Master Planning
Community Recreation Facilities

The Foundation to a Successful Programming and Feasibility Study

The Presentation is Available at

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Hastings+Chivetta
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Athletic Business
TOGETHER, DEFINING WHAT'S NEXT
CONFERENCE & EXPO 2014

Master Planning Community Recreation Facilities

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Planner

This seminar was created for the live learning environment of the Athletic Business Conference & Expo

Erik Kocher and Becky Sigman have received no financial interest/arrangement that would be considered a conflict of interest.

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Presentation Objectives

- Understand what steps are involved in a facilities master plan
- Learn what master plans cost, how long they take to complete, and who should participate in the process
- Recognize some of the limitations, missteps, and political bomb shells that can be a part of the master planning process

Presentation Outline

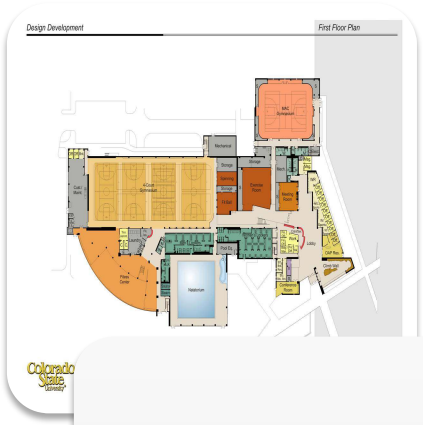
WHY MASTER PLAN • MASTER PLAN PROCESS • COST OF MASTER PLAN • PERILS & PITFALLS

Presentation Outline

WHY MASTER PLAN?

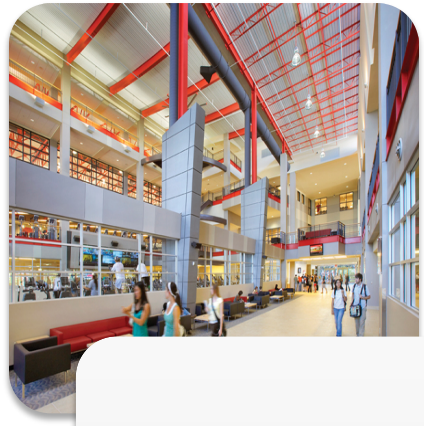
Building Project Process

Master Plan



Design

Construction



Occupancy

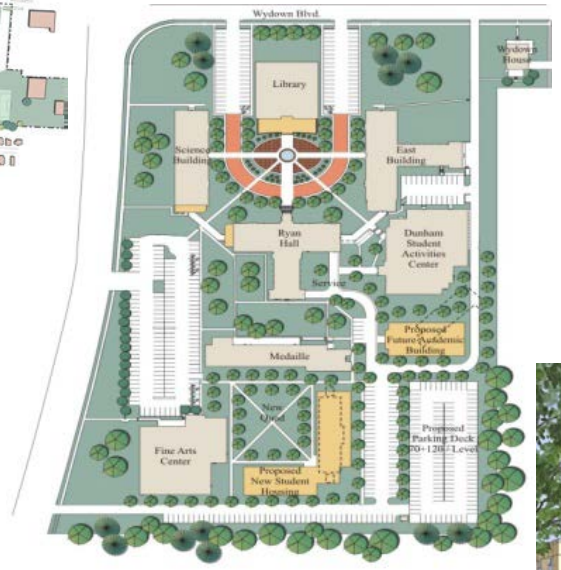
WHY MASTER PLAN • MASTER PLAN PROCESS • COST OF MASTER PLAN • PERILS & PITFALLS

Why Master Plan?

- You Haven't Completed a Master Plan in Over 10 Years
- Change in Leadership
- Unexpected Growth
- New Programs
- You Need to View a Specific Project within the Greater Context

Types of Master Plans

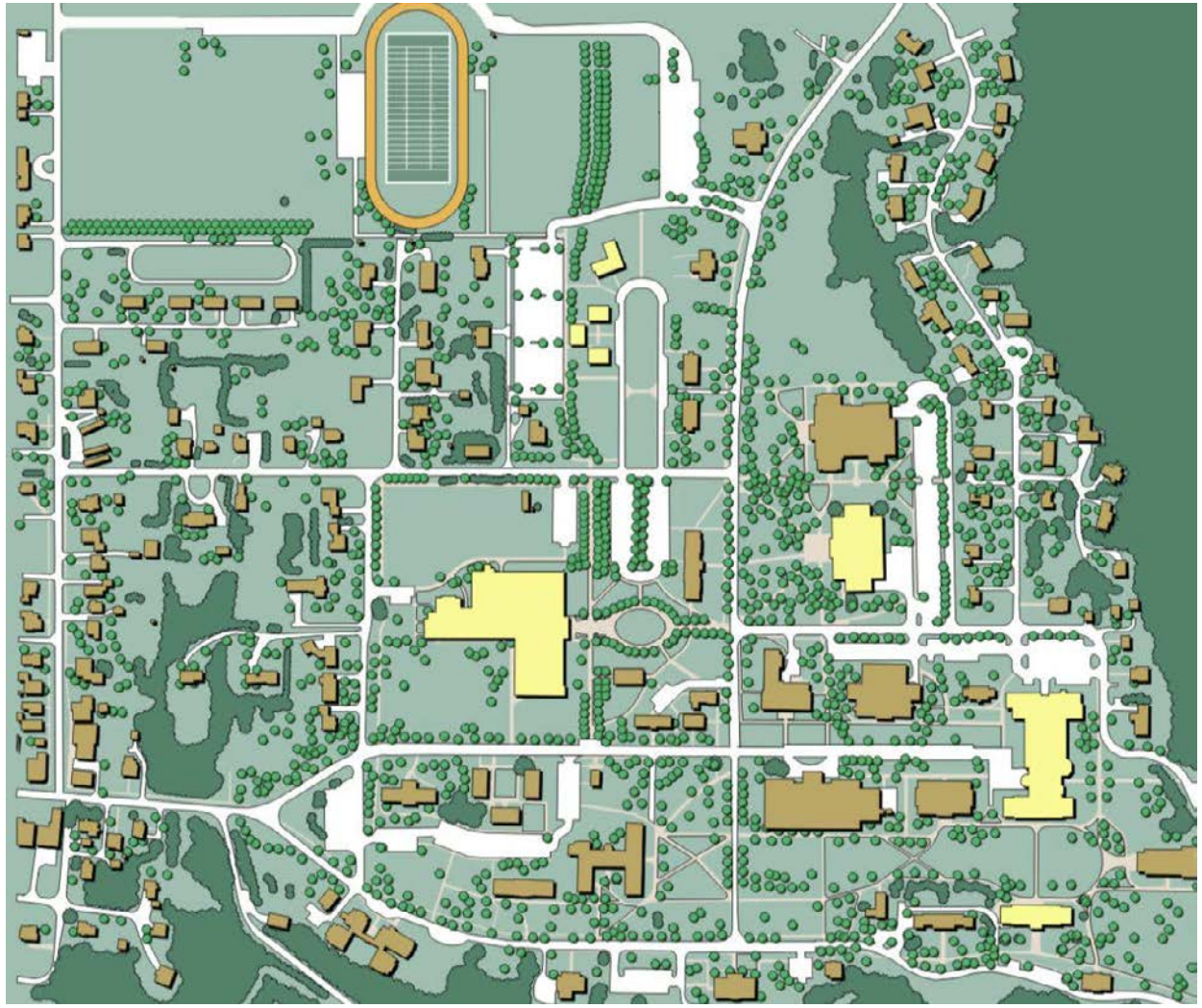
- "1,000" Foot Perspective
- "100" Foot Perspective
- "10" Foot Perspective



Types of Master Plans

"1,000" Foot Perspective

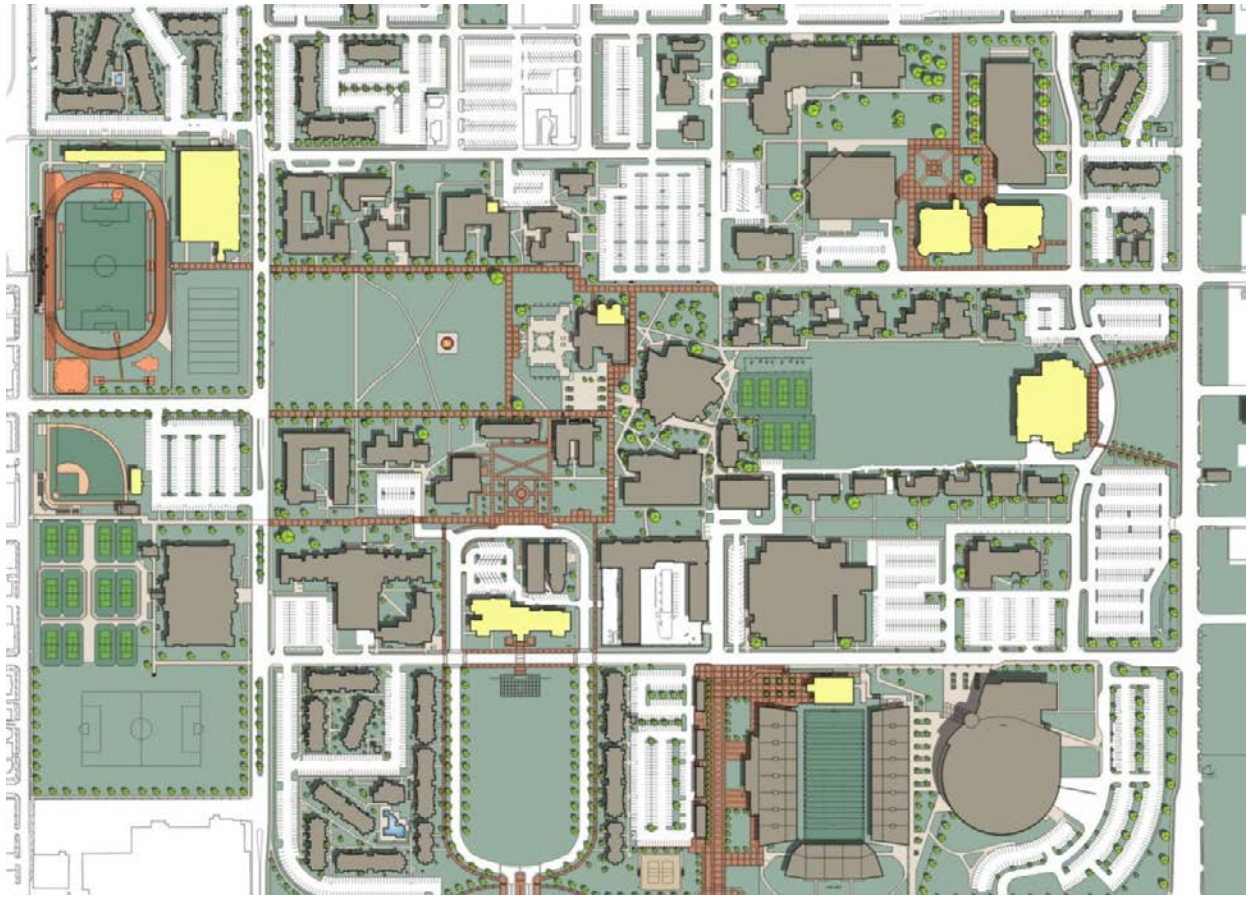
- Land Acquisition
- Growth or Expansion
- Building & Roadway Placement
- Long-Term Capital Needs
- 5-10 Year Time Frame



Types of Master Plans

"100" Foot Perspective

- Strategically Focused
- Building(s) Specific
- Correct Placement
- Establishes Funding Parameters
- 3-5 Year Time Frame



