

ATTACHMENT E

Site Evaluation



BALLPARK DEVELOPMENT PLANNING SERVICES

Centro San Antonio

Project Update | February 24, 2016



Scope of Work

BALLPARK DEVELOPMENT PLANNING

1. Project Initiation

2. Market Analysis

3. Building Program

4. Development Budget

5. Site Criteria

6. Project Economics

7. Economic Benefits

8. Site Evaluation

Can Baseball Work?

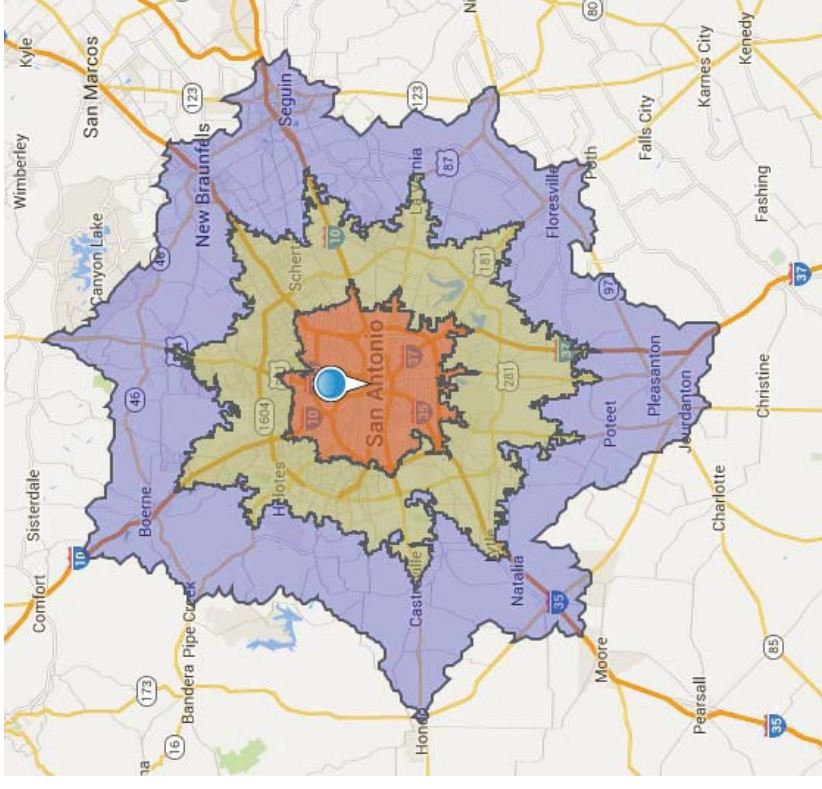
MARKET ANALYSIS

Yes

Among all AAA Markets San Antonio

Ranks:

- ◆ #2 in Total Population
- ◆ #4 in Economic Activity
- ◆ #6 in Business Establishments

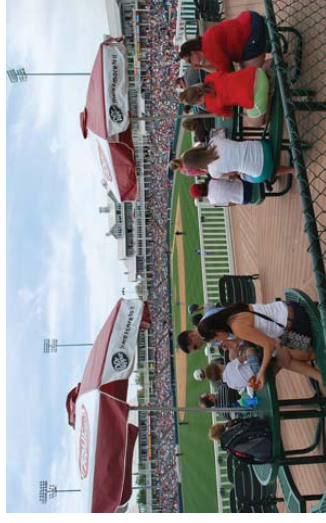


How Can Baseball Work?

PROJECT CONCEPT

Multi-use Ballpark with a Mix of Seating Types and a Capacity of 9,500

- ◆ 540 Club / Loge Seats
- ◆ 20 Suites
- ◆ Group Area (800 Tickets)
- ◆ Berm Area (1,200 Tickets)
- ◆ Plaza Function Area



What Will it Cost?

COMPREHENSIVE DEVELOPMENT BUDGET

\$73.7M

- ◆ 2018 Dollars
- ◆ Hard Costs: \$58.0M
- ◆ Soft Costs: \$15.7M
- ◆ Includes 10% Owner's Contingency
- ◆ Does **NOT** Include Land Acquisition
- ◆ Does **NOT** Include Off-site Infrastructure / Parking

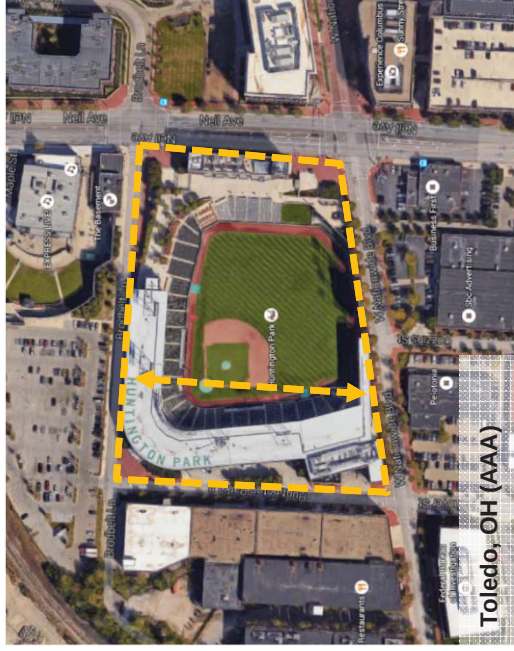
What are the Benefits?

ECONOMIC AND FISCAL BENEFITS

- ◆ \$1.5M in Annual Tax Revenues
- ◆ 585 Jobs
- ◆ \$19.7M in Annual Economic Activity

Program Considerations

SITE REQUIREMENTS

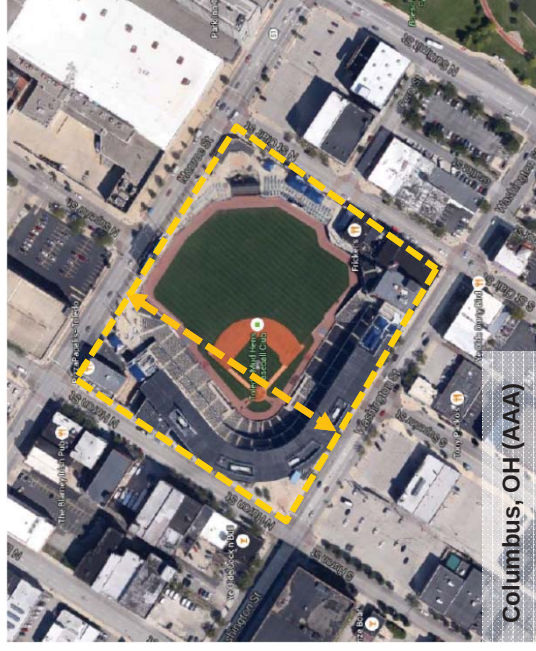


◆ Site Area

- 6.5 – 7.5 Acres
- Columbus: 6.8 Acres
- Toledo: 7.0 Acres

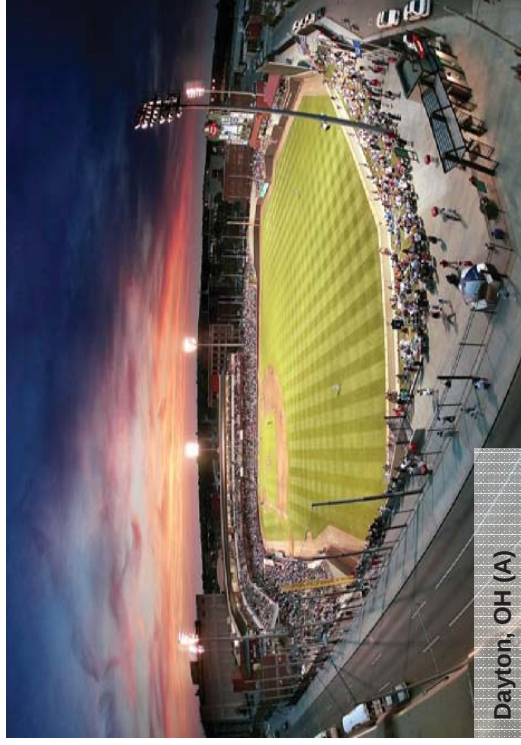
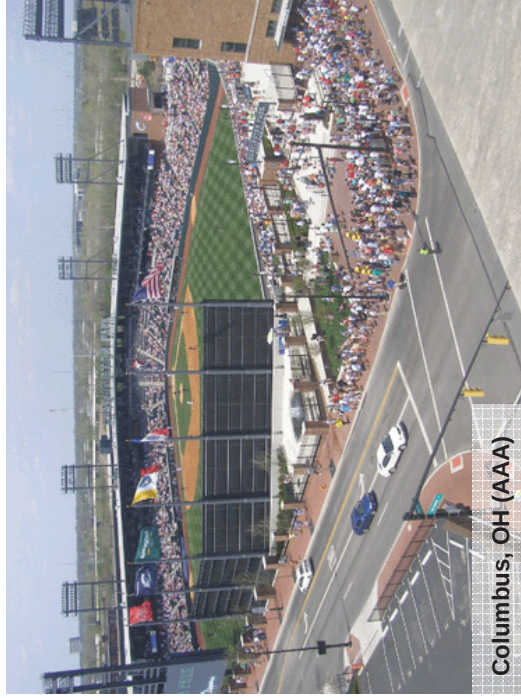
◆ Minimum Dimensions

- 500 Feet
- Columbus: 495 Feet
- Toledo: 510 Feet



Program Considerations

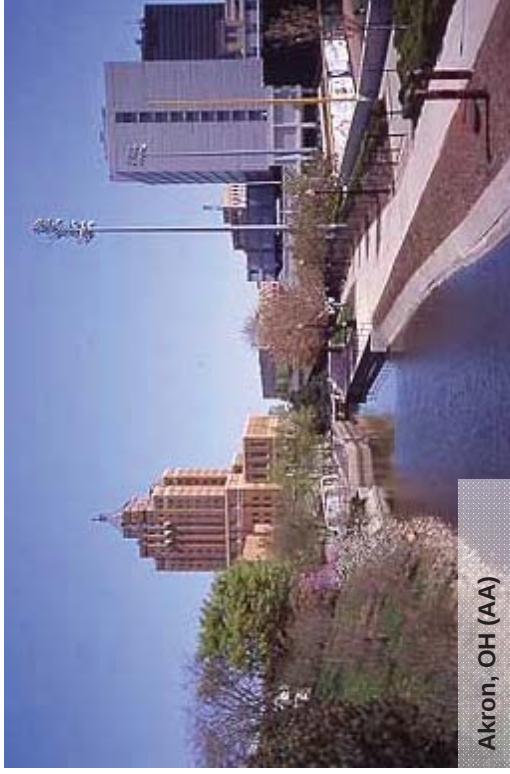
TRANSPARENCY



CENTRO SAN ANTONIO

Program Considerations

PUBLIC SPACE



Akron, OH (AA)



San Diego, CA (MLB)



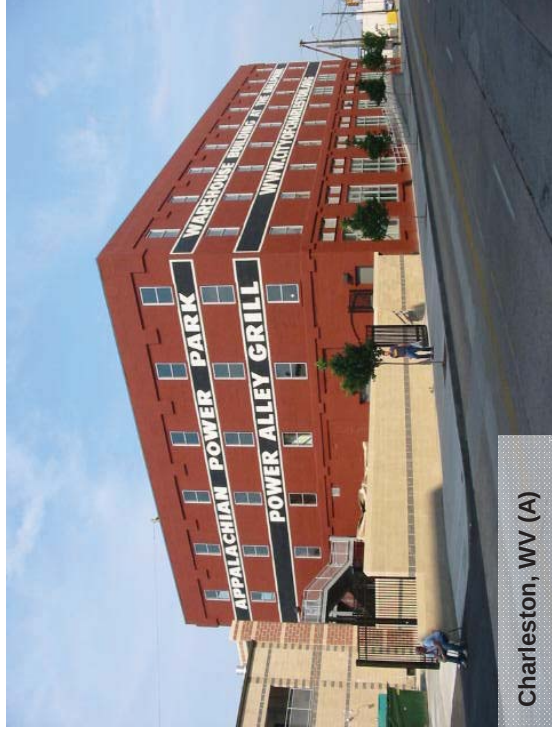
Fort Wayne, IN (A)



