



HORIZON CITY

Incorporated 1988

**AGENDA
PUBLIC MEETING
REGULAR CITY COUNCIL MEETING
THE TOWN OF HORIZON CITY, TEXAS
Tuesday, November 8, 2022, 6:00 PM**

Notice is hereby given that a Regular City Council Meeting of the Town of Horizon City, Texas will be held on **Tuesday, November 8, 2022 at 6:00 PM** at City Council Chambers Room, 15001 Darrington Road, Horizon City, TX 79928, at which time the following will be discussed and considered:

Meeting Video:

<https://horizoncity.webex.com/recording-service/sites/horizoncity/recording/playback/69933ca941ff103bb9f7005056814184>

<https://horizoncity.webex.com/recording-service/sites/horizoncity/recording/playback/c575185b41f7103bab5f00505681f42e>

- 1. **Call to order; Pledge of Allegiance; Establishment of Quorum**
- 2. **Open Forum:**

CONSENT AGENDA

All matters listed under the CONSENT AGENDA are considered routine and will be enacted in one motion. There will be no separate discussion of these items unless a member(s) of the City Council requests one or more items be removed from the CONSENT AGENDA to the REGULAR AGENDA for separate discussion and action prior to the City Council's vote to adopt the CONSENT AGENDA.

- 3. **Approval of Minutes from:** **4**
Mayor/City Clerk
October 11, 2022 Regular City Council Meeting.
- 4. **Discussion and Action:** **8**
Mayor/CIP Manager
On an update on the Capital Improvement Program.
- 5. **Discussion and Action:** **30**
Mayor/EDC Executive Director
On the appointment of Aurelio Sillas to the Horizon City Economic Development Corporation Board of Directors.
- 6. **Discussion and Action:** **32**
Mayor/Planner
On the appointment of Shawn Jolley by Mayor Mendoza to the Planning and Zoning Commission.
- 7. **Request to Excuse Absent Council Members:**
- 8. **Approval of Consent Agenda Items:**
- REGULAR AGENDA**
- 9. **Discussion and Action:** **33**
Mayor/EDC Executive Director
On a presentation from Pinnacle Indoor Sports on Proposed Regional Park.
- 10. **Discussion and Action:** **169**
Mayor/CIP Manager
Regarding pending capital projects and financing options.

11. **Discussion and Action:** 171
 Mayor/CIP Manager
 On a Change Order # 8 to the construction contract with Allen Concrete, LLC for Corcoran "Corky" Park Improvements Project, Solicitation No. CIP 2018-102 (003) and authorizing the Mayor to execute documents.
12. **Discussion and Action:** 180
 Mayor/CIP Manager
 On a Change Order #11 to the construction contract with Hawk Construction for Golden Eagle Park Improvements Project, Solicitation No. CIP 2018 - 001 and authorizing the Mayor to execute documents.
13. **Discussion and Action:** 187
 Mayor/CIP Manager
This item was postponed at the 10/11/22 Regular City Council Meeting:
 Regarding status of Golden Eagle Park construction project.
14. **Discussion and Action:** 188
 Mayor/Planner
 On the **Replat** application for **Horizon Town Center Unit Two Replat "B" (Case No. RP-002511-2022)**, legally described as Lots 3, 4 and 5, Block 21, Horizon Town Center Unit Two Subdivision, Town of Horizon City, El Paso County, Texas. Containing 0.4154 acres +/- . Application submitted by CAD Consulting Co.
15. **Discussion and Action:**
 Mayor/Planner
 To authorize staff to negotiate, and the Mayor to sign, a donation agreement with Ms. Raeleen Raygoza to accept the donation of a memorial bench to be installed along or near the basketball court in Horizon Mesa Park.
16. **Discussion and Action:** 197
 Mayor/Asst. City Atty
 Regarding a resolution to reject the rate increase proposed by Texas Gas Service.
17. **Executive Session**
 The City Council of the Town of Horizon City reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices,) and 551.086 (Economic Development).

Adjournment:

Motion to Adjournment: _____ 2nd _____

Dated this Friday, 11/4/22

By: _____
 Elvia Schuller, City Clerk

I, the undersigned authority, hereby certify that the above notice of the Regular City Council Meeting of the Town of Horizon City, Texas is a correct copy of this notice, and that I posted this notice at least seventy-two (72) hours preceding the scheduled meeting at the City Hall Bulletin Boards of the Town of Horizon City, Texas on this Friday, 11/4/22 by 5:00 p.m.

Agenda Removed: _____ Time _____ By _____

In compliance with the Americans with Disabilities Act, the Town of Horizon City will provide for reasonable accommodations for persons attending meetings. Requests for auxiliary aids and services must be made 48 hours prior to this meeting by calling the City Clerk at (915) 852-1046.

**MINUTES
AGENDA
PUBLIC MEETING
REGULAR CITY COUNCIL MEETING
THE TOWN OF HORIZON CITY, TEXAS
Tuesday, October 11, 2022, 6:05 PM**

Notice is hereby given that a Regular City Council Meeting of the Town of Horizon City, Texas was held on **Tuesday, October 11, 2022 at 6:05 PM**, at City Council Chambers Room, 15001 Darrington Road, Horizon City, TX 79928, at which time the following was discussed and considered:

1. Call to order; Pledge of Allegiance; Establishment of Quorum

Meeting called to order at 6:00 pm. All City Council Members present. Quorum Established.

2. Open Forum:

No one signed up to speak.

CONSENT AGENDA

All matters listed under the CONSENT AGENDA are considered routine and will be enacted in one motion. There will be no separate discussion of these items unless a member(s) of the City Council requests one or more items be removed from the CONSENT AGENDA to the REGULAR AGENDA for separate discussion and action prior to the City Council's vote to adopt the CONSENT AGENDA.

3. Approval of Minutes from:

9/19/22 Special City Council Meeting.

4. Discussion and Action:

Mayor/CIP Manager

On an update on the Capital Improvement Program.

5. Request to Excuse Absent Council Members:

6. Approval of Consent Agenda Items:

A motion was made by Alderman Miller and seconded by Alderman Duran to approve the Consent Agenda. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

REGULAR AGENDA

7. Discussion and Action:

Mayor/CIP Manager

On a Resolution of the Town of Horizon City, Texas establishing priorities for the 88th Legislative Session in Texas, and authorizing representation of the municipality in advocating positions on such legislative priorities.

CIP Manager, Terry Quezada spoke regarding this item.

A motion was made by Alderman Renteria and seconded by Alderwoman Corral to approve the Resolution of the Town of Horizon City, Texas establishing priorities for the 88th Legislative Session in Texas, and authorizing representation of the municipality in advocating positions on such legislative priorities. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

8. **Discussion and Action:**

Mayor/CIP Manager

Regarding status of Golden Eagle Park construction project.

Moreno Cardenas Rep, Saul Trejo, Hawk Construction Rep, Denise Marquez & CIP Manager, Terry Quezada spoke regarding this item.

A motion was made by Alderman Duran and seconded by Alderman Renteria to refer this item to our legal counsel and postpone action until the next Regular Council. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Abstain; CORRAL – Abstain. Motion passed.

9. **Discussion and Action:**

Mayor/CIP Manager

On the status of ROW acquisition for N. Darrington Reconstruction, CSJ 0924-06-587.

CIP Manager, Terry Quezada spoke regarding this item. No action taken.

10. **Discussion and Action:**

Mayor/CIP Manager

On a Resolution authorizing staff to submit a TASA grant application to the MPO for the design and construction of a multi-use path on Rodman St.

CIP Manager, Terry Quezada spoke regarding this item.

A motion was made by Alderman Duran and seconded by Alderwoman Corral to approve the Resolution authorizing staff to submit a TASA grant application to the MPO for the design and construction of a multi-use path on Rodman St. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

11. **Discussion and Action:**

Mayor/Finance Director

On a Professional Services contract with Pat Randleel for Financial Services. Funds available under the Finance Dept FY 2023 approved City budget.

Finance Director, Lily Gaytan spoke regarding this item.

A motion was made by Alderman Padilla and seconded by Alderman Duran to approve the Professional Services contract with Pat Randleel for Financial Services. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

12. **Discussion and Action:**

Mayor/Planner

On the replat application for **Horizon Town Center Unit Two Replat "A" (Case No. RP-002509-2022)**, legally described as Lots 4, 5 and 6, Block 25, Horizon Town Center Unit Two Subdivision, Town of Horizon City, El Paso County, Texas. Containing 0.4185 acres +/- . Application submitted by CAD Consulting Co.

Planner, Art Rubio spoke regarding this item.

A motion was made by Alderman Padilla and seconded by Alderman Renteria to approve the replat application for **Horizon Town Center Unit Two Replat "A" (Case No. RP-002509-2022)**. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

13. Discussion and Action:

Mayor/EDC Executive Director

On an amendment to the agreement with Barracuda Public Relations to extend the term through the 2023 fiscal year.

EDC Business Development Manager, Rafael Arellano spoke regarding this item.

A motion was made by Alderman Duran and seconded by Alderman Miller to approve the amendment to the agreement with Barracuda Public Relations to extend the term through the 2023 fiscal year. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

14. Discussion and Action:

Mayor/EDC Executive Director

Regarding potential membership in the Borderplex Alliance (\$10,000).

EDC Business Development Manager, Rafael Arellano spoke regarding this item.

A motion was made by Alderman Duran and seconded by Alderwoman Corral to approve the membership in the Borderplex Alliance (\$10,000). The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

15. Discussion and Action:

Mayor/EDC Executive Director

To accept the proposal submitted by The Retail Coach in response to retail consulting services.

EDC Business Development Manager, Rafael Arellano spoke regarding this item.

A motion was made by Alderman Miller and seconded by Alderman Duran to accept the proposal submitted by The Retail Coach in response to retail consulting services. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

16. Discussion and Action:

Mayor/Chief Vargas

Regarding a resolution authorizing the Town of Horizon City Police Department to apply for a grant from the State of Texas to purchase bullet-resistant shields.

Assistant Chief Rico spoke regarding this item.

A motion was made by Alderman Duran and seconded by Alderwoman Corral to approve the resolution authorizing the Town of Horizon City Police Department to apply for a grant from the State of Texas to purchase bullet-resistant shields. The CITY CLERK polled the Council: MILLER – Aye; QUIROZ – Aye; ORTEGA – Aye; RENTERIA – Aye; DURAN – Aye; PADILLA – Aye; CORRAL – Aye. Motion passed.

17. Presentation:

Mayor/Robert Campion

On an update from Elite Medical Transport on EMS operations for the quarter ending September 30, 2022.

Elite Medical Transport President, Rob Campion spoke regarding this item.

18. **Executive Session**

The City Council of the Town of Horizon City reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed above, as authorized by Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberations about Gifts and Donations), 551.074 (Personnel Matters), 551.076 (Deliberations about Security Devices,) and 551.086 (Economic Development).

ADJOURNMENT

A motion was made by Alderwoman Corral and seconded by Alderman Duran to adjourn at 8:08 PM.

Approved this ____ day of _____, 20__.

Attest:

Elvia Schuller, City Clerk

Ruben Mendoza, Mayor

Town of Horizon City Capital Improvement Program

November 8, 2022
Council Meeting

Oxbow & Pawling Street Improvements

- Design 90% complete
- Anticipate advertising, bidding and award by end of 2022
- Construction start in early 2023

Municipal Facilities – Phase 1

To meet USDA Requirements, staff is working on the following:

- Requirement for external financial feasibility report
- Council approval of the letter of intent outlining loan conditions
- Updating engagement with bond counsel
- Bond ordinance
- USDA review of final plans and specifications – coordinating with consultant and USDA
- Updated estimate for construction

Municipal Facilities – Phase 1



Rendering from Exigo Architecture – December 2020

Golden Eagle Park

Construction

- Construction contract awarded September 16, 2019
- Construction Start – Fall 2019
- Contractual completion date – Fall 2020
- Pump is operational as of late October 2022

Desmond Corcoran (Corky) Park

Project completed

Regional Park

- **Goal** is to plan a regional facility that:
 - Meets Town's needs for park space;
 - Includes facilities and amenities that are sustainable; and
 - Fosters high value commercial development and activity in the vicinity

Street Maintenance Fund

2022-2023 Street Maintenance Program

- City staff evaluating scope and estimates to determine final scope of work
- Design and bid preparation during fall/winter 2022
- Award early 2023
- Construction Spring 2023

Federally- & State-Funded Project Updates

N. Darrington Reconstruction

- Environmental approval (except for archaeological work) received October 18, 2022
- Project scheduled for construction award in **FY 2023**
- Town staff continues working with TXDOT and design team to develop project
- Town staff and TXDOT working on Utility Coordination
- Staff developing funding options for gap between existing funding and project estimate – request submitted to MPO on November 4, 2022
- ROW acquisition activities underway through CRRMA interlocal agreement

Safety Projects

- **S. Darrington Safety Lighting** from Alberton to LTV Rd. – FY 2023
- **Project start – mid-2023**
- **N. Kenazo Safety Lighting** from Eastlake to Horizon Blvd. – FY 2022
- **Project start – first quarter of calendar 2023**

Delays in project starts are due to long lead times for lighting fixture poles.

Funding Updates

November 2022 Submittals

Project Name	Limits	FY	Requested Funding Amount
N. Darrington Reconstruction	Eastlake Blvd. to Oxbow Drive	2023	\$ 4,500,000
Dilley Road and Delake St. Construction	Darrington Rd. to Rodman St.	2025	\$ 6,193,514
Horizon City Transit Plaza	Bordered by Darrington Rd. and Rodman St.	2025	\$ 3,299,196
Horizon City to UTEP Express Route	Horizon City to Glory Rd. Transit Terminal	2024	\$ 743,778

November 2022 Submittals

Project Name	Limits	FY	Requested Funding Amount
South Darrington Rd. Repaving	Oxbow to Alberton	2025	\$ 5,180,963
N. Kenazo Ave. Reconstruction	Eastlake Blvd. to FM 1281 (Horizon Blvd.)	2024	\$ 762,188
Alberton Ave./Antwerp Rd. Construction	FM1281 (Horizon Blvd.) to Darrington Rd.	2025	\$ 709,806
Horizon City - Socorro Bus Circulator	Horizon City to Socorro	2026	\$ 895,950

TIRZ/TOD Update

Transit Updates

- LGC contribution has increased from approximately \$60,000 to approximately \$90,000
- Working with County to program additional federal funds through MPO

TOD Updates

TOD Architectural Guidelines – consultant developing report and recommendations to include form-based zoning for TOD.

Public Involvement period has begun.

- Met with property owners/stakeholders - October 26, 2022
- Public meeting – October 26, 2022
- Individual stakeholder meeting – November 1, 2022
- Following up with other stakeholders for meetings

Over next two months will present to Planning and Zoning Commission and revise the draft report to capture public and staff comments.

TOD Updates

Community Project Funding

- Submitted application through Congresswoman Escobar's office
- Visit from Congresswoman Escobar on May 31, 2022
- Award notification expected in 2nd half of 2022

Removing Barriers Grant

- Developing grant application to conduct housing supply and planning and zoning study in TOD area.
- Grant application is due October 13, 2022.

Transportation Alternatives Set Aside

- Developing grant application for Rodman Multi-use path.
- Grant application is due October 24, 2022.

TIRZ Participation Agreements

HRMUD

- Initial discussions - July 6, 2022, HRMUD Board meeting
- Working with HRMUD legal counsel and engineering consultant

TIRZ Participation Agreements

ESD #1

- Presented at ESD # 1 Board of Commissioners meeting – June 23, 2022
- Forwarded documents and agreement draft for consideration

Town of Horizon City Capital Improvement Program

November 8, 2022
Council Meeting

MEMORANDUM

TO: Honorable Mayor and Council Members of the Town of Horizon City

Cc: Veronica Rojas, Horizon City EDC Executive Assistant

FROM: Eddie Garcia, Horizon City EDC Executive Director

DATE: November 08, 2022

RE: Request for Consideration of Horizon City Economic Development Corporation Board Member Appointment: Aurelio “Ray” Sillas

As allowed by the bylaws governing the activities of the Horizon City Economic Development Corporation Board and with the recommendation of the Horizon City EDC Director, staff is requesting an approval recommendation for the appointment of Mr. Aurelio Sillas to the Horizon City Economic Development Corporation Board.

Mr. Sillas’ career has included consumer lending, commercial real estate lending, commercial equipment financing, and SBA lending. Ray’s current position at LiftFund is Vice President-Commercial Loan Officer in the SBA 504 program. LiftFund supports hundreds of small businesses through microloans, small business loans, and SBA 504 loans for owner-occupied businesses. Throughout his career, he has used his education and experience to help businesses ranging from small businesses to Fortune 500 companies achieve their financing needs. Mr. Sillas brings not only strong financial abilities but also an experienced and client-centered attitude that business owners find reassuring.

The Economic Development Corporation recommends approval of the appointment of Mr. Aurelio “Ray” Sillas based on his noted professional qualifications and his fulfillment of the requirements for qualification as a member of the Horizon City Economic Development Corporation Board, described below, with a specific focus on qualification point number two (2).

*Members must reside within the Town of Horizon City and each director shall meet **at least one** of the following qualifications:*

- 1. Shall possess experience in management or in an executive capacity.*
- 2. Shall have experience in the evaluation of financial and business records and projections.*
- 3. Shall have experience in economic development matters.*

4. Possess education, training or experience useful to the corporation's purposes.

In accordance with the bylaws governing the activities of the Horizon City Economic Development Corporation Board, Mr. Aurelio Sillas' term shall last 2 years.

Eddie Garcia
EDC Executive Director

Date



TOWN OF HORIZON BOARDS AND COMMISSIONS APPLICATION

PLEASE PRINT OR TYPE

Name: Shawn Jolley _____ Home Phone: _____

Home address: 12494 Lanchester Dr _____ Cell Phone: 915-269-5695

Horizon City _____ City/State: TX _____ Zip: 79928 _____

Email: _____ shawn@pindrophomes.com

Occupation: Realtor _____ Resident of Horizon City for 2 _____ years; of Texas 32 _____ years

Please indicate the Board or Commission in which you are interested in serving.

Board of Adjustment

Planning and Zoning Commission

Please provide Alderman's name that will be appointing you. Mayor Ruben Mendoza

Provide the name and the date(s) of prior service, if any, on any Horizon board: N/A

Are you currently holding any other public office or appointment? No _____ If so, what? _____

Please expand on your interest on serving on one of the board(s): _

I am interested in serving on the board because I feel that Horizon City has so much potential to grow and become a thriving city. I am willing to volunteer my time to assist with the task because I see the long-term potential for Horizon City.

Please list any specific training, education, or experience that you believe will assist you in serving on the board you have indicated: _____

I have extensive management experience as well as nearly 5 years being a licensed Realtor in Texas. I am very familiar with real estate and the impact it's growth can have on local communities

Please list any business relationships you or your employer have with the City that you believe may create a conflict of interest or affect your ability to serve:

N/A

Signature: Shawn Jolley

dotloop verified
10/25/22 7:54 PM MDT
0UMY-FVWX-IKLP-UQCT

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Date: _____

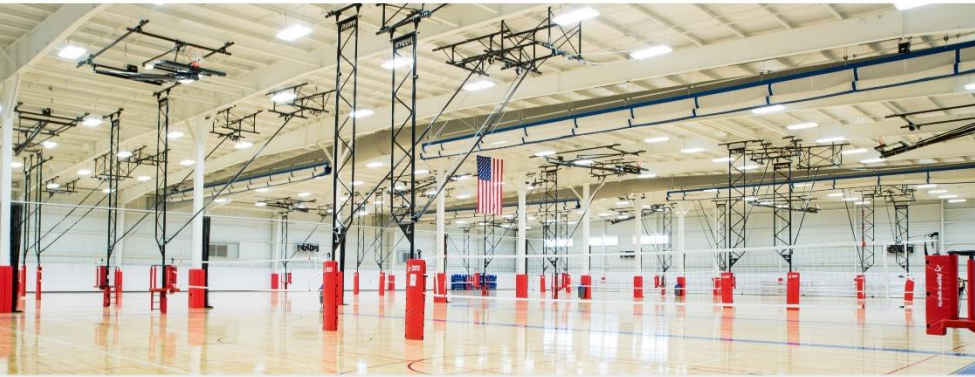


PINNACLE INDOOR SPORTS

Facility Development, Marketing & Management

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TOWN OF HORIZON CITY, TX SUMMARY REPORT



About PI Sports



- Founded in 2000
- Developed 60 Sports Facilities
- 12 Facilities Under Development
- Over 400 Completed Market Studies
- Our services are built on research and analysis specific to the community /market.

Agenda



Introduce the Project



Provide Overview of Our Findings



Provide Overview of Facility Options



**Provide Overview of Financial Model
and Economic Impact**



Answer Questions

Project Introduction

- The Horizon City Economic Development Corporation engaged PI Sports to complete a market feasibility study related to the development of a new sports complex in the Town of Horizon City.
- PI Sports evaluated and completed its study of the Horizon City market to determine the potential opportunity of an indoor/outdoor sports complex.
- Purpose of the proposed complex would be to drive **economic impact** through sports tourism and enhance the **quality of life** for local residents.
 - PI Sports also provided a second option in the report that is a smaller facility in size but does not have the same economic impact opportunity as the proposed complex and/or option one.

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Pinnacle Developed Project

Overview of Findings

Market Highlights

• **Local Market**

- 500,000+ people within 30 minutes, with additional growth anticipated.
- With increasing population comes the expectation of new facility participants being added to the market annually.
- The local market's Hispanic population is dramatically higher than the national average, indicating a large opportunity for adult indoor sports such as soccer and futsal.

• **Regional Market**

- 1,000,000+ people in 1.5 to 3.5 drive time market, with additional growth anticipated.
- Regional tournaments and events at the complex will have the opportunity to attract visitors from a larger market area.

Overview of Findings

Research Highlights

- **Stakeholder/User Group Interviews**

- Interviewed 30 representatives from the local, state, regional, and international (Mexico) sports and recreation organizations.
- Representatives of nearly all organizations indicated that a new sports complex would be positively viewed in the Horizon City area.
- Representatives of nearly all organizations that PI Sports interviewed thought that a new sports complex would be highly utilized if it was accessible to everyone in the community and if it provided a wide variety of programming.

- **Local Facility Competition**

- Limited local competition especially indoor court, indoor turf, and outdoor synthetic turf field facilities.
- A new sports complex would have the ability to enter the market and be a hub for sports and recreation activities.

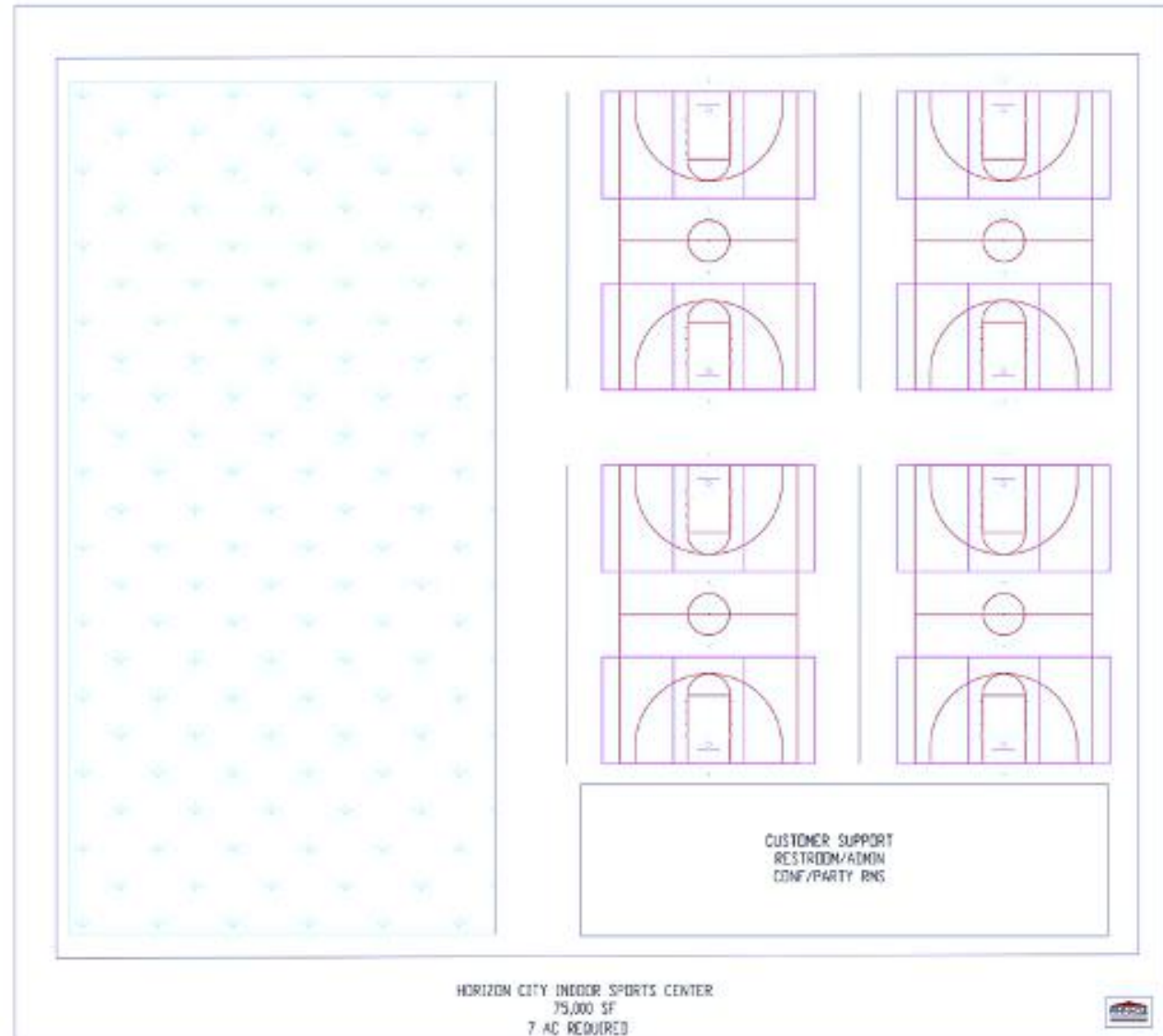
- **Regional Facility Competition**

- Strong regional sports tourism facility competition in the state of Texas.
- The Southwest region particularly the state of Texas is one of the stronger markets for indoor and outdoor sports tourism capable facilities.

Proposed Development

- **Indoor Overview**

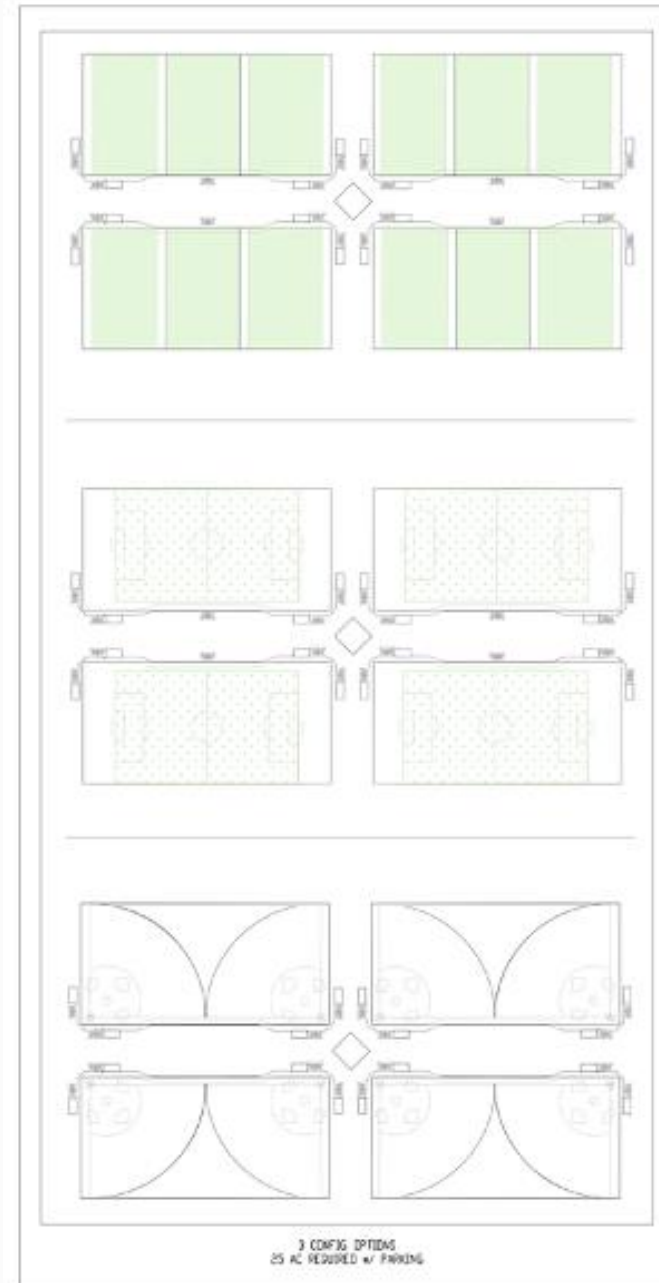
- 4 Basketball Courts
- 8 Volleyball Courts
- Indoor Turf Field (120' x 240' ft.)
- Concessions
- Flex Space/Community Rooms
- Admin. Offices



Proposed Development

- **Outdoor Overview**

- 4 Lighted Multipurpose Fields That Can Be Converted To:
 - 12 Youth Soccer Fields
 - 4 Regulation Soccer, Lacrosse, Football or Rugby Fields
 - 8 Little League Fields
 - 8 Collegiate/High School Softball Fields
- Support Areas Such As Concessions, Restrooms, Etc. Would Be Featured In The Indoor Facility



Development Highlights

Highlights

- **Proposed Development**

- The purpose of the proposed development would be to enhance the quality of life for local residents during the week as well as drive economic impact to the Town of Horizon City and the surrounding areas by offering sports tourism tournaments and events on the weekends.
- PI Sports recommends exploring a strategic partnership with El Paso County since the Town of Horizon City does not currently have any hotels.
- Sports tourism complexes such as the proposed development can be catalysts for the development of hotels, restaurants, retail and entertainment venues.



Financial Model Overview

Highlights

- Financial model does not include interest, tax, depreciation, amortization, shared expenses, property tax, or land value.
- Favorable funding will be imperative to the success of the complex.
 - Additional funding mechanisms can include naming rights for the complex, marketing partners, etc.
- Model assumes third party facility operator of the complex.
- Ideally this type of complex would reach operational breakeven by maturity in Year 3.
 - Considering the total cost of the project, understanding the above areas will assist in pinpointing how the financial model will perform.

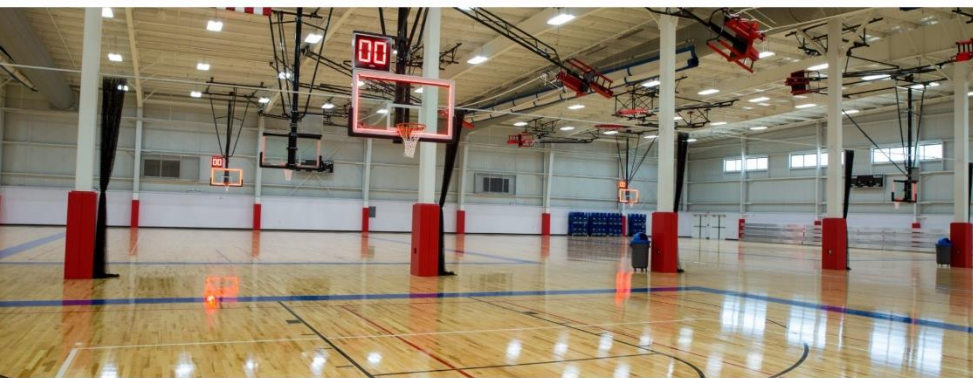
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Economic Impact Overview

Highlights

- On an annual basis the new complex is expected to attract 135,576 out-of-town visitors to the complex for indoor and outdoor tournaments and events.
- The weekend tournament visitors are expected to generate a total of \$4.9 million in lodging sales from 45,192 hotel nights and \$11.2 million on other taxable sales per year.
- Over the next 20 years, the tournament visitor spending in the area is projected to be \$433.5 million.
 - Over the next 20 years, taxable spending in **Horizon City** is \$150.6 million.
 - Over the next 20 years, **Horizon City** will receive \$2.8 million in net benefits from sales tax and various other taxes.

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Questions



JUNE 2022

The logo for Pinnacle Indoor Sports features a red roof-like shape above the text "PINNACLE INDOOR SPORTS".

Facility Development, Marketing & Management

INDOOR/OUTDOOR MULTIPURPOSE SPORTS COMPLEX MARKET FEASIBILITY REPORT

Horizon City, Texas

PRESENTED FOR

Horizon City Economic
Development Corporation and
Town of Horizon City

PRESENTED BY

PI Sports, LLC
12468 La Grange Rd,
Suite 337
Louisville, KY 40245



June 2022

To Leaders of the Horizon City Economic Development Corporation and Town of Horizon City:

What follows is a report of the market feasibility study Pinnacle performed regarding a proposed indoor/outdoor multipurpose sports facility in the Town of Horizon City, TX. It summarizes our research and analyses and is intended to assist you in making informed decisions regarding the future of the project.

The conclusions contained in this report are based on the estimates, assumptions and other information developed from our research of the market, our knowledge of similar sports facilities, and our experience operating our own facilities. We analyzed all of the information provided to us, including competitive/comparable facilities in the market, as well as local and regional sports organizations. We also utilized demographic characteristics of the defined market and data from other sources such as the Sports Events & Tourism Association (Sports ETA). We then applied our years of experience to provide you with our best professional recommendations.

We sincerely appreciate the opportunity to assist you with this project and would be happy to be of further assistance in the interpretation and application of the study's findings. After you've had time to digest the findings of this report, we recommend a follow-up conference call to answer any outstanding questions you might have.

Thank you for choosing Pinnacle.

Norm Gill
Pinnacle Indoor Sports
(502) 551-1974

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Executive Summary

Pinnacle Indoor Sports (referred to as “Pinnacle” throughout) was retained by the Horizon City Economic Development Corporation (referred to as “the client” throughout) to perform a market feasibility study to analyze the market and make recommendations related to the proposed development of a new indoor multipurpose sports facility and outdoor sports complex in the Town of Horizon City, TX, market.

As part of this process, Pinnacle also studied current market conditions and demographics, as well as evaluated existing multipurpose indoor and outdoor sports facilities in the market. Additionally, Pinnacle interviewed more than 30 representatives from local, state and regional sports organizations — the majority of whom cited a need and/or desire for additional indoor and outdoor sports spaces in the Horizon City market.

The purpose of the proposed complex would be to offer opportunities to host regional tournaments for sports tourism that would generate economic impact for the area. Additionally, the complex would provide additional sports and recreation assets that would significantly increase the quality of life for Horizon City residents.

Texas already boasts several multipurpose indoor/outdoor sports complexes designed to generate sports tourism. At this time, the Town of Horizon City lacks the necessary infrastructure — including an ample supply of hotels and restaurants — to attract a significant level of regional sports tourism traffic. Until Horizon City adds hotels within its borders, much of the economic impact from the proposed facility likely would be absorbed by the surrounding communities.

During Pinnacle’s interview process, representatives from several state and regional organizations indicated that a regional sports complex in Horizon City would be competing with bigger markets that offer existing (and quite successful) facilities in such destinations as Dallas, Houston and San Antonio.

That said, the client faces two options:

1. If the client’s goal is to attract sports tourism that impacts all of El Paso County — and not just Horizon City — Pinnacle recommends the client pursue a partnership with El Paso County, which would leverage the infrastructure beyond Horizon City’s town borders. In that case, it is possible to design and construct an indoor/outdoor multipurpose facility that both improves the local quality of life and attracts subregional tournaments (that is, tournaments involving teams that travel from within a 60- to 90-minute radius of Horizon City; “subregional” also could include parts of Mexico).

2. If the client prefers **not to** pursue a partnership with El Paso County that would drive sports tourism and result in a countywide economic impact, Pinnacle believes that a smaller-scale indoor/outdoor multipurpose sports facility would still fulfill a desire to increase the quality of life for Horizon City residents and potentially attract local and subregional tournaments and events for participants traveling to Horizon City from up to 90 minutes away. Note: With very few exceptions, a stand-alone facility on its own will not support the development of hotels. It can, however, serve as a catalyst to facilitate discussions about the development of new lodging, dining and entertainment options in Horizon City.

Findings

Pinnacle determined that unmet facility demand exists in the market for the following:

- Indoor multipurpose courts (for both local use & tournament/event purposes)
- Indoor multipurpose fields (for local use only)
- Outdoor synthetic turf multipurpose fields (for local use & tournament/event purposes)

Five major factors emerged to suggest that a new indoor/outdoor sports facility in the Horizon City market could succeed — *if the client intends to pursue a partnership with El Paso County*. They are:

- 1. The proposed facility would meet local and potentially subregional sports tournaments and events.**

There is a need and desire for more local tournaments and events, as well as an active community of subregional travel teams in multiple sports that exist within a 60- to 90-minute driving radius of Horizon City. Additionally, population growth is expected to continue in those regions. The presence of active travel teams in Mexico also would likely help drive the subregional sports tourism market.

Note: Any new indoor facility should be designed with a multisport emphasis, targeting the court sports of basketball, volleyball, futsal and mat sports. The same would apply with the outdoor sports complex, targeting such field sports as soccer, baseball, softball, football and lacrosse.

- 2. The proposed facility would meet local needs by providing indoor and outdoor sports and recreation opportunities.**

An indoor/outdoor multipurpose facility that satisfies demand for subregional sports tournaments in the market also would meet increasing local demand for indoor courts, an indoor turf field and outdoor athletic fields by both private and public/municipal groups. Additionally, it would create a local hub for recreational and sports activities, while also enhancing the quality of life for area residents.

Community members contacted by Pinnacle expressed support for a proposed indoor/outdoor sports facility. Based on interviews with local stakeholders, the sports in greatest need of space include the following:

- Indoor basketball
- Indoor volleyball
- Indoor soccer
- Outdoor soccer
- Outdoor baseball and softball

As noted above, this project would enhance the quality of life for local residents. However, given the landscape of local sports and recreation, Pinnacle does not expect that local user groups will generate enough business to sustain the facility on its own.

For that reason, an indoor/outdoor multipurpose sports complex would require the commitment and experience of professional staff working in the facility’s best interests, and one that has the local and subregional reach to draw in sports tourism customers. This responsibility includes everything from overseeing day-to-day management to actively seeking new programming opportunities that will keep the complex operating at peak performance and ensuring it meets local needs for generations to come. It also would need to offer price points in line with the market’s already extremely low user fees.

3. The proposed facility would operate year-round, regardless of outdoor temperatures.
 A climate-controlled indoor facility in the Horizon City market would allow for comfortable year-round training and operation of leagues, camps and clinics, no matter what the weather is like outside.

4. The proposed facility would serve a local market with an above-average population and a low median age.
 Population figures in the local and subregional markets are above average and suggest that a new indoor/outdoor sports facility that serves local community needs and offers sports tournaments and events would be successful. A general rule of thumb is that markets with a local population of 200,000 or more are capable of supporting local programming at indoor/outdoor sports facilities.

What’s more, the median age in those markets is lower than the national median. This indicates the presence of a large number of children and young adults — both of whom are key user groups likely to utilize the proposed facility more often than older individuals.

5. The proposed facility would double as an events space.

Large indoor facilities with access to parking and major highways often help communities attract expos, conferences, trade shows, liquidation sales, weddings and other special events. A portion of open space in a recommended 75,000-square-foot multipurpose sports facility could be utilized for these purposes. It is Pinnacle’s experience that, with proper marketing, indoor multipurpose sports facilities consistently can be filled with non-recreation/non-sports events.

As noted above, the previous five factors are relevant **only** if the client partners with El Paso County.

Assumptions

In order for the proposed project to move forward successfully, each of the following 14 assumptions must be met:

1. Information received from all sources is accurate and complete.
2. The number of similar sports facilities in the local and regional markets will not differ significantly from what already exists in the area today.
3. Sports tourism will continue to trend toward pre-pandemic levels. Historically, the sports and recreation industry has proven to be inflation-proof; participants have continued to spend money on travel related to sports and recreation even during challenging economic times.
4. The general national, regional and state economic outlook is accurate as of the date on this report. However, as the cost of construction continues to rise, the economic outlook will need to be revisited as the proposed project moves closer to becoming reality.
5. If the proposed facility is developed, competent and professional management will be engaged to operate and market the facility and its offerings to local residents.
6. If the proposed facility is developed, a professional marketing team and marketing strategy will be established to promote Horizon City and its sports complex as an attractive sporting events destination. This will be critical to the financial success of the complex.
7. Land on which to develop the facility will be readily available at a reasonable cost. Depending on the option the client chooses, the site will need to be large enough to accommodate a facility ranging from 40,000 to 75,000 square feet, plus parking and outdoor fields.