Types of Master Plans

"10" Foot Perspective

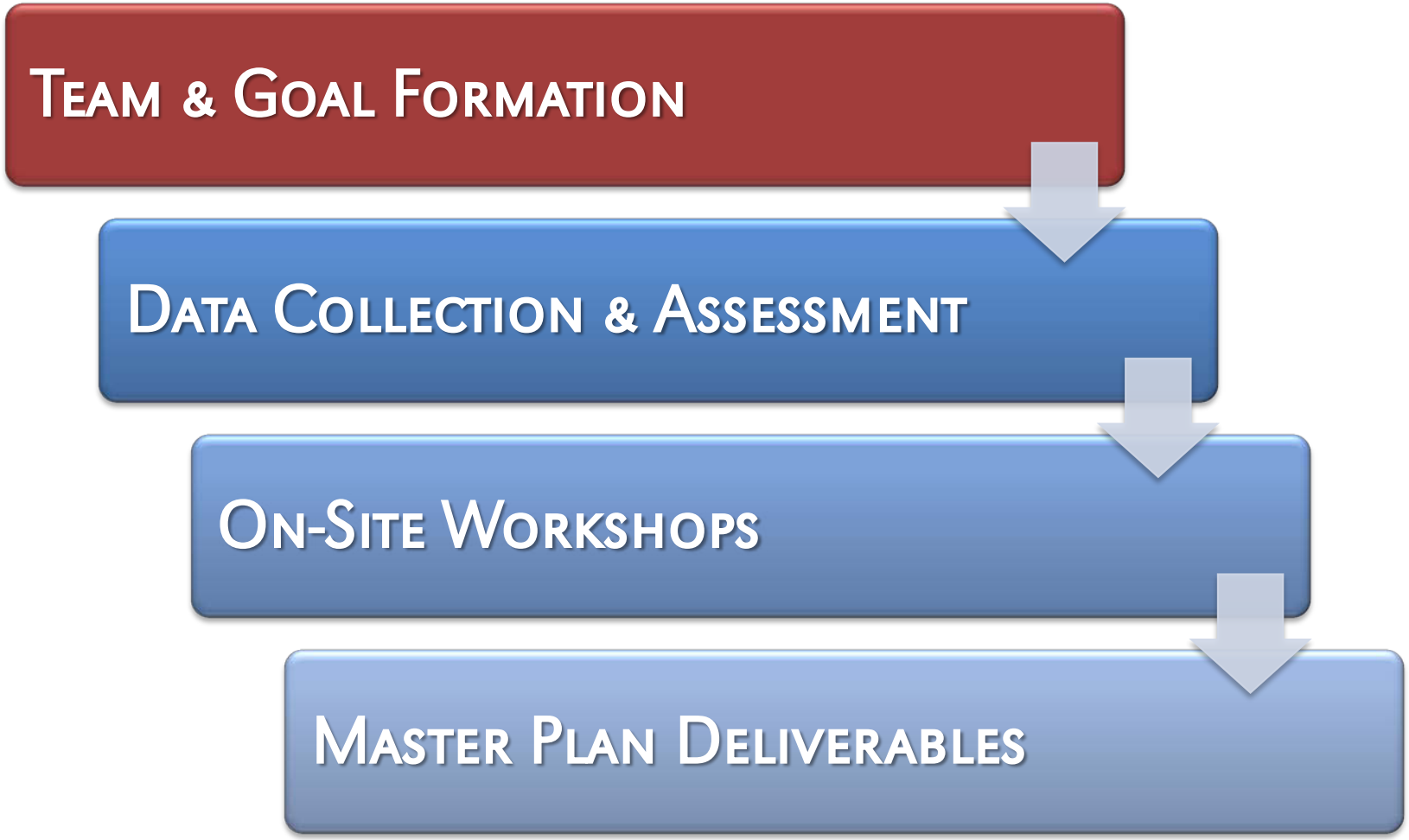
- Aesthetically Based
- Specific Development
- Hardscape & Landscape
- Establish Standards and Guidelines
- 1-3 Year Time Frame

Presentation Outline

MASTER PLAN PROCESS

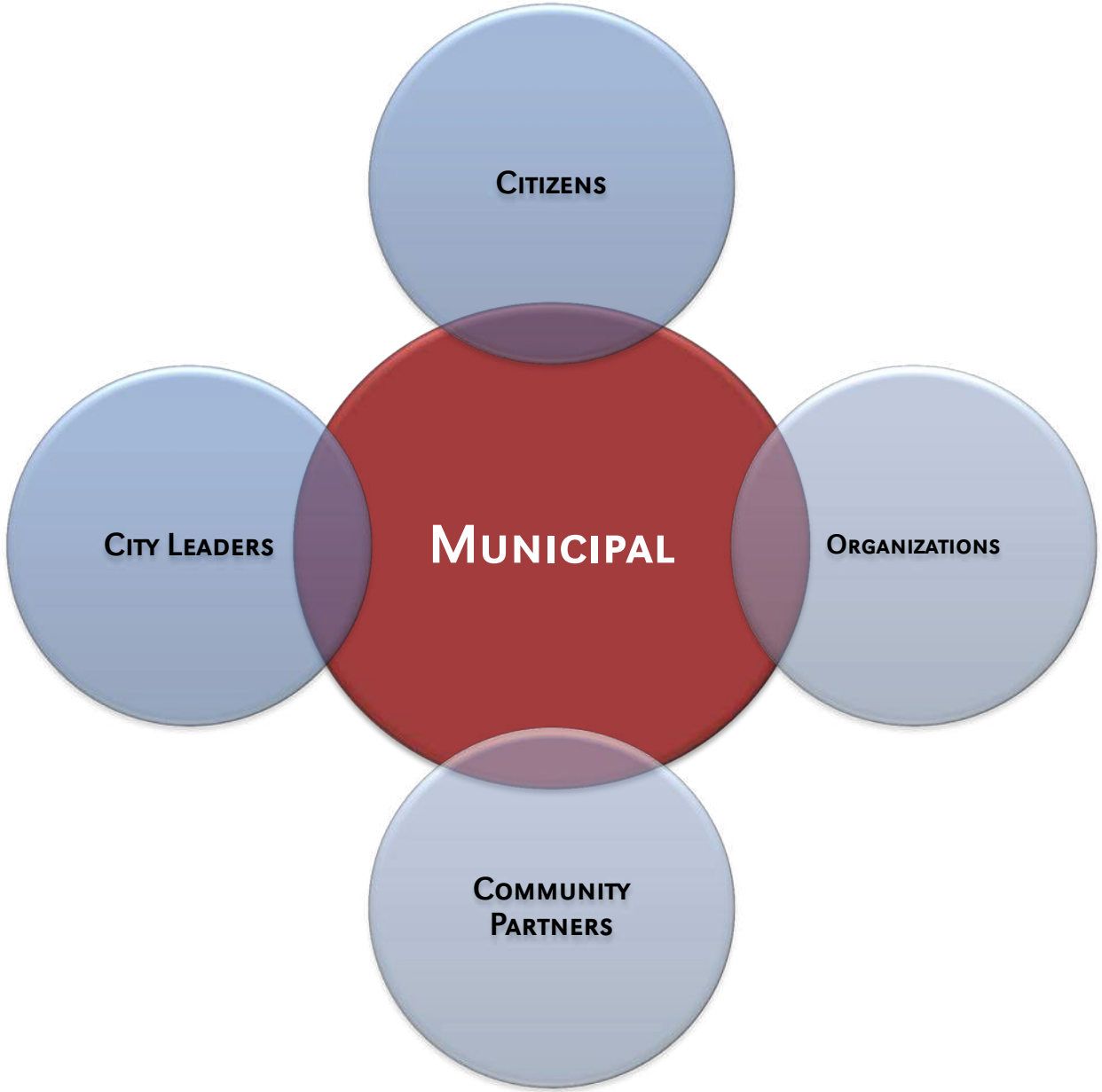
Project Master Plan: The Pre-Design Phase

Project Master Plan: The Pre-Design Phase



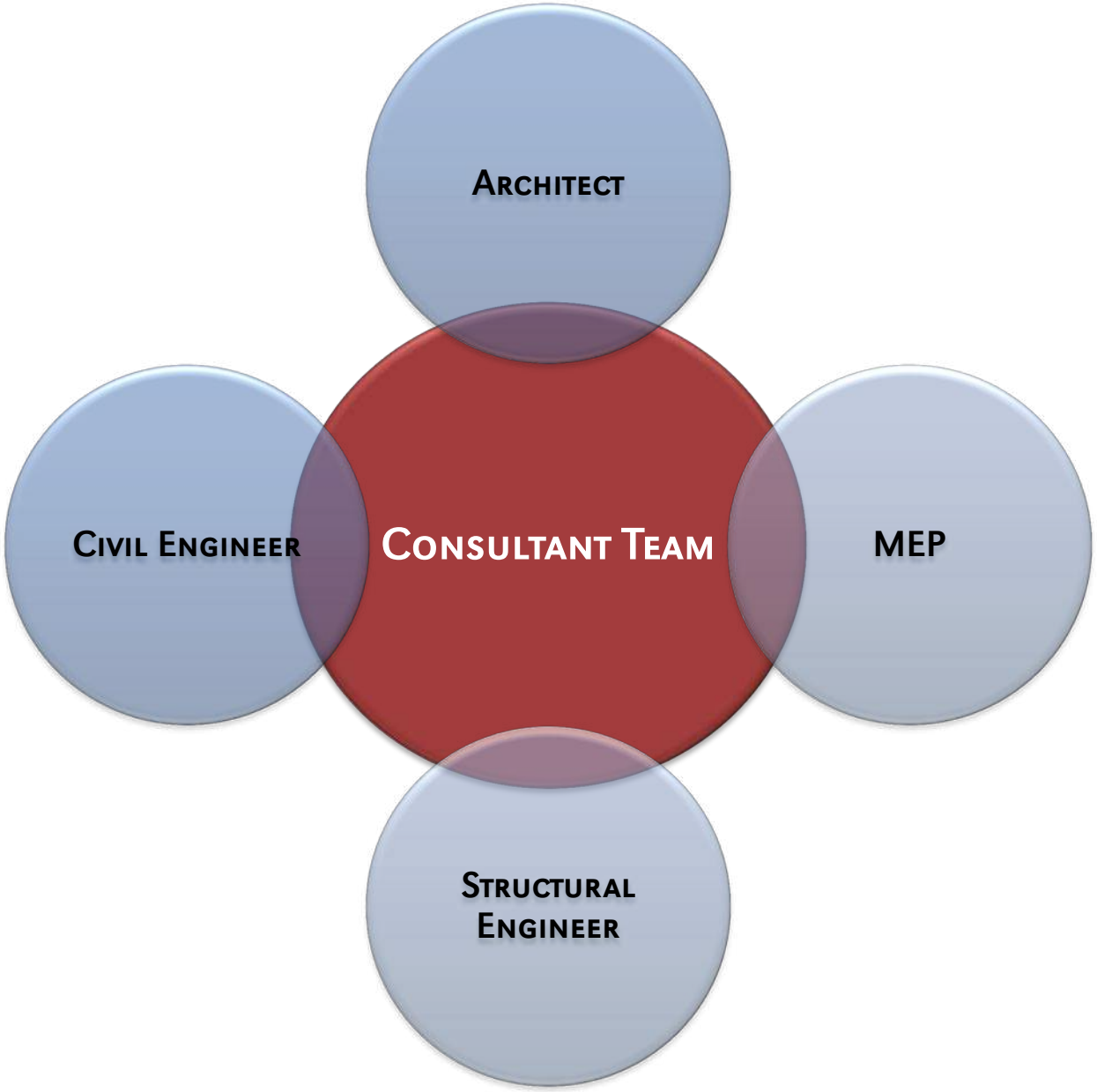
Team Formation

Owner



Team Formation

Architect & Engineers

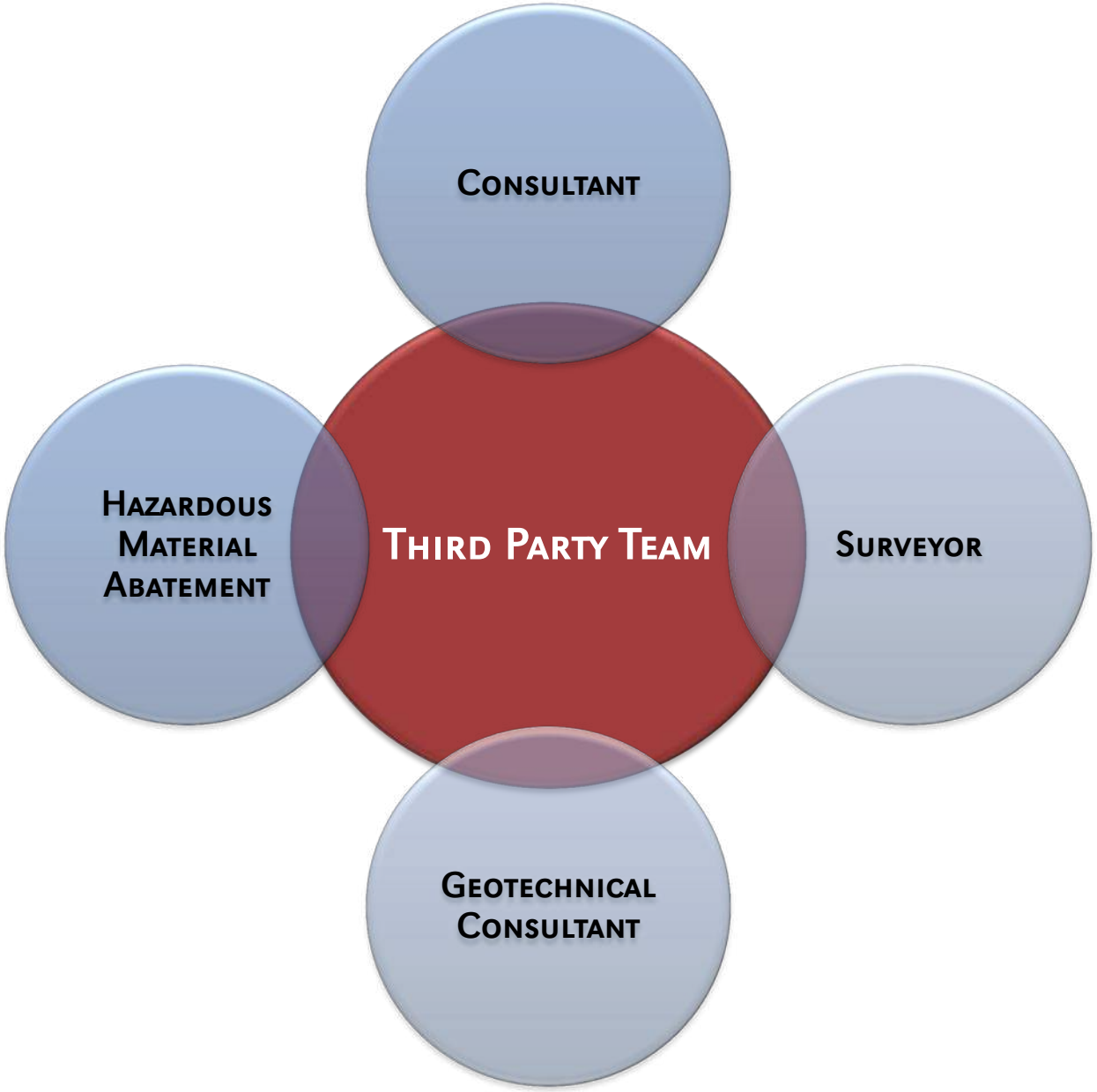


Team Formation

Specialists

Team Formation

Third Party



Team Formation

Team Selection

- Qualification Evaluation
- Due Diligence
- Research, Reference Check
- Interview Candidates

