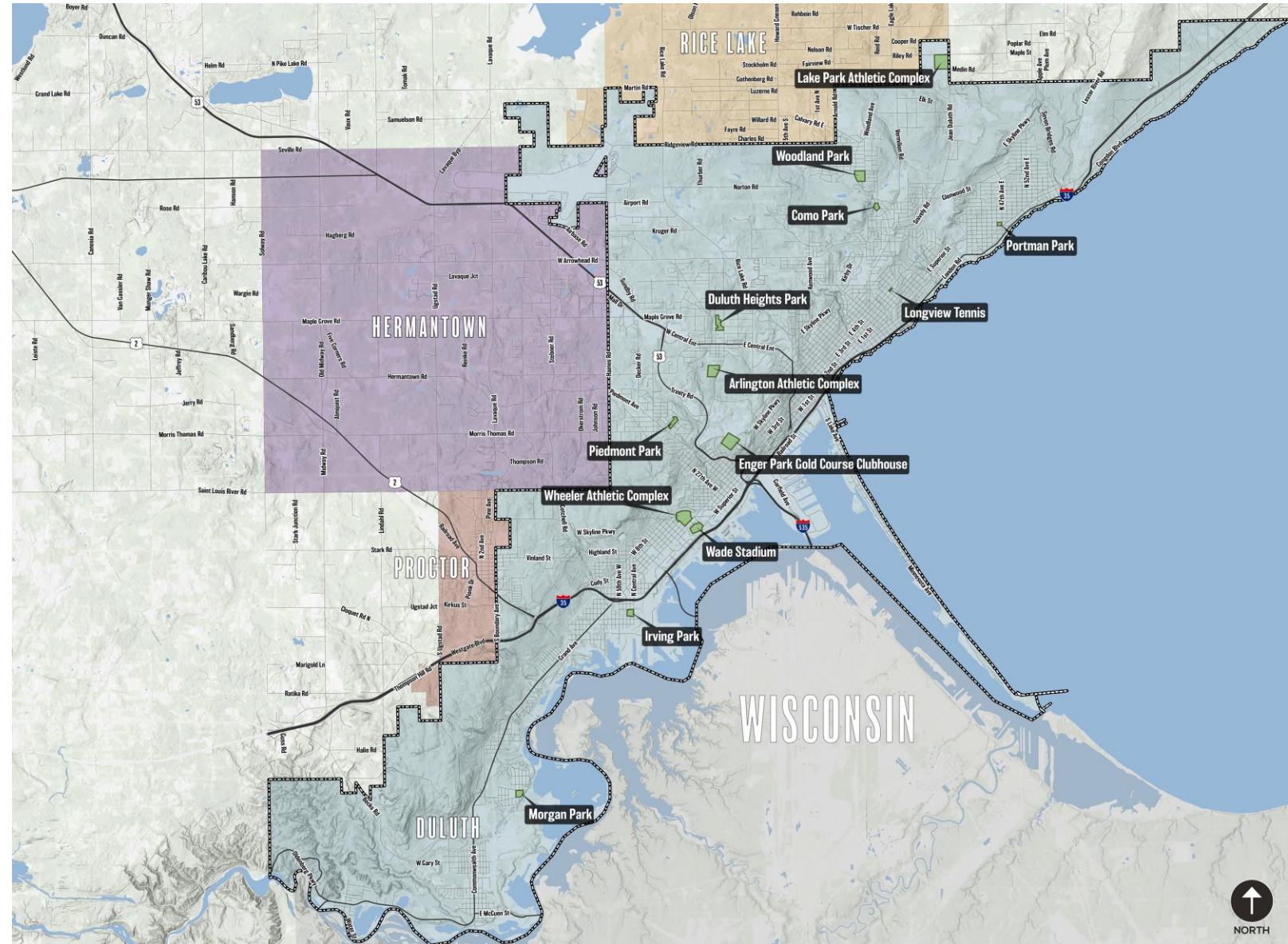
# EARLY STRATEGIC DIRECTION

1. Improve quality of life for all Duluth residents
2. Find co-investment opportunities of all types
3. Understand on-going maintenance burdens and life cycle costs
4. Drive economic development
5. Find group cohesion around a final set of projects

# Athletic Sites

THE AVRI WILL STUDY THE FOLLOWING PARKS:

- Arlington Athletic Complex
- Como Park
- Duluth Heights Park
- Enger Park Golf Course Clubhouse
- Irving Park
- Lake Park Fields Athletic Complex
- Longview Tennis
- Morgan Park
- Piedmont Park
- Portman Park
- Wade Stadium
- Wheeler Athletic Complex
- Woodland Park

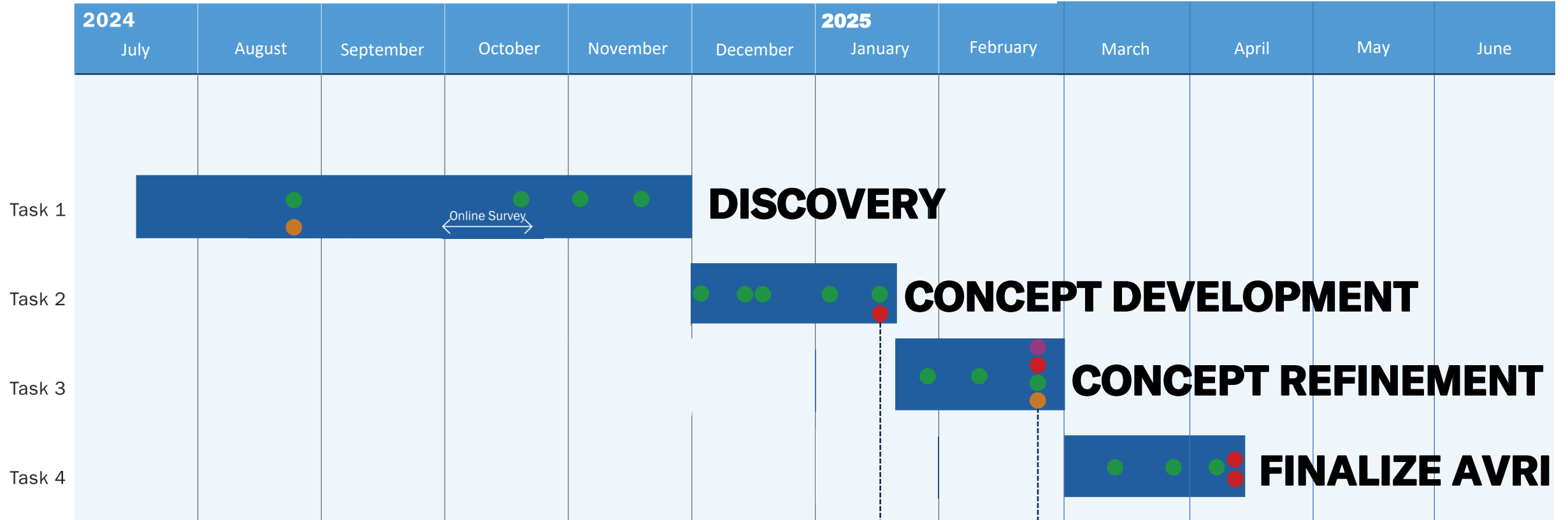


# WORK PLAN

- Task 1 – Discovery, Existing Conditions and Needs Assessment
- Task 2 – Concept Development
- Task 3 – Concept Refinement
- Task 4 – Finalize Athletic Venues Reinvestment Initiative



# AVRI SCHEDULE



- Core City Team Meeting
- Presentation to Governing Body
- Public Workshop
- Indoor Task Force Meeting

Park & Rec Commission Meeting (January 15) -----

Public Workshop #2 (Week of February 24) -----



# COMMUNITY ENGAGEMENT



# COMMUNITY ENGAGEMENT

## Engagement Methods

1. User Group Meetings
2. Public Open Houses
3. Community Wide Survey
4. User Group Questionnaire

## Goals for Engagement:

1. Confirm the AVRI vision and purpose
2. Define the greatest needs
3. Understand opportunities and challenges within Duluth's athletic venues

# USER GROUP MEETINGS

## Courts-Based Athletics

- Duluth Pickleball Association
- Stella Maris
- Rookie Basketball at Salvation Army
- Duluth Friends of Tennis
- Duluth Amateur Youth Basketball Association
- Homeres Hoopstars
- Northland Youth Basketball Alliance

## Rectangular Field Sports

- Duluth Ultimate Community
- Arrowhead Youth Soccer Association (AYSA)
- East Select Soccer
- Denfeld Junior Football
- Gitchi Gummi Soccer Club
- Duluth East Football
- Duluth Wolfpack Lacrosse

## Diamond Field Sports

- Duluth Little League
- Denfeld Softball
- Duluth East, HS Baseball
- West Duluth Little League
- Duluth Huskies
- Duluth Fastpitch
- Stella Maris Academy
- Duluth 709 Baseball
- Arrowhead Fastpitch League
- College of St. Scholastica
- Lake Park Baseball
- Marshall School
- UMD Baseball

## Indoor Task Force

- UMD
- Duluth Girls Hockey Association
- Arrowhead Youth Soccer Association (AYSA)
- City Council
- East High School
- Essentia Duluth Heritage Center
- North Shore Bank
- Duluth 709 Baseball
- American Heart Association
- Portman Hockey
- Lake Park Baseball
- Duluth Amateur Hockey Association (DAHA)
- St. Lukes Hospital
- ISD 709
- Rookie Basketball at Salvation Army

## Indoor Task Force

- College of St. Scholastica
- Duluth Area Chamber of Commerce
- Duluth Fastpitch
- Duluth Parks & Recreation Commission
- East Select Soccer
- Essential Health
- Gitchi Gummi Soccer
- Northland Sports
- St. Louis County Board of Commissioners
- US Bank
- Youth Lacrosse

## City Staff

- Parks & Rec
- Property & Facilities Management
- City Administration
- Park Maintenance

## Rink Sports

- Piedmont Hockey
- Glen Avon Hockey
- Duluth Girls Hockey Association
- Duluth Amateur Hockey Association
- Ice Breakers
- Portman Hockey
- Essentia Duluth Heritage Center
- Duluth Heights Hockey
- Lower Chester / Congdon Hockey
- Woodland Hockey



# PUBLIC OPEN HOUSES

## Public Open Houses:

- Portman Community Center
- Duluth Public Library
- Morgan Park Community Center

## Groups We Heard From:

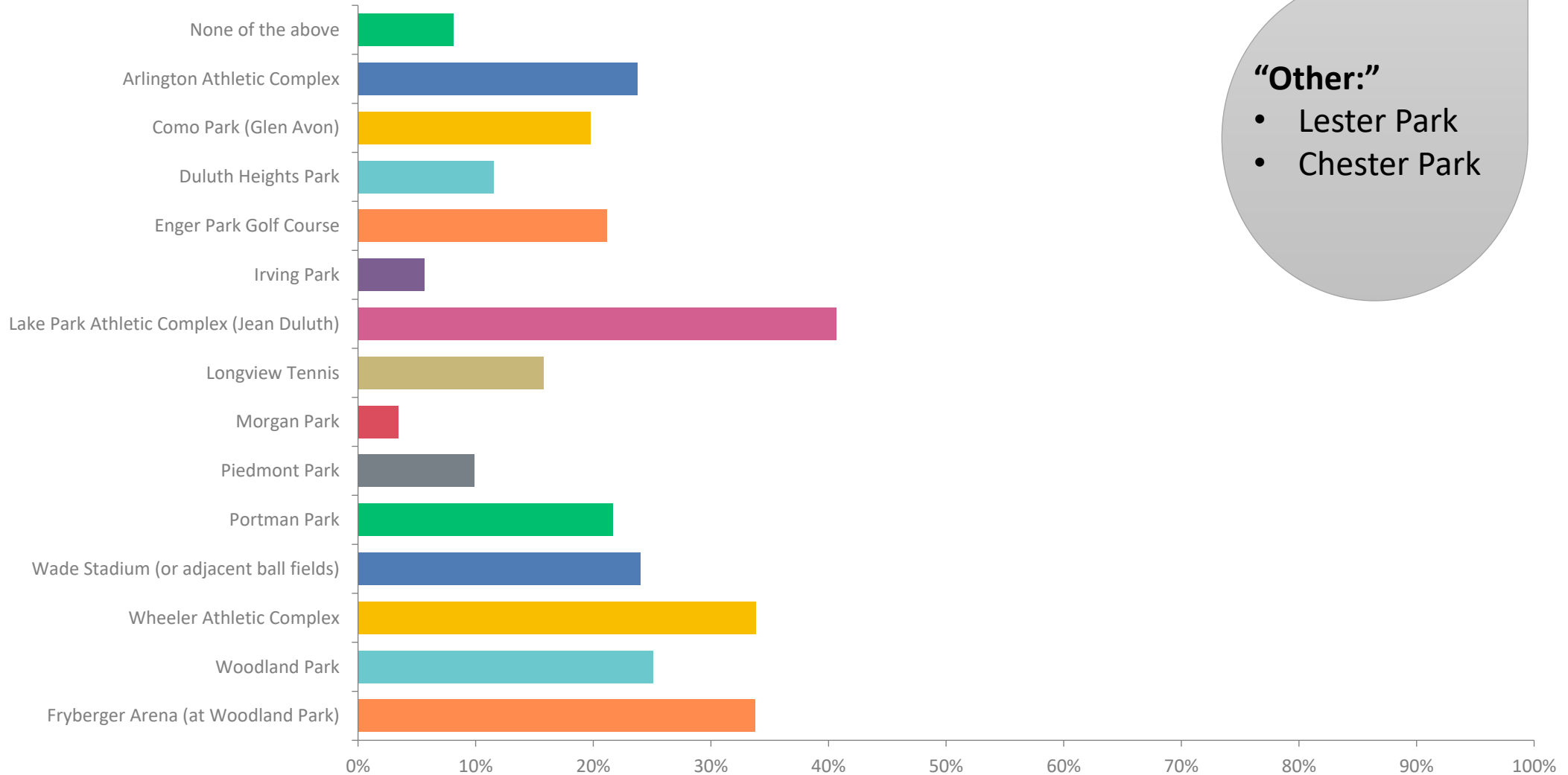
- Soccer
- Hockey
- Basketball
- Baseball
- Volleyball
- Pickleball
- Robotics
- Roller Derby
- Wrestling
- Skateboarding
- Curling
- Figure Skating
- Gymnastics
- Tennis
- Lacrosse
- Cheer / Dance
- Golf
- Disc Golf
- Ultimate Frisbee



