

# Tampa Water Sports Center Study

April, 2007

Presented to:

*The Stewards Foundation*



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# *Tampa Water Sports Center Study*

## **EXECUTIVE SUMMARY AND KEY POINTS**

One of the missions of the Stewards Foundation is to bring the sport of rowing to the Tampa Bay community through the Tampa Water Sports Center. Key benefits of the Water Sports Center include the following:

- The Tampa Water Sports Center, once constructed, can be self-sustaining in terms of covering operating expenses with revenue-generating activities
- The local economic impact of normal activities is estimated to be over \$250,000 per year, thus benefiting the Tampa Bay community businesses and industries
- The local economic impact of additional, large-scale activities such as regattas have the potential economic impact of over \$1 million per event
- Nontangible impacts such as enhanced community reputation, ability to serve youth and disadvantaged groups, and better lives through the rowing sport, are additional benefits brought by the Tampa Water Sports Center

## **INTRODUCTION**

The Stewards Foundation is a nonprofit 501(c)3 organization dedicated to supporting water sports through the construction and management of the proposed Tampa Water Sports Center. The mission of the Stewards Foundation is to use the sport of Crew (Rowing) as a vehicle to raise self-esteem and teach teamwork and responsibility to youngsters within the community of Tampa.

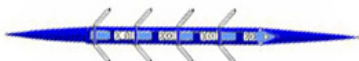
## **PURPOSE**

The members of the board of directors of the Stewards Foundation have requested a study of the proposed Tampa Water Sports Center, and specifically the proposed facility to house visiting teams and other organizations. Also requested has been strategic idea provision for the continued activities of the Tampa Water Sports Center. The strategic research team biographies are located in Appendix A. This document will outline a number of revenue-producing activities that can help fund the continuing operations of the Tampa Water Sports Center and the housing facility.

## **ASSUMPTIONS**

The Water Sports Center and its housing facility are in the initial planning stages, therefore a number of assumptions are being made about the facility's size, structure, amenities, and costs:

- The Water Sports Facility will offer:
  - Shell and equipment storage building
  - Docks
  - Parking
- Housing facility/dormitory
  - 25 rooms with 4 beds per room
  - Shared hallway bathroom facility
  - Wireless internet capability
  - Meeting space equipped with video display capabilities
  - Kitchen facilities
- An operating cost of \$100,000 per year



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## **RESEARCH**

Background research took place on the rowing industry, the needs of the surrounding Tampa Community, local demographics, and the facility needs of rowing coaches with traveling teams.

### **Interviews**

Interviews took place with various members of the City of Tampa Bay, Tampa Chamber of Commerce, Tampa Sports Authority, area Collegiate Athletic Directors, and Rowing Coaches around the United States. These interviews helped form the foundation of a survey.

### **Survey Research**

Based on the background research, an online survey was developed, pretested, and deployed to over 1,000 rowing coaches through the United States Rowing Association. The survey is shown in Appendix B, and detailed results are in Appendix C.

Survey administration was intended to be complete in December, but was delayed until mid-January when rowing coaches returned to campus. 120 respondents took the survey, but the number of valid responses was 85, as that many respondents traveled with their teams and also completed the survey.

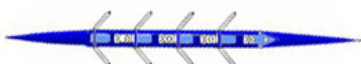
The most important factor for travel to a rowing facility is cost, including meals, transportation, housing, and other costs. Warm weather is also important, followed by availability of other activities within walking distance and boat/equipment rental availability. Dock access, “good water” and having a facility next to the water were important facility considerations.

The ability to house the entire team at one facility was extremely important, followed by the ability to house four rowers per room. Most coaches reported they traveled with 25-49 rowers, and bring their own equipment. However, a significant portion needs to rent some equipment. Most visits are for one week, and typically rowers have to be slept two per bed. The average cost spent per rower per night is \$25-\$29, and single beds (1 per rower) were slightly preferred over double beds (2 rowers per bed). Despite the single rower cost, Coaches would not pay more that \$74 per room per night, regardless of configuration.

With regard to the proposed rowing facility, most find the scenario attractive, which bodes well for future facility use. However, there were a number of important factors listed by respondents that will have to be addressed:

- Overcrowding worries (both on the water and at the facility)
- Availability of rental equipment is critical to many
- The ability to walk to everything (food, entertainment, shopping), which is problematic for the proposed facility
- Availability of gym and other training equipment
- Availability of local professionals/guides on the water
- Laundry facilities
- Professionalism of facility (website, booking, personnel)

For more detail, see Appendix C, particularly the verbatim recommendations on pp. 21-24.



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## **REVENUE-PRODUCING ACTIVITY ELEMENTS**

The following sections outline a number of revenue-producing activity elements. Not all of these elements may be allowable by the city, or chosen by the Stewards Foundation, but a combination of activities is important to ensuring a continuous rather than seasonal revenue stream.

### **Visiting Collegiate Rowing Teams (December-April)**

This is the primary purpose for constructing lodging facilities at the Tampa Water Sports Center. Each year collegiate crew from northern school head south to get a jump on the spring rowing season. Crews make their way south to row before the weather allows them to begin rowing on the water. Land training is not an equivalent alternative to actually rowing on the water. Also, it provides crews with a vacation from school. This year, the Tampa Water Sports Center will host crews from December 13th – March 25th.

### **Adult Learn-To-Row Programs (Throughout The Year)**

Currently, an adult learn-to-row program is offered free of charge. The introductory program might continue to be offered free or at a nominal charge of \$10 per person, but the next series of classes could be charged at a higher rate (\$50 for the day, for example).

### **Dormitory Stays for Other Athletes**

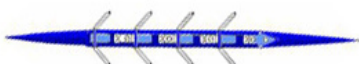
The University of Tampa hosts many dozens of intercollegiate sporting events on its campus every academic year which range from baseball, basketball, volleyball, and soccer to swimming. Despite the fact that the University of Tampa athletics office is unlikely to actually refer visiting collegiate teams to the rowing facility, a facilities director could easily periodically call / mail invitations to visiting teams inviting them to stay at a clean, low-cost, athletic dormitory within walking distance of their venue.

