

## IV. Market Survey Analysis

To form a basis for the market analysis, detailed surveys were completed with meeting planners representing various key event segments that could potentially utilize a new downtown convention center in Branson. Individual telephone interviews were completed with representatives of national, regional and state event planners, as well as public/consumer show producers/promoters.

In addition, various community leaders and others with special interest in the proposed project and/or involvement with the local visitor industry were interviewed, either in person or via telephone. These local interviews provided important background and insight into the local Branson community, its attractions, resources and amenities, and key issues surrounding the development of a new convention center.

This chapter consists of the following sections:

- Research Methods
- Analysis of National/Regional Convention and Tradeshow Event Potential
- Analysis of State Rotating Event Potential
- Analysis of Public/Consumer Show Potential

### Research Methods

To form a basis for the market analysis, detailed surveys were completed with meeting planners representing several key event segments that could utilize a potential Branson convention center. Individual telephone interviews were conducted with representatives of the following key national, regional and state event segment groups: associations, SMERF (social, military, educational, religious and fraternal) organizations, public/consumer shows, corporations and tradeshows.

Random survey samples of national and regional rotating events requiring in excess of 25,000 square feet of gross exhibit space were drawn from the MINT database of rotating national and regional events maintained by the International Association of Convention and Visitors Bureau (IACVB). State samples were generated randomly using various industry publications, including the 2002 Databook of State Associations. Estimated population figures have been inflated to account for certain major events not tracked or updated through the various databases utilized.

The following exhibit presents a summary of the surveys conducted of rotating events and their associated interest levels in rotating an event to Branson.

### Summary of Rotating Event Survey Groups and Interest Levels

	National and Regional Groups			State Groups
	Assoc.	SMERF	Corp/TS	
Completed Interviews	91	32	27	23
Estimated Population	1,885	650	560	300
Interest Levels:				
Definitely Use	1.1%	9.4%	0.0%	14.3%
Likely Use	4.4%	12.5%	3.7%	28.6%
Possibly Use	29.7%	43.8%	40.7%	4.8%
Not Likely Use	64.8%	34.4%	55.6%	52.4%
Positive Response	35.2%	65.6%	44.4%	47.6%

As shown, market surveys with potential national, regional and state rotating events indicate varying levels of interest in a new Branson Center. Specifically, national/regional/state SMERF groups and state associations expressed a strong interest in the Branson product, while national/regional associations, corporations and tradeshow organizers expressed more moderate interest. In general, for small to medium sized communities, positive response percentages higher than 50 percent for national and regional groups (i.e., 66 percent positive by SMERF groups for Branson, as outlined above and in Appendix A) are considered particularly favorable. In addition, as will be discussed, surveys reveal that 96 percent of all national and regional groups (94 percent of the SMERF segment) have not held an event in Branson in the past. This represents a significant un-captured market base for Branson.

Further detail surrounding survey data results (separated among these four segments) is provided in Appendix A at the conclusion of this report. The following sections of this chapter present aggregate summaries of survey data by national/regional and state events.

In addition, interviews with select Missouri and regional area public/consumer show producers/promoters were also completed. These results are summarized later in this chapter.

### Analysis of National and Regional Convention and Tradeshow Event Potential

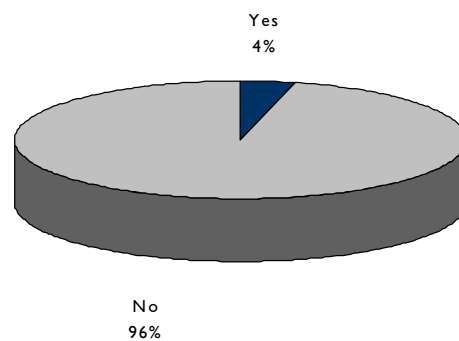
National and regional convention and tradeshow representatives were questioned as to their interest in holding an event at the proposed Branson Center. Some organizers



responded negatively to holding events in Branson due to the market's geographical location, lack of delegates in the area or region, rotational policies, preference of hotel facilities and other related issues, as discussed later in this chapter.

Exhibit IV-1 presents a summary of past use of Branson event facilities by national conventions and tradeshow planners interviewed.

Exhibit IV-1  
Past Use of Branson Event Facilities -  
National and Regional Conventions and Tradeshows



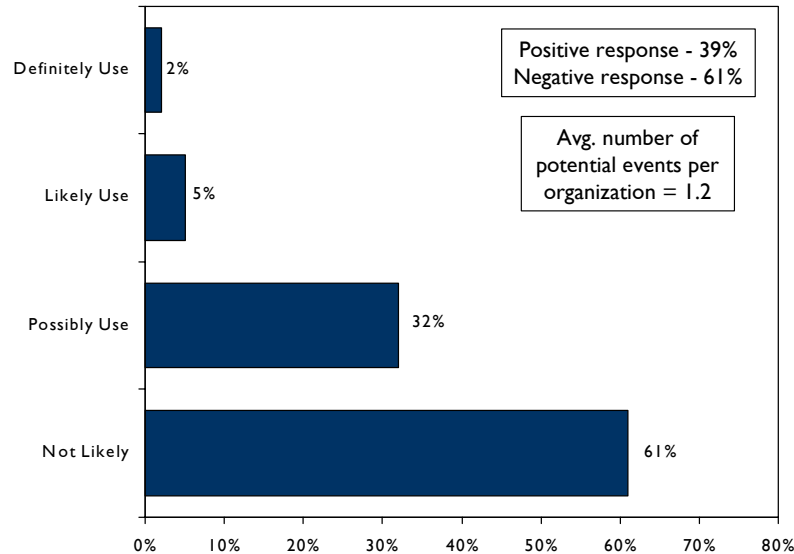
Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown, approximately 96 percent of national and regional conventions and tradeshows expressing an interest in Branson have not previously utilized Branson event facilities for an event. The base of events that have not held an event in Branson represents a significant source of possible business for a potential Branson Center.

#### *Results Related to an Interest in the Proposed Branson Center*

Following several introductory questions (the results of which will be subsequently discussed), national and regional convention and tradeshow respondents were asked to indicate the likelihood of their organization using a new Branson convention center, assuming they met the needs of their event. Responses related to national and regional groups surveyed are presented in Exhibit IV-2 on the following page.

**Exhibit IV-2**  
**Likelihood of Using Branson Convention Facilities –**  
**National and Regional Conventions and Tradeshows**



Source: CSL National/Regional Event Survey, 2002

National and regional convention and tradeshow planners were given various options of indicating interest in holding an event at a potential Center from “definitely” to “not likely” or “definitely not” holding an event. Overall, interviews with national convention and tradeshow representatives preliminarily indicated a moderate interest in using a potential Center, assuming it met their needs. However, as previously mentioned, national and regional SMERF groups expressed a significantly higher interest than association and corporate/tradeshow organizations (as presented in Appendix A). A significant percentage of the noted overall positive interest (32 percent) can be viewed as “tentative” interest (i.e., those that indicated “possibly” hold an event at the Center, rather than “likely” or “definitely”). This large “possibly” response is typical in surveys of small to mid-sized communities such as Branson with proposed facilities, reflecting the uncertainty and limited information concerning a potential facility, its characteristics and the overall “fit” of the destination/facility for prospective events.

The cumulative positive response (“definitely”, “likely” and “possibly” use) totaled 39 percent, with five percent of national associations surveyed indicating that they would likely utilize the Center and two percent of respondents indicating that they would “definitely use” the facility.

The level of overall national and regional event interest in Branson compares favorably with surveys previously conducted by CSL for similar markets (ranking in the upper one third). Branson’s higher ranking than many of the destinations listed below is partially a reflection of the strong response among respondents in the SMERF event segment. Positive national and regional event survey response interest in recent similar studies include the following:

Boise, Idaho	30 percent
Vail, Colorado	34 percent
West Hollywood, California	36 percent
Gulf Coast, Mississippi	37 percent
Pasadena, California	37 percent
South San Francisco, California	38 percent
South Lake Tahoe	43 percent

It should be noted that the above survey comparison information may reflect slightly different data sources and sample characteristics; however, it does provide an indication as to the comparative strength of the Branson market in terms of national and regional rotating events.

Further, a number of interested survey respondents indicated their group might consider a new Branson Center for more than one event (i.e., primary and secondary events, such as regional or mid-summer conferences, etc.). For example, national and regional convention and tradeshow survey results indicated an overall average of 1.2 events per interested respondent. The incidence of interest for secondary events for the proposed Branson Center was slightly higher than findings with other similar projects throughout the country.

#### *Reasons for Not Considering the Proposed Branson Center*

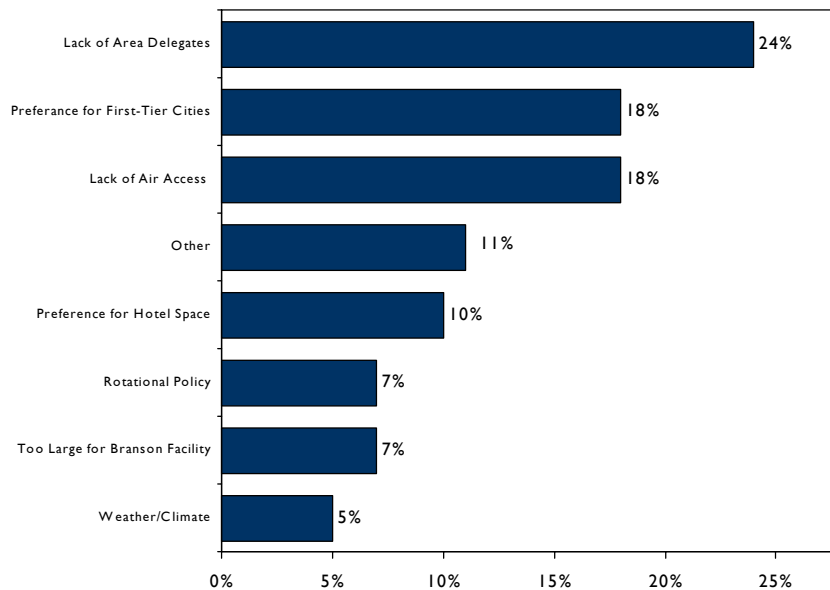
Respondents indicating that they would “not likely” utilize a potential Center, assuming it met the needs of their group, were further questioned as to specific reasons for their overall lack of interest. Based on survey results, stated reasons for not likely rotating to Branson for a future event varied among respondents. Some of the responses from national and regional groups included the following:

- “Air access to Branson is quite limited, inconvenient and expensive.”
- “We do not have enough delegates in the area for Branson to be considered as a potential destination.”

- “We prefer the use of hotel event space for our functions. It works well having meals, meetings and hotel rooms all under one roof.”
- “Our association only rotates to Tier-I cities.”
- “Branson does not offer sufficient hotel inventory or event space to accommodate our group’s needs.”
- “Our association prefers beach resort destinations for our annual event.”
- “We prefer to host our event in either Kansas City or St. Louis.”

Exhibit IV-3 outlines the primary reasons stated for a lack of interest in using the proposed Branson Center.

Exhibit IV-3  
Reasons for Not Considering Branson –  
National and Regional Conventions and Tradeshows



Source: CSL National/Regional Event Survey, 2002

In general, a lack of area delegates was the number one reason for not choosing the destination, as stated by approximately 24 percent of negative respondents. Other reasons for not choosing Branson include a preference for first-tier markets and limitations in air access, combining to account for 36 percent of the negative response. Though less frequently stated, a preference for hotel space (ten percent), rotational policy (seven percent) and sizing issues (seven percent) comprise nearly one quarter of reasons provided.

### *Results for Respondents with a Positive Interest in Branson*

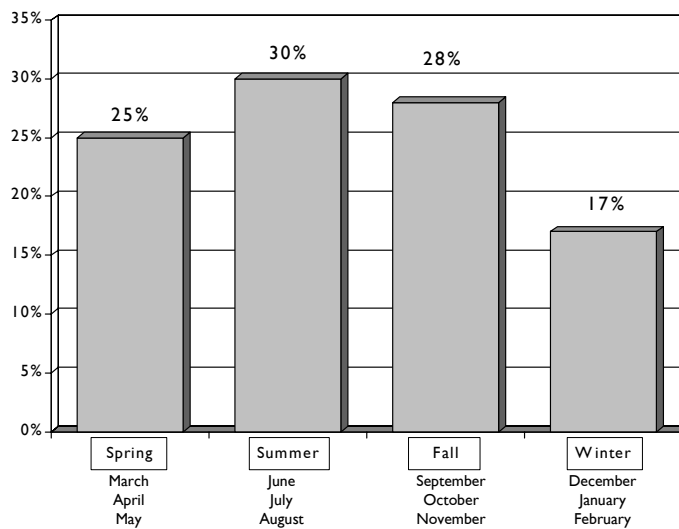
Only positive respondents were asked questions related to event characteristics. Information concerning specific event characteristics was compiled and analyzed to further clarify the potential demand for a proposed Center in Branson. Characteristics analyzed included:

- seasonal preference;
- length of event/stay;
- hotel requirements;
- average delegate attendance;
- space requirements; and
- other characteristics.

### Event Seasonality

In some cases, seasonality of demand can assist in understanding demand potential for multiple simultaneous events. For example, heavy demand for a particular event type during historically busy periods at a center can indicate a “clustering” of demand, and highlight the need for a center to be able to accommodate multiple simultaneous events. Exhibit IV-4 presents the seasonality patterns for those national and regional events that represent the potential market demand for a new Branson Center.

Exhibit IV-4  
Event Seasonality –  
National and Regional Conventions and Tradeshow

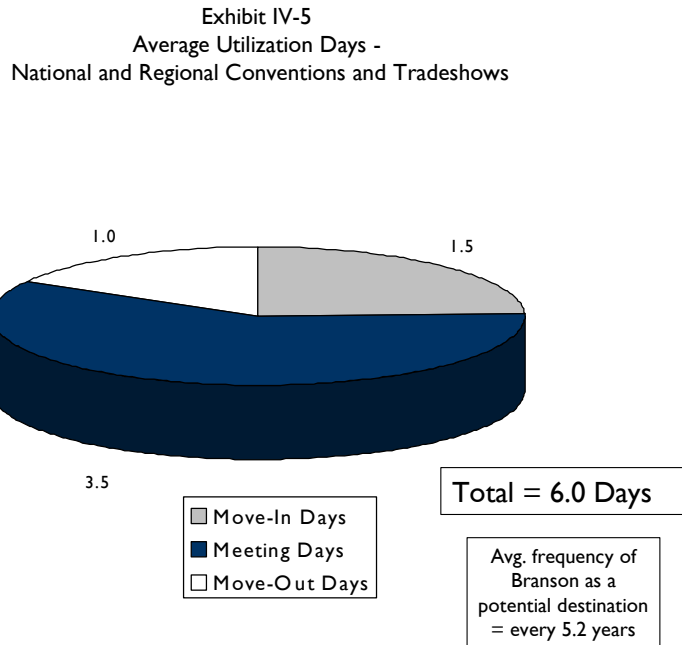


Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

Survey results indicate that a new Branson Center would host events year-round and could generate a greater level of non-summer activity than presently exists in the area. A large percentage of national and regional event demand has preferences for spring, summer and fall months. The weakest demand occurs during the winter, at 17 percent. These event seasonality patterns illustrate some overlap with existing Branson tourism seasonality; however, it also indicates that additional spring and winter visitation could be generated.

