

Equestrian Park and Indoor Rodeo Arena Study: Discussion item for the City Council to review the completed study and identify next steps.

Date:

1 July 2026

Staff Coordinator:

Anders Bake, Senior Planner

Request:

Discussion only

Study Background

Western and equestrian traditions remain deeply embedded in Payson City. Many members of the community are interested in having access to a local equestrian park and indoor rodeo arena. Through funding from the Utah Office of Tourism, Payson City commissioned Crossroads Consulting to complete the following study which explores opportunities for the city to develop this type of facility. The purpose of this study was to evaluate the market, programmatic, financial, and economic considerations associated with the potential development of a Payson equestrian park and indoor rodeo arena. The study was intended to assist the City in evaluating the feasibility and potential long-term role of this multi-purpose equestrian and event facility that could serve local residents while also supporting broader regional tourism and event activity.

Contents of the Study

The study includes the following elements to evaluate a potential rodeo arena: Local Market Conditions, Competitive Facilities Analysis, Comparable Facilities, Market Assessment, Site & Budget Considerations, Operational Structure & Funding Considerations, Financial & Economic Impact Analysis

Comparable Facilities

The Comparable Facilities section of the plan compares the operating costs and revenues of facilities which are similar to the contemplated Payson Rodeo Arena. The average operating costs and revenues of these facilities result in an average operating deficit of approximately \$675,000 (p.52).

Site Considerations

The plan identifies ideal uses for a Rodeo Arena facility, which would be most compatible with the needs of the market and community. The market needs and challenges are summarized on **pages 60 & 61**. This type of facility would require approximately 100 acres (p.65).

Estimated Budget

The estimated cost of the contemplated facility is \$96 to \$152 million. This estimate does not include the initial cost of land (p.72). Based on the estimated multi-purpose usage of the facility, the estimated operating revenues are \$828,000 to \$1,229,000 and the estimated operating costs are \$1,305,000 to \$1,483,000 resulting in an estimated operating loss of \$477,000 to \$254,000 (p.87).

Economic & Fiscal Impact Analysis

The plan thoroughly explores the economic impact of the contemplated facility. The estimated direct and indirect spending from this facility is approximately \$13 to \$19 million with \$3 to \$5 million in estimated labor income. The total estimated tax revenues are approximately \$8.5 Thousand to \$1.3 million. (p.99).

PROPOSED PAYSON EQUESTRIAN PARK & INDOOR RODEO ARENA

MAY 2026 – FINAL REPORT



Report Letter

May 28, 2026

Mr. Anders Bake
Payson City Development Services Department
439 West Utah Avenue
Payson, UT 84651

Dear Mr. Bake:

Crossroads Consulting Services, LLC, in association with K/O Livestock Designers Planners, is pleased to present the results of our report related to the potential feasibility and economic impact of the Proposed Payson Equestrian Park and Indoor Rodeo Arena. This report summarizes our findings and principal conclusions from the research and analysis.

The findings contained in the report reflect analysis of information provided by secondary sources. We have utilized sources that are deemed to be reliable but cannot guarantee their accuracy. All information provided to us by others was not audited or verified and was assumed to be correct. Estimates and analysis regarding this project are based on trends and assumptions and, therefore, there will usually be differences between the projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material. We have no obligation, unless subsequently engaged, to update this report or revise the information contained therein to reflect events and transactions occurring after the date of this report.

In accordance with the terms of our engagement letter, the accompanying report is restricted to internal use by Payson City and may not be relied upon by any other party for any purpose, including financing.

We have enjoyed serving you on this engagement and look forward to the opportunity to provide you with continued services.

Sincerely,

Crossroads Consulting Services, LLC

Table of Contents

1.	Introduction	4
2.	Local Market Conditions	7
3.	Competitive Facilities Analysis	25
4.	Comparable Facilities	40
5.	Market Assessment	53
6.	Site & Budget Considerations	64
7.	Operational Structure & Funding Considerations	73
8.	Financial & Economic Impact Analysis	83
9.	Appendix	100
10.	Limiting Conditions & Assumptions	102



1. Introduction



Introduction

Utah has a longstanding and diverse equine sector that plays an important role in its agricultural economy, outdoor recreation industry, and western cultural identity. The industry encompasses a wide range of activities and user groups, including rodeo, ranching, recreational riding, equestrian competition, youth agricultural programming, horse shows, barrel racing, roping events, cutting, reining, livestock exhibitions, trail riding, and horse-related tourism. These activities support a broad network of horse owners, breeders, trainers, veterinarians, farriers, boarding facilities, feed suppliers, event producers, riding instructors, equipment retailers, and other equine-related businesses throughout the state.

These western and equestrian traditions remain deeply embedded throughout many portions of Utah, including Utah County (“County”) and Payson City (“Payson” or “City”), where agricultural heritage, rodeo culture, and outdoor recreation continue to play an important role in the local community and quality of life. Utah County and the surrounding region are home to a variety of rodeo, equestrian, livestock, and community events, while broader population growth has continued to expand the regional base of participants, spectators, and visitors involved in these activities. At the same time, communities throughout Utah have increasingly explored opportunities to enhance and modernize rodeo, equestrian, and multi-purpose event infrastructure to better accommodate year-round programming, improve the participant and spectator experience, and support broader tourism and economic development objectives.



Introduction (cont'd)

Purpose of the Study

Crossroads Consulting Services, LLC ("Crossroads"), in association with K/O Livestock Designers Planners ("K/O"), was retained by the City to evaluate the market, programmatic, financial, and economic considerations associated with the potential development of the Proposed Payson Equestrian Park and Indoor Rodeo Arena in Payson, Utah. The study is intended to assist the City in evaluating the feasibility and potential long-term role of this multi-purpose equestrian and event facility that could serve local residents while also supporting broader regional tourism and event activity.

During the project kickoff meeting and subsequent discussions with City representatives and other stakeholders, several objectives and priorities for the potential project were identified. These objectives included supporting rodeo, equestrian, agricultural, and community-based programming; expanding opportunities for youth and amateur event activity; enhancing tourism and economic activity in Payson and southern Utah County; identifying opportunities for regional partnerships; and evaluating the potential for a year-round, multi-purpose facility capable of serving a variety of event types and community uses. Stakeholders also emphasized the importance of balancing local community needs with the ability to attract larger regional events and visitors to the area.

The research and analysis contained in this study are intended to allow the City to evaluate the potential viability, market support, and development considerations associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena with consideration to the goals and objectives outlined above.

Scope of Work

Research tasks completed to date as part of this study effort include, but were not limited to, the following:

- Participated in a project kickoff meeting with City representatives.
- Analyzed local market conditions, demographics, transportation access, tourism attributes, and other relevant market characteristics.
- Obtained input from key stakeholders and community representatives.
- Conducted market outreach with potential users representing a variety of rodeo, equestrian, agricultural, youth, community, and other event activities.
- Profiled competitive and comparable facilities in Utah and other markets.
- Evaluated potential market demand opportunities and event programming considerations for the proposed facility.
- Identified and outlined preliminary building program recommendations and supporting infrastructure considerations.
- Summarized potential site and development considerations and prepared a high-level estimate of probable budget for the proposed project.
- Estimated potential order-of-magnitude utilization, financial operating characteristics, and economic and fiscal impacts associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena for a stabilized year.
- Identified potential governance, operational, partnership, and funding considerations relevant to the project.

2. Local Market Conditions



Overview

When assessing future event programming opportunities for the Proposed Payson Equestrian Park and Indoor Rodeo Arena, understanding general market conditions is important. Numerous factors such as demographic and socioeconomic characteristics, accessibility, transportation infrastructure, tourism and hospitality amenities, and the overall attractiveness of the surrounding area can influence a facility's competitiveness within the broader marketplace. This section of the report profiles local market characteristics including demographic and socioeconomic statistics, tapestry segmentation, area employment, transportation access, hotel supply and performance, climate attributes, and area amenities.

Activity at the Proposed Payson Equestrian Park and Indoor Rodeo Arena is anticipated to be diverse and multi-purpose in nature. Depending on the type and scale of the event, facilities of this nature can attract both local residents and out-of-town participants and spectators. Local rodeos, jackpots, community gatherings, practices, and civic events typically draw from a relatively localized geographic area, while larger rodeos, equestrian competitions, livestock events, trade shows, entertainment events, and other regional activities can attract attendees from a much broader market area.

When determining where to host events, promoters, organizers, and governing bodies typically consider factors such as population size, age and income characteristics, accessibility to the regional population base, supporting tourism infrastructure, and the overall quality and functionality of the facility itself. The relative importance of these factors varies depending on the type of event.

This analysis profiles the City, County, 60-minute drive time, and 120-minute drive time from the center of Payson, as the location of the proposed development site has not yet been determined at this stage. These geographic areas are not intended to directly correlate to projected market demand, but rather to illustrate the broader market environment within which the Proposed Payson Equestrian Park and Indoor Rodeo Arena would operate. Statistics for the State and the U.S. are also provided as points of reference.

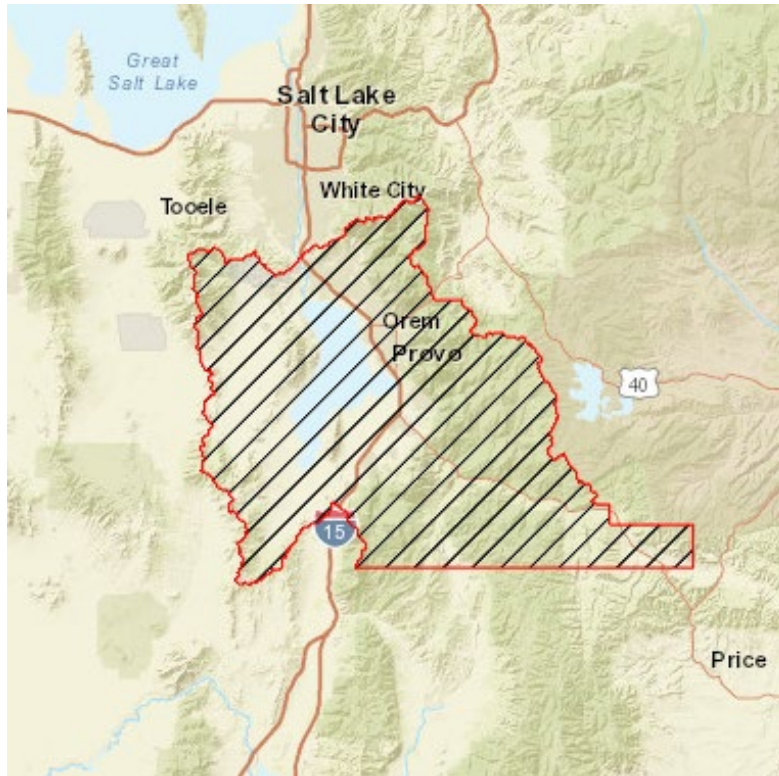
Key demographic statistics presented throughout this report are based on data supplied by Esri, a global leader in geographic information systems (GIS), location intelligence, and mapping software.



Market Area Geographic Footprints

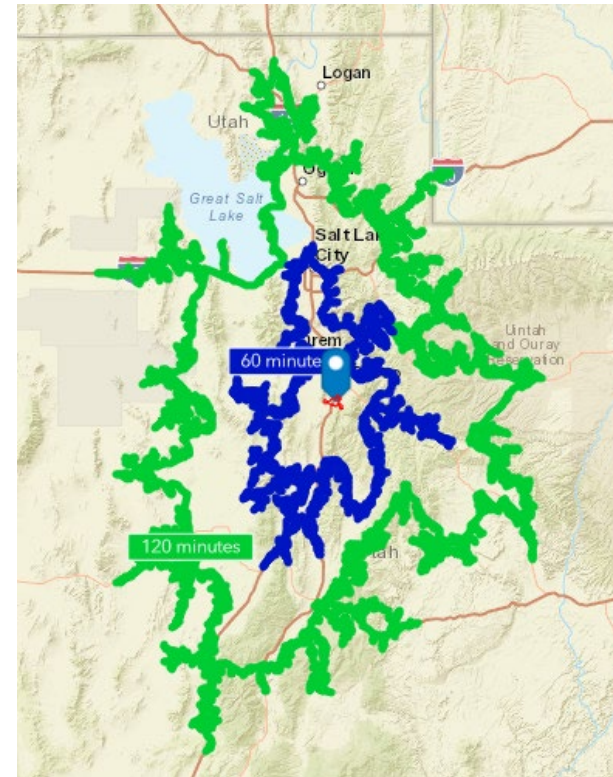
The maps below illustrate the geographic footprint of Utah County, as well as the 60- and 120-minute drive time areas from the center of Payson. Payson is in the southern portion of Utah County along the Interstate 15 corridor, approximately 20 miles south of Provo and within the broader Wasatch Front region, a densely populated urban corridor extending from Ogden through Salt Lake City to Provo. The 60-minute drive time captures much of Utah County and portions of the surrounding Wasatch Front, including several rapidly growing suburban communities characterized by strong residential growth and regional transportation access. The 120-minute drive time extends throughout much of northern and central Utah, including the Salt Lake City metropolitan area and numerous communities that support Utah's strong rodeo, equestrian, agricultural, and outdoor recreation culture, providing access to a broad regional market from which the Proposed Payson Equestrian Park and Indoor Rodeo Arena could potentially draw participants and spectators.

Utah County



Source: Esri.

60- and 120-Minute Drive Time Areas



Source: Esri.

Key Demographic and Socioeconomic Data

Population

Population serves as a base from which the Proposed Payson Equestrian Park and Indoor Rodeo Arena can draw participants, spectators, and event activity. As previously discussed, depending on the scope and nature of the event, facilities of this type can attract both area residents and regional attendees.

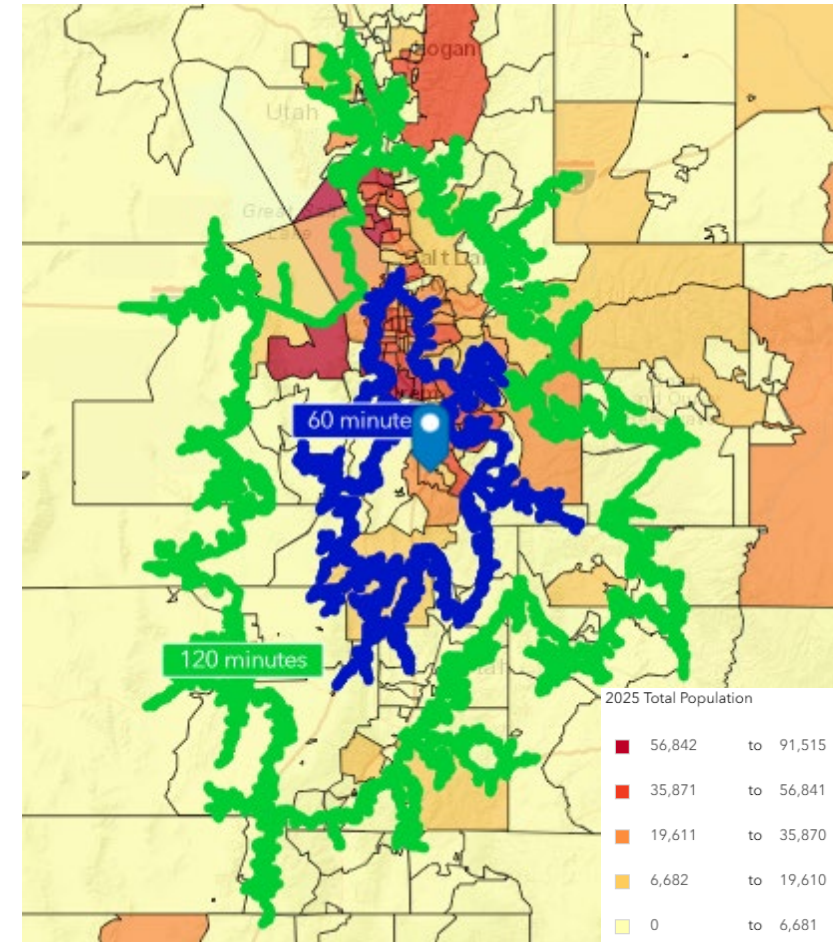
As shown in the following table, the 2025 population of Payson was 23,446, while Utah County had a total population of 752,570. The 60-minute drive time area had a population of approximately 1.9 million, while the 120-minute drive time area encompassed nearly 3.0 million residents, reflecting the significant population concentration along Utah's broader Wasatch Front urban corridor, as illustrated in the adjacent map.

The annual population growth forecast indicates continued population growth throughout all profiled geographic areas over the next five years. Utah County is projected to grow at an annual rate of 1.94% between 2025 and 2030, while both the 60- and 120-minute drive time areas are also projected to continue growing at rates that significantly exceed the national average during the same period.

Population Summary	Total Population					
	Payson City	Utah County	60-Minute Drive Time	120-Minute Drive Time	Utah	United States
2010 Total Population	18,503	516,646	1,475,507	2,360,449	2,763,879	308,745,538
2020 Total Population	21,101	659,399	1,768,013	2,789,502	3,271,616	331,449,281
2025 Total Population	23,446	752,570	1,895,870	2,996,303	3,538,233	339,887,819
2030 Total Population	24,610	828,589	1,996,350	3,162,501	3,755,740	347,149,422
2010-2020 Annual Growth Rate	1.32%	2.47%	1.82%	1.68%	1.70%	0.71%
2020-2025 Annual Growth Rate	2.13%	2.68%	1.41%	1.44%	1.58%	0.50%
2025-2030 Annual Growth Rate (Projected)	0.97%	1.94%	1.04%	1.09%	1.20%	0.42%

Source: Esri.

Total Population: 60- and 120-Minute Drive Time



Source: Esri.

Key Demographic & Socioeconomic Data (cont'd)

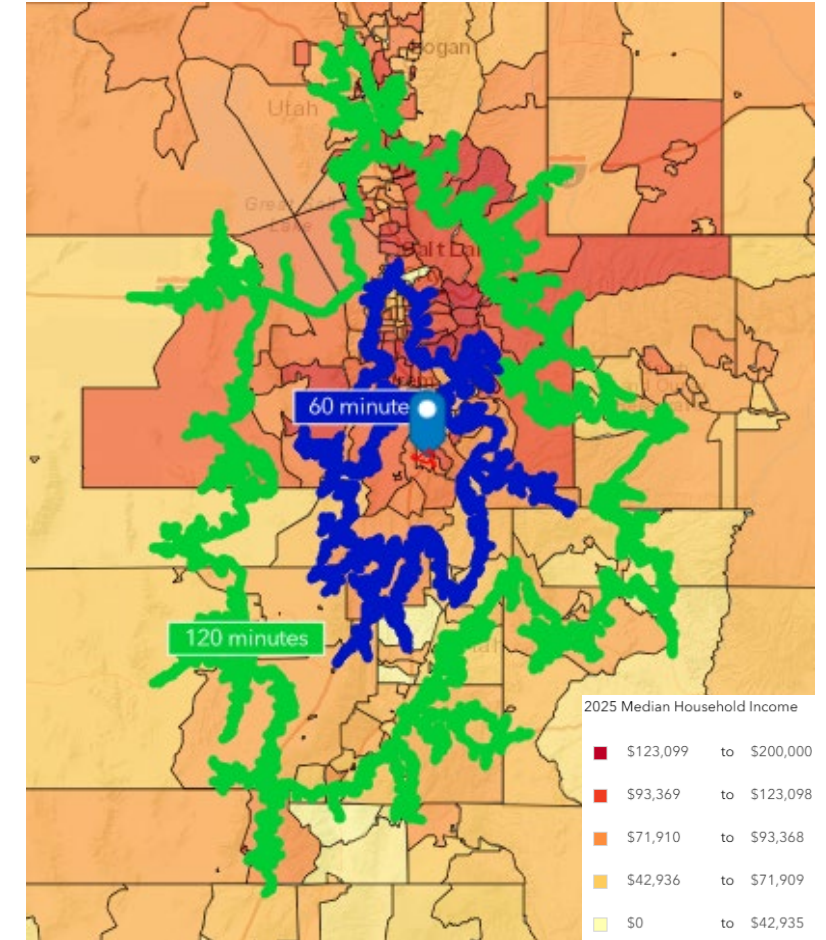
Income Distribution

Income provides a broad measure of spending potential, reflecting the general ability of individuals or households to purchase goods and services, including event admission and participation. As shown in the following table, the 2025 median household income in Payson, Utah County, and both the 60- and 120-minute drive time areas were well above the national average, reflecting the relatively affluent nature of much of Utah's Wasatch Front region. In addition, each profiled geographic area is projected to experience continued household income growth through 2030, with projected annual growth rates modestly exceeding the national average during the same period. For reference, the adjacent map illustrates median household income levels across the profiled drive-time areas.

Household Income Distribution						
2025 Household Income Distribution	Payson City	Utah County	60-Minute Drive Time	120-Minute Drive Time	Utah	United States
Less than \$15,000	4.8%	4.1%	4.9%	4.9%	5.0%	8.3%
\$15,000 to \$24,999	2.9%	3.5%	3.5%	3.4%	3.8%	5.9%
\$25,000 to \$34,999	3.5%	4.2%	4.3%	4.3%	4.8%	6.3%
\$35,000 to \$49,999	8.5%	6.9%	7.8%	7.7%	8.2%	9.8%
\$50,000 to \$74,999	17.0%	13.1%	14.0%	14.1%	14.6%	15.6%
\$75,000 to \$99,999	15.0%	14.2%	13.7%	13.9%	14.1%	12.5%
\$100,000 to \$149,999	26.7%	23.2%	21.3%	21.8%	21.6%	17.8%
\$150,000 to \$199,999	11.5%	13.0%	12.7%	12.8%	12.2%	9.8%
\$200,000+	10.0%	17.6%	17.8%	17.1%	15.9%	14.0%
2025 Median Household Income	\$96,243	\$105,932	\$102,947	\$102,702	\$99,115	\$81,624
2030 Median Household Income (Projected)	\$109,881	\$121,816	\$118,560	\$117,634	\$112,795	\$92,476
2025-2030 Annual Growth Rate (Projected)	2.7%	2.8%	2.9%	2.8%	2.6%	2.5%

Source: Esri.

Median Household Income: 60- and 120-Minute Drive Time



Source: Esri.

Key Demographic and Socioeconomic Data (cont'd)

Age

Analysis by age group is helpful since certain events and activities are often targeted toward consumers who fall within specific age categories. As shown in the following table, the median age in Payson, Utah County, and both the 60- and 120-minute drive time areas was significantly lower than the national average in 2025, reflecting the relatively young demographic profile of much of Utah's Wasatch Front region. The profiled geographic areas generally contain a comparatively high concentration of children, teenagers, and young families, which may support demand for youth-oriented rodeo, equestrian, agricultural, recreational, and community event programming.

Age Distribution						
2025 Population by Age	Payson City	Utah County	60-Minute Drive Time	120-Minute Drive Time	Utah	United States
Under 14	24.0%	24.8%	21.5%	21.7%	21.5%	17.1%
Age 15 - 24	15.8%	19.3%	16.2%	15.8%	16.0%	13.2%
Age 25 - 34	15.9%	15.9%	16.4%	15.6%	15.3%	13.6%
Age 35 - 44	12.6%	13.5%	14.4%	14.2%	13.9%	13.2%
Age 45 - 54	12.5%	11.3%	12.3%	12.5%	12.3%	12.0%
Age 55 - 64	7.8%	6.5%	8.1%	8.4%	8.5%	12.1%
Age 65 - 74	6.6%	5.0%	6.5%	7.0%	7.3%	10.7%
Age 75 - 84	3.8%	2.8%	3.5%	3.7%	4.0%	6.1%
Age 85+	1.0%	0.9%	1.1%	1.1%	1.2%	2.0%
2025 Median Age	30.4	27.8	31.7	32.3	32.5	39.6

Source: Esri.



Tapestry Segmentation

Tapestry Segmentation is a market segmentation system developed by Esri that classifies U.S. neighborhoods into 60 distinct lifestyle segments based on shared demographic characteristics, socioeconomic traits, consumer behavior patterns, and geographic context. By integrating census data, consumer research, and proprietary datasets, Tapestry provides insight into the characteristics, preferences, and lifestyles of households within a given market area.

In the context of this analysis, Tapestry Segmentation is used to characterize the household base within the 60- and 120-minute drive time areas surrounding Payson. The data is useful in understanding the composition of the regional population base that may support rodeo, equestrian, agricultural, entertainment, community, and other spectator-oriented programming at the Proposed Payson Equestrian Park and Indoor Rodeo Arena. While Tapestry does not identify individual event attendees or professional competitors, it provides useful insight into broader household characteristics and lifestyle patterns that may influence participation and attendance.

The top six Tapestry segments and the share of households they represent within each profiled drive time area are presented in the table below, with descriptions provided on the following pages. In both the 60- and 120-minute drive time areas, the top six segments collectively account for over half of all households. In addition, the top six segments are identical across both drive time areas, although the relative ranking and concentration of each segment varies somewhat between the two geographies. Collectively, the leading segments reflect a market characterized by suburban family-oriented households, younger demographic profiles, and relatively affluent residential communities commonly associated with Utah's broader Wasatch Front region.

