

Lubbock Entertainment and Arts Facilities Task Force

Final Report and Recommendations

March 5, 2007



Memo

To: The Honorable Mayor and City Council
From: Dan Pope, Chairman
Lubbock Entertainment and Arts Facilities Task Force (LEAF)
Subject: LEAF Final Report
Date: 3/3/2007
cc: Lee Ann Dumbauld, City Manager

In 2006, Mayor David Miller appointed the Lubbock Entertainment and Arts (LEAF) Facilities Task Force to study entertainment and arts facilities in Lubbock and make recommendations about the existing facilities and the potential need for new facilities. This report concludes that process and contains the recommendations of the LEAF Task Force.

LEAF began meeting on September 7, 2006. They made a thorough study of Lubbock's existing public facilities. LEAF members worked with city staff to determine the existing use and condition of the Lubbock Auditorium/Coliseum, Lubbock Memorial Civic Center, and all other existing public facilities. LEAF researched public facilities in other cities similar in size in the region as well as in other parts of the country. Several LEAF members toured two new performing arts facilities, one in Nashville, TN and another in Amarillo. LEAF discussed possible uses of a new performing arts center, multi-purpose arena, downtown ball park, equestrian facilities and the possible downtown location of the College Baseball Hall of Fame. LEAF members talked with representatives of the Lubbock Convention and Visitors Bureau to determine their experience with recruiting conventions/meetings to Lubbock and what, if any, issues they had encountered with the local public facilities. LEAF also looked at Texas Tech and LISD's possible use of a ballpark and performing arts facilities.

After much research and discussion, LEAF was able to draft a recommendation on existing and new public facilities. Once a list of projects was determined, the LEAF Task Force ranked the projects by priority. The ranking of the projects is included in the report.

I want to thank the LEAF Task Force members for all the time and effort they gave to this project. This report would not have been possible without all of their work. On behalf of the LEAF Task Force, we want to thank the Mayor for giving us the opportunity to work on this project.

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Executive Summary

In 2006, Mayor David Miller appointed the Lubbock Entertainment and Arts Facilities (LEAF) Task Force to study entertainment and arts facilities in Lubbock. LEAF was charged with assessing the adequacy of the City's existing entertainment and arts facilities. This included assessing the need for expansion to, or renovation of, the City's existing facilities as well as assessing the potential development of new state of the art facilities to replace the existing outdated facilities. In addition, LEAF was asked to consider opportunities for development of entirely new venues not currently available in Lubbock or the surrounding area. LEAF was asked to consider Lubbock's inventory of public sports, entertainment, and arts facilities as it positions itself as a sustainable regional hub for education, medicine, agriculture, and tourism. LEAF recognizes that as Lubbock and Texas Tech University grow in size and in stature, that the City's venues must meet the new demands of a growing and changing population. Citizen expectations, both individual and corporate, are evolving and increasing as the community enters an unprecedented period of expansion. The expectations of the local tourism industry are also increasing as it competes for visitors across the nation.

Lubbock will celebrate its 100th year beginning in 2008. LEAF believes that this effort makes great strides to prepare Lubbock as it begins its next 100 years. Following are the recommendations from the LEAF Task Force.

Performing Arts Venues Recommendations

The LEAF Task Force made a thorough study of Lubbock's existing performing arts facilities through the work of the Performing Arts Venues Sub-Committee. The two facilities studied were the Municipal Auditorium/Coliseum complex (the Complex) located on Texas Tech University's campus and the Lubbock Memorial Civic Center located in the downtown area. LEAF's goal is to recommend a strategy that delivers a state-of-the-art facility to support existing performances and activities, while also providing the opportunity for expanding the types of performances and activities that can be held. These facilities were studied in terms of whether, considering their existing condition, they could be suitably renovated and expanded, or whether complete replacement is a more viable option as Lubbock begins serving a growing population.

Municipal Auditorium/Coliseum Complex



Background

The Complex was built in the early 1950s, and has never been significantly remodeled or updated. The Complex is a legally combined site housing both the Coliseum and the Auditorium, crowded on a seven acre site on the campus of Texas Tech University--no room for expansion is available on the site. The Auditorium has a seating

capacity of 2,800 and the Coliseum's capacity is 6,982 fixed seats, with an additional 1,320 to 1,820 floor seats for concerts. The Auditorium is used for four Broadway Productions each year, concerts such as Willie Nelson, and graduations. The Coliseum is mainly used for hockey, rodeos, and arena football when a team is available. Both the Coliseum and Auditorium are dependant on Texas Tech University for their heating and cooling. Neither of the facilities have adequate dressing rooms or high tech features.

The Auditorium no longer functions adequately as a performing arts venue. Major remodeling, with the substantial limitations in flexibility and functionality of the facility, is believed to rival the cost of new construction. The current site is too small, and, with its parking limitations and competition with Texas Tech, is not the best location to construct a new performing arts center. Like the Auditorium, the Coliseum also suffers from lack of space, a whole myriad of functionality limitations, including dressing rooms, locker rooms, food courts, concessions, and gathering spaces.

Art Venues Recommendation #1

In order to redevelop the Complex site, the voters must amend the City Charter and existing agreements with Texas Tech. LEAF finds that it is not feasible or practical to remodel the Auditorium, and that construction of a new performing arts center at the redeveloped Civic Center site is a better alternative. Because the Auditorium and Coliseum are legally and physically conjoined, an action on one forces a decision on the other (to be discussed later in this report.) LEAF also recommends that an item be placed on the ballot in the next City election asking the voters to authorize the City of Lubbock to enter into agreements with Texas Tech University for redevelopment of the Complex, which may include transfers of title, lease agreements, shared use agreements, remodeling, renovation, demolition, or abandonment of the Complex.

