



Branson Sports Complex Study

SUBMITTED TO
The City of Branson

SUBMITTED BY
C.H. Johnson Consulting, Incorporated
&
Crawford Architects

July 15, 2013



**JOHNSON
CONSULTING**

Experts in Convention, Hospitality,
Sport and Real Estate Consulting.

TABLE OF CONTENTS

SECTION I

TRANSMITTAL LETTER

SECTION II

INTRODUCTION & EXECUTIVE SUMMARY.....1

SECTION III

ECONOMIC & DEMOGRAPHIC OVERVIEW.....6

SECTION IV

PARTICIPATORY SPORTS TRENDS.....18

SECTION V

NATIONAL CASE STUDIES.....29

SECTION VI

SITE ANALYSIS.....49

SECTION VII

RECOMMENDED FACILITIES AND PROGRAMMING.....62

SECTION VIII

DEMAND AND FINANCIAL OPERATING PROJECTIONS.....68

SECTION IX

ECONOMIC AND FISCAL IMPACT ANALYSIS.....84

APPENDIX I



SECTION I
TRANSMITTAL LETTER

July 15, 2013

Ms. Cindy Shook
Director, Branson Parks & Recreation Dept.
City of Branson
1500 Branson Hills Parkway
Branson, MO 65616

Re: Sports Marketing Feasibility Study

Dear Ms. Shook:

Johnson Consulting, in partnership with **Crawford Architects**, is pleased to submit this draft report to the City of Branson to provide market feasibility analysis, site analysis and planning and cost estimating consulting services related to the potential development of sports facilities in the City of Branson. Pursuant to Johnson Consulting's agreement with the City of Branson, this report includes economic and demographic overview, benchmark comparisons of peer facilities, an analysis of the market reach of current facilities, and program recommendations.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable, but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between the projected results and the actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the clients' internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

C.H. JOHNSON CONSULTING, INC.

SECTION II
INTRODUCTION & EXECUTIVE SUMMARY

INTRODUCTION

The need for this study arose from the decline of the once thriving theater market in Branson. City officials set out to identify Branson's assets and how to leverage them into redeveloping the City and diversifying the visitor profile. After realizing the Branson RecPlex was one of its greatest assets, City officials set out to utilize the existing hospitality and entertainment resources to grow sports tourism in Branson. The following report provides a market and financial analysis for the proposed mixed-use development at the Branson Sports Complex. The City of Branson, and design and finance team members will use this report to evaluate the merits of the project and its overall appropriateness for the community.

OBJECTIVES OF THE STUDY

Johnson Consulting has undertaken a program of services designed to accomplish the following major objectives:

- To provide an evaluation of potential demand and market support for a mixed-use sports and entertainment development, including regional support, national events, and long-term tenants
- To independently estimate achievable demand potential from all potential sources for the recommended program elements

In addition to this introduction and methodology review, the report contains the following sections:

- **Section 3** - Presents an economic and demographic overview of Branson and the regional market. The information in this section is an essential component in understanding the economic and market framework that will support a new development.
- **Section 4** - Presents an overview of the characteristics and trends in the participatory sports market. It also presents the results from the sports organizations web based survey.
- **Section 5** - Presents an analysis of comparable markets and a case study analysis of comparable sports and entertainment facilities located in these markets that offer emerging or successful programming that could serve as models for development for the City.
- **Section 6** - Provides an analysis of potential sites for the proposed sports complex, as well as detailed designs of the recommended sites and programming.
- **Section 7** - This presents the specific recommended program elements within the proposed sports complex. Additionally, this section provides the various types of operational models for sports complexes across the United States, as well as the recommended approach for Branson.

- **Section 8** - This section presents preliminary demand estimates of use for each element of the complex and offers a descriptive discussion of the types of events that make up demand potential. The estimated revenues and expenses that are projected to occur are also described in detail.
- **Section 9** – This section provides estimates of the potential economic impact the sports complex could have on the City of Branson and the greater region.

THE PROPOSED MIXED-USE DEVELOPMENT

Johnson Consulting has identified the need for following key elements which will both complement existing sports facilities and fill the gaps in the market.

- 4-6 basketball courts, which convert to 10-12 volleyball courts
- Concessions – offering two points of sale, with one positioned at an elevated viewing area of the courts below
- Locker rooms
- 1-2 indoor turf fields for indoor soccer and lacrosse
- Batting cages
- Golf simulator area
- Recreational playground on-site with interactive features such as splash pads, rock wall, zip lines, etc.

A second project would consist of expanding existing facilities at the Branson RecPlex to include additional baseball diamonds.

APPROACH / METHODOLOGY

In order to accomplish these objectives, the program of analysis conducted by Johnson Consulting has undertaken the following research tasks:

- Interviewed stakeholders to gather information, obtain work performed to date, and understand the expectations and objectives of this development
- Examined regional economic and demographic data and projected regional economic trends relevant to supporting the proposed development.
- Interviewed local industry participants and those familiar with the local market to identify unmet needs and specific market opportunities

- Conducted an assessment programming and utilization of peer sports and entertainment facilities
- Conducted interviews with potential tenants of the complex to understand long-term needs, facility requirements, and support amenities
- Prepared an inventory of the current and proposed array of sports, entertainment and tourism-related facilities, and identified specific “gaps” which the proposed development can effectively fill

ABOUT THE CONSULTING TEAM

C.H. Johnson Consulting (Johnson Consulting) is a nationally recognized authority on sports venues, stadiums, arenas, and mixed-use development projects. The firm works nationally and internationally for cities, counties, universities and private sector developers. Crawford Architects has a record of accomplishment in the planning, design, and operation/management of recreation/training facilities, and sports facilities, including both indoor and outdoor facilities. Crawford is noted for their design and planning work for the Branson Landings development. We have or are working on very similar projects with the same set of services in Champaign, IL, Lee’s Summit, MO, Lake of the Ozarks, MO and Northwest Arkansas on sports facility and mixed-use development projects.

Nationally, the firm has worked on several sports and mixed-use complexes including Rockford, IL, Howell, MI and Warren County, OH. In addition, the firm is noted for its success on youth sports, recreation and sports facility developments. Our strength is the ability to be creative and effectively help structure clear business plans for complex projects. We are able to integrate information from multiple parties into a single tool for use by private developers and governmental agencies to help execute complex real estate projects.

TERMS OF ASSIGNMENT

This report is based on estimates, assumptions, actual operating data and other information obtained from our research, our prior experience with similar assignments, and information received from the City of Branson, Crawford Architects and other sources. The sources of information and basis of estimates and assumptions are stated herein. Projections of facility demand, attendance presented within this report are based Johnson Consulting’s assessment of various data, market characteristics, discussions with project stakeholders, and documented assumptions. We cannot represent our projections as results that will actually be achieved.



EXECUTIVE SUMMARY

The City of Branson is situated in Southwest Missouri. The Springfield-Branson Metropolitan Statistical Area (MSA) is composed of 2 counties — Taney and Stone Counties. Its mild yearlong climate makes it a suitable year-round destination for sporting events, tournaments and conventions.

Branson's solid population growth and diverse economy combined with an established service industry that supports tourism are a few of the key characteristics and requirements to support a multi-use sports facility. After a recent decline in theater tourism, city officials began looking to diversify Branson's tourism appeal. Given Branson's success in many indoor and outdoor sports efforts, it is reasonable to conclude sports tourism could be enhanced with the proper facilities and is a viable opportunity for the market.

Sports tourists looking for entertainment outside of their respective sports events will find a variety of attractions in Branson to compliment a new sports complex, including Silver Dollar City, White Water and Branson's theatres, in addition to a variety of other attractions and entertainment options. Given the number of cities entering the sports tourism industry, there should be more than just impressive facilities to attract travel teams to a destination. Entertainment options can also be leveraged to enhance a city's appeal when competing for regional and national tournaments.

While there is a certain amount of local demand for sports facilities, the existing Branson RecPlex is adequate to accommodate that demand. The RecPlex opened in 2005 at a total cost of \$12.9 million and is operated by the Branson Parks and Recreation Department. Since the facility opened, there has been steady growth in the number of events and number of participants each year. Since it opened the RecPlex has hosted over 100 state and regional events for swimming, baseball, basketball, martial arts and tennis. In 2012, the Branson Parks and Recreation Department hosted 36 events, featuring over 133,000 participants on over 1,000 teams for a total economic impact of \$9,350,320. The facility has suffered from recent programming requirements to host large basketball and volleyball events, however many of those same sanctioning bodies and organizations have committed a return to the Branson marketplace should an upgrade in facility size and amenities were addressed to meet the current day requirements

In order to justify the proposed sports complex, the City would have to attract travel sports teams from across the region as well as nationally. Since Branson has already established itself as a top travel destination—noted for shopping, entertainment, outdoor sports and hospitality—we believe strongly the well-established service and hospitality industries could elevate Branson among the top sports tourism destinations in the country.

Our data, combined with data from the Branson CVB identifying the sporting events currently attracting tourists to Branson, suggests that there would be sufficient demand for basketball courts, volleyball courts, indoor soccer fields and additional baseball/softball diamonds. In order to be as flexible as possible, the hard

surface courts could also host events such as cheer, dance, wrestling or martial arts; while the turf fields could also be used for a variety of field sports, including soccer, lacrosse and football.

Although every sports complex is different in many ways, there are a number of facilities throughout the country that have characteristics similar to the facility anticipated in Branson. There are many different operating business models for these facilities as well. Several of these facilities are located in a demographic region similar to that of Branson and each has successfully penetrated the regional and national sports tournament market. The facilities are also similar in their offerings: multiple flexible-use courts, locker and meeting rooms, front lobby with concessions and retail and training rooms. However, their approaches to generating local demand for the facility during the week are different, and include monthly family memberships, daily pay-as-you-go fees, daily court rentals, in-house promoted leagues, camps and clinics, and tenant-promoted events. Each of these business models has merits and should be considered for the sports complex contemplated in Branson. One of the strengths of the Branson market is its ability to offer a world-class tourism destination to families and young athletes, both regionally and nationally. As with several national comparable facilities, a regional/national sports tourism draw, along with key revenue sources, will be required to sustain a facility in Branson.

There were four sites that were considered for a potential sports complex in Branson. The opinion of Johnson Consulting and Crawford Architects is that the Red Roof Site is clearly the superior site since it rated first in every category we analyzed and should provide the greatest opportunity for the City of Branson to construct a successful and attractive sports complex. We also would recommend a second project to expand the existing facilities at the Branson RecPlex, which measured well compared to the Red Roof Site. By constructing new facilities at both sites, the City can establish multiple locations to accommodate various sporting events and tournaments and allowing for multiple events to occur concurrently.

Finally, to estimate potential demand for a new sports complex, Johnson Consulting developed recommendations regarding the facility's physical program, such as number of playing fields, courts, and other amenities. Demand projections were then prepared for the first ten years of operations after determining the program and operational model for the sports complex. The projections reflect an assessment of the market potential, industry considerations, and the characteristics of the Branson market area, including its appeal as a destination for general tourism. It is important to note, that such projections may vary greatly between each of the operational models as Johnson Consulting is of the opinion that more than one operational model may work in the City of Branson contingent upon policy decisions made by the City.

SECTION III
ECONOMIC & DEMOGRAPHIC OVERVIEW

ECONOMIC AND DEMOGRAPHIC INDICATORS OF THE BRANSON MARKET

Demographic indicators such as population and income are not strict predictors of market support for multi-use sports facilities, but they do provide valuable insight into the overall capacity of a market to support such facilities and events. In addition, other economic indicators such as a region's employment and business market can affect the performance of facilities developed for a particular market. This section provides an overview of the Branson region's economic and demographic characteristics, and will provide a foundation for other analyses that appear later in this report.

THE MARKET AREA

The City of Branson is located in Taney County, situated in Southwest Missouri; Branson is surrounded by mountains and lakes. Its mild yearlong climate makes it a year-round destination for events such as sports and conventions.

The Springfield-Branson Metropolitan Statistical Area (MSA) is composed of 2 counties — Taney and Stone Counties. An MSA is the federal government's designation of a market's boundaries for numerous geographic and comparison purposes; however, in many cases, an actual market, for example, of potential event attendees, will be larger or smaller than an official MSA, and these variations are discussed in more detail later in this report.

Figure 3-1 shows the location of Branson in relation to other cities in Missouri and surrounding states.

Figure 3-1



Source: City of Branson

THE RESIDENT POPULATION

In general, a strong local population base is important to the demand for a sports facility, because a majority of attendees for recurring events such as local sporting events will live within a relatively short distance of the facility. However, special events such as regional tournaments and competition generally have a greater geographic draw, depending on the availability of these events in nearby markets. Located within a day's drive of 30 percent of the nation's population, Branson is centrally positioned and is seen as an entertainment focal point for the region.

Table 3-1 lists the population of the City of Branson, compared to Taney County, Springfield-Branson MSA, Missouri, and U.S.

Table 3-1

Historic & Current Population (2000-2012)			
Area	2000	2012	Annual Growth Rate 2000-2012
U.S.	281,302,576	313,859,562	0.9%
Missouri	5,595,205	6,028,312	0.6%
Springfield-Branson MSA	68,358	86,021	1.9%
Taney County	39,700	53,655	2.5%
City of Branson	7,742	10,700	2.7%

Source: Demographics Now, Johnson Consulting

As shown in the table, the population of the City of Branson in 2012 is 10,700. Branson has exhibited a strong annual growth rate at 2.7 percent since its population level of 7,742 in year 2000. This is greater than the annual growth rates recorded between 2000 and 2012 for Taney County and Springfield-Branson MSA and significantly greater than both Missouri and the U.S.

COMPOSITION OF THE MARKET'S AGE

The success of a multi-sports complex lies in its ability to develop programming that appeal to a broad cross-section of the marketplace. A market's age composition can be a decisive factor in determining potential event demand, as certain types of events appeal to specific age groups. Sports are unique as they can target a wide range of attendees, from youth to mature adults.

Table 3-2 summarizes the age distribution of the market, county, state, and country as a whole.

Table 3-2

Age Distribution as Percent of Population (2012)					
Age Group (Years)	City of Branson	Taney County	Springfield-Branson MSA	Missouri	U.S.
19 and Under	21.5%	24.9%	23.1%	26.3%	26.5%
20 to 44	32.0%	29.9%	26.9%	32.3%	33.5%
45 to 64	26.9%	27.0%	29.0%	27.1%	26.6%
65 and Over	19.7%	18.2%	21.0%	14.3%	13.4%
Median Age	42.0	41.0	45.0	45.0	37.0

Source: Demographics Now, Johnson Consulting

As the table shows, the City and region's age distribution is quite aligned with the state and nation. The median age in Branson is (42.0 years) is slightly older than the County (41.0 years) and U.S. (37.0 years) medians, but younger than the median age for the MSA and State (both at 45.0 years).

INCOME AND EMPLOYMENT

The strength of a market's income level and employment opportunities can also be an indicator of its potential ability to support a development such as mixed-use sports complex. In general, higher income levels lead to greater amounts of disposable income, which can be spent on non-essential items such as recreation and entertainment. Less wealthy markets will have less disposable income available to spend on sports equipment and league fees, for example, and could therefore provide a lower level of utilization at the proposed sports complex. Additionally, a healthy and diversified economy provides not only employment and disposable income for a market's residents, but it also helps to insulate a region from economic downturns that could impact facility demand. Markets that have historically relied on one sector, such as manufacturing, have often had difficulty recovering from market shifts to other sectors, which leads to an overall loss of local income and employment, population, and often per capita income for the City, County, MSA, State and nation.

Table 3-3 lists the per capita income for the City, County, MSA, State, and nation.

Table 3-3

Per Capita Income (2012)		
	Per Capita Income	% Change of US Per Capita Income
U.S.	\$28,888	118.3%
Missouri	\$28,616	117.2%
Springfield-Branson MSA	\$21,911	89.8%
Taney County	\$21,082	86.4%
City of Branson	\$24,410	100.0%

Source: Demographics Now, Johnson Consulting

As the table shows, 2012 income levels in Branson were lower than the State and national per capita income (\$28,616 and \$28,888, respectively). While the City had a lower per capita income compare to larger geographies, it had a higher per capita income compare to the regional markets of the Springfield-Branson MSA (\$21,911) and Taney County (\$21,082). These figures suggest that the City of Branson itself has a regional demand for sports and entertainment.

Table 3-4 shows the annual unemployment rates for Taney County, relative to Springfield-Branson MSA, Missouri, and the U.S. for the period of 2005-2012 (note that unemployment data is not available at the city level for cities with a population of less than 25,000 people).

Table 3-4

Unemployment Rate (2005-2012)								
Year	Taney County		Springfield-Branson MSA		Missouri		U.S.	
	Rate	Change	Rate	Change	Rate	Change	Rate	Change
2005	8.7%		8.4%		5.4%		5.1%	
2006	6.9%	(1.8)	6.8%	(1.6)	4.8%	(0.6)	4.6%	(0.5)
2007	6.7%	(0.2)	6.6%	(0.2)	5.0%	0.2	4.6%	0.0
2008	7.5%	0.8	7.5%	0.9	5.9%	0.9	5.8%	1.2
2009	12.3%	4.8	12.3%	4.8	9.4%	3.5	9.3%	3.5
2010	12.4%	0.1	12.4%	0.1	9.3%	(0.1)	9.6%	0.3
2011	12.1%	(0.3)	12.0%	(0.4)	8.4%	(0.9)	8.9%	(0.7)
2012	10.6%	(1.5)	10.6%	(1.4)	6.9%	(1.5)	8.1%	(0.8)

Source: Bureau of Labor Statistics, Johnson Consulting

The unemployment rate for Taney County has been about equal to that of the MSA, while the unemployment rate for Missouri reflects more closely to the national rates. From 2005 through 2012, Taney County's unemployment rate ranged from 6.7 to 12.4 percent. Similar to macro trends, Taney County is recording lower unemployment rates in recent years. In 2012, its unemployment rate decreased by 1.5 percent over the previous year, a stronger improvement than the nation (0.8 percent), yet on par with the MSA (1.4 percent) and State (1.5 percent).

LARGEST EMPLOYERS IN BRANSON

A strong corporate and business presence in a market is an important factor in the financial success of regional and national sporting events, because local businesses can attract residents to an area, provide disposable income, and support facilities through donations, advertising, and their requirement for event space.

Table 3-5 lists the largest employers, in terms of number of employees, in Branson as well as their respective industries.

