



VisitNorman/Norman Sports

Fiscal Year 2027 Strategic Sales Plan

Executive Summary

The Fiscal Year 2027 Strategic Marketing Plan for VisitNorman builds on the foundational work established in FY26, including the launch of a new website, the expansion of a content-driven marketing ecosystem, and a more performance-focused paid media strategy. FY27 represents a year of refinement and optimization, shifting from infrastructure-building toward sustained, data-guided execution.

As travel behavior continues to favor drive markets, shorter planning windows, and experience-driven decision-making, VisitNorman's marketing strategy will focus on increasing destination awareness and intent while encouraging longer stays and higher visitor spending. Marketing efforts will be closely aligned with hotel demand patterns, major events, group sales initiatives, and sports tourism priorities to ensure resources are deployed where they generate the strongest economic return.

This plan emphasizes flexibility, accountability, and measurable outcomes, positioning VisitNorman Marketing as a strategic partner in economic development rather than solely a promotional function

The Fiscal Year 2027 (FY27) Strategic Sales Plan for VisitNorman Conference Sales builds on prior-year momentum while intentionally evolving the destination's group sales strategy to reflect current market realities, hotel capacity patterns, and emerging opportunities. Historically, VisitNorman has focused on securing larger conferences and events generating high

room-night volume over longer stays with strong incremental economic impact. While this segment remains critical, FY27 introduces a more diversified portfolio approach.

In response to seasonal compression at Embassy Suites Norman and the NCED Hotel & Conference Center, particularly during the fall—and informed by industry data showing growth in smaller, more frequent meetings and tours, VisitNorman will strategically balance:

- High-room-night, longer-lead conferences and meetings, and
- Higher-volume, smaller-scale business, with an emphasis on Motorcoach Tour Operators, SMERF, short-term meetings, and flexible-date groups.

This plan leverages best practices from other top destinations, historical VisitNorman strategies, and current sourcing data to drive sustainable room-night growth, improve hotel utilization during shoulder periods, and strengthen Norman's position as a service-forward, planner-friendly destination.

Marketing and Communications

VisitNorman's FY27 marketing strategy is grounded in the direct relationship between destination awareness, travel intent, and measurable economic impact. Marketing activity plays a critical role in driving hotel demand, supporting local businesses, and increasing lodging and sales tax revenues for the City of Norman.

Key market dynamics influencing the FY27 strategy:

- Continued strength in regional and drive-market travel, particularly for weekend and event-driven trips.
- Increased reliance on digital research, search, and social discovery when planning travel.
- Shorter booking windows, requiring marketing efforts that remain visible and responsive throughout the year.

- Growing importance of authentic, experience-based storytelling over traditional promotional messaging.

VisitNorman will continue leveraging visitor data and analytics to guide campaign timing, audience targeting, and content themes. This ensures marketing investments remain aligned with seasonal demand, hotel availability, and high-impact travel periods.

FY27 Strategic Marketing Goals

Increase Overnight Visitation & Visitor Spending

- Support marketing initiatives that encourage longer stays, pre- and post-event travel, and increased visitor spending. Prioritize campaigns aligned with hotel demand patterns and seasonal opportunities that generate measurable economic impact.

Strengthen Norman's Destination Awareness in Key Markets

- Maintain a consistent presence in priority drive markets through paid, owned, and earned channels. Reinforce Norman's identity as an accessible, experience-rich destination that is easy to plan and easy to visit.

Support Group, Sports & Event Demand Through Marketing Alignment

- Align marketing efforts with VisitNorman Conference Sales and Norman Sports initiatives to support meetings, tournaments, and major events. Amplify awareness of travel opportunities that drive overnight stays and repeat visitation.

Deliver Measurable ROI Through Data-Informed Marketing

- Guide media investment decisions using established performance benchmarks and real-time insights. Track and report on key indicators

tied to awareness, engagement, and demand generation to ensure accountability and year-over-year improvement.

Strategic Marketing Pillars

Content as Demand Generation

Develop and distribute content that inspires travel, supports trip planning, and highlights experiences that encourage longer stays and repeat visitation.

Paid Media as Intent Capture

Invest in flexible, performance-driven paid media strategies that capture high-intent travelers and remain adaptable to seasonal and event-driven opportunities.

