



LEA COUNTY RECREATIONAL MASTER PLAN | APRIL 26, 2013

FINAL REPORT

By Dekker/Perich/Sabatini + Market & Feasibility Advisors



ACKNOWLEDGMENTS

This report is the result of contributions from the Lea County Quality of Life Committee – a partnership of community members and leaders representing towns, organizations, and institutions in Lea County.

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SUMMARY

The Lea County Recreation Master Plan is a quality of life and economic development initiative. Led by an unprecedented coalition of Lea County organizations, institutions and local governments, this effort is more than a recreation planning effort. If implemented with vision and a spirit of collaboration and community, these projects can expand the identity of Lea County from an economic force to a business friendly and desirable community where people want to work, raise a family, and live a western lifestyle.

Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

The Lea County Quality of Life Committee (Committee) was formed to improve both quality of life and economic development opportunities in Lea County. Under the collaborative leadership of Gregg Fulfer (Chairman of the Lea County Commission), Sam Cobb (Mayor of the City of Hobbs), and Guy Kesner (Board Chairman, New Mexico Junior College (NMJC)), an unprecedented coalition of organizations, institutions and local governments came together to explore a vision for Lea County that included improved recreation opportunities that would be attractive to prospective businesses and their employees. The Committee's spirit of vision and cooperation has created an unusual opportunity for development of projects of significant scale, for sharing expertise and spreading capital and operating costs in an equitable and efficient fashion.

SCOPE

Recreation planning consultants Dekker/Perich/Sabatini (DPS) and Market and Feasibility Advisers (MFA) were selected by the Committee to help identify and prioritize quality of life projects for the County, prepare a preliminary analysis of feasibility, provide further definition of the facilities and their locations, identify opportunities for physical and operational connections, and establish an order or priority of implementation. The initial list of projects for consideration included an indoor aquatic facility; indoor equine facility; warm water (therapeutic) facility; indoor sports facility; golf course renovation; event center re-purposing; and improved connections between facilities and Lea County communities.

FINDINGS

Research was prepared to assess recreation trends, recreation demand potential, existing conditions and current as well as potential level of service for recreation. Research was also completed on multi-generational facilities to learn more about financial and operational issues and lessons learned.

Some of the most important findings to come out of project research include the following:

- Trails/tracks, pools, and playing courts are the individual facilities that have the potential to draw the highest levels of participation in Lea County. Nationally, and potentially in Lea County too, fitness centers will also draw high levels of participation.
- In the absence of natural attractions and scenic beauty, Lea County needs to be out in front of current recreation

trends and build new facilities (and refresh existing facilities) that instill civic pride, and meet the current and future recreation needs of the community.

- Local walking and biking facilities will have a significant positive impact on participation in outdoor activities.
- In order to maximize recreation participation across the entire county, and build county-wide support for the projects, quality of life projects need to be located in the smaller communities of Tatum, Eunice and Jal as well as in the larger communities of Lovington and Hobbs. Connections in the form of transit, trails and bike routes need to be developed within and between towns to connect people to recreation opportunities.
- Lea County is a young county. Projects that address the recreation needs of children, teens, young adults in their 20's, and families will improve the quality of life for a large portion of the County's population. This approach will also address recreation needs for many of the employees moving to the area - young men and women in their 20's and 30's who are accustomed to more modern and varied recreation opportunities than are currently available in Lea County.
- Lea County households are large. Trails/tracks and pools are the individual recreation facilities that will draw the highest participation levels for households. Multi-recreational or multi-generational centers - facilities with multiple activities in one location, allow family members with different interests to recreate at the same time in one location.
- Lea County has an acute housing shortage that is limiting economic development opportunities. Hotel rooms have people living in them, resulting in limited room availability and high costs for visitors. Implementation of economic development projects that rely on hotel room availability needs to be strategically timed to coincide with improved housing availability.
- Lea County's strong economy and corresponding influx of businesses and business interests are placing additional stress on hotels. Limited hotel room availability is making it difficult for business people to evaluate prospects and establish new businesses in Lea County.
- The confluence of recreation/entertainment/hotel facilities on the north side of Hobbs near New Mexico Junior College (NMJC) provides synergy that could amplify visitation/participation for all facilities.

- NMJC has a central utility building with the capacity to efficiently heat/cool a new recreation facility.
- Several of the multi-generational facilities studied for this project have shown that with the exception of debt, all operations costs can be recaptured. Self sufficiency of the subject recreation centers varied from 70% to 118%.

RECOMMENDATIONS

Be Bold. Leverage the spirit of collaboration and cooperation represented by the unprecedented coalition of Lea County organizations, institutions and local governments that comprise the Quality of Life Committee. With a bold vision, shared expertise and resources, these projects can expand the identity of Lea County from an economic force to a business friendly and desirable community where people want to work, raise a family, and live a western lifestyle. Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

The following are recommendations for Quality of Life projects- listed in order of phasing/implementation:

1. Lea County Multi-generational Center

Build a large (150,000 to 250,000 SF) facility that will include separate water/pool facilities (competition pool, warm water therapy pool, water park), gym, fitness center, multi-purpose community rooms, a track and indoor turf facility, and appropriate support features including a cafe/restaurant. The size of the facility will depend on the scale and scope of the components. Locate the facility along the Lovington Highway between NMJC and the Lea County Event Center. This location would make it possible to tap into NMJC's central utility system and train/employ students to staff the facility. There are also synergies associated with the Event Center, including increased visitor/guest traffic, and the potential for both facilities jointly hosting basketball and volleyball tournaments. The location near the highway and the event center provides an opportunity for the County to make a bold statement about the community with the facility design. The location maximizes exposure of the facility to visitors and is on a community bus route that serves NMJC and the vicinity.

2. Multi-generational Parks

Build four outdoor park facilities that are specifically designed to encourage use by all ages. The parks will be comprised of a loop trail, playground, splash pad, skate zone, fitness

stations, shelters, picnic areas and a multi-purpose field. These facilities will be located in Tatum, Lovington, Eunice and Jal. The parks could be entirely new or be located in existing parks-retrofitted or refreshed with a new multi-generational program. Implementation of these facilities will illustrate a commitment to quality of life for all County residents and will have a significant positive impact on recreation opportunities in each community.

3. Lea County Event Center Opportunities to Expand Utilization

Commission a market study and follow up with appropriate renovation of the Event Center so that it can more effectively serve quality of life and economic development needs in the community. The Event Center is a major community asset that is under performing. The intent of this project is to create a renovation plan that is based on market conditions and opportunities. Additionally, by locating the multi-generational center next door, and driving more people to the area, additional visitation should occur. However, in order to maximize economic development opportunities, the housing shortage/hotel room occupancy issue needs to be addressed. For this reason, we recommend proceeding now with the market study, and concurrently supporting actions that will ease the housing shortage/hotel occupancy challenges.

4. Indoor Equestrian Facility

Follow through with recommendations from the recently completed market study so that Lea County can meet the needs of residents and take advantage of the potential for new local, regional and national events. The market study indicated that demand does exist for an indoor equestrian facility and that it should be located on NMJC property in proximity to the College, the Lea County Event Center, the Zia Park Casino and Race Track and the proposed Multi-generational Center. A new indoor equestrian facility would elevate Lea County's position as a regional/national event circuit location. Additionally, the facility fulfills a "Western" image for new residents and is aligned with Lea County's cultural identity. The economic impact from event visitation is potentially significant. However, as with the Event Center, in order to maximize economic development opportunities, we recommend that the housing shortage/hotel room occupancy issue be actively addressed.

5. Improved Connections

Prepare a plan for improved connections/crossings, multi-modal trails, on-street bike facilities, streetscape beautification, and transit. Lea County is rural and increasing connections within and between communities will enable sharing of resources. Additionally, walking and cycling have the highest participation levels of all outdoor recreation activities and these kinds of improvements improve community health and wellness. Finally, some of these facilities can also serve as community beautification projects - improving the appearance of communities and serving as a source of community pride. Recommendations for prioritization include addressing health/safety/welfare conditions first, leveraging existing investments, building new facilities in high use/high visibility locations, and investigating the value and feasibility of a county-wide transit system.

6. Golf Course Renovation

Prepare a renovation plan that broadens the participation base and increases participation. While the anticipated demand for golf in Lea County is not high, the golf course is still a great place for business entertainment. Renovation plans should address expansion of the practice facility, promotion/implementation of a First Tee program to introduce golf to youngsters, and development of a short course to make 9-hole play faster.

RESEARCH FINDINGS

TRENDS AND STATISTICS, EXISTING CONDITIONS, AND OTHER OBSERVATIONS

Research findings helped define and prioritize quality of life project recommendations. Project research focused on recreation trends, potential demand for recreation activities in Lea County, existing conditions that might impact decision-making related to the quality of life projects, and more refined research on multi-generational facilities.

Initial research and analysis related to County demographics, existing facilities, and recreation trends combined to form a picture of recreation potential, demand and needs in Lea County. Follow-up research on multi-generational/multi-recreational facilities and interviews with facility operators provided valuable information related to programming, lessons learned and financial considerations for these kinds of recreation facilities.

RECREATION TRENDS + STATISTICS

The following are relevant NATIONAL recreation trends and statistics, with findings relevant to project recommendations.

Highest Participation Levels

Trails/tracks, playing courts, fitness centers, and pools are the individual facilities that will draw the highest levels of participation.

- Exercise walking is the sport with the highest national participation level for the general population followed (in order) by swimming, bicycling, working out at a club, and running/jogging.
- For Hispanics (52% of the Lea County population), exercise walking also has the highest participation level, followed by swimming, running/jogging, working out at a club, and bicycling.
- For African Americans (4% of the Lea County population), exercise walking is followed by basketball, working out in a club, running/jogging, and bicycling
- Participation by girls/women (top three sports)
 - 7-11: swimming, biking, basketball
 - 12-17: swimming, biking, running
 - 18-24: exercise walking, workout at club, running
 - 25-34: exercise walking, workout at club, running
 - 35-44: exercise walking, workout at club, swimming
 - 45-54: exercise walking, swimming, workout at club
 - 55-64: exercise walking, swimming, workout at club
 - 65+: exercise walking, workout at club, swimming

- Participation by boys/men (top three sports)
 - 7-11: swimming, basketball, biking
 - 12-17: basketball, swimming, biking
 - 18-24: basketball, running, workout at club
 - 25-34: exercise walking, running, workout at club
 - 35-44: exercise walking, swimming, workout at club
 - 45-54: exercise walking, workout at club, biking
 - 55-64: exercise walking, swimming, biking
 - 65+: exercise walking, swimming, workout at club
- Competitive swimming has the highest percentage of 'core' participants who are 6-17 years-old; 70% of all swimmers are in the 6-17 year-old age group
- Working out in a club and jogging have the highest percentage of 'core' participants who are 25-35 years old.

Activities/facilities Increasing in Popularity

Families are recreating together; people are socializing in parks; adolescents and young adults are looking for adventure recreation; and people around the country are connecting with nature. In the absence of natural attractions and scenic beauty, Lea County needs to take the lead and build new facilities (and refresh existing facilities) that instill civic pride, and meet the current and future needs of the community.

- Increasing significantly: dog parks
- Increasing moderately: picnics/family/social gatherings, hiking/biking, organized team sports, other sports (biking, tennis, golf, Frisbee, etc), skate parks/extreme sports, environmental outdoor education, outdoor recreation in general, and outdoor recreation among youth

Proximity and Participation in Outdoor Activities

Local walking and biking facilities have a significant impact on participation in outdoor activities.

- Participation is 20% higher for people with walking routes near their homes
- Participation is 25% higher for people with biking routes near their homes.

The following are LOCAL statistics with findings relevant to project recommendations

Demand Potential

Trails/tracks, pools, and playing courts are the individual facilities that have the potential to draw the highest levels of participation in Lea County.

- Based on a model that considers local demographic characteristics and regional sports participation rates, demand potential in Lea County is projected to be consistently high for trails/tracks for exercise walking, bicycle riding and jogging; pools for swimming; and fitness centers for working out.

Population and Density

In order to maximize recreation participation across the entire county, quality of life projects need to be located in the smaller communities of Tatum, Eunice and Jal as well as in the larger communities of Lovington and Hobbs. Connections in the form of transit, trails and bike routes need to be developed within and between towns to connect people to recreation opportunities.

- The population density of Lea County is 14.7 persons per mile. The average population density for New Mexico is 17 persons per mile.
- Hobbs is the largest city in the county, centrally located, and the location of 70 percent of all jobs within Lea County.

Age

Lea County is a young county. Projects that address the recreation needs of children, teens, young adults in their 20's, and families will improve the quality of life for a large portion of the County's population. This approach will also address recreation needs for many of the employees moving to the area - young men and women in their 20's and 30's who are accustomed to more modern and varied recreation opportunities than are currently available in Lea County.

- 29.55% of Lea County's population is under 18. The New Mexico state average is 24.9%.
- Currently, the 12-17 and 18-25 year old age groups are underserved by recreation facilities and programming in Hobbs and county-wide.

Household Size and Income

Lea County households are large. Trails/tracks and pools are the individual recreation facilities that will draw the highest participation levels for households. Multi-recreational or multi-generational centers - facilities with multiple activities in one location, would allow family members with different interests to recreate at the same time in one location.

- Lea County averages 2.82 persons per household as compared to 2.61 persons per household statewide.
- Lea County household income averages \$43,900, which is approximately the same as the New Mexico average.
- Lea County per capita income averages \$19,640, which is approximately 17% lower than the New Mexico average.
- National participation levels for incomes within Lea County's level are highest for walking, jogging, biking and swimming.

ECONOMIC TRENDS + STATISTICS

Lea County has a diverse economy and low unemployment. However, a severe housing shortage and workforce shortages are creating challenges for economic development.

The following are local economic trends/statistics and accompanying findings relevant to project recommendations.

Housing Shortage

In the absence of traditional housing, hotel rooms are full of long term residents, and the prices are high - conditions that are a significant deterrent to being able to host conferences and events in the area. The shortage is extreme. Although new hotels are in the works, the County needs new housing so that new employees can become a part of the community, and hotels can begin to function as traditionally intended. Barriers to new housing need to be removed where possible and incentives for development need to be implemented before new construction or renovation work starts on hotel reliant facilities like the Event Center or a new equestrian facility.

- The number of housing units in Lea County grew by only 6.5% between the 2000 Census and Census 2010, with a net addition of just over 1,500 new housing units. During this same period, the County's population increased by 9,216 residents - a 16.6% increase.
- Market demand for housing is strong, but other factors have stifled development including lack of readily developable land served by existing infrastructure, the network of oil and gas lines throughout communities, and a thick layer of caliche close to the surface.
- One market hurdle not easily dismissed is potential land value. Landowners are not always willing to make land available for development - particularly if they own mineral rights that may be worth considerably more in the future.
- The average occupancy rate for hotels in the Hobbs area over the last 12 months is 73.3%.

Existing Conditions

The planning team created an inventory of recreation facilities and connections, and researched recreation opportunities within the County in order to understand the current and potential level of service available to County residents.

Information listed below is particularly relevant to project recommendations.

