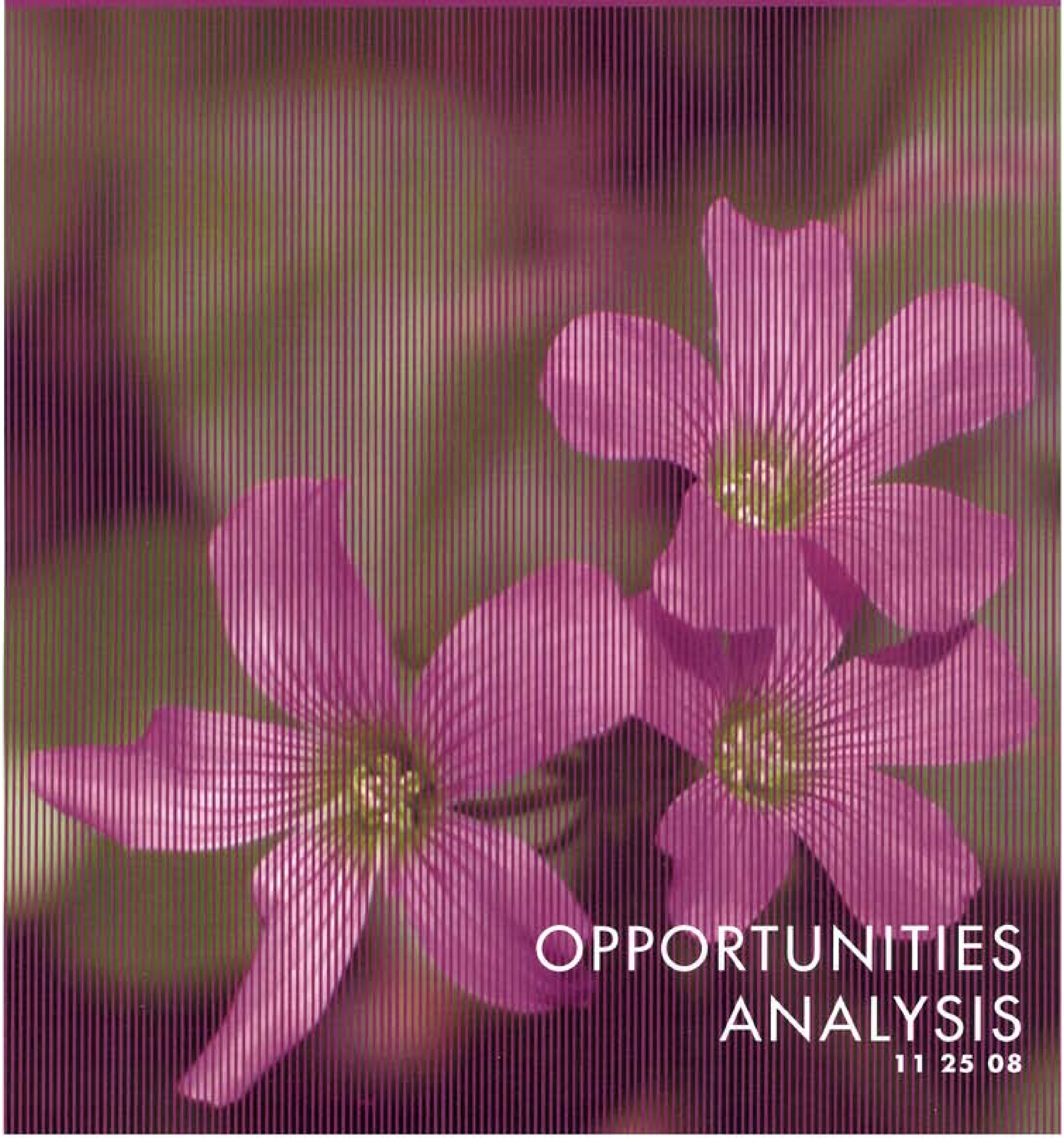
A MASTER PLAN FOR

LAKE HOUSTON PARK

SWA GROUP

ECONOMIC RESEARCH ASSOCIATES



OPPORTUNITIES ANALYSIS

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Economics Research Associates

Project Report

Lake Houston Park Master Plan Opportunities Analysis

Prepared for

SWA Group
Houston, Texas

Submitted by

Economics Research Associates

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ERA Project No. 17810

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I. Introduction

Lake Houston State Park was originally established in 1981 when the state of Texas purchased over 4,700 acres from Champion Paper Company and, in 1990, added an additional 200 acres from a local Girl Scout Troop. The new property included the scouts' campsites, lodges, and equestrian facilities. The park was opened to the public for day use in 1992, with overnight camping instituted in 1995. In 2006, the park was transferred to the Houston Parks and Recreation Department. At that point in time, the name was changed to Lake Houston Park.

Lake Houston Park represents a unique opportunity for the City of Houston and Houston Parks and Recreation Department. Given its size, physical characteristics, and location in an underserved and growing part of the greater Houston region, the park has the potential to be a model for park development. With this potential in mind, the objectives established for Lake Houston Park include financial self sufficiency and sensitivity to the environment.

Economics Research Associates (ERA) was retained as a member of the consultant team led by SWA Group to prepare a Master Plan for the future of Lake Houston Park. ERA's primary role has been to identify the uses that would enable the park to achieve financial self sufficiency. As part of its work, ERA conducted a comprehensive analysis of recreational opportunities in the greater Houston market and undertook research on best practice recreational development in parks around the country. ERA also worked with the client, local stakeholders, and the SWA team to consider the full range of possibilities for the park. This report presents the findings of ERA's research and analysis.

II. Site Analysis

Lake Houston Park is located in New Caney, Texas, approximately 30 minutes north of the Houston city limits. The Park is within Houston's extra-territorial jurisdiction, and overlaps the line between Harris and Montgomery Counties. The Park's 4,900 acres surround the intersection of Caney Creek and the East Fork of the San Jacinto River. While the site's proximity to the large population base of metropolitan Houston is a strong asset, there are a number of site-related issues to be considered in planning for the Park's future use.

Access and Visibility

Access to New Caney from the Greater Houston area is via U.S. Route 59, which Houstonians report is one of the area's least congested routes. Current construction will further ease highway access and traffic. However, access to the Park off of U.S. Route 59 is difficult. Access from the highway requires a number of turns to get to Route 1485, then a turn off to Baptist Encampment Road, which is a narrow and winding rural road, surrounded by low to moderate income residential development. The site is not visible from any major thoroughfares. In addition, signage to the park from the highway and major roads is poor.

Proximity to Complementary Attractions

The surrounding area offers few attractions for tourists or residents. However, a 150-acre mixed-use development is planned for New Caney, along Caney Creek, just north of the intersection of FM1485 and U.S. Route 59. Publicly, plans for EarthQuest call for a theme park, a $50 million institute/museum, four hotels, a visitor center, retail, mixed use outlet shops, a waterpark, family entertainment center, and town center residential developments. EarthQuest will be an entirely green facility; the museum will have wind turbines on the roof and will generate its own electricity. Total development is estimated to be $1.5 billion. County officials report that the complex (not including the retail) is expecting between 2-2.5 million annual visitors, with an average stay of two days.

Phase 1 of the project is scheduled to include the theme park and two hotels— a 400-room boutique, Great Wolf style property and a 350 room-property, also themed. A 2012 grand opening is expected.

Local and state government has shown strong support for EarthQuest. Texas legislature approved funding to allow venue tax, admission, etc. The addition of a development of this magnitude to the area could significantly alter the region and the market. New Caney could become a major gateway for visitors to the attraction and other attractions and amenities could be created to capitalize on EarthQuest traffic.

Proximity to Visitor Services and Characteristics of Adjacent Development

Visitor services near the park are currently limited. There is a gas station at the entrance to Baptist Encampment Road, but most visitor services are located at the exit from U.S. Route 59. These services are primarily limited to fast food and gas stations, with limited retail. Recent legislation allowing the sales of alcoholic beverages in Montgomery County has led to an increase in restaurants countywide, but the effects of this have not yet been seen in the property surrounding the park. The proposed Earth Quest attraction could spur an increase in visitor amenities nearby.

The surrounding neighborhood is primarily residential, with low to moderate income families. Some residences are poorly maintained. However, the area is changing, with new retail and restaurant development occurring at many intersections along U.S. Route 59. Visitor services are anticipated to improve with five hotels planned for the area. The larger area has seen significant residential and industrial development, attracted by lower land values and proximity to Bush Intercontinental Airport

Climate Analysis

The temperature, rainfall, cloud coverage, and humidity of the Lake Houston Park locale will have a direct effect on possible uses, seasonality, visitation, visitor behavior, and revenue. The following is an overview of historical conditions in the Houston region.

Summer heat impacts activity at Lake Houston Park, a trend confirmed by other local parks and attractions as well. As seen below in Table 1, the average annual temperature in the Houston area is 69 degrees, with a low of 52 in January and peak of 84 in July. However, with moderate lows ranging from 42 to 74 and peaks ranging from 62 to 94, outdoor activity is feasible year-round.

Locals report that morning humidity in the region is particularly strong- upwards of 84 percent year-round and afternoon humidity is fairly constant year-round

	Jan		Feb		Mar		Apr		May		Jun		Jul		Aug		Sep		Oct		Nov		Dec		Annual	
	M	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**	**M**	**A**
Relative Humidity	84	69	85	67	86	66	88	66	90	68	91	67	91	65	91	66	91	66	90	64	88	67	85	68	89	67

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Temperature													
Average Mean	51.8	55.4	62.3	68.5	75.8	81.3	83.6	83.3	78.9	70.4	60.9	53.7	**68.8**
Average High	62.3	66.5	73.3	79.1	85.5	90.7	93.6	93.5	89.3	82.0	72.0	64.6	**79.4**
Average Low	41.2	44.3	51.3	57.9	66.1	71.8	73.5	73.0	68.4	58.8	49.8	42.8	**58.2**

1/ Data for relative humidity is averages from 1970-2006. Data for average temperatures is averages from 1970-2000.
Source: National Weather Service; Economics Research Associates, 2008.

Table 1: Average Morning and Afternoon Relative Humidity and Temperatures, Houston, TX

Table 2 shows cloud coverage and rainfall, which are fairly consistent year-round, with the exception of peaks in May and June, further adding to the difficulty of attracting park visitors in summer months. June, July, and August- low season months- have the fewest clear days. Fall is peak for clear skies, with winters experiencing the most cloudy days. The area experiences predominantly partly cloudy skies, year-round.

Table 2: Average Cloud Coverage and Rainfall by Month, Houston, TX, 2003-2008

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
Clear Skies	6.4	5.6	4.8	5.6	4.8	3.8	2.2	1.6	6.8	11.2	8.6	7.0	**68.4**
Partly Cloudy	8.4	8.2	13.8	14.2	15.8	19.6	22.4	25.8	16.8	13.8	12.4	13.0	**184.2**
Cloudy	16.2	14.6	12.4	10.2	10.4	6.6	6.4	3.6	6.4	6.0	9.0	11.0	**112.8**
Total (Days)	31.0	28.4	31.0	30.0	31.0	30.0	31.0	31.0	30.0	31.0	30.0	31.0	**365.4**
Average Rainfall (Inches)	3.7	3.0	3.4	3.6	5.2	5.4	3.2	3.8	4.3	4.5	4.2	3.7	**47.8**

Source: National Weather Service; Economics Research Associates, May 2008.

Current Operations

While Lake Houston State Park was originally opened to the public for day use in 1992, it has only been operated by Houston Parks and Recreation since 2006, when the park was transferred to the Department from Texas Parks and Wildlife, and its name was changed to Lake Houston Park. While there has been a limited record-keeping regarding current operations, ERA received information via historic records of the park's operations, as well as interviews with park management and Houston Parks and Recreation.

Park Offerings

Table 3, below, offers a summary of amenities and offerings currently available at Lake Houston Park. Limited changes have been made to the park since its takeover by Houston Parks and Recreation. However, there are plans to replace the little-used equestrian campground with more traditional camping. Campsites and the nature center have been improved.

