Athletic Field Master Plan and Sports Complex Feasibility Study

October 2016

City of New Braunfels

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CHAPTER ONE - INTRODUCTION

1.1 OVERVIEW

The City of New Braunfels is a growing and dynamic community with an estimated population of 70,000 inhabitants. The community is proud of its world class parks and recreation system that matches New Braunfels' reputation of being a vibrant and attractive community in which to live, work, play and visit.

The Parks and Recreation Department manages and operates a range of parks and recreation facilities, and offers recreational opportunities for people of all ages and abilities.

A significant aspect of the Parks and Recreation Department's offerings is providing athletic fields for youth and adult sports programs. In Proposition 3 of the 2013 Bond Program voters approved funding for the acquisition of land for development of a future sports complex in the City of New Braunfels. In 2015, the New Braunfels Industrial Development Corporation (IDC) ranked the sports complex as one of its highest priorities in its strategic initiatives planning process. The IDC contracted with Luck Design and PROS Consulting to complete a Sports Complex Feasibility Study.

Public meetings were held on October and November 2015 providing the community with an update on the project vision, schedule and market analysis. In addition to the input meeting, an online survey was conducted and over 200 responses were collected.

As the feasibility study progressed, the project team realized the overwhelming need for a more global look at athletic field needs within the City of New Braunfels to include current field assessments, future land needs (in addition to a future sports complex), and potential partnerships. As a result, the original scope of the sports complex feasibility study was expanded to the development of an Athletic Field Master Plan for the City of New Braunfels.

1.2 PROJECT OUTCOMES

The outcomes of the Athletic Field Master Plan are to:

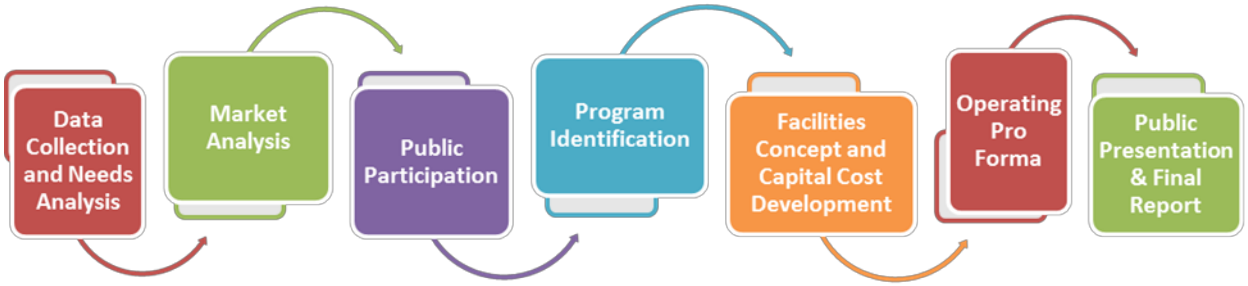
- Provide a review of the existing facility and uses and collection of background Information.
- Analyze current uses by all users of existing facilities.
- Gather information from City staff, through public workshops and through surveys. Utilize other methods needed to collect relevant data related to current and future uses.
- Determine needs related to increased use of the athletic fields.
- Establish a prioritized project list that identifies needs, improvements and enhancements to existing facilities and the development of a new sports complex.

Additional outcomes of the Sports Complex Feasibility Study include:

- Conduct analysis to identify the target market and quantify associated needs.
- Develop the core program plan to guide development of the sports complex concept.
- Prepare operational standards and include recommendations regarding staffing, maintenance, management and cost estimating for the proposed complex. This includes estimates of the revenue that would be generated by a sports complex and an estimate of the economic impact of the center on the community.

1.3 PROJECT PROCESS

The process of developing the New Braunfels Athletic Field Master Plan and Sports Complex Feasibility Study followed a logical planning path as illustrated below:



The foundation of the work as to "mine" local knowledge through the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy the opportunity to participate in planning as well as to encourage thoughts from other stakeholders that typically do not voice their opinions. The public input process incorporated a variety of methods that included interviews, focus group meetings, surveys and public forums. The data generated from these critical community interactions was used to aid the consulting team when accurately articulating the true unmet needs, addressing key operational issues, providing recommendations for system improvements, and strategizing to move the New Braunfels athletic field system forward for optimum results.

1.4 MASTER PLAN AND FEASIBILITY STUDY ORGANIZATION

This Athletic Field Master Plan and Sports Complex Feasibility Study presents the overall analysis, findings, and recommendations of the consulting team related to the areas outlined in the scope of services. This study begins with an Introduction that provides an overview, and the following sections respond to the desired categories outlined in the study scope to reveal findings, determine needs and to offer operational and capital improvement recommendations.

CHAPTER TWO – COMMUNITY AND MARKET ASSESSMENT

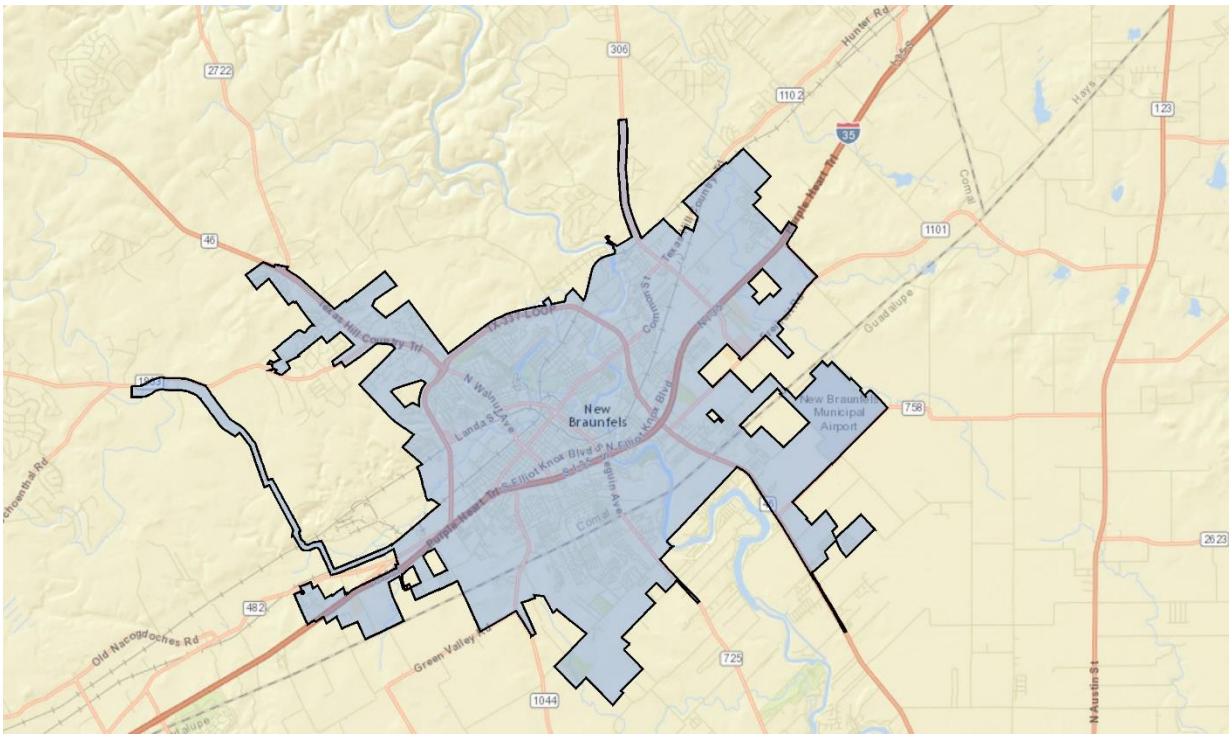
2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of the City of New Braunfels. This analysis demonstrates the overall size of total population by specific age segment, race and ethnicity, and the overall economic status and spending power of the residents through household income statistics. It is important to note that while the demographics analysis evaluates the population characteristics based on the geographic area, the Parks and Recreation Department does tend to serve an audience outside that as well.

All future demographic projections are based on historical trends. All projections should be utilized with the understanding that unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.1.1 METHODOLOGY

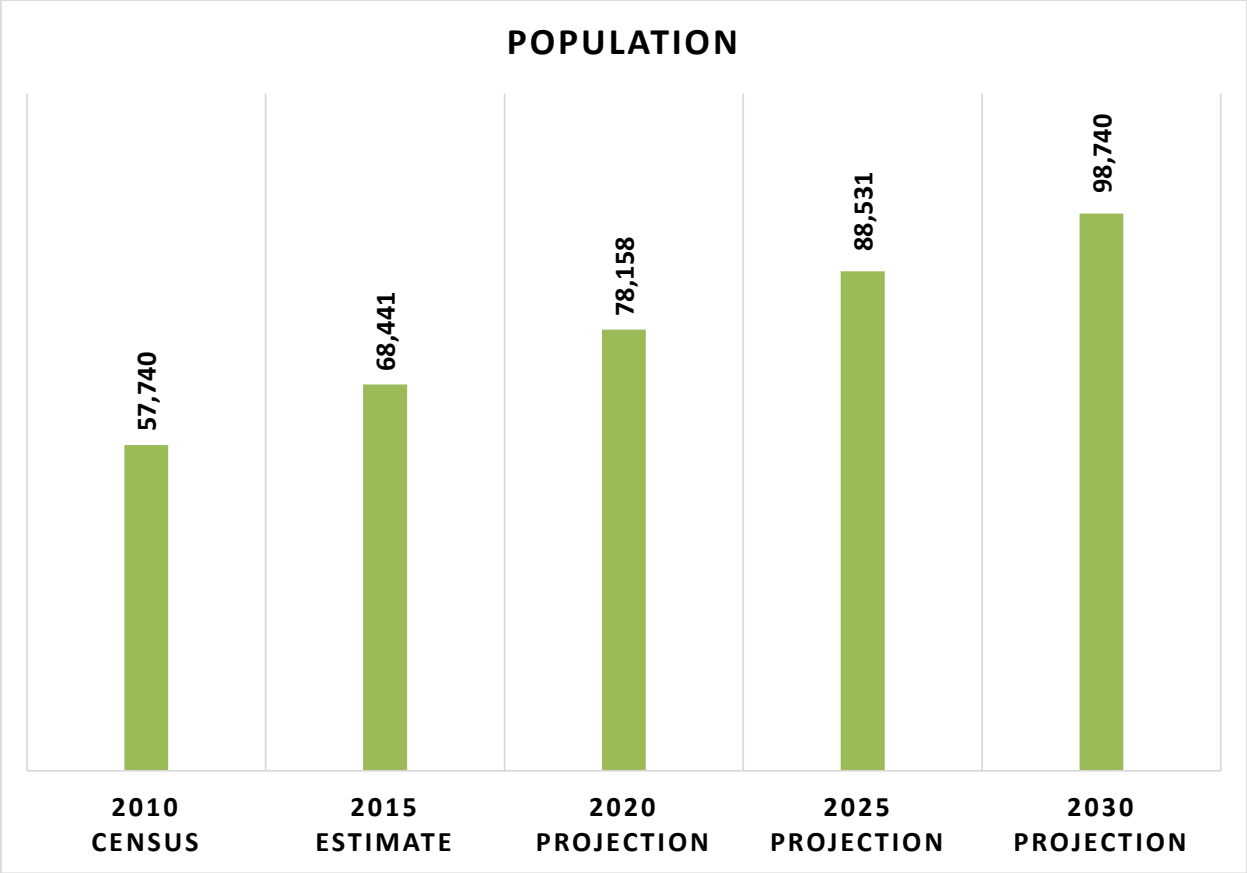
Demographic data used for the analysis was obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2015, and reflects actual numbers as reported in the 2010 Census and estimates for 2015 as obtained by ESRI. Straight line linear regression was utilized for projected 2020 and 2025 demographics. The City of New Braunfels was utilized as the demographic analysis boundary as shown below.



LUCK DESIGN TEAM pros consulting LLC

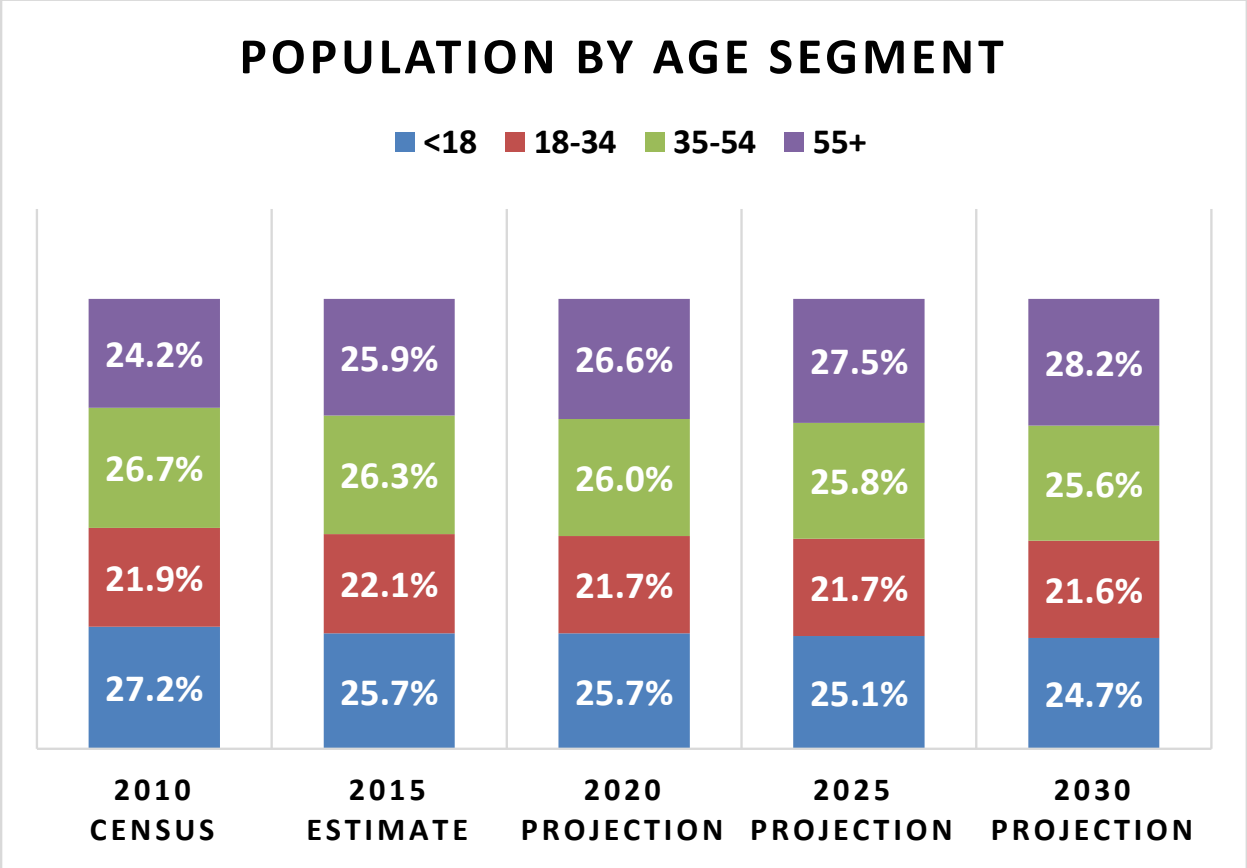
2.1.2 POPULATION

The City of New Braunfels and the region has increased at a dramatic pace over the last five years. From 2010 to 2015, the total population of the city increased by 18.5%. This translates into a total population increase of 10,701 total persons. Projecting ahead, the growth rate is expected to continue from 2015 to 2030. The overall growth rate is expected to be 14.2% from 2015 - 2020, 13.2% from 2020 - 2025 and 11.5% from 2025 - 2030. Based on the projections through 2030, the City is expected to have approximately 98,740 residents.



