TOURISM VENUE NEEDS ASSESSMENT FOR THE CITY OF JOPLIN, MISSOURI

May 8, 2023

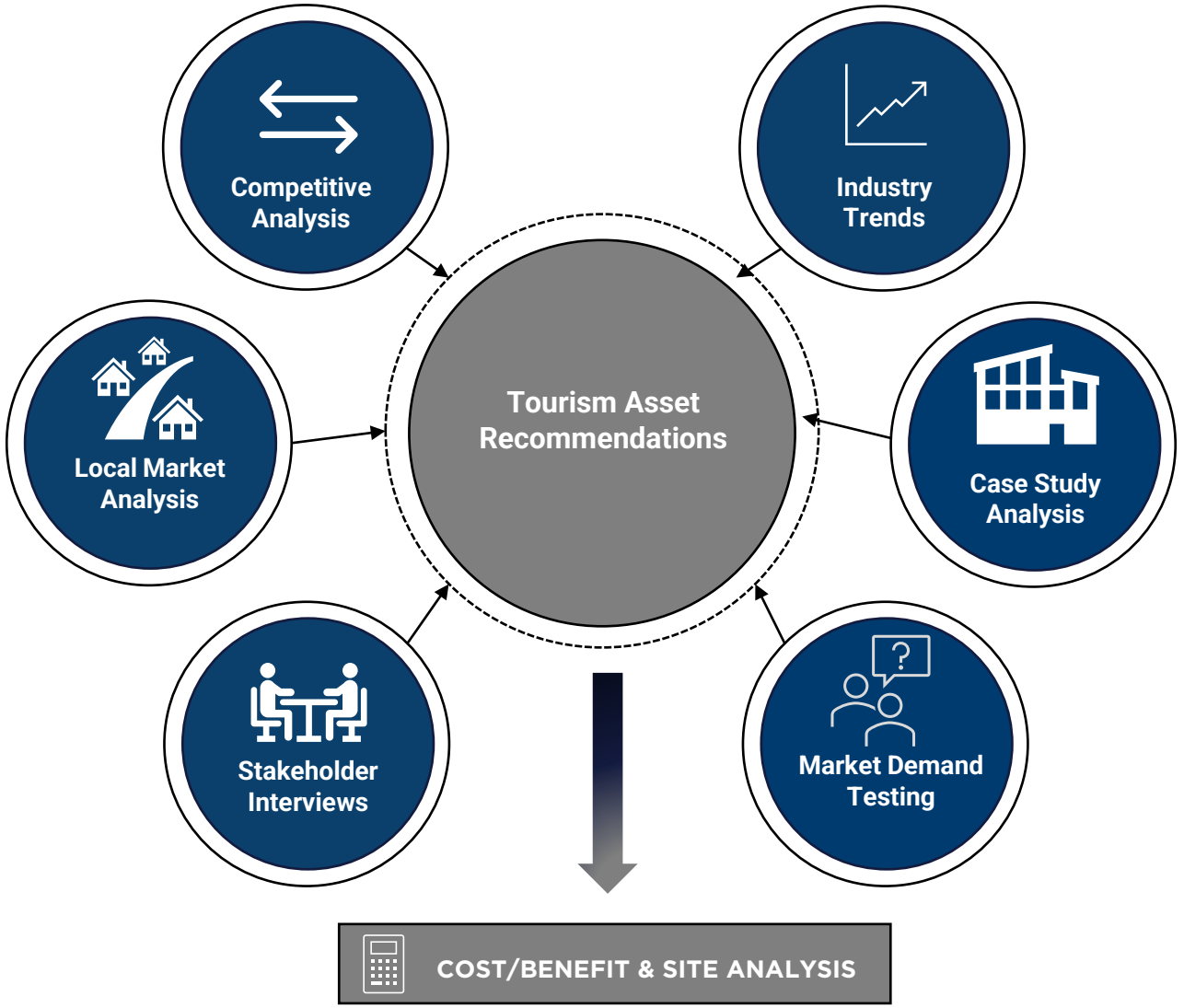




INTRODUCTION: The Study Process

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- Interviewed and surveyed 40+ stakeholders.
- Reviewed past/recent research.
- Extensive demographic, socioeconomic, behavioral and spending analysis of local and broader market.
- Inventoried and reviewed hotel, event, sports and attraction facilities in-market.
- Identified and analyzed facilities in broader region.
- Evaluated current industry trends in the convention, sports and leisure industries.
- Prepared case studies for various facility types.
- Conducted outreach to 50+ event organizers.
- Completed cost/benefit and site analyses.



MARKET ANALYSIS PROCESS

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1. Stakeholder Input
2. Local Market Analysis
3. Competitive Analysis
4. Industry Trends Review
5. Comparable Facilities
6. Market Demand

STAKEHOLDER INPUT: Asset Overview

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☑ ASSETS

- Creative Learning Alliance
- Historical Assets
- Indoor Sports Facilities
- Joe Becker Stadium
- Joplin Athletic Complex
- Joplin High School Venues
- Memorial Hall
- MSSU Venues
- Northpark Mall
- Outdoor Concert Venues
- Outdoor Recreation
- Tradeshow / Conference Space

? MISSING VENUES

- Meeting / Conference Facility
- Multipurpose Event / Trade Facility
- Fairgrounds
- Quality outdoor track and field facility*
- Indoor sports facility*
- Baseball / softball facility
- 2,000-3,000 seat indoor concert venue*
- Downtown hotel(s)
- Full-service & boutique hotel(s)
- Olympic Swimming Pool (indoors and outdoors)

*Exceptions to this list are at MSSU and JHS

STAKEHOLDER INPUT: Key Issues and Opportunities

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- Adult Destination
- Affordable Destination
- Arts Development and District
- Aviation
- Basic Services
- Central Location
- Charitable Giving
- Community Communication and Education
- Connectivity / Transportation
- DesignWorkshop Report
- DestinationNext – Positives
- DestinationNext – Negatives
- Funding Options
- Healthcare
- Nice / Identity
- Nightlife and Entertainment
- Phasing
- Route 66
- Safety / Security / Homelessness
- Sales / Use Taxes
- Seasonality
- Sports Facilities
- Trust and Cooperation

STAKEHOLDER INPUT: Local Demand

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- Potential tourism-related venue concepts identified during stakeholder outreach.
- Supply, demand and cost/benefit are driving factors for investment decisions.

	Supply		Demand		Cost/Benefit			TOTAL SCORE
	Local	Regional	Local	Regional	Self-Sustaining	Project Cost	Economic Impact	
Indoor Turf Facility			4					4
Indoor Court Facility			4					4
Meeting / Conference Facility			4					4
Multipurpose Event / Trade Facility			4					4
Amphitheater			3					3
Baseball/Softball Facility			3					3
Quality Outdoor Track and Field			3					3
2,000-3,000-seat Indoor Concert Venue			2					2
Downtown Hotel(s)			2					2
Fairgrounds			2					2
Full-Service & Boutique Hotel(s)			2					2
Olympic Swimming Pool			2					2

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LOCAL MARKET ANALYSIS: Local Supply

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- Lack of supply largely correlates with local demand.
- Gap in indoor sports and event facilities.
- Moderate to sufficient supply of outdoor sports and entertainment venues.

	Supply		Demand		Cost/Benefit			TOTAL SCORE
	Local	Regional	Local	Regional	Self-Sustaining	Project Cost	Economic Impact	
Indoor Turf Facility	5		4					9
Meeting / Conference Facility	5		4					9
Multipurpose Event / Trade Facility	5		4					9
Indoor Court Facility	4		4					8
Downtown Hotel(s)	5		2					7
Fairgrounds	5		2					7
Olympic Swimming Pool	5		2					7
Baseball/Softball Facility	3		3					6
Quality Outdoor Track and Field	3		3					6
2,000-3,000-seat Indoor Concert Venue	4		2					6
Full-Service & Boutique Hotel(s)	4		2					6
Amphitheater	3		3					6

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COMPETITIVE ANALYSIS: Regional Supply

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- Significant regional gaps in indoor turf and indoor court facilities.
- Moderate to significant gaps in meeting / conference facilities.

