


FEASIBILITY STUDY FOR A CONVENTION CENTER IN COLUMBIA, MISSOURI

JANUARY 14, 2025





January 14, 2025

Ms. Amy Schneider
Director
Columbia Convention & Visitors Bureau
300 South Providence Road
Columbia, Missouri 65203

Dear Ms. Schneider:

Conventions, Sports & Leisure International (CSL), in conjunction with architect, Don Grinberg, has completed a written report summarizing the results of a Feasibility Study of a New Convention Center in Columbia, Missouri. The purpose of the study is to assist the Columbia Convention & Visitors Bureau (CVB), City of Columbia (City), and other stakeholders in evaluating key market, program, financial, economic impact, site, and funding aspects associated with a new Convention Center development in Columbia, Missouri.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data and certain assumptions provided by the CVB, discussions with industry participants, surveys of potential facility users, industry trend data, and analysis of competitive/comparable facilities and communities. The sources of information, the methods employed, and the basis of significant estimates and assumptions are stated in this report. Some assumptions inevitably will not materialize, and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented herein are based on analyses of present and near-term conditions in the Columbia, Missouri area, as well as existing interest levels by the potential base of users for a new Convention Center product. Any significant future changes in the characteristics of the local community, such as growth in population, corporate inventory, competitive inventory and visitor amenities/attractions, could materially impact the key market conclusions developed as a part of this study. As in all studies of this type, the estimated results are based on competent and efficient management of the potential facilities and assume that no significant changes in the event markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct.

This report has been prepared for the internal use of the CVB and other related stakeholders and should not be relied upon by any other party. The report has been structured to provide decision makers with the information necessary to strategically plan for Columbia's future in the convention industry, with a focus on establishing and growing its competitive position in the evolving state and regional event industry and should not be used for any other purpose. This report, its findings or references to CSL may not be included or reproduced in any public offering statement or other financing document. We sincerely appreciate the opportunity to assist you with this project and would be pleased to be of further assistance in the interpretation and application of the study's findings.

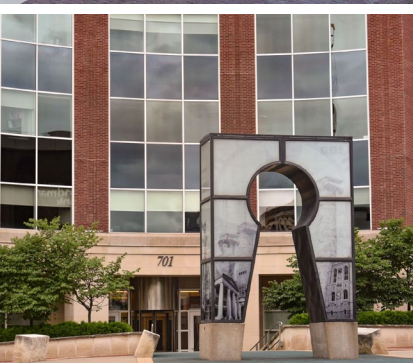
Sincerely,

CSL International

TABLE OF CONTENTS

1	EXECUTIVE SUMMARY	5
2	INTRODUCTION & BACKGROUND	21
3	LOCAL & REGIONAL CONDITIONS	27
4	INDUSTRY TRENDS	45
5	COMPARABLE FACILITIES	62
6	MARKET DEMAND	83
7	PROGRAM, CONCEPT & MODEL	98
8	COST/BENEFIT ANALYSIS	101
9	SITE ANALYSIS	123





EXECUTIVE SUMMARY



INTRODUCTION & BACKGROUND

Conventions, Sports & Leisure International (CSL), with the participation of architect, Don Grinberg, was retained by the City of Columbia (City), through Columbia's Convention and Visitors Bureau (CVB), to conduct a feasibility study for the potential development of a Convention Center in Columbia, Missouri. The purpose of the analysis is to assist the CVB, City and other stakeholders in evaluating key market, program, financial, economic, and funding aspects of a potential new Convention Center in Columbia.

The Columbia market has experienced notable residential and economic growth in recent years, with its population growing at nearly four times the rate of the state of Missouri. In addition to this growth, the market's location between Kansas City and St. Louis, the presence of the University of Missouri, and the continued development of various industries throughout the area such as healthcare have led many area stakeholders to believe that the area is well-positioned as a potential convention destination. However, many feel that the area currently lacks a convention-quality product that can attract and accommodate a sizable portion of the state and regional convention marketplace. This gap in the market drove this study effort. The attached report outlines the findings associated with the analysis. The full report should be reviewed in its entirety to gain an understanding of analysis methods, limitations and implications.

The study results detailed herein consisted of extensive research and analysis, including a comprehensive set of market-specific information derived from the following:

- **PROJECT EXPERIENCE:** Experience garnered through more than 1,000 convention, hotel, exposition, sports, and other event and hospitality facility planning and benchmarking projects in communities of all sizes throughout the country.
- **EXISTING CONDITIONS:** Review of the current and evolving conditions of the Columbia area and surrounding regional marketplaces, including analysis of **26** competitive conference and event facilities in the state and nearby region.
- **COMPARABLE ANALYSIS:** Benchmarking analysis of **27** comparable facilities and markets throughout the country, with a focus on event space square footage, supporting hotel inventories, and surrounding destination amenities.
- **INDUSTRY TRENDS:** Detailed evaluation of macroeconomic trends in the convention and exhibition industries, as well as survey results provided by national meeting planners regarding changing event space and destination preferences.
- **SITE VISIT, INTERVIEWS & OUTREACH:** Completed a multi-day site visit for tours and meetings with key stakeholders. Detailed telephone surveys were completed with representatives of potential user groups, including state/association tradeshow and conventions, corporate events, public/consumer shows and other such groups/events. Completed more than 50 surveys of event planners representing over 200 total events.

LOCAL & REGIONAL CONDITIONS

A detailed review of key demographic and socioeconomic metrics was conducted, as well as an analysis of existing lodging and event facilities in Columbia and the broader region. Key findings include :

- **AREA DEMOGRAPHICS:** A potential Convention Center in Columbia could attract a visitor base that is older, higher-income, and more diverse, delivering significant short- and long-term economic benefits.
- **SOCIOECONOMIC CHARACTERISTICS:** The region within a 30-minute radius of Columbia includes 7,151 businesses, supporting a strong employee-to-resident ratio of 0.61:1. Major employers such as the University of Missouri and MU Health Care drive consistent demand for local meeting and event space, particularly for corporate and community events.
- **SUPPORTING HOTEL INVENTORY:** Columbia offers approximately 3,600 hotel rooms, with the majority concentrated in the northeastern commercial district and limited inventory directly downtown. Notably, downtown Columbia has only two hotels, including the Broadway Hotel, which is undergoing renovations to add 80 rooms and a 3,500-square-foot ballroom, enhancing its conference capabilities.
- **HOTEL PERFORMANCE:** Columbia's hotel market demonstrates steady demand, with annual occupancy rates of around 59 percent in 2022 and 2023, and rising ADR levels peaking during the University of Missouri football season. However, hotel industry performance will likely garner limited developer interest in developing a new convention-quality hotel, presenting challenges for new, upscale hotel properties to service a potential Columbia Convention Center.
- **KEY ATTRACTIONS AND DOWNTOWN DISTRICT:** Columbia's downtown district, anchored by attractions like Stephens Lake Park, The Blue Note, and the University of Missouri, offers a vibrant environment for visitors, and potential future convention visitors. The district's walkability and diverse dining options make Columbia appealing as a convention host site.
- **VISITATION DATA:** Columbia attracts 1.7 million visitors annually, generating 3.8 million visit nights and \$615.8 million in visitor spending. These visitation patterns, driven by university events, local attractions, and conferences, provide a strong foundation for a new Convention Center to capture additional demand.
- **LOCAL AREA EVENT FACILITIES:** Columbia's existing venues, such as the Holiday Inn Executive Center and Hilton Garden Inn, offer event spaces but lack modern amenities, contiguous exhibit space, and flexibility for large-scale events. Stakeholder feedback highlights the need for updated facilities to fill current market gaps.
- **COMPETITIVE CONVENTION FACILITIES:** Columbia's largest event space offering, the Holiday Inn Executive Center, offers a largest contiguous space and total sellable space of 19,000 square feet and 36,500 square feet, respectively. This positions it below median values of the 26 identified competitive venues throughout the region which have a median largest contiguous space and total sellable space of 22,800 square feet and 38,600 square feet respectively. Similarly, event space at the Holiday Inn Executive Center could benefit from renovations to modernize the facility and remain competitive in the regional market.
- **COMPETITIVE CONVENTION FACILITY VISITATION:** Among regional competitive facilities, the Holiday Inn Executive Center ranks 19th in terms of visits to the facility per year with 222,100 visits compared to a median of 326,600 visits. This ranking is somewhat lower than its ranking of 14th when comparing total sellable space among competitive facilities, suggesting that the facility could be somewhat underperforming among competitors. However, the Holiday Inn Executive Center ranks 14th in terms of total visitors from 100+ miles away, suggesting that it is successfully serving a regional client base.

INDUSTRY TRENDS

Key takeaways from a review of national convention and hospitality trends are summarized below.

- **MACRO CONVENTION INDUSTRY DATA:** The Pandemic took a significant toll on the U.S. exhibition industry. As U.S. GDP decreased by over three percent in 2020, the exhibition industry's total attendance, square footage, and revenues decreased by nearly 80 percent due to the restrictions for public assembly events during the COVID-19 Pandemic. As meetings and conventions continue to rebound, CEIR estimates indicate that 2023 approximated 90 percent of pre-Pandemic industry metrics. Net growth from the pre-Pandemic period is anticipated for the first time in 2024, as the industry is estimated to grow by four (4.0) percent from 2019 figures.
- **EVOLVING CONVENTION FACILITY TRENDS:** The convention industry continues to evolve as attendee bases undergo generational shifts, and as planner preferences regarding event spaces, services and technologies continue to change. Event planner feedback suggests that it will be important to prioritize the inclusion of hybrid event technology, dynamic pre-function areas, signature outdoor space, local/authentic food and beverage outlets, and pop-up/temporary food stations as part of a potential Columbia Convention Center development project.
- **CONVENTION DISTRICTS TRENDS:** Event planners increasingly consider the appeal of a convention facility's surrounding destination as part of their host facility selection process. Event planner input highlights the need to include various "district" elements around a potential Columbia Convention Center, including modern, full-service hotel properties, pedestrian lighting, sit-down and fast/casual restaurants, easy to understand pedestrian wayfinding, and shuttle/trolley vehicle service.
- **OTHER GROUP & LEISURE TRENDS:** Members of CSL continually monitor emerging and ongoing trends among leisure and group traveler preferences to evaluate their impacts for destination planning and development. In 2024, there are important group (e.g., business leisure travel, sustainability/responsibility, increased preference for mid-sized markets) and leisure tourism trends which play a critical role in the development of destinations and are important to consider in the context of a potential Columbia Convention Center.
- **LODGING TRENDS:** The lodging industry is experiencing recovery and growth following the COVID-19 pandemic, with key metrics such as RevPAR and ADR nearing or exceeding pre-pandemic levels. National lodging trends highlight the importance of supply-demand balance, while construction costs for hotel projects remain elevated due to inflation and supply chain challenges. In Columbia, the need for a mix of hotel options across price points and service levels will be essential to support a potential Convention Center and attract both group and leisure travelers, who increasingly prefer full-service and higher-end accommodations.

COMPARABLE FACILITIES

CSL's analysis of 27 convention and conference facilities in destinations that are comparable with Columbia led to several key observations. These are presented below.

- **COMPARABLE FACILITY EVENT SPACE:** Twenty-seven (27) comparable convention facilities in similar markets offer a range of total sellable spaces, with figures varying from approximately 21,000 to nearly 100,000 square feet. On average, these facilities feature 21,100 square feet of exhibit space, 7,900 square feet of meeting space, and 19,000 square feet of ballroom space. Columbia's potential facility could aim to match or exceed these benchmarks to remain competitive.
- **COMPARABLE FACILITY HOTELS:** Facilities reviewed are supported by an average of 425 rooms at a headquarters hotel and 985 total hotel rooms within a half-mile radius. The presence of a connected or adjacent headquarters hotel is a key feature in most facilities, enhancing their ability to attract larger events and conventions.
- **DEMOGRAPHIC & SOCIOECONOMIC POSITION:** Columbia's demographic metrics, including population, household income, and business count, fall below the median compared to similar markets. However, its central location within Missouri offers a strategic advantage, allowing the City to attract drive-in visitors from neighboring cities like Kansas City and St. Louis, thereby broadening its appeal for regional events.
- **DINING, RETAIL, AND ENTERTAINMENT INFRASTRUCTURE:** Columbia ranks below the average for dining, retail, and entertainment spending within its drive-time markets, which may limit its initial attractiveness as an event destination. Strategic investments in these sectors could significantly enhance Columbia's appeal, making it a more competitive option for hosting conferences and events.
- **VISITATION PATTERNS AND REACH:** Columbia boasts a large and geographically diverse visitor base, with the Holiday Inn Executive Center ranking 3rd in market visitation and 2nd in facility visitation from over 100 miles among comparable venues. This reach, driven in part by the University of Missouri, highlights Columbia's ability to attract visitors from a broad area. A new Convention Center could build on this strength, further leveraging the City's central location to attract economically impactful convention and conference groups from a large geographic area.
- **COMPARABLE FACILITY FINANCIAL DATA:** Most convention centers operate at a loss, with average revenues of \$43.22 per square foot versus expenses of \$55.34 per square foot, resulting in a median annual loss of approximately \$454,700. However, facilities can generate significant economic impact through increased tourism and associated spending, making public-private partnerships a viable model to offset operational deficits.

MARKET DEMAND

Based on the results of CSL's outreach to event planners, key market demand findings include the following:

- **STRONG DEMAND CASE & UNIQUE DEMAND GENERATORS:** There is material unmet demand for a properly sized and modernized Convention Center in Columbia. Its central location within Missouri and strong reputation as a college town and regional healthcare hub make Columbia a desirable destination for statewide and regional events. Unique demand generators include the University of Missouri and the City's proximity to Kansas City and St. Louis, which position Columbia as a natural gathering point for associations and organizations across the state.
- **UNIQUE DEMAND GENERATORS & INDUSTRIES:** Columbia's major institutions, including the University of Missouri, MU Health Care, and Veterans United Home Loans, drive demand by hosting meetings, conferences, and training events. Additionally, Columbia's centrality in Missouri allows it to draw visitors and events from surrounding cities and regions, broadening its appeal.
- **LIMITATIONS IN EXISTING LOCAL CONVENTION FACILITY PRODUCTS:** Current facilities in Columbia, such as the Holiday Inn Executive Center, are perceived as outdated and insufficient for hosting larger, modern events. Stakeholders noted deficiencies in meeting space size, flexibility, and amenities, further emphasizing the need for a new, state-of-the-art facility to meet market demand and attract more high-profile events.
- **SUFFICIENCY IN EXISTING LOCAL CONVENTION FACILITY PRODUCTS:** While often considered by many stakeholders to be too outdated and undersized for attracting state and regional convention groups, the Holiday Inn Executive Center meets the exhibit space needs for 85 percent of the interviewed market, ballroom space needs for 78 percent (based on the Center's largest ballroom), meeting space needs for 66 percent of the market, and sleeping room needs of 75 percent of surveyed event planners.
- **IMPORTANCE OF APPROPRIATE HQ HOTEL SUPPORT:** Feedback from event planners highlights the critical role of a headquarter hotel adjacent or connected to the proposed Convention Center. To fully support larger events, an attached or proximate hotel with 330 or more rooms and an additional 200 to 300 rooms dispersed across other nearby hotel properties is essential.
- **DOWNTOWN DISTRICT VS. STANDALONE PREFERENCE:** Nearly half (46 percent) of event planners prefer a downtown location for a potential Convention Center in Columbia, highlighting the appeal of a central, urban setting with convenient access to lodging, dining, and entertainment amenities. Meanwhile, 31 percent favor a standalone or resort-type facility with similar amenities near a major highway, and 23 percent prefer a mixed-use district. These preferences underscore the importance of site selection and the ability to meet diverse planner needs, which will directly influence the success of the facility.

MARKET DEMAND (continued)

- **EVENT TYPES & DEMAND:**
 - **State & Regional Conventions:** Columbia's central location positions it as an ideal destination for statewide and regional conventions, with strong demand from associations and SMERF organizations.
 - **Trade and Consumer Shows:** Moderate demand exists for trade and consumer shows requiring exhibit space, with many events requiring flexible, modern spaces for exhibitions.
 - **Banquets and Receptions:** Columbia offers significant potential for hosting banquets and receptions, particularly as these events are key revenue generators for convention centers.
 - **Meetings and Civic Events:** Strong opportunities exist to host both local and non-local meetings and civic events, with a notable gap in current meeting space supply.
 - **Concerts and Sporting Events:** While demand for concerts and sporting events is limited, a versatile Convention Center could accommodate smaller indoor sports events, such as cheer or dance competitions.
- **FACILITY REQUIREMENTS:** To capture 90 percent of the potential event market, a Conference Center in Columbia would require approximately 56,900 square feet of total event space, including 35,100 square feet of exhibit space, a 13,000-square-foot ballroom, and 8,800 square feet of meeting space. Hotel support should include 400 proximate sleeping rooms, with a strong preference for an attached headquarter hotel.
- **SEASONALITY OF DEMAND:** Event demand peaks in the fall and winter months, particularly in October and November, aligning with periods of lower hotel occupancy. Targeting these off-peak months provides opportunities to boost occupancy rates and generate consistent demand for the Convention Center.

MARKET SUPPORTABLE PROGRAM

Based on the results of the analysis of local market conditions, competitive/comparable facilities and host communities, industry conditions/trends and market demand, an evaluation of facility program components and relevant development issues was performed for a potential new Convention Center in Columbia.

The estimated market supportable facility program is tied closely to the unique characteristics of the Columbia market. The characteristics of the current/potential future hotel inventory and other visitor amenities in the area also influence program estimates. Adjustments to the Convention Center program are made to reflect event segments that require hotel room blocks beyond the expected capacity of the Columbia area.

The resulting market-supportable Convention Center and Hotel building program focuses on the levels of sellable space that would be necessary to accommodate existing event demand and potential convention industry growth over the next 10 to 20 years. Specific square footage and configuration of individual support areas for both facilities, such as lobby, circulation, storage, box office, administrative office and other front/back-of-house areas, are not specifically itemized.

Based on the previous analyses undertaken, key aspects of a market supportable facility program for a new Convention Center in Columbia are presented to the right.

Exhibit Space:

- 25,000 to 30,000 SF of subdividable, column-free, concrete floor space.
- 30- to 35-foot ceiling height.

Ballroom Space:

- 10,000 to 12,000 SF subdividable, column-free, carpeted, upscale space.
- 30-foot ceiling height.
- Temperature and lighting controls in each individual subdivided space module.
- A level of finish (wall treatment, floor covering, lighting, etc.) that is characteristic of three or four-star hotels.
- Significant prefunction space leading into the ballroom space.
- Back of house service into the ballroom space to allow for event set up without working through public spaces.

Meeting Space:

- 8,000 to 10,000 SF of well-apportioned space, including breakout rooms and other flex meeting spaces.
- User accessible temperature and lighting controls in each individual meeting room module.
- A level of finish (wall treatment, floor covering, lighting, etc.) that is characteristic of three or four-star hotels.
- Significant pre-function space leading into the meeting room blocks.
- Back of house service into the meeting space to allow for event set up without working through public spaces.

Hotel Support:

- A full-service headquarters hotel with 300 or more guest rooms integrated, attached or adjacent to the convention center.
- Including the headquarters hotel, 300 to 400 quality hotel rooms within a half-mile of the convention center.

Parking:

- Approximately 750 dedicated parking spaces onsite.

1 EXECUTIVE SUMMARY

CONFIDENTIAL DRAFT

DEVELOPMENT OPTIONS & SCENARIOS

In most cases throughout the country, the market supportable facility program associated with a convention center product that is optimally sized to address overall non-local demand needs for a given market area significantly exceeds the size and scope of a facility project that a motivated private sector partner (e.g., hotel) would have an interest in participating in as the sole funding participant. Most convention center projects that are large (in relative terms for the particular market) operate at a financial operating deficit (requiring public sector funding participation) and are intended to maximize economic impact for the host destination or community. A private partner (typically the headquarters hotel investor/owner) normally is interested only in a convention/conference space product that maximizes its ability to fill hotel room nights in its owned, individual lodging asset. Convention/conference space square footage that is in excess of this level provides hotel room nights that will be displaced to other hotel properties in the marketplace, and therefore, is not incrementally desirable for the private partner, as the lodging asset represents the primary profit center (i.e., “heads in beds”) for the private owner.

Two (2) scenarios have been identified for cost/benefit modeling, with the assumed components, characteristics and space levels summarized to the right. Scenarios include:

Scenario 1: Represents a stand-alone (i.e., not physically and operationally-integrated with a new hotel) Convention Center that would be optimized in terms of size and finish to address the majority of the measured market demand in the Columbia area for a new Convention Center project.

Scenario 2: Represents an alternate model that assumes convention space is physically and operationally-integrated with a full-service headquarters hotel. The scenario would reflect a hotel-led development structured under a public/private partnership (P3) transaction. Typically, this scenario would involve a slightly smaller amount of convention space with a different apportionment of spaces (as compared to a stand-alone Convention Center developed under a pure public sector model). Ideally, this scenario would involve a certain upfront incentive and would not involve any ongoing operating subsidy requirement for the public sector. The specific funding needs for this type of transaction will be discussed later herein.

	Scenario 1 (Convention Center)	Scenario 2 (P3 Hotel + Conv. Ctr.)
Project Ownership:		
Convention Center:	Public	Public or Private
Hotel:	n/a	Private
Hotel:		
Keys/Rooms:	n/a	300
Type:	n/a	Full-Service
Chain Scale:	n/a	Upscale
Brand Examples:	n/a	Radisson
		DoubleTree
		Wyndham
		Hilton Garden Inn
Convention Center (SF):		
Exhibit Space (SF, carpeted)	30,000	0
Ballroom Space (SF, carpeted):	12,000	35,000
<i>Grand Ballroom</i>	12,000	25,000
<i>Junior Ballroom</i>	0	10,000
Meeting Space (SF, carpeted):	10,000	8,000
Total Sellable Space (SF):	52,000	43,000
Support Space (SF):	57,200	47,300
Total Building (GSF):	109,200	90,300
Site Requirements:		
Preferred Location:	Columbia (in or near downtown)	Columbia (in or near downtown)
Facility Footprint:	2.5	4.1
Parking (onsite, spaces):	675	745
Parking, surface option (acres):	5.1	5.6
Parking, structured option (acres):	1.0	1.0
Overall Site (acres):	3.8 to 8.0	5.3 to 10.0

1 EXECUTIVE SUMMARY

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CONVENTION CENTER UTILIZATION PROJECTIONS (SCENARIOS 1 & 2)

Convention, conference and meeting space included in a typical convention center or full-service hotel property normally contributes a significant level of room night demand and economic impact for the greater community. Based on the market analysis completed and the program assumptions discussed herein, the exhibit to the right presents a summary of the estimated annual event levels, event days, and attendee days by event type for the two identified facility scenarios over the assumed first five years of operation. As shown, the Scenario 1 facility is projected to generate the highest level of annual attendance, while the smaller convention space assumed for Scenario 2 is projected to generate the highest level of annual event and event day activity (consistent with similar privately-owned and operated full-service hotel and convention/conference center projects.

CONVENTION CENTER EVENTS

Conventions/Tradeshows (w exhibits)	8	10	12	13	14
Conventions/Conferences (no exhibits)	14	17	20	22	24
Public/Consumer Shows	4	5	6	7	8
Meetings	160	170	180	190	200
Banquets/Receptions	60	65	70	75	80
Miscellaneous/Other	12	13	14	15	16
Total	258	280	302	322	342

CONVENTION CENTER EVENT DAYS

Conventions/Tradeshows (w exhibits)	24	30	36	39	42
Conventions/Conferences (no exhibits)	35	43	50	55	60
Public/Consumer Shows	12	15	18	21	24
Meetings	160	170	180	190	200
Banquets/Receptions	60	65	70	75	80
Miscellaneous/Other	18	20	21	23	24
Total	309	342	375	403	430

CONVENTION CENTER ATTENDEE DAYS

Conventions/Tradeshows (w exhibits)	16,800	21,000	25,200	27,300	29,400
Conventions/Conferences (no exhibits)	15,750	19,125	22,500	24,750	27,000
Public/Consumer Shows	14,400	18,000	21,600	25,200	28,800
Meetings	16,000	17,000	18,000	19,000	20,000
Banquets/Receptions	16,500	17,875	19,250	20,625	22,000
Miscellaneous/Other	14,400	15,600	16,800	18,000	19,200
Total	93,850	108,600	123,350	134,875	146,400

Scenario 1 (Stand-alone Convention Center)

Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031
8	10	12	13	14
14	17	20	22	24
4	5	6	7	8
160	170	180	190	200
60	65	70	75	80
12	13	14	15	16
258	280	302	322	342
24	30	36	39	42
35	43	50	55	60
12	15	18	21	24
160	170	180	190	200
60	65	70	75	80
18	20	21	23	24
309	342	375	403	430
16,800	21,000	25,200	27,300	29,400
15,750	19,125	22,500	24,750	27,000
14,400	18,000	21,600	25,200	28,800
16,000	17,000	18,000	19,000	20,000
16,500	17,875	19,250	20,625	22,000
14,400	15,600	16,800	18,000	19,200
93,850	108,600	123,350	134,875	146,400

Scenario 2 (Hotel & Convention Center)

Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031
4	6	8	9	10
18	22	26	28	30
0	2	3	4	5
200	220	235	245	250
75	85	90	95	100
5	6	7	8	9
302	341	369	389	404
11	16	22	24	27
43	53	62	67	72
0	6	8	11	14
200	220	235	245	250
75	85	90	95	100
8	9	11	12	14
337	389	428	455	477
6,480	9,720	12,960	14,580	16,200
12,960	15,840	18,720	20,160	21,600
0	5,600	8,400	11,200	14,000
20,000	22,000	23,500	24,500	25,000
18,750	21,250	22,500	23,750	25,000
4,875	5,850	6,825	7,800	8,775
63,065	80,260	92,905	101,990	110,575

1 EXECUTIVE SUMMARY

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DEVELOPMENT COSTS (SCENARIO 1 & 2)

An analysis was conducted of order-of-magnitude development costs (excluding site costs) pursuant to the supportable building program elements associated with the two identified facility development scenarios.

The cost estimates were generated using industry per-unit data adjusted for conditions in the Columbia area and cost data of comparable new convention center and hotel projects, modified for time and locations. The analysis suggests that hypothetical development costs for Scenario 1 (stand-alone convention center) could approximate \$103.7 million, excluding site costs. For Scenario 2 (P3 Hotel and Convention Center), total development costs could approximate \$150.0 million. Both estimated order-of-magnitude costs would be expected to deliver high-quality, state-of-the-industry convention facility and full-service lodging products that are consistent with modern design standards and current construction cost structures.

Construction costs tend to vary widely among comparable convention center and lodging facility projects. Many variables exist that influence actual realized construction costs, including type of facility, size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, and other such aspects. Importantly, a detailed architectural concept, design and costing study would be required to specifically estimate construction and development costs for a potential new convention center or hotel and convention center project in Columbia.

Scenario 1 (Convention Center)	
PRODUCT & COST ASSUMPTIONS	
Gross Square Feet	109,200
Assumed Development Costs per GSF	\$950
Hypothetical Development Costs	\$103,740,000

Scenario 2 (P3 Hotel & Convention Center)					
HYPOTHETICAL DEVELOPMENT COSTS					
	LOW RANGE		MID RANGE		HIGH RANGE
Hard Construction Costs	\$84,000,000	\$87,000,000	\$90,000,000	\$93,000,000	\$96,000,000
Land Costs	\$0	\$0	\$0	\$0	\$0
Soft Costs	\$29,400,000	\$30,450,000	\$31,500,000	\$32,550,000	\$33,600,000
FF&E Costs	\$16,800,000	\$17,400,000	\$18,000,000	\$18,600,000	\$19,200,000
Pre-Opening & Working Cap	\$9,800,000	\$10,150,000	\$10,500,000	\$10,850,000	\$11,200,000
Development Costs	\$140,000,000	\$145,000,000	\$150,000,000	\$155,000,000	\$160,000,000
Cost Per Room	\$467,000	\$483,000	\$500,000	\$517,000	\$533,000

1 EXECUTIVE SUMMARY

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ESTIMATED FEASIBILITY GAP (SCENARIO 2)

The potential “feasibility gap” (or the anticipated funding contribution required of the public sector to attract the necessary private sector investment) of the potential Scenario 2 P3 Hotel and Convention Center in Columbia has been estimated by converting facility cash flows into net present value figures based on typical industry debt and equity requirements. Capitalization rates are designed to translate an annual net income into present value. The calculated difference between estimated development costs and market values (based on possible capitalization rate variations) results in a range of feasibility gap projections. Further evaluation of project costs will be required to refine these estimates as planning progresses.

The chart to the right shows the resultant calculated feasibility gap based on differing construction cost and capitalization rate assumptions. Current cost structures involving development of modern hotel prototypes within the Upscale chain scale category (i.e., full-service, nationally-branded property) is significant. For purposes of this analysis, it has been assumed that: (1) land acquisition or major infrastructure improvements will not be the responsibility of the private partner; and (2) the Hotel and Convention Center will be privately-owned and operated by the Hotel partner.

A midpoint projection (assuming a valuation with a cap rate of 8.50 percent and development costs of \$150.0 million) results in a significant estimated feasibility gap of \$89.4 million for the potential new Hotel and Convention Center in Columbia under Scenario 2 (not including site acquisition costs). The analysis suggests that the likely range of incentives required of a public sector partner to attract a private partner could fall between \$68.0 million and \$91.9.0 million (not including site acquisition), depending on ultimate development costs and cap rates.

The estimated feasibility gap is substantial, and higher than those calculated by CSL for a majority of other comparable projects throughout the country. The investment opportunity for the City and/or County is considered significantly challenging—an \$80.0 million public sector investment would be expected to facilitate private sector investment in the development and operation of a new, state-of-the-industry \$150.0 million Hotel and Convention Center project in Columbia (i.e., 54% public, 46% private), an investment that is relatively close to the cost of building a publicly owned, standalone convention center. Taken together, the City should consider opportunities to develop a standalone convention center that takes advantage of nearby, existing hotel rooms in the market instead of significantly assisting the private sector to build a new, costly hotel property. Two sites shown in the forthcoming Site Analysis Chapter, the Holiday Inn/Mall site and Downtown site, could offer such advantages for a potential new standalone convention facility. This is discussed further later herein.

Scenario 2 (P3 Hotel & Convention Center)						
HYPOTHETICAL DEVELOPMENT COSTS						
	LOW RANGE		MID RANGE		HIGH RANGE	
Hard Construction Costs	\$84,000,000	\$87,000,000	\$90,000,000	\$93,000,000	\$96,000,000	
Land Costs	\$0	\$0	\$0	\$0	\$0	
Soft Costs	\$29,400,000	\$30,450,000	\$31,500,000	\$32,550,000	\$33,600,000	
FF&E Costs	\$16,800,000	\$17,400,000	\$18,000,000	\$18,600,000	\$19,200,000	
Pre-Opening & Working Cap	\$9,800,000	\$10,150,000	\$10,500,000	\$10,850,000	\$11,200,000	
Development Costs	\$140,000,000	\$145,000,000	\$150,000,000	\$155,000,000	\$160,000,000	
Cost Per Room	\$467,000	\$483,000	\$500,000	\$517,000	\$533,000	
HYPOTHETICAL FEASIBILITY GAP (Base)						
Capitalization Rate	Construction Cost / Room Range					
		\$467,000	\$483,000	\$500,000	\$517,000	\$533,000
	8.00%	\$67,970,000	\$72,970,000	\$77,970,000	\$82,970,000	\$87,970,000
	8.25%	\$69,040,000	\$74,040,000	\$79,040,000	\$84,040,000	\$89,040,000
	8.50%	\$70,040,000	\$75,040,000	\$80,040,000	\$85,040,000	\$90,040,000
	8.75%	\$70,990,000	\$75,990,000	\$80,990,000	\$85,990,000	\$90,990,000
	9.00%	\$71,880,000	\$76,880,000	\$81,880,000	\$86,880,000	\$91,880,000

1 EXECUTIVE SUMMARY

CONFIDENTIAL DRAFT

ECONOMIC IMPACT PROJECTIONS

The investment in Convention Center and Hotel projects typically provide substantial quantifiable benefits (i.e., economic impacts). These quantifiable benefits often serve as the “return on investment” of public dollars that are contributed to the facility project. Quantifiable measurements of the effects that a project could have on the local economy are characterized in terms of economic impacts.

A consolidated summary of all estimated net new economic impacts (including construction, in-facility, and out-of-facility) associated with the proposed new Convention Center and Hotel projects under both scenarios is presented within the adjacent exhibit.