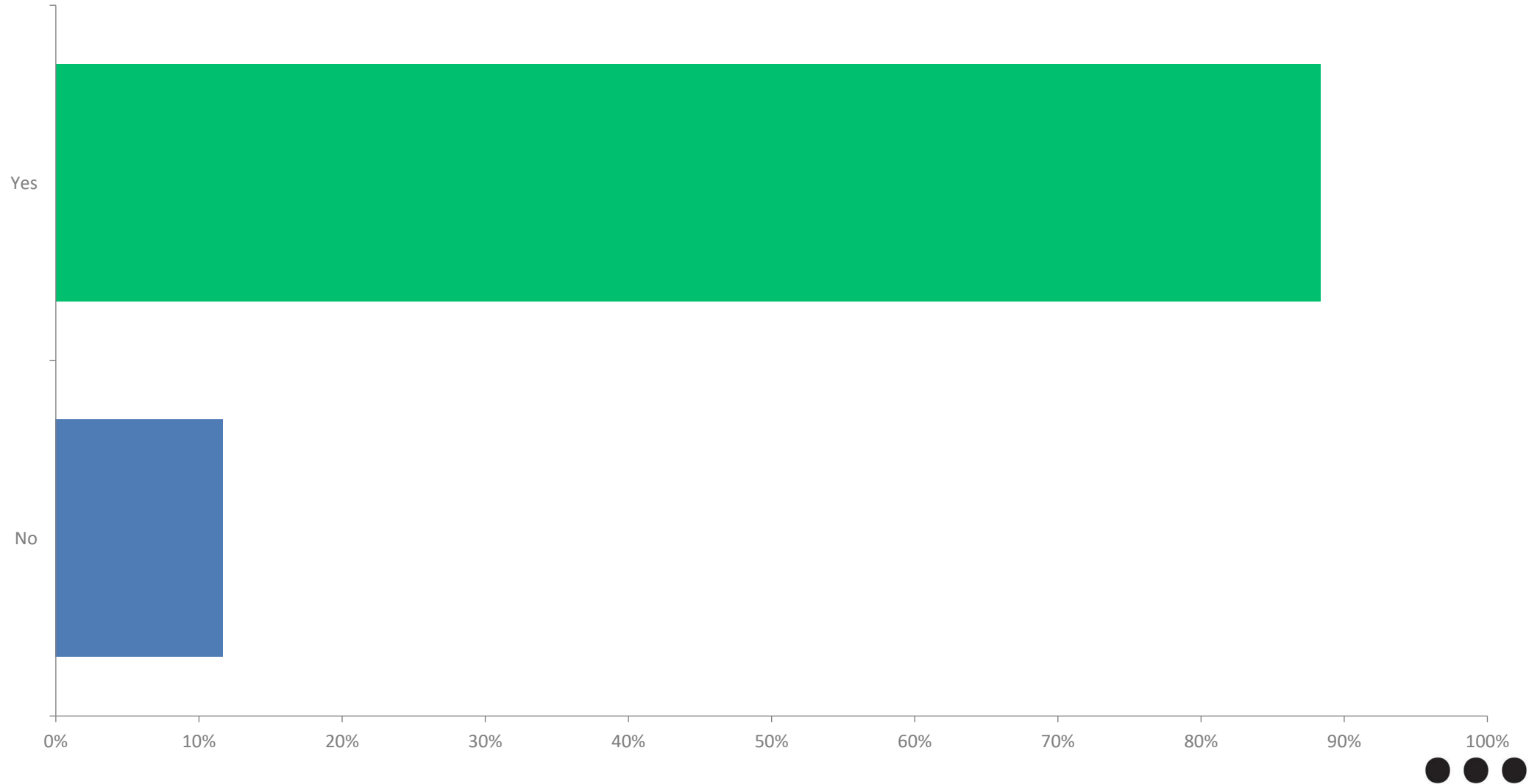
# COMMUNITY WIDE SURVEY

**1437 Total Responses**

# Q1: Which of the following City-owned facilities do you or members of your household use or visit regularly? Select all that apply.

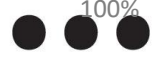
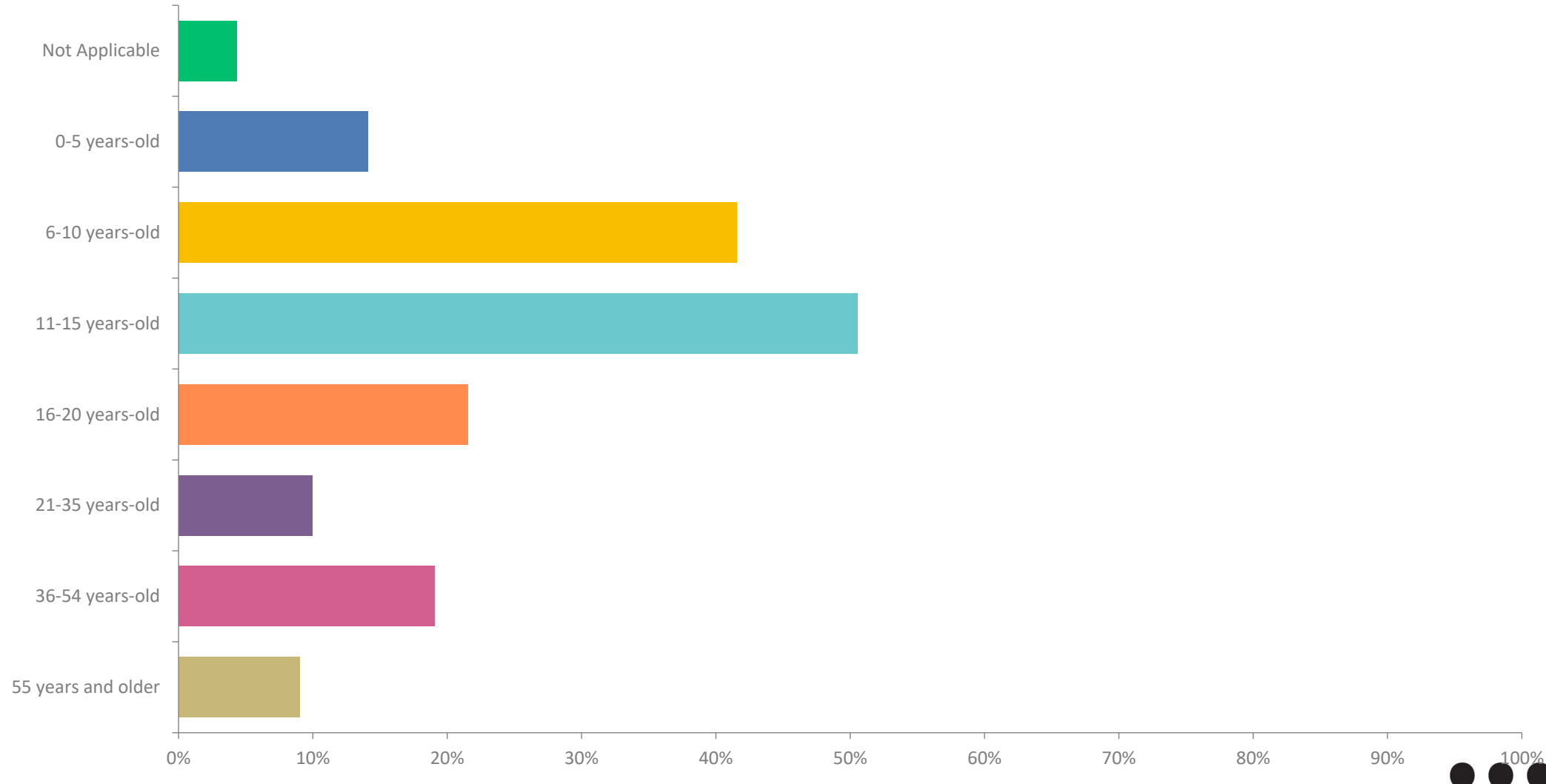


