



NATIONAL ASSOCIATION OF
SPORTS
COMMISSIONS

Report on Economic Impact

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Introduction

COMPETITIVE BIDDING ON SPORTS EVENTS HAS BECOME BIG BUSINESS. COMMUNITIES ACROSS THE COUNTRY ARE SUBMITTING PROPOSALS IN THE HOPE THEY WILL BE CHOSEN TO HOST AN EVENT. THE OWNERS OF THE EVENTS HAVE LEARNED TO MAKE THEIR EVENTS ATTRACTIVE TO POTENTIAL HOST COMMUNITIES.

One measure of the growth in this business is the rapid expansion of membership in the National Association of Sports Commissions (NASC). Founded in early 1992 by 15 cities, more than 200 were members by the end of 2000. The NASC was founded to promote amateur sports, provide networking opportunities to sports commission professionals, and to increase dialogue between host cities and event rights holders (the owners of the events).

As in any other business, rapid growth requires ways to measure progress. If communities are investing time, effort, and money to attract events, it is reasonable to know how they are doing. Is the investment worthwhile? Can a rate of return be computed?

The process of estimating the economic benefit of a sports event (or any other type of special event) can become controversial. Examples abound of cases where experts disagree on how to compute economic impact of a special event. In one recent case, estimates on the event ranged from \$32.2 million to the “low 20s,” to “\$7.5 million,” to “zero!”

If experts cannot agree, how can event organizers compute economic impact? Should the attempt even be made? Why not just run the event and let others worry

about its value to the host community?

The answer comes back to the original question of return on investment. If event organizers make regular reports on the economic impact of events, these reports can help justify the time, effort, and money involved, assist in fund raising to attract more events, and improve the chances of success.

Because the stakes have risen for everyone as the business has grown, membership of the NASC directed its staff and trustees to develop methodologies for adoption by all members. That effort, which began in the spring of 1999, has resulted in publication of this report.

The report addresses the key issues which must be considered in any study of economic impact. It provides methodologies and formulas, and suggests how to compute the impact of the same event in different communities. Every effort has been made to provide information of immediate use to anyone interested in developing reasonable estimates of the economic value of an event.

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Visitor Spending

EVERY STUDY OF THE IMPACT OF AN EVENT MUST FOCUS ON VISITOR SPENDING. THESE ARE THE DOLLARS LEFT BEHIND BY THOSE PERSONS WHO CAME TO THE CITY BECAUSE OF THE EVENT. BY DEFINITION, VISITOR SPENDING DOES NOT INCLUDE SPENDING BY RESIDENTS.

Hotels, motels, restaurants, car rental agencies, tourist attractions, shopping, and stadiums or arenas get the bulk of these dollars. As these dollars enter the local economy they begin to benefit the entire area through the creation of new jobs, etc.

Problems can arise when accurate estimates are sought. Hard numbers can be difficult to obtain. The length of stay for an event can vary by visitor. Spending patterns can be as different as the events. The type of hotel room and the number of people per room can vary by event and also by visitors to the same event. These variables are usually too much for the event organizer to deal with. Expert advice or a study by outsiders is required.

Ideally, it will be possible to compute the number of visitors caused by the event, the number of nights they were in the community, and how much each person spent. This formula (number of people x nights x dollars per day) forms the basis for the bare minimum projection of visitor spending.

In reality, the computation of visitor spending is more complex. Here are a number of factors that can make estimating more difficult:

- Differences in spending by day trippers vs. overnight visitors
- Spending by local residents.
Should local spending be included?
- What is the percentage, if any, of international visitors? Their spending patterns can vary from domestic visitors.
- Was the purpose of the visit to attend the event, or did the visitor come for another reason and buy a ticket to the event?
- Where, exactly, did the visitors stay?
In a hotel or motel? Private home? Rental home? Recreational vehicle/camping?
- How much of the event-related spending stayed within the region?
How much “leaked out?”

It is necessary to carefully describe what has or has not been included in a study if the study is to be taken seriously.

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Issues to Consider

WE HAVE SEEN THAT EXPERTS CAN DISAGREE. SUCH DISAGREEMENTS, IF PUBLICIZED IN CONNECTION WITH AN EVENT, WILL ONLY SERVE TO CONFUSE THE ISSUE. SOME ORGANIZATIONS HAVE TAKEN THE POSITION THAT NO INFORMATION IS BETTER THAN INACCURATE, INCOMPLETE, OR MISLEADING INFORMATION.