- Small communities- Tatum, Eunice and Jal, all have community parks - most with traditional amenities that could use refreshing.
- Large communities - Lovington and Hobbs, have a wider variety of parks, recreation and athletics opportunities than the smaller communities.
- There is a confluence of recreation/entertainment/hotel facilities on the north side of Hobbs near New Mexico Junior College (NMJC). The Lea County Event Center, Zia Park Casino and Race Track, the new trail along the Lovington Highway, University of the Southwest, NMJC, the Western Heritage Museum, new hotels and restaurants are all located in this area.
- NMJC has a central utility building with the capacity to heat/cool a new recreation facility.
- The City of Hobbs and Hobbs Municipal Schools have an agreement that facilitates joint use of facilities.
- The only indoor competition pool in the area is at Hobbs High School. The pool design is outdated and operations are inefficient.
- The City of Hobbs is served by Hobbs Express - a regular service and on demand transportation provider.
- The City of Hobbs worked with a design consultant several years ago on the development of a multi-recreational facility called, at the time, the Aquatic Center. The project came to a halt over financial concerns.
- The City of Lovington is home to the Lea County Fairgrounds and Jake McClure Arena - site of local, regional and national rodeo and equestrian events.

Other Observations

Following initial research, several other types of facilities/activities were added to the project list. The primary reason for the additions was to address the 18-35 year old demographic - an underserved population and an important segment of the population for new businesses relocating to Lea County. New projects included multi-generational facility,

multi-generational parks, sports complex, school parks, splash pads, extreme sports park, dog parks, and family entertainment center (multi-use facility, with public or private ownership, with an arcade, miniature golf, go carts, party rooms, etc).

Multi-generational Facilities

The concept of a multi-generational facility that included many individual quality of life facilities within one complex was particularly appealing to the Quality of Life Committee, so further research on this type of facility was completed. Data was gathered from seven different facilities across North America, in California, Utah, Texas, North Dakota, Illinois, Virginia and Alberta Canada. The selections were made based on a combination of Best in Class, and being located in/near fast growing micropolitan communities. The following is a summary of particularly relevant information related to project recommendations.

Operating Considerations

- Success Factors: Typically measured by numbers of members/guests, but many factors cited.
- “Having something for everyone”, “a complete family experience”, and “an all-encompassing experience that meets the needs of the entire family”.
- “To make the community more livable and to address the transient population related to the oil industry.”
- “A focus of community pride.”
- Other cited success factors included modern fitness center with up to date fitness equipment (“biggest bang for the buck”), an award-winning building, and lots of windows - natural light and high visibility internally and from the outside.
- Popular Features: aquatic facilities are by far the most popular - including traditional pools, therapy pools and water park/play facilities. Other popular features mentioned by recreation center staff include:
 - *Family changing rooms*
 - *Splash park that serves area children and youth*
 - *Plenty of fitness equipment*
 - *Professional physical therapy*
 - *Separate cardio and strength exercise areas*
 - *“Sheer size and magnitude of the facility”*
 - *Features that serve the entire family*

Lessons Learned

- Right sizing all features is critical - including entry/access area, concessions, fitness center, locker room, etc. Frequent issues: parking is too small, aquatics is too big and fitness too small; multi-purpose room allocation is too small; storage space is too small
- Facility needs high visibility
- Design aesthetic needs to fit locale
- Feasibility study and strong pre-planning needed
- Flexibility and expansion capability needed
- Don’t underestimate operation and maintenance costs
- Look to sustainable design to reduce operational costs
- Place Guest Service high on the priority list
- Time the opening to allow the bugs to be worked out
- Build a strong brand identity
- Get advice from other operators
- Design so that staff can see and stay on top of operations.

Financial Considerations

- Construction: The size of the researched facilities ranged widely - from 25,000 to 450,000 square feet. Cost of construction per square foot was not uniformly available, but there was a definite economy of scale with the larger facilities that were built all at once.
- Operating Costs: Operating expenses among the group varied from \$51.11/SF to \$26.16/SF. Revenues varied from \$44.58/SF to \$26.16/SF.
- Goals: A common goal for recreation centers was to become as self-sufficient from parent entities as soon as possible. Several of the facilities have shown that with the exception of debt, all operations costs could be recaptured. Self sufficiency of the subject recreation centers varied from 70% to 118%.

DETAILED RECOMMENDATIONS

SELECTION PRINCIPLES, MAP OF RECOMMENDED QUALITY OF LIFE PROJECTS, DETAILS

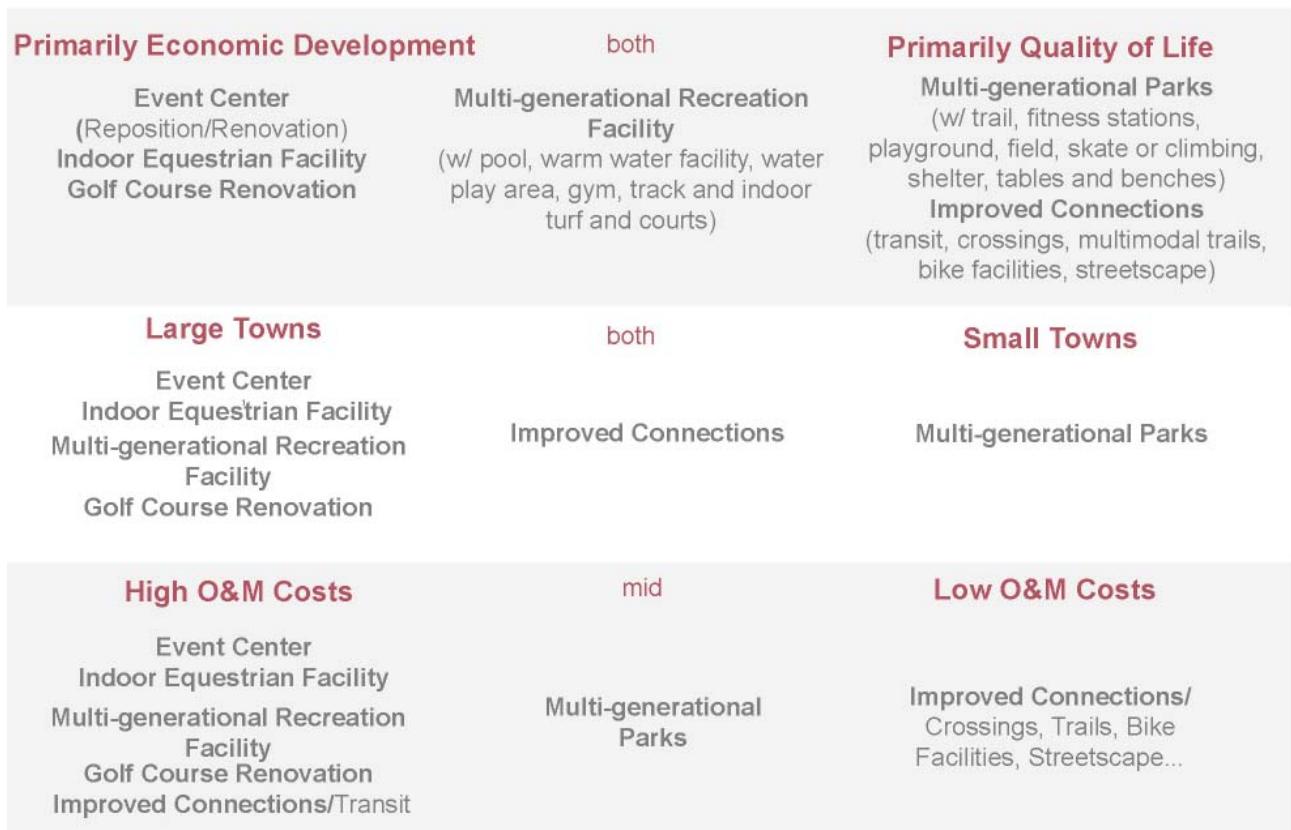
The Lea County Recreation Master Plan is a Quality of Life Initiative. Lead by an unprecedented coalition of Lea County organizations, institutions and local governments, this effort is more than a recreation planning effort. If implemented with vision and a spirit of collaboration and community, some of these projects could expand the identity of Lea County from an economic force to a desirable community for relocating a business, raising a family, and living a western lifestyle.

The detailed recommendations include information about each project and suggestions on how each project could maximize its positive impact on economic development and quality of life. Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

PRINCIPALS FOR SELECTION

Principals for project selection were created as a means to make deliberate decisions grounded in the project objectives of quality of life and economic development. This approach created a visual structure (see below) for categorizing projects, and established a focus on creating a diverse and well distributed package of projects for the County.

- Economic Impact Goals in Lea County include:
 - 1) facilities that draw dollars to the County and
 - 2) facilities that draw businesses to the County.
- Diversity and Distribution Goals: serve the entire County in a fair and balanced way.

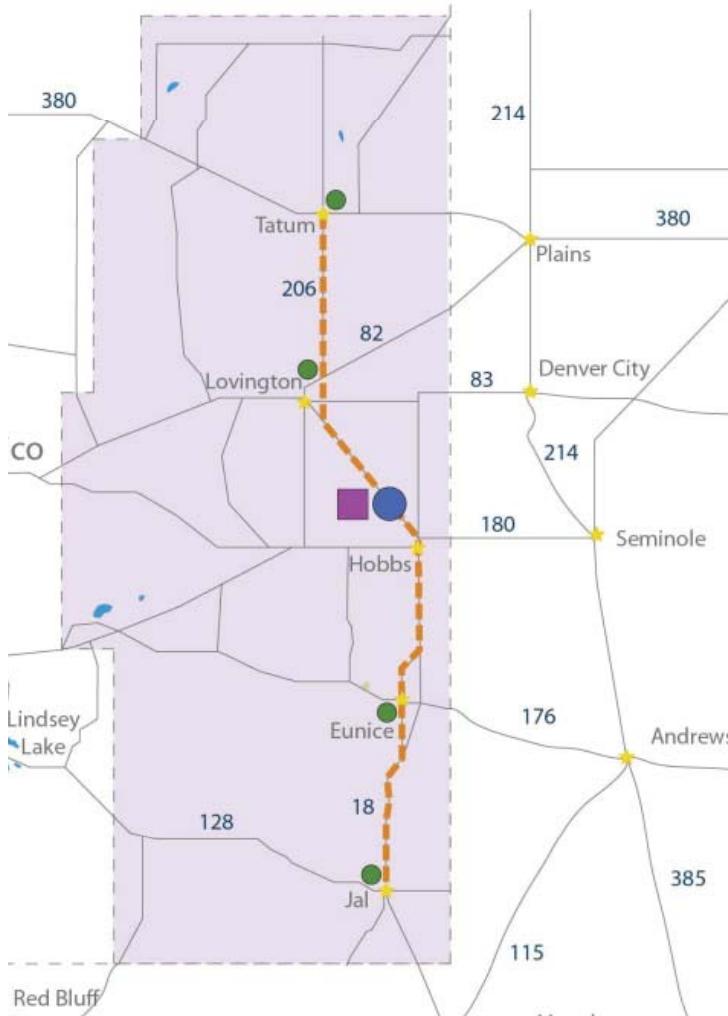


Be Bold

The vision for quality of life improvements in Lea County can be bigger and bolder when implementation is stewarded by an unprecedented coalition of Lea County organizations, institutions and local governments. By utilizing the resources and expertise of all parties, each project can be defined for highest performance and maximum positive impact on quality of life and economic development. We recommend thinking big and working collaboratively to make each project a huge, noteworthy success, and working collectively to put Lea County on the map as a place where everyone is committed to creating a great place to live and work.

RECOMMENDATIONS

The following projects are the recommendations for Quality of Life projects- listed in order of phasing/implementation. It should be noted that a market study was recently complete for the Indoor Equestrian Facility. General recommendations are included here. Specifics related to market position, size and location can be found in the complete study which is available from Lea County.



Lea County Multi-generational Recreation Center

@ New Mexico Junior College

Includes separate water facilities (competition pool, warm water facility, water play area), courts, fitness center, community rooms, and track and indoor turf facility.

Multi-generational Parks

in Tatum, Lovington, Eunice and Jal

Includes separate water facilities (competition pool, warm water facility, water play area), courts, fitness center, community rooms, and track and indoor turf facility.

Event Center Reposition/Renovation

@ existing location

1st) market analysis, 2nd) reposition and renovation

Indoor Equestrian Facility

@ New Mexico Junior College

For specifics, see study prepared for Lea County

Improved Connections (county-wide)

Improved crossings, multi-modal trails, on-street bike facilities, streetscape beautification, transit.

Golf Course Renovation

Broaden participation base and levels of participation.



LEA COUNTY MULTI-GENERATIONAL RECREATION FACILITY

Components

Separate water facilities (competition pool, warm water facility, activity pool/water park), courts, fitness center, community rooms, and track and indoor turf facility/field house.

Why this Project?

- Combines several of the Quality of Life projects into one facility and facilitates multi-generational interaction.
- Investment in a large, impressive, best of class type of facility is a strong statement about the community's commitment to Quality of Life in Lea County.
- Supports the family recreation trend with multiple recreation and fitness opportunities in one location.
- Provides for an economy of scale in construction and staffing.

Location: Between New Mexico Junior College and the Lea County Events Center near the Lovington Highway

- Significant capital and operation savings opportunities from connecting to NMJC utility system.
- Significant staffing opportunities (in a challenging market) through proximity and potential training/education partnership with NMJC.
- High visibility near the Lovington Highway, event center, colleges, race track, hotels and restaurants increases potential economic development impact.
- Proximity to local transit route and trail makes it easier for county residents to get to the facility.
- Geographically central in County.
- Access to NMJC underground utilities will significantly reduce operating expenses. Addition of wireless and good food service may fill niche for underserved 18-25 year demographic.

Phasing

- First phase should be significant in scale to build momentum and make an impact on residents and visitors
- Requires warm water facility to be operational until new multi-generational facility opens
- Project could be expedited by revisiting program and proforma assumptions from the previous Rec Center design within the context of Best of Class case studies
- The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations.

Facility Details

- Estimating the cost of facility design and construction was not part of this study.
- Accuracy in size and cost estimates will be dependent on further design decisions related to project goals, programming, phasing, location and operations.
- We recommend initiation of a follow up study to further define the parameters of the facility design - taking into consideration the opportunities for shared use of facilities between this center, NMJC and the Lea County Event Center.
- The facility should be friendly and highly functional as well as attractive. The facility should be designed with amenities such as a central gathering space, food, drinks and wireless - all of which that encourage use and socialization.





MULTI-GENERATIONAL PLAYGROUNDS

Components

Trail loop(s), fitness stations for all abilities, play structures, splash pad, skate/climbing zone, shelter, tables, benches, and a multi-purpose field. May also include a dog park.

Location: Tatum, Lovington, Eunice and Jal

Why this Project?

- Facilitates multi-generational interaction and recreation in smaller towns.
- Can be a renovation project that refreshes existing facilities and serves a broader segment of the population. People are more likely to recreate/exercise when the facilities are near by.
- Easily customized to serve community needs and preferences, including targeting underserved populations like teens and seniors.
- Illustrates a commitment to the entire County - not just the larger cities of Hobbs and Lovington.