## Q2: Do you or members of your household participate in organized sports in Duluth?

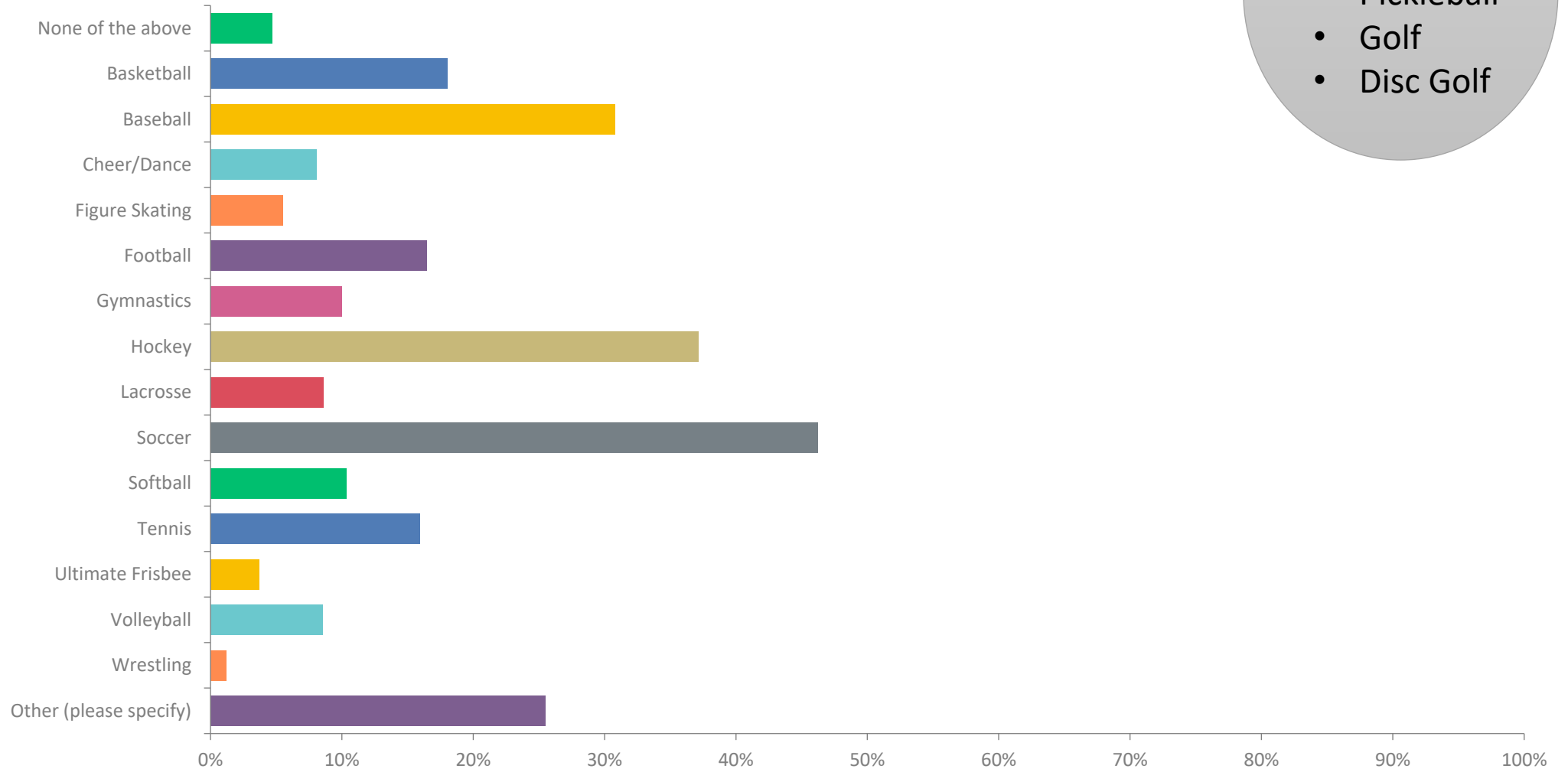




**Q3: If you answered yes to question #2, how old are the participants? Select all that apply.**



# Q4: Which of the following organized sports do you or members of your household participate in? Select all that apply.

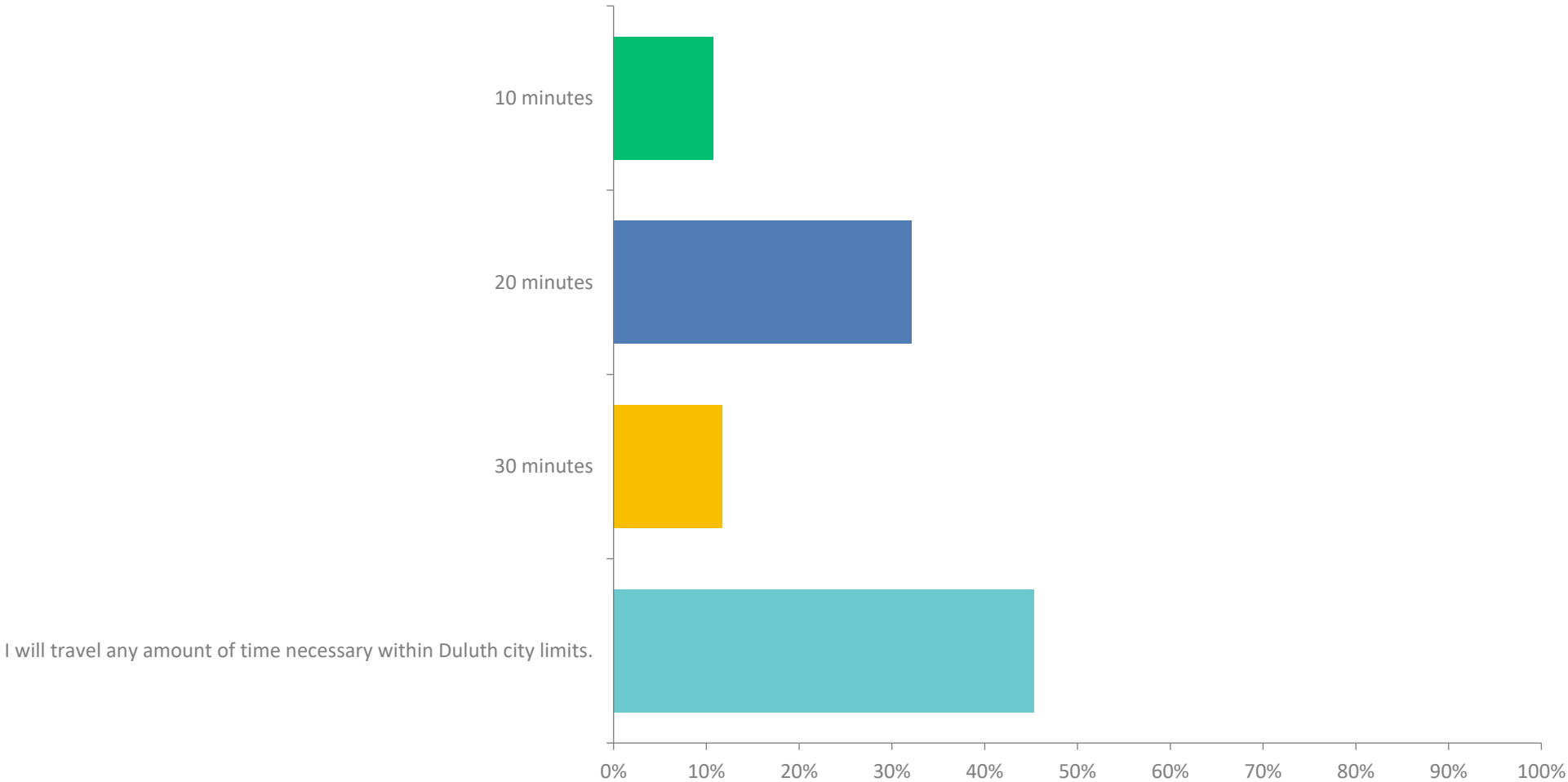


**“Other:”**

- Pickleball
- Golf
- Disc Golf



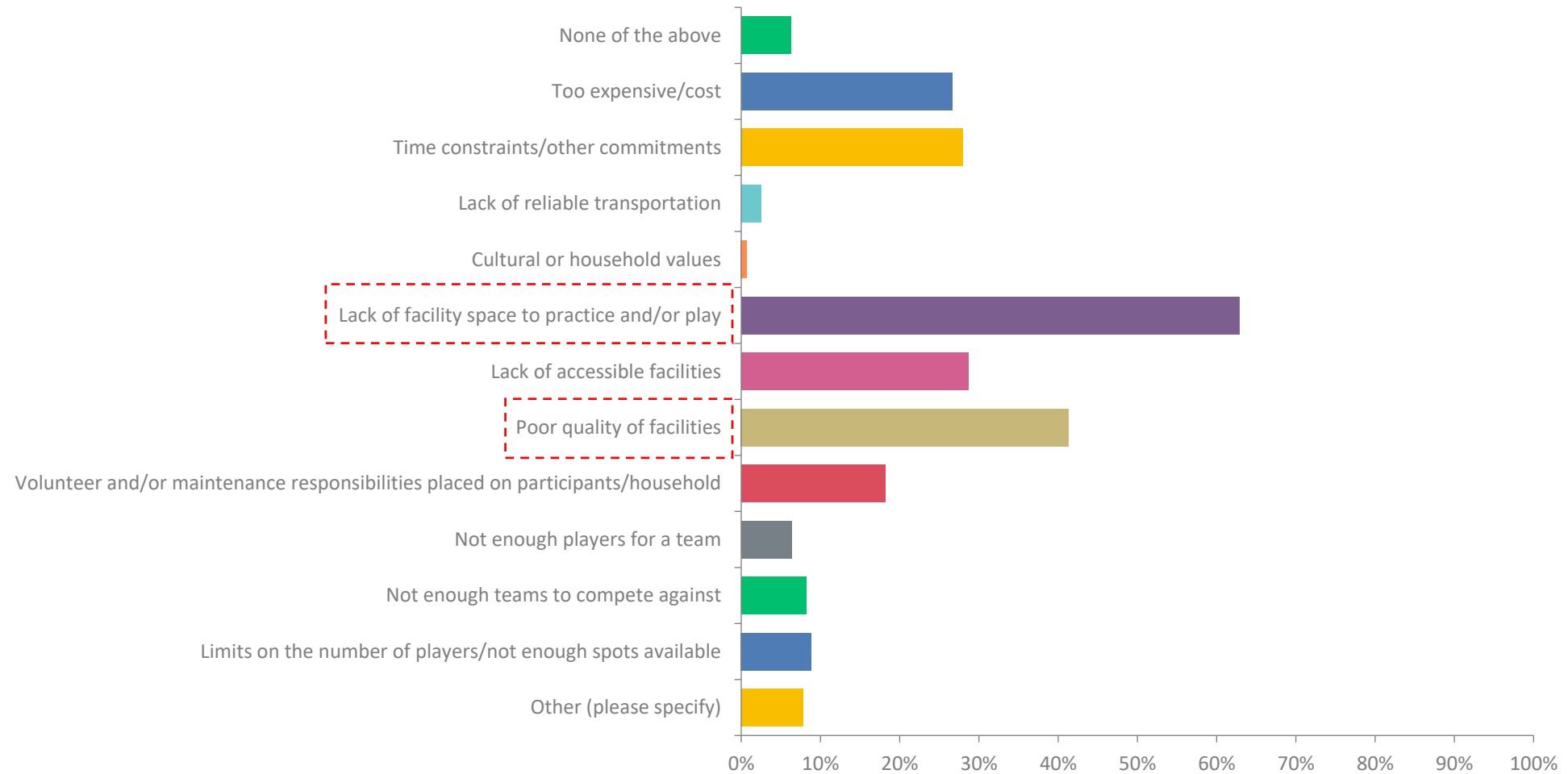
# Q5: If a new, indoor and/or outdoor, multi-use facility were constructed, how far would you be willing to travel to participate in organized sporting events?



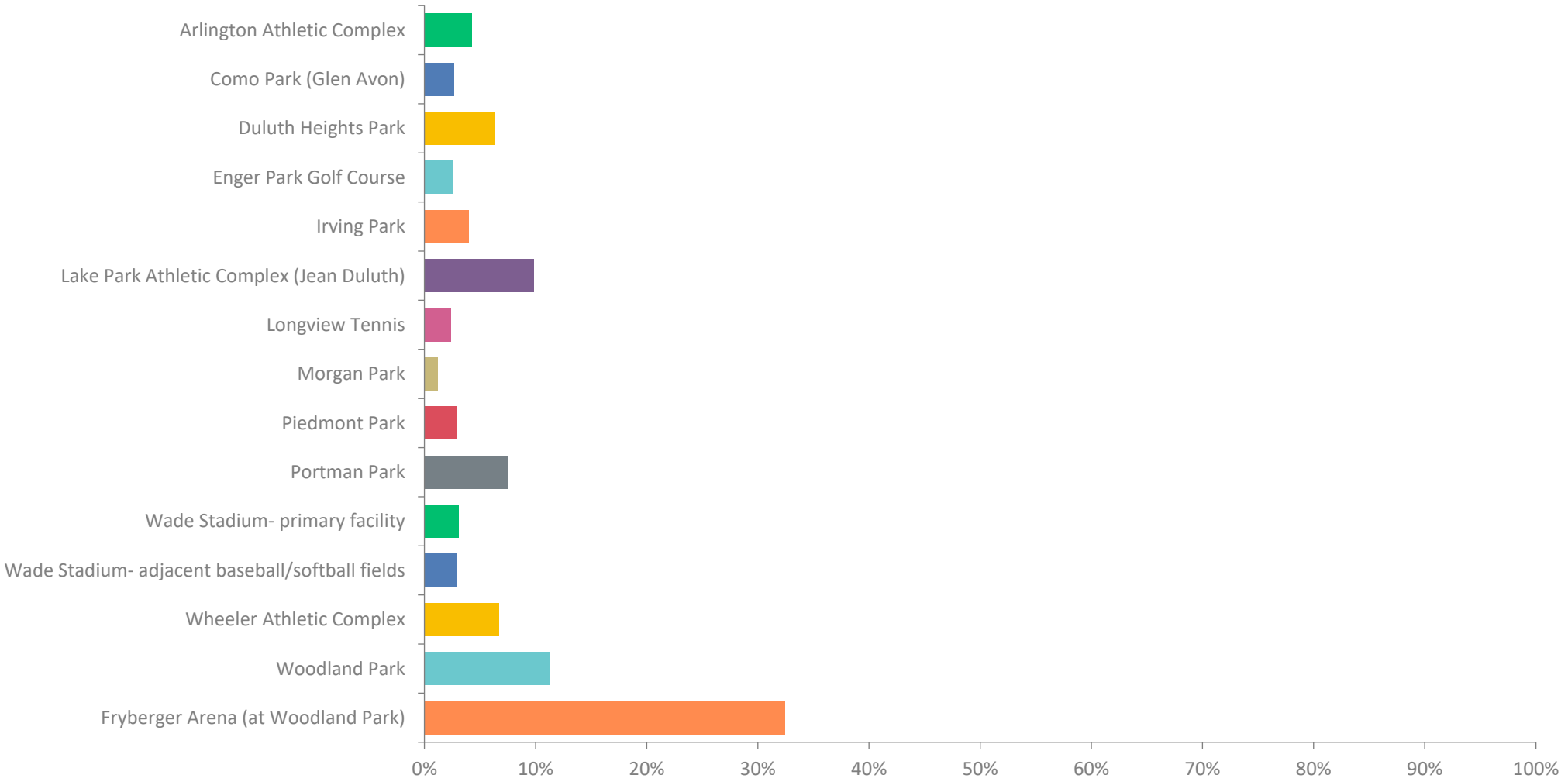
77.49% of respondents are willing to travel 20 minutes or any amount of time necessary.



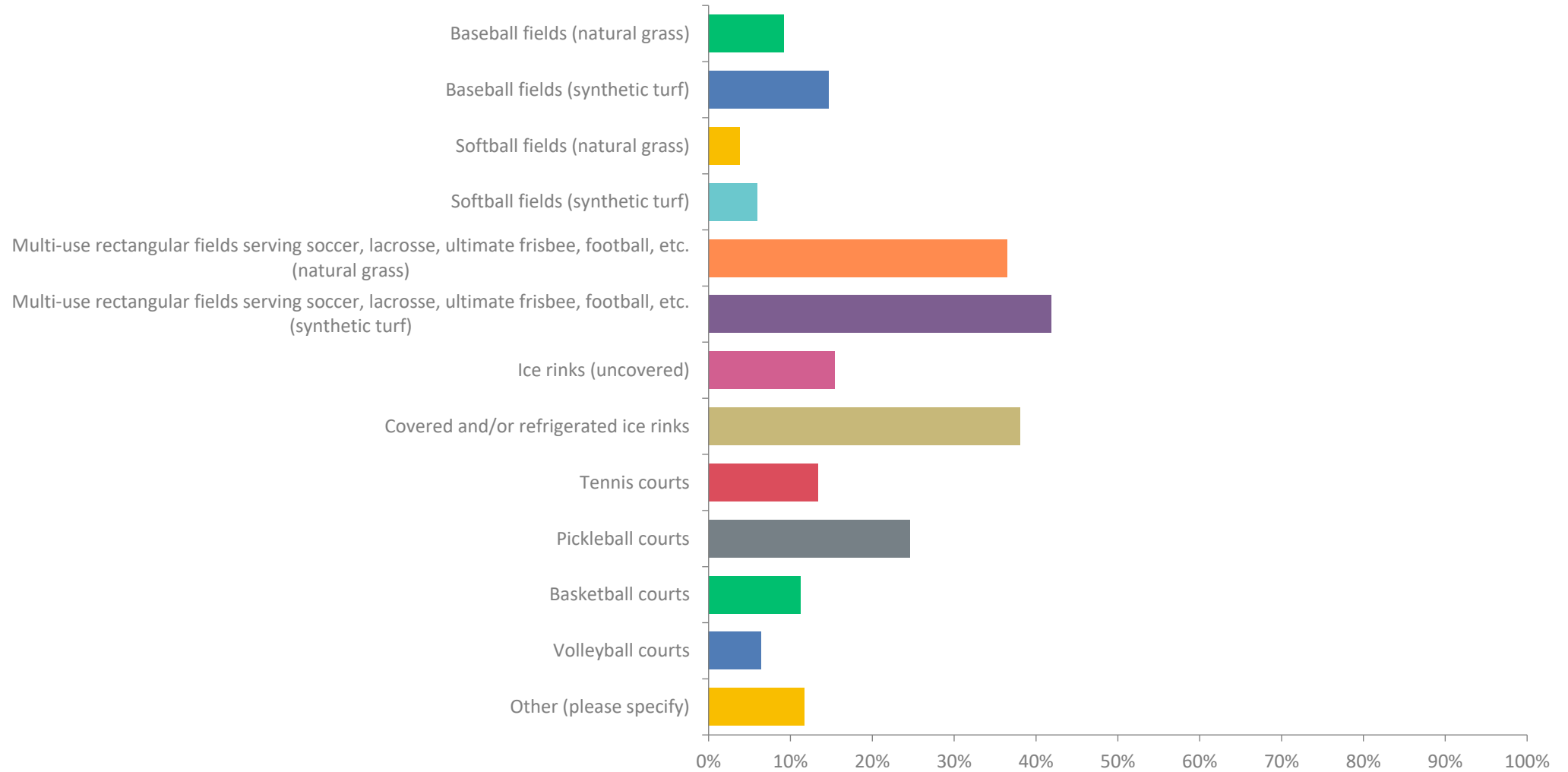
## Q6: What are the greatest barriers to participating in organized sports for you or members of your household? Select all that apply.