8. The available land will have no environmental or geotechnical issues.
9. The proposed facility’s revenue levels will not reach the amount required to eliminate a yearly debt service; thus, an ongoing yearly operational subsidy will be required.
10. The proposed facility will be exempt from paying property taxes.
11. A team of experienced professionals will be established to oversee sports-tourism operations — which will include working with the marketing team to promote the facility as an attractive sporting events destination for both local residents and travel teams.
12. Sufficient hotel and other lodging options will be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive. Note: Given the lack of hotels in Horizon City, hotels in El Paso must be available. (For more details about peak tournament seasons, please see the chart on page 51.)
13. Multiple strategic partnerships with local sports groups and nonprofit organizations will be forged to establish a mix of league play, instructional classes, clinics and camps at the proposed facility. (A rental model alone will not be sufficient to cover the capital and operational expenses of a new sports facility on an annual basis.)
14. User fees will compete with ones established by long-time facility operators and local organizations in the area.

If the above assumptions are met — *and if a partnership with El Paso County is established* — Pinnacle recommends that the client move forward with plans to design and build a 75,000-square-foot indoor sports facility with indoor hard courts and an indoor multipurpose synthetic turf field. Additionally, Pinnacle recommends the development of four outdoor synthetic turf multipurpose fields with lights (also referred to as Option #1).

The indoor courts and outdoor fields would drive subregional tournament and events traffic to El Paso County, while the indoor turf would improve the quality of life for local Horizon City residents (and not serve as a sports tourism driver).

If the client decides not to pursue the partnership with El Paso County, Pinnacle recommends the design and construction of a 40,000-square-foot indoor multipurpose synthetic turf facility for the enjoyment of local residents, plus four outdoor synthetic turf multipurpose fields with lights intended to both improve local quality of life and drive local/subregional tournament and events traffic (also referred to as Option #2).

Any overnight stays would take place elsewhere within the community until Horizon City establishes a base of hotel rooms. This option also would result in the elimination of space that could double as space for large events. That said, “flex space” would still be part of the layout and include areas for a conference room, birthday parties, afterschool activities and more.

Additionally, the ability to host large subregional tournaments and events for indoor court sports would be eliminated. Instead, smaller local and subregional tournaments and events for outdoor turf sports could potentially be held at the proposed facility, which would include multipurpose outdoor turf fields.

Please note that this is a study of conditions as they exist today and compared with similar situations Pinnacle has observed in other communities. Additionally, keep in mind that there are no guarantees of success in the development of an indoor/outdoor sports complex.

For more information, please see the “Conclusion & Options/Recommendations” on page 69 as well as the attached “Exhibit I – Selected Interview Notes.



Pinnacle-developed facility

Study Overview

As referenced previously, Pinnacle was commissioned to conduct a market study to determine the feasibility of establishing an indoor/outdoor sports facility in the Horizon City, TX, market.

In determining its recommendations, Pinnacle focused on two primary objectives:

1. Meeting local demand

Fulfilling the needs of sports and recreation organizations in local communities will be critical to the proposed facility’s day-to-day operations and financial sustainability. Pinnacle evaluated existing facilities in the local market to determine their ability to meet local needs, as well as considered what new assets would help improve quality of life for local residents.

2. Meeting subregional/regional demand

Creating opportunities for subregional/regional youth sports weekend tournaments in basketball, volleyball, mat sports, baseball, softball, soccer and other activities will help establish the proposed facility as a go-to sports tourism destination. Pinnacle evaluated existing regional facilities to develop a greater understanding of current and potential opportunities and the market’s ability to host sports tournaments and other events.

Research Team

This study and the resulting recommendations were conducted and developed by Pinnacle Indoor Sports. Pinnacle is an industry leader in the development of sports complexes and recreational facilities in the United States. As an industry leader in youth and amateur-based sports complexes and recreational/community facilities, Pinnacle was founded in 2000 by the principals of Soccer Blast International to provide consulting services for new and existing indoor sports facilities.

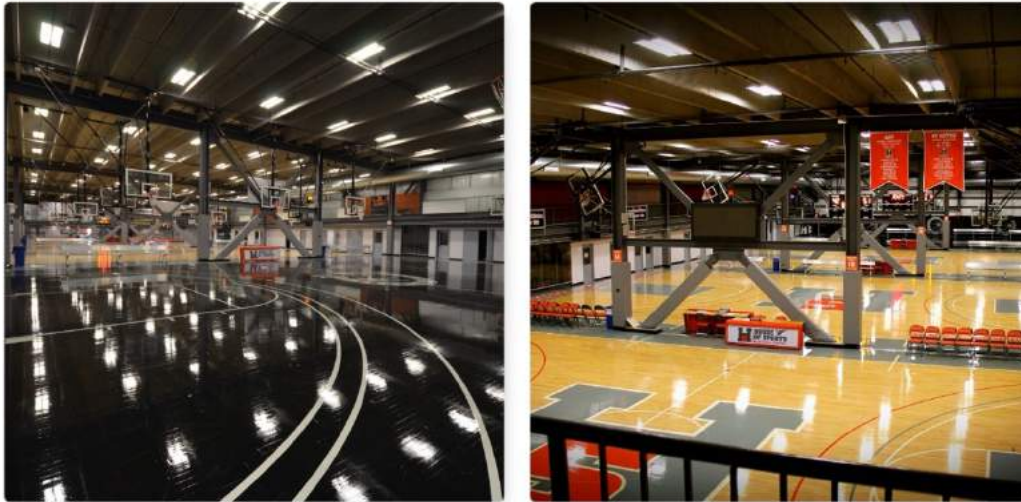


Pinnacle’s unmatched experience pools the exceptional and diversified backgrounds of its principals and additional full-time specialized staff. Pinnacle currently has offices in Louisville, KY; Tampa, FL; and Toronto, Canada.

The leadership team for Pinnacle is comprised of principals Norm Gill (Managing Partner), Lisa Gill (Partner) and Sam Migliano (Partner). Pinnacle provides a wealth of resources, experience and expertise related to both indoor and outdoor sports facility projects.

From initial planning and strategy sessions to detailed financial and economic impact analysis to development, construction and operations, Pinnacle has extensive experience in private developments, public recreation projects, municipal projects, sports tourism and economic development.

Pinnacle is called upon to assist clients with the planning, development and operation of new facilities, as well as optimization of services for existing programs. The company has conducted more than 400 market studies across the United States and Canada since 2000. Facility recommendations are always specific to the community/market analyzed, and no predetermined templates are applied to any situation.



Pinnacle-developed facility

Scope of Research

To establish the recommendations detailed in this report, Pinnacle identified opportunities and developed viable strategies to assist the project owner in achieving success with an indoor/outdoor sports facility. The following descriptions explain each step of the process Pinnacle used:

Step 1: Project Owner’s Vision

- Pinnacle communicated with the client to identify desired project outcomes.

Step 2: Local Facility Inventory

- Pinnacle identified existing facilities in the Horizon City market, as well as the potential for new opportunities.

Step 3: Demographics Analysis

- Pinnacle analyzed demographic and socioeconomic data to understand both the local and regional markets.

Step 4: Existing Regional Facilities

- Pinnacle analyzed and provided a sample of existing facilities in the markets.

Step 5: Develop Recommendations

- Based on an analysis of the market area — and the findings of that analysis — Pinnacle developed recommendations for establishing a new indoor/outdoor sports facility in the Horizon City market.

Research conducted for this study included interviews with the following entities:

- | | |
|--|---|
| <ul style="list-style-type: none"> • CBRE • Chaos El Paso (volleyball) • Clint ISD • Club Titanes (football)(Mexico) • El Paso Flag Football League • El Paso ISD • El Paso Locomotive FC • El Paso Locomotive Youth Soccer • El Paso Sports Commission • Escuela de Softbol Yogis (Mexico) • Horizon City Sports Association • Junior Volleyball Association • Lady Bruins (softball) • Las Cruces Digz (volleyball) • Lobos Volleyball Club (Mexico) • Northeast Soccer League | <ul style="list-style-type: none"> • Paso Del Norte Soccer • Power Sports Academy-El Paso • Premier 1 Events (basketball) • Shinchoku-Las Cruces (volleyball) • South Texas Youth Soccer Assoc. • Sun City Showcase • Swarm AAU Basketball • Texas HS Athletic Directors Assoc. • Texas Independent Football League/915 Football League • Texas Storm Volleyball Academy • USA Field Hockey • USA Pickleball • USSSA Texas Fastpitch • Victory Events (lacrosse) • Zero Gravity Basketball |
|--|---|

Methodology

The methodology employed by Pinnacle in conducting this market feasibility study includes a review of quantitative and qualitative data from local and regional sources.

Quantitative Data

This review included a search of primary and secondary sources to define the Horizon City market relative to the stated objectives and to provide lines of inquiry for the next stage of qualitative research.

Specifically, the quantitative research phase gathered information on local and statewide usage of venues by sports and recreation groups, as well as a demographic study of the defined market.

Additional data yielded insight regarding local and regional sports activity trends. The quantitative research provided the following information:

- National, regional and local trends in sports participation
- Trends in size and type of indoor/outdoor sports facilities in similar communities
- Disposable income/recreational spending patterns by local user groups

Research began within the local market, examining current sports-related user groups and municipal organizations, as well as statewide sports groups outside the immediate area. The information obtained allowed for assessment of the area's facility needs and projected participation patterns.

A wider national and regional data search using Internet sources, industry websites and publications, plus personal contacts, was included to evaluate the potential draw for special events such as tournaments and other activities. National and regional sports and recreation groups were identified and inventoried based on the organizations' number of participants, current activities, facility utilization and participation statistics.

Additionally, local and regional demographics were analyzed using the most recent data from Claritas, based on U.S. Census Bureau data (see "Attachment—Detailed Demographics Reports" for background).

Qualitative Data

Qualitative data research seeks to provide information beyond facts, such as personal descriptions/observations, user group intentions and industry trends gathered via personal interactions with potential user groups and area insiders. Focused research was used to explore and understand the real need for (and potential users of) a new indoor sports facility. The qualitative research phase probed the following:

1. Which user groups would benefit from a new indoor/outdoor sports facility?
2. Which sports and activities do potential user groups represent?
3. What utilization rate is desired by identified user groups?
4. Which time parameters (hours of day, days of week, times of year) are most desired by user groups for facility usage?
5. What types of venues are needed (hard courts, synthetic turf)?
6. What size venues are desired/needed by the identified user groups?

To better identify these needs, Pinnacle interviewed representatives of and researched local, statewide and national sports organizations.

Pinnacle associate Jared Carnes visited the Town of Horizon City in March 2022 to conduct in-person interviews. Additionally, Pinnacle conducted telephone and email interviews, as well as virtual video calls (via such platforms as Zoom). Pinnacle introduced the purpose of the study and sought comments on personal, organizational and community needs for the proposed facility. For details of these conversations, please see “Exhibit I—Selected Interview Notes.”

Based on the interviews, Pinnacle identified potential proponent groups and determined which ones might be interested — and have the financial capability to play a significant role — in the success of a proposed indoor/outdoor sports facility.

Senior and junior staff members participated in the collection and analysis of quantitative and qualitative data.

Performance Steps to Assess Feasibility

In order to analyze the opportunity for the facility, Pinnacle took three internal steps to assess feasibility. Those steps were:

1. Interview the client to understand the vision and goals.
2. Identify areas in which residents are underserved, based on needs and habits.
3. Analyze existing service providers and events to identify areas of opportunity to attract traffic from outside the immediate market.

Market Area Description

For the purposes of this report, the local market is defined as within a 30-minute drive time of the 14651 Horizon Blvd. in the Town of Horizon City. Weekly programming at the facility likely would draw from a localized area within the county.

When assessing the regional market, Pinnacle established a radius that encompasses drive times of 90, 150 and 210 minutes from the site (see maps on page 17). Certain activities at the proposed facility — including tournaments, clinics and camps — would be expected to draw from a broader area beyond city boundaries.



Horizon City is the fastest-growing community in the El Paso Metropolitan Area, according to the Horizon City Economic Development Corp. It is situated in El Paso County and was incorporated by referendum in 1988. Horizon City takes its name from the real estate development corporation that evolved as a planned community in the 1960s. It is served by two school districts, and new major residential developments are in the works. Additionally, The Hospitals of Providence recently opened a 40,000-square-foot medical facility in Horizon City.

The El Paso Metropolitan Area spans West Texas, southern New Mexico and northern Mexico.

Regional Area Map (90-minute drive time)



Regional Area Map (150-minute drive time)



Regional Area Map (210-minute drive time)



Climate

Average temperatures in Horizon City range from a low of 31 degrees Fahrenheit in January to a high of about 95 degrees Fahrenheit in July. The city receives an average of 10 inches of rain and 3 inches of snow annually (compared to the U.S. average of 38 inches of rain and 28 inches of snow per year). The average number of sunny days per year is 290, compared to the annual average of 205 sunny days in the United States.

Transportation

Horizon City is located between Interstate 10, U.S. Highway 62 and Texas State Highway Loop 375, which passes through various locations in the City of El Paso.



Travel

Major communities with sports organizations close enough to visit Horizon City for leagues and training OR camps, clinics, tournaments and other events include the following:

<u>City</u>	<u>Distance</u>	<u>City</u>	<u>Distance</u>
El Paso	20 miles	Fort Bliss	21 miles
Ciudad Juarez, Mexico	25 miles	Chaparral	39 miles
Alvarado, NM	41 miles	Las Cruces, NM	60 miles
White Sands, NM	84 miles	Dell City	86 miles

Employment

The El Paso Metropolitan Area boasts the seventh largest concentration of manufacturing employees in the United States, according to the Horizon City Economic Development Corp. The Texas Economic Development Corp. notes that major business clusters in the area include business and financial services, food products, manufacturing, military, retail, and logistics and transportation. Major employers include ADP, Charles Schwab, ECM International, GECU, Helen of Troy, Mesilla Valley Transportation, Prudential Financial and Toro. The U.S. Army’s Fort Bliss also is headquartered in El Paso.

Unemployment

Prior to the coronavirus pandemic, the unemployment rate over the past decade in the El Paso metropolitan area fluctuated from a high of 9.2% in July 2012 to a low of 3.3% in April 2019. After the pandemic closed nonessential businesses in Texas beginning in Spring 2020, the unemployment rate in the area reached 14.3% — eventually dropping to 5.3% by February 2022.

Demographic Market Analysis

General Population

The population in the designated local Horizon City market (see map on page 16) is estimated to change from 474,581 to 507,252 between the 2010 U.S. Census and 2022 — an increase of 6.9%. Over the next five years, the population is expected to climb by another 3.5%.



By comparison, the U.S. population increased by 8.3% between 2010 and 2022. That population total is projected to increase by another 3.2% by 2026.

Subregional/regional events and tournaments at the proposed indoor/outdoor facility likely would attract visitors from a larger market area (see maps on page 17). The population within a 90-minute drive time of Horizon City is estimated to change from approximately 1,011,774 to 1,076,869 between the 2010 U.S. Census and 2022 — an increase of 6.4%. The population is expected to increase by another 3.4% over the next five years.

The population demographics continue their upward trend for drive times of 150 minutes (a 6.0% jump between 2010 and 2022, with an additional 3.2% growth by 2027) and 210 minutes (5.5% growth between 2010 and 2022, with an additional 3.0% growth by 2027).

Age Distribution

The 2022 median age in the designated local Horizon City market area is 33.0 years, while the 2022 average age is 35.7 years. In five years, the median age is projected to be 34.1 years.

By comparison, the median age in the United States in 2022 is 39.0, while the average age is 40.0. The U.S. median age is projected to be 40.1 by 2027.

From a sports tourism standpoint, the median age in key regional drive time markets is still well below the national median: 33.3 (90-minute drive time), 33.7 (150-minute drive time) and 34.4 (210-minute drive time).

Ethnic Diversity

Of the local market’s estimated 2022 population, 83.3.0% are White Alone; 2.5% are Black or African American Alone; 0.8% are American Indian and Alaska Native Alone; 0.7% are Asian Alone; 0.1% are Native Hawaiian and Other Pacific Islander Alone; 10.5% are Some Other Race; and 2.2% are Two or More Races.

Of the estimated 2022 population in the United States, 69.0% are White Alone; 12.9% are Black or African American Alone; 1.0% are American Indian and Alaska Native Alone; 6.0% are Asian Alone; 0.2% are Native Hawaiian and Other Pacific Islander Alone; 7.2% are Some Other Race; and 3.6% are Two or More Races.

The designated local market’s estimated Hispanic/Latino population is 90.8%, which is dramatically higher than the current estimated Hispanic/Latino population of the United States (19.3%). Generally speaking, adult Hispanics utilize indoor sports facilities at a higher-than-average rate for sports such as soccer and futsal.

Education

An estimated 13.9% of the local Horizon City market’s population over age 25 has earned a Bachelor’s Degree, 3.9% has earned a Master’s Degree, 0.5% has earned a Professional School Degree and 0.3% has earned a Doctorate Degree.

By comparison, in the United States, 20.2% of the population over age 25 has earned a Bachelor’s Degree, 9.1% has earned a Master’s Degree, 2.2% has earned a Professional School Degree and 1.5% has earned a Doctorate Degree.



Income Statistics

The local market’s average household income is estimated to be \$66,036 in 2022, while the average household income for the United States is estimated to be \$103,625.



The local market’s average household income is projected to increase to \$75,315 over the next five years. By comparison, the average household income in the United States is projected to increase to \$116,275 during the same time.

Here are the income projections for the larger regional markets: from \$68,748 in 2022 to an estimated \$77,188 in 2027 (90-minute drive time), from \$67,737 in 2022 to \$75,773 in 2027 (150-minute drive time) and from \$68,968 in 2022 to \$76,924 in 2027 (210-minute drive time).

Market Area Demographic Summary

In assessing the market potential for a new indoor/outdoor sports facility in the Horizon City market, Pinnacle looked at several key demographic factors:

- **Population size and growth:** The population — both locally and within regional drive times of 90, 150 and 210 minutes — has increased between 5.5% and 7% over the past decade and is expected to keep climbing over the next five years (albeit at a slower pace). With increasing population comes the expectation of new facility participants being added to the market annually. Pinnacle views this as a positive factor in determining the market’s local and sports tourism opportunities.
- **Age:** User statistics in other communities indicate that younger populations are more likely to participate in programs at indoor and outdoor sports facilities. The median age in the local and key regional markets that the proposed facility would serve skews significantly younger than the national median age of 39.0. A lower median age typically suggests there is a higher percentage of children and young adults — key age-group segments — in the market. Pinnacle views this as a positive factor but emphasizes that operators of a proposed facility in Horizon City will need to make attracting local and regional youth sports organizations a top priority.
- **Household income:** The average household income in the local and regional markets is well below the national average of \$103,625. Pinnacle emphasizes that price points for local user groups at the proposed facility will need to be reasonable and in accordance with those established by other facilities in the market. If that recommendation is heeded, Pinnacle does not view the average household income data as a significant negative market factor.

This chart highlights key demographics associated with a new indoor/outdoor sports facility:

Key Demographic Factors (Horizon City, Texas — 2022)				
Category	30 minutes	90 minutes	150 minutes	210 minutes
Total population	507,252	1,076,869	1,176,564	1,341,989
5-Year Projected Growth	+ 3.5%	+ 3.4%	+ 3.2%	+ 3.0%
Median Age	33.0 years	33.3 years	33.7 years	34.4 years
Average Household Income	\$66,036	\$68,748	\$67,737	\$68,968

Most key demographics in the Horizon City market are positive and fall in line with other communities that support indoor/outdoor multipurpose sports facilities. Additionally, the proposed facility has other factors working in its favor — primarily the demand for additional indoor hard court and turf space, as well as outdoor turf space. The major drawback, however, is that the average household income in all markets is below the national average, and it will continue to trend well below the national average for at least the next five years. The Town of Horizon City also lacks the hospitality infrastructure (hotels, restaurants, attractions) to generate significant sports tourism-related economic impact.

Community Needs Survey Overview & Analysis

Pinnacle worked with Horizon City leaders to develop, collect and distribute a community needs assessment and future-use analysis. The assessment focused on the development of a new indoor/outdoor multipurpose sports facility in the Town of Horizon City market.

Pinnacle’s analysis was intended to gain a fuller understanding of the greatest potential for new development opportunities. Key goals of the survey included:

- Determining facility amenity requirements and/or preferences
- Determining desired programs and functions of the proposed facility
- Gauging cost sensitivity of community residents
- Determining utilization likelihood of existing and potential facilities

Survey Analysis

The survey was open for approximately three weeks and was available online to all Town of Horizon City residents. Pinnacle received 382 survey responses, which was not an adequate sample size. (Based on the local market, an adequate sample size would have been 1,000 or more.)

That said, the charts and insights on the following pages provide an analysis of the results. They focus on the most-desired activities and programs, as well as the overall demand for a new indoor recreation and athletics facility in the Town of Horizon City

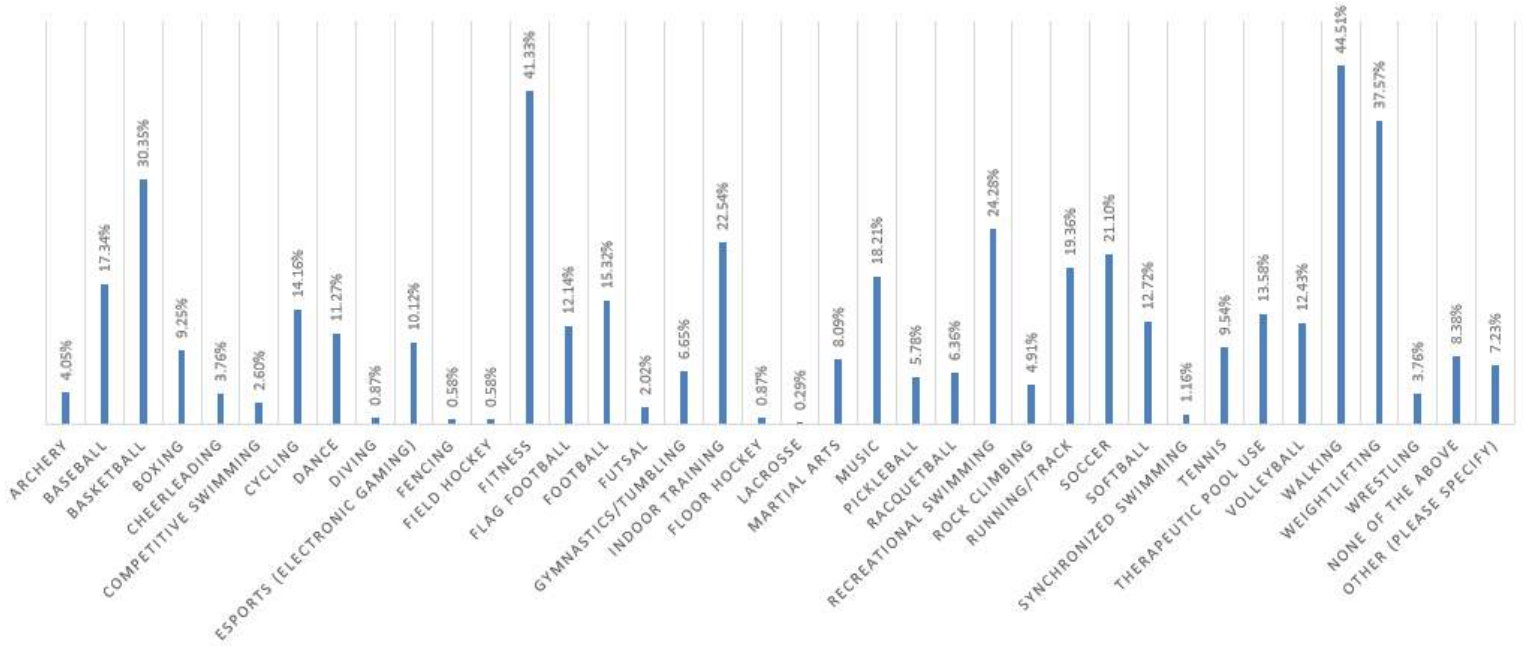
A copy of the entire survey and its results is included in the appendix of this report.



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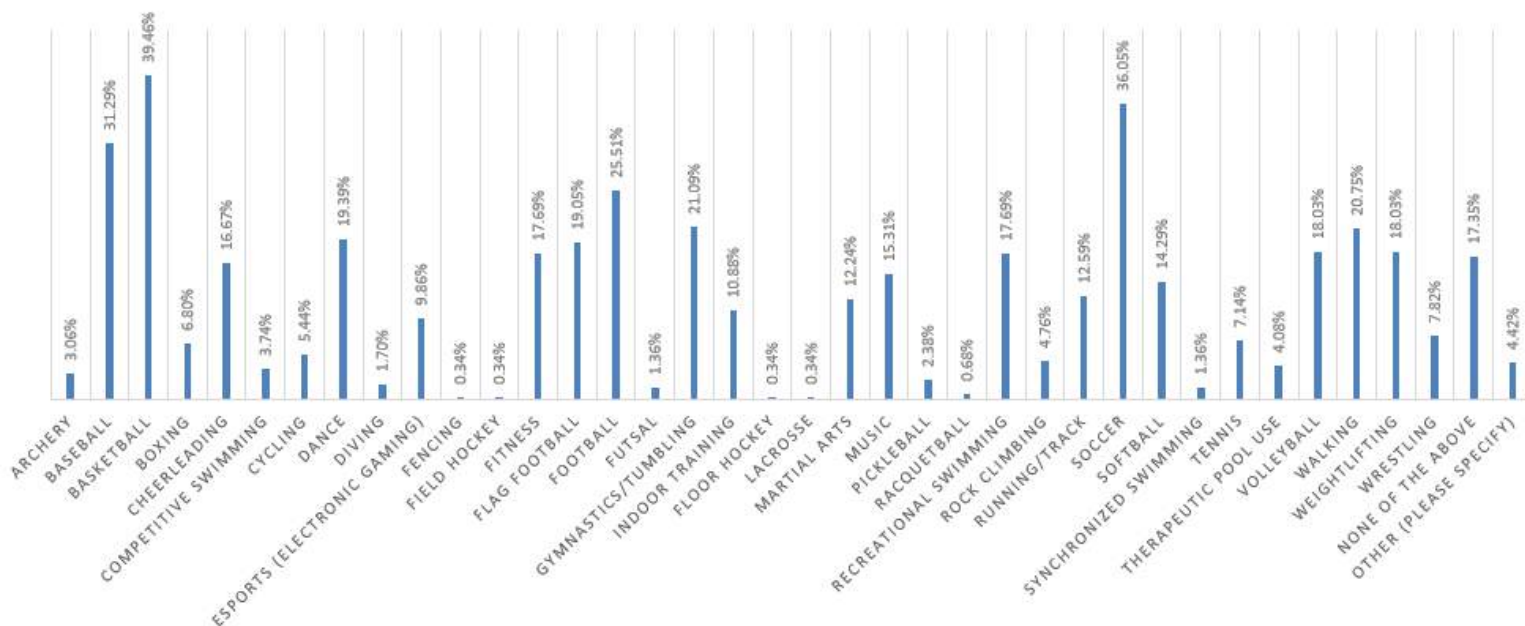
Program/Event Use

The chart below displays the top programs/events in which **adult** respondents indicated they currently participate more than five times per year.



Walking ranks highest in participation among adults, at 45%. Fitness programs are next (41%), followed by weightlifting (38%), basketball (30%), recreational swimming (24%), indoor training (23%) and soccer (21%).

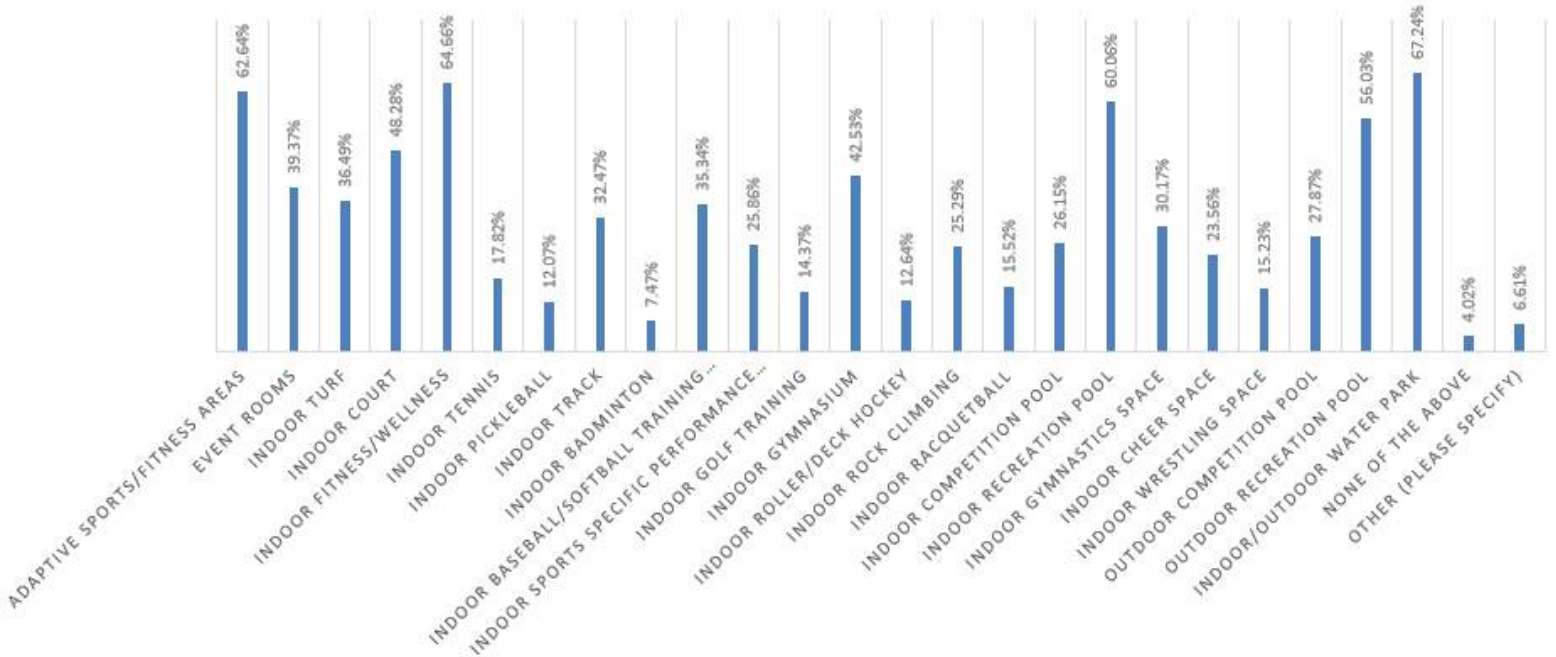
The chart below displays the top programs/events in which **youths** in responding households currently participate more than five times per year.



The most popular activity, based on what respondents stated youths in their households currently participate in, is basketball, at 39%. Soccer is next (36%), followed by baseball (31%), football (26%), gymnastics/tumbling (21%), walking (21%) and dance (19%).

Facility Amenity Requirements and/or Preferences

The chart below indicates the perceived need for various amenities a potential facility could offer.

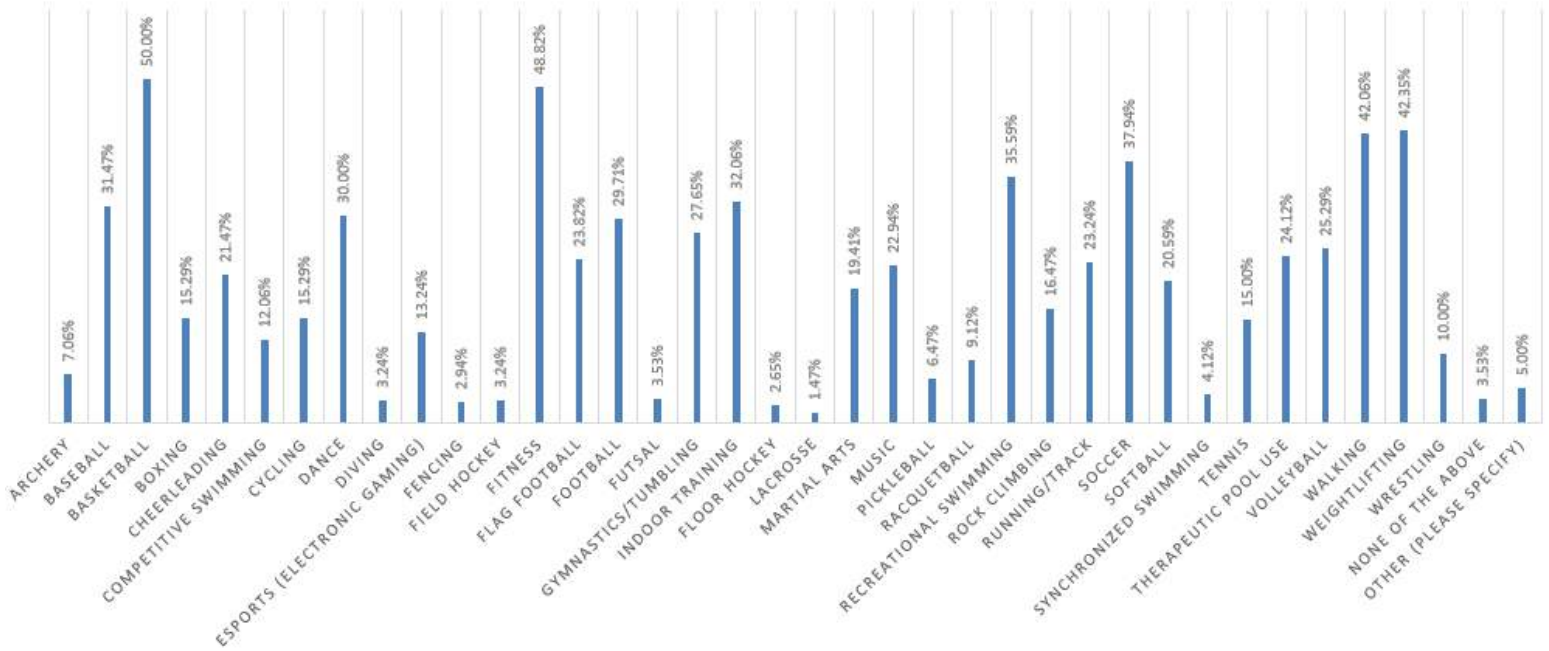


According to the survey, an indoor/outdoor water park is the greatest perceived need in the community, with 67% of respondents agreeing with that statement. Indoor fitness/wellness spaces (65%) and adaptive sports/fitness areas (63%) also are strongly perceived needs. Other amenities receiving high rankings are indoor and outdoor recreational swimming pools (60% and 56%, respectively), indoor courts (48%), an indoor gymnasium (43%) and event rooms (39%).

Note: Although respondents cited an indoor/outdoor water park as a perceived need for enhancing the local quality of life, Pinnacle was not engaged to determine the feasibility of aquatic facilities in the Town of Horizon City. An additional study conducted by an outside firm would be required to fully gauge the viability of building an indoor/outdoor water park in the Horizon City market.

Likelihood of Utilizing Potential New Facilities

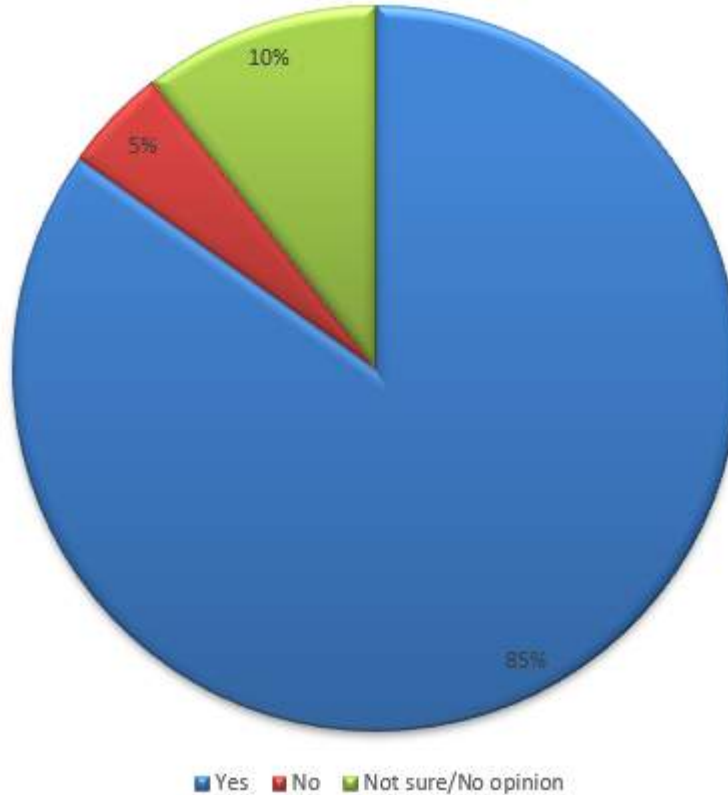
The chart below details programs that would make households more frequent users of the proposed facility. The top programs selected are shown.



Basketball is the sport most respondents — an even 50% — indicated they would participate in at a proposed facility. Fitness comes in a close second (49%), with weightlifting (42%), walking (42%) and soccer (38%) rounding out the top five.

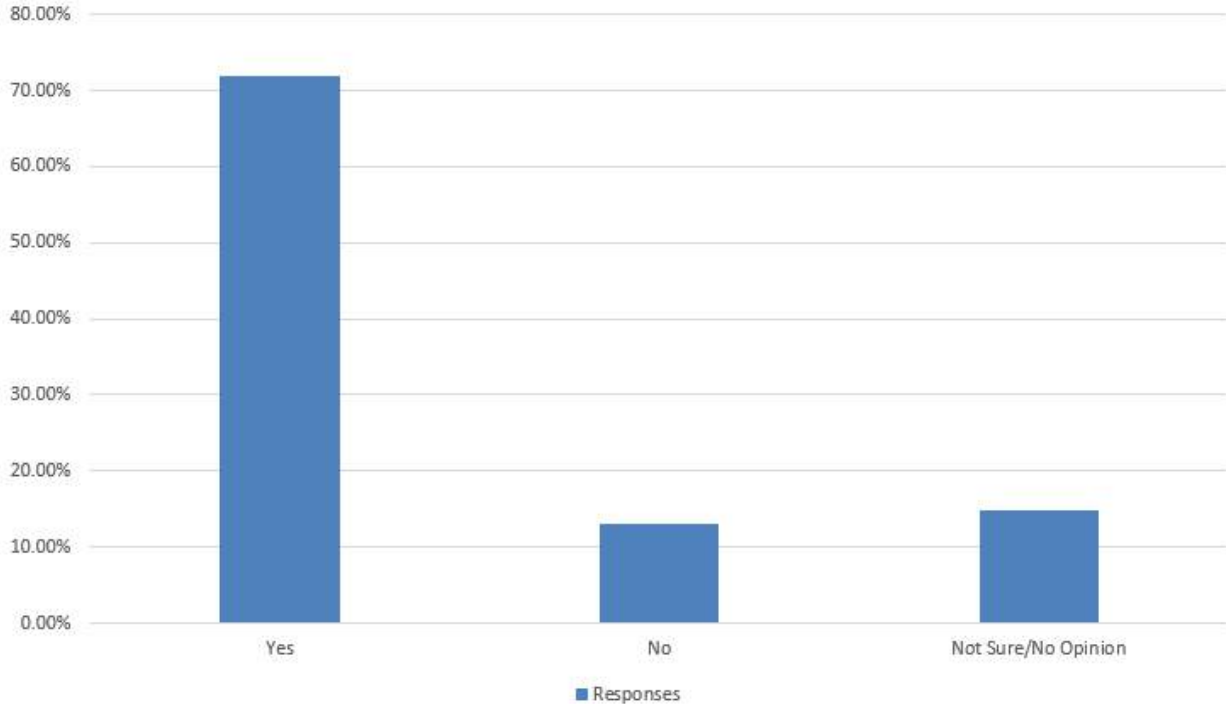
Municipal Responsibility

The chart below shows the percentage of individuals who believe the Horizon City Economic Development Corporation and the Town of Horizon should be responsible for providing recreational/sports facilities for community residents.