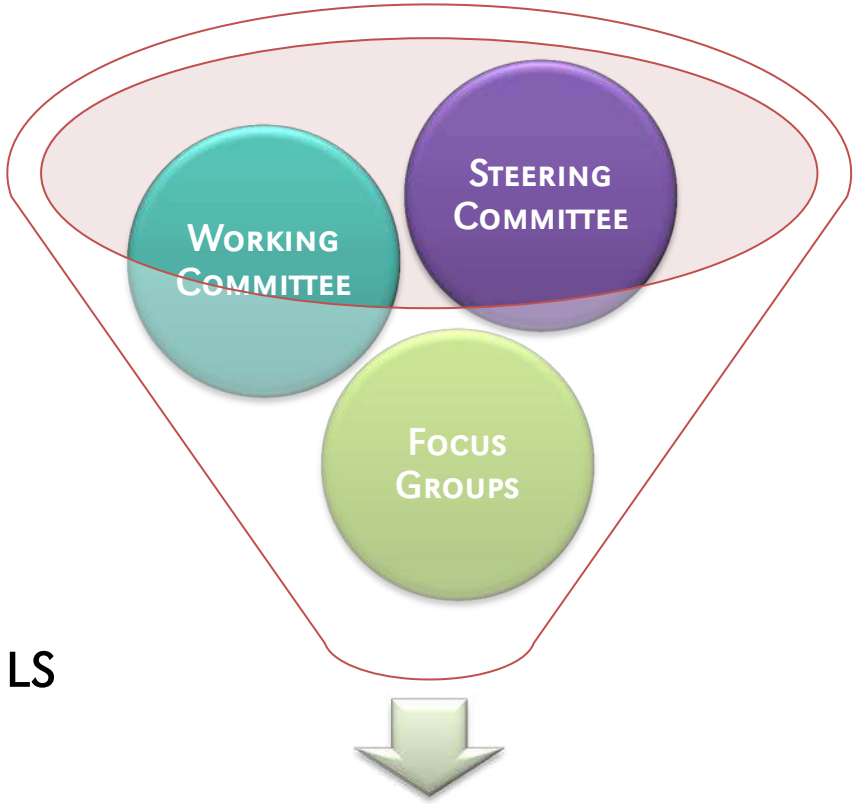
- Used if Fee Proposal is Needed

- Notify Selected Team

Determining the Project Requirements

Establishing Project Goals

- Engage Project Stakeholders
- Conduct Focus Group Sessions
- Utilize Consensus Driven Goal Setting Tools



Determining the Project Requirements

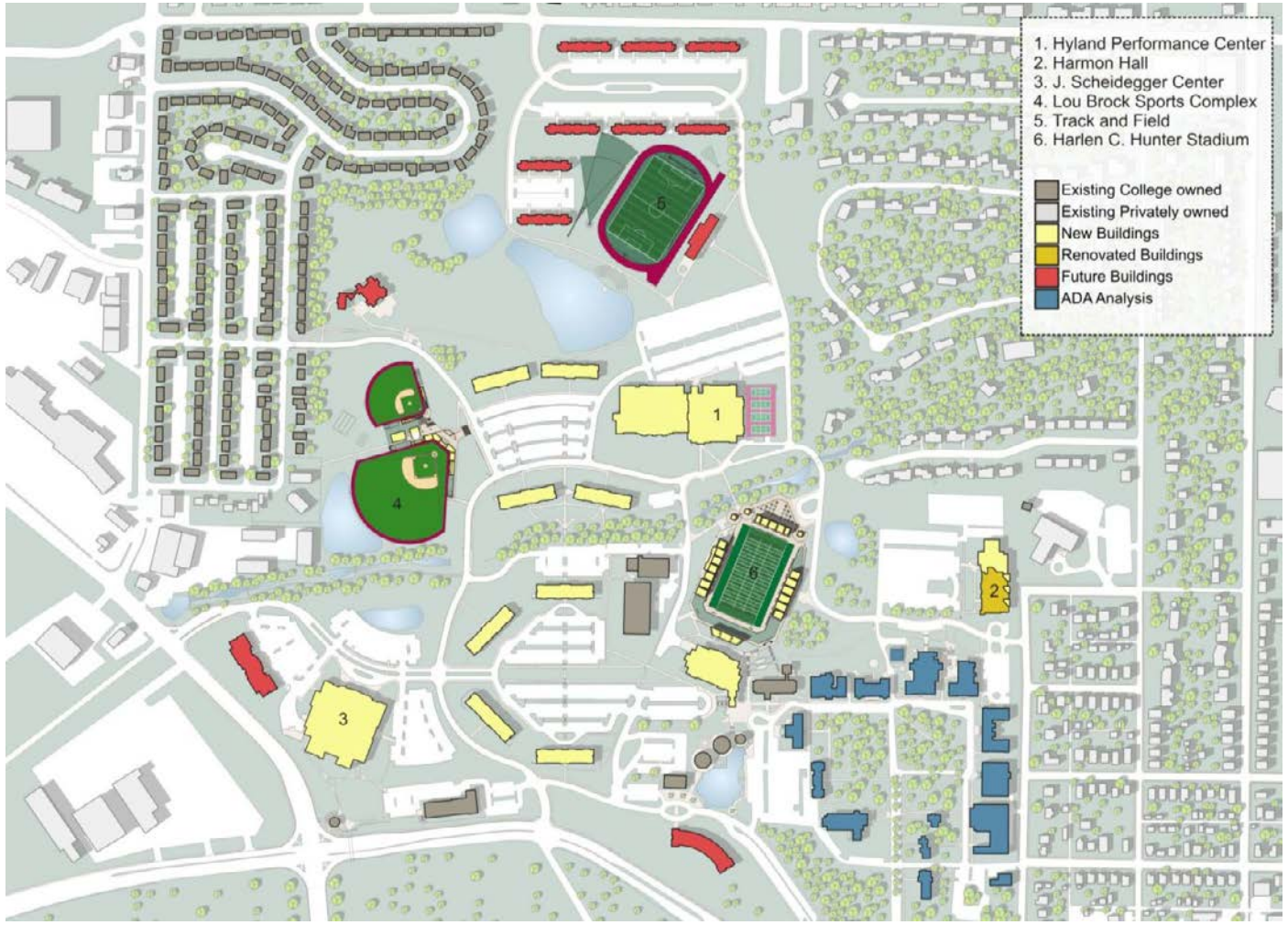
Sustainability

- Widespread Popularity
- True Sustainability = Value
- Achievable Payback
- Substance vs. Image
- Alternatives to LEED

Project Master Plan: The Pre-Design Phase

Data Collection And Assessment

- Existing Resources Analysis
  - Site
  - Existing Facility
- Market & Demographic Analysis
- Financial Capacity



Data Collection and Assessment

Existing Resources Analysis - Site

Data Collection And Assessment

Existing Resources Analysis - Facility

Floor Finishes

- ☐ Adequate
- ☐ Marginal
- ☒ Not Adequate

unraveling, stained

Wall Finishes

- ☐ Adequate
- ☐ Marginal
- ☒ Not Adequate

peeling, graffiti

Ceiling Finishes

- ☒ Adequate
- ☐ Marginal
- ☐ N

Lighting

- ☐ Adequate
- ☐ Marginal
- ☒ Not Adequate

single switch, dark at teaching wall

Power

- ☐ Adequate
- ☒ Marginal
- ☐ Not Adequate

not on all four walls

Data

- ☐ A
- ☐ M
- ☒ N

none

HVAC

- ☐ Adequate
- ☒ Marginal
- ☐ Not Adequate

window a/c

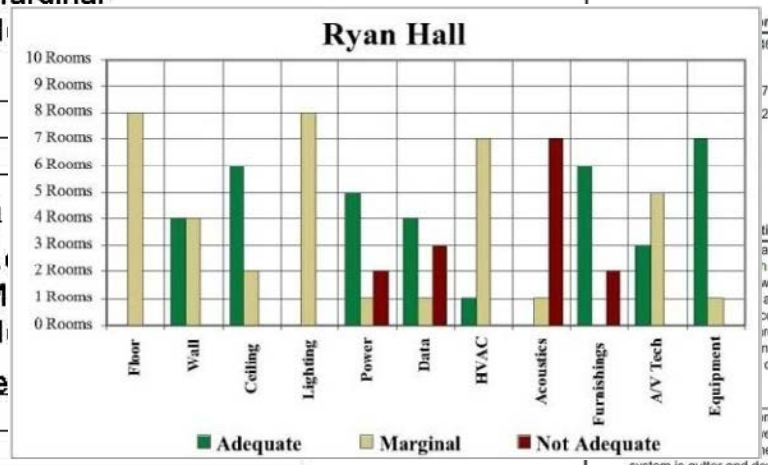
Acoustics

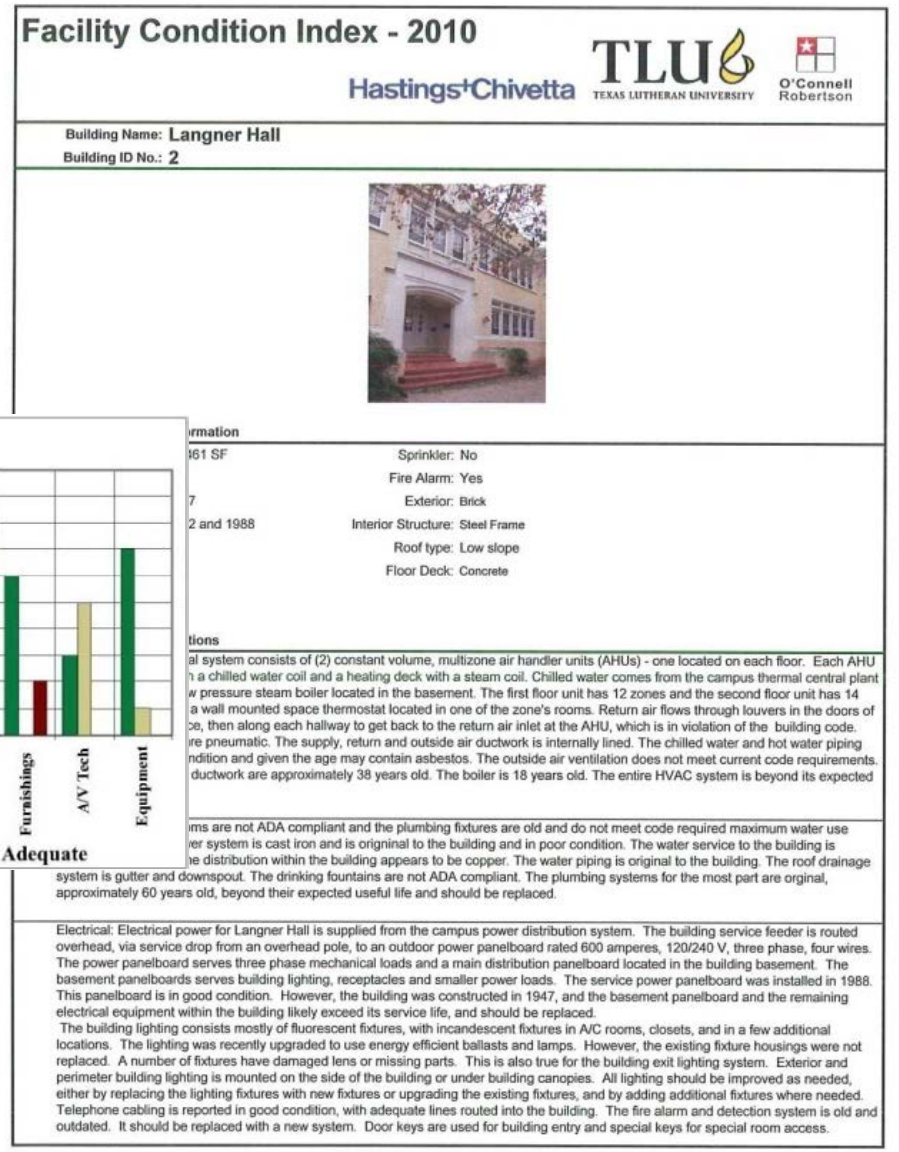
- ☐ Adequate
- ☐ Marginal
- ☒ Not Adequate