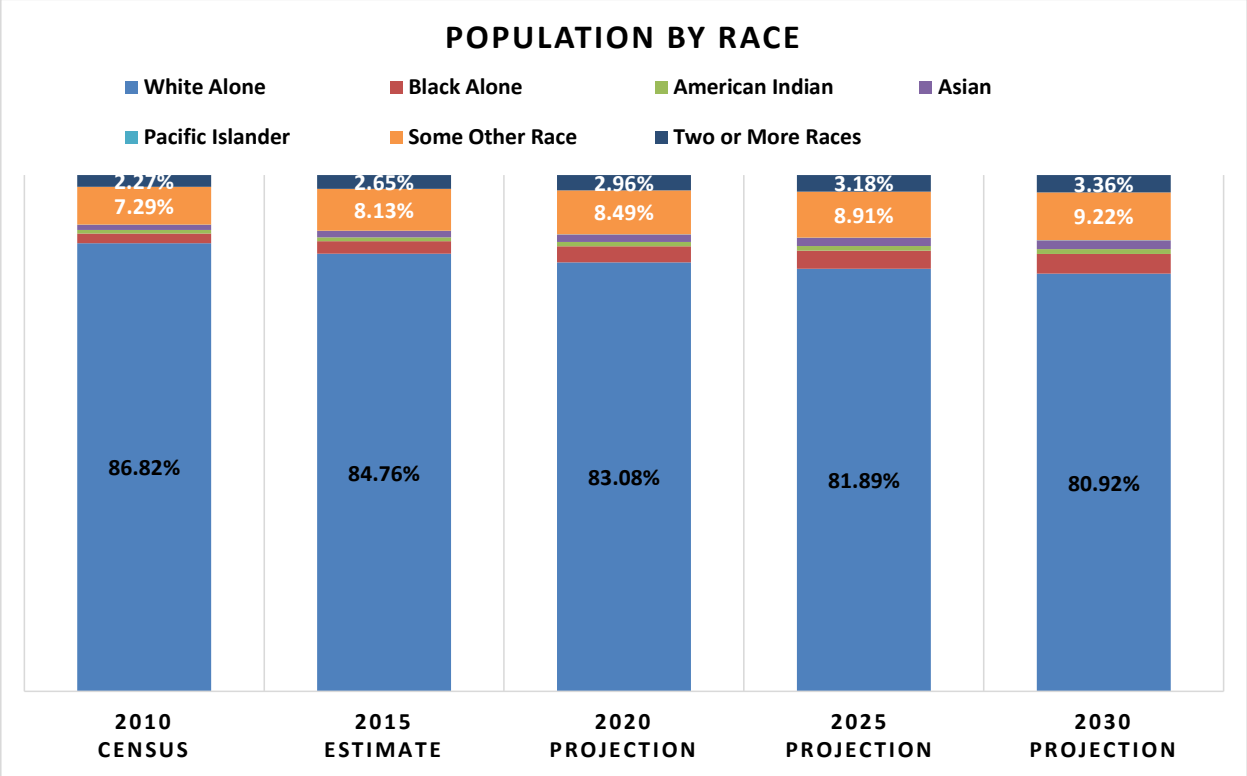
2.1.3 AGE SEGMENT

Overall, the City has a balanced age segment distribution. Currently, the highest segment by population is the 35-54 with 26.7% and the lowest is the 18-34 population with 22.1%. Over time, there is projected to be a slight aging pattern with the 55+ population growing in number to 28.2% by 2030 and the under 18 age group reducing to 24.7%. This is similar to nationwide trends that point to a growth pattern in the 55+ age group as a result of increased life expectancies and the baby boomer population entering that age group.

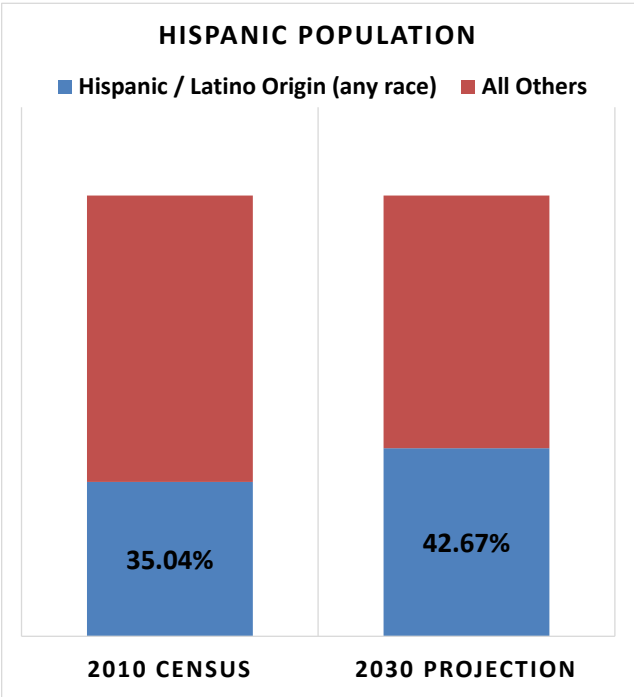


2.1.4 RACE AND ETHNICITY

From a race standpoint, the City has a minimal increase in racial diversity over the projected time.



The Hispanic population is measured as a subset of the white alone race and is estimated to grow from 35.04% in 2010 to 42.67% by 2030.



2.2 RECREATION TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Fitness walking participation last year was reported to be nearly 110 million Americans. Although fitness walking has the highest level of participation, it did report a 2.4% decrease in 2015 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, suggests that active individuals are finding new ways to exercise and diversifying their recreational interests. In addition, the popularity of many outdoor adventure and water-based activities has experienced positive growth based on the most recent findings; however, many of these activities' rapid increase in participation is likely a product of their relatively low user base, which may indicate that these sharp upward trends may not be sustained long into the future.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23.4 million people reportedly participating in 2015. In general, nearly every sport with available data experienced an increase in participation, which is a reversal from the five-year trend of declining participation in sports. Sports that have experienced significant growth in participation are squash, boxing, lacrosse, rugby, roller hockey, and field hockey – all of which have experienced growth in excess of 30% over the last five years. More recently, roller hockey, racquetball, indoor soccer, boxing, and flag football were the activities with the most rapid growth during the last year.

According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any physical activity. Over the last five years, the number of inactive individuals has increased 7.4% from 76 million in 2010 to 81.6 million in 2015. However, looking at just the past year, from 2014 to 2015, the US saw a slight decrease of 0.6% from 82.7 to 81.6 million individuals. Although this recent shift is very promising, inactivity remains a dominant force in society, evidenced by the fact that 27.7% of the population falls into this category.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2016 was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings by the Physical Activity Council from a total of 32,658 online interviews carried out in 2015. The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

2.2.1 NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2015 were golf (24.1 million) and basketball (23.4 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and

the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2010, squash and other niche sports, like boxing, lacrosse and rugby, have seen strong growth. In the general sports category, squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 66% over the last five years as noted in the table below Based on the five-year trend, boxing (59%), rugby (44%), lacrosse (47%), roller hockey (39%), and field hockey (32%) have also experienced significant growth. In the most recent year, the fastest growing sports were roller hockey (10%), racquetball (8%), squash (7%), indoor soccer (6%), and boxing (6%). During the last five years, the sports that are most rapidly declining include touch football (-25%), wrestling (-22%), slow pitch softball (-16%), and racquetball (24.9% decrease).

Overall, activities in the general sports categories show very promising growth in the most recent year. Only three activities experienced a dip in participation, but none of these declined by more than 3%. In general, the strong recent growth in sports is a reversal of the five-year trends, as nearly every activity declining in the long run has tipped the scale to show positive growth in the past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2010	2014	2015	14-15	10-15
Golf	26,122	24,700	24,120	-2.3%	-7.7%
Basketball	25,156	23,067	23,410	1.5%	-6.9%
Tennis	18,719	17,904	17,963	0.3%	-4.0%
Baseball	14,198	13,152	13,711	4.3%	-3.4%
Soccer (Outdoor)	13,883	12,592	12,646	0.4%	-8.9%
Badminton	7,645	7,176	7,198	0.3%	-5.8%
Softball (Slow Pitch)	8,477	7,077	7,114	0.5%	-16.1%
Football, Touch	8,663	6,586	6,487	-1.5%	-25.1%
Volleyball (Court)	7,315	6,304	6,423	1.9%	-12.2%
Football, Tackle	6,850	5,978	6,222	4.1%	-9.2%
Football, Flag	6,660	5,508	5,829	5.8%	-12.5%
Soccer (Indoor)	4,920	4,530	4,813	6.2%	-2.2%
Volleyball (Sand/Beach)	4,752	4,651	4,785	2.9%	0.7%
Gymnastics	4,418	4,621	4,679	1.3%	5.9%
Ultimate Frisbee	4,571	4,530	4,409	-2.7%	-3.5%
Track and Field	4,383	4,105	4,222	2.9%	-3.7%
Racquetball	4,603	3,594	3,883	8.0%	-15.6%
Cheerleading	3,134	3,456	3,608	4.4%	15.1%
Ice Hockey	2,140	2,421	2,546	5.2%	19.0%
Pickleball	N/A	2,462	2,506	1.8%	N/A
Softball (Fast Pitch)	2,513	2,424	2,460	1.5%	-2.1%
Lacrosse	1,423	2,011	2,094	4.1%	47.2%
Wrestling	2,536	1,891	1,978	4.6%	-22.0%
Roller Hockey	1,374	1,736	1,907	9.9%	38.8%
Squash	1,031	1,596	1,710	7.1%	65.9%
Field Hockey	1,182	1,557	1,565	0.5%	32.4%
Boxing for Competition	855	1,278	1,355	6.0%	58.5%
Rugby	940	1,276	1,349	5.7%	43.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.2.2 LOCAL TRENDS - MARKET POTENTIAL

A Market Potential Data (MPI) measures the probable demand for a service in the target area. The MPI communicates the likelihood that a resident of the service area will exhibit certain consumer behavior when compared to the US National average. The National average is 100, therefore above 100 would represent a higher than average participation rate. The following chart illustrates the index of the greatest recreation market potential in New Braunfels and the correlating facility needs.

Consumer Behavior	Market Potential Index	Facility Need
Participated in baseball in last 12 months	101	Youth and Adult Baseball Fields
Participated in football in last 12 months	103	Multi-purpose Athletic Fields
Participated in soccer in last 12 months	101	Soccer Fields
Participated in softball in last 12 months	103	Girls Fastpitch and Adult Softball Fields
Spent on sports/rec equip in last 12 months: $1-99	101	NA
Spent on sports/rec equip in last 12 months: $100-$249	107	NA
Spent on sports/rec equip in last 12 months: $250+	113	NA

2.2.3 CONCLUSION

It is critically important for the New Braunfels to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycle stage of recreation sports programs and activities and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents of New Braunfels.

Locally, participation in team sports are strong and indicate an opportunity to grow these services.

CHAPTER THREE - COMMUNITY INPUT

There has been extensive public input and participation as part of this process from September 2015 to September 2016. More than ten (10) leadership interviews and thirty (30) community focus groups, five (5) community meetings and an on-line community-wide survey were conducted as the foundation of public participation.

3.1 INPUT OPPORTUNITIES

The qualitative data collected included multiple leadership interviews, focus groups and community meetings. A summary of the public input opportunities to date is provided below.

Note: *The findings listed below are solely the opinion of the attendees at these meetings and do not reflect the overall community, staff or the consultant's opinion.*

- Ten (10) leadership group interviews and thirty (30) focus groups were conducted to be representative, but not exhaustive of interests affecting parks and recreation in the City of New Braunfels. These sessions included:
    - Administration and leadership
    - Stakeholders
    - Users and non-users of the parks and recreation system
    - Parks, recreation, and sports user groups
    - Business and community leaders
- Five (5) community meetings were conducted in order to capture representative interests, needs, and priorities of residents through an open forum. The meetings were organized and promoted locally.

The quantitative input included the following:

- A community-wide on-line survey was conducted which gathered users and non-users input to help establish priorities for the future development and improvements of athletic fields in the City of New Braunfels. The goal was to obtain a total of at least 250 completed surveys. This goal was far exceeded, with a total of 485 surveys having been completed.

3.2 KEY LEADERSHIP, FOCUS GROUP AND PUBLIC INPUT SUMMARY

3.2.1 OVERVIEW

There has been extensive public input and participation in the planning process. Key leadership interviews and focus groups were conducted to help gain an understanding of the community values, as well as determining the priorities for athletic field needs of the City of New Braunfels.

3.2.2 SUMMARY

- Participants felt that the New Braunfels's parks and recreation system has a great presence in the Community.
- Participants see the system as adequately maintained with great staff and enjoy the numerous programs and amenities offered.

- Updating and expanding the athletic field system was continually expressed throughout all focus groups as demand for athletic fields significantly outweighs the supply.
- Meeting the local need for athletic fields should be prioritized ahead of opportunities for sports tourism.

3.3 ON-LINE SURVEY RESULTS

An intercept survey was conducted for the City of New Braunfels during October 2015 to help establish priorities for the future development and direction of management of New Braunfels Sports Complex. As mentioned previously, 485 surveys were completed as part of the process.

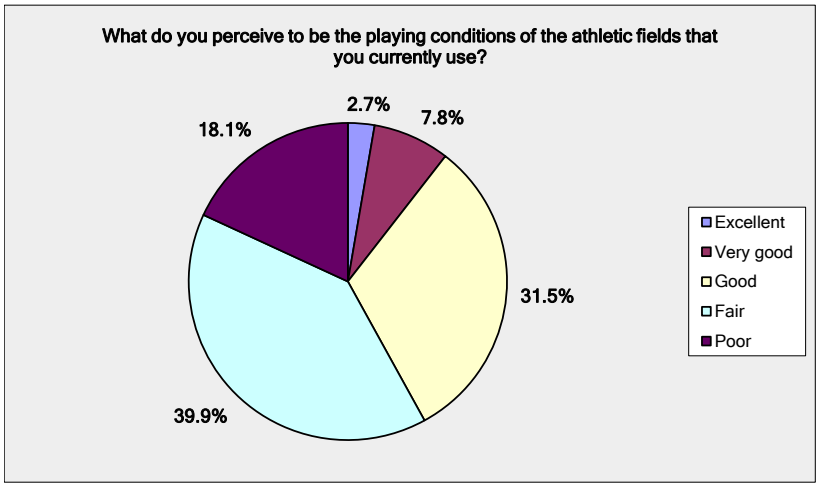
3.3.1 WHAT SPORT(S) DO YOU OR MEMBERS OF YOUR HOUSEHOLD PLAY OR REPRESENT? (SELECT ALL THAT APPLY)

Of the six groupings of sports, 49% of all survey participants indicated involvement in the sport of soccer (both recreational and select).

Answer Options	Response Count
Youth Recreational Soccer	305
Youth Select Soccer	178
Youth Baseball (Little League)	152
Youth Flag Football	100
Youth Tackle Football	72
Girls Fast Pitch Softball	60
Adult Softball	58
Select and Adult Baseball	56
Adult Soccer	51
Adult Flag or Touch Football	32
Lacrosse	12
Cricket	6

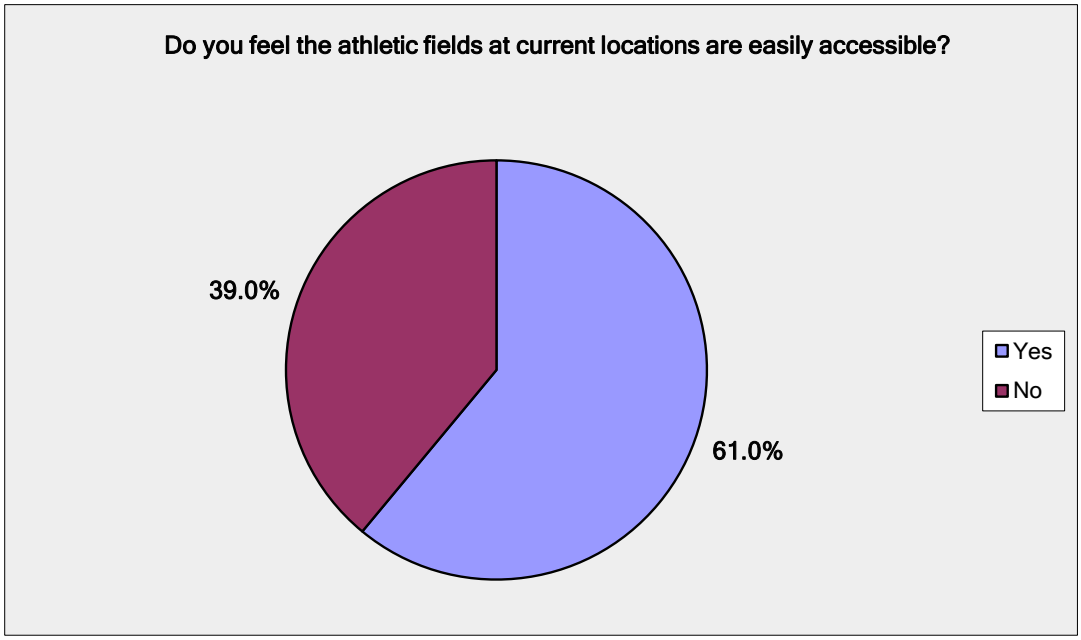
3.3.2 WHAT DO YOU PERCEIVE TO BE THE PLAYING CONDITIONS OF THE ATHLETIC FIELDS THAT YOU CURRENTLY USE?

Of those that utilize athletic fields in New Braunfels, 71.4% indicated that the fields were in good or fair condition.