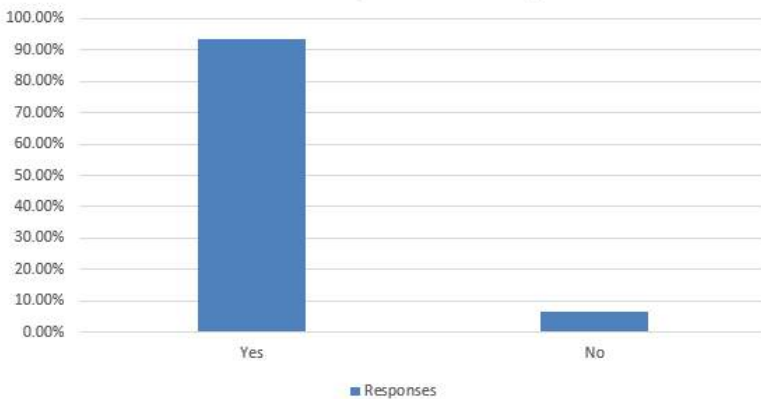
The vast majority of respondents — 85% — believe the Horizon City Economic Development Corporation and the Town of Horizon should provide recreational/sports facilities for community residents. Fewer than 5% did not believe that, and about 10% responded that they were “not sure” or had “no opinion.”

The chart below indicates that nearly three-quarters (72%) of respondents would be willing to pay a user fee to participate in activities at a new facility. The rest either responded they would not be willing to pay a user fee (13%) or were “not sure”/had “no opinion” (15%).

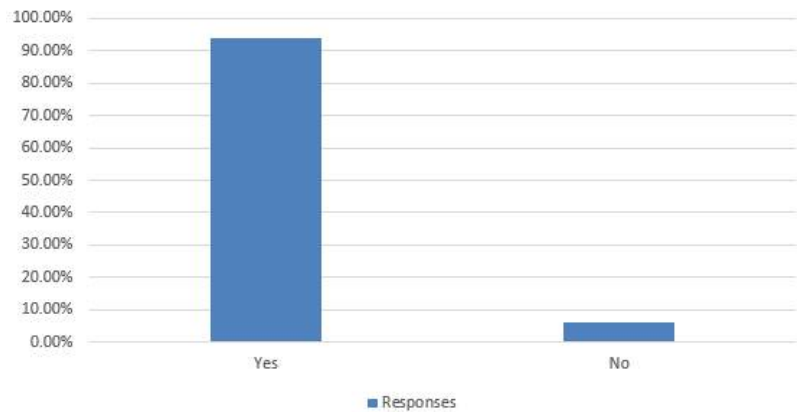


The charts below reveal that more than 90% of all survey respondents believe there is a need for a new indoor sports facility and an outdoor sports complex in the Town of Horizon City.

Indoor Sports Facility



Outdoor Sports Complex



Recreational/Competitive Sports Communities

Between 2014 and 2019, the number of Americans active in a variety of sports — including team sports, fitness sports, outdoor sports and individual sports — increased, according to the Sports & Fitness Industry Association’s 2020 Topline Report.

That national data is in line with what’s happening in the Horizon City market, based on Pinnacle’s interviews with representatives from local, regional and national sports communities. Response to a proposed facility in the area has been positive. Here is a sampling of comments received:



- *This area needs a tournament complex. When it comes to kids, families will invest in their kids — no matter what it takes.*

— Texas Storm Volleyball Academy

- *We want to do what’s best for our players, and if this complex is high quality, we would be open to paying for a partnership to utilize it and call it our home.*

— El Paso Locomotive Youth Soccer Club



- *Horizon City has a lot of potential for football and other field sports, given its close location to major cities.*

— El Paso Flag Football League

Multiple sports communities exist within the target market study area. What follows is a synopsis of six of them.

Basketball

Basketball is one of the most popular sports in the United States, and the Amateur Athletic Union (AAU) is the largest organizing body for youth basketball. AAU oversees organizations in several sports, with 700,000 members and more than 150,000 volunteers. AAU basketball tournament season typically runs from March through August. Competitive basketball in the Horizon City area is seasonal, and the most sought-after tournaments, which derive the most revenue, are college showcases at which college recruiters scout future talent. Based on games and tournaments for travel basketball in Texas, the prime seasons for travel basketball are winter, spring and summer.



Although local basketball organizations Pinnacle contacted for this study did not respond to interview requests, there are school teams that play in their own gymnasiums and participate in preseason tournaments. Additionally, at least one national AAU club expressed interest in bringing a team to the proposed facility. Swarm AAU Basketball, headquartered on the East Coast but with teams in 16 states, does not have any teams in Texas. But a club representative told Pinnacle the addition of a basketball facility with at least four courts in the Horizon City market would be an asset to the community and serve as a regional draw for travel teams. He added that he would even consider creating a program or satellite location in the Horizon City market based out of the proposed complex. Byrnes also would be interested in a contractual agreement to guarantee space and reduce the hourly cost of activities.

High school space is becoming more limited, as schools are no longer allowing outside groups to rent their facilities in the wake of COVID-19.

— Swarm AAU Basketball

At least one basketball tournament promoter expressed interest in the proposed facility’s potential. Zero Gravity Basketball, a tournament operator with events in 41 states including Texas, indicated interest in bringing tournaments to the proposed facility if it features eight to 20 basketball courts. A representative of the company told Pinnacle he would consider hosting 12 two-day events/tournaments per year at the facility in the spring and fall. Additionally, he would consider running two volleyball events in the winter and entering into a contractual arrangement to guarantee space and reduce the hourly cost of activities.

Adult Basketball

The presence of new indoor hard courts in the Horizon City market likely would generate increased interest in adult basketball leagues. Although adult basketball is relatively

unorganized, indoor leagues operate year-round and theoretically could provide a small but consistent form of ancillary revenue for the proposed facility, supplementing revenue generated by youth basketball programming. Adult basketball teams also can play later at night than youth teams, providing increased scheduling opportunities; they should not, however, be considered a large revenue stream. NOTE: If the client does **not** partner with El Paso County, Pinnacle does not recommend the inclusion of hard courts as part of the proposed facility at this time. As noted elsewhere in this report, if hotels and other amenities are developed, indoor courts could be phased in a later time.

See attached “Exhibit I—Selected Interview Notes” for more information on basketball.

Basketball Summary

Although basketball is popular in Horizon City, the lack of response from local basketball organizations to this study indicates that the needs of local teams likely are being met by existing facilities. However, representatives of other sports in the market (including volleyball and futsal) did indicate a need for more indoor court space that would serve the local community’s needs, as well as potentially attract travel teams from within a 60- to 90-mile radius of Horizon City.

With the proper design and line placement to accommodate multiple sports in one multi-sport area — along with the optimization of scheduling — the proposed facility could be used year-round to some capacity. Partnering with a well-known, reputable basketball program would help ensure additional basketball opportunities via year-round camps and clinics.

Volleyball

USA Volleyball is the national governing body for competitive youth club volleyball in the United States, with more than 325,000 members and an estimated 5,300 clubs. The organization’s growth corresponds with the opening of more specialty and multisport facilities capable of accommodating court sports in communities around the country. Travel/tournament seasons for volleyball are winter and spring.

The Sun Country Region Volleyball Association (SURVA) is the regional affiliate of USA Volleyball, serving West Texas and Arizona youth and adult players. Club season is November to June, with high school season in the fall. Sand volleyball is played year-round in Texas, but it is more popular with adults than youth players. However, sand volleyball is growing fast, thanks to the popularity of the NCAA’s beach programs.

Volleyball clubs in the Horizon City market include Las Cruces Digz, Chaos El Paso, Shinchoku Volleyball Club, Texas Storm Volleyball Academy and a club that operates out of Power Sports Academy (which also is a single-court facility). Teams train at area schools, recreation centers and, in at least one case, a warehouse — typically paying between \$25 to \$40 per hour per court.

While representatives of volleyball clubs indicated a need for more courts and a willingness to consider a contractual arrangement to guarantee space and reduce the hourly cost of activities at the proposed facility, they also noted that there might not be enough discretionary income in Horizon City to attract users. Some added that community residents are sensitive to price when it comes to sports and recreation.

However, they also believe Horizon City would be able to attract travel teams from within 60 to 90 miles. A representative of the Junior Volleyball Association, another national volleyball organization with a presence in Texas, agrees. JVA counts nearly 50 member clubs in the state, with an additional 25 in Arizona and five more in New Mexico. The association’s representative told Pinnacle that many JVA clubs travel up to six hours for tournaments.

USA Volleyball Participation Growth: 2016-17 & 2017-18

Region	2017-18	2016-17	% Growth	Region	2017-18	2016-17	% Growth
Aloha Region (AH)	3,005	3,167	-5.1%	Keystone Region (KE)	8,070	7,483	7.8%
Alaska Region (AK)	1,010	1,085	-6.9%	Lakeshore Region (LK)	2,297	2,010	14.3%
Arizona Region (AZ)	10,266	9,912	3.6%	Lone Star Region (LS)	20,110	19,897	1.1%
Badger Region (BG)	15,698	14,895	5.4%	Moku O Keawe Region (MK)	1,408	1,292	9.0%
Bayou Region (BY)	3,533	3,194	10.6%	Northern California Region (NC)	19,893	19,861	0.2%
Columbia Empire Region (CE)	7,223	7,410	-2.5%	New England Region (NE)	12,064	11,812	2.1%
Chesapeake Region (CH)	10,204	10,020	1.8%	North Country Region (NO)	23,488	21,376	9.9%
Carolina Region (CR)	11,332	10,814	4.8%	North Texas Region (NT)	14,481	13,433	7.8%
Delta Region (DE)	6,492	5,683	14.2%	Old Dominion Region (OD)	4,529	4,474	1.2%
Evergreen Region (EV)	6,356	6,343	0.2%	Oklahoma Region (OK)	3,867	3,532	9.5%
Florida Region (FL)	14,360	14,669	-2.1%	Ohio Valley Region (OV)	23,775	22,839	4.1%
Gulf Coast Region (GC)	2,752	2,565	7.3%	Palmetto Region (PM)	4,813	4,528	6.3%
Garden Empire Region (GE)	11,214	10,613	5.7%	Pioneer Region (PR)	5,276	5,150	2.4%
Great Lakes Region (GL)	16,055	16,797	-4.4%	Puget Sound Region (PS)	6,940	7,699	-9.9%
Great Plains Region (GP)	4,663	4,907	-5.0%	Rocky Mountain Region (RM)	8,509	8,105	5.0%
Gateway Region (GW)	8,808	8,743	0.7%	Southern California Region (SC)	24,667	24,522	0.6%
Heart of America Region (HA)	15,748	15,355	2.6%	Southern Region (SO)	11,334	11,147	1.7%
Hoosier Region (HO)	3,531	3,432	2.9%	Sun Country Region (SU)	6,644	6,420	3.5%
Iowa Region (IA)	11,452	11,703	-2.1%	Western Empire Region (WE)	3,278	3,149	4.1%
Iroquois Empire Region (IE)	3,772	3,432	9.9%				
Intermountain Region (IM)	1,983	1,980	0.2%	Totals	374,900	365,448	2.6%

Source: USA Volleyball

Adult Volleyball

Adult volleyball is popular in the Horizon City market, with parks and recreation departments around the county — especially in El Paso and Las Cruces — offering programs. A new indoor court facility in the area likely would increase participation in adult volleyball leagues, especially if adult volleyball activities were reasonably and attractively priced. Like adult basketball leagues, adult volleyball leagues can operate all year and provide a small but consistent form of ancillary revenue. Adult teams also can play later at night than youth teams, providing increased scheduling opportunities. It should be noted, however, that adult volleyball programming will provide a limited revenue stream.

See attached “Exhibit I—Selected Interview Notes” for more information on volleyball.



Volleyball and basketball are big in Horizon City, but the town has never had a high-quality sports complex with multiple courts. That’s why we travel to El Paso to compete in tournaments.

— **Power Sports Academy**

Volleyball Summary

Volleyball is active in the Horizon City market, and there is local demand for more hard courts. However, many existing hard-court spaces are available for free or low user fees; thus, the new facility would need to offer competitive rates. As noted above, many representatives of volleyball organizations told Pinnacle that Horizon City is a price-sensitive community when it comes to sports and recreation. If possible, it would make

financial and marketing sense to attract at least one large youth volleyball club to base its training activities at the proposed facility. NOTE: If the client does **not** partner with El Paso County, Pinnacle does not recommend the inclusion of hard courts as part of the proposed facility at this time. As noted elsewhere in this report, if hotels and other amenities are developed, indoor courts could be phased in a later time.

Baseball/Softball

Little League Baseball and Softball (officially known as Little League International) is a non-profit organization based in South Williamsport, PA, that organizes local youth baseball and softball leagues throughout the United States and around the world. Baseball groups with younger players primarily participate in established Little Leagues, while older players often compete in Cal Ripken and Babe Ruth leagues. Prime travel seasons for baseball and softball are spring and summer.



Throughout much of the country, baseball and softball are played outdoors primarily in the spring and summer months. Increasingly, outdoor complexes feature synthetic turf infields and, in some cases, turf outfields.

In Horizon City, one of the largest challenges facing baseball and softball clubs is the lack of properly maintained grass fields. Drainage issues are particularly common. Given those circumstances, it is surprising that very few baseball and softball organizations responded to interview requests for this study.

Perhaps this is an indication that the current fields, regardless of their condition, are meeting those clubs' needs — especially considering that many organizations are able to use municipal fields at little or no cost.

The United States Specialty Sports Association has a softball affiliate in USSSA Texas Fastpitch, which hosts events in El Paso and has brought in 50 teams, with the majority of players staying overnight in the El Paso area. The cost to use an eight-field facility for those events is \$6,000 for the weekend, and El Paso County retains the gate and concessions receipts. A representative of the association told Pinnacle that USSSA Texas Fastpitch would consider hosting at least 12 tournaments per year at a proposed outdoor complex in Horizon City, especially if the fields were synthetic turf with heat mitigation.

Meanwhile, the market for indoor space to accommodate baseball and softball training, practices and even modified games has increased, as more specialty and multisport facilities accommodate ball-and-bat sports. Additionally, some baseball/softball organizations go indoors for training programs during the winter/offseason — programs that don't necessarily need to occur on turf. Generally, indoor revenue opportunities from ball-and-bat sports are in the form of off- and in-season pitching, hitting and fielding training, plus individual coaching, facility rentals, batting cage rentals, pitching and hitting leagues held in cages and tunnels, and sports performance programs.

We have no indoor facilities to practice during the winter months.

— Lady Bruins

Adult Softball

As it would for other adult leagues, an indoor/outdoor multipurpose sports complex in Horizon City likely would generate interest in adult softball leagues, which can operate all year and provide a small but consistent form of ancillary revenue. Adult teams also can play later at night than youth teams, providing increased scheduling opportunities. It should be noted, however, that adult softball programming will be a limited source of revenue

See attached "Exhibit I—Selected Interview Notes" for more information on baseball/softball.

Baseball/Softball Summary

Multipurpose synthetic turf fields that can double as diamond fields would provide both indoor and outdoor baseball and softball opportunities at the proposed facility. But because area clubs already have access to municipal fields at reasonable rates, the client will need to be sensitive to those price points in order to attract local clubs. It is more likely that the outdoor fields would be used for non-ball-and-bat sports, while the indoor facility's synthetic turf and batting cages would allow for such opportunities as training, camps and clinics.

Soccer/Futsal

Youth soccer in the United States is highly structured, with most participants registered through the U.S affiliates of the sport’s global governing body, Federation International de Futbol Association (FIFA). The United States Soccer Federation (USSF) delegates authority over youth soccer to the United States Youth Soccer (USYS) and its member organizations. Formed in 1974 with 100,000 participants, USYS now counts more than three million players between the ages of 5 and 19.

Soccer is considered by many to be the largest sport in Texas, based on participation numbers. The sport boasts multiple competitive levels of play, and seasons typically run throughout the year (high school soccer takes place in the spring). Frequent droughts wreak havoc on grass fields; however, soccer organization representatives Pinnacle interviewed indicated a desire for a mix of new synthetic turf and natural grass fields.

The USYS affiliate for the state is the South Texas Youth Soccer Association, which currently has about 80,000 members and operates an Olympic Development Program at a satellite location in El Paso 16 nights per year.

DRAFT

In El Paso, soccer is reportedly the only outdoor sport overseen by independent organizations rather than falling under the city’s programming umbrella. Right now, the general consensus is that the Westside Sports Complex and the Eastside Sports Complex, both in El Paso, are the only venues in the market large enough to host soccer tournaments.



The South Texas Youth Soccer Association likely would consider using the proposed complex in Horizon City. That said, it probably would not be used for Cup play, the representative added, because those tournaments typically require at least 10 fields. Additionally, only a small percentage of teams from the El Paso area compete, and it would be a hard sell to convince the majority of participating teams to travel eight hours or longer to compete in Horizon City.

Popular clubs in the area include El Paso Youth Locomotive Soccer Club, an affiliate of the United Soccer League’s El Paso Locomotive FC. Youth club teams use the Westside and Eastside complexes, paying \$16 per player per season. In total, field rentals for all Locomotive programs cost about \$30,000 per year.

Paso Del Norte Soccer, meanwhile, rents eight grass fields at Blackie Chester Park, paying \$16 per player per season. Pre-COVID, the club hosted the Kohl’s Cup at the Westside and Eastside complexes with more than 300 teams; rental fees for that event were \$7,000 for both locations.

The Northeast Soccer League, based about 45 minutes from Horizon City, includes 83 teams that use grass fields at multiple facilities, paying between \$5 and \$16 per player per season.

Mexican teams also travel across the border to compete in events in Texas, but leagues also are active in nearby Juarez, Mexico. Most soccer club representatives indicated they would consider using the proposed facility; those that didn't cited travel distance as the primary reason, and one club representative noted that if the proposed complex is built and attempts to form its own league or club, it could have a negative impact on the community

There are major issues with securing soccer fields in El Paso, and I think a new facility in Horizon City would definitely get local use. We would even consider relocating our [El Paso-based] Olympic Development Program training to the new complex.

— South Texas Youth Soccer Association

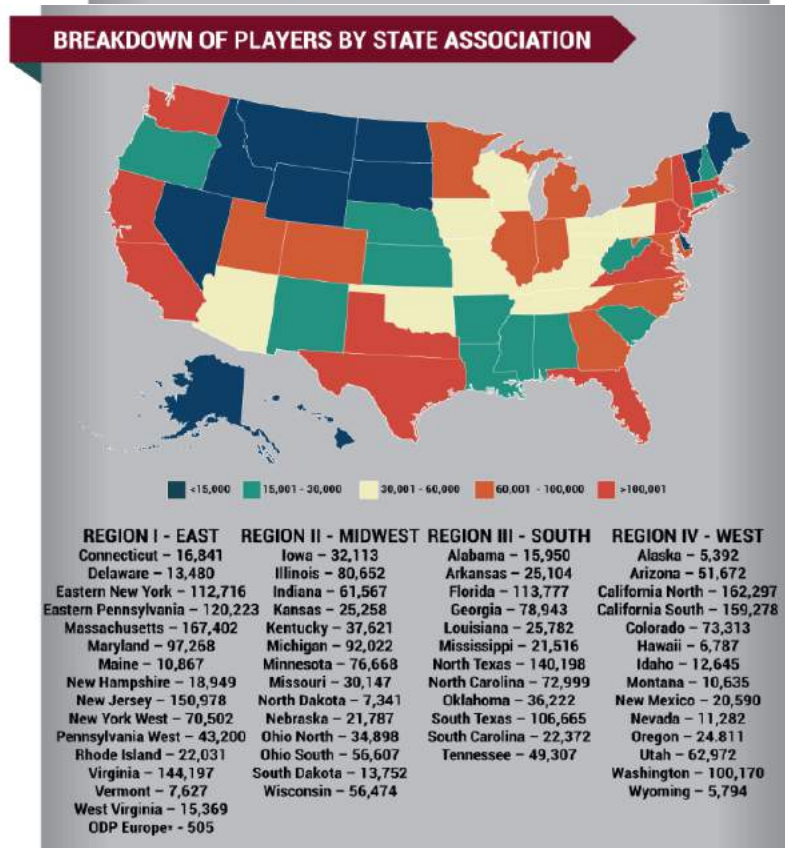
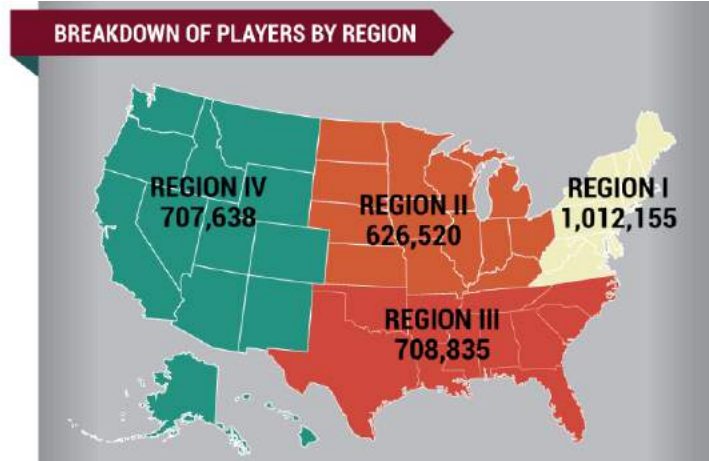
Note: Other factors would need to be determined (including cost, time of year, etc.) if the client were to pursue a contractual arrangement with the South Texas Youth Soccer Association or any other organization.

Futsal

One of the most notable changes to competitive youth soccer in recent years has been the emergence of indoor futsal programs for training and leagues during the winter/offseason months. Such activities could become an additional source of revenue for any new indoor hard-court facility. Futsal traditionally is played on a hard surface (not turf) delimited by lines; walls or boards are not used. The sport also can co-exist with basketball and/or volleyball programming. Futsal is played with a smaller ball that has less bounce than a regular soccer ball, two teams feature five players each, and unlimited substitutions are permitted.

As the international governing bodies of futsal, FIFA and Asociación Mundial de Fútbol de Salón are responsible for maintaining and enforcing the official rules of their respective versions of futsal. The United States Futsal Federation has been the governing body of the sport in the U.S. since 1981 and includes more than 40,000 members. The vast majority of members are youths, although the number of older players is growing. All told, the sport is played in more than 100 countries by more than 12 million people.

Futsal has a small presence in the Horizon City market, but soccer club representatives told Pinnacle there would be an opportunity to expand the sport via the proposed facility. Hard courts would help create new opportunities for soccer clubs, teams and players to participate in futsal training, camps and clinics. They also would introduce the sport to new users — leading to more programming opportunities.



Source: US Youth Soccer

Adult Soccer

Adult soccer is popular in the Horizon City area, although club representatives noted that there are not many active clubs in the market. The proposed facility could generate interest in adult soccer by developing a league. Unlike sanctioned youth soccer, which is directed from the top down, adult soccer is much more loosely structured and tends to be a year-round revenue source. Adult soccer teams also can play later at night than youth teams, providing increased

scheduling opportunities. The market’s large Hispanic population likely would drive adult soccer programming in Horizon City.

See attached “Exhibit I—Selected Interview Notes” for more information on soccer and futsal.

Soccer Summary

Given the popularity of soccer and the demand for additional indoor and outdoor turf space in the market, Pinnacle believes turf fields would be well utilized at the proposed facility. They would serve not only the local soccer community but might also attract subregional tournament operators that run events for teams traveling from up to 90 minutes away. New turf fields also would accommodate other sports such as baseball, softball, lacrosse, football and flag football, and the hard courts could propel futsal programming and usage. Price points would need be in line with the low rental rates clubs currently enjoy.

Lacrosse

Youth lacrosse is among the fastest-growing sports in the United States. US Lacrosse (formerly USA Lacrosse) estimates there are 450,000 youth players — not including high school players — with a compound growth rate of 77% since 2006. Lacrosse is not a large part of the sports landscape. Despite that growth, there appears to be little lacrosse activity in the Horizon City market.



Victory Events, a tournament promoter not affiliated with USA Lacrosse , runs outdoor lacrosse tournaments in nine states, including several in Texas for both boys and girls. Tournament season runs from May to mid-July, with events averaging 100 teams each — and almost all teams stay overnight in the tournament city. Victory Events would consider hosting three to four weekend tournaments at a proposed facility in Horizon City in the spring and fall, as well as potential spring break camps.

We would consider a contractual agreement at a proposed facility to guarantee space and reduce the hourly cost of activities.

— Victory Events (events promoter)

See attached “Exhibit I—Selected Interview Notes” for more information on lacrosse.

Lacrosse Summary

Lacrosse occupies a very small portion of the local recreational and competitive sports market, and the proposed facility should not be relied on to generate significant revenue or sports tourism-related economic impact. Outdoor turf fields at the facility likely would be used more frequently for baseball/softball, soccer, football and flag football.

Football

USA Football and Pop Warner are the largest and most popular youth football organizations in the United States, with a combined participation of two million players. The prime season for football is fall.

The Horizon City Sports Association operates tackle football and cheer programs, with about 230 participants. Seasons run from February-June and July-December, with two-hour practices three times a week at local middle schools and games on Saturday at Horizon High School. Rental is free as long as players are from the two school districts that serve Horizon City, but the association does make a \$3,000 annual donation to the schools.

In Horizon City, there are not any fields that cater to football — other than those at schools.

— Horizon City Sports Association

Meanwhile, the Texas Independent Football League/915 Football League offers year-round opportunities with programs ranging from 7v7 competition to camps and clinics to national all-star events. Games are played at Chapin High School in El Paso, and the league donates approximately \$350 per season to the school’s booster club. The club also rents three municipal fields for \$875 per day. For events, the club hosts 50 to 70 teams (most stay overnight in the area) and pays \$9,000 to use six fields at El Paso’s Eastside Sports Complex over two days.

It’s also worth noting that flag football is gaining popularity in communities across the country, driven by NFL FLAG — the largest youth flag football organization in the country, with more than 1,600 leagues and 500,000 players between the ages of 5 and 17. El Paso Flag Football League was a private league for youths and adults that played in the Texas Flag Football Association and used 10 fields at the outdoor Westside Sports Complex and city parks; however, it is no longer active.

Adult Flag Football

Adult flag football is played primarily outdoors, but the game does lend itself to indoor facilities, too. The sport is popular in the Horizon City market, with Southwest Flag Football operating a year-round Sunday with 12-week seasons and more than 100 teams. Pinnacle predicts that indoor and outdoor turf in the Horizon City market would attract adult flag football teams.

See attached “Exhibit I—Selected Interview Notes” for more information on football.

Football Summary

There exists enough demand by turf sports organizations in the market to justify the inclusion of indoor and outdoor turf at the proposed facility. It could be shared by football, soccer, lacrosse, baseball/softball and other sports. The rise in popularity of flag football also likely would provide new programming opportunities in the market.

Three Facility Business Models: Sports Tourism vs. Rental vs. Programming

The business model of the proposed indoor/outdoor sports facility in the Horizon City market should feature a flexible and diverse year-round programming mix focused on the ability to generate income. This section of the report explores the advantages and disadvantages of three primary revenue sources: sports tourism vs. rental vs. programming.

In order to achieve financial goals, the proposed facility will need to capitalize on opportunities to generate revenue via rental arrangements and in-house programming. Organizations that rent the facility will use the same spaces as other groups but in different ways that will require separate programming, time and inventory requirements, and revenue generation.

The proposed facility's business model also should include a flexible, year-round program designed to attract visitors from throughout the region in an effort to generate economic impact through sports tourism.

Successful facilities focus on generating revenue from a mix of local and regional sources. This can be challenging, because although the same spaces will be used for both local programming and sports tourism purposes, the ways in which each business segment is developed, their time and inventory requirements, and how they generate revenue for the facility and the community are quite different.

Sports Tourism Model

A sports tourism model is based on generating revenue — and, more importantly — creating economic impact through direct spending in the community by attracting teams, spectators and out-of-town visitors. There are two primary components of the sports tourism model: creating in-house tournaments and events and outsourcing existing tournaments and events. What follows are more details about each:

- **In-house tournaments** are hosted by the facility and require a significant amount of time, energy and human resources to develop and execute. Each event must be marketed effectively, and staff members must register teams, secure hotels, train volunteers, hire officials, oversee play and more. That means that, while significant revenue can be generated, the cost of doing business is high. It also should be noted that in-house tournaments and events can take multiple years to grow. They typically do not turn a profit or generate significant economic impact until at least the third year.

Facilities with a sports tourism business model typically require an annual operating subsidy, because events that generate economic impact provide one-off revenue streams

and take place a limited number of times each year. Yet they still require facilities that are overbuilt for the local market. For facilities that pursue sports tourism for economic impact purposes, room nights, direct spending and new tax revenues generated from events are viewed as an attractive return on investment that is driven by spending at hotels, restaurants, retail stores and other local businesses.

- **Outsourced tournaments** require much less work on the part of the facility operator, because facility assets are rented to a tournament provider that oversees registering participants, securing hotels and running all aspects of the event. Additionally, outsourced tournaments often provide greater immediate economic impact, because they are not first-year events and already have an established reputation among travel teams.

That said, while the facility’s staff is alleviated of overseeing the entire tournament, the facility also likely will generate less revenue. With outsourced tournaments, team registration fees and other revenue streams such as hotel rebates and gate fees always go to the rights holder. What’s more, with rental arrangements, a facility operator has minimal control over event quality and patron experience.

Rental Model

A rental model is necessary to ensure maximum revenue generation and keep the facility consistently occupied during weekdays, weeknights and other times when it is not hosting other events.

That said, a rental model restricts the management team’s ability to maximize program scheduling, because outside programmers and organizations usually seek primetime hours. Also, with rental arrangements, a facility operator has minimal control over program quality and patron experience.

Local Youth and Adult Programming Model

The local programming model is designed to position the proposed facility as a year-round sports hub for local residents — a community asset that provides sports, recreation and youth development services. This can be achieved by combining in-house programming options with existing ones in the community and partnering with such outside organizations as athletic organizations and coaches.

Forging partnerships with individuals and groups that can bring existing teams and other users to the facility will help ensure that the facility hosts multiple activities and caters to a wide range of community residents.

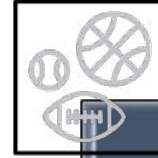
The programming model for the proposed facility in the Horizon City market could include any or all of the following activities for individuals, club teams, recreational organizations and other users:



- Indoor Basketball Recreational and Competitive Leagues
- Indoor Basketball Camps
- Indoor Basketball Clinics
- Indoor Basketball Tournaments
- Youth Programming
- Corporate and Group Events
- Summer (General) Camps (Full & Half Day)
- Birthday Parties
- Indoor Futsal Training, Leagues and Tournaments
- Indoor Futsal Camps/Clinics



- Indoor/Outdoor Soccer Recreational and Competitive Leagues
- Indoor/Outdoor Soccer Clinics and Camps
- Outdoor Soccer Tournaments
- Indoor Volleyball Clinics
- Indoor Volleyball Camps
- Indoor Volleyball Leagues
- Indoor Volleyball Tournaments
- Indoor/Outdoor Lacrosse Training
- Outdoor Lacrosse Leagues
- Indoor/Outdoor Lacrosse Clinics and Camps



- Indoor/Outdoor Baseball/Softball Training
- Indoor/Outdoor Baseball/Softball Camps/Clinics
- Outdoor Baseball/Softball Tournaments
- Outdoor Baseball/Softball Leagues
- Outdoor Football/Flag Football Leagues
- Indoor/Outdoor Football/Flag Football Clinics and Camps
- Sports Performance Training

Business Model Recommendation

While all three business models will be necessary for a new multipurpose sports facility to succeed, Pinnacle recommends a facility program mix that emphasizes internal/in-house programs over rental/outside service-provider programs for the following reasons:



Greater Control of the Business

In-house programming allows the facility to control all aspects of the products and services offered within the facility. It also gives staff decision-making authority regarding the creation and execution of all programs. Additionally, the facility will rely less on outside individuals or groups renting the facility — thereby strengthening its own ability to offer best-in-class services to patrons.



Enhanced Customer Service

All programs at a given facility reflect on that facility and impact patron perception. If a program run by an outside organization fails to meet customer expectations, the facility will become part of that bad experience. On the other hand, internal programs allow for control over the quality of a customer’s experience.



More Revenue Generation

A business model that prioritizes internal programming helps develop and grow programs, thus increasing the amount of revenue generated on an hourly basis. With proper investment in — and development of — in-house programs, the facility will generate significantly higher levels of revenue than a rental model.



Cross-Marketing Opportunities

In-house programming helps build an extensive internal database of patrons by allowing for the capture and retention of key customer contact information — which can, in turn, be used to effectively cross-market new programs to current customers.



Schedule Maximization

With an in-house program model, management can dictate the days and times programs are run — thereby maximizing facility use.

Sports Tourism Industry

Travel, Accommodations and Expenditures

U.S. sports travelers, event organizers and venue operators spent \$45.1 billion in 2019 — generating \$103.3 billion in direct, indirect and induced business sales, according to the Sports Events and Tourism Association (Sports ETA, formerly the National Association of Sports Commissions). That total includes transportation, lodging and food/beverage purchases.

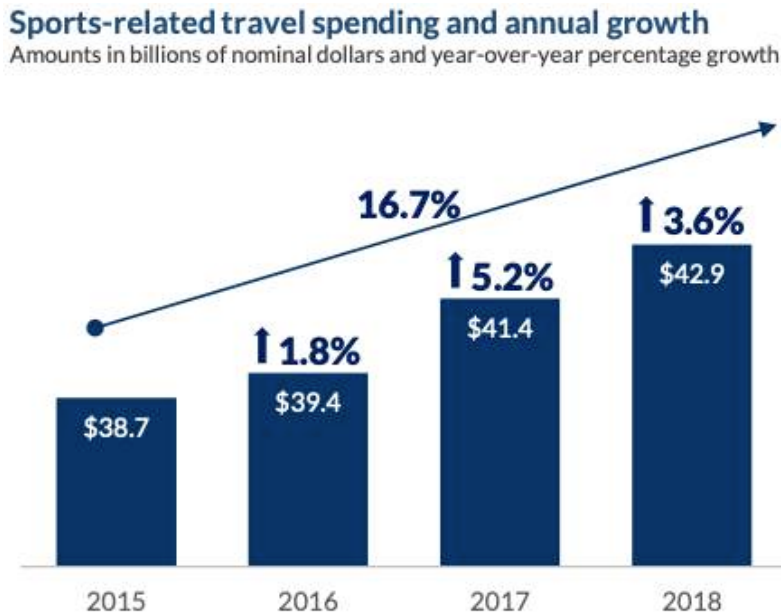


Pre-pandemic, that figure had been on the rise for the past several years. During that time, more organizations than ever also entered into event ownership — thus increasing demand for spaces to accommodate those events. As of Spring 2021, sports tourism was on the rebound in many destinations, as events and participants returned to sites throughout the country.

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Below is additional information regarding the scope of the sports tourism industry, courtesy of Sports ETA:

- Nearly 180 million people traveled to a sports event in the United States in 2019, either as a participant or a spectator — generating more than 69 million room nights.



Source: Sports ETA, Longwoods International, US Travel Association, Tourism Economics

(Graphic courtesy of Sports Events and Tourism Association)

- More than 739,300 jobs were sustained by sports tourism in 2019 — including 410,700 direct and 328,600 indirect and induced jobs.
- Sports tourism generated \$14.6 billion in tax revenues in 2019, with \$6.8 billion accruing to state and local governments.
- Between 2015 and 2019, sports tourism spending increased 16.7%.
- The number of individual sports travelers that stayed overnight grew by 1.4 million to 96.4 million in 2019.
- On average, 38% of all destinations owned an event in 2019.
- Mid-sized markets and vacation destinations dominate the youth and amateur sports tourism industry. This is because large markets are sometimes constrained by space and competing interests, while small, isolated markets are sometimes constrained by infrastructure.
- Successful sports tourism destinations, regardless of the size of the market, commit to high quality, expertly maintained facilities that are professionally managed with operational excellence as a top priority.

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Source: Tourism Economics

(Graphic courtesy of Sports Events and Tourism Association)

Sports Event Site Selection Considerations

“In the late 1980s, approximately 30 cities were competing to host sporting events. When the National Association of Sports Commissions formed in 1992, it had 15 members. Today, more than 700 tourism bureaus, sports commissions, convention facilities, event owners and other organizations are members of the association. The competition has expanded, but the number of events has more than kept pace. In other words, there is room in the sports industry for facilities that can accommodate competitions of all kinds. It’s a facilities-driven business. The most important element is facilities.”

— **Don Schumacher, Former Executive Director
National Association of Sports Commissions**

“Participatory sporting events have become big business for cities around the country. Youth baseball tournaments, cheerleading competitions, gymnastics meets and half-marathons attract out-of-town athletes along with their families and friends, who generate revenue for the host site and the community by spending money on hotels, restaurants, entertainment and shopping. Although the weak economy has curtailed vacation plans for some families, travel to amateur sporting events remains strong nationwide. Parents whose son or daughter is scheduled to play in an out-of-town tournament will find a way to pay for the trip.”

— **Katherine Jackson, Writer
Virginia Town & City**

To compete with established competitors, it is important to understand what drives the decision of large sport associations and events directors when choosing a facility.

A few years ago, James Madison University and the University of Louisville submitted the “Site Selection Study of NASC Event Rights Holders” to the National Association of Sports Commissions. The recommendations below are highlighted in the NASC report and should be emphasized when recruiting, servicing and retaining events.

Most Important Site Selection Factors

Based on the mean scores of all study respondents, the five most important site selection factors were as follows:

1. The event facilities are available when required.
2. The destination provides suitable competition facilities.
3. The host organization is supportive.
4. The event facilities are affordable.
5. The suitable accommodation is affordable.

Let's break down each of these factors:

1. The event facilities are available when required.

As a new venue, the facility will have the advantage of being able to plan for large sporting events in advance of opening. The facility also will have the additional advantage of space for multiple sports and uses, which can be configured as needed depending upon the sport and event requirements. A professional sales staff and experienced operations staff must be engaged to seek out and procure the largest — and most lucrative — future events.

2. The destination provides suitable competition facilities.

As a new venue, the facility can plan to install the most current, top-of-the-line surface and equipment. Proper maintenance and upkeep should keep the facility at the top of most event planners lists for many years to come. Planning for correct field sizes, preferred surface type, safe equipment, and ample player and spectator areas will ensure that all selection criteria can be met for all potential user groups.

3. The host organization is supportive.

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Hiring experienced sales and operational staff will help ensure that event planners' expectations are met or exceeded. Ongoing communications, documented internal operating procedures, and coordination of event staff, facility staff and local service providers will help demonstrate the facility's support of the event.

4. The event facilities are affordable.

Affordability is based on both comparisons with facilities offering similar venues and comparisons of the amenities and services at other facilities. Not all event organizers simply choose the cheapest option; all of the factors listed in this study contribute to the analysis of cost/benefit factors. The facility's sales staff is responsible for providing a favorable cost/benefit analysis and keeping track of the competition's pricing and service offerings.

5. The suitable accommodation is affordable.

At least two hotels should be near or attached to the proposed sports facility site.

Site Selection Factors That Predict Satisfaction

A second purpose of the James Madison University-University of Louisville/NASC study was to determine which event-site characteristics best predicted whether a representative of the organization was satisfied with the destination. The findings suggest that facility layout, facility availability and past performance are all significant and positively correlated with an event-rights holder's satisfaction with the destination selected.

Let's break down each of these factors:

1. Facility Layout

The design process is only limited by imagination and finances. Designated land ensures proper spacing, traffic flow, and player and spectator areas.

2. Facility Availability

As previously indicated, experienced sales and operational staff should be engaged and able to work together to plan for upcoming events with special needs or atypical schedules. Repeat events can be contracted and scheduled with multiyear contracts for more accurate and effective long-range planning.

3. Past Performance

With little or no past performance, a proposed facility would benefit by not having a poor prior performance with any large event or organization. On the other hand, organizations also might be wary of a facility with no past performance and question whether the facility's staff will have the experience or resources to execute a large-scale, high-profile event. Hiring experienced staff members who bring their own successful credentials to the facility will help tame potential objections.

