



Prepared by:



Table of Contents

Table of Contents.....	2
Executive Summary.....	3
Study Summary.....	4
The Study.....	6
Livestock Industry and Market.....	7
Equine Industry.....	9
Beef Industry.....	11
Swine Industry.....	12
Sheep and Goats.....	13
Poultry Industry.....	15
Livestock Industry Summary.....	17
Venues in the Event Industry.....	18
Research and Development.....	21
Survey Definition.....	23
Survey Data Results: Event Producers.....	23
Survey Data Results: Venue Operators.....	27
Report Survey Summary.....	31
Location: Norman Oklahoma and Cleveland County Area.....	33
Norman Venue Feasibility Site Selection:.....	35
Pro/Con Analysis.....	35
Top Two Sites Summary.....	36
Norman Area Venue Sites.....	37
Site Opportunities and best location in Norman, OK in priority rank.....	38
#1) 36th Ave. & Lindsey Rd.....	38
#2) State Land- Griffith Institute.....	40
#3) Indian Hills & 48th Ave.....	41
4) E Franklin Rd & Porter Rd parcel.....	42
#5) State Land parcel: Robinson St & 24th St.....	43
Cleveland County Fairgrounds.....	44
Exhibit A.....	45
Exhibit B.....	52
References.....	53

Executive Summary

VisitNorman and the Norman Economic Development Coalition engaged 4D Production LLC to study the equine and livestock industry to determine the feasibility of a venue in today's market.

Oklahoma and Oklahoma City are commonly referenced as the horse show capital of the World. It is equally known that between Tulsa and Oklahoma City there may be more national level World Shows produced annually than any other area in the country.

Horse show activity at the OKC State Fairgrounds for 2021 produced \$126.5 million in economic impact (Oklahoma City Chamber of Commerce). According to the Tulsa Metro Chamber of Commerce, studies report the Tulsa Expo Center has an estimated economic impact of approximately \$130 million annually.

The American Horse Council reported in 2017 that the entire equine industry contributed approximately \$50 billion in direct economic impact to the U.S. economy with direct employment of 988,394 jobs.

This livestock feasibility study looks at the livestock and equine industries. We take into account the growing aspect of event production in the showing and selling activity of beef cattle, swine, sheep and goats and the poultry industry. According to the USDA, in 2022 the U.S. beef cattle industry produced \$78.5 billion and Oklahoma is in the top five states of beef cattle population. The pork industry in 2021 produced an economic impact of \$57 billion according to the National Pork Producers Council. Sheep and goats are harder to quantify in direct economic impact, however the sheep and lamb industry produced \$693 million in annual revenue according to the IBISWorld Report. .

The U.S. livestock industry produces well over \$185 billion in direct economic impact annually. An active venue in today's market can realize multi-millions in direct economic impact annually to their local economy through livestock activity produced at a venue.

Study Summary

This study indicates there is ample demand to support a new equine and livestock venue in the Norman, Okla., region. The equine industry alone has adequate demand to engage a new venue 40+ weeks/weekends per year; this equates to over 76% of available weeks per calendar year. The venues surveyed responded with event producer turnover rate of 5% or less and an average booking rate between 36-45 weekends which yields a 69% to 86% booking rate. A date non-availability inquiry rate of 6-10 events per year was reported for many venues. Equally, 87.5% of event producers surveyed responded that there are not enough venues with available dates. **This illustrates a clear demand by event producers in the current market that cannot find a venue in this region of the country.**

When you include the beef cattle show industry with a dominant presence in the Junior National show program along with the increasing demand of show-to-sale activity for the swine and sheep industry, **the conclusion that market demand for a livestock venue in today's market is supported.**

The next steps for the leadership of the Norman equine & livestock venue project include:

- Define the primary purpose of the venue along with identifying priority livestock industry goals for a venue
- Explore securing options for a site, approximately 150 acres
- Develop concept design details focused on priority livestock industry use
- Incorporate maximum flexibility as part of the infrastructure design process to support 2 or 3 livestock industries and supporting 1-2 events concurrently
- Financial pro forma analysis with current estimates for capital and operational costs
 - Determine level & type of operational management required
 - Inventory needs for livestock paneling and event support infrastructure
 - Identify specialized equipment needed
- Create marketing, event booking programs, and rate schedules (each species has specialized and unique needs, therefore, this may create specialized rate pricing/species)
- Discuss and explore a cooperative arrangement with Cleveland County Fair as a long term anchor tenant to a new venue

Purpose of this Study

1. Discover the size and scope of an equine and livestock venue that today's market will support.
2. Determine the most appropriate location in the Norman/Cleveland County area.

This study summarizes the following:

- Industry background, data, statistics and information
- Oklahoma region study area: active event producers and venues in operation
- Current market demand & potential opportunities from survey results of event producers
- Survey data and analysis: venues and event producers
- The Norman, Cleveland County area for venue location
- Summary
- Next steps



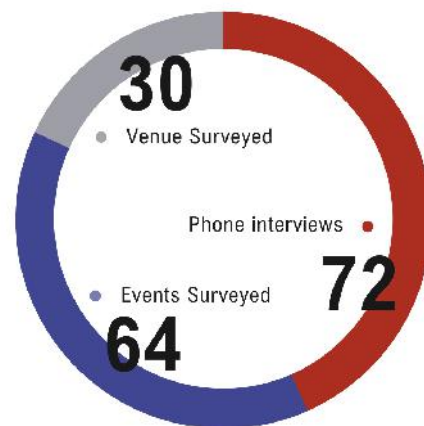
The Study

214 SANCTIONED
EQUINE EVENTS
IDENTIFIED IN
OKLAHOMA

Our research team identified over 214 sanctioned equine events occurring in the State of Oklahoma annually. We identified 20 venues in the State of Oklahoma that have an active venue, excluding the fair industry. While many of these are county fairgrounds or host their county fair, we did not

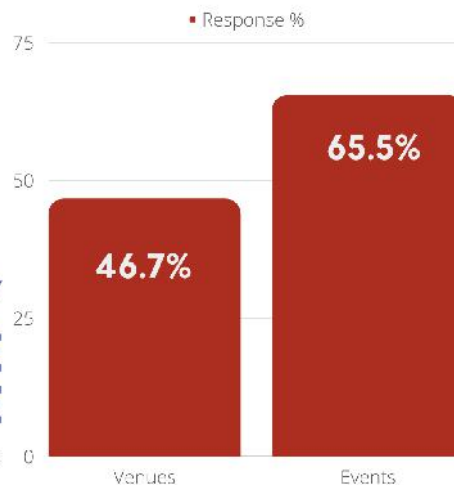
survey and account for county or state fair event activity. Another 10 venues were identified through the League of Agricultural and Equine Centers in states surrounding Oklahoma.

- 2 formal surveys were dispersed: event producers including representatives from all livestock sectors and venue operators
- 72 phone interviews were conducted directly with event producers and venue operators
- In-person research, inspection, site visits and stakeholders meetings
- Extensive internet research
- Data, research & information accumulated from 4D Production over 25 years



SURVEY RESPONSE RATE

4D Production, LLC



Livestock Industry and Market

The Livestock Industry Data and Statistics

The IRS defines livestock for tax purposes and the U.S. Code of Federal Regulations define livestock in the U.S economy. The special definition that is used in the case of livestock is found in IRC section 1231(b)(3) which defines "property used in the trade or business" as "including (A) cattle and horses, regardless of age, held by the taxpayer for draft, breeding, dairy, or sporting purposes, and held by him for 24 months or more from ..."

The term "livestock" includes cattle, sheep, horses, goats, and other domestic animals ordinarily raised or used on the farm. This is further discussed in [§780.120](#) of the Federal regulations. Turkeys or domesticated fowl are considered poultry and not livestock within the meaning of this exemption. (Title 29 was last amended 5/31/2023. www.ecfr.gov/current/title-29)

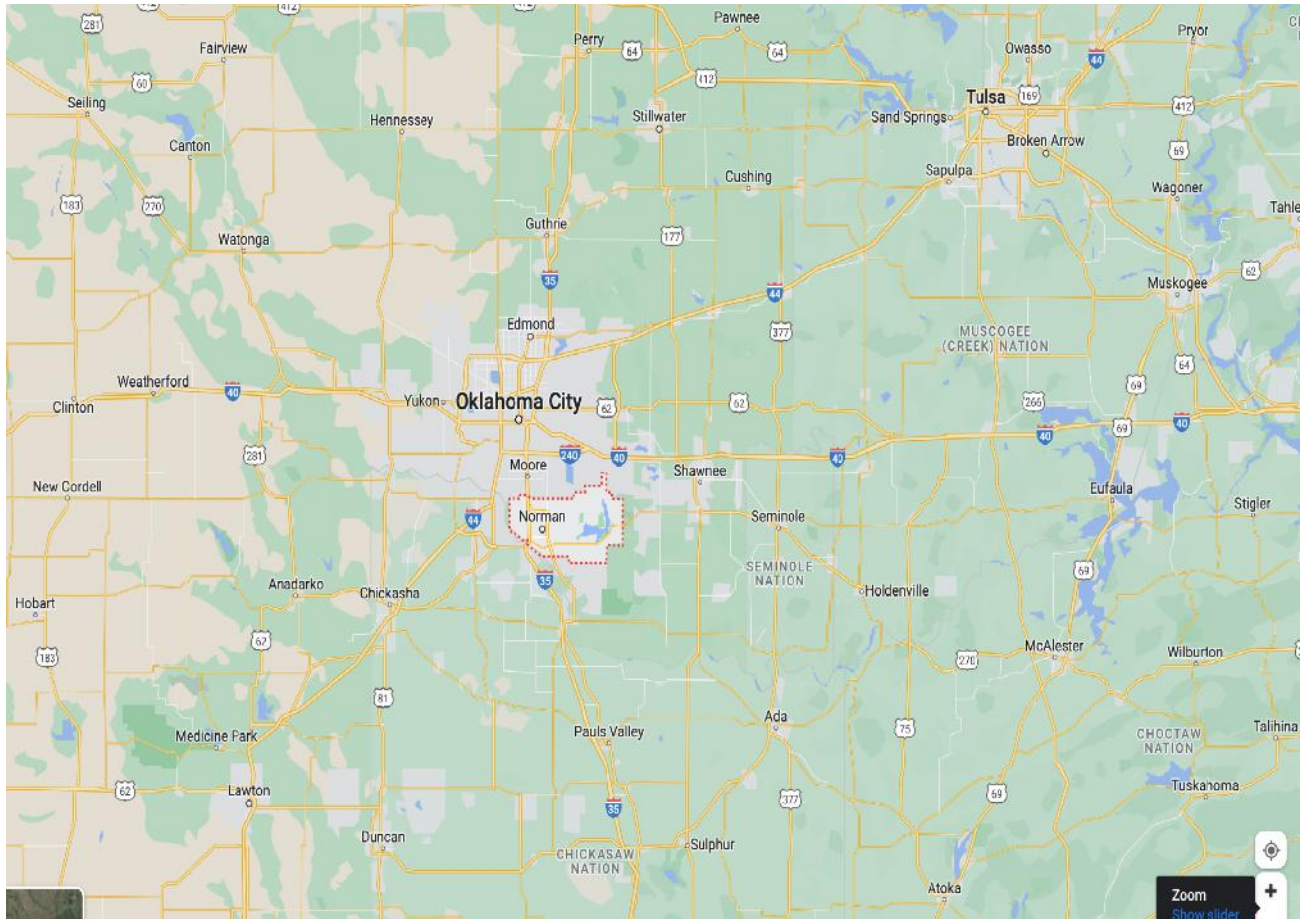
Understanding the term and use of livestock assists in predicting the market and behavior of the users accordingly. Equine is one species in the livestock classification that has developed into a more complex industry impacting the economy and participant lifestyle beyond the normal standards of consumer livestock production and consumption. The equine industry has transformed into a sports and lifestyle industry that includes year-round activity focused on competition results. The entire equine industry has continued to move towards prize money via purse offerings as significant reward in competition.

This study accounts for the growing segment of beef cattle and short-leg (sheep, swine, and goats) livestock activity in the showing and sale sectors of the market. However, it must be noted that most livestock end up in one of two categories: breeding or consumption. These factors drive their market activity in the show and sale aspects of the industry into more seasonal areas of demand.

Clear examples of Oklahoma's capitalization of livestock market activity in the event industry are illustrated by the creation of the Cattlemen's Congress and Youth Livestock Expo, both in OKC, and the Oklahoma Bred Swine Expo held in Tulsa. The American Performance Horseman which debuted in March 2023 in Arlington, Texas, and aired on CBS serves as another example of the livestock industry moving forward in the event industry.

The market is seeing new and innovative events across the livestock industry and Oklahoma is

realizing the higher demand of event activity due primarily to its geographic centralization. The U.S. interstate systems of I-35 north to south, I-44 northeast to southwest, and I-40 east to west make Oklahoma a geographically centralized point and prime location when developing and producing events that attract exhibitors/consumers/users from vast distances.



Equine Industry

The United States equine industry is a very diverse, unique and impactful industry. According to the most recent American Horse Council Economic Impact Study (AHC EI, 2017), the equine industry contributes \$50 billion in direct impact to the U.S. economy including 988,394 jobs with \$38 billion in direct wages, salaries, and benefits. (American Horse Council, 2017 National Economic Impact Study).

The American Horse Council is currently engaged in the next national economic impact study and analysis which will be released in the fall of 2023. There are approximately 7.2 million horses in the U.S.

This breaks into four key activity categories:

Recreation:	3,141,449 = 43.6%
Showing:	1,227,986 = 17.1%
Racing:	1,224,482 = 17.0%
Working:	537,261 = 7.5%

The equine competition and exhibition industry, commonly referred to as the horse show industry, separates into two simple categories: breed shows and discipline shows. Breed shows are limited to a specific breed of registry such as the American Quarter Horse Association which dominates in volume by breed with over 6 million horses registered since 1940 and currently boasts approximately 2.4 million quarter horses in population. Disciplines are skills of horsemanship modernized into sport competition. Disciplines represent the advanced segment of the horse show industry and are currently expanding into spectator sporting events. Two examples include The Run For A Million equine event for reining, cutting and working cowhorse held in Las Vegas Nev., now entering its fourth year in August, and The American Performance Horseman, produced by Teton Ridge, Arlington, Texas, in March 2023.

The United States Equestrian Federation (USEF) is a dominant organization that represents many disciplines. The USEF has 105,000 members owning 300,000 horses and represents 29 breeds & disciplines (usef.org). The USEF is the national governing body for the U.S. as recognized by the Federation Equestrian Internationale (FEI). There are three (3) equine disciplines recognized by the International Olympic Committee (IOC), Dressage, Jumping and Eventing. These three disciplines are governed by the USEF in the U.S. There are numerous

discipline-specific organizations that operate independently. According to the 2017 AHC E.I. Study, the top four organizations sanctioned nearly 6,000 events annually.

The following chart illustrates 13 organizations, both breeds and disciplines, with active sanctioned events in the Oklahoma region accounting for a total of 10,426 events nationally on an annual basis for the years 2021 - 2023. NGB is the acronym for National Governing Body (4D Production LLC data).

NGB	Calendar Year	# Shows or Events/Yr	Rank by Volume/yr
NBHA	2022	3000	1
USEF	2023	2500	2
AQHA	2021	1901	3
APHA	2021	798	4
NRHA	2021	753	5
NSBA	2022	488	6
NCHA	2023	427	7
NRCHA	2022	204	8
WSTR	2023	164	9
ApHC	2022	104	10
USTRC	2023	64	11
WCHA	2023	14	12
IBRA	2023	9	13
Total		10426	13

NBHA - National Barrel Horse Assoc.

USEF - United States Equestrian Federation

AQHA - American Quarter Horse Assoc.

APHA - American Paint Horse Assoc.

NRHA - National Reining Horse Assoc.

NSBA - National Snaffle Bit Assoc.

NCHA - National Cutting Horse Assoc.

NRCHA - National Reined Cow Horse Assoc.

WSTR - World Series of Team Roping

ApHC - Appaloosa Horse Club

USTRC - United States Team Roping Championship

WCHA - World Cutting Horse Assoc.

IBRA - International Barrel Racing Assoc

Beef Industry

The beef cattle industry is a complex industry with multiple production sectors, including cow-calf, stocker/backgrounding and feedlots. There is a growing sector in the show, sales, genetics and educational activity segment of the industry.

