El Paso Events & Venue Feasibility Study

Final Report

January 13, 2022





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Executive Summary

Key Questions



El Paso County (Client) engaged Hunden Strategic Partners to conduct an events and venue feasibility feasibility study regarding improving and enhancing El Paso County event venues (Project). HSP's analysis intends to answer the following key questions:

- What are the existing conditions and likely future for the El Paso County Coliseum (Coliseum) and Ascarate Park?
- Is there a gap in the El Paso market for an outdoor amphitheater?
- What are the existing market conditions locally and regionally that may warrant capital improvements on improving the Coliseum and the development of an amphitheater at Ascarate Park?
- What other considerations should be made in order to increase the proposed Project's potential for success?
- What relevant developments exist locally and regionally that may impact the success of the Project?
- How will the Project interact and fit into the competitive environment as is versus with capital improvements?
- What comparable developments exist across the U.S.? What takeaways can be applied to the Project?

SWOT Analysis - Coliseum



| | STRENGTHS | OPPORTUNITIES |
|----------|--|--|
| POSITIVE | Strong Identity within Local Market Architectural Foundation Ease of Access for Equipment Set-Up and Take-Down Strong Relationship between El Paso Sports Commission and Event Promoters | Improved Seating / ADA Accessibility Premium Seating Options Leverage available outdoor space to create a more cohesive, walkable campus On-Site Restaurant and/or Retail Second ice sheet Sherman Barn Decrease deficit and increase impact |
| | WEAKNESSES | THREATS |
| NEGATIVE | Guest Ingress/Egress Flow Artist Amenities and Dressing Rooms External Signage/Visibility Lack of Nearby Restaurant, Retail, and Entertainment Deficit approaches \$2 million annually | Proposed Arena Development (Larger Shows Only) Lack of Funding Lack of Shared Vision |

SWOT Analysis – Amphitheater



| | STRENGTHS | OPPORTUNITIES |
|----------|--|--|
| POSITIVE | Gap in the Local and Regional Market Shared Vision with El Paso Parks & Recreation as part of Master Plan Accessibility to Downtown El Paso / Location Support from the community | Incorporate shaded and wind-breaking elements to maximize event days per year Create synergies with existing and future events at Ascarate Park to create a more holistic guest experience Drive visitation with on-site food / retail |
| | WEAKNESSES | THREATS |
| NEGATIVE | Market may be able to Support a Larger, Purpose-Built Amphitheater Distance from Major Markets | Weather Limitations Events at Southwest University Park and McKelligon Canyon |

Implications & Recommendations

Implications - Coliseum



- The Coliseum, while nostalgic and rich in history, has many outdated and outmoded elements. If not improved soon, it will continue into obsolescence and cost more to improve or salvage at a later date. At some point, it may not be worth saving from a cost/benefit standpoint. The time to act is now.
- The variety of buildings to maintain, book events for and manage lead to annual losses of about \$1.8 million. Revenues are approximately \$700,000+/- per year, while expenses are approximately \$2.5 million. While expenses may not be easily reduced, even with improvements, revenues and impact can be increased with more events and higher spending onsite, which will reduce the deficit.
- Given the lack of a civic arena in the market beyond the Coliseum, there is leakage in the market for major shows/events that are not able to be held locally. El Paso County is losing economic spending to other markets (in Mexico as well as other MSAs).
- The Events Center has done well to attract consistent attendance to its events.
 - Despite its lack of flexible event space, hockey games of various leagues and public skating are extremely popular amongst El Pasoans.
- The Sherman Barn is being under-utilized in its current function.
- The Coliseum Campus is lacking walkability and could better leverage the available space in the parking lot.
- The neighborhood immediately surrounding the campus does not provide the visitor with amenities (restaurants, hotels) that would synergize well with events onsite and drive overall visitation to the area.
- There is an opportunity to fill a gap in the local market for an outdoor amphitheater larger than McKelligon Canyon and smaller than Southwest University Park.

Implications - Amphitheater



- Nearly every major market in the U.S. has a large outdoor amphitheater with capacities of up to 20,000 that host summer concert series, but El Paso is the exception.
- The El Paso market currently has two facilities that serve as outdoor venues that can work for certain events.
- McKelligon Canyon is a very small amphitheater seating approximately 1,500 in an extremely picturesque setting. It is a compelling venue, but too small for nearly all concert acts that route through large amphitheaters each year.
- At a larger scale, there is Southwest University Park, the downtown baseball stadium seating approximately 7,500. While it can host concerts, it was not designed for it and therefore is not going to be an ideal long-term solution.
- Given how large the total market is and the lack of existing options, there is a market opportunity for a purpose-built amphitheater.

Recommendations



- Perform cosmetic and functional renovations to the Coliseum. Improved creature comforts, functionality for users and new event areas will attract and retain events and customers, both willing to spend more. The improvements will be important for both back of house and for public areas/seating, as well as technical elements and building systems.
- **Develop a second ice sheet adjacent to the Event Center.** The Events Center is very popular in the area for minor league ice hockey, public skating, and other events such as Holidays on Ice. A second ice sheet could leverage the strong market demand for these events and expand upon them.
- Repurpose the Sherman Barn into a boutique music venue (1,500 2,000 seats). Smaller events often held at the Coliseum could benefit from a more manageable space. Therefore, event marketing at the Coliseum can focus on events that will adequately fill space.
- Develop on-site retail and/or restaurants to create a more dynamic experience that will lengthen guests' stay at the Coliseum and its external buildings.
- Pave a midway through the Coliseum Campus to improve walkability on the and enhance the cohesiveness of the property.
- Develop a mid-sized amphitheater (5,500+/- capacity) at Ascarate Park.
 - There is an opportunity to fill a gap in the local market for outdoor event space larger than McKelligon Canyon and smaller than Southwest University Park.
 - Incorporate shade and wind-breaking structures to maximize viable event days within the calendar year.

Detailed Coliseum Campus Recommendations



Coliseum proposed improvements:

- Replace Marquee Sign with LED Display
- Relocate loading to the south end
- New social seating at the north end of the bowl
- New back-of-house function space at the south end
- New administration and guest amenity space at the north end
- Modify west main entry new food & beverage options
- Upgrade concourse lighting
- New wayfinding graphics
- Seating bowl comfort and safety upgrade
- Replace lower bowl fixed seats with telescoping
- Replace acoustical tile ceiling with acoustical growth
- Add horizontal rigging framing
- AV / sound system upgrade

Other Campus Buildings proposed improvements:

- Second Ice Sheet next to Event Center
- Upgrade Judging Arena
- Upgrade West Pavilions
- Music Venue

General Site proposed improvements:

- Define parking with landscape / planting islands
- New sidewalks
- New Midway
- General site landscaping
- General site lighting
- Festival Plaza
- Food Truck Plaza





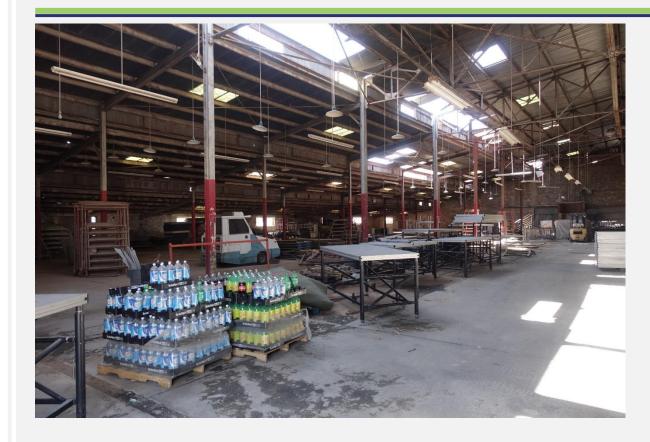




EXISTING PROPOSED

The Sherman Barn, south of the Coliseum, includes rough stone walls, arched openings, and a stepped roof. We propose this venue be repurposed as a small-scale music venue (capacity roughly 1,750) for local bands, up-and-coming acts, and preevent shows for larger shows in the Coliseum.







The photo at right shows the large center bay of the proposed music venue. Stage would be to the left, standing area in the center bay, and elevated tiered seating at right (as currently exists, reconfigured). Guest amenities (concessions and restrooms) would be in low areas to the east (right) and support spaces would be in low areas to the west (left).

Order of Magnitude Cost Estimate

The accompanying order of magnitude cost estimate outlines the estimated costs of suggested and proposed improvements to the Coliseum, external buildings, and general site.

Estimated costs for all three components total approximately \$54M.

CONVERGENCE DESIGN

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| Proposed Development Cost | | |
|---|----------------|--|
| Coliseum | | |
| Proposed Improvement | | Total Cost |
| Replace Marquee Sign with LED Display | \$ | 540,000 |
| Relocate loading to south end | \$ | 620,000 |
| New social seating at north end of bowl | \$ | 380,000 |
| New back-of-house function space at south end | \$ | 2,370,000 |
| New admin. and guest amenity space at north end | \$ | 2,920,000 |
| Modify west main entry-new F&B options | \$ | 400,000 |
| Upgrade concourse lighting | \$ | 330,000 |
| New wayfinding graphics | \$ | 300,000 |
| Seating bowl comfort and safety upgrade | \$ | 1,780,000 |
| Replace lower bowl fixed seats with telescoping | \$ | 720,000 |
| Replace acoustical tile ceiling with acoustical panels | \$ | 630,000 |
| Add horizontal rigging framing | \$ | 490,000 |
| Coliseum AV/sound system upgrade | \$ | 3,600,000 |
| Total: Coliseum | \$ | 15,080,000 |
| Other Campus Buildings | | |
| Proposed Improvement | | Total Cost |
| Second Ice Sheet next to Events Center | \$ | 10,070,000 |
| Upgrade Judging Arena | \$ | 3,470,000 |
| Upgrade West Pavilions | \$ | 1,730,000 |
| Music Venue | \$ | 13,820,000 |
| Total: Other Campus Buildings | \$ | 29,090,000 |
| General Site | | |
| Proposed Improvement | | Total Cost |
| Define parking with landscape/planting islands | \$ | 2,110,000 |
| New sidewalks | Φ | 620,000 |
| | \$ | |
| New Midway | \$ \$ | 2,500,000 |
| New Midway General site landscaping | | |
| • | \$ | 2,500,000 |
| General site landscaping | \$ \$ | 2,500,000 2,350,000 |
| General site landscaping General site lighting | \$ \$ \$ | 2,500,000 2,350,000 1,760,000 |
| General site landscaping General site lighting Festival Plaza | \$ \$ \$ | 2,500,000 2,350,000 1,760,000 300,000 |

| El Paso County Coliseum Total Project Costs | | | | | | | | |
|---|----|------------|--|--|--|--|--|--|
| Coliseum | \$ | 15,080,000 | | | | | | |
| External Buildings | \$ | 29,090,000 | | | | | | |
| General Site | \$ | 9,900,000 | | | | | | |
| Total | \$ | 54,070,000 | | | | | | |
| Source: Convergence Design | | | | | | | | |

Projected Attendance



| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|-------------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Total Attendance by Event Type | | | | | | | |
| Sherman Bam Ticketed Events | 19,600 | 23,800 | 28,000 | 30,800 | 30,800 | 30,800 | 30,800 |
| Concerts - Coliseum | 52,500 | 55,000 | 57,500 | 60,000 | 60,000 | 60,000 | 60,000 |
| Family Shows - Coliseum | 20,500 | 24,600 | 28,700 | 32,800 | 32,800 | 32,800 | 32,800 |
| Minor League Hockey - Coliseum | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 |
| Rodeos/Ag - Coliseum | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 |
| Festivals - Coliseum | 400 | 800 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Consumer Shows - Coliseum | 3,600 | 4,500 | 5,400 | 5,400 | 5,400 | 5,400 | 5,400 |
| Assembly - Coliseum | 18,000 | 18,000 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 |
| Hockey/Toumaments - Both Sheets | 160 | 320 | 480 | 480 | 480 | 480 | 480 |
| Second Ice Sheet Public Skate/Other | 1,200 | 1,650 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 |
| Total | 144,960 | 157,670 | 173,530 | 182,930 | 182,930 | 182,930 | 182,930 |

Source: Hunden Strategic Partners

Currently the coliseum complex attracts 115,000 – 150,000 attendees per year. HSP projects that the Coliseum Complex will attract more than 180,000 attendees per year once it stabilizes, including more than 30,000 attendees to events at the new Sherman Barn event facility. Concerts at the Coliseum are expected to attract the most attendees with 60,000 per year, while family shows are expected to attract 33,000 attendees and ticketed events at the Sherman Barn are expected to attract approximately 30,000 attendees annually.

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Pro Forma

Overall, the Coliseum Complex is expected to generate total annual revenue of \$1.15 million in Year 1 and increase revenues to \$3.5 million by Year 30. Most revenue is expected to come from facility rent and net ticket revenues, followed by net concessions / catering revenues and facility service fees, which are paid on a per ticket basis. Expenses are expected to total \$2.9 million in Year 1 and increase to \$5.2 million by Year 30.

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------|
| Revenue (000s) | | | | | | | |
| Rent/Net Ticket Rev | \$ 329 | \$ 376 | \$ 427 | \$ 461 | \$ 471 | \$ 520 | \$ 772 |
| Net Concessions/Catering | \$ 279 | \$ 312 | \$ 349 | \$ 380 | \$ 387 | \$ 427 | \$ 635 |
| Net Merchandise | \$ 56 | \$ 64 | \$ 72 | \$ 78 | \$ 80 | \$ 88 | \$ 13′ |
| Net Parking | \$ 194 | \$ 218 | \$ 248 | \$ 269 | \$ 274 | \$ 303 | \$ 503 |
| Advertising & Sponsorship (net) | \$ 25 | \$ 26 | \$ 26 | \$ 27 | \$ 27 | \$ 30 | \$ 44 |
| Facility Service Fee | \$ 249 | \$ 276 | \$ 303 | \$ 330 | \$ 337 | \$ 372 | \$ 1,360 |
| Other | \$ 18 | \$ 20 | \$ 22 | \$ 24 | \$ 25 | \$ 27 | \$ 42 |
| Total | \$ 1,151 | \$ 1,291 | \$ 1,448 | \$ 1,569 | \$ 1,600 | \$ 1,767 | \$ 3,48 |
| Expenses (000s) | | | | | | | |
| Salaries, Wages & Benefits | \$ 724 | \$ 739 | \$ 753 | \$ 768 | \$ 784 | \$ 865 | \$ 1,286 |
| Contract Services (Net) | \$ 905 | \$ 923 | \$ 942 | \$ 961 | \$ 980 | \$ 1,082 | \$ 1,60 |
| General & Admin | \$ 40 | \$ 41 | \$ 42 | \$ 42 | \$ 43 | \$ 48 | \$ 7 |
| Utllities | \$ 441 | \$ 450 | \$ 459 | \$ 468 | \$ 478 | \$ 527 | \$ 784 |
| Repairs & Maintenance | \$ 97 | \$ 99 | \$ 101 | \$ 103 | \$ 105 | \$ 116 | \$ 173 |
| Insurance | \$ 128 | \$ 130 | \$ 133 | \$ 136 | \$ 138 | \$ 153 | \$ 22 |
| Advertising & Other | \$ 260 | \$ 265 | \$ 271 | \$ 276 | \$ 282 | \$ 311 | \$ 462 |
| Reserves | \$ 46 | \$ 52 | \$ 58 | \$ 63 | \$ 64 | \$ 71 | \$ 139 |
| Management Fee & Incentive | \$ 262 | \$ 268 | \$ 273 | \$ 279 | \$ 284 | \$ 314 | \$ 466 |
| Total | \$ 2,904 | \$ 2,967 | \$ 3,032 | \$ 3,096 | \$ 3,158 | \$ 3,487 | \$ 5,21 |
| Net Operating Income | \$ (1,754) | \$ (1,676) | \$ (1,584) | \$ (1,527) | \$ (1,558) | \$ (1,720) | \$ (1,72 |

Source: Hunden Strategic Partners

Summary of 30-Year Impacts



The Coliseum Complex is expected to generate \$616 million in net new spending, \$267 million in net new earnings, and support more than 180 new full-time equivalent jobs at stabilization.

Fiscal impact is expected to total approximately \$11.5 million from sales and hotel taxes.

Construction impacts from the \$54 million project will be significant, including \$32 million in local labor spending supporting 450+ jobs.

In addition, local taxes from construction-related spending are estimated at more than \$216,000.

| Construction Impacts - Coliseum | | | | | | | | |
|-----------------------------------|----|--------|--|--|--|--|--|--|
| Development Cost (000s) | | | | | | | | |
| Labor (60%) | \$ | 32,442 | | | | | | |
| Materials (40%) | \$ | 21,628 | | | | | | |
| Total | \$ | 54,070 | | | | | | |
| Job-Years from Construction | | 454 | | | | | | |
| Taxes Generated (000s) | | | | | | | | |
| City Sales Tax (1%) | \$ | 216 | | | | | | |
| County Sales Tax (0.5%) | \$ | 108 | | | | | | |
| Total | \$ | 216 | | | | | | |
| Source: Hunden Strategic Partners | | | | | | | | |

| 30-Yr. Summary of Impacts - Gross | | | | | | | | | |
|-----------------------------------|------------|--|--|--|--|--|--|--|--|
| Net New Spending | (millions) | | | | | | | | |
| Direct | \$387 | | | | | | | | |
| Indirect | \$151 | | | | | | | | |
| Induced | \$78 | | | | | | | | |
| Total | \$616 | | | | | | | | |
| Net New Earnings | (millions) | | | | | | | | |
| From Direct | \$176 | | | | | | | | |
| From Indirect | \$57 | | | | | | | | |
| From Induced | \$34 | | | | | | | | |
| Total | \$267 | | | | | | | | |
| Net New FTE Jobs | Actual | | | | | | | | |
| From Direct | 112 | | | | | | | | |
| From Indirect | 45 | | | | | | | | |
| From Induced | 24 | | | | | | | | |
| Total | 182 | | | | | | | | |
| Capturable Hotel & Motel Taxes | (millions) | | | | | | | | |
| City Hotel Tax (9.0%) | \$4.8 | | | | | | | | |
| County Hotel Tax (2.5%) | \$1.3 | | | | | | | | |
| City Sales Tax (1%) | \$3.5 | | | | | | | | |
| County Sales Tax (0.5%) | \$1.8 | | | | | | | | |
| Total | \$11.5 | | | | | | | | |
| Source: Hunden Strategic Partners | | | | | | | | | |

Ascarate Park



The recommended amphitheater development site is located in Ascarate Park, which is the same general location as the Coliseum. The proposed design will have approximately 1,260 fixed seats and capacity for 4,300 guests on the attached lawn (5,560 total).

Based on Convergence Design's historical data, the estimated all-in project cost budget for the recommended amphitheater development is approximately \$24M.



Amphitheater Cost Estimate

The accompanying order of magnitude cost estimate outlines the estimated costs of suggested and proposed improvements for the development of the Ascarate Park Amphitheater.

Estimated costs for all this component total approximately \$24M.

| Ascarate Park Amphitheater To | otal Project C | osts |
|--------------------------------------|----------------|------------|
| Amphitheater & supporting structures | \$ | 22,820,000 |
| Parking | \$ | 1,500,000 |
| Total Ascarate Park Amphitheater | \$ | 24,320,000 |
| Source: Convergence Design | | |

Projected Attendance



| El Paso Amphitheater Projections | | | | | | | |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
| Total Attendance by Event Type | | | | | | | |
| Graduations | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Concerts | 57,600 | 62,400 | 67,200 | 67,200 | 67,200 | 67,200 | 67,200 |
| Festivals | 7,800 | 11,700 | 15,600 | 15,600 | 15,600 | 15,600 | 15,600 |
| Community/Other | 4,800 | 6,000 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 |
| Total | 72,200 | 82,100 | 92,000 | 92,000 | 92,000 | 92,000 | 92,000 |

Source: Hunden Strategic Partners

HSP projects that the Amphitheater at Ascarate Park will attract 92,000 attendees per year once it stabilizes. Concerts at the Amphitheater are expected to attract the most attendees with over 67,000 each year, while festivals are expected to attract over 15,000 attendees and community events expected to attract over 7,000 attendees annually.

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Pro Forma

Overall, the Amphitheater is expected to generate total annual revenue of \$1 million in Year 1 and increase revenues to \$2.5 million by Year 30. Most revenue is expected to come from facility rent and net ticket revenues, followed by net concessions / catering revenues and facility service fees, which are paid on a per ticket basis. Expenses are expected to total \$1.3 million in Year 1 and increase to \$2.4 million by Year 30. HSP expects that the Project will generate NOI of \$89,000 by Year 30.

| El Paso Amphitheater Projections | | | | | | | | | | | | | |
|----------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|----|-------|-------------|
| | | Yr 1 | | Yr 2 | | Yr 3 | | Yr 4 | | Yr 5 | | Yr 10 | Yr 30 |
| Revenue (000s) | | | | | | | | | | | | | |
| Rent/Net Ticket Rev | \$ | 315 | \$ | 385 | \$ | 458 | \$ | 467 | \$ | 477 | \$ | 526 | \$ 782 |
| Net Concessions/Catering | \$ | 254 | \$ | 310 | \$ | 368 | \$ | 375 | \$ | 382 | \$ | 422 | \$ 627 |
| Net Merchandise | \$ | 89 | \$ | 103 | \$ | 117 | \$ | 120 | \$ | 122 | \$ | 135 | \$ 200 |
| Net Parking | \$ | 98 | \$ | 113 | \$ | 129 | \$ | 132 | \$ | 134 | \$ | 148 | \$ 265 |
| Advertising & Sponsorship (net) | \$ | 40 | \$ | 41 | \$ | 42 | \$ | 42 | \$ | 43 | \$ | 48 | \$ 71 |
| Facility Service Fee | \$ | 196 | \$ | 227 | \$ | 258 | \$ | 264 | \$ | 269 | \$ | 297 | \$ 524 |
| Other | \$ | 16 | \$ | 19 | \$ | 22 | \$ | 23 | \$ | 23 | \$ | 26 | \$ 39 |
| Total | \$ | 1,008 | \$ | 1,198 | \$ | 1,395 | \$ | 1,423 | \$ | 1,451 | \$ | 1,602 | \$ 2,509 |
| Expenses (000s) | | | | | | | | | | | | | |
| Salaries, Wages & Benefits | \$ | 650 | \$ | 663 | \$ | 676 | \$ | 690 | \$ | 704 | \$ | 777 | \$ 1,154 |
| General & Admin | \$ | 75 | \$ | 77 | \$ | 78 | \$ | 80 | \$ | 81 | \$ | 90 | \$ 133 |
| Utllities | \$ | 60 | \$ | 61 | \$ | 62 | \$ | 64 | \$ | 65 | \$ | 72 | \$ 107 |
| Repairs & Maintenance | \$ | 72 | \$ | 73 | \$ | 75 | \$ | 76 | \$ | 78 | \$ | 86 | \$ 128 |
| Insurance | \$ | 85 | \$ | 87 | \$ | 88 | \$ | 90 | \$ | 92 | \$ | 102 | \$ 151 |
| Advertising & Other | \$ | 100 | \$ | 102 | \$ | 104 | \$ | 106 | \$ | 108 | \$ | 120 | \$ 178 |
| Reserves | \$ | 50 | \$ | 60 | \$ | 70 | \$ | 71 | \$ | 73 | \$ | 80 | \$ 125 |
| Management Fee | \$ | 250 | \$ | 255 | \$ | 260 | \$ | 265 | \$ | 271 | \$ | 299 | \$ 444 |
| Total | \$ | 1,342 | \$ | 1,378 | \$ | 1,414 | \$ | 1,442 | \$ | 1,471 | \$ | 1,624 | \$ 2,420 |
| Net Operating Income | \$ | (334) | \$ | (180) | \$ | (19) | \$ | (20) | \$ | (20) | s | (22) | \$ 89 |

Summary of 30-Year Impacts



The Amphitheater is expected to generate \$458 million in net new spending, \$196 million in net new earnings, and support 135 new full-time equivalent jobs at stabilization.

Fiscal impact is expected to total approximately \$6.8 million from sales and hotel taxes.

Construction impacts from the \$24 million project will be significant, including \$14.5 million in local labor spending supporting 204 jobs.

In addition, local taxes from construction-related spending are estimated at more than \$146,000.

| Construction Impacts - Ampl | hithea | ter |
|-----------------------------------|--------|--------|
| Development Cost (000s) | | |
| Labor (60%) | \$ | 14,592 |
| Materials (40%) | \$ | 9,728 |
| Total | \$ | 24,320 |
| Job-Years from Construction | | 204 |
| Taxes Generated (000s) | | |
| City Sales Tax (1%) | \$ | 97 |
| County Sales Tax (0.5%) | \$ | 49 |
| Total | \$ | 146 |
| Source: Hunden Strategic Partners | | |

| 30-Yr. Summary of Impacts - Gross | | | |
|-----------------------------------|------------|--|--|
| Net New Spending | (millions) | | |
| Direct | \$287 | | |
| Indirect | \$112 | | |
| Induced | \$59 | | |
| Total | \$458 | | |
| Net New Earnings | (millions) | | |
| From Direct | \$132 | | |
| From Indirect | \$39 | | |
| From Induced | \$25 | | |
| Total | \$196 | | |
| Net New FTE Jobs | Actual | | |
| From Direct | 83 | | |
| From Indirect | 34 | | |
| From Induced | 18 | | |
| Total | 135 | | |
| Capturable Hotel & Motel Taxes | (millions) | | |
| City Hotel Tax (9.0%) | \$2.1 | | |
| County Hotel Tax (2.5%) | \$0.6 | | |
| City Sales Tax (1%) | \$2.7 | | |
| County Sales Tax (0.5%) | \$1.4 | | |
| Total | \$6.8 | | |
| Source: Hunden Strategic Partners | | | |

Chapter 1: County Coliseum Project Profile and Existing Assets Overview

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Project Orientation

Hunden Strategic Partners (HSP) was engaged by the El Paso County (Client) to perform an events and venue feasibility study regarding improving and enhancing El Paso event venues. Specifically, HSP studied enhancing the multi-purpose county coliseum (Coliseum) and a potential new county amphitheater (Amphitheater) development at Ascarate Park.

El Paso County and the city of El Paso, immediately north of Juárez, Mexico, are seeing strong population growth. The Client is looking to leverage this growth with new and improved entertainment venues.





El Paso County Coliseum

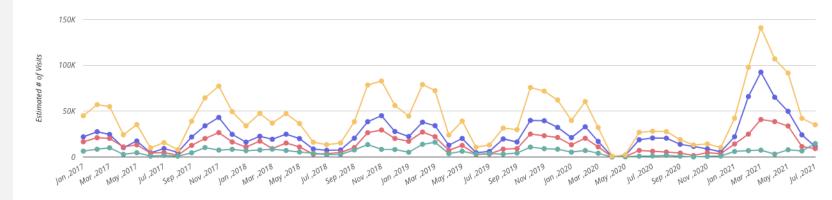
Coliseum Campus Visitation Jan 1, 2017 – August 6, 2021

During the last 4.5 years, the campus, which includes the Coliseum itself and all of the external buildings, has attracted an estimated 2.4 million visits from 381,000 visitors. 52% of all visits came from within 10 miles of the Coliseum campus. Local visitors are estimated to have visited more than six times during the period shown on average, implying approximately one trip every 258 days.

From 2017 through 2019, the Coliseum was exhibiting a relatively sporadic trend in visitation overall, yet visitation from within ten miles is consistently higher than visits from beyond ten miles. Visitation spiked between September and March each year. Interviews indicated that summer visitation can be limited due to extreme weather conditions.

Other than a steep decline in visitation during 2020, the venue is recovering from COVID-19 with its highest visits throughout the period shown in May 2021.

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Coliseum Campus

January 1, 2017 - August 6, 2021

| Visitor Origins by Distance | Est. Number of Customers | Percent of Total Customers | Est. Number of Visits | Percent of Total Visits | Avg. Visits per Customers |
|----------------------------------|-----------------------------|-------------------------------|--------------------------|----------------------------|------------------------------|
| Locals - Within 10 Miles | 200,100 | 52% | 1,300,000 | 55% | 6.47 |
| Locals - Between 10 and 25 Miles | 120,100 | 31% | 763,000 | 32% | 6.35 |
| Long Distance - Beyond 25 Miles | 61,200 | 16% | 315,000 | 13% | 5.15 |
| Total Visits | 381,400 | 100% | 2,378,000 | 100% | 6.22 |

Source: Placer.ai

28

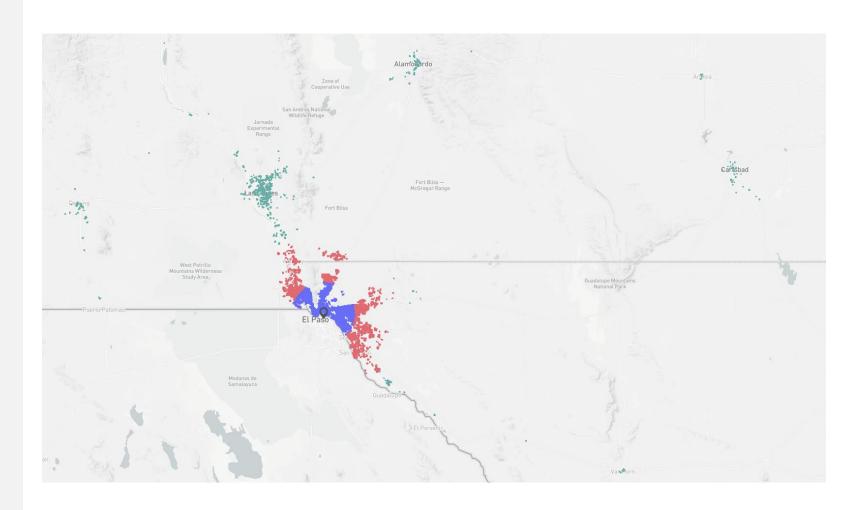
Coliseum Campus Visitation Map

The Coliseum has attracted most of its visitors from within a 10-mile radius, shown in purple. The largest group of visitors outside of this radius are from Las Cruces. Las Cruces residents must travel (point-to-point) an average of 48 miles, approximately 50 minutes by car. However, interviews with promoters and stakeholders in the area indicated that certain events at the Coliseum can attract up to 30% attendance from Mexico. This data is not available on Placer, but is important to note.