Earned Media as Credibility Builder

Pursue proactive public relations and editorial coverage to increase destination credibility and extend reach beyond paid channels.

Partnerships as Force Multipliers

Collaborate with hotels, attractions, event organizers, and community partners to amplify messaging and maximize marketing impact.

Data & Measurement as Accountability

Leverage analytics and visitor data to guide decision-making, optimize performance, and demonstrate ROI to stakeholders.

Priority Marketing Focus Areas

Content & Storytelling

- Maintain a consistent editorial presence across website, social, and email platforms.

- Expand itinerary-driven and experience-based content that supports overnight visitation.
- Utilize user-generated content and local storytelling to reinforce authenticity.

Paid Media & Awareness

- Continue always-on search marketing to capture high-intent travelers.
- Use paid social, display, and streaming video to build awareness in priority markets.
- Maintain flexibility to support major events, seasonal travel windows, and emerging opportunities.

Public Relations & Earned Visibility

- Increase proactive pitching tied to events, seasonal travel, and human-interest stories.
- Position VisitNorman as a resource for media covering travel, culture, sports, and regional tourism.

Website & Digital Experience

- Optimize VisitNorman.com as the primary trip-planning resource for visitors.
- Maintain accurate, well-structured, and searchable content that supports both traditional search visibility and emerging AI-assisted discovery.
- Use the website as a central hub that supports paid media, earned media, and partner-driven marketing efforts.

Community & Partner Amplification

- Support local businesses, events, and attractions through shared storytelling, marketing visibility, and collaborative promotion.

- Build strong, ongoing relationships with community partners through regular outreach, listening, and engagement, including meetings, roundtables, and direct collaboration.
- Develop turnkey marketing materials and resources that help partners effectively promote their offerings while enhancing the overall visitor experience.

Performance Metrics & KPIs

VisitNorman Marketing will track success using indicators that connect marketing activity to economic impact and destination demand, including:

- Website engagement and referral traffic
- Paid media impressions, clicks, and engagement
- Content performance and audience growth
- Email engagement and subscriber growth
- Earned media placements and reach
- Alignment with group, sports, and event performance indicators

These metrics ensure accountability while allowing flexibility to respond to market conditions.

Community & City Impact

VisitNorman's FY27 Marketing Strategy is designed to support the broader community by:

- Driving demand that benefits hotels, restaurants, retail, and attractions
- Supporting major events, meetings, and sports tourism initiatives
- Increasing year-round visitation and stabilizing seasonal demand
- Strengthening Norman's reputation as a welcoming, well-positioned destination

Through strategic marketing investment and cross-department alignment, VisitNorman Marketing serves as a key contributor to the City of Norman's economic vitality.

VisitNorman Sales

VisitNorman's sales strategy is grounded in the direct relationship between group visitation and community-wide economic impact. Group business drives not only hotel room nights, but also lodging tax collections, local sales tax revenue, employment stability, and visitor spending across restaurants, retail, attractions, and transportation providers.

Industry data and prior VisitNorman performance indicates:

- Continued growth in RFP volume and room nights, with planners increasingly sourcing smaller, more frequent events with shorter booking windows.
- 62% of RFPs are awarded to one of the first three destinations to respond, reinforcing that speed and service directly influence conversion and ROI.
- Increased demand for simple meetings, SMERF, and tour-based travel, which typically deliver reliable overnight stays and incremental spending even at lower peak volumes.
- Rising reliance on digital sourcing and AI-assisted search, making complete, content-rich destination profiles critical to competitiveness.
- From an ROI perspective, diversification improves yield:
- Large conferences drive high room-night density and multi-day impact but are seasonal and space-dependent.
- Smaller meetings and motorcoach tours deliver repeatable volume, fill shoulder periods, and stabilize hotel occupancy.

FY27 responds directly to these factors by balancing high-impact conferences with volume-driven segments that improve overall tax generation, hotel performance, and year-round economic activity.

FY27 Strategic Sales Goals (Aligned with VisitNorman Mission)

VisitNorman Sales exists to drive overnight visitation, generate measurable economic impact, and enhance Norman's visibility as a destination for meetings, events, and group travel, while delivering exceptional service to planners and partners. The FY27 Strategic Sales Goals intentionally align with VisitNorman's broader organizational objectives as reflected across VisitNorman.com, prior Plans of Work, and CVB priorities.