	Supply		Demand		Cost/Benefit			TOTAL SCORE
	Local	Regional	Local	Regional	Self-Sustaining	Project Cost	Economic Impact	
Indoor Turf Facility	5	5	4					14
Meeting / Conference Facility	5	4	4					13
Indoor Court Facility	4	5	4					13
Multipurpose Event / Trade Facility	5	3	4					12
2,000-3,000-seat Indoor Concert Venue	4	4	2					10
Fairgrounds	5	3	2					10
Olympic Swimming Pool	5	3	2					10
Amphitheater	3	3	3					9
Downtown Hotel(s)	5	1	2					8
Baseball/Softball Facility	3	2	3					8
Quality Outdoor Track and Field	3	2	3					8
Full-Service & Boutique Hotel(s)	4	1	2					7

MARKET ANALYSIS PROCESS

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INDUSTRY TRENDS: Key Takeaways

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- Returning from COVID – convention/conference industry continues to rebound
- Event planners seeking smaller destinations
- New-build event facilities have opportunity to include variety of trend forward features
- Tournament sports complexes will increasingly require future-oriented visioning
- Increasingly multi-use amphitheaters, concert halls and other entertainment facilities
- Smaller, off the beaten path markets have an opportunity in the leisure/travel industry
- Millennials, with increasing spending power, have significant preference for unique experiences
- Attraction industry growth being drive by innovation, technology

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COMPARABLE FACILITIES: Overview

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Meeting & Event Facilities



Coralville, IA
Dubuque, IA
Layton, UT
Manhattan, KS
Natchez, MS
Ogden, UT
Port Huron, MI
Provo, UT
Pueblo, CO
Salem, OR
San Marcos, TX
St. Charles, MO

Indoor Court Facilities



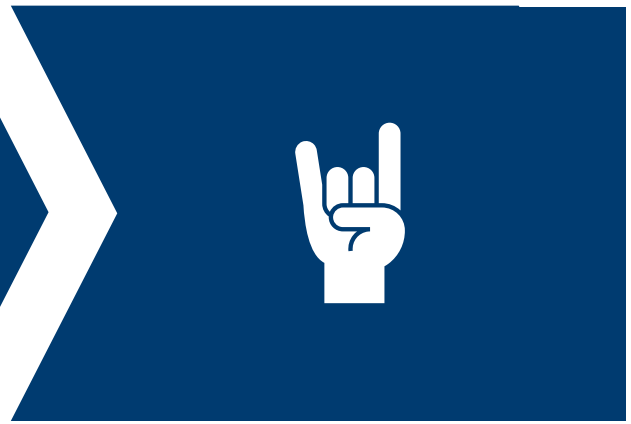
Appleton, WI
Bettendorf, IA
Cape Girardeau, MO
Frisco, TX
Gatlinburg, TN
Greensboro, NC
Hammond, IN
Lawrence, KS
Myrtle Beach, SC
Rockford, IL
Rocky Mount, NC
Virginia Beach, VA

Outdoor Field Facilities



Crown Point, IN
Dothan, AL
Elizabethtown, KY
Emerson, GA
Fort Wayne, IN
Mauston, WI
Medford, OR
Overland Park, KS
Rock Mount, NC
Rockford, IL
Rockford, MI
St. Charles, MO

Outdoor Concert Facilities



Aurora, IL
Cedar Rapids, IA
Charlottesville, VA
Fort Smith, AR
Grand Haven, MI
Kearney, MO
Lampe, MO
Mankato, MN
Moorhead, MN
Rogers, AR
Rushville, IN
Sioux City, IA

COMPARABLE FACILITIES: Summary

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Meeting/Event Facilities

- Average of ~20,000 SF largest contiguous space
- ~200 headquarter hotel rooms
- Drive-in population in line with comparison set
- P3 example in Manhattan
- Standalone example in Provo



Indoor Sports Facilities

- Average of 8 full-sized basketball courts
- Influx of facilities nationally, with many including indoor turf
- Joplin's drive-in population suggests smaller facility opportunity
- Multipurpose example in Rocky Mount
- Court + turf example in Cape Girardeau



Outdoor Sports Facilities

- Larger versions of Joplin Athletic Complex
- Joplin's drive-in population suggests demand may be met by existing facilities
- Turf and indoor at Mauston and Crown Point
- Hospitality focus in Elizabethtown



Outdoor Concert Facilities

- Average of ~ 5,000 capacity
- Drive-in population in line with comparison set
- Relatively low building costs
- 1-2 touring concerts per month during warm months at compared facilities

MARKET ANALYSIS PROCESS

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MARKET DEMAND: Outreach, Interviews & Surveys

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- 5v5 Soccer
- Artists and Attractions
- Associated General Contractors of Missouri
- Battle in the Midwest
- Big Time Hoops
- Campground Owners Expo
- Carl Junction Futbol Club
- Challenger Sports
- Game7 Baseball
- Gameday USA
- Government Finance Officers Association of Missouri
- Health Occupations Students of America
- Hoops Midwest
- Lake Life Expo
- MADA Missouri Independent Auto Dealers' Association
- Metropolitan Wedding Expo
- Mid America Youth Basketball
- Midwest Battle of the Rims
- Mining Industry Council of Missouri
- Missouri Academy of Family Physicians
- Missouri Asphalt Pavement Association
- Missouri Association for Community Action
- Missouri Association of Counties
- Missouri Association of Criminal Defense Lawyers
- Missouri Association of Elementary School Principals
- Missouri Association of Fairs and Festivals
- Missouri Association of Prosecuting Attorneys
- Missouri Association of School Administrators
- Missouri Association of Secondary School Principals
- Missouri Association on Higher Education and Disability
- Missouri Bowhunters
- Missouri Broadcasters Association
- Missouri Farm Bureau Services Association
- Missouri Funeral Directors and Embalmers Association
- Missouri Health Care Association
- Missouri Holstein Association
- Missouri Hospital Association
- Missouri Independent Bankers Association
- Missouri Jewelers Association
- Missouri Land Improvement Contractors Association
- Missouri League for Nursing
- Missouri Youth Soccer Association
- NSSC Volleyball
- Ozark Mountain Nationals
- Perfect Game Midwest (Top Gun Events)
- Platinum Open Martial Arts Championship
- Route 66 Show
- Springfield Boat, Sport, RV Show
- The American Council of Engineering Companies of Missouri
- United Football Club

MARKET DEMAND: Summary of Regional Demand

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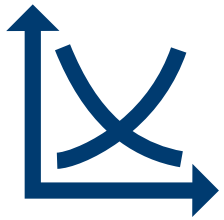
1. Limited to moderate demand for meeting and/or tradeshow facility.
2. Limited to moderate demand for purpose-built amphitheater.
3. Moderate demand for additional baseball/softball fields, but significant demand for indoor turf facility.
4. Significant demand identified for indoor court and field facilities.

	Supply		Demand		Cost/Benefit			TOTAL SCORE
	Local	Regional	Local	Regional	Self-Sustaining	Project Cost	Economic Impact	
Indoor Turf Facility	5	5	4	6				20
Indoor Court Facility	4	5	4	7				20
Meeting / Conference Facility	5	4	4	5				18
Multipurpose Event / Trade Facility	5	3	4	5				17
Amphitheater	3	3	3	6				15
Olympic Swimming Pool	5	3	2	3				13
Downtown Hotel(s)	5	1	2	5				13
Fairgrounds	5	3	2	2				12
2,000-3,000-seat Indoor Concert Venue	4	4	2	2				12
Baseball/Softball Facility	3	2	3	4				12
Full-Service & Boutique Hotel(s)	4	1	2	5				12
Quality Outdoor Track and Field	3	2	3	3				11

Note: Regional demand is scored on a scale of 1 to 10 due to its significance for determining potential utilization.

COST/BENEFIT & SITE ANALYSIS

1



Cost/Benefit

2

Site Analysis

COST/BENEFIT: Projects Evaluated

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Indoor Sports Center

- 6-court fieldhouse (~80,000sf)
- 2-field turf complex (~40,000sf)
- Year-round sports activity
- Some capability to host occasional flat floor shows



Sports & Event Center

- Concrete floor expo hall (~80,000sf)
- Ability to lay down 6 portable hardwood floors
- Mainly sports activity during winter/spring
- Tradeshows, consumer shows, civic events, concerts rest of year



Amphitheater

- 5,000 capacity amphitheater
- 3,000 fixed seats
- 2,000 lawn seats
- Touring concerts throughout late spring, summer, early fall
- Some local uses



Convention Center

- 30,000sf total sellable event space
- 20,000sf exhibit hall
- 4,000sf junior ballroom
- 4,000sf meeting space
- Standalone venue, will need ~300 nearby hotel rooms

Indoor Sports Center 

Sports & Event Center 

Amphitheater 

Convention Center 

COST/BENEFIT: Metrics Estimated for Each Project

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Low, mid, and high estimates provided for each of the metrics below



1. Development Costs

- Hard construction costs
- Soft costs (project management and design, permitting, legal, etc.)
- Contingency (10%)
- Used industry standard per sf costs



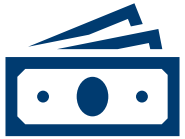
2. Event, Attendance & Room Night Levels

- Event levels by event type
- Attendance by event type
- % local vs. daytripper vs. overnight attendees
- Room night generation by event type



3. Annual Financial Operations

- Operating revenue
- Operating expenses
- Net income/loss
- Does not include capital spend/reserves
- Does not include potential parking revenue



4. Economic and Fiscal Impacts

- Net new direct spending associated with each project's estimated visitor base
- Used economic multipliers to calculate total economic output, wages/earnings, and jobs
- Used local tax rates to calculate sales and lodging tax collections

COST/BENEFIT: Economic Impact Explained

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- Each of the projects evaluated would provide important quantifiable economic impact and fiscal benefits.
- To evaluate the economic impacts of each of the potential projects on the Joplin community, we have estimated direct spending that would take place in hotels, other lodging facilities, restaurants, retail, entertainment, local transportation and other local businesses that would be associated with the events and attendees attracted to the community because of the projects.
- The flow of direct spending is adjusted to reflect only the spending that is considered net new to the local economy, excluding spending that would likely take place in the community even without the existence of the projects.
- Direct spending will flow through the local economy, creating a variety of secondary impacts, as described below.

- TOTAL OUTPUT represents the total direct, indirect, and induced spending effects generated by the projects. Total output is calculated by multiplying the appropriate total output multiplier by the estimated direct spending within each industry.
- PERSONAL INCOME (EARNINGS) represents the wages and salaries earned by employees of businesses impacted by the projects. Personal earnings are calculated by multiplying the appropriate personal earnings multiplier by the estimated direct spending within each industry.
- EMPLOYMENT is expressed in terms of total jobs and includes both full and part-time jobs. Employment is calculated by dividing the appropriate employment multiplier by one million, and then multiplying by the estimated direct spending within each industry.