According to the USDA, in 2022 cattle production was forecast to represent about 17% of the \$462 billion in total cash receipts for agricultural commodities. This represents \$78.5 billion for the cattle industry. With rich agricultural land resources, the United States has developed a beef industry that is largely separate from its dairy sector. The U.S. beef cattle industry is often divided into two production sectors: cow-calf producers and cattle feeding. Oklahoma is in the top five states for beef cattle total population (Agramerica). Every year, over 90 million head of cattle are raised on more than 800,000 cattle operations in the U.S. In 2021, U.S. beef production and processing generated \$72.9 billion in gross sales. (USDA Economic Research Service, agamerica.com/blog/beef-cattle-industry-highlights-infographic)

The creation of the Cattlemen's congress (January) along with the Youth Expo (March), both held in OKC, are clear examples of the impact, significance, and

growth in the event and activity segment of this industry. The Oklahoma Youth Expo Inc. is the leader in livestock shows as they produce the Youth Expo held in OKC in March each year. This event produces over 13,000 head of livestock (cattle, sheep, pigs and goats) and has an economic impact to OKC of \$25 million annually.

As stated by the Resilience Services, PLLC and the University of Arkansas, "The impact of the U.S. beef industry spans far beyond supplying consumers with high quality beef products. Economic contributions generated by the production, harvest, and processing of cattle can be

TOTAL BEEF CATTLE INVENTORY IN THE U.S.

TOP 5 STATES BY HEAD OF CATTLE IN 2017

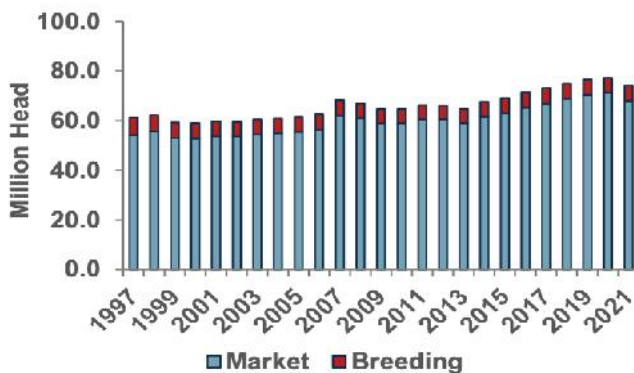


felt by other industries as the effects ripple through US regions, and across the nation as a whole.”

Swine Industry

The U.S. pork industry represents a significant value-added activity in the agricultural economy and is a major contributor to the overall U.S. economy. Pork is seeing growth in activity in the Oklahoma region as it is becoming commonly referred to as the place for “show to sale” activity. The National Pork Producers Council published a 2021 economic impact report for the U.S. pork industry showing that \$57.2 billion of gross national product is supported by the U.S. pork industry based on 2021 levels of production (2021-NPPC-Economic-Contribution-Report).

Figure 1: U.S. Hog Inventory, Dec. 1



Source: USDA-NASS Hogs and Pigs Report

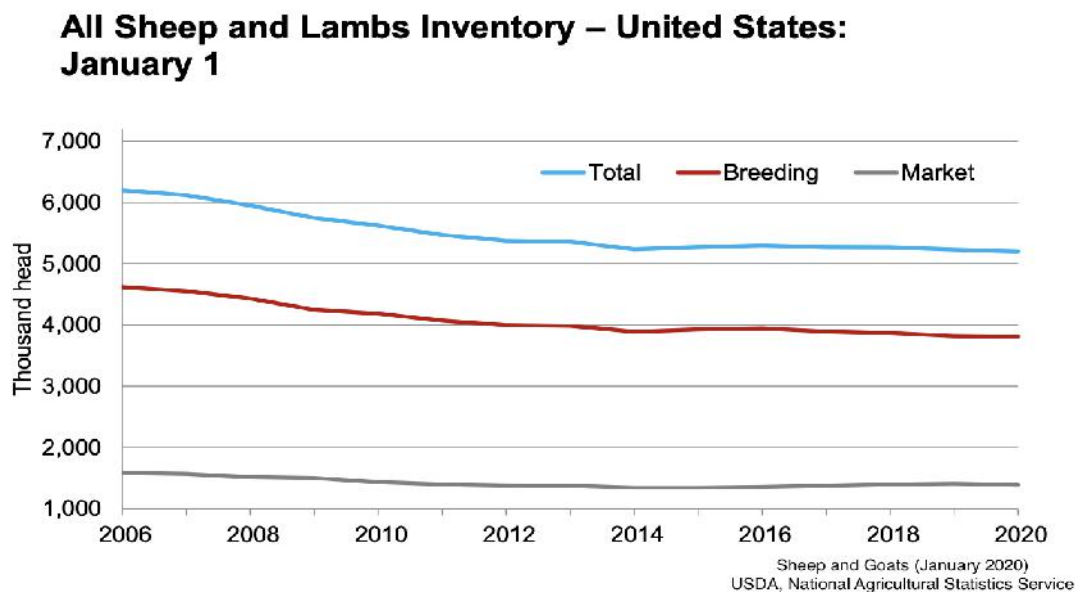
Hog inventories in the United States have varied cyclically over time but have trended upward from 59.11 million head in 2000 to 74.15 million head in December 2021 (Figure 1). Annual cash receipts from the sale of hogs were \$28.02 billion in 2021, up 46.2% from the previous year. This figure was based on a pig crop of 132.95 million born in the United States and in-shipments from Canada of 4.98 million feeder pigs fed in the United States and 1.55 million market hogs and slaughter sows and boars processed in U.S. packing plants.

About the authors: Holly Cook is Staff Economist, National Pork Producers Council; Lee Schulz is Associate Professor and Extension Livestock Economist, Department of Economics, Iowa State University.

Sheep and Goats

Sheep and goats commonly referred to as “short-legged” animals, in addition to hogs, are classified as livestock and represent another segment of active and economically viable activity in the industry. The U.S. sheep industry is complex, multifaceted, and rooted in history and tradition. As illustrated in a published article in 2008 by the National Academies of Sciences, Engineering and Medicine, the U.S. sheep and lamb industry has been in decline since the 1940’s. This article concludes that the current U.S. sheep industry is "an industry in transition." There are 5.2 million head of sheep and lambs in the US today, with Texas and California leading in production (USDA.gov). According to the American Sheep Industry Association (ASI) which is the national organization representing the interests of more than 100,000 sheep producers across the U.S., the sheep industry produces approximately \$693m in annual revenue as an industry according to IBIS World report for 2022. Sheep have many different breeds that primarily produce wool, meat and milk. Sheepskins and parchment are also direct products from sheep production. The showing of sheep is dominated by youth programs as the show to sale activity on an annual basis is a very significant and impactful segment of the event market activity. The fair industry has a long history of these programs and still remains a very viable and dominant portion of the event activity. **However, like all other livestock species the market is reacting to increased demand in organized show activity.**

A 14 year look (2006-2020) at total sheep & lamb population in the U.S.



The Goat sector is another species in the “short-legged” group. There are 2.62 million head of goats in the U.S. as of 2018 USDA NASS data. This breaks into three main categories: 380,000 head of dairy goats, 142,000 head of Angora goats and 2.1 million head of meat goats. Texas is the leading state in goat population and also is home to a leading organization, The American Goat Society (AGS), founded in 1935 and now located in Pipe Creek, Texas. The American Dairy Goat Association

(ADGA) is another national organization

based in Spindale, N.C. Since 1904,

the ADGA has been preserving pedigrees, maintaining herd books and

sanctioning dairy goat shows; they

also added

performance

programs

(adga.org). **The ADGA sanctions more than 1,200 shows** throughout the U.S. annually.

Similar to beef cattle, swine, and sheep, the youth sector in showing animals from show to sale

is very active. The show activity does have a seasonal demand with May through August

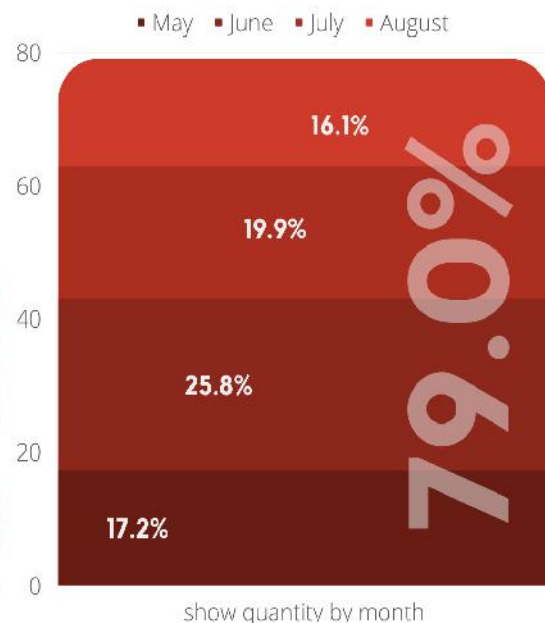
carrying the emphasis. The season of activity as published by the ADGA event schedule (2023)

is from March to October with **79% of sanctioned events occurring between May and August.**

2023 ADGA SANCTIONED US EVENTS

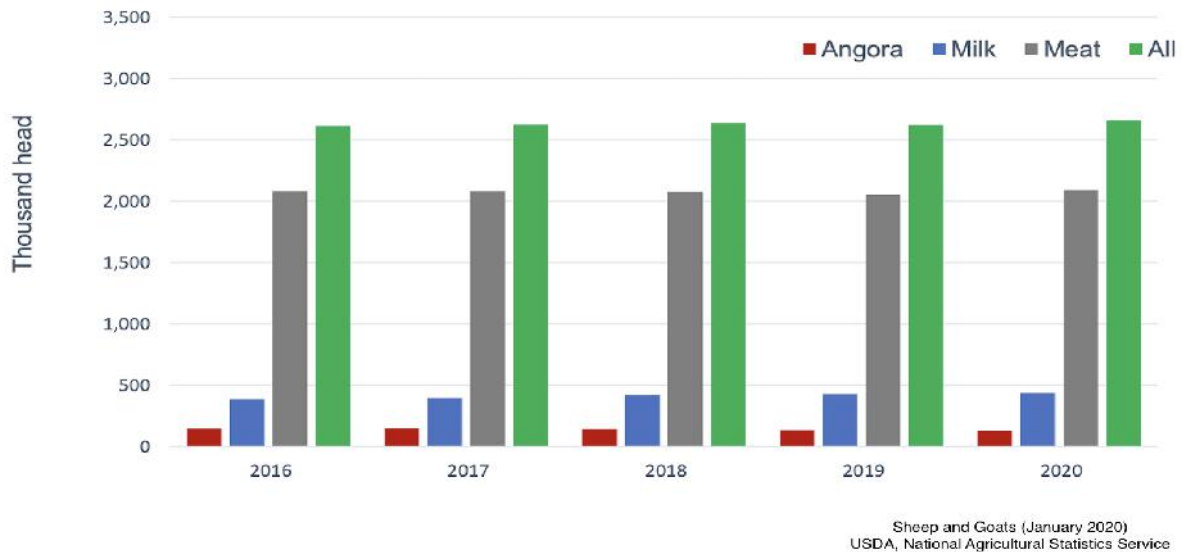
AMERICAN
DAIRY GOAT
ASSOCIATION

4D Production, LLC



Goat & kid population in the U.S. most recent 5-year (2016-2020)

All Goats and Kids Inventory by Class – United States: January 1



Poultry Industry

Chicken, turkeys and other avian species are classified as poultry, not livestock. There is regional demand and growth in the showing and exhibition of various poultry species in the event activity sector of the industry. The oldest U.S. poultry organization is the American Poultry Association, celebrating its 150th year in 2023. APA was organized in February, 1873 (amerpoultryassn.com).

The American Poultry Association mission uses these steps/values to govern the manner in which they achieve their goals:

- *Continue the publication of the American Standard of Perfection with breed and variety descriptions for all recognized standard bred fowl.*
- *Encourage and protect poultry shows as being the show window of our industry, an education for both breeders and public, and a means of interesting young future poultry keepers in taking up poultry.*
- *To continue the practice of granting Judging Licenses to qualified members who*

have met the requirements of the licensing program.

- *Assist, encourage and help educate the junior poultry keeper to the sound and practical value of standard-bred poultry and pure breeding.*
- *Towards these goals the APA supports sanctioned meets at poultry shows all over the US and Canada, including an Annual, a Semi-Annual and a Canadian National meet.*

The APA will sanction 19 events across the country between January and November in 2023. The needs and demands for poultry showing are unique to this sector as pens, cages and platforms are used. While more head per square foot can be accommodated, the poultry market requires a venue to invest, store, and have inventory volume in equipment for show producers. In the State of Oklahoma, the amount of poultry activity is limited to specific areas. **Cleveland County via the County Fair Grounds does realize** market support from the poultry market in the event industry.

Livestock Industry Summary

The modern livestock event industry is very complex for each species and makes a significant impact on both lifestyle and economics. There is a growing segment across all livestock sectors for the show, education and competition aspects of each species. Norman and Oklahoma are centrally located with moderate climate and great interstate access. **The demand for more venues to be available for event production is supported.** Key areas that a new venue needs to consider and understand as they move forward into business and design plans include **venue capital infrastructure, rates and fees for each species** along with **operational management structure.**

Venue Capital Infrastructure

The demand on a venue to build infrastructure that can meet all livestock needs will be **mission impractical.** However, a venue can be highly flexible and, therefore, capitalize on the modern efficiency of specialized equipment and supplies to allow maximum use of infrastructure for a wide variety of livestock event uses. The most obvious example is permanent equine stalls versus clear span roofs and movable stalls. Placement and volume of animal wash bays with high and low ties and exterior tie-up stations with electric power access are also notable examples.

Species-based Rates & Fees

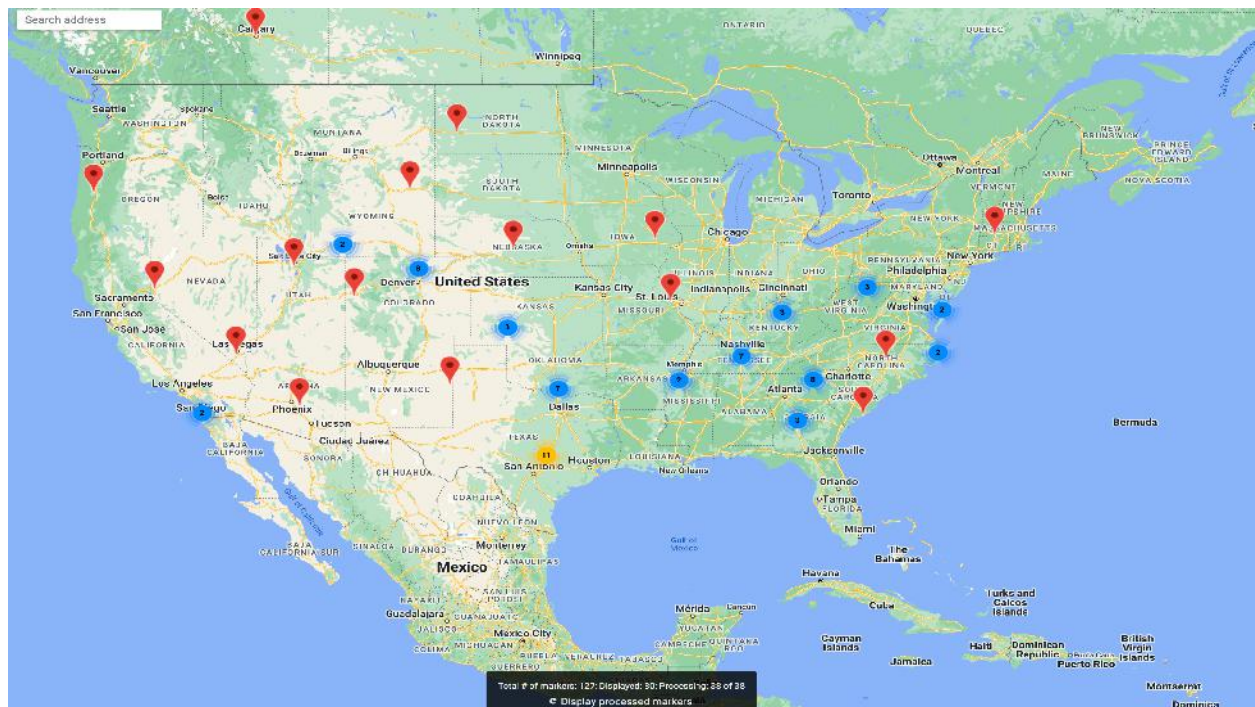
Rates and fees should be tailored and formulated for each species as cost to produce and practical event production is unique for each species. One size **will not** fit all in event production. The business and design process must be clearly defined and outlined to achieve specific goals.