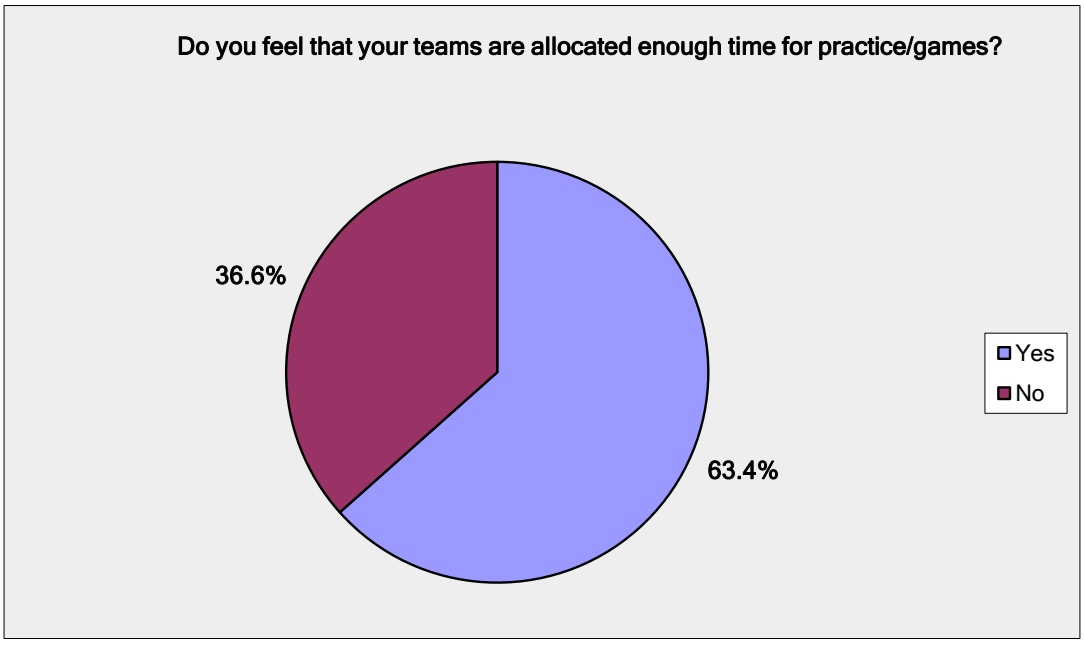
3.3.3 DO YOU FEEL THE ATHLETIC FIELDS AT CURRENT LOCATIONS ARE EASILY ACCESSIBLE?

Of those that utilize athletic fields, over three out of every five survey respondents indicated that field locations are easily accessible.



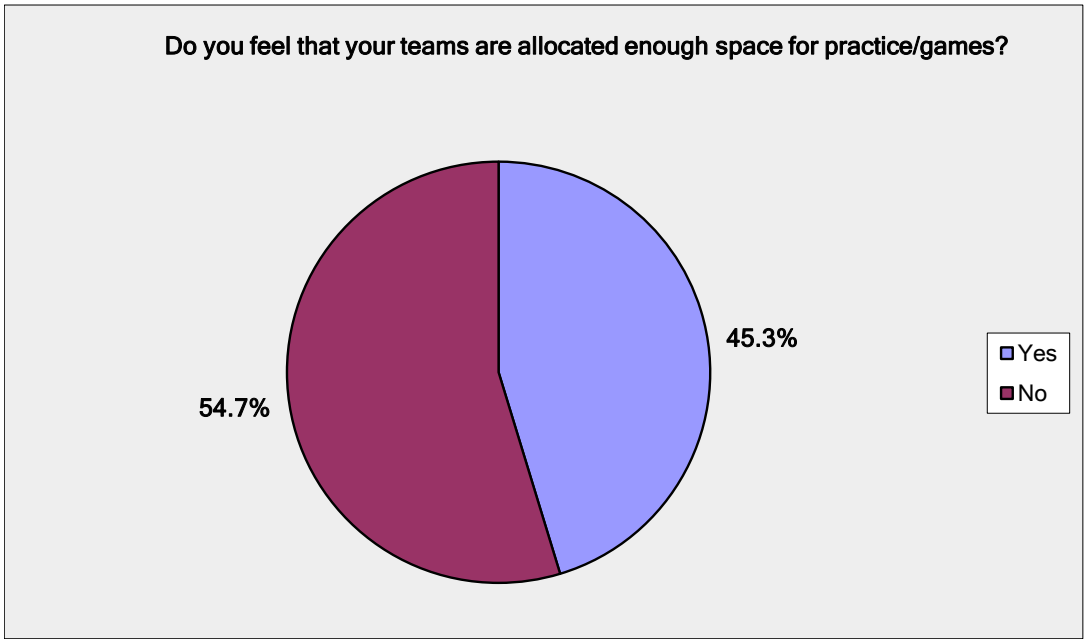
3.3.4 DO YOU FEEL THAT YOUR TEAMS ARE ALLOCATED ENOUGH TIME FOR PRACTICE/GAMES?

Nearly two out of every three respondents indicated that enough time for practices and games is allocated.



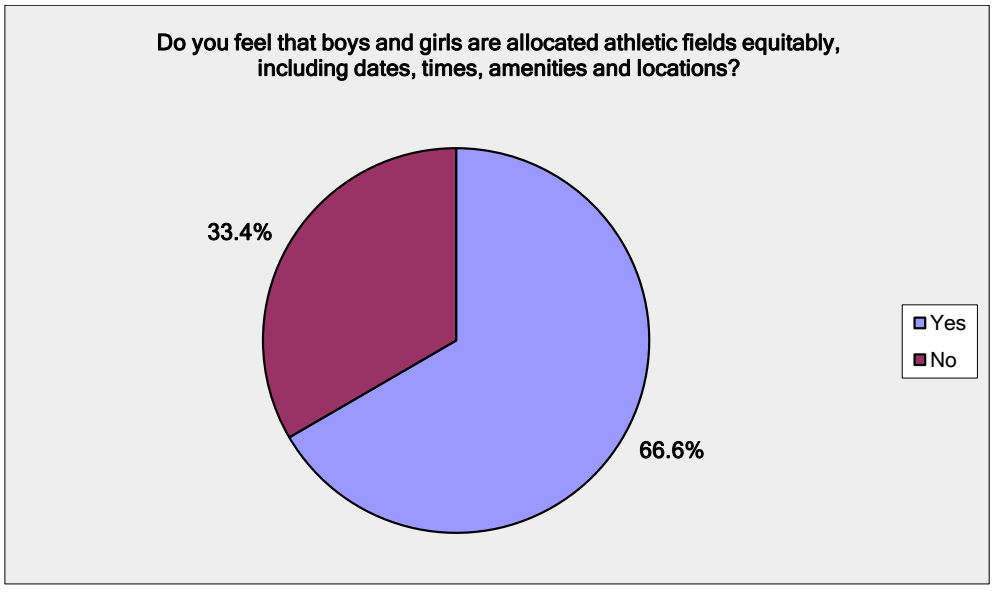
3.3.5 DO YOU FEEL THAT YOUR TEAMS ARE ALLOCATED ENOUGH SPACE FOR PRACTICE/GAMES?

Despite the vast majority of respondents indicating that enough time was allocated for practices and games, 55% of the same respondents indicated that adequate space is not provided to hold quality practices and games.



3.3.6 DO YOU FEEL THAT BOYS AND GIRLS ARE ALLOCATED ATHLETIC FIELDS EQUITABLY, INCLUDING DATES, TIMES, AMENITIES AND LOCATIONS?

Gender equity is not a significant concern of those responding to the survey as nearly two out of every three respondents indicated that allocation is equitable between boys and girls.



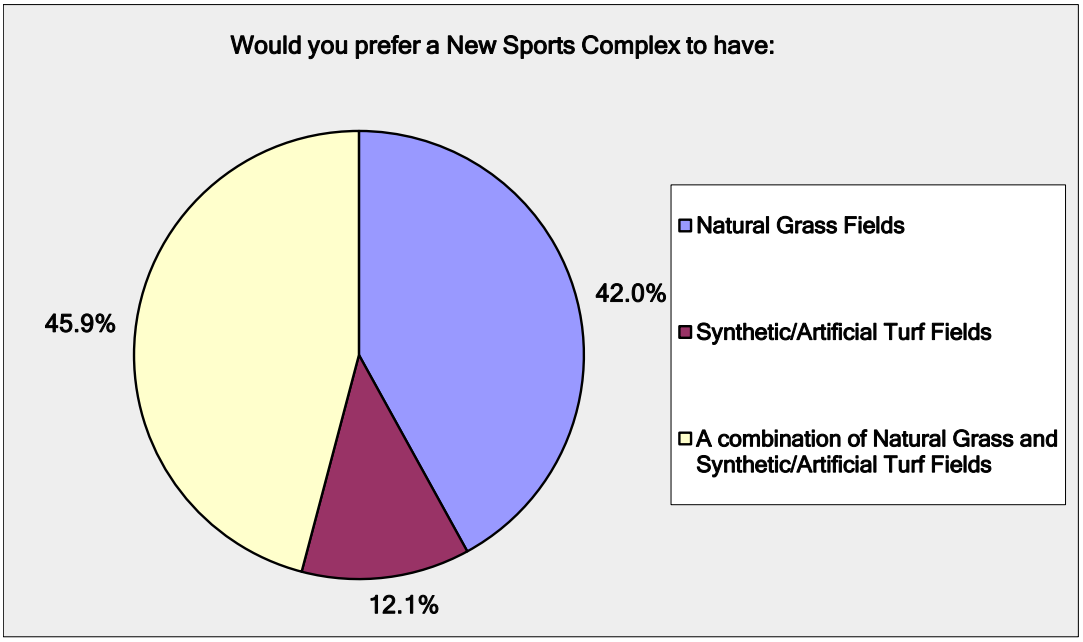
3.3.7 WHICH SPORTS NEED TO BE MOST ACCOMMODATED AT A NEW SPORTS COMPLEX?

The top four sports, according to survey respondents, most needing to be included as part of a New Braunfels Sports Complex are soccer, football, baseball and girls fast pitch soccer.

Answer Options	Response Count
Youth Recreational Soccer	302
Youth Select Soccer	245
Youth Baseball (Little League)	171
Youth Flag Football	141
Youth Tackle Football	136
Adult Soccer	120
Girls Fast Pitch Softball	118
Select and Adult Baseball	77
Adult Softball	63
Adult Flag or Touch Football	50
Lacrosse	46
Cricket	16

3.3.8 WOULD YOU PREFER A NEW SPORTS COMPLEX TO HAVE NATURAL OR SYNTHETIC TURF PLAYING SURFACES

Survey respondents indicated a strong desire to have a combination of natural grass and a combination of natural grass and synthetic turf to play on at a new Sports Complex.



3.3.9 HOW IMPORTANT TO YOU ARE THE FOLLOWING AMENITIES FOR A NEW SPORTS COMPLEX IN NEW BRAUNFELS? (IN ADDITION TO FIELDS)

Survey respondents indicated that the amenities most desired at a new Sports Complex have the basic best practice amenities necessary to facilitate youth and adult sports as indicated by the prioritization chart below.

First Priority	Second Priority	Third Priority
Concessions/Restroom Facilities	Outdoor Basketball Courts	Outdoor Tennis Courts
Ample and conveniently located	Walking Trails	Picnic Shelters
Athletic Field Lighting	Batting Cages	Disc Golf
Shaded Spectator Seating	Playgrounds	Horseshoe and/or Washer
Scoreboards	Practice Pitching Areas	BBQ Grills
Indoor, Air-Conditioned/Heated Space	Sand Volleyball Courts	Outdoor Pickleball Courts
Practice/Warmup Areas before games		

CHAPTER FOUR – ATHLETIC FIELD ASSESSMENT AND SERVICE LEVEL ANALYSIS

4.1 ATHLETIC FIELD INVENTORY AND ASSESSMENT

Athletic Field Assessments were conducted as part of the Athletic Field Master Plan. The purpose of the assessments is to evaluate the existing conditions and functionality of the athletic fields owned by the City of New Braunfels. This review includes the athletic field inventory at Camp Comal Park, the HEB Soccer Complex, Fredericksburg Fields, and the New Braunfels Little League Fields on Loop 337 and full assessment of the conditions at each of these sites. In addition to the City of New Braunfels's fields, a high level conditions assessment of the fields associated with New Braunfels Independent School District is also provided. The assessments provide insight and suggestions as to possible repair, replacement or modification of each field element to meet the recreational use requirements in the City. The results of the assessments are summarized in this report.

The Assessment Team was supported by members of New Braunfels staff who supplied key information regarding athletic field condition and performance. These individuals also provided considerable insight into the functional relationships and challenges present that affect customer service. The following sections summarize the methodology and key recommendations for each field assessed.

4.1.1 METHODOLOGY

The Assessment Team conducted the Field Assessments in March and April 2016. Specific areas of investigation included the following areas:

- Site
- Turf
- Athletic Field Lighting
- Parking
- Irrigation
- Facilities
- Orientation of Fields on the site

The Assessment Team also distinguished varying levels of criticality of each assessment items according to standard ranking systems which classify Grade Priority and Category. These classifications are meant to help prioritize fiscal impacts and are outlined below.

GRADING PRIORITY

Grading Standard F/ Priority 1 - Currently Critical

Conditions in this category require immediate action by the end of the current fiscal year to:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status

Grading Standard D / Priority 2 – Potentially Critical

Conditions in this category, if not corrected expeditiously, will become critical soon. Situations within this category include:

- Correct a safety hazard
- Stop accelerated deterioration
- Return a facility/system to operational status

Grading Standard C / Priority 3 – Necessary, But Not Yet Critical

Conditions in this category require appropriate attention to preclude predictable deterioration and associated damage or higher costs if deferred further.

Grading Standard B / Priority 4 – Recommended

Conditions in this category include items that represent a sensible improvement to existing conditions. These are not required for the most basic functioning of the facility.

Grading Standard A / Priority 5 - Appearance

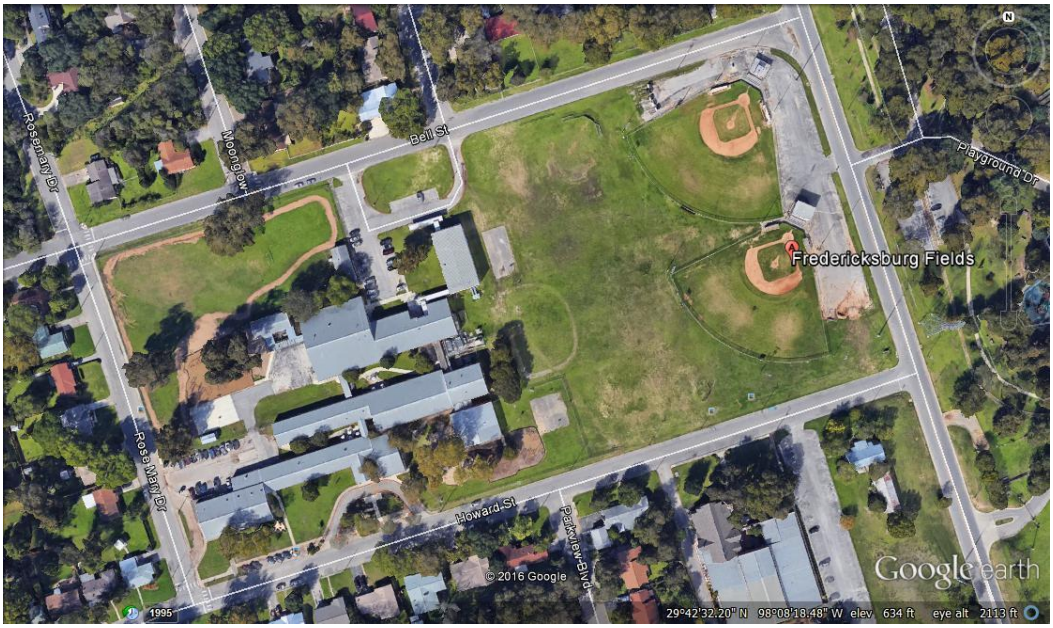
Conditions in this category include finishes that have deteriorated and are required to maintain the required aesthetic standards.

Grading Standard A / Priority 6 – Does Not Comply With Current Codes – "Grandfathered"

Conditions in this category include items that do not conform to existing codes, but are "grandfathered" in their conditions. However, should substantial work be undertaken in adjacent areas, certain existing conditions may require correction to comply with current codes and standards.