Proposed Summerlin, NV (AAA)

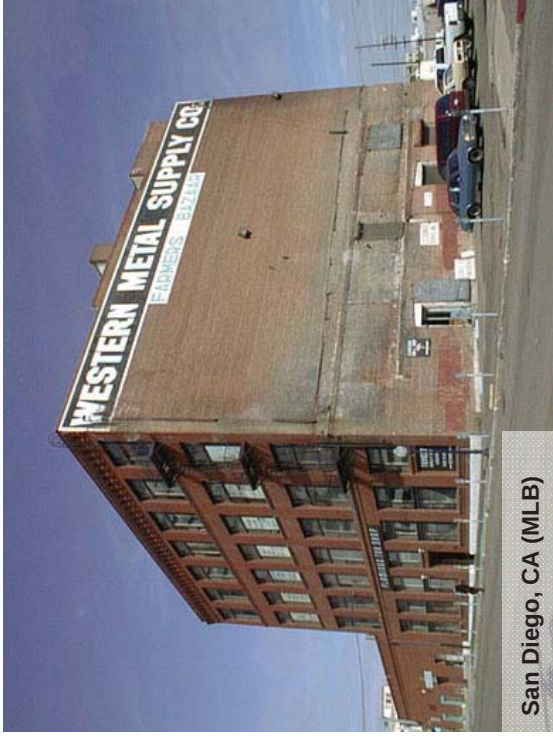
Program Considerations

RE-PURPOSING



Program Considerations

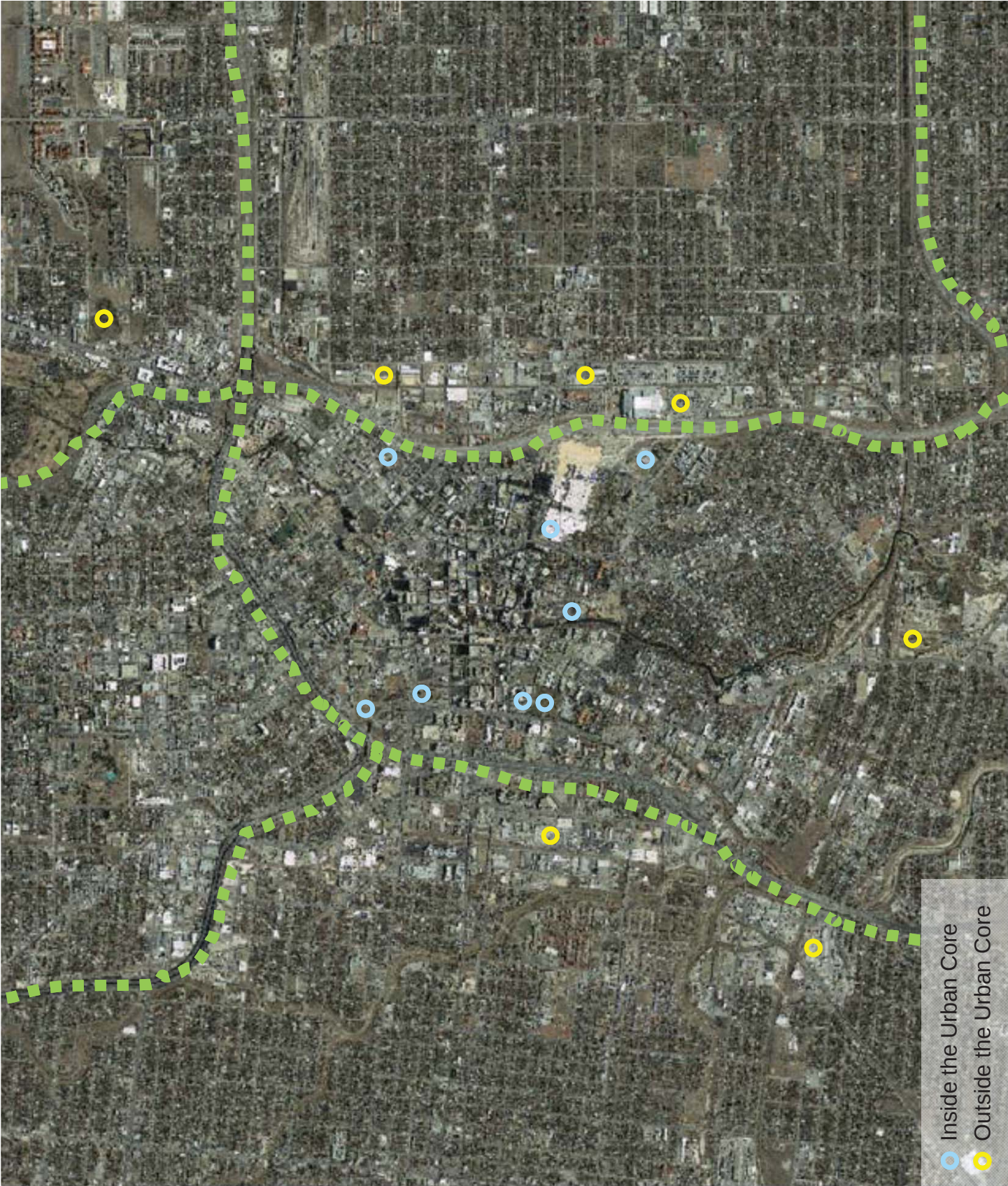
RE-PURPOSING



Evaluation Criteria

SUMMARY

- ◆ Site Capacity (Weighting Factor: 3)
- ◆ Control / Timing (3)
- ◆ Constructability (3)
- ◆ Access (1)
- ◆ Parking (1)
- ◆ Development Opportunities (1)
- ◆ Plan Consistencies (1)
- ◆ Design Opportunities (1)
- ◆ Other Initiatives (1)
- ◆ Displacement / Costs (3)