Other cities with consistent visitation from beyond ten miles are the following:

- Deming, New Mexico
- Alamogordo, New Mexico
- Carlsbad, Texas
- Odessa, Texas
- Midland, Texas

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Coliseum Campus Before & After

The charts shown here illustrate the most popular places visitors come from and go to while visiting the Coliseum.

The vast majority of both visitor groups are coming from and returning home/work. For visitors within 25 miles, other event venues such as the Don Haskins Center at UTEP and external parking options such as Washington Park (El Paso Zoo) and Delta Park are often on the same trip itinerary. Visitors from beyond 25 miles are often coming from and going to the airport and hotels in the surrounding area.

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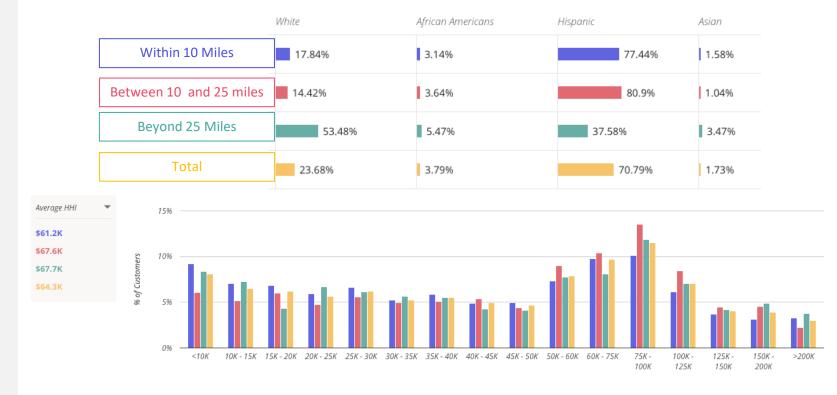


Coliseum Campus **Demographics**

Similar to the overall demographics of the area, the Coliseum's visitors are typically Hispanic. An interesting statistic is that local visitors from within ten miles have an average household income of \$61,000, significantly higher than the city- and county-wide average of approximately \$47,000. This indicates that there may be an opportunity to attract locals with lower household incomes to free or less expensive events.

The \$75,000 to \$100,000 bracket is the most typical for Coliseum customers, accounting for approximately 11 percent of total visitors. In fact, nearly 30 percent of all domestic visitor households have an income greater than \$75,000.

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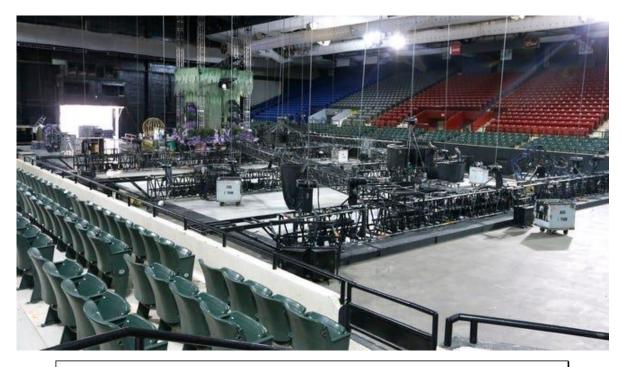
31

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County Coliseum

Located in central El Paso, adjacent to the Bridge of the Americas, the Coliseum is a 20,240 square-foot venue that hosts community events, revenue-generating events and programming. The Coliseum's customer base serves El Paso County and also draws a significant number of its guests from Juárez and further areas into Mexico such as Chihuahua.

The venue currently operates under contract by the El Paso Sports Commission, a non-profit organization. Operational statistics are highlighted in the adjacent table.



| Fixed Bowl Seats | 5,250 |
|-------------------------------------|-------|
| Floor - Seated Capacity | 2,200 |
| Floor - Standing Capacity | 2,800 |
| Coliseum Capacity w/ Seated Floor | 7,450 |
| Coliseum Capacity w/ Standing Floor | 8,050 |
| Source: El Paso Sports Commission | |

Coliseum Events by Type

The Coliseum has hosted 122 events in the two years shown. Approximately 63% of events at the Coliseum in the same period were concerts or sports events.

Total attendance decreased year-over-year by nearly 36,000 attendees. The largest and most significant trend impacting this trend is a nearly 25,000 decrease in concert attendance. However, average attendance per event increased by more than 1,200 attendees in the later fiscal year, suggesting that individual event attendance has improved despite a decrease in overall attendance.

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| Event Type | # of Events | Total Attendance | Average Attendance |
|--------------------|-------------|------------------|-----------------------|
| Agricultural/Rodeo | 9 | 6,472 | 2,157 |
| Assembly | 7 | 22,016 | 3,145 |
| Concert | 23 | 61,601 | 2,678 |
| Consumer Show | 4 | 3,339 | 835 |
| Family Show | 10 | 37,922 | 4,214 |
| Festival | 1 | 348 | 348 |
| Sports | 23 | 20,429 | 888 |
| Total/Average | 77 | 152,127 | 2,038 |

| Event Type | # of Events | Total Attendance | Average Attendance |
|--------------------|-------------|------------------|-----------------------|
| Agricultural/Rodeo | 1 | 5,075 | 5,075 |
| Assembly | 4 | 11,226 | 2,807 |
| Concert | 18 | 37,040 | 2,179 |
| Consumer Show | 0 | 0 | - |
| Family Show | 9 | 45,009 | 5,001 |
| Festival | 0 | 0 | 035 |
| Sports | 13 | 17,829 | 1,371 |
| Total/Average | 45 | 116,179 | 3,287 |

Coliseum Current Performance

The Coliseum and external on-campus buildings are operated by the El Paso Sports Commission, a non-profit organization. While supplied revenue data is incomplete, understanding the expense breakdown of event venues is important to understand in the context of operations and setup costs for shows.

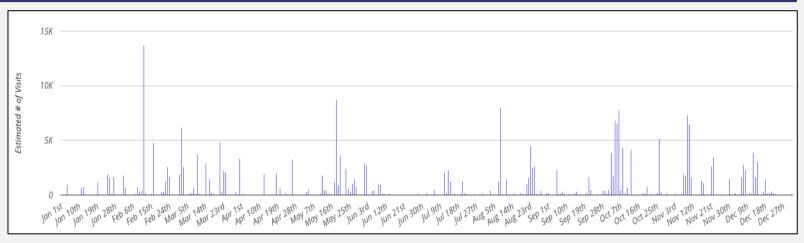
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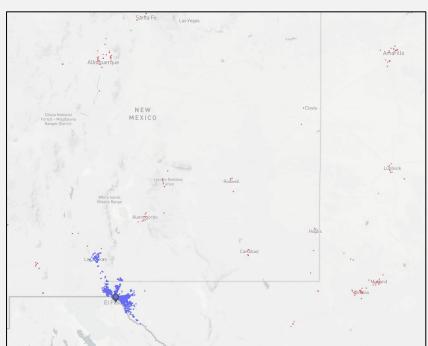
| Fiscal Year | 2017-2018 | 2018-2019 |
|------------------------------|----------------|----------------|
| Expense Item | | |
| Administrative | \$27,232 | \$29,598 |
| Advertising | \$244,666 | \$202,227 |
| Depreciation Expense | \$34,365 | \$34,574 |
| Insurance | \$128,535 | \$177,685 |
| Operating Expenses - General | \$213,423 | \$185,407 |
| Professional | \$130,528 | \$115,917 |
| Repairs | \$71,234 | \$98,621 |
| Contract Labor | \$63,739 | \$34,848 |
| Utilities | \$283,240 | \$283,240 |
| Contracted Services | \$804,627 | \$711,960 |
| Salaries and Wages | \$640,538 | \$789,578 |
| Payroll Taxes | \$38,086 | \$49,805 |
| 401(k) Contributions | \$65,761 | \$76,581 |
| Equipment Rental | \$70,286 | \$32,170 |
| Telephone | \$77,564 | \$76,956 |
| Total | \$2,893,821.85 | \$2,899,165.55 |

Coliseum Visitation - 2019



88% of visitors to the Coliseum come from within 50 miles. The events with the highest visitor attendance in 2019 were an assembly for President Donald Trump on February 11 (13,761 visits) and a Wisin Y Yandel concert on May 18 (8,688 visits).





El Paso County Coliseum

January 1, 2019 - December 31, 2019

| January 1, 2019 - December 31, 2019 | | | | | | |
|-------------------------------------|----------------|------------------|----------------|------------------|--|--|
| | Est. Number of | Percent of Total | Est. Number of | Percent of Total | STATE OF THE PERSON OF T | |
| Visitor Origins by Distance | Customers | Customers | Visits | Visits | Customers | |
| Locals - Within 50 miles | 152,900 | 88% | 221,000 | 88% | 1.44 | |
| Long Distance - Over 50 miles | 20,700 | 12% | 29,600 | 12% | 1.33 | |
| Total Visits | 173,700 | 100% | 250,600 | 100% | 1.44 | |

Source: Placer.ai

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Events Center

The Events Center is home to the El Paso Rhinos, a successful junior league ice hockey team. The team consistently sells out its nearly 2,000-seat capacity for home games. The rink also hosts public skating hours, hockey classes, and more.

As the winner of the NHL's annual Kraft Hockeyville challenge in 2020, the El Paso Rhinos were awarded a \$150,000 grant that was used for infrastructure upgrades and will host an NHL game in the upcoming season.

The grant was used to improve roof insulation and install LED lighting throughout the venue.

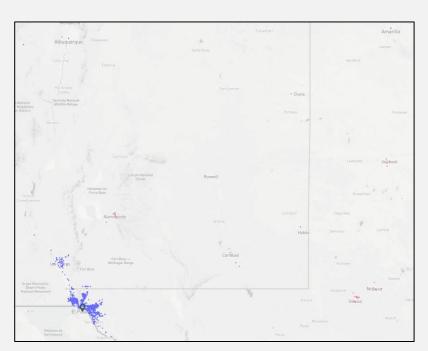


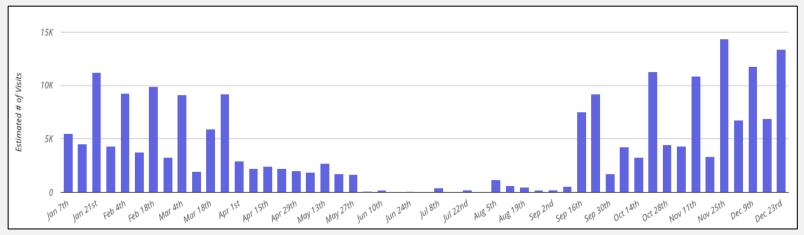


Events Center Visitation - 2019



Daily visitation data was unavailable on Placer. Similar to the Coliseum, visitors to the Events Center are largely from within 50 miles. The weeks with the highest visitor attendance in 2019 were the week of November 25 (14,398 visits) and the week of December 23 (13,421 visits). Both of these weeks were a part of El Paso's largest public ice skating event, Holidays on Ice.



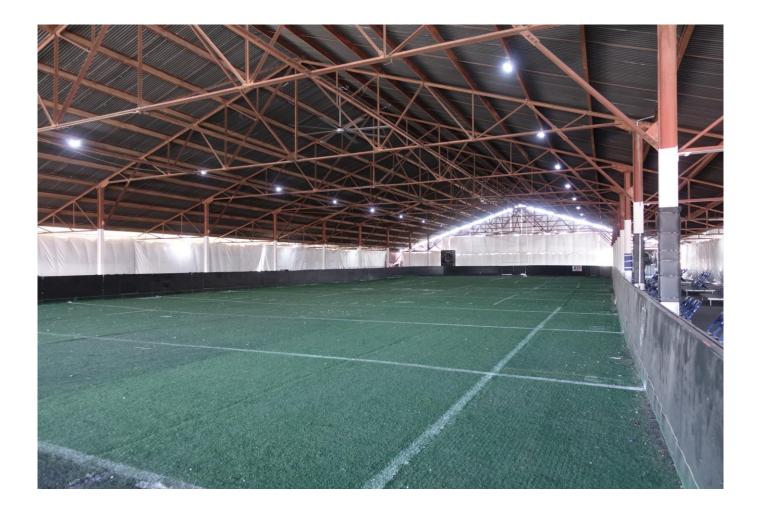


| | January 1, 201 | 9 - December 31, | | | |
|-------------------------------|-----------------------------|-------------------------------|--------------------------|----------------------------|------------------------------|
| Visitor Origins by Distance | Est. Number of Customers | Percent of Total Customers | Est. Number of Visits | Percent of Total Visits | Avg. Visits per Customers |
| Locals - Within 50 miles | 84,400 | 89% | 211,700 | 93% | 2.51 |
| Long Distance - Over 50 miles | 10,400 | 11% | 16,900 | 7% | 1.63 |
| Total Visits | 94,700 | 100% | 228,600 | 100% | 2.41 |

Pavilion

The Pavilion is located directly adjacent to the Events Center. Originally built as a bull auction barn for rodeos, the venue was repurposed 20 years ago by removing the walls to increase air flow.

Now equipped with multiple industrialsized fans, the pavilion is used for outdoor music events, sports, and lucha libre professional wrestling. The El Paso Sports Commission reported that the space could host up to 2,500 people for an outdoor music event.



Judging Arena

The Judging Arena is an older venue and the smallest building on the Coliseum's campus. The El Paso Sports Commission stated that the building needs many upgrades to remain practical for hosting events, including climate control, plumbing, and insulation for the roof and walls.

The building can hold between 500-600 people and is used on a weekly basis for a local roller derby league.





Sherman Barn

The Sherman Barn is directly adjacent to the south side of the Coliseum.

Originally used as a warm-up space for the rodeo, the building is no longer used whatsoever.

The reimagined Coliseum campus design, detailed later in this section, includes a plan to convert the Sherman Barn to a small music venue that is estimated to have a capacity of approximately 1,750.





Condition Analysis: Coliseum

Coliseum - Signage

Facility Marquee Sign has not worked for some time. Replace Marquee Sign and fixed ad panels with full-screen LED signage (two-sided).

CONVERGENCE DESIGN



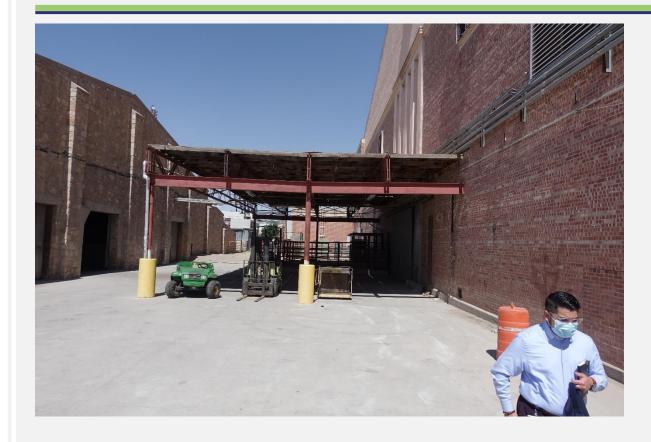






Show Loading occurs primarily at north end of Coliseum although stage typically is at south end. Moving truck loading to south could potentially allow for more seating options at north end of bowl.

Suggest relocating primary loading area to south end of Coliseum and develop new social seating areas at north end.

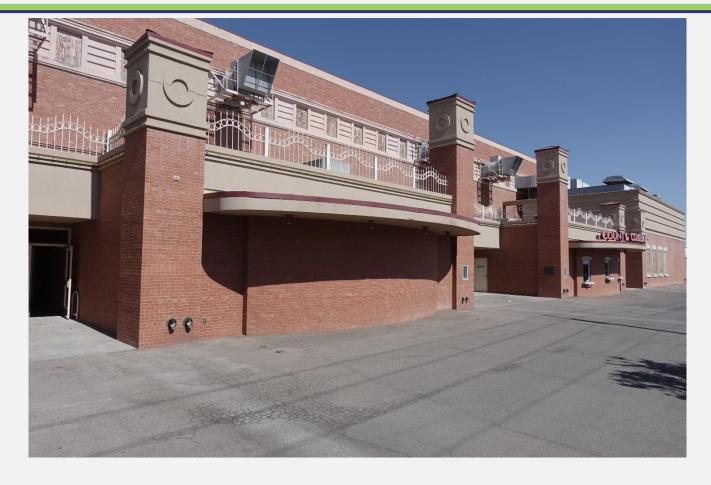




Low canopy at south end of Coliseum restricts truck access/movement. Suggest replacing canopy with new loading area and back-of-house support space.

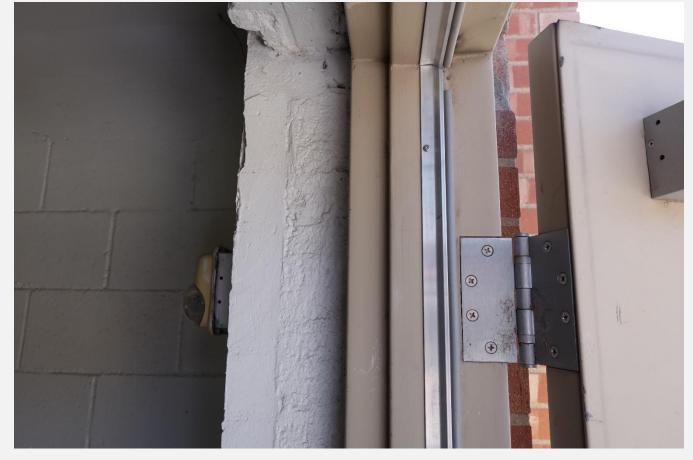
Low storage building appended to SE corner of Coliseum creates site obstruction. Suggest replace storage building with integrated back-of-house storage and support.





Amenity buildings create a nicely-scaled foreground to the Coliseum. Suggest adding additional spaces to provide new back-of-house, admin, and guest amenity space in similar architectural style where shown on site plan.



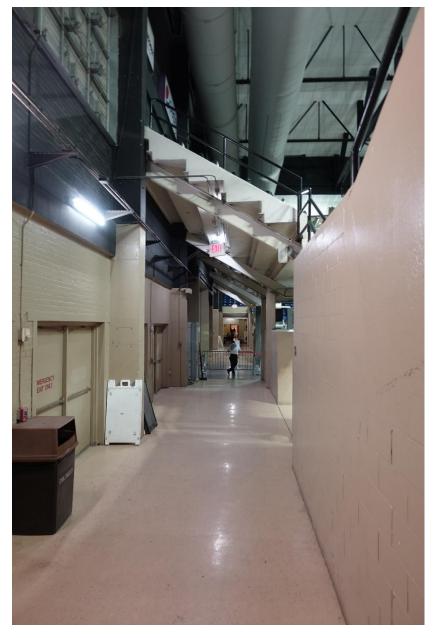


The Coliseum building is a steel frame with masonry walls that are very substantial and difficult to cut into. Renovation proposals should maintain the integrity of the masonry wherever possible and minimize new large openings in the existing exterior wall.

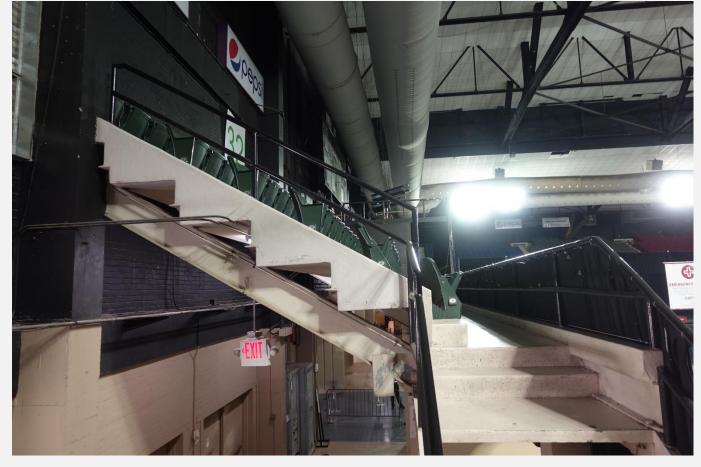
Coliseum – Corridor: North

North Crossover Corridor showing elevated seating in profile. Propose reconfiguration of seating to create more contiguous bowl and new social areas at north end of bowl.

CONVERGENCE DESIGN

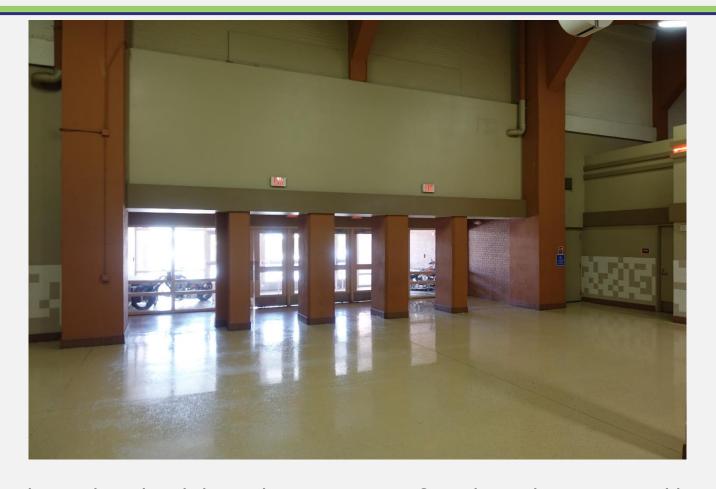






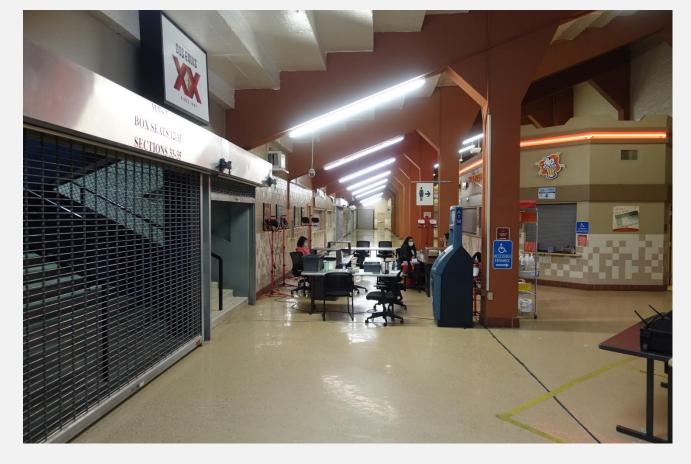
North elevated seating in profile. Propose reconfiguration of seating to create more contiguous bowl and new social areas at north end of bowl.





Main west entry is spacious but underutilized due to location on site. Consider reducing exit width to minimum required to increase restroom and concession capability or introduce new food and beverage options.





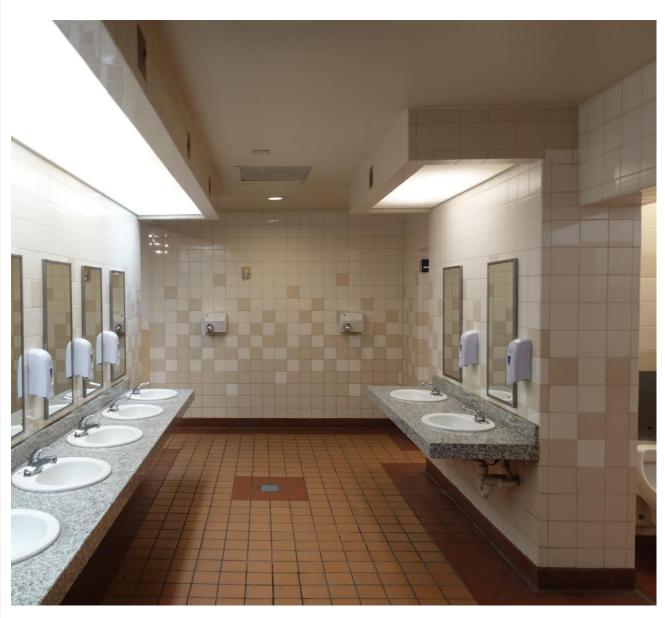
West concourse is reasonably sized and outfitted. Would benefit from updated lighting, improved wayfinding graphics.

CONVERGENCE DESIGN

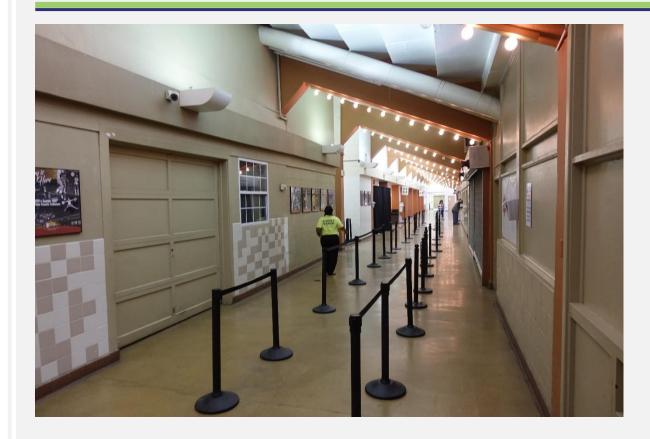
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Coliseum – Restrooms

Coliseum restrooms were renovated in recent years, and are in good condition overall, with modern amenities and fixtures, and durable, cleanable surfaces. Current restrooms in this condition should provide many additional years of service with good upkeep and maintenance.



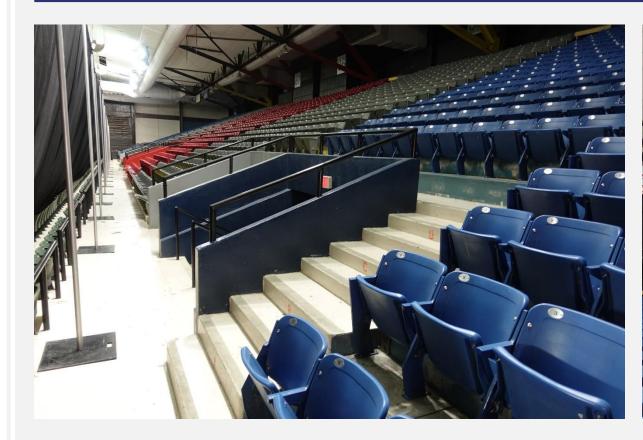


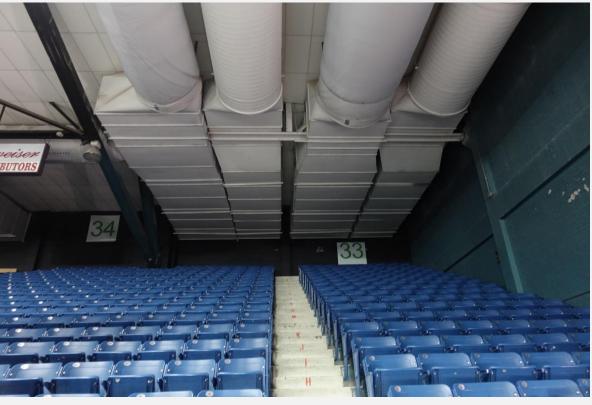




East concourse is reasonably sized and outfitted. Could benefit from upgraded lighting and wayfinding graphics.







Seating bowl has a number of code/ADA/guest comfort issues (such as cross aisle in photo at left). Suggest a bowl upgrade study that would not require redoing most seating but would significantly enhance guest safety and comfort (e.g., by adding aisle handrails).

CONVERGENCE DESIGN

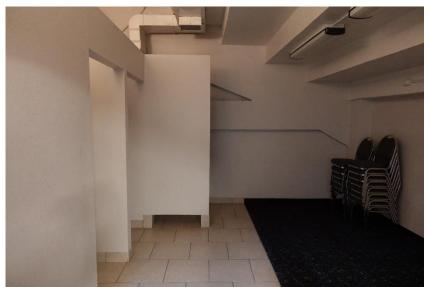
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Coliseum - Artist Dressing Rooms

Dressing rooms are small, cramped, and outfitted at a minimal level, located on a second level. Propose relocating primary artist dressing rooms to event level in new construction at south end of Coliseum. Existing space to remain as overflow dressing rooms or general building use.





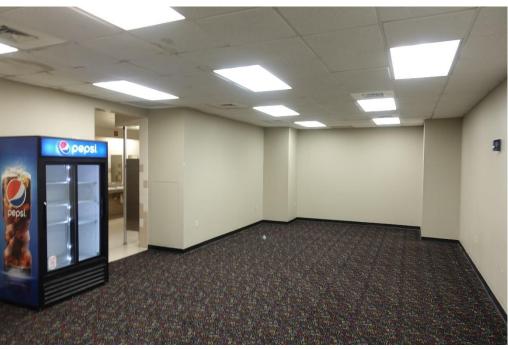




Coliseum - Artist Dressing Rooms Cont.

Large dressing rooms at SW corner are in good repair and useful for larger groups, team rooms, crew catering, or meet & greet. Suggest augmenting with additional back of house space for accommodating more of these uses simultaneously.

CONVERGENCE DESIGN









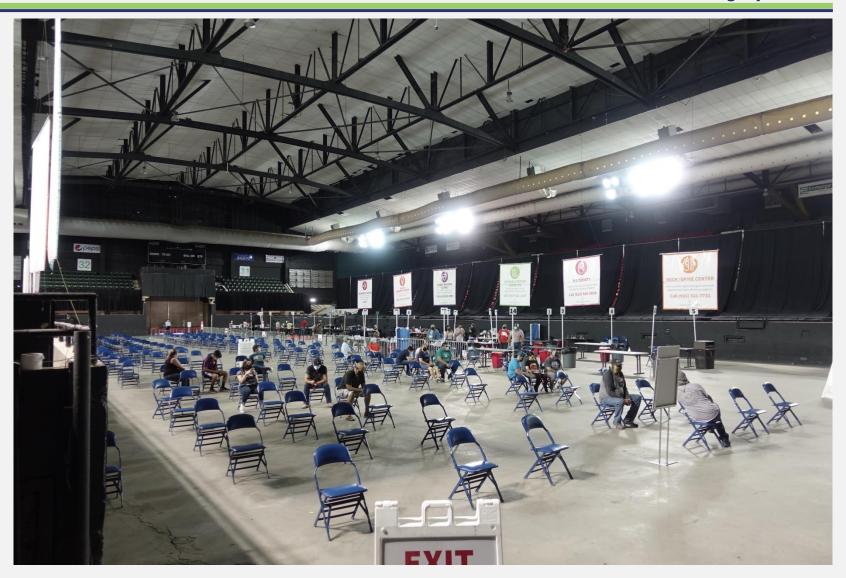


Storage is provided on one wing off the SE corner of the Coliseum. Propose reconfiguring this storage area to be larger, more easily accessed, with higher ceiling.