1. Increase Overnight Visitation & Tax Impact

- o Grow total group-related room nights year-over-year across all segments.
- o Prioritize business that produces overnight stays and incremental visitor spending.

2. Strengthen Norman's Position as a Meetings & Group Destination

- o Elevate awareness of Norman as a capable, service-oriented host city for meetings, tours, sports, and events.
- o Reinforce VisitNorman's role as the central connector between planners, hotels, venues, and the community.

3. Balance Hotel Utilization Across Seasons & Properties

- o Support hotel partners by driving business during shoulder periods and need dates.
- o Diversify demand to reduce overreliance on peak-season compression at Embassy Suites and NCED.

4. Expand Group & Leisure Travel Segments that Fit Norman's Strengths

- o Grow motorcoach tour traffic and smaller group business that aligns with Norman's accessibility, attractions, and affordability.

- o Continue pursuing conferences and meetings that align with available space, patterns, and community assets.

5. Deliver High-Touch Sales & Services that Drive Repeat Business

- o Provide planners and operators with responsive, knowledgeable, and personalized support before, during, and after events.
- o Increase repeat bookings and long-term relationships.

6. Leverage Partnerships to Maximize Economic Impact

- o Collaborate with hotels, attractions, restaurants, the University of Oklahoma, and community partners to enhance visitor experience.
- o Position VisitNorman as a value-added partner—not just a lead generator.

Priority Sales Segments

1. Core Conference & Meetings (Foundational Segment)

Target Profile:

- State, regional, and select national associations
- Government and education meetings - Corporate retreats and training events

Strategy:

- Continue pursuing multi-day, higher room-night opportunities that align with available inventory
- Focus on groups flexible on dates, patterns, or venue usage
- Emphasize Norman's centralized location, affordability, and service support

Key Actions:

- Attend and actively prospect at OSAE, SGMP, MRN, FEA, DI, ABA, NTA, and other select targeted "Group Buyer" events.
- Host, targeted FAMs and site visits aligned with hotel availability
- Provide comprehensive planning support beyond venue sourcing

2. Motorcoach Tour Operators (Growth Segment)

Target Profile:

- Regional and national tour operators
- Educational, cultural, senior, alumni, and special-interest tours
- Overnight and multi-night itineraries

Strategic Rationale:

Motorcoach tours offer:

- High volume, repeatable business
- Flexibility on dates and patterns
- Strong fit for shoulder periods and weekends

Strategy:

- Position Norman as a value-add stop, not just an overnight stay
- Promote Norman as a “hub & spoke” destination for local attractions
- Package attractions, dining, and experiences into turnkey itineraries
- Focus on reliability, ease of access, and group-friendly logistics

Key Actions:

- Increased presence at ABA Marketplace, NTI, Group Travel Con, Going on Faith, and similar tour-focused shows
- Develop motorcoach-specific sales collateral and itineraries
- Strengthening relationships with attractions, restaurants, and retail partners
- Work with hotels to identify tour-friendly rates and patterns

3. Smaller Meetings, SMERF & Short-Term Business (Volume Segment)

Target Profile:

- Religious, fraternal, education, reunions, and hobby groups
- Short-lead meetings and training

- Groups displaced from larger markets due to cost or availability

Strategy:

- Actively pursue higher volumes of smaller groups
- Emphasize flexibility, affordability, and personalized service
- Utilize alternative venues and off-site spaces where appropriate

Key Actions:

- Enhance Cvent destination profile completeness and storytelling
- Leverage planner flexibility tools to convert declined or alternate-date business
- Promote Norman's unique venues and community experiences

Sales & Service Pillars (Aligned with industry Best Practices)

1. Prioritize Customer Service & Speed

- Rapid RFP response times
- Clear communication and proactive follow-up

2. Lean Into Norman's Identity

- University of Oklahoma
- Arts, culture, nature, and unique "districts"
- Authentic local experiences

3. Support the Entire Planning Lifecycle

- Pre-event marketing support
- Vendor referrals and logistics assistance
- On-site and post-event engagement

4. Leverage the Full Community as Event Partners

- Hotels, attractions, restaurants, retail, and volunteers

5. Personalize & Think Beyond Traditional Spaces

- Highlight off-site venues, experiences, and creative setups

6. Embed Technology & Data

- Maximize tools for sourcing, tracking, and visibility
- Maintain 100% complete, descriptive travel guide profiles