window a/c

Equipment

- ☐ Adequate
- ☐ Marginal
- ☒ Not Adequate





Data Collection And Assessment

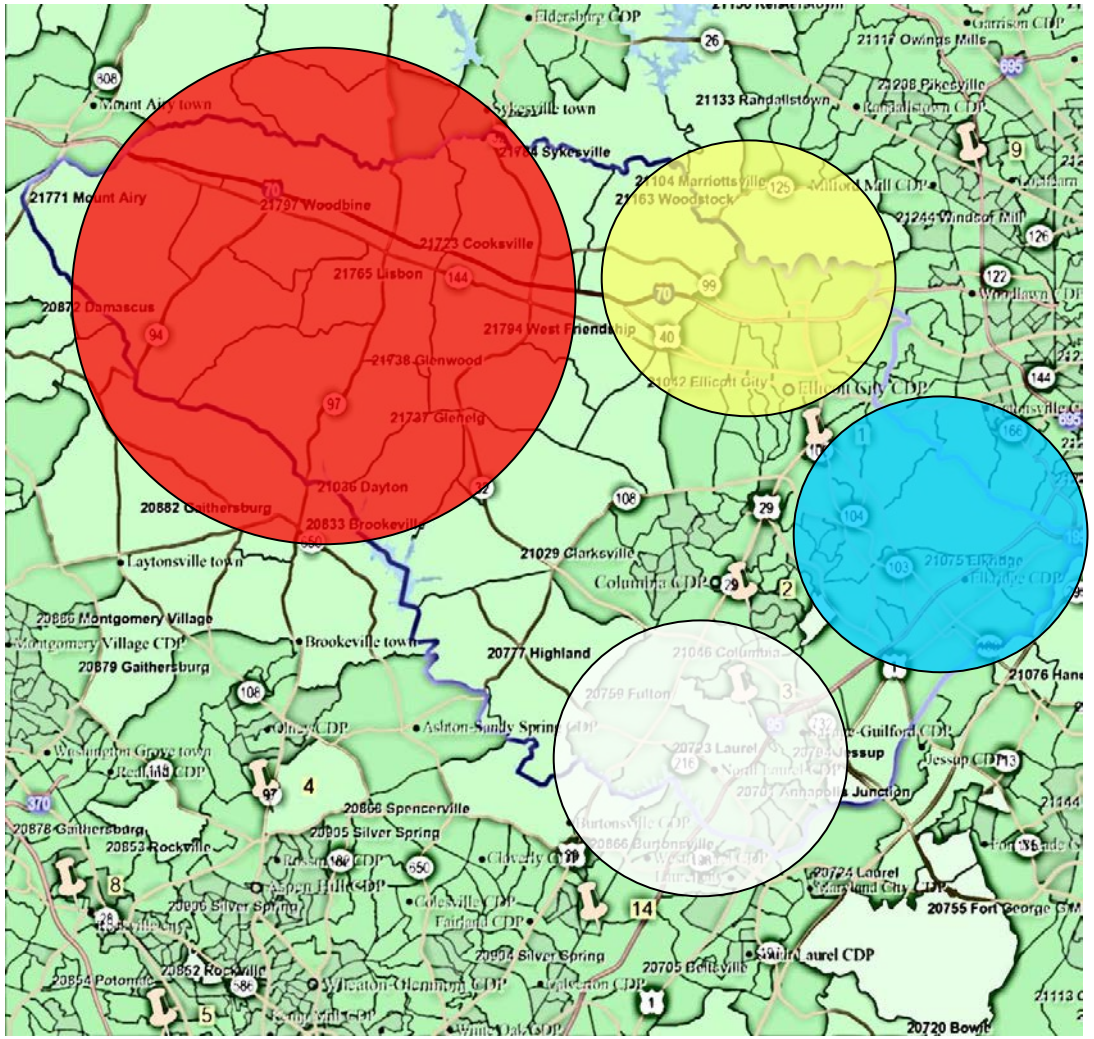
Existing Resources Analysis - Facility

- Assess Existing Facilities
- Determine Facilities Condition Index (FCI)
  - FCI = Renovation / Replacement Cost

Data Collection and Assessment

Market Analysis

Service Zones

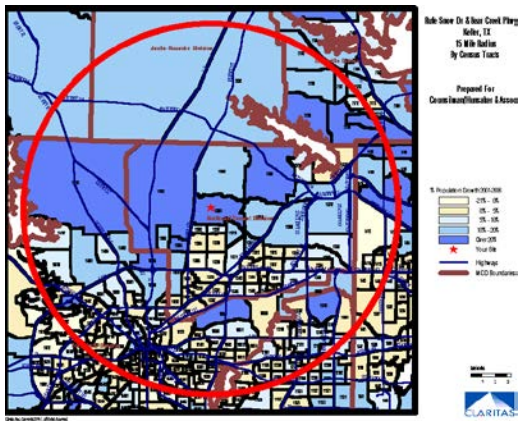


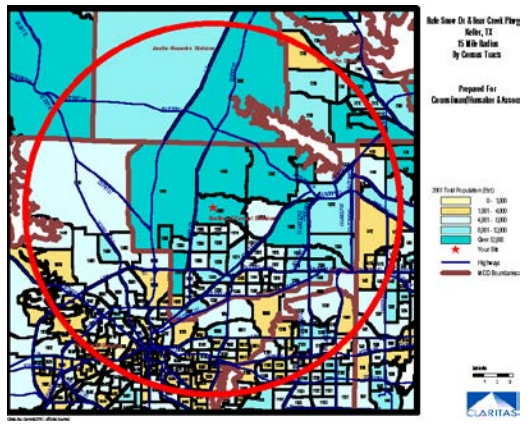
Data Collection and Assessment

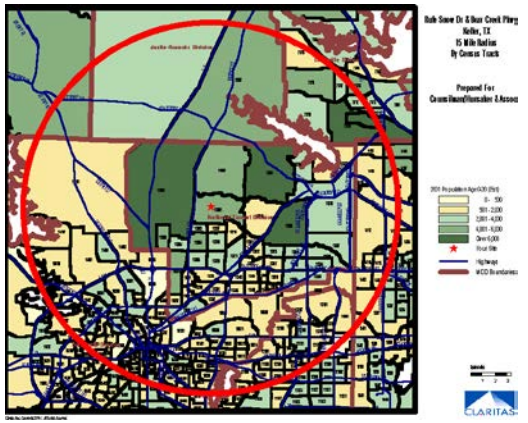
Demographic Analysis

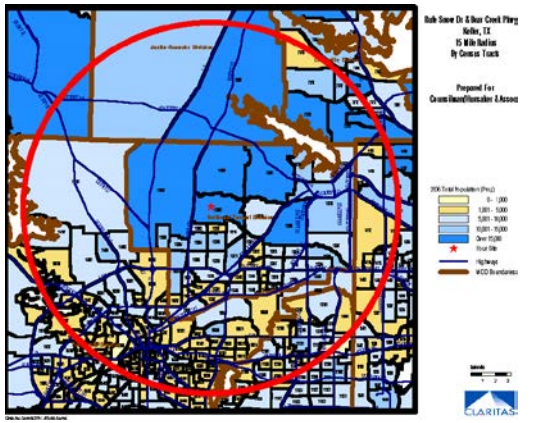
Municipal Census Tract Analysis

- Population Density/Growth
- Income Characteristics
- Age Characteristics





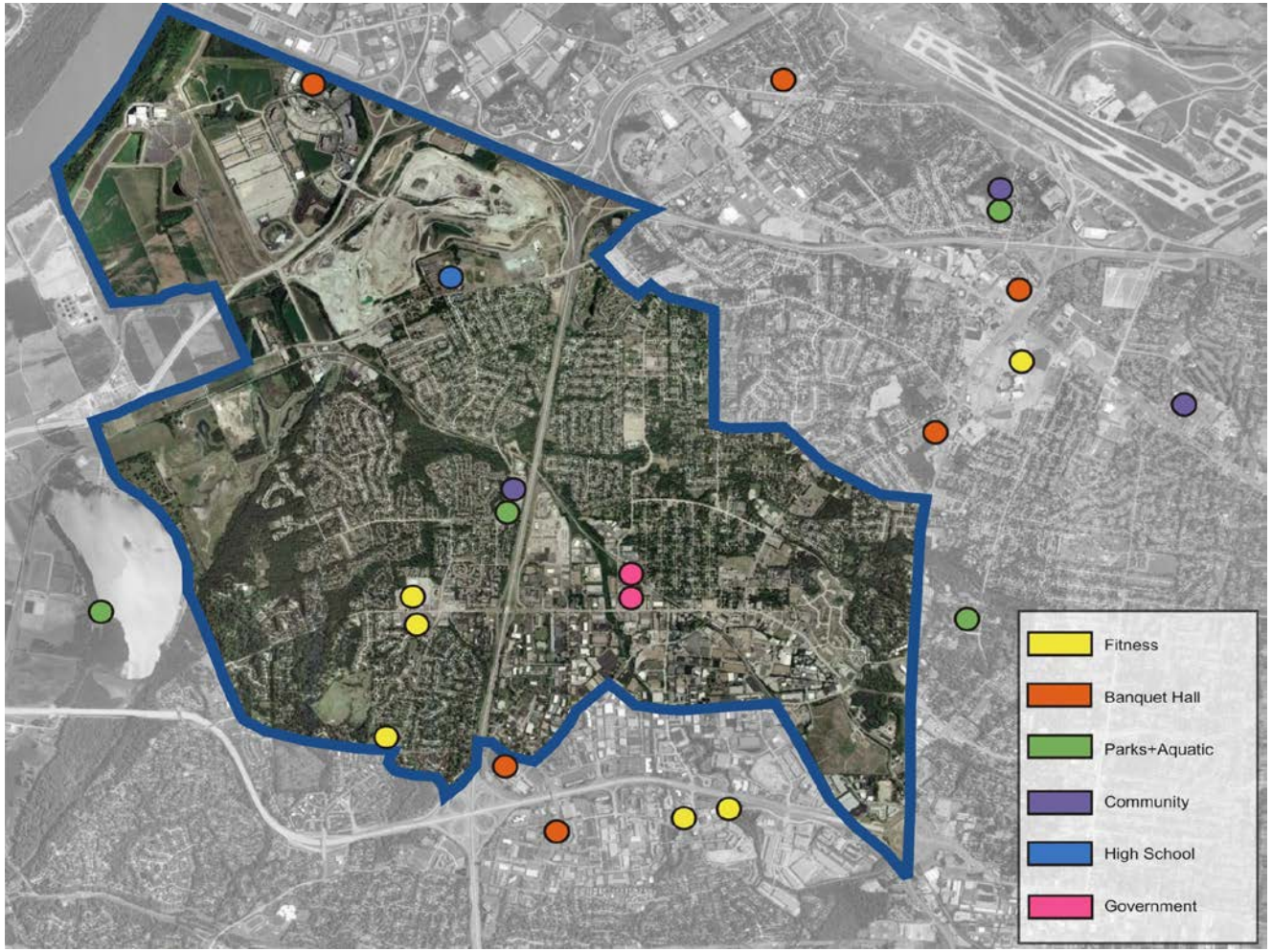




Data Collection and Assessment

Market Analysis

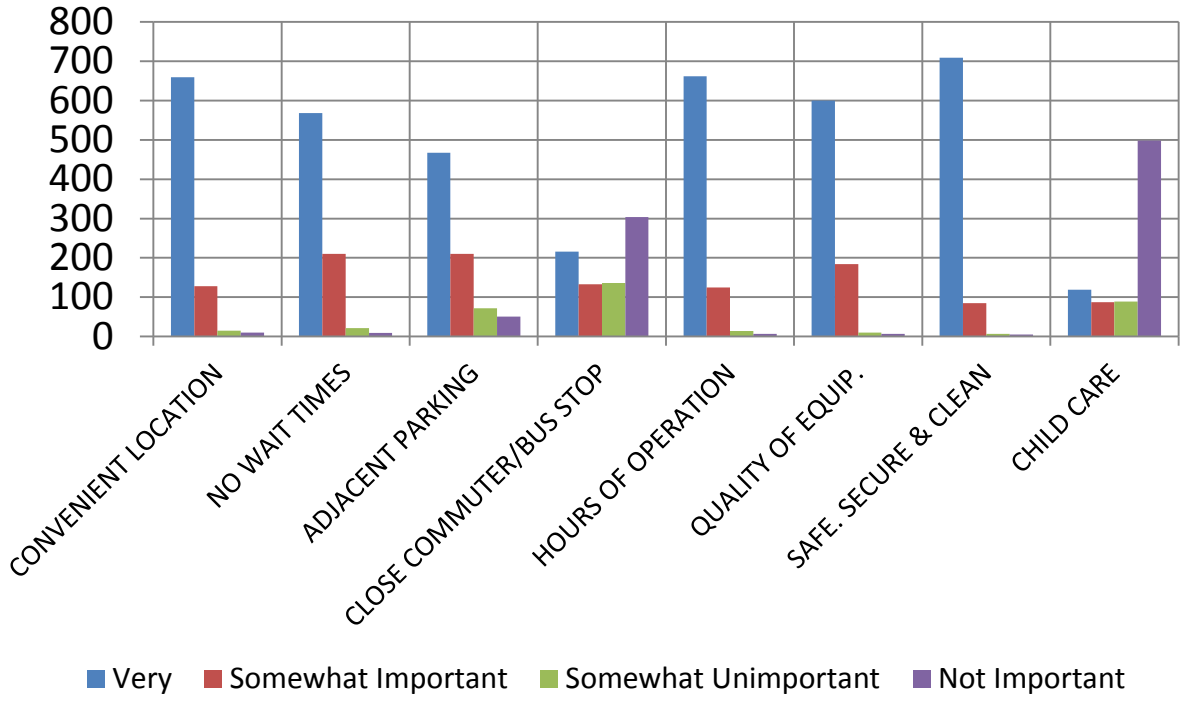
- Identify Clientele's Alternatives
- Assess Clientele's Alternatives
- Differentiating Factors
  - Size
  - Location
  - Fees

