

Bastrop, TX City Council Meeting Agenda
Bastrop City Hall City Council Chambers
1311 Chestnut Street
Bastrop, TX 78602
(512) 332-8800



January 27, 2025

Joint Meeting City Council & Bastrop Economic Development Corporation at 4:00 PM

City of Bastrop City Council meetings are available to all persons regardless of disability. If you require special assistance, please contact the City Secretary at (512) 332-8800 or write 1311 Chestnut Street, 78602, or by calling through a T.D.D. (Telecommunication Device for the Deaf) to Relay Texas at 1-800-735-2989 at least 48 hours in advance of the meeting.

The City of Bastrop reserves the right to reconvene, recess, or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

PLEASE NOTE: ANYONE IN ATTENDANCE WISHING TO ADDRESS THE COUNCIL MUST COMPLETE A CITIZEN COMMENT FORM AND GIVE THE COMPLETED FORM TO THE CITY SECRETARY PRIOR TO THE START OF THE CITY COUNCIL MEETING. ALTERNATELY, IF YOU ARE UNABLE TO ATTEND THE COUNCIL MEETING, YOU MAY COMPLETE A CITIZEN COMMENT FORM WITH YOUR COMMENTS AT CITYOFBASTROP.ORG/CITIZENCOMMENT AT LEAST TWO HOURS BEFORE THE MEETING STARTS ON THE REQUESTED DATE. COMMENTS SUBMITTED BY THIS TIME WILL BE GIVEN TO THE CITY COUNCIL DURING THE MEETING AND INCLUDED IN THE PUBLIC RECORD, BUT NOT READ ALOUD. COMMENTS FROM EACH INDIVIDUAL IN ATTENDANCE WILL BE LIMITED TO THREE (3) MINUTES.

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE -

TEXAS PLEDGE OF ALLEGIANCE - *Honor the Texas Flag; I pledge allegiance to thee, Texas, one state under God, one and indivisible.*

3. CITIZEN COMMENTS

At this time, three (3) minute comments will be taken from the audience on any topic. Anyone in attendance wishing to address the Council must complete a citizen comment form and give the completed form to the City Secretary prior to the start of the City Council meeting. Alternately, if you are unable to attend the council meeting, you may complete a

citizen comment form with your comments at www.cityofbastrop.org/citizencommentform at least two hours before the meeting starts on the requested date. Comments submitted by this time will be given to the City Council during the meeting and included in the public record, but not read aloud. In accordance with the Texas Open Meetings Act, if a citizen discusses any item not on the agenda, City Council cannot discuss issues raised or make any decision at this time. Instead, City Council is limited to making a statement of specific factual information or a recitation of existing policy in response to the inquiry. Issues may be referred to City Manager for research and possible future action.

It is not the intention of the City of Bastrop to provide a public forum for the embarrassment or demeaning of any individual or group. Neither is it the intention of the Council to allow a member of the public to slur the performance, honesty and/or integrity of the Council, as a body, or any member or members of the Council individually or collectively, or members of the City's staff. Accordingly, profane, insulting or threatening language directed toward the Council and/or any person in the Council's presence will not be tolerated.

4. PRESENTATIONS

4A. Consideration, discussion and possible action on the results of the Sports Complex Feasibility Study.

Sylvia Carrillo-Trevino, ICMA-CM, CPM, Interim Executive Director and City Manager

5. WORK SESSIONS/BRIEFINGS

5A. Discussion and possible action regarding the Strategic Planning Session held by the BEDC on January 13, 2025 and amendments to the existing BEDC policy statements.

Submitted by: Sylvia Carrillo-Trevino, ICMA-CM, CPM, City Manager and Interim Executive Director of the BEDC

6. ADJOURNMENT

All items on the agenda are eligible for discussion and action unless specifically stated otherwise.

The Bastrop City Council reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices), and 551.087 (Economic Development), and §551.086 (Competitive Matters regarding Electric Utility).

/s/ the undersigned authority, do hereby certify that this Notice of Meeting as posted in accordance with the regulations of the Texas Open Meetings Act on the bulletin board located at the entrance to the City of Bastrop City Hall, a place of convenient and readily accessible to the general public, as well as to the City's website, www.cityofbastrop.org and said Notice was posted on the following date and time: Friday, January 24, 2025 at 1:00 p.m. and remained posted for at least two hours after said meeting was convened.

/s/Victoria Psencik
Victoria Psencik, Assistant City Secretary



STAFF REPORT

MEETING DATE: January 27, 2025

TITLE:

Consideration, discussion and possible action on the results of the Sports Complex Feasibility Study.

AGENDA ITEM SUBMITTED BY:

Sylvia Carrillo-Trevino, ICMA-CM, CPM, Interim Executive Director and City Manager

BACKGROUND/HISTORY:

In the summer of 2024, the BEDC board and a subcommittee consisting of the BEDC Executive Committee and three members of City Council, began discussions related to a possible sports complex study as an avenue for economic development, as previously presented in the Garner Report.

The BEDC board engaged Hunden Consulting guided by Windsor Group (previously assigned to Navis Consulting) to determine the feasibility of such an endeavor.

The results of the study show that there are several cities in Central Texas undergoing such projects and this is perhaps not the right fit for Bastrop.

FISCAL IMPACT:

Cost of the feasibility study

Cost of Windsor Group (previously Katherine Caffey of Navis Consulting)

RECOMMENDATION:

Do not move further along the Sports Complex venture and place BEDC Industrial Park property back on the market for consideration and business attraction.

ATTACHMENTS:

1. Presentation by Hunden



Bastrop, TX Youth Sports Facility Market & Financial Feasibility

DRAFT ANALYSIS

■ January 21, 2025



Item 4A.



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- 9) Economic, Fiscal & Employment Impact Analysis



01

Executive Summary

Bastrop, Texas: Youth Sports Market and Financial Feasibility

HUNDEN QUALIFICATIONS: Hunden Partners is a full-service global real estate development advisory practice, providing public and private sector clients with confidence and results so they can move their projects from concept through execution. With more than 28 years of experience on 1,000+ projects, Mr. Hunden and his team are relied-upon guides and advisors that provide owner’s representation services, project management and strategy, and the individual components of the process: feasibility and financing studies, impact analysis, governance/management structures, deal negotiation and team-assembly — managing RFQ/P processes for developers, architects, construction, management companies and service providers.

Hunden Partners professionals have provided all the above services for hundreds of client projects worldwide for the public, non-profit and private sectors. In addition, our professionals have prior professional career experience in municipal and state government, economic and real estate development, real estate law, hotel operations, and non-profit management. Over eighty percent of our clients are public entities, such as municipalities, counties, states, convention bureaus, authorities and other quasi-government entities empowered to conduct real estate, economic development, and tourism activities.

STUDY ASSUMPTIONS AND CONDITIONS: This deliverable has been prepared under the following general assumptions and limiting conditions:

- The findings presented herein reflect analysis of primary and secondary sources of information assumed to be correct. Hunden utilized sources deemed to be reliable but cannot guarantee accuracy.
- No responsibility is taken for changes in market conditions after the date of this report and no obligation is assumed to revise this report to reflect events or conditions occurring thereafter.
- Hunden has no control over construction costs or timing of construction and opening.
- Macroeconomic events affecting travel, and the economy cannot be predicted and may impact the development and performance of the project.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely yours,

Hunden Partners

Situational Overview & Project Background

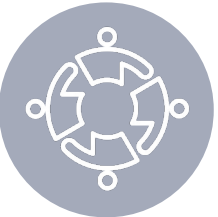
The City of Bastrop has engaged Hunden Partners to conduct a complete a market demand, financial feasibility, and economic impact study of a new tournament sports facility (Facility or Project) in Bastrop, Texas.

Bastrop is the county seat in Bastrop County and located approximately 30 miles southeast of Austin. **With the continued growth of the greater Austin-Round Rock-San Marcos MSA, the city has identified the potential opportunity to capture a piece of the growing sports tourism market.**

While a sports facility will be needed to support the continued growth of the city's population and serve as a quality-of-life asset to residents, a primary focus of the study is centered on identifying the potential for attracting sports tourism in the city, further advancing economic development opportunities.



Study Methodology & Key Questions



Where are you now?



How do you stack up?



What are the opportunities?



How do we get there?

Current Bastrop & Surrounding Market Assessment

Hunden analyzed the current performance of local commercial and destination assets in relation to sports tourism. This analysis identifies gaps in the market to be addressed by a complete youth sports facility within the market study area.

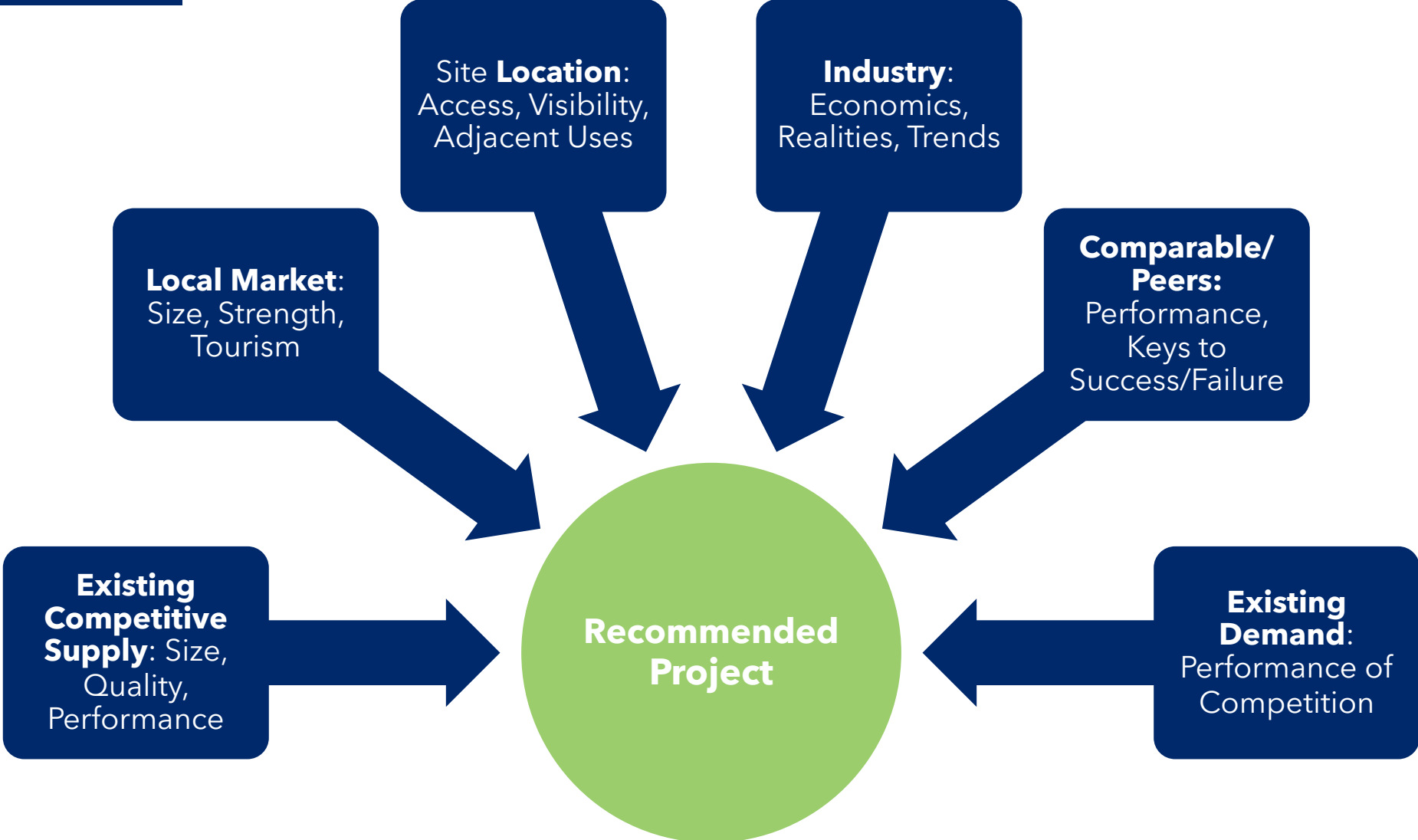
Market Opportunities Assessment & Future Recommendations

Based on local and regional market research, comparable national case studies, and stakeholder engagement, Hunden formed recommendations for a sports facility in Bastrop.

Financial & Impact Projections, Funding Analysis

In addition to the market research for a Youth Sports development in Bastrop, TX, the Hunden Team has also provided a comprehensive financial analysis and impact projections based on the recommended build-out of the facility.

Study Methodology: Elements of Feasibility



Interview Outreach & Stakeholder Feedback

Hunden interviewed a handful of local and regional stakeholders and organizations. Interview feedback helps to gain a current understanding of activity in Bastrop and its surrounding area, identify opportunities in the city, and provide best practices from case studies.

A sample of stakeholders interviewed include representatives from the following:



City Representatives/ Organizations

- Bastrop Chamber of Commerce
- Bastrop County Tourism
- Bastrop Parks and Recreation
- City of Bastrop

Regional Sports Tourism Stakeholders

- Youth Basketball Association (YBOA)
- USA Volleyball (USAV)
- Lonestar Soccer Club
- USSSA Baseball/Softball
- Bullpen Ventures
- Perfect Game

Other Relevant Stakeholders

- Sports Facilities Companies
- Eastern Sports Management
- Local Hoteliers
- Kimley-Horn

Sports Tourism Industry Trends Overview

Item 4A.

Youth sports tourism has experienced major growth since 2019. Growth in the industry has continued to increase despite increasing travel costs.

Trends across the United States, the State of Texas and within the Austin - Round Rock - San Marcos MSA indicate positive signs for a Project in the City of Bastrop.



National

- American families accounted for 204.9 million youth sports event related trips in 2023, compared to 192 million in 2022 and 179 million in 2019 (SportsETA).
- Total spending on youth sports tourism also reached an all-time high in 2023 of \$52.2 billion, compared to \$47 billion in 2022 and \$45 billion in 2019 (SportsETA).

Statewide

- In 2023, Texas ranked as the second leading state in the country for economic impact generated by sports tourism (SportsETA).
- Texas high school sports participation reached an all-time high in 2024 (Texas Association of Sports Officials).

Austin - Round Rock - San Marcos MSA

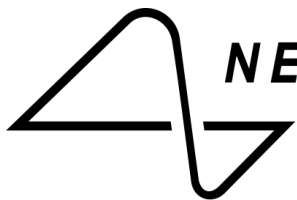
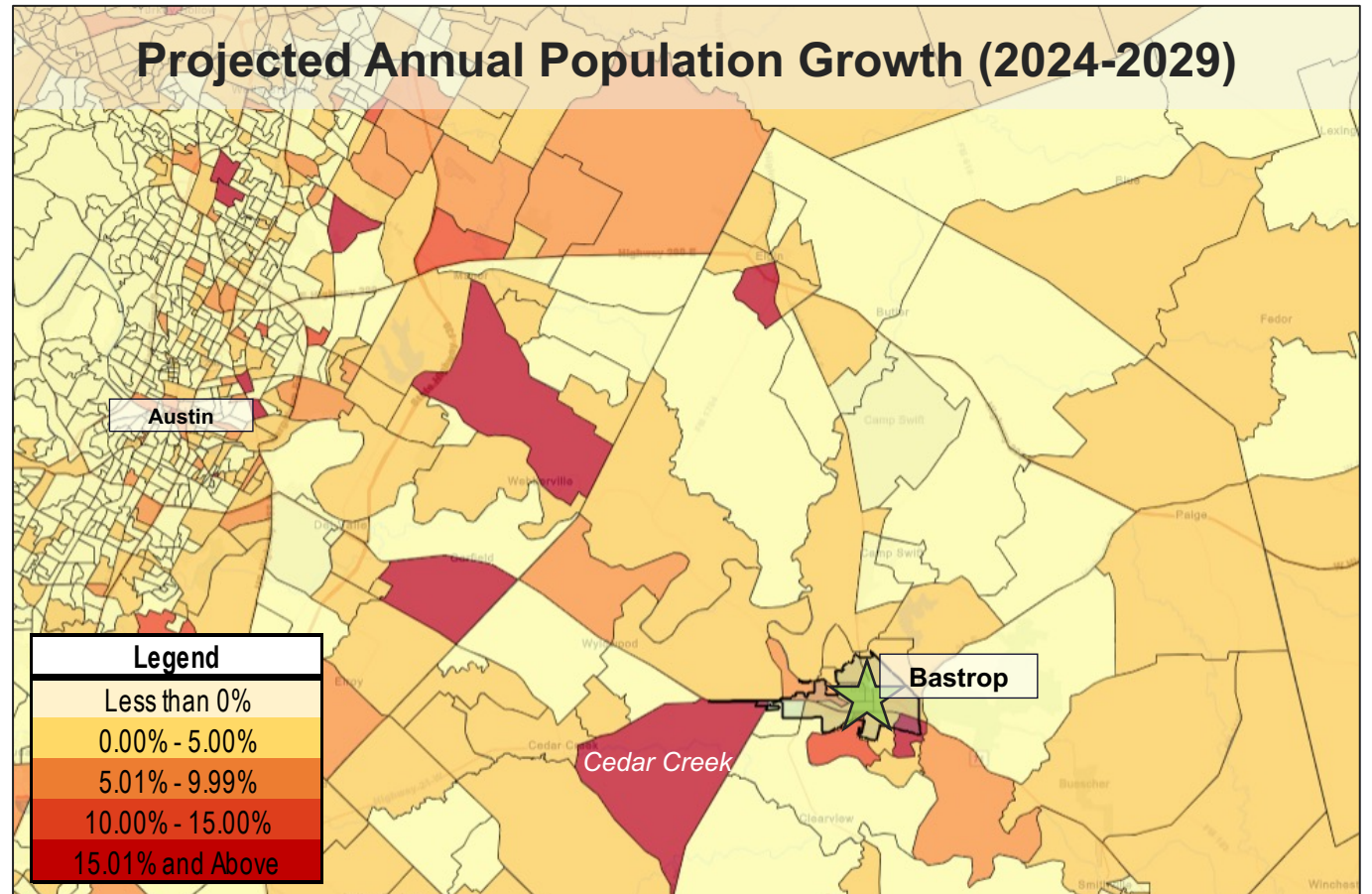
- The Austin - Round Rock - San Marcos MSA ranked as the seventh fastest growing United States Metropolitan Market in 2023 (U.S. Census Bureau). Market supply has failed to keep pace but has become an area of focus for multiple cities.
- The market's central location within Texas has made the MSA an attractive youth sports market.

Regional Trends: Market Growth

The greater Austin area is projected to continue to be one of the fastest growing markets in the country. Future projections show that regional growth is anticipated to be highest on the east side of the Austin MSA.

The City of Bastrop's location within the region places the city in a position for continued natural growth. In addition to natural market growth, the city has experienced major investments from multiple national corporations, further fueling growth in the city.

As the Austin MSA and the City of Bastrop continue to grow, the supply of sports facilities in the market continues to lag behind market demand.



NEURALINK



hunden partners



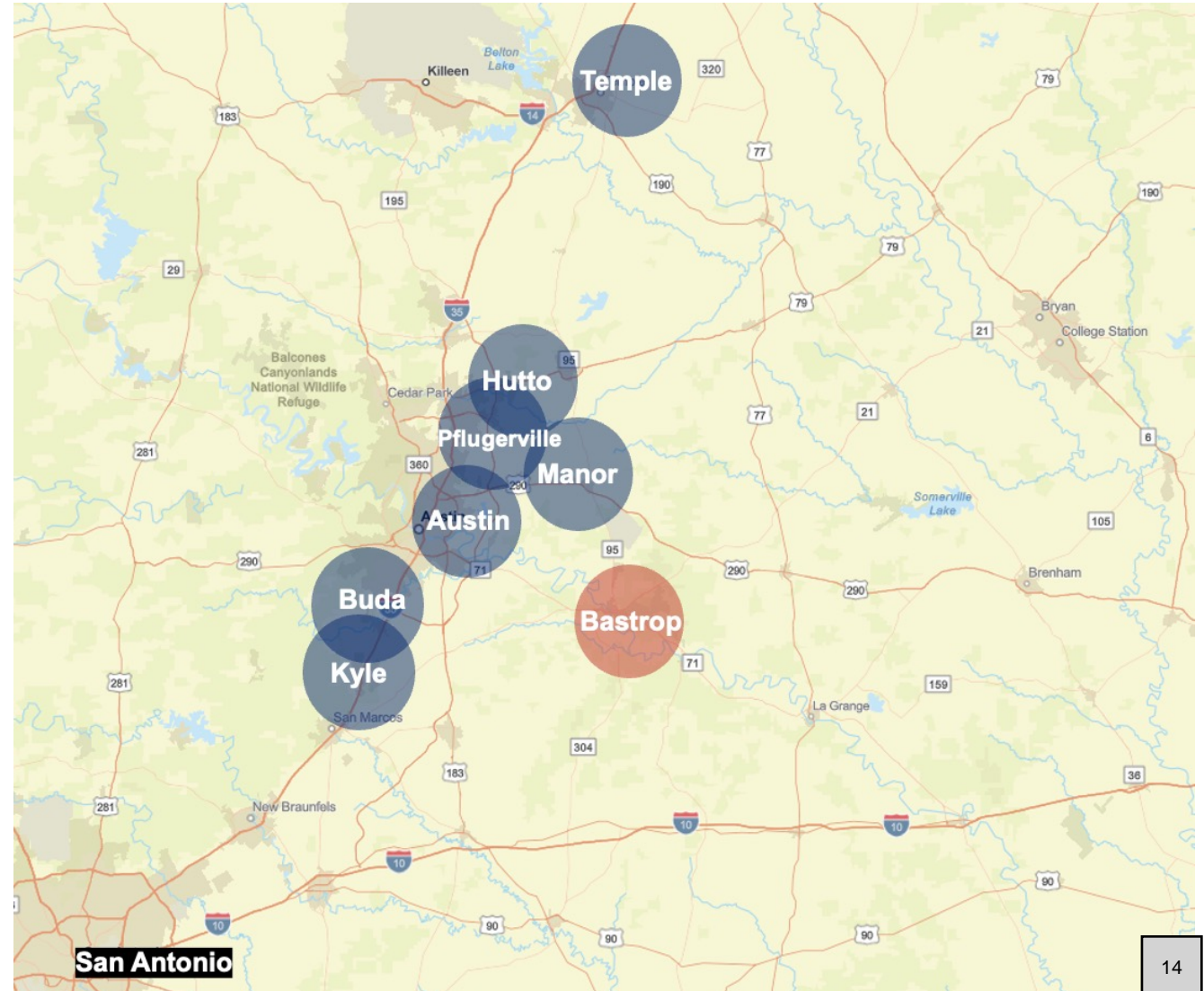
Regional Trends: Crowded Sports Facility Development Pipeline

Natural growth across the region coupled with favorable weather conditions for tournament operators have led to a statewide boom in sports tourism. The success of sports tourism throughout the pandemic spurred the interest in sports facility development across the country. This trend has continued across the State of Texas.

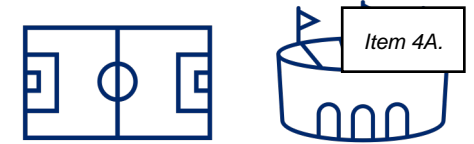
As Austin-Round Rock-San Marcos MSA continues to experience a surge in both sports participation and sports tourism, many cities are exploring opportunities to capitalize on new facility development.

Among the cities considering the construction of youth sports complexes are Kyle, Manor, Hutto, Temple, Pflugerville, and Buda. Additionally, the City of Round Rock has established itself as a major youth sports hub in state and is planning a major expansion of their outdoor facilities at Old Settlers Park.

With numerous municipalities in the region exploring potential youth sports projects, Hunden recommends a flexible and phased approach to a sports facility within the City of Bastrop.



Market Analysis Key Findings



Sports

Outdoor



Baseball/Softball: Opportunity exists for additional turf diamonds outside of Round Rock. There is a lack of facilities with eight or more turf diamonds in one location for regional tournaments.



Soccer: There is a shortage of suitable fields for competitive tournaments and league games. There is an urgent need for additional higher-quality, turf soccer fields for tournament operators to host additional and expanded events.

Indoor



Basketball/Volleyball: Demand for indoor space continues to increase throughout Texas. Round Rock is a smaller facility that is less desirable for events. The greater Austin area is lacking in indoor facilities.



Cheer and Dance: The greater Austin area is hosting small-scale competitions, but participation is increasing, and the market lacks a major competitive venues for larger, competitive events.

Sports Tourism Supporting Elements & Catalysts



Hotel: Hotel supply is increasing, but the market is experiencing additional demand from corporate activity. Additional hotels will be needed to capture demand generated by a regional sports complex.



Retail & Restaurant: The local retail/restaurant scene is clustered along Highway 71 East, as well as downtown along Main Street. The project could benefit from additional restaurants, accommodating larger groups.

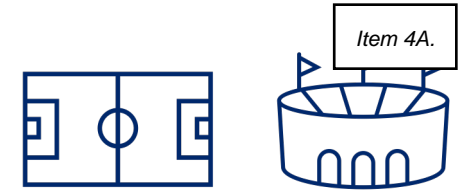


Entertainment: Additional entertainment near the Project site will be needed to maximize economic impact and encourage visitor spending with the city from demand generated by the Project.

KEY TAKEAWAY

There is a clear and growing demand for additional sports surfaces in the Central Texas market. With several proposed competitive developments in the region, Hunden recommends a multipurpose facility capable of catering to a variety of sports.

SWOT Analysis



The following SWOT analysis details the strength, weaknesses, opportunities, and threats related to the proposed youth sports facility in Bastrop, Texas.

STRENGTHS



- Increasing regional event demand & current lack of quality regional sports facility supply
- Central location and accessibility within regional drive-in market
- MSA population growth and natural growth east of Austin

OPPORTUNITIES



- Local/regional partnerships with tournament operators and youth sports organizations
- Demand driver for weekend room nights / diversification of hotel tax generation
- Increased quality of life for residents and additional entertainment for families

WEAKNESSES



- Current hotel supply; increasing room supply, offset by increasing market demand
- Accessibility for weekday utilization by local organizations
- Current lack of commercial development on surrounding site

THREATS



- High volume of potential regionally competitive projects in Central Texas
- Site constraints & topography
- Potential for lost economic impact within neighboring municipalities
- Misalignment with private partners

Recommendations & Site Plan

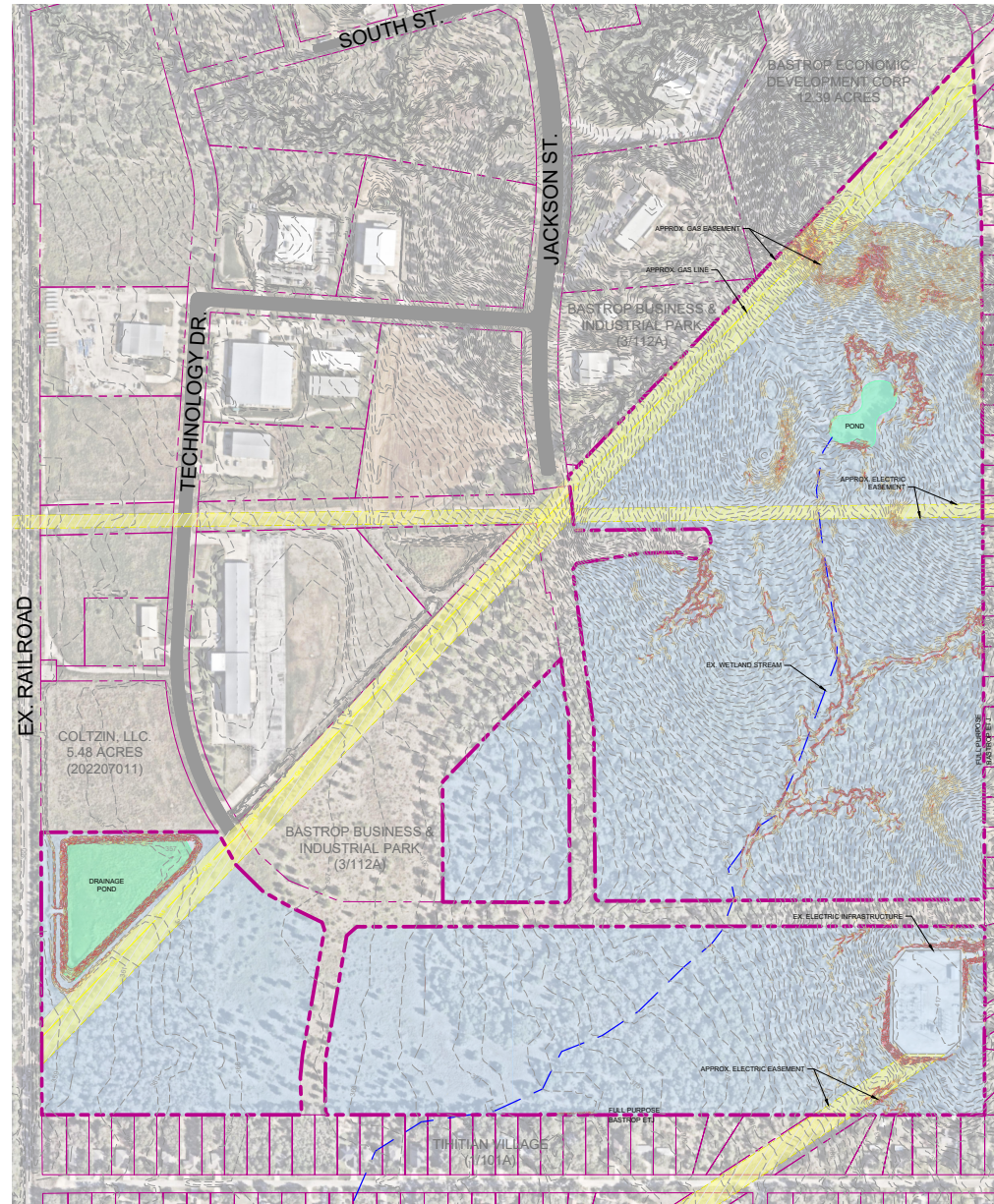
Recommendations: Bastrop Youth Sports Facility

Based on the analysis of the youth sports market supply in Bastrop and the regional competitive market and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an outdoor and indoor complex encompassing **two phases**.



	1 Phase I	2 Phase II	Total Build-Out
Multipurpose Fields	8 Turf Multipurpose Fields	--	8 Fields
Baseball/Softball Diamonds	9 Turf Full-Sized Diamonds	--	9 Diamonds
Indoor Hardwood Courts	--	8 Hardwood Basketball Courts (16 Volleyball Courts)	8 Indoor Basketball Courts (16 Volleyball Courts)
Amenities	Portable/Flexible Fencing	--	--

Site Recommendations & Project Test Fit



Case Study Inspiration Examples

Item 4A.



Demand & Financial Projections

Event & Attendance Projections

Summary

Yr. 1 Events = **14**

Yr. 5 Events = **25**

Year 1
Attendance:
87,000

Year 5
Attendance:
154,000

Event Rentals

Yr 1 Total Revenue: **\$134,000**

Yr 2 Total Revenue: **\$268,000**

Bastrop, TX Youth Sports Facility	2028	2029	2030	2031	2032	2037	2047	2057
Event Projections	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30
Events by Type								
Softball Tournaments	3	4	5	6	6	6	6	6
Baseball Tournaments	5	6	7	8	8	8	8	8
Soccer Tournaments	4	5	6	7	7	7	7	7
Lacrosse Tournaments	1	1	2	2	2	2	2	2
Other	1	1	1	2	2	2	2	2
Total	14	17	21	25	25	25	25	25
Event Days by Type								
Softball Tournaments	6	8	10	12	12	12	12	12
Baseball Tournaments	10	12	14	16	16	16	16	16
Soccer Tournaments	10	13	15	18	18	18	18	18
Lacrosse Tournaments	2	2	4	4	4	4	4	4
Other	1	1	1	2	2	2	2	2
Total	29	36	44	52	52	52	52	52
Total Attendance by Type								
Softball Tournaments	16,038	21,384	26,730	32,076	32,076	32,076	32,076	32,076
Baseball Tournaments	26,730	32,076	37,422	42,768	42,768	42,768	42,768	42,768
Soccer Tournaments	40,480	50,600	60,720	70,840	70,840	70,840	70,840	70,840
Lacrosse Tournaments	2,816	2,816	5,632	5,632	5,632	5,632	5,632	5,632
Other	1,200	1,200	1,200	2,400	2,400	2,400	2,400	2,400
Total	87,264	108,076	131,704	153,716	153,716	153,716	153,716	153,716
Event Rental Rates								
Softball Tournaments	\$ 27,000	\$ 37,080	\$ 47,741	\$ 59,007	\$ 60,777	\$ 70,458	\$ 94,689	\$ 127,255
Baseball Tournaments	\$ 45,000	\$ 55,620	\$ 66,837	\$ 78,676	\$ 81,037	\$ 93,944	\$ 126,252	\$ 169,673
Soccer Tournaments	\$ 52,000	\$ 66,950	\$ 82,750	\$ 99,438	\$ 102,421	\$ 118,734	\$ 159,569	\$ 214,447
Lacrosse Tournaments	\$ 10,400	\$ 10,712	\$ 22,067	\$ 22,729	\$ 23,411	\$ 27,139	\$ 36,473	\$ 49,017
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 134,400	\$ 170,362	\$ 219,394	\$ 259,850	\$ 267,646	\$ 310,275	\$ 416,984	\$ 560,391

Source: Hunden Partners

Sports Facility Proforma

Item 4A.