Site Selection Factors That Predict Return Intent

Yet a third purpose of the study was to determine which event site characteristics best predict whether a representative of the organization intended to return to a selected destination for a future event. The findings suggest that hotel security, facility layout, facility availability, destination reputation, destination safety, past performance and event security are all significant and positively correlated with the intent to return.

It is not just enough to secure an event; a facility will have to prove itself worthy of repeating that event by showcasing it has the capability and resources to execute events at a national level to ensure repeat business.

Let’s break down each of these factors:

1. Hotel Security

While some factors may appear to be out of the facility’s control, hotel security should be considered when making future recommendations to outside groups traveling to the facility for tournaments, training and other activities. Working with the area’s convention and visitor’s bureau, a facility can research hotels/motels with safe and secure reputations and speak with operators of those facilities in advance of the event to share information about the ages, demographics and other pertinent data about the groups traveling to participate in the specific event.

2. Facility Layout

As noted earlier, the ideal facility’s layout will take advantage of ample space and up-to-date facility amenities to appeal to a variety of events and event planners.

3. Facility Availability

Facility availability will be managed by the facility’s employees, who preferably are experienced sales and operations professionals.

4. Destination Reputation

Event participants and organizers will evaluate the reputation of the destination facility and the surrounding community.

5. Destination Safety

This can be a giant asset to a new facility — especially if measures are taken in advance to beef up area police and security patrols around the facility and hotels that will be used for sports event participants. A communications plan to alert local authorities of upcoming sporting events, dates, and locations of events and host hotels can be included in event marketing materials.

6. Past Performance

There are pros and cons to having little to no past performance as a new sports facility; see previous notes above.

7. Event Security

Event security often is left to the discretion of the facility and event staff. Specific security personnel, as well as trained part-time and salaried staff, will aid in the security preparation and operations of the facility. An emergency plan and a security plan should be in place and discussed and practiced on a consistent basis.

Leveraging the Local Sports Tourism Market

The Town of Horizon City is considered part of the El Paso Metropolitan Area, where the El Paso Sports Commission will celebrate its 20th anniversary in 2023. That organization has been successful in bringing approximately 50 sporting events to the area each year.

However, Horizon City itself lacks hotels and other lodging options, as well as a variety of restaurants and attractions that typically impact the decision of travel teams to visit a specific destination. Additionally, representatives of some entities Pinnacle interviewed indicated Horizon City (and even El Paso) are not ideal locations for a sports tourism complex, because most travel teams tend to focus on the eastern and central portions of Texas.

That said, Pinnacle recommends that — if the client would like to pursue subregional/regional tournaments and events — it do so to boost the economic impact for *all* of El Paso County (and not just for the Town of Horizon City).

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Below is a chart outlining the prime travel sports seasons for the sports of baseball, softball, soccer, basketball, volleyball and football.

Prime Travel Sports Seasons			
Spring March - May	Summer June - August	Fall September - November	Winter December - February
Baseball	Baseball	Football	Basketball
Softball	Softball	Soccer	Volleyball
Soccer	Soccer		
Basketball	Basketball		
Volleyball			

* Seasons above only include travel sports seasons and not prime seasons for high school sports

When attempting to leverage local sports tournament opportunities, it is critical to keep in mind the following facility/location- and operational-related elements that contribute to overall success:

Facility/Location Elements

- **High-quality facilities and assets:** Without desirable facilities, sports tournaments will not thrive. The increasing number of competitive facilities has made quality amenities more important than ever. Food and beverage services, on-site entertainment options for siblings and other support features also can provide facilities with a competitive advantage.
- **Strength of competition offered:** Travel tournaments are popular with participants because of the opportunity they provide to compete against unfamiliar teams. Tournaments offering

a mix of teams from a variety of areas and offering a well-defined competitive-level structure are the most capable of drawing teams — and bringing them back year after year.

- **Cost:** Affordability continues to be a major factor in how coaches, parents and participants determine which events to attend and how many times per year to travel. The increasing number of competitive events and the expansion of traditional seasons have further increased the need to be cost-conscious when selecting events.
- **Facility reputation:** Establishing and maintaining a reputation as a desirable and memorable place to visit is critical to attracting and retaining tournaments and teams.

Operational Elements

- **Strong programming emphasis:** In order to successfully attract, host and retain events and participants, successful facilities must be designed with event operations and participant satisfaction in mind. The increasing competitiveness of the market demands that facility operators keep pace with what users want.
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- **Dedicated marketing and sales personnel:** With so many communities and facilities seeking to leverage the popularity of sports tournaments, it is imperative to dedicate staff and financial resources to marketing and selling opportunities. While organizational structures and budgets vary significantly from location to location, all successful facilities have some level of dedicated personnel and money available to secure tournament business.
 - **Commitment from management:** Just as successful venues dedicate resources to marketing and selling the facility to tournament and event organizers, facility operators also must have a dedicated and specialized management team to establish and maintain the facility’s reputation.
 - **Effective partnerships:** The youth and amateur sports industry consists of a variety of levels of competition, governing bodies, rules of play and more — all of which means that this increasingly mature industry features an environment in which it can be difficult to build new tournaments and events. This necessitates collaboration with tournament and event rightsholders to attract existing events, develop news ones and maximize team participation during the early years of operation.
 - **Balance of activities:** More often than not, financially sustainable facilities feature a balance of tournaments and events with local leagues, camps, clinics and other community-based activities. To achieve an optimal balance, facility operators must educate all stakeholders and communicate all purposes and intents, as well as schedule sports tournaments and events on a regular and ongoing basis.

High School Sports Trends

Potential demand associated with any sports complexes is somewhat dependent on the attributes of the industry as a whole, as well as specific target market segments. This section outlines key high school sports trends that may impact operation of a new indoor/outdoor multipurpose sports complex in Horizon City.

The following information is from the 2018-19 High School Athletics Participation Survey, conducted by the National Federation of State High School Associations (NFHS). (Due to the coronavirus pandemic, NFHS was unable to compile comprehensive participation statistics for the 2019-20 academic year. Thus, the 2018-19 data is the latest available.)

The number of participants in high school sports declined (most notably in football) for the first time in 30 years during the 2018-19 academic year — from 7,980,886 in 2017-18 to 7,937,491 in 2018-19. This data is based on figures from the 51 NFHS member state high school associations, which includes the District of Columbia.

Texas ranks No. 1 in total high school sports participation, with a total of 825,924 boys and girls. What follows is a breakdown of the eight high school regions in Texas as presented by the Texas High School Athletic Directors Association. El Paso is in Region IV.



Nationally, 4,534,758 boys and 3,402,733 girls participated in high school sports in 2018-19.

Here are the top 10 boys' sports for the 2018-19 school year:

- | | |
|----------------------------|-------------------------|
| 1. Basketball | 6. Golf |
| 2. Outdoor Track and Field | 7. Soccer |
| 3. Baseball | 8. Wrestling |
| 4. Cross Country | 9. Tennis |
| 5. Football | 10. Swimming and Diving |

Here are the top 10 girls' sports for the 2018-19 school year:

- | | |
|----------------------------|------------------------|
| 1. Basketball | 6. Soccer |
| 2. Outdoor Track and Field | 7. Golf |
| 3. Volleyball | 8. Tennis |
| 4. Fast-Pitch Softball | 9. Swimming and Diving |
| 5. Cross Country | 10. Competitive Spirit |



Ancillary Revenue Opportunities

Due to the nature of the sports and recreation business, a large number of spectators and sports participants regularly frequent indoor/outdoor sports complexes. This leads to several ancillary revenue opportunities (most of them indoors) that should be explored. They include:

- Sports Performance Training
- Food Service
- Facility Rentals
- Retail
- Youth Development Programs
- Corporate Partnerships

Sports Performance Training

Sports performance training can be implemented and overseen in partnership with an area orthopedic or sports performance medical group or performance trainer, or via an independent group leasing space within a facility to carry out this type of activity. As with any business model, a successful sports performance training facility requires proper management and marketing, as well as consideration of partnerships or franchise opportunities.



Food Service

Food service at sports facilities has traditionally been in the form of a small concessions stand and/or vending area. Successful operators know that captive audiences can make for profitable food service operations if done correctly. Hot food options should be offered, along with fountain beverages (which are much less expensive to carry than bottles or cans). Additionally, a strict no carry-in policy should be enforced from Day One. The only exceptions to this policy can be for water bottles and/or private rentals that require more food service options, such as buffet or plate dinners, than are available through current facility offerings. A proactive marketing campaign also should be employed to package food into “meals” and to offer coupons to current participants as part of a membership program or to include certain food or beverage items with packages for groups.

Parties

Birthday, team, school and corporate parties are strong sources of income for any indoor/outdoor sports facility. Parties should be offered in “packages” to help users create the experience they are looking for while helping the facility ensure maximum revenue. In general, parties can be considered facility rental income, as party customers primarily utilize facility time during their parties.



In addition, opportunities exist to include food and beverage items, party decorations, gifts, staff (party supervisors and on-field attendants), equipment rentals and more — all at a mark-up for extra revenue. Local companies (bakeries, pizza places and party-supply businesses) should be considered for partnership opportunities for parties, similar to food-service partnerships. Meeting rooms and field space can be used to host parties; specific party rooms are not needed unless a facility has the space available and parties become a much larger portion of total revenue. Parties are a significant source of revenue that should not be overlooked.

Youth Development Programs and Summer Camps

Daytime programming opportunities for ages 1 to 5 will be an attraction for young families to join the facility and sign up for other activities as children get older.

Similar programs at other facilities have included open playtime, “mommy and me” classes, homeschool association rentals, senior programming and special events. Additionally, daycare centers, preschools and school groups should be solicited for facility rentals during weekday time slots between 7 a.m. and 3 p.m. These groups also help build the facility’s database (via participant insurance waiver forms) for future youth program marketing.



During the summer months, general summer camps (and separate sports-specific camps) can be held during weekday daytime hours for children too old for daycare but not yet old enough to stay home alone. General summer camps with field trips, arts and craft activities, and a variety of sports experiences can provide a significant source of income during the summer months, as can sports-specific camps and trainings.

Facility Rentals

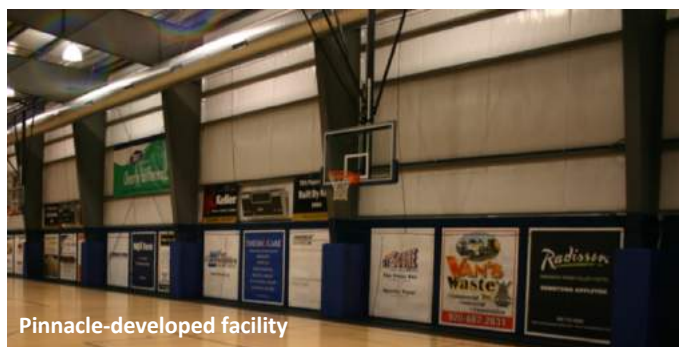
Traditionally, sports facility rentals are considered only by sports organizations. Additional revenue opportunities, however, also exist via non-sports businesses and organizations looking for open spaces to host staff outings, corporate get-togethers and team-building sessions, or even small expos and trade shows. Meeting rooms should be designed with sufficient electrical needs for multiple computers and can include built-in overhead projectors, white boards, blackout curtains for windows or doors, and Wi-Fi to ensure that any meeting can be held with ease. Additionally, the facility should be designed with at least one large (14-foot) overhead door, the ability to remove boards on court or synthetic turf surfaces as needed for the entrance of large vehicles and equipment, sufficient electrical (in some cases panels that drop from the ceiling), sufficient building egress and air exchange capabilities.

Retail

Retail components can be another source of revenue for indoor/outdoor sports facilities. Past experience in owning and operating sports facilities has shown that the best retail opportunities are those in which an already established local business leases space from the sports center as a satellite store to their main business. Pinnacle does not recommend the inclusion of an in-house retail component, opting instead to contact existing retail sports stores to see if any of them would be interested in dedicated space to accommodate an existing or expansion location. Once a new facility becomes more fully established, a line of apparel could be offered as part of the membership offerings (free T-shirt when signing up, for example) and sold on a limited basis for additional community marketing through the facility’s front desk component.

Corporate Partnerships

Corporate marketing partnerships, sponsorships and more modest advertising arrangements for outside businesses normally provide significant revenue that can be in place by opening day, thereby providing critical cash flow as a new facility grows to capacity. That being said, this is the one area of the indoor sports industry that experienced a downturn during the recent Great Recession. Although revenues are not what they once were, this remains a very viable source of significant high-margin revenue that is often overlooked.



Past experience has shown that commercial arrangements with local businesses in the fields of medical services, auto dealerships, financial institutions, soft drinks and beer, pizza, cellular phones and sporting goods all are prime prospects in competitive situations. Industries catering to new home construction and existing homeowners also generate above-average partnership revenues. Related businesses such as real estate professionals, relocation companies, home-security providers, landscapers and furniture stores are prime prospects, as well.

Existing Regional Competition

Pinnacle reviewed existing facilities in the regional market (see maps on page 17) to better understand the types of facilities that exist and their capacity to host tournaments and other sports events. In order to analyze them and determine how they relate to sports tourism, Pinnacle considered the following factors (in no particular order):

- **Location**
- **Amenities**
- **Site**
- **Market**

Pinnacle identified seven diamond-field facilities in Texas and New Mexico (but only one complex with synthetic turf, at Veterans Memorial Complex in Hobbs, NM), five multipurpose field facilities and just one large facility capable of hosting hard-court tournaments.

Those facilities are detailed on this page and the following two pages.

The table below lists the regional diamond-field complexes located within a four-hour driving distance of Horizon City.

Regional Diamond Field Competition Sample		
Facility	Location	Assets
El Paso County Sportspark	El Paso, TX	10 diamond fields
Rio Rancho Sports Complex	Rio Rancho, NM	7 diamond fields
Harty Paz Maag Fields	Las Cruces, NM	11 diamond fields
Veterans Memorial Complex	Hobbs, NM	12 diamond fields
Bob Forest Youth Sports Complex	Carlsbad, NM	20 diamond fields
Andrews County Sports Complex	Andrews, TX	10 diamond fields
Charlie McVay Memorial Complex	Roswell, NM	7 diamond fields

The table below lists the regional multipurpose fields located within a four-hour driving distance of Horizon City.

Regional Multipurpose Field Competition Sample		
Facility	Location	Assets
Eastside Sports Complex	El Paso, TX	8 multipurpose fields
Westside Sports Complex	El Paso, TX	13 multipurpose fields
High Noon/Tashiro Soccer Fields	Las Cruces, NM	9 multipurpose fields
Bob Forrest Youth Sports Complex	Carlsbad, NM	8 multipurpose fields
Mack Chase Sports Complex	Artesia, NM	5 multipurpose fields

The table below lists the regional hard-court facilities located within a four-hour driving distance of El Paso.

Regional Multipurpose Field Competition Sample		
Facility	Location	Assets
El Paso Convention Center	El Paso TX	8 volleyball courts

Existing Local Competition

Pinnacle researched and analyzed existing facilities in the local Horizon City market, including local service providers that offer amenities and programs similar to those of the proposed facility. These facilities represent potential competitors in the market and may impact operation of the proposed facility. The factors Pinnacle used to perform this analysis included (but were not limited to) the following:

- **Existing sports and recreation inventory**
 - Pinnacle analyzed existing facility inventory in terms of the quantity of available sports and recreation assets in the community.
- **Pricing**
 - Pinnacle examined the market prices of usage fees, rental rates, registration fees and other costs.
- **Seasonality**
 - Pinnacle utilized its experience involving similar facilities to determine the optimized seasonality for hosting programs and events.
- **Program mix and service offerings**
 - Pinnacle reviewed facilities based on type, size, quantity and quality of assets.

These are the types of facilities Pinnacle researched:

- Outdoor diamond fields
- Outdoor multipurpose fields
- Indoor court facilities
- Indoor turf facilities and baseball/softball training facilities
- Local schools

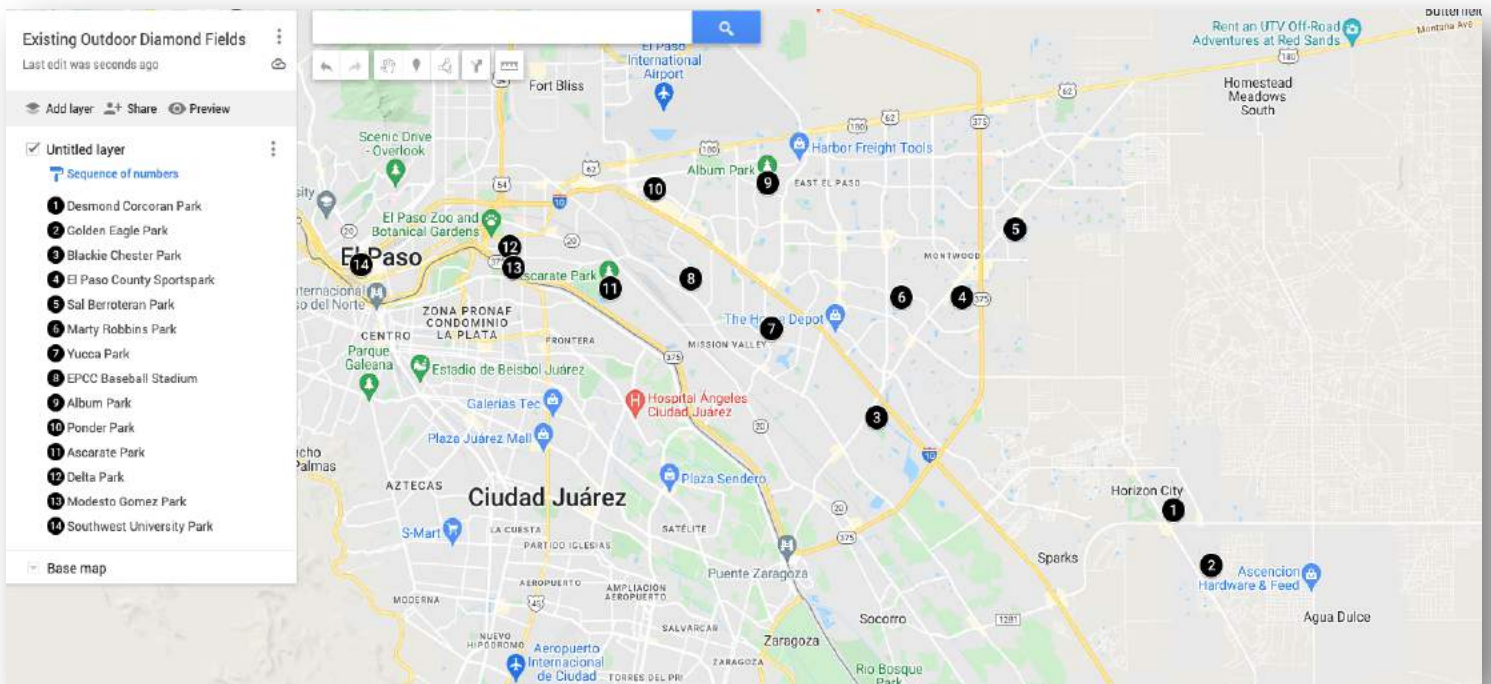
An inventory of indoor courts within a 35-minute drive time of the proposed location for the proposed indoor/outdoor multipurpose sports facility reveals eight facilities — including municipal recreation centers, a privately owned facility and a YMCA. While effective in the missions they serve, they are not necessarily intended to host large-scale events that drive sports tourism. There also are eight indoor turf field facilities and baseball/softball training facilities located within the local 35-minute drive time market.

Additionally, Pinnacle also identified four schools with gymnasiums within a 15-minute drive. Most of those gyms are subject to limited availability, which explains why representatives of local sports organizations said there is a need for more indoor court space in the market. Generally speaking, the coronavirus pandemic has decimated the availability of hard courts. Schools that typically would rent or give court time to local user groups under normal circumstances are no longer doing so.

Outdoors, there are 13 public and private facilities/parks with diamond fields and 11 public and private facilities/parks with multipurpose rectangular fields.

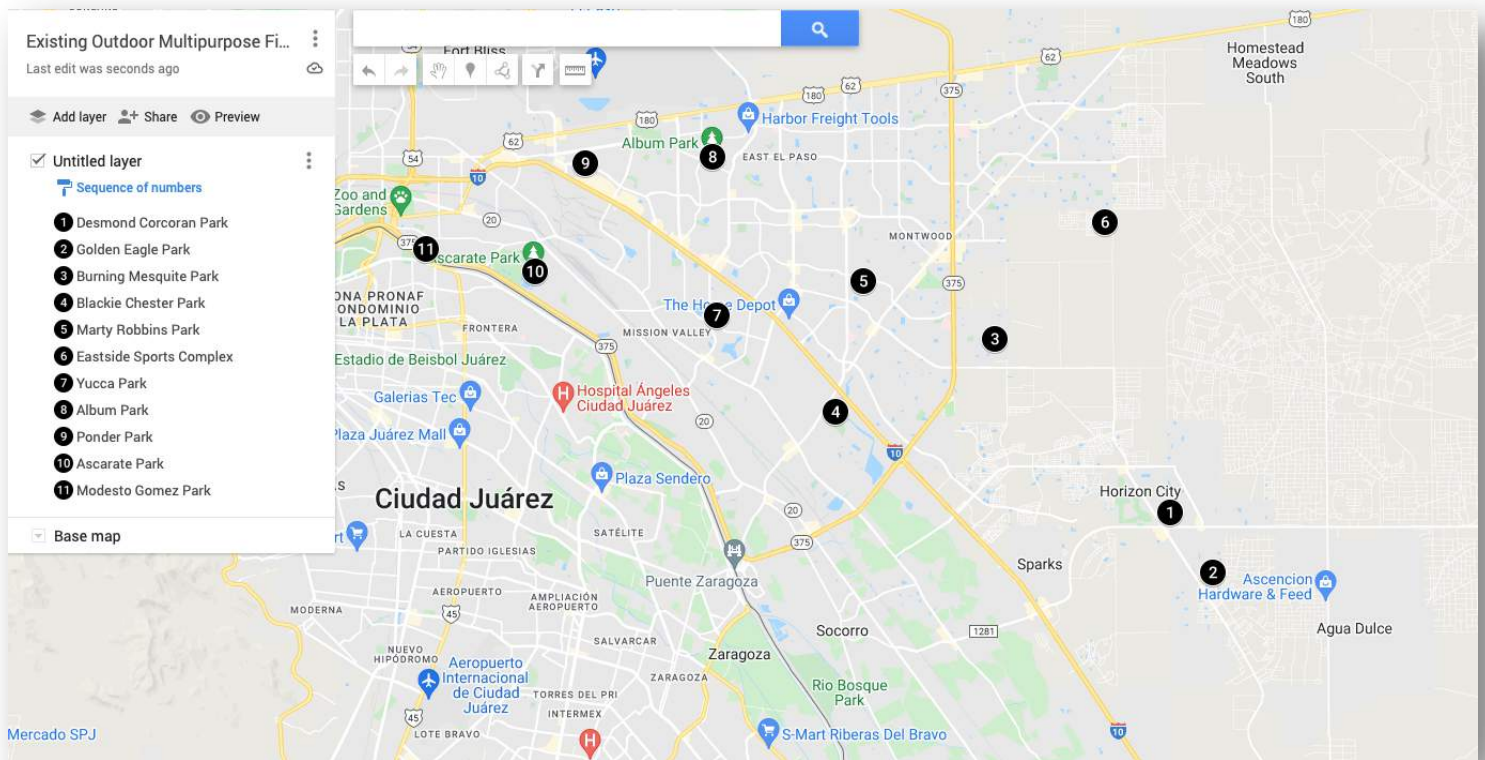
This table lists a sampling of outdoor baseball/softball field facilities located within the local 35-minute drive time market. (See map below for specific locations.)

Outdoor Diamond Field Facilities	Drive time (minutes)
Desmond Corcoran Park	5
Golden Eagle Park	6
Blackie Chester Park	20
El Paso County Sportspark	22
Sal Berroteran Park	22
Marty Robbins Park	23
Yucca Park	24
EPCC Baseball Stadium	26
Album Park	27
Ponder Park	27
Ascarate Park	31
Delta Park	31
Modesto Gomez Park	31
Southwest University Park	34



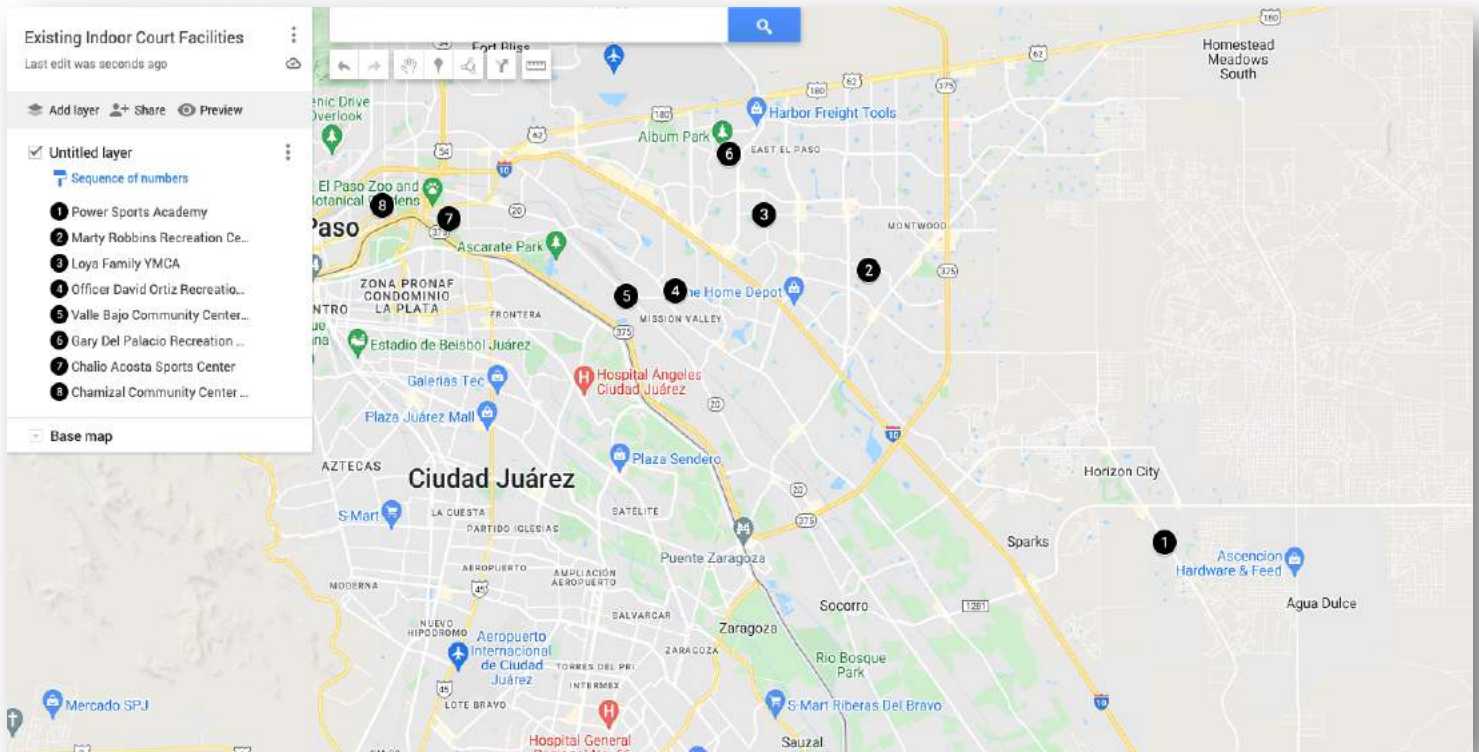
This table lists a sampling of outdoor multipurpose field facilities located within the local 35-minute drive time market. (See map below for specific locations.)

Outdoor Multipurpose Field Facilities	Drive time (minutes)
Desmond Corcoran Park	5
Golden Eagle Park	6
Burning Mesquite Park	18
Blackie Chester Park	20
Marty Robbins Park	23
Eastside Sports Complex	24
Yucca Park	24
Album Park	27
Ponder Park	27
Ascarate Park	31
Modesto Gomez Park	31



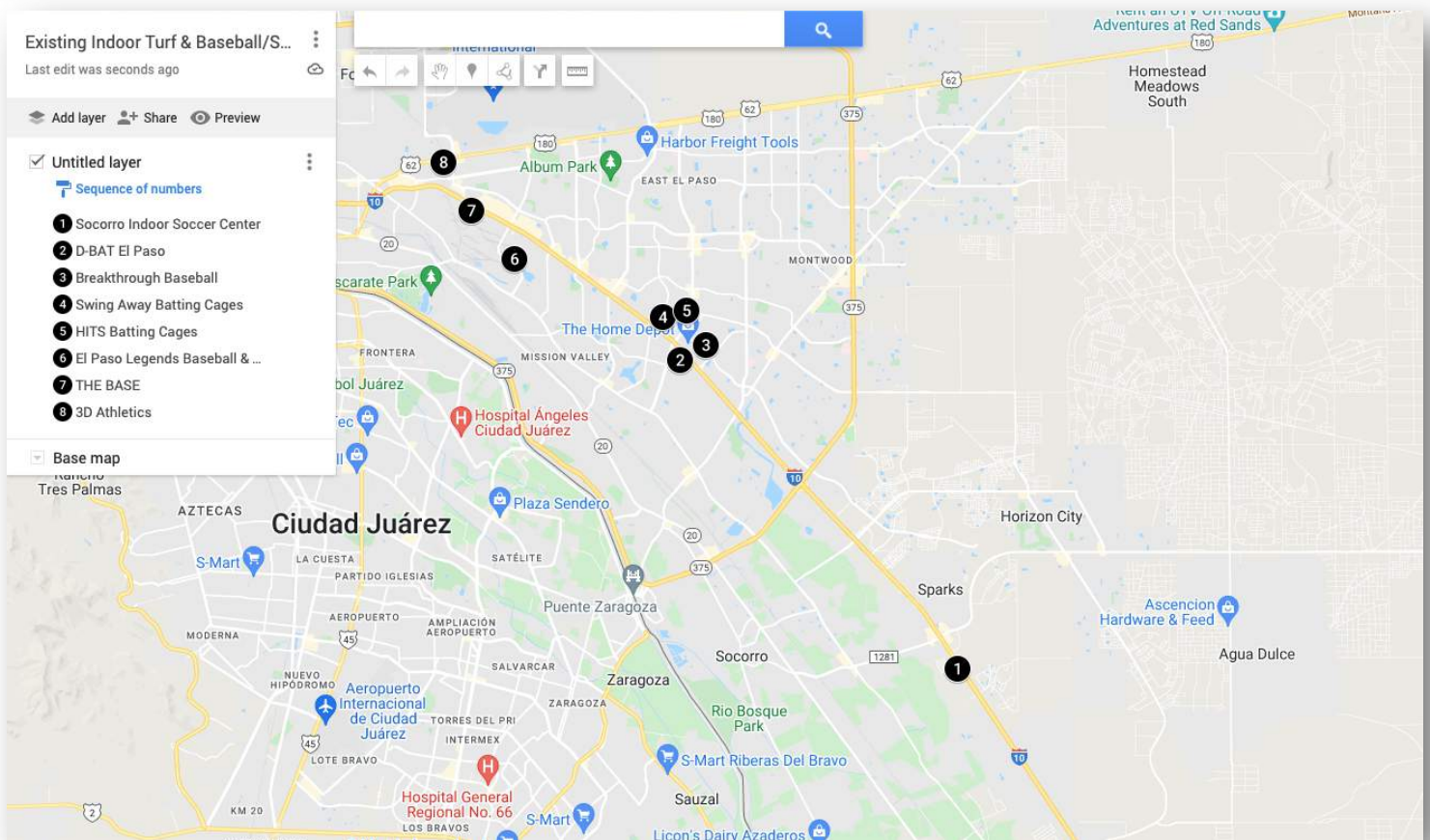
This table lists a sampling of indoor court facilities located within the local 35-minute drive time market. (See map below for specific locations.)

Indoor Court Facilities	Drive time (minutes)
Power Sports Academy	6
Marty Robbins Recreation Center	24
Loya Family YMCA	26
Officer David Ortiz Recreation Center	27
Valle Bajo Recreation Center	27
Gary Del Palacio Rec Center	28
Chalio Acosta Sports Center	31
Chamizal Recreation Center	32



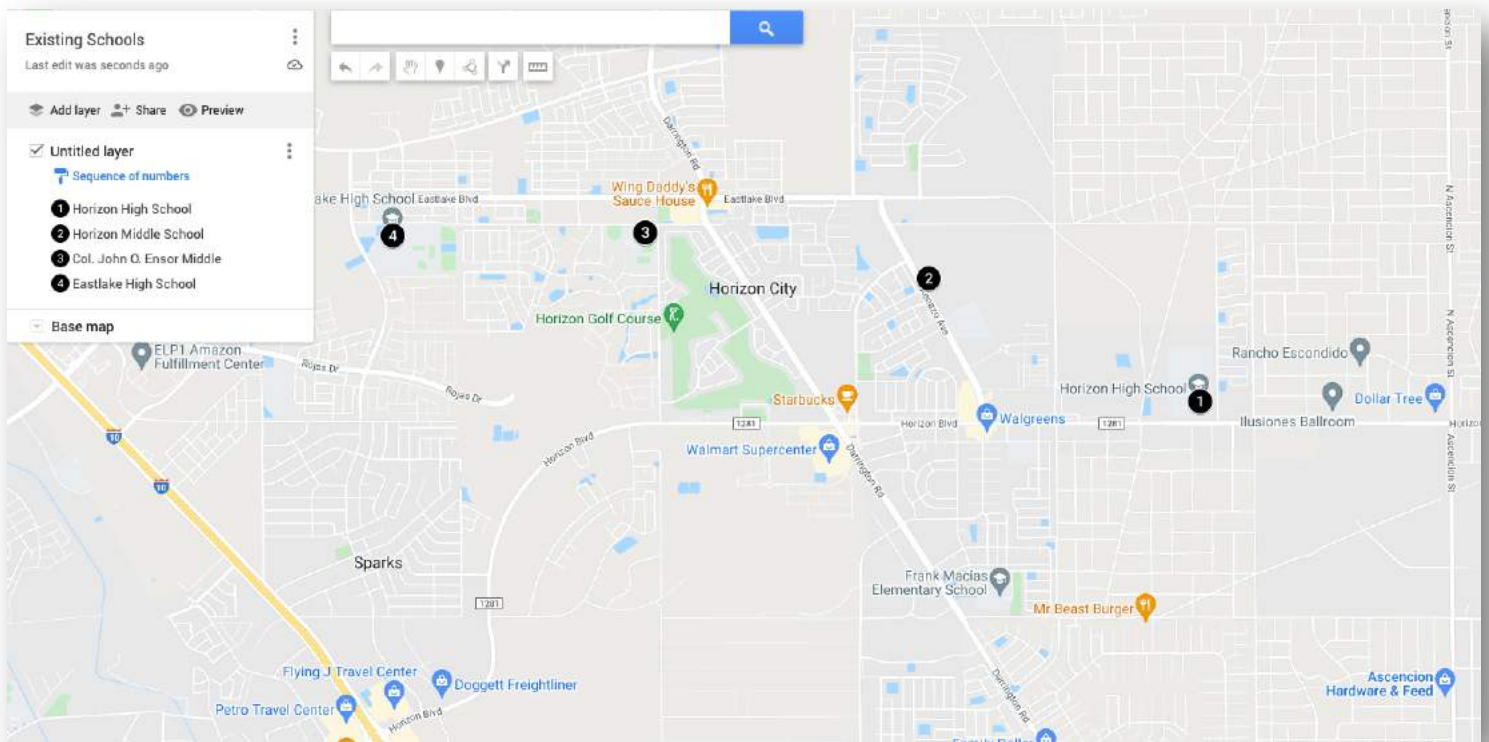
This table lists a sampling of the indoor turf facilities and indoor baseball/softball training facilities within the local 35-minute drive time. (See map below for specific locations.)

Turf Facilities and Baseball/Softball Training Facilities	Drive time (minutes)
Socorro Indoor Soccer Center	13
D-Bat El Paso	19
Breakthrough Baseball	20
Swing Away Batting Cages	20
HITS Batting Cages	21
El Paso Legends Baseball & Softball Academy	22
The Base	24
3D Athletics	26



This table lists a sampling of local schools within the local 15-minute drive time. (See map below for specific locations.)

Local Schools	Drive time (minutes)
Horizon High School	1
Horizon Middle School	6
Col. John O. Ensor Middle School	9
Eastlake High School	12



SWOT Analysis

Through multiple interviews, demographics research, existing competition and sports asset analyses, and other market research, Pinnacle identified a range of market characteristics and priorities. The primary driver throughout this process was to analyze the potential for a new indoor/outdoor sports facility in Horizon City. The following is a summary of key attributes and advantages, as well as potential and existing challenges:

S

Strengths

- Volleyball and soccer are popular in the market
- The proposed site is located near major highways
- Positive impression of proposed complex by various sports groups and other organizations
- Local and regional population growth
- Weekend tournaments would offer extended period to capture participants/guests at area amenities
- The local market’s Hispanic population is dramatically higher than the national average, indicating multiple opportunities for adult soccer
- Competing indoor/outdoor synthetic turf facilities in the local market are almost nonexistent

W

Weaknesses

- No existing hotel inventory in Horizon City, which would lead to economic impact leakage into other nearby communities.
- Youth sports events typically occur on weekends and encourage overnight stays, limiting weekend usage by local residents
- Low household income in local and regional markets
- Geographical location of Horizon City would make it difficult for teams to travel to the area for regional and national tournaments

O

Opportunities

- Strategic alliances/partnerships with local sports organizations
- Excess demand for centrally located indoor courts, outdoor turf
- Opportunities for new indoor/outdoor programming, including tournaments, leagues, camps and clinics.
- Opportunity to provide climate-controlled environment during hot summers and inclement weather
- Sports complex could be a catalyst for continued development in the Town of Horizon City
- Additional land is available for future development

T

Threats

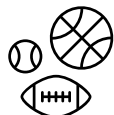
- Very low price points for use of municipal fields
- High number of facilities throughout Texas, especially in the Southwest region of the state, competing for sports tournament business
- Other private and/or public sports leagues or programming offered in the market
- National governing bodies and other regional sports associations have well-established relationships with existing facilities

Project Advantages

Pinnacle identified multiple positive factors as potential contributors to the success of an indoor/outdoor sports facility. Their impact will be quantified in a full financial model, and they justify taking the next step in the assessment. These factors include the following:



- **Public support:** Successful public or private facilities begin with key institutional alliances that allow for a high level of support throughout the planning, zoning, construction and ongoing operational phases. The proposed project has been met with positive responses from several key organizations in the local market.



- **Sports participation:** The majority of user groups in the local market expressed enthusiasm for the proposed project.



- **Market:** The Town of Horizon City region is a strong and growing sports market, and it is expected that a new indoor/outdoor sports facility would capitalize on local interest when it opens. The facility operator also should seek to bolster existing programming within the new facility by partnering with public and/or private program providers.



- **Subregional appeal:** The Town of Horizon City region is a strong and growing sports market, but with limited existing competition within a 60- to 90-minute drive time. The proposed complex would have the opportunity to capitalize on hosting local and subregional tournaments and events that likely will draw participants from El Paso, New Mexico and across the Texas-Mexico border.

Potential Project Obstacles

As is the case with many new developments, challenges exist for creating and maintaining a financially viable and sustainable indoor/outdoor sports facility. They include the following:



- **Capital costs and cost to operate:** Capital costs have not yet been determined. There will be an ongoing cost to operating the proposed facility.



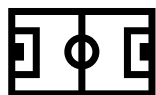
- **Local market rates and market conditions:** In order to mitigate the need for ongoing subsidization or financial loss, the operations team will need to charge full market rate for space.



- **Existing competition:** As outlined elsewhere in this report, the local market has several competing facilities. In order to enter the market, the proposed facility’s founding team must be confident in its ability to generate income that meets expectations.



- **Balance of tournament vs. Local programming:** There will be limited instances in which local programming competes for inventory of time and space. Therefore, the facility’s management team will have to be clear in scheduling and messaging to ensure that local users are aware of tournament and event plans, so that they do not expect to have access to the facility during times when it is programmed for the purpose of creating a positive economic impact.



- **Rental business model:** A business model that relies almost solely on rentals from outsourced local programs sacrifices revenue-generating opportunities, reduces ownership of the business, diminishes control of the customer experience, and limits the facility’s ability to maximize scheduling. The existing, long-term relationships with key stakeholder organizations, experience in managing facilities and ability to limit overhead expenses helps decrease the influence of this issue.