COST/BENEFIT: Indoor Sports Center

1. Development Costs

Building Program (sf)

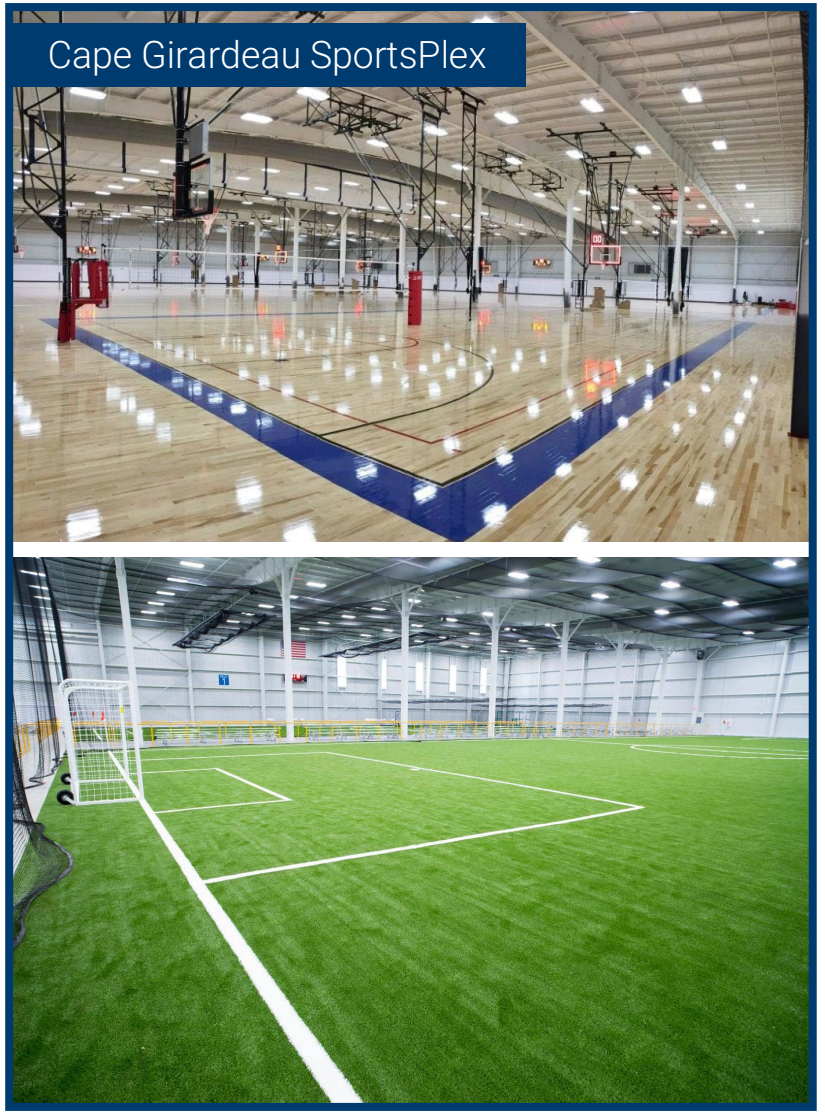
- 45,000sf of courts
- 34,000sf of indoor turf
- 10,000sf of meeting/training/esports space
- 40,000sf of back-of-house and storage

Total: ~130,000 square feet

Project Cost $

- Industrywide project cost per sf: $310
- Includes construction, soft costs, and contingency

Estimated project cost: $40.3 million



COST/BENEFIT: Indoor Sports Center

2. Activity & Room Nights

- 39 to 58 tournaments per year
  - 9 to 11 basketball
  - 8 to 12 volleyball
  - 3 to 6 other court users
  - 5 to 8 indoor soccer
  - 6 to 7 other turf users
- Hundreds of league games
- Hundreds of camps, clinics and rentals
- Significant hotel room nights
- Significant daytripper visitation



Attendance



Low	Base	High
298,100	337,800	377,800



Room Nights



Low	Base	High
19,300	22,200	25,400

COST/BENEFIT: Indoor Sports Center

3. Financial Operations

- Significant financial performance during weekends due to tournaments
- Limited population base will not drive significant rental and clinic revenues during week
- Will likely require annual subsidy

Preliminary Pro Forma for Indoor Sports Center in Joplin			
	Low	Mid	High
Operating Revenues			
In-House League Registration	$43,200	$52,200	$60,600
In-House Tournament Registration	$82,700	$85,200	$100,200
Rental Income	$541,500	$625,100	$699,400
Camps/Clinics	$190,400	$223,900	$237,500
Concessions	$486,900	$577,500	$673,700
Advertising/Sponsorship	$144,000	$156,500	$169,100
Other	$75,000	$79,000	$83,100
Total Operating Revenues	**$1,563,600**	**$1,799,400**	**$2,023,700**
Operating Expenses			
Salaries, Wages and Benefits	$709,500	$739,600	$770,300
Utilities	$310,200	$319,500	$329,100
Maintenance and Repair	$126,900	$130,700	$134,600
Materials and Supplies	$77,600	$79,900	$82,300
Insurance	$134,000	$138,000	$142,100
Concessions	$316,500	$375,400	$437,900
General and Administrative	$117,500	$120,000	$122,500
Tournament Expenses	$33,100	$34,100	$40,100
League Operations/Programming	$151,800	$179,500	$193,800
Total Operating Expenses	**$1,977,100**	**$2,116,700**	**$2,252,700**
Net Income From Operations	**($413,500)**	**($317,300)**	**($229,000)**

COST/BENEFIT: Indoor Sports Center

4. Economic & Fiscal Impacts

Annual Impacts

- $9.6m to $13.4m in direct spending
- $16.1m to $22.5m in economic output
- $6.6m to $9.2m in personal earnings
- Supports 205 to 286 new jobs
- $1.1m to $1.5m in new tax revenue

		Indoor Sports Facility Scenarios		
		Low	Mid	High
Economic Impact	Direct Spending	$9,553,700	$11,341,800	$13,358,100
	Total Economic Output	$16,086,900	$19,097,700	$22,492,800
	Wages/Earnings	$6,598,100	$7,833,000	$9,225,600
	Jobs	205	243	286
Fiscal Impact	City Sales Tax (3.13%)	$359,800	$427,100	$503,100
	City Lodging Tax (4%)	$82,500	$98,000	$115,400
	County Sales Tax (1.38%)	$158,300	$187,900	$221,400
	State Sales Tax (4.23%)	$486,500	$577,500	$680,200
Cost/Benefit	Project Cost	$40,300,000	$40,300,000	$40,300,000
	Economic Output/Cost Ratio	0.40	0.47	0.56

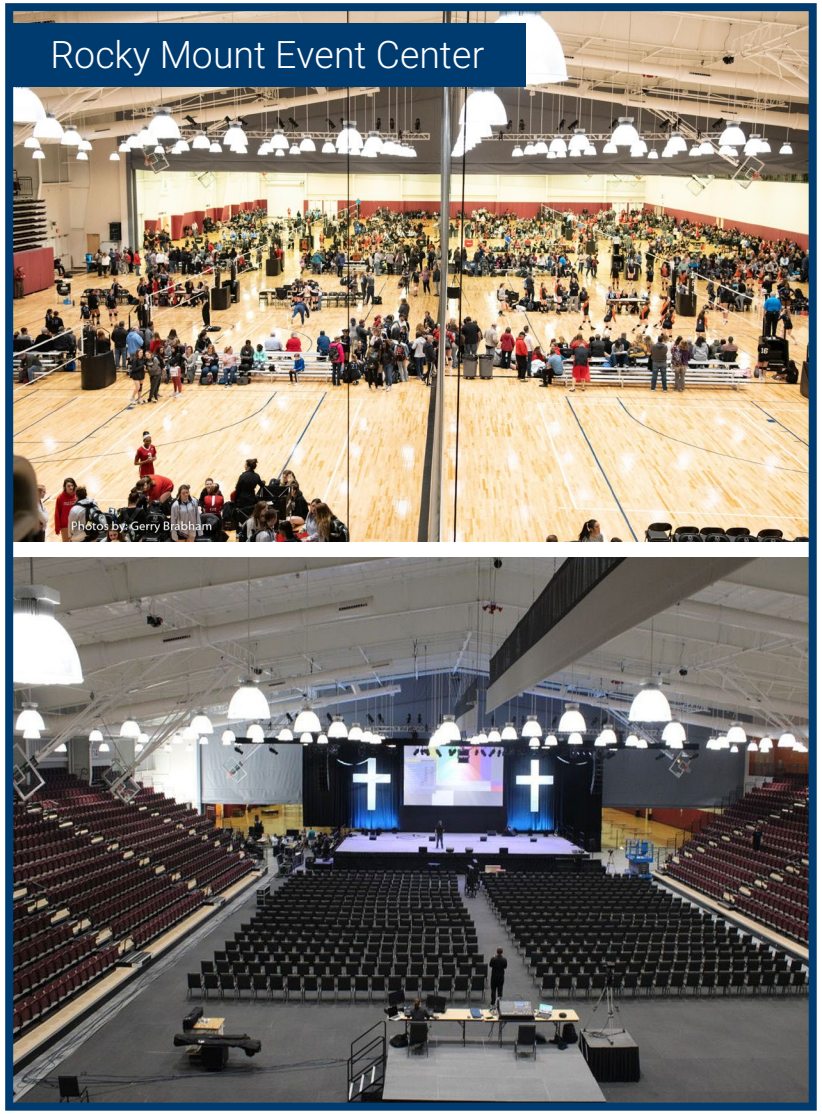
COST/BENEFIT: Sports & Event Center

1. Development Costs

Building Program (sf)