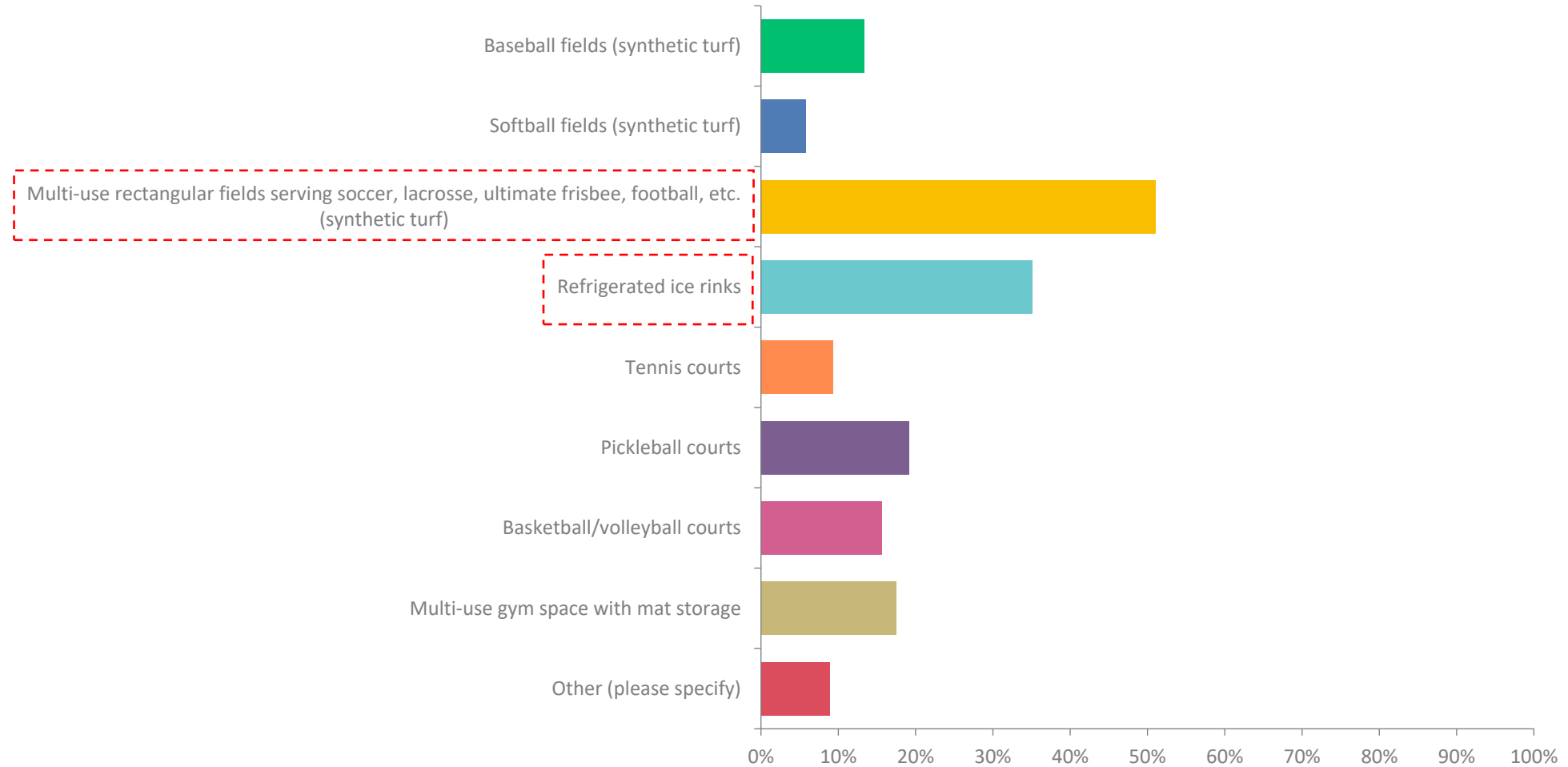
# Q7: If you could pick one City-owned athletic facility in Duluth to be updated or replaced, which would it be?



## Q8: Which outdoor athletic facility would you most like to see added to Duluth's park system? Select your top 3.



# Q9: Which indoor athletic facility would you most like to see added to Duluth's park system? Select your top 2.



# ENGAGEMENT

## What We Learned:

- High participation in soccer and hockey
- Interest in replacing or repairing Fryberger
- Lack of space for practice and competition
- Deferred maintenance challenges
- People are willing to travel to well-maintained sites
- People are willing to share multi-use, rectangular fields
- Ice rink strategy to support current and future participation
- Court space responses of need are low compared to others  
(perhaps other than pickleball)



# USER GROUP QUESTIONNAIRE

## Overview

### Duluth Athletic Organizations Respondent Overview

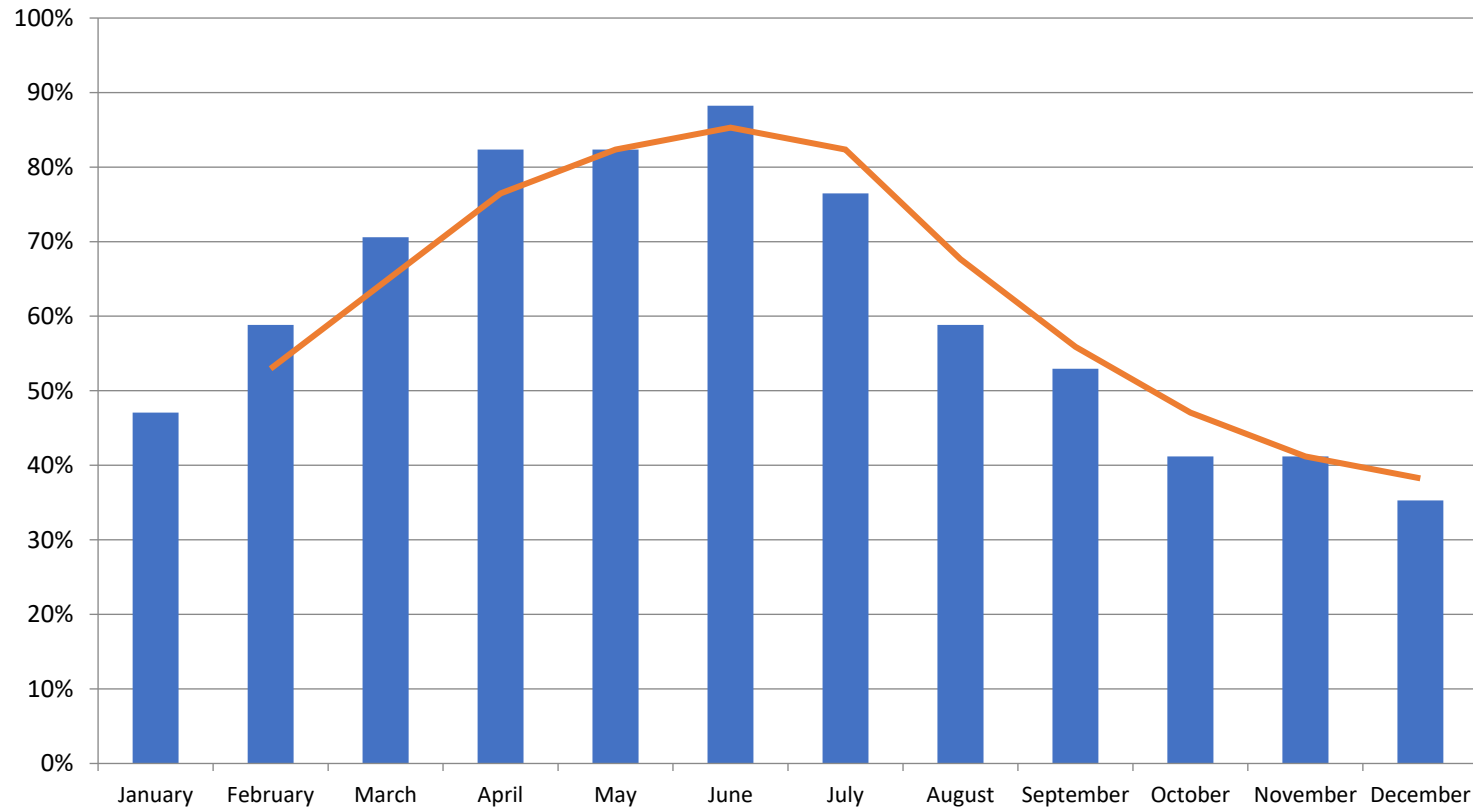
Organization Name	Sport	Age Group
Club Hounds Volleyball	Volleyball	Youth
Duluth Huskies	Baseball	Youth, Adult, Senior
MN North Sports, Inc.	Volleyball	Youth
Duluth Figure Skating Club	Figure Skating	Youth, Adult
Duluth 709 Baseball	Baseball	Youth
Duluth Amateur Hockey Association	Hockey	Youth, Adult
Duluth Area Pickleball Association (DAPA)	Pickleball	Youth, Adult, Senior
Lake Park Baseball	Baseball	Youth
Western Duluth Little League	Baseball	Youth
Arrowhead Youth Soccer Association	Soccer	Youth
Duluth Little League	Baseball	Youth
Gitchi Gummi Soccer Club, Inc.	Soccer	Youth
East Select Soccer	Soccer	Youth
Duluth Denfeld High School	Multiple	Youth
Duluth Ultimate Community	Ultimate Frisbee	Adult
The Salvation Army Rookie Basketball Association	Basketball	Youth
Duluth East HS	Multiple	Youth

Sources: Relevant Organization Representatives

# USER GROUP QUESTIONNAIRE

## Seasonality

During which months is your typical season?

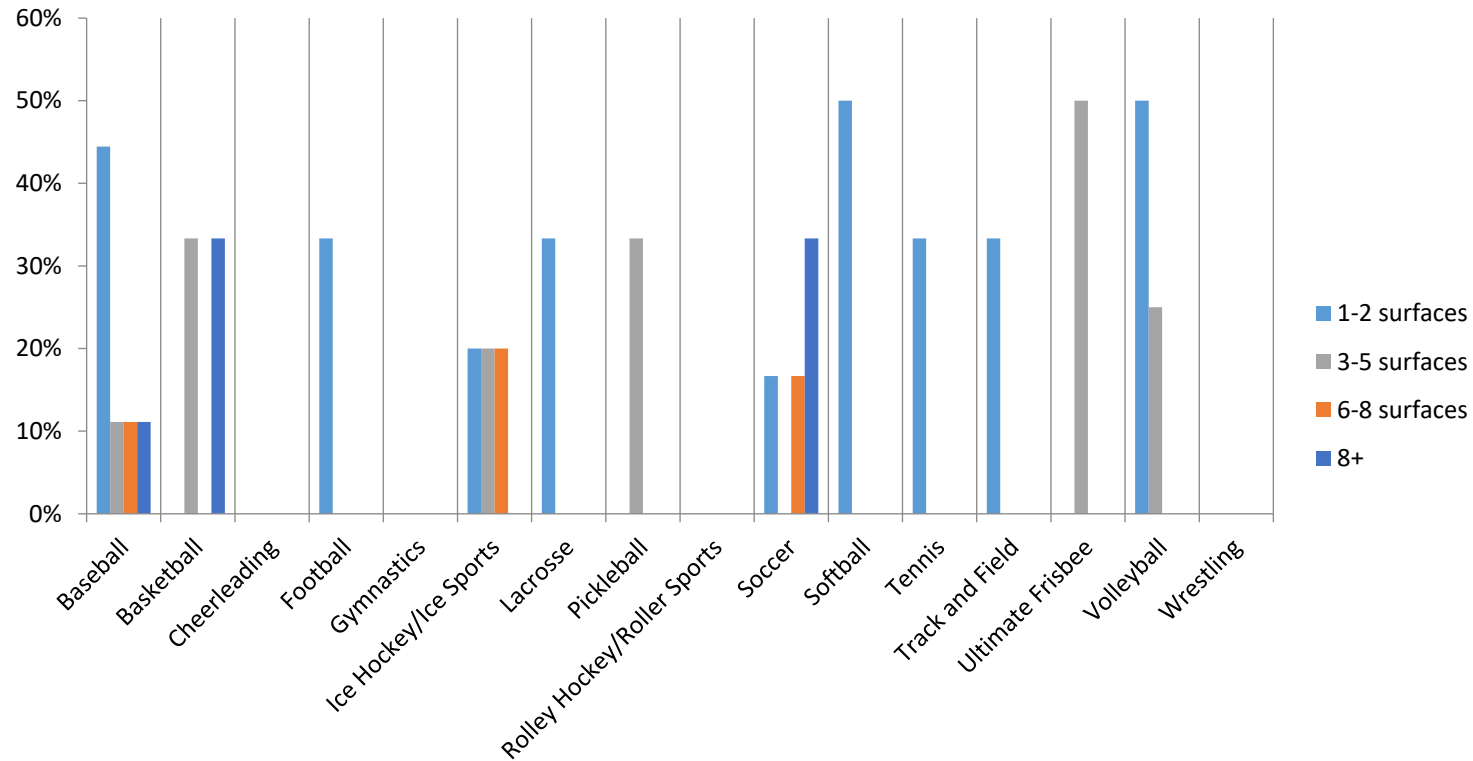


29% of groups that responded represent a baseball organization - peak summer sport

# USER GROUP QUESTIONNAIRE

## Surface Requirements – Practices & Games

On average, how many surfaces (i.e. fields, courts, etc.) does your organization utilize for practice and games?