The result? No estimates on the community value of their events.

Others have chosen to go with the biggest numbers they can find in a misguided attempt to increase the value of their efforts. If these inflated claims come under scrutiny (and “experts” can be found to refute most any claim today) what started out to be a very positive issue could be an even bigger negative.

A very possible result of inflated claims can be an increase in the bid fees or guarantees the event owner requires

of future bid cities. These cities could include the one who was the source of the overly optimistic claims in the first place. Ironically, the city providing the impetus for higher fees or guarantees could find the event priced out of their reach.

Finally, please refer to *Appendix VI* for definitions of a number of terms that will be used extensively in the balance of this report. You will find these explanations useful to the most productive applications of the material herein.

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Options for Determining the Economic Impact of an Event

THERE ARE A VARIETY OF OPTIONS FOR DETERMINING THE ECONOMIC IMPACT OF AN EVENT. EACH OPTION CAN PROVIDE USEFUL RESULTS. AT THE SAME TIME, EACH OPTION HAS ITS POSITIVES AND NEGATIVES. ONE OF THE MOST IMPORTANT ITEMS THAT MUST BE INCLUDED IN ANY THOROUGH STUDY IS THE METHODOLOGY USED TO DETERMINE RESULTS.

Professionally Conducted Studies

Professionally conducted studies should provide the most thorough and “non-partisan” information. These studies can range from elaborate and costly to relatively simple and affordable. Most cities have companies that conduct these types of studies. They can help develop and conduct the study, will analyze the results, and prepare a final report.

A typical professionally conducted economic impact study provides an executive summary, a description of the methodology used, a breakdown of direct and indirect spending, a description of the multipliers (if any), visitor characteristics, copies of the surveys utilized and a bibliography and references for those conducting the study.

Limiting the scope of the research can control costs. If an organization has determined that there are specific questions that need answers, these can be identified and the scope of the research and analysis limited. Another way to contain costs is to provide as much of the information to the professional as possible. The staff of the Local Organizing Committee (LOC) can conduct surveys, obtain hotel reports, gather organizing committee event budgets and expenditures and provide these items to the professional. Most professionals will work with an LOC to discuss the best way to approach data collection without

compromising the integrity of the research.

Whenever possible, the LOC should include the costs of conducting this type of survey in the event budget. If the LOC or its parent organization receives any public funding, the results can lead to increases in support and will validate the objectives of the organization.

Costs for studies of this kind can range upward to \$25,000 or more.

University Conducted Studies

Local universities can also be an excellent resource. Professors of economics and/or business will often provide these services. Students can be a cost-effective way to conduct surveys. This approach combines the services of a professional and the willingness of students to produce actionable data (*see Appendix II – Spectator Survey 2000 Buick Invitational*).

Good results can be obtained for about \$5000, sometimes less.

Formulas

The use of a formula can be an even more cost-effective way of determining the economic impact of an event. By applying a basic formula, minimal research and analysis is necessary. Determining what should be in the formula is the most difficult part of the task. The following suggestions form the basis for computing economic impact of an event.

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Formulas

A Basic Formula

A simplified formula for determining economic impact is:

$$\begin{aligned} &\text{Number of Out-of-Town Visitors} \\ &\quad \times \text{Average Spending Per Day} \\ &\quad \times \text{Number of Days.} \end{aligned}$$

The key to this formula lies in the ability to determine accurate estimates of the participants, days and expenditures. This is why surveys are so critical.

Economists differ on the number of surveys required to constitute an accurate sample. However, it has been established that going much beyond 500 completed surveys will not produce material changes in the pattern of results.

The process of data collection must differentiate between types and kinds of participants (*see Appendix I – Data Collection*). Primary and secondary sources are noted along with a chart showing composition of visitors. Out-of-towners (who are the source of the incremental spending produced by the event) are divided by overnight and day trippers and then overnight visitors are further broken down by type, each of which spend in a different fashion. If the staff of the LOC cannot conduct the survey, students from a neighboring university can help.

In every study, the basic challenge is to determine the proportion of visitors and their spending patterns.

A survey should be able to determine the average length of a visitor stay. If exact information is difficult to obtain, the pick-

up of the room block is an alternative method (although it cannot help you differentiate between the types of visitors in *Appendix D*).