The Event Floor is adequately sized for rodeos, family and ice shows, concerts and similar large-scale public events. The lack of retractable seating makes the floor less useful for exhibitions and flat floor events. Suggest replacing the first four rows of seats with 6 or 7 rows of telescoping seating that would create more flexibility for sports, concerts, and flat floor events.

Also suggest removal of acoustical tile ceiling and replacement with fixed acoustical panels more in keeping with arena design.

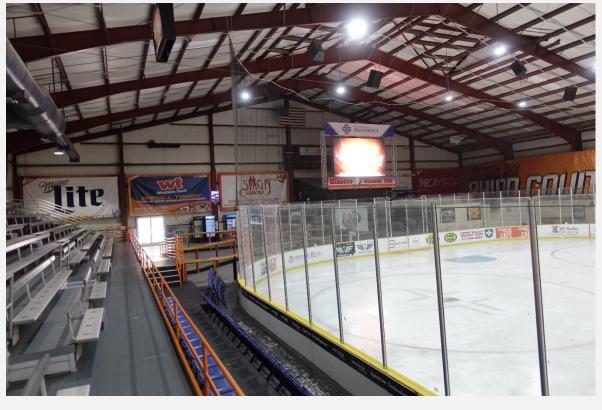
Also suggest adding a horizontal rigging beam with intermediate purlins at each truss line



Condition Analysis: Coliseum Campus External Buildings

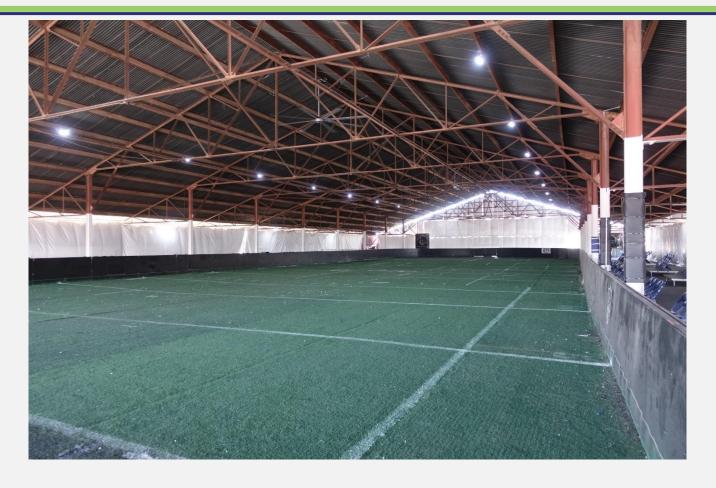






The Events Center, which has a full-time ice sheet, has been fitted out and works reasonably well as a venue for a local minor league hockey team. It would benefit most from a second ice sheet, which could be located directly to the west, replacing the pavilion in that location.





This pavilion, located directly west of the Events Center, could serve as the location for a second ice sheet connected to the Events Center. This would create more ice time for youth hockey, public skating, figure skating, as well as help build community participation and support for minor league hockey.







A nondescript building on the outside, the Judging Arena has about 500-600 seats. An overall building upgrade should address guest comfort and safety, climate control, building thermal comfort and performance, lighting, and AV/technical systems. The resulting venue could serve multiple purposes (wrestling, martial arts, cheer, etc).







The Sherman Barn, south of the Coliseum, includes rough stone walls, arched openings, and a stepped roof. We propose this venue be repurposed as a small-scale music venue, which will be expanded upon in the recommendations section.







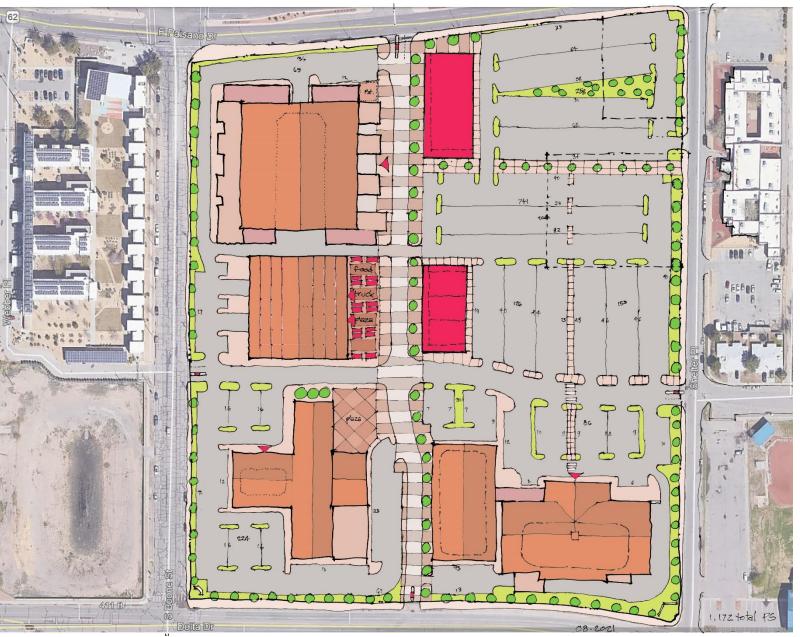
The Coliseum site is characterized by asphalt paving. A more thoughtful approach to parking, drive lanes and landscaping could create a more orderly, organized campus without reducing parking capacity. Recommendation is for a comprehensive campus development plan creating pedestrian zones and routes, and organizing parking and traffic.

Site - General

The diagram at right shows a reimagined Coliseum campus. A central Midway organizes the site and buildings, and creates development pads for restaurant/retail and mixed use. Pedestrian routes are organized, leading to major destinations within the campus. And activity zones are created along the Midway for food trucks, festivals, outdoor exhibits, and the like, while keeping loading and service traffic mainly confined to the south and west periphery of the site.

The specifications of this design will be expanded upon in the recommendations.

CONVERGENCE DESIGN



Ascarate Park

Ascarate Park

Ascarate Park is a centerpiece of El Paso. With more than 400 acres of green space, park offerings include two pools, a lake, an 18-hole golf course, sports fields, multiple playgrounds, and a firefighter training academy building.

Each year, the park hosts a variety of events, including, but not limited to, fishing tournaments, charity walks/runs, various festivals, drive-in movie nights, and national holiday celebrations.

According to El Paso County Parks and Recreation, the county hosted 58 events that hosted more than 77,000 guests in 2018.



Ascarate Park Master Plan Concept

Initiated in 2020, the El Paso County
Parks and Recreation Master Plan
establishes clear needs and goals to
further meet the recreational needs of
county residents via infrastructure
improvements and programming.
Vision concepts were drafted for both
Ascarate Park (pictured) and the El
Paso County Sportspark.

Notable features of the Ascarate Park vision include an amphitheater (Lot M), events lawn (Lot G), and a retail and dining center (Lot O).



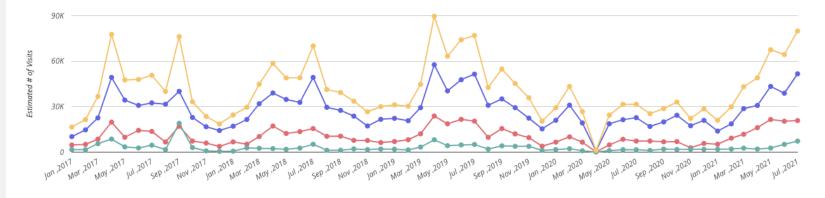
Ascarate Park Visitation Jan 1, 2017 – August 6, 2021

During the last 4.5 years, Ascarate Park has attracted an estimated 2.3 million visits from 262,000 visitors. 64% of all visits came from within 10 miles of the park. Local visitors are estimated to have visited more than nine times during the period shown on average, implying approximately one trip every 183 days.

From 2017 through 2019, visitation was consistently higher between May and October, with local visitation outpacing visitation from beyond 10 miles.

Other than a steep decline in visitation during 2020, the venue is recovering well from COVID-19, with visitation steadily increasing month-to-month since January 2021. Total visitation during July 2021 was the second-highest of the shown period.

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Ascarate Park

January 1, 2017 - August 6, 2021

| Visitor Origins by Distance | Est. Number of Customers | Percent of Total Customers | Est. Number of Visits | Percent of Total Visits | Avg. Visits per Customers |
|----------------------------------|-----------------------------|-------------------------------|--------------------------|----------------------------|------------------------------|
| Locals - Within 10 Miles | 167,700 | 64% | 1,540,000 | 67% | 9.15 |
| Locals - Between 10 and 25 Miles | 65,900 | 25% | 584,500 | 26% | 8.87 |
| Long Distance - Beyond 25 Miles | 28,700 | 11% | 167,000 | 7% | 5.82 |
| Total Visits | 262,300 | 100% | 2,291,500 | 100% | 6.22 |

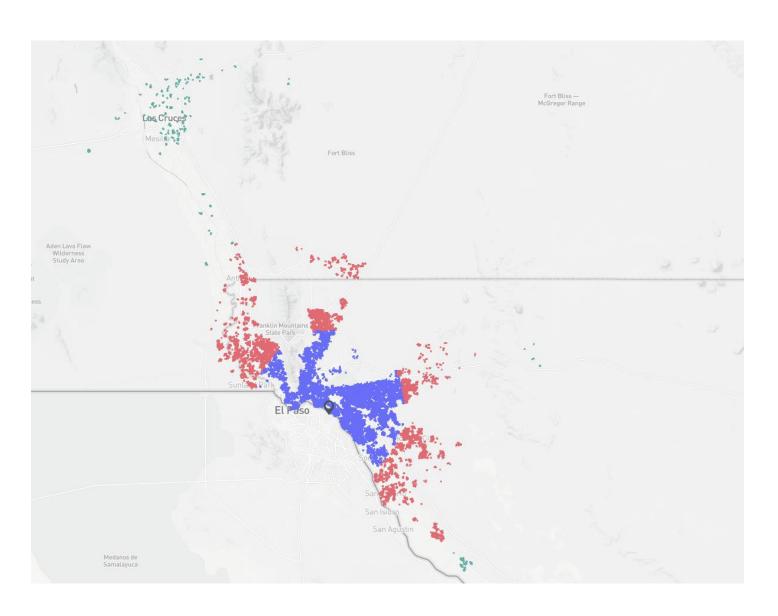
Source: Placer.ai

Ascarate Park Visitation Map

Ascarate Park has attracted most of its visitors from within a 10-mile radius, like the Coliseum. Furthermore, the largest group of visitors outside of this radius are also from Las Cruces. However, visitation to the park spans a much larger and more diverse geographic region. There is a greater number of visitors to Ascarate Park from major markets, including Phoenix, Dallas, Austin, San Antonio, and Houston. Given the distance, visitation from these cities is most likely for specific events hosted at the park and therefore less frequent than local visitation.

Other cities with consistent visitation from beyond ten miles are the following:

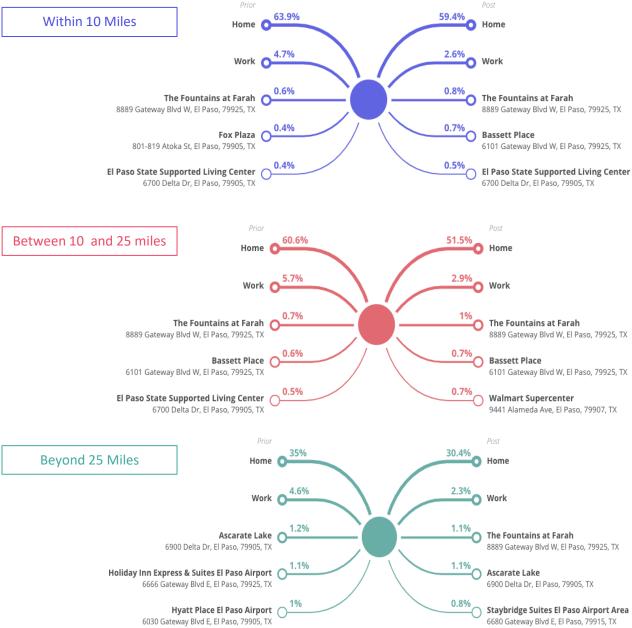
- Odessa, Texas
- Midland, Texas
- Lubbock, Texas
- Alamogordo, New Mexico



Ascarate Park Before & After

The charts shown here illustrate the most popular places visitors come from and go to while visiting Ascarate Park.

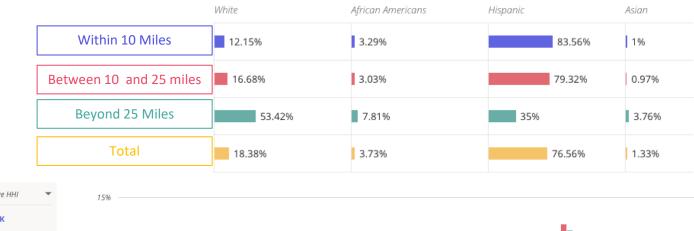
While all distances have the majority of visitors coming to/from home and work, those within 25 miles comprise approximately 60%. The Fountains at Farah shopping center is another popular destination for visitors, as there is a lack of food, beverage, and retail in the surrounding area.

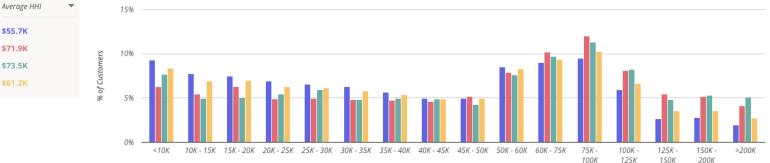


Ascarate Park Demographics

Ascarate Park's visitors are also majority Hispanic. Just as the Coliseum hosts many Hispanic concerts and events, a potential amphitheater at the park should do the same.

Visitors from within ten miles have an average household income greater than the county and city average, like the Coliseum, however, the average here is lower at \$56,000. The \$75,000 to \$100,000 bracket is the most typical for visitors to Ascarate park, but by a smaller margin than the Coliseum. The distribution here is like the Coliseum but has a slightly greater concentration of lower income.





Chapter 2: Economic, Demographic, and Tourism Analysis

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Regional Overview

El Paso is located on the western border of Texas. El Paso is not located near any other major Texas cities. The city is a one-hour drive south of Las Cruces, New Mexico, and adjacent to Juárez, México. The Mexican population makes up an important demographic in the local economy and is important to keep in mind for this study.

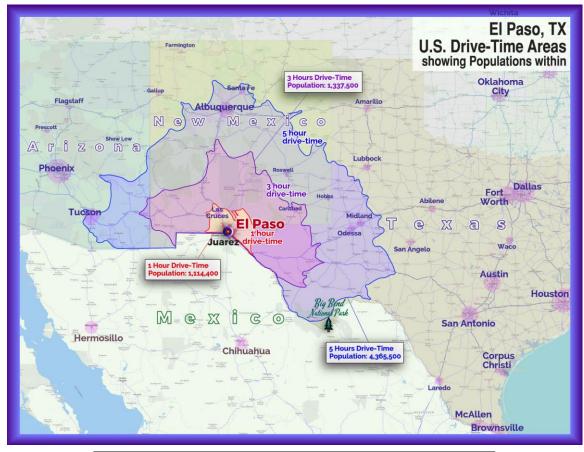


US Regional Drive Times

The population is 1,114,366 within a one-hour drive time from downtown El Paso. When expanded to a three-hour drive-time, the population grows to 1,337,461, and grows to 4,365,505 within five hours.

Las Cruces lies within the one-hour drive-time range. No major cities lie within the three-hour range. Within the five-hour range are Tucson, AZ, Albuquerque, NM, and Midland, TX. It is difficult for residents of other major Texas cities to visit El Paso due to the distance.

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| | Drive Time Demographics | | | | | | | |
|-------------------------|-------------------------|-----------|-----------|--|--|--|--|--|
| Distance | 1-Hour | 3-Hour | 5-Hour | | | | | |
| Population | 1,114,366 | 1,337,461 | 4,365,505 | | | | | |
| Households | 368,442 | 459,869 | 1,630,113 | | | | | |
| Median Household Income | \$47,531 | \$46,790 | \$53,952 | | | | | |
| Median Home Value | \$150,198 | \$148,743 | \$199,815 | | | | | |
| Median Age | 33 | 34 | 37 | | | | | |

Population



| Population and Growth Rates | Popu | lation | and | Growth | Rates |
|-----------------------------|------|--------|-----|--------|-------|
|-----------------------------|------|--------|-----|--------|-------|

| | | Population | | | |
|---|-------------|-------------|-------------|----------------|-------------|
| | 2000 | 2010 | 2020 | 2025 Projected | 2010 - 2020 |
| United States | 281,421,906 | 308,745,538 | 333,793,107 | 346,021,282 | 8.1% |
| Texas | 20,851,820 | 25,145,561 | 29,806,340 | 32,172,745 | 18.5% |
| El Paso Metropolitan Statistical Area + Ciudad Juárez | 1,905,966 | 2,138,123 | 2,402,394 | 2,544,965 | 12.4% |
| El Paso Metropolitan Statistical Area | 682,966 | 804,123 | 883,394 | 918,965 | 9.9% |
| El Paso County | 679,622 | 800,647 | 879,919 | 915,399 | 9.9% |
| El Paso | 567,999 | 649,253 | 702,073 | 726,252 | 8.1% |

Source: U.S. Census Bureau, Various

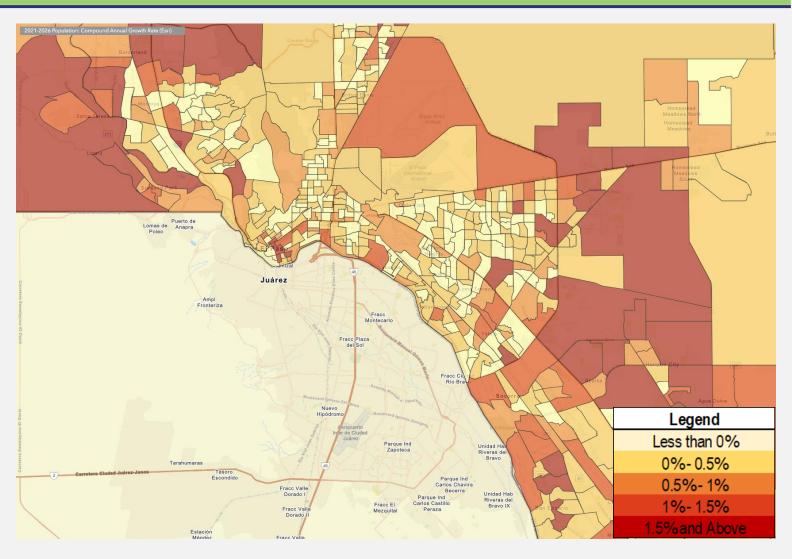
The population of El Paso has increased significantly in recent years. Since 2010, the population of the City of El Paso has increased 8.1%, while El Paso County and the El Paso MSA both increased 9.9%. The population of the State of Texas has grown immensely in the past decade and is showing no sign of slowing down. These figures, other than the city of El Paso, are above the national average of 8.1%. It is important to note that there is a strong population of Mexican nationals living and working in El Paso and the surrounding area. Ciudad Juárez, El Paso's neighbor immediately to the south of the city, is also experiencing strong population growth. Population growth not only in El Paso but also the surrounding region is a strong metric indicating the growth of the market as a whole.

Population Growth Trend



The adjacent map details the projected annual growth rate from 2020 to 2025. There is very little growth in the region, with the highest growth bracket being over 1.5%. Regions with the highest expected growth include downtown El Paso, areas are concentrated in downtown El Paso, eastern El Paso County, and west into New Mexico.

Projected growth areas are significant in determining where potential visitors to the Project will come from and where marketing efforts should be made.



Income & Spending



| Income | , Spending and | d Other Demog | raphic Data |
|--------|----------------|---------------|-------------|
|--------|----------------|---------------|-------------|

| Category | United States | Texas | El Paso County | El Paso |
|---|---------------|------------|----------------|-----------|
| Homeownership rate, 2015-2019 | 64.0% | 62.0% | 61.1% | 58.9% |
| Median value of owner-occupied housing units, 2015-2019 | \$217,500 | \$172,500 | \$121,500 | \$127,400 |
| Persons per household, 2015-2019 | 2.62 | 2.85 | 3.06 | 2.97 |
| Median household income, 2015-2019 | \$62,843 | \$61,874 | \$46,871 | \$47,568 |
| Persons below poverty level, percent | 10.5% | 13.6% | 18.8% | 19.1% |
| Total employment, 2019 | 132,989,428 | 11,104,054 | 244,644 | N/A |
| Total employment, percent change, 2018-2019 | 1.6% | 2.9% | 0.8% | N/A |

Source: U.S. Census Bureau

El Paso County has the lowest median home values shown above with El Paso being a close second. This demonstrates high affordability of housing in the area. However, El Paso also has a lower homeownership rate, median household income, and poverty rate than the state—wide and national average. These statistics will be especially helpful when analyzing the feasibility and pricing of events at the Coliseum and a potential new Amphitheater development.

Employment

El Paso County has a diverse and strong employment base that spans several different industries. The top industry is health care and social assistance, which can be attributed to the abundance of medical facilities in the area.

Retail trade and accommodation and food services are the other major industries in El Paso County.

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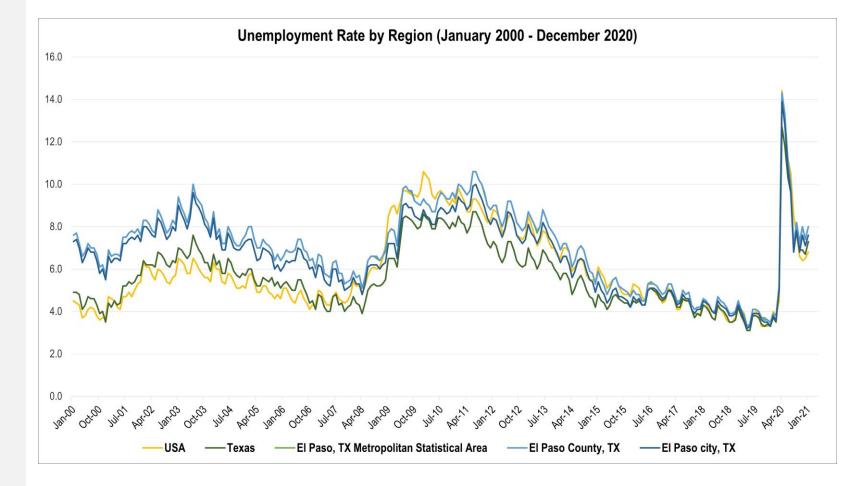
| El Paso County Employment by Industry - 2019 | | | | | |
|--|------------------|------------|--|--|--|
| | | Percentage | | | |
| Description | Employees | of Total | | | |
| Total employment (number of jobs) | 458,651 | 100% | | | |
| By type | | | | | |
| Wage and salary employment | 361,393 | 78.79% | | | |
| Proprietors employment | 97,258 | 21.21% | | | |
| By industry | | | | | |
| Nonfarm employment | 457,697 | 99.79% | | | |
| Farm employment | 954 | 0.21% | | | |
| Private nonfarm employment | 359,948 | 78.48% | | | |
| Health care and social assistance | 50,806 | 11.08% | | | |
| Retail trade | 46,432 | 10.12% | | | |
| Accommodation and food services | 39,353 | 8.58% | | | |
| Administrative and support and waste management and remediation services | 35,943 | 7.84% | | | |
| Construction | 28,757 | 6.27% | | | |
| Transportation and warehousing | 25,941 | 5.66% | | | |
| Other services (except government and government enterprises) | 25,134 | 5.48% | | | |
| Finance and insurance | 19,260 | 4.20% | | | |
| Manufacturing | 19,066 | 4.16% | | | |
| Real estate and rental and leasing | 16,893 | 3.68% | | | |
| Professional, scientific, and technical services | 15,615 | 3.40% | | | |
| Wholesale trade | 14,321 | 3.12% | | | |
| Educational services | 5,908 | 1.29% | | | |
| Arts, entertainment, and recreation | 5,731 | 1.25% | | | |
| Information | 5,617 | 1.22% | | | |
| Management of companies and enterprises | 2,663 | 0.58% | | | |
| Utilities | 1,565 | 0.34% | | | |
| Mining, quarrying, and oil and gas extraction | 522 | 0.11% | | | |
| Forestry, fishing, and related activities | 421 | 0.09% | | | |
| Government and government enterprises | 97,749 | 21.31% | | | |
| Federal civilian | 12,826 | 2.80% | | | |
| Military | 28,316 | 6.17% | | | |
| State and local | 56,607 | 12.34% | | | |
| State government | 10,214 | 2.23% | | | |
| Local government | 46,393 | 10.12% | | | |
| Source: Bureau of Economic Analysis, Hunden Strategic Partners | | | | | |

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Unemployment

Since 2016, unemployment rates in the state, county, and city of El Paso have closely tracked that of the entire U.S.

This has stayed true during the COVID-19 pandemic. As of 2021, unemployment in the state, county, and city are slightly higher than the national average, between seven and eight percent.



Major Employers

The top three employers in El Paso are Fort Bliss, the El Paso Independent School District, and the Ysleta Independent School District.

Only three of El Paso's top employers are privately-held companies. However, several large private companies such as Amazon have announced plans to bring jobs to El Paso.

Located northeast of downtown and adjacent to the El Paso International Airport, Fort Bliss is the largest economic driver of employment by a significant margin with more than 47,000 military and citizen employees.

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| El Paso Major Employers | | | | | |
|---|----------------------------|------------------------|--|--|--|
| Company Name | Industry | Number of Employees | | | |
| Fort Bliss | Government | 47,316 | | | |
| El Paso Independent School District | Education | 8,380 | | | |
| Ysleta Independent School District | Education | 7,602 | | | |
| City of El Paso | Government | 5,484 | | | |
| T&T Staff Management L.P. | Employment Services | 5,348 | | | |
| Tenet Hospitals Ltd. | Healthcare | 5,100 | | | |
| Socorro Independent School District | Education | 5,039 | | | |
| El Paso Community College | Education | 3,089 | | | |
| El Paso County | Government | 2,892 | | | |
| University Medical Center | Healthcare | 2,858 | | | |
| Alorica | Customer Service | 2,500 | | | |
| Bureau of Customs - Border Patrol Division | Government | 2,408 | | | |
| El Paso Healthcare System, Ltd. | Healthcare | 2,300 | | | |
| University of Texas at El Paso | Education | 2,276 | | | |
| Automatic Data Processing, Inc. | Management Services | 1,774 | | | |
| Dish Network | Technical Support Center | 1,750 | | | |
| Total | | 106,116 | | | |
| Source: El Paso County Economic Development | | | | | |

Education

There are three colleges and universities in El Paso area. All three of these institutions are located within a short drive from the city. The two major universities include The University of Texas at El Paso (UTEP) and El Paso Community College. It is also important to note that New Mexico State University (NMSU) of Las Cruces, New Mexico is located 42 miles north of the city. NMSU's Las Cruces campus is home to approximately 14,000 students.

The educational attainment data among the population in El Paso County and El Paso shows that the area is slightly below the national average.

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Educational Attainment - 2019

| | | | El Paso | |
|------------------------------|----------------------|-------|---------|---------|
| Population Age 25+ | United States | Texas | County | El Paso |
| Did Not Complete High School | 10.1% | 15.3% | 21.5% | 19.7% |
| Completed High School | 26.9% | 25.2% | 23.7% | 23.0% |
| Some College | 20.0% | 21.2% | 23.2% | 24.0% |
| Completed Associate Degree | 8.6% | 7.5% | 8.2% | 8.2% |
| Completed Bachelor Degree | 20.3% | 20.0% | 15.8% | 16.7% |
| Completed Graduate Degree | 12.8% | 10.8% | 7.6% | 8.4% |

Source: U.S. Census Bureau

El Paso Area Colleges & Universities

| | 14 0000 | Distance from | Highest | |
|--|----------|---------------|----------------|------------|
| Institution | Location | 79901 (miles) | Degree Offered | Enrollment |
| The University of Texas at El Paso | El Paso | 1.3 miles | Doctorate | 25,177 |
| Texas Tech University Health Sciences Center-El Paso | El Paso | 3.6 miles | Doctorate | 765 |
| El Paso Community College | El Paso | 7.2 miles | Associate | 29,080 |
| Total | | | | 55,022 |

Source: National Center for Education Statistics

In the News



New residential and commercial developments will strengthen city- and county-wide growth as well as performance of the Coliseum and a potential Amphitheater development:

- Amazon is planning to open a distribution center in El Paso, which is estimated to create 750 new jobs.
- An unnamed company with a "significant" number of employees has had plans approved for a facility on 44 acres of land in West El Paso.
- Single-family residential housing prices are at record highs as buyers continue to outbid each other.
- Local billionaire Paul Foster has announced plans to break ground on a "huge" residential community in Northeast El Paso.
- Hotel Paso del Norte, an impressive historic building in downtown El Paso, has been refurbished at a cost estimated to be well over \$100 million.
- The historic El Paso Hilton has been renovated to become the Plaza Hotel Pioneer Park.
- Construction has begun on a \$17 million low-income apartment complex. This is part of a \$1 billion program to reinvigorate the city's public housing.
- The iconic Blue Flame office building in downtown has been renovated to accommodate 120 low-income apartment units in a \$52 million project.

Tapestry Segmentation



HSP performed a tapestry segmentation analysis which classifies neighborhoods using 67 unique segments based not only on demographics but also socioeconomic characteristics.

