

Case Studies

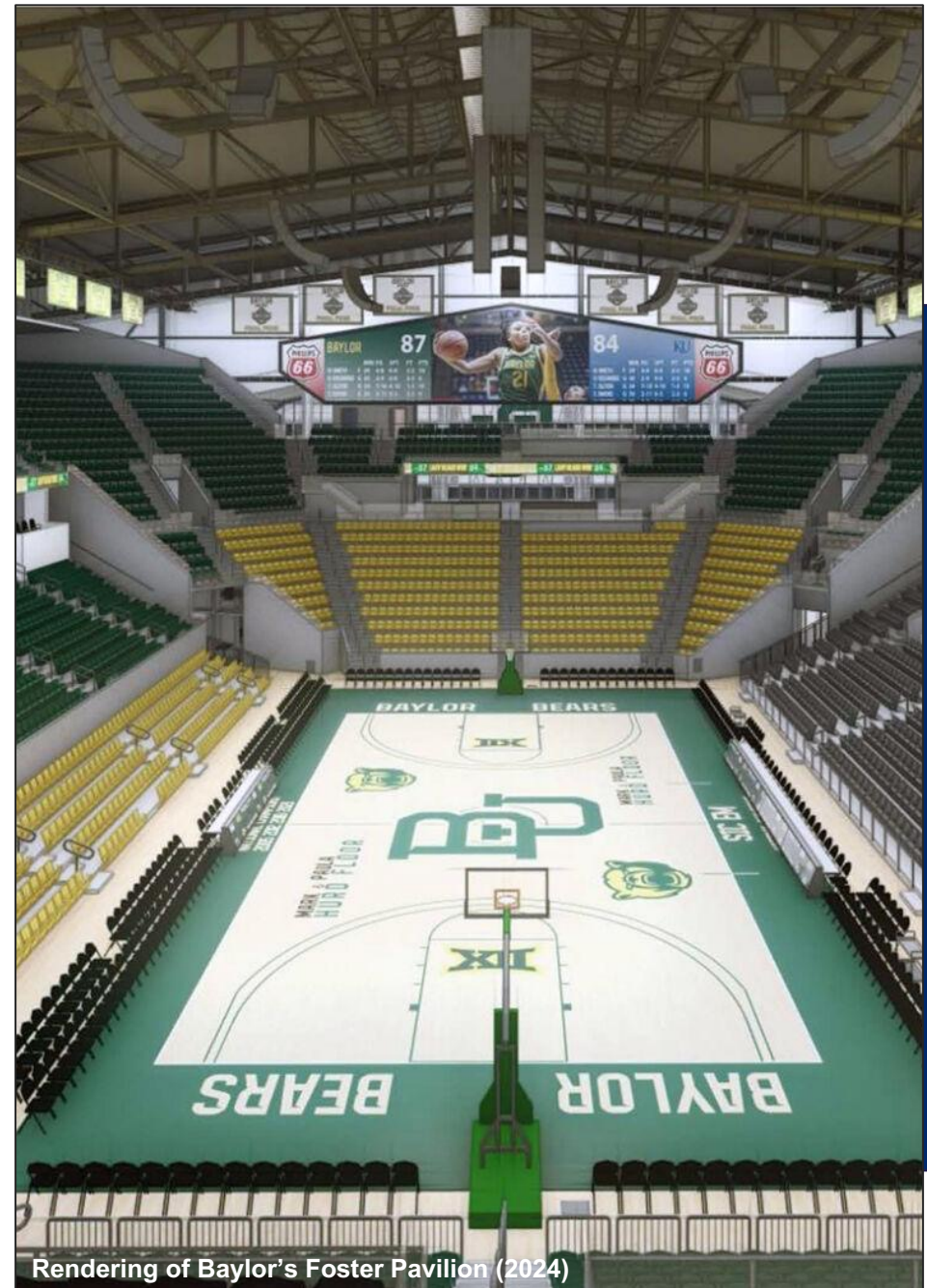
Introduction

Hunden analyzed many University arenas across the country with the goal of answering many of the key questions outlined at the beginning of this report. Additionally, with OU joining the SEC in 2024, it is important to understand visitation trends of comparable universities within this conference.

New Developments: What can be learned from newly developed collegiate areas, or those under development currently? How does the mixed-use nature of many of the new developments influence these projects?

Public-Private Financing: How have collegiate arenas been financed?

Third-Party Operator: What is the impact of concerts, family shows and other events on the visitation to University arenas? How can a new arena's calendar be optimized to generate economic impact, that 'but for' the arena project, would not have occurred in the local area?



Rendering of Baylor's Foster Pavilion (2024)

Case Studies

30.9

Average Number of
Ticketed Non-University
Events in 2022

55%

Average Public-Sector
Funding Contribution



Foster Pavilion

Baylor University
Open: 2024
Seats: 7,000
Cost: \$213 million
Public Share: 30.6%
Management: OVG360



Moody Center

University of Texas - Austin
Open: 2022
Seats: 15,000
Cost: \$375 million
Public Share: 0%
Management: OVG360
Non-University Events (2022): 72



Chesapeake Employers Insurance Arena

University of Maryland, Baltimore County
Open: 2018
Seats: 4,654
Cost: \$85 million
Public Share: 0%
Management: OVG360
Non-University Events (2022): 27



Pinnacle Bank Arena

University of Nebraska
Open: 2013
Seats: 15,500
Cost: \$181 million
Public Share: 100%
Management: ASM
Non-University Events (2022): 14



KFC Yum! Center

University of Louisville
Open: 2010
Seats: 22,000
Cost: \$238 million
Public Share: 54%
Management: ASM
Non-University Events (2022): 39



Tsongas Center

University of Massachusetts
Open: 1998
Seats: 7,000
Cost: \$24 million
Public Share: 90%
Management: OVG360
Non-University Events (2022): 11



Chaifetz Arena

St. Louis University
Open: 2008
Seats: 10,600
Cost: \$80.5 million
Public Share: 10%
Management: OVG360
Non-University Events (2022): 21



Addition Financial Arena

University of Central Florida
Open: 2007
Seats: 10,000
Cost: \$107 million
Public Share: 0%
Management: Spectra
Non-University Events (2022): 32

Visitation Analysis

Collegiate Arenas

Hunden assessed comparable arenas over the Big 12 and the SEC and those that were identified as comparable public-private developments with private professional management. This analysis leverages Placer.ai geofencing data which utilizes cell phone data to provide estimates of visitation to specific points of interest (POI).

Collegiate Arena Visitation 2022															
Venue	University	Conference	Capacity	No. of Ticketed			In-County		Out-of-County		In-State		Out-of-State		
				Non-University Events	Total Visits 2022	Visits/Seat	Visits	%	Visits	%	Visits	%	Visits	%	
KYC Yum! Center	University of Louisville	ACC	22,000	39	1,400,000	64	560,280	40.0%	839,720	60%	938,775	67.1%	461,225	33%	
Moody Center	University of Texas - Austin	Big 12	15,000	72	1,100,000	73	460,793	41.9%	639,207	58%	983,750	89.4%	116,250	11%	
Pinnacle Bank Arena	University of Nebraska	Big 10	15,500	14	1,000,000	65	388,561	38.9%	611,439	61%	905,560	90.6%	94,440	9%	
Addition Financial Arena	University of Central Florida	Big 12	10,000	31	977,900	98	358,117	36.6%	619,783	63%	867,045	88.7%	110,855	11%	
United Supermarkets Arena	Texas Tech University	Big 12	15,000	4	865,800	58	446,500	51.6%	419,300	48%	789,739	91.2%	76,061	9%	
Chaifetz Arena	St. Louis University	A10	10,600	21	713,400	67	172,367	24.2%	541,033	76%	518,123	72.6%	195,277	27%	
Tsongas Center	University of Massachusetts	A10	6,500	11	509,700	78	264,591	51.9%	245,109	48%	421,928	82.8%	87,772	17%	
Chesapeake Employers Insurance Arena	University of Maryland, Baltimore County	America East	4,654	27	455,400	98	146,701	32.2%	308,699	68%	336,434	73.9%	118,966	26%	
Other Relevant Venues															
Thompson-Boling Arena	University of Tennessee	SEC	21,678	26	1,300,000	60	430,028	33.1%	869,972	67%	948,762	73.0%	351,238	27%	
Rupp Arena	University of Kentucky	SEC	20,545	37	1,400,000	68	355,813	25.4%	1,044,187	75%	1,151,947	82.3%	248,053	18%	
The Sandy and John Black Pavillion at Ole Miss	Ole Miss University	SEC	9,500	0	475,800	50	144,300	30.3%	331,500	70%	305,449	64.2%	170,351	36%	
Average			12,930	26	927,091	71	338,914	36.9%	588,177	63%	742,501	79.6%	184,590	20%	
Lloyd Noble	University of Oklahoma	Big 12	11,528	0	489,000	42	166,241	34.0%	322,759	66%	385,666	78.9%	103,334	21%	
Source: Pollstar															

Source: Polstar

In terms of the student population, Placer registers a new “home” for a cell phone owner after 30 days of being at a new city every night. Thus, for each arena there is a slight overestimation of out-of-county and out-of-state visits during the initial events of the school year.

Visitation Analysis

Collegiate Arenas

Hunden’s assessment of several privately managed arenas was aimed at understanding the potential visitation increase of the Project compared to what is currently experienced at Lloyd Noble. The analysis below shows that if the average efficiency (visits per seat) of the eight arenas analyzed is applied to the proposed Project of 10,500 capacity. The baseline visitation increase compared to the visitation at Llyod Noble in 2022 is an estimated to be 256,500 additional annual visits. This analysis shows the impact of concerts and other non-university events and supports the projections completed in the demand, financial and impact chapters of this report.

920k

Average Number of Annual Visits

/

12,930

Average Capacity of Venues Analyzed

=

71

Average Number of Visits Per Seat

71

Average Number of Visits Per Seat

x

10,500

Proposed Capacity of Project

=

745,500

Estimated Baseline Annual Visits of Project

Current	Estimated	Increase	
489,000	745,500	256,500	
2022 Estimated Visits to Lloyd Noble Center	Estimated Baseline Annual Visits of Project	Estimated Annual Visitation Increase	



Case Study: Profiles

Moody Center

Austin, TX

Tenant(s) — UT Basketball, UT Volleyball, Austin Gamblers (PBR)

Seating Capacity — 15,000 seats (total), 10,763 (basketball)

Year Built — 2022

Ownership — University of Texas, Austin

Operator — OVG 360 & UT Austin

Project Cost — \$338 million

Financing — 100% University/Private Share

Notes — The Moody Center is the new home for the Longhorns. When the arena opened in 2022, it replaced the Frank Erwin Center. The arena predominantly services the University; however, it hosts many other events such as concerts, family shows and other entertainment acts. There are multiple groups that have contributed to the success of the venue including Oakview Group, Live Nation/C3 Presents and the University of Texas.

UT contributed the approximately 6.6 acres to OVG in a lease agreement. OVG developed the arena and provides UT with approximately 60 dates per year for athletics and other university events.

The Moody Foundation contributed a \$130 million grant for the arena, which gave them naming rights for the venue.