- **Regional appeal:** Based on feedback from regional and national organizations, there will be limited opportunity for large regional/national tournaments and events at the proposed facility, given Horizon City’s geographical location and lack of sports tourism-related amenities such as hotels, restaurants and attractions. Note: With very few exceptions, a stand-alone facility on its own will not support the development of hotels. As noted on page 6 of this report, it can, however, serve as a catalyst to facilitate discussions about the development of new lodging, dining and entertainment options.

Conclusion & Options/Recommendations

Based on detailed research and existing conditions, as well as Pinnacle’s knowledge of similar sports complexes and experience operating its own facilities, Pinnacle offers two options — one if the partnership with El Paso County is pursued, and the other if such a partnership is not pursued.

Option No. 1

As mentioned in the Executive Summary of this report, if the client partners with El Paso County to generate sports tourism for the entire county — and not only for the Town of Horizon City — Pinnacle recommends the design and development of a 75,000-square-foot multipurpose indoor/outdoor sports facility in Horizon City.

The proposed facility — *developed in partnership with El Paso County* — should include the following components:

- **One 75,000-square-foot indoor sports facility on 7 acres (with parking)**

This facility would be climate-controlled with a minimum height clearance of 35 feet, and it would house the following:

- Four regulation-size high school basketball courts with multipurpose sports flooring
 - The courts would convert to eight youth basketball courts or eight regulation-size volleyball courts (or any combination thereof)
- One multipurpose synthetic turf field (measuring 120-by-240 feet)
- Two baseball/softball turf fields (with 60-foot base paths)
- Batting cages
- Sports performance training

The facility also would feature an attractive entryway, restrooms and changing areas, a concessions stand, administrative offices, meeting rooms and spaces for sports medicine and similar services. (NOTE: The indoor turf fields would not generate sports tourism revenue and would instead be intended to improve the quality of life for local residents.)

- **Four outdoor synthetic turf multipurpose fields with lights on 25 acres (with parking)**

Four regulation-size soccer fields would convert to 12 youth soccer fields or eight Little League fields or eight collegiate/high school softball fields (or any combination thereof). All fields also could be used for lacrosse, field hockey, football and flag football. Additionally, because each field would be marked with two baseball/softball infield diamond configurations, portable outfield fencing would provide opportunities for programming youth baseball/softball games simultaneously.

The number of outdoor fields specified will be essential to the complex's ability to host local/subregional tournaments and other events.

The assurance of available lodging in El Paso County during prime times of the year will be key to the year-round utilization of this proposed facility.

The facility also should be designed with enough adjacent land for future phased-in expansion based on the success of the initial development. The financial model will further indicate how much debt can be subsidized for future expansion.

Please note that Option #1 is based on the assumptions established on pages 8-9 of this report and summarized as follows:

1. Information received from all sources is accurate and complete.
2. The number of similar sports facilities in the local and regional markets will not differ significantly from what already exists in the area today.
3. Sports tourism will continue to trend toward pre-pandemic levels, and sports and recreation will remain inflation-proof.
4. The general national, regional and state economic outlook is accurate as of the date on this report. However, as the cost of construction continues to rise, the economic outlook will need to be revisited as the proposed project moves closer to reality.
5. If the proposed facility is developed, competent and professional management will be engaged to operate and market the facility and its offerings to local community members.
6. If the proposed facility is developed, a professional marketing team and marketing strategy will be established to promote Horizon City and its sports complex as an attractive sporting events destination.
7. Land on which to develop the facility will be readily available at a reasonable cost.
8. The available land will have no environmental or geotechnical issues.
9. An ongoing operational subsidy will be required to sustain the facility.
10. The proposed facility will be exempt from paying property taxes.

11. A team of experienced professionals will be established to oversee sports-tourism operations.
12. Sufficient hotel and other lodging options will be available during peak tournament seasons — and at reasonable rates that are not cost-prohibitive. Note: Given the lack of hotels in Horizon City, hotels in El Paso must be available.
13. Multiple strategic partnerships with local sports groups and nonprofit organizations will be forged to establish a mix of league play, instructional classes, clinics and camps at the proposed facility.
14. User fees will compete with ones established by long-time facility operators and local organizations in the area.

Option No. 2

As mentioned in the Executive Summary of this report, if the client **does not** choose to partner with El Paso County to generate sports tourism for the entire county, Pinnacle recommends the design and development of a 40,000-square-foot multipurpose indoor turf facility and outdoor athletic turf fields in Horizon City.

The proposed facility should include the following components:

- **One 40,000-square-foot indoor sports facility on 4 acres (with parking)**
This facility would be climate-controlled with a minimum height clearance of 35 feet, and it would house the following:
 - One multipurpose synthetic turf field (measuring 120-by-240 feet)
 - Two baseball/softball turf fields (with 60-foot base paths)
 - Batting cages
 - Sports performance training

The facility also would feature an attractive entryway, restrooms and changing areas, a concessions stand, administrative offices, meeting rooms and spaces for sports medicine and similar services. (NOTE: The indoor turf fields would not generate sports tourism revenue and would instead be intended to improve the quality of life for local residents.) Additionally, while this option would result in the elimination of space that could double as space for large events, “flex space” would still be part of the layout and include areas for a conference room, birthday parties, afterschool activities and more.

- **Four outdoor synthetic turf multipurpose fields with lights on 25 acres (with parking)**
Four regulation-size soccer fields would convert to 12 youth soccer fields or eight Little League fields or eight collegiate/high school softball fields (or any combination thereof).

All fields also could be used for lacrosse, field hockey, football and flag football. Additionally, because each field would be marked with two baseball/softball infield diamond configurations, portable outfield fencing would provide opportunities for programming youth baseball/softball games simultaneously.

Either facility would fulfill demand for the following (except where noted):

- Sports events and tournaments (operated both by the facility and outside providers)
- Sports leagues and training (operated both by the facility and outside providers)
- Sports showcases and college combines
- General sports and recreation rentals (Special Olympics, Senior Games, United States Dog Agility Association, etc.)
- Facility rentals by local sports organizations
- Local summer camps, youth programs and other sports activities
- Daytime recreation programs for seniors, homeschooled students and preschoolers
- Expos, trade shows, conventions and conference rentals (operated both by the facility and outside providers) *(Only possible with Recommendation No. 1)*

As previously mentioned, the facility could potentially serve as a catalyst for the future development of hotels, restaurants and retail — which could occur in phases — and eventually spur sports tourism to generate economic impact within Horizon City.

Also referenced previously in this report, any multipurpose indoor sports facility and outdoor athletic field complex in Horizon City would require the commitment and experience of a professional staff operating in the best interests of the facility. This includes everything from overseeing day-to-day management to actively seeking new programming opportunities to ensure the facility operates at peak performance.

Next Steps

In order to fully analyze the concept for — and the operational performance of — the proposed facility in Horizon City, Pinnacle recommends that the client do the following:

- Commence with developing a complete financial model to evaluate the facility’s overall profitability and cash-flow implications, as well as dictate its size.
- If the client does consider a partnership with El Paso County, Pinnacle recommends engaging in a complete economic impact analysis. This analysis will project the number of non-local visitors, the number of room nights generated and the amount of direct spending that will benefit Horizon City and surrounding communities. (NOTE: If there is no partnership with El Paso County, there will be no need to develop an economic impact statement.)

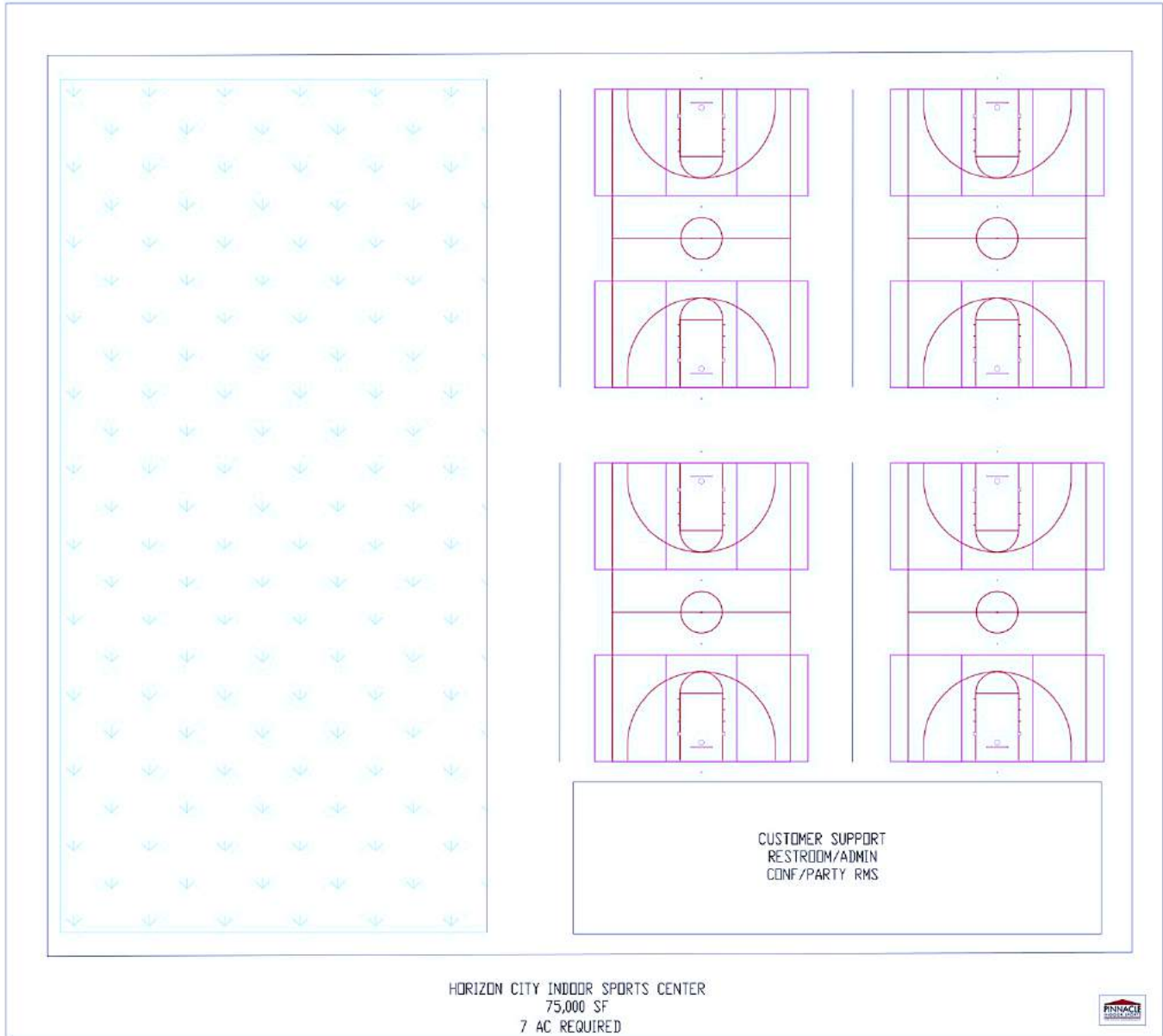
If the client decides to proceed with the steps outlined above, Pinnacle also recommends the following:

- Explore funding/financing options for the development of a new indoor/outdoor sports facility.
- Quantify potential strategic partnerships with interested third parties.
- Create an optimal facility layout and establish business models.

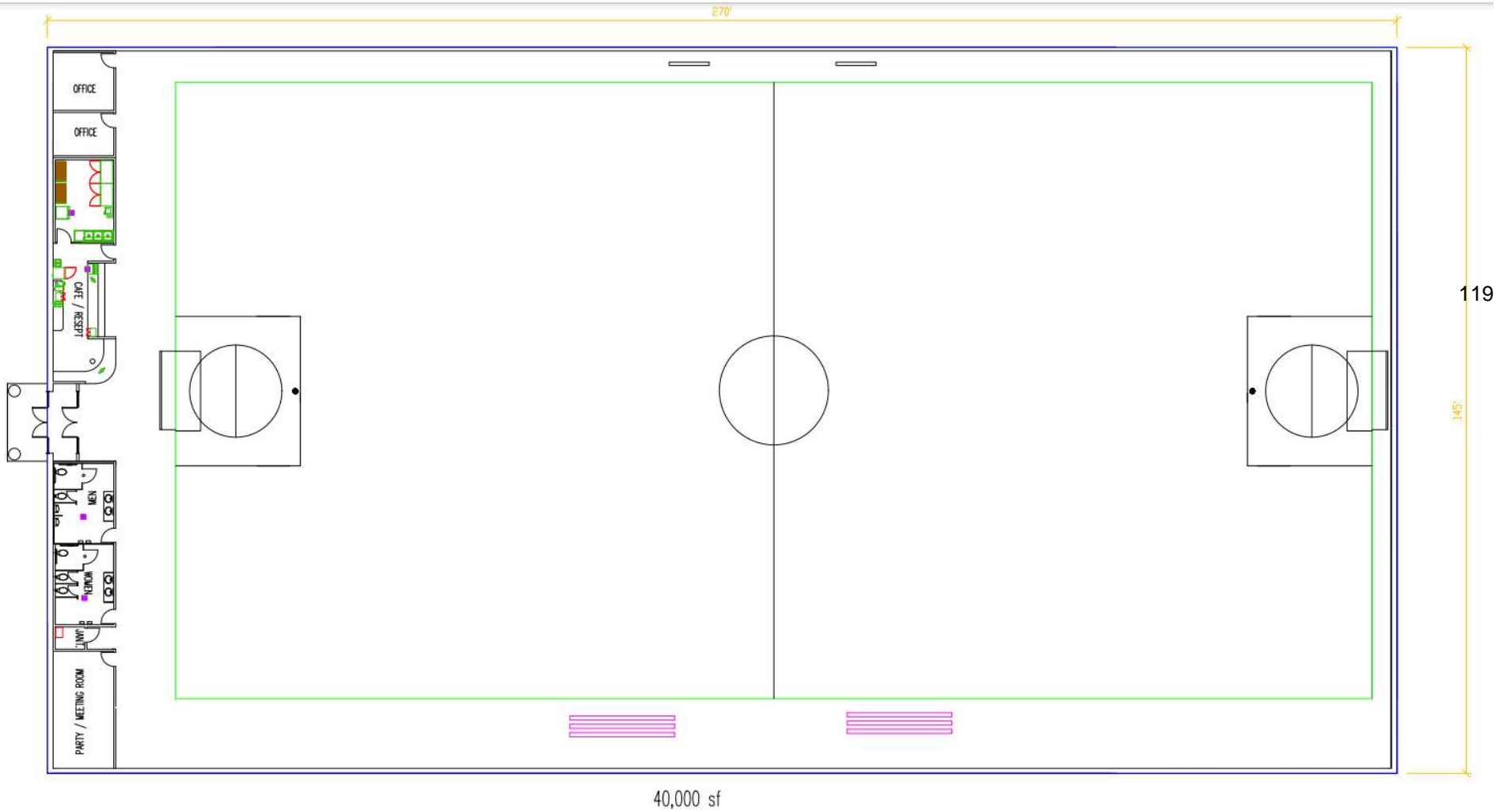
Pinnacle is available to assist with any or all of the above steps and will initiate them at the client’s request.

Proposed Facility Layouts

Indoor (Option #1: 75,000 square feet)



Indoor (Option #2: 40,000 square feet)



Outdoor (Options #1 and #2)

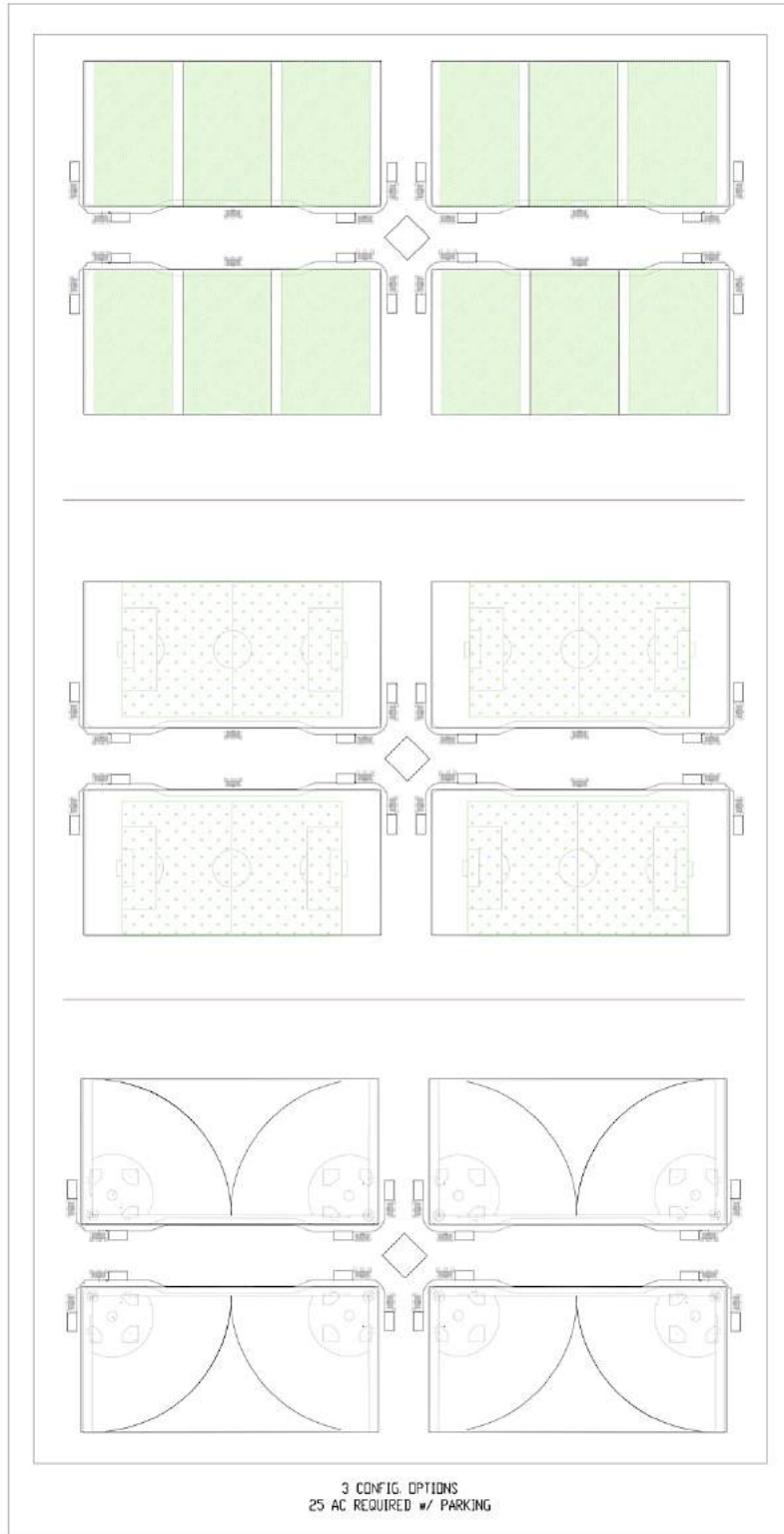


Exhibit I: Selected Interview Notes

Baseball/Softball

- Escuela de Softbal Yogis (Mexico)
- Lady Bruins
- USSSA Texas Fastpitch

Basketball

- Premier 1 Events
- Swarm AAU Basketball
- Zero Gravity Basketball

Football

- Club Titanes (Mexico)
- El Paso Flag Football League
- Horizon City Sports Association
- Texas Independent Football League/915 Football League

Lacrosse

- Victory Events

Soccer

- El Paso Locomotive FC
- El Paso Locomotive Youth Soccer Club
- Northeast Soccer League
- Paso Del Norte Soccer
- South Texas Youth Soccer Association

Volleyball

- Chaos El Paso
- Junior Volleyball Association
- Las Cruces Digz
- Lobos Volleyball Club (Mexico)
- Power Sports Academy-El Paso
- Shinchoku-Las Cruces
- Texas Storm Volleyball Academy

Other

- CBRE
- Clint ISD
- El Paso Sports Commission
- El Paso ISD
- Sun City Showcase

- Texas High School Athletic Directors Association
- USA Field Hockey
- USA Pickleball Association

BASEBALL/SOFTBALL

Clubs and Associations

- Biggest challenge for clubs and associations is finding grass fields that are properly maintained
 - Drainage issues are a major problem
- One softball club in the area is Lady Bruins; a representative of the club told Pinnacle that she would like to see the proposed facility developed on the west side of El Paso, which lacks indoor and outdoor spaces
- The United States Specialty Sports Association Texas Fastpitch organization hosts events in El Paso that have brought in 50 teams (8U-18U) over 2.5 days
 - Majority of teams are from El Paso and Las Cruces
 - 90% of teams stay overnight
 - Cost to use facility: \$6,000 per event (8 fields); this includes maintenance and trash, and the county keeps the gate and concessions revenue
- A representative of USSSA Texas Fastpitch says the El Paso County Sportsplex is very expensive to use and adds that city fields have no restrooms
- Ideal facility:
 - Synthetic turf with heat mitigation
 - 12 fields with 200- to 225-foot fences
 - Press boxes
 - Concessions
 - Parking
 - Restrooms
 - Multipurpose rooms
- If the proposed facility came to fruition, USSSA Texas Fastpitch likely would use it to host at least 12 tournaments per year
- Pinnacle also interviewed one Mexico-based softball organization, Escuela de Softbol Yogis, which has five teams with players ranging in age from 6-18 (about 70-80 students)
 - Seasons are in spring, summer and winter, and games are played on Saturdays or Sundays
 - Teams travel to states in Mexico to compete, as well as to national tournaments in Mexico
 - In the past, some players have competed in tournaments in the United States (usually in the State of New Mexico); travel can be cost-prohibitive for some players
 - The organization likely would travel to Horizon City to compete in weekly games against local teams and participate in camps and clinics at the proposed facility;

about four to five teams would make the trip for leagues and tournaments (8U, 10U, 14U, 16U)

BASKETBALL

Clubs

- One of the leading AAU clubs in the region is Swarm AAU, which has 300-400 teams from grades 3-12 in 16 states
 - Texas teams folded in the wake of the coronavirus pandemic
 - A Swarm AAU representative said a 4-court basketball facility would be a positive addition to Horizon City, and added that he would be willing to create a new program at (or run a satellite location out of) the proposed facility
 - The club would consider a contractual arrangement to guaranteed space and reduce the hourly cost of activities
 - Indoor activities that the organization would likely participate in at a new facility are:
 - Rentals: Yes, 25 hours per week from September-November and March-June
 - Camps/Clinics: Yes; club would be interested in running its own activities
 - Tournaments: Yes, if they would be Zero Gravity events
- Fall season is September-November; spring season is March-June
- Availability of indoor space in the market is limited.
- Horizon City would be regional draw for events
- High school space is becoming more limited, as schools are no longer allowing outside groups to rent their facilities in the wake of COVID
- Impression of a proposed facility in Horizon City = positive

Event Promoters

- Pinnacle interviewed two basketball promoters — one runs basketball tournaments in 12 states (primarily in the Northeast) that average about 150 teams each and the other that hosts events in 41 states (including several two-day events in Texas)
- The promoter with tournaments in Texas said events average about 140 to 180 teams each, with \$15 per person gate fees; about half of participating teams stay overnight in the host city or surrounding area
 - He indicated he would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities at the proposed facility in Horizon City if the cost were reasonable, the agreement was a multi-year contract, and the promoter also could run volleyball events
 - The promoter would consider hosting 12 2-day events/tournaments per year in the spring and fall at the proposed facility, as well as two volleyball events/tournaments in the winter
 - The promoter also is looking for a “home” facility from which to run basketball events in Texas

- If the proposed facility had 20-30 courts, the promoter would be interested in hosting its national tournament there
- While both promoters said that Horizon City would attract regional tournaments, the Northeast-based company would not be interested in hosting tournaments event there, because its focus is on the Northeast
- The promoters rent private schools and pay between \$50 and \$70 per hour per court
- Amenities desired in a proposed facility include the following:
 - 8-20 full-size high school basketball courts
 - Wood or modular surface
 - Spectator seating
 - Conference rooms

FOOTBALL

Clubs and Associations

- Clubs in the area include:
 - Horizon City Sports Association, which operates football and cheer programs (and previously ran T-ball and soccer programs)
 - Football and cheer have about 230 participants ages 6-14 (four tackle football teams and two cheer squads)
 - Seasons run February-June and July-December, with 2-hour practices on Tuesdays, Wednesdays and Thursdays at middle schools and games all day Saturday at Horizon High School
 - As long as 65% of participants are from the Socorro Independent School District or Clint Independent School District, the fields are free to use
 - The association donates about \$3,000 to the schools at the end of the year
 - Teams travel and play other local teams
 - Cheer squad is competitive and travels to competitions
 - Texas Independent Football League/915 Football League, which offers year-round opportunities in everything from 7v7 competition to camps and combines to national all-star events
 - The organization operates a 6-week, 10-game 7v7 league in El Paso with 54 teams, which runs from late March to late May; games are played at Chapin High School in El Paso, and the league donates approximately \$350 per season to the booster club, and the school keeps concessions revenue
 - The organization also rents three municipal fields for \$875 for an entire Sunday
 - Hosts 7-8 events per year for 2 or 3 days, averaging 50 to 70 teams; up to 20% of teams stay overnight in the area for most events, although more than 80% stay overnight for higher-profile events. The league pays \$9,000 to use six fields at Eastside Complex over two days

- It’s worth noting that the El Paso Flag Football League, a private league for youths and adults that played in the Texas Flag Football Association and used 10 fields at the outdoor Westside Sports Complex in El Paso and at city parks, is no longer active
 - It previously hosted local tournaments that drew teams from as far as Houston
- El Paso is price-sensitive when it comes to football
- Needs in the area:
 - 4-6 additional outdoor fields, because city fields are not properly maintained and do not cater to football
 - Synthetic turf, to overcome drought issues in the area OR a combination of grass and turf
 - Permanent field goals
 - Bleachers
- Activities football organizations likely would participate in at a new facility are:
 - Leagues: Yes
 - Tournament rentals: Yes; Texas Independent Football League would like to “own” concessions
 - Training rentals: Yes, if rates are reasonable
 - Tournaments: Yes
- Adult flag football is popular, with Southwest Flag Football operating a year-round Sunday league with 12-week seasons and more than 100 teams
- Horizon City offers a lot of potential, given its proximity to major cities
- There is an opportunity to create new youth leagues, but it might be more difficult to develop additional adult flag football leagues, given the popularity of Southwest Flag Football
- Pinnacle also interviewed one Mexico-based football organization, Club Titanes, which has seven teams with players ranging in age from 5 to 18 (about 100 participants)
 - Seasons are in spring and fall
 - Teams travel to multiple states in Mexico, and the organization would like to return to El Paso, where teams competed in tournaments prior to the pandemic; Club Titanes teams also have played U.S. high school teams in the El Paso area
 - If a new sports facility were developed in Horizon City, the organization would “love” to participate in weekly competition and camps/clinics there, as well as compete in tournaments

LACROSSE

Event Promoters

- Outdoor tournament season May to mid-July; indoor season is December to February
- One tournament promoter not affiliated with US Lacrosse currently runs about 20 events per year in nine states, including several tournaments and events for boys and girls in Texas; the promoter is focused almost exclusively on outdoor events

- There are no gate fees charged
- Events are 2 to 3 days long and average about 110 teams
- Up to 95% of participating teams are regional and stay overnight
- The organization would be interested in having a “home” facility to run events with first right of refusal
- The organization likely would host 3-4 2-day events per year at the proposed facility and also would be interested in exploring opportunities to run spring break camps there
- The organization would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- Ideal configuration:
 - 8-10 outdoor fields, which could accommodate events of 60 to 100 teams
- Horizon City is a good location and would be a regional draw for events

SOCCER

Clubs and Associations

- Soccer is the largest sport in this area, which has a passion for soccer
- Fall season runs from August-November; spring season runs from February-May
- Drought is a problem for grass fields
- Clubs in the area include:
 - El Paso Locomotive FC, which is a United Soccer League team that plays games at Southwest Community Park in El Paso, and the El Paso Locomotive Youth Soccer Club
 - The club has recreational youth teams and competitive youth teams that practice up to four times per week; club would like to branch into developmental teams with players that can filter into the pro team.
 - If the club developed a league (which it would like to do), Horizon City could be one of the league locations
 - Uses and maintains Westside Sports Complex fields, as well as uses Eastside Sports Complex and other municipal fields, paying \$16 per player per season
 - A club representative noted that more teams would be possible if more fields were available, and more fields would allow the club to host youth tournaments
 - All told, the club pays \$30,000 in field rentals for all of its programs
 - Paso Del Norte Soccer, which is affiliated with US Youth soccer and has between 2,500 and 3,000 players on more than 240 teams (U5-U19)
 - The club rents 8 grass fields Blackie Chester Park, paying \$16 per player per season

- Rentals: Yes; times would range from 4-10 p.m. on Wednesdays and Thursdays from February to June for one club and Tuesdays-Fridays for four hours and all day Saturday and Sunday for another club
- Partnership opportunities: Yes (including the Locomotive)
- Indoor and outdoor adult leagues are an opportunity for the proposed facility, as there aren't many adult leagues in the area
- There also are futsal opportunities at the proposed facility
- One club representative Pinnacle spoke with noted that if the proposed complex is built and attempts to form its own league or club, it will have a negative impact on the community
- Most, but not all, soccer clubs Pinnacle contacted would consider using the proposed facility. The ones that would not use it cited distance as the primary reason.
- Horizon City is an ideal location based on the growth of the area and the recent development — although some club representatives expressed concern about the town's accessibility and capability of hosting large tournaments and events

VOLLEYBALL

Clubs and Associations

- Volleyball is popular in Horizon City, but it is a price-sensitive community when it comes to sports and recreation
- Club season is November to June; high school season is in the fall
- Sand season is year-round in Texas, but more popular with adults
- Sand is in the early stages of growth and quickly increasing in popularity, thanks to the NCAA's beach programs
- Clubs in the area include:
 - Las Cruces Digz, which has five teams comprised of Las Cruces players from ages 11-17 and is a member of the Sun Country Region Volleyball Association
 - Teams travel up to 8 hours to compete and train on one court that is leased from a warehouse for \$35 per hour
 - Power Sports Academy, which is a single-court basketball and volleyball facility in Horizon City that runs men's basketball and high school leagues, as well as a volleyball club with 11 teams with players ages 7-18
 - Volleyball club runs from December-April (basketball leagues run from March-July)
 - Shinchoku Volleyball Club in Las Cruces, which has 8 teams and 80 players ages 12-18; younger teams participate in regional travel, with older teams doing national travel
 - Teams play 8-10 tournaments per year and typically staying overnight if traveling distances of more than 3 hours
 - Texas Storm Volleyball Academy, with teams and 130 players ages 7-18
 - Teams use two courts exclusively at Lourdes Christian Academy on Mondays-Fridays from 5-9:30 p.m. and paying \$40 per hour per court

- Teams travel to regional and national tournaments and stay overnight
 - Chaos El Paso, which includes 80 players (6 teams) and is a member of USA Volleyball and the Junior Volleyball Association
 - Teams play in the El Paso Parks and Recreation indoor league and train at local recreation centers for 10 hours per week year-round, paying about \$25 per hour per court
- More indoor court facilities are needed in the area, especially as the sport continues to grow
- There was some concern among volleyball organization representatives that there is not enough discretionary income in Horizon City to attract enough users to a proposed facility
- Ideal configuration
 - 5-30 volleyball courts (hardwood or modular)
 - Championship court with stadium bleachers
 - Restrooms
 - Showers
 - Concessions
 - Spectator seating
 - Solid management
 - Hotels, restaurants and retail areas nearby
- Indoor activities volleyball organizations likely would participate in at a new facility are:
 - Leagues: Yes for some and no for others
 - Rentals: Yes for some and no for others (citing distance)
 - Camps/Clinics: Yes
 - Tournaments: Yes
- Representatives from area clubs would consider a contractual arrangement to guarantee space and reduce the hourly cost of activities
- There is a need for sports performance training in the area
- Impression of a proposed facility in Horizon City = positive
- Volleyball organization representatives said that Horizon City would be at least a subregional draw for volleyball teams, if not a regional draw
- Adult volleyball is popular in the market; parks and recreation departments in El Paso and Las Cruces run leagues
- Other sports that would impact the use of a proposed facility = soccer, basketball, softball and pickleball
- There are 49 Junior Volleyball Association member clubs in Texas, with 5 more in New Mexico and 25 more in Arizona
- JVA partners with an organization that runs sand events
- JVA does not sanction any indoor leagues, but member clubs participate in leagues at facilities as far as 6 hours away
- JVA currently holds 6 regional events per year, utilizing a minimum of 44 volleyball courts each time.

- About 90% of JVA teams stay overnight if traveling from more than three hours away
- A JVA representative said Horizon City would be a regional draw for tournaments and events
- The association does have needs for venues for coaching education, clinics and other programs, and could potentially use a proposed facility in partnership with area JVA club members
- Pinnacle also interviewed one Mexico-based volleyball organization, Lobos Volleyball Club, which has six teams with players ranging in age from 8 to 18
 - Teams play year-round and travel throughout Mexico to compete
 - Teams do not travel to the United States to compete because “our girls are Mexican, and the rules of volleyball in the United States only allow American girls or residents to play”
 - If they were allowed to participate in activities at the proposed facility in Horizon City, teams likely would participate in weekly games, tournaments, camps and clinics

OTHER

Schools, Event Promoters, Business Organizations, Other Sports Associations

- The Representatives of some entities Pinnacle interviewed indicated Horizon City/El Paso is not an ideal location for a sports tourism complex because “no one wants to travel to this area”; they also said clubs prefer not to travel to the western part of the state
- About 80% of the population in Texas lives east of Interstate 35
- That said, there is a need for more indoor courts in the area and there also is nothing like the proposed complex in the area
- The **Clint ISD** opens its facilities to organizations if at least 51% of participants live within the district’s boundaries
 - Rental fees for those organizations range from free to \$75 per hour
 - The district is not in need of more indoor or outdoor sports spaces and would not need to rent space at the proposed facility
 - Some school teams likely would participate in tournaments and leagues at the proposed facility
- The **El Paso Sports Commission** averages 48 sports events per year and runs a 5,200-seat arena and an 1,800-seat hockey arena
 - The Westside sports complex has 12 fields, and the Eastside Sports Complex has 8 fields’ ground broke on 8 more fields in April 2022
 - There is a need in the area for 10-12 more synthetic turf multipurpose fields and 6-8 synthetic turf diamond fields if the area hopes to attract sports tourism events
 - There is a need for 8-16 hard courts in one facility to attract sports tourism events; nothing like that is available in the area right now, although the El Paso Convention Center does host AAU volleyball tournaments

- El Paso County Sportspark has 6 diamond field with 300-foot fences and 2 diamond fields with 200-foot fences; rental fee for all six fields is \$4,300 per weekend
- A representative from the organization said it could provide sponsorship opportunities and marketing assistance for the proposed complex to attract tournaments and events
- **CBRE** is a commercial real estate company with a broker whose business partner owns multiple soccer clubs in Mexico
 - The broker indicated interest in being part of the proposed complex and envisions one field for every type of soccer
- **Sun City Showcase** is a nonprofit organization that hosts boys’ and girls’ basketball, girls’ volleyball and football tournaments and events, and the company also started a flag football event in May 2022
 - Use of most facilities is free, because of Sun City Showcase’s nonprofit status
 - The organization likely would use the proposed facility for tournament rentals and tournaments
- Horizon City/El Paso fall under Region 4 of the **Texas High School Athletic Directors Association**, and there are no indoor events in the region suitable for hosting events
 - A representative of the association said that the El Paso area gets overlooked for hosting high-profile high school events because it lacks fields and courts; there is a need for an indoor/outdoor sports facility in the market
- The **El Paso Independent School District** has 11 high schools and 17 middle schools; if you include Horizon City and other surrounding areas, the number of high schools increases to more than 30
 - An indoor facility like the proposed facility in Horizon City is a big need; 2 courts would be enough for the school district’s needs
 - Majority of high schools have turf fields, but a 4-6 outdoor field complex would be ideal for hosting high school soccer invitationals, as well as softball and baseball events
 - Most high school tournaments are held in the Dallas and Austin areas, and there is little desire to move them westward
- **USA Field Hockey** counts 26,000 members, but the Horizon City/El Paso market is small in terms of participation when compared to the Dallas or Houston markets. A representative of the association said Horizon City would not be a regional draw for field hockey events
 - The organization sanctions 35-45 National Indoor Qualifier Series events per year, mainly along the East Coast between December and February; about half of the 16-20 teams stay overnight
 - The organization also runs two major outdoor events per year, both in Florida; nearly all 150-200 teams stay overnight
 - Ideal indoor amenities would be 4-9 regulation-size field hockey courts with modular flooring, restrooms, spectator space, ample parking and concessions

- Ideal outdoor amenities would be 12-15 turf fields with lights for larger 7v7 or 11v11 events
- A facility can host a USA Field Hockey event without having to be affiliated with a club or a non-profit organization
- Of **USA Pickleball**'s 57,000 members, there are more 3,330 in Texas
 - USA Pickleball holds nearly 200 sanctioned indoor and outdoor tournaments that are mainly for adults and seniors; most of them are at outdoor venues
 - Indoor venues utilized by USA Pickleball are convention centers and recreation centers; national indoor tournament matches are played on a hardwood or acrylic surface
 - Minimum of 30 pickleball courts are required for events, with a minimum space of 30-by-60 feet, although 34-by-64 is preferred; championship court must be at 34-by-64 feet, but 40-by-70 is preferred
 - Booth space for sponsors and vendors also is required, along with plenty of power and strong, free wi-fi
 - A representative of USA Pickleball said that the organization would consider a partnership with the proposed facility and would consider hosting national and regional tournaments, as well as youth and adult programs, camps and clinics



Horizon City, TX (Local Report)

Pop-Facts® Demographics | Population & Race



Trade Area: 14651 Horizon Blvd - 30 min Drivetime

POPULATION

507,252

HOUSEHOLDS

158,574

ETHNICITY



90.8%

Index: 471

Hispanic/Latino

HISPANIC ORIGIN*



93.8%

Index: 152

Mexican

HOME LANGUAGE*

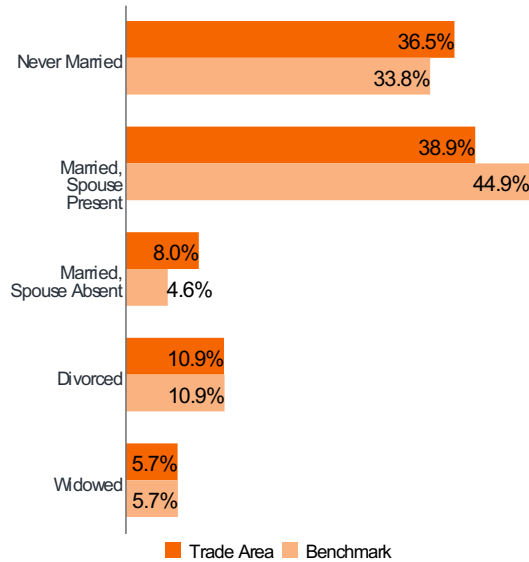


75.1%

Index: 558

Spanish

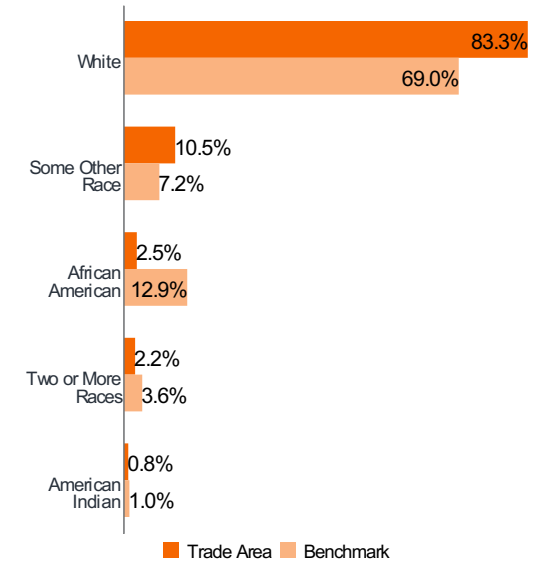
MARITAL STATUS



POPULATION BY AGE

Age	Count	%	Index
0 - 4	36,906	7.3	123
5 - 9	37,755	7.4	124
10 - 14	38,319	7.6	122
15 - 17	23,782	4.7	122
18 - 20	22,116	4.4	107
21 - 24	31,081	6.1	118
25 - 34	78,997	15.6	115
35 - 44	64,709	12.8	100
45 - 54	57,700	11.4	93
55 - 64	51,524	10.2	80
65 - 74	37,489	7.4	71
75 - 84	19,502	3.8	75
85+	7,372	1.5	71