Summary

Yr. 5 Facility Rental Revenue = **\$889k**

Yr. 5 Total Revenue = **\$1.63 M**

Year 1
Net Operating Income:

\$(97k)

Year 5
Net Operating Income:

\$72k

Assumptions

Mgmt. Fee: **7.0%**

Reserves: **5.0%**

Bastrop, TX Youth Sports Facility Proforma (\$000s)	2028 Year 1	2029 Year 2	2030 Year 3	2031 Year 4	2032 Year 5	2037 Year 10	2047 Year 20	2057 Year 30
Net Revenues								
(+) Facility Rental - Events/Tournaments	\$ 134	\$ 170	\$ 219	\$ 260	\$ 268	\$ 310	\$ 417	\$ 560
(+) Facility Rental - Daily Rental	\$ 790	\$ 814	\$ 838	\$ 864	\$ 889	\$ 1,031	\$ 1,386	\$ 1,862
(+) League Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(+) Concessions, Net	\$ 119	\$ 146	\$ 179	\$ 213	\$ 219	\$ 254	\$ 341	\$ 459
(+) Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(+) Advertising and Sponsorship, Net	\$ 115	\$ 118	\$ 122	\$ 126	\$ 129	\$ 150	\$ 202	\$ 271
(+) Naming Rights	\$ 85	\$ 88	\$ 90	\$ 93	\$ 96	\$ 111	\$ 149	\$ 200
(+) Other	\$ 21	\$ 23	\$ 25	\$ 27	\$ 28	\$ 32	\$ 43	\$ 58
Total	\$ 1,264	\$ 1,359	\$ 1,474	\$ 1,581	\$ 1,629	\$ 1,888	\$ 2,538	\$ 3,410
Expenses								
(-) Salaries, Wages & Benefits	\$ 634	\$ 653	\$ 673	\$ 693	\$ 714	\$ 827	\$ 1,112	\$ 1,495
(-) General & Admin	\$ 95	\$ 98	\$ 101	\$ 104	\$ 107	\$ 124	\$ 167	\$ 224
(-) Utilities	\$ 175	\$ 180	\$ 186	\$ 191	\$ 197	\$ 228	\$ 307	\$ 412
(-) Repairs & Maintenance	\$ 130	\$ 134	\$ 138	\$ 142	\$ 146	\$ 170	\$ 228	\$ 306
(-) Insurance	\$ 95	\$ 98	\$ 101	\$ 104	\$ 107	\$ 124	\$ 167	\$ 224
(-) Advertising & Other	\$ 80	\$ 82	\$ 85	\$ 87	\$ 90	\$ 104	\$ 140	\$ 189
(-) Management Fee	\$ 88	\$ 95	\$ 103	\$ 111	\$ 114	\$ 132	\$ 178	\$ 239
(-) Reserves	\$ 63	\$ 68	\$ 74	\$ 79	\$ 81	\$ 94	\$ 127	\$ 171
Total	\$ 1,361	\$ 1,409	\$ 1,460	\$ 1,511	\$ 1,556	\$ 1,804	\$ 2,425	\$ 3,259
Net Operating Income	\$ (97)	\$ (49)	\$ 14	\$ 70	\$ 72	\$ 84	\$ 113	\$ 151

Source: Hunden Partners

Economic, Fiscal & Employment Impact

Net New Economic Impact

Item 4A.

Net New Spending: **\$823.8M**

Net New Earnings: **\$52.0M**

Net New Annual Jobs: **25**

Net New Gross Spending to Bastrop, TX (\$000s) - Bastrop, TX Youth Sports Facility

Net New Gross Spending	2028 Year 1	2029 Year 2	2030 Year 3	2031 Year 4	2032 Year 5	2037 Year 10	2047 Year 20	2057 Year 30	Total	Average
Food & Beverage	\$ 3,022	\$ 3,561	\$ 4,193	\$ 4,895	\$ 5,042	\$ 5,845	\$ 7,856	\$ 10,557	\$ 210,063	\$ 7,002
Lodging	\$ 968	\$ 1,291	\$ 1,685	\$ 2,108	\$ 2,172	\$ 2,517	\$ 3,383	\$ 4,547	\$ 89,772	\$ 2,992
Retail	\$ 910	\$ 1,060	\$ 1,236	\$ 1,435	\$ 1,479	\$ 1,714	\$ 2,304	\$ 3,096	\$ 61,644	\$ 2,055
Transportation	\$ 1,338	\$ 1,573	\$ 1,849	\$ 2,161	\$ 2,226	\$ 2,580	\$ 3,468	\$ 4,660	\$ 92,734	\$ 3,091
Other	\$ 493	\$ 581	\$ 684	\$ 801	\$ 825	\$ 956	\$ 1,285	\$ 1,727	\$ 34,366	\$ 1,146
Tickets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 6,732	\$ 8,066	\$ 9,648	\$ 11,401	\$ 11,743	\$ 13,613	\$ 18,295	\$ 24,587	\$ 488,579	\$ 16,286

Net New Direct, Indirect & Induced Spending to Bastrop, TX (\$000s) - Bastrop, TX Youth Sports Facility

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total	Average
Direct	\$ 6,732	\$ 8,066	\$ 9,648	\$ 11,401	\$ 11,743	\$ 13,613	\$ 18,295	\$ 24,587	\$ 488,579	\$ 16,286
Indirect	\$ 2,554	\$ 3,076	\$ 3,695	\$ 4,379	\$ 4,510	\$ 5,228	\$ 7,026	\$ 9,443	\$ 187,578	\$ 6,253
Induced	\$ 2,025	\$ 2,432	\$ 2,913	\$ 3,447	\$ 3,550	\$ 4,116	\$ 5,531	\$ 7,434	\$ 147,694	\$ 4,923
Total	\$ 11,311	\$ 13,573	\$ 16,256	\$ 19,227	\$ 19,803	\$ 22,958	\$ 30,853	\$ 41,464	\$ 823,850	\$ 27,462

Source: Hunden Partners

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (\$000s) - Bastrop, TX Youth Sports Facility

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total	Average
Earnings - Residents										
From Direct	\$ 427	\$ 512	\$ 612	\$ 723	\$ 745	\$ 863	\$ 1,160	\$ 1,559	\$ 30,987	\$ 1,033
From Indirect	\$ 158	\$ 190	\$ 229	\$ 271	\$ 279	\$ 323	\$ 434	\$ 584	\$ 11,599	\$ 387
From Induced	\$ 130	\$ 156	\$ 187	\$ 221	\$ 228	\$ 264	\$ 355	\$ 477	\$ 9,487	\$ 316
Total	\$ 715	\$ 858	\$ 1,028	\$ 1,215	\$ 1,252	\$ 1,451	\$ 1,950	\$ 2,621	\$ 52,073	\$ 1,736
FTE Jobs - Residents									Max	Average
From Direct	11	13	15	18	18	18	18	18	18	17
From Indirect	2	3	3	4	4	4	4	4	4	4
From Induced	2	3	3	4	4	4	4	4	4	3
Total	16	19	22	25	25	25	25	25	25	24

Source: Hunden Partners

25

Summary of Net New Impacts

The tables compare the 30-year impact of the scenarios for the proposed Project, highlighting the significant net new impact that the Scenario would generate for the local economy.

City Sales Tax: **\$7.4M**

City Hotel Tax: **\$6.2M**

	Taxes Generated (\$000s)						Total	Average
	Year 1	Year 5	Year 10	Year 20	Year 30			
Local Taxes								
Sales Tax	\$ 101	\$ 176	\$ 204	\$ 274	\$ 369	\$ 7,439	\$ 244	
Hotel Tax	\$ 68	\$ 152	\$ 176	\$ 237	\$ 318	\$ 6,284	\$ 209	
Total	\$ 169	\$ 328	\$ 380	\$ 511	\$ 687	\$ 13,723	\$ 454	

Source: Hunden Partners

Item 4A.

Bastrop, TX Youth Sports Facility 30 – Year Impact	
Spending	\$ (millions)
Direct	\$489
Indirect	\$188
Induced	\$148
Total	\$824
Earnings	\$ (millions)
Direct	\$31
Indirect	\$12
Induced	\$9
Total	\$52
FTE Supported	Average
Direct	18
Indirect	4
Induced	4
Total	25
Fiscal Impact	\$ (000s)
City Sales Tax (2%)	\$7,400
City Hotel Tax (7%)	\$6,300
Total	\$13,700

02

Economic, Demographic & Tourism Analysis

Economic, Demographic & Tourism Summary

Local market area characteristics, such as population, demographics, a diversified economy, access, and attractions, influence the potential demand for tourism developments and the overall attractiveness of an area to visitors or groups. For sports tourism specifically, it is crucial to examine how accessible the market is through air travel and drive time. The easier these modes of transport are for families, the better the opportunity that Bastrop will have to attract sports tournaments.



Robust Drive-In Market

The population that can reach Bastrop within a three-hour drive approaches nearly 15 million people. The three-hour drive includes Austin, San Antonio, and Houston as well as smaller markets such as Waco, Killeen, and Bryan, which presents a significant opportunity to have teams from these regions drive to Bastrop for tournaments.

Employment Opportunities

Bastrop's proximity to Austin, coupled with a projected population increase, makes Bastrop ideal for companies to expand or relocate within the greater Austin market. Elon Musk selected Bastrop as the new headquarters for X, joining his other ventures, SpaceX and The Boring Company. Significant investment has also occurred in nearby Taylor, TX, where Samsung committed \$17 billion for a new facility.

Population Growth

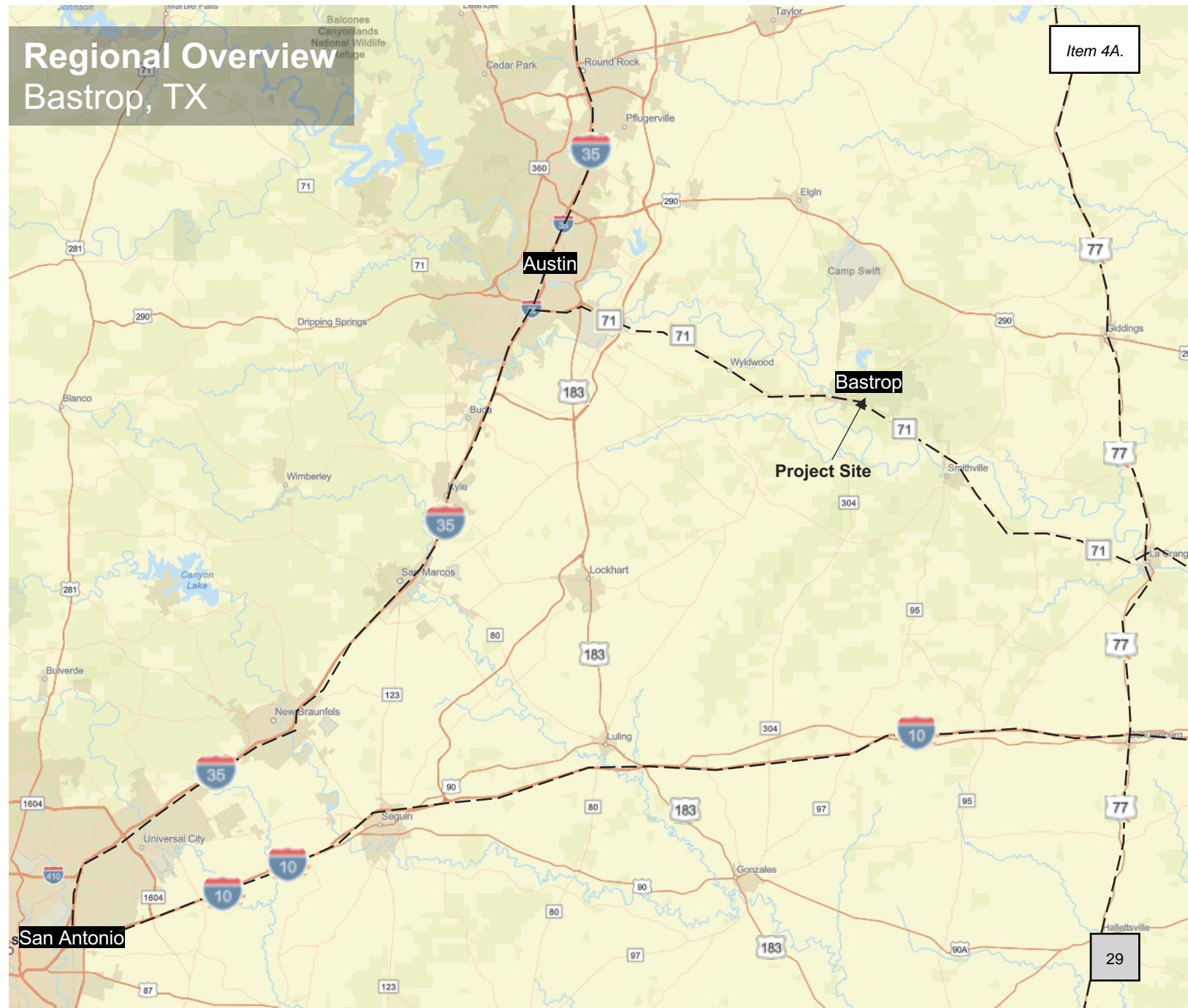
Bastrop has experienced an immense population increase that totals 61.6 percent from 2010 to 2024. This indicates robust migration to the city and an increasing economy. Future population growth is projected, which supports the need for additional local assets, such as sports facilities, commercial development, and hotels.

Regional Overview

Bastrop – Aerial Map

Bastrop is located 30 miles southeast of Austin and is a part of the Greater Austin metropolitan area. Bastrop resides in Bastrop County, which borders Travis County, the fifth most populous county in Texas. Bastrop's location makes it a great destination for regional sports tourism due to its proximity to major markets such as Austin, San Antonio, and Houston.

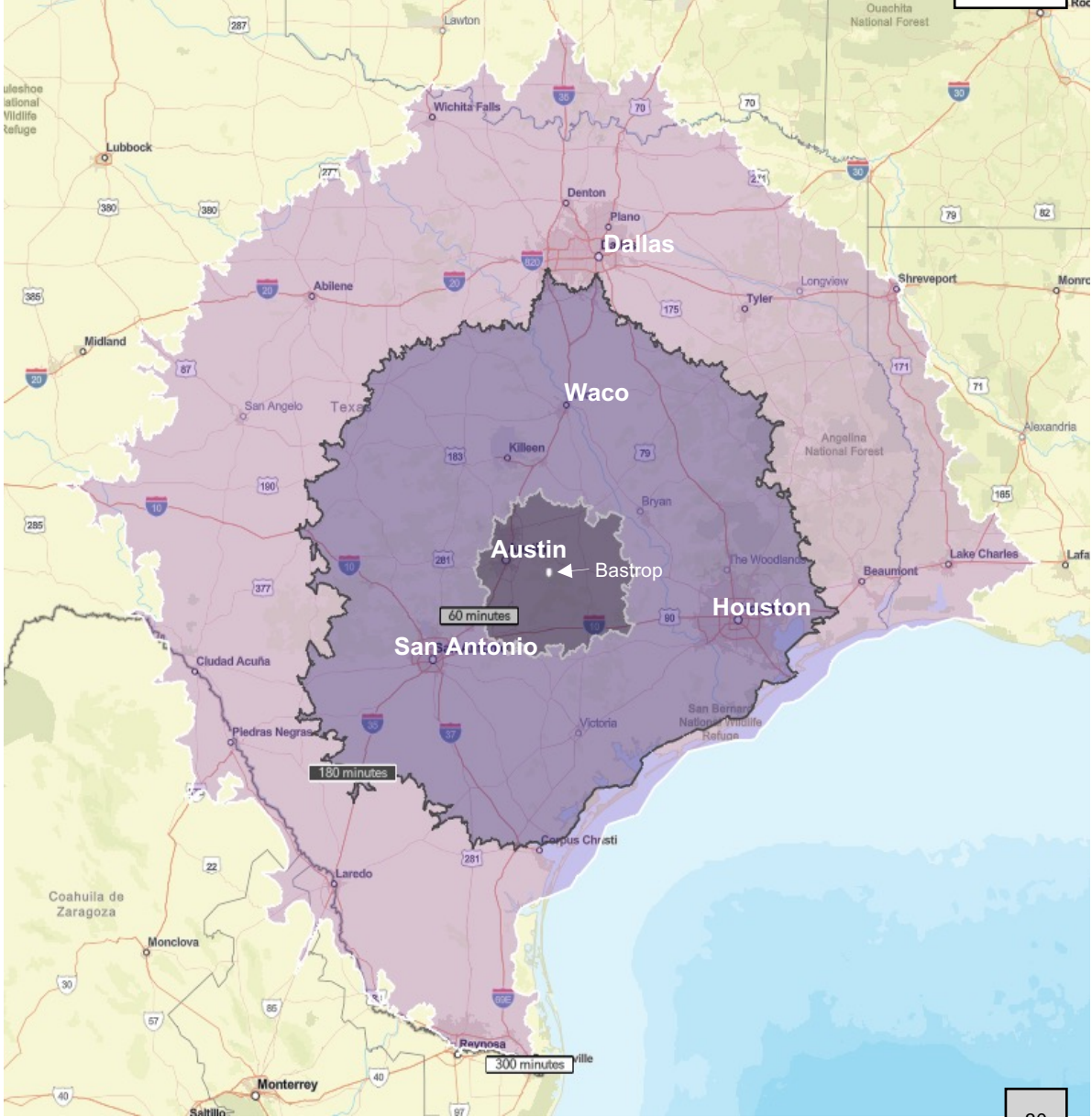
- Major highways that serve the city include State Hwy 21 and 71. State Hwy 71 spans west into south Austin past Austin-Bergstrom International Airport (AUS) and east outside of Houston, connecting with Interstate 10. State Hwy 21 connects west in the corridor of Austin and San Antonio to Interstate 35 and runs east to College Station.
- The AUS is located 24 miles west of downtown Bastrop. The airport offers hundreds of daily flights around the country and internationally.



Regional Drive Times

Within three hours of Bastrop are more than 14.9 million people, which captures large metropolitan areas such as Austin, Houston, and San Antonio. This number jumps to 32.5 million people within a five-hour drive time largely due to the inclusion of the Dallas-Fort Worth metropolitan area, and its further surrounding cities and towns.

These increasingly populated drive-time regions provide a great opportunity for tournaments to reach a sizable demographic of drive-in visitors for sports tourism, allowing Bastrop to pose itself as an attractive market for regional tournaments.

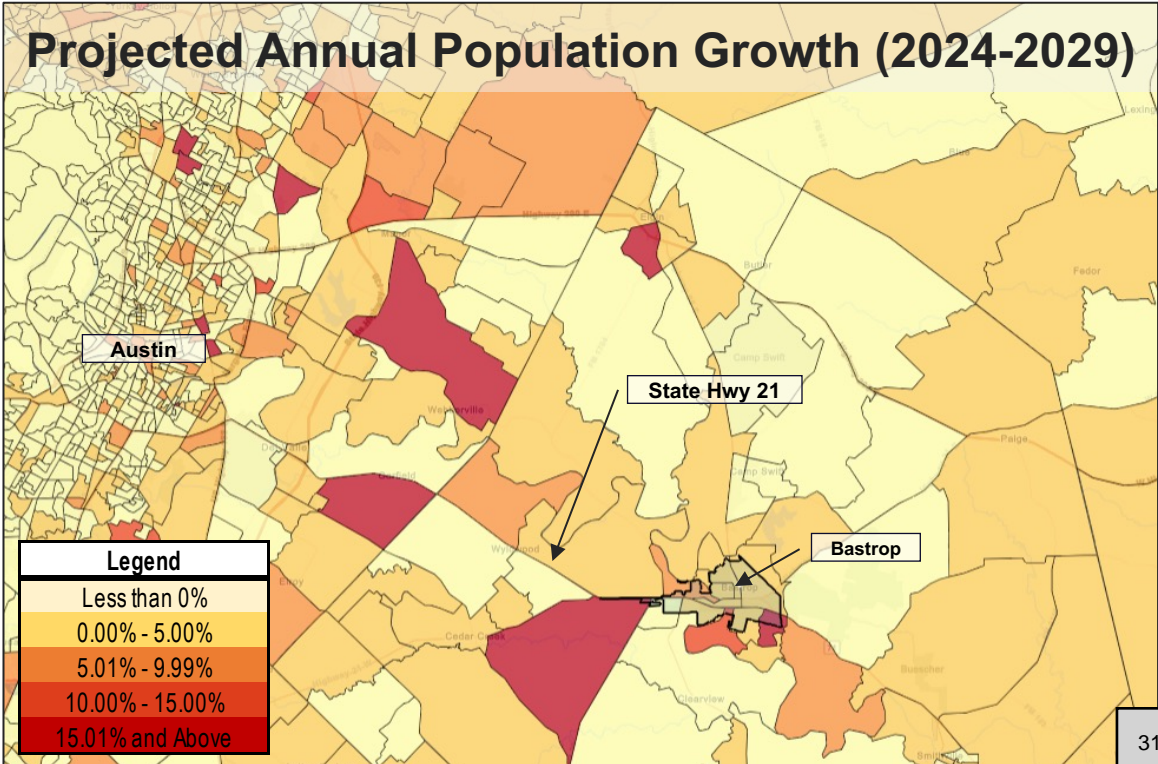
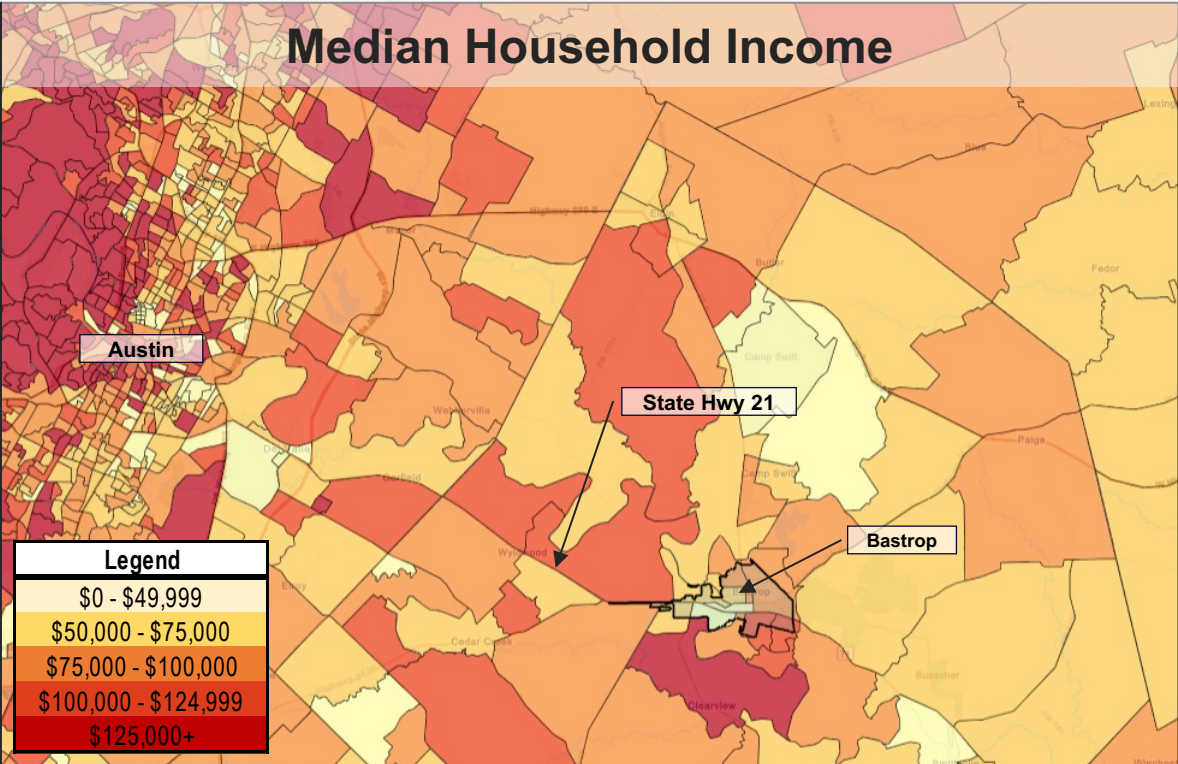


Estimated Drive-Time Statistics from Bastrop City (2024)			
	1-Hour	3-Hour	5-Hour
Population	7,541,975	14,903,279	32,531,945
Households	2,769,747	5,556,250	12,081,633
Median Household Income	\$93,336	\$79,625	\$77,954
Median Home Value	\$479,286	\$319,214	\$306,703
Median Age	35.1	36.3	36.5
Average Travel Spending	\$3,546	\$2,982	\$2,898
Average Spend on food away from home	\$4,886	\$4,155	\$4,056
Average Entertainment/Recreation Spending	\$4,771	\$4,093	\$3,998

Source: ESRI

Market Area & Growth Trends

The maps below illustrate the projected annual population increase rates from 2024 to 2029 and the 2024 median household income by block groups throughout the greater Bastrop area. The city shows a concentration of households with a median income of less than \$75,000 north of State Hwy 21 West, while south of State Hwy 21 income varies from under \$50,000 to above \$125,000. Population increase is robust in South Bastrop, with many areas experiencing increases above ten percent, while most areas surrounding downtown Bastrop show increases of greater than five percent.



Key Demographic Statistics

Bastrop’s population increased 61.6 percent from 2010 to 2024 and is projected to continue to increase through 2029. Bastrop County’s population also significantly increased since 2010, approaching nearly 50 percent, and is projected to increase another 13 percent by 2029.

Homeownership rate and median household income are lower in Bastrop than in the rest of the county and state. Despite this, the median value of owner-occupied housing units is higher than Bastrop County and Texas as a whole. The percentage of people below the poverty level is lower when compared to the county and state.

Population and Growth Rates					
	2010	2020	2024	2029 Projected	Percent Change 2010 - 2024
United States	308,745,538	331,449,281	338,440,954	344,873,411	9.6%
Texas	25,145,558	29,145,505	30,857,478	32,581,174	22.7%
Bastrop County	74,173	97,216	110,108	124,679	48.4%
Bastrop City	7,341	9,688	11,861	13,532	61.6%

Source: U.S. Census Bureau

Income, Spending and Other Demographic Data				
Category	United States	Texas	Bastrop County	Bastrop City
Homeownership rate, 2018-22	64.8%	62.4%	77.8%	54.3%
Median value of owner-occupied housing units, 2018-22	\$281,900	\$238,000	\$235,900	\$243,200
Persons per household, 2018-22	2.57	2.73	2.89	2.25
Median household income, 2018-22	\$75,149	\$73,035	\$80,151	\$59,087
Persons below poverty level, percent	11.1%	13.7%	12.3%	11.5%

Source: U.S. Census Bureau

Employment in Bastrop County

The sectors of employment with the largest increase in the number of employees from 2019 to 2022 were real estate and rental and leasing, finance and insurance, and professional scientific, and technical services, with a 49.25, 42.91, and 32.87 percent increase, respectively. Out of the 19 private nonfarm employment sectors, only one experienced a decrease in the number of employees during that period. The largest industries in Bastrop are retail trade and accommodation and food services, represented by Walmart and Hyatt Regency Lost Pines Resort & Spa.

Industry Name	Number of Employees in Industry	Top Company Represented
Retail Trade	2,733	Walmart
Accommodation and Food Services	1,690	Hyatt Regency Lost Pines Resort & Spa
Health Care and Social Assistance	1,344	Ascension Seton Bastrop Hospital
Government	1,237	Bastrop Independent School District
Construction	1,199	Wade CSB Inc.
Professional, Scientific, and Technical Services	476	Agilent Technologies
Finance and Insurance	381	First Nation Bank
Manufacturing	353	Starlink
Utilities	315	Aqua Water Corporation
Transportation and Warehousing	291	The Boring Company

Source: Lightcast.io

Description	2019		2022		% Change 2019 - 2022
	Employees	% of Total	Employees	% of Total	
Total employment (number of jobs)	34,521	100%	40,208	100%	16.47%
By type					
Wage and salary employment	20,438	59.20%	22,489	55.93%	10.04%
Proprietors employment	14,083	40.80%	17,719	44.07%	25.82%
Farm employment	2,054	5.95%	2,076	5.16%	1.07%
Nonfarm employment	32,467	94.05%	38,132	94.84%	17.45%
Private nonfarm employment	27,983	81.06%	33,364	82.98%	19.23%
Retail trade	4,156	12.04%	4,846	12.05%	16.60%
Manufacturing	1,429	4.14%	1,642	4.08%	14.91%
Health care and social assistance	2,326	6.74%	2,393	5.95%	2.88%
Accommodation and food services	3,198	9.26%	3,469	8.63%	8.47%
Construction	4,149	12.02%	5,467	13.60%	31.77%
Finance and insurance	1,163	3.37%	1,662	4.13%	42.91%
Administrative and support and waste management and remediation services	2,076	6.01%	2,292	5.70%	10.40%
Educational services	366	1.06%	443	1.10%	21.04%
Other services (except government and government enterprises)	2,395	6.94%	2,720	6.76%	13.57%
Real estate and rental and leasing	1,129	3.27%	1,685	4.19%	49.25%
Professional, scientific, and technical services	1,567	4.54%	2,082	5.18%	32.87%
Transportation and warehousing	1,275	3.69%	1,545	3.84%	21.18%
Wholesale trade	418	1.21%	463	1.15%	10.77%
Arts, entertainment, and recreation	627	1.82%	692	1.72%	10.37%
Information	(D)	-	807	2.01%	-
Management of companies and enterprises	(D)	-	113	0.28%	-
Mining, quarrying, and oil and gas extraction	417	1.21%	398	0.99%	-4.56%
Utilities	301	0.87%	365	0.91%	21.26%
Forestry, fishing, and related activities	263	0.76%	280	0.70%	6.46%
Government and government enterprises	4,484	12.99%	4,768	11.86%	6.33%
Federal civilian	363	1.05%	350	0.87%	-3.58%
Military	183	0.53%	204	0.51%	11.48%
State and local	3,938	11.41%	4,214	10.48%	7.01%
State government	190	0.55%	192	0.48%	1.05%
Local government	3,748	10.86%	4,022	10.00%	7.21%

Source: Bureau of Economic Analysis, Hunden Partners

New Companies in Bastrop

Bastrop's proximity to Austin positions the city for remarkable expansion, attracting companies from diverse industries. Key employers like The Boring Company, SpaceX, and soon X have boosted both employment and population in the greater area. Additionally, Neuralink is investing in a \$15-million facility in East Austin.

Samsung's development is also underway with a \$17-billion manufacturing plant in Taylor, Texas, just 35 miles from Bastrop, creating approximately 8,900 direct and 9,300 indirect construction jobs in 2023, with plans to add 2,000 high-tech positions during the next decade.

These developments are expected to attract young and experienced professionals, spurring further increases in Bastrop. With strong market expansion already underway, demand for new facilities will only continue to rise.



Education & Higher Education

In Bastrop, 38 percent of residents have obtained a degree from a higher education institution. This is 6.9 percent lower than the national average, where 44.9 percent of Americans have attained a higher education degree.

Bastrop has nine universities in a 50-mile radius. The most notable of these is The University of Texas at Austin with more than 52,000 students as well as Texas State University with approximately 38,000 students.

Cleburne Educational Attainment - 2022

Population Age 25+	United States	Texas	Johnson City	Cleburne
Did Not Complete High School	10.3%	13.7%	13.1%	16.0%
Completed High School	25.9%	24.2%	33.2%	37.5%
Some College	18.9%	19.8%	20.6%	21.9%
Completed Associate Degree	8.8%	8.1%	7.3%	8.0%
Completed Bachelor Degree	21.8%	21.6%	17.9%	12.0%
Completed Graduate Degree	14.3%	12.6%	7.9%	4.6%

Source: U.S. Census Bureau

Bastrop Colleges & Universities (Within 50 miles)

Institution	Location	Distance from ZIP (Miles)	Highest Degree Offered	Enrollment
Huston-Tillotson University	Austin	27.2	Master's	1,025
Austin Community College District	Austin	28.6	Bachelor's	34,527
Austin Presbyterian Theological Seminary	Austin	29.2	Doctor's	172
Episcopal Theological Seminary of the Southwest	Austin	29.2	Master's	115
The University of Texas at Austin	Austin	29.2	Doctor's	52,384
Saint Edward's University	Austin	29.5	Doctor's	3,470
Concordia University Texas	Austin	39.5	Doctor's	1,863
Texas State University	San Marcos	41.7	Doctor's	38,171
Southwestern University	Georgetown	43.0	Bachelor's	1,483

Austin-Bergstrom International Airport (AUS)

The Austin-Bergstrom International Airport (AUS) is an international airport in Austin, Texas, that serves the Greater Austin metropolitan area. The airport is located 5 miles southeast of downtown Austin.

Nineteen airlines fly out of AUS. Of these, Southwest Airlines is presently the largest, serving approximately 40 percent of all passengers. The top international destinations are Cancun and London, and the route with the most departures is to Dallas Fort Worth International Airport (DFW), with 86 flights per week for a total of six percent of weekly departures.



Year	Enplanement	Deplanement
2014	5,215,783	5,193,935
2015	5,785,648	5,752,656
2016	6,084,798	6,068,083
2017	6,800,474	6,779,347
2018	7,703,847	7,670,708
2019	8,498,092	8,480,956
2020	3,160,369	3,169,824
2021	6,656,778	6,629,483
2022	10,358,119	10,327,289
2023	10,806,571	10,797,710

Source: Bureau of Transportation Statistics

Local Tourism Overview

Bastrop’s most visited attractions cover various forms of tourism that include event venues, theaters, restaurants, distillery, entertainment experiences, and event centers. A wide range of offerings allows Bastrop to present future visitors in the market for sports tournaments an opportunity to experience the city’s ancillary entertainment options. The table below represents the most visited attractions within the Bastrop area, sorted by the total number of visits in 2023.

Rank	Name	Distance from Project (mi)	Attraction Type	2023 Visits	2023 Visitors	Avg. Visits Per Customer
1	Buc-ee's	1.0	Destination	2,300,000	1,200,000	1.9
2	Film Alley Bastrop	1.1	Theater	142,600	62,600	2.3
3	Bastrop Convention & Exhibit Center	1.2	Convention	58,800	33,400	1.8
4	Bastrop 1832 Farmers Market	1.3	Entertainment	13,700	8,700	1.6
5	Copper Shot Distillery	1.6	Distillery	17,700	12,100	1.5
6	Old Town Restaurant and Bar	1.7	Restaurant	59,500	24,400	2.4
7	Neighbor's Kitchen & Yard	1.8	Restaurant	94,000	61,100	1.5
8	Community Gardens	6.2	Garden	44,800	21,400	2.1
9	The East 40	8.8	Event Venue	97,000	46,600	2.1
10	The Dinosaur Park	12.1	Entertainment	21,300	19,500	1.1
Total/Average				284,940	148,980	1.8

Note: Visitation numbers are estimates based off of geo-fencing data January 1, 2023 to December 31, 2023
 Source: Various, Placer.ai



Tapestry Segmentations

Hunden performed a tapestry segmentation analysis which classifies neighborhoods using 67 unique segments based not only on demographics but also socioeconomic characteristics. The top five segments represented in Bastrop include Bright Young Professionals, Green Acres, Southern Satellites, Front Porches, and Midlife Constants. Bright Young Professionals constitute nearly 43 percent of Bastrop’s entire population, which shows the density of educated young professionals and reflects the employment by industry in the city.