Length of Event/Stay

Exhibit IV-5 presents the average number of utilization days (including move-in, event and move-out days) for those national and regional groups expressing a potential future interest in the proposed Center.



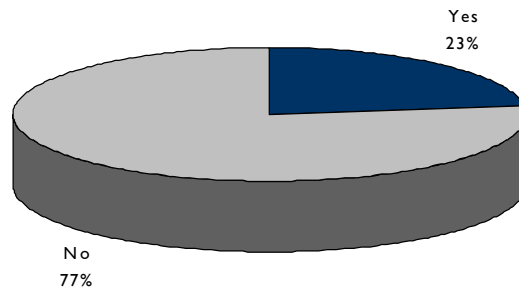
Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As presented, on average, national and regional convention and tradeshow groups tend to utilize a host facility for an average of 6.0 days, more than half of which comprise event days. Approximately 1.5 days are utilized for move-in, on average, while the average move-out period lasts 1.0 days. Further, interested event planners indicated that they would consider bringing their respective event(s) to Branson once every 5.2 years. This tends to vary by event type (i.e., SMERF versus association, etc.). Further detail provided by specific event type is presented in Appendix A at the conclusion of this report.



National and regional event planners were further questioned as to whether or not their event attendees would extend their stay beyond the duration of the event. The results of these findings are presented below in Exhibit IV-6.

Exhibit IV-6  
Percentage of Attendees That Would Extend Their Stay Beyond the Duration of the Event –  
National and Regional Conventions and Tradeshows



Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

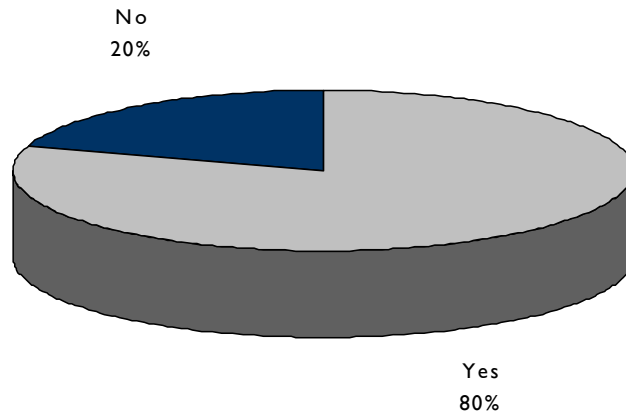
As noted above, approximately 23 percent of all interested national and regional convention and tradeshow attendees would extend their stay beyond the event's scheduled run. The reputation of the Branson area as a tourist/vacation destination benefits the ability of a potential Center to enhance Center-related economic impact to the community. This data has been incorporated into the economic impact analysis presented in a subsequent chapter.

### Requirement of a Ballroom

In recent years, ballroom space has become a very important component of convention facilities. Such space is often utilized for many other types of functions beyond traditional food functions, including general assemblies, spillover exhibition space, breakout meetings and other such functions.

Information regarding the requirement of a dedicated ballroom to host upscale dinner, general sessions or other similar events is presented in Exhibit IV-7.

Exhibit IV-7  
Requirement of a Ballroom -  
National and Regional Conventions and Tradeshows

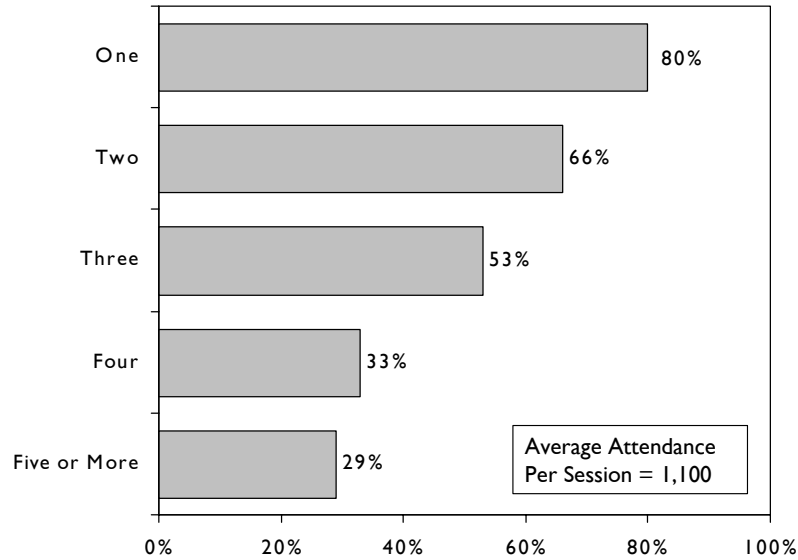


Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As detailed in the exhibit, approximately 80 percent of national and regional event planners surveyed require dedicated space for food functions or other events during the course of their event, whether at a hotel facility or a public assembly facility.

Exhibit IV-8 presents a summary of the number of times ballroom space could be utilized by national and regional convention and tradeshow groups throughout the course of their event.

Exhibit IV-8  
Number of Times Ballroom Space Could be Utilized –  
National and Regional Conventions and Tradeshows



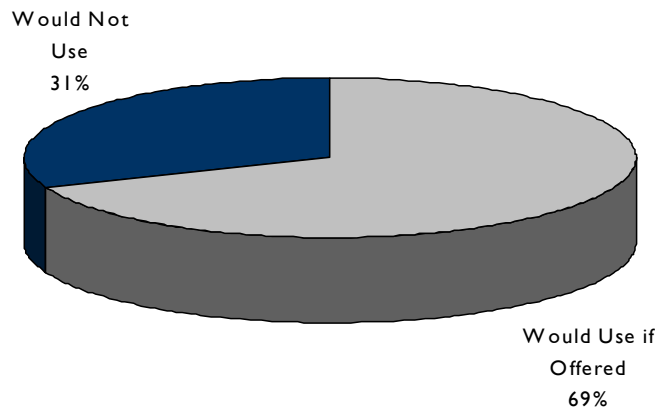
Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown, approximately 66 percent of the surveyed national and regional convention and tradeshow market with an interest in Branson would make use of ballroom facilities two times during the course of their event. More than half of interested groups would utilize such space up to three times, while nearly one-third would host five or more ballroom events. The overall average attendance per ballroom function among those expressing interest in Branson is approximately 1,100. Further detail by specific event segment is presented at the conclusion of this report in Appendix A.

## Requirement of Fixed Seating

Some convention facilities include some level of fixed seating to accommodate a variety of functions, including general sessions and assemblies, speaking engagements, presentations, spectator events and other related functions. Seating and assemblies tend to be particularly useful in accommodating SMERF event activities. As such, national and regional convention and tradeshow event planners expressing an interest in Branson were also questioned as to their potential interest in fixed seating at a potential Branson Center. Exhibit IV-9 below presents a summary of survey results.

Exhibit IV-9  
Utilization of Fixed Seating Space -  
National and Regional Conventions and Tradeshows

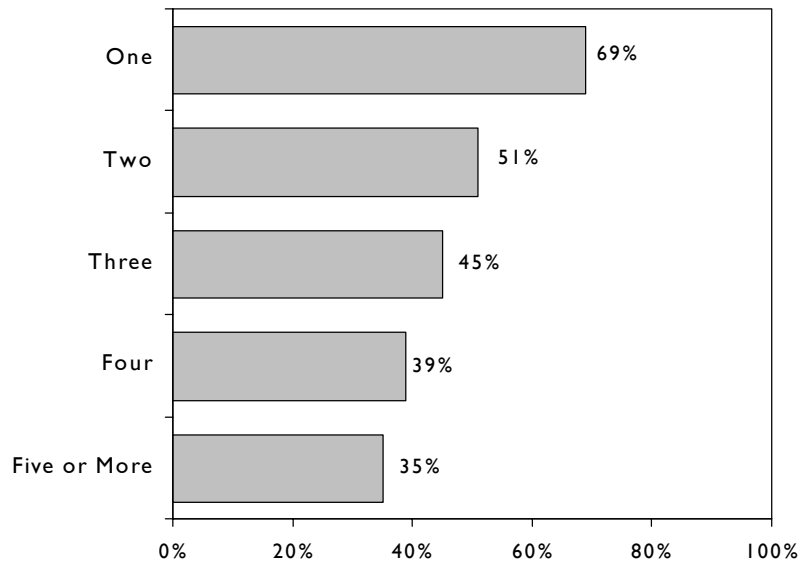


Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As detailed in the above exhibit, approximately 69 percent of national and regional event planners surveyed would utilize fixed seating space in a new Branson facility, if incorporated into the building program. Based on survey results, such space is often used multiple times during the course of an event, much like ballroom space.

Exhibit IV-10 presents a summary of the number of times fixed seating could be utilized by national and regional convention and tradeshow groups throughout the course of their event.

Exhibit IV-10  
Number of Times Fixed Seating Could be Utilized –  
National and Regional Conventions and Tradeshows

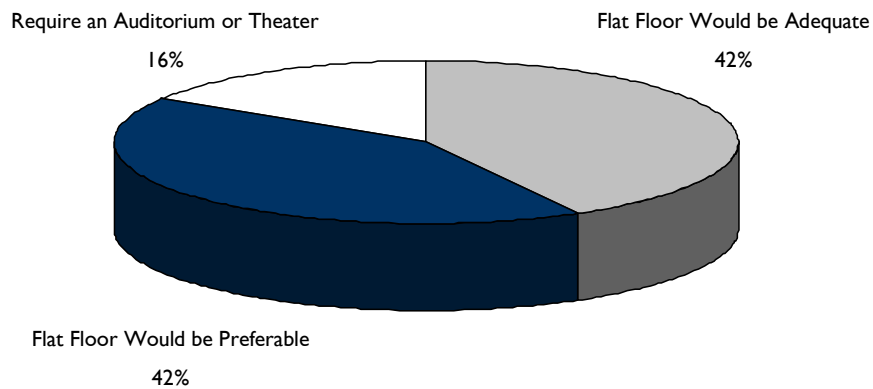


Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown, approximately half of the surveyed national and regional convention and tradeshow market with an interest in Branson would make use of fixed seating facilities two times during the course of their event. Further, approximately 35 percent of those questioned see their group utilizing a fixed seating venue five or more times throughout their event. Average attendance per session among those expressing interest in Branson is approximately 790.

In convention centers, the seating requirements of events are largely accommodated through temporary seating using flat floor space in the facility (rather than permanent or retractable plenary seating). In effort to best understand seating demand for the proposed Branson Center, national and regional convention and tradeshow representatives were asked their specific preference regarding fulfillment of seating requirements. Those interviewed were asked their preferences, given three options: (1) require an auditorium or theater, (2) flat floor is preferred and (3) flat floor is adequate. Results are shown in Exhibit IV-11.

Exhibit IV-11  
Utilization of Flat Floor Space to Accommodate Seating Needs –  
National and Regional Conventions and Tradeshows

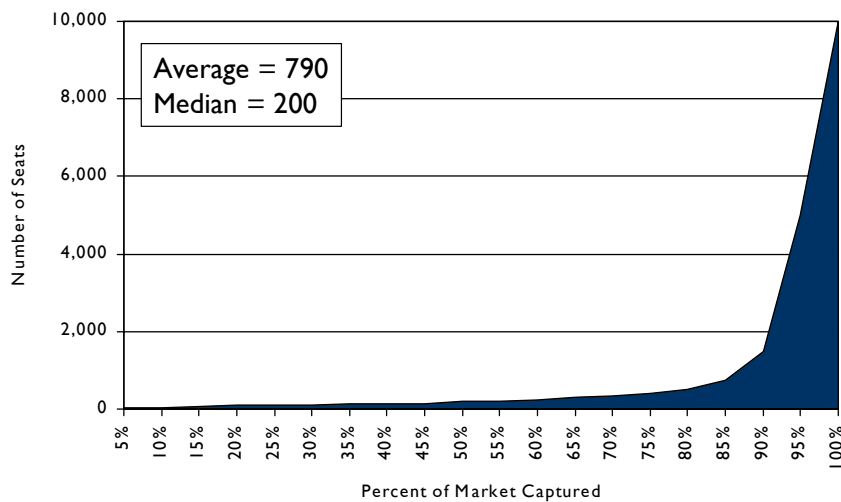


Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As outlined above, the portion of interested national and regional convention and tradeshow event planners accepting flat floor space for general session use is identical to that of those preferring flat floor space for such use, both at 42 percent. Further, approximately 16 percent of interested national groups require fixed, tiered seating, either through an auditorium, theater or other similar space providing plenary (i.e., tiered or sloped) seating.

To further gauge fixed seating requirements, national and regional convention and tradeshow organizers were asked to estimate the average number of seats required for general session or other seating use associated with their events. Responses are summarized in Exhibit IV-12.

**Exhibit IV-12**  
**Summary of Fixed Seating Demand -**  
**National and Regional Conventions and Tradeshows**



Note: Respondents with an interest in Branson  
 Source: CSL National/Regional Event Survey, 2002

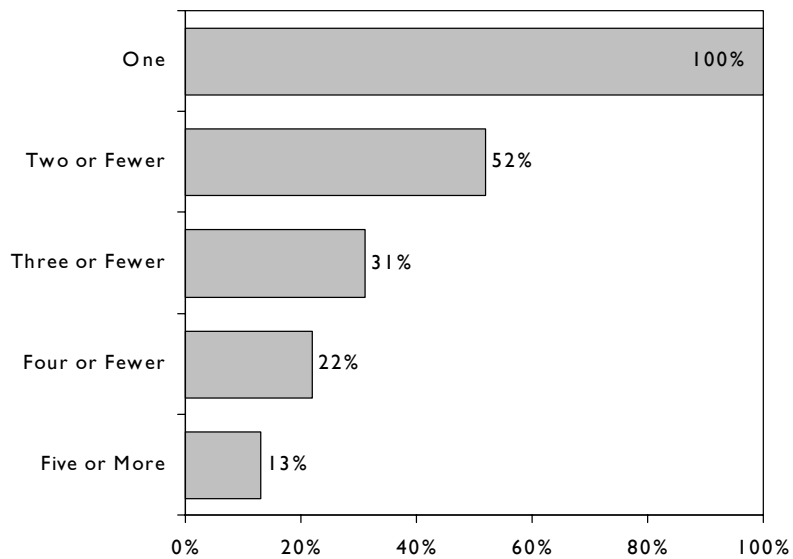
As shown in the exhibit, the average national and regional convention and tradeshow event with a positive interest in a potential Center generates usage of approximately 790 seats (per function) for general session, speaking engagement and other purposes. Approximately 50 percent of the identified market requires 200 seats or fewer. Likewise, 90 percent of the potential market consists of events requiring up to 1,500 seats. In many cases, a 90 percent capture of an area’s potential event market is considered desirable and often represents a target for facility sizing purposes.