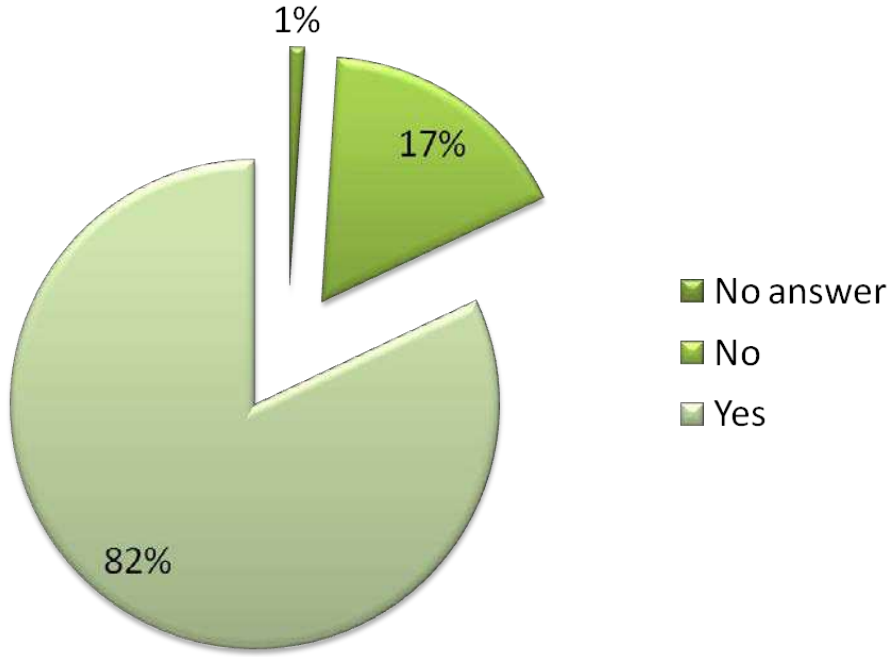


Data Collection and Assessment

Consensus Building Surveys

Reach Your Constituents!





"Do You Currently Use University Recreation Facilities?"

Data Collection and Assessment

Project Assessment Based on National Planning Standards

Question: At What Time of Day would you Participate?	CARDIOVASCULAR	SELECTORIZED	FREE WEIGHTS	WARM WATER SPA	INDOOR WALK/JOG	AEROBICS, STEP, SLIDE, ETC.	YOGA	BILLIARDS / ARCADE	ROCK CLIMBING	FITNESS / LAP SWIM	WATER SLIDE	SCUBA PROGRAMS	CURRENT RESISTANCE	WATER AEROBICS	POOL SOCIALIZING	OUTDOOR AQUATICS	GOLF DRIVING	LEARN TO SWIM	INDOOR INFORMAL BB	INDOOR INFORMAL VB	MARTIAL ARTS	SAND VOLLEYBALL	BATTING CAGES	IN-LINE SKATE/HOCKEY	RB / HB / WALLYBALL	FAMILY WATER ACTIVITIES	INDOOR SOCCER	TABLE TENNIS	WATER BB / VB	DIVING	ARCHERY	FENCING	INDOOR BADMINTON	WATER POLO	SKATEBOARDING	SQUASH
Not Interested	245	344	344	431	468	494	532	469	480	591	640	565	655	664	675	729	741	766	757	737	753	718	742	805	782	797	824	752	608	627	872	892	898	904	960	977
6-8 am	172	136	153	54	128	151	152	8	42	112	20	39	67	56	17	26	29	42	16	18	36	13	11	17	20	12	13	12	13	27	23	22	14	14	9	5
8-12 am	138	111	105	49	89	131	103	22	57	62	39	68	59	62	29	51	63	48	24	31	39	22	27	29	30	27	20	26	31	39	36	33	22	17	11	11
12-1 pm	110	89	98	53	83	90	65	121	79	63	63	62	68	46	50	69	54	39	56	39	31	61	65	35	51	34	27	66	30	39	61	37	34	22	23	22
1-3 pm	155	137	154	74	99	105	88	112	122	93	107	99	84	71	76	98	88	57	58	86	63	110	94	63	59	62	68	64	69	57	64	57	64	43	42	28
3-6 pm	326	292	276	197	166	271	173	152	235	169	167	179	145	156	153	136	169	125	149	154	138	178	177	120	133	141	117	129	109	111	139	99	63	85	72	62
6-8 pm	306	262	268	303	203	257	188	275	268	181	170	183	158	162	183	112	125	139	160	165	169	106	175	130	129	145	161	142	118	103	96	106	110	78	71	62
8-11 pm	103	88	101	175	68	65	62	278	107	63	72	47	56	46	69	31	39	42	72	51	53	26	73	50	36	38	46	62	45	41	36	33	31	39	31	29
NO RESPONSE	1005	1101	1061	1224	1256	996	1197	1123	1170	1226	1282	1318	1268	1297	1308	1308	1252	1302	1268	1279	1278	1326	1196	1311	1320	1304	1284	1307	1537	1516	1233	1281	1324	1358	1341	1364
TOTAL SURVEYS	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**	**2560**
Peak Time	Indicates maximum number of participants for each category																																			
Peak Group	326	292	276	303	203	271	188	278	268	181	170	183	158	162	183	136	169	139	160	165	169	178	177	130	133	145	161	142	118	111	139	106	110	85	72	62
% of Activity Responses	13%	11%	11%	12%	8%	11%	7%	11%	10%	7%	7%	7%	6%	6%	7%	5%	7%	5%	6%	6%	7%	7%	7%	5%	5%	6%	6%	6%	5%	4%	5%	4%	4%	3%	3%	2%
Daily Visits from Survey	580	468	506	391	375	332	304	276	260	250	253	216	204	190	165	160	158	177	153	122	149	123	122	137	128	131	139	110	119	115	78	80	80	87	67	46
% of Total User Group	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
Projection ofDaily Visits for Total Pop.	**3366**	**2719**	**2938**	**2268**	**2178**	**1926**	**1767**	**1600**	**1509**	**1452**	**1466**	**1253**	**1186**	**1106**	**956**	**930**	**918**	**1027**	**887**	**708**	**863**	**714**	**710**	**794**	**743**	**760**	**807**	**639**	**692**	**667**	**455**	**464**	**464**	**504**	**391**	**266**
Estimate of Peak Users	429	310	317	268	173	204	130	174	158	103	97	90	73	70	68	49	61	56	55	46	57	50	49	40	39	43	51	35	32	29	25	19	20	17	11	6
	Crossover Group			**This number of visits may be artificially high because a single user may participates in all 3 activities during 1 visit.**																																		
Activity Duration (hourly)	0.50	0.50	0.50	0.25	0.33	1.00	1.00	1.00	1.00	0.50	0.50	1.00	0.50	1.00	0.50	1.00	0.50	1.00	1.00	1.00	1.00	1.00	0.50	1.50	1.00	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Peak Time Duration	**3hr**	**3hr**	**3hr**	**2hr**	**2hr**	**3hr**	**2hr**	**3hr**	**2hr**	**2hr**	**2hr**	**2hr**	**2hr**	**2hr**	**2hr**	**3hr**	**3hr**	**2hr**	**2hr**	**2hr**	**2hr**	**3hr**	**3hr**	**2hr**	**3hr**	**2hr**	**2hr**	**2hr**	**2hr**	**3hr**	**3hr**	**2hr**	**2hr**	**3hr**	**3hr**	**3hr**
Fraction of Peak Time	0.17	0.17	0.17	0.13	0.17	0.33	0.50	0.33	0.50	0.25	0.25	0.50	0.25	0.50	0.25	0.33	0.17	0.50	0.50	0.50	0.50	0.33	0.17	0.75	0.33	0.75	0.50	0.50	0.50	0.33	0.33	0.50	0.50	0.33	0.33	0.33
NO. PEAK USERS:	71.4	51.7	52.8	33.5	28.76	68	64.9	57.9	79	25.7	24.34	44.8	18.3	35	17.1	16.5	10.1	27.9	27.7	22.8	28.5	16.5	8.18	30.2	12.9	32.3	25.39	17.7	16	9.64	8.23	9.6	9.96	5.57	3.66	2.15

Data Collection and Assessment

Financial Capacity

- Current
  - Bond Rating
  - Debt Service
  - Taxation Rate
- Fundraising Potential
  - Fee/Tax Tolerance
  - Private Donor Support
  - Third Party Partnership

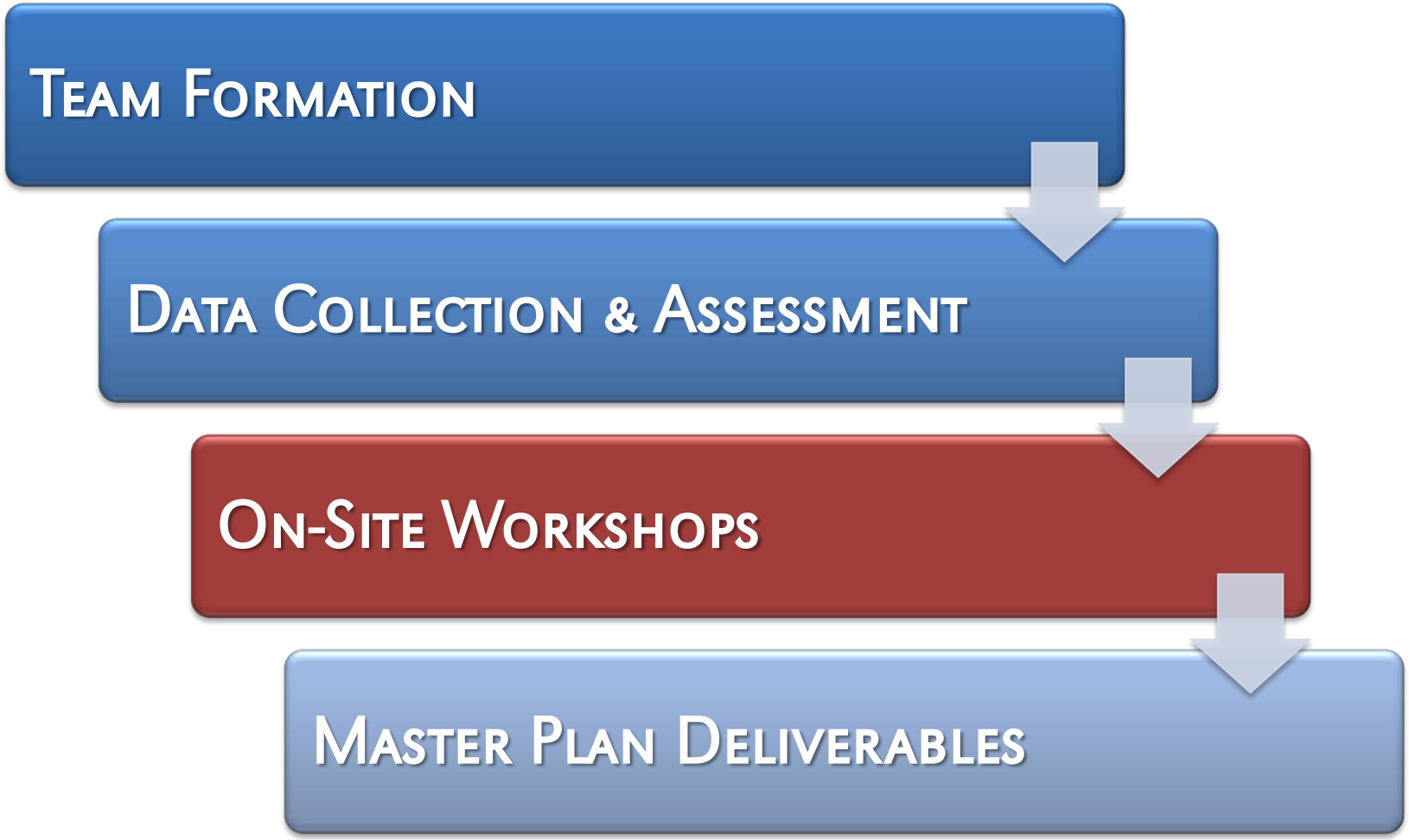
Fall of	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ACTIVITY FEES																
Recreational Sports Activities Fee [1], [2]	$118	$129	$145	$155	$166	$229	$242	$248	$253	$319	$326	$332	$339	$346	$353	$360
Percent Increase in Recreational Sports Fee	0%	9%	12%	7%	7%	38%	5%	2%	2%	26%	2%	2%	2%	2%	2%	2%
CARMICHAEL COMPLEX DEBT SERVICE FEES																
Carmichael - Locker Room & Fitness Improvements	$0	$0	FUNDED THROUGH EXISTING RECREATIONAL SPORTS DEBT SERVICE FEE													
Carmichael - Locker Room Renovation	$0	$0	$0	$0	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25	$25
Carmichael - Addition & Renovation [3]	$0	$0	$0	$0	$0	$0	$0	$97	$97	$97	$97	$97	$97	$97	$97	$97
Carmichael - Outdoor Pool	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$15	$15	$15	$15	$15
CENTENNIAL CAMPUS DEBT SERVICE FEES																
Centennial Campus - Boathouse	$0	$0	$0	$0	$0	$0	$0	$5	$5	$5	$5	$5	$5	$5	$5	$5
Centennial Campus - Recreation Center	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$65	$65	$65	$65	$65	$65
OUTDOOR FIELDS DEBT SERVICE FEES																
Rec. Fields - Lower Miller Artificial Turf & Field House	$0	$0	$0	$0	$0	FUNDED THROUGH RECREATIONAL SPORTS ACTIVITIES FEE										
Rec. Fields - Varsity Drive	$0	$0	$0	$0	$0	FUNDED THROUGH RECREATIONAL SPORTS ACTIVITIES FEE										
Rec. Fields - Centennial Campus (Site: TBD)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	REC.FEE
RECREATIONAL SPORTS & ATHLETICS PARTNERSHIP																
Carmichael - New Aquatics Center	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
TOTAL STUDENT FEES	$118	$129	$145	$155	$191	$254	$267	$375	$380	$446	$518	$539	$546	$553	$560	$567