The **top three segment groups** are profiled in the following slide.

Bastrop City ESRI Tapestry Segmentation				
Rank	Segment	Median Household		
		Median Age	Income	Percentage
1	Bright Young Professionals (8C)	33.0	\$54,000	42.6%
2	Green Acres (6A)	43.9	\$76,800	16.3%
3	Southern Satellites (10A)	40.3	\$47,800	15.8%
4	Front Porches (8E)	34.9	\$43,700	14.5%
5	Midlife Constants (5E)	47.0	\$53,200	10.8%
Average / Total		39.8	\$55,100	20.0%

Source: ESRI

Tapestry Segmentation – Top Three Segments

Item 4A.



Bright Young Professionals

The Bright Young Professionals' neighborhoods are found in urban outskirts of large metropolitan areas. These communities are home to young, educated, working professionals and more than two-fifths of the households live in single-family homes. Overall, the labor force participation is high, generally white-collar work, with a mix of food service and part-time jobs.

Percent of Bastrop: 42.6%
Median Household Income: \$54,000
Median Age: 33.0



Green Acres

The Green Acres lifestyle is made up of country living and self-reliance. This demographic is full of do-it-yourselfers as they maintain and remodel their homes, curate gardens for fruits and vegetables, and tend to their lawns and flowers. This segment is concentrated in rural enclaves in metropolitan areas of primarily older homes with acreage and married couples.

Percent of Bastrop: 16.3%
Median Household Income: \$76,800
Median Age: 43.9



Southern Satellites

The Southern Satellites segment group is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. Typically, this market comprises slightly older, settled married-couple families, who own their homes, two-thirds of which are single-family structures. Workers are employed in manufacturing, mining, and agriculture.

Percent of Bastrop: 15.8%
Median Household Income: \$47,800
Median Age: 40.3

Implications

Attractive Sports Tournament Market: Despite limited local facilities, Bastrop's convenient location within a three-hour drive of more than 14.9 million people makes the city an appealing destination for sports tournaments. Bastrop can serve as a regional tournament facility for teams from Austin, Houston, and San Antonio due to its proximity to all three markets.

Robust Population Growth: Bastrop's population is projected to increase by 14.1 percent from 2024 to 2029, representing a growth of 84.3 percent since 2010. Bastrop County has seen similar growth with a 13.2 percent projected increase from 2024 to 2029, a total projected increase of 68.1 percent from 2010 to 2029.

Employment Opportunities: With companies such as Space X, The Boring Company, and soon X establishing themselves in the Bastrop market, significant employment opportunities arise. This, in addition to construction of the new Samsung plant in Taylor, Texas, will attract young professionals and established professionals who want to bring or start families in the market. Given this, the demand and need for community- and family-focused assets will only increase.

03

Local & Regional Sports Facilities Analysis



Local Market Overview

Local Sports Facility Analysis

Bastrop has limited offerings of indoor and outdoor sports facilities. Bastrop’s two largest public parks, Fisherman’s Park and Bob Bryant Park, have limited outdoor fields for youth athletics programs and club teams within Bastrop. The city’s increasing population has proven that the number of fields at these parks is far below the necessary number to support youths’ participation in league programs and Bastrop’s numerous club teams for soccer, football, baseball, and softball.

Within 25 miles of Bastrop, many of the athletic facilities are managed by various cities’ parks and recreation departments including Smithville Recreation Center, East Metropolitan Park, and Martin Luther King Community Park.

The local market is currently underserved in indoor and outdoor multipurpose fields and courts. Aside from those located within local schools, no additional court facilities exist in the immediate Bastrop area.

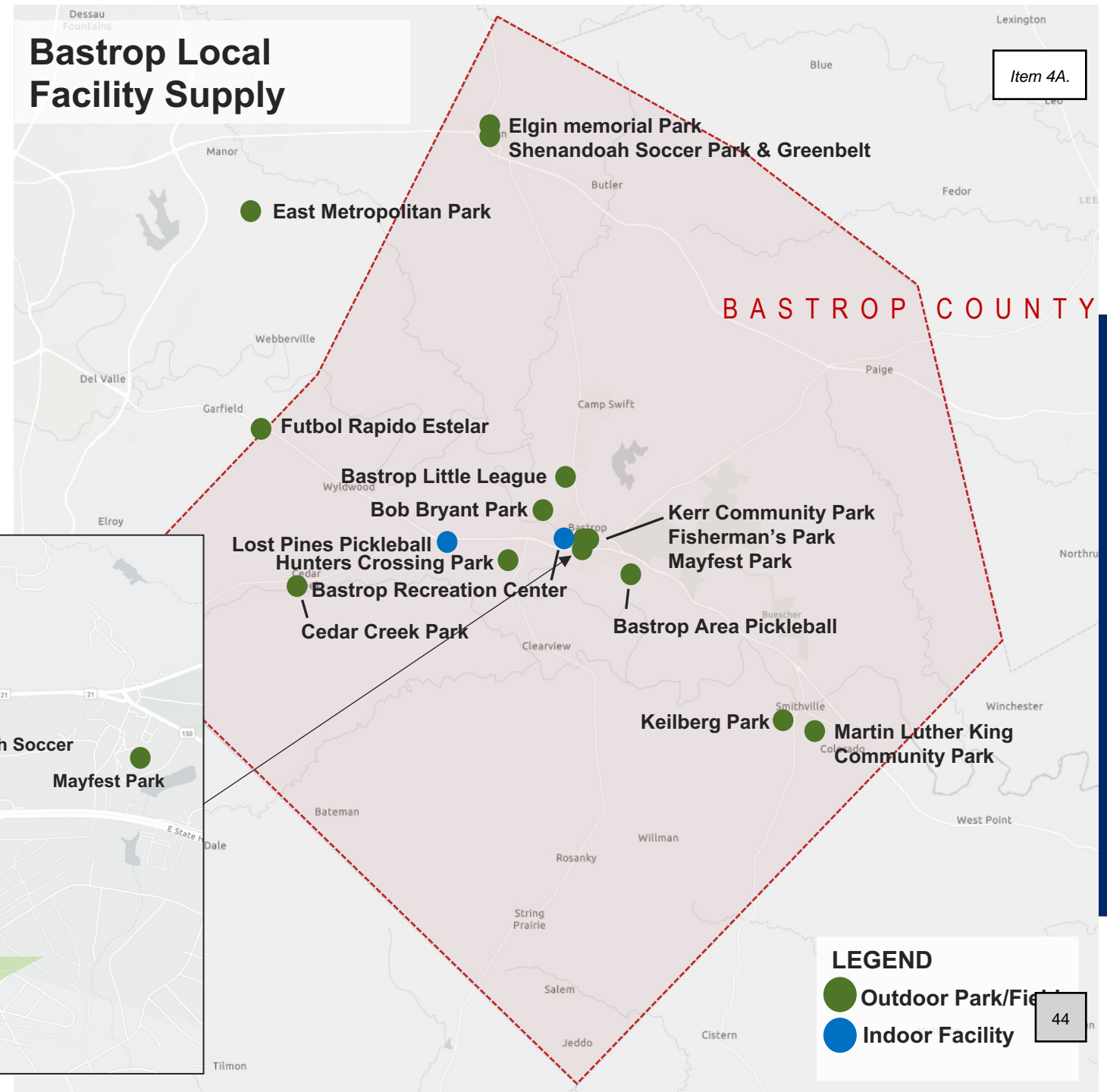
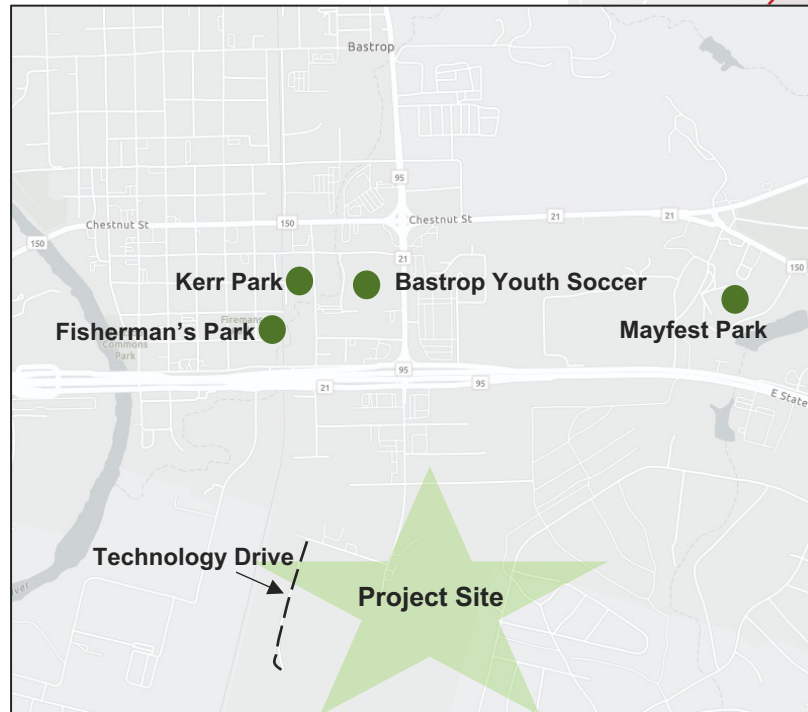
Legend					Bastrop, TX - Local Youth Sports Facility Supply																
Indoor Facility					Facility Name	Miles from Project Site	2023 Visits	2023 Visitors	% of Visits over 100 Miles	Basketball Courts	Volleyball Courts	Tennis Courts	Swimming Lanes	Soccer Fields	Diamonds	Rodeo Arena	Pickleball Courts				
Outdoor Facility/Park																					
Indoor/Outdoor Facility																					
					Kerr Community Park	1.5	N/A	N/A	N/A	1	-	-	-	-	-	-	-				
					Bastrop Recreation Center*	2.0	14,100	4,900	4.0%	-	-	-	-	-	-	-	-				
					Fisherman's Park	2.4	53,600	15,700	5.9%	2	1	1	-	1	-	-	-				
					Mayfest Park	2.6	12,900	9,100	11.5%	-	-	-	-	-	-	1	-				
					Bastrop Area Pickleball Association	2.6	23,600	5,900	2.0%	-	-	2	-	-	-	-	10				
					Bastrop Little League	2.9	58,100	8,200	1.4%	-	-	-	-	-	6	-	-				
					Bob Bryant Park	3.7	47,200	15,600	6.6%	1	1	1	-	1	-	-	-				
					Hunter's Crossing Park	4.3	17,100	5,700	9.3%	1	-	-	1	1	1	-	-				
					Lost Pines Pickleball	6.8	N/A	N/A	N/A	-	-	-	-	-	-	-	7				
					Smithville Recreation Center	12.7	16,700	5,500	1.8%	1	-	-	-	-	-	-	-				
					Cedar Creek Park	13.5	5,000	2,000	7.6%	-	-	-	-	3	2	-	-				
					Keilberg Park	13.9	4,600	1,000	0.8%	-	-	-	-	-	2	-	-				
					Martin Luther King Community Park	14.7	23,600	5,100	2.2%	-	-	3	-	-	3	-	-				
					Futbol Rapido Estelar	16.7	32,500	3,900	1.2%	-	-	-	-	5	-	-	-				
					Elgin Memorial Park	19.5	32,200	12,500	5.3%	1	2	1	-	-	1	-	-				
					Shenandoah Soccer Park & Greenbelt	20.7	26,400	6,300	2.4%	-	-	-	-	6	-	-	-				
					East Metropolitan Park	24.5	170,100	60,900	3.3%	-	-	-	3	7	7	-	-				
					Total					7	4	8	4	24	22	1	17				
					<i>*N/A" denotes insufficient visitation that is too small to be measured</i>																
					<i>*No courts listed, only a fitness center</i>																
					Source: Various																

Local Sports Facility Map

Sports facilities in the Bastrop area market are limited and spread out. Due to a lack of large indoor or outdoor facilities in Bastrop, major tournaments that could boost sports tourism are currently absent. The following sections provide an analysis of the area's most relevant facilities.

Bastrop Local Facility Supply

Item 4A.



LEGEND

- Outdoor Park/Facility
- Indoor Facility

Relevant Local Facility Supply

Bob Bryant Park



47,200 2023 Visits/9.3% 100+ Miles

Bob Bryant Park is one of Bastrop’s largest community parks at nearly 23 acres. The facility was dedicated in 2004 in partnership with TreeFolks.

Amenities: Pavilion, Fishing Pier, Picnic Tables, Sand Volleyball Court, Tennis Court, Multipurpose Field, Playground, Basketball Court, and Disc Golf Course

Fisherman’s Park



53,600 2023 Visits/5.9% 100+ Miles

Fisherman’s Park is a 20-acre park and is part of the LCRA Colorado River Trail and Texas Parks & Wildlife Department. The park is a starting point for the El Camino Real Paddling Trail and Hune Hill Pape Riverwalk Trail that connects to Ferry Park.

Amenities: Pavilion, Playground, Boat Ramp, Fishing Pier, Picnic Tables, Sand Volleyball, Basketball Court, Tennis Court, Multipurpose Field, Wheeled Sports Plaza, and Splash Pad

Lost Pines Pickleball



N/A 2023 Visits/N/A 100+ Miles

Lost Pines Pickleball is a location to play pickleball both inside and out. The facility consists of 13 total concrete courts, four outdoors and nine indoors. Reservations are available and a one-time fee is required to play.

Amenities: Food, Restrooms, Pro Shop/Equipment Store, and Trainers/Lessons

Interviews & Feedback

Bastrop Parks and Recreation/Bastrop Chamber of Commerce



Hunden interviewed local stakeholders in the Bastrop community to better understand the supply and demand for youth sports facilities within the market. The following key implications were drawn:

- Existing facilities are often repurposed for multiple activities (e.g., flag football using baseball outfields), primarily due to a lack of dedicated and lighted fields. Local youth soccer fields are owned by the school district and are poorly maintained, primarily consisting of dirt fields.
- **Existing parks with multipurpose fields have been heavily used in recent years, indicating strong community demand for recreational space.** A high demand exists for both indoor and outdoor facilities, with no indoor volleyball courts and limited gymnasium access.
- **Many residents travel to nearby cities like Eldon, Smithville, and Austin to access better-equipped indoor recreation centers and sports facilities.** Families with financial means can send children to Austin for sports like volleyball, while others without such resources lack access to adequate local facilities.
- Indoor facilities are especially needed, as local gyms (many without air conditioning) are insufficient for community demand. The YMCA closure in 2020 left a gap, and the current recreation center (converted from an old library) is small and primarily used by older adults. There is a misconception about the center's size and offerings, leading to unfulfilled expectations in the community.
- An influx of restaurants and hotels is occurring in the area, with two new branded hotels scheduled to open in 2025. However, the current hotels are often at full capacity, suggesting a demand for more lodging options to support events and tourism.
- The local economy is benefiting from Elon Musk's presence, with several of his companies moving into the area, contributing to a growing population of young professionals and upper-management families—many of whom are raising children or living as empty nesters.

Regional Market Overview

Regional Supply of Youth Sports Facilities

Hunden analyzed the regional competitive set of sports facilities to understand the region’s programming and supply. Their associated court configurations and 2023 visitation data are summarized below.

Relevant Outdoor Sports Facility Supply										
Facility Name	Location	Distance from Project Site (Miles)	2023 Visits	2023 Visitors	% of Visits Over 100 Miles	Diamonds	Fields	Tennis	Basketball	Volleyball
Krieg Athletic Complex	Austin, TX	29.0	256,100	68,300	7.9%	11	-	-	-	-
Onion Creek Soccer Complex	Austin, TX	31.9	119,900	40,100	8.9%	-	10	-	-	-
Westlake Athletic & Community Center	West Lake Hills, TX	36.3	372,700	74,800	2.7%	-	1	-	4.5	9
Taylor Regional Park & Sports Complex	Taylor, TX	37.6	106,600	44,300	16.9%	10	3	-	-	-
Northeast Metropolitan Park	Pflugerville, TX	39.0	664,400	166,200	7.5%	8	18	2	-	-
Old Settlers Park	Round Rock, TX	45.6	627,800	182,400	13.8%	27	7	12	-	-
Round Rock Multipurpose Complex	Round Rock, TX	46.4	639,100	208,900	38.1%	-	10	-	-	-
Town and Country Sports	Austin, TX	47.4	285,400	66,000	4.0%	10	20	-	-	-
Round Rock Sports Center	Round Rock, TX	49.8	406,600	135,100	16.5%	-	-	-	6	12
Legends Event Center	Bryan, TX	75.8	333,900	100,200	18.7%	-	-	-	8	16
Crossroads Recreational Complex	Temple, TX	79.4	222,900	60,500	6.4%	8	8	6	-	-
Alamo City All-Stars Sports Complex	San Antonio, TX	79.5	355,700	100,200	10.9%	-	-	-	4	8
Veterans Park and Athletic Complex	College Station, TX	80.3	573,300	162,000	19.6%	5	11	-	-	-
Mission Concepcion Sports Complex	San Antonio, TX	97.3	322,800	102,500	13.8%	7	1	-	6	12
FAST Complex	Houston, TX	118.0	238,700	66,700	9.0%	-	-	-	-	8
Average/Total		59.6	368,393	105,213	13.0%	86	89	20	29	65

Source: Placer.ai & Various Sources



Round Rock, Texas

Location: Round Rock, Texas

Owner: City of Round Rock

Operator: City of Round Rock, SFM

The City of Round Rock has two premier sports complexes which are outlined below. Each of the facilities is within a ten-minute drive of one another:

- **Round Rock Sports Center:** 6 basketball/12 volleyball
- **Round Rock Multipurpose Complex & Old Settlers Park:** 10 soccer, 5 artificial (1 championship), 5 grass (1 championship), 25 diamonds (20 baseball, 5 softball)

Funding: In 2008, the City of Round Rock funded an \$18.2-million renovation and expansion of Old Settlers Park, which sparked the city's campaign as the "Sports Capital of Texas."

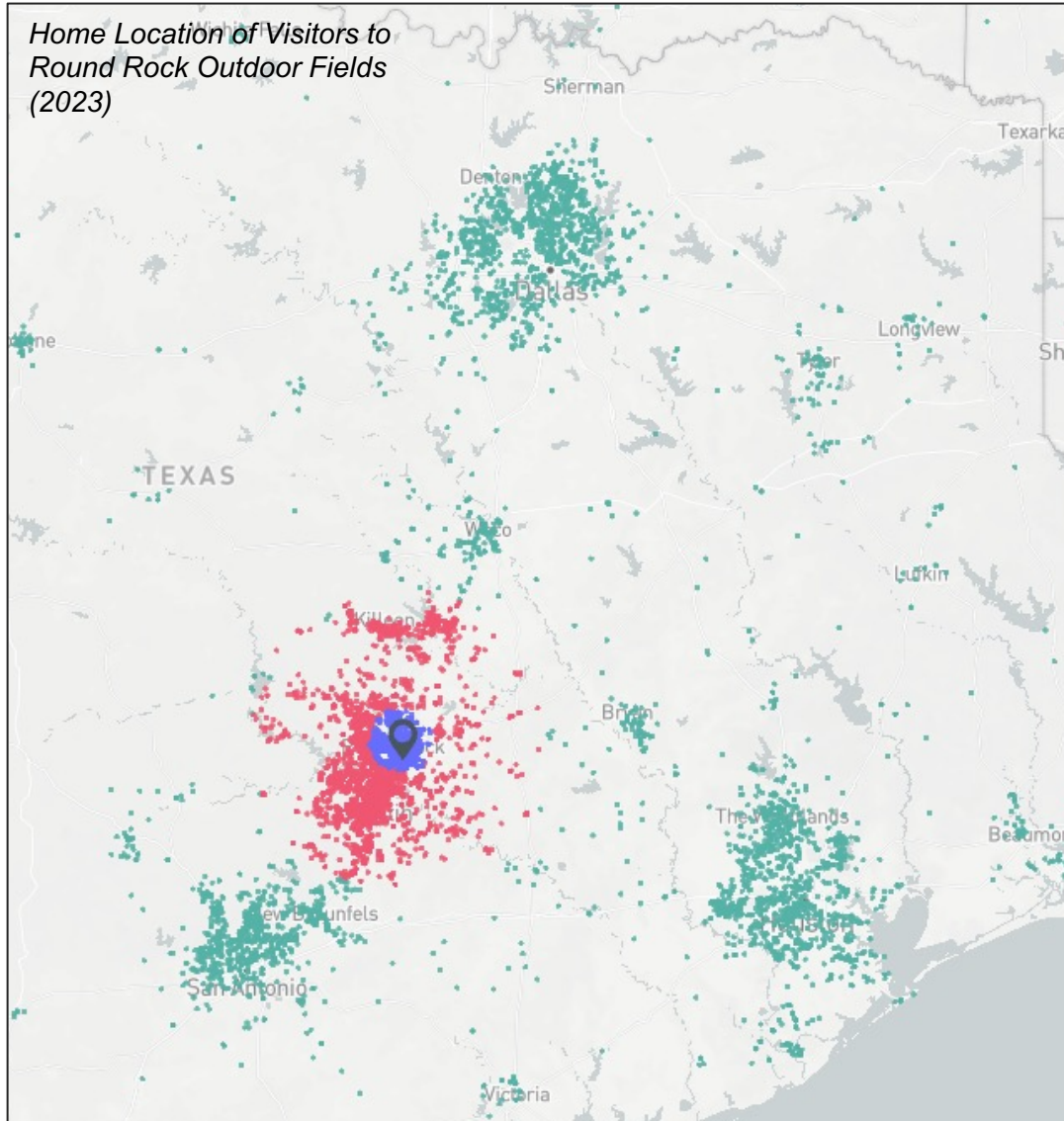
In 2012, the City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are paid back using a two-percent increase to the city's Hotel Occupancy Tax, and the remaining cost of the facility was covered by the City's general fund.

In 2017, Old Settlers Park underwent a 6-acre, \$27-million expansion project that added the Round Rock Multipurpose Complex.



Round Rock Outdoor Fields 2023 Visitation

Home Location of Visitors to Round Rock Outdoor Fields (2023)



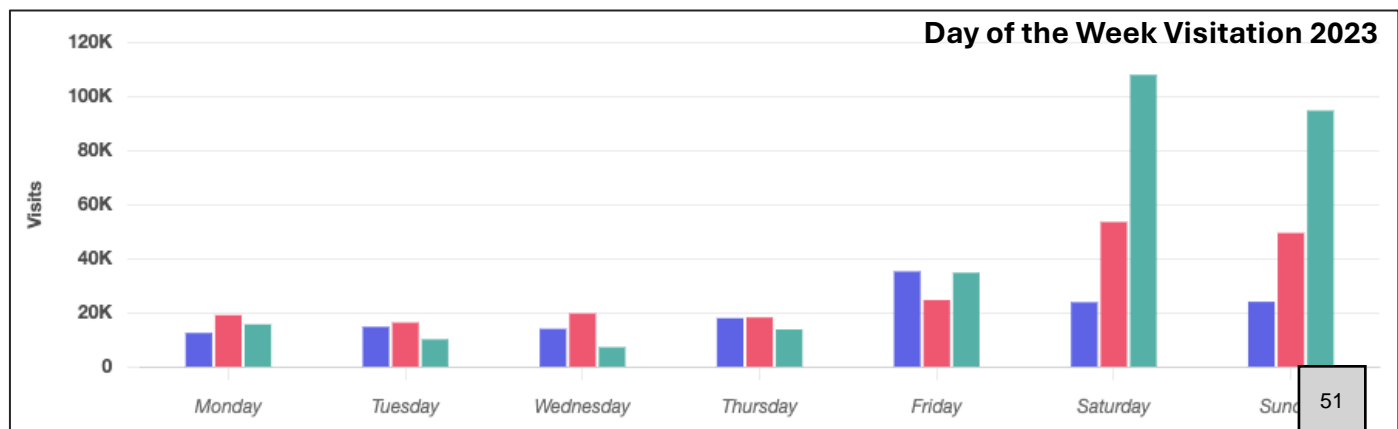
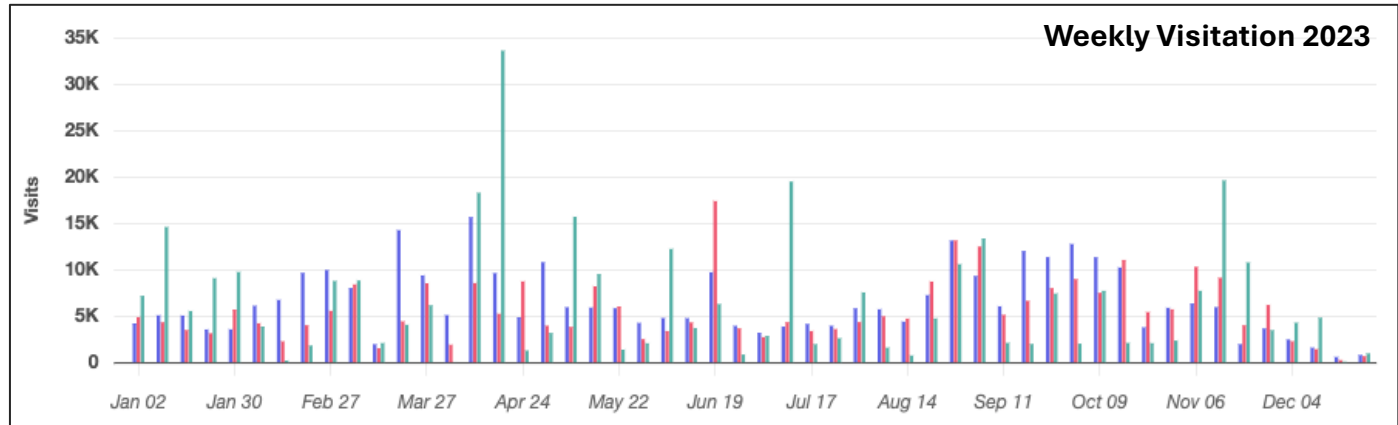
Item 4A.

Round Rock Multipurpose Complex & Old Settler's Park - Round Rock, TX

January 1, 2023 - December 31, 2023

Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Visitors		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Visitors	Percent of Total Visitors	
Locals - Within 10 miles	339,400	34.7%	50,900	18.5%	6.67
Regional Distance - Over 10 miles & Less Than 50 miles	297,100	30.4%	77,800	28.3%	3.82
Long Distance - Over 50+ miles	340,900	34.9%	146,500	53.2%	2.33
Total Visits	977,400	100.0%	275,200	100.0%	3.55

Source: Placer.ai



51

Legends Event Center

Location: Bryan, TX

Opened: 2022

Cost: \$41 million

Owner: City of Bryan

Operator: The Sports Facilities Companies

Sports Features:

- 120,000-square-foot facility
- 8 basketball courts/16 volleyball courts
- Turf area for special programming
- 4 outdoor sand volleyball courts

Additional Amenities:

- Meeting/party rooms
- Food court/concessions with kitchen for catering companies
- Outdoor patio



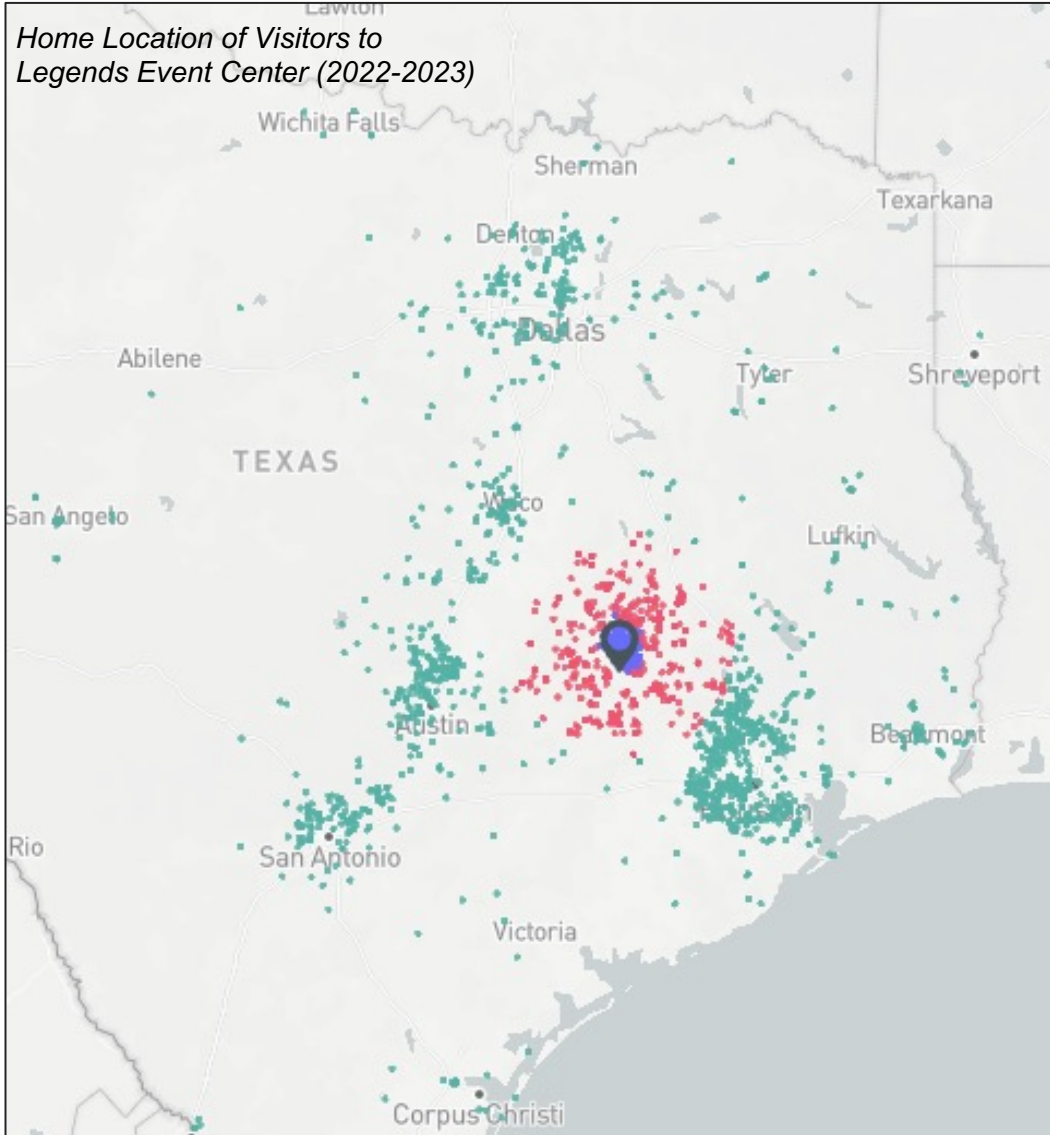
Item 4A.



52

Legends Event Center 2023 Visitation

Home Location of Visitors to Legends Event Center (2022-2023)



Legends Event Center - Bryan, TX

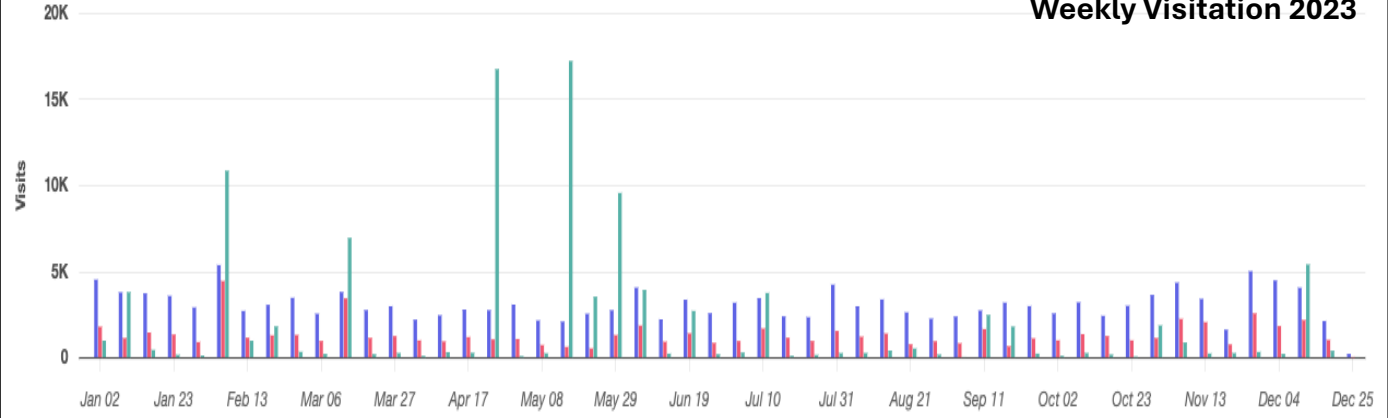
January 1, 2023 - December 31, 2023

Item 4A.