- 78,000sf exhibit hall (comfortably accommodates 6 hardwood courts)
- Retractable or portable bleachers
- 8,000sf ballroom (sub-divisible)
- 10,000sf of pre-function space and food & beverage
- 34,000sf of back-of-house and storage

Total: ~130,000 square feet



Project Cost $

- Industrywide project cost per sf: $350
- Includes construction, soft costs, and contingency

Estimated project cost: $45.5 million

COST/BENEFIT: Sports & Event Center

2. Activity & Room Nights

- 226 to 284 events per year
  - 10 to 14 public/consumer shows
  - 5 to 8 convention/tradeshows
  - 34 to 46 amateur sports tourneys
  - 3 to 4 ag/animal events
  - 40 to 50 banquets/meetings
  - 8 to 12 civic/cultural events
  - 16 to 20 miscellaneous/other events
  - 110 to 130 sports/recreation uses
- Significant hotel room nights
- Less daytripper visitation relative to indoor sports center



Attendance



Low	Base	High
222,400	259,200	296,300



Room Nights



Low	Base	High
22,400	26,300	30,900

COST/BENEFIT: Sports & Event Center

3. Financial Operations

- Primarily reliant on rental and food & beverage income
- Requires more significant sales, event service
- Will likely require modest annual subsidy
- Some likelihood that venue can become self-sufficient

Preliminary Pro Forma for Sports and Event Center in Joplin

	Low	Mid	High
Operating Revenues			
Rental Income	$907,400	$1,063,500	$1,220,900
Service Income (Loss)	-$59,400	-$70,200	-$81,400
Food & Beverage (net)	$256,700	$302,300	$349,500
Advertising/Sponsorship (net)	$136,000	$144,000	$152,000
Other	$22,500	$25,000	$30,000
Total Operating Revenues	**$1,263,300**	**$1,464,700**	**$1,671,000**
Operating Expenses			
Personnel	$639,800	$656,700	$673,500
Utilities	$334,800	$347,400	$360,000
Operations	$260,900	$269,200	$277,500
General & Administrative	$117,600	$121,300	$125,000
Insurance	$125,000	$125,000	$125,000
Total Operating Expenses	**$1,478,100**	**$1,519,500**	**$1,561,000**
Income (Loss) From Operations	**($214,800)**	**($54,800)**	**$110,000**

COST/BENEFIT: Sports & Event Center

4. Economic & Fiscal Impacts

Annual Impacts

- $8.8m to $12.1m in direct spending
- $14.8m to $20.3m in economic output
- $6.0m to $8.3m in personal earnings
- Supports 183 to 251 new jobs
- $1.0m to $1.4m in new tax revenue

		Indoor Sports and Events Center Scenarios		
		Low	Mid	High
Economic Impact	Direct Spending	$8,782,400	$10,348,800	$12,060,800
	Total Economic Output	$14,777,500	$17,413,200	$20,293,900
	Wages/Earnings	$6,043,400	$7,121,200	$8,299,100
	Jobs	183	216	251
Fiscal Impact	City Sales Tax (3.13%)	$330,700	$389,600	$454,100
	City Lodging Tax (4%)	$106,800	$125,900	$147,400
	County Sales Tax (1.38%)	$145,500	$171,400	$199,800
	State Sales Tax (4.23%)	$447,000	$526,800	$613,900
Cost/Benefit	Project Cost	$52,000,000	$52,000,000	$52,000,000
	Economic Output/Cost Ratio	0.28	0.33	0.39

COST/BENEFIT: Amphitheater

1. Development Costs

Building Program
- 5,000 max capacity amphitheater
- Fixed seating for 3,000
- Lawn seating for 2,000

Total: ~65,000 square feet (1.5 acres)

Project Cost $
- Industrywide project cost per sf: $110
- Includes construction, soft costs, and contingency

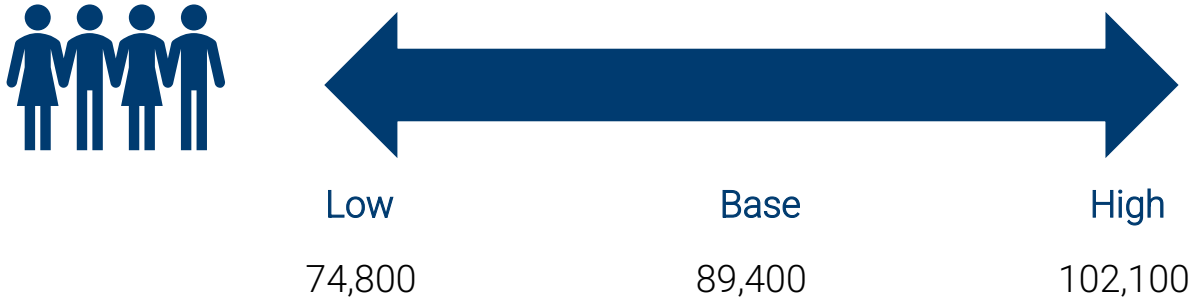
Estimated project cost: $7.2 million

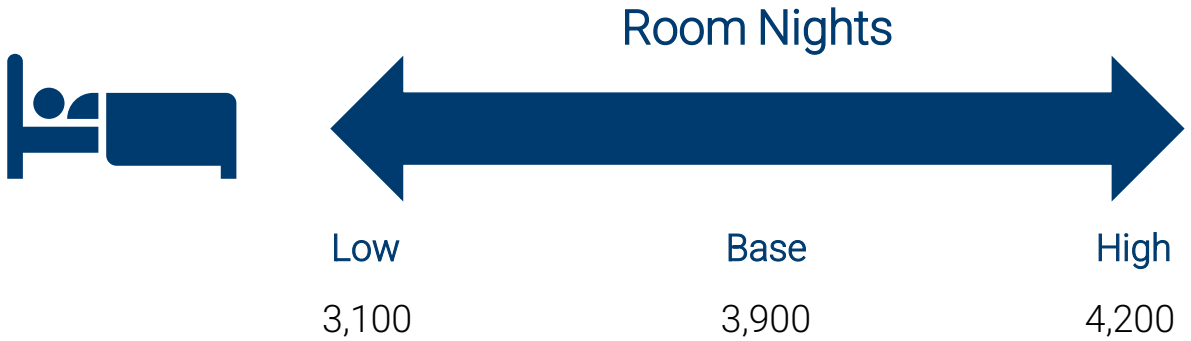


COST/BENEFIT: Amphitheater

2. Activity & Room Nights

- 35 to 49 events per year
  - 2 to 3 tier 3 concerts*
  - 9 to 11 tier 4 concerts**
  - 1 to 2 touring comedy acts
  - 8 to 12 local performances
  - 7 to 9 community events
  - 8 to 12 private events
- Limited room night generation
- Moderate daytripper visitation





*includes Willie Nelson, Goo Goo Dolls, Steve Miller Band, etc.
**includes emerging country acts, classic rock, cover bands, etc.

COST/BENEFIT: Amphitheater

3. Financial Operations

- Significant rental income from private events and some touring concerts
- Significant net food and beverage, assuming quality concessions
- Material likelihood to operate at a modest surplus
- Parking revenue not included; significant opportunity to enhance revenue through charged parking for major concerts

Preliminary Pro Forma for Amphitheater in Joplin			
Operating Revenues			
Rental Income	$315,300	$408,000	$487,700
Premium Seating	$103,500	$108,700	$114,000
Ticket Rebates, Net	$93,600	$122,500	$145,100
Food & Beverage, Net	$389,700	$491,400	$585,400
Merchandise, Net	$19,800	$25,600	$29,200
Advertising & Sponsorships, Net	$51,000	$52,500	$54,100
Facility Fees	$55,500	$71,100	$84,300
Total Operating Revenues	**$1,028,400**	**$1,279,800**	**$1,499,800**
Operating Expenses			
Staffing	$704,500	$725,600	$747,400
General & Administrative	$164,900	$169,800	$174,900
Repairs & Maintenance	$65,000	$67,000	$69,000
Utilities	$275,000	$283,300	$291,700
Insurance	$110,000	$113,300	$116,700
Total Operating Expenses	**$1,319,400**	**$1,359,000**	**$1,399,700**
Income (Loss) From Operations	($291,000)	($79,200)	$100,100

COST/BENEFIT: Amphitheater

4. Economic & Fiscal Impacts

Annual Impacts

- $2.7m to $3.9m in direct spending
- $4.5m to $6.5m in economic output
- $1.8m to $2.6m in personal earnings
- Supports 57 to 83 new jobs
- $226,300 to $330,900 in new tax revenue

		Amphitheater Scenarios		
		Low	Mid	High
Economic Impact	Direct Spending	$2,657,000	$3,423,700	$3,875,000
	Total Economic Output	$4,471,900	$5,761,600	$6,521,500
	Wages/Earnings	$1,804,500	$2,324,600	$2,631,200
	Jobs	57	73	83
Fiscal Impact	City Sales Tax (3.13%)	$73,400	$94,800	$107,200
	City Lodging Tax (4%)	$21,400	$28,000	$31,500
	County Sales Tax (1.38%)	$32,300	$41,700	$47,200
	State Sales Tax (4.23%)	$99,200	$128,200	$145,000
Cost/Benefit	Project Cost	$7,200,000	$7,200,000	$7,200,000
	Economic Output/Cost Ratio	0.62	0.80	0.91