### **Youth (Inner-City), Church, or Boy- / Girl-Scout Summer Camps (Summer)**

The 2000 census data shows a rich environment from which to draw organizations seeking to provide a proximal, clean, outdoors venue for youth-focused weekend, winter, or summer camps / activities.

Of the nearly 190,000 families in Hillsborough County (493,000 in the greater Tampa Bay region) nearly 48.9% have children younger than 18 years of age (41.5% in greater Tampa Bay). Of these 234,184 "children," 59.9% of those living in 2-parent households have both parents active in the labor force (61.3% in greater Tampa Bay); 76.6% of the parents within single-parent households (with children younger than 18 years) are active in the labor force (78.1% in greater Tampa Bay). So, most children in the Tampa Bay region live in households where each parent is active in the labor force. This represents a market possessing demand for organized youth activities, such as those represented with church, scouting, or other youth camps. A facilities director reaching out to the spectrum of such organized youth activity groups in the greater Tampa Bay region could fit the needs of such organizations with vacancies in the dormitory schedule of a proximal and youth-focused water sports facility.

Examination of the income figures from the 2000 census for families suggests that families in Hillsborough County possess the disposable income necessary for the youth-oriented summer educational / recreational activities represented by church, scouting, and other youth camps.



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In Hillsborough county the mean 2-parent family income with children (<18 years) is \$75,800<sup>1</sup>. While single-parent families make, on average, substantively less (\$28,330), the level still suggests a degree of disposable income.

A related source of regional demand for a proximal, clean, youth-oriented outdoors venue is the pool of both “school children” and undergraduate students. Hillsborough County has just over 171,000 “school children” (grades 1-12), nearly 54,000 in high school alone; there are nearly 362,000 “school children” in the greater Tampa Bay region with almost 115,000 in high school. Though this report has already identified the potential for housing visiting collegiate teams outside of the collegiate rowing market, one should consider the potential to attract undergraduate student organizations (from both Tampa and the greater Tampa Bay region) for weekend, winter-break, or even early- & late-summer retreats and / or leadership camps. The 2000 census data show 50,000 undergraduate students in Hillsborough County, with 97,000 in the greater Tampa Bay region.

## Corporate Leader Challenge Courses (Throughout the Year)

A possible revenue stream for the Tampa Water Sports Center is from running corporate leadership and team building programs out of the center. One such program is The OARS Program: Corporate Leadership and Team Building ([www.oarsprogram.com](http://www.oarsprogram.com)). On the OARS website, the program is described as follows:

*The OARS Program [is] a team building experience, where teams have fun experiencing Olympic Style rowing and are challenged to work well together and capitalize on the strengths of each team member. We offer half-day, full day and custom team building events. Each workshop combines a fun rowing experience and the Rower's Code to challenge your team and explore how you work together. Participants experience what it takes to pull together as a team and leave with individual action plans. OARS Programs are challenging yet are appropriate for all fitness levels and athletic (or non-athletic) abilities. Each team member makes a contribution – it may be anything from pulling an oar to steering the boat or note-taking from the coaches' boat.*

Executive leadership education generates on average approximately \$1000 per day per student for the local economy.

## Adult Learning Camps

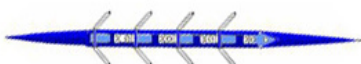
As our over-55 population continues to grow, adult learning camps are a quickly growing phenomenon. One example is Elderhostel, a nonprofit organization that provides almost 8,000 programs around the world to over 160,000 participants. Currently, there are almost 150 programs offered each year in Florida alone. Ten of these programs involve water sports in the form of canoeing and kayaking, but none are offered in rowing at this time.

A typical program is a 5-night stay camp. The all-inclusive \$550 average fee per person covers lodging (2 per room), most meals, and coaches and teachers for the activity. An estimated two programs (two weeks) per year could be offered.

<http://www.elderhostel.org/>

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<sup>1</sup> The median 2-earner family income level is modestly less at \$59,600, suggesting that the distribution of income across 2-earner families in Hillsborough County is shifted slightly to the left. Even so, a middle-family income of nearly \$60,000 (2000) represents a substantive degree of disposable income.



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## **Meeting Room Rental**

The classroom/meeting room would need to be equipped with configurable, movable furniture that would allow both dining and classroom seating for a minimum of 50. The room would also need to be equipped with a sound system, microphone and podium, laptop hookup, screen, video/DVD player, and projection system. Similar meeting rooms in the Tampa area rent for \$250 for a half day and \$300 for a full day.

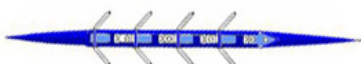
## **Kitchen Facilities Rental**

Along with meeting space, kitchen facilities are often rented in conjunction with the classroom or dining space. Caterers could use the kitchen by bringing their own supplies in, or the kitchen could be used to prepare simple meals for visiting teams. The kitchen would need to be equipped with dual ovens, refrigerator and freezer, icemaker, microwave, cooktop, garbage disposal, dual sinks, industrial size dishwasher, and preparation space. Another option also includes dishes, cutlery, and linens for full service, which adds another \$200 per day to the rental cost for a special event.

