



**Sports & Entertainment
Authority**

Showtime. All the time.

Key Pillars

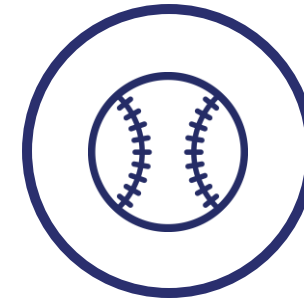


Sports Tourism & Entertainment Events



Facility Development

- New
- Reimagining and Maintenance



Home-Grown Events

- Owned and Operated
- Joint Venture event production
- Henrico Baseball Classic



Partnerships

- Growth & Development of Sports
- Youth Participation
- Revenue Growth
- Community Collaboration

5 Year Strategic Plan



The **Henrico Sports & Entertainment Authority (HSEA)** was launched in 2022. HSEA is the principal point of contact for Henrico's sports tourism programs, which generate more than \$70 million in economic impact annually. HSEA also leads the way in event programming as well as the management of Henrico's public and private investments in sports and entertainment facilities.

HSEA has formulated a strategic plan that maximizes its impact on businesses, residents, and visitors in Henrico and across the entire region. The goal of the 5-year strategic plan is to grow sports and entertainment activities at all levels while simultaneously expanding facilities and infrastructure to generate economic, social, and cultural success for Henrico as a 21st-century community where everyone wants to live, work, visit, and play.

TEAM EXPERIENCE

160 Years in the Sports Industry

57 Years in Henrico Government

WHY WE EXIST:

HSEA Purpose: Enhance economic, social, and cultural vitality of our community.

WHERE WE'RE HEADED:

HSEA Vision: Be a leading innovator in sports tourism and entertainment, establishing Henrico and the region as a premier U.S. destination.

HOW WE'RE GETTING THERE:

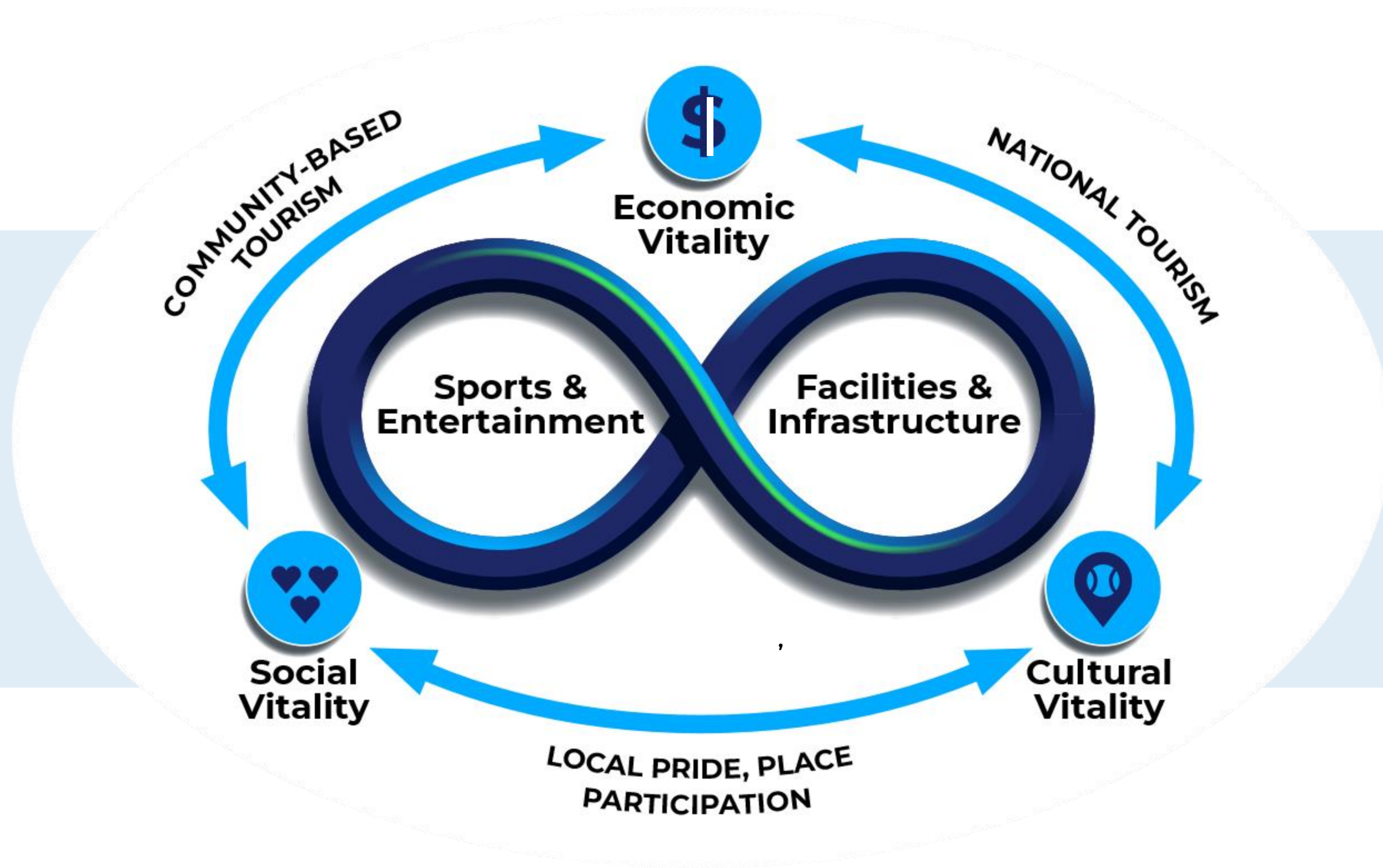
HSEA Mission: Through a remarkable team, exceptional partners, and a strategic focus, attract and host a growing number of sports and entertainment events while simultaneously building and supporting world-class facilities and infrastructure.