	Scenario 1 (Convention Center)					Scenario 2 (P3 Hotel & Convention Center)			
	Construction Period	Year 1 2028	Year 5 2032	Year 10 2037		Construction Period	Year 1 2028	Year 5 2032	Year 10 2037
ATTENDANCE & ROOM NIGHTS									
Total Attendee Days	0	93,850	146,400	146,400		0	87,159	136,650	137,108
Net New Non Local Attendee Days	0	32,774	53,627	53,627		0	44,014	63,238	63,696
Net New Hotel Room Nights	0	17,733	30,255	30,255		0	26,591	37,641	37,938
DIRECT SPENDING BY INDUSTRY									
Hotel	\$0	\$2,749,205	\$5,390,728	\$6,402,494		\$0	\$14,117,150	\$19,130,243	\$23,048,971
Restaurant	\$0	\$4,122,187	\$7,625,672	\$9,056,907		\$0	\$8,383,089	\$11,764,622	\$14,127,945
Entertainment	\$0	\$670,048	\$1,298,689	\$1,542,436		\$0	\$1,084,445	\$1,728,088	\$2,070,281
Retail	\$0	\$1,088,984	\$2,078,458	\$2,468,556		\$0	\$1,760,651	\$2,792,918	\$3,345,679
Auto Rental	\$0	\$0	\$0	\$0		\$0	\$0	\$0	\$0
Other Local Transit	\$0	\$206,488	\$402,994	\$478,630		\$0	\$258,203	\$439,334	\$525,361
Other Industries	\$0	\$723,836	\$1,264,856	\$1,502,252		\$0	\$1,231,912	\$1,665,817	\$1,999,266
Construction - Non Residential	\$33,196,800	\$0	\$0	\$0		\$48,000,000	\$0	\$0	\$0
Total Direct Spending	\$33,196,800	\$9,560,748	\$18,061,398	\$21,451,275		\$48,000,000	\$26,835,449	\$37,521,021	\$45,117,504
TOTAL ECONOMIC IMPACTS									
Direct Spending	\$33,196,800	\$9,560,748	\$18,061,398	\$21,451,275		\$48,000,000	\$26,835,449	\$37,521,021	\$45,117,504
Indirect/Induced Spending	\$22,793,525	\$6,558,173	\$12,379,651	\$14,703,142		\$32,957,671	\$18,396,760	\$25,705,414	\$30,909,897
Economic Output	\$55,990,325	\$16,118,921	\$30,441,049	\$36,154,417		\$80,957,671	\$45,232,209	\$63,226,435	\$76,027,401
Personal Income	\$18,854,870	\$6,636,529	\$12,523,315	\$14,873,770		\$27,262,681	\$18,538,816	\$25,895,802	\$31,138,542
Employment (full & part-time jobs)	398	203	382	454		575	527	739	888
State Sales Tax (4.225%)	\$1,691,473	\$487,066	\$920,006	\$1,092,679		\$2,445,738	\$1,366,977	\$1,911,079	\$2,297,997
City Hotel Tax (5.00%)	\$0	\$137,460	\$269,536	\$320,125		\$0	\$705,857	\$956,512	\$1,152,449
County Sales Tax (1.75%)	\$700,610	\$201,743	\$381,068	\$452,589		\$1,013,028	\$566,203	\$776,492	\$933,716
City Sales Tax (2.00%)	\$136,761	\$230,564	\$435,506	\$517,244		\$197,746	\$647,090	\$904,653	\$1,087,809
Total Taxes	\$2,528,844	\$1,056,834	\$2,006,116	\$2,382,637		\$3,656,512	\$3,286,127	\$4,548,736	\$5,471,971

1 EXECUTIVE SUMMARY

CONFIDENTIAL DRAFT

IMPACT SUMMARY & CONCLUSIONS

Based on analysis results, a summary of key cost/benefit projections for a new stand-alone Convention Center (Scenario 1) and for a new P3 Hotel and Convention Center (Scenario 2) associated with its construction and annual operations (at the fifth year of operations) is presented in the graphics below. Economic impact estimates include the overall projects and reflect net new impacts occurring in the Columbia area across a diversity of industries.

SCENARIO 1 (CONVENTION CENTER)

Summary of Key Cost/Benefit Projections (All Figures Represent Annual Amounts Occurring at Year 5 Except for One-Time Incentive/Construction Amounts)



SCENARIO 2 (P3 HOTEL & CONVENTION CENTER)

Summary of Key Cost/Benefit Projections (All Figures Represent Annual Amounts Occurring at Year 5 Except for One-Time Incentive/Construction Amounts)



SITE ANALYSIS

As important as size and configuration, the location and site of a convention facility can have a significant impact on the facility's operational success and its ability to generate new visitation and associated economic impact in a host community. Likewise, should the convention center project involve a P3 model with a hotel partner, the needs and preferences of the private partner in terms of site/location often carries equal or larger weight in the ultimate site selection. As part of the overall evaluation of a potential Convention Center in Columbia, an assessment of potential site/locations in Columbia was conducted to determine what general areas might be best suited as a host site/location for the project. In general, a large number of characteristics and factors are typically important when evaluating the attractiveness of site locations for both stand-alone convention center projects and integrated hotel and convention center projects. These include:

Site Suitability:

- Acreage for Optimized Program Configuration
- Acreage for Future Expansion
- Acreage for Additional Onsite Complementary Development
- Resources and Efforts to Acquire
- Attractiveness of the Site to Event Planners & Attendees
- Magnitude of Necessary Infrastructure Improvements
- Local Accessibility
- Visibility

Other Visitor Amenity Availability:

- Proximity to Hotels
- Proximity to Restaurants/Bars
- Proximity to Shopping/Retail
- Proximity to Entertainment/Attractions
- Proximity to Public Transit

Community Surroundings:

- Compatibility with Neighborhood
- Synergy with Surroundings/Settings
- Opportunity for Induced Economic Impact

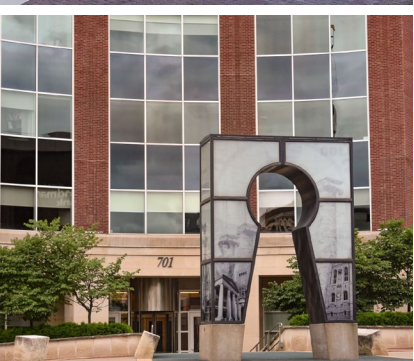
For a convention center project, proximity to quality hotel inventory is the single most important factor. Without a sizeable, quality hotel property that is attached or adjacent (plus ideally nearby other ancillary hotel properties), a convention center will be extremely limited in its ability to attract non-local conventions, conferences and tradeshows. Without this type of hotel support, the convention center will function more as a "local" venue, such as a community center or civic center.

Following analysis of the previously outlined criteria, the Holiday Inn/Mall Area ranked highest benefiting from proximity to hotels (including the existing Holiday Inn & Executive Center), dining, retail, and established infrastructure, alongside its capacity to accommodate the recommended building program. The Downtown Columbia site, scoring second overall, is another strong candidate. Its central location, existing visitor infrastructure, and potential economic impact contribute to its appeal, though challenges remain regarding the size of potentially developable parcels size, and the additional parking demand and potential downtown traffic complications that would be created by a potential new Convention Center.

Further discussion regarding these sites, and others that were considered, is presented on the following page.

SITE ANALYSIS (continued)

- **HOLIDAY INN/MALL AREA:** The existing Holiday Inn Executive Center currently operates as a small exhibition/conference center on a site that is large enough to co-locate a larger public-sector developed Convention Center. A new project at this site would be able to take advantage of the existing facility's visitor infrastructure and the hotel owner's planned improvements. A fully integrated single-campus project would be the goal. The existing parking lot south of the existing Holiday Inn/Executive Center facility appears to be large enough to accommodate a new 25-30,000 exhibition/multi-purpose space. The Convention Center's new ballroom, some of the meeting rooms and the central kitchen could be located in renovated/upgraded space that is the existing 19,000 SF Columbia Expo Center or built elsewhere as new construction. Development of the new Convention Center as an integral part of the existing facilities will require careful planning and coordination to properly maintain existing access and facility operations as much as possible during construction. A phased approach, building the new multi-purpose hall first, followed by the renovation of the existing Expo Center hall would help to accomplish the maintenance of continuous successful operations during construction. With the loss of some of the existing on-grade parking capacity for the new Convention Center's footprint, consideration will have to be given to creating a new parking garage elsewhere on the Holiday Inn campus.
- **DOWNTOWN:** Due to the strong preference for a downtown location expressed by event planners, CSL evaluated this potential downtown site (as identified by the City) west of the Broadway Hotel. However, the study team concluded that by itself the site to the west of the new hotel tower and south of East Walnut Street is too small to accommodate the recommended leasable building program. The study team also considered whether the project might fit in this location if additional property north of East Walnut Street were to be acquired and added to the site already identified by the City. One approach would be to build the 30,000 SF multi-purpose hall on grade on multiple properties north of E. Walnut Street. The conference center part of the program (ballroom and meeting rooms) could be built south-west of the exhibit hall, connected to the northern part of the project by a bridge across East Walnut Street. Parking garages could be built below each of these two portions of the Convention Center. Doing the project in this manner would require multiple property acquisitions and removal of existing structures, and it would have a somewhat unfavorable layout for event planners. Another approach considered was to build the multi-purpose hall on grade, with both the ballroom and meeting rooms above. This solution would locate marketplace and the Convention Center program north of E. Walnut Street, with a new parking garage built to the south on the expansion property originally identified by the City. While a vertically organized convention center is feasible and there are many precedents, issues such as access to the Center, minimizing columns in the multi-purpose hall and higher costs would present major challenges. As this exercise was a cursory site review, additional study of the site north of East Walnut will likely be needed to fully determine its ability to accommodate at least the minimum building program (25,000-square foot multipurpose hall). Overall, layout challenges, the costs to construct additional nearby parking, and the need for more supporting hotel inventory would likely make a Downtown Columbia Convention Center project complex and costly. Significant public sector investment and private sector participation would likely be needed to ensure the success of a market demand-oriented convention product.
- **"GREENFIELD" SITES:** The other sites reviewed at Stephens Lake/Boone Hospital, Discovery Park, Keene Avenue, and Veterans United share similar strengths and challenges. In terms of advantages, they each offer sufficient land for a potential Convention Center and Hotel, as well as acreage to support future expansions and other onsite development. However, these sites are undeveloped, not walkable to downtown, and lack the nearby amenities often sought by event attendees. Developing a Center at one of these sites will require significant investment in a surrounding, walkable district with a robust inventory of hospitality amenities, including hotels, restaurants, entertainment, and select retail. Further, it is unlikely that a hotel developer will independently seek to build a convention-quality property in one of these areas. Instead, private interest will skew toward building smaller, select service properties with 150 or less sleeping rooms. To build a headquarter hotel property that could accommodate room blocks of larger state/regional events, a P3 transaction is likely necessary. As previously presented, this is estimated to require a substantial investment of \$80.0 million from the public sector to fill the feasibility gap of such a development. Therefore, if the City elects to pursue a Convention Center project at one of these sites, the facility should be a component of a much larger district development that would be undertaken by both the public and private sectors.



2

INTRODUCTION & BACKGROUND

INTRODUCTION & BACKGROUND

Conventions, Sports & Leisure International (CSL), with the participation of architect, Don Grinberg, was retained by the City of Columbia (City), through Columbia's Convention and Visitors Bureau (CVB), to conduct a feasibility study for the potential development of a Convention Center in Columbia, Missouri. The purpose of the analysis is to assist the CVB, City and other stakeholders in evaluating key market, program, financial, economic, and funding aspects of a potential new Convention Center in Columbia.

The Columbia market has experienced notable residential and economic growth in recent years, with its population growing at nearly four times the rate of the state of Missouri. In addition to this growth, the market's location between Kansas City and St. Louis, the presence of the University of Missouri, and the continued development of various industries throughout the area such as healthcare have led many area stakeholders to believe that the area is well-positioned as a potential convention destination. However, many feel that the area currently lacks a convention-quality product that can attract and accommodate a sizable portion of the state and regional convention marketplace.

This gap in the market drove this study effort. Although Columbia is increasingly recognized as a desirable place to live, work, and study, some local leaders feel that the city's evolution has been underexposed due to a lack of quality event facilities that could draw and host large groups of influential decisionmakers, young professionals, and a diverse array of other would-be first-time visitors in Columbia.

The live event industry has undergone significant change in recent years. Issues impacting the industry, including changing demand for event space, technological amenities, hotels, service levels and other such characteristics, have been joined by recent, and sometimes dramatic, fluctuations in event activity due to nationwide economic conditions and travel costs. Throughout the country, public sector investment in event facility product development is increasingly targeting both the facilities themselves (physical facilities and policies/procedures) and its supporting visitor amenities (hotel, restaurants, entertainment, attractions, etc.)—all geared towards enhancing attractiveness compared to other competitive destinations.

The remainder of this report provides in-depth analysis, findings, and recommendations concerning the potential development of a Convention Center in Columbia, Missouri. This comprehensive evaluation will consider various aspects such as facility program, market demand, and strategic partnerships.



INTRODUCTION & BACKGROUND

The study results detailed herein consisted of extensive research and analysis, including a comprehensive set of market-specific information derived from the following:

- **PROJECT EXPERIENCE:** Experience garnered through more than 1,000 convention, hotel, exposition, sports, and other event and hospitality facility planning and benchmarking projects in communities of all sizes throughout the country.
- **EXISTING CONDITIONS:** Review of the current and evolving conditions of the Columbia area and surrounding regional marketplaces, including analysis of **26** competitive conference and event facilities in the state and nearby region.
- **COMPARABLE ANALYSIS:** Benchmarking analysis of **27** comparable facilities and markets throughout the country, with a focus on event space square footage, supporting hotel inventories, and surrounding destination amenities.
- **INDUSTRY TRENDS:** Detailed evaluation of macroeconomic trends in the convention and exhibition industries, as well as survey results provided by national meeting planners regarding changing event space and destination preferences.
- **SITE VISIT, INTERVIEWS & OUTREACH:** Completed a multi-day site visit for tours and meetings with key stakeholders. Detailed telephone surveys were completed with representatives of potential user groups, including state/association tradeshows and conventions, corporate events, public/consumer shows and other such groups/events. Completed more than 50 surveys of event planners representing over 200 total events.



STAKEHOLDER INTERVIEWS

Extensive in-market interviews were conducted with a wide cross-section of stakeholder organizations, including organization leaders and decision-makers from the local tourism industry, City government, economic development entities, local businesses, hotels and school districts. In total, more than 50 individuals across 25 organizations were interviewed. This research provided insight into existing destination strengths and weaknesses and assisted in the ideation of potential Columbia Convention Center development. The organizations that participated in this process are listed below.

Boone County	Columbia Regional Airport (COU)	Maly Commercial Realty	The Broadway
Candlewood Suites	Courtyard by Marriott	MSHSAA	The District
City of Columbia	DeLine Holdings	Reinhardt Construction	The Loop CID
Columbia Chamber of Commerce	Eclipse Catering	SOA Architecture	Townplace Suites
Columbia College	Hampton Inn & Suites	Staybridge Suites	University of Missouri
Columbia CVB	Holiday Inn Executive Center	Stoney Creek	voco The Tiger Hotel
Columbia REDI			

Feedback provided by these stakeholders provided important insights and helped guide the direction of subsequent study tasks. Many of the strengths and deficiencies of Columbia as a convention destination were initially highlighted as part of these conversations, and then further analyzed via local, comparable and other market demand research.

STAKEHOLDER FEEDBACK – KEY TAKEAWAYS

As mentioned previously, CSL interviewed over 50 individual stakeholders across 25 community organizations including the local tourism industry, City and County governments, economic development entities, local businesses, hotels, event spaces, and school districts. These interviews led to eight primary takeaways related to the potential development of a Convention Center in Columbia, Missouri. These primary takeaways include the following:



1. **Connection to University:** Stakeholders recognize the University of Missouri as a central asset, with the potential to attract visitors and events due to its academic and athletic prominence. However, while leveraging the university is advantageous, it's suggested that any partnership should avoid exclusive control by the university to ensure broader community access.



2. **Need for Large Civic, Multi-Use Space:** There is a strong demand for a versatile venue capable of hosting large events, from conventions to community gatherings. Existing facilities are insufficient, especially for events that require high-capacity spaces with amenities like breakout rooms, upscale dining options, and multi-functionality.



3. **Opportunity = Central Location within Missouri:** Columbia's location between Kansas City and St. Louis is viewed as a geographic advantage, making it a convenient meeting point within Missouri. This centrality is particularly appealing for regional events, though the market's size and other limitations may pose challenges for attracting national conventions.



4. **Public-Private Partnership (P3) Strongly Preferred:** Stakeholders would prefer to have private sector participation as part of a Convention Center development in Columbia; this is explored later herein.



5. **Sub-Prime Convention Facility Exists in Market:** Current venues, like the Expo Center at the Holiday Inn Executive Center, are perceived as outdated and inadequate in terms of capacity, finish, furnishings, and technology. Many stakeholders agree that the existing facilities lack the quality needed to attract significant conventions and events, indicating a need for either renovations or a new development.



6. **Downtown Polarity – Walkability vs. Parking Accessibility:** While downtown Columbia's walkability is a strength, parking limitations and concerns about safety at night create challenges. Stakeholders are divided on whether a Convention Center should be located downtown, balancing the benefits of accessibility with the need for adequate infrastructure.



7. **Create a District:** Many stakeholders suggested a district that could include the Convention Center along with other complementary attractions, potentially enhancing the area's appeal. A cohesive district would not only draw more events but also encourage extended stays and spending within the community.



8. **Unique, Authentic, and Advanced:** Stakeholders emphasize the importance of creating a venue that embodies Columbia's unique identity, with modern, state-of-the-art facilities that can distinguish it from competing cities. This would involve providing high-quality amenities that appeal to various income levels and event types while promoting Columbia's character as an innovative and culturally rich destination.

2 INTRODUCTION & BACKGROUND

CONFIDENTIAL DRAFT

PAST STUDIES

CSL acknowledges the valuable insights from past feasibility studies conducted by PKF Consulting USA in 2014 and HVS Consulting in 2022, each of which assessed the potential for a Convention or Conference Center in Columbia, Missouri. These studies provided foundational recommendations on space requirements and market needs, though they ultimately did not lead to a development project. This study builds on these findings and evaluates opportunities for a market-supportable Convention Center product in the destination.

PKF Consulting USA Hotel & Conference Center Feasibility (2014)



- Feasibility conducted by PKF Consulting USA for University of Missouri representatives.
- Report completed in 2014.
- Recommended spaces:
 - Grand Ballroom (18,000 sf)
 - Jr. Ballroom (6,000 sf)
 - Meeting Space (6,000 sf)
- **Total Space (30,000 sf)**
- **Full-Service Hotel (175 to 225 guest rooms)**

HVS Consulting Proposed Columbia Center Feasibility (2022)



MARKET AND FEASIBILITY ANALYSIS

Proposed Columbia Center

COLUMBIA, MISSOURI



SUBMITTED TO:

Mr. Nickie Davis
Downtown Community Improvement District
11 South Tenth Street
Columbia, Missouri 65201
ndavis@discoverthedistrict.com
+1 (573) 442-6816

PREPARED BY:

HVS Convention, Sports & Entertainment
Facilities Consulting
205 West Randolph
Suite 1650
Chicago, Illinois 60606
+1 (312) 387-9900

- Report completed in 2022.
- Recommended spaces (Scenario 1):
 - Main Ballroom (11,000 sf)
 - Jr. Ballroom (5,000 sf)
 - Meeting Space (4,000 sf)
 - Boardroom (1,000 sf)
- **Total Space (21,000 sf)**
- Recommended spaces (Scenario 2):
 - Main Ballroom (16,200 sf)
 - Jr. Ballroom (7,000 sf)
 - Meeting Space (6,000 sf)
 - Boardroom (960 sf)
- **Total Space (30,160 sf)**
- **No Hotel Recommended**

Looking ahead, having dedicated stakeholders and a cohesive vision will be essential to successfully develop a Columbia Convention Center product. This updated Study effort also includes an emphasis on execution of recommended development concepts. To advance CSL's recommendations and some of those made by past consultant teams, various stakeholders within the community will be necessary to plan, advocate for, and build these projects.



LOCAL & REGIONAL CONDITIONS



COLUMBIA DESTINATION

Columbia is centrally located within the state of Missouri, approximately 125 miles west of St. Louis, 125 miles east of Kansas City, and 30 miles north of Jefferson City, the state capital. Known as a college town and regional healthcare hub, Columbia is the county seat of Boone County and has a population of approximately 129,700 as of 2023.

The City is well-served by transportation infrastructure, with Interstate 70 connecting Columbia to both Kansas City and St. Louis. U.S. Highway 63 also intersects Columbia, providing a north-south corridor through the state. Direct air access to Columbia is provided by Columbia Regional Airport, which is located about 12 miles southeast of downtown and offers direct flights to Chicago (IL) and Dallas/Fort Worth (TX), recording approximately 100,000 enplanements annually.

Columbia's economy is strongly anchored in education and healthcare, with the University of Missouri as the largest employer, employing over 13,000 people across various departments. Other significant healthcare employers include MU Health Care and Boone Health.

Columbia is also home to a vibrant downtown area and a variety of attractions that appeal to both residents and visitors. The City is known for its eclectic arts and music scene, with annual events like the True/False Film Festival and the Roots N Blues Festival drawing large crowds. The University of Missouri campus itself is a major attraction, featuring historic buildings, the Museum of Art and Archaeology, and Mizzou Arena. Additionally, Columbia offers outdoor recreational activities, with over 70 parks and access to the Katy Trail, a 240-mile-long bike trail that spans Missouri.

Additional key characteristics of the Columbia market are further explored throughout the remainder of this Chapter.



3 LOCAL & REGIONAL CONDITIONS

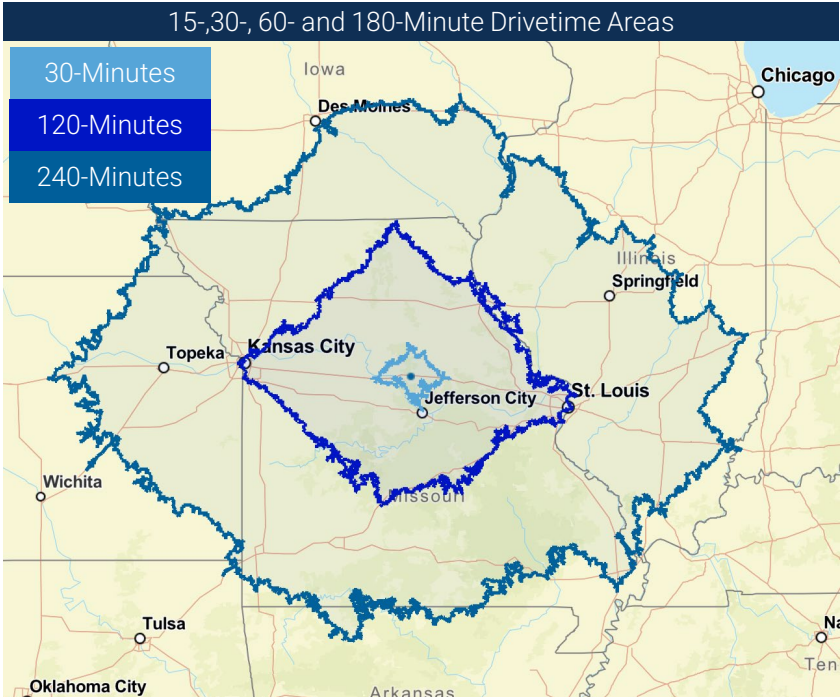
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ACCESSIBILITY & PROXIMITY

The adjacent exhibit illustrates the proximity of Columbia, Missouri, to nearby metropolitan markets and the population captured within 30-, 120-, and 240-minute drivetime radii surrounding Columbia City Hall, the approximate center point of the City. These driving distances will be utilized in subsequent analysis to compare demographic and socioeconomic variables for the region.

As shown, St. Louis and Kansas City represent the largest population centers within a 240-minute drive of Columbia. Event activity and attendance from conferences, academic gatherings, sporting events, and other potential types of event activity will likely draw significantly from these areas, as well as from other accessible markets across Missouri and neighboring states.

City, State	Distance to Columbia (miles)	Distance to Columbia (hrs:min)	Market Population
Columbia, MO	0	0:00	212,796
Jefferson City, MO	31	0:33	150,316
Kansas City, MO	126	1:52	2,200,000
St Louis, MO	125	1:53	2,800,000
Olathe, KS	146	2:13	141,290
Lawrence, KS	165	2:29	119,363
St. Joseph, MO	180	2:42	121,467
Topeka, KS	188	2:45	230,878
Springfield, MO	163	2:47	475,432
Springfield, IL	185	3:09	207,245
Manhattan, KS	246	3:38	133,072
Iowa City, IA	223	3:44	171,491
Joplin, MO	235	3:49	182,000
Des Moines, IA	225	4:05	709,466
Peoria, IL	257	4:06	402,391



DEMOGRAPHICS

The table to the right presents a summary of key demographic metrics for the Columbia, Missouri market, segmented by 30-, 120-, and 240-minute drivetime distances, along with data for the Columbia MSA, the state of Missouri, and the United States for benchmarking. As shown, Columbia's 30-minute market area has an estimated population of 198,283, projected to grow by a modest 0.5% annually, which greatly exceeds the state growth rate and moderately exceeds the national growth rate.

The median age in the 30-minute drivetime area is 32.8 years, notably lower than the national median of 39.1. Median household income in the Columbia area's 30-minute radius is \$62,526, slightly below the national median of \$72,603 but comparable to the Missouri state median.

Finally, Columbia's diversity index scores at 46.0, lower than the national level of 72.1. The business inventory is strong, with approximately 7,151 businesses in the 30-minute radius, supporting an employee-to-resident ratio of 0.61:1, which indicates a stable corporate presence.

A potential Convention Center in Columbia could complement the area's demographic make-up by hosting visitor bases that are older, higher income and more diverse than the population, which would provide important economic benefits to the community.

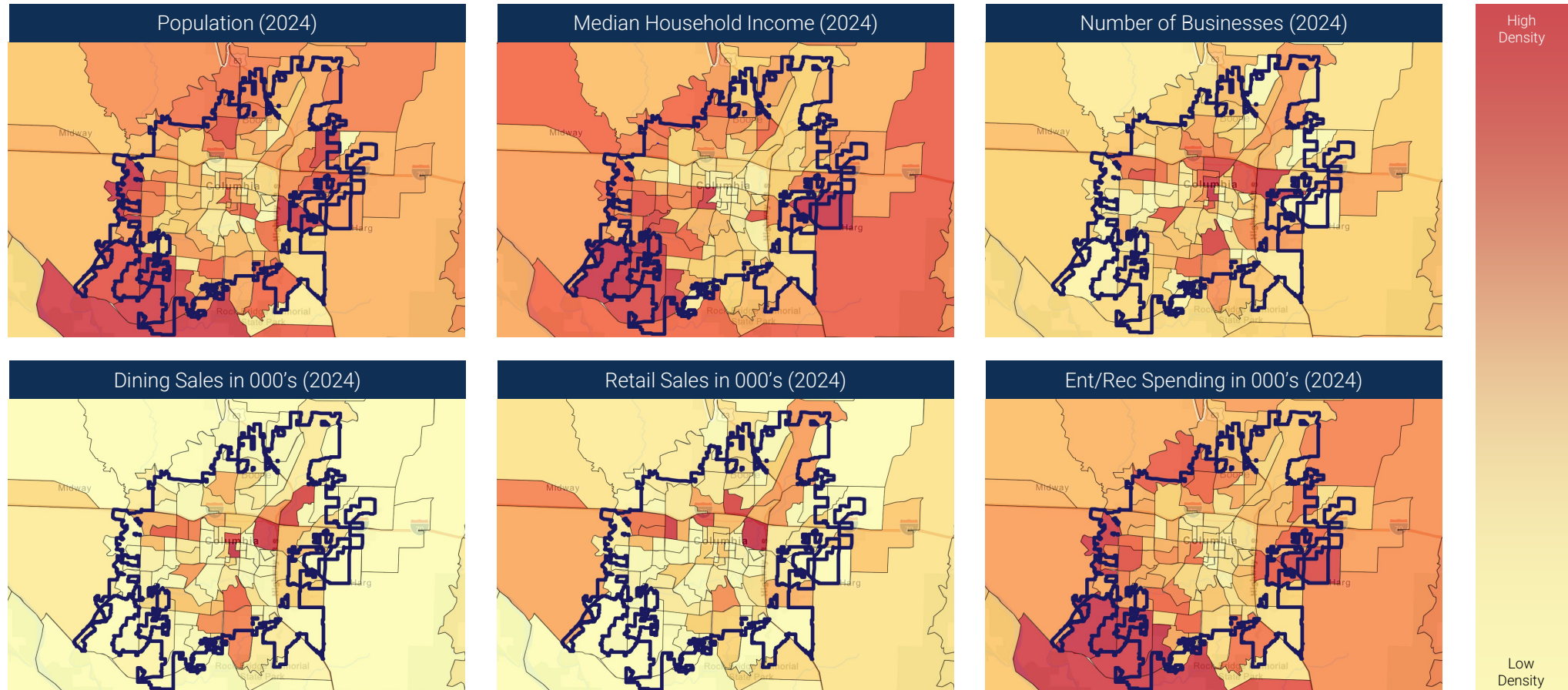
N	30-Minute Drivetime	120-Minute Drivetime	240-Minute Drivetime	Columbia MSA	State of Missouri	United States
DEMOGRAPHIC VARIABLE						
POPULATION:						
2010 Total Population	172,964	3,269,218	9,933,581	190,387	5,988,927	308,745,538
2023 Total Population	198,283	3,401,111	10,181,379	216,585	6,208,310	337,470,185
2028 Total Population	203,254	3,418,219	10,203,035	221,789	6,239,262	342,640,129
Annual Growth Rate (2010-2023)	1.1%	0.3%	0.2%	1.1%	0.3%	0.7%
Annual Growth Rate (2023-2028)	0.5%	0.1%	0.0%	0.5%	0.1%	0.3%
AGE:						
Median Age	32.8	39.5	39.7	33.3	39.8	39.1
Population age 25 to 44	28.2%	26.2%	26.0%	27.8%	26.1%	26.8%
AGE DISTRIBUTION:						
Under 15	16.1%	17.8%	17.8%	16.2%	17.8%	18.0%
15 to 24	21.5%	12.9%	12.9%	20.9%	12.5%	12.8%
25 to 34	16.0%	13.4%	13.2%	15.6%	13.3%	13.8%
35 to 44	12.2%	12.8%	12.8%	12.2%	12.8%	13.1%
45 to 54	9.9%	11.5%	11.5%	10.0%	11.6%	11.9%
55 and over	24.3%	31.7%	31.8%	25.2%	32.0%	30.5%
HOUSEHOLD INCOME:						
Median Household Income	\$62,526	\$67,049	\$64,272	\$62,359	\$63,390	\$72,603
Per Capita Income	\$35,975	\$40,277	\$37,729	\$35,528	\$37,703	\$41,310
INCOME DISTRIBUTION:						
\$0 to \$24,999	19.7%	16.7%	17.4%	19.5%	17.5%	16.5%
\$25,000 to \$49,999	19.6%	20.0%	20.7%	19.8%	21.2%	18.2%
\$50,000 to \$74,999	18.0%	17.6%	18.0%	18.1%	18.1%	16.5%
\$75,000 to \$99,999	13.7%	13.4%	13.5%	13.9%	13.5%	12.8%
\$100,000 to \$149,999	15.2%	16.1%	16.1%	15.4%	15.4%	16.9%
\$150,000 or more	13.8%	16.2%	14.3%	13.3%	14.3%	19.2%
POPULATION BY RACE/ETHNICITY:						
White/Caucasian	75.8%	70.9%	77.5%	77.0%	76.5%	60.6%
Black/African American	9.9%	16.2%	9.9%	9.3%	11.2%	12.5%
American Indian	0.4%	0.4%	0.5%	0.4%	0.5%	1.1%
Asian	4.3%	2.9%	2.3%	3.9%	2.3%	6.3%
Pacific Islander	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%
Other Race	2.0%	2.5%	2.5%	1.9%	2.2%	8.7%
Two or More Races	7.7%	7.0%	7.1%	7.5%	7.1%	10.6%
Hispanic Origin	4.6%	5.7%	6.1%	4.4%	5.4%	19.4%
Diversity Index	46.0	52.2	45.4	44.3	45.7	72.1
BUSINESS:						
Total Business 2021	7,151	123,607	364,014	7,551	213,371	12,297,209
Total Employees 2021	120,859	1,962,175	5,183,437	124,101	3,155,295	153,323,159
Employee to Residential Pop. Ratio	0.61:1	0.58:1	0.51:1	0.57:1	0.51:1	0.45:1

3 LOCAL & REGIONAL CONDITIONS

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SOCIOECONOMIC DENSITY

The heat maps below display the relative density of demographic data points as a spectrum of colors ranging from cool (lighter color, indicating a low density of points) to hot (darker color, indicating a high relative density of points). These data are segmented by census tracts.



Note: Data are segmented by census tract.
Source: Esri, 2024.

3 LOCAL & REGIONAL CONDITIONS

CONFIDENTIAL DRAFT

CORPORATE BASE

The depth of Columbia's corporate and employer base provides valuable insight into the potential demand for a Convention Center. Major employers in the area, such as the University of Missouri, MU Health Care, and Veterans United Home Loans, represent key sources of local meeting and event needs, including corporate meetings, training sessions, and community gatherings. These activities are essential to the utilization and financial viability of a Convention Center, as they help maintain steady demand throughout the year.

The size and diversity of Columbia's corporate base also support a range of community amenities—hotels, restaurants, and transportation infrastructure—that contribute to the City's ability to attract both local and non-local events. Furthermore, Columbia's economic development priorities align with sectors represented by top employers, including healthcare, education, and financial services. Attracting events that align with these industry clusters could enhance the local economy through business synergies and generate additional demand for conference facilities.

The adjacent chart lists Columbia's top 20 employers by employee count, with the University of Missouri leading the region. Many of these employers, especially those in sectors like healthcare, education, and finance, would likely benefit from and support a local Convention Center to host various events and gatherings.