Average daily expenditures may be the most difficult to estimate. In a survey, respondents are required to supply a fairly large amount of information. Recall may not be completely accurate, since most people do not track their expenditures exactly. The survey methodology must be simple enough to obtain responses and accurate enough to get good data. This is where the professional researcher or academic expert can play a vital role.

In the absence of input from a professional researcher and a formal, statistically significant survey, it is possible to use numbers supplied by the local convention and visitors bureau or chamber of commerce. Your local sources may have numbers computed specially for your area. If so, use them! Not only will they give event organizers reasonable projections for visitor spending, they also can be credited to the source. This, in turn, helps make up for the lack of formal survey data.

It is important to note that sports commissions and convention and visitors bureaus are in general agreement that visitors to sporting events tend to spend more like leisure travelers than conventioners. Most conventions and meetings spend more on items associated with setting up the meeting (pipe and drape, carpeting, décor, special hospitality

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events, etc.). Additionally, convention travelers usually have their expenses paid by their employers. This tends to increase the amount spent per person. Tourists and leisure travelers typically limit spending to accommodations, meals, some local shopping, etc.

Once a spending estimate has been determined, it is imperative that the sources are clearly identified in the report. Comparisons to other events or the same event held in other cities cannot be made without an understanding of the underlying methodology.

Determining the scope of the analysis is the starting point for an accurate economic impact study. Availability of resources, both financial and physical, will play a prominent role in determining the approach chosen. It is important to commit to a study in advance so proper preparations are made.

Other Factors

There are more factors that must be considered. Examples include local spending by the event rights holder, expenses associated with a companion trade show or “fan-fest,” after-event spending, and the dollar value of the media exposure given by the event. Media values are so difficult to compute that most studies simply note the amount and kind of media coverage produced.

- **Clearly defined area of study**

Describe the area under study as a city, county, or metropolitan area. The specific

area affects the size of any multiplier, the percentage of out-of-town visitors, and many other factors.

- **Composition of visitors**

This same geographic location can play a significant role in determining the percentage of day trippers or international visitors.

- **Cultural factors**

Many international visitors spend at higher levels than domestic visitors. Recent studies of the Hawaii Marathon have shown a large number of Japanese attendees. They tend to spend at higher levels due to a greater emphasis on vacation/leisure/shopping.

- **Event specific factors**

Age, gender, and average income can make substantial differences in spending patterns. Attendees at a youth sports championship tend to spend much less than visitors to the Super Bowl. Travel parties also vary greatly (i.e. more people travel with girls teams than boys, and more people travel with younger athletes).

- **Seasonal considerations**

A summer competition or championship may well displace more visitors than in winter. An event held on a holiday weekend may displace or provide business depending on circumstances.

- **Purpose of visit**

As noted earlier, it is important to know if ticket purchasers

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have come to the area specifically to attend the event, or if they came for other reasons and bought tickets while in town.

Any economic impact study should **consider** the above factors. It is **necessary**, however, to deal with these three:

- 1) Local spending is “redirected” spending and, as such, should not be included. In limited cases, up to ten percent (10%) of local spending has been included as an attempt to measure expenditures coming from savings or made on credit caused only by the event.
- 2) The proportion of direct spending “retained” in the area will not equal 100 percent of direct spending.
- 3) The purpose of the visit can cause statistically important variations if the event has ticket appeal to business visitors looking for entertainment.

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Methodology for a Standardized Formula

A SIMPLIFIED METHOD OF REPORTING ECONOMIC IMPACT WAS PRESENTED EARLIER. IT HAS BEEN OBSERVED THAT, BEYOND A VERY BASIC APPROACH, COMMUNITIES/AREAS CAN EMPLOY PROFESSIONALLY PREPARED STUDIES, STUDIES CREATED WITH PROFESSIONAL HELP AND IMPLEMENTED BY THE ORGANIZATION NEEDING THE DATA, OR BY PARTNERING WITH AN ACADEMIC INSTITUTION.

Step One

Total Visitor Spending =
The Number of Out-of-Town Visitors
x Average Spending Per Day
x Number of Days
(the same as the basic formula)

*Please see Economic Impact worksheet
(Appendix III)*

To increase accuracy, two additional steps are proposed:

Step Two

Direct Spending =
Total Visitor Spending
+ Total Administrative
Operations Spending

This method accommodates relevant factors noted earlier and will provide a more detailed result. It does require more time and input.