The five largest segments for El Paso are Southwestern Families, Up and Coming Families, Forging Opportunity, Urban Edge Families, and Home Improvement. The top three segments are profiled in more detail on the following slides.

Understanding the segmentation profile of the El Paso market helps to determine the capturable market groups of the future arena.

| Rank | Name | Percent | Cumulative Percent |
|------|-----------------------------|---------|-----------------------|
| 1 | Southwestern Families (7F) | 31.5% | 31.5% |
| 2 | Up and Coming Families (7A) | 13.9% | 45.4% |
| 3 | Forging Opportunity (7D) | 7.7% | 53.1% |
| 4 | Urban Edge Families (7C) | 5.8% | 58.9% |
| 5 | Home Improvement (4B) | 3.4% | 62.3% |
| | Subtotal | 62.3% | |

Tapestry Segmentation - Cont'd

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- Southwestern Families make up nearly 31.5% of the El Paso market, nearly one-third of the area.
- Most spending is focused on the family and at-home entertainment. Marketing will have to focus on differentiating events enough that this demographic will buy tickets.
- Many of these households speak limited English or only Spanish.



LifeMode Group: Sprouting Explorers

Southwestern Families



Households: 1,021,400

Average Household Size: 3.20

Median Age: 34.6

Median Household Income: \$30,400

WHO ARE WE?

Residents in these neighborhoods are young families primarily located in the Southwest. Children are the center of households that are composed mainly of married couples with children and single-parent families. Grandparents are caregivers in some of these households. Many are limited English speaking households. Much of the working-age population is employed in blue-collar occupations, specializing in skilled work, as well as building maintenance and service jobs. Spending is focused on the family and at-home entertainment.

OUR NEIGHBORHOOD

- A family market: Married couples with kids, single parents, and grandparents head these households.
- Average household size is higher at 3.20 (Index 124).
- Many residents were born abroad (Index 242); many households have residents who speak only Spanish (Index 569).
- Over 45% of householders rent single-family homes within a mix of urban city centers and the suburbs in metropolitan areas.
- Neighborhoods are older; most of the homes constructed prior to 1970.
- Nearly 70% of all households have one or two vehicles available.

SOCIOECONOMIC TRAITS

- While close to 32% have attended or graduated from college, nearly 40% did not complete high school, which has limited their employment prospects.
- Labor force participation is at 52% (Index 84).
- Most households receive income from wages or salaries; 35% receive contributions from Social Security; 12% from Supplemental Security Income.
- While budget-conscious consumers, they are also mindful of quality and attentive to environmental concerns in their purchasing decisions.
- Often, purchase decisions are based on how a product may improve or organize their lives.

Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.



Tapestry Segmentation - Cont'd

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- Up and Coming Families make up 13.9% of the El Paso market.
- This group is comprised of younger, educated families with abovemarket average household incomes.
- This group will have more discretionary income for entertainment than Southwestern Families but are still very wary of prices.



LifeMode Group: Sprouting Explorers

Up and Coming Families



Households: 2,901,200

Average Household Size: 3.12

Median Age: 31.4

Median Household Income: \$72,000

WHO ARE WE?

Up and Coming Families is a market in transition—residents are younger and more mobile than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country.

OUR NEIGHBORHOOD

- New suburban periphery: new families in new housing subdivisions.
- Building began in the housing boom of the 2000s and continues in this fast-growing market.
- Single-family homes with a median value of \$194,400 and a lower vacancy rate.
- The price of affordable housing: longer commute times (Index 217).

SOCIOECONOMIC TRAITS

- Education: 67% have some college education or degree(s).
- Hard-working labor force with a participation rate of 71% (Index 114).
- Most households (61%) have 2 or more workers.
- Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by others' opinions.
- · Seek the latest and best in technology.
- Young families still feathering the nest and establishing their style.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Segmentation - Cont'd

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- The Forging Opportunity segment makes up 7.7% of the El Paso market.
- This segment is comprised of younger families that do not have extensive formal education.
- These families are extremely hesitant to spend money on entertainment activities.



LifeMode Group: Sprouting Explorers

Forging Opportunity

Households: 1,289,900

Average Household Size: 3.62

Median Age: 28.9

Median Household Income: \$38,000



WHO ARE WE?

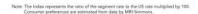
Family is central within these communities, bringing rich traditions to these neighborhoods in the urban outskirts. Dominating this market are younger families with children or single-parent households with multiple generations living under the same roof. These households balance their budgets carefully but also indulge in the latest trends and purchase with an eye to brands. Most workers are employed in skilled positions across the manufacturing, construction, or retail trade sectors.

OUR NEIGHBORHOOD

- Family market; over a third of all households are married couples with children, with a number of multigenerational households and single-parent families; household size is higher at 3.62.
- While most residents live in single-family homes, almost 10% of householders reside in mobile home parks.
- Homes are owner occupied, with slightly higher monthly costs (Index 103) but fewer mortgages (Index 83).
- Most are older homes, nearly 60% built from 1950 to 1989.
- Most households have one or two vehicles; many commuters car pool or walk to work (Index 145).
- Forging Opportunity residents live within the urban periphery of larger metropolitan areas across the South and West.

SOCIOECONOMIC TRAITS

- While a majority finished high school, over 40% have not (Index 321).
- Labor force participation is slightly lower at 61%.
- More than one in four households is below the poverty level (Index 183).
- Residents balance their budgets carefully by spending only on necessities and limiting activities like dining out.
- Many have no financial investments or retirement savings, but they have their homes.





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Mexican Interplay in El Paso



An important characteristic of the El Paso tourism market is the presence of Mexican-nationals who cross the border to visit or work in El Paso. Visitation from Mexico has a significant impact on the local economy, events at the Coliseum, and events at a potential Amphitheater in Ascarate Park. Visit El Paso conducted a study to research this impact for visitation in 2019. Key findings include the following:

- Trips from Mexico to El Paso are shorter and more frequent than trips from Mexico to other cities in Texas.
 - On average, Mexicans spend 1.96 nights in El Paso on their trips, while the state-wide average is 2.33 nights. Overnight trips are more common from Chihuahua visitors than Juárez visitors.
 - More than 50% of overnight trips to El Paso are one or two nights.
 - Overnight visitation for 2019 was 2.30 times per year, on average. The state-wide average was 1.44 times per year.
 - 60% of El Paso trips from Mexico are booked 0-13 days prior, whereas only 39% of total Texas city visits are booked in the same time frame.
- The months with the highest visitation from Mexico to El Paso in 2019 were April, July, and December. April visitation spikes likely coincide with Easter, December visitation is likely linked to the holiday season, and July is likely the peak summer travel season.
- A survey indicated that the most popular reasons for trips to El Paso from Mexico in 2019 were shopping, getaway weekends, and vacations, respectively.
- Mexican visitors to El Paso spend approximately \$1,400 in the city, \$300 less than the state average.

Tourism & Attractions

Tourism Overview









Gaining an accurate assessment of how El Paso's attractions serve the local, greater regional population, and international tourists is important. El Paso and the greater region is unlike any other. It is, both, a singular market, and also separated by an international border and state lines. The metropolitan area and tourism market, with 940,000 people (including 75,000 in southern Dona Ana County, NM), and over one million U.S. residents when including the Las Cruces urbanized area.

Across the Rio Grande and the international border, the population of Juarez, Chihuahua, Mexico, is approximately 1.6 million. Together, they create the 2nd largest binational metropolitan area on the U.S.-Mexican border, after San Diego-Tijuana.

More significantly, because the two cities are more economically and culturally closely-tied to one another than their West Coast counterparts, the two cities create a single bilingual and binational workforce, the *single largest* in the Western Hemisphere, at 2.7 million people.

Tourism Overview









Greater El Paso-Juárez-Las Cruces exemplifies the greater region's unique culture that combines Texas and Mexican elements, which drives tourism domestically from both the U.S. and Mexico.

This aspect of El Paso's tourism is unique in that its marketing efforts vary greatly depending on a given region/demographic. Destination El Paso reported that marketing efforts for domestic tourism are now placing greater emphasis on the city's plethora of outdoor recreation, such as the Hueco Tanks Historic Site. Simultaneously, many of El Paso's Mexican-national tourists often visit the city for casual, everyday errands. Therefore, marketing efforts emphasize retail and entertainment venues in El Paso.

Understanding the tourism draws of the area are critical in assessing the viability and success of the project as strong tourism will support the Coliseum's renovations and proposed Amphitheater.

A Changing Demographic

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Besides the usual tourist attractions that draw families, an emerging trend has been that younger generations, now entering their teen, college, and young adult years, is much more interested in finding authenticity in their hometowns and travel destinations. This includes turning away from traditional shopping centers and discovering a local culture and meaningful merchandise that has been preserved in family stores, historic buildings, and unique locally-owned restaurants and eateries.

One significant benefit of El Paso not becoming a technology or energy-driven southern boomtown, replacing older neighborhoods with corporate glass box data centers is that the local customs and cultures have remained true in neighborhoods all over the city.

El Centro is being re-discovered as one such node of exploratory experience-driven retail and "foodie" tourism. El Paso is well-balanced between modern city amenities and plenty of old-world traditional neighborhoods from every era of the past 150 years.







Social Media Dot-Map



This dot map shows where people "Tweet" using the social application Twitter. Red dots represent visitors or tourists, and blue dots represent messages sent by locals. We can use this map to show where visitors tend to go when in town. The airport, full of red dots, is the node just northwest of Cielo Vista. The The most activity takes place along I-10, downtown, at the UTEP campus, and at large shopping malls. Restaurants and hotels are common places that people send Tweets.

The Project Site is in a less-visited location (although there are some red tourist dots shown), indicating that there are not many restaurants, hotels, and attractions in the area. The area is cut off by a large industrial tract to the north. It is not essential for amphitheaters to be in the center of visitor activity, but it helps attract touring shows and augment ticket sales if customers know that they can dine out, see other attractions, and stay near the concert site.

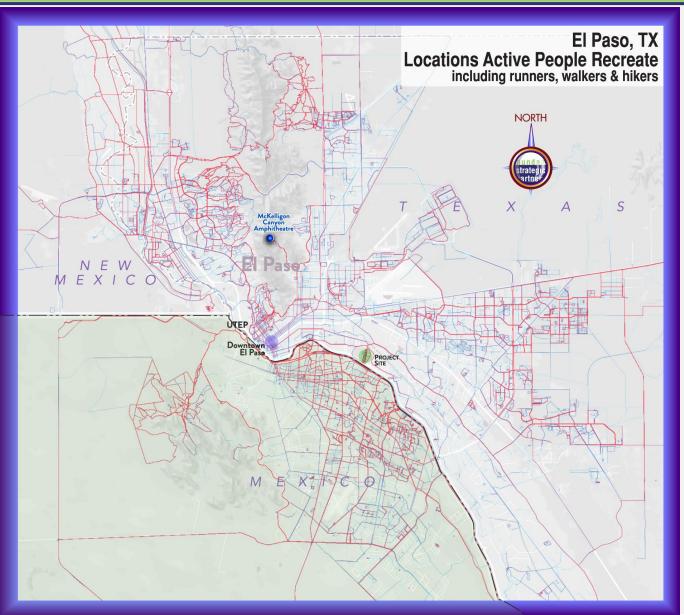


Active Routes of Runners, Walkers and Hikers



Strava.com provides a global heatmap of where runners, walkers, hikers, and winter activities take place. The idea is to show where website users feel safe to run or walk, especially for visitors, as well as tally the total distance of their activity. Franklin Mountain State Park can be seen at the top center as being very active.

HSP is using this map to show how connected and attractive certain areas are to a demographic that is attractive to ticket-buyers for concerts. The Project Site is in an area that appears to be somewhat outside of the area's more attractive public recreation areas, although, like the previous dot map, there is a good deal of activity within the park itself. The site is disconnected from most residential areas by an impenetrable industrial complex and rail yards north of the Site. Linear park trails that link active citizens from residential areas and trails to Ascarate Park would help bridge the gulf that is clearly shown in this map.



Attractions



| El Paso Area Most Visited Attractions - 2019 | | | | | | | | | |
|--|---|-------------------|--------------------|-----------------------------|-----------------------|--|--|--|--|
| Rank | Name | 2019 Customers | 2019 Visitation | Avg. Visits Per Customer | Type of Attraction | | | | |
| 1 | Cielo Vista Mall | 1,320,000 | 8,370,000 | 6.34 | Retail | | | | |
| 2 | Bassett Place | 1,140,000 | 7,360,000 | 6.43 | Retail | | | | |
| 3 | Southwest University Park | 322,200 | 704,300 | 2.19 | Baseball Stadium | | | | |
| 4 | Speaking Rock Entertainment Center | 182,100 | 1,490,000 | 8.17 | Multi-Use Event Venue | | | | |
| 5 | County Coliseum | 275,000 | 554,200 | 2.02 | Multi-Use Event Venue | | | | |
| 6 | San Jacinto Plaza (Winterfest) | 210,400 | 243,900 | 1.16 | Festival | | | | |
| 7 | Scenic Drive - Overlook | 102,400 | 137,700 | 1.34 | Viewing Point | | | | |
| 8 | Events Center Ice Rink | 94,700 | 228,600 | 2.41 | Hockey Rink | | | | |
| 9 | Ascarate Park | 222,300 | 609,300 | 2.74 | Park | | | | |
| 10 | El Paso Zoo | 181,500 | 231,000 | 1.27 | Zoo | | | | |
| mental southerns. | Source: Placer.Ai, TripAdvisor, Visit El Paso, Various Visitation numbers are estimates based off of geo-fencing data | | | | | | | | |

HSP utilizes geo-fencing technology to identify the most visited attractions in a given city or area. These attractions are then ranked by visitation as well as tourism significance. The top ten most visited attractions for the El Paso area for the 2019 year are detailed in the table above.

The top visited attraction in El Paso based on the geo-fencing analysis are Cielo Vista Mall, Bassett Place, and Southwest University park.

Attractions







Cielo Vista is a two-story super-regional indoor shopping mall featuring Macy's and two Dilllard's, plus the Apple Store, and 140 others. It is generally regarded as the busiest mall between the Metroplex and Phoenix, recording ten million annual visits. Next to it, the newer two-level "power-town center" outdoor retail restaurant complex has 500,000 sq feet, 78 stores, including a Ruth's Chris Steakhouse and trendier eateries.



Bassett Place

As the city's first mall, built in 1962, Bassett Place has received several renovations to keep it as current as possible. It has a Costco, Kohl's, Target, and about 50 other stores and eateries. Also, a 17-screen cinema complex with an IMAX screen. The mall receives much competition from nearby Cielo Vista Mall and The Fountains at Farah but has remained competitive (barely) because of its different anchor stores. The small interior stores are fewer national chains and more local independent shops and services.



Southwest University Park

The home of the El Paso Chihuahuas, the city's AAA baseball team, is an exceptionally beautiful ballpark that has accumulated awards, such as Best New Ballpark in 2014, and "Best View in the Minors" in 2018. Amenities include a full-service restaurant, luxury VIP suites, and rentable event areas. The park also hosts live music and entertainment events throughout the year.

Attractions (Continued)





Speaking Rock Entertainment Center

Opened in 2016, The Speaking Rock Entertainment Center is a multi-use entertainment venue that offers gaming, food, and live performances. As such, the venue is only open to those 21 years old and over.



El Paso County Coliseum

Built in 1942, the Coliseum is a cultural center of El Paso. Originally built to support a rodeo and livestock show, the venue now hosts concerts, festivals, trade shows, and more. The Coliseum has provided years of entertainment for generations of El Pasoans and visitors alike.



San Jacinto Plaza (El Paso Winterfest)

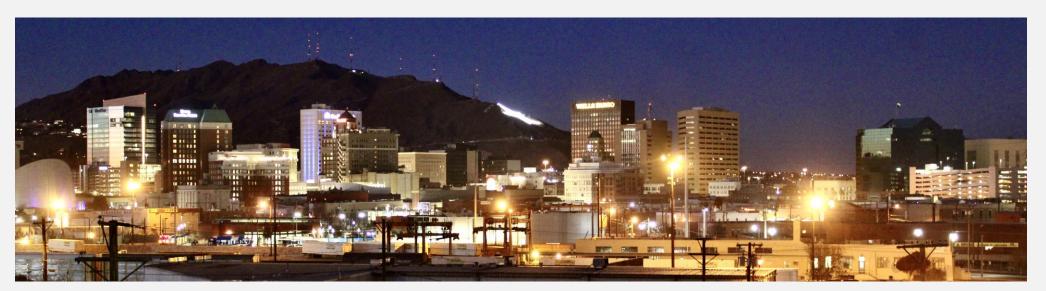
El Paso Winterfest is the city's largest annual event. This month-long festival is held in the Downtown Arts Festival Plaza and features food, shopping, and entertainment. In 2019, more than 23,000 guests used the festival's ice rink and the festival produced more than \$300,000 in gross revenue.

Implications



The city of El Paso and the metro region area has continued to experience population growth that is projected to continue into the foreseeable future. With this growth HSP expects there to be a sizeable need for a more diverse mix of large-city amenities, including entertainment, meeting facilities, sports, recreation options, and stand-out tourism draws for its residents, sizeable university population, and visitors.

Big business such as Amazon are expected to open facilities in and around El Paso county. There is also a strong pipeline for residential and hospitality development. The combination of the in-migration of new business, residential development, and hospitality development/renovation will drive population growth and tourism opportunities. Furthermore, Mexican-nationals visit El Paso more times each year than Texas as a whole, on average. It is critical that El Paso County continues to attract visitation and tourism dollars from this demographic via existing tourism infrastructure, the Coliseum, and potentially a new Amphitheater at Ascarate Park.



Chapter 3: Arena and Amphitheater Industry Trends

The Return of Live Events

As the world begins to recover from the COVID-19 pandemic, the live events industry is recovering quickly. Many people, especially younger demographics, are eager to return to live entertainment events such as concerts and sports. Live Nation, a global entertainment company, recently reported that major tour dates booked for the upcoming year are on pace for recordbreaking numbers.

While demand is clearly returning and in certain cases surpassing pre-pandemic figures, the expectations and organization of live events will look different going forward.

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Arenas

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Arena Industry Trends



Elevated Experience

Elevating the customer experience for in-person events is more important now than ever before. With athome streaming becoming increasingly popular, it is important for live events to create unique experiences for their guests. High-quality production, increased loge experiences, compelling food and beverage offerings, and flexible arena designs that can accommodate a variety of event types are key examples of how live event venues can create value for quests.

Technology

According to Trends
Exchange, virtual events are expected to become a \$770 billion industry by 2030. Live events can capitalize on diverse user preferences by creating self-service kiosks, online food delivery/pickup to individual seats, and comprehensive livestreaming platforms.

Planning Ahead

Guests are eager to return to live events. However, the tendency to buy tickets at the door and play experiences by ear is diminishing. According to a study from Oracle, 50% of people believe pre-planning the day should be a standard feature at events. This can include features such as the ability to pre-order concessions and book on-site experiences before, during, and after events.

Artist Amenities

Expectations for accommodations at venues for touring artists and performers have steadily increased over recent years. Comfortable and luxurious spaces to relax and prepare for shows is a strong consideration for artists when booking events at a given venue. The Coliseum lacks modern artist amenities and has an opportunity to attract and retain additional talent by improving these facilities.

Industry Demand Interviews



The Coliseum lies within a niche of middle market, medium-sized arenas with flexible event space that are concentrated in the southwestern United States. HSP interviewed industry professionals to better understand this market and how the Coliseum compares to other similar properties:

- Shows in secondary markets often "pay the bills," as expenses are typically less compared to major markets and bigger venues often charge a premium. This is true at the Coliseum and drives profitability.
 - Therefore, it is important to maximize capacity for each event based on market demand.
- The market demand for agricultural/livestock events is decreasing. Furthermore, El Paso is a difficult environment to raise livestock in, which is an important factor for the success of these events.
- A common strategy for venues of this size is to have a minor league sports team as a tenant. Demand for these events can be very volatile and have caused issues for similar venues. However, minor league sports tenants can be lucrative if marketed correctly.
- Family shows typically between 2,500 and 10,000 attendees per show and yield high ticket demand. For example, Disney on Ice and Paw Patrol, both of which have played at the Coliseum, can host more than 10 shows during a feature at a specific venue.

Amphitheaters

Industry Trends



The live entertainment industry is constantly evolving and has experience significant changes in the last several years with an increased preference to outdoor events. Technology, fan engagement and increased competition in the entertainment market has led to higher quality experiences for consumers. Some notable trends in the live entertainment market are as follows:

Preference to Outdoor Events. The entertainment industry as a whole has become more focused on outdoor entertainment venues after the COVID-19 pandemic with most people weary to return to enclosed spaces. In response to the pandemic, 10 percent of music venues have permanently closed meaning fewer indoor spaces available. The increasing demand for outdoor live entertainment events is apparent after many cancellations of concerts and music festivals during the past year.

Flexible Design. Entertainment venues are becoming more flexible in their design with creative audience layouts to encourage attendance. Many venues have configurable spaces that increase their ability to program various events and include indoor and outdoor components.

Proximity to Other Entertainment. Entertainment districts often work best when designed within walking distance of an entertainment venue or concert hall. The driving concept for most of these comprehensive districts is to provide a variety of entertainment options all in one place in order to drive repeat visitation within local and regional markets. If a critical mass of options is provided, visitors and residents no longer make plans based on a single destination or concert, but instead will head to the district for the overall experience.

Quality Equipment. The quality and placement of lighting systems, sound and communication systems play a vital role in enhancing the quality of live performances.

Elevated Food and Beverage Experiences. One of the biggest trends in the past 10 years has been an elevation of the quality and variety of food offerings in entertainment industry. Entertainment venues with high-quality food options and good service are becoming highly desirable and are able to capture guests for dinner and entice them to spend their entire night at the venue.

Amphitheaters 101



The amphitheater market has seen significant expansion in the past 10 years with a shift that favors the live outdoor entertainment industry, especially following the COVID-19 pandemic. As the industry begins to reopen, the success of an amphitheater is dependent on a multitude of factors such as the points listed below:

Overall Guest Experience. A seamless experience while attending an outdoor live entertainment event is ultimately what guests are expecting. The right number of staff is essential to ensure customers aren't spending most of their time at the venue waiting for entry, food and beverages, or to use the restroom. Facilities have implemented touchless technology platforms where guests can scan their tickets to gain entry or mobile-order food and beverages with a QR code to counteract labor shortage issues.

Weather Control. In any given region, weather will always play a factor into the success of an outdoor event and the design of the facility needs to prepare for the extremes. Recent outdoor venue developments have incorporated shaded areas and configurations that are able to provide an open-air space with a covered roof. This is essential for places with extreme heat in order to optimize the number of events that can be held.

Accessibility and Parking. A facility that is equipped with a substantial amount of parking readily available in accordance with guest capacity and expected attendance is vital, especially for a drive-in market. An amphitheater should be designed with industry standards considered and an accessible parking lot with ramps on-site, if necessary.

Reasonable Costs. An elevated food and beverage offering experience can be expensive, but it is important that costs throughout the venue reflect the market standard for the given quality. A reasonable reputation will help boast demand for the various experiences offered to make the amphitheater a year-round destination.

Diverse Entertainment Offerings. One of the biggest trends for outdoor entertainment venues is the ability to offer and host various events throughout the year. New developments have designed amphitheaters with the intended use to host a range of events from large outdoor concerts to smaller private events.

New Developments - Amphitheaters

Moody Amphitheater







Location: Austin, TX

Year Open: August 2021

Capacity: 5,000

Notes:

Live Nation Entertainment and C3 Presents partnered with Waterloo Conservancy to bring a new outdoor venue to Waterloo Park. The new amphitheater is an outdoor public and performance space with a shaded stage and 5,000-person capacity. The development of the amphitheater is part of a three-phase project for the Park, with phase 2 beginning in 2022 to complete the 35-acre park system.

Implications:

The Moody Amphitheater is the newest development in Texas located in downtown Austin. The new amphitheater is a musical and outdoor experience built directly into the landscape designed to be flexible, and able to host large-scale productions as well as serving as a publicly accessible park space when not being used for big events.

Huntsville Amphitheater







Location: Huntsville, AL

Year Open: April 2022

Capacity: 8,000

Cost: \$40,000,000

Notes:

The Huntsville Amphitheater owned by Huntsville Venue Group is set to open in April 2022. The new amphitheater is being built in the entertainment development MidCity District behind the Top Golf and Dave & Busters. The state-of-the-art venue intends to have a capacity of 8,000 guests to enjoy live music and event space. The facility's design is unique and inspired by iconic amphitheaters like Red Rocks with an all-seating bowl with vertical lift seating.

Implications:

The Huntsville Amphitheater aims to provide more than just live musical concerts. The space will serve as a year-round experience that will provide daily community building opportunities for local groups, businesses and government organizations to hold both large and small-scale gatherings.

FirstBank Amphitheater







Location: Franklin, TN

Year Open: August 2021

Capacity: 7,500

Notes:

The FirstBank Amphitheater recently opened after more than five years of development as a major outdoor concert venue located 30 miles south of Nashville in southern Williamson County. The venue is owned and operated by Live Nation in partnership with FirstBank and has room for 7,500 attendees as part of the 138-acre Graystone Quarry event property. The venue is set to host events from top headliners in the entertainment industry.

Implications:

The FirstBank Amphitheater is considered to be a world-class boutique amphitheater nestled within a wooded, natural stone and park-like setting. It is the second open-air venue launched by Live Nation in Middle Tennessee.

Hartford HealthCare Amphitheater







Location: Bridgeport, CT

Year Open: July 2021

Capacity: 8,000

Notes:

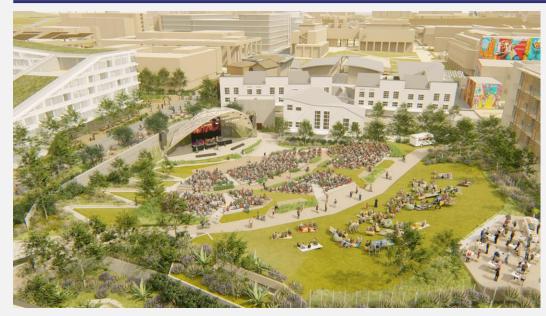
The Hartford HealthCare Amphitheater opened in July 2021 in Bridgeport, Connecticut. The venue has 5,700 seats and offers additional standing room for a total capacity of 8,000. The facility also includes sky-box suites for private parties. The structure of the open-air venue was designed and built to withstand major windstorms. The amphitheater offers a variety of food and beverage options onsite and is part of a partnership with Live Nation as well as Hartford Healthcare sponsorship.

Implications:

Howard Saffan, owner and developer of the amphitheater, anticipates the venue hosting as many as 50 concerts and 30 to 40 additional events each season running between May and October. The covered roof and structure of the venue is meant to endure extreme weather in the area.

Epstein Family Amphitheater







Location: San Diego, CA

Year Open: September 2022

Capacity: 2,850

Cost: \$10,000,000

Notes:

The Epstein Family Amphitheater is located on the University of California San Diego's campus and will support the plan to become a top cultural destination. The open-air amphitheater will showcase performing arts, featuring local and international talent with more than 300 performances per year. The custom-designed acoustic shell serves as part of the stage in order to optimize sound for a wide variety of productions as well as to provide some shade in the immediate areas.

Implications:

The Epstein Family Amphitheater is expected to open in the fall of 2022. The amphitheater aims to host a variety of events including screenings of films and live events with advanced projection equipment.

Blue Ridge Amphitheater







Location: Danville, VA

Year Open: August 2021

Capacity: 35,000

Notes:

The Blue Ridge Amphitheater is set on 300 acres of land and is owned by Purpose Driven Events. The large-scale concert venue opened with a 35,000-capacity. The layout for the event space is scalable, allowing a capacity as low as 5,000, but the ability to reach 35,000 in order to accommodate larger entertainment events. The facility features a large stage with lighting and sound equipment and a lawn space for attendees, but no set seating design.

Implications:

The Blue Ridge Amphitheater has been very vocal that regardless of the size and scope of events now being larger at the venue, their unique mission to serve the local community remains the same.

Chapter 4: Local and Regional Entertainment Venue Market Analysis

Local Entertainment Venues

Local Entertainment Venues

HSP identified relevant entertainment venues in the local area as those with a capacity above 1,000. Of 11 identified venues, eight venues are indoor, and three venues are outdoor.

Sun Bowl Stadium is the largest venue in the local market and the only venue with a capacity greater than 30,000. All other identified venues have capacities greater than 10,000 or less than 3,000. Therefore, the Coliseum currently fills the gap for medium-sized events that host between 4,000 and 9,000 people.

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Local Relevant Indoor Entertainment Supply

Local Supply by Capacity



| | Local Indoor Entertainment Venue Supply by Capacity Average Tickets Premium Seating | | | | | |
|------------------------------------|---|-------------|----------|-------|----------|--------|
| Venue | Distance from Project (miles) | Primary Use | Capacity | Sold | Capacity | Opened |
| El Paso Convention Center | 3.6 | Traditional | 12,000 | (5) | | 2019* |
| Don Haskins Center | 6.1 | University | 11,659 | 6,283 | 8 | 1977 |
| Speaking Rock Entertainment Center | 10.8 | Traditional | 3,000 | 3,000 | | 2016 |
| Abraham Chavez Theatre | 3.3 | Traditional | 2,515 | 1,607 | 8 | 1974 |
| Plaza Theatre | 3.4 | Traditional | 2,044 | 1,286 | | 1930 |
| Ricky D's | 9.4 | Bar | 1,440 | 1,055 | <u>=</u> | 1991 |
| Green Door | 10.3 | Traditional | 1,300 | 900 | 40 | 2018 |
| Magoffin Auditorium | 5.8 | University | 1,166 | 720 | - | 1951 |
| El Paso County Coliseum | <u>-</u> | Traditional | 7,450 | 4,087 | - | 1942 |

^{*}Year of El Paso Convention Center Renovation/Expansion

Source: Pollstar, Hunden Strategic Partners, Various Venues

HSP identified eight local arenas and entertainment venues with comparable elements to the Project. While several other venues also have flexible event space, the Coliseum is the only one that can host agricultural and equestrian events.