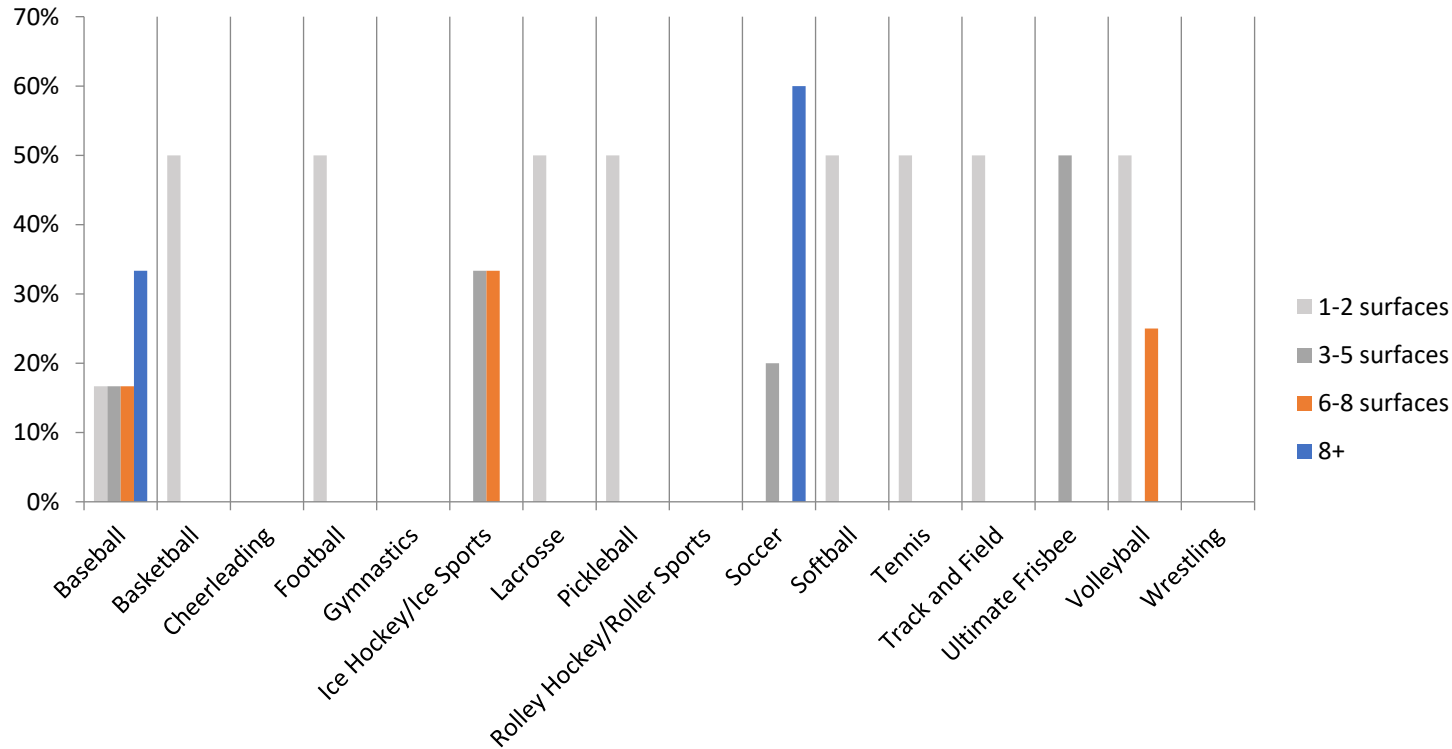
Baseball, basketball, & soccer require 8+ surfaces.

Ice sports & volleyball require 3-5 surfaces.

# USER GROUP QUESTIONNAIRE

## Surface Requirements – Tournaments

On average, how many surfaces (i.e. fields, courts, etc.) does your organization utilize for tournaments?

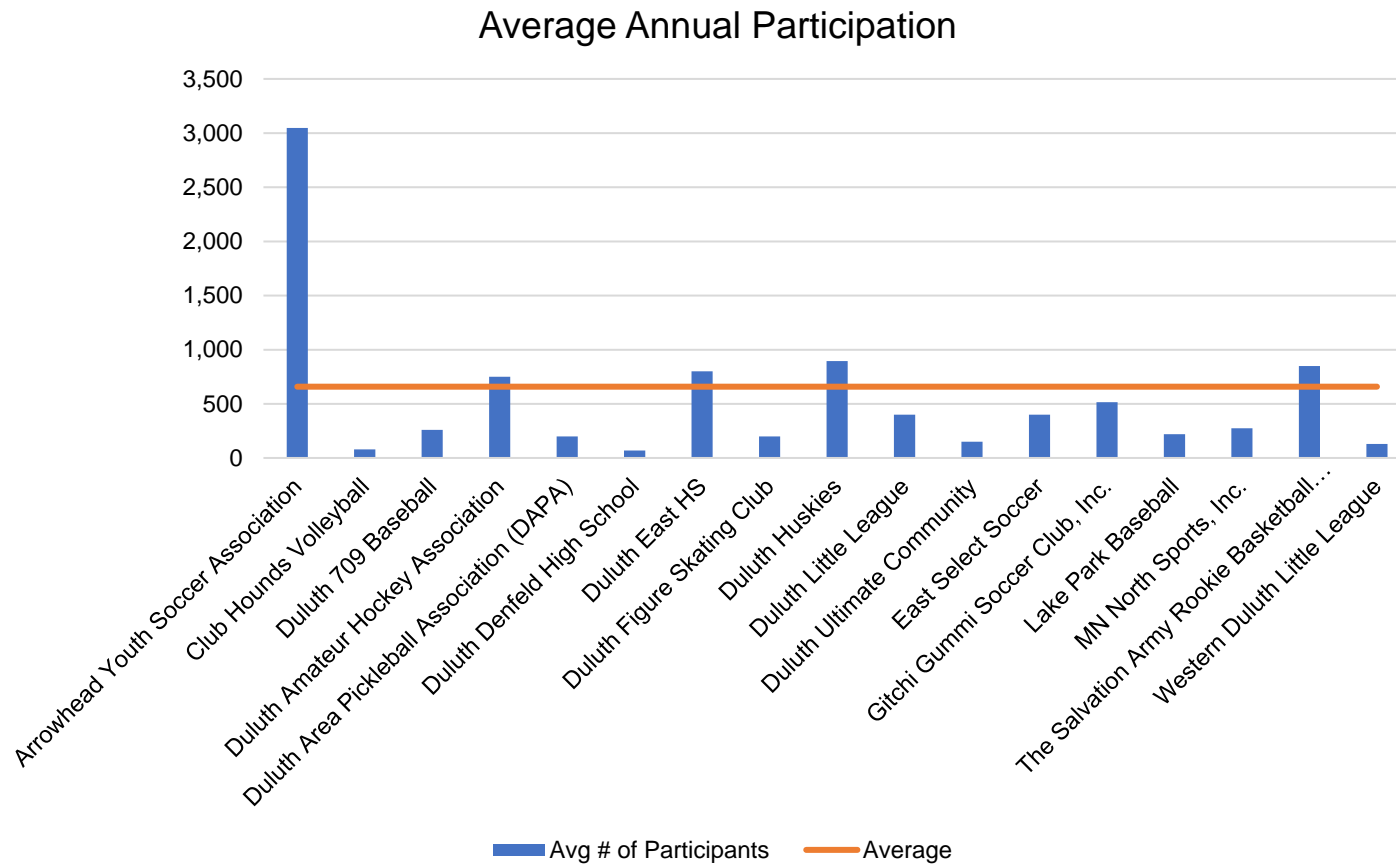


Baseball & soccer require 8+ surfaces.

Ice sports & volleyball require 6-8 surfaces.

# USER GROUP QUESTIONNAIRE

## Existing Participation

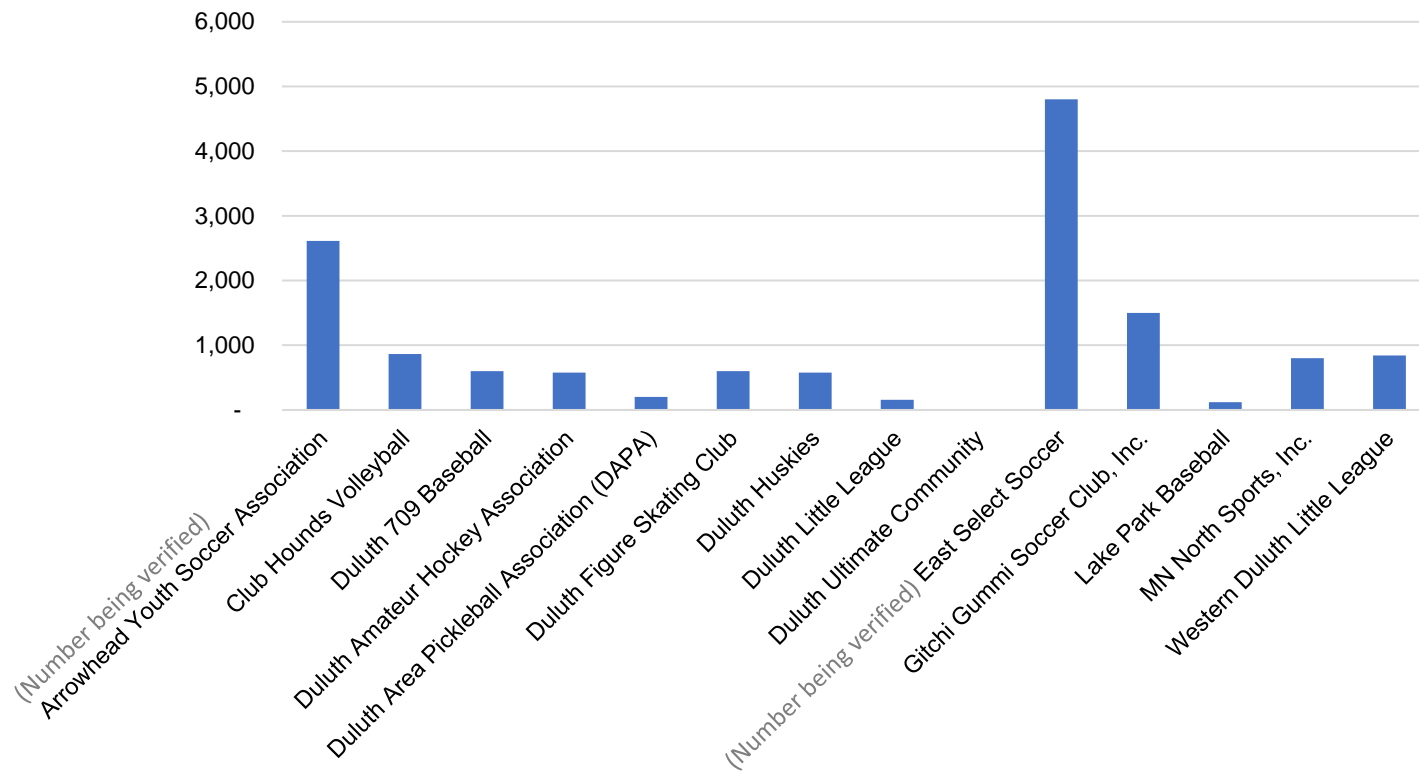


AYSA has a significantly higher rate of participation compared to other key user groups

# USER GROUP QUESTIONNAIRE

## Existing Tournaments

Average Total Participants per Tournament

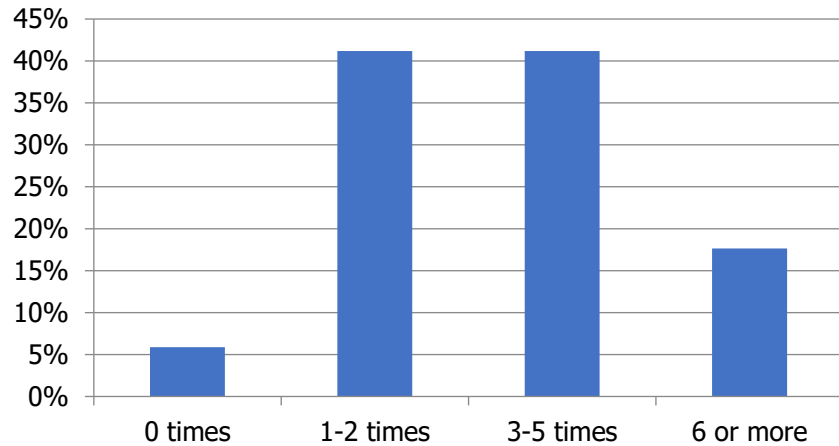


Soccer organizations reported the highest tournament participation numbers; East Select Soccer also reported the highest average hotel rooms booked per tournament

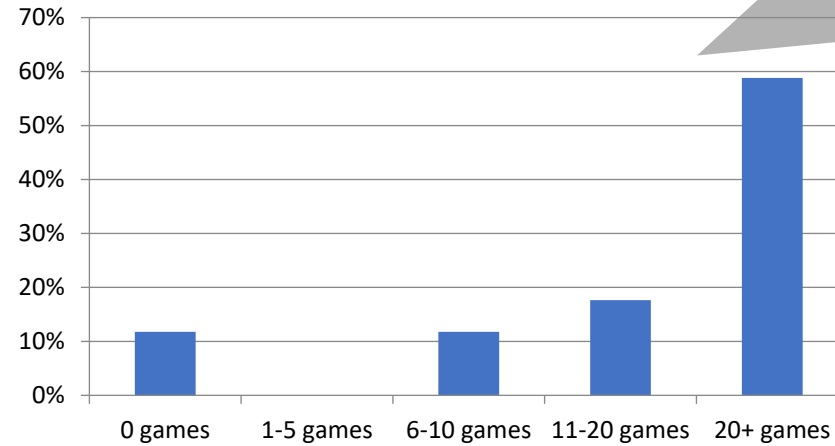
# USER GROUP QUESTIONNAIRE

## Existing Utilization

On average, during the season, how many times per week does your organization practice?