ALAMODOME NORTH

ALAMODOME NORTH

1. 8.7 Acres
2. 2 Lots, 2 Owners

- ## 2. 2 Lots, 2 Owners



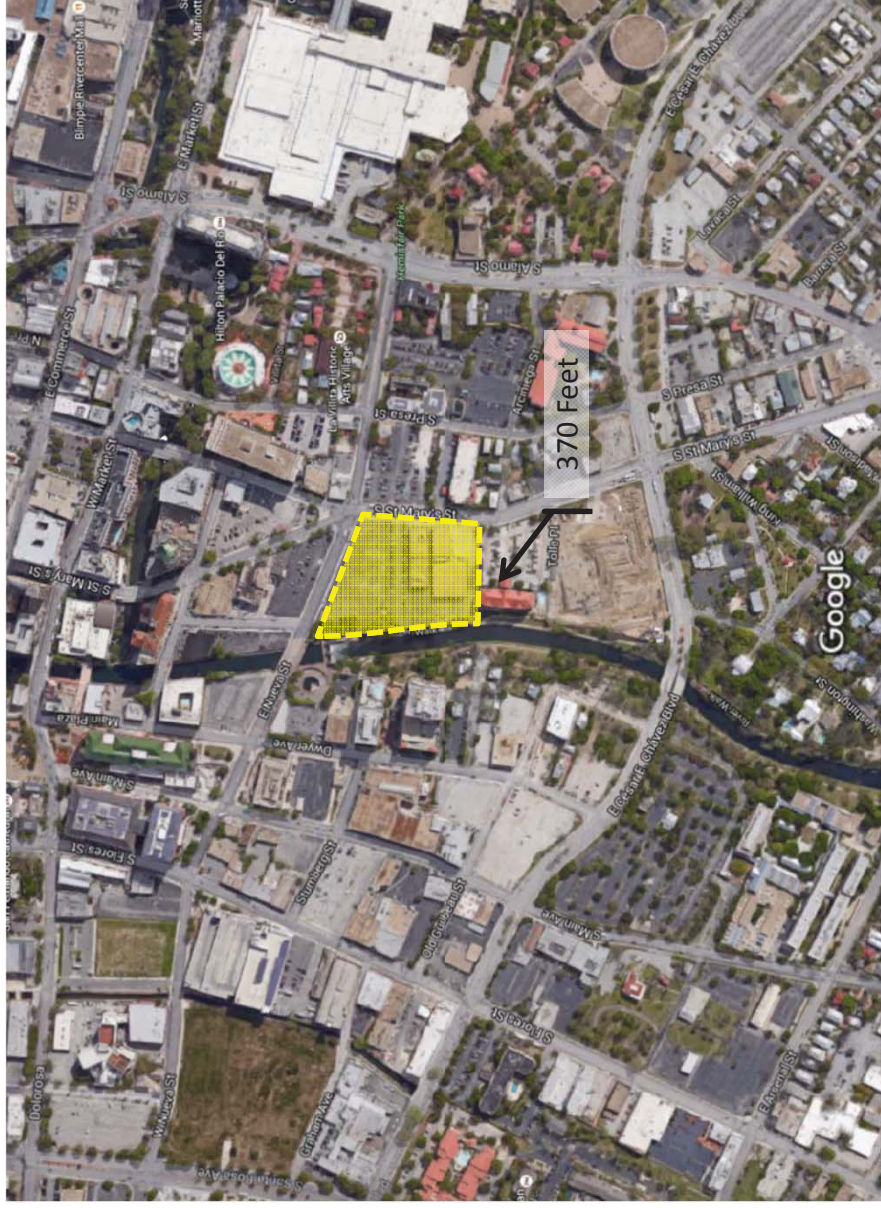
BROADWAY EAST

1. 3.9 Acres
2. 3 Lots, 1 Owner



NEAR SOUTH

1. 3.9 Acres
2. 2 Lots, 1 Owner

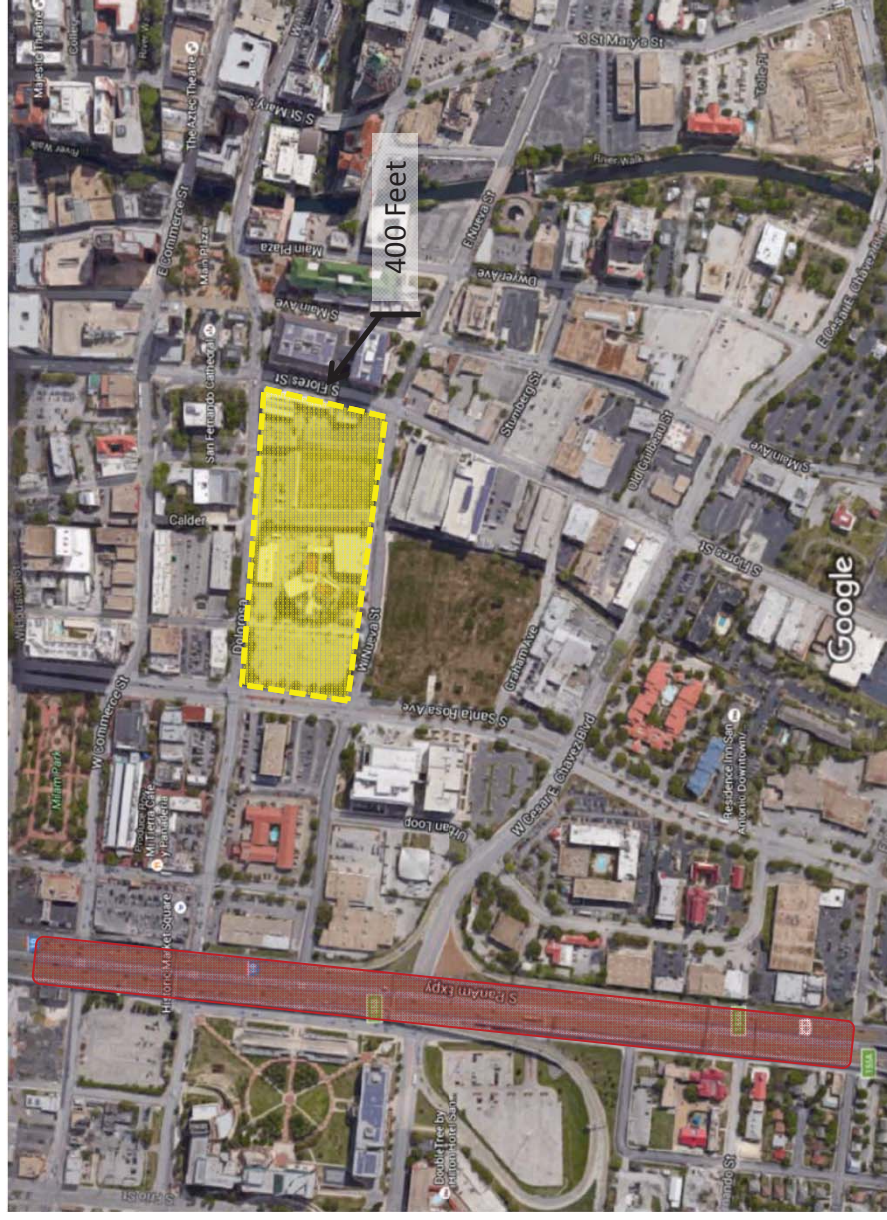


CIVIC CENTER NORTH

CIVIC CENTER NORTH

1. 9.0 Acres
2. 15 Lots, 6 Owners

- ## 2. 15 Lots, 6 Owners



CT

-

Site Evaluation

FOX TECH

1. 9.2 Acres
2. 19 Lots, 9 Owners
3. Hard West, North, East Edges
4. Awkward Shape
5. Good Access
6. Modest Parking
7. May Require Road Realignment



UTSA

-

Site Evaluation

PLAYLAND PARK

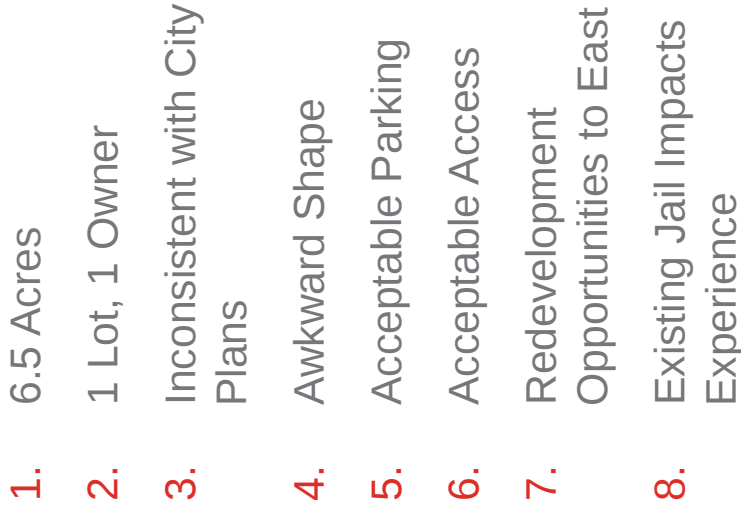
1. 18.4 Acres
2. 2 Lots, 2 Owners
3. Isolated from Core
4. Surrounded by Residential
5. US Government Ownership
6. Parking to be Provided On-site
7. Development TBD



STOCKYARDS

-

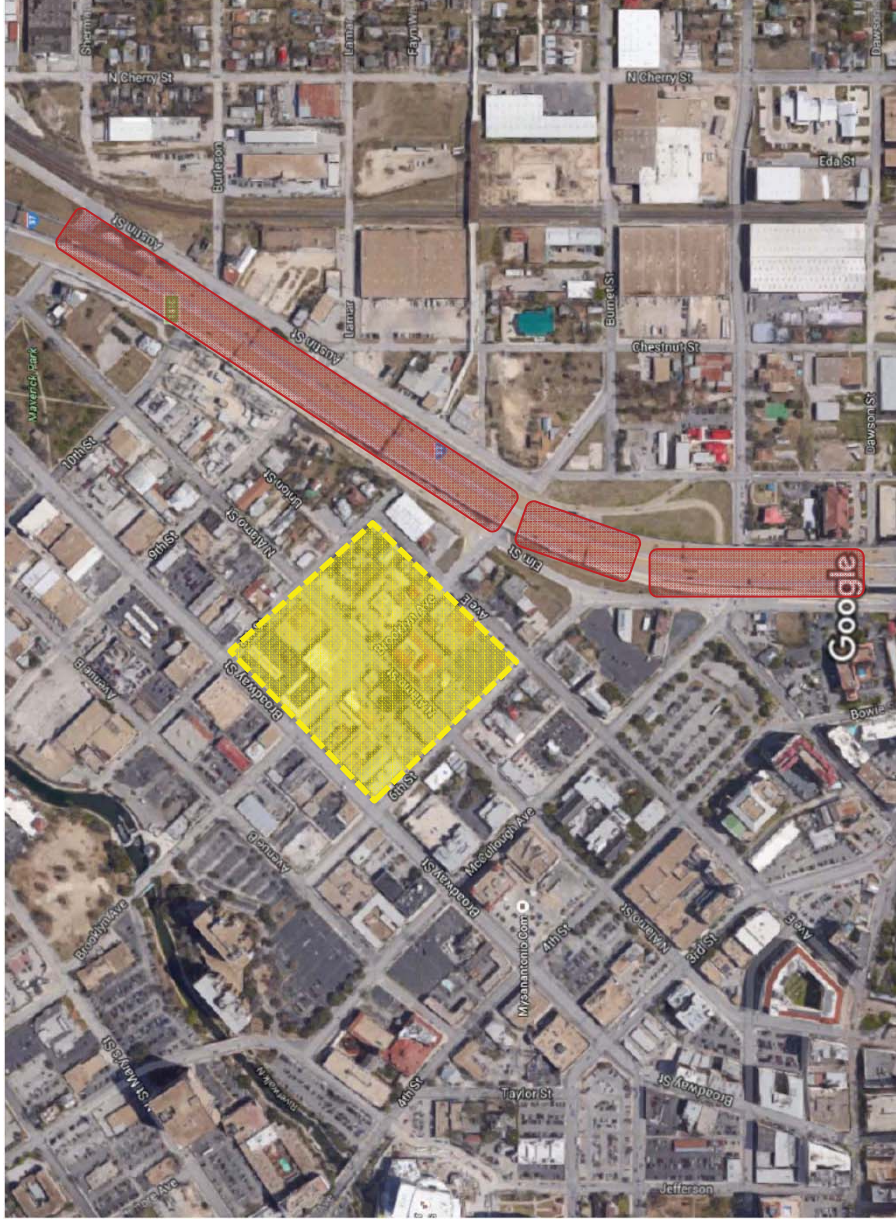
CIVIC CENTER SOUTH



Site Evaluation

IRISH FLATS

1. 10.8 Acres
2. 27 Lots, 13 Owners
3. Requires 4 Blocks
4. Re-purposing Opportunities
5. Supports Midtown Plan, Broadway Improvements
6. Significant Displacement
7. Market Parking
8. Similar Building Stock Scale, Unique Design Opportunities



Site Evaluation

ALAMO STREET



1. 7.5 Acres
2. 1 Lot, 1 Owner
3. Alters HemisFair Plan
4. Utilize Existing Parking
5. Good Access
6. Development Opportunities as Identified in HemisFair Plan
7. Re-purposing Opportunities
8. Unique Design Opportunities



SCORING SHEET



Site	Capacity		Control / Timing		Weight		Development Opportunities		Weight		Constructability		Weight		Access		Weight		Parking		Weight		Plan Consistencies		Weight		Design Opportunities		Weight		Other Initiatives		Weight		Displacement / Costs		Weight		TOTAL
	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3	1-5	3			
Alamo Street	5		5		4		2		4		4		4		4		2		4		4		4		4		4		4		4		4		4		4		70
Fox Tech South	4		2		4		4		3		3		3		3		3		3		3		3		3		4		4		2		2		2		2		57
Irish Flats	5		1		3		5		3		3		3		3		3		2		2		4		4		4		4		4		4		1		1		56
Alamodome	3		5		3		0		3		5		5		5		2		5		5		2		2		0		0		2		2		4		4		53
UTSA	5		2		3		3		3		4		4		4		4		3		3		4		4		2		2		2		2		1		1		51
ITC	5		2		2		2		4		4		4		4		4		3		3		3		3		1		1		4		4		1		1		49
Lone Star	5		3		2		2		2		2		2		2		2		2		2		4		4		0		0		3		3		2		2		49
Civic Center South	2		5		2		2		4		4		4		4		4		3		3		1		1		2		2		2		2		1		1		46
Playland Park	5		3		2		2		2		2		2		2		2		2		2		3		3		0		0		1		1		2		2		46
Stockyards	5		3		2		2		2		2		2		2		2		2		2		3		3		0		0		1		1		2		2		46
Fox Tech	2		2		2		2		3		3		3		3		3		3		3		4		4		2		2		3		3		3		3		45
Civic Center North	0		3		2		2		3		4		4		4		1		3		3		1		1		2		2		2		2		1		1		33
Near South	0		3		2		2		2		3		2		3		2		2		2		2		2		3		3		2		2		2		2		35
Alamodome North	0		3		3		3		3		5		3		5		2		4		4		2		2		1		1		2		2		2		2		41
Broadway East	0		3		2		2		3		3		3		3		3		2		2		3		3		3		3		2		2		2		2		37

Does not meet site requirements

Urban core sites

Suggested Next Steps

- ◆ Conduct City & County internal work session
 - Presentation of work to date
 - Detailed review of site evaluation
 - Schedule within next 30 days
- ◆ Determine path for initiating the pre-development phase
- ◆ Establish pre-development scope of work
 - Identify site(s) for detailed analysis
 - Establish City / County partnership and funding framework
 - Draft public approval schedule, strategy, and plan
 - Create comprehensive delivery schedule and cash flow projection
 - Initiate project agreement negotiations with tenant
 - Support and advise on necessary MiLB approvals