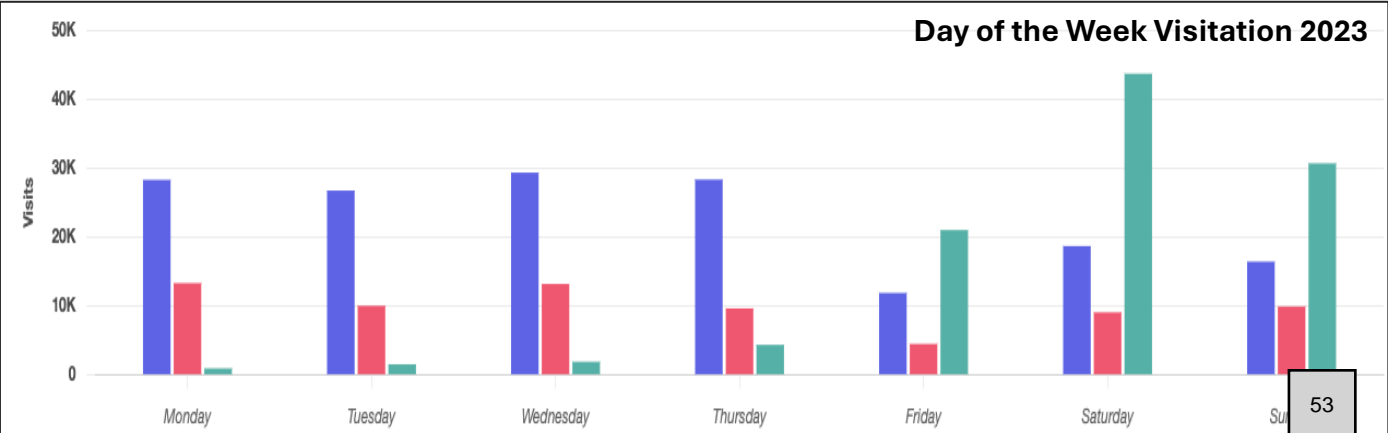
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 10 miles	140,500	46.4%	28,700	30.5%	4.90
Regional Distance - Over 10 miles & Less Than 50 miles	57,200	18.9%	10,500	11.1%	5.45
Long Distance only - Over 50+ miles	104,800	34.6%	55,000	58.4%	1.91
Total Visits	302,500	100.0%	94,200	100.0%	3.21

Source: Placer.ai

Weekly Visitation 2023



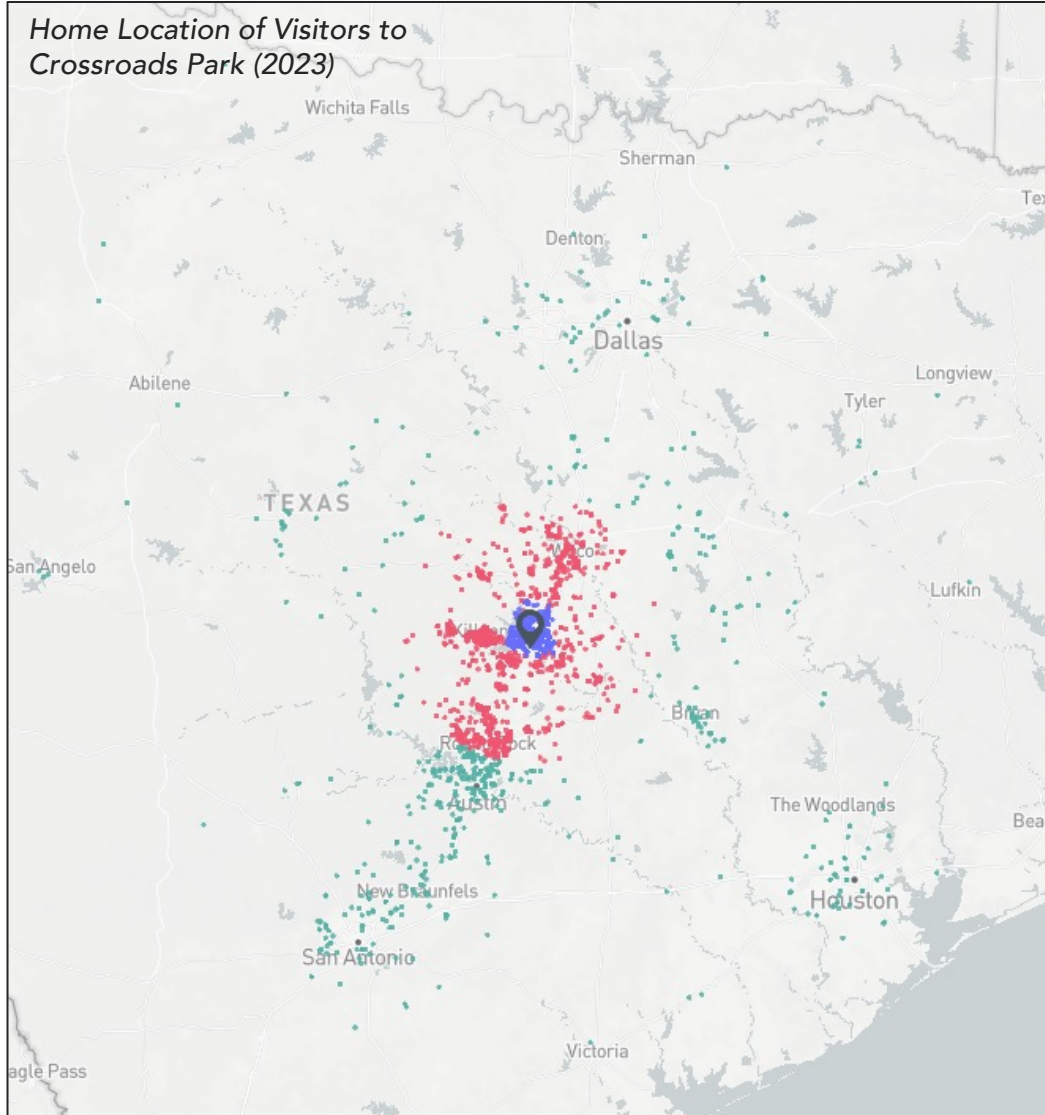
Day of the Week Visitation 2023



53

Crossroads Park Visitation

Home Location of Visitors to Crossroads Park (2023)



Crossroads Park - Temple, TX

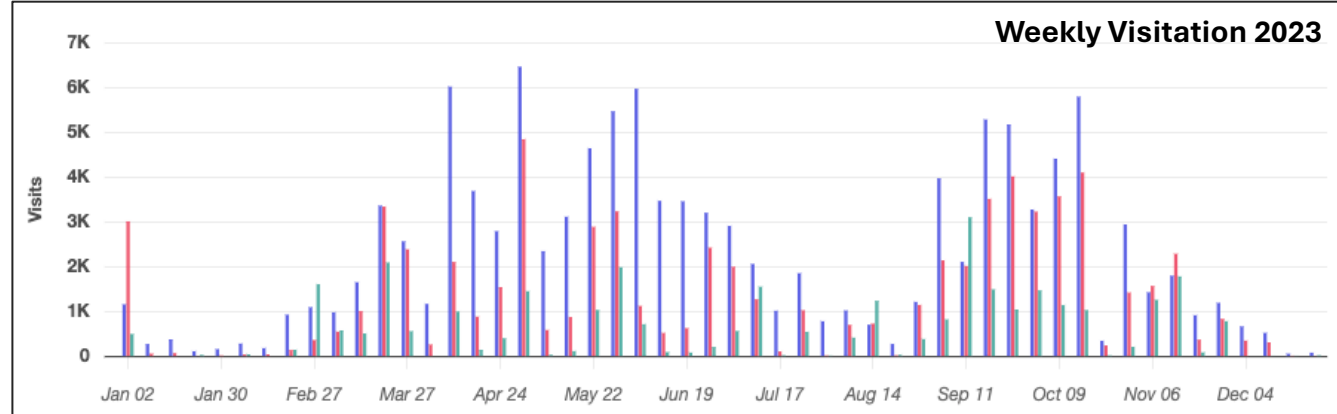
Item 4A.

January 1, 2023 - December 31, 2023

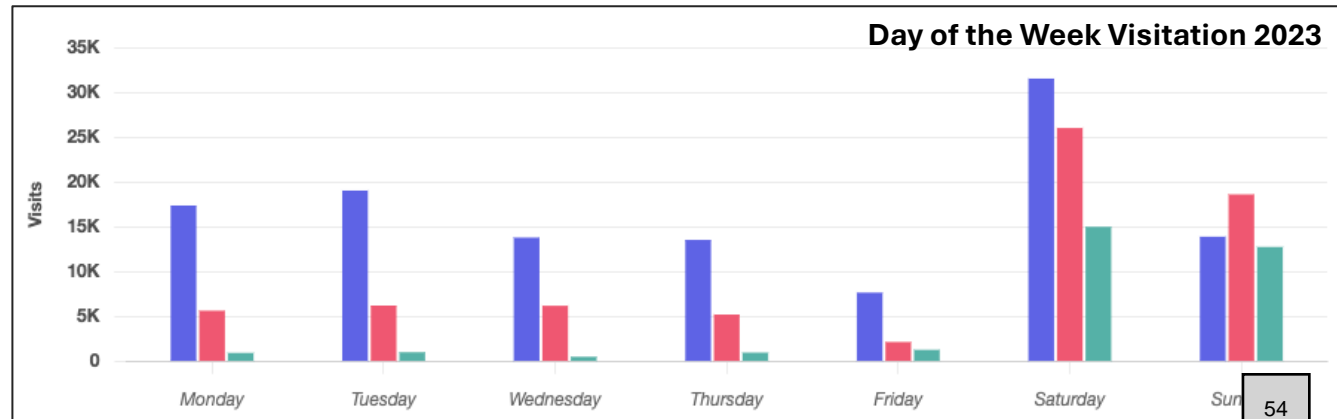
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Customers		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Customers	Percent of Total Customers	
Locals - Within 10 miles	117,100	53.2%	18,800	31.6%	6.23
Regional Distance - Over 10 miles & Less Than 50 miles	70,300	31.9%	24,000	40.3%	2.93
Long Distance only - Over 50+ miles	32,800	14.9%	16,700	28.1%	1.96
Total Visits	220,200	100.0%	59,500	100.0%	3.70

Source: Placer.ai

Weekly Visitation 2023



Day of the Week Visitation 2023

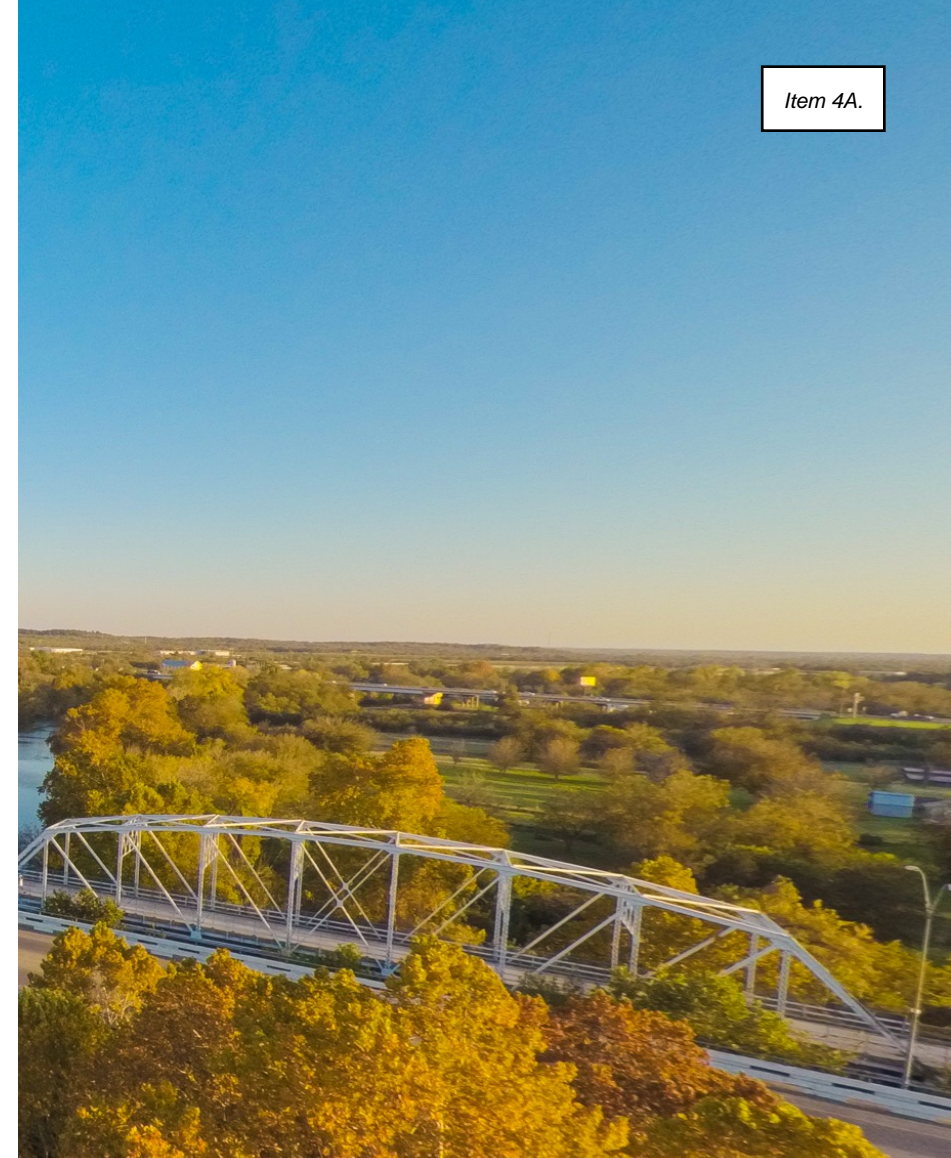


Implications

Local Market: There is a **shortage of indoor multi-court facilities, as well as an insufficient supply of sports fields in the local area.** Local clubs and teams have to travel and utilize facilities in Austin and Dallas for practices and games.

Regional Market: Although the supply of sports complexes in the Texas market continues to increase, **a gap exists of non-club owned and managed indoor facilities within the broader Austin area.** Round Rock Sports Center and Legends are two major facilities in the region that attract tourism and visitors from all around the county. These facilities are less than 90 minutes from Bastrop.

With development of the Project, Bastrop will have the adequate supply in a favorable regional location to capture regional sporting event demand currently held elsewhere in Texas, assist in growing the size of events currently held in the greater Austin area, and have an opportunity to create net new sporting events in the region.



04

Industry Trends & Tournament Opportunity Analysis



National Trends

National Trends: Texas Youth Sports Success

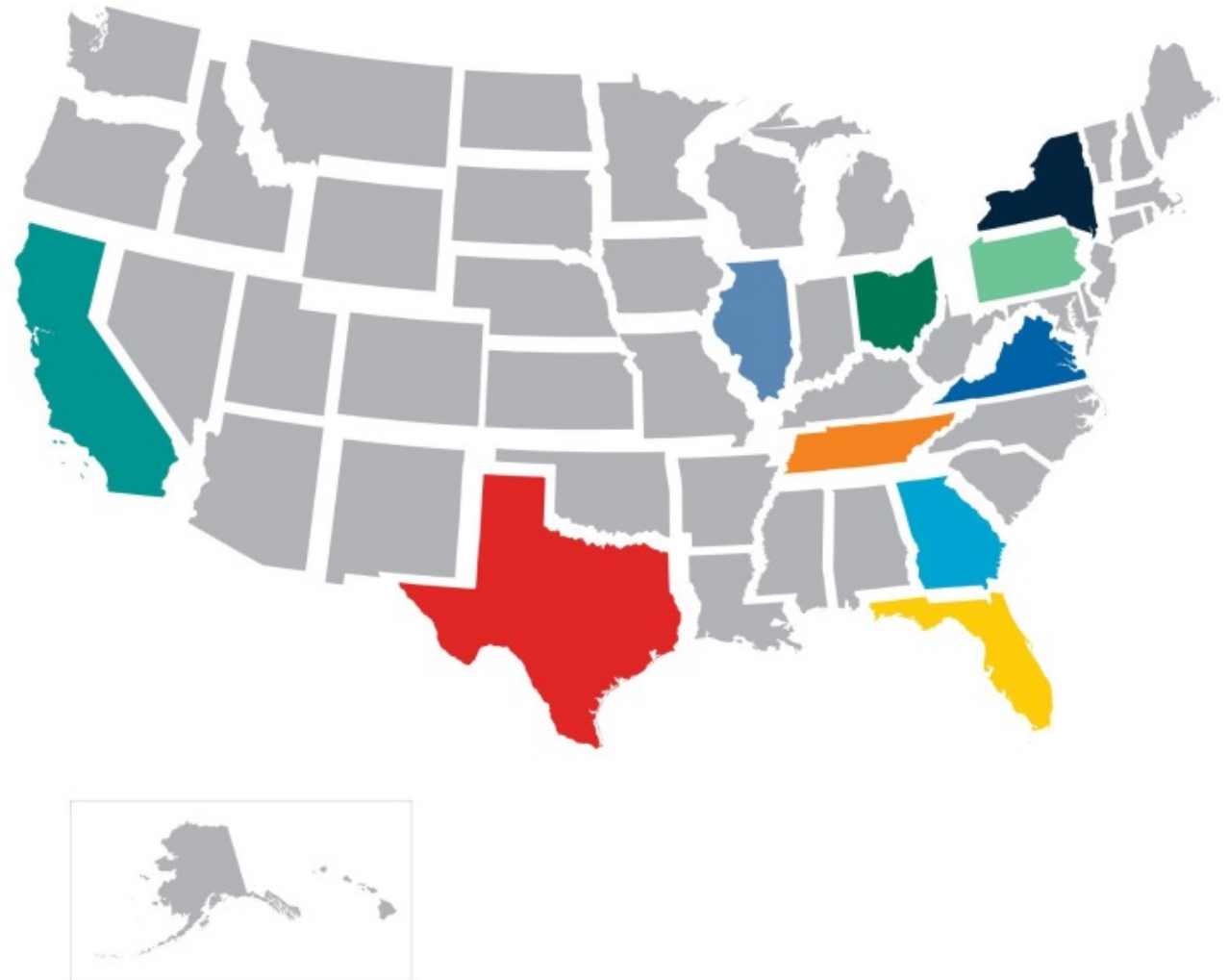
In 2023, SportsETA, the leading trade association for the sports tourism industry, ranked Texas second leading state in the country for economic impact generated by sports tourism.

Some states generate a larger share of impact given size, seasonality, location, and infrastructure. Sports tourism marketing funds and initiatives such as bid fees and local grants also influence state performance.

Texas and Florida both benefit from state-level funding and grants to help destination marketing organizations attract and/or operate sporting events.

Data provided by sports tourism industry stakeholders and economic data were used in the ranking process.

1. Florida
2. Texas
3. California
4. Pennsylvania
5. Illinois
6. Ohio
7. New York
8. Tennessee
9. Georgia
10. Virginia



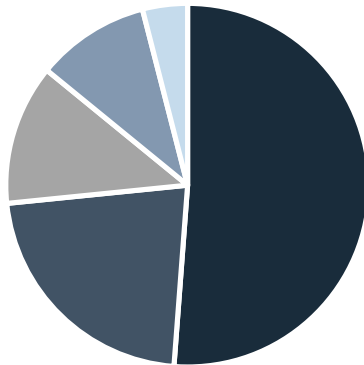
National Trends: Regional Spending & Events

EVENTS AND SPENDING BY REGION

In addition to studying overall increases in activity, research from the Sports Events & Tourism Association (Sports ETA) breaks down youth and amateur sports tourism spending by region to demonstrate where activity has occurred.

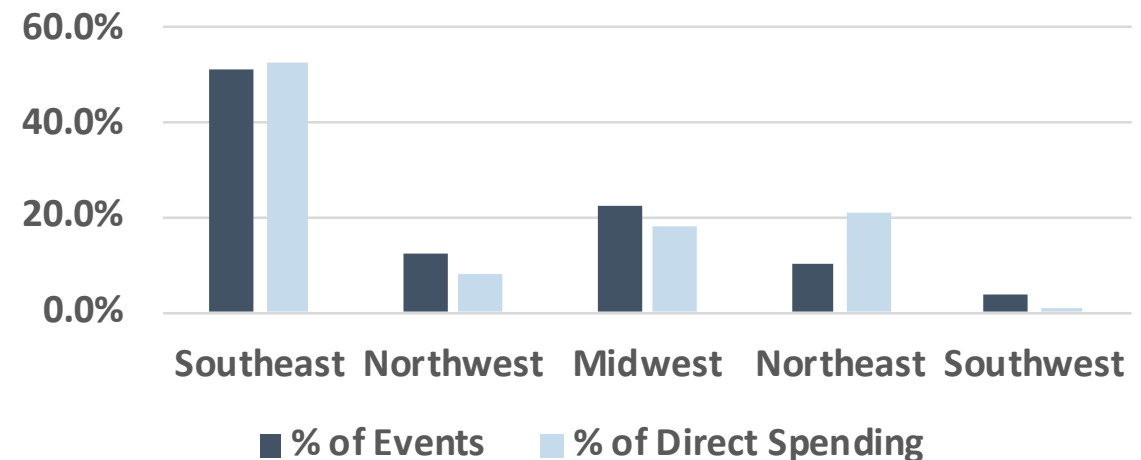
The chart on the left shows the distribution of events across five regions of the United States. The chart on the right demonstrates the percent of events and direct spending occurring in each region of the United States.

EVENTS BY REGION



- Southeast
- Midwest
- Northeast
- Northwest
- Southwest

% of Events vs. % of Direct Spending



Sports Tourism Industry Spending

In 2023, Sports ETA reported that \$52.2 billion were spent within the sports tourism industry across the United States.

The adjacent table shows a breakdown of the \$52.2 billion that Americans spent in 2023. The majority of spending within sports tourism occurred in transportation spending and lodging spending.

This data shows the importance of having proximate lodging, retail/restaurant, and entertainment options to increase spending and impacts in a region or municipality.

Spending Breakdown of Sports-Related Travel (2023)

Spending Type	Spending Total (billions)	Percent of Total
Transportation	\$13.50	26%
Lodging & Accommodations	\$10.90	21%
Food, Beverage, and Dining	\$9.70	19%
Recreation/Entertainment	\$6.90	13%
Retail	\$6.50	12%
Tournament Operations	\$4.70	9%
Total Spending	\$52.20	100%

Source: Sports ETA

Interviews & Feedback

Youth Basketball Association (YBOA)



Hunden interviewed YBOA to better understand the supply and demand for indoor courts and overall competitiveness within the central Texas market. The following key implications were drawn:

- The Ark Sports Center, owned by the interviewee, is utilized daily for practices, local rentals, and tournaments. Despite having two NBA-sized courts, **he regularly has to turn teams away due to the high demand.** The Ark Sports Center currently has two courts but plans to expand to four or ideally six courts. He feels that four courts would comfortably fit his needs, **while six courts would offer more flexibility and ease.** The facility is used not just for his own events but also by other teams and local programs for practices and rentals, indicating the facility's central role in the local basketball community.
- Texas, especially the Metroplex (Dallas-Fort Worth area), exhibits a booming demand for basketball facilities, but Dallas is well-supplied. **Houston, Austin, and San Antonio, however, are still underserved and present growth opportunities.** Houston faces high demand for court space, and Austin has a mix of small to mid-sized facilities like the Central Texas Fieldhouse (four courts) and the South Austin Sports Center. Leander, Texas, also has the PAC facility with three courts. **The region overall lacks large, dedicated sports centers that could cater to the rising number of basketball teams.**
- Participants and teams are willing to travel long distances for well-structured events, which is important in making an event successful. For instance, people from Houston may travel up to ten hours for well-organized tournaments.
- **A gap exists in the market for more larger-scale facilities outside of Dallas, particularly in Houston and Austin.**
- The Ark owner is considering an expansion of his operations into other markets beyond Texas as demand for quality sports facilities and tournaments continues to increase.

Interviews & Feedback

Independent Event Planner/USA Volleyball (USAV)



Hunden interviewed an independent event planner in the Texas market for USAV to better understand the supply and demand for indoor courts and overall competitiveness within the central Texas market. The following key implications were drawn:

- The interviewee coordinates 68 events per year, with tournaments held across various locations in Texas, including Dallas, Austin, Longview, Wichita Falls, Waco, and College Station. He works with a partner who **aims for facilities with a benchmark of 12 courts**, although College Station is one of the few locations that exceeds this with 16 courts.
- **Many clubs in Texas own their own facilities, typically in the four- to eight-court range, but standalone, non-club-managed facilities are rare.**
- There are fewer than five facilities in Texas with 12 or more courts, and Round Rock's facility is one of the few examples. However, **larger facilities with more than 12 courts are not necessarily feasible unless there is consistent programming to fill them**, particularly in less densely populated areas.
- **A notable gap exists in the Texas market for stand-alone facilities that sports clubs don't own or operate.** The event planner emphasized **Bastrop as a potential market for such a facility, which could serve Houston and College Station clubs, but the location must be strategically placed to draw traffic.**
- Event timing is crucial to success. For example, a tournament in Round Rock didn't perform well because it coincided with the first weekend of spring break, showing that timing conflicts can hurt participation.
- Marketing is often the determining factor in whether an event succeeds or not. It's important to identify the right location and the target audience to ensure a good turnout. For example, he notes that College Station has a strong local following once teams are there, but they often struggle to attract teams from other areas due to location conflicts (e.g., Austin teams are hesitant to travel to College Station and vice versa).

Interviews & Feedback (Continued)

Independent Event Planner/USA Volleyball (USAV)



- **For volleyball, eight courts is a solid size for a facility**, and six courts is an ideal size for smaller or more modest events. The event planner stresses that a facility larger than eight courts (e.g., 12—6 courts) may be excessive unless there is strong, consistent demand and programming to fill them. **Larger facilities are harder to justify in mid-sized cities or towns, as filling 12 courts Monday–Friday would be challenging without sufficient regional participation.**
- Volleyball, particularly for women, is increasing rapidly in popularity in Texas and has become a premier sport for female athletes in the state. The trend is expected to continue. **This increase in demand creates a need for more quality facilities that can host large-scale tournaments.**
- Bastrop presents an interesting location for a larger volleyball facility, given the city’s central location between Austin and Houston and the accessibility for clubs in College Station. However, the event planner notes that **even with good accessibility, this doesn’t guarantee success unless there is sufficient draw from neighboring clubs and an effective marketing strategy.**
- There is friction between clubs in Austin and College Station, with each city’s clubs not wanting to travel to the other. This dynamic presents both a challenge and an opportunity for a new facility located between them (like in Bastrop), which could serve both markets.
- In terms of competition, the concern isn’t so much a lack of demand but the competition for market share. With clubs owning their own facilities and existing multi-court venues in cities like Round Rock and College Station, it’s critical to carve out a niche with a well-positioned, high-quality facility.
- Several examples of facilities in Rocky Mountain, North Carolina, and Dubuque, Iowa were mentioned as aspirational facilities, which have achieved success despite operating in smaller communities. For these types of facilities, **their success hinged on having the right size and quality of facility, good local demand, and appropriate rental structures.**

Interviews & Feedback

TX Baseball Tournament Operator – Bullpen Ventures



Hunden interviewed a baseball tournament operator in the Texas market to better understand the supply and demand for fields and overall competitiveness within the Texas market. The following key implications were drawn:

- A minimum of six fields is essential, **with 8–12 fields as the optimal range for attracting out-of-state teams.** Fields must be suitable for both local and regional tournaments.
- Texas facilities with 8–12 fields are highly desirable for hosting competitive baseball and softball events.
- The weather in Texas allows year-round programming. Many facilities are booked for local leagues and tournaments nearly every day. **Tournaments typically run Thursdays through Sundays, with a peak of 24–32 teams using 3–4 fields.**
- While many fields are turf, concerns about heat-related issues (like rubber infill) have led to interest in alternatives such as brockFILL (wood pellets). Proper turf management can improve the long-term playability and revenue potential of a facility. **At a minimum, infields should be turfed to improve durability and reduce costs.**
- A facility of 8–12 fields can handle significant demand for both baseball and softball tournaments. Facilities with six baseball and six multipurpose fields can also cater to other sports like soccer, lacrosse, and football simultaneously, enhancing their versatility and revenue potential.
- Successful facilities require proper management. **City or County entities should not attempt to manage complex tournament operations without expertise.** Investing in skilled operators is crucial to ensure a facility’s successful operation. Furthermore, operators should focus on attracting a balanced mix of local and out-of-state teams to maximize usage.
- The availability of nearby hotels, restaurants, and entertainment options is crucial for supporting out-of-town teams. Markets that lack adequate hotel accommodations can drive up prices, which may lead to dissatisfaction among families and coaches.

Interviews & Feedback

USSSA Baseball/Softball



Hunden interviewed USSSA baseball to better understand the supply and demand for fields and overall competitiveness within the Texas market. The following key implications were drawn:

- **A minimum of eight turf diamonds is needed**, with the possibility of having convertible fields that feature movable fences to accommodate different age groups and event types.
- While Round Rock, Texas, has a good facility, its current usage is high, and **there is limited availability for new user groups. San Antonio faces a shortage of sports facilities, which creates an opportunity to meet the growing demand for events in the region.** Bastrop has a more accessible location than Round Rock for many teams and event organizers.
- The need for more turf diamonds suggests a significant increase in demand for baseball and softball facilities, especially for high-quality, tournament-level events. Expanding the number of available fields could help alleviate overcrowding at current venues like Round Rock.
- The lack of supply in San Antonio presents a clear opportunity to fill a gap in the market. Expanding sports infrastructure in the region could help meet the growing demand for youth and adult amateur baseball/softball tournaments, potentially bringing in more visitors and boosting local tourism.
- Building new sports complexes in areas like Bastrop or San Antonio could have significant economic benefits, including increased tourism, job creation, and community development. More events would mean more visitors, who would spend on lodging, dining, and local services.

Interviews & Feedback

Lonestar Soccer Club



Hunden interviewed Lonestar Soccer Club to better understand the supply and demand for fields in the Austin market and overall competitiveness within the state. The following key implications were drawn:

- **The need for additional and higher-quality soccer and sports facilities in Central Texas was emphasized.** There is a shortage of suitable fields for competitive tournaments and league games. While current fields often suffer from poor maintenance and weather-related closures, the demand for more well-maintained, artificial turf fields is high.
- Lonestar, the largest soccer club in the Austin area, currently hosts multiple tournaments each year, but **struggles with the logistical challenge of spreading events across multiple facilities.** With tournaments such as the Austin Labor Day Cup drawing hundreds of teams and requiring multiple locations, **there is a clear demand for a consolidated, high-quality complex.** It was noted that a 26-field facility, similar to what Round Rock is planning, would greatly benefit the club, providing both tournament space and a centralized location for their programming
- While the need for additional fields is apparent, the challenge lies in balancing weekday usage (primarily for training) and weekend demand, especially for tournaments. **Driving demand for weekday events in more distant locations, like Bastrop, would be difficult, but with the right facility, local clubs like Lonestar could help develop and grow the area.** It was also pointed out that although people generally prefer closer facilities for practice, they are willing to travel for larger, more competitive events.
- There is a clear and growing demand for quality, artificial turf fields in Central Texas, particularly for competitive soccer tournaments
- Proximity to hotels, restaurants, and other amenities will be key to driving tournament attendance and ensuring a successful "Stay-to-Play" model.

Interviews & Feedback (*Continued*)

Lonestar Soccer Club



- Investing in a larger, high-quality facility will position the region for long-term success, with Lonestar potentially expanding its operations and player base in surrounding areas. However, **any such development would require a ramp-up period, particularly for weekday usage, and must be carefully planned to meet both short-term and long-term needs.**
- The need for a competitive, large-scale facility is amplified by the fact that top-level teams often have to travel out of the region to places like Bradenton, Florida, or Dallas due to the lack of sufficient, high-quality fields in Central Texas. A well-executed complex in the Austin area could attract a share of this market and reduce out-of-region travel, benefiting both local sports organizations and the broader economy.

Interviews & Feedback

USA Pickleball



Conversations with representatives from USA Pickleball indicated the following:

- The sports and fitness association has estimated total pickleball participation at 3.1 million in the United States.
- USAPA membership is up to roughly 30,000 (from 4,000 in 2013).
- The USAPA sanctions 120 – 130 tournaments per year.
- The USAPA National Championships have historically been held in Arizona but are moving to the Indian Wells Tennis Garden in California – it is unlikely that the national championships will move due to their new deal with Indian Wells.
- Roughly 18 – 24 pickleball courts are desired for regional events.
- The opportunity exists to capture the Southeast market for sanctioned indoor events during the winter and shoulder seasons. Required support amenities include:
 - Restrooms, check-in/bag area
 - Food & beverage options, water stations
 - Space for vendors and sponsors

Interview Summary

Hunden interviewed multiple tournament operators familiar with the Austin and Central Texas market for both indoor and outdoor sports to better understand the supply and demand and overall competitiveness within the market. The following key implications were drawn:

Indoor/Basketball

- Texas, especially the Metroplex (Dallas-Fort Worth area), has a booming demand for basketball facilities, but Dallas itself is well-supplied. Houston, Austin, and San Antonio, however, are still underserved and present growth opportunities.
- The region overall lacks large, dedicated sports centers that could cater to the rising number of basketball teams.
- Participants and teams are willing to travel long distances for well-structured events, which is important in making an event successful.
- There is a gap in the market for more larger-scale facilities outside of Dallas, particularly in Houston and Austin.
- Demand for quality sports facilities and tournaments continues to grow.

Indoor/Volleyball

- Event planners aim for facilities with a benchmark of 12 courts.
- Many clubs in Texas own their own facilities, typically in the 4-8 court range, but standalone, non-club-managed facilities are rare.
- There are fewer than 5 facilities in Texas with 12 or more courts, and Round Rock's facility is one of the few examples. However, it was noted that larger facilities with over 12 courts are not necessarily feasible unless there is consistent programming to fill them
- There is a notable gap in the Texas market for stand-alone facilities that aren't owned or operated by sports clubs.
- For volleyball, 8 courts is a solid size for a facility, with 6 courts being ideal for smaller or more modest events.
- Larger facilities are harder to justify in mid-sized cities or towns, as filling 12 courts every weekday (Monday-Friday) would be challenging without sufficient regional participation.

Outdoor/Baseball

- A minimum of six fields is essential, with 8–12 fields as the optimal range for attracting out-of-state teams.
- Tournaments typically run Thursdays through Sundays, with a peak of 24–32 teams using 3–4 fields
- Proper turf management can improve the long-term playability and revenue potential of a facility. At a minimum, infields should be turfed to improve durability and reduce costs
- Successful facilities require proper management. City or County entities should not attempt to manage complex tournament operations without expertise
- While Round Rock, Texas, has a good facility, its current usage is high, and there is limited availability for new user groups. San Antonio faces a shortage of sports facilities, which creates an opportunity to meet the growing demand for events in the region.

Outdoor/Soccer

- The need for additional and higher-quality soccer and sports facilities in Central Texas was emphasized. There is a shortage of suitable fields for competitive tournaments and league games
- There is a clear demand for a consolidated, high-quality complex
- Driving demand for weekday events in more distant locations, like Bastrop, would be difficult, but with the right facility, local clubs like Lonestar could help develop and grow the area.
- Proximity to hotels, restaurants, and other amenities will be key to driving tournament attendance and ensuring a successful "Stay-to-Play" model
- Any such development would require a ramp-up period, particularly for weekday usage, and must be carefully planned to meet both short-term and long-term needs

Operations & Governance

What Is the Industry Doing?