## **Others**

There are a number of other revenue-generating ideas that could be further explored in the future, including:

- Equipment rental to visiting teams, camps, etc.
- Equipment/shell storage fees
- Temporary docking privileges
- Summer memberships for local residences – docking privileges
- Tampa Bay Sports Commission use of facilities (although interviews indicate they do prefer to use hotels because of financial returns) <http://www.tampabaysports.org/>
- Hosting other intercollegiate water sports
- Fund raising races with competing businesses from the city of Tampa

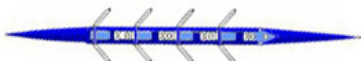


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## PROPOSED CALENDAR REVENUE STREAM

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Tot
Collegiate Team	20K	20K	20K									10K	70K
Learn to Row				0.5K	0.5K				0.5K	0.5K			2K
Dormitory Stays				0.5K	0.5K				0.5K	0.5K	0.5K		2.5K
Youth Summer Camp							1K	1K					2K
Adult Summer Camp						2K							2K
Challenge course					10K					10K	10K		30K
Adult Learning Camp					5K					5K	5K		15K
Meeting Rental					0.5K	0.5K	0.5K	0.5K	0.5K			0.5K	3K
Kitchen Rental					0.5K	0.5K	0.5K	0.5K	0.5K			0.5K	3K
<b>Total</b>	20K	20K	20K	1K	17K	3K	2K	2K	2K	16K	15.5K	11K	130K

Even with conservative estimates of incoming funds, the center can cover its operating expenses of \$100K per year and have additional monies to spare to hire a staff member to manage the center and its programs. The above calendar does not include additional "other" revenue streams from the descriptions above that could further enhance the scenario.



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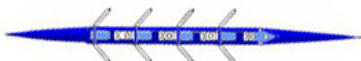
## **STRATEGIC RECOMMENDATIONS**

In addition to the above revenue-producing activities, the research team makes the following recommendations:

- Hire a full-time facilities director, paid \$30,000 per year plus incentives/commissions to fill beds with programs and activities.
- Host a regatta (as noted in earlier studies, has a \$1 million dollar impact to the local community)
- Provide the following facility structure and amenities:
  - The majority of rooms equipped with four single beds (two bunks) – about 20 rooms, at a recommended price of no more than \$65 per room.
  - Some larger rooms equipped with a queen-sized bed – about 5 rooms
  - Meeting facility with projection system, internet availability, and TV-Video viewing
  - Laundry room
  - Kitchen facilities
- Consider strategic partnership with the following:
  - Tampa Cruisacade for docking privileges and family activities
  - Tampa Sports Authority for housing teams
  - The University of Tampa for:
    - Temporary access to the McNiff Fitness Center
    - Temporary access to campus pool facilities
    - Access to dining halls
    - Use of the Leadership Challenge Course and its trained facilitators (including Matt Eriksen and Erika Matulich) for Executive Training in the form of Challenge Courses and rowing activities
  - Elderhostel adult learning program

## **CONCLUSION**

The Stewards Foundation Tampa Water Sports Center is in an ideal location for hosting rowing activities and water sports throughout a calendar year. An appropriately constructed facility, complete with meeting and dining amenities, will beneficially serve not only the Tampa community, but other interest groups outside of Tampa who will contribute to the economic growth and development of our area. The Water Sports Center simply needs the funding for construction, and then can continue as a self-supporting entity for many years to come.



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## APPENDIX A: RESEARCH TEAM

### Matthew Eriksen, PhD

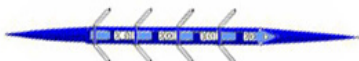


Matthew Eriksen is an Associate Professor of Management at The University of Tampa and Associate Director of the TECO Center for Leadership. He teaches leadership and organizational design and change courses at the graduate level. From 2001-2002 and 2003-2006, Matthew was an Assistant Professor of Management at U.S. Coast Guard Academy, where he taught courses in leadership and organizational development, strategy, and marketing. From 2001-2002, Matthew was an Assistant Professor of Management at the University of New Haven where he taught graduate and undergraduate courses in leadership and team building, management and organization, and organization theory. Other courses that he has taught at the University of Rhode Island, American University, and University of Massachusetts, Dartmouth include: management and leadership development, management and supervision, principles of management, introduction to business, and fundamentals of finance. Prior to joining academia, Matthew worked at Ford Motor Company as a financial analyst. In 2002-2003, he worked in the Leadership Institute at Transportation Security Administration (TSA). Matthew was a member of the team that developed TSA's Leadership Institute and was its Acting Director.

Matthew received his Ph.D. in Business Administration from the University of Rhode Island in 2001, with a concentration in management. His dissertation received the *Best Dissertation* award from the *International Academy of Business Disciplines*. He received his M.B.A. in finance and accounting from the University of Pittsburgh in 1990 and his B.S. in finance with a minor in marketing from The Pennsylvania State University in 1987. Matthew has published articles in the *Journal of Management Education*, *Intervention Research: International Journal on Culture, Organization and Management*, *Business Research Yearbook: Global Perspectives*, *Journal of International Business and Entrepreneurship*, *Academic Exchange Quarterly* and *Tamara* and numerous refereed conference proceedings. Matthew has also authored a chapter in the book *Advances in Interdisciplinary Studies of Work Teams: Team Development*. Matthew is on the board of the Standing Conference of Management and Organizational Inquiry. He is a member of the Academy of Management, European Group for Organizational Studies and Beta Gamma Sigma. Matthew was a Most Influential Professor of Scholar Athletes at the University of New Haven and nominated for the URI Foundation's Teaching Excellence Award.

Matthew rowed competitively for a number of years and won medals at the intermediate, senior, and elite levels. He rowed at the University of Pittsburgh, Detroit Boat Club, Potomac Boat Club, Malta Boat Club, and Thames Rivers Sculls. Matthew assisted coaching the University of Rhode Island Men's Crew team and the U.S. Coast Guard Academy Men's Crew team. For one season, he was the Head Coach of the University of Rhode Island Men's Crew team. He is a member of the Tampa Rowing Club.

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## Erika Matulich, PhD, PCM



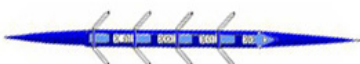
Erika Matulich is an Associate Professor of Marketing at The University of Tampa and Program Director for the Masters of Science in Marketing. She teaches both undergraduate and graduate courses in principles of marketing, consumer behavior, strategic marketing planning, marketing research, technology marketing, and promotional strategy. From 1993-1998, Erika was an Assistant Professor of Marketing at Texas Christian University, where she taught graduate and undergraduate courses in computers, marketing research, marketing management, and strategic marketing planning. Before joining academics, she was an operations analyst and network engineer at Bell Helicopter Textron, and an operations officer and product manager of computerized treasury workstations at MBank Dallas.