Moody Center & Frank Erwin Center

Moody Center - Austin, Texas

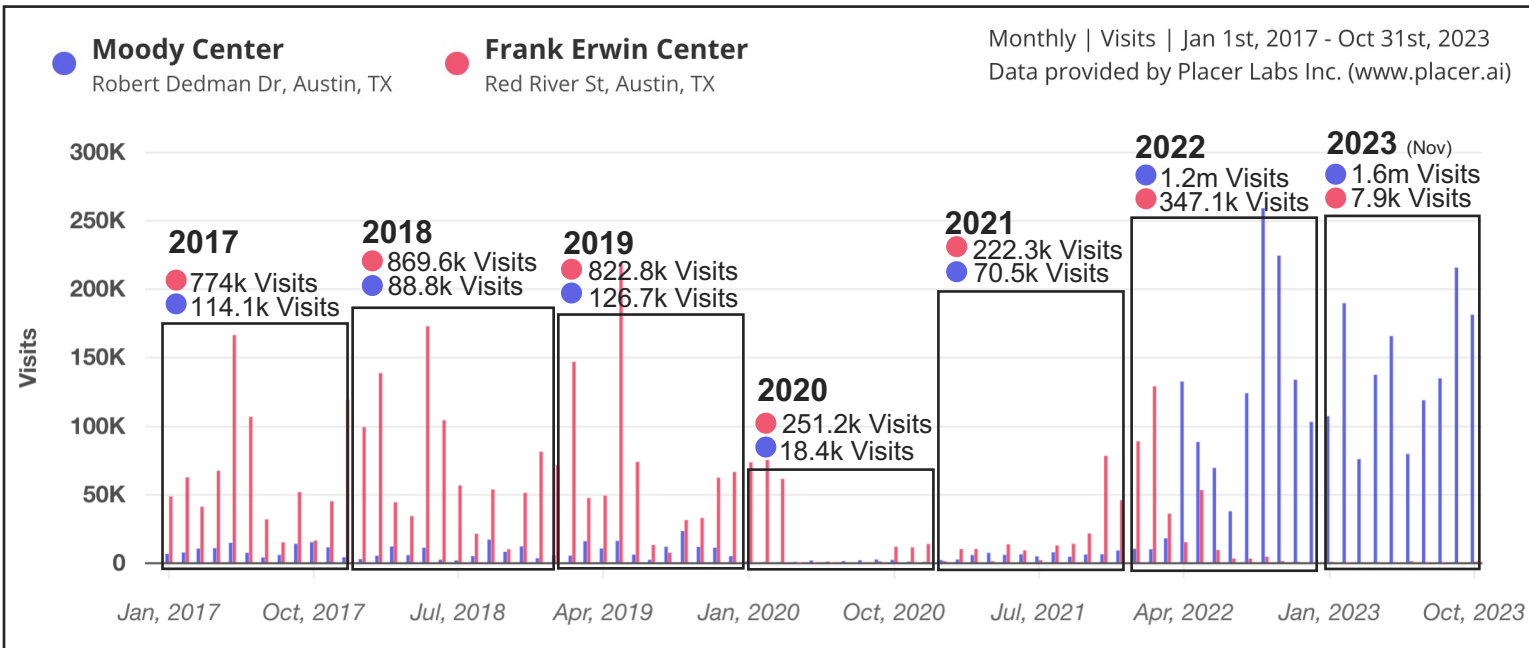
Year	Number of Events	% Events Represented	% of Available Tickets Sold	Average Attendance	Avg. Ticket Price	Estimated Gross Ticket Revenue (millions)
2023	75	89.3%	90%	9,025	\$105.83	\$71.64
2022	73	95.9%	90%	8,797	\$106.17	\$68.18
Average	74	93%	90%	8,911	\$106.00	\$69.91
2019-15	73	96%	90%	8,797	\$106.17	\$68.18

Source: Pollstar

Frank Erwin Center - Austin, Texas

Year	Number of Events	% Events Represented	% of Available Tickets Sold	Average Attendance	Avg. Ticket Price	Estimated Gross Ticket Revenue (millions)
2021	8	62.5%	91%	8,920	\$83.90	\$5.99
2020	4	75.0%	99%	10,425	\$99.56	\$4.15
2019	16	87.5%	90%	8,243	\$90.25	\$11.90
2018	18	77.8%	73%	5,706	\$77.60	\$7.97
2017	19	78.9%	77%	6,493	\$80.27	\$9.90
2016	24	87.5%	77%	7,108	\$76.05	\$12.97
2015	22	72.7%	80%	6,998	\$73.59	\$11.33
2014	11	81.8%	78%	6,544	\$55.01	\$3.96
2013	23	82.6%	78%	7,498	\$67.55	\$11.65
2012	11	100.0%	87%	8,073	\$84.18	\$7.48
2011	24	70.8%	79%	7,060	\$57.26	\$9.70
2010	18	83.3%	80%	7,045	\$52.30	\$6.63
2009	26	92.3%	78%	5,926	\$51.26	\$7.90
Average	17	80.99%	82.01%	7,388	\$72.98	\$8.58
2021-2017	13	76.35%	85.99%	7,957	\$86.31	\$7.98

Source: Pollstar



Frank Erwin Center

Average 2017 – 2019

822.1k Visits

Moody Center

Average 2022 – 2023 (Est)

1.47m Visits

650.6k Visit

Difference

Moody Center



Chesapeake Employers Insurance Arena

Baltimore, MD

Tenant(s) — UMBC Athletics

Seating Capacity — 4,654 (basketball) 5,500 (concerts)

Year Built — 2018

Ownership — UMBC

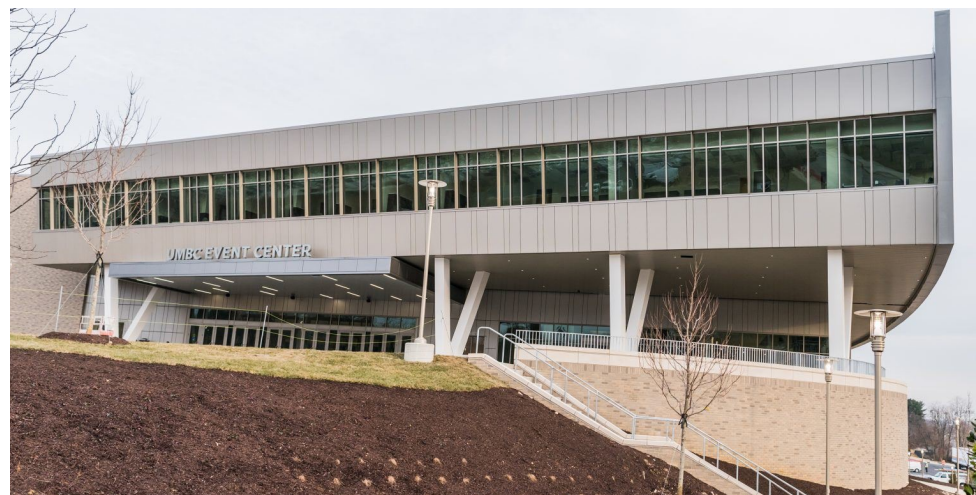
Operator — OVG 360

Project Cost — \$85 million

Financing — 100% University/Private Share

Notes — The Chesapeake Employers Insurance Arena was completed in 2018 for the University of Maryland, Baltimore County (UMBC). Prior to the completion of the new arena that UMBC athletics basketball and volleyball programs played in the Retriever Activities Center, which is the school's recreation center.

The naming rights deal with Chesapeake Employers Insurance was a 15-year \$5 million deal. The arena was largely funded by the University and private organizations.



Chesapeake Employers Insurance Arena

Chesapeake Employers Insurance Arena - Baltimore, MD

Year	Number of Events	% Events Represented	% of Available Tickets Sold	Average Attendance	Avg. Ticket Price	Estimated Gross Ticket Revenue (millions)
2023	9	22.2%	70%	3,007	\$64.74	\$1.75
2022	27	33.3%	77%	3,578	\$70.13	\$6.78
2021	5	40.0%	64%	2,968	\$56.85	\$0.84
2020	1	0.0%	—	—	—	—
2019	19	31.6%	86%	3,833	\$66.59	\$4.85
2018	10	70.0%	55%	2,424	\$47.22	\$1.14
Average (Ex 2020)	9	35.39%	68.25%	3,075	\$56.89	\$2.28

Source: Pollstar

Retriever Activities Center

2017 (Last Year as Home of the UMBC Basketball & Volleyball Programs)

153.6k Visits

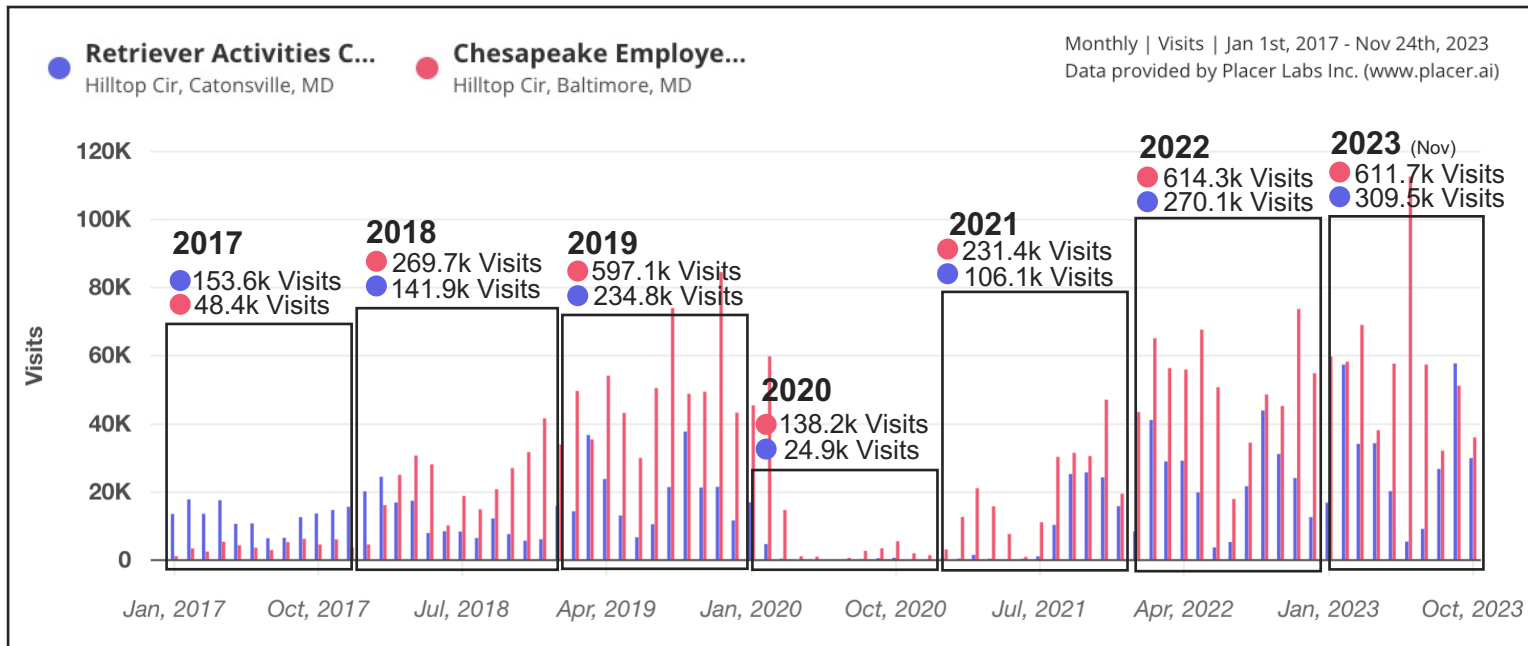
Chesapeake Employers Insurance Arena

Average (2019, 2022 & 2023)

607.7k

454.1k Visit

Difference



Chesapeake Employers Insurance Arena



Chesapeake
Employers
Insurance Arena

Pinnacle Bank Arena

Lincoln, NE

Tenant(s) — Nebraska Cornhuskers

Seating Capacity — 15,500 seats (basketball), 16,130 (center stage)

Year Built — 2013

Ownership — City of Lincoln

Operator — ASM Global

Project Cost — \$181 million, \$375 million West Haymarket District

Financing — 100% Public

Notes — The Pinnacle Bank Arena was completed in 2013 to replace the former Bob Devaney Sports Center. The arena was a part of a larger revitalization effort of the West Haymarket District in downtown Lincoln, NE. The surrounding West Haymarket District includes over 100,000 SF of retail space, 100,000 SF of office space, 200 hotel rooms, 4,000 parking spaces, and 373 residential units.

The construction of the arena was largely a city driven effort. Funding from the city, which is further detailed on following slides, largely came from a bond offering for the development of the arena and the surrounding Haymarket District. The city imposed several additional taxes that went to a vote, which would assist in paying off the cities bond payment obligations.



Pinnacle Bank Arena

Financing Detail

Although the financing may be different than what takes shape in Cleveland County/Norman, the Pinnacle Bank Arena project is a strong case study to show that it takes creative financing to fund these large, significantly impactful projects. Additionally, the tax generation that has occurred to assist in funding the arena has far exceeded expectations showing the significant impact in terms of new spending these Project can generate.