Tapestry Segmentation			
60-Minute Drive Time		120-Minute Drive Time	
Segment	% of 2025 Households	Segment	% of 2025 Households
Boomburbs	19.1%	Boomburbs	19.0%
Modern Minds	9.1%	Flourishing Families	9.5%
Dreambelt	6.7%	Savvy Suburbanites	7.2%
Professional Pride	6.5%	Modern Minds	7.1%
Flourishing Families	6.2%	Dreambelt	5.9%
Savvy Suburbanites	6.2%	Professional Pride	5.6%

Source: Esri.



Tapestry Segmentation (cont'd)

The following provides descriptions of each of the top Tapestry segments in the drive times, based on definitions by Esri.

Boomburbs

These neighborhoods are primarily located in the suburbs of metropolitan areas with populations exceeding 500,000, mainly in the South and West. Most members of the segment are between 25 and 54, with an overall population that is young; nearly a third are under the age of 18. Married couples with or without children are prevalent in this segment. Household incomes are predominantly upper tier, and workers are frequently employed full time in fields including government, management, sales, business, and finance. They reside in newer single-family homes, typically constructed in 2000 or later. More than half of the homes are valued between \$300,000 and \$500,000. Nearly a third of households own three or more vehicles.

Their lifestyle patterns are as follows:

- Residents tend to shop at club stores and make purchases using online platforms.
- Spending centers around children, including clothing, medicine, toys, and entertainment.
- They tend to purchase internet-connectable televisions, all-in-one printers, home security systems, smart thermostats, and lighting systems.
- Individuals engage in regular exercise, eat organic foods, spend time hiking and reading, and they travel frequently, both domestically and internationally.

Modern Minds

This fast-growing segment is primarily located just outside downtown sections of large cities or in nearby suburbs. Residents are mostly in the 25 to 44 age range, and nearly half of individuals aged 25 and older hold a bachelor's degree. The segment has grown due to recent immigration, adding to the notable population of individuals born outside the U.S. already living here. Key employment sectors include health care, technology, retail, education, and manufacturing, and incomes often fall in the upper tier. The segment is a mix of homeowners and renters, residing in both single-family and multifamily units. Homes are generally newer, and two-thirds of owned homes are valued above \$300,000. Households typically own multiple vehicles. While many have the option to work from home, most commute by car.

Their lifestyle patterns are as follows:

- Consumers tend to place orders online from warehouse clubs and department stores.
- These residents spend money on clothing, travel, and dining out, including fast food.
- Individuals tend to explore new exercise and diet regimes and often opt for active vacations.

Tapestry Segmentation (cont'd)

Dreambelt

These suburban neighborhoods are predominantly located in the West, often outside the principal cities of major metropolitan areas. About half of the population is between 35 and 74, and most households consist of married or cohabiting couples. Most households earn middle-tier incomes, and labor force participation is high. This segment has a high concentration of employment in public administration, construction, health care, and retail trade sectors. Neighborhoods consist mainly of single-family homes built between 1950 and 1990, offering ample parking space, often for three or more vehicles. A significant portion of the population commutes alone by car. Rental rates and home prices are substantial, with more than half of the properties for purchase valued between \$300,000 and \$500,000.

Their lifestyle patterns are as follows:

- Residents typically shop at warehouse clubs, and they tend to exhibit brand loyalty.
- They often spend money on their pets and tools for gardening. Residents take active roles in planning their financial future.
- Residents tend to listen to the radio, use streaming services, and watch cable TV shows.
- Recycling is a routine practice. Regular exercise and medical checkups are integral to their routine.

Professional Pride

While these neighborhoods can be found nationwide, they are most prevalent in the South and West. Over three-quarters of all residents are married, and many households have multiple children enrolled in K-12 schools. Over half of residents hold bachelor's or graduate degrees, and they tend to be employed in technology, engineering, and management roles. A significant portion of these individuals choose to work from home. Households tend to have dual incomes, and many individuals earn some of the highest salaries in the nation. Residents typically live in communities featuring newly constructed, owner-occupied single-family homes in the expanding outer suburbs and exurbs of major metropolitan areas. Many homeowners have a mortgage due to new construction costs.

Their lifestyle patterns are as follows:

- Residents tend to shop at large retail establishments. They often buy organic foods and frequent fast-casual restaurants.
- Home improvement and remodeling projects are common, and homeowners often seek professional assistance for lawn maintenance and landscaping.
- Their houses are equipped with modern technology such as smart home devices and appliances.
- Residents tend to prioritize fitness and recreational activities, and they often support youth athletics and participate in sports.

Tapestry Segmentation (cont'd)

Flourishing Families

Members of these communities reside mostly in lower-density, rapidly growing suburbs in the South and Midwest. Most householders are between the ages of 35 and 64, and households are mainly comprised of large families with children. Marriage rates are high. Members of this segment are often employed in professional roles and earn middle-tier incomes. Many are self-employed, and some households support their earnings with interest, dividends, or rental properties. Available housing is predominantly composed of single-family units built in the 1990s and 2000s, with home values and rents that mirror national averages. The rate of new development is notably higher here than in most other regions. Many households have multiple vehicles, and long commutes are common.

Their lifestyle patterns are as follows:

- For in-store shopping, they frequent large retail hardware and hobby stores, while online shopping caters to a variety of household, children, pet, and personal items.
- Residents prioritize spending on medical, auto, and life insurance, as well as retirement planning. Pickup trucks and SUVs are common vehicle choices.
- They often play board games and read books.
- Residents tend to travel domestically.

Savvy Suburbanites

These neighborhoods tend to be concentrated in New England and the Mid-Atlantic. Some couples have children who have grown up and left the house, and around a quarter still have kids at home. Residents work in professional fields such as management and finance. The combined wages of both spouses position these families solidly in the middle to upper income tiers. Investments, retirement income, and valuable properties also contribute to the high net worth of households commonly found in these neighborhoods. Residents in this segment gravitate toward suburban communities, which include both newly developed and well-established areas, within major metropolitan areas. Nearly all homes are single-family and owner-occupied, with very few rental properties available, and most homes were built between 1970 and 2000.

Their lifestyle patterns are as follows:

- Residents frequently use credit cards, and they seldom have outstanding monthly balances.
- They tend to invest a significant amount of resources on home improvement and landscaping. Residents have a variety of investment and retirement accounts.
- Households tend to have access to cell phones and the internet to stay connected.
- Residents tend to engage with their communities through fundraising and local politics. Vacation destinations often include beaches and national parks.

Employment Base

The employment base in the surrounding area provides a potential target market for events and financial support for the Proposed Payson Equestrian Park and Indoor Rodeo Arena. For instance, area employers may utilize the facility for meetings, banquets, trade shows, agricultural functions, and other events, while also representing a potential source of sponsorships, partnerships, and advertising support. Further, a diverse employment base helps lessen a community's dependence on any one industry segment, which can be beneficial during broader economic fluctuations.

As shown in the adjacent table, Services represented by far the largest employment sector in Utah County, accounting for 55.2% of total employment, followed by Retail Trade (11.2%), Manufacturing (8.5%), and Construction (8.2%). The area's sizeable Services sector supports a broad range of businesses and organizations that may generate demand for the facility and is generally well-equipped to accommodate visitors. In addition, the presence of meaningful employment levels in other industries reflects the region's diversified economic base and ongoing growth, which may further support event activity, sponsorship opportunities, and year-round utilization of the proposed facility. Major employers within the broader County include higher education institutions, healthcare providers, school districts, technology companies, retail operators, and government entities, further reflecting the area's diversified economic base.

While not shown separately, employment data for Payson reflects a much smaller but similarly diverse local economy, with approximately 10,800 employed residents compared to nearly 347,000 across Utah County. Relative to the County overall, Payson maintains comparatively larger concentrations of employment in manufacturing, retail trade, construction, and agriculture-related industries, reflecting the community's more locally oriented economic base and historical ties to industrial, agricultural, and outdoor recreation-related activity. Although the local employment base is substantially smaller than the broader County, the presence of a diversified employment mix further supports the community-oriented and agricultural character associated with the proposed facility concept.

Utah County 2025 Employed Population 16+ by Industry		
Industry	Total Jobs	% of Total
Services	191,479	55.2%
Retail Trade	38,955	11.2%
Manufacturing	29,520	8.5%
Construction	28,444	8.2%
Finance/Insurance/Real Estate	20,119	5.8%
Public Administration	10,823	3.1%
Transportation/Utilities	10,406	3.0%
Information	8,256	2.4%
Wholesale Trade	6,209	1.8%
Agriculture/Mining	2,428	0.7%
Total	346,882	100%

Note: Sorted in descending order by total number of jobs.

Source: Esri.



Transportation Access

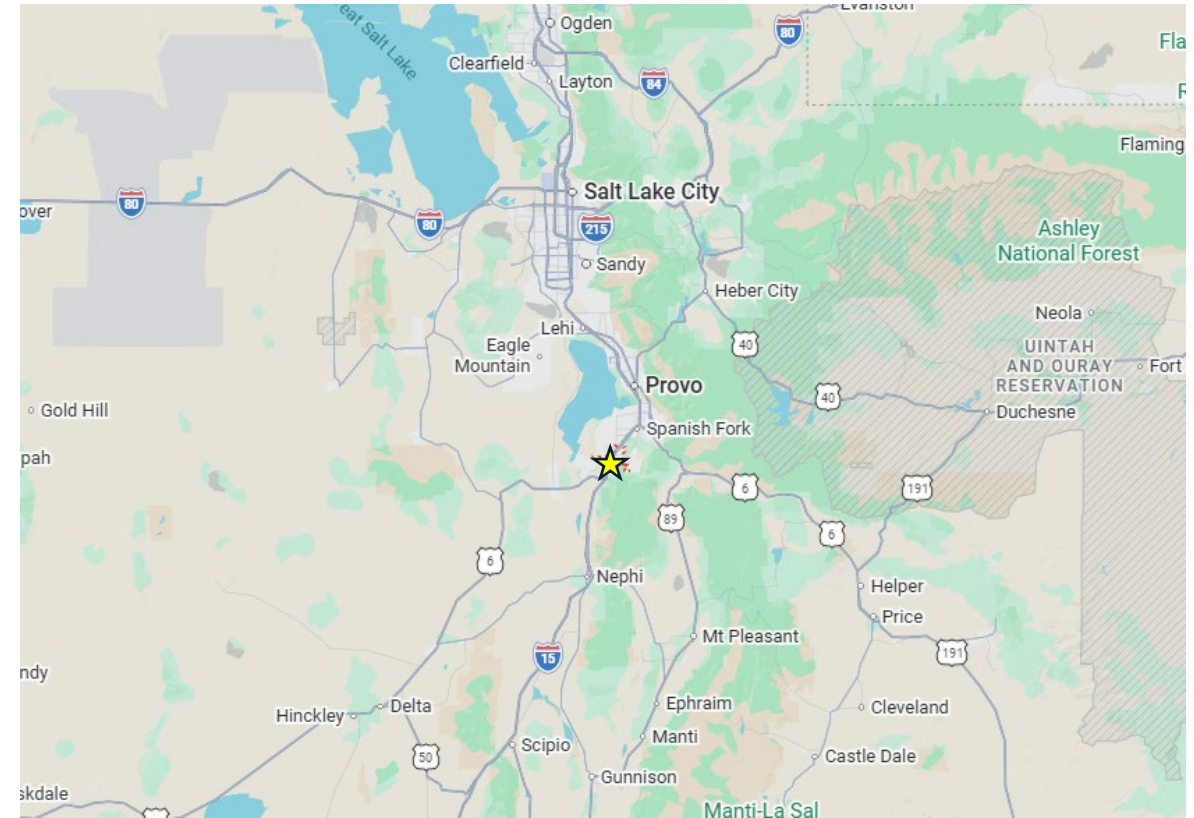
The ease of access to a facility for participants and spectators is a factor that event organizers consider in the venue selection process. In addition, the location and accessibility of a facility relative to the population base can impact its marketability for events.

As shown in the adjacent map, regional access to Payson is primarily provided via Interstate 15, which serves as the principal north-south transportation corridor through Utah and the broader Wasatch Front region. Payson is located approximately 15 miles south of Provo and roughly 60 miles south of Salt Lake City, positioning it within reasonable driving distance of a large and growing regional population base. To the south, Interstate 15 also provides direct access to communities throughout central and southern Utah. Additional regional connectivity is provided through U.S. Route 6 and State Route 198, which support access from surrounding rural and agricultural communities. Unlike many rural rodeo and equestrian facilities in the Intermountain West, Payson benefits from direct interstate access and proximity to one of the fastest-growing population corridors in the western U.S.

Although the specific site for the Proposed Payson Equestrian Park and Indoor Rodeo Arena has not yet been determined, the broader Payson area offers strong regional accessibility for local and out-of-area visitors and is generally well-suited to accommodate truck, trailer, RV, and livestock-related travel associated with rodeo, equestrian, and agricultural events.

Payson is within driving distance of two commercial airports. Salt Lake City International Airport, located approximately 65 miles north of Payson, is the region's primary commercial airport and recorded approximately 13.5 million enplanements in 2024. Additionally, Provo Municipal Airport, less than 20 miles north of Payson, has experienced significant recent growth in commercial passenger service and recorded approximately 455,000 enplanements in 2024.

Regional Vehicular Access



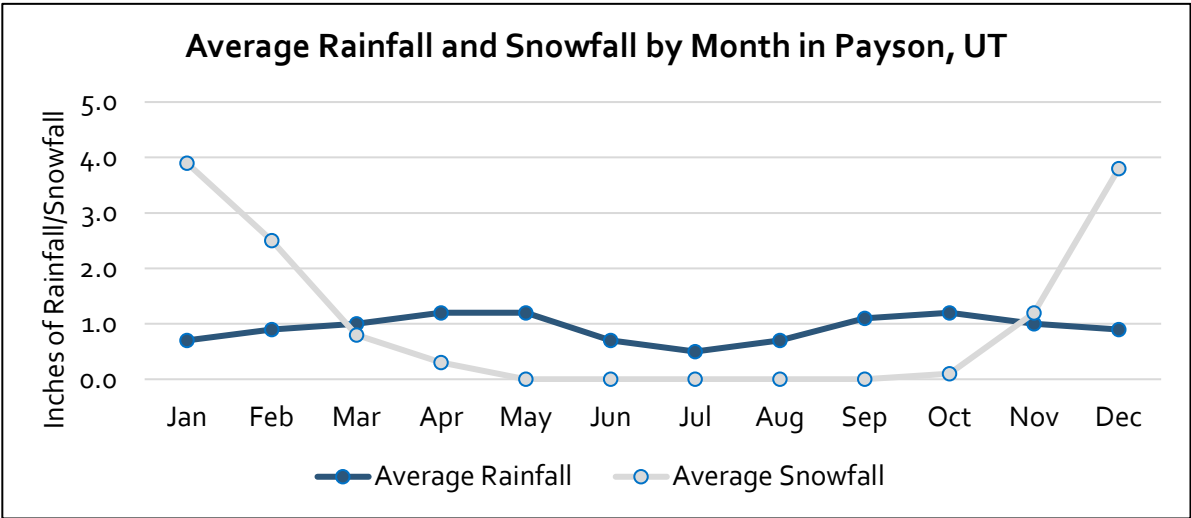
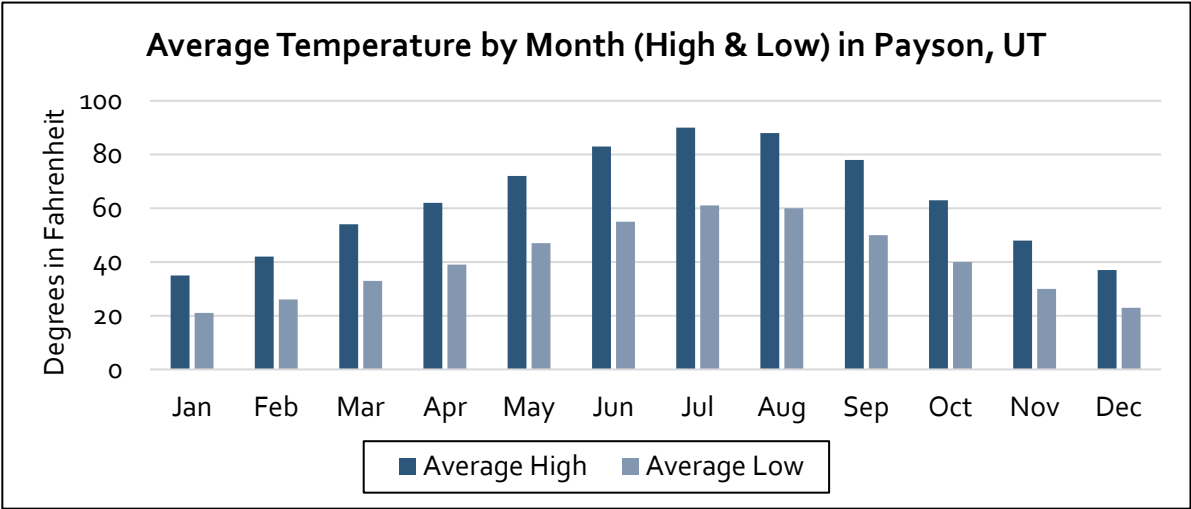
Note: The yellow star denotes the location of Payson.
Source: Google Maps.

Climate Statistics

Climate can influence the operating environment, seasonality, ability to attract events, and optimal building program for the Proposed Payson Equestrian Park and Indoor Rodeo Arena. The adjacent charts summarize the average high and low temperatures, rainfall, and snowfall by month in Payson.

On average, high temperatures in Payson are typically above 80 degrees during June through August, with July generally representing the warmest month of the year when the average high reaches approximately 90 degrees. During the summer months, average low temperatures range from the mid-50s to low-60s. December through February are typically the coldest months, when average highs range from the mid-30s to low-40s and average lows range from approximately 21 to 26 degrees. Spring and fall months generally experience more moderate temperatures relative to the summer and winter seasons.

Average rainfall is relatively modest throughout the year, generally ranging from approximately 0.5 to 1.2 inches per month. The wettest months are typically April, May, and October, while July tends to be the driest month. Payson also receives seasonal snowfall primarily between November and March, with the highest average snowfall occurring during December and January.



Source: WeatherSpark.com.

Hotel Supply

Hotel accommodations in terms of supply, range of offerings, and proximity can play an important role in attracting rodeo, equestrian, and other regional events that generate overnight visitation. The adjacent table summarizes hotel properties with 50 or more rooms located within approximately 20 miles of Payson. As shown, the broader South Utah County lodging market includes approximately 2,300 hotel rooms across a range of limited-service, select-service, and full-service properties located within approximately 20 miles of Payson.

The primary lodging market, consisting of properties located in Payson, Spanish Fork, and Springville, includes approximately 500 hotel rooms within roughly 12 miles of Payson. These communities would likely accommodate a significant share of overnight participants, officials, vendors, and spectators associated with events at the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

Additional lodging inventory within the 20-mile study area is concentrated in the secondary lodging market within Provo and portions of Orem, which collectively provide approximately 1,800 additional hotel rooms. This broader lodging supply includes several larger branded and full-service hotels that are capable of supporting larger regional tournaments, rodeos, conferences, and multi-day events.

Although not reflected in the adjacent table, the broader regional lodging market also includes smaller independent motels, bed and breakfasts, short-term rentals, RV parks, and campground accommodations throughout southern Utah County and nearby recreational areas. Based on a review of publicly available development information, there do not appear to be any major hotel developments currently under construction or formally proposed within the primary lodging market.



Hotel Supply in South Utah County			
Property	Location	# of Rooms	Drive Distance from Payson (miles)
Primary Lodging Market			
Quality Inn	Payson	62	0
Hampton Inn	Spanish Fork	102	8
Quality Inn	Spanish Fork	50	8
Days Inn	Springville	64	10
Microtel Inn & Suites by Wyndham	Springville	63	10
Holiday Inn Express & Suites	Springville	92	12
Best Western Mountain View Inn	Springville	55	12
Subtotal		488	
Secondary Lodging Market			
Residence Inn Provo South University	Provo	100	14
Hampton Inn	Provo	88	14
Sleep Inn Hotel	Provo	82	14
Ramada by Wyndham	Provo	78	14
Garner by IHG Provo South	Provo	72	14
Provo Marriott Hotel and Conference Center	Provo	330	15
Hyatt Place	Provo	133	15
Aspenwood Manor	Provo	23	16
Best Western Plus Provo University Inn	Provo	99	17
Springhill Suites by Marriott	Provo	82	17
Royal Inn	Provo	50	17
Residence Inn by Marriott	Provo	114	18
Baymont Inn and Suites Provo River	Provo	80	18
Holiday Inn Express & Suites	Orem	122	19
La Quinta Inn & Suites	Orem	130	20
Hampton Inn & Suites	Orem	129	20
Comfort Inn & Suites	Orem	77	20
Subtotal		1,789	
Total		2,277	

Note: Sorted in ascending order by drive distance from Payson.

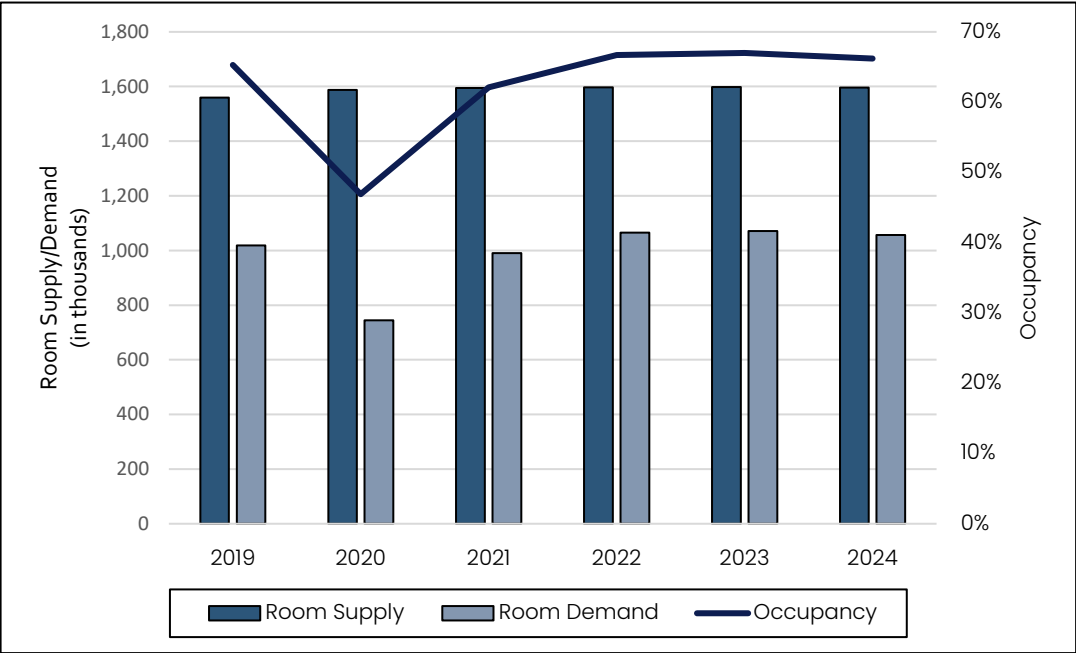
Source: Explore Utah Valley CVB.

Hotel Statistics

The Proposed Payson Equestrian Park and Indoor Rodeo Arena’s ability to attract events that generate overnight stays is influenced by not only the supply of area hotel rooms, but also the capacity of hotels to accommodate additional demand, and affordability. While hotel performance data specific to the immediate Payson market was not publicly available, Utah County hotel data provides a reasonable proxy for evaluating broader regional lodging trends given Payson’s location within southern Utah County.

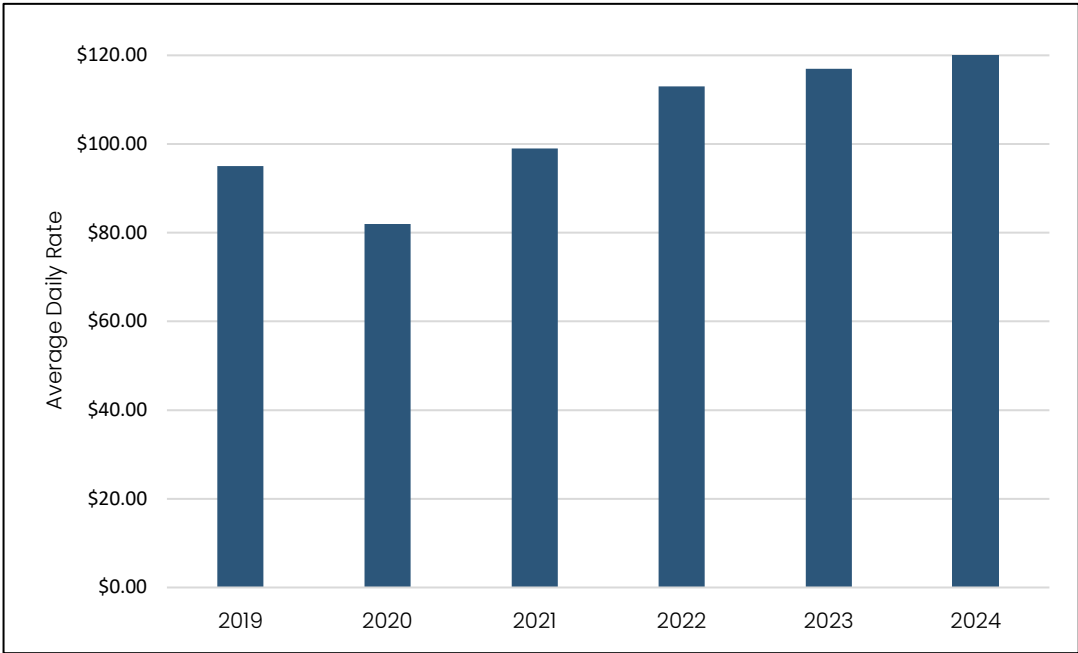
As shown in the tables below, hotel room supply in Utah County remained relatively flat from 2019 through 2024, indicating limited growth in overall inventory during the period. Hotel occupancy and ADR trends were negatively impacted by the COVID-19 pandemic but rebounded in the years that followed. From 2022 through 2024, occupancy remained relatively consistent at approximately 66% to 67%, while ADR increased from approximately \$113 in 2022 to \$120 in 2024. Although not shown in the tables, monthly occupancy data for 2023 and 2024 indicates seasonal fluctuations, with occupancy generally peaking during the summer months, remaining relatively strong during portions of the spring and fall, and moderating during the winter season.