Don Haskins Center







Year Open: 1977

Capacity: 11,659

Notes:

The Don Haskins Center is home to the UTEP Men's and Women's Basketball teams. The floor is configured as a 127' x 84' octagon that totals nearly 10,700 square feet. Accommodations include four dressing/locker rooms, each with showers and restrooms, and an artist green room. The venue has hosted University events, concerts, a variety of sports, wrestling events, and standup comedy.

Implications:

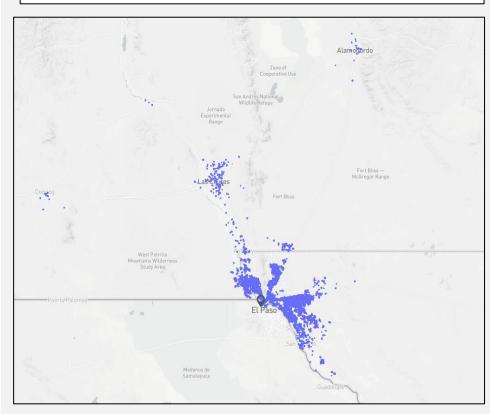
The Don Haskins Center is one of El Paso's premier event venues that has hosted many well-known acts and events since its opening. A strength of the Don Haskins Center is its spacious, well-kept artist green room and accommodations. The Coliseum has an opportunity to improve its green room and accommodations to make a better case in attracting top-dollar events/artists.

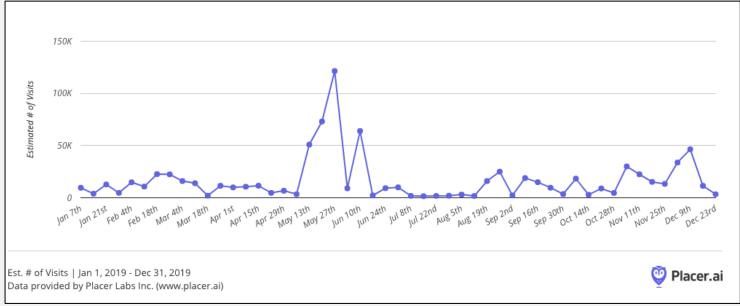
Don Haskins Center Visitation

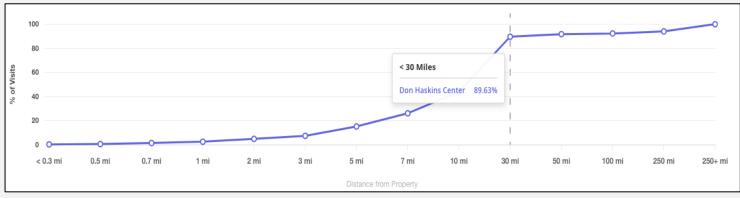


2019 Visitation Characteristics

- 852,300 visits
- 10.4% beyond 30 miles







Speaking Rock Entertainment Center







Year Open: 2016

Capacity: 3,000

Notes:

The Speaking Rock Entertainment Center is a multi-use entertainment venue that offers gaming, food, and live performances. As such, the venue is only open to those 21 years old and over. Certain acts may be more inclined to perform here given the on-site amenities and age requirement. The Coliseum is directly competitive with Speaking Rock for concerts, however, a significant percentage of the Coliseum's revenue is derived from family shows.

Implications:

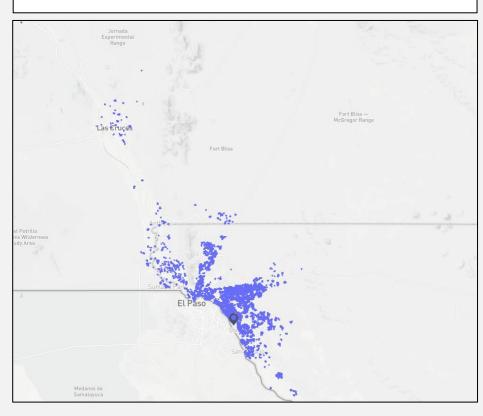
Limited information was available online and by request. However, interviews with local stakeholders indicated that Speaking Rock is a very popular venue in the area that continues to attract well-known performers and crowds.

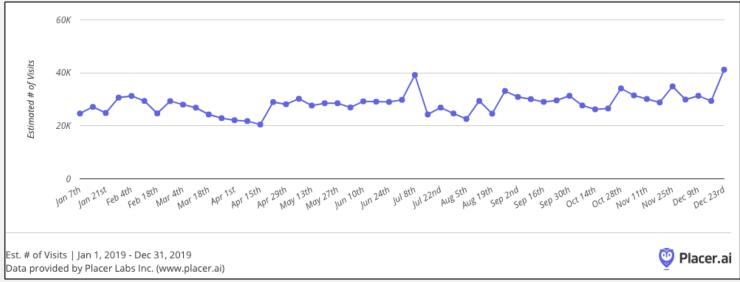
Speaking Rock Entertainment Center Visitation

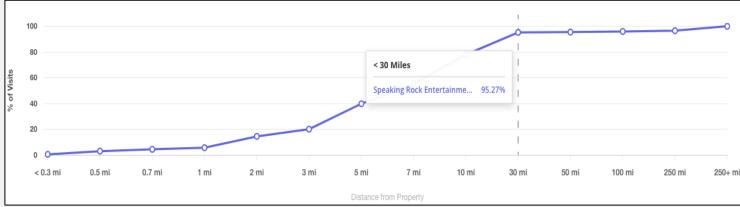


2019 Visitation Characteristics

- 1,490,000 visits
- 4.7% beyond 30 miles

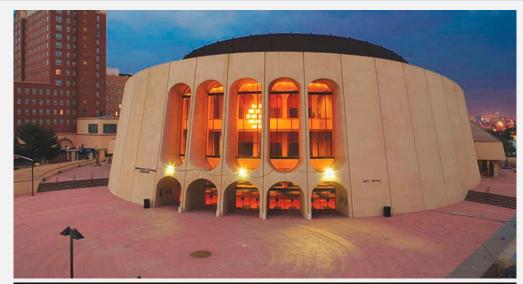






Abraham Chavez Theatre







Year Open: 1974

Capacity: 2,515

Notes:

Located adjacent to the El Paso Convention Center, the Abraham Chavez Theatre is a three-story venue with unique architecture intended to resemble a sombrero. The theatre hosts a variety of shows that include, but are not limited to, stand-up comedy, plays, musicals, and concerts. The venue is managed by ASM Global.

Implications:

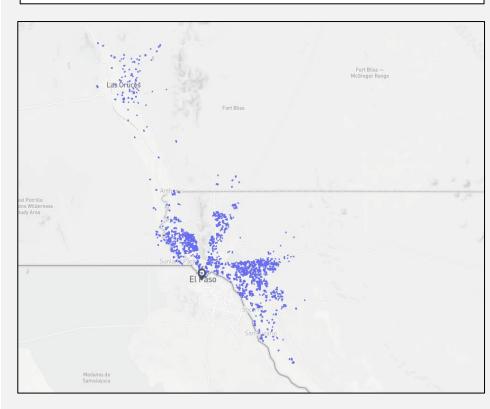
The Abraham Chavez Theatre is a strong example of a venue that leverages the resources and space at its disposal to offer a comprehensive entertainment experience year-round. The internal and external design pay homage to the culture and history of El Paso. While the Coliseum has a rich nostalgic history for many El Pasoans, incorporating memorable physical design elements that pay tribute to the local culture can be a strong value-add for both local visitors and out-of-town visitors.

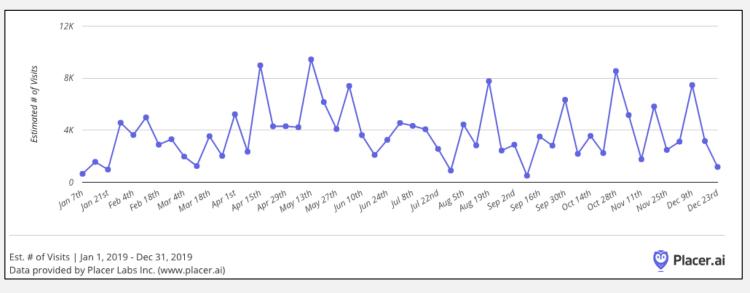
Abraham Chavez Theatre Visitation

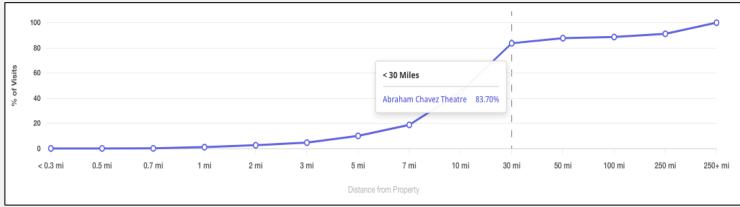


2019 Visitation Characteristics

- 197,700 visits
- 16.3% beyond 30 miles







Plaza Theatre







Year Open: 1930

Capacity: 2,044

Notes:

The Plaza Theatre is the oldest entertainment venue in El Paso and is recognized as a National Historic Building of Significance. The venue is managed by ASM Global. Renovated in 2006, the theatre is located just one block east of the El Paso Convention Center and Abraham Chavez Theatre. In addition to the Kendall Kidd Performance Hall, pictured to the left, the theatre features the 200-seat Philanthropy Theatre and the Alcantar Sky Garden, a private event venue. The venue also hosts a variety of events including stand-up comedy, stand-up comedy, concerts, musicals, and more.

Implications:

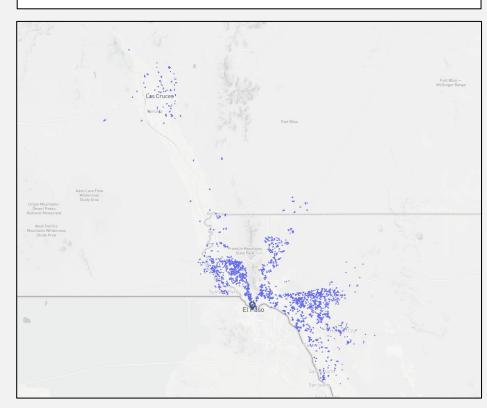
Similar to the Abraham Chavez Theatre, the Plaza Theatre has multiple unique design elements that are memorable for guests and pay homage to the local culture. For example, the atmospheric design of the ceiling was designed to resemble the southwestern sky in June.

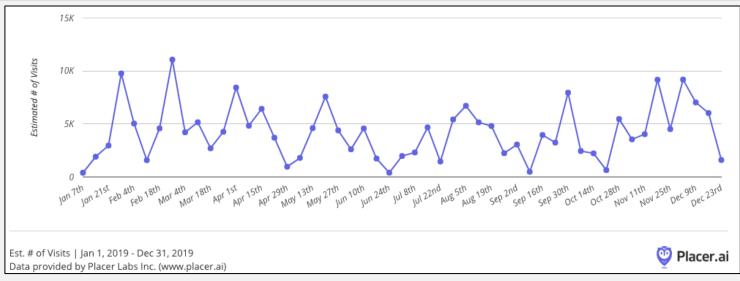
Plaza Theatre Visitation

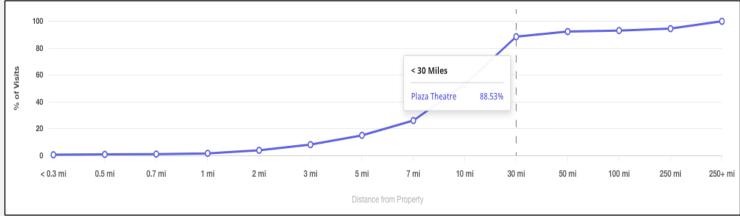


2019 Visitation Characteristics

- 216,200 visits
- 11.5% beyond 30 miles







Pollstar Event Summary: Local Indoor Entertainment

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Local Indoor Supply Event Summary

The data only represents the ticketed events that report to Pollstar and does not include athletic events. These three venues are the most relevant based on available Pollstar research.

HSP researched the event summary, from 2017 to 2019, of these venues to better understand how the market is performing. From 2017 to 2019, these venues, per event, averaged an attendance of roughly 3,878 guests, an occupancy of 79%, and a ticket price of \$65.

While the Coliseum has a higher average attendance than the average of the selected supply, the Coliseum's average occupancy is significantly lower accounting for both its fixed seats (5,250) and floor capacity (2,200).

Selected Local Indoor Supply Event Summary (2017-2019)

| Venue | Average Attendance | Average Occupancy % | Average Ticket Price | |
|-------------------------|-----------------------|---------------------|-------------------------|--|
| Don Haskins Center | 7,766 | 67% | \$76 | |
| Abraham Chavez Theatre | 1,904 | 76% | \$56 | |
| Plaza Theatre | 1,965 | 96% | \$65 | |
| Average | 3,878 | 79% | \$65 | |
| El Paso County Coliseum | 4,087 | 55% | N/A | |

Source: Pollstar

Proposed Development

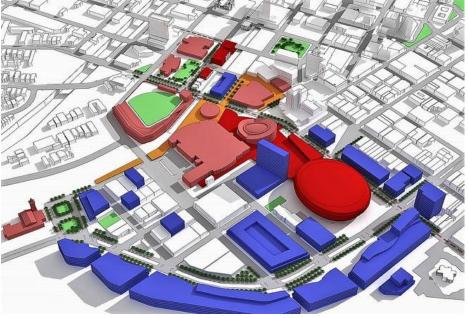
The largest potential development El Paso is the Multipurpose Cultural and Performing Arts Center (Arena). The Arena was originally approved by voters as part of a 2012 bond issue. \$180 million of this issue was designated to fund the construction of the Arena, however, cost estimates are now \$250 million.

A 2014 study recommended a multi-use arena that could host basketball, hockey and concerts with seating capacity between 12,500 and 14,500. This would make the proposed Arena the biggest in the region, larger than UTEP's Don Haskins Center and Las Cruces' Pan American Center.

Legal opposition has halted any major progress on the Arena. As of June 2021, only one more lawsuit in between the project breaking ground.

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Promoter Demand Interviews

Promoter Demand Interview: Rave Marketing & Events



Rave Marketing & Events (Rave) is an El Paso-based group that has been promoting events in the area since 2005. HSP interviewed the promoter of Rave to better understand the current market conditions in El Paso and recommendations to increase the Coliseum's performance. Key takeaways from this discussion indicated the following:

- Current strengths of the Coliseum include its ability to consistently produce shows year-round, a solid architectural foundation, and ease of access for equipment set-up and take-down.
- Promoters rarely have issues with pricing and/or making money at the Coliseum, as it is less costly than many other venues.
- While space is limited, the Coliseum does well to attract "medium-sized" shows that typically host between 5,000 and 10,000 guests.
- Opportunities to increase the Coliseum's performance include cosmetic upgrades such as new paint and signage, introducing a sponsored VIP/lifted seating area, renovating artist dressing rooms, improving guest flow when entering and exiting the venue, repurposing the under-utilized external buildings, and attracting more festivals to be held on-site.

Promoter Demand Interview: Latino Events Marketing Services



Latino Events Marketing Services, also based in El Paso, is owned and operated by Lazaro Megret. Mr. Megret has worked in the industry for more than 40 years, 23 of which have included events at the Coliseum. Regarded as one of the most important promoters in Latin music, important notes from HSP's interview with Mr. Megret are as follows:

- A **strength** of the Coliseum is its seating and performance space arrangement, which distinguishes the venue from others in the area.
- The Don Haskins Center is the **most competitive venue in the area** for attracting shows. Certain events, such as Hispanic and agricultural events, work better at the Coliseum.
- While Mr. Megret believes the current mix of events held at the Coliseum is strong, he emphasized that there has been a lack of festivals held there compared to years past. Fiesta de Las Flores was mentioned specifically as a widely popular event within El Paso and the greater region.
- The **Sherman Barn is a tax** to the Coliseum. Mr. Megret suggested demolishing it or repurposing it.
- Opportunities for improvement at the Coliseum include cosmetic renovations, more effective air conditioning throughout,
 better ingress/egress flow, and improved artist dressing rooms.

Promoter Demand Interview: Feld Entertainment



Feld Entertainment (Feld) is an entertainment and live events promotion firm that has worked with venues around the world. HSP interviewed a promoter who is familiar with Feld's previous and ongoing work in El Paso to better understand opportunities for improving the Coliseum and its position relative to other similar venues. Key takeaways from this discussion indicated the following:

- Value-add characteristics of the Coliseum include strong working relationships between promoters and the El Paso Sports Commission, ease of equipment set-up and take-down, and room for flexible events with available space in the Coliseum's external buildings and parking lot.
- El Paso's location relative to other major southwestern US cities and northern Mexican cities is ideal for tour routes.
 - For many performers and crew members, "the road is an extension of their home." Therefore, it is critical that the Coliseum considers improving amenities for cast and crew members of its shows.
- The introduction of **entertainment districts** surrounding event venues has become an increasingly lucrative trend over recent years. Hospitality, restaurant, and retail offerings that surround event venues can provide housing for the cast and crew of shows and drive economic activity to the immediate and larger area.

Local Relevant Outdoor Entertainment Supply

Local Supply by Capacity



| Local Outdoor Entertainment Venue Supply by Capacity | | | | | |
|--|-------------------------------|--------------|----------|--------|--|
| Venue | Distance from Project (miles) | Primary Use | Capacity | Opened | |
| Sun Bowl Stadium | 5.5 | University | 45,332 | 1963 | |
| Southwest University Park | 3.6 | Sports | 10,000 | 2014 | |
| McKelligon Canyon Amphitheatre | 11.4 | Amphitheater | 1,503 | 1976 | |

There are three local outdoor entertainment venues in El Paso. Sun Bowl Stadium and Southwest University Park are primarily used for the UTEP football team and the El Paso Chihuahuas, respectively. However, both of these venues also host other shows year-to-year.

Southwest University Park







Location: El Paso, TX

Year Open: 2014

Capacity: 10,000

Notes:

Southwest University Park is located in downtown El Paso and is home to the El Paso Chihuahuas, a Triple-A baseball team affiliate of the San Diego Padres. Other uses include private events, concerts, charity events, and other minor league sports. Amenities include on-site food and beverage, 24 luxury suites, two event buildings, and lawn seating behind the outfield.

Implications:

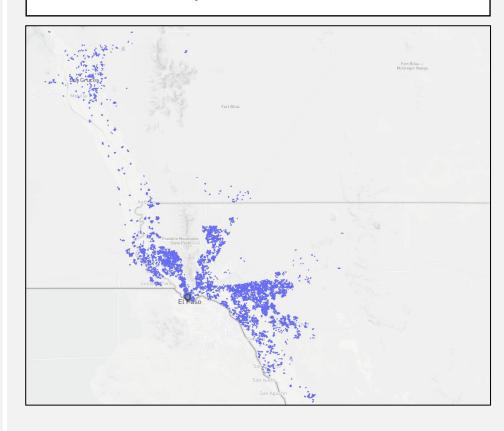
Similar to other venues in the market, Southwest University Park incorporates design elements that pay tribute to El Paso's history such as the brick exterior resembling the nearby Union Depot and box carlike designs along the concourse.

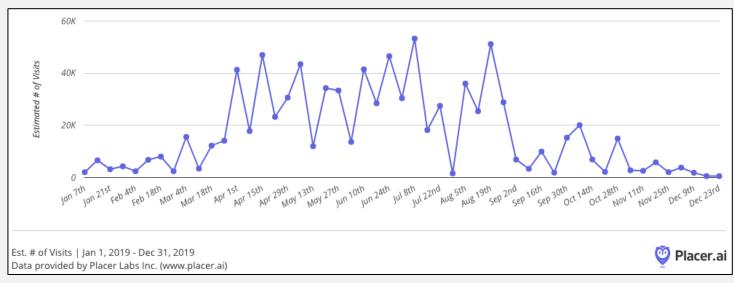
Southwest University Park Visitation

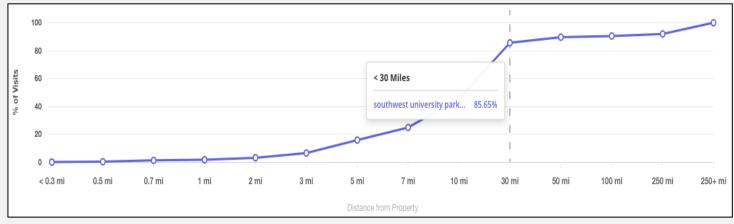


2019 Visitation Characteristics

- 872,200 visits
- 14.4% beyond 30 miles







McKelligon Canyon Amphitheatre







Location: El Paso, TX

Year Open: 1976

Capacity: 1,503

Notes:

The McKelligon Canyon Amphitheatre is owned by ASM Global and is typically used for events and large gatherings such as concerts, plays, art festivals, corporate events, and other outdoor live entertainment. The facility is the only amphitheater in El Paso and primarily caters to the local population.

Implications:

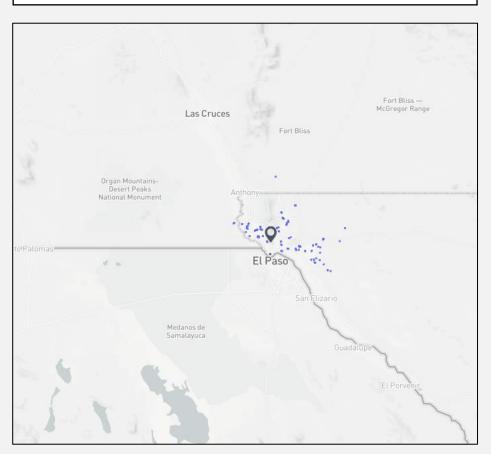
The McKelligon Canyon Amphitheatre is relevant because it is the only amphitheater in El Paso and the surrounding area. The capacity is relatively small, which means visitation primarily stems from the El Paso locals.

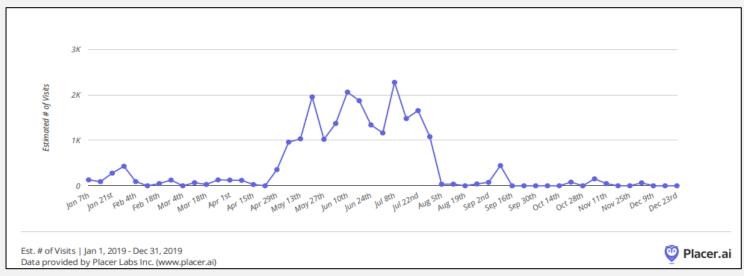
McKelligon Canyon Amphitheatre Visitation

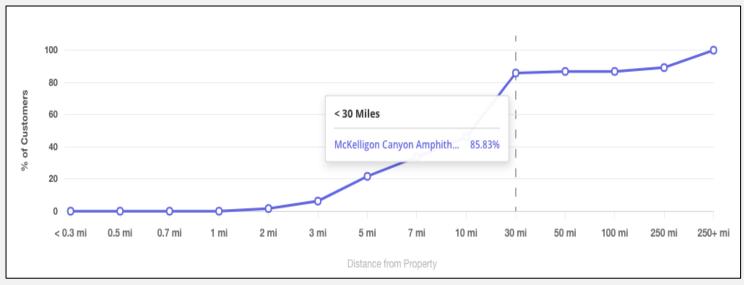


2019 Visitation Characteristics

- 22,300 visits
- 14.2% beyond 30 miles







Regional Entertainment Venues

Regional Entertainment Venues

The accompanying map displays amphitheaters within the larger region. Within a 300-mile radius, there are only two relevant indoor entertainment venues and three relevant outdoor entertainment venues. To understand if the Client can leverage this gap in the market with local and regional demand, it is important to assess each of these venues' performance.

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Regional Relevant Indoor Entertainment Supply

Regional Supply by Capacity



| Regional Indoor Entertainment Venue Supply by Capacity | | | | | | | |
|--|-------------------|-------------|----------------|-------------------------------|----------|-------------|--|
| Venue | Location | Primary Use | MSA Population | Distance from Project (miles) | Capacity | Year Opened | |
| PanAm Center | Las Cruces, NM | University | 230,328 | 45.4 | 13,000 | 1968 | |
| Gimnasio Manuel Bernardo Aguirre | Chihuahua, Mexico | University | 1,075,861 | 238.0 | 10,000 | 1978 | |
| El Paso County Coliseum | El Paso, TX | Traditional | 883,357 | - | 7,450 | 1942 | |

There are two regional indoor entertainment venues in the region. The PanAm Center in Las Cruces is home to the New Mexico State men's basketball team, women's basketball team, and women's volleyball. Gimnasio Manuel Bernardo Aguirre (Gimnasio) is owned by the Universidad Autónoma de Chihuahua and is the home of several Mexican basketball league teams.

Pan American Center







Location: Las Cruces, NM

Year Open: 1968

Capacity: 13,000

Notes:

The PanAm Center is one of the largest arenas in the region. Similar to UTEP's Don Haskins Center, its main use is for NMSU sports. However, the PanAm Center hosts several specialty events throughout each year. Most of these events are concerts, but the venue also hosts stand-up comedy, musicals, and more. Renovations in 2006 added office space, practice facilities, locker rooms, and a conference room.

Implications:

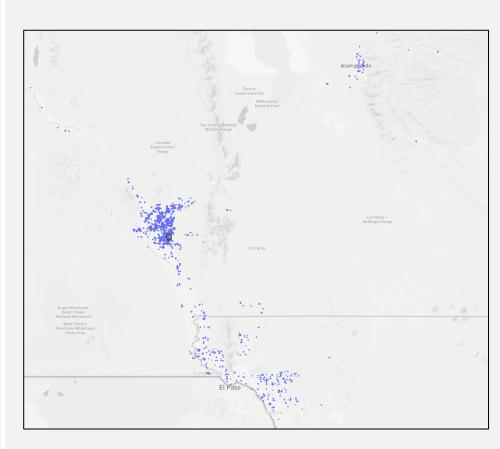
Las Cruces is the nearest market to El Paso. Many events in Las Cruces and El Paso draw guests from one another, therefore, it is important to understand the type of events the PanAm Center attracts. The venue is comparable to the Don Haskins Center in its primary use, amenities, structure, and distribution of events.

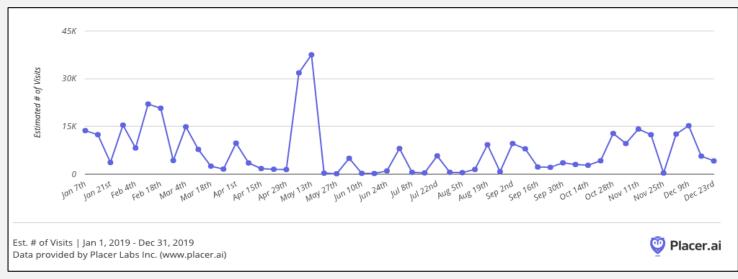
PanAm Center Visitation

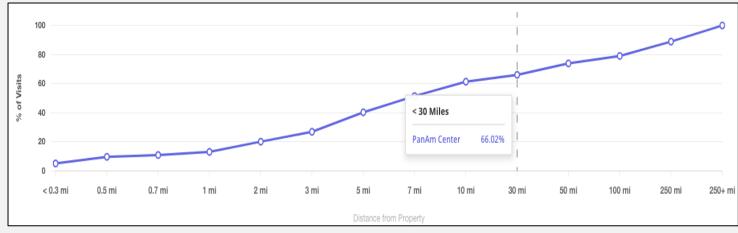


2019 Visitation Characteristics

- 374,100 total visits
- 33% beyond 30 miles







Gimnasio Manuel Bernardo Aguirre







Location: Chihuahua, México

Year Open: 1978

Capacity: 10,000

Notes:

While the Gimnasio is a part of the local university, the venue hosts a variety of events that are not affiliated with the school, similar to the Don Haskins and PanAm Centers. However, these non-university-affiliated events make up a larger distribution of the Gimnasio's total events. This venue is home to four Mexican basketball league teams, both professional and minor league. Other events include boxing, political assemblies, lucha libre wrestling, martial arts tournaments, rodeos, and concerts.

Implications:

After Juárez, Chihuahua is one of the most important markets in México that visit El Paso. The Gimnasio hosts similar events as the Coliseum. Additionally, the importance of Hispanic events at the Coliseum indicate that it is important to understand events that may draw visitors from this market.

Regional Relevant Outdoor Entertainment Supply

Regional Supply by Capacity



| Regional Outdoor Entertainment Venue Supply by Capacity | | | | | | | | |
|---|------------------------|-------------|----------------|-------------------------------|----------|-------------|--|--|
| Venue | Location | Primary Use | MSA Population | Distance from Project (miles) | Capacity | Year Opened | | |
| Aggie Memorial Stadium | Las Cruces, NM | University | 230,328 | 45.8 | 30,545 | 1978 | | |
| Estadio Olimpico | Chihuahua, Mexico | University | 1,075,861 | 7.1 | 22,000 | 2007 | | |
| Isleta Amphitheater | Albuquerque, NM | Traditional | 936,582 | 270.0 | 15,000 | 2000 | | |
| Source: Pollstar, Hunden Strategic Pa | rtners, Various Venues | | | | | | | |

HSP identified three relevant outdoor entertainment venues in the region. Aggie Memorial Stadium New Mexico State University's football stadium, and Estadio Olímpico is Universidad Autónoma de Chihuahua's football stadium. Isleta Amphitheater is the Isleta Resort & Casino's outdoor entertainment venue.

Isleta Amphitheater







Location: Albuquerque, NM

Year Open: 2000

Capacity: 15,000

Notes:

The Isleta Amphitheater is the largest and most popular outdoor amphitheater situated in Albuquerque, NM. The amphitheater has an impressive 15,000-person capacity and is able to host larger events and festivals in the area. It was previously called "The Pavilion" by Hard Rock Hotel and Casino, but was renamed to Isleta Amphitheater in 2013. The facility is owned and operated by Live Nation Entertainment and was originally developed as part of a planned community of Mesa del Sol. The venue serves as one of the city's greatest attractions used mainly for concerts but is also available for other functions such as private events.

