

North Texas State Fair & Rodeo:
The Economic Impacts of Existing
Activities and Preliminary Feasibility
Assessment for New Fairgrounds and Expo Center



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EXECUTIVE SUMMARY

Fairs and rodeos are deeply ingrained in the fabric of America. Texas alone plays host to an abundance of local, regional, and state-wide events that serve to bring people together and celebrate Texas' vast agricultural heritage. Denton County and the City of Denton are home to the North Texas State Fair & Rodeo which registers annual attendance levels of over 150,000. In addition to being home for a successful fair & rodeo, Denton County is also sometimes referred to as "Horse Country USA," due to its position as a nexus of the international horse industry. Many farms in Denton County are dedicated to the breeding, training, and sale of horses. Parts of Denton County are also rapidly urbanizing. The combination of these factors places Denton County and the City of Denton in the unique position of having significant agricultural and population bases from which to grow a successful annual fair & rodeo into a year-round program of events. To realize this opportunity, a new exposition center would need to be built. This new infrastructure could attract and support tens of thousands more visitors to the area with positive economic and fiscal impacts in the millions of dollars.

Current visitor and operations spending related to the North Texas State Fair & Rodeo Fairgrounds provide a direct economic impact of \$4.1 million to Denton County. This impact results in \$5.6 million in total economic activity for the county. The City of Denton experiences a direct economic impact of \$2.9 million and \$3.1 million in total economic activity (see Table ES1).

Table ES1
Current Economic and Fiscal Impacts of Visitor and Operations Spending
related to the North Texas State Fair & Rodeo Fairgrounds

Description	Denton County Impact	City of Denton Impact
Total Visitor and Operations Spending	\$4,163,315	\$2,968,182
Total Economic Activity	\$5,660,693	\$3,160,661
Total Labor Income (including benefits)	\$1,457,134	\$668,781
Total Employment	60.4	32.9
Total Property Income*	\$645,236	\$304,387
Local Taxes+	\$94,134	\$76,856

* Includes royalties, rents, dividends, and corporate profits. + Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

Many new opportunities for events would exist if a North Texas State Fair & Rodeo Expo Center were to exist. Construction alone would pump between \$88 to \$131 million into Denton County's economy and create up to 1,123 person-years of employment. With new facilities, potential would exist for moderate to aggressive increases in event programming and attendance figures. With an aggressive, but conceivable projection of an additional 150,000 new visitors per year, operations and visitor spending at the proposed Expo Center would be responsible for a \$9.8 million direct economic impact to Denton County, resulting in \$13.4 million in total economic activity. Total economic activity for the City of Denton would be just over \$7.3 million (see Table ES2).

The North Texas State Fair & Rodeo is an economic engine with potential for growth. Building the North Texas State Fair & Rodeo Expo Center would provide a state-of-the-art venue capable of facilitating future growth of the Fair & Rodeo while also providing opportunity for enhanced year-round programming. An expo center will

enhance the quality of life for the residents of Denton County and the City of Denton as well as serve as a catalyst to leverage the area's already significant presence in the international horse industry

Table ES2
**Potential Economic and Fiscal Impacts of Visitor and Operations Spending
related to the North Texas State Fair & Rodeo Fairgrounds: 300,000 Visitors**

Description	Denton County Impact	City of Denton Impact
Total Visitor and Operations Spending	\$9,838,020	\$6,902,812
Total Economic Activity	\$13,407,910	\$7,353,785
Total Labor Income (including benefits)	\$3,474,956	\$1,652,864
Total Employment	144.7	78
Total Property Income*	\$1,510,969	\$691,001
Local Taxes+	\$226,261	\$219,964

* Includes royalties, rents, dividends, and corporate profits. + Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

I. INTRODUCTION

Denton County, part of the Dallas-Fort Worth Metroplex, is a fast-growing semi-rural county located due north of both Dallas and Fort Worth. It is traversed by two major highways—U.S. 380 running east to west and Interstate 35 running north to south. According to the U.S. Census, Denton County currently records a population of about 636,557, a 47 percent increase since 1990. The North Central Texas Council of Governments (NCTCOG) projects Denton County’s growth to continue at a rapid clip, with population reaching 1,085,343 by 2030. Employment in the county is also projected to grow rapidly, from about 210,000 today to 413,000 by 2030.

Although continuing to urbanize, 11.6 percent of Denton County residents still live in the rural portions of the county, attesting to the continuing importance of agriculture to the county’s economy. Agriculture represents a small and declining share of the Texas and Metroplex economies overall, but it still is an economic force in Denton County. This is primarily due to the horse industry which is the number one economic impact in terms of agriculture for the county. Over 300 farms and ranches populate the county, with many devoted solely to breeding and training horses. The approximately 25,000 horses in Denton County earn it the tag of being “Horse Country USA.” It was estimated that in 2004, horse sales in Denton County topped \$20 million, while boarding fees alone brought in more than \$11 million. Denton County continues to exhibit a strong association to an agricultural identity and like many counties across Texas and the country, celebrates its agricultural past, present, and future through hosting a successful annual fair and rodeo event.

The economic and fiscal impacts generated by fairs, rodeos, horse shows, and cattle shows nationwide are significant. Impacts estimated in the millions of dollars are not uncommon for regional and state events (Exhibit 1). It is against this backdrop that the University of North Texas Center for Economic Development and Research has been asked to estimate the economic and fiscal impacts of the North Texas State Fair & Rodeo, as well as examine the potential market for and economic and fiscal impacts of building a new exposition center in Denton County. Later in this report, we will also examine the experiences of ten exposition centers across Texas and the U.S. that illustrate the types of events, and the associated costs, that would likely attend construction and operation of such a center in Denton County.

II. Economic and Fiscal Impacts from Visitor Spending and Operations: Current and Projected

Activities that take place on the North Texas State Fair & Rodeo Fairgrounds draw about 157,000 visitors to Denton County for events ranging from the North Texas State Fair & Rodeo to chili cook-offs to quinceañeras. Current spending by North Texas State Fair & Rodeo Fairgrounds visitors from outside of Denton County has substantial economic and fiscal impacts. Lodging, meals, transportation, entertainment, and retail are all categories which see increased revenues due to visitor spending. Similarly, ongoing operations at the Fairgrounds create economic and fiscal impacts felt throughout Denton County as well as the City of Denton.

To estimate the economic and fiscal impacts of visitor spending and operations, we will utilize an IMPLAN economic input-output model developed by the Minnesota IMPLAN Group. The IMPLAN model provides estimates of total economic activity including direct, indirect, and induced impacts based on the activities of a given entity. For example, the direct effects of construction would include the activities of the construction firm that hires employees, pays wages, and purchases building materials. In addition, the construction firm will buy office supplies, contract for construction site sanitary services, and engage professional service providers such as accountants and attorneys as a part of their normal business operations. Indirect effects capture the economic activities of the construction company's vendors. For example, the accounting firm that provides bookkeeping services to the construction firm buys office supplies, rents space, purchases computer equipment, and hires services for their business needs. Induced effects include the impact of the employees of all of these firms spending a

portion of their wages and salaries on goods and services in the local economy. The IMPLAN model provides impact estimates at the county level or aggregation of counties and adjusts the impact estimates for spending that leaks out of the local economy. For example, the fuel used for construction equipment was not refined in the Denton area; therefore, little of the estimated purchase value of that fuel is counted as contributing to the local economy.

In order to estimate visitor spending, a detailed survey was conducted by the University of North Texas Survey and Research Center during the 2008 North Texas State Fair & Rodeo. The results of this survey helped the authors gain insight on how many visitors attend the fair from outside of the “Denton Area” and how long they stayed in Denton County and the City of Denton. 25% of Fair & Rodeo visitors were from outside of the “Denton Area” and 24% of those stayed at least one night in Denton County. Of that 24%, just over half (60%) stayed in the City of Denton. This is reflected in the relatively lower economic and fiscal impacts felt by the City in comparison to the County. To evaluate spending habits by visitors for all remaining events at the North Texas State Fair & Rodeo Fairgrounds during 2008, the authors assumed a non-Denton Area visitor rate of 20% with one overnight stay. In addition, certain assumptions were made based on the authors’ estimates and similar studies completed across the United States in order to gauge base spending levels. Per-visitor per-day spending on meals, transportation, entertainment, and retail was estimated at \$60. Lodging was estimated at \$120 per night (hotel) and \$30 (RV space) with an average of 1.5 visitors per room or space.

Using these estimations and adding into the mix \$1.1 million spent on ongoing operations for the Fairgrounds results in a combined direct economic impact on Denton County of about \$4.1 million per year. This impact generates over \$5.6 million in total economic activity, boosts local labor income by \$1.4 million, and supports over 60 jobs. In addition, property income sees an increase of \$645,236¹. Denton County also records \$94,134 in tax revenues. The City of Denton receives \$3.1 million in total economic activity, a local labor income boost of \$668,781, 32.9 jobs, a property income increase of \$304,387, and \$76,856 in total tax contributions (see Table 1).

Table 1
Current Economic and Fiscal Impacts of Visitor and Operations Spending
related to the North Texas State Fair & Rodeo Fairgrounds

Description	Denton County Impact	City of Denton Impact
Total Visitor and Operations Spending	\$4,163,315	\$2,968,182
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* Includes royalties, rents, dividends, and corporate profits. + Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

The proposed North Texas State Fair & Rodeo Expo Center will allow for a more robust state fair & rodeo while also hosting a broader range of events throughout the calendar year. The climate-controlled equestrian building alone may attract multiple events and thousands of new visitors by leveraging Denton County's considerable presence in the international horse industry. If the same formulas for estimation are used,

¹ Property income includes royalties, rents, dividends, and corporate profits.

but the total number of annual visitors is raised to 200,000 (150,000 for the Fair & Rodeo; 50,000 for other events) and operating costs are pegged at \$2 million, the following economic and fiscal impacts are projected. Combined direct economic impact to Denton County would be over \$5.7 million per year and generate about \$7.8 million in area economic activity. Local labor income would be boosted by \$2 million and over 82 jobs would be generated. In addition, property income would see an increase of \$921,789. Denton County would also record \$128,874 in new tax revenues. The City of Denton would receive \$4.5 million in total economic activity, a local labor income boost of \$1 million, just over 46 jobs, a property income increase of \$461,107, and \$101,921 in total tax contributions (see Table 2).

Table 2
Potential Economic and Fiscal Impacts of Visitor and Operations Spending
related to the North Texas State Fair & Rodeo Fairgrounds: 200,000 Visitors

Description	Denton County Impact	City of Denton Impact
Total Visitor and Operations Spending	\$5,731,620	\$4,238,972
Total Economic Activity	\$7,801,596	\$4,514,870
Total Labor Income (including benefits)	\$2,010,562	\$1,006,697
Total Employment	82.4	46.2
Total Property Income*	\$921,789	\$461,107
Local Taxes+	\$128,874	\$101,921

* Includes royalties, rents, dividends, and corporate profits. + Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

An even more robust scenario – but not one out of the realm of possibility considering Denton County's location, horse-centric culture, and potential new facilities – would be if the new North Texas State Fair & Rodeo Expo Center received 300,000 annual visitors (200,000 for the Fair & Rodeo; 100,000 for other events) and increased

operations spending to \$2.5 million. The resulting economic and fiscal impacts would be significant.