This study data supports that there is **more event demand than one new venue can host in the Norman, Oklahoma area.** Prioritizing the species and ultimate return intended by the Norman leadership will be necessary next steps.

Venues in the Event Industry

The League of Agricultural and Equine Centers (LAEC) is a national non-profit organization that represents the venues that are primarily focused on the equine industry and not directly involved in the fair industry. In the mid-1990's this organization was formed as the demand for venues that served the active and growing equine industry was expanding. Currently (2023), the LAEC has 127 venue members across the nation. It functions to serve the management of venues in the equine and agricultural industry (www.laec.info). There is no absolute data on the exact number of venues supporting equine & livestock event activity in the industry. The expected total is in the 200-250 range, excluding fairgrounds. A venue booking rate of 75% which equates to 274 use days is considered full for a venue. This assumes one event per 7 days (week) and accounts for 2 days for move-out/move-in that venue turnover demands. The venue industry is seeing a new trend from the private sector with new venues such as Tryon, N.C., (2018) and The World Equestrian Center in Ocala, Fla., (2019); they are new, privately owned and operated venues focused in the equine show industry.

This map illustrates the general national location of LAEC venues (www.laec.info).



(red are individual venue sites as blue & yellow denote multiple venues in that general area)
(<https://laec.info/Our-Members>)

National Industry Venue Averages: Assets

(21 Venues Nationally from 13 States)

The following charts look at a nationwide representation of the size and scope of the venues in the industry. 4D Production has maintained a national sampling dataset on the equine venue portion of the industry for over 25 years. This dataset is a representative sample across the country from small to large venues.

National Equine Venue Industry : averages	
Number of Facilities	21
Total States	13
Ave Size in Acres	247.8
Ave - Coliseum	1
Ave -Covered rings	1.5
Ave - Outdoor arenas	4.5
Ave- stall capacity	927
Ave -RV unit capacity	150
4D Production data: updated Feb 2023	

There are three venues; Lexington, Ky., known as the Kentucky Horse Park, The Virginia Horse Center, in Lexington, Va., and the new World Equestrian Center in Ocala, Fla., that are very large. This chart removes these three large venues.

National Equine Venue Industry : averages	
Number of Facilities	18
Total States	13
Ave Size in Acres	154.4
Ave - Coliseum	1
Ave -Covered rings	1.1
Ave - Outdoor arenas	3.4
Ave- stalls	845
Ave -RV units	141
4D Production data : updated Feb 2023	
* does not include top 3 venues (FL,KY, VA)	

The three large venues, each have competitive cross-country courses and will pull the averages up. This is especially true when looking at land mass when evaluating the scale of venues.

The desire or lack of desire to have a competitive cross-country course for equine competition is the variable that can be used in this analysis.

In summary, **the average scale of a venue:**

- 150 acres
- 1 coliseum
- 4 arenas
- 800 stalls
- 140 RV units

Price points and price ranges for these venues, the average rates and ranges per asset offered are represented here.

Venue Industry Assets: Average Rates/Asset/Day			
▲	Average # units	Average Rental/day	Rental Range/day
Coliseum	1	\$1,882	\$900 - \$5,000
Covered Arena(s)	1.5	\$1,007	\$400 - \$2,000
Outdoor Arena(s)	4.5	\$457	\$150 - \$1,000
RV Capacity	150	\$33	\$15 - \$60
Stall Capacity	927	\$24	\$12 - \$45
4D Production data: updated Feb 2023			

Research and Development

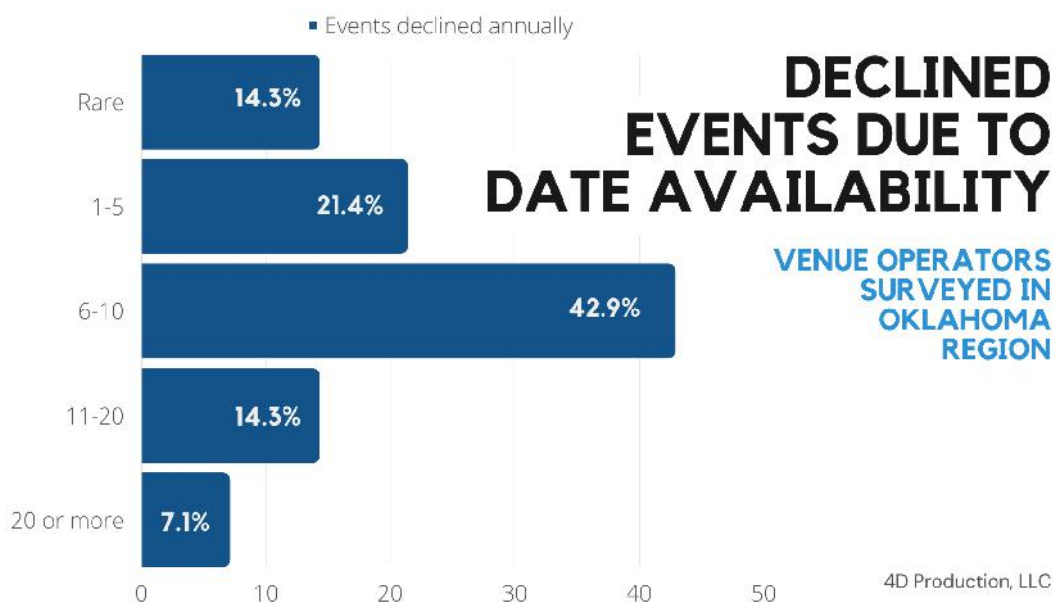
Understanding the event production industry along with national and regional trends is essential over time when determining venue rates, capital allocation and operating budgets. Price points to rent and price points for support services **must remain** within market supported ranges for producers, exhibitors, consumers, and patron supporters.

All event producers must make net positive production budgets regardless of IRS status.

Venue operators must work with event producers as success to both is mutually of vested interest. In order for a venue to maintain a less than 5% event producer turnover rate this aspect of management practice becomes imperative to the long term sustainability and growth of a venue.

As referenced here from the current industry survey results, the current venue turnover rate of event producers is less than 5% for 64.3% of venues and 6-10% for the other 35.7% of venues.

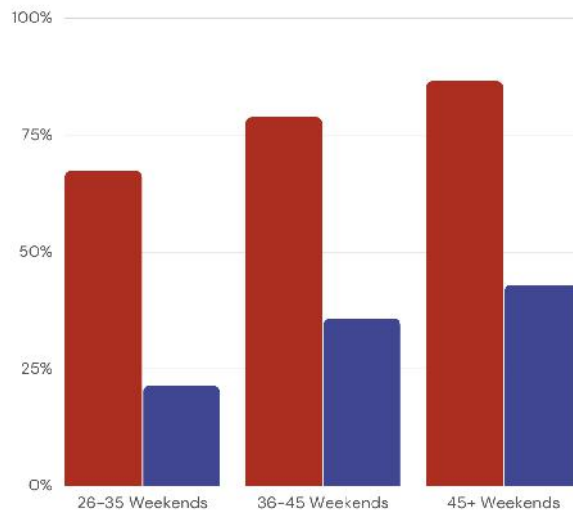
This means all venues surveyed are operating in a 10% or less turnover rate for event producers. Moreover, **85.7% of venues have had to decline date availability** for 1 or more events per year. The amount of venues, illustrated in the following graph, that currently maintain a booking rate of over 69% (36 or more weekends booked) per calendar year is 78.6% of venues in this region. **All venues are operating at 67% booked or higher.**



BOOKING RATE: VENUES IN REGION AVERAGE



Norman OK Feasibility Study
4D Production, LLC



78.6% of venue operators are operating at 75% or higher booking rate.

All livestock event production falls into the economic impact of destination tourism. These events and their consumers/exhibitors live the animal lifestyle as these events draw participants from vast distances and are **almost always multi-day events**. This makes the economic impact significant over an annualized basis, very predictable and dependable. A less than 10% event turnover rate supports this position.

It will be an important next step for the Norman venue project to identify the core goal or mission for this venue along with the top one to two livestock species that the venue targets to serve. The ability for a venue to serve all sectors of the livestock industry under the same booking and rental policies **will not be achievable**. Understanding the economics of event production for each sector of the livestock industry is imperative as each species carries unique demographics and economic characteristics. Cost of event production and reaching a balanced or net positive event production budget for the event producer is imperative. Each species of livestock has complexities and uniqueness that are specific to each as a **“one size fits all” will not be found**.

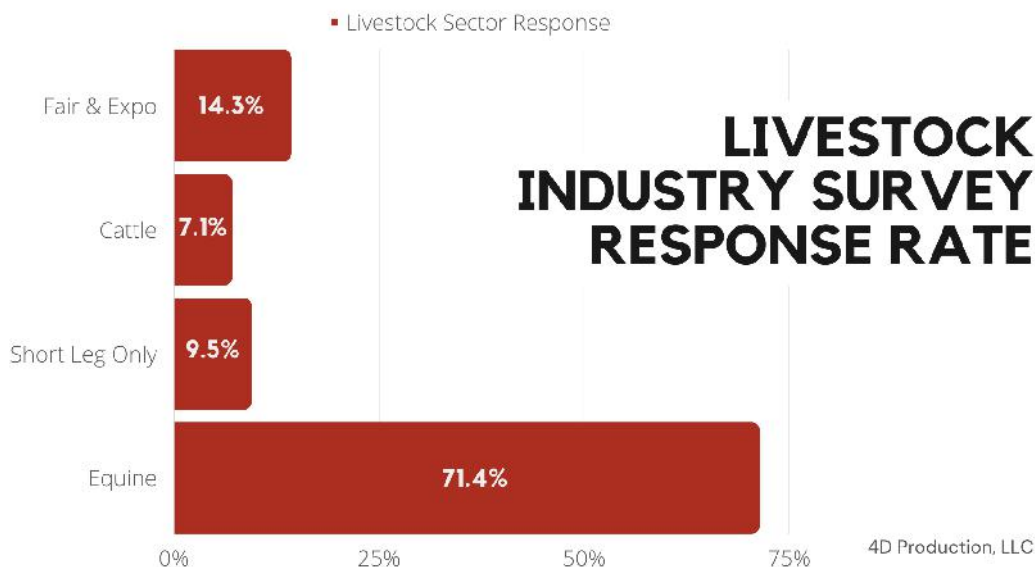
Business analysis, financial pro forma analysis, inventory and equipment investments, management organization type along with economic impact all guided by a venue mission will need to be fulfilled when taking the next steps from feasibility to concept to design for this venue project.

Survey Definition

In all survey data results, reports and graphs included in this section, our research team looked at the equine sector as a stand-alone segment and we include beef cattle, swine, sheep, goats and poultry into livestock. We also display non-animal events, simply defined as events that do not include animals. This category includes consumer expos, trade shows, entertainment events and other special events that are focused on event activities that do not include equine and or livestock animals as exhibitors, competitors and clients. When a coliseum/indoor arena is referenced, this is defined as an enclosed climate controlled building with an arena (150' x 300' usable area) as the central point. Our research team is very aware that the canine industry is a significant industry that utilizes venues of this type. We did not research or attempt to include what these opportunities may offer in this feasibility study.

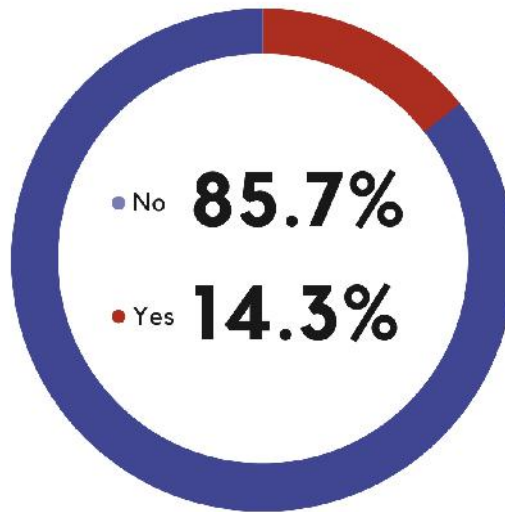
Survey Data Results: Event Producers

This section reports the responses from event producers to survey questions. These results are key to understanding the customer needs when developing a new venue. Equine dominates the livestock events with fairs and expos as a common occurrence.



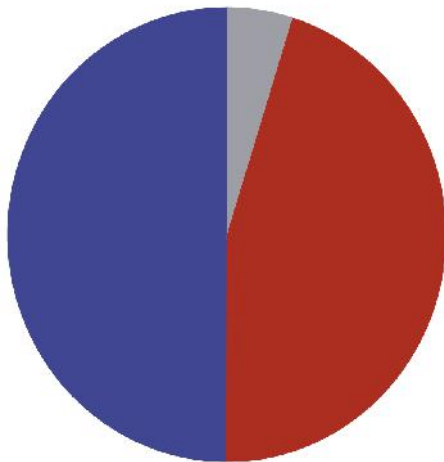
EVENT PRODUCERS:

ARE THERE ENOUGH VENUES WITH AVAILABLE DATES IN THE MARKET TODAY?



Norman OK Feasibility Study
4D Production, LLC

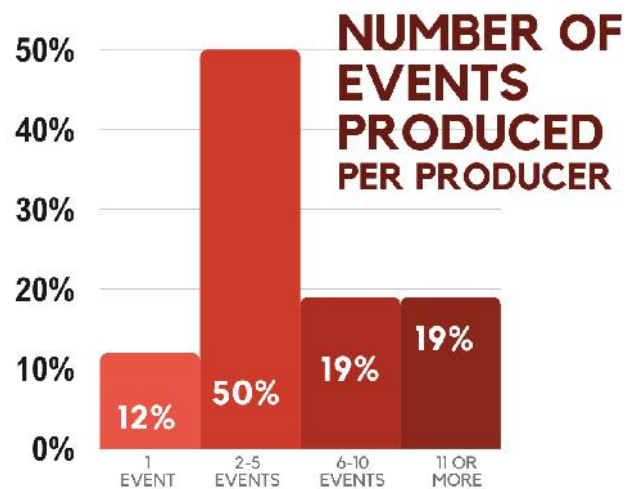
While the national industry is close to returning to 2019 levels of total events produced nationally, this chart illustrates the activity at the per event level in this region. **95.2% of all event producers** surveyed reported their sector of the industry is the same size or growing.



EVENT PRODUCERS VIEW ON STATUS OF THE INDUSTRY

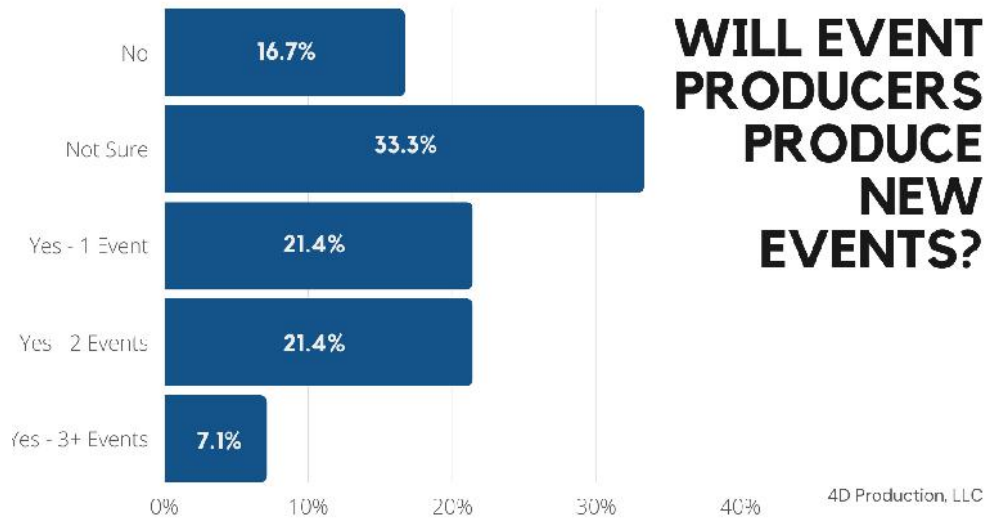
- Growth **50%**
- Decline **4.8%**
- Same Size **45.2%**

88% of event producers surveyed are producing 2 or more events per year.



Norman OK Feasibility Study 4D Production, LLC

The graph below represents the opportunity of new events to be developed if a new venue enters this region.