Table 3-5

Major Employers - City of Branson (2012)		
Company	Industry	Employees
Herschend Family Entertainment	Arts, Entertainment, and Recreation	1,993
Skaggs Community Health Center	Health Care & Social Assistance	1,064
Branson Public Schools	Educational Services	650
Big Cedar Resort	Accommodation & Food Services	550
Wal-Mart	Retail Trade	515
Taney County	Government	297
Wyndham Vacation Resorts	Accommodation & Food Services	272
College of the Ozarks	Educational Services	266
City of Branson	Government	254
Hilton Hotels / Convention Center	Accommodation & Food Services	230
Westgate Resorts	Accommodation & Food Services	228
Hollister School District	Educational Services	218
Chateau on the Lake	Accommodation & Food Services	204
Sight & Sound Theater	Arts, Entertainment, and Recreation	204
Myer Hotels	Accommodation & Food Services	195
White River Valley Electric CO-OP	Utilities	165
Target Stores	Retail Trade	141
The Tracks Family Fun Parks	Arts, Entertainment, and Recreation	120
White House Theater	Arts, Entertainment, and Recreation	97
Ozark Mountain Bank	Finance and Insurance	88
Home Depot	Retail Trade	81

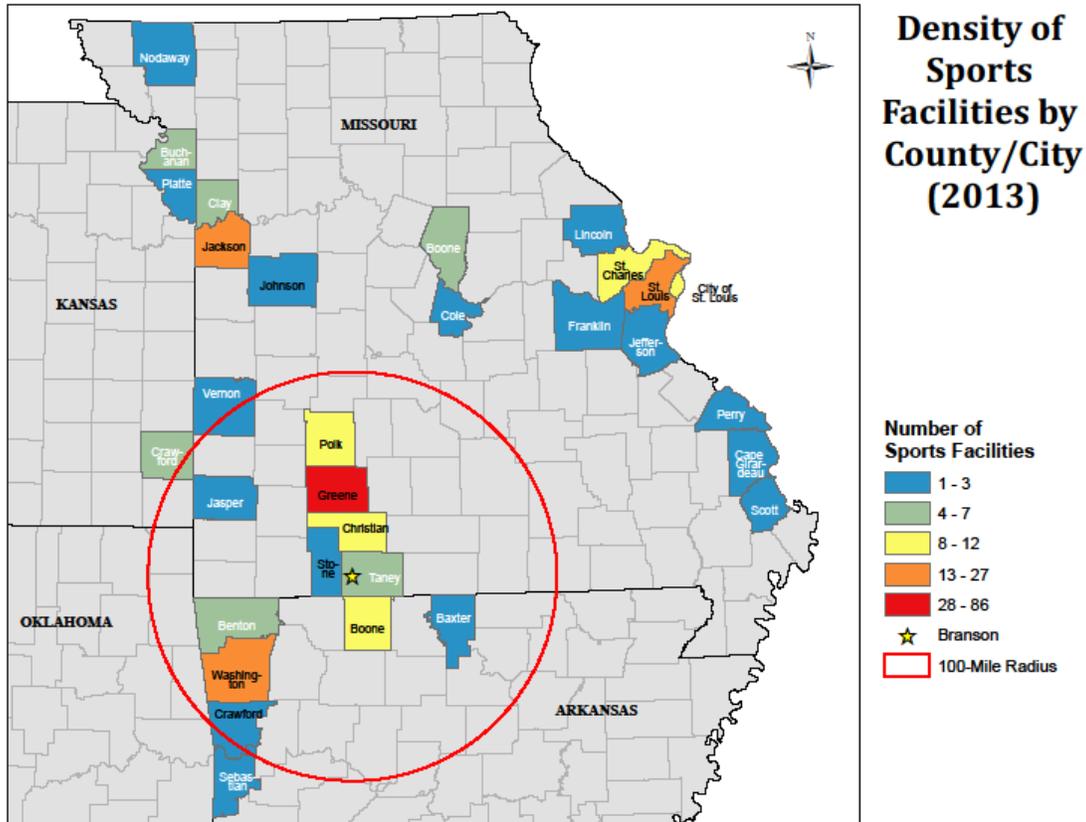
Source: City of Branson Economic Development Department, Johnson Consulting

As the table shows, the City of Branson has a diverse economy, with a focus on accommodation and food services and arts, entertainment, and recreation. This focus is important as Branson is well-known for these industries and has the features (restaurants, lodging, entertainment, etc.) to complement the needs of visitors to a multi-purpose sports facility.

REGIONAL FACILITIES

Figure 3-2 shows the density of sports facilities in the region, with a special focus on facilities within a 100-mile radius of Branson. There are approximately 2,015,206 people within the 100-mile radius of Branson with facilities in Missouri, Kansas, and Arkansas.

Figure 3-2



The highest concentration of facilities located within a 100-mile radius of Branson is in Springfield, Missouri (Greene County). Other counties within 100 miles of Branson with a high concentration of sports facilities include Washington County, Arkansas; Polk County, Missouri; Christian County, Missouri; and Boone County, Arkansas.

Springfield, Missouri would be the greatest competition for Branson because they market themselves as a national sports tourism destination. As the third largest city in Missouri, Springfield offers large-city attractions, accessibility and hospitality to attract sports travel teams from across the country.

BRANSON RECPLEX

One of the existing facilities in Branson is the Branson RecPlex, which opened in 2005 at a total cost of \$12.9 million and is operated by the Branson Parks and Recreation Department. The indoor facilities consist of the 44,000 square foot RecPlex which offers a gymnasium that can be divided into two basketball courts or two volleyball courts, bleacher seating, concessions and locker rooms; a 7,500 square foot Fitness Center; 2,000 square feet of community rooms featuring a kitchen; and a three-lane walking track (1/12 mile).

The outdoor facilities cover 42 acres and offer four baseball/softball fields with bleacher seating for 200 spectators, plus concessions and restrooms at each field; soccer fields to accommodate 4 youth fields or 2 adult fields plus restroom facilities, bleachers and concessions; a 12,250 square foot AquaPlex aquatic park featuring six lanes for lap swimming, zero depth entry, water slides and a diving well.

The RecPlex has hosted over 100 state and regional events for swimming, baseball, basketball, martial arts and tennis. Since the facility opened, there has been steady growth in the number of events and number of participants each year. In 2012, the Branson Parks and Recreation Department hosted 36 events, featuring over 133,000 participants on over 1,000 teams for a total economic impact of \$9,350,320.

UNIVERSITY PRESENCE

The presence of colleges, universities, and educational institutions can serve as a significant source of event demand for a public assembly facility, such as the proposed multi-use sports facilities. The number of college students in the area is important because it represents a target audience for education-related events, such as assemblies, graduations, and intermural and club sports. Colleges and universities are not only a large source of event demand (for tournaments, camps and exhibition games), but are also among the most active within the athletic community and as a result would be likely spectators and participants at sporting events.

Universities and colleges located across region include:

COLLEGE OF THE OZARKS

College of the Ozarks (C of O) is a private, Christian liberal arts college located in Point Lookout, roughly four miles from downtown Branson. C of O employs the mission of providing a quality, Christian education, without incurring financial debt. Students participate in the Work Education Program in order to meet the entire cost of their tuition. Moreover, the College does not have any institutional debt nor participates in any student loan programs. The total enrollment is 1,374 students.

WILLIAM WOODS UNIVERSITY

William Woods University is a private university opened to undergraduate and graduate students, with a professions-oriented focus. Its enrollment includes 1,100 undergraduate students and 1,312 graduate students. While the University's main campus is located in Fulton, Missouri (central Missouri), it opened a site in Branson for evening courses. Since 2011, the Branson branch of William Woods University has been offering degree programs, including Bachelor of Science in management (BSM), Master of Business Administration (MBA), Master of Education (M.Ed.) and Educational Specialist (Ed.S.).

MISSOURI STATE UNIVERSITY

Missouri State University is a public university whose main campus is located in Springfield, Missouri, approximately a 45-minute drive from Branson. With an enrollment total of over 17,000 students, Missouri State University is the second largest college in the state.

ACCESSIBILITY

Branson is quite centrally located, accessible to one-third of Americans via a one day's drive. While a majority of visitors (84 percent) travel to Branson by car, there are also a variety of transportation options:

- **Airports:** Three airports service the Branson area:
 - Branson Airport (BKG) opened in May 2009. Located in Hollister, MO, BKG is ten miles from downtown Branson. BRO is a privately-owned, public-use airport. Southwest Airlines and Frontier Airlines provide daily service to Branson. Branson AirExpress, a private charter, also offers seasonal nonstop service to selected markets.
 - Springfield-Branson National Airport (SGF), which is located 50 miles north of Branson, offers services operated by American Airlines, Allegiant Air, Delta Airlines, and United Airlines. SGF is a public-use airport, operated by the City of Springfield, MO.
 - Northwest Arkansas Regional Airport (XNA) is located in Bentonville, AR, approximately 100 miles (a two-hour drive) from Branson. XNA is a publicly-owned, public-use airport, with service operated by Allegiant Air, American Airlines, Delta Airlines, U.S. Airways, and United Airlines.
- **Road:** Branson is accessible via U.S. Route 65 which connects to Little Rock, AR to the south and Springfield, MO to the north. State Route 76 connects visitors into the downtown Branson.
- **Buses:** Historic Downtown Branson operates a trolley daily between 10:00 AM and 6:00 PM from March through December. The trolley is free and stops at various locations around Branson Landing, City Hall, and the Convention Center.

TOURISM

With an estimated 7.3 million visitors to Branson in 2012, tourism is a leading industry for the City, generating \$2.9 billion in spending for the Springfield-Branson MSA. Branson offers a range of activities and attractions. The table below lists the most popular visitor activities by category.

Table 3-6

Popular Visitor Activities - City of Branson (2012)	
Activities	Percent
Shows	79%
Shopping	74%
Theme Parks	29%
Museums	24%
Lake/Outdoor Activities	15%
Golf	5%
Fishing	4%

Source: Branson/Lakes Area Convention and Visitors Bureau, Johnson Consulting

Known as the entertainment capital of Missouri, the most popular activity for visitors is the City's theatres. With over 40 theatres hosting more than 100 performances a day, 79 percent of visitors to Branson attend a show. Visitors also take advantage of Branson's shopping venues. Home to Tanger Outlets and Branson Landing (a shopping center located along the lakefront with over 100 retail stores), the City's 200 stores is the second leading activity for visitors. Theme parks, such as Silver Dollar City and White Water, and museums complement the area with family-friendly activities. The City also offers an array of outdoor recreational activities, including fishing, parasailing, jet skiing, and scuba diving, given its proximity to three lakes – Lake Taneycomo, Table Rock Lake, and Bull Shoals Lake. The area's 13 golf courses, eight of which are championship courses, offer another popular activity for visitors.

HOTEL INVENTORY

Branson lodging community has approximately 16,500 rooms at approximately 185 hotel/motel facilities. The lodging options for visitors range from upscale resorts overlooking Table Rock Lake to establishments along the Highway 76 corridor. The amenities offered to hotel guests in Branson include full service marinas, spas, health and fitness clubs, business centers, retail, restaurants, swimming pools and other outdoor activities such as horseback riding, tennis and golf. In 2012, according to the Missouri Hotel & Lodging Association, Branson area hotels had an Occupancy Rate of approximately 41.7 percent with an ADR of \$84.00, generating RevPAR of \$35.05.

Table 3-7 shows a sample of hotels located along the Highway 76 Corridor.

Table 3-7

Hotel Inventory - Highway 76 Corridor (2012)	
Hotel	Rooms
Angel Inn of Branson	113
Grand Oaks Hotel	112
Branson Super 8	73
Stone Castle Hotel & Conference Center	300
La Quinta Inn - Branson on the Strip	98
Baymont Inn & Suites - Branson on the Strip	87
Dogwood Inn	220
Ramada Resort	273
Red Roof Inn	105
Hilton Branson Convention Center	294
Holiday Inn Express	141
Hotel Grand Victorian	151
Great Western Prince Charles Inn	79
Grand Plaza Hotel	200
Clarion Hotel at the Palace	166
Quality Inn	114
Howard Johnson Branson	345
Best Western Center Pointe Inn	164
Lodge of the Ozarks	191
Radison Hotel Branson	473

Source: mpoint, Relevant Hotels, Johnson Consulting

INTERVIEWS

At the beginning of our study, Johnson Consulting met with several of the community stakeholders to learn more about their visions for the project and the current state of the marketplace. During our visit we met with City officials, park district staff, Branson CVB, hoteliers, attraction owners, economic development, local high school and college representatives as well as representatives from Tanger Outlet Mall and Branson Landing. Following bullets highlight some of the more key findings:

- The City of Branson is truly a regional hub to the greater area, with some of the stores at both the Tanger Mall and Branson Landing being some of the top performers nationally in terms of sales.
- The City has a good hotel inventory with times of the year needing more help than others in particularly the winter months.
- The College of the Ozarks hosts the annual NAIA Men's National Basketball Tournament, which has grown bigger and bigger each year, with the support and partnership of the local community.
- The City of Springfield has been the regional hub for soccer, with its larger Cooper Park and Sports Complex and is additionally home of Bass Pro Shops.

FINDINGS

Branson has many of the key characteristics and requirements to support a multi-use sports facility—namely, solid population growth, an established service industry that supports Branson tourism and a diverse economy. Most importantly, it is a tourism hub looking to diversify from its historical theater draw. The market has had success in many indoor and outdoor sports efforts, and there is no reason this could not be enhanced with the proper facilities.

The existence of a number of tourist attractions in Branson will act as compliments to a new facility. Silver Dollar City, White Water and Branson’s theatres are just a few examples of entertainment options for attendees and families outside of their sporting event. This infrastructure of entertainment is critical for luring travel teams to a destination. With more cities entering the sports tourism industry, there has to be something that separates the facilities and Branson has plenty of entertainment alternatives to offer.

With the existing tourism infrastructure in place, a new multi-use sports facility could have an immediate impact on City of Branson. In particular, sports tourism could help lower the high unemployment rate that has existed in the County for the past several years, much of which could be contributed to a decline in the need for service industry workers during the economic downturn.

SECTION IV
PARTICIPATORY SPORTS TRENDS

PARTICIPATORY SPORTS TRENDS

Over the last two decades, sports facilities have and can become destination tourism generators if marketing strategies are targeted that way. Whereas two decades ago the common tactic was to develop single-purpose facilities with the intent to serve as a local community resource, today's facilities are often developed with the intent of attracting a multipurpose niche of visitors to an area. As a result, they are portrayed based on their ability to induce economic activity through an increasingly diversified demand. As this has occurred, society has also become more mobile and time constraints for families much greater, which has translated to the rise of short duration, purpose-driven trips that coincide with tournament and competition lengths.

For communities, entertainment and sports market has led to changes in development strategies and the emergence of facilities and attractions that offer either niche focused venues or multipurpose multisport venues, and fee-for-service amenities that appeal to everyone. In addition to the factors mentioned above, the following characteristics have also contributed to this evolution:

- Heightened expectations that facilities or programs demonstrate some degree of “return.” Historically, facilities were built by Parks and Recreation and other municipal departments for civic and social service. For sports facilities that are typically not self-supporting, the rationale for development is often infused with discussion of the value it creates for the community through increased visitation, and thus, fiscal return based on increased lodging, restaurants, or retail spending. In this instance, sports facilities are positioned or portrayed as an economic development vehicle, rather than a community resource.
- Increasing expectation by elected officials that selected public sector functions can be operated as enterprise accounts (e.g. use fees to minimize operating support). This trend is most notable in sports facility operations where recent fiscal constraints have led to increased reliance on revenue self-generation for programs ranging from leagues to tournaments to skills training sessions.
- The changing dynamics of the sectors that use these facilities, as well as the changed expectations of participants. Tournament and league organizers are looking to maximize the yield for staging events and, as such, look for the facility that offers the best mix of concessions, rental rates, capacity, and hotel packages.
- A more competitive environment has been fueled by an increased range of facility types. As the development of private recreation offerings has increased so to have the range of options available to the users. In the instance of sports, the community recreation center or YMCA were once the only options, today there may be numerous options. In the instance of zoos for example, the emergence of private game reserves, themed destinations, and the infusion of “entertainment” into natural attractions has changed the landscape. As such, each facility works hard to distinguish itself in a

region, and often relies on the continual addition (or subtraction) of amenities such as multiple fields and courts, high-end locker rooms, increased seating or concessions to maintain appeal.

- Increased specialization and sophistication in design and makeup of the facilities has also changed. Facilities are now designed with the specific mission of the building in mind and create an atmosphere with amenities that drive the specialized business of the facility, such as “Championship Stadiums” that target national and regional tournament play.

For the Branson region, the challenges inherent in developing a new destination oriented sporting venue, such as a sports complex, or nature-based destinations are to design specialized facilities that will accommodate enough demand (e.g. attract visitors and events) to justify development and to ensure that these facilities are distinct in relation to other regional, or even national offerings. The underlying intent is to create a total destination package that builds on and supplements current offerings such as the Rocky Top Sports World and ESPN Wide World of Sports Complex, and introduces a new level of appeal that extends the economic role and contribution of travel and tourism to Branson.

In analyzing the potential for a multipurpose facility, Johnson Consulting considered the following framework questions:

1. Is there sufficient market demand to support these uses?
2. What are the demand trends associated with youth sports?
3. What physical program should be developed?
4. Is there a baseline venue starting point that can be embellished over time?

This section of our report addresses questions 1 and 2, and provides a basis for addressing question 3.

TEAM SPORTS PARTICIPATION

The following analysis of team sports participation is based upon data presented in the 2012 Sports and Fitness Industry Association (SFIA) Trends in Team Sports report. The analysis defines participants, participation, and participation rates as follows:

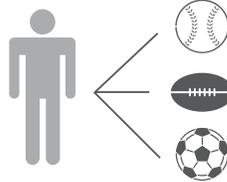
PARTICIPANTS

Individual people (could be members of multiple teams). This is the number of people playing team sports.



PARTICIPATION

[Participant] x (Number of sports each participant plays). This is the count of players occupying a spot on a team (one participant could be a team member in multiple team sports).



PARTICIPATION RATE

Percentage of the general population that participates in a particular team sport.



Over the past decade, participation in team sports has steadily declined throughout the U.S. As shown in the following table, overall participation in the 14 most predominant team sports decreased to 39.0 percent of the population aged 6 years and over in 2012, from 40.8 percent in 2012. The largest decrease, in percentage terms, was recorded in wrestling (-22.3 percent), followed by rugby (-9.6 percent), reversing multiple years of strong growth, then volleyball (-8.7 percent), football (-7.7 percent), and softball (-7.1 percent). In contrast, gymnastics and lacrosse both observed significant increases in overall participation during the same period, of 16.3 percent and 5.5 percent, respectively.

Table 4 - 1

Participation in Selected Team Sports (2010-2011) (in Millions) - U.S.					
	2011		2012		% Change
	Participation	Participation Rate*	Participation	Participation Rate*	
✓ Baseball	14,198	4.5%	13,561	4.3%	-4.5%
✓ Basketball	25,156	8.0%	24,790	7.9%	-1.5%
✓ Cheerleading	3,134	1.0%	3,049	1.0%	-2.7%
Field Hockey	1,182	0.4%	1,147	0.4%	-3.0%
✓ Football	22,173	7.1%	20,457	6.5%	-7.7%
✓ Gymnastics	4,148	1.3%	4,824	1.5%	16.3%
Hockey	2,140	0.7%	2,131	0.7%	-0.4%
✓ Lacrosse	1,423	0.5%	1,501	0.5%	5.5%
Rugby	940	0.3%	850	0.3%	-9.6%
✓ Soccer	18,803	6.0%	18,298	5.8%	-2.7%
✓ Softball	10,990	3.5%	10,209	3.3%	-7.1%
Track & Field	4,383	1.4%	4,341	1.4%	-1.0%
✓ Volleyball	16,781	5.4%	15,324	4.9%	-8.7%
✓ Wrestling	2,536	0.8%	1,971	0.6%	-22.3%
TOTAL	127,987	40.8%	122,453	39.0%	-4.3%

* Based on 2011 and 2012 U.S. population figures reported by Census Bureau.

✓ = Target sports for the proposed venue

Source: SFIA, Johnson Consulting

The following table provides a breakdown of overall participation, based on gender and age characteristics, between 2008 and 2010 (note that totals include participation in paintball, roller hockey, and ultimate frisbee, which are not included in the preceding table).

Table 4 - 2

Participation Rate in Selected Team Sports by Age & Gender (2008-2010) (in Millions) - U.S.				
Gender	Age	2008	2010	% Change
Females	6-17 Years	20,931	23,060	10.2%
	18+ Years	21,233	21,295	0.3%
Males	6-17 Years	39,517	37,386	-5.4%
	18+ Years	63,670	50,407	-20.8%

Source: SFIA, Johnson Consulting

Data from the SFIA indicates that younger girls (aged 6-12 years) comprise the fastest growing market segment of participants in team sports, while adult males are increasingly leaving team sports which is a key factor driving the decline in overall participation. Concurrently, there is also a steady decline in participation by younger boys (aged 6-12 years) and this could have significant implications for the team sports market going forward. It should be noted that strategies aimed at younger age groups often bring family members. Universities like these events because they expose the university to possible future attendance at the school.

YOUTH PARTICIPATION

The following table provides a breakdown of youth participation by team sports, based upon participants aged between 6 and 17 years.

Table 4 - 3

Youth Participation (Ages 6-17 years) in Selected Team Sports (2012) (in Millions) - U.S.		
	Participation	Participation Rate*
Baseball	7,459	7.0%
Basketball	10,660	10.0%
Cheerleading	2,104	2.0%
Field Hockey	436	0.4%
Football	9,205	8.6%
Gymnastics	3,184	3.0%
Hockey	682	0.6%
Lacrosse	916	0.9%
Rugby	255	0.2%
Soccer	10,833	10.1%
Softball	3,002	2.8%
Track & Field	2,995	2.8%
Volleyball	4,461	4.2%
Wrestling	1,163	1.1%
TOTAL	57,353	53.6%

* Based on 2011 U.S. population figures reported by Census Bureau.