Phasing

We recommend that these parks be constructed concurrently with first large project, so that rural areas also get improvements and the County can promote health and wellness.

Facility Details

- Size and cost estimates will be dependent on project goals and site selection.
- Initiate a follow up study to further define the parameters of design and identify locations for each park.



EVENT CENTER OPPORTUNITY TO EXPAND UTILIZATION

Components

Prepare a market study to confirm community goals for the facility and to develop the best position for the facility in the market. Define renovation efforts to optimize facility operations related to desired market position.

Location: Existing location in Hobbs

Why this Project?

Maximize use of a significant existing community asset in a manner that will serve the community and contribute to economic development.

Phasing

Success is in part dependent on the development of new housing in the County which will free up hotel rooms for use by visitors. The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations. Begin market study immediately.

Competing Facilities

Preliminary research has created an inventory of information on event facilities in Lubbock, Amarillo, Midland, Odessa, San Angelo and Roswell .

Facility Details

- Renovation plans will be dependent on the recommendations of the market study.
- Renovations plans should also reflect mutually beneficial programming and other potential synergies between the multi-generational facility and the event center.





INDOOR EQUESTRIAN FACILITY

Components

Arena adaptable for various types of equine events, some boarding possible and potentially a hub for equestrian paths. Program definition to reflect outcome of Market Study, but at a meeting with the Equestrian Committee on December 5, 2012 a preliminary spectator capacity of 1,800 was discussed.

Location: To be determined following Market Study

Why this Project?

The preliminary market study research and data indicates that demand does exist for an indoor equestrian facility. A new indoor equestrian facility would elevate Lea County's position as a regional/national event circuit location. The economic impact from event visitation is potentially significant. Additionally, the facility fulfills a "Western" image for new residents and is aligned with Lea County's cultural identity.

Competing Facilities

Information on comparable and competitive facilities (primarily in Texas and New Mexico) is still being collected.

Phasing

Success is in part dependent on the development of new housing in the County which will free up hotel rooms for use by visitors. The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations.



IMPROVED CONNECTIONS

Components

Improved crossings, multi-modal trails, on-street bike facilities, streetscape beautification, transit.

Location: County-wide

Why this Project?

- Much of Lea County is rural. Increasing connections within communities and between communities facilitates better sharing of resources. Creating partnerships with school districts and pursuing rural transportation grants make transit connections feasible.
- Projects can serve streetscape beautification efforts for expanded Quality of Life and Economic Development impact. The new trail system along the Lovington Highway in Hobbs is a perfect example of this.
- Walking/cycling have the highest participation levels of recreation activities for all ages, and participation in outdoor activities is 20% higher for people living near a walking route and 25% higher for people living near a bike route. These kinds of improvements increase community health and wellness.



Prioritization

1. Address health/safety/welfare issues first: improve key crossings associated with neighborhoods, parks and schools; provide clear marking and/or buffering from vehicles on existing walks/paths/routes.
2. Leverage existing investments: expand/extend/complete existing facilities and add beautification/community promotion elements in high visibility corridors.
3. Build new facilities in prime locations: based on use potential, connections to community landmarks and assets, visibility and ease of implementation.
4. Investigate the value and feasibility of a county-wide transit system that connects communities and provides alternate transportation connections to Quality of Life projects.

Phasing

Implement incrementally.

Sample Facility Details -Paved Trail

Linear feet/miles: unknown

Budget/Cost for 12' wide paved trail (semi-rural area):
\$300,000 to \$500,000 per mile





GOLF COURSE RENOVATION

Components

Prepare renovation plan that broadens participation base and increases participation.

Location: Ocotillo Golf Course, Hobbs

Why this Project?

- Currently there is limited demographic appeal, but golf's decline in popularity appears to have leveled off. The golf course is still a great place for business entertainment.
- Optimize use of the existing facility by broadening the participation base and increasing participation
- Build/expand practice facility
- Promote/implement a First Tee program
- Consider course reconfiguration that would make nine-hole play faster

Phasing

Implement incrementally based on available funds.



APPENDIX

INVENTORY OF EXISTING PARKS

COMPARABLE COMMUNITIES / MICROPOLITAN COMMUNITIES

EQUESTRIAN FACILITIES DEMAND, TRENDS, ECONOMIC CONTEXT

CASE STUDIES FOR MULTI-GENERATIONAL FACILITIES

PRELIMINARY INFORMATION ON OTHER CONVENTION CENTERS IN THE REGION

EXISTING RECREATION PARKS: LEA COUNTY, NEW MEXICO

	Community Parks			Natural Resource Area	Special Use School Parks				School Parks				
FACILITY	City Park	City Park	Jal Lake Park	Municipal Park	Eunice Municipal Recreation Area	Eunice Water Park	Jal Country Club	Memorial Park	Burke Jr. High	Eunice High	Jal High	Jal Elementary	Tatum High
Tatum		Jal	Jal	Eunice	Eunice	Eunice	Jal	Eunice	Jal	Eunice	Jal	Jal	Tatum
size	11 acres	2 acres	39 acres	16 acres	103 acres	12 acres	66 acres	4 acres	5 acres	38 acres	22 acres	14 acres	16 acres
indoor pool							x					x	
outdoor pool				x		x							
therapeutic(warm water) Pool													
equestrian facility								x					
indoor sports (bball, soccer, vball)											x		
golf courses with number of holes					9		9						
event center													
playground	x	x	x			x					x		
climbing rock													
archery													
picnic	x		x			x							
baseball field						1				1		2	
basketball courts												2	
softball field	1			2		1							
little league field													
football field										1	1		1
soccer field										1	1	2	1
sand volleyball court													
running track									x	x		x	
multipurpose field	x	x	x	x								x	
skate park													
indoor gym (weights)									x				
cricket course													
water play/splash pad						x							
fishing		x											
lake		x											
tennis courts											3		
trails-paved	x	x	x	x	x	x							
race track													
trails- natural surface					x		x						
Camping													
rv hookups			x										
outdoor education													

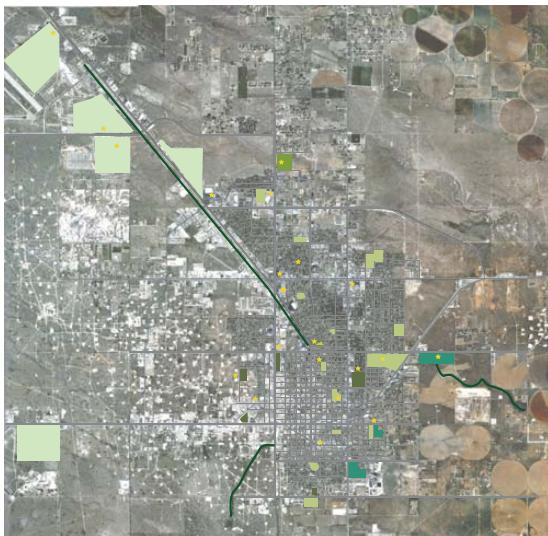
EXISTING RECREATION PARKS: HOBBS, NEW MEXICO

	School Parks							
FACILITY	Broadmor Elementary	Highland Jr High	Hobbs High	Houston Jr. High	Mills Elementary	Will Rogers Elementary	New Mexico Jr. College	University of the Southwest
size	5 acres	12 acres	68 acres	8 acres	7 acres	6 acres	76 acres	45 acres
indoor pool								
outdoor pool								
therapeutic(warm water) Pool								
equestrian facility							x	
indoor sports (bball, soccer, vball)							x	x
golf courses with number of holes							x	x
event center								
playground	x				x	x		
climbing rock								
archery								
picnic								
baseball field							1	x
basketball courts	x				x	x	4	
softball field								
little league field								
football field			1					
soccer field			4	1	x	3		x
sand volleyball court								
running track							x	x
multipurpose field	x	x			x	x		x
skate park								
indoor gym (weights)							x	x
cricket course								
water play/splash pad								
fishing								
lake								
tennis courts			x					x
trails-paved								
race track								
trails- natural surface								
camping								
rv hookups								
outdoor education								
history								

EXISTING RECREATION PARKS: LOVINGTON, NEW MEXICO

FACILITY	Community Parks		Sports Parks	School Parks							
	Chaparral Park	City Park	Lovington Aquatic Facility	Twin Lakes	Historical Marker	Jefferson Elementary	Lea Elementary	Llano Elementary	Lovington High	New Hope High	Yarbro Elementary
size	80 acres	8 acres		176 acres	14 acres	10 acres	10 acres	4 acres	68 acres	13 acres	36 acres
indoor pool											
outdoor pool											
therapeutic(warm water) Pool			x								
equestrian facility											
indoor sports (bball, soccer, vball)				x							
golf courses with number of holes				18							
event center											
playground	x					x	x	x			x
climbing rock											
archery											
picnic											
baseball field				1					1		
basketball courts	x										
Softball field	x			2					2		
little league field											
football field											
soccer field					x				2	1	
sand volleyball court	x										
running track											
multipurpose field	x			x	1	x	x	x	x	x	
skate park											
indoor gym											
cricket course											
water play/splash pad			x								
fishing	x			x							
lake	x			x							
tennis courts	x								2		
trails-paved				x							
race track											
trails- natural surface	x										
camping											
rv hookups											
outdoor education											
history				x							

Hobbs, New Mexico

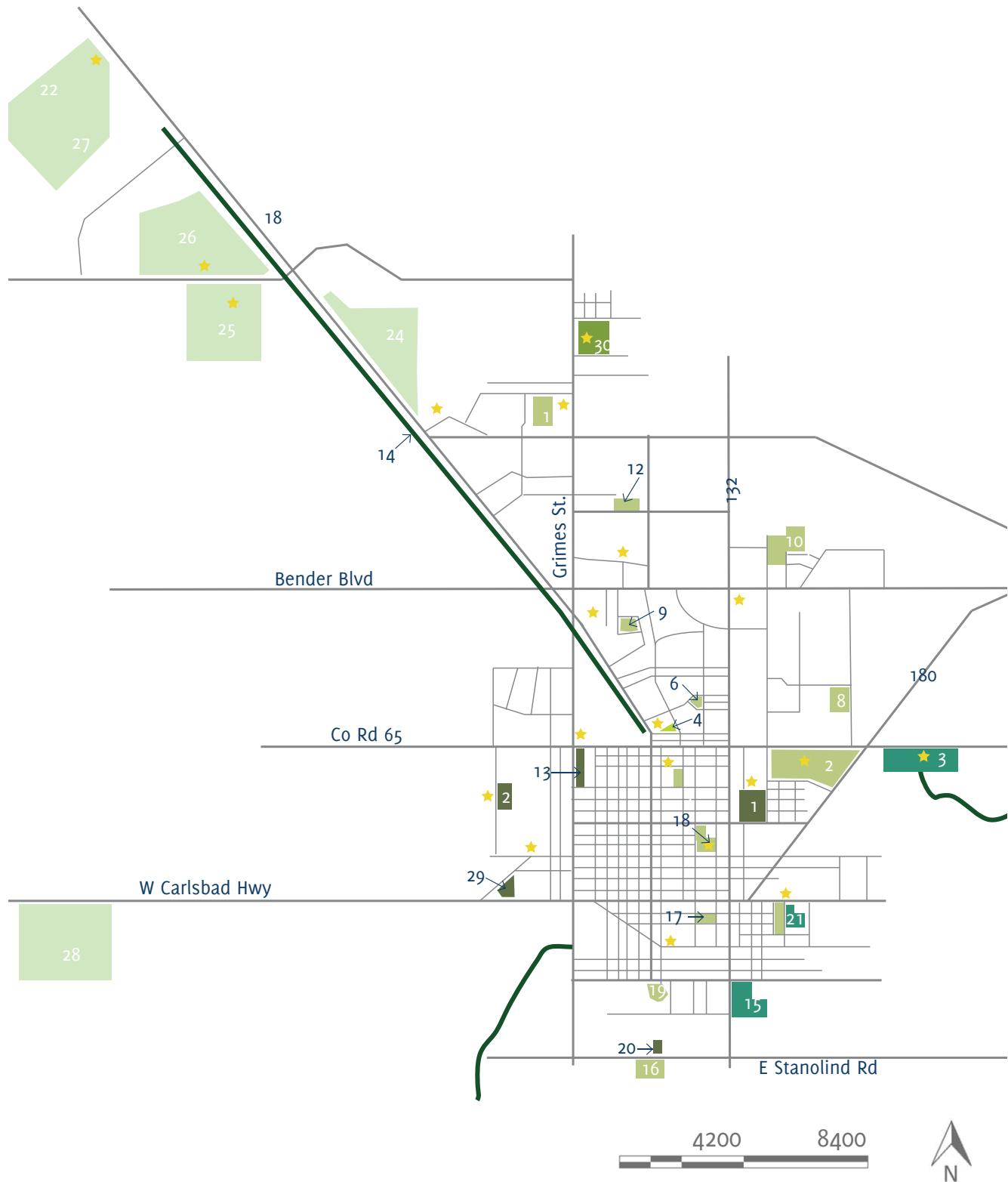


Recreation Park Types

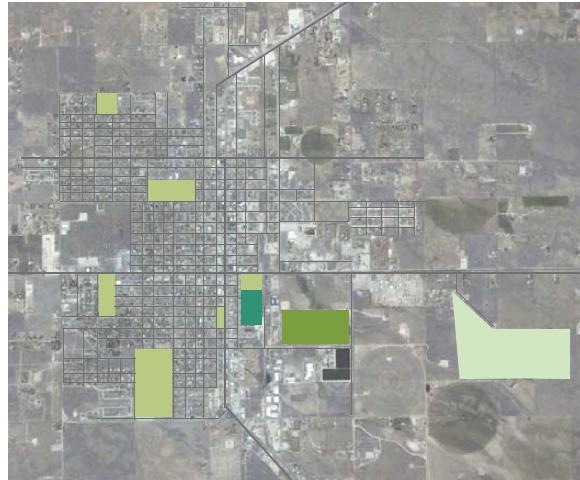
- Community Park
- Greenway
- Neighborhood Park
- Sports Complex
- School Park
- Pocket Park
- Specialty Park
- ★ Bus Stops

Exiting Parks

- 1 City Park
- 2 Hobbs High School
- 3 Zia Plex
- 4 Green Acre Park
- 5 Houston Jr High
- 6 Broadmoor Elementary
- 7 Will Rogers Elementary
- 8 Taylor Elementary
- 9 Sanger Elementary
- 10 Highland Jr High
- 11 Stone Elementary
- 12 Mills Elementary
- 13 Humble Park
- 14 SR 18 Trail
- 15 Acre Sports Park
- 16 Heizer Jr. High
- 17 Edison Elementary
- 18 Houston Jr. High
- 19 Southern Heights Elementary
- 20 Heizer Park
- 21 Washington Park
- 22 Harry McAdams Park
- 23 Bensing Park
- 24 Twin Lakes
- 25 Zia Park Race Track
- 26 New Mexico Jr. College
- 27 Ocotillo Park Golf Course
- 28 Hobbs Country Club
- 29 Bender Park
- 30 Del Norte Pool