Lubbock Memorial Civic Center



Background

The Civic Center was built in the early 1970s. The building is 300,000 square feet, and includes a 40,000 square foot exhibit hall, a 15,000 square foot banquet hall with seating for 800, meeting rooms, and the Civic Center Theater. The Civic Center facility has never been significantly updated or remodeled. The Civic Center is ideally located, on approximately fifty acres, allowing plenty of space for renovation and expansion. The Civic Center needs major exterior renovations, with new entrances, parking, and green space. The exhibit hall and banquet hall function well, as do the meeting rooms and common areas; however, the facility does need, at a minimum, an additional banquet hall. The theater is dilapidated and does not function well due to the design and lack of a center aisle, and does not meet current building codes for ingress and egress. The current theater space is suitable to be remodeled for use as a second banquet hall or lecture hall. Street relocations and closures must also be considered during the development process. Expansion of the local tourism industry requires that the overall future capacity of the facility be considered to determine the level of additional meeting and exhibit space that is necessary to accommodate larger conferences and events wanting to visit Lubbock.

Art Venues Recommendation #2

The Civic Center site should be redeveloped with new entrances, parking, and green space. Parts of the existing building should be remodeled. The theater space should be remodeled for use as a second banquet hall or lecture hall. The exhibit hall, banquet hall, and interior common areas do not require major remodeling at this time. The City should consider locating a LISD performing arts center at the Civic Center site. The City should also consider adding a hotel site to the redeveloped Civic Center site. LEAF recommends that estimates be developed by architects and engineers, but believes that the redevelopment and remodel of the Civic Center could be done at a cost of less than \$40 million.

Performing Arts Center



Background

LEAF finds that it is not feasible or practical to remodel the Auditorium because of the limitations described previously. The Civic Center Theater also has major limitations that must also be addressed in order for it to be a technically superior, accessible, state-of-the-art performing arts facility. Even with major remodeling, accessibility for the elderly and physically impaired remains a major issue.

Art Venues Recommendation #3

The City of Lubbock should dedicate a site for a new 2,000 seat multi-purpose performing arts center in or around the Civic Center site. The new performing arts center would be for symphony, theater, Broadway shows, ballet, and concert performances. LEAF estimates that the cost of a new performing arts center that would set the regional standard will approximate \$50 million. LEAF believes that if the City commits \$10 million to the project and provides a site for it, that the remaining funding can be raised through private contributions. This project can be structured much like the \$35 million Globe-News Center that was recently completed in Amarillo—a facility that was funded with both public funds and private participation.

Funding

The combined cost of the Civic Center redevelopment and seed money for a new performing arts center is approximately \$50 million. This requires voter approval of general obligation bonds, or a source of revenue sufficient to cover debt service on revenue bonds, or a combination of the two. Most of the cost of the performing arts center can be raised with private funds.

Arena Venues Recommendations

LEAF studied Lubbock’s needs for a new or upgraded arena venue through the work of the Arena Venues Sub-Committee. The existing facility, the Coliseum, was studied as part of this process.

Multi-Purpose Arena



Background

The Arena Venues Sub-Committee considered arena events that attract people for week-long stays, such as the circus, as well as events that last only a day or two. They studied a list of events at the coliseum and identified the types of events that the coliseum cannot currently accommodate. They also discussed the different types of flooring requirements for an equestrian facility compared to a rodeo arena.

An important fact identified by the Arena Venues Sub-Committee was that a multi-purpose arena can have a huge impact on the Lubbock community by providing events not currently being provided at the coliseum. The sub-committee recognized that if the Auditorium is demolished, the Coliseum is automatically demolished also. If this demolition occurs, the sub-committee recognizes this action would increase the need for this facility.

Arena Venues Recommendation #1

LEAF recommends the construction of a multi-purpose arena as a phase of a comprehensive, athletic/entertainment complex. Combined with the idea of a baseball facility, this arena can accommodate ice hockey, indoor soccer, arena football, ice shows, circus events, concerts, and other similar types of events. A multi-purpose arena will cost approximately \$35 – 40 million for a 6,000-8,000-seat facility. Naming rights for the facility can generate \$7 - 10 million from the private sector and ticket sales, concessions, parking fees and other revenues can support a good portion of the remaining costs in support of debt service.

Equestrian Facilities



Background

The sub-committee looked at the various equestrian facilities in the area such as those found in Amarillo, Abilene, Midland, Clovis, San Angelo, and many other cities. They also looked at possible events that could be recruited to Lubbock if there was a suitable facility available. The sub-committee believes that a first-class equestrian facility can provide a significant return on investment by creating convention and tourism dollars for the community.

Arena Venues Recommendation #2

LEAF recommends that an equestrian facility be located at a location with 60+ acres, with easy on/off access to Interstate 27. To accommodate the week-long activities that such a facility will attract, consideration must be given, not only to location and utilization, but also to parking, stalls for

livestock, and event support. The sub-committee believes, other than providing free land by public participation, the remainder of funding can be managed through private participation.

Both of the above projects clearly add to the quality of life for Lubbock and would have a significant impact on the Lubbock economy

Athletic Venues Recommendations

LEAF studied different types of athletic venues and the feasibility of locating the College Baseball Hall of Fame downtown through the work of the Athletic Venues Sub-Committee.

College Baseball Hall of Fame/Baseball Facilities



Background

The sub-committee conducted a thorough study of the merits of creating an environment similar to “Bricktown” in Oklahoma City as they considered construction of a ballpark in the downtown area of Lubbock. They weighed the possibility of relationships and partnerships with Texas Tech University and the feasibility of attracting a Double A minor league team.

Based on the recommendations of the Athletic Venues Sub-Committee, LEAF requests that the City of Lubbock consider the following recommendations that would occur in two phases. The first phase would involve the creation of the College Baseball Hall of Fame, while the second phase would include either a baseball field created by a partnership between the City and Texas Tech University or a baseball field created to house a professional baseball club association.