Top 20 Boone County Employers

	Name	Number of Employees	Industry/ Sector
1	University of Missouri	9,732	Education
2	MU health care	5,833	Healthcare
3	Columbia Public schools	2,944	Education
4	Veterans United Home Loans	2,906	Financial Services
5	Harry S. Truman Memorial Veterans' Hospital	1,957	Healthcare
6	Boone Health	1,581	Healthcare
7	Shelter Insurance	1,382	Insurance
8	City of Columbia	1,368	Government
9	Hubbell Power Systems, Inc.	730	Manufacturing
10	McClarty Auto group: Joe Machens Dealerships	704	Retail
11	Equipmentshare	588	Equipment Rental
12	Emery Sapp & Sons	576	Construction
13	MBS Textbook Exchange	496	Education
14	Boone County Government	486	Government
15	3M	466	Manufacturing
16	Kraft Heinz	450	Manufacturing
17	Quaker Oats Company	400	Manufacturing
18	Central Bank of Boone County	340	Financial Services
19	Eurofins BioPharma Product Testing Columbia, Inc.	337	Biotechnology
20	Columbia Orthopaedic Group	320	Healthcare

Top 10 Boone County Employers



3 LOCAL & REGIONAL CONDITIONS

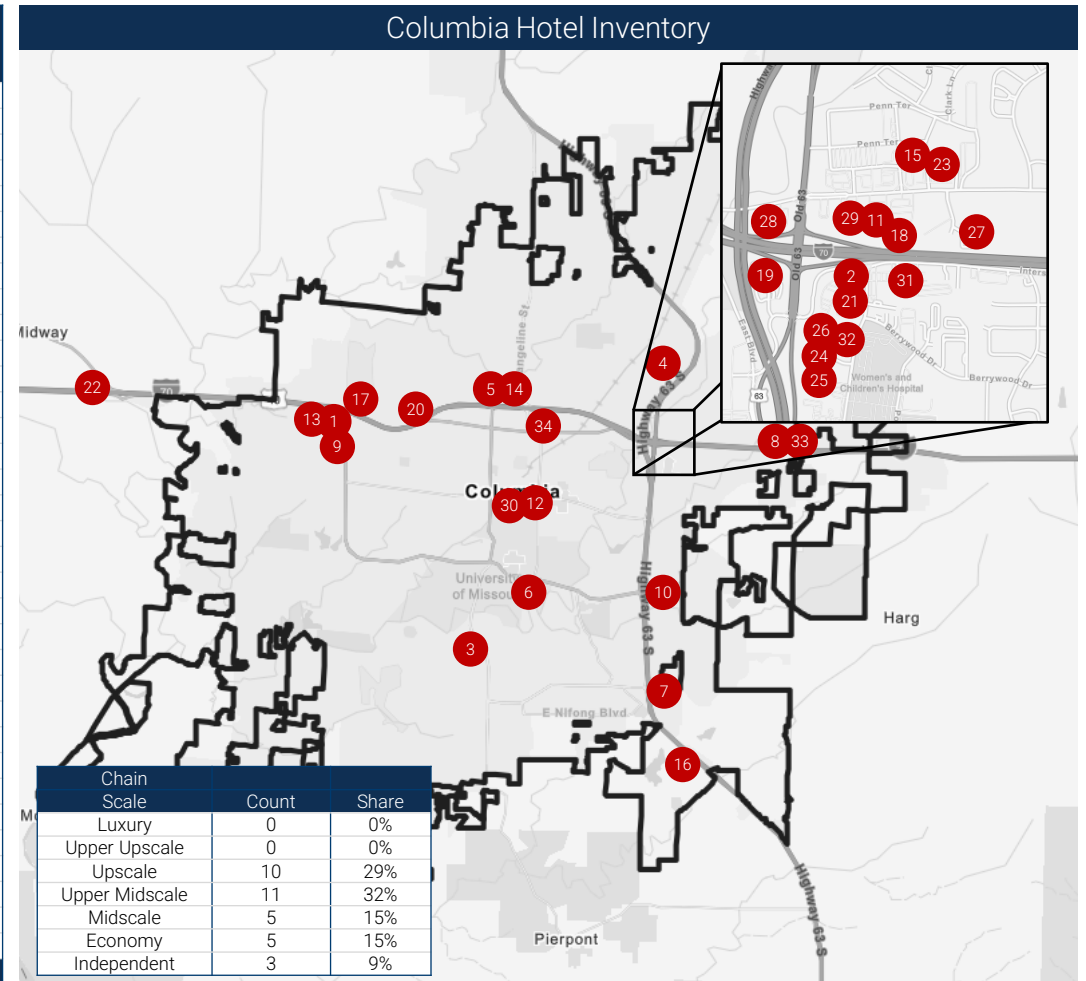
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LOCAL HOTEL INVENTORY

Proximity of lodging options to a potential Convention Center in Columbia is critical for attracting out-of-town attendees and event types. Columbia currently offers approximately 3,600 hotel rooms, with most properties concentrated in the northeastern commercial district of Columbia. The variety in location and price points provides convenient access for event guests and ensures options for different budgets, supporting the City's appeal as a convention destination. Notably, only two hotel properties exist directly within downtown Columbia, suggesting that additional rooms will likely be needed to support the Convention Center, should it be built downtown. Notably, the downtown Broadway Hotel is currently under renovation to add 80 rooms to its existing 114 rooms, as well as 9,000 square feet of event space, including a 3,500 square foot ballroom, which will supplement the downtown hotel room inventory.

Most hotels in the area fall within the upscale and upper midscale categories, though recent developments, such as notable improvements at the Broadway Columbia, reflect growing interest in higher-end accommodations. This includes planned and newly constructed properties aimed at enhancing Columbia's status as a regional destination for both leisure and business travelers. The Holiday Inn Executive Center is the area's largest property by room count and event space. It has served as the area's primary meeting and conference facility, which is explored later in this Chapter.

Lodging Property	Hotel Rooms (number)	Chain Scale
1 Holiday Inn Executive Center-Columbia Mall	298	Upper Mid
2 Drury Plaza Hotel Columbia East	210	Upscale
3 Stoney Creek Columbia	180	Upscale
4 Hilton Garden Inn Columbia	151	Upscale
5 Welcome Inn	142	Indep
6 Hampton by Hilton Inn & Suites Columbia UoMO	134	Upper Mid
7 Courtyard Columbia	133	Upscale
8 Holiday Inn Columbia-East	126	Upper Mid
9 Drury Inn & Suites Columbia Stadium Boulevard	122	Upscale
10 Holiday Inn Express & Suites Columbia University	121	Upper Mid
11 Hampton Inn Columbia	120	Upper Mid
12 The Broadway Columbia	114	Upscale
13 La Quinta Inn & Suites by Wyndham Columbia	100	Upper Mid
14 Red Roof Inn Columbia	98	Economy
15 Candlewood Suites Columbia Hwy 63 & I-70	96	Midscale
16 TownePlace Suites Columbia	96	Upper Mid
17 Extended Stay America Columbia - Stadium Blvd	95	Midscale
18 Fairfield Inn & Suites Columbia	91	Upper Mid
19 Ramada Columbia	89	Midscale
20 Comfort Suites Columbia - University Area	86	Upper Mid
21 Country Inn & Suites by Radisson Columbia, MO	85	Upper Mid
22 Budget Inn-Midway	85	Indep
23 SpringHill Suites Columbia	82	Upscale
24 Wingate By Wyndham Columbia	81	Midscale
25 Suburban Studios Columbia - Hwy 63 & I-70	80	Economy
26 Staybridge Suites Columbia-Hwy 63 & I -70	80	Upscale
27 Residence Inn Columbia	80	Upscale
28 Best Western Plus Columbia Inn	76	Upper Mid
29 Super 8 Columbia Clark Lane	73	Economy
30 voco The Tiger Hotel	62	Upscale
31 Motel 6 Columbia, MO - East	61	Economy
32 Quality Inn & Suites Columbia I-70	60	Midscale
33 Super 8 Columbia East	54	Economy
34 Super 7 Motel	30	Indep
TOTAL	3,591	



Source: STR, Google, Facility Sites, 2024.

3 LOCAL & REGIONAL CONDITIONS

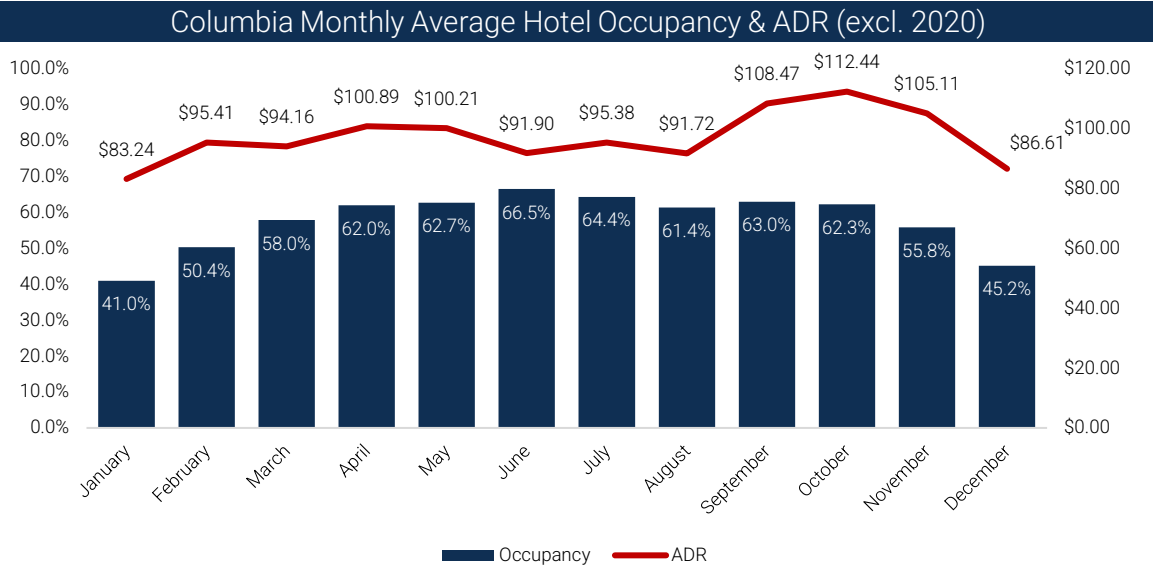
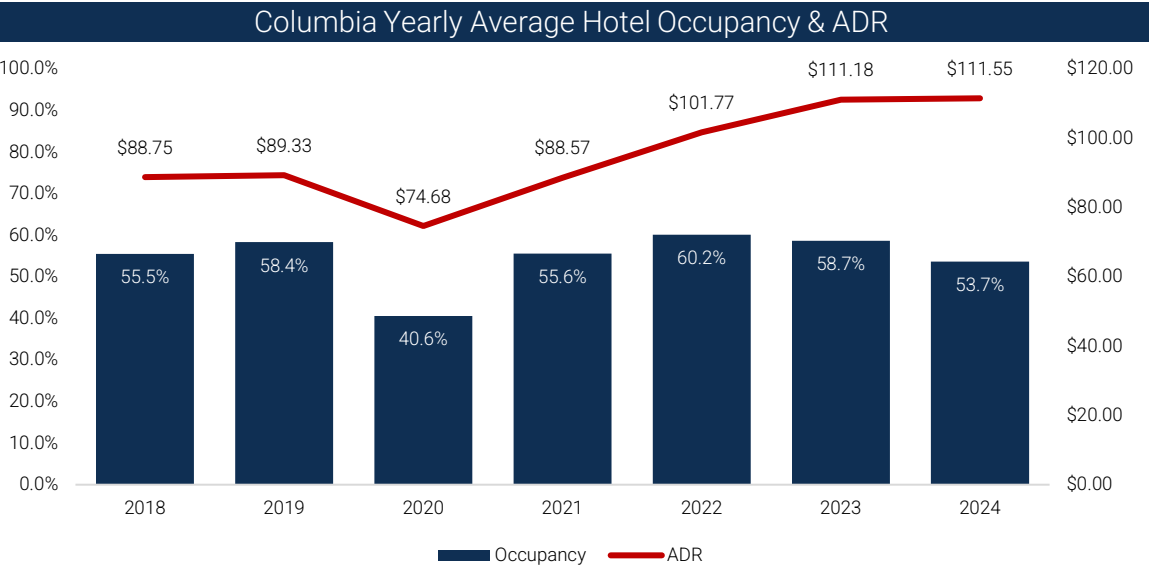
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HOTEL PERFORMANCE

Decisions related to the development of a potential Convention Center in Columbia should take into account the performance of the City’s hotel sector, particularly occupancy rates and room rates. CSL analyzed hotel performance data recorded by Smith Travel Research (STR), specifically focusing on average hotel occupancy and average daily rate (ADR) on a monthly and annual basis.

As shown below, Columbia’s hotel occupancy tends to be fairly consistent from April through October, with dips in the winter. This is likely driven by weather and the University of Missouri’s events and academic calendar. In recent years, annual occupancy has remained steady at around 59% in 2022 and 2023, while ADR has grown consistently, leveling off from 2023 to 2024. However, there was a notable dip in occupancy in 2024, which may be due to additional hotels coming online in the area. ADR peaks in September through November, during the University of Missouri’s football season.

Overall, these hotel performance metrics would not likely appeal to a private developer seeking to build a sizable upscale or upper upscale hotel property suitable for housing conventions. Typically, occupancy figures of 70 percent and ADR values of \$160 or higher are benchmarks that developers refer to when choosing markets for future upscale hotel projects. At the same time, a new Columbia Convention Center will require full-service and (preferably) upscale hotel support. Taken together, a successful Center project will require either financial support from the public sector to incentivize a private developer to build a hotel, or the facility will need to be connected or adjacent to an existing full-service hotel property in Columbia. This issue is explored further later herein.



Note: Monthly Occupancy and ADR includes 2018-2024, excluding 2020.
Source: STR, 2024.

3 LOCAL & REGIONAL CONDITIONS

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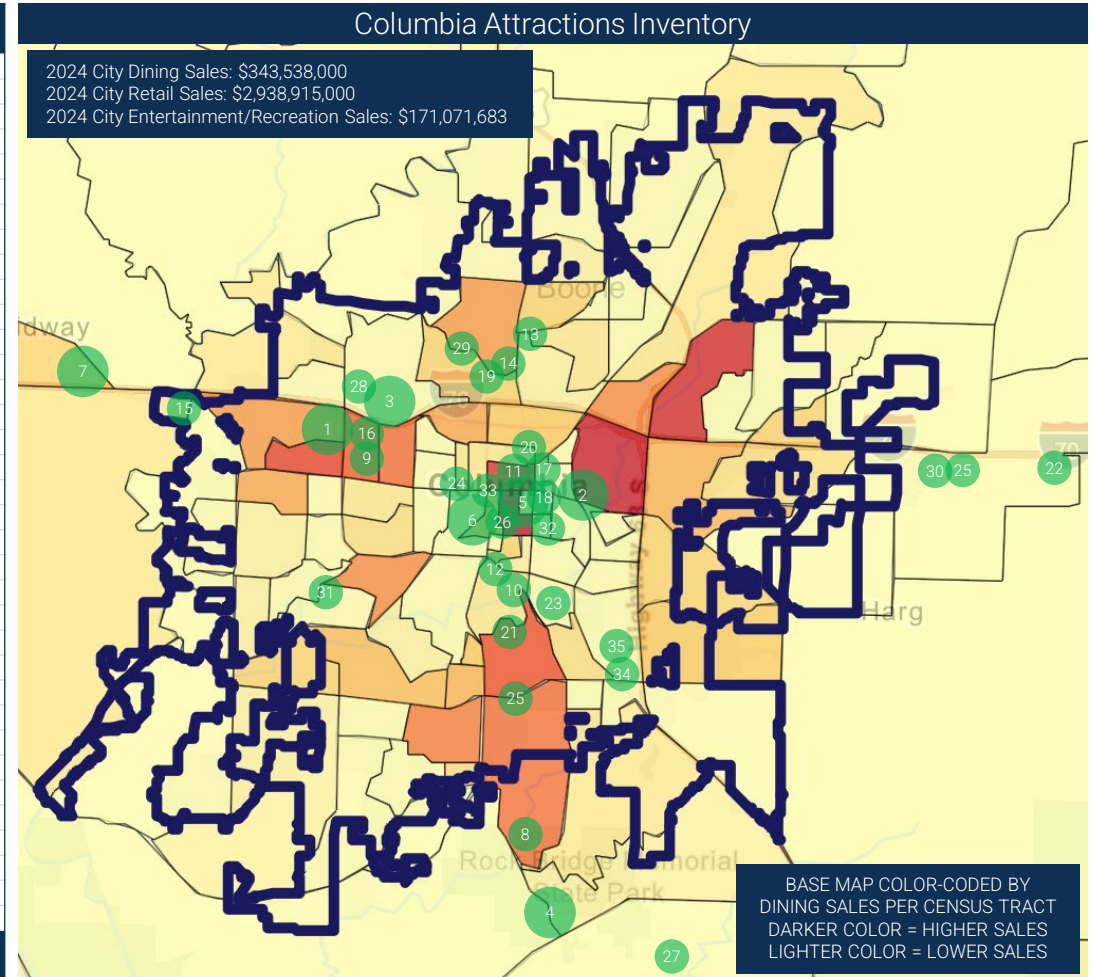
LOCAL ATTRACTIONS INVENTORY

Building on the hotel analysis, the adjacent exhibit provides a visual summary of other portions of the area's hospitality industry, including its inventory of signature attraction and levels of dining, retail and entertainment sales by census tract. These factors are considered as part of the site analysis later herein.

Columbia offers a variety of attractions that make it a potentially appealing convention destination. Major attractions such as Columbia Mall, Stephens Lake Park, Cosmo Park, The Blue Note, and University of Missouri contribute to a well-rounded entertainment base, with many of these destinations concentrated near the downtown area.

The City's total 2024 projected sales for dining, retail, and entertainment exceed \$3.4 billion, reflecting the significant contributions these sectors make towards the local economy, which would likely increase following the development of a visitor-generating asset such as a Convention Center. As shown, downtown is a hub for entertainment amenities and dining sales, suggesting a stronger appeal factor for a potential downtown Convention Center. The following page further details amenities within "The District" of downtown Columbia.

Key	Name	Google Reviews
1	Columbia Mall	5,303
2	Stephens Lake Park	2,351
3	Cosmo Park	1,586
4	Rock Bridge Memorial State Park	1,509
5	The Blue Note	1,132
6	University of Missouri	1,005
7	Midway Antique Mall and Flea Market	1,001
8	Bonkers Columbia	944
9	Shelter Gardens	873
10	Mizzou Arena	812
11	Rose Music Hall	808
12	Faurot Field	790
13	Sky Zone Trampoline Park	784
14	COMO Axe Attack	687
15	Midway Golf & Games	682
16	Columbia Farmers Market	582
17	Logboat Brewing Company	572
18	Ragtag Cinema	560
19	Itchy's Flea Market	492
20	Breakout CoMo	464
21	Tiger Bounce	460
22	Artichoke Annie's Antique Mall	429
23	Grindstone Nature Area	420
24	Peggy Jean's Pies	303
25	Veranda Antique Mall	256
26	Francis Quadrangle	247
27	Three Creeks Conservation Area	231
28	Steinberg Playground	227
29	Garth Nature Area	206
30	Bur Oak Brewing Company	185
31	Twin Lakes Recreation Area	170
32	Museum of Art and Archaeology	163
33	The Candy Factory	134
34	Boone County History and Culture Center	126
35	Maplewood Barn Theater	103
Average		760
Total		26,597



Note: Attractions with over 1,000 reviews are displayed with larger dots.
Source: TripAdvisor, Google, Facility Sites, 2024.

3 LOCAL & REGIONAL CONDITIONS

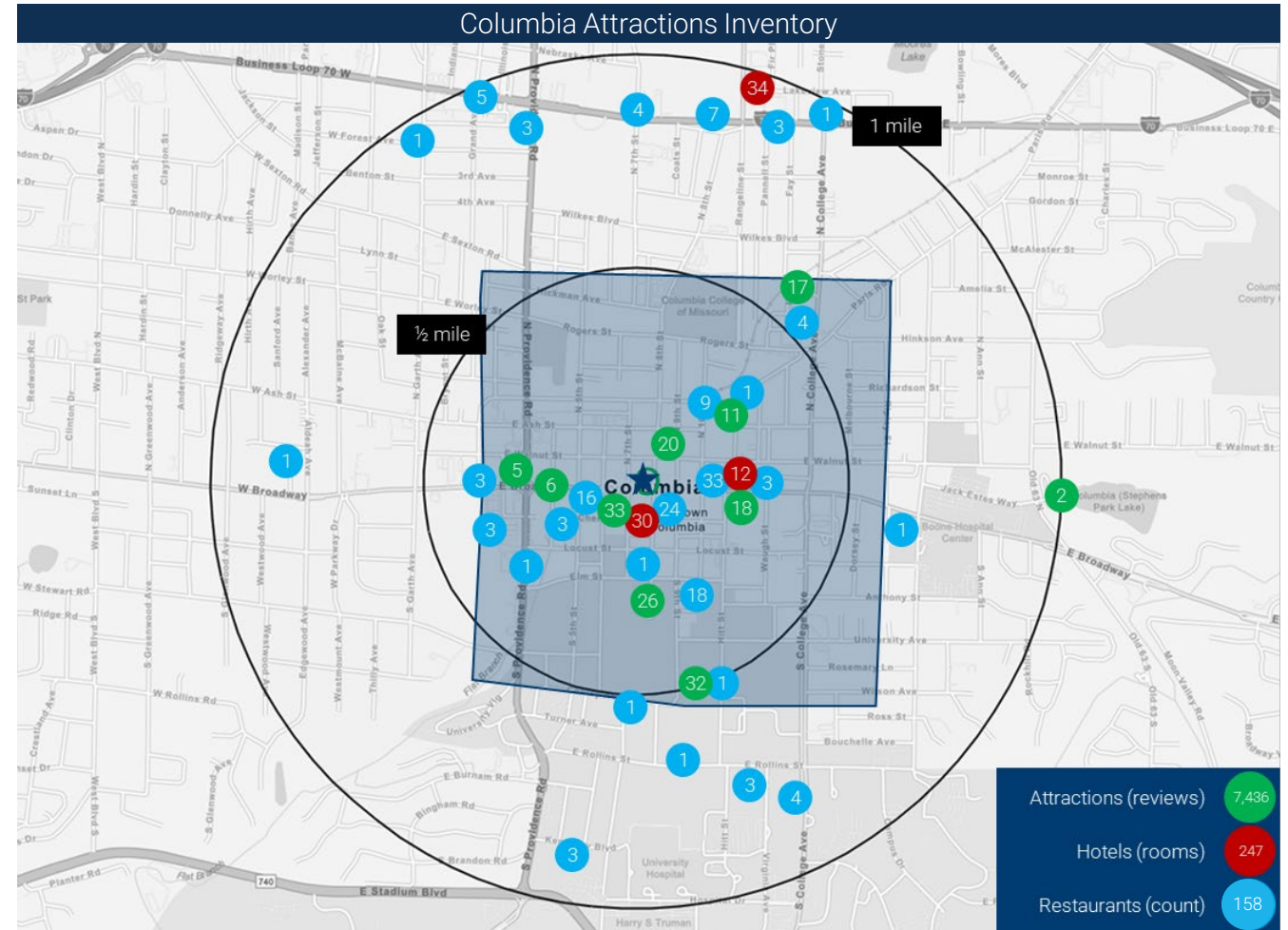
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ANALYSIS OF 'THE DISTRICT'

Event planners often look beyond the host facility to consider the surrounding area's appeal when selecting event sites. Walkable urban areas, such as Columbia's downtown, provide a vibrant environment where attendees can explore attractions, dining, and entertainment options before and after their events. The adjacent map highlights the hotel, attraction, and dining inventory within a one-mile radius of Columbia City Hall.

Within this radius, top attractions by reviews include Stephens Lake Park (2,351 reviews), The Blue Note (1,132 reviews), and the University of Missouri (1,005 reviews), reflecting the downtown area's blend of outdoor spaces, live entertainment, and university-driven activity. Popular dining establishments such as Flat Branch Pub & Brewing (3,172 reviews) and Café Berlin (1,413 reviews) further enhance Columbia's appeal as a convention destination by offering attendees quality local dining options nearby.

As previously noted, the area lacks a robust hotel inventory of hotel rooms, with only the Broadway and Tiger Hotel within the ½-mile area, in addition to the Super 7 Motel within the 1-mile area.



Note: Star is placed on City Hall of Columbia.

Blue highlight on map represents "The District."

Numbers on each hotel and attraction bubble are related to previous hotel and attraction slides. Blue bubbles indicate the number of restaurants in the proximate area.

Source: STR, Trip Advisor, Esri, Google, 2024.

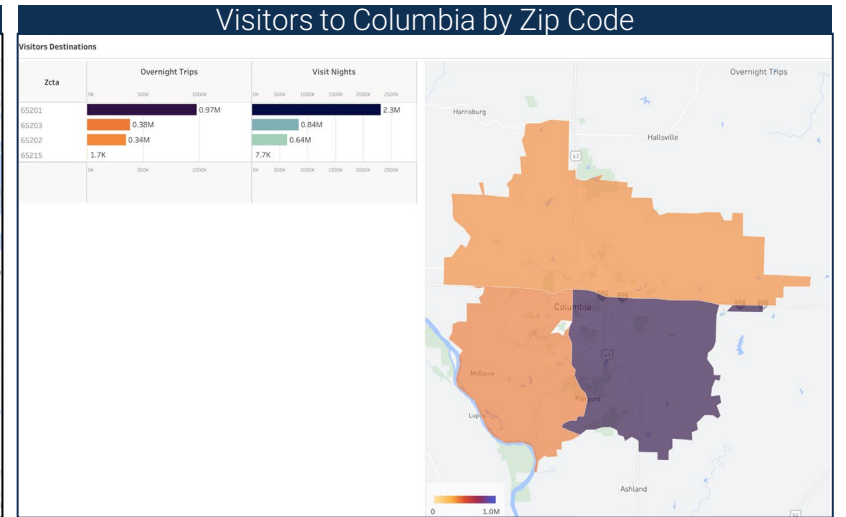
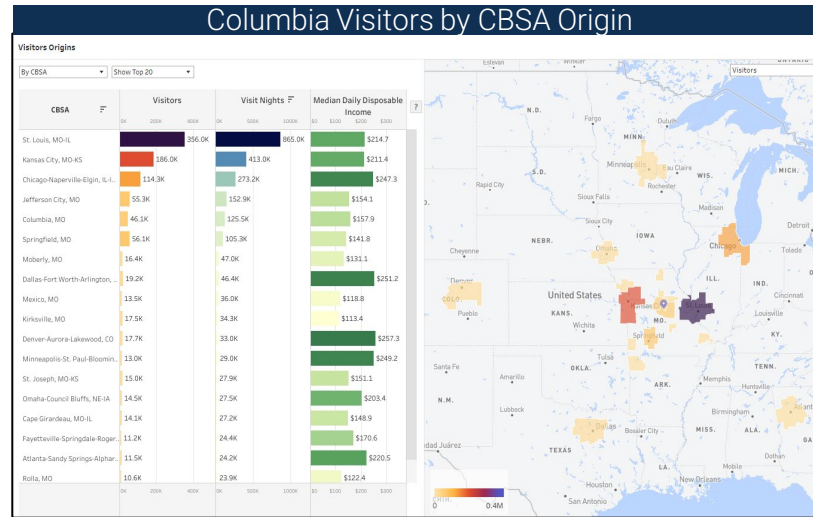
3 LOCAL & REGIONAL CONDITIONS

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VISITOR ANALYSIS

Placer.ai, a consumer research platform that uses cell phone tracking technology to measure and analyze visitation data of destinations and businesses throughout the United States, was leveraged to analyze visitation to Columbia from June of 2023 to May of 2024. Columbia attracts a modest number of visitors annually, with 1.7 million annual visitors contributing to the local economy. These visitors generate approximately 3.8 million visit nights and an estimated \$615.8 million in total visitor spending, with visitor nights growing 11.3 percent year-over-year and visitor spend growing 3.0 percent year-over-year.

Key visitor markets include nearby cities such as St. Louis and Kansas City, followed by Chicago. This geographic spread demonstrates Columbia's accessibility as a central hub within Missouri, drawing visitors who come for various events, university-related activities, and local attractions. A potential new Convention Center should have a similar geographic reach into the regional convention industry.



Annual Visitors
1.7 Million
+8.0% YoY

Annual Visit Nights
3.8 Million
+11.3% YoY

Total Visitor Spend
\$615.8 Million
+3.0% YoY

Note: Data based on June of 2023 to May of 2024.
Source: Placer.AI, 2024.

3 LOCAL & REGIONAL CONDITIONS

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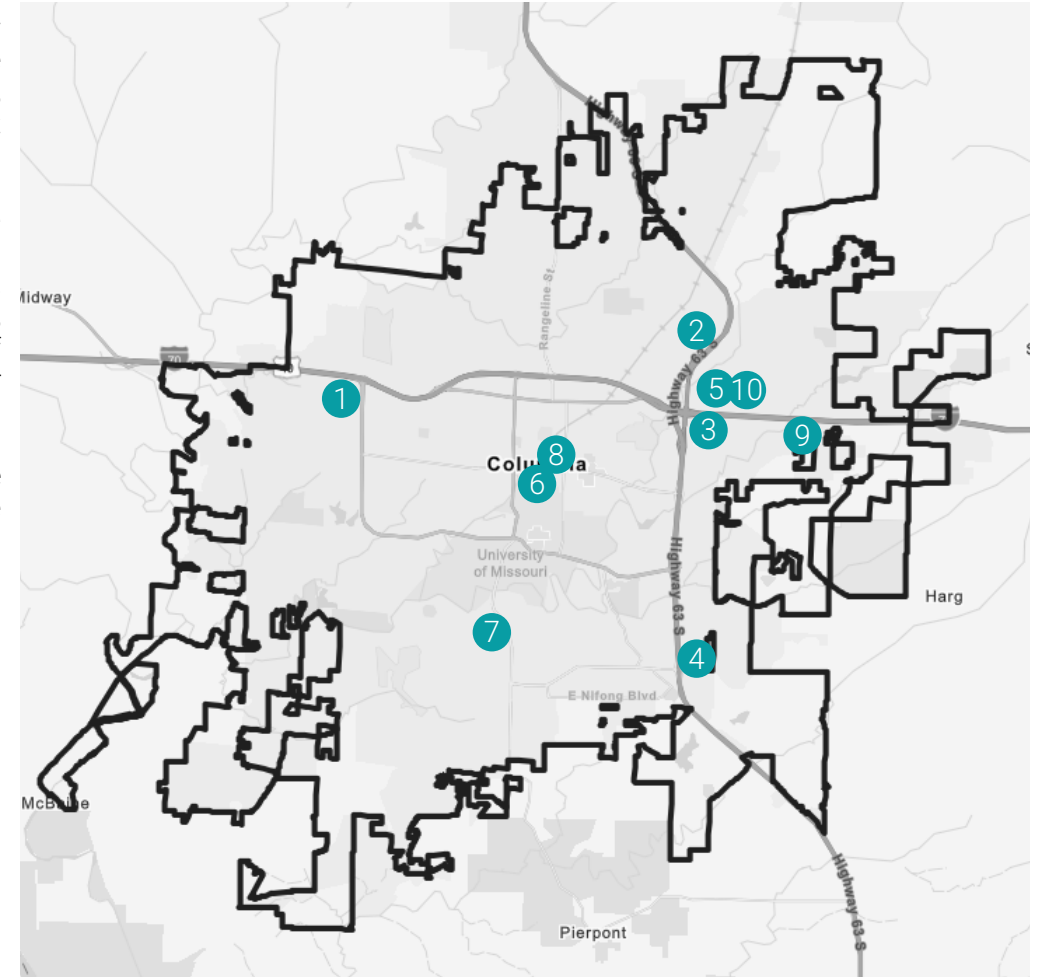
LOCAL EVENT SPACE INVENTORY

The table below presents the event space inventories of facilities within the Columbia area that could potentially compete with a new Convention Center. These facilities would likely vie for similar events, including corporate meetings, state association conferences, conventions, tradeshow, and SMERF (social, military, education, religious, fraternal) events. The analysis focuses on local facilities, reflecting the current options available for event organizers and highlighting any gaps a new Convention Center could fill.

As shown, ten competitive facilities have been identified in Columbia, including prominent venues such as the Holiday Inn Executive Center and the Hilton Garden Inn, which offer the largest total sellable spaces in the market. Feedback from stakeholders indicates that while these venues provide a variety of meeting and ballroom spaces, Columbia's event facility options are generally limited by older infrastructure, a lack of contiguous exhibit space, and restricted breakout or large ballroom capacity. Many current venues do not adequately meet the needs of larger events or conferences that require modern amenities and flexible layouts, which a new Convention Center could address.

The Holiday Inn Executive Center currently stands out as Columbia's largest event space with 36,500 total sellable square feet, serving as the primary event space in the City of Columbia. Additional details regarding the facility are presented in the case study on the following page.

Facility	Total Sellable Space (sf)	Largest Contiguous Space (sf)	Exhibit Space (sf)	Meeting Space (sf)	Ballroom Space (sf)
1 Holiday Inn Executive Center	36,500	19,000	19,000	3,000	14,500
2 Hilton Garden Inn	12,800	9,200	0	1,000	11,800
3 Drury Plaza Hotel	3,200	2,300	0	900	2,300
4 Courtyard by Marriott	7,700	1,500	0	900	6,800
5 Springhill Suites	1,500	1,500	0	0	1,500
6 The Tiger Hotel	2,200	1,400	0	2,200	0
7 Stoney Creek Hotel & Conference Center	4,800	1,100	0	4,800	0
8 The Broadway by Doubletree	3,500	1,000	0	1,300	2,200
9 Holiday Inn East	2,100	900	0	2,100	0
10 Hampton Inn & Suites	5,500	400	0	800	4,700
AVERAGE	6,910	3,830	1,900	1,700	3,310
MEDIAN	4,150	1,450	0	1,150	2,250



Note: Only facilities with over 1,000 square feet of sellable space are included.
Source: Facility Sites, 2024.