COST/BENEFIT: Convention Center

1. Development Costs

Building Program (sf)
- 20,000sf exhibit hall
- 8,000sf ballroom and meeting space
- 27,000sf pre-function, back-of house & support space

Total: 55,000 gross square feet

Project Cost $
- Industry project cost per sf: $725
- Includes construction, soft costs, and contingency

Estimated project cost: $39.9 million



COST/BENEFIT: Convention Center

2. Activity & Room Nights

- 169 to 240 events per year
  - 16 to 22 state/regional conventions
  - 5 to 6 public/consumer shows
  - 50 to 70 banquets
  - 80 to 120 meetings
  - 18 to 22 other/miscellaneous events
- Proportionately high non-local attendance
- Moderate room night generation
- Moderate daytripper visitation



Attendance



Low	Base	High
53,900	63,900	72,400



Room Nights



Low	Base	High
12,800	15,100	17,400

COST/BENEFIT: Convention Center

3. Financial Operations

- Primarily reliant on rental and food & beverage income
- Requires more robust sales and event service teams relative to sports facilities
- Will likely require moderate to significant annual subsidy

Preliminary Pro Forma for Convention Center in Joplin			
	Low	Mid	High
Operating Revenues			
Rental Income	$530,600	$648,500	$755,500
Service Income (Loss)	($240,700)	($286,800)	($326,900)
Food & Beverage (net)	$504,800	$620,500	$740,500
Advertising/Sponsorship (net)	$90,600	$93,400	$96,200
Other	$50,000	$60,000	$60,000
Total Operating Revenues	**$935,300**	**$1,135,600**	**$1,325,300**
Operating Expenses			
Personnel	$874,000	$923,400	$951,100
Utilities	$184,300	$190,000	$200,000
Operations	$153,700	$158,500	$158,500
General & Administrative	$288,600	$300,200	$309,200
Insurance	$50,000	$50,000	$50,000
Total Operating Expenses	**$1,550,600**	**$1,622,100**	**$1,668,800**
Income (Loss) From Operations	**($615,300)**	**($486,500)**	**($343,500)**

COST/BENEFIT: Convention Center

4. Economic & Fiscal Impacts

Annual Impacts

- $5.3m to $7.2m in direct spending
- $8.8m to $11.9m in economic output
- $2.8m to $3.8m in personal earnings
- Support 117 to 159 new jobs
- $637,900 to $866,700 in new tax revenue

		Convention Center Scenarios		
		Low	Mid	High
Economic Impact	Direct Spending	$5,281,400	$6,245,000	$7,179,000
	Total Economic Output	$8,749,700	$10,346,100	$11,894,000
	Wages/Earnings	$2,812,300	$3,325,100	$3,821,200
	Jobs	117	139	159
Fiscal Impact	City Sales Tax (3.13%)	$197,600	$233,600	$268,500
	City Lodging Tax (4%)	$78,100	$92,500	$106,800
	County Sales Tax (1.38%)	$94,400	$111,600	$128,300
	State Sales Tax (4.23%)	$267,100	$315,800	$363,100
Cost/Benefit	Project Cost	$39,000,000	$39,000,000	$39,000,000
	Economic Output/Cost Ratio	0.22	0.27	0.30

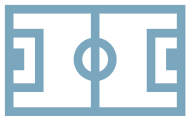
COST/BENEFIT: Summary Comparison

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		Indoor Sports Center	Sports & Event Center	Amphitheater	Convention Center
Characteristics	Description	6-court fieldhouse w/ 2-field indoor turf complex	80,000-square foot multipurpose event center (w/ portable hardwood courts)	3,000- to 5,000-capacity multipurpose outdoor event center	Convention center with 30,000 square feet of total sellable space
	Owner	Public	Public	Public	Public
	Operator	Public or Private	Public or Private	Public or Private	Public or Private
	Acreage	4.0	4.0	2.0	1.5
Annual Activity	Attendance	337,776	259,200	80,900	63,880
	Room Nights	22,211	26,313	3,165	15,086
Annual Financial Performance	Revenues	$1,799,400	$1,464,700	$1,279,800	$1,135,600
	Expenses	$2,116,700	$1,519,500	$1,359,000	$1,622,100
	Profit/(Loss)	($317,300)	($54,800)	($79,200)	($486,500)
Annual Economic Impacts	Direct Spending	$11,341,800	$10,348,800	$3,423,700	$6,245,000
	Total Economic Output	$19,097,700	$17,413,200	$5,761,600	$10,346,100
	Wages/Earnings	$7,833,000	$7,121,200	$2,324,600	$3,325,100
	Jobs	243	216	73	139
Annual Fiscal Impacts	City Sales Tax (3.13%)	$427,100	$389,600	$94,800	$233,600
	City Lodging Tax (4%)	$98,000	$125,900	$28,000	$92,500
	County Sales Tax (1.38%)	$187,900	$171,400	$41,700	$111,600
	State Sales Tax (4.23%)	$577,500	$526,800	$128,200	$315,800
Cost/Benefit	Project Cost	$40,300,000	$45,500,000	$7,200,000	$39,000,000
	Economic Output/Cost Ratio	0.47	0.38	0.80	0.27
	Economic Output/Operating Loss Ratio	60.19	317.76	72.75	21.27
	Addresses Community Need (1 to 10)	8.00	10.00	6.00	7.00

COST/BENEFIT: Summary Comparison Takeaways

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Indoor Sports Center

- Significant room night generation potential
- Highest economic output potential; higher than Sports & Event Center largely due to weekday drive-in/daytrip visitation
- More staff/equipment costs than Sports & Event Center, which would drive higher annual operating deficit
- Second highest project cost, but second highest output/cost ratio



Sports & Event Center

- Significant room night potential
- Economic output largely generated during weekends
- **Addition of adjacent indoor turf facility could elevate output levels to exceed Sports Center**
- Less staff, equipment and maintenance would lead to lower deficit than Indoor Sports Center
- Most expensive project option, but would address significant community need for larger event space



Amphitheater

- Very limited room night potential
- Would mainly draw a drive-in/daytrip audience, but still has material output potential
- Limited staff needs, but still should not be expected to run at annual surplus
- Cheapest project option by far, with highest output/cost ratio, but not a “game changer”



Convention Center

- Moderate to significant room night potential
- Economic output largely generated during weekends
- High-finish space with significant staff needs would drive annual operating deficit
- Third most expensive project, but lowest output/cost ratio
- Would address significant community need for larger event space

COST/BENEFIT & SITE ANALYSIS

1

Cost/Benefit

2

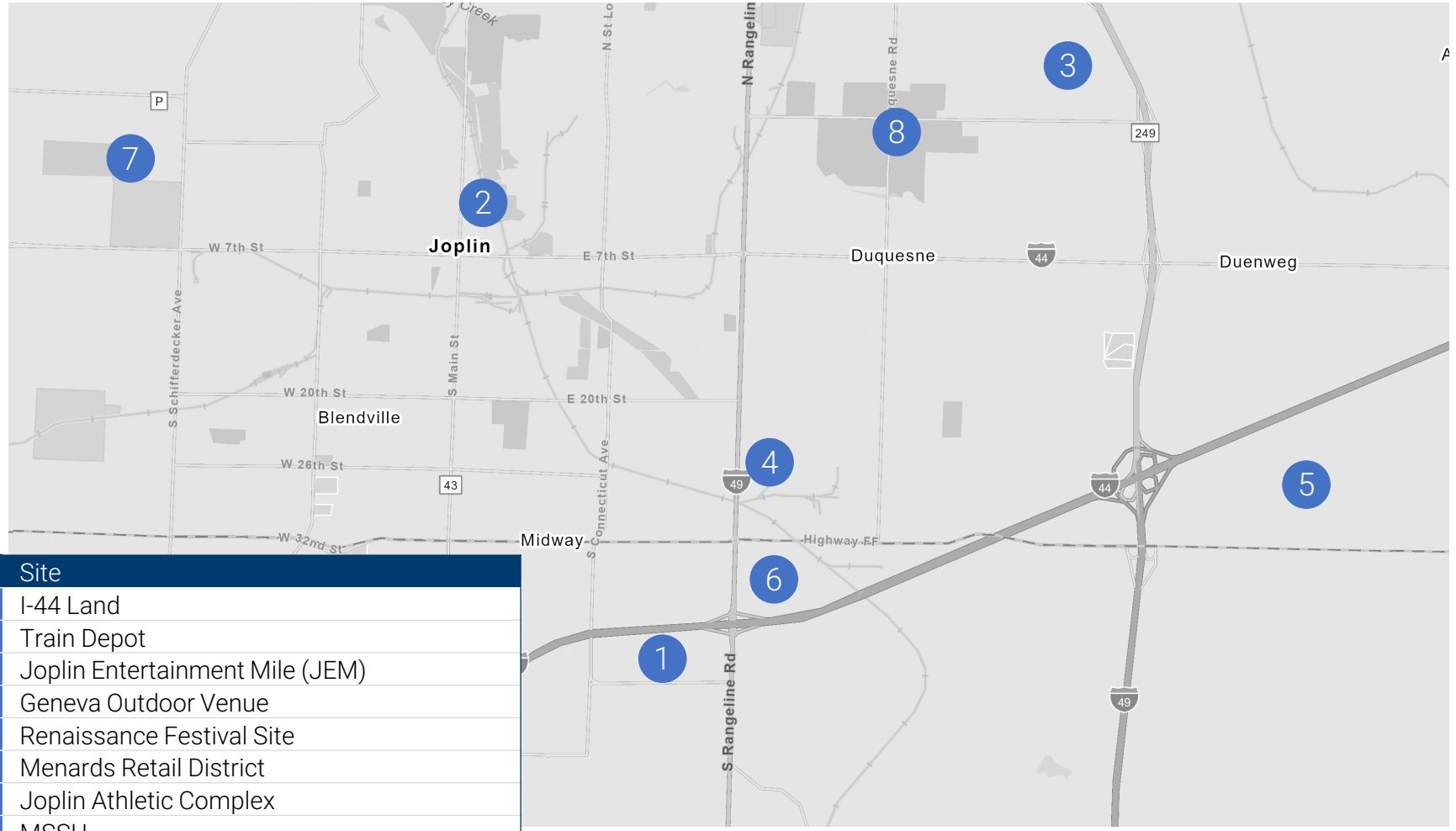


Site Analysis

SITE ANALYSIS: Site Overview

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- Eight (8) sites identified as potential locations for future tourism facilities during site tours and stakeholder interviews
- Strengths and weaknesses for each are presented on following pages
- Summary of overall scoring presented at end