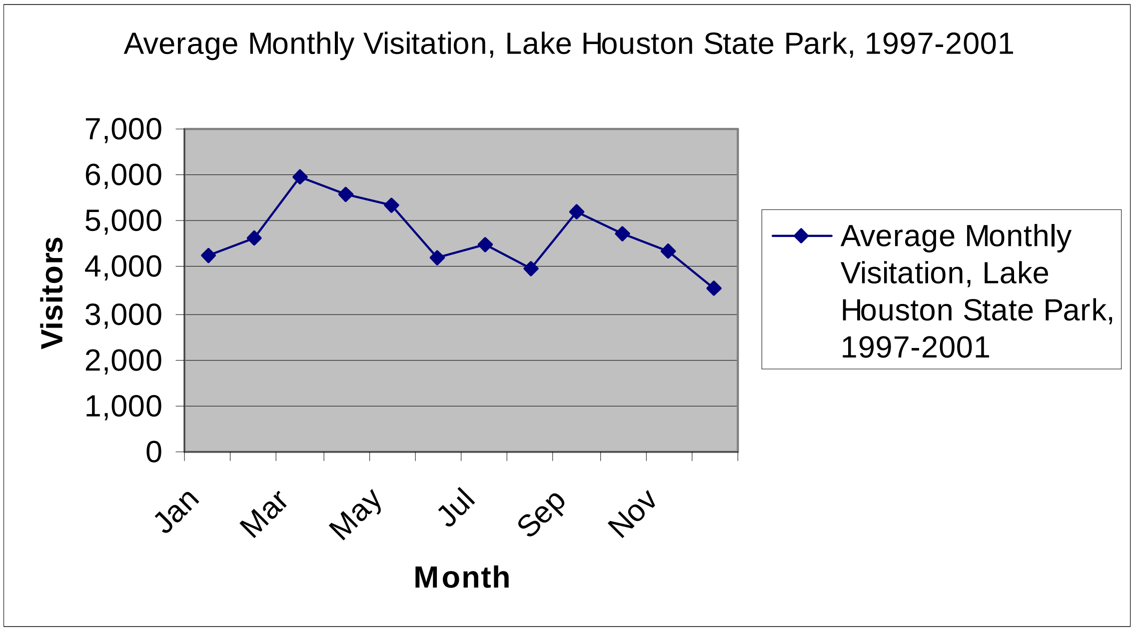
Table 3: Current Park Offerings

Campsites	Lodges
24 - Walk in campsites	2 - Group lodge facilities
1 - Group tent campsite	1 - Day use dining hall facility
2 - Primitive sites	
2 - Overflow tent campsites	
1 - Primitive equestrian campsite	
Trails	**Restrooms**
10 - Miles of equestrian trails	1 - Restroom with shower
12 - Miles of hike and bike trails	3 - Portable toilets
1 - Mile nature trail	
Pavillions	**Other Facilities**
2 - Day use picnic pavillions	1 - Equestrian stable area
4 - Campsite picnic pavillions	1 - Park staff residence
1 - Day use picnic area with playground	18 - Hunt Blinds (Wooden Structures)
	3 - Boardwalks

Visitation

As discussed previously, extreme summer temperatures adversely affect summer visitation, with a valley in visitation in summer months.

Figure 1: Average Monthly Visitation, Lake Houston State Park, 1997-2001



However, as seen below in Table 4, as an overall percentage of annual visitation, both day and overnight visits have shown a trend towards reduced seasonality, with fewer peaks and valleys in visitation, and year-round use increasing. From 1997-200, overall visitation ranged from 46,000 to 65,000. However, there is no discernable trend in visitation.

Table 4: Average Monthly Visitation, Lake Houston State Park, 1997-2001

	1997	1998	1999	2000	2001	Average
Jan	4,058	3,259	5,177	4,042	4,761	4,259
Feb	3,405	3,441	6,441	4,927	4,853	4,613
Mar	5,076	5,306	5,796	6,518	7,192	5,978
Apr	1,661	4,876	5,796	8,993	6,486	5,562
May	2,741	4,445	7,051	5,930	6,473	5,328
Jun	2,007	3,861	5,810	4,902	4,527	4,221
Jul	6,261	1,922	3,843	5,275	5,277	4,516
Aug	5,035	2,359	4,382	4,859	3,149	3,957
Sep	6,257	4,746	3,812	5,682	5,422	5,184
Oct	3,345	5,173	3,640	6,035	5,549	4,748
Nov	6,660	4,505	3,700	4,155	2,814	4,367
Dec	4,694	2,244	3,689	3,895	3,303	3,565
Annual	**51,199**	**46,134**	**59,135**	**65,213**	**59,807**	**56,297**

Source: Texas Department of Parks and Wildlife

Table 5: Overnight Visitation, Lake Houston State Park, 1997-2001

	1997	1998	1999	2000	2001
January	3%	0%	0%	5%	10%
February	0%	9%	9%	8%	11%
March	4%	0%	16%	11%	16%
April	0%	0%	0%	13%	18%
May	0%	0%	0%	5%	14%
June	0%	0%	0%	7%	9%
July	0%	0%	5%	3%	6%
August	0%	0%	0%	2%	2%
September	0%	0%	0%	17%	8%
October	7%	0%	20%	24%	16%
November	5%	0%	0%	23%	14%
December	5%	1%	0%	17%	19%
Annual	**2%**	**1%**	**4%**	**12%**	**12%**

Operating Financials

Table 6 presents the latest available operating revenues for Lake Houston Park. Facility use typically represents around half of total earned revenues, indicating that proper operation and continued upkeep of park facilities will be an important consideration in future planning and budgeting.

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Table 6: Total Revenue, Fiscal Years 2002-2005, Lake Houston State Park

	Entry Fees	Facility Use	Other	Total
2002	$15,067	$32,229	$10,487	$57,782
2003	$15,270	$34,213	$10,630	$60,112
2004	$15,250	$33,972	$13,781	$63,002
2005	$13,742	$32,552	$11,667	$57,961

1/ Fiscal Year 2005 is September 2004 through May 2005
2/ Other revenues include: Tax, Concessions, Youth Group Annual Permits, Donations, Rentals, Public Hunting fees and Texas Conservation Passport
Source: Texas Department of Parks and Wildlife; Economics Research Associates, 2008.

Additional Observations

Interviews with park management and Houston Parks and Recreation reveal that current operations are limited by small numbers of staff and antiquated facilities. While park management has done remarkably well with limited resources, there are a number of opportunities that would serve to improve the overall guest experience.

Management reports that RV camping is popular in area, but offerings are primarily urban, mobile home parks. They feel that the area is lacking in opportunities for RVers interested in more park like settings. They receive a great deal of requests for RV camping. Campers are generally from Houston, with day-users are from the more immediate local area.

Camping is very popular with groups such as Boy/Girl Scouts, church groups, etc. with management reporting that weekends in the lodge-style accommodations are all full and book around two months in advance. They also report, that in the one and a half years of park management, the equestrian campsite has been used twice, and it is currently being replaced with traditional camping, which is in high demand.

Another activity in high demand is birding; however, the volume of birding traffic is directly tied to patterns of migrations, with visitation for birding coming in spurts with different species. Although it demand is high, access to the lake for recreation is severely limited and should not be a main feature of park facilities planning.

III. Evaluation of Available Markets

Attendance potential for a park is a function of numerous factors including the resident and tourist market size and characteristics; the quality and scale of the proposed park; market proximity and level of competition; and a number of other factors. Market factors define the basis from which attendance potential is derived, while the scope and quality of the park determines the drawing power of the facility.

Resident Market

ERA determined the primary market for Lake Houston Park to be the residents within a 20 minute drive time of the park. The secondary market is the population within a 20-40 minute drive. Population estimates for the City of Houston, Harris County, Montgomery County, and Liberty County are presented for comparison. The rate of growth in the primary market from 2000-2030 outpaces that of the region, with the largest increases seen from 2000-2010. Growth in the remainder of Montgomery County is anticipated to remain strong from 2010-2030.

Table 7: Population Projections, 2000-2030

POPULATION	Primary Market	Secondary Market	City of Houston	Harris County	Montgomery County	Liberty County
2000	64,165	643,242	1,953,631	3,400,578	293,768	70,154
2010	85,898	785,307	2,240,974	3,951,682	417,692	81,930
2020	101,357	924,522	2,520,926	4,502,786	542,051	94,898
2030	125,968	1,070,603	2,798,278	5,053,890	692,548	107,335
ABS. CHANGE						
2000-2010	21,733	142,065	287,343	551,104	123,924	11,776
2010-2020	15,460	139,214	279,952	551,104	124,359	12,968
2020-2030	24,611	146,081	277,352	551,104	150,497	12,437
CAGR						
2000-2010	3.0%	2.0%	1.3%	1.4%	3.3%	1.4%
2010-2020	1.7%	1.6%	1.1%	1.2%	2.4%	1.3%
2020-2030	2.2%	1.5%	1.0%	1.1%	2.3%	1.1%
2000-2030	2.3%	1.7%	1.2%	1.3%	2.9%	1.4%

1/ City of Houston population is included in Harris County population.

2/ Primary Market Population is based on 2000 Census data for population within 20 minute drive of Lake Houston State Park and based on Texas Water Development Board projections.

3/ Secondary Market population is based on 2000 census data for population within 20-40 minute drive of Lake Houston State Park.

Source: ESRI Business Analyst, 2007; Texas Water Development Board, 2006; Economics Research Associates, 2008.

As seen below in Table 8, the primary and secondary markets reflect similar composition in terms of age and household income. The market is young, with over half of the population under age 44, and a smaller percentage of the market (8 percent) over 65. Household income is low to moderate, with around half of the market earning less than $50,000 annually.

Table 8: Age and Income Distribution, 2007

AGE BY MARKET	0-24 Population	%	25-44 Population	%	45-64 Population	%	65+ Population	%	Total
Primary Market	30,826	39%	21,808	27%	20,244	26%	6,497	8%	79,375
Secondary Market	302,506	40%	224,394	30%	171,484	23%	57,285	8%	755,669
Total	**333,332**	**40%**	**246,202**	**29%**	**191,728**	**23%**	**63,782**	**8%**	**835,044**

INCOME BY MARKET	$0-49,999 Households	%	$50,000-99,999 Households	%	$100,000-149,999 Households	%	$150,000+ Households	%	Total
Primary Market	12,398	45%	9,996	36%	3,815	14%	1,359	5%	27,568
Secondary Market	127,972	53%	73,221	30%	26,252	11%	14,480	6%	241,925
Total	**140,370**	**52%**	**83,217**	**31%**	**30,067**	**11%**	**15,839**	**6%**	**269,493**

1/ Primary Market is population within 20 minute drive of Lake Houston State Park.
2/ Secondary Market is population within 20-40 minute drive of Lake Houston State Park.
Source: ESRI Business Analyst, 2007; Economics Research Associates, 2008.

Table 9 below illustrates the rates of participation in outdoor sports among particular age cohorts, as applied to the population in the Houston market. Based on these patterns of participation fishing, hiking, bicycling, and camping are the most popular activities. However, strong growth is being seen in trail running and canoeing, two possible areas of activity for the Park.

Table 9: Resident Market, Outdoor Participation

	Incidence of Participation Among Americans 16 and Older in 2004	Houston Area Participant Population (Millions)	Participation Incidence % Change - 2004 vs.1998
Fishing (Non-Fly)	34.5%	1,419,370	NA
Hiking	33.9%	1,394,685	-1.2%
Bicycling (Mountain Biking)	23.0%	946,246	-4.2%
Car Camping	22.0%	905,105	-17.9%
Trail Running	17.8%	732,312	20.3%
Canoeing	10.0%	411,412	16.3%
Fly Fishing	8.2%	337,357	NA
Camping (Away from Car)	7.9%	325,015	8.2%
Bird Watching	6.8%	279,760	NA
Backpacking	6.0%	246,847	-23.1%
Rafting	4.3%	176,907	-6.5%
Kayaking (Non-Whitewater)	4.3%	176,907	NA
Kayaking - Recreation/Sit-on-Top	3.3%	135,766	NA
Climbing - Natural Rock	2.1%	86,396	-12.5%

Source: America Outdoors, ESRI, Economics Research Associates, June 2008.

Tourist Market

Tourism to the area surrounding Lake Houston Park is measured by the State of Texas Tourism Office based on visitation to the Houston-Baytown-Sugar Land MSA, which contains the following counties: Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Montgomery, San Jacinto and Waller. The annual number of Person-Days to the Houston-Baytown-Sugarland MSA was estimated at 34.4 million; and for the larger Gulf Coast Region at 77.9 million Person-Days

Of these, Texans generated almost two-thirds (62 percent) of total Person-Days. Leisure travel represented 74 percent of travel Person-Days to the MSA—Non-Vacation produced 54 percent, while Vacation accounted for 19 percent of Person-Days. Visiting Friends and Relatives was the single most important reason for visiting the MSA, accounting for 34 percent of Person- Days.

Visitors to the Houston-Baytown-Sugarland MSA participated in the following activities: Touring (20 percent), Attractions (19 percent), Nature (14 percent), Culture (15 percent), and Outdoor Sports (6 percent).

As evidenced by this, and interviews with Houston Tourism, outdoor recreation and camping are not major hooks for Houston tourism. However, they report that European and Asian tourists are always interested in camping, and bargain facilities. They also felt that Canadians and visitors from the Northern United States in RVs are a good market for the Park. They spend less, and generally go to the Southern part of the state near Mexico, but could be enticed to the Houston region if attractive facilities existed.

Houston tourism reports that Austin and West Texas (Big Bend) have done well capitalizing on budget and outdoor travelers. While Houston has no ecotourism offering, the newly-renovated Buffalo Bayou has been a draw, and they feel that this market could grow. There are currently no campgrounds or accommodations that are promoted for hiking/biking and they feel that visitors would be willing to take a one day trip to hike or bike (both casual and serious).