Denton County would see over \$9.8 million per year in direct economic impact and about \$13.4 million in total economic activity for the area. Local labor income would be raised by \$3.4 million and 144.7 jobs would be generated. Property income would also see an increase of \$1.5 million. Denton County would record over \$226,000 in new tax revenues. The City of Denton would receive about \$7.3 million in total economic activity, a local labor income boost of \$1.6 million, 78 jobs, a property income increase of \$691,001, and \$219,964 in total local tax contributions (see Table 3).

Table 3
Potential Economic and Fiscal Impacts of Visitor and Operations Spending
related to the North Texas State Fair & Rodeo Fairgrounds: 300,000 Visitors

Description	Denton County Impact	City of Denton Impact
Total Visitor and Operations Spending	\$9,838,020	\$6,902,812
Total Economic Activity	\$13,407,910	\$7,353,785
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Total Property Income*	\$1,510,969	\$691,001
Local Taxes+	\$226,261	\$219,964

* Includes royalties, rents, dividends, and corporate profits. + Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

III. Does an Expo Center make sense for Denton County?

Many communities across Texas and the Southeast, comparable in size to Denton County, have built and operated exposition centers over the past thirty years. The ten centers examined in Exhibits 2 and 3 are extremely popular with local residents and are booked for a variety of events in addition to horse and livestock shows. Banquets, tractor pulls, flea markets, fairs, monster trucks, and concerts are but some of the special events to which these facilities have been utilized.

Denton County will continue to retain an agricultural sector and remain a nexus of the national horse industry, even as its urban growth accelerates in the decades ahead. As such, the county would appear to be a logical site for a substantial expo center complex. What should be considered is a modern facility capable of handling the North Texas State Fair and Rodeo's 120,000+ annual patrons, the additional 30,000+ visitors attending other events held on the fairgrounds, and the thousands of potential new visitors drawn in by future equestrian events. Structures in the complex might include a main coliseum with permanent seating for 5,000 patrons, a covered outdoor arena, a livestock building, and an equestrian building. The latter two should be climate controlled with enough square footage to allow for arena space and room for several hundred horse stalls and a significant number of livestock pens. Additionally, parking for up to 1,800 vehicles and ample space for RV's should be incorporated into the plan. The potential exists for the proposed expo center to incorporate buildings that would serve as space available to the community of Denton Country throughout the year as well as a hotel property. We feel that at this point, it is too soon to recommend such options as they may be in competition with similar projects being contemplated by the City of Denton and the University of

North Texas. However, it would be prudent to explore the possibility of co-locating the proposed expo center with any potential convention/hotel development.

Based on the experience of the centers examined in the Exhibits 2 and 3 and authors' estimates, the North Texas State Fair and Rodeo Expo Center might be constructed for just over \$60 million using conservative construction estimates, and \$92 million if significantly higher construction estimates are applied to the Expo Center's proposed exhibit and community buildings. Due to the multi-structure nature of the project, however, construction could be completed in several phases alleviating the initial, overall financial burden. Based on the experience of other expo centers, Denton County should not expect rental revenues to cover all operating expenses. The majority of centers we examined required a subsidy to cover the gap between costs and income. Denton County will be no different, and an annual subsidy of \$200,000 to \$300,000 can be anticipated. The proposed North Texas State Fair & Rodeo Expo Center will be an amenity that attracts non-local residents to Denton County. With more spending coming into Denton County from non-residents, these dollars will ripple through the economy generating additional jobs, income, and tax revenue. These new revenues, in turn, can help cover the operating subsidies.

IV. The Anticipated Economic and Fiscal Impacts from Construction of Proposed Expo Center

In this section, we report the findings of our analysis of the economic and fiscal impacts that will attend new construction and daily operations associated with the proposed expo center. We will again utilize an IMPLAN economic input-output model developed by the Minnesota IMPLAN Group. In the first part of our analysis we consider the economic and fiscal impacts of construction spending for the primary venues. The second part deals with on-going economic and fiscal impacts of facility operations.

In calculating the economic and fiscal impacts associated with the proposed expo center, estimates are provided for both Denton County and the City of Denton. Two scenarios are addressed in the estimations – Scenario 1 refers to using a conservative building estimate of \$132 per square foot for all climate controlled buildings and \$68 per square foot for open air structures; Scenario 2 uses the same estimates but substitutes a building estimate of \$430 per square foot for the exhibit and community buildings.

First, we will look at the impacts in terms of the County. In Scenario 1, construction of the North Texas State Fair & Rodeo Expo Center, parking facilities, and related infrastructure is projected to have a direct economic impact of \$62.9 million. These construction expenditures will generate almost \$89 million in total economic activity for Denton County. This activity will support more than 750 person-years² of employment paying in excess of \$31 million in salaries, wages, and benefits. In addition, \$8.8 million in property income will be generated by the construction. Local taxing jurisdictions will enjoy a temporary boost to revenues from sales and property taxes,

² Person-years refers to one full time job lasting one year. The actual number of jobs supported will vary over the construction term based on the specific phase on the building activities.

licenses, and permit fees totaling \$777,527 through completion of construction activities. Scenario 2 in Denton County projects the direct economic impact of construction to reach \$92 million. These costs will generate \$131 million in total economic activity while supporting 1,123 person-years of employment paying in excess of \$46 million in salaries, wages, and benefits. \$13 million in property income will be generated with local taxing jurisdictions receiving over \$1.1 million (see Table 4).

Table 4
Denton County:
Economic and Fiscal Impacts of Construction Activities for the
North Texas State Fair & Rodeo Expo Center

Description	Scenario 1 Impact	Scenario 2 Impact
Total Construction Spending	\$62,930,480	\$92,730,477
Total Economic Activity	\$88,874,576	\$131,692,037
Total Labor Income (including benefits)	\$31,392,300	\$46,477,484
Total Employment@	756	1,123
Total Property Income*	\$8,895,690	\$13,180,085
Local Taxes+	\$777,527	\$1,161,691

@ Expressed in person years of employment. * Includes royalties, rents, dividends, and corporate profits.

+ Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

For the City of Denton, Scenario 1 sees construction of the North Texas State Fair & Rodeo Expo Center, parking facilities, and related infrastructure projected to generate \$67.6 million in total economic activity for Denton County. This activity will support more than 541 person-years of employment paying in excess of \$23.5 million in salaries, wages, and benefits. In addition, \$4.6 million in property income will be generated by the construction with local tax revenue experiencing a bump of \$585,971. Scenario 2 for the City of Denton projects the construction project to generate \$99.7 million in total economic activity while supporting 798 person-years of employment paying in excess of

\$34.6 million in salaries, wages, and benefits. \$6.8 million in property income will be generated and over \$870,000 will be added to local tax revenues (see Table 5).

Table 5
City of Denton:
Economic and Fiscal Impacts of Construction Activities for the
North Texas State Fair & Rodeo Expo Center

Description	Scenario 1 Impact	Scenario 2 Impact
Total Construction Spending	\$62,930,480	\$92,730,477
Total Economic Activity	\$67,600,418	\$99,743,557
Total Labor Income (including benefits)	\$23,548,726	\$34,671,955
Total Employment@	541	798
Total Property Income*	\$4,630,822	\$6,825,190
Local Taxes+	\$585,971	\$879,286

@ Expressed in person years of employment. * Includes royalties, rents, dividends, and corporate profits.

+ Includes sales, property taxes, fees, and licenses.

Source: IMPLAN, authors' estimates

Exhibit 1

Sample Economic Impacts

Event	Location	Attendance	Total Impact
Sikeston Jaycee Bootheel Rodeo	Sikeston, MO	40,000	\$8.5M
La Fiesta de los Vaqueros (Tucson Rodeo)	Tucson, AZ	55,000	\$16 M
Tulelake-Butte Valley Fair	Tulelake, CA	60,000	\$1.7 M
El Dorado County Fair	Placerville, CA	65,000	\$8.9 M
Larimer County Fair	Loveland, CO	86,000	\$12.3 M
Star of Texas Fair & Rodeo	Austin, TX	325,000	\$45.6 M
Alameda County Fair	Pleasanton, CA	377,000	\$35.2 M

Source: Fair websites, newspaper reports, impact studies

EXHIBIT 2

Representative Expo Centers: Snapshots

George H. Henderson Jr. Expo Center Lufkin, Texas

Date of Construction:	1982
Construction Cost:	n/a
Climate Controlled:	Announcer Stand, Office, Events Room
Total Square ft.:	90,000 sq. ft.
Arena Floor:	110' x 225'
Additional Event Rooms:	8,000 sq. ft.
Tenant Offices:	3
Stage Type:	Portable 24' x 40'
Max. attendance:	7,000 max; 10,000 concert
Complex size in acres:	25
RV Spaces:	n/a
Parking Spaces:	n/a
Amenities:	Warm Up Area, Wash Racks, Concessions, Full Kitchens, Security
Operating Costs:	\$400,000
Revenues:	\$175,000
Financing Method:	Bonds/Revenue/Donations
Full Time Staff:	3
Part Time Staff:	Varies By Event (max. 10)
Permanent Stalls:	n/a
Temporary Stalls:	452
Typical Events:	Horse Shows, Livestock Shows, Festivals, Concerts, Monster Truck
Annual Visitors:	n/a

**Glen Rose/Somervell County Expo
Glen Rose, Texas**

Date of Construction:	1993/1997
Construction Cost:	\$7 million
Climate Controlled:	Main Arena, Concourse, Exposition Hall
Total Square ft.:	n/a
Arena Floor:	130' x 256'
Additional Event Rooms:	7,000 sq. ft. Banquet Hall
Tenant Offices:	3
Stage Type:	Portable
Max. attendance:	2,300/5,000 Concert
Complex size in acres:	7
RV Spaces:	30
Parking Spaces:	1,200
Amenities:	Warm Up Area, Wash Racks, Concessions, Full Kitchens, Catering on site
Operating Costs:	\$600,000
Revenues:	\$400,000
Financing Method:	County General Fund/School Donated Land
Full Time Staff:	11
Part Time Staff:	Varies By Event (max. 15) Concessions
Permanent Stalls:	291
Temporary Stalls:	250
Typical Events:	Fairs, Horse Show, Livestock Shows, Concerts, Rodeos
Annual Visitors:	90,000