Performance Metrics & KPIs

VisitNorman Sales will track success using metrics that directly connect sales activity to economic return and partner value:

- Total Room Nights Generated – against **Annual Production Goals**
- Estimated Lodging Tax Impact attributable to group business
- Estimated Visitor Spending & Sales Tax Impact
- Motorcoach Tour Performance (leads, bookings, room nights, repeat tours)
- RFP Conversion Rate
- New vs. Repeat Planner Relationships

These indicators ensure that VisitNorman Sales efforts remain focused on outcomes that matter most to the city, hotel partners, and community stakeholders.

Hotel-Facing Addendum: How This Strategy Benefits Norman Hotels

VisitNorman's FY27 Strategic Sales Plan is intentionally designed to support hotels of all sizes, service levels, and meeting capabilities by aligning the right business with the right property at the right time.

Embassy Suites Norman & NCED Hotel and Conference Center

- Continued focus on conferences and meetings that maximize on-site space and overnight stays
- Reduced strain during peak fall compression by shifting smaller and tour business to alternate periods
- Improved ROI through better date and pattern alignment

Full Service & Select-Service Hotels

- Increased access to motorcoach tours, SMERF groups, and smaller meetings
- Stronger weekend and shoulder-period occupancy
- Opportunities for repeat, predictable business at manageable volumes

Limited-Service & Economy Properties

- Motorcoach tours and short-stay groups well-suited to price-sensitive travelers
- Higher frequency bookings with simpler operational demands
- Increased contribution to citywide occupancy and tax generation
- Across all property types, this strategy improves:
- Occupancy consistency
- Rate integrity through right-fit business
- Long-term partnership between VisitNorman and the hotel community

FY27 objectives follow a clear progression:

Motorcoach tours represent a scalable, repeatable growth opportunity for Norman.

1. Lead Generation

- Increase qualified tour operator contacts through ABA Marketplace, NTI, Going On Faith, Group Travel Con, and other targeted outreach
- Develop tour-specific itineraries and sales materials

2. Conversion to Booked Tours

- Match tours with appropriate hotels, attractions, and dates
- Emphasize ease of access, group-friendly logistics, and value

3. Room Nights & Economic Impact

- Generate consistent overnight stays during shoulder and need periods
- Drive incremental spending at restaurants, attractions, and retail

4. Repeat & Multi-Year Business

- Build long-term relationships with operators
- Position Norman as a trusted, reliable tour stop or overnight hub
- Create recurring annual or seasonal tour patterns

This ladder ensures motorcoach sales efforts deliver both short-term occupancy gains and long-term ROI.

The FY27 Strategic Sales Plan reflects VisitNorman’s core responsibility: turning visitation into economic impact. By balancing high room night conferences with volume-driven motor coach tours and smaller groups, VisitNorman Sales will:

- Increase lodging and sales tax revenues
- Support hotels across all segments
- Strengthen year-round occupancy
- Deliver measurable ROI for the City of Norman

This strategy positions VisitNorman not simply as a destination marketer—but as a strategic economic development partner for the community.

Norman Sports Commission

The sports tourism landscape has grown increasingly competitive, with destinations competing aggressively for events that deliver both economic impact and visibility. Rather than pursuing every available opportunity, Norman Sports prioritizes events that align with Norman’s facilities, hotel inventory, community capacity, and long-term strategic goals.

FY27 strategy emphasizes fewer, higher-impact initiatives that can be owned, grown, and repeated—creating predictable room-night production and stronger partner relationships. This portfolio-based approach mirrors VisitNorman’s group sales philosophy by balancing high-impact events with volume-driven opportunities that support year-round hotel utilization.

Signature Event Portfolio Strategy

Norman Sports prioritizes the ownership and long-term development of signature events as a core driver of sports tourism and economic impact. Event ownership allows for greater control over quality, branding, sponsorship inventory, and long-term growth while creating repeatable visitation and predictable outcomes.

Signature events are evaluated collectively as a portfolio, recognizing that different events may deliver different types of value in any given year—overnight room nights, destination visibility, sponsorship revenue, or community engagement. This approach allows Norman Sports to focus resources on fewer, higher-impact initiatives that can be refined, expanded, and retained over time.