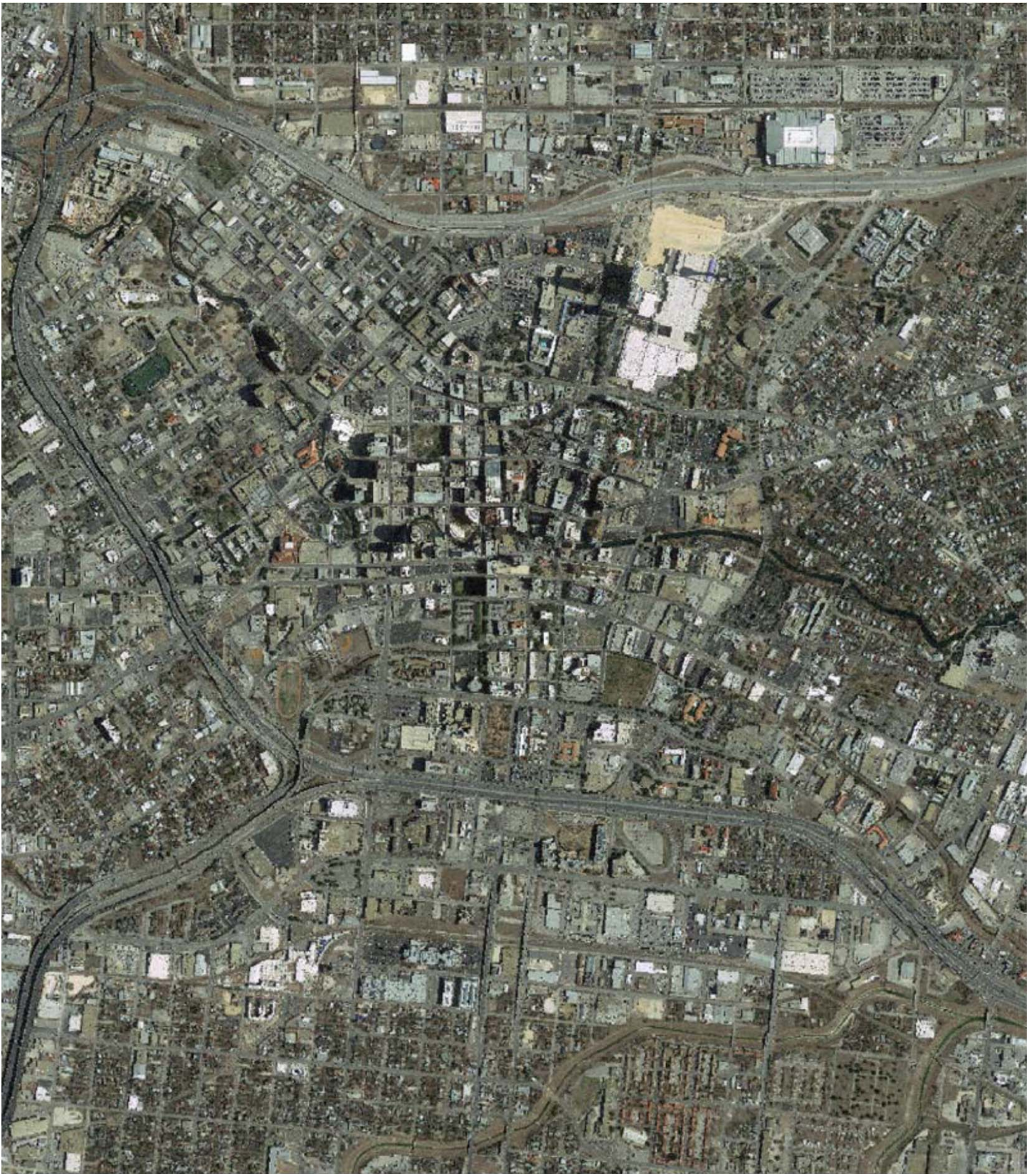


BALLPARK DEVELOPMENT PLANNING SERVICES

Centro San Antonio

Project Update | February 24, 2016





ATTACHMENT F

Presentations

CENTRO
SAN ANTONIO

JANUARY 14, 2016

Balpark Development Planning Services

Project Update

 **B&D VENUUES**
A BRAILSFORD & DUNLAVEY
PRACTICE GROUP

Scope of Work

BALLPARK DEVELOPMENT PLANNING

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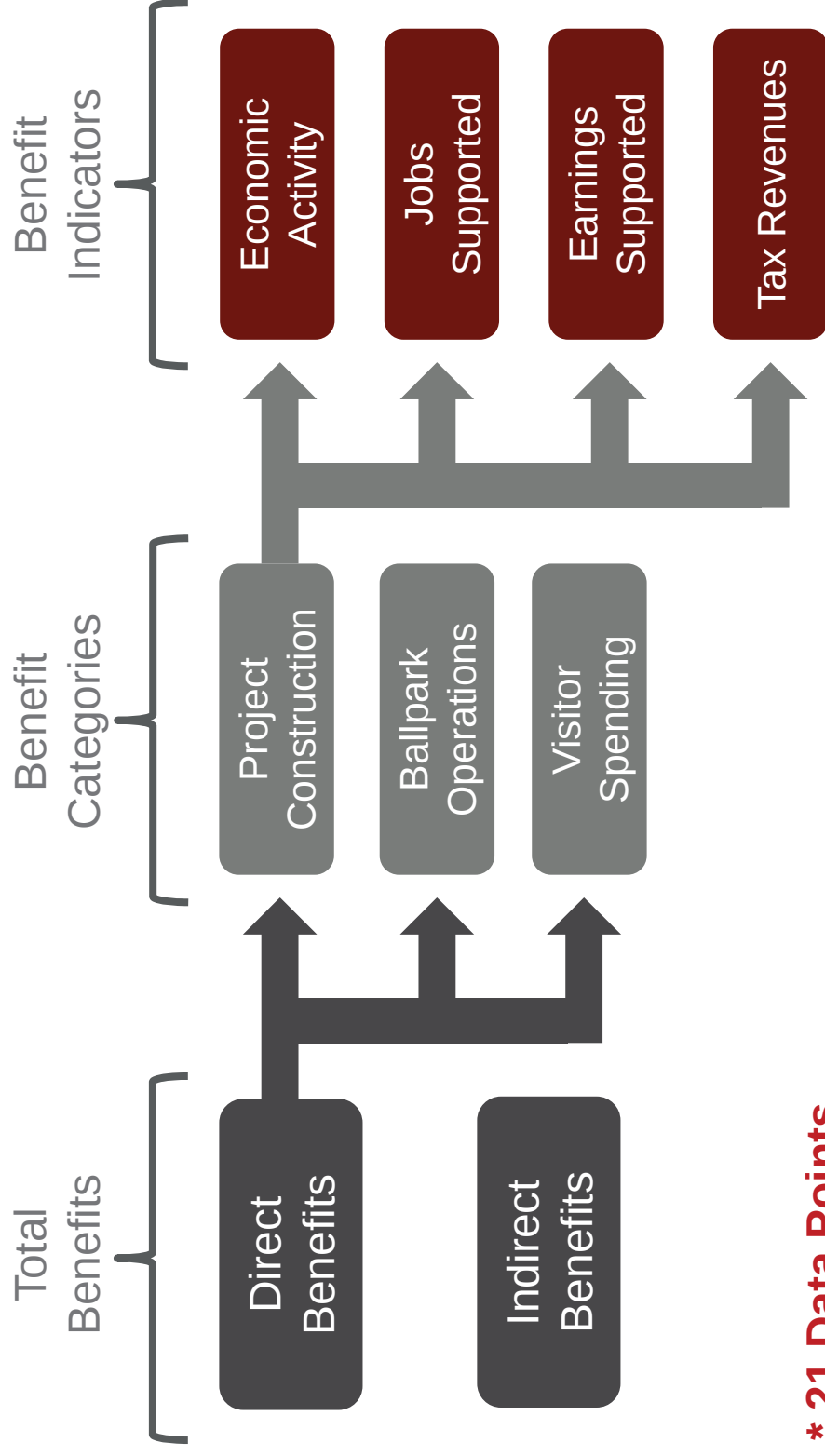
6. Project Economics

7. Economic Benefits

8. Site Evaluation

Benefits Analysis

APPROACH

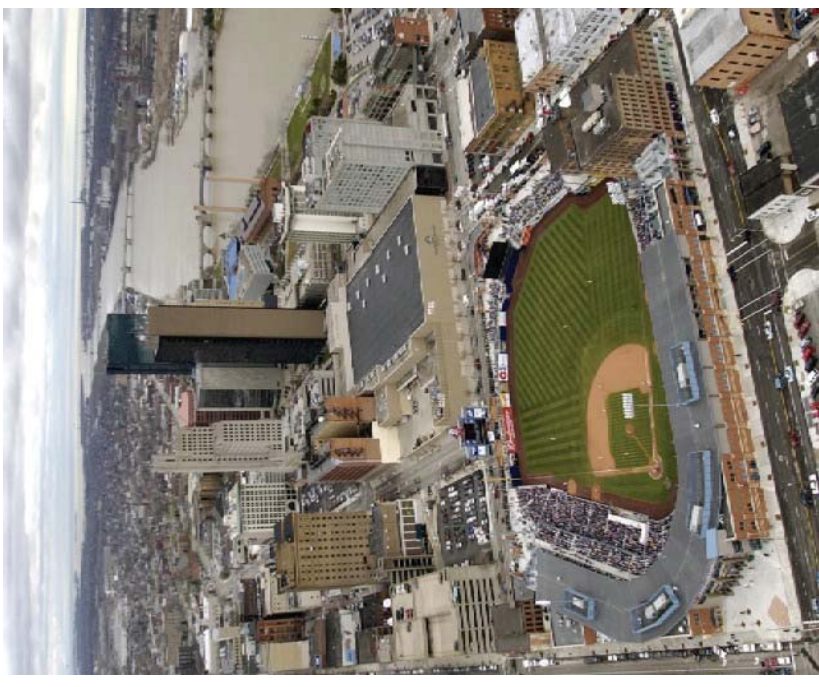


*** 21 Data Points**

Benefits Analysis

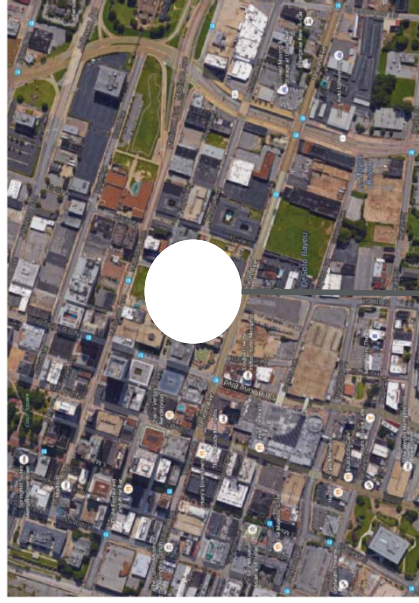
ASSUMPTIONS & APPROACH

- ◆ Housekeeping Items
- ◆ Reliance on Direct Benefits
- ◆ Specific Use of Appropriate Multipliers
- ◆ Use of Leakage Factors
- ◆ Applicable Taxes
 - Sales Tax (City and State)
 - Hotel Tax (City, County, and State)
 - Personal Property Tax
- ◆ Three Project Models
 - ① New AAA Ballpark
 - ① New AA Ballpark
 - Current Operations
- ◆ 63 Data Points