Lovington, New Mexico



LEGEND

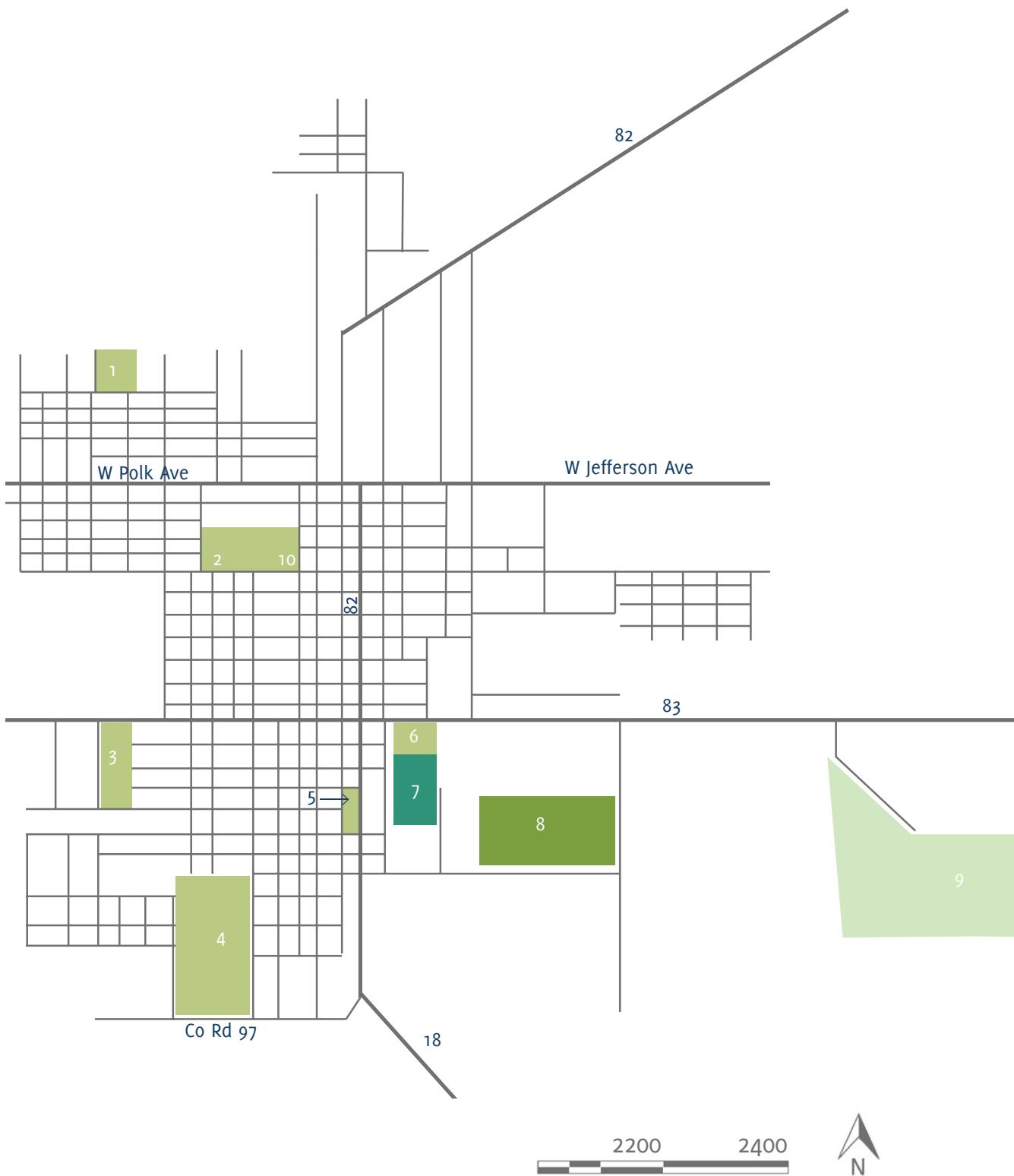
Community Park

Sports Complex

Specialty Park

School Park

- 1 Lea Elementary
- 2 New Hope Highschool
- 3 Taylor Middle School
- 4 Lovington High
- 5 Llano Elementary
- 6 Lovington Jr. High
- 7 Lovington Historical Marker
- 8 Chaparral Park
- 9 Twin Lakes
- 10 Jefferson Elementary



Tatum, New Mexico

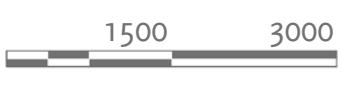
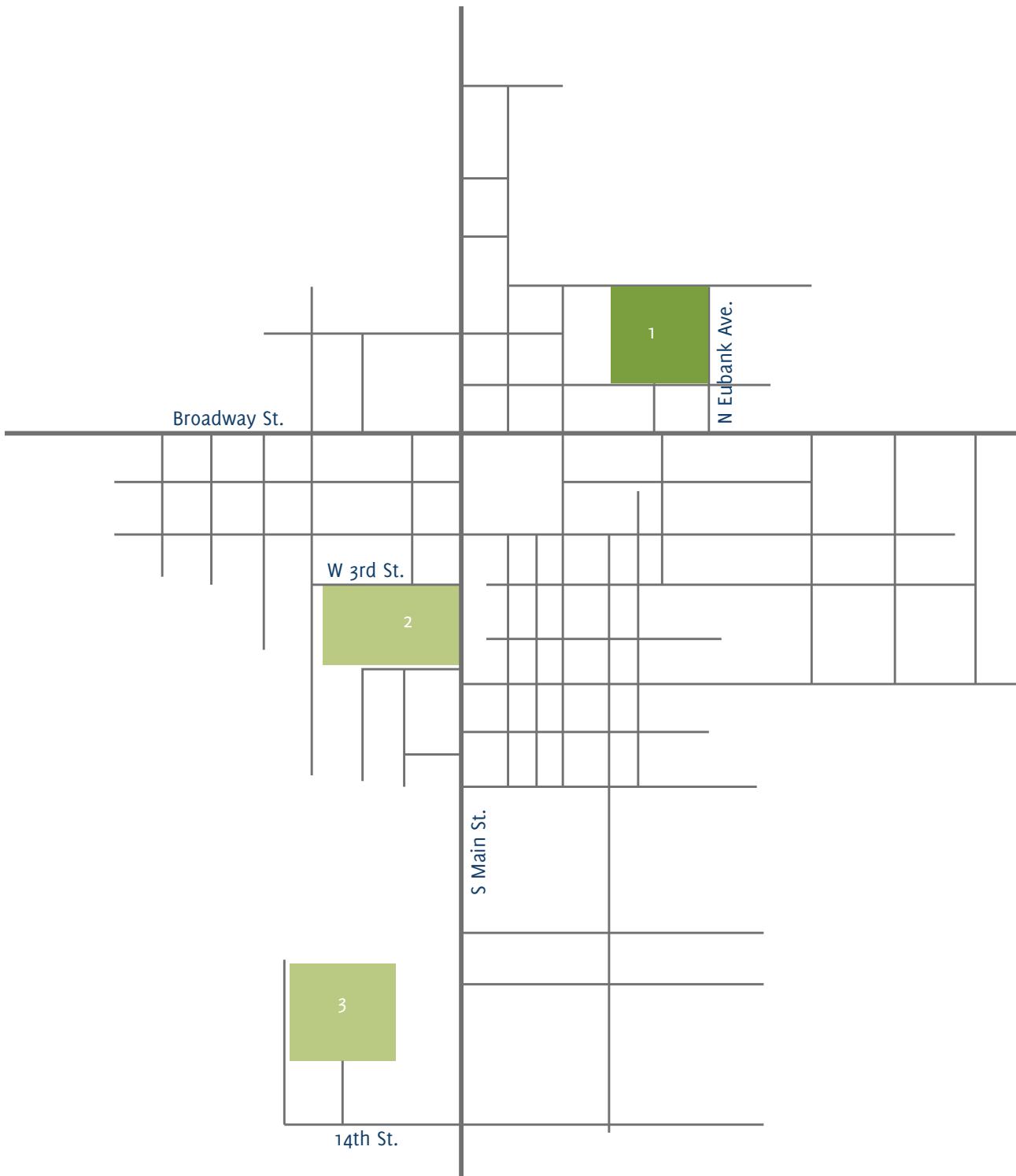


LEGEND

Community Park

School Park

- 1 City Park
- 2 Tatum High/Jr. High
- 3 Tatum High School Sports Fields



Jal, New Mexico



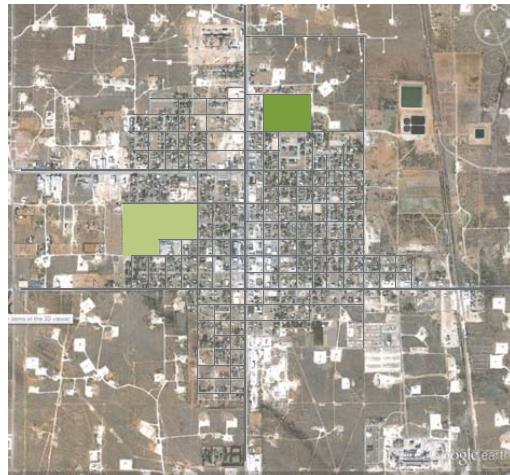
LEGEND

- School Park
- Specialty Park
- Community Park

- 1 Jal Country Club
- 2 Burke Jr. High
- 3 Jal High
- 4 Jal Elementary
- 5 Jal Lake Park
- 6 City Park