4.1.2 INDIVIDUAL ASSESSMENTS

FREDERICKSBURG FIELDS (CITY OF NEW BRAUNFELS)



KEY FINDINGS

- Two fields currently reside at the Fredericksburg Fields located at the intersection of Fredericksburg Road and Bell Street.
- Field 1 (Lions Field) has a 200' outfield fence with a grass and clay infield that provides for baseball play for 5-10-year-olds. Lions Field was originally constructed in 1959 and has sunken dugouts and a concession/restroom building with accompanying 2nd story "crow's nest". The existing building does not comply with the existing 2012 Texas Accessibility Standards (TAS) but has "grandfathered" status until renovations are made at the facility. An automatic irrigation was installed in 2014; however; the system is not designed for head to head coverage but simply to get water on the fields. Musco Field Lighting for the field was installed in 2011.
- Field 2 (Optimist Field) also has a 200' outfield fence and mirrors Lions Field with its infield layout, sports lighting and irrigation. Its dugouts are at field level.
- Both fields face water restrictions, meaning there is a need to push lots of water in a short amount of time. The current irrigation system is not designed to efficiently accomplish this task.
- Off-street asphalt parking services both fields although formal parking spaces are not delineated.
- Dumpsters with unsupported paving. Consider relocating with reinforced concrete pads
- New Braunfels Little League (NBLL) leases the fields but NBLL does not do any maintenance on the fields except for game day preparation.
- These are the oldest fields in the City of New Braunfels' Park Inventory.

OVERALL ASSESSMENT GRADES

Location	Site	Turf	Athletic Field Lighting	Parking	Irrigation	Facilities	Orientation of Field
Fredericksburg Fields	B4/3	A5/1	B4/1	B4/1	B4/4	C3/3	B4/2

CAMP COMAL SPORTS COMPLEX (CITY OF NEW BRAUNFELS)

KEY FINDINGS

- There are five (5) Youth Fields (includes 1 T-Ball Field) and two (2) Adult Fields at the Camp Comal Sports Complex as described below:
  - Field 1 - 200' outfield fence with a skinned infield. Musco Field Lights were installed in 2001.
  - Field 2 - 155' outfield fence with a skinned infield. It is used for T-ball and the field is not lighted.
  - Field 3 - 225' outfield fence with a skinned infield. Musco Field Lights were installed in 2001.
  - Field 4 -220' outfield fence with a skinned infield. Musco Field Lights were installed in 2001.
  - This field has an automatic irrigation system.
  - Field 5 -190-200' outfield fence with a skinned infield. Musco Field Lights were installed in 2010. This field also has an automatic irrigation system.
  - The Blue Field - 285' outfield fence with a skinned infield. Musco Field Lights were installed in 2006. The perimeter fence is eight feet high.
  - The Red Field - 300' outfield fence with a skinned infield. Musco Field Lights were installed in 2005.
- The City of New Braunfels does maintenance on all fields and runs adult softball leagues on the Red and Blue Fields; two maintenance personnel are dedicated to the complex. The New Braunfels Girls Softball Association (NBGSA) plays on fields 1-5 and does all the game day preparation. They are the only girls' softball affiliation that plays on these fields. (The Bombers used to play at Camp Comal but they are now playing in Seguin, Texas.)
- Field 4 has a very severe cross slope in the direction of the creek and game day visitors utilizing Field 4 tend to park to the south of complex at the New Braunfels Utility (NBU) substation (along Cobb Road).
- Vehicular access to the park is through a residential community and parking is front-end parking off of a very congested single access road on the northwest side of the park.
- Irrigation system is aged and does not serve the entire site.
- Layout of the seven fields is random which causes legibility and wayfinding issues and allows for much under-utilized open space in between the fields.

OVERALL ASSESSMENT GRADES

Location	Site	Turf	Athletic Field Lighting	Parking	Irrigation	Facilities	Orientation of Field
Camp Comal Ball Fields	B4/2	A5/1	A6/1	B4/1	B4/4	B4/1	B4/2

NEW BRAUNFELS LITTLE LEAGUE FIELDS (CITY OF NEW BRAUNFELS)

KEY FINDINGS

There are seven (7) youth baseball fields at the New Braunfels Little League Fields as described below:

- Quad 1 (to the northeast side of the complex)
  - Field 1 (Ellis Field) - 200’ outfield fence with a baseball infield; lighted.
  - Field 2 - 200’ outfield fence with a baseball infield; lighted.
  - Field 3 - 200’ outfield fence with a skinned, all clay infield; lighted.
  - Field 4 -300’ outfield fence with a baseball infield; lighted.
    - All four of these fields have an automatic irrigation system and are arranged in a “wagon wheel” formation with a two-story restroom/building at its center.
    - There are four water closets per gender in the restroom and the second story “crow’s nest” above the restrooms/ concessions building is not accessible per 2012 TAS.
    - There is a mix of decomposed granite and concrete in the plaza area and soft canopy shade structures over the spectator bleacher areas.
    - Handicap parking signs are located in the parking area but there is not a compliant accessible route to the Quad 1 fields and plaza.

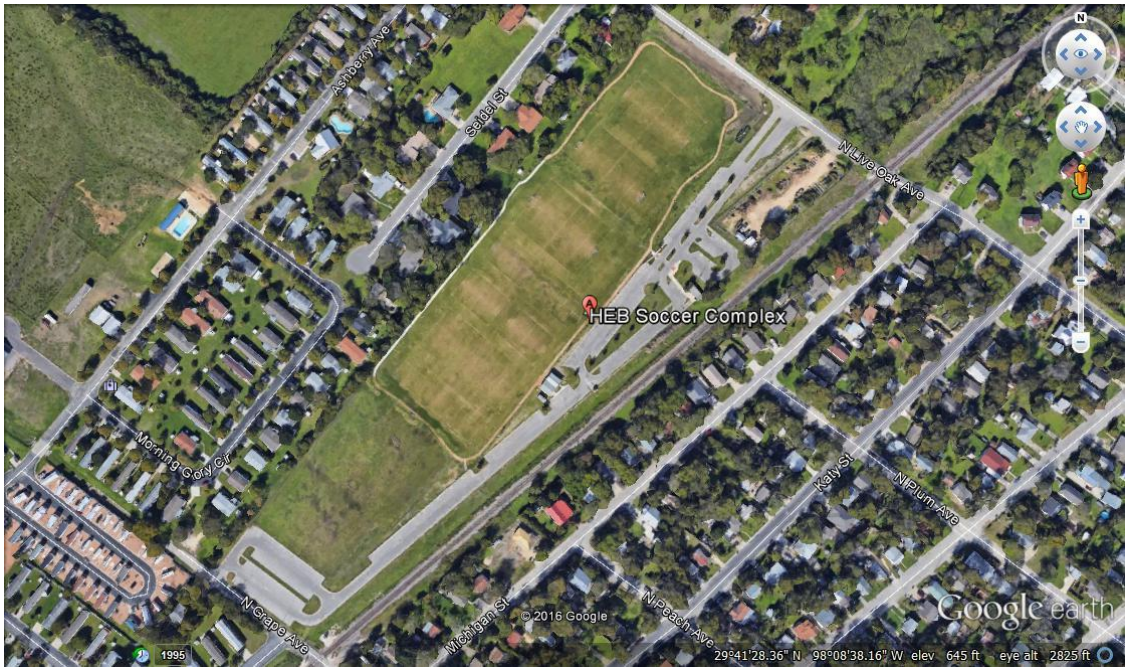
- Quad 2 (to the southwest side of the complex, closer to Loop 337)
  - Field 5 -300' outfield fence with a baseball infield; lighted
  - Field 6 - 200'outfield fence with a skinned, all clay infield; lighted. This field also has permanent short fencing and permanent long fencing (the spacing in between the two fences are used for practice and warm up).
  - Field 7 - 200' outfield fence with a baseball infield; lighted
    - These three fields have an automatic irrigation system and are arranged in a "wagon wheel" formation similar to Quad 1, although there is not a second level "crow's nest" associated with the restroom/concession building in Quad 2.
    - The restrooms have three water closets per gender and the plaza area is primarily a decomposed granite surface.
    - Shade is provided over the bleachers and covered picnic tables are provided at the concessions building.

Both ball field quad areas are adjacent to parking that is a mix of asphalt and crushed compacted road base. No formal parking bays are delineated on site.

OVERALL ASSESSMENT GRADES

Location	Site	Turf	Athletic Field Lighting	Parking	Irrigation	Facilities	Orientation of Field
New Braunfels Little League Fields	A6/1	A6/1	A6/1	B4/2	A6/1	A6/1	A6/1

HEB SOCCER FIELDS (CITY OF NEW BRAUNFELS)



KEY FINDINGS

- Four or more irrigated youth fields (depending on orientation) and one irrigated, adult field (approximately 300' x 200') exist at the HEB Soccer Fields.
- Field lighting was added to the complex in 2014 but the lighting isn't setup on a tournament level lighting grid; it was established to light as much green space as possible for practice.
- The New Braunfels Youth Soccer Association (NBYSA) utilizes the fields although the City provides all the maintenance for the facility.
- Flag football is played on the adult size soccer field.
- Site drainage is an issue
- Support buildings include one stand-alone restroom facility and one combination restroom/concession facility and are in poor condition.
- 241 parking spaces with curb and gutter with an asphaltic top course is in good condition.

OVERALL ASSESSMENT GRADES

Location	Site	Turf	Athletic Field Lighting	Parking	Irrigation	Facilities	Orientation of Field
HEB Soccer Fields	B4/2	B4/1	B4/1	A6/1	B4/4	C3/1	B4/2

NEW BRAUNFELS MIDDLE SCHOOL FOOTBALL FIELD (NEW BRAUNFELS INDEPENDENT SCHOOL DISTRICT)

KEY FINDINGS

- The football field at New Braunfels Middle School has the following amenities:
  - Football Fields - natural grass and irrigated
  - 4-lane asphalt track
  - Restroom concession building - (which was remodeled in 2011)
  - Bleachers that accommodates 600 people
  - Parking infrastructure in place to support the football field game and practice activities.
- The overall campus of New Braunfels High School is 109 acres, and there is additional space for build out. (The overall plan for this campus is to be a high school campus that also has a football field, baseball and softball fields.) Currently, there are no softball or baseball fields at this facility.
- Discussions with NBISD Athletic Director Jim Streety and NBISD Director of Facilities Management Daryl Stoker yielded favorable responses to the possibility of joint use of the football field at the New Braunfels Middle School, *if the field was converted to synthetic fields and lighted*.
  - Between August and November they play football on the field.
  - Little grass is left after November when the season is complete and it takes the full spring and summer to get the grass ready for the following fall.
  - The Middle School does not conduct spring football practice.
  - Both men do not see the possibility of joint use of the field without synthetic turf because the field cannot handle more hours of use with its current natural turf fields.
- The field is not used on the weekends, after 6:00 during the week or in the summers. Past NBISD partnerships with the City of New Braunfels include:
  - Tennis Courts at NBHS (City did the lighting for the courts on its own and the two entities share in the maintenance)
  - New Recreation Center (NBISD partnered with the City of New Braunfels for the natatorium, paying $2,200,000 in construction costs and signing a 20-year lease; the facility is located within the NBISD jurisdiction.)
  - Walking Bridge at Oak Run (Partnership with NBISD, Comal Independent School District and the City of New Braunfels.)

OAK RUN MIDDLE SCHOOL FOOTBALL FIELD (NEW BRAUNFELS INDEPENDENT SCHOOL DISTRICT)

KEY FINDINGS

- The football field at Oak Run Middle School has the same amenities as New Braunfels Middle School:
    - Football Fields - natural grass and irrigated
    - 4-lane asphalt track
    - Restroom concession building
    - Bleachers that accommodates 600 people
    - Parking infrastructure in place to support the football field game and practice activities.
- The key findings for Oak Run Middle School mirror the key findings from New Braunfels Middle School although Oak Run MS has limited additional space for build out.
- Mr. Streety and Mr. Stoker again spoke favorably to the possibility of joint use of the athletic fields at Oak Run Middle School if the field was converted to synthetic turf and lighted.

ASSESSMENT SUMMARY

City of New Braunfels Athletic Field Assessments							
Location	Site	Turf	Athletic Field Lighting	Parking	Irrigation	Facilities	Orientation of Field
Fredericksburg Fields	B4/3	A5/1	B4/1	B4/1	B4/4	C3/3	B4/2
Camp Comal Ball Fields	B4/2	A5/1	A6/1	B4/1	B4/4	B4/1	B4/2
New Braunfels Little League Fields	A6/1	A6/1	A6/1	B4/2	A6/1	A6/1	A6/1
HEB Soccer Fields	B4/2	B4/1	B4/1	A6/1	B4/4	C3/1	B4/2

4.2 SERVICE LEVEL STANDARDS ANALYSIS

The service level standards analysis is a review of the inventory of athletic fields in relation to the total population of the study area and community needs. Ultimately, these standards should be used as goals for New Braunfels leadership to use in measuring service levels and making decisions about providing athletic fields. The standards **should not** be the sole determinant of how New Braunfels will invest in its athletic field system over the next 10 years.

4.2.1 CURRENT LEVEL-OF-SERVICE STANDARDS

The current level-of-service standards are displayed below.

New Braunfels Athletic Field Level of Service Standards

2016 Athletic Field Inventory

	NB Inventory	Other Provider Inventory	Total Inventory	Current Service Level		
ATHLETIC FIELDS						
Diamond, Baseball (Teen/Adult)	**-**	**1.00**	1.00	1.00	site per	67,000
Diamond, Girls Fast Pitch Softball	**5.00**	**-**	5.00	1.00	site per	13,400
Diamond, Little League	**2.00**	**7.00**	9.00	1.00	site per	7,444
Diamond, Softball (Adult)	**2.00**	**-**	2.00	1.00	field per	33,500
Rectangle Fields (Soccer)	**3.00**	**3.00**	6.00	1.00	field per	11,167
Rectangle Fields (Football/Lacrosse/Rugby)	**-**	**2.00**	2.00	1.00	field per	33,500

4.2.2 SERVICE LEVELS RECOMMENDATION

The current service levels adopted have served New Braunfels well, however with the rapid increase in population will not be sufficient in meeting the athletic field needs in the future. Coupled with the athletic field system assessments, community input and analysis conducted, it is recommended that the City adopt the Service Level Standards as recommended by the consulting team.

New Braunfels Athletic Field Level of Service Standards

2016 Athletic Field Inventory

	NB Inventory	Other Provider Inventory	Total Inventory	Current Service Level			Recommended Service Levels		
ATHLETIC FIELDS									
Diamond, Baseball (Teen/Adult)	**-**	**1.00**	1.00	1.00	site per	67,000	1.00	field per	15,000
Diamond, Girls Fast Pitch Softball	**5.00**	**-**	5.00	1.00	site per	13,400	1.00	field per	10,000
Diamond, Little League	**2.00**	**7.00**	9.00	1.00	site per	7,444	1.00	field per	8,000
Diamond, Softball (Adult)	**2.00**	**-**	2.00	1.00	field per	33,500	1.00	field per	20,000
Rectangle Fields (Soccer)	**3.00**	**3.00**	6.00	1.00	field per	11,167	1.00	field per	7,000
Rectangle Fields (Football/Lacrosse/Rugby)	**-**	**2.00**	2.00	1.00	field per	33,500	1.00	field per	25,000

CHAPTER FIVE - ATHLETIC FIELD NEED ANALYSIS

In reviewing the current athletic field offerings against the desired offerings of the community, there is great need to expand or add athletic fields in New Braunfels.

5.1 IMPACT OF SERVICE LEVELS

The following chart summarizes the impact of the adoption of the service level standards recommended by the consulting team and the corresponding need for athletic fields in New Braunfels.

2016 Inventory - Facilities				2016 Facility Standards			2025 Facility Standards		
	Recommended Service Levels			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
OUTDOOR AMENITIES:									
Diamond, Baseball (Teen/Adult)	1.00	field per	15,000	Need Exists	3	Sites(s)	Need Exists	5	Sites(s)
Diamond, Girls Fast Pitch Softball	1.00	field per	10,000	Need Exists	2	Sites(s)	Need Exists	4	Sites(s)
Diamond, Little League	1.00	field per	8,000	Meets Standard	-	Sites(s)	Need Exists	2	Sites(s)
Diamond, Softball (Adult)	1.00	field per	20,000	Need Exists	1	Field(s)	Need Exists	2	Field(s)
Rectangle Fields (Soccer)	1.00	field per	7,000	Need Exists	4	Field(s)	Need Exists	7	Field(s)
Rectangle Fields (Football/Lacrosse/Rugby)	1.00	field per	25,000	Need Exists	1	Field(s)	Need Exists	2	Field(s)

5.2 ATHLETIC FIELD NEED PRIORITIZATION

Prioritizing athletic field needs provides New Braunfels with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The priority needs rating reflects the importance residents place on items and the unmet needs (needs that are only being partly met or not met) for each athletic field typology relative to the athletic field typology that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the priority needs rating weights each of these components equally.