Benefits Categories

CONSTRUCTION



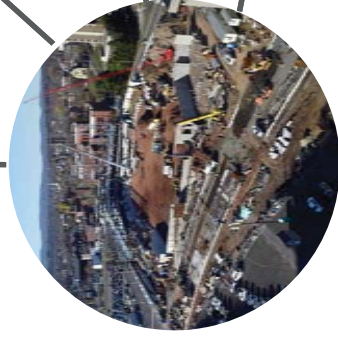
Material
Spending



Jobs
Supported

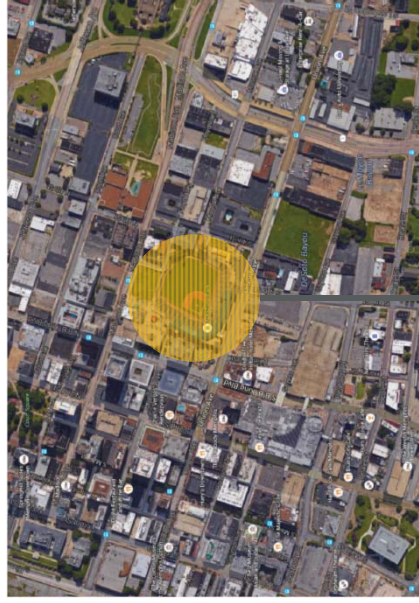


Earnings
Supported



Benefits Categories

BALLPARK OPERATIONS



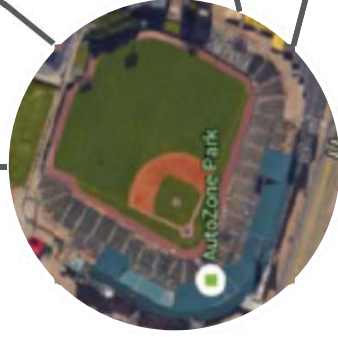
COGS



Supplies



Patron
Revenues

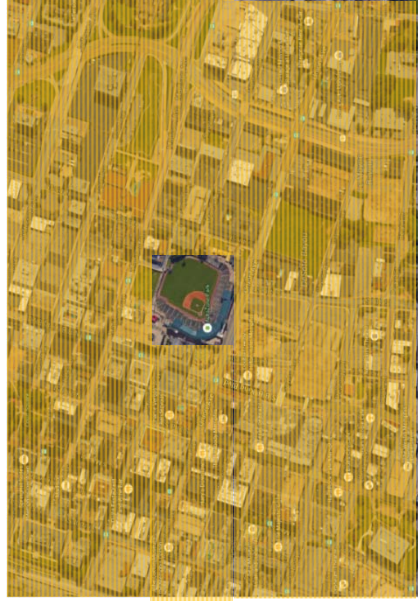


Visiting
Team



Benefits Analysis

VISITOR SPENDING



Meal
Spending



Retail
Spending



Transportation
Spending

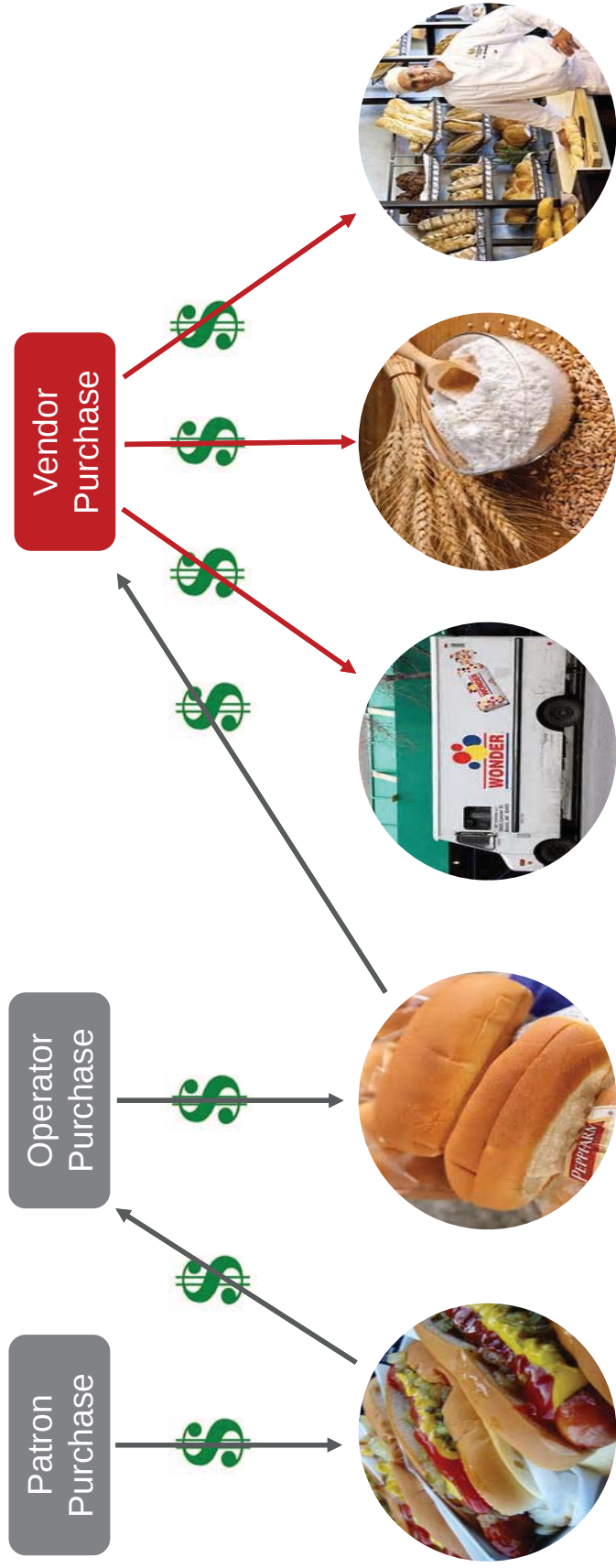


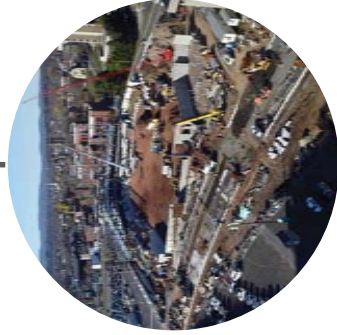
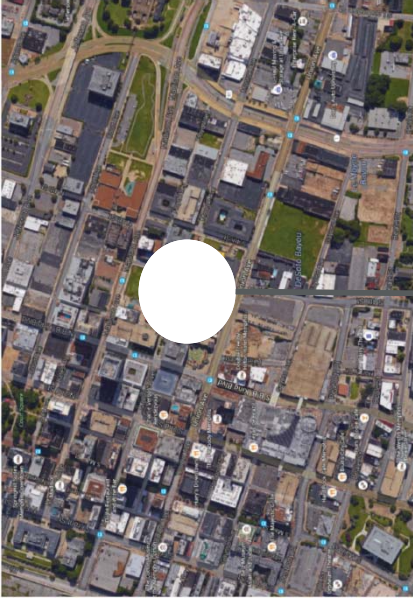
Hotel
Spending



Benefits Analysis

INDIRECT BENEFITS





Benefits Analysis

AAA BALLPARK CONSTRUCTION

Direct Benefits

◆ Economic Activity	\$31.3M
◆ Jobs Supported	506
◆ Earnings Supported	\$19.4M
◆ Tax Revenues	\$2.6M

Indirect Benefits

◆ Economic Activity	\$24.1M
◆ Jobs Supported	969
◆ Earnings Supported	\$34.7M

Benefits Analysis

AAA BALLPARK OPERATIONS

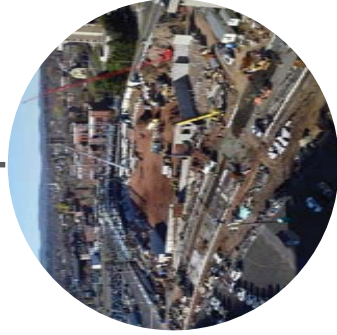
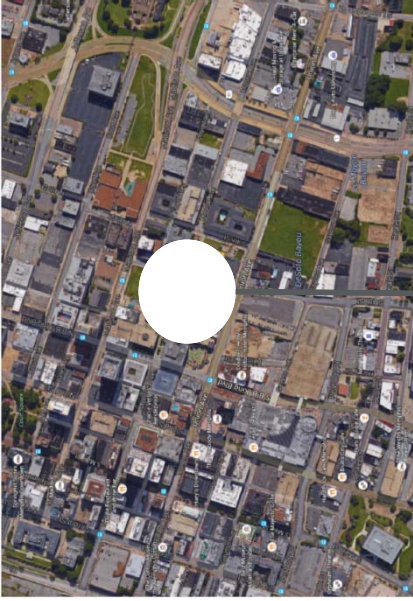


Direct Benefits

◆ Economic Activity	\$14.5M
◆ Jobs Supported	165
◆ Earnings Supported	\$5.1M
◆ Tax Revenues	\$1.4M

Indirect Benefits

◆ Economic Activity	\$12.7M
◆ Jobs Supported	419
◆ Earnings Supported	\$15.1M



Benefits Analysis

AA BALLPARK CONSTRUCTION

Direct Benefits

- ◆ Economic Activity \$25.9M
- ◆ Jobs Supported 420
- ◆ Earnings Supported \$16.1M
- ◆ Tax Revenues \$2.1M

Indirect Benefits

- ◆ Economic Activity \$20.0M
- ◆ Jobs Supported 804
- ◆ Earnings Supported \$28.8M

Benefits Analysis

AA BALLPARK OPERATIONS



Direct Benefits

◆ Economic Activity	\$12.7M
◆ Jobs Supported	146
◆ Earnings Supported	\$4.6M
◆ Tax Revenues	\$1.2M

Indirect Benefits

◆ Economic Activity	\$11.1M
◆ Jobs Supported	371
◆ Earnings Supported	\$13.4M

Benefits Analysis

CURRENT OPERATIONS



Direct Benefits

◆ Economic Activity	\$5.1M
◆ Jobs Supported	62
◆ Earnings Supported	\$2.2M
◆ Tax Revenues	\$451k

Indirect Benefits

◆ Economic Activity	\$4.8M
◆ Jobs Supported	169
◆ Earnings Supported	\$6.1M

Benefits Analysis

SUMMARY

New AAA Ballpark		New AA Ballpark		Current Operations	
TOTAL CONSTRUCTION BENEFITS					
Economic Activity	\$ 55,356,000	Economic Activity	\$ 45,927,000	Economic Activity	NA
Wages	\$ 54,077,000	Wages	\$ 44,881,000	Wages	NA
Jobs Supported	1,475	Jobs Supported	1,224	Jobs Supported	NA
TOTAL OPERATING BENEFITS					
Economic Activity	\$ 27,191,000	Economic Activity	\$ 23,786,000	Economic Activity	\$ 9,866,000
Wages	\$ 20,282,000	Wages	\$ 18,055,000	Wages	\$ 8,287,000
Jobs Supported	584	Jobs Supported	517	Jobs Supported	231
TOTAL FISCAL BENEFITS					
Annual Revenues	\$ 1,410,000	Annual Revenues	\$ 1,194,000	Annual Revenues	\$ 452,000
25-YR NPV	\$ 25,700,000	25-YR NPV	\$ 21,800,000	25-YR NPV	\$ 7,700,000

Benefits Analysis

DETAILED FISCAL REVENUES

New AAA	Level	Construction	2018	2019	2020
Sales Tax	City	\$ 625,148	\$ 204,661	\$ 213,812	\$ 209,338
Sales Tax	State	\$ 1,953,587	\$ 757,216	\$ 791,194	\$ 774,624
Hotel Tax	City		\$ 216,222	\$ 222,709	\$ 218,541
Hotel Tax	County		\$ 42,043	\$ 43,305	\$ 42,494
Hotel Tax	State		\$ 151,735	\$ 156,287	\$ 153,362
Personal Property Tax	City		\$ 9,272	\$ 9,550	\$ 9,837
Annual Tax Benefit		\$ 2,578,735	\$1,381,150	\$1,436,857	\$1,408,195
City	25-YR NPV	\$ 7,800,000	\$ 430,155	\$ 446,072	\$ 437,716
County	25-YR NPV	\$ 700,000	\$ 42,043	\$ 43,305	\$ 42,494
State	25-YR NPV	\$ 17,200,000	\$ 908,951	\$ 947,481	\$ 927,986
Total Benefit		\$25,700,000	\$1,381,150	\$1,436,857	\$1,408,195