Winter Texans

Winter Texans, typically retirees from the rest of North America who come south for the winter represent approximately 1.7 million annual visitors statewide. Galveston and McAllen are the prominent Winter Texan communities, but the population is diversifying geographically. A study of Winter Texan visits to the Rio Grande Valley by University of Texas- Pan American, the typical Winter Texan is married, Caucasian, from the Midwest, has been retired for more than one year, has a high school diploma or some college, has an annual median income of approximately $45,472, and is 68.7 years old.

While in Texas, many live in an RV or motor home that they own, and stay an average of 4.1 months. Their reported top activities include flea markets, visiting sites in Mexico, the beach, and festivals. Despite gas prices, local RV parks reported steady and strong business, and report that the weak American dollar improves Canadian traffic. This is potentially a strong market for Lake Houston Park, if facilities that catered to this crowd were to be developed.

IV. Assessment of Complementary and Competitive Attractions

Previously considered a predominantly rural area, East Montgomery County is experiencing rapid development.

The Eastern Montgomery County Improvement District (EMCID) is a unique structure created by the Texas Legislature in 1997, and has been instrumental in attracting development to the region. The district has worked to recruit new business by offering incentives such as work force training, infrastructure improvements, relocation allowances, and tax abatement incentives.

An industrial park in New Caney is home to a Wal-Mart distribution center and is attracting additional industrial companies. Several new industrial companies, many related to the oil industry have recently opened, begun construction, or finalized deals to relocate in the County.

Local officials report that in addition to the new industrial development, new residents are being attracted by the area's quality of life, good schools, proximity to U.S. Route 59 and Bush Intercontinental Airport.

According to Metrostudy, a Houston-based housing research firm, home sales in the County have increased from 300 homes per year to 600 to 700 homes per year in the past three to four years.

Growth has also been fueled by the County's 2004 conversion to a "wet area." In 2004, residents passed a measure allowing restaurants to sell liquor by the glass and grocery stores to sell beer and wine, which has fueled an increase in restaurants, bars, and other amenities for residents and visitor.

Developers report that the Eastern portion of Montgomery County still has many areas of undeveloped land, which is rare in the Houston market. In addition, prices are relatively cheap compared to land in other nearby Houston areas. In a recent newspaper article, Precinct 4 Commissioner Ed Rinehart reported that two years ago, property sold for 75 cents to $1.25 per square foot, and it is now it's selling for $3 to $4 a square foot. He also reported that property on FM 1314 has sold for as much as $16 a square foot.

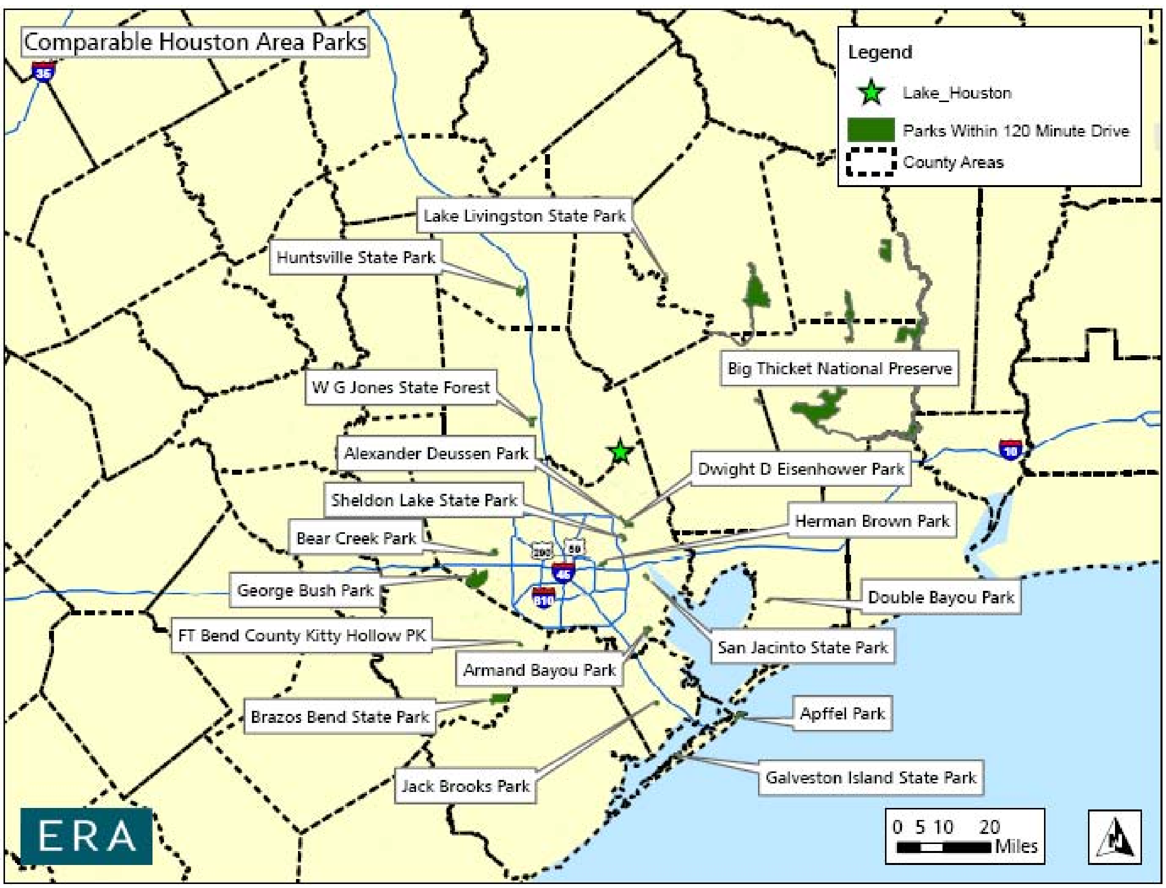
In order to improve the flow of traffic from the County to Houston, U.S. Route 59 and FM 1314 are being widened, and similar efforts will soon start on FM 1485. The planned Grand Parkway— an outer beltway surrounding Houston—is expected to cut through east county and county commissioners are exploring the possibility of building a toll road that would extend from the Harris County Toll Road to Texas 242.

New development of retail and restaurants are taking place at many of the intersections along U.S. Route 59, with five new hotels having begun or slated to begin construction this spring.

Regional Parks

Figure 2, below shows other major parks within a 120 minute drive of Lake Houston. While there are a number of parks, few of them share the size or depth of activities that Lake Houston Park can and will offer, and the Northeastern portion of the market is clearly underserved.

Figure 2: Regional Parks



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As seen below in Table 10, activities at these parks are predominantly water-based. Trails, fishing, and rental pavilions are also common. Camping and horseback riding are less common, which presents a strong opportunity for Lake Houston Park. Comparable parks report drawing a majority of their visitors from the Houston area. Parks also reported that wildlife viewing (alligators, bird species etc.) was the most significant factor for improved visitation. Overnight camping, where offered, is in demand mostly in fall, winter, and spring, with summer being mostly day visitors. Mosquitoes are not a major deterrent for day visitation, but contribute to a decrease in camping during the summer.

	Square Miles	Water	Camping	Pets	Trails	Playground	Pavillions	Horse Back Riding	Hunting	Fishing	Ball Fields
Alexander Deussen Park	1.5	x	x	x	x	x	x				x
Apffel Park	1.9	x					x				
Armand Bayou Park	2.7	x			x		x				
Bear Creek Park	2.5			x	x	x	x				x
Big Thicket National Preserve	137.0	x	x		x			x	x	x	
Brazos Bend State Park	6.9	x	x		x		x			x	
Double Bayou Park	0.9	x	x			x				x	
Dwight D Eisenhower Park	1.4	x			x	x					
FT Bend County Kitty Hollow PK	0.9	x			x	x	x			x	x
Galveston Island State Park	1.1	x	x		x		x			x	
George Bush Park	12.3			x	x		x				x
Herman Brown Park	1.6	x			x					x	
Huntsville State Park	3.1	x	x		x		x	x		x	
Jack Brooks Park	0.9				x			x		x	
Lake Livingston State Park	7.9	x	x				x	x			
San Jacinto State Park	1.0						x				
Sheldon Lake State Park	1.0	x								x	
W G Jones State Forest	1.5				x			x		x	

Table 10: Regional Park, 0-120 Miles

Table 11, below, illustrates the characteristics of the parks within 60 miles of Lake Houston Park in slightly greater detail. As shown, there is limited camping, making this activity a unique offering for Lake Houston Park.

Name	Major Attractions	Water	Camping
Alexander Deussen Park	Wildlife Exhibit featuring a herd of Buffalo, Water Gazebo, Three Playgrounds	Located on Lake Houston and also features a duck pond and fishing ponds	6 Rental Shelters
Bear Creek Park	War Memorial, Rodeo Arena, Wildlife Habitat and Aviary, Equestrian Area	None	None
Dwight D. Eisenhower Park	.5 Miles of Grass Trails, Playground	Fishing Pond	None
Herman Brown Park	1.6 Miles of Bike trails	Fishing Pond	None
San Jacinto State Park	Battleground and Battleship Texas Tours, Historic Battleground Trail, Marsh Resoration and Boardwalk	None	None
Sheldon Lake State Park	Environmental Learning Center, Canoeing Trails along Lake Sheldon	Sheldon Lake, Boats and Fishing Permitted	None
WG Jones State Forest	Game Sanctuary, Horse Back Riding, Biking, and Hiking Trails	Three Fishing Ponds and Creeks	None

1/ No comparable parks within 30 minutes of Lake Houston State Park.
Source: Economics Research Associates, 2008.

Table 11: Comparable Park Characteristics, 0-60 Miles

RV Parks

As illustrated in the following discussion, regional RV parks are concentrated in the Southwestern Houston market. There are few RV parks in the vicinity, and even fewer that offer cabins.

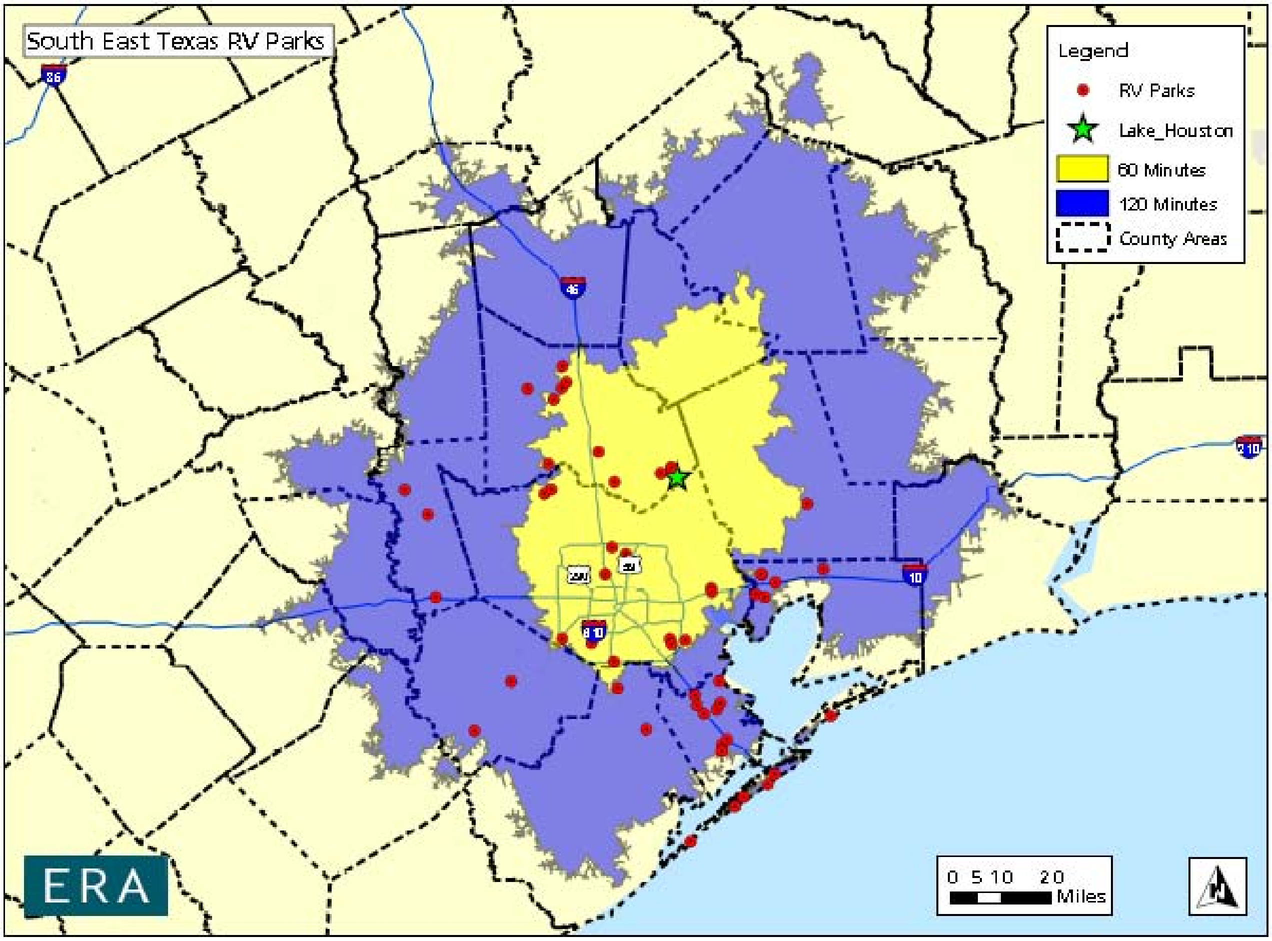


Figure 3: Regional RV Parks

	Total	Percentage
Big Rig Accessible	44	72%
Internet	47	77%
Swimming	26	43%
Pets Allowed	53	87%
Cabins	9	15%
Total RV Parks	61	100%

Source: Economics Research Associates, 2008.