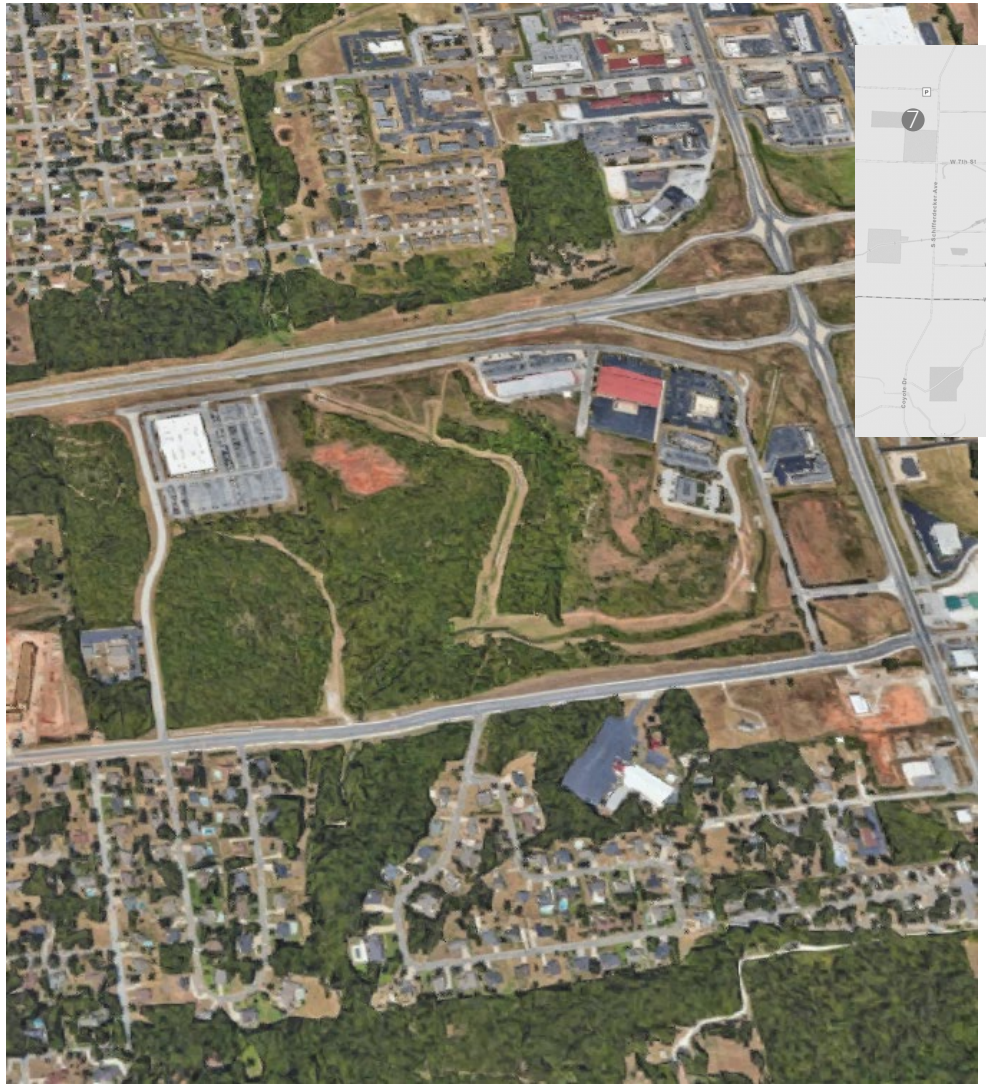


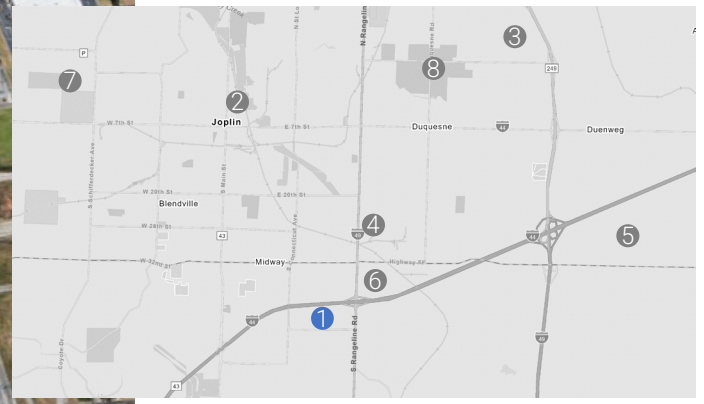
	Site
1	I-44 Land
2	Train Depot
3	Joplin Entertainment Mile (JEM)
4	Geneva Outdoor Venue
5	Renaissance Festival Site
6	Menards Retail District
7	Joplin Athletic Complex
8	MSSU

SITE ANALYSIS: I-44 Land

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Site Name	I-44 Land
Acreage	~70 acres
Ownership	Joseph Properties
Site Strengths	• Sufficient acreage • Near hotel base • I-44 access and visibility
Site Challenges	• Somewhat close to residential area • Not walkable around, to and from site • Privately owned
Key Success Factors	• Would benefit from some restaurant, retail and entertainment development in conjunction with tourism facility • Would require noise control and engineering efforts if selected as amphitheater site
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – strong • Sports and Event Center – strong • Amphitheater – moderate • Convention Center – moderate