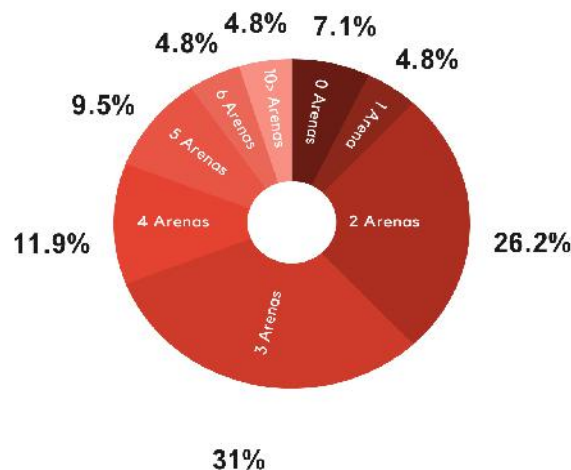
49.9% of event producers said they would develop one or more new events.

The next series of charts and graphs represent the size and scope for a venue as required by event producers today.

The Number of Arenas Needed

The **Norman venue needs to have at least four (4) arenas. 69.1% of venues have 2-4 arenas.** National standard is one warm-up arena per show/event arena. **19% of event producers** currently in the market in this region **require five (5) or more arenas.**

EVENT PRODUCERS: NUMBER OF RIDING / SHOWING ARENAS



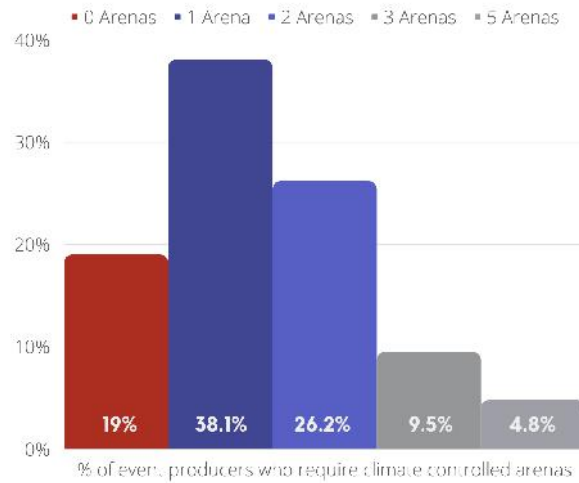
Norman OK Feasibility Study
4D Production, LLC

Climate Control

Climate controlled arena/coliseum is needed by event producers. **64.3% of event producers** in this region **require one or two climate controlled arenas**. This study

**CLIMATE
CONTROLLED
ARENA /
COLISEUMS
NEEDED**

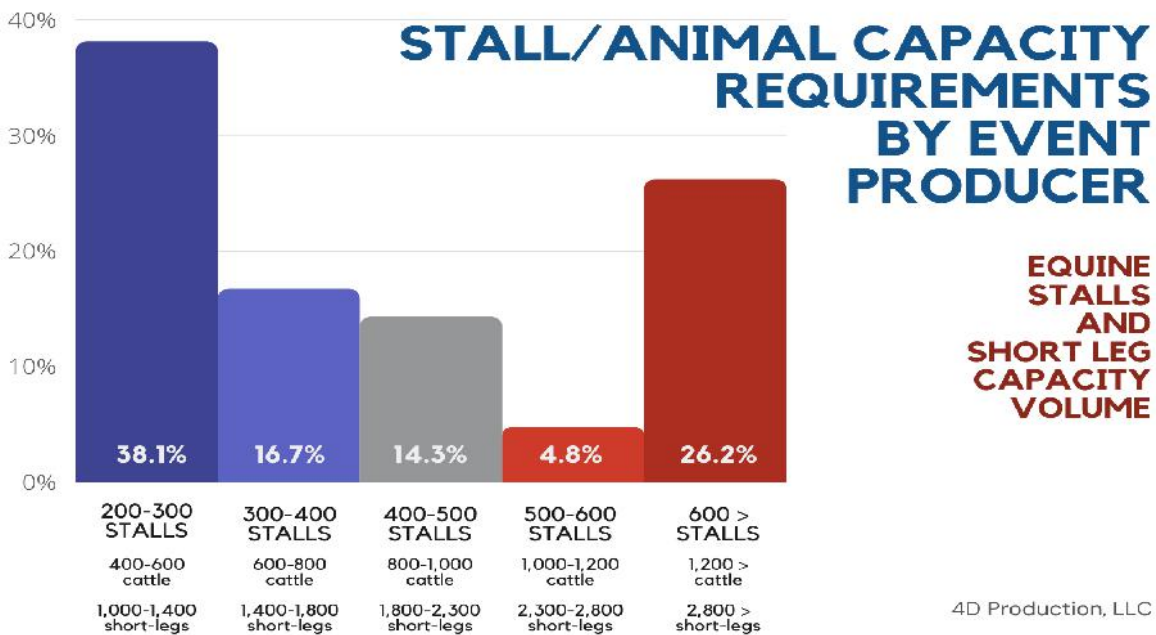
4D Production, LLC



recommends in the design process, climate controlled infrastructure for two (2) arenas.

Stall Capacity

It is clear that the current market splits at the size of events being produced; the majority are small events under 300 stalls. **35.8% of events are in the mid-size range from 300 - 500 stalls** and the **large events increase by 3 fold in stall capacity size**.



A venue's ability to adapt and grow with livestock event producers will be a key factor in the long-term success of a venue in this area. It is recommended to take this into consideration in the next steps for the design and due diligence process. The cost of operation and the return on capital is fully realized when expansion for capacity is achieved and combined with the ability to host two smaller events simultaneously.

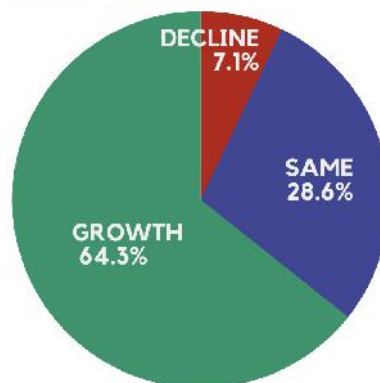
Survey Data Results: Venue Operators

This section reports the responses from venue operators to survey questions. These results provide insight into the economics and logistics of maintaining a livestock venue.

Status of Industry

Status of the livestock and event industry in this region is measured by venue operators utilizing event producers numbers at their respective venue. 92.9% of the event industry is the same size or growing.

STATUS OF THE INDUSTRY EVENT PRODUCERS



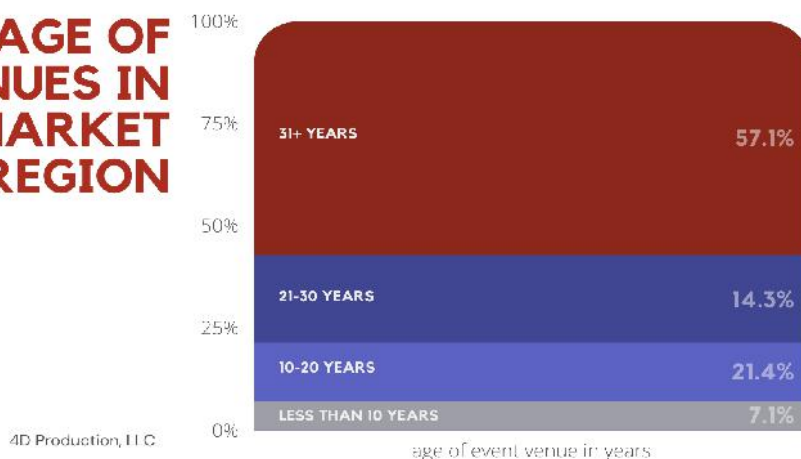
Norman OK Feasibility Study 4D Production, LLC

Age of Venues

The venue market growth is measured here as length of time venues have been operational.

The following graph illustrates the age of

AGE OF VENUES IN MARKET REGION



operational venues in this region. Of all venues in operation in this region, only 7% are relatively new, less than 10 years old.

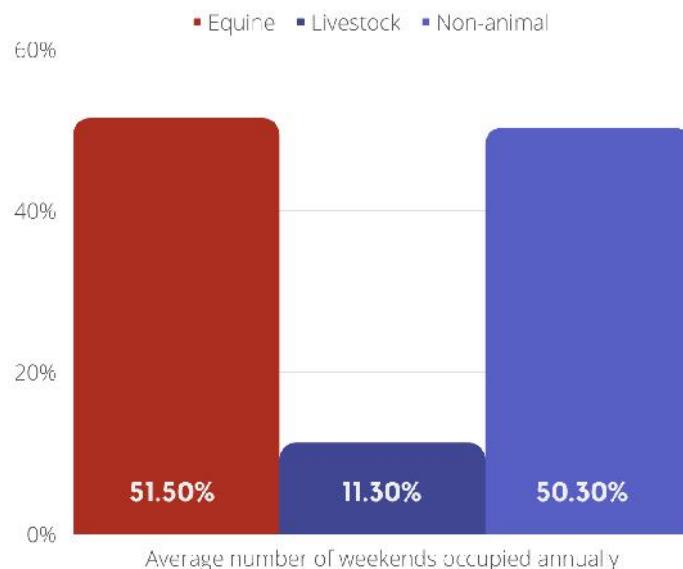
There is a new venue project in the works by the City of Weatherford, Texas.

A 240-acre site that had design input from the National Cutting Horse Association (NCHA) which produces over 110 days per year during their Triple Crown Events in Fort Worth, Texas, at the Wills Rogers venue. A recently published article by the Quarter Horse News, authored by Amy Olson, July 2023, highlights the **latest points of interest between a venue and an event producer**. Jay Winborn, Executive Director of the NCHA states, “If someone was to build a facility that has the scope and size to not only accommodate us, but some of the other associations, it would be very successful, especially in the center of the country.” This emphasizes the simple state of the industry as **the event activity demand is growing and there are not enough venues in the market**. An added point of interest coming from this article is the economic impact from the NCHA Triple Crown Series of events to the City of Fort Worth and

the State of Texas at \$60 million annually. (NCHA Declines Ownership in Weatherford Equestrian Facility, Looks at moving Triple Crown, published July 7, 2023, Quarter Horse News, by Amy Olson).

VENUE USAGE: MARKET SECTOR ACTIVITY

4D Production, LLC



Venue Uses

The above graph illustrates the type of event (market sector) that each venue hosts in their booking.

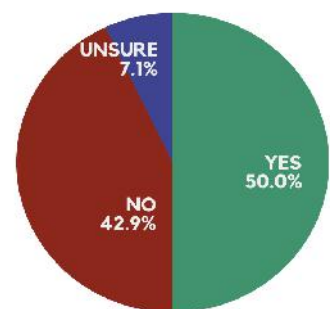
Equine and non-animal events are dominant.

Use Days

Use days or event days are a common measurement of activity and revenue production. Total use days is fixed at 365 per year. 75% is 273 days and is considered full. This assumes every

VENUE BOOKED USE DAYS

INDUSTRY STANDARD: 75% OF USE DAYS REPRESENTS FULL



4D Production, LLC

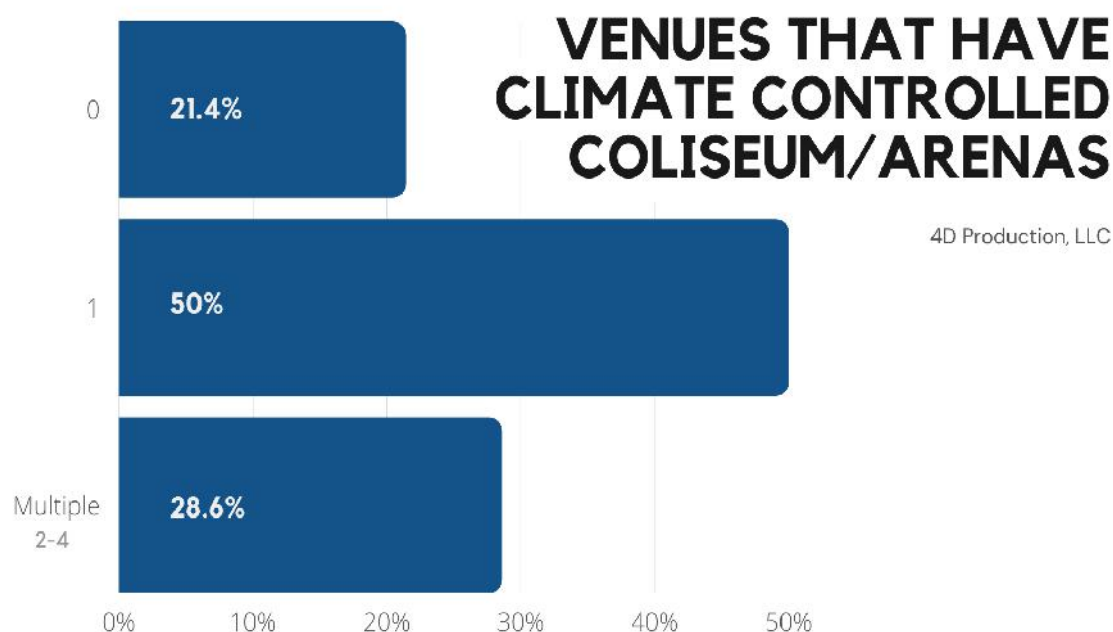
event occurs within a 7-day period as this accounts for 1-2 days per week to turn the venue over. Venues that can host two or more events concurrently can capitalize and will produce use days that will exceed 500+. The above graph illustrates that **half of the venues in this region are full.**

Booking Rates:

92% of venues in this study **can host or produce two or more events concurrently.** Looking at date availability, we look at booking rates per venue. As illustrated earlier, page 20, **78.6% of venues in this region are booked over 75%** of all available weekends. All venues are booked over 67% annually. **Equine and livestock event production is directly dependent upon venue date availability.** Event producers will produce and grow more events if more venues are available with dates.

Size and scope of venues in this region of the market

Climate control is important to event producers and venue operators: **78.6% of venues in this region have one or more climate controlled arenas/coliseum.**



Animal capacity per venue via survey

The average volume is provided. There is a wide range for the venue's capacity. This emphasizes the importance of prioritizing the species or sectors of the livestock industry that the Norman venue will market to.

Animal Capacity per Venue: Survey, Average and Range

	Average capacity/unit	Range capacity/unit
Stall - equine	1005	54 - 3500
Ties - cattle	831	20 - 6000
Pen - short leg	470	45 - 2227

Norman Oklahoma Venue Feasibility Study:

4D Production LLC 2023

Arenas offered per venue via survey

Survey average and range are provided here. It is standard in the equine industry that two arenas are needed per show arena scheduling.

For every show (competition) arena at least one warm up arena is needed. Riding space for horses is very important. As the volume of horses attracted (stall capacity) for a given event increases, the need for riding space also increases.

Arenas: Venue assets offered in Arena inventory

	Average	Range
Covered arena(s)	2	0 - 8
Outdoor arena(s)	4	2 - 9

Norman Oklahoma Venue Feasibility Study:

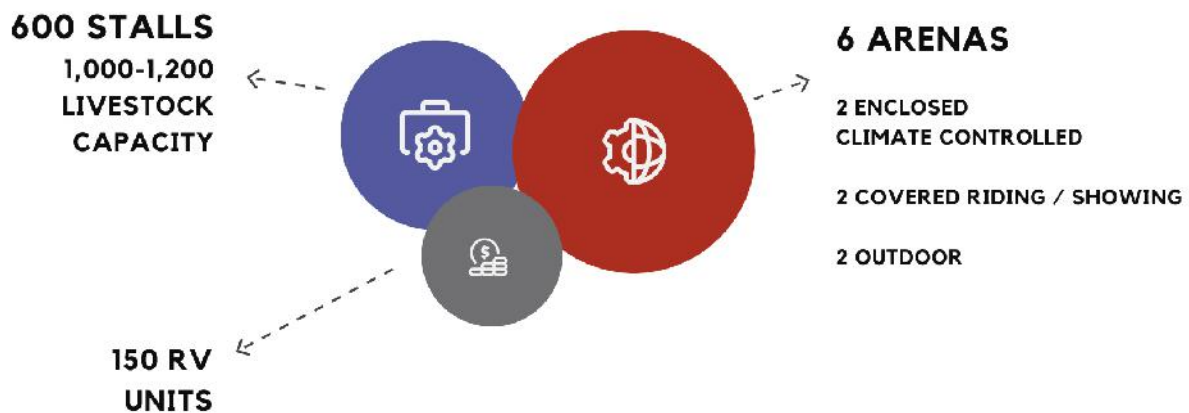
4D Production LLC 2023

Report Survey Summary

Size and Scope for Norman Venue Feasibility Study

When we consider the national numbers, and include the Weatherford, Texas, project:

MINIMUM VENUE REQUIREMENTS



The **size of land mass** required is **approximately 150 acres**. This allows for future growth as this means a **new Norman venue** would enter the market as **an average size venue with the capability of a full booking rate and potential for growth**.