Table 12: RV Parks by Amenities, within 50 Miles

Name	City
LakeView RV Resort	Houston
All Star RV Resort	Houston
Rayford Crossing RV Resort	The Woodlands
Marina Bay RV Resort	Kemah
Houston East RV Resorts	Baytown
Yogi Bear's Jellystone Park	Waller
San Luis Pass County Park	Galveston
Castaways RV Park	Willis
Havens Landing RV Park	Montgomery
Sandy Beach River Front	Houston

Table 13: RV Campgrounds with Cabin Rentals

Equestrian Facilities

Table 14 shows regional equestrian facilities. While there are a number of facilities in the market, there are limited opportunities for trail riding, especially of the scale that Lake Houston Park could potentially offer.

Table 14: Equestrian Facilities

Name	City	Facilities	Services
Diamond M Stables	Conroe	Practice Areas, Trails, and Boarding Stalls	Lessons and Boarding
Windgate Farms	Conroe	Two Arenas and Boarding Stalls	Lessons and Boarding
Serenity Farms	Conroe	Boarding Stalls and Outdoor Arena	Lessons, Camps, Shows, and Boarding
Stonehaven Equestrian	Conroe	Boarding Stalls, Arenas	Camps, Birthday Parties, Lessons, Shows, and Boarding
Baer Creek Equestrian Center	Crosby	Boaridng Stalls	Birthday Parties and Boarding
Oak Hollow Equestrian Park	Cypress	Covered Arena, Outdoor Arena, and Boarding Stalls	Lessons, Shows, and Boarding
Southern Breeze Equestrian Center	Fresno	55 Stalls, Two outdoor lighted arenas	Lessons, Shows, and Boarding
Almost Heaven Riding Stables	Highlands	Trails, Pastures, Indoor Arena, and Boarding Stalls	Lessons, Camp, and Boarding
The Houston Polo Club	Houston	Two Fields	Houston Polo School offers 8 Week programs
Sam Houston Equestrian Center	Houston	60 Stalls, Covered Horse Pavillion	Lessons and Camps, Boarding
Fincastle Farm	Houston	Two Equestrian Arenas	Lessons and Boarding
Memorial Park Hunters	Houston	Boarding Stalls	Boarding
Foxfire Farms	Houston	Stable, Pasture, Covered Arena	Lessons and Boarding
Hearthstone Riding Stables	Houston	35 Stalls	Lessons and Boarding
Aldine Westfield Stables	Houston	45 Stalls, Trails	Lessons and Boarding
BL & Js Horse Farm	Houston	Lighted Arena	Lessons, Clinics, and Boarding
Cypress Trails	Houston	Stable	Lessons, Camp, and Boarding
Cowboy City Texas	Humble	Indoor and Outdoor Arena, and Boarding Stalls	Birthday Partys, Camp, Lessons, and Boarding
Sovereign Farm	Humble	Indoor and Outdoor Arena, Trails and Boarding Stalls	Lessons and Boarding
Magnolia Acres Farm and Stable	New Caney	Arena and Boarding Stalls	Shows and Boarding
Bay Area Equestrian Center	Pearland	60 Stalls, Lighted Indoor Arena and Lighted Outdoor Arena	Riding Academy and Boarding
Cross Creek Stable	Pearland	Lighted Indoor Arena, Jump Park, Boarding Stalls	Lessons, Camp, Parties, and Boarding
Isabella Farms	Spring	30 Stalls and a Covered Arena	Clinics, Lessons, and Boarding
Tally Ho Farm	Spring	20 Stalls, Covered Arena, Outdoor Arena, and Indoor Arena	Lessons, Shows, and Boarding
Albe Farm	Sugarland	Two Outdoor Arenas, One Indoor Arena, and Stable	Lessons, Shows, and Boarding
Sugarland Stables	Sugarland	One Indoor Arena, One Outdoor Arena, Boarding Stalls	Boarding

V. Identification of Comparables/Development Models

In order to determine successful models for resort state park developments, ERA researched several successful resort state parks in other jurisdictions, predominantly located near a major metropolitan area. The following reflects brief overviews of the parks, as well as trends in characteristics. Profiles of parks reflecting successful operations of individual uses follow.

Resort State Parks

While the parks detailed below reflect a broad range of uses and facilities, the parks with unique features tended to report that unique feature as the primary attraction. This illustrates the need for the parks to provide a unique draw, in order to bring strong visitor numbers, as well as to draw visitors from farther distances.

Park operators report that while golf and waterfront activities are key financial contributors, lodging, especially well- maintained and unique camping experiences are strong financial contributors. In many cases, these offerings offset losses in other activities, which are considered to be operated as amenities for overnight users.

Table 15: General Operating Information, Comparable Resort State Parks,

	Algonkian Regional Park	Tims Ford State Park	Cacapon Resort State Park	Burr Oak Resort & Conference Center
Location	Sterling, VA	Winchester, TN	Berkeley Springs, WV	Glouster, OH
Metropolitan Area	Washington, DC	Nashville, TN	Washington, DC	Columbus, OH
Ownership	Northern Virginia Regional Park Authority	Tennessee State Parks	West Virginia State Parks	Ohio State Parks/Xanterra Parks (mgmt)
Acres	838	1,895	6,000	2,593
Annual Visitation	DNA	663,653	261,567	415,574

	Fall Creek Falls	Oak Mt. State Park	Chatfield State Park	Algonac State Park
Location	Pikeville, TN	Pelham, AL	Littleton, CO	Marine City, MI
Metropolitan Area	Nashville, TN	Birmingham, AL	Denver, CO	Detroit, MI
Ownership	Tennessee State Parks	Alabama State Parks	Colorado State Parks	Michigan State Parks
Acres	20,000	9,940	3,895	1,450
Annual Visitation	850,000	481,485	1,505,499	238,112

Source: Park Management, Parks Departments, Economics Research Associates, 2008.

	Algonkian Regional Park	Tims Ford State Park	Cacapon Resort State Park	Burr Oak Resort & Conference Center	Fall Creek Falls	Oak Mt. State Park	Chatfield State Park	Chatfield State Park
Golf								
Number of Holes	18	18	18	N	18	18	N	N
Mini Golf	Y	N	N	N	N	N	N	N
Water Activities								
Marina	N	Y	N	Y	N	Y	Y	N
Boat Launch	Y	Y	Y	Y	Y	Y	Y	N
Boat Rental	N	Y	Y	Y	Y	Y	Y	N
Pool	Y	Y	N	Y	Y	N	N	N
Other								
Trails (miles)	0	8	20	40	34	28	26	4
Hiking	Y	Y	Y	Y	Y	Y	Y	Y
Biking	Y	Y	Y	Y	Y	Y	Y	Y
Equestrian	N	N	Y	N	Y	Y	Y	N
Nature Center	N	Y	N	Y	Y	Y	N	N
Fishing	Y	Y	Y	Y	Y	Y	Y	Y
Tennis	N	N	N	Y	0	N	N	N
Other			Shooting Range	2 Restaurants	Group Camp, 300- Seat Amphitheatre	Petting Zoo, Animal Hospital	Model airplane field, hot air balloons	Hunting, shooting range, cross country skiing

Table 16: Comparable Development Models

	Algonkian Regional Park	Tims Ford State Park	Cacapon Resort State Park	Burr Oak Resort & Conference Center	Fall Creek Falls	Oak Mt. State Park	Chatfield State Park
Cabins							
2 bedrooms	1	20	0	30	20	10	0
3 bedrooms	7	0	0	0	10	0	0
5 bedrooms	4	0	0	0	0	0	0
Total	12	20	31	30	30	10	0
Lodge							
Rooms	N/A	N/A	48	60	145	N/A	N/A
Camping							
Campsites	N	52	N	100	228	145	197
	0	(Camp/RV)	0	0	(Camp/RV)	85 RV/60 Tent	Plus 10 groupsites
Water/Electric?	N/A	Y	N/A	N	Y	Y	Y
Picnic Shelters	1-200, 3-50, 1-160	2-50+	1-100, 1-80, 1-36, 1-30, 4-20	1	5-75	0	2-125, 1-350, 1-75
Event Rental	3 Rooms, up to 250 total	1-40, 1-75	2-75, 2-50, 1-150	5-50, 1-300	5, 400 people total	2 Rooms	N

1/ Tims Ford also operates a seasonal sattelite camping facility with 88 sites (20- water only, 38- water/electric, 30-water/electric/sewer)

Table 17: Lodging

Table 18: Park Operating Budgets

Financial Performance - Comparable Resort State Parks

	Algonkian Regional Park	Tims Ford State Park	Fall Creek Falls	Oak Mt. State Park	Chatfield State Park	Algonac State Park
Operating Revenues	$ 762,600	$ 226,400	$ 586,200	$ 2,426,800	$ 1,882,700	$ 467,000
Operating Expenses	720,700	500,000	464,400	2,091,900	1,461,400	376,200
Net Income	$ 41,900	$ (273,600)	$ 121,800	$ 334,900	$ 421,300	$ 90,800

Algonkian Regional Park

Algonkian Regional Park in Sterling, Virginia is operated by the Northern Virginia Regional Park Authority, a regional management body representing three counties and three cities. Algonkian Regional Park is located in suburban Northern Virginia, approximately 30 miles from Washington, DC.

The park features a small waterpark facility, Downpour at Algonkian; a golf course; picnic shelters including tables and grills; 2, 3, 4, and 5 bedroom cottages; a Conference Center featuring three rooms that can accommodate up to 200 people.

Algonkian Pool, built in 1979, is one of Loudoun County's most visited summer recreational sites. This entire facility underwent an upgrade. The water playground offers a large climbing water play structure with slides, water jets, and a giant bucket that pours every 3 minutes. The main, free-form pool has a large open expanse of water, shipwreck and log slides for younger children, and two large flume slides. A splashpad was added in summer 2006. It offers interactive play features including tumble buckets and water jets. Other amenities include a food concession and locker rentals.

The waterpark receives around 28,000 annual visitors, mostly from within a 10 to 15 minute drive. Operators report a predominantly family business on weekends. They also receive around 40-50 groups per week, and 5-10 business groups per year

The park's newly-renovated conference facility sees almost 200 rentals per year, about 2/3 of which are business-related. Since renovation, the conference center is breaking even in first years of operation. The park's cottages are the largest contributor of income, followed by golf, then the pool.

Fall Creek Falls

Set on 20,000 acres, Fall Creek Falls is located around two hours from Nashville, Chattanooga, and Knoxville, Tennessee. The Park includes 30 cabins, a 145-room lodge, 200+ campsites, a 300-seat amphitheatre, three miles of paved bike trails and 15 miles of mountain bike trails, 34 miles of hiking trails, fishing boat rental, paddleboat rental, canoe rental, golf, driving range and practice green, stables with guided rides, nature center, five covered picnic pavilions, 12 picnic areas, four playgrounds, and an Olympic-sized pool with a wading pool, modern bathhouses and a snack bar

Although located equidistant from a number of metropolitan areas, Fall Creek Falls' unique landscape (waterfall) is a unique draw for visitors from farther distances; the park receives 37 percent out-of-state visitors. Group camping is a large draw with over 23,000 annual campers. Cabins experience high occupancies (75 percent) while camping is much lower (30 percent). Occupancy in peak season is near 90 percent, offset by low 20-30 percent in winter. Lodging revenue offsets losses from restaurant and pool, considered guest amenities

The park hosts a number of successful annual events such as the Annual Wildflower Pilgrimage, rock climbing workshops, the Mountaineer Folk Festival, Fall Colors Weekend, Wild Foods Day, and Christmas on the Mountain.