Athletic Venues Recommendation #1 –College Baseball Hall of Fame

LEAF recommends the development of a College Baseball Hall of Fame building in the downtown area, adjacent to a proposed baseball park site. The proposed building would be around 20,000 to 30,000 square feet. The proposed estimate for this project is \$20 million, which includes an endowment fund. The recommended funding for this project would be a public/private partnership. The public portion of the funding would include furnishing the land and some seed money. The remainder would be raised from private donations. LEAF also recommends that the City of Lubbock evaluate the possibility of combining the College Baseball Hall of Fame and the Visitor’s Center.

Athletic Venues Recommendation #2 – Texas Tech Baseball Field

LEAF recommends keeping the lines of communication open with the Texas Tech University Baseball Team. Texas Tech is interested in downtown revitalization but is unable to make any commitments at this time. LEAF recommends continuing discussions with Texas Tech in case an opportunity presents itself by the next proposed bond election. It is difficult to provide a funding recommendation for this project since there are so many variables that have not been resolved at this time. When the participation component is more defined, the ownership and an action plan can then be developed.

Athletic Venues Recommendation #3 – Professional Baseball Club

LEAF recommends that the City of Lubbock continue to look at the possibility of a professional baseball club in association with a ball park as a public/private project. LEAF has found that it is not feasible at this time, although it may be something the City of Lubbock would like to keep in mind for the future.

As a final note, LEAF recommends that if a multi-purpose arena is built in the future, the arena and the baseball field should be built in proximity of one another so they may share parking, green space, and recreational areas.

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| Project Ranking |
|------------------------|

The recommended rankings for the entertainment and arts facilities are as follows:

| Ranking | Project | Estimated Cost | Funding |
|----------------|----------------------------|-----------------------|--|
| #1 | Performing Arts Center | \$50 million | 10 million + land – public 40 million - private |
| | Major Civic Center Remodel | 40 million | Public |
| | Baseball Hall of Fame | 20 million | 5 million – public 15 million - private |
| #2 | Multi-Purpose Arena | 35 - 40 million | 28 – 30 million – public \$7 – 10 million - private |
| #3 | Baseball Complex | 32.5 million | 22.5 – 25.5 million – public 7 – 10 million - private |
| | Equestrian Facility | 16 – 18 million | |

It is important for all citizens to understand that all of these venues are assets to the community, whether through increasing convention and tourism activities and the associated economic impacts for local business or through improving the quality of life. **In addition, rankings may change dramatically based on institutional participation, donor participation, site availability and acquisition costs, and private investment.**

The process recommended to present the findings of the LEAF Task Force includes, but are certainly not limited to, a presentation to the City Council, Downtown Redevelopment Commission, and the Citizens Advisory Committee. LEAF is committed to the findings in the report and is willing to support any initiatives in the future.

Lubbock Performing Arts Venues Sub-Committee Report and Recommendations

February 9, 2007

This is the report and recommendations of the Performing Arts Venue Sub-Committee of the Lubbock Entertainment & Arts Facilities Task Force (LEAF).

Background of the Committee

Mayor David Miller appointed The LEAF Task Force to study Entertainment and Arts facilities in Lubbock, and to make recommendations about the existing facilities and potential new facilities. LEAF has investigated various facilities, including performing arts, baseball, equestrian, and multi-purpose arenas.

A sub-committee of LEAF was created to specifically study Lubbock's performing arts centers. This subcommittee is known as "the Performing Arts Venue Sub-Committee". This is the report of the sub-committee.

The following persons have served on the sub-committee:

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|---------------------|---------------|
| Kay Sanford – Chair | Matt Bumstead |
| Kevin Glasheen | Fred Hardin |
| Dr. Donald Haragan | Jane Henry |
| Pam Parkman | Nancy Haney |
| Joe Rapier | |

The "Summary and Recommendations" are followed by a more detailed discussion of the issues.

Summary and Recommendations

This sub-committee made a thorough study of Lubbock's existing performing arts facilities specifically, the Municipal Auditorium/Coliseum complex on Texas Tech University's campus, and the Lubbock Memorial Civic Center, which includes the Civic Center Theater. The sub-committee also considered Texas Tech and LISD's use of performing arts centers, and the existing amphitheaters in Lubbock.

This sub-committee also studied the efforts of other cities to promote economic development and downtown revitalization through the development of new performing arts facilities or the renovations of existing performing arts facilities. Members of the sub-committee toured the new performing arts centers in Nashville, Tennessee and Amarillo, Texas. They also considered other recent projects such as the Paramount Theatre renovation in downtown Abilene, the new fine arts museum in San Angelo, and other projects from around the country.

The Municipal Auditorium (Auditorium) was built in the early 1950's and has never been significantly remodeled or updated, but major remodeling now would rival the cost of new construction. The Auditorium functions very poorly as a performing arts venue, as set forth in detail

below. The Auditorium/Coliseum Complex is crowded on a seven acre site on the campus of Texas Tech University. This site is too small, and would not be the best location to construct a new performing arts center. There are also legal difficulties in redeveloping the Auditorium. In order to redevelop the property, the voters would have to amend the City charter and agreements with Texas Tech. The Auditorium is physically and legally part of the Auditorium/Coliseum complex, and cannot practically be separated.

The sub-committee finds that it is not feasible or practical to remodel the Auditorium, and that construction of a new performing arts center at the redeveloped Civic Center site is a better alternative. They recommend that an item be placed on the ballot in the next City election asking the voters to authorize the City of Lubbock to enter into agreements with Texas Tech University for redevelopment of the Auditorium/Coliseum Complex, which may include transfers of title, lease agreements, shared use agreements, remodeling, renovation, demolition, or abandonment of the Auditorium/Coliseum Complex.