- **Cities are moving to independent entities (boards, authorities, Local Government Corporations, etc.) to own and sustain their major event facilities**
 - This move to an independent model occurs especially as facilities become larger and more important to the local economy
- **Cities are moving to private, contracted management, regardless of ownership**
 - A move to private management means more accountability, ability to hire/fire, and a focus on key performance indicators (KPIs), such as revenue, expense, room nights, customer service, and others
- **Focus on efficiency of structure and process**
 - As cities have worked to treat sports complexes like the competitive businesses that they are, coordination among the sales organization, facilities, and hotels is critical
- **Ensures that the governance board/structure/funding is solid**
 - Most strong structures include appointments to their boards from people who know the hospitality and event industry and can ask the right questions of management and contractors

Local/Public Management

PROS

- Long-term employees
- No management fees
- Can focus on priorities beyond profit
- Consistency

CONS

- Lack of experience results in less effective operations
- Employees do not have an incentive structure to inspire and motivate exceptional service; tough to attract aggressive, proactive employees
- Some employees just “put in their time”
- Bureaucracy and red tape can cause delays
- Political pressures
- Duplication of efforts among facilities

Contracted Private Management

PROS

- Access to talent across their network, vendor relationships, etc.
- Competition drives improvement
- Incentives can spur high performance
- Experienced staff members understand how to maximize revenue and minimize expenses
- Can separate the main organization/ City from tough decisions (personnel, payroll, etc.)

CONS

- Learning curve as new staff members join a facility
- Increased management fees, though these should be tied to improved performance metrics

05

Support Amenities Analysis

Hotel Market Analysis

Bastrop Lodging Summary

The table on the top right identifies the 50 closest hotels, all within 25 miles of the Project site. The supply totals 4,202 rooms, and the hotels' average age is 23. The properties mainly consist of Upper Midscale and Upper Upscale hotels, making up 27 and 18 percent, respectively.

The table on the bottom right outlines the 12 closest hotels to the Project site, sorted by distance. Seven of the closest hotels are part of the hotel cluster less than two miles from the Project site. These 12 hotels range from Midscale to Upper Upscale and Independent and are relatively newer in comparison to the rest of the area's hotels.

The two hotel properties under construction will add a total of 225 rooms, making them the largest hotels in the immediate vicinity of the Project site.

Item 4A.

Chainscale	Rooms	% of Total Rooms	Hotels	Rooms per Hotel	Avg Year Open / Renovated	Avg Age (Years)
Luxury	–	–	–	–	–	–
Upper Upscale	752	18%	2	376	Sep-03	21 Years
Upscale	–	–	–	137	Jul-15	09 Years
Upper Midscale	1,133	27%	13	87	Nov-08	16 Years
Midscale	648	15%	8	81	May-11	13 Years
Economy	419	10%	8	52	Oct-99	25 Years
Independent	288	7%	10	29	Jun-70	54 Years
Total/Average	4,202	100%	48	127	Aug-01	23 Years

Source: Smith Travel Research

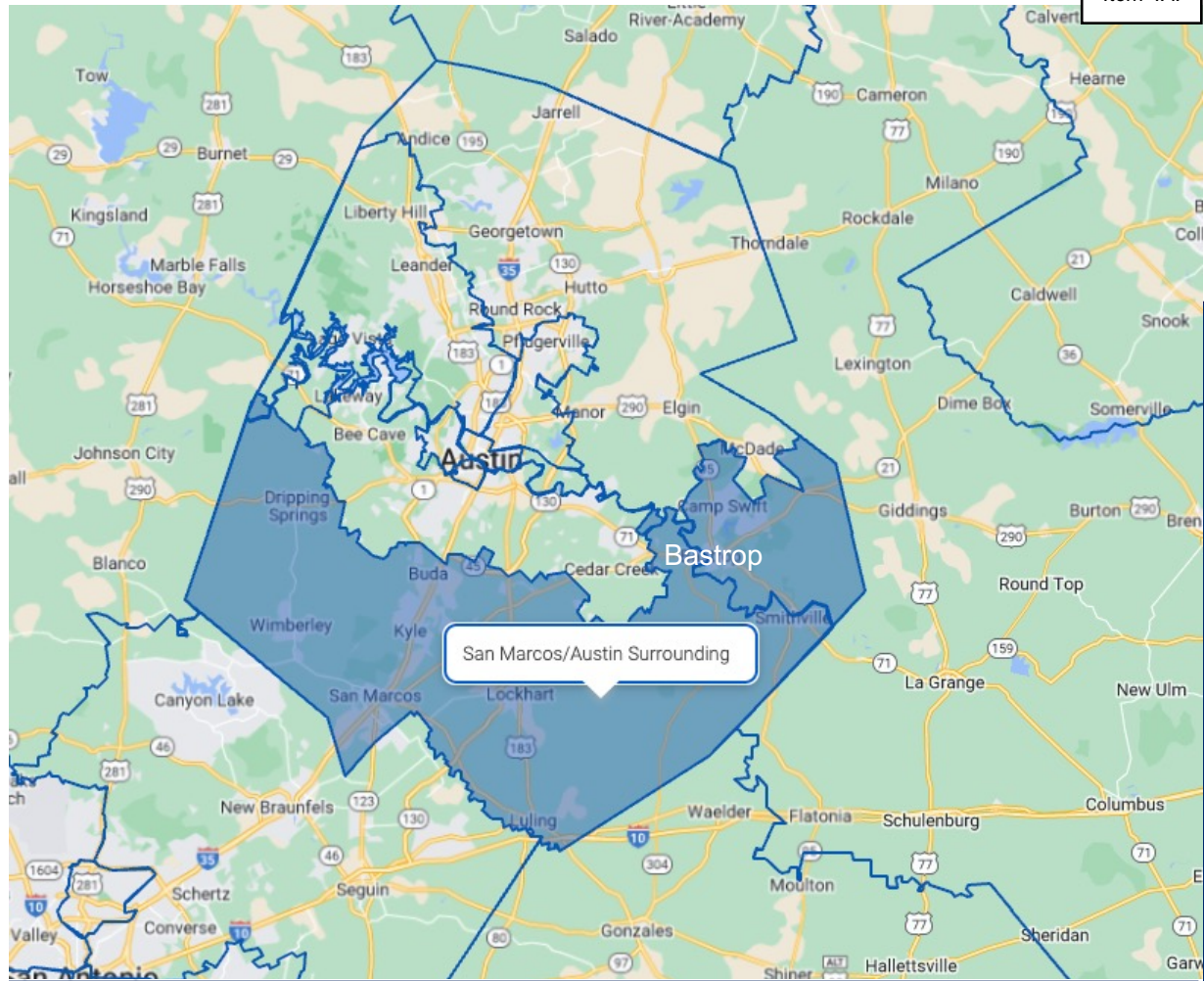
Property Name	Miles from Site (Drive)	Rooms	Scale	Date Opened
Budget Inn	0.8	17	Indep	Jun-60
Tropicana Motel	1.2	30	Indep	Jun-64
Bastrop Inn	1.3	32	Indep	Apr-84
Holiday Inn Express & Suites Bastrop	1.7	56	Upper Mid	May-03
Hampton by Hilton Inn & Suites Bastrop	1.7	89	Upper Mid	Jun-10
Quality Inn Bastrop	1.7	42	Midscale	Feb-98
Everhome Suites Bastrop	1.9	114	Midscale	U/C
Home2 Suites by Hilton Bastrop	2.6	111	Upper Mid	U/C
Lake Bastrop Cabins & Airstreams	3.1	23	Indep	Jun-98
Best Western Bastrop Pines Inn	3.1	60	Midscale	Sep-09
Pine Point Inn & Suites	12.0	34	Indep	Jun-98
Quality Inn & Suites Elgin	16.8	54	Midscale	Aug-21
Average/Total	4.0	662	12 Hotels	Nov-94

**Estimated function space based on capacity*

Source: Smith Travel Research

San Marcos/Austin Surrounding Submarket

- There are 82 hotel properties comprised of 4,700 rooms in the San Marcos/Austin surrounding submarket. Most of the hotels in this submarket are smaller in comparison to other submarkets, containing 57 rooms on average.
- Occupancy in the past 12 months has been 62.8 percent, higher than the historical average, and slightly below the market average of 66.6 percent.
- The 12-month average daily rate (ADR) sits at approximately \$120 and RevPAR has been nearly flat year-over-year as of September 2024.



San Marcos/Austin Surrounding Hospitality

12 Mo Occupancy	12 Mo ADR	12 Mo RevPAR	12 Mo Supply	12 Mo Demand
62.8%	\$120	\$75.40	1.7M	1M

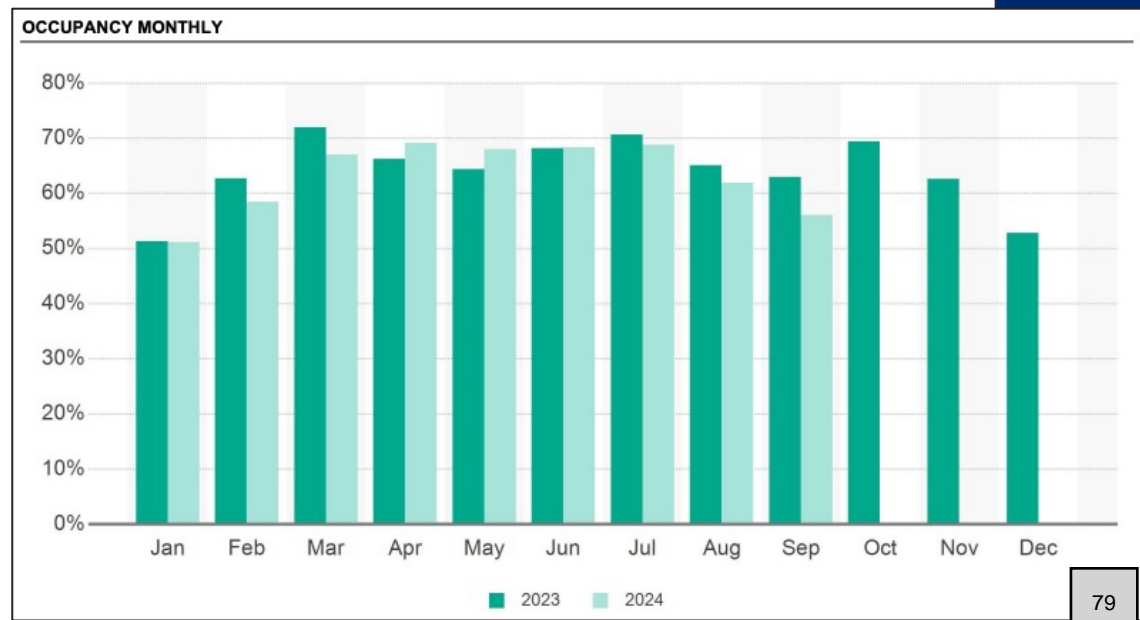
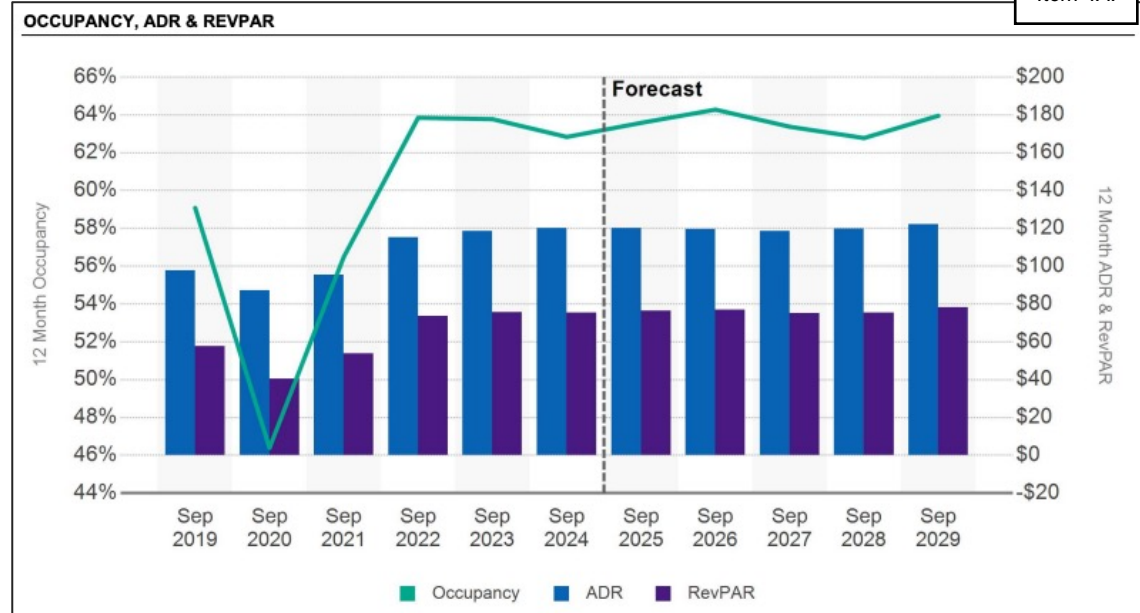
San Marcos/Austin Surrounding Hospitality Submarket

Occupancy is down 2.5 percent, but ADR has increased by 1.2 percent, resulting in a decrease in RevPAR by 0.3 percent year-to-date.

KEY INDICATORS						
Class	Rooms	12 Mo Occ	12 Mo ADR	12 Mo RevPAR	12 Mo Delivered	Under Construction
Luxury & Upper Upscale	476	43.9%	\$205.21	\$90.00	24	0
Upscale & Upper Midscale	2,349	66.7%	\$125.93	\$84.00	0	111
Midscale & Economy	1,852	57.1%	\$87.63	\$50.01	0	114
Total	4,677	62.8%	\$120.00	\$75.40	24	225
Average Trend	Current	3 Mo	YTD	12 Mo	Historical Average	Forecast Average
Occupancy	56.1%	62.3%	63.2%	62.8%	58.6%	63.6%
Occupancy Change	-10.9%	-6.0%	-2.5%	-1.5%	1.2%	0.4%
ADR	\$114.82	\$116.43	\$119.21	\$120.00	\$108.63	\$120.11
ADR Change	-2.1%	0%	1.3%	1.2%	4.2%	0.4%
RevPAR	\$64.40	\$72.55	\$75.39	\$75.40	\$63.68	\$76.38
RevPAR Change	-12.7%	-6.0%	-1.2%	-0.3%	5.5%	0.7%

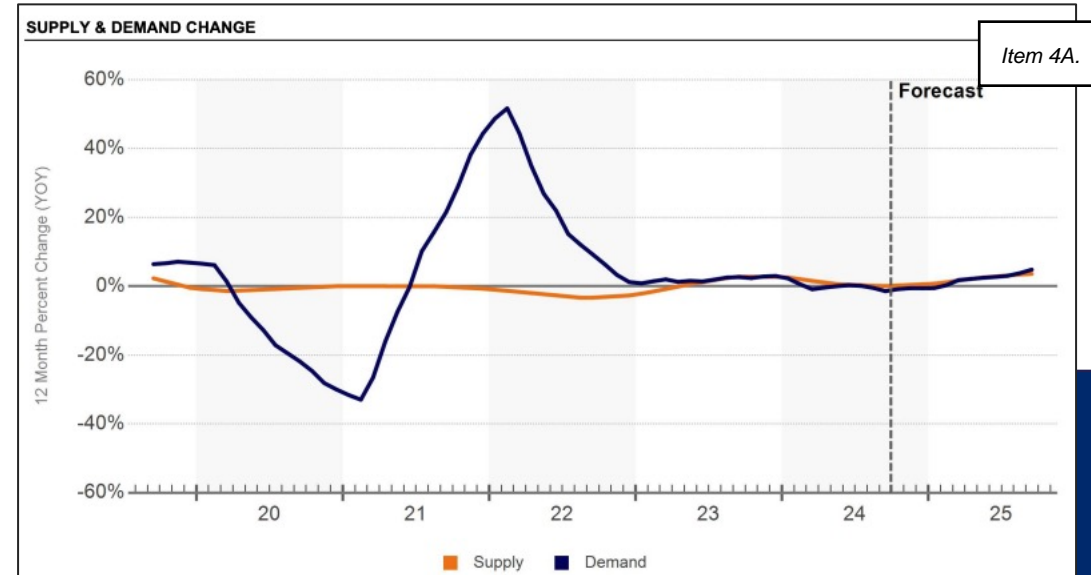
Seasonality & Performance

- Occupancy has rebounded since the onset of Covid-19 but witnessed a slight dip in the past year. It is projected to increase over the next few years with another slight dip in 2028.
- From March through July the highest and consistent occupancy occurred, in both 2023 and 2024, highlighting the popularity of the market in spring and early summer.
- The average daily rates of the hotels are forecasted to stay consistent or slightly increase at a steady rate in the years to come.

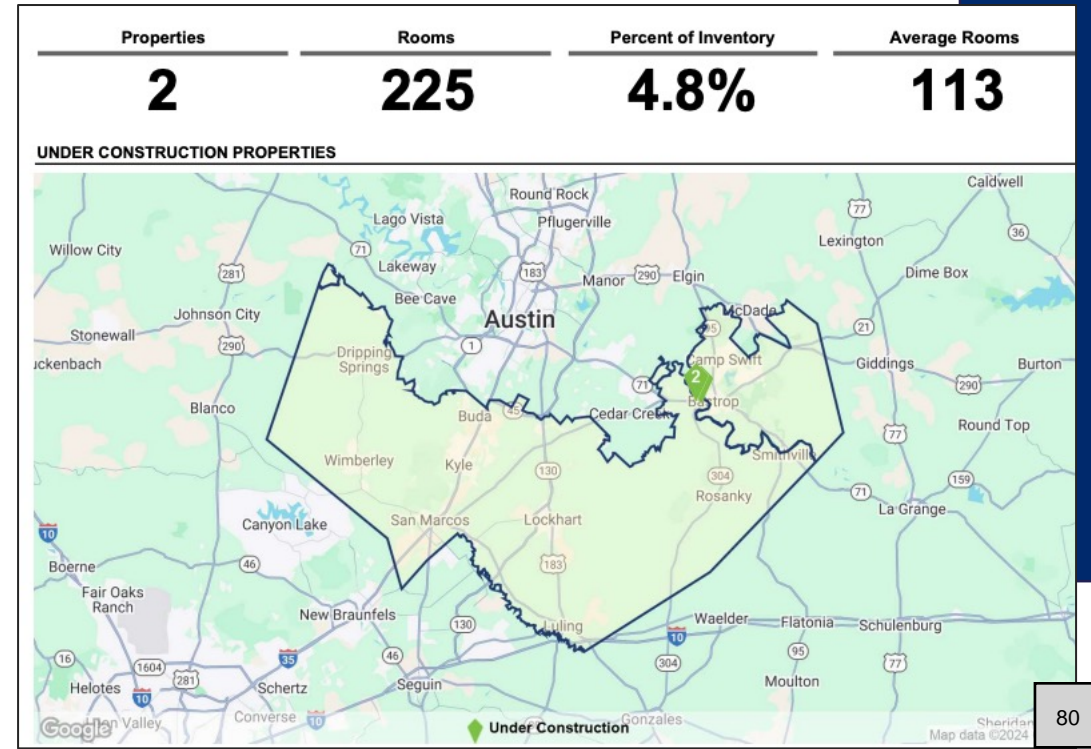


Market Landscape

- **Supply and Demand:** Hotel demand experienced a significant downturn during the pandemic, followed by a sharp recovery in 2022. However, demand has since stabilized. Supply has remained relatively steady in the past few years.
- **Development Pipeline:** Within four miles of the Project site are two proposed hotel properties under construction. The adjacent map details the locations of the hotels in the pipeline.
 - **Home2 Suites by Hilton Bastrop** on SEQ Hwy 71 and TX-304 will be an Upper Midscale hotel that features 111 rooms. The hotel will be delivered in December 2025.
 - **Everhome Suites Bastrop** on 630 Agnes Street will be a Midscale hotel that features 114 rooms. The hotel will be delivered in February 2025.



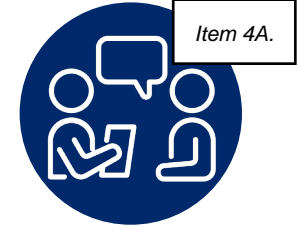
Item 4A.



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Interviews & Feedback

Hoteliers



Hunden interviewed staff involved in Bastrop's hospitality market to better understand demand drivers and overall performance within the market. The following key implications were drawn:

- Bastrop's tourism is highly event-driven, with significant events like the Gun Show, Corvette Invasion, and Austin City Limits impacting local visitor numbers.
- Hampton Inn is the busiest hotel in Bastrop, with a high proportion of leisure travel. The hotel experiences consistent demand on weekends, especially during major events, but midweek bookings are slower. November to February are generally slower months for tourism, though the proximity to Camp Swift helps fill hotel rooms with military personnel during these months.
- The lack of enough hotel rooms to meet the growing demand is an issue, especially as events increase. **Business from Tesla, SpaceX, and The Boring Company employees has become a significant part of the visitor mix.**
- The need clearly exists for additional indoor recreation spaces that could serve multiple functions (e.g., sports, entertainment, events). Sports tourism, particularly for traveling sports teams, is a key area for expansion. The goal is to attract teams that will spend money in the local economy, but current facilities do not meet this demand.
- Bastrop needs a sports complex with facilities for year-round softball, baseball, soccer, and basketball, with the potential for indoor spaces that can accommodate both sports and other events.
- **A third-party manager is recommended for the development and operation of new facilities to ensure the facilities succeed.** The City of Bastrop may not have the capacity to manage complex ventures effectively.

Implications

- Occupancy in the area is relatively low, trailing at 62.8 percent over the past 12 months. RevPAR has been flat year-over-year, indicating stagnant revenue.
- The smaller size of hotels and lower occupancy could reflect limited tourism, business travel, or competitive pressure from nearby Austin.
- There is significant development in the pipeline, with 220 rooms under construction currently, and more to come in the upcoming years. This could indicate that developers and hoteliers expect more demand in the coming years.

Restaurant/Retail Market Analysis

Market Trends in Retail

The retail landscape has been drastically altered in the past several years. The Covid-19 pandemic fueled the changes that have occurred in the ever-evolving retail industry. The following items are currently expected to continue as some of the industry's defining trends moving into the next several years.

One of a kind,
limited time
offerings

Immersive
shopping &
entertainment

Showrooms &
online
purchasing
channels

Local, small
business &
micro-
merchant
product

High-tech and
data-powered
customer
connections

Health &
wellness
experiences

Dynamic
dining &
entertainment

Seamless
digital &
physical
integration

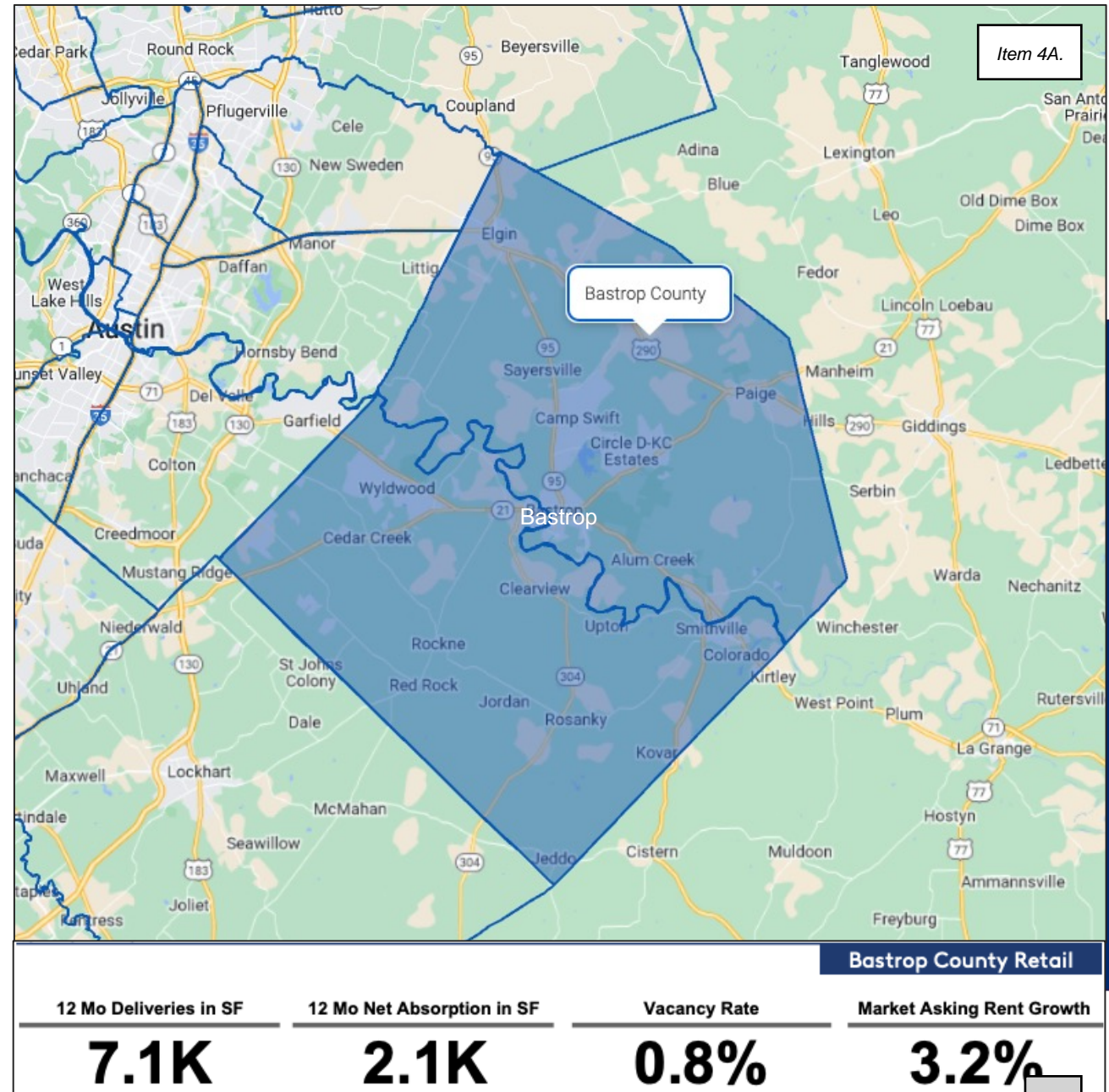
Interactive
shows,
sporting
events, and
gatherings

Regional Retail Market Overview

Hunden identified the regional market in which the Project site is located to assess the performance of the area's retail market. The Bastrop County submarket captures the closest, most relevant retail and restaurant developments in the area.

The Bastrop County retail market currently includes a low vacancy rate of 0.7 percent, which is 0.6 percent lower than the five-year average. Over the past year, there has been 2,100 square feet of positive absorption and 7,100 square feet of new space delivered. Rental rates have increased by 3.4 percent and now average \$25.00 per square foot. Although no retail space is under construction in the fourth quarter of 2024, nearly 19,200 square feet is proposed in the next eight quarters.

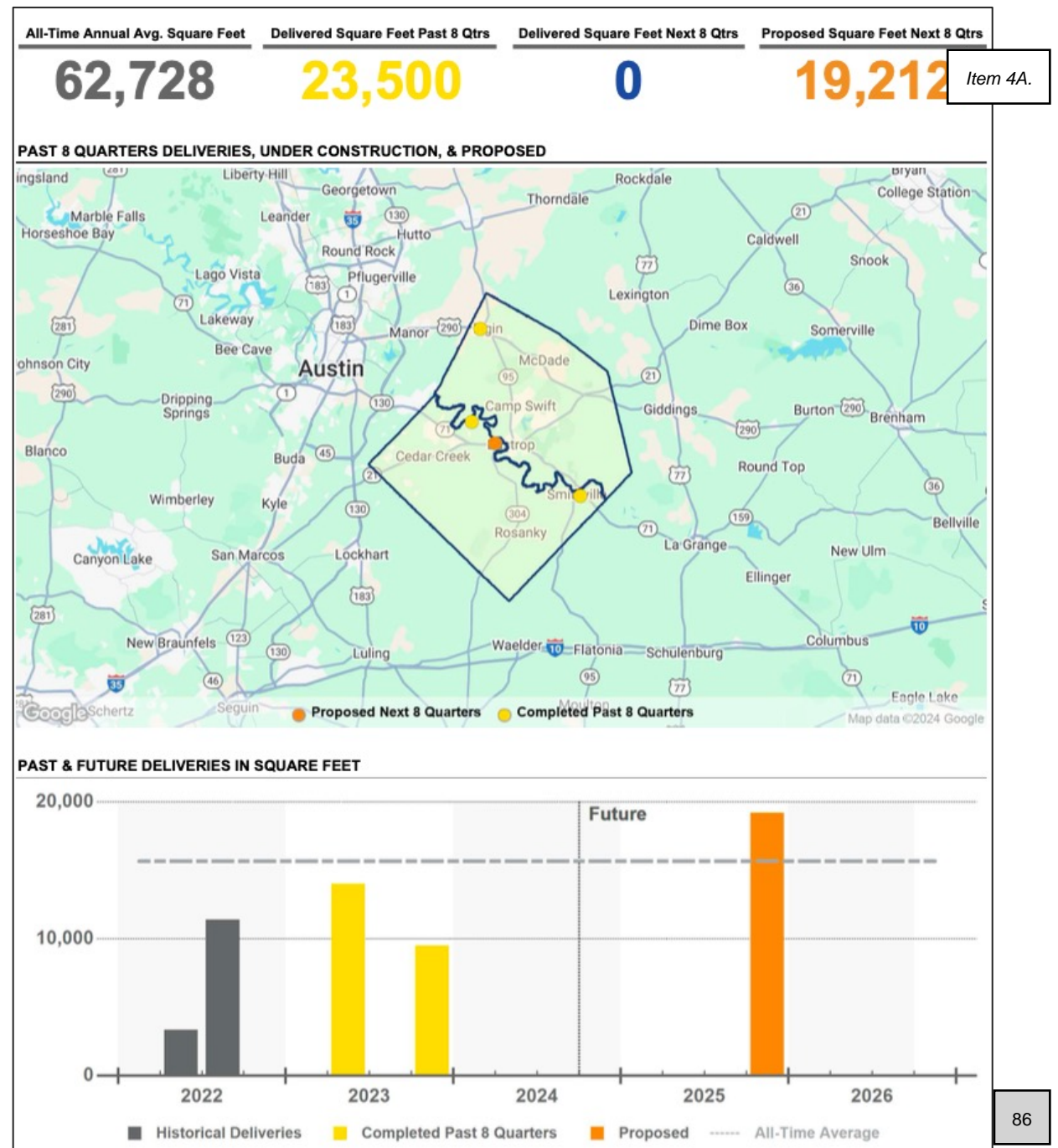
KEY INDICATORS							
Current Quarter	RBA	Vacancy Rate	Market Asking Rent	Availability Rate	Net Absorption SF	Deliveries SF	Under Construction
Malls	0	-	-	-	0	0	0
Power Center	0	-	-	-	0	0	0
Neighborhood Center	652,178	1.0%	\$30.37	2.9%	0	0	0
Strip Center	147,831	0.8%	\$25.49	0.8%	0	0	0
General Retail	3,443,874	0.7%	\$23.47	1.1%	(3,855)	0	0
Other	0	-	-	-	0	0	0
Submarket	4,243,883	0.8%	\$24.60	1.3%	(3,855)	0	0
Annual Trends	12 Month	Historical Average	Forecast Average	Peak	When	Trough	When
Vacancy	0.1% (YOY)	2.0%	1.3%	4.2%	2012 Q4	0%	2008 Q2
Net Absorption SF	2.1K	61,459	20,096	230,899	2016 Q3	(56,035)	2019 Q2
Deliveries SF	7.1K	64,411	33,004	323,711	2009 Q4	0	2008 Q3
Market Asking Rent Growth	3.2%	3.2%	3.2%	7.7%	2007 Q2	-0.9%	2011 Q3
Sales Volume	\$3.3M	\$5.3M	N/A	\$24.9M	2019 Q2	\$0	2011 Q2



Development Pipeline

The recent deliveries, under construction, and pipeline of proposed developments in the submarket are critical to understanding the new inventory in the market, how this may impact additional deliveries, and how the market is absorbing additional retail space.

As of October 2024, there was more than 23,500 square feet of retail space delivered in the past eight quarters within the Bastrop County retail submarket. The proposed retail spaces are located just off West Highway 71 & Seton. The submarket all-time annual average delivery within the market is roughly 62,730 square feet.



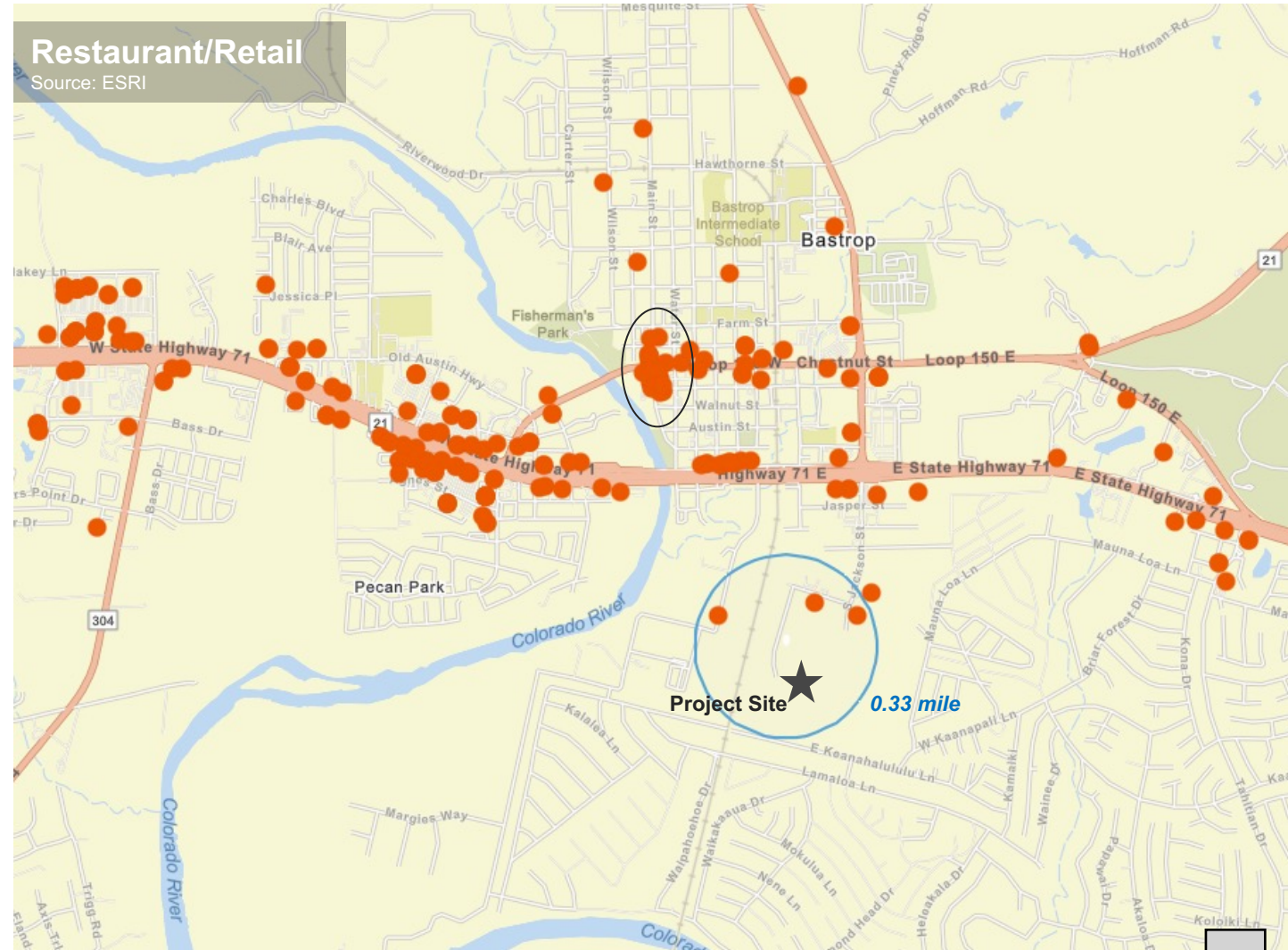
Local Retail & Restaurant Supply

Hunden conducted a high-level analysis of the current restaurant and retail offerings within walkable distance of the Project site to determine if the local supply is sufficient. Hunden has identified a 0.33-mile radius as walkable.