Attendance projection chart for first 18-24 months

Phase I: (1) indoor, (1) cover arena, (300) stalls or a **Full scope** build-out.

Projected Attendance within first 24 months of opening a Venue in Norman							
Straight Line small - Phase I approach	Units (Stalls)	Use/Event Days/Event	Total Use/Event Days	People Attendance	people days/event	Weekends booked	People days/Annual
Animals (stalls) 3 days	275	3	108	825	2,475	36	89,100
Total			29.6%	29,700		69.2%	
Projected at full scope	Units (Stalls)	Use/Event Days/Event	Total Use/Event Days	People Attendance	people days/event	Weekends booked	People days/Annual
Average	425	4.3		1,275	5,675		
Total			124	45,900		36	141,450
Booking Rate			34%			69.2%	

Norman Feasibility Study

4D Production 2023

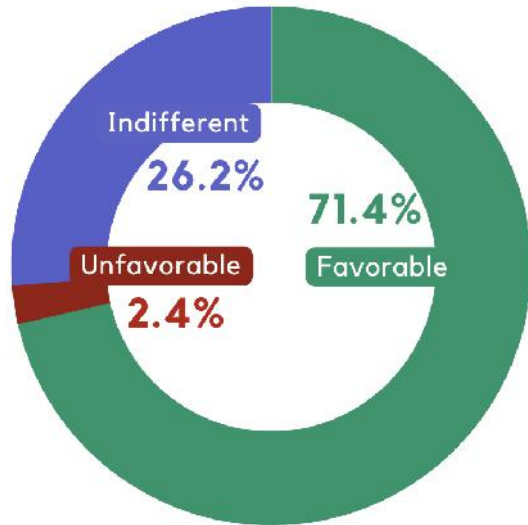
This attendance chart projects equine event activity at 36 weekends booked in two scenarios with people attending accordingly. Based upon the survey responses and the data collected, a very responsible and conservative projection is provided. **It shall be noted** that the time factor between opening this venue and the planning schedule of event producers is a distinct factor as to the first 18 -24 months event activity level. Smaller events can engage, plan and produce events within a 6-9 month time frame while the mid- to larger-size events are working in a 12-18+ month planning schedule. The animal capacity (stalls, ties and pens) and the amount of event days are the most significant factors for people's attendance. Small events, **as a Phase I approach**, will be in the 225-275 horse range for 2-3 event days per event yielding 825 people for 2,475 people-days per event for **an annualized attendance of 29,000+.**

In a full build-out plan as recommended, we project several events in the 400-500+ stall capacity for 5 event days each, which yields 1,275 people for 5,675 people-days per event for **an annualized attendance of 45,000+.**

We did not attempt to account for multiple small events simultaneously; two 250-300 stall events for 2-3 days each at the same time nor did we attempt to account for the County Fair or other livestock events. **The most direct and significant demand in volume of date inquiry will come from the smaller equine events and the National Jr Beef Show series.**

Location: Norman Oklahoma and Cleveland County Area

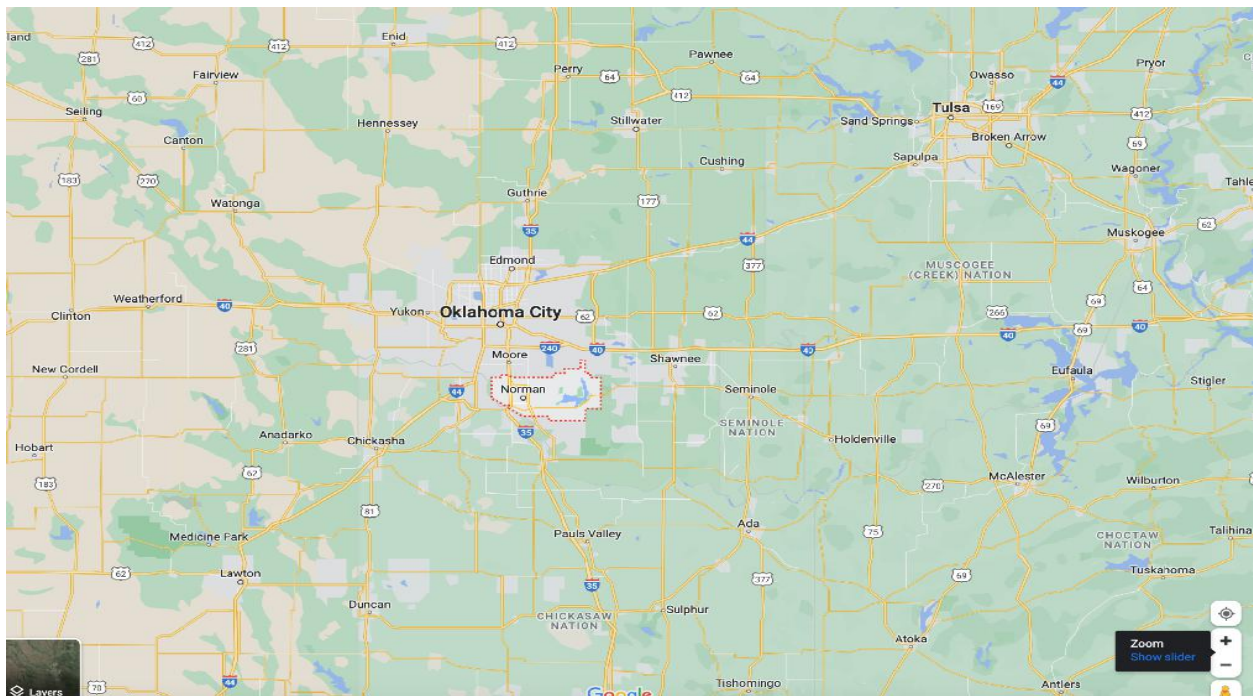
EVENT PRODUCER RESPONSE TO NORMAN LOCATION



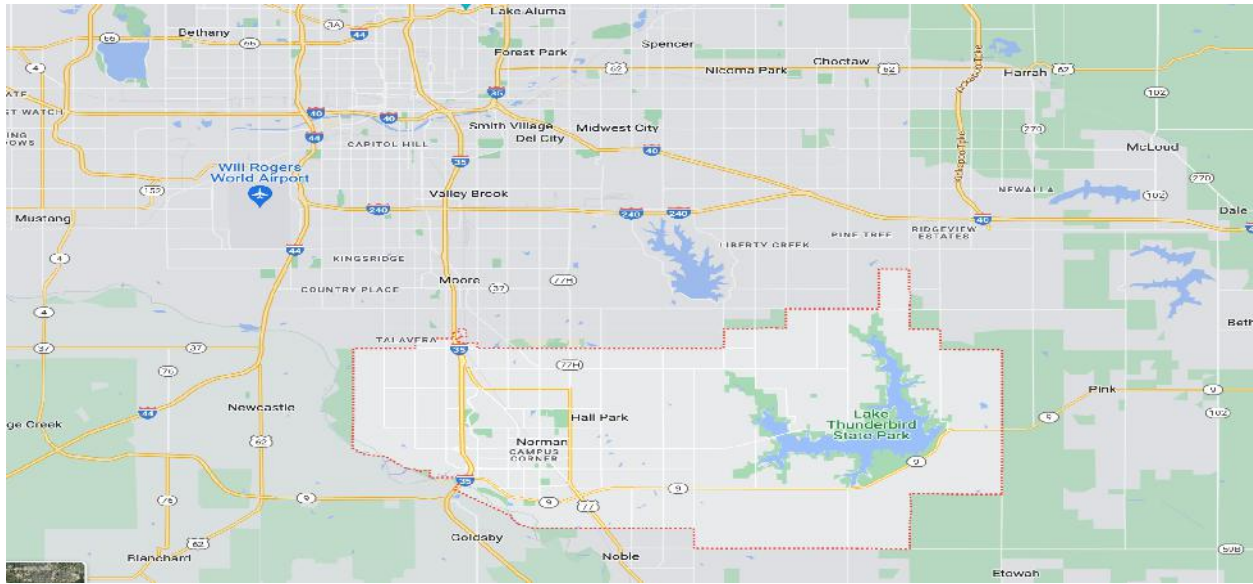
71.4% of event producers surveyed said **favorable to Norman's geographical location.**

As referenced earlier and depicted here, the **national interstate system** serves Oklahoma and the Norman, Cleveland County area very well.

Norman OK Feasibility Study 4D Production, LLC



Norman has a significant advantage with the Will Rogers World Airport service & location.



This research team is aware that the State of Oklahoma is looking to add an east-west (depicted in **solid red**) along with a south connector (depicted in **dotted green**) interstate from I-40 to I-35. This interstate addition will greatly benefit the surface access to Norman and will serve to enhance the ease of access to this potential venue.



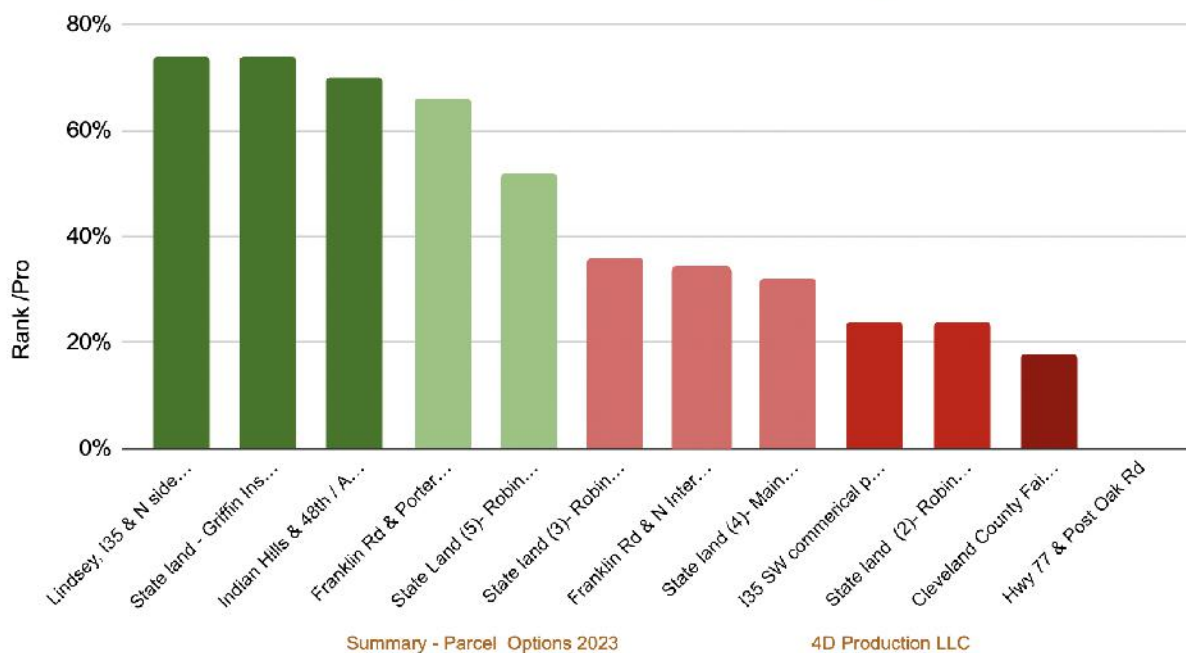
This research team met with the manager of the Cleveland County Fairgrounds. We looked at the size of the Cleveland County grounds and discussed the non-fair book of event business. The discussion around a collaborative effort between a new venue and the County Fair was explored in concept with positive opportunity. The Cleveland County Fairgrounds is land-locked and limited. There is not enough land mass to support this venue project. Further discussion with all appropriate stakeholders for the fairgrounds and county fair should be continued and explored in business detail as the Cleveland County Fair could be a long-term tenant and not be encumbered with venue operations. As seen in the overlay “project fit” analysis in this section, our team did account for space for midway setup and other needs for the County Fair.

Norman Venue Feasibility Site Selection:

Pro/Con Analysis

In ranked order, green are the best site candidates to explore in detail with diligence, red will NOT work: listed in final pro-analysis order.

Norman Venue Site Options: Pro/Con Analysis



Top Two Sites Summary

The top two sites recommended for due diligence are the **Griffin Institute parcel** (Robinson Rd, East of 12th Ave. NE and North of Main St) along with the **parcel that is north of the Canadian River**, (crosses Lindsey Street and is west-side of I35 and south of 36th Ave.).

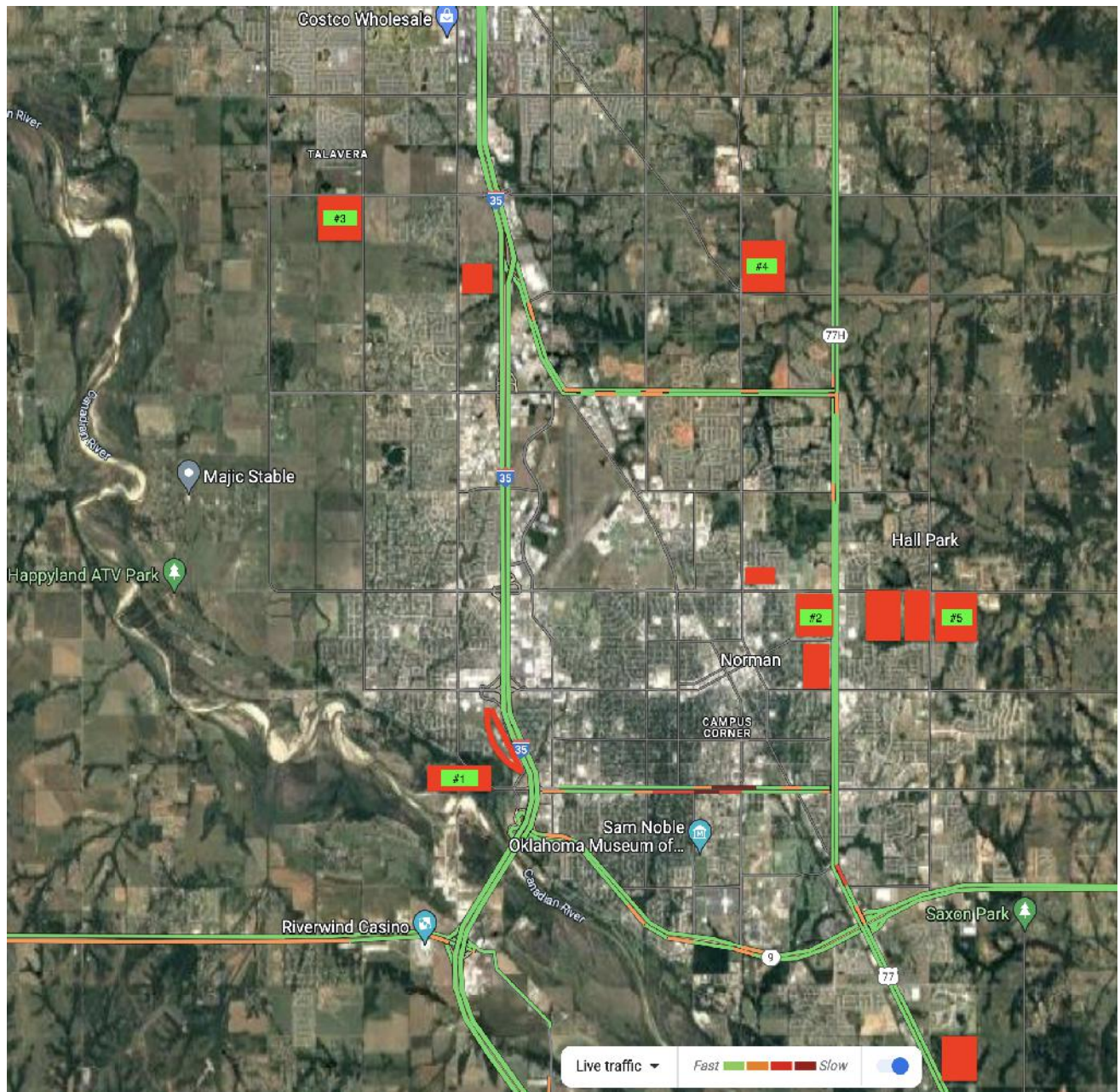
These top two sites are relatively equal when considering the best site for this project; either can provide a great site for this venue project. No two sites will ever be equal as the variables and factors for procurement, development, mission and purpose and in this case a multi-use community asset that can serve and positively impact the local and regional economy will have to go through further detailed diligence to allow the most positive variables for the optimum site to prevail.