Benefits Analysis

DETAILED FISCAL REVENUES

New AA	Level	Construction	2018	2019	2020
Sales Tax	City	\$ 518,661	\$ 172,820	\$ 180,542	\$ 176,784
Sales Tax	State	\$ 1,620,816	\$ 639,364	\$ 668,035	\$ 654,112
Hotel Tax	City		\$ 184,036	\$ 189,557	\$ 186,101
Hotel Tax	County		\$ 35,785	\$ 36,858	\$ 36,186
Hotel Tax	State		\$ 129,148	\$ 133,022	\$ 130,597
Personal Property Tax	City		\$ 9,272	\$ 9,550	\$ 9,837
Annual Tax Benefit		\$ 2,139,477	\$ 1,170,425	\$ 1,217,564	\$ 1,193,617
City	25-YR NPV	\$ 518,661	\$ 366,128	\$ 379,649	\$ 372,722
County	25-YR NPV	\$ -	\$ 35,785	\$ 36,858	\$ 36,186
State	25-YR NPV	\$ 1,620,816	\$ 768,512	\$ 801,057	\$ 784,709
Total Benefit		\$ 2,139,477	\$ 1,170,425	\$ 1,217,564	\$ 1,193,617

Benefits Analysis

DETAILED FISCAL REVENUES

Existing	Level	Construction	2018	2019	2020
Sales Tax	City	\$ -	\$ 55,162	\$ 58,033	\$ 59,774
Sales Tax	State	\$ -	\$ 288,303	\$ 303,361	\$ 312,462
Hotel Tax	City		\$ 35,046	\$ 36,098	\$ 37,181
Hotel Tax	County		\$ 6,815	\$ 7,019	\$ 7,230
Hotel Tax	State		\$ 31,646	\$ 32,596	\$ 33,573
Personal Property Tax	City		\$ 1,236	\$ 1,273	\$ 1,312
Annual Tax Benefit		\$ -	\$ 418,209	\$ 438,380	\$ 451,531
City	25-YR NPV	\$ 1,700,000	\$ 91,444	\$ 95,405	\$ 98,267
County	25-YR NPV	\$ 100,000	\$ 6,815	\$ 7,019	\$ 7,230
State	25-YR NPV	\$ 5,900,000	\$ 319,950	\$ 335,956	\$ 346,035
Total Benefit		\$ 7,700,000	\$ 418,209	\$ 438,380	\$ 451,531

Benefits Analysis

QUALITATIVE



- ◆ Affordable Family Entertainment
- ◆ Assembly Venue
- ◆ Conference & Meeting Venue
- ◆ Community Events
- ◆ Business Development
- ◆ Employee Rewards
- ◆ Talent Recruitment
- ◆ Publicity

CENTRO
SAN ANTONIO

JANUARY 14, 2016

Balpark Development Planning Services

Project Update

 **B&D VENUUES**
A BRAILSFORD & DUNLAVEY
PRACTICE GROUP

Next Steps

BALLPARK DEVELOPMENT PLANNING

- ◆ Prepare Intermediate Deliverable for Review
- ◆ Proceed with Site Evaluation
- ◆ Prepare Intermediate Site Inventory for Approval
- ◆ Schedule Site Evaluation Presentation

CENTRO
SAN ANTONIO

DECEMBER 14, 2015

Balpark Development Planning Services

Interim Workshop

* * * * D R A F T * * * *



Scope of Work

BALLPARK DEVELOPMENT PLANNING

1. Project Initiation

2. Market Analysis

3. Building Program

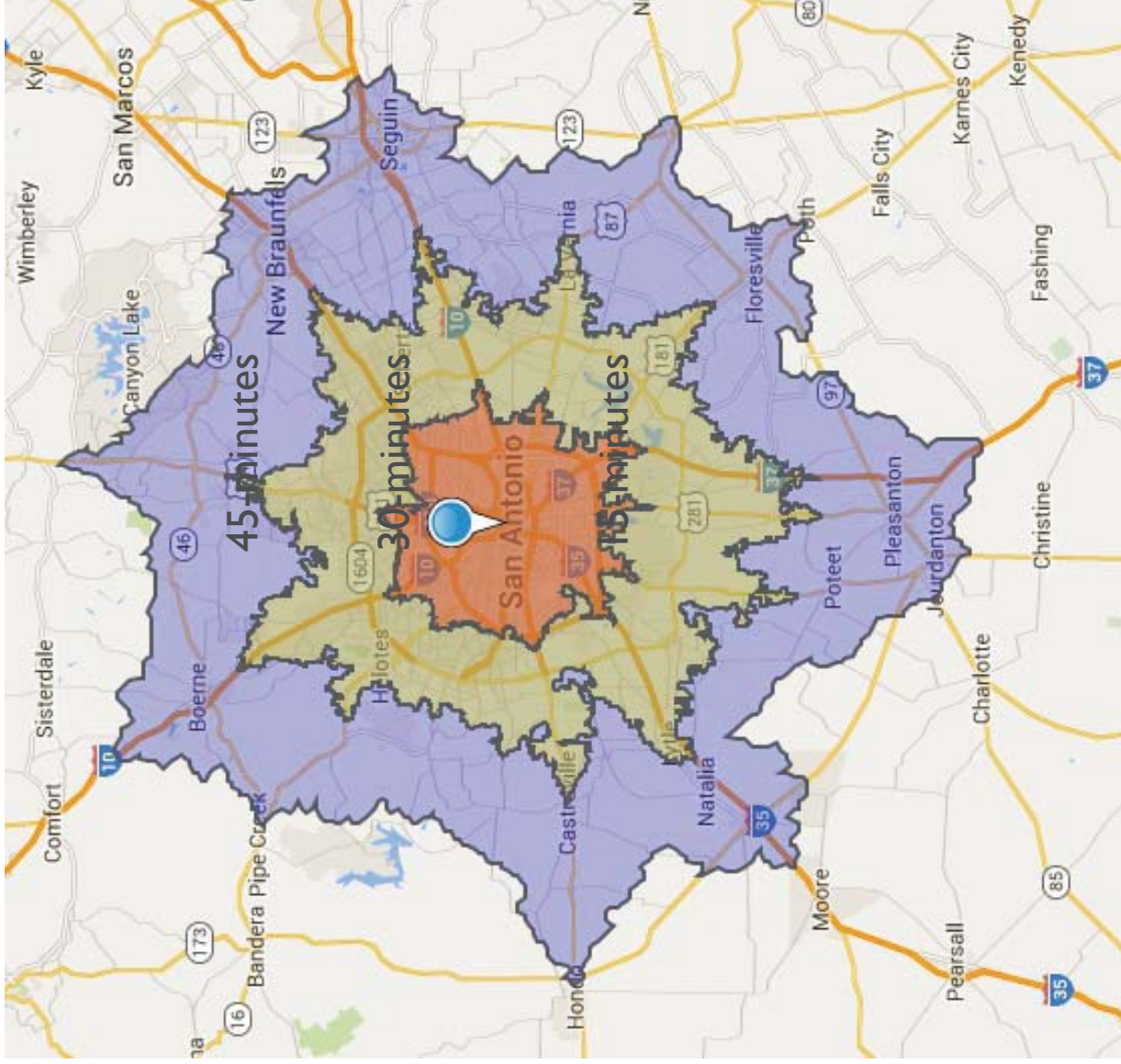
4. Development Budget

5. Site Criteria

6. Project Economics

7. Economic Benefits

8. Funding Plan



Drive Time Analysis:

- ✓ Thirty-minute drive time area represents the typical MiLB market.
- ✓ Serves as the basis for making comparative evaluations against other MiLB markets.
- ✓ Is **NOT** the definition of the market limits.

Market Analysis

TEXAS LEAGUE MARKETS

- ✓ Size: San Antonio is considerably larger than all but one (Frisco) Texas League Market
- ✓ Economic Activity: Significantly larger amount of retail expenditures
- ✓ Wealth: Modest average household income

Market	Total Population	Market	Annual Retail Expenditures (\$M)	Market	Average Household Income
1 Frisco, Texas	2,579,934	1 Frisco, Texas	\$30,700	1 Frisco, Texas	\$95,871
2 San Antonio, Texas	1,906,660	2 San Antonio, Texas	\$16,300	4 San Antonio, Texas	\$67,510
3 Tulsa, Oklahoma	806,659	3 Tulsa, Oklahoma	\$8,030	3 Tulsa, Oklahoma	\$68,659
4 North Little Rock, Arkansas	557,836	4 North Little Rock, Arkansas	\$5,520	5 Springdale, Arkansas	\$66,087
5 Springdale, Arkansas	416,537	5 Springdale, Arkansas	\$3,840	6 North Little Rock, Arkansas	\$64,337
6 Springfield, Missouri	397,321	6 Springfield, Missouri	\$3,620	7 Corpus Christi, Texas	\$63,729
7 Corpus Christi, Texas	383,959	7 Corpus Christi, Texas	\$3,360	8 Springfield, Missouri	\$56,866
8 Midland, Texas	282,448	8 Midland, Texas	\$2,880		

NOTES:

All data is within 30-minute drive-time of AA Ballpark.

San Antonio, Texas data is from 205 East Houston Street, 78205.

Source: www.sitesusa.com

Market Analysis

AAA COMPARABLE MARKETS

✓ Local drive-time population is larger than all but one market

✓ Retail sales ranks fourth among AAA markets

✓ *San Antonio is 22nd among the AAA markets in average household income*

✓ Comparable markets are highlighted in red

Market	Total Population	Market	Annual Retail Expenditures (\$M)
1 Las Vegas, Nevada	2,015,609	1 Las Vegas, Nevada	\$18,700
2 San Antonio, Texas	1,906,660	2 Charlotte, North Carolina	\$18,600
3 Charlotte, North Carolina	1,767,410	3 Columbus, Ohio	\$16,400
4 West Sacramento, California	1,739,115	4 San Antonio, Texas	\$16,300
5 Gwinnett, Georgia	1,613,507	5 Indianapolis, Indiana	\$16,200
6 Indianapolis, Indiana	1,595,016	6 West Sacramento, California	\$16,200
7 Columbus, Ohio	1,554,081	7 Pawtucket, Rhode Island	\$16,100
8 Pawtucket, Rhode Island	1,503,969	8 Gwinnett, Georgia	\$15,600
9 Tacoma, Washington	1,425,361	9 Durham, North Carolina	\$14,500
10 Norfolk, Virginia	1,359,537	10 Tacoma, Washington	\$13,700
11 Salt Lake City, Utah	1,331,182	11 Norfolk, Virginia	\$13,500
12 Durham, North Carolina	1,262,191	12 Round Rock, Texas	\$12,700
13 Round Rock, Texas	1,203,719	13 Salt Lake City, Utah	\$12,100
14 Oklahoma City, Oklahoma	1,169,731	14 Nashville, Tennessee	\$11,800
15 Memphis, Tennessee	1,145,268	15 Oklahoma City, Oklahoma	\$11,600
16 Louisville, Kentucky	1,110,364	16 Louisville, Kentucky	\$11,300
17 Nashville, Tennessee	1,095,717	17 Buffalo, New York	\$10,600
18 Buffalo, New York	1,036,896	18 Memphis, Tennessee	\$10,600
19 Metairie, Louisiana	951,607	19 Metairie, Louisiana	\$9,180
20 Fresno, California	890,584	20 Rochester, New York	\$8,830
21 El Paso, Texas	855,506	21 Papillion, Nebraska	\$8,530
22 Rochester, New York	848,659	22 Allentown, Pennsylvania	\$8,040
23 Papillion, Nebraska	821,752	23 Albuquerque, New Mexico	\$7,910
24 Albuquerque, New Mexico	800,324	24 Fresno, California	\$6,540
25 Allentown, Pennsylvania	794,087	25 Colorado Springs, Colorado	\$6,490
26 Toledo, Ohio	673,504	26 Toledo, Ohio	\$6,390
27 Colorado Springs, Colorado	641,643	27 Des Moines, Iowa	\$6,330
28 Des Moines, Iowa	576,763	28 El Paso, Texas	\$6,110
29 Syracuse, New York	544,704	29 Syracuse, New York	\$5,610
30 Moosic, Pennsylvania	442,478	30 Moosic, Pennsylvania	\$4,310
31 Reno, Nevada	432,184	31 Reno, Nevada	\$4,310

NOTES:

All data is within 30-minute drive-time of AAA Ballpark.
 San Antonio, Texas data is from 205 East Houston Street, 78205.
 Source: www.sitesusa.com

CENTRO SAN ANTONIO



Market Analysis

COMPARABLE MARKETS

Market	Total Population			Total Households		
	2015	2020 (Projected)	% Change	2015	2020 (Projected)	% Change
Charlotte, North Carolina	1,767,410	1,908,363	8.0%	693,113	744,974	7.5%
Columbus, Ohio	1,554,081	1,659,041	6.8%	628,358	661,867	5.3%
Gwinnett, Georgia	1,613,507	1,729,601	7.2%	563,780	591,717	5.0%
Indianapolis, Indiana	1,595,016	1,669,952	4.7%	637,498	668,789	4.9%
Memphis, Tennessee	1,145,268	1,169,794	2.1%	445,286	463,281	4.0%
Oklahoma City, Oklahoma	1,169,731	1,246,284	6.5%	470,513	500,632	6.4%
Round Rock, Texas	1,203,719	1,363,979	13.3%	469,311	533,453	13.7%
Salt Lake City, Utah	1,331,182	1,432,320	7.6%	440,685	469,655	6.6%
West Sacramento, California	1,739,115	1,804,785	3.8%	639,761	664,543	3.9%
Average	1,502,569	1,602,105	6.7%	566,190	601,209	6.3%
San Antonio, Texas	1,906,660	2,036,933	6.8%	673,597	713,178	5.9%
Comparable Rank	1st / 10	1st / 10	5th / 10	2nd / 10	2nd / 10	5th / 10

NOTES:

All data is within 30-minute drive-time of AAA Ballpark.