Cacapon Resort State Park

6,000 acre park with a 48-room lodge, a 12-room inn with meeting space, 30 cabins, picnic shelters, 18-hole golf course, over 20 miles of trails, Clay (Trap) Shooting Range guided horseback rides, nature center, row and paddleboat rental, tennis courts, paved basketball court or sand volleyball court, and fishing

Lodge and cabin experience approximately 50 percent annual occupancy, with peak in summer visitation reflected in both the lodge and cabins

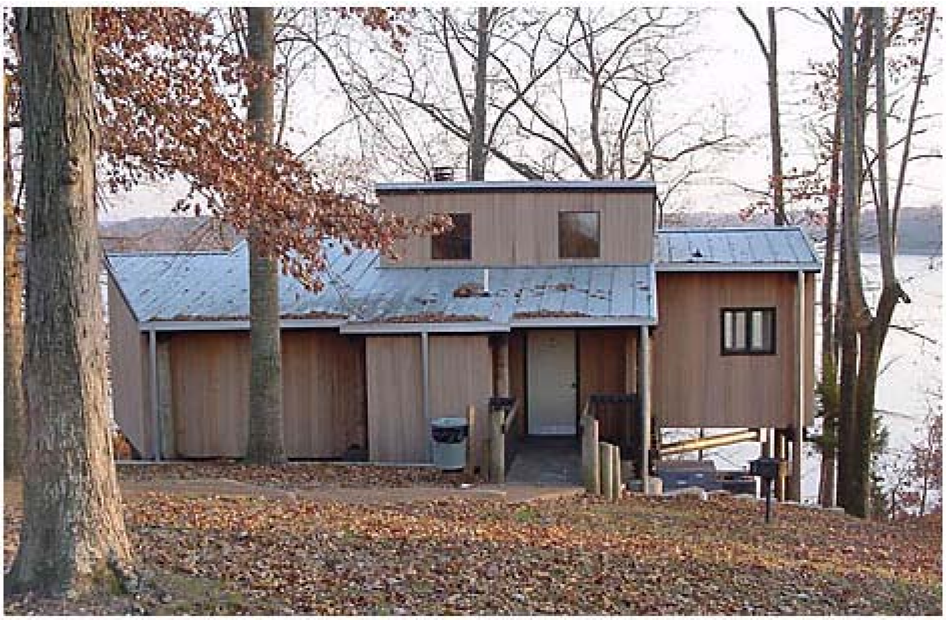
Tims Ford State Park

Tims Ford State Park is located on the Tims Ford Reservoir, approximately 75 miles from metropolitan Nashville. The park features five miles of paved hiking and biking trails; a leased marina operation that includes a boat ramp, dock, snack bar, bait shop and boat rental; an additional leased full-service marina that offers slip rentals, pontoon rentals, gas pumps, and a restaurant; 20 cabins overlooking the lake; a 52 site campground with water and electric; a reception hall with two rooms hosting up to 45 and 70 people, respectively; a recreation hall for group rentals; a 50-spot picnic area, two picnic shelters and a larger picnic pavilion; a large swimming pool; and playgrounds and playfields. The 10,700-acre Tims Ford Lake is a top bass fishing lake.

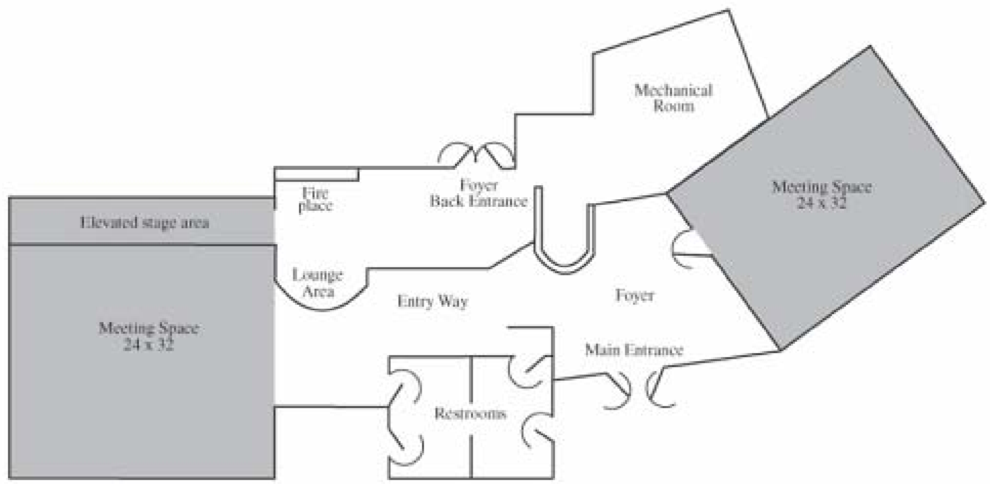
In 1999 the state opened a Jack Nicklaus-designed Bear Trace Golf Course. The park also offers packages, combining cabin stays with rounds of golf.

Camping is the park's largest generator of income, offsetting losses from other services; however, cabin rental is a break-even operation. Visitation is very seasonal, with summer months offsetting lack of winter activity. Management reports that cabin rentals and camping reflect more seasonality than day-use activities. They also report that the pool and waterfront are the primary activities of visitors to the park. Golfer origin is primarily nearby metropolitan areas, while interpretive programming draws primarily campers, not local visitors.

Figure 4: Typical Cabin, Tims Ford State Park



Source: Tims Ford State Park, 2008.



Source: Tims Ford State Park, 2008.

Figure 5: Tims Ford Conference Center, Floor Plan

Burr Oak Resort & Conference Center

Burr Oak is a privately managed resort park, set on a 2,500 acre property. The park features a 60-room lodge, 30 cottages, two restaurants, 40 miles of trails, a 664-acre lake, a marina with launch ramps and pontoon rides, tennis, shuffleboard, volleyball, basketball, badminton, playground, horseshoes, fishing, a pool, a nature center, and playground

Recent renovations to the park focused on lodging and meeting facility. Park management reports that cabin occupancy is the highest (over 50 percent) with campground occupancy struggling at 30 percent.

Oak Mountain State Park

Oak Mountain State Park is set on 9,940 acres and includes 10 vacation cottages, 85 RV sites, 60 campsites, golf, pro shop with snack bar, camping, picnicking, swimming, boating, fishing, hiking, mountain bike trails, backpacking, a demonstration farm, horseback riding, beaches, paddleboat and canoe rental. Park management reports that revenues from accommodations rentals subsidize losses on visitor amenities, although the golf and restaurant are also somewhat profitable. Cabins experience higher occupancy and higher guests/unit than campgrounds.

Chatfield State Park

Chatfield State Park in Littleton, CO is 3,895 acre park including a 197 site campground, 139 picnic sites, 26 miles of hiking and biking trails, horse stables, boating, fishing a full-service marina, hot air balloon port, and a model airplane field. Management reports that boating and birding are strong attractions (both seasonal) as well as general scenery viewing. It experiences large day-use from the Denver market, inspired by its unique offerings.

Algonac State Park

Algonac State Park in Marine City, MI is 1,450 acres on the St. Clair River featuring 300 campsites, fishing, seasonal small and large game species hunting, metal detecting, shooting range, archery, cross country ski trails. Boat enthusiasts come to watch large freight ships on the waterway. Youth group camping and annual historic reenactments of Native American events are big draws. The park reports 37 percent campers and 63 percent day-users. Around 25 percent of campers come from the Detroit Metropolitan area. Management reports that almost half of all activity takes place in summer months, but that seasonality is becoming less pronounced in recent years.

Other Lodging

As lodging is such an important revenue generator for resort state parks, and a unique opportunity for Lake Houston, the following present some background and potential ideas for the park.

Americans are gravitating towards more local eco-tourism retreats. Operators report that consumers want value for their accommodations and appreciate the opportunity to stay in more local, traditional, or unique accommodations. They are also willing to pay more for better viewing, closer to activities, etc.

Operators report a lack of mid-priced, comfortable eco lodging– there are a larger numbers of high-end or primitive experiences, with a lack of offerings in the middle. A recent trend in travel is that tourists also prefer shorter, more frequent vacations, of which unique, fairly local parks can offer.

Alternative camping facilities also attract people, with limited or no camping experience, such as seniors, urban population and new immigrant, which would be a wonderful opportunity to lure people to Lake Houston Park, who might not otherwise be willing to try it.

Case Study: Alternative Camping

A number of states have tried to offer unique, alternative camping facilities, such as Yurts, to tremendous success. Parks found that more people wanted to camp but want a 'convenient camping' experience. Occupancy rates for alternative camping facilities in California State Parks are triple that of standard campsites and extend the shoulder season by at least 5 percent. Ohio has shown that yurts have the strongest ROI of all the rental properties.

Oregon State Parks found that 150 yurts generate 60 percent occupancy. Washington State Parks operate 40 yurts currently, with plans to add 60 more. These generate 60 percent occupancy, and have created a 20 percent increase in total camping in affected campgrounds.

The village of 10 yurts at Washington's Kayak Point Regional Park is popular and booked more than half the year, and rent for $40 to $70 per night, with the higher fees covering RV parking. The county collected about $50,000 last year from yurt rentals. Despite doubling the number of yurts from 1997 to 1998, the annual occupancy rate remained virtually unchanged, and there were 30,000 rentals.

ERA

Equestrian

Equestrian facilities such as trails and stalls are a draw, but the addition of equestrian camping facilities can provide a unique draw for visitors from farther distances and for longer stays.

Case Study: South Mountain State Park

Since the addition of equestrian camping facilities, South Mountain State Park in North Carolina has seen increases in equestrian activity. The equestrian campground consists of 15 campsites, a 33-stall barn, and a bathhouse with flush toilets and hot showers. Each campsite has a parking area, picnic table, tent pad, and grill. Potable water spigots are located throughout the campground.

According to park staff, although total equestrian trail usage numbers have not been documented, and would be difficult to document since equestrians have historically accessed the park lands from other areas in addition to the main entry, it has anecdotally increased. In 2006, of the 205,814 park visitors, over 1,200 were equestrian campers, a number that has increased each year since the addition of facilities in 2001. The most riding activity occurs in the spring and fall, though equestrians do ride year round if the weather is favorable.

Conference Facilities

For parks located near business activity and/or in places with limited offerings, conference and event facilities can be a significant revenue generator.

Case Study: Algonkian Conference Center

Recent renovations to Algonkian Regional Park's Conference Center have led to a significant increase in business. Catering is the strongest revenue source, with catering and facility operations as the facility's largest expenses. The park reports predominantly business rentals. Rentals were traditionally a break-even operation, and considered a driver for roomnights. However, recent renovations have increased bookings and are anticipated to improve profitability.

Table 19: Financials

		ACTUAL FY2005
Revenues		
Catering	$	82,684
Conference Center Rental	$	72,850
Total Revenues	**$**	**155,534**
Expenses		
Personnel Services:		
Part-Time Salaries	$	27,260
FICA	$	2,085
Unemployment Tax	$	71
Catering	$	78,509
Equipment/Vehicle Maintenance	$	335
Facility Op. & Maintenance	$	12,450
Linen Service	$	5,464
Utilities and Telephone	$	6,378
Total Expenses	$	132,552
Net Income (Loss)	$	22,982

Source: NVRPA, Economics Research Associates, June 2008.

Table 20: Rentals

	FY 2005 ACTUAL
Number of Loudoun Room rentals	93
Number of Fairfax Room rentals	53
Number of Arlington Room rentals	43
Number of social rentals (events)	64
Number of business rentals (meetings)	125

Source: NVRPA, Economics Research Associates, June 2008.

Environmental Education Center

While Environmental Education Centers are not typically revenue-generating, they can serve as a draw for groups who might use other facilities, and can provide unique opportunities for shared facilities, special funding, and unique resources.

Case Study: Pocono Environmental Education Center (PEEC)

PEEC is a private, non-profit organization operating a 38 acre campus in the middle of the Delaware Water Gap National Recreation Area. The center serves approximately 25,000 visitors annually

The property also offers fishing, cross-country skiing, ropes/challenge/orienteering courses, two sensory trails, 12 miles of hiking trails, a log cabin, picnic areas, two campfire rings, outdoor teaching venues, cabins, guest lodges, group tenting area, and a yurt village.

The green Visitor Activity Center is a 3,600 square-foot multi-purpose facility, seating 250 people which hosts special events, and serves as the main food service venue for all PEEC guests and visitors. The Main Education Building houses a large meeting area, two classrooms, administrative offices, educational displays, indoor pool and book store. A Nature Lodge also features additional classrooms for activities and indoor events.

The facility grosses approximately $1,000,000 annually in fees and program dues, and generates approximately $1.3 million in total expenses, with the remaining $300,000 funded through friends program and government grants.

Waterparks

Regional outdoor water parks can provide a unique draw, and offer a reason for visitors to come to the park during summer months. Parks vary a great deal in terms of size and offerings. Operators generally report strong visitation from families. The majority of visitation at outdoor water parks is highly local, with visitors coming from less than a 30-minute drive. Admission generally accounts for over half of total revenue.

Case Study: Splashdown

Splashdown is a 13-acre water park operated by the Prince William County Park Authority. The park is approximately a two mile drive from the Interstate (66) with soccer fields in a residential neighborhood.