POPULATION BY RACE**



135

Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

*Top variable chosen from percent composition ranking

**Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 30 min Drivetime

Population: 507,252 | Households: 158,574

MEDIAN AGE OF HOUSEHOLDER

50

Index: 93

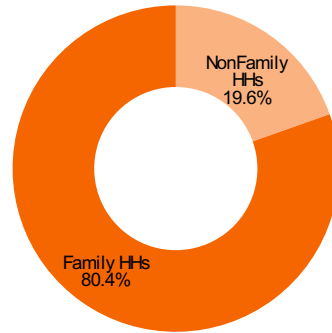
PRESENCE OF CHILDREN*



51.0%

Index: 152

HOUSEHOLD TYPE



HOUSING TENURE



Own

68.8%

Index: 106



Rent

31.2%

Index: 90

AGE OF HOUSING**

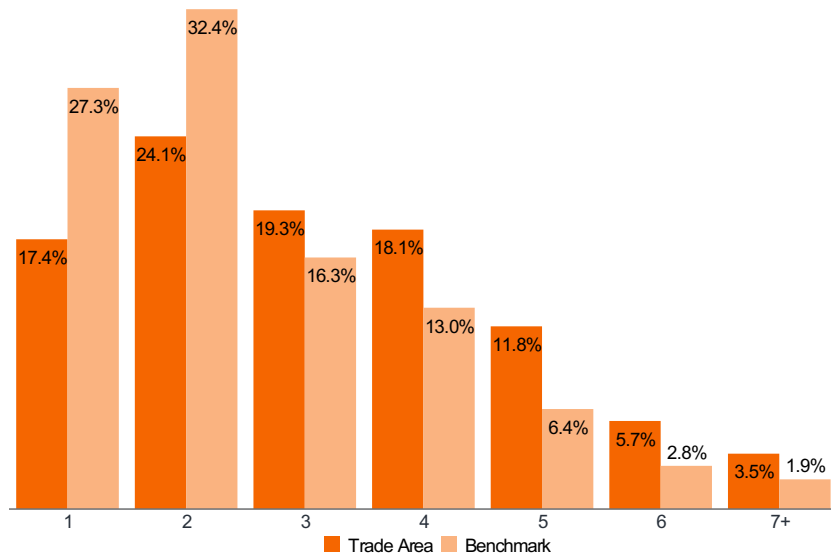


9 - 18 years old

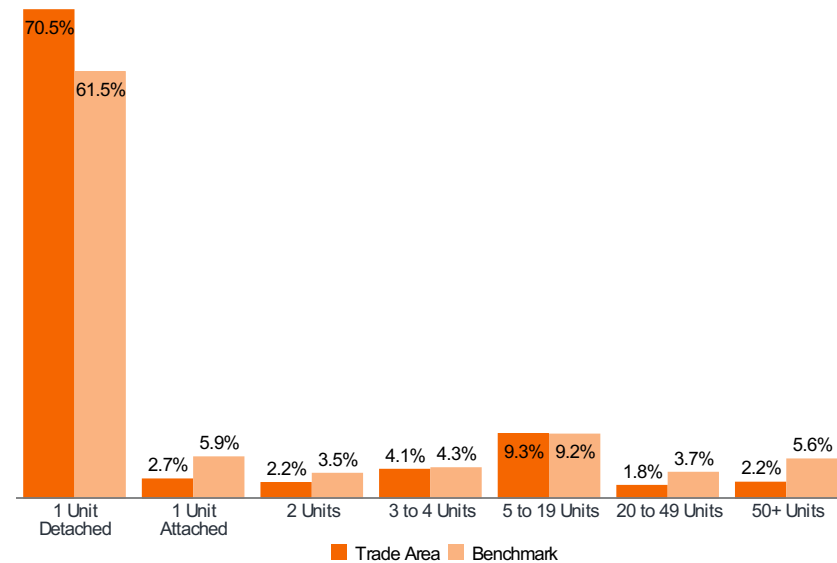
% Comp: 16.0 Index: 119

136

HOUSEHOLD SIZE



HOUSING UNITS IN STRUCTURE



Benchmark: USA

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*Uses the variable "Households with people under age 18"

**Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 30 min Drivetime

Population: 507,252 | Households: 158,574

EDUCATIONAL ATTAINMENT: TOP 2*



26.7%

Index: 99

High School Graduate



22.6%

Index: 113

Some College, No Degree

EDUCATION: HISPANIC/LATINO



15.2%

Index: 541

Bachelor's degree or higher

POVERTY STATUS



82.8%

Index: 91

At or above poverty

HOUSEHOLD INCOME



Median Household Income

\$51,834

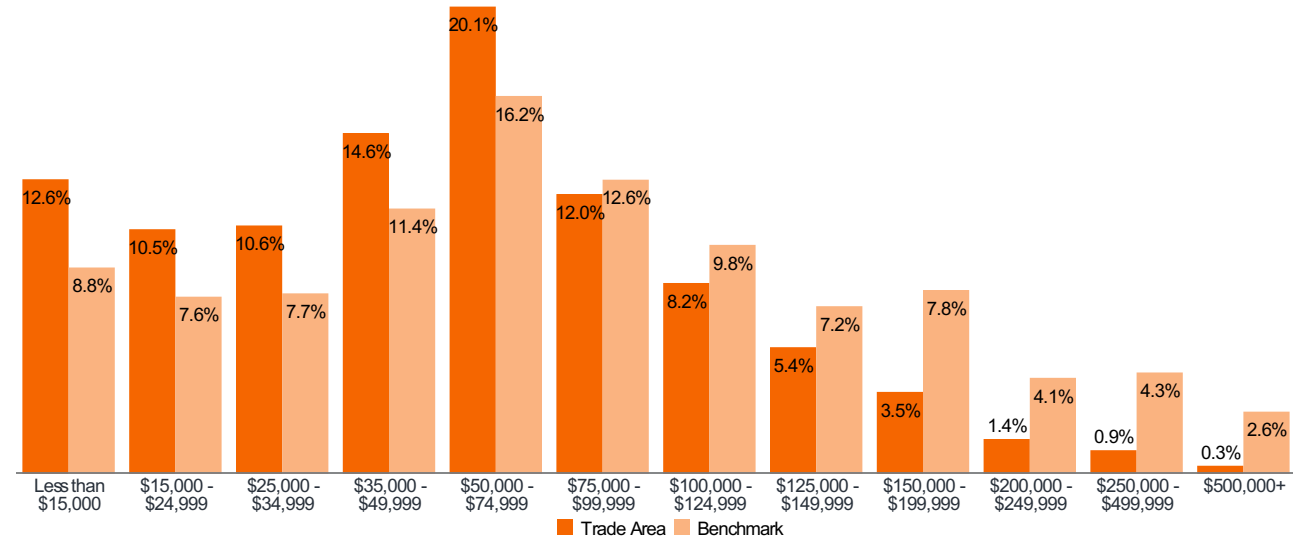
Index: 72

Average Household Income

\$66,036

Index: 64

HOUSEHOLD INCOME DISTRIBUTION



137

Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Employment & Occupation



Trade Area: 14651 Horizon Blvd - 30 min Drivetime

Population: 507,252 | Households: 158,574

OCCUPATIONAL CLASS*



52.7%

Index: 88

White Collar

UNEMPLOYMENT RATE



5.8%

Index: 123

Percent of civilian labor force unemployed

METHOD OF TRAVEL TO WORK: TOP 2*



82.0%

Index: 108

Travel to work by **Driving Alone**

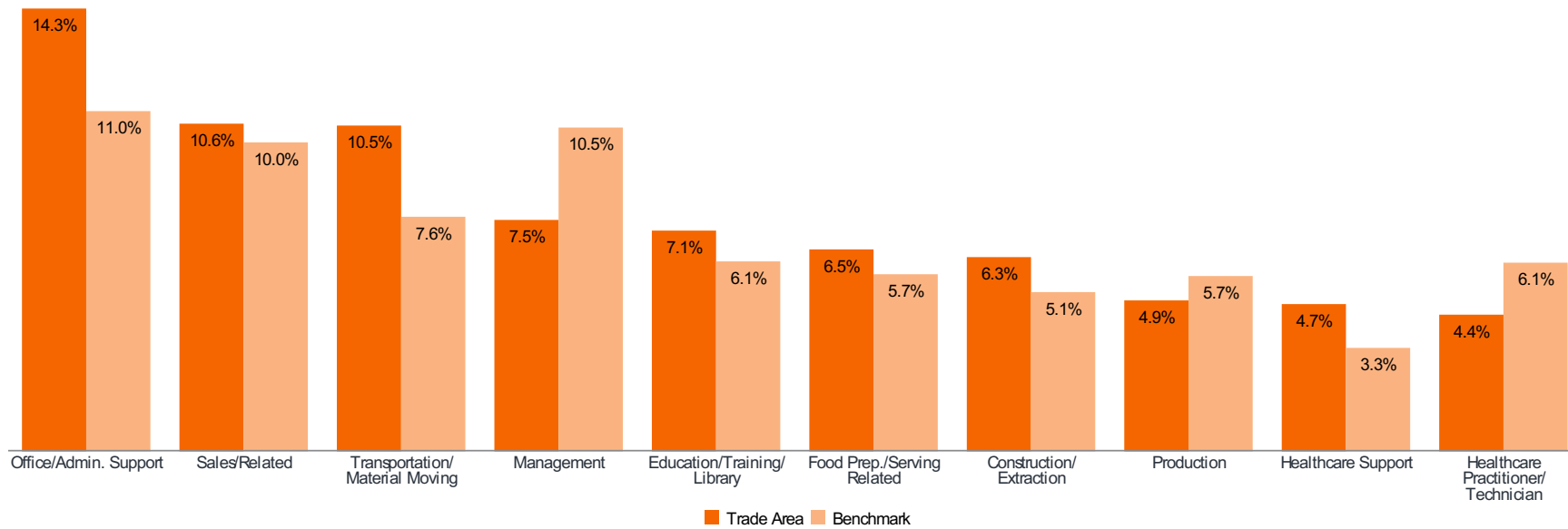


10.7%

Index: 119

Travel to work by **Carpooling**

OCCUPATION: TOP 10*



138

Benchmark: USA

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*Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 30 min Drivetime



POPULATION

The population in this area is estimated to change from **474,581** to **507,252**, resulting in a growth of **6.9%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.5%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **33.0**, while the average age is **35.7**. Five years from now, the median age is projected to be **34.1**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

Of this area's current year estimated population:

83.3% are White Alone, **2.5%** are Black or African American Alone, **0.8%** are American Indian and Alaska Nat. Alone, **0.7%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **10.5%** are Some Other Race, and **2.2%** are Two or More Races.

Of the base area's current year estimated population:

69.0% are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **90.8%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



HOUSEHOLD

The number of households in this area is estimated to change from **146,223** to **158,574**, resulting in an increase of **8.4%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.9%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 30 min Drivetime



EDUCATION

Currently, it is estimated that **3.9%** of the population age 25 and over in this area had earned a Master's Degree, **0.5%** had earned a Professional School Degree, **0.3%** had earned a Doctorate Degree and **13.9%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$66,036** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$66,036** to **\$75,315**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



HOUSING

Most of the dwellings in this area (**68.8%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**70.5%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**16.0%**) are estimated to have been **Built 2000 to 2009** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 30 min Drivetime



LABOR

For this area, **14651 Horizon Blvd - 30 min Drivetime**, **94.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

1.6% are in the Armed Forces, **57.2%** are employed civilians, **3.5%** are unemployed civilians, and **37.7%** are not in the labor force.

The occupational classification for this area are as follows:

25.5% hold blue collar occupations, **52.7%** hold white collar occupations, and **21.8%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **0.9%** are in Architecture and Engineering, **0.8%** are in Arts, Entertainment and Sports, **3.8%** are in Business and Financial Operations, **1.3%** are in Computers and Mathematics, **7.1%** are in Education, Training and Libraries, **4.4%** are in Healthcare Practitioners and Technicians, **4.7%** are in Healthcare Support, **0.3%** are in Life, Physical and Social Sciences, **7.5%** are in Management, **14.3%** are in Office and Administrative Support.

1.4% are in Community and Social Services, **6.5%** are in Food Preparation and Serving, **0.4%** are in Legal Services, **4.0%** are in Protective Services, **10.6%** are in Sales and Related Services, **2.7%** are in Personal Care Services.

3.7% are in Building and Grounds Maintenance, **6.3%** are in Construction and Extraction, **0.1%** are in Farming, Fishing and Forestry, **3.8%** are in Maintenance and Repair, **4.9%** are in Production, **10.5%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

21.4% hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

1.8% are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

3.8% are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Report Details

Name: Horizon City, TX (Local Report)
Date / Time: 3/21/2022 12:19:10 PM
Workspace Vintage: 2022

Trade Area

Name	Level	Geographies
14651 Horizon Blvd - 30 min Drivetime	30 min Drivetime	N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
Claritas Pop-Facts® Premier 2022	Claritas	©Claritas, LLC 2022 (https://claritas.easpotlight.com/Spotlight/About)
SPOTLIGHT Pop-Facts® Premier 2022, including 2000 and 2010 US Census, 2022 estimates and 2027 projections	Claritas	©Claritas, LLC 2022 (https://claritas.easpotlight.com/Spotlight/About)



Horizon City, TX (Regional Report)

Trade Area: 14651 Horizon Blvd - 90 min Drivetime



Trade Area: 14651 Horizon Blvd - 90 min Drivetime

POPULATION

1,076,869

HOUSEHOLDS

359,779

ETHNICITY



81.4%

Index: 423

Hispanic/Latino

HISPANIC ORIGIN*



91.9%

Index: 149

Mexican

HOME LANGUAGE*

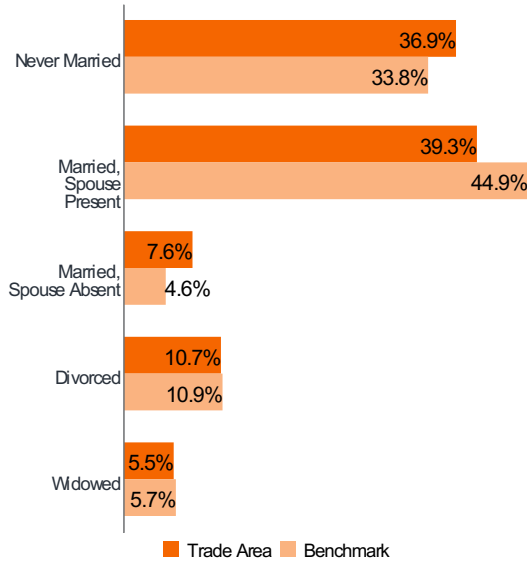


64.5%

Index: 479

Spanish

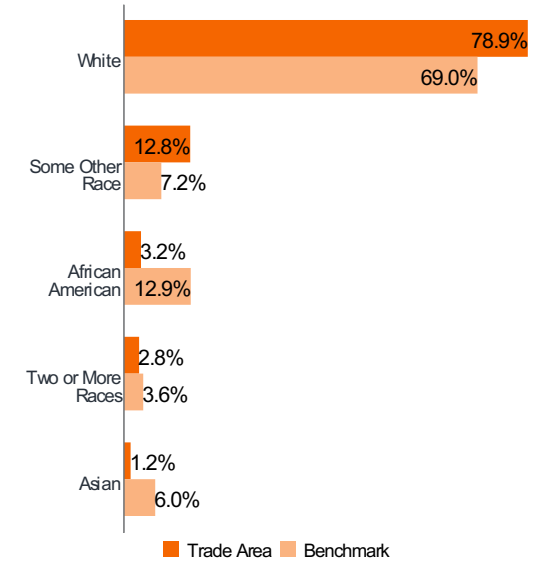
MARITAL STATUS



POPULATION BY AGE

Age	Count	%	Index
0 - 4	76,003	7.1	119
5 - 9	76,538	7.1	118
10 - 14	78,047	7.2	117
15 - 17	48,933	4.5	118
18 - 20	49,885	4.6	113
21 - 24	72,248	6.7	129
25 - 34	162,464	15.1	112
35 - 44	133,837	12.4	97
45 - 54	118,645	11.0	90
55 - 64	110,848	10.3	81
65 - 74	86,074	8.0	77
75 - 84	45,527	4.2	83
85+	17,819	1.7	81

POPULATION BY RACE**



Benchmark: USA

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<https://claritas.easpotlight.com/Spotlight/About/3/2022>

*Top variable chosen from percent composition ranking

**Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 90 min Drivetime

Population: 1,076,869 | Households: 359,779

MEDIAN AGE OF HOUSEHOLDER

50

Index: 94

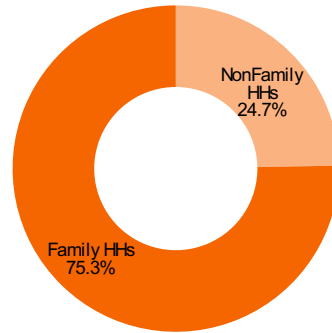
PRESENCE OF CHILDREN*



45.6%

Index: 136

HOUSEHOLD TYPE



HOUSING TENURE



Own

64.3%

Index: 99



Rent

35.7%

Index: 103

AGE OF HOUSING**

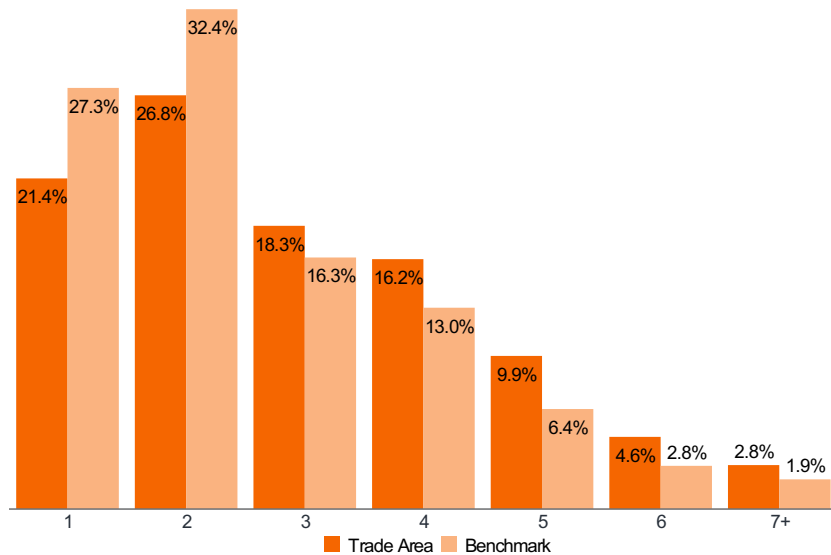


9 - 18 years old

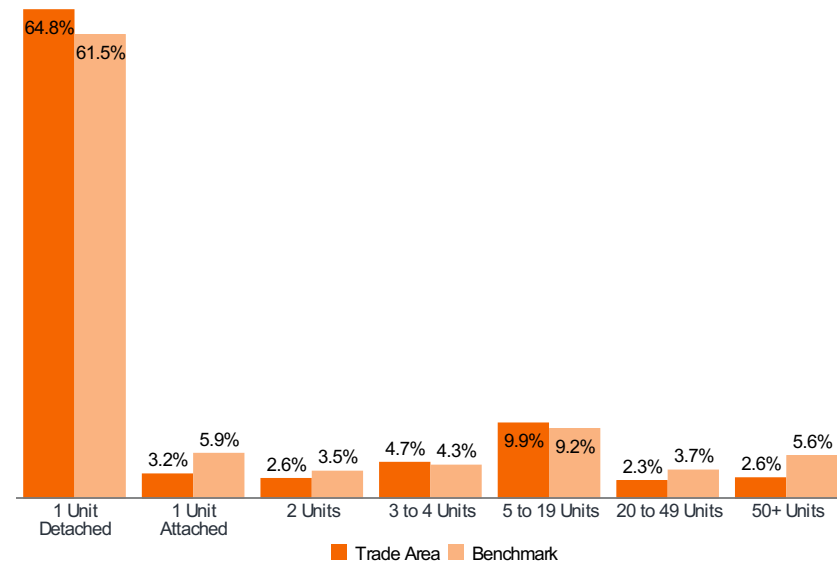
% Comp: 16.1 Index: 119

146

HOUSEHOLD SIZE



HOUSING UNITS IN STRUCTURE



Benchmark: USA

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*Uses the variable "Households with people under age 18"

**Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 90 min Drivetime

Population: 1,076,869 | Households: 359,779

EDUCATIONAL ATTAINMENT: TOP 2*



24.3%

Index: 90

High School Graduate



21.8%

Index: 109

Some College, No Degree

EDUCATION: HISPANIC/LATINO



14.9%

Index: 533

Bachelor's degree or higher

POVERTY STATUS



82.4%

Index: 91

At or above poverty

HOUSEHOLD INCOME



Median Household Income

\$50,836

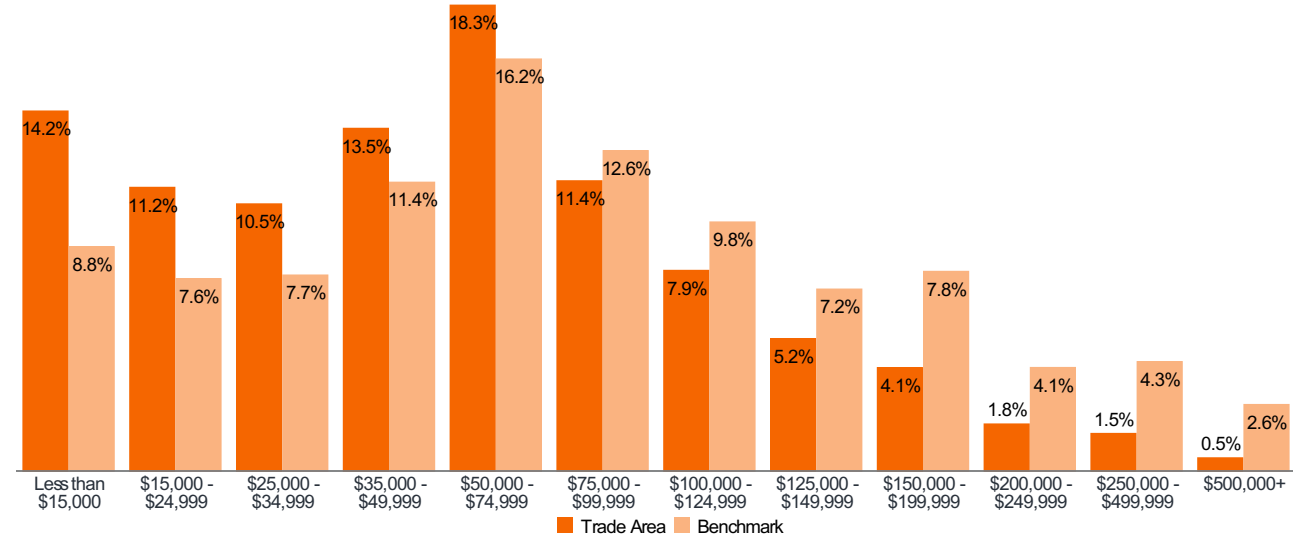
Index: 70

Average Household Income

\$68,738

Index: 66

HOUSEHOLD INCOME DISTRIBUTION



147

Benchmark: USA

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*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Employment & Occupation



Trade Area: 14651 Horizon Blvd - 90 min Drivetime

Population: 1,076,869 | Households: 359,779

OCCUPATIONAL CLASS*



55.2%

Index: 92

White Collar

UNEMPLOYMENT RATE



6.2%

Index: 131

Percent of civilian labor force unemployed

METHOD OF TRAVEL TO WORK: TOP 2*



80.6%

Index: 106

Travel to work by **Driving Alone**

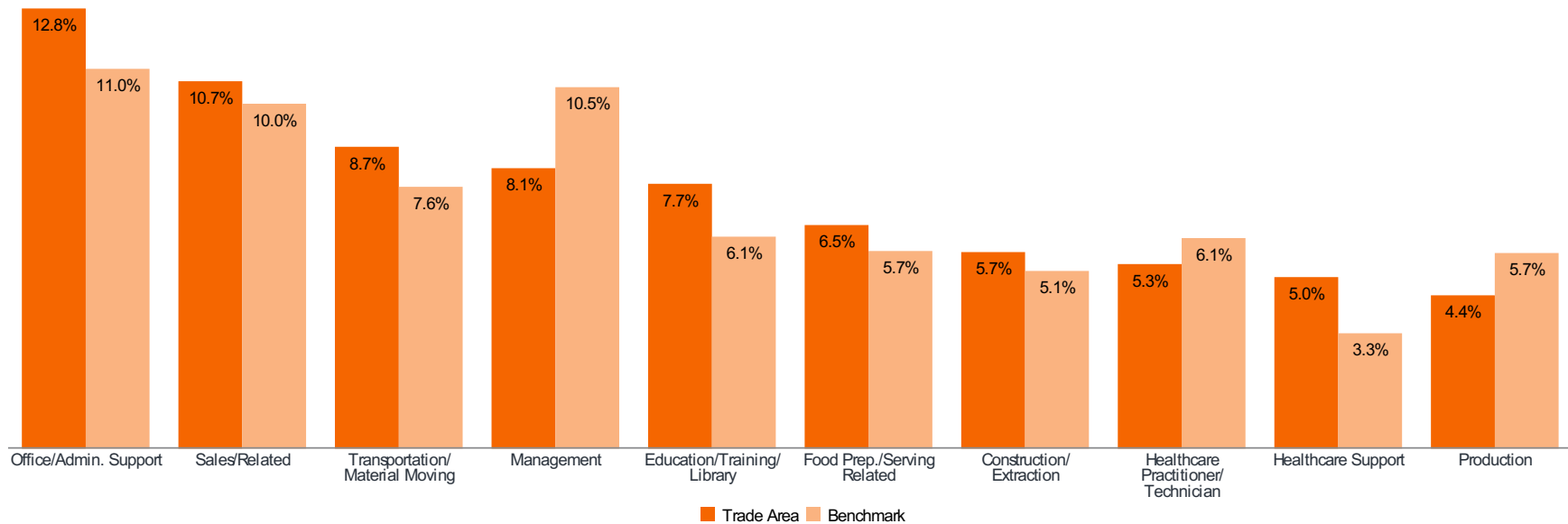


10.5%

Index: 117

Travel to work by **Carpooling**

OCCUPATION: TOP 10*



148

Benchmark: USA

*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 90 min Drivetime



POPULATION

The population in this area is estimated to change from **1,011,774** to **1,076,869**, resulting in a growth of **6.4%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.4%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **33.3**, while the average age is **36.4**. Five years from now, the median age is projected to be **34.3**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

Of this area's current year estimated population:

78.9% are White Alone, **3.2%** are Black or African American Alone, **0.9%** are American Indian and Alaska Nat. Alone, **1.2%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **12.8%** are Some Other Race, and **2.8%** are Two or More Races.

Of the base area's current year estimated population:

69.0% are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **81.4%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



HOUSEHOLD

The number of households in this area is estimated to change from **332,306** to **359,779**, resulting in an increase of **8.3%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.8%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 90 min Drivetime



EDUCATION

Currently, it is estimated that **6.0%** of the population age 25 and over in this area had earned a Master's Degree, **1.0%** had earned a Professional School Degree, **0.9%** had earned a Doctorate Degree and **15.9%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$68,738** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$68,738** to **\$77,188**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



HOUSING

Most of the dwellings in this area (**64.3%**) are estimated to be **Owner-Occupied** for the current year. For the base are the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**64.8%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**16.1%**) are estimated to have been **Built 2000 to 2009** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 90 min Drivetime



LABOR

For this area, **14651 Horizon Blvd - 90 min Drivetime**, **94.0%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

2.3% are in the Armed Forces, **55.0%** are employed civilians, **3.5%** are unemployed civilians, and **39.3%** are not in the labor force.

The occupational classification for this area are as follows:

22.4% hold blue collar occupations, **55.2%** hold white collar occupations, and **22.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **1.3%** are in Architecture and Engineering, **1.2%** are in Arts, Entertainment and Sports, **3.6%** are in Business and Financial Operations, **1.7%** are in Computers and Mathematics, **7.7%** are in Education, Training and Libraries, **5.3%** are in Healthcare Practitioners and Technicians, **5.0%** are in Healthcare Support, **0.5%** are in Life, Physical and Social Sciences, **8.1%** are in Management, **12.8%** are in Office and Administrative Support.

1.6% are in Community and Social Services, **6.5%** are in Food Preparation and Serving, **0.7%** are in Legal Services, **3.6%** are in Protective Services, **10.7%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

4.1% are in Building and Grounds Maintenance, **5.7%** are in Construction and Extraction, **0.4%** are in Farming, Fishing and Forestry, **3.6%** are in Maintenance and Repair, **4.4%** are in Production, **8.7%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

21.4% hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

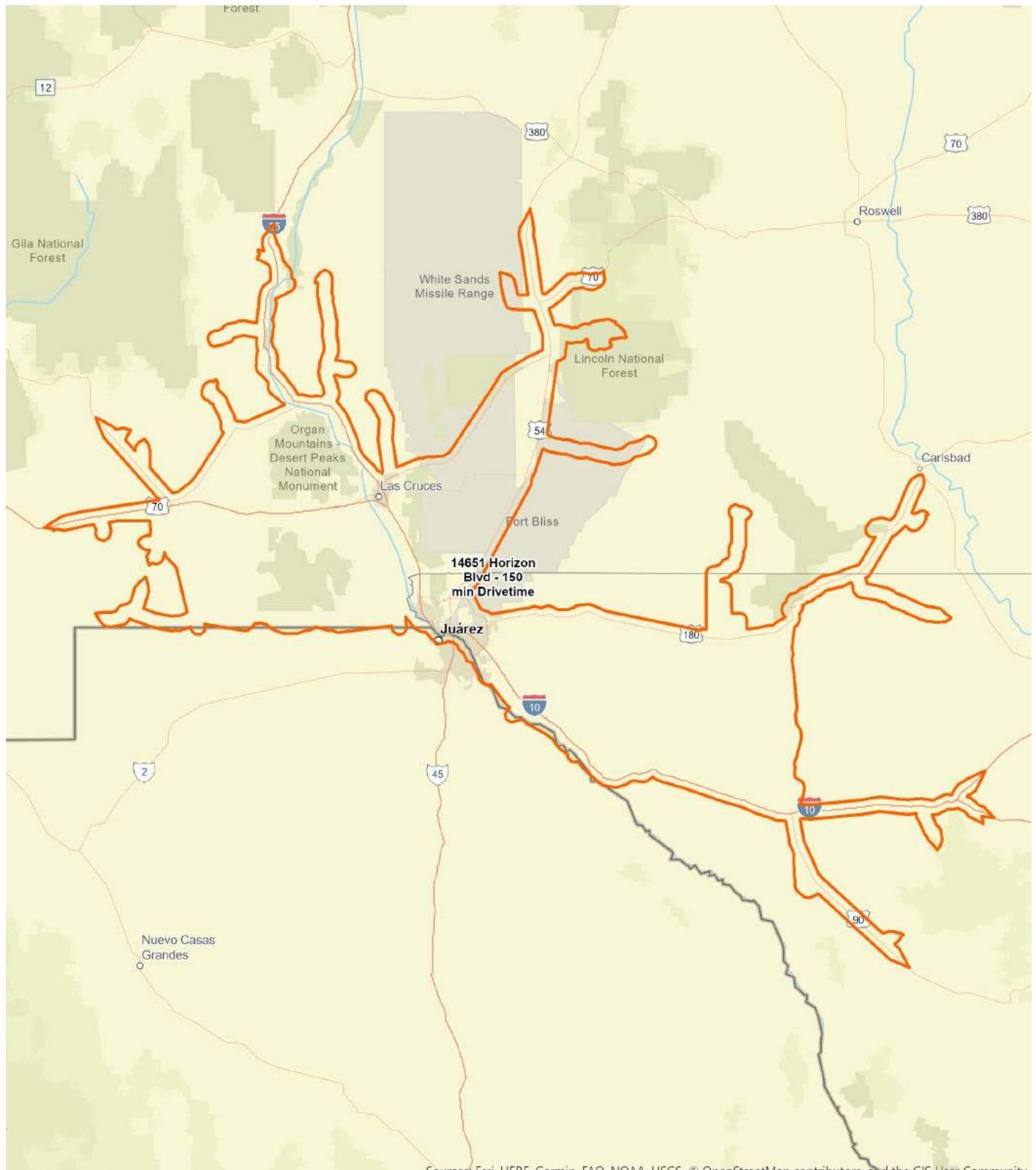
1.8% are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

3.8% are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 150 min Drivetime



Pop-Facts® Demographics | Population & Race



Trade Area: 14651 Horizon Blvd - 150 min Drivetime

POPULATION

1,176,564

HOUSEHOLDS

400,730

ETHNICITY



78.4%

Index: 407

Hispanic/Latino

HISPANIC ORIGIN*



91.3%

Index: 148

Mexican

HOME LANGUAGE*

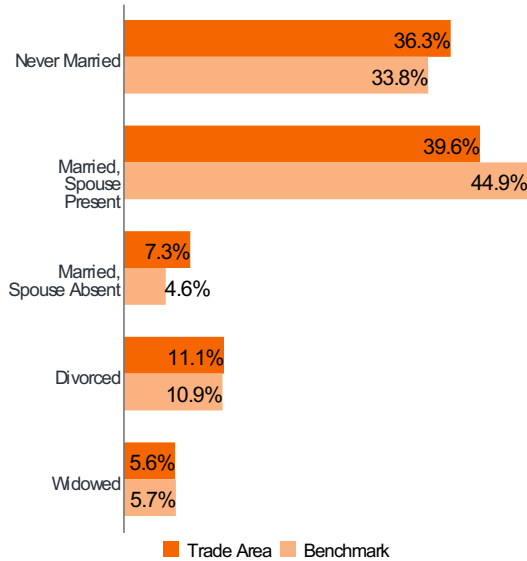


61.2%

Index: 455

Spanish

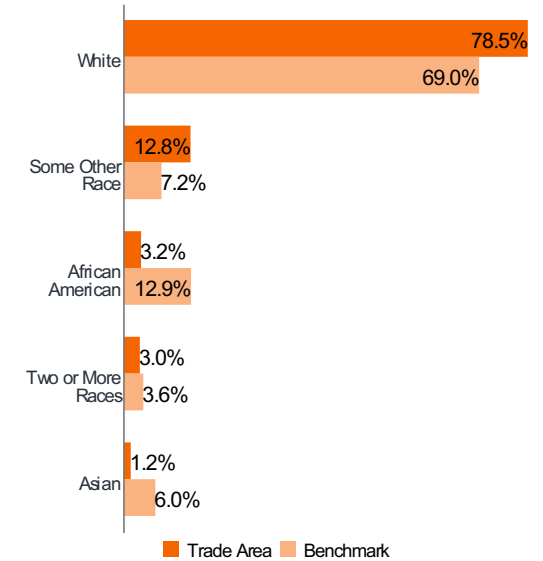
MARITAL STATUS



POPULATION BY AGE

Age	Count	%	Index
0 - 4	82,714	7.0	119
5 - 9	82,894	7.0	117
10 - 14	84,293	7.2	115
15 - 17	52,680	4.5	116
18 - 20	53,572	4.6	112
21 - 24	77,484	6.6	127
25 - 34	175,634	14.9	111
35 - 44	145,078	12.3	96
45 - 54	128,330	10.9	90
55 - 64	122,747	10.4	82
65 - 74	98,178	8.3	81
75 - 84	52,573	4.5	88
85+	20,387	1.7	85

POPULATION BY RACE**



153

Benchmark: USA

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*Top variable chosen from percent composition ranking

**Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 150 min Drivetime

Population: 1,176,564 | Households: 400,730

MEDIAN AGE OF HOUSEHOLDER

51

Index: 95

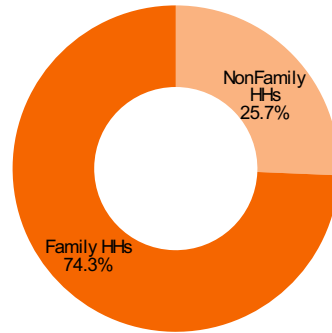
PRESENCE OF CHILDREN*



44.1%

Index: 131

HOUSEHOLD TYPE



HOUSING TENURE



Own

64.7%

Index: 99



Rent

35.3%

Index: 102

AGE OF HOUSING**

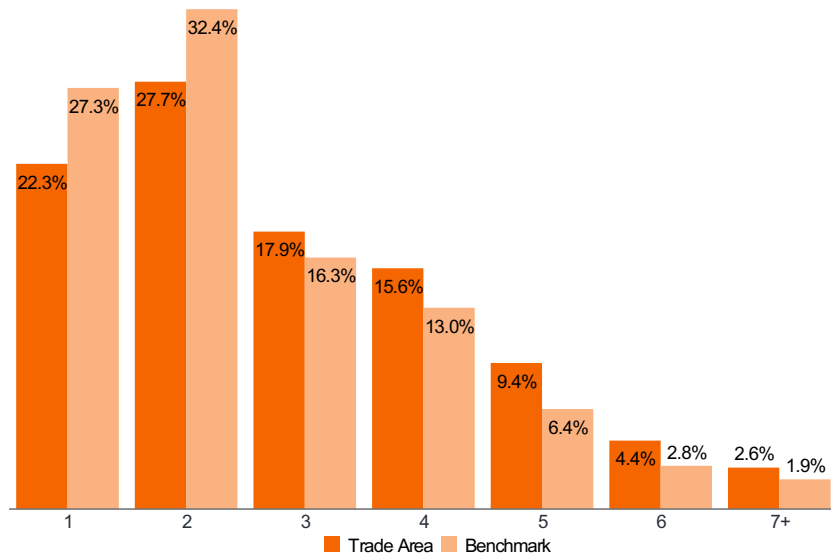


9 - 18 years old

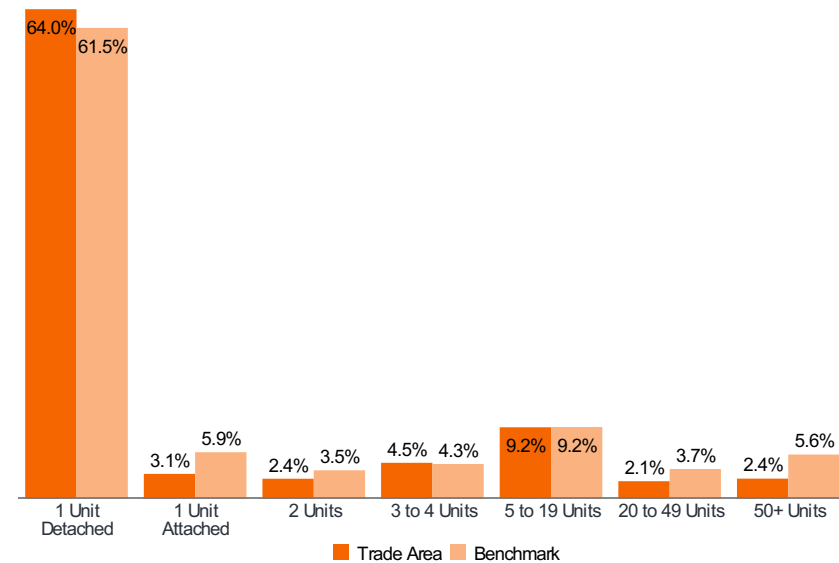
% Comp: 15.6 Index: 115

154

HOUSEHOLD SIZE



HOUSING UNITS IN STRUCTURE



Benchmark: USA

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*Uses the variable "Households with people under age 18"

**Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 150 min Drivetime

Population: 1,176,564 | Households: 400,730

EDUCATIONAL ATTAINMENT: TOP 2*



25.0%

Index: 93

High School Graduate



22.1%

Index: 110

Some College, No Degree

EDUCATION: HISPANIC/LATINO



13.9%

Index: 496

Bachelor's degree or higher

POVERTY STATUS



82.5%

Index: 91

At or above poverty

HOUSEHOLD INCOME



Median Household Income

\$49,895

Index: 69

Average Household Income

\$67,737

Index: 65

HOUSEHOLD INCOME DISTRIBUTION



155

Benchmark: USA

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*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Employment & Occupation



Trade Area: 14651 Horizon Blvd - 150 min Drivetime

Population: 1,176,564 | Households: 400,730

OCCUPATIONAL CLASS*



54.8%

Index: 91

White Collar

UNEMPLOYMENT RATE



6.4%

Index: 135

Percent of civilian labor force unemployed

METHOD OF TRAVEL TO WORK: TOP 2*



80.6%

Index: 106

Travel to work by **Driving Alone**

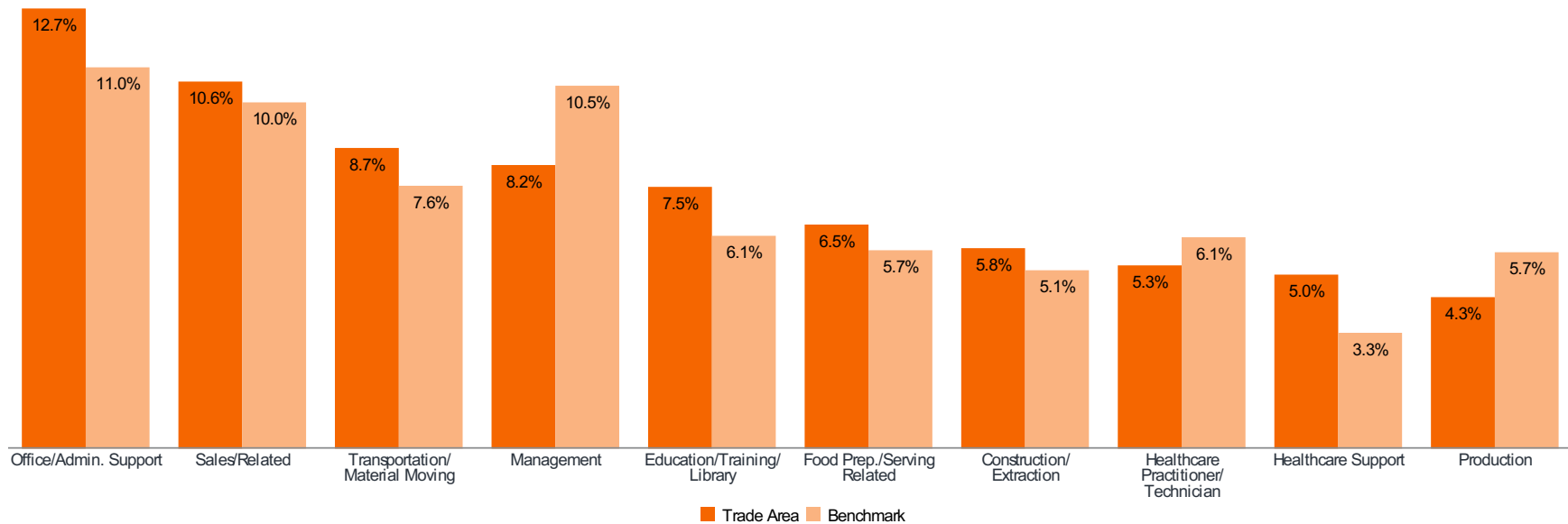


10.5%

Index: 118

Travel to work by **Carpooling**

OCCUPATION: TOP 10*



156

Benchmark: USA

*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 150 min Drivetime



POPULATION

The population in this area is estimated to change from **1,109,784** to **1,176,564**, resulting in a growth of **6.0%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **33.7**, while the average age is **36.8**. Five years from now, the median age is projected to be **34.7**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

Of this area's current year estimated population:

78.5% are White Alone, **3.2%** are Black or African American Alone, **1.1%** are American Indian and Alaska Nat. Alone, **1.2%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **12.8%** are Some Other Race, and **3.0%** are Two or More Races.