ATHLETIC FIELD NEEDS RANKING
1. Rectangle Fields (Soccer)
2. Diamond, Girls Fast Pitch Softball
2. Diamond, Baseball Little League
4. Diamond, Baseball (Teen/Adult)
5. Diamond, Softball (Adult)
6. Rectangle Fields (Football/Lacrosse/Rugby)

CHAPTER SIX - CAPITAL IMPROVEMENTS (EXISTING ATHLETIC FIELD SYSTEM)

This section of the plan reflects the capital improvement recommendations that are necessary to fulfill the facility needs of the community. In order to plan and prioritize capital investments, the consulting team recommends that New Braunfels apply specific guiding principles that balances the maintenance of current assets over the development of new facilities. This CIP framework is also utilized to determine and plan CIP projects and make budget decisions that are sustainable over time. These criteria (e.g., safety compliance, commitment, efficiency, revenue) and priorities are also focused on maintaining the integrity of the current infrastructure and facilities before expanding and/or enhancing programs and facilities.

6.1 EXISTING SYSTEM – SITE SPECIFIC CONCEPTUAL IMPROVEMENTS

The following section details site specific recommendations for each of the current athletic field locations.

6.1.1 FREDERICKSBURG FIELDS

CURRENT SITE PLAN

KEY RECOMMENDATIONS

- New field layouts should investigate the "boxing" in the whole property to incorporate non-utilized space and to arrange fields in "practice field" configurations without a full fenced outfield per field.
- The community has expressed a desire to use the fields for practice between 6-8 P.M.; reconfiguration of the fields would allow more players to use the fields at one time.
- The City Parks and Recreation Department is not staffed appropriately for infield preparation and maintenance for the ball fields. Additional maintenance personnel is needed to adequately maintain the ball fields.

PROPOSED CONCEPTUAL SITE PLAN

ESTIMATED CAPITAL IMPROVEMENT COST: $1,250,000

NET GAIN (LOSS) OF YOUTH BASEBALL LITTLE LEAGUE GAME FIELDS: (2)

6.1.2 CAMP COMAL SPORTS COMPLEX

CURRENT SITE PLAN

KEY RECOMMENDATIONS

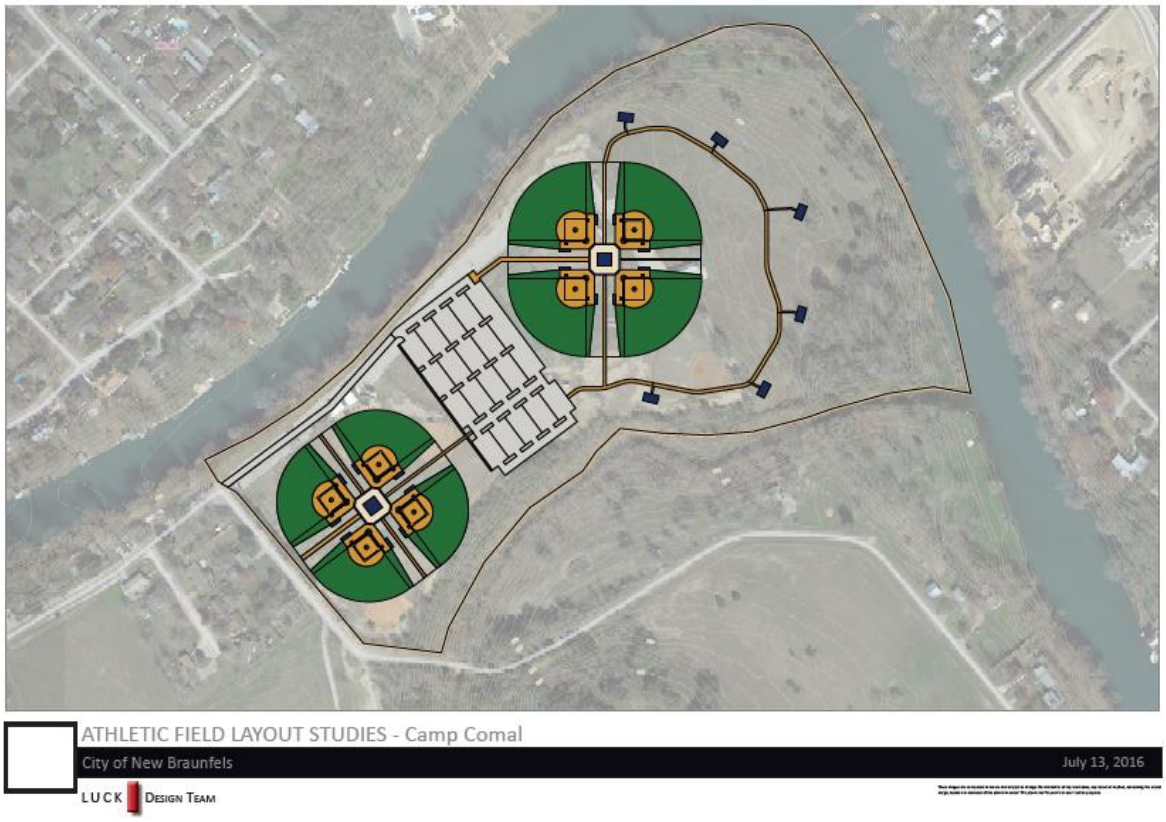
The land for the Camp Comal Sports Complex is owned by New Braunfels Utilities; therefore, any recommendations for improvements associated with the facility that are to be funded by the City of New Braunfels need to be considered with property ownership in mind. At the time of the assessment, the City of New Braunfels and NBU are talking about a potential land swap wherein the sports complex would be owned by the City. There is no formal agreement at this time however.

There needs to be two different plans of action identified for Camp Comal: one approach for the City for if the land swap with the NBU occurs and another low infrastructure dollar investment approach should the land swap not occur. The following recommendations are based on the completion of the City gaining ownership of the property.

- Should the sports complex property ultimately fall under City ownership, the City should explore renovating the complex and its field orientation to maximize efficiency for operations and maintenance, game day pedestrian and vehicular traffic flow and to economize under-utilized land on the site. This would also be an opportune time to bring the facility in compliance with the 2012 Texas Accessibility Standards and to install automatic and water efficient irrigation systems.
- Programming for the fields should also be explored in this scenario. While adult fields are necessary within the City, investigating the separation of adult fields and youth fields

(particularly youth girls' softball fields) should be a high priority. The size limitations of Camp Comal and upward trends towards youth facilities suggest that the sports complex would function better as a youth baseball/softball facility rather than an adult tournament facility.

PROPOSED CONCEPTUAL SITE PLAN



ESTIMATE CAPITAL IMPROVEMENT COST: $5,000,000 (DOES NOT INCLUDE ANY LAND ACQUISITION COSTS)

NET GAIN (LOSS) OF GIRLS FAST PITCH SOFTBALL FIELDS: 3

NET GAIN (LOSS) OF ADULT SOFTBALL FIELDS: 2

6.1.3 LITTLE LEAGUE FIELDS

CURRENT SITE PLAN

KEY RECOMMENDATIONS

- The infrastructure associated with the recreation amenities (the ball fields, lighting, irrigation and restroom building) are in good shape. Any improvements associated with these items are cosmetic in nature.
- Focused improvements at the existing facility should be improving parking organization and legibility. If impervious cover limits allow, providing concrete curb and gutter, a finished asphalt surface and adequate drainage system to the existing parking should be a high priority. Providing accessible, concrete routes to the existing fields and interior plaza areas is also a key recommendation.
    - It should be noted that any improvements of this nature to the site will trigger 2012 TAS compatibility (of great significance as it will require access to the second story of the Quad 1 building).
- Expansion of the Little League Complex should be strongly considered as part of an improvement plan for the facility. Expansion would require the purchase of approximately 40 acres of property adjacent to the current complex. If the City were to gain ownership of the property, a quadrant of four Little League youth baseball fields could be constructed along with the necessary support facilities, including vehicular access to the site off of N. Live Oak Avenue, parking, one concession/restroom/storage facility athletic field lighting, centralized irrigation and a pedestrian bridge connection to the existing Little League Complex.

PROPOSED CONCEPTUAL SITE PLAN

ESTIMATED CAPITAL IMPROVEMENT COST: $2,500,000 (DOES NOT INCLUDE LAND ACQUISTION COSTS)

NET GAIN OF LITTLE LEAGUE BASEBALL FIELDS: 4

6.1.4 HEB SOCCER FIELDS

CURRENT SITE PLAN

KEY RECOMMENDATIONS

The fields in this location are not suited for intensive utilization as the site is constrained on all four sides of the complex thereby limiting any substantial improvements to field orientation and parking expansion. The consulting team recommends that this location be converted to three multi-purpose fields with end to end orientation for utilization by flag and tackle football, lacrosse and rugby.

Additional site improvements include regrading of the site to eliminate mounding and improve drainage, upgrading and centralization of irrigation system, replacement of athletic field lighting and replacement of concession/restroom facilities.

PROPOSED CONCEPTUAL SITE PLAN

NET GAIN (LOSS) OF SOCCER FIELDS: (3)

NET GAIN (LOSS) OF FOOTBALL/LACROSSE/RUGBY FIELDS: 3

ESTIMATED CAPITAL IMPROVEMENT COST: $1,000,000

6.1.5 NBISD NEW BRAUNFELS AND OAK RUN MIDDLE SCHOOL FOOTBALL FIELDS

KEY RECOMMENDATIONS

With limited opportunities for joint use agreements at the NBISD elementary school campuses (they are mostly landlocked and NBISD has them fenced and gated for security), there is a potential win-win for both NBISD and the City of New Braunfels if the existing football fields at Oak Run and New Braunfels Middle School were converted to synthetic fields and lighted as a multi-use fields. All of the support infrastructure is already in place for the fields (parking, utilities, concession, spectator seating) so overall project costs would be minimized for these elements. Additionally, the construction timeframe for the conversion to synthetic fields would also be greatly reduced.

The consulting team recommends a partnership agreement be executed between the City and NBISD. Further, the consulting recommends utilizing the recent partnership between the City and NBISD for the construction of the natatorium at the new Recreation Center as the framework for this agreement. The benefits of this agreement for the City would be utilization of the fields during the evenings and weekends year round.

NET GAIN (LOSS) OF SOCCER FIELDS: 2

ESTIMATED CAPITAL IMPROVEMENT COST: $2,500,000

6.2 SUMMARY OF EXISTING SYSTEM CAPITAL IMPROVEMENTS ON INVENTORY

The chart below provides of summary of the impact of the recommended improvements on the inventory of athletic fields in New Braunfels.

Facility Inventory			
	Current Total Inventory	Net Gain Based on New Site Plans	Total Inventory After New Site Plans
Athletic Field Typology			
Diamond, Baseball (Teen/Adult)	**1.00**	**-**	1.00
Diamond, Girls Fast Pitch Softball	**5.00**	**3.00**	8.00
Diamond, Little League	**9.00**	**2.00**	11.00
Diamond, Softball (Adult)	**2.00**	**(2.00)**	-
Rectangle Fields (Soccer)	**6.00**	**(1.00)**	5.00
Rectangle Fields (Football/Lacrosse/Rugby)	**2.00**	**3.00**	5.00

6.3 SUMMARY OF RECOMMENDED EXISTING CAPITAL IMPROVEMENT COSTS

The following chart summarizes the costs of the recommended capital improvements to the existing athletic field system (not including land acquisition costs).

ATHLETIC FIELD IMPROVEMENT PROJECT	COST ESTIMATE
NBISD MIDDLE SCHOOL FIELDS (2) - SYNTHETIC TURF	$2,500,000
HEB FIELD IMPROVEMENTS	$1,000,000
CAMP COMAL - GIRLS SOFTBALL COMPLEX RENOVATIONS	$5,000,000
BASEBALL FIELD EXPANSION ADJACENT TO LITTLE LEAGUE	$2,500,000
FREDERICKSBURG FIELD RENOVATIONS	$1,000,000
TOTAL	***$12,000,000***

6.4 IMPACT OF EXISTING SYSTEM CAPITAL IMPROVEMENTS ON MEETING NEED

The following chart summarizes the impact of the recommended improvements to the existing athletic field system in meeting community need for athletic fields in New Braunfels.

	2016 Facility Standards			2025 Facility Standards		
	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Athletic Field Typology						
Diamond, Baseball (Teen/Adult)	Need Exists	3	Sites(s)	Need Exists	5	Sites(s)
Diamond, Girls Fast Pitch Softball	Meets Standard	-	Sites(s)	Need Exists	1	Sites(s)
Diamond, Little League	Meets Standard	-	Sites(s)	Need Exists	0	Sites(s)
Diamond, Softball (Adult)	Need Exists	3	Field(s)	Need Exists	4	Field(s)
Rectangle Fields (Soccer)	Need Exists	5	Field(s)	Need Exists	8	Field(s)
Rectangle Fields (Football/Lacrosse/Rugby)	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)

As noted above, athletic field needs are still present after the implementation of improvements to the existing system. However, the improvements to the existing system significantly reduces athletic field need and further provides the framework for the core program and "right sizing" of the conceptual plan for a new Sports Complex as detailed in the following chapter.

CHAPTER SEVEN – SPORTS COMPLEX FEASIBILITY

7.1 VISIONING

In Proposition 3 of the 2013 Bond Program voters approved funding for the acquisition of land for development of a future sports complex in the City of New Braunfels. In 2015, the New Braunfels Industrial Development Corporation (IDC) ranked the sports complex as one of its highest priorities in its strategic initiatives planning process. The IDC contracted with Luck Design and PROS Consulting to complete a Sports Complex Feasibility Study.

As noted previously, public meetings were held on October and November 2015 providing the community with an update on the project vision, schedule and market analysis. In addition to the input meeting, an online survey was conducted and over 200 responses were collected. Through the completion of a comprehensive public input process and an analysis of implementable improvements to the existing athletic field system, the framework for the core program and conceptual plan for a new Sports Complex were defined. The following chart identifies the need for athletic fields at a new Sports Complex in New Braunfels.

Sports Complex Core Program		
Athletic Field Typology		
Diamond, Baseball (Teen/Adult)	5	Field(s)
Diamond, Girls Fast Pitch Softball	1	Field(s)
Diamond, Little League	0	Field(s)
Diamond, Softball (Adult)	4	Field(s)
Rectangle Fields (Soccer)	8	Field(s)
Rectangle Fields (Football/Lacrosse/Rugby)	-	Field(s)

7.2 DESIGN PRINCIPLES

In developing design principles for a sports complex, it is important that the complex be programmed, planned, and designed to meet the needs of its service area within the context of the overall parks and recreation system. The term programming, when used in the context of planning and developing parkland, refers to a list of uses and facilities and does not always include staff-managed recreation programs.

Every park, regardless of type, needs to have an established set of outcomes. Park planners / designers design to those outcomes, including operational and maintenance costs associated with the design outcomes.

7.2.1 DEFINITIONS USED IN THE SPORTS COMPLEX DESIGN PRINCIPLES

Land Usage: The percentage of space identified for either passive use or active use in the sports complex. A sports complex conceptual plan should follow land usage recommendations.

Programming: Can include active or passive (i.e. none). Active means it is organized and planned with pre-registration by the user. Examples of active programming include sports practices, leagues, and

tournaments. Passive programming is self-directed by the user at their own pace. Examples of passive programming include playground usage, picnicking, or walking/jogging.

7.2.2 SPORTS COMPLEX DESIGN PRINCIPLES

Sports complexes are developed to provide a minimum of ten athletic fields in one location. Sports complexes can be single focused or multi-focused to serve the needs of both youth and adults. Athletic fields should be lighted to maximize value and productivity of the complex. Agencies developing sports complexes focus on meeting the needs of residents while also attracting sport tournaments for economic purposes to the community.

Sport field design includes appropriate field distances for each sport's governing body and support amenities designed to produce revenue to offset operational costs.

Signature sports complexes include enhanced amenities such as artificial turf, multipurpose field benches and bleachers, scoreboards, amplified sound, scorer's booths, etc. Enhanced amenities would be identified through discussion between the City, the IDC, NBISD and/or sports associations and dependent upon adequate funding.