SPORTS & ENTERTAINMENT ACTIVITIES

- A-10 Women's Basketball Championship
- NCAA DIII Women's Volleyball
- Youth Soccer tournaments (Adidas National Cup, Ultimate Cup, Jefferson Cup)
- Special Olympics
- Babe Ruth World Series
- Bass Pro Fishing Tour
- All age divisions of softball, baseball, basketball, and volleyball
- American Cornhole Tournament
- NWBA – National Wheelchair Basketball Tournament
- A variety of leagues and special events
- Music, concerts, and trade shows

FACILITIES & INFRASTRUCTURE

- Henrico Sports & Events Center
- Glover Park
- Frank J. Thornton YMCA Aquatic Center
- GreenCity Arena
- Belmont Golf Course
- Dorey Park
- Glen Allen Softball Complex
- Pouncey Tract
- RF&P Park
- The Springs Recreation Center
- Tuckahoe Park
- Scott Road Outdoor Athletic Complex
- Virginia Capital Trail and Fall Line Trail
- The Crossings Golf Course





5-YEAR STRATEGIC PLAN BUILDING BLOCKS

Henrico's Reputation & Resources

Provide essential support and enhance HSEA's ability to invest in and deliver a growing number of exceptional sports and entertainment venues and experiences.



HSEA's Partners

Leverage HSEA's ability to grow and support facilities and attract local participants and audiences.



HSEA's Team & Values

- **Health:** We prioritize the well-being of our community by promoting active lifestyles and providing safe, high-quality recreational opportunities.
- **Sustainability:** We commit to responsible resource stewardship and sustainable practices for long-term success and environmental health.
- **Excellence:** We strive for the highest standards in all our events, facilities, and services.
- **ALL:** We embrace and respect all individual differences, fostering a welcoming and inclusive environment.



HSEA's Business Strategy

Five key strategic imperatives that drive HSEA's future growth and success – see backside for details on each.



HSEA's BUSINESS STRATEGY

ORGANIZATIONAL STRATEGY

GOAL

Attract, engage, and retain a world-class workforce to achieve HSEA's vision.

