



Implementation Strategy

The park and recreation needs of New Braunfels are described in the previous chapter of this report. This chapter recommends a series of actions to begin to address those needs. These actions are recommendations to guide the staff and city council over the next five to ten years, and should be revisited and updated on a regular basis.

The prioritization is based on information received from public input as well as from the needs assessment formed from facility and acreage standards shown in Chapter V. The criteria used to prioritize the park facilities needs in New Braunfels are as follows:

- Level of need based on citizen input from a citywide basis – needs were in top five requested by citizens, or needs were in top ten listed as important by citizens;
- Level of need based on direct citizen input from public comments;
- Level of need based on standards level of service;
- Opportunities for recreation facilities based on existing physical conditions in or near New Braunfels.
- Condition of existing park facilities in the City.

Needs meeting all or most of the criteria shown above were ranked as high priority elements to receive the

highest level of attention over the next five years.

The following implementation strategy is recommended to address the city's key recreation highest priorities over the next five years. These actions include many of the high priority facility needs listed above. Recommendations are ranked in one of the three categories listed below.

- **Short Term Implementation** - List of top priority items to be completed or initiated over the next one to five years.
- **Medium Term Implementation** - List of recommendations to be initiated or completed in five to ten years.
- **Longer-range implementation** - List of recommendations to be initiated in ten years or longer. While these actions may take longer to initiate, planning for these items should continue.

Key implementation steps are listed in the action plan tables contained in Chapter VII, and consist of the action plan for this Strategic Parks and Recreation Master Plan.

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Recreation Program Positioning

Positioning is one of the key tools in marketing any good or service. Positioning helps identify the target market which the goods or services are intended for. Recreation program positioning is essentially a quick and dramatic way to see the programs and services that are offered by a Parks and Recreation Department, and to have a better understanding of how residents and participants view the work that is done by the department.

Case Study of One Agency Positioning Themselves Over Time

Club Med is an excellent example of an agency that has continually changed their position over time. When the resort organization first opened worldwide in the 1970s, they considered themselves as the “antidote for civilization.” They advertised exotic beach locations with plenty of activities for singles. However, during the decade of the 1980s, Club Med changed their position and started offering children programs. The reason for this change was so that Club Med would still be appealing the single market they attracted in the 70s, who are now young families in 80s. By the 1990s Club Med had to take on another position if they wanted to continue to invest in repeat business. Advertisements showed a baby boomer relaxing and floating in the water, instead of jumping from one activity to another. Club Med has succeeded in attracting the same group of people over time by changing their position to match the idea of leisure and vacation for their target market.

Source: “Marketing for Parks” by Dr. Ellen O’Sullivan

When determining an agency’s position within a community, there are three important steps to consider. First, the agency needs to identify their position; second the agency needs to examine the relationship between their position and their target market; and finally, the agency needs to identify the position of any of their competitors.

For an agency to determine their position within the community, a positioning plot can be done. A positioning plot is a quick diagram on two axes. The axes represent two factors critical to the agency such as age of participants, male or female, physical or non-physical, structured activity or non-structured activity, and so on. Programs are then plotted based on the two axes and the agency can begin to determine their position within the community based on the programs they offer.

New Braunfels Recreation Program Positioning

Using the Fall/Winter 2008 Brochure, recreation programs for Preschool and Youth/Teens were plotted on Positioning Plots. The Preschool Program Plot used the factors of Physical or Nonphysical Activity and Alone or With Parents. Each program in the brochure received a number and was placed on the plot according to their position in relation to the two factors. The results of this plot are shown to the right. Youth and Teen programs were plotted using the two factors of Age (6 - 17) and Physical or Nonphysical Activity. The youth and teen programs in the brochure received a number and were then placed on the Positioning Plot based on the two factors. The results of this positioning plot are also shown to the right.

Conclusions Based on the Positioning Plots for Preschool Programs:

- Programs are primarily physical activities designed for participation by the preschooler without the parent.
- There is an opportunity for possible expansion of non-physical programs.
- The Department could offer some “one shot” programs for parents and child so parent do not have to over commit themselves.
- The Department could offer a parents walking program or social program while their children are participating on their own.