- Size of park: Preferably 100 or more acres for stand-alone complexes
- Service radius: Determined by community demand
- Site Selection: Stand-alone sports complexes are strategically located on or near arterial streets. Preference is streets on four sides, or three sides with school or municipal use on fourth side.
- Length of stay: Two to three hours experience for single activities. Can be all day for tournaments or special events
- Amenities: A minimum of ten athletic fields in one setting; public restrooms, ample parking, turf types appropriate for the facility and anticipated usage, and field lighting. Amenities are ADA compliant.
- Revenue facilities: Four or more (e.g. fields, concession stand, shelters, retail)
- Land usage: 95 percent active and 5 percent passive
- Programming: Focus on active programming of all amenities
- Maintenance Standards: Provide the highest level maintenance with available funding. Plan for Level 1 and sometimes 2 level of maintenance standards at signature facility
- Parking: Sufficient to support the amenities. Traffic calming devices encouraged within and next to park
- Lighting: Amenity lighting includes sport field light standards. Security lighting on dual system with 50 percent of lights off at a set time and 50 percent on all night for security
- Signage: Directional signage and facility/amenity regulations to enhance user experience. May include kiosks in easily identified areas of the facility
- Landscape Design: Appropriate design to enhance the park theme/use/experience. Enhanced landscaping at entrances and throughout complex
- Naming: Consistent with the City's naming ordinance, may be named after a prominent or historic person, event, or natural landmark

- Other: Integrated color scheme throughout the park; safety design meets established Crime prevention through environmental design (CPTED) standards.

7.2.3 ATHLETIC FIELD AMENITIES

Basic athletic field amenities are listed below.

BASEBALL FIELD AMENITIES

- Youth Field Size: Preferred: 225-foot outfield fence with minimum 4-foot high outfield fence. Alternate: 215-foot outfield fence with 6-foot high outfield fence.
- Teen/Adult Field Size: Preferred: 300-foot outfield fence at each foul-line increasing to 400 feet in centerfield with minimum 8-foot high outfield fence.
- Youth Field Baselines and infield: 60-foot and 70-foot skinned baseline w/ base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases specified by City and provided by user groups.
- Teen/Adult Field Baselines and infield: 105-foot (first and third base) and 140-foot (second base) skinned baseline with base sleeves w/ grass infield. Ball field mix extends from backstop down sidelines to fence opening at end of dugout. Home plate included. Bases at 90 foot.
- Permanent backstop. Preferred: 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (Preferred: black vinyl coated chain link) from backstop to end of skinned infield. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- Youth Field Pitching Mound: Raised pitching mound with two pitching rubbers (46-foot and 50-foot to home plate).
- Teen/Adult Field Pitching Mound: Raised pitching mound with one pitching rubbers (60-foot, 6-inches to home plate).
- Interior warm up/practice pitching mound along sideline fences backing up to outfield fence (46-foot distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Athletic Field lighting as specified by manufacturer.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.

- Quick disconnect for water behind pitcher's mound.

SOFTBALL FIELD AMENITIES – YOUTH SIZE

- Field size: Preferred: 225-foot outfield fence with 10-foot warning track with 4-foot high outfield fence. Alternate: 215-foot outfield fence with 8-foot high outfield fence.
- Baselines and infield: 50-foot and 60-foot baseline w/ base sleeves on completely skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. On 225-foot field, 4-foot high sideline and outfield fence (black vinyl coated chain link). On 215-foot field, outfield fence increases to 8-foot high. Yellow safety top on outfield fence. Foul poles at outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.
- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 21-foot by 7-foot including 15-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Three pitching rubbers (30-foot/35-foot/40-foot to home plate). Equipment installed by City maintenance staff.
- Interior warm up/practice pitching area along sideline fences backing up to outfield fence (30-foot/35-foot/40-foot to home plate distance from pitching rubber to plate). Slats or padding in fence to maintain fence longevity.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

SOFTBALL FIELD AMENITIES – ADULT SIZE

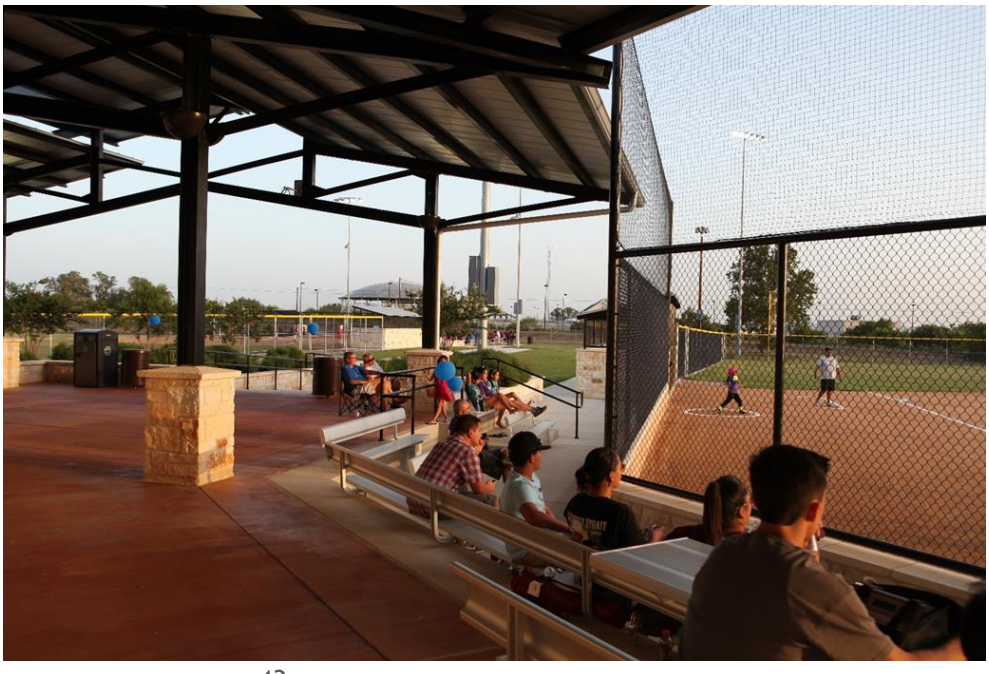
- Field size: 300-foot outfield fence with 10-foot warning track and 8-foot high outfield fence.
- Baselines and infield: 60-foot/ 65-foot/ 70-foot/ 80-foot baseline w/ base sleeves on skinned infield. Home plate included. Bases specified by City and provided by user groups.
- Permanent backstop. 2-foot high concrete block w/ safety padding and 18-foot vertical fence (black vinyl coated chain link).
- Fencing: 8-foot high fence (black vinyl coated chain link) from backstop to end of skinned infield. 8-foot high sideline and outfield fence (black vinyl coated chain link). Foul poles at

outfield fence. 12-foot wide dual-gate opening on one sideline fence for field maintenance equipment access.

- Concrete block bin: 6-foot by 6-foot for ball field mix located adjacent to 12-foot fence opening.
- Dugout: 27-foot by 9-foot including 21-foot long players bench with backrest. 8-foot high fencing around dugout. Dugout opens onto field at home base side of dugout. 2-foot safety wing fencing inside dugout to prevent foul ball entry. Slatted roof over dugout.
- No pitching mound. Two pitching rubbers (50-foot / 54-foot to home plate). Equipment installed by City maintenance staff.
- Three row bleachers (21-foot long) on concrete pad both baselines.
- 12-foot by 8-foot concrete pad for storage box. Equipment storage unit funded by user group – approved and installed by City maintenance staff on same side as field mix bin.
- Conduit and pull boxes from power source to backstop, and from backstop to outfield field for future scoreboard. Scoreboard/controller provided by user group.
- Field lighting at community and regional parks.
- Concrete behind dugouts and in dugouts connected to park walkways on all fields.
- Quick disconnect for water behind pitcher's mound.

MULTIPURPOSE FIELDS (SOCCER/FOOTBALL/LACROSSE/FIELD HOCKEY)

- Field size: Regulation field – 360-foot by 240-foot. Limited space field– 210-foot by 150-foot. 25-foot buffer on same plane as field with no obstructions or drainage fixtures. Buffer applies to both field sizes.
- Goals: Portable, with size specified by user group and provided by City.
- No bleachers or players benches.
- Field lighting at community and regional parks.



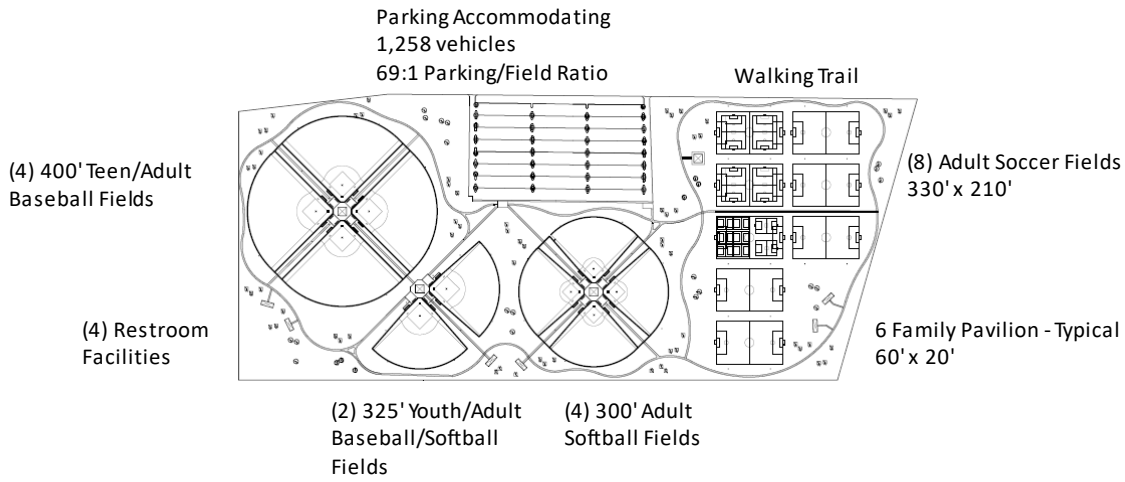
7.3 SITE SELECTION CRITERIA

The following site selection criteria should be utilized in determining the most appropriate location for the development of the Sports Complex:

- Adequate Site Size
- Availability of Utilities
- Cost/Availability of Acquisition
- Topography of the Site
- Known Construction Cost Impacts (soils, earthwork, etc.)
- Major Arterial Access
- Pedestrian/ Bicycle Access
- Central to Service Area Population (5, 10, 15 minute drive time)

7.4 CONCEPTUAL PLAN

Sports Complex *Conceptual Site Plan* – 100 acre site



ESTIMATED CONSTRUCTION COST OF SPORTS COMPLEX: $25,000,000 (DOES NOT INCLUDE LAND ACQUISITION)

7.5 OPERATIONAL PLAN

7.5.1 OPERATIONAL STANDARDS

The Operational Standards for the sports complex start with a clear philosophy that the city is developing this sports complex to achieve three key goals.

1. Meet the local community sports leagues and tournaments needs for baseball, softball, soccer, lacrosse, football and rugby for both youth and adults.
2. The sports complex will be an economic driver for local economy by providing local retail operations revenue from the sale of food, lodging and retail purchasing from users who play in the local tournaments on weekends and clinics and showcases during the week.
3. Demonstrate to potential residents and businesses that New Braunfels has a high quality of life and has invested in quality of life amenities that will attract people to want to live in the area.

To accomplish these three goals the city must be willing to invest in the capital costs and operational costs to accomplish these goals and to put the right management in place to oversee and maintain the sports complex.

If this is accomplished the sports complex will achieve the expectations outlined in this feasibility study. The city must self-operate the facility versus being a facility provider. The Parks and Recreation Department has the skill set to manage this resource within these standards.

The Parks and Recreation staff must operate the sports complex like a revenue center in that they choose to operate the sports complex in a business concept versus a social concept. This will require that the programs, leagues, tournaments and clinics are priced to market rates and managed to the quality that user will expect when they come to the park which is a much higher level than currently exists in the other sports fields in the city currently.

The City Council and Mayor must not let sports leagues become entitled to a site and must support the staff in allowing them to operate the sports complex as a first rate sports complex that can serve the needs of local residents and can attract the larger sports tournaments by aggressively marketing the sports complex as a high end destination park. The staff must also track the economic impact of the park on the local community so that residents can see the value of the investment to the community.

7.5.2 MANAGEMENT OF SPORTS COMPLEX

The City of New Braunfels should consider two options for the management of the sports complex.

Preferred Option - Self-operate: This would be the preferred option from the Consulting Team's perspective because the city in the past has created a high level of entitlement with existing sports groups who use the city's existing facilities but do very little in helping to support the sites financially. Under this arrangement the city is a caretaker only and receives very little public support yet pays for most of the cost to maintain the fields.

If the city self-operates they would take over ownership of developing the leagues and tournaments for the new site and build public support the value of offering youth and adult sports on the site. They also are able to control all the revenues for the site including concession revenues from the leagues and tournaments held at the sports complex. The city has an excellent maintenance staff that can manage the site and they have a proven program staff that can manage the leagues, tournaments and clinics.

Alternative Option - Contract the Management of the Sports Complex: This option provides the opportunity for the city to contract with a private operator to manage the sports complex for a percentage of the gross. Typical percentage costs are 35% which would cover the city's maintenance and utility costs for the sports complex. The key to this option is finding an operator who has the expertise to manage the sports complex to its highest use and is willing to spend the time marketing the site and programming the site year round. The operator would schedule all games, develop the leagues, clinics and tournaments for the city and manage the concession operations. Risks of this option include the residents of New Braunfels being charged admission for entrance to the sports complex and/or being charged for parking.

7.5.3 ORGANIZATIONAL STRUCTURE

The following organizational structure is provided to give the city a description of how the sports complex should be operated and maintained. The goal of the sports complex is to be as self-supporting as possible and to become an economic tool for the city for weekend tournaments while still serving the local community.

The organizational staffing structure recommended for the sports complex is as follows for the preferred "self-operate" management option:

- Complex Manager (1) FT
- Maintenance Management Staff- (3) FT
- Sports Site Supervisor (1) Nine Months
- 1200 annual hours for part-time Maintenance Staff

7.5.4 MAINTENANCE STANDARDS

The following best practice maintenance standards are desired for the sports complex:

Task	Frequency	Timeframe
Athletic Fields - Baseball / Softball / Soccer / Multi-use - Level 1		
Goal: To provide a high-quality and safe field that encourages greater use among the community for practice, games and tournaments		
Mow/Trim (1 1/2") March 1 through March 31	1x/7 days	Growing Season
Mow/Trim (2") April 1 through October 31	1x/7 days	Growing Season
Mow/Trim (2")November 1 through November 30	1x/7 days	Growing Season
Mow/Trim (2") December 1 through February 28	1x/ 7 days	Growing Season
Overseed	1x/year	Spring, Summer
Fertilizer	3x/year	Spring, Summer, Fall
Aerate	3x/year	Spring, Summer, Fall
Drag / Line fields for games	7x/week	Year Round
Pick up trash and clean during events	7x/day	Year Round
Inspect bleachers /scoreboards / security lighting	1x/week	Year Round
Water (1 inch / week)	As needed	Year Round
Concession Building - Level 1 Maintenance		
Goal: Provide a clean, inviting area to eat.		
Clean, sweep, vacuum	7x/week	Year-round
Remove and/or replace Garbage Bags and Trash cans	7x/week	Year-round
Clean and stock restrooms	7x/week	Year-round
Clean windows	1x/week	Year-round
Check Lighting	7x/week	Year-round
Check Heating / Cooling	7x/week	Year-round
Clean and wipe tables	7x/week	Year-round
Check and clean storage areas	1x/week	Year-round
Wash areas outside concession stands	7x/week	Year-round
Update and paint signage	1x/year	Year-round
Clean Patio	7x/week	Year-round
Major Mechanical System Inspection (Preventative Maintenance)	1x/month	Year-round
Schedule Lighting, Mechanical Systems	1x/week	Year-round
Inspect furniture	1x/week	Year-round

7.6 FINANCIAL PLAN

PROS Consulting reviewed the preliminary design plans for the Sports Complex to determine revenue sources to develop, operate and maintain the sports complex. A sports complex of this magnitude should incorporate this business plan/feasibility study for daily operations and revenue management of the site to achieve the desired outcomes of all parties involved. This will include partnership agreements between all entities using the site. The pro forma identifies appropriate levels of staffing, supply and maintenance costs, asset management costs and revenue management requirements desired by the City.