Source: SFIA, Johnson Consulting

In 2012, youth participation in team sports totaled 57,353 participants, representing a total participation rate of 53.6 percent. The most popular sports for youths were soccer (10.1 percent participation rate) and basketball (10.0 percent participation rate), followed by football (8.6 percent) and baseball (7.0 percent).

MARKET DEPTH – BRANSON REGION

An examination of the market depth of a region is crucial to understanding potential capacity of demand for any attraction. This subsection provides an analysis of team sports participation, across all age cohorts and with a specific focus on youth participants within the Branson region, as well as within primary, secondary and tertiary catchments of the proposed location for the new multipurpose indoor facility. Our analysis conservatively assumes a potential capture rate of 10 percent within each defined geographic area. What the data tell us is the immediate market is small, so a tournament strategy with a regional/national draw will be required to justify the project.

TOTAL PARTICIPATION

The following table provides a breakdown of estimated participation, and associated capture rates, across all age groups, for selected team sports.

Table 4 - 4

Participation & Potential Market - Selected Team Sports (2012)								
	Branson		25-mile Radius		50-mile Radius		100-mile Radius	
	Participation	Potential Market*	Participation	Potential Market*	Participation	Potential Market*	Participation	Potential Market*
Baseball	463	46	5,663	566	29,726	2,973	87,167	8,717
Basketball	846	85	10,352	1,035	54,340	5,434	159,345	15,935
Cheerleading	104	10	1,273	127	6,683	668	19,598	1,960
Field Hockey	39	4	479	48	2,514	251	7,373	737
Football	698	70	8,543	854	44,842	4,484	131,494	13,149
Gymnastics	165	16	2,015	201	10,574	1,057	31,008	3,101
Hockey	73	7	890	89	4,671	467	13,698	1,370
Lacrosse	51	5	627	63	3,290	329	9,648	965
Rugby	29	3	355	35	1,863	186	5,464	546
Soccer	624	62	7,641	764	40,109	4,011	117,616	11,762
Softball	348	35	4,263	426	22,378	2,238	65,621	6,562
Track & Field	148	15	1,813	181	9,516	952	27,903	2,790
Volleyball	523	52	6,399	640	33,590	3,359	98,500	9,850
Wrestling	67	7	823	82	4,320	432	12,669	1,267
TOTAL	4,179	418	51,137	5,114	268,419	26,842	787,104	78,710

* Based on an assumed 10% capture rate.

Source: SFIA, Johnson Consulting

According to national participation estimates in team sports, Branson participation totals in 2012 should have been approximately 4,179 participants. This figure increases to 51,137 when the market area is extended out to a 25-mile radius from the proposed multipurpose facility, 268,419 participants when the market area is extended out to a 50-mile radius and further increases to 787,104 participants within a 100-mile radius. In each market area, the predominant team sports are basketball, and soccer, followed by volleyball and baseball. In reality, according to the Branson Parks Department, Branson outpaced national estimates for 2012 by drawing over 13,000 total participants. This shows that Branson is either attracting participants from outside the local population, which we know to be true, or the local and regional participation rate is higher than the national level.

A survey of sports travelers to Branson indicated that the predominant sports people travel to Branson for are baseball, softball, basketball, soccer, and volleyball. With specific regard to each of those sports, estimated participation in Branson totaled 2,804 participants in 2012. This figure increases to 34,318 when the market

area is extended out to a 25-mile radius from the proposed multipurpose facility, 180,143 participants when the market area is extended to a 50-mile radius and further increases to 528,249 participants within a 100-mile radius.

Assuming a capture rate of 10 percent of the Branson regional market, participation at the proposed sports complex is estimated to total 418 participants. This figure increases to 5,114 when the market area is extended out to a 25-mile radius from the proposed multipurpose facility, 26,842 participants when the market area is extended to a 50-mile radius and further increases to 78,710 participants within a 100-mile radius. With specific regard to baseball, softball, basketball, soccer, and volleyball a sports complex in Branson could potentially capture a total of 281 participants from within Branson, increasing to 3,432 when the market area is extended out to a 25-mile radius from the proposed sports complex, 18,015 within a 50-mile radius, and 52,825 within a 100-mile radius. Although 2012 participation numbers show that Branson Parks Department is capable of outpacing these national estimates, any potential sports complex will need a regional/national draw in order to be successful. There is simply not a large enough population within the Branson region to support expanding the existing facilities.

YOUTH PARTICIPATION

The following table provides a breakdown of estimated participation, and associated capture rates, among youths aged between 6 and 17 years, for selected team sports in the Branson market, a 25-mile radius, 50-mile radius and 100-mile radius.

Table 4 - 5

Youth Participation (6-17 Years) & Potential Market - Selected Team Sports (2012)								
	Branson		25-mile Radius		50-mile Radius		100-mile Radius	
	Participation	Potential Market*	Participation	Potential Market*	Participation	Potential Market*	Participation	Potential Market*
Baseball	96	10	1,370	137	7,130	713	22,334	2,233
Basketball	137	14	1,958	196	10,190	1,019	31,919	3,192
Cheerleading	27	3	386	39	2,011	201	6,300	630
Field Hockey	6	1	80	8	417	42	1,305	131
Football	118	12	1,690	169	8,799	880	27,563	2,756
Gymnastics	41	4	585	58	3,044	304	9,534	953
Hockey	9	1	125	13	652	65	2,042	204
Lacrosse	12	1	168	17	875	88	2,742	274
Rugby	3	0	47	5	244	24	764	76
Soccer	139	14	1,989	199	10,356	1,036	32,438	3,244
Softball	39	4	551	55	2,870	287	8,990	899
Track & Field	38	4	550	55	2,863	286	8,969	897
Volleyball	57	6	819	82	4,264	426	13,357	1,336
Wrestling	15	1	214	21	1,112	111	3,482	348
TOTAL	737	74	10,533	1,053	54,826	5,483	171,737	17,174

* Based on an assumed 10% capture rate.

Source: SFIA, Johnson Consulting

Based on national estimates, in 2012, youth participation in team sports in Branson would have been estimated at 737 participants within the 6-17 year age range. This figure increases to 10,533 when the market area is extended out to a 25-mile radius from the proposed sports complex, 54,826 participants when the market area is extended out to a 50-mile radius and further increases to 171,737 participants within a 100-mile radius. In each market area, the top five team sports in order are soccer, basketball, baseball and volleyball.

With specific regard to baseball, softball, basketball, soccer, and volleyball, estimated youth participation in Branson totaled 468 participants in 2012. This figure increases to 6,687 when the market area is extended out to a 25-mile radius from the proposed sports complex, 34,810 participants when the market area is extended to a 50-mile radius and further increases to 109,038 participants within a 100-mile radius.

Assuming a capture rate of 10 percent of the Branson market, youth participation at the proposed sports complex is estimated to total 47 participants. This figure increases to 669 when the market area is extended

out to a 25-mile radius from the proposed sports complex, 3,481 participants when the market area is extended to a 50-mile radius and further increases to 10,904 participants within a 100-mile radius.

CONCLUSION

Overall the depth of the market in immediate proximity to Branson is marginal. The low population in Branson does not create a significant amount of demand for sports facilities. However, there does appear to be an opportunity for expanded sports facilities based on Branson's sports tourism appeal. While Branson participation figures for youth sports are better than the national estimates, the existing Branson RecPlex is adequate to accommodate the demand. The proposed sports complex could only be justified by attracting travel sports teams from across the nation, which we believe the market can do for both indoor and outdoor sports. Branson has already established itself as a top travel destination, noted for shopping, entertainment, outdoor sports and hospitality. A new sports complex will not only serve as an economic catalyst to the redevelopment of the Highway 76 corridor, but it would allow the City to leverage its existing assets such as: Branson Landing, Tanger Mall, Silver Dollar City, Theaters and several other attractions in town. These assets would help establish the Branson marketplace as one of the top regional and national sports tourism destinations.

The Branson CVB has data that identifies baseball, softball, basketball, soccer and volleyball as the major sports that are likely to attract sports tourists to Branson. Also bringing athletes to Branson are less conventional, but fast-growing sports like cheerleading, dance, endurance sports, swimming and track & field. The tables in this section identify soccer, basketball, baseball and volleyball as the most popular youth sports in terms of national participation. Combining this data suggests that there would be sufficient demand for soccer fields, basketball courts, volleyball courts and additional baseball/softball diamonds. The hard surface courts could also meet demand for events such as cheer, dance, wrestling or martial arts. Finally, the grass fields could also be used for a variety of field sports, including lacrosse.



SECTION V
NATIONAL CASE STUDIES

MULTIPURPOSE FACILITY CASE STUDIES

As noted throughout this report, there are compelling reasons for and against a facility at Branson. One of the reasons against the facility is the number of existing regional facilities. The reasons that support the facility are:

- The need for venues to serve the City’s goal for top tier sports programming.
- The current infrastructure at the site in terms of hospitality and a nationally recognized tourism infrastructure regionally.

The tipping point in making a decision is the strategy of the City and the State, and their desire to break into the national tournament market in the way the case studies below have done. The local sports community amount of play would not typically justify a facility as an economic proposition.

NATIONAL FACILITY CASE STUDIES

While there is no exact model that defines what a sports complex is, each complex described below has characteristics that are relevant to the planning and programming of a portfolio of multipurpose sports facility offerings for Branson. Each of the case study facilities utilizes different business models to generate revenue; however they are all active participants in the indoor/outdoor facility market. The success of these facilities, operating in similar demographic markets, creates the initial validation for similar development in Branson.

Table 5-1 below includes national comparable facilities:



Table 5-1

Key Characteristics of Comparable Facilities and Markets											
	Proposed Branson Facility	West Tennessee Healthcare SportsPlex	Elizabethtown Sports Park	RockyTop Sports World	ESPN Wide World of Sports	Snowden Grove Park	Boo Williams Sportsplex	Pleasant Prairie RecPlex	Frisco Fieldhouse USA	SportsCore One**	SportsCore Two**
Location & Type		Outdoor	Outdoor	Both	Both	Outdoor	Indoor	Indoor	Indoor	Outdoor	Both
Location	Branson, MO	Jackson, TN	Elizabethtown, KY	Gatlinburg, TN	Orlando, FL	Southaven, MS	Hampton, VA	Pleasant Prairie, WI	Frisco, TX	Rockford, IL	Loves Park, IL
Demographic Characteristics (2012)											
Population	10,700	65,040	28,946	4,103	61,476	50,578	135,652	19,965	125,411	151,836	23,793
25 mile radius population	130,924	196,377	227,885	175,721	1,498,260	1,156,873	1,366,465	1,106,836	2,540,337	504,115	504,305
50 mile radius population	687,227	500,392	1,498,894	1,274,785	3,572,430	1,479,341	1,804,376	7,107,511	6,342,167	1,898,351	2,627,434
75 mile radius population	1,374,596	1,438,747	2,437,515	2,321,004	6,928,705	1,861,797	2,963,317	11,605,142	7,550,630	8,608,908	10,525,561
Median Household Income	\$40,373	\$39,225	\$39,859	\$45,652	\$36,611	\$61,573	\$51,839	\$76,777	\$93,908	\$40,202	\$51,808
Facilities											
Indoor Facilities (sq. ft)	TBD	-	-	86,000	114,800	-	135,000	302,000	146,000	179 Acres	60,000
Outdoor Space (acres)	TBD	70	150	80	220	200	-	-	-	-	124
Baseball	✓	✓	✓	-	✓	✓	-	✓	✓	-	✓
Softball	✓	✓	✓	-	✓	-	-	✓	✓	✓	✓
Football	✓	-	✓	✓	✓	-	-	✓	✓	-	✓
Basketball	✓	-	-	✓	✓	-	✓	✓	✓	-	✓
Cheerleading	✓	-	-	-	✓	-	✓	-	✓	-	-
Field Hockey	-	-	✓	-	✓	-	✓	-	-	-	-
Gymnastics	✓	-	-	-	✓	-	✓	-	-	-	-
Lacrosse	✓	-	✓	✓	✓	-	✓	✓	-	-	-
Soccer	✓	-	✓	✓	✓	-	✓	✓	✓	✓	✓
Volleyball	✓	-	-	✓	✓	-	✓	✓	✓	-	✓
Track and Field	-	-	-	-	✓	-	✓	-	-	-	-
Marital Arts	-	-	-	✓	✓	-	✓	✓	✓	-	-
Aquatics	-	-	-	-	-	-	-	✓	-	-	-
Hotels											
# of Hotels*	185	32	19	142	429	187	243	101	416	26	26

* Hotels within 25 mile radius

** SportsCore One and Sports Core Two are operated as the same facility, but are located approximately eight miles apart.

Source: mPoint, explorebranson.com, Demographics Now, Johnson Consulting, facility website

WEST TENNESSEE HEALTHCARE SPORTSPLEX JACKSON, TENNESSEE

LOCATION: The West Tennessee Healthcare Sportsplex is located in Jackson, Tennessee which has a population of 65,040.

OWNERSHIP/MANAGEMENT: The City of Jackson owns the West Tennessee Healthcare Sportsplex.

FACILITIES: The SportsPlex offers the following:

- 17 baseball/softball fields
 - Four pods have 300’ fences with dirt infields
 - Five pods have 250’ fences with grass infields
 - Three pods have 300’ fences with grass infields
 - Five pods have 200’ fences with grass infields
- Concession stands at each pod
- Batting cages

West Tennessee Healthcare SportsPlex	
Location	Jackson, Tennessee
Acres	70
Diamonds	17
Hotels	32
Total Cost	\$13.1 million
Ownership	City of Jackson
<i>source: facility, Johnson Consulting</i>	



FUNDING: Total cost of the facility was \$13.4 million. The funding for the SportsPlex flows through an Enterprise Fund setup by the City for the facilities operations. The facility has an annual operations budget

of approximately \$2 million. The Enterprise Fund is funded by a ¾ of 1% local sales tax as well as a portion of the hotel/motel tax. The agreement is that any hotel/motel tax revenue greater than \$975,000 supports the SportsPlex. According to management, its annual contribution from the hotel tax is approximately \$320,000. Additionally, West Tennessee Healthcare SportsPlex is part of the growing trend of attracting naming rights opportunities to publicly owned sports facilities. The SportsPlex successfully negotiated a 10-year deal with West Tennessee Healthcare for the amount of \$1.5 million or \$150,000 annually, which helps to support operations as well.

OBSERVATIONS: The Sportsplex has had great success in attracting tournaments to its venue since its inception in 2006. According to facility management, the Sportsplex hosts approximately 40 tournaments annually, which on average have approximately 50-100 teams in each. The management projected the facility attracts approximately 125,000 in tournament attendees and approximately 125,000 in league play attendees, for a total of approximately 250,000. Management has stressed that these numbers have remained fairly consistent throughout its years of operation and with its new partnership with the CVB it hopes to boost its regional tournament attendance.

PLEASANT PRAIRIE REC PLEX PLEASANT PRAIRIE, WISCONSIN

LOCATION: The Pleasant Prairie RecPlex is located one mile east of I-94 in Pleasant Prairie, Wisconsin, which has a population of 19,965.

OWNERSHIP/MANAGEMENT: The Municipal RecPlex was built over three phases between 2000 and 2010 and was dedicated to the Village of Pleasant Prairie. The RecPlex identifies itself as the largest municipal recreations complex in the U.S.

FACILITIES: The facilities at the RecPlex consist of over 300,000 square feet and include:

- 60,000 square foot field house for sports such as basketball, volleyball, fencing and martial arts
- Fitness Center featuring over 40,000 square feet of workout equipment areas, childcare, racquetball, multipurpose studio, party rooms and a 1/6 mile indoor track
- 79,000 square foot Ice Arena consisting of two NHL-sized sheets of ice

Pleasant Prairie RecPlex	
Location	Pleasant Prairie, Wisconsin
Acres	-
Diamonds	-
Indoor Sq. Ft.	300,000
Hotels	101
Total Cost	Approx. \$14 million
Ownership	Village of Pleasant Prairie
<i>source: facility, Johnson Consulting</i>	

- 42,000 square foot aquatic center featuring an Olympic size swimming pool (50 meter length) with seating for over 600 spectators



The RecPlex serves as a health and wellness facility for the community, while also hosting a wide variety of day camps, youth sports and adult sports leagues. Due to its location on the shores of Lake Andrea, the RecPlex also offers a number of meeting spaces to host banquets, weddings or summer picnics.

DEMAND SCHEDULE: According to facility management, the RecPlex has approximately 13,400 paid members, including approximately 5,000 family memberships. On average, the RecPlex attracts approximately 1.5 million visitors per year through its various programs and events.

FUNDING: The phases of development were made possible by a series of private donations, including one for \$4 million and another for \$8 million. The construction costs were not passed on to the taxpayers, and operating costs are covered by program and event revenues. The facility has an annual operations budget of approximately \$10 million with membership fees accounting for approximately \$3.5 million, programs accounting for approximately \$3 million, rentals accounting for approximately \$3 million and sponsorships generating approximately \$300,000-\$500,000 per year. Additionally, the RecPlex successfully negotiated an anchor tenant agreement with United Hospital System to offer rehab programs to its patients.

OBSERVATIONS: The RecPlex has been very successful in attracting local residents to its venue since its inception in 2000. Through the various expansions and upgrades, the RecPlex has been able to position itself as a premier facility within the region.

ESPN WIDE WORLD OF SPORTS COMPLEX

ORLANDO, FLORIDA

LOCATION: ESPN Wide World of Sports Complex is located at the Walt Disney World Resort in Orlando, Florida. The complex was built on former wetlands located just off Interstate 4.

ESPN Wide World of Sports Complex	
Location	Orlando, Florida
Acres	255
Diamonds	9
Grass Fields	11
Indoor Sq. Ft.	115,000
Hotels	429
Total Cost	\$100 million
Ownership	ESPN, Inc.
<i>source: facility, Johnson Consulting</i>	

OWNERSHIP/MANAGEMENT: The facility is privately owned and operated by ESPN, Inc. and is operated by the Walt Disney Parks and Resorts.

FACILITIES: Sitting on 220 acres, the facilities at the sports complex cater to a wide variety of sports, including: basketball, soccer, baseball, softball, wrestling, track & field and tennis. The Complex also offers restaurants and cafes, classrooms, office space and media facilities.

Figure 5-1 provides an overview of the Wide World of Sports Complex.

Figure 5-1



As shown, the Complex offers a wide range of available activities for visitors. Some of the facilities include:

J – Champion Stadium – A 9,500 seat baseball stadium that was built in 1997. It is the Spring Training home to the Atlanta Braves and also the home for the Gulf Coast Braves.

L – HP Field House – A 5,000 seat multi-purpose arena offering over 70,000 square feet of space. The HP Field House was built for flexibility and the latest new age playing surfaces, and custom training areas that

cater to basketball, wrestling, martial arts, volleyball, inline hockey, etc. The facility also has a 3,000 square foot workout area and four classrooms for education.

M – Hess Sports Fields – Comprised of eight multi-purpose fields, with two equipped to handle night games. Four of the fields are made to international soccer dimensions for added flexibility. Since 2002, the Tampa Bay Buccaneers have conducted training camp at the fields.

Q – Tennis Complex – Comprised of 10 tennis courts with a championship style stadium. Depending on the court layout, it can seat 1,000 to 8,500 people.

S – Baseball Quadraplex – Comprised of one practice infield, four professional baseball fields with two equipped for night games. The Quadraplex also offers batting tunnels, pitching mounds, hitting tunnels, master pitching machines, and ten bullpens.

The facility also contains a state-of-the-art environment for:

- Softball
- Cross country
- Track
- Shot put, discus, hammer
- Other interactive activities

Recently, Disney announced plans to construct a 160,000 square foot 100-lane bowling stadium, which would be the largest in the country. It will offer stadium-style seating, a restaurant and is scheduled to be completed in the fall of 2014. The stadium would be used for events or open to guests. It would also be used as a venue to host the United States Bowling Congress tournaments, which would boost the economy by bringing guests and visitors to local hotels and restaurants.