3 LOCAL & REGIONAL CONDITIONS

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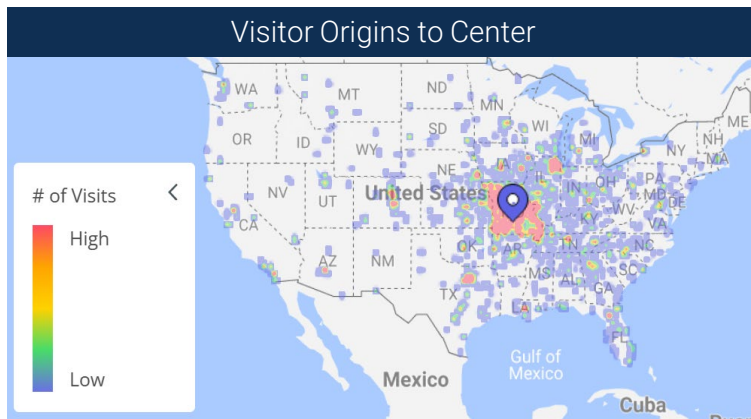
CASE STUDY – HOLIDAY INN EXECUTIVE CENTER

Holiday Inn Executive Center	
City, State	Columbia, MO
Exhibit Space	19,000
Meeting Space	3,000
Ballroom Space	14,500
Largest Contiguous Space	19,000
Attached Hotel Rooms	298
1/2 Mile Hotel Rooms	616
Annual Visits	222,100
Visitors from 50+ Miles	85.68%
Visitors from 250+ Miles	27.45%

The Holiday Inn Executive Center is Columbia's largest event space, offering 25,800 square feet of sellable space with a maximum contiguous space of 19,000 square feet, making it the primary venue in the local market for large events. Opened in the 1980s, the facility has seen numerous renovations and ownership transitions over the years. The most recent ownership change occurred in 2023 when it was acquired by Endeavor Hotel Group, following a prior purchase by Driftwood Hospitality Management in 2020. Despite a number of renovations, stakeholders and users often note that while it offers significant space, the facility lacks the modern amenities and design features that event planners increasingly prioritize.

The center includes a 19,000 square foot exhibit hall, 14,500 square feet of ballroom space, and 3,000 square feet of meeting space, with an attached 298-room hotel providing convenience for event attendees. Additionally, there are 616 hotel rooms within a half-mile radius. According to Placer.ai, in 2023, the Holiday Inn Executive Center saw approximately 222,100 visits, with over 85 percent of visitors traveling from 50 miles or more, reflecting its importance to the area's economy as it hosts tens of thousands non-local, corporate, leisure and group visitors to Columbia each year. A substantial portion, 27.5 percent, of visitors traveled from distances of over 250 miles.

While the Holiday Inn Executive Center attracts some state association business and serves as a venue for a variety of events, there are physical and community perspective limitations. Feedback from stakeholders and event planners highlights that the facility's age and dated aesthetics hamper its appeal to attract a broader range of high-profile events. Physical limitations include insufficient ceiling height for many exhibition events, limited electrical quality and hookups, storage issues, and load-in/out challenges, among other issues. As Columbia explores the potential development of a new Convention Center, the Executive Center's role, location, and limitations provide a benchmark for assessing the City's future event space needs. A new, modern facility could complement the Executive Center, addressing current market gaps and positioning Columbia to attract a more diverse array of regional and state-wide events.



Source: News Publications, Facility Site, Facility Management, Placer.ai, 2024.

3 LOCAL & REGIONAL CONDITIONS

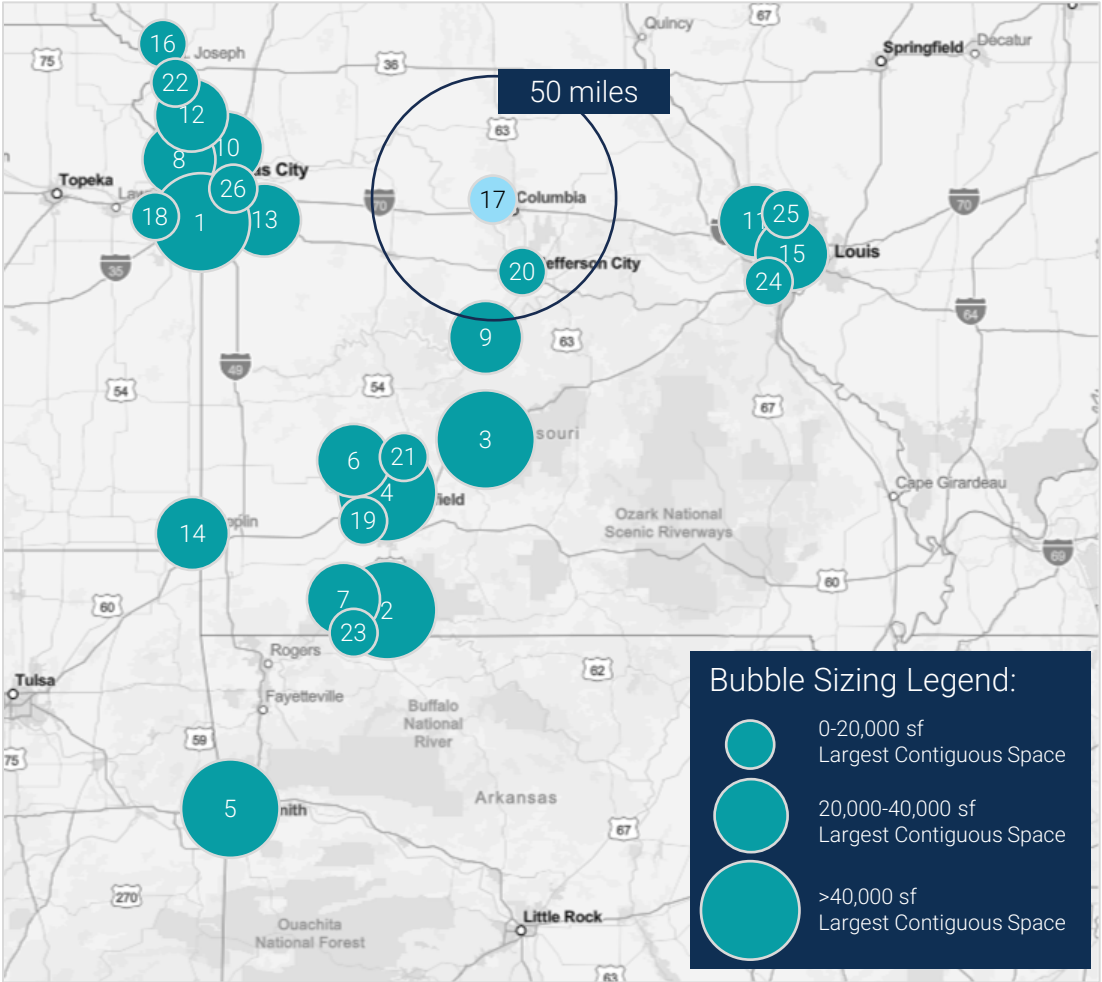
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REGIONAL EVENT SPACE INVENTORY – GEOGRAPHIC BREAKDOWN

The map to the right outlines key event facilities within the state and broader region. Notable nearby facilities include the Overland Park Convention Center and the Branson Convention Center, each of which attract a mix of corporate, state association, and SMERF events.

Columbia’s central location makes it a convenient destination for major metropolitan areas like Kansas City, St. Louis, and Springfield. This accessibility, combined with a need for updated, versatile conference facilities, positions Columbia to attract more event planners and support growth in regional event activity. A breakdown of existing venues is provided on the next page.

	Facility Name	City, State
1	Overland Park Convention Center	Overland Park, KS
2	Branson Convention Center	Branson, MO
3	Kenneth E Cowan Civic Center	Lebanon, MO
4	Springfield Expo Center	Springfield, MO
5	Fort Smith Convention Center	Fort Smith, AR
6	E*Plex	Springfield, MO
7	Chateau on the Lake	Branson, MO
8	Sheraton Kansas City Hotel At Crown Center	Kansas City, MO
9	Margaritaville Lake Resort Lake of the Ozarks	Osage Beach, MO
10	Westin at Crown Center	Kansas City, MO
11	St. Charles Convention Center	St. Charles, MO
12	Loews Kansas City Hotel	Kansas City, MO
13	The Pavilion at Johnny Knox Village	Lee's Summit, MO
14	Downstream Casino	Quapaw, OK
15	Marriott St. Louis Grand	St. Louis, MO
16	St Joseph Civic Arena	Saint Joseph, MO
17	Holiday Inn Executive Center	Columbia, MO
18	Embassy Suites by Hilton Kansas City Olathe	Olathe, KS
19	University Plaza Hotel & Conference Center	Springfield, MO
20	Capitol Plaza Hotel	Jefferson City, MO
21	Oasis Convention Center	Springfield, MO
22	Embassy Suites Airport	Kansas City, MO
23	Big Cedar Lodge	Ridgedale, MO
24	River City Casino Hotel	St Louis, MO
25	Ameristar Casino Resort Spa	Saint Charles, MO
26	InterContinental Kansas City at the Plaza	Kansas City, MO



Note: Table sorted by largest contiguous space. Only facilities with over 10,000 square feet of sellable space are included.
Source: Facility sites, facility management, CSL research, 2024.

REGIONAL EVENT SPACE INVENTORY – EVENT SPACE BREAKDOWN

Taking inventory of the existing meeting facilities in a surrounding area can provide an understanding of convention and conference space gaps in the market. These gaps could potentially be addressed with new convention facilities in the market. The adjacent exhibit presents the event space inventories identified as potential competitors with a Columbia Convention Center. These facilities would assumably vie for similar events as a potential Hotel Convention Center, including target segments such as state association conferences/conventions/tradeshows, SMERF (social, military, education, religious, fraternal) events and others. Note that larger facilities in the region, including the Kansas City Convention Center in Kansas City (MO) and America's Center Convention Complex in St. Louis (MO), have been excluded from this analysis due to their significant sizes and target customers (i.e., national associations and corporations and large regional events).

As shown, 26 facilities were identified in Missouri and the surrounding region that may pose varying levels of competition for a new Convention Center in Columbia, alongside the highlighted Holiday Inn Executive Center in Columbia. The Overland Park Convention Center offers a nearly 60,000-square foot contiguous exhibit hall and the largest total sellable space offering of 98,500 square feet. These competitive facilities offer a median largest contiguous space of 22,800 square feet and a total sellable space offering of 38,600 square feet, positioning the Holiday Inn Executive Center below the median for each of these characteristics.

	Facility Name	City, State	Exhibit Space (sf)	Meeting Space (sf)	Ballroom Space (sf)	Largest Contiguous Space (sf)	Total Sellable Space (sf)	HQ Hotel Rooms	Hotel Rooms Within 1/2-Mile
1	Overland Park Convention Center	Overland Park, KS	58,500	15,000	25,000	58,500	98,500	824	1,221
2	Branson Convention Center	Branson, MO	48,000	13,800	22,700	48,000	84,500	534	683
3	Kenneth E Cowan Civic Center	Lebanon, MO	46,000	0	0	46,000	46,000	0	35
4	Springfield Expo Center	Springfield, MO	44,100	4,400	0	44,100	48,500	267	571
5	Fort Smith Convention Center	Fort Smith, AR	40,000	9,600	0	40,000	49,600	388	542
6	E*Plex	Springfield, MO	81,500	0	0	37,500	81,500	0	143
7	Chateau on the Lake	Branson, MO	0	10,600	31,800	31,800	42,400	301	301
8	Sheraton Kansas City Hotel At Crown Center	Kansas City, MO	62,300	10,600	17,100	31,400	90,000	720	1,863
9	Margaritaville Lake Resort Lake of the Ozarks	Osage Beach, MO	0	17,800	59,100	30,000	76,900	223	223
10	Westin at Crown Center	Kansas City, MO	27,900	27,500	16,100	27,900	71,500	1,444	1,770
11	St. Charles Convention Center	St. Charles, MO	27,600	13,000	16,200	27,600	56,800	296	660
12	Loews Kansas City Hotel	Kansas City, MO	0	8,900	45,600	27,100	54,500	1,061	4,249
13	The Pavilion at Johnny Knox Village	Lee's Summit, MO	0	1,800	24,000	24,000	25,800	0	0
14	Downstream Casino	Quapaw, OK	21,500	2,200	3,200	21,500	26,900	374	374
15	Marriott St. Louis Grand	St. Louis, MO	0	15,800	39,000	20,100	54,800	1,945	5,408
16	St Joseph Civic Arena	Saint Joseph, MO	19,000	0	0	19,000	19,000	0	0
17	Holiday Inn Executive Center	Columbia, MO	19,000	3,000	14,500	19,000	36,500	298	616
18	Embassy Suites by Hilton Kansas City Olathe	Olathe, KS	0	1,400	13,000	13,000	14,400	200	386
19	University Plaza Hotel & Conference Center	Springfield, MO	0	16,500	12,800	12,800	29,300	278	571
20	Capitol Plaza Hotel	Jefferson City, MO	0	22,800	12,000	12,000	34,800	348	620
21	Oasis Convention Center	Springfield, MO	0	4,100	17,700	11,500	21,800	395	2,220
22	Embassy Suites Airport	Kansas City, MO	0	4,900	11,000	11,000	15,900	353	1,303
23	Big Cedar Lodge	Ridgedale, MO	0	16,000	11,000	11,000	27,000	17	17
24	River City Casino Hotel	St Louis, MO	0	1,100	10,600	10,600	11,700	200	200
25	Ameristar Casino Resort Spa	Saint Charles, MO	0	3,500	13,200	9,400	16,700	397	851
26	InterContinental Kansas City at the Plaza, an IHG Hotel	Kansas City, MO	0	22,600	4,300	4,300	26,900	497	1,827
AVERAGE			19,100	9,500	15,700	25,000	44,300	440	1,030
MEDIAN			0	9,300	12,900	22,800	38,600	320	590
RANK - Holiday Inn Executive Center (out of 26)			11	19	12	16	14	15	13

REGIONAL EVENT SPACE INVENTORY – VISITATION ANALYSIS

The table to the right provides insight into the annual visitor numbers, frequency, and visitor income at regional event spaces. Notably, some facilities that are not among the largest spaces observed, such as Big Cedar Lodge and Loews Kansas City Hotel, attract substantial visitation annually, with Big Cedar Lodge reaching two million visits per year. Facilities like the Holiday Inn Executive Center in Columbia, however, see more modest visitation at around 214,500 visits annually, primarily drawing regional attendees from within Missouri and neighboring states, while still drawing a noteworthy level of visitation from over 100 miles away.

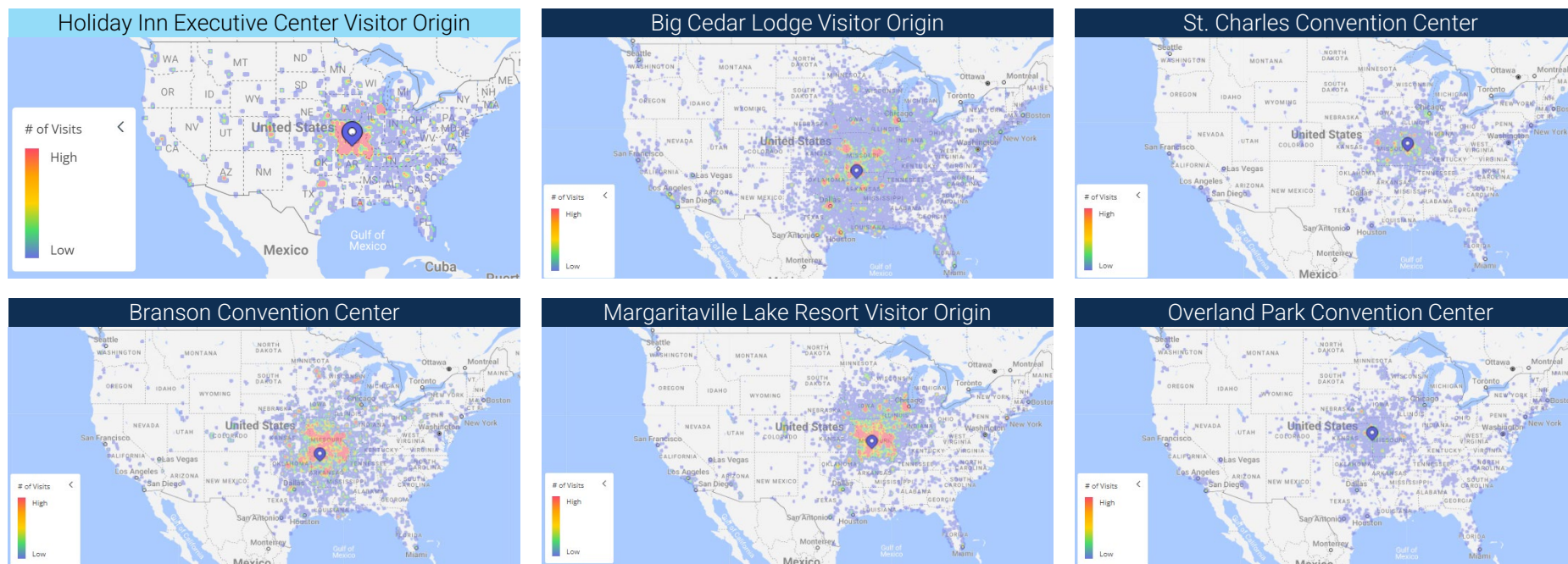
	Facility Name	City, State	Visits to Facility Per Year	Average Visit Frequency to Facility (count)	Median Household Income (facility visitors)	Facility Visitors from 100+ miles Per Year
17	Big Cedar Lodge	Ridgedale, MO	2,000,000	2.04	\$55,400	1,375,200
10	Loews Kansas City Hotel	Kansas City, MO	823,900	2.60	\$83,300	535,865
11	Marriott St. Louis Grand	St. Louis, MO	604,700	2.68	\$66,600	469,489
12	Margaritaville Lake Resort Lake of the Ozarks	Osage Beach, MO	680,300	2.61	\$58,200	449,202
8	Westin at Crown Center	Kansas City, MO	548,300	2.34	\$79,100	344,168
6	Chateau on the Lake	Branson, MO	350,200	2.65	\$53,800	254,070
7	Downstream Casino	Quapaw, OK	1,400,000	4.43	\$49,400	249,900
2	Branson Convention Center	Branson, MO	348,300	1.98	\$55,400	217,827
19	Ameristar Casino Resort Spa	Saint Charles, MO	1,600,000	3.73	\$71,200	211,040
20	Embassy Suites Airport	Kansas City, MO	259,700	3.11	\$73,200	194,126
21	InterContinental Kansas City at the Plaza, an IHG Hotel	Kansas City, MO	282,500	2.93	\$84,300	179,388
22	Embassy Suites by Hilton Kansas City Olathe	Olathe, KS	254,000	2.54	\$96,700	157,404
14	University Plaza Hotel & Conference Center	Springfield, MO	212,100	2.98	\$50,500	156,530
13	Holiday Inn Executive Center	Columbia, MO	222,100	2.48	\$59,400	155,870
16	Oasis Convention Center	Springfield, MO	265,500	2.32	\$54,900	130,759
18	River City Casino Hotel	St Louis, MO	1,300,000	5.92	\$66,600	112,450
1	Overland Park Convention Center	Overland Park, KS	427,900	1.71	\$86,900	103,552
9	St. Charles Convention Center	St. Charles, MO	339,700	1.85	\$77,500	90,292
15	Capitol Plaza Hotel	Jefferson City, MO	313,500	3.57	\$67,000	78,062
4	Springfield Expo Center	Springfield, MO	181,000	1.54	\$53,700	33,938
5	E*Plex	Springfield, MO	222,500	1.49	\$53,900	33,731
3	Kenneth E Cowan Civic Center	Lebanon, MO	171,800	2.83	\$45,100	26,629
4	Fort Smith Convention Center	Fort Smith, AR	104,700	1.58	\$51,600	25,453
12	St Joseph Civic Arena	Saint Joseph, MO	100,200	1.69	\$56,400	10,030
		AVERAGE	541,900	2.65	\$64,600	232,800
		MEDIAN	326,600	2.57	\$58,800	157,000
	RANK - Holiday Inn Executive Center (out of 24)		19	14	12	14

Note: Table is sorted largest to smallest by Facility Visitors from 100+ miles Per Year.
Source: Facility Sites, Facility Management, Placer.ai, 2024.

REGIONAL EVENT SPACE INVENTORY – VISITOR ORIENTATION

The visitor origination analysis illustrates the geographic reach of attendees for the most comparable and direct competitors to a potential Columbia Convention Center, as well as Columbia's Holiday Inn Executive Center. As shown, centralized facilities within Missouri, such as the Holiday Inn Executive Center and Margaritaville Lake Resort, tend to have a more concentrated regional draw, primarily pulling visitors from within the state and neighboring areas.

In contrast, venues closer to major metropolitan areas like the St. Charles Convention Center and Overland Park Convention Center demonstrate a broader geographic reach, likely attributed to their air access and the amenities of metropolitan markets. Relative to the Holiday Inn Executive Center, a larger, state of the industry convention product could have a geographic pull that more closely resembles those of Overland Park and St. Charles.



Note: Includes the top five most comparable and/or direct competitors to a potential Columbia Convention Center.
Source: Placer.ai, 2024.

SUMMARY & CONCLUSIONS

- **AREA DEMOGRAPHICS:** A potential Convention Center in Columbia could attract a visitor base that is older, higher-income, and more diverse, delivering significant short- and long-term economic benefits.
- **SOCIOECONOMIC CHARACTERISTICS:** The region within a 30-minute radius of Columbia includes 7,151 businesses, supporting a strong employee-to-resident ratio of 0.61:1. Major employers such as the University of Missouri and MU Health Care drive consistent demand for local meeting and event space, particularly for corporate and community events.
- **SUPPORTING HOTEL INVENTORY:** Columbia offers approximately 3,600 hotel rooms, with the majority concentrated in the northeastern commercial district and limited inventory directly downtown. Notably, downtown Columbia has only two hotels, including the Broadway Hotel, which is undergoing renovations to add 80 rooms and a 3,500-square-foot ballroom, enhancing its conference capabilities.
- **HOTEL PERFORMANCE:** Columbia's hotel market demonstrates steady demand, with annual occupancy rates of around 59 percent in 2022 and 2023, and rising ADR levels peaking during the University of Missouri football season. However, hotel industry performance will likely garner limited developer interest in developing a new convention-quality hotel, presenting challenges for new, upscale hotel properties to service a potential Columbia Convention Center.
- **KEY ATTRACTIONS AND DOWNTOWN DISTRICT:** Columbia's downtown district, anchored by attractions like Stephens Lake Park, The Blue Note, and the University of Missouri, offers a vibrant environment for visitors, and potential future convention visitors. The district's walkability and diverse dining options make Columbia appealing as a convention host site.
- **VISITATION DATA:** Columbia attracts 1.7 million visitors annually, generating 3.8 million visit nights and \$615.8 million in visitor spending. These visitation patterns, driven by university events, local attractions, and conferences, provide a strong foundation for a new Convention Center to capture additional demand.
- **LOCAL AREA EVENT FACILITIES:** Columbia's existing venues, such as the Holiday Inn Executive Center and Hilton Garden Inn, offer event spaces but lack modern amenities, contiguous exhibit space, and flexibility for large-scale events. Stakeholder feedback highlights the need for updated facilities to fill current market gaps.
- **COMPETITIVE CONVENTION FACILITIES:** Columbia's largest event space offering, the Holiday Inn Executive Center, offers a largest contiguous space and total sellable space of 19,000 square feet and 36,500 square feet, respectively. This positions it below median values of the 26 identified competitive venues throughout the region which have a median largest contiguous space and total sellable space of 22,800 square feet and 38,600 square feet respectively. Similarly, event space at the Holiday Inn Executive Center could benefit from renovations to modernize the facility and remain competitive in the regional market.
- **COMPETITIVE CONVENTION FACILITY VISITATION:** Among regional competitive facilities, the Holiday Inn Executive Center ranks 19th in terms of visits to the facility per year with 222,100 visits compared to a median of 326,600 visits. This ranking is somewhat lower than its ranking of 14th when comparing total sellable space among competitive facilities, suggesting that the facility could be somewhat underperforming among competitors. However, the Holiday Inn Executive Center ranks 14th in terms of total visitors from 100+ miles away, suggesting that it is successfully serving a regional client base.



4

INDUSTRY TRENDS

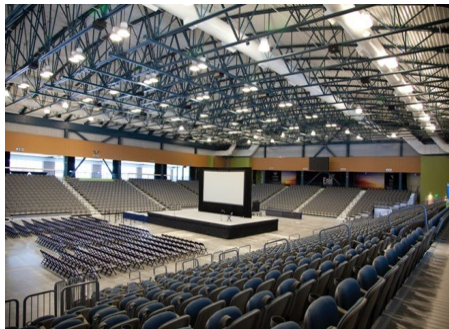
INTRODUCTION

The economy of any destination can be influenced by many factors outside the control of community leaders. Economic conditions, corporate relocations, changes in governmental or institutional presence and other factors will influence employment, income, tax revenues and other critical aspects of an economy. In San Antonio, the visitor industry also plays a critical role in local and regional economic health.

In recent years, material changes in the national convention industry have taken place that have impacted many supply and demand aspects. Significant phases of retraction and expansion in event demand, attendance and participation characteristics have taken place within the industry over the past decade. The COVID-19 Pandemic caused dramatic disruption in all sectors of the global economy, including severe impacts in the convention and tourism industries. Additionally, the “state-of-the-industry” in terms of the physical product aesthetics and functionality of convention facilities has continued to advance year over year in cities throughout the country. Event planners and users increasingly prefer, and oftentimes demand, the modern, spacious aesthetics and optimized, advanced functionality and efficiency of newer facility designs and programs.

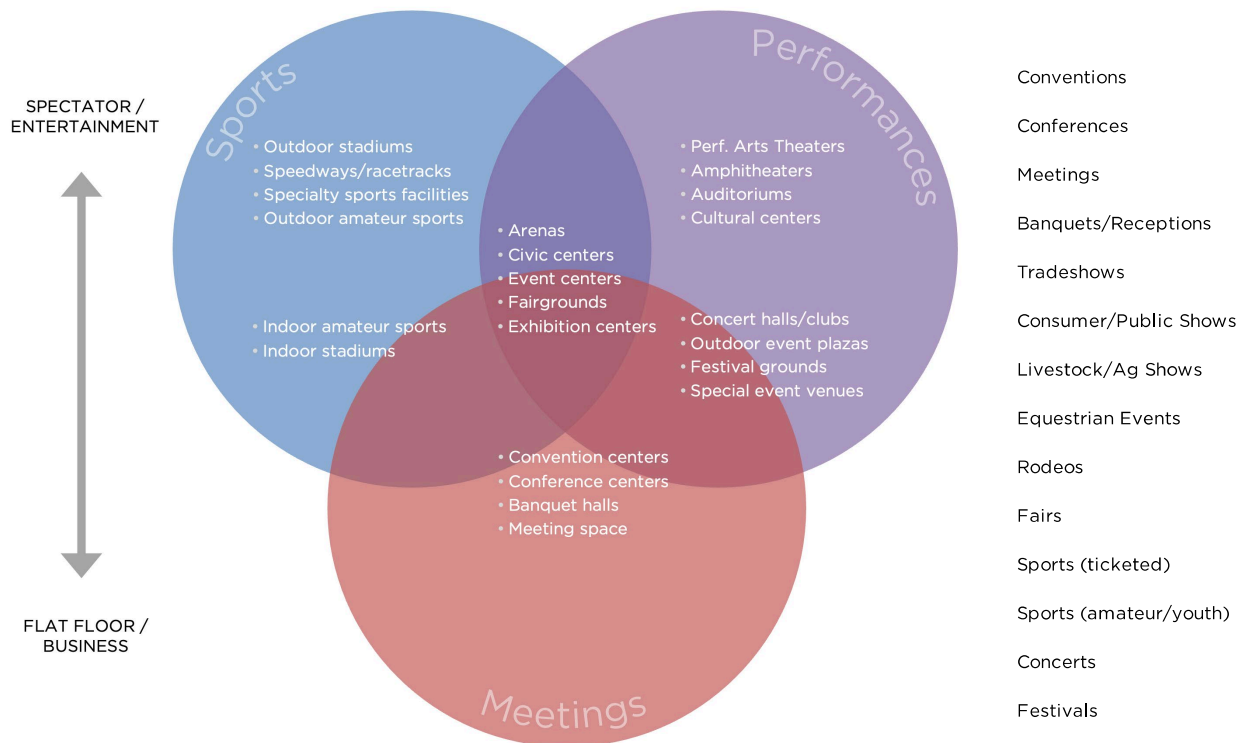
Simply maintaining the amenities, space types, technology and other aspects of a convention center will, over time result in a competitive disadvantage when competing for events. Relying on existing hotel, entertainment and other visitor assets to support a convention destination without continued investment will also place any market at a long-term competitive disadvantage.

The remainder of this section summarizes trends in facility design and programming that will impact future HBGCC investment, a summary of the facility and destination preferences of today’s convention and meeting planners, and relevant tourism and travel trends that will likely have implications for the future of the convention industry in San Antonio.



EVENT INDUSTRY & FACILITY ALIGNMENT

It is often useful to consider events as those residing in one of three general categories: sports, performances, and meetings. Facilities that normally accommodate these event types tend to overlap somewhat, as certain event facilities can accommodate events in multiple categories. The exhibits below illustrate how specific types of industry-typical event facilities fit within this framework of events. As shown, event facilities situated near the top of the diagram tend to be facilities that are more spectator/entertainment event-oriented, while those facilities located near the bottom of the diagram tend to be those that do not integrate fixed seating and are instead flat floor venues that focus on conventions, meetings, tradeshows and other such events. A Columbia Convention Center should feature high-quality finish, large contiguous exhibit/multipurpose event space, upscale carpeted space, an assortment of breakout rooms, and a strong inventory of nearby hotels and visitor amenities. Each of these criterion are important pillars that were considered as part of recommendations presented later herein.



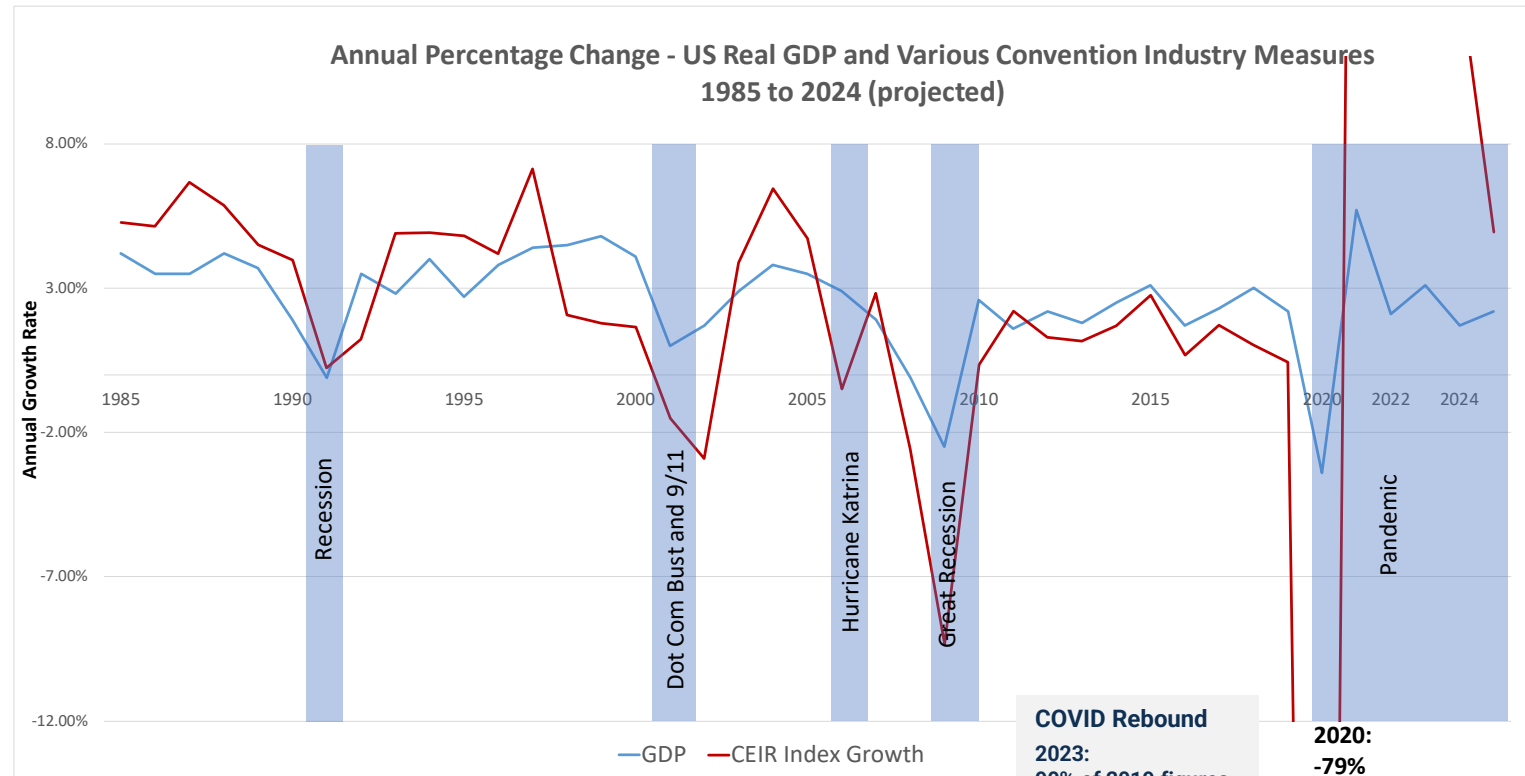
	High Quality Finish	Exhibit/ Lg. Event Facility	Upscale Carpeted Space	Breakout Rooms	Spectator Seating	Parking	Nearby Hotels	Secondary Facilities	Nearby Visitor Amenities
Conventions	HIGH	HIGH	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Conferences	HIGH	MED	HIGH	HIGH	LOW	MED	HIGH	LOW	HIGH
Meetings	HIGH	LOW	MED	HIGH	LOW	LOW	LOW	LOW	MED
Banquets/Receptions	HIGH	LOW	HIGH	MED	LOW	MED	LOW	LOW	MED
Tradeshows	MED	HIGH	LOW	LOW	LOW	HIGH	MED	LOW	HIGH
Consumer/Public Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	MED
Livestock/Ag Shows	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	HIGH	LOW
Equestrian Events	LOW	HIGH	LOW	LOW	MED	HIGH	LOW	HIGH	MED
Rodeos	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	MED	LOW
Fairs	LOW	HIGH	LOW	LOW	HIGH	HIGH	LOW	HIGH	LOW
Sports (ticketed)	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	LOW
Sports (amateur/youth)	MED	HIGH	LOW	LOW	HIGH	HIGH	MED	MED	MED
Concerts	MED	MED	LOW	LOW	HIGH	HIGH	LOW	LOW	MED
Festivals	LOW	HIGH	LOW	LOW	LOW	HIGH	LOW	LOW	LOW

HISTORICAL INDUSTRY & ECONOMIC CYCLES

The U.S. economy appeared to be on solid footing prior to the COVID-19 outbreak. A historical perspective focusing on changes to GDP growth relative to the national convention industry may be useful in assessing the longer-term impact of the COVID-19 Pandemic. As outlined in the adjacent chart, broad industry changes, characterized by retraction and expansion in exhibition, convention, conference, tradeshow and meeting demand have taken place during the past 38 years, with projections for 2024 to 2025.