The Civic Center Theater was built in the early 1970's, and, along with the rest of the Civic Center facility, has never been significantly updated or remodeled. The Civic Center site is well located, and being close to fifty acres, has plenty of space for development. The Civic Center facility needs a major exterior overhaul, with new entrances, parking, and green space. Street relocations and closures should also be considered during the redevelopment.

The Civic Center building is 300,000 square feet, and includes a 40,000 square foot exhibit hall, a 15,000 square foot banquet hall (seats 800), meeting rooms and the Civic Center Theater. The exhibit hall and banquet hall function well, as do the meeting rooms and common areas. The theater is worn out, and another banquet hall is needed. The current theater space is suitable to be remodeled for use as a second banquet hall or lecture hall.

The sub-committee's recommendation is that the City of Lubbock redevelop the Civic Center site, with new entrances, parking, and green space. The existing building should remain and be remodeled. The exhibit hall, banquet hall and interior common areas do not require major remodeling. The theater space should be remodeled for use as a second banquet hall or lecture hall. The City should consider locating a LISD performing arts center at the Civic Center site. The City should also consider adding a hotel site to the redeveloped Civic Center site. The sub-committee recommends that estimates be developed by architects and engineers, but they believe that this redevelopment and remodel of the Civic Center could be done at a cost of less than \$40 million.

The sub-committee recommends that the City dedicate a site for a new 2,000 seat multi-purpose performing arts center in or around the Civic Center site as a part of the redevelopment. This new performing arts center would be for symphony, theater, Broadway shows, ballet, and concert performances. The sub-committee believes that the cost of a new performing arts center that would set the regional standard would be in the range of \$50 million. The sub-committee believes that if the City would commit to contribute \$10 million, to the project, and provide a site, that the balance of the project could be paid for by private contributions. This project could be structured very much like the \$35 million Globe-News Center that was just completed in Amarillo. It was done with a combination of public support and private funds.

The combined cost of the Civic Center redevelopment and seed money for a new performing arts center would be approximately \$50 million. This would require voter approval of bonds and a source of revenue to service the debt on those bonds. Most of the cost of the performing Arts Center would be paid with private funds.

Review of Existing Facilities

Lubbock has two performing arts theaters: the Municipal Auditorium (Auditorium) and the Civic Center Theater. The Municipal Auditorium is a 2,800 seat theater located on the Texas Tech University campus at 4th Street and the Drive of Champions. It is part of a complex that includes the Municipal Coliseum. The Auditorium was built in 1956. As a 50 year old facility, it is in serious need of renovation or replacement.

The sub-committee also considered the new amphitheater, and the private amphitheater as performing arts centers. These venues serve a certain need, but as outdoor venues have limited use. The sub-committee focused on the two indoor performing arts centers, the Auditorium and Civic Center Theater.

The sub-committee also considered Texas Tech University's existing theater and performance halls, and its needs for new performing arts centers. However, Texas Tech's needs and resources are sufficiently separate from the City's that the sub-committee believes it is not practical to try to develop or manage a facility that is supposed to serve the needs of both Texas Tech and the Lubbock arts community. Texas Tech keeps its Maedgen Theatre and Hemmle Hall booked with student events.

The Municipal Auditorium

The Municipal Auditorium (Auditorium) has never been significantly updated or remodeled. The seating is still the original. The most recent renovations include a new roof in 1997 and a fire sprinkler system in 2004. Voters authorized a \$30 million bond package in 2004 for various projects throughout the City. The bonds for these projects were to be issued over a 6-year period without a tax rate increase. The renovation of the Auditorium was one of the approved projects at a cost of \$5 million. The renovation was not planned until the fifth and sixth year of the program as the bond capacity necessary to issue \$5 million in bonds was not available until that time.

Unfortunately, even though the voters have approved the bond project, the bonds have never been issued because the City lacks "bonding capacity". That means that the City, based on its current tax rate, and after paying its regular operating expenses and budgeted items, only has a certain amount of money left over to service debt. The amount of money that is available to service its debt right now is completely used up in servicing the City's existing bond debt, and the City does not have any capacity to service any new debt at this time. Therefore, even though the bonds have been approved by the voters, they have never been issued. The only way that these bonds will be issued is if the amount of City budget available to service debt increases by either increasing the tax rate, lowering other operating expenses of the City to leave more money available for debt service out of the budget, or by the growth in tax revenues that takes place over time as the City grows.

The problems with the Auditorium facility include a lack of restrooms, completely worn out original seating, outdated sound and lighting equipment, lack of storage areas, and an inadequate lobby area. The stage has no backstage, so that a performer wishing to cross backstage has to exit the building.

Being 50 years old and never having been remodeled, this facility is simply worn out. The plumbing backs up every time the facility is used. Recently, one of the original 50 year old fire sprinklers failed, flooding the Auditorium.

In the City's FY 2006-07 to 2011-12 Adopted Capital Improvement Program, the bonds authorized for the remodel of the Auditorium are scheduled in FY 2009-10 and 2010-11. At that time, it is doubtful that the \$5 million would have significant purchasing power to accomplish the renovations that are needed.

There are significant problems with the Auditorium facility that probably cannot be fixed simply through remodeling. The acoustics in the seats under the balcony overhang are so bad that patrons cannot hear. It is also too hard to see a performance from the back half of the theater or balcony. The facility itself is simply too large as a performing arts center. At 2,800 seats, it is larger than the industry standard for performing halls. Broadway shows prefer to have approximately 2,000 seats, and our Broadway productions are not able to sell out a 2,800 seat facility. Symphony halls prefer 1,400 to 2,000 seats. There are simply no events that utilize all 2,800 seats at the Auditorium.

Currently, the Auditorium is not heavily used. The facility hosted forty-five (45) events in 2006. The most significant of which were the Broadway shows put on by "Lubbock Attractions". None of the events filled the 2,800 seats.