The funding of Pinnacle Bank Arena required a creative financing strategy that required voter approval of additional taxes to revitalize the West Haymarket District and construct the arena.

Revenue Streams to Payback City Issued Debt

- 2% occupation tax on Lincoln's restaurants and bars
- 4% hotel/motel
- 4% rental car tax
- State sales turnback tax
- Parking revenue
- Premium seating revenue
- Naming rights

A joint public agency (JPA) was created to oversee finances of Pinnacle Bank Arena and the surrounding West Haymarket District. The project involved the relocation and elimination of existing railroad tracks and completion of other site preparation activities, the construction of Pinnacle Bank Arena, a community ice center, private retail and office space, a new Amtrak Station, residential units, surface and decked parking, public gathering areas, street and utility

improvements, landscaping, trails and walkways, pedestrian bridges, and environmental enhancements

Currently, occupation tax revenue is able to cover the bond repayment, stated in September of 2023 by Lyn Heaton the cities Finance Director. The following breakdown is the financial position of the financing of the Project as of September of 2023:

Bond Debt:

Total: \$595.5 million

Amount Paid: \$166 million

Revenue:

Occupation Taxes: \$202.8 million

Premium Arena Seating: \$24.2 million

Turnback Taxes: \$15.4 million

Parking Revenue: \$22.2 million

*Arena revenue used to covert operating expenses not included.

Pinnacle Bank Arena Outperforming Expectations

2022 Revenue

Occupation Taxes: \$20,004,357

Intergovernmental: \$3,585,254

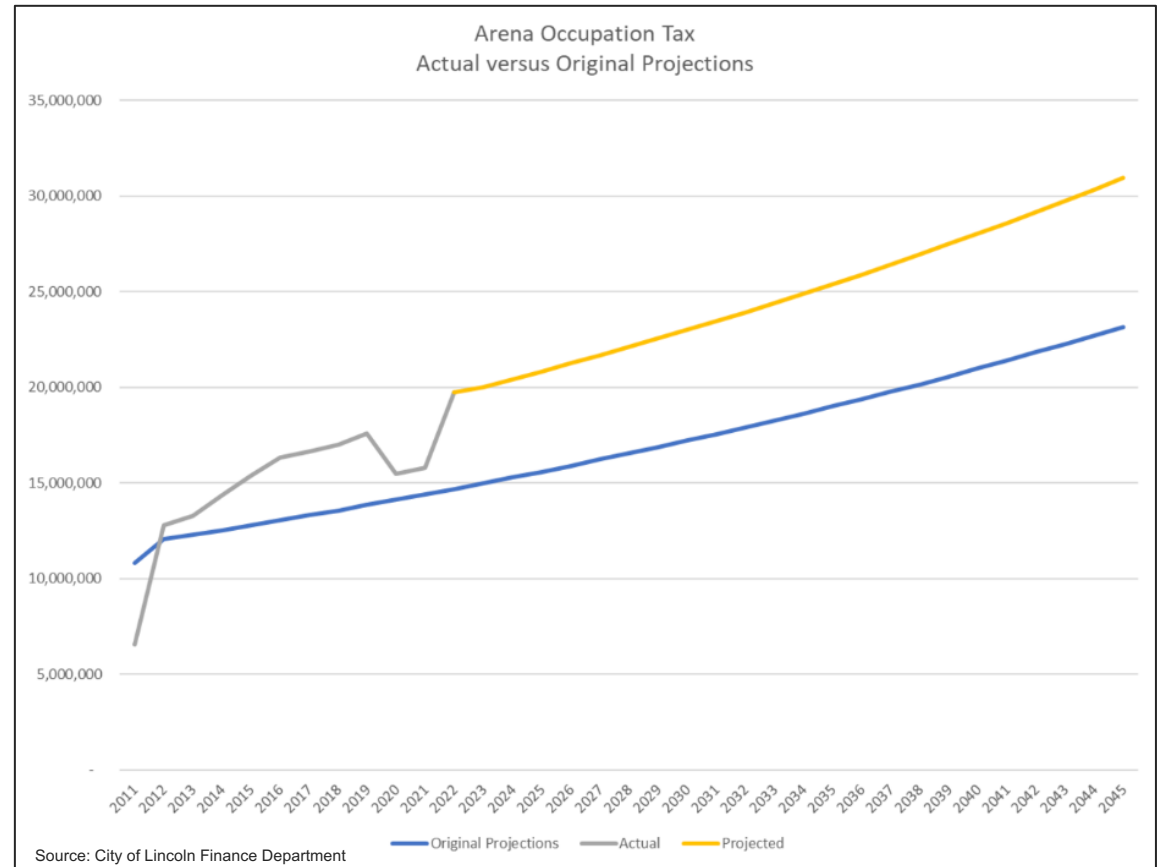
Parking facility revenue: \$3,049,351

Suit and premium seating revenue: \$2,444,564

Investment Income: (\$16,614)

Other program revenues: \$3,648,9

The chart to the right shows that the revenue from the occupation taxes imposed has far surpassed initial projections. Collection of occupation taxes is currently \$30 million more to date than originally projected, which has assisted paying off the city's debt obligations. One driving factor behind this is the fact that the arena created a ripple effect of additional new development beyond what was initially planned in the West Haymarket District.



Pinnacle Bank Arena & West Haymarket District



KFC Yum! Center

Louisville, KY

Tenant(s) — University of Louisville

Seating Capacity — 22,090 seats (basketball), 17,500 (end stage)

Year Built — 2010

Ownership — Louisville Arena Authority

Operator — ASM Global

Project Cost — \$238 million

Financing — 54% Public, 46% Private

Notes — The KFC Yum! Center is the home of the University of Louisville Cardinal's men's and women's basketball teams, volleyball team, and the Louisville Xtreme of the IFL.

Financing for the venue came from \$339 million in bonds through Kentucky's Economic Development Finance Authority. The debt would be paid off over 30-years from many sources. The city set up a downtown TIF of six square miles in the downtown. The TIF has fallen short of expectations, which has resulted in the Arena Authority restructuring its annual payments.

There are several reasons the financing fell short. The projections on the TIF revenue streams were made directly before the 2008 recession. Additionally, given that the projections of the TIF were inflated compared to reality, the deal with UL was less favorable for the building itself.

Despite these concerns and challenges, the facility is a robust economic driver in the downtown. During the nine-year period between FY 2015 and 2023, the facility has generated nearly \$942 million in total spending within the Louisville economy, or an average of nearly \$122 million per year when excluding the pandemic.

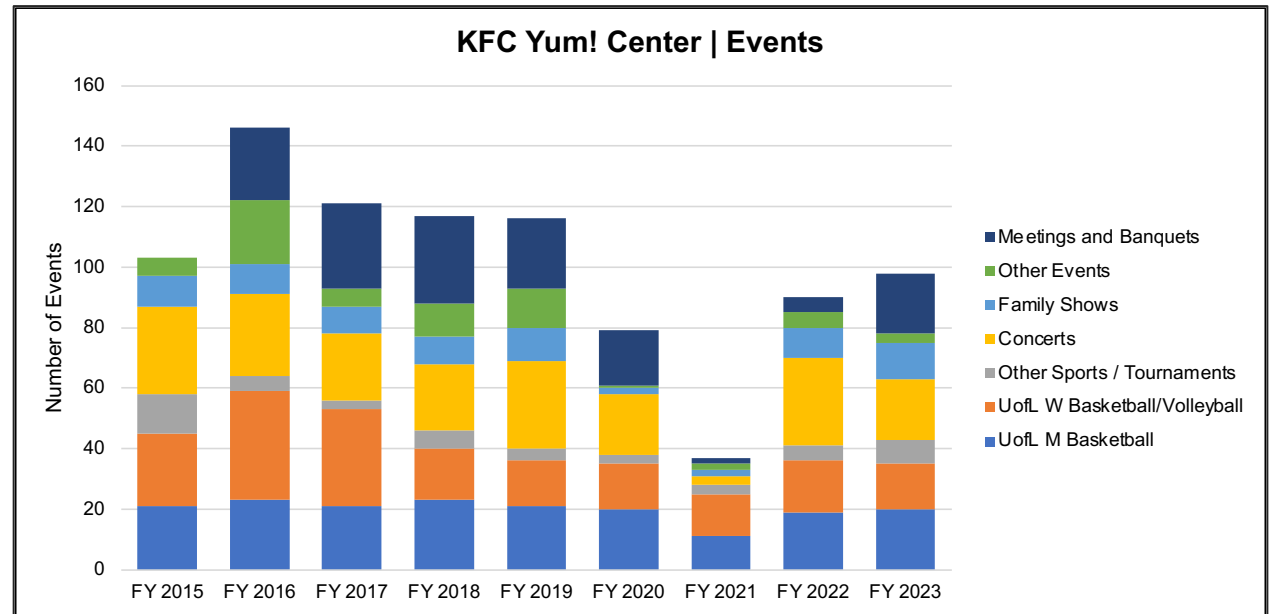


KFC Yum! Center Events

The table and chart to the right outlines the number and type of events held at the KFC Yum! Center from fiscal years 2015 through 2023.

In 2023 the KFC Yum! Center continues to rebound from the pandemic, hosting 16 percent fewer events than the facility did in 2019. The facility maintains a similar number of concerts and sporting events as it did in 2019 but hosts fewer events in the “Other Events” category (i.e. blood drives, community events).

Additionally, since FY 2017 only selected women’s volleyball games have been hosted at the KFC Yum! Center.



KFC Yum! Center - Events									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
UofL M Basketball	21	23	21	23	21	20	11	19	20
UofL W Basketball/Volleyball	24	36	32	17	15	15	14	17	15
Other Sports / Tournaments	13	5	3	6	4	3	3	5	8
Concerts	29	27	22	22	29	20	3	29	20
Family Shows	10	10	9	9	11	2	2	10	12
Other Events	6	21	6	11	13	1	2	5	3
Meets and Banquets	—	24	28	29	23	18	2	5	20
Total	103	146	121	117	116	79	37	90	98

Source: KFC Yum! Center

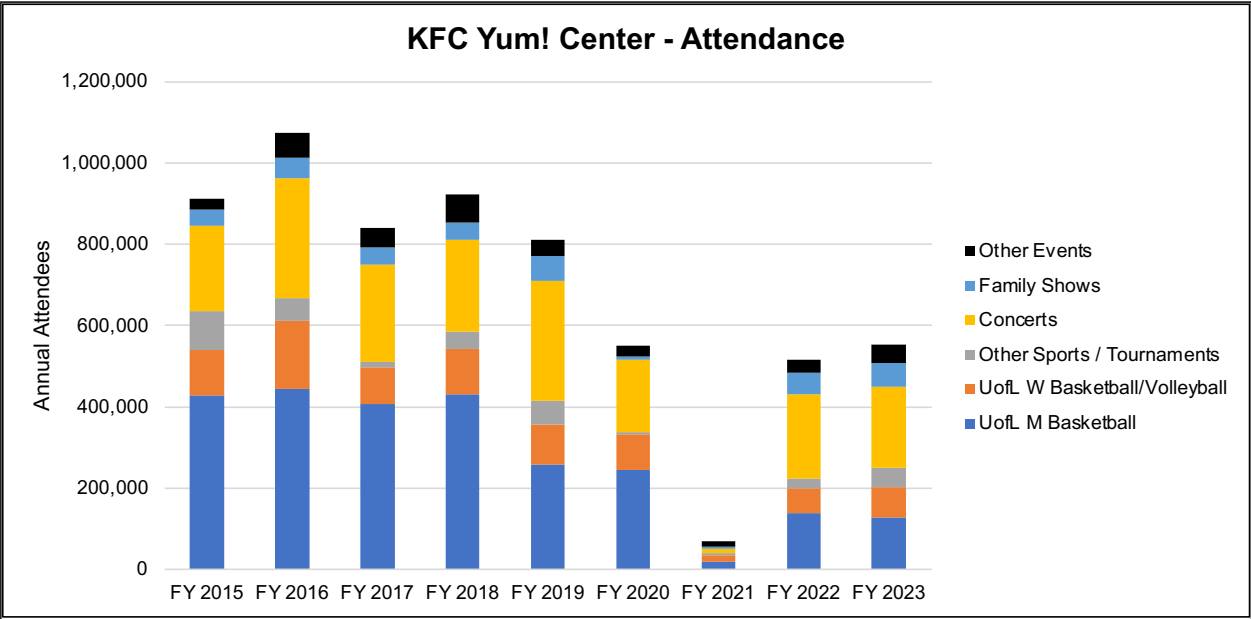
KFC Yum! Center Attendance

The table and graph to the right outlines estimated event attendance by event type for the KFC Yum! Center.