Implications:

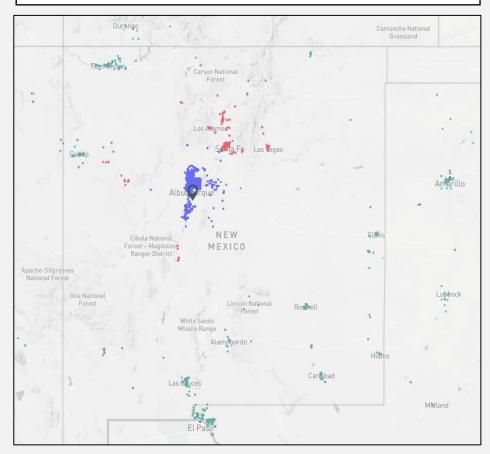
The Isleta Amphitheater is the second-closest amphitheater to El Paso located approximately 270 miles from the site. The venue draws primarily from the local population in Albuquerque and regional markets as well given its size.

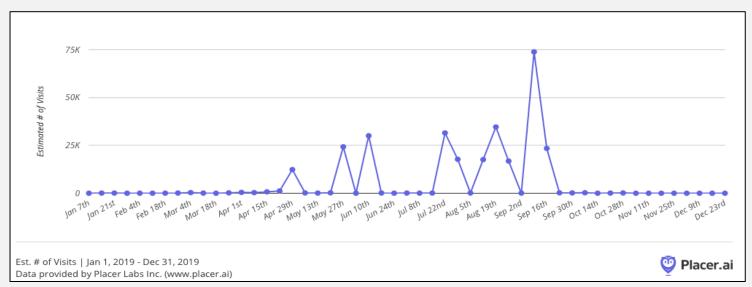
Isleta Amphitheater Visitation

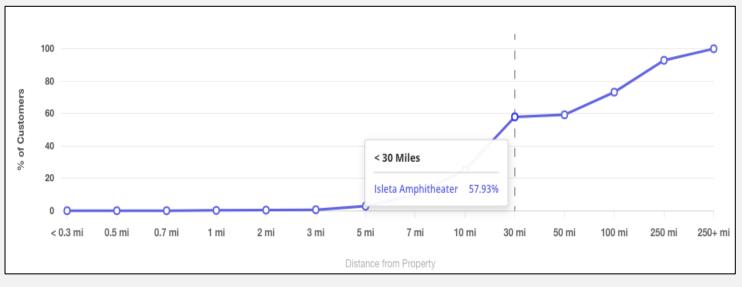


2019 Visitation Characteristics

- 287,700 total visits
- 42.1% beyond 30 miles

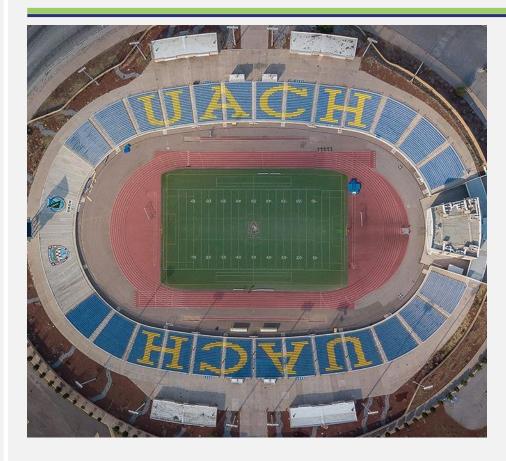






Estadio Olímpico





Location: Chihuahua, México

Year Open: 2007

Capacity: 22,000

Notes:

Estadio Olímpico is the third-largest outdoor entertainment venue in the region, behind Sun Bowl Stadium and Aggie Memorial Stadium. Owned and operated by the same university as the Gimnasio, the facility's primary use is for the school's football team. Other sports uses for the stadium include hosting the Chihuahua Caudillos, a soccer team in one of México's minor league organizations. There have also been several concerts hosted here, with notable performances from Shakira and Maná.

Implications:

The proximity and similar demographic profile of this venue warrant an understanding of the Chihuahua market. Marketing events in El Paso and at the Coliseum could yield increased attendance and demand.

Implications



A comprehensive understanding of the presence of local and regional supply of indoor and outdoor entertainment venues is important for the Coliseum and a potential amphitheater development at Ascarate Park.

- In its annual survey, Downtown El Paso found that the number one driver of visitors to downtown El Paso are local events.
- While there is a diverse array of local indoor entertainment, the Coliseum fills an important gap in the market for shows medium-sized shows. Two venues, the El Paso Convention Center and the Don Haskins Center, have capacities greater than 10,000. Speaking Rock Entertainment Center has the third-highest capacity in the local market at 3,000.
- There is also a gap in the local market for a **purpose-built outdoor entertainment venue**. The only purpose-built venue in El Paso is McKelligon Canyon (1,500 seats). Sun Bowl Stadium and Southwest University Park have 45,000 seats and 10,000 seats, respectively. Therefore, shows that can attract more than 1,500 seats but not enough to fill 10,000 seats would be attracted to a new venue.
- Regional supply is limited for both indoor and outdoor venues.
- In an interview with an administrator of Downtown El Paso, there is concern that the completion of the proposed Arena development may negatively impact on existing local venues.

Chapter 5: Comparable Facility Analysis

Arenas

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Comparable Arena Supply by Capacity



| Com | narah | ΔΔ | range | hy (| Capacity |
|-------|-------|------|-------|------|----------|
| COIII | parab | IC V | Clias | Dy V | Japacity |

| Venue | Location | MSA Population | MSA # of Households | Capacity | Opened |
|-------------------------|--------------------|----------------|---------------------|----------|--------|
| Freeman Coliseum | San Antonio, TX | 2,605,310 | 930,556 | 10,150 | 1949 |
| American Bank Center | Corpus Christi, TX | 434,360 | 157,831 | 10,000 | 1967 |
| Sames Auto Arena | Laredo, TX | 303,515 | 76,850 | 10,000 | 2002 |
| Bert Ogden Arena | Edinburg, TX | 902,661 | 251,887 | 8,930 | 2018 |
| Payne Arena | Hidalgo, TX | 902,661 | 251,887 | 7,500 | 2003 |
| El Paso County Coliseum | El Paso, TX | 883,357 | 284,712 | 7,450 | 1942 |

Source: Pollstar, Hunden Strategic Partners, Various Venues

HSP identified five arenas that have comparable elements to the Coliseum.

Freeman Coliseum







Location: San Antonio, TX

Year Open: 1949

Capacity: 10,150

Notes:

Freeman Coliseum is a multi-use arena that has hosted thousands of concerts, sports events, agricultural and rodeo events, trade shows, and more. The venue hosts a similar distribution of acts as the Coliseum. With a similar demographic profile, a strong concentration of shows are catered towards a Hispanic audience.

Implications:

Market demographics, flexible event space, and a recent renovation are several important characteristics of Freeman Coliseum that make it a strong comparable profile. While built more than 70 years ago, a renovation in 2009 increased accessibility and event attendance.

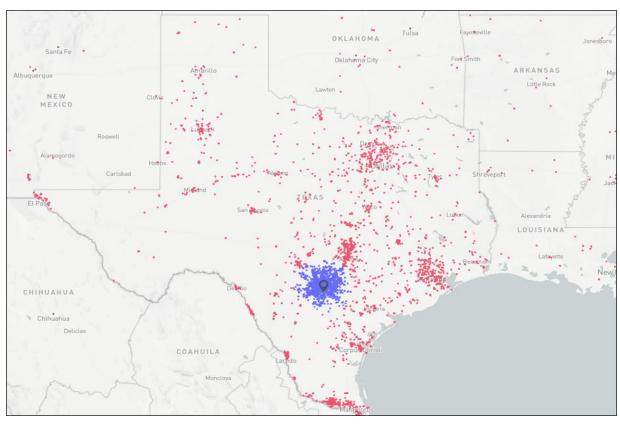
Freeman Coliseum Visitation

HSP analyzed visitation to Freeman Coliseum in San Antonio, Texas in 2019, using geo-fencing analysis.

The analysis concluded that roughly 70 percent of visitors come from the local area within 50 miles while 30 percent come from more than 50 miles away. While it is less than that of the Coliseum, the percentage of local versus long distance visitation for the Freeman Coliseum is still heavily skewed towards local.

Freeman Coliseum also attracts an audience from a larger area within Texas than the Coliseum.

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| Freeman Coliseum | | | | | | | | | |
|-------------------------------------|-----------------------------|-------------------------------|--------------------------|----------------------------|------------------------------|--|--|--|--|
| January 1, 2019 - December 31, 2019 | | | | | | | | | |
| Visitor Origins by Distance | Est. Number of Customers | Percent of Total Customers | Est. Number of Visits | Percent of Total Visits | Avg. Visits per Customers | | | | |
| Locals - Within 50 miles | 362,500 | 70% | 441,300 | 70% | 1.22 | | | | |
| Long Distance only - Over 50 miles | 157,400 | 30% | 191,700 | 30% | 1.22 | | | | |
| Total Visits | 520,000 | 100% | 633,000 | 100% | 1.22 | | | | |

American Bank Center







Location: Corpus Christi, TX

Year Open: 1967

Capacity: 10,000

Notes:

The American Bank Center's primary event space is designed to flex for concerts, sporting events, and rodeo events. The venue is also home to a minor league hockey team and the men's and women's basketball teams of Texas A&M – Corpus Christi. Previously called Bayfront Convention Center, a renovation and expansion in 2005 added a club level and ten box suites.

Implications:

The American Bank Center is a strong example of how an older arena can be renovated to improve amenities, seating, and introduce premium seating.

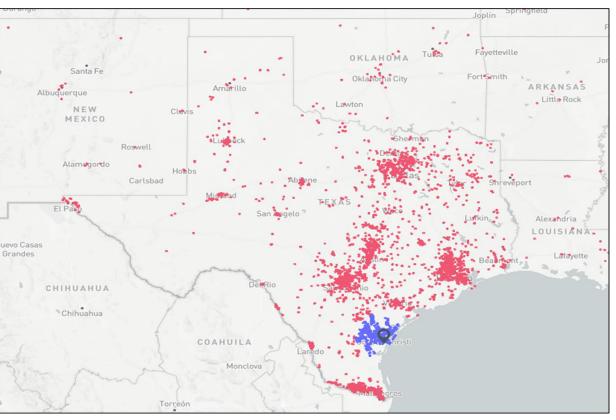
American Bank Center Visitation

HSP analyzed visitation to the American Bank Center in Corpus Christi, Texas in 2019, using geo-fencing analysis.

The analysis concluded that roughly 64 percent of visitors come from the local area within 50 miles while 36 percent come from more than 50 miles away.

Major nodes of long-distance visitation to the American Bank Center include Dallas-Fort Worth, San Antonio, Austin, and Houston.

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| American Bank Center | | | | | | | | | |
|---|-----------------------------|-------------------------------|--------------------------|----------------------------|------------------------------|--|--|--|--|
| January 1, 2019 - December 31, 2019 | | | | | | | | | |
| Visitor Origins by Distance from Site Colors correspod to charts & maps | Est. Number of Customers | Percent of Total Customers | Est. Number of Visits | Percent of Total Visits | Avg. Visits per Customers | | | | |
| Locals - Within 50 miles | 272,700 | 60% | 569,900 | 64% | 2.09 | | | | |
| Long Distance only - Over 50 miles | 183,600 | 40% | 323,200 | 36% | 1.76 | | | | |
| Total Visits | 456,300 | 100% | 893,100 | 100% | 1.96 | | | | |

Pollstar Event Summary: Comparable Arenas

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Comparable Arenas Event Summary

The data only represents the ticketed events that report to Pollstar and does not include athletic events. These five venues are the most relevant based on Pollstar research.

HSP researched the event summary, from 2017 to 2019, of these national arenas to better understand how similarly sized markets around the country are performing. From 2017 to 2019, these venues, per event, averaged an attendance of roughly 4,782 guests, an arena occupancy of 52%, and a ticket price of \$75.

Comparable Facilities Event Summary (2017-2019)

| Average | Average | Average Ticket Price | |
|------------|--|--|--|
| Attendance | Occupancy % | | |
| 5,664 | 56% | \$63 | |
| 4,625 | 46% | \$73 | |
| 4,141 | 41% | \$52 | |
| 5,711 | 64% | \$118 | |
| 3,767 | 50% | \$67 | |
| 4,782 | 52% | \$75 | |
| 4,087 | 55% | N/A | |
| | 5,664 4,625 4,141 5,711 3,767 4,782 | Attendance Occupancy % 5,664 56% 4,625 46% 4,141 41% 5,711 64% 3,767 50% 4,782 52% | |

Source: Pollstar

Amphitheaters

Comparable Amphitheater Supply by Capacity



| Comparable Amphitheaters by Capacity Venue Location Capacity Average Attendance Average Occupancy % Avg. Gross | | | | | | | | |
|---|---|-------|-------|------|-----------|------|--|----------|
| | | | | | | | | Lonestar |
| Anselmo Valencia Tori | Tucson, AZ | 5,000 | 3,479 | 70% | \$131,785 | \$38 | | |
| Horseshoe | Midland, TX | 4,300 | 3,290 | 77% | \$130,483 | \$40 | | |
| Sandia Casino | Albuquerque, NM | 4,100 | 4,195 | 102% | \$328,636 | \$78 | | |
| Source: Pollstar, Hunden Strategic Partr | Source: Pollstar, Hunden Strategic Partners, Various Venues | | | | | | | |

HSP identified four amphitheaters that have comparable elements to the proposed Project.

Sandia Casino Amphitheater





Location: Albuquerque, NM

Year Open: 2001

Capacity: 4,000

Notes:

The Sandia Casino Amphitheater is an outdoor, live music venue that was founded in 2001 and is located within the Sandia Resort and Casino in Albuquerque, NM. The facility is a popular venue for live events and offers a scenic view of natural beauty positioned at the foothills of the Sandia Mountains. The venue serves food and offers full-service beverage options that feature margaritas and cocktail specials.

Implications:

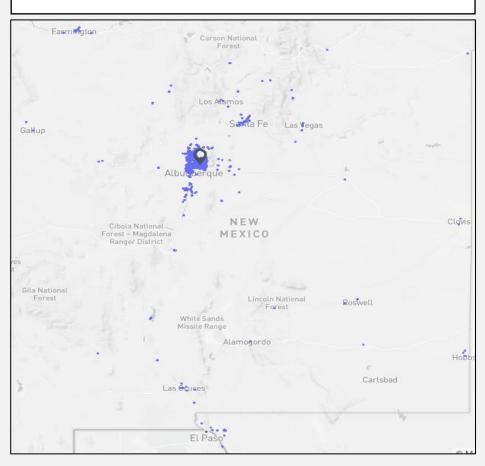
The Sandia Casino Amphitheater is a popular facility in Albuquerque that draws from local and regional markets. The venue is not as large as other outdoor venues in the area, but still attracts big time musical acts.

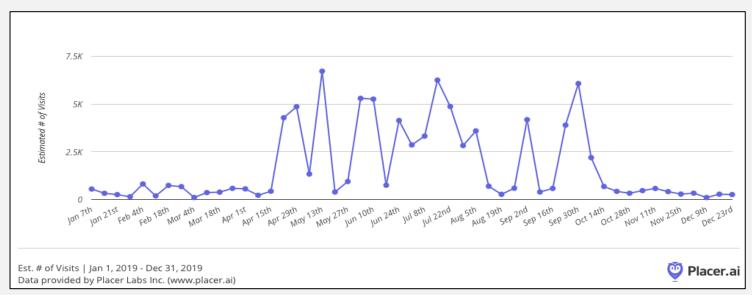
Sandia Casino Amphitheater Visitation

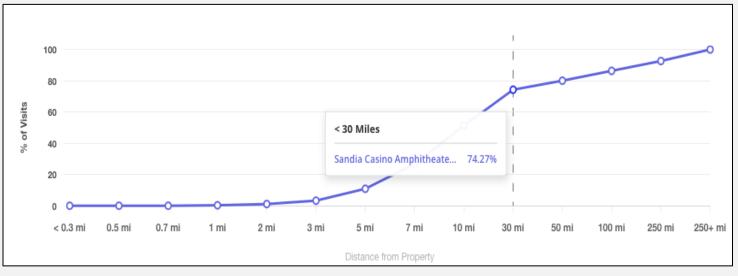


2019 Visitation Characteristics

- 87,400 visits
- 25.7% beyond 30 miles



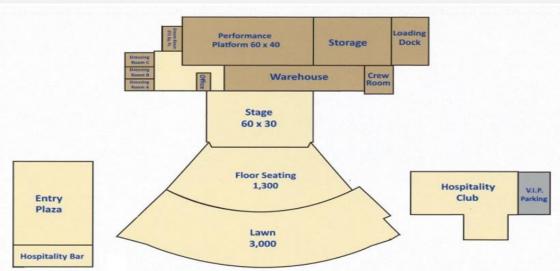




The Horseshoe Amphitheater







Location: Midland, TX

Year Open: 2016

Capacity: 4,300

Notes:

The Horseshoe Amphitheater is located at the largest premier venue in west Texas. Since opening in 2016, the amphitheater has hosted numerous concerts, private events, and private parties. The facility allows for outdoor concerts with floor and lawn seating with a 4,300-person capacity. Adjacent to the amphitheater is Horseshoe VIP Club, which serves as a VIP area for events and is available to rent independently as well. The Horseshoe Arena – Pavilion – Amphitheater Venue is managed by Horseshoe Hospitality Services.

Implications:

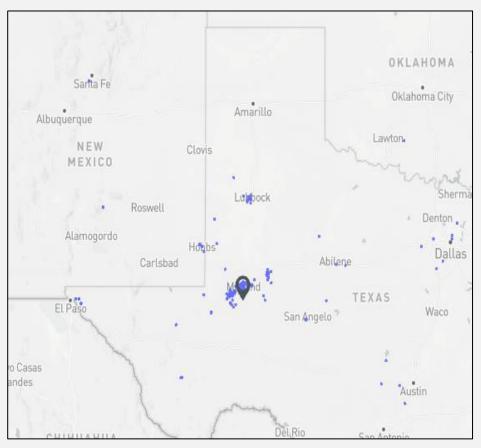
The Horseshoe Amphitheater is an example of a mid-sized outdoor events facility that is part of a larger venue that hosts rodeos, equestrian competitions, concerts, sporting events, trade shows, conventions, community events and wedding receptions. The facility does not have any competitors in the surrounding area.

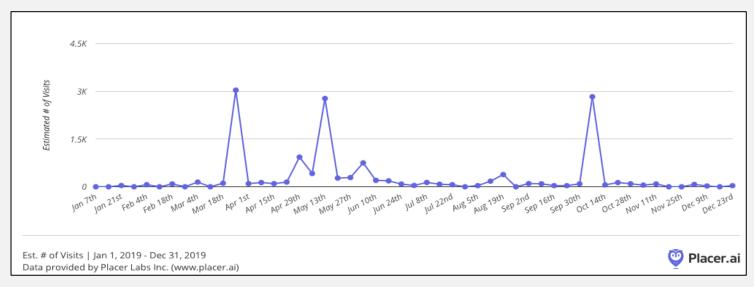
The Horseshoe Amphitheater Visitation

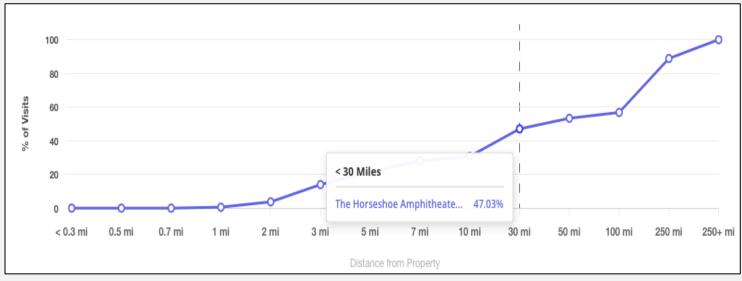


2019 Visitation Characteristics

- 14,600 visits
- 52.9% beyond 30 miles







Anselmo Valencia Tori Amphitheatre







Location: Tucson, AZ

Year Open: 2001

Capacity: 5,000

Notes:

The Anselmo Valencia Tori Amphitheatre is the first amphitheater concert facility in Tucson, Arizona with a capacity of about 5,000. The venue officially opened in October of 2001 as part of the new Casino Del Sol. The outdoor concert venue offers approximately 1,700 seats that ring the stage, and the grand lawn offers additional seating behind. The amphitheater aims to be an entertainment destination for the City of Tucson and surrounding communities.

Implications:

The Anselmo Valencia Tori Amphitheatre is mid-sized outdoor events venue that draws locally and regionally. The facility is one of the newest amphitheaters within a 100-mile drive-time radius from downtown Tucson.

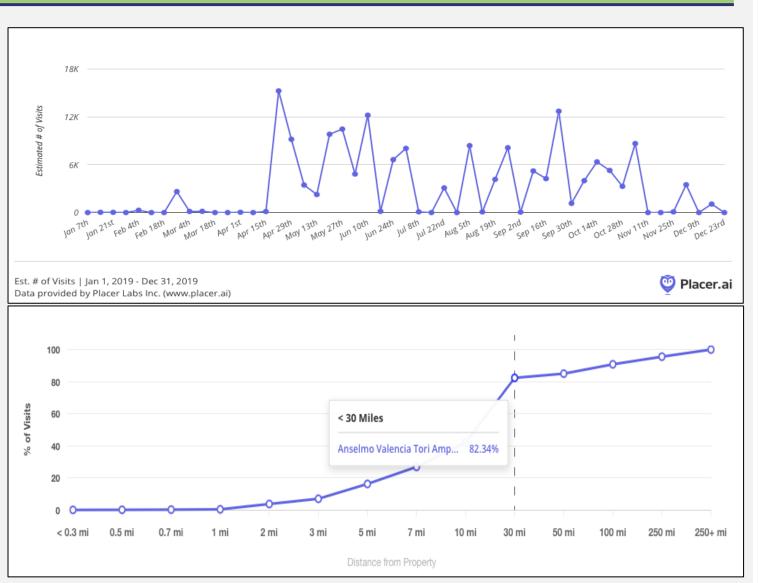
Anselmo Valencia Tori Amphitheatre Visitation



2019 Visitation Characteristics

- 165,300 visits
- 17.7% beyond 30 miles





Lonestar Amphitheater







Location: Lubbock, TX

Year Open: 2002

Capacity: 7,500

Notes:

The Lonestar Amphitheater is part of the entertainment venue that consists of an indoor stage and a large covered outside stage that is the amphitheater. Lonestar Event Center is the largest indoor and outdoor amphitheater in West Texas. The indoor pavilion has a seating capacity of 2,5000, while the main outdoor stage has a seating capacity of over 7,500, which includes the grass area. The facility features a bar service and holds a wide variety of events and concerts.

Implications:

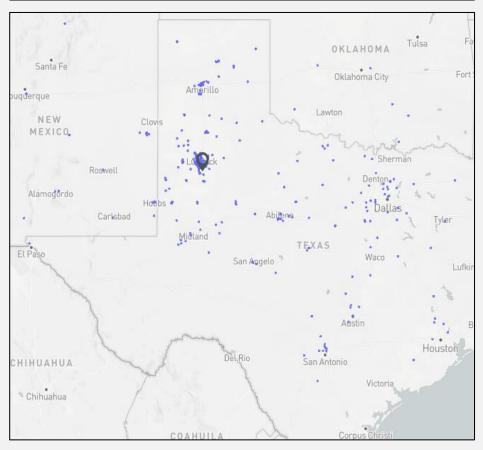
The Lonestar Amphitheater is the largest amphitheater in West Texas. The facility mainly pulls demand locally and regionally. The venue offers an indoor and outdoor stage that has hosted many well-known artists in the entertainment industry.

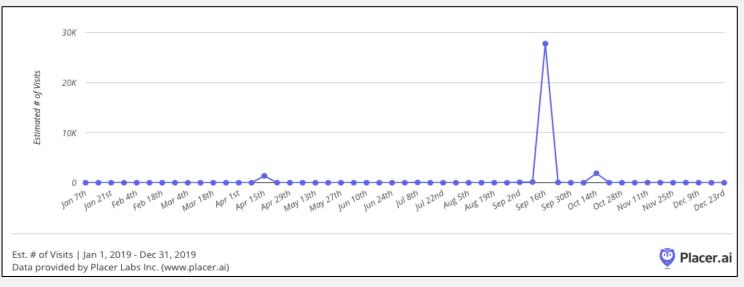
Lonestar Amphitheater Visitation

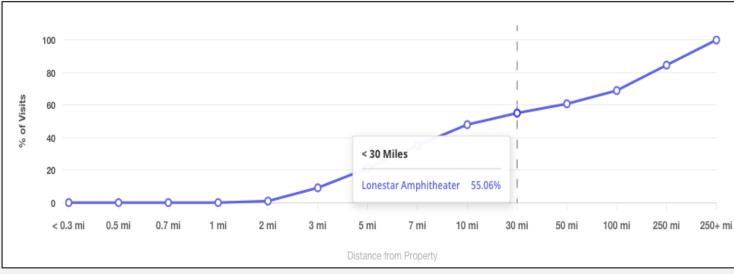


2019 Visitation Characteristics

- 31,500 visits
- 44.9% beyond 30 miles







Chapter 6: Site/Location and Amenities Package Analysis

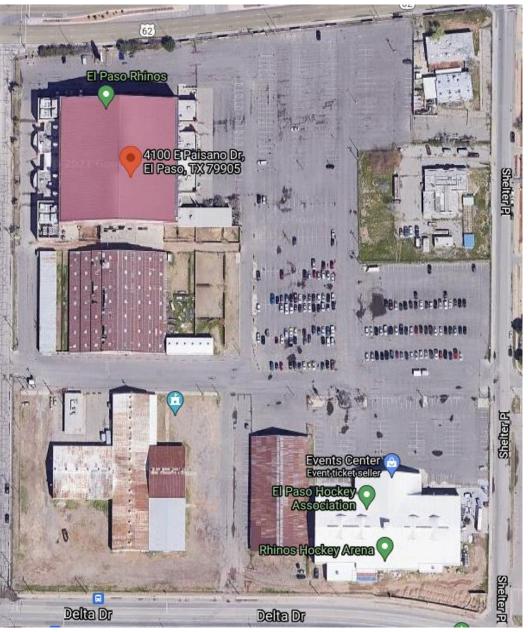
Coliseum Campus

The Coliseum Campus is approximately ten minutes from downtown El Paso by car.

While the Zoo, immediately north of the campus, does provide visitors with an option to extend their visit to the area, there is a lack of retail, restaurant, and entertainment in the area. A strong presence of nearby or on-site amenities often incentivizes visitors to an area to extend their stay.

The Coliseum Campus also lacks strong walkability between buildings.

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Ascarate Park

The site of the new amphitheater is proposed to be adjacent to the northern tip of Ascarate Lake within Ascarate Park.

Like the Coliseum Campus, there is a lack of entertainment surrounding the park. Furthermore, there is room for improvement for the park's walkability.



Chapter 7: Recommendations, Drawings, and Budgets

Implications - Coliseum



- The Coliseum, while nostalgic and rich in history, has many outdated and outmoded elements. If not improved soon, it will continue into obsolescence and cost more to improve or salvage at a later date. At some point, it may not be worth saving from a cost/benefit standpoint. The time to act is now.
- The variety of buildings to maintain, book events for and manage lead to annual losses of about \$1.8 million. Revenues are approximately \$700,000+/- per year, while expenses are approximately \$2.5 million. While expenses may not be easily reduced, even with improvements, revenues and impact can be increased with more events and higher spending onsite, which will reduce the deficit.
- Given the lack of a civic arena in the market beyond the Coliseum, there is leakage in the market for major shows/events that are not able to be held locally. El Paso County is losing economic spending to other markets (in Mexico as well as other MSAs).
- The Events Center has done well to attract consistent attendance to its events.
 - Despite its lack of flexible event space, hockey games of various leagues and public skating are extremely popular amongst El Pasoans.
- The Sherman Barn is being under-utilized in its current function.
- The Coliseum Campus is lacking walkability and could better leverage the available space in the parking lot.
- The neighborhood immediately surrounding the campus does not provide the visitor with amenities (restaurants, hotels) that would synergize well with events onsite and drive overall visitation to the area.
- There is an opportunity to fill a gap in the local market for an outdoor amphitheater larger than McKelligon Canyon and smaller than Southwest University Park.

Implications - Amphitheater



- Nearly every major market in the U.S. has a large outdoor amphitheater with capacities of up to 20,000 that host summer concert series, but El Paso is the exception.
- The El Paso market currently has two facilities that serve as outdoor venues that can work for certain events.
- McKelligon Canyon is a very small amphitheater seating approximately 1,500 in an extremely picturesque setting. It is a compelling venue, but too small for nearly all concert acts that route through large amphitheaters each year.
- At a larger scale, there is Southwest University Park, the downtown baseball stadium seating approximately 7,500. While it can host concerts, it was not designed for it and therefore is not going to be an ideal long-term solution.
- Given how large the total market is and the lack of existing options, there is a market opportunity for a purpose-built amphitheater.

Recommendations



- Perform cosmetic and functional renovations to the Coliseum. Improved creature comforts, functionality for users and new event areas will attract and retain events and customers, both willing to spend more. The improvements will be important for both back of house and for public areas/seating, as well as technical elements and building systems.
- **Develop a second ice sheet adjacent to the Event Center.** The Events Center is very popular in the area for minor league ice hockey, public skating, and other events such as Holidays on Ice. A second ice sheet could leverage the strong market demand for these events and expand upon them.
- Repurpose the Sherman Barn into a boutique music venue (1,500 2,000 seats). Smaller events often held at the Coliseum could benefit from a more manageable space. Therefore, event marketing at the Coliseum can focus on events that will adequately fill space.
- Develop on-site retail and/or restaurants to create a more dynamic experience that will lengthen guests' stay at the Coliseum and its external buildings.
- Pave a midway through the Coliseum Campus to improve walkability on the and enhance the cohesiveness of the property.
- Develop a mid-sized amphitheater (5,500+/- capacity) at Ascarate Park.
 - There is an opportunity to fill a gap in the local market for outdoor event space larger than McKelligon Canyon and smaller than Southwest University Park.
 - Incorporate shade and wind-breaking structures to maximize viable event days within the calendar year.

