

# HPEC- Maximize the Venue 2023 & Beyond



By 4D Production, LLC



Contract consultant,  
2022 & 2023





# David Solum, HPEC General Manager

- 1992 - Present: 31 year Professional business operator in equine products and merchandise supply lines.
- High level professional private business expertise in sales, marketing & branding equine products in the equine industry.
- 2020 - Interim GM, HPEC
- 2021 - GM at HPEC



**25 Years:  
building , managing,  
and developing the  
business in the venue  
industry**



# Brian Dygert, 4D Production LLC

- Professional Horseman; 1984- 2002
- Licensed Official, FEI, USEF, NRHA, AQHA, APHA; 1985 - 2020
- Manager - Bob Martin Eastern Agricultural Center, Williamston, NC; 1997-2007
- General Manager - WestWorld of Scottsdale, Scottsdale, AZ; 2007 - 2022
- Principal, 4D Production LLC; 2012 - current





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# Plan Presentation



- Background
- Maximize the Venue
  - Today
  - Long Term
- Five-year Strategic Plan Coming
- Next Steps



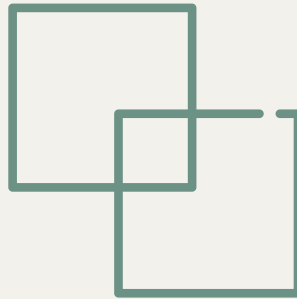
# Mission Statement

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It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative and accountable manner.



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Intro: A Division of the Economic Development Department of the Town of Queen Creek.

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This facility opened in 2009, with a vision of serving the equestrian industry as well as being a flexible event facility for non-equestrian events.

**2009:  
Seasonal  
equestrian  
facility**



**Services:  
Event Production**

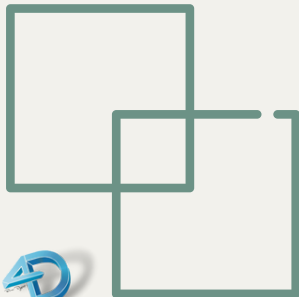
- **Equestrian Industry**
- **Special events**

# Brief History

- 2003 Planning started
- 2006 ERA Feasibility Study
  - competent management
  - effective marketing
  - packages offered by event producers
- Park opened in 2009
- David Solum, GM, 2020

## FY 22-23:

- 148,329 Attendance
- 11,839 Horses
- 77 Total Events
- 186 Use (Event) Days
- 68.4% Saturation Rate



# Financial Production 10 year: 2012 - 2022



	2012	2022
REVENUES	\$425,871	\$1,103,373
EXPENSES	\$869,825	\$2,104,018
USE DAYS	49	178
ATTENDANCE	34,100	125,000

Due to continued capital investment, HPEC has continued to realize revenue growth.

Examples:

- RV Stalls
- 2nd covered arena
- 200 shed row barns
- cattle pens
- Bleachers

**10 yr: revenue:** 2.6x increase

**Expense:** 2.4x increase

**Use Days** 3.6x increase

**Attendance:** 3.7x increase



# Event Growth Potential & Economic Impact



## FY 21-22 HPEC Production

125,000 total attendance  
12,800 total horses  
74 total events  
178 Use Days  
**65.4% saturation rate**

## FY 22-23 HPEC Production

148,329 total attendance  
11,839 total horses  
77 total events  
186 Use Days  
**68.4% saturation rate**

### **Event Growth potential current will come from:**

Booking policy - Sponsorship - Rates & Fees - Barn & RV Stall Capacity

## HPEC: Economic Impact

### **FY 22-23:**

148,000 patrons  
11,800 horses

**\$42.3 million E.I. \***

\*Highland Market Research, July 2023

## Exhibitors and Patrons

FY 21-22 :

**From Outside AZ 65.1 %**

**From AZ 34.9%**



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# History, Operation, Philosophy, Revenue



## Financial Production

### Seasonal



Horseshoe Park Equestrian Centre is a full service, seasonal equestrian & multi-use event facility.