Though the total number of events hosted at the KFC Yum! Center has rebounded to 84 percent of pre-pandemic levels, total attendance has not, with FY 2022 and FY 2023 attendance at 64 and 68 percent of FY 2019 attendance.

This is largely due to reduced attendance per game for University of Louisville men’s basketball games, which is often tied to each season’s team performance.

Attendance per concert is currently higher than prior to the pandemic.



KFC Yum! Center - Attendance									
Event Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
UofL M Basketball	429,398	443,320	406,481	430,224	258,416	244,422	19,639	138,943	129,205
UofL W Basketball/Volleyball	112,000	168,506	91,403	113,641	98,945	88,987	16,503	61,531	72,933
Other Sports / Tournaments	95,089	57,045	12,941	40,983	57,183	4,586	3,138	23,169	48,083
Concerts	209,923	295,040	238,100	225,270	295,988	178,774	10,581	208,332	200,711
Family Shows	39,765	48,682	44,614	44,393	59,634	6,303	5,549	53,176	57,541
Other Events	25,500	61,001	46,573	68,000	40,229	26,695	15,395	30,903	45,490
Total	911,675	1,073,594	840,112	922,511	810,395	549,767	70,805	516,054	553,963

Source: KFC Yum! Center

KFC Yum! Center Financials

The table to the right outlines the historical financials for the KFC Yum! Center. While per capita spending within the arena has increased significantly, a decrease in attendance (mainly to university-oriented events) has led to decreased revenues for the facility.

Inflationary pressures and below average Men's basketball attendance has led to reduced margins, yet the facility continues to operate profitably. In FY 2022 and 2023 the facility operated at an 8 and 9 percent operating margin, respectively.

KFC Yum! Center - Operating Financials										
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
Revenue										
Arena Rent	\$ 6,442,841	\$ 6,874,499	\$ 5,161,016	\$ 5,654,108	\$ 6,517,356	\$ 4,354,496	\$ 1,006,449	\$ 5,218,586	\$ 5,302,146	
Premium Seating	\$ 1,126,208	\$ 987,545	\$ 748,826	\$ 1,117,221	\$ 1,641,707	\$ 1,091,023	\$ 56,453	\$ 1,364,458	\$ 1,122,615	
Food & Beverage, Merchandise	\$ 2,970,410	\$ 3,068,420	\$ 2,871,574	\$ 2,793,806	\$ 3,430,206	\$ 2,616,472	\$ 177,443	\$ 2,730,682	\$ 3,045,026	
Event Revenue	\$ 3,993,479	\$ 4,596,119	\$ 3,855,821	\$ 4,695,858	\$ 5,554,110	\$ 3,182,330	\$ 326,919	\$ 5,222,163	\$ 5,260,665	
Parking	\$ 76,341	\$ 60,790	\$ 40,508	\$ 22,575	\$ 19,960	\$ 18,601	\$ -	\$ -	\$ -	
Other Income	\$ 410,013	\$ 23,536	\$ 42,243	\$ 23,066	\$ 41,802	\$ 14,832	\$ 54,947	\$ 93,229	\$ -	
Total	\$ 15,019,292	\$ 15,610,909	\$ 12,719,988	\$ 14,306,634	\$ 17,205,141	\$ 11,277,754	\$ 1,622,211	\$ 14,629,118	\$ 14,730,452	
Direct Expenses										
Event Expenses	\$ 5,038,522	\$ 5,799,120	\$ 3,973,314	\$ 4,817,328	\$ 6,608,724	\$ 4,048,754	\$ 651,838	\$ 5,237,215	\$ 5,626,401	
Food & Beverage, Merchandise	\$ 931,879	\$ 835,936	\$ 834,362	\$ 705,815	\$ 817,733	\$ 658,158	\$ 48,216	\$ 503,114	\$ 657,812	
Other Expenses	\$ 66,765	\$ 51,705	\$ 35,420	\$ 65,942	\$ 174,880	\$ 100,418	\$ 7,652	\$ 140,666	\$ -	
Total	\$ 6,037,166	\$ 6,686,761	\$ 4,843,096	\$ 5,589,085	\$ 7,601,337	\$ 4,807,330	\$ 707,706	\$ 5,880,995	\$ 6,284,213	
Gross Profit	\$ 8,982,126	\$ 8,924,148	\$ 7,876,892	\$ 8,717,549	\$ 9,603,804	\$ 6,470,424	\$ 914,505	\$ 8,748,123	\$ 8,446,239	
<i>Gross Profit Margin</i>	<i>60%</i>	<i>57%</i>	<i>62%</i>	<i>61%</i>	<i>56%</i>	<i>57%</i>	<i>56%</i>	<i>60%</i>	<i>57%</i>	
Operating Expenses										
Administration	\$ 4,558,816	\$ 4,516,932	\$ 4,239,464	\$ 4,574,548	\$ 4,841,635	\$ 4,128,057	\$ 3,627,126	\$ 4,808,912	\$ 4,339,327	
Utilities	\$ 1,423,507	\$ 1,232,000	\$ 1,154,382	\$ 1,193,869	\$ 1,169,647	\$ 1,034,188	\$ 801,225	\$ 1,265,656	\$ 1,302,014	
Insurance	\$ 478,875	\$ 505,395	\$ 531,199	\$ 472,048	\$ 405,169	\$ 713,734	\$ 619,038	\$ 792,853	\$ 787,763	
Management Fee	\$ 494,508	\$ 494,508	\$ 451,847	\$ 710,500	\$ 721,158	\$ 729,090	\$ 731,277	\$ 742,247	\$ 753,380	
Total	\$ 6,955,706	\$ 6,748,835	\$ 6,376,892	\$ 6,950,965	\$ 7,137,609	\$ 6,605,069	\$ 5,778,666	\$ 7,609,668	\$ 7,182,484	
Net Operating Income	\$ 2,026,420	\$ 2,175,313	\$ 1,500,000	\$ 1,766,584	\$ 2,466,195	\$ (134,645)	\$ (4,864,161)	\$ 1,138,455	\$ 1,263,755	
<i>Operating Margin</i>	<i>13%</i>	<i>14%</i>	<i>12%</i>	<i>12%</i>	<i>14%</i>	<i>-1%</i>	<i>-300%</i>	<i>8%</i>	<i>9%</i>	
Source: KFC Yum! Center										

New Developments: Baylor University

Waco, TX

Baylor University is currently underway with a new 7,500-seat basketball arena, Foster Pavilion, which is nearing completion and will host its first collegiate basketball game in early January 2024. The arena was the conception of a public-private partnership between the university and the city of Waco, with \$65 million of financing coming from the city and the remaining coming from the university sources. The total project cost is reported at \$212.6 million. Outside of this new project the city, university and private development community have planned for a mixed-use entertainment and lifestyle district directly outside of the new venue.

Phase I includes the following elements which are completed and leasing:

- 266 units residential, 250 units student housing
- 6,000 SF of retail & restaurant space
- 600 new parking spaces, in addition to the 400 recently completed

The city of Waco approved \$20.2 million in TIF funding for the mixed-use components, which includes the clean up of environmental contaminants, create public improvements, waterfront improvements, new streets, infrastructure, a parking garage and a re-do of University Parks streetscape from Jackson to I-35. The public improvements include Farmers Market Plaza.

Phase II and III-unit count and square footage detail has not been released but will include an extensive amount of retail and restaurant space, hotels and additional residential development, which is shown on the following slide.



Brazos Riverfront Project

The mixed-use district will occur over three phases with phase I elements already being delivered.

Phase II and III are planned to deliver in 2025.

There was a complex land swaps to get Project off the ground. The University purchased land from the City for the Foster Pavilion, and the City did a long-term lease to Catalyst Development for the commercial components of phase I.

CONCEPTUAL

Future Phase (Purple Outline)
Office / Mixed-Use

Under
Construction Now
(Red Outline)

Pavilion Phase (Yellow Outline)
Start in 2022
Finish in 2024



Brazos Riverfront Construction



University of Central Florida

Orlando, FL

In 2007, the University of Central Florida opened Knights Plaza, an athletic village and shopping center on campus located near the now FBC Mortgage Stadium. The plaza consists of student housing for 2,000 students in four towers, 183,000 SF of retail and restaurant space, as well as a new 9,400-seat Addition Financial Arena and renovated 2,300-seat Spectra-managed The Venue at UCF Arena which is used as both a practice facility and concert / event venue.

In the past, the plaza has had difficulties filling the retail space due to lack of free parking and changing economic conditions. The plaza is currently occupied by more than 15 dining and retail establishments that cater to the large student population.

The \$107 million development was funded through the following:

- Student housing revenues - \$59 million
- University operating funds - \$30 million
- Naming rights / sponsorships - \$11 million
- Commercial leases - \$7 million

In Spring 2022, the UCF Board of Trustees approved numerous improvement projects for the football stadium and Knights Plaza including additional stadium seating, premium options, relocation of practice fields, new resistance river and hydrotherapy pools, and additional parking. Total cost of these phased improvements is expected at \$125 million to be funded by university-issued debt and private donations.



Knights Plaza Development Overview

Knights Plaza incorporates retail, restaurants, public space and student housing adjacent to University of Central Florida's athletic facilities. The plaza acts as the "Campus Town Center."

Recently approved investment in the district will allow for a renovated football stadium, additional commercial developments and new public gathering spaces.



Key Highlights

Case Studies

There is no “magic bullet” on how to get large event venue anchored mixed-use districts done. However, these case studies show some examples on how it has been done elsewhere, how these venues have performed, and what the true impact is when a high-caliber venue is privately managed.

The net new economic impact of several of the arenas analyzed can be seen in the significant boost in annual visitation to these venues compared to the old venue where the team played. The geofencing analysis shows that many of these fans came from outside the given city or county.

Revenue streams within the venue and outside of the building are used to assist in the funding of these large projects. This includes naming rights, advertising, luxury suite revenue and others. Although not applicable in all situations, district taxes such as ticket taxes or others can be levied on events within the venue, with the goal of those revenue streams being another funding stream to fund the project.

Venues with private management maximize the efficiency of the venue, as seen by the significant visitation generated by these venues. Those operated by universities that do not open their schedules to external events, such as Lloyd Noble currently, do not.





Demand & Financial Projection Overview

Original Development – OU Foundation
Development Program provided by
Team Norman

Original Development – OU Foundation

Development Program

Demand & Financial Projections

The adjacent table shows Hunden’s projections of key performance metrics for the core elements of the OU Foundation Development Program provided by Team Norman.

Lease/rental rates and occupancy levels were based on Hunden’s assessment of the competitive market environment and performance of comparable assets.