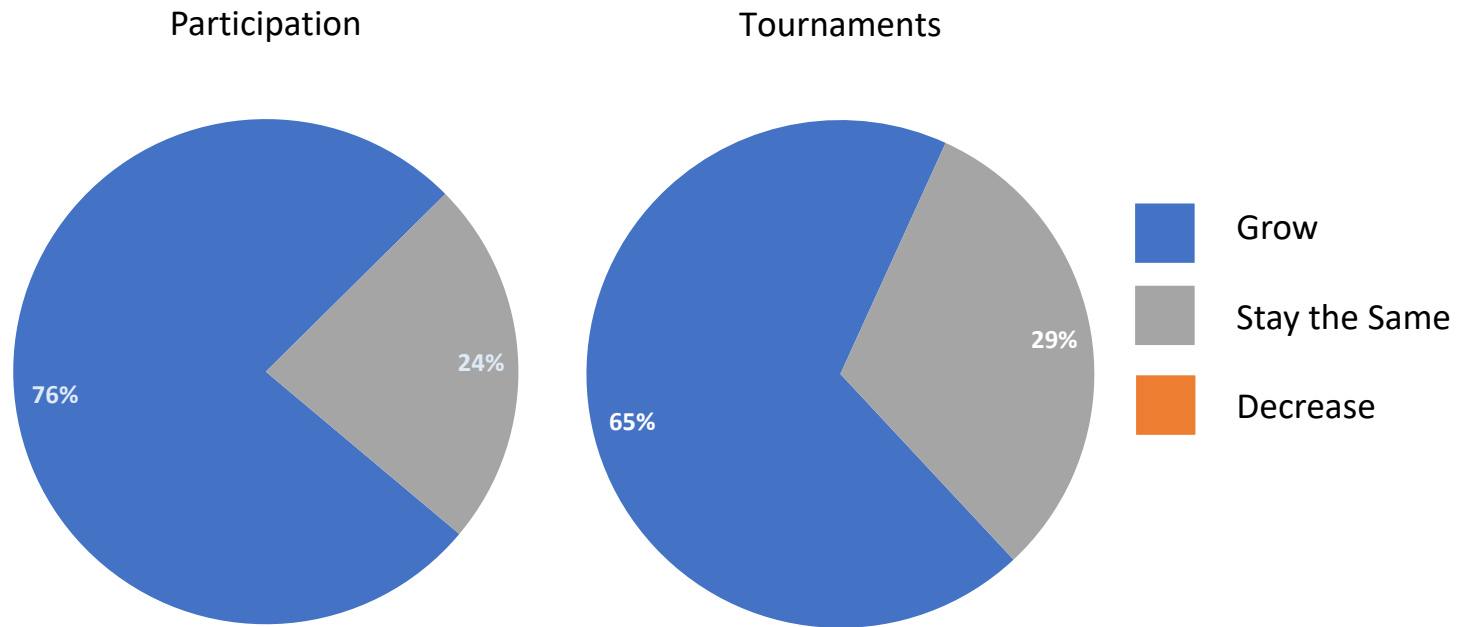
On average, during the season, how many games does your organization play in? (Excluding tournaments)



Organizations reported overall utilization could increase with the addition of newer, quality facilities

# USER GROUP QUESTIONNAIRE

## Future Expectations



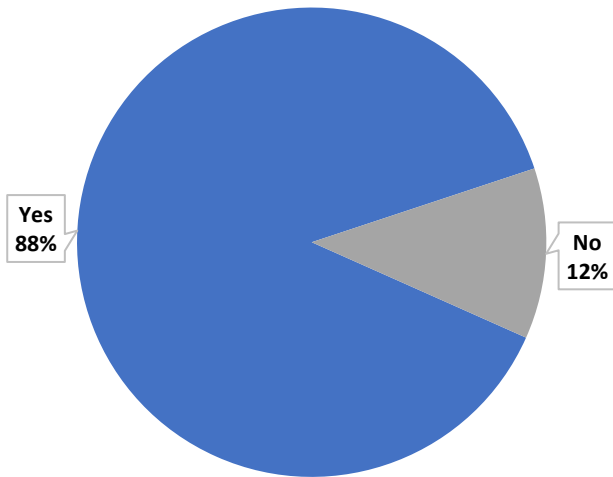
Organizations expect participation and tournament volume to increase or stay the same; none expect a decline



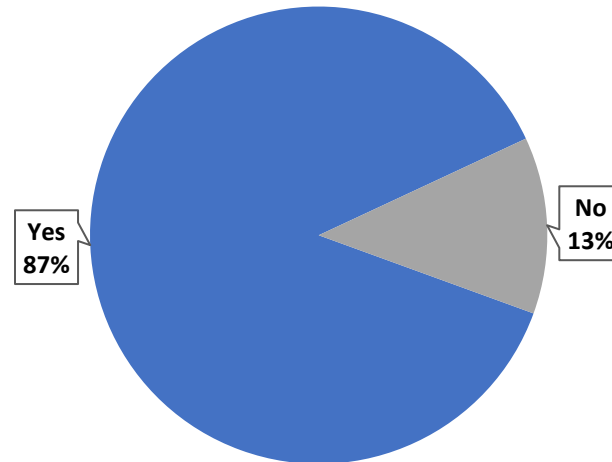
# USER GROUP QUESTIONNAIRE

## Growth Opportunity

Is your organization currently underserved in terms of field/court supply?



Are additional facilities needed to support additional tournaments?

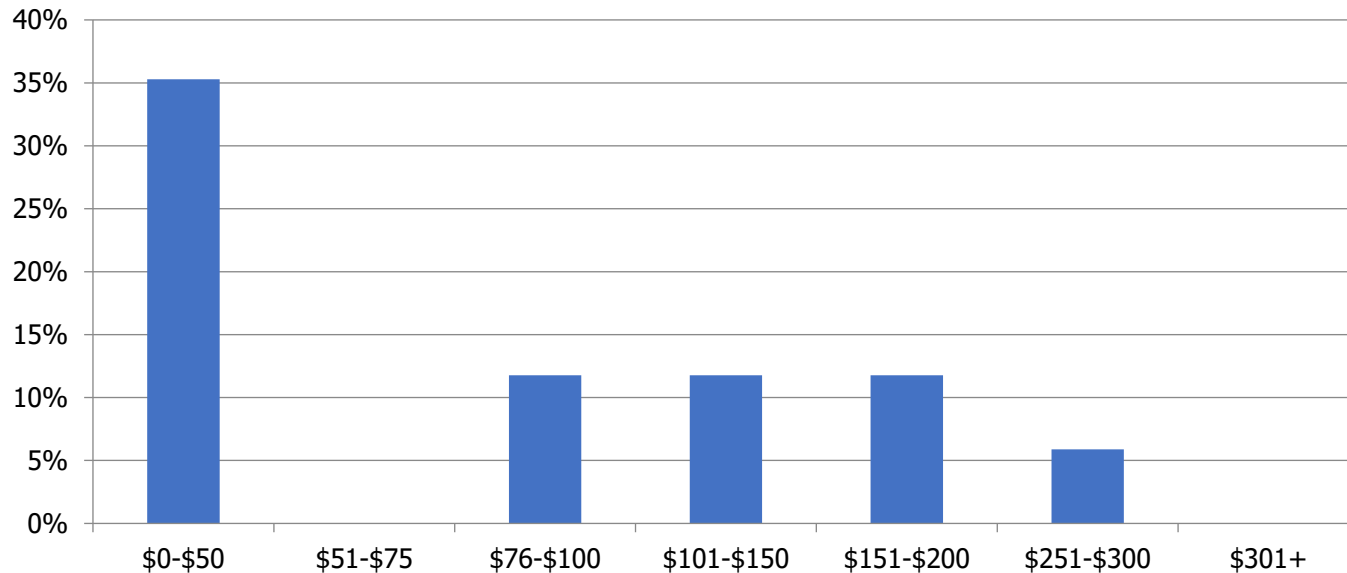


While growth is predicted, additional athletic facilities are required to support growth opportunities for local participation and tournaments

# USER GROUP QUESTIONNAIRE

## Facility Investment and Viability

If a new state-of-the-art venue were to be built, please share your organization's willingness to spend per hour per surface rental? (i.e., 1 diamond, 1 court, 1 sheet of ice, etc.)



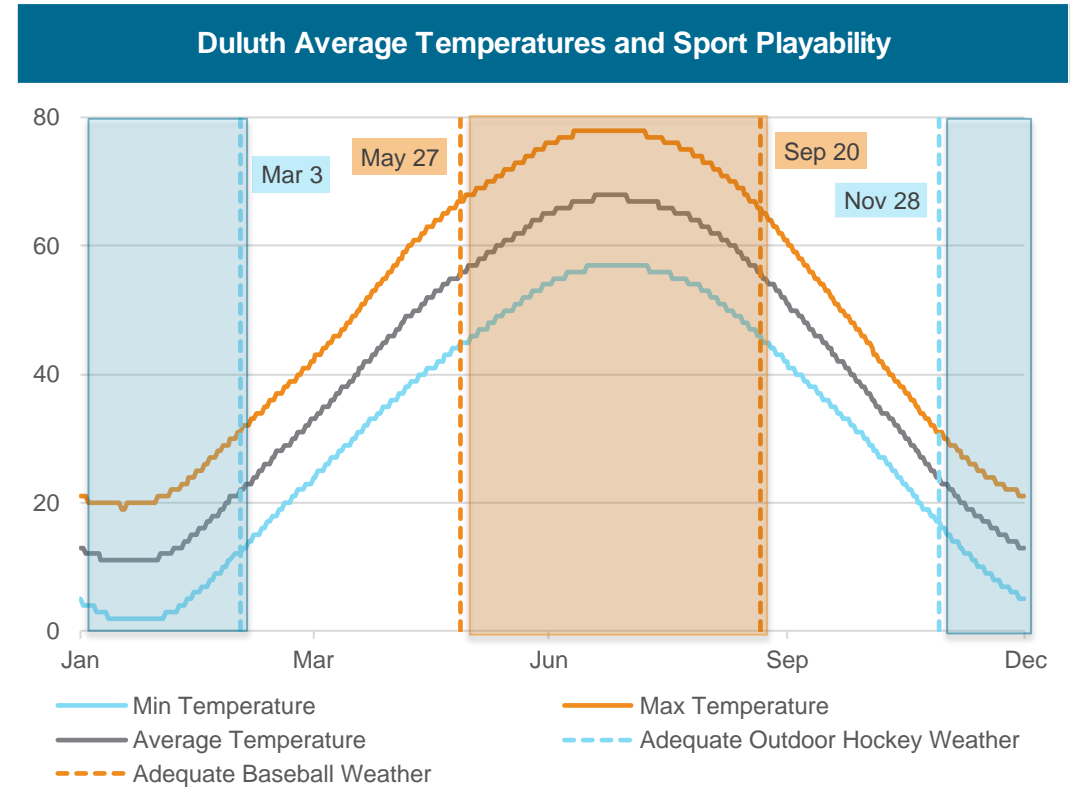
Despite a demonstrated need for additional athletic facilities, there may be a challenge in financial viability when considering the balance of affordability for local use

# MARKET ASSESSMENT



# WEATHER TRENDS

- The chart at right summarizes the last 30 years of Duluth's average weather temperatures.
- Duluth's cold winters make it difficult to participate in outdoor athletics, year-round. The time where summer sports are playable is shaded in Orange and runs roughly from May 27 – September 20.
- Duluth's cold winters does leave an opportunity to play hockey outdoors – a feature which is a unique to most cities. Hockey can be played outdoors roughly from November 28 – March 3.



\*Minimum and Maximum Temperatures below 23 °F and 32 °F respectively

\*\*Average daily temperature above 55 °F

Source: National Weather Service, Johnson Consulting

# NRPA STANDARDS

- The chart at right illustrates details information from the National Recreation and Park Association (NRPA) published report in 2024 - identifying the number of facilities/surfaces a city of Duluth's population should have and comparing it to the actual existing number of facilities/surfaces.
- As shown, Duluth has a sufficient number of surfaces at face-value, with the exception of indoor multiuse courts for sports such as basketball and volleyball.
  - **However**, the facilities that Duluth offers are often rendered unusable due to facility and weather conditions, especially the outdoor athletic surfaces. Taking facility quality into consideration would put Duluth below the threshold across all facility types in the opinion of the Consulting Team.