*Please see Table on Direct Spending
(Appendix IV)*

Step Three (Local Option)

Total Economic Impact =
Direct Spending (Step Two)
x Regional Multiplier

This accommodates the need or desire to compute indirect or induced effects of spending. The use of a multiplier is a local option.

Please see Chart (Appendix V)

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Comparisons

AN ATTEMPT TO COMPARE RESULTS OF THE SAME EVENT IN DIFFERENT LOCATIONS CAN BE DIFFICULT DUE TO THE USE OF DIFFERENT METHODOLOGIES. NONETHELESS, IT IS ANTICIPATED THAT MANY CITIES AND EVENT RIGHTS HOLDERS WILL WANT TO DO SO. FOR CITIES, IT IS A WAY TO PROJECT WHAT COULD HAPPEN. FOR RIGHTS HOLDERS, IT IS A WAY TO JUDGE THE REQUIREMENTS INCLUDED IN THEIR REQUESTS FOR PROPOSAL.

Generating a single number for a given event in two locations involves a series of assumptions and limitations. The same event held in two different locations (like the reference to the event in the introduction to this report) must take into account possible differences in:

- Composition of visitors
- Length of stay
- Travel party size

For example, more people tend to accompany a visitor if the event is held in a city that is a tourist destination. People will stay longer if there are more things to see and do or if they go to the event each year and a new city is hosting the event.

Other factors relate to the methodology used in the markets being compared.

- Did the studies include local spending?
- How was average spending computed (simple formula, more complex formula from Appendix IV, other)?
- Are all out-of-town visitors included or is “purpose of visit” taken into account?
- Were production/operations revenues included or just net local spending?

All of these factors combine to suggest appropriate cautions or disclaimers when comparing the performance of the same event in different geographic locations.

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In Conclusion

THE GOALS OF THIS REPORT HAVE BEEN TO DEMONSTRATE THE IMPORTANCE OF ECONOMIC IMPACT STUDIES, THE NEED FOR CERTAIN KINDS OF INFORMATION TO INCREASE THE RELIABILITY OF ANY STUDY, THE NEED TO IDENTIFY THE METHODOLOGY UTILIZED, AND TO RECOMMEND ADOPTION OF ONE OR MORE SPECIFIC FORMULAS.

Use of the standards and formulas contained herein will promote comparisons between two or more locations for the same event. Such comparisons will be flawed, however, if points of departure from the proposed norms are not clearly identified. By standardizing NASC methodology, we will be able to achieve greater support and recognition from academicians and in turn the media, public sector officials, and others we target.

The National Association of Sports Commissions will promote use of these approaches by all members. Perhaps the most crucial information in each report will be the clarification as to how numbers were computed. Short, specific narratives for each section of the report can provide this very important information.

For example, if the average spending per day is a number derived by surveys, it is important to make note of this, attach a copy of the survey, note the number of surveys gathered and how they were gathered. If the average spending is generated by using the International

Association of Convention and Visitors Bureaus (IACVB) numbers, identify this, the number used, and why chosen.