Data Collection and Assessment

Project Decision – Go/No Go

- Moment of Truth
- Factors
  - Level of Support
  - Political Forces
  - Risks and Opportunities
  - Timing
  - Economic Forecast
- Preparation Pays Off
- Proceed With Confidence

Project Master Plan: The Pre-Design Phase



On-Site Workshops

Everyone On the Same Page

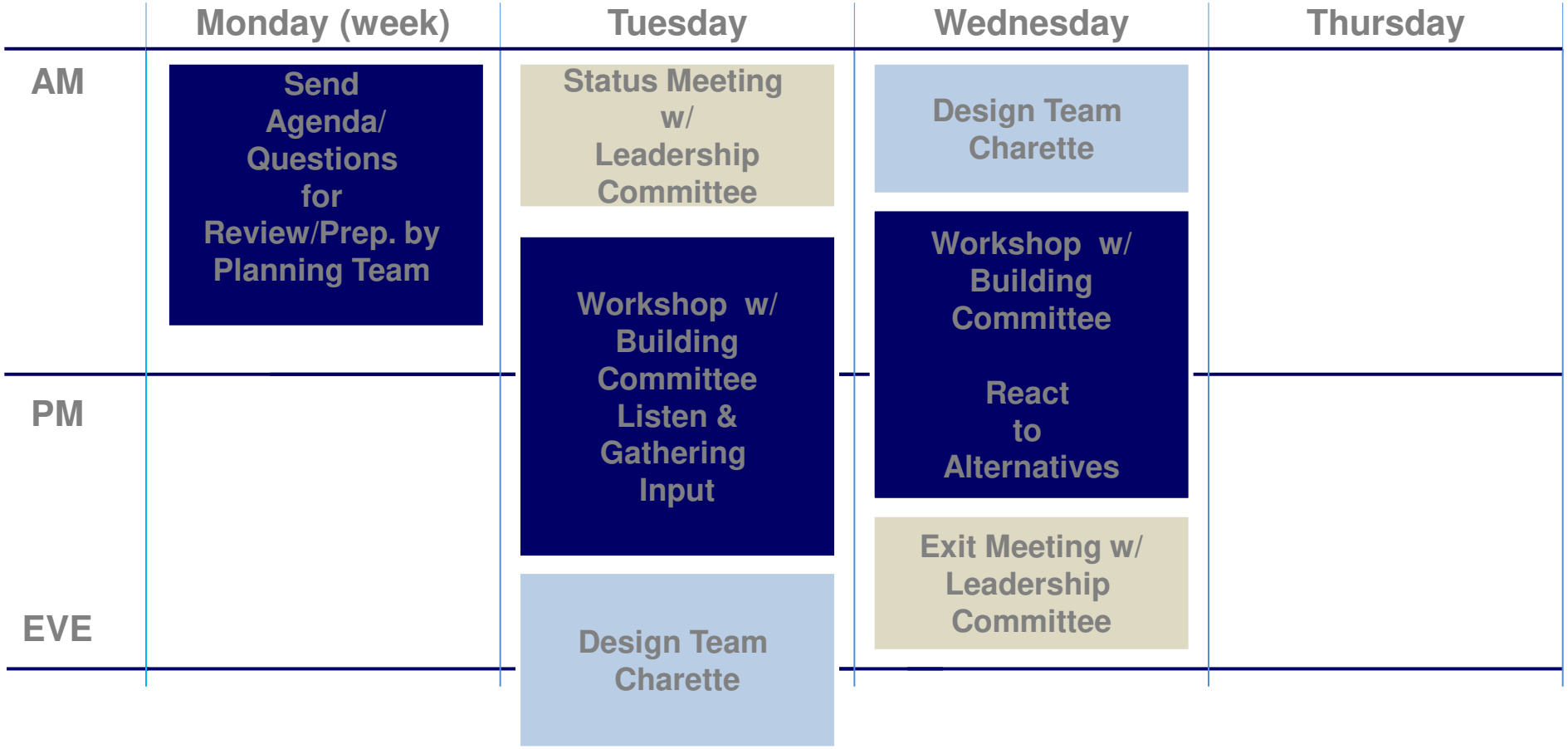
On-Site Workshops

Workshop Process

- Pre-Workshop Activities
- Workshop #1
- Workshop #2
- Alternative Concepts
  A B C D
- Evaluate Each Concept
- Refine Selected Concept
- Workshop #3
- Athletic Master Plan Document

On-Site Workshops

Workshop Agenda



On-Site Workshops

Site Selection

Design Parameters	Grade	Davis		Tennis Courts		Route 13	
Access - Pedestrian	14%	5	0.70	4	0.56	3	0.42
Access - Transit	10%	5	0.50	5	0.50	5	0.50
Access - Housing	16%	5	0.80	4	0.64	3	0.48
Access - Parking	8%	4	0.32	5	0.40	4	0.32
Campus Enhancement	15%	5	0.75	3	0.45	4	0.60
Visibility	9%	5	0.45	4	0.36	5	0.45
Neighborhood Impact	4%	2	0.08	2	0.08	2	0.08
Cost Effectiveness	15%	5	0.75	2	0.30	3	0.45
Utilities	0%		0.00		0.00		0.00
Environmental Impact	9%	4	0.36	3	0.27	3	0.27
	100%		4.71		3.56		3.57

Design Parameters	Grade	Parks Addition		Faculty Parking		281	
Access - Pedestrian	14%	2	0.28	4	0.56	1	0.14
Access - Transit	10%	4	0.40	2	0.20	4	0.40
Access - Housing	16%	3	0.48	3	0.48	1	0.16
Access - Parking	8%	4	0.32	1	0.08	5	0.40
Campus Enhancement	15%	1	0.15	1	0.15	2	0.30
Visibility	9%	2	0.18	1	0.09	4	0.36
Neighborhood Impact	4%	3	0.12	4	0.16	5	0.20
Cost Effectiveness	15%	3	0.45	2	0.30	4	0.60
Utilities	0%		0.00		0.00		0.00
Environmental Impact	9%	3	0.27	2	0.18	4	0.36
	100%		2.65		2.20		2.92

On-Site Workshops

THE QUESTION… Build New or Renovate??

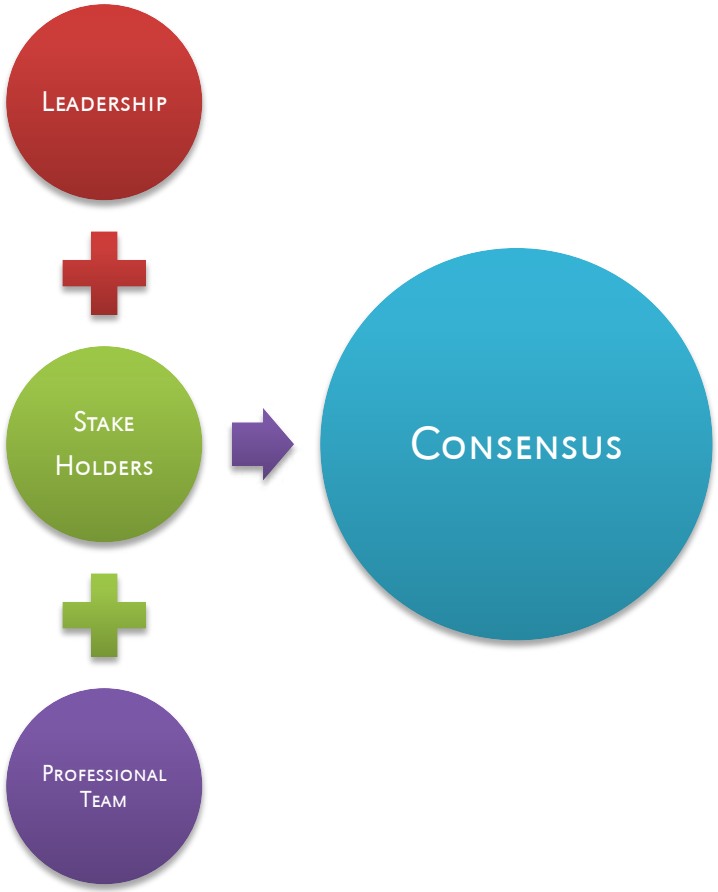
Renovation Myths	Renovation Realities
Less Expensive	Wide Range in Cost
More Expensive	Less Predictable Cost Than New Construction
Compromise Program Space	Unknown Conditions
Compromise Program Quantity	Concurrent Occupancy During Construction
Compromise Program Quality	Almost Always More Difficult to Raise Money
Still the Old Building	

On-Site Workshops

Discussions on Master Plan Options

Determining the Project Requirements

Engaging the Stakeholders



Project Master Plan: The Pre-Design Phase

Deliverables: Building Program

1.00	Public Spaces			
1.01 New	Vestibule	1	200 SF	200 SF
1.02 New	Lobby/Lounge/Concourse	1	5,000 SF	5,000 SF
1.03 New	Control Desk	1	150 SF	150 SF
1.04 New	Customer Service Office	1	150 SF	150 SF
1.05 New	Info Kiosk	1	150 SF	150 SF
1.06 New	Men's Toilet Entry Level	1	750 SF	750 SF
1.07 New	Women's Toilet Entry Level	1	850 SF	850 SF
1.08 New	Food Service Servery	1	200 SF	200 SF
1.09 New	Food Service Storage	1	200 SF	200 SF
1.10 New	Food Service Seating Area	1	1,000 SF	1,000 SF
1.11 New	Vending Area	1	200 SF	200 SF
1.12 New	Retail Space	1	400 SF	400 SF
1.13 New	Retail Space Storage	1	100 SF	100 SF
1.14 New	Elevator	1	100 SF	100 SF
1.15 New	Elevator Equipment	1	60 SF	60 SF
				9,510 SF

2.00	Gymnasium			
2.01 New	4 Court Gymnasium	1	24,000 SF	24,000 SF
2.02 New	4 Court Gymnasium Storage	1	600 SF	600 SF
2.03 New	MAC Court	2	9,800 SF	19,600 SF
2.04 New	MAC Court Team Benches	2	500 SF	1,000 SF
2.05 New	MAC Court Storage Room	2	500 SF	1,000 SF
2.06 New	Jogging Track	1	7,500 SF	7,500 SF
2.07 New	Stretching Area	1	1,000 SF	1,000 SF
				54,700 SF