## Hotel Requirements

The convention and tradeshow market share captured in any city cannot expand beyond what the area hotels can accommodate. As such, national and regional convention and tradeshow representatives were surveyed regarding their hotel requirements. Exhibit IV-13 presents a summary of the number of hotels that national conventions and tradeshow are willing to use to assemble their room block.

Exhibit IV-13  
Number of Hotels Willing to Use –  
National and Regional Conventions and Tradeshow



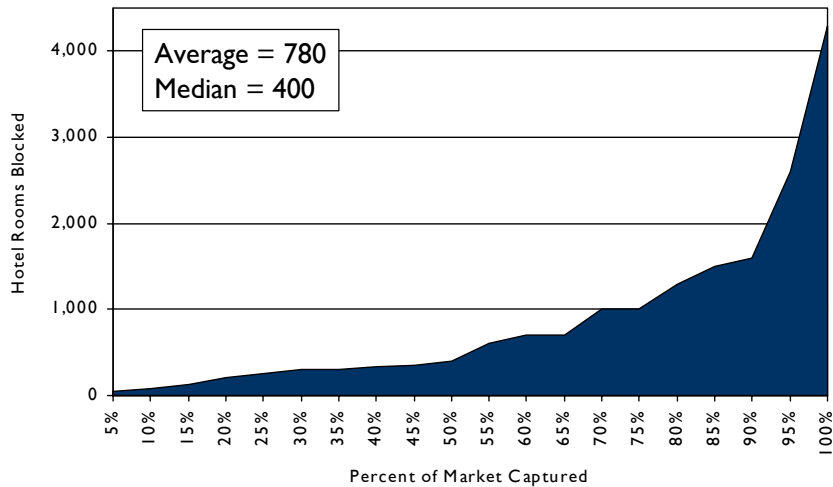
Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown, approximately 52 percent of the surveyed national convention and tradeshow market with an interest in Branson would be willing to assemble a room block in one or two properties. Approximately 31 percent of those with an interest in a potential Center would be willing to utilize three or fewer hotel properties to host their delegates, while just 13 percent would be willing to occupy five or more hotels. In general, the fewer the properties used to assemble a room block, the more marketable the block will be. Further, it should be noted that many smaller events (i.e., events with room blocks of 500 or fewer) expect to have their blocks accommodated in one or two hotel properties, while larger events (i.e., room blocks nearing 1,000) generally expect to be spread among a number of hotel properties throughout the area near the Center or throughout the city.

## Hotel Room Demand

The facility program is traditionally tied closely to the current and potential future hotel inventory in the area. As such, national and regional convention and tradeshow event planners were asked to estimate the average hotel room demand, in terms of total number of rooms occupied on the peak night of their event. Exhibit IV-14 below presents a summary of these results.

Exhibit IV-14  
Summary of Hotel Room Demand –  
National and Regional Conventions and Tradeshows



Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

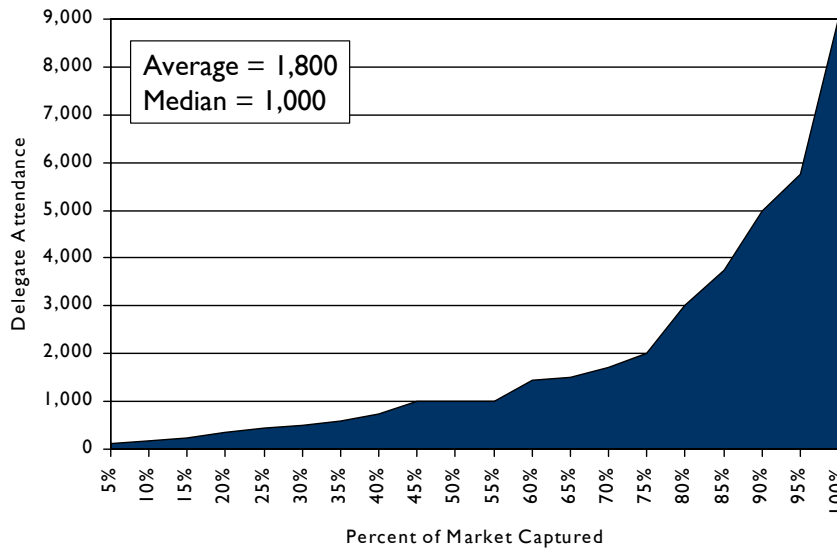
As illustrated above, the average national and regional convention event with a positive interest in a Branson facility generates approximately 780 hotel rooms on its peak night. Fifty percent of the facility's potential national and regional convention market consists of events utilizing 400 hotel rooms or fewer. Likewise, 90 percent of the potential market consists of events occupying 1,600 or fewer total rooms. Assuming at least one headquarters hotel property is available adjacent or proximate to the proposed Branson Center and given the high hotel room inventory in Branson and the driving-nature of many potential Center events, hotel room requirements are not expected to be a constraining factor on Branson's ability to capture event demand. Further detail by specific event segment is presented at the conclusion of this report in Appendix A.

It is important to note that the room night impacts associated with a convention center extend beyond just the headquarters hotel and nearby properties. As hotel rooms are blocked (committed) for a convention, tradeshow or conference (typically years in advance), other non-event related transient and group hotel demand is “compressed” to other hotel properties throughout the community.

Average Delegate Attendance

National and regional convention and tradeshow event planners were asked to estimate the average delegate attendance levels for their events. It is important to note that these figures exclude spouses and guests of the event’s delegates. However, additional adjustments are made under the economic impact analysis (presented in a subsequent chapter) to account for spouses, other family members, guests and a portion of exhibitors not captured in the delegate attendee figures presented below. Exhibit IV-15 presents a summary of delegate attendance for national and regional groups expressing an interest in hosting an event at the proposed Center.

Exhibit IV-15  
 Summary of Delegate Attendance  
 National and Regional Conventions and Tradeshows



Note: Respondents with an interest in Branson  
 Source: CSL National/Regional Event Survey, 2002

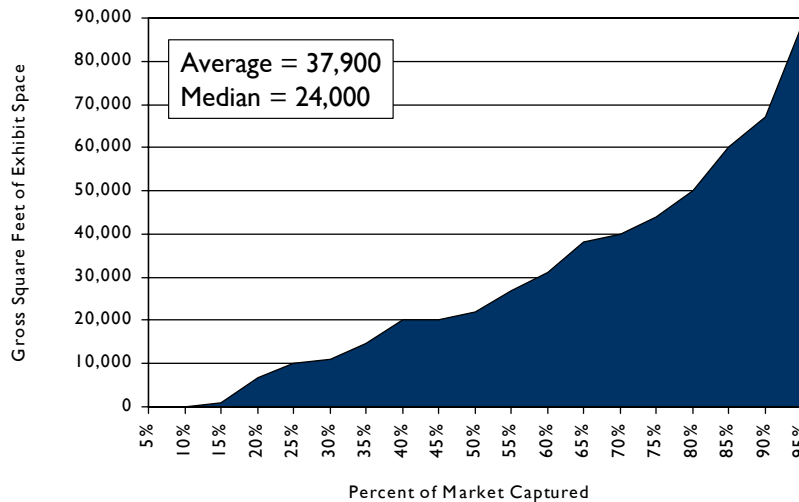


As shown, the average national and regional convention and tradeshow event with a positive interest in the proposed Center generates a delegate attendance of approximately 1,800. Fifty percent of the potential national and regional market generates attendance levels of 1,000 or less. In comparison, the 90<sup>th</sup> percentile of potential users includes groups of up to 5,000 total attendees. Further detail by specific event type is presented at the conclusion of this report in Appendix A.

Exhibit Space Demand

To further gauge space requirements, national and regional convention and tradeshow event planners were asked to estimate the average exhibit space levels associated with their events. Responses are summarized in Exhibit IV-16.

Exhibit IV-16  
Summary of Exhibit Space Demand -  
National and Regional Conventions and Tradeshows



Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown in the exhibit, the average national and regional convention and tradeshow event with a positive interest in the proposed Branson Center generates usage of approximately 37,900 square feet of exhibit space. Approximately 22,000 square feet of exhibit space is required to accommodate 50 percent of the potential national and regional market. Likewise, 90 percent of Branson’s potential national and regional event market consists of events requiring up to 65,000 gross square feet of exhibit space.

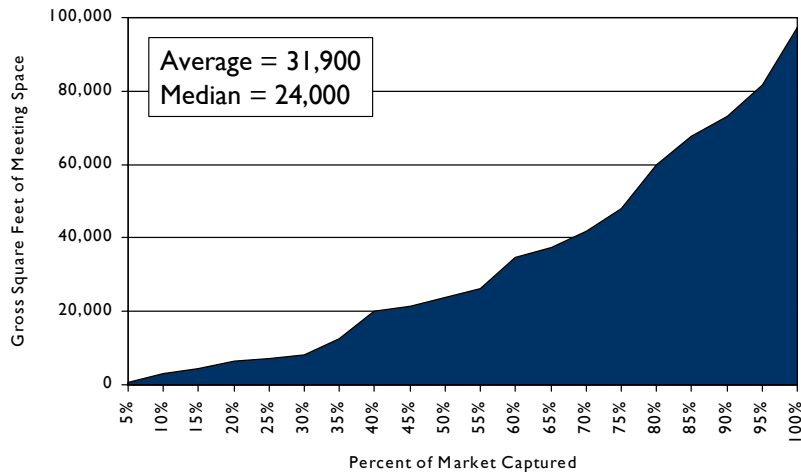


Further detail by specific event type is presented at the conclusion of this report in Appendix A.

### Meeting Space Demand

National and regional convention and tradeshow event planners were also asked to estimate the average meeting space levels for their respective events. Meeting space is a significant component of a “complete” convention center. Survey responses are summarized in Exhibit IV-17.

Exhibit IV-17  
Summary of Meeting Space Demand  
National and Regional Conventions and Tradeshows



Note: Respondents with an interest in Branson  
Source: CSL National/Regional Event Survey, 2002

As shown in the exhibit, the average national and regional convention and tradeshow event with a positive interest in the proposed Branson Center requires nearly 32,000 square feet of meeting space, just 6,000 fewer square feet than exhibit space requirements. Fifty percent of the Center’s potential national and regional event market consists of events requiring 21,000 or fewer square feet of meeting space, while approximately 70,000 square feet of space is needed to accommodate 90 percent of the potential market.

It is important to note that these figures do not necessarily translate into required square footage of *breakout meeting rooms*. Rather, the figures represent the amount of flat floor space required to accommodate *non-exhibit functions*. For instance, many large SMERF events require much more square footage for general assembly functions than for

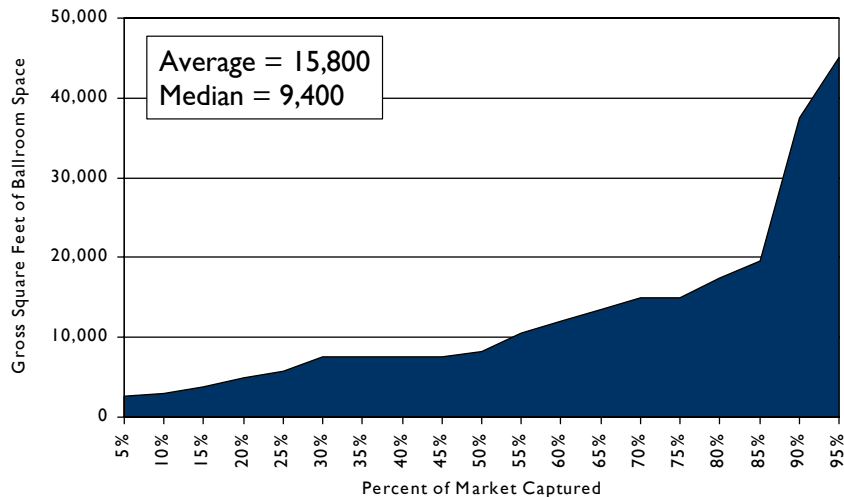


traditional exhibit functions. Oftentimes, for large assemblies, exhibit and ballroom space is fully adequate to accommodate space requirements. The high amount of “meeting space” requirements noted above reflects many responses from these types of SMERF and other non-exhibit focused events. Further detail by specific event type is presented at the conclusion of this report in Appendix A.

Ballroom Space Demand

Interviewed event planners were also asked to estimate the average amount of ballroom space used for their events. Responses are summarized in Exhibit IV-18.

Exhibit IV-18  
 Summary of Ballroom Space Demand  
 National and Regional Conventions and Tradeshow



Note: Respondents with an interest in Branson  
 Source: CSL National/Regional Event Survey, 2002

As shown in the exhibit, the average national and regional event with a positive interest in the proposed Branson Center generates usage of approximately 15,800 square feet of ballroom space. Fifty percent of the potential facility’s interested national and regional convention and tradeshow market consists of events utilizing 8,300 or less square feet of ballroom space. This compares to the nearly 37,500 square feet of ballroom space is needed to accommodate 90 percent of the market. Further detail by specific event type is presented at the conclusion of this report in Appendix A.



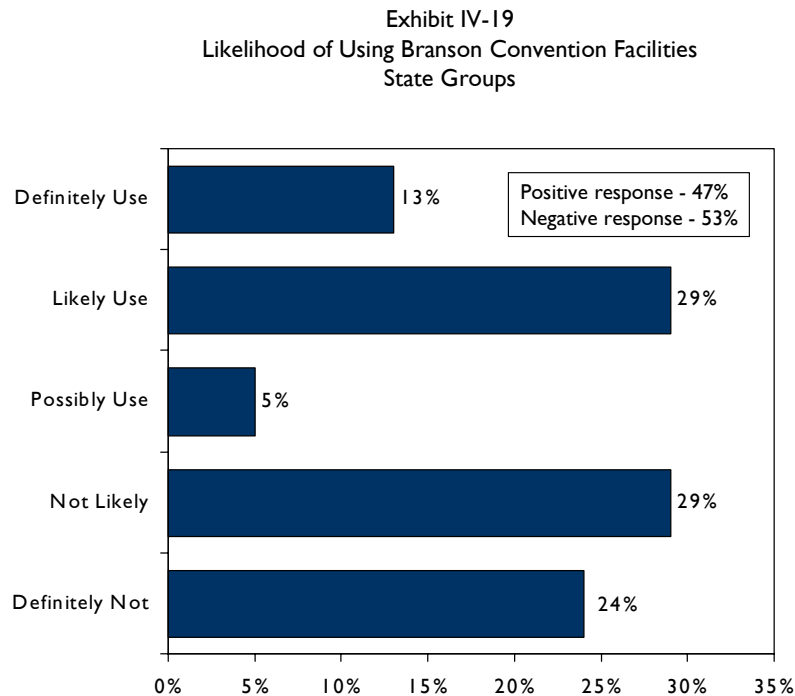
## Analysis of State Rotating Event Potential

Telephone surveys of state of Missouri associations and state SMERF groups were conducted. The population of these state events is estimated to approximate 300. The events identified through the state surveys were analyzed in terms of potential for being held in Branson and in terms of attributes unique to the event. As will later be discussed, some organizers responded negatively to holding events in Branson due to a preference for hotel meeting space, the rotational pattern of the association or SMERF group, preference for larger markets, lack of area delegates and other such reasons.