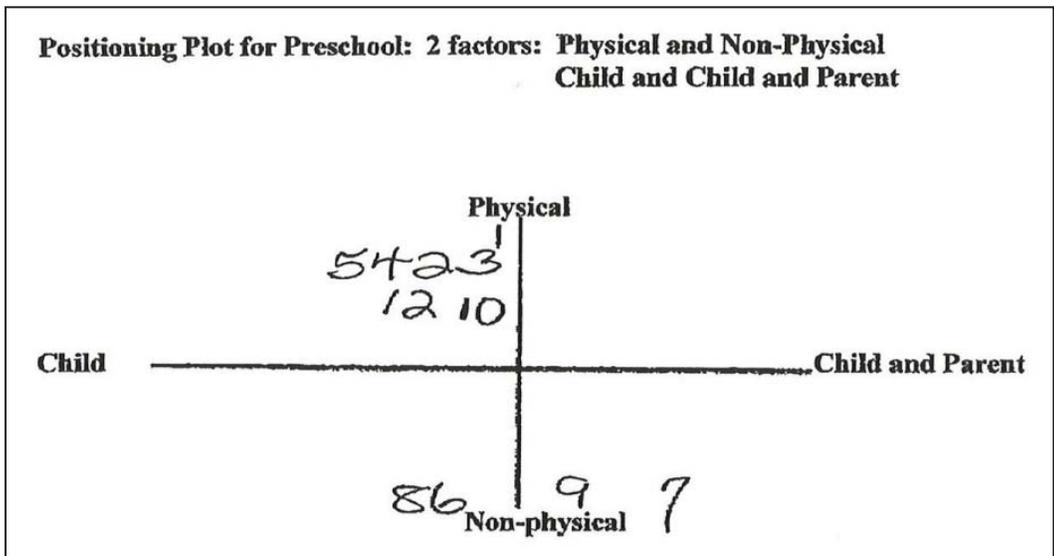
Conclusions Based on the Positioning Plots for Youth and Teen Programs:

- The programs are predominantly for youth under the age of 12 with a heavy emphasis on physical activity.
- There is an opportunity for more non-physical activities.
- Most programs are structured so there is an opportunity for more unstructured activities.
- The Department could offer a series of “one shot” programs for parents and children so parents can interact with older children.