The majority of retail and restaurant supply clusters along Highway 71 East, just beyond the location of the Project site. There are limited restaurant offerings in close proximity to the Project site.

The downtown area, circled in blue, boasts a robust supply of retail and restaurant options, featuring local, mom-and-pop establishments, casual and upscale restaurants, bars, and breweries. This supply lacks sizable restaurants for bigger groups or sports teams that may visit the area for a tournament.

A notable **opportunity exists to introduce additional and/or a new type of dining experience, such as a larger restaurant or an “eatertainment” concept.** These additions, currently absent from the local area, could serve as key destination anchors.



Implications

- The local retail/restaurant scene clusters along Highway 71 East, not in walking distance to the Project site.
- Although the current retail/restaurant environment is limited to the downtown strip, there is a strong opportunity to capitalize on the existing gap in the market while the market is expanding and developing large spaces for national retailers. **The Project has an opportunity to differentiate its commercial assets from the local market with a critical mass of family-oriented and experiential offerings that does not currently exist.**
- **Commercial assets such as retail and restaurant create critical mass that drive consistent visitation, accommodating demand not only from on-site users to the sports facility and visitors, but also inducing new visitation during the evening hours.**

06

Sports Tourism Facilities Case Studies

Sports Tourism Destination & Operational Success Factors

Destination Factors

- **High Quality, Large Facilities and Assets.** The success of youth and amateur sports tourism starts with facilities. With the proliferation of competitive destination facilities, amenity quality is increasingly important as well as the number of spaces available to host teams, participants, and spectators. Additionally, supporting amenities like food & beverage services, entertainment options, etc., create a competitive advantage for facilities that feature them.
- **Variety of Lodging, Dining and Entertainment Options.** Outside of the facility, decisions related to attendance at events are often influenced in part by the lodging, dining, and entertainments options in the market. For players and teams traveling regularly, the availability of known brands and affordable options is often important. **For players and teams traveling infrequently or for families opting to create a vacation around a tournament, access to unique and exciting lodging, dining, and entertainment is critical.**
- **Desirable Competition.** A primary reason to travel for tournaments and events is to compete against unfamiliar teams. Tournaments that feature a mix of teams from a large geographic range with a well-defined competitive level structure are best able to draw teams and to bring them back year after year.
- **Affordability.** Affordability continues to present a top concern among coaches, parents, and participants as they decide which events to attend and how many times to travel. The increase in the number of competitive events and the expansion of traditional seasons has created a need to be cost conscious when selecting events.
- **Reputation of Destination. Establishing and maintaining a reputation as a great place to visit is a critical factor of attracting and retaining events and participants.**

Sports Tourism Destination & Operational Success Factors

Operational Success Factors

- **Program-Driven Design.** In today's climate where new special-purpose sports tourism facilities are opened regularly across the country, facilities must be built and operated to create a best-in-class experience for visitors. To successfully attract, host, and retain events and participants, the facility's design must embrace event operations and participant satisfaction.
- **Dedicated Marketing & Business Development Personnel/Budget.** With so many communities and facilities seeking to capture a portion of the sports tourism industry, it is imperative to dedicate people and money to marketing and selling opportunities. While the recommended organization structure and budget varies significantly from location to location, all successful destinations maintain a level of dedicated personnel and money to secure business.
- **Dedicated Management.** Similar to dedicated marketing and sales resources for a facility, successful venues have a dedicated and specialized management team to ensure protection of the facility's investment, and to affirm that the reputation within the industry is built and maintained.
- **Collaboration.** The youth and amateur sports tourism industry consists of a variety of existing destinations and events across activities, levels of competition, governing bodies, rules of play, etc. The increasingly sophisticated industry now features an environment in which it is often difficult to build new events and attract visitors to events that are not already established. This necessitates collaboration with tournament and events rights holders to attract existing events, working with existing facilities to include events that demand greater capacity, and maximizing visitation and economic impact during a facility's early years of operations.
- **Owner, Member, and Community Buy-In.** Sustainable facilities often feature a balance of tournaments/events and local leagues, camps, clinics, etc. To set expectations for achieving an optimal balance and to execute a well-rounded, sustainable business plan, the facility must educate all stakeholders and communicate the purpose as well as the schedule for tournaments and events on a regular and ongoing basis.

PCB Publix Sports Park

Location: Panama City Beach, FL

Opened: 2019

Cost: \$43 million

Sports Features:

- 13 configurable fields
- 5 collegiate baseball fields
- 2 Championship Fields (1,500 seats)

Notes:

The economic impact of PCB Publix Sports Park totals approximately \$56 million and contributes directly to the local economy annually. The venue programs approximately 35 events annually, encompassing 23 multipurpose field events and 12 diamond field events. The facility functions as a public space with a focus on sports tourism while also incorporating local programming. The business model ensures accessibility to both residents and visitors, amplifying its role as a hub for athletic activities and events in the southeastern United States.



PCB Publix Sports Park Overview

- Opened in 2019, the PCB Publix Sports Park stands as a testament to cutting-edge sports facilities spread across 160 acres. Construction costs reached approximately \$43 million at the time the facility was built, with an approximately \$50 million in adjusted development cost if the facility was built today. Facility infrastructure includes a diverse range of assets of 13 configurable fields, five collegiate baseball fields, and the potential for up to ten collegiate or youth softball fields. Among these are nine synthetic turf fields and four natural grass fields.
 - The sports park contains two championship fields, supporting 1,500 seats, warm-up areas, and lounging pavilions for both players and spectators. The facility functions as a public space with a focus on sports tourism while also incorporating local programming. PCB Publix Sports Park's business model ensures accessibility to both residents and visitors, amplifying its role as a hub for athletic activities and events in the southeastern United States.
 - The economic impact of PCB Publix Sports Park totals approximately \$56 million that contributes directly to the local economy annually. The venue programs a total of approximately 35 events annually, encompassing 23 multipurpose field events and 12 diamond field events.

Key Visitor Information

- Main Visitor Origin:
 - Florida
 - Alabama
 - Georgia
 - Tennessee
 - South Carolina
 - North Carolina
- Visitation Seasonality: Year-Round



PCB Publix Sports Park Visitor Demographics

- The visitor propensity at PCB Publix Sports Park may not accurately reflect the park's true visitor demographics due to the surrounding area's older population. While visitor data might suggest lower engagement or attendance, the data fails to consider the influence of elderly residents who might not actively participate in park activities.
- The higher visitation percentage among families aligns with the trend of families traveling for youth sports tournaments. Given the nature of these events, where families often accompany young athletes, they contribute significantly to the visitation percentage at PCB Publix Sports Park.



L41: Booming and Consuming

Older empty-nesting couples and singles enjoying relaxed lives in outskirts towns
[View Details](#)

1.55%
of visitors

3.9X
VERY HIGH

Item 4A.



K40: Bohemian Groove

Mature, unattached individuals enjoying settled urban lives
[View Details](#)

2.55%
of visitors

3.75X
VERY HIGH



B09: Family Fun-tastic

Upscale, middle-aged families with younger children pursuing busy, kid-centered lives in satellite cities
[View Details](#)

2.15%
of visitors

3.45X
VERY HIGH



D15: Sport Utility Families

Upscale, middle-aged couples with school-aged children living active family lifestyles in outlying suburbs
[View Details](#)

7.44%
of visitors

1.94X
VERY HIGH



A04: Picture Perfect Families

Established families on the go, living in wealthy suburbs
[View Details](#)

4.18%
of visitors

2.3X
VERY HIGH



B08: Babies and Bliss

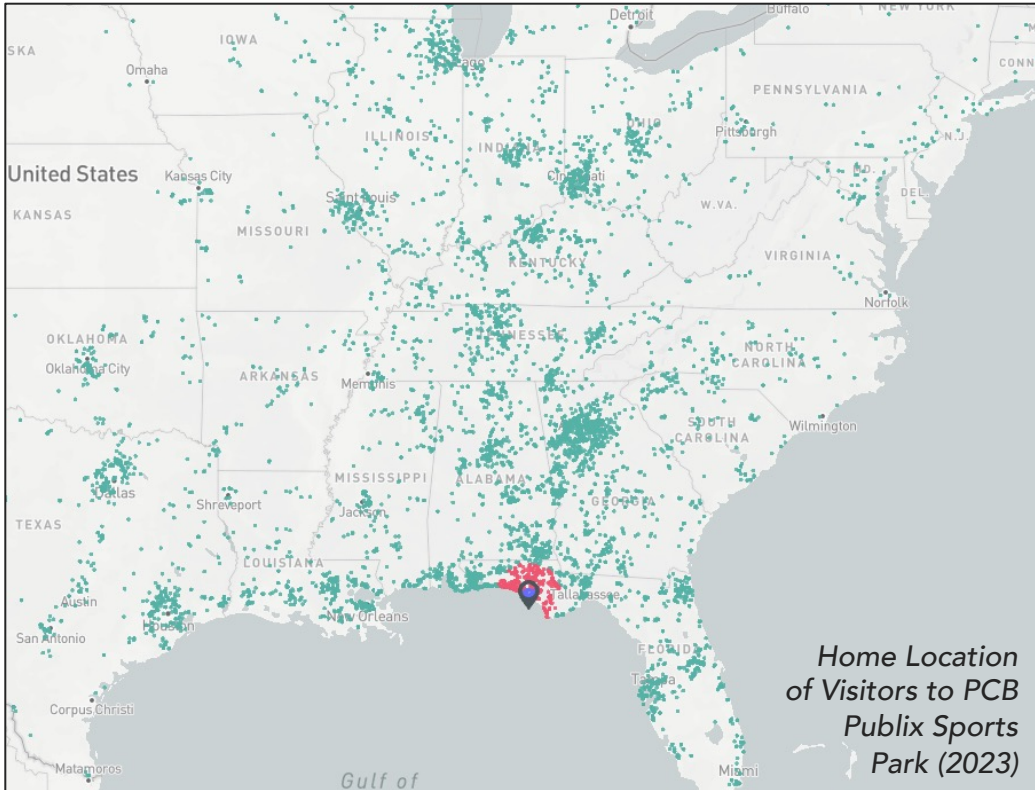
Middle-aged couples with families and active lives in affluent suburbia
[View Details](#)

2.97%
of visitors

1.68X
VERY HIGH

PCB Publix Sports Park Visitation

In 2023, the PCB Publix Sports Park had nearly 500,000 visits, and an overwhelming majority of visits traveled more than 50 miles to the facility. Approximately 85 percent of the visitors are from more than 50 miles away. The facility has minimal local and regional weekday visitation, but strong long-distance visitation Thursdays through Sundays. The Publix Sports Park is busiest from June to August, when many regional and national summer tournaments occur.



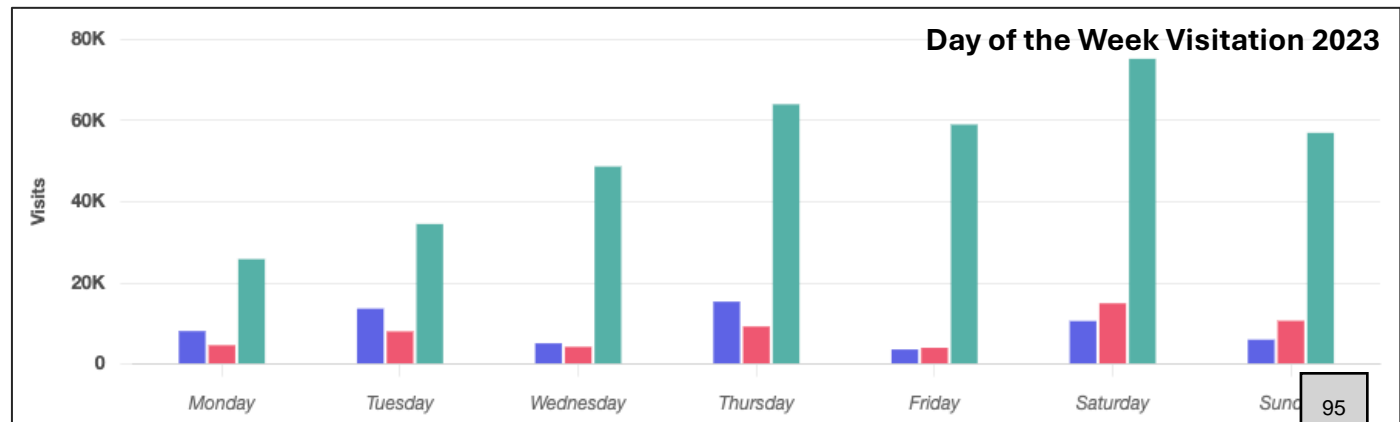
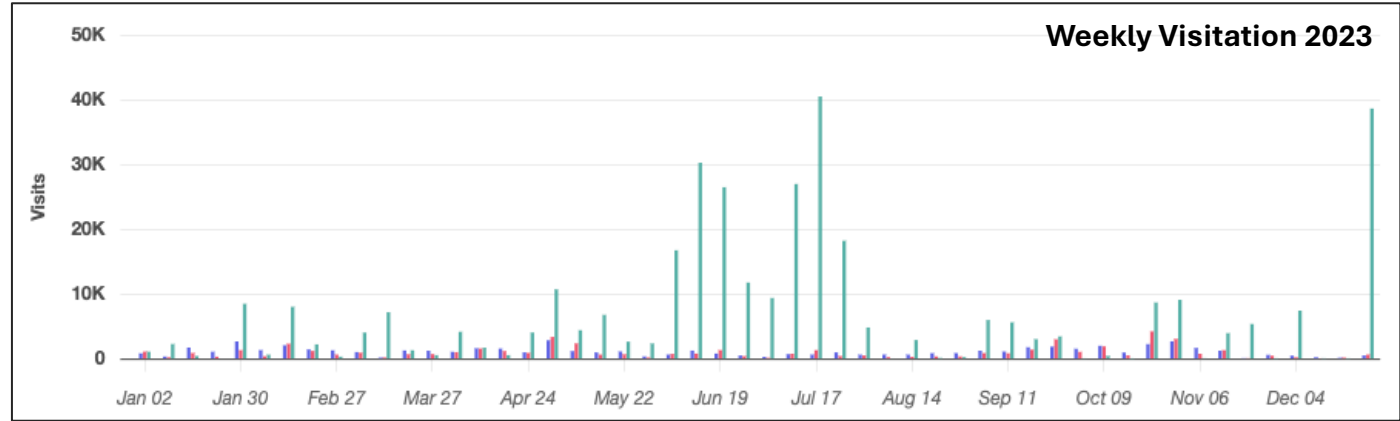
Item 4A.

Publix Sports Park - Panama City Beach, FL

January 1, 2023 - December 31, 2023

Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Visitors		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Visitors	Percent of Total Visitors	
Locals - Within 10 miles	62,600	13.0%	11,300	6.5%	5.54
Regional Distance - Over 10 miles & Less Than 50 miles	56,000	11.6%	15,100	8.7%	3.71
Long Distance - Over 50+ miles	364,100	75.4%	147,600	84.8%	2.47
Total Visits	482,700	100.0%	174,000	100.0%	2.77

Source: Placer.ai



TBK Bank Sports Complex

Location: Bettendorf, IA

Opened: 2017

Cost: \$50 million

Owner: BettPlex LLC

Operator: BettPlex LLC

Sports Features:

- 273,000-square-foot indoor complex, 75-acre outdoor complex
- 8 basketball courts (12 volleyball courts), indoor turf field (115 yards by 75 yards)
- 10 lighted turf diamonds with adjustable fencing (convertible into 6 turf soccer fields)
- 2 multipurpose turf fields, 2 grass fields

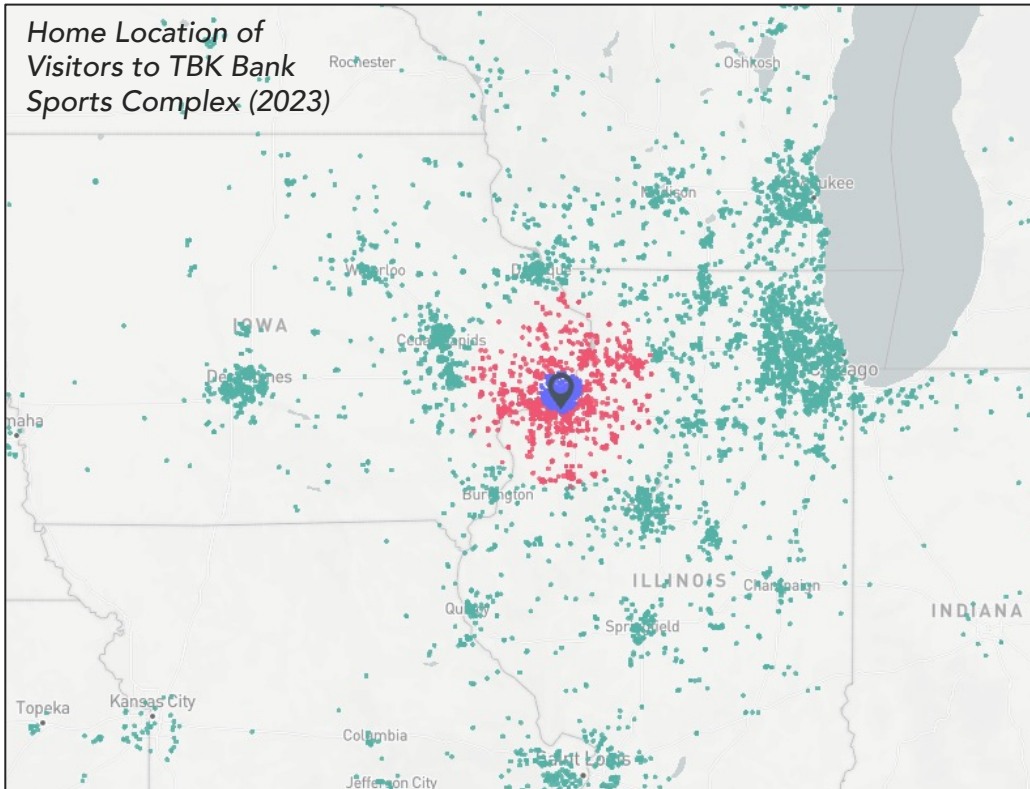
Additional Amenities: 5 sand volleyball courts, physical therapy center, retail shop, office space, concessions

Funding: Phase one of the project included more than \$10 million in City incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project's success, an expansion of the facility was approved in February 2022 for more multi-use turf fields, a three-story golf entertainment facility, restaurants, bars, and a hotel. Bettendorf has committed \$5.8 million in economic development grants and a 20-year, 75-percent TIF rebate for the expansion project.



TBK Bank Sports Complex Visitation

In 2023, the TBK Bank Sports Complex welcomed more than 1.1 million visits, and nearly 53 percent of the visits came from the local demographic—defined as visitors who live within ten miles of the facility. Approximately one-third of visitors traveled more than 50 miles to the complex, with long-distance attendance peaking during the summer months and weekends. This surge in visitors is largely driven by outdoor sports tournaments, which attract a significant number of participants and spectators during summer weekends.



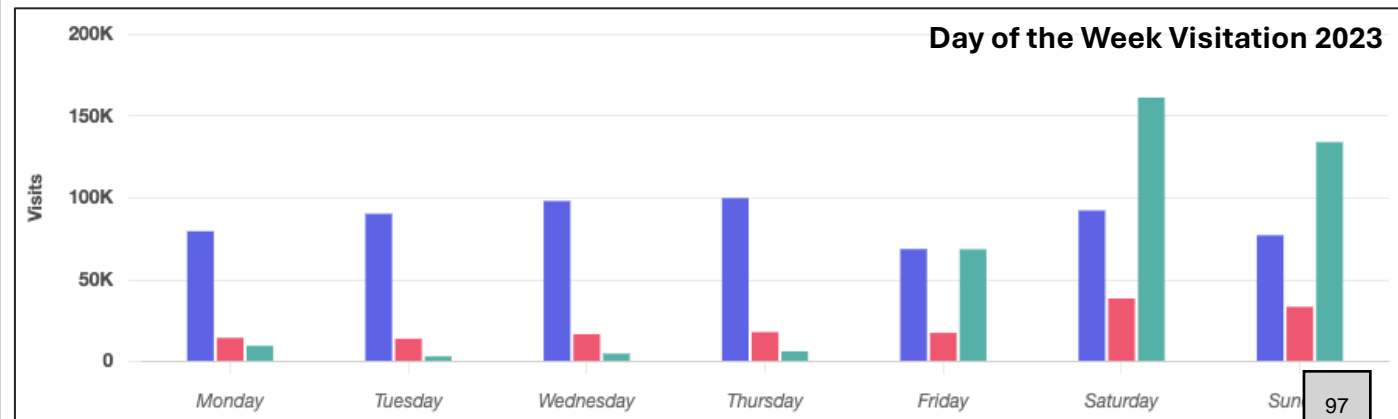
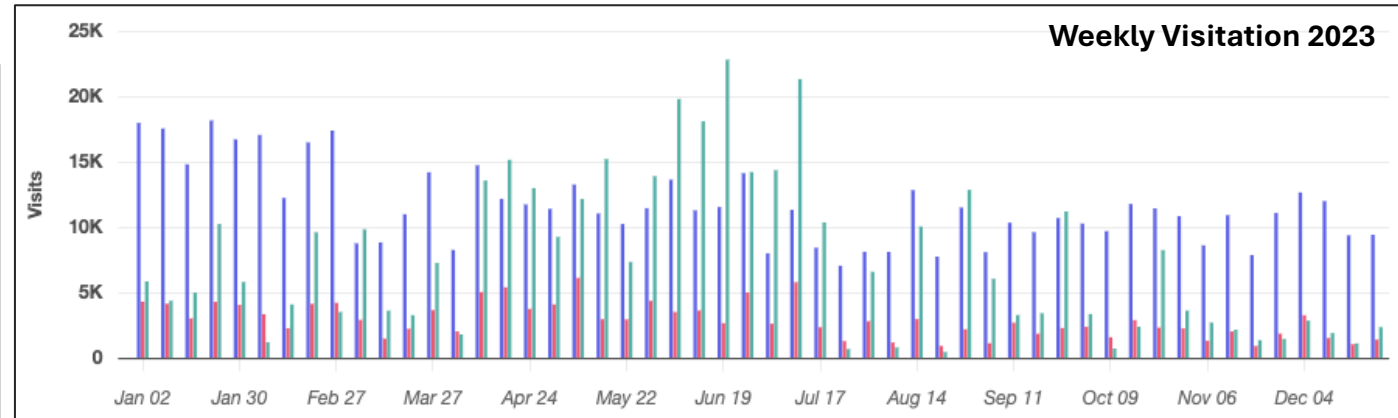
Item 4A.

TBK Bank Sports Complex - Bettendorf, IA

January 1, 2023 - December 31, 2023

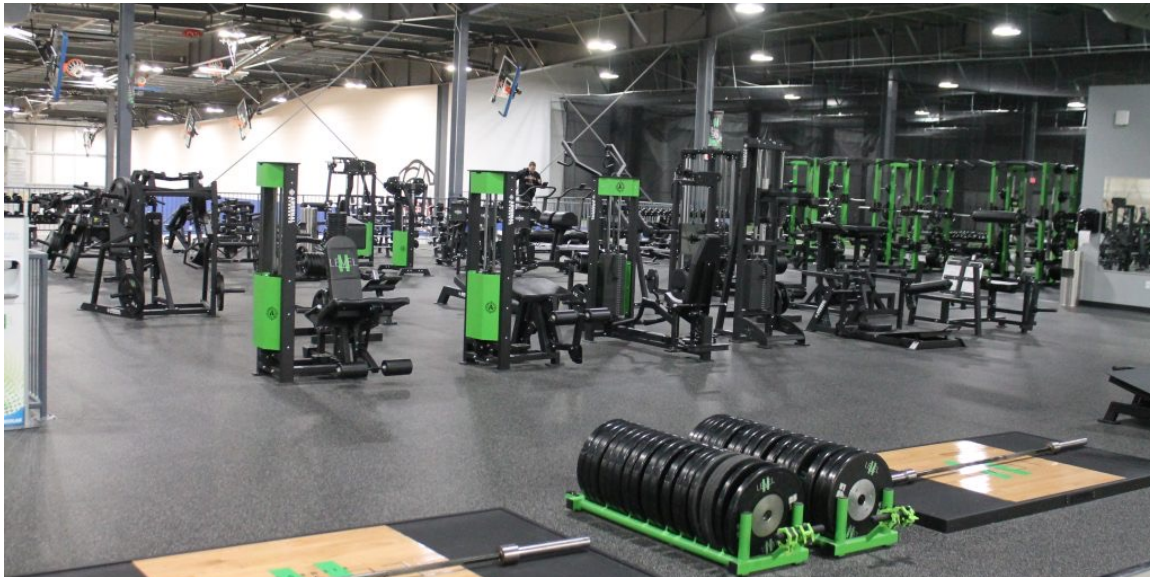
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Visitors		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Visitors	Percent of Total Visitors	
Locals - Within 10 miles	606,500	52.8%	65,600	24.7%	9.25
Regional Distance - Over 10 miles & Less Than 50 miles	153,300	13.4%	38,100	14.3%	4.02
Long Distance - Over 50+ miles	388,400	33.8%	162,300	61.0%	2.39
Total Visits	1,148,200	100.0%	266,000	100.0%	4.32

Source: Placer.ai



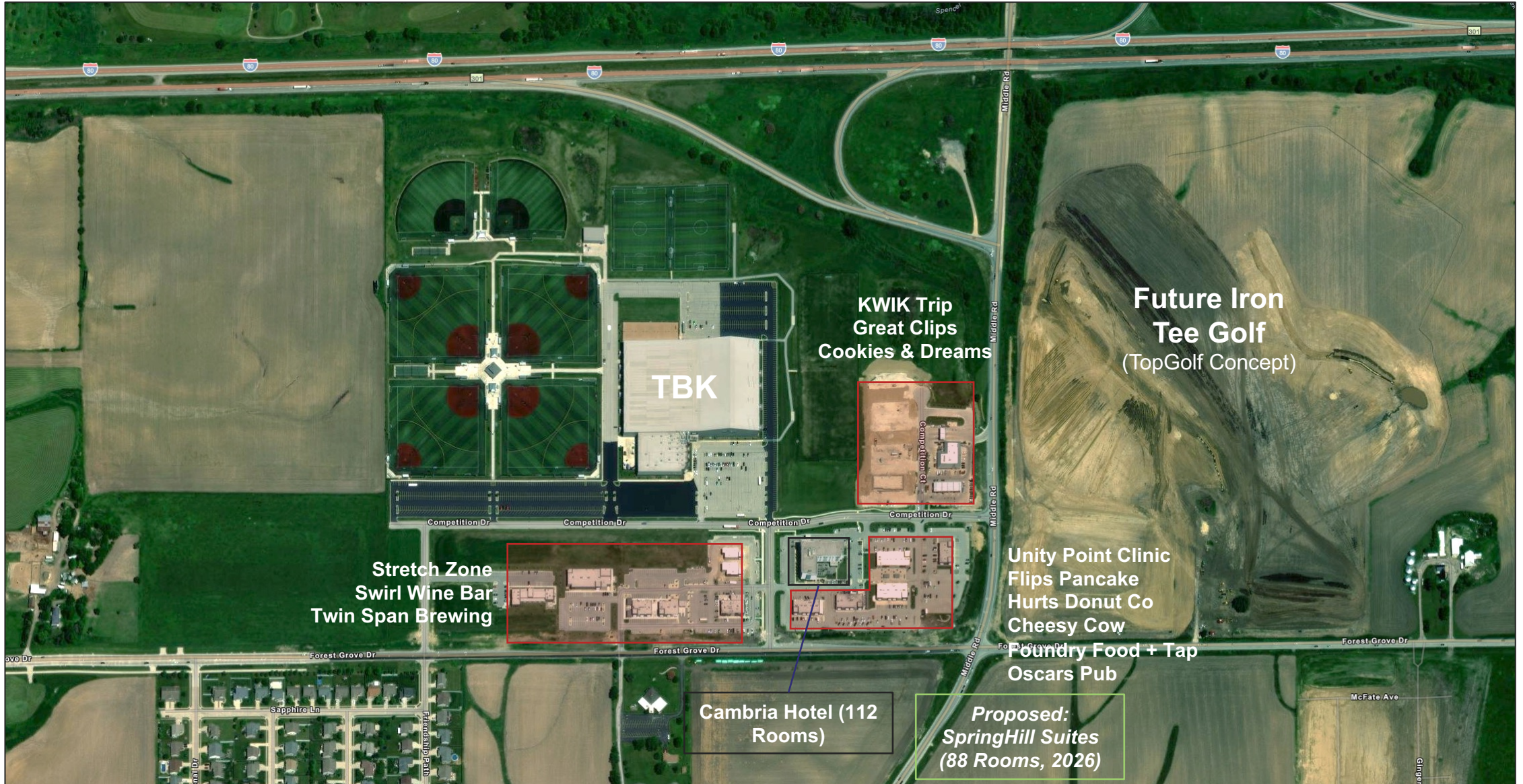
TBK Bank Sports Complex

Item 4A.



Supportive Development

Item 4A.



Rocky Top Sports World

Location: Gatlinburg, TN
Opened: 2014
Cost: \$20 million
Owner: City of Gatlinburg, Sevier County
Operator: Sports Facilities Companies

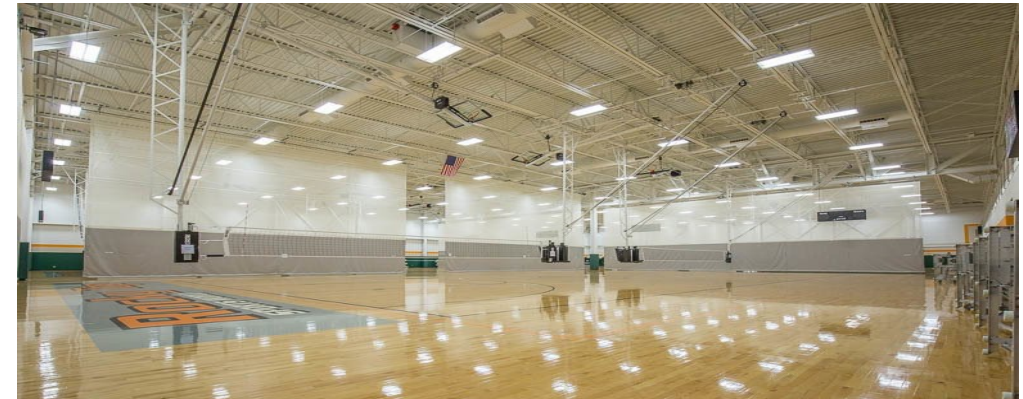
Sports Features:

- 86,000-square-foot indoor facility
- 10 basketball/12 volleyball courts
- 5 synthetic turf fields, one natural turf field

Additional Amenities: Event planning space, Gatlinburg Trolley connectivity

Notes: According to Sevier County, the facility hosted 90 events between August 2020 and August 2021. Indoor and outdoor tournaments took place during 25 weekends throughout the year. Rocky Top Sports World generated \$46.9 million in economic impact in 2020 and 2021.

The County reported that nearly \$10 million of the economic impact came from 15 tournament bookings coordinated by National Soccer Events, a tournament operator, and FC Alliance Soccer Club, a local youth soccer club.



Rise Indoor Sports & Truist Soccer Park

Location: Bermuda Run, NC

Opened: 2021

Cost: \$12 million (Rise)

Owner: Rise Indoor Sports/NC Fusion Soccer Club

Operator: Rise Indoor Sports/NC Fusion Soccer Club

Sports Features:

- 123,000-square-foot indoor facility
- 8 basketball/12 volleyball courts
- 4 artificial turf fields, eight natural full-sized grass fields

Additional Amenities: Indoor Turf, Training & Cardio Studios, Community Meeting Rooms, Wake Forest Baptist Rehabilitation Center

Rise Indoor Sports is one of the largest and most accessible indoor sports complexes in the Southeast, designed to strengthen communities through sports, fitness, and health programs. The facility serves everyone from local participants to elite athletes and offers versatile facilities, amenities, and events for individuals and large-scale tournaments alike.

Truist Soccer Park, directly adjacent to the indoor facility, is owned and operated by NC Fusion Soccer Club. More than 7,500 youth are members of their programs.