The Auditorium is land-locked on Texas Tech University's campus. The Auditorium is about to have its access even more limited by the construction of the East/West freeway. The facility has inadequate parking when Texas Tech is in session and that makes it difficult to utilize the venue anytime Tech students are using the campus.

The City of Lubbock acquired this Auditorium/Coliseum site by a deed from the State of Texas whereby Texas Tech granted a seven acre site for the Auditorium and Coliseum, and an adjacent eleven acre site for parking. That deed provides that the land "shall revert to Texas Technological College should [City of Lubbock] permanently abandon the...Auditorium-Coliseum." The City Charter also requires the City of Lubbock to have a vote of the citizens before they can "permanently abandon" the Coliseum and Auditorium site.

The utilities are furnished to the Coliseum and Auditorium by Texas Tech under a "Use Agreement" between the City and Texas Tech, whereby Tech furnishes steam, heat and cool air. Any meaningful redevelopment of the site would require close cooperation with Texas Tech. As things stand, the City's hands are tied in trying to plan any major changes to these facilities.

It is the opinion of the sub-committee that the Auditorium is not suitable for continued use as a performing arts center and it is not feasible to renovate or redevelop. The facility at this time is in such poor condition and has inadequate amenities, such as the restroom, lobby and backstage area, that it is not attractive for continued use. The facility cannot practically be remodeled or renovated. It would have to be substantially reconstructed to bring it up to an acceptable level. The cost of remodeling or renovation is simply too high to be feasible. The limitations on the size of the site, access to the site, available parking, and limitations of land imposed by the location of Texas Tech, make it impractical to reconstruct this facility as a performing arts facility on that location.

The Municipal Auditorium and Coliseum are attached to one another, and it is not feasible to separate them. These findings confirm previous studies that have concluded that one cannot be maintained without the other.

The Municipal Coliseum (Coliseum), which is attached to the Auditorium, continues to be used for various events such as ice hockey and rodeo. The Coliseum has 6,982 fixed seats, and can provide an additional 1,320 – 1,820 floor seats for concerts. Like the Auditorium, the Coliseum also suffers from lack of space and could use additional facilities such as dressing rooms, locker rooms, food courts, gathering spaces and concessions, for before and after events. Also needed are entertainment areas associated with the Coliseum such as are found outside the seating area at the United Spirit Arena.

It is this sub-committee's recommendation that the City consider redeveloping the Auditorium building as a support building for the benefit of continued further use of the Coliseum, or that the Auditorium/Coliseum site together be redeveloped to be reutilized however Texas Tech and the City of Lubbock may agree.

This sub-committee has not taken any position on the continued use or redevelopment of the Coliseum other than to suggest that the Auditorium is no longer a viable performing arts venue, and is not a viable candidate for renovation or reconstruction as a performing arts center. That being said, this sub-committee merely suggests that the Auditorium facility itself be made available for other potential uses in connection with either continued use of the Coliseum or redevelopment of the Auditorium/Coliseum complex. The sub-committee recommends that the voters approve an amendment to the City Charter to that end.

Lubbock Memorial Civic Center

The Civic Center Theater is located in the Lubbock Memorial Civic Center near the intersection of 4th Street and Avenue Q, northwest of downtown. The theater itself is part of the overall Civic Center facility. Many of the problems related to the Civic Center Theater are common to the entire Civic Center site and it is impossible to address problems of the theater without discussing the Civic Center as a whole. Likewise, any renovation or redevelopment of the Civic Center Theater would require renovation or redevelopment of the entire Civic Center site and therefore, this report will address the entire site.

The Lubbock Memorial Civic Center (Civic Center) was opened in 1976. The total square footage of the building complex itself is 300,000 square feet. The Civic Center facility includes a 40,000 square foot exhibit hall, a 15,000 square foot banquet hall that seats 800, a theater that seats 1,380 persons, and twelve meeting rooms. All of these facilities are in one building that surrounds a courtyard plaza that has fountains. On the second level, there is a mezzanine area that includes a "Terrace Suite" meeting room that can accommodate 100 persons.

The Civic Center has not had any major improvements since it was built in 1976. Some renovations took place in 1998, but were limited to lighting and interior finishes. The 2004 bond election approved \$1.45 million dollars in improvements, but similar to the Auditorium, the renovation was not planned until the fourth year of the program as the bond capacity necessary to issue \$1.45 million

in bonds was not available until that time. Unfortunately, \$1.45 million spent on the Civic Center would be a band aid which would not address the problems of the Civic Center facility.

As a site, the Civic Center has tremendous potential. It is located just east of Avenue Q and 4th Street, which is becoming a major commercial intersection. The Overton redevelopment has improved the area west of the Civic Center and has resulted in new residential and retail areas all the way from University at Texas Tech East to Avenue Q right to the front of the Civic Center. The new Wal-Mart across Avenue Q from the Civic Center has provided a tremendous retail base for the area. Much of Avenue Q is already planned for private redevelopment. The construction of the Marsha Sharp Freeway has disrupted traffic on 4th Street on the north side of the Civic Center site at the present time; however, the new freeway project promises to greatly improve access and visibility of the site. This site is within the Downtown Redevelopment area and could enhance Lubbock's downtown.

LISD is also seeking a site for a new performing arts center. LISD needs to own the facility to fulfill the demands of the School District. The City could develop a site for LISD as part of the Civic Center redevelopment. LISD has \$6 Million available from its last bond issue, but has been unable to locate a site. Clustering LISD's performing arts center in the redeveloped Civic Center would help establish the area as an "Arts District".