Utah County Hotel Supply and Demand Trends



Sources: Kem C. Gardner Policy Institute at the University of Utah, STR, and CoStar.

Utah County Hotel ADR Trends



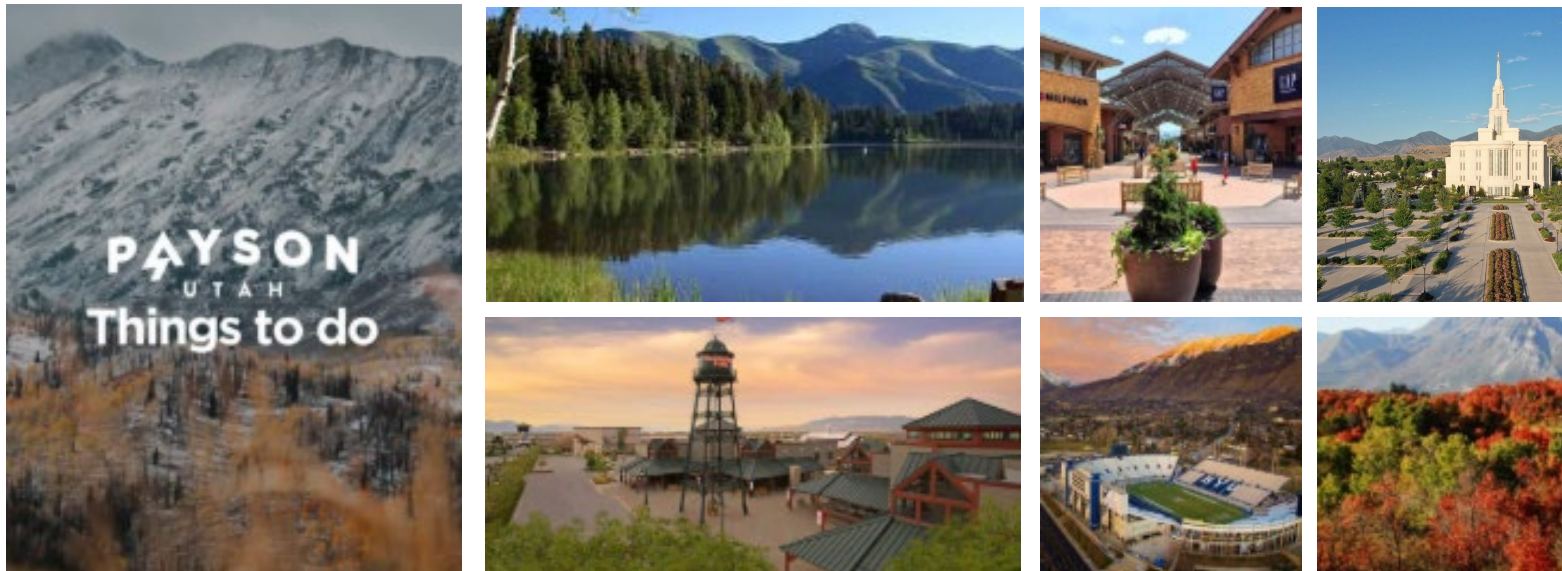
Sources: Kem C. Gardner Policy Institute at the University of Utah, STR, and CoStar.

Area Attractions & Points of Interest

The supply of amenities in the area can also play a role in attracting events, participants, and spectators. Visitors often seek nearby attractions and recreational opportunities during breaks from scheduled activities, and the availability of local amenities can influence decisions related to extending stays or bringing additional family members and guests.

Payson and southern Utah County offer a variety of amenities and attractions that support tourism and event-related visitation. The area is well known for its outdoor recreational opportunities, including hiking, mountain biking, camping, fishing, boating, golf, and off-highway vehicle use. The nearby Wasatch Mountains and Uinta-Wasatch-Cache National Forest provide access to extensive trail systems, scenic canyons, reservoirs, and year-round outdoor recreation. Popular nearby destinations include Payson Lakes, Salem Pond, Utah Lake, and Spanish Fork Canyon, which support a range of recreational activities and day-trip visitation.

The broader southern Utah County area also offers several community and cultural attractions. Thanksgiving Point includes museums, gardens, family entertainment attractions, and event facilities, while downtown Provo and surrounding communities offer restaurants, retail centers, arts programming, and collegiate sporting events associated with Brigham Young University and Utah Valley University. Additional regional attractions include the Outlets at Traverse Mountain, the Sri Sri Radha Krishna Temple in Spanish Fork, the Payson Utah Temple, local rodeos and fairs, and the Nebo Loop Scenic Byway. Together, these amenities enhance the marketability of the Proposed Payson Equestrian Park and Indoor Rodeo Arena by supporting a broad range of visitor interests and experiences.

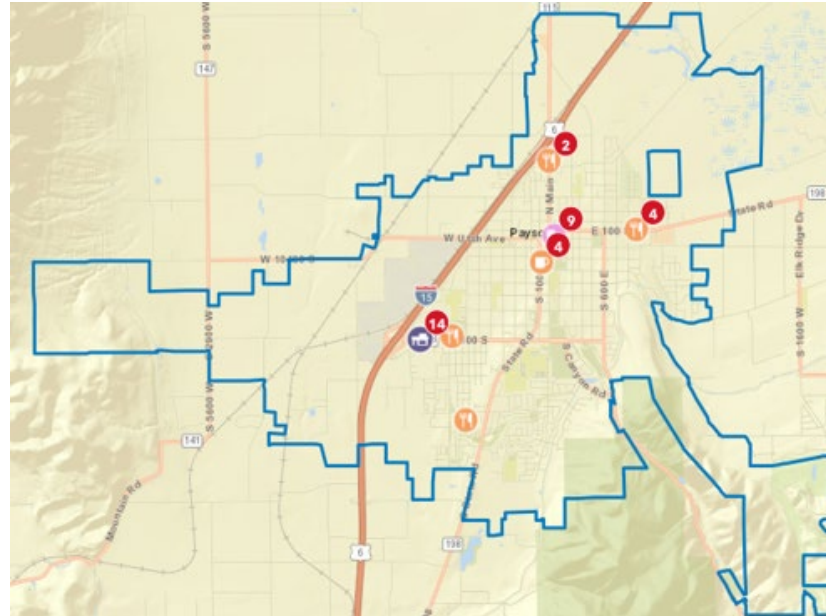


Source: Explore Utah Valley website.

Area Amenities – Eating, Drinking & Retail Establishments

Event participants and spectators often seek dining, drinking, and retail options before and after events. As shown in the adjacent maps, Payson offers a modest supply of eating and drinking establishments and retail uses that are generally concentrated along the Interstate 15 corridor and Main Street/SR-198 area, with additional smaller clusters distributed throughout the community. The local dining scene includes a mix of national chains and locally owned establishments, including fast-food, casual dining, and limited full-service dining options. Retail offerings in Payson primarily consist of grocery, convenience, and neighborhood-oriented commercial uses. Additional dining, entertainment, and retail opportunities are also available throughout neighboring communities in southern Utah County. Together, these commercial amenities help support the visitor experience associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

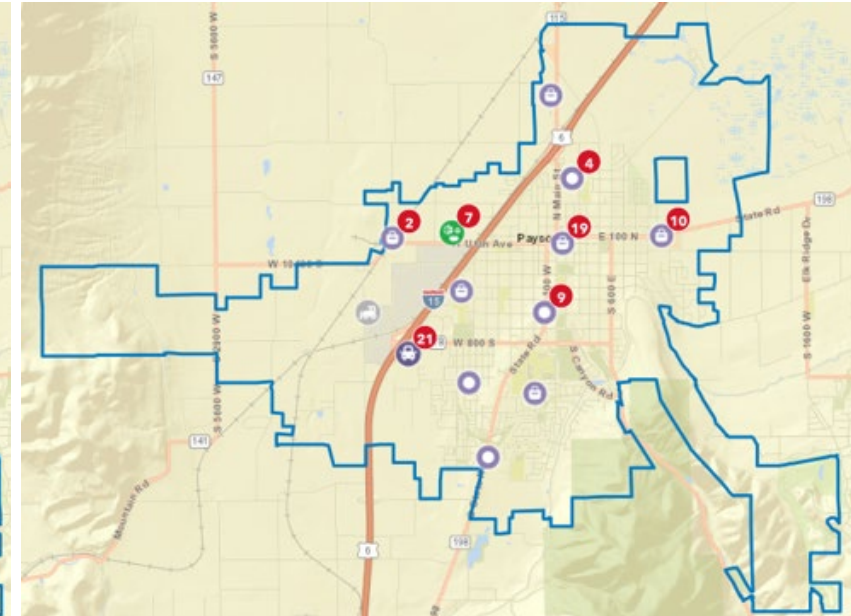
Map of Eating & Drinking Establishments



Note: The number in the circles reflects the number of eating and drinking establishments in that area.

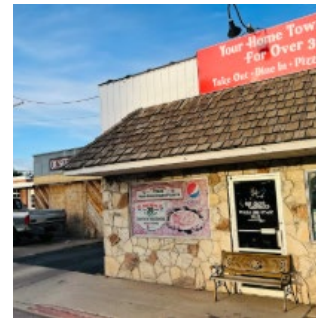
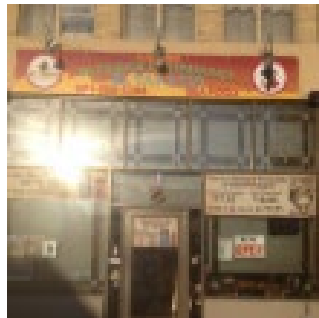
Source: Esri.

Map of Retail Establishments



Note: The number in the circles reflects the number of retail establishments in the area.

Source: Esri.

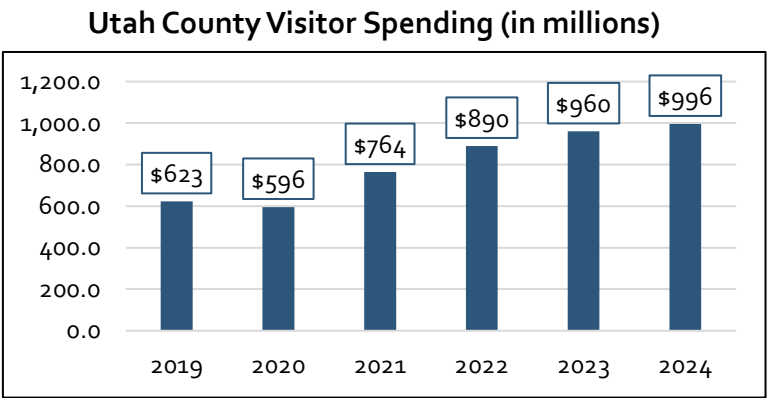


Area Tourism Trends

The size and growth of Utah County’s visitor economy provide context for evaluating the potential ability of the Proposed Payson Equestrian Park and Indoor Rodeo Arena to attract participants, spectators, and other visitors from outside the immediate area, while also representing a potential source of attendance for certain spectator-oriented events.

Tourism is a significant economic generator for Utah County, with visitor spending on lodging, dining, shopping, and entertainment boosting local businesses and tax revenues.

Excluding 2020, which was significantly impacted by the COVID-19 pandemic, visitor spending has increased steadily since 2019.



Sources: Kem C. Gardner Policy Institute at the University of Utah and Tourism Economics.

Utah Lake is one of Utah County’s primary outdoor recreation assets and serves as a significant driver of regional visitation and tourism activity. According to a recent economic impact study prepared for the Utah Lake Authority, the lake generated approximately 1.1 million visitor days from outside Utah County in 2024, supporting substantial recreation-related spending and tourism activity in the broader Utah Valley region. Recreational uses at and around the lake include boating, fishing, paddle sports, camping, beach recreation, birding, and other outdoor activities that attract both day-trip and overnight visitors throughout the year.



Source: Utah State Park website.

The graphic below shows visitor spending in Utah County by commodity for 2024



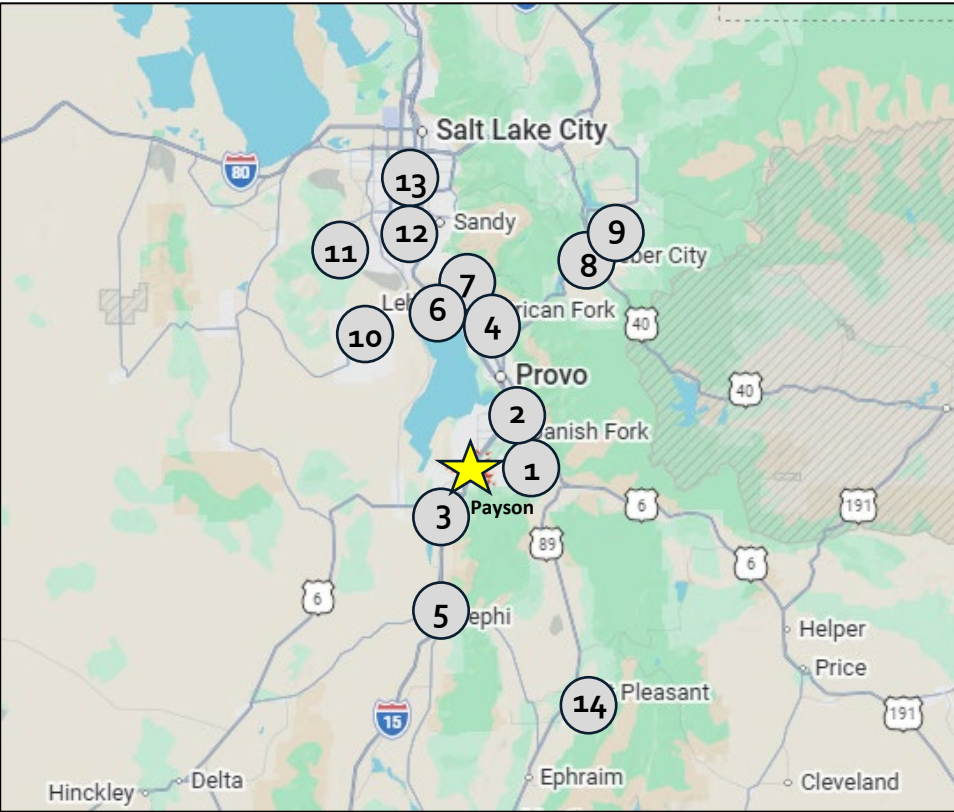
Sources: Kem C. Gardner Policy Institute at the University of Utah and Tourism Economics.

3. Competitive Facilities Analysis



Area Rodeo & Equestrian Facilities

The following section profiles select rodeo and equestrian facilities located within approximately 60 miles of Payson, or roughly a one-hour drive time, as shown in the map below. Understanding the existing supply of facilities in the regional market, including their physical infrastructure, programming focus, ownership structure, and competitive positioning, is important in evaluating potential market opportunities for the Proposed Payson Equestrian Park and Indoor Rodeo Arena. The pages that follow provide a summary of selected facilities that, based on their size, programming, and geographic proximity, represent the most relevant competitive venues within the broader regional market. While this section highlights many of the area’s primary rodeo and equestrian facilities, it is not intended to represent a comprehensive inventory of every riding facility or event venue within the region.



Map of Area Rodeo & Equestrian Facilities	
1	Oak Hills Stables
2	Spanish Fork Fairgrounds
3	Santaquin Rodeo Arena
4	Pleasant Grove Rodeo Grounds
5	Juab County Fairgrounds
6	Lehi Rodeo Grounds
7	North Utah County Equestrian Park
8	Sage Creek Equestrian
9	Wasatch County Event Complex
10	Pony Express Memorial Arena
11	W&M Butterfield Park
12	Bastian Agricultural Center
13	West Jordan Rodeo Grounds
14	Cleone Peterson Eccles Equestrian Center
★	Proposed Payson Equestrian Park and Indoor Rodeo Arena

Area Rodeo & Equestrian Facilities (cont'd)

The adjacent table summarizes the selected facilities, which provide varying degrees of competition to the Proposed Payson Equestrian Park and Indoor Rodeo Arena. In addition to the permanent infrastructure, many of the facilities also utilize temporary seating, portable stalls, and other temporary event infrastructure to support larger rodeo and equestrian events, while most also accommodate dry RV camping and/or benefit from adjacent or nearby RV parks with hookups. As shown, the facilities vary considerably in terms of infrastructure and overall focus, as further summarized in the pages that follow, which provide brief profiles and descriptions of each facility, including their primary uses, physical characteristics, and event programming.

Supply of Competitive Rodeo & Equestrian Facilities							
Facility	Oak Hills Stables	Spanish Fork Fairgrounds	Santaquin Rodeo Arena	Pleasant Grove Rodeo Grounds	Juab County Fairgrounds	Lehi Rodeo Grounds	North Utah County Equestrian Park
Location	Salem	Spanish Fork	Santaquin	Pleasant Grove	Nephi	Lehi	Highland
Drive Distance from Payson (miles)	6	7	7	26	27	31	32
Owner	Private	City	City	City	County	City	County
Operator	Private	City	City	Non-Profit	County	City	County
Site Size (acres)	35	40	6	15	20	5	37
Indoor Arena (number)	2	1	0	0	0	0	1
Indoor Arena Floor (SF of largest)	19,800	20,000	-	-	-	-	20,000
Indoor Arena Seating Capacity - Fixed	0	500	-	-	-	-	0
Outdoor Arena (number)	2	1	1	1	1	1	1
Outdoor Arena Floor (SF of largest)	30,000	42,000	39,000	30,000	35,000	30,000	35,000
Outdoor Arena Seating Capacity - Fixed	0	8,400	0	8,500	11,500	6,500	0
Permanent Stalls (number)	29	223	0	0	0	0	0
RV Hookups	0	44	0	0	0	0	0
Facility	Sage Creek Equestrian	Wasatch County Event Complex	Pony Express Memorial Arena	W&M Butterfield Park	Bastian Agricultural Center	West Jordan Rodeo Grounds	Cleone Peterson Eccles Equestrian
Location	Heber City	Heber City	Eagle Mountain	Herriman	South Jordan	West Jordan	Mount Pleasant
Drive Distance from Payson (miles)	40	43	45	45	46	49	55
Owner	Private	County	City	City	University	City	City
Operator	Private	County	City	City	University	City	City/Private
Site Size (acres)	N/A	N/A	15	60	120	31	100
Indoor Arena (number)	1	1	0	0	1	0	2
Indoor Arena Floor (SF of largest)	23,000	48,000	-	-	45,000	-	25,500
Indoor Arena Seating Capacity - Fixed	0	1,850	-	-	3,000	-	500
Outdoor Arena (number)	2	3	1	3	5	1	3
Outdoor Arena Floor (SF of largest)	13,000	39,200	35,000	45,000	48,000	35,000	37,500
Outdoor Arena Seating Capacity - Fixed	0	6,200	3,000	2,000	5,000	5,000	1,000
Permanent Stalls (number)	12	476	0	10	300	0	212
RV Hookups	0	0	0	0	25	0	26

Notes: Sorted in ascending order by drive distance from Payson. "N/A" indicates that data is not available or not reported. "-" indicates that the attribute is not applicable (e.g., no indoor arena, so no seating).

Sources: Facility management/websites and other secondary sources.

Area Rodeo & Equestrian Facilities (cont'd)



Source: Oak Hills Stables website.

Oak Hills Stables – Salem

The privately owned and operated Oak Hills Stables is in Salem, approximately six miles east of Payson. Originally opened in 1988, the approximately 35-acre site includes two indoor arenas, two outdoor arenas, a limited amount of permanent stalling, and supporting facilities such as a viewing lounge, office space, and veterinary lab. The property is primarily utilized for boarding, training, riding lessons, and amateur equestrian activities, although it does host a limited number of local and regional horse shows and multi-day equestrian gatherings throughout the year. The facility is also home to the nationally recognized Oak Hills Vaulting team.



Source: Spanish Fork City website.

Spanish Fork Fairgrounds – Spanish Fork

The Spanish Fork Fairgrounds is a municipally owned and operated fairgrounds complex located approximately seven miles northeast of Payson in Spanish Fork. While owned and operated by the City, operating and capital funding for the complex is supported through a partnership with Utah County. The approximately 40-acre site includes an indoor arena, a large outdoor rodeo arena with more than 8,000 fixed seats, over 200 permanent stalls, RV hookups, banquet and event space including a 2,500-square-foot banquet room and a 6,000-square-foot banquet room, and an approximately 24,000-square-foot multi-use event space utilized for trade shows, community events, and other programming. The fairgrounds hosts one of the most active event calendars in the region, anchored by major events such as the PRCA Fiesta Days Rodeo, Utah County Fair, Utah High School Rodeo events, 4-H programming, concerts, demolition derbies, and other community gatherings, while also supporting numerous western events and horse association shows ranging from local competitions to larger regional draws. The facility also regularly hosts UVU College Rodeo activities and remains active year-round through recurring rentals, practices, local club use, and smaller-scale events. In early 2026, the City advanced plans for a significant reinvestment into the complex through development of a new 40,000-square-foot indoor arena and expanded stall facilities intended to enhance the venue's ability to support year-round rodeo, livestock, and multi-use event programming.

Area Rodeo & Equestrian Facilities (cont'd)



Source: Santaquin City website.

Santaquin Rodeo Arena – Santaquin

The Santaquin Rodeo Arena is a city-owned and operated outdoor rodeo facility located approximately seven miles southwest of Payson in Santaquin. The venue includes a single outdoor rodeo arena and primarily serves local rodeo clubs, youth riding organizations, 4-H activities, and community programming. Its primary annual event is the Orchard Days Rodeo, which has received recognition from the Rocky Mountain Professional Rodeo Association as “Rodeo of the Year.” Outside of the annual rodeo and festival period, the facility appears to support relatively limited additional event activity and functions primarily as a community-oriented rodeo venue rather than a year-round equestrian or multi-use event complex.



Source: Strawberry Days Association website.

Pleasant Grove Rodeo Grounds – Pleasant Grove

The Pleasant Grove Rodeo Grounds is a city-owned outdoor rodeo facility located approximately 26 miles north of Payson in Pleasant Grove. The facility includes a permanent grandstand configuration surrounding a single outdoor arena and serves as the home of the annual Strawberry Days Rodeo, one of the longest-running rodeos in Utah and a PRCA-sanctioned event dating back to 1921. Operations associated with the rodeo are coordinated by the nonprofit Strawberry Days Association in partnership with the City. Outside of the annual rodeo and festival period, additional usage is relatively limited. As such, it functions primarily as an event-specific rodeo venue rather than a year-round event complex.



Source: Juab County website.

Juab County Fairgrounds – Nephi

The Juab County Fairgrounds is a county-owned and operated fairgrounds and rodeo facility located approximately 27 miles south of Payson in Nephi. The venue includes a large outdoor rodeo arena with substantial permanent seating along with supporting fairgrounds infrastructure and smaller indoor recreation and barn facilities. The site hosts a variety of community and spectator-oriented events throughout the year, including the PRCA-sanctioned Ute Stampede Rodeo and other western events, demolition derbies, arenacross events, concerts, and county fair programming. However, year-round utilization is constrained by the absence of a large indoor arena capable of supporting significant indoor event programming during winter months.

Area Rodeo & Equestrian Facilities (cont'd)



Source: Lehi Historical Society website.

Lehi Rodeo Grounds – Lehi

The Lehi Rodeo Grounds is a city-owned and operated outdoor rodeo facility located approximately 31 miles northwest of Payson in Lehi. The site includes a single outdoor rodeo arena with permanent seating and primarily functions as the host venue for the annual PRCA-sanctioned Lehi Round-Up Rodeo and associated community activities. Outside of the rodeo period, the facility supports only limited additional community and special event use, including occasional gatherings and rentals, and does not function as a high-use equestrian complex.



Source: North Utah County Equestrian Park website.

North Utah County Equestrian Park – Highland

The North Utah County Equestrian Park is a county-owned and operated equestrian facility located approximately 32 miles northwest of Payson in Highland. The approximately 37-acre site includes one indoor arena, one outdoor arena, and supporting open space, trails, creeks, and picnic facilities. The park is utilized primarily by local horse owners and riders for training, practice, and recreational riding activities, with more limited organized event programming that includes junior rodeos, small-scale equestrian shows, and community festivals.