Development Assumptions		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2051
ORIGINAL DEVELOPMENT		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 25
Inflation Factor 3%												
Performance Venue / Arena												
Capacity (8,000 Fixed Seats)				10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Total Number of Events				136	147	160	160	160	160	160	160	160
Number of Promoted Concerts & Shows				14	17	21	21	21	21	21	21	21
Total Attendance				428,015	465,025	501,615	501,615	501,615	501,615	501,615	501,615	501,615
Multifamily												
Total Units			250	500	500	500	750	1,079	1,424	1,424	1,424	1,424
Total SF	1,001		250,166	500,332	500,332	500,332	750,499	1,079,717	1,424,947	1,424,947	1,424,947	1,424,947
Average Rent PSF	\$ 1.42		\$ 1.60	\$ 1.65	\$ 1.70	\$ 1.75	\$ 1.80	\$ 1.85	\$ 1.91	\$ 1.97	\$ 2.02	\$ 3.15
Occupancy			58%	66%	86%	82%	93%	84%	86%	89%	93%	93%
Single Family for Rent												
Total Units			177	177	177	177	177	177	177	177	177	177
Total SF	1,300		230,100	230,100	230,100	230,100	230,100	230,100	230,100	230,100	230,100	230,100
Average Rent PSF	\$ 1.21		\$ 1.40	\$ 1.44	\$ 1.49	\$ 1.53	\$ 1.58	\$ 1.62	\$ 1.67	\$ 1.72	\$ 1.72	\$ 2.68
Occupancy			62%	93%	93%	93%	93%	93%	93%	93%	93%	93%
Office												
Total SF			48,000	138,000	318,000	330,502	420,502	565,322	565,322	565,322	565,322	565,322
% Leasable			93%	93%	93%	93%	93%	93%	93%	93%	93%	93%
Occupancy			50%	73%	68%	73%	78%	86%	93%	93%	93%	93%
Average Rent PSF	\$ 22.00		\$ 25.50	\$ 26.27	\$ 27.06	\$ 27.87	\$ 28.71	\$ 29.57	\$ 30.45	\$ 31.37	\$ 31.37	\$ 48.87
Retail/F&B												
Total SF			275,500	275,500	275,500	275,500	275,500	275,500	275,500	275,500	275,500	275,500
% Leasable			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Occupancy			60%	88%	88%	88%	88%	88%	88%	88%	88%	88%
Avg. Ann. Sales PSF	8%		\$ 355.51	\$ 366.18	\$ 377.16	\$ 388.48	\$ 400.13	\$ 412.13	\$ 424.50	\$ 437.23	\$ 437.23	\$ 681.20
Average Rent PSF	\$ 23.00		\$ 26.66	\$ 27.46	\$ 28.29	\$ 29.14	\$ 30.01	\$ 30.91	\$ 31.84	\$ 32.79	\$ 32.79	\$ 51.09
Hotel Assets												
Total Keys			150	150	150	150	150	150	150	150	150	150
Conference Center			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Occupancy			65%	74%	78%	78%	78%	81%	83%	84%	84%	83%
ADR			\$ 177.14	\$ 182.53	\$ 187.40	\$ 192.09	\$ 196.89	\$ 201.67	\$ 206.64	\$ 211.92	\$ 211.92	\$ 326.85
Airport Related Assets												
FBO Total SF			48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
Hangar Space Total SF			60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Source: Hunden Partners												



Event Venue Projections

Arena & Event Venue

Event & Attendance Projections

The table shows the estimated event projections for the event venue in Norman. These event assumptions were created based on Hunden's assessment of the market, conversations with promoters and stakeholder groups, and analysis of other comparable venues across the country.

Norman, Oklahoma Event Venue	2029	2030	2031	2032	2033	2034	2035	2036	2051
Events & Attendance	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 25
Events by Type									
OU Men's Basketball	18	18	18	18	18	18	18	18	18
OU Women's Basketball	18	18	18	18	18	18	18	18	18
OU Gymnastics	5	5	5	5	5	5	5	5	5
Concerts - End/Center Stage	5	6	7	7	7	7	7	7	7
Concerts - Half House	4	5	6	6	6	6	6	6	6
Family Shows	5	8	10	10	10	10	10	10	10
High School Sports	8	8	10	10	10	10	10	10	10
Motor Sports, Wrestling and Rodeo	4	5	6	6	6	6	6	6	6
Comedy Shows	1	1	2	2	2	2	2	2	2
Other Sporting Events	3	5	6	6	6	6	6	6	6
Graduations	14	14	14	14	14	14	14	14	14
Banquets	13	15	18	18	18	18	18	18	18
Meetings	35	35	35	35	35	35	35	35	35
Community Events	3	4	5	5	5	5	5	5	5
Total	136	147	160	160	160	160	160	160	160
Annual Attendance									
OU Men's Basketball	129,600	129,600	129,600	129,600	129,600	129,600	129,600	129,600	129,600
OU Women's Basketball	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000
OU Gymnastics	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Concerts - End/Center Stage	37,000	44,400	51,800	51,800	51,800	51,800	51,800	51,800	51,800
Concerts - Half House	14,800	18,500	22,200	22,200	22,200	22,200	22,200	22,200	22,200
Family Shows	17,500	28,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
High School Sports	16,000	16,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Motor Sports, Wrestling and Rodeo	22,000	27,500	33,000	33,000	33,000	33,000	33,000	33,000	33,000
Comedy Shows	2,800	2,800	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Other Sporting Events	12,000	20,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Graduations	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Banquets	3,640	4,200	5,040	5,040	5,040	5,040	5,040	5,040	5,040
Meetings	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625	2,625
Community Events	4,050	5,400	6,750	6,750	6,750	6,750	6,750	6,750	6,750
Total	428,015	465,025	501,615	501,615	501,615	501,615	501,615	501,615	501,615
Source: Hunden Partners									

Arena & Event Venue

Proforma Projections

The table below outlines the proforma financial statement of the proposed 10,500-seat event venue within the greater development.

Hunden expects that arena and event venue will generate a net profit of approximately \$423,000 in Year 1 of operation and stabilize at approximately \$1.8 million by stabilization in Year 3 of operation.

Norman, Oklahoma Event Venue	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
Operating Revenues									
<u>Event Rental Revenue</u>									
University Rent	\$ 500,000	\$ 515,000	\$ 530,450	\$ 546,364	\$ 562,754	\$ 579,637	\$ 597,026	\$ 614,937	\$ 958,052
Other Rental Income	\$ 783,996	\$ 987,865	\$ 1,210,654	\$ 1,274,673	\$ 1,342,299	\$ 1,413,744	\$ 1,489,231	\$ 1,568,997	\$ 3,491,699
Service Income (Loss)	\$ (295,838)	\$ (372,767)	\$ (456,836)	\$ (480,993)	\$ (506,512)	\$ (533,471)	\$ (561,956)	\$ (592,055)	\$ (1,317,579)
Subtotal - Event Rental Revenue	\$ 988,158	\$ 1,130,098	\$ 1,284,268	\$ 1,340,044	\$ 1,398,542	\$ 1,459,910	\$ 1,524,302	\$ 1,591,879	\$ 3,132,172
<u>Event Ancillary Revenue</u>									
Concessions (net)	\$ 1,365,585	\$ 1,541,630	\$ 1,732,413	\$ 1,784,385	\$ 1,837,917	\$ 1,893,054	\$ 1,949,846	\$ 2,008,341	\$ 3,128,931
Catering (net)	\$ 98,390	\$ 111,229	\$ 129,841	\$ 133,737	\$ 137,749	\$ 141,881	\$ 146,138	\$ 150,522	\$ 234,508
Parking (net)	\$ 1,281,858	\$ 1,504,516	\$ 1,736,229	\$ 1,788,316	\$ 1,841,965	\$ 1,897,224	\$ 1,954,141	\$ 2,012,765	\$ 3,135,823
Merchandise (net)	\$ 100,593	\$ 112,308	\$ 125,619	\$ 129,388	\$ 133,270	\$ 137,268	\$ 141,386	\$ 145,627	\$ 226,883
Convenience Charge Rebates	\$ 95,128	\$ 108,509	\$ 122,390	\$ 126,062	\$ 129,844	\$ 133,739	\$ 137,751	\$ 141,884	\$ 221,051
Facility Fees	\$ 647,679	\$ 858,883	\$ 1,078,237	\$ 1,110,585	\$ 1,143,902	\$ 1,178,219	\$ 1,213,566	\$ 1,249,973	\$ 1,947,417
Subtotal - Ancillary Revenue	\$ 3,589,233	\$ 4,237,075	\$ 4,924,731	\$ 5,072,473	\$ 5,224,647	\$ 5,381,386	\$ 5,542,828	\$ 5,709,113	\$ 8,894,611
<u>Other Revenue</u>									
Advertising/Sponsorship (net)	\$ 1,500,000	\$ 1,545,000	\$ 1,591,350	\$ 1,639,091	\$ 1,688,263	\$ 1,738,911	\$ 1,791,078	\$ 1,844,811	\$ 2,874,155
Naming/Service Rights (net)	\$ 938,000	\$ 966,140	\$ 995,124	\$ 1,024,978	\$ 1,055,727	\$ 1,087,399	\$ 1,120,021	\$ 1,153,622	\$ 1,797,305
Premium Seating	\$ 1,283,000	\$ 1,321,490	\$ 1,361,135	\$ 1,401,969	\$ 1,444,028	\$ 1,487,349	\$ 1,531,969	\$ 1,577,928	\$ 2,458,361
Other	\$ 30,000	\$ 30,900	\$ 31,827	\$ 32,782	\$ 33,765	\$ 34,778	\$ 35,822	\$ 36,896	\$ 57,483
Subtotal - Other Revenue	\$ 3,751,000	\$ 3,863,530	\$ 3,979,436	\$ 4,098,819	\$ 4,221,784	\$ 4,348,437	\$ 4,478,890	\$ 4,613,257	\$ 7,187,304
Total Operating Revenues	\$ 8,328,392	\$ 9,230,703	\$ 10,188,435	\$ 10,511,335	\$ 10,844,973	\$ 11,189,734	\$ 11,546,020	\$ 11,914,248	\$ 19,214,087
Operating Expenses									
Personnel	\$ 3,791,557	\$ 3,905,303	\$ 4,022,462	\$ 4,143,136	\$ 4,267,430	\$ 4,395,453	\$ 4,527,317	\$ 4,663,136	\$ 7,265,014
Utilities	\$ 1,095,398	\$ 1,128,260	\$ 1,162,108	\$ 1,196,971	\$ 1,232,880	\$ 1,269,867	\$ 1,307,963	\$ 1,347,201	\$ 2,098,896
Operations	\$ 1,166,809	\$ 1,201,814	\$ 1,237,868	\$ 1,275,004	\$ 1,313,254	\$ 1,352,652	\$ 1,393,231	\$ 1,435,028	\$ 2,235,727
General & Admin	\$ 1,364,466	\$ 1,405,400	\$ 1,447,562	\$ 1,490,988	\$ 1,535,718	\$ 1,581,790	\$ 1,629,243	\$ 1,678,121	\$ 2,614,457
Insurance	\$ 168,327	\$ 173,376	\$ 178,578	\$ 183,935	\$ 189,453	\$ 195,137	\$ 200,991	\$ 207,020	\$ 322,531
Management Fee	\$ 318,800	\$ 328,364	\$ 338,215	\$ 348,362	\$ 358,813	\$ 369,577	\$ 380,664	\$ 392,084	\$ 610,854
Total Operating Expenses	\$ 7,905,357	\$ 8,142,517	\$ 8,386,793	\$ 8,638,397	\$ 8,897,548	\$ 9,164,475	\$ 9,439,409	\$ 9,722,591	\$ 15,147,481
Net Operating Income	\$ 423,035	\$ 1,088,186	\$ 1,801,642	\$ 1,872,939	\$ 1,947,424	\$ 2,025,259	\$ 2,106,610	\$ 2,191,657	\$ 4,066,606

Source: Hunden Partners



Full Development – Rock Creek Entertainment District TIF #4

Full Development – TIF #4

Demand & Financial Projections

The adjacent table shows projections of key performance metrics for the core elements of the OU Foundation Development Program as well as the additional development that would occur within surrounding parcels within the TIF #4 district.

This includes the addition of the National Weather Experience, additional retail and hotel assets in Year 8, retail and restaurants in Year 9 and finally multifamily in Year 10.

Lease/rental rates and occupancy levels were based on Hunden's assessment of the competitive market environment and performance of comparable assets.