Erika received her Ph.D. in Business Administration from the University of Wisconsin at Madison in 1994, with a major in marketing and a minor in social psychology and research methods. During this time she also received her Nielsen certification for focus group moderation. She received her M.B.A. in marketing, management, and statistics from Texas Christian University in 1986, and her B.B.A. in marketing with a minor in management and journalism from Texas Christian University in 1984. Erika has published award-winning articles in the *Journal of International Business Studies*, *Journal of Consumer Behavior*, *Journal of Ambulatory Care Management*, *Journal of College Teaching and Learning*, and numerous refereed conference proceedings. Erika also authors chapters and ancillary teaching materials for the Lamb-Hair-McDaniel Marketing textbooks. She has also constructed online study guides for Prentice-Hall marketing research texts.

In 2001, Erika passed her Professional Certified Marketer exam, which is the highest level of certification available in the worldwide marketing industry. She also won the 2001 Distinguished Teaching Championship for the Society for Marketing Advances. Erika is named in Who's Who in Finance & Business (2005-2006), Who's Who among American Teachers (2003-2005), Who's Who in American Education (2003-2006), Who's Who in America (2000-2003), Who's Who in Media and Communications (1998), Who's Who in the World (1997-1997), Who's Who Among American Women (1991-1996, 2005-2006), Who's Who Among Young American Professionals (1992-1993), and Who's Who of Emerging Leaders in America (1993-1994). She has been a member of Beta Gamma Sigma, the highest level of business honorary societies, since 1984. Erika also holds certifications in proper business protocol, standard accepted business practices, communications, research techniques, and web standards.

Erika has conducted over 300 consulting and training projects with small businesses, not-for-profits, and Fortune 500 companies around the world, including Alcon Laboratories, All Saints Episcopal Hospital, the American Paint Horse Association, Bell Helicopter Textron, Brighthouse Networks, Burlington Northern Santa Fe Railroad, Choice Homes, Corning Glass, E-Solutions, Easter Seals, Gloria Austin Foundation, Girl Scouts, Kellogg's, Makita, Mrs. Baird's Bakeries, Northwestern Mutual Life, Norwegian Cruise Lines, Peterbilt, Pets.com, Pier One, Procter & Gamble GMBH, Tandy Corporation, Tech Data Corporation, Texas-New Mexico Power, Tupperware, Siemens, Southwestern Bell Telephone, TCBY, TSI Communications (Verizon), Williamson-Dickie, and the YWCA. These projects are in the areas of marketing research, survey design, data analysis, technology implementation, and strategic planning. Erika has testified in the state and federal court systems as an expert witness on focus groups and best marketing research practices.

She is active in the American Marketing Association, the Academy of Marketing Science, the Society for Marketing Advances, and the Academy of Business Disciplines. She is on the editorial



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review board for the *Marketing Education Review Journal*, and also serves as the marketing research board member for Unicorn Research Corporation.

In her “spare” time, Erika volunteers for numerous nonprofit organizations. She also writes articles for *Ferrets*, *Critters USA*, *Pet Product News*, and *Ferrets USA* magazines, was the contributing ferret editor at Pets.com, and pursues equine education and ranch management studies. Erika shares her life with her husband John Porter, an information technology consultant and real-estate agent, six ferrets, two cats, and four horses. She participates in carriage driving competitions and is an advocate for ferret education and legalization. Erika is the 2003 Florida State Champion carriage driver.

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### Charles David Skipton, PhD



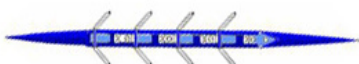
Charles David Skipton has a Ph.D. in Economics from The Florida State University (2003) and a both a M.A. in Economics (1995) and B.B.A. in International Business (1992) from The University of Memphis.

Dr. Skipton is an Assistant Professor of Economics at the John Sykes College of Business at The University of Tampa where he teaches MicroEconomics, Public Finance / Public Choice, and Organization Theory in both the undergraduate and MBA programs.

In 1999 and 2000, Dr. Skipton worked in as a staff economist for the Joint Economic Committee of the United States Senate (in Washington D.C.) where he was either a contributing author or a co-author of fourteen published economic studies ranging from Social Security and Medicare reform to the measurement of cross-country difference in trade liberality and the impact of such trade openness on long-term economic growth.

Dr. Skipton is a co-author of two chapters from the *Economic Freedom of the World: 2001 Annual Report* and has presented many different international trade related papers at academic conferences since the late 1990s. Dr. Skipton has two published teaching / pedagogy journal articles and is a part of a textbook team (developing teaching materials) for a high-profile economics textbook.

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## APPENDIX B: ONLINE SURVEY

### Rowing Facility Survey

#### Introduction

A non-profit organization is in the process of raising funds for a rowing facility targeted toward college crew teams. Please help us out with your input so we can provide you with a facility that best fits your needs. This survey will take less than 4 minutes of your time and is completely anonymous. We appreciate your responses and your willingness to help out the rowing community.

\* 1. Does your rowing team travel to away-from-home locations to train?

- Yes  
 No

#### Rowing Facility Location

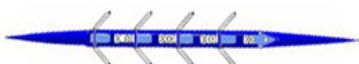
\* 2. How important are the following factors about a rowing facility in your decision to select a training location?

	Extremely Important		Neutral		Not at all Important	N/A
Warm weather	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Within 10 minutes of a major interstate highway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Within 10 minutes of a major airport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of recreational activities other than rowing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site meeting/classroom space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rental boats/equipment available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total cost	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### Rowing Facility Features

\* 3. How important are the following factors about a rowing facility in your decision to select a training location?