Source: Sage Creek Equestrian website.

Sage Creek Equestrian – Heber City

Sage Creek Equestrian is a privately owned equestrian facility located approximately 40 miles northeast of Payson in Heber City. The facility includes an indoor arena, two outdoor arenas, a limited amount of permanent stalling, and supporting event space capable of accommodating clinics and workshops. The venue hosts a variety of recognized equestrian programming, including dressage competitions, schooling shows, USA Working Equitation events, and USEF-sanctioned activities.

Area Rodeo & Equestrian Facilities (cont'd)



Source: Heber Valley CVB website.

Wasatch County Event Complex – Heber City

The Wasatch County Event Complex is a county-owned and operated multi-use event facility located approximately 43 miles northeast of Payson in Heber City. The complex includes a large indoor arena with fixed seating, three outdoor arenas, extensive permanent stalling infrastructure, and supporting fairgrounds and event facilities. The venue hosts one of the broader and more diverse event calendars among regional facilities, including the Utah High School State Rodeo Finals, PRCA rodeos, the Wasatch County Fair, wrestling tournaments, livestock shows, concerts, trade shows, RV events, community gatherings, and other multi-use programming.



Source: Pony Express Memorial Arena website.

Pony Express Memorial Arena – Eagle Mountain

The Pony Express Memorial Arena is a city-owned and operated rodeo facility located approximately 45 miles northwest of Payson in Eagle Mountain. The facility includes a single outdoor rodeo arena with permanent seating and is primarily utilized for seasonal rodeo and community event programming. Major activities include PRCA rodeo events, demolition derbies, and local festivals and gatherings. However, outside of these periodic events, additional facility usage is relatively limited, and the venue does not function as a full-service equestrian complex or year-round event center.



Source: Herriman City website.

W&M Butterfield Park – Herriman

W&M Butterfield Park is a city-owned and operated multi-use park and rodeo facility located approximately 45 miles northwest of Payson in Herriman. The approximately 60-acre site includes three outdoor arenas, limited permanent stalling, sports fields, and a large covered pavilion integrated within a broader recreational park setting. The facility supports a mix of daily riding activity, local and regional rodeo events, and PRCA-sanctioned programming, although its equestrian infrastructure remains more modest than larger fairgrounds or destination event complexes. Overall, the facility functions as a mid-tier municipal rodeo and community event venue serving primarily local and regional demand.

Area Rodeo & Equestrian Facilities (cont'd)



Bastian Agricultural Center – South Jordan

The Bastian Agricultural Center is owned and operated by Utah State University and is located approximately 46 miles northwest of Payson in South Jordan. Formerly operated as the Salt Lake County Equestrian Park, the approximately 120-acre facility was formally transferred to Utah State University through a 2022 land exchange agreement in which Salt Lake County conveyed the equestrian park property to the university in exchange for approximately 50 acres of university-owned land in Herriman.



The facility includes a large indoor arena, multiple outdoor arenas including one covered arena, extensive permanent stalling, RV hookups, and a polo field, and historically included a horse racetrack. The complex maintains a highly active year-round calendar anchored by barrel racing, horse shows, rodeos, livestock programming, riding clubs, training activities, and agricultural events, supporting a combination of local practice activity and larger regional competitions. The facility is also undergoing a significant expansion through development of a new indoor arena anticipated to open in the summer of 2026. In addition, Utah State University has outlined a longer-term vision for expanded educational, conference, lodging, and youth development facilities associated with 4-H, agricultural education, and STEM-oriented programming.

Source: Visit Salt Lake website.



West Jordan Rodeo Grounds – West Jordan

The West Jordan Rodeo Grounds is a city-owned and operated rodeo and festival venue located approximately 49 miles northwest of Payson in West Jordan. The site includes a single outdoor rodeo arena with permanent seating and primarily serves as the home of the annual Western Stampede, a PRCA-sanctioned rodeo, and associated community festival activities, including concerts, carnivals, vendors, and civic celebrations. Outside of the annual event period, the facility supports relatively limited additional usage. In early 2026, the City initiated discussions regarding a potential feasibility study focused on expanding the facility to a more flexible multi-use equestrian and event venue.

Source: Western Stampede website.

Area Rodeo & Equestrian Facilities (cont'd)



Source: Sanpete County website.

Cleone Peterson Eccles Equestrian Center – Mount Pleasant

The Cleone Peterson Eccles Equestrian Center is a city-owned and operated equestrian and rodeo facility located approximately 55 miles southeast of Payson in Mount Pleasant. The approximately 100-acre site includes two indoor arenas, three outdoor arenas, substantial permanent stalling infrastructure, RV hookups, and an extensive cross-country/eventing course associated with Skyline Eventing Park, which is independently and privately operated. The facility supports a variety of equestrian and rodeo-related programming, including jackpots, clinics, livestock programming, local and regional equestrian competitions, community events, and other equestrian activities, including collegiate usage.

The following outlines key observations regarding the ownership structure, facility composition, and competitive positioning of the 14 profiled rodeo and equestrian facilities within the broader Payson regional market area.

- The majority of the profiled facilities are publicly owned and operated, with only two privately owned facilities and one nonprofit-operated venue.
- Most facilities are located north of Payson.
- Facility scale and composition vary considerably, ranging from smaller community rodeo grounds to larger multi-use fairgrounds and equestrian complexes with broader recreational and agricultural infrastructure.
- Indoor arena infrastructure is present at seven facilities, with the largest indoor arenas located at Wasatch County Event Complex and Bastian Agricultural Center. Spanish Fork Fairgrounds is also advancing plans for a new approximately 40,000-square-foot indoor arena and expanded stall complex.
- All profiled facilities include at least one outdoor arena, although spectator seating, supporting infrastructure, and overall event capabilities vary significantly across venues.
- Permanent stall and RV hookup infrastructure is concentrated among a limited number of facilities, particularly Wasatch County Event Complex, Bastian Agricultural Center, Spanish Fork Fairgrounds, and Cleone Peterson Eccles Equestrian Center.
- The competitive environment includes a mix of community rodeo venues, participant-oriented equestrian facilities, and larger year-round multi-use event complexes with broader programming calendars.
- Several facilities are currently undergoing or evaluating reinvestment and expansion projects, indicating continued public-sector investment in rodeo, equestrian, and multi-use event infrastructure throughout the region.

Area Rodeo & Equestrian Facilities – Performance Metrics

To further evaluate the regional competitive environment, Crossroads gathered and analyzed available usage and operating data for select competitive facilities within the broader Payson regional market area. Understanding these metrics is important because they help illustrate how competing facilities function, including the extent to which facilities support year-round programming, spectator-oriented events, community use, rodeo activities, livestock programming, and broader equestrian demand. In addition, financial operating information can provide insight into the degree to which facilities rely on event-generated revenues, public support, and other operating subsidies.

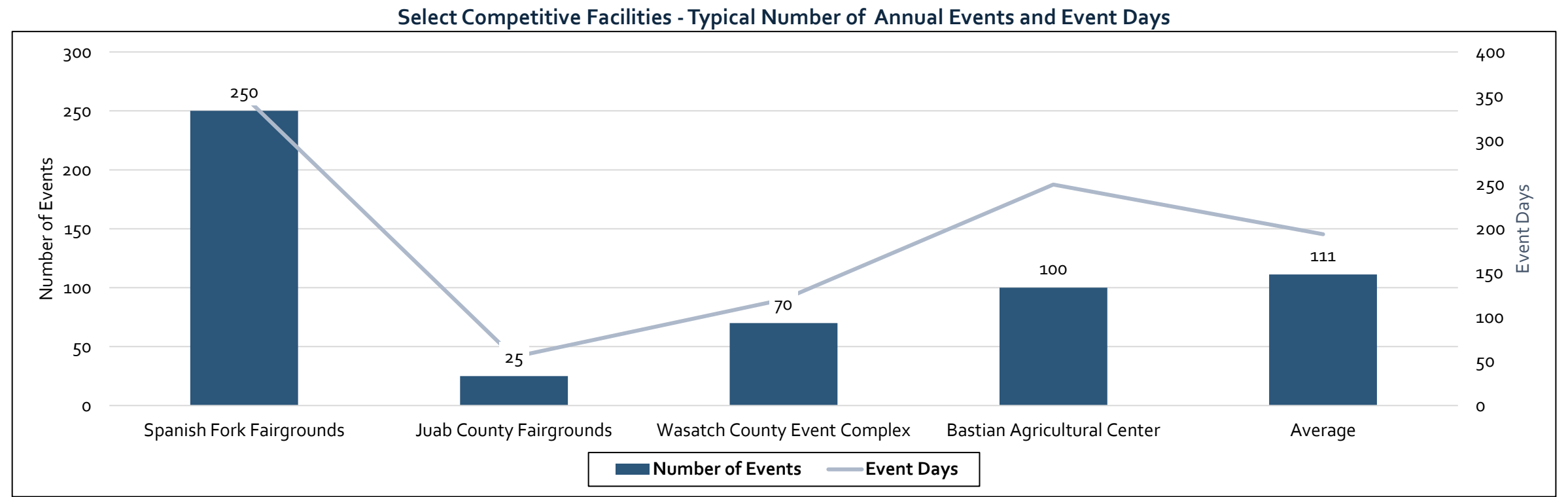
The facilities highlighted in the following pages were selected because they represent some of the larger, more active, and operationally relevant competitive facilities within the broader regional market area, including facilities with more substantial year-round programming calendars, indoor event capabilities, supporting infrastructure, and regional event activity. By contrast, many of the other profiled facilities function primarily as smaller community rodeo grounds, seasonal event venues, or recreational equestrian facilities with more limited activity levels and less formalized operating and event tracking practices. As such, the following pages focus on facilities for which reasonably reliable usage and/or financial benchmark information was available, including Spanish Fork Fairgrounds, Wasatch County Event Complex, Bastian Agricultural Center, and Juab County Fairgrounds.

The benchmark data presented on the following pages should not be interpreted as directly comparable on a one-to-one basis, as the facilities vary significantly in terms of infrastructure, event mix, staffing structure, operating objectives, and overall market positioning. Rather, the information is intended to provide directional context regarding the scale, utilization characteristics, and operating performance of key competitive facilities.



Area Rodeo & Equestrian Facilities – Performance Metrics (cont'd)

The chart below summarizes the typical number of annual events and event days reported by select competitive facilities. As shown, utilization levels vary considerably across the profiled facilities, reflecting differences in facility scale, programming focus, infrastructure, and operating model. Spanish Fork Fairgrounds and Bastian Agricultural Center report the highest overall levels of annual activity due to their broader year-round programming calendars. Wasatch County Event Complex hosts fewer overall events, but many are larger multi-day events. Event counts exclude private riding rentals and other non-event facility usage. In addition, Spanish Fork Fairgrounds data is limited to arena-based events, while Bastian Agricultural Center data excludes the annual Christmas in Color event due to its unique nature and extended duration.



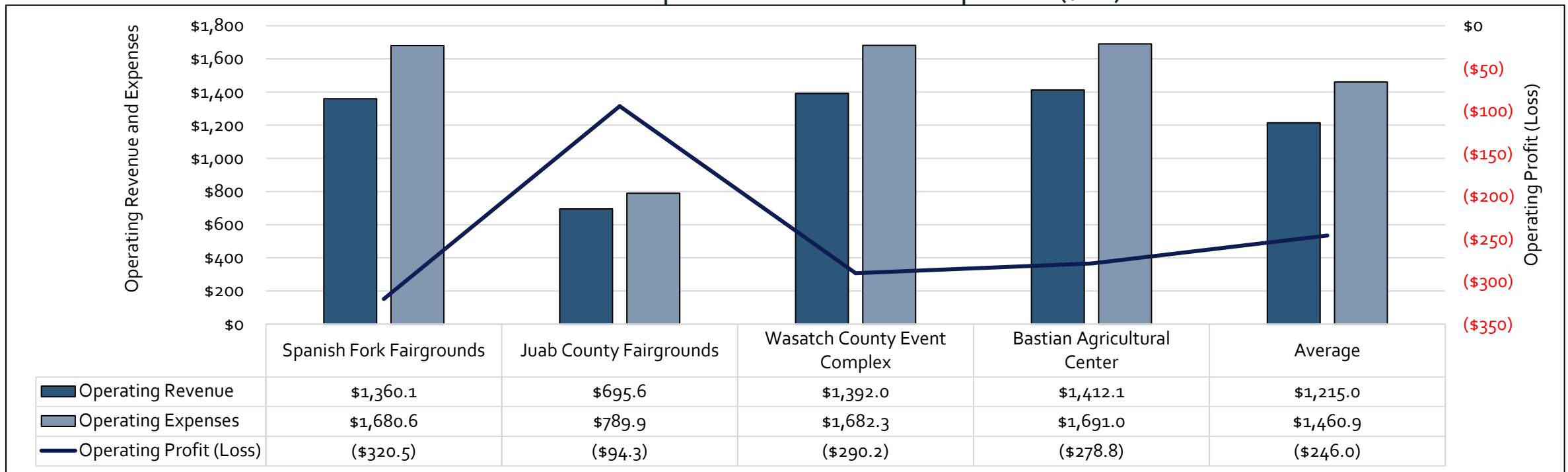
Notes: Event data excludes private riding rentals and other non-event facility usage. Spanish Fork Fairgrounds data is limited to events occurring within arena facilities. Bastian Agricultural Center data excludes the annual Christmas in Color event, which spans approximately 125 event days.

Sources: Facility management and other secondary sources.

Area Rodeo & Equestrian Facilities – Performance Metrics (cont'd)

With respect to financial performance, it is common for rodeo, equestrian, and multi-use event facilities to operate at an operating deficit, particularly facilities that maintain substantial infrastructure and support year-round programming. However, these venues also attract participants and spectators from outside the immediate area, generating ancillary spending at hotels, restaurants, retail establishments, entertainment venues, and other local businesses. Financial operating data for select competitive facilities was obtained for the most recent year available (2024 or 2025) based on publicly available information and other secondary sources. As shown in the chart below, all of the profiled facilities reported an operating loss. On average, the profiled facilities reported approximately \$1.2 million in annual operating revenue, compared to approximately \$1.5 million in annual operating expenses, resulting in an average operating deficit of approximately \$246,000.

Select Competitive Facilities - Financial Operations (\$000)



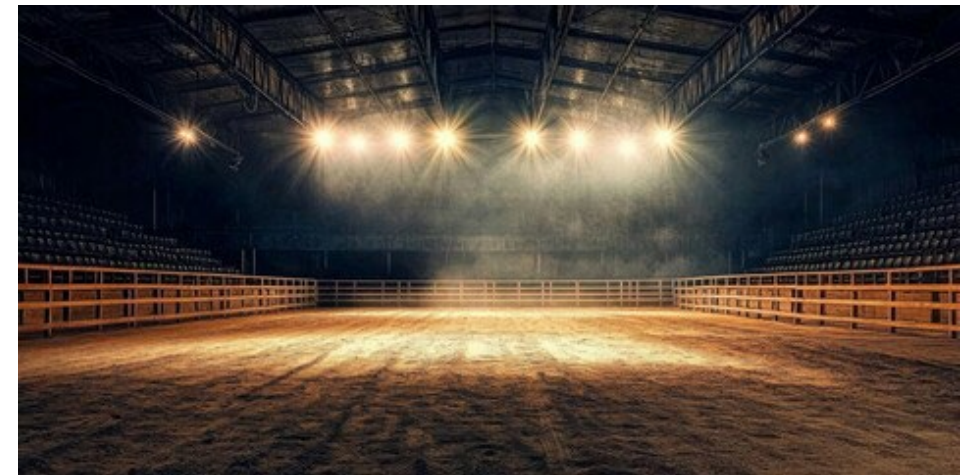
Note: Financial data excludes non-operating income such as grants, subsidies, and interest income, as well as non-operating expenses including debt service, depreciation, amortization, and capital expenditures.

Sources: Facility management and other secondary sources.

Area Rodeo & Equestrian Facilities – Additions to Supply

Utah Valley University has announced plans to develop a permanent rodeo facility on land it owns in Payson. Publicly available university materials indicate the proposed development is intended to serve as the long-term home of the university's rodeo program, allowing UVU to establish its own dedicated facility rather than continuing to rely on publicly owned venues elsewhere in the region for practices and competitions. The proposed facility could support activities such as collegiate rodeos, practice and training functions, workshops, and other equine-related programming. At this time, the ultimate scope, scale, and timing of the project remain uncertain, including whether the facility would primarily function as a university-oriented training and competition venue or evolve into a broader event-oriented rodeo and equestrian complex capable of hosting significant public events and community programming.

In addition to the planned UVU rodeo facility and the previously discussed expansions and improvements to existing rodeo and equestrian facilities in the region, a review of publicly available planning documents, municipal agendas, capital improvement plans, university materials, news reports, and other secondary sources did not identify any other known major rodeo, equestrian, or similar event facility developments currently planned within the broader Payson market area.



Area Event & Meeting Facilities

The adjacent table summarizes select event and meeting facilities located within approximately a 20-mile drive of Payson. Understanding the existing supply of event-oriented facilities in the south Utah County market area is important in evaluating the potential for the Proposed Payson Equestrian Park and Indoor Rodeo Arena to occasionally support complementary non-equestrian uses such as weddings, banquets, corporate functions, community gatherings, and other indoor event activity.

As shown, the market is characterized primarily by relatively small to mid-sized event venues, with most facilities offering between approximately 3,000 SF and 5,000 SF of rentable event space. Larger facilities are comparatively limited and are primarily concentrated in the Provo area, including the Utah Valley Convention Center and Provo Marriott Hotel & Conference Center.

This listing is not intended to represent an all-inclusive inventory of event facilities in the market area and excludes smaller-scale facilities offering less than approximately 3,000 SF of event space. In addition, the region contains numerous farms, barns, ranch properties, and other rural venues that primarily cater to weddings and private events through a combination of indoor and outdoor gathering spaces. Many of these facilities operate on a more seasonal or limited-event basis and are therefore not included in the adjacent table.

Supply of Event & Meeting Facilities in South Utah County				
Facility	Facility Type	Location	Drive Distance from Payson (miles)	Rentable Space (SF)
Moments on Main	Event Venue	Payson	0	4,500
Southern Chateau	Event Venue	Payson	0	N/A
Salem Community Center	Civic/Community Space	Salem	3	4,300
Emerald Eve Event Center	Event Venue	Salem	4	4,000
River Bridge Event Center	Event Venue	Spanish Fork	6	4,000
Amavi Event Venue	Event Venue	Spanish Fork	8	3,800
Chillon Reception Center	Event Venue	Spanish Fork	8	3,400
Maplewood Events	Event Venue	Spanish Fork	9	3,500
Copper Creek Event Center	Event Venue	Springville	11	3,800
Springville Museum of Art	Cultural Event Space	Springville	12	16,600
Willow Springs Event Center	Event Venue	Springville	13	4,000
Northridge Valley Event Center	Event Venue	Mapleton	14	5,000
The Blake	Event Venue	Provo	15	3,000
The Bright Building	Event Venue	Provo	15	4,000
The Startup Building	Event Venue	Provo	15	3,200
Utah Valley Convention Center	Convention Center	Provo	15	83,600
White Shanty Venue	Event Venue	Provo	15	3,600
Provo Marriott Hotel & Conference Center	Conference Center Hotel	Provo	16	32,700
Southworth Hall	Event Venue	Provo	16	3,500
The Ivory Hall	Event Venue	Provo	16	4,000
White Willow Reception Center	Event Venue	Provo	16	8,400
Provo Library Ballroom	Civic/Community Space	Provo	18	4,300

Notes: Sorted in ascending order by drive distance from Payson.

Sources: Facility management/websites and other secondary sources.

Area Entertainment & Performance Facilities

The adjacent table summarizes select entertainment and performance venues located within approximately a 20-mile drive of Payson. Understanding the existing supply of entertainment-oriented facilities in the south Utah County market area is important in evaluating the potential for the Proposed Payson Equestrian Park and Indoor Rodeo Arena to occasionally support concerts, entertainment programming, community events, and other spectator-oriented activities beyond traditional rodeo and equestrian uses. The inventory includes a mix of arenas, indoor theaters/auditoriums, and outdoor amphitheater venues.

As shown, the market includes a limited number of larger spectator venues, primarily concentrated in the Provo and Orem areas, including the BYU Marriott Center and UCCU Center. The remainder of the inventory primarily consists of smaller theater, auditorium, and outdoor performance venues with seating capacities generally below approximately 3,500 seats.

This listing is not intended to represent an all-inclusive inventory of entertainment and performance venues in the market area. In addition, Brigham Young University maintains several additional performance, assembly, and event facilities that are not included in the table because their programming and event activity are primarily university-oriented or university-affiliated in nature.

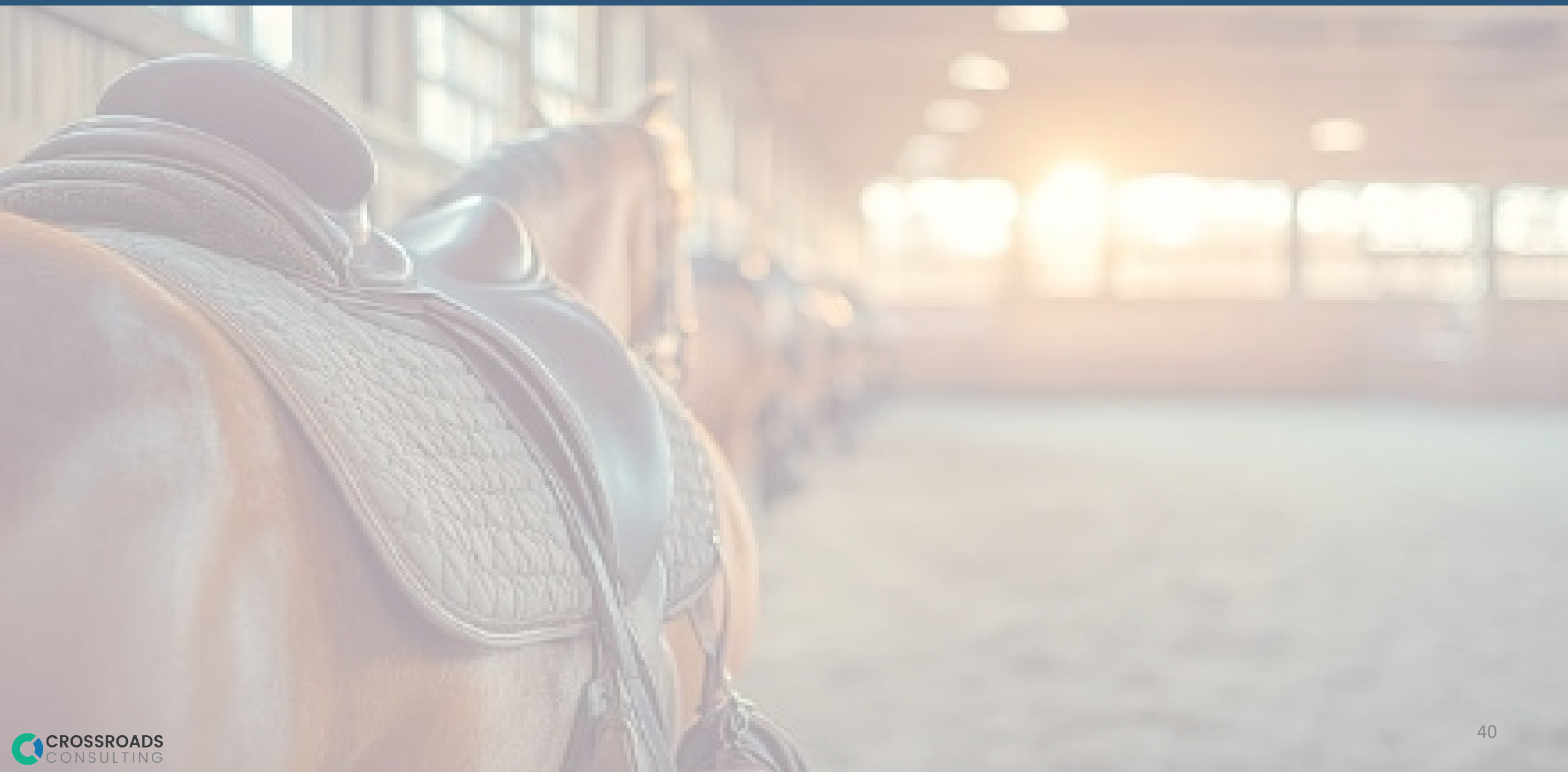
Supply of Entertainment & Performance Facilities in South Utah County				
Facility	Facility Type	Location	Drive Distance from Payson (miles)	Seating Capacity
Peteetneet Amphitheater	Outdoor Theatre/Amphitheater	Payson	0	N/A
Spring Acres Arts Park	Outdoor Theatre/Amphitheater	Springville	13	1,000
Covey Center for the Arts	Theatre/Auditorium	Provo	16	680
BYU Concert Hall	Theatre/Auditorium	Provo	17	1,000
BYU Marriott Center	Arena	Provo	17	18,000
SCERA Center for the Arts - Clarke Grand	Theatre/Auditorium	Orem	20	730
SCERA Center for the Arts - Showhouse II	Theatre/Auditorium	Orem	20	450
SCERA Shell	Outdoor Theatre/Amphitheater	Orem	20	3,500
UCCU Center	Arena	Orem	20	8,000

Notes: Sorted in ascending order by drive distance from Payson.