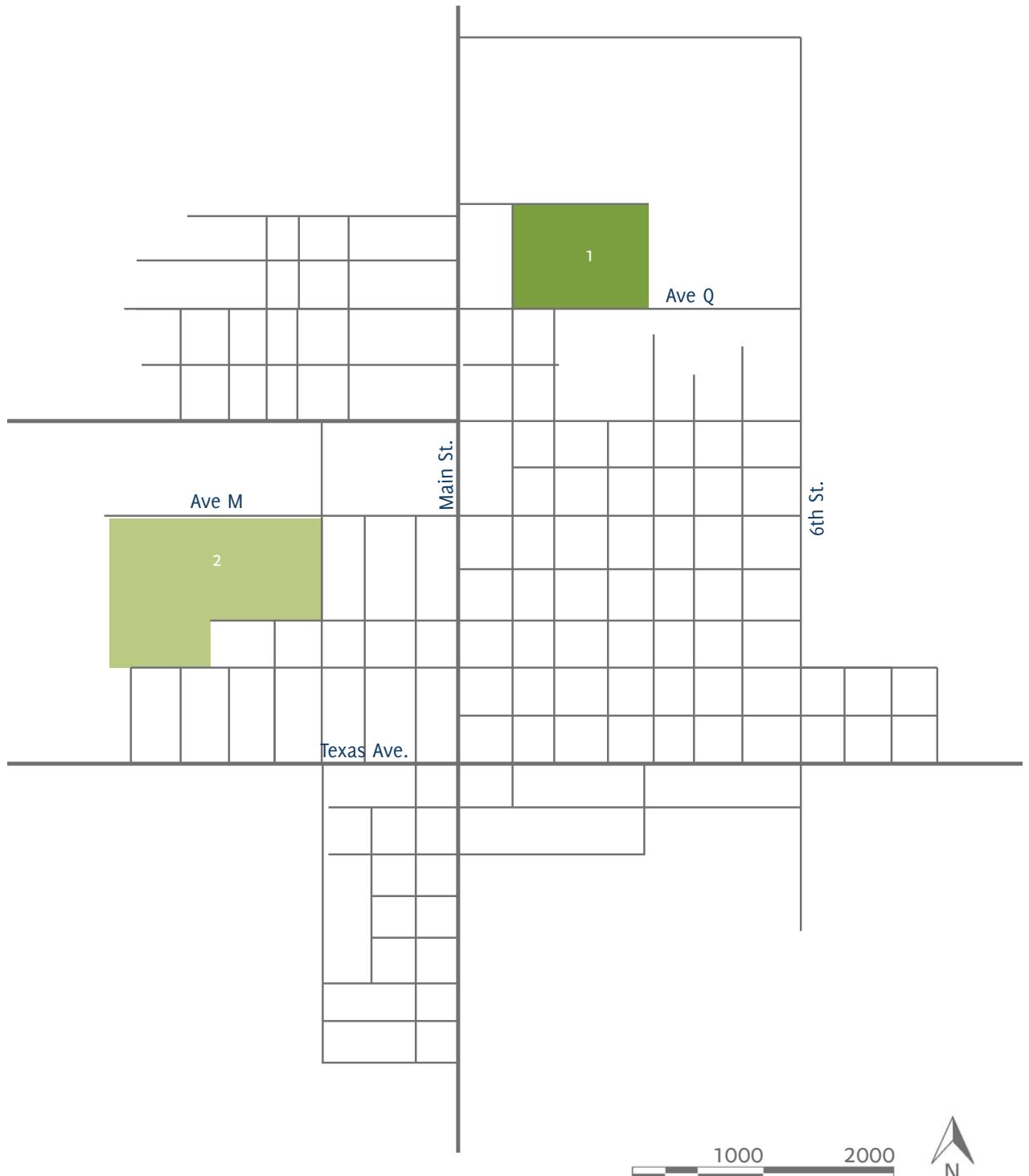


Eunice, New Mexico



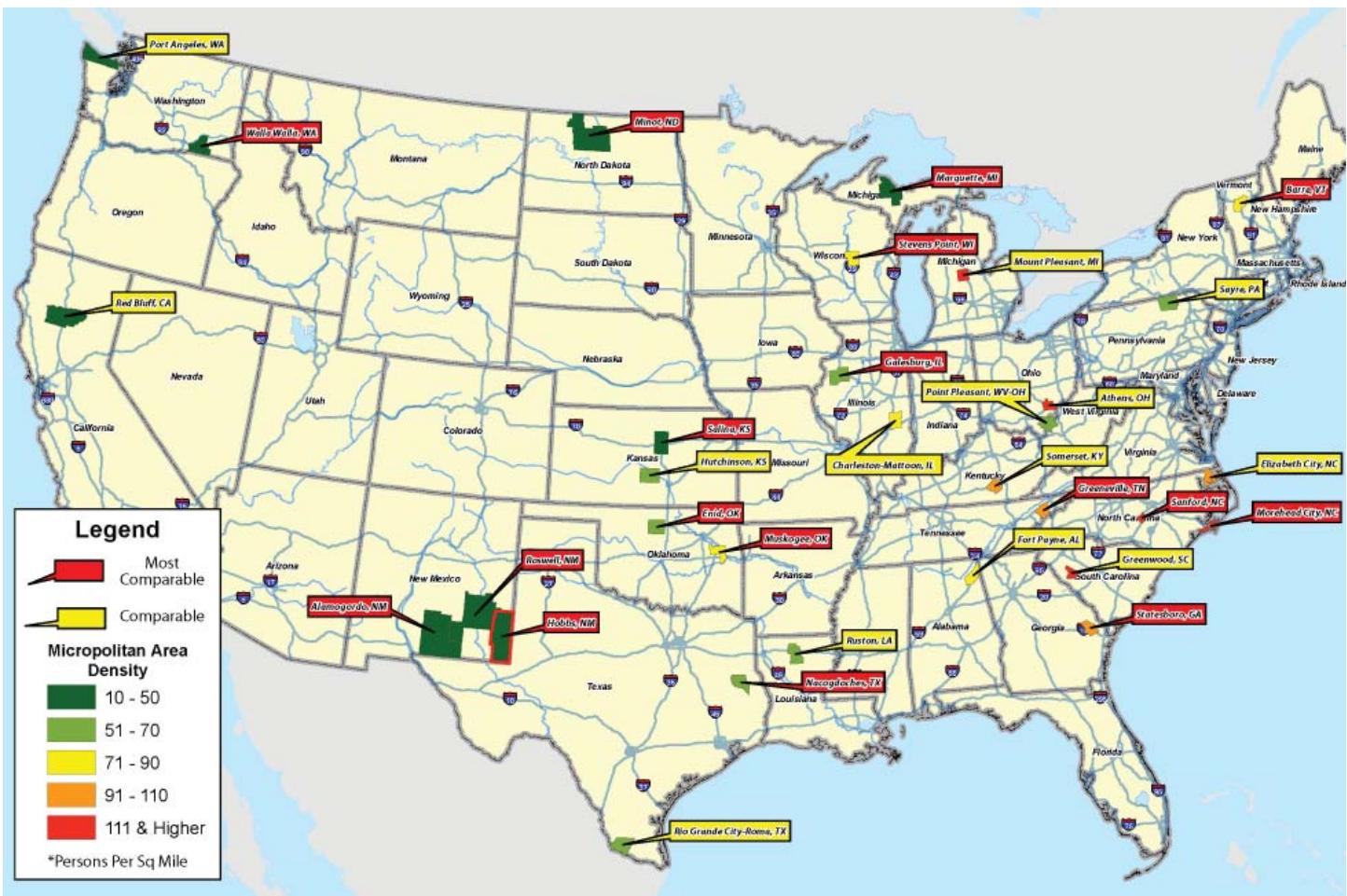
LEGEND

- 1 Eunice Water Park
- 2 Eunice High
- Community Park
- School Park



COMPARABLE COMMUNITIES

To broaden the frame of reference for quality of life projects, MFA identified a series of comparable communities with similar growth and market population characteristics. As the project progressed, the list of comparable communities evolved to reflect discussions about specific recreation facilities and the specific challenges of being part of an extraction/oil/gas/energy economy. The latest list of comparable communities includes: Rexburg ID; Durango CO, Fernley NV; Eagle Pass TX; London KY; Rio-Grande City - Roma, TX; Statesboro, GA; Helena MT; Sevierville TN; Moses Lake, WA; Kalispell MT; Bozeman MT; Brainerd, MN; Twin Falls, ID.



MICROPOLITAN AREAS - AMENITIES

City owned recreation facilities found in the first group of comparable communities.

**Table 2.: Summary of Existing City-Owned Recreational Facilities
Fast-Growing U.S. Micropolitan Markets**

City, State	Indoor Pool	Indoor Soccer	Waterpark	Equestrian Center ¹	Fitness Center	Skatepark	Dog Park	Golf Course ²	Disc Course	Ice Rink	Other Parks and Rec Facilities	Other Sports/Special Event Facilities
Statesboro, GA	X		X								Splash in the Boro Water Park, which is domed (October - March) and operated year-round	J.J. Clements Stadium, home to Division I baseball
Minot, ND ³	P		P			X	X	X	X		Corbett Field, which is home to amateur and professional baseball. Minot Park District ³ owns and operates the Roosevelt Park Zoo	North Dakota State Fair Center, which has the Magic City International Raceway (IHRA sanctioned), Nodak Speedway (dirt facetrack); Indoor tennis center; Splash Down Dakota Super Slides at Sleep Inn
Muskogee, OK	X		X	X	X						River County Waterpark (May-August)	Muskogee Fairgrounds (racing & occasional livestock events)
Galesburg, IL	X ⁴				X		X	X			Hawthorne Pool (indoor); 600-acre Lake Storey Recreation Area	Snakeden Hollow State Fish and Wildlife Area
Stevens Point, WI	P		X			X		X	X		26-mile bike and jogging trail (Green Circle Trail)	Schmeckle Reserve, a nature reserve, is located on the University of Wisconsin-Stevens Point campus.
Greenwood, SC			P								Numerous trails	Lander University has an equestrian center
Greeneville, TN	P ⁵	X ⁵			X	pl					They just control Harden Park. A planned dog park is in the works.	Home of the Greene County Fair; Tusculum College has an indoor soccer facility
Marquette, MI	X		X		X	X					Two marinas, BMX track, Lakeview Arena with two ice sheets, ⁶ and an extensive network of biking and walking paths throughout the city	Superior Dome on Northern Michigan University campus, which is the world's largest wooden arena ⁷ ; the NMU Athletic Complex, which is open to the public; and the U.P Equestrian Center.
Morehead City, NC				X							O'Neal Field at Big Rock Stadium is a baseball venue	
Red Bluff, CA			PR		X	pl		X			City's Parks Dept. is looking to do futsal indoor soccer at local Recreation Center.	Tehama District Fair with rodeo grounds; several RV parks; Cottonwood Equestrian Center (private)
Roswell, NM	P ⁸				X	pl	X				Ballpark where the Roswell Invaders play, bird sanctuary (Smith Bird Sanctuary) and zoo (34-acre Spring River Zoo)	Eastern New Mexico State Fairgrounds
Alamogordo, NM					X	X	X				Alameda Park Zoo (AZA accredited); planning a BMX bike park that would be a regional draw.	
Nacogdoches, TX ⁹	pl ⁹		X			X					Trail system; spray stations	Extensive fitness center and recreational facilities and equestrian center are located at the Stephen F. Austin State University. Private zipline operator in town.
Hobbs, NM	X										Teen Center, Senior Center; indoor pool is at local high school	Hobbs Motorsports Park; Zia Race Track & Casino
Salina, KS	P	X			X	X	X	X	P		Seasonal water park (Kenwood Cove). St. John's Military School has an indoor soccer field which Parks & Rec uses	Bicentennial Center, a 7,600-seat, multi-purpose arena that hosts sporting events and concerts
Enid, OK	P				X	X					BMX track on Monsees Park, Butterfly Garden, 2 Splash Pads. Enid Trails Master Plan is also being developed	Garfield County Fairgrounds has a 100,000 SF multi-sports venue with seating for 9,000
Barre, VT ¹⁰	P				X	X			X		B.O.R. Ice Arena (21,500 SF) is part of the Barre Civic Center and hosts shows from mid-April to early October and functions as an ice arena from mid-October to early March.	
Walla Walla, WA ¹¹	P				X	X	X	X			Fort Walla Walla, a 70-acre wildlife preserve, has a BMX track, model car track, disc golf course and bike trail. Mill Creek Sportsplex has a skatepark.	YMCA hosts women's roller derby league. Borleske Stadium

MICROPOLITAN AREAS - POPULATION AND GROWTH PROJECTIONS

Population and growth statistics on the latest comparable communities.

Micropolitan Area	2000 Pop	2009 Pop	Change 2000 to 2009	2010 Pop	2011 Pop	2016 Pop	Projected Change 2000 to 2016
Rexburg, ID	39,286	51,131	30%	50,778	51,444	54,745	39%
Durango, CO	43,941	51,464	17%	51,334	51,821	54,950	25%
Fernley, NV	34,501	52,641	53%	51,980	52,234	52,625	53%
Eagle Pass, TX	47,297	53,203	12%	54,258	55,148	58,703	24%
London, KY	52,715	57,749	10%	58,849	59,123	61,335	16%
Hobbs, NM	55,511	60,232	9%	64,727	65,460	69,505	25%
Rio Grande City-Roma, TX	53,597	62,671	17%	60,968	62,027	66,180	23%
Statesboro, GA	55,983	69,213	24%	70,217	71,223	77,188	38%
Helena, MT	65,765	73,412	12%	74,801	75,815	80,227	22%
Sevierville, TN	71,170	86,243	21%	89,889	91,407	100,100	41%
Moses Lake, WA	74,698	88,098	18%	89,120	91,052	99,293	33%
Kalispell, MT	74,471	89,624	20%	90,928	92,443	100,505	35%
Bozeman, MT	67,831	90,343	33%	89,513	90,974	94,894	40%
Brainerd, MN	82,249	91,257	11%	91,067	91,812	95,893	17%
Twin Falls, ID	82,626	96,558	17%	99,604	100,986	109,463	32%

Shading means west of Mississippi

EQUESTRIAN FACILITIES IN FAST GROWING MARKETS

Amenity listing collected during preliminary research. For specific information related to recent recommendations for an indoor equestrian facility in Lea County, refer to the market study that was recently completed for Lea County.

	Total No. Farms and Equestrian Centers	Privately-Owned Facilities	Publicly-Owned Facilities	No. Farms and Equestrian Centers offering Selected Services							
				Boarding	Training	Horseback Riding	Lessons	Trail Riding	Clinics/Camps	Horse Shows/Events	
Statesboro, GA	7	7	0	5	2	1	4	4	3	2	
Minot, ND	6	6	0	5	4	0	1	0	0	0	
Muskogee, OK	2	2	0	1	1	1	1	0	0	0	
Galesburg, IL ¹	1	1	0	1	0	1	0	1	0	0	
Stevens Point, WI ²	2	0	0	0	0	0	0	0	0	0	
Greenwood, SC ³	6	5	1	4	3	2	4	2	2	1	
Greeneville, TN	12	12	0	3	8	3	5	3	2	0	
Marquette, MI	1	0	1	1	1	1	1	1	1	1	
Morehead City, NC	4	4	0	2	1	1	0	0	0	0	
Red Bluff, CA	5	5	0	2	4	0	3	2	2	1	
Roswell, NM	4	4	0	0	1	2	1	0	0	0	
Alamogordo, NM	3	3	0	0	3	0	1	0	0	0	
Nacogdoches, TX	5	4	1	5	1	2	2	1	0	0	
Hobbs, NM	5	5	0	3	3	1	1	1	1	0	
Salina, KS	1	1	0	1	1	1	1	1	0	0	
Enid, OK	4	4	0	1	1	2	1	2	1	0	
Barre, VT	2	2	0	1	1	2	1	2	1	0	
Walla Walla, WA	4	4	0	1	3	1	0	1	0	0	
Sanford, NC	7	7	0	5	4	2	3	2	2	0	

DEMAND

Demand and participation frequency statistics for Lea County are included herein and suggest a need for new public recreation facilities. A recent Urenco employee survey reinforced this idea when the study suggested that employees are looking for things to do and places to spend time.

Table : Participation Potential -Selected Sports/Activities

Geography	City of Hobbs			Hobbs, Lea County Subdivision			Lea County Total		
	2011	2016	Change	2011	2016	Change	2011	2016	Change
Baseball	1,200	1,274	74	1,537	1,636	99	2,297	2,437	140
Basketball	2,941	3,121	180	3,766	4,008	243	5,627	5,971	344
Bowling	5,072	5,383	311	6,494	6,912	418	9,703	10,296	593
Workout at Club	3,511	3,726	215	4,496	4,785	290	6,717	7,128	411
Football	1,320	1,401	81	1,691	1,800	109	2,526	2,681	154
Golf	3,181	3,376	195	4,073	4,335	262	6,086	6,458	372
Soccer	1,500	1,593	92	1,921	2,045	124	2,871	3,046	176
Tennis	960	1,019	59	1,230	1,309	79	1,837	1,950	112
Volleyball	1,050	1,115	64	1,345	1,431	87	2,009	2,132	123
Bicycle Riding	5,192	5,510	318	6,647	7,076	428	9,933	10,540	607
Exercise Walking	11,344	12,039	696	14,524	15,460	936	21,702	23,029	1,327
Freshwater Fishing	4,741	5,032	291	6,071	6,462	391	9,071	9,626	555
Hiking	6,632	7,039	407	8,492	9,039	547	12,688	13,464	776
Swimming	5,042	5,351	309	6,455	6,871	416	9,645	10,235	590
Running/Jogging	3,601	3,822	221	4,611	4,908	297	6,890	7,311	421
In-Line Roller Skating	1,350	1,433	83	1,729	1,840	111	2,584	2,742	158
Kayaking	1,050	1,115	64	1,345	1,431	87	2,009	2,132	123
Mountain Biking Off Road	2,971	3,153	182	3,804	4,049	245	5,684	6,031	347

Source: ESRI Business Analyst, NSGA, MFA

Table : City of Hobbs, NM Participation by Frequency

Participation	Frequent		Occasional		Infrequent	
	2011	2016	2011	2016	2011	2016
Baseball	306	325	894	949	0	0
Basketball	794	843	2,147	2,279	0	0
Bowling	0	0	2,647	2,810	2,424	2,573
Workout at Club	1,984	2,105	1,527	1,621	0	0
Football	0	0	953	1,012	4,118	4,371
Golf	172	182	1,428	1,516	1,581	1,678
Soccer	0	0	1,500	1,593	0	0
Tennis	0	0	674	715	286	304
Volleyball	935	992	116	123	0	0
Bicycle Riding	0	0	1,942	2,061	2,518	2,672
Exercise Walking	1,350	1,433	5,297	5,622	4,696	4,984
Freshwater Fishing	3,622	3,845	0	0	1,119	1,188
Hiking	0	0	3,449	3,660	3,183	3,379
Swimming	0	0	2,178	2,312	2,864	3,039
Running/Jogging	666	707	2,506	2,660	429	455
In-Line Roller Skating	305	324	462	490	583	619
Kayaking	188	200	276	293	587	623
Mountain Biking Off Road	404	429	1,542	1,637	1,022	1,085

Source: ESRI Business Analyst, NSGA, MFA

Table : Lea County, NM Participation by Frequency

Participation	Frequent		Occasional		Infrequent	
	2011	2016	2011	2016	2011	2016
Baseball	586	621	1,711	1,816	0	0
Basketball	1,519	1,612	4,107	4,358	0	0
Bowling	0	0	5,065	5,375	4,638	4,922
Workout at Club	3,795	4,027	2,922	3,101	0	0
Football	0	0	475	504	2,051	2,177
Golf	329	349	2,733	2,900	3,025	3,210
Soccer	0	0	2,871	3,046	0	0
Tennis	0	0	1,290	1,369	547	581
Volleyball	1,788	1,898	221	235	0	0
Bicycle Riding	0	0	3,715	3,942	4,817	5,112
Exercise Walking	2,583	2,740	10,135	10,755	8,985	9,534
Freshwater Fishing	6,931	7,354	0	0	2,141	2,272
Hiking	0	0	6,598	7,001	6,090	6,463
	0	0	4,167	4,422	5,479	5,814
Running/Jogging	1,275	1,353	4,795	5,088	820	870
In-Line Roller Skating	584	620	884	938	1,116	1,184
Kayaking	360	382	528	561	1,123	1,192
Mountain Biking Off Road	773	820	2,950	3,130	1,955	2,075