The park features a 770-foot lazy river; a 25-meter lap pool; a children's area with 4 slides, bubblers and fountains; an activity pool; two fast cannonball slides; two four-story waterslides; a tropical twister waterslide; a lily pad and log walk; Big Kahuna Beach featuring 250 tons of sand; and multiple "funbrellas" and pavilions. Splashdown receives around 166,000 annual visitors. Of these, 65 percent are individuals and 35 percent are groups. Visitation is predominantly leisure with 40 percent of visitors coming from within the county

VI. Initial Development Program

This final section of the report presents ERA recommendations regarding the initial development program for Lake Houston Park. The program responds to market opportunities and meets the principal development objectives of the Houston Department of Parks and Recreations, which are financial sustainability and environmental sensitivity. The discussion first identifies preferred uses for the park and then presents the development program.

Preferred Uses

Based on the findings of market factors discussed in this report, ERA prepared recommendations on the uses that it believes should be considered for inclusion in the master plan. The tool ERA used in determining these recommended uses was a Matrix Analysis. The Matrix evaluated a number of individual uses in terms of market, financial and operational characteristics that were appropriate given the client's objectives for the development of the park.

The results of the Matrix Analysis are presented in Table 21. As shown, the individual uses are arrayed long the vertical axis on the left. They include various types of overnight accommodations, visitor attractions and other, specialty uses that were identified through the market analysis, and through client, stakeholder and master plan team input. Seven evaluation factors are arrayed across the horizontal axis at the top of the matrix. These factors were weighted based on ERA's perception of their relative importance, again, based on the client's development objectives. The evaluation factors (weighting in parenthesis) included the following:

- Market Opportunity (3). Potential for attracting visitors/user based on market characteristics and the nature of the supply/demand situation.
- Potential for Profitable Operations (3). Likelihood of generating an operating profit based on type of use and strength of market opportunity
- Magnitude of Profitability (2). The level of potential profitability in absolute terms
- Fit with Site (2). Appropriateness of the use given the physical characteristics of the site and goal of creating an environmental themed destination.
- Complementary to Existing Uses (1). Appropriateness of the use when considered in relation to existing facilities and other regional park type uses.

- Fit with Existing Management Expertise (1). Management skills required to successfully operate the use, or ease of developing the necessary skills

- Availability of Development Partners (1). Availability of potential for-profit or not-for-profit developer/operators to invest in and/or operate the use

The summary scores for individual uses are shown in the right hand column of the matrix and summarized below:

Accommodations	
RV campground	58
Alternative accommodations (Yurts)	58
Luxury cabins	57
Rustic cabins	54
Equestrian camp	40
Lodge	37
Visitor Attractions	
Splash park	44
Destination attraction	36
Aquatic park	36
Specialty Uses	
Conference/meeting space	45
Educational/research center	42

Based on the scoring and weighting described above, Cabins and RV Camping achieve the highest, overall scores in the accommodations category, while the Equestrian Camp and Lodge achieve moderate scores. In the attractions category, the highest score was recorded by the smaller, Splash Park, which would serve as a more locally oriented attraction as well as an amenity for onsite accommodations. Site fit and the competitive environment curtailed the scoring of larger, more destination oriented attractions. The specialty uses scored well, but their final scores reflected the lack of a ready pool of potential development partners.

- .

	Market Opportunity	Potential for Profitable Ops	Magnitude of Profitability	Fit with Site	Complementary to Existing Activity	Fit with Existing Management Expertise	Availabilty of Development Partners	Weighted Score
	1 = low 5 = high	1 = low 5 = high	1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high	1 = low 5 = high	
Relative Weighting	**3**	**3**	**2**	**2**	**1**	**1**	**1**	
Lodging								
Lodge	3	2	5	3	3	2	1	37
Luxury Cabins (1)	5	5	5	4	4	4	1	57
Rustic Cabins (2)	5	4	3	5	5	5	1	54
RV Campground	5	5	4	4	5	4	3	58
Tent Campground	5	3	2	5	5	5	1	49
Alternative Lodging (3)	5	5	3	5	5	5	2	58
Equestrian Camp (4)	3	3	2	4	5	3	2	40
Visitor Attractions								
Destination Attraction (5)	4	3	5	1	1	1	1	36
Aquatic Park (6)	4	2	4	2	2	2	2	36
Splash Park (7)	3	4	3	4	3	4	2	44
Other Specialty								
Conference/Meeting Space	4	4	2	4	4	4	1	45
Education/Research Center	5	2	1	5	4	3	2	42

(1) Two to four bedroom unites with higher level of finish, plus entertainment amenities such as TV and/or possible hot tub
(2) Basic finish and amenities
(3) Yurts or platform tents
(4) Cabins plus paddocks, rings, and other equestrian facilities
(5) Entertainment or cultural attraction that would be if sufficient scale of development to be a freestanding destination
(6) Full waterpark, with a wave pool, slides, and activity pools
(7) Smaller aquatic attraction with activity pool and splash play area

Table 21: Matrix Evaluation

Development Program

Building on the results of the Matrix Analysis, ERA prepared its market-based recommendations for the Lake Houston Park development program. The uses flow from the Matrix scoring described above. The sizing/quantity recommendations reflect the scale of development that ERA believes responds to the level of market potential; which reflects an economically viable scale of development, and, as appropriate, would provide the scale of development that might be attractive to potential development partners

Cabins

- Luxury: 20 – 30, 2 - 4 bedroom
- Rustic: 10 - 15
- Alternative lodging: test with 5 -10 units
- Renovate existing facilities

Campground

- RV sites: 75 to 100 sites
- RV/Tent – with hook ups: 25 – 50 sites
- Dedicated amenities

Meeting/Event Center

- 5,000 sf
- Catering kitchen
- Suitable for weddings, business and social events

Splash Park

- 3 -4 acres, lazy river, slides and pools

Equestrian Camp

- 30 - 50 Sites with hook ups and paddocks, covered arena, group shelter

Rentals

- Canoes, kayaks, bikes

Trails

- Hiking, biking, equestrian

The program recommendations reflect a first tier of development. Collectively, the development envisioned in these has the potential to achieve a self sufficient destination park. Development beyond the recommended program is certainly a possibility; however ERA believes that additional development should be considered in future iterations of the plan, after the success of the initial program has been achieved.

Phase I Financial Analysis

SWA Group has prepared a first phase program for Lake Houston Park that fits with funding resources that are currently available for park development. The Phase I program calls for improvements to the entry and roads; construction of additional trails, parking and picnic areas, and development of 120 RV campsites and four cabins. Some of the Phase I improvements will be funded by Montgomery County. The Houston Parks and Recreation contribution is estimated to be some $4.2 million.

ERA has prepared an illustrative economic analysis to demonstrate the positive impact on the financial performance of the park that should result from implementation of the Phase I improvements. The analysis is based on certain assumptions that are documented in the analytical tables that accompany this narrative. ERA has also assumed that the improvement will be attractive enough to increase day visitation and to create a stronger, overnight destination. To this end, it is assumed that the management structure of the park will be such that Lake Houston Park will be operated under an enterprise philosophy i.e. management will have decision-making flexibility and that the park will be able to retain income from revenue facilities.

Summary of Financial Performance

Table 22 presents a summary of financial performance for Lake Houston Park with the implementation of Phase I of the Master Plan. The table is divided into two sections, core operations and new revenue elements. Core operations include the park's day use activities and the existing cabins and lodge facilities. The new revenue elements are the RV campground and cabins.

Core Operations		
Current Revenues	$	65,000
Incr. with Phase I		45,000
Phase I Revenues	$	110,000
Current Budget	$	300,000
Incr. with Phase I		150,000
Phase I Budget	$	450,000
Phase I Surplus/(Deficit)	$	(340,000)
New Revenue Elements		
Surplus from RV Camping	$	283,824
Surplus from Cabins		24,090
Phase I Surplus	$	307,914
Park Surplus/(Deficit) - Phase I	$	(32,086)

Source: Economics Research Associates

Table 22: Summary Illustrative Economics

As shown in the table, the core operations, by themselves, are expected to operate at a deficit of $340,000. This number represents an increase in the deficit from the current level which is estimated to be roughly $235,000. However, the deficit operations of the traditional park elements included under core operations are largely offset by the income from the revenue elements. Overall, the total park's financial performance is estimated to be slight deficit of $32,000.

Core Operations

As a first step in considering the financial impact of the Phase I improvements, ERA prepared its own estimate of the parks current revenues and expenses. This estimate was based in available financial statements from previous fiscal years, updated to reflect current staffing and operations. Based on best available information, ERA estimated the current financial performance of the park to be a deficit of $235,000. The next step was to anticipate increased revenues and increased operating costs associated with Phase I improvements. As seen in Table 23, ERA estimated that revenues from core operations would increase from $65,000 to $110,000 and that the operating budget would increase from $300,000 to $450,000. The financial bottom line for the park operations is an increase in the deficit for $235,000 to $340,000. (Note: trail maintenance and similar operating costs are included under core operations when in fact the trails and other features of the park are important is generating demand for the cabins and campground.)

Table 23: Lake Houston Park, Core Operations, Phase I

Revenues	Current	Increase w/ Phase I	Phase I
Entry Fees	$ 15,000	300%	$ 45,000
Facility Rentals	35,000	100%	35,000
Other	15,000	200%	30,000
Surplus/(Deficit)	$ 65,000		$ 110,000
Salary	200,000	150%	300,000
O&M	100,000	150%	150,000
	$ 300,000		450,000
Surplus/(Deficit)	$ (235,000)		$ (340,000)

Source: Economics Research Associates

RV Campground

The illustrative financial performance of the 120-site RV campground is shown in Table 24. Rental rates and occupancy assumptions reflect the Houston market and assumed positioning of the Lake Houston Park RV camping facilities. Factors used for estimating miscellaneous revenues and operating profit margin are based on the performance of similar facilities in other public parks. As shown in the table, the lake Houston RV park is expected to generate some $710,000 in revenues and operating income of $284,000.

Number of Sites		120
Annual Occupancy		40%
Occupied Site - Nights		17,520
Rental Revenue		
Average Rate	$	37.50
Amount	$	657,000
Miscellaneous Revenue		
Per Site-Night	$	3.00
Amount		52,560
Total Revenue	$	709,560
Operating Income		
Margin		40%
Amount	$	283,824

Source: Economics Research Associates

Table 24: Illustrative Economics, Lake Houston Park – Phase I RV Campground

Cabins

A similar analysis was prepared for the cabins. As shown in Table 25, revenues are estimated to be $80,000 and operating income is estimated to be $24,000. The magnitude of the numbers reflect the small number of cabin units and the higher level of operating expenses.

Number of Units		4
Annual Occupancy		55%
Occupied Cabin - Nights		803
Rental Revenue		
Average Rate	$	90.00
Amount	$	72,270
Miscellaneous Revenue		
Per Cabin-Night	$	10.00
Amount		8,030
Total Revenue	$	80,300
Operating Income		
Margin		30%
Amount	$	24,090

Source: Economics Research Associates

Table 25: Illustrative Economics, Lake Houston Park – Phase I Cabins

VII. Appendices

Field Notes– Kick–Off Meeting and Stakeholder Interviews

Lake Houston Park

- Potential for funding available with increased numbers/sales of fishing licenses through Texas Parks & Wildlife
- Other lakes might be closer and better for fishing- should we promote fishing or do we need to limit the resources?
- Weekends in lodge-style cabins are all full and book around 2 months in advance
- Groups such as Boy/Girl Scouts, church groups, etc.
- 6 Full-time employees, possibility of adding more
- Nature Center- few school groups, under-staffed makes it difficult to increase numbers or operations, families on weekends
- In 1.5 years, the equestrian campsite has been used 2 times- being replaced with traditional camping, which is in high demand
- Birding traffic related to migrations- comes in spurts with different species
- Stabling is not functional
- Access to water access is severely limited- not feasible to be the main feature of attraction or recreation
- RV popular in area, but nothing available of this type
- Peak in activity is March/April/November/December
- July/August are entirely quiet with very limited activity, especially overnight
- Lakes: Cypress (2.5 acres), Isabel (4-5 acres)- pristine and need to be protected
- Campers are generally from Houston, day-users are from local region (Kingwood, New Caney, Conroe, Porter?)

Trails

- Trails need to be designed to accommodate hike, bike, and horse use
- Should be natural, respectful of sensitive areas
- Water for horses AND people
- Benches, quality signage

- Connectivity to surrounding neighborhoods needs to be considered and addressed

Water Sports

- Water access at Peach Creek is ok, not great
- San Jacinto boat ramp is good access point, but access to the ramp is difficult with poor roads
- Could there be shuttle service to 5-mile road?