Source: www.sitesusa.com

Market Analysis

COMPARABLE MARKETS

Market	Total Households	Average Household Income	Household Net Worth	Households by Household Income				
				\$0 - \$14,999	\$15,000 - \$24,999	\$25,000 - \$49,999	\$50,000 - \$99,999	\$100,000 +
Charlotte, North Carolina	693,113	\$ 78,254	\$ 486,331	11.5%	9.9%	24.7%	30.4%	23.5%
Columbus, Ohio	628,358	\$ 75,216	\$ 490,695	12.0%	9.5%	23.8%	30.5%	24.2%
Gwinnett, Georgia	563,780	\$ 82,083	\$ 534,544	8.7%	8.6%	23.9%	31.6%	27.2%
Indianapolis, Indiana	637,498	\$ 72,374	\$ 486,379	12.5%	10.2%	25.4%	30.4%	21.5%
Memphis, Tennessee	445,286	\$ 65,515	\$ 391,152	15.4%	11.8%	25.6%	28.9%	18.3%
Oklahoma City, Oklahoma	470,513	\$ 68,605	\$ 400,339	12.7%	10.7%	26.4%	30.5%	19.7%
Round Rock, Texas	469,311	\$ 79,273	\$ 470,292	11.1%	8.4%	23.3%	31.0%	26.2%
Salt Lake City, Utah	440,685	\$ 80,919	\$ 540,582	8.5%	8.1%	21.4%	35.8%	26.2%
West Sacramento, California	639,761	\$ 71,561	\$ 514,470	13.0%	10.1%	23.4%	30.4%	23.1%
Average	566,190	\$ 74,131	\$ 469,110	11.9%	9.8%	24.3%	31.1%	23.0%
<i>San Antonio, Texas</i>	<i>673,597</i>	<i>\$ 67,510</i>	<i>\$ 376,318</i>	<i>13.4%</i>	<i>10.5%</i>	<i>25.2%</i>	<i>31.1%</i>	<i>19.8%</i>
Comparable Rank	2nd / 10	9th / 10	10th / 10	2nd / 10	3rd / 10	4th / 10	3rd / 10	8th / 10

NOTES:

All data is within 30-minute drive-time of AAA Ballpark.

Source: www.sitesusa.com

CENTRO SAN ANTONIO



Market Analysis

COMPARABLE MARKETS

Market	Average Household Income		
	2015	2020 (Projected)	% Change
Charlotte, North Carolina	\$ 78,254	\$ 82,669	5.64%
Columbus, Ohio	\$ 75,216	\$ 79,633	5.87%
Gwinnett, Georgia	\$ 82,083	\$ 86,962	5.94%
Indianapolis, Indiana	\$ 72,374	\$ 76,981	6.37%
Memphis, Tennessee	\$ 65,515	\$ 69,118	5.50%
Oklahoma City, Oklahoma	\$ 68,605	\$ 72,474	5.64%
Round Rock, Texas	\$ 79,273	\$ 83,728	5.62%
Salt Lake City, Utah	\$ 80,919	\$ 85,610	5.80%
West Sacramento, California	\$ 71,561	\$ 75,778	5.89%
Average	\$ 74,867	\$ 79,217	5.81%
San Antonio, Texas	\$ 67,510	\$ 71,322	5.65%
Comparable Rank	9th / 10	9th / 10	6th / 10

NOTES:

All data is within 30-minute drive-time of AAA Ballpark.

Source: www.sitesusa.com

Market Analysis

COMPARABLE MARKETS

Market	Expenditures		
	Total	Retail	Entertainment
Charlotte, North Carolina	\$40,600	\$18,600	\$2,280
Columbus, Ohio	\$35,800	\$16,400	\$2,010
Indianapolis, Indiana	\$35,400	\$16,200	\$1,980
Gwinnett, Georgia	\$34,300	\$15,600	\$1,930
Memphis, Tennessee	\$23,000	\$10,600	\$1,280
Oklahoma City, Oklahoma	\$25,200	\$11,600	\$1,410
Round Rock, Texas	\$27,900	\$12,700	\$1,560
Salt Lake City, Utah	\$26,600	\$12,100	\$1,500
West Sacramento, California	\$35,400	\$16,200	\$1,980
Average	\$31,578	\$14,444	\$1,770
<i>San Antonio, Texas</i>	<i>\$35,700</i>	<i>\$16,300</i>	<i>\$1,990</i>
Comparable Rank	3rd / 10	3rd / 10	3rd / 10

NOTES:

All data is within 30-minute drive-time of AAA Ballpark.

Source: www.sitesusa.com

Market Analysis

COMPARABLE MARKETS

Market	Total Establishments	Business Establishments by Employment							
		< 50	50 - 99	100 - 249	250 - 499	500 - 999	1,000 +	50 +	
Charlotte, North Carolina	55,460	52,144	1,892	995	268	102	59	3,316	
Columbus, Ohio	40,433	37,532	1,499	1,000	261	85	56	2,901	
Gwinnett, Georgia	131,783	124,233	4,102	2,450	639	231	128	7,550	
Indianapolis, Indiana	44,904	41,903	1,634	963	253	96	55	3,001	
Oklahoma City, Oklahoma	34,197	32,444	1,010	548	129	47	19	1,753	
Round Rock, Texas	45,223	42,712	1,451	784	172	67	37	2,511	
Salt Lake City, Utah	30,644	28,832	996	559	159	59	39	1,812	
West Sacramento, California	45,392	42,979	1,441	733	158	47	34	2,413	
Average	52,266	49,153	1,729	990	250	93	52	3,113	
<i>San Antonio, Texas</i>	<i>42,361</i>	<i>39,600</i>	<i>1,532</i>	<i>874</i>	<i>211</i>	<i>103</i>	<i>41</i>	<i>2,761</i>	
Comparable Rank	6th / 10	6th / 10	4th / 10	5th / 10	5th / 10	2nd / 10	5th / 10	5th / 10	

NOTES:

Data from 2013 MSA Business Patterns (NAICS) by Metropolitan or Micropolitan Statistical Areas

Market Analysis

PREMIUM SEATING CAPTURE ANALYSIS

Market	Luxury Suites			Club / Loge Seats		
	Quantity	Businesses with 250 + Employees	Share Ratio	Quantity	High Income Households [2]	Share Ratio
Charlotte, North Carolina	247	429	0.58	14,844	162,882	10.97
Columbus, Ohio	242	402	0.60	9,981	152,063	15.24
Gwinnett, Georgia	503	998	0.50	16,398	153,348	9.35
Indianapolis, Indiana	236	404	0.58	17,000	137,062	8.06
Memphis, Tennessee	151	260	0.58	3,240	81,487	25.15
Oklahoma City, Oklahoma	118	195	0.61	3,380	92,691	27.42
Round Rock, Texas	195	276	0.71	3,495	122,959	35.18
Salt Lake City, Utah	131	257	0.51	2,022	115,459	57.10
West Sacramento, California	66	239	0.28	3,210	147,785	46.04
Average	210	384	0.55	8,174	129,526	15.85
[1] San Antonio, Texas	138	355	0.39	3,082	133,574	43.34
Market Capacity	194		0.55	8,430		15.85
Surplus / (Shortage)	(56)			(5,348)		

NOTES:

Source: 2013 NAICS Business patterns, Internet research, venue websites.

Market Analysis

ATTENDANCE CAPTURE RATES

Capture Rates: Total Population

Market	League	2011	2012	2013	2014	2015	Five Year
Charlotte, North Carolina	International	-	-	-	38.9%	37.9%	38.4%
Columbus, Ohio	International	38.1%	39.3%	40.9%	40.5%	40.0%	39.8%
Gwinnett, Georgia	International	21.8%	20.3%	20.1%	18.8%	16.8%	19.6%
Indianapolis, Indiana	International	36.4%	37.3%	40.0%	41.4%	41.5%	39.3%
Memphis, Tennessee	Pacific Coast	43.1%	43.1%	43.5%	33.3%	24.3%	37.5%
Oklahoma City, Oklahoma	Pacific Coast	32.4%	34.2%	34.2%	36.7%	40.4%	35.6%
Round Rock, Texas	Pacific Coast	51.4%	49.5%	48.9%	49.5%	49.4%	49.7%
Salt Lake City, Utah	Pacific Coast	32.9%	38.7%	39.9%	35.3%	35.4%	36.4%
West Sacramento, California	Pacific Coast	34.5%	33.7%	34.9%	35.0%	38.7%	35.4%
Comparable Market Average		34.0%	34.7%	35.3%	34.5%	34.1%	34.7%
San Antonio, Texas	Class AA	15.4%	15.8%	15.4%	15.4%	16.2%	15.7%
San Antonio, Texas - 2015 Attendance						308,564	
San Antonio, Texas - Potential 2015 Attendance (Comparable Market Average)						649,239	
San Antonio, Texas - Potential Net New Attendance						340,675	

NOTES:

Source: www.milb.com

Population data is within 30-minute drive-time of AAA Ballpark.

Market Analysis

Capture Rates: Target Market

COMPARABLE MARKETS

Market	League	2011	2012	2013	2014	2015	Five Year
Charlotte, North Carolina	International	-	-	-	110.2%	107.3%	108.8%
Columbus, Ohio	International	104.3%	107.8%	112.1%	110.9%	109.7%	108.9%
Lawrenceville, Georgia	International	62.6%	58.3%	57.7%	54.1%	48.1%	56.2%
Indianapolis, Indiana	International	105.7%	108.4%	116.2%	120.3%	120.7%	114.3%
Memphis, Tennessee	Pacific Coast	125.3%	125.3%	126.5%	96.8%	70.7%	108.9%
Oklahoma City, Oklahoma	Pacific Coast	90.5%	95.5%	95.5%	102.5%	112.7%	99.3%
Round Rock, Texas	Pacific Coast	125.0%	120.4%	119.1%	120.4%	120.3%	121.0%
Salt Lake City, Utah	Pacific Coast	89.1%	105.0%	108.1%	95.8%	95.8%	98.8%
West Sacramento, California	Pacific Coast	97.2%	94.9%	98.4%	98.5%	108.9%	99.6%
Comparable Market Average		93.6%	95.5%	97.4%	95.2%	93.9%	95.9%
San Antonio, Texas	Class AA	42.7%	43.9%	42.8%	42.8%	44.8%	43.4%
San Antonio, Texas - 2015 Attendance						308,564	
San Antonio, Texas - Potential 2015 Attendance (Comparable Market Average)						579,801	
San Antonio, Texas - Potential Net New Attendance						271,237	

NOTES:

Source: www.milb.com

Population data is within 30-minute drive-time of AAA Ballpark.