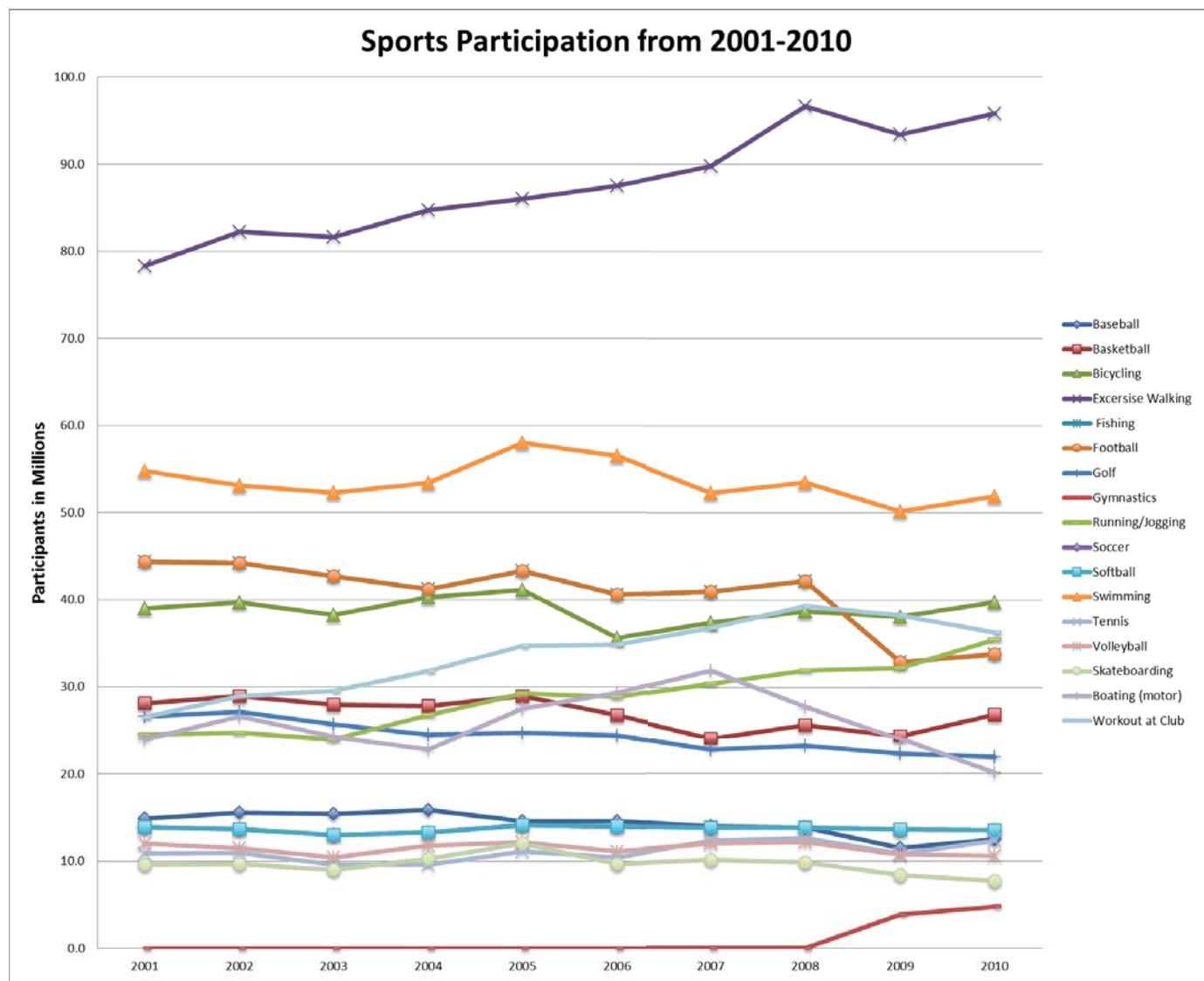
Source: ESRI Business Analyst, NSGA, MFA

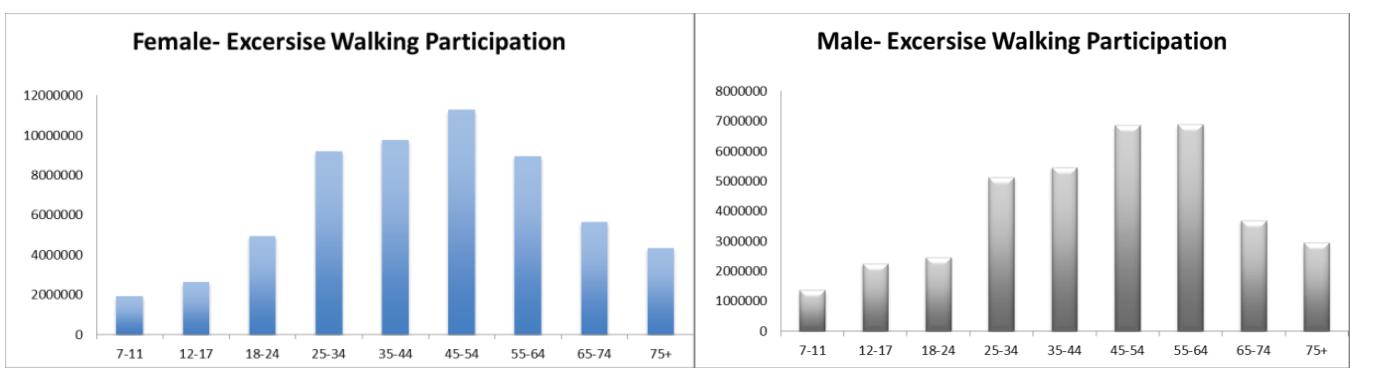
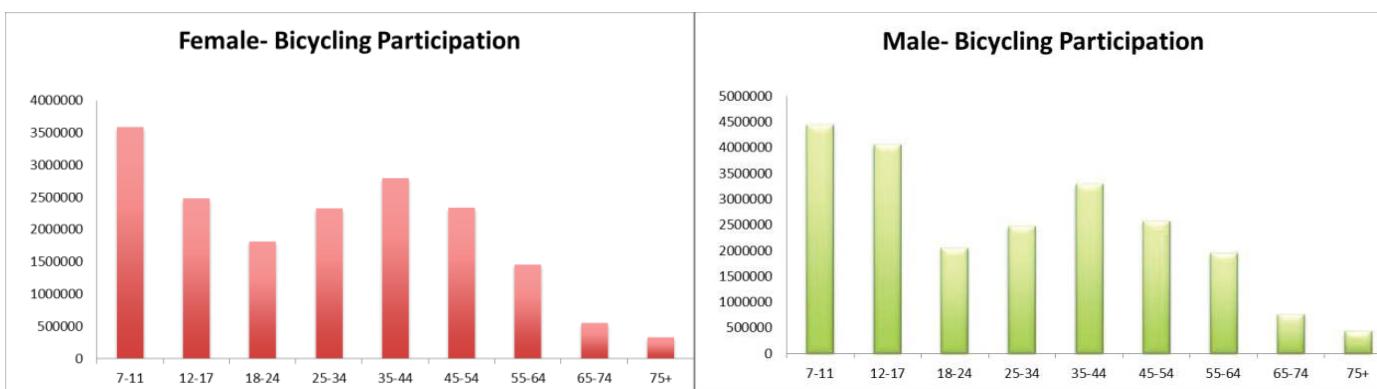
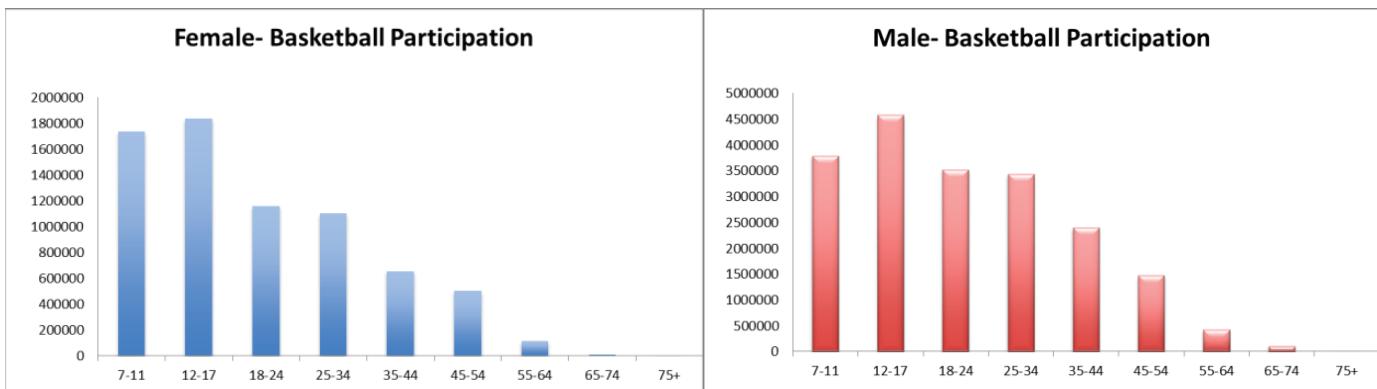
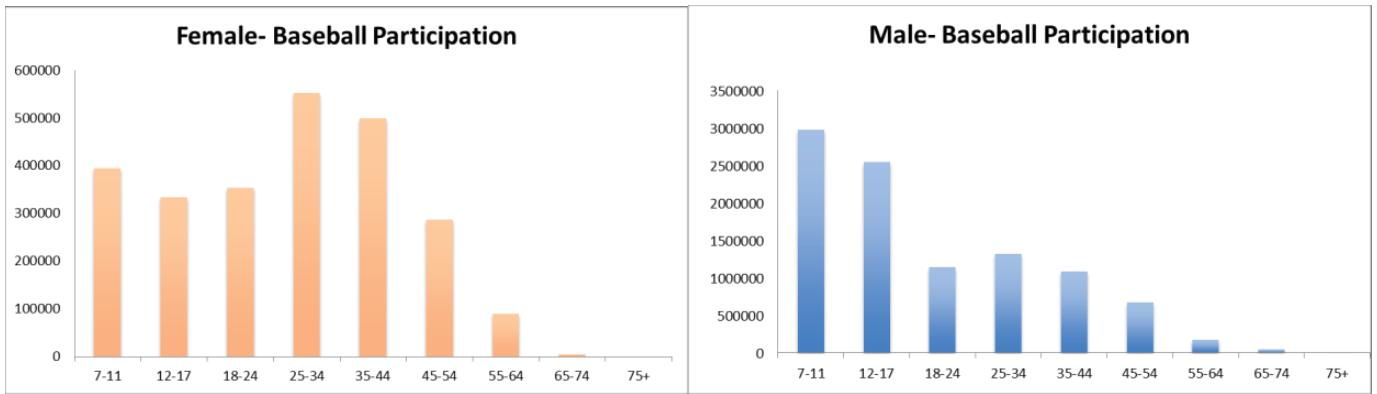
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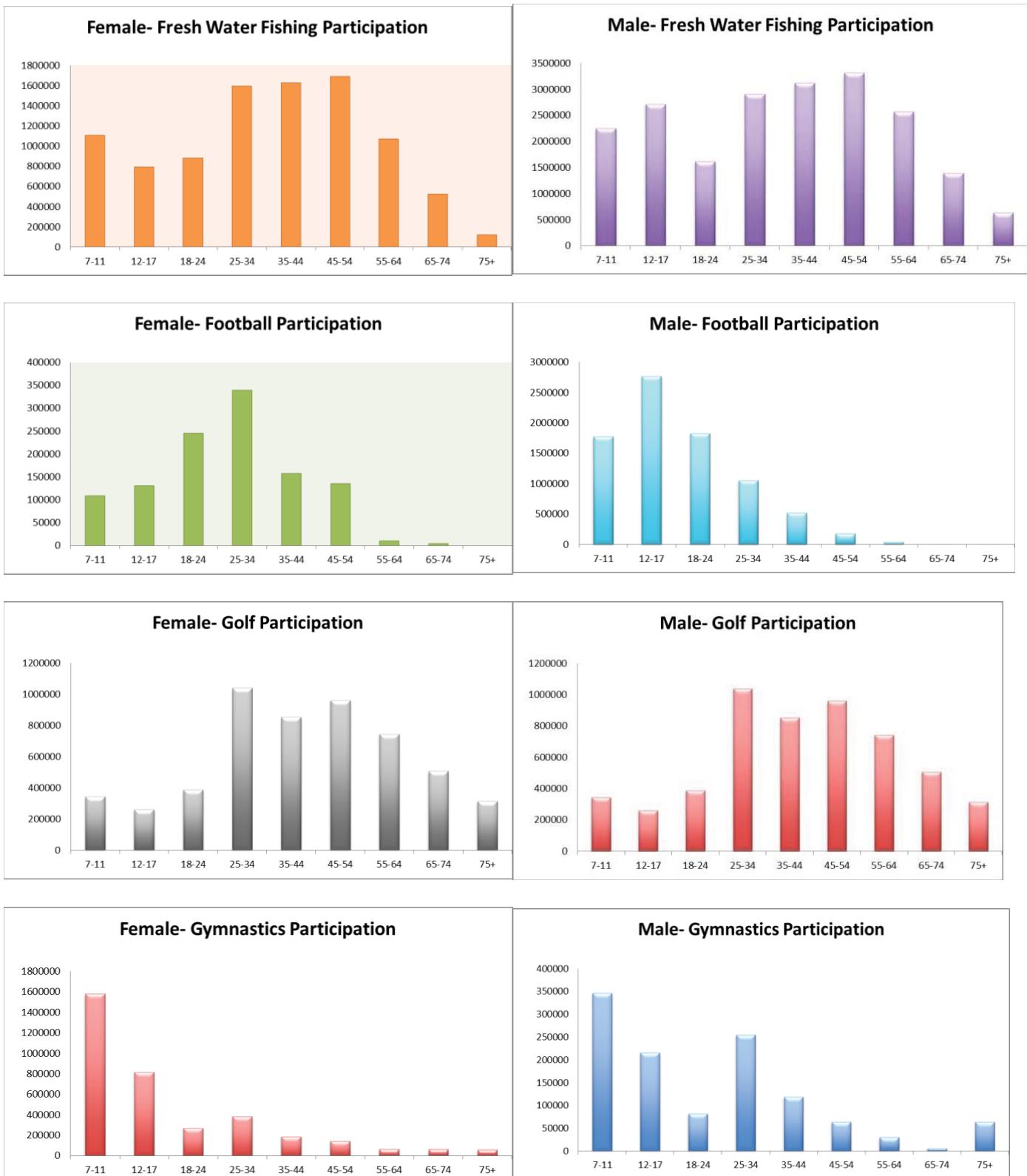
National trends in sports participation.