Wading/Fishing

- Long distances to fishing at Lake Isabel and Caney Creek
- White bass spawn for about 3 weeks, making it ideal for fishing
- They would like a space for fish cleaning, and the ability to buy licenses on site
- Ideally, lighted piers and pier access would be welcomed, and if deemed appropriate, bait shop, etc.
- May be funding available through education programs related to Texas Parks & Wildlife teaching fishing, archery, and boat safety in schools
- Some sort of green transportation to and from the fishing sites
- Long distances to fishing at Lake Isabel and Caney Creek

Camping

- RV with electric, restrooms with showers
- Screened-in shelters
- Cabins with restrooms
- Car and tent camping
- An improved group area

Bird/Picnicking/Programming/Orienteering

- Potential to generate income
- Geocaching
- More bathrooms!
- Nature Center- only nature center in Montgomery County

- Grills
- Keep area natural
- Keep natural better habitats for birding
- Create a rural birding center? Electric trams to various sites, as different bird environments are all over the property

Other Potential Uses

- Aspects of green development that can be incorporated?
- Bike rentals- Bike sharing
- Electric tram/shuttle
- Astronomy, star-gazing
- Transportation from other parks in the region

Other Regional Parks

- *Memorial Park:* Running, golf, tennis
- *Herman Park:* multi-ethnic, high-end, family focused; was more primarily minority population from immediate area, recently renovated, draws from farther now; operated by a conservancy, has a high-maintenance budget; most developed of the major city park
- *Discovery Green:* Newly opened urban pocket park, privately funded, operated by a conservancy
- *Herman Brown Park:* soccer fields, proposed Botanic Garden site

Blueprint Houston

- Preservation of green space is a huge issue in Houston right now
- Renewed focus on urban centers and transit
- Houston Area Survey- shows, for the first time, positive feelings towards rebuilding in existing places and negative feelings towards growth
- The issue of Lake Houston as the region's water supply should be addressed but can also be an asset in appealing to people
- Cato Lake- Cypress Swamp has problem with water quality
- New focus on fixing existing problems before expanding
- North Houston Association (Jack Drake, President)

- There are 144 municipalities in the County, therefore, building takes place outside of them where there are not laws or regulation
- Harris County has no zoning, no planning
- Suburban home prices have decreased while city properties increase (within versus outside of the loop)
- Of major metropolitan areas, Houston has the lowest housing costs, highest transportation costs, lowest home ownership
- Alvin and Waller Texas are doing strong planning and trying to get central developments
- Other Areas: Attax Reservoir, Terry Hershey Park (highly-utilized), Bear Creek Park, Sam Houston National Forest, Armand Bayou State Forest, Brazos Bend State Park
- Other vacation areas: Lake Conroe, Galveston, San Antonio, New Orleans, Lake Charles, Cusan (?) Indian Reservation
- Trains: North Rail line planned for airport end, the Cypress rail is planned to extend to Naracota

Grand Parkway

- Long term plan
- Katy Prairie Preservation has (probably) successfully fought it (Maria Piacintini- ED)
- Sierra Club is focusing on protecting the Northeast quadrant and fighting the parkway

East Montgomery County Improvement District (EMCID)

- Political subdivision of Texas state, a state organization
- Locally controlled, board of 8 local, elected officials
- Revenue derived from one percent sales tax in 158 square-miles
- Goals are economic development, grant funding to local non-profits and community organizations, and scholarship ($1,000 for each student graduating from the school district)
- Special purpose district, adds additional sales tax where the money is allocated to fire, police, etc.
- Recently targeting industrial areas: location near Dallas-Houston-Shreveport-Port of Houston, close to airport, expanding existing park between 70-250 acres
- Great deal of retail development (1,000,000 sf at Grand Parkway and 59), some Town Center developments, retail/town center @ 59 & Northpark
- Most development in the County is focused in the Southern part of the County
- People are moving to the County to escape the congestion of Houston

- 74 people move to Montgomery County every day
- Transitioning population
- City government and services are in good financial shape
- County recently repealed ban on liquor, which has brought tremendous growth in restaurants, etc.

Earth Quest

- Planned $50 million museum
- Six Flags and Astroworld closed
- To include 4 hotels, museum, visitor center, retail, mixed use outlet, town center development, residential
- Expecting between 2-2.5 million annual visitors
- An average of 2-day stay, without retail, so perhaps 2.5 days
- $700 million on theme park
- Contour Entertainment is designing the amusement aspects
- $4.5 million funded by EMCID, $600,000 already reimbursed
- By June 2009, anticipate having $11-$12 million (developers) and $4-$4.5 million (EMCID)
- Educational institute to include institute for research, museums, IMAX
- Fundraising for the institute will begin in May, $15-$20 million in the first phase
- Include waterpark, family entertainment center (only one in region closed)
- RV market is saturated, not going to be in the park
- Park is a three year build out, a 2012 big open
- Hotel 1 & 2 in Phase I- 400 boutique, Great Wolf style and 350 room, also themed
- Government supports Earth Quest- legislature passed funding to allow venue tax, admission, etc.

Houston Convention & Visitors Bureau (CVB)

- State is increasing funding for Parks, historically underfunded
- Camping, outdoor rec not a huge priority for Houston visitors
- European and Asian tourists are always interested in camping, bargain facilities
- Austin and West Texas (Big Bend) capitalize on budget and outdoor travelers

- Shuttle to airport
- Snowbirds would welcome place for long-term RV
- Winter Texans predominantly in Galveston, McAllen
- Birding is growing and is big in the area
- People would be willing to take a one day trip to hike or bike (both casual and serious)
- Locals are interested in outdoor recreation
- Would be willing to work with promotion
- Houston has decent trails, but not compared to other people
- Tour de Houston, recent biking event sold out
- Need nice facilities to attract people and to market
- Touring groups- groups love guided experiences
- Canadians and those from the Northern US in RVs area good market- they spend less, and generally go to McAllen
- Fishing, water activities are typically concentrated in the bay area
- Galveston and Freeport are huge personal boating markets
- Lake Conroe is big on boating, people from Houston daytrip there
- No place offers overnight camping or accommodations- would likely be a market for this
- Houston is so large (50-60 miles from East to West), that people need to stay overnight within the city
- Grand Parkway would give the Park immediate access to Space Center
- Big attractions in Houston market: Space Center Houston, Museum of Natural Science, MFA Houston, Children's Museum of Houston, Health Museum, Houston Zoo, Downtown Aquarium, George Ranch Historical Park
- Hotel clusters: Downtown, Galleria, Airport, I-10, Space Center
- Lake Conroe is huge in development- resorts, etc. but Lake Houston is closer and could be a bigger draw
- Trains in the future will increase development opportunities
- Texas and Houston have a car culture- would love opportunity to get out in high end outdoor experience- botanical garden, restaurant in wooded setting
- Astroworld closed as a part of Six Flags restructuring- it was least profitable of Six Flags, but also poorly maintained and little investment, June-September was peak season, drew on the I-10 corridor from San Antonio to New Orleans, VFR
- NASA is entirely drawing from the Dallas market
- Needs better signage and infrastructure to draw

- Houston Wilderness Society- trails around the city
- No ecotourism- Buffalo Bayou has been a draw
- Trader's Village- well-developed RV park on 290, concerts, flea markets, camping, crawfish boils (GM Mike Baxter)
- State camping has some RV information
- Houston = 32 million visitors (State research)
- Houston CVB= 10 million roomnights/2.7 night average LOS, 80% corporate, 20% in state

Houston Parks Board

- Acquires property, park land, bayou frontage
- Once fundraising requirements are more obvious, work with the city to assist
- Initial funds for LHP from Woodlands as $ to the city to prevent annexation
- Nature activities such as education, conference facilities, zip line
- Still looking at locations for Botanic Garden- not a good fit with LHP
- Destination education facility
- LHP has the perception of being far away
- Cullen Park- 10,000 acres, ballfields, golf, velodrome, active recreation
- George Bush Park- County owned, Corps/Engineers, passive recreation
- No destination resort parks in the region
- Angelina National Forest
- San Marcos is big water, but people would go somewhere else if the opportunity existed
- City recently opened first velodrome, skate park, and would like climbing wall, aqua/wave park
- Some sort of green and natural water park
- Need to consider mosquitoes
- Cabins should be conditioned for year-round use
- Eco cabins? Tents? Tree houses?
- A net covered pool?
- Northeast Houston has always been slow-developing, perceived as industrial, land values are much lower, though Kingwood is popular, off the radar, undiscovered
- Horseback riding and stabling are in high demand

- An archery range is not well-utilized
- Velodrome is not immensely popular either, operated by a separate non-profit now
- Harris City built a mountain bike hill, not in use
- Trails growing
- Some sort of "green people mover"?
- Jumping, flying, other adventure?

Houston Parks and Recreation Department (HPARD)

- Would love to see a "green" research center of some sort with focus on water, reducing the cost of purification, etc. Could join with local (or non-local) University and have intern-style dorm housing
- Working on purchasing land on the watershed of Lake Houston
- Some sort of dorm facility could be used by schools, colleges (A&M, U of H, Stephen F. Austin), girl and boy scouts, camps, etc.
- Waterworks- Public Works planned water museum for on the Lake- would it be possible to connect attractions at the Park with the museum via pontoon or other low-bottomed boat?
- There is also a Harris County mitigation bank that could be included on an educational itinerary
- Possibility of relocating regional TPWD headquarters from LaPorte to the site
- Name is misleading- possibility to change and even offer naming rights with "XX Park in/at New Caney"
- Developer has purchased nearby property (3,200 acres to the East)
- Currently LHP is still on TPWD reservation system
- Since the City has taken over, they've had 2x the traffic and have doubled the budget
- It is only 35 minutes from Houston on the easiest highway (59) in the region
- The Mayor (and others) want it preserved as a wilderness park
- Observation tower? Fire tower?
- Some sort of pavilion for meetings, events, RVers to congregate, A/C, concessions, game rentals, etc.
- Would like to have a more hospitable check-in station, like at a resort or hotel
- Flooding is still a concern
- There are 33 (?) elementary schools near there, that are not even included in the Houston School District, so there is a large student base

- Great Lodge? Cabins?
- Possibility of Toll Road in 2010-2011, would like to be able to enter toll road from 59 and exit to park without paying the toll
- There is a community college in Kingwood with around 50-60,000 students
- Huntsville State Park- driven by lake recreation, also college driving activity
- The Lake has 11 miles of waterfront, but limited access
- Potential to build lodge and bring in operator? Bring in outside developer to build and operate lodge? Lower investment, but more challenging to find someone willing to do that
- Horse access is unique in region, except Sam Rayburn Park, people want to rent and house horses
- Would like concessionaires to operate all services and rentals
- Event rental opportunities?

ERA

Supporting Tables

Table 26: Algonkian Regional Park, Staffing

	FY 2005 ACTUAL	FY 2006 ACTUAL
Algonkian Regional Park		
Full Time	5	5
Part Time, Year Round	1	1
Part Time, Seasonal	5	7
Algonkian Golf Course		
Full Time	8	8
Part Time, Year Round	3	3
Part Time, Seasonal	8	7
Algonkian Pool		
Full Time	0	0
Part Time, Year Round	0	0
Part Time, Seasonal	32	32
Algonkian Meeting & Event Center		
Full Time	0	0
Part Time, Year Round	1	1
Part Time, Seasonal	1	1
Algonkian Cottages		
Full Time	0	0
Part Time, Year Round	5	5
Part Time, Seasonal	0	0
Total		
Full Time	13	13
Part Time, Year Round	10	10
Part Time, Seasonal	46	47

Source: NVRPA, Economics Research Associates, June 2008.

Table 27: Algonkian Regional Park, Annual Budget

	ACTUAL FY2005	ACTUAL FY2006
REVENUES		

Boat/RV Storage	$ 59,289	$ 64,177
Launch & Parking Fees	$ 10,153	$ 10,523
Miniature Golf	$ 8,747	$ 19,113
Miscellaneous Revenue	$ 180	$ 280
Retail Operations	$ -	$ -
Shelter Reservations	$ 45,658	$ 55,328
Total Revenues	**$ 124,027**	**$ 149,421**
Expenses		
Personnel Services		
Full-Time Salaries	$ 182,736	$ 181,608
Part-Time Salaries	$ 13,498	$ 29,824
FICA	$ 14,694	$ 15,890
Hospitalization	$ 20,869	$ 19,094
Life Insurance	$ 1,488	$ 1,508
Retirement	$ 23,902	$ 32,768
Unemployment Tax	$ 447	$ 512
Equipment/Vehicle Maintenance	$ 2,444	$ 3,798
Facility Op. & Maintenance	$ 21,587	$ 23,886
Gas and Diesel	$ 4,654	$ 6,651
Insurance -Vehicle	$ 2,565	$ 2,767
Retail Operations	$ -	$ -
Uniforms	$ 458	$ 351
Utilities and Telephone	$ 8,450	$ 7,328
Total Expenses	**$ 297,792**	**$ 325,985**
Net Income (Loss)	**$(173,765)**	**$(176,564)**

Source: NVRPA, Economics Research Associates, June 2008.