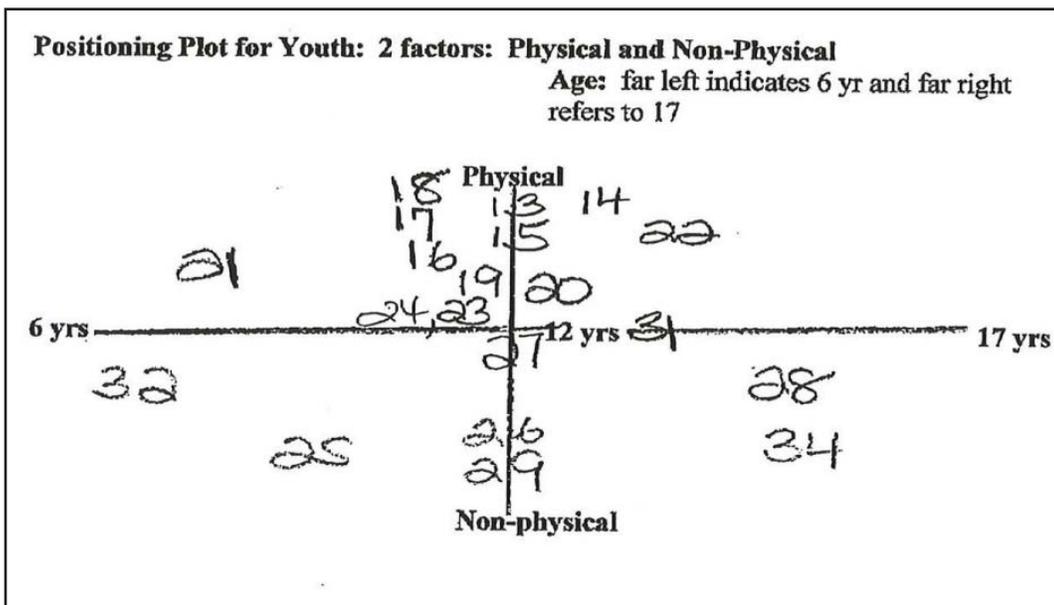


Other Observations of New Braunfels' Programs

- There is plenty of room for offering non-traditional sporting activities for older youth and teens.
- Consider expanding “physical activity” offerings for women; not necessarily termed “fitness” but other ways for them to be physically active such as a lunch time or early evening walking clubs.
- Consider organizing and arranging the brochure a bit differently. One of the special events page could be “family special events” while the 2nd page could be “community-wide” special events.
- Have one page that focused upon holiday offerings, i.e., camp as well as ongoing programs, those drop-in activities that continue throughout the season.



1. Sporties for Shorties I
2. Tumblin Tots
3. Kartwheelin Kiddos
4. Sporties for Shorties II
5. Sporties for Shorties Holiday Camp
6. Preschool Picassos
7. Sign, Say & Play Class
8. Baking Buddies
9. Mixes & Messes
10. Ballet, Tap & Jazz Combo
12. Little Leapers



13. Archery Beginning
14. Late Night Hoops
15. Home Run Hitters
16. Tennis Intro 9-14
17. Tennis Intermediate
18. Tennis Beginning 6-8
19. Junior Golf Beginner
20. Hot Shot Basketball
21. Basketball Beginning 6-8
22. Friday Night at the Field
23. Junior Golf Intermediate
24. Cheerleading Intro
25. Guitar Lessons Beginning
26. Wednesday Workshops
27. 5th & 6th Grade Dance
28. Teen Ventures
29. Apprentice Engineer Workshop
31. Outdoor Adventure
32. Holiday Camps
34. Landa Lounge

Implementation Strategies



Funding Strategies

Different parks and pathways will require different funding strategies. While improvements to existing parks and most trails can be built with local funds, other park, open space, and trail projects may be able to contend for federal and state funds. This section provides brief descriptions of these funding implementation assistance opportunities.

Key City Generated Funding Sources

General Fund Expenditures – General fund expenditures are primarily used for improvements to existing parks and facilities. Some funding should be set aside annually to cover upgrades to at least one park. An amount of \$50,000 to \$100,000 should be budgeted for annually.

Bond Funds – It is recommended that the city consider a bond program to support park improvements within the next five years.

Park Facility Funding through Parkland Dedication Ordinance – Continue the implementation of the parkland dedication ordinance so that it provides some lands and funding for the development of neighborhood parks throughout the city.

Partnering with Developers and Private Land Owners – This plan's corridor alignments for trails in currently undeveloped areas should be viewed as flexible. The City should work together with the developer to create non-motorized corridors, which will connect the new neighborhood to adjacent or future neighborhoods, schools, and other key destinations; and be beneficial to both the developer and the citizens of New Braunfels.

Key Grant Funding Sources

Grants can provide a significant source of additional funding for parks, but should not be considered as the primary source for park construction.

Texas Parks and Wildlife Department - Texas Recreation and Parks Account (TRPA) is the primary source for park grants in Texas and in addition provides funding for recreational trails. Up to a 50 percent match can be obtained, up to \$500,000, for new park and trail facilities, as well as for indoor facilities. Grant applications that stress joint funding and support from two or more local entities may have a greater chance in contending for the TRPA grants. The city should take a leadership role in pursuing public cooperation.

National Park Service (NPS) Programs – includes the Land and Water Conservation Fund (LWCF) and Urban Park and Recreation Recovery Act (UPARR), which provide funds for parks and recreation. Funding for UPARR is currently not available. Typically, the funding sources have supported traditional parks rather than linear systems.

The next round of **transportation enhancement funding (SAFTEA-LU)** was recently re-authorized by Congress. It will provide the funding mechanism for federal transportation programs through 2009. Additional rounds of funding, as well as new transportation initiatives by the Federal Government should be monitored for grant opportunities. The South Tributary Trail corridor may be an ideal candidate for an enhancement grant application. The city should budget for a local 20% match.