3.00	Fitness			
3.01 New	Fitness Center Strength/Free Weights	1	12,000 SF	12,000 SF
3.02 New	Fitness Center Cardio	1	6,500 SF	6,500 SF
3.03 New	Fitness Center Storage/Equipment Repair	1	500 SF	500 SF
3.04 New	Fitness Center Control Desk	1	150 SF	150 SF
3.05 New	Squash Court	2	672 SF	1,344 SF
3.06 New	Racquetball Courts	8	800 SF	6,400 SF
3.07 New	Small Group Exercise Spinning	1	1,000 SF	1,000 SF
3.08 New	Small Group Exercise Storage	1	100 SF	100 SF
3.09 New	Small Group Exercise Circuit Training	1	1,000 SF	1,000 SF
3.10 New	Small Group Exercise Circuit Training Storage	1	100 SF	100 SF
3.11 New	Medium Group Exercise	2	1,600 SF	3,200 SF
3.12 New	Medium Group Exercise Storage	2	200 SF	400 SF
3.13 New	Large Group Exercise	2	2,400 SF	4,800 SF
3.14 New	Large Group Exercise Storage	2	500 SF	1,000 SF
3.15 New	Group Exercise Instructors Room	1	150 SF	150 SF
				38,644 SF

9.00	Meeting Rooms/Instructional Space			
9.01 New	Large Meeting Room (80 Capacity)	1	1,600 SF	1,600 SF
9.02 New	Large Meeting Room Storage	1	200 SF	200 SF
9.03 New	Club Team Equipment Storage Lockers Small	15	9 SF	135 SF
9.04 New	Club Team Equipment Storage Lockers Medium	10	15 SF	150 SF
9.05 New	Club Team Equipment Storage Lockers Large	5	60 SF	300 SF
				2,385 SF