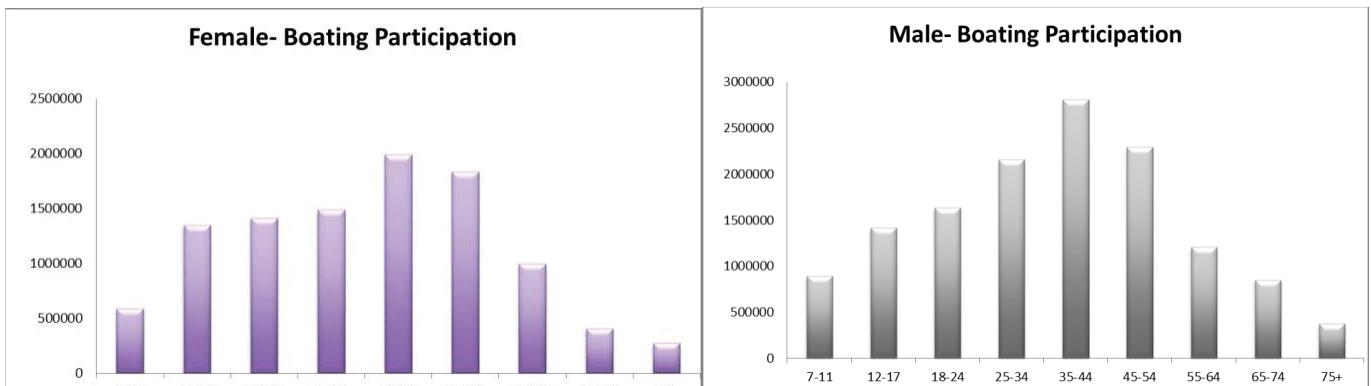
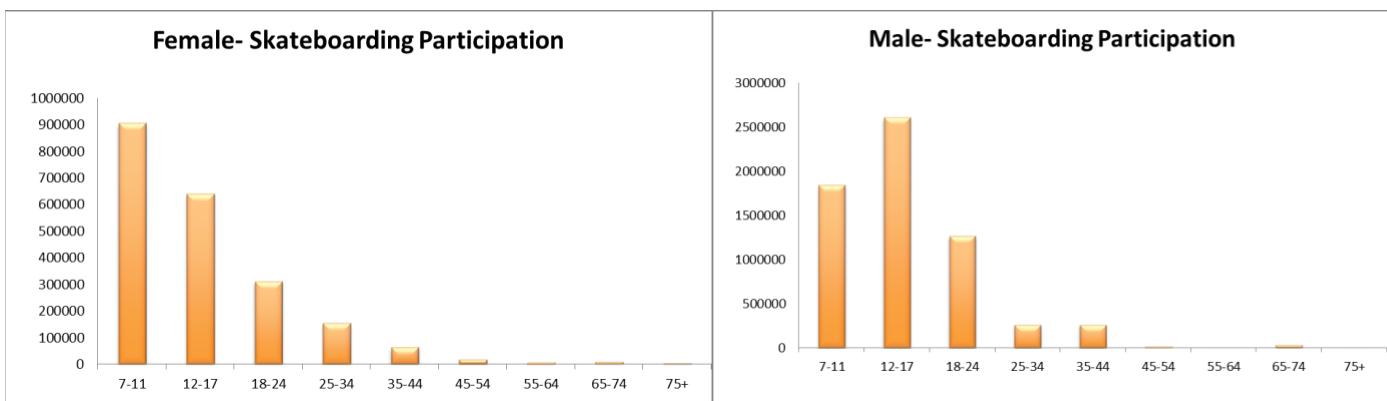
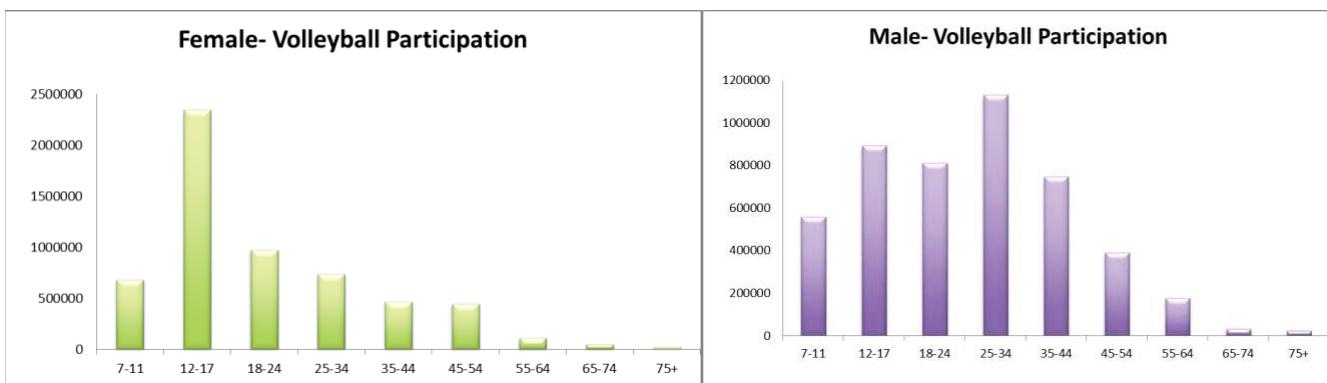
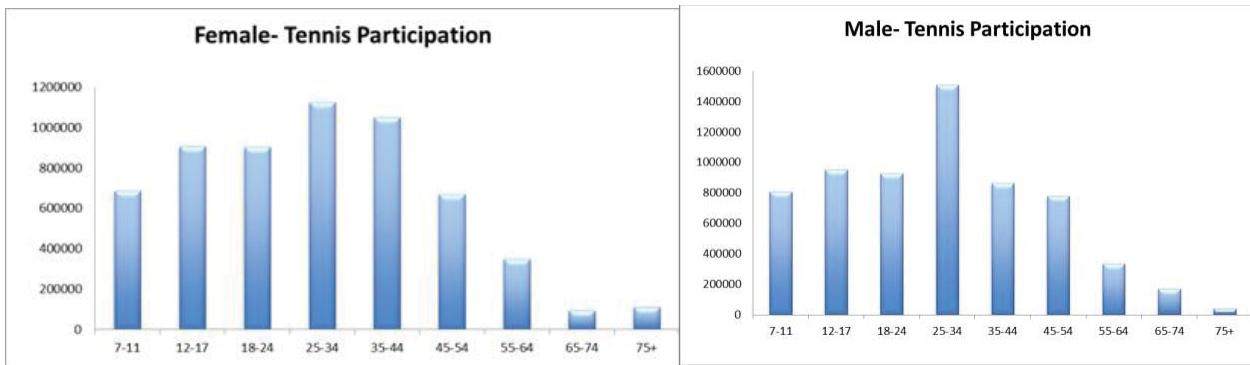
**2001-2010 Sports Participation Participated more than once
(in millions)**

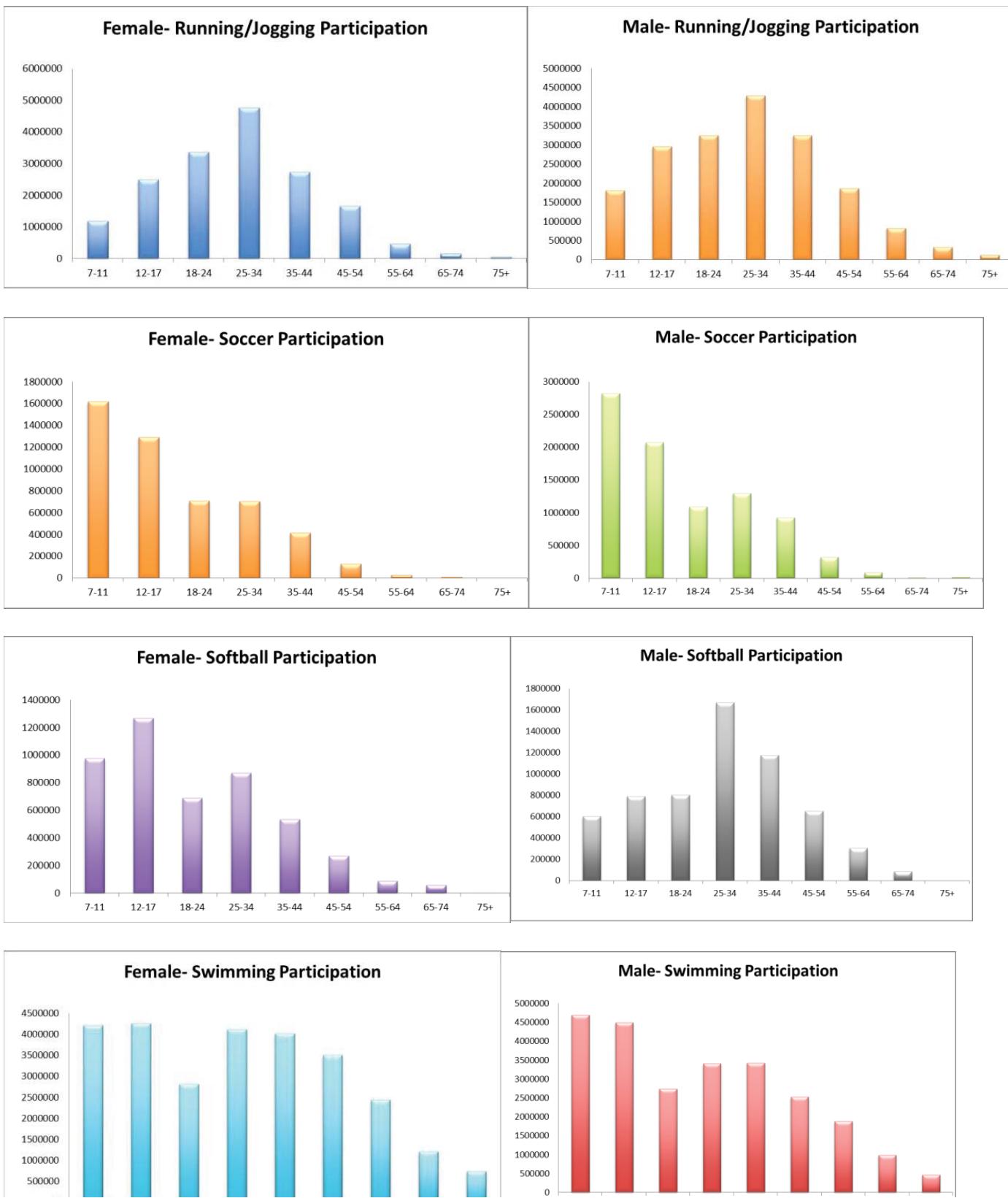
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Baseball	14.9	15.6	15.4	15.9	14.6	14.6	14.0	13.8	11.5	12.5
Basketball	28.1	28.9	27.9	27.8	28.9	26.7	24.1	25.7	24.4	26.9
Bicycling	39.0	39.7	38.3	40.3	41.1	35.6	37.4	38.7	38.1	39.8
Excercise Walking	78.3	82.2	81.6	84.7	86.0	87.5	89.8	96.6	93.4	95.8
Fishing	44.4	44.2	42.7	41.2	43.3	40.6	41.0	42.2	32.9	33.8
Football	8.2	7.8	8.7	8.6	9.9	10.1	9.2	9.5	8.9	9.3
Golf	26.6	27.1	25.7	24.5	24.7	24.4	22.7	23.2	22.3	21.9
Gymnastics	n/a	3.9	4.8							
Running/Jogging	24.5	24.7	23.9	26.7	29.2	28.8	30.4	31.9	32.2	35.5
Soccer	13.9	13.7	13.0	13.3	14.1	14.0	13.8	13.8	13.6	13.5
Softball	13.2	13.6	12.4	12.5	13.1	12.4	12.4	12.8	11.8	10.8
Swimming	54.8	53.1	52.3	53.4	58.0	56.5	52.3	53.5	50.2	51.9
Tennis	10.9	11.0	9.6	9.6	11.1	10.4	12.3	12.6	10.8	12.3
Volleyball	12.0	11.5	10.4	11.8	12.2	11.1	12.0	12.2	10.7	10.6
Skateboarding	9.6	9.7	9.0	10.3	12.0	9.7	10.1	9.8	8.4	7.7
Boating (motor)	23.9	26.6	24.2	22.8	27.5	29.3	31.9	27.8	24.0	20.1
Workout at Club	26.5	28.9	29.5	31.8	34.7	34.9	36.8	39.3	38.3	36.3

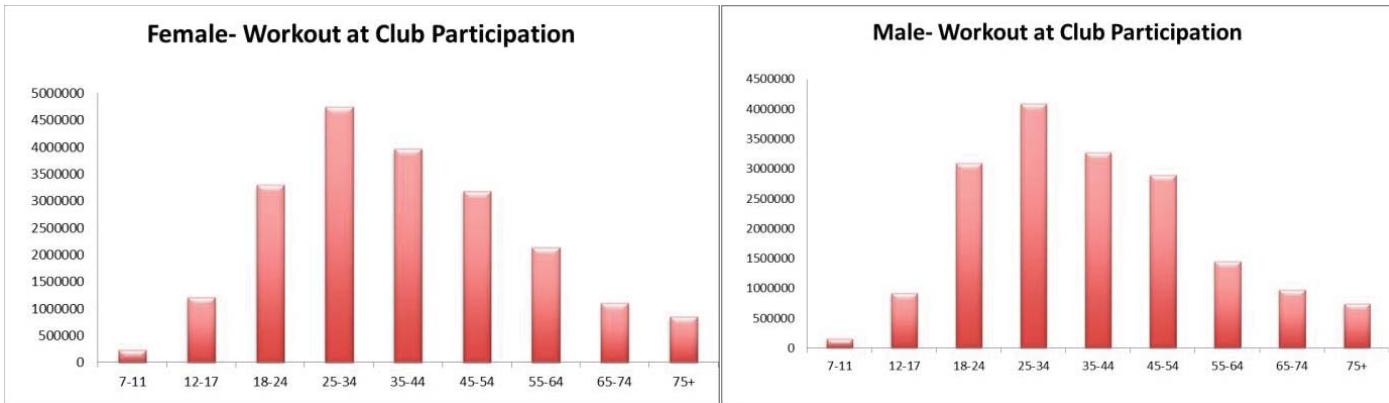












ECONOMIC CONTEXT

Lea County is a diverse economy with a major concentration of jobs and income in the energy and the oil and gas/ extractives sectors. This is supplemented by farming and ranching, medical care, retail, higher education, a private prison, and racetrack and casino in the City of Hobbs. Lea County is also the site of the National Enrichment Facility which will produce the United States' only source of enriched uranium.

Employment Trends

Mining, quarrying, and oil and gas extraction represent the largest segment of the County's economy representing 20 percent of all jobs. Basic employment is the engine of a local economy largely because its ties to the larger economy make the local economy stronger and allows the local economy to expand. Non-basic employers depend entirely, or almost entirely, on local demand. They are largely supportive of basic industry. For Lea County, basic industries include oil and gas extraction, waste management and remediation, transportation (tied to the first two industries) and manufacturing. It is estimated that approximately one-third of jobs are tied to basic industry, which is considered a healthy ratio of basic to non-basic employment.

Lea County added nearly 4,300 jobs between 2002 and 2010. Mining, quarrying, and oil and gas extraction (which is primarily oil and gas extraction) accounted for 46 percent of all new jobs during this period. Other job sectors with significant growth during this period include construction, manufacturing, retail, professional and technical services, health care, accommodations (hotel and motels) and food service and public administration. The most significant contraction was educational services which decreased by a total of 658 jobs over this period.