Of the base area's current year estimated population:

69.0% are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **78.4%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



HOUSEHOLD

The number of households in this area is estimated to change from **371,818** to **400,730**, resulting in an increase of **7.8%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.7%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 150 min Drivetime



EDUCATION

Currently, it is estimated that **6.0%** of the population age 25 and over in this area had earned a Master's Degree, **1.0%** had earned a Professional School Degree, **0.9%** had earned a Doctorate Degree and **15.3%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$67,737** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$67,737** to **\$75,773**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



HOUSING

Most of the dwellings in this area (**64.7%**) are estimated to be **Owner-Occupied** for the current year. For the base are the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**64.0%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**15.6%**) are estimated to have been **Built 2000 to 2009** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 150 min Drivetime



LABOR

For this area, **14651 Horizon Blvd - 150 min Drivetime**, **93.8%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

2.5% are in the Armed Forces, **54.0%** are employed civilians, **3.5%** are unemployed civilians, and **40.0%** are not in the labor force.

The occupational classification for this area are as follows:

22.5% hold blue collar occupations, **54.8%** hold white collar occupations, and **22.7%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **1.3%** are in Architecture and Engineering, **1.2%** are in Arts, Entertainment and Sports, **3.6%** are in Business and Financial Operations, **1.6%** are in Computers and Mathematics, **7.5%** are in Education, Training and Libraries, **5.3%** are in Healthcare Practitioners and Technicians, **5.0%** are in Healthcare Support, **0.5%** are in Life, Physical and Social Sciences, **8.2%** are in Management, **12.7%** are in Office and Administrative Support.

1.6% are in Community and Social Services, **6.5%** are in Food Preparation and Serving, **0.7%** are in Legal Services, **3.7%** are in Protective Services, **10.6%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

4.2% are in Building and Grounds Maintenance, **5.8%** are in Construction and Extraction, **0.6%** are in Farming, Fishing and Forestry, **3.7%** are in Maintenance and Repair, **4.3%** are in Production, **8.7%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

21.4% hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

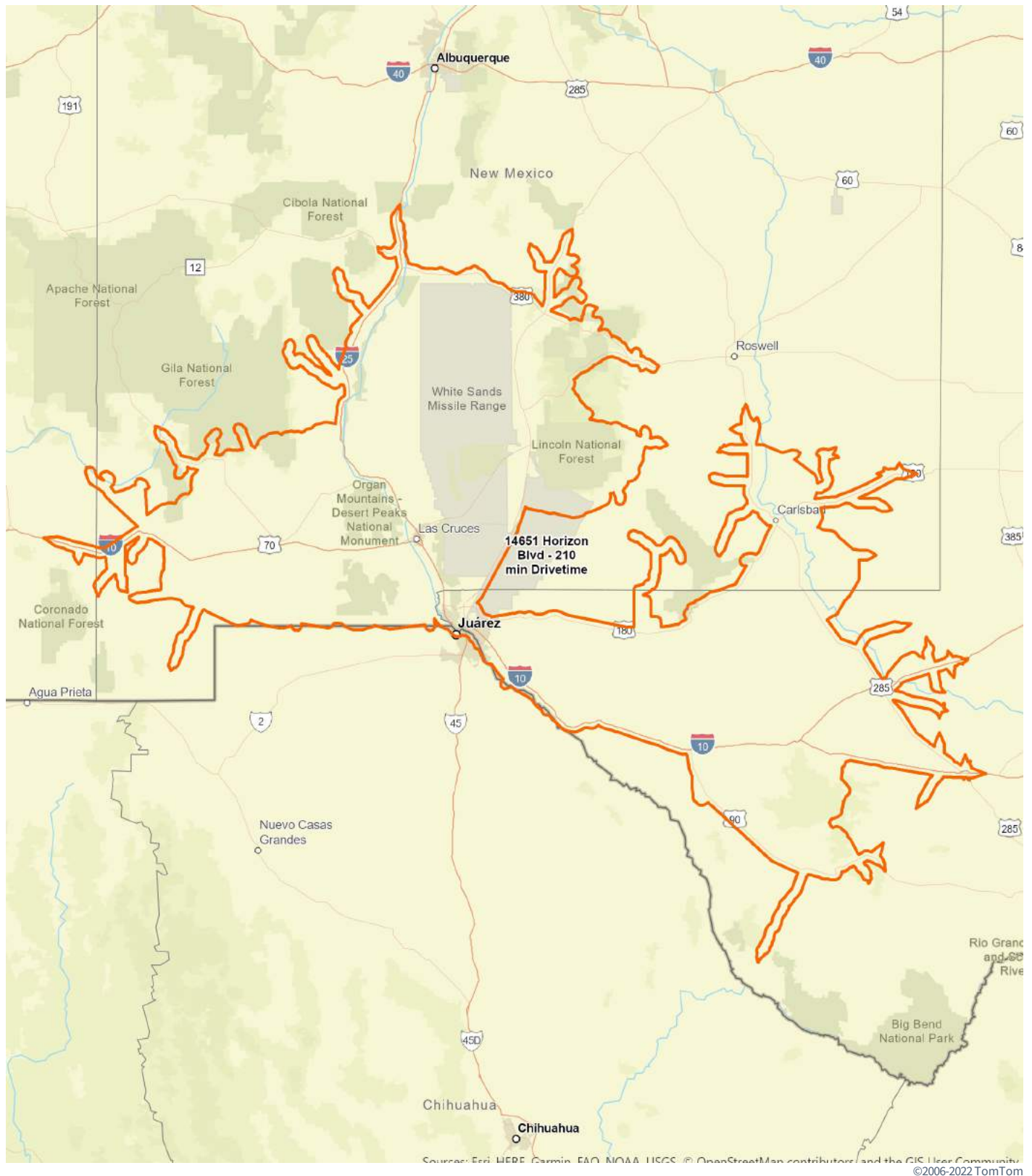
1.8% are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

3.8% are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 210 min Drivetime



Benchmark: USA

Pop-Facts® Demographics | Population & Race



Trade Area: 14651 Horizon Blvd - 210 min Drivetime

POPULATION

1,341,989

HOUSEHOLDS

466,446

ETHNICITY



75.5%

Index: 392

Hispanic/Latino

HISPANIC ORIGIN*



90.4%

Index: 147

Mexican

HOME LANGUAGE*

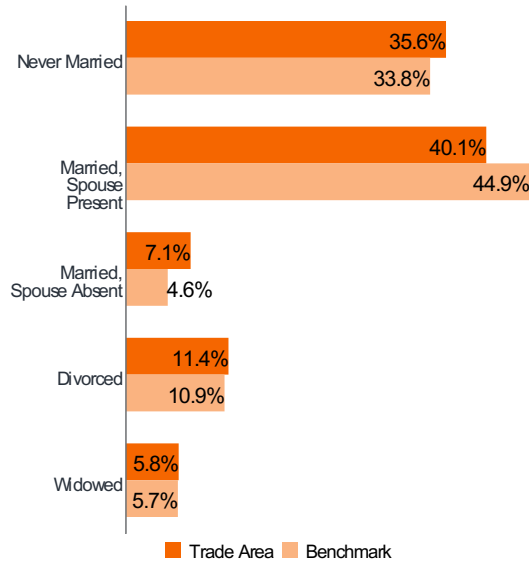


57.3%

Index: 426

Spanish

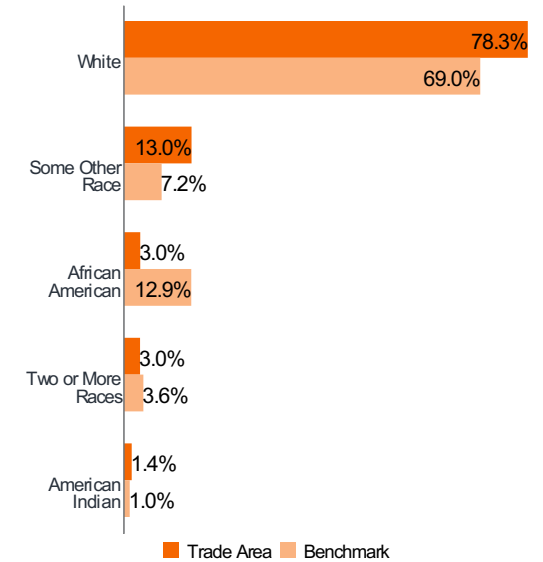
MARITAL STATUS



POPULATION BY AGE

Age	Count	%	Index
0 - 4	93,019	6.9	117
5 - 9	93,320	7.0	116
10 - 14	94,919	7.1	114
15 - 17	59,189	4.4	115
18 - 20	60,017	4.5	110
21 - 24	85,844	6.4	123
25 - 34	196,392	14.6	109
35 - 44	165,141	12.3	96
45 - 54	145,693	10.9	89
55 - 64	143,099	10.7	84
65 - 74	118,078	8.8	85
75 - 84	62,958	4.7	92
85+	24,321	1.8	89

POPULATION BY RACE**



161

Benchmark: USA

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*Top variable chosen from percent composition ranking

**Top 5 variables chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 210 min Drivetime

Population: 1,341,989 | Households: 466,446

MEDIAN AGE OF HOUSEHOLDER

52

Index: 96

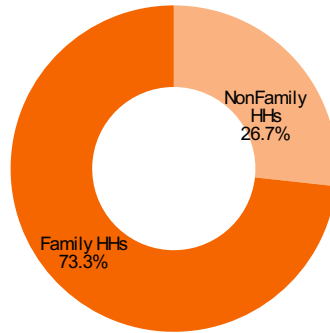
PRESENCE OF CHILDREN*



42.3%

Index: 126

HOUSEHOLD TYPE



HOUSING TENURE



Own

65.7%

Index: 101



Rent

34.3%

Index: 99

AGE OF HOUSING**

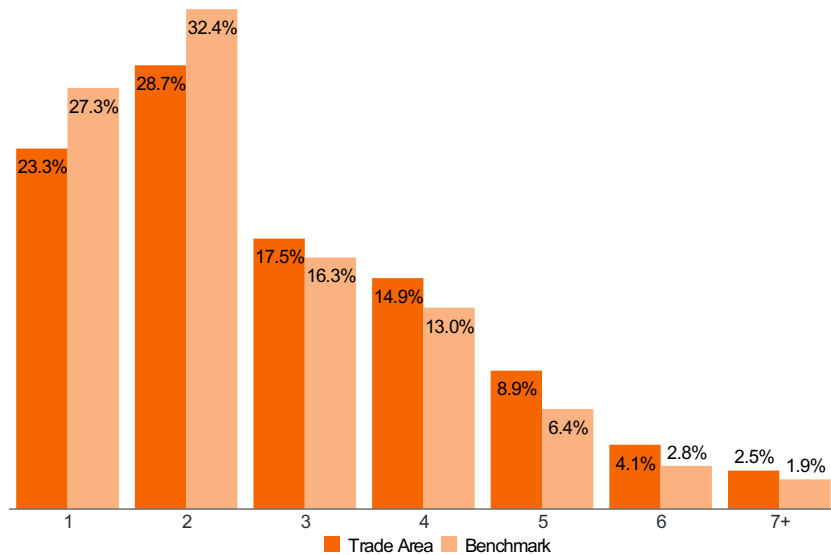


39 - 48 years old

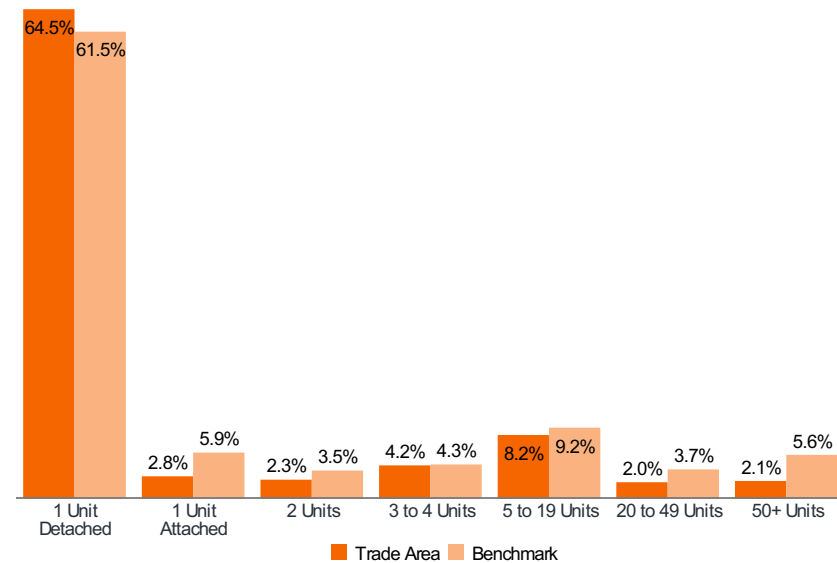
% Comp: 15.3 Index: 108

162

HOUSEHOLD SIZE



HOUSING UNITS IN STRUCTURE



Benchmark: USA

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*Uses the variable "Households with people under age 18"

**Chosen from percent composition ranking

Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 210 min Drivetime

Population: 1,341,989 | Households: 466,446

EDUCATIONAL ATTAINMENT: TOP 2*



25.9%

Index: 96

High School Graduate



22.3%

Index: 111

Some College, No Degree

EDUCATION: HISPANIC/LATINO



12.7%

Index: 453

Bachelor's degree or higher

POVERTY STATUS



83.1%

Index: 91

At or above poverty

HOUSEHOLD INCOME



Median Household Income

\$50,499

Index: 70

Average Household Income

\$68,968

Index: 67

HOUSEHOLD INCOME DISTRIBUTION



163

Benchmark: USA

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*Ranked by percent composition

Index Colors:	<80	80 - 110	110+
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Pop-Facts® Demographics | Employment & Occupation



Trade Area: 14651 Horizon Blvd - 210 min Drivetime

Population: 1,341,989 | Households: 466,446

OCCUPATIONAL CLASS*



54.2%

Index: 90

White Collar

UNEMPLOYMENT RATE



6.3%

Index: 133

Percent of civilian labor force unemployed

METHOD OF TRAVEL TO WORK: TOP 2*



80.7%

Index: 106

Travel to work by **Driving Alone**

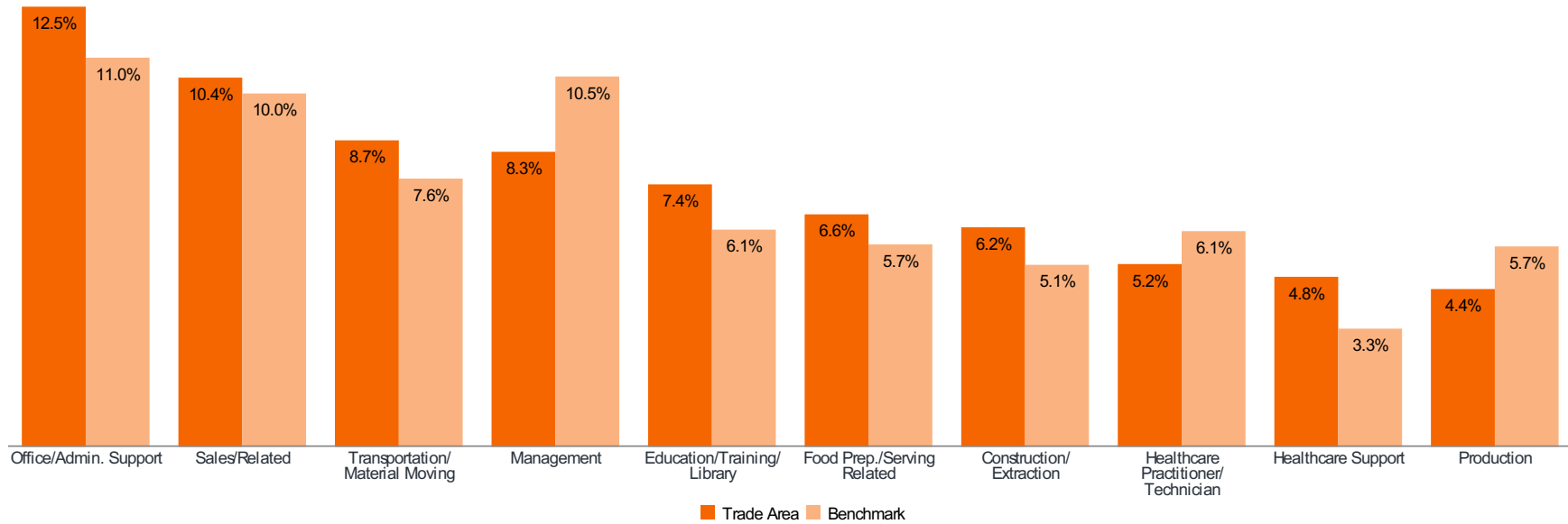


10.5%

Index: 117

Travel to work by **Carpooling**

OCCUPATION: TOP 10*



164

Benchmark: USA

*Chosen from percent composition ranking

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Index Colors:	<80	80 - 110	110+
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Trade Area: 14651 Horizon Blvd - 210 min Drivetime



POPULATION

The population in this area is estimated to change from **1,272,290** to **1,341,989**, resulting in a growth of **5.5%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.0%**.

The population in the base area is estimated to change from **308,745,538** to **334,279,739**, resulting in a growth of **8.3%** between 2010 and the current year. Over the next five years, the population is projected to grow by **3.2%**.

The current year median age for this area is **34.4**, while the average age is **37.2**. Five years from now, the median age is projected to be **35.3**.

The current year median age for the base area is **39.0**, while the average age is **40.0**. Five years from now, the median age is projected to be **40.1**.

Of this area's current year estimated population:

78.3% are White Alone, **3.0%** are Black or African American Alone, **1.4%** are American Indian and Alaska Nat. Alone, **1.2%** are Asian Alone, **0.1%** are Nat. Hawaiian and Other Pacific Isl. Alone, **13.0%** are Some Other Race, and **3.0%** are Two or More Races.

Of the base area's current year estimated population:

69.0% are White Alone, **12.9%** are Black or African American Alone, **1.0%** are American Indian and Alaska Nat. Alone, **6.0%** are Asian Alone, **0.2%** are Nat. Hawaiian and Other Pacific Isl. Alone, **7.2%** are Some Other Race, and **3.6%** are Two or More Races.

This area's current estimated Hispanic or Latino population is **75.5%**, while the base area's current estimated Hispanic or Latino population is **19.3%**.



HOUSEHOLD

The number of households in this area is estimated to change from **435,426** to **466,446**, resulting in an increase of **7.1%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

The number of households in the base area is estimated to change from **116,716,292** to **127,073,679**, resulting in an increase of **8.9%** between 2010 and the current year. Over the next five years, the number of households is projected to increase by **3.4%**.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 210 min Drivetime



EDUCATION

Currently, it is estimated that **6.0%** of the population age 25 and over in this area had earned a Master's Degree, **1.0%** had earned a Professional School Degree, **0.9%** had earned a Doctorate Degree and **15.0%** had earned a Bachelor's Degree.

In comparison, for the base area, it is estimated that for the population over age 25, **9.1%** had earned a Master's Degree, **2.2%** had earned a Professional School Degree, **1.5%** had earned a Doctorate Degree and **20.2%** had earned a Bachelor's Degree.



INCOME

The average household income is estimated to be **\$68,968** for the current year, while the average household income for the base area is estimated to be **\$103,625** for the same time frame.

The average household income in this area is projected to change over the next five years, from **\$68,968** to **\$76,924**.

The average household income in the base area is projected to change over the next five years, from **\$103,625** to **\$116,275**.



HOUSING

Most of the dwellings in this area (**65.7%**) are estimated to be **Owner-Occupied** for the current year. For the base area the majority of the housing units are **Owner-Occupied** (**65.2%**).

The majority of dwellings in this area (**64.5%**) are estimated to be structures of **1 Unit Detached** for the current year. The majority of the dwellings in the base area (**61.5%**) are estimated to be structure of **1 Unit Detached** for the same year.

The majority of housing units in this area (**15.3%**) are estimated to have been **Built 1970 to 1979** for the current year.

The majority of housing units in the base area (**14.2%**) are estimated to have been **Built 1970 to 1979** for the current year.

Benchmark: USA

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Trade Area: 14651 Horizon Blvd - 210 min Drivetime



LABOR

For this area, **14651 Horizon Blvd - 210 min Drivetime**, **93.9%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

2.2% are in the Armed Forces, **53.6%** are employed civilians, **3.5%** are unemployed civilians, and **40.7%** are not in the labor force.

The occupational classification for this area are as follows:

23.1% hold blue collar occupations, **54.2%** hold white collar occupations, and **22.7%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories: **1.3%** are in Architecture and Engineering, **1.2%** are in Arts, Entertainment and Sports, **3.5%** are in Business and Financial Operations, **1.6%** are in Computers and Mathematics, **7.4%** are in Education, Training and Libraries, **5.2%** are in Healthcare Practitioners and Technicians, **4.8%** are in Healthcare Support, **0.6%** are in Life, Physical and Social Sciences, **8.3%** are in Management, **12.5%** are in Office and Administrative Support.

1.6% are in Community and Social Services, **6.6%** are in Food Preparation and Serving, **0.6%** are in Legal Services, **3.6%** are in Protective Services, **10.4%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

4.2% are in Building and Grounds Maintenance, **6.2%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.8%** are in Maintenance and Repair, **4.4%** are in Production, **8.7%** are in Transportation and Moving.

For the base area, **USA**, **95.3%** of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, **60.1%** are employed civilians, **3.0%** are unemployed civilians, and **36.5%** are not in the labor force.

The occupational classification for the base area are as follows:

21.4% hold blue collar occupations, **60.2%** hold white collar occupations, and **18.4%** are occupied as service & farm workers.

For the civilian employed population age 16 and over in the base area, it is estimated that they are employed in the following occupational categories: **2.0%** are in Architecture and Engineering, **2.0%** are in Arts, Entertainment and Sports, **5.4%** are in Business and Financial Operations, **3.2%** are in Computers and Mathematics, **6.1%** are in Education, Training and Libraries, **6.1%** are in Healthcare Practitioners and Technicians, **3.3%** are in Healthcare Support, **1.0%** are in Life, Physical and Social Sciences, **10.5%** are in Management, **11.0%** are in Office and Administrative Support.

1.8% are in Community and Social Services, **5.7%** are in Food Preparation and Serving, **1.1%** are in Legal Services, **2.2%** are in Protective Services, **10.0%** are in Sales and Related Services, **2.8%** are in Personal Care Services.

3.8% are in Building and Grounds Maintenance, **5.1%** are in Construction and Extraction, **0.7%** are in Farming, Fishing and Forestry, **3.1%** are in Maintenance and Repair, **5.7%** are in Production, **7.6%** are in Transportation and Moving.

Benchmark: USA

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Report Details

Name: Horizon City, TX (Regional Report)
Date / Time: 3/21/2022 12:38:30 PM
Workspace Vintage: 2022

Trade Area

Name	Level	Geographies
14651 Horizon Blvd - 90 min Drivetime	90 min Drivetime	N/A
14651 Horizon Blvd - 210 min Drivetime	210 min Drivetime	N/A
14651 Horizon Blvd - 150 min Drivetime	150 min Drivetime	N/A

Benchmark

Name	Level	Geographies
USA	Entire US	United States

DataSource

Product	Provider	Copyright
Claritas Pop-Facts® Premier 2022	Claritas	©Claritas, LLC 2022 https://claritas.easpotlight.com/Spotlight/About
SPOTLIGHT Pop-Facts® Premier 2022, including 2000 and 2010 US Census, 2022 estimates and 2027 projections	Claritas	©Claritas, LLC 2022 https://claritas.easpotlight.com/Spotlight/About



**TOWN OF HORIZON CITY
MEMORANDUM**

Date: November 4, 2022

To: Honorable Mayor and Members of City Council

From: Teresa Quezada, CIP Manager *Teresa Quezada 11/4/2022*

SUBJECT: Discussion regarding pending capital projects and financing options

City staff has worked to develop various priority capital projects for Horizon City. These projects are part of the adopted 2023-2025 CIP and are at various stages of development. Design is underway or complete for some projects such as the Police Headquarters and N. Darrington Reconstruction. Other projects will require additional development and are short-term needs and priorities.

The attached preliminary listing identifies the projects under development and current estimates as available. The goal is to provide Council with an order of magnitude of the projects that could become part of the next funding cycle and to allow staff to continue their due diligence in developing a capital improvement program that meets the community's short-term needs.

Attachment as indicated



**Town of Horizon City
Preliminary Listing
FY 2023 - 2026 Priority Capital Projects**

Updated: November 4, 2022

Project Category/Project	Total	FY 2023	FY 2024	FY 2025	FY 2026	Notes
Street and Infrastructure Projects						
N. Darrington Reconstruction Gap	\$ 4,500,000	\$ 4,500,000				Assumes City must fill 100% of gap. Current estimate is approximately \$16.850 million, existing funding is \$12.5 million. Plan for additional matches (Dilley & Delake and Transit Projects, match for TASA projects and others.) Specific projects to be identified.
Match for TXDOT Projects	\$ 3,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Street and Drainage projects	\$ 3,000,000	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 500,000	
Total Street and Infrastructure	\$ 10,500,000	\$ 6,000,000	\$ 2,000,000	\$ 2,000,000	\$ 500,000	
Recreational Facility	\$ 22,000,000	\$ 2,500,000	\$ 8,000,000	\$ 8,000,000	\$ 3,500,000	
ADA Implementation	\$ 5,000,000	\$ 500,000	\$ 2,000,000	\$ 1,500,000	\$ 1,000,000	
Police Headquarters	\$ 15,000,000	\$ 10,000,000	\$ 5,000,000			
Totals	\$ 52,500,000	\$ 19,000,000	\$ 17,000,000	\$ 11,500,000	\$ 5,000,000	



TOWN OF HORIZON CITY
MEMORANDUM

Date: November 3, 2022
To: Honorable Mayor and Members of City Council
From: Teresa Quezada, CIP Manager *Teresa Quezada 11/3/2022*
SUBJECT: Discussion and Action: On Change Order #8 to the construction contract with Allen Concrete, LLC for Corcoran "Corky" Park Improvements Project, Solicitation No. CIP 2018-102 (003) and authorizing the Mayor to execute documents

Change Order No. 8 to the construction contract with Allen Concrete, LLC adds **6 days to final completion and \$6,410.06** to the contract.

This time for completion has been requested by the contractor and reviewed and recommended by Sites Southwest, the design consultants and Huitt Zollars, the Town's Construction Manager on this project. The **total contract** amount increases to **\$2,276,518.50** and the updated **completion date for the project is May 14, 2022.**

Change Item	Amount	Time*
1. Remove landscaping stone, prepare subgrade for concrete and riprap, install concrete, stem wall and mortared riprap stone.	6,410.60	6 days

*Time is reflected in calendar days.

The change order items were discussed and agreed upon after the contractor had substantially completed the project; thus, the time allowance only increases the time period to final completion. Removing the originally installed landscaping stone prevents the loose rocks from sliding onto the wood mulch surface and stabilizes the slopes of the embankment slide.

Total change orders to date account for a 3.49% increase to the original contract.

Staff recommends approval.

Attachment: Change Order Form

PROJECT: Corky Park Improvements

DATE OF ISSUANCE: November 8, 2022

OWNER: Town of Horizon City
14999 Darrington Rd.
Horizon City, Texas 79928

BID NO. CIP 21-100

CONTRACTOR: Allen Concrete, LLC

ENGINEER: Huitt-Zollars, Inc.

CONTRACT FOR: Park Improvements

ENGINEER'S PROJECT NO. R313462.01

YOU ARE DIRECTED TO MAKE THE FOLLOWING CHANGE TO THE CONTRACT DOCUMENTS:

This Change Order will Increase the Contract Amount by **\$6,410.60** and Increase the Contract time by **6** Calendar Days for Final Completion to do the following:

1. Increase the Contract Amount by **\$6,410.60** and Increase the Contract Time by **6** Calendar Days for the Contractor to remove and spread landscaping stone, excavate and prep subgrade for approximately 35.5 linear feet of 6" x 12" concrete stem wall, form and pour concrete (3000 psi) stem wall, prep subgrade for approximately 392 square feet for stone rip rap, and install mortared riprap stone.

PURPOSE OF CHANGE ORDER:

Item No. 1—Since the park has been in use, the loose rock aggregate on either side of the embankment slide has been sliding down the slopes and falling into the wood mulch surface. To stabilize the loose aggregate on the slopes, it is recommended by the landscape architect that the loose landscaping rock be removed and that mortared stone riprap be used to stabilize the slopes of the embankment slide. The stabilized area will be defined by constructing a 6" x 12" stem wall to keep adjacent loose landscaping rock from falling to the concrete riprap. The contractor is directed to furnish and install approximately 35.5 linear feet of 6" x 12" concrete stem wall, 392 square feet of mortared riprap stone on either side of the embankment slide.

The contract amount is **INCREASED by \$ 6,410.60.** The contract time is **INCREASED BY 6 CALENDAR DAYS.**

IMPACT TO COST AND CONTRACT TIME (EACH TIME):

Add \$6,410.6 to the Contract Amount and add 6 calendar days to the Contract time to bring Final Completion date to May 8, 2022.

<u>Item No. 1</u>	Contract Cost Increase/Decrease	\$	6,410.60	Contract Time Increase/Decrease	6	Calendar Days
Summary	Contract Cost Increase/Decrease	\$	6,410.60	Contract Time Increase/Decrease	6	Calendar Days

ATTACHMENTS:

WDC #3
Contractor Negotiated Cost Proposal

PROJECT: Corky Park Improvements

CHANGE IN CONTRACT PRICE:	CHANGE IN CONTRACT TIME
<p>ORIGINAL PRICE</p> <p style="text-align: center;">\$2,199,541.28</p>	<p>ORIGINAL CONTRACT TIME</p> <p>MILESTONES: CONTRACT TIME: Substantial Completion: 270 Days Due Date: October 8, 2021 Final Completion: 300 Days Due Date: November 7, 2021</p>
<p>CONTRACT PRICE PRIOR TO THIS CHANGE ORDER</p> <p style="text-align: center;">\$2,270,107.90</p>	<p>CONTRACT TIME PRIOR TO THIS CHANGE ORDER</p> <p>MILESTONES: CONTRACT TIME: Substantial Completion: 358 Days Due Date: January 4, 2022 Final Completion: 482 Days Due Date: May 8, 2022</p>
<p>NET INCREASE/DECREASE OF THIS CHANGE ORDER</p> <p style="text-align: center;">\$6,410.60</p>	<p>NET INCREASE OF THIS CHANGE ORDER</p> <p>MILESTONES: CONTRACT TIME: Substantial Completion: 0 Calendar Days Final Completion: 6 Calendar Days</p>
<p>CONTRACT PRICE WITH ALL APPROVED CHANGE ORDERS</p> <p style="text-align: center;">\$2,276,518.50</p>	<p>CONTRACT TIME WITH ALL APPROVED CHANGE ORDERS</p> <p>MILESTONES: CONTRACT TIME: Substantial Completion: 358 Days Due Date: January 4, 2022 Final Completion: 488 Days Due Date: May 14, 2022</p>

This amount indicated above shall be considered full and equitable adjustment for any claims, past and future, for the work described and shall include all costs, direct and indirect, including extended overhead.

ACCEPTED:

by 
 Contractor


Date 10/31/2022

REVIEWED:

by _____
 Town of Horizon-Public Works Director

Date _____

RECOMMENDED:

by 
 Roxanna Medina, PE
 Construction Manager

Date 11/2/22

APPROVED:

by _____
 Ruben Mendoza-Mayor
 Town of Horizon

Date _____

WORK DIRECTIVE CHANGE (WDC) NO. 3

PROJECT:	Corcoran “Corky” Park Improvements	DATE OF ISSUANCE: 08/15/22
OWNER:	TOWN OF HORIZON CITY 14999 Darrington Road Horizon City, Texas 79928	OWNER'S BID NO. CIP 18-102
CONTRACTOR:	ALLEN CONCRETE, INC	ENGINEER: Huitt-Zollars, Inc.
CONTRACT PRICE:	\$2,219,827.55	ENGINEER'S PROJECT NO. R313462.01
CONTRACT TIME:	396 Calendar days (as stated in contract)	TOH ACCT NO:

You are directed to proceed promptly with the following change(s):
Description:

Item No. 1-Embankment Slide Slope Stabilization—This work directive item is to remove and stock pile loose landscaping stone, excavate and prep subgrade for approximately 35.5 linear feet of 6" x 12" concrete stem wall, form and pour concrete (3000 psi) stem wall, prep subgrade for approximately 392 square feet of concrete rip rap, pour concrete (2200 psi) and embed stock piles landscaping rock into concrete.

Purpose of Work Directive Change:

Item No. 1—Since the park has been in use, the loose rock aggregate on either side of the embankment slide is sliding down the slopes and falling into the wood mulch surface. To stabilize the loose aggregate on the slopes, it is recommended that the loose landscaping rock be embedded into concrete riprap on the slopes of the embankment slide. The stabilized area will be defined by constructing a 6" x 12" stem wall to keep adjacent loose landscaping rock from falling to the concrete riprap. The contractor is directed to furnish and install approximately 35.5 linear feet of 6" x 12" concrete stem wall, 392 square feet of concrete riprap, and embed the landscaping rock into the concrete.

Attachments: Contractor Negotiated Cost Proposal

A WDC may not change the Contract Price or the Contract Time, but it is evidence that the parties expect that the change directed or documented by a WDC will be incorporated in a subsequently issued Change Order following negotiations by the parties as to its effect, if any, on the Contract Price or Contract Time, unless a price can supportably be negotiated in advance of the performance.

If a claim is made that the above change(s) have affected Contract Price or Contract Time, any claim for a Change Order based thereon will involve one of the following methods of determining the effect of the change(s).

Method of determining change in Contract Price:

- Time and Materials
- Unit Prices
- Cost plus fixed fee
- Other _____

Engineer's Estimate of Probable Cost:

Estimated increase (~~decrease~~) in Contract Price: \$ 6,410.60.
If the change involves an increase, the estimated amount is not to be exceeded without further authorization.

RECOMMENDED:


Engineer

08/15/2022
Date


Method of determining change in Contract Time:

- Contractor's records
- Engineer's records
- Other _____

Engineer's Estimate of Probable Impact to Contract Time:

Estimated increase (~~decrease~~) in Contract Time: 6 days.
If the change involves an increase, the estimated time is not to be exceeded without further authorization.

RECOMMENDED:


Engineer

08/15/2022
Date

Change Request Proposal

Project: 2020-35 / Corky Park Improvements
 (name and address) Rodman St
 Horizon City, TX 79928

Change request number: 1014.rev01
 Description: Remove and spread landscaping stone, excavate and prep subgrade for 6" x 12" concrete stem wall, form and pour concrete stem wall (3000 psi), prep subgrade for stone rip rap, install mortared rip rap stone.

Customer: Town of Horizon City

Notice to Proceed

Submitted date:
 Received date:
 Rough order of magnitude: 0.00

Status: Proposed
 Origination date: 08/02/22

Quotation

Submitted date: 08/02/22
 Due date:
 Submitted amount: 6,410.60
 Requested days delay: 6

Notes

SCOPE OF WORK

- Remove and spread landscaping stone
- Excavate and prep subgrade for 6" x 12" concrete stem wall
- Form and pour concrete(3000 psi) stem wall
- Prep subgrade for stone rip rap
- Install mortared rip rap stone

Revenue Detail

Billing Item	Description	Revenue
CO	Repair landscaping at slope	6,410.60
Total Revenue:		6,410.60

Contractor Pricing

Phase Code / Description	Cost Type	Quantity	UM	Amount
5000 Concrete	1L Labor	1.00		3,217.00
3000 Earthwork	4E Equipment Owned	1.00		203.51
5000 Concrete	3M Material	1.00		2,017.96
7000 Bond	7S Subcontract	1.00		156.36
Contractor Pricing Total:				5,594.83

Total:	5,594.83
Mark-up:	815.77
Total Contractor Price for CR 1014	6,410.60

Approvals

Customer: Town of Horizon City
 Authorized Representative: _____
 By: _____
 Date: _____

Contractor: Allen Concrete, LLC
 By: _____
 Date: _____



Project: Corkey Park **July 18, 2022**

Address: Rodman Street **Duration:** 6 Days

County: Horizon City, TX 79928

Description: Remove and spread loose landscaping stone, excavate and prep subgrade for 6" x 12" concrete stem wall, form and pour concrete(3000 psi) stem wall, prep subgrade for concrete Stone Rip Rap, install mortared stone rip rap.