Sources: Facility management/websites and other secondary sources.



4. Comparable Facilities Analysis



Comparable Facilities Analysis – Overview

To assist in assessing the potential market demand for the proposed Payson Equestrian Park and Indoor Rodeo Arena, data from select comparable (or peer) facilities was analyzed. Comparable facility data provides a frame of reference to assist the City in evaluating potential building program elements, usage characteristics, operating considerations, and overall market positioning for the proposed development. The profiled facilities were selected based on similarities in terms of facility type, market orientation, geographic location, demographics, scale, configuration, and event programming. The selected facilities include both prominent Utah venues located outside the 60-mile competitive facility radius profiled earlier in the report and comparable facilities located throughout the western and southwestern U.S. As shown in the adjacent map, the selected facilities represent a range of publicly owned rodeo, equestrian, agricultural, and multi-purpose event complexes.

The pages that follow summarize key attributes of each profiled facility, including building program elements, ownership and operating structure, usage characteristics, and financial performance based on available information. Information for the profiled facilities was obtained from facility management, published reports, industry resources, public records, and other secondary sources.



Comparable Facilities Analysis

The adjacent table summarizes key physical and operational attributes of the selected comparable facilities. The profiled facilities primarily serve rodeo, equestrian, agricultural, livestock, and other multi-purpose event uses, although the scale, infrastructure, and market focus of the facilities vary considerably. Several of the facilities include both indoor and outdoor arenas, substantial permanent stalling infrastructure, RV accommodations, and flexible event space capable of supporting a wide variety of local, regional, and, in some cases, national events. In addition to permanent infrastructure, certain facilities also utilize temporary seating, portable stalls, and other temporary event infrastructure to accommodate larger events and peak demand periods.

The comparable facilities range from mid-sized regional venues to larger multi-purpose event complexes with more extensive seating, stalling, and supporting amenities. The pages that follow provide additional detail regarding each facility's ownership and operating structure, physical characteristics, primary uses, and event programming based on available information.

Attributes of Comparable Rodeo & Equestrian Facilities					
Facility	Cross Hollow Event Center	Golden Spike Event Center	Washington County Legacy Park	Canadian County Expo & Event Center	Curry County Events Center
Location	Cedar City, UT	Ogden, UT	Hurricane, UT	El Reno, OK	Clovis, NM
Owner	City	County	County	County	County
Operator	City	County	County	County	County
Site Size (acres)	30	141	N/A	50	90
Indoor Arena (number)	1	2	1	1	1
Indoor Arena Floor (SF of largest)	20,000	18,000	24,000	31,500	45,000
Indoor Arena Seating Capacity - Fixed	300	6,000	1,900	1,200	3,300
Outdoor Arena (number)	1	1	2	1	0
Outdoor Arena Floor (SF of largest)	48,000	28,100	60,000	31,000	-
Outdoor Arena Seating Capacity - Fixed	2,500	4,600	4,500	0	-
Permanent Stalls (number)	125	538	356	96	250
RV Hookups	N/A	52	N/A	28	130
Facility	Socorro Rodeo & Sports Complex	West-Cal Arena & Events Center	Williamson County Expo Center	Average	Median
Location	Socorro, NM	Sulphur, LA	Taylor, TX		
Owner	City	Parish	County		
Operator	City	Parish	County		
Site Size (acres)	N/A	N/A	95	81	90
Indoor Arena (number)	0	0	0	1.2	1.0
Indoor Arena Floor (SF of largest)	-	-	-	27,700	24,000
Indoor Arena Seating Capacity - Fixed	-	-	-	2,500	1,900
Outdoor Arena (number)	1	1	1	1.1	1.0
Outdoor Arena Floor (SF of largest)	39,000	31,200	29,400	38,100	31,200
Outdoor Arena Seating Capacity - Fixed	1,000	1,800	3,000	2,900	2,800
Permanent Stalls (number)	98	120	200	223	163
RV Hookups	50	65	50	63	51

Notes: Utah facilities are presented first and sorted alphabetically, followed by out-of-state facilities sorted alphabetically. "N/A" indicates that data is not available or not reported. "-" indicates that the attribute is not applicable (e.g., no indoor arena, so no seating). Averages and medians are calculated only among facilities that report a known, non-zero value.

Sources: Facility management/websites and other secondary sources.

Comparable Facilities Analysis (cont'd)

Cross Hollow Event Center

The city-owned and operated Cross Hollow Event Center is located in Cedar City, Utah. The facility is operated through Cedar City Parks and Recreation and occupies an approximately 30-acre site. The Cross Hollow Event Center recently completed a major renovation and expansion of its indoor arena and supporting infrastructure in early 2026.

The facility includes two primary arenas: the indoor Diamond Z Arena and the outdoor Iron Rangers Arena. The outdoor arena has a 48,000-square-foot arena floor and includes fixed seating for 2,500 spectators, while the indoor arena has a 20,000-square-foot arena floor and includes fixed seating for approximately 300 spectators. The facility also includes a warming barn, concession areas, bucking chutes, and a stall barn with approximately 125 covered stalls. Publicly available sources identify power RV hookups but do not clearly specify the number of those.

The facility supports rodeos, equestrian events, livestock-related programming, open riding, and community events. Historically, the facility has hosted approximately 30 events annually, generating roughly 55 event days. Attendance records are not maintained by management.



Source: Visit Cedar City website.

Comparable Facilities Analysis (cont'd)

Golden Spike Event Center

The Golden Spike Event Center, located in Ogden, Utah, is publicly owned and operated by Weber County. The original construction cost of the Golden Spike Event Center is not readily available in publicly accessible sources. The facility is currently reviewing plans for a potential major renovation.

The facility offers a variety of structures to support its multi-use capabilities. These include a 6,000-seat indoor arena, a 400-seat indoor riding arena, a 4,600-seat outdoor stadium, a 21,000-square-foot exhibit building, and a 20,000-square-foot recreation hall that houses two basketball courts and three volleyball courts. Additionally, it has four stall barns to support equine events, and the grounds include soccer and softball fields.

The venue hosts a wide range of events throughout the year, including rodeos, barrel races, livestock shows, motorized sports, and youth sporting events. It also serves as a community hub for home shows, expos, festivals, and other local gatherings. Historically, the venue has hosted approximately 350 events annually, which generate roughly 500 event days. It is worth noting that facility management recently noted a strategic shift toward prioritizing larger and higher-impact events over overall event volume and, as a result, expects the total number of annual events to decline.



Sources: Visit Ogden website and Golden Spike Event Center website.

Comparable Facilities Analysis (cont'd)

Washington County Legacy Park

Washington County Legacy Park is a county-owned multi-use equestrian complex in Hurricane, Utah. The facility has evolved over time with multiple upgrades, including a 2017 addition which included a 22,000-square-foot exhibit hall. The County has also initiated a master planning process to improve and expand equine and rodeo facilities at Legacy Park.

The facility includes an indoor arena, two outdoor arenas (one of which is covered), a 3/4-mile race track, exhibit space, and substantial stalling infrastructure. The indoor arena has a 24,000-square-foot arena floor and fixed seating for approximately 1,900 spectators. The larger outdoor arena has a 60,000-square-foot arena floor and fixed seating for approximately 4,500 spectators. The facility also offers 356 covered stalls. Publicly available sources identify power RV hookups but do not clearly specify the number of those.

The venue hosts rodeos, horse shows, dog shows, livestock events, race meets, fairs, expos, community events, and other public and private gatherings. Historically, the facility has hosted approximately 250 events annually, generating roughly 450 event days. Attendance records are not maintained by management.



Source: Washington County Legacy Park website.

Comparable Facilities Analysis (cont'd)

Canadian County Expo & Event Center

The Canadian County Expo & Event Center, in El Reno, Oklahoma, is a county-owned and operated facility that opened in July 2021. Its development cost of approximately \$20 million was funded through County use tax revenue notes. In June 2024, the Canadian County Expo Authority was established to oversee the facility's operations.

The facility includes a 1,200-seat indoor arena, an 18,000-square-foot event center, and a 19,000-square-foot covered pavilion. It also offers a 31,000-square-foot outdoor arena and 7 acres of open grounds ideal for festivals and concerts.

The facility accommodates a diverse range of events, including equestrian activities, private parties, community-related events, trade shows, livestock exhibitions, dog shows, and various entertainment functions. Historically, the venue has hosted approximately 65 events annually, which generate roughly 125 event days and around 80,000 attendees, including participants and spectators.



Source: Canadian County Expo & Event Center website.

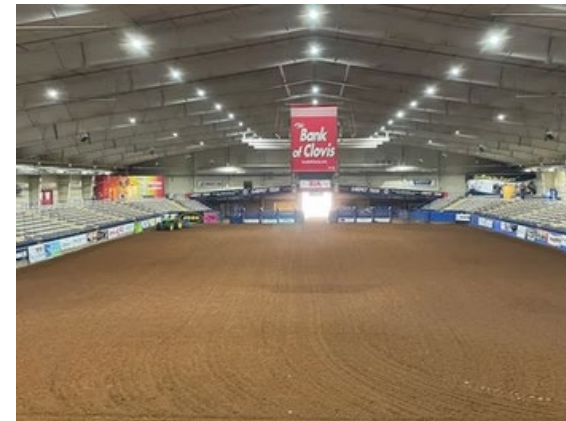
Comparable Facilities Analysis (cont'd)

Curry County Events Center

The publicly owned and operated Curry County Events Center, located in Clovis, New Mexico, opened in 2009 as part of a County initiative to provide a modern event space that could accommodate both local and regional events. The original construction cost for the facility was approximately \$7 million, funded through a combination of resources that primarily included a \$3 million bond issued by Curry County, \$1.8 million in capital outlay funds from the State of New Mexico, federal grants, and additional contributions from the City of Clovis. It recently underwent a major addition with the opening in 2024 of a new \$14 million multi-purpose livestock pavilion, funded through state grants and capital outlay appropriations, ARPA funds, and allocations from Curry County's general fund.

The facility features an indoor arena with fixed seating for approximately 3,300 spectators, including approximately 300 premium seats, for large-scale rodeo events, equestrian competitions, and motorized sports. In addition to the main arena, the events center includes an indoor pavilion that can be configured for meetings, conferences, trade shows, and banquets. The venue also offers a multi-purpose livestock pavilion with on-site stalling and warm-up areas, catering to the needs of equestrian and livestock events.

The venue hosts a wide range of events, including rodeos, equestrian competitions, livestock shows, trade expos, concerts, and community gatherings. Historically, the venue has hosted approximately 95 events annually, which generate roughly 150 event days and around 70,000 attendees, including participants and spectators.



Source: Curry County Events Center website.

Comparable Facilities Analysis (cont'd)

Socorro Rodeo & Sports Complex

The Socorro Rodeo & Sports Complex, located in Socorro, New Mexico, opened in 2014 and is City-owned and operated. While specific construction costs are unknown, the project was funded through a loan from the New Mexico Finance Authority backed by city lodging taxes, along with appropriations from the state's capital projects fund.

The facility offers a 1,000-seat outdoor covered arena, covered stalls, and an outdoor practice/warm-up arena. Additionally, the grounds include an RV park and four regulation soccer fields.

The venue hosts a wide range of events throughout the year, including rodeos, barrel races, livestock shows, trade shows, concerts, festivals, community gatherings, and youth sporting events such as wrestling and soccer. Historically, the venue has hosted approximately 40 events annually, which generate roughly 70 event days and around 20,000 attendees, including participants and spectators.



Source: City of Socorro website.

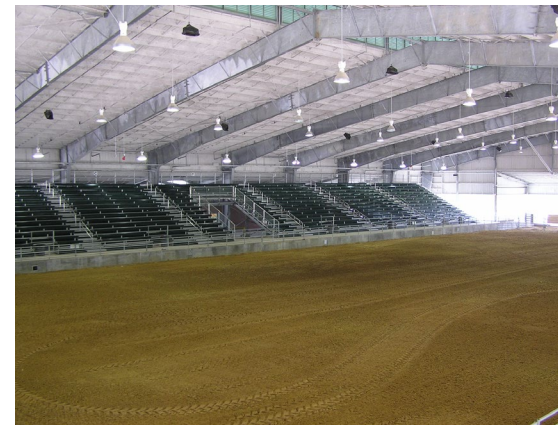
Comparable Facilities Analysis (cont'd)

West-Cal Arena & Events Center

The West-Cal Arena & Events Center in Sulphur, Louisiana, opened in 2015. The event center component of the project was constructed for approximately \$10 million and was primarily funded through bonds backed by local hotel-motel taxes and state grants. Details regarding costs and funding for the arena are not publicly available.

The facility offers a 1,800-seat outdoor covered arena, a covered warm-up arena and 120-stall barn, a 20,000-square-foot event center, full-service concessions and RV parking.

The versatile multi-use facility is designed to host a variety of events, including rodeos, equestrian competitions, trade shows, concerts, banquets, and community gatherings. Recent data related to the number of events and attendance was unavailable.



Source: West-Cal Arena & Events Center website.

Comparable Facilities Analysis (cont'd)

Williamson County Expo Center

The County-owned Williamson County Expo Center in Taylor, Texas, opened in 2016. The \$11 million project involved major renovations to the pre-existing arena and added new exposition space and other amenities. It was funded through a voter-backed general obligations bond. It recently underwent a \$10.7 million expansion, which was completed in October 2025, that added a new outdoor covered arena and other supporting infrastructure.

The facility features two outdoor covered arenas, one of which offers fixed seating for approximately 3,000 spectators, a covered pavilion housing 200 stalls, and both an indoor expo hall and a covered expo hall, each measuring 15,000 SF.

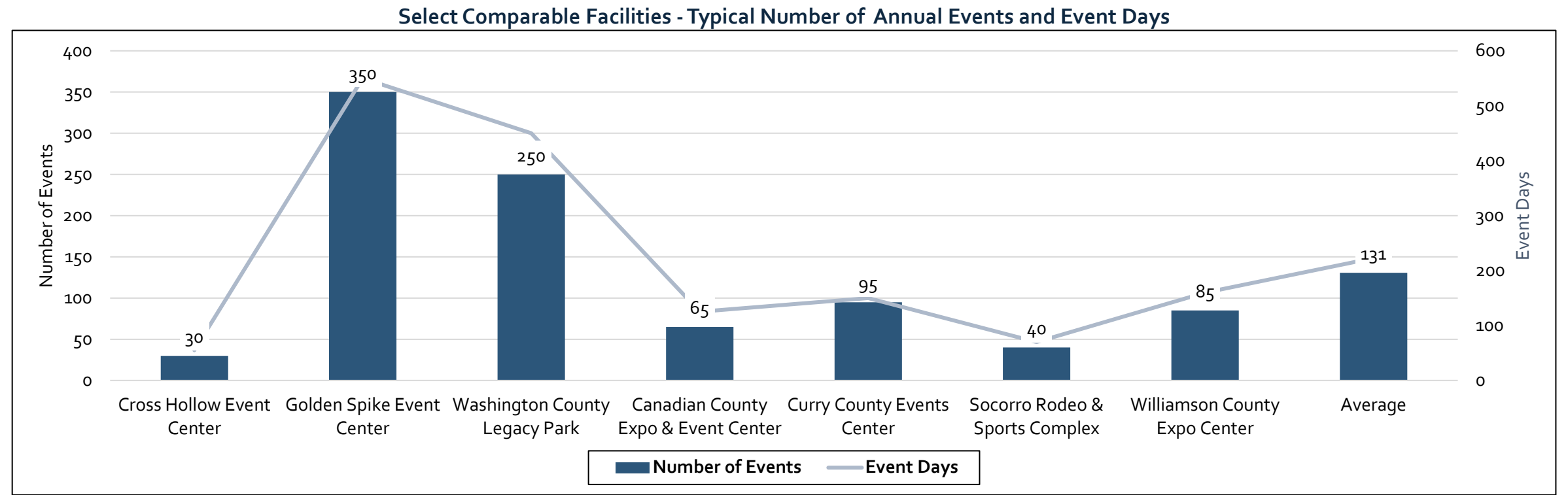
It hosts a wide variety of events throughout the year, including rodeos, livestock shows, equestrian competitions, trade shows, and community festivals. The venue also accommodates concerts, banquets, and private rentals such as weddings and corporate gatherings. Historically, the venue has hosted approximately 85 events annually, which generate roughly 160 event days and around 75,000 attendees, including participants and spectators.



Source: Williamson County website.

Comparable Facilities – Performance Metrics (cont’d)

The chart below summarizes the typical number of annual events and event days reported by the selected comparable facilities. As shown, utilization levels vary considerably across the profiled facilities, reflecting differences in facility scale, programming focus, market position, infrastructure, and operating model. In addition to rodeos, equestrian competitions, livestock events, fairs, and other agricultural programming, many of the facilities also support a broader mix of youth sports, smaller-scale conferences and meetings, tradeshow, community events, and other spectator-oriented activities throughout the year. Based on available information, annual attendance among facilities that formally track attendance generally ranges from approximately 20,000 to 80,000 attendees annually, inclusive of both participants and spectators.



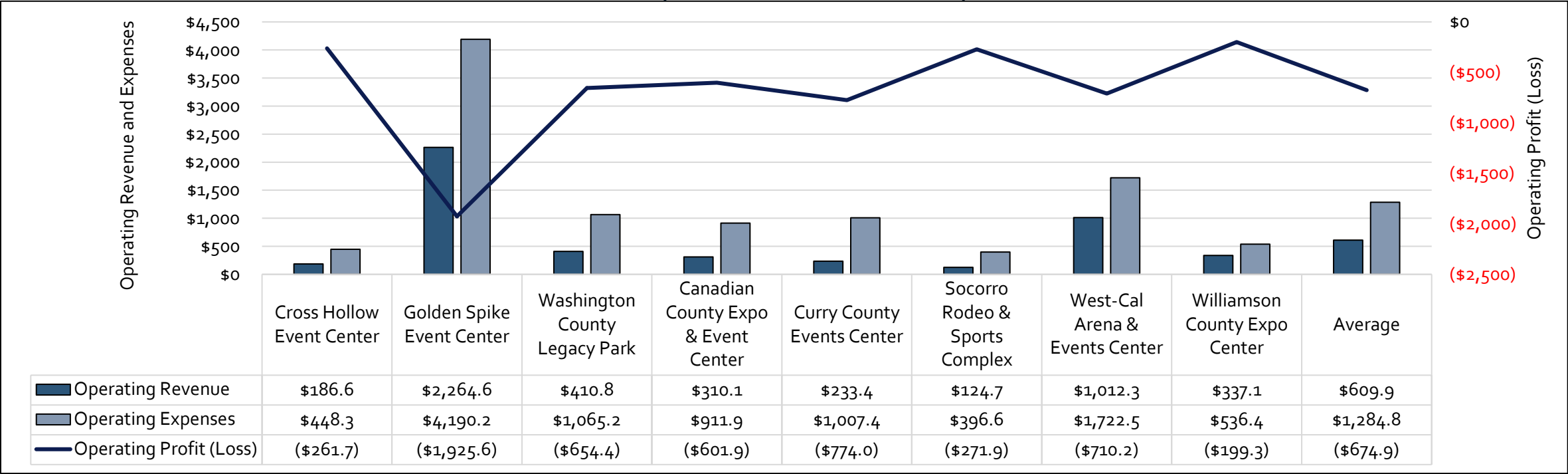
Note: Event data excludes private riding rentals and other non-event facility usage.

Sources: Facility management and other secondary sources.

Comparable Facilities – Performance Metrics (cont’d)

With respect to financial performance, as previously discussed, it is common for rodeo, equestrian, and multi-use event facilities to operate at an operating deficit, particularly facilities that maintain substantial infrastructure and support year-round programming. However, these venues also attract participants and spectators that generate broader economic and community benefits. Financial operating data for the selected comparable facilities was obtained for the most recent year available (2024 or 2025) based on publicly available information and other secondary sources. As shown in the chart below, all of the profiled facilities reported an operating loss. On average, the profiled facilities reported approximately \$610,000 in annual operating revenue, compared to approximately \$1.3 million in annual operating expenses, resulting in an average operating deficit of approximately \$675,000.

Select Comparable Facilities - Financial Operations (\$000)



Notes: Financial data excludes non-operating income such as grants, subsidies, and interest income, as well as non-operating expenses including debt service, depreciation, amortization, and capital expenditures.
Sources: Facility management and other secondary sources.

5. Market Assessment



Market Assessment – Outreach

As part of this study effort, feedback was obtained from roughly 40 community stakeholders, event organizers and producers, rodeo and equestrian user groups, industry associations, management of competitive and comparable facilities, and other industry resources and experts. These included, but were not limited to, the following:

- Rodeo producers, sanctioning bodies, jackpot, team roping, and other western event organizers (e.g., Professional Rodeo Cowboys Association, Rocky Mountain Professional Rodeo Association, Andrews Rodeo Company, Utah Barrel Racing Association, American Cowboys Team Roping Association Rocky Mountain Chapter, and Pink and Ruby Buckle programs)
- Equestrian associations and horse show organizers spanning multiple disciplines (e.g., Intermountain Reining Horse Association, Utah Hunter Jumper Association, Utah Quarter Horse Association, Utah Cutting Horse Association, Utah Reined Cow Horse Association, and Utah Dressage Society)
- Youth and agricultural programming representatives (e.g., Utah 4-H and Utah Future Farmers of America Association)
- Management of competitive and comparable facilities (e.g., Spanish Fork Fairgrounds, Wasatch County Event Complex, Golden Spike Event Center, and Washington County Legacy Park)
- Tourism, hospitality, and economic development representatives (e.g., Explore Utah Valley CVB and Utah County Board of Commissioners)
- Local rodeo and equestrian industry stakeholders and other event organizers and industry resources

Topics included the current supply and performance of regional rodeo, equestrian, and multi-use event facilities; unmet market demand; operational and facility requirements; competitive positioning; destination and infrastructure considerations; and the potential role of the Proposed Payson Equestrian Park and Indoor Rodeo Arena.



Market Assessment – Outreach

The following summarizes key themes and observations identified through the outreach process.

Supply

- Industry representatives consistently indicated that, despite the number of existing rodeo and equestrian venues throughout Utah and the broader region, there remains a shortage of high-quality, well-equipped facilities capable of supporting larger or multi-day events.
- Many event organizers and user groups described existing facilities in Utah as heavily utilized, with limited date availability during peak seasons and increasing competition for event scheduling. Several stakeholders referenced instances where events or portions of events were turned away or could not expand due to facility constraints.
- Multiple stakeholders emphasized that newer or upgraded facilities are increasingly expected to provide not only quality arenas, but also adequate support infrastructure including warm-up areas, covered stall barns, quality footing, paved parking, reliable utilities, RV hookups, concessions, and spectator amenities.
- Several user groups noted that many existing facilities rely too heavily on temporary infrastructure, including temporary stalls and overflow accommodations, while also lacking adequate RV utility hookups to fully support participants during multi-day events. Stakeholders indicated that these types of operational limitations can negatively impact functionality, efficiency, and the overall participant experience.
- The quality and consistency of arena footing was repeatedly identified as one of the most important considerations for rodeo and equestrian users. Several user groups noted that footing conditions at some existing venues are inconsistent or inadequate for certain disciplines and can impact both safety and the overall event experience.
- Stall size and overall stalling quality were also frequently discussed. Some stakeholders indicated that portions of the existing regional facility supply lack modern stall dimensions or layouts capable of comfortably accommodating horses and contemporary event operations.

Market Assessment – Outreach (cont'd)

Demand

- Feedback regarding the potential demand for the Proposed Payson Equestrian Park and Indoor Rodeo Arena was overwhelmingly positive, with strong support expressed from both community stakeholders and regional rodeo/equestrian organizations.
- Stakeholders generally viewed Payson as well-positioned to capitalize on continued population growth along the Wasatch Front, the strength of Utah's rodeo and western heritage culture, and strong participation in youth rodeo, equestrian, and agricultural activities.
- Nearly all event organizers we spoke with indicated that they would have interest in bringing new, expanded, or relocated programming to Payson if an appropriately designed facility were developed, particularly one capable of supporting multiple simultaneous activities and year-round operations.
- Numerous user groups emphasized the importance of including at least two arenas within any future development program, with at least one indoor or covered arena viewed as highly important to maximize scheduling flexibility, weather protection, and year-round utilization. Several stakeholders also indicated that a covered warm-up area would represent an additional competitive advantage, particularly for larger events and year-round programming.
- Several industry participants also identified opportunities to expand youth-oriented programming, including junior rodeos, rodeo schools, clinics, camps, livestock events, and other western lifestyle activities.
- In addition to rodeo and equestrian demand, some individuals noted opportunities for broader community and regional uses including receptions or banquets, agricultural events, trade shows, meetings, consumer shows, and other multi-purpose programming, although these uses were generally viewed as secondary to the facility's rodeo and equestrian focus.
- Some event organizers also noted that small to moderately sized banquet or meeting spaces could be beneficial in supporting rodeo, equestrian, and agricultural events, particularly for uses such as sponsor functions, leadership meetings, awards banquets, participant gatherings, educational sessions, and other event-related activities.
- Several stakeholders also indicated that the facility could support community-oriented uses such as open riding, group riding, riding lessons, practices, and other day-to-day equestrian activities. However, stakeholders generally emphasized that these uses should be scheduled in a manner that appropriately balances local community access with the facility's ability to host larger events and regional programming.