Both of these parcels pose challenges that this study has assumed can be dealt with through next steps by the steering committee of this project. The more significant challenges for each are noted here. The redevelopment and relocation of active assets from the Griffin Institute as well as the time frame to implement construction of a venue and transition-out existing asset use will be the foremost challenge for this site assuming a land control agreement between the State and City occurs. The Lindsey parcel has the river floodplain along the north side that must be managed as this will require geological and hydrology engineering. The residential areas South of Robinson Street and West of 48th Ave. have been developed with similar challenges in recent years. Time frame, permits and requirements need to be explored, diagnosed and implemented as part of next steps.

Both of these sites provide great location and ease of access, growth potential for the venue as well as being a community asset that can support programs and use of space to be coordinated and added, along with additional complimentary business opportunities.

Norman Area Venue Sites

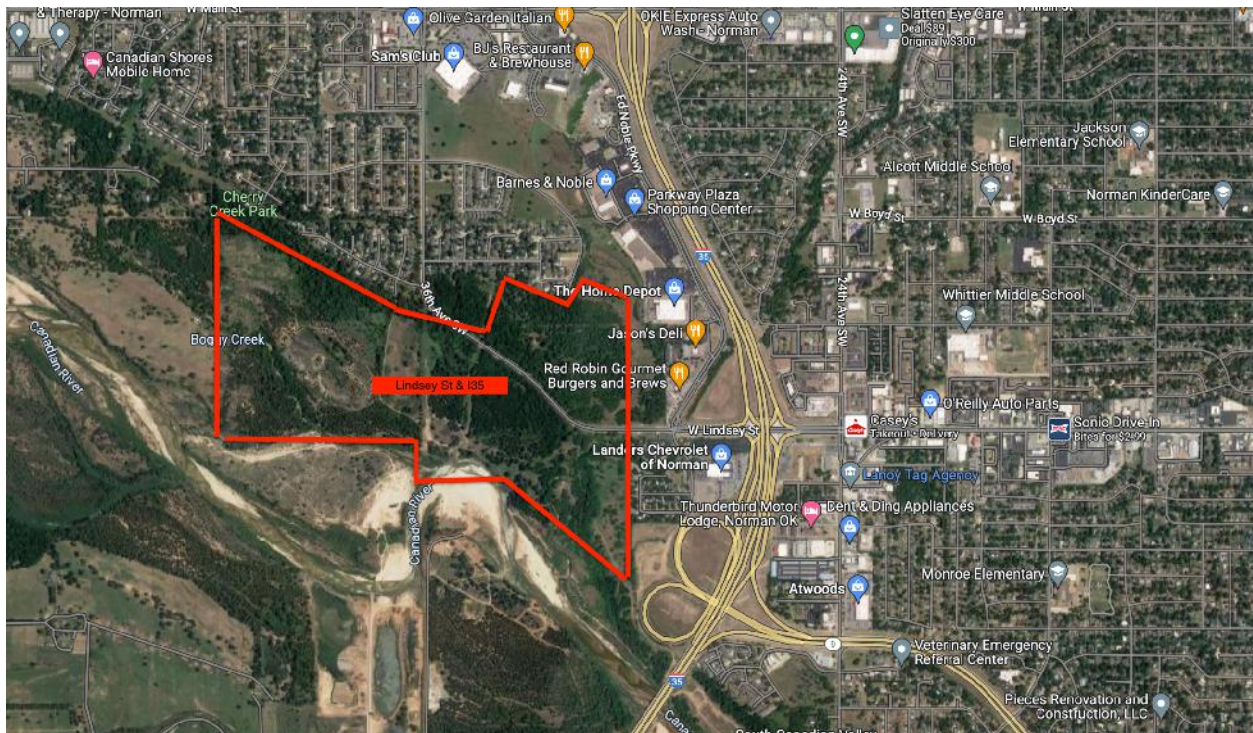
This study team looked at and analyzed 12 sites. The State Land institute parcels make up several parcels (5) as two of them are in our top list for due diligence. All sites analyzed are identified by the red areas below with the top five sites identified by number in order of priority. One parcel is now under private contract and not available (Highway 77 & Post Oak Road).



Site Opportunities and best location in Norman, OK in priority rank

#1) 36th Ave. SW & Lindsey St.

(North side of river, approx. outline of parcel)



It is our recommendation to put resources and time into this site as it provides a strong list of options to explore in detail. Size, options, opportunity, growth, community open space and a collaborative activity corridor for horses, bikes, pedestrians, trails, jogging and family outdoor use could be maximized with a new venue that can host organized livestock activity and competition.

This site has the 100-year floodplain involved along the north side of the Canadian River and the southern edge of this property. This creates a unique opportunity to include many outdoor community assets for family residents and visitors to utilize and experience. Hydrology and geographical engineering analysis and diligence will be necessary.

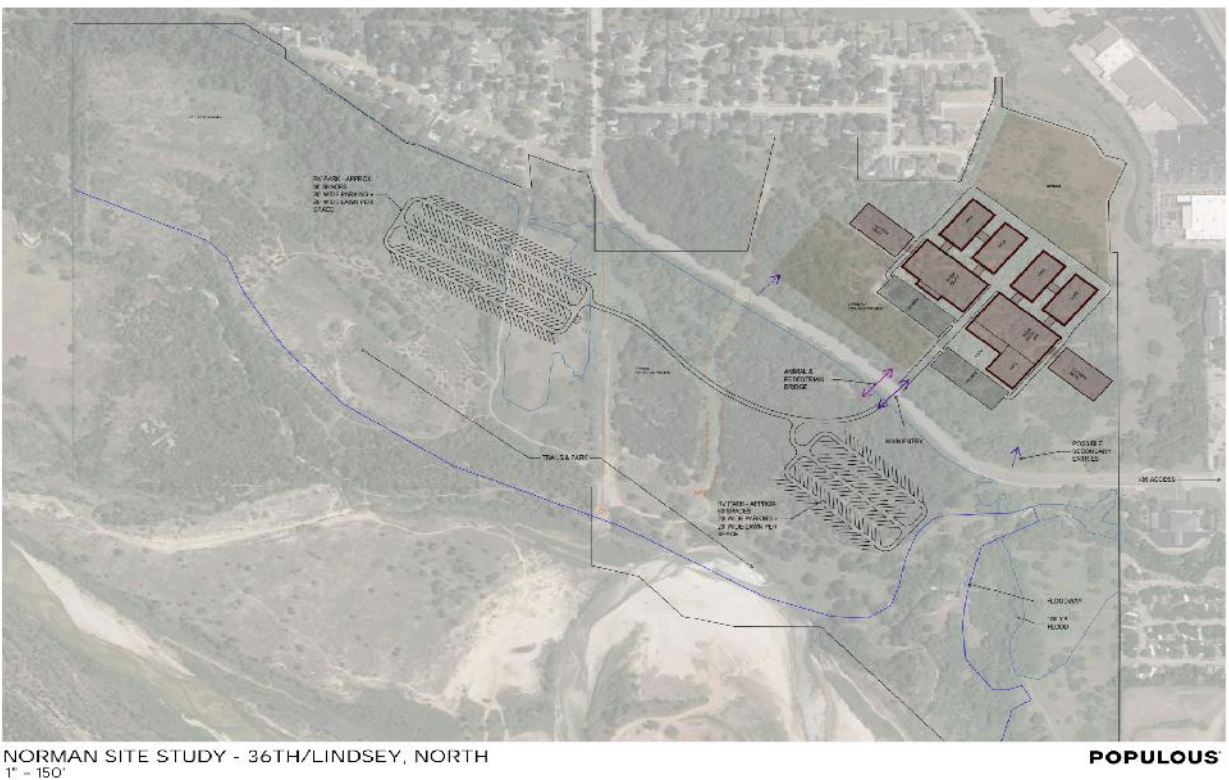
The I-35 highway provides north, south, east and west ease of access; proximity to the Will Rogers airport, stimulus to the I-35 commercial redevelopment properties along with strong options for future expansion of the venue and site along with community use in many forms.

The following two overlays illustrate two practical options to explore in detail for next steps.

Lindsey St, Site Overlay possibility: **Option1- A** with much outdoor space.

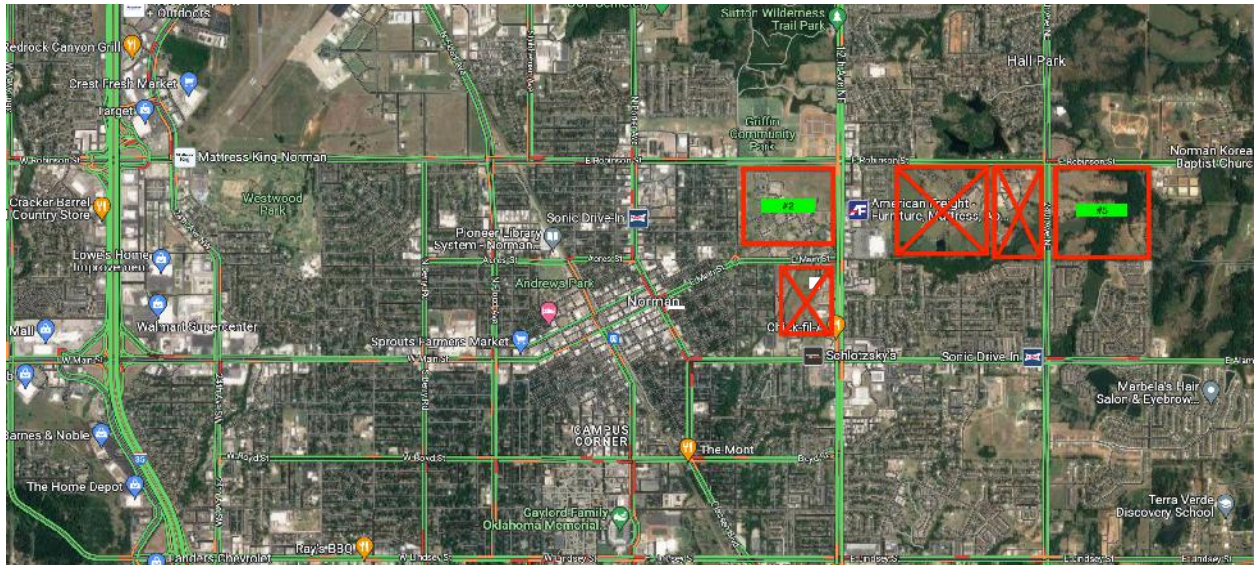


Lindsey St., Site Overlay possibility: **Option 1-B** with much outdoor space

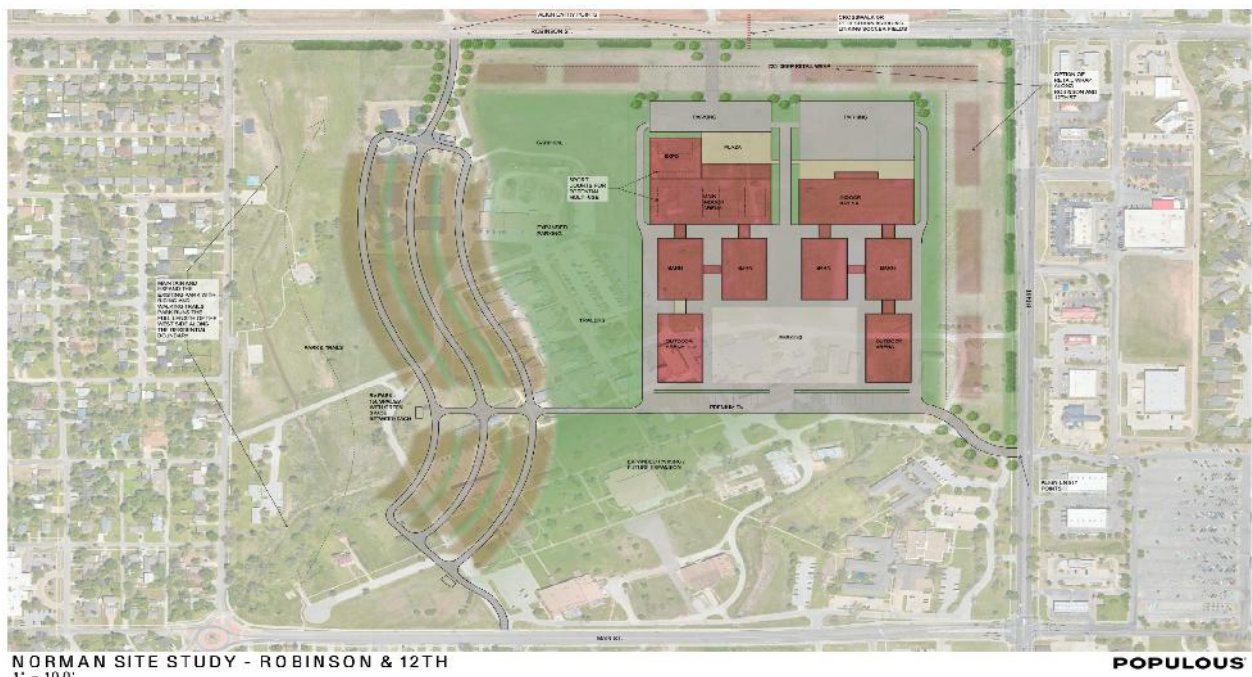


#2) State Land- Griffith Institute

(Robinson St. and east side of 12th Ave. NE, north of Main St.)

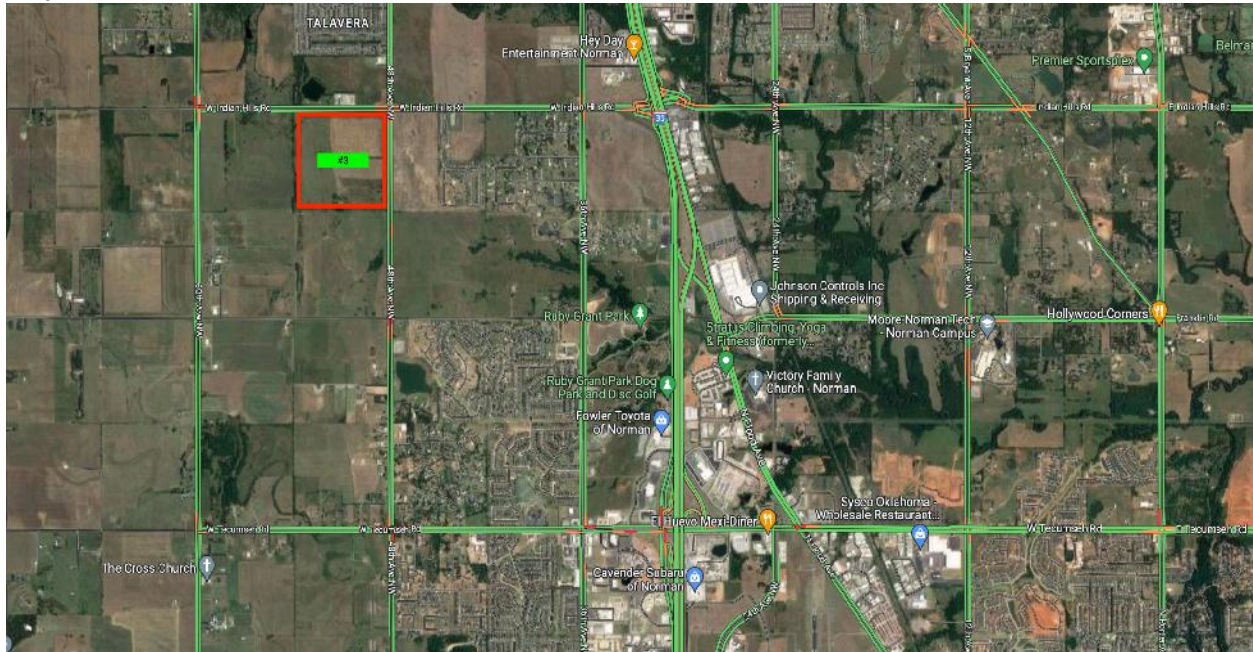


This parcel on the SW corner of Robinson and 12th Ave. NE is a strong possible site with the assumption that the State and City can come to an agreement. Relatively no elevation challenges; great location and creates multiple redevelopment options for the site and **provides a prime location for a venue**. Business development and community use along with a phase-in venue while current assets transition and phase-out can be coordinated.