LABOR Classification	Crew	HOURS		Rate		Amount
		Reg	OT	Reg	OT	
Common Labor	2	96		\$13.00		\$ 1,248.00
Concrete Finishers	2	42		\$16.00		\$ 673.00
Foreman	1	48		\$27.00		\$ 1,296.00
						\$ -
						\$ -
						\$ -
Sub-Total Labor						\$ 3,217.00

EQUIPMENT Description	QTY	U/M	HOURS	Rate	Amount
Plate Compactor	2	Day		\$94.00	\$ 188.00
					\$ -
Sub-Total Equipment					\$ 188.00

MATERIAL Description	UNIT	QTY	Rate	Amount
Concrete (3000 psi) Header Curb	CY	1	\$354.00	\$ 354.00
Rip Rap Stone	TN	18	\$28.00	\$ 504.00
Grout	CY	11	\$97.00	\$ 1,067.00
Rebar #4	EA	5	\$12.30	\$ 61.50
Edge Forms (Masonite)	SHT	2	\$15.73	\$ 31.46
				\$ -
				\$ -
				\$ -
Sub-Total Material				\$ 2,017.96

SUBCONTRACTOR Name/Description	Amount	
	\$0.00	
Sub-Total Subcontractor		\$ -

COMPENSATION	Amount	
Burden Compension on Direct Labor 0%	\$ -	
Compensation on Materials 0%	\$ -	
Compensation on Equipment 8.25%	\$ 15.51	
Compension on on Subcontractor 0%	\$ -	
Sub-Total Compensation		\$ 15.51

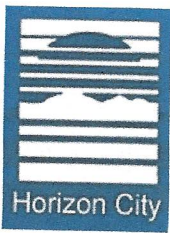
Sum-Total \$ 5,438.47
 OH/Profit (15%) \$ 815.77
Sum-Total \$ 6,254.24
 Bond (2.5%) \$ 156.36
Total Amount \$ 6,410.60

Allen Contconcrete, LLC
CONTRACTOR

Miguel Allen
OWNER

By Signature and Title

By Signature and Title



**TOWN OF HORIZON CITY
MEMORANDUM**

Date: November 3, 2022

To: Honorable Mayor and Members of City Council

From: Teresa Quezada, CIP Manager

SUBJECT: Discussion and Action: On Change Order #11 to the construction contract with Hawk Construction for the Golden Eagle Park Improvements Solicitation No. CIP 2018-001 and authorizing the Mayor to execute documents.

Change Order No. 11 for the Golden Eagle Park Improvements project **increases the contract amount by \$10,465.51 bringing the contract amount to \$2,015,006.99.** The contract time is **increased by 14 calendar days** by this change order.

The change items address owner-requested changes to install a new 3" water tap to the water main, a water meter and backflow preventer and approximately 375 LF of water line to connect to the existing splash pad.

The change order items, amounts and day requests were negotiated by the design consultant and construction manager, MCI, Inc. and Hawk Construction and are detailed in the following table.

Change Item	Amount	Time
Install a new 3" water tap to the water main, a water meter and backflow preventer and approximately 375 LF of water line to connect to the existing splash pad.	10,465.51	14 calendar days

Total change orders to date account for a **13.39% decrease to the original contract value.**

Staff recommends approval.

Attachment: Change Order Form



Contract Change Order No. Eleven (11)

PROJECT:	DATE OF ISSUANCE:
Golden Eagle Park Improvements	April 6, 2022
OWNER:	BID No:
The Town of Horizon City 14999 Darrington Road Horizon City, TX 79928 (915) 852-1046	CIP 18 – 101
CONTRACTOR:	ENGINEER/CONSTRUCTION MANAGER:
Hawk Construction 12779 Azogue Ave. El Paso, TX 79938 (915) 526-9116	Moreno Cardenas Inc. 2505 E. Missouri Avenue El Paso, TX 79903 (915) 532-2091

YOU ARE DIRECTED TO MAKE THE FOLLOWING CHANGES TO THE CONTRACT:

Contractor is instructed to proceed with the work required by the Contract Documents. In addition, remove and/or modify the various bid items below. This change order **increases** the contract amount as detailed below for the various bid items.

Change Item No. 1 – 3-inch Water Service and Line. Increase contract amount by \$10465.51 due to the installation of a 3” water tap to the 8” water main, a 3” water meter and backflow preventer and approximately 375 LF of 3” water line to the existing splash pad.

PURPOSE OF CHANGE ORDER:

Change Item No. 1 – During construction it was discovered that the existing splash pad was connected to the existing irrigation system creating a cross-connection issue. In order to eliminate this cross-connection, the existing splash park was redirected to be connected to the source of water for the new splash-park (a 2” water line), however, the pressure from this service is not enough to have the existing splash park work properly. The solution is to install a completely new 3” water service dedicated to the existing splash park. **The Contract amount is INCREASED by \$10,465.51. The contract time is INCREASED by 14 calendar day.**

CONTRACT CHANGE SUMMARY:

INCREASE contract amount by **\$10465.51**
INCREASE to contract time by **14 calendar days**.

ATTACHMENTS:

ATTACHMENT A - Memorandum of Negotiation by Construction Manager



Contract Change Order No. Eleven (11)

CHANGE IN CONTRACT AMOUNT	CHANGE IN CONTRACT TIME
<u>ORIGINAL CONTRACT AMOUNT</u>	<u>ORIGINAL CONTRACT TIME</u>
\$2,342,805.58	<i>Substantial Completion: 210 days Due Date: June 1, 2020</i> <i>Final Completion: 240 days Due Date: July 1, 2020</i>
CONTRACT AMOUNT PRIOR TO THIS CHANGE ORDER	CONTRACT TIME PRIOR TO THIS CHANGE ORDER
\$2,004,541.48	<i>Substantial Completion: 365 days Due Date: November 3, 2020</i> <i>Final Completion: 395 days Due Date: December 3, 2020</i>
NET <u>INCREASE/DECREASE</u> OF THIS CHANGE ORDER	NET <u>INCREASE/DECREASE</u> OF THIS CHANGE ORDER
\$10,465.51	<i>Substantial Completion: +14 Calendar-days</i> <i>Final Completion: +14 Calendar-days</i>
CONTRACT AMOUNT WITH ALL APPROVED CHANGE ORDERS	CONTRACT TIME WITH ALL APPROVED CHANGE ORDERS
\$2,015,006.99	<i>Substantial Completion: 379 days Due Date: November 17, 2020</i> <i>Final Completion: 409 days Due Date: December 17, 2020</i>

The amount indicated above shall be considered full and equitable adjustment for any claims, past and future, for the work described and shall include all costs, direct and indirect, including extended overhead.

NOT VALID UNTIL SIGNED BY THE CONSTRUCTION MANAGER, CONTRACTOR AND OWNER.

Moreno Cardenas Inc.

HAWK Construction

Town of Horizon City

CONSTRUCTION MANAGER

CONTRACTOR

OWNER

BY (Signature)

BY (Signature)

BY (Signature)

(Printed Name)

(Printed Name)

(Printed Name)

DATE

DATE

DATE



TOWN OF
HORIZON CITY
14999 DARRINGTON ROAD
HORIZON CITY, TX 79928
915-852-1046

Engineer's Cost Summary

PROJECT: Golden Eagle Park Improvements

DATE OF ISSUANCE: October 3, 2022

BID No: CIP 18-101

CHANGE ORDER No. 11

**TOTAL CHANGE IN
CONTRACT AMOUNT:** Increase \$**10,465.51**

**TOTAL CHANGE IN
CONTRACT TIME:** Increase of **14 calendar days**

Classification of Change Order

Change Item No. 1 3-inch Water Service and Line
Classification Owner Ordered
Impact to Cost Increase contract amount by \$10,465.51
Impact to Time 14 calendar day
Justification See Purpose of Change Order.
Cost Summary Negotiated – See Attachments A.



Contract Change Order Summary

Original Contract Amount	\$2,342,805.58
Change Order No. 1 Amount	-\$397,981.26
Change Order No. 2 Amount	\$15,325.19
Change Order No. 3 Amount	(\$546.21)
Change Order No. 4 Amount	\$8,924.10
Change Order No. 5 Amount	\$829.89
Change Order No. 6 Amount	\$4,821.91
Change Order No. 7 Amount	\$10,117.41
Change Order No. 8 Amount	\$6,166.99
Change Order No. 9 Amount	\$8,976.68
Change Order No. 10 Amount	\$5,101.20
Change Order No. 11 Amount	\$10,465.51
Revised Contract Amount	\$2,015,006.99
Cumulative Change Order Percent of Original Contract Amount	-13.99%

CHANGE ORDER CLASSIFICATION	PREVIOUS CHANGE ORDER	THIS CHANGE ORDER	TOTAL
Liquidated Damages	0.00%	0.00%	0.00%
Adjusted Final Quantities	-0.63%	0.00%	-0.63%
Unforeseen Subsurface	0.00%	0.00%	0.00%
Unforeseen Condition (Other)	1.68%	0.00%	1.68%
Owner Ordered	-15.77%	0.44%	-15.33%
Repay Owner	-0.05%	0.00%	-0.05%
Errors	0.00%	0.00%	0.00%
Omissions	0.00%	0.00%	0.00%
Other	0.34%	0.00%	0.34%



**TOWN OF
HORIZON CITY**

14999 DARRINGTON ROAD
HORIZON CITY, TX 79928
915-852-1046

ATTACHMENT A

(Memorandum of Negotiation by Construction Manager – Change Order No. 11)



TOWN OF
HORIZON CITY

14999 DARRINGTON ROAD
HORIZON CITY, TX 79928
915-852-1046

Memorandum of Negotiation by Engineer
Change Order No. 11

Change Item #1 –3-inch Water Service and Line: The proposal total was reviewed and considered reasonable.

Contractor's proposals were found to be fair and reasonable at **\$10,465.51**

The Contractor's proposal is accepted at \$10,465.51



**TOWN OF HORIZON CITY
MEMORANDUM**

Date: October 10, 2022
To: Honorable Mayor and Members of City Council
From: Teresa Quezada, Ph.D., CIP Manager *Teresa Quezada 10/10/2022*
SUBJECT: Discussion and Action regarding status of Golden Eagle Park construction project.

Throughout 2022 City staff have been working with Hawk Construction, the contractor for Golden Eagle Park Improvements Project, to address issues related to the pump operation and other pending items on the park project.

City staff, through MCI the construction manager, advised Hawk Construction that all outstanding items were to be completed by September 30, 2022. A construction site walk-through was scheduled for Friday, September 30, 2022, to inspect the park. During the walk-through, several items were identified as pending with the pump operation continuing to be the major component that is not fully operational.

MCI is finalizing the list of pending items and Hawk continues to work on the project. However, given the delays, staff is updating the Council as to the City's options under the construction contract. Additional information will be provided at the Council meeting for Council's consideration.



**TOWN OF HORIZON CITY
MEMORANDUM**

Date: November 8, 2022

To: Honorable Mayor and Members of City Council

From: Art Rubio, Planner

SUBJECT: On a replat application for Horizon Town Center Unit 2 Replat "B" (Case No. RP-002511-2022), legally described as Lots 3, 4 and 5, Block 21, Horizon Town Center Unit Two, Town of Horizon City, El Paso County, Texas. Containing 0.4154 ± acres. Application submitted by CAD Consulting Co.

On October 17, 2022, Horizon Town Center Unit 2 Replat "B" was automatically approved due to a lack of quorum by the P&Z.

This replat application is for a lot line adjustment to meet all density and dimensional standards due to a builder error. No public improvements are being dedicated with this replat; therefore, Planning Staff recommends approval subject to the conditions imposed on the rezoning, (that all single-family residences be at least 1,100 square feet in size, have at least a two-car garage, and have a two-car wide driveway) and that all density and dimensional standards are met.

Attached for your review is the staff report, which includes the preliminary and final replat.

History:

The City Council approved the Horizon Town Center Unit Two Subdivision on December 4, 2020.



**TOWN OF HORIZON CITY
Planning and Zoning Commission Staff Report**

Case No.: RP-002511-2022
Subdivision Name: Horizon Town Center Unit 2 Replat "B"
Application Type: Replat Subdivision Application
P&Z Hearing Date: October 11, 2022
Staff Contact: Art Rubio, Planner
 915-852-1046 ext.407; arubio@horizoncity.org

Address/Location: Subdivision is southwest of the Wal-Mart Supercenter development
Legal Description: Lots 3, 4 and 5, Block 21, Horizon Town Center Unit Two Subdivision, Town of Horizon City, El Paso County, Texas
Acreage: 0.4154 Acres ± (3 lots)
Existing Use: Single-Family Dwellings
Existing Zoning: R-9/CO (Residential – Conditional Overlay)

Owner/Applicant: JNC Development LLC
Land Surveyor/: CAD Consulting Co.

Surrounding Properties

	Zoning	Land Use
N	C-2 (Commercial) – Vacant	Vacant
E	C-1 (Commercial) - Businesses	Businesses
S	R-9/CO (Residential) - Vacant	Vacant
W	C-2 (Commercial) – Vacant	Vacant

Future Land Use Designation: Mixed Use, Town Center
Nearest Park: Desmond "Corky" Corcoran Park
Nearest School: Region 19 Head Start Program

Application Description:

The developer is proposing to replat three residential lots from Horizon Town Center Unit Two Subdivision, a 288-lot residential subdivision for single-family development due to a builder error. The lot size is as follows: Lot 3, 0.1388-acre, Lot 4, 0.1387-acre and Lot 5, 0.1378-acre. The existing ponding area measures approximately 83,525 square feet in size. The conditional overlay on this property requires that all single-family residences be at least 1,100 square feet in size, have at least a two-car garage, and have a two-car wide driveway.

Staff Recommendation:

Staff recommends **APPROVAL** of the proposed replat subdivision with the condition that all density and dimensional standards and conditions imposed on the initial rezoning are met.

Planning Comments:

1. ~~Revise Certificate of Plat Approval, on first line the year shown is 2018.~~
2. ~~Add note: All base zone density and dimensional standards will be met.~~

~~3. Certified Tax Certificates or City of El Paso Tax Assessor statements showing no tax balance is required prior to scheduling item for City Council~~

Public Works Director Comments:

COMMENTS FOR HORIZON TOWN CENTER UNIT 2 REPLAT A (Preliminary plat)

- ~~1. Provide closure.~~
- ~~2. Provide Datum on Benchmark.~~
- ~~3. Provide metes and bounds description.~~
- ~~4. Provide adjoining subdivision legal description at the north, south, and west sides of block 25.~~

~~PUBLIC WORKS 9/12/22 Review 1~~

COMMENTS FOR HORIZON TOWN CENTER UNIT 2 REPLAT A (Final plat)

- ~~1. Provide closure.~~
- ~~2. Provide Benchmark with Datum information.~~
- ~~3. Provide metes and bounds description.~~
- ~~4. Provide adjoining subdivision legal description at the north, south, and west sides of block 25.~~

Town Engineer Comments:

Horizon Town Center Unit Two-Replat B

Summary of Recommended Conditions for Preliminary Plat Approval:

The Town Engineer recommends the following:

- ~~1. Provide certification that all utilities have approved locations of easements and that service will be provided to development.~~
- ~~2. Provide lot width for Block 21 Lot 3 at the front setback line and for Lot 4 at the back setback line.~~
- ~~3. Show the front setback distance for structure on Lot 3.~~
- ~~4. Provide location of all utilities in the vicinity of the subject area.~~
- ~~5. Provide location and size of water and sewer lines in the subject area.~~
- ~~6. Provide close report for subject area and lots.~~
- ~~7. Provide surface scale factor.~~

Summary of Recommended Conditions for Final Plat Approval:

- ~~1. Provide certification that all utilities have approved locations of easements and that service will be provided to development.~~
- ~~2. Benchmark information was deleted from Final Plat. Put the Benchmark information on the Final Plat~~
- ~~3. Provide close report for subject area and lots.~~
- ~~4. Provide datum use for plat.~~
- ~~5. Provide surface scale factor.~~

Attachments:

Attachment 1 – Zoning Designation Map

Attachment 2 – Aerial View Map

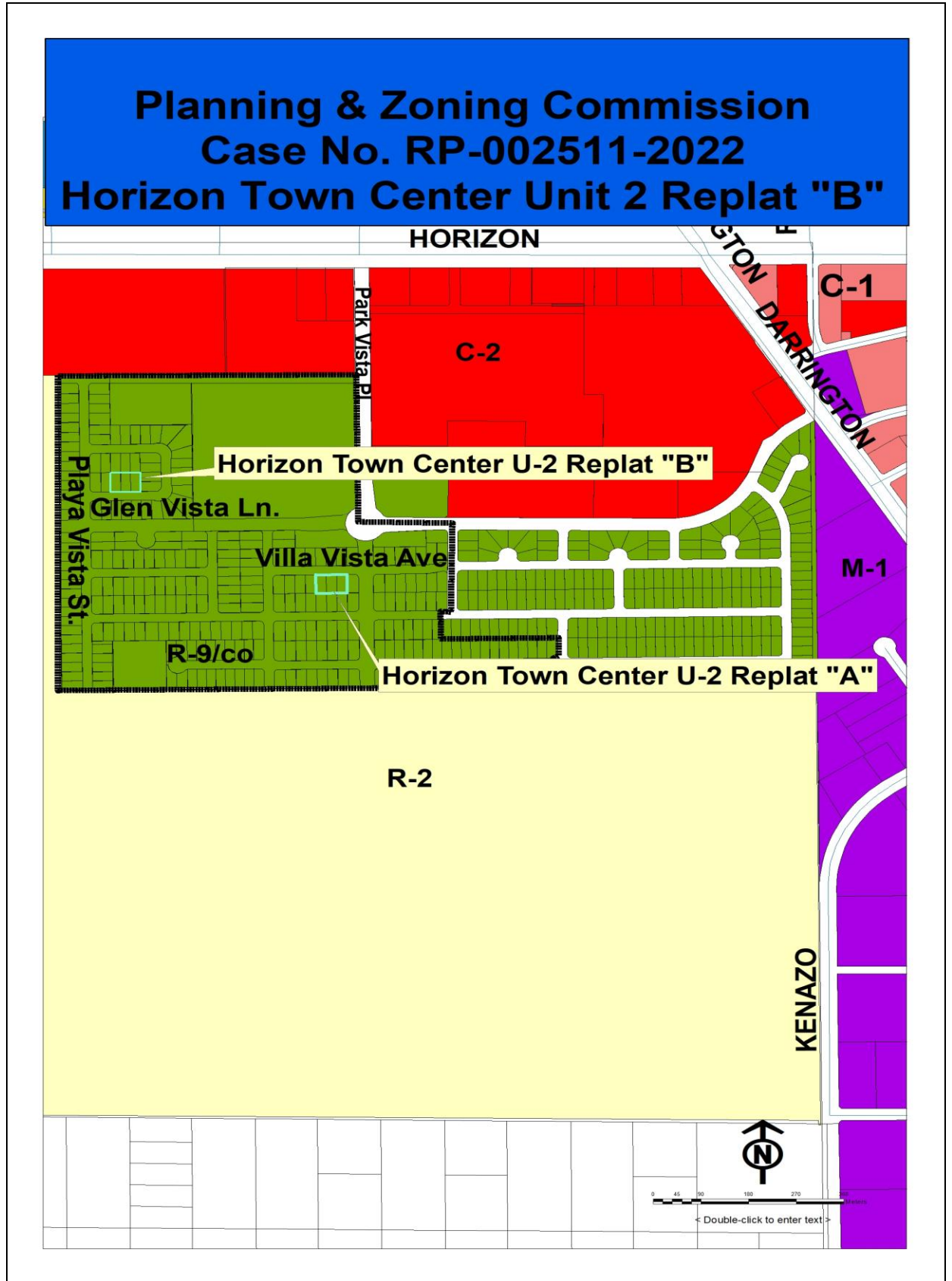
Attachment 3 – Location Map

Attachment 4 – Preliminary Replat

Attachment 5 – Final Replat

Attachment 6 –Replat Application

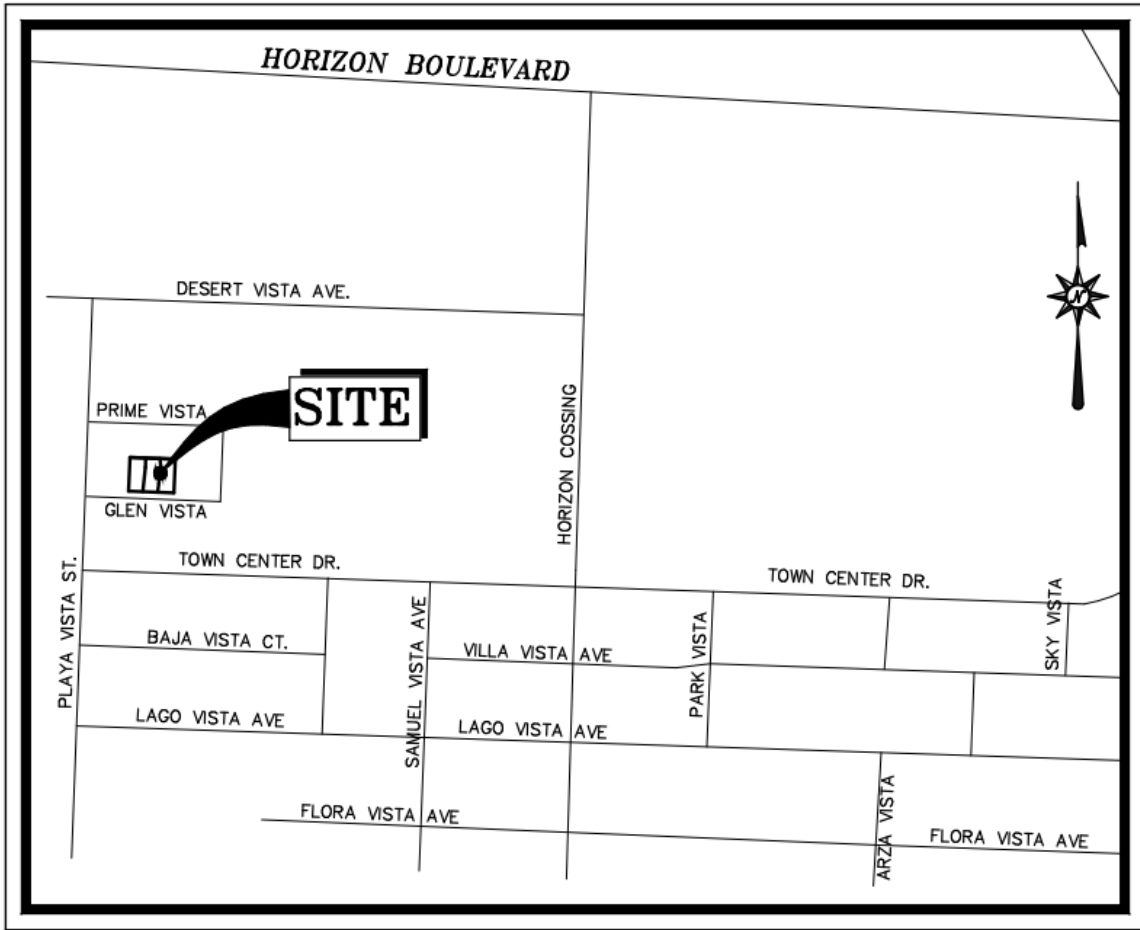
Attachment 1: Zoning Designation Map



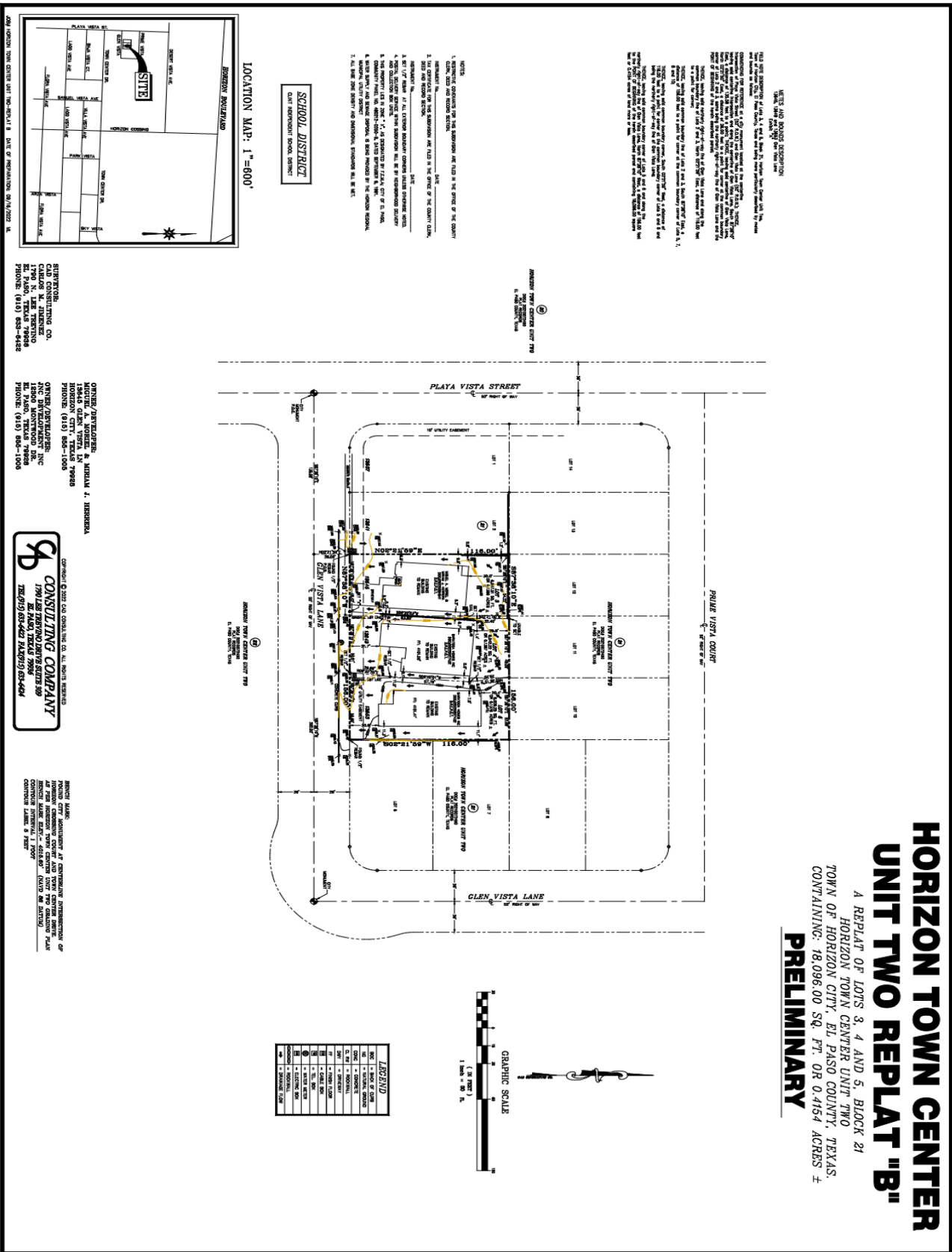
**Planning & Zoning Commission
Case No. RP-002511-2022
Horizon Town Center Unit 2 Replat "B"**



Attachment 3: Location Map



Attachment 4: Preliminary Replat



**HORIZON TOWN CENTER
UNIT TWO REPLAT "B"**

A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21
HORIZON TOWN CENTER UNIT TWO
TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS.
CONTAINING: 18,096.00 SQ. FT. OR 0.4154 ACRES ±
PRELIMINARY

NOTES AND REVISIONS DESCRIPTION

1. THIS REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

2. THE REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

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4. THE REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

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7. THE REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

8. THE REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

9. THE REPLAT IS A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21, HORIZON TOWN CENTER UNIT TWO, TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS. THE TOTAL AREA OF THE REPLAT IS 18,096.00 SQ. FT. OR 0.4154 ACRES ±.

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SCHOOL DISTRICT
CANTON TOWN CENTER SCHOOL DISTRICT

LOCATION MAP: 1"=600'

REVISIONS:
CUB CONSULTING CO.
1790 N. LEE TERRY RD.
DALLAS, TEXAS 75243
PHONE: (972) 282-4488

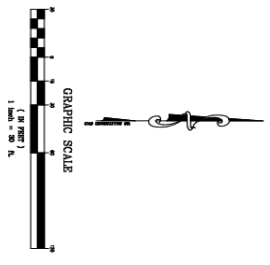
OWNER/ARCHITECTURE & INTERIOR DESIGN:
HORIZON CITY TEXAS 76088
1800 MONTGOMERY DR.
DALLAS, TEXAS 75201
PHONE: (972) 282-1900

CONSULTING COMPANY
CANTON TOWN CENTER UNIT TWO
1790 N. LEE TERRY RD.
DALLAS, TEXAS 75243
PHONE: (972) 282-4488

REVISIONS:
HORIZON CITY TEXAS 76088
1800 MONTGOMERY DR.
DALLAS, TEXAS 75201
PHONE: (972) 282-1900

Attachment 5: Final Replat

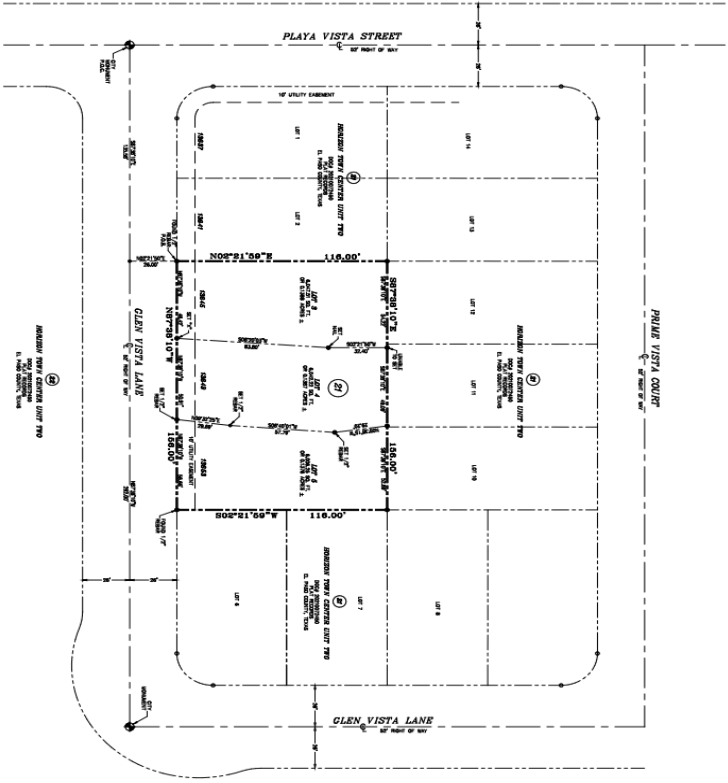
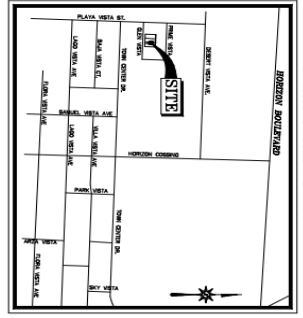
**HORIZON TOWN CENTER
UNIT TWO REPLAT "B"**
A REPLAT OF LOTS 3, 4 AND 5, BLOCK 21
HORIZON TOWN CENTER UNIT TWO,
TOWN OF HORIZON CITY, EL PASO COUNTY, TEXAS.
CONTAINING: 18,096.00 SQ. FT. OR 0.4154 ACRES ±



- NOTES:**
1. REFERENCE TO ANY PART OF THIS REPLAT MAP SHALL BE MADE TO THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS.
 2. THE CORNER FOR THE SUBDIVISION AND PLATS IN THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS.
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 18. THE CORNER FOR THE SUBDIVISION AND PLATS IN THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS.
 19. THE CORNER FOR THE SUBDIVISION AND PLATS IN THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS.
 20. THE CORNER FOR THE SUBDIVISION AND PLATS IN THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS.

SCHOOL DISTRICT
CITY OF HORIZON SCHOOL DISTRICT

LOCATION MAP: 1"=800'



REGISTERED:
CARLOS N. JENSEN
EL PASO, TEXAS 79988
PHONE: (915) 883-0428

OWNER/DEVELOPER:
JACOB GUSTY VENTURA
1300 GUSTY VENTURA LN
MIDLAND, TX 79701
PHONE: (915) 886-1006

CONSULTING COMPANY:
CONSULTING COMPANY
1790 LEBLANC DRIVE SUITE 200
EL PASO, TEXAS 79906
PHONE: (915) 883-0428

WELLS AND BOUNDARY DESCRIPTION:
This replat map shows the subdivision of Lots 3, 4 and 5, Block 21, Horizon Town Center Unit Two, Town of Horizon City, El Paso County, Texas. The lots are bounded by Playa Vista Street to the north, Glen Vista Lane to the south, and Playa Vista Court to the east. The total area of the lots is 18,096.00 square feet, or 0.4154 acres. The replat map also shows easements and other boundary details.

COUNTY CLERK'S RECEIVING CERTIFICATE:
I, COUNTY CLERK OF EL PASO COUNTY, TEXAS, DO HEREBY CERTIFY THAT THE ABOVE REPLAT MAP WAS FILED FOR RECORD IN THE OFFICE OF THE COUNTY CLERK, EL PASO COUNTY, TEXAS, ON THIS _____ DAY OF _____, 2022 A.D.

APPROVED FOR FILING:
By _____, County Clerk

Attachment 6: Replat Application



TOWN OF HORIZON CITY
 14999 Darrington Road
 Horizon City, Texas 79928
 Phone 915-852-1046 Fax 915-852-1005

RP-002511-2022
REPLAT APPLICATION

REPLAT B

SUBDIVISION PROPOSED NAME: HORIZON TOWN CENTER UNIT TWO SUBMITTAL DATE: 9-22-22

1. LEGAL DESCRIPTION FOR THE AREA INCLUDED ON THIS PLAT (TRACT, BLOCK, GRANT, etc.)
LOTS 3, 4 AND 5 BLOCK 21
HORIZON TOWN CENTER UNIT TWO

2. PROPERTY LAND USES:

	ACRES	SITES		ACRES	SITES
SINGLE-FAMILY	<u>0.4154</u>	<u>3</u>	OFFICE	_____	_____
DUPLEX	_____	_____	STREET & ALLEY	_____	_____
APARTMENT	_____	_____	PONDING & DRAINAGE	_____	_____
MOBILE HOME	_____	_____	INSTITUTIONAL	_____	_____
P.U.D.	_____	_____	OTHER	_____	_____
PARK	_____	_____	_____	_____	_____
SCHOOL	_____	_____	_____	_____	_____
COMMERCIAL	_____	_____	TOTAL NO. SITES	_____	<u>3</u>
INDUSTRIAL	_____	_____	TOTAL (GROSS) ACREAGE	<u>0.4154</u>	_____

3. WHAT IS THE EXISTING ZONING OF THE ABOVE DESCRIBED PROPERTY? R-9 PROPOSED ZONING _____

4. WILL THE RESIDENTIAL SITES, AS PROPOSED, PERMIT DEVELOPMENT IN FULL COMPLIANCE WITH ALL ZONING REQUIREMENTS OF THE EXISTING RESIDENTIAL ZONE(S)? YES NO

5. WHAT TYPE OF UTILITY EASEMENTS ARE PROPOSED? UNDERGROUND OVERHEAD COMBINATION

6. WHAT TYPE OF DRAINAGE IS PROPOSED? (IF APPLICABLE LIST MORE THAN ONE) OFF SITE

7. IF SINGLE-FAMILY OR DUPLEX DEVELOPMENT IS PROPOSED: AVERAGE FLOOR AREA OF HOUSES N/A

8. ARE SPECIAL IMPROVEMENTS PROPOSED IN CONNECTION WITH THE DEVELOPMENT? YES NO

9. IS A MODIFICATION OF ANY PORTION OF THE SUBDIVISION ORDINANCE PROPOSED? YES NO
 IF ANSWER IS "YES", PLEASE EXPLAIN THE NATURE OF THE MODIFICATION _____

10. WHAT TYPE OF LANDSCAPING IS PROPOSED? PARKWAY MEDIANS OTHER

11. REMARKS AND/OR EXPLANATION OF SPECIAL CIRCUMSTANCES: _____

12. WILL PLAT BE RECORDED PRIOR TO SUBDIVISION IMPROVEMENTS BEING COMPLETED & APPROVED? YES NO N/A INITIALS N/A
 IF YES, submit REQUIRED GUARANTEE (SECTION 4.10.3 & 8.1.7, Municode Chapter 10) OR Improvement Cost Estimates & Construction Agreement

13. WILL ANY RESTRICTIONS AND COVENANTS BE RECORDED WITH PLAT? YES NO INITIALS EA IF YES, PLEASE ATTACH COPY.

14. OWNER OF RECORD JNC DEVELOPMENT LLC (NAME & ADDRESS) 915-855-1005 (PHONE)
 (EMAIL) _____

15. DEVELOPER _____ (NAME & ADDRESS) _____ (EMAIL) _____ (PHONE)

16. ENGINEER _____ (NAME & ADDRESS) _____ (EMAIL) _____ (PHONE)

17. APPLICANT CAD CONSULTING CO. (NAME & ADDRESS) 915-633-6422 (PHONE)
 (EMAIL) _____

18. REP/POINT OF CONTACT CAD CONSULTING CO. (NAME & ADDRESS) 915-633-6422 (PHONE)
 (EMAIL) _____

NOTE: Applicant is responsible for all expenses incurred by the City in connection with the Replat approval request, including but not limited to attorney's fees, engineering fees and publication. Charges exceeding deposit will be invoiced separately. Initials EA.

Applicant Signature [Signature] EMAIL CADCONSULTING1@AOL.COM

APPLICATION MUST BE COMPLETE & VALIDATED PRIOR TO SUBDIVISION PROCESSING
 Acceptance of fee does not grant acceptance of application.
 Non Refundable Deposit \$500 | Application Fees: \$100 | Publishing Fee Deposit (if applicable): \$260

RESOLUTION

WHEREAS, Texas Gas Service Company, a division of ONE Gas, Inc. (“Company”) distributes natural gas within the City Limits of the Town of Horizon City (“City”) pursuant to a franchise granted to Southern Union Company, as assigned, dated as of March 28, 1989, and accepted on April 10, 1989, and is a gas utility;

WHEREAS, on June 30, 2022, the Company filed A Statement of Intent of Texas Gas Service Company, a Division of ONE Gas, Inc. to change gas utility rates within the City specifying that the rate change should be effective on or after August 30, 2022;

WHEREAS, in addition to the rate and tariff changes, the Company is also requesting consolidation of the West Texas Service Area (“WTSA”) and the Borger Skellytown Service Area (“BSSA”) and consolidation of the WTSA, BSSA, and the North Texas Service Area into a single West North Service Area;

WHEREAS, pursuant to the Gas Utility Regulatory Act, Texas Utilities Code Section 103.001, the City has exclusive original jurisdiction over the rates, operations, and services of the City within the City;

WHEREAS, pursuant to the Gas Utility Regulatory Act, Texas Utilities Code Section 104.301, the City, as Regulatory Authority, has the right to approve or reject the rate increase proposed by the Company;

WHEREAS, the City Council has determined that it is in the best interest of its citizens and ratepayers not to approve the rate increase;

WHEREAS, the City Council finds that the documentation filed by the Company does not support the rate increase proposed; and

WHEREAS, the City Council does not believe the consolidation of the WTSA, BSSA, and the North Texas Service area will result in a rate structure that is not equitable to the City.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE TOWN OF HORIZON CITY:

- 1.** That the rate adjustment identified in the Statement of Intent of Texas Gas Service Company, a Division of ONE Gas, Inc. on June 30, 2022, be and is hereby disapproved by the City Council because the documentation filed in the rate case does not justify the need for a rate increase and certainly not in the amount proposed by the company.

2. The City objects to the creation of a consolidated service area including the WTSA, BSSA, and the North Texas Service area because the citizens of the City will be forced to pay rates that are unjust and unreasonable because of the sheer size of the service area, the disparity in the condition of utility assets in each of the communities served by the proposed service area, and the inequitable distribution of costs of service in an area so large and diverse.
3. That the Mayor or his designee shall so notify Texas Gas Service Company of the fact the City council does not approve the rate increase and objects to the creation of the proposed consolidated service area.

PASSED AND APPROVED THIS 14th day of November, 2022.

TOWN OF HORIZON CITY

By: _____
Ruben Mendoza, Mayor

ATTEST

By: _____
Elvira Schuller, City Clerk

APPROVED AS TO FORM

By: _____
Sylvia Borunda Firth,
City Attorney