Despite long term growth, year-to-year job growth has been cyclical, with a significant drop in its job totals starting in 2009. Lea County's primary export industry - Oil and Gas Extraction - lost nearly 1,400 jobs between 2008 and 2009, a 23 percent decline. This loss had ripple effects throughout the local economy resulting in subsequent decreases in construction, education, health care, utilities, and transportation industries. This decrease, was temporary and since 2011, Lea County has continued to add jobs at a fairly fast pace. Between 2002 and 2010, the overall annual rate of job growth for the County had been 2.3 percent. This compared with a statewide annual rate of growth of 1.1 percent during the same period.

Labor Force and Unemployment

Due to its expanding job market, unemployment impacts in Lea County have been less severe compared to the rest of the state. Lea County is somewhat unique in the region and the state, as it experienced employment growth during the later years of the recession and early recovery. Lea County has seen a rapid drop in its unemployment rate after peaking in July 2009 - in the second quarter of 2010 it was 7.6 percent and in the second quarter of 2012 it had fallen to 4.0 percent.

Personal Income

In 2010 Lea County had a per capita personal income (PCPI) of \$34,342. Lea County ranking was the seventh highest in the State and was 103 percent of the state average, \$33,342, and 86 percent of the national average. In 2000 the PCPI of Lea County was \$20,299 and ranked 11th in the state. Lea County's per capita income levels surpassed the State's average in 2007 and has remained above the statewide totals ever since.

Geographic Concentration of Jobs within the City of Hobbs

The City of Hobbs is the primary location for employment within the County. The City (including North Hobbs) is the location of 70 percent of all jobs within Lea County. The Cities of Lovington and Eunice are the location of a majority of the remaining jobs.

One distinctive characteristic of the local economy is the significant amount of in-commuting by area workers to jobs located in Hobbs. This is directly due to a severe shortage of suitable accommodations to house the influx of new workers to the area. According to 2010 data from the U.S. Census, 51 percent of all jobs located in Hobbs are filled by non-residents of the City.

This large employee immigration represents a significant market for local retail and service providers, because they add to the spending base that supports the City's tax base. Just under one-third of all commuting workers are under the age of 30. Slightly over 50 percent are aged 30 to 54 and 16 percent are 55 years and older. Nearly one-quarter of commuting workers earn \$1,250 per month or less in wage income, 38 percent earn up to \$3,333 per month and 40 percent earn more than \$3,333 per month.

Understanding the Recent Trends

The area's underlying economic base, while subject to boom and bust cycles, does seem to be supported by currently high oil prices which should continue to fuel the Country's economy in the near term.

During the past decade, there has been a concerted effort to establish a more diversified job base to cushion the negative impacts of cyclical behavior in the oil economy. Significantly, the region has a new future in energy; a future based less on fossil fuel technologies that create problems of greenhouse gases and more on energy alternatives, particularly nuclear.

Within the past year, there have been numerous new developments within the County that have had positive impacts on the area's economic base. All of these projects will have significant temporary job impacts as well as permanent job impacts once operational.

CASE STUDY

SUNCOR COMMUNITY LEISURE CENTER MCDONALD ISLAND PARK FORT MCMURRAY, ALBERTA

Year open: October 2009

Construction Cost: not available

Square Feet: 450,000

Budget (Canadian Dollars)

Expenses \$23,000,000

Revenue \$16,000,000

Net Costs (\$7,000,000)

%Self Support: 70%

Area is similar to Lea County with an urban center in a rural area, similar resident and transient population from oil and gas industry.

Program

2 multi-purpose field houses/ court sports, 4 ice surfaces, aquatic center, climbing wall, 13,000 SF fitness center, running track, playground, day care, art gallery, catering, events/entertainment venue

Lessons Learned

Build a strong brand and identity for the community to help with sales; aquatic space too large and fitness too small—build in proportion to one another, don't underestimate or undersell operations and maintenance costs.

7500-8000 members, designed as a sports and entertainment facility





CASE STUDY

LEDUC RECREATION CENTRE

LEDUC, ALBERTA

Year open: October 2009

Construction Cost: \$50 million

Square Feet: 309,000

Cost/SF: \$162

Budget (Canadian Dollars)

Expenses \$8,100,000

Revenue \$6,500,000

Net Costs (\$1,600,000)

%Self Support: 80%

Area is similar to Lea County in that it has rapid growth (50%). Projections to grow to 40,000 within 6-7 years.

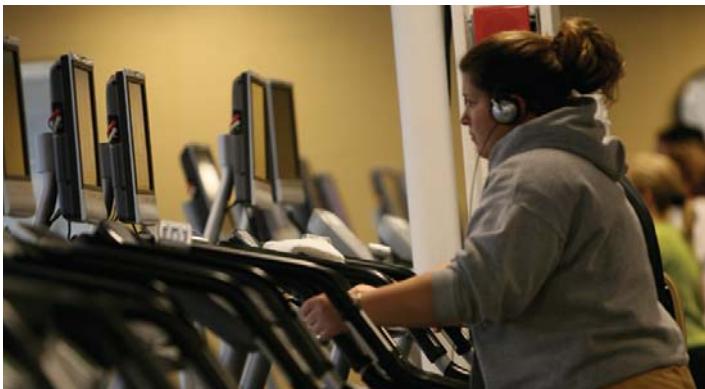
Program

Aquatics, courts, indoor soccer, 10,000 SF fitness center, child/adult play space, fireplace/lobby, 4 ice rinks

Lessons Learned

Include adequate parking; build fitness center bigger; plan and program for non-sport activities and guests – more of an event center perspective and identity that will broaden the visitor base and revenue generating opportunities.

2,700 members (11% of the population of 25,000); promoted as a national sports tourism destination



CASE STUDY

FOX VALLEY- VAUGHAN ATHLETIC CENTER AURORA, ILLINOIS

Year open: September 2005

Construction Cost: \$25 million

Square Feet: 225,000

Cost/SF: \$111

Budget

Expenses	\$4,357,600
Revenue	\$5,150,000
Net Costs	\$792,400
%Self Support:	118%

Program

Family experience with water park, therapy pool, competition pool, 4 basketball courts, 8 tennis courts, indoor 1/6 mile track, 15,000 SF fitness center, child care, field house, community meeting room.

Lessons Learned

Community support and engagement in the planning and design process is critical; operate with business acumen to achieve desired fiscal results - with the exception of debt, all operations and maintenance costs can be recaptured; use LEED design practices to minimize energy costs; design with room to expand for future phases and make sure the original structure is large enough at the onset.

11,000 members; strong community pride; 60% members of Hispanic origin





CASE STUDY

J. L. SORENSEN RECREATION CENTER HERRIMAN, UTAH

Year open: March 2011

Construction Cost: \$23 million

Square Feet: 107,000

Cost/SF: \$214

Budget

Expenses \$2,800,000

Revenue \$2,400,000

Net Costs (\$400,000)

%Self Support: 85%

Program

Aquatics, fitness center with cardio and strength areas, community rooms

Lessons Learned

Facility is undersized and needed more parking immediately; needs another multi-purpose room.

15,000 members- great membership level

CASE STUDY FAMILY WELLNESS FARGO, NORTH DAKOTA

Year open: October 2011
Construction Cost: \$10.2 million
Square Feet: 81,475
Cost/SF: \$125

Budget

Expenses	\$3,255,000
Revenue	\$3,500,000
Net Costs	\$245,000
%Self Support:	107%

Area is similar to Lea County with an urban center in a rural area, 27% growth, and similar resident and transient population from oil and gas industry.

Program

Family experience with court sports, track, aquatics (modest 3-lane lap, slide and zero depth entry), fully equipped fitness center

Lessons Learned

Larger pool is needed; more locker and training/stretching areas needed; new equipment appealed to people who moved from smaller storefront fitness centers.

9,700 members; members have higher household income; performing far beyond proforma



CONVENTION CENTER DATA

Information on competing convention/event centers in the region.

CITY	FACILITY	OWNERSHIP	SIZE	CAPACITY
LUBBOCK TEXAS	Lubbock Memorial Civic Center	owned/operated by City of Lubbock	Exhibit hall: 40,000 sf column free; 11,000 sf balcony; Banquet hall: 14,000 sf; Civic Center Theater can be used for general sessions; Exhibit Hall -- concrete floor;	Exhibit Hall: 3000 seated; pull out bleachers for 1400; balcony seating for 1600; 185 10 x 10 booths; Civic Center Theater: 1400 seats
LUBBOCK TEXAS	Overton Hotel and Conference Center	1859 Historic Hotels Ltd; developed as a public-private partnership of City of Lubbock; Garfield Traub, Dallas, and 1859 Historic Hotels	11,250 sf, column free ballroom/exhibit area; large ballroom; 11,250; 3350 sf each bay sf;	large ballroom: 1200 standing; 750 seated; Horizon ballroom: 250; can also split off room;
AMARILLO TEXAS	Amarillo Civic Center amarillociviccenter.com promoters	City	100,000+ sf of meeting space Several exhibit halls, 20,000+ square feet each with the ability to divide into a variety of breakout rooms; Heritage Room: 20,800 sf 2300-seat auditorium available	Heritage Room: Accommodates over 1000 banquet style, 2000 theatre style or 124 10'x10' trade show booths; can be broken down to as many as 20 meeting rooms
MIDLAND TEXAS	Midland Center and Centennial Plaza	City	Exhibit Hall: 12,500 square feet of column-free exhibit space; can be subdivided into 3 meeting rooms	800-1000 or accommodate up to 79 ten-foot square booths.
MIDLAND TEXAS	Grand Texan Hotel and Convention Center (formerly Clarion Hotel)	Privately owned	40,000+ sf of meeting and event space, includes: 15,000 sf villa conference space, dividable to 3 smaller rooms; 4 ballrooms totaling 7000 sf, each dividable; Board rooms: 950 sf each.	Full Villa Room: 1300 banquet; 960 classroom style; Villa; each of 3 broken down rooms: 450 banquet; 320 classroom; Ballroom: 660 banquet; 480 classroom; dividable into 4 smaller rooms; also 8000 sf of ballroom space in the hotel.
ODESSA TEXAS	West Texas Conv Center / MCM Grande Hotel and Fun Dome	Locally owned by small hotel chain with 8 Texas properties	20,000 total sf of mtg space; ballroom: 17,500; conference rooms 20x30 ft	Ballroom with 5 bays; holds 1200 table set up; 2600-3000 otherwise Smaller conf rooms; up to 36-70 people
SAN ANGELO TEXAS	McNease Convention Center	City	Main ballroom 3100 sf, dividable; North Meeting Room 340 theater style;	main ballroom up to 1200 theater style; 700 banquet style; North Meeting Rm and upstairs meeting space also available and dividable.
ROSWELL NM	Roswell Convention & Civic Center, 912 N. Main St., Roswell	City	Full exhibit hall/ballroom: 13,000; divided in half 65003 break out rooms: 837sf, 573sf, 446sf;	Full exhibit hall/ballroom: tables or classroom: 650

AMENITIES	HOTEL ADJACENCY	RATES	TRADE SHOWS	CONTACT	OTHER
Banquet hall; permanent stage (30' x 16'); 3 projection screens; stage: sound system; proscenium: 85' x 50'	2 hotels next to civic center: Radisson and Holiday Inn;	Banquet hall: \$1,000; Exhibit hall: \$1,600		CVB: (806) 747-5232 (806) 775-2242 Debra Justice Ass't Director DebraJustice@myleubbock.us 11/14 talked to DEBRA Justice	Citi Bank Auditorium and Coliseum are also part of the Civic Center
Across street from Texas Tech University and Jones AT&T Stadium; Sound-Insulating walls to convert space into 3 separate rooms; 4 smaller meeting rooms and 2 executive board rooms; business center; catering and food service	Connected to 15-story full service hotel, 303 rooms	large ballroom for 2 days; rental fees: \$3000; minimum; F&B based on 500 people, \$11,500 buffet; \$10,250 plated; negotiated hotel room rates		806-776-7000 Toll Free: 888-776-7001; 11/14 TALKED TO Banquet Mgr Jessica Hall; Priscilla Escabel; 806-776-7089	
located in downtown Amarillo, Texas. Easy access to Interstates 27 and 40 (Historic Route 66); and over 2000 hotel rooms within 10 minutes; several exhibit halls, 20,000 + sf; ability to divide into a variety of breakout rooms.	Several nearby; others within 5-mile radius	Full Exhibit Hall: \$3200/day; Heritage Rm: \$1450; other meeting rooms: \$300-\$1450; Auditorium lobby: \$375; Globe-News Center lobby: \$2500	Same pricing	Amarillo CVB Amarillo Convention and Tourism Council (806) 374-1497 800.692.1338 11/14 re: ADMIN OFFICE AT CIVIC CENTER -- 806-378-4297 spoke to Karen; her boss Dorothy Brown 806-378-9321	Amarillo Gorillas hockey team, Amarillo Dusters indoor football team, the Amarillo Opera, the Amarillo Symphony, Lone Star Ballet and the Broadway Spotlight Series.
4 smaller meeting rooms for gatherings from 20 to 200; 2 larger meeting rooms equipped with sound systems; adjacent to Centennial Plaza, an open-air amphitheater amidst beautiful landscaping.	Near a couple of hotels; but 2 to 4 miles from the main hotel cluster in Midland			Midland CVB (800) 624-6435 11/14: LM Cara McKinny	
Professional banquet service	Grand Texan Hotel: 250 rooms other hotels nearby	by day; discount for several days; \$1250 for one 5000-sf space; \$2500 for 2 sf spaces, \$3000 for 3; break out rooms @ 1000sf each	Trade shows at same rates	main #: 432 683 3381 432.618.9000 (Not listed on CVB website) LM 11/14 Sarah Marston; HOTEL: (432) 618-9000; 11/14: talked to ???	
Amenities of the hotel; full service kitchen;	connected to hotel with 245 rooms	Ballroom price: \$4800/day; conference rooms: \$175 daily; room rates negotiable.	Trade shows in ballroom/ sometimes or lobby outside ballroom; pricing the same; except \$25 for skirted table.	11/14 talked to Lucy Payan 432-550-9811; or direct 432-362-2311	Also in Odessa: The MCM Elegante Hotel offers over 8,688 square feet for meetings, conventions, and all special events; new Waterfront Room, which offers an elegant and relaxing atmosphere for any occasion
projectors, electric screens; no charge for sound; stage built to suit	Carion hotel next door; others within 5-mile radius; located downtown	Full building (all mtg rooms) at one flat rate: \$2500; part or full ballroom \$1500/day; \$600; includes set-up costs; sound, very flexible and negotiable.	Same prices for trade shows; can use the ballroom or lobby, etc.	11/15: Talked to Lori at McNease, 325-653-9577; CVB (325) 655-4136; Pam Miller OR the Civic Events Division at (325) 653-5487. any others?	Other venues for more than 1000 attendees? only on a college campus or a training center outside of town
Can bring in own caterer	Several chain hotels/motels nearby	All rooms: exhibit hall; 3 break out rooms, lobby: \$650/day; additional days \$650 - 15%; \$1 million liability insurance required	Same pricing	Megan Corman- Event Coordinator (575) 624-6860 ext 10; 11/14 talked to Megan	



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architecture interiors landscape planning engineering