The area around the Civic Center has partially begun to redevelop with the opening of the Louise Hopkins Underwood Center for the Arts. This exciting new arts facility is located just east of the Civic Center. The Underwood Center opened in 2006 with a gallery space and a small theater that seats 150. This private arts center is part of an overall "Cultural District" that is envisioned for the area. A redeveloped Civic Center could be an anchor in the proposed Cultural District of Lubbock. The Lubbock Arts Alliance will request such a designation from the Texas Commission on the Arts. Such a designation could make facilities within the District eligible for State and Federal grant money.

There are a number of hotels around the Civic Center, which are about the same vintage as the Civic Center. However, with the redevelopment in the area and with the completion of the Marsha Sharp Freeway project in that area, this area can expect to see substantial improvement in the hotels. The Holiday Inn Civic Center has already committed to a major renovation. The property at the corner of 4th Street and Avenue Q, which is right off the Northwest corner of the Civic Center site, is the location of the old Ferguson Plumbing warehouse. That property is currently under contract to a large national real estate developer. The City can expect that site to be redeveloped.

The Civic Center site itself consists of approximately 50 acres. Property in the area has been selling for more than \$10 a square foot, making this property worth potentially in excess of \$20,000,000. Unfortunately, the whole site is poorly utilized.

Approximately 10 acres of the site is in undeveloped grass land that is located on 4th Street just west of the Texas Department of Public Safety facility. Unfortunately, that space is not incorporated into the site as useful green space. There is extensive parking around the Civic Center which is certainly adequate. However, considering the potential of the site, acres of asphalt is a poor utilization of the land. Parking garages could be a more effective utilization of this space. The green spaces in the area are also inadequate. The current landscaping is out of date and contains numerous paved walking

surfaces that are not utilized. The materials in the landscaping have also deteriorated, with missing tiles, broken planters and broken light fixtures.

One of the biggest problems with the Civic Center site, as one patron describes it, is “no matter which entrance you use, you feel as if you are going in the back door.” There is no main entrance. There is no convenient place to drive up and drop off people attending a function at the Civic Center facility. The facility appears outdated and unattractive. There are multiple grades on the property with some of the parking below grade. These grade changes are confusing and do not enhance the facility. The roads themselves are poorly planned. The location of the roadways and traffic should be re-examined whenever a redevelopment of the site is studied, since some of the roadways may be unnecessary

The Texas DPS facility is misplaced within the Civic Center area. It would be helpful if the DPS facility could be relocated, and that property acquired for part of the Civic Center redevelopment. Even if the DPS facility could not be relocated, then certainly it could be improved and made more attractive as part of a Civic Center site redevelopment. The City should continue discussions with the state to achieve that purpose.

The physical plant for the Civic Center is located north of the Civic Center as a separate structure housing boilers and chillers. This structure is awkwardly located and impairs development of the vacant land on the north side of the Civic Center. This physical plant has reached the end of its useful life and should be relocated when the Civic Center is upgraded.

The structure of the main building which houses the Civic Center’s main facilities is sound. The main facilities are the exhibit hall, banquet hall, meeting rooms and the theater. Most of the problems with the appearance of the structure could be fixed by redeveloping the site itself, relocating parking, streets, landscaping, and entrances, and doing an extensive exterior remodel. Many of the facilities within the Civic Center site function well.

The exhibit hall, at 40,000 square feet, is well-used. It is the only “convention center” type exhibit hall available in Lubbock. The exhibit hall itself is an important community resource, and does bring in regional and national exhibit events.

There is balcony seating located in the exhibit hall that is unfortunately never used. This is essentially a mezzanine space, or balcony space, that should be reutilized and redesigned. The seating could be removed, and this mezzanine area could be converted to meeting rooms or offices that could be accessed from the second floor of the Civic Center. The twelve meeting rooms that are considered “break-out rooms” for persons using the exhibit hall are considered inadequate. Additional break-out rooms would be useful, according to the Civic Center staff.

A previous study for redevelopment of the Civic Center was done by BGR Architects in association with TRS&A in 2002. That study recommended a redevelopment of the Civic Center that included an expanded exhibit hall.

The banquet hall, which is 15,000 square feet and seats 800, is also a popular and frequently used facility. There is a large demand for banquet hall facilities, and the facility is booked regularly. Some new banquet facilities have been brought to the Lubbock market in recent years, including the

McInturff Center at University Medical Center. There is a planned banquet facility in connection with the new multi-story hotel being constructed in Overton Park. These additional banquet facilities help serve the community need; however, the sub-committee believes there is sufficient demand for banquet facilities that the Civic Center could make use of a second 15,000 square foot banquet hall that would seat 800. Stage lighting, spot lighting and sound systems are inadequate in the existing banquet hall and should be upgraded. The kitchen facilities at the Civic Center are also inadequate. There is no catering kitchen near the meeting rooms. There is only one kitchen, so catering for more than one event is not currently possible.

The central courtyard of the Civic Center has potential as a useful space. However, the fountains in that courtyard make it difficult for anyone to use the spaces as gathering space because of the noise generated by the fountains. The fountains are a maintenance problem and are outdated. The whole central courtyard needs to be redeveloped to make it a more useful and attractive space.

The common areas in the Civic Center - the walking areas that connect the banquet hall, exhibit hall, theater, and meeting rooms - are all very adequate. While the building is dated, these spaces are still attractive with large open, high ceiling spaces that can be used with some minor cosmetic remodeling done in connection with the renovation and redevelopment of the site.

The City should consider planning a hotel site as part of the Civic Center site. It is our understanding that the downtown redevelopment study done by EDAW in Denver will suggest that Lubbock could support another high-end hotel even after completion of the new Overton Park hotel development. The sub-committee believes that the Civic Center site itself is certainly large enough and that it could accommodate a hotel site on property that is connected with the Civic Center, and that such hotel development may assist in redevelopment of the Civic Center site. The Civic Center staff and the Convention and Visitors Bureau all believe that a new hotel on the Civic Center site would be viable and would benefit the site. The City could have a source of revenue by furnishing the land for this hotel site. The hotel could be connected by a sheltered walkway, or share some common spaces.