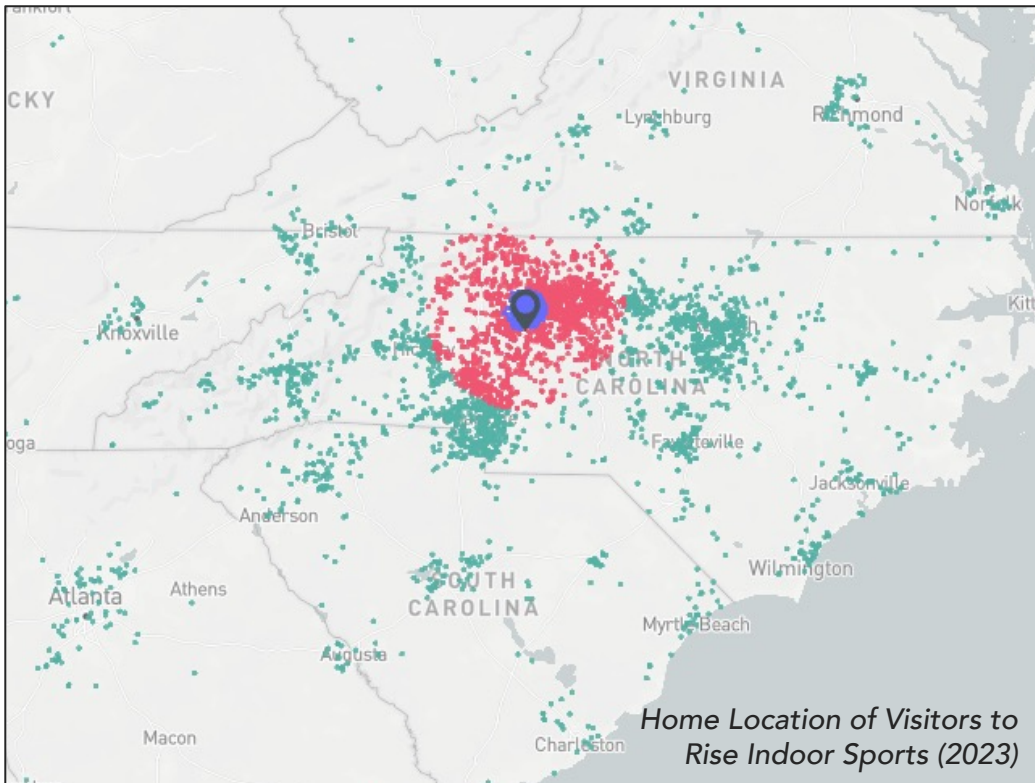
Item 4A.



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Rise Indoor Sports Visitation

In 2023, the Rise Indoor Sports Complex welcomed more than 450,000 visitors. Even though this facility emphasizes serving the local community, there was a balanced visitation ratio between local, regional, and long-distance visitation. Approximately one-third of visitors traveled more than 50 miles to the complex, with long-distance attendance peaking during the summer months and on Saturdays.



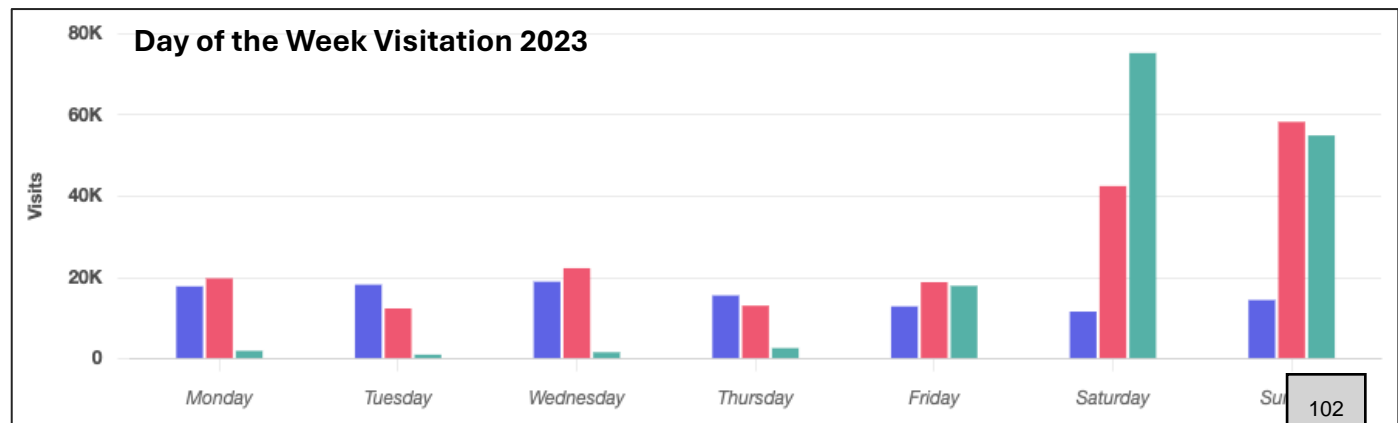
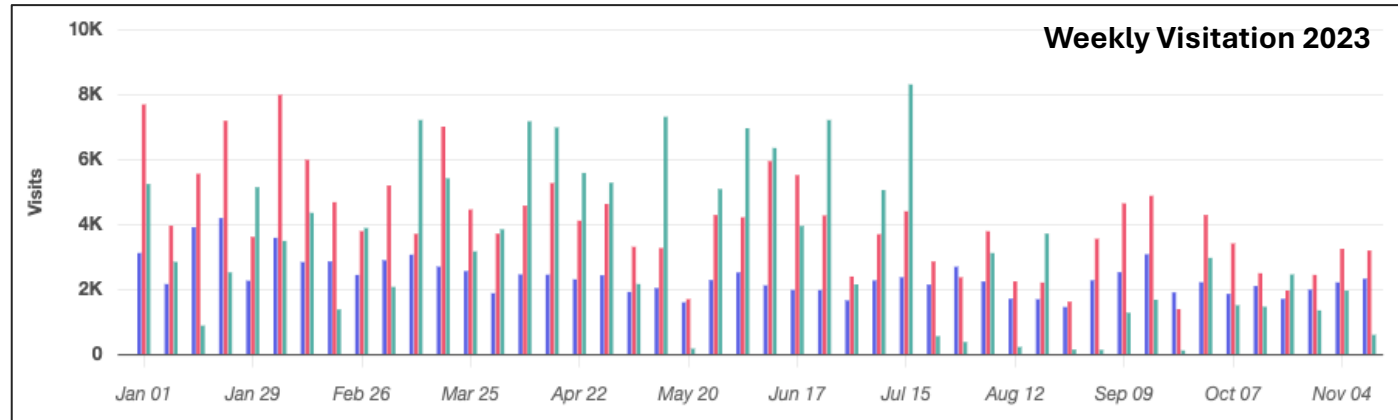
Item 4A.

Rise Indoor Sports Complex - Bermuda Run, NC

January 1, 2023 - December 31, 2023

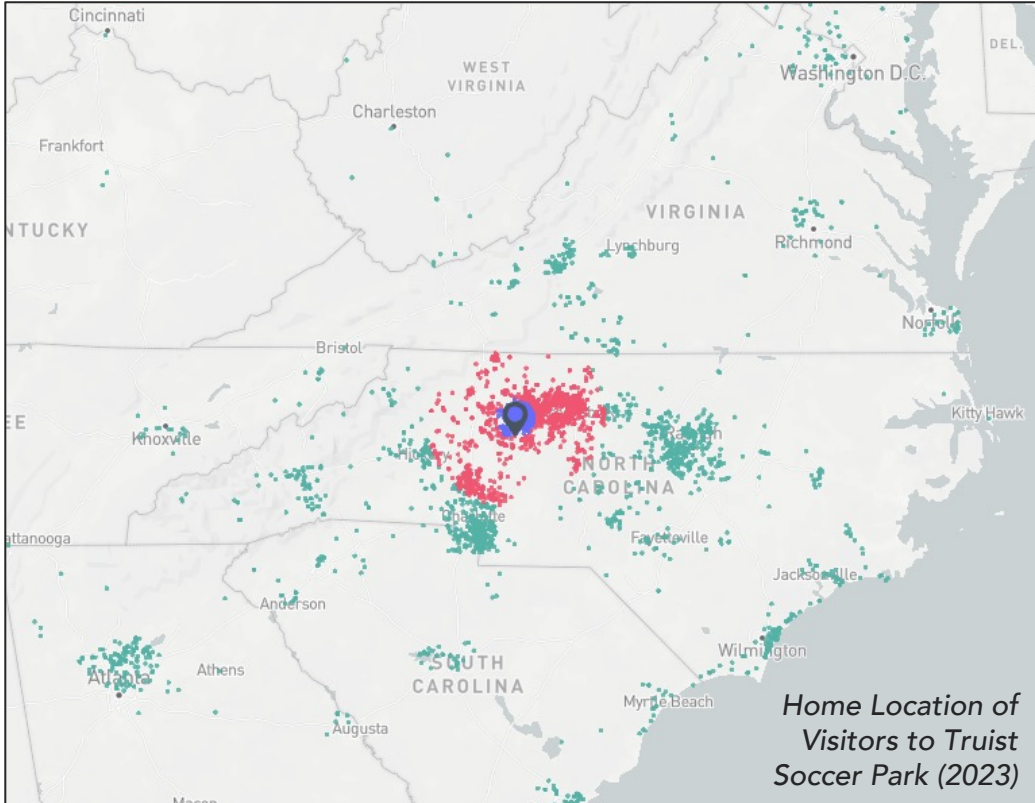
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Visitors		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Visitors	Percent of Total Visitors	
Locals - Within 10 miles	109,700	24.2%	13,700	11.1%	8.01
Regional Distance - Over 10 miles & Less Than 50 miles	187,300	41.4%	43,000	35.0%	4.36
Long Distance - Over 50+ miles	155,400	34.4%	66,300	53.9%	2.34
Total Visits	452,400	100.0%	123,000	100.0%	3.68

Source: Placer.ai



Truist Soccer Park Visitation

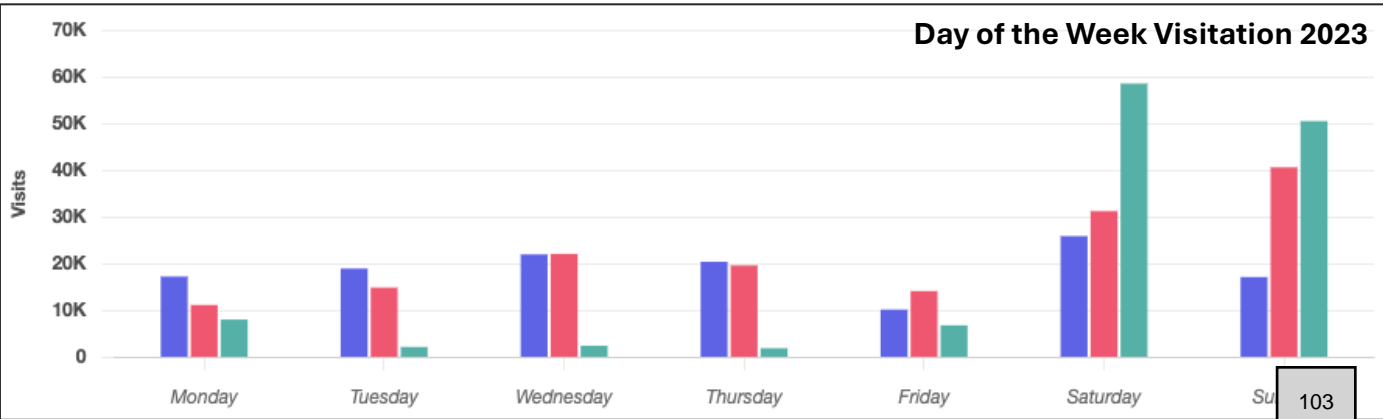
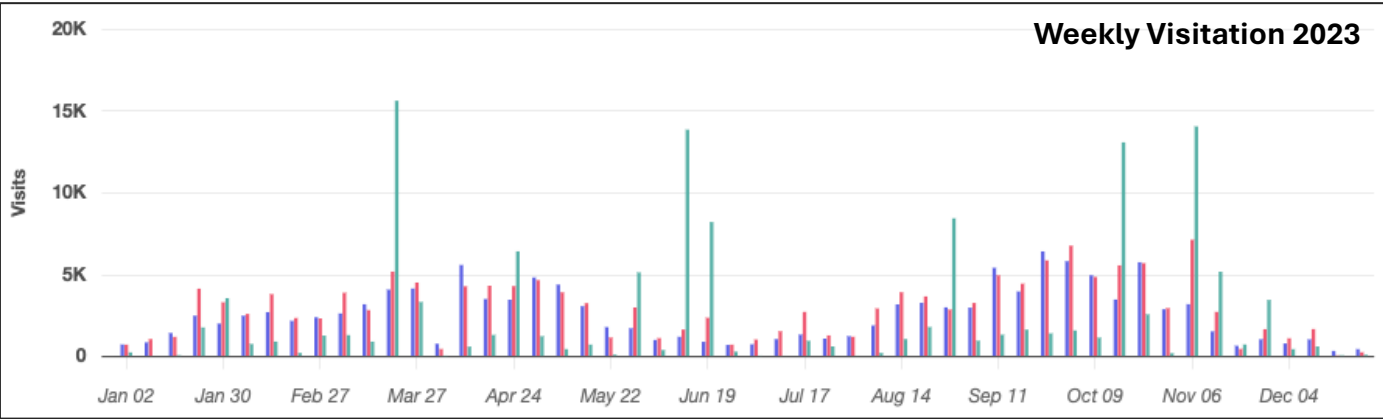
In 2023, Truist Soccer Park welcomed more than 410,000 visitors, with a similar visitation breakdown to the adjacent Rise Indoor Sports Complex. Approximately one-third of visitors traveled more than 50 miles to the soccer park, with long-distance attendance peaking during the summer months and on Saturdays.



Item 4A.

Truist Soccer Park - Bermuda Run, NC					
January 1, 2023 - December 31, 2023					
Visitor Origins by Distance from Site (Colors correspond to charts & maps)	Total Visits		Total Unique Visitors		Avg. Visits per Customer
	Est. Number of Visits	Percent of Total Visits	Est. Number of Visitors	Percent of Total Visitors	
Locals - Within 10 miles	132,500	31.7%	13,600	12.8%	9.74
Regional Distance - Over 10 miles & Less Than 50 miles	154,500	37.0%	30,300	28.5%	5.10
Long Distance - Over 50+ miles	131,100	31.4%	62,300	58.7%	2.10
Total Visits	418,100	100.0%	106,200	100.0%	3.94

Source: Placer.ai



103

Foley Sports Complex

Location: Foley, AL

Opened: 2009

Owner/Operator: City of Foley

Sports Features:

- 10 baseball fields
- 16 grass fields
 - 1 championship field (seating for up to 1,000)
- 90,000-square-foot indoor events center

Notes:

The 100-acre Foley Sports Tourism Complex features 16 multipurpose grass fields, which includes a championship stadium, along with 90,000 square feet of event center space that accommodates volleyball, basketball, and events. The complex is located at OWA Parks & Resort, which is a 520-acre family entertainment destination ten minutes from the beaches in Gulf Shores, Alabama. The sports complex hosts local recreation teams and is a hub for regional competitive tournaments such as the USSSA Baseball World Series and the Alabama Soccer Festival.



Other Case Studies: Funding Methods Overview



The main funding methods used for youth sports projects around the country include Tax Increment Financing, city general funds, parks and recreation funds, hotel/occupancy tax, and public-private-partnerships with a private developer and support from the city. The following bullets summarize the funding methods for case study facilities.

- **TBK Bank Sports Complex** – Phase one of the project included more than \$10 million in City incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project’s success, an expansion of the facility was approved in February 2022 for more multi-use turf fields, a three-story golf entertainment facility, restaurants, bars, and a hotel. Bettendorf, Iowa, has committed \$5.8 million in economic development grants and a 20-year, 75-percent TIF rebate for the expansion project.
- **Round Rock, Texas** – In 2008, the City of Round Rock funded an \$18.2-million renovation and expansion of Old Settlers Park, which sparked the City’s campaign as the “Sports Capital of Texas.” In 2012, the City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase in the City’s Hotel Occupancy Tax, and the remaining cost of the facility was covered by the City’s general fund.
- **MidAmerican Energy Company Recplex** – The facility in West Des Moines, Iowa, cost roughly \$45 million and was funded through a public-private partnership. The combined funding comes from \$16.5 million in bonds that will be paid back through sales tax increases, and an additional \$16.5 million in bonds will be paid back through an increase of hotel tax, and \$12.4 million of corporate pledges and donations. The rest of the funding was covered by grants, loans, and future tax revenues.
- **Community First Champion Center** –The facility in Grand Chute, Wisconsin, cost roughly \$30 million and is funded by an increase in local hotel tax. The Fox Cities Sports Development, Inc. (a subsidiary of the Fox Cities CVB) manages the hotel taxes generated by the Champion Center and on a quarterly basis, a percentage of the hotel taxes are dedicated to paying off bonds used to fund the project.

Common Facility Funding Methods Overview

Hotel
Occupancy
Tax

Food &
Beverage Tax

Grants &
General
Funds

TIF/TIRZ

Sales Tax

Venue Tax

Like stadiums, arenas and convention centers, youth sports facilities tend to operate at a financial deficit or do not generate enough net income to support ongoing debt service obligations.

It is common for public entities to support ongoing operations of facilities with incentives through specialized net new tax revenues generated by activity at the venue, grants and city general funds or TIRZ financing.



07

Implications & Recommendations



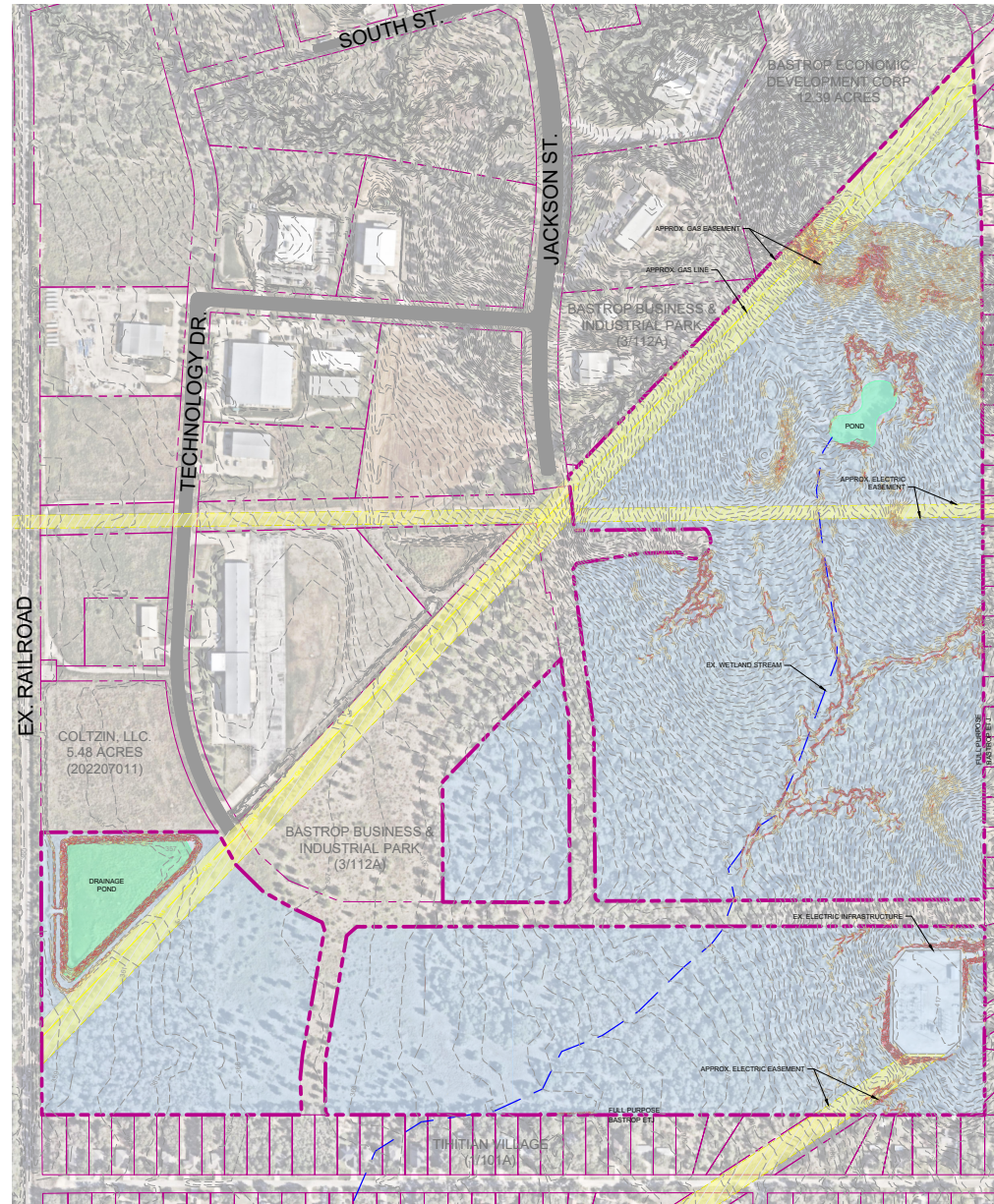
Recommendations: Bastrop Youth Sports Facility

Based on the analysis of the youth sports market supply in Bastrop and the regional competitive market and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an outdoor and indoor complex encompassing **two phases**.



	1 Phase I	2 Phase II	Total Build-Out
Multipurpose Fields	8 Turf Multipurpose Fields	--	8 Fields
Baseball/Softball Diamonds	9 Turf Full-Sized Diamonds	--	9 Diamonds
Indoor Hardwood Courts	--	8 Hardwood Basketball Courts (16 Volleyball Courts)	8 Indoor Basketball Courts (16 Volleyball Courts)
Amenities	Portable/Flexible Fencing	--	--

Site Recommendations & Project Test Fit



08

Demand and Financial Projections

Event & Attendance Projections

Summary

Yr. 1 Events = **14**

Yr. 5 Events = **25**

Year 1
Attendance:
87,000

Year 5
Attendance:
154,000

Event Rentals

Yr 1 Total Revenue: **\$134,000**

Yr 2 Total Revenue: **\$268,000**

Bastrop, TX Youth Sports Facility	2028	2029	2030	2031	2032	2037	2047	2057
Event Projections	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30
Events by Type								
Softball Tournaments	3	4	5	6	6	6	6	6
Baseball Tournaments	5	6	7	8	8	8	8	8
Soccer Tournaments	4	5	6	7	7	7	7	7
Lacrosse Tournaments	1	1	2	2	2	2	2	2
Other	1	1	1	2	2	2	2	2
Total	14	17	21	25	25	25	25	25
Event Days by Type								
Softball Tournaments	6	8	10	12	12	12	12	12
Baseball Tournaments	10	12	14	16	16	16	16	16
Soccer Tournaments	10	13	15	18	18	18	18	18
Lacrosse Tournaments	2	2	4	4	4	4	4	4
Other	1	1	1	2	2	2	2	2
Total	29	36	44	52	52	52	52	52
Total Attendance by Type								
Softball Tournaments	16,038	21,384	26,730	32,076	32,076	32,076	32,076	32,076
Baseball Tournaments	26,730	32,076	37,422	42,768	42,768	42,768	42,768	42,768
Soccer Tournaments	40,480	50,600	60,720	70,840	70,840	70,840	70,840	70,840
Lacrosse Tournaments	2,816	2,816	5,632	5,632	5,632	5,632	5,632	5,632
Other	1,200	1,200	1,200	2,400	2,400	2,400	2,400	2,400
Total	87,264	108,076	131,704	153,716	153,716	153,716	153,716	153,716
Event Rental Rates								
Softball Tournaments	\$ 27,000	\$ 37,080	\$ 47,741	\$ 59,007	\$ 60,777	\$ 70,458	\$ 94,689	\$ 127,255
Baseball Tournaments	\$ 45,000	\$ 55,620	\$ 66,837	\$ 78,676	\$ 81,037	\$ 93,944	\$ 126,252	\$ 169,673
Soccer Tournaments	\$ 52,000	\$ 66,950	\$ 82,750	\$ 99,438	\$ 102,421	\$ 118,734	\$ 159,569	\$ 214,447
Lacrosse Tournaments	\$ 10,400	\$ 10,712	\$ 22,067	\$ 22,729	\$ 23,411	\$ 27,139	\$ 36,473	\$ 49,017
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 134,400	\$ 170,362	\$ 219,394	\$ 259,850	\$ 267,646	\$ 310,275	\$ 416,984	\$ 560,391

Source: Hunden Partners

Sports Facility Proforma

Item 4A.

Summary

Yr. 5 Facility Rental Revenue = **\$889k**

Yr. 5 Total Revenue = **\$1.63 M**

Year 1
Net Operating Income:

\$(97k)

Year 5
Net Operating Income:

\$72k

Assumptions

Mgmt. Fee: **7.0%**

Reserves: **5.0%**

Bastrop, TX Youth Sports Facility Proforma (\$000s)	2028 Year 1	2029 Year 2	2030 Year 3	2031 Year 4	2032 Year 5	2037 Year 10	2047 Year 20	2057 Year 30
Net Revenues								
(+) Facility Rental - Events/Tournaments	\$ 134	\$ 170	\$ 219	\$ 260	\$ 268	\$ 310	\$ 417	\$ 560
(+) Facility Rental - Daily Rental	\$ 790	\$ 814	\$ 838	\$ 864	\$ 889	\$ 1,031	\$ 1,386	\$ 1,862
(+) League Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(+) Concessions, Net	\$ 119	\$ 146	\$ 179	\$ 213	\$ 219	\$ 254	\$ 341	\$ 459
(+) Parking	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(+) Advertising and Sponsorship, Net	\$ 115	\$ 118	\$ 122	\$ 126	\$ 129	\$ 150	\$ 202	\$ 271
(+) Naming Rights	\$ 85	\$ 88	\$ 90	\$ 93	\$ 96	\$ 111	\$ 149	\$ 200
(+) Other	\$ 21	\$ 23	\$ 25	\$ 27	\$ 28	\$ 32	\$ 43	\$ 58
Total	\$ 1,264	\$ 1,359	\$ 1,474	\$ 1,581	\$ 1,629	\$ 1,888	\$ 2,538	\$ 3,410
Expenses								
(-) Salaries, Wages & Benefits	\$ 634	\$ 653	\$ 673	\$ 693	\$ 714	\$ 827	\$ 1,112	\$ 1,495
(-) General & Admin	\$ 95	\$ 98	\$ 101	\$ 104	\$ 107	\$ 124	\$ 167	\$ 224
(-) Utilities	\$ 175	\$ 180	\$ 186	\$ 191	\$ 197	\$ 228	\$ 307	\$ 412
(-) Repairs & Maintenance	\$ 130	\$ 134	\$ 138	\$ 142	\$ 146	\$ 170	\$ 228	\$ 306
(-) Insurance	\$ 95	\$ 98	\$ 101	\$ 104	\$ 107	\$ 124	\$ 167	\$ 224
(-) Advertising & Other	\$ 80	\$ 82	\$ 85	\$ 87	\$ 90	\$ 104	\$ 140	\$ 189
(-) Management Fee	\$ 88	\$ 95	\$ 103	\$ 111	\$ 114	\$ 132	\$ 178	\$ 239
(-) Reserves	\$ 63	\$ 68	\$ 74	\$ 79	\$ 81	\$ 94	\$ 127	\$ 171
Total	\$ 1,361	\$ 1,409	\$ 1,460	\$ 1,511	\$ 1,556	\$ 1,804	\$ 2,425	\$ 3,259
Net Operating Income	\$ (97)	\$ (49)	\$ 14	\$ 70	\$ 72	\$ 84	\$ 113	\$ 151

Source: Hunden Partners

09

Economic, Fiscal, and Employment Impact Analysis

Introduction to Impacts

Hunden uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the economy due to additional inputs. For example, for every dollar of direct new spending, the IMPLAN model provides multipliers for the indirect and induced spending that will result. The net new and recaptured direct spending, both on-site and off-site due to tournaments and events and/or hotel stays, is the **Direct Impact**. From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on food and beverage causes a sports facility or hotel to purchase food and beverage and other items from suppliers. These are considered indirect economic impacts.
- **Induced Impacts** embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the induced customer's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Net New Gross Spending** refers to the total economic impact generated by a development project or event, which combines direct, indirect, and induced impacts.
- **Fiscal Impacts** represent the incremental tax revenue collected due to the net new economic activity. The fiscal impact represents the government's share of total economic benefit.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of new jobs supported by the project and provide the resulting income generated.

Net New Economic Impact

Item 4A.

Net New Spending: **\$823.8M**

Net New Earnings: **\$52.0M**

Net New Annual Jobs: **25**

Net New Gross Spending to Bastrop, TX (\$000s) - Bastrop, TX Youth Sports Facility

Net New Gross Spending	2028 Year 1	2029 Year 2	2030 Year 3	2031 Year 4	2032 Year 5	2037 Year 10	2047 Year 20	2057 Year 30	Total	Average
Food & Beverage	\$ 3,022	\$ 3,561	\$ 4,193	\$ 4,895	\$ 5,042	\$ 5,845	\$ 7,856	\$ 10,557	\$ 210,063	\$ 7,002
Lodging	\$ 968	\$ 1,291	\$ 1,685	\$ 2,108	\$ 2,172	\$ 2,517	\$ 3,383	\$ 4,547	\$ 89,772	\$ 2,992
Retail	\$ 910	\$ 1,060	\$ 1,236	\$ 1,435	\$ 1,479	\$ 1,714	\$ 2,304	\$ 3,096	\$ 61,644	\$ 2,055
Transportation	\$ 1,338	\$ 1,573	\$ 1,849	\$ 2,161	\$ 2,226	\$ 2,580	\$ 3,468	\$ 4,660	\$ 92,734	\$ 3,091
Other	\$ 493	\$ 581	\$ 684	\$ 801	\$ 825	\$ 956	\$ 1,285	\$ 1,727	\$ 34,366	\$ 1,146
Tickets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 6,732	\$ 8,066	\$ 9,648	\$ 11,401	\$ 11,743	\$ 13,613	\$ 18,295	\$ 24,587	\$ 488,579	\$ 16,286

Net New Direct, Indirect & Induced Spending to Bastrop, TX (\$000s) - Bastrop, TX Youth Sports Facility

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total	Average
Direct	\$ 6,732	\$ 8,066	\$ 9,648	\$ 11,401	\$ 11,743	\$ 13,613	\$ 18,295	\$ 24,587	\$ 488,579	\$ 16,286
Indirect	\$ 2,554	\$ 3,076	\$ 3,695	\$ 4,379	\$ 4,510	\$ 5,228	\$ 7,026	\$ 9,443	\$ 187,578	\$ 6,253
Induced	\$ 2,025	\$ 2,432	\$ 2,913	\$ 3,447	\$ 3,550	\$ 4,116	\$ 5,531	\$ 7,434	\$ 147,694	\$ 4,923
Total	\$ 11,311	\$ 13,573	\$ 16,256	\$ 19,227	\$ 19,803	\$ 22,958	\$ 30,853	\$ 41,464	\$ 823,850	\$ 27,462

Source: Hunden Partners

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (\$000s) - Bastrop, TX Youth Sports Facility

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 20	Year 30	Total	Average
Earnings - Residents										
From Direct	\$ 427	\$ 512	\$ 612	\$ 723	\$ 745	\$ 863	\$ 1,160	\$ 1,559	\$ 30,987	\$ 1,033
From Indirect	\$ 158	\$ 190	\$ 229	\$ 271	\$ 279	\$ 323	\$ 434	\$ 584	\$ 11,599	\$ 387
From Induced	\$ 130	\$ 156	\$ 187	\$ 221	\$ 228	\$ 264	\$ 355	\$ 477	\$ 9,487	\$ 316
Total	\$ 715	\$ 858	\$ 1,028	\$ 1,215	\$ 1,252	\$ 1,451	\$ 1,950	\$ 2,621	\$ 52,073	\$ 1,736
FTE Jobs - Residents									Max	Average
From Direct	11	13	15	18	18	18	18	18	18	17
From Indirect	2	3	3	4	4	4	4	4	4	4
From Induced	2	3	3	4	4	4	4	4	4	3
Total	16	19	22	25	25	25	25	25	25	24

Source: Hunden Partners

Summary of Net New Impacts

The tables compare the 30-year impact of the scenarios for the proposed Project, highlighting the significant net new impact that the Scenario would generate for the local economy.