The Pandemic took a significant toll on the U.S. exhibition industry. As U.S. GDP decreased by over three percent in 2020, the exhibition industry's total attendance, square footage, and revenues decreased by nearly 80 percent due to the restrictions for public assembly events during the COVID-19 Pandemic. Beginning in 2021, measures of industry performance increased by 50 to 60 percent from the 2020 lows, followed by an approximate 128 percent growth in overall convention industry measures in 2022.

As meetings and conventions continue to rebound, CEIR estimates indicate that 2023 approximated 90 percent of pre-Pandemic industry metrics. Net growth from the pre-Pandemic period is anticipated for the first time in 2024, as the industry is estimated to grow by four (4.0) percent from 2019 figures.



Note: (1) Measures attendance, exhibit space and exhibitor performance.
 Source: U.S. Bureau of Economic Analysis, Conference Board, St. Louis Fed, CEIR, CSL, 2024.

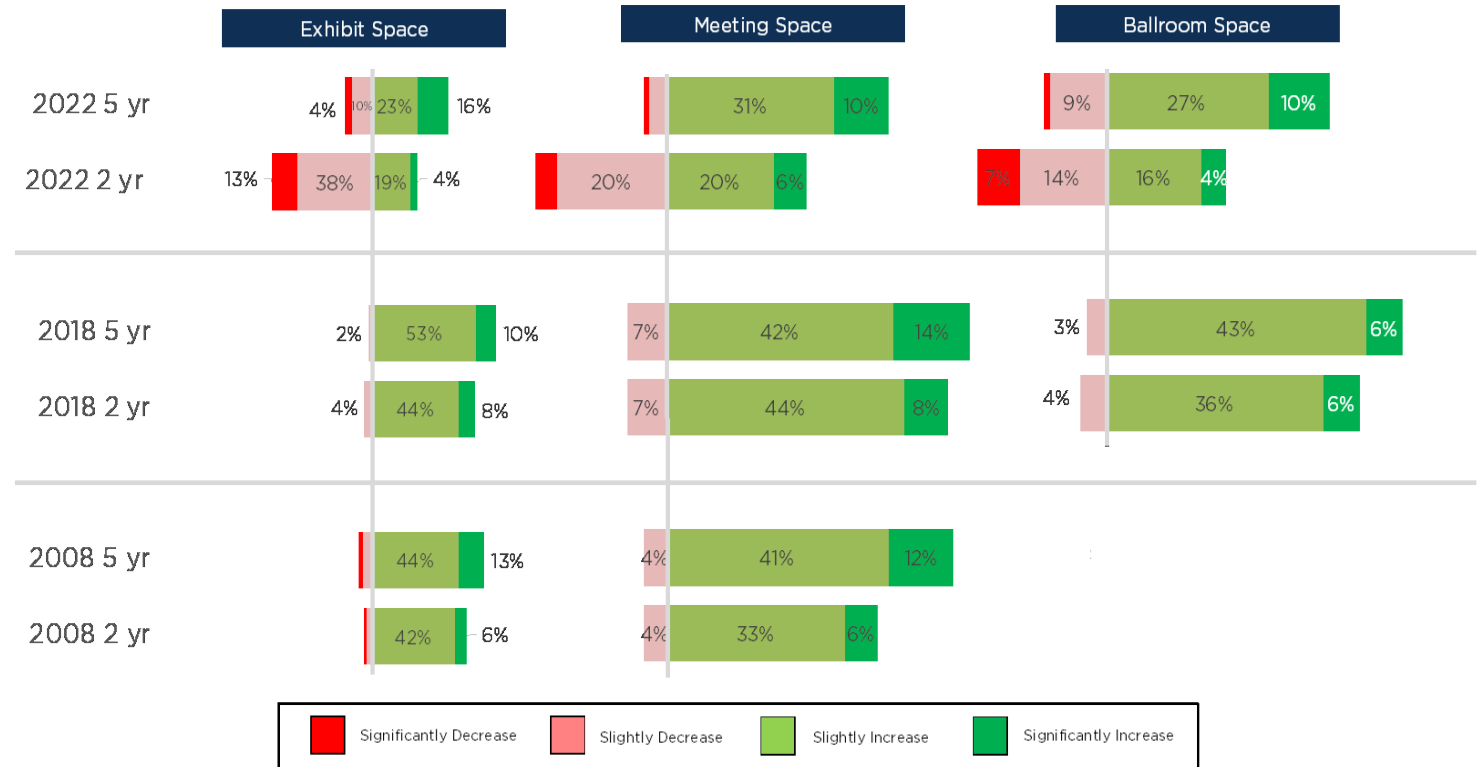
EVOLVING SPACE NEEDS OF CONVENTIONS

CSL periodically surveys convention planners regarding their expectations regarding future industry growth and retraction. The data from surveys conducted in 2008, 2018, and 2022 are summarized in the exhibit to the right. Event planners were asked to indicate the direction they felt the event industry was moving in terms of event space demand in the subsequent two and five years. In 2008, a significant majority of planners predicted a significant increase in demand for additional meeting and exhibit space, with a limited number predicting a decrease in space needs. This trend continued in 2018, with planners also predicting a slight increase in ballroom space demand over a two- and five-year timeframe.

However, in 2022, planners had a more tempered view of future event space demand growth, largely due to the impacts of the Pandemic on the convention industry. In the two years following 2022, over 50 percent of planners predicted a slight or significant decrease in exhibit space needs throughout the industry. However, fewer planners predicted decreases in meeting and ballroom space demands during this near-term time period.

Over five years, planners have a much more optimistic view of event space demand growth. Approximately 39 percent believe that exhibit space needs will grow, while 51 percent and 47 percent predict that meeting space and ballroom space needs will grow, respectively. Considering these forecasts, maintaining/increasing event space levels will still be important for convention destinations in the long-term.

Convention Planner Expectations of Future Space Needs (2008, 2018 & 2022 Surveys)



Note: Figures represent convention planner expectations of convention facility space needs over the next 5 years and 2 years, respectively, captured through three separate surveys conducted by CSL between 2008 and 2022.
Source: CSL surveys of national convention planners, 2022.

OVERVIEW OF CONVENTION PLANNER PREFERENCES & EMERGING TRENDS

The type, level of finish, configuration, and amenities of the space offered in any convention/conference or event facility will play a strong role in determining the ability of the facility to attract and accommodate certain types of events. The “state-of-the-industry” in terms of the physical product aesthetics and functionality of convention and event facilities has continued to advance year-over-year in cities throughout the country. Event planners and users increasingly prefer, and oftentimes demand, the modern, spacious aesthetics and optimized, advanced functionality and efficiency of newer facility designs and programs. Beyond attracting higher numbers of groups, visitors and economic impact, modern convention/conference and event facilities often offer significant advancements in operating efficiencies and enhanced revenue generation opportunities, as compared to previous generations of facilities. Facility and destination features that are typically important to convention and event planners when selecting a destination and facility include those shown to the below left. The graphic shown to the below right highlights existing and emerging trends in terms of convention event preferences and requirements that, in turn, are affecting forward-thinking design of new facility products.

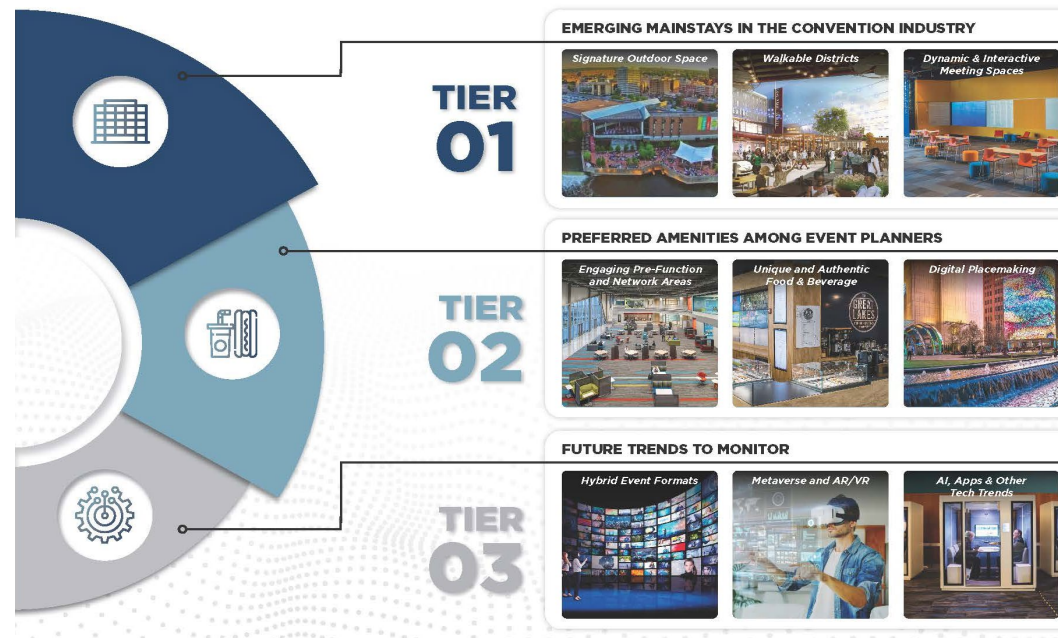
Site & Destination Preferences

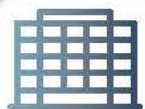
- Attached/integrated full-service hotel.
- Nearby ancillary hotel offerings.
- Affordability and diversity of overall destination lodging inventory.
- On-site and walkable proximity to attractive visitor amenities (restaurants, bars/nightlife, and retail).
- Quality and density of authentic destination amenities and attractions.
- Proximity to airport & flight availability/costs to/from major markets.
- Visitor-friendly, walkable environment surrounding convention/event space.
- Availability of ground transportation, including rideshare and shuttling.

Facility Preferences

- High-quality convention/event space with flexible design/functionality.
- Integrated or direct connection to headquarters hotel.
- High ceiling heights (30+ feet for exhibit halls, 20+ feet for ballrooms)
- Flexibility in terms of ballroom and exhibit hall subdivisibility.
- Plentiful breakout meeting space of wide variety of sizes & configurations.
- Appropriate mix and ratio of spaces.
- Large pre-function & networking spaces.
- Outdoor activity spaces.
- Moveable, flexible furniture offerings in public and pre-function spaces.
- Unique and authentic food & beverage.
- Modern audiovisual & technology capabilities, incl. complementary wifi.
- Dynamic digital placemaking & signage.
- Ease of load-in/out.
- ADA accessibility.
- Parking availability.

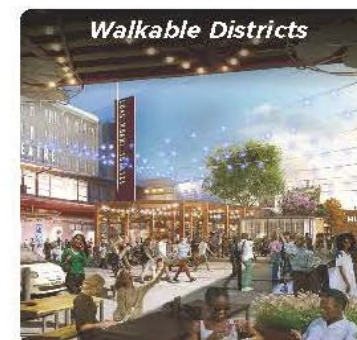
Next Generation Convention/Conference Facility Trends





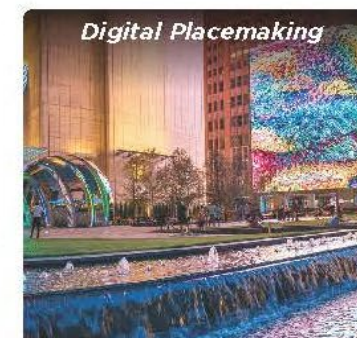
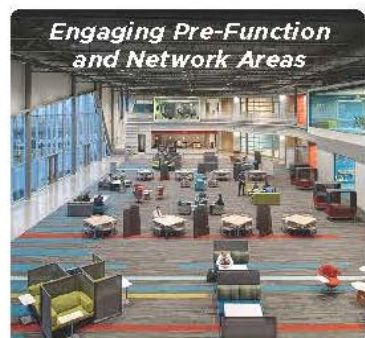
TIER 01

EMERGING MAINSTAYS IN THE CONVENTION INDUSTRY



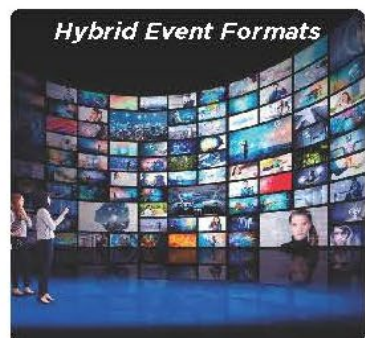
TIER 02

PREFERRED AMENITIES AMONG EVENT PLANNERS



TIER 03

FUTURE TRENDS TO MONITOR



EMERGING/GROWING CONVENTION EVENT SEGMENTS

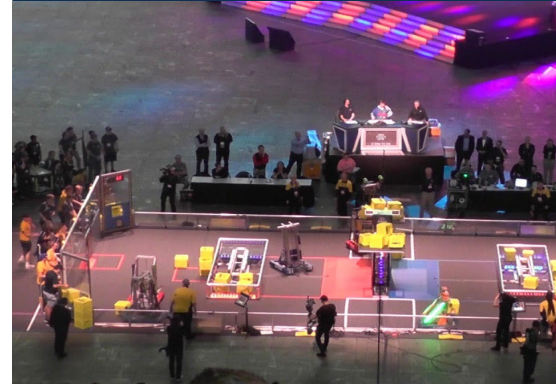
Amateur Sports



Esports



Robotics & Drone Racing



Streamed Talks



AR/VR Experiences



Hobbyist Events



Touring Podcasts



Hackathons



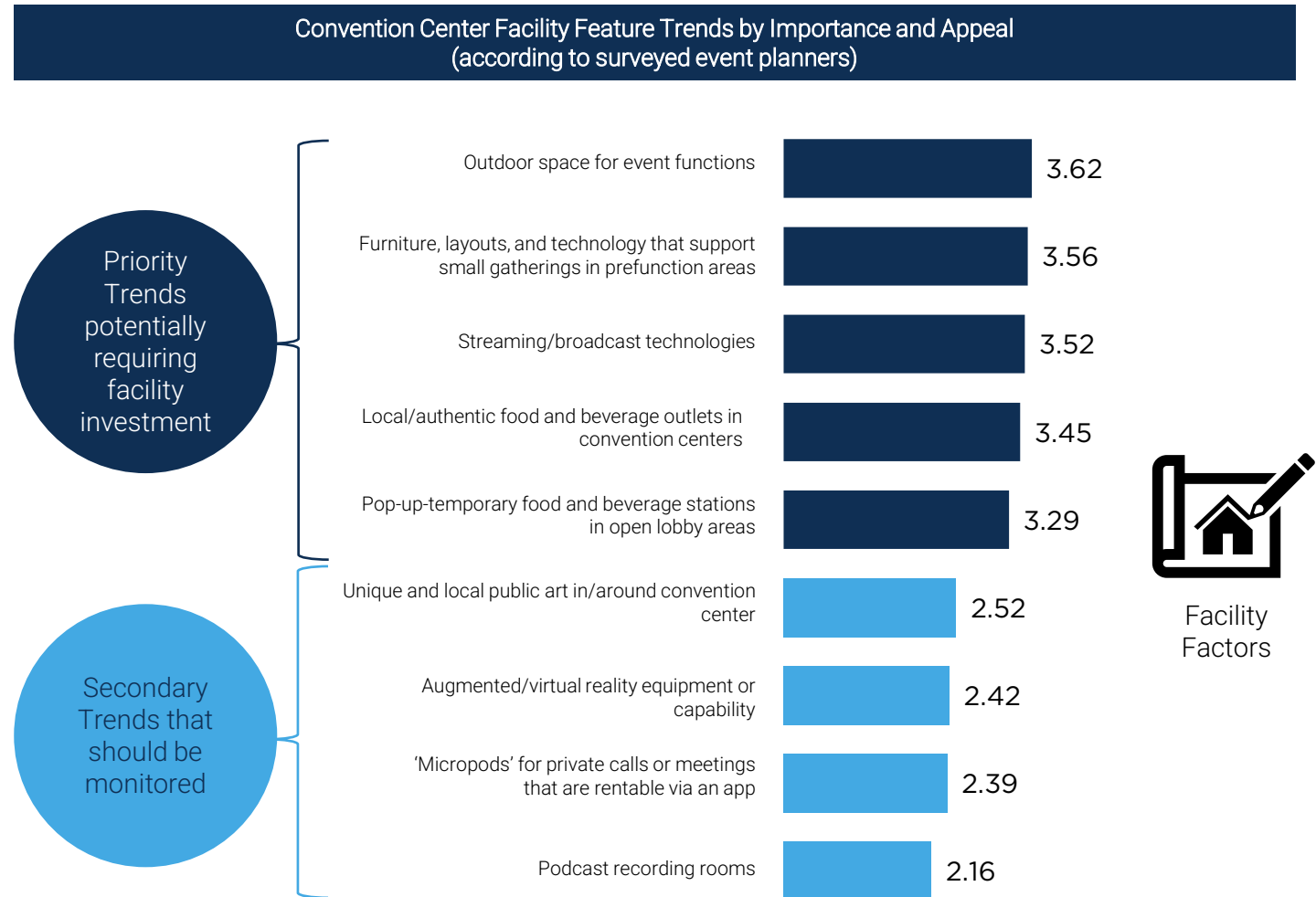
CONVENTION CENTER FEATURE PREFERENCES

The illustrations and exhibit shown on the previous three pages highlight existing and emerging trends in terms of convention event preferences and requirements that, in turn, are affecting forward-thinking design of new facility products.

With respect to the exhibit on this page, CSL recently collected survey input from nearly 90 planners of major national and regional conferences and conventions. Participating planners were asked to rate the importance and appeal of several different event facility trends on a scale of “1” to “5”, with “5” being the highest score. Their feedback is summarized in the chart to the right.

Trends that should be considered a high priority by the conference, meeting, and convention industry garnered scores of 3.25 or higher. As shown, outdoor event space received the highest rating from planners (score of 3.62 out of 5), followed by using pre-function areas for informal meetings (3.56), streaming and broadcast technologies (3.52), local and authentic food stations (3.45), and pop-up/temporary food stations (3.29). It will be important to consider each of these trends as part of any conference center development.

Trends that scored lower are less of a near-term priority but should still be considered important as part of conference center project. These include unique or local public art installation, augmented and virtual reality capabilities, ‘micro pods’, and podcast recording rooms.



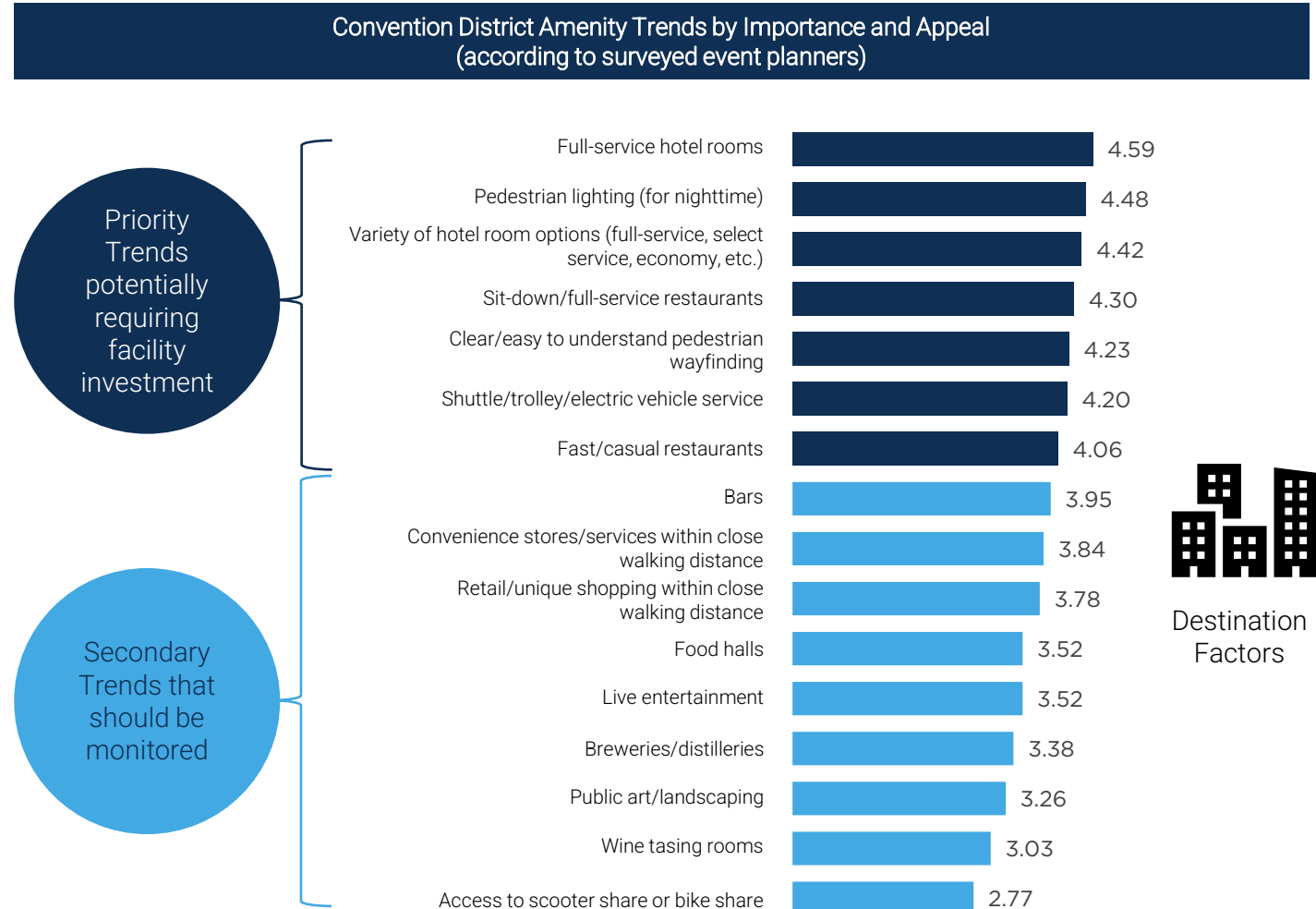
Source: CSL Survey of Meeting and Event Planners, 2022.

CONVENTION DISTRICT AMENITY PREFERENCES

CSL also asked national and regional conference and convention planners to rate the importance and appeal of various surrounding event center district amenities for their events. This questions was similarly scaled from “1” to “5”, with “5” as the highest score. Notably, many amenities received significantly higher levels of importance relative to previously presented conference or convention facility features.

Surrounding district trends that should be considered a high priority garnered scores of 4.00 or higher. Access to full-service hotel rooms (score of 4.59) represents the most important convention district amenity among surveyed event planners. This is followed by pedestrian lighting for nighttime activities (4.48), a variety of hotel offerings (4.42), full-service restaurant options (4.30), easily understandable wayfinding for pedestrians (4.23), some form of shuttle/trolley vehicle service (4.20), and access to fast-casual dining options (4.06).

Trends that scored lower are less important to planners but should still be considered as part of an event facility district development. These amenities include nearby bars, convenience stores and services within walking distance, food halls, access to live entertainment, breweries and/or distilleries, and public art and landscaping design.

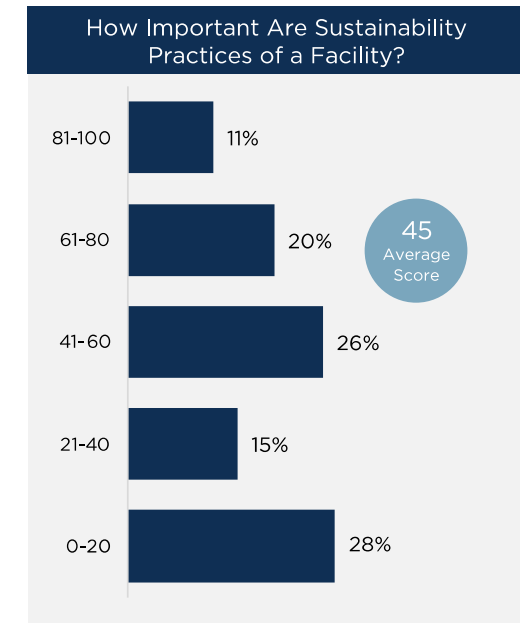
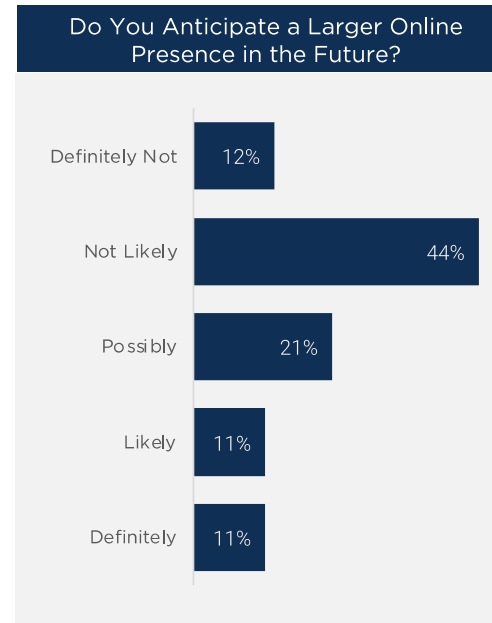
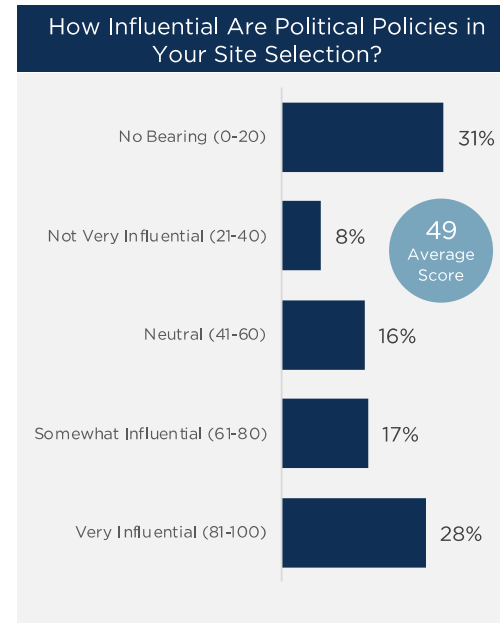
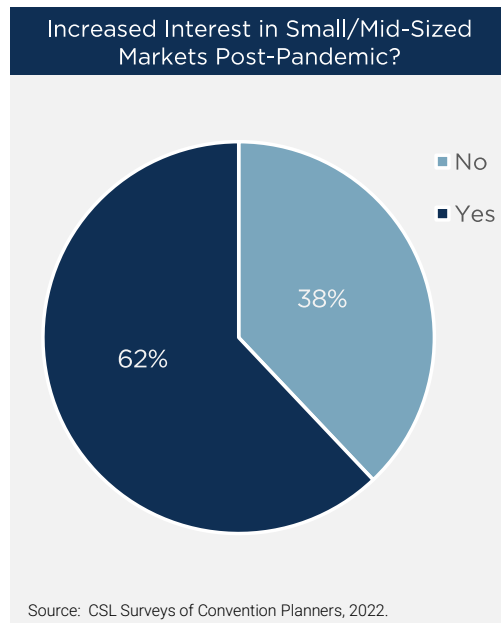


Source: CSL Survey of Meeting and Event Planners, 2022.

CONVENTIONS – OTHER INFLUENCING TRENDS

Due to significant COVID-19 pandemic impacts and growing political turbulence since 2020, CSL distributed a questionnaire to event planners to gather insight into how the industry has changed in recent years and will continue to change moving forward. Several analyses with notable takeaways are presented below. As shown in left exhibit, CSL asked national meeting and event planners if their interest in small/mid-sized markets has increased due to the pandemic. Of these respondents, 62 percent indicated that they are more interested in smaller and mid-sized destination markets than they were prior to the pandemic. This aligns with a gradually growing notion within the convention industry that planners are looking for smaller, safer destinations with closer access to outdoor experiences to host their events. The Columbia destination offers these and other advantages, and the destination's convention industry has an opportunity to benefit as a result.

Planners were also asked (1) to estimate the level of influence that the political policies of a state or region may have on their site selection process (on a scale of 0 to 100, with 100 representing the most influential), (2) whether they anticipate an increased online attendee base for their events, and (3) to rate how important the sustainability practices of a host facility when selecting a host facility/site (on a scale of 0 to 100, with 100 representing the highest level of importance). Respective results are also shown below.



OTHER GROUP & LEISURE TRENDS

Just as convention facility and event trends are evolving, the event attendees of today exhibit different behaviors and preferences when traveling to and staying in destinations for conventions and conferences. As a result, even planners increasingly consider the environment “outside the box”. As previously noted, walkable districts, high-quality dining, unique experiences, authentic cultural assets, and top-line attractions increasingly play a greater role in the site selection process. Due to greater event attendee exploration, convention destinations with strong assets are well positioned to benefit significantly from increased visitor spending, length of stay, and the likelihood for repeat visitation.

Members of CSL continually monitor emerging and ongoing trends among leisure and group traveler preferences to evaluate their impacts for destination planning and development. Due to greater distribution of information online and via AI (artificial intelligence), travelers can now discover and explore destinations throughout the world more efficiently and effectively than ever. As such, tourism destinations must respond in this rapidly changing environment by finding ways to best connect existing and target travelers to their existing assets and invest in new assets that align with the preferences of these travelers.

The following is a compilation of Group and Leisure Tourism Trends that CSL has collected through extensive primary and secondary research during 2023 and 2024. It is believed that they will play a critical role in the development of destinations near and far, large and small, and should be considered in the development of any convention center or tourism strategy project.



- Bleisure Travel
- Culinary is Critical
- DEIA
- Corporate Social Responsibility
- Sustainability Concerns
- Leisure Markets > Urban Markets
- Rise of the Mid-Sized
- Wellness Culture



- Electric Roadtrips
- AI and Travel Decisions
- Transformative Experiences
- Immersive Food Experiences
- Off the Beaten Path
- Casual Outdoor Adventurers + Urban Base

LODGING INDUSTRY OVERVIEW

In the lodging industry, supply is measured by the number of guestrooms available, while demand is measured by the number of rooms occupied; the net effect of supply and demand towards equilibrium results in a prevailing price, or average rate. The local lodging market is most directly affected by the supply and demand trends within the immediate area. STR, Inc. (formerly, Smith Travel Research) is an independent research firm that compiles data on the lodging industry; this information is routinely used by typical hotel buyers. The statistics that STR analyzes include occupancy, average daily rate (ADR) and rooms revenue per available room (RevPAR). RevPAR is calculated by multiplying occupancy by average rate and provides an indication of how well rooms revenue is being maximized.

STR utilizes chain scale segments to categorize branded hotels into seven different groups based on the actual average room rates. The seven different categories, and examples of hotel brands, are as follows:

- **LUXURY:** Conrad; Four Seasons; Grand Hyatt; InterContinental; JW Marriott; Loews; Park Hyatt; Ritz-Carlton; W Hotel; and, Waldorf Astoria.
- **UPPER UPSCALE:** Embassy Suites; Hilton; Hyatt; Marriott; Omni; Radisson Blu; Renaissance; Sheraton; Westin; and, Wyndham.
- **UPSCALE:** DoubleTree; Radisson; aloft; Cambria Suites; Courtyard Marriott; Hilton Garden Inn; Hyatt Place; Residence Inn; Springhill Suites; and, Staybridge Suites.
- **UPPER MIDSCALE:** Best Western Plus; Clarion; Comfort Inn; Drury Inn; Fairfield Inn; Home2Suites by Hilton; Holiday Inn Express; TownePlace Suites; and, Westmark.
- **MIDSCALE:** America's Best Suites; AmericInn; Best Western; Candlewood Suites; Howard Johnson; La Quinta Inn and Suites; Quality Inn; Ramada; Tru by Hilton; and, Wingate by Wyndham.
- **ECONOMY:** America's Best Inn; Budget Suites of America; Country Hearth Inn; Days Inn; Econo Lodge; Extended Stay America; Microtel Inn; Motel 6; Red Roof Inn; Super 8; and, Travelodge.
- **INDEPENDENT:** other non-categorized properties; varies by market.

Brands/chains are based on the previous year's annual system wide (global) average daily rate. Independent hotels, for example regardless of their average room rates, are included as a separate chain scale category. The rate ranges defining each scale category are determined by STR, Inc. Alternately, hotel projects also tend to be classified by the following categories:

- Luxury.
- Full-Service.
- Dual-Branded.
- Select/Focused Service.
- Extended-Stay (Upscale).
- Extended Stay (Midscale).
- Limited-Service, and Budget/Economy.

NATIONAL LODGING INDUSTRY PERFORMANCE TRENDS

A hotel's local lodging market is directly affected by the supply and demand trends within the immediate area. However, localized markets are also influenced by conditions affecting the national lodging market.

STR is an independent research firm that compiles and publishes data on the lodging industry, and this information is routinely used by typical hotel investors. The STR exhibit to the right presents annual hotel occupancy and average rate data since 2000. RevPAR (revenue per available room) is approximated by multiplying occupancy by average rate and provides an indication of how well rooms revenue is being maximized.