**Travis County Expo Center & Luedecke Arena
Austin, Texas**

Date of Construction:	1978/ climate control and upgrades 2001
Construction Cost:	\$6 million upgrades 2001
Climate Controlled:	Main Arena, Banquet Hall, Skyline Club
Total Square ft.:	n/a
Arena Floor:	110' x 235'
Additional Event Rooms:	Skyline Club, Banquet Hall
Tenant Offices:	n/a
Stage Type:	Brought in by Promoter
Max. attendance:	6,500/10,000 Concert
Complex size in acres:	130
RV Spaces:	50
Parking Spaces:	4,100
Amenities:	Warm Up Area, Wash Racks, Concessions, Security, Audio Visual Services Provided
Operating Costs:	\$900,000
Revenues:	\$1,400,000
Financing Method:	County Bond
Full Time Staff:	1
Part Time Staff:	Varies by Event(max. 60)
Permanent Stalls:	200
Temporary Stalls:	n/a
Typical Events:	Horse Shows, Livestock Shows, Fairs, Rodeos, Auto Shows, Concerts
Annual Visitors:	750,000**

**Includes Star of Texas Fair.

Tunica Arena And Expo Center Tunica, MS

Date of Construction:	2000
Construction Cost:	\$25 million
Climate Controlled:	arena
Total Square ft.:	n/a
Arena Floor:	320' x 150'
Additional Event Rooms:	14 Luxury Sky Boxes
Tenant Offices:	1
Stage Type:	Portable 40' x 60'
Max. attendance:	3,364/5,000 Concerts
Complex size in acres:	110
RV Spaces:	57
Parking Spaces:	1,700
Amenities:	Warm Up Area, Wash Racks, Concessions, Security, Catering on site, Showers, Audio Visual Services Provided
Operating Costs:	\$1.8 million
Revenues:	\$800,000
Financing Method:	County General Fund
Full Time Staff:	14
Part Time Staff:	30
Permanent Stalls:	606
Temporary Stalls:	n/a
Typical Events:	Horse Shows, Concerts, Motocross, Rodeos, Auto Shows, Monster Truck, Motocross, Ice Hockey
Annual Visitors:	90,000

**Nacogdoches Co. Expo Center
Nacogdoches, TX**

Date of Construction:	1978
Construction Cost:	\$500,000
Climate Controlled:	Exhibit Rooms, Skybox
Total Square ft.:	78,000
Arena Floor:	280' x 110'
Additional Event Rooms:	Skybox
Tenant Offices:	2
Stage Type:	Portable 28' x 40'
Max. attendance:	4,300/5,000 Concert
Complex size in acres:	45
RV Spaces:	60
Parking Spaces:	5,000
Amenities:	Warm Up Area, Wash Racks, Concessions, Catering On Site
Operating Costs:	\$462,000
Revenues:	\$462,000
Financing Method:	Donations/Memberships/County General Fund
Full Time Staff:	6
Part Time Staff:	1 Concessions mgr.; varies by event (max. 10)
Permanent Stalls:	350
Temporary Stalls:	n/a
Typical Events:	Fairs, Horse Shows, Circus, Festivals, Livestock Shows, Monster Truck, Rodeos, Auto Shows
Annual Visitors:	n/a

**Ike Hamilton Expo Center
West Monroe, LA**

Date of Construction:	2001
Construction Cost:	\$12 million
Climate Controlled:	arena
Total Square ft.:	n/a
Arena Floor:	190' x 300'
Additional Event Rooms:	2 Meeting Rooms
Tenant Offices:	1
Stage Type:	n/a
Max. attendance:	3,000
Complex size in acres:	40
RV Spaces:	30
Parking Spaces:	1,700
Amenities:	Concessions, Warm Up Area, Wash Racks, Security
Operating Costs:	\$820,153
Revenues:	\$328,613
Financing Method:	City General Fund/Convention and Visitors Bureau/State Funds
Full Time Staff:	3 City Employees
Part Time Staff:	Varies by Event (max. 60)
Permanent Stalls:	510 Horse Stalls/21 Cattle Pens
Temporary Stalls:	n/a
Typical Events:	Horse Shows, Livestock Shows, Concerts, Festivals, Fairs, Rodeos
Annual Visitors:	n/a

Taylor County Expo Center Abilene, TX

Date of Construction:	Coliseum 1969, remodels 1990s
Construction Cost:	\$22 million*
Climate Controlled:	Coliseum
Total Square ft.:	n/a
Arena Floor:	107' x 245'
Additional Event Rooms:	n/a
Tenant Offices:	1
Stage Type:	
Max. attendance:	5,000
Complex size in acres:	117
RV Spaces:	n/a
Parking Spaces:	5,000
Amenities:	Warm Up Area, Audio Visual Services Provided, Wash Racks, Concessions, Full Kitchens, Security, Catering On Site, Showers
Operating Costs:	\$3,000,000
Revenues:	\$3,000,000
Financing Method:	County Bond
Full Time Staff:	10
Part Time Staff:	Varies by event (max. 15)
Permanent Stalls:	130 Horse
Temporary Stalls:	Up to 500
Typical Events:	Rodeos, Livestock Shows, Concerts, Fairs, Festivals
Annual Visitors:	450,000***

*Replacement Value.

***Includes Western Heritage Festival.

**Lee County Agri-Center Entertainment Complex
Verona, MS**

Date of Construction:	1994
Construction Cost:	\$2.5 million
Climate Controlled:	Semi-Climate Controlled Arena
Total Square ft.:	151,000
Arena Floor:	138' x 241'
Additional Event Rooms:	1
Tenant Offices:	1
Stage Type:	Portable 24' x 70'
Max. attendance:	3,000/6200 Concert
Complex size in acres:	93
RV Spaces:	535
Parking Spaces:	n/a
Amenities:	Warm Up Area, Wash Racks, Concessions, Full Kitchens, Showers
Operating Costs:	\$282,000
Revenues:	\$200,000
Financing Method:	County Bond
Full Time Staff:	3
Part Time Staff:	Varies by Event (max. 5)
Permanent Stalls:	168
Temporary Stalls:	40
Typical Events:	Fairs, Horse Shows, Livestock Shows, Rodeos, Festivals, Monster Truck, Motocross
Annual Visitors:	100,000

Kay Rodgers Park Fort Smith, AR

Date of Construction:	1940's with substantial updates in 1996 and later
Construction Cost:	\$10 – 20 Million*
Climate Controlled:	Expo Center, Stadium
Total Square ft.:	98,000
Arena Floor:	n/a
Additional Event Rooms:	Hardin Arena, nine barns
Tenant Offices:	n/a
Stage Type:	Configured to renter's request
Max. attendance:	7,000 Concert/14,000 Festival
Complex size in acres:	47 acres
RV Spaces:	400
Parking Spaces:	1,300
Amenities:	Break away meeting rooms, full kitchen, showers, warm-up area
Operating Costs:	n/a
Revenues:	n/a
Financing Method:	Private funding
Full Time Staff:	8
Part Time Staff:	Up to 100 volunteers depending on size of event
Permanent Stalls:	300
Temporary Stalls:	45
Typical Events:	Fairs, rodeos, equine events, dog shows, tractor pulls, cage fighting matches, roping events, monster truck events, gun shows, and concerts
Annual Visitors:	200,000+

*Replacement Value.

Richard M. Borchard Regional Fairgrounds Robstown, TX

Date of Construction:	Phase I 2007; Phase II 2007; Phase III 2008
Construction Cost:	Phase I ~\$22.5M; Phase II ~\$7.5M; Phase III ~29M
Climate Controlled:	Central Pavilion, Exhibit Halls, Conference Center, Heritage Center
Total Square ft.:	274,000
Arena Floor:	Equestrian Center: 150 ft. X 300 ft.; Heritage Center: 150 ft. X 300 ft.
Additional Event Rooms:	n/a
Tenant Offices:	n/a
Stage Type:	n/a
Max. attendance:	Central Pavilion: 1,900 bleacher seats, 3,200 with floor seats; Conference Center: 1,200; Equestrian Center: 1,000; Heritage Center: 4,500-seat arena, 8,000 with floor seating
Complex size in acres:	n/a
RV Spaces:	n/a
Parking Spaces:	1,700+
Amenities:	Break away meeting rooms, full kitchen, warm-up area
Operating Costs:	n/a
Revenues:	n/a
Financing Method:	Bonds and grants secured by Nueces County
Full Time Staff:	n/a
Part Time Staff:	n/a
Permanent Stalls:	150
Temporary Stalls:	n/a
Typical Events:	Fairs, rodeos, concerts, indoor football, equestrian shows, basketball, gymnastics, boxing, team roping, motocross, livestock events, etc...
Annual Visitors:	124,000 (projected)

EXHIBIT 3

Representative Expo Centers: Detail

A. Tunica Arena and Exposition Center, Tunica, MS The Tunica Arena and Exposition Center is located on 110 acres in Tunica, Mississippi. The multi purpose Arena/Exposition Center was designed to accommodate a wide variety of equine events such as: cutting horse, quarter horse, and horse auctions, as well events like rodeos, motor sports, exhibits, and tennis and basketball tournaments.

1. Arena

The arena measures 48,000 square feet (320' x 150') and offers exhibition space on the arena floor. Permanent seating is 3,364 while a total of 5,000 patrons can be accommodated for concerts or events that do not use the entire arena floor. Exposition space can handle 264 booths. There are 14 luxury skyboxes available for event rental, and the mezzanine on the second level may be used for banquets and parties. A pavilion area connects the show barn area and covered pens. The pavilion provides an additional 100,000 gross square feet of office area, showers, dressing areas, and support services

2. Show barn

The show barn area is used primarily as a warm up area for horses. It contains 606 permanent stalls for horses or livestock

3. Climate control

The arena is climate controlled. The show barn area is covered but not climate controlled

4. Parking

The arena provides 1,100 paved parking spots, plus 600 additional overflow spaces. In addition, 56 parking spaces/hookups are available for RVs.

5. Restrooms

Six restrooms are located in the main arena, with three more in the show barn.

6. Concessions

The Tunica Arena and Exposition Center has one concession stand owned and operated by the arena.

7. Construction costs

In 2000, the first phase of construction completed a 300-stall arena. One year later, the outdoor area was covered to become the show barn and 303 more stalls were added. In this second phase an RV park was also constructed. Phase One of construction cost \$19 million and Phase Two cost \$6 million, for total construction costs of \$25 million.

8. Financing

The county purchased the land from a private owner, and the facility was paid for from the County General Fund.

9. Operations

The Tunica facility employs 14 full-time staff and 15 part-time concession workers. Another 15 persons are employed part-time during events. Utilities costs are approximately \$12,000 a month in the summer and \$7,000 in the winter. The county maintains the facility and is responsible for all repairs. In 2008, gross revenues were \$800,000, and the operating budget was \$1.8 million. The county subsidized the difference.