Development Assumptions ROCK CREEK TIF#4 FULL DEVELOPMENT											
Inflation Factor 3%											
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
Performance Venue / Arena											
Capacity (8,000 Fixed Seats)			10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500	10,500
Total Number of Events			136	147	160	160	160	160	160	160	160
Number of Promoted Concerts & Shows			14	17	21	21	21	21	21	21	21
Total Attendance			428,015	465,025	501,615	501,615	501,615	501,615	501,615	501,615	501,615
Multifamily											
Total Units		250	500	500	500	750	1,079	1,424	1,424	1,644	1,644
Total SF	1,001	250,166	500,332	500,332	500,332	750,499	1,079,717	1,424,947	1,424,947	1,645,093	1,645,093
Average Rent PSF	\$ 1.42	\$ 1.60	\$ 1.65	\$ 1.70	\$ 1.75	\$ 1.80	\$ 1.85	\$ 1.91	\$ 1.97	\$ 2.02	\$ 3.15
Occupancy		58%	66%	86%	82%	93%	84%	86%	89%	93%	93%
Single Family for Rent											
Total Units			177	177	177	177	177	177	177	177	177
Total SF	1,300		230,100	230,100	230,100	230,100	230,100	230,100	230,100	230,100	230,100
Average Rent PSF	\$ 1.21		\$ 1.40	\$ 1.44	\$ 1.49	\$ 1.53	\$ 1.58	\$ 1.62	\$ 1.67	\$ 1.72	\$ 2.68
Occupancy			62%	93%	93%	93%	93%	93%	93%	93%	93%
Office											
Total SF			48,000	138,000	318,000	330,502	565,322	565,322	565,322	565,322	565,322
% Leasable			93%	93%	93%	93%	93%	93%	93%	93%	93%
Occupancy			50%	73%	68%	73%	78%	86%	93%	93%	93%
Average Rent PSF	\$ 22.00		\$ 25.50	\$ 26.27	\$ 27.06	\$ 27.87	\$ 28.71	\$ 29.57	\$ 30.45	\$ 31.37	\$ 48.87
Retail/F&B											
Total SF			275,000	275,000	275,000	275,000	275,000	330,000	330,000	330,000	330,000
% Leasable			100%	100%	100%	100%	100%	100%	100%	100%	100%
Occupancy			60%	88%	88%	88%	88%	86%	86%	86%	86%
Avg. Ann. Sales PSF	8%		\$ 355.51	\$ 366.18	\$ 377.16	\$ 388.48	\$ 400.13	\$ 412.13	\$ 424.50	\$ 437.23	\$ 681.20
Average Rent PSF	\$ 23.00		\$ 26.66	\$ 27.46	\$ 28.29	\$ 29.14	\$ 30.01	\$ 30.91	\$ 31.84	\$ 32.79	\$ 51.09
Hotel Assets											
Total Keys			150	150	150	150	150	270	270	270	270
Conference Center			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Occupancy			65%	74%	78%	78%	78%	75%	76%	77%	76%
ADR			\$ 177.14	\$ 182.53	\$ 187.40	\$ 192.09	\$ 196.89	\$ 201.67	\$ 206.64	\$ 211.92	\$ 326.85
National Weather Experience											
Total Square Footage Estimate				100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Total Estimated Annual Attendance				203,172	199,901	193,029	172,311	172,311	172,311	172,311	172,311
Airport Related Assets											
FBO Total SF			48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000	48,000
Hangar Space Total SF			60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Source: Hunden Partners											

Economic Impact Summary

Hunden uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the Cleveland County economy due to additional inputs. For example, for every dollar of direct new spending in Cleveland County, the IMPLAN model provides multipliers for the indirect and induced spending that will result.

The net new and recaptured direct spending discussed earlier in the chapter is considered to be the **Direct Impact**.

- From the direct spending figures, further impact analyses will be completed.
- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the induced customer's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the state, county or city due to the net new economic activity. The fiscal impact represents the government's share of total economic benefit. Fiscal impacts provide an offset to the potential public expenditures required to support the development.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Net New Assumptions

It is expected that there will be some level of substitution/cannibalized spending that would occur due to the development of the project. However, similarly there is also expected to be some recaptured spending that would occur that is currently leaked to surrounding markets outside of Cleveland County for retail, restaurant, and entertainment offerings.

The following table shows Hunden's projections of substitution/cannibalization, as well as recaptured spending, within each asset within the development. These assumptions are kept constant in each scenario.

Hunden utilized several quantitative methods which resulted in the adjacent daytripper, overnighiter, and net new percentages shown. These methods for each asset category are explained in further detail on the following slide.

Net New Assumptions - Cleveland County		
	General Assump.	Cleveland County
Arena		
Visitors	% of Visitor Type	
% & # Daytripper		
OU Sports	86%	-10%
Concerts, Comedy Shows	79%	95%
Family Shows	90%	95%
High School Sports and Community Events	98%	5%
Other Sports	95%	90%
Graduation, Banquets, Meetings	90%	12%
Total	87%	41%
<i>% of Visits to Lloyd Noble Under 200 Miles (2022)</i>	<i>89%</i>	
% & # Overnighiter		
OU Sports	14%	8%
Concerts, Comedy Shows	21%	95%
Family Shows	10%	95%
High School Sports and Community Events	2%	5%
Other Sports	5%	90%
Graduation, Banquets, Meetings	10%	12%
Total	21%	44%
<i>% of Visits to Lloyd Noble Beyond 200 Miles (2022)</i>	<i>11%</i>	
Weather Experience Museum		
Visitors	% of Visitor Type	
% & # Daytripper	84%	78%
<i>% of Visits Among Comparable Museums Under 250 Miles (2022)</i>	<i>84.4%</i>	
% & # Overnighiter	16%	83%
<i>% of Visits Among Comparable Museums Over 250 Miles (2022)</i>	<i>15.6%</i>	
Restaurant & Retail		
% Sales Net New to Cleveland County		17%
% Not Captured in Other Components		84%
Office		
% Income Net New to Cleveland County		78%
% Not Captured in Other Components		100%
Residential		
% Residents Net New to Cleveland County		14%
% Not Captured in Other Components		100%
Hotel		
% Rooms Revenue Net New to Cleveland County		31%
% Not Captured in Other Components		68%
People Per Room	1.5	
Source: Hunden Partners		

Net New Assumptions

Arena: Lloyd Noble is much larger than the proposed Project. Average attendance for OU Men's Basketball over the past decade was approximately 9,500. With an arena that only contains 8,000 fixed seats for basketball games, Hunden assumed that there would be negative net new for OU Sporting events. However, given that Lloyd Noble currently does not host any other external events, such as concerts, family shows, or other events, these would yield a high net new percentage to the county. Daytripper and overnigher percentages were crafter based on Hunden's geofencing analysis of Lloyd Noble over the past several years and of comparable university arenas.

National Weather Experience: The National Weather Experience will be an impactful asset for the county, given that the county does not contain anything similar to what is being proposed. The current National Weather Museum and Science Center in the county is not located in compelling location and receives little visitation. Hunden assessed comparable museum experiences across the country to understand their levels of visitation and how far people travel to visit these experiences.

Retail: Hunden assumed 17 percent of sales would be net new to the County. For substitution, Hunden assessed the current levels of visitation to UNP and other core retail nodes in Cleveland County and discounted the net new percentage to account for substitution that would occur. Moreover, Hunden utilized geofencing from Placer.Ai to assess the number of people who live in Cleveland County who currently leave the county and go to core entertainment and retail districts in Oklahoma City, this included Bricktown among other popular retail nodes. This analysis assisted in accounting for recaptured spending that would occur for residents that are currently leaving the county for these offerings. The result of this analysis was a net new assumption of 17 percent for the retail within the district.

Office: Hunden assumed 78 percent of the incomes/employees onsite would be net new to the County, meaning that the companies that leased space within the development came to Cleveland County for a compelling office location for their employees. Conversations local groups and data from the Bureau of Labor Statistics on employment assisted in deriving this percentage, although this is highly contingent on the types of employers that lease space within the office component of the development.

Residential: It was estimated 14 percent of new residents would move from outside of Cleveland County. Hunden utilized the Bureau of Labor Statistics and Lightcast to assess migration to Cleveland County.

Hotel: Utilizing Placer.ai geofencing data and historical hotel performance from Smith Travel Research (STR), Hunden determined that 31 percent of the rooms revenue generated from onsite hotels would be net new to the county.



Original Development – OU Foundation Development Program

Economic, Fiscal & Employment Impact

Net New Spending to Cleveland County

Original Development – OU Foundation Development Program

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

The total of these direct spending categories during the 25-year period shown is more than \$2.3 billion for the entire Project. The retail category is the largest category of direct spending, contributing to an estimated \$820 million over the time period. The direct retail spending is new spending that would occur across the Cleveland County economy in existing retail establishments due to the Project. The other component of direct spending, which includes spending on ticketed events within the event venue, is the second largest category of direct spending and is expected to generate approximately \$652 million.

Total net new spending impact to Cleveland County over the 25-year time period, including indirect and induced spending that would occur, is estimated to total \$3.7 billion.

Direct, Indirect and Induced Net New Spending to Cleveland County (\$000s) - Norman Arena Mixed-Use District - Original Development													
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2046 Year 20	2051 Year 25	Total
Direct Spending													
Food & Beverage	\$ -	\$ 96	\$ 8,005	\$ 12,367	\$ 14,792	\$ 15,719	\$ 17,475	\$ 20,401	\$ 21,573	\$ 22,228	\$ 29,425	\$ 33,906	\$ 553,056
Lodging	\$ -	\$ -	\$ 2,415	\$ 2,893	\$ 3,303	\$ 3,386	\$ 3,470	\$ 3,637	\$ 3,776	\$ 3,911	\$ 5,200	\$ 6,028	\$ 100,980
Retail	\$ -	\$ 275	\$ 6,347	\$ 11,566	\$ 16,302	\$ 18,310	\$ 22,630	\$ 30,290	\$ 32,894	\$ 33,992	\$ 45,330	\$ 52,387	\$ 819,529
Transportation	\$ -	\$ 55	\$ 2,294	\$ 3,456	\$ 4,795	\$ 5,206	\$ 6,079	\$ 7,653	\$ 8,204	\$ 8,453	\$ 10,888	\$ 12,404	\$ 202,420
Other	\$ -	\$ 208	\$ 5,012	\$ 8,847	\$ 13,334	\$ 14,892	\$ 18,202	\$ 24,048	\$ 26,066	\$ 26,945	\$ 36,062	\$ 41,737	\$ 651,930
Total	\$ -	\$ 633	\$ 24,072	\$ 39,129	\$ 52,527	\$ 57,513	\$ 67,857	\$ 86,030	\$ 92,512	\$ 95,529	\$ 126,905	\$ 146,462	\$ 2,327,915
Total Spending													
Direct	\$ -	\$ 633	\$ 24,072	\$ 39,129	\$ 52,527	\$ 57,513	\$ 67,857	\$ 86,030	\$ 92,512	\$ 95,529	\$ 126,905	\$ 146,462	\$ 2,327,915
Indirect	\$ -	\$ 236	\$ 8,446	\$ 13,827	\$ 18,501	\$ 20,324	\$ 24,140	\$ 30,873	\$ 33,253	\$ 34,341	\$ 45,583	\$ 52,590	\$ 834,909
Induced	\$ -	\$ 144	\$ 5,777	\$ 9,102	\$ 12,221	\$ 13,343	\$ 15,689	\$ 19,841	\$ 21,319	\$ 22,004	\$ 29,032	\$ 33,415	\$ 534,419
Total	\$ -	\$ 1,014	\$ 38,295	\$ 62,057	\$ 83,248	\$ 91,179	\$ 107,686	\$ 136,744	\$ 147,084	\$ 151,873	\$ 201,520	\$ 232,467	\$ 3,697,243

Source: Hunden Partners

Employment & Earning Impact

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (\$000s) - Norman Arena Mixed-Use District - Original Development													
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2046 Year 20	2051 Year 25	Total
Net New Earnings													
From Direct	\$ -	\$ 312	\$ 8,733	\$ 14,970	\$ 20,638	\$ 22,968	\$ 27,930	\$ 36,729	\$ 39,776	\$ 41,116	\$ 54,876	\$ 63,450	\$ 996,200
From Indirect	\$ -	\$ 92	\$ 3,416	\$ 5,475	\$ 7,254	\$ 7,966	\$ 9,454	\$ 12,093	\$ 13,034	\$ 13,471	\$ 17,933	\$ 20,717	\$ 328,233
From Induced	\$ -	\$ 70	\$ 2,679	\$ 4,189	\$ 5,602	\$ 6,144	\$ 7,284	\$ 9,317	\$ 10,042	\$ 10,380	\$ 13,783	\$ 15,909	\$ 252,516
Total	\$ -	\$ 473	\$ 14,828	\$ 24,634	\$ 33,494	\$ 37,079	\$ 44,669	\$ 58,139	\$ 62,852	\$ 64,967	\$ 86,591	\$ 100,077	\$ 1,576,949
Net New FTE Jobs													Average
From Direct	0	9	304	485	638	686	800	1005	1060	1072	1148	1194	922
From Indirect	0	3	124	195	255	274	317	396	417	422	451	468	363
From Induced	0	2	85	129	168	178	203	250	262	265	278	287	227
Total	0	14	512	809	1,061	1,138	1,320	1,651	1,740	1,758	1,877	1,949	1,513

Source: Hunden Partners

Net New Earnings from job growth are expected to total \$1.6 billion over the 25-year time period. New full-time equivalent jobs are expected to be created from the Project, primarily in the mixed-use district but also at the new event venue. During the 25-year period, the Project is expected to support an average of roughly 1,513 jobs in the Cleveland County economy. These are net new jobs generated by the Project, meaning those that would not be created 'but for' the development. Labor that is transferred or would have been created regardless of the Project is not included.