The massive disruption of the industry by the COVID-19 pandemic is illustrated by the precipitous declines across all metrics impacted the industry, commencing in March 2020. A significant rebound occurred in 2021 through 2022, with metrics in many markets throughout the country improving at a rapid rate and nearing pre-pandemic levels. Data suggest that the industry has substantially stabilized, with occupancy expected to widely achieve pre-pandemic levels in 2024. ADR quickly recovered to pre-pandemic levels in 2022 and is expected to grow at higher than historical averages for the next several years, assuming no major disruptions in national economic conditions and within the travel/tourism industries.

According to recent reports by HVS, the pace of the recovery slowed in 2023. Job growth and employment levels remain strong, although it is increasingly clear that hybrid work patterns will result in office occupancy levels and business travel levels below historical norms. Leisure demand remains strong, particularly as inbound international travel increases, and group activity continues to improve. Taken together, the outlook for the hospitality industry is positive. However, the fear of a potential recession and concerns related to ongoing international conflicts may undermine consumer confidence and spending levels, which would impact the degree of continued growth in the near term.

National Occupancy & Average Rate Trends						
Year	Occ	Change	ADR	Change	RevPAR	Change
2000	63.5%	0.6%	\$85.24	4.9%	\$54.13	5.5%
2001	59.8%	-5.8%	\$84.45	-0.9%	\$50.50	-6.7%
2002	59.0%	-1.3%	\$83.20	-1.5%	\$49.09	-2.8%
2003	59.2%	0.3%	\$83.28	0.1%	\$49.30	0.4%
2004	61.3%	3.5%	\$86.70	4.1%	\$53.15	7.8%
2005	63.1%	2.9%	\$91.29	5.3%	\$57.61	8.4%
2006	64.2%	1.7%	\$96.77	6.0%	\$62.13	7.8%
2007	64.1%	-0.2%	\$102.38	5.8%	\$65.63	5.6%
2008	60.4%	-5.8%	\$106.55	4.1%	\$65.61	0.0%
2009	54.5%	-9.8%	\$98.20	-7.8%	\$53.55	-18.4%
2010	57.6%	5.7%	\$98.08	-0.1%	\$56.47	5.5%
2011	60.1%	4.3%	\$101.64	3.6%	\$61.06	8.1%
2012	61.4%	2.2%	\$106.10	4.4%	\$65.17	6.7%
2013	62.3%	1.5%	\$110.35	4.0%	\$68.69	5.4%
2014	65.0%	4.3%	\$115.26	4.4%	\$75.66	10.1%
2015	65.6%	0.9%	\$120.01	4.1%	\$78.67	4.0%
2016	66.7%	1.7%	\$124.00	3.3%	\$83.00	5.5%
2017	65.3%	-2.1%	\$125.90	1.5%	\$82.20	-1.0%
2018	66.1%	1.2%	\$129.97	3.2%	\$85.96	4.6%
2019	66.1%	0.0%	\$131.21	1.0%	\$86.76	0.9%
2020	44.0%	-33.4%	\$103.25	-21.3%	\$45.48	-47.6%
2021	57.6%	30.9%	\$124.67	20.7%	\$71.87	58.0%
2022	62.7%	8.9%	\$148.83	19.4%	\$93.27	29.8%
Avg Annual Growth		0.5%		3.0%		4.3%

Source: STR, Inc.

HOTEL OCCUPANCY & RATE TRENDS

The exhibit to the right presents historical performance data grouped by geographical region, price point, type of location, and chain scale, and the statistics include occupancy, average rate, and rooms revenue per available room (RevPAR). RevPAR is approximated by multiplying occupancy by average rate and provides an indication of how well rooms revenue is being maximized.

National Occupancy & Average Rate Trends (by region, location & chain scale)											
	Occupancy			ADR			RevPAR			% Change	
	2021	2022	Change	2021	2022	Change	2021	2022	Change	Rms Avail	Rms Sold
United States	57.5%	62.7%	9.0%	\$124.96	\$148.83	19.1%	\$71.88	\$93.27	29.8%	2.2%	12.7%
REGION											
New England	55.5%	64.1%	15.5%	\$155.80	\$187.71	20.5%	\$86.54	\$120.35	39.1%	1.5%	17.2%
Middle Atlantic	55.2%	63.0%	14.1%	\$144.08	\$183.31	27.2%	\$79.56	\$115.51	45.2%	5.4%	20.3%
South Atlantic	29.8%	64.9%	117.8%	\$130.45	\$150.81	15.6%	\$77.95	\$97.88	25.6%	2.0%	10.8%
East North Central	52.3%	57.6%	10.1%	\$105.25	\$123.86	17.7%	\$55.09	\$71.36	29.5%	1.6%	11.8%
East South Central	59.5%	61.7%	3.7%	\$104.70	\$120.01	14.6%	\$62.30	\$74.05	18.9%	1.5%	5.2%
West North Central	51.0%	55.7%	9.2%	\$97.34	\$109.45	12.4%	\$49.68	\$60.92	22.6%	0.2%	9.2%
West South Central	58.1%	60.5%	4.1%	\$95.75	\$111.96	16.9%	\$55.64	\$67.79	21.8%	1.0%	5.2%
Mountain	59.3%	64.0%	7.9%	\$125.74	\$146.97	16.9%	\$74.59	\$94.06	26.1%	0.6%	8.6%
Pacific	60.2%	67.1%	11.5%	\$157.79	\$191.94	21.6%	\$95.00	\$128.86	35.6%	2.6%	14.4%
LOCATION											
Urban	51.8%	63.3%	22.2%	\$152.81	\$198.52	29.9%	\$79.12	\$125.60	58.7%	6.5%	30.2%
Suburban	59.9%	64.0%	6.8%	\$104.93	\$123.56	17.8%	\$62.90	\$79.13	25.8%	0.9%	7.8%
Airport	60.3%	68.4%	13.4%	\$104.82	\$127.57	21.7%	\$63.18	\$87.29	38.2%	1.4%	15.0%
Interstate	57.8%	58.9%	1.9%	\$92.22	\$101.67	10.2%	\$53.31	\$59.88	12.3%	0.3%	2.2%
Resort	57.7%	65.7%	13.9%	\$209.77	\$233.86	11.5%	\$121.06	\$153.53	26.8%	2.8%	17.0%
Small Metro/Town	56.7%	57.9%	2.1%	\$116.96	\$128.52	9.9%	\$66.34	\$74.44	12.2%	2.4%	2.4%
CHAIN SCALE											
Luxury	48.0%	63.3%	31.9%	\$383.48	\$425.63	11.0%	\$184.12	\$269.56	46.4%	5.6%	39.3%
Upper-Upscale	48.7%	63.7%	30.8%	\$176.66	\$211.17	19.5%	\$86.11	\$134.48	56.2%	6.0%	38.5%
Upscale	59.6%	67.3%	12.9%	\$128.62	\$153.93	19.7%	\$76.68	\$103.65	35.2%	3.6%	17.0%
Upper-Midscale	61.6%	65.8%	6.8%	\$111.14	\$126.39	13.7%	\$68.47	\$83.15	21.4%	2.8%	9.7%
Midscale	56.5%	57.7%	2.1%	\$89.48	\$98.93	10.6%	\$50.59	\$57.08	12.8%	-0.3%	1.8%
Economy	59.7%	58.9%	-1.3%	\$66.88	\$72.62	8.6%	\$39.90	\$42.78	7.2%	-2.4%	-3.6%
Independents	56.9%	60.3%	6.0%	\$137.44	\$159.13	15.8%	\$78.24	\$96.01	22.7%	0.9%	6.9%

HOTEL DEVELOPMENT COSTS

The exhibit to the right summarizes hotel development cost averages and medians by category in 2024 dollars, based on data collected and compiled by HVS. As shown, development costs per room vary significantly by category/type. For instance, the median development costs for select/focused-service hotel projects (typically representing wood frame construction projects such as Hilton Garden Inn, Courtyard by Marriott, etc.) approximate \$221,100 per key (excluding land), while the median for full-service projects (typically representing steel and concrete tower projects, such as Hilton, Marriott, Hyatt, Westin, Omni, etc.) approximates \$375,800 per key (excluding land).

The COVID-19 pandemic resulted in unprecedented disruption across all industry sectors and their various supply chains, including construction markets. This led to precipitous inflation of construction costs for projects of all types, including hotels and convention centers. While the estimated construction data below is useful in framing potential costs for hotel projects, volatility remains in the construction industry, and certain projects may cost out at rates/totals higher than these figures.

Development Cost Per Key (Per Room) Averages - Recent National Projects								
	Land	Hard Costs	Soft Costs	FF&E	Pre-Opening & Working Capital	Developer Fee	Total (including land costs)	Total (excluding land costs)
Budget/Economy								
Average	\$8,500	\$74,900	\$9,000	\$11,700	\$2,200	\$6,200	\$112,500	\$104,000
Median	\$8,600	\$77,900	\$3,900	\$11,800	\$2,600	\$6,200	\$111,000	\$102,400
% of Total	7%	72%	7%	11%	2%	1%	100%	93%
Limited Service								
Average	\$23,300	\$120,800	\$21,100	\$17,900	\$4,800	\$6,900	\$194,800	\$171,500
Median	\$14,600	\$105,200	\$15,500	\$17,000	\$3,700	\$5,200	\$161,200	\$146,600
% of Total	11%	65%	11%	9%	2%	1%	100%	88%
Extended Stay (Midscale)								
Average	\$17,000	\$105,800	\$19,000	\$19,500	\$3,500	\$5,000	\$169,800	\$152,800
Median	\$14,500	\$100,300	\$15,700	\$19,500	\$2,900	\$4,500	\$157,400	\$142,900
% of Total	10%	64%	11%	11%	2%	2%	100%	90%
Extended Stay (Upscale)								
Average	\$24,300	\$155,300	\$22,100	\$24,800	\$4,700	\$7,300	\$238,500	\$214,200
Median	\$21,100	\$141,300	\$17,900	\$25,100	\$4,200	\$5,200	\$214,800	\$193,700
% of Total	10%	67%	10%	11%	2%	2%	100%	92%
Select/Focused Service								
Average	\$31,200	\$190,900	\$41,200	\$24,600	\$6,800	\$8,200	\$302,900	\$271,700
Median	\$18,600	\$157,900	\$26,100	\$23,400	\$6,500	\$7,200	\$239,700	\$221,100
% of Total	11%	61%	15%	8%	2%	2%	100%	88%
Dual Branded								
Average	\$35,900	\$217,100	\$41,500	\$30,600	\$6,500	\$7,400	\$339,000	\$303,100
Median	\$31,200	\$170,400	\$34,000	\$29,000	\$5,400	\$5,400	\$275,400	\$244,200
% of Total	11%	65%	12%	9%	1%	2%	100%	89%
Full Service								
Average	\$38,200	\$377,500	\$76,200	\$47,800	\$15,400	\$16,500	\$571,600	\$533,400
Median	\$30,400	\$266,500	\$51,600	\$34,000	\$11,900	\$11,800	\$406,200	\$375,800
% of Total	5%	68%	14%	8%	2%	2%	100%	94%
Luxury								
Average	\$113,200	\$539,600	\$123,600	\$73,600	\$31,000	\$23,300	\$904,300	\$791,100
Median	\$85,600	\$488,500	\$102,200	\$66,000	\$24,200	\$24,100	\$790,600	\$705,000
% of Total	11%	63%	14%	9%	3%	1%	100%	90%

Source: HVS, U.S. Hotel Development Cost Survey, CSL research.

SUMMARY & CONCLUSIONS

- **MACRO CONVENTION INDUSTRY DATA:** The Pandemic took a significant toll on the U.S. exhibition industry. As U.S. GDP decreased by over three percent in 2020, the exhibition industry's total attendance, square footage, and revenues decreased by nearly 80 percent due to the restrictions for public assembly events during the COVID-19 Pandemic. As meetings and conventions continue to rebound, CEIR estimates indicate that 2023 approximated 90 percent of pre-Pandemic industry metrics. Net growth from the pre-Pandemic period is anticipated for the first time in 2024, as the industry is estimated to grow by four (4.0) percent from 2019 figures.
- **EVOLVING CONVENTION FACILITY TRENDS:** The convention industry continues to evolve as attendee bases undergo generational shifts, and as planner preferences regarding event spaces, services and technologies continue to change. Event planner feedback suggests that it will be important to prioritize the inclusion of hybrid event technology, dynamic pre-function areas, signature outdoor space, local/authentic food and beverage outlets, and pop-up/temporary food stations as part of a potential Columbia Convention Center development project.
- **CONVENTION DISTRICTS TRENDS:** Event planners increasingly consider the appeal of a convention facility's surrounding destination as part of their host facility selection process. Event planner input highlights the need to include various "district" elements around a potential Columbia Convention Center, including modern, full-service hotel properties, pedestrian lighting, sit-down and fast/casual restaurants, easy to understand pedestrian wayfinding, and shuttle/trolley vehicle service.
- **OTHER GROUP & LEISURE TRENDS:** Members of CSL continually monitor emerging and ongoing trends among leisure and group traveler preferences to evaluate their impacts for destination planning and development. In 2024, there are important group (e.g., business leisure travel, sustainability/responsibility, increased preference for mid-sized markets) and leisure tourism trends which play a critical role in the development of destinations and are important to consider in the context of a potential Columbia Convention Center.
- **LODGING TRENDS:** The lodging industry is experiencing recovery and growth following the COVID-19 pandemic, with key metrics such as RevPAR and ADR nearing or exceeding pre-pandemic levels. National lodging trends highlight the importance of supply-demand balance, while construction costs for hotel projects remain elevated due to inflation and supply chain challenges. In Columbia, the need for a mix of hotel options across price points and service levels will be essential to support a potential Convention Center and attract both group and leisure travelers, who increasingly prefer full-service and higher-end accommodations.



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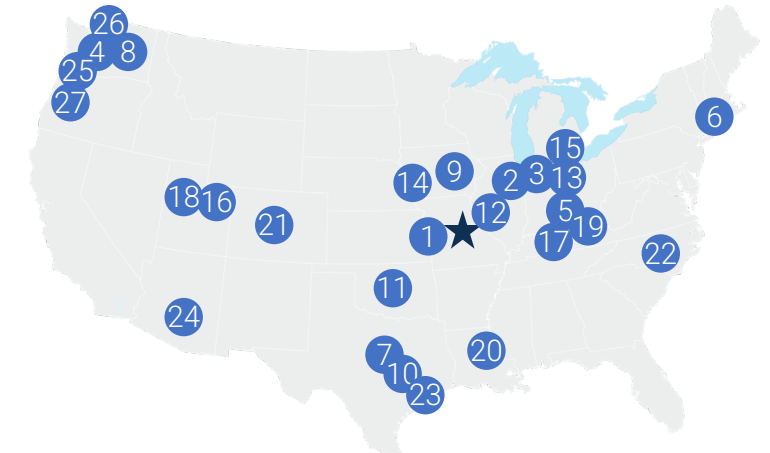
COMPARABLE FACILITIES

OVERVIEW

Certain inferences can be made by reviewing comparable convention and conference facilities operating in markets throughout the country of a similar size and/or geographic positioning to Columbia. These data help place a potential building of a new Convention Center within a comparable context with respect to facility offerings, demographics and other related host market features.

The selected facilities were chosen based on their event space configurations, nearby hotel accommodations, walkable environments, and the demographic characteristics of their host markets. As illustrated, these facilities vary in size, from smaller convention centers to expansive complexes. For example, facilities range from around 21,000 square feet to nearly 100,000 square feet of total sellable space. On average, these comparable facilities offer approximately 21,100 square feet of exhibit space, 7,900 square feet of meeting space, and 19,000 square feet of ballroom space. These insights underline the comparable offerings a Columbia Convention Center could aim to match or exceed to attract various events.

	Facility	Market	Total Exhibit Space (sf)	Meeting Space (sf)	Ballroom Space (sf)	Total Sellable Space (sf)	Largest Contiguous Space (sf)	HQ Hotel Rooms	Hotel Rooms Within 1/2-Mile
1	Overland Park Convention Center	Overland Park, KS	58,500	15,000	25,000	98,500	58,500	705	1,221
2	Tinley Park Convention Center	Tinley Park, IL	58,100	5,000	7,200	70,300	58,100	202	882
3	Grand Wayne Convention Center	Fort Wayne, IN	50,000	12,600	16,000	78,600	50,000	632	756
4	Greater Tacoma Convention Center	Tacoma, WA	50,000	10,900	13,700	74,600	50,000	466	948
5	Northern Kentucky Convention Center	Covington, KY	46,200	12,900	17,500	76,600	46,200	548	1,168
6	MassMutual Center	Springfield, MA	40,700	8,400	14,900	64,000	40,700	98	689
7	Waco Convention Center	Waco, TX	33,000	13,600	28,800	75,400	33,000	348	1,409
8	Yakima Convention & Event center	Yakima, WA	0	4,100	36,300	40,400	30,300	156	745
9	Hyatt Regency Coralville & Conference Center	Coralville, IA	30,000	5,500	22,400	57,900	30,000	288	1,076
10	Embassy Suites San Marcos Hotel Conference Center	San Marcos, TX	0	5,300	36,000	41,300	28,800	283	371
11	Embassy Suites Norman Hotel & Conference Center	Norman, OK	0	6,100	28,800	34,900	28,800	283	627
12	St. Charles Convention Center	St. Charles, MO	27,600	13,000	22,200	56,800	27,600	296	660
13	Century Center	South Bend, IN	24,500	13,900	11,600	50,000	24,500	290	637
14	Mid-America Center	Council Bluffs, IA	24,500	5,400	18,500	48,400	24,500	264	823
15	Blue Water Convention Center	Port Huron, MI	20,400	2,900	9,300	32,600	20,400	149	149
16	Utah Valley Convention Center	Provo, UT	19,600	9,900	16,900	46,400	19,600	0	557
17	Sloan Convention Center	Bowling Green, KY	0	4,800	19,500	24,300	19,500	218	444
18	Davis Conference Center	Layton, UT	18,400	2,400	22,400	43,200	18,400	147	1,010
19	Morehead Conference Center	Morehead, KY	18,000	3,600	16,800	38,400	18,000	0	0
20	Natchez Convention Center	Natchez, MS	18,000	10,700	0	28,700	18,000	0	150
21	Pueblo Convention Center	Pueblo, CO	17,500	7,900	16,200	41,600	17,500	166	432
22	Durham Convention Center	Durham, NC	0	4,800	27,000	31,800	15,500	190	651
23	Houston Marriott Sugar Land	Sugar Land, TX	0	10,100	15,500	25,600	15,500	303	652
24	Mesa Convention Center	Mesa, AZ	15,000	9,000	9,900	33,900	15,000	274	279
25	Hilton Vancouver Washington	Vancouver, WA	0	8,600	21,500	30,100	14,000	226	669
26	Lynnwood Event Center	Lynnwood, WA	0	3,800	17,700	21,500	11,700	0	865
27	Salem Convention Center	Salem, OR	0	4,100	20,200	24,300	11,400	193	320
AVERAGE			21,100	7,900	19,000	47,800	27,600	250	670
MEDIAN			18,400	7,900	17,700	41,600	24,500	230	660



DEMOGRAPHICS

Columbia's demographic profile shows that it falls below the median for population, household income, and number of businesses across all drive-time ranges when compared to similar markets with conference and event facilities. This positioning suggests certain challenges in terms of regional market size and economic reach, potentially impacting the scale and frequency of events that a Columbia Convention Center could attract. It is important to note that Columbia's central location within Missouri may help to offset some demographic limitations by attracting drive-in visitors from neighboring cities and regions.

Population				Median Household Income				Number of Businesses			
Market	30-min	120-min	240-min	Market	30-min	120-min	240-min	Market	30-min	120-min	240-min
6 Springfield, MA	667,756	12,453,475	39,131,721	26 Lynnwood, WA	\$121,897	\$107,051	\$98,969	6 Springfield, MA	27,416	530,473	1,577,252
2 Tinley Park, IL	1,572,743	12,221,090	28,026,620	4 Tacoma, WA	\$91,526	\$106,720	\$97,174	7 Waco, TX	9,745	430,097	970,718
7 Waco, TX	281,410	11,762,002	26,966,424	16 Provo, UT	\$102,369	\$99,393	\$90,039	2 Tinley Park, IL	47,423	427,397	995,128
5 Covington, KY	1,291,035	9,049,503	23,305,101	18 Layton, UT	\$93,776	\$98,720	\$90,964	5 Covington, KY	52,540	326,701	814,675
23 Sugar Land, TX	2,672,360	8,704,827	20,797,134	21 Pueblo, CO	\$60,508	\$94,845	\$93,772	23 Sugar Land, TX	129,993	316,885	750,491
13 South Bend, IN	386,296	8,515,101	32,207,166	6 Springfield, MA	\$74,976	\$94,737	\$92,664	13 South Bend, IN	13,300	298,066	1,125,743
15 Port Huron, MI	124,838	6,405,298	16,276,035	25 Vancouver, WA	\$91,621	\$87,726	\$95,042	22 Durham, NC	42,337	225,514	728,193
10 San Marcos, TX	556,769	6,349,345	24,734,921	27 Salem, OR	\$75,694	\$85,973	\$93,293	15 Port Huron, MI	4,238	219,431	570,929
22 Durham, NC	1,006,578	6,346,174	20,771,708	7 Waco, TX	\$65,162	\$85,940	\$79,250	10 San Marcos, TX	15,833	213,156	882,714
24 Mesa, AZ	2,155,960	6,090,041	7,649,873	24 Mesa, AZ	\$86,615	\$83,277	\$79,851	3 Fort Wayne, IN	16,740	184,560	1,265,487
26 Lynnwood, WA	1,697,665	5,363,982	9,402,486	8 Yakima, WA	\$68,817	\$82,344	\$95,163	26 Lynnwood, WA	69,764	176,184	323,818
4 Tacoma, WA	1,293,367	5,325,929	10,000,735	2 Tinley Park, IL	\$74,768	\$82,220	\$77,403	24 Mesa, AZ	89,204	176,040	220,377
3 Fort Wayne, IN	446,462	5,201,288	36,195,044	10 San Marcos, TX	\$83,973	\$81,858	\$80,574	4 Tacoma, WA	41,707	174,069	344,125
17 Bowling Green, KY	159,471	4,787,264	17,461,266	23 Sugar Land, TX	\$82,076	\$78,314	\$76,645	17 Bowling Green, KY	5,885	165,852	597,195
12 St. Charles, MO	1,440,487	4,089,170	12,740,919	14 Council Bluffs, IA	\$82,727	\$77,860	\$75,344	25 Vancouver, WA	79,062	151,455	361,077
25 Vancouver, WA	1,766,917	4,016,754	10,337,669	13 South Bend, IN	\$62,256	\$75,597	\$75,917	12 St. Charles, MO	60,157	150,239	469,449
27 Salem, OR	435,239	3,822,387	9,071,562	12 St. Charles, MO	\$81,566	\$74,722	\$68,471	27 Salem, OR	14,515	145,581	329,376
21 Pueblo, CO	171,463	3,778,237	5,970,467	9 Coralville, IA	\$73,658	\$74,587	\$80,540	21 Pueblo, CO	5,204	143,896	236,385
Columbia, MO	198,336	3,401,024	10,181,145	1 Overland Park, KS	\$79,064	\$73,741	\$72,070	11 Norman, OK	32,723	132,845	597,459
1 Overland Park, KS	1,591,134	3,360,133	12,878,124	5 Covington, KY	\$75,308	\$72,654	\$68,314	Columbia, MO	7,781	131,863	383,010
18 Layton, UT	778,565	3,158,814	4,090,673	Columbia, MO	\$66,178	\$72,626	\$69,627	1 Overland Park, KS	63,036	126,257	491,169
11 Norman, OK	673,658	3,123,483	15,782,775	17 Bowling Green, KY	\$62,038	\$72,360	\$69,510	19 Morehead, KY	1,470	98,481	556,255
16 Provo, UT	686,908	3,059,223	4,333,939	15 Port Huron, MI	\$66,372	\$72,208	\$70,478	9 Coralville, IA	9,581	98,274	717,978
19 Morehead, KY	41,798	2,590,939	16,131,312	22 Durham, NC	\$99,184	\$69,516	\$73,448	14 Council Bluffs, IA	30,679	93,124	328,476
9 Coralville, IA	237,987	2,555,324	19,495,097	3 Fort Wayne, IN	\$68,548	\$68,400	\$75,286	18 Layton, UT	23,162	86,692	120,807
14 Council Bluffs, IA	885,258	2,326,899	8,179,292	19 Morehead, KY	\$51,222	\$64,636	\$67,114	16 Provo, UT	17,339	83,754	129,022
20 Natchez, MS	42,856	1,672,124	7,442,358	11 Norman, OK	\$60,526	\$63,518	\$75,376	20 Natchez, MS	1,968	74,820	308,777
8 Yakima, WA	208,038	1,034,667	10,604,932	20 Natchez, MS	\$37,676	\$54,913	\$56,354	8 Yakima, WA	5,939	31,088	367,051
Average	861,964	5,450,499	16,666,124	Average	\$76,812	\$80,883	\$80,334	Average	33,739	195,590	599,264
Rank (out of 28)	23	19	19	Rank (out of 28)	21	21	23	Rank (out of 28)	22	20	17

Note: Tables sorted by 120-minute drivetimes.
Source: ESRI, 2024.

DEMOGRAPHICS

Dining, retail, and entertainment amenities play a critical role in the appeal of a destination for event planners and attendees. These amenities not only enhance the overall attendee experience by providing a variety of options for off-site activities but also drive additional local economic impact as attendees explore the surrounding area. Event planners often prioritize locations that offer a vibrant mix of dining, shopping, and entertainment to attract attendees and boost participation rates. In the case of Columbia, Missouri, the charts show that the City ranks below the average across all drive-time ranges (30, 60, 120, and 240 minutes) for dining, retail, and entertainment spending. This indicates that while Columbia has a moderate level of local amenities, its market size and spending potential in these sectors may be somewhat limited compared to other comparable event markets. However, this also suggests an opportunity for targeted growth in these areas, which a new Convention Center could support by attracting non-local visitation and spending to the area.

Dining Sales (in \$000s)

Market	30-min	120-min	240-min
6 Springfield, MA	\$9,587,969	\$179,227,499	\$524,146,067
2 Tinley Park, IL	\$20,221,349	\$167,262,803	\$382,883,263
7 Waco, TX	\$3,592,935	\$151,416,147	\$346,141,552
5 Covington, KY	\$19,453,181	\$122,049,172	\$301,682,915
13 South Bend, IN	\$5,794,889	\$110,810,614	\$429,386,120
23 Sugar Land, TX	\$39,246,088	\$110,161,877	\$267,109,760
15 Port Huron, MI	\$1,605,468	\$85,012,388	\$216,880,278
22 Durham, NC	\$14,658,134	\$77,403,798	\$255,452,760
10 San Marcos, TX	\$6,686,254	\$75,234,913	\$310,684,037
24 Mesa, AZ	\$33,996,064	\$72,978,127	\$91,394,703
26 Lynnwood, WA	\$24,956,287	\$69,398,819	\$127,376,354
3 Fort Wayne, IN	\$6,418,295	\$69,006,762	\$474,963,052
4 Tacoma, WA	\$20,012,499	\$68,999,675	\$134,313,333
17 Bowling Green, KY	\$2,443,020	\$63,304,258	\$226,553,576
25 Vancouver, WA	\$31,007,065	\$58,689,448	\$139,570,266
12 St. Charles, MO	\$24,423,228	\$57,943,311	\$176,796,885
27 Salem, OR	\$5,981,484	\$56,100,671	\$127,093,623
21 Pueblo, CO	\$2,196,953	\$52,514,174	\$82,797,062
11 Norman, OK	\$13,611,203	\$51,795,122	\$218,127,542
Columbia, MO	\$3,901,321	\$50,958,818	\$142,051,933
1 Overland Park, KS	\$24,822,410	\$45,860,687	\$178,475,509
9 Coralville, IA	\$4,471,761	\$38,656,055	\$271,197,168
19 Morehead, KY	\$447,486	\$37,579,250	\$211,992,889
18 Layton, UT	\$12,187,739	\$37,166,609	\$49,585,633
16 Provo, UT	\$8,117,434	\$36,249,794	\$53,290,755
14 Council Bluffs, IA	\$11,489,640	\$32,204,498	\$115,787,832
20 Natchez, MS	\$599,790	\$24,348,583	\$103,801,771
8 Yakima, WA	\$2,707,627	\$13,548,476	\$142,393,831
Average	\$12,990,231	\$72,774,946	\$220,736,242
Rank (out of 28)	21	20	18

Retail Sales (in \$000s)

Market	30-min	120-min	240-min
6 Springfield, MA	\$985,981	\$24,045,029	\$72,660,816
2 Tinley Park, IL	\$2,194,090	\$20,177,939	\$43,906,557
7 Waco, TX	\$347,437	\$19,066,852	\$40,401,421
5 Covington, KY	\$2,059,519	\$13,348,945	\$33,183,730
13 South Bend, IN	\$487,717	\$13,103,805	\$49,778,623
23 Sugar Land, TX	\$4,435,267	\$12,596,820	\$30,062,100
26 Lynnwood, WA	\$4,396,959	\$11,221,638	\$17,916,803
4 Tacoma, WA	\$2,065,274	\$11,148,345	\$18,762,419
10 San Marcos, TX	\$818,632	\$10,030,164	\$37,204,010
15 Port Huron, MI	\$166,759	\$9,823,961	\$24,251,604
24 Mesa, AZ	\$3,745,842	\$9,561,400	\$11,566,137
22 Durham, NC	\$2,002,157	\$9,195,018	\$31,378,536
3 Fort Wayne, IN	\$608,589	\$7,323,892	\$55,695,525
21 Pueblo, CO	\$207,455	\$7,091,708	\$11,043,137
17 Bowling Green, KY	\$192,883	\$6,929,426	\$24,824,280
25 Vancouver, WA	\$3,273,368	\$6,751,336	\$19,232,851
27 Salem, OR	\$543,135	\$6,368,018	\$16,863,032
12 St. Charles, MO	\$2,518,439	\$6,323,287	\$18,232,254
Columbia, MO	\$267,001	\$5,137,290	\$14,753,057
1 Overland Park, KS	\$2,619,525	\$5,003,212	\$18,878,779
18 Layton, UT	\$1,125,495	\$4,716,811	\$5,839,137
16 Provo, UT	\$953,580	\$4,585,820	\$6,198,876
11 Norman, OK	\$815,099	\$4,077,475	\$22,892,284
9 Coralville, IA	\$346,500	\$3,860,143	\$31,822,150
14 Council Bluffs, IA	\$1,403,757	\$3,592,484	\$12,303,358
19 Morehead, KY	\$43,751	\$3,539,843	\$22,682,562
20 Natchez, MS	\$39,556	\$1,951,210	\$8,947,931
8 Yakima, WA	\$233,716	\$1,498,004	\$19,610,378
Average	\$1,430,759	\$8,775,281	\$26,153,307
Rank (out of 28)	22	19	22

Entertainment/Recreation Spending (in \$000s)

Market	30-min	120-min	240-min
6 Springfield, MA	\$985,981	\$24,045,029	\$72,660,816
2 Tinley Park, IL	\$2,194,090	\$20,177,939	\$43,906,557
7 Waco, TX	\$347,437	\$19,066,852	\$40,401,421
5 Covington, KY	\$2,059,519	\$13,348,945	\$33,183,730
13 South Bend, IN	\$487,717	\$13,103,805	\$49,778,623
23 Sugar Land, TX	\$4,435,267	\$12,596,820	\$30,062,100
26 Lynnwood, WA	\$4,396,959	\$11,221,638	\$17,916,803
4 Tacoma, WA	\$2,065,274	\$11,148,345	\$18,762,419
10 San Marcos, TX	\$818,632	\$10,030,164	\$37,204,010
15 Port Huron, MI	\$166,759	\$9,823,961	\$24,251,604
24 Mesa, AZ	\$3,745,842	\$9,561,400	\$11,566,137
22 Durham, NC	\$2,002,157	\$9,195,018	\$31,378,536
3 Fort Wayne, IN	\$608,589	\$7,323,892	\$55,695,525
21 Pueblo, CO	\$207,455	\$7,091,708	\$11,043,137
17 Bowling Green, KY	\$192,883	\$6,929,426	\$24,824,280
25 Vancouver, WA	\$3,273,368	\$6,751,336	\$19,232,851
27 Salem, OR	\$543,135	\$6,368,018	\$16,863,032
12 St. Charles, MO	\$2,518,439	\$6,323,287	\$18,232,254
Columbia, MO	\$267,001	\$5,137,290	\$14,753,057
1 Overland Park, KS	\$2,619,525	\$5,003,212	\$18,878,779
18 Layton, UT	\$1,125,495	\$4,716,811	\$5,839,137
16 Provo, UT	\$953,580	\$4,585,820	\$6,198,876
11 Norman, OK	\$815,099	\$4,077,475	\$22,892,284
9 Coralville, IA	\$346,500	\$3,860,143	\$31,822,150
14 Council Bluffs, IA	\$1,403,757	\$3,592,484	\$12,303,358
19 Morehead, KY	\$43,751	\$3,539,843	\$22,682,562
20 Natchez, MS	\$39,556	\$1,951,210	\$8,947,931
8 Yakima, WA	\$233,716	\$1,498,004	\$19,610,378
Average	\$1,430,759	\$8,775,281	\$26,153,307
Rank (out of 28)	22	19	22

Note: Tables sorted by 120-minute drivetimes.
Source: ESRI, 2024.

VISITATION

This chart provides insights into visitation patterns across various comparable convention and conference facilities, as well as the Holiday Inn Executive Center. Reviewing the overall attendance to these markets and specific facilities helps gauge Columbia's potential and current ability to attract similar events and visitation. The Holiday Inn Executive Center, specifically, ranks well in terms of visitation metrics, ranking 12th for visits to the facility out of 28 venues.

Additionally, Columbia demonstrates a robust existing visitor base, with the City ranking 3rd in market visitation and the Holiday Inn Executive Center ranking 2nd in facility visitation from over 100 miles. This reflects Columbia's ability to attract visitors from a broad geographic area, driven in large part by the University of Missouri. While the City's demographic metrics may not be as strong as some peers, its visitor statistics show significant potential for a Convention Center to draw convention and conference groups from a large, regional geographic area. This visitor base also plays a critical role in supporting dining, retail, and other businesses, reinforcing Columbia as an appealing destination for conventions and events.