DEMAND SCHEDULE: The Sports Complex hosts over 170 amateur and professional events each year covering 30 sports. The events range from youth league competitors to leisure amateurs, seniors to college teams and professionals. The Complex also offers leagues camps, clinics, training programs and exhibitions to satisfy guests.

FUNDING: The Wide World of Sports Complex opened in 1997 at a total cost of \$100 million.



OBSERVATIONS: ESPN’s strategy was to build these venues as a supplement to the overall demand base at Disneyworld. The complex itself has struggled financially and has been fine-tuned several times. The venue is busy and accomplishes its goal of attracting incremental demand to the balance of Disneyworld.

SNOWDEN GROVE PARK SOUTHAVEN, MISSISSIPPI

LOCATION: Snowden Grove is located in Southaven, Mississippi which has a population of 50,578.

OWNERSHIP/MANAGEMENT: The facility is owned and operated by the Southaven Parks and Recreation Department. Additionally, an independent third party contractor is responsible for scheduling the larger tournaments hosted at the facility.

FACILITIES: The facilities at Snowden Grove sit on 100 acres and include:

- 17 lighted baseball fields
- All fields have grass infields and sub-surface irrigation systems
- Wi-Fi at each field allows for streaming of games
- Shaded seating and dugouts at each field
- Media Rooms
- Meeting Rooms
- Clubhouse
- Concessions
- On-site parking

Snowden Grove Park	
Location	Southaven, Mississippi
Acres	100
Diamonds	17
Hotels	187
Total Cost	Approx. \$15 million
Ownership	Southaven Parks and Rec
<i>source: facility, Johnson Consulting</i>	

Figure 5-2 shows the variety of field dimensions available at Snowden Grove Park:

Figure 5-2

Complex	Field #	Foul Lines	Center Field
A	1-5	180'	180'
B	8-9	200'	200'
B	6-7	250'	250'
C	10-11	250'	250'
C	12-13	275'	300'
D	14-15	300'	300'
D	16-17	325'	395'

Source: Southaven Parks and Recreation Department

DEMAND SCHEDULE: The programming of events at the complex is prioritized base on expected attendance and impact on the local community. According to management, the complex attracts approximately 60,000 to 75,000 attendees annually. The majority of these attendees are for youth baseball leagues and tournaments. In 2013, the complex will hold the National Amateur Baseball Federation’s (NABF) World Series for all ages ranging from 8-14 years old, which is anticipated to generate a significant amount of regional and national participation.



FUNDING: The complex was built in 1999. The land for the complex, valued at approximately \$4.5 million, was donated to the City of Southaven. The facility was funded by the Southaven Parks and Recreation Department as part of a \$15 million investment. So far, it has been a critical investment for the City, as the



income generated from tournaments at Snowden Grove Park contributes as much as \$2 million per year (half of the city budget) to the city, according to Southaven Mayor Greg Davis.

OBSERVATIONS: The City of Southaven earned the Economic Development Award presented by the State of Mississippi for the economic impact Snowden Grove Park has had on the local community. Due to the success of the Park, it has hosted approximately 2,000 teams per season for a variety of national events, including: the USSSA World Series, the NABF World Classics, the Dizzy Dean Baseball World Series and the Global Sports Baseball World Series.

BOO WILLIAMS SPORTSPLEX HAMPTON, VIRGINIA

LOCATION: Boo Williams Sportsplex is located in Hampton, Virginia which has a population of 135,652.

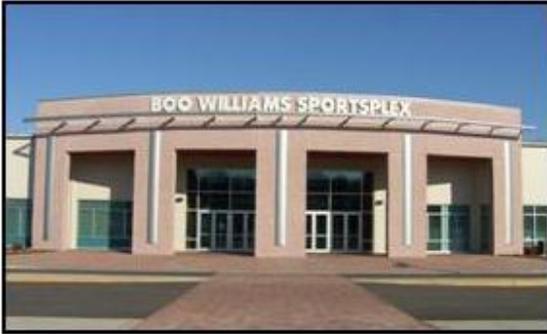
OWNERSHIP/MANAGEMENT: The Sportsplex is privately owned by Boo Williams, a nationally recognized youth sports advocate and former professional basketball player.

FACILITIES: The 135,000 square foot facility, which opened in March of 2008, includes the following amenities:

- 8 tournament basketball courts
- 12 competition volleyball courts
- Indoor multi-purpose field
- 200 meter, six-lane indoor track with IAFF certified synthetic surface, long jump, pole vault, triple jump, and shot put areas
- Two separate playing pavilions of 61,000 square feet and 31,000 square feet within the facility
- 2 training rooms
- Banquet rooms
- 4,238 square foot concession area

Boo Williams SportsPlex	
Location	Hampton, Virginia
Acres	-
Diamonds	-
Indoor Sq. Ft.	135,000
Hotels	243
Total Cost	\$13.5 million
Ownership	Private
<i>source: facility, Johnson Consulting</i>	

The facility can be configured in multiple ways depending on the needs of the user. The space is dividable with floor to ceiling dividers, and can be configured depending on how many courts or how much space is



needed. Furthermore, there is retractable seating for 4,000 spectators, a registration room, a dedicated meeting room, and an operation center with high-speed internet access and fax and media capabilities.

DEMAND SCHEDULE: The Sportsplex is home to the Boo Williams Summer League, an AAU affiliated basketball program founded in 1982 that has grown to a network of 165 teams. Additionally, the Sportsplex hosts tournaments and events including the Boo Williams Invitational, USA Volleyball, Nike Boys and Girls Basketball, the National AAU Volleyball Tournament and indoor high school track competitions. In return for the land and assistance with infrastructure costs, the facility will also host events and activities in conjunction with the City of Hampton. The facility typically rents space on a per-court, per-hour basis. Currently prices range from \$35 per court/per hour during the week, and \$50 per court/per hour Friday through Sunday. Management indicated that prices change to reflect economic conditions.

FUNDING: The \$13.5 million facility was funded by Williams and other private investors. The City of Hampton also contributed infrastructure to the project.



OBSERVATIONS: For over 30 years, Williams and his facility have helped athletes in teaching, training and recruiting of young athletes. The Sportsplex notes on their website that it is within a one day drive of two-thirds of the country’s population and is the largest facility between Washington D.C. and Greensboro, North Carolina. Rental of the facility accounts for only a small portion of revenues. The primary driver of revenues is concessions and merchandise that is for sale in the facility. The Sportsplex also receives a small portion of ticket sales to larger tournaments.

ELIZABETHTOWN SPORTS PARK ELIZABETHTOWN, KENTUCKY

LOCATION: The Elizabethtown Sports Park is located at the crossroads of I-65 and the Bluegrass Parkway in Elizabethtown, Kentucky, a city with a population of 28,946.

OWNERSHIP/MANAGEMENT: The Sports Park was built and is operated by the City of Elizabethtown.

FACILITIES: The facilities at the Sports Park cover 150 acres and include the following:

Elizabethtown Sports Park	
Location	Elizabethtown, Kentucky
Acres	150 acres
Diamonds	12
Grass Fields	15
Hotels	19
Total Cost	\$29 million
Ownership	City of Elizabethtown
source: facility, Johnson Consulting	

- 13 soccer/lacrosse/field hockey natural turf fields
- 2 Championship Fields with Synthetic Turf
- 3 Quads of baseball/softball diamonds (12 fields total)
- Each field has lighting, computerized irrigation and drainage systems
- 3 miles of walking/running trails
- 3 pavilions for ceremonies, events and meeting space
- Event officials meeting rooms
- Officials locker rooms
- Stadium lawn seating
- Wi-Fi for streaming games
- On-site parking

DEMAND SCHEDULE: In its first year of operations, the complex hosted 21 events. Operations are expected to increase in year two once the marketing efforts of the facility begin to pay off. Additionally, due to concerns about overuse of the new natural grass fields, the number of events were limited in year one to protect the new grass.

FUNDING: The total construction cost was \$29 million and was publicly finance through a restaurant sales tax.



OBSERVATIONS: The complex was designed to be flexible enough to host a variety of events, while also serving the needs of the local community. The sports park is open year-round for local residents and is hoping to attract more national tournaments as they enter the second year of operations. Since it only opened in the summer of 2012, tournament activity should increase significantly over year one.

ROCKY TOP SPORTS WORLD GATLINBURG, TENNESSEE

LOCATION: Rocky Top Sports World will be located in Gatlinburg, Tennessee which has a population of 4,103.

OWNERSHIP/MANAGEMENT: Construction of Rocky Top Sports World began in March 2013 and is slated to be completed in the spring of 2014. Once opened, Rocky Top will be operated by The

Rocky Top Sports World	
Location	Gatlinburg, Tennessee
Acres	80
Diamonds	-
Grass Fields	8
Indoor Sq. Ft.	86,000 (+40,000 meeting space)
Hotels	142
Total Cost	\$20 million
Ownership	City of Gatlinburg/Savvier County
<i>source: facility, Johnson Consulting</i>	

Sports Facilities Advisory (SFA). The construction process is headed by The Sports Facilities Advisory, Blaine Construction, and Barber McMurry Architects.

FACILITIES: The indoor/outdoor complex will offer the following indoor facilities:



- 86,000 square foot multi-sport facility
 - 6 basketball courts
 - 12 volleyball courts
 - Championship Court capable of hosting basketball, volleyball, wrestling, martial arts and table tennis
 - Indoor Climbing Wall

The outdoor facilities will offer the following:

- 7 synthetic turf fields
- Championship Field with a press box and seating for 1,500 capable of hosting football, lacrosse, soccer, ultimate frisbee and marching band
- Track and field facilities



Rocky Top Sports World will also offer 40,000 square feet of column free space capable of hosting up to 1,000 people for special events, such as ceremonies, parties and banquets.

DEMAND SCHEDULE: Since the complex has not yet opened, there is no demand data available. However, Rocky Top is preparing to utilize a professional tournament and events staff, the Gatlinburg Conventions and Visitors Bureau, local hoteliers and businesses to attract top tier national tournaments. Rocky Top expects to host tens of thousands of visitors annually in the form of travelling teams, corporate groups, and families.

FUNDING: Rocky Top is expected to cost \$20 million and will be funded by the City of Gatlinburg and Sevier County.

OBSERVATIONS: Rocky Top is aiming to build the premier youth sports complex in the country. They have selected a centrally located market that typically receives millions of visitors each year. Utilize their existing hospitality industry should allow them to quickly ramp up activity at the complex.

FRISCO FIELDHOUSE USA FRISCO, TEXAS

LOCATION: Fieldhouse USA is located in Frisco, Texas, which as a population of 155,411. It is part Sports Village USA, a 70 acre mixed-use development.

OWNERSHIP/MANAGEMENT: The Fieldhouse opened in 2009 and is a public-private partnership involving the City of Frisco.

FACILITIES: Fieldhouse USA, the anchor facility at Sports Village USA, is a 146,000 square foot indoor complex with the following amenities:

Fieldhouse USA	
Location	Frisco, Texas
Acres	-
Diamonds	-
Grass Fields	1 (indoor)
Indoor Sq. Ft.	146,000
Hotels	416
Total Cost	\$17.5 million
Ownership	City of Frisco/Private
<i>source: facility, Johnson Consulting</i>	

- 12 basketball/volleyball courts featuring HD monitors and electronic scoring
- Indoor mixed-use turf field that can accommodate soccer, football, lacrosse, cheer and martial arts
- Athletes Performance Institute
 - 29,000 square foot athlete training center
- Past Time Training Center
 - Indoor baseball/softball training center with batting cages and pitching machines
- 5,000 square feet of retail space



- 5,000 square foot food court
- Baylor Medical Center with on-site trainer
- Wi-Fi on site

DEMAND SCHEDULE: Fieldhouse USA is a league driven venue that rents its courts and field on an hourly rate for clubs, leagues or private use. Since the facility opened, they have generated an estimated \$35 million in revenue from tournaments, as shown in Figure 5-3 below.

Figure 5-3

Fieldhouse USA Economic Impact		
	2012	2011
Number of Events	31	38
Tournament Days	76	84
Total Teams	3,302	3,412
Total Athletes	28,460	30,934
Overall Attendance	209,450	231,568
Estimated Economic Impact	\$17,612,400	\$17,810,676
<i>source: FieldhouseUSA</i>		

Figure 5-4 breaks down the rental rates for the courts and turf at Fieldhouse USA.

Figure 5-4

Surface	Peak (Mon-Fri 6-9 pm)	Non-Peak	Team/League Discount
Full Court	\$60	\$55	\$5/Hr
1/2 Court	\$40	\$35	\$5/Hr
Turf	\$150	\$140	\$10/Hr
1/2 Turf	\$80	\$70	\$10/Hr
<i>source: FieldhouseUSA</i>			

FUNDING: The cost of the complex was \$17.5 million and was funded by the City of Frisco. The land, valued at \$5 million, was donated to the City for development and is leased to Fieldhouse USA. The private ownership group, Sports Village Operating I LLC, makes regular lease payments on the facility to the City of Frisco.



OBSERVATIONS: Fieldhouse USA offers several intriguing options for indoor facilities. By offering mixed-use indoor space for camps and leagues while also selling retail space to performance training centers, Fieldhouse USA has been able to create several revenue streams at the complex. The facilities are state-of-the-art and the Fieldhouse is positioned in a fast growing market with a heavy sports appetite. Currently, planning for Sports Village USA is call for the following additional facilities: 20,500 square foot medical facility, 70,000 square foot surgery center, a 97-room Hampton Inn, a tennis complex with a total of 23 courts (15 indoor/8 outdoor clay courts) and a 30,000 square foot aquatics center. If the Sports Village USA mixed-used development plans move forward, it would certainly have to be considered one of the top sports complexes in the nation.

SPORTSCORE ONE & TWO ROCKFORD/LOVES PARK, ILLINOIS

LOCATION: SportsCore One is located in northwest Rockford, Illinois and SportsCore Two is located in nearby Loves Park, Illinois. The two locales are approximately eight miles apart, but are operated as one facility.

OWNERSHIP/MANAGEMENT: Both facilities are owned and operated by the Rockford Park District, which is the second largest park district in Illinois.

SportsCore One & Two	
Location	Rockford/Loves Park, IL
Acres	303
Diamonds	9
Grass Fields	50
Indoor Sq. Ft.	60,000
Hotels	26
Ownership	Rockford Park District
<i>Source: facility, Johnson Consulting</i>	

FACILITIES: SportsCore One was built in 1983 and covers 105 acres. Recreational activities at SportsCore One include soccer, softball, boating and fishing. Facilities at Sports Core Once include:

- Eight lighted softball diamonds
- Eight regulation soccer fields
- Attwood Soccer Center - nine soccer fields, plus concessions and locker facilities
- Two permanent concessions on the softball side with restrooms
- Two playgrounds
- Boat ramps
- Recreation path

SportsCore Two is a 124 acre site developed in 2001. Recreation activities at SportsCore Two include soccer, rugby, football, volleyball, golf, softball, basketball, dodgeball, ultimate Frisbee, and adapted and wheelchair sports. Facilities include:

- Nineteen regulation soccer fields
- Fourteen practice soccer fields (outdoor)
- Five sand volleyball courts
- Wedgbury Stadium – seating capacity for 2,000 guests
- Wedgbury Indoor Sports Center – three multi-sport indoor fields, primarily for indoor soccer, five volleyball / basketball courts, locker rooms, sports equipment store, and SkyBox, a family-friendly casual restaurant and sports bar. The 60,000 square foot venue can also host a variety of non-sporting events including receptions, conventions and parties



DEMAND SCHEDULE: A number of leagues are offered at Sports Core Two for all ages, including:

- Soccer – American Youth Soccer Organization (children of all ages), Raptor Youth Soccer League, Rockford United S.C. (boys and girls), Rock Run S.C. (boys and girls), Hononegah Lions Soccer Club (boys and girls), Adult Outdoor (men’s and women’s), Fall Indoor (under 15s), Winter Indoor (under 15s), Summer / Pre-Season Indoor (adults).
- Softball - Slow-pitch (adults), 50/60+, Indoor (adults).
- Volleyball – several adult and youth leagues.

Other adult leagues offered at the facility include baseball, kickball, various social sports, dodge ball and basketball.

OBSERVATIONS: SportsCore One and SportsCore Two combine to form one of the finest amateur sports facilities in the Midwest. Local, regional and national tournaments attract over a million visitors to Sports Core One annually, and it is consistently rated as the area’s number one tourist destination.

Sports Core Two is also a major tourist destination on the weekends, with local clubs hosting tournaments. On weekdays, Sports Core Two is utilized primarily by local teams for practice, training and matches. Events hosted at Wedgbury Stadium include IHSA State High School Soccer Finals, pro football matches, National Rugby Finals, college rugby championships, professional soccer games with international teams, and the USSL W. League Soccer Finals. In 2005, SportsCore Two was named ‘Sports Complex of the Year’ by the Sports Turf Managers Association.



CONCLUSION

As we have seen in each of the facilities in this section, a regional/national sports tourism draw, along with key revenue sources will be required to sustain a facility in Branson.

The West Tennessee Healthcare Sports Complex has been able to capitalize on a naming rights deal to support a state-of-the-art facility with a focus on baseball and softball. Similarly, Snowden Grove has also focused on a niche market – baseball – but has received significant financial support from the city of Southaven to build and maintain top of the line facilities. The Pleasant Prairie RecPlex relies heavily on membership fees to fund operations and has been able to expand its facilities through generous donations. Each of these facilities thrives because of the programs they offer, along with the financial support they receive from various sources.

Fieldhouse USA offers intriguing options for indoor facilities. By offering mixed-use indoor space for camps and leagues while also selling retail space to performance training centers, Fieldhouse USA has been able to create several revenue streams at the complex.

Finally, Rocky Top Sports World and ESPN’s Wide World of Sports provide a potential blueprint for Branson. Rocky Top is planning to utilize the existing service and hospitality presence in the Gatlinburg area

to attract youth tournaments. A high number of hotels, restaurants and entertainment options should enable Rocky Top to sell itself as a sports tourism destination. Similarly, ESPN's Wide World of Sports Complex was built for young athletes and families who would also be attracted by Disney World. In a similar way, Branson can offer a world-class tourism destination to families and young athletes, both regionally and nationally.



SECTION VI
SITE ANALYSIS

SITE ANALYSIS

In this section we present an analysis of site alternatives related to the proposed multi-use sports facility. This evaluation process uses our team's experience with similar projects and results in a site analysis according to best practices urban planning principles. This is critical to establishing a hierarchy for more detailed technical analyses of individual sites and provides a framework to assess other sites, if they come forward. It is also a key process in determining, and then confirming, the development goals and sensitivities for completing a potential youth sports facility.

Site selection is a crucial decision, and a myriad of factors, both objective and subjective, influence the potential performance and contribution of a facility. The choice of a site that is poor for a sports facility can inhibit the ultimate success of a project and affect its performance for generations. Far too often, communities locate a facility on a site not because it is the most advantageous spot or in the location that will best contribute to the overall objectives of the community, but out of immediacy, availability, cost or other factors that speak to convenience over market strategy and product positioning.

The following site parameters are necessary considerations for successful development of the proposed sports facility:

- Provision of a site large enough to allow for the project, subsequent expansion, and adequate parking
- A site that has destination appeal to patrons for pre- and post-event activities, and is convenient to access and is visible
- A site that leverages the spending and visitor impacts, rather than wastes them
- Consideration of zoning, streetscape, transit connections, design standards, and land use around the facility that is conducive not just to the proposed sports facility, but to the development of a region-wide identity.

Further, when considering potential sites for a new sports facility, there are a number of civic goals that should be identified, and pursued in selecting the most advantageous site. Some of these goals are subjective in nature and may appeal to the intuition or emotions in a way that cannot be quantified. The act of defining common goals of various proponents helps to build familiarity with, and consensus, for the project.