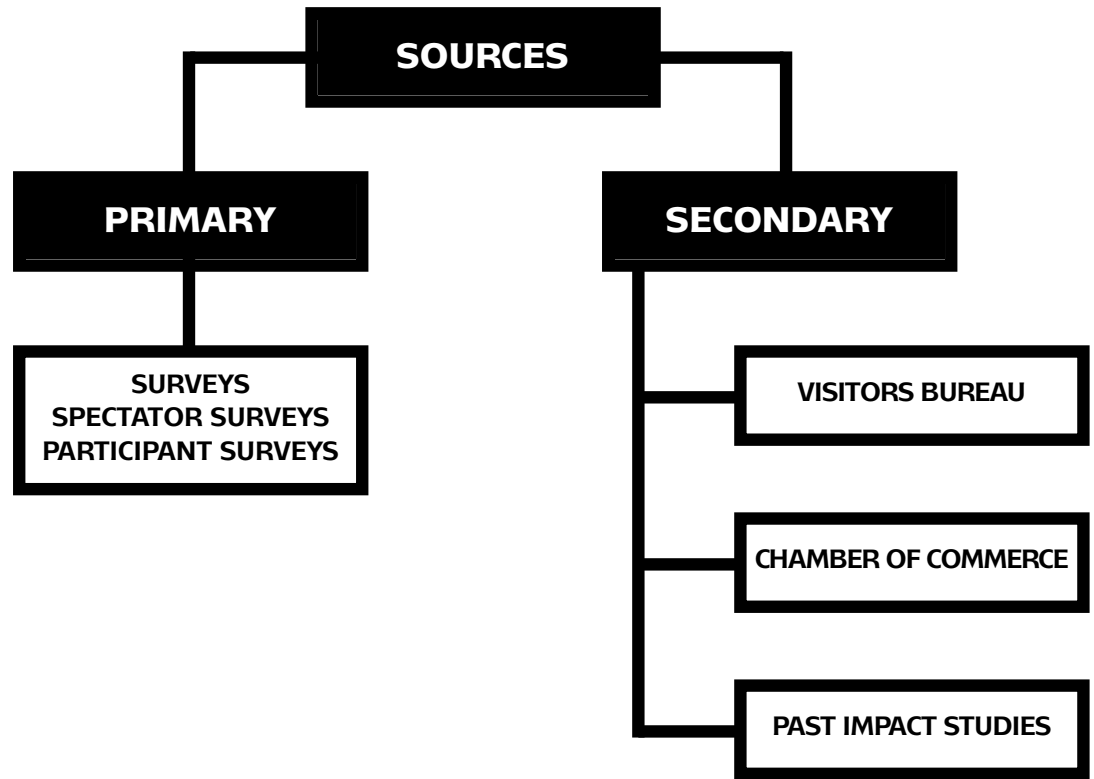
This type of report on the methodology will allow NASC members to make reasonable comparisons and add validity to the results. It is important that each category that is used to determine the economic impact contain this background information and supporting documentation. Obviously, by utilizing the NASC Base Formula, little documentation must accompany the report.

It is also critical to highlight any deviations from the formula that are included in the report. For example, if a grant was received by an outside agency to support the event, the amount of that grant should be identified so as not to confuse it with other factors.

When the topic of economic impact was raised at the 1999 NASC Annual Meeting, participants requested that a standardized formula be adopted by the NASC. These formulas fulfill this request.

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Appendix I
Data Collection

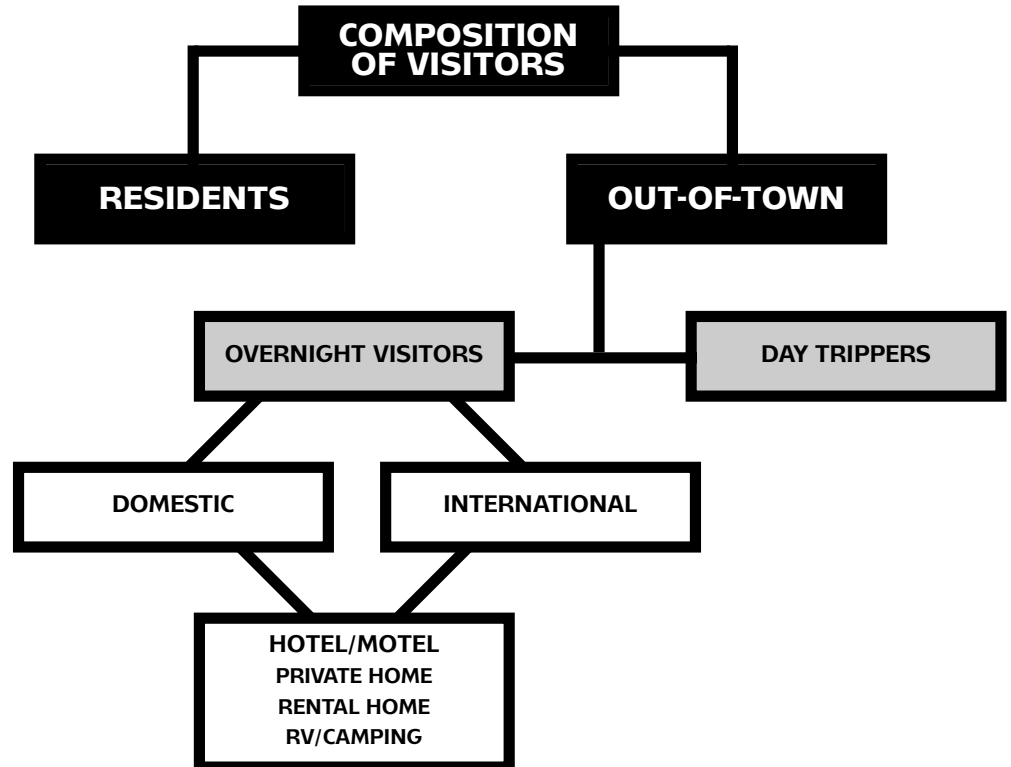


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**Appendix I
Data Collection**

SURVEY DATA

I. Composition of Visitors



II. Size of Travel Party

III. Number of Days

IV. Purpose of Visit

V. Demographics (optional)

Age

Gender

State of Residence

Income Level

VI. Average Spending per Day

Food

Accommodations-room rates, number of persons per room or number of hotel rooms

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Appendix II Spectator Survey-2000 Buick Invitational

Q1 Are you a visitor to San Diego County or do you live here year 'round?