The following pages include detailed case studies on 15 of the analyzed comparable facilities. These case studies highlight key design trends, operating and funding mechanism, and strategic implementations at comparable facilities.

	Facility Name	City, State	Visits to Market Per Year	Visits to Facility Per Year	Average Visit Frequency to Facility (count)	Median Household Income (facility visitors)	Facility Visitors from 100+ miles Per Year
10	Embassy Suites by Hilton San Marcos Hotel Conference Center	San Marcos, TX	1,300,000	303,200	2.92	\$82,900	72.47%
17	Sloan Convention Center	Bowling Green, KY	1,100,000	178,200	2.62	\$56,500	58.21%
11	Embassy Suites Norman Hotel & Conference Center	Norman, OK	1,200,000	457,000	2.62	\$64,000	55.56%
9	Hyatt Regency Coralville & Conference Center	Coralville, IA	622,200	257,600	2.27	\$73,500	54.44%
22	Durham Convention Center	Durham, NC	2,200,000	150,600	1.45	\$91,400	48.58%
25	Hilton Vancouver Washington	Vancouver, WA	923,900	304,400	3.00	\$89,800	42.86%
20	Natchez Convention Center	Natchez, MS	192,500	55,900	1.85	\$31,800	36.68%
5	Northern Kentucky Convention Center	Covington, KY	432,100	143,500	1.64	\$70,600	35.07%
3	Grand Wayne Convention Center	Fort Wayne, IN	1,200,000	133,500	1.57	\$63,800	34.09%
7	Waco Convention Center	Waco, TX	1,600,000	188,000	1.78	\$53,500	31.25%
16	Utah Valley Convention Center	Provo, UT	691,600	86,600	1.60	\$90,700	29.72%
4	Greater Tacoma Convention Center	Tacoma, WA	1,100,000	250,600	1.66	\$98,400	28.68%
12	St. Charles Convention Center	St. Charles, MO	782,900	354,500	1.84	\$78,700	26.49%
14	Mid-American Center	Council Bluffs, IA	713,900	478,000	1.91	\$77,800	25.72%
1	Overland Park Convention Center	Overland Park, KS	1,600,000	436,900	1.68	\$88,700	24.64%
23	Houston Marriott Sugar Land	Sugar Land, TX	593,800	658,500	2.23	\$83,400	23.89%
8	Yakima Convention & Event center	Yakima, WA	521,200	118,800	1.79	\$60,100	23.71%
15	Blue Water Convention Center	Port Huron, MI	161,100	57,500	1.54	\$73,000	22.10%
21	Pueblo Convention Center	Pueblo, CO	576,700	130,200	1.78	\$56,300	21.06%
13	Century Center	South Bend, IN	636,000	181,200	1.62	\$57,800	16.86%
24	Mesa Convention Center	Mesa, AZ	2,400,000	153,300	1.45	\$77,900	15.88%
27	Salem Convention Center	Salem, OR	835,800	132,700	1.57	\$77,600	14.07%
18	Davis Conference Center	Layton, UT	437,200	199,500	1.75	\$96,700	13.83%
2	Tinley Park Convention Center	Tinley Park, IL	315,500	284,900	1.38	\$76,600	13.82%
6	MassMutual Center	Springfield, MA	622,900	637,900	1.92	\$62,800	6.65%
26	Lynnwood Event Center	Lynnwood, WA	258,300	88,600	1.36	\$106,000	6.31%
19	Morehead Conference Center	Morehead, KY	119,300	20,800	2.07	\$48,000	2.57%
AVERAGE			856,900	238,600	1.88	\$73,600	29.08%
MEDIAN			691,600	181,200	1.78	\$76,600	25.72%
Holiday Inn Executive Center			1,700,000	222,100.00	2.48	\$59,400	70.18%
RANK - Holiday Inn Executive Center (out of 28)			3	12	5	22	2

Note: Table is sorted by facility visitors from 100+ miles away.
Source: Placer.ai, 2024.

OVERLAND PARK CONVENTION CENTER

City, State: Overland Park, Kansas

Owner/Operator: City of Overland Park/OVG

Year Opened: 2002

Construction Cost: \$46.5 million (\$106.2 million in 2024 dollars)

HQ Hotel Guestrooms: 412

Half-Mile Hotel Rooms: 1,206

Exhibit Space: 58,500 sf

Ballroom Space: 25,000 sf

Meeting Space: 15,000 sf

Maximum Arena Capacity: n/a

1



- Opened in 2002 at a total cost of \$46.5 million, the Overland Park Convention Center (OPCC) offers a 58,500-square foot concrete floor exhibit hall in addition to a 25,000-square foot ballroom that is divisible into five separate spaces. The amount and sub-divisibility of the Center's space enable it to accommodate hundreds of conventions, conferences and meetings per year from the corporate and association sectors.
- In 2003, the 412-room Sheraton Overland Park Hotel, was completed. The Hotel is connected to the Center and provides an additional 18,000 square feet of ballroom space and 3,700 square feet of meeting space.
- Located approximately 20 minutes away from downtown Kansas City, the OPCC is privately-operated under contract by Oak View Group (OVG). Facility sales staff particularly focus on corporate business in the area and try to supplement these events with a mix of sports, association, and SMERF business throughout the year. The facility also successfully attracts several national and regional hobby shows. Visit Overland Park, the local CVB, estimates that the facility generates 22,000 to 26,000 room nights per year.
- In 2019, the OPCC operated at a surplus of approximately \$563,000 and hosted 8 conventions, 27 tradeshows, 29 consumer shows, 40 special event, 133 meetings/conferences, and 86 banquets.
- Key strengths of the Overland Park Convention Center include: (1) large contiguous exhibit hall with limited columns, (2) large and highly divisible ballroom that can accommodate small tradeshows and large general sessions, and (3) 412-room connected full-service hotel. Weaknesses include: (1) lack of walkable amenities nearby negatively impact the Center's ability to attract national corporate and association events, and (2) beyond the headquarters Sheraton, nearby hotel rooms are limited.

TINLEY PARK CONVENTION CENTER

City, State: Tinley Park, Illinois

Owner/Operator: Village of Tinley Park/Harp Group

Year Opened: 2000

Expansion Cost: \$10.0 million (\$17.9 million in 2024)

HQ Hotel Guestrooms: 202

Half-Mile Hotel Rooms: 882

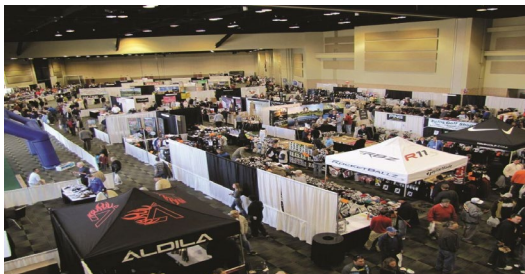
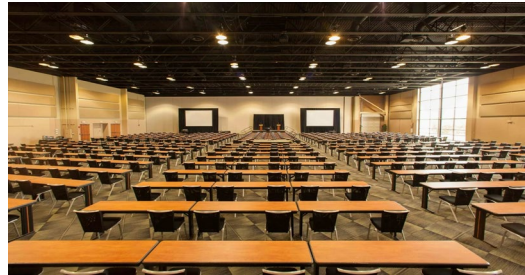
Exhibit Space: 58,100 sf

Ballroom Space: 7,200 sf

Meeting Space: 5,000 sf

Maximum Arena Capacity: n/a

2



- The Tinley Park Convention Center was originally constructed in 2000 for a construction cost \$10 million. The facility was financed through bonds paid by the Village of Tinley Park's Oak Park Avenue tax increment financing district (TIF) which capture a share of property tax revenues from the City's Downtown. This TIF expired in 2018.
- The Convention Center completed a \$22 million expansion in 2011. This construction cost was financed through a two percent hotel tax increase and the existing TIF.
- Hotel development and management company MID-CON Hospitality signed a 10-year agreement in 2008 to operate the Tinley Park Convention Center on behalf of the Village of Tinley Park. In 2018, operations of the Convention Center were assumed by HARP Group, a real-estate investment and development company, who signed a 20-year agreement to manage the facility. Under this new agreement, the Village of Tinley Park is no longer responsible for funding major capital improvements for the facility. HARP Group allocates five percent of gross receipts generated to a capital improvement fund.
- Location at intersection of I-80 and I-355 facilitates transpiration access.
- The Center offers a 58,100-square foot carpeted exhibit hall, a 7,150-square foot subdivisible ballroom and eight individual meeting rooms which comprise 5,000 total square feet of event space.
- A 202-room Even Hotel serves as the headquarters hotel, which is directly attached to the Convention Center by a ground level covered walkway. Including this property, there are nearly 900 sleeping rooms located across nine hotel properties within a half-mile of the facility.
- Event mix is primarily corporate, state/regional and SMERF meetings, conventions and conferences. Occasionally hosts consumers shows and private events (weddings).

GRAND WAYNE CONVENTION CENTER

City, State: Fort Wayne, Indiana

Owner/Operator: Fort Wayne-AlLEN County Conv. & Tourism Authority

Year Opened: 2006

Construction Cost: \$42.0 million (\$83.6 million in 2024 dollars)

HQ Hotel Guestrooms: 632

Half-Mile Hotel Rooms: 756

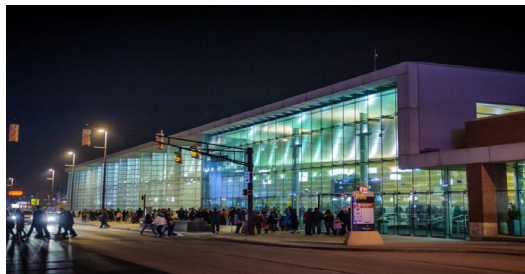
Exhibit Space: 50,000 sf

Ballroom Space: 16,000 sf

Meeting Space: 12,600 sf

Maximum Arena Capacity: n/a

3



- Opened in 1985, the Grand Wayne Convention Center features a carpeted 48,500-square foot exhibit/multipurpose hall, in addition to a 16,000-square foot ballroom and 11,500 square feet of breakout meeting space. The building is supported by 246 headquarter hotel rooms at the adjacent Hilton Fort Wayne, and a total of 746 rooms exist within a half-mile of the Center.
- The facility added the \$42 million, 48,500-square foot convention hall in 2006 to evolve its event mix beyond SMERF (social, military, educational religious, fraternal) and hobby events and to better compete for state, regional and national business with other Midwest facilities in Dayton, Toledo, and Evansville. This expansion project also provided significant amounts of pre-function space, and facility management has invested in portable lounge furniture, lamps, charging stations, electronic whiteboards, and desks throughout these areas to provide event attendees with tools necessary to conduct more informal/open meeting formats.
- Facility leadership are now considering an expansion of the facility that would add a separate building across the street on a block adjacent to Parkview Field, their Minor League ballpark. To synergize with the Field and other planned mixed-use development near the site, this new building would have retractable exterior walls to create an indoor/outdoor event environment, and a central room would provide high-end technology solutions to support hybrid events, esports, and other emerging events.
- Key strengths of the Grand Wayne Convention Center product include: (1) substantial amount of pre-function space that offers high degree of versatility and functionality for events, (2) large, carpeted multi-purpose space can serve variety of event types, and (3) expansion plans in place to even better integrate with surrounding attractions and amenities. Some weakness include: (1) limited exhibit space for a community of its size, and (2) operates with significant overhead due to equipment and maintenance costs associated with high-finish space.

GREATER TACOMA CONVENTION CENTER

City, State: Tacoma, Washington

Owner/Operator: City of Tacoma

Year Opened: 2004

Construction Cost: \$61.3 million (\$100.1 million in 2024)

HQ Hotel Guestrooms: 466

Half-Mile Hotel Rooms: 948

Exhibit Space: 50,000 sf

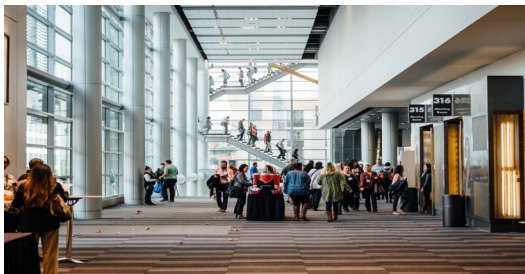
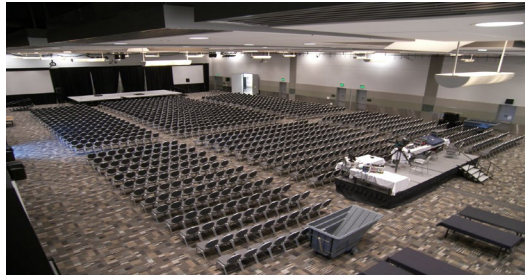
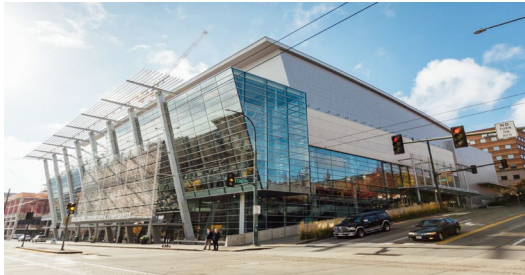
Ballroom Space: 13,700 sf

Meeting Space: 10,900 sf

Maximum Arena Capacity: n/a

4

- Opened in 2004, the Greater Tacoma Convention and Trade Center is located in Downtown Tacoma, accessible via Interstate 705, and is located 20 miles south of the Seattle-Tacoma International Airport.
- The Center's 50,000-square foot exhibit hall reflects a state-of-the-industry design—column-free, with subdivisibility via a moveable air wall and independent loading in the rear and public access in the front. A 13,700-square foot ballroom and nine breakout meeting rooms (10,900 square feet of meeting space) also accommodate events activity at the facility.
- There are two headquarter hotel products which compliment the Convention Center; (1) a 304-room Marriott property directly connected to the Center with nearly 20,000 square feet of additional meeting space and (2) a Courtyard by Marriot with 162 sleeping rooms located directly across Commerce street. Including these properties, there are 948 hotel rooms with a half-radius of the Center.
- In recent years of operations, the Convention Center has averaged a \$2.4 million operating deficit.
- The Center features 400 on-site parking spaces.



NORTHERN KENTUCKY CONVENTION CENTER

City, State: Covington, Kentucky

Owner/Operator: Commonwealth of Kentucky

Year Opened: 1999

Construction Cost: \$31.5 million (\$79.7 million in 2024 dollars)

HQ Hotel Guestrooms: 548

Half-Mile Hotel Rooms: 1,168

Exhibit Space: 46,200 sf

Ballroom Space: 17,500 sf

Meeting Space: 12,900 sf

Maximum Arena Capacity: n/a

5



- Within an opening in 1998 adjacent to the Ohio River riverfront and located in Kentucky directly across from downtown Cincinnati, the Northern Kentucky Convention Center (NKCC) is situated in the middle of a growing business and entertainment district with an increasing number of residential development nearby. This added development has steadily enhanced the overall vibrancy of the area, and has led some convention industry stakeholder in the area to consider a re-invention of the building to better integrate with this increasingly dynamic surrounding environment.
- The NKCC is physically-connected via skybridge to a full-service Marriott Hotel and is also situated adjacent to an Embassy Suites Hotel that, combined, offer 547 total guest rooms.
- The NKCC often hosts a significant amount of corporate event business for the many companies based in the area, as well as a moderate number of state and regional association event business. In a recent pre-pandemic year, the NKCC hosted the following: 105 corporate events, 13 association events, four government events, and eight sports events.
- In FY2022, the NKCC attracted 138 events, comprising 250 utilization days and generating 57,200 in event attendance. During the same period, the NKCC generated a net operating deficit of approximately \$1.6 million. Operations are supported by hotel room tax revenue.
- Since 2017, NKCC management and community leaders have commissioned studies to evaluate expansion/improvement options for the facility.
- Key strengths of the Northern Kentucky Convention Center product include: (1) CVB and facility sales teams successfully leverage proximity to Cincinnati to attract economically impactful corporate and association groups, and (2) located in dense, walkable environment with nearby hotel inventory. Some weakness include: (1) lacks substantial contiguous event space to accommodate larger state and regional groups, (2) limited pre-function space negatively impacts navigability, and (3) though a key point of differentiation, the 400-fixed seat Learning Center is often underutilized on an annual basis.

MASSMUTUAL CENTER

City, State: Springfield, Massachusetts

Owner/Operator: MCCA/MGM

Year Expanded: 2005

Construction Cost: \$71.0 million (\$112.1 million in 2024 dollars)

HQ Hotel Guestrooms: 98

Half-Mile Hotel Rooms: 689

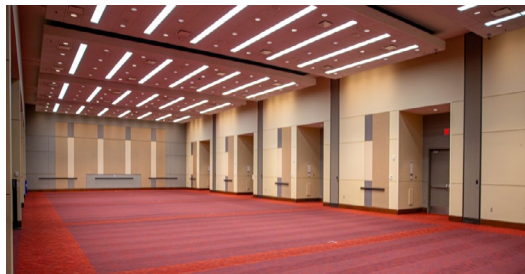
Exhibit Space: 40,700 sf

Ballroom Space: 14,900 sf

Meeting Space: 8,400 sf

Maximum Arena Capacity: 8,200

6



- The MassMutual Center is located in Downtown Springfield, Massachusetts. Originally opened as a Civic Center in 1973, a \$71 million expansion project in completed in 2005 added over 64,000 square feet of event space and revitalized the existing arena.
- The Massachusetts Convention Center Authority (MCCA) owns and oversees the operations of the MassMutual Center, as well as the Boston Convention & Exhibition Center (BCEC), the John B. Hynes Veterans Memorial Convention Center and the Boston Common Garage. Since 2017, day to day operations of the facility have been managed by MGM, which also operates a hotel/casino in Downtown Springfield.
- A 40,700-square foot concrete floor exhibit hall, 14,900-square foot ballroom, and five breakout meeting rooms facilitate event activity at the Center. The facility's Arena offers 19,000 additional square feet of event space as well as 6,400 fixed seats (1,800 floor seats). The Springfield Thunderbirds of the American Hockey League are a primary tenant of the arena.
- Opened in 2018, a 98-room Holiday Inn Express serves as the Center's de facto headquarters hotel product, although the hotel does not represent a traditional convention-quality full-service hotel property and it is not directly attached to the Center. Including two additional hotel properties, there are 689 sleeping rooms within a half-mile radius.
- It is estimated that the Center generated more than \$56.6 million in gross economic impact for the City of Springfield during FY2023. During this period, the facility attracted approximately 441,000 attendees.

HYATT REGENCY HOTEL & CONFERENCE CENTER

City, State: Coralville, Iowa

Owner: City of Coralville

Operator: Marcus Hotels and Resorts

Year Opened: 2006

Construction Cost: \$60.0 million (\$90.0 million in current dollars)

HQ Hotel Guestrooms: 286

Exhibit Space: 30,000 sf

Ballroom Space: 22,400 sf

Meeting Space: 5,400 sf

9

- The Hyatt Regency Hotel & Conference Center (formerly the Coralville Marriott Hotel & Conference Center until a 2021 hotel rebrand) is located in Coralville, Iowa.
- The facility originally opened in 2006 as a publicly-funded hotel and conference center development. The estimated construction cost for the project totaled \$60 million, which included both the hotel and conference center. The project was funded with \$20 million in hotel tax revenue, \$33 million in taxpayer backed bonds, and \$5 million contributed from the State of Iowa.
- In 2005, the City and Marriott came to an agreement for the hotel to manage the center for 15 years. In 2021, the hotel was renamed the Hyatt Regency and is now managed by Marcus Hotels and Resorts group.
- The attached headquarter hotel hosts 286 rooms and the area hosts 947 total guest rooms within ½ mile of the facility. Additionally, the facility contains 20 separate options for meeting spaces and can host up to 3,000 people.
- The facility offers 58,000 square feet of total sellable space; made up from exhibit, ballroom, and meeting spaces. The largest available contiguous space totals to 30,000 square feet.
- The facility is located along the Iowa River, is located adjacent to the University of Iowa, and is easily accessible from downtown Iowa City and the Eastern Iowa Airport.



EMBASSY SUITES HOTEL & CONFERENCE CENTER

City, State: Norman, Oklahoma

Owner: Atrium Hospitality

Operator: Atrium Hospitality

Year Opened: 2008

Construction Cost: \$52.0 million (\$93.3 million in current dollars)

HQ Hotel Guestrooms: 283

Exhibit Space: 0 sf

Ballroom Space: 28,800 sf

Meeting Space: 6,100 sf

11



- The 10-story Embassy Suites Hotel and Conference Center in Norman, Oklahoma opened in October 2008 and was originally structured under a public/private partnership arrangement with the City of Norman and John Q. Hammons, whereby, upon construction completion, the City would purchase the Conference Center from John Q. Hammons for a predetermined amount.
- Subsequently, both parties agreed not to complete the purchase transaction and John Q. Hammons retained ownership of the Conference Center.
- The property received financing assistance from the University North Park Tax Increment Financing (TIF) District, which used 50 percent of ad valorem taxes from new development and 60 percent of sales taxes generated within the District.
- The facility is now owned and operated by Atrium Hospitality.
- There are 21 meeting rooms in the facility as well as a customizable space for up to 3,160 attendees in a conference setting. The Oklahoma Ballroom is the largest contiguous space at 28,800 square feet which can be used for weddings, high school reunions, corporate events and other large gatherings.
- The property is located near a major interstate, the University North Park retail complex, entertainment and commercial development, two miles from the University of Oklahoma, and a 10-minute drive from the Riverwind Casino.
- Key strengths of the Embassy Suites Norman and Conference Center include: (1) large amount of contiguous ballroom space, (2) large integrated full-service hotel, and (3) significant demand generators through the University of Oklahoma and related industries/companies. Weaknesses include: (1) relatively isolated project site away from other local market visitor amenities and infrastructure, (2) limited ability of the City and other tourism partners to influence business selection, and (3) dated Embassy Suites prototype (i.e., center court/atrium).

ST. CHARLES CONVENTION CENTER

City, State: St. Charles, Missouri

Owner/Operator: St. Charles County CFSA & City/OVG

Year Opened: 2005

Construction Cost: \$35.0 million (\$55.3 million in 2024 dollars)

HQ Hotel Guestrooms: 296

Half-Mile Hotel Rooms: 660

Exhibit Space: 27,600 sf

Ballroom Space: 22,200 sf

Meeting Space: 13,000 sf

Maximum Arena Capacity: n/a

12



- The St. Charles Convention Center was constructed for \$35 million in 2005.
- In 2024, venue management company OVG signed an eight-year contract to manage and market the Convention Center and two other County facilities (Center St. Louis and a planned indoor sports complex). OVG receives \$210,000 annually, and the firm can receive additional incentives up to 20 percent of the base rate for achieving benchmarks.
- The facility offers a 27,600-square foot carpeted exhibit hall which is subdivisible into two spaces. Other event space includes two ballrooms of 16,200 and 6,025 square feet, respectively, and seven meeting rooms which offer a total of 7,000 square feet of event space.
- A 296-room Embassy Suites was constructed in 2011. This headquarter hotel product is directly attached the Convention Center. Including this property, the Convention Center is supported by approximately 660 hotel rooms across five hotel properties located with a half-mile radius.
- In a recent year of operation, the facility hosted approximately 463 events and was visited by more than 190,000 attendees. More than 20,000 room nights were generated by the facility during this time period. Corporate and association meetings comprised 60 percent of total event activity, followed by banquets (21 percent) and tradeshow (5 percent).
- Key strengths of the St. Louis Convention Center include: (1) highly multipurpose event space which accommodates local demand and (2) the facility has historically spurred proximate commercial investment. Its weaknesses include: (1) a remote/non-distinct location which does not incentivize repeat visitation from convention attendees and (2) ownership structure which creates conflicts in prioritization of economically impactful events.

MID-AMERICA CENTER

City, State: Council Bluffs, Iowa

Owner/Operator: City of Council Bluffs/Caesars

Year Opened: 2002

Construction Cost: \$75.0 million (\$128.6 million in 2024 dollars)

HQ Hotel Guestrooms: 264

Half-Mile Hotel Rooms: 823

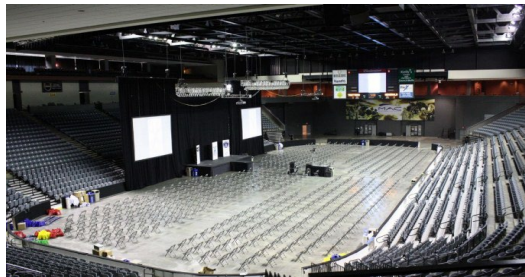
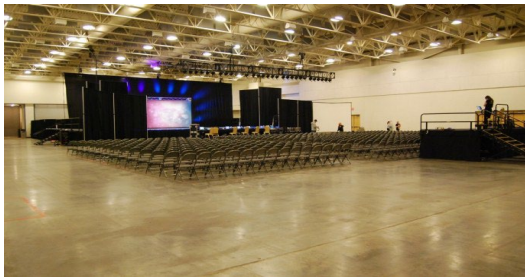
Exhibit Space: 24,500 sf

Ballroom Space: 18,500 sf

Meeting Space: 5,400 sf

Maximum Arena Capacity: 9,000

14



- A 308,000-square foot arena and convention center complex located in Council Bluffs, Iowa, approximately five minutes' drive from downtown Omaha, Nebraska.
- MAC opened in October 2002 and presently lacks a primary sports tenant. In years past, home to APFL (American Professional Football League), USHL (United States Hockey League), and WFTDA (Women's Flat Track Derby Association) teams.
- Construction costs totaled \$75 million in 2000 when construction commenced, with approximately 50% having been privately-funded through a variety of sources.
- Owned by City of Council Bluffs. Originally managed by SMG (now ASM Global) until 2012. Now operated by Caesars Entertainment, which subsidizes annual operating losses with revenues generated by its proximate Horseshoe Casino.
- Arena has a hockey capacity of 6,793, a basketball capacity of 7,000, and an end stage concert capacity of 9,000. The MAC offers 12 luxury suites and 100 club seats.
- Convention center offers with 48,400 square feet sellable event space, including a 24,500-square foot exhibit hall, 18,500 square feet of ballroom space, and 5,400 square feet of breakout meeting space.
- There are approximately 823 sleeping rooms within a half-mile of the MAC, including 264 at the Country Inn & Suites Council Bluffs which is connected to the MAC via covered walkway.
- In a recent year operation, the MAC hosted approximately 280 events with a total attendance of approximately 221,900.
- In a recent year of operation, the MAC generated nearly \$4.0 million in operating revenues against \$3.8 million in operating expenses and an annual management fee of \$425,100; the facility's operating deficit was \$274,900.

BLUE WATER CONVENTION CENTER

City, State: Port Huron, Michigan

Owner: St. Clair County

Operator: ASM Global

Year Opened: 2015

Construction Cost: \$9.0 million (\$13.1 million in current dollars)

HQ Hotel Guestrooms: 149

Exhibit Space: 20,400 sf

Ballroom Space: 9,300 sf

Meeting Space: 2,400 sf

15



- The Blue Water Convention Center, located in Port Huron, Michigan, opened in 2015. The facility is owned by St. Clair County but operated by ASM Global. The facility was developed with an approximate construction cost of \$9 million. The facility is located on the Port of Huron at the mouth of the St. Clair River.
- The public/private development project responsible for the development of the Center also included a \$10.5 million renovation of the Thomas Edison Inn, now a DoubleTree hotel. The hotel operates as a headquarter hotel for the venue. The development project also includes a \$4 million privately funded culinary institute that partners with the Blue Water Convention Center. The culinary institute offers catering services for any events taking place at the center.
- The DoubleTree headquarters hotel offers 149 guest rooms, which are the only hotel rooms available within a half-mile. In the facility are nine available breakout spaces for meetings. The majority of space in the facility comes from 20,400 square feet of exhibit space with the rest made up of 9,300 square feet of ballroom space and 2,400 square feet of available meeting space.
- In 2020, the County had to subsidize an additional \$450,000 in order for the facility to breakeven. In the facility's first year, it had revenues of \$608,500 and expenses of \$850,500 for a deficit of \$242,000. In 2022, the facility has 66 events scheduled for the first two quarters of the year.
- Key strengths of the Blue Water Convention Center include: (1) scenic waterfront location in downtown Port Huron, (2) in-house culinary catering options for streamlined event scheduling and maintenance, and (3) leveraged public/private partnership (P3) to secure re-brand and improvements to headquarters hotel. Weaknesses include: (1) no traditional concrete floor exhibit space, (2) ongoing operating subsidy required of the County, and (3) lack of nearby ancillary hotel rooms beyond the headquarters property.

UTAH VALLEY CONVENTION CENTER

City, State: Provo, Utah

Owner: Utah County

Operator: OVG

Year Opened: 2012

Construction Cost: \$41.0 million (\$66.4 million in current dollars)

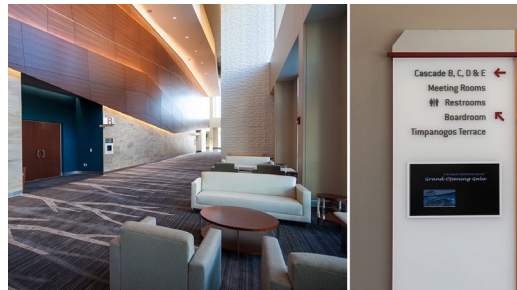
HQ Hotel Guestrooms: 329

Exhibit Space: 19,600 sf

Ballroom Space: 16,900 sf

Meeting Space: 9,900 sf

16



- Opened May 2012, the Utah Valley Convention Center is owned by Utah County and privately-operated under contract by Oak View Group (OVG).
- The Utah Valley Convention Center was developed for \$41 million. The building is LEED certified and offers complimentary Wi-Fi services as well as on-site catering, electric and A/V services. A 329-room Marriott Hotel is located adjacent to the Center, offering over 22,000 square feet of additional event space.
- In the Center's first operating year, 233 events were held with nearly 110,000 total attendees. This included 15 major conventions that brought in a total of \$450,000 in revenue and more than \$4 million in economic impact.
- Meetings are the most commonly hosted events at the Center, accounting for roughly half of all events.
- December is typically the Center's highest grossing month due to the large number of corporate holiday banquets hosted. These parties often generate approximately \$500,000 of revenue for the Center.
- Key strengths of the Utah Valley Convention Center include: (1) downtown location adjacent to largest full-service hotel in market and within a walkable downtown district with plentiful restaurants and retail, (2) carpeted multipurpose hall with modern finish and unique aesthetic that can host a variety of event activity, and (3) significant demand generators through BYU and major area corporate employers. Weaknesses include: (1) failure to secure a hotel room block agreement with the existing adjacent Marriott Hotel (which can limit ability to secure convention business during peak hotel periods), and (2) lack of other nearby hotel properties in/near the downtown.

DAVIS CONFERENCE CENTER

City, State: Layton, Utah

Owner: Davis County

Operator: Western States Lodging

Year Opened/Expanded: 2004/2008

Expansion Cost: \$13.2 million (\$22.9 million in current dollars)

HQ Hotel Guestrooms: 245

Exhibit Space: 18,400 sf

Ballroom Space: 22,400 sf

Meeting Space: 2,400 sf

18



- The Davis Conference Center, located in Layton, Utah, originally opened in 2004. The owner of the facility is Davis County, but operation is left to the Hilton hotel operators, Western States Lodging. The facility was originally constructed for a cost of \$11.3 million.
- Due to initial high-demand and inability to meet user needs, the County broke ground for an expansion to nearly double the Center's size only three years after the Center's 2004 opening. In May of 2008, the Center opened a new 18,400 square foot exhibit hall as well as a 7,000 square foot junior ballroom. While this immediate expansion likely cost more than initially building the facility to this size, the County weighed the risk in its first development and built too small of a structure to meet needs. The expansion brought the total sellable space for the facility to 43,400 square feet.
- Attached to the facility is the Hilton Garden Inn, offering more meeting space and 147 guest rooms. Within a half-mile of the center are 942 available hotel rooms. The hotel offers outdoor meeting space, the Solstice Courtyard, and unique meeting space in the Cirrus Atrium.
- The development of this facility was made possible through a public/private partnership between the County and Western States Lodging. Since its opening, the center has hosted an average of 600 to 700 events annually. Government related events make up 32 percent of this number. The facility generates an estimate revenue of \$2.56 million annually.
- Key strengths of the Davis Conference Center product include: (1) designed to exactly meet existing corporate, government and association demand needs, and (2) attached hotel allows for outsourced operation and additional meeting space for attendees. Some weakness include: (1) lack of a traditional full-service headquarters hotel, and (2) relatively non-descript suburban/commercial district with poor walkable adjacencies and nearby visitor amenities (beyond hotels).