Detailed Coliseum Campus Recommendations



Coliseum proposed improvements:

- Replace Marquee Sign with LED Display
- Relocate loading to the south end
- New social seating at the north end of the bowl
- New back-of-house function space at the south end
- New administration and guest amenity space at the north end
- Modify west main entry new food & beverage options
- Upgrade concourse lighting
- New wayfinding graphics
- Seating bowl comfort and safety upgrade
- Replace lower bowl fixed seats with telescoping
- Replace acoustical tile ceiling with acoustical growth
- Add horizontal rigging framing
- AV / sound system upgrade

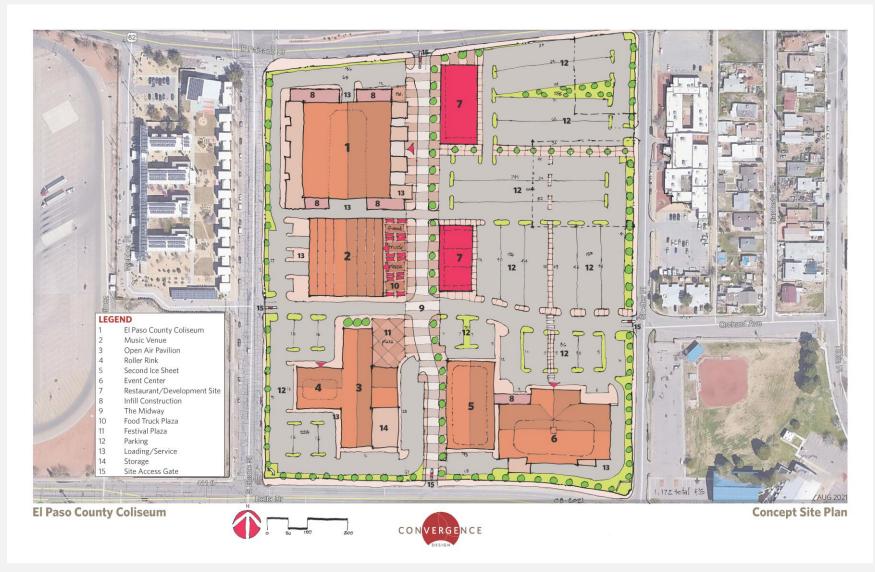
Other Campus Buildings proposed improvements:

- Second Ice Sheet next to Event Center
- Upgrade Judging Arena
- Upgrade West Pavilions
- Music Venue

General Site proposed improvements:

- Define parking with landscape / planting islands
- New sidewalks
- New Midway
- General site landscaping
- General site lighting
- Festival Plaza
- Food Truck Plaza







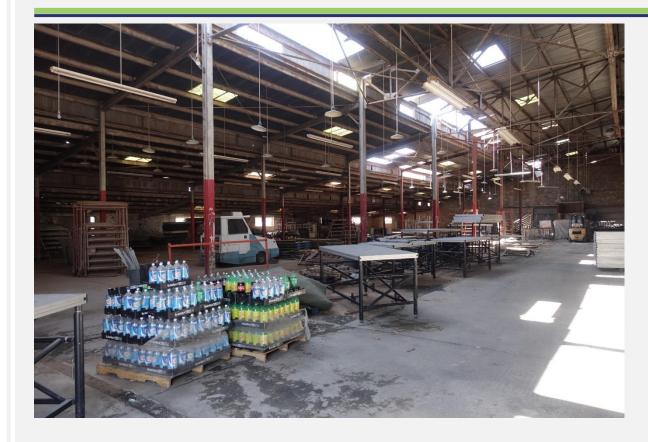




EXISTING PROPOSED

The Sherman Barn, south of the Coliseum, includes rough stone walls, arched openings, and a stepped roof. We propose this venue be repurposed as a small-scale music venue (capacity roughly 1,750) for local bands, up-and-coming acts, and preevent shows for larger shows in the Coliseum.







The photo at right shows the large center bay of the proposed music venue. Stage would be to the left, standing area in the center bay, and elevated tiered seating at right (as currently exists, reconfigured). Guest amenities (concessions and restrooms) would be in low areas to the east (right) and support spaces would be in low areas to the west (left).

Order of Magnitude Cost Estimate

The accompanying order of magnitude cost estimate outlines the estimated costs of suggested and proposed improvements to the Coliseum, external buildings, and general site.

Estimated costs for all three components total approximately \$54M.

CONVERGENCE DESIGN

| Proposed Development Cost | | |
|--|----------|------------|
| Coliseum | | |
| Proposed Improvement | | Total Cost |
| Replace Marquee Sign with LED Display | \$ | 540,000 |
| Relocate loading to south end | \$ | 620,000 |
| New social seating at north end of bowl | \$ | 380,000 |
| New back-of-house function space at south end | \$ | 2,370,000 |
| New admin. and guest amenity space at north end | \$ | 2,920,000 |
| Modify west main entry-new F&B options | \$ | 400,000 |
| Upgrade concourse lighting | \$ | 330,000 |
| New wayfinding graphics | \$ | 300,000 |
| Seating bowl comfort and safety upgrade | \$ | 1,780,000 |
| Replace lower bowl fixed seats with telescoping | \$ | 720,000 |
| Replace acoustical tile ceiling with acoustical panels | \$ | 630,000 |
| Add horizontal rigging framing | \$ \$ | 490,000 |
| Coliseum AV/sound system upgrade | | 3,600,000 |
| Total: Coliseum | \$ | 15,080,000 |
| Other Campus Buildings | | |
| Proposed Improvement | | Total Cost |
| Second Ice Sheet next to Events Center | \$ | 10,070,000 |
| Upgrade Judging Arena | \$ | 3,470,000 |
| Upgrade West Pavilions | \$ | 1,730,000 |
| Music Venue | \$ | 13,820,000 |
| Total: Other Campus Buildings | \$ | 29,090,000 |
| General Site | | |
| Proposed Improvement | | Total Cost |
| Define parking with landscape/planting islands | \$ | 2,110,000 |
| New sidewalks | \$ | 620,000 |
| New Midway | \$ | 2,500,000 |
| General site landscaping | \$ | 2,350,000 |
| General site lighting | \$ | 1,760,000 |
| Festival Plaza | \$ | 300,000 |
| Food Truck Plaza | \$ | 260,000 |
| Total: General Site | | |
| Total. General old | \$ | 9,900,000 |

| El Paso County Coliseum Total Project Costs | | | | | | | |
|---|----|------------|--|--|--|--|--|
| Coliseum | \$ | 15,080,000 | | | | | |
| External Buildings | \$ | 29,090,000 | | | | | |
| General Site | \$ | 9,900,000 | | | | | |
| Total | \$ | 54,070,000 | | | | | |
| Source: Convergence Design | | | | | | | |

Ascarate Park



The recommended amphitheater development site is located in Ascarate Park, which is the same general location as the Coliseum.

The proposed design will have approximately 1,260 fixed seats and capacity for 4,300 guests on the attached lawn (5,560 total).

Based on Convergence Design's historical data, the estimated all-in project cost budget for the recommended amphitheater development is approximately \$24M.



Amphitheater Cost Estimate

The accompanying order of magnitude cost estimate outlines the estimated costs of suggested and proposed improvements for the development of the Ascarate Park Amphitheater.

Estimated costs for all this component total approximately \$24M.

| Ascarate Park Amphitheater Total Project Costs | | | | | | | |
|--|----|------------|--|--|--|--|--|
| Amphitheater & supporting structures | \$ | 22,820,000 | | | | | |
| Parking | \$ | 1,500,000 | | | | | |
| Total Ascarate Park Amphitheater | \$ | 24,320,000 | | | | | |
| Source: Convergence Design | | | | | | | |

Chapter 8: Demand and Financial Projections

Coliseum Complex

Coliseum Complex **Events & Event Days**

The Coliseum Complex is expected to host 111 events per year and 134 event days per year. Majority of these events are expected to be ticketed events at the Sherman Barn, concerts, minor league hockey games, and events that the second ice sheet will offer for the public.

| El Paso Coliseum Complex Projections | | ا م | v. al | ا بر ا | اء . دا | v. 40l | V., 20 |
|--------------------------------------|------|------|-------|--------|---------|--------|--------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
| Events by Type | | | | | | | |
| Sherman Barn Ticketed Events | 14 | 17 | 20 | 22 | 22 | 22 | 22 |
| Concerts - Coliseum | 21 | 22 | 23 | 24 | 24 | 24 | 24 |
| Family Shows - Coliseum | 5 | 6 | 7 | 8 | 8 | 8 | 8 |
| Minor League Hockey - Coliseum | 18 | 18 | 18 | 18 | 18 | 18 | 18 |
| Rodeos/Ag - Coliseum | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Festivals - Coliseum | 1 | 2 | 3 | 3 | 3 | 3 | 3 |
| Consumer Shows - Coliseum | 4 | 5 | 6 | 6 | 6 | 6 | 6 |
| Assembly - Coliseum | 6 | 6 | 7 | 7 | 7 | 7 | 7 |
| Hockey/Tournaments - Both Sheets | 1 | 2 | 3 | 3 | 3 | 3 | 3 |
| Second Ice Sheet Public Skate/Other | 12 | 15 | 18 | 18 | 18 | 18 | 18 |
| Total | 84 | 95 | 107 | 111 | 111 | 111 | 111 |
| Rental Hours | - | - | - | - | - | - | - |
| Event Days by Type | | | | | | | |
| Sheman Barn Ticketed Events | 14 | 17 | 20 | 22 | 22 | 22 | 22 |
| Concerts - Coliseum | 21 | 22 | 23 | 24 | 24 | 24 | 24 |
| Family Shows - Coliseum | 5 | 6 | 7 | 8 | 8 | 8 | 8 |
| Minor League Hockey - Coliseum | 18 | 18 | 18 | 18 | 18 | 18 | 18 |
| Rodeos/Ag - Coliseum | 8 | 8 | 8 | 8 | 8 | 8 | 8 |
| Festivals - Coliseum | 3 | 5 | 8 | 8 | 8 | 8 | 8 |
| Consumer Shows - Coliseum | 10 | 13 | 15 | 15 | 15 | 15 | 15 |
| Assembly - Coliseum | 6 | 6 | 7 | 7 | 7 | 7 | 7 |
| Hockey/Tournaments - Both Sheets | 2 | 4 | 6 | 6 | 6 | 6 | 6 |
| Second Ice Sheet Public Skate/Other | 12 | 15 | 18 | 18 | 18 | 18 | 18 |
| Total | 99 | 114 | 130 | 134 | 134 | 134 | 134 |
| Source: Hunden Strategic Partners | | | | | | | |

Coliseum Complex Attendance

HSP projects that the Coliseum
Complex will attract more than
182,000 attendees in the stabilized
year. Most attendees are expected to
come from concerts at the Coliseum,
family shows, ticketed events at the
Sherman Barn, minor league hockey
games, and assembly events.

| El Paso Coliseum Complex Projection | ns | | | | | | |
|-------------------------------------|---------|---------|---------|---------|---------|----------|---------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
| Average Attendance by Event Type | | | | | | | |
| Sherman Barn Ticketed Events | 1,400 | 1,400 | 1,400 | 1,400 | 1,400 | 1,400 | 1,400 |
| Concerts - Coliseum | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Family Shows - Coliseum | 4,100 | 4,100 | 4,100 | 4,100 | 4,100 | 4,100 | 4,100 |
| Minor League Hockey - Coliseum | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Rodeos/Ag - Coliseum | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 |
| Festivals - Coliseum | 400 | 400 | 400 | 400 | 400 | 400 | 400 |
| Consumer Shows - Coliseum | 900 | 900 | 900 | 900 | 900 | 900 | 900 |
| Assembly - Coliseum | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Hockey/Tournaments - Both Sheets | 160 | 160 | 160 | 160 | 160 | 160 | 160 |
| Second Ice Sheet Public Skate/Other | 100 | 110 | 125 | 125 | 125 | 125 | 125 |
| Total Attendance by Event Type | | | | | | | |
| Sherman Barn Ticketed Events | 19,600 | 23,800 | 28,000 | 30,800 | 30,800 | 30,800 | 30,800 |
| Concerts - Coliseum | 52,500 | 55,000 | 57,500 | 60,000 | 60,000 | 60,000 | 60,000 |
| Family Shows - Coliseum | 20,500 | 24,600 | 28,700 | 32,800 | 32,800 | 32,800 | 32,800 |
| Minor League Hockey - Coliseum | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 | 21,600 |
| Rodeos/Ag - Coliseum | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 | 7,400 |
| Festivals - Coliseum | 400 | 800 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Consumer Shows - Coliseum | 3,600 | 4,500 | 5,400 | 5,400 | 5,400 | 5,400 | 5,400 |
| Assembly - Coliseum | 18,000 | 18,000 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 |
| Hockey/Tournaments - Both Sheets | 160 | 320 | 480 | 480 | 480 | 480 | 480 |
| Second Ice Sheet Public Skate/Other | 1,200 | 1,650 | 2,250 | 2,250 | 2,250 | 2,250 | 2,250 |
| Total | 144,960 | 157,670 | 173,530 | 182,930 | 182,930 | 182,930 | 182,930 |
| Source: Hunden Strategic Partners | · | • | · | · | · | <u>.</u> | |

Coliseum Complex Daytrips and **Overnights**

Net New Daytrips are projected to be more than 33,000 per year, while overnight stays are projected at more than 63,000 per year. Concerts, rodeos, agricultural events, family shows, and ticketed events at the Sherman Barn are projected to generate the most overnight stays.

| Impact Inputs & Projections | | ī | ı | | | | |
|--|---------------|--------|--------|--------|--------|--------|--------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
| % Daytrips Net New to El Paso (induced | & recaptured) | | | | | | _ |
| Sherman Barn Ticketed Events | 3,018 | 3,665 | 4,312 | 4,743 | 4,743 | 4,743 | 4,743 |
| Concerts - Coliseum | 8,085 | 8,470 | 8,855 | 9,240 | 9,240 | 9,240 | 9,240 |
| Family Shows - Coliseum | 3,157 | 3,788 | 4,420 | 5,051 | 5,051 | 5,051 | 5,051 |
| Minor League Hockey - Coliseum | 4,514 | 4,514 | 4,514 | 4,514 | 4,514 | 4,514 | 4,514 |
| Rodeos/Ag - Coliseum | 2,605 | 2,605 | 2,605 | 2,605 | 2,605 | 2,605 | 2,605 |
| Festivals - Coliseum | 143 | 286 | 429 | 429 | 429 | 429 | 429 |
| Consumer Shows - Coliseum | 1,683 | 2,104 | 2,525 | 2,525 | 2,525 | 2,525 | 2,525 |
| Assembly - Coliseum | 3,168 | 3,168 | 3,696 | 3,696 | 3,696 | 3,696 | 3,696 |
| Hockey/Tournaments - Both Sheets | 32 | 63 | 95 | 95 | 95 | 95 | 95 |
| Second Ice Sheet Public Skate/Other | 238 | 327 | 446 | 446 | 446 | 446 | 446 |
| Total | 26,643 | 28,991 | 31,896 | 33,344 | 33,344 | 33,344 | 33,344 |
| | 22.0% | | | | | | |
| | | | | | | | |
| % and # Overnights (in hotels) | | | | | | | |
| Daily Rental | - | - | - | - | - | - | - |
| Sherman Barn Ticketed Events | 5,880 | 7,140 | 8,400 | 9,240 | 9,240 | 9,240 | 9,240 |
| Concerts - Coliseum | 15,750 | 16,500 | 17,250 | 18,000 | 18,000 | 18,000 | 18,000 |
| Family Shows - Coliseum | 6,150 | 7,380 | 8,610 | 9,840 | 9,840 | 9,840 | 9,840 |
| Minor League Hockey - Coliseum | 1,080 | 1,080 | 1,080 | 1,080 | 1,080 | 1,080 | 1,080 |
| Rodeos/Ag - Coliseum | 17,760 | 17,760 | 17,760 | 17,760 | 17,760 | 17,760 | 17,760 |
| Festivals - Coliseum | 350 | 700 | 1,050 | 1,050 | 1,050 | 1,050 | 1,050 |
| Consumer Shows - Coliseum | 1,350 | 1,688 | 2,025 | 2,025 | 2,025 | 2,025 | 2,025 |
| Assembly - Coliseum | 3,600 | 3,600 | 4,200 | 4,200 | 4,200 | 4,200 | 4,200 |
| Hockey/Tournaments - Both Sheets | 176 | 352 | 528 | 528 | 528 | 528 | 528 |
| Second Ice Sheet Public Skate/Other | 120 | 165 | 225 | 225 | 225 | 225 | 225 |
| Total | 52,216 | 56,365 | 61,128 | 63,948 | 63,948 | 63,948 | 63,948 |
| Source: Hunden Strategic Partners | | | | | | | |

Coliseum Complex Room Nights



| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Total Room Nights Generated | | | | | | | |
| Sherman Barn Ticketed Events | 2,138 | 2,596 | 3,055 | 3,360 | 3,360 | 3,360 | 3,360 |
| Concerts - Coliseum | 7,875 | 8,250 | 8,625 | 9,000 | 9,000 | 9,000 | 9,000 |
| Family Shows - Coliseum | 2,236 | 2,684 | 3,131 | 3,578 | 3,578 | 3,578 | 3,578 |
| Minor League Hockey - Coliseum | 720 | 720 | 720 | 720 | 720 | 720 | 720 |
| Rodeos/Ag - Coliseum | 7,104 | 7,104 | 7,104 | 7,104 | 7,104 | 7,104 | 7,104 |
| Festivals - Coliseum | 140 | 280 | 420 | 420 | 420 | 420 | 420 |
| Consumer Shows - Coliseum | 675 | 844 | 1,013 | 1,013 | 1,013 | 1,013 | 1,013 |
| Assembly - Coliseum | 2,400 | 2,400 | 2,800 | 2,800 | 2,800 | 2,800 | 2,800 |
| Hockey/Tournaments - Both Sheets | 88 | 176 | 264 | 264 | 264 | 264 | 264 |
| Second Ice Sheet Public Skate/Other | 80 | 110 | 150 | 150 | 150 | 150 | 150 |
| Total | 23,457 | 25,164 | 27,281 | 28,409 | 28,409 | 28,409 | 28,409 |

Source: Hunden Strategic Partners

Annual room night demand from events at the Coliseum Complex is expected to reach nearly 29,000 room nights per year.

hunden strategic partners

Pro Forma

Overall, the Coliseum Complex is expected to generate total annual revenue of \$1.15 million in Year 1 and increase revenues to \$3.5 million by Year 30. Most revenue is expected to come from facility rent and net ticket revenues, followed by net concessions / catering revenues and facility service fees, which are paid on a per ticket basis. Expenses are expected to total \$2.9 million in Year 1 and increase to \$5.2 million by Year 30.

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | | Yr 10 | | Yr 30 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|----|---------|----|-------|
| Revenue (000s) | | | | | | | | | |
| Rent/Net Ticket Rev | \$ 329 | \$ 376 | \$ 427 | \$ 461 | \$ 471 | \$ | 520 | \$ | 772 |
| Net Concessions/Catering | \$ 279 | \$ 312 | \$ 349 | \$ 380 | \$ 387 | \$ | 427 | \$ | 635 |
| Net Merchandise | \$ 56 | \$ 64 | \$ 72 | \$ 78 | \$ 80 | \$ | 88 | \$ | 13′ |
| Net Parking | \$ 194 | \$ 218 | \$ 248 | \$ 269 | \$ 274 | \$ | 303 | \$ | 503 |
| Advertising & Sponsorship (net) | \$ 25 | \$ 26 | \$ 26 | \$ 27 | \$ 27 | \$ | 30 | \$ | 44 |
| Facility Service Fee | \$ 249 | \$ 276 | \$ 303 | \$ 330 | \$ 337 | \$ | 372 | \$ | 1,360 |
| Other | \$ 18 | \$ 20 | \$ 22 | \$ 24 | \$ 25 | \$ | 27 | \$ | 42 |
| Total | \$ 1,151 | \$ 1,291 | \$ 1,448 | \$ 1,569 | \$ 1,600 | \$ | 1,767 | \$ | 3,48 |
| Expenses (000s) | | | | | | | | | |
| Salaries, Wages & Benefits | \$ 724 | \$ 739 | \$ 753 | \$ 768 | \$ 784 | \$ | 865 | \$ | 1,28 |
| Contract Services (Net) | \$ 905 | \$ 923 | \$ 942 | \$ 961 | \$ 980 | \$ | 1,082 | \$ | 1,60 |
| General & Admin | \$ 40 | \$ 41 | \$ 42 | \$ 42 | \$ 43 | \$ | 48 | \$ | 7 |
| Utllities | \$ 441 | \$ 450 | \$ 459 | \$ 468 | \$ 478 | \$ | 527 | \$ | 784 |
| Repairs & Maintenance | \$ 97 | \$ 99 | \$ 101 | \$ 103 | \$ 105 | \$ | 116 | \$ | 173 |
| Insurance | \$ 128 | \$ 130 | \$ 133 | \$ 136 | \$ 138 | \$ | 153 | \$ | 22 |
| Advertising & Other | \$ 260 | \$ 265 | \$ 271 | \$ 276 | \$ 282 | \$ | 311 | \$ | 46 |
| Reserves | \$ 46 | \$ 52 | \$ 58 | \$ 63 | \$ 64 | \$ | 71 | \$ | 139 |
| Management Fee & Incentive | \$ 262 | \$ 268 | \$ 273 | \$ 279 | \$ 284 | \$ | 314 | \$ | 460 |
| Total | \$ 2,904 | \$ 2,967 | \$ 3,032 | \$ 3,096 | \$ 3,158 | \$ | 3,487 | \$ | 5,21 |
| Net Operating Income | \$ (1,754) | \$ (1,676) | \$ (1,584) | \$ (1,527) | \$ (1,558) | s | (1,720) | ¢ | (1,72 |

Source: Hunden Strategic Partners

Amphitheater

Amphitheater Events & Event Days

The Amphitheater at Ascarate Park is expected to host 25 events per year and 25 event days per year. Majority of these events are expected to be concerts, community / other events, and festivals.

| | | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 |
|--------------------|-----|------|------|------|------|------|-------|
| Events by Type | | | | | | | |
| Graduations | | 1 | 1 | 1 | 1 | 1 | 1 |
| Concerts | | 12 | 13 | 14 | 14 | 14 | 14 |
| Festivals | | 2 | 3 | 4 | 4 | 4 | 4 |
| Community/Other | | 4 | 5 | 6 | 6 | 6 | 6 |
| Total | | 19 | 22 | 25 | 25 | 25 | 25 |
| Event Days by Type | | | | | | | |
| Graduations | 1.0 | 1 | 1 | 1 | 1 | 1 | 1 |
| Concerts | 1.0 | 12 | 13 | 14 | 14 | 14 | 14 |
| Festivals | 1.0 | 2 | 3 | 4 | 4 | 4 | 4 |
| Community/Other | 1.0 | 4 | 5 | 6 | 6 | 6 | 6 |
| Total | | 19 | 22 | 25 | 25 | 25 | 25 |

Amphitheater Attendance

HSP projects that the Amphitheater will attract more than 92,000 attendees in the stabilized year. Most attendees are expected to come from concerts, festivals, community events, other events and graduations.

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Average Attendance by Event Type | | | | | | | |
| Graduations | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Concerts | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 |
| Festivals | 3,900 | 3,900 | 3,900 | 3,900 | 3,900 | 3,900 | 3,900 |
| Community/Other | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Total Attendance by Event Type | | | | | | | |
| Graduations | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Concerts | 57,600 | 62,400 | 67,200 | 67,200 | 67,200 | 67,200 | 67,200 |
| Festivals | 7,800 | 11,700 | 15,600 | 15,600 | 15,600 | 15,600 | 15,600 |
| Community/Other | 4,800 | 6,000 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 |
| Total | 72,200 | 82,100 | 92,000 | 92,000 | 92,000 | 92,000 | 92,000 |

Amphitheater Daytrips and Overnights

Net New Daytrips are projected to be more than 59,000 per year, while overnight stays are projected at more than 26,000 per year. Concerts, festivals, and graduations are projected to generate the most overnight stays.

| Impact Inputs & Projections | | | | | | | |
|--|---------------|--------|--------|--------|--------|--------|--------|
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
| % Daytrips Net New to El Paso (induced | & recaptured) | | | | | | |
| Graduations | 737 | 737 | 737 | 737 | 737 | 737 | 737 |
| Concerts | 36,288 | 39,312 | 42,336 | 42,336 | 42,336 | 42,336 | 42,336 |
| Festivals | 4,914 | 7,371 | 9,828 | 9,828 | 9,828 | 9,828 | 9,828 |
| Community/Other | 4,104 | 5,130 | 6,156 | 6,156 | 6,156 | 6,156 | 6,156 |
| Total | 46,043 | 52,550 | 59,057 | 59,057 | 59,057 | 59,057 | 59,057 |
| | 89.5% | | | | | | - |
| | | | | | | | |
| % and # Overnights (in hotels) | | | | | | | |
| Daily Rental | - | - | - | - | - | - | - |
| Graduations | 900 | 900 | 900 | 900 | 900 | 900 | 900 |
| Concerts | 17,280 | 18,720 | 20,160 | 20,160 | 20,160 | 20,160 | 20,160 |
| Festivals | 2,340 | 3,510 | 4,680 | 4,680 | 4,680 | 4,680 | 4,680 |
| Community/Other | 240 | 300 | 360 | 360 | 360 | 360 | 360 |
| Total | 20,760 | 23,430 | 26,100 | 26,100 | 26,100 | 26,100 | 26,100 |
| Source: Hunden Strategic Partners | | | | | | | |

Amphitheater Room Nights



| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|-----------------------------|-------|--------|--------|--------|--------|--------|--------|
| Total Room Nights Generated | | | | | | | |
| Graduations | 327 | 327 | 327 | 327 | 327 | 327 | 327 |
| Concerts | 8,640 | 9,360 | 10,080 | 10,080 | 10,080 | 10,080 | 10,080 |
| Festivals | 851 | 1,276 | 1,702 | 1,702 | 1,702 | 1,702 | 1,702 |
| Community/Other | 160 | 200 | 240 | 240 | 240 | 240 | 240 |
| Total | 9,978 | 11,164 | 12,349 | 12,349 | 12,349 | 12,349 | 12,349 |

Annual room night demand from events at the Coliseum Complex is expected to be more than 12,300 room nights per year.

hunden strategic partners

Pro Forma

Overall, the Amphitheater is expected to generate total annual revenue of \$1 million in Year 1 and increase revenues to \$2.5 million by Year 30. Most revenue is expected to come from facility rent and net ticket revenues, followed by net concessions / catering revenues and facility service fees, which are paid on a per ticket basis. Expenses are expected to total \$1.3 million in Year 1 and increase to \$2.4 million by Year 30. HSP expects that the Project will generate NOI of \$89,000 by Year 30.

| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Yr 10 | Yr 30 |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue (000s) | | | | | | | |
| Rent/Net Ticket Rev | \$ 315 | \$ 385 | \$ 458 | \$ 467 | \$ 477 | \$ 526 | \$ 782 |
| Net Concessions/Catering | \$ 254 | \$ 310 | \$ 368 | \$ 375 | \$ 382 | \$ 422 | \$ 627 |
| Net Merchandise | \$ 89 | \$ 103 | \$ 117 | \$ 120 | \$ 122 | \$ 135 | \$ 200 |
| Net Parking | \$ 98 | \$ 113 | \$ 129 | \$ 132 | \$ 134 | \$ 148 | \$ 265 |
| Advertising & Sponsorship (net) | \$ 40 | \$ 41 | \$ 42 | \$ 42 | \$ 43 | \$ 48 | \$ 71 |
| Facility Service Fee | \$ 196 | \$ 227 | \$ 258 | \$ 264 | \$ 269 | \$ 297 | \$ 524 |
| Other | \$ 16 | \$ 19 | \$ 22 | \$ 23 | \$ 23 | \$ 26 | \$ 39 |
| Total | \$ 1,008 | \$ 1,198 | \$ 1,395 | \$ 1,423 | \$ 1,451 | \$ 1,602 | \$ 2,509 |
| Expenses (000s) | | | | | | | |
| Salaries, Wages & Benefits | \$ 650 | \$ 663 | \$ 676 | \$ 690 | \$ 704 | \$ 777 | \$ 1,154 |
| General & Admin | \$ 75 | \$ 77 | \$ 78 | \$ 80 | \$ 81 | \$ 90 | \$ 133 |
| Utllities | \$ 60 | \$ 61 | \$ 62 | \$ 64 | \$ 65 | \$ 72 | \$ 107 |
| Repairs & Maintenance | \$ 72 | \$ 73 | \$ 75 | \$ 76 | \$ 78 | \$ 86 | \$ 128 |
| Insurance | \$ 85 | \$ 87 | \$ 88 | \$ 90 | \$ 92 | \$ 102 | \$ 151 |
| Advertising & Other | \$ 100 | \$ 102 | \$ 104 | \$ 106 | \$ 108 | \$ 120 | \$ 178 |
| Reserves | \$ 50 | \$ 60 | \$ 70 | \$ 71 | \$ 73 | \$ 80 | \$ 125 |
| Management Fee | \$ 250 | \$ 255 | \$ 260 | \$ 265 | \$ 271 | \$ 299 | \$ 444 |
| Total | \$ 1,342 | \$ 1,378 | \$ 1,414 | \$ 1,442 | \$ 1,471 | \$ 1,624 | \$ 2,420 |
| Net Operating Income | \$ (334) | \$ (180) | \$ (19) | \$ (20) | \$ (20) | \$ (22) | \$ 89 |

Source: Hunden Strategic Partners

Chapter 9: Economic, Fiscal and Employment Impact Analysis

Coliseum Complex

Direct Spending



| | | | | Direc | t Sp | ending | to I | El Paso (| 00 | 0s) | | | | | | | |
|-----------------|-------------|----------|-------------|--------------|------|--------|------|-----------|----|--------|--------------|--------------|--------------|--------------|--------------|----|---------|
| | Year 1 | Year 2 | Year 3 | Year 4 | | Year 5 | | Year 6 | | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | L | Total |
| Food & Beverage | \$ 2,633 | \$ 2,918 | \$ 3,246 | \$ 3,483 | \$ | 3,552 | \$ | 3,623 | \$ | 3,696 | \$ 3,770 | \$ 3,845 | \$ 3,922 | \$ 4,781 | \$ 5,828 | \$ | 131,892 |
| Lodging | \$ 1,102 | \$ 1,206 | \$ 1,334 | \$ 1,417 | \$ | 1,445 | \$ | 1,474 | \$ | 1,504 | \$ 1,534 | \$ 1,564 | \$ 1,596 | \$ 1,945 | \$ 2,371 | \$ | 53,723 |
| Retail | \$ 1,501 | \$ 1,660 | \$ 1,849 | \$ 1,977 | \$ | 2,017 | \$ | 2,057 | \$ | 2,098 | \$ 2,140 | \$ 2,183 | \$ 2,227 | \$ 2,763 | \$ 3,368 | \$ | 75,883 |
| Transportation | \$ 1,590 | \$ 1,768 | \$ 1,973 | \$ 2,110 | \$ | 2,153 | \$ | 2,196 | \$ | 2,240 | \$ 2,284 | \$ 2,330 | \$ 2,377 | \$ 2,897 | \$ 3,531 | \$ | 79,919 |
| Other | \$ 919 | \$ 1,014 | \$ 1,125 | \$ 1,201 | \$ | 1,225 | \$ | 1,249 | \$ | 1,274 | \$ 1,300 | \$ 1,326 | \$ 1,352 | \$ 1,648 | \$ 2,009 | \$ | 45,494 |
| Total | \$ 7,745 | \$ 8,565 | \$ 9,527 | \$ 10,188 | \$ | 10,392 | \$ | 10,600 | \$ | 10,812 | \$ 11,028 | \$ 11,249 | \$ 11,474 | \$ 14,034 | \$ 17,108 | \$ | 386,912 |

Source: Hunden Strategic Partners

Direct spending falls into five categories: food & beverage, lodging, retail, transportation and other.