The survey results produced information on the likelihood of Missouri state association and SMERF meeting planners rotating their event to Branson, as well as specific event characteristics of those events that represent the potential event markets.

### *Results Related to an Interest in a New Branson Center*

Survey respondents were initially asked questions regarding the likelihood of their group using a potential Branson Center. This data is presented in Exhibit IV-19.



Source: CSL State Survey, 2002.

As shown on the previous page, the positive response rate from state rotating events is approximately 47 percent, of which 29 percent responded that they would “likely use” a Branson Center. In contrast, 29 percent indicated that they would “not likely” utilize the proposed Branson Center, while an additional 24 percent would “definitely not” utilize such a facility. Based on CSL’s past experience with other communities, this type of state response is consistent with other small to mid-sized communities.

### *Reasons for Not Considering Branson*

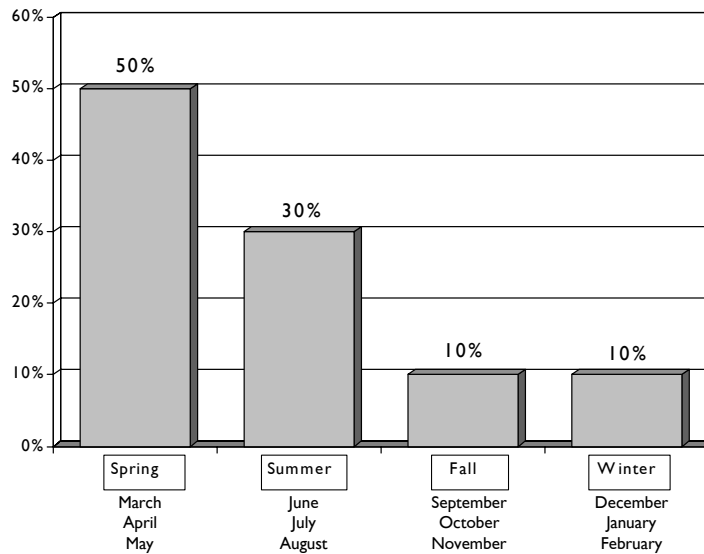
State event planners that indicated they would not likely utilize the proposed Branson Center were asked to expand on reasons for this response. Based on the survey results, stated reasons for not likely rotating to Branson for a future event varied among respondents and included:

- “A convention center is not appropriate for our small association. We generally use hotels.”
- “Our organization prefers resort-type destinations for our annual event.”
- “Almost all of our delegates live in the Kansas City and St. Louis metro areas.”
- “We prefer larger markets with a central location and convenient airport access.”
- “Our organization does not rotate outside of Jefferson City.”
- “Our delegates are primarily based in Northern Missouri, therefore, we typically host our annual event in that area.”

*Event Seasonality*

Exhibit IV-20 presents the seasonality patterns for those state rotating events that represent potential market demand for a new Branson Center.

Exhibit IV-20  
Event Seasonality –  
State Groups

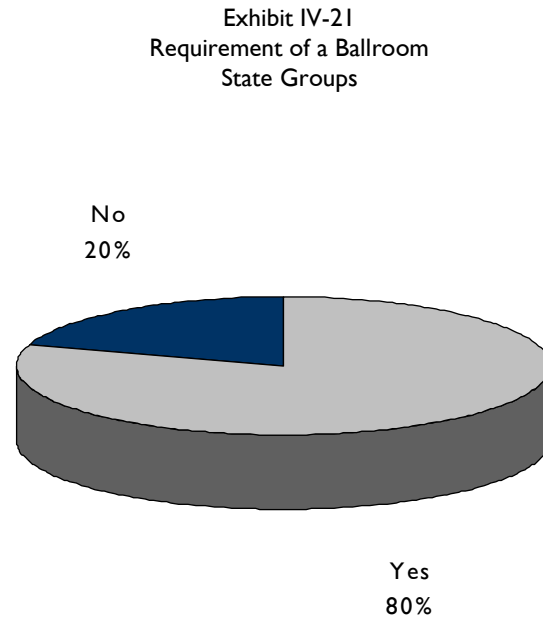


Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

Based on survey results, a large percentage of state event demand has preferences for spring and summer months, at 50 and 30 percent, respectively. In contrast, the weakest demand occurs during the fall and winter, both at ten percent. This significant spring season demand fits relatively well with existing Branson tourism seasonality, particular in the early months of the spring.

### *Ballroom Requirements*

Exhibit IV-21 below presents a summary of results regarding whether or not state rotating events with a potential interest in a Branson convention facility require a ballroom for their event(s).



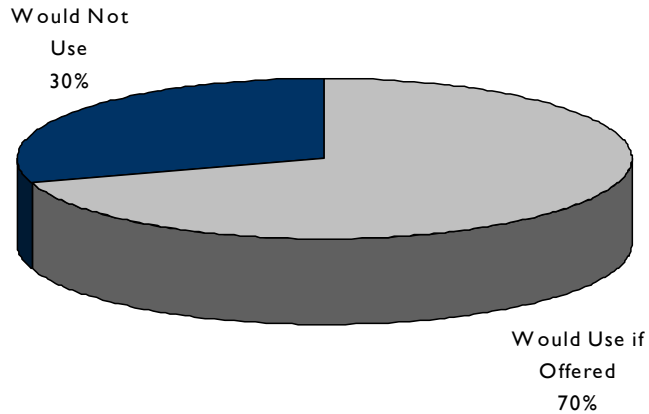
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As the above exhibit illustrates, approximately 80 percent of the state rotating events surveyed with a positive interest in Branson require a ballroom. As such, a building program for Branson excluding ballroom space could prove to be a limiting factor in attracting state business.

*Requirement of Fixed Seating*

State rotating event planners expressing an interest in Branson were also questioned as to their potential interest in a fixed seating component of a potential Branson Center. Exhibit IV-22 below presents a summary of survey results.

Exhibit IV-22  
Utilization of Fixed Seating Space -  
State Groups

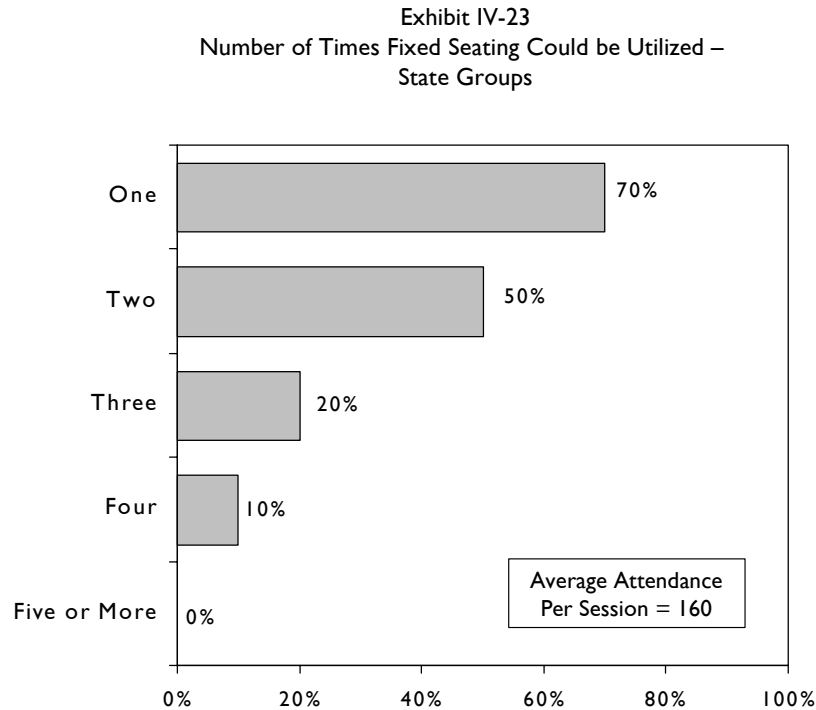


Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As presented in the above exhibit, approximately 70 percent of rotating state event planners surveyed require would utilize fixed seating space in a new Branson facility, if provided. This compares to the approximate 71 percent of national and regional convention and tradeshow groups having an expressed interest in fixed seating.

*Consideration of Delegate Shuttling*

Exhibit IV-23 presents a summary of the number of times fixed seating could potentially be utilized by rotating state groups during their event(s).

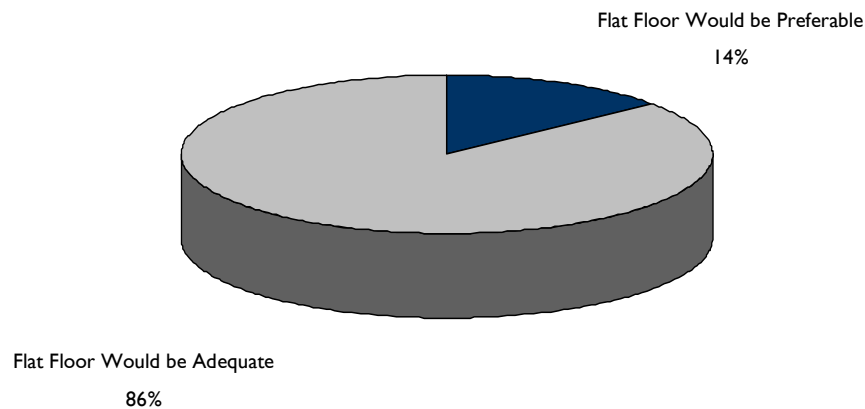


Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As shown, approximately 40 percent of those surveyed with an interest in Branson would make use of fixed seating facilities up to two times during the course of their event. Further, ten percent of those questioned see their group potentially utilizing a fixed seating venue four or fewer times throughout their event, while no respondents would likely host more than four such functions. Average attendance per session among those expressing interest in Branson is approximately 160 (compared to 790 for the national and regional convention and tradeshow market).

Additionally, rotating state group representatives were asked their specific preference regarding seating options for their event(s). Results are shown in Exhibit IV-24.

Exhibit IV-24  
Utilization of Flat Floor Space to Accommodate Seating Needs –  
State Groups

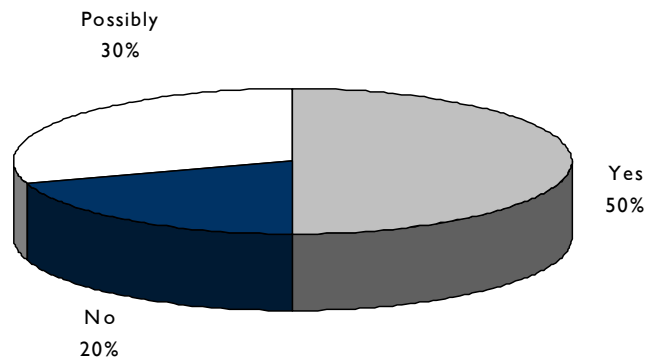


Note: None of those groups interviewed require an auditorium or theater.  
Represents all potential events for Branson  
Source: CSL State Survey, 2002

As outlined above, none of the interested state organizations interviewed with an interest in Branson require a tiered-seat auditorium or theater in the venue hosting their event(s). The percentage of interested state rotating event planners accepting flat floor space for general sessions or other assembly use is approximately 86 percent. The remaining 14 percent prefer flat floor space for such use, often utilizing exhibit, meeting or ballroom space for the hosting of lectures, general sessions, presentations, symposiums and other group assembly functions.

Exhibit IV-25 below details survey results among interested state rotating organizations regarding whether or not state rotating groups would consider delegate shuttling to/from hotel properties to the host facility.

Exhibit IV-25  
Consideration of Delegate Shuttling  
State Groups



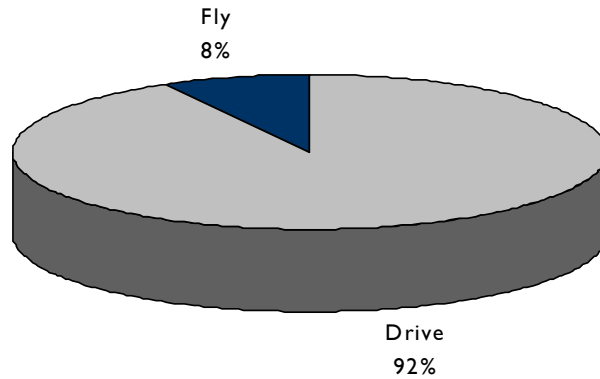
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As shown, 20 percent of those surveyed would not consider hotel to Center shuttling of event delegates. As discussed on the following page, this response is also affected by the fact that most state event delegates drive to their event and, as such, shuttling would largely be unnecessary for their needs.

*Typical Means of Travel*

State event planners with a potential interest in the proposed Branson Center were also asked to estimate the means of arrival for delegates attending their events. The results of these findings are summarized in Exhibit IV-26.

Exhibit IV-26  
Typical Means of Travel to Event  
State Groups



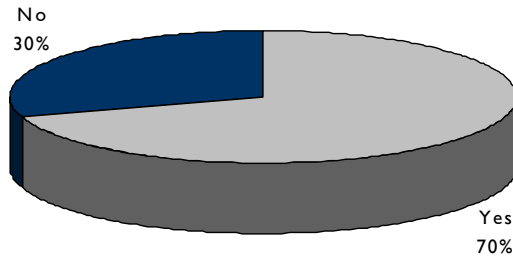
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

Of the state rotating events indicating a positive interest in Branson, approximately 92 percent of attendees typically drive to the event. This data indicates that rotating state events could comprise an important event market for a new Center. Further, Branson is within fairly close driving distance of several key population concentrations in Missouri (i.e., within four hours drive of St. Louis, Kansas City, Springfield and Jefferson City).

### *Hotel Requirements*

State rotating event planners were questioned as to whether or not their group requires a headquarters hotel directly adjacent to the host facility. Exhibit IV-27 below presents a summary of these results.