Market Assessment – Outreach (cont'd)

Demand (cont'd)

- Industry participants generally viewed Payson's location within southern Utah County as advantageous due to its accessibility to both the broader Wasatch Front population base and more rural communities to the south. Several stakeholders also noted that Payson's location within Utah could be advantageous for regional events drawing participants from multiple surrounding states.
- Some event organizers and industry participants suggested that a new facility in Payson could help address geographic and scheduling gaps within the regional market by providing additional event capacity outside of more heavily utilized venues elsewhere in Utah.
- Several stakeholders emphasized that event organizers are increasingly seeking facilities capable of accommodating larger and more complex event operations, including simultaneous competitions, vendor areas, warm-up spaces, livestock accommodations, and RV parking.
- While most feedback regarding rodeo, western, and equestrian demand was highly favorable, the view of many was that entertainment events represent more limited opportunities due to competition from larger venues and population centers throughout the Wasatch Front.

Destination & Supporting Infrastructure

- Payson's existing western, agricultural, and equestrian culture, along with its proximity to a large and growing regional population base, were frequently identified as important strengths supporting future facility development.
- Stakeholders generally viewed Utah County's broader growth trends, expanding youth population, and continued residential development as positive indicators for future demand generation.
- The availability of hotels, restaurants, retail, and other visitor amenities throughout southern Utah County was generally viewed more favorably than many rural rodeo markets. However, some event organizers expressed concerns regarding the depth of those amenities within the immediate Payson area, particularly as it relates to the facility's ability to attract and support very large-scale or national events.
- Several individuals noted that the area's climate and outdoor recreation amenities may provide an additional advantage for attracting seasonal and regional events.

Market Assessment – Outreach (cont'd)

Partnerships & Competitive Positioning

- The importance of developing strong partnerships and coordination with local and regional public agencies, tourism organizations, educational institutions, high school and youth organizations, agricultural groups, industry associations, and even other regional venues was also discussed as a potential opportunity to strengthen long-term utilization and event recruitment efforts.
- Discussions conducted as part of the outreach process suggested there may be potential interest in County participation or support for the Proposed Payson Equestrian Park and Indoor Rodeo Arena, although any such support would likely depend on a variety of factors including the scale of the project, anticipated economic and community benefits, funding availability, and the broader regional role of the facility. Feedback received during outreach also suggested that any potential public participation would more likely be associated with one-time capital or development support rather than ongoing operational subsidies.
- Utah Valley University's long-term plans to develop its own rodeo-focused facility were also discussed during outreach. While the ultimate scope, scale, and operating model of any future UVU facility remains uncertain, it is important to note that many university-owned venues primarily focus on collegiate programming, practices, and institutional use rather than broader public event operations, although this is not always the case. As a result, the extent to which a future UVU facility could compete with or complement the Proposed Payson Equestrian Park and Indoor Rodeo Arena remains unclear. Potential partnership or coordination opportunities could still be explored depending on the eventual development program and operating approach.

Facility Programming & Operations

- Stakeholders consistently emphasized that any new facility should be designed with operational flexibility and multi-use functionality in mind in order to maximize year-round utilization and financial sustainability.
- Many indicated that larger rodeo, equestrian, and youth-oriented events increasingly require facilities capable of supporting multiple concurrent activities, including separate competition, warm-up, practice, and staging areas.
- The inclusion of a covered or indoor arena was widely viewed as a significant competitive advantage, allowing events to proceed during adverse weather conditions while also extending the facility's potential operating season.
- Adequate stalling capacity, warm-up areas, RV hookups, and trailer circulation were repeatedly cited as essential facility components and, in many cases, equally important as the arenas themselves.

Market Assessment – Outreach (cont'd)

Facility Programming & Operations (cont'd)

- Several outreach participants noted that event organizers increasingly evaluate facilities based on the overall participant and spectator experience, including ease of access, parking, cleanliness, concessions, technology infrastructure, seating comfort, and overall site functionality.
- Modern technology infrastructure, including reliable internet connectivity, sound systems, livestreaming capabilities, lighting, and digital scoring systems, was identified as increasingly important for both participants and event organizers.
- While there was broad support for expanded event and community programming opportunities, stakeholders generally indicated that rodeo, western, and equestrian uses should remain the primary focus and identity of the facility.
- Outreach participants emphasized that long-term success would depend not only on the quality of the physical facility, but also on responsive and professional management, efficient scheduling practices, active event recruitment, consistent maintenance standards, customer service, and a willingness to reinvest in the facility over time.



Market Assessment – Summary

Based on the research conducted for this study, the following summarizes relative strengths and opportunities as well as challenges and threats associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

Strengths/Opportunities	Challenges/Threats
• Strong support from rodeo, equestrian, and community stakeholders • Demonstrated demand for additional high-quality rodeo/equestrian event capacity • Existing western and equestrian culture within Payson/Utah County • Growing population within Utah County and the broader Wasatch Front • Potential to capitalize on scheduling limitations and constrained availability at existing facilities • Opportunity to develop a modern, flexible, multi-arena facility that differentiates itself through year-round functionality, high-quality participant infrastructure, and an enhanced overall participant experience • Opportunity to support youth rodeo, equestrian, and livestock programming • Potential to attract new, expanded, or relocated regional/statewide events • Potential to support both regional event programming and local community equestrian uses • Strong accessibility to the broader Wasatch Front • Opportunity to enhance tourism activity and related economic impacts • Potential partnership opportunities • Potential opportunity for County participation/development support	• Competition from existing rodeo and equestrian facilities • Many competing facilities are already established within the market • Event demand can be seasonal and weather dependent • Future costs associated with maintaining a high-quality facility and support infrastructure necessary to remain competitive • Potential future competition from planned or expanded facilities, including the uncertain scope and operating model of UVU's proposed rodeo facility • Depth of hotel supply and RV accommodations within the immediate Payson area for larger scale events • Need to balance regional event programming with community and local equestrian uses • Some event types, including large entertainment events, may remain limited • Future impacts dependent on broader economic conditions and discretionary spending trends • Need for sufficient staffing, management expertise, and ongoing event recruitment • Potential changes in general macro-economic conditions

Potential Market Opportunities

The following prioritizes event programming opportunities by relative market demand based on the research conducted as part of this study.

Market Segment	Market Demand Potential
Rodeos & Western Events <i>(e.g., PRCA rodeos, youth and junior rodeos, jackpots, rodeo schools, western lifestyle events, roping events)</i>	High
Equestrian Events <i>(e.g., barrel racing, reining, cutting, team roping, ranch horse events, clinics, horse shows)</i>	High
Youth & Agricultural Programming <i>(e.g., 4-H and FFA activities, livestock shows, agricultural education events, youth camps and clinics)</i>	Moderate
Community & Local Events <i>(e.g., banquets, receptions, community gatherings, holiday events, meetings, local expos)</i>	Moderate/Low
Consumer Shows & Expos <i>(e.g., agricultural expos, outdoor recreation shows, RV shows, home shows, vendor events)</i>	Moderate/Low
Entertainment <i>(e.g., concerts, festivals, family shows)</i>	Low



Preliminary Building Program Recommendations

Based on the market research conducted as part of this analysis, and with consideration to the objectives of the City, the outlines recommended building program elements, supporting infrastructure, and patron amenities for the Proposed Payson Equestrian Park and Indoor Rodeo Arena. The recommended program should be viewed as preliminary in nature and reflective of the planning and market analysis completed to date. Additional stakeholder and user engagement, operational planning, site evaluation, architectural and engineering design, and cost estimating will be necessary to further refine the recommended program, facility mix, seating capacities, and supporting infrastructure.

In addition, consideration may be warranted for a phased development approach, which could allow the City to better manage project costs and capital funding requirements while also providing flexibility to align future expansion and amenity additions with demonstrated market demand, operational needs, and long-term facility utilization trends.

Arenas & Event Space

- Indoor arena with floor dimensions of approximately 150' x 300' (45,000 SF) and fixed seating for approximately 1,500 to 2,000 spectators, with the ability to expand seating capacity for larger events through temporary bleachers and event overlays
- Floor overlay and/or flexible indoor arena functionality to accommodate non-equine event and community uses
- Flexible banquet/meeting (approximately 5,000 SF) attached to the indoor arena capable of supporting ancillary rodeo/equestrian event functions and community needs
- Outdoor competition arena with floor dimensions of approximately 150' x 300' (45,000 SF), including fixed seating for approximately 2,000 spectators and the ability to expand to 5,000+ through a combination of retractable and/or portable seating.
- Covered outdoor warm-up arena with floor dimensions of approximately 125' x 250' (31,250 SF)

Hospitality & Patron Amenities

- Premium and/or VIP seating areas
- Concessions/catering support facilities, permanent restrooms, ticketing, and event operations offices

Preliminary Building Program Recommendations (cont'd)

Stalling, RV & Participant Infrastructure

- High-quality footing systems designed to support multiple rodeo and equestrian disciplines
- Approximately 350 permanent covered stalls (12' x 12') with the ability to expand through temporary stalls for larger events, along with sufficient space to accommodate future permanent stall expansion if warranted by long-term demand
- Approximately 50 full-service RV spaces with the ability to expand based on future demand and event requirements
- Adequate paved, lighted, and accessible parking areas with efficient trailer and participant circulation

Technology & Operational Support

- Technology infrastructure supporting event production and patron expectations, including reliable Wi-Fi/internet connectivity, livestreaming capabilities, quality lighting, sound systems, and digital scoring systems
- Maintenance and support facilities with adequate equipment and storage space



6. Site & Budget Considerations



Site Considerations

Site Size:

The ideal site would be 100 acres with the ability to expand in the future.

Required Site items:

Based on the Preliminary Building Program Recommendations outlined in the previous section, the site is divided into 9 zones or distinct uses, located and sized approximately as follows:

- | | | |
|----|-------------------------|---|
| 1. | Livestock Zone | 15 Acres – Centrally located, include room for an Indoor Arena 125,000 SF, Outdoor Arena 115,000 Sf, Covered Arena 55,000 SF, Stalling Area (Could be portable stalls under cover or a permanent building) 105,000 SF |
| 2. | Hauler Parking | 5 Acres – 175 Large vehicle spaces, locate near Livestock Zone |
| 3. | RV Park | 10 Acres – Includes Toilet/Shower Building, Dump Station, Park Shelter |
| 4. | RV Park Expansion | 5 Acres – Locate adjacent to RV Park |
| 5. | Patron and User Parking | 36 Acres – 3,400 parking spaces, locate near Outdoor Event Space and Livestock Zone |
| 6. | Maintenance Yard | 5 Acres – Open yard with space for 7,000 Shop/Office Building |
| 7. | Outdoor Event Space | 4 Acres – Festival Yard to be located at the front of the site near the main parking areas |
| 8. | Expansion | 5 Acres – Locate to allow for expansion of the Livestock Zone |
| 9. | Site Circulation | 15 Acres – Spread throughout the site between major zones, provide loop circulation around the interior perimeter of the site. |

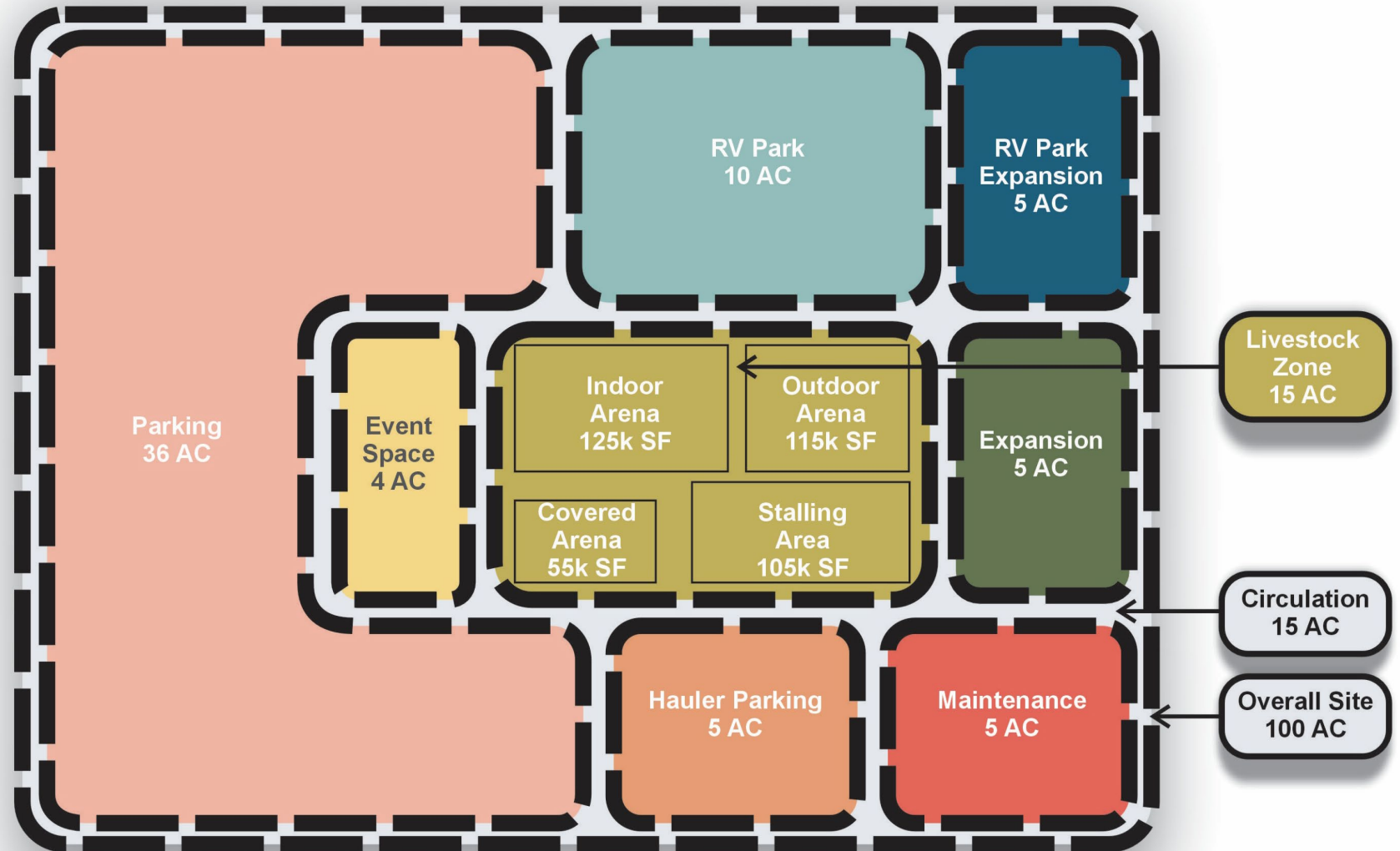
Site Considerations (cont'd)

The diagram to the right shows the 9 zones required of the site and their possible relationships. The diagram shown scales to 100 Acres and is approximately 1,800 feet x 2,450 feet in size.

Ideally the Site should have access from 3 sides for vehicular traffic. Two of the sides could be a minor street or roadway. One side should front a major street or highway.

The site should have minimal terrain or topography. At a minimum various zones should be level (or minimal slope). Trees are allowed but might need to be removed for development. Other issues to avoid would be flood zones or swampy areas.

Services such as storm sewer, sanitary sewer, water, power, and fiber are not critical to a successful location but highly desired, as these services would need to be added.



What Defines a Successful Venue?

1. **Safe And Healthy For All**
2. **Excellent User Experience**
3. **Flexible, Functional, Sustainable**
4. **Intuitive Wayfinding And Circulation**
5. **Strong Identity (Sense Of Place)**



Site Selection Evaluation Criteria

Several factors that go into selecting a successful site have been previously discussed such as access, topography, and utility availability.

However, several other items should be studied. The Evaluation Criteria list shown to the right has five major category headings that identify 30 items that need to be vetted prior to considering a site for development:

- Urban Issues
- Transportation
- Site Factors
- Safety & Compliance
- Cost Factors



EVALUATION CRITERIA	
URBAN ISSUES	Compatible with Adjacent Land Uses
	Facility Image/Visibility
	Quality of User Experience
	Proximity to Existing Hotels
	Proximity to Dining/Retail/Entertainment/Fuel
	Proximity to Existing Parking Resources
	Business Development Potential (new/existing)
TRANSPORTATION	Vehicular Access (cars/trucks/buses/trailers)
	Multiple Access Points to the Site
	Adequacy of Proposed Parking Strategy
	Pedestrian Access (Trails/Sidewalks)
	Adequacy of Infrastructure
	Public/Alternative Transit
SITE FACTORS	Site Size; Configuration, Shape
	Ability to Service Front-of-House, Back-of-House, Maintenance
	Access to Power, Water & Sewer
	Fiber & Cell Service
	Potential Views from Site
	Topography/Slope
	Geologic or Water Table Issues
	Archeological Resource Issues
	Demolition: Extent, Historic
	Environmental Issues/Remediation
	Zoning/Regulatory Issues
	Potential for Expansion
SAFETY & COMPLIANCE	Ability to Secure the Site
	Emergency Responder Access, Hydrant Availability
COST FACTORS	Land Acquisition Cost
	Building Construction Cost
	Site Development Cost

Planning/Development Considerations

Guiding Principles

Consistency: Development projects relating to activities and improvements of any part of the site shall be reviewed for consistency (both visually and functionally) and any other applicable policies. Adhering to this principle should help facilitate future development and approvals.

Reference Document: This is a reference document that is focused on the Development of the site. The chief goal is to optimize the use of the site.

Site Organizing Principles

The development approach should emphasize maximizing use during the rodeo and consider use of facilities during non-rodeo time. The location of new facilities, or modifications to the site, should meet the following “Organizing Principles”, which are:

- Locate new facilities near similar and complementary uses.
- Locate facilities and consolidation of functions within identifiable zones to meet the standards of this Plan.
- Locate facilities to coordinate with access, circulation and infrastructure systems, reinforcing the pattern of circulation and way-finding development.
- Major gateways should reinforce the pattern of development and provide visual guidance to users to easily identify on site destinations.

Facility Development Policies

Capital construction projects, improvements, and significant changes in facilities use should be consistent with these Development Principles. There should be flexibility in developing facilities and areas dedicated for rodeo and non-rodeo programming to meet the financial and marketing goals of the venue, as long as program elements are co-located with like and complementary uses. Joint use space should be developed to allow facilities to be used together to accommodate major events or to function independently for smaller events.

Planning/Development Considerations (cont'd)

Open Space

When perimeter open spaces are not being used for parking and other event activities, the grassy areas are to serve as buffers between the grounds and the surrounding community. As much as possible and within reason, the open space within the grounds should be retained. Other areas within the grounds should include vegetation as appropriate – grass and tree islands in parking areas, areas up close to and around built structures. Patches of green always make good seating for outdoor festivals and events.

Entrances and Pedestrian/Vehicular Access Circulation Patterns

- Pedestrian circulation paths within the facilities and grounds should be easily navigated.
- Major gateways should prominently announce the “arrival points.” These should allow for safe easy walk-up pedestrian traffic from parking areas, as well as provide a drop off and waiting area for cars and buses.
- Number and size of entrances should be determined and located based on parking, functional districts, projected usage, and relationship to City or County Code standards, external transportation patterns, and land uses.
- Vehicular circulation during events is perimeter based but is allowed within the interior of the grounds on paved areas that serve as parking or service entrance drives to specific zones.

Parking

- Parking should allow flexibility to accommodate large events or times where multiple events are occurring on overlapping dates.
- Parking is permitted in grassy areas in the interior and perimeter of the grounds during the annual rodeo, at large events or times when multiple events require additional parking in areas designated as open space (it is recommended that only VIPs, Staff, certain exhibitors, vendors, performers, and other personnel be allowed to park on the grounds during rodeos). At all other times, grassy areas should remain as open space and serve as buffers between grounds and its surrounding neighbors.
- General public parking on paved and grass areas, and service routes is a permitted use of these areas during the annual rodeo and non-rodeo events.

Planning/Development Considerations (cont'd)

Planning Guidelines

New structures shall be designed in compliance with specific design standards and shall be used in the review of project details; a listing of the guidelines is found below. Improvements should strive to unify the look and feel of the site as a cohesive whole. This is accomplished through the following elements:

- Architecture:** New developments should be practical, functional, and quality oriented. Architectural styles should strive to be part of a cohesive unit through the elements of color, exterior finishes, building size and shape, and detailing. Blending design with existing structures should also be considered.
- Graphics:** New development and improvements should strive to have the facilities seen as part of a cohesive unit. An external site graphics system should be developed to provide improved orientation for the event and patron, and to provide a visual unifying element to the site.
- Landscaping:** Landscaping should be developed as a unifying element of the grounds, and should be used to define functional areas, pedestrian circulation, and open spaces.
- Lighting:** Lighting should enhance safety, security, and provide a unifying influence to the site and be sized at an appropriate pedestrian scale.
- Edge treatment:** Public edges of the site should be enhanced to present a higher quality image of the grounds to the outsider looking in.
- Public entrances:** Public entrances should be defined to provide clear direction for access to the site as well as recognizable from a distance.
- Sustainability:** Sustainability should be integrated in planning new projects, renovations, and operations. If possible, re-use or extend the life of buildings. When a building has reached the end of its useful life, re-use or recycle its resources. In starting each new building, the project team should develop a sustainability plan.
- Site Definition:** The site as currently defined is the extent of the site for future development purposes and should be controlled and fenced for activities. Development at the edges of the site should consider additional site acquisitions at a future date.

Estimate of Probable Budget

The ideal site would be 100 acres requiring minimal grading, and easy access to site utilities. The development budgets below do not include the initial cost of land, all costs are based on average costs of similar elements constructed at other venues and calculated in 2026 dollars:

1.	Livestock Zone	Indoor Arena 125,000 SF	– \$30M-\$45M	(varies based on level of finish)
		Outdoor Arena 115,000 SF	– \$5M - \$6M	(varies depending on bleachers and sitework)
		Covered Arena 55,000 SF	– \$4M - \$5.2M	(varies depending on the size structure built and sitework)
		Stalling Area 105,000 SF	– \$15M - \$30M	(varies depending on finish & permanent vs. temporary structures)
		Non-Built 6 acres	– \$2.5M - \$3M	(varies based on level of pavement and amenities)
2.	Hauler Parking	5 Acres	– \$750k - \$1.2M	(varies based on level of development and grading required)
3.	RV Park	10 Acres	– \$700k – \$900k	(varies based on sizes of toilets and level of hook-ups provided)
4.	RV Park Expansion	5 Acres	– no cost	(undeveloped)
5.	Patron and User Parking	36 Acres	– \$5M – \$10M	(low end partial paved, high end all paved)
6.	Maintenance Yard	5 Acres	– \$2M - \$3M	(varies depending on level of shop/office building finish)
7.	Outdoor Event Space	4 Acres	– \$350k - \$500k	(varies depending on seed vs. additional development)
8.	Expansion	5 Acres	– no cost	(undeveloped)
9.	Site Circulation	15 Acres	– \$6M - \$8M	(varies depending on width and depth of paved roads)
General Conditions, Contingencies and Fees			– \$25M – \$39M	
Total Probable Budget			– \$96M – 152M	

The probable budget estimates summarized above should be viewed as preliminary in nature and subject to refinement as additional project details are finalized, a site is selected, and the project advances through subsequent planning, design, operational, and development phases.

7. Operational Structure & Funding Considerations



Ownership/Management Approach

The quality of ownership and management of an event facility can have a direct impact on performance. Similar event facilities are typically owned and operated under one of several governance models. The following provides a description of each. Given the preliminary nature of this project, this analysis does not assume a specific management approach; however, it is assumed that the management team will be experienced in this specialized industry, will have established contacts and strong relationships with event organizers and producers, and will operate the facility in a manner that is aligned with the City's operating objectives.

Public Model

In this model, the land and facility are owned, maintained and operated by a public entity. In many instances, publicly owned facilities are operated as a division within a municipal or county department. In this operating model, the governmental entity maintains control of all aspects of the venue's operations. As with any government run facility, the goals and objectives may change with each political cycle. For instance, the number and diversity of events may be the primary objective of one official and fiscal performance may be the priority of another. These changes in a facility's objectives can be counter-productive if not managed effectively. In general, government operated facilities are more successful when management has the ability and the authority needed to aggressively operate and book the facility without incurring onerous procedures. Advantages of this method include shared human and financial resources among the jurisdiction's various facilities as well as economies of scale related to utilities, insurance, and maintenance expenses.

In addition, because day-to-day operations are performed internally, there are no management fees paid to a third party. This ownership and management structure is common among community-oriented rodeo, equestrian, fairgrounds, and event facilities throughout Utah and nationally, particularly where facilities are intended to support local recreation, youth programming, agricultural activities, and community events.