The Civic Center site should be redeveloped, the Civic Center should be remodeled, and a new performing arts center should be included in the redeveloped Civic Center site.

The Civic Center Theater

The Civic Center Theater itself is in need of major renovation. The theater seats 1,380 persons. Again, the Civic Center Theater opened in 1976 and has not had any substantial remodeling since it was built. As a result, the original seats are worn and in need of replacement. There is no center aisle in the seating. The stairs that give access on either side of the seating are too steep, the acoustics in the theater are poor, and the lighting and sound systems are out of date. The analog lighting breaks down frequently, and parts are no longer available. The stage itself is constructed of soft wood which has splintered and is hazardous and needs replacement. The HVAC system is noisy and distracting, and is part of the overall physical plant which is at the end of its life.

The theater suffers from a lack of restroom facilities much like the rest of the Civic Center. The theater has inadequate backstage spaces such as storage and dressing rooms. There is one bathroom backstage, which means the entire symphony or cast of any performing company would be expected to stand in line to use the restroom at any intermission.

The theater suffers from poor access. Again, it suffers from the overall access problems with the entire Civic Center facility – that is, there is no “front door” and there is not a good place to drop somebody off at the theater. Handicap accessibility is poor. It is a long walk to get anyone into the theater. The wheelchair lift in the theater has never worked. Handicapped individuals cannot be seated on the lower level. There is no handicap accessibility to the balcony.

The structure of the building in which the theater is located is still useful. The theater itself could be rebuilt within the same structure by gutting the existing theater and rebuilding with a new stage, new seats, new lighting, and new sound. However, there is not sufficient room in the structure to add adequate bathrooms, dressing rooms, and storage facilities for the use of the symphony and theatrical productions. Reconstruction and renovation of the theater would not solve the access and other problems. The cost of the renovation would be significant, and would never achieve the potential that a new free-standing performing arts center has as an attraction.

The theater is used by the Lubbock Symphony, Lubbock Youth Symphony, ballet and dance recitals, music recitals, church meetings, seminars, and graduations. It was booked for 85 events from January 1, 2006 to December 31, 2006, compared to 45 in the Auditorium. It is a frequently used facility, and is an important asset for the community.

It is our recommendation that a new performing arts center be constructed on the site of the Civic Center. The old theater space could be redeveloped for use as a second banquet hall facility or lecture hall in connection with a redevelopment of the Civic Center site and renovation of the Civic Center building itself. There is ample room on the Civic Center site area to locate a performing arts center in connection with redevelopment of the site. A new stand-alone performing arts center would have improved parking access. It could also take advantage of shared parking space with the other functions that take place at the Civic Center.

The Globe-News Center – Amarillo, Texas

Many cities around the country have developed performing arts centers in an effort to revitalize their downtown and enhance the quality of life in their community. All one has to do is Google “*downtown theater performing arts economic development*”, and you will find examples all over the country where development of a performing arts center has been used successfully for downtown revitalization and economic development. Perhaps one of the best examples for comparison in this region would be the recent Globe-News Center project in Amarillo, Texas.

The Globe-News Center opened in January of 2006. The Center houses a 1,300 seat Auditorium with a balcony, rehearsal rooms, a multilevel lobby, and numerous dressing rooms. The Amarillo Globe-News Theatre serves as the performance home of the Amarillo Symphony, Amarillo Opera, and Lonestar Ballet. The facility is operated and managed as part of the Amarillo Civic Center. Extensive information on the facility can be found at www.civicamarillo.com.

The theater in Amarillo is a good example of the kind of multi-purpose performing arts center that could be built as a new free-standing building in connection with the Lubbock Memorial Civic Center site redevelopment. The Amarillo theater was actually built on the Civic Center site in Amarillo, downtown near the Potter County Courthouse. The Globe-News Center cost \$35 million. It was paid

for with a combination of public and private funds. The facility is on the site of the Amarillo Civic Center.

This sub-committee recommends that the City of Lubbock pursue a strategy for the development of a performing arts center based on the strategy that was successfully employed in Amarillo. That is, the City should donate the site and some other support to help start the project. Private funds could be used to pay for most of the Center.

This sub-committee believes that Lubbock's performing arts center should be multi-purpose, and be designed to serve theatrical performances, symphony performances, ballet, and concerts. In order to serve all those purposes well, the size for the performing arts center would range between 1,400 and 2,000 seats. Symphony performances are best suited for a performance hall in the range of 1,400 to 2,000 seats. Broadway theater shows prefer 2,000 seats. A 2,000 seat theater would work well to replace the 2,800 seat Municipal Auditorium and replace the Civic Center Theater of 1,300 seats. This sub-committee believes that a new performing arts center as described above would be suitable for replacing the two existing theaters. They also believe that the citizens of Lubbock would be making a good investment in economic development, and quality of life to redevelop the Civic Center and support a new performing arts center.

Funding

The voters have approved bonds in the past to remodel and update the Auditorium and Civic Center. However, there has never been enough tax revenue to service those bonds. Therefore, they have not been issued. Those bonds are currently projected for issuance in 2010 – 2011 as City revenue grows.

This committee recommends funding these projects with \$50 million in bonds: \$40 million for the Civic Center remodel and redevelopment; \$10 million for the new \$50 million performing arts center. Private contributions would pay for the \$40 million balance of the cost for a new performing arts center.