Ultimately, the preferred site is the one that exhibits the best overall mix of attributes, with broad recognition by all stakeholders that tradeoffs are required as it is highly unlikely that a single site embodies the best of each attribute. Among the goals and attributes to be considered:

- A primary goal should be to make the sports facility environment a recognized district, a unique destination, regional draw, and a necessary part of the Branson experience for facility attendees and

tourists alike. A site within the City limits, and served by Branson utilities will have greatest benefit to the City.

- A sports facility should be highly visible and easily accessible from the major approaches into the City (Highway 76).
- The economic purpose of building a sports facility is to maximize the amount of economic impact gained from collateral development, or expansion of existing support businesses.
- A sports facility is built as an economic development tool and a community investment in the tourism, recreation, hospitality, and entertainment businesses. While the notable and ongoing direct benefits of bringing visitors (and their related spending) to Branson is the most discussed impact, there is also great benefit in new construction and jobs for potential adjacent hotel, retail, and entertainment business opportunities. Such a project can also lift the image of the community as a residential and corporate location.

While not expressly addressed in the report narrative, each of the goals and attributes outlined above are implicit in Johnson Consulting's evaluation of the potential sites.

INITIAL SITE INVESTIGATIONS

The Consulting Team analyzed the following 4 potential sites:

- Branson Commerce Park
- Branson RecPlex
- Grand Palace
- Red Roof Mall

Each of the sites above could potentially provide for a high quality, functional multi-use sports facility that would have the potential to effectively contribute to the growth of Branson and the surrounding areas. In order to highlight the strengths and weaknesses of each site, Johnson Consulting has created an evaluation matrix, which examines critical factors such as adjacent land use synergy, ingress & egress to the site, and many other important factors to consider when selecting the most appropriate site for the proposed sports facility. The comparative analysis appears in Table 5-1 below **Error! Reference source not found.**



Table 5-1

Branson Sports Complex Study Summary of Alternate Sites										
Rank	Sites	Ranking								Average Rank
		Buildable Land Area	Accommodates Program Requirements	Ability to Expand	Vehicular Access	Infrastructure	Synergy with Complementary Uses	Acquisition Costs	Ability to Finance*	
1	Red Roof Site	1	1	1	1	1	1	1	1	1.0
2	Rec Plex Site	2	2	3	2	3	3	2	4	2.6
3	Commerce Site	3	3	2	3	4	4	3	2	3.0
4	Grand Palace Site	4	4	4	4	2	2	4	3	3.4

* Was ranked on ability to expand as well as if it fell within the Taney County Enhanced Enterprise Zone

Source: Crawford Architects, Johnson Consulting

As the figure outlines, each of the sites exhibits favorable characteristics in selected categories. Below is a detailed description of each critical evaluation line item for all four sites.

- **BUILDABLE LAND AREA:** is a selling point that will allow the sports facility and adjacent land use to be the most attractive to potential visitors driving the success of the facility. Buildable Land Area is a critical category when first evaluating the four potential sites. If the selected site is able to be marketed as a true sports tourism destination, on a greater than regional level, it will have a major impact on the success of the sports facility.
- **ACCOMODATES PROGRAM REQUIREMENTS:** It is important to understand the ability of each site to satisfy the recommended program. The arrangement of the indoor/outdoor elements of the facility is critical in order for the facility to be as successful as possible. It was determined that The Red Roof Site is the best for meeting this need.
- **ABILITY TO EXPAND:** It is essential that the proposed site provide an opportunity for future expansion. We analyzed each of the proposed sites for expansion potential. The proposed site should afford the ability to construct additional indoor/outdoor facilities, as well as potential adjacent hotel, retail and entertainment facilities, which make for a vibrant complex year round.
- **VEHICULAR ACCESS:** Access to a major development, such as multi-sport complex is critically important. Red Roof Site ranked first in this consideration because of the site's positioning along Highway 76 which will allow for the most direct access to the site, which will be very helpful in moving event attendees in and out of the area, and will allow for the least amount of negative traffic impacts to local residents.
- **INFRASTRUCTURE:** It is very important to understand and estimate the amount of additional infrastructure needed at each of the proposed sites. The infrastructure needs on each of the site vary slightly with the exception of the Commerce Park site as that site currently has several infrastructure needs in the form of access roads and utilities.
- **SYNERGY WITH COMPLIMENTARY USES:** The most critical factor in determining the location of the planned sports facility is what the adjacent land uses will be and the synergy that is created when certain types of land uses are packaged together. The combination of a sports facility, retail, restaurants, hotel, and entertainment facilities create a destination atmosphere beneficial for increasing and driving demand at all of the land uses in a mixed-use development.
- **ACQUISITION COSTS:** One of the key considerations for this analysis was site acquisition cost. The Red Roof Site rated first in this category since it is currently owned by the City of Branson and would be available for development at no additional cost.

- **ABILITY TO FINANCE:** When analyzing each site’s ability to finance, Johnson Consulting took into consideration many of the various elements analyzed above including, visibility to Highway 76, leverage of adjacent land uses, access and infrastructure needs. In terms of financing, Red Roof Site ranked highest due to the fact that it is the only site that resides within an “Enterprise Zone” as well as its high visibility off Highway 76 and the amount of existing adjacent residential development, which would immediately impact the taxes generated at proposed complex.

PREFERRED SITES

After an initial but comprehensive screening, a total of four potential sites have been rated, but not necessarily ranked. While some of these sites are deemed better than the others, all four could make excellent offerings for the City as possible locations for the proposed sports facility. Subsequent to selection, each was categorized and evaluated on the basis of the required criteria for a successful facility, as well as additional subjective factors drawn from Johnson Consulting’s experience with similar projects. Each site has been scored and an analysis of the positive and negative characteristics of each site is presented in the pages that follow.

Based upon our analysis, we are recommending two sites to be constructed in two projects, the timing of which can be concurrent, or as capital is raised. Demand exists for both projects, but they may each have their own path in terms of timing and funding.

- Red Roof Mall – Project 1
- Branson RecPlex expansion – Project 2

The graphics, which follow, have been prepared by Crawford Architects and all include the same development program. Assets included in Project 1 (Red Roof Mall Site) are:

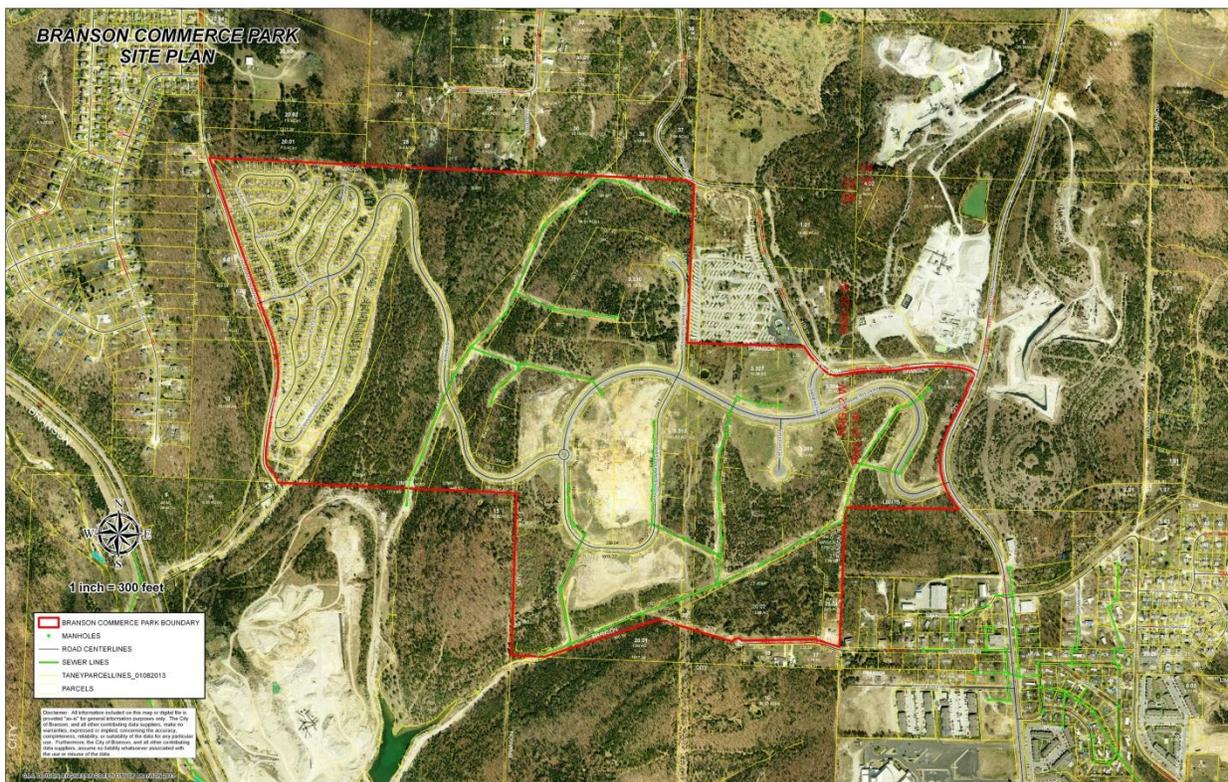
- 4-6 basketball courts, which convert to 10-12 volleyball courts
- Concessions – offering two points of sale, with one positioned at an elevated viewing area of the courts below
- Locker rooms
- 1-2 indoor turf fields for indoor soccer and lacrosse
- Batting cages
- Golf simulator area
- Recreational playground on-site with interactive features such as splash pads, rock wall, zip lines, etc.

Project 2 will consist of an expansion of existing facilities at the Branson RecPlex to include an additional wheel of baseball diamonds.

BRANSON COMMERCE PARK

The overall site is large enough for the desired program. However, substantial infrastructure improvements will be required, as well as a significant amount of earthwork to prepare the site for athletic fields. In addition, the site is removed from the Corridor and other City facilities; thus, the site lacks synergistic qualities that the other options offer.

Branson Commerce Park- Aerial Photo



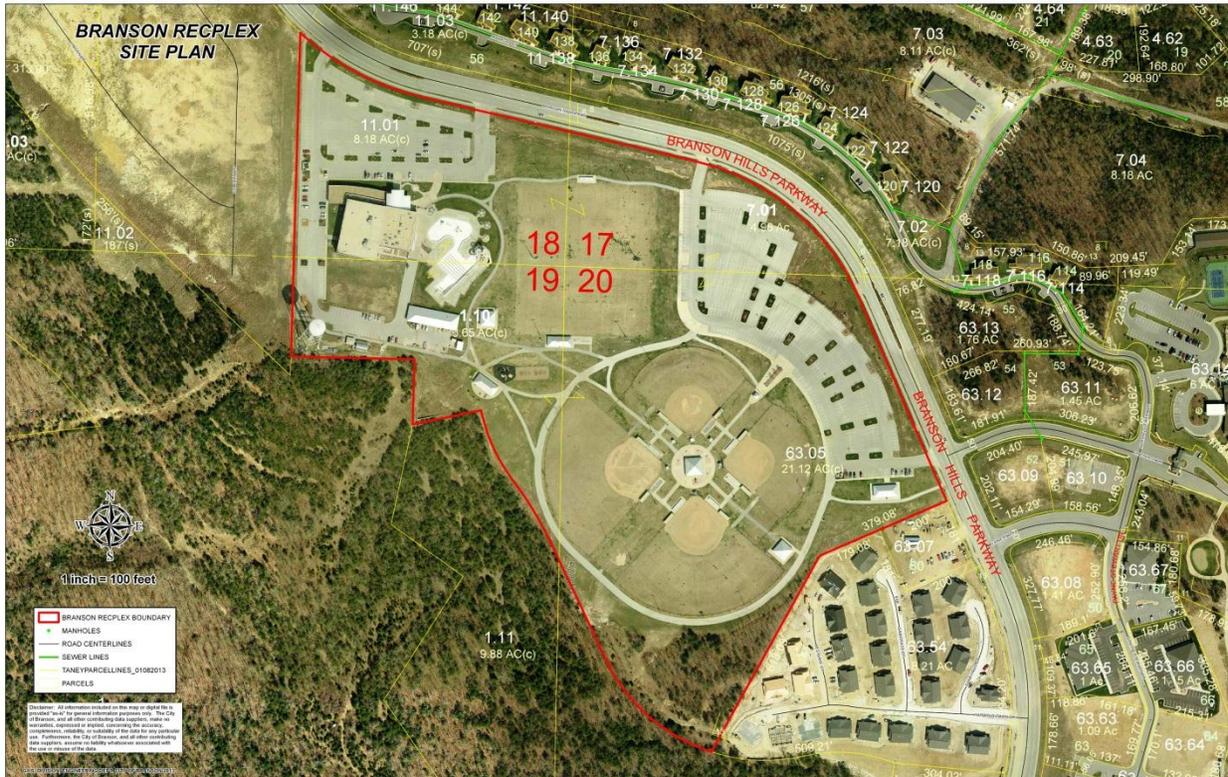
BRANSON REC PLEX

With the existing resources provided by the RecPlex and the sufficient income that it currently generates, expanding operations on this site is a practical option. The buildable area of the existing site will only allow for an expansion of the indoor complex associated with baseball/softball.

However, acquiring the parcel directly to the west would facilitate the construction of at least four additional baseball/softball fields, thereby making the RecPlex a viable contender for a number of distinguished tournaments. The orientation and configuration of the new parcel does not perfectly accommodate a 4-field wheel; some modifications to the layout are proposed to facilitate proper orientation for the batter's eye.

Site acquisition and associated costs will be required for the parcel adjacent to the RecPlex.

Branson RecPlex – Aerial Photo



Branson RecPlex – Potential Site Development Plan



GRAND PALACE

The Grand Palace site has a prominent location on the I-76 “Corridor” (or the “Strip” as previously termed). A majority of the infrastructure is in place at the right of way. However, the site’s buildable land area of 13.3 acres is not sufficient for the desired program plus required parking. A significant amount of earthwork will be required to prepare the site for athletic fields. The site also offers no opportunity for expansion in the future. Acquisition is required.

Grand Palace – Aerial Photo



RED ROOF MALL

The Red Roof Mall site will accommodate the full program in multiple phases, including opportunities for expansion. The level of site preparation and infrastructure improvements appear to be the best of all sites considered. Its proximity to the Corridor offers high visibility and access for visitors, with alternate means of access for Branson residents.

Since the site is owned by the City of Branson, no acquisition cost will be necessary. In fact, there are opportunities to re-parcel the site for sale and/or complimentary development, which may prove to be a source of funding for later phases of the project.

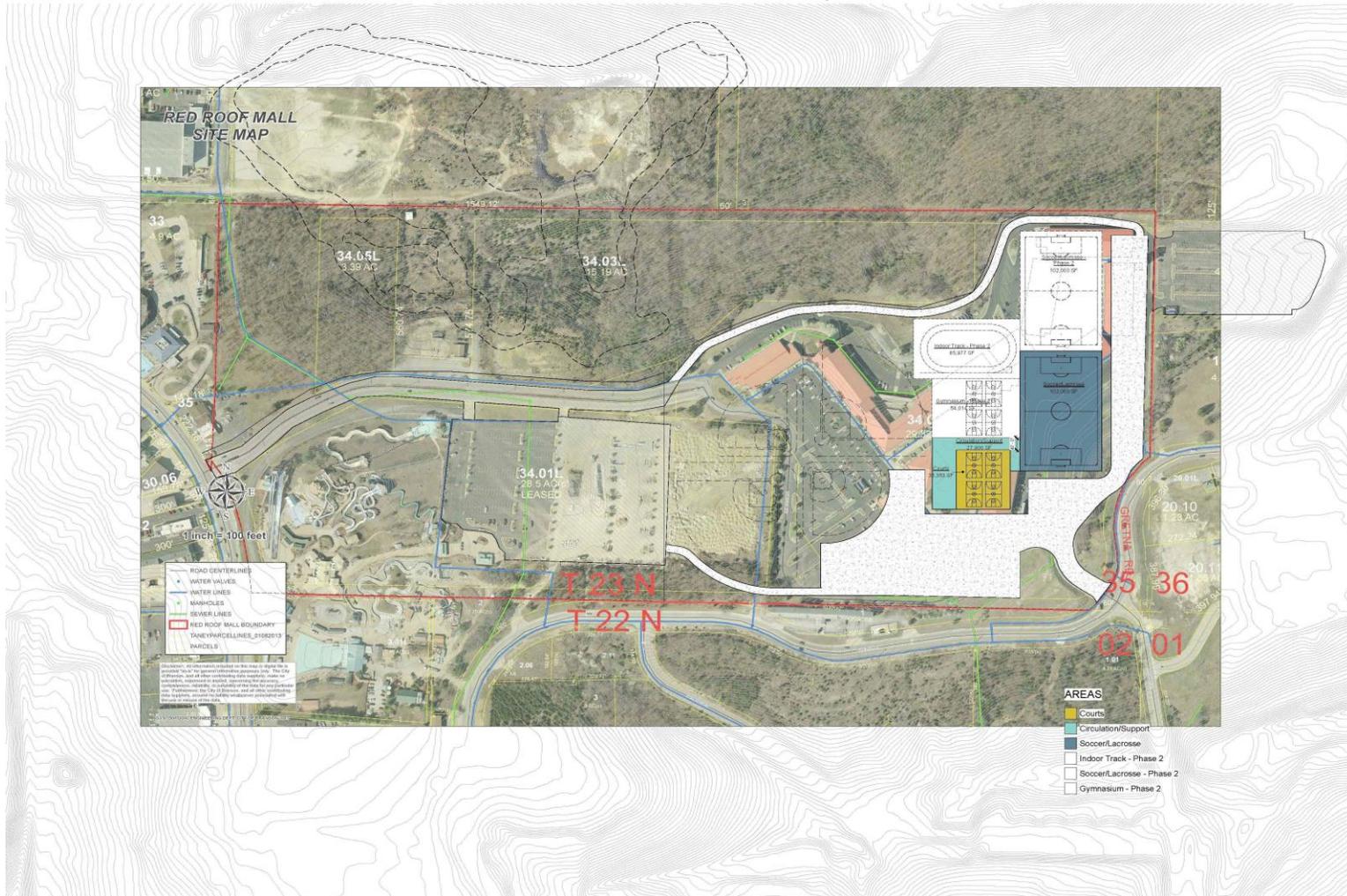
The introduction of a recreational facility on the Red Roof site will potentially increase Branson's tourism industry and will be a welcome substitution to the defunct mall which currently occupies the site. Its proximity to the Corridor is a clear advantage, as it has the potential to synergize with adjacent theaters, hotels, and attractions. With thoughtful coordination, a new facility at the Red Roof site will also harmonize with and complement the existing resources at the RecPlex.

Lastly, this site provides leverage for negotiations to expand the RecPlex Site. The Red Roof site can handle all desired program if necessary.

Red Roof Mall – Aerial Photo



Red Roof Mall – Potential Site Development Plan



CONCLUSIONS

The opinion of the consulting team is that the Red Roof Site is clearly superior to the other sites. It rated first in every category we analyzed and should provide the greatest opportunity for the City of Branson to construct a successful and attractive multi-sport facility. One of the main reasons for selecting the Red Roof Site is the fact that the City of Branson already owns the land and would not have to purchase the land. Additionally, the land can be re-parceled and sold for additional revenue to the City. Finally, Red Roof Site is in a prime location, situation along the Highway 76 Corridor.

We also would recommend a second project to expand the existing facilities at the Branson RecPlex. The RecPlex site measures well compared to the Red Roof Site and by constructing new facilities at both sites, the City can establish multiple locations to accommodate various sporting events and tournaments.

The Red Roof Site should be landscaped with walking paths and garden amenities to make it attractive for all visitors and residents. Having lawns on the grounds will provide an opportunity to host festivals and other outdoor trade shows. Ultimately, these two projects are setting the stage for broader sports efforts such as fishing, archery, and trap shooting.

SECTION VII
RECOMMENDED FACILITIES AND PROGRAMMING



PROGRAM RECOMMENDATIONS AND OPERATIONAL APPROACH

In order to properly estimate potential demand for a new sports complex, we first developed recommendations regarding the facility's physical program (e.g. number of playing fields, courts, and other amenities). Based upon this program and the envisioned operational model described below, demand projections were prepared for the first ten years of operations. The projections reflect assessment of the market potential, industry considerations, and the characteristics of the Branson market area, including its appeal as a destination for general tourism.