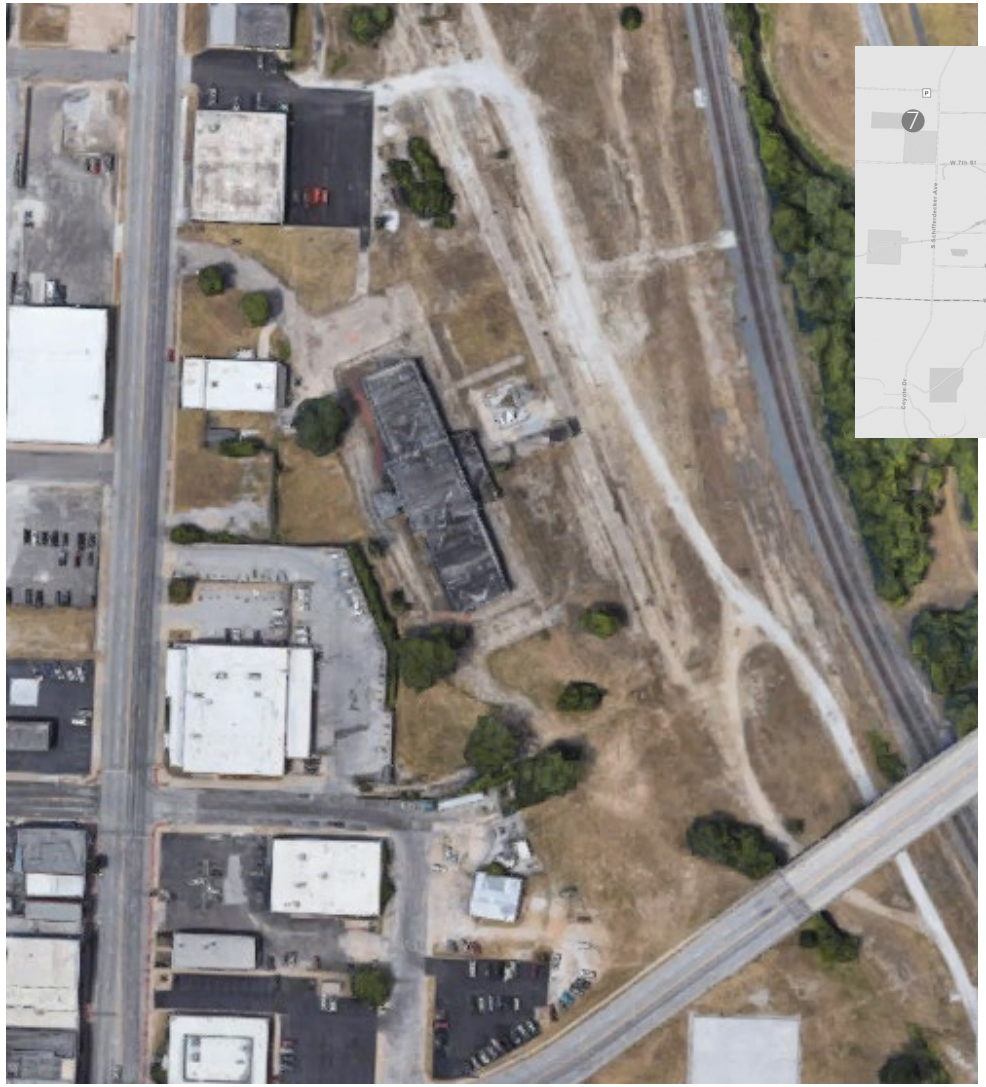


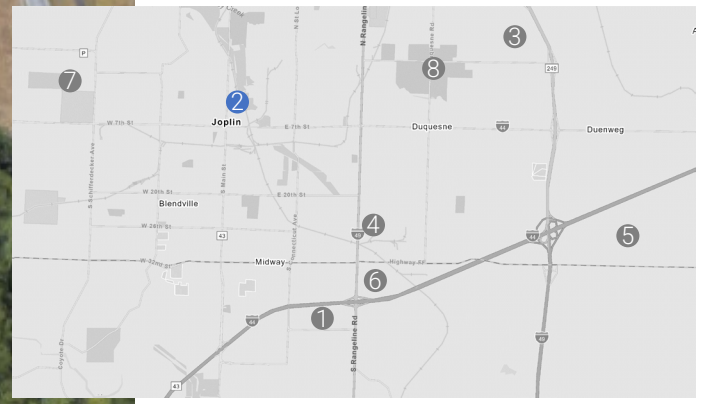


SITE ANALYSIS: Train Depot

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Site Name	Train Depot
Acreage	~4.1 acres
Ownership	Department of Natural Resources
Site Strengths	• Publicly owned • Near downtown • Walkable to restaurants and amenities • Proximity to Route 66
Site Challenges	• Smaller site option • Far from hotel base • Existing developments on lot
Key Success Factors	• Would require demolition or significant redevelopment investment • Needs better pedestrian experience to/from downtown core • May need other nearby parking solutions • Would likely require new hotel on/near site
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – challenging • Sports and Event Center – challenging • Amphitheater – moderate • Convention Center – challenging





SITE ANALYSIS: Joplin Entertainment Mile (JEM)

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Site Name	Joplin Entertainment Mile (JEM)
Acreage	~112 acres
Ownership	Bayt Inc – Cedar Tree Management
Site Strengths	• Large lot • Undeveloped • Highway accessibility and visibility
Site Challenges	• Privately owned • Significant distance from hotel base • Not on Interstate • Significant distance from restaurants, retail, and other amenities
Key Success Factors	• Would likely require onsite development of restaurant, retail and entertainment • Would benefit significantly from onsite hotel development • Needs shuttling service to/from hotels
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – challenging • Sports and Event Center – challenging • Amphitheater – moderate • Convention Center – challenging

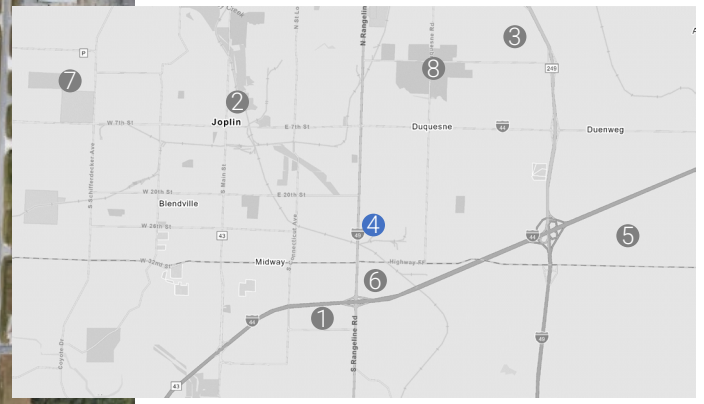


SITE ANALYSIS: Geneva Outdoor Venue

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Site Name	Geneva Outdoor Venue
Acreage	~96 acres
Ownership	International Paper Company
Site Strengths	• Sufficient acreage • Somewhat near downtown Joplin • Near retail and restaurants
Site Challenges	• Privately owned • Existing developments on lot • Not on Interstate • Not walkable around or to/from site • No walkable hotels
Key Success Factors	• Would likely require onsite development of restaurant, retail and entertainment • Would benefit significantly from onsite hotel development • Needs shuttling service to/from hotels
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – moderate • Sports and Event Center – moderate • Amphitheater – moderate • Convention Center – challenging





SITE ANALYSIS: Renaissance Festival Site

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Site Name	Renaissance Festival Site
Acreage	~128 acres
Ownership	Joplin Industrial Dev Corp
Site Strengths	• Sufficient acreage • Undeveloped lot • Somewhat near Interstate
Site Challenges	• Privately owned • Significant distance from hotel base • Not on Interstate • Significant distance from restaurants, retail, and other amenities
Key Success Factors	• Would likely require onsite development of restaurant, retail and entertainment • Would benefit significantly from onsite hotel development • Needs shuttling service to/from hotels • Would require significant infrastructure and ingress/egress investment
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – challenging • Sports and Event Center – challenging • Amphitheater – moderate • Convention Center – challenging



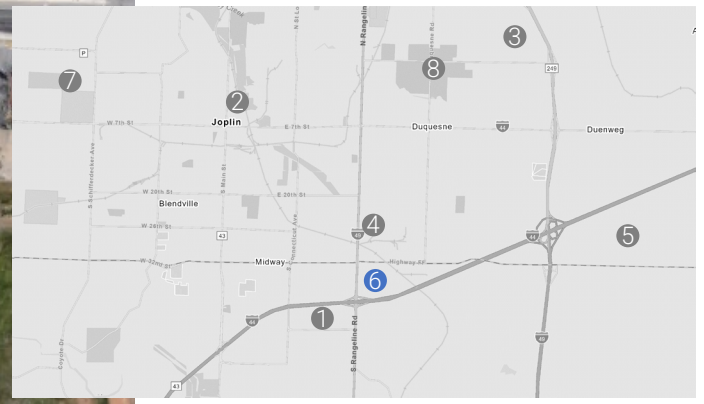


SITE ANALYSIS: Menards Retail District

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Site Name	Menards Retail District
Acreage	~23 acres
Ownership	Menard, Inc.
Site Strengths	• Sufficient acreage • Interstate accessibility and visibility • Proximity to hotel base • Proximity to restaurants and retail
Site Challenges	• Privately owned • Existing developments on lot • Not walkable around, to and from site
Key Success Factors	• Would benefit from some restaurant, retail and entertainment development in conjunction with tourism facility • Lack of walkability hurts marketability as a convention center site • Could create drivable and walkable pathways to hotels
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – strong • Sports and Event Center – strong • Amphitheater – moderate • Convention Center – moderate

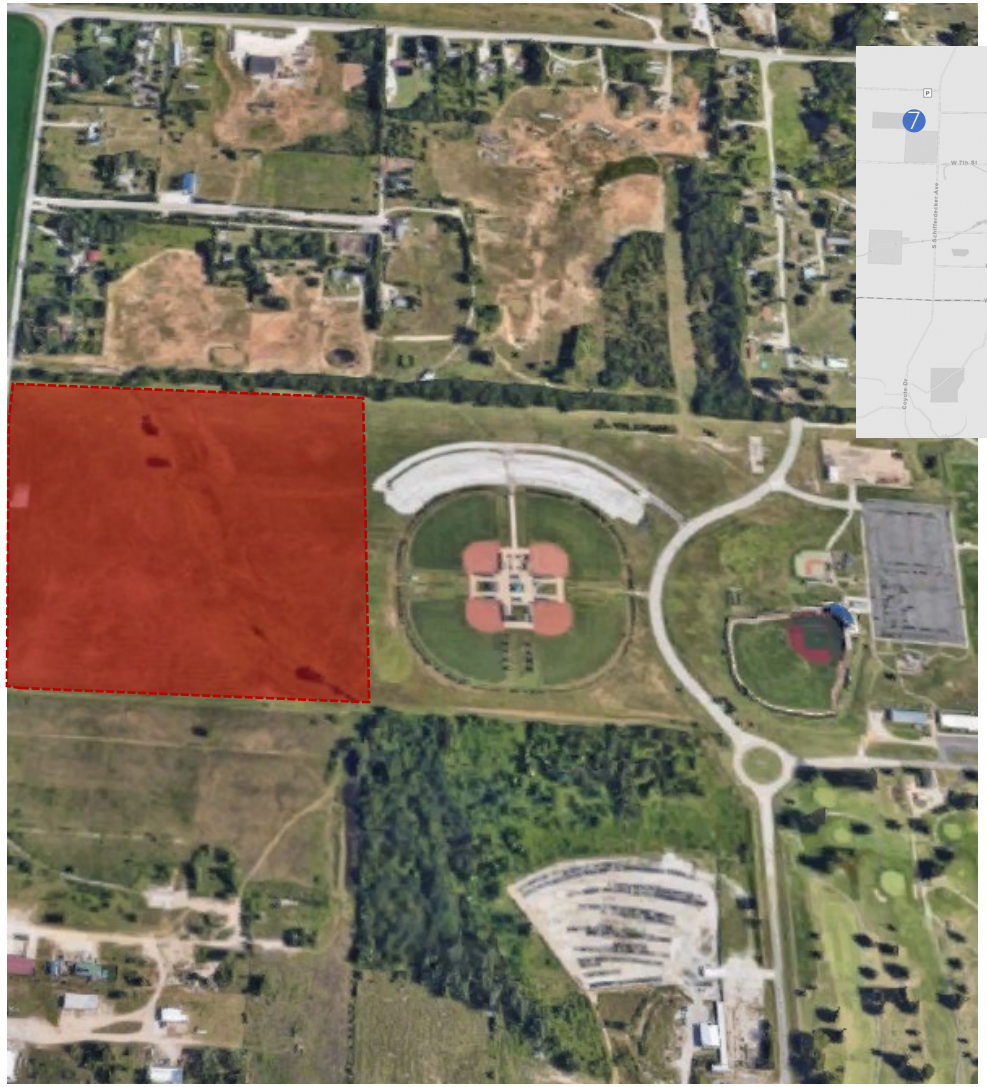




SITE ANALYSIS: Joplin Athletic Complex

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Site Name	Joplin Athletic Complex
Acreage	~34 acres
Ownership	Joplin City
Site Strengths	• Publicly owned • Mid-sized lot • Synergies with existing Complex • Onsite parking
Site Challenges	• Distance from hotel base • Lack of nearby restaurants, retail and entertainment • Distance from Interstate and Route 66
Key Success Factors	• Would benefit from some restaurant, retail and entertainment development in conjunction with tourism facility • Would benefit significantly from onsite hotel development • Needs shuttling service to/from hotels
Suitable Uses (Strong, Moderate, Challenging)	• Indoor Sports Center – moderate • Sports and Event Center – challenging • Amphitheater – moderate • Convention Center – challenging