Hotel Impact & Citywide Benefits

Sports tourism plays a critical role in supporting Norman’s hotel ecosystem by generating demand across full-service, select-service, and limited-service properties. Unlike traditional conference business, sports events often distribute room nights across multiple hotels simultaneously, benefiting the citywide lodging inventory.

Tournaments, endurance events, and multi-day competitions frequently fill weekends, shoulder seasons, and periods not traditionally captured by other group segments. This diversified demand supports occupancy stability, rate integrity, and long-term confidence among hotel partners.

Full-Service & Conference Hotels (Embassy Suites Norman & NCED Hotel & Conference Center)

These properties benefit most from large-scale, multi-day tournaments and signature events requiring group blocks, meeting space, and extended stays. Events are evaluated with consideration for seasonal compression and optimal weekend and shoulder-period utilization.

Select-Service Hotels

Select-service properties are key partners for youth sports, endurance events, camps, and mid-sized tournaments, providing predictable, manageable demand during weekends and non-peak periods.

Limited-Service & Economy Hotels

Limited-service properties benefit from price-sensitive teams, families, officials, and volunteers, contributing consistent volume and meaningful lodging tax generation.

Expanded Signature Event Portfolio

Stormin' Norman Run Series

The Stormin' Norman Run Series serves as a primary endurance-based growth platform. Designed to attract runners and spectators from outside the region, the series generates overnight visitation while reinforcing Norman's identity as an active, runner-friendly community. Structured as a repeatable series, Stormin' Norman supports long-term participation growth, sponsorship scalability, and brand equity.

Maverick Mountain Bike Series

The Maverick Mountain Bike Series expands Norman Sports' cycling portfolio by activating off-road and trail-based assets, including Lake Thunderbird. These events support competitive racing, community participation, and destination visibility while complementing Norman's existing cycling offerings.

Urban Cycling & Downtown Activation

The Maverick Criterium remains a high-visibility cycling event designed to activate both Campus Corner and Downtown Norman, driving spectator engagement, sponsorship value, and multi-night visitation.

Emerging & Experiential Fitness Events

Norman Sports will continue exploring experiential and hybrid fitness competitions that blend endurance, strength, and functional training. Potential events include formats similar to Hyrox, such as a Norman-branded event like SoonerRox. These events attract new participant demographics, leverage both indoor and outdoor venues, and create additional activation opportunities throughout the year.

Primary Sports Venues & Facility Strategy

Norman Sports' ability to attract and retain sports tourism is directly tied to the quality, versatility, and strategic use of its primary sports venues. FY27 emphasizes maximizing existing strengths, improving tournament readiness, and expanding facility-based opportunities to drive overnight visitation and long-term event retention.

Reaves Park – Baseball & Softball

Reaves Park is a key outdoor venue for baseball and softball tournaments. Norman Sports will continue prioritizing repeatable weekend and multi-day events that generate overnight stays, while working with partners to support field quality, scheduling efficiency, and a tournament-ready participant experience.

Gillis Rother Soccer Complex – Soccer

The Gillis Rother Soccer Complex is one of Norman's most valuable sports tourism assets. Its field inventory and central location support regional and national soccer tournaments with strong room-night potential. FY27 priorities include continued advocacy for field quality, spectator amenities, and tournament-friendly infrastructure that strengthens retention and growth.

Young Family Athletic Center (YFAC) – Indoor Sports

YFAC anchors Norman's indoor sports tourism efforts, traditionally hosting basketball, volleyball, and swim meets. In FY27, Norman Sports will intentionally expand the range of sports hosted at YFAC to diversify demand and maximize facility utilization.

Target growth sports include wrestling, cheer, judo and Olympic-style martial arts, and other non-traditional indoor events that fit the facility footprint. Building on the success of recent wrestling events, Norman Sports will pursue additional wrestling tournaments and explore strategic investment in wrestling mats. Providing in-house mats reduces barriers for event owners, improves host-city competitiveness, and makes Norman a more advantageous location for repeat bookings.

Norman Sports will also explore collaboration with Nadia Comaneci and Bart Conner to attract gymnastics camps and related programming. As Norman's indoor venue landscape evolves, the eventual development of a new arena will expand the city's ability to host larger gymnastics competitions and national-level events.