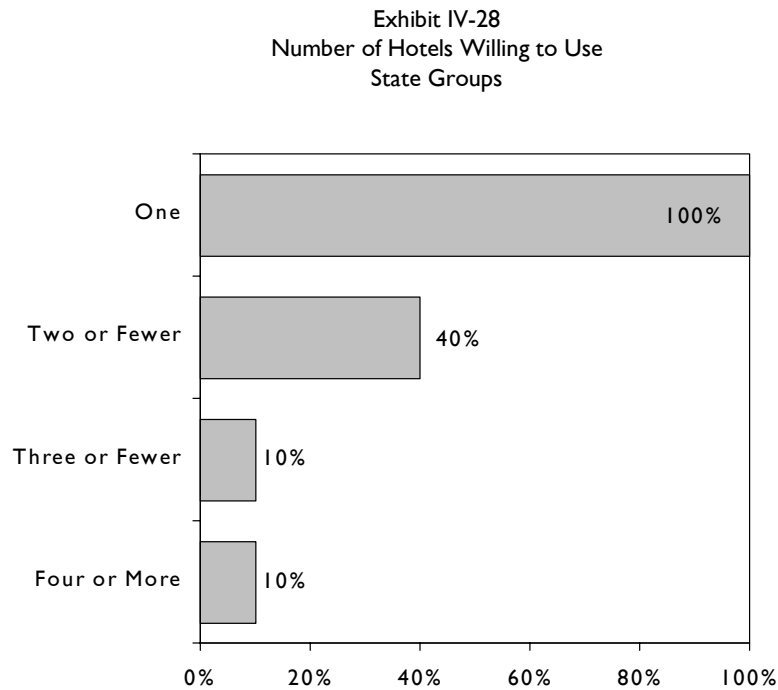
Exhibit IV-27  
Requirement of a Headquarters Hotel  
Directly Adjacent to the Host Facility  
State Groups



Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As presented, approximately 70 percent of rotating state events with a potential interest in the proposed Branson Center require an adjacent headquarters hotel to accommodate their guestroom needs. While indicating the importance of an adjacent headquarters hotel, this data also reflects the high percentage of state event attendees who typically drive to event destinations (as such, the importance of an “adjacent” hotel is somewhat lessened – i.e., 30 percent not requiring).

In addition, rotating state event planners were asked the number of hotels that they are willing to use to accommodate their room block. Exhibit IV-28 below outlines a summary of the number of hotel properties that interested state organizations are willing to use in the assembly of their hotel room blocks.



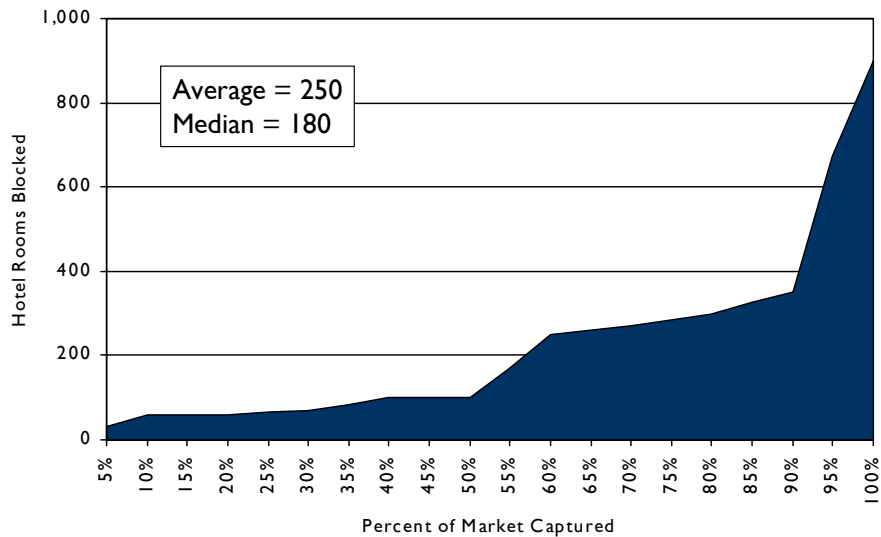
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As presented, in terms of assembling hotel room blocks, approximately 40 percent of the potential market would be willing to utilize up to two properties or less, while just ten percent are willing to use up to three properties. An additional ten percent would be willing to spread their room block among five or more properties. Overall, this data reflects the modest size of events within the state event segment and the related expectation of using one or two hotel properties to fully accommodate room blocks.

*Hotel Room Demand*

State rotating event planners were asked to estimate the average hotel room demand, in terms of total number of rooms occupied on the peak night of their event. Exhibit IV-29 below details these findings.

Exhibit IV-29  
Summary of Hotel Room Demand  
State Groups



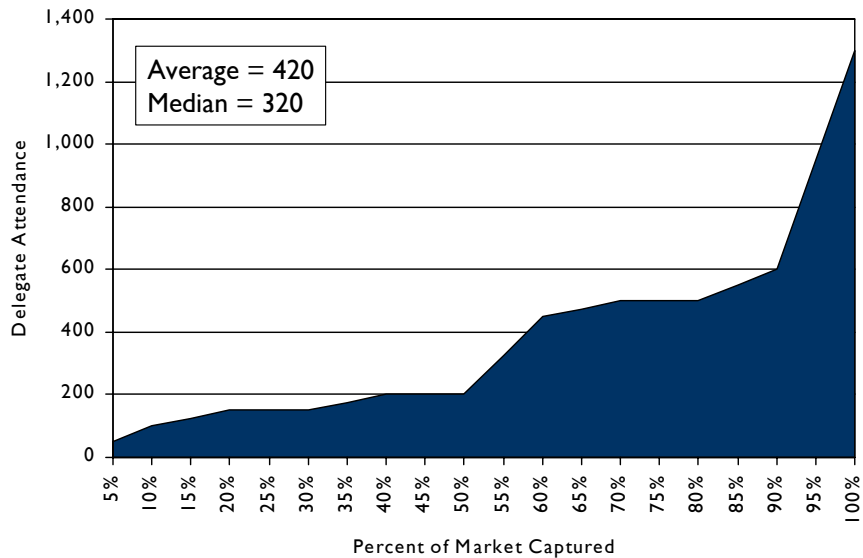
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 20020

As shown in the above exhibit, in order to capture 50 percent of the potential state rotating event market with a positive interest in rotating an event to Branson, approximately 100 committable, convention quality hotel rooms will be required in close proximity to the potential Center. To capture 70 percent of the potential market, approximately 270 committable convention-quality hotel rooms adjacent to the facility or within close walking distance would be required, while approximately 350 are necessary to meet 90 percent of state event demand. The average rotating state event requires 250 hotel rooms on the peak night of their event.

## Delegate Attendance

Exhibit IV-30 presents a summary of total delegate attendance for state rotating events with a positive interest in Branson.

Exhibit IV-30  
Summary of Delegate Attendance  
State Groups



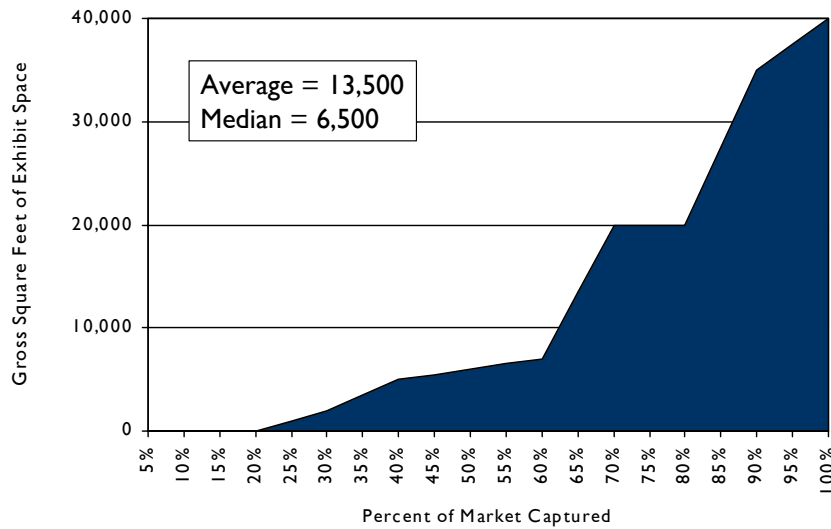
Note: Of those respondents with a positive interest in Branson  
Source: CSL Association Survey, 2002.

The average state rotating events with an interest in Branson attracts approximately 160 delegates. Further, 50 percent of the potential state event market generates attendance levels of 200 or less. Similarly, events with an average attendance of 600 or less represent approximately 90 percent of Branson's potential state rotating event market.

*Exhibit Space Demand*

To further gauge space requirements, state rotating event planners were asked to estimate the average exhibit space levels associated with their events. Responses are summarized in Exhibit IV-31.

Exhibit IV-31  
Summary of Exhibit Space Demand  
State Groups



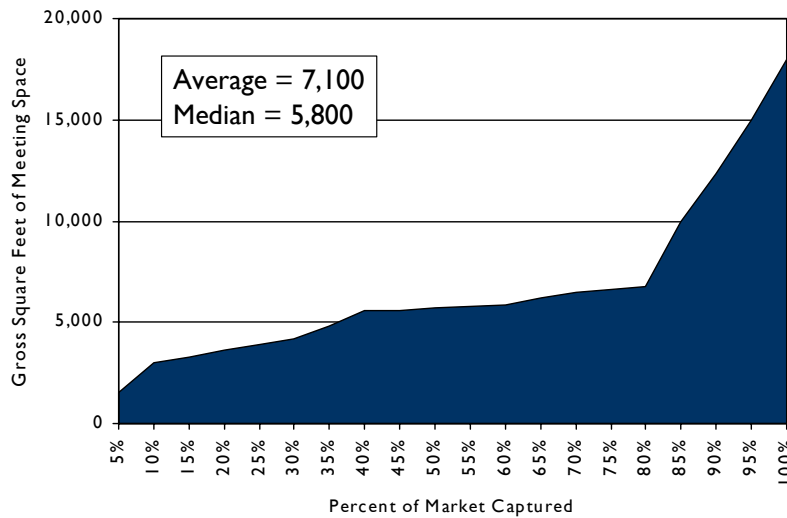
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As shown in the exhibit, the average state group with a positive interest in Branson generates usage of approximately 13,500 square feet of exhibit space. In fact, up to 20 percent of the potential market utilizes no exhibit space. Approximately 20,000 square feet of prime space is necessary to attract 70 percent of the potential state event market. Further, approximately 90 percent of the potential market consists of events occupying 35,000 square feet of exhibit space or less.

*Meeting Space Demand*

State rotating event planners were also asked to estimate the average meeting space levels for their events. Responses are summarized in Exhibit IV-32.

Exhibit IV-32  
Summary of Meeting Space Demand  
State Groups



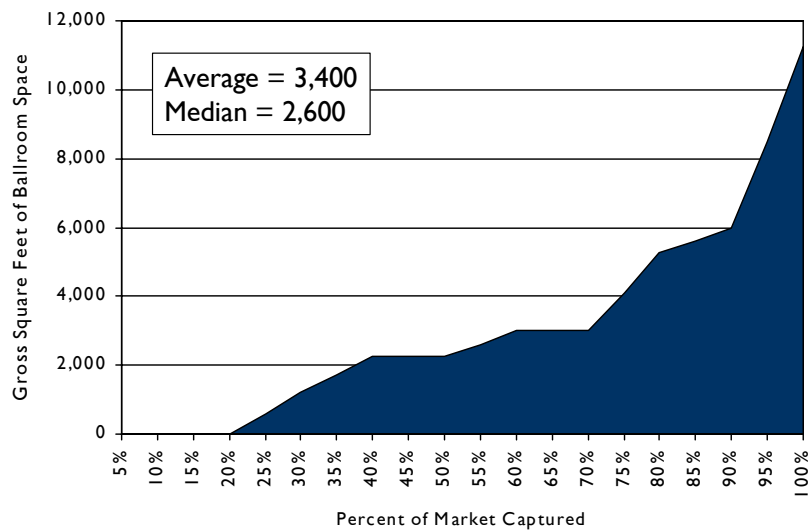
Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As shown in the exhibit, the average state rotating event with a positive interest in Branson utilizes approximately 7,100 square feet of meeting space. This compares to the overall average of nearly 32,000 square feet of national and regional convention and tradeshow events. Fifty percent of Branson’s potential rotating state event market consists of events requiring 5,700 or fewer square feet of breakout meeting space. Furthermore, 90 percent of the potential state rotating event market consists of events occupying approximately 12,300 square feet of meeting space.

### Ballroom Space Demand

Additionally, state rotating event planners were also asked to estimate the average amount of ballroom space used for their events. Responses are summarized in Exhibit IV-33.

Exhibit IV-33  
Summary of Ballroom Space Demand  
State Groups



Note: Respondents with an interest in Branson  
Source: CSL State Survey, 2002

As shown in the exhibit, the average state event with a positive interest in Branson generates usage of approximately 3,400 square feet of ballroom space. Fifty percent of Branson’s potential state market consists of events utilizing 2,300 or less square feet of ballroom space. Likewise, 90 percent of the potential state rotating event market for Branson consists of events making use of 6,000 or fewer square feet of ballroom space.

## **Analysis of Public/Consumer Show Potential**

Public/consumer shows represent events that are open to the general public and include events such as home, boat, sports, craft and related shows. The events tend to be exhibit-focused and, in most cases, largely draw attendees from the local market area.

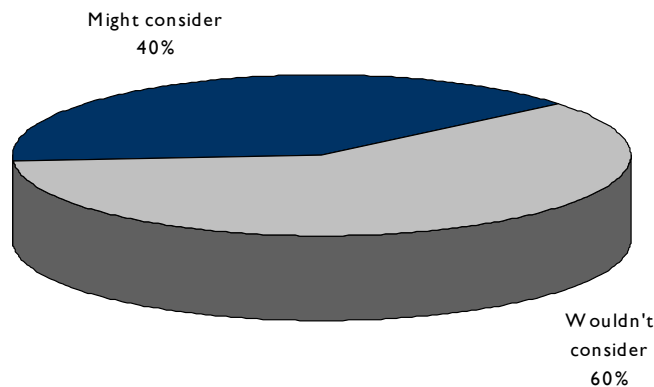
Based on past experience with similar studies, the following conclusions have been made regarding public show event potential.

- While association conventions and tradeshow tend to largely consist of out-of-town attendees, public shows tend to draw attendees largely from the local area.
- In smaller communities with convention centers, public shows are often produced by smaller or independent individuals who do not produce other shows in other markets. For instance, a local area individual may create a show for the area if a large enough facility was available.
- Based on comparable/competitive facility data, it is typical for convention facilities to host a number of public shows each year. For small to medium-sized facilities, producers tend to size the shows based on both the space available and the existing market demand.