	Extremely Important		Neutral		Not at all Important	N/A
Facility next to water access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to row 1-4 miles without turning around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to row 5-9 miles without turning around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to row for 10+ miles without turning around	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dock access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outside boat storage area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secured under cover boat storage facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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## Rowing Facility - Housing

**\* 4. How important are the following factors about the rowing facility's housing in your decision to select a training location?**

	Extremely Important		Neutral		Not at all Important	N/A
Ability to put two rowers per room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to put four rowers per room	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Separate bed for each rower	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to house entire team in one facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal service at facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kitchen at facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wireless internet access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video player/TV availability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Your Rowing Trips

**\* 5. When you take your team on an away-from-home training trip, approximately how many rowers do you travel with?**

0     
  1-24     
  25-49     
  50-74     
  75-99     
  100 or more

**\* 6. Do you typically rent shells, oars, and other rowing equipment or bring your own?**

Rent     
  Bring own     
  Both

**\* 7. Approximately how long does your typical away-from-home training trip last?**

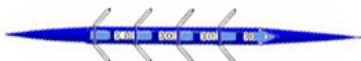
A few days     
  1 week     
  2 weeks     
  3 weeks or more

**\* 8. Do you typically:**

Sleep one rower per bed     
  Sleep two rowers per bed     
  Other

**\* 9. When you travel with your rowers about how much *per rower per night* do you spend on lodging?**

< \$10     
  \$10-\$14     
  \$15-\$19     
  \$20-\$24     
  \$25-\$29     
  \$30 +



# Tampa Water Sports Center Study

## Rowing Facility - Room Structure & Costs

\* 10. How likely are you to stay at a rowing facility with the following room structure?

	Extremely Likely		Neutral		Not at all Likely	N/A
Rooms equipped with 4 single beds (2 bunkbeds, sleeps 1-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 single beds (sleeps 1-2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 double beds (sleeps 2-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 11. How much would you be willing to pay per room per night with each of the following room structures?

	< \$25	\$25-49	\$50-\$74	\$75-\$99	\$100 +	N/A
Rooms equipped with 4 single beds (2 bunkbeds, sleeps 1-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 single beds (sleeps 1-2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 double beds (sleeps 1-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Rowing Facility Scenario

The following scenario is proposed for a nonprofit rowing facility in Tampa, Florida. The facility would be located in a beautiful, downtown Tampa municipal park, along the Hillsborough river, within walking distance of downtown eating / entertainment and 10 minutes driving distance from local grocery stores and an international airport.

The Hillsborough River provides 20 miles of continuous rowing in a mild-weather environment. Secure boat storage is available. A housing facility with dormitory-style rooms with shared hallway bathroom/shower facilities is proposed. The facility would offer meeting/classroom space with video projection, internet access, and a kitchen.

\* 12. Given the above scenario, how attractive is this facility for your use?

Extremely Attractive	Somewhat Attractive	Neutral	Somewhat Unattractive	Not at all Attractive
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

\* 13. Given the above scenario, how likely are you to rent the facility at a cost structure of \$20-\$25 per rower per night?

	Extremely Likely		Neither		Not at all Likely	N/A
Rooms equipped with 4 single beds (2 bunkbeds, sleeps 1-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 single beds (sleeps 1-2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rooms equipped with 2 double beds (sleeps 2-4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

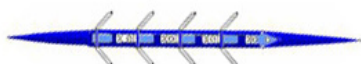
## Other Comments

14. What other factors are important in your decision to utilize a rowing facility for your team?

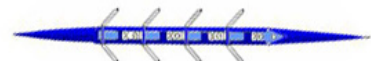
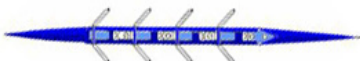
## Thank You!

That's all the questions we have for you. Thank you so much for your time and your valuable feedback!

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# *Tampa Water Sports Center Study*



# Tampa Water Sports Center Study

## APPENDIX C: SURVEY RESULTS

### 1. Introduction

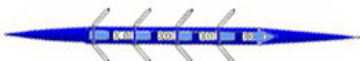
1. Does your rowing team travel to away-from-home locations to train?

	Response Percent	Response Total
Yes	75.8%	91
No	24.2%	29
<b>Total Respondents</b>		<b>120</b>

### 2. Rowing Facility Location

2. How important are the following factors about a rowing facility in your decision to select a training location?

	Extremely Important		Neutral		Not at all Important	N/A	Response Average
Warm weather	<b>44% (37)</b>	41% (35)	14% (12)	0% (0)	0% (0)	1% (1)	<b>1.70</b>
Within 10 minutes of a major interstate highway	5% (4)	18% (15)	<b>35% (30)</b>	13% (11)	27% (23)	2% (2)	<b>3.41</b>
Within 10 minutes of a major airport	2% (2)	9% (8)	<b>36% (31)</b>	13% (11)	34% (29)	5% (4)	<b>3.70</b>
Availability of recreational activities other than rowing	9% (8)	<b>33% (28)</b>	27% (23)	11% (9)	18% (15)	2% (2)	<b>2.94</b>
On-site meeting/classroom space	12% (10)	28% (24)	<b>35% (30)</b>	11% (9)	12% (10)	2% (2)	<b>2.82</b>
Rental boats/equipment available	20% (17)	<b>31% (26)</b>	19% (16)	9% (8)	19% (16)	2% (2)	<b>2.76</b>
Transportation cost	<b>61% (52)</b>	27% (23)	8% (7)	2% (2)	0% (0)	1% (1)	<b>1.51</b>
Housing cost	<b>72% (61)</b>	24% (20)	4% (3)	0% (0)	0% (0)	1% (1)	<b>1.31</b>
Meal cost	<b>65% (55)</b>	28% (24)	6% (5)	0% (0)	0% (0)	1% (1)	<b>1.40</b>
Total cost	<b>75% (64)</b>	20% (17)	4% (3)	0% (0)	0% (0)	1% (1)	<b>1.27</b>
<b>Total Respondents</b>							<b>85</b>