Park & Recreation Facilities Residents & Athletic Surface Comparison			
Facility Type	Average Number of Facilities in a City of Duluth's Size	Duluth Facility Inventory	Shortage/ Surplus
Diamond Fields	23.5	30	+6.5
Rectangle Fields	21.2	23	+1.8
Ice Rinks	2.9	20	+17.1
Pickleball	8.2	12	+3.8
Multiuse Hard Courts			
Excl. Schools*	3.6	2	-1.6
Incl. Schools	3.6	15	+11.4

\*DISC excluded

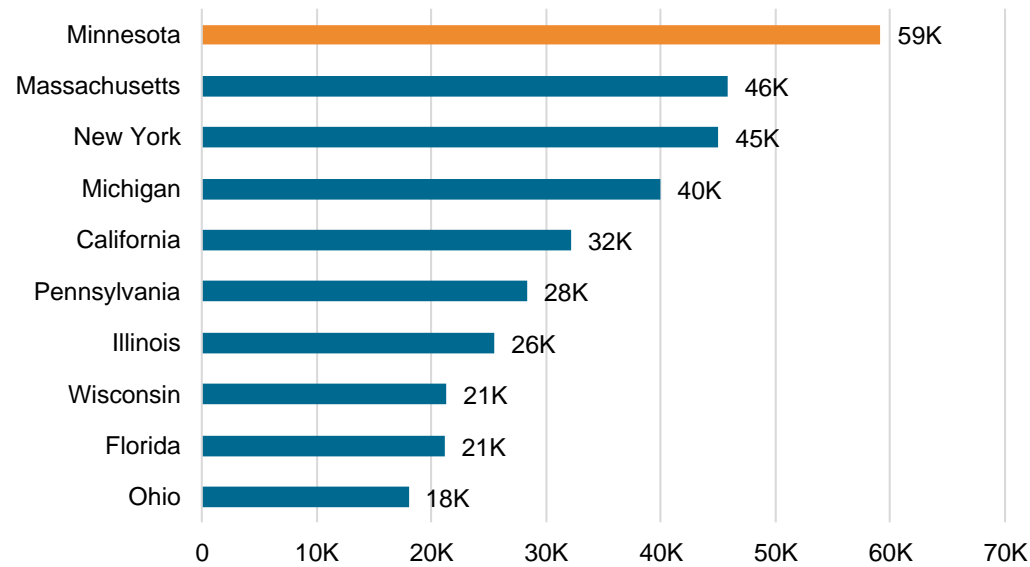
Sources: NRPA, Duluth Parks & Rec, Visit Duluth, Esri, Johnson Consulting

# INDUSTRY TRENDS



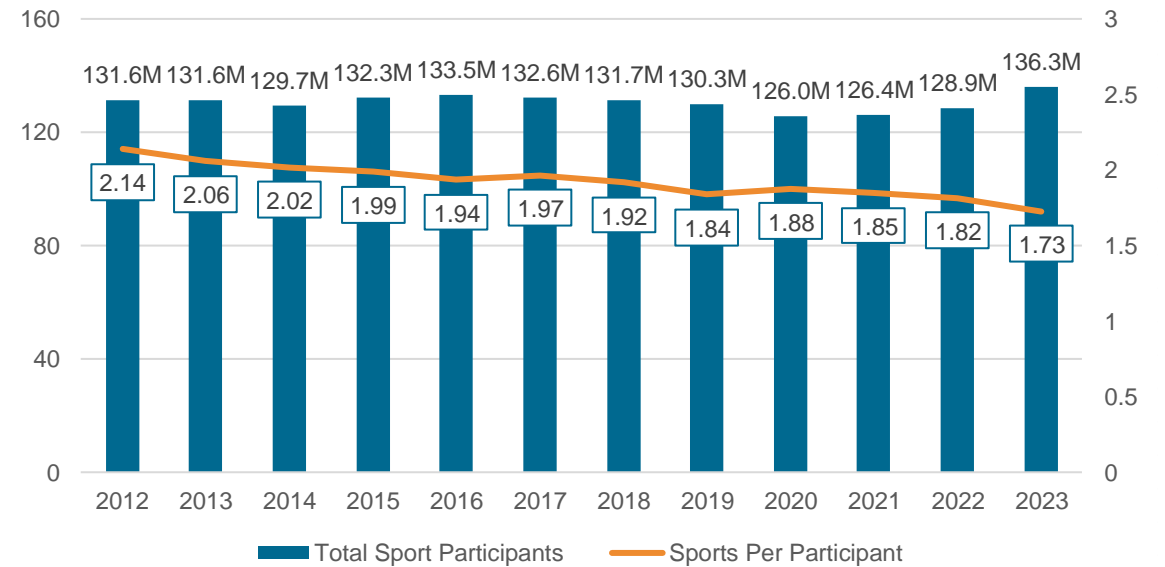
# PARTICIPATION TRENDS

## Total Hockey Players by State (Top 10 States)



Source: USA Hockey, Johnson Consulting

## Team Sport Participation & Sports Per Participant



Source: SFIA, Johnson Consulting

# DAHA UTILIZATION

## DAHA Utilization

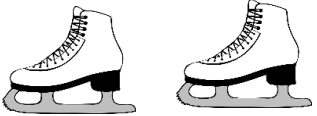
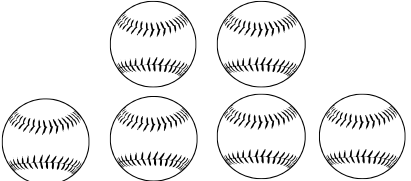
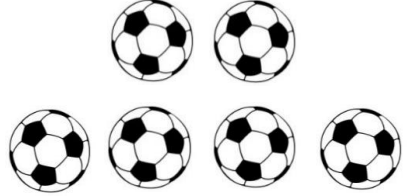
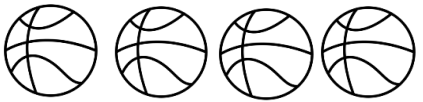
- The table at right shows the DAHA facility utilization for the 2023-2024 season
- As shown, if Fryberger and DECC are to be taken offline, nearly 900 hours of use would be lost for a single user group, creating an even bigger market demand for additional ice facilities – indoor or outdoor.

DAHA Ice Rentals (2023-24)	
Facility	Hours
Heritage	1,198
Fryberger	676
AMSOIL	246
Wessman	212
DECC	180
Mars	71
Carlton	60
SAHA	46
UMD	37
Hermantown	23
<b>Total</b>	<b>2,748</b>
<b>Total Excluding Fryberger &amp; DECC</b>	<b>1,892</b>

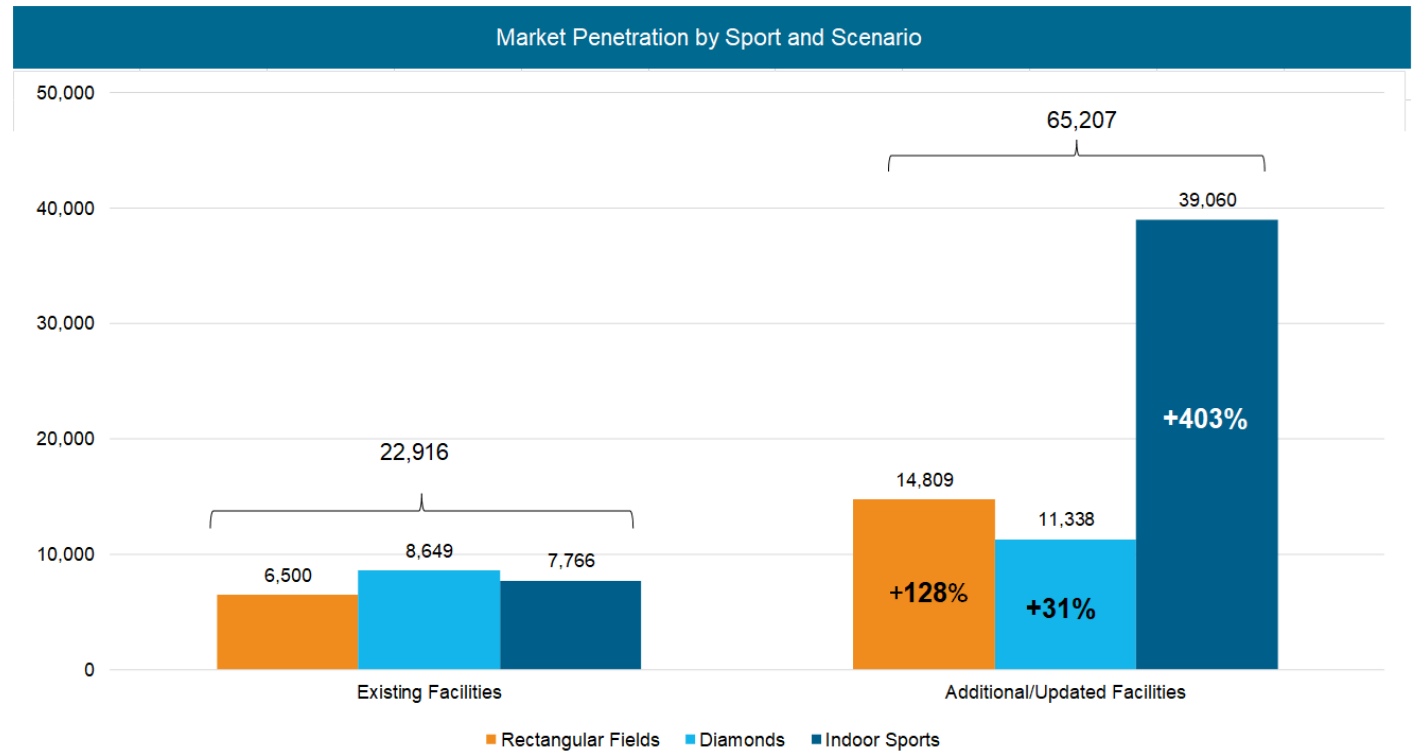
Source: City of Duluth Parks & Recreation, Johnson Consulting



# SPORTS TOURISM STANDARDS

Minimum Facility Threshold	
Ice Hockey/ Ice Skating	2 Rinks 
Baseball/Softball	6 Diamonds 
Soccer/Lacrosse/ Football	6 Rectangular Fields 
Basketball/ Volleyball/ Cheerleading/ Wrestling	4 Courts 

Source: Johnson Consulting



\*Sports Include Baseball, Softball, Volleyball, Basketball, Cheerleading, Gymnastics, Wrestling, Soccer, Lacrosse

\*\*An Indoor facility does not include hockey

Source: Esri, NSGA Sports Participation Survey, NRPA, Johnson Consulting

# **FACILITY EVALUATION**



# FACILITY EVALUATION



# FACILITY EVALUATION

## CH 1 SITE ANALYSIS

DULUTH ATHLETIC VENUES ACTION PLAN

### LAKE PARK ATHLETIC COMPLEX

#### Location:

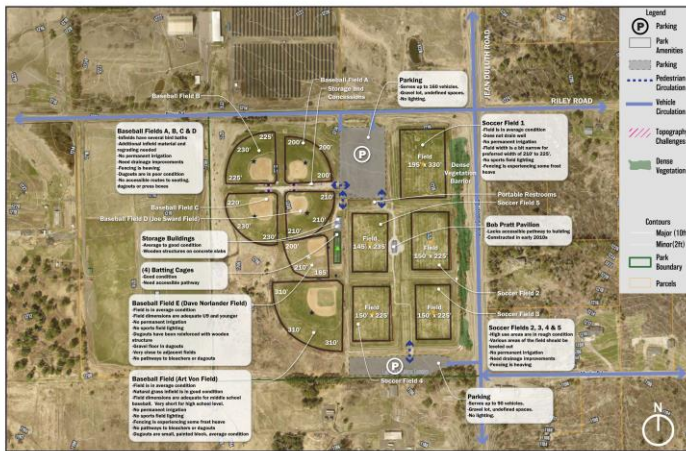
3525 Riley Road, Duluth, MN 55803

#### Description:

Lake Park Athletic Complex is 40.12 acres and is located in far eastern Duluth and is located west of Jean Duluth Road and south of Riley Road. The complex is very flat, which creates good visibility and potentially good access, but does not drain well.

#### Athletic Program Elements:

- Five little league baseball diamonds (Fields A – E) with outfield fences ranging from 200 feet to 230 feet.
- One baseball diamond (Art Von Field) with an outfield fence at 310 feet.
- Concessions building at soccer.
- Three small maintenance buildings.
- Four batting cages with synthetic turf.
- Four youth soccer fields.
- One full size soccer field.
- Two gravel parking lots.



## CH 1 SITE ANALYSIS

DULUTH ATHLETIC VENUES ACTION PLAN

### WHEELER ATHLETIC COMPLEX

#### Location:

3501 Grand Ave, Duluth, Mn 55807

#### Description:

Wheeler Athletic Complex is 32.21 acres and is located in western Duluth, it is close to central Duluth. The Complex is located in a moderately densely populated area of Duluth and lies close to a high-priority equity area within the City. Wheeler Athletic Complex is buffered to the northeast, northwest and southwest with woodland. Topography is a considerable element on site with approximately 25 feet of grade change from the south parking lot to the upper 2 ballfields (Fields 3 and 4) to the north. Although not directly connected, Wheeler Athletic Complex is located near Wade Stadium, approximately 0.1 miles apart. The Duluth Heritage Sports Center is approximately 0.40 miles away.

#### Athletic Program Elements:

- Four softball diamonds (Fields 1 – 4) with outfield fences ranging from 285 feet to 300 feet.
- One baseball diamond (Field 5) with an outfield fence that ranges from 295 feet to 310 feet.
- Concessions and restroom building within the wagon wheel of ballfields, constructed in 2000.
- Two small maintenance buildings south of the baseball field.
- Four pickleball courts.
- Two tennis courts that can also serve four additional pickleball courts.
- One basketball court.
- Volleyball court.
- Bocce ball court.
- Horseshoe court.
- Wheeler Field House, constructed in 1970.



## CH 1 SITE ANALYSIS

DULUTH ATHLETIC VENUES ACTION PLAN

### WOODLAND PARK

#### Location:

3211 Allendale Ave, Duluth, MN 55803

#### Description:

Woodland Park is 19.44 acres, located in eastern Duluth and is located east and north of Woodland Avenue, south of East Anoka Street, west of Allendale Avenue. The southwest portion of the park contains dense woodland. The park has several tiers of topography with the high point of the site containing the tennis courts in the upper northeast corner. There is a large, mid-tier elevation of the park that contains the larger baseball field, Fryberger Arena, YMCA and the primary parking lot. The smaller baseball field to the west lies in a lower elevation with a steep slope transition from that field to the larger baseball field to the east. The three outdoor hockey rinks are also located in a lower elevation on the southeast corner of the site.