As the preceding market review and competitive analysis indicated, the Branson area enjoys several inherent advantages that are expected to contribute to the ability of the market to expand its established identity as a destination for regional and national sporting events. These advantages include:

- Branson's existing strengths in tourism: easy access via car and air; large number of natural and cultural attractions; and well-established tourism marketing initiatives that make Branson an attractive destination for regional or national-based sports tournaments.
- Existing sports programs that are able and willing to pursue and host local, regional, and national tournaments, if afforded a suitable venue.

PROGRAMMING

The Red Roof Mall Site, as well as the existing facilities at the Branson RecPlex, offers a considerable opportunity to the City of Branson to enter the rapidly growing market of participatory sports tournaments with a competitive marquis destination. State-of-the-art sports facilities in conjunction with support amenities, such as the proposed retail center, hotel, and outdoor recreational areas, will allow Branson's amateur and youth sports organizations to pursue those key regional and national events that will bring participants and their families to the City. In addition, Branson's amateur and youth sports organizations will be able to expand their clinic and camp programs, and will enjoy increased practice flexibility with the addition of some much needed facility inventory.

Johnson Consulting has identified the need for following key elements at the Red Roof Mall Site:

- 4-6 basketball courts, which convert to 10-12 volleyball courts,
- Concessions – offering two points of sale, with one positioned at an elevated viewing area above the courts, Locker rooms,
- 1-2 indoor turf fields for soccer and lacrosse,
- Batting cages,



- Golf simulator area,
- Recreational playground on-site with interactive features such as splash pads rock wall, zip lines, etc.

A second project will consist of an expansion of existing facilities at the Branson RecPlex to include an additional wheel of baseball diamonds.

DESCRIPTION OF FUNCTIONAL ELEMENTS

This subsection provides a brief description of each of the major spaces required for the indicated sports complex, as listed above. These short narratives explain the basic functional requirements for each type of space and the necessary relationships to adjacent spaces.

MULTIPURPOSE INDOOR FIELDS

The indoor fields will consist of 1 to 2 multipurpose turf fields (to ensure year-round play), with international soccer dimensions (75 yards by 115 yards) and convertible infrastructure for lacrosse. The design concept should allow the fields to be used for separate events that can be held simultaneously, or combined for the same tournament. The multipurpose fields should be designed to share infrastructure, such as locker rooms, training facilities, and team meeting space.

INDOOR MULTIPURPOSE FACILITY

This flexible competition space will offer 4 to 6 courts specifically designed for basketball, with the ability to convert to 10 to 12 volleyball courts. In addition, as a multi-use facility, wrestling, martial arts and cheerleading events can also take place inside the facility. Seating for 3,000 in a championship form should be provided, preferably in the form of removable telescopic bleachers that can be stored when not in use. The facility should include a front lobby comprising concessions, ticket windows, restrooms, and a small retail space. A training room, locker facilities, team meeting rooms, and a referee room should also be provided.

FLAT FLOOR SPACE

In designing the indoor facility it is important to ensure that the indoor courts can be opened up to use as one contiguous space. This will allow the facility to host various trade and consumer shows, concerts, team building programs, and other community events. While the mission of the sports complex is to host regional athletic competitions, these flat floor events can help backfill non=peak periods at the facility, especially during shoulder seasons. As the demand projections show below, we anticipate several consumer shows such as golf, boat, and arts and crafts shows.

OPERATIONAL MODEL

Prior to developing the project concept and financial projections, Johnson Consulting evaluated each of the four traditional operational models for sports facilities as scene throughout the United States and determined



the most appropriate model for the City of Branson and its vision at the Red Roof Mall Site and Branson RecPlex. The four typical models include: Public, Private, Public/Private, and Public/Non-Profit. Each of the four models varies greatly in terms on operational goals and financial performance.

Figure 7-1 below illustrates the difference between each of the four models.

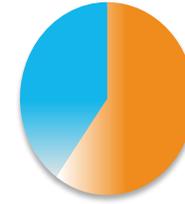
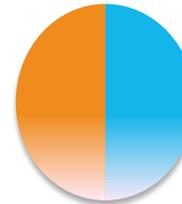
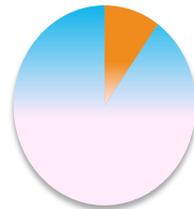
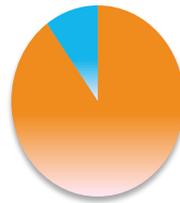


Figure 1

Branson Sports Complex Operating Models

	PUBLIC	PRIVATE	PUBLIC/ PRIVATE	PUBLIC/ NON PROFIT
Operational Goals	Public Utility	Revenue Generation	Varies	Community Interest & Social Responsibility
Public Access *	10	1	5	6
Financial Outcomes	Deficit	Profit	Varies	Break-Even

** Scale 1-10, 10 Being Highest*



■ Public Usage
■ Revenue Generating Usage

Source: Johnson Consulting



MODEL TYPES

PUBLIC MODEL

In this model the land and facility are owned and operated by a public entity, such as a City's parks and recreation department. The primary goal is to provide unlimited community access to the local residents, with facilities that operate under this model generally attracting more local attendance than regional and national attendance. Publicly operated facilities are typically funded through the City/County's general obligation fund and an array of taxes. Additionally, these facilities generally rely on government subsidy to offset any operational shortfalls. Snowden Grove baseball facility in Southaven, Mississippi is a successful example of a public facility operation.

PRIVATE MODEL

Both the land and the complex are privately developed, maintained and operated. This operational model is designed for profit and hinders the ability to allow much community access for leagues and tournaments. The funding for such facilities usually comes from private equity and revenue generated through successfully programmed tournaments, camps and league play. This model has been successful at numerous facilities throughout the US, such as the First Tennessee Healthcare Sportsplex.

PUBLIC/ PRIVATE MODEL

The land is generally owned by a public entity and leased to a third party private entity responsible for operating and maintaining the complex. The model varies greatly in communities throughout the U.S. in terms of operational goals and objectives, which are generally stimulated and negotiated in the lease agreement between the public entity and private management company. This operational model is the least common of the four, due to the difficulty of catering to both the public and private sectors goals and objectives for the complex.

PUBLIC/NON-PROFIT

In this model the land is generally owned by a public entity and the complex is leased and operated by a 501(c)3 that utilizes relationships with local sports organizations to generate strategic partnerships. The non-profit entity typically gives first priority to its partnerships, with public use given a secondary priority. This model generally serves more of a public utility than that of a Public/Private model and relies on public funding, as well as the access that non-profit organizations have to several large grant programs that can either contribute to the construction of the complex or offset any operational deficits.



RECOMMENDED MODEL

As it relates to the recommended operation of the Branson Sports Complex, Johnson Consulting recommends the Public/Non-Profit model operated by a 501(c)3. Whereas a Private model could cannibalize existing tourist destinations in Branson, this operational approach will allow the City of Branson to best meet its needs and goals of providing a public utility focused on the community's interest and social responsibly. It is recommended that the non-profit organization be assembled with various local citizens, preferably community business leaders and/or sports leaders, to direct operations and ensure community goals and interests are met. We also believe that members of the Branson Parks and Recreation Department would be strong candidates to operate the facility, given their current success as a department. The non-profit should seek partnerships with community assets in the entertainment and hospitality industries as the City of Branson hopes to create a sports tourism destination. This complex and its niche operational model will serve as a supplemental hybrid offering of the existing successful sports facilities at West Tennessee Healthcare Sportsplex and Elizabethtown Sports Park.

SECTION VIII
DEMAND AND FINANCIAL OPERATING PROJECTIONS

DEMAND AND FINANCIAL PROJECTIONS

DEMAND ESTIMATES

It will take time for a facility in Branson to reach maximum utilization, but as it is integrated into the network of facilities available regionally and nationally, the complex will become a prominent addition to the national marketplace. The Branson complex will complement the tourism assets of Branson and attract additional visitors to the area by hosting both indoor and outdoor sports events.

During the first few years of operation, there will be a need for an in-house promoter, local sports organizations, and the Branson Convention and Visitors Bureau to aggressively target tournaments and create and/ or promote leagues. Growing existing events that are held at other regional facilities will also be important in nurturing what effectively amounts to a new indoor sports niche for the Branson area.

With this development, the demand profile at the complex will, over time, increase in volume and improve in quality. The following demand sectors can be expected:

- **Tournaments** – Based upon interviews with local industry professionals, there are currently insufficient facilities in the area to host local and regional tournaments particularly for basketball, lacrosse, volleyball, and rugby. The addition of a new facility with greater capacity and amenities is perceived to have the ability to attract national and regional youth sport associations. In addition, the location of the hotel, retail and other support amenities will help create multi-day visits by attendees, generating additional room nights and increasing the economic impact in the surrounding area.
- **League Play** – The complex will be a natural fit for local league play, which will generate weekday demand for the facilities that may not otherwise be filled through tournament play. Both youth and adult leagues are suitable for the complex, and in order to ensure a seamless integration into the market, the complex should not necessarily target leagues that already exist at other local facilities, but rather, should work to expand existing leagues and create its own leagues.
- **Camps/Clinics/Lessons** – Similar to tournaments and leagues, camps/clinics can either be held by outside promoters that rent the complex's facilities to hold the event, or held in-house with participants charged an entrance fee. Camps are currently offered by some local facilities, but the size and quality of the new facility will enable it to handle larger camps and sports festivals that could possibly draw from a larger market as well. This type of event is expected to last three-to-four days and draw professional athletes and coaches as instructors.
- **Skills Training** – Another type of event that could be used to maximize use of the facility is skills training sessions. Skills training would draw demand from those already using the facility for other events. This event type would likely last one-to-two days and draw local amateur and professional athletes as instructors.

- **Consumer Shows** – Hosting occasional consumer shows and festivals will act as ‘filler’ for weekends when demand for tournaments and other sports-related functions are low due to seasonality. Ideally, the promotional arm of the CVB would take an active role in attracting and developing consumer shows and festivals at the venue. Consumer shows would target more of a local attendance base, offering home improvement and other related types of shows. This event type will generate most of its room night demand from exhibitors and has proven successful in sports facilities similar to the one proposed.
- **Festivals and Other Events** – In addition to the above events, the facility could also serve as a venue for indoor and outdoor concerts, parties, shows and community events. With the provision of proper acoustics and floor space, the indoor facility would be able to further maximize the number of event days by hosting other non-sports related events to fully utilize the facility during off-season periods of the year.

Table 8-1 presents a projected event demand calendar for the sports complex’s first ten years of operation. As is common with these types of facilities, demand is expected to ramp up and reach stabilization in Year five. The primary driver of events will be new demand currently unable to be accommodated at existing facilities.

Table 8-1

Branson Sports Complex												
Number of Events - First 10 years of Operation												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 5 (Stabilization)	
											Participant Attendance	Spectator Attendance
Tournaments-Regional/National												
Basketball/Volleyball/Adapted	3	5	8	9	10	10	10	10	10	10	3,960	9,900
Soccer/Lacrosse/Rugby/Football	2	4	5	6	7	7	7	7	7	7	2,100	5,250
Cheerleading/Martial Arts	1	1	2	2	2	2	2	2	2	2	600	1,500
Tournaments-Local												
Basketball/Volleyball/Adapted	5	10	15	18	20	20	20	20	20	20	2,880	7,200
Soccer/Lacrosse/Rugby/Football	5	10	15	18	20	20	20	20	20	20	1,800	4,500
Cheerleading/Martial Arts	1	2	2	3	3	3	3	3	3	3	540	1,350
Leagues												
Basketball/Volleyball/Adapted	8	16	24	29	32	32	32	32	32	32	3,072	3,072
Soccer/Lacrosse/Rugby/Football	6	12	18	22	24	24	24	24	24	24	2,880	2,880
Camps/Clinics/Lessons												
Basketball/Volleyball/Adapted	5	10	14	17	19	19	19	19	19	19	1,900	950
Soccer/Lacrosse/Rugby/Football	3	7	10	12	13	13	13	13	13	13	1,100	550
Cheerleading/Martial Arts	2	3	5	5	6	6	6	6	6	6	780	390
Special Events												
Festivals/Consumer Shows	1	3	4	5	5	5	5	5	5	5		20,000
Total	42	83	122	146	161	161	161	161	161	161	21,612	57,542

Source: Johnson Consulting



The 161 annual events, projected after the five-year demand stabilization period, were conservatively developed based on the standard peaks and lulls in the youth and amateur sports market both regionally and nationally. The following assumptions were made:

- All tournaments (national, regional and local) are held Friday through Sunday.
- Each month has four available tournament weekends.
- The indoor facility will operate at or near capacity during the peak tournament months of February through August.
- No tournaments will be held during the historically slow months of September and October. These free weekends will allow for routine maintenance and special events.
- League play takes place on Monday through Thursday evenings with multiple leagues and age divisions competing on any given evening.
- Leagues are assumed to last two months (eight weeks) with peak capacity occurring during January through August.
- Camps and clinics take place after school, and during the summer months and school breaks.

OPERATING PRO FORMA

In order to illustrate the potential of the complex to be financially viable, Johnson Consulting has prepared financial projections, based upon programs and events hosted at the facility, with the assumption that the public/non-profit operational model be applied to overall operations at the Branson Sport Complex.

We have assumed that the facility receives programming income from organization leases, outside rentals, and facility programming. We have also assumed the facility will generate concession revenue on a per capita basis.

As mentioned previously, Johnson Consulting has identified the need for the following key elements to both complement existing sports facilities and fill current gaps in the market:

Project 1 – New Multipurpose Indoor Facility at Red Roof Mall

- 4-6 basketball courts, which convert to 10-12 volleyball courts.
- Concessions – offering two points of sale, with one positioned into an elevated viewing area of the courts.
- Team meeting rooms with adjacent locker facilities and restrooms.
- Removable, retractable bleachers to create championship court.
- 1-2 indoor turf fields for indoor soccer and lacrosse, with ability to convert to indoor baseball training area during the winter months with drop down netting for batting cages.
- Batting cages.
- Golf simulator area.
- Interactive recreational playground area, rock wall, zips lines and splash parks.

Project 2- Expansion of RecPlex

- 4 tournament quality ball fields, which 1 being a “Championship Field” with seating for approximately 1,000 people
- Centralized concession area.

Table 8-2 provides a breakdown of the projected utilization of the proposed facility as well as key revenue assumptions.

Table 8-2

Branson Sports Complex Usage & Revenue Assumptions
Courts/Fields Usage

Surface	# of Courts/Fields	# of Hrs/Week	Total Hrs/Wk	Total Hours/Yr
Baseball Training Area	1	30	30	450
Multipurpose Indoor	1	30	30	900
Indoor Courts	4	30	120	5,040
			Total:	6,390

Baseball/Softball	Wks/Year:	15
Soccer/Lacrosse/Rugby/Football	Wks/Year:	30
Basketball/Volleyball/Fencing/ Cheerleading	Wks/Year:	42

Courts/Fields Rental Revenues

Surface	Avg Cost Per/Hr	Avg Hrs Per Day	Avg Per Day Court Fees:	Total Rental Fees:
Baseball/Softball Training	\$30	10	\$300	\$13,500
Soccer/Lacrosse/Rugby/Football	\$35	10	\$350	\$31,500
Basketball/Volleyball/Fencing/ Cheerleading	\$35	10	\$350	\$176,400
			Total:	\$221,400

Concession Revenues

Per Capita	Players	Spectators	Annual
\$1	21,612	57,542	\$53,033

Advertising

Inventory	% sold	Annual
\$100,000	50%	\$50,000

Tournament Fees

Sports	Facility Rental Fee	Avg Team/Tourn	Avg Events/Yr.	Annual	
Basketball/Volleyball/Adapted	\$1,250	14	8	\$10,000	Yr 1 25% Stablization
Soccer/Lacrosse/Rugby/Football	\$1,250	10	7	\$8,750	
Cheerleading/Martial Arts	\$1,250	15	2	\$2,500	
				Total	\$21,250
Basketball/Volleyball/Adapted	\$1,500	16	23	\$34,500	Yr 3 75% Stablization
Soccer/Lacrosse/Rugby/Football	\$1,500	12	20	\$30,000	
Cheerleading/Martial Arts	\$1,500	18	4	\$6,000	
				Total	\$70,500
Basketball/Volleyball/Adapted	\$1,750	20	30	\$52,500	Yr 5 100% Stablization
Soccer/Lacrosse/Rugby/Football	\$1,750	16	27	\$47,250	
Cheerleading/Martial Arts	\$1,750	22	5	\$8,750	
				Total	\$108,500

Source: Johnson Consulting



The usage of courts and fields at the proposed Branson Sports Complex have been projected based upon the number of surfaces and their utilization per week at an average per hour rate of \$30 for baseball training area, \$35 for the multipurpose indoor field and \$35 for indoor hard courts. These figures are consistent with historic averages at similar facilities throughout the region. There has been growing demand for multipurpose fields, and rental rates for such space is at a premium in comparison to other indoor surfaces. We have recommended at least 1 full size indoor multipurpose synthetic surface, with the ability to expand to two surfaces in future phases as demand matures. The multipurpose synthetic surface should be designed to accommodate several sports including soccer, lacrosse, football and baseball. Netting from the ceiling should be able to drop down and convert the space into batting cages and baseball training area. Crawford Architects established a preliminary budget estimate of approximately \$28 million for the proposed program for the indoor complex. A detailed breakdown of the estimated costs of the project can be viewed in the Appendix of this report.

In an effort to remain conservative, Johnson Consulting has estimated the hours of utilization of the proposed complex to be approximately 30 percent of maximum possible utilization. By way of example, assuming the facility will be open 6 days a week and 10 hours a day that equates to a total of 60 hours per week, which is conservative given the current RecPlex is open for over 70 hours per week. We have assumed that each surface could attract enough demand to remain in use, on average, for approximately 25 hours of that week. It is important to understand that the development and design of the proposed building will allow for each sport and surface to be utilized concurrently.

For each sport and surface, we assumed a total number of weeks per year that the facility would be utilized. We estimated that the indoor multipurpose synthetic surface would serve as an indoor baseball/softball training area during the winter months or approximately 15 weeks then convert back to a soccer/lacrosse field, which would be utilized for approximately 30 weeks for practice, games and tournaments. Basketball and Volleyball are year round sports, therefore we assumed approximately 42 weeks of utilization per year.

We estimate that the baseball training area will be utilized for approximately 450 hours per year, the soccer fields for approximately 900 hours per year and the hard courts will be in use for approximately 5,040 hours per year, resulting in a total of approximately 8,340 hours of rental income.

Table 8-3 shows the projected proforma of the facility for its first ten years of operation.



Table 8-3

Branson Sports Complex Operating Proforma											
REF		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	Operating Revenues										
1	Rental Income	\$221,400	\$232,608	\$238,424	\$244,384	\$250,494	\$256,756	\$263,175	\$269,754	\$276,498	\$283,411
2	Tournament Rental Fees	21,250	40,000	70,500	84,000	108,500	125,827	128,972	132,197	135,502	138,889
3	Food & Beverage Rent	53,033	55,718	57,111	58,539	60,002	61,502	63,040	64,616	66,231	67,887
4	Advertising	50,000	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	64,004
5	Total Revenues	\$345,683	\$380,858	\$419,879	\$442,114	\$475,566	\$502,070	\$514,622	\$527,487	\$540,674	\$554,191
6	Operating Expenses										
7	Staff Salaries & Benefits	\$ 175,000	\$ 183,859	\$ 188,456	\$ 193,167	\$ 197,996	\$ 202,946	\$ 208,020	\$ 213,221	\$ 218,551	\$ 224,015
8	Utilities	200,000	210,125	215,378	220,763	226,282	231,939	237,737	243,681	249,773	256,017
9	Maintenance & Repairs	125,000	131,328	134,611	137,977	141,426	144,962	148,586	152,300	156,108	160,011
10	General Administrative	50,000	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443	64,004
11	Advertising	30,000	31,519	32,307	33,114	33,942	34,791	35,661	36,552	37,466	38,403
12	Insurances	75,000	78,797	80,767	82,786	84,856	86,977	89,151	91,380	93,665	96,006
13	Total Expenses	655,000	688,159	705,363	722,997	741,072	759,599	778,589	798,054	818,005	838,455
	Reserve for Replacement				(66,317)	(71,335)	(75,310)	(77,193)	(79,123)	(81,101)	(83,129)
14	Net Operating Income(NOI)	(\$309,317)	(\$307,302)	(\$285,484)	(\$347,201)	(\$336,841)	(\$332,840)	(\$341,161)	(\$349,690)	(\$358,432)	(\$367,393)

Source: Johnson Consulting



Each revenue and expense item in the above table is explained in further detail below. For the purpose of this study, Johnson Consulting has assumed both revenues and expenses would grow at an inflation rate of 2.5 percent each year.