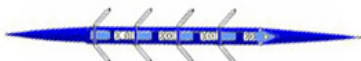


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## 3. Rowing Facility Features

3. How important are the following factors about a rowing facility in your decision to select a training location?

	Extremely Important		Neutral		Not at all Important	N/A	Response Average
Facility next to water access	<b>67% (57)</b>	21% (18)	9% (8)	1% (1)	0% (0)	1% (1)	<b>1.44</b>
Ability to row 1-4 miles without turning around	<b>54% (46)</b>	28% (24)	13% (11)	0% (0)	2% (2)	2% (2)	<b>1.65</b>
Ability to row 5-9 miles without turning around	19% (16)	<b>44% (37)</b>	24% (20)	5% (4)	8% (7)	1% (1)	<b>2.39</b>
Ability to row for 10+ miles without turning around	4% (3)	14% (12)	<b>45% (38)</b>	14% (12)	21% (18)	2% (2)	<b>3.36</b>
Dock access	<b>59% (50)</b>	25% (21)	12% (10)	2% (2)	1% (1)	1% (1)	<b>1.61</b>
Outside boat storage area	27% (23)	<b>45% (38)</b>	21% (18)	4% (3)	1% (1)	2% (2)	<b>2.05</b>
Secured under cover boat storage facility	14% (12)	<b>40% (34)</b>	26% (22)	9% (8)	9% (8)	1% (1)	<b>2.60</b>
<b>Total Respondents</b>							<b>85</b>

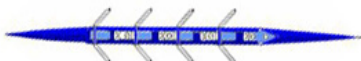


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## 4. Rowing Facility - Housing

4. How important are the following factors about the rowing facility's housing in your decision to select a training location?

	Extremely Important		Neutral		Not at all Important	N/A	Response Average
Ability to put two rowers per room	19% (16)	29% (25)	<b>31% (26)</b>	4% (3)	11% (9)	7% (6)	<b>2.54</b>
Ability to put four rowers per room	<b>46% (39)</b>	24% (20)	19% (16)	5% (4)	6% (5)	1% (1)	<b>2.00</b>
Separate bed for each rower	24% (20)	18% (15)	<b>28% (24)</b>	9% (8)	20% (17)	1% (1)	<b>2.85</b>
Ability to house entire team in one facility	<b>68% (58)</b>	26% (22)	4% (3)	0% (0)	1% (1)	1% (1)	<b>1.38</b>
Meal service at facility	24% (20)	<b>40% (34)</b>	26% (22)	7% (6)	1% (1)	1% (1)	<b>2.20</b>
Kitchen at facility	23% (19)	<b>45% (38)</b>	23% (19)	5% (4)	4% (3)	1% (1)	<b>2.20</b>
Wireless internet access	24% (20)	<b>31% (26)</b>	26% (22)	6% (5)	12% (10)	1% (1)	<b>2.51</b>
Video player/TV availability	24% (20)	<b>45% (38)</b>	23% (19)	2% (2)	5% (4)	1% (1)	<b>2.18</b>
On-site security	32% (27)	<b>46% (39)</b>	12% (10)	5% (4)	4% (3)	1% (1)	<b>2.00</b>
<b>Total Respondents</b>							<b>85</b>



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## 5. Your Rowing Trips

5. When you take your team on an away-from-home training trip, approximately how many rowers do you travel with?

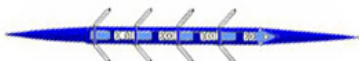
	Response Percent	Response Total
0	0%	0
1-24	17.9%	15
<b>25-49</b>	<b>53.6%</b>	<b>45</b>
50-74	19%	16
75-99	3.6%	3
100 or more	6%	5
<b>Total Respondents</b>		<b>84</b>

6. Do you typically rent shells, oars, and other rowing equipment or bring your own?

	Response Percent	Response Total
Rent	10.7%	9
<b>Bring own</b>	<b>73.8%</b>	<b>62</b>
Both	15.5%	13
<b>Total Respondents</b>		<b>84</b>

7. Approximately how long does your typical away-from-home training trip last?

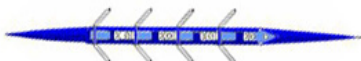
	Response Percent	Response Total
A few days	2.4%	2
<b>1 week</b>	<b>89.3%</b>	<b>75</b>
2 weeks	7.1%	6
3 weeks or more	1.2%	1
<b>Total Respondents</b>		<b>84</b>



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8. Do you typically:			
		Response Percent	Response Total
Sleep one rower per bed		29.8%	25
<b>Sleep two rowers per bed</b>		<b>64.3%</b>	<b>54</b>
Other		6%	5
<b>Total Respondents</b>			<b>84</b>

9. When you travel with your rowers about how much <i>per rower per night</i> do you spend on lodging?			
		Response Percent	Response Total
< \$10		0%	0
\$10-\$14		8.3%	7
\$15-\$19		27.4%	23
\$20-\$24		21.4%	18
<b>\$25-\$29</b>		<b>28.6%</b>	<b>24</b>
\$30 +		14.3%	12
<b>Total Respondents</b>			<b>84</b>

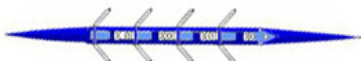


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## 6. Rowing Facility - Room Structure & Costs

10. How likely are you to stay at a rowing facility with the following room structure?

	Extremely Likely		Neutral		Not at all Likely	N/A	Response Average
Rooms equipped with 4 single beds (2 bunkbeds, sleeps 1-4)	<b>52% (42)</b>	22% (18)	7% (6)	5% (4)	10% (8)	4% (3)	<b>1.95</b>
Rooms equipped with 2 single beds (sleeps 1-2)	12% (10)	<b>32% (26)</b>	22% (18)	10% (8)	19% (15)	5% (4)	<b>2.90</b>
Rooms equipped with 2 double beds (sleeps 2-4)	<b>46% (37)</b>	33% (27)	9% (7)	4% (3)	6% (5)	2% (2)	<b>1.89</b>
<b>Total Respondents</b>							<b>81</b>