10. Events and attendance

More than 70 events were held at the Tunica arena in 2008, attracting approximately 90,000 visitors. The weekend booking rate for the year was more than 50 percent, and the rate of total days booked throughout the year was 28 percent. A majority of the dates were equine events, with motor sports, trade, and special events in the mix. During 2008, over 9,000 livestock stall rentals occurred.

B. Glen Rose/Somervell County Expo and Texas Amphitheater, Glen Rose, TX

The Glen Rose facility is a multi-purpose event center hosting horse shows, dances, concerts, and stage shows. It has two indoor arenas—a main arena and a show

barn—and one outdoor arena as well as a multi-purpose area with portable stalls and cattle pens. The exposition hall at Glen Rose is designed for banquets, wedding receptions, and meetings. All activities at the Expo Center are covered under one roof.

1. Arena

The main arena encompasses 33,280 square feet and features a fixed seating capacity of up to 2,100. For concerts, seating can be expanded to accommodate 5,470 patrons. The arena includes six bucking chutes and numerous stock pens as well as a press box.

2. Show barn and pavilion arena

The show barn is an intimate facility with a 100' X 200' arena. It can accommodate 640 persons in bleacher style seating. The show barn has 291 permanent stalls plus 250 portable stalls and is equipped with running water. In addition, the Expo Center has an outdoor pavilion arena with bleacher seating. Portable stalls and cattle pens can also be installed in the pavilion.

3. Climate control

The main arena, concourse, and exposition hall are heated and air-conditioned. The show barn is heated and cooled by portable area coolers.

4. Parking

Glen Rose has 1,200 paved parking spaces plus hookups for campers and RVs.

5. Restrooms

The complex includes a total of ten restrooms. In addition, showers and dressings rooms are available in the main arena.

6. Concessions

The Glen Rose facility includes three concession stands.

7. Construction costs

The Glen Rose Expo Center was built in multiple phases between 1993 and 2004. Total construction costs have been approximately \$7 million.

8. Financing

The construction of the Glen Rose facility was financed through the Somervell County General Fund.

9. Operations

The Glen Rose facility employs 11 full-time workers and 10 part-time staff. The county contracts with a management firm to handle all operations of the Expo Center. During the summer utility costs run about \$13,000 per month, and during the winter they run about \$7,500 per month. Repair and upkeep are approximately \$50,000 per year. The center's operating budget is \$600,000 per year with gross revenues reaching about \$400,000 per year.

10. Events and attendance

As mentioned above, the Glen Rose facility includes an outdoor amphitheatre in addition to the Expo Center. Last year, the amphitheatre, which is used mainly in the summer, recorded 60,000 visitors for concerts and other forms of entertainment. The Expo Center itself hosted 90,000 visitors last year for horse shows, livestock exhibitions, and a dog show, among other events. All told, the Expo Center recorded 200 event days in 2004.

C. George H. Henderson Jr. Exposition Center, Lufkin, Texas

The Henderson Exposition Center was built in 1982 and opened in the spring of 1983. Originally, the facility consisted of a main building and four barns with stalls. Between 1986 and 1995, paved parking, a warm-up arena, RV hookups, and an outdoor arena were added. Recurring events include horse shows, livestock shows, boat shows, and flea markets.

1. Arena

The main building covers 90,000 square feet and has permanent seating for 7,000 spectators. The building also has a portable stage and can add 3,000 seats for concerts.

2. Show barn/pavilion

The Henderson facility has no show barn but does include a 62,500 square foot open-air pavilion. This building contains a 100' X 150' arena and portable seating for 300 people. It also contains animal wash racks. The pavilion can house 80 portable horse stalls, 200 swine pens, and tie racks for up to 250 cattle.

3. Climate control

The arena and pavilion are not climate controlled, with the exception of a small “special events” room in the main building. This room has theatre-type seating for 300 people and is equipped with two serving areas, restrooms, and a small portable stage.

4. Parking

The facility provides two paved lots with additional unpaved parking for any number of patrons.

5. Restrooms

There are four sets of restrooms in the main building. The pavilion has two restrooms with showers.

6. Concessions

The main arena has five concession stands while the pavilion has one.

7. Construction costs

The initial construction cost was \$1.2 million nearly 35 years ago. No other construction cost information is available.

8. Financing

The Lufkin Chamber of Commerce donated the 20-acre site for the center and helped to create a Civic Center Authority, which issued the construction bonds. These bonds were purchased by local financial institutions and were paid off over a ten-year period through arena revenues and private contributions. Additions to the facility since 1982 have been paid for with grant money from private foundations. Thus, there is no current debt service.

9. Operations

The Henderson Exposition Center is operated by the George H. Henderson foundation. It has an annual budget of \$400,000 and generates about \$175,000 of rental income. The facility employs three full-time workers, and the number of part-timer workers varies with the type of event. No other operating cost information is available.

10. Events and attendance

The Henderson Exposition Center hosts livestock shows, rodeos, horse shows, concerts, and private functions. Large events such as rodeos draw between 5,000 and 10,000 spectators while smaller events record attendance in the 300 to 500 range. Although specific figures were not available for attendance and number of event days, all

weekend event days are booked solid yearly with the two largest events in terms of attendance and event days booked are the Angelina Benefit Rodeo in the spring and the Texas State Forest Festival in the fall.

D. Ike Hamilton Expo Center, West Monroe, LA

Though the center was built primarily for equine events, it also hosts rodeos, bull riding, roping, and livestock shows. The complex is set on a 40-acre site with multiple outdoor paddock areas for exercising horses. There are plans for additional barns, horse stall, a covered warm-up exercise area, and maintenance facilities.

1. Event arena

The event floor, covering an area 190' X 300', can be configured for virtually any equine event. It is even possible to run two shows simultaneously. The arena has 2,900 permanent seats with an intermediate concourse accessing the seating area. Service facilities include 21 cattle pens and a covered area providing spaces for 510 stalls. The stall area has dressing rooms, concession area, restrooms, offices, and feed and shaving storage.

2. Outdoor arena

Adjacent to the main arena cattle pen is a 120' X 120' covered outdoor arena with nine separate cattle pens, concession stands, restrooms, and spectator area.

3. Climate control

The event arena is climate controlled with central air and heating. The outdoor arena is covered but has no climate control.

4. Parking

The Hamilton Expo Center currently offers paved parking for 1,700 cars. Additional space is available for RVs, trailers, truck parking, and outdoor cattle holding pens.

5. Restrooms

See above.

6. Concessions

The event arena has two concession facilities as well as two large meeting rooms

7. Construction costs

Total construction costs were \$12 million.

8. Financing

The city provided \$5 million of the financing, the state contributed \$3 million, and the Convention and Visitors Bureau added \$2 million. About \$2 million has been provided by the City of West Monroe for additions. No bonds have ever been issued.

9. Operations

In 2003, operating revenues were \$328,631 against an operating budget of \$820,153. The center employs three full-time workers and hires as many as 60 part-timer workers depending on the event.

10. Events and attendance

A wide range of events has been held at the Hamilton Expo Center since its opening. These include horse shows, livestock exhibitions, and rodeos.

E. Taylor County Exposition Center, Abilene, TX

Sitting on 117 acres, the Taylor County Expo Center is comprised of a large coliseum, horse and livestock barns, an outdoor arena, an entertainment pavilion, and several other buildings. Though intended primarily for horse shows and livestock events, the facility is also used for meetings, concerts, trade shows, and social events.

1. Coliseum and arena

The coliseum can be used as a 30,000 square foot exhibition hall or as a 107' X 245' arena with 4,000 square feet of exhibit area. The facility is equipped with 5,000 permanent seats. The outdoor arena is 45,000 square feet with bleacher seating for 2,000 spectators. It can accommodate any type of livestock show or equestrian event.

2. Horse and livestock barns

The horse barn is enclosed with bleacher seating for 1,800 spectators. The show arena measures 100' X 240', and the barn features 130 permanent horse stalls with wash racks. Attached to the horse barn is an exercise area and covered cattle pens with a capacity of 1,000 animals. The livestock barn contains 600 cattle ties, 400 sheep and swine pens, wash racks, and a small show arena.

3. Climate control

The coliseum is fully heated and air-conditioned, as are the small buildings used for social events. Neither the horse and livestock barns nor the outdoor arena and entertainment pavilion are climate controlled.

4. Parking

Paved parking is provided for up to 5,000 vehicles.

5. Restrooms

Ample restroom facilities are found in the coliseum, barns, and entertainment pavilion.

6. Concessions

All facilities have concession stands. Several have full kitchens while the others offer grills or fryers.

7. Construction costs

The Taylor County Exposition Center was constructed in several phases beginning in 1969, with the most recent additions in 1998. Replacement cost is currently estimated at \$22 million.

8. Financing

The facility is owned by Taylor County, and the construction has been financed with locally issued bonds.

9. Operations

The Center is operated by a non-profit corporation and currently employs ten individuals on a full-time basis. The Center's operating budget was \$3 million in 2008 with revenues also at the \$3 million mark.

10. Events and attendance

Total attendance at all components of the center was 450,000 in 2008. Some part of the facility is in use 300 days of the year. The horse barn is occupied virtually every weekend while the coliseum is booked about 100 days per year. Some of the larger events include the West Texas Fair PRCA Rodeo and the Western Heritage Classic Ranch Rodeo. Equine and livestock shows occur mainly on the weekends.

F. Nacogdoches County Expo Center, Nacogdoches, TX

The Nacogdoches County Expo Center is a multi-purpose facility equipped for rodeos, livestock shows and sales, concerts, and special events. The centerpiece is a 78,000 square foot covered arena. Other facilities include barns and a 60,000 square foot outdoor-lighted corral space for livestock holding convenience.

1. Arena

The covered arena, located in the main building, has seating for 4,300 in the grandstand. Portable grandstands can add another 500 spectators. Three hundred stalls are located directly beside the arena building.

2. Show barns

Three covered barns can accommodate more than 300 horse or animal stalls and each is equipped with portable bleachers. Four wash racks are available.

3. Climate control

Neither the arena nor the barns are climate controlled. However, the skyboxes and exhibit rooms are climate controlled.

4. Parking

Paved parking is available for 200 patrons as well as additional unpaved parking for 1,500 vehicles. Sixty RV hook-ups are also offered.

5. Restrooms

Ample facilities offered at both the arena and the show barns.

6. Concessions

Three permanent concessions are located inside the main arena and all are operated by the Expo Center. One of the concessions has an adjacent dining area.

7. Construction costs

The facility was built in 1978 at a cost of \$500,000. Initial construction included site purchase, the main arena, and one barn.

8. Financing

Funding for construction was raised through private donations and selling lifetime admission certificates. Two barns were added in the late 1990s, along with a utility shed; these improvements were financed through the county general fund and certificates of obligation.