- San Diego resident
- Visitor

Q2 Which is your home zip code?

If don't know, ask name of city

If resident, skip to Q9

If from a foreign country,
name of country

Q3 How many nights in total, do you plan to spend in San Diego on this trip?

_____ nights

Q4 *If staying overnight*

What type of place are you staying in?

(Do not read choices)

- Hotel (Ask 4a&4b)
- Motel (Ask 4a&4b)
- .Private Home
- Camping/RV park
- Renting apartment or condo
- Other (Specify)_____

4a How much is your hotel/motel room rate per night? \$_____

4b How many hotel (motel) rooms is your travel party renting at this rate? _____

Q5 What type of transportation did you use to arrive in San Diego?

(Do not read choices)

- Personal car (Own or borrowed)
- Rental car
- Commercial airline
- Train
- Bus
- Other (specify)

Q6 What type of transportation are you using to get around San Diego?

(Do not read choices)

- Personal car (Ask 6a)
- Recreation vehicle
- Train
- Taxi
- Rental car (Ask 6a)
- Bus
- Trolley
- Tour bus

6a What is the daily rental car rate including any applicable insurance?
\$_____

Q7 Thinking about all the things you and your travel group do on a normal day on your visit, how much would your group spend per day on

- Meals and snacks out \$_____
- Groceries & food (if applicable) \$_____
- Souvenirs & program \$_____
- Other shopping (non-food) \$_____
- Amusements & attractions,
(excluding tournament tickets) \$_____
- Other (specify) \$_____

Q8 Would you say that the Buick Invitational...

- Was the main reason for your visit to San Diego?
- Influenced your visit, but was not the main reason for your visit to San Diego?
- Did not influence your decision to visit?

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Appendix II Spectator Survey-2000 Buick Invitational

Q9 Including yourself, how many people in your group, are in the following age categories?

Under 18 _____	45 – 54 _____
18 – 24 _____	55 – 64 _____
25 – 34 _____	65 and over _____
35 – 44 _____	Total _____

Q10 Are there any non-San Diegans in your immediate traveling party who are in San Diego with you, but are not attending the tournament?

- Yes (Ask 10a)
- No

10a How many are:

18 years or over? _____

Under 18 yrs. old? _____

Q11 What type of ticket do you have for today's event?

- Daily pass
- Season ticket
- Other

Q12 Did you purchase your ticket(s) or was it a gift?

- Purchased \$_____cost per ticket
- Gift
- Other (press or professional pass)

Q13 Which days of the tournament are you attending?

- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

Q14 For residents only: If the Buick Invitational tournament was not held in San Diego, would you go outside of San Diego County for a similar tournament?

- Yes
- No

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Appendix IV Table on Direct Spending

I. Visitor Spending

	Number	Average Spending per Day	Number of Days	Total Spending
Number of Visitors				
Day Trippers	\$	\$	\$	
Overnighters	\$	\$	\$	
Participants & Guests	\$	\$	\$	
Media	\$	\$	\$	
Production & Tech Staff	\$	\$	\$	
Sponsors, Officials, Administration	\$	\$	\$	
Total Visitor Spending				