7.6.1 CAPITAL FUNDING SOURCE OPPORTUNITIES

The following funding sources can provide revenue opportunities for the City, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the sports complex facility:

- **Redevelopment Funding:** Redevelopment money from the County or the State to promote sports tourism and for economic development in the area. Redevelopment agencies are typically located as part of cities and counties in most states and this could be a good source to draw on for the capital costs needed for developing the site.
- **Dedicated Sales Tax:** A dedicated sales tax of $0.1 cent on food and beverages sold in the City could to be dedicated to the sports complex.
- **Bed Tax (transient occupancy tax):** A Bed Tax (transient occupancy tax) money from the development of future hotels and motels in the City who would directly benefit from the sports tournaments held at the site. Cities/Counties usually manage this funding source, which would require Comal and/or Guadalupe County to support the funding source. This could be one or two percent added to the existing bed tax to support the development of the facility.
- **Facility Improvement District:** Cities across the United States can develop a Facility Improvement District or Business Improvement District to support a recreation sports facility due to the number of people who will use it in one location. Based on the existing partnerships involved between the City of New Braunfels, Comal County, Guadalupe County and the school district this should be considered.
- **Local, Regional or National Foundations:** Many communities have turned to their local, regional and national foundations in their area to support the development of a sports complex. The Harvest Foundation, located in Martinsville, Virginia has successfully developed a $20 million sports complex to support local economic opportunities for the community from sports tourism.
- **City and County Bond Issue:** This would require local residents to vote on a bond issue to develop the site from property tax or sales tax commitments by residents.
- **Lease Back Option:** The City would enter into a lease back option with a private finance company to provide the financing for the project. The City, along with their partners, would agree to pay the development costs back over a 30-year period from the revenues earned from the site or from general fund dollars dedicated to the project.
- **Partnership Development Agreement:** Each partner would develop their respective facilities based on set design guidelines with the City or a private management company managing all the site elements. Partners would work collectively to promote the site as a whole versus individual amenities.
- **Naming Rights**: Private fundraising could be developed to fund a portion or all of it through naming rights for the site and through individual amenity naming rights. Naming rights are calculated by the number of impression points by visitors to the site. A complex such as this sports complex facility could raise 20%-30% of the development costs from naming rights.
- **Grants:** Grants have always been a good source for funding of parks throughout the United States. Grants can be provided by the Federal Government such as the land and conservation fund, transportation enhancement funds for trails and greenways, state grant funds from gambling taxes or alcohol funds, and local grants from community foundations.
- **Land and Water Conservation Fund:** Preserve, develop and renovate outdoor recreation facilities. Focus is on America's Great Outdoors Initiative. New or renovation of pavilions, playgrounds or play areas, ball fields, bleachers, golf course meeting rooms, multi-purpose

courts, parking facilities, pathways and trails, roads, signs, ski areas, snowmobile facilities, tennis courts-Federal Funds-Average Award 70k.

- **Establish a Facility Authority:** A Facility Authority is sometime used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation centers, large aquatic centers, sports venues for competitive events. The sale of these bonds usually comes from sales taxes. The City of Indianapolis has created several community venues for recreation and national competition events for local and economic purposes. The Facility Authority is responsible for managing the sites and operating them in a self-supporting manner.

7.6.2 OPERATIONAL FUNDING COSTS OPPORTUNITIES

This Sports Complex has numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the site.

- **User fees:** User fees to access or use the sports complex. Fees can range from $35 dollars for the maintenance cost per player to $400 per team in a sports league.
- **Concessions:** Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over the site could manage concessions. In this case, it would be the City of New Braunfels.
- **Parking Fees:** During major special tournaments the City could charge a $5 parking fee for soccer, baseball, or softball tournament.
- **Field Permits:** The City can issue field permits for practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the City should provide a permit fee plus a percentage of gross from the event. The City of Las Vegas, Nevada provides this arrangement on a 22 field soccer complex.
- **Admission Fee:** An admission fee to an event in the park can be utilized. Sports complexes similar to this include an admission fee and a parking fee for major sports tournaments. High School sports tournaments typically include an admission fee.
- **Tournament Fees:** Tournament fees for softball, baseball, soccer can be assessed for each team who enters a tournament and can range from $150-$400 a team and can vary based on the number of games guaranteed.
- **Official Drink, Food and Equipment Sponsors:** Official drink and food sponsors can be utilized for the complex. Each official drink and food sponsor pays back to the site a set percentage of gross. Typically this is 5%-10% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise official equipment sponsors work well for trucks, mowers, and tractors.
- **Scoreboard Sponsors:** Scoreboard sponsors pay for the cost of the scoreboards for the life of the board, which is usually 15 years.

- **Official Product Sponsors:** Official product sponsors for balls, shoes, hats, gloves, etc. can be used for the site. The sponsor prices can vary by how much exposure is received and the amount of sales created.
- **Advertising Revenue:** Advertising revenue can come from the sale of ads on banners in the park. The advertising could include sports fields, score boards, dugouts, and sun umbrellas over picnic tables, and in restrooms.
- **Wi-Fi Revenue:** The City can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to $20,000-$50,000 in revenue for similar sites.
- **Cell Tower:** Cell tower leases on top of sports lights can be used. This revenue source would support $35,000-$50,000 annually for the site if cell towers are needed in the area.
- **Program Fees:** Program Fees to support existing programs at each attraction can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types program would help support the operations of each facility and the park as a whole.
- **Capital Improvement Fee:** A Capital Improvement Fee on all programs and events can be added. A park like the sports complex site will require an on-going maintenance endowment to keep the park and amenities updated and positioned for the future. A capital asset fee of $2-$3 on each person who participates in a class, event, or program can be incorporated into the cost of the program or event.
- **Batting Cages:** Batting cages could be incorporated into the facility. The can have a monthly pass available for youth and adults, as well as an individual use fee. This will generate money to support operating and managing the batting facility.
- **Volunteerism:** The revenue source is an indirect revenue source in that persons donate time to assist the complex in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the complex.
- **Special Fundraiser:** Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to the sports complex.
- **Private Management of Elements the Complex:** The City should consider outsourcing elements of the complex to save operating money where appropriate.

7.6.3 SIX YEAR PRO FORMA

The following is a summary report of the revenues and expenditures for the sports complex over a six year period. The breakdown of the summary report is listed in the tables that follow this summary report and takes in a phased approach with the facility achieving higher capacity utilization beginning in year three. The tables breakdown the revenues by category and the expenses by category. Overall the sports complex will be able to achieve a 71% cost recovery rate if managed to the operational and financial plans outlined in this feasibility study.

Pro Forma Revenues & Expenditures
NEW BRAUNFELS SPORTS COMPLEX
REVENUES AND EXPENDITURES

	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Revenues*						
Sports Complex Revenue	$601,000.00	$619,030.00	$637,600.90	$656,728.93	$676,430.79	$696,723.72
Total Revenues	$601,000.00	$619,030.00	$637,600.90	$656,728.93	$676,430.79	$696,723.72
Expenditures	$843,749.53	$869,062.01	$895,133.88	$921,987.89	$949,647.53	$978,136.95
Net Revenues Over (Under) Expenditures	($242,749.53)	($250,032.01)	($257,532.98)	($265,258.96)	($273,216.73)	($281,413.24)
Total Cost Recovery	71.2%	71.2%	71.2%	71.2%	71.2%	71.2%

*NOTE: Revenues assume a full-time year of operations. First year revenues could be significantly less based on when during the fiscal year the facility starts operations, and the initial marketing and promotional efforts. PROS anticipates that the full potential revenues will be reached by the fifth year of operations.

7.6.4 REVENUE MODEL

Pro Forma Revenues & Expenditures
NEW BRAUNFELS SPORTS COMPLEX
REVENUE MODEL

DIVISION	ACCOUNT TITLE	PRICE		UNITS	REVENUES	EXPLANATION
	REVENUES					
Multi-Purpose Sports Fields	Tournaments-Soccer	$600.00	5	48	$144,000.00	Average $500 per team with the average size tournament of 48 teams for soccer hosting 5 tournaments a year
Multi-Purpose Sports Fields	Field Rentals	$60.00	2,000	1	$120,000.00	$60 per field for a two hour time period minimum with 2000 rentals a year (lights included) (50% of total availability rented)
Baseball 4-plex	Tournamants - Youth Baseball	$450.00	24	12	$129,600.00	Average $500 per team with the average size tournament of 12 teams for baseball hosting 24 tournaments a year (2 per month)
Softball 4-plex	Tournaments - Adult Softball	$450.00	12	12	$64,800.00	Average $500 per team with the average size tournament of 12 teams for adult softball hosting 12 tournaments a year (1 per month)
Baseball/Softball 4-plex	Field Rentals	$60.00	500	1	$30,000.00	$60 a field for a two hour time period minimum with 500 rentals a year (lights included)
Softball 4-plex	League Fees Spring/Summer	$400.00	1	12	$4,800.00	$400 for teams a total of 12 teams in adult softball
Softball 4-plex	League Fees Fall	$400.00	1	12	$4,800.00	$400 for teams a total of 12 teams in adult softball
Sports Complex	Miscellaneous Revenues	$500.00	1	1	$500.00	
Sports Complex	Sponsorships	$500.00	50	1	$25,000.00	$500 a season with 50 sponsors for the complex
Sports Complex	Wi-Fi Revenue	$25,000.00	1	1	$25,000.00	Wi-Fi revenue $25,000
Sports Complex	Concessions	$52,500.00	1	1	$52,500.00	Concession revenue based on $350,000 in gross revenue @15% commission
	TOTAL SPORTS COMPLEX REVENUES				**$601,000.00**	

7.6.5 EXPENDITURE MODEL

Pro Forma Expenditures NEW BRAUNFELS SPORTS COMPLEX Operations and Maintenance Expenditures			
PERSONNEL SERVICES			
Complex Manager		$65,000.00	1 FT
Site Supervisor		$35,000.00	1 FT
Field Staff		$150,000.00	3 FT, 1-$60,000 2-$45,000
Part Time		$64,800.00	4 PT @ average $13.50 for average 30 hrs/wk for 40 weeks
Overtime		$5,000.00	
Employer's Share of FICA		$13,979.28	6.36% of Salaries and Wages
Employer's Share of Medicare		$3,275.02	1.49% of Salaries and Wages
Additional Full-Time Benefits		$89,250.00	35% of Full Time Regular
Total	**Personnel Services**	**$326,304.30**	
SUPPLIES			
Stationary & Printed Materials		$0.00	
Office Supplies		$500.00	
Gasoline		$4,000.00	
Garage & Motor Supplies		$2,000.00	
Repair Parts		$1,500.00	
Small Tools & Minor Equip.		$3,600.00	
Other Maint. Supplies		$1,750.00	
Safety Supplies		$2,000.00	First aid supplies
General Program Supplies		$1,200.00	
Other Miscellaneous		$1,000.00	
Total	**Supplies**	**$17,550.00**	
OTHER SERVICES & CHARGES			
Info Sys Maint/Contracts		$1,200.00	Phone and IT system support
Marketing & Promotions		$24,575.23	3% of other expenditures
Security Services		$1,200.00	
Training Travel & Lodging		$2,500.00	
Cellular Phone Fees		$1,000.00	
Electricity		$30,000.00	$20 for 1500 hours
Water & Sewer		$50,000.00	
Gas		$2,000.00	
Equipment Repairs & Maint.		$5,000.00	
Tournament Management		$84,600.00	25% of tournament revenues
Field Maintenance - Multipurpose		$144,000.00	$18,000 per turf field
Field Maintenance - Baseball/Softball Quad		$80,000.00	$10,000 per baseball field
General Area Maintenance		$25,000.00	$5,000/acre for 5 acres
Trash Collection		$3,000.00	$250 / Mon Dumpster
Subscriptions		$120.00	
Organization & Membership Dues		$1,000.00	
Staff Clothing		$700.00	7 @ $100 ea.
Irrigation Materials		$10,000.00	
Repair Parts		$10,000.00	Plumbing, Hardware, Electrical, Lighting, etc…
Small Tools & Minor Equip.		$5,000.00	Misc. and Specialty Tools
Other Maint. Supplies		$12,000.00	Lubricants, light bulbs, etc.
Safety Supplies		$1,500.00	Safety Glasses, Gloves, Harness, etc…
Internal Instruction Fees		$2,500.00	Customer service training, CPR/First Aid/AED training
External Instructional Fees		$2,000.00	
Special Projects		$1,000.00	Staff morale/incentives
Total	**Other Services**	**$499,895.23**	
TOTAL EXPENSES		**$843,749.53**	

7.7 ECONOMIC IMPACT

7.7.1 INTRODUCTION

PROS Consulting performed an economic impact analysis to measure the economic benefit of construction and estimated tourism related to the City of New Braunfels Multi-Purpose Sports Fields improvements. Economic multipliers used in the analysis are from the Regional Input-Output Modeling System produced by the U.S. Department of Commerce - Bureau of Economic Analysis. A model developed in Microsoft Excel uses survey data and the regional multipliers to present the approximate economic impact on the local economy. The economic impact is expressed in terms of dollars generated in the economy and in terms of the change in the number of jobs. The multipliers in this analysis are for illustrative purposes and not specific the New Braunfels area.

7.7.2 SUMMARY PROJECTIONS:

The table below shows the summary of the construction and tourism economic analysis for the Multi-Purpose Sports Fields. Tourism spending is estimated at $326,938 annually. The economic impact is of $590,341 of final demand value added with a local job impact of 8 full-time jobs. Final economic impact of $20.5 Million construction spending for the Multi-Purpose Sports Fields construction is estimated to be $28,343,331 with a local job increase of 396 full-time jobs. The combined economic impact from tourism and construction is $28,933,672 with a lob job increase of 409.

	Economic Impact	Equivalent Jobs
Tourism Total	$ 590,341	12
Construction	$ 28,343,331	397
Total	$ 28,933,672	409

7.7.3 SOCCER TOURNAMENT ASSUMPTIONS

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the City of New Braunfels staff and based on operational experience nationwide.

SOCCER TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS

The Sports Complex Soccer Tournaments are projected to have 4,320 annual participants. The analysis assumed that 5 tournaments will be held each year, with an average of 48 teams per tournament, and an average of 18 persons per team. Total annual attendees are estimated to be 4,320 as shown below.

Tournaments-Soccer Participants	
5	Tournaments
18	Players Per team
48	Teams
4,320	Estimated Participants

PROJECTED REVENUES RELATED TO PROPOSED SOCCER TOURNAMENTS

The estimated annual revenues from Soccer Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be $500. Concession and Wi-Fi spending per person is estimated to be $10 and $1 respectively.

Tournaments-Soccer Revenues	
5	Tournaments
48	Teams
240	Estimated Participants
$500	Average Fee Per Team
$120,000	Tournament Revenues
Concessions	
4,320	Estimated Participants
$10	Average Revenue Per Participant
$43,200	Tournament Revenues
Wi-Fi	
4,320	Estimated Participants
$1	Average Revenue Per Participant
$4,320	Tournament Revenues
Total Tournament Revenues	
$ 167,520	Tournament Revenues

PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED SOCCER TOURNAMENTS

The estimated out-of-town visitor revenues from Soccer Tournaments are shown in the table below. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of $100 per double occupancy. The meals and retail spending are estimated to be $30 and $10 respectively.

The estimated economic impact revenues estimated to be $160,224 from Soccer Tournaments are shown

Local spending was not considered in this analysis as money spent at the Sports Complex is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another sector (e.g. going to the Sports Complex). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

Total Tournament Revenues		
$	167,520	Tournament Revenues
	20%	Estimated Percent Out-of-Town Attendees/Visitors
$	33,504	Estimated Out-of-Town Tournament Revenues

Estimated Out-of -Town Attendee/Visitor Revenues		
	4,320	Estimated Attendees/Visitors
	20%	Estimated Percent Out-of-Town Attendees/Visitors
	864	Estimated Out-of-Town Attendees/Visitors
$	100.00	Average Cost Per Room Night
	3	Occupants Per Room
$	33.33	Per Person Room Costs
$	30.00	Daily Spending: Meals
$	10.00	Daily Spending: Retail, Other
$	73.33	Daily Attendee/Visitor Spending
	2	Average Attendee/Visitor Days
$	146.67	Average Attendee/Visitor Spending Per Event
$	126,720	Estimated Annual Average Attendee/Visitor Spending

Estimated Total Out-of -Town Soccer Tournament Revenues		
$	33,504	Estimated Out-of-Town Tournament Revenues
$	126,720	Estimated Annual Average Attendee/Visitor Spending
$	**160,224**	Estimated Total Out-of -Town Revenues

The Soccer Tournament revenues are shown in the table below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Soccer Tournament Revenues by Category		
$	24,000	Tournament Fees
$	57,600	Lodging
$	26,784	Retail
$	51,840	Meals
$	**160,224**	Estimated Total Out-of -Town Revenues

7.7.4 YOUTH BASEBALL TOURNAMENT ASSUMPTIONS

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the City of New Braunfels staff and based on operational experience nationwide.

YOUTH BASEBALL TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS

The Sports Complex Youth Baseball Tournaments are projected to have 4,320 annual participants. The analysis assumed that 24 tournaments will be held each year, with an average of 15 teams per tournament, and an average of 12 persons per team. Total annual attendees are estimated to be 4,320.

Tournaments-Youth Baseball Participants	
24	Tournaments
12	Players Per team
15	Teams
4,320	Estimated Participants

PROJECTED REVENUES RELATED TO PROPOSED YOUTH BASEBALL TOURNAMENTS

The estimated annual revenues from Youth Baseball Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be $500. Concession and Wi-Fi spending per person is estimated to be $10 and $1 respectively.