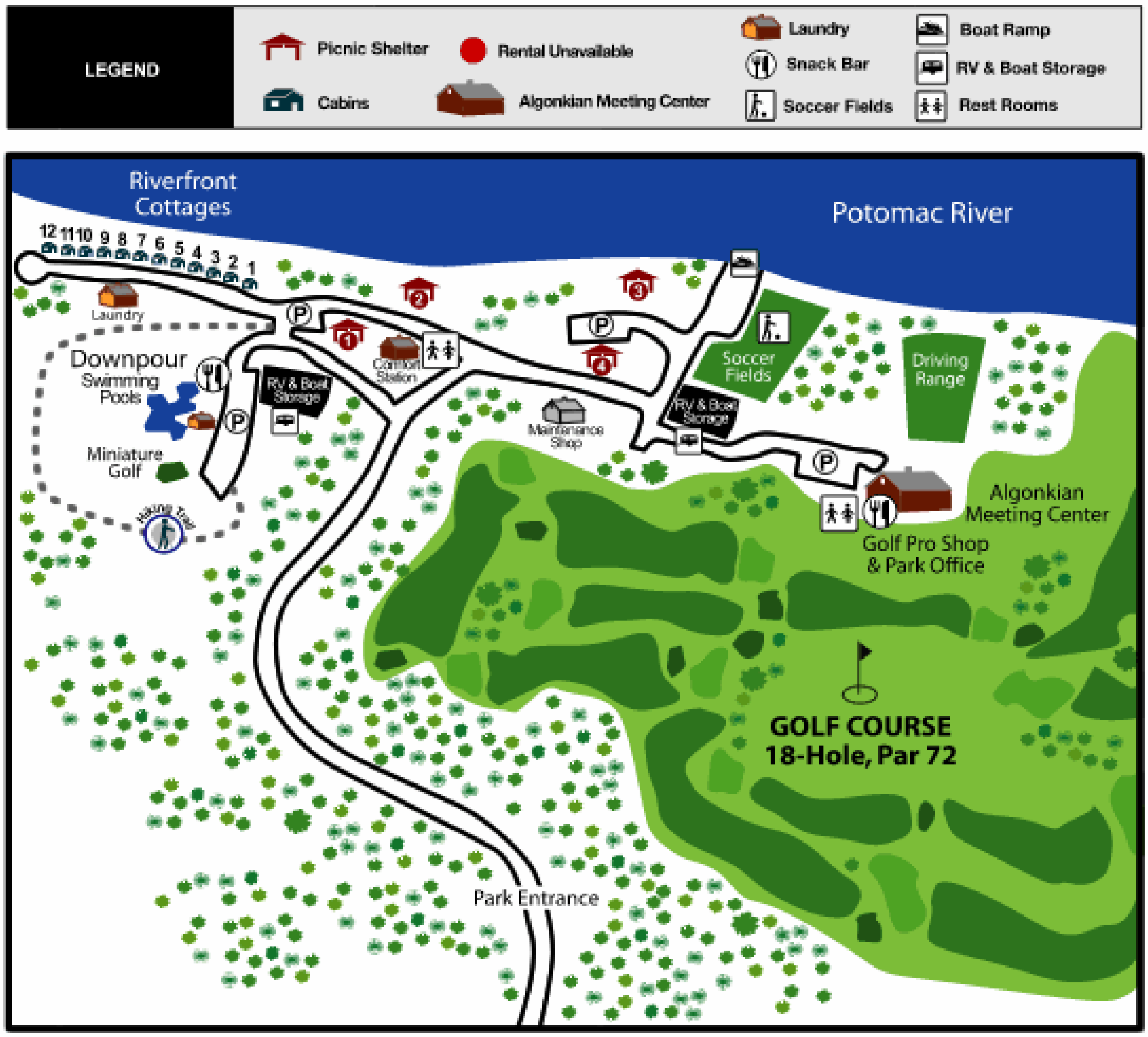
Table 28: Algonkian Operating Performance

	FY 2005 ACTUAL	FY 2006 ACTUAL
Boat/Marina		
Number of boat launches	2,030	2,104
Boat/RV storage usage (capacity)	114	114
Number of miniature golf rounds	1749	3964
Number of picnic shelter rentals	360	404
Number of birthday party participants	N/A	289

Golf		
18-hole rounds	24,457	27,102
Power cart rentals	16,009	17,311
Driving range buckets sold	6,354	6,972
Annual golf memberships sold	61	104
Per capita- pro shop	$ 2.36	$ 2.44
Per capita- food & beverage	$ 4.38	$ 4.45
Revenue per round played	$ 45.71	$ 47.71
Expense per round played	$ 35.31	$ 33.45
Volunteer hours received	N/A	2,835
Pool		
General Admissions	19,487	22,561
Youth Group Participants	6,337	3,974
All Facility Discount Passes Sold	N/A	N/A
Season Passes Sold	3,559	302
Average F&B Spending	$ 1.97	$ 1.96
Conference Center		
Number of Loudoun Room rentals	93	42
Number of Fairfax Room rentals	53	45
Number of Arlington Room rentals	43	33
Number of social rentals (events)	64	23
Number of business rentals (meetings)	125	97
Cottages		
Overall Cottage Rental occupancy rate	49%	49%
Weekend occupancy rate	74%	67%

Source: NVRPA, Economics Research Associates, June 2008.

Figure 6: Algonkian Regional Park



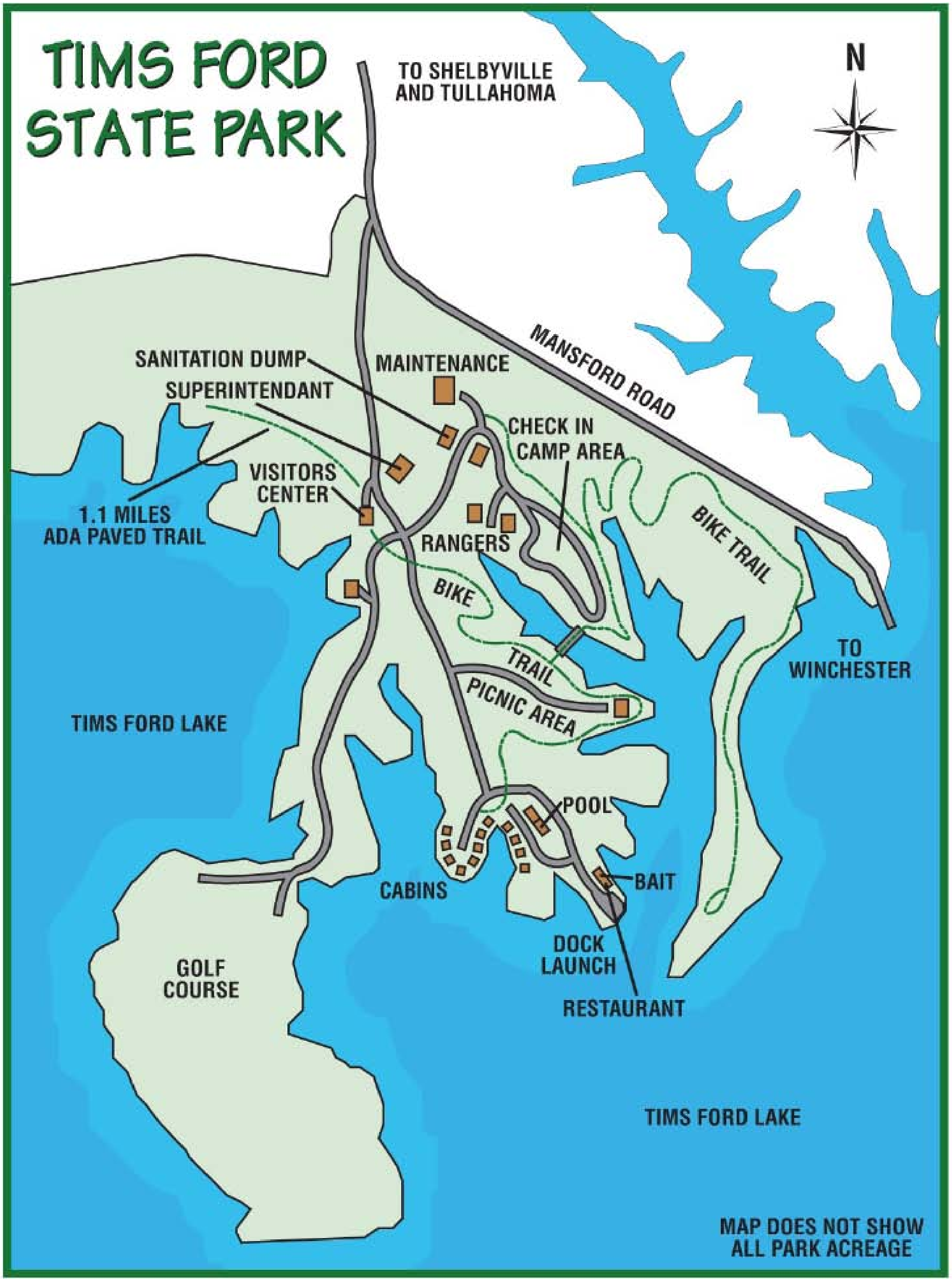
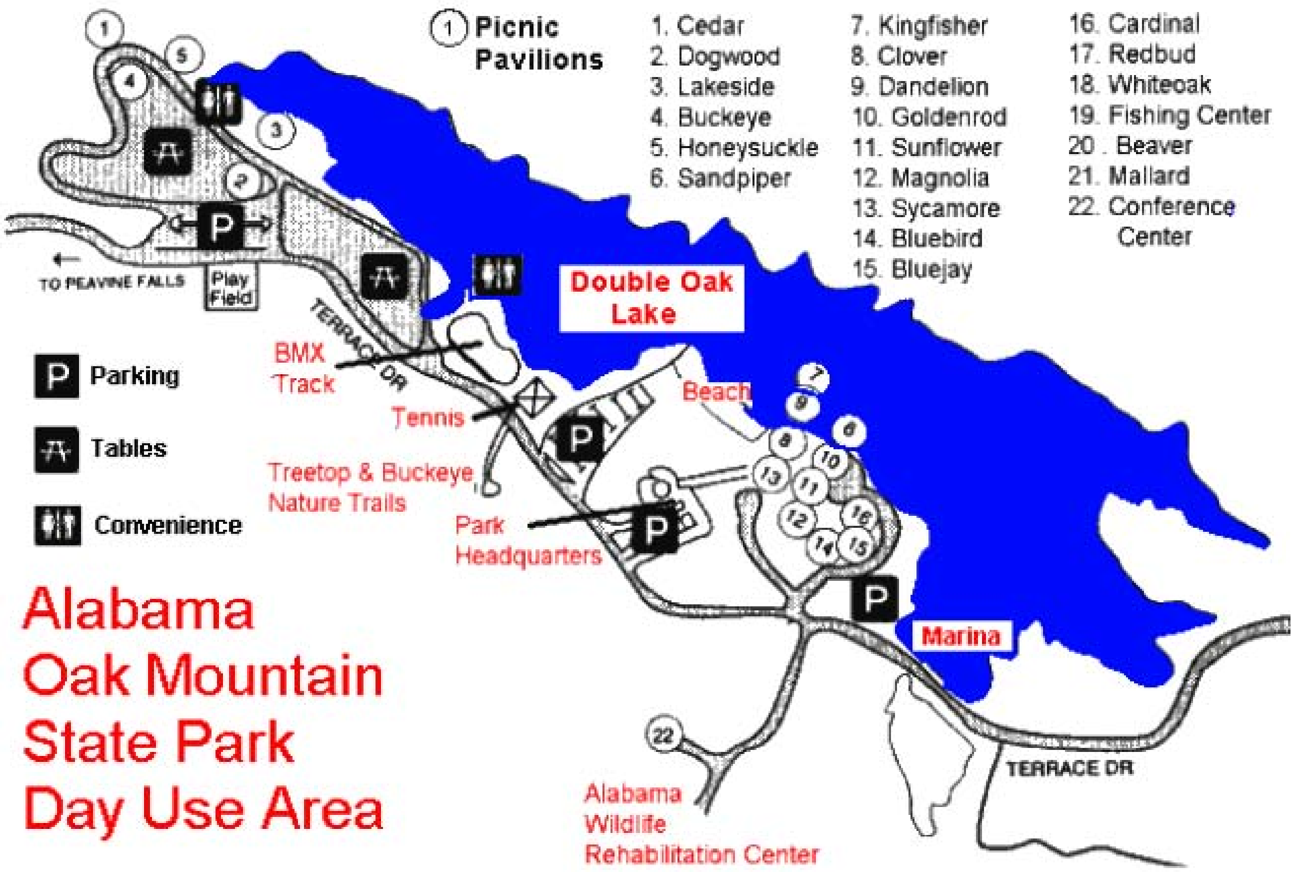


Figure 7: Tims Ford State Park

Source: Tims Ford State Park, 2008.

Figure 8: Oak Mountain State Park



Presentation- Opportunities Analysis