Expanding Beyond Primary Facilities: Outdoor & Natural Asset Activation

Future growth will also be driven by intentional activation of Norman's outdoor and natural assets. In FY27 and beyond, Norman Sports will leverage Lake Thunderbird and surrounding trail systems to create experience-driven events that diversify the portfolio and extend visitor stays.

Lake Thunderbird – Water-Based Events

Lake Thunderbird presents an opportunity to host high-visibility, spectator-friendly water sports events. Norman Sports will explore events such as Pro WaterCross personal watercraft racing, dragon boat racing, and other paddle and power-based competitions that align with the lake's scale and accessibility.

Cycling & Mountain Bike Activation

The expansion of mountain bike trails at Lake Thunderbird creates additional opportunities to grow Norman's cycling ecosystem through mountain bike races, skills clinics, and community activations—supporting both competitive participation and destination visibility.

Trail Running & Stormin' Norman Expansion

Building on the Stormin' Norman Run Series, Norman Sports will explore extending the brand into trail running at Lake Thunderbird. A trail series would introduce new race formats, attract a different segment of runners, and create additional activation dates throughout the year.

Together, this venue and outdoor-activation strategy strengthens Norman's ability to host a wider range of events, increases utilization across assets, and positions Norman as a flexible, forward-thinking sports destination.

Facilities as Competitive Infrastructure

Facilities are foundational to Norman's ability to compete for and retain sports tourism. Norman Sports advocates for intentional investment in key venues, recognizing that facility quality directly impacts event retention, sponsorship potential, and participant experience.

Strategic use of facility improvement funds focuses on shared-use enhancements that benefit multiple events, reduce operational friction, and improve spectator experience—strengthening Norman's long-term competitiveness.

Revenue, Sponsorship & Sustainability

FY27 emphasizes a sponsorship-driven sustainability model designed to reduce reliance on public funding while enhancing event quality. Norman Sports will continue deploying a hybrid sponsorship approach that maintains strategic oversight internally while leveraging external sales support for prospecting and growth.

Sponsorship success will be measured not only by revenue, but by partner retention, activation quality, and alignment with community values.

Partnerships & Community Collaboration

Norman Sports operates through strong, trust-based partnerships with the City of Norman and its key departments, recognizing that successful sports tourism requires coordinated planning, operational support, and shared stewardship of community resources.

City of Norman & Municipal Departments

The City of Norman plays a foundational role in enabling sports tourism activity. Norman Sports works closely with City leadership and staff to ensure

events align with community priorities while delivering measurable economic impact.

Parks & Recreation

Norman Parks & Recreation is a critical partner in the planning, preparation, and long-term improvement of athletic facilities. Ongoing collaboration focuses on facility readiness and scheduling, shared-use improvements that benefit both community programming and tourism-driven events, and strategic investment in infrastructure that supports event retention and growth.

Public Safety: Police & Fire

Norman Police and Fire departments are essential partners in delivering safe, well-managed events. Early coordination and clear communication support traffic management, emergency preparedness, and positive participant and spectator experiences.

University of Oklahoma

The ongoing development of the relationship with the University of Oklahoma remains a strategic priority. OU facilities, campus resources, and institutional collaboration elevate Norman's ability to host high-quality, high-visibility events. Norman Sports continues to strengthen coordination around facility access and scheduling, support events that benefit from OU's premier venues, and explore opportunities that align athletic, academic, and community interests.

Together, these partnerships allow Norman Sports to deliver events that are operationally sound, community-supported, and economically impactful. By maintaining clear roles, open communication, and long-term collaboration, Norman Sports ensures sports tourism enhances—not disrupts—the quality of life in Norman while supporting sustainable destination growth.

Measures of Success

Performance will be evaluated using metrics aligned with VisitNorman and city objectives, including overnight room nights, estimated economic impact, sponsorship revenue, event sustainability, and community engagement.

This outcome-driven framework ensures transparency, accountability, and continuous improvement.

The FY27 Norman Sports Strategic Plan positions sports tourism as a deliberate, measurable economic development strategy for the City of Norman. Through signature events, facility stewardship, hotel collaboration, and strong alignment with VisitNorman, Norman Sports will continue driving overnight visitation, supporting local businesses, and enhancing Norman's national visibility.

This plan reinforces Norman Sports' role not simply as an event supporter—but as a strategic partner invested in the long-term success of Norman's tourism economy, hotel community, and residents.