Tournaments-Youth Baseball Participants	
24	Tournaments
12	Players Per team
15	Teams
4,320	Estimated Participants
Tournaments-Youth Baseball Revenues	
24	Tournaments
15	Teams
360	Estimated Participants
$500	Average Fee Per Team
$180,000	Tournament Revenues
Concessions	
4,320	Estimated Participants
$10	Average Revenue Per Participant
$43,200	Tournament Revenues
Wi-Fi	
4,320	Estimated Participants
$1	Average Revenue Per Participant
$4,320	Tournament Revenues
Total Tournament Revenues	
$ 227,520	Tournament Revenues

PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED YOUTH BASEBALL TOURNAMENTS

The estimated out-of-town visitor revenues from Youth Baseball Tournaments are shown previously. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of $100 per double occupancy. The meals and retail spending are estimated to be $30 and $10 respectively.

The estimated economic impact revenues estimated to be $172,224 from Youth Baseball tournaments are shown in the table on the following page.

Local spending was not considered in this analysis as money spent at the Sports Complex is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another

sector (e.g. going to the Sports Complex). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

Total Tournament Revenues		
$	227,520	Tournament Revenues
	20%	Estimated Percent Out-of-Town Attendees/Visitors
$	45,504	Estimated Out-of-Town Tournament Revenues

Estimated Out-of -Town Attendee/Visitor Revenues		
	4,320	Estimated Attendees/Visitors
	20%	Estimated Percent Out-of-Town Attendees/Visitors
	864	Estimated Out-of-Town Attendees/Visitors
$	100.00	Average Cost Per Room Night
	3	Occupants Per Room
$	33.33	Per Person Room Costs
$	30.00	Daily Spending: Meals
$	10.00	Daily Spending: Retail, Other
$	73.33	Daily Attendee/Visitor Spending
	2	Average Attendee/Visitor Days
$	146.67	Average Attendee/Visitor Spending Per Event
$	126,720	Estimated Annual Average Attendee/Visitor Spending

Estimated Total Out-of -Town Youth Baseball Tournament Revenues		
$	45,504	Estimated Out-of-Town Tournament Revenues
$	126,720	Estimated Annual Average Attendee/Visitor Spending
$	**172,224**	Estimated Total Out-of -Town Revenues

The Youth Baseball Tournament revenues are shown below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Youth Baseball Tournament Revenues by Category		
$	36,000	Tournament Fees
$	57,600	Lodging
$	26,784	Retail
$	51,840	Meals
$	**172,224**	Estimated Total Out-of -Town Revenues

7.7.5 ADULT SOFTBALL TOURNAMENT ASSUMPTIONS

The projected revenues from the estimated economic impact modeling are based on assumptions of events, attendance, and spending patterns. These assumptions were prepared by PROS Consulting in conjunction with the City of New Braunfels staff and based on operational experience nationwide.

ADULT SOFTBALL TOURNAMENT EVENT AND ATTENDANCE ASSUMPTIONS

The Sports Complex Adult Softball Tournaments are projected to have 1,728 annual participants. The analysis assumed that 12 tournaments will be held each year, with an average of 12 teams per tournament, and an average of 12 persons per team. Total annual attendees are estimated to the 1,728 as shown below.

Tournaments-Adult Softball Participants	
12	Tournaments
12	Players Per team
12	Teams
1,728	Estimated Participants

PROJECTED REVENUES RELATED TO PROPOSED ADULT SOFTBALL TOURNAMENTS

The estimated annual revenues from Adult Softball Tournaments are shown below. The revenues are projected based on the estimated attendees/visitors shown previously. The average team fee is estimated to be $500. Concession and Wi-Fi spending per person is estimated to be $10 and $1 respectively.

Tournaments-Adult Softball Revenues	
24	Tournaments
15	Teams
360	Estimated Participants
$500	Average Fee Per Team
$180,000	Tournament Revenues

Concessions	
1,728	Estimated Participants
$10	Average Revenue Per Participant
$17,280	Tournament Revenues

Wi-Fi	
1,728	Estimated Participants
$1	Average Revenue Per Participant
$1,728	Tournament Revenues

Total Tournament Revenues	
$ 199,008	Tournament Revenues

PROJECTED OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED ADULT SOFTBALL TOURNAMENTS

The estimated out-of-town visitor revenues from Adult Softball Tournaments are shown previously. Out-of-town visitors are estimated to be 20% of the total attendees/visitors. The out-of-town visitors are estimated to stay one night with average room rate of $100 per double occupancy. The meals and retail spending are estimated to be $30 and $10 respectively.

The estimated economic impact revenues estimated to be $90,490 from Adult Softball Tournaments are shown in the table below.

Local spending was not considered in this analysis as money spent at the Sports Fields is likely a transfer of resources from one sector (e.g. going to the movies) within the local economy to another sector (e.g. going to the Sports Fields). The transfer of local spending from one sector to another sector within the local economy is typically accounted for as an economic growth neutral.

Total Tournament Revenues		
$	199,008	Tournament Revenues
	20%	Estimated Percent Out-of-Town Attendees/Visitors
$	39,802	Estimated Out-of-Town Tournament Revenues

Estimated Out-of -Town Attendee/Visitor Revenues		
	1,728	Estimated Attendees/Visitors
	20%	Estimated Percent Out-of-Town Attendees/Visitors
	346	Estimated Out-of-Town Attendees/Visitors
$	100.00	Average Cost Per Room Night
	3	Occupants Per Room
$	33.33	Per Person Room Costs
$	30.00	Daily Spending: Meals
$	10.00	Daily Spending: Retail, Other
$	73.33	Daily Attendee/Visitor Spending
	2	Average Attendee/Visitor Days
$	146.67	Average Attendee/Visitor Spending Per Event
$	50,688	Estimated Annual Average Attendee/Visitor Spending

Estimated Total Out-of -Town Adult Softball Tournament Revenues		
$	39,802	Estimated Out-of-Town Tournament Revenues
$	50,688	Estimated Annual Average Attendee/Visitor Spending
$	**90,490**	Estimated Total Out-of -Town Revenues

The Adult Softball Tournament revenues are shown below, grouped by the economic impact categories used by the U.S. Department of Commerce.

Out-of -Town Adult Softball Tournament Revenues by Category		
$	36,000	Tournament Fees
$	23,040	Lodging
$	10,714	Retail
$	20,736	Meals
$	**90,490**	Estimated Total Out-of -Town Revenues

7.7.6 OUT-OF-TOWN REVENUE ASSUMPTIONS

Thus, the projected out-of-town revenue assumptions for the Sports Complex are a total of $422,938 as shown below.

Spending Category	Soccer Tournaments	Youth Baseball Tournaments	Adult Softball Tournaments	Total
Tournament Fees	$ 24,000	$ 36,000	$ 36,000	$ 96,000
Lodging	$ 57,600	$ 57,600	$ 23,040	$ 138,240
Retail	$ 26,784	$ 26,784	$ 10,714	$ 64,282
Meals	$ 51,840	$ 51,840	$ 20,736	$ 124,416
Total	$ 160,224	$ 172,224	$ 90,490	$ 422,938

As noted previously, the assumptions have been intentionally conservative and local spending has not been considered in this analysis in order to accurately depict new revenue and economic impact being driven by these facilities and not simply a transfer from one sector in the City of New Braunfels to another.

7.7.7 ECONOMIC IMPACT ANALYSIS OF PROPOSED CITY OF NEW BRAUNFELS MULTI-PURPOSE SPORTS FIELDS FROM TOURISM

The economic impact multipliers used in this analysis are from U.S. Department of Commerce - Bureau of Economic Analysis, Regional Economic Analysis Division, Analysis and Special Studies Branch, Regional Input-Output Modeling System (RIMS II). The multipliers in this analysis are for illustrative purposes and not specific the New Braunfels area. The table on the following page shows the factors used in the analysis.

Industry	(Impact of Estimated Tourism) Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / $M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct Effect Direct-effect Earnings (dollars) <5>	Direct-effect Employment (number of jobs) <6>
Performing arts, spectator sports, museums, and related activities	1.5516	0.4508	24.8090	0.9346	1.5513	1.4887
Accommodation	1.5612	0.3952	15.6434	0.8815	0.1566	1.4207
Retail Trade	1.5236	0.4087	16.1219	0.9804	1.4547	1.3434
Food services and drinking places	1.5401	0.4179	23.6217	0.8604	1.4420	1.2095

*Includes Government enterprises.
1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2013 data, the output delivered to final demand should be in 2013 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.
NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2013 regional data. Industry List B identifies the industries corresponding to the entries.
SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

7.7.8 ECONOMIC IMPACT FROM OUT-OF-TOWN VISITOR SPENDING RELATED TO PROPOSED NEW BRAUNFELS SPORTS COMPLEX

The total direct economic impact of the proposed New Braunfels Sports Complex tourism is shown in the table below. Column 1 shows the output in terms of dollars and represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry. Columns 2 and 3 are estimates of the final effect earnings and employment (jobs), on the New Braunfels area. Column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry. Column 3 represents the total change in number of jobs that occurs in all industries for each additional million dollars of output. Columns 5 and 6 show the Direct-effect Earnings and Total Jobs, respectively. Column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry. The Final-demand Value-added factors include direct, indirect, and induced economic impacts. The economic impact of the proposed New Braunfels Sports Complex is total output of $654,326 and $590,341 of final demand effect value-added with a local job impact of 12 full-time jobs.

		(Impact of Estimated Tourism)				**Direct Effect**	
Industry Segment	Total Rev/Sales Captured by Local Region	Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / $M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct-effect Earnings /5/ (dollars)	Direct-effect Employment /6/ (number of jobs)
Performing arts, spectator sports, museums, zoos, and parks	96,000	148,954	43,277	2	139,212	67,135	4
Accommodation	138,240	215,820	54,632	2	190,246	8,558	3
Other Retail	64,282	97,939	26,272	1	96,020	38,218	1
Food services and drinking places	124,416	191,613	51,993	3	164,864	74,975	4
Total Annual Spending	$ 422,938	$ 654,326	$ 176,175	9	$ 590,341	$ 188,885	12

*Includes Government enterprises.
1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output delivered to final demand by the industry corresponding to the entry. Because the employment multipliers are based on 2013 data, the output delivered to final demand should be in 2013 dollars.
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.
NOTE.--Multipliers are based on the 2007 Benchmark Input-Output Table for the Nation and 2013 regional data. Industry List B identifies the industries corresponding to the entries.
SOURCE.--Regional Input-Output Modeling System (RIMS II), Regional Product Division, Bureau of Economic Analysis.

7.7.9 ECONOMIC IMPACT ANALYSIS OF NEW BRAUNFELS SPORTS COMPLEXS CONSTRUCTION

The construction of permanent structures has a strong positive impact of the local economy. The City's construction of the Sports Complex is the basis for the analysis. The impact of the project was analyzed using construction impact economic multipliers from the U.S. Department of Commerce, Bureau of Economic Analysis, and Regional Input-Output Modeling System (RIMS). Each RIMS industry category has a value multiplier and a jobs multiplier.

The economic impact multipliers used in this analysis are shown below. The multipliers in this analysis are for illustrative purposes and not specific the New Braunfels area.

Industry Segment	Final-demand Output /1/ (dollars)	Final-demand Earnings /2/ (dollars)	Final-demand Employment /3/ (number of jobs)	Final-demand Value-added /4/ (dollars)	Direct-effect Earnings /5/ (dollars)	Direct-effect Employment /6/ (number of jobs)
Construction	1.5737	0.4486	12.354	0.8605	1.4648	1.5723
Professional, scientific, and technical services	1.5270	0.4963	10.7786	1.0395	1.3666	1.7257

The following table illustrates the total final economic impact of the Sports Complex construction. Column 1 shows the output in terms of dollars. Columns 2 and 3 are estimates of the final effect earnings and employment (jobs), in the City. The Final-demand Value-added in dollars is shown in Column 4. The Final-demand Value-added factors include direct, indirect, and induced economic impacts.

		Final Demand				Direct Effiect	
Industry Segment	Total Rev/Sales Captured by Local Region	Output (Dollars) <1>	Earnings (Dollars) <2>	Employment / $M Sales (Jobs) <3>	Final-demand Value-added (Dollars) <4>	Direct-effect Earnings /5/ (dollars)	Direct-effect Employment /6/ (number of jobs)
Construction	18,000,000	28,326,600	8,074,800	222	24,375,039	11,827,967	350
Professional, scientific, and technical services	2,500,000	3,817,500	1,240,750	27	3,968,291	1,695,609	47
Total Annual Spending	$ 20,500,000	32,144,100	9,315,550	249	28,343,331	13,523,576	397

1. Each entry in column 1 represents the total dollar change in output that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
2. Each entry in column 2 represents the total dollar change in earnings of households employed by all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
3. Each entry in column 3 represents the total change in number of jobs that occurs in all industries for each additional 1 million dollars of output
4. Each entry in column 4 represents the total dollar change in value added that occurs in all industries for each additional dollar of output delivered to final demand by the industry corresponding to the entry.
5. Each entry in column 5 represents the total dollar change in earnings of households employed by all industries for each additional dollar of earnings paid directly to households employed by the industry corresponding to the entry.
6. Each entry in column 6 represents the total change in number of jobs in all industries for each additional job in the industry corresponding to the entry.

CONCLUSION OF CONSTRUCTION ECONOMIC IMPACT

Final economic impact of Sports Complex construction is estimated to be $28,343,331 with a local job increase of 397 full-time jobs.

CHAPTER EIGHT – CONCLUSION AND IMPLEMENTATION

The City of New Braunfels Park and Recreation Department is a best practice agency that has demonstrated to the community the value of having a park and recreation system to access and take great pride in for living in New Braunfels. The Athletic Field Master Plan and Sports Complex Feasibility Study is a guide for the development of athletic fields for Department for the next ten years.

The recommendations outlined in the Athletic Field Master Plan and Sports Complex Feasibility are aligned with the vision, mission and core values of the community and the Department. These recommendations follow what the community has voiced as a priority. It is possible under the current conditions that all the recommended capital projects in this master plan can be completed within 10 years. Overall, the capital improvements can be utilized as a guideline for future improvements and development with flexibility to be altered and updated as needed. As summarized in the table below, the implementation of all capital improvement recommendations in this plan will meet the athletic field needs of the community through the year 2025.

Athletic Field Inventory						2016 Facility Standards		2026 Facility Standards	
	NB Inventory	Other Provider Inventory	Net Gain Based on New Site Plans	Net Gain Based on Conceptual Sports Complex	Total Inventory	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
ATHLETIC FIELD TYPOLOGY									
Diamond, Baseball (Teen/Adult)	-	1.00	-	6.00	7.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Diamond, Girls Fast Pitch Softball	5.00	-	3.00	2.00	10.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Diamond, Little League	2.00	7.00	2.00	-	11.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Diamond, Softball (Adult)	2.00	-	(2.00)	6.00	6.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Rectangle Fields (Soccer)	3.00	3.00	(1.00)	8.00	13.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Rectangle Fields (Football/Lacrosse/Rugby)	-	2.00	3.00	-	5.00	Meets Standard	- Field(s)	Meets Standard	- Field(s)

The goal of this Athletic Field Master Plan and Sports Complex Feasibility is to not overextend the Department financially or operationally. The Department will still require strong financial support from user fees and earned income opportunities. This will require a continued business plan approach and support from the staff, the Park and Recreation Advisory Board and City Council.

While there are numerous recommendations in the Athletic Field Master Plan and Sports Complex Feasibility, the Consultant Team recommends the following phased approach.

PHASE OF IMPROVEMENT	ATHLETIC FIELD IMPROVEMENT PROJECT	COST ESTIMATE
Phase 1	CONSTRUCTION OF SPORTS COMPLEX	$25,000,000
Phase 1	NBISD MIDDLE SCHOOL FIELDS (2) - SYNTHETIC TURF	$2,500,000
Phase 2	HEB FIELD IMPROVEMENTS	$1,000,000
Phase 3	CAMP COMAL - GIRLS SOFTBALL COMPLEX RENOVATIONS	$5,000,000
Phase 4	BASEBALL FIELD EXPANSION ADJACENT TO LITTLE LEAGUE	$2,500,000
Phase 5	FREDERICKSBURG FIELD RENOVATIONS	$1,000,000
TOTAL		*$37,000,000*

These large-scale projects have tremendous potential to significantly increase the athletic field recreational opportunities for residents, as well as representing substantial economic benefits to the City. This will likely take voter support but the value is clear that it will make the City stronger and more responsive to meeting the unmet needs of residents.