9. Operations

Initially operated by the Chamber of Commerce, the facility is now run by Nacogdoches County. The Expo Center employs six full-time workers and up to 30 part-timer workers during events. During major events, additional part-time workers are hired. In 2008, the facility reached a break-even point with operating revenues at \$462,000 against an operating budget of \$462,000.

10. Events and attendance

The biggest event is the Pineywoods Fair held in October. Five-day attendance exceeds 30,000. Other events include monster trucks shows, rodeos, horse shows, antique markets, and countywide garage sales.

G. Lee County Agri-Center and Entertainment Complex, Verona, MS

The Lee County Center, located at the North Mississippi State Fairgrounds within ten minutes of downtown Tupelo, is a showplace for horse and cattle shows as well as concerts. Tractor pulls, lawn mower racing, and barrel racing also take place on the premises. Located on 93 acres, the complex covers 151,000 total square feet of space. In addition to an arena and barns, the complex includes the Magnolia Center, which can be used for social events or theatre. The Magnolia Center has 15,000 square feet of open space and can seat up to 1,000 persons for a banquet. A catering kitchen is on the premises.

1. Arena

The main arena, which is enclosed, offers a floor area that is 138' X 241'. Three thousand permanent bleacher seats are installed, and another 3,200 can be added as floor seating for concerts.

2. Show barns

The Lee County Center has three show barns—one for horses, one for cattle, and one for sheep and swine. The barns have 170 permanent stalls, 30 temporary stalls, and 400 cattle ties.

3. Climate control

The Magnolia Center is fully climate controlled. Fans cool the arena and show barns only.

4. Parking

Two thousand paved spaces are available for on-site parking. In addition, permanent campgrounds at the center can accommodate 50 RVs.

5. Restrooms

One set of restrooms is located in the arena, and another set is in the Magnolia Center. Portable facilities are brought in as needed for larger events.

6. Concessions

Both the main arena and the Magnolia Center have full concession stands.

7. Construction costs

The arena was built in 1994, and the Magnolia Center was added in 1995. Total costs were about \$5 million.

8. Financing

Lee County issued a \$10 million bond for the construction of the agri-center and a county jail. The bonds are being amortized through the sale of the county hospital to a private, non-profit company with a 25-year structured payment.

9. Operations

The Center employs three full-time and one to three part-time workers. During large events, more part-timer workers are hired. The agri-center's operating budget was \$282,000 last year with revenues of \$200,000. The county subsidized the difference.

10. Events and attendance

The largest event is the North Mississippi State Fair and Agri Expo, which typically draws 40,000 people. The facility typically hosts one large event per month, including livestock shows, monster trucks, and horse shows with attendance between 7,000 and 10,000. Total visitors to the Center in 2008 were 100,000.

H. Travis County Exposition Center and Luedecke Arena, Austin, TX

Located on 130 acres, this is a multi-purpose facility that can be used for exhibitions and banquets as well as livestock shows and rodeos. In addition to the facilities described below, the complex contains a banquet hall that is one of the largest meeting rooms in Austin at 15,000 square feet.

1. Arena

The 25,000 square foot arena (110' X 235') has permanent seating for 6,500 people with additional floor seating of up to 3,000. A livestock staging and handling area is located adjacent to the arena. Overlooking the arena is the Skyline Club, a 6,000 square foot room with a capacity of 400 people and banquet seating for 150. The Club has a panoramic view of the Austin skyline and contains two full-service bars.

2. Show barn

The show barn, at 210,000 square feet, is partially covered and contains 200 permanent stalls for horses or livestock.

3. Climate control

The arena and Skyline Club are climate controlled; the show barn is not.

4. Parking

The complex offers 4,100 paved parking places with an additional 50 RV hookups.

5. Restrooms

Restrooms are found in the arena, Skyline Club, and show barn.

6. Concessions

The complex has six concession stands. Three are full kitchens and the other three are equipped with grills and fryers. In addition, the expo center provides catering at the Skyline Club.

7. Construction costs

No data are available on historic construction costs.

8. Financing

The Travis County Livestock Show and Star of Texas Fair originally owned the facilities. They were purchased by Travis County through a bond issue.

9. Operations

The facility employs one full-time staff and hires up to 60 additional part-time workers for large events. Food, beverage, and custodial services are outsourced. The center's operating budget is about \$900,000 per year with gross revenues of \$1,400,000.

10. Events and attendance

In 2004, 750,000 people attended events at the Travis County Expo Center and Arena. The biggest recurring event is the Austin-Travis County Livestock Show and Rodeo. Twenty-five equine events are held each year, as well as weddings, basketball, concerts, and car/truck shows. In total, the center recorded 275 event days in 2004.

I. Kay Rodgers Park, Fort Smith, AR

Home of the Arkansas/Oklahoma State Fair and Old Fort Days Rodeo, Kay Rodgers Park, located in northeast Arkansas, sits on 47 acres and includes an expo center, stadium, and arena with multiple barn structures for livestock events. In addition to the fair and rodeo, equine events, dog shows, tractor pulls, cage fighting matches, roping events, monster truck events, gun shows, and concerts are hosted in the over 98,000 total square feet of covered space.

1. Expo Center

The 24,000 square foot Expo Center can be divided into three different size areas - 12,000 square feet, 7,000 square feet and 5,000 square feet if need be. Undivided, the 24,000 square foot area seats 400 at (round or rectangular) tables and 1,500 in theater style. The full area will accommodate at least 110 booths at 10 x 10 feet. The facility has three carpeted break out rooms with separate entrances from a common hallway. There is a central kitchen for the facility and catering can be arranged for events. The building is climate controlled and has substantial parking adjacent to it.

2. Harper Stadium

The arena floor is sandy loam and may be compacted to a hard surface if needed. The 36,000 square foot stadium seats 9,000 in the grandstand area for arena events, 7,000 in the grandstand area for concerts, 10,000 with chairs (available for rent) in the arena, or 14,000 with festival arrangement in the arena. A concert stage is available through the

facility. Sound and concert lighting is available through outside contractors. Dressing rooms are available for rent.

3. Hardin Arena and “The Barns”

Hardin Arena is a 27,300 square foot covered arena space that can be augmented with portable bleacher seating. Nine barns with W-W hard side ventilated stalls are also available. This arrangement allows for a total of up to 345 stalls on the park grounds.

4. Climate control

The expo center is climate controlled; Harper Stadium and Hardin Arena are not.

5. Parking

The complex offers 300 paved parking places within the confines of the 47 acre park grounds. An additional 1,000 spaces are located immediately adjacent to the main grounds. An additional lot designed for RV’s can accommodate up to 400 vehicles with camper electrical and water hook-ups.

6. Restrooms

Restrooms are found in the Expo Center and Harper Stadium.

7. Concessions

Aside from the main kitchen in the Expo Center and catering provisions, no information is available concerning concessions.

8. Construction costs

Replacement of the structures at Rogers Park is estimated to be in the \$10-20 million dollar range.

9. Financing

Kay Rogers Park is operated by a private company and receives no financial support from public entities.

10. Operations

The facility employs eight full-time staff and hires up to 100 additional volunteer workers for large events. The center's operating budget is not released to the public.

11. Events and attendance

In 2008, it is estimated that well over 200,000 people attended events at Kay Rodgers Park. The Arkansas/Oklahoma State Fair, Old Fort Days Rodeo, and the Old Fort Futurity and Derby combined attracted over 190,000 visitors. Outside of December and January, the facilities are booked 100% on the weekends and record 200+ event days a year.

J. Richard M. Borchard Regional Fairgrounds, Robstown, TX

This is new, sprawling facility that can be used for everything from fairs and rodeos to amateur football games and presidential campaign appearances. Financed by

Nueces County, it is a modern facility built in two phases and sits adjacent to a successful minor league ballpark also owned by the Nueces County.

1. Central Pavilion Arena and Exhibition Halls

The 49,423 square foot arena has bleacher seating for 1,900 people with additional floor seating of up to 3,200. The major tenant for the Arena is the Corpus Christi Hammerheads of the Intense Football League. Equestrian shows, rodeos, livestock events, concerts, and other events can be facilitated in this climate controlled indoor pavilion. Connected to the Central Pavilion Arena are two exhibit halls that are each 50,000 square feet and can be used for trade shows or livestock exhibits

2. Conference Center (Banquet Hall)

The 20,000 square feet of the main ballroom in the Conference Center can be divided into 5,000 and 15,000 square foot rooms. The building has a full kitchen and two break-out rooms that total 1,344 square feet.

3. Equestrian Center

The Center is a mixed-use structure with covered, outdoor, and open air flexibility. It has a permanent dirt floor and covers 60,000 square feet. The arena floor is 45,000 square feet (150 ft. X 300 ft.). It has 1,000 permanent seats, a concession stand, and stables for 150 horses. There are two lighted warm-ups rings. For exhibitors, promoters, and artists there are six acres of paved parking. For the public, there are over 1,700 paved parking spaces.

4. The Heritage Center

A 4,500-seat arena that can expand to seat 8,000 if the floor is utilized (the floor is 45,000 square feet - 150 ft. X 300 ft.). It is an ideal venue for concerts, comedians, wrestling, circus, indoor football, basketball, gymnastics, boxing etc... The Center can also host events requiring a dirt floor like rodeos, team roping, motocross, and livestock events.

5. Middletown Meadow

Open green space surrounded by the various venues. The Meadow provides an outdoor area for people to gather and take in street level performances

6. Climate control

Aside from the Equestrian Center, all structures are climate controlled.

7. Parking

The complex offers over 1,700 paved parking places.

8. Restrooms

Restrooms are found throughout the facilities.

9. Concessions

The Equestrian Center has a concession area and there is a full kitchen in the Conference Center.

10. Construction costs

Construction cost approximately \$59 million dollars over two phases in 2007 and 2008.

11. Financing

Bonds and grants secured by Nueces County.

12. Operations

As the facility is new, authors were unable to gain accurate data reflecting operational costs. It has been reported in the media that Nueces County would need to transfer several hundred thousand dollars a year to the facility in its initial, developing years to balance costs versus revenues. It is expected that this gap will quickly close to one more in-line with other venues of its size and scope.