- **Rental Income** - is the main source of the income for the Facility:
 - *Baseball/Softball Training* – based on information from comparable facilities and regional facilities such as Balls-N-Strikes, the rental price per hour will be \$30. We estimate this space will be in higher demand throughout the winter months. The total contribution in Year 1 of operations from the converted training area will be \$13,500.
 - *Soccer/Lacrosse/Rugby/Football Fields* – based on information provided by the organization and the identified market potential, the use of the soccer fields will contribute approximately 11 percent to the overall rental income. The fields are assumed to be used for 30 weeks of the year and the price per hour for use will be \$35. The total contribution in Year 1 of operations will be \$31,500.
 - *Indoor Courts* – based upon the information from comparable venues and local organization interviews, it is projected that use of the indoor courts will account for 63 percent of total rental income revenue. The ability to have a large amount of flat floor space also creates opportunities for other sports and non-sport related uses.. Rental rates for the indoor surface are the same as the indoor turf fields, with eight courts accessible at one time at a potential rate an \$280 an hour or \$35 per hour per court. Projected revenue for Year 1 of the indoor courts is \$176,400.
- **Tournament Fees** - To project fees from tournament usage, Johnson Consulting assumed that all tournaments held at the proposed facility would be outside promoted events and would pay a per day rental rate to the facility. Between Years 1 and 4, we have assumed the following ramp up percentages: Year 1 is 25%, Year 2 is 50%, Year 3 is 75%, Year 4 90% and Year 5 100% stabilization. In terms of daily rental fees, an average rental fee was applied that is consistent with current market averages for sports tournaments. Total revenues from tournaments in Year 1 are projected to be approximately \$21,250, growing to \$70,500 in Year 3, and stabilizing at approximately \$108,500 in Year 5.
- **Concessions Revenues** – The concession revenues at the complex were projected on a per capita basis. As shown in Table 8-1, total figures are estimated at approximately 21,612 players and 57,542 spectators. Johnson Consulting assumed a conservative \$1 per capita spend for each player and spectator. Total revenues from concessions are projected at approximately \$53,000 in Year 1, after accounting for the standard 67 percent Cost of Goods.

- **Advertising** - Includes revenues from corporate partners and sponsorships, and sales of signage both within and outside the building. Gross advertising revenue of \$100,000 is assumed to be available for sale, with 50 percent assumed sold, which will result in net revenues of \$50,000 to the Facility in Year 1. It is important to note, that the proposed complex may seek naming rights sponsorships, which could generate an additional \$100,000 to \$150,000 annually, as successfully achieved by the West Tennessee Healthcare Sportsplex in Jackson, TN.

Total annual revenue for the Facility is projected at \$346,000 in Year 1, increasing to \$554,000 in Year 10. An additional revenue source that is not shown above are hotel rebates, due to the preliminary status of this study and the unknowns of how it would be funded, hotel rebates have not been accounted for in the projections above.

Johnson Consulting has also projected estimated expenditures for the proposed Branson Sports Complex, based upon comparable facilities, as well as our expert knowledge of the industry.

Annual expenses are explained in detail below:

- **Payroll and Staff** - Includes salaries and benefits that are estimated at \$175,000 in Year 1. The Sports complex will need to hire a Tournament Director, whose sole purpose will be to recruit regional and national tournaments to the facility. The complex will be staffed by two full time employees, including a general manager, and an assistant general manager. We have included the salaries and benefits for three members of maintenance staff under the Maintenance and Repair line item.
- **Utilities** – Utility expenditures include gas, electric, water, internet and cable, and are estimated at \$200,000 in Year 1, increasing to \$256,000 in Year 10. The utility expenditure for comparable and newer facilities is at a similar level to that projected for the facility. Johnson Consulting recommends that the project development team purchase equipment that will limit their energy exposure, although this will be a more expensive upfront investment. We have assumed energy costs will increase at a rate faster than inflation (five percent), offsetting some gains made by the special equipment purchase, therefore such reductions are not accounted for in our projections
- **Field Maintenance/Building Reserves** – Estimated at \$125,000 per year, which is in line with comparable facilities. Johnson Consulting assumed maintenance for the indoor multipurpose synthetic turf to be approximately \$5,000 annually, with the cost of labor for three custodians included in this line item as well.
- **General and Administrative** - Other administrative expenses include any general office expenditures related to day-to-day operations of the Sports Complex. A total of \$50,000 in Year 1, increasing to



\$64,000 in Year 10 has been projected. With efficient management, it is possible that this figure could decrease.

- **Advertising and Marketing** – All advertising and marketing will be done in-house, through separate fees. At facilities such as this one, it is highly important to constantly market and sell to the community. The total expense associated with this item is just under \$30,000 in Year 1.
- **Insurance** – Based upon recent comparable projects, insurance is estimated at between seven and eight percent of total revenues. Insurance in Year 1 will be \$75,000.

The sub-total for all operating expenses in Year 1 is \$655,000, increasing to \$838,000 in Year 10. The complex shows a net operating deficit of approximately (\$309,000) in Year 1. In Year 3, a reserve replacement fund is set at 15 percent of total revenue income to allow for long term capital replacement of the Sports Complex. As the model of this facility is based on the complex being operated as a public/non-profit facility, it should become a near break-even operation. In order to adhere to the restrictions of operating as a non-profit, management should adequately program community-based leagues and tournaments. This approach will satisfy the City's goal of providing the highest possible degree of public access and usage. It is also recommended that the deficit in Year 1 should be addressed through internally produced fundraiser events and tournaments. Additionally, the strategic site location may provide an above average value for naming rights partnerships, which could be applied as upfront construction costs or annual operational subsidy, as was done recently in Sioux Falls, ND.



PROJECT 2 – RECPLEX EXPANSION

An expansion of the ball fields at the RecPlex has been a proven need as demand and tournament sizes have out grown the existing four diamonds, resulting in the Park District having to utilize off site fields such as Stockstill Park and local High School diamonds for its larger tournaments. This dependency and inability to host all tournament games in one site location has hinder the success of the Park District as it has been unable to pursue the larger national events with the lack of facilities. Additionally, an expansion at the RecPlex will be able to share in some economies of scale from the existing infrastructure already in place currently at the RecPlex as well as the existing support staff and labor. Crawford Architects established a preliminary budget estimate of approximately \$6.6 million for construction costs, and approximately \$2.4 million for land acquisition/development for a combined estimated cost of \$9 million. A detailed breakdown of the estimated costs of the expansion project can be viewed in the Appendix of this report.

Table 8-4 presents a projected event demand calendar for the proposed four additional ball fields at the RecPlex in its first ten years of operation. It is important to note, that all projections of demand and revenue are all incremental to the existing demand and financials at the RecPlex. The primary driver of events will be new demand currently unable to be accommodated at existing facilities, such as the larger tournaments as well as additional leagues as the additional fields will allow for more flexibility with scheduling.

Table 8-4

RecPlex Expansion - Project 2												
Number of Events - First 10 years of Operation												
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 5 (Stabilization)	
											Participant Attendance	Spectator Attendance
Baseball/Softball												
Tournaments-Regional/National	1	2	3	4	4	4	4	4	4	4	960	2,400
Tournaments-Local	2	3	5	5	6	6	6	6	6	6	576	1,440
Leagues	2	3	5	5	6	6	6	6	6	6	432	432
Camps/Clinics/Lessons	2	4	5	6	7	7	7	7	7	7	175	88
Total	7	12	18	20	23	23	23	23	23	23	2,143	4,360

Source: Johnson Consulting

The 23 incremental annual events, projected after the five-year demand stabilization period, were conservatively developed based on a ramp up period for the additional fields as well as the flexibility in scheduling additional fields would allow management. The primary assumption made in terms of scheduling was as follows:

- Outdoor tournaments run from April through October, with the outdoor field operating at or near capacity during the peak months of May through August.



Table 8-5 provides a breakdown of the projected utilization of the proposed ball fields as well as key revenue assumptions.

Table 8-5

RecPlex Expansion Usage & Revenue Assumptions				
League Fees				
Sports	Team Fee	Avg Teams/League	Avg Leagues/Yr.	Annual
Baseball/Softball	\$250	6	2	3,000
			Total:	\$3,000
Baseball/Softball	\$250	8	5	10,000
			Total:	\$10,000
Baseball/Softball	\$300	10	6	18,000
			Total:	\$18,000
				Yr 1 25% Stabilization
				Yr 3 75% Stabilization
				Yr 5 100% Stabilization
Tournament Fees				
Sports	Facility Rental Fee	Avg Team/Tourn	Avg Events/Yr.	Annual
Baseball/Softball	\$1,750	18	3	\$5,250
			Total	\$5,250
Baseball/Softball	\$2,000	22	8	\$16,000
			Total	\$16,000
Baseball/Softball	\$2,500	24	10	\$25,000
			Total	\$25,000
				Yr 1 25% Stabilization
				Yr 3 75% Stabilization
				Yr 5 100% Stabilization
Concession Revenues				
Per Capita	Players	Spectators	Annual	
\$3	2,143	4,360	\$11,705	
Advertising				
Inventory	% sold	Annual		
\$40,000	50%	\$20,000		

Source: Johnson Consulting

The assumptions found in the table above are in line with the operational model the RecPlex currently utilizes for its ball fields. Should the operational model shift to more of in-house promoted events, these assumptions and figures may vary greatly.

Table 8-6 shows the projected proforma of the additional fields for its first ten years of operation. Again, it is important to note all revenues and expenses would be incremental to the current operations at the RecPlex.



Table 8-6

RecPlex Expansion Operating Proforma											
REF		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	Operating Revenues										
1	League Fees	\$3,000	\$4,500	\$10,000	\$12,000	\$18,000	\$21,396	\$21,931	\$22,480	\$23,042	\$23,618
2	Tournament Rental Fees	5,250	9,750	16,000	20,250	25,000	29,717	30,460	31,222	32,002	32,802
3	Food & Beverage Rent	11,705	12,297	12,604	12,920	13,243	13,574	13,913	14,261	14,617	14,983
4	Advertising	20,000	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977	25,602
5	Total Revenues	\$39,955	\$47,560	\$60,142	\$67,246	\$78,871	\$87,881	\$90,078	\$92,330	\$94,638	\$97,004
6	Operating Expenses										
7	Staff	\$33,500	\$35,196	\$36,076	\$36,978	\$37,902	\$38,850	\$39,821	\$40,816	\$41,837	\$42,883
8	Supplies	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500	17,500
9	Utilities	31,500	33,095	33,922	34,770	35,639	36,530	37,444	38,380	39,339	40,323
10	Advertising	10,000	10,506	10,769	11,038	11,314	11,597	11,887	12,184	12,489	12,801
11	Total Expenses	\$92,500	\$96,297	\$98,267	\$100,286	\$102,356	\$104,477	\$106,651	\$108,880	\$111,165	\$113,506
	Reserve for Replacement				(10,087)	(11,831)	(13,182)	(13,512)	(13,849)	(14,196)	(14,551)
12	Net Operating Income(NOI)	(\$52,546)	(\$48,737)	(\$38,125)	(\$43,127)	(\$35,315)	(\$29,778)	(\$30,085)	(\$30,400)	(\$30,722)	(\$31,053)

Source: Johnson Consulting

Each revenue and expense item in the above table is explained in further detail below. For the purpose of this study, Johnson Consulting has assumed both revenues and expenses would grow at an inflation rate of 2.5 percent each year.

- **League Fees** – This line item is to show the potential for additional league play with the added inventory of fields and the increased flexibility of scheduling. For example, the creation of fall leagues for both boys and girls or adult night softball leagues. Given the constraints with practice time, league play and tournament play, the current inventory fields have made it difficult accommodate the community first as well as remain fiscally responsible for the facility. We have assumed an average team fee of approximately \$250 per team in the first three years and growing to \$300 a team by year five. Additionally, it is estimated that approximately two additional leagues will come to fruition in the first year of operations and growing to six leagues by Year 5. Revenues in Year 1 are projected at \$3,000 and stabilize in Year 5 at approximately \$18,000
- **Tournament Rental Fees** - To project fees from tournament usage, Johnson Consulting assumed that all tournaments held at the proposed facility would be outside promoted events and would pay a per day rental rate to the facility. Between Years 1 and 4, we have assumed the following ramp up percentages: Year 1 is 25%, Year 2 is 50%, Year 3 is 75%, Year 4 90% and Year 5 100% stabilization. In terms of daily rental fees, an average rental fee was applied that is consistent with current market averages for sports tournaments. Total revenues from tournaments in Year 1 are projected to be approximately \$5,250, growing to \$16,000 in Year 3, and stabilizing at approximately \$25,000 in Year 5.
- **Concessions Revenues** – The concession revenues at the complex were projected on a per capita basis. As shown in Table 8-5, total figures are estimated at approximately 2,143 players and 4,360 spectators. Johnson Consulting assumed a conservative \$3 per capita spending for each player and spectator, as is consistent with current concession sales at the RecPlex. Total revenues from concessions are projected at approximately \$11,700 in Year 1, after accounting for the standard 67 percent Cost of Goods.
- **Advertising** - Includes revenues from corporate partners and sponsorships, and sales of signage on outfield fences. Gross advertising revenue of \$40,000 is assumed to be available for sale, with 50 percent assumed sold, which will result in net revenues of \$20,000 to the Facility in Year 1. It is important to note, with the additional fields, the RecPlex campus as whole, could potentially seek a naming rights partnership from regional companies.

Total annual revenue for the Facility is projected at \$40,000 in Year 1, increasing to \$97,000 in Year 10. An additional revenue source that is not shown above is hotel rebates. Due to the preliminary status of this study



and the unknowns of how it would be funded, hotel rebates have not been accounted for in the projections above.

Johnson Consulting worked with the Branson Park District to project estimated expenditures for the additional fields, based upon the current operations of its existing four fields.

Annual expenses are explained in detail below:

- **Payroll and Staff** – This projection consist of 3 additional seasonal workers over a 28 week period at \$10 per hour. Thus, the additional cost for staff is estimated to be approximately \$33,500 in Year 1 and grows by 2.5 percent annual inflation throughout the pro forma.
- **Supplies** – This line item accounts for additional paper products, cleaners, and disinfectants as well as Turface, Quick Dry and Mound Clay. Also included in this expense are seed, fertilizer and field treatment supplies. This expense is estimated at approximately \$17,500 in Year 1 and grows by 2.5 percent annually throughout the proforma.
- **Utilities** – This line item based off of current contractual agreements at the existing facility for electricity. This expense is estimated at approximately \$31,500 in Year 1 and grows by 2.5 percent annually throughout the proforma.
- **Advertising** – Currently the RecPlex does not have a budgeted amount for advertising but with additional fields, there may be a need to budget some marketing dollars to maximize utilization of all fields. This expense is estimated at approximately \$10,000 in Year 1 and grows by 2.5 percent annually throughout the proforma.

The sub-total for all operating expenses in Year 1 is \$92,500, increasing to \$113,500 in Year 10. The RecPlex shows a net operating deficit of approximately (\$52,500) in Year 1. In Year 3, a reserve replacement fund is set at 15 percent of total revenue income to allow for expansion of the RecPlex. Given the flexibility of rental fees, there is break-even potential at an expanded RecPlex. The RecPlex should adequately program community-based leagues and tournaments to satisfy the City's goal of providing the highest possible degree of public access and usage. It is also recommended that the deficit in Year 1 should be addressed through internally produced fundraiser events and tournaments. Additionally, the strategic site location may provide an above average value for naming rights partnerships, which could be applied as upfront construction costs or annual operational subsidy, as was done recently in Sioux Falls, ND.



CONCLUSION

Johnson Consulting firmly believes that there is a strong demand in Branson for an add in for baseball, also a multipurpose indoor sports complex, which can leverage, as well as supplement, the strong existing tourism base in Branson. The City and the various stakeholders in this project have to make some policy decisions in regards to the operations of the proposed facility before more refined projections can be presented. The operational projection provided above show the expected case should the facility be owned and operated by the City through a non for profit entity. As stated in Section 7 of this report, the operational model for such facilities varies by greatly nationally. According to the preliminary budget estimates developed by Crawford Architects, the proposed program for the indoor complex is estimated to cost approximately \$28 million, while the RecPlex expansion will cost approximately \$9 million. A detailed breakdown of that estimate can be found in the Appendix of this report. Contingent upon the City's current bonding capacity, it may wish to seek a public/private partnership with a private developer/management firm such as the one the City of Frisco recently established with Fieldhouse USA, LLC for the development of their state of the art indoor sports complex.

Additionally, we foresee a unique opportunity for future expansion and additional ball fields should the adjacent land at the RecPlex become available. The need for expansion currently exists, given the limited number of diamonds at the RecPlex now. With the shift in marketing of Branson into a premier sports destination, the expansion would be a wise investment. Giving the complex the ability to lure and attract more of the regional and national events such as the current USSSA 11U Global Boys World Series, among many other events.

SECTION IX
ECONOMIC AND FISCAL IMPACT ANALYSIS

ECONOMIC AND FISCAL IMPACT ANALYSIS

This section analyzes projected total economic and fiscal benefits of activities at the Branson Sports Complex, as well as the RecPlex expansion for the first ten years of operation. The analysis is based on Johnson Consulting's prior development of economic analyses for other exposition and convention centers, sporting facilities, and events, and specific knowledge based on primary research, extensive user and vendor interviews and analysis of the Branson marketplace.

The analysis is based on demand and attendance projections of the Sports Complex from events that include regional, national, and local tournaments, leagues, and camps/ clinics/ lessons of basketball, volleyball, soccer, lacrosse, rugby, football, cheerleading, martial arts; as well as special events – described in Section 8 of this report.

DEFINITION AND RATES

Below is a glossary of terms that are used throughout the analysis for both types of events.

ECONOMIC IMPACT

Economic impact is defined as added spending in an economy that is the direct result of certain activities, facilities, or events. The easiest way to visualize impacts is to imagine if the Facility was not there. That whole business would be gone, all the events would be gone from the landscape and people would have to leave Branson for entertainment events. This analysis shows how the Facility helps the economy and society in general.

For the purpose of this analysis, impact totals are discussed in terms of Branson economy. The levels of impacts are described as follows:

- **Direct Spending** – is an expression of the spending that occurs as a direct result of the events and activities that occur in the facility. For example, a convention attendee's expenditures on hotel rooms, shopping, and meals are a direct economic impact.
- **Indirect Spending** – consists of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the facility. For example, a facility patron's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect economic impact.
- **Induced Spending** – represents changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the event attendee's visit. The amount of



the increased income the waiter spends in the local economy is considered an induced impact.

- **Increased Earnings** – measure increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.
- **Employment** – measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring at the sports complex and its surrounding area. Employment impact is stated in a number of full-time equivalent jobs.

Indirect spending, induced spending, increased earnings, and employment are estimated using a set of multiplier rates that are applied to the amount of direct spending. Table 9-1 shows the multiplier rates utilized for this impact analysis.

Table 9-1

Branson Sports Complex Economic Impact Multipliers		
Impact	Multiplier	Base
Indirect Spending	0.21	of direct spending
Induced Spending	0.33	of direct spending
Increased Earnings	0.36	of direct spending
Increased Employment	16.95	per \$1 million of direct spending

Source: Johnson Consulting

So, for every dollar spent by people in Branson, it results in an additional 90 cents of value to the economy. Also, for every million dollars spent result in 16.95 jobs in the market.