To assist in the evaluation of this segment, interviews were completed with Missouri and other regional public show producers. The interviews were primarily conducted to ascertain these individuals' likelihood of creating a new show for the Branson area and/or relocating an existing show to the potential new facility. Given that new shows in smaller communities are often created by local individuals who presently do not produce any other shows elsewhere, it is estimated that a large segment of potential event producers fall outside the scope of this type of survey. Given the number of Branson visitors and residents during peak months, it is considered that the area holds favorable potential to host an amount of public shows consistent with or in excess of other competitive/comparable markets throughout the region and nation.

Exhibit IV-34 presents a summary of interviewed public show producers' interest in creating/relocating a public show to Branson, assuming a new host facility existed in the market.

Exhibit IV-34  
Possibility of Considering Creating/Relocating a  
Public Show to Branson  
Local/Regional Public Show Producers



Source: CSL interviews, 2002

As shown in the exhibit, approximately 40 percent of respondents indicated that they “might consider” creating and/or relocating one or more public show events to a new Branson facility. Based on other similar studies, this percentage should be viewed favorably. Of those not expressing interest, many indicated a preference for larger markets, citing the population base surrounding the Branson area as a major concern.

In addition to interest information, data surrounding the anticipated characteristics of events that could be produced in a Branson Center was obtained. Exhibit IV-35 on the following page presents anticipated/preferred characteristics of a sample of public/consumer shows contacted.

Exhibit IV-35  
Anticipated/Preferred Characteristics of Potential Branson Shows  
Local/State Public Show Producers

	Show #1	Show #2	Show #3	Show #4	Show #5
Interest Level:	Definitely not	Definitely not	Not likely	Possibly	Likely
Type/Focus:	Sports/Outdoor	Sporting Goods	Consumer/Public	Tradeshow	Computer/Train
Frequency:	Annually	8 Annually	up to 100 Annually	Annually	Quarterly
Show Days:	2.0 - 10.0	3.0 - 4.0	1.0 - 10.0	4.0	2.0
Move-in Days:	2.0	1.0	1.0	1.0	1.0
Move-out Days:	1.0	0.0	0.0	0.0	0.0
Total Utilization Days:	3.0 - 11.0	4.0 - 5.0	2.0 - 11.0	5.0	3.0
Total Attendees:	20,000	up to 25,000	up to 30,000	3,500	20,000
Exhibit Space (sq. ft.):	up to 500,000	up to 100,000	up to 1,200,000	50,000	up to 60,000
Meeting/Banquet Space:	Limited	Limited	up to 20 breakouts	Limited	Limited

As shown in the exhibit, the exhibit space square footage anticipated/preferred varies widely among the selected five events. It is important to understand that it is not necessarily important to be able to accommodate the largest “preferred” square footage estimates for public shows. Producers tend to have flexibility in their space requirements, often sizing their events to the space available in the desired community (assuming a large exhibit facility is available at a minimum).

Overall, the Branson area’s successful tradition of being a desirable tourist destination drawing vacationers from surrounding areas and from across the country indicates potential for hosting a number of public shows annually, should a new Center be developed in Branson.

Given the characteristics of the community, it is expected that a new Branson Center could attract a higher number of out-of-town public show attendees than other communities, a portion of which will visit the area for the primary purpose of attending the event.

## V. Building Program and Event Levels Analysis

Based on the results of the analysis of local market characteristics, industry trends, competitive/comparable facilities and market survey results, an evaluation of the supportable facility program components was performed along with an estimation of event levels for the proposed downtown Branson convention center.

### Market Supportable Facility Program

The resulting market-supportable building program focuses on the levels of exhibition, meeting and ballroom space that would be necessary to accommodate potential convention, conference, tradeshow and meeting event demand in Branson.

The following exhibit presents a summary of key market supportable facility components for a new Branson Center and the associated levels of national, regional and state demand that such space would be able to accommodate.

**Summary of Market Supportable Facility Program  
And Market Demand Capture Percentages**

	<b>Market Supportable Program</b>	Percentage of Market Captured			
		Natl/Reg Assoc.	Natl/Reg SMERF	Natl/Reg Corp/TS	State Groups
Exhibit Space	<b>60,000</b>	88%	94%	82%	100%
Ballroom/Multipurpose	<b>20,000</b>	89%	78%	88%	100%
Meeting Space	<b>7,500</b>	80%	90%	90%	100%

As shown in the exhibit, the estimated market supportable facility program for a new Branson convention center approximates 60,000 square feet of prime exhibit space, 20,000 square feet of ballroom/multipurpose space and 7,500 square feet of in-facility breakout meeting space. This program would allow Branson to accommodate a majority of its national/regional/state market demand. The market capture analysis assumes that certain events will have the ability to either utilize the Center's ballroom/multipurpose space and/or the expected meeting and banquet space incorporated within the attached/proximate headquarters hotel property to fulfill total breakout space requirements.

In recent years, ballroom space has become a very important component of convention facilities. Such space is often utilized for many other types of functions beyond

traditional food functions, including general assemblies, spillover exhibition space, breakout meetings and other such functions. To accommodate the widest variety of events and to increase the functionality of the proposed Center, it is suggested that the ballroom be developed as a very flexible, multipurpose area and be configured at one end of the exhibit hall. This would allow for the ability to create a contiguous area of approximately 80,000 square feet to accommodate certain events requiring more than 60,000 square feet of exhibit space (as well as concurrent events when subdivided).

In addition, it is expected that the integration of retractable seating in one or more of the interior walls of the ballroom/multipurpose space could assist in accommodating the fixed seating requirements of certain events (particularly those events that traditionally have frequent seated and assembly functions, such as many SMERF groups).

### Estimated Event Levels

Based on the various analyses conducted, the following exhibit summarizes the estimated level of potential event activity for a Branson convention center (in a stabilized year of operations, assumed to occur by the fifth year of operation) under the market supportable facility program noted above. As previously mentioned, three scenarios were developed to consider varying degrees of materialized development in the District proximate to the Center.

**Summary of Estimated Event Levels for the  
Proposed Branson Convention Center By Scenario  
(Stabilized Year of Operations)**

	Scenario A	Scenario B	Scenario C
	Envisioned Lakefront Project	Project without Hotel	Limited Development w/o Hotel
Conventions/Tradeshows	44	32	23
Public/Consumer Shows	22	25	19
Meetings/Banquets	83	83	58
Other Events	28	30	25
<b>Total</b>	<b>177</b>	<b>170</b>	<b>125</b>

As shown above, under Scenario A (representing the envisioned downtown/lakefront redevelopment project with an adjacent headquarters hotel, key retail/entertainment anchors and other development), it is estimated that a new Branson Center will



accommodate 177 events. Convention and tradeshow events are estimated to primarily reflect regional and state SMERF and association events, with some attraction of niche national events. The estimated meeting and banquet events represent small, non-exhibit space using events (with an average attendance of 150). Other events include miscellaneous events such as festivals, spectator events, and other such events.

Under Scenario B (full District development without a headquarters hotel), event levels are estimated to be lower, reflecting a lower capture of traditional conventions and tradeshows, but higher levels of public/consumer shows. As much of Branson’s anticipated market reflects “drive-in” attendance, the negative impact of not having a proximate headquarters hotel property is lessened, however still significant.

Under Scenario C (limited District redevelopment and no headquarters hotel), the synergy (in terms of attracting events) generated by the entertainment/retail/visitor industry components proposed for the District is not present. Most events estimated for the facility will likely consist of public/consumer shows, drive-in state groups, meetings and banquets and other events

A detailed review of event levels at competitive and comparable facilities was also instrumental in developing event estimates for the proposed Branson Center. The following exhibit presents a comparative summary of recent year event levels at select competitive/comparable facilities reviewed.

**Comparative Summary of Recent Year Event Levels  
Select Competitive and Comparable Facilities**

	Conventions/ Tradeshows	Public/ Consumer Shows	Meetings/ Banquets	Other Events	Total
Chattanooga Convention Center	31	17	259	27	334
N. Kentucky Convention Center	26	22	192	45	285
Hot Springs Convention Center	29	17	155	84	285
Statehouse Convention Center	47	26	176	32	281
West Plains Center	21	7	103	56	187
<b>Branson CC - Scenario A</b>	<b>44</b>	<b>22</b>	<b>83</b>	<b>28</b>	<b>177</b>
<b>Branson CC - Scenario B</b>	<b>32</b>	<b>25</b>	<b>83</b>	<b>30</b>	<b>170</b>
Roland E. Powell Convention Center	46	40	62	6	154
Prairie Capital Convention Center	30	1	78	40	149
Reno Convention Center	19	26	96	1	142
Overland Park Convention Center	18	35	33	48	134
Gatlinburg Convention Center	27	12	51	35	125
<b>Branson CC - Scenario C</b>	<b>23</b>	<b>19</b>	<b>58</b>	<b>25</b>	<b>125</b>
Tulsa Convention Center	18	18	30	55	121
Fort Smith Convention Center	7	6	29	77	119
Porter County Expo	10	23	25	58	116
Dixie Center	42	11	27	11	91
<b>Average - Excluding Branson</b>	<b>27</b>	<b>19</b>	<b>94</b>	<b>41</b>	<b>180</b>



It should also be noted that the Overland Park Convention Center's event levels represent booked public and private events for 2003 and it is likely that actual event levels will be slightly higher than indicated.

As shown in the previous exhibit, a proposed Branson Center is estimated to generate annual event levels consistent with the average facility reviewed. Most of the facilities generating higher total event levels do so by accommodating higher levels of smaller events such as meetings and banquets. A lower level of meetings and banquets is estimated for a Branson facility due to:

- (1) existing facilities in the local market (i.e., Chateau on the Lake, Radisson, etc.) that are capable of hosting these events, and
- (2) the smaller population and corporate base in the Branson area.

Further, as management of the proposed Branson facility is expected to be bid to an experienced private management firm, given typical industry channels and affiliations, it is expected that the facility will be positioned to attract well within the public/spectator event markets.

The following chapters of this report present various operational costs and economic benefits of the potential facility. This data will be critical for City and community decision makers in assessing whether or not this convention center project is deemed viable for the Branson area.

## **VI. Financial Operations Analysis**

The purpose of this report section is to provide an analysis of the potential operating results that could be generated by the proposed Branson convention center based on key assumptions and estimates. The assumptions presented herein are used to estimate facility operating revenues and expenses, based on the market supportable facility program, community requirements and projected utilization, as outlined in previous chapters of this report. Based on discussions with City officials, this analysis assumes that the day-to-day operation of the facility will be contracted to an experienced private management firm. Some potential benefits that could be realized by this type of management will be subsequently discussed.

This financial operating analysis only considers revenues and expenses generated through the operation of the convention facility itself, and does not consider other potential ancillary income that may be related to the Center (such as incremental tax revenue, parking income, admissions surcharges, interest income, etc.), nor does it consider other non-operating costs such as construction costs or convention marketing. These non-operating income and cost issues will be discussed later in this report.

This presentation is designed to assist project representatives in assessing the financial effects of the proposed Center and cannot be considered to be a presentation of expected future results. Accordingly, the analysis of potential financial operating results may not be useful for other purposes. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results, and these differences may be material.

The analysis of estimated operating results is presented in three components:

- Operating Revenues
- Operating Expenses
- Summary of Estimated Future Financial Operations

As with all new public assembly facilities, an initial startup period is assumed before event levels are anticipated to stabilize. As such, financial operating estimates prepared in this section reflect a stabilized year of operation (assumed as the fifth year of operations) deflated to 2003 dollars. In addition, the analysis has been developed to reflect “net” operations. For instance, reimbursed event expenses and associated event revenues are not presented, rather they are assumed to “pass through” the financial operating estimates developed herein. In addition, revenue per capita and expense assumptions were developed utilizing comparable and competitive facility data and industry experience with similar projects, along with consideration of the unique attributes of the Branson regional area marketplace and specific conditions envisioned for the proposed facility.

As in all studies of this type, the estimated results are based on competent and efficient facility management and assume that no significant changes in the various event markets will occur beyond those set forth in this report.

## **Operating Revenues**

The primary sources of operating revenue for the proposed Branson Center include building rent, food service, contract service and other revenue. For the purposes of this financial operating analysis, no parking revenue has been assumed to be retained by the Center. However, the preliminary cost / benefit assessment provided in a subsequent chapter does consider certain assumptions for convention center attendee-related parking income. As previously stated, the revenue estimates are based on the market demand and building program presented in previous chapters of this report. The assumptions regarding the individual revenue components are also based on a review of the operations of comparable facilities throughout the country and industry trend data.

### *Rental Revenue*

Building rental revenues include charges for the leasing of facility spaces. Estimated rental revenues are based on estimates of the number of events within specific event categories, attendance levels, square footage utilized, assumed future growth rates, rental rates and receipts at comparable facilities, with an emphasis on regional facilities.

### *Food Service Revenue*

Food service revenue consists of the sale of various food and beverage items at a potential Branson center. Revenue assumptions are based on estimated event and attendance levels and estimated per capita spending for various event types. Estimated food service revenue is presented in terms of net revenue retained by the facility.

### *Contract Service and Other Revenue*

Contract service and other revenue consists of charges to event management and exhibitors for event-related services, such as providing electrical hook-ups and other utilities, leasing of equipment, providing security and cleaning services, advertising and other such items. Estimated service and equipment revenue is based on comparable facility financial operations and estimates of the number of events, attendance, square footage utilized, assumed future growth rates and receipts at comparable facilities.

## **Operating Expenses**

The primary sources of operating expenses for the proposed Branson Center include employee salaries and benefits, utilities, repairs and maintenance, general and administrative, insurance, materials and supplies, professional fees, management fee and other expenses. While the contracted private management firm ultimately selected to operate the Center may also handle primary marketing and sales activities associated with the Center itself (functions largely performed in other communities by convention and visitors bureaus), this analysis does not consider significant sales and marketing expenditures (including sales and marketing staff). Potential cost assumptions associated with Center marketing is discussed in a subsequent chapter and should be considered in addition to the costs outlined within this chapter.

The estimated operating expenses for the proposed Branson Center are based on historical operating expenses of comparable facilities and industry standards. Specifically, comparable facility operating expense data was analyzed on a per square footage basis. Consideration was given to operating efficiencies that could be expected to occur at the proposed Center, as well as cost of living adjustments specific to the Branson area and the surrounding region.

In estimating operating expenses, and staffing costs in particular, it is considered of significant importance that high-quality service is provided at the proposed Center. Otherwise, the Center will not be in a position to attract and retain its market potential of event activity. The estimates provided in the previous chapter also assume that this quality standard is maintained.

### *Salaries and Benefits*

Estimated salaries and benefits include compensation for full and part-time employees. Employee benefits include payments for employee hospitalization programs, unemployment compensation, workers' compensation and FICA. The analysis of estimated salaries and benefits is based on the financial operations of comparable and competitive facilities, and the proposed center sizing and event levels. It has been assumed that Center will be staffed with personnel levels similar to that of other similar, well-managed centers. These estimates reflect the assumption that some full-time operations, maintenance, and setup staff will be maintained at the Center similar to most comparable facilities.