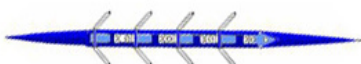


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11. How much would you be willing to pay <i>per room per night</i> with each of the following room structures?							
	< \$25	\$25-49	\$50-\$74	\$75-\$99	\$100 +	N/A	Response Average
Rooms equipped with 4 single beds (2 bunkbeds, sleeps 1-4)	19% (15)	20% (16)	<b>32% (26)</b>	17% (14)	4% (3)	9% (7)	<b>2.65</b>
Rooms equipped with 2 single beds (sleeps 1-2)	27% (22)	<b>35% (28)</b>	15% (12)	5% (4)	1% (1)	17% (14)	<b>2.01</b>
Rooms equipped with 2 double beds (sleeps 1-4)	19% (15)	26% (21)	<b>30% (24)</b>	17% (14)	2% (2)	6% (5)	<b>2.57</b>
<b>Total Respondents</b>							<b>81</b>

## 7. Rowing Facility Scenario

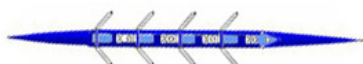
12. Given the above scenario, how attractive is this facility for your use?			
		Response Percent	Response Total
<b>Extremely Attractive</b>		<b>47.5%</b>	<b>38</b>
Somewhat Attractive		41.2%	33
Neutral		8.8%	7
Somewhat Unattractive		0%	0
Not at all Attractive		2.5%	2
<b>Total Respondents</b>			<b>80</b>



## *Tampa Water Sports Center Study*

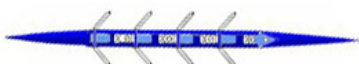
What other factors are important in your decision to utilize a rowing facility for your team?

1. Good water to train on....straight stretches protected from wind
2. Distance to travel. If the facility is crowded.
3. Usability of the water, how many other teams are there at the same time, quality of the food and overall experience for the athletes.
4. The scenario that you put forth in the previous question does not address the limit on facility use for any particular time frame. My experience at Tampa was that it was too overcrowded for the amount of waterway and the cost of food was too high.
5. Must have oars and shells available for rental.
6. Professionals/Counselors who can give tips about rowing and navigating the local river(best spots to turn around, rest, etc.)
7. Obviously the most important factors involve the availability of equipment to rent, water time, quality rowing space, and the proximity of housing to the water. Other important factors are other training facilities (gyms, ergs, running spaces), the quality of housing, being able to walk to night activities (restaurants, etc.). When it comes down to it, being a club team with limited finances, we will choose a cheaper adequate facility over a more expensive one.
8. price, availability of quality rental equipment
9. The proximity of hotel/housing to the rowing facility. The ideal situation is when the athletes can walk from hotel to boathouse to dining hall. This eliminates the hassle of dealing with transportation for the athletes on a daily basis. This is not a deal breaker...but definitely something I like about Tampa...
10. The total cost and time needed to get there! From Cleveland it's 4 days lost in travel, sleeping expense along the way. We're much more likely to go to Tennessee.
11. Your questionnaire left out my most important consideration when determining a spring break training site: locations of 1)lodging, 2)meal service, and 3)docking ALL WITHIN WALKING DISTANCE OF EACH OTHER. Shuttling between them (even if it is just one of those three factors located off by itself) is a huge pain. I want to be able to drop off the athletes upon arrival and not have to worry about transportation until we leave. I took crews to Tampa for 10 years, back when you could eat in the dining hall and bunk in the boathouse. It was fantastic. But when they took over the bunkhouse, and we had to hotel it, it starting getting way too expensive, so we left. TOTAL COST IS THE NUMBER ONE FACTOR. Under \$20 per athlete per night is necessary. I have taken my team to other places for under \$20, and while it is less attractive overall, the cost is better. You need to consider that when making this facility.
12. 1. practice time flexibility 2. coaching launch availability
13. can rowers run to boats from Hotel
14. Make sure the team is together and that the price is very low because we are a club team
15. Cost, quality and availability of food.
16. Safety and rowability of the waterway. Buoyed race course to do measured pieces.
17. Attractiveness to the rowers. We usually only do a spring break trip and as a club team we don't usually have too much convincing to do when we go to Panama City because it is by the beach.
18. -Motor boat rental opportunities (at least the boats without engines) -Beach proximity is a bonus - Affordable meal options
19. Cleanliness, Professionalism, 1 double bed per rower, kitchen facilities for rower use, and walking distance to grocery store.