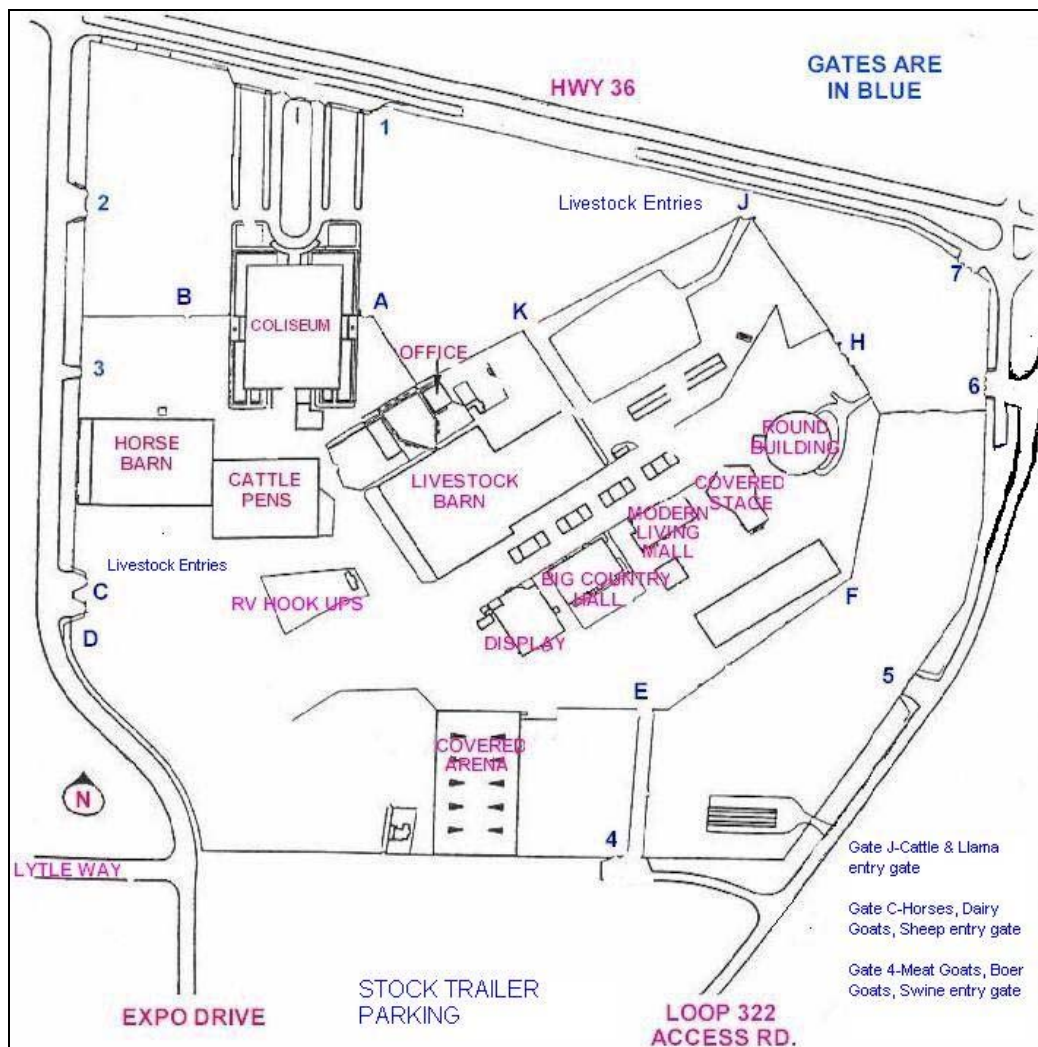
13. Events and attendance

As with calculating operational costs, the newness of the facility made it difficult to judge overall attendance figures. Official projections called for 124,000 patrons over 192 event dates per year.

APPENDIX A

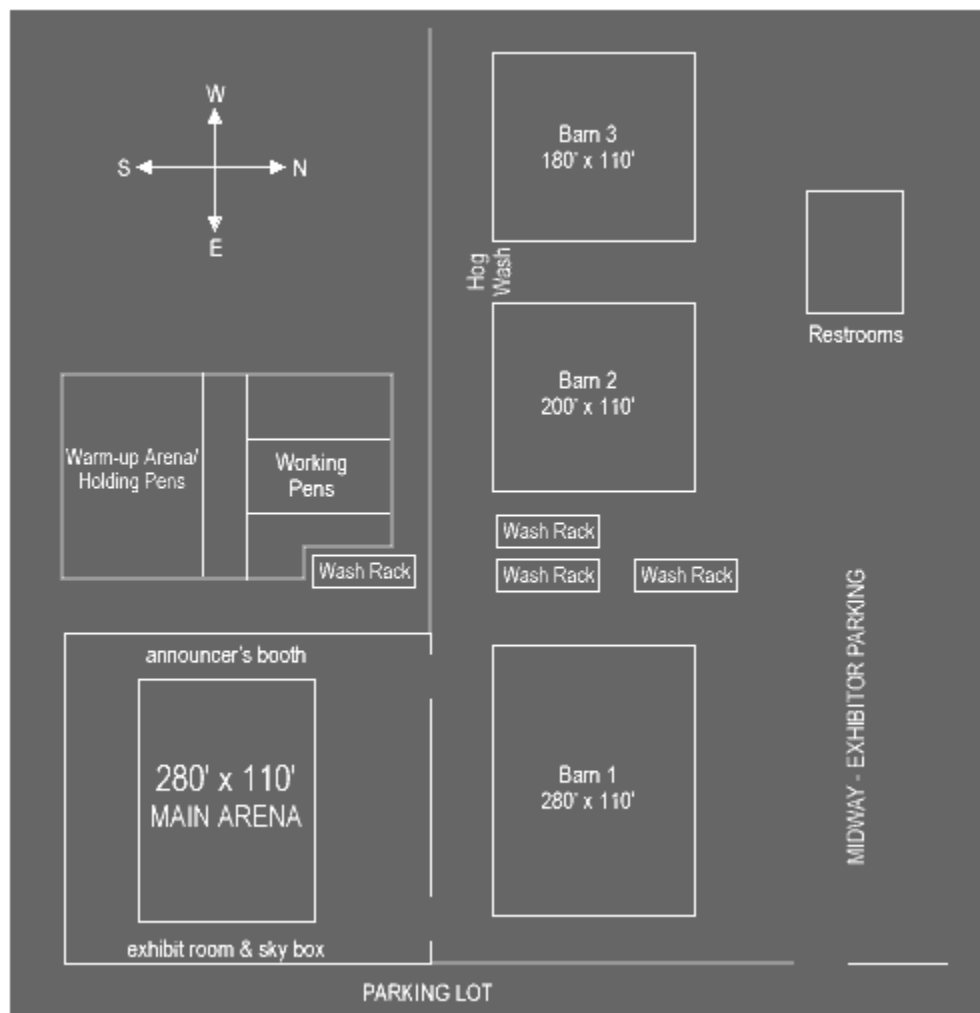
Photographs and Schematics of Selected Exposition Centers

Taylor County Expo Center Abilene, TX

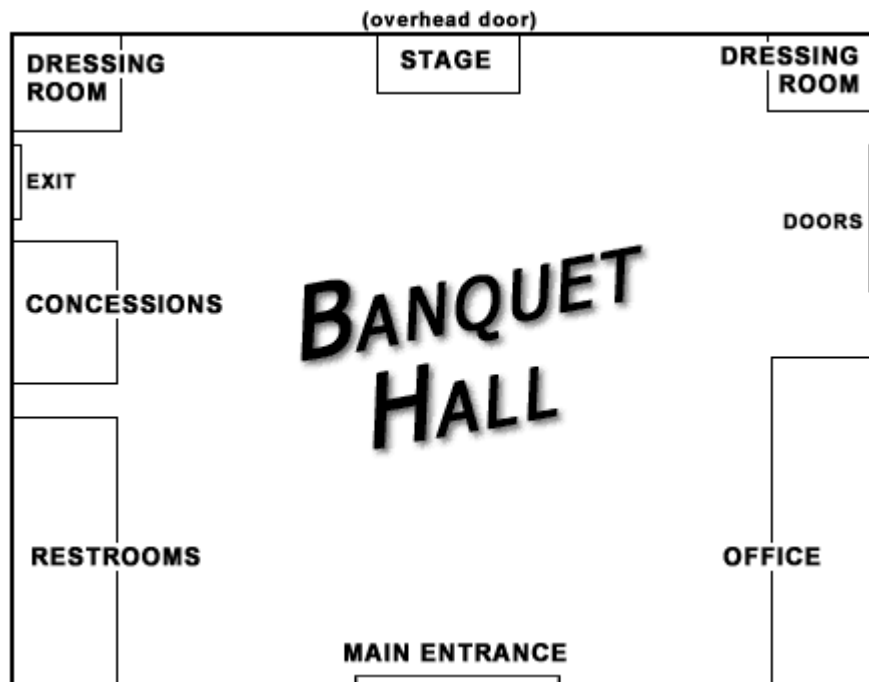
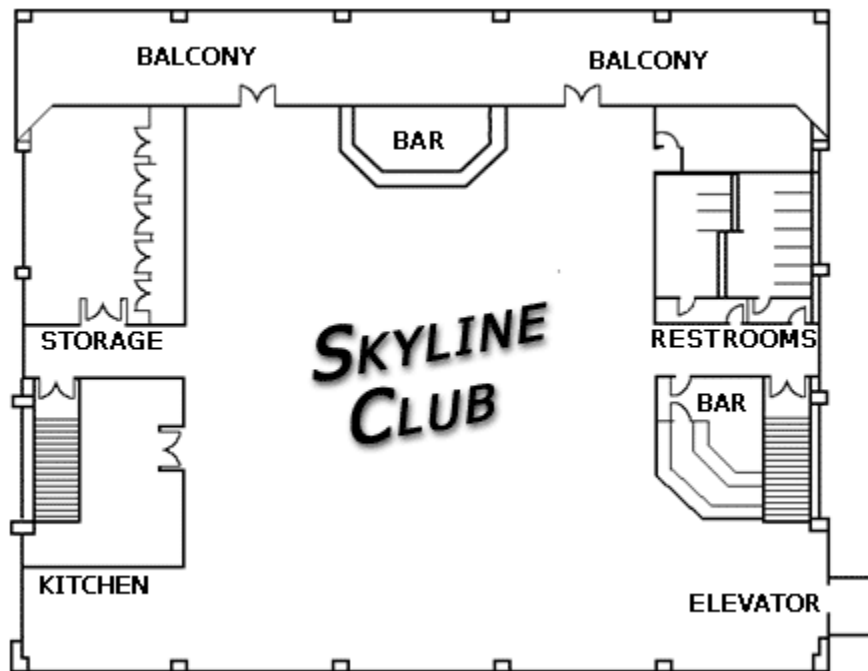


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Nacogdoches Co. Expo Center Nacogdoches, TX