APPROACH

Implement a 5-year talent growth and development plan aligned with HSEA's infrastructure and event growth.

Immediate:

- Recognize talent as the key factor for HSEA's growth.
- Develop a strategic organizational plan based on approved goals and industry best practices.
- Define mid-term (2-4 years) and long-term (5+ years) positions, roles, and responsibilities.
- Invest in HSEA leadership (e.g., access to mentorship programs, ongoing training, leadership, and professional development programs, competitive compensation, and support for professional memberships and networking opportunities).
- Create job descriptions and onboarding/culture-building systems.

Mid-Term:

- Align existing talent with the new organizational structure.
- Invite current staff to apply for new high-level positions.
- Recruit for open positions.
- Build a high-level financial expertise team for complex budgeting and financing.
- Develop a strategic succession plan for the HSEA board.

Long-Term:

- Continue recruiting and building the HSEA team.
- Create a strategic succession plan for HSEA staff.



FINANCIAL STRATEGY

GOAL

Establish a diversified and sustainable financial structure to support HSEA's growth and operations.

APPROACH

Identify multiple revenue streams and manage expenses efficiently.

Immediate:

- Identify and develop revenue streams (tournament fees, sponsorships, interest accounts).
- Recognize and manage key expenses (travel, marketing, business operations, incentive funds, event support funds, grants).
- Create and execute a County grant fund for facility and event development.

Mid-Term:

- Establish sales goals for short-term revenue generation.
- Develop strategies to maximize sponsorship and investment opportunities.

Long-Term:

- Plan for future investments and sustainable growth.

BUSINESS OPERATIONS STRATEGY

GOAL

Optimize business operations to enhance event quality and economic impact.

APPROACH

Develop a balanced calendar of events, focusing on economic impact, guest services, media visibility, and local engagement.

Immediate:

- Determine the best type of calendar for HSEA activities.
- Balance high-profile events with tourism revenue drivers and local community needs.
- Implement an automated facility registration system.

Mid-Term:

- Develop bid strategies for regional and national events.
- Establish long-term relationships with tournament hosts.
- Develop and manage HSEA's responses to sports and event RFPs.

Long-Term:

- Diversify events to ensure financial stability.
- Stay informed about new technologies.

FACILITY STRATEGY

GOAL

Develop and maintain top-notch facilities to support HSEA's mission and attract events.

APPROACH

Assess current facilities, identify needs, and plan for new acquisitions and improvements.

Immediate:

- Develop a facility use plan balancing tournaments and youth association usage.
- Assess current land and potential acquisitions for new facility opportunities.

Mid-Term:

- Inventory needs and improve existing facilities (restrooms, equipment upgrades).
- Engage in public/private partnerships for facility development.

Long-Term:

- Plan for capital improvements for critical maintenance and for facility modernization.
- Conduct facility analysis from a sports tourism perspective.

COMMUNITY STRATEGY

GOAL

Strengthen community engagement and support through impactful initiatives.

APPROACH

Be present and active in the Henrico community, supporting local sports and increasing access and awareness of local sports in the area.

Immediate:

- Implement marketing strategies to increase community impact.
- Support and collaborate with youth associations and special events.

Mid-Term:

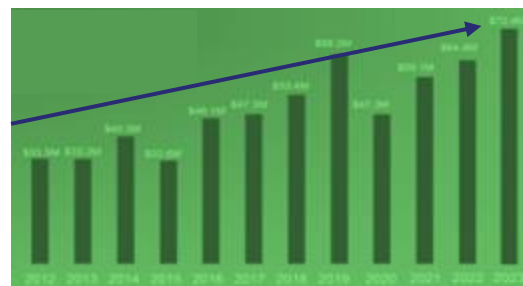
- Develop partnerships with educational and cultural organizations.
- Enhance communication strategies to engage with the community effectively.

Long-Term:

- Plan and execute community-focused programs (education days, equipment drives, partnerships).
- Establish community-wide strategies to work with youth associations.

ULTIMATE OUTCOME: The Economic, Social, and Cultural Vitality that Supports a 21st Century Community

ECONOMIC IMPACT



HSEA delivers an amazing economic return on investment for Henrico.

Since 2013, Henrico's sports tourism has experienced a 117% increase in economic impact, growing to \$70 million today. This impact will grow exponentially in the years ahead.

SOCIAL IMPACT

HSEA contributes to the health and well-being of Henrico's children and adult residents.

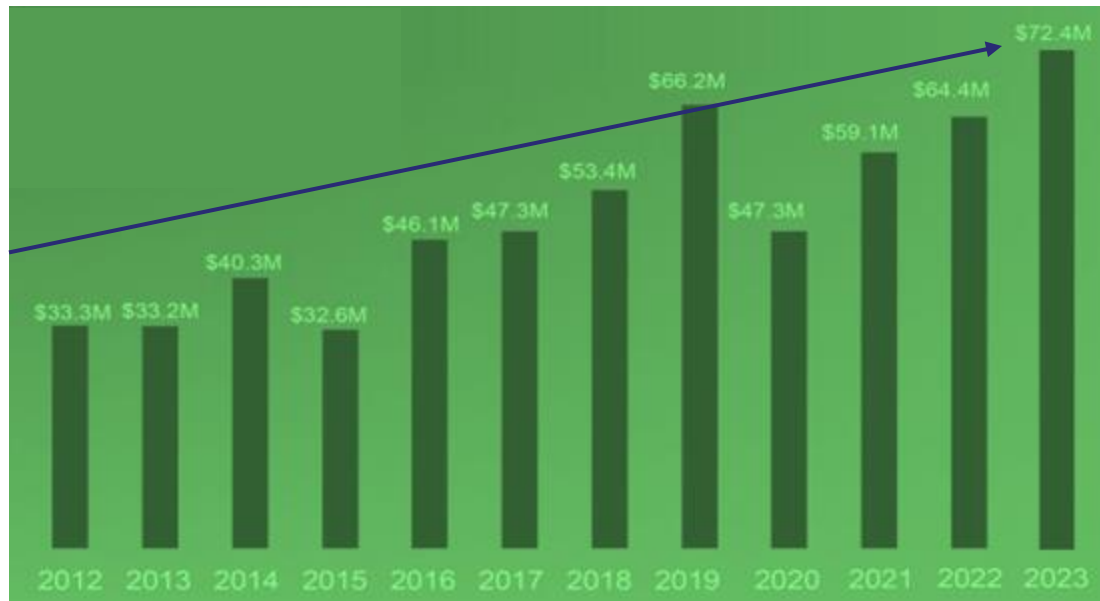
A variety of sports activities and facilities for all ages and physical abilities promotes more active and healthier lifestyles. Educational tie-ins with sports teach valuable life skills and health knowledge, empowering more informed choices. All of this increases physical fitness, reduces stress, and fosters a sense of well-being that benefits individuals, families, and the entire Henrico community.

CULTURAL IMPACT

HSEA helps build Henrico's welcoming culture.

Sports and entertainment activities and facilities serve as hubs for small and large events where everyone can celebrate and cheer on local talent and have regional and national-level experiences together. This reinforces Henrico's welcoming culture, building a growing sense of place and community where everyone feels they belong and can thrive.

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Visitor Expenditures	\$1.9 Billion*
Sports Economic Impact	\$72 Million**

*2023 VTC study by Tourism Economics

**Amateur sports tourism events hosted by Henrico with athletes 50+ miles from venues



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What's Next?

NCAA 2027 DIII Volleyball Tournament



GreenCity



A-10 2025 & 2026 Women's Basketball Championships



The Crossings Golf Course



Prep Baseball Report



What's Next . . . Sports Tourism Grants

NOVA
SWIMMING



RICHMOND
STRIKERS



The
Crossings
GOLF CLUB





Be Bold.



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