Indoor Recreation Grants are available to local governments for the construction or renovation of indoor recreation facilities. This assistance is in the form of 50% matching grant funds up to \$750,000. Local governments must apply, permanently dedicate the building for public recreational use and assume



responsibility for operation and maintenance. Application deadlines are July 31st each year. Awards are distributed in January each year. Recent developments have reduced the amount of available funds from the state, and the city should consider other available funding sources whenever possible.

Statewide Transportation Enhancement Program provides money support for transportation activities designed to strengthen the cultural, aesthetic and environmental aspects of the transportation system. Funding is on a cost reimbursement basis and projects selected are eligible for reimbursement of up to 80% of allowable cost. This funding program is not available on a yearly basis, but intermittently only, often in 5 year periods apart. The next opportunity for funding under this program is unknown at this time, but should be evaluated periodically.

Recreational Trails Program (RTP) – These funds can be spent to construct new recreational trails, improve/maintain existing trails, develop/improve trailheads or trailside facilities, and acquire trail corridor/easements. It is a cost reimbursement program. Projects may range in total cost between \$5,000 and \$100,000.

Environmental Protection Agency – The EPA can provide funding for projects with money collected in pollution settlements, or with funding targeted at wetland and habitat preservation or reclamation.

Foundation and Company Grants – These can assist in direct funding for projects, while others exist to help citizen efforts get established with small seed funds or technical and publicity assistance.

Grants for Greenways – This is a national listing that provides descriptions of a broad spectrum of both general and specific groups who provide technical and financial support for greenway interests.

Sidewalk Funding Sources – These sources currently construct sidewalks in existing areas through

citywide bond programs and with new developments through the subdivision regulations.

Partnering with Volunteer Groups – Partnering with volunteer groups can be helpful when constructing nature, bike and equestrian trails. Their efforts can be used as part of the required match for the Recreational Trails program. There are a variety of sources for volunteers including user groups, local residents, corporate community service initiatives, and business and civic support groups.

Policies and Ordinances

Ordinance Support for System Development – New Braunfels currently has a Park Land Dedication Ordinance to assist in the implementation of neighborhood parks in new areas of the city. This type of ordinance is used by many cities, and is now generally not considered onerous by the development community, but rather is welcomed as a method to help fund smaller parks in a timely fashion.

Landscaping Ordinance – Establish a landscaping ordinance that will contribute to new beautification efforts throughout the city.

Joint Planning with School Districts – Establish joint planning review sessions with both the New Braunfels Independent School District and the Comal Independent School District to allow for coordination of facilities and possible pooling of resources for a partnership in acquiring land for schools and parks.

Park Administration, Operation and Maintenance

With the recommendations of additional parks, recreation facilities, and trails, it should be recognized that additional manpower is needed for the required maintenance of these various projects. The number of additional staff needed to attend to those proposed

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facilities will vary depending on the use of these facilities. The provision of adequate staffing must be included as each facility is developed or the facility should not be built.

As the park system grows, additional maintenance resources should be provided to the Parks and Recreation Department. This includes new mowing and transporting equipment, as well as park maintenance staff. Over the next ten years, as new facilities are added, parks maintenance staff should grow, as a minimum, at the same rate.

The current and past parks and recreation operation and maintenance budgets are shown in the table below. In the past three years, the total parks and recreation budget has increased. Also, the parks and recreation budget has been a large percent of the overall general fund.

Park Maintenance Requirements - on a system wide basis, New Braunfels 18.5 park maintenance staff members average approximately 11.4 acres of developed parkland per employee. As large additional parks, such as Fischer Park, are developed, and if greenbelt corridors along the South Tributary and Dry Comal corridors are preserved, additional maintenance staff will be required. For larger parks, a minimum of two to four new park positions should be considered. For larger greenbelts, one maintenance staff member per greenbelt is recommended. The larger greenbelt parks will also challenge the City's patrolling capabilities, and one to two park ranger positions should be considered to enhance security along those corridors.

Ways for New Braunfels to Be Green

So much emphasis today is placed on being more environmentally friendly. People and businesses are conscientious about lowering their "carbon footprint." Parks have traditionally been thought of as one of the few environmentally friendly developments that a city undertakes. However, with the advancement of technology and materials, parks and recreation amenities themselves can be even greener. General recommendations on how to be green include the following.