#3) Indian Hills & 48th Ave.NW

(any quarter section available in this area)



Venue overlay: Indian Hills & 48th Ave. NW. **Positive overlay with options.**



NORMAN SITE STUDY - INDIAN HILLS & 48TH
1" = 100'

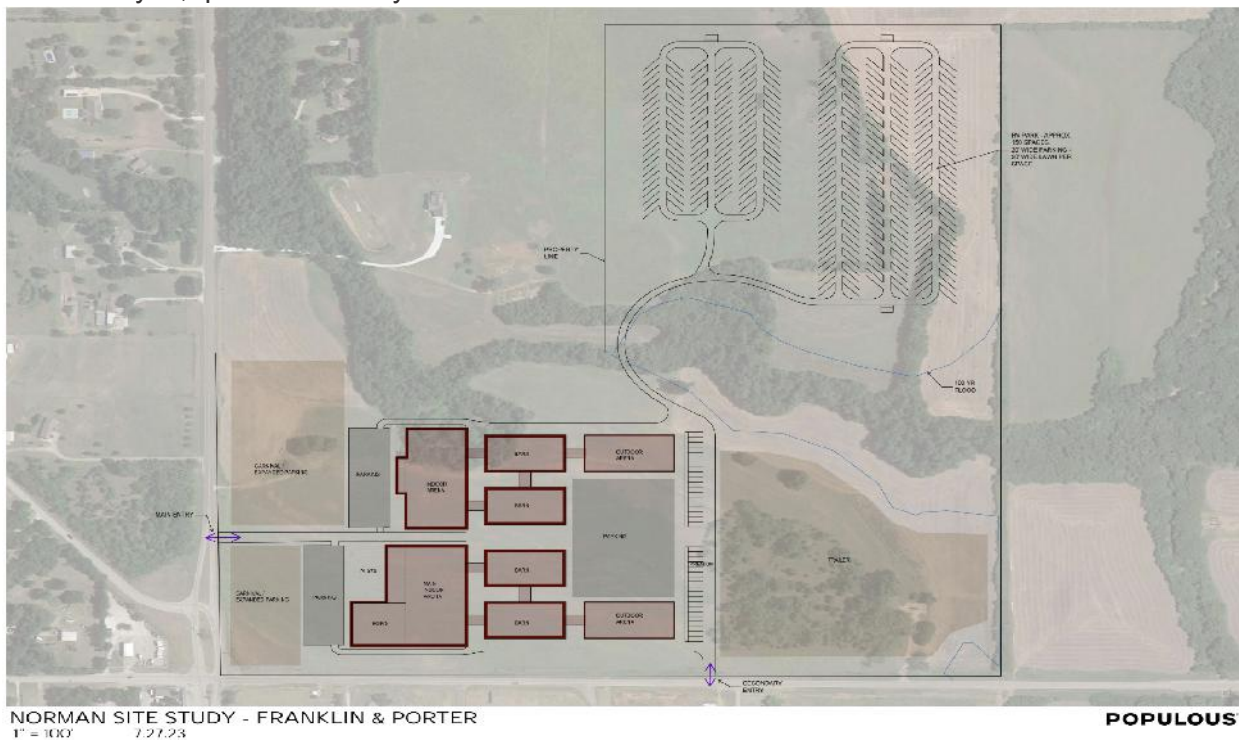
POPULOUS

4) E. Franklin Rd & Porter Ave. parcel

There is a 117-acre parcel of privately owned, raw agricultural land on the NE/c of N Porter Ave. and E. Franklin Rd. This location will be enhanced by major highway access as the east-west corridor project is scheduled to be just north of this site along the Indian Hills alignment.

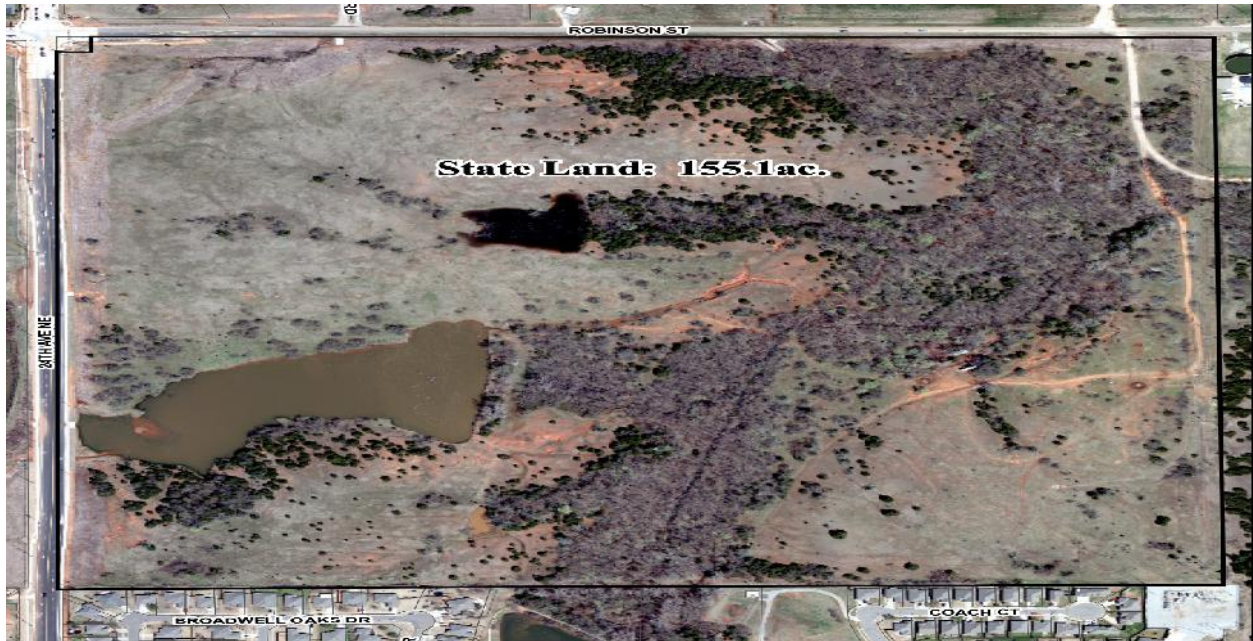


Site overlay fit; positive overlay & dual road access.

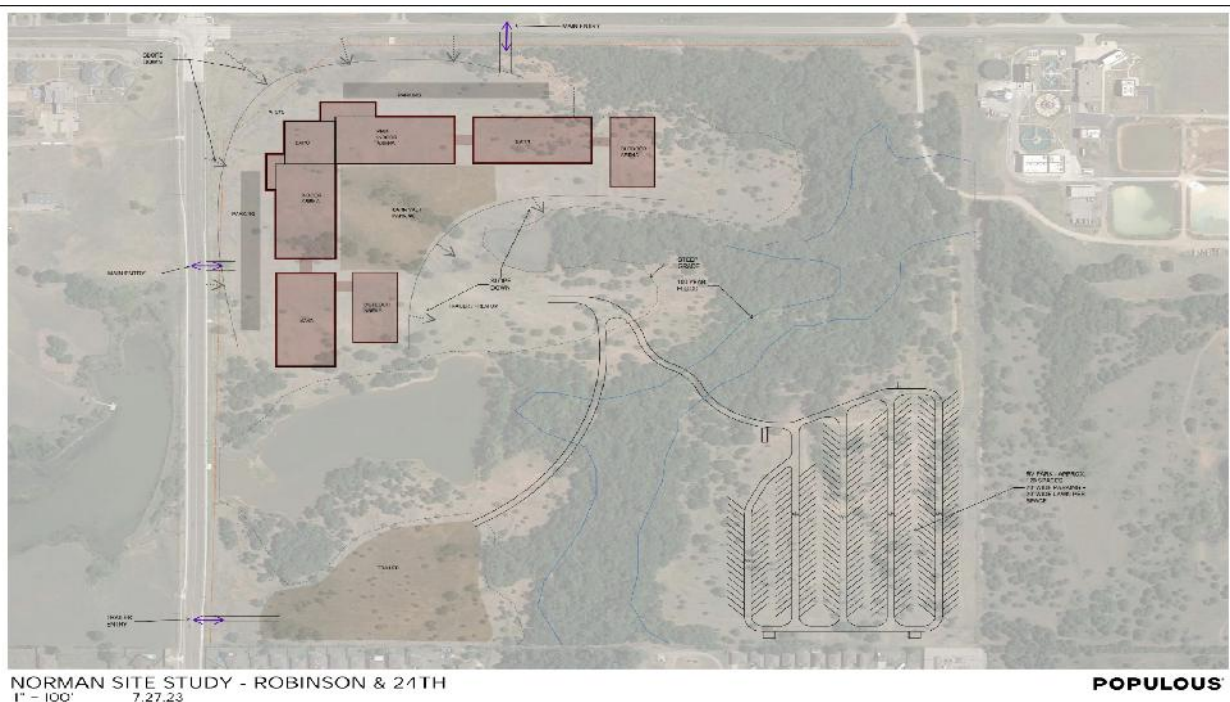


#5) State Land parcel: Robinson St. & 24th Ave. NE

The 155 acres +/- on the SE corner of **Robinson St. and 24th Ave. NE** is the #5 selected site. This site has significant elevation and grading challenges along with a flood plain traversing a good portion of the site.



Site Overlay fit: Elevation & grading challenges.



Cleveland County Fairgrounds

The Cleveland County Fairgrounds as a site in current status and surrounding area is depicted below.



Populous has looked at a master site plan for Cleveland County Fairgrounds in the past. It is clear that the land size is not conducive to support this venue project and has no future growth.



It is recommended to continue the business discussions and modeling for a cooperative venture for the future **between this venue project and the Cleveland County Fair.**

Exhibit A

Populous site overlay all sites, #1 -#5 to scale and in sequence.



NORMAN SITE STUDY - 36TH/ LINDSEY, RIVERSIDE

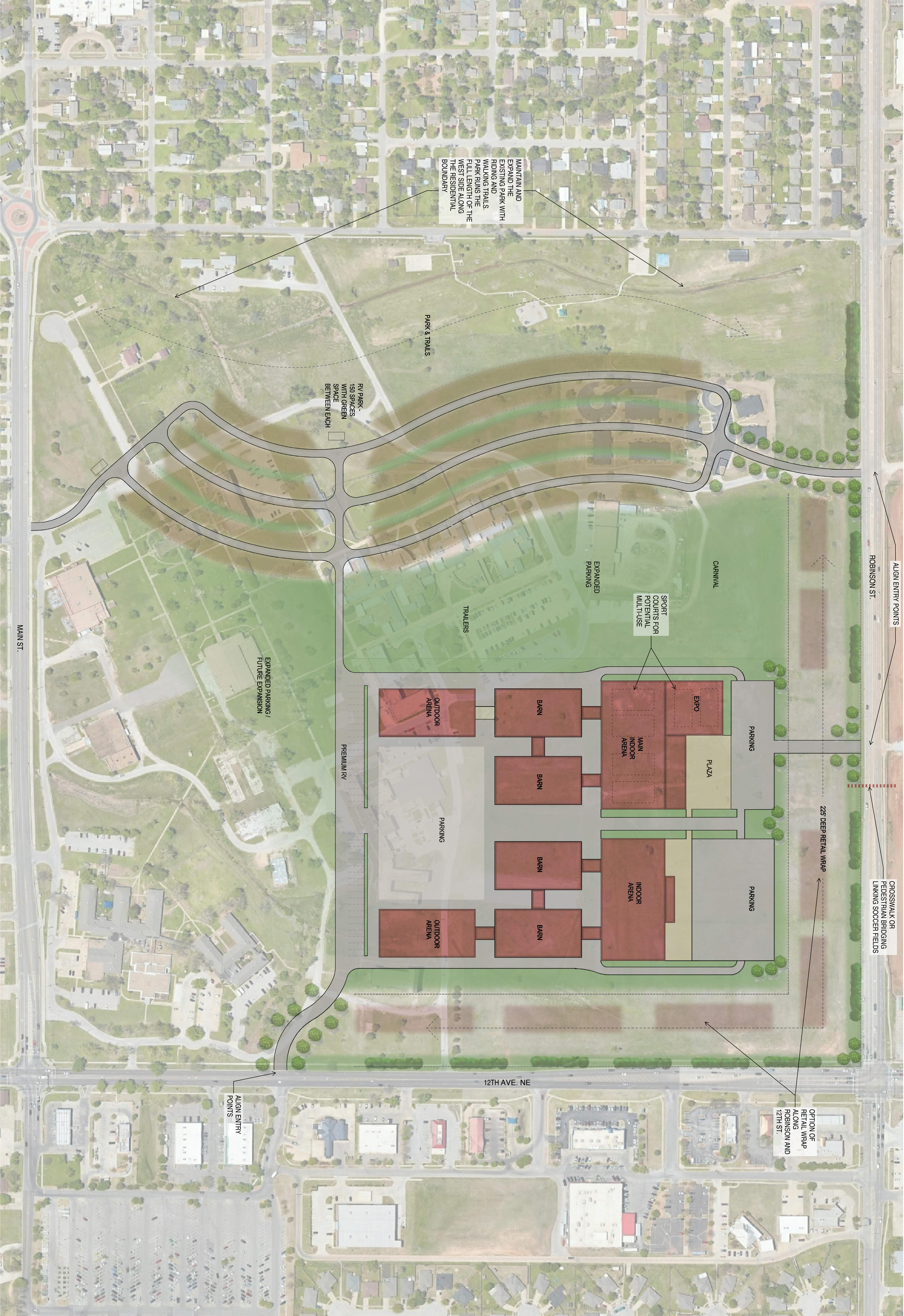
1" = 150'

POPULOUS®



NORMAN SITE STUDY - 36TH/LINDSEY, NORTH
1" = 150'

POPULOUS®



MAINTAIN AND
EXPAND THE
EXISTING PARK WITH
RIDING AND
WALKING TRAILS.
PARK RUNS THE
FULL LENGTH OF THE
WEST SIDE ALONG
THE RESIDENTIAL
BOUNDARY