Disadvantages of this model include the ability to make business decisions related to facility operations in a timely manner. In some instances, contract approval requirements are onerous and time consuming. Further, if facility management is unable to effectively negotiate rates and other concessions with an event producer because of government constraints associated with required approvals, it could negatively impact their ability to effectively compete with other venues for events. In some instances, civil service constraints may limit a government entity's ability to hire and retain qualified personnel who are experienced in this unique industry and compensated for their skill set relative to other similar positions in the industry. The requirements associated with staff work hours in terms of amount and timing (e.g. weekends, evenings, etc.) can also be a challenge. In addition, many government entities have limited funds for significant maintenance requirements and/or capital improvements to facilities.

Facilities such as the Spanish Fork Fairgrounds, Wasatch County Event Complex, and many other city and county-owned event complexes throughout Utah operate under this model.

Ownership/Management Approach (cont'd)

Public/Private Model

In this approach, a public entity may own the land and/or the facility and lease day-to-day operations and maintenance to a third-party private entity. This model is often utilized when the venue is developed with objectives to generate economic activity and achieve financial self-sustainability. Third party management companies typically bring unique knowledge and management expertise to a facility. They are often positioned to fully staff a facility, navigate labor relations, oversee financial and contract management, coordinate food and beverage and event operations, maintain relationships with event organizers, and leverage broader corporate resources and support staff.

Professional management companies can address a variety of needs and issues confronted by event facilities, in many cases, result in a more effective and efficient means of facility operations. Some professional management companies provide multiple solutions that integrate major revenue driving offerings. The ability to offer these companies greater opportunities to manage all aspects of the business allows for strategic planning and implementation across multiple platforms creating a seamless operation and singular focus on stated goals.

One common apprehension for considering third-party management is losing control of the asset.

The facility owner sets policy, and the professional management company is responsible for instituting procedures to achieve the agreed-upon operating objectives.

The third-party management company is an agent charged with managing and promoting the asset. As such, the owner can manage the amount and type of control that it retains through the terms of its management agreement.

The professional management company is generally compensated through an annual base fee and a performance or incentive fee tied to measurable operating results such as increasing events, attendance, or financial performance relative to established benchmarks. Because many management contracts include financial incentives, management companies are often profit driven, which can sometimes create challenges balancing financially beneficial events with broader community programming and operating objectives.

Disadvantages associated with this operating model include potential loss of direct control of the asset, profit motive versus community benefit and fees paid to the facility management company. When using this approach, the public entity's priorities for the facility should be clearly articulated in the management agreement along with a supporting mission statement, booking policy, rental rates and other operating policies to help align operating objectives between the facility owner and the management firm.

While this ownership and management structure is generally less common among traditional rodeo and equestrian facilities, it is frequently utilized by larger mixed-use, entertainment, and event venues. Facilities in Utah such as the Maverik Center in West Valley City and the Mountain America Expo Center in Sandy operate under this ownership and management model.

Ownership/Management Approach (cont'd)

Public/Nonprofit Model

Similar to the public/private structure, the land and facility are owned by a public entity, and the facility is leased to and operated by a nonprofit organization such as a 501(c)3. The nonprofit is responsible for managing and funding the operations of the facility. In some instances, the nonprofit is also responsible for development of the asset and is usually governed by a Board of Directors that provides oversight and accountability. Board members typically include community leaders and stakeholders who have a vested interest in the facility's success. While the Board of Directors provides objectives for the facility to accomplish, the management team is charged with formulating the best course of action to achieve the goals and objectives of the organization. The nonprofit entity seeks to leverage its relationships to develop strategic partnerships, expand programming and revenue-generating opportunities and share operating responsibilities. From a funding perspective, nonprofit organizations may have access to grants that the public sector does not which can be used towards programming, construction costs, operating costs and/or capital improvements.

The nonprofit structure can work well with facilities that want the ability to solicit donations and volunteer labor hours. Annual sponsorships and other forms of ongoing support can be collected from the private or public sector, sometimes through a foundation. In many cases, donations are tax deductible. Nonprofit status can also provide legal and/or tax advantages relative to other options. Because most nonprofit entities are dependent on external funding from private

or public sources such as government grants and direct donations, ongoing funding is one of the challenges of a nonprofit entity. Any changes to the funding of the organization can impact the ability to hire and retain staff as well as sustain facility operations. The ability to secure the required volunteer labor pool on a regular basis can also be a challenge. Nonprofits are typically more effective when they have a dedicated source of funding such as an endowment to support ongoing operations, retire debt service and funding ongoing capital improvements. Irrespective of the management approach utilized, a well-defined mission statement and booking policy can help reduce the potential for perceived differences in the facility's role by various stakeholders.

Facilities such as the Pleasant Grove Rodeo Grounds, Utah State Fairpark, and other community-oriented rodeo, equestrian, and agricultural facilities throughout Utah operate with varying degrees of nonprofit partnership supporting programming, fundraising, sponsorship development, and facility operations.

Ownership/Management Approach (cont'd)

Nonprofit Ownership and Operation Model

In this model, the facility is owned and operated by an independent nonprofit organization. The nonprofit assumes full responsibility for capital development, financing, operations, and long-term maintenance. Oversight is typically provided by a Board of Directors, and the organization operates in accordance with a clearly defined mission related to rodeo and equine activities, agricultural education, or community benefit.

This structure provides a high level of autonomy and flexibility in terms of programming, partnerships, and fundraising. Nonprofit ownership can facilitate major capital campaigns, naming opportunities, and philanthropic investment, particularly when the facility has regional or statewide significance. Public entities may still provide financial support through grants, long-term ground leases, or operating subsidies.

The primary challenge of this approach is the scale of financial responsibility placed on the nonprofit entity. Significant fundraising capacity, strong leadership, and long-term financial planning are required to support construction costs, debt service, and ongoing capital reinvestment. As with other nonprofit models, sustainability is strongest when supported by diversified and predictable revenue sources.

Pure nonprofit ownership and operation structures are uncommon among rodeo, equestrian, and agricultural facilities in Utah. However, this model is utilized at select facilities nationally including the Champions Center Arena in Springfield, Ohio and the Virginia Horse Center in Lexington, Virginia.

Private Ownership and Operation Model

Under a private ownership and private operation model, the land and facility are owned and operated by a private company or individual. The owner assumes full responsibility for capital investment, operations, staffing, and financial performance, and the facility is operated primarily as a commercial enterprise.

This approach offers operational flexibility and speed in decision-making and can be effective in markets with strong demand and limited public-sector involvement. However, private facilities typically prioritize revenue generation and profitability, which may limit public access, education programming, or affordability. Public benefits are often indirect and tied to visitor spending rather than mission-driven outcomes.

Because this model does not inherently align with public-sector goals, it is less commonly used for publicly initiated rodeo and equestrian event centers unless paired with public incentives, long-term lease arrangements, or development agreements.

Facilities such as Scotsman Center in Mountain Green and Sage Creek Equestrian in Heber City represent examples of privately owned and operated equestrian facilities in Utah that support a variety of boarding, training, competition, clinic, and other equestrian-related programming activities.

Potential Funding Strategies

Research was conducted regarding the types and sources of funding that have been leveraged for similar rodeo, equestrian, agricultural, event, and multi-use facilities. The purpose of this analysis is not to generate a financing plan for facility development, but rather to discuss certain financing vehicles, as well as public and private revenue sources that could potentially be utilized to fund construction of the proposed Payson Equestrian Park and Indoor Rodeo Arena.

Rodeo, equestrian, agricultural, and other comparable event facilities throughout Utah and nationally have utilized a variety of financing approaches and funding sources to construct their venues and support capital improvements. This section provides an overview of traditional financing instruments and funding sources that may be applicable to the Proposed Payson Equestrian Park and Indoor Rodeo Arena. Each of these financing options may impact public entities and private partners differently due to varying cost structures, tax implications, cash flow considerations, ownership objectives, and other unique circumstances. Although the alternatives presented in this section represent common forms of financing, not all may be appropriate or feasible for the Proposed Payson Equestrian Park and Indoor Rodeo Arena. Local and State laws, available fiscal resources, debt issuance capacity, grant eligibility, public support, and broader economic conditions may all influence the ability to utilize any one of these financing methods or funding sources.

Comparable rodeo and equestrian facilities have traditionally been financed through a combination of public funding sources, grants, private donations, sponsorships, naming rights agreements, partnerships, and other revenue streams. Increasingly, facilities are seeking to leverage public-private partnerships and strategic relationships with tourism organizations, agricultural organizations, educational institutions, event producers, and private operators to support development and ongoing operations. Naming rights and sponsorship opportunities have also become more common for community recreation, equestrian, and event facilities and can provide supplemental revenues that help offset development and operational costs. However, in many cases, the primary source of capital funding for comparable facilities continues to be public funding supported through local governmental revenues, grants, or bonding mechanisms.



Potential Funding Strategies (cont'd)

Types of Funding Sources

Sources of funding are usually defined as one of two types: one-time or recurring. The most common one-time source of funding is a grant or cash contribution. However, most funding sources are recurring in nature and include, but are not limited to, the following:

- Community development tax
- Ad valorem tax
- Sales and use tax
- State and local appropriations
- Tax increment revenue
- Surplus revenue or designated operating revenues
- Lodging tax
- Food and beverage tax
- Other special taxes



Traditionally, these sources are paid into a fund account or are in some way dedicated or committed to the retirement of annual debt incurred through a particular financing medium. Many of the sources outlined above represent fiscal sources under the control of local and/or state government.

In Utah, the State Legislature regularly appropriates funding for local and regional projects tied to economic development, tourism, recreation, agriculture, community infrastructure, and public facilities. These appropriations are often included in the State budget process as line-item appropriations, infrastructure funding packages, rural economic development initiatives, or special project requests sponsored by legislators. Eligible recipients can include municipalities, counties, nonprofit organizations, fairgrounds, event centers, tourism entities, and other public or quasi-public organizations.

In addition to the funding sources identified above, grant opportunities, private donations, fundraising efforts, sponsorships, and naming rights opportunities may also represent supplemental funding sources that could be pursued to support development of the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

Potential Funding Strategies (cont'd)

Financing Instruments

An overview of traditional financing instruments that have been utilized by comparable rodeo, equestrian, agricultural, and event facilities is provided in the following paragraphs. These financing instruments may or may not be applicable to financing construction of the proposed Payson Equestrian Park and Indoor Rodeo Arena.

Revenue Bonds

Revenue bonds are issued by municipal and county governments and represent special obligations secured by one or more dedicated revenue sources. These bonds are commonly backed by sources such as sales tax, transient room tax ("TRT"), tourism-related taxes, facility revenues, food and beverage taxes, or other special assessments. The use of dedicated tourism or special-purpose taxes represents a mechanism by which capital costs may be linked to the sectors of the economy that are expected to benefit from the facility, including lodging providers, restaurants, tourism-related businesses, and visitors. Revenue bonds generally do not require voter approval and allow debt obligations to be secured by specific revenues rather than the full faith and credit of the issuing entity. However, because of this structure, interest rates can sometimes be higher than those associated with general obligation bonds.

Utah communities have utilized revenue bonds to support a variety of tourism, recreation, and public assembly facility projects. The ability or willingness to issue revenue bonds, as well as the availability of dedicated revenue streams sufficient to support debt service obligations, would require further evaluation.

General Obligation Bonds

General obligation bonds are backed by the full faith and credit and taxing authority of the issuing governmental entity. Because these bonds are secured by ad valorem tax revenues and broader governmental backing, they generally carry lower interest rates than most other forms of municipal or county debt. However, issuance of general obligation bonds often requires voter approval and reduces the overall debt capacity of the issuing entity. Public support, competing governmental priorities, and broader community considerations can significantly influence the feasibility of utilizing this financing approach.

The potential use of general obligation bonds to support development of the Proposed Payson Equestrian Park and Indoor Rodeo Arena would depend on a variety of factors including existing debt obligations, legal debt capacity, public support, and broader capital improvement priorities. Given the public-oriented nature of comparable rodeo, agricultural, and event facilities, this financing mechanism could represent one potential funding source if sufficient community and political support exists. However, the feasibility of this approach would require additional financial analysis and coordination with long-term capital planning efforts.

Potential Funding Strategies (cont'd)

Certificates of Participation ("COPs")

Another, although less common, financing alternative is the use of COPs. Unlike general obligation or revenue bonds, COPs do not legally pledge tax revenues for debt service. Instead, investors are repaid through annual lease appropriations by the sponsoring governmental entity. Because COPs do not legally obligate taxpayers beyond annual appropriations, they can often be issued without voter approval and may provide additional flexibility in structuring financing arrangements. However, because repayment obligations are subject to annual appropriation, COPs can carry higher borrowing costs than traditional bonded debt.

Tax Increment Financing ("TIF")

TIF is secured by increases in property and/or sales tax revenues generated within a defined development or redevelopment district. This financing mechanism is typically most effective when tied to broader mixed-use, tourism, commercial, or economic development initiatives that are expected to stimulate new private investment and increase taxable value over time. TIF structures can be particularly useful in helping fund supporting infrastructure improvements associated with facility development. The ability or desire to pursue such an approach is unknown at this time but may warrant further evaluation as project planning progresses.

Potential Grant Funding Opportunities

Grants typically have specified use cases/objectives and often require a competitive solicitation process, but the following may represent potential sources of grants to supplement funding needs of the proposed Payson Equestrian Park and Indoor Rodeo Arena.

- USDA Rural Community Development Initiative
- U.S. Economic Development Administration
- Community Development Block Grant Program
- Utah Division of Outdoor Recreation grant programs
- Utah Community Parks and Recreation Grant Program
- Utah Permanent Community Impact Fund Board
- Utah Department of Agriculture and Food grant and loan programs
- Utah Governor's Office of Economic Opportunity
- Utah Office of Tourism
- Rocky Mountain Power Foundation
- Intermountain Community Care Foundation
- All Kids Play
- Women's Sports Foundation
- National and regional rodeo, equestrian, agricultural, and youth development organizations

For projects that incorporate energy-efficient systems, renewable energy components, or other sustainable technologies, additional funding opportunities may also be available through programs administered by the U.S. Department of Energy, the Utah Office of Energy Development, and Energy Efficiency and Conservation Block Grant-related initiatives. In addition, Rocky Mountain Power energy-efficiency and renewable energy incentive programs may also warrant consideration.

Potential Strategic Partnerships

Comparable rodeo, equestrian, agricultural, and multi-use event facilities often rely on a variety of strategic partnerships and collaborative relationships to support facility utilization, expand programming opportunities, enhance community engagement, and strengthen long-term operational sustainability. In many cases, these partnerships play an important role in helping facilities attract recurring events, support youth and educational programming, secure sponsorships, increase tourism activity, and offset operating and capital costs. Potential partnerships associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena could involve a combination of public entities, nonprofit organizations, educational institutions, tourism organizations, agricultural groups, private operators, event producers, and corporate sponsors.

Potential partnership opportunities that may warrant further consideration as planning efforts progress could include, but may not be limited to, the following:

- Rodeo, equestrian, and western event organizations
- Utah High School Rodeo Association and other youth rodeo organizations
- 4-H, FFA, and other agricultural youth development organizations
- Utah Valley University, local school districts, and other educational institutions
- Utah Department of Agriculture and Food and related agricultural organizations
- Utah Office of Tourism, local tourism offices, and destination marketing organizations
- Regional equestrian associations, horse clubs, and livestock organizations
- Event promoters, tournament organizers, and facility operators
- Local businesses, corporate sponsors, and naming rights partners
- Community organizations, nonprofits, and recreation groups



As demonstrated at comparable facilities throughout Utah and the U.S., these types of partnerships can help support year-round utilization, broaden the diversity of facility programming, strengthen community integration, and enhance the overall financial and operational sustainability of the facility. The structure, scope, and extent of any potential partnerships would ultimately depend on project objectives, governance structure, operational approach, market demand, and broader community priorities.

8. Financial & Economic Impact Analysis



Financial Analysis - Overview

Financial considerations often dictate whether a particular project is deemed viable. As it relates to financial performance, it is important to understand that many similar facilities realize an annual operating loss and receive government subsidies to help offset operating deficits and support the mission, operating objectives and programming opportunities. Many similar facilities are primarily focused on serving community needs, generating economic benefits and operating in a fiscally responsible manner.

Based on the research conducted, Crossroads assisted in developing a hypothetical, order-of-magnitude analysis that estimates the operating revenues and operating expenses for the Proposed Payson Equestrian Park and Indoor Rodeo Arena before depreciation, debt service, and taxes. The analysis also excludes capital expenditures and any reserve for replacement funding associated with future major maintenance, repairs, or equipment replacement.

The financial estimate and related assumptions are based on information from a variety of sources including, but not limited to, general market attributes, input from stakeholders and user groups, and data from competitive and comparable facilities. This analysis is also based on certain hypothetical assumptions pertaining to operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena and other related financial assumptions. Accordingly, the financial estimates presented herein should be viewed as preliminary in nature and subject to refinement as additional information becomes available and the project advances through subsequent planning, design, operational, and development phases.

The accompanying analysis was prepared for internal use by the City for its planning efforts related to potential future operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena and should not be used or relied upon for any other purpose, including financing of the project.

Further, the primary purpose of this analysis is to provide an order-of-magnitude estimate of financial operations associated with the proposed recommendations; it is not intended to represent actual results. As with all estimates of this type, we cannot guarantee the results nor is any warranty intended that they can be achieved. The estimates of operating revenues and operating expenses are based on the anticipated size, quality and efficiency of the Proposed Payson Equestrian Park and Indoor Rodeo Arena. Since these estimates and assumptions are based on circumstances that have not yet occurred, they are subject to variation. Further, there will usually be differences between estimated and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.



Financial Analysis – Key Assumptions

Key Assumptions

The following summarizes the major assumptions used in this analysis.

- The recommended building program outlined in this report is developed in its entirety at the Proposed Payson Equestrian Park and Indoor Rodeo Arena.
- An adequate site with the necessary acreage, access, supporting infrastructure, and proximity to area amenities is ultimately selected for development.
- Primary objectives include hosting events that generate revenue, attract out-of-town attendees who generate economic and fiscal activity, as well as serve community event needs.
- The proposed facility will offer affordable rates consistent with others in the market.
- Necessary staffing resources will be provided to adequately support operations.
- The facility management team will be experienced, have the requisite specialized industry expertise, and will have established contacts and strong relationships with event organizers/producers.
- The proposed facility will be aggressively marketed to commercial event activity.
- A high-level of customer service will be provided.
- No other competitive facilities are built in the region.
- Amounts are presented in 2026 dollars and reflect a stabilized year of operations.
- No major economic fluctuations or acts of nature occur that could adversely impact the project.



Financial Analysis – Estimated Usage

Event activity at new facilities typically experiences a “ramp up” period to a stabilized level of activity which occurs for several reasons. For instance, some groups that book their event years in advance may not want to risk that a facility’s construction is delayed and not completed in time for their event. In addition, some groups may choose to let management “fine tune” its operations before hosting an event at the proposed new multi-use event center. The length of time for new venues to reach stabilized operations varies but typically occurs in or around year three.

Overall utilization at any facility is typically dependent on several factors such as market attributes; size, configuration and quality of the facilities offered; effectiveness of the management team and its partners in booking the facility; date availability; cost; etc. and is rarely consistent.

The adjacent table summarizes the estimated range of annual usage for the Proposed Payson Equestrian Park and Indoor Rodeo Arena in a stabilized year of operations. As shown, it is estimated that the facility could host between 86 and 114 events annually across a variety of rodeo, equestrian, agricultural, entertainment, and community-oriented programming. These events are estimated to generate between 138 and 192 total use days and between approximately 95,300 and 143,800 attendee days annually. Rodeo & Western and Equestrian events are expected to represent the two largest generators of event activity and attendance, followed by Youth & Agricultural programming, with Community & Local events, Consumer Shows & Expos, and Entertainment activities contributing meaningful but comparatively lower levels of utilization and attendance.

Estimated Range of Annual Usage Proposed Payson Equestrian Park and Indoor Rodeo Arena Stabilized Year						
Category	Events		Use Days		Attendee Days	
	Low	High	Low	High	Low	High
Rodeo & Western	15	21	27	39	43,600	65,200
Equestrian	30	38	51	70	28,700	44,900
Youth & Agricultural	16	23	27	40	11,500	18,200
Community & Local	20	25	20	25	5,000	6,250
Consumer Shows & Expos	3	4	9	12	3,000	4,000
Entertainment	2	3	4	6	3,500	5,250
Total	86	114	138	192	95,300	143,800



Financial Analysis – Estimate of Financial Operations

The adjacent table summarizes the estimated range of annual financial operations for the Proposed Payson Equestrian Park and Indoor Rodeo Arena on an order-of-magnitude basis in a stabilized year of operations. The estimate is based on the assumptions outlined in this report as well as general market data; competitive dynamics; input from area stakeholders and potential users; the previously recommended building program; information on competitive/comparable facilities; and other research. This analysis represents a net revenue and expense assessment and is subject to change depending on the actual building program, contractual agreements with service providers, and further refinements regarding operating strategies for the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

As shown, the Proposed Payson Equestrian Park and Indoor Rodeo Arena is estimated to generate between approximately \$828,000 and \$1.23 million in annual operating revenues and between approximately \$1.31 million and \$1.48 million in operating expenses in a stabilized year of operations, resulting in an estimated operating deficit of up to approximately \$477,000 before taxes, debt service, depreciation, capital expenditures, and reserve for replacement funding. As previously discussed, many competitive and comparable facilities operate with annual operating deficits but are often viewed as important community assets that support local quality of life, tourism, economic activity, and broader community and agricultural programming objectives.

Although not included in the estimate of financial operations given the preliminary planning stage of the project, it is likely that the Proposed Payson Equestrian Park and Indoor Rodeo Arena could generate additional non-operating revenues from sources such as naming rights, exclusivity rights, etc. that could potentially help offset the operating deficit.

The following pages provide a description of each line item.

Estimated Range of Financial Operations Proposed Payson Equestrian Park and Indoor Rodeo Arena Stabilized Year		
Category	Low	High
Operating Revenues		
Facility Rent/Admissions	\$442,000	\$674,000
RV Rental	176,000	153,000
Food & Beverage	103,000	261,000
Advertising/Sponsorship	90,000	115,000
Other	17,000	26,000
Total	828,000	1,229,000
Operating Expenses		
Personnel Costs	\$637,000	\$733,000
General & Administrative	225,000	248,000
Utilities	180,000	198,000
Operations Expense	150,000	165,000
Unreimbursed Contract Services	98,000	124,000
Other	15,000	15,000
Total	1,305,000	1,483,000
Operating Loss	(\$477,000)	(\$254,000)

Note: Taxes, debt service, depreciation, capital expenditures, and reserve for replacement funding are excluded from the financial analysis.

Financial Analysis – Description of Operating Revenues

Operating Revenues

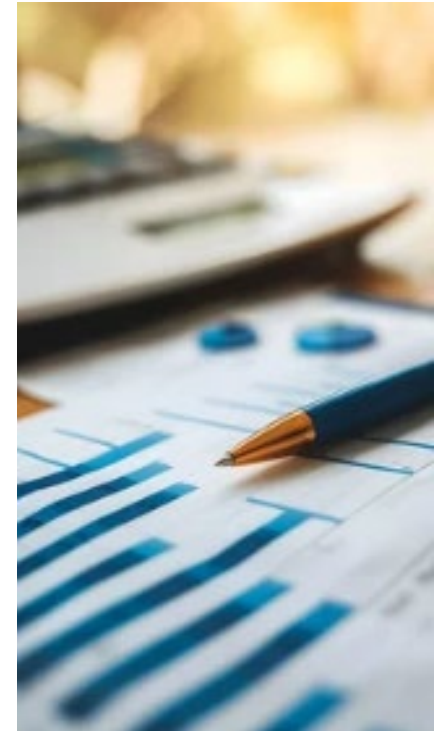
Facility Rent/Admissions – Facility rent/admissions are typically derived from three primary usage fees: general facility rental, stall rental and bedding. It is important to recognize that facility management will likely negotiate rental terms based on various factors. Published rental rates at comparable facilities are commonly negotiated based on the event's seasonality, type of venue(s) rented (e.g. indoor/ outdoor, lighted, seating, etc.), event length, number of stall rentals and/or multi-year contracts. Research indicates that there is a wide range in published rental rates which is primarily based on the quality of the facilities including their age, aesthetics, seating capacity, lighting, etc. In addition to facility rental, similar facilities charge a per day fee for stall rental which varies based on what is included (e.g., bedding, cleaning charge, etc.).

For non-equine events, the rent generated from utilization of the facility is typically derived from two primary rental arrangements. In the case of some ticketed events, facility rental is calculated by taking a percentage of the gross ticket sales for each event or a minimum rent per event day, whichever is greater. The other rental arrangement is when the user pays a base rental rate per event day which typically occurs for consumer shows/expos; agricultural events; or other non-entertainment-oriented functions that do not generate significant ticket sales and/or attendance.

While published rental terms vary based on the seating capacity, quality, location and competitive environment, negotiated rates are typically driven by a variety of market and economic factors. As such, average negotiated rental terms do not always reflect published terms.