The citizens of Amarillo created a nonprofit 501(c)(3) corporation to raise funds for the construction of the center. The City of Amarillo contributed the land and other support to start the project to the 501(c)(3) nonprofit foundation that raised the funds. The nonprofit corporation will retain ownership of the theater so that it can accept charitable contributions until all the cost of the development of the theater have been paid, then title will transfer from the 501(c)(3) to the City. The purpose of this arrangement is to allow charitable contributions for the construction of the theater, since cities are not eligible to receive tax deductible charitable donations.

The Amarillo 501(c)(3) raised \$35 million in private contributions for the theater. This included extensive use of "naming rights" and included contributions from area foundations. Amarillo received nine (9) contributions of \$1 million or more. The theater itself is named after the Amarillo Globe newspaper, in recognition of the substantial contribution from Morris Communications, the owner of the Amarillo Globe newspaper. Morris Communications also owns the Lubbock Avalanche-Journal.

This proposal will require \$50 million in new bonds: \$6.45 million in bonding authority from the 2004 election and a new authorization of \$43.55 million. Once voters approve the bonds, the City will need a source of revenue to service that debt. A Downtown Public Improvement District ("PID") or

Tax Increment Financing (“TIF”) could supply some of the revenue, but are unlikely to be significant. If an increase in property tax was used to service the entire \$50 million, there would have to be a property tax increase of approximately \$0.415 per \$100 valuation or approximately \$30/year to the average homeowner (based on average taxable value of \$94,350).

Lubbock Arena Venues Sub-Committee Report and Recommendations

December 13, 2006

This is the report and recommendations of the Arena Venues Sub-Committee of the Lubbock Entertainment & Arts Facilities Task Force (LEAF).

Background of the Committee

Mayor David Miller appointed the LEAF Task Force to study Entertainment and Arts facilities in Lubbock, and make recommendations about the existing facilities and potential new facilities.

The LEAF Task Force has investigated various facilities, including performing arts, baseball, equestrian, and multi-purpose arenas. A sub-committee of LEAF was created to specifically study Lubbock's Arena venues. This subcommittee is known as "the Arena Venues Sub-Committee". This is the report of the sub-committee.

The following persons have served on the sub-committee:

Kelvin Sharp – Chair

Jim Burkhart

Alex Martinez

Alan Henry

Joe Rapier

Rob Allison

Cheryl Brock

The following recommendations were formulated after a considerable amount of research and discussion by the LEAF Arena Venues Sub-Committee. They are the committee's best assessment for the structure known as the Municipal Coliseum.

1. Multi-purpose Arena

The Arena Venues Sub-Committee recommends the construction of a multi-purpose arena as a phase of a comprehensive, athletic/entertainment complex. Combined with the idea of a baseball facility, this arena could accommodate ice hockey, indoor soccer, arena football, ice shows, circus events, concerts, and other similar types of events.

2. Equestrian Facility

The Arena Venues Sub-Committee would also like to recommend the consideration of an equestrian facility at a location of 60+ acres, with easy on/off access to Interstate 27. Utilization of such a facility would certainly be the first consideration. To accommodate the week-long activities that such a facility would host, consideration should also be given, not only to location and utilization, but also to parking, stalls for livestock, and event support.

Lubbock Athletic Venues Sub-Committee Report and Recommendations

December 21, 2006

This is the report and recommendations of the Athletic Venues Sub-Committee of the Lubbock Entertainment & Arts Facilities Task Force (LEAF).

Background of the Committee

Mayor David Miller appointed the LEAF Task Force to study Entertainment and Arts facilities in Lubbock, and make recommendations about the existing facilities and potential new facilities.

The LEAF Task Force has investigated various facilities, including performing arts, baseball, equestrian, and multi-purpose arenas. A sub-committee of LEAF was created to specifically study Lubbock's Athletic venues. This subcommittee is known as "the Athletic Venues Sub-Committee". This is the report of the sub-committee.

The following persons have served on the sub-committee:

| | | |
|-----------------------|----------------|----------------|
| Merle Blosser – Chair | Craig Wells | David Alderson |
| Chris Snead | Mike Gustafson | Gary Hughes |
| Jeff Chase | Rob Allison | Cheryl Brock |

The following recommendations were formulated after a considerable amount of research and discussion by the LEAF Athletic Venues Sub-Committee. They are listed in order of priority and feasibility, taking into consideration the rest of the projects being studied in the LEAF Task Force.

Ideally, our recommendation is for the City of Lubbock to consider the following recommendations to occur in two phases. The first phase would involve the creation of the College Baseball Hall of Fame, while the second phase would include either a) a baseball field created by a partnership between the City and Texas Tech University or a b) a baseball field created to house a professional baseball club association.

1. College Baseball Hall of Fame

The LEAF Athletic Venues Sub-Committee recommends the development of a College Baseball Hall of Fame building in the downtown area, adjacent to a proposed baseball park site. The proposed building would be around 20,000 to 30,000 square feet. In addition, the sub-committee recommends that the City evaluate the possibility of combining the College Baseball Hall of Fame and the Visitor's Center.

2. Texas Tech Baseball Field

The sub-committee recommends keeping the lines of communication open with the Texas Tech University Baseball Team. Texas Tech is interested in downtown revitalization but is unable to make any commitments at this time. The sub-committee also recommends continuing discussions with Texas Tech in case an opportunity presents itself by the next proposed bond election. It's

difficult to provide a funding recommendation for this project since there are so many variables that have not been resolved at this time. When the participation component is more defined, ownership and an action plan could be

3. Professional Baseball Club

The sub-committee recommends that the City of Lubbock continue to look at the possibility of a professional baseball club in association with a ball park as a public/private project. The sub-committee has found that it is not feasible at this time, although it may be something the City of Lubbock would like to keep in mind for the future.

As a final note, the sub-committee recommends that if a Multi-Purpose Arena is built in the future, the arena and the baseball field should be built in close proximity of one another so they may share amenities like parking spots, green space, and recreational areas.

Lubbock Entertainment and Arts Facilities Task Force