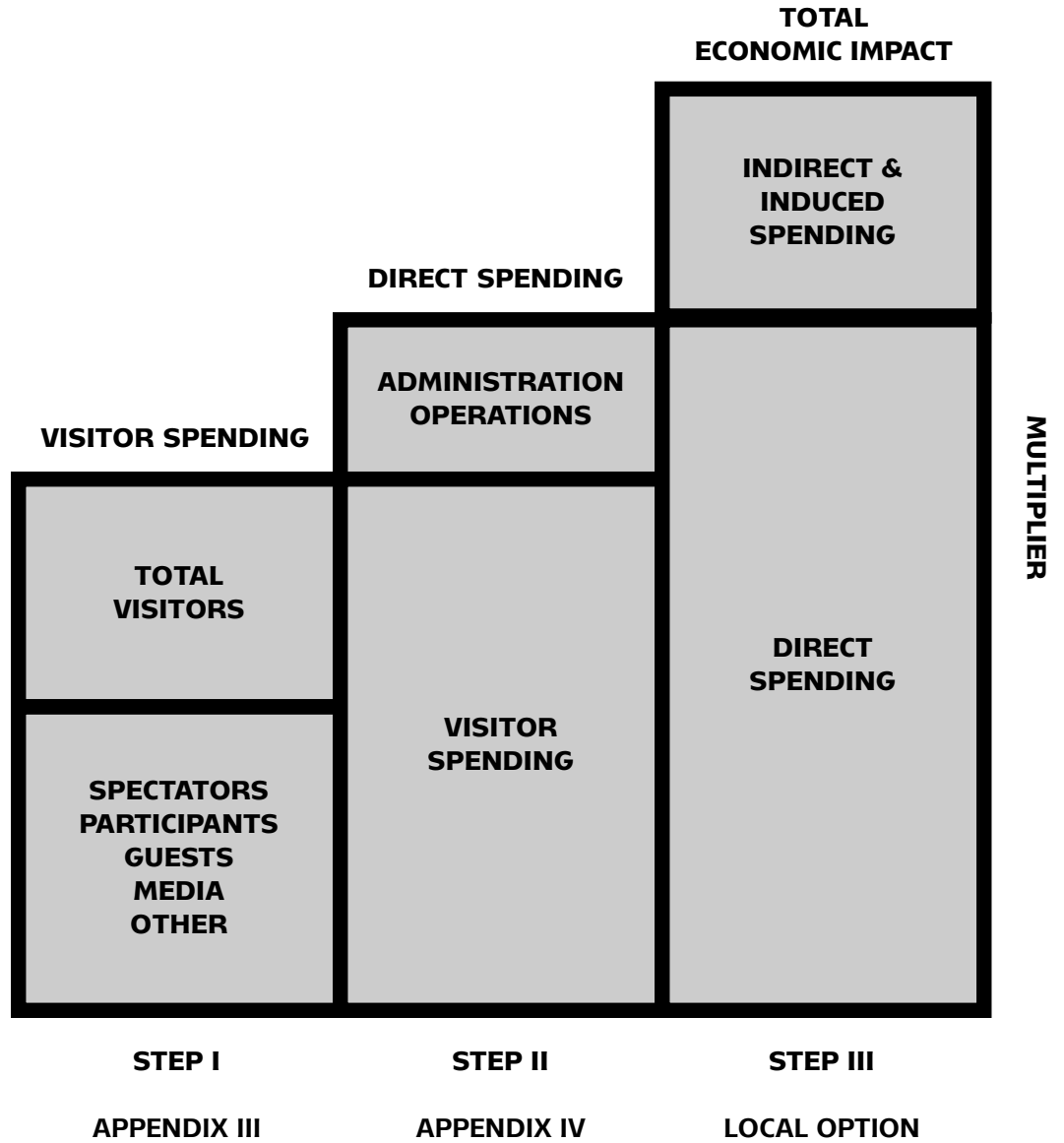
II. Administrative Operations Spending

	Local Spending ³
Production	
Organizing & Staging	
Other	
Expo & Trade Shows	
After-Event Entertainment	
Total Administration Operations Spending	

Direct Spending=Total Visitor Spending+Total Administration Operations Spending

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**Appendix V
 Chart**



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Appendix VI Definitions

Direct Spending

Direct spending refers to the new dollars brought into the region from sources outside the region. It is the sum of visitor spending and event-related operational spending in the region

Visitor Spending

Visitor spending is a component of direct spending. It is a measure of money spent on local restaurants, hotels, transportation, shopping, tourist attractions, etc., by the visitors who came to the area solely for the event.

$$\begin{aligned} \text{Visitor Spending} = & \\ & \text{Number of Visitor's} \\ & \text{x Number of Days} \\ & \text{x Average Spending Per Day} \end{aligned}$$

Redirected Spending

Spending at the games/event by the local residents is considered redirected spending. These dollars would have been spent locally on other activities anyway. The spending by the local residents, therefore, does not represent new dollars brought into the region.