CENTRO SAN ANTONIO



Draft Building Program

SUMMARY

- 9,494 Capacity
 - 540 Club / Loge Seats
 - 20 Suites
 - 2 Party Suites
 - Group Area (800 Tickets)
 - Berm Area (1,200 Tickets)
- 245,000 SF



Draft Development Budget

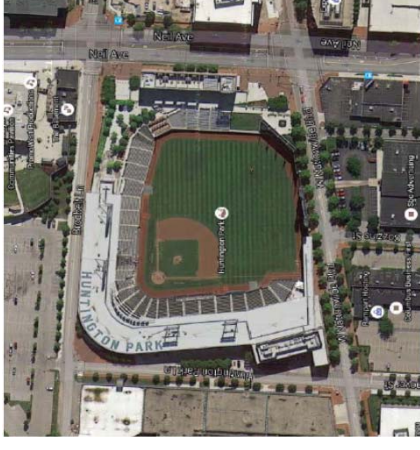
SUMMARY

		Projected Budget (2015\$)	2018 Dollars
HARD COSTS			
1	Demolition & Site Clearing	\$ 395,000	\$ 407,000
2	Utility Relocation and New Services	\$ 176,000	\$ 181,000
3	Excavation and Foundation	\$ 2,995,000	\$ 3,075,000
4	Structural Frame	\$ 8,395,000	\$ 8,636,000
5	Roofing and Waterproofing	\$ 636,000	\$ 655,000
6	Exterior Wall	\$ 2,547,000	\$ 2,623,000
7	Interior Finishes	\$ 6,159,000	\$ 6,343,000
8	FF&E	\$ 777,000	\$ 801,000
9	Scoreboard	\$ 1,277,000	\$ 1,316,000
10	Playing Field	\$ 221,000	\$ 228,000
11	Equipment & Specialties	\$ 822,000	\$ 847,000
12	Food Service Equipment	\$ 1,568,000	\$ 1,615,000
13	Seating	\$ 751,000	\$ 773,000
14	Vertical Transportation	\$ 632,000	\$ 651,000
15	Plumbing	\$ 1,249,000	\$ 1,286,000
16	Fire Protection	\$ 370,000	\$ 381,000
17	HVAC	\$ 2,307,000	\$ 2,376,000
18	Electrical	\$ 3,919,000	\$ 4,037,000
19	Audio Visual	\$ 837,000	\$ 862,000
20	Plaza and Site to Curbside	\$ 588,000	\$ 606,000
21	Direct Work Subtotal:	\$ 36,601,000	\$ 37,699,000
22	Indirect Costs:	15.0%	\$ 5,490,000
23	Contingency:	5.0%	\$ 1,830,000
24	HARD COST SUBTOTAL:	\$ 43,921,000	\$ 45,239,000
SOFT COSTS			
25	A&E Services	6.0%	\$ 2,635,000
26	Financing	2.0%	\$ 878,000
27	Project Management	2.0%	\$ 878,000
28	Owner's Contingency	15.0%	\$ 6,588,000
29	Legal / Accounting	2.0%	\$ 878,000
30	Permits / Inspections	0.5%	\$ 220,000
31	Project Administration	0.5%	\$ 220,000
32	LEED	0.5%	\$ 220,000
33	Environmental	1.0%	\$ 439,000
34	SOFT COST SUBTOTAL:	\$ 12,956,000	\$ 13,345,000
35	TOTAL PROJECT BUDGET:	\$ 56,877,000	\$ 58,584,000

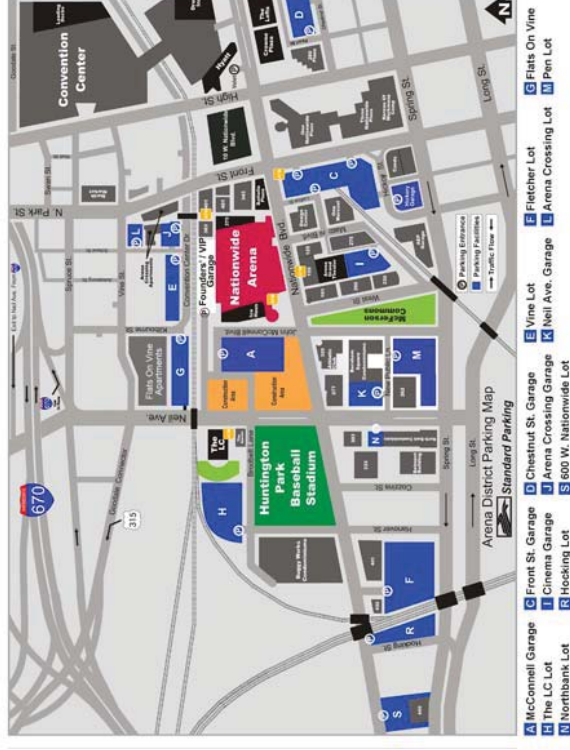
- 2018 Dollars
- Hard Costs: \$58.0M
- Soft Costs: \$15.7M
- Includes 10% Owner's Contingency
- Does NOT Include Land Acquisition
- Does NOT Include Off-site Infrastructure / Parking
- First Source / PLA Impacts

Site Evaluation Criteria

DRAFT CRITERIA

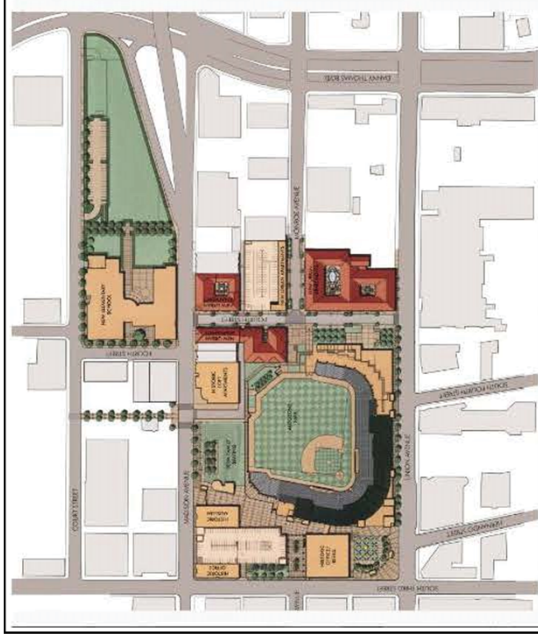


- Site Capacity
- Control & Ownership
- Constructability
- Access
- Parking
- Development Opportunities
- Plan Consistencies
- Design Opportunities
- Other Initiatives
- Utility Conditions
- Displacement / Impacts



Site Evaluation Criteria

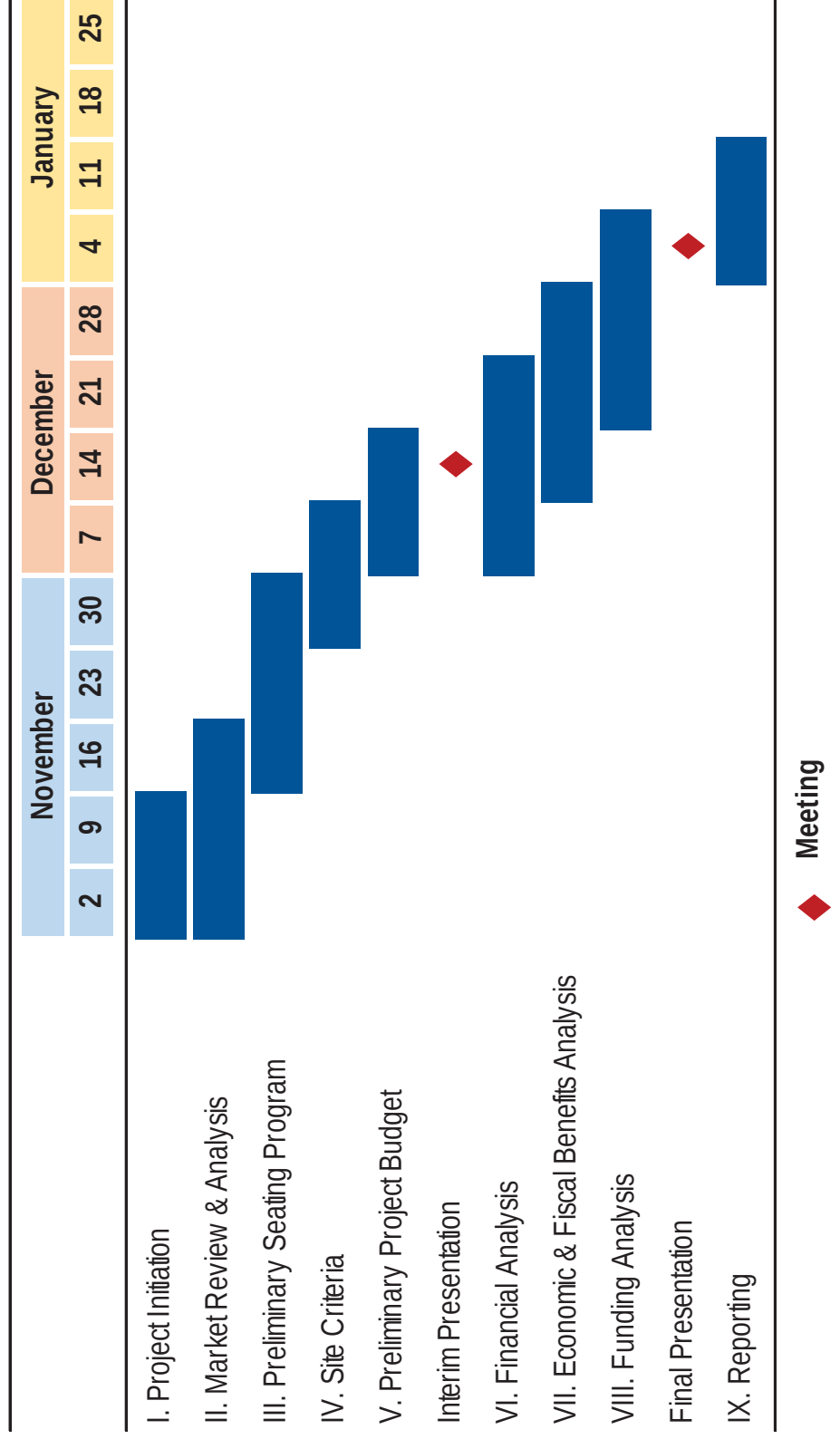
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- Site Capacity
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- Other Initiatives
- Utility Conditions
- Displacement / Impacts

Schedule

BALLPARK DEVELOPMENT PLANNING



Next Steps

BALLPARK DEVELOPMENT PLANNING

- ◆ Gather / Incorporate Comments
- ◆ Complete Benefits Analysis
 - ◆ Confirm Tax Policy
 - ◆ Conference Call Review
- ◆ Inventory Funding Options
 - ◆ Conference Call Review
- ◆ Finalize Evaluation Criteria
- ◆ Prepare Report Deliverable
- ◆ Schedule Final Presentation

CENTRO
SAN ANTONIO

DECEMBER 14, 2015

Balpark Development Planning Services

Interim Workshop

* * * * D R A F T * * *