### *Utilities*

Utilities expense at the proposed Center includes costs for electricity, water, gas and telephone. The estimates are based on industry averages and the assumption that the new facility will include all the current energy-saving components.

### *Repairs and Maintenance*

The analysis assumes that the maintenance costs for the proposed center in the early years of operation are relatively low. It is likely that such costs will increase incrementally over time as the facility depreciates. As such, it is likely that the repairs and maintenance costs could eventually exceed the base-year estimates presented in this analysis. The establishment of a separate repair and maintenance reserve is recommended to fund future major capital projects.

### *General and Administrative*

General and administrative expenses include various day-to-day costs such as subscriptions, staff training, dues, staff travel, staff tuition reimbursement, licenses and permits, bad debt charges and other such items. This category also includes costs related to administrative business-related expenses such as postage, administrative supplies, administrative furniture and fixtures, auto allowances, administrative travel, memberships and maintenance of the administrative space.

### *Insurance*

Costs for Center-related damage, liability, automotive, professional and related insurance are included in this category. Per square footage estimates compiled from comparable facilities have been used as a basis.

### *Materials and Supplies*

Costs for materials and supplies for the proposed Center include those materials, supplies and equipment used for facility operations and its administrative offices. The analysis of materials and supplies expense is based on comparable facility operations and the levels of facility space.

### *Professional Fees*

Professional fees are primarily comprised of costs for services including accounting and legal functions and other non-recurring consulting and advisory services. Given the assumption of private management, contractual services expense at the proposed Center, primarily consisting of costs for professional services including accounting and legal functions and other services including trash removal, cleaning, security and other such

items, are assumed to be limited as it is expected that many of these services will be performed in-house.

### *Management Fee*

A management fee is an annual fee paid to a private management firm contracted to perform the day-to-day operations of the Center. Management fees are typically structured with both fixed and variable incentive-based components. The incentive component is often structured in such a way to reward the management firm for its performance in terms of limiting operating expenses, maximizing revenues and attracting out-of-town events. The fee assumption utilized for this analysis is based on comparable facility contracts and the assumption that a management firm will be responsible for a significant portion of Center marketing. Further issues concerning private management and the potential effects on financial operating performance will be subsequently discussed.

### *Other Expenses*

Other expenses include bad debt charges, vacation accrual and other miscellaneous operating expenses. In addition, advertising and promotion activities, insurance and other similar expenditures have been included in the miscellaneous expenses.

## **Summary of Estimated Future Financial Operations**

Based on market, program and event analysis findings, an analysis of the estimated financial operating characteristics of the proposed Branson Center was conducted. The analysis only considers revenues and expenses generated through the operation of the convention facility itself, and does not consider other potential ancillary income that may be related to the Center (such as incremental tax revenue, parking income, admissions surcharges, interest income, etc.), nor does it consider other non-operating costs such as construction costs or convention marketing. These non-operating income and cost issues will be discussed later in this summary.

Exhibit VI-1 presents the estimated financial operating results for the proposed Branson convention center under the three scenarios developed.

**Estimated Financial Operating Results for a New Branson Convention Center  
By Scenario (in a Stabilized Year of Operations, in 2003 Dollars)**

	Scenario A	Scenario B	Scenario C
<b>Operating Revenues</b>			
Rental	\$868,000	\$764,000	\$587,000
Food & Beverage (net)	1,438,000	1,205,000	936,000
Contract Services/Other	<u>400,000</u>	<u>350,000</u>	<u>300,000</u>
	<u>\$2,706,000</u>	<u>\$2,319,000</u>	<u>\$1,823,000</u>
<b>Operating Expenses</b>			
Salaries/Benefits	\$1,700,000	\$1,600,000	\$1,500,000
Utilities	343,000	324,000	305,000
Repair & Maintenance	109,000	102,000	94,000
General & Administrative	92,000	83,000	73,000
Insurance	187,000	187,000	187,000
Materials & Supplies	87,000	78,000	70,000
Professional Fees	70,000	65,000	60,000
Management Fee (1)	500,000	450,000	400,000
Other	<u>148,000</u>	<u>133,000</u>	<u>118,000</u>
	<u>\$3,236,000</u>	<u>\$3,022,000</u>	<u>\$2,807,000</u>
<b>Net Operating Deficit</b>	<u>(\$530,000)</u>	<u>(\$703,000)</u>	<u>(\$984,000)</u>

Note: Figures do not include parking revenue, other income or convention center marketing costs.

(1) Assumed fee, other figures reflect certain efficiencies/revenue enhancement generated by private management.

As shown in the exhibit, excluding ancillary, non-operating revenues and expenses, it is estimated that a Branson Center will generate an operating deficit before debt service (in a stabilized year of operation, assumed to occur at the fifth year) under each of the three scenarios evaluated, ranging from a loss of \$530,000 to \$984,000. This type of convention center operating loss is consistent with comparable convention centers throughout the country.

Based on the discussions with City officials, it is assumed that the proposed Center will be managed by an experienced convention center private management firm. While charging a fee in exchange for management services, private management could potentially provide several important benefits, including:

- Expediting the “start-up” process and period, through staff assembly and expertise in marketing and operations of similar facilities.
- Experience and efficiencies associated with event marketing, including the “funneling” of specific one-time and recurring industry events (i.e., spectator/public) to the facility.
- Contract-based incentives and similar facility experience with limiting and reducing various ongoing operating expenses.

## **VII. Economic and Fiscal Impact Analysis**

The purpose of this chapter is to provide an analysis of the potential economic and fiscal impacts that could be generated by the operation of the proposed Branson convention center, based on key assumptions described herein. As previously mentioned, the evaluation of the economic and fiscal benefits generated by the Center is one of the primary determinants regarding the decision to proceed with the project. The following key issues have been addressed within this chapter:

- Economic and Fiscal Impact Concepts
- Annual Center Impacts
- Non-Quantifiable Impacts

The annual operations of an event facility such as a convention center typically provide significant benefits to an area. Typically, and for purposes of this report, quantifiable effects are characterized in terms of economic impacts and fiscal impacts. Economic impacts are conveyed through measures of direct spending, total output, personal earnings and employment. These specific terms are defined later in this chapter. Fiscal impacts denote changes in tax revenues. Based on the applicable area tax rates, the potential fiscal benefits associated with this project have also been estimated.

The economic impact analyses contained in this section assume the three District development scenarios (defined in a previous chapter) analyzed in addition to proximate quality hotel room inventory requirements presented in a previous section and an emphasis on attracting and booking events at the proposed Center that will serve to maximize economic impacts to the community.

### **Economic and Fiscal Impact Concepts**

The impact of a convention center is maximized when out-of-town attendees spend money in a community while attending a facility event. This spending by out-of-town attendees represents new money to the community hosting the event. This new money then creates multiplier effects as the initial spending is circulated throughout the local economy.

It is important to note that spending estimates associated with the proposed Branson convention center only represent spending that is estimated to be "new" to the community ("net new spending"), directly attributable to the operation (and existence) of the facility. The spending analysis does not consider any assumed displaced spending within the community. Given the characteristics of the Branson community (in terms of its small

permanent population and very high relative amount of visitors), this type of analysis provides some challenges. For instance, in most markets, public shows typically draw the vast majority of their attendance from individuals who reside in the local area. As such, the spending of these local individuals is not included in the quantification of economic impact as it is assumed that they would otherwise spend the same money elsewhere in the community. However, public shows held at the Center will likely have attendance that is comprised primarily of individuals who do not reside in the local area. As such, the challenge lies in isolating those event attendees who would not otherwise visit the Branson area if it were not for the existence of the convention center (hosting the event). In addition, some of the attendees of Center events who are primarily in the Branson area for an event might later forgo an otherwise planned visit to the area as a result. Given these issues, a conservative approach was taken with respect to estimating the percentage of non-local attendees and significant downward adjustments were made within certain event categories (i.e., public/consumer shows) to attempt to best capture spending that could be considered “new” to the Branson area.

In addition, our spending numbers and out-of-town percentages also consider the unique situation with the Branson area in terms of driving proximity. Certain reductions have been made to spending and non-local attendance figures to reflect some visitors who do not stay overnight in the area (i.e., in Branson area for the day of a convention/tradeshow, but return to proximate metro areas such as Springfield, Jefferson City, St. Louis, and Kansas City at night). It is estimated that a significant portion of public show attendees will also reflect this phenomena (i.e., driving from major metro areas to attend a public show on one day of its run).

The characteristics of economic impact effects are generally discussed in terms of their direct, indirect and induced effects on the area economy. These terms are defined as:

- Direct effects consist principally of initial purchases made by delegates or attendees at an event who have arrived from out-of-town. This spending typically takes place in local hotels, restaurants, retail establishments and other such businesses. An example of direct spending is when an out-of-town event attendee pays a local hotel for overnight lodging accommodations.
- Indirect effects consist of the re-spending of the initial or direct expenditures. An example of indirect spending is when a hotel uses the direct spending dollars received from out-of-town event attendees to pay the hotel’s housekeeping staff. The hotel’s housekeeping staff then spends their personal income in local grocery stores, retail establishments and other local businesses for various products and services.
- Induced effects consist of the positive changes in employment, earnings and tax collections generated by changes in population associated with the direct and indirect expenditures.

The re-spending of dollars in an economy is estimated by utilizing economic multipliers and applying them to the amount of direct, or initial spending. The “multiplier” effect is estimated in this analysis using a regional economic forecasting model provided by the Minnesota IMPLAN Group, Inc., a private economic modeling company. The IMPLAN system utilizes an input-output matrix with specific data for multipliers based on regional business patterns from across the country. Financial information for the matrix of multipliers is collected from various sources that include, but are not limited to, the U.S. Department of Labor, as well as state sales and tax reports. The system utilizes this data to determine the economic independence of specific geographic regions as well as the interdependence which exists between industries in those regions. The systems provide total industry output, personal earnings and employment data for approximately 520 industry groups.

For purposes of this analysis, results of the economic impact analyses are measured in terms of the following categories:

- Total output represents the total direct, indirect and induced spending effects generated by the project. This calculation measures the total dollar change in output that occurs in the local economy for each dollar of output delivered to final demand.
- Personal earnings represents the wages and salaries earned by employees of businesses associated with or impacted by the project. 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.
- Employment represents the number of full and part-time jobs. The employment multiplier measures the total change in the number of jobs in the local economy for each additional \$1.0 million of output delivered to final demand.

The initial spending of new dollars into an economy begins a series in which the dollars are cycled through the economy. The re-spending of the dollars is estimated by utilizing the economic multipliers discussed above and applying them to the amount of direct, or initial, spending. The multiplier illustrates that spending in a defined economy will lead to additional spending until that dollar has completed its cycle through leakage. Leakage represents the portion of a dollar spent in areas outside the designated economy such as the taxes paid on purchases of goods and services.

In addition to the economic impacts generated by a public assembly facility throughout the area, the public sector also realizes a generation of tax revenues. Based on the assumptions established earlier, the primary fiscal impacts generated by the operation of the proposed Center have been quantified.

Based on calculations of direct spending, the resulting effects on tax collections have been calculated. Tax revenues are based on existing tax rates. Changes in these rates will have an impact on the resulting tax collections.

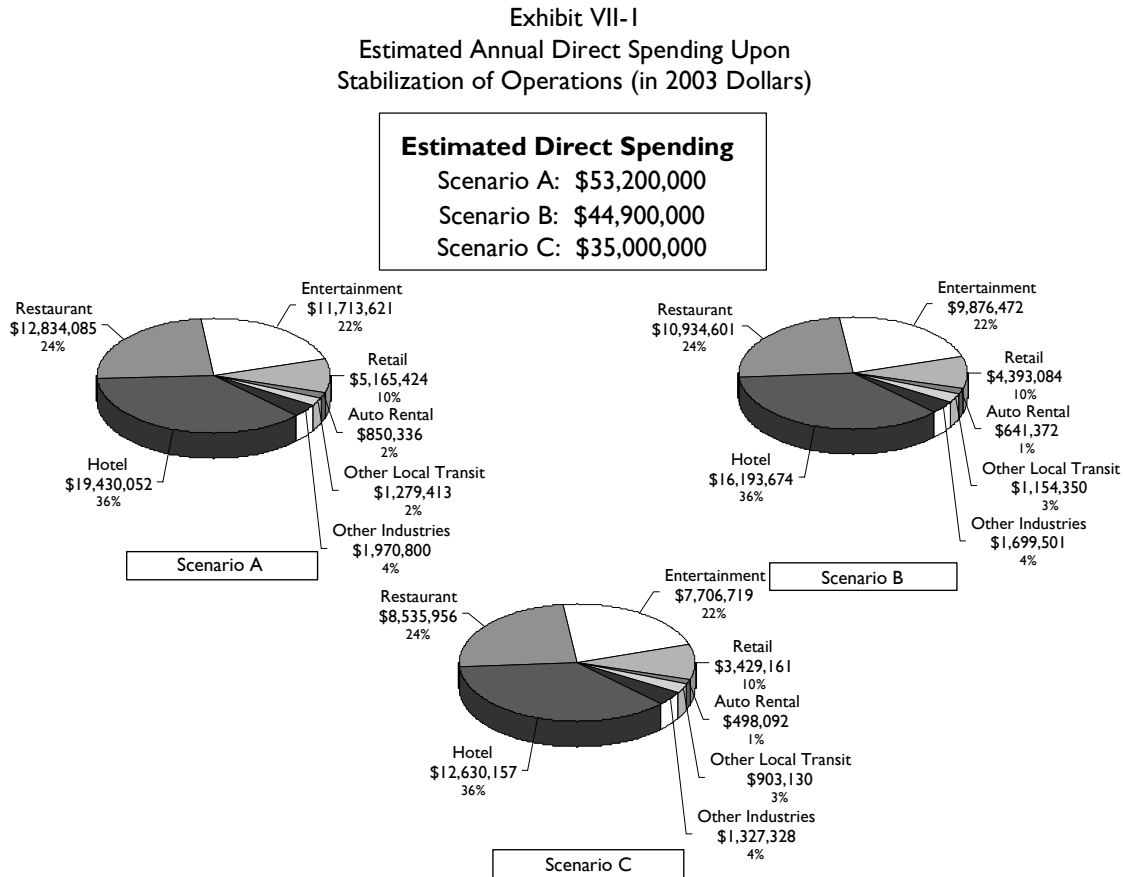
### **Annual Center Impacts**

One of the primary sources of direct spending involves attracting event attendees from outside the local area to make purchases in area hotels, restaurants and retail establishments.

The analysis of direct spending related to center activity begins with estimating the number of event attendees that could be attracted to new facility development in the Branson area. These estimates are based on the event, attendance and event day information developed through the market and event analyses.