VANCOUVER HILTON & CONVENTION CENTER

City, State: Vancouver, Washington

Owner: Downtown Redevelopment Authority (RDA)

Operator: Hilton Hotels via CHMWarnick (asset manager)

Year Opened: 2005

Construction Cost: \$52.0 million (\$85.0 million in current dollars)

HQ Hotel Guestrooms: 226

Exhibit Space: 0 sf

Ballroom Space: 21,500 sf

Meeting Space: 8,600 sf

25



- The Vancouver Hilton & Convention Center is a multi-functional facility that opened in June 2005 across from Esther Short Park. The facility is part of redevelopment and revitalization efforts of the City of Vancouver that began in the early 2000s with the construction of numerous condominium structures surrounding Esther Short Park and around the Uptown Village neighborhood. The full-service Hilton Hotel offers 226 guest rooms and the Convention Center integrates 30,100 square feet of sellable space. Development plans in the immediate area include a potential expansion of the Convention Center, a new library, Marriott hotel and approximately 250 additional condominiums.
- The City of Vancouver & Clark County estimated that they were losing approximately \$500 to \$950 million in annual retail and entertainment dollars to other communities. This led to the construction of the 226-room Hotel and Center as one vehicle to drive new visitation to the community. Approximately \$64.1 million in tax-exempt revenue bonds are the primary funding source for the project.
- In recent pre-COVID years, the Vancouver Hilton & Convention Center has been a high-performing asset. Hotel occupancy and overall financial operating performance typically met or exceeded hotel brand standards, while Convention Center utilization and attendance per square foot exceeded convention facility averages nationwide. Specifically, in 2019, the Hilton & VCC business unit generated \$20.3 million in operating revenue and \$14.8 million in operating expenses, resulting in EBITA (earnings before interest, taxes and amortization) of \$5.5 million. In 2019, the Hilton recorded year-end hotel room occupancy of 78.7 percent, an ADR (average daily rate) of \$170.59, and a RevPAR of \$130.85.
- During the period spanning 2017 through 2019 (the most recent period not affected by the COVID-19 pandemic), the VCC averaged a total of 667 events annually, resulting in an average of more than 1,800 days of utilization and nearly 28,700 room nights. Overall event activity grew from 645 events and 1,722 utilization days in 2017 to 703 and 1,987, respectively, in 2019.

FINANCIAL OPERATIONS

The financial performance of comparable conference and convention centers highlights the operational challenges and potential economic impacts associated with these facilities. As is shown, convention centers typically operate at a loss, with only around 20 percent managing to reach breakeven or surplus levels. However, a connected hotel can benefit from the increased activity generated by a convention center, potentially making public-private partnership (P3) models economically viable by boosting hotel revenues. Similarly, the economic impact associated with out-of-town attendees visiting a conference or convention center often significantly offsets this operating loss.

Among the centers analyzed, Facility Z has the highest annual net operating income of approximately \$790,000, making it one of the few facilities that not only covers its operational costs but generates a notable surplus. Facility Z also shows the highest annual operating income per square foot at \$8.09. These figures indicate strong demand and efficient cost management, likely contributing to its profitability.

Conversely, Facility P has the lowest operating income, with an annual net loss of approximately \$2.7 million. This facility also has one of the lowest income figures per square foot, at -\$43.12. Such results underscore the substantial financial burden that convention centers can impose, particularly if they are unable to achieve high occupancy or premium rates.

On average, the facilities analyzed generate about \$43.22 in revenue per sellable square foot but incur \$55.34 in expenses per square foot, resulting in an average net income loss of -\$8.86 per square foot. These findings illustrate the common financial hurdles faced by convention centers and the importance of supplementary revenue streams and operational efficiencies to support financial sustainability.

Facility	Total Sellable Space (SF)	Annual Operating Revenue	Annual Operating Expense	Annual Net Operating Income/(Loss)	Coverage Ratio	Annual Operating Revenue Per Sellable SF	Annual Operating Expenses Per Sellable SF	Annual Net Operating Income/(Loss) Per Sellable SF
A	49,400	\$9,129,491	\$9,142,739	(\$13,248)	100%	\$184.81	\$185.08	(\$0.27)
B	63,500	\$1,327,785	\$1,756,371	(\$428,586)	76%	\$20.91	\$27.66	(\$6.75)
C	33,100	\$1,908,691	\$2,183,512	(\$274,821)	87%	\$57.66	\$65.97	(\$8.30)
D	21,400	\$2,546,412	\$2,182,612	\$363,800	117%	\$118.99	\$101.99	\$17.00
E	27,700	\$1,379,358	\$1,853,542	(\$474,184)	74%	\$49.80	\$66.91	(\$17.12)
F	115,000	\$4,440,396	\$6,232,657	(\$1,792,261)	71%	\$38.61	\$54.20	(\$15.58)
G	46,500	\$2,574,420	\$2,504,725	\$69,695	103%	\$55.36	\$53.87	\$1.50
H	21,100	\$874,661	\$1,626,607	(\$751,946)	54%	\$41.45	\$77.09	(\$35.64)
I	23,400	\$635,552	\$1,070,849	(\$435,297)	59%	\$27.16	\$45.76	(\$18.60)
J	24,300	\$2,893,856	\$2,585,052	\$308,804	112%	\$119.09	\$106.38	\$12.71
K	132,200	\$1,940,934	\$3,814,200	(\$1,873,266)	51%	\$14.68	\$28.85	(\$14.17)
L	18,000	\$239,235	\$1,278,990	(\$1,039,755)	19%	\$13.29	\$71.05	(\$57.76)
M	56,800	\$5,678,457	\$5,325,913	\$352,544	107%	\$99.97	\$93.77	\$6.21
N	47,800	\$2,292,268	\$2,341,268	(\$49,000)	98%	\$47.96	\$48.98	(\$1.03)
O	22,900	\$1,125,833	\$1,634,113	(\$508,280)	69%	\$49.16	\$71.36	(\$22.20)
P	62,900	\$4,656,669	\$7,368,760	(\$2,712,091)	63%	\$74.03	\$117.15	(\$43.12)
Q	169,200	\$4,426,206	\$5,215,646	(\$789,440)	85%	\$26.16	\$30.83	(\$4.67)
R	21,000	\$631,765	\$704,743	(\$72,979)	90%	\$30.08	\$33.56	(\$3.48)
S	33,300	\$1,497,885	\$2,394,778	(\$896,893)	63%	\$44.98	\$71.92	(\$26.93)
T	105,700	\$2,756,581	\$3,751,441	(\$994,860)	73%	\$26.08	\$35.49	(\$9.41)
U	79,700	\$2,094,975	\$2,998,711	(\$903,736)	70%	\$26.29	\$37.62	(\$11.34)
V	114,300	\$6,910,000	\$6,455,000	\$455,000	107%	\$60.45	\$56.47	\$3.98
W	75,900	\$1,959,958	\$3,617,373	(\$1,657,414)	54%	\$25.82	\$47.66	(\$21.84)
X	58,800	\$1,756,000	\$1,796,094	(\$40,094)	98%	\$29.86	\$30.55	(\$0.68)
Y	82,300	\$1,961,999	\$3,293,920	(\$1,331,921)	60%	\$23.84	\$40.02	(\$16.18)
Z	97,600	\$6,778,369	\$5,988,330	\$790,039	113%	\$69.45	\$61.36	\$8.09
Average	61,685	\$2,862,221	\$3,427,613	(\$565,392)	80%	\$52.92	\$63.91	(\$10.98)
Median	53,100	\$2,028,487	\$2,544,889	(\$454,741)	75%	\$43.22	\$55.34	(\$8.86)

Source: Interviews with facility management, CSL research, 2024.

SUMMARY & CONCLUSIONS

- **COMPARABLE FACILITY EVENT SPACE:** Twenty-seven (27) comparable convention facilities in similar markets offer a range of total sellable spaces, with figures varying from approximately 21,000 to nearly 100,000 square feet. On average, these facilities feature 21,100 square feet of exhibit space, 7,900 square feet of meeting space, and 19,000 square feet of ballroom space. Columbia's potential facility could aim to match or exceed these benchmarks to remain competitive.
- **COMPARABLE FACILITY HOTELS:** Facilities reviewed are supported by an average of 425 rooms at a headquarters hotel and 985 total hotel rooms within a half-mile radius. The presence of a connected or adjacent headquarters hotel is a key feature in most facilities, enhancing their ability to attract larger events and conventions.
- **DEMOGRAPHIC & SOCIOECONOMIC POSITION:** Columbia's demographic metrics, including population, household income, and business count, fall below the median compared to similar markets. However, its central location within Missouri offers a strategic advantage, allowing the City to attract drive-in visitors from neighboring cities like Kansas City and St. Louis, thereby broadening its appeal for regional events.
- **DINING, RETAIL, AND ENTERTAINMENT INFRASTRUCTURE:** Columbia ranks below the average for dining, retail, and entertainment spending within its drive-time markets, which may limit its initial attractiveness as an event destination. Strategic investments in these sectors could significantly enhance Columbia's appeal, making it a more competitive option for hosting conferences and events.
- **VISITATION PATTERNS AND REACH:** Columbia boasts a large and geographically diverse visitor base, with the Holiday Inn Executive Center ranking 3rd in market visitation and 2nd in facility visitation from over 100 miles among comparable venues. This reach, driven in part by the University of Missouri, highlights Columbia's ability to attract visitors from a broad area. A new Convention Center could build on this strength, further leveraging the City's central location to attract economically impactful convention and conference groups from a large geographic area.
- **COMPARABLE FACILITY FINANCIAL DATA:** Most convention centers operate at a loss, with average revenues of \$43.22 per square foot versus expenses of \$55.34 per square foot, resulting in a median annual loss of approximately \$454,700. However, facilities can generate significant economic impact through increased tourism and associated spending, making public-private partnerships a viable model to offset operational deficits.



6 MARKET DEMAND



OVERVIEW & METHODS

The purpose of this chapter is to provide an analysis of event planner demand for a potential new Convention Center in the Columbia area. The data generated as part of this market analysis have been derived from the following:

- Experience gained from 1,000 convention, conference, exhibition, hospitality, sports, entertainment and event facility projects throughout North America.
- Research and analysis of local market conditions including hotel inventory, walkability, commercial development, hospitality assets, attractions and other components of a successful conference and visitor destination.
- Review of 2014 and 2022 study findings and survey research data.
- Analysis of the competitive and comparable facilities and host destinations.
- Completed a total of 53 surveys of meeting and event planners representing more than 150 total events, including:
 - State & Regional Associations: 40 interviews with state and regional associations hosting conventions, conferences, meetings, banquets, and tradeshows, representing more than 60 annual rotating events. Producing organizations include associations, SMERF (social, military, educational, religious, fraternal), and other such organizations.
 - Meeting Professionals International: 13 interviews with Missouri-based corporate and independent meeting planners. Meeting planners typically serve a number of individual private clients with the number of events planned annually ranging between five and 50 events. It is estimated that the surveyed organizations collectively plan in excess of 200 events annually.
- The focus of much of the remainder of this section is on quantified survey data associated with the two primary groupings of research completed for this study: 1) interviews with planners of rotating state and regional association events, and 2) interviews with event planners of Meeting Professionals International. These event sectors represent logical, economic impact-generating targets for a potential Columbia Convention Center, and, as such it will be critical to consider their interest, event space and hotel requirements, and various destination preferences. Feedback from each of these groups is presented on the following pages.



STATEWIDE ASSOCIATIONS – OVERVIEW

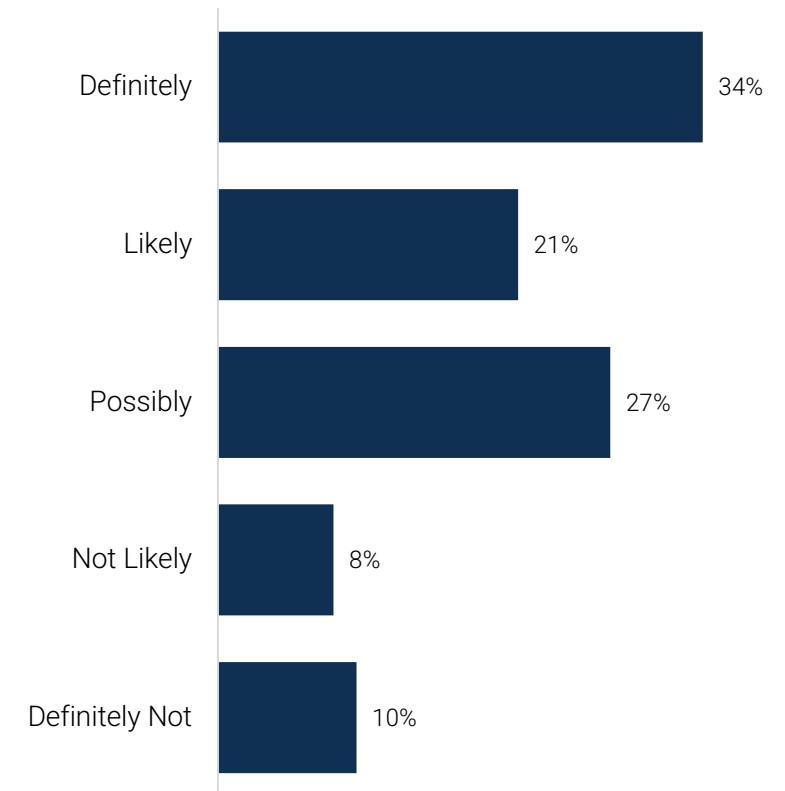
 40 Calls Completed 82% Positive Response Rate 400 Average Attendees (1) 215 Average Hotel Rooms Required (1) 6 Average Breakout Rooms Required (1) 12,300 Square Feet – Average Exhibit Space Required (1)

To better understand the potential demand among state associations, CSL conducted a telephone survey of 40 event planners representing over 60 events from various statewide organizations across Missouri. The surveyed planners organize a range of events including conventions, conferences, banquets, tradeshow, and SMERF (social, military, education, religious, and fraternal) gatherings. This feedback reflects their general event space requirements and preferences for potential future use of a Columbia-based conference facility.

The data on this slide reflects the feedback collected through phone interviews with statewide association event planners regarding their potential interest in using a new Columbia Convention Center. Due to Columbia's centralized position in the state, Columbia is perceived as a highly favorable destination to host association meetings and events.

The survey found that 82 percent of respondents indicated a positive interest in hosting events in Columbia if a suitable Convention Center were available. Specifically, 34 percent stated they would "definitely" use the facility, 21 percent "likely," and 27 percent would "possibly" consider it. These positively interested planners cited an average requirement of 12,300 square feet of exhibit space, six breakout rooms, and 215 hotel rooms. However, a smaller percentage expressed reservations or disinterest due to established commitments with other cities or the need for specific amenities, such as high-end furnishings or cutting-edge event technologies, not currently available in Columbia.

Likelihood of Using a Columbia Convention Center



Note: (1) Includes only positively interested responses.
Source: CSL Interviews, 2024.

STATEWIDE ASSOCIATIONS – LIKELIHOOD AND COMPARABLE MARKET RESULTS

To provide a comparative context for survey data presented on the previous slide, the exhibit to the right provides average, median, low, and high data from 65 comparable studies completed by CSL in recent years.

As presented, state and regional planner positive interest of 82 percent is significantly above the average of similar studies in comparable markets. To better assess these variations, a formula was developed to measure "strength of interest," using a weighted approach to positive responses. This method ranks Columbia well above the average of comparable surveys, with a strength of interest score of 4.99 compared to an average score of 2.26, a median score of 2.04, and even the previous highest score of 4.50. This reflects a strong likelihood that planners would "definitely" or "likely" utilize a new Columbia Convention Center.

The population basis, which considers the overall number of associations in a given state, also surpasses the median. When combined with the high strength of interest rating, Columbia achieves a Demand Index score of 5.49, suggesting strong potential to gain significant market share in the state and regional convention marketplace.

These data underscore the material interest in a Columbia Convention Center, and it will be important to plan a facility that fully meets their event space and overnight lodging requirements. These factors are explored on the following pages.

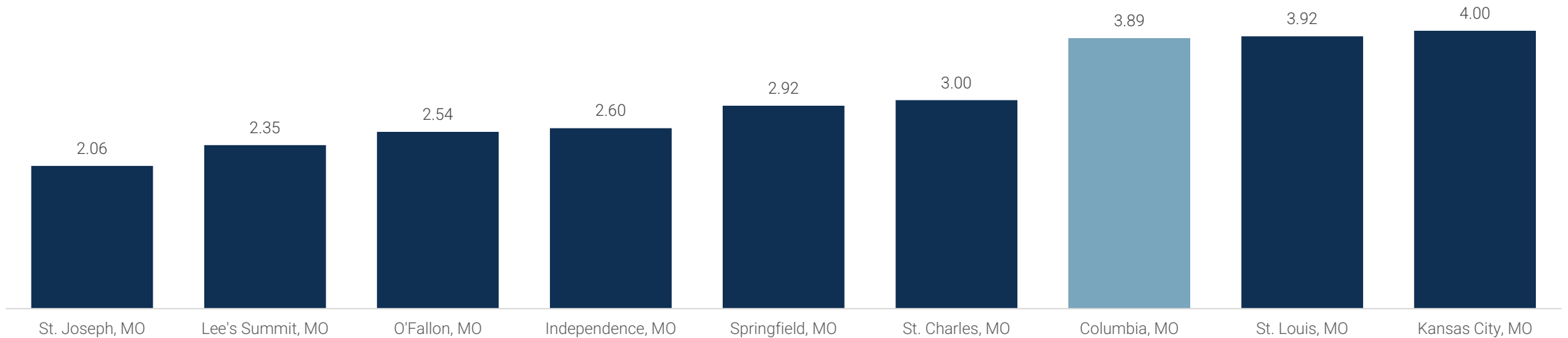
	State/ Regional Groups		Precedent CSL Telephone Surveys			
			(Data from 65 Similar Surveys in Comparable Markets)			
			Average	Median	Low	High
INTEREST LEVELS:						
Definitely Use	34%		10%	10%	0%	33%
Likely Use	21%		13%	13%	3%	29%
Possibly Use	27%		28%	28%	9%	44%
Not Likely Use	8%		25%	25%	7%	48%
Definitely Not Use	10%		23%	23%	0%	48%
CONTEXTUAL DEMAND STRENGTH:						
Positive Response Rate	82%		52%	51%	21%	86%
Strength of Interest	4.99		2.26	2.04	0.54	4.50
Population Basis	1.10		1.09	0.89	0.38	3.25
DEMAND INDEX	5.49		2.39	2.08	0.54	7.82

STATEWIDE ASSOCIATIONS – DESTINATION PREFERENCES

Planners were also asked to rate various Missouri destinations based on their overall appeal as event locations. Factors such as available event facilities, hotel inventory, hospitality assets, attractions, entertainment, and general appeal were suggested to be considered in this evaluation. As shown in the adjacent chart, Columbia scored competitively among peer markets, with a rating of 3.89 out of 5. This places it ahead of other regional options like Springfield (2.92), St. Charles (3.00), and Independence (2.60) but slightly below larger, metropolitan markets such as St. Louis (3.92) and Kansas City (4.00).

Columbia's favorable rating can be attributed to its central location within Missouri and its established infrastructure for hosting mid-sized events. Planners indicated a preference for Columbia over other smaller Missouri markets, highlighting its accessibility and mix of amenities as appealing qualities. Although it ranks behind larger cities that offer broader facilities and amenities, Columbia presents a strong option for planners seeking a more centralized location with a comprehensive set of event resources, particularly for statewide associations and regional groups.

Planner Interest in Missouri Event Markets (Out of 5)



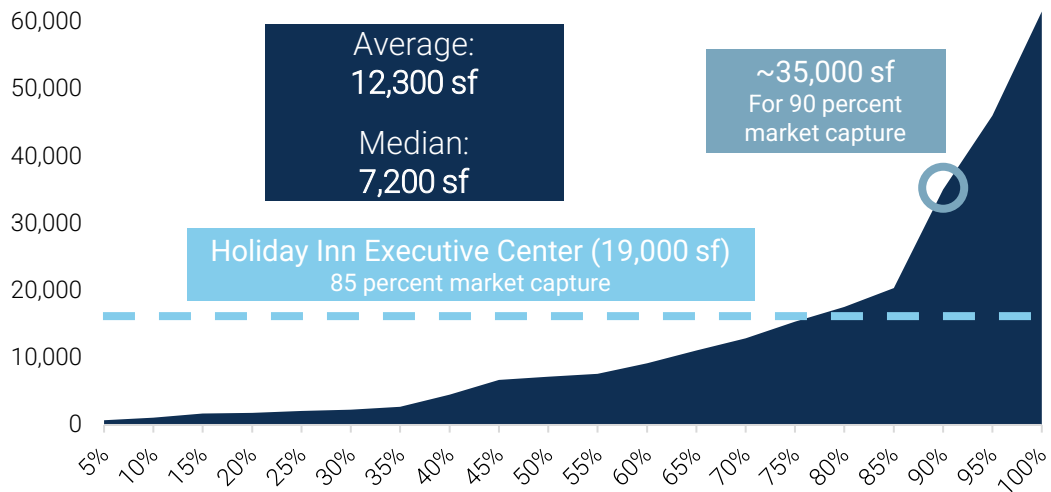
STATEWIDE ASSOCIATIONS – EXHIBIT AND BALLROOM SPACE REQUIREMENTS

Interviewees who showed positive interest in a potential Columbia Convention Center were asked about their event space needs and preferences, assuming a stable, post-pandemic convention industry. The charts below summarize these requirements, with percentages indicating the share of positive respondents whose event needs align with the indicated space levels. These percentages represent the portion of the positive respondent market share captured at the corresponding event space offerings.

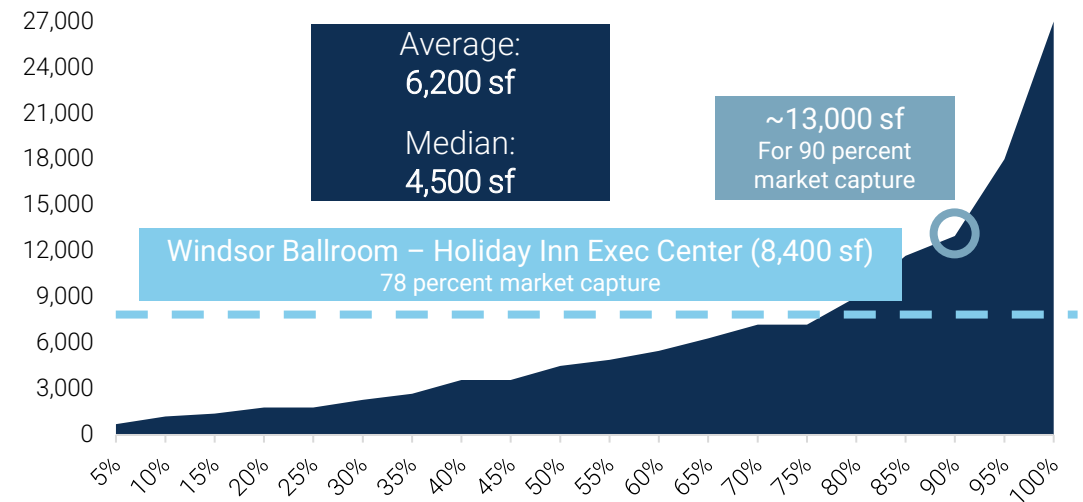
For exhibit space, about half of the positively interested events require less than 5,000 square feet of exhibit space. However, larger events with significant attendance and room night potential typically need exhibit space for trade shows and similar setups. To meet the needs of 70 percent of these events, a minimum of 13,000 square feet of exhibit space is recommended, while 35,000 square feet would accommodate around 90 percent of all event needs. Ballroom space requirements show that approximately 50 percent of interested events need less than 4,500 square feet of ballroom space. A ballroom of about 7,200 square feet would be sufficient to cover the requirements of nearly 70 percent of respondents, while a ballroom of 13,000 square feet would capture 90 percent of events.

These data underscore the importance of providing a versatile event space to capture a significant portion of the interested market and informs the recommended building program elements presented in subsequent sections.

Exhibit Space Required (Positive Responses)



Ballroom Space Required (Positive Responses)



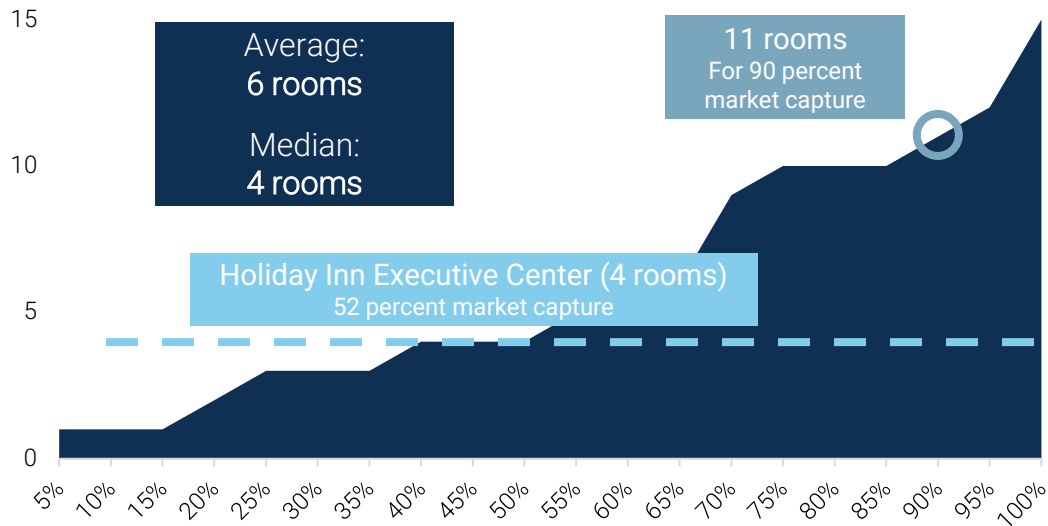
STATEWIDE ASSOCIATIONS – MEETING SPACE REQUIREMENTS

Event planners who expressed positive interest in a potential Columbia Convention Center were also asked about their requirements for meeting rooms and meeting space. These data provide a clear understanding of the specific meeting space requirements, such as room size, configurations, and amenities, needed to effectively accommodate the preferences and expectations of surveyed planners.

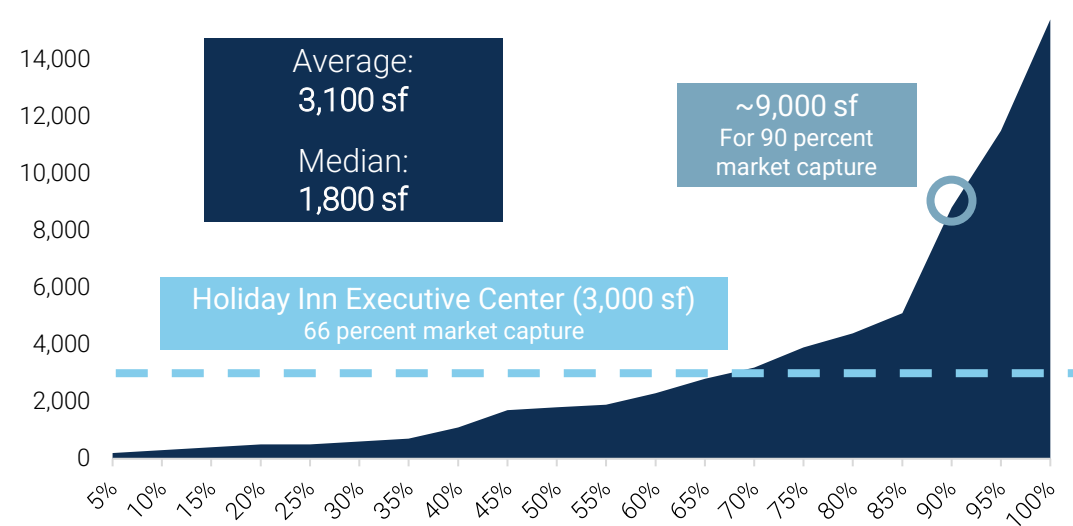
Regarding the number of meeting rooms required, the data indicate that to capture 75 to 85 percent of positively interested events, approximately 10 breakout rooms would need to be available. On average, events require six rooms per event, with a median requirement of four rooms.

In terms of meeting space square footage, the average requirement among interested planners is around 3,100 square feet, with a median of 1,800 square feet. To meet the needs of approximately 85 percent of events, about 5,100 square feet of meeting space would be necessary. Existing meeting space offered at the Holiday Inn Executive Center can accommodate 66 percent of surveyed events by total meeting space offered and 52 percent of the surveyed market by total meeting rooms, suggesting a somewhat limited meeting space offering compared to total space offered at the facility. These data provide a target for the meeting space capacity needed to capture the majority of interested event planners.

Number of Meeting Rooms Required (Positive Responses)



Meeting Space Required (Positive Responses)

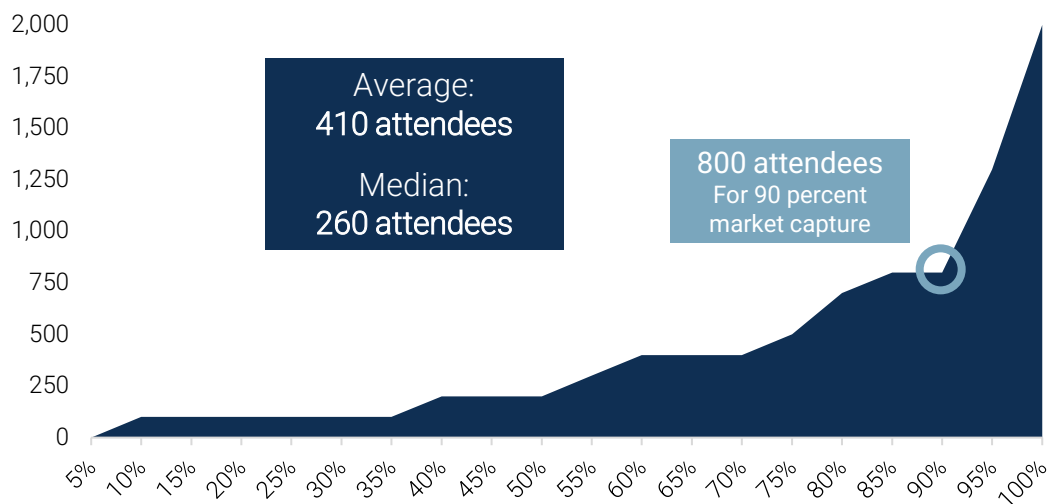


STATEWIDE ASSOCIATIONS – ATTENDANCE AND HOTEL ROOMS

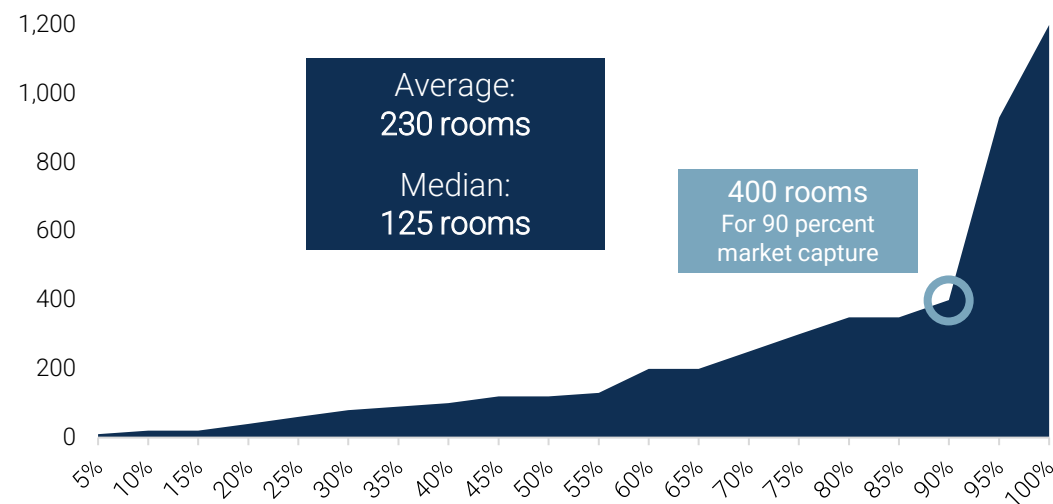
Interested planners were also asked to provide data regarding their expected attendance and the number of hotel rooms needed for their events. The data, summarized in the charts below, highlight the capacity requirements for both attendance and hotel accommodations for events. The first chart displays attendee counts for interested events. The average and median event would bring 410 and 260 attendees, respectively, while 90 percent of events would be satisfied with a venue capable of hosting up to 800 attendees.

The second chart illustrates hotel room requirements. Interested planners require an average of 230 rooms and a median requirement of 125 rooms. Based on industry standards, a headquarter hotel typically commits around 70 percent of its room inventory to large events at an adjacent conference/convention center. Considering this, a hotel with approximately 330 rooms would be able to accommodate the average room requirement of interested planners. With a total of 400 committable rooms, Columbia could accommodate approximately 90 percent of the events identified in the survey; just over 570 nearby rooms would be required to fulfill this demand.

Expected Total Attendance (Positive Responses)



Number of Hotel Rooms Required (Positive Responses)

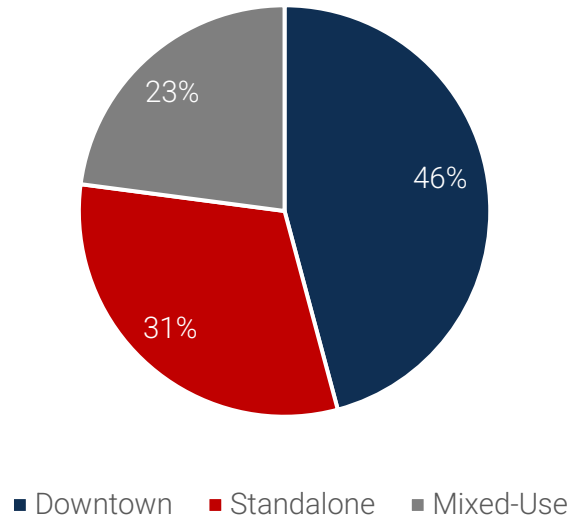


STATEWIDE ASSOCIATIONS – OTHER PREFERENCES

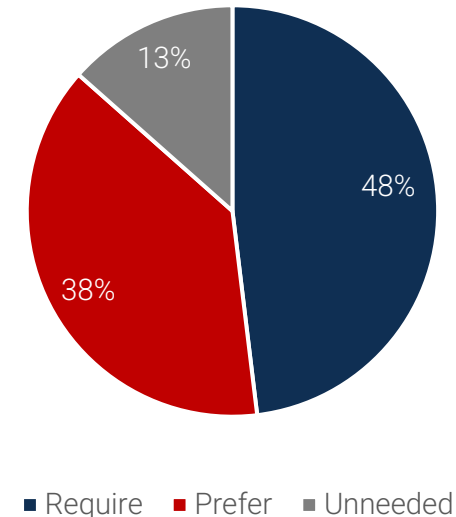
The survey responses on this slide provide insights into