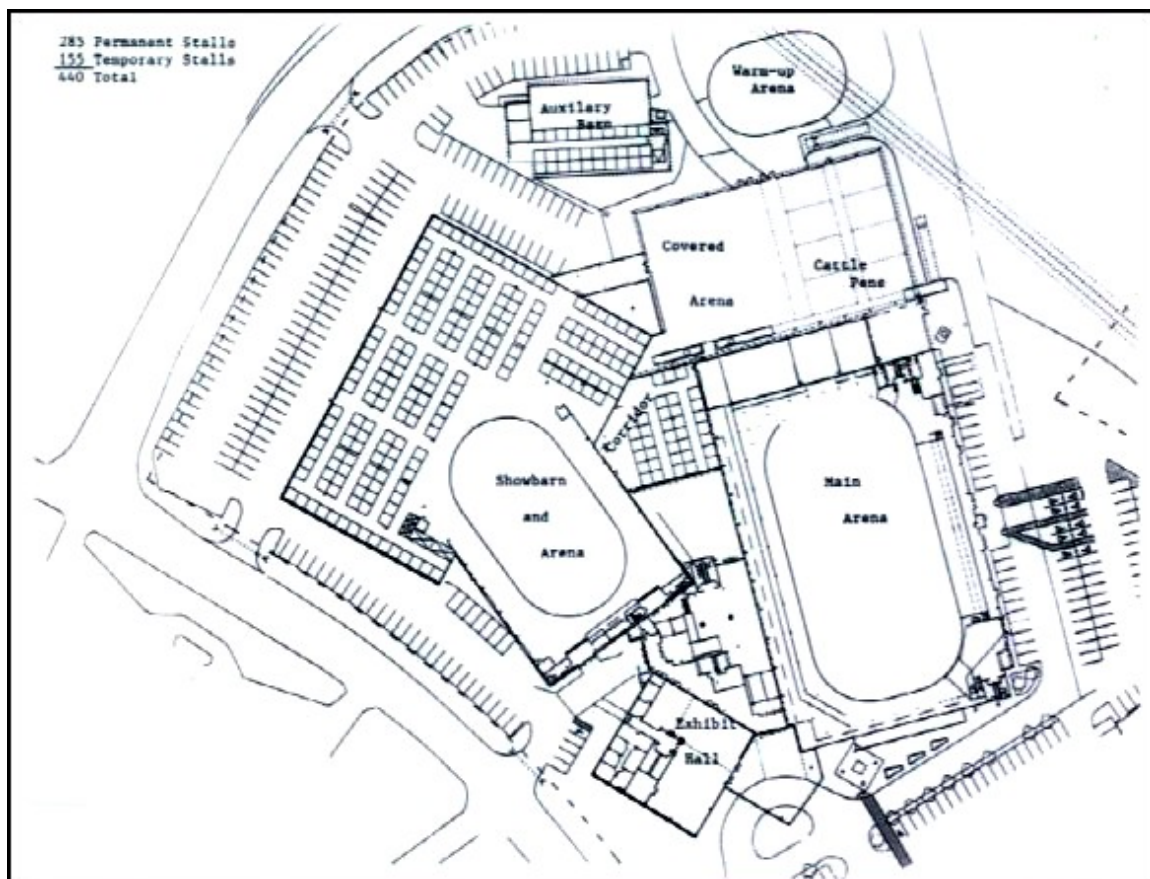


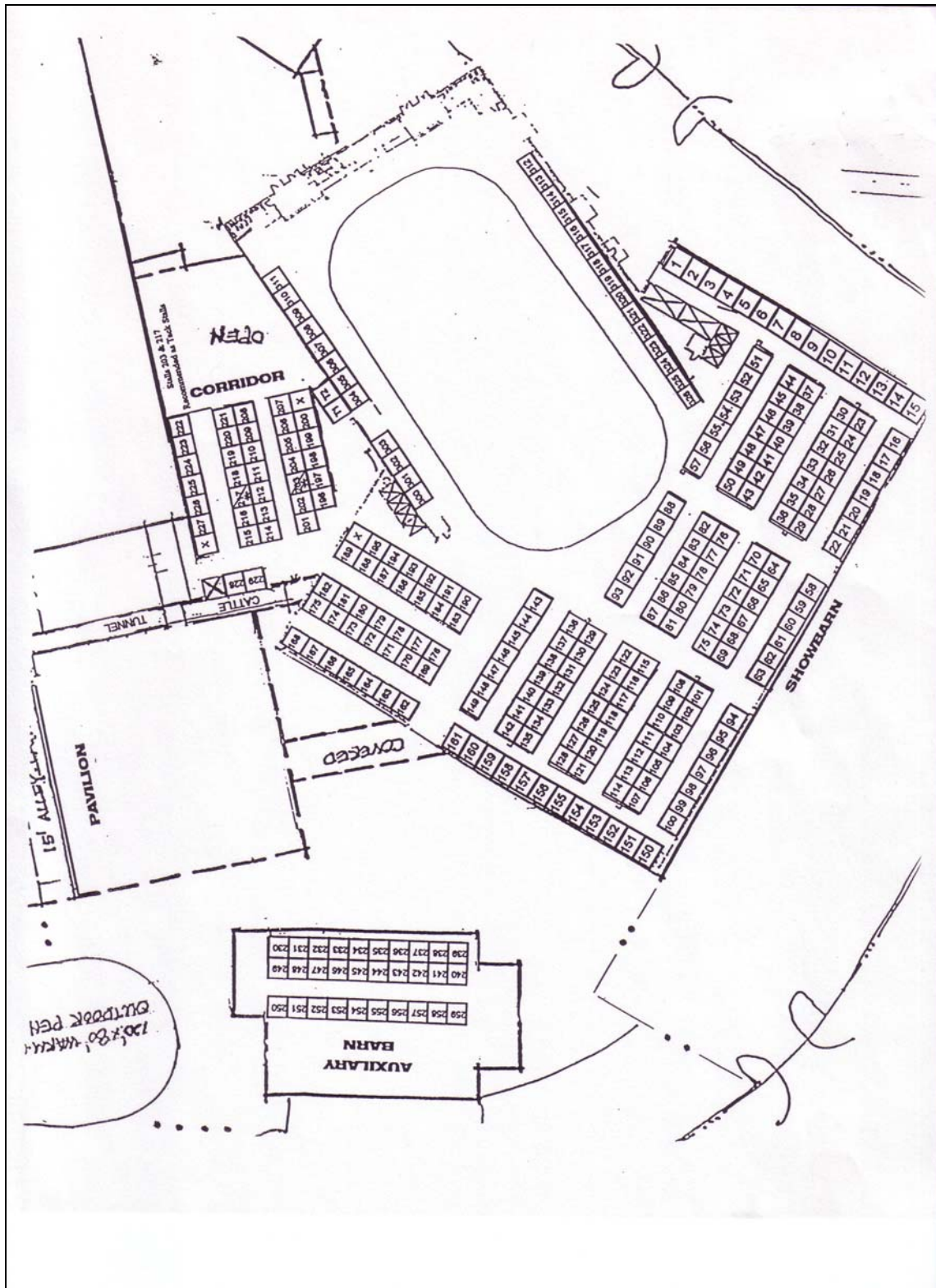
**Travis County Expo Center & Luedcke Arena
Austin, Texas**





Glen Rose/Somervell County Expo Glen Rose, Texas





Lee County Agri-Center Entertainment Complex Verona, MS

Lee County Agri-Center & Entertainment Complex

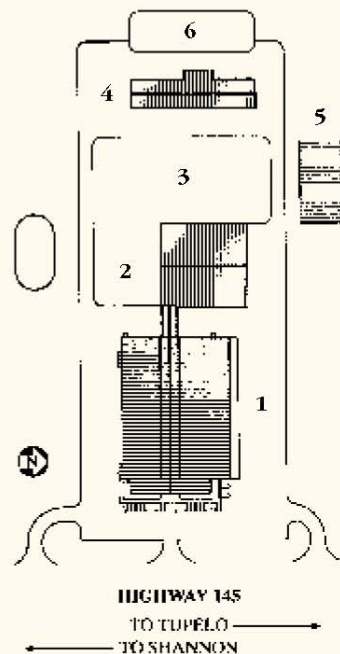
HOME OF THE NORTH MS STATE FAIR AND AGRI-EXPO

Lee County Agri-Center
5395 Hwy. 145 South
Verona, MS 38879
Agri-Center: (662) 566-5600
Fax: (662) 566-5604
Fair Office: (662) 566-5605
Fax: (662) 566-5605

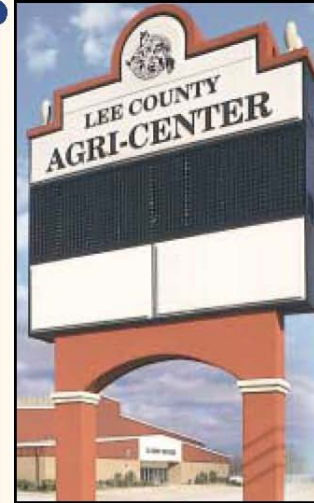
Website: www.leecountyagricenter.com

Office hours: Monday-Saturday 7:30 a.m. - 5 p.m.
Events: 7 days/week
151,000 total square feet

The Lee County Agri-Center and North MS State Fairgrounds is the showplace for North Mississippi. With 151,000 total square feet of space, this facility is fast becoming the place for all your entertainment and livestock events, whether it is a concert or a horse or cattle show. Now with its new 15,000 square feet Magnolia Center, plus two new 40 x 40 meeting rooms for small groups, the Agri-Center Complex can handle all types of meetings, trade shows, reunions, parties and wedding receptions. The Agri-Center is within 10 minutes of downtown Tupelo, hotels, restaurants, shopping, and Elvis Presley's birthplace.



- 1-Lee Co Agri-Center Main Arena
- 2-Horse Barn
- 3-Cattle Barn
- 4-Sheep & Swine Barn
- 5-Magnolia Center
- 6-Recreational Campgrounds



MAIN ARENA:

- 138' x 241' Main Floor
- Enclosed arena
- Concert seating for 6,200 (3,000 bleacher seats; 3,200 floor seating)
- Full concession
- 24' x 70' stage
- 2,000 on-site parking
- All areas handicapped accessible
- Complimentary event planning assistance

MAGNOLIA CENTER:

- 15,000 square feet open space
- Seating accommodations:
1,000-banquet; 1,500 theater;
800 classroom
- Eighty 8' x 10' booths
- Catering kitchen
- P.A. system with CD and cassette player
- Electrical outlets (for trade show)
- 16' x 24' stage
- Tables and chairs available for rental
- Full concession stand
- Non-Smoking environment

CAMPGROUNDS:

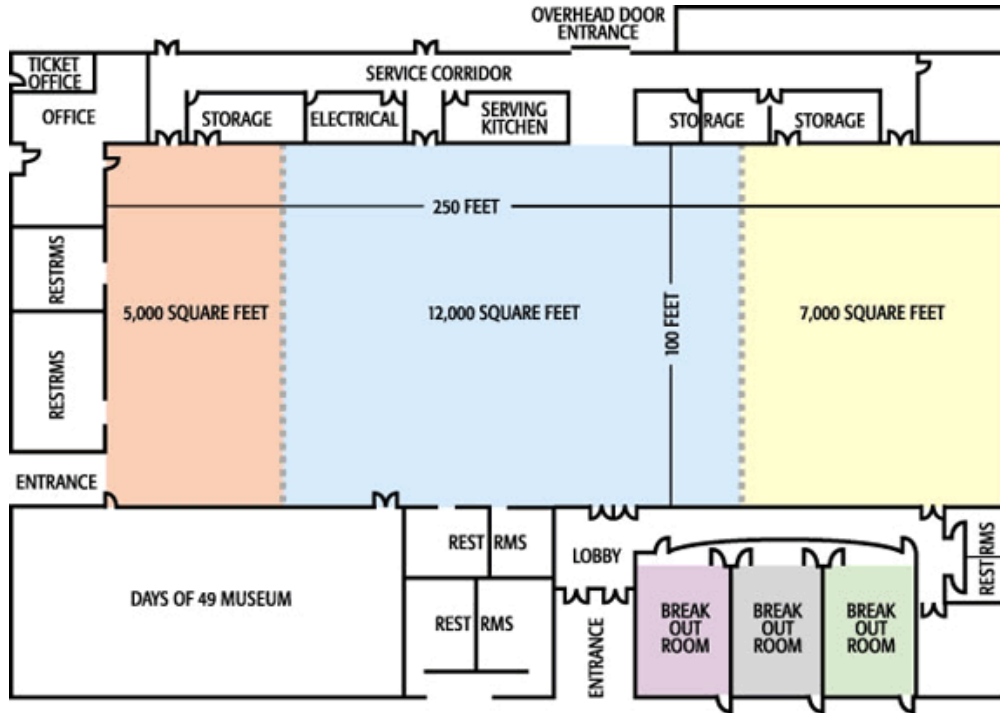
Permanent campgrounds located on the west end of the Agri-Center will accommodate 30 recreational vehicles with electrical and water hook-ups and a dump station for your convenience. Additional hard surface grounds can accommodate 500+ recreational vehicles with electricity and water.

Tunica Arena And Expo Center Tunica, MS

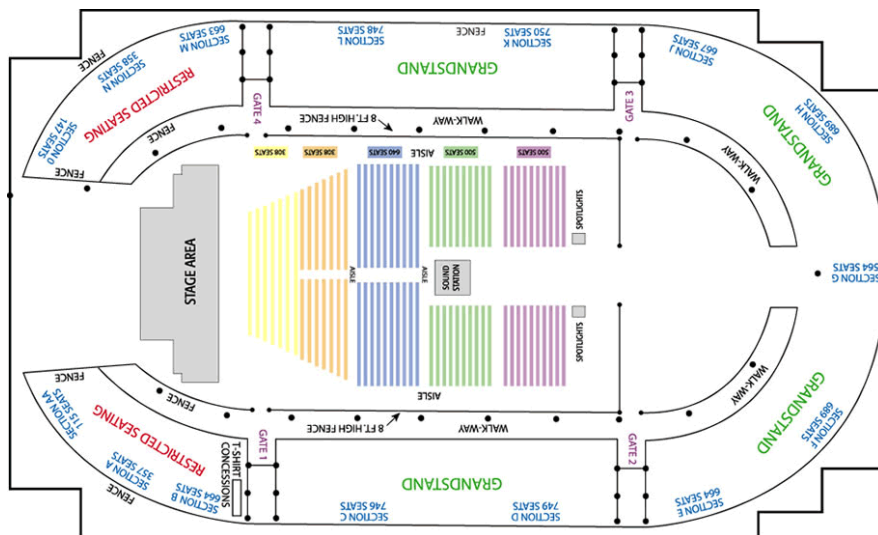


Use of space for different events

Kay Rodgers Park Fort Smith, AR



Expo Center Floor Plan



Harper Stadium Floor Plan

Richard M. Borchard Regional Fairgrounds Robstown, TX





Land use diagram

APPENDIX B

Examples of Revenues and Expenses for Exposition Centers

Ike Hamilton Expo Center West Monroe, LA

Revenues

Type Of Revenue	2002-2003 Actual	2003-2004 Budgeted	2003-2004 Projected	2004-2005 Proposed	Percent Change
Equine Event Rental	\$146,511	\$140,000	\$145,000	\$145,000	3.57%
Stall Rentals	22,796	60,000	78,000	78,000	30.00%
Shavings Sales	43,417	70,000	85,000	85,000	21.43%
Other Event Rental	5,863	6,000	8,000	8,000	33.33%
RV Space Rental	18,536	28,000	30,000	30,000	7.14%
Concessions	89,731	110,000	100,000	100,000	-9.09%
Equipment Rental	18	0	0	0	
Expo Center: Sponsorships	1,760	0	2,600	2,000	
Total	\$328,632	\$414,000	\$448,600	\$448,000	

Source: City of West Monroe, LA Comptrollers Office

Operating Budget Operations and Administration

Account Description	2002-2003 Actual	2003-2004 Budgeted	2003-2004 Projected	2004-2005 Proposed	Percent Change
Department Head Salaries	\$62,012.85	\$59,280.00	\$61,068.00	\$63,512.00	7.14%
Regular Full Time	62,215.20	63,000.00	67,000.00	71,500.00	13.49%
Part Time	6,214.08	11,000.00	23,000.00	23,000.00	109.09%
Overtime	335.25	500.00	300.00	300.00	-40.00%
Empl Health Insurance	8,349.61	8,700.00	8,700.00	9,360.00	7.59%
FICA Match	411.30	690.00	1,500.00	1,500.00	117.39%
Medicare Match	1,893.51	1,950.00	2,200.00	2,300.00	17.95%
Municipal Employees					
Pension Match	9,830.14	13,450.00	14,071.00	20,250.00	50.56%
Unemployment					
Compensation	0.00	0.00	0.00	0.00	
Vehicle Maint	4,175.66	5,000.00	4,500.00	4,500.00	-10.00%
Minor Repairs	4,027.27	4,000.00	4,500.00	4,000.00	0.00%
HVAC Maint	11,459.61	10,000.00	15,000.00	10,000.00	0.00%
Telephone Land Line	7,215.25	9,000.00	9,000.00	9,000.00	0.00%
Cell Phones & Pagers	1,467.96	1,000.00	1,300.00	1,300.00	30.00%
Postage & Freight	43.86	100.00	0.00	0.00	-100.00%
Other	1,366.22	1,500.00	1,500.00	1,500.00	0.00%
Travel, Car & Meeting	0.00	2,000.00	1,500.00	2,000.00	0.00%
Operating Supplies	17,645.50	20,000.00	20,000.00	20,000.00	0.00%
Office Supplies	4,441.90	10,000.00	7,500.00	8,000.00	-20.00%
Uniforms	414.93	1,000.00	500.00	1,000.00	0.00%
Natural Gas Service	125,859.62	80,000.00	70,000.00	70,000.00	-12.50%
Electricity Service	190,197.41	215,000.00	215,000.00	215,000.00	0.00%
Fuel	1,059.88	500.00	600.00	700.00	40.00%
Subscriptions	0.00	0.00	0.00	0.00	
Other Misc Purchases	8,695.48	5,000.00	500.00	1,000.00	-80.00%
Sales Tax	0.00	0.00	0.00	0.00	
Promotional Activities	7,182.73	10,000.00	14,700.00	12,000.00	20.00%
Department Total:	\$536,515.22	\$532,670.00	\$543,939.00	\$551,722.00	3.58%

Source: City of West Monroe, LA Comptrollers Office

Operating Budget Events

Account Description	2002-2003 Actual	2003-2004 Budgeted	2003-2004 Projected	2004-2005 Proposed	Percent Change
Regular Full Time	\$18,944.72	\$27,560.00	\$13,000.00	\$0.00	100.00%
Permanent Part Time	109,323.71	105,000.00	93,000.00	100,000.00	-4.76%
Overtime	3,723.05	1,000.00	2,000.00	1,000.00	0.00%
Empl Health Insurance	2,306.58	5,800.00	2,900.00	0.00	-100.00%
FICA Match	7,155.24	6,510.00	5,500.00	6,200.00	-4.76%
Medicare Match	1,870.11	1,950.00	1,700.00	1,500.00	-23.08%
Municipal Employees	1,060.60	3,035.00	1,500.00	0.00	-100.00%
Unemployment Compensation	0.00	0.00	0.00	0.00	
Operating Supplies	49,286.81	60,000.00	60,000.00	60,000.00	0.00%
Fuel	1,525.41	2,000.00	1,200.00	1,500.00	-25.00%
Food: Concessions	66,930.73	55,000.00	55,000.00	56,000.00	1.82%
VISA Discount Charge	0.00	0.00	250.00	250.00	
Sales Tax	14,415.68	17,100.00	20,400.00	20,400.00	19.30%
Promotional Activities	7,095.72	7,000.00	11,500.00	7,000.00	0.00%
Department Total:	\$283,638.36	\$291,955.00	\$267,950.00	\$253,850.00	13.05%

Source: City of West Monroe, LA Comptrollers Office

**Travis County Expo Center & Luedecke Arena
Austin, Texas**

Revenues

Type of Revenue	Revenue Estimate
Beginning Fund Balance	\$66,533
Concession Revenue	414,664
Miscellaneous Collections	15,583
Buildings Rent Revenue	480,836
Transfer from General Fund	138,690
Total:	\$1,116,306

Source: Travis County Auditor's Office FY2004

Expenditures

Personnel		Operations	
Reg salaries-permnt empl	\$320,557	Office equip,furn, & supp	\$4,960
Reg salaries-temp empl	3,862	Building maint equip/supp	8,500
Regular overtime pay	800	Electric/electronic eq/su	4,000
Longevity pay	3,420	Paint, painting eq & supp	1,000
Fica tax - oasdi	23,132	Other general hardware	1,500
Hospitalization	55,828	Auto repair & equip supp	2,000
Life insurance	369	Fuel oils, lubricants	1,200
Retirement contribution	31,900	Custodial,laundry,cleang	7,500
Worker's compensation	3,494	Yards,grounds,ag eq/supp	5,000
Fica tax - medicare	4,759	Dental,medical,safety eq	2,750
Personnel Total:	\$448,121	Other equipment & supply	7,000
		Long distance	500
		Postage/freight-out	250
		Communication-trunk lines	2,500
		Cellular air time	3,600
		Utilities	418,016
		Maintenance agreements	1,500
		Repairs - autos & trucks	785
		Reprs-bldg struct & equip	20,000
		Repairs - other equipment	12,500
		Reprs-road machry & equip	5,600
		Exterminating services	1,500
		Hauling services	7,500
		Uniform rental & laundry	3,500
		Other purchased services	81,954
		Rent-other mach & equip	2,500
		Professional memberships	1,220
		Travel, meals, lodging	4,250
		Training & seminars	2,000
		Professional licenses	100
		Building improvements	3,000
		Unallocated reserves	50,000
		Operations Total	\$668,185

Total Expenditures

Personnel Total	\$448,121
Operations Total	668,185
Operations and Personnel Total:	\$1,116,306

Source: Travis County Auditor's Office FY2004