Constructing and Operating Green Buildings - any community center, recreation center, museum, nature center, or even office building can be more environmentally friendly. The Leadership in Energy and Environmental Design (LEED) is a building certification process originating from a U.S. Green Building Council. They suggest ways to construct a new building so that it is more environmentally friendly, and ways to operate an existing building to achieve greener results.

Irrigation - certain amenities that contribute to the maintenance of parkland can be improved so that it is more environmentally friendly. The technology for irrigation has improved tremendously in the past several years. One improvement is the drip irrigation system. A drip irrigation system slowly emits water to the plants' roots. When compared to a traditional sprinkler system, the drip system conserves water because there is less evaporation and less run off. A drip irrigation system has other benefits including:

- Conserving water by watering much less and not as often.

**Table 6.1
New Braunfels Parks and Recreation Budget**

	Fiscal Year 2007 (Actual)	Fiscal Year 2008 (Actual)	Fiscal Year 2009 (Budgeted)
Overall General Fund	\$38,854,992	\$38,626,261	\$39,995,935
Parks and Recreation Appropriations Budget	\$2,857,398	\$3,191,301	\$3,969,203
Percentage of General Fund	8.5%	9.6%	10.1%



- Maintaining the optimal moisture level of the soil.
- Allowing you to water the exact area of the plant or grass that needs water, such as the roots.
- Reducing erosion on slopes.
- Improving water-holding capacity in sandy soils.

Lighting - people want their environment to be well lit, whether it is the athletic fields they are playing on, the park where their children swing, the trail they are running on, or the community and recreation centers they are attending. In Texas, there is usually ample sunshine to provide a well lit facility; however, after the sun sets and inside many of our buildings we rely completely on light fixtures. Just as with the technology of the irrigation systems, light bulbs and fixtures have improved so that they are more environmentally friendly.

As for athletic field lighting, there are ways to manage the usage of these lights to help lower energy costs. For example, many cities will charge the league teams a fee if the lights are left on over night after a game. Similarly many lights are placed on a timer to ensure that they are turned off during the late night hours.

Rainwater Capture and Reuse - capturing rainfall then reusing it is one of the most eco-friendly ways to use water. Captured rainwater can be used to irrigate parks and landscape, as well as be used for flushing toilets in park restrooms. The first item needed is a catchment, something that catches the rainwater off the roof of a building. The water is then stored in a tank or barrel. Finally, a distribution system is needed to get the water from the tank to the irrigation system or restrooms. It is important that the water stays as clean as possible so installing a filter and insect netting on the tank is necessary.

Plan Updates

The 2010 New Braunfels Strategic Parks and Recreation Master Plan is a guide to be used by the New Braunfels Parks and Recreation Department to develop the existing system for future needs over the next 5 to 10 years. However, during that time frame there will be

changes that occur during the time frame of this plan. Population may increase more rapidly than projected; the community may indicate a special need for a facility not listed in the recommendations; development of some of the recommendations listed in this master plan will occur.

A review and update of this master plan by city staff should be conducted every year or when a significant change does occur. These updates can be published in short report format and attached to this master plan for easy use. Four key areas for focus of these periodic reviews are as follows:

Facility Inventory - An inventory of new facilities should be recorded as well as any significant improvements to NBISD, CISD, County Parks, State Parks and major private facilities that could influence recreation in New Braunfels.

Public Involvement - As mentioned previously, this master plan reflects current population and attitudes as expressed by the citizens of New Braunfels. However, over time those attitudes and interests may change as the city changes. Periodic surveys are recommended to provide a current account of the attitudes of the citizens and to provide additional direction from the public on issues that may arise. In order to make an accurate comparison of the changes in attitudes and interests, it is recommended that future surveys follow the general format of the citizen survey conducted in this master plan.

Facility Use - Facility use is a key factor in determining the need for renovation of additional facilities. Updates on league participation of sports facilities should be done each season with data from each association. Changes in participation of those outside the city limits as well as the citizens of New Braunfels should also be recorded.

Action Plan - As items from the action plans in this document are implemented, updates should be made to this prioritized list to provide a current schedule for City staff.