PARK & TRAILS

RV PARK -
150 SPACES
WITH GREEN
SPACE
BETWEEN EACH

EXPANDED PARKING/
FUTURE EXPANSION

SPORT
COURTS FOR
POTENTIAL
MULTI-USE

PREMIUM RV

PARKING

OUTDOOR
ARENA

BARN

BARN

BARN

BARN

OUTDOOR
ARENA

EXPO
PLAZA
MAIN INDOOR
ARENA

INDOOR
ARENA

PARKING

PARKING

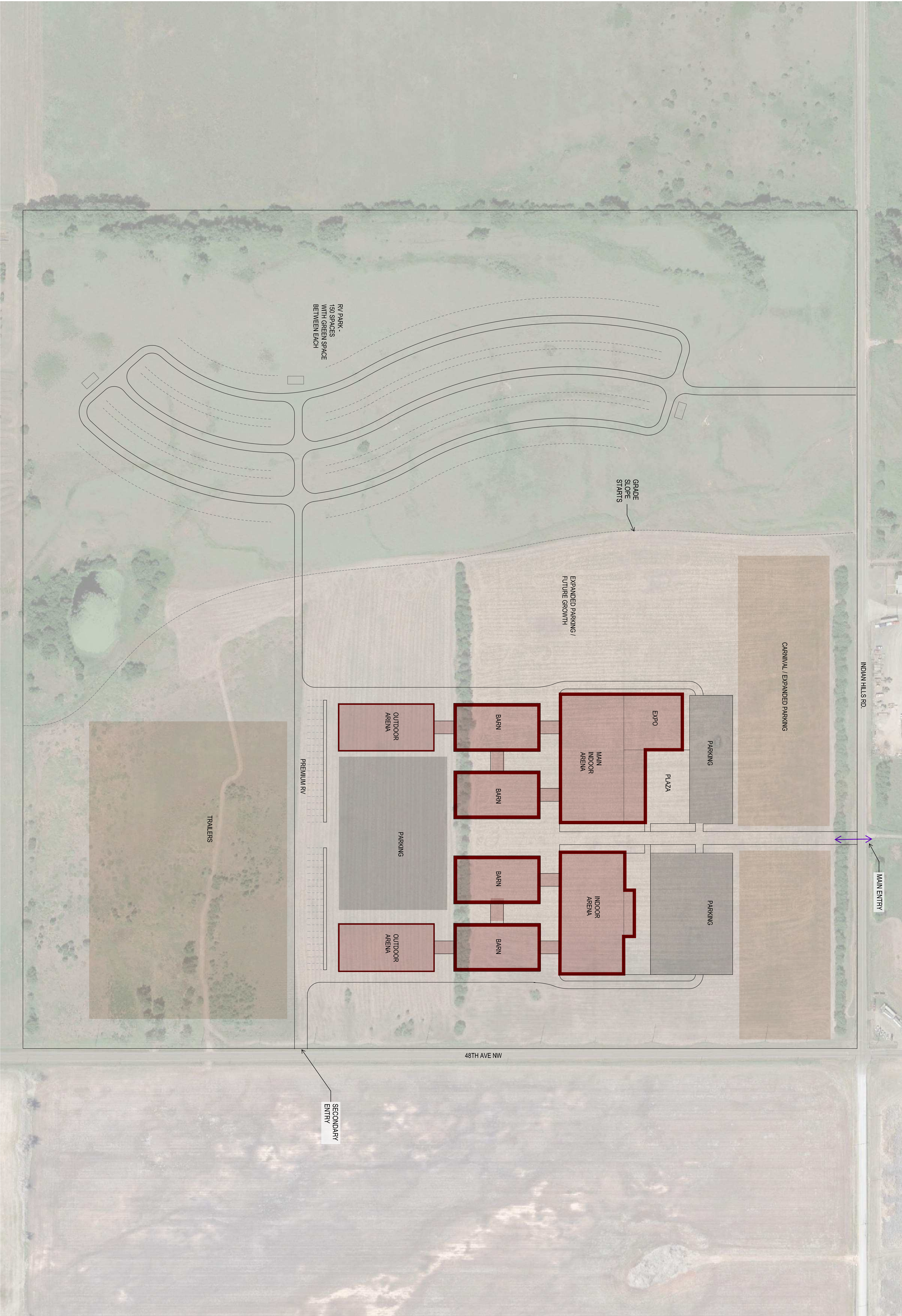
225 DEEP RETAIL WRAP

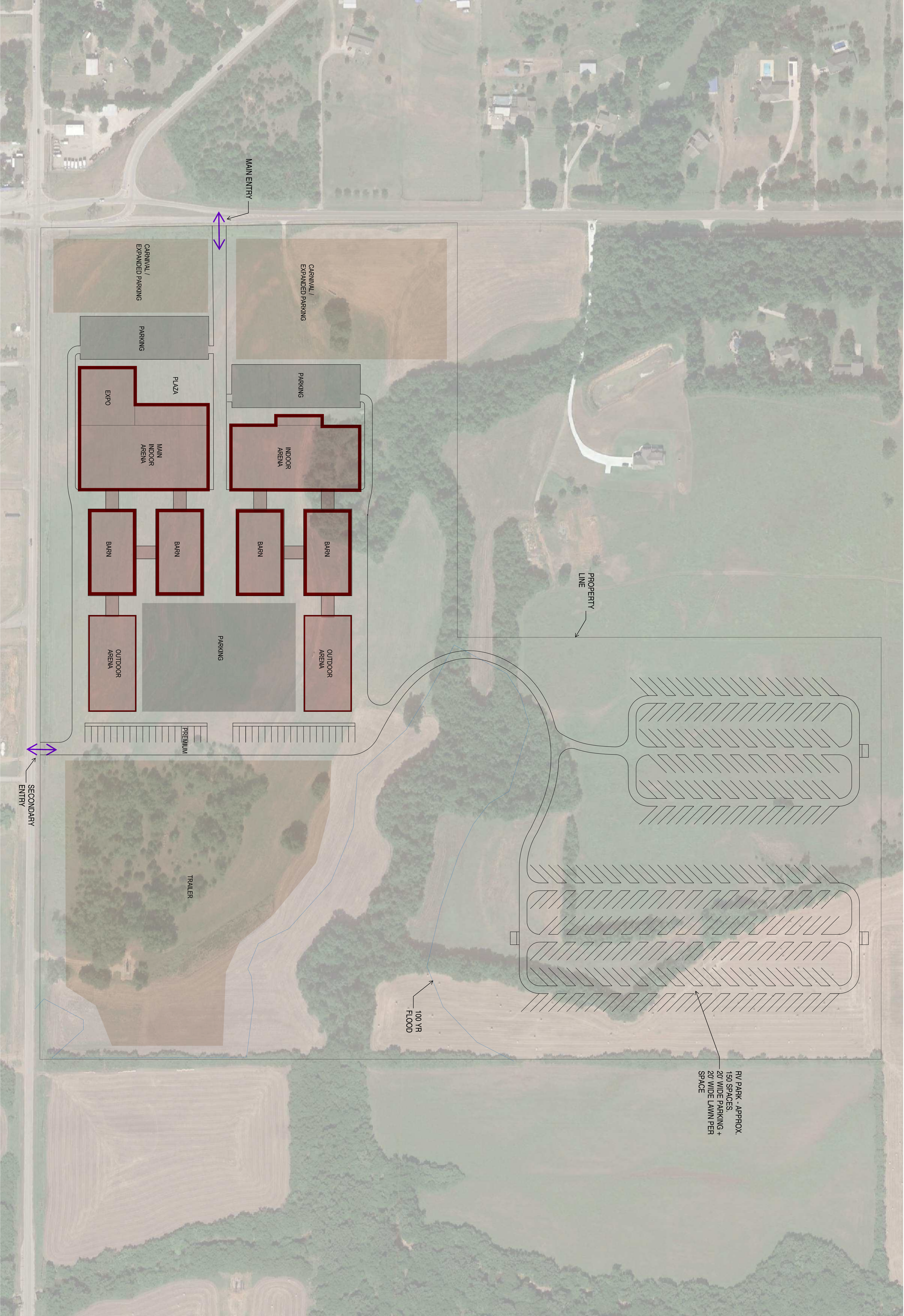
OPTION OF
RETAIL WRAP
ALONG
ROBINSON AND
12TH ST.

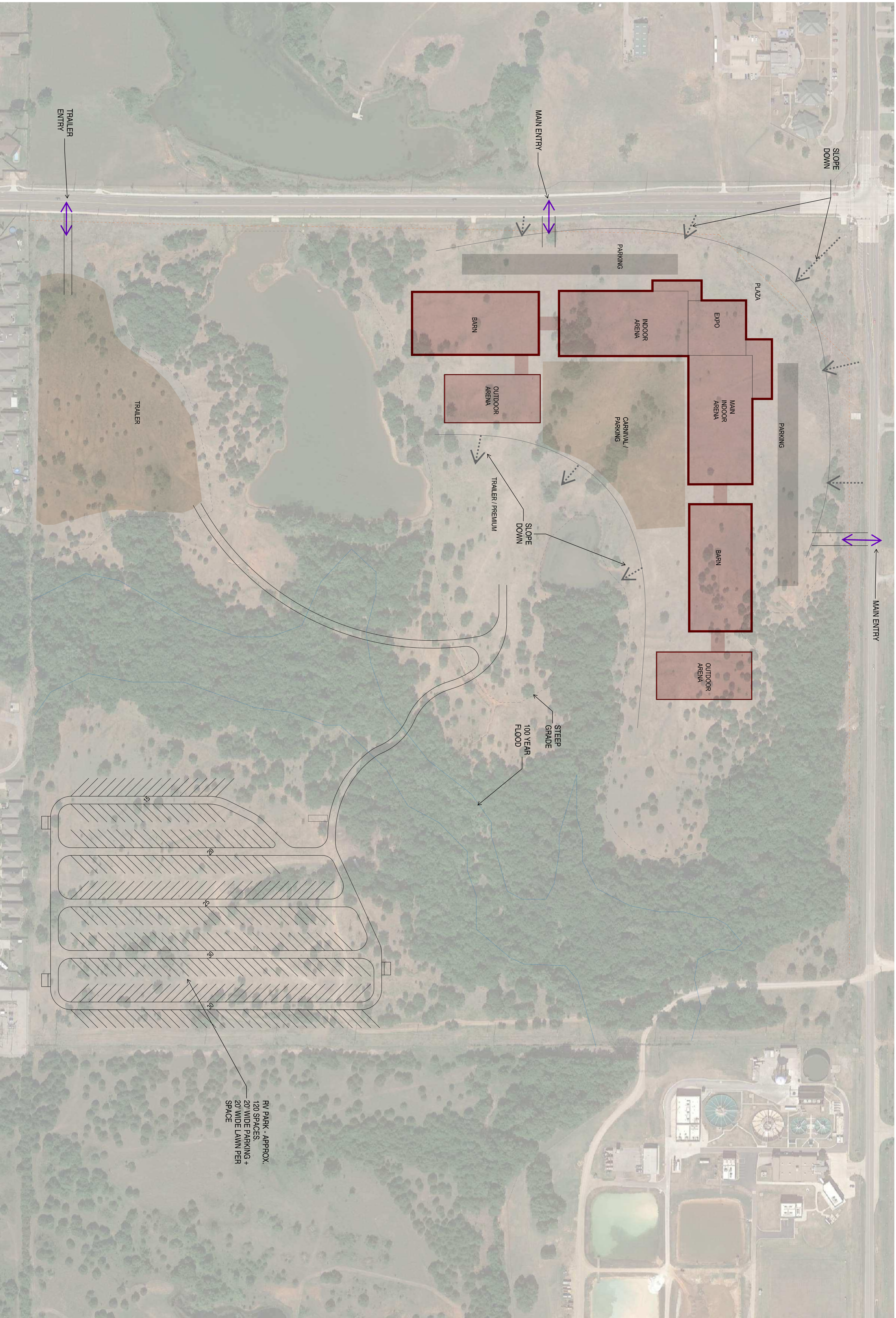
ALIGN ENTRY
POINTS

ALIGN ENTRY POINTS
ROBINSON ST.

CROSSWALK OR
PEDESTRIAN BRIDGING
LINKING SOCCER FIELDS







NORMAN SITE STUDY - ROBINSON & 24TH
1" = 100'

POPULOUS®

Exhibit B

Research Team: We would like to thank each professional that participated in this study. It has been a pleasure to work with each one and the team as we studied, researched, and explored the current industry and this project.

We would also like to thank **VisitNorman and the Norman Economic Development Coalition** for allowing us to work on this feasibility study.



Brian Dygert

CONTACT

 252.917.0417

 bdygertaz@gmail.com
www.cowboyoffice.com

 30020 N 60th St
Cave Creek, AZ 85331

Date: April - August 2023



NORMAN OK:
Feasibility Study - 2023
Equine & Livestock Venue

Team List:



Jody Brainard, Mulhall Ok,
professional horseman and official.



Gloria Storms-Ruiz, Scottsdale, AZ,
Career equestrian event venue
management.



Michelle Wrigley, El Reno, OK,
Equestrian event production staff
and copywriter
Experience: equine association management



Chelsea Sutton, Chandler, AZ
CEO, ConsultMent Agency,
Marketing, Consulting, Branding
Specialty: Hospitality & Equine Events



Todd Gralla, Norman, OK
Populous, Principal, Architectural firm,
Specialty in sports and equine venues



Travis Pawley, Norman, OK
Populous, Senior Architect, Senior Associate

References

Populous, Global Design Firm, Kansas City, Mo. Todd Gralla, Principal and equestrian venue specialist. www.populous.com **Populous is proud to be named one of the 50 most innovative companies in the world**
<<https://populous.com/populous-named-fast-companys-most-innovative-company-in-architecture-for-2022>> for 2022.

American Horse Council, www.horsecouncil.org, 2017 National Equine Economic Impact Study.
<https://www.okcchamber.com/index.php?src=gendocs&ref=HorseShowCapital&link=HorseShowCapital>
<https://www.onlyinyourstate.com/oklahoma/horse-show-capital-ok/>
https://www.velocityokc.com/blog/economy/horse-shows-are-big-business-for-okc/?back=super_blog
<https://gtrnews.com/expo-square-becomes-national-attraction/06.15.2009>
<https://www.newson6.com/story/5e35fdd52f69d76f6202eeba/expo-squares-versatility-brings-money-making-events-to-tulsa>; February 2017.

<https://www.federalpay.org/perdiem/2023/oklahoma>; retrieved June 2023

<https://pulse.sullivansupply.com/2022-junior-national-schedule>

<https://pulse.sullivansupply.com/2023-junior-national-dates-announced>

<https://oaktrust.library.tamu.edu/handle/1969.1/156187>; A Study to Determine the Influence of Economics on the Junior Livestock Show Program in Texas, 2015-11-17, Author Cook, Dottie Ann

<https://www.morningagclips.com/economic-impact-study-shows-livestock-auctions-are-growing-in-importance/>, retrieved 2023-06-11, Published 2023-04-16.

<https://ocj.com/2022/07/the-cost-and-value-of-showing-livestock/> Ohio Country Journal, Published 2022-07-22, retrieved via web, 2023-06-11.

<https://cattlemenscongress.com/show-information/international>, website June 2023, retrieved, 2023-06-11.

Economic Research Service

U.S. DEPARTMENT OF AGRICULTURE, Statistics & Information

<https://www.ers.usda.gov/topics/animal-products/cattle-beef/statistics-information/>

<https://nppc.org/wp-content/uploads/2022/07/2021-NPPC-Economic-Contribution-Report-FINAL.pdf>;

US Pork Industry 2021, Current Structure and Economic Importance, Published by National Pork Council, July 2022, retrieved 2023-06-11.

https://www.irs.gov/pub/irs-utl/farmers_atg_chapter_7.pdf, Farmers ATG - Chapter Seven: General Livestock, Published July 2009 retrieved USDA website, 2023-06-11.

<https://www.ecfr.gov/current/title-29/subtitle-B/chapter-V/subchapter-B/part-780/subpart-D/subject-group-ECFR1b4fcdd2a835f12/section-780.328>, Code of Federal Regulations. title 29 as of 2023-06-09, retrieved via the web, 2023-06-11.

<https://www.ers.usda.gov/topics/animal-products/cattle-beef/sector-at-a-glance>

<https://amerpoultryassn.com/>

<https://amerpoultryassn.com/events-listings/>

<https://agamerica.com/blog/beef-cattle-industry-highlights-infographic>

<https://fourstarquarterhorses.com/about.asp>, 2022 debut of the Ranch Horse Triple Crown Challenge and The National Ranch Horse Futurity, retrieved via the web, 2023-06-11.

https://cpb-us-e1.wpmucdn.com/wordpressua.uark.edu/dist/9/350/files/2017/05/4-NCBA-CATTLE-Revision_FINAL_clean-lae001@uark.edu_.pdf Economic Contributions of the U.S. Beef Industry, retrieved via the web, June 15, 2023.

[https://extension.okstate.edu/fact-sheets/economic-damages-to-the-u-s-beef-cattle-industry-due-to-covid-19.html#](https://extension.okstate.edu/fact-sheets/economic-damages-to-the-u-s-beef-cattle-industry-due-to-covid-19.html#:): retrieved via the web, June 15, 2023.

<https://okyouthexpo.com/about-usm> Oklahoma Youth Expo Inc. Retrieved via the web, April, 2023.

<https://www.aqha.com/web/aqha/aqha-facts>

<https://cowgirlmagazine.com/states-american-quarter-horses/> BY EMILY FOUGHT NOVEMBER 18, 2022

https://issuu.com/equestrian/docs/usefreport22_issuu?fr=sNzRkZDU2MTQyNDE

<https://www.usef.org/search?q=2022%20annual%20report>

<https://laec.info/Our-Members>

[https://www.nass.usda.gov/Surveys/Guide to NASS Surveys/Sheep and Goat Inventory/index.php](https://www.nass.usda.gov/Surveys/Guide_to_NASS_Surveys/Sheep_and_Goat_Inventory/index.php)

<https://www.ibisworld.com/united-states/market-research-reports/sheep-farming-industry/>

<https://www.nationalacademies.org/our-work/the-economic-development-and-current-status-of-the-sheep-industry-in-the-united-states>

CURRENT SITUATION AND FUTURE PROSPECTS OF THE US GOAT INDUSTRY

<https://tupubs.tuskegee.edu/cgi/viewcontent.cgi?article=1143&context=pawj>

American Sheep Industry Association (ASI), Englewood, Co. <https://www.sheepusa.org/events>

All American Junior Show <https://allamericanjuniorshow.com/history/>

Showman app <https://showman.app/shows?species=SHEEP#/>

American Goat Society (AGS), Pipe Creek, TX, <https://americangoatsociety.com/index.php>

American Dairy Goat Association (ADGA), Spindale, NC, <https://adga.org/shows/>

The Ranch Horse Triple Crown Challenge and the National Ranch Riding Futurity

<https://www.americanranchhorse.net>

NCHA Declines Ownership in Weatherford Equestrian Facility, Looks at moving Triple Crown, published July 7, 2023, Quarter Horse News, by Amy Olson

https://www.quarterhorsenews.com/2023/07/ncha-declines-ownership-in-weatherford-equestrian-facility-moving-triple-crown/?utm_source=Quarter+Horse+News&utm_campaign=Triple+Crown