The total for these categories during the 30-year period shown is more than \$386 million. \$132 million of this total is expected to come from food and beverage spending, while transportation spending is expected to also generate approximately \$80 million.

Direct, Indirect & Induced Spending



| | | | Dire | ct, | Indirect | & lı | nduced | Spe | ending to | Ell | Paso (00 | 00s | 5) | | | | | |
|----------|--------------|--------------|--------------|-----|----------|------|--------|-----|-----------|-----|----------|-----|--------|--------------|--------------|--------------|--------------|---------------|
| | Year 1 | Year 2 | Year 3 | | Year 4 | | Year 5 | | Year 6 | | Year 7 | | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Total |
| Direct | \$ 7,745 | \$ 8,565 | \$ 9,527 | \$ | 10,188 | \$ | 10,392 | \$ | 10,600 | \$ | 10,812 | \$ | 11,028 | \$ 11,249 | \$ 11,474 | \$ 14,034 | \$ 17,108 | \$ 386,912 |
| Indirect | \$ 3,018 | \$ 3,338 | \$ 3,714 | \$ | 3,972 | \$ | 4,051 | \$ | 4,132 | \$ | 4,215 | \$ | 4,299 | \$ 4,385 | \$ 4,473 | \$ 5,474 | \$ 6,673 | \$ 150,889 |
| Induced | \$ 1,567 | \$ 1,733 | \$ 1,928 | \$ | 2,062 | \$ | 2,103 | \$ | 2,145 | \$ | 2,188 | \$ | 2,232 | \$ 2,277 | \$ 2,322 | \$ 2,840 | \$ 3,461 | \$ 78,289 |
| Total | \$ 12,330 | \$ 13,636 | \$ 15,169 | \$ | 16,222 | \$ | 16,547 | \$ | 16,878 | \$ | 17,215 | \$ | 17,560 | \$ 17,911 | \$ 18,269 | \$ 22,348 | \$ 27,242 | \$ 616,089 |

Source: Hunden Strategic Partners

All three levels of spending are expected to combine for more than \$616 million during the Project's first 30 years. As mentioned on the previous slide, \$386 million of spending will come directly from onsite visitation, while indirect and induced spending are projected to produce \$150 million and \$78 million, respectively.

Earnings and Full-Time Equivalent Jobs



| | Year 1 | Year 2 | | Year 3 | Year 4 | Year 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | Total |
|------------------|-------------|-------------|----|--------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|---------------|
| Net New Earnings | | | | | | | | | | | | | | |
| From Direct | \$ 3,523 | \$ 3,897 | \$ | 4,335 | \$ 4,637 | \$ 4,729 | \$ 4,824 | \$ 4,920 | \$ 5,019 | \$ 5,119 | \$ 5,222 | \$ 6,386 | \$ 7,784 | \$ 176,058 |
| From Indirect | \$ 1,139 | \$ 1,257 | \$ | 1,397 | \$ 1,493 | \$ 1,523 | \$ 1,553 | \$ 1,584 | \$ 1,616 | \$ 1,648 | \$ 1,681 | \$ 2,058 | \$ 2,509 | \$ 56,734 |
| From Induced | \$ 686 | \$ 758 | \$ | 843 | \$ 901 | \$ 919 | \$ 937 | \$ 956 | \$ 975 | \$ 995 | \$ 1,015 | \$ 1,241 | \$ 1,512 | \$ 34,209 |
| Total | \$ 5,348 | \$ 5,913 | \$ | 6,576 | \$ 7,031 | \$ 7,171 | \$ 7,315 | \$ 7,461 | \$ 7,610 | \$ 7,762 | \$ 7,918 | \$ 9,685 | \$ 11,805 | \$ 267,001 |
| Net New FTE Jobs | | | | | | | | | | | | | | Average |
| From Direct | 90 | 98 | | 107 | 112 | 112 | 112 | 112 | 112 | 112 | 112 | 113 | 113 | 111 |
| From Indirect | 37 | 40 | | 43 | 45 | 45 | 45 | 45 | 45 | 45 | 45 | 46 | 46 | 45 |
| From Induced | 19 | 21 | | 23 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 24 |
| Total | 146 | 159 | • | 173 | 182 | 182 | 182 | 182 | 182 | 182 | 182 | 182 | 182 | 180 |

Source: Hunden Strategic Partners

Jobs will be created onsite as well as onsite and offsite from the direct, indirect and induced spending, which are expected to produce net new earnings of more than \$267 million during the period shown.

Net new full-time equivalent jobs are expected to be created directly within the Project, as well as direct, indirect and induced jobs from earnings. During the 30-year period, the Project is expected to support an average of 180 jobs.

Fiscal Impact



| | | | Fisca | al Im | npact - 1 | Tax | Impacts | s fr | rom New | Sp | ending (| 000 | s) | | | | | | |
|--------------------------------|-----------|-----------|-----------|-------|-----------|-----|---------|------|---------|----|----------|-----|--------|-----------|-----------|-----------|-----------|----|--------|
| | Year 1* | Year 2 | Year 3 | | Year 4 | | Year 5 | | Year 6 | | Year 7 | | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | | Total |
| Capturable Hotel & Motel Taxes | | | | | | | | | | | | | | | | | | | |
| City Hotel Tax (9.0%) | \$ 99 | \$ 109 | \$ 120 | \$ | 128 | \$ | 130 | \$ | 133 | \$ | 135 | \$ | 138 | \$ 141 | \$ 144 | \$ 175 | \$ 213 | \$ | 4,835 |
| County Hotel Tax (2.5%) | \$ 28 | \$ 30 | \$ 33 | \$ | 35 | \$ | 36 | \$ | 37 | \$ | 38 | \$ | 38 | \$ 39 | \$ 40 | \$ 49 | \$ 59 | \$ | 1,343 |
| Capturable Local Sales Taxes | | | | | | | | | | | | | | | | | | l | |
| City Sales Tax (1%) | \$ 283 | \$ 74 | \$ 82 | \$ | 88 | \$ | 89 | \$ | 91 | \$ | 93 | \$ | 95 | \$ 97 | \$ 99 | \$ 121 | \$ 147 | \$ | 3,548 |
| County Sales Tax (0.5%) | \$ 141 | \$ 37 | \$ 41 | \$ | 44 | \$ | 45 | \$ | 46 | \$ | 47 | \$ | 47 | \$ 48 | \$ 49 | \$ 60 | \$ 74 | \$ | 1,774 |
| Total | \$ 551 | \$ 249 | \$ 276 | \$ | 295 | \$ | 300 | \$ | 306 | \$ | 313 | \$ | 319 | \$ 325 | \$ 332 | \$ 405 | \$ 494 | \$ | 11,500 |

^{*}Construction tax impacts are included in Year 1

Source: Hunden Strategic Partners

The Project is expected to generate more than \$11.5 million in taxes collected in the first 30 years. The bulk of tax dollars will be generated through the 9 percent hotel tax and 1 percent sales tax.

Summary of 30-Year Impacts

The Coliseum Complex is expected to generate \$616 million in net new spending, \$267 million in net new earnings, and more than 180 new full-time equivalent jobs at stabilization.

Capturable fiscal impact is expected to total approximately \$11.5 million from sales and hotel taxes.

Construction impacts from the \$54 million project will be significant, including \$32 million in local labor spending supporting 450+ jobs.

In addition, local taxes from construction-related spending are estimated at more than \$216,000.

| 30-Yr. Summary of Imp | acts - Gross |
|-----------------------------------|--------------|
| Net New Spending | (millions) |
| Direct | \$387 |
| Indirect | \$151 |
| Induced | \$78 |
| Total | \$616 |
| Net New Earnings | (millions) |
| From Direct | \$176 |
| From Indirect | \$57 |
| From Induced | \$34 |
| Total | \$267 |
| Net New FTE Jobs | Actual |
| From Direct | 112 |
| From Indirect | 45 |
| From Induced | 24 |
| Total | 182 |
| Capturable Hotel & Motel Taxes | (millions) |
| City Hotel Tax (9.0%) | \$4.8 |
| County Hotel Tax (2.5%) | \$1.3 |
| City Sales Tax (1%) | \$3.5 |
| County Sales Tax (0.5%) | \$1.8 |
| Total | \$11.5 |
| Source: Hunden Strategic Partners | |

| Construction Impact | s - Colise | um |
|-----------------------------------|------------|--------|
| Development Cost (000s) | | |
| Labor (60%) | \$ | 32,442 |
| Materials (40%) | \$ | 21,628 |
| Total | \$ | 54,070 |
| Job-Years from Construction | | 454 |
| Taxes Generated (000s) | | |
| City Sales Tax (1%) | \$ | 216 |
| County Sales Tax (0.5%) | \$ | 108 |
| Total | \$ | 216 |
| Source: Hunden Strategic Partners | | |

Amphitheater

Direct Net New & Recaptured Spending



| | | | | Dire | ect N | let New | /Reca | ptured | d Sp | ending t | o E | l Paso (0 | 00s | s) | | | | | | |
|-----------------|-------------|-------------|------|-------|-------|---------|-------|--------|------|----------|-----|-----------|-----|--------|-------------|-------------|--------------|--------------|----|---------|
| | Year 1 | Year 2 | Y | ear 3 | | Year 4 | | Year 5 | | Year 6 | | Year 7 | | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | L | Total |
| Food & Beverage | \$ 2,024 | \$ 2,388 | \$ 2 | 2,767 | \$ | 2,822 | \$ | 2,878 | \$ | 2,936 | \$ | 2,995 | \$ | 3,054 | \$ 3,116 | \$ 3,178 | \$ 3,874 | \$ 4,722 | \$ | 106,915 |
| Lodging | \$ 469 | \$ 535 | \$ | 604 | \$ | 616 | \$ | 628 | \$ | 641 | \$ | 654 | \$ | 667 | \$ 680 | \$ 694 | \$ 846 | \$ 1,031 | \$ | 23,378 |
| Retail | \$ 1,010 | \$ 1,170 | \$ | 1,335 | \$ | 1,362 | \$ | 1,389 | \$ | 1,417 | \$ | 1,445 | \$ | 1,474 | \$ 1,504 | \$ 1,534 | \$ 1,910 | \$ 2,328 | \$ | 52,475 |
| Transportation | \$ 1,313 | \$ 1,542 | \$ | 1,780 | \$ | 1,816 | \$ | 1,852 | \$ | 1,889 | \$ | 1,927 | \$ | 1,965 | \$ 2,005 | \$ 2,045 | \$ 2,492 | \$ 3,038 | \$ | 68,806 |
| Other | \$ 684 | \$ 793 | \$ | 906 | \$ | 924 | \$ | 943 | \$ | 961 | \$ | 981 | \$ | 1,000 | \$ 1,020 | \$ 1,041 | \$ 1,269 | \$ 1,546 | \$ | 35,046 |
| Total | \$ 5,499 | \$ 6,428 | \$ | 7,392 | \$ | 7,540 | \$ | 7,690 | \$ | 7,844 | \$ | 8,001 | \$ | 8,161 | \$ 8,324 | \$ 8,491 | \$ 10,390 | \$ 12,666 | \$ | 286,619 |

Direct net new, including recaptured, spending falls into five categories: food & beverage, lodging, retail, transportation and other.

The total for these categories during the 30-year period shown is more than \$286 million. \$106 million of this total is expected to come from food and beverage spending, while transportation spending is expected to also generate more than \$68 million.

Source: Hunden Strategic Partners

Direct, Indirect & Induced Net New Spending



| Direct, I | ndirect & Induced Spending to El Paso (000s) | |
|-----------|--|--|
| | | |

| | Year 1 | Year 2 | Yea | · 3 | Year 4 | Y | ear 5 | Year 6 | Year 7 | Year 8 | Year 9 | Year 10 | Year 20 | Year 30 | L | Total |
|----------|-------------|--------------|---------|-----|-----------|-------|-------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----|---------|
| Direct | \$ 5,499 | \$ 6,428 | \$ 7,3 |)2 | \$ 7,540 | \$ | 7,690 | \$ 7,844 | \$ 8,001 | \$ 8,161 | \$ 8,324 | \$ 8,491 | \$ 10,390 | \$ 12,666 | \$ | 286,619 |
| Indirect | \$ 2,145 | \$ 2,508 | \$ 2,8 | 34 | \$ 2,942 | \$ | 3,001 | \$ 3,061 | \$ 3,122 | \$ 3,184 | \$ 3,248 | \$ 3,313 | \$ 4,056 | \$ 4,945 | \$ | 111,876 |
| Induced | \$ 1,140 | \$ 1,332 | \$ 1,5 | 32 | \$ 1,562 | \$ | 1,594 | \$ 1,626 | \$ 1,658 | \$ 1,691 | \$ 1,725 | \$ 1,760 | \$ 2,152 | \$ 2,623 | \$ | 59,374 |
| Total | \$ 8,784 | \$ 10,268 | \$ 11,8 | 8 | \$ 12,044 | \$ 12 | 2,285 | \$ 12,531 | \$ 12,781 | \$ 13,037 | \$ 13,298 | \$ 13,563 | \$ 16,599 | \$ 20,234 | \$ | 457,869 |

Source: Hunden Strategic Partners

All three levels of spending are expected to combine for more than \$457 million during the Project's first 30 years. As mentioned on the previous slide, \$286 million of spending will come directly from onsite visitation, while indirect and induced spending are projected to produce \$112 million and \$59 million, respectively.

Net New Earnings and Full-Time Equivalent Jobs



| Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (000s) | Net New Earnings | & FTE Jobs from | n Direct. Indirect & | Induced Spending (000s) |
|---|-------------------------|-----------------|----------------------|-------------------------|
|---|-------------------------|-----------------|----------------------|-------------------------|

| | | | | _ | | | | | - | | - | | | | | | | |
|------------------|-------------|-------------|-------------|----|--------|-------------|-------------|-------------|----|--------|-------------|-------------|----------|---------|---------|---------|----|---------|
| | Year 1 | Year 2 | Year 3 | | Year 4 | Year 5 | Year 6 | Year 7 | | Year 8 | Year 9 | Year 10 | <u> </u> | Year 20 | L | Year 30 | | Total |
| Net New Earnings | | | | | | | | | | | | | | | | | | |
| From Direct | \$ 2,538 | \$ 2,966 | \$ 3,411 | \$ | 3,480 | \$ 3,549 | \$ 3,620 | \$ 3,693 | \$ | 3,767 | \$ 3,842 | \$ 3,919 | \$ | 4,794 | \$ | 5,844 | \$ | 132,257 |
| From Indirect | \$ 758 | \$ 883 | \$ 1,014 | \$ | 1,034 | \$ 1,055 | \$ 1,076 | \$ 1,097 | \$ | 1,119 | \$ 1,141 | \$ 1,164 | \$ | 1,426 | \$ | 1,738 | \$ | 39,335 |
| From Induced | \$ 479 | \$ 558 | \$ 641 | \$ | 654 | \$ 667 | \$ 680 | \$ 694 | \$ | 708 | \$ 722 | \$ 736 | \$ | 901 | \$ | 1,098 | \$ | 24,849 |
| Total | \$ 3,774 | \$ 4,408 | \$ 5,066 | \$ | 5,167 | \$ 5,271 | \$ 5,376 | \$ 5,483 | \$ | 5,593 | \$ 5,705 | \$ 5,819 | \$ | 7,121 | \$ | 8,681 | \$ | 196,441 |
| Net New FTE Jobs | | | | | | | | | | | | | 1 | | l | | , | Average |
| From Direct | 64 | 73 | 83 | | 83 | 83 | 83 | 83 | | 83 | 83 | 83 | l | 83 | | 83 | | 82 |
| From Indirect | 26 | 30 | 34 | | 34 | 34 | 34 | 34 | | 34 | 34 | 34 | l | 34 | | 34 | | 33 |
| From Induced | 14 | 16 | 18 | | 18 | 18 | 18 | 18 | | 18 | 18 | 18 | l | 18 | <u></u> | 18 | | 18 |
| Total | 104 | 119 | 135 | | 135 | 135 | 135 | 135 | | 135 | 135 | 135 | | 135 | | 135 | | 133 |

Source: Hunden Strategic Partners

Jobs will be created onsite as well as onsite and offsite from the direct, indirect and induced spending, which are expected to produce net new earnings of more than \$196 million during the period shown.

Net new full-time equivalent jobs are expected to be created directly within the Project, as well as direct, indirect and induced jobs from earnings. During the 30-year period, the Project is expected to support an average of 133 jobs.

Fiscal Impact



| | | | Fis | cal | I Impact - | Ia | ax Impact | s t | rom New | Sp | pending (0 | 009 | s) | | | | | | | | |
|--------------------------------|-----------|----------|----------|-----|------------|----|-----------|-----|---------|----|------------|-----|--------|----------|----------|----|---------|----|---------|----|-------|
| | Year 1* | Year 2 | Year 3 | | Year 4 | | Year 5 | | Year 6 | | Year 7 | | Year 8 | Year 9 | Year 10 | | Year 20 | | Year 30 | | Total |
| Capturable Hotel & Motel Taxes | | | | | | | | | | | | | | | | | | | | | |
| City Hotel Tax (9.0%) | \$ 42 | \$ 48 | \$ 54 | \$ | 55 | \$ | 57 | \$ | 58 | \$ | 59 | \$ | 60 | \$ 61 | \$ 62 | \$ | 76 | \$ | 93 | \$ | 2,104 |
| County Hotel Tax (2.5%) | \$ 12 | \$ 13 | \$ 15 | \$ | 15 | \$ | 16 | \$ | 16 | \$ | 16 | \$ | 17 | \$ 17 | \$ 17 | \$ | 21 | \$ | 26 | \$ | 584 |
| Capturable Local Sales Taxes | | | | | | | | | | | | | | | | ĺ | | ĺ | | ì | |
| City Sales Tax (1%) | \$ 148 | \$ 59 | \$ 68 | \$ | 69 | \$ | 71 | \$ | 72 | \$ | 73 | \$ | 75 | \$ 76 | \$ 78 | \$ | 95 | \$ | 116 | \$ | 2,730 |

*Construction tax impacts are included in Year 1

Source: Hunden Strategic Partners

County Sales Tax (0.5%)

Total

The Project is expected to generate more than \$6.7 million in taxes collected in the first 30 years. The bulk of tax dollars will be generated through the 9 percent hotel tax and 1 percent sales tax.

Summary of 30-Year Impacts

The Amphitheater is expected to generate \$458 million in net new spending, \$196 million in net new earnings, and 135 new full-time equivalent jobs at stabilization.

Capturable fiscal impact is expected to total approximately \$6.8 million from sales and hotel taxes.

Construction impacts from the \$24 million project will be significant, including \$14.5 million in local labor spending supporting 204 jobs.

In addition, local taxes from construction-related spending are estimated at more than \$146,000.

| 30-Yr. Summary of Imp | pacts - Gross |
|-----------------------------------|---------------|
| Net New Spending | (millions) |
| Direct | \$287 |
| Indirect | \$112 |
| Induced | \$59 |
| Total | \$458 |
| Net New Earnings | (millions) |
| From Direct | \$132 |
| From Indirect | \$39 |
| From Induced | \$25 |
| Total | \$196 |
| Net New FTE Jobs | Actual |
| From Direct | 83 |
| From Indirect | 34 |
| From Induced | 18 |
| Total | 135 |
| Capturable Hotel & Motel Taxes | (millions) |
| City Hotel Tax (9.0%) | \$2.1 |
| County Hotel Tax (2.5%) | \$0.6 |
| City Sales Tax (1%) | \$2.7 |
| County Sales Tax (0.5%) | \$1.4 |
| Total | \$6.8 |
| Source: Hunden Strategic Partners | |

| Construction Impacts - Amp | hithea | iter |
|-----------------------------------|--------|--------|
| Development Cost (000s) | | |
| Labor (60%) | \$ | 14,592 |
| Materials (40%) | \$ | 9,728 |
| Total | \$ | 24,320 |
| Job-Years from Construction | | 204 |
| Taxes Generated (000s) | | |
| City Sales Tax (1%) | \$ | 97 |
| County Sales Tax (0.5%) | \$ | 49 |
| Total | \$ | 146 |
| Source: Hunden Strategic Partners | | |

Chapter 10: Community Engagement

Methodology



HSP engaged with the local community in El Paso, Texas through two virtual presentations and a survey, both of which aimed to receive feedback from the community and local stakeholders. The following slides detail the overall findings from the community.

- Community Feedback Presentation #1 November 10, 2021
- Community Feedback Presentation #2 November 12, 2021
- Community Survey created and distributed October 12, 2021

Community Feedback Presentations



HSP conducted two community presentations with local stakeholders and residents of the area via Zoom to show our initial market findings and design concepts for the redevelopment of the Coliseum and the development of the proposed Amphitheater at Ascarate Park. The following information summarizes the attendees' comments, questions and input throughout the meetings.

Coliseum Redevelopment

- In favor of the upgrades proposed to the Coliseum and additional amenities to be located nearby.
- From the public safety
 perspective, the upgrades will
 help to create a safer
 environment for guests and large
 events.
- Concerns around offering large events that would affect surrounding communities in terms of parking and noise.

Amphitheater

- The design layout of the amphitheater could potentially incorporate the water and the mountains of Ascarate Park as a backdrop for the stage.
- Interested to understand the types of shows and tours that would be held at the amphitheater on a national level since Live Nation has previously said they will not bring tours to a venue they do not operate or own. Suggested a revival of "Music Under the Stars".

Overall Feedback

- Overall, the public response is positive. There is some hesitation surrounding parking at the Coliseum and the cost for construction materials to redevelop.
- Developing restaurants and other commercial space around the Coliseum will help drive tourism for the area and encourage outof-town visitors to stay for a longer period of time after the event concludes. The goal is to create more of a destination for entertainment.

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Community Survey

HSP conducted a survey to get community input through the online platform, Survey Monkey. The following questions were asked in the survey, which was offered in English and Spanish.

- 1. What language do you prefer?
- 2. What is your age group?
- 3. What is your marital status?
- 4. Do you have children?
- 5. What events do you enjoy that El Paso currently offers?
- 6. What type of events would you like to see more of?
- 7. If any, what type of events would you like to see less of?
- 8. What genre of events are missing from El Paso?
- 9. On average, how much would you pay for enhanced type of events?
- 10. Do you prefer indoor or outdoor events?
- 11. Would you attend more outdoor events if they were offered?
- 12. How many events per year would you say you attend?
- 13. Do you typically attend events with family members or friends?
- 14. Do you attend any skating events throughout the year? If yes, which one is your favorite?
- 15. What is your favorite restaurant in town?
- 16. What is your least favorite aspect of the Coliseum?
- 17. What is the most important feature missing from the Coliseum campus?
- 18. What is the most important feature that should be included in an outdoor amphitheater?
- 19. On average, how many nights per week do you go out?

Survey Results



HSP conducted a survey to get community input through the online platform, Survey Monkey. The following points are key takeaways from the survey:

- Favorite Events Currently Offered: El Paso Winterfest, Disney on Ice, concerts, Fiesta De Las Flores, Rhino's hockey games, rodeos, El Paso Chihuahuas' baseball games, open-air movies
- Opportunity to Offer Additional Events: music concerts/festivals, youth sporting events, cultural festivals, drive-in movies, film festivals, wrestling events, Harlem Globetrotters, etc.
- In general, the community would like to see a variety of events offered in addition to those currently offered.
- Indoor Events vs. Outdoor Events: the majority of respondents prefer indoor events, however, almost 75% of respondents would attend more outdoor events if they were offered.
- Most Requested Improvements to the Coliseum: seating, handicap accessible, exterior, bathrooms, barn door and all doors, additional parking, food and beverage options, entrance flooring
- Most Important Feature Missing from the Coliseum Campus: a working marquee, regular maintenance, configurable seating to allow a more intimate venue setting, additional parking, connection with other public spaces, an inviting appearance, acoustics

Survey Results



HSP conducted a survey to get community input through the online platform, Survey Monkey. The following points are key takeaways from the survey:

| Type of Event | Low-end of Ticket Price | High-end of Ticket Price | Average Ticket Price |
|-----------------|----------------------------|-----------------------------|-------------------------|
| Concerts | \$40 | \$150 | \$95 |
| Conventions | \$5 | \$50 | \$28 |
| Consumer Shows | \$20 | \$50 | \$35 |
| Sporting Event | \$5 | \$50 | \$28 |
| Festivals | \$20 | \$65 | \$43 |
| Farmer's Market | \$0 | \$5 | \$3 |
| Average | \$15 | \$62 | \$42 |

Average Price Points: The table above details the average ticket prices the community of El Paso is willing to pay for "enhanced" types of events offered at the Coliseum. People are willing to pay more for concerts than any other type of event.

Survey Results



HSP conducted a survey to get community input through the online platform, Survey Monkey. The following points are key takeaways from the survey:

- Important Feature to Include an Outdoor Amphitheater: shaded structures, covered sitting area, bathrooms, a conducive setup for acoustics, central location, good view
- Average Number of Nights Out: the majority of respondents go out once or twice per week, with the younger population going out three to four times or almost every night.
- Favorite Local Restaurant: The Shack, Red Lobster, El Rincon De Cortez, L&J's, Good Luck Café, Las Palmas, Wing Shack, Kiki's, Elemi, Cattle Baron, Weirdoughs Bakery & Café, Ardovino's, Great American Steakhouse
- Respondents' demographics:
 - Age ranged from 25 65 +
 - Approximately 67% of respondents are married
 - Approximately 53% of respondents have children
 - Approximately 78% of respondents attend events with family and friends

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For further information about Hunden Strategic Partners, please contact:

Hunden Strategic Partners 213 W. Institute Place, Suite 707 Chicago, Illinois 60610 312.643.2500 www.hunden.com Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

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

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

The firm and its principal have performed more than 800 studies over the past 25 years, with more than \$6 billion in built, successful projects.

Appendix

Coliseum Campus – Approved CapEx Projects

The accompanying table lists the Coliseum Campus' approved capital projects and their associated costs.

| Project | Price |
|------------------------------------|-------------|
| oliseum Bathroom Top | \$2,650 |
| oliseumm East Doors | \$15,123 |
| Coliseum Main Floor Crack Repair | \$26,500 |
| Coliseum North Letters | \$13,100 |
| Coliseum North-End Doors | \$47,276 |
| Pressing Room Construction | \$475,000 |
| Coliseum Stands Renovation | \$84,800 |
| East-Side Offices Conversion | \$175,000 |
| Events Center Insulation | \$200,000 |
| Feed Barn Demolition | \$6,180 |
| Fencing | \$92,400 |
| Generator Installation | \$80,000 |
| Judging Arena Insulation | \$225,000 |
| Marquee Installation | \$225,645 |
| Parking Lot Repavement | \$450,000 |
| Pavilion Fans | \$35,973 |
| Pavilion Roof Insulation | \$225,000 |
| Railroad Doors Replacement | \$35,000 |
| Repoint Brick on North/South Walls | \$118,000 |
| Restrooms on North-End Parking Lot | \$95,000 |
| Sherman Roof Demolition | \$72,875 |
| Sherman Demolition | \$209,130 |
| Steel Grid in Coliseum | \$672,000 |
| otal | \$3,581,652 |

Methodology



HSP uses a variety of research methodologies for its studies to gain a holistic understanding of the project at hand. These methodologies combine in-person visitation, primary sources, and secondary sources.

- All HSP projects began with an in-person "Kickoff" trip. These trips involve the Client touring HSP staff around the subject city/town and any relevant projects, developments, or sites in the area. HSP also conducts in-person meetings with local stakeholders representing various parties during each Kickoff Trip. On June 15, 2021, HSP toured El Paso and held meetings with city representatives, members of the El Paso Sports Commission and El Paso County Parks and Recreation, and local citizens in a public meeting.
- Following a Kickoff trip, HSP begins to conduct research on the project. A critical element of this process involves speaking directly to important stakeholders in the community who can provide "boots on the ground" insight via conference call or video communication.
- The final strategy our team employs to conduct its studies is secondary source research. HSP has access to resources such as CoStar, industry reports, market-specific reports, visitation data, and more.