Indirect and Induced Spending

Direct spending results in cycles of secondary spending and produces indirect benefits in the form of additional profits and incomes for local businesses and households. Some of these dollars are spent by the local businesses on goods and services supporting other local businesses. This is called indirect spending. Likewise, households experiencing additional income also spend some of these dollars on local goods and services. These subsequent expenditures are called induced spending. Indirect and induced spending are estimated using a regional multiplier.

Multiplier

A multiplier is a value by which direct spending is multiplied to estimate total spending or total economic impact. Direct spending results in cycles of secondary spending in the local economy. A multiplier is used to estimate the spillover effects of the direct spending known as indirect and induced spending.

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Appendix VI Definitions

RIMS Type II Multipliers

The U. S. Department of Commerce, Bureau of Economic Analysis has developed the Regional Input-Output Modeling System which provides multipliers for various sub-regions of the United States. The Type II multipliers are output multipliers and include indirect and induced effects of direct spending.

IMPLAN Multipliers

IMpact Analysis For PLANning is a regional input-output modeling system that generates information on multipliers, trade flows and regional economic structures for 528 sectors. The system is developed by the Minnesota Implan Group.

Displacement

Economic impact measures net benefits of hosting an event. Some activity would have occurred without the event. Thus, some visitor spending attributed to an event represents displaced spending.

Economic Impact

Economic impact measures the incremental dollars produced by the event. It estimates the net impact of money originating from outside the region and the money that stays in the local economy. It represents the incremental spending above and beyond what would be expected in the region if the event was not held.

Economic Activity

Economic activity includes all the spending generated by the event without regard for source. It includes local spending and the money received by out of town businesses.

Economic Benefit

Economic benefit includes the effect of externalities associated with the event such as the value of television exposure or magazine coverage. It excludes spending by local attendees.

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Researched and Reported by

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Dr. Kokila Doshi is a Professor of Economics at the University of San Diego. She received her M. A. and Ph. D. in Economics from the University of Rochester, New York. Dr. Doshi is one of the founding members of the Regional Development Center of the University of San Diego. She has conducted economic impact studies of the

Summer X-Games, the Rock 'N' Roll Marathon and the Buick Invitational 2000 (PGA Tour).

Dr. Doshi has published several articles in economic and business journals. Her research interests focus on sports and tourism, feasibility studies, economic impact analysis and forecasting. Dr. Doshi can be reached at kdoshi@acusd.edu or (619)260-4843.

Don Schumacher

Don Schumacher is president of Don Schumacher & Associates, Inc., a Cincinnati, Ohio-based sports marketing, management, communications and consulting firm. He is also executive director of the National Association of Sports Commissions, a 280-member organization of sports commissions, convention & visitors bureaus, sports event owners, and suppliers to the industry. His company sold the seat licenses for the new Paul Brown Stadium

in Cincinnati and also performed the feasibility study for what is now Kentucky Speedway, a 1.5-mile superspeedway forty miles from downtown Cincinnati. As executive director of the Greater Cincinnati Sports & Events Commission, he brought more than 30 events to Cincinnati which produced \$40 million in direct visitor spending. Don can be reached at the NASC at nasc@sportscommissions.org or (513)281-3888.

Ky Snyder

Ky Snyder is president of the San Diego International Sports Council. The mission of the SDISC is to promote San Diego/Tijuana as the preferred region for sporting events and activities that benefit the community both economically and socially.

Recent accomplishments of the Sports Council bid efforts include securing for San Diego the 1997 and 1998 ESPN Summer X-Games, the Suzuki Rock 'n' Roll Marathon, 1999 Major League Soccer All-Star Game, the inaugural Bank of America's U.S. Olympic Cup, NCAA Division I Men's Basketball First & Second Round (2001), the NCAA Division I Women's Volleyball Championships (2001) and Super Bowl XXXVII.

Snyder is a member of the Board of Directors of the San Diego NFL Youth Education Town, the San Diego Super Bowl Task Force, the SDSU Campanile Foundation Athletic Advisory Commission, the Curriculum Committee of SDSU's Hospitality and Tourism Management Program, the San Diego Youth-to-Career Youth Council and serves on the Advisory Board of Youth Tennis San Diego. He is a member of the San Diego Downtown Rotary Club on the military affairs committee and Thanksgiving Day program. Snyder is also the President of the San Diego International Sports Foundation. Ky can be reached at the SDISC at ksnyder@sdisc.com or (619)682-3436.