City Sales Tax: **\$7.4M**

City Hotel Tax: **\$6.2M**

	Taxes Generated (\$000s)						Total	Average
	Year 1	Year 5	Year 10	Year 20	Year 30			
Local Taxes								
Sales Tax	\$ 101	\$ 176	\$ 204	\$ 274	\$ 369	\$ 7,439	\$ 244	
Hotel Tax	\$ 68	\$ 152	\$ 176	\$ 237	\$ 318	\$ 6,284	\$ 209	
Total	\$ 169	\$ 328	\$ 380	\$ 511	\$ 687	\$ 13,723	\$ 454	

Source: Hunden Partners

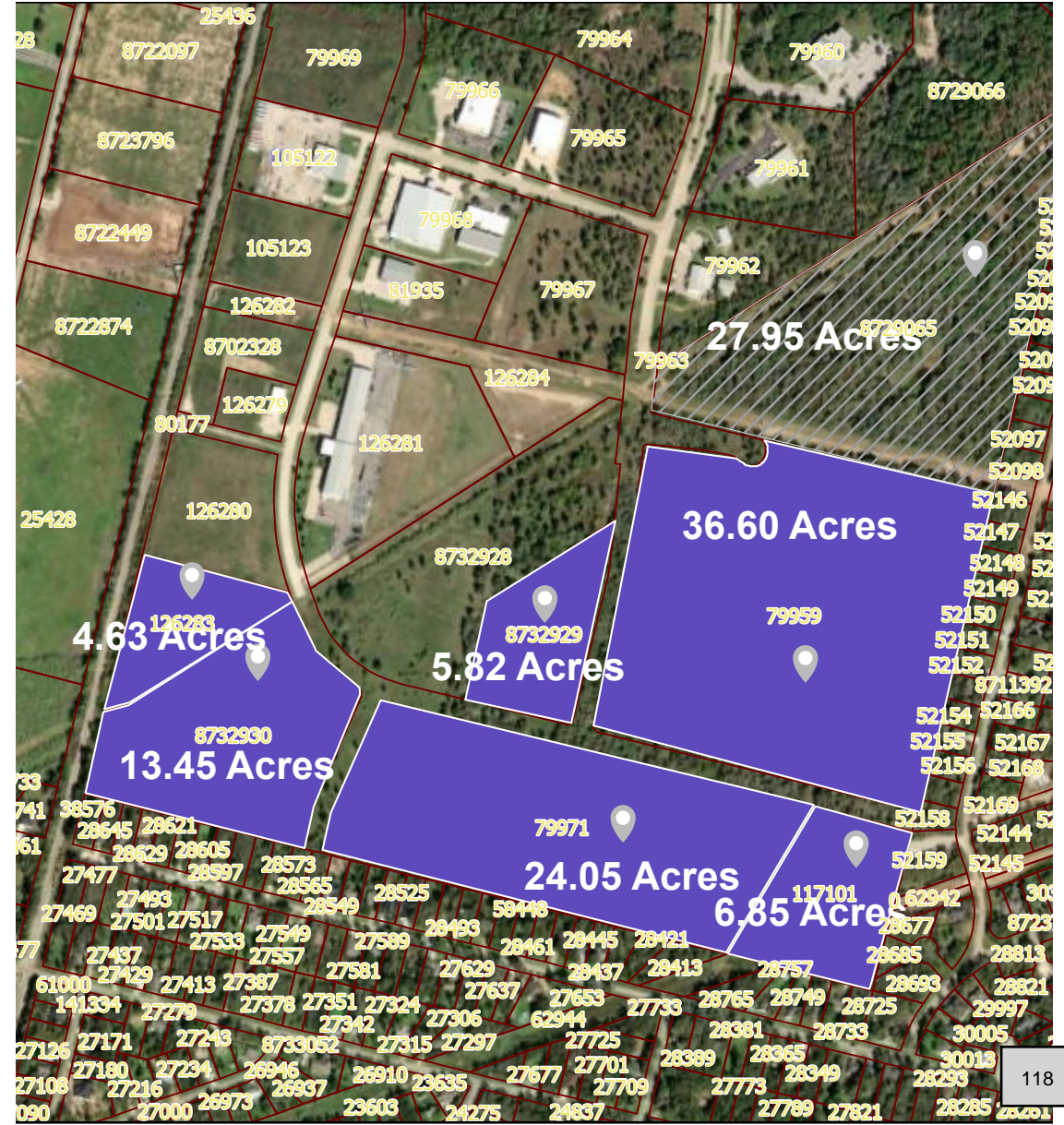
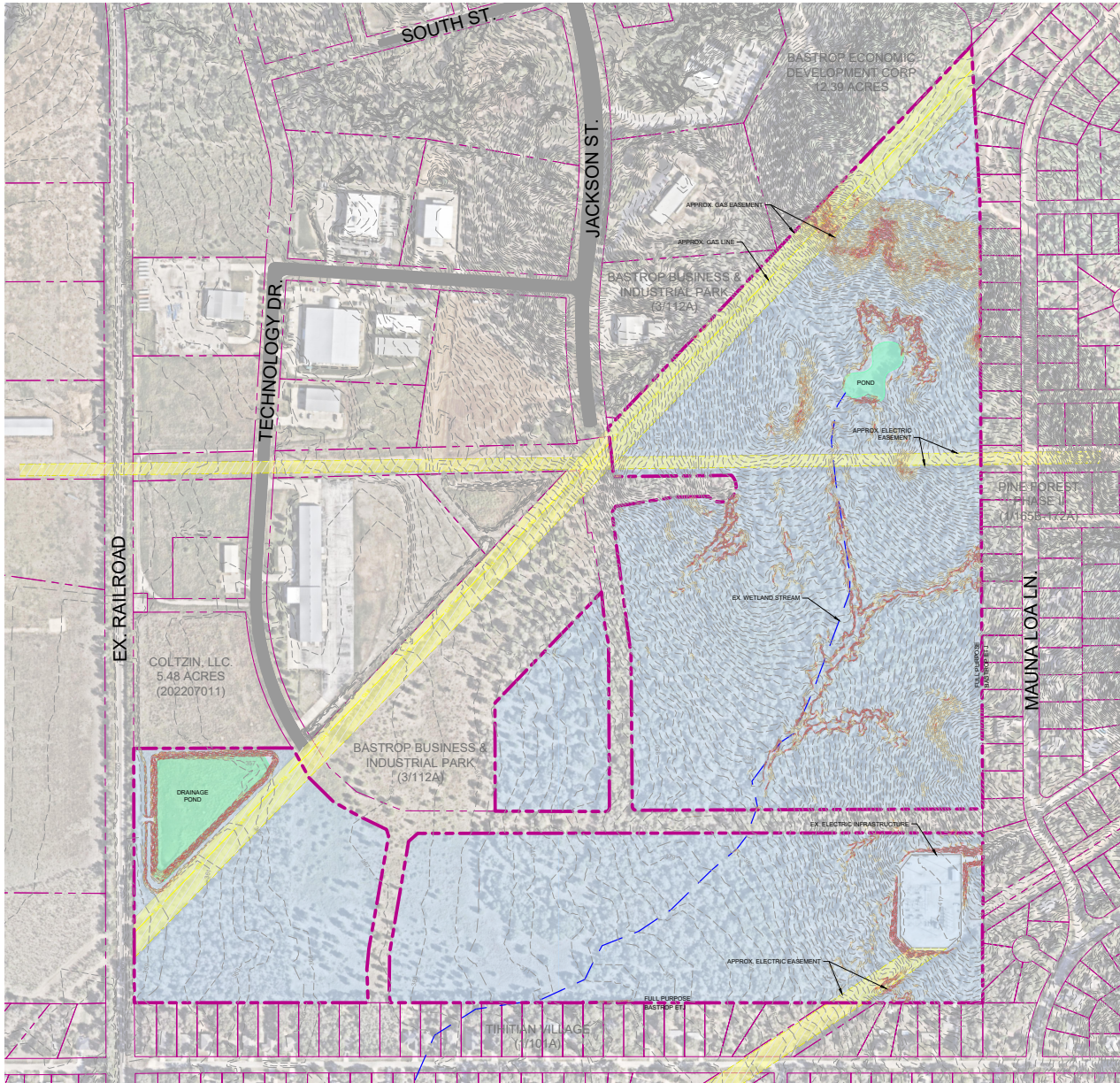
Item 4A.

Bastrop, TX Youth Sports Facility 30 – Year Impact

Spending	\$ (millions)
Direct	\$489
Indirect	\$188
Induced	\$148
Total	\$824
Earnings	\$ (millions)
Direct	\$31
Indirect	\$12
Induced	\$9
Total	\$52
FTE Supported	Average
Direct	18
Indirect	4
Induced	4
Total	25
Fiscal Impact	\$ (000s)
City Sales Tax (2%)	\$7,400
City Hotel Tax (7%)	\$6,300
Total	\$13,700

Appendix

Project Site



Takeaways on the Site

Kimley-Horn Conversation

Topography Challenges

- Steep landscape for much of the site, particularly the northeast side, which **limits areas available for development**
- Need for significant grading and earthwork
- Careful site planning will be necessary to optimize the more developable areas

Transmission Line Constraints

- The presence of transmission lines significantly impacts availability over or near those areas
- No vertical structures are allowed over these zones, which could limit certain types of developments, such as vertical buildings, utility poles, or any tall infrastructure
- **Potential for relocation of the east-west transmission line could offer more flexibility but would require further conversations**

City Coordination Needed

- Discussions with the City regarding the potential for modifying public roads are critical
- **If roadways cannot be altered, adjustments are needed in the development plan to work within the existing infrastructure**

Creek & Environmental Considerations

- The creek on the property doesn't appear to flow through the pond and seems nonrestrictive
- If disturbance exceeds 0.1 acres, it triggers mitigation processes with the Army Corps of Engineers
- Minor adjustments to the creek (up to 0.083 acres) are possible without needing Army Corps involvement

Utility Coordination

- **The presence of gas and electric utilities passing through the site requires close coordination** to ensure no disruption to service and compliance with construction limitations over utility lines

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Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, San Diego, Indianapolis and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 20 years, with more than \$20 billion in built, successful projects.



STAFF REPORT

MEETING DATE: January 27, 2025

TITLE:

Discussion and possible action regarding the Strategic Planning Session held by the BEDC on January 13, 2025 and amendments to the existing BEDC policy statements.

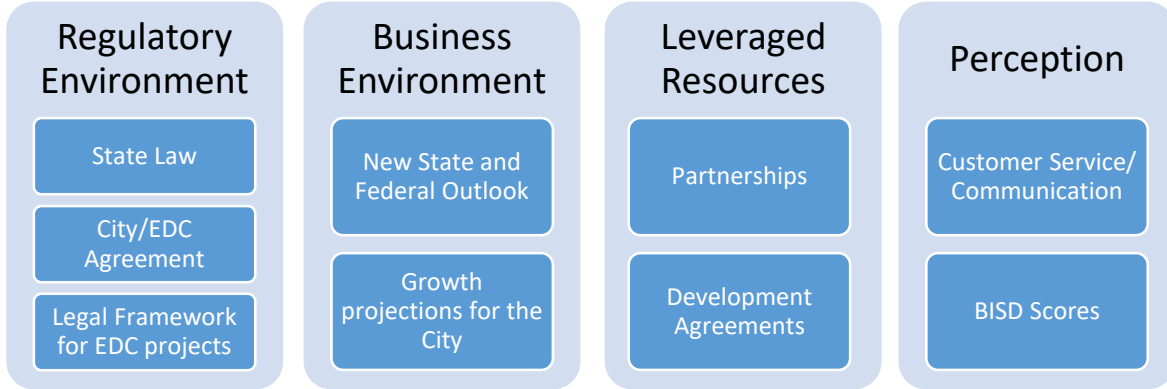
AGENDA ITEM SUBMITTED BY:

Submitted by: Sylvia Carrillo-Trevino, ICMA-CM, CPM, City Manager and Interim Executive Director of the BEDC

BACKGROUND/HISTORY:

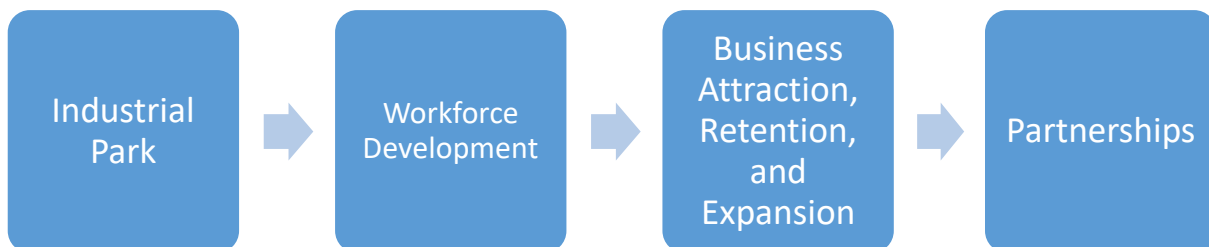
On January 13, 2025, the BEDC held a strategic planning meeting to review its strategic workplan for the 2025 year.

The meeting began with a review of the following:



Then the board focused on four pillars of it would like to focus on in the 2025 calendar year and proceed to do a SWOT (Strengths, Weaknesses, Opportunities, and Threats) within each of the four pillars to determine two (2) meaningful and actionable goals within each pillar.

Those pillars include:



Collectively, the board determined:

Strengths	Weaknesses	Opportunities	Threats
Board & Leadership	Need for strategic advertising and marketing	Uniqueness	Geopolitical Issues
The growth and knowledge of the city due to musk.	Growing too fast	Bastrop Image	Small town outlook and competition
Location in proximity to large cities and 71	Infrastructure is behind or limited	Large Land available	No shovel ready sites in the Industrial Park
Available land	Lack of transportation	Media due to Musk	Low ROI Opportunities
The Colorado river.	Lack of adequate road system for traffic	Demographics- income levels, education	Growing pains with rapid growth
Beautiful downtown	Website/Not "tooting" our own horn	TX Roads in expansion	Not being proactive to recruit

FISCAL IMPACT:

To be determined

RECOMMENDATION:

Amend the existing policy of the BEDC and replace with the proposed policy edits; Adopt the annual goals; Work to develop a 5 year strategic plan.

ATTACHMENTS:

1. Proposed FY 2025 Goals
2. Prior Policy

Proposed 2025 Goals

Pillar 1: Industrial Park

1. Develop and Update a current map of the park.
 - a. Established Goal: February 2025
2. Market the park in 2 national and 1 global publication
 - a. Established Goal: June 2025
3. Update and review restrictions and covenants.
 - a. Committees: Angela, Chris, Cheryl, and Gary to review covenants and recommend changes to the board.
Established Goal: April of 2025
4. Clear and minimally improve platted streets to allow for a better marketing effort of the Industrial Park
 - a. City to incorporate into the street schedule with a cost reimbursement by the BEDC.
Established Goal: March 2025

Pillar 2: Workforce Development Goals

1. Establish needs of the business community through quarterly meetings with workforce development partners.
 - a. Established Goal: Begin February 2025
2. Establish a quarterly business roundtable to determine workforce needs and aid in meeting those needs through partnership or sponsorship.
 - a. Established Goal: Begin February 2025

Pillar 3: Business Attraction, Retention, and Expansion Goals

1. Land banking: create a repository of landowners, acres, and additional information for business attraction.
 - a. Established Goal: March 2025 and continuous
2. Leverage a partnership with Visit Bastrop to create a marketing video and enhanced advertising of the Bastrop community.
 - a. Established goal: March 2025
3. Provide monthly updates from Retail Coach on recruitment activity for Bastrop.
 - a. Established Goal: January 2025

RESOLUTION NO

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS, ENACTING A POLICY REGARDING THE BASTROP ECONOMIC DEVELOPMENT CORPORATION.

WHEREAS, the City Council of the City of Bastrop, Texas (City Council) finds that Economic Development is a valid, legitimate governmental function that is in the best interest of the community, its citizenry, and visitors; and

WHEREAS, the City Council seeks to encourage and promote reasonable, responsible Economic Development activities designed to support existing businesses, and recruit businesses that are consistent with the goals and values of the Bastrop community as well as the City's Strategic Plan, Focus Areas, and Comprehensive Land Use Plan, as well as zoning, development regulations and other elements of the Development Code as these documents are adopted and updated from time to time; and

WHEREAS, the City Council has identified that a critical component of their overall economic development effort is to promote and support the health, vitality as well as the growth of businesses in historic downtown Bastrop through the City's Main Street Program; and

WHEREAS, the City Council embraces the full range of Economic Development tools and their application ranging from public financial assistance to land use permitting and utilities in addition to the resources available through the Bastrop Economic Development Corporation (BEDC); and

WHEREAS, the City Council is assured that City officials and BEDC personnel are united in seeking the best outcomes for the community; and

WHEREAS, the City Council determines that the attached policy is reasonable and necessary to provide guidance to the BEDC in an effort to enhance cooperation, improve clarity of purpose, facilitate a shared vision, prioritize projects worthy of public incentives, encourage a process for shared information and decision-making, and achieve general alignment.

PRIOR LANGUAGE

**City of Bastrop
Policy Regarding the
Bastrop Economic Development Corporation**

WHEREAS, the City of Bastrop (City) is a municipal corporation that is a political subdivision of the State of Texas, and the Bastrop Economic Development Corporation (BEDC) is a nonprofit corporation created by the City; and

WHEREAS, Economic Development is the allocation of public resources in partnership with private parties in a cooperative effort to produce public benefits such as enhanced property values, increased sales taxes, improved job opportunities, and vital commercial and industrial services that complement the community; and

WHEREAS, the BEDC was created through municipal action and voter approval to utilize its full range of resources to assist and support the City in accomplishing the City's Economic Development objectives; and

WHEREAS, the City Council appoints the BEDC Board of Directors to establish and oversee an economic development program that enhances the economy of Bastrop through specific list of activities including recruiting and supporting business ventures in a manner that is consistent with the policies provided by City Council to ensure the City of Bastrop's goals for Economic Development and overall vision for the community; and

WHEREAS, the City Council has statutory oversight and approval authority over BEDC's budget and projects; and

WHEREAS, the City Council acknowledges the BEDC as integral component of the City's overall, diverse economic development efforts and recognizes the unique tools and incentives that the BEDC contributes to the process of recruiting, retaining, and assisting industrial and commercial ventures in the community; and

WHEREAS, the keys to successful economic development policy formation for the City and BEDC include consistency with established managed growth principles regarding public infrastructure, economic vitality, multi-modal connectivity, fiscal and environmental sustainability, and authentic Bastrop; and

WHEREAS, the keys to successful economic development policy formation for the City and BEDC also include alignment amongst the parties in terms of vision, personnel, measurements for success, implementation processes and systems, accountability; and

PRIOR LANGUAGE

NOW, THEREFORE, SHALL IT BE RESOLVED as follows by the Bastrop City Council.

1. **Purpose.** The purpose of this Policy is to support successful economic development efforts in Bastrop by aligning the BEDC Board of Directors with the City Council's expectations through the creation of clear and concise policy direction. Through enactment of this Policy the City Council seeks to clarify the respective roles of City officials and BEDC personnel in furtherance of a positive, productive relationship.

2. **Priorities.** The Bastrop of 2030 is anticipated to have:
 - (a) A growing economy attracting capital investment and creating new jobs which offer employment opportunities to residents of the city and surrounding area;
 - (b) a fully built-out and-occupied Business and Industrial Park;
 - (c) a comfortable and thriving historic downtown.
 - (d) a thriving commercial corridor along all major highways and arterials
 - (e) connected and diverse neighborhoods that include quality housing.
 - (f) An engage and thriving public school system made possible with partnerships with the City, BEDC, and the Bastrop Independent School District (BISD)
 - (g) Successful partnerships with the Chamber of Commerce, Business Community, Bastrop County, and Non-profit organizations

3. **BEDC Performance.**
 - (a) Leadership Roles: The City will rely upon the BEDC to exhibit leadership in:
 - (1) Business Recruitment focused on the sectors as recommended by the Board and approved by City Council
 - (2) Maximization of the Business and Industrial Park
 - (3) Business Retention and Expansion, with a special focus on small business
 - (4) Workforce Development in partnership with Career Tracks, BISD, and other local workforce entities
 - (5) Support and Marketing of the Industrial Park and Bastrop businesses.
 - (6) Enhanced legal support to amend the BEDC contracts in the Industrial Park to protect BEDC assets

 - (b) Funding Roles: The City will turn to BEDC to demonstrate priority in funding:
 - (1) The Main Street Program in the funding amount as established by the annual budget process. Funding of the Program is in support of strengthening economic development in the District through increased visitation, increased consumer spending in the District, retention of current residents and attraction of new residents through adding to the quality of life, small business support and expansion, and the connection of people to economic opportunities. Funding amounts will be within the parameters established by Texas Local Government Code for Promotional Purposes.
 - (2) Infrastructure that facilitates or enhances Economic Development.
 - (3) Identified quality of life projects found in the City of Bastrop Capital Improvement

Plan.

- 4. Strategic Planning.** BEDC shall formulate for City review and approval a series of roadmaps that identify long-term and short-term goals. These plans shall establish Benchmarks by which proposed projects can be compared and evaluated. Components of BEDC's strategic planning process will include:
- (a) a multi-year strategic plan that is to be reviewed annually and updated every 5-7 years
 - (b) an annual strategic plan with measurable and actionable outcomes
 - (c) a *proforma* for the Business and Industrial Park based on financial assumptions or projections for which decisions on which opportunities to pursue will be made
 - (d) Business Incentive Program and underwriting strategy with approval process
- 5. Metrics.** The BEDC shall evaluate projects to measure the consistent assessment of Return on Investment (ROI) received by the community as a result of the projects and from any incentives provided. The evaluation will consider the totality of public BEDC and City financial expense and investment in comparison to the benefits received from the project. The analysis will recognize the different certainty of commitments between projected and guaranteed benefits from a project (i.e., the timing of incentive payment vs received benefit, contractual obligations, and claw backs). The BEDC shall establish a means of measuring the benefits (direct and indirect; tangible and intangible) of BEDC projects (quantitatively and qualitatively).
- 6. Coordination.** The BEDC Board will require the BEDC Staff to coordinate with the City through the City Manager's Office regarding:
- (a) Ensuring the inclusion of the City of Bastrop in all Non- Disclosure Agreements related to economic development prospects and projects the BEDC seeks to attract, expand, locate, or otherwise assist.
 - (b) Regular weekly staff meetings with the City Manager to:
 - (1) Share information and status updates on economic development prospects and projects the BEDC seeks to attract. expand, locate, or otherwise assist.
 - (2) Proactively discuss projects to identify any required governmental approvals, requirements, or restrictions including land use, utility, traffic, and other infrastructure requirements that would impact the prospect/project.
 - (3) Receive information on city projects and initiatives that impact economic development efforts.
 - (c) Any and all public relations efforts in the form of press releases to ensure accurate representation of City goals and priorities as well as to ensure leverage of messaging across City platforms.
 - (d) Require BEDC staff to participate in weekly development review meetings to ensure

adequate assistance by the BEDC can be provided if necessary.

7. Accountability. The BEDC shall routinely articulate specific goals, project assessments, and reporting as a means of determining the benefit to the community of the proposed incentives for a project. Individual project reports shall be compiled into an overall annual report that is presented to the City Council, in writing and as a presentation at monthly City Council meetings as part of the City's monthly financial update. The Board shall task the Executive Director with the development of an agenda format and cover letter for all incentive projects that the Board considers. The agenda format will include the sign off from the city planning, engineering, public works, and City Manager to demonstrate that the project is without critical flaws that are not consistent with existing city development regulations and requirements. (i.e., zoning conformance, available utility capacity, etc.).

8. Administration.

- (a) Systems and Processes. BEDC will create standard applications, performance measures, and processes for the identification, review, underwriting, and report of incentive programs. This undertaking will include forms for underwriting worksheets and applications for incentives to be recommended by the Board and approved by City Council.
- (b) Point of Contact. BEDC Board of Directors, individually or acting through BEDC's Director, are to coordinate with the City through the Office of the City Manager.
- (c) Budgeting. BEDC will ensure its budget forecasting, creation, and adoption is coordinated with the City's Strategic Calendar.
- (d) Joint Meetings. BEDC will schedule with the City Manager periodic meetings to be held jointly with the City Council.

(e) Information Sharing. BEDC shall provide standard procedures for the thorough and timely dissemination of data regarding BEDC projects to the City Manager for provision to the City Council.

9. Administrative Support Services. The City has significant capability, resources, and capacity for which the BEDC and their efforts may materially benefit. To this end, the City will continue to provide, for a fee, administrative support services through an annual agreement with BEDC. The agreement will include all relevant activities including, but not limited to, the following elements: general administrative services, payroll, finance administration, information technology, human resource services, capital project management, contract administration of all Capital Projects approved by the BEDC, and any other ancillary services provided to all city departments.

RESOLUTION NO. ~~R-2022-26~~

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS, ENACTING A POLICY REGARDING THE BASTROP ECONOMIC DEVELOPMENT CORPORATION.

WHEREAS, the City Council of the City of Bastrop, Texas (City Council) finds that Economic Development is a valid, legitimate governmental function that is in the best interest of the community, its citizenry, and visitors; and

WHEREAS, the City Council seeks to encourage and promote reasonable, responsible Economic Development activities designed to support existing businesses, and recruit businesses that are consistent with the goals and values of the Bastrop community as well as the City's Strategic Plan, Focus Areas, and Comprehensive Land Use Plan, as well as zoning, development regulations and other elements of the Development Code as these documents are adopted and updated from time to time; and

WHEREAS, the City Council has identified that a critical component of their overall economic development effort is to promote and support the health, vitality as well as the growth of businesses in historic downtown Bastrop through the City's Main Street Program; and

WHEREAS, the City Council embraces the full range of Economic Development tools and their application ranging from public financial assistance to land use permitting and utilities in addition to the resources available through the Bastrop Economic Development Corporation (BEDC); and

WHEREAS, the City Council is assured that City officials and BEDC personnel are united in seeking the best outcomes for the community; and

WHEREAS, the City Council determines that the attached policy is reasonable and necessary to provide guidance to the BEDC in an effort to enhance cooperation, improve clarity of purpose, facilitate a shared vision, prioritize projects worthy of public incentives, encourage a process for shared information and decision-making, and achieve general alignment.

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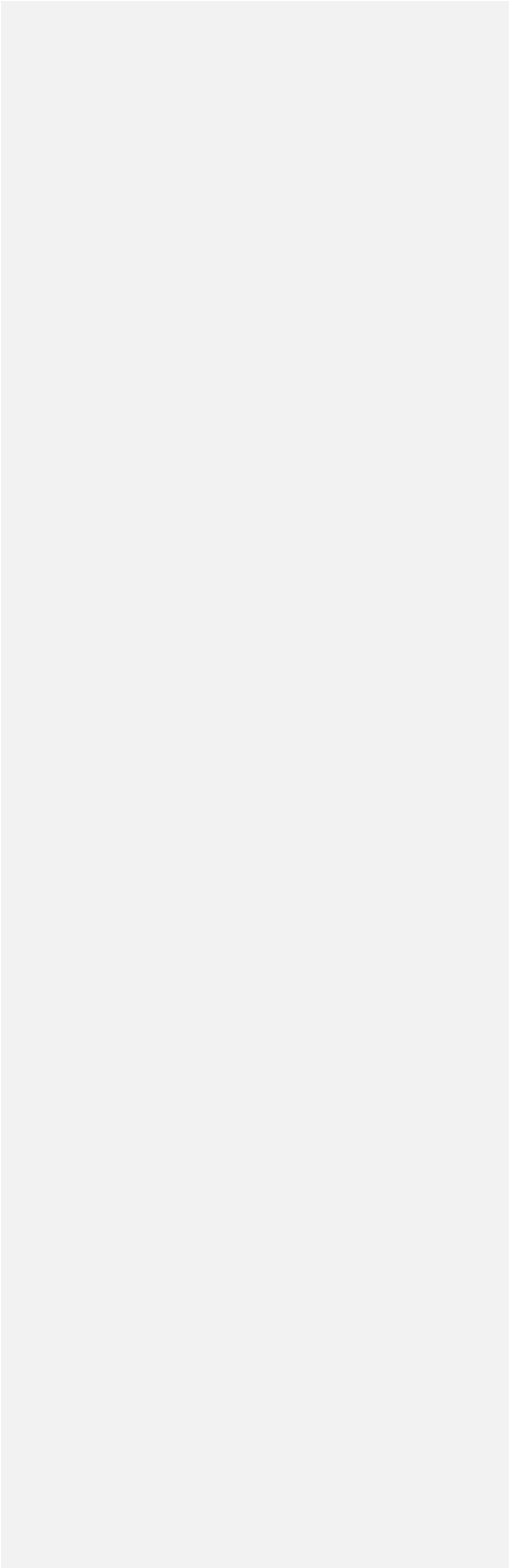
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~~NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF BASTROP, TEXAS:~~

~~SECTION 1. The City Council hereby deems the recitals above to be true and accurate legislative findings.~~

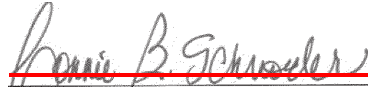
~~SECTION 2. The City Council hereby approves the attached Policy.~~

~~SECTION 3. This resolution shall take effect immediately from and after its passage.~~



DULY RESOLVED AND ADOPTED by the City Council of the City of Bastrop
this 8th day of February 2022.

APPROVED:



Bonnie B. Schroeder, Mayor

ATTEST:

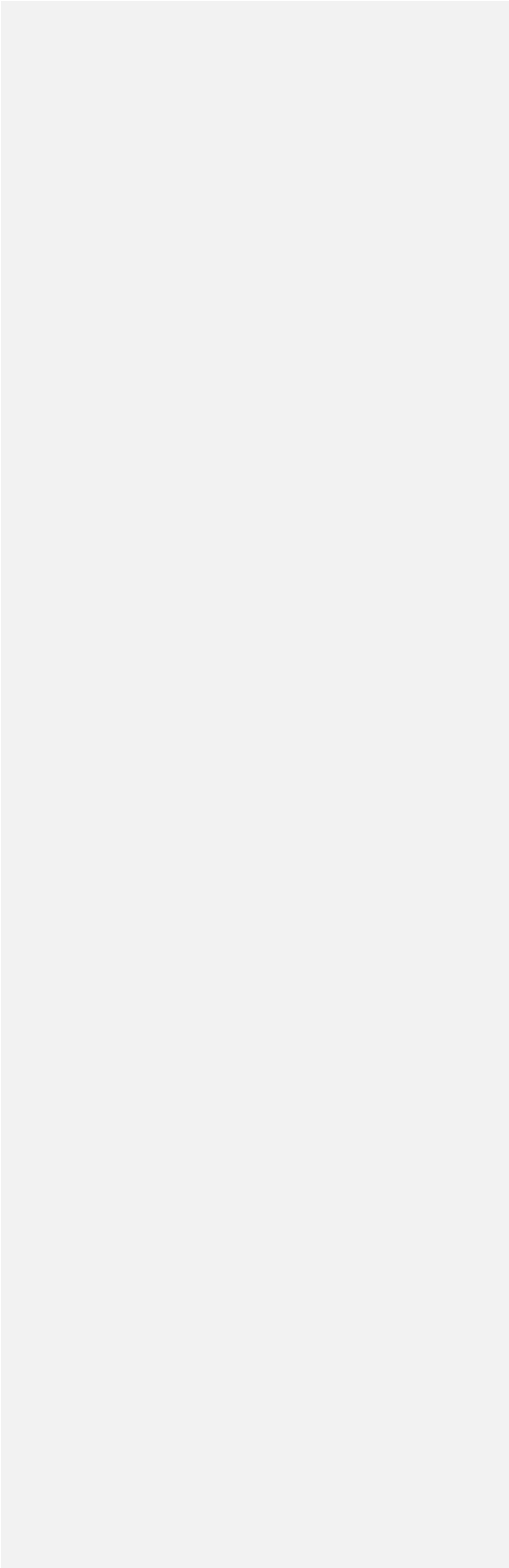


Ann Franklin, City Secretary

APPROVED AS JO FORM:



Alan Bojorquez, City Attorney



**City of Bastrop
Policy Regarding the
Bastrop Economic Development Corporation**

WHEREAS, the City of Bastrop (City) is a municipal corporation that is a political subdivision of the State of Texas, and the Bastrop Economic Development Corporation (BEDC) is a nonprofit corporation created by the City; and

WHEREAS, Economic Development is the allocation of public resources in partnership with private parties in a cooperative effort to produce public benefits such as enhanced property values, increased sales taxes, improved job opportunities, and vital commercial and industrial services that complement the community; and

WHEREAS, the BEDC was created through municipal action and voter approval to utilize its full range of resources to assist and support the City in accomplishing the City's Economic Development objectives; and

WHEREAS, the City Council appoints the BEDC Board of Directors to establish and oversee an economic development program that enhances the economy of Bastrop through specific list of activities including recruiting and supporting business ventures in a manner that is consistent with the policies provided by City Council to ensure the City of Bastrop's goals for Economic Development and overall vision for the community; and

WHEREAS, the City Council has statutory oversight and approval authority over BEDC's budget and projects; and

WHEREAS, the City Council acknowledges the BEDC as integral component of the City's overall, diverse economic development efforts and recognizes the unique tools and incentives that the BEDC contributes to the process of recruiting, retaining, and assisting industrial and commercial ventures in the community; and

WHEREAS, the keys to successful economic development policy formation for the City and BEDC include consistency with established managed growth principles regarding public infrastructure, economic vitality, multi-modal connectivity, fiscal and environmental sustainability, and authentic Bastrop; and

WHEREAS, the keys to successful economic development policy formation for the City and BEDC also include alignment amongst the parties in terms of vision, personnel, measurements for success, implementation processes and systems, accountability; and

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NOW, THEREFORE, SHALL IT BE RESOLVED as follows by the Bastrop City Council.

1. Purpose. The purpose of this Policy is to support successful economic development efforts in Bastrop by aligning the BEDC Board of Directors with the City Council's expectations through the creation of clear and concise policy direction. Through enactment of this Policy the City Council seeks to clarify the respective roles of City officials and BEDC personnel in furtherance of a positive, productive relationship.

~~4.~~

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2. Priorities. The Bastrop of 2030 is anticipated to have:

- (a) A growing economy attracting capital investment and creating new jobs which offer employment opportunities to residents of the city and surrounding area;
- (b) a fully built-out and-occupied Business and Industrial Park;
- (c) a comfortable and thriving historic ~~downtown;downtown.~~
- (d) a thriving commercial corridor ~~along along all major highways and arterials~~ Highway 74; and
- (e) connected and diverse neighborhoods that include quality housing.
- (f) ~~An engage and thriving public school system made possible with partnerships with the City, BEDC, and the Bastrop Independent School District (BISD).~~
- (e)(g) ~~Successful partnerships with the Chamber of Commerce, Business Community, Bastrop County, and Non-profit organizations~~

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3. BEDC Performance.

- (a) Leadership Roles: The City will rely upon the BEDC to exhibit leadership in:
 - (1) Business Recruitment focused on the sectors as recommended by the Board and approved by City Council
 - (2) Maximization of the Business and Industrial Park
 - (3) Business Retention and Expansion, with a special focus on small business
 - ~~(4) Promotion of the Film, Media, and Entertainment industries~~
 - ~~(5) Workforce Development in partnership with Career Tracks, BISD, and other local workforce entities~~
 - (4) Support and Marketing of the Industrial Park and Bastrop businesses.
 - (6) Enhanced legal support to amend the BEDC contracts in the Industrial Park to protect BEDC assets
- (b) Funding Roles: The City will turn to BEDC to demonstrate priority in funding:
 - (1) The Main Street Program in the funding amount as established by the annual budget process. Funding of the Program is in support of strengthening economic development in the District through increased visitation, increased consumer spending in the District, retention of current residents and attraction of new residents through adding to the quality of life, small business support and expansion, and the connection of people to economic opportunities. Funding amounts will be within the parameters established by Texas Local Government Code for Promotional Purposes.
 - (2) Infrastructure that facilitates or enhances Economic Development.
 - (3) Identified quality of life projects found in the City of Bastrop Capital Improvement Plan.

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- (a) a multi-year strategic plan that is to be reviewed annually and updated every 5-7 years
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~~(c)~~ Any and all public relations efforts in the form of press releases to ensure accurate representation of City goals and priorities as well as to ensure leverage of messaging across City platforms.

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~~(d)~~ Require BEDC staff to participate in weekly development review meetings to ensure adequate assistance by the BEDC can be provided if necessary.

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