This analysis does not differentiate impacts from spending by people coming from out-of-town and by local residents. If the facility is not present, local residents may go and spend money elsewhere for activities. Therefore, spending by local residents on facility is considered part of its economic impact as well.

FISCAL IMPACT

Fiscal impacts are tax revenues that result from the spending and income related to the activities at the new facility. This analysis estimates fiscal impacts for the governmental units that levy taxes in the jurisdiction.

The fiscal impacts are the public sector’s return on investment. Fiscal impacts provide a partial offset to the capital and operating expenditures required to support the development of the facility. The overall economic

impacts, including the fiscal impacts, provide a rationale for public participation in a project.

Based on the spending estimates, Johnson Consulting projected the fiscal impacts from major categories of tax revenues that are directly affected by a visitor's activities: general sales tax at 8.6 percent and hotel/ motel tax at 11.6 percent.

The fiscal impacts represent only a fraction of the overall spending impact to the economy, as they are only the public sector's increase in tax revenue resulting from the overall increased spending in the economy. Additionally, not included in the analysis are property tax and income tax estimates. Spending outside the facility would increase some of the values of commercial establishments in the City, which result in increased property tax supported by the project.

ECONOMIC AND FISCAL IMPACT ANALYSIS

The following analysis is simplified from a typically lengthier approach that factors in various attributes such as distribution of in-town vs. out-of-town visitors, different event lengths, different types of participants (athletes, coaches, sport team staff, event organizers, reporters, et cetera), different location of spending, and many others. Rather, as the first run, this impact analysis of the Branson Sports Complex and Expansion at the RecPlex utilize the following simple assumptions:

- Basis of Analysis – The analysis is based on the summarized attendance projections as presented in Section 8.
- Room Night Ratio – The estimated number of room nights is 29 percent of participant counts and 29 percent of spectator counts.
- Average Daily Spending – The assumptions are derived from Per Diem rates for Branson area, as developed by U.S. General Services Administration for 2013. Such spending is expected to include \$77 per room night on lodging; \$46 per person on meals and basic incidentals, e.g., food, drinks, transportation; and \$23 per person on recreation, e.g., admission tickets, souvenirs, and others.
- Multiplier Effects – are as shown previously in Table 9-1.
- Fiscal impact – includes 8.6 percent general sales tax and 11.6 percent hotel/ motel tax.

Table 9-2 and Table 9-3 summarize the estimated economic and fiscal impact of the Branson Sports Complex for both Scenarios 1 and 2.



Table 9-2

Branson Sports Complex Projected Economic and Fiscal Impact- Scenario 1											
<i>Assump- tions</i>		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
# of Events		42	83	122	146	161	161	161	161	161	161
Attendance											
Participants		5,403	10,806	16,209	19,451	21,612	21,612	21,612	21,612	21,612	21,612
Spectators		14,388	28,771	43,159	51,788	57,542	57,542	57,542	57,542	57,542	57,542
Total		19,791	39,577	59,368	71,239	79,154	79,154	79,154	79,154	79,154	79,154
Length of Stay	2 <i>Night(s)</i>										
Est. Room Nights	<i>Ratio</i>										
Of Participants	29.0%	3,134	6,267	9,401	11,282	12,535	12,535	12,535	12,535	12,535	12,535
Of Spectators	29.0%	8,345	16,687	25,032	30,037	33,374	33,374	33,374	33,374	33,374	33,374
Total		11,479	22,955	34,433	41,319	45,909	45,909	45,909	45,909	45,909	45,909
Est. Direct Spending (\$000)	<i>Average Daily (\$)</i>										
On Lodging	\$77.00	\$884	\$1,821	\$2,813	\$3,477	\$3,979	\$4,098	\$4,221	\$4,348	\$4,478	\$4,612
On Meals and Incidentals	\$46.00	910	1,875	2,897	3,581	4,098	4,221	4,348	4,478	4,612	4,751
On Recreation	\$23.00	455	938	1,449	1,790	2,049	2,111	2,174	2,239	2,306	2,375
Total Direct Spending		\$2,249	\$4,633	\$7,159	\$8,848	\$10,126	\$10,430	\$10,742	\$11,065	\$11,397	\$11,739
Economic Impact (\$000)	<i>Multipliers</i>										
Direct Spending		\$2,249	\$4,633	\$7,159	\$8,848	\$10,126	\$10,430	\$10,742	\$11,065	\$11,397	\$11,739
Indirect Spending	0.207	465	957	1,479	1,828	2,092	2,155	2,220	2,286	2,355	2,425
Induced Spending	0.332	747	1,538	2,377	2,938	3,362	3,463	3,567	3,674	3,784	3,897
Total Spending		\$3,461	\$7,129	\$11,014	\$13,613	\$15,580	\$16,047	\$16,529	\$17,024	\$17,535	\$18,061
Increased Earnings	0.363	\$818	\$1,684	\$2,602	\$3,216	\$3,680	\$3,791	\$3,904	\$4,021	\$4,142	\$4,266
Employment (FTE jobs)	16.95	38.1	78.5	121.3	150.0	171.6	176.8	182.1	187.5	193.2	198.9
Fiscal Impact (\$000)	<i>Rate</i>										
Sales Tax	8.6%	\$164	\$339	\$523	\$647	\$740	\$762	\$785	\$809	\$833	\$858
Hotel/ Motel Tax	11.6%	103	211	326	403	462	475	490	504	519	535
Total		\$267	\$550	\$850	\$1,050	\$1,202	\$1,238	\$1,275	\$1,313	\$1,353	\$1,393

Source: Johnson Consulting



Table 9-3

Branson Sports Complex Projected Economic and Fiscal Impact-Scenario 2											
Assump- tions	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
# of Events	42	83	122	146	161	161	161	161	161	161	
Attendance											
Participants	5,403	10,806	16,209	19,451	21,612	21,612	21,612	21,612	21,612	21,612	
Spectators	14,388	28,771	43,159	51,788	57,542	57,542	57,542	57,542	57,542	57,542	
Total	19,791	39,577	59,368	71,239	79,154	79,154	79,154	79,154	79,154	79,154	
Length of Stay *	3.4	<i>Night(s)</i>									
Est. Room Nights	<i>Ratio</i>										
Of Participants	29.0%	5,327	10,655	15,982	19,179	21,309	21,309	21,309	21,309	21,309	
Of Spectators	29.0%	14,187	28,368	42,555	51,063	56,736	56,736	56,736	56,736	56,736	
Total		19,514	39,023	58,537	70,242	78,046	78,046	78,046	78,046	78,046	
Est. Direct Spending (\$000)	<i>Average Daily (\$)</i>										
On Lodging	\$77.00	\$1,503	\$3,095	\$4,782	\$5,910	\$6,764	\$6,967	\$7,176	\$7,391	\$7,613	
On Meals and Incidentals	\$46.00	910	1,875	2,897	3,581	4,098	4,221	4,348	4,478	4,612	
On Recreation	\$23.00	455	938	1,449	1,790	2,049	2,111	2,174	2,239	2,306	
Total Direct Spending		\$2,868	\$5,908	\$9,128	\$11,281	\$12,911	\$13,298	\$13,697	\$14,108	\$14,531	
Economic Impact (\$000)	<i>Multipliers</i>										
Direct Spending		\$2,868	\$5,908	\$9,128	\$11,281	\$12,911	\$13,298	\$13,697	\$14,108	\$14,531	
Indirect Spending	0.207	593	1,221	1,886	2,331	2,668	2,748	2,830	2,915	3,002	
Induced Spending	0.332	952	1,961	3,030	3,745	4,286	4,415	4,548	4,684	4,969	
Total Spending		\$4,413	\$9,090	\$14,044	\$17,358	\$19,865	\$20,461	\$21,075	\$21,707	\$22,358	
Increased Earnings	0.363	\$1,042	\$2,147	\$3,317	\$4,100	\$4,692	\$4,833	\$4,978	\$5,128	\$5,281	
Employment (FTE jobs)	16.95	48.6	100.1	154.7	191.2	218.8	225.4	232.1	239.1	246.3	
Fiscal Impact (\$000)	<i>Rate</i>										
Sales Tax	8.6%	\$210	\$432	\$667	\$825	\$944	\$972	\$1,001	\$1,031	\$1,062	
Hotel/ Motel Tax	11.6%	174	359	555	686	785	808	832	857	883	
Total		\$384	\$791	\$1,222	\$1,510	\$1,728	\$1,780	\$1,834	\$1,889	\$1,945	

* Number of average youth sports stay provided in the Branson CVB 2012 Youth Sports Study by H2R Market Research

Source: Johnson Consulting, Branson Chamber of Commerce



It is important to note, in Scenario 1 the length of stay is estimated at 2 nights and in Scenario 2 the length of stay is estimated at 3.4 nights in accordance to the study title *BCVB 2012 Youth Sports Study* by H2R Market Research.

As shown on the table 9-2 Scenario 1, by its stabilized year of operation (Year 5), activities and events at the Branson Sports Complex are estimated to generate \$15.5 million of total spending, \$3.6 million of increased earnings, 171 jobs, and \$1.2 million of tax revenues. In Year 10, such economic and fiscal impact is expected to increase to \$18 million of total spending, \$4.2 million of increased earnings, 198 jobs, and \$1.3 million of tax revenues.

As shown on the table 9-3 Scenario 2, by its stabilized year of operation (Year 5), activities and events at the Branson Sports Complex are estimated to generate \$19.8 million of total spending, \$4.6 million of increased earnings, 218 jobs, and \$1.7 million of tax revenues. In Year 10, such economic and fiscal impact is expected to increase to \$23 million of total spending, \$5.4 million of increased earnings, 253 jobs, and \$2 million of tax revenues.

PROJECT 2 – RECplex EXPANSION

Table 9-4 and Table 9-5 summarize the estimated economic and fiscal impact of the additional ball fields at the RecPlex for both Scenarios 1 and 2



Table 9-4

RecPlex Expansion - Project 2 Projected Economic and Fiscal Impact- Scenario 1											
<i>Assumptions</i>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
# of Events	7	12	18	20	23	23	23	23	23	23	
Attendance											
Participants	536	1,072	1,607	1,929	2,143	2,143	2,143	2,143	2,143	2,143	
Spectators	1,090	2,180	3,270	3,924	4,360	4,360	4,360	4,360	4,360	4,360	
Total	1,626	3,252	4,877	5,853	6,503	6,503	6,503	6,503	6,503	6,503	
Length of Stay	2 <i>Night(s)</i>										
Est. Room Nights	<i>Ratio</i>										
Of Participants	29.0%	311	622	932	1,119	1,243	1,243	1,243	1,243	1,243	
Of Spectators	29.0%	632	1,264	1,897	2,276	2,529	2,529	2,529	2,529	2,529	
Total		943	1,886	2,829	3,395	3,771	3,771	3,771	3,771	3,771	
Est. Direct Spending (\$000)	<i>Average Daily (\$)</i>										
On Lodging	\$77.00	\$73	\$150	\$231	\$286	\$327	\$337	\$347	\$357	\$368	
On Meals and Incidentals	\$46.00	75	154	238	294	337	347	357	368	379	
On Recreation	\$23.00	37	77	119	147	168	173	179	184	189	
Total Direct Spending		\$185	\$381	\$588	\$727	\$832	\$857	\$882	\$909	\$936	
Economic Impact (\$000)	<i>Multipliers</i>										
Direct Spending		\$185	\$381	\$588	\$727	\$832	\$857	\$882	\$909	\$936	
Indirect Spending	0.207	38	79	122	150	172	177	182	188	193	
Induced Spending	0.332	61	126	195	241	276	284	293	302	311	
Total Spending		\$284	\$586	\$905	\$1,118	\$1,280	\$1,318	\$1,358	\$1,399	\$1,441	
Increased Earnings	0.363	\$67	\$138	\$214	\$264	\$302	\$311	\$321	\$330	\$340	
Employment (FTE jobs)	16.95	3.1	6.5	10.0	12.3	14.1	14.5	15.0	15.4	15.9	
Fiscal Impact (\$000)	<i>Rate</i>										
Sales Tax	8.6%	\$14	\$28	\$43	\$53	\$61	\$63	\$65	\$66	\$68	
Hotel/ Motel Tax	11.6%	8	17	27	33	38	39	40	41	43	
Total		\$22	\$45	\$70	\$86	\$99	\$102	\$105	\$108	\$111	

Source: Johnson Consulting



Table 9-5

RecPlex Expansion - Project 2 Projected Economic and Fiscal Impact- Scenario 2											
Assump- tions	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
# of Events	7	12	18	20	23	23	23	23	23	23	
Attendance											
Participants	536	1,072	1,607	1,929	2,143	2,143	2,143	2,143	2,143	2,143	
Spectators	1,090	2,180	3,270	3,924	4,360	4,360	4,360	4,360	4,360	4,360	
Total	1,626	3,252	4,877	5,853	6,503	6,503	6,503	6,503	6,503	6,503	
Length of Stay	3.4	<i>Night(s)</i>									
Est. Room Nights	<i>Ratio</i>										
Of Participants	29.0%	528	1,057	1,585	1,902	2,113	2,113	2,113	2,113	2,113	
Of Spectators	29.0%	1,075	2,149	3,224	3,869	4,298	4,298	4,298	4,298	4,298	
Total		1,603	3,206	4,809	5,771	6,411	6,411	6,411	6,411	6,411	
Est. Direct Spending (\$000)	<i>Average Daily (\$)</i>										
On Lodging	\$77.00	\$123	\$254	\$393	\$486	\$556	\$572	\$589	\$607	\$625	\$644
On Meals and Incidentals	\$46.00	75	154	238	294	337	347	357	368	379	390
On Recreation	\$23.00	37	77	119	147	168	173	179	184	189	195
Total Direct Spending		\$236	\$485	\$750	\$927	\$1,061	\$1,092	\$1,125	\$1,159	\$1,194	\$1,230
Economic Impact (\$000)	<i>Multipliers</i>										
Direct Spending		\$236	\$485	\$750	\$927	\$1,061	\$1,092	\$1,125	\$1,159	\$1,194	\$1,230
Indirect Spending	0.207	49	100	155	192	219	226	232	239	247	254
Induced Spending	0.332	78	161	249	308	352	363	374	385	396	408
Total Spending		\$363	\$747	\$1,154	\$1,426	\$1,632	\$1,681	\$1,731	\$1,783	\$1,837	\$1,892
Increased Earnings	0.363	\$86	\$176	\$273	\$337	\$385	\$397	\$409	\$421	\$434	\$447
Employment (FTE jobs)	16.95	4.0	8.2	12.7	15.7	18.0	18.5	19.1	19.6	20.2	20.8
Fiscal Impact (\$000)	<i>Rate</i>										
Sales Tax	8.6%	\$17	\$35	\$55	\$68	\$78	\$80	\$82	\$85	\$87	\$90
Hotel/ Motel Tax	11.6%	14	29	46	56	64	66	68	70	73	75
Total		\$32	\$65	\$100	\$124	\$142	\$146	\$151	\$155	\$160	\$165

Source: Johnson Consulting



As shown on the table 9-4 Scenario 1, by its stabilized year of operation (Year 5), activities and events at the additional fields are estimated to generate \$1.2 million of total spending, \$300,000 of increased earnings, 14 jobs, and \$99,000 of tax revenues. In Year 10, such economic and fiscal impact is expected to increase to \$1.4 million of total spending, \$350,000 of increased earnings, 16 jobs, and \$114,000 of tax revenues.

As shown on the table 9-5 Scenario 2, by its stabilized year of operation (Year 5), activities and events at the additional fields are estimated to generate \$1.6 million of total spending, \$385,000 of increased earnings, 18 jobs, and \$142,000 of tax revenues. In Year 10, such economic and fiscal impact is expected to increase to \$1.9 million of total spending, \$447,000 of increased earnings, 20 jobs, and \$165,000 of tax revenues.

CONCLUSION

The economic and fiscal impacts of such facilities have remained consistent throughout much of the recent economic downturn as many families are opting to attend their children's youth sports tournament in lieu of family vacations, thus making the most successful of such facilities being in already existing tourism marketplaces such as Orlando, Myrtle Beach and potentially Branson. This is also consistent with the recent survey done by the CVB that illustrates the average length of stay for youth sports tournaments to be approximately 3.4 nights. Such communities are able to leverage all their entertainment offerings with the influx and demand from regional and national youth sports tournaments.

APPENDIX I

Branson Rec-Plex Expansion
RED ROOF SITE - PHASE 1 (Baseball at REC Plex Site)
Preliminary Budget Estimate

Preliminary
 10 June 2013
DRAFT - For Discussion

Land Area	Category	Unit	Unit Cost	Budget	Remarks
36.70	Sitework - General	1598652	\$ 1.53	\$ 2,445,938	Includes Demolition, Excavation, Utilities
	Gymnasium Building	61270	\$ 125.74	\$ 7,704,090	4-6 basketball courts, which convert to 10-12 volleyball courts
	Indoor Turf Field 1	110000	\$ 119.86	\$ 13,184,600	
	Sitework - Pathways & Landscaping	618600	\$ 0.52	\$ 321,672	Includes sitework, landscaping & lighting
	Sitework - New Road	108729	\$ 4.11	\$ 446,876	Allowance
	Sitework - New Parking	0	\$ 2,000.00	\$ -	Allowance
	Sitework - Existing Road Conversion	100793	\$ 1.95	\$ 196,546	Allowance
	Sitework - Existing Parking Conversion	200	\$ 650.00	\$ 130,000	Allowance
	Sub Total - Construction Costs			\$ 24,429,722	
	Estimated Soft Costs	\$ 24,429,722	15.00%	\$ 3,664,458	Allowance - Includes FFE
	Land Acquisition/ Sale/ Transfer	43.45	\$ -	\$ -	Acres
	Total Project Costs			\$ 28,094,180	

85.60 Total Land Area
59.73 Developable Land Area

**Branson Rec-Plex Expansion
REC PLEX SITE - PHASE 1
Preliminary Budget Estimate**

Preliminary
10 June 2013
DRAFT - For Discussion

Land Area	Category	Unit/ Area	Unit Cost	Budget	Remarks
16.63	Sitework - General	724403	\$ 3.12	\$ 2,260,137	Includes Demolition, Excavation, Utilities
	Baseball Fields (Grass)	280000	\$ 1.88	\$ 526,400	No irrigation, No Drainage
	Seating with Press Box - 1 Baseball Field	5500	\$ 45.60	\$ 250,800	1000 seats - Aluminum Bleacher - Closed Riser
	Irrigation & Drainage System - Baseball	85500	\$ 3.53	\$ 301,815	1 field (Stadium)
	Softball Fields (Grass)	120000	\$ 1.18	\$ 141,600	No irrigation, No Drainage
	Lighting - Baseball	2	\$ 71,050.00	\$ 142,100	Allowance
	Lighting - Softball	2	\$ 30,450.00	\$ 60,900	Allowance
	Concessions & Toilets	1500	\$ 122.50	\$ 183,750	@ Baseball Field with Rooftop Viewing Area
	Sitework - Pathways & Landscaping	74500	\$ 0.78	\$ 58,110	Allowance - Includes sitework, landscaping & lighting
	Sitework - New Road	24000	\$ 14.00	\$ 336,000	Allowance with some retaining wall
	Sitework - New Parking	365	\$ 2,000.00	\$ 730,000	Allowance
	Sub Total - Construction Costs			\$ 4,991,612	
	Estimated Soft Costs	\$ 4,991,612	22.00%	\$ 1,098,155	Allowance - Includes FFE
	Land Acquisition/ Sale/ Transfer	16.63	\$ 30,000.00	\$ 498,900	Acres - Premium for more developable area
	Total Project Costs			\$ 6,588,666	
Land Area	Other Development	Unit/ Area	Unit Cost	Budget	Remarks
19.6	Campground	19.96	\$ 75,000	\$ 1,497,000	Allowance
	Toilet/ Shower	1100	\$ 124.00	\$ 136,400	
	Soft Costs	\$ 1,497,000	19.50%	\$ 291,915	Allowance - Includes FFE
	Land Acquisition/ Sale/ Transfer	19.60	\$ 22,500.00	\$ 441,000	Acres
36.23	Total Project Costs			\$ 2,366,315	

36.23 Total Land Area

21.95 Developable Land Area