Fiscal Impact

Fiscal Impact - Tax Impacts from New District Spending (\$000s) - Norman Arena Mixed-Use District - Original Development													
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2046 Year 20	2051 Year 25	Total
Local Taxes													
Local Sales Tax (4.25%)	\$ -	\$ 27	\$ 1,023	\$ 1,663	\$ 2,232	\$ 2,444	\$ 2,884	\$ 3,656	\$ 3,932	\$ 4,060	\$ 5,393	\$ 6,225	\$ 98,936
Local Hotel Tax (8%)	\$ -	\$ -	\$ 193	\$ 231	\$ 264	\$ 271	\$ 278	\$ 291	\$ 302	\$ 313	\$ 416	\$ 482	\$ 8,078
Property Tax	\$ -	\$ 760	\$ 8,191	\$ 8,950	\$ 10,277	\$ 11,516	\$ 14,485	\$ 16,719	\$ 17,221	\$ 17,737	\$ 23,838	\$ 27,634	\$ 445,650
Total	\$ -	\$ 787	\$ 9,407	\$ 10,845	\$ 12,774	\$ 14,231	\$ 17,647	\$ 20,666	\$ 21,455	\$ 22,110	\$ 29,647	\$ 34,341	\$ 552,665

Source: Hunden Partners

Hunden estimated the potential tax collections that would be generated from the project that would be considered net new to Norman/Cleveland County.

The Project is expected to generate \$553 million in local taxes over 25 years, with a majority of this coming from onsite property tax generation. Additionally, it is estimated there will be approximately \$107 million of net new sales tax and hotel tax generated in the greater local economy over the timeframe.

Onsite Property Tax Projections

Original Development – OU Foundation Development Program

The following table shows the property tax projections for the Original Development on the OU Foundation land over 25 years. Over 25 years the development is estimated to generate nearly \$446 million in ad valorem which contributes directly to the Rock Creek TIF #4.

On-Site Capturable Tax Impacts - Rock Creek Entertainment District #4 - OU Foundation Land											
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
PROPERTY TAXES (\$000s)											
Office	\$ -	\$ -	\$ 266	\$ 788	\$ 1,869	\$ 2,001	\$ 3,526	\$ 3,632	\$ 3,741	\$ 3,853	\$ 6,002
MultiFamily	\$ -	\$ 760	\$ 1,565	\$ 1,612	\$ 1,660	\$ 2,565	\$ 3,801	\$ 5,167	\$ 5,322	\$ 5,482	\$ 8,540
Single Family For Rent and Townhomes	\$ -	\$ -	\$ 500	\$ 515	\$ 531	\$ 547	\$ 563	\$ 580	\$ 598	\$ 616	\$ 959
Retail & Restaurant	\$ -	\$ -	\$ 1,696	\$ 1,747	\$ 1,799	\$ 1,853	\$ 1,909	\$ 1,966	\$ 2,025	\$ 2,086	\$ 3,250
Hotel	\$ -	\$ -	\$ 473	\$ 487	\$ 501	\$ 516	\$ 532	\$ 1,096	\$ 1,128	\$ 1,162	\$ 1,811
Hangar	\$ -	\$ -	\$ 80	\$ 83	\$ 85	\$ 88	\$ 90	\$ 93	\$ 96	\$ 99	\$ 154
Plaza Spaces	\$ -	\$ -	\$ 53	\$ 55	\$ 57	\$ 58	\$ 60	\$ 62	\$ 64	\$ 66	\$ 102
Arena	\$ -	\$ -	\$ 3,557	\$ 3,664	\$ 3,774	\$ 3,887	\$ 4,004	\$ 4,124	\$ 4,248	\$ 4,375	\$ 6,816
Weather Experience Museum*											
Parking*											
FBO*											
Total Property Tax	\$ -	\$ 760	\$ 8,191	\$ 8,950	\$ 10,277	\$ 11,516	\$ 14,485	\$ 16,719	\$ 17,221	\$ 17,737	\$ 27,634
Cumulative	\$ -	\$ 760	\$ 8,951	\$ 17,901	\$ 28,178	\$ 39,694	\$ 54,179	\$ 70,898	\$ 88,119	\$ 105,856	\$ 445,650

*The National Weather Experience, Parking, and FBO will contribute via a Payment In-Lieu of Taxes (PILOT), these values are yet to be determined
Source: Hunden Partners








Dollars shown are not in present value dollars.

Onsite Sales Tax Projections

Original Development – OU Foundation Development Program

The adjacent table shows the onsite sales tax revenue calculation that would be generated by OU Foundation Development Program. Hunden estimates that based on direct onsite spending these would generate an estimated \$116 million over 25 years.

Moreover, although not directly applicable to TIF#4, the onsite hotels are estimated to generate \$20 million in City of Norman HOT tax over 25 years.

On-Site Capturable Tax Impacts - Rock Creek Entertainment District #4 - Original Development											
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
SALES TAX REVENUES (\$000s)											
Taxable Revenues (\$000s)											
Retail & F&B	\$ -	\$ -	\$ 58,659	\$ 88,615	\$ 91,273	\$ 94,011	\$ 96,832	\$ 97,470	\$ 100,394	\$ 103,406	\$ 161,103
Arena	\$ -	\$ -	\$ 19,740	\$ 22,630	\$ 25,671	\$ 26,441	\$ 27,234	\$ 28,051	\$ 28,893	\$ 29,760	\$ 46,365
Hotel	\$ -	\$ -	\$ 9,565	\$ 11,120	\$ 12,002	\$ 12,232	\$ 12,551	\$ 13,246	\$ 13,789	\$ 14,309	\$ 21,952
Total Sales Tax	\$ -	\$ -	\$ 87,965	\$ 122,365	\$ 128,946	\$ 132,685	\$ 136,617	\$ 138,767	\$ 143,076	\$ 147,475	\$ 229,420
Sales Tax Avail for TIF Fundings (\$000s)	Rate										
State	4.500%	\$ -	\$ -	\$ 3,958	\$ 5,506	\$ 5,803	\$ 5,971	\$ 6,148	\$ 6,245	\$ 6,438	\$ 10,324
Cleveland County Jail	0.125%	\$ -	\$ -	\$ 110	\$ 153	\$ 161	\$ 166	\$ 171	\$ 173	\$ 179	\$ 287
City General Fund	2.300%	\$ -	\$ -	\$ 2,023	\$ 2,814	\$ 2,966	\$ 3,052	\$ 3,142	\$ 3,192	\$ 3,291	\$ 5,277
City of Norman Capital Projects	0.700%	\$ -	\$ -	\$ 616	\$ 857	\$ 903	\$ 929	\$ 956	\$ 971	\$ 1,002	\$ 1,606
City of Norman Public Safety	0.500%	\$ -	\$ -	\$ 440	\$ 612	\$ 645	\$ 663	\$ 683	\$ 694	\$ 715	\$ 1,147
City of Norman Public Transit	0.125%	\$ -	\$ -	\$ 110	\$ 153	\$ 161	\$ 166	\$ 171	\$ 173	\$ 179	\$ 287
Norman Forward Projects	0.500%	\$ -	\$ -	\$ 440	\$ 612	\$ 645	\$ 663	\$ 683	\$ 694	\$ 715	\$ 1,147
Total		\$ -	\$ -	\$ 7,697	\$ 10,707	\$ 11,283	\$ 11,610	\$ 11,954	\$ 12,142	\$ 12,519	\$ 20,074
Sales Tax Avail for TIF Fundings (\$000s)	Available?										
State		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cleveland County Jail		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City General Fund		\$ -	\$ -	\$ 2,023	\$ 2,814	\$ 2,966	\$ 3,052	\$ 3,142	\$ 3,192	\$ 3,291	\$ 5,277
City of Norman Capital Projects		\$ -	\$ -	\$ 616	\$ 857	\$ 903	\$ 929	\$ 956	\$ 971	\$ 1,002	\$ 1,606
City of Norman Public Safety		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Norman Public Transit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Norman Forward Projects		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ 2,639	\$ 3,671	\$ 3,868	\$ 3,981	\$ 4,099	\$ 4,163	\$ 4,292	\$ 6,883
Cumulative		\$ -	\$ -	\$ 2,639	\$ 6,310	\$ 10,178	\$ 14,159	\$ 18,257	\$ 22,420	\$ 26,713	\$ 115,776
Non-TIF Additional On-Site Tax Impacts (\$000s)											
City Hotel Occupancy Tax	8.000%	\$ -	\$ -	\$ 507	\$ 591	\$ 641	\$ 657	\$ 673	\$ 717	\$ 750	\$ 1,191
Total		\$ -	\$ -	\$ 507	\$ 591	\$ 641	\$ 657	\$ 673	\$ 717	\$ 750	\$ 1,191
Cumulative			\$ 507	\$ 1,097	\$ 1,738	\$ 2,395	\$ 3,068	\$ 3,785	\$ 4,535	\$ 5,316	\$ 19,990
Source: Hunden Partners											

Dollars shown are not in present value dollars.



Full Development – Rock Creek Entertainment District TIF #4

Economic, Fiscal & Employment Impact

Net New Spending to Cleveland County

Full Development – Rock Creek TIF #4

As noted earlier, the full development includes the OU Foundation Development Program and the additional land within the TIF #4 that is owned by NEDC and other entities.

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

The total of the direct net new/recaptured spending for all five categories during the 25-year period is close to \$2.8 billion for the entire Project, inclusive of additional land within the TIF that would be built out during later phases of development. Spending generated by the National Weather Experience would contribute to additional spending in the form of ticket sales and there would likely be substantial retail and food and beverage spending generated onsite and in the greater local economy.

Total net new spending impact to Cleveland County over the 25-year period, including indirect and induced spending that would occur, is estimated to total \$4.5 billion.