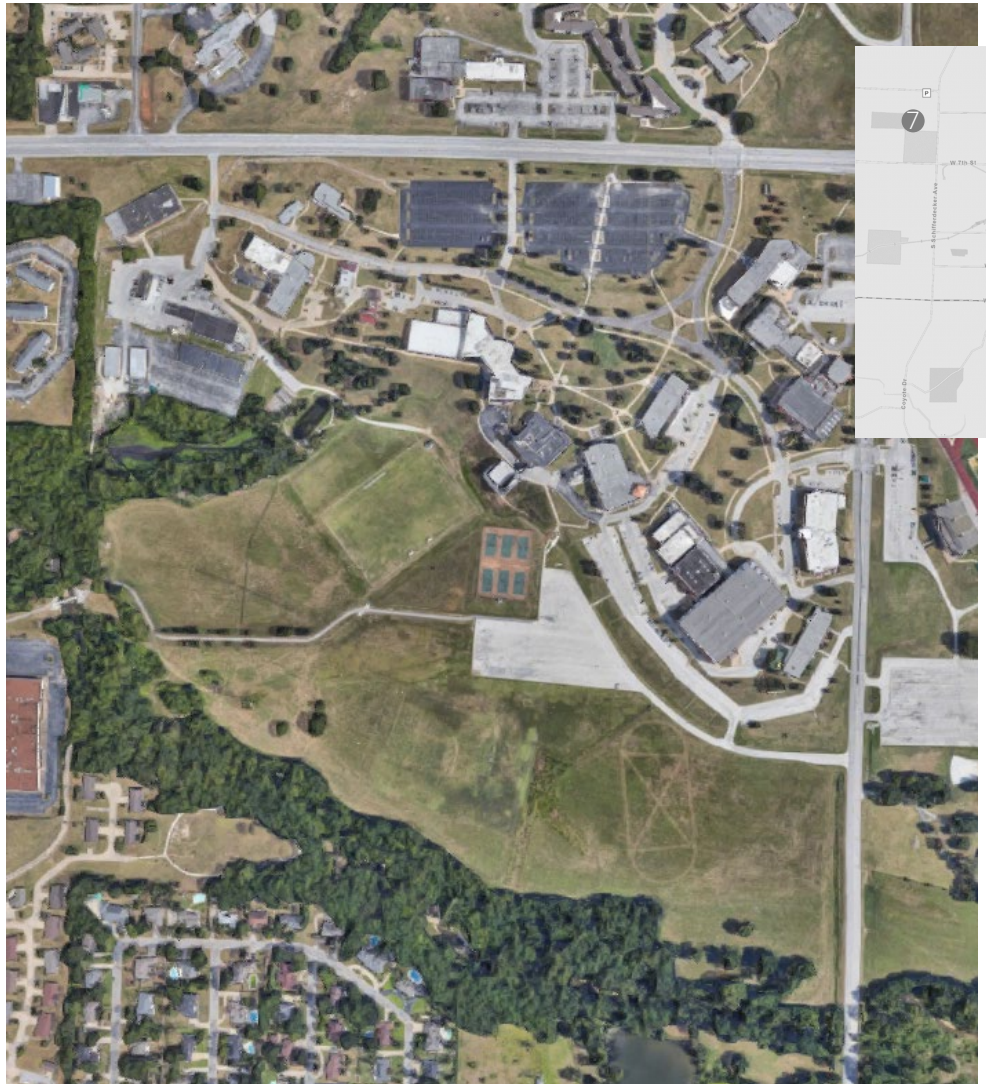


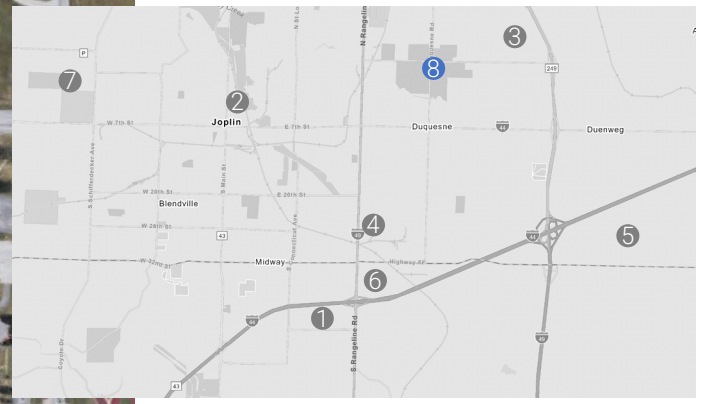


SITE ANALYSIS: MSSU

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Site Name	MSSU
Acreage	Undetermined
Ownership	Missouri Southern State College
Site Strengths	• Multiple options for development • Synergies with College-athletics • Less investment in utilities/infrastructure • Walkable campus
Site Challenges	• Privately owned • Distance from hotel base • Distance from restaurants, retail and entertainment • Campus may be negatively impacted by crowds, traffic, noise • Distance from Interstate
Key Success Factors	• Would benefit significantly from onsite hotel development • Needs shuttling service to/from hotels • Would require significant infrastructure and ingress/egress investment
Suitable Uses (Strong, Moderate, Challenging	• Indoor Sports Center – moderate • Sports and Event Center – challenging • Amphitheater – moderate • Convention Center – challenging





SITE ANALYSIS: Overall Summary

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Site		SITE 1 I-44 Land		SITE 2 Train Depot		SITE 3 JEM		SITE 4 Geneva Outdoor		SITE 5 Renaissance		SITE 6 Menards		SITE 7 Athletic Complex		SITE 8 MSSU	
Owner		Private		State		Private		Private		Private		Private		City		College	
Site Size (in acres)		70		4		112		96		128		23		34		n/a	
Site Elements	**Weight**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**	**Score**	**Rating**
Site Suitability (55%)	**55**																
Acreage for Optimized Program Configuration	25	125	5	75	3	125	5	125	5	125	5	125	5	125	5	100	4
Acreage for Future Expansion	8	40	5	8	1	40	5	40	5	40	5	32	4	32	4	24	3
Acreage for Additional Onsite Complementary Development	5	25	5	5	1	25	5	25	5	25	5	20	4	15	3	15	3
Attractiveness of the Site to Event Planners & Attendees	8	32	4	24	3	16	2	24	3	16	2	32	4	16	2	24	3
Magnitude of Necessary Infrastructure Improvements	3	9	3	9	3	6	2	9	3	3	1	12	4	9	3	12	4
Local Accessibility	2	8	4	8	4	4	2	8	4	4	2	8	4	6	3	6	3
Visibility	4	16	4	8	2	12	3	12	3	4	1	16	4	8	2	12	3
Other Visitor Amenity Availability (35%)	**45**																
Proximity to Hotels	18	72	4	18	1	18	1	54	3	18	1	90	5	18	1	18	1
Proximity to Restaurants/Bars	13	52	4	52	4	13	1	39	3	13	1	52	4	26	2	39	3
Proximity to Shopping/Retail	8	40	5	24	3	8	1	24	3	8	1	40	5	8	1	16	2
Proximity to Entertainment/Attractions	6	12	2	24	4	6	1	12	2	6	1	12	2	12	2	18	3
Total Weighting (100%)	**100**																

TOTAL SCORE	431	255	273	372	262	439	275	284
SITE RANK	2	8	6	3	7	1	5	4

Subjective Rating

1 = Lowest/Weakest

5 = Highest/Strongest

Comment:

500 = Maximum score

Greater Than 400 = Excellent/Very Good Score

350-400 = Good Score

250-350 = Suggests Important Site Challenges/Limitations

Less Than 250 = Poor Score

SITE ANALYSIS: Takeaways

- Sites near I-44 and the Hotel District (Menards and I-44 site) represent the most appealing sites for a potential Indoor Sports Center, Sports and Event Center, Amphitheater or Convention Center

- Geneva site represents a “next best” option, but would require nearby hotel development and shuttling service to other hotels

- Other sites would need significant onsite or near-site improvements in order to successfully host a tourism facility, but offer some upside potential

- An Amphitheater would have a better chance at succeeding in remote sites such as the Renaissance Festival Site or Joplin Entertainment Mile