### HPEC most recent Fiscal Years performance:

FY 21-22 Actual:

Revenue: \$1,013,373

Expense: \$2,104,108

**48.2% recovery of expense**

FY 22- 23 Actual

(to date: June 2023)

Revenue: \$1,167,154

Expense: \$2,395,956

**48.7% recovery of expense**

### Revenue Sources:

- Event Invoices
- Secondary Event Rev
- Economic Impact; consumer spending in town

### Customers



### Customers:

- 75% of contracts Equine
- 21% of contracts = multi-year
- 3-5 yr term
- 3.5% date turnover (prior 3 yrs)

# Short-Term Recommendations: Maximize the Venue

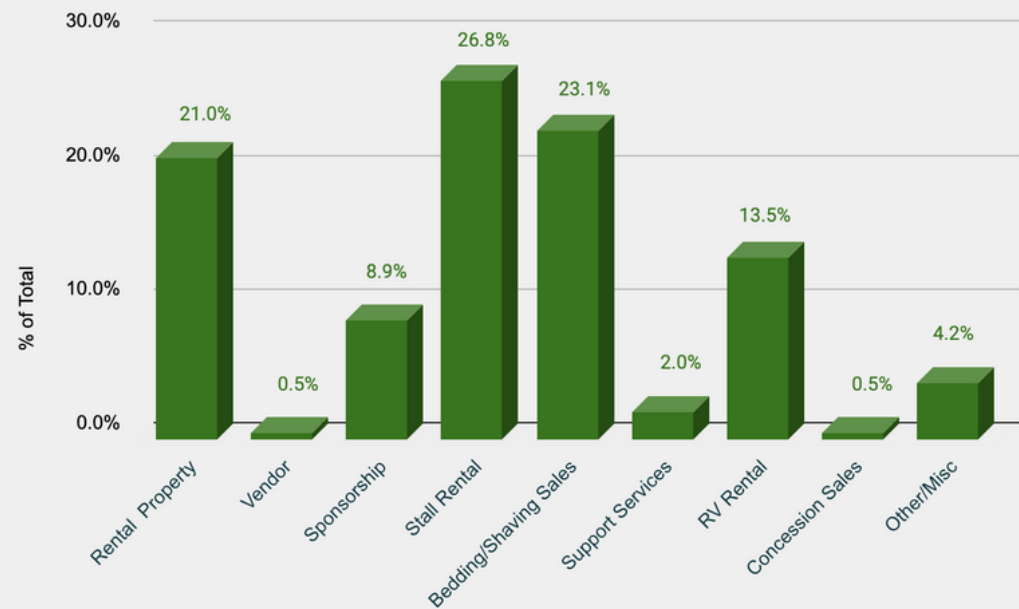
- Formal Booking Policy
- Annual analysis on rates and fees
- RFP for annual food & beverage & alcohol vendor on site.
- RFP for full service restaurant in HPEC front lot.
- Master Site Plan Design
- Formal Sponsorship, Digital Signage Program (DSP) & upgrade road front Marquee
- Increase Barn Stall Capacity
- Increase RV unit capacity
- Marketing & Brand Awareness Plan



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## HPEC: Revenue Sources

HPEC Revenue Sources: Prior 2 yr Average- Actual: (% of total)



HPEC Revenue Streams: 2 yr average

Booking policy & analysis on Rates & Fees underway; no additional cost.



# 5 Year Strategic Plan



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- Update every 4 years
- Phased recommended projects over 5-years as part of annual budgets
- Concurrent 3rd party economic & fiscal analysis study
- 5-Year Strategic Plan,
  - will be on a future Council agenda.
- Implement short-term action plans.





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# Maximize the Venue - Long term



- Seasonal to Year round venue
- Climate control
- Advanced Capital Plan
- Advanced Operational Plan
- Maximize Stall Capacity
- Maximize RV unit capacity
- Enables 2 small to mid-size or 1 large size event

## HPEC: Advanced Capital and Operational Plan





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# Thank You



Introduction of the Strategic Plan

David Solum, GM, HPEC

Brian Dygert, Principal, 4D Production LLC



**4D Production, LLC**

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