Deliverables: Phasing Plan

Existing

2 Years

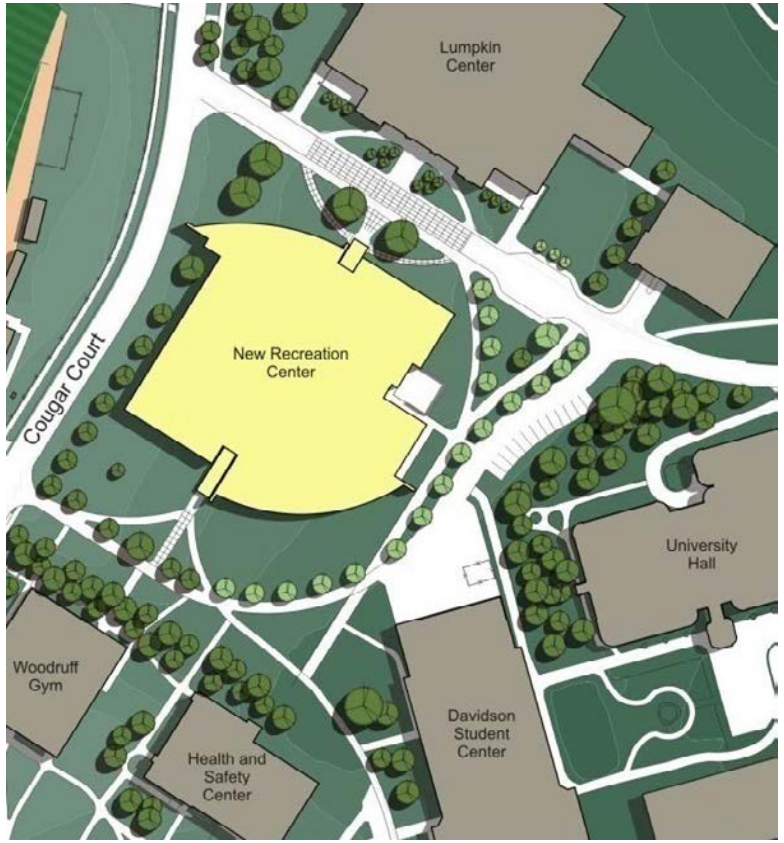
4 Years

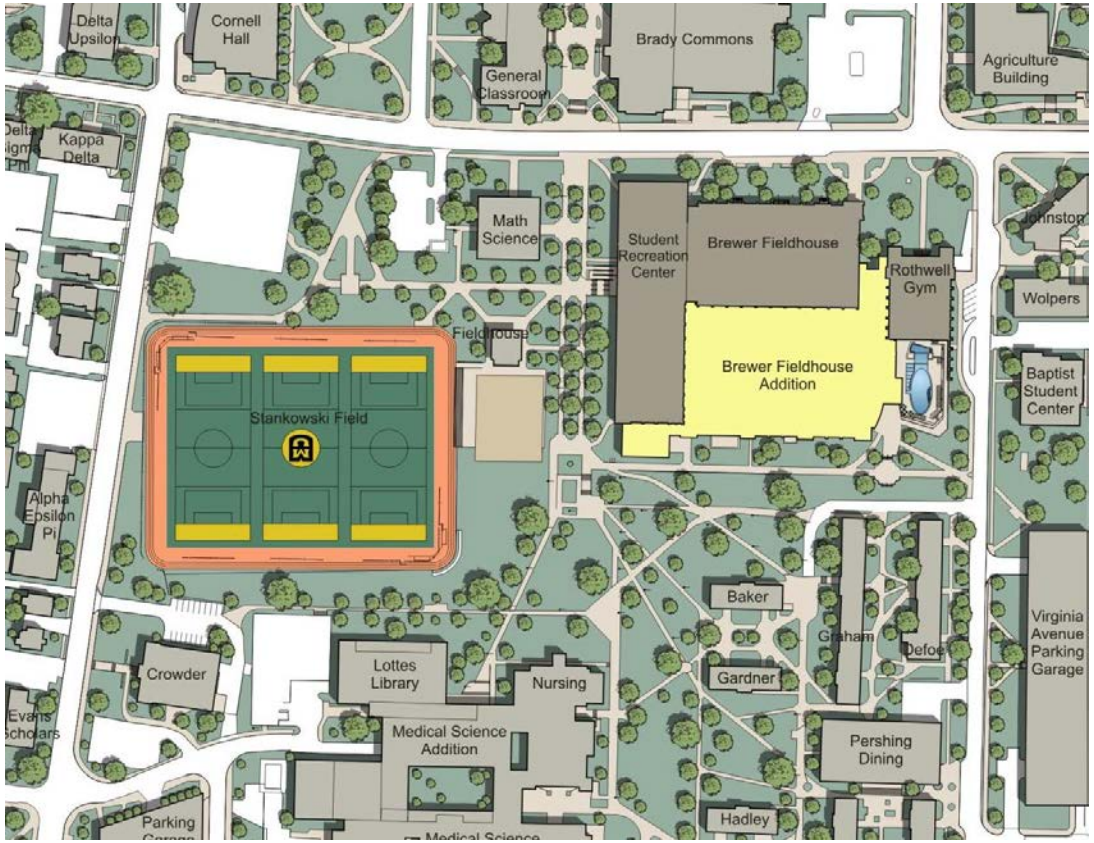
6 Years

8 Years

Final

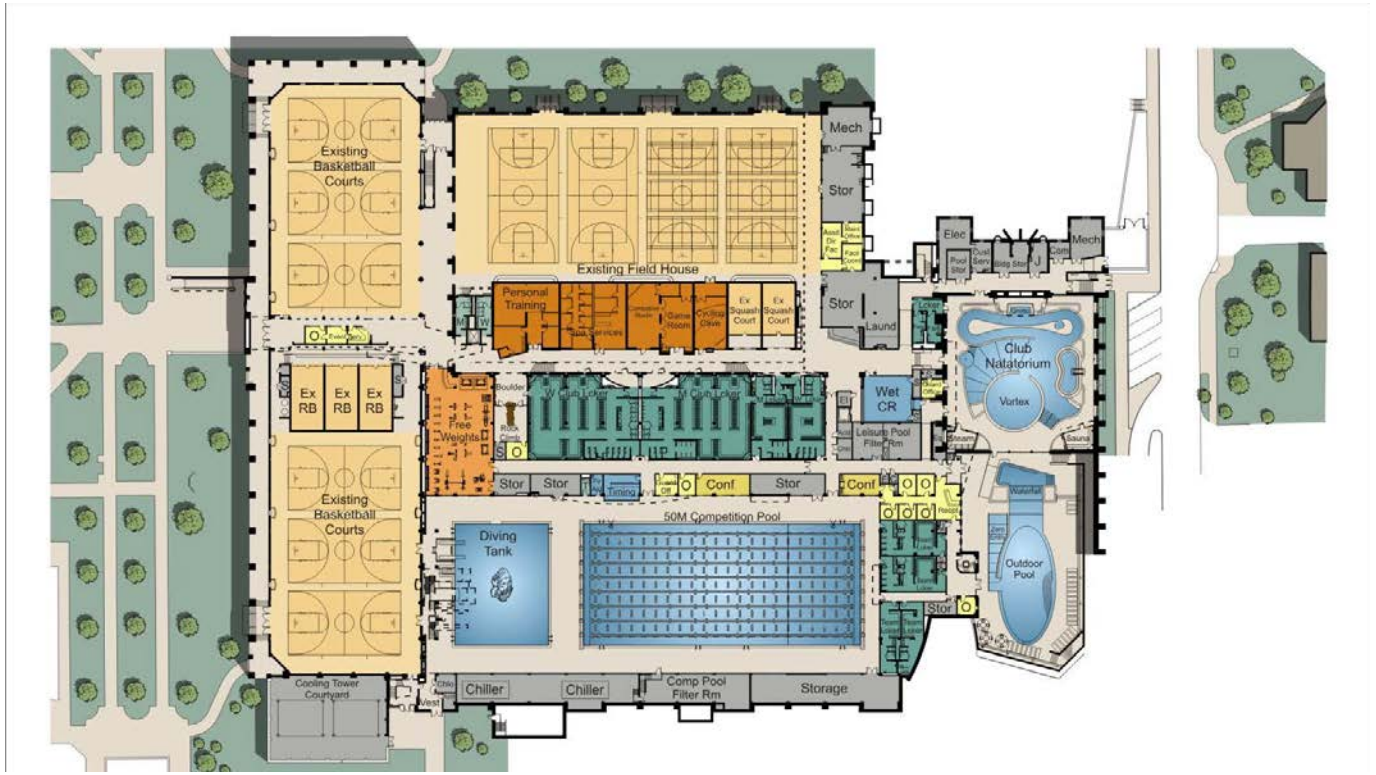
Deliverables: Site Concepts





WHY MASTER PLAN • MASTER PLAN PROCESS • COST OF MASTER PLAN • PERILS & PITFALLS

Deliverables: Design Concepts



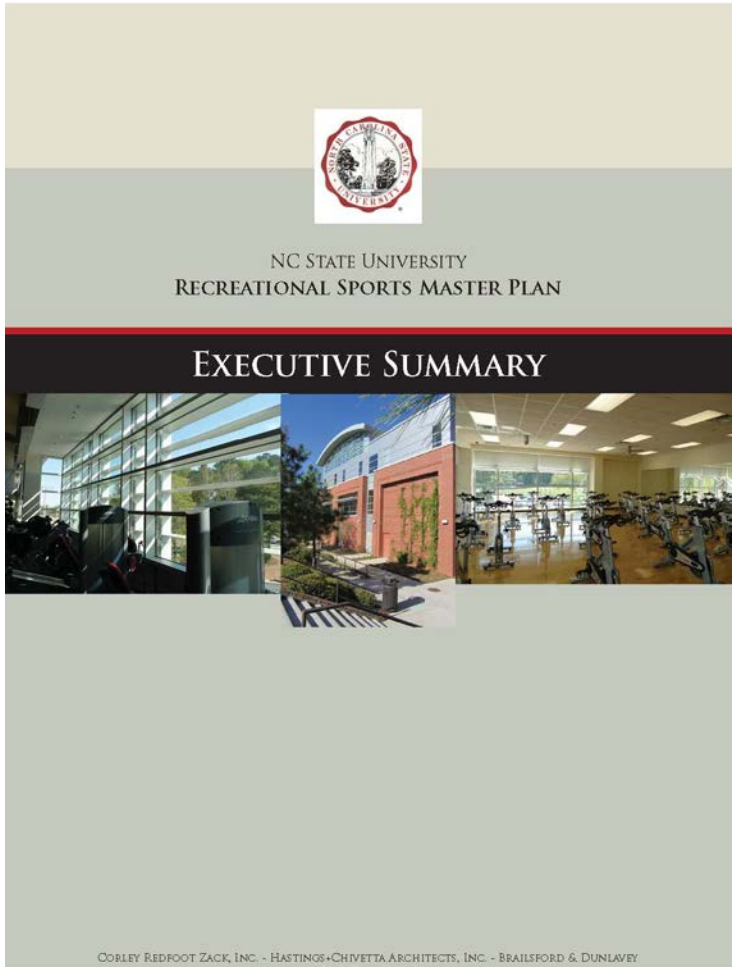
WHY MASTER PLAN • MASTER PLAN PROCESS • COST OF MASTER PLAN • PERILS & PITFALLS

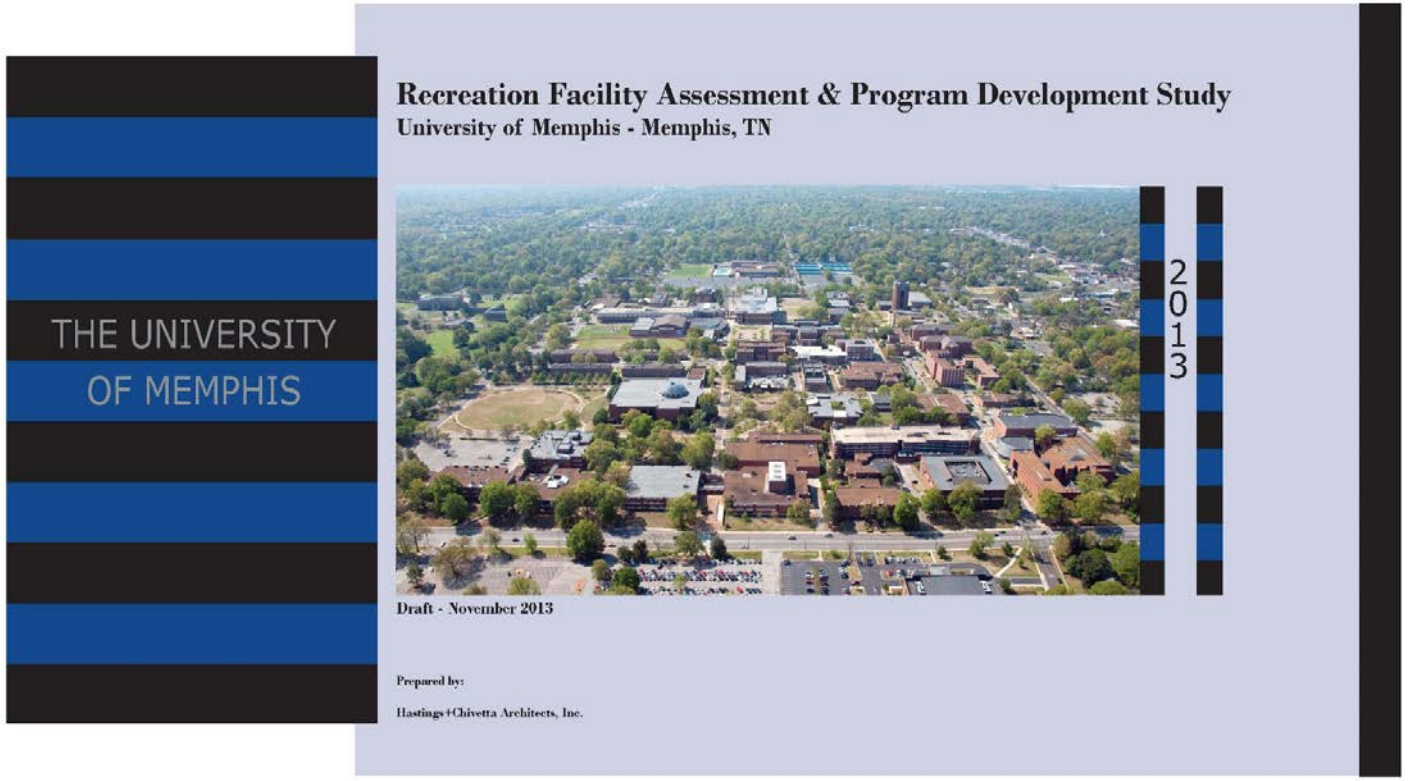
Deliverables: Design Concepts

Deliverables: Master Plan Components

- Data Collection
- Online Surveys
- Research
- Benchmarking
- Existing Facilities Analysis
- Market Analysis
- Financial Analysis
- Engineering Analysis
- Programming
- Workshops
- LEED/Sustainability
- Concept Design
- Cost Estimate
- Project budget
- Fundraising Support
- Institutional Branding
- Referendum Support
- Facilities Index

Deliverables: Report





WHY MASTER PLAN • MASTER PLAN PROCESS • COST OF MASTER PLAN • PERILS & PITFALLS

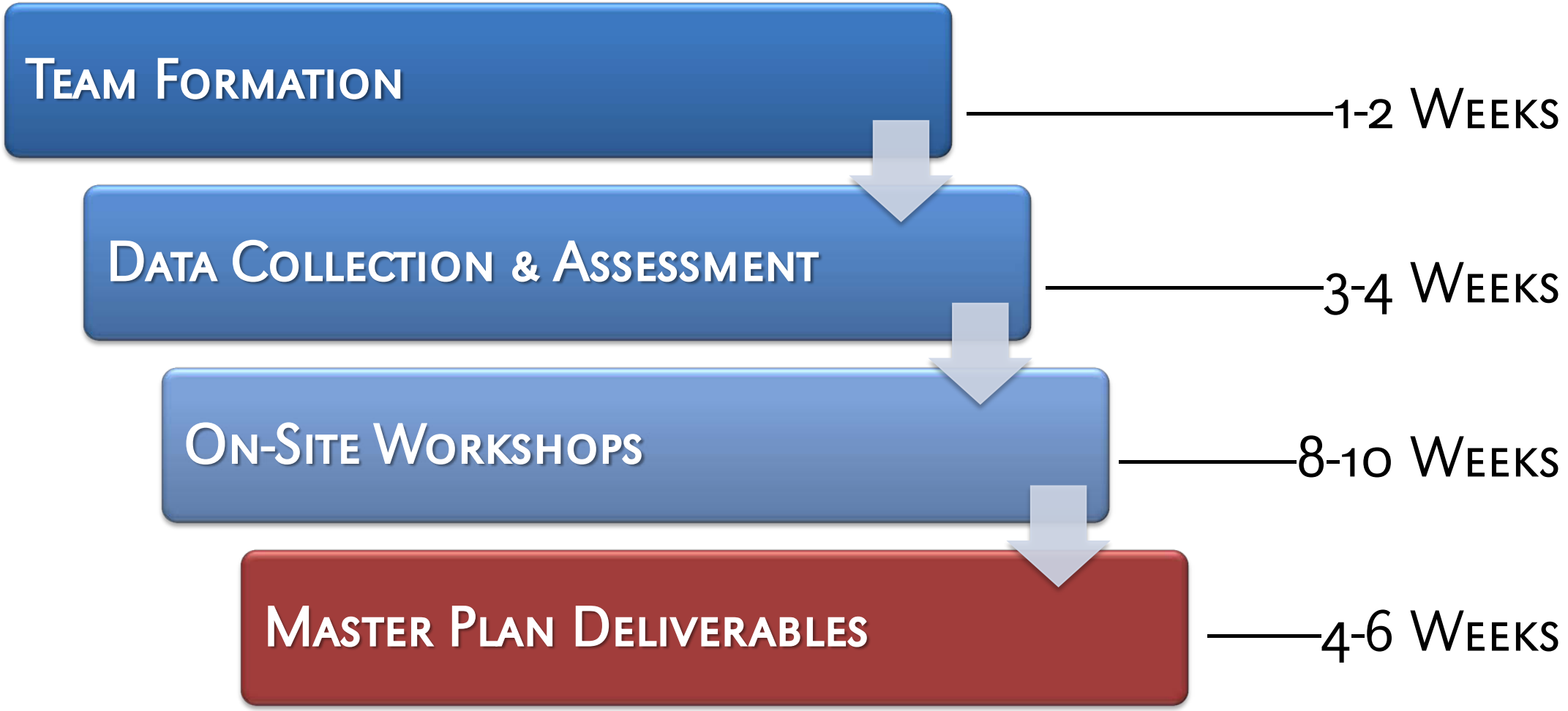
Presentation Outline

COST OF MASTER PLAN

Cost of Master Plan

Data Collection	$$	Workshops	$$$$$
Online Surveys	$$	LEED/Sustainability	$$
Research	$	Concept Design	$$$$$
Benchmarking	$$	Cost Estimate	$
Existing Facilities Analysis	$$$$	Project budget	$
Market Analysis	$$	Fundraising Support	$$
Financial Analysis	$$	Institutional Branding	$
Engineering Analysis	$$$	Referendum Support	$
Programming	$$$$	Data Sheets	$$$

The Master Plan Schedule



Presentation Outline

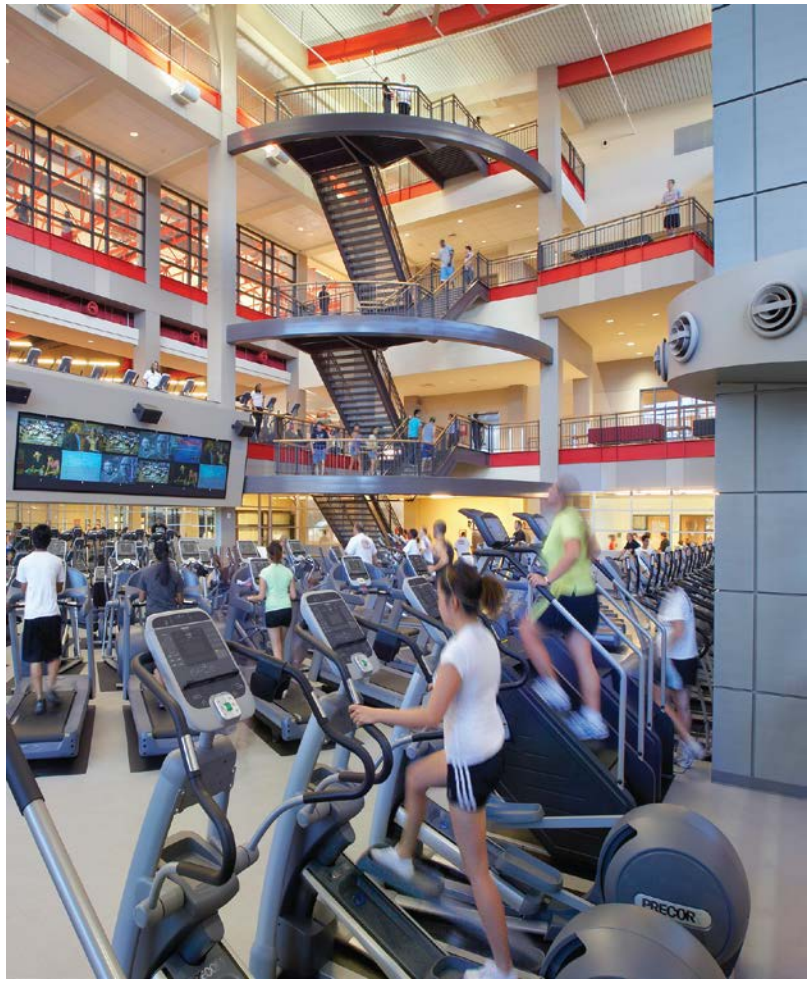
PERILS & PITFALLS

Perils & Pitfalls

- No Champion or Focus
- Need not Determined
- Planning Based on Inaccurate Information
- Project Budget Set By Funding Limits
  - Student Fee Limits
  - Donor Capacity
  - Lower Priority Project

Perils & Pitfalls

- Failure to Gather Adequate Institutional Data
- Not Including Decision Makers
  in the Pre-Design Process
- Unclear Project Goals & Objectives
- Selection of Architect
- Interview Process
- Hiring Lowest Cost Team
- Underestimating Fees
- New/Renovation



Perils & Pitfalls

- Committee Members Who Don't Do Their Homework
- Owner NOT Committing Interest and Time to Project
- Owner Request are NOT Consistent with Needs
- Decision Makers – Too Many or Too Few
- The Moving Budget
- Adding Project Scope without Adding Budget
- Change of Leadership
- Unrealistic Schedule Expectations

Presentation Objectives Addressed:

- Understand what steps are involved in a facilities master plan
- Learn what master plans cost, how long they take to complete, and who should participate in the process
- Recognize some of the limitations, missteps, and political bomb shells that can be a part of the master planning process

Related Presentations

THURSDAY, NOVEMBER 13

10:15 A.M. – 11:45 A.M.

Where to Start: Collegiate Space Needs and Planning Standards

4:30 P.M. – 6:00 P.M.

Community Recreation Center Design Glitches and Building Blunders

FRIDAY, NOVEMBER 14

8:30 A.M. – 10:00 A.M.

Healthy Buildings, Healthy People

3:00 P.M. – 4:30 P.M.

The Evolution of Funding Sources: Designing Your Building to Fulfill Recreation, Athletics and Academic Needs

Related Presentations

SATURDAY, NOVEMBER 15

8:30 A.M. – 10:00 A.M.

- Benefits of Being Green – High Performance Sports and Recreation Facility Design

10:15 A.M. – 11:45 A.M.

- Go Outside and Play! How to Breath Life into Your Collegiate Outdoor Facilities

Athletic Business
TOGETHER, DEFINING WHAT'S NEXT
CONFERENCE & EXPO 2014

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