Direct, Indirect and Induced Net New Spending to Cleveland County (\$000s) - Norman Arena Mixed-Use District - Full Development Program - Rock Creek TIF#4												
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25	Total
Direct Spending												
Food & Beverage	\$ -	\$ 96	\$ 7,995	\$ 16,639	\$ 19,073	\$ 19,930	\$ 22,822	\$ 25,777	\$ 27,068	\$ 28,017	\$ 42,153	\$ 692,955
Lodging	\$ -	\$ -	\$ 2,415	\$ 4,736	\$ 5,161	\$ 5,225	\$ 5,153	\$ 6,600	\$ 6,838	\$ 7,070	\$ 10,709	\$ 176,017
Retail	\$ -	\$ 275	\$ 6,340	\$ 14,614	\$ 19,353	\$ 21,307	\$ 29,706	\$ 34,321	\$ 37,016	\$ 38,699	\$ 59,113	\$ 934,204
Transportation	\$ -	\$ 55	\$ 2,294	\$ 5,133	\$ 6,446	\$ 6,800	\$ 8,369	\$ 9,719	\$ 10,303	\$ 10,680	\$ 15,080	\$ 252,773
Other	\$ -	\$ 208	\$ 5,011	\$ 13,401	\$ 17,933	\$ 19,450	\$ 25,673	\$ 28,755	\$ 30,906	\$ 32,292	\$ 49,800	\$ 788,441
Total	\$ -	\$ 633	\$ 24,055	\$ 54,524	\$ 67,967	\$ 72,712	\$ 91,723	\$ 105,171	\$ 112,131	\$ 116,758	\$ 176,855	\$ 2,844,390
Total Spending												
Direct	\$ -	\$ 633	\$ 24,055	\$ 54,524	\$ 67,967	\$ 72,712	\$ 91,723	\$ 105,171	\$ 112,131	\$ 116,758	\$ 176,855	\$ 2,844,390
Indirect	\$ -	\$ 236	\$ 8,439	\$ 18,351	\$ 23,024	\$ 24,763	\$ 31,901	\$ 36,982	\$ 39,510	\$ 41,166	\$ 62,202	\$ 998,449
Induced	\$ -	\$ 144	\$ 5,774	\$ 13,551	\$ 16,671	\$ 17,712	\$ 21,942	\$ 25,248	\$ 26,853	\$ 27,923	\$ 41,664	\$ 676,902
Total	\$ -	\$ 1,014	\$ 38,268	\$ 86,425	\$ 107,661	\$ 115,187	\$ 145,566	\$ 167,401	\$ 178,494	\$ 185,846	\$ 280,721	\$ 4,519,741

Source: Hunden Partners

Employment & Earning Impact

Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (\$000s) - Norman Arena Mixed-Use District - Full Development Program - Rock Creek TIF#4												
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25	Total
Net New Earnings												
From Direct	\$ -	\$ 312	\$ 8,725	\$ 17,940	\$ 23,607	\$ 25,883	\$ 35,509	\$ 41,622	\$ 44,801	\$ 46,825	\$ 71,673	\$ 1,132,572
From Indirect	\$ -	\$ 92	\$ 3,413	\$ 6,783	\$ 8,562	\$ 9,250	\$ 12,069	\$ 14,359	\$ 15,365	\$ 16,030	\$ 24,406	\$ 388,652
From Induced	\$ -	\$ 70	\$ 2,677	\$ 5,470	\$ 6,882	\$ 7,402	\$ 9,538	\$ 11,394	\$ 12,179	\$ 12,701	\$ 19,237	\$ 307,393
Total	\$ -	\$ 473	\$ 14,816	\$ 30,192	\$ 39,052	\$ 42,534	\$ 57,117	\$ 67,375	\$ 72,344	\$ 75,555	\$ 115,316	\$ 1,828,617
Net New FTE Jobs												Average
From Direct	0	9	303	639	788	828	1051	1193	1248	1271	1379	1,088
From Indirect	0	3	124	259	318	333	418	474	495	504	544	431
From Induced	0	2	85	190	227	235	282	318	330	334	350	285
Total	0	14	512	1,089	1,332	1,396	1,750	1,985	2,072	2,110	2,272	1,804

Source: Hunden Partners

Net New Earnings from job growth are expected to total approximately \$1.8 billion over the 25-year period. Onsite new full-time equivalent jobs are expected to be created from the full development, primarily in the mixed-use district, but also at the new event venue and the National Weather Experience. During the 25-year period, the Project is expected to support an average of roughly 1,804 jobs. Labor that is transferred or would have been created regardless of the Project is not included.

Fiscal Impact

Fiscal Impact - Tax Impacts from New District Spending (\$000s) - Norman Arena Mixed-Use District - Full Development Program - Rock Creek TIF#4												
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25	Total
Local Taxes												
Local Sales Tax (4.25%)	\$ -	\$ 27	\$ 1,022	\$ 2,317	\$ 2,889	\$ 3,090	\$ 3,898	\$ 4,470	\$ 4,766	\$ 4,962	\$ 7,516	\$ 120,887
Local Hotel Tax (8%)	\$ -	\$ -	\$ 193	\$ 379	\$ 413	\$ 418	\$ 412	\$ 528	\$ 547	\$ 566	\$ 857	\$ 14,081
Property Tax	\$ -	\$ 760	\$ 8,191	\$ 8,950	\$ 10,277	\$ 11,516	\$ 14,485	\$ 17,551	\$ 18,077	\$ 19,466	\$ 30,328	\$ 482,189
Total	\$ -	\$ 787	\$ 9,406	\$ 11,646	\$ 13,578	\$ 15,024	\$ 18,796	\$ 22,548	\$ 23,390	\$ 24,994	\$ 38,701	\$ 617,157

Source: Hunden Partners

Hunden estimated the potential tax collections that would be generated from the project that would be considered net new to Norman/Cleveland County.

The Project is expected to generate \$617 million in local taxes over 25 years, with a majority of this coming from onsite property tax generation. Additionally, it is estimated that there will be \$135 million of net new sales tax and hotel tax generated in the local economy over the timeframe.

Onsite Property Tax Projections

Full Development – Rock Creek TIF #4

The following table shows the property tax projections for the full development and build out within the TIF #4 district over 25 years. Over 25 years the development is estimated to generate \$482 million in ad valorem which contributes directly to the Rock Creek TIF #4.

On-Site Capturable Tax Impacts - Rock Creek Entertainment District #4 - Full Development											
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
PROPERTY TAXES (\$000s)											
Office	\$ -	\$ -	\$ 266	\$ 788	\$ 1,869	\$ 2,001	\$ 3,526	\$ 3,632	\$ 3,741	\$ 3,853	\$ 6,002
MultiFamily	\$ -	\$ 760	\$ 1,565	\$ 1,612	\$ 1,660	\$ 2,565	\$ 3,801	\$ 5,167	\$ 5,322	\$ 6,329	\$ 9,860
Single Family For Rent and Townhomes	\$ -	\$ -	\$ 500	\$ 515	\$ 531	\$ 547	\$ 563	\$ 580	\$ 598	\$ 616	\$ 959
Retail & Restaurant	\$ -	\$ -	\$ 1,696	\$ 1,747	\$ 1,799	\$ 1,853	\$ 1,909	\$ 2,359	\$ 2,430	\$ 2,503	\$ 3,900
Hotel	\$ -	\$ -	\$ 473	\$ 487	\$ 501	\$ 516	\$ 532	\$ 1,534	\$ 1,580	\$ 1,627	\$ 2,535
Hangar	\$ -	\$ -	\$ 80	\$ 83	\$ 85	\$ 88	\$ 90	\$ 93	\$ 96	\$ 99	\$ 154
Plaza Spaces	\$ -	\$ -	\$ 53	\$ 55	\$ 57	\$ 58	\$ 60	\$ 62	\$ 64	\$ 66	\$ 102
Arena	\$ -	\$ -	\$ 3,557	\$ 3,664	\$ 3,774	\$ 3,887	\$ 4,004	\$ 4,124	\$ 4,248	\$ 4,375	\$ 6,816
Weather Experience Museum*											
Parking*											
FBO*											
Total Property Tax	\$ -	\$ 760	\$ 8,191	\$ 8,950	\$ 10,277	\$ 11,516	\$ 14,485	\$ 17,551	\$ 18,077	\$ 19,466	\$ 30,328
<i>Cumulative</i>	\$ -	\$ 760	\$ 8,951	\$ 17,901	\$ 28,178	\$ 39,694	\$ 54,179	\$ 71,730	\$ 89,807	\$ 109,273	\$ 482,189
*The National Weather Experience, Parking, and FBO will contribute via a Payment In-Lieu of Taxes (PILOT), these values are yet to be determined											
Source: Hunden Partners											








Dollars shown are not in present value dollars.

Onsite Sales Tax Projections

Full Development – Rock Creek TIF #4

The adjacent table shows the onsite sales tax revenue calculation that would be generated by all development within the Rock Creek TIF #4 district over 25 years. Hunden estimates that based on direct onsite spending these would generate an estimated \$138 million over 25 years.

Moreover, although not directly applicable to TIF#4, the onsite hotels are estimated to generate \$31 million in City of Norman HOT tax over 25 years.

On-Site Capturable Tax Impacts - Rock Creek Entertainment District #4 - Full Development											
	2027 Year 1	2028 Year 2	2029 Year 3	2030 Year 4	2031 Year 5	2032 Year 6	2033 Year 7	2034 Year 8	2035 Year 9	2036 Year 10	2051 Year 25
SALES TAX REVENUES (\$000s)											
Taxable Revenues (\$000s)											
Retail & F&B	\$ -	\$ -	\$ 58,659	\$ 88,615	\$ 91,273	\$ 94,011	\$ 96,832	\$ 116,964	\$ 120,473	\$ 124,087	\$ 193,323
Arena	\$ -	\$ -	\$ 19,740	\$ 22,630	\$ 25,671	\$ 26,441	\$ 27,234	\$ 28,051	\$ 28,893	\$ 29,760	\$ 46,365
Weather Experience	\$ -	\$ -	\$ -	\$ 4,367	\$ 4,425	\$ 4,401	\$ 4,047	\$ 4,168	\$ 4,293	\$ 4,422	\$ 6,890
Hotel	\$ -	\$ -	\$ 9,565	\$ 11,120	\$ 12,002	\$ 12,232	\$ 12,551	\$ 19,984	\$ 20,826	\$ 21,626	\$ 33,129
Total Sales Tax	\$ -	\$ -	\$ 87,965	\$ 126,732	\$ 133,371	\$ 137,086	\$ 140,664	\$ 169,168	\$ 174,485	\$ 179,895	\$ 279,706
Sales Tax Avail for TIF Fundings (\$000s)	Rate										
State	4.500%	\$ -	\$ -	\$ 3,958	\$ 5,703	\$ 6,002	\$ 6,169	\$ 6,330	\$ 7,613	\$ 7,852	\$ 12,587
Cleveland County Jail	0.125%	\$ -	\$ -	\$ 110	\$ 158	\$ 167	\$ 171	\$ 176	\$ 211	\$ 218	\$ 350
City General Fund	2.300%	\$ -	\$ -	\$ 2,023	\$ 2,915	\$ 3,068	\$ 3,153	\$ 3,235	\$ 3,891	\$ 4,013	\$ 6,433
City of Norman Capital Projects	0.700%	\$ -	\$ -	\$ 616	\$ 887	\$ 934	\$ 960	\$ 985	\$ 1,184	\$ 1,221	\$ 1,958
City of Norman Public Safety	0.500%	\$ -	\$ -	\$ 440	\$ 634	\$ 667	\$ 685	\$ 703	\$ 846	\$ 872	\$ 1,399
City of Norman Public Transit	0.125%	\$ -	\$ -	\$ 110	\$ 158	\$ 167	\$ 171	\$ 176	\$ 211	\$ 218	\$ 350
Norman Forward Projects	0.500%	\$ -	\$ -	\$ 440	\$ 634	\$ 667	\$ 685	\$ 703	\$ 846	\$ 872	\$ 1,399
Total		\$ -	\$ -	\$ 7,697	\$ 11,089	\$ 11,670	\$ 11,995	\$ 12,308	\$ 14,802	\$ 15,267	\$ 24,474
Sales Tax Avail for TIF Fundings (\$000s)	Available?										
State		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cleveland County Jail		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City General Fund		\$ -	\$ -	\$ 2,023	\$ 2,915	\$ 3,068	\$ 3,153	\$ 3,235	\$ 3,891	\$ 4,013	\$ 6,433
City of Norman Capital Projects		\$ -	\$ -	\$ 616	\$ 887	\$ 934	\$ 960	\$ 985	\$ 1,184	\$ 1,221	\$ 1,958
City of Norman Public Safety		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Norman Public Transit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Norman Forward Projects		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ 2,639	\$ 3,802	\$ 4,001	\$ 4,113	\$ 4,220	\$ 5,075	\$ 5,235	\$ 8,391
Cumulative		\$ -	\$ -	\$ 2,639	\$ 6,441	\$ 10,442	\$ 14,555	\$ 18,775	\$ 23,850	\$ 29,084	\$ 137,676
Non-TIF Additional On-Site Tax Impacts (\$000s)											
City Hotel Occupancy Tax	8.000%	\$ -	\$ -	\$ 507	\$ 591	\$ 641	\$ 657	\$ 673	\$ 1,185	\$ 1,239	\$ 1,969
Total		\$ -	\$ -	\$ 507	\$ 591	\$ 641	\$ 657	\$ 673	\$ 1,185	\$ 1,239	\$ 1,969
Cumulative		\$ -	\$ -	\$ 507	\$ 1,097	\$ 1,738	\$ 2,395	\$ 3,068	\$ 4,253	\$ 5,492	\$ 31,031
Source: Hunden Partners											

hunden partners

Hunden Partners is a full-service real estate development advisory practice specializing in destination assets.

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

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
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Appendix

Local Traffic Counts