#### Athletic Program Elements:

- One small baseball field (Tony Emanuel Field)
- One large baseball field (Baggs Baseball Field)
- One multi-use ball field (Little Baggs Field)
- Three outdoor hockey rinks
- Three tennis courts
- Fryberger Arena
- YMCA
- 102 parking spaces



# ATHLETIC VENUE CONDITION ASSESSMENT

**1** Favorable – Asset is new or exceeds City of Duluth average standard

**3** Average – Asset meets City’s minimum quality condition standard

**5** Challenged – Asset does not meet minimum standard

ATHLETIC VENUE - CONDITION ASSESSMENT	Soccer Venue Accessibility	Soccer Field Condition	Soccer Field Sports Lighting	Lacrosse Ready	Baseball Field Sports Lighting	Baseball Venue Accessibility	Baseball Venue Condition	Softball Field Sports Lighting	Softball Venue Accessibility	Softball Venue Condition	Indoor Rink Condition	Hockey Rink Accessibility	Outdoor Hockey Rink Condition	Outdoor Hockey Rink Lighting	Court Condition	Court Lighting	Community Building Condition	Adequate Restrooms	Parking Lot Conditions	Tournament Capable Today
Arlington Athletic Complex	5	3	5	5														5	3	3
Como Park - Glen Avon					5	3	3					3	3	1**			3	5	5	3
Duluth Heights Park				5				5	3	3							5****	5	5	5
Enger Park Golf Course Clubhouse																				
Irving Park				5											5		3	5	5	5
Lake Park Fields Athletic Complex	5	3	5	5	5	3	3											5	3	3
Longview Tennis															3	5			3	3
Morgan Park												5	3	1**	3		1	5	3	5
Piedmont Park								1	3	3							3*****	5	5	5
Portman Park				5								5	3	1**			3	5	1	5
Wade Park					5	5	3	1**	1	1								5	5	3
Wade Stadium - Stadium					1	3	5*											5	5	1
Wheeler Park Athletic Complex					1	3	3	See Baseball	See Baseball	See Baseball					1***		5	5	5	3
Woodland Park												5	3	1**	5	5		5	5	
* WP - Field 1 - West					3	5	3										3			3
* WP - Field 2 - East						5	5													5
Woodland Park - Fryberger Arena											5	5						5		5

**Notes:**

- \* Synthetic Turf is New in 2024
- \*\* Sports lighting has been replaced by the City with LED lighting
- \*\*\* Basketball, Tennis, and Pickleball Courts are new
- \*\*\*\* Upper Floor has been deemed unoccupiable by City of Duluth - Bad Roof - Water Damage
- \*\*\*\*\* Piedmont has been recently reovated. Lower floor (Warming House) is not accessible



# **PRELIMINARY RECOMMENDATIONS FOR IMPROVEMENTS**



# PRELIMINARY RECOMMENDATIONS

## Local & Regional Assets and Market Opportunity

- Local Asset investment opportunity:
  - Serve existing community programming by improving existing sites
- Regional Asset investment opportunity:
  - Serve and grow existing community programming by improving and upgrading existing sites
  - Expand opportunity to have regionally oriented facilities to host and attract athletic tournaments and events
    - Increase visitation to Duluth

### Local Asset

- Como Park
- Irving Park
- Longview Tennis
- Morgan Park
- Piedmont Park
- Portman Park

### Regional Asset Opportunity

- Arlington Athletic Complex
- Duluth Heights Park
- Duluth Heritage Sports Center
- Enger Park Golf Course
- Lake Park Athletic Complex
- Wade Stadium
- Wheeler Athletic Complex
- Woodland Park

# PRELIMINARY RECOMMENDATIONS

## Market Supportable

### Community Survey – Key Themes

Most utilized facility currently: Lake Park Athletic Complex (Jean Duluth)

Top sports community currently participates in:

- 1) Soccer
- 2) Hockey
- 3) Baseball/Softball
- 4) Basketball

Greatest participation barriers:

- 1) Lack of facilities
- 2) Poor quality facilities
- 3) Accessibility (cost, availability)

Top facility for improvements:

- 1) Fryberger Arena (33%)
- 2) Lake Park Athletic Complex (10%)

Top facility to be added:

- 1) Multiuse synthetic rectangle fields
- 2) Indoor/covered ice
- 3) Multiuse grass rectangle fields



# PRELIMINARY RECOMMENDATIONS

## Market Supportable

Market Supportable Facility Improvements Duluth, MN				
Sport	Surface	Indoor/Outdoor	Quantity	Local/Regional Use
1 Soccer/Football/Lacrosse	Synthetic Turf Rectangle	Outdoor	5*	Both
2 Baseball/Softball	Synthetic Turf Diamond	Outdoor	5*	Both
3 Hockey	Ice	Indoor	2	Both
4 Basketball/Volleyball	Multiuse Court	Indoor	4	Both
5 Pickleball	Dedicated Court	Outdoor	6	Local
6 Soccer/Football/Lacrosse	Synthetic Turf Rectangle	Indoor	1	Local

\*Including a dedicated championship field.

Note: Outdoor synthetic turf rectangles and diamonds can be overlay fields.

Source: Johnson Consulting

These options support existing community needs and will meet local demand  
→ option for regional orientation

# PRELIMINARY RECOMMENDATIONS

## Prioritization

Relative to market demand and analysis, the below is a list of priorities in order of local demand and regional participation usage:

### Community Needs Prioritization

#### Investment

---

- 1 Outdoor synthetic overlay fields
  - 2 Indoor Ice
  - 3 Indoor multiuse courts
  - 4 Indoor synthetic turf
- 

*Source: Johnson Consulting*

# PRELIMINARY RECOMMENDATIONS

## Athletic Reinvestment Opportunities

- All local assets demonstrate reinvestment opportunity
- 7 top locations for potential regional orientation
- Which sites offer the highest and best opportunity for development and growth?

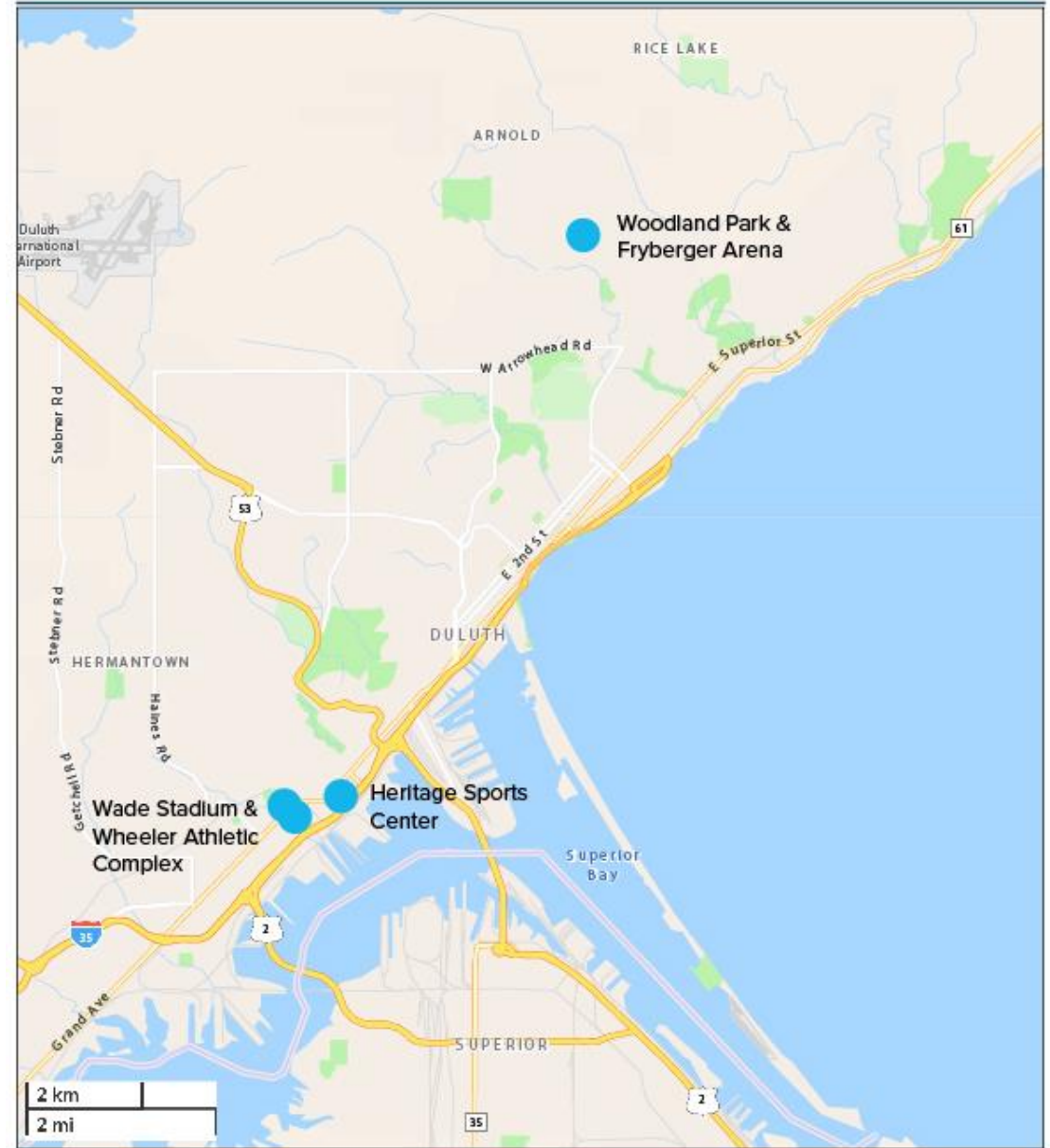


Note: Heritage Sports Center is a privately owned facility.

# PRELIMINARY RECOMMENDATIONS

## Strategic Regional Investment Option

- Outdoor field hub at Wheeler Athletic Complex & Wade Stadium
  - Minimal loss of surface utilization based on seasonality
    - (soccer vs baseball)
    - Synthetic surfaces & lights will allow for more access for both sports during inclement weather and extend hours of availability
- Ice hub options
  - Woodland Park & Fryberger Arena
  - Heritage Sports Center
  - DECC

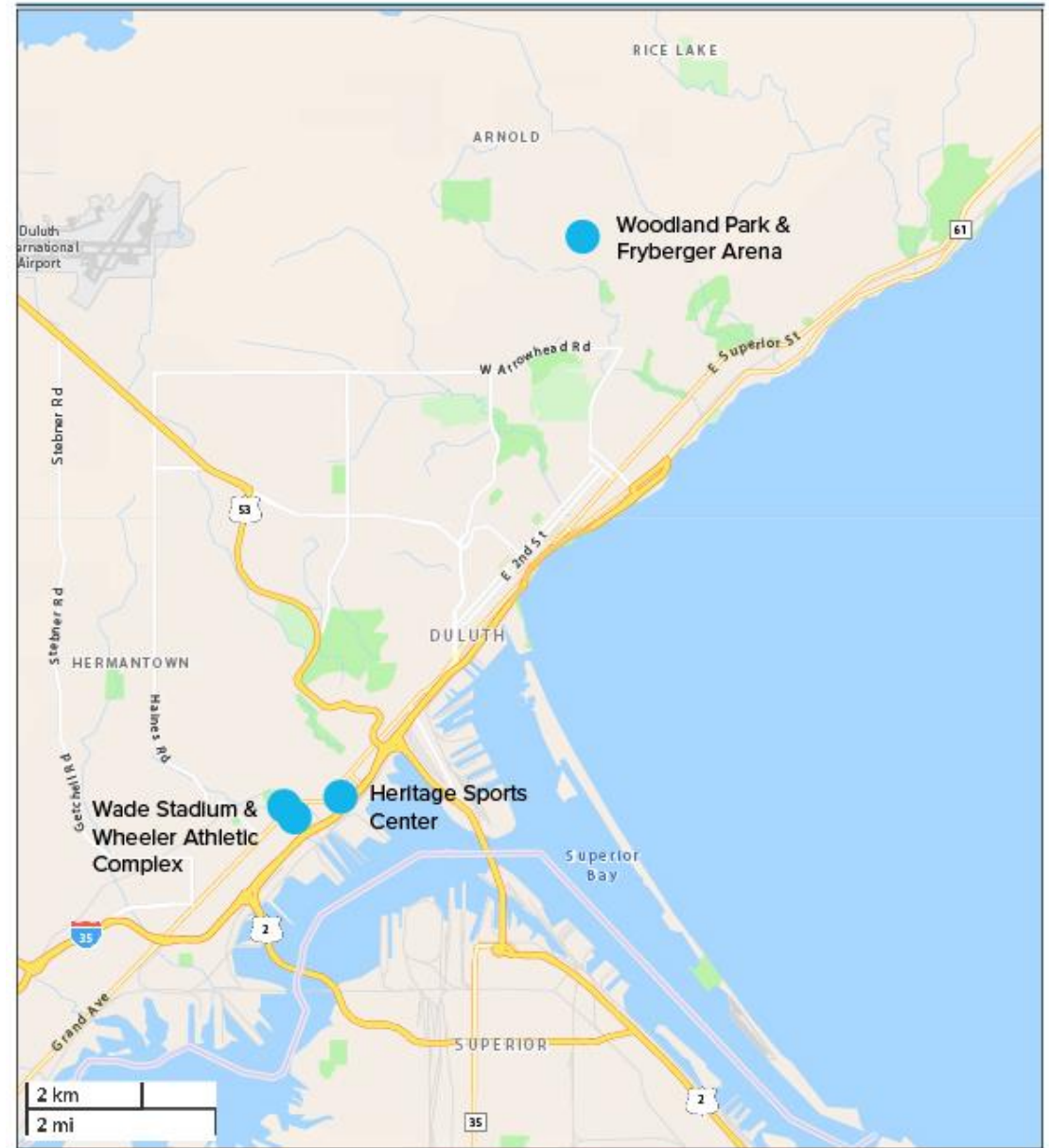


Note: Heritage Sports Center is a privately owned facility.

# PRELIMINARY RECOMMENDATIONS

## Strategic Regional Investment Option

- Indoor multipurpose complex
  - Location TBD
  - Option for consideration
    - Develop opportunities between the City and community organizations
  
- Indoor Turf
  - Location TBD
  - Option for consideration: colocation with ice



Note: Heritage Sports Center is a privately owned facility.

# CREATE



# MEANING



# TOGETHER