Estimates of per-day spending by out-of-town delegates and exhibitors are based on the results of the International Association of Convention and Visitors Bureaus (IACVB) Convention Income Survey. The survey collected data concerning event related expenditures by delegates, exhibitors, associations and convention service contractors. The results of this survey have been adjusted to 2002 dollars and for cost of living levels and the unique dynamics of the Branson area. The estimates of average daily spending on a per delegate basis were applied to estimates of potential future event activity at a potential center, based on the results of the overall market analysis. Adjustments were applied to estimated attendance levels for potential future event activity at the proposed Branson Center to segregate estimated levels of potential out-of-town event attendance directly as a result of the exhibition center. Further, additional adjustments were made to reflect a greater amount of extended stay visits (i.e., additional days spent in Branson area before and/or after events for leisure purposes) associated with event-related visitors.

Exhibit VII-1 presents the direct spending associated with a new Branson convention center under the three District development scenarios.

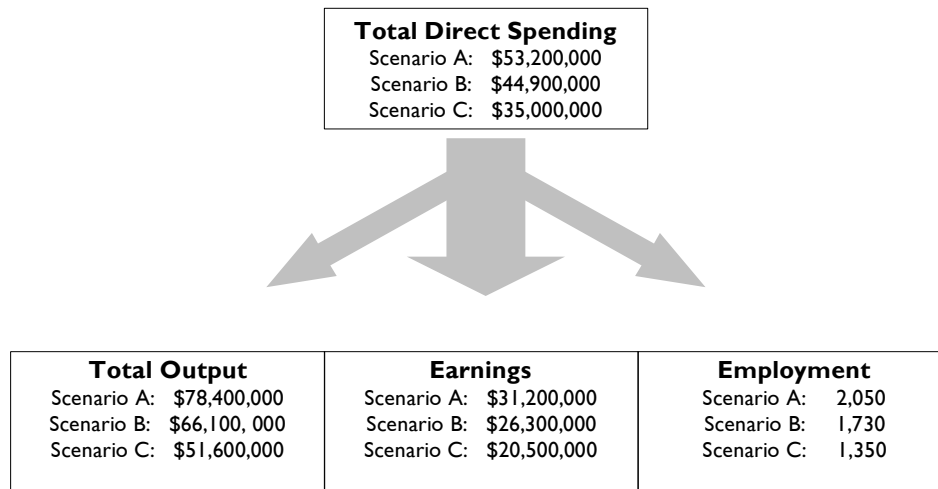


As presented in the exhibit, estimated total annual new direct spending associated with the proposed Center ranges from approximately \$53.2 million (under Scenario A) to \$35.0 million (under Scenario C) for a stabilized year of operations in 2003 dollars.

As the direct spending flows throughout the local and state economies, additional rounds of spending, employment and earnings are generated. The total impact generated is estimated by applying specific industry multipliers to the initial expenditure to account for the total economic impact of the re-spending activity. The application of the multipliers involves calculating the product of the estimated amount of direct spending and the multiplier.

The total estimated direct expenditures generate effects on the economy that extend beyond the initial expenditures. Exhibit VII-2 summarizes the overall economic effects associated with estimated levels of potential event activity at the proposed Branson convention center, based on the application of the IMPLAN multipliers.

Exhibit VII-2  
 Estimated Annual New Economic Impacts  
 Associated with Convention Center Operations  
 (in a Stabilized Year, in 2003 Dollars)



As outlined in the exhibit, the estimated level of annual direct new spending associated with a stabilized year of operations for the proposed Branson Center could generate between approximately \$78.4 million and \$51.6 million in total output (total direct, indirect and induced spending) in the Branson area, depending on the District development scenario. Further, between \$31.2 million and \$20.5 million in new personal income is estimated to be generated annually and between 2,050 and 1,350 new full and part-time positions throughout the local economy.

Exhibit VII-3 summarizes the total economic and tax impacts associated with the operation of the new Center that are considered *new* to the Branson area and *new* to the state of Missouri and are *attributable* to the operation of the new Center.

**Exhibit VII-3**  
**Estimated Annual New Economic Impacts Associated With the Operation**  
**of a New Branson Convention Center By Scenario**  
**(in a Stabilized Year of Operation, Presented in 2003 Dollars)**

	<u>Scenario A</u>	<u>Scenario B</u>	<u>Scenario C</u>
<b><u>New to Branson Area:</u></b>			
New Spending Activity:			
Direct Spending	\$53,200,000	\$44,900,000	\$35,000,000
Indirect/Induced Spending	<u>\$25,200,000</u>	<u>\$21,200,000</u>	<u>\$16,600,000</u>
Total Economic Output	\$78,400,000	\$66,100,000	\$51,600,000
New City-captured Taxes (I):			
Tourism Tax	\$1,250,000	\$1,040,000	\$810,000
Sales/Restaurant Tax	<u>\$2,610,000</u>	<u>\$2,220,000</u>	<u>\$1,490,000</u>
Tax Revenues	\$3,860,000	\$3,260,000	\$2,300,000
<b><u>New to Missouri:</u></b>			
New Spending Activity:			
Direct Spending	\$18,400,000	\$15,300,000	\$12,100,000
Indirect/Induced Spending	<u>\$8,800,000</u>	<u>\$7,300,000</u>	<u>\$5,700,000</u>
Total Economic Output	\$27,200,000	\$22,600,000	\$17,800,000

(I) Each scenario assumes State TIF project designation and includes TIF State and County sales tax increment. Potential new impacts on property taxes and other municipal tax/fee revenue are not reflected.

As shown in the previous exhibit, in 2003 dollars and in a stabilized year (assumed fifth year), the operation of a new Branson convention center is estimated to generate between \$78.4 million and \$51.6 million of new economic activity (direct, indirect and induced spending) for the Branson area annually, depending on the scenario.

Further, it is estimated that the Center will generate between \$27.2 million and \$17.8 million annually in new economic activity for the state of Missouri, depending on the scenario. This represents estimated spending that is new to Missouri.

These spending figures represent new spending in the Branson area and new spending in the state (i.e., spending by out-of-town convention center event attendees that the community wouldn't benefit from without the presence of the convention facility itself). "Displaced" spending (spending that may have occurred somewhere else in the community) was not included in direct, indirect and induced spending estimates. As an



example of displaced spending, if a person visits Branson as a transient tourist and, while in Branson, that person elects to attend a public show at the convention center (such as an antique show), much if not most of the spending by that individual at the show presumably would have taken place in Branson regardless.

As the proposed Branson Center is envisioned to be funded under the State's Municipal Tax Increment Financing (TIF) Program, estimates were also developed with respect to the amount of new City-captured tax revenue generated as a result of convention center attendee spending. Taxes considered in the analysis included the City's 1.5 percent sales tax, 4.0 percent City tourism tax (hotels and entertainment), and the City's 0.5 percent restaurant tax. In addition, of spending estimated to occur within the TIF District, it has been assumed the City will also capture 50 percent of the County's 1.5 percent sales tax, 50 percent of the State's 3.0 percent General Fund sales tax, and 1.0 percent from a new transportation sales tax. Taxable spending within the TIF District that is not considered "new" to the Branson area (i.e., assumed displaced spending from within the community) was also included in this tax revenue estimate to reflect the new increment of tax revenue that will be generated for the City as a result of the TIF designation (i.e., captured incremental revenue from the State and County portions of sales tax).

It is important to reiterate that the economic spending and associated tax revenues estimated herein only represent new spending and new City of Branson tax dollars generated by convention center attendees. As envisioned, the revitalized District will attract other visitors and spending to the downtown/lakefront area that is not associated with attendees of Center events. This new District spending associated with individuals not attending convention center events has not been evaluated through this analysis.

### **Non-Quantifiable Impacts**

The effects of attracting event attendees to the Branson area could impact numerous industries and enhance economic activity throughout the community. Primary visitor industries, including hotels, restaurants, retail establishments, local transportation and related industries can benefit directly from the potential center. Indirect effects can benefit various support industries, including the wholesale, distribution, manufacturing and other industries.

In addition to the more quantifiable benefits of new convention center development in the Branson area, certain potential benefits cannot be quantifiably estimated. Potential qualitative benefits for the Branson area include:

New Visitation – New visitors will be attracted to the area because of a center event. These attendees, in turn, may elect to return to the area later with their families, etc. for a vacation after visiting the area for the first time. These impacts have not been quantified.

Spin-Off Development – New retail/business tend to invariably sprout up near the center spurred by the operations and activities associated with the center, representing additions to the local tax base. These impacts have not been quantified.

Community Marketing – Attendees of certain center events (particularly, convention/tradeshows) represent decision-makers and executives from a broad cross-section of industries. This exposure can benefit the area from a long-term business development perspective. These impacts have not been quantified.

Community Use – The local area lacks a large public assembly facility to accommodate local uses such as festivals, shows, music events, graduations, sporting events, recreation, etc. These impacts have not been quantified.

Other Benefits – There are a number of other indirect and intangible benefits of having a major public assembly facility in a community that have not been quantified. These include:

- quality of life
- community reputation and image
- local gathering point
- new employment opportunities for local residents
- strengthening of local housing market
- new advertising opportunities for local business

The development of a new convention center in Branson could create a working synergy in conjunction with other community initiatives and existing area businesses. Together, these organizations could serve to enhance the area's reputation as an event and tourism destination.

## VIII. Preliminary Cost / Benefit Assessment and Conclusions

One method of determining convention center feasibility involves comparing total costs associated with the facility with the total new revenue generated through its operation. While the success of the envisioned overall downtown/lakefront redevelopment project and the proposed convention center will be interrelated in many respects, an analysis was performed isolating only the estimated and assumed costs and benefits associated with the convention center itself.

The estimated tax revenues generated by the Center that are captured by the City (assuming a State TIF designation for the District) as previously discussed represent the primary component of new Center revenues (i.e., benefits).

Beyond the estimated financial operating costs associated with the convention center (i.e., annual financial operating deficit), key assumptions have been made with respect to other Center-related costs. These assumptions are based on discussions with the City and industry experience. Further analysis (i.e., architectural master planning, design and construction cost analysis, parking, etc.) will be required to refine these non-operating assumptions. Key expense assumptions utilized include:

- *Based on assumptions provided by the City*, a hard and soft Center construction cost assumption of \$35 million and a land cost of \$6 million (representing a prorated portion of a larger contemplated plot that is required to accommodate the convention center) was utilized. Using these assumptions, an annual debt service payment was estimated based on a term of 30 years and an interest rate of 5.5 percent.
- Net income from a City-owned parking structure or surface lots near the Center has been assumed. Based on City-provided assumptions, 900 parking spaces have been assumed for this analysis (that would be available to Center attendees) at an average daily rate of \$5.00 per car per day for convention center events. The net parking income associated only with an assumed portion of Center event attendees requiring parking has been estimated. These assumptions should be revised as District project planning is furthered.
- A new convention center will also require additional expenditures for marketing purposes, *beyond* existing tourism marketing expenditures by the Branson Area Chamber/Convention and Visitors Bureau. Marketing efforts are especially critical during the construction period and initial years of convention center operations. Based on a review of comparable community marketing budgets, the average community expends (typically through respective convention and visitors bureaus) approximately \$900,000 annually for convention center marketing (including personnel). This amount is assumed for purposes of this analysis;

however, certain efficiencies with existing Branson Chamber/CVB personnel and marketing operations may be possible and should be pursued.

The following exhibit presents a summary of the preliminary cost/benefit analysis (presented in terms of annual costs and benefits in a stabilized year, in 2003 dollars) performed for the proposed Branson convention center under the three scenarios:

**Summary of Preliminary Cost/Benefit Analysis Associated  
With the Proposed Branson Convention Center  
(Figures Annualized, Stabilized Year, in 2003 Dollars)**

	<u>Scenario A</u>	<u>Scenario B</u>	<u>Scenario C</u>
New Branson Area Tax Revenues (1)	\$3,860,000	\$3,260,000	\$2,300,000
Assumed Annual Costs:			
Convention Center Construction/Land (2)	(\$2,821,000)	(\$2,821,000)	(\$2,821,000)
Convention Center Operations	(530,000)	(703,000)	(984,000)
Conv. Ctr.-Related Parking Income (3)	500,000	450,000	375,000
Convention Center Marketing	(900,000)	(900,000)	(900,000)
	<u>(\$3,751,000)</u>	<u>(\$3,974,000)</u>	<u>(\$4,330,000)</u>
<b>New Tax Revenues Less Costs:</b>	<b>\$109,000</b>	<b>(\$714,000)</b>	<b>(\$2,030,000)</b>

(1) Represents new tax revenue captured by the City of Branson associated with convention center attendee spending. Does not include other potential new spending in the downtown/lakefront District. Only considers sales, tourism and restaurant taxes. Does not consider potential impacts on property taxes or other potential new City revenues.

(2) Based on City-provided assumptions. Annual debt service for convention center assumes construction costs of \$35 million, land purchase cost of \$6 million (assumed prorated portion of larger plot that is required to accommodate convention center), term of 30 years and interest rate of 5.5%.

(3) Convention attendee-related net parking revenue for an assumed City-owned 900 parking spaces.

As shown in the exhibit, under Scenario A and based on the estimates and assumptions utilized, the proposed Branson convention center is preliminarily estimated to generate a nominal level of new revenues in excess of total expenses. Under Scenarios B and C, total expenses are estimated to exceed new revenues.

As previously indicated, this type of cost / benefit assessment is useful in preliminarily evaluating the net benefits of the proposed Branson convention center. Further planning and study is suggested to refine this analysis. In addition, due to the interrelated nature of the convention center with other envisioned District components (i.e., hotels, anchor and ancillary retail, restaurants, commercial, residential, etc.), it will be beneficial to evaluate the net costs and benefits of all District components in a similar manner.



## Conclusions

Based on the Branson downtown/lakefront convention center feasibility analysis conducted, the following conclusions have been developed:

- Demand levels indicate the convention center is market supportable. A market supportable facility program has been outlined that is estimated to result in facility utilization that is comparable to other similar regional and national facilities.
- Other downtown lakefront components are critical to the success of the convention center, creating synergy. The creation of a new, vibrant entertainment/mixed use district on the lakefront with visitor amenities (i.e., restaurants, retail and entertainment) is expected to assist in creating a more attractive “destination” for convention center events and attendees.
- Additional expenditures for convention center and community marketing will be important to initial and long-term viability of the proposed Center.
- Other non-convention center-related activity will be important to overall economic success of the downtown/lakefront District. The convention center is envisioned to be one of many important components of the redeveloped District. Within the context of the estimated five to eight million annual visitors to Branson, the ability of the redeveloped District to attract a portion of these visitors as well as new visitors to Branson will be critical in the overall success of the District project.
- The proposed convention center would be expected to act as an important catalyst for new activity and economic development (notably specific private development, including a headquarters hotel and ancillary retail and restaurants) in a revitalized District and would generate new economic impacts for Branson, the state of Missouri and the surrounding region.