RV Rental – RV parking revenue is based on event activity and the associated estimated number of RV spaces to be sold and an estimated daily rental rate per space. Revenue associated with general parking fees is not included in this analysis.

Food & Beverage – The operation and management of food and beverage sales is generally handled by one of two methods. The first method allows an independent concessionaire exclusive right to facility events with the facility taking a percentage of gross sales. The second method allows for the facility owner to own and operate the food and beverage service. Under this method, the facility owner captures all food and beverage sales but also incurs expense items related to purchase and maintenance of equipment, labor costs and costs of goods sold. It has not yet been decided whether the Proposed Payson Equestrian Park and Indoor Rodeo Arena will contract with a third party for concession operations or perform this function in-house. As such, an estimated net per capita amount is used in this analysis.



Financial Analysis – Description of Operating Revenues (cont'd)

Operating Revenues (cont'd)

Advertising and Sponsorship – Advertising and sponsorship opportunities are diverse and can include temporary signage at a single event; permanent signage on buildings or billboards located throughout one or more buildings; advertising in a program; or sponsoring an entire event. Events organized or sponsored by outside organizations do not typically share revenues with the facility owner/operator. However, advertising and sponsorship revenue generated from events that are organized/sponsored by the facility operator is usually retained by the facility and is a function of the amount and type of event activity in terms of events and attendance, the strength/breadth of the area employment base and the approach taken by management in terms of the amount and type of advertising and sponsorships it wants to sell.

Other – This line item includes revenue generated from miscellaneous sources such as vendor space rental.



Financial Analysis – Description of Operating Expenses

Operating Expenses

The following pages provide a description of the operating expense line items.

Personnel Costs – Staffing requirements and associated salaries and wages can represent a significant expense and vary based on permanent full-time staffing plans, among other factors. One factor relates to the management philosophy of maintaining event-related personnel as full-time or part-time staff. In addition, the extent that contracted services are used also impacts staffing at a facility. This line item also includes employer paid benefits such as healthcare, retirement, etc.

General & Administrative – This line item encompasses various general expenses used in the day-to-day management of the Proposed Payson Equestrian Park and Indoor Rodeo Arena, which may include travel, communications, technology, insurance, postage, etc. This line item also includes sales/marketing/ promotion expenses. Providing a new facility alone will not bring events. An aggressive sales/marketing strategy will need to be undertaken to allow the facility to diversify and enhance its event base.

Utilities – Utilities generally represent one of the highest expense items for these types of facilities and can vary depending upon the level of utilization, the type of facilities and the climate. For purposes of this analysis, it is assumed that the operating entity passes through to the user, to the extent possible, utility costs related to a particular event. In many facilities, these costs are handled as an expense that is fully or partially reimbursed by the event later or, for civic uses, a utilities charge is assessed. The utility cost shown in this analysis represents the total non-reimbursable costs. It should be noted that actual utility expenses will depend on facility design and decisions concerning energy systems and management.



Financial Analysis – Description of Operating Expenses (cont'd)

Operating Expenses (cont'd)

Operations Expense – This line item includes various expenses that will be incurred related to building, equipment and grounds maintenance, materials and supplies as well as equipment rental, and will vary based on utilization. Expense allocations for repairs and maintenance are also highly dependent upon the owner/management philosophy relative to upkeep of the facility.

Unreimbursed Contract Services – Unreimbursed contract services represent a variety of professional services which may include legal, accounting, janitorial, trash removal, landscaping and/or maintenance contracts, as well as other services that are not chargeable to event promoters/producers or users and are borne by the facility.

Other – This line item consists of miscellaneous operations costs for which the Proposed Payson Equestrian Park and Indoor Rodeo Arena may be responsible such as bank fees, memberships, subscriptions, etc.



Financial Analysis – Other Potential Revenue Sources

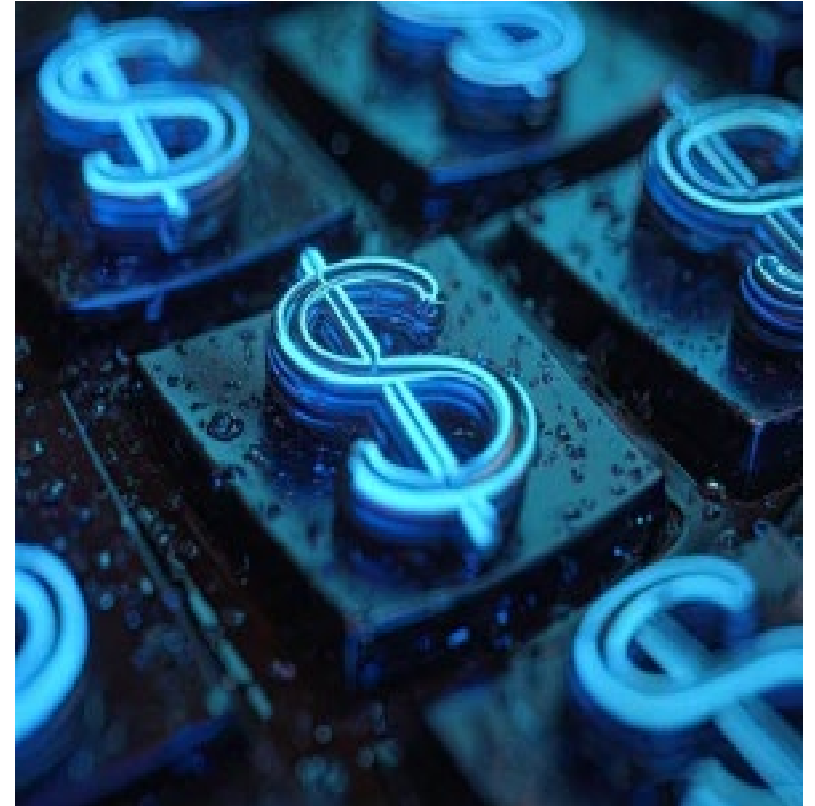
Other Potential Revenue Sources

Although not estimated in this analysis given the preliminary nature of the project, the following summarizes potential non-operating revenues that could potentially help mitigate the expected operating deficit.

Naming rights – Through a combination of naming rights, preferential advertising treatment and event sponsorship inducements, one or more private parties may be solicited for up-front or recurring annual commitments. However, as with advertising and sponsorship, the revenue generated from naming rights is generally based on several factors, including but not limited to, the amount and type of event activity, the local corporate base, and management's philosophy on the amount and type of naming rights sold (e.g., selling the entire facility and/or individual areas within the facility, etc.). Given these and other factors, naming rights revenue is excluded from this financial estimate. However, as the development planning process for the facility continues and program elements are finalized, this is a potential revenue opportunity that could be considered.

Exclusivity rights – Revenues related to exclusivity rights are generated through an agreement between two parties where one party exclusively purchases, sells and/or promotes goods of the other party. For instance, a local bank could pay to be the only bank with an ATM within the Proposed Payson Equestrian Park and Indoor Rodeo Arena..

Parking – Management could consider charging for event-related parking.



Financial Analysis – Other Potential Expenses

Other Potential Expenses

The following provides an overview of other expenses that are commonly recommended as an industry best practice and/or could be applicable to the Proposed Payson Equestrian Park and Indoor Rodeo Arena but not estimated due to the preliminary stages of the project.

Reserve for Replacement Fund – Although a specific amount is not estimated in this analysis, it is recommended that the Proposed Payson Equestrian Park and Indoor Rodeo Arena owner and operator plan for an annual payment specifically designated as a reserve for replacement fund to safeguard its investment. This fund is intended to cover any future capital repairs, replacements or improvements to the facility.

Pre-Opening Expenses – Expenses associated with staffing and marketing/promotion efforts prior to the Proposed Payson Equestrian Park and Indoor Rodeo Arena opening are not included in this analysis. These may include hiring staff prior to opening, attending trade conferences/conventions as well as major rodeo and equestrian competitions to foster business contacts and bid for future year competitions. Marketing expenses associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena will be a critical factor in its ability to attract high caliber event activity.



Economic Impact Analysis - Overview

One of the primary reasons that some communities develop these types of facilities is the economic activity that they can generate in terms of spending, employment and labor income as well as tax revenues to local and state governments. These facilities typically attract events that draw patrons from outside of the immediate market area who spend money on hotels, restaurants, retail, entertainment, transportation and other related services. Consequently, when evaluating the merits of these types of projects, both costs and benefits such as operating requirements, debt service and economic benefits should be considered.

Further, temporary economic activity is generated during the construction period from spending related to materials, labor, etc. However, given the preliminary planning stage of the project, these one-time construction impacts have not been estimated.

Based on the research and analysis conducted, including the estimated utilization and financial operations, this section estimates the total economic contribution associated with operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena within the local area, defined for purposes of this analysis as Utah County, as well as tax revenues that could be generated at the local and State levels. Utah County was utilized as the local study area because it represents the primary geographic area expected to capture the majority of direct and indirect economic activity associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

If built, the local area could benefit from ongoing operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena, including the following tangible and intangible benefits.

- Generating additional economic activity in terms of spending in the area economies as well as associated jobs and labor income
- Growing and retaining commerce in the area
- Offering first-class facilities for residents and visitors
- Improving the overall quality of life and livability of the area
- Attracting visitors to help support area businesses
- Leveraging public investment to serve as a catalyst for other potential development initiatives

Each of these benefits are important in assessing the overall benefit that the Proposed Payson Equestrian Park and Indoor Rodeo Arena may have on the area. While the value of many of these benefits is difficult to measure, the economic activity generated can be quantified.

Economic Impact Analysis - Methodology

Estimating the economic impact generated by a facility can be approached in several ways. To estimate total economic contribution, total operating expenses, as well as spending by all visitors, even residents, is included in the analysis. Economic contribution provides an overview of the total economic activity associated with a project. If spending associated with local attendees was excluded, this would yield net economic impacts.

Regional input-output models are typically used by economists as a tool to understand the flow of goods and services among regions and measure the complex interactions among them given an initial spending estimate.

Direct Spending

Estimating direct spending generated from the Proposed Payson Equestrian Park and Indoor Rodeo Arena is a key input in the economic impact model. Direct spending represents the initial change in spending that occurs as a direct result of operations. An attendee eating at a local restaurant before an event is an example of direct spending.

This analysis utilizes estimated expenditures related to facility operations such as personnel costs, utilities, general administrative costs, etc. as well as attendee spending outside of the Proposed Payson Equestrian Park and Indoor Rodeo Arena before and after events at hotels, restaurants, bars, gas stations, retail stores, etc. as an initial measure of economic activity.

Based on the anticipated nature and scope of event types, attendees and participants were categorized as either day-trippers who travel to and from the facility for events on the same day or attendees who generate overnight stays.

Each group was assigned different per capita spending amounts. Estimates related to direct spending were primarily informed by user group input; industry resources and data; as well as our experience with comparable venues.

To estimate the total economic contribution in the local area, adjustments were made to gross direct spending to account for leakage (i.e., spending that occurs outside of the area). While it is reasonable to assume that a portion of spending from local attendees is displaced or would have occurred somewhere in the local area without the presence of the Proposed Payson Equestrian Park and Indoor Rodeo Arena, attendees may not have made purchases in the local area if the events had not occurred. Further, local attendees may have driven outside of the area to attend an event at a different venue within the region without the presence of the facility.

Economic Impact Analysis – Methodology (cont'd)

Multiplier Effect

Additional economic impacts are generated through the re-spending of direct expenditures within the economy. To estimate these effects, economists utilize input-output models that quantify interactions among businesses, industries, households, and other sectors within a regional economy. This analysis uses the Regional Input-Output Modeling System ("RIMS II") multipliers developed by the U.S. Bureau of Economic Analysis ("BEA"). RIMS II is an input-output modeling system designed to estimate the total economic impacts associated with changes in economic activity within a defined geographic area. The system estimates how spending circulates through the economy, generating additional indirect and induced effects. RIMS II multipliers are widely utilized by government agencies, economic development organizations, universities, and private sector consultants for economic and fiscal impact analyses.

The RIMS II multipliers are derived primarily from BEA national and regional economic accounts, employment and earnings data, and other federal statistical sources. The methodology reflects the industrial structure of a regional economy and accounts for economic leakages associated with purchases of goods and services originating outside the study area.

Once estimated direct spending is assigned to the appropriate industry sectors, the RIMS II multipliers are applied to estimate the total economic effects associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena. These effects include direct effects associated with the initial spending, indirect effects associated with business-to-business purchases, and induced effects generated by household spending resulting from earnings supported by the direct and indirect activity.

The resulting estimates quantify total output, earnings, employment, and other economic activity supported within the study area.

Indirect and Induced Impacts

Indirect impacts reflect the re-spending of the initial or direct expenditures, or the business-to-business transactions required to satisfy the direct effect (e.g., impacts from non-wage expenditures). For example, an attendee's direct expenditure at a restaurant requires the restaurant owner to purchase food and items from suppliers. The portion of these restaurant purchases that are spent within the area economy are indirect impacts.

Induced impacts reflect changes in local spending by households on goods and services that result from income changes in the directly and indirectly affected industry sectors (e.g., impacts from wage expenditures). For instance, a server at a restaurant could have more personal income due to an attendee's visit to the restaurant. The amount of increased income that the employee spends in the area economy is an induced impact.

The model generates estimates of these impacts through a series of relationships using average wages, prices and transportation data, considering commute patterns and the relative interdependence of the economy on outside regions for goods and services.

As described above, Indirect and induced impacts are commonly referred to as multiplier effects.

Economic Impact Analysis – Methodology (cont'd)

Total Economic Contribution

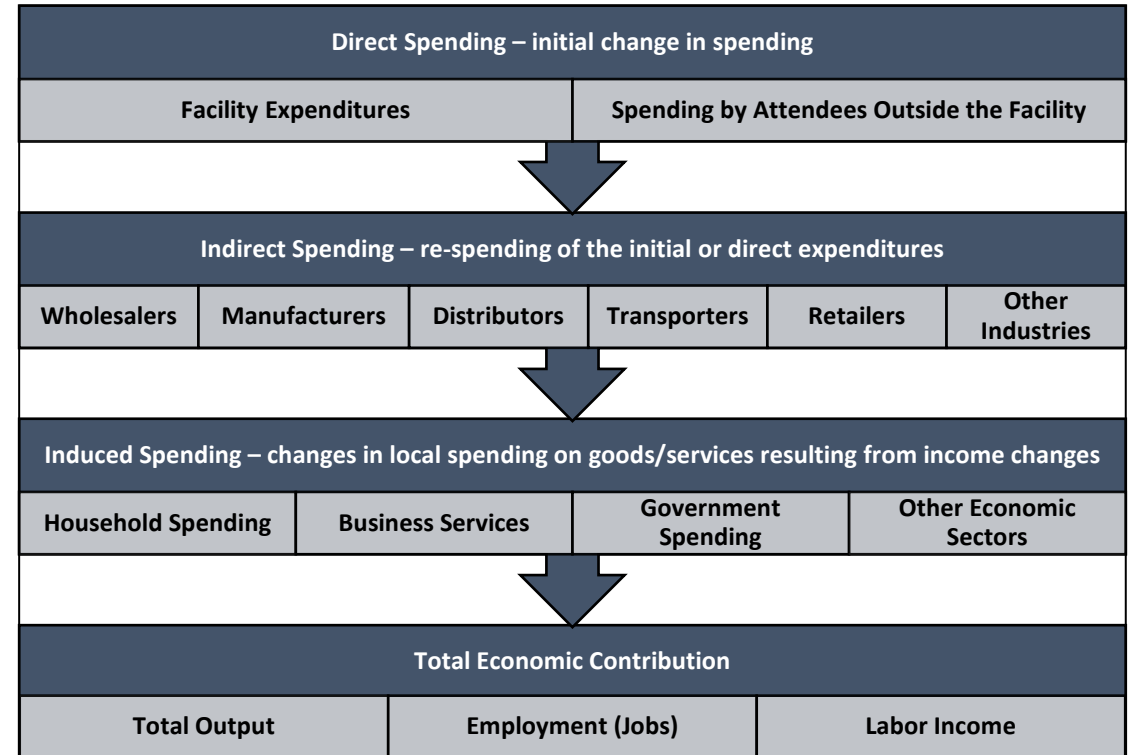
The calculated multiplier effect is then added to the direct impact to quantify the total economic contribution in terms of output, employment and labor income which are defined as follows:

Total Output is a measure of the total estimated value of the production of goods and services supported by operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena. Total output is the sum of all intermediate sales (business to business) and final demand (sales to consumers and exports). This calculation measures the total dollar change in spending (output) that occurs in the economy for each dollar of output delivered to final demand.

Employment (Jobs) represents the number of full-time and part-time jobs that are supported by operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena. The employment multiplier measures the total change in the number of jobs supported in the economy for each additional \$1.0 million of output delivered to final demand. It should be noted that a person can hold more than one job, so the total number of jobs is not necessarily the same as the number of employed people. Further, the total number of jobs does not only reflect employees working at the Proposed Payson Equestrian Park and Indoor Rodeo Arena but rather the total number of jobs that are directly and indirectly supported on an annual basis in multiple sectors of the economy due to the ongoing operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena.

Labor Income represents the wages and salaries earned by employees of businesses associated with or impacted by operations of the proposed facility. In other words, the multiplier measures the total dollar change in earnings of households employed by the affected industries for each additional dollar of output delivered to final demand.

The graphic below illustrates the multiplier effects for calculating total economic contribution.



Fiscal Impact Analysis – Methodology

Tax Revenues

The estimated spending in the local area generated from operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena also creates tax revenues for local and State economies. Experience in other markets suggests that while a significant portion of the direct spending likely occurs near the Proposed Payson Equestrian Park and Indoor Rodeo Arena, additional spending occurs in other surrounding economies.

Major tax sources impacted by facility operations were identified and taxable amounts to apply to each respective tax rate were estimated. Although other taxes may also be positively impacted by operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena, this analysis estimated revenue generation from State-level sales and use taxes and corporate and personal income taxes, as well as County and municipal sales and use taxes, County transient room taxes, and County tourism restaurant taxes.



Economic & Fiscal Impact Analysis – Estimates

Based on the previously outlined methodology and assumptions, the adjacent table summarizes the estimated range of total economic contribution in the local area from ongoing operations of the Proposed Payson Equestrian Park and Indoor Rodeo Arena in a stabilized year of operations. Further, the table provides estimated tax revenues at the local and State levels associated with operations.

In a stabilized year of operations, the Proposed Payson Equestrian Park and Indoor Rodeo Arena is estimated to generate between approximately \$7.3 million and \$10.9 million in direct spending annually, resulting in total annual economic output ranging from approximately \$12.5 million to \$18.7 million within the local area. This activity is estimated to support between 101 and 154 full- and part-time jobs and generate between approximately \$3.3 million and \$5.0 million in labor income. State and local tax revenues generated from ongoing operations are estimated to range from approximately \$851,000 to \$1.3 million annually, including between approximately \$311,000 and \$485,000 in local tax revenues and between approximately \$540,000 and \$823,000 in State tax revenues.

Estimated Range of Economic Contribution in the Local Area and State and Local Tax Revenues Proposed Payson Equestrian Park and Indoor Rodeo Arena		
Category	Low	High
Output		
Direct Spending	\$7,290,000	\$10,913,000
Indirect & Induced Spending	\$5,231,000	\$7,828,000
Total Output	\$12,521,000	\$18,741,000
Total Jobs (Full- and Part-Time)	101	154
Total Labor Income	\$3,342,000	\$4,998,000
Local Tax Revenues	\$311,000	\$485,000
State Tax Revenues	\$540,000	\$823,000
Total Tax Revenues	\$851,000	\$1,308,000



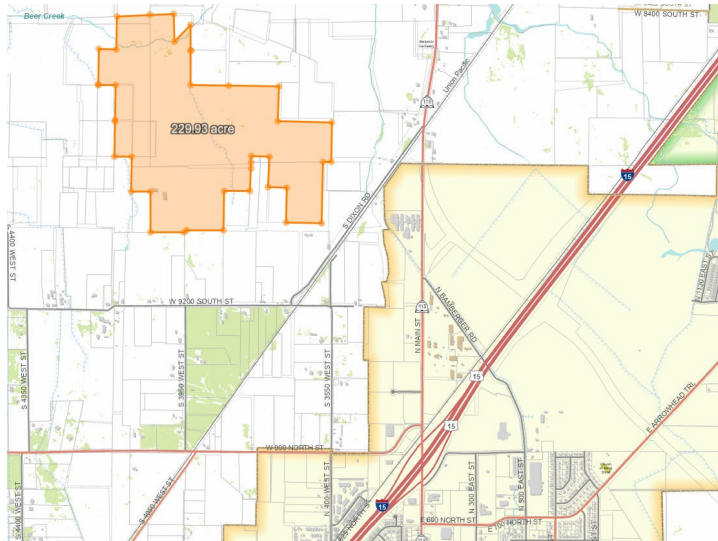
9. Appendix



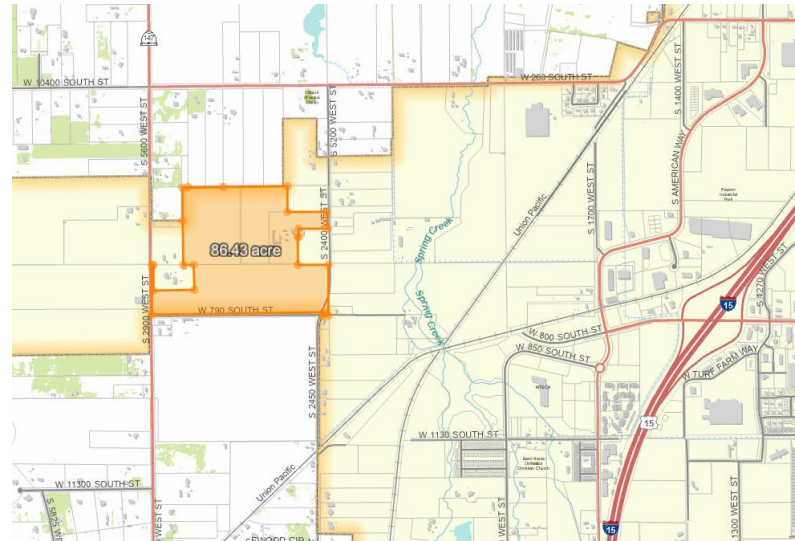
Potential Site Locations

The sites below were identified by the City as potential sites that may meet some of the identified characteristics needed to support the proposed new facility. However, these sites are for illustrative purposes only; identifying a potential site(s) to perform an in-depth evaluation, in collaboration with other partners, is the City's next step of the overall development planning process.

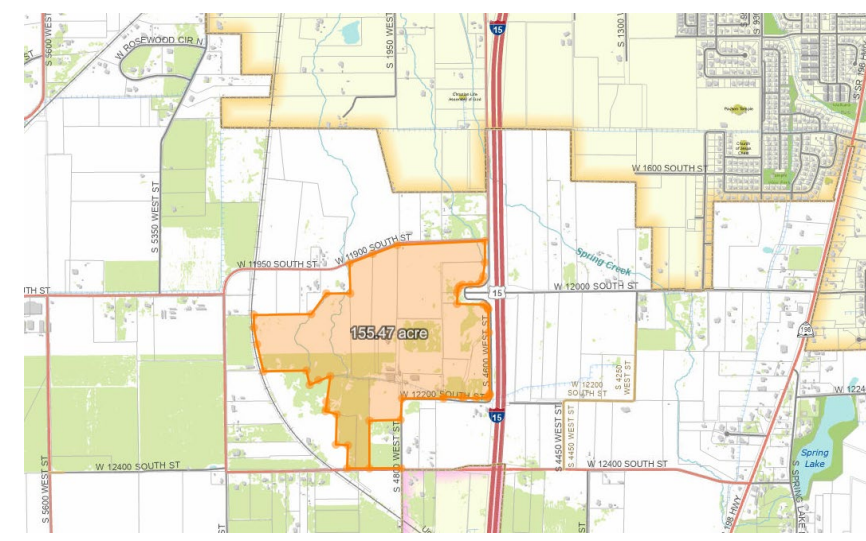
Barney Properties



Hiat Properties



Gulf Funder LLC Properties (Taylor Ranch)



10. Limiting Conditions & Assumptions



Limiting Conditions & Assumptions

This analysis is subject to our contractual terms as well as the following limiting conditions and assumptions:

- This analysis has been prepared for Payson City (Client) for its internal decision-making purposes associated with the Proposed Payson Equestrian Park and Indoor Rodeo Arena and may not be used for any other purposes without the prior written consent of Crossroads Consulting Services, LLC.
- This report should only be used for its intended purpose by the entities to whom it is addressed. Reproduction or publication by other parties is strictly prohibited.
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- Estimates and analysis regarding the Proposed Payson Equestrian Park and Indoor Rodeo Arena are based on trends and assumptions and, therefore, there will usually be differences between the projected and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.
- Although this analysis utilizes various mathematical calculations, the final estimates are subjective and may be influenced by our experience and other factors not explicitly stated.
- We have no obligation, unless subsequently engaged, to update this report or revise this analysis as presented due to events or circumstances occurring after the date of this report.
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- The analysis performed was limited in nature and, as such, Crossroads Consulting Services, LLC does not express an opinion or any other form of assurance on the information presented in this report.
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