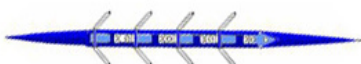
# *Tampa Water Sports Center Study*

<u>20.</u>	distance and cost of travel
<u>21.</u>	we don't want to have to drive the athletes anywhere. In other words, meals, lodging and rowing all w/in walking distance.
<u>22.</u>	safety in the area around the park. number of teams training at the same facility. rowable water ergs and weight lifting facilities for the athletes.
<u>23.</u>	you must keep in mind that I answered for the women's crew, I think the mens' crew would answer differently. Safety for instance is not as big a concern in the hotel environment. Men are even taller than woman, not sure they sleep two, to a double bed. Regarding equipment, we travel with boats, and oars, we like to rent engines, and or a coaching launch when possible. Walking distance from hotel to rowing site always brings huge bonus points. Few sites have this that are safe, where you can row more than 2 miles in any given direction.
<u>24.</u>	The only reason I do this trip is to get a longer stretch of water and get the students out of town. We travel 240 miles, far enough to make it impossible to return to the city each night but close enough to keep the costs minimal.
<u>25.</u>	Regattas nearby to participate in during our training trip
<u>26.</u>	We have used a facility in the past that allows 10 people to stay together in a townhouse type condo. These units have a full kitchen and multiple rooms. We mix together freshman and upper class athletes. The team bonding this provides is the main factor in our choices. Second would be cost and time of transportation. We are not able to fly, so we travel by ground.
<u>27.</u>	Cost and proximity of the water are the two major concerns with our club
<u>28.</u>	Ability to launch with minimal wait time and row with minimal interference by motorboats and other crews. Predictable rowing conditions.
<u>29.</u>	kitchen at proposed facility but if meals could be a part of the deal, it would be very attractive
<u>30.</u>	Cost, weather, water conditions, proximity to grocery store and safe areas to run. Access to weights and ergometers.
<u>31.</u>	cost plays the most important role in our decision making process. The next is the ease to which we can get transportation from Boston to the facility.
<u>32.</u>	That the place we are training has little on water traffic-- other teams, boat traffic etc. and is sheltered from wind
<u>33.</u>	For us travel distance is a major factor when considering a specific location. The responses made were in reference to the site itself and not the impact of travel.
<u>34.</u>	Flat water
<u>35.</u>	Travel distance, travel time, courtesy of hosts
<u>36.</u>	Drive time to the facility from our boathouse. Access to local and regional competition. Payment structures and methods. Ability to rent or use coaching launches with or without motors provided. Equipment available for training in the event of weather preventing on water workouts. Inexpensive options for local transportation.
<u>37.</u>	Cost, safety, and cleanliness
<u>38.</u>	I consider value. High dock fees are one way to devalue a facility when training at another rowing club. Also, when arranging meals through a hotel, often you do not get your money's worth. Spending a little more is not bad if you get what you pay for.
<u>39.</u>	Number of other crew and # of rowers Ability to row 2x per day Meal hours to accommodate use of water & other crews Use of water - no hassles
<u>40.</u>	Car/van rental near by. Weather conditions (locations that are more likely to be protected from major wind, rain et).



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<u>41.</u>	Location. The cost to travel to Tampa is prohibitive no matter what the cost of the facility is. For many northern teams it's worth it. For southern teams it doesn't make as much sense financially.
<u>42.</u>	Cost is the biggest factor for our team. Any lodging running more that \$20 per rower per night is more expensive than the lodgings we currently use and would not be cost effective.
<u>43.</u>	protected waterway, safe area, affordable housing, meal arrangements where coaches are not preparing, close to entertainment, housing and boating area close, closeness to airport, clean quality facilities. The students will be on break so I want their experience to be enjoyable and not one where they feel like they are in a shabby place with inadequate facilities.
<u>44.</u>	Cost, cost, cost...did I mention cost? The rowers pay for spring break, so it is my job to get them the best bang for their buck. Traveling to Florida would probably require a flight from where we are, which may or may not be cheaper than a bus. A catered meal option at that kitchen would also be helpful.
<u>45.</u>	We are required when traveling for a training trip to include a regatta with a local college team from the area. There would need to be availability of a race course in the area. There should be restaurants, and not just fast food establishments, with in walking distance of the facilities. If coaching launches were available for rent that would be one less thing we would have to trailer down.
<u>46.</u>	less than 700-800 miles from campus (we drive) dining facilities connected with the site
<u>47.</u>	Cost of meals
<u>48.</u>	ease of book, one phone number to do it all!
<u>49.</u>	affordable launch rentals, how crowded the facility is, covered area for boat storage, transportation availability (if rowers walking distance from boathouse, then transportation not an issue)
<u>50.</u>	cleanliness of shared bathrooms, how many rowers per bathroom, if towel service is provided, if there is on-site laundry available that is CHEAP, if each room has its own lock and key, if building is locked 24-7, parking availability for busses, vans and trailer, "feel" of facility is more like a hotel and less like a bunker, ability of entire group to stay in 1 room "block" on 1 floor or 2, availability of larger rooms for staff and trainers, availability of LARGE AMOUNTS of ice for trainers, area for easy cooler filling on ground level (both ice and water), good climate control for each room separately
<u>51.</u>	I already have a spring training facility that I like. Been going there for years. We would have to fly to Florida - expensive.
<u>52.</u>	Cost per rower: If I'm spending \$25/head with 4 people in a local hotel with amenities like a restaurant on site and pool, even spending \$20/head would make this site very attractive. The little bit of saving goes a long way with 30-40 rowers. Airport shuttles: With a facility directly on the water and accommodations, if I don't have to rent 2/3 15 passenger vans, it would save me. If this facility had an airport shuttle agreement, I would pay it as it would be cheaper than renting vehicles. Safety: Having a Security person or On Site Staff would be positive.
<u>53.</u>	safety(rowing and living), good not expensive food, not far from airport, warm weather, calm water.
<u>54.</u>	number of other crews training at the same site so there is not overcrowding. Flat water or access to water that is rowable at all times.
<u>55.</u>	The most important piece is that there are long stretches of water where 12 eights can practice without being on top of each other, launches waking crews, etc. Also, very low boat traffic from non-rowing boats.
<u>56.</u>	Launch Rental at a fair cost. Someone who is good about checking email and replies back when you have questions or changes to your spring break reservation. (Updated websites are a plus too)
<u>57.</u>	Close to beach. Enjoy hot-tub and volleyball courts at current location...only one block away from beach. Rooms feature kitchenettes. Only 10 minute drive to rowing facility.



## *Tampa Water Sports Center Study*

**58.** Other events accessible - the rowers practice about 6 hours a day - meaning they have a lot of free time. We go to Florida and stay at a hotel where the beach is really close. Movie theater - restaurants - shopping plazas Cost of Travel to/and from Airport - sometimes our launch site is 5 miles from the hotel which means we need to rent 3 vans for the week adding a lot of cost - on site launch facilities would save \$\$ Access to food - Camp Bob provides 3 meals and 2 snacks a day at reasonable cost. The place in Florida has catering of breakfast and dinner at \$14 per athlete per day (a little pricy) but there is a supermarket across the street. Other teams present is also good. Having 4-5 teams practicing at the same spot is very good moral for the athletes. How far I have to drive is another factor. Driving 22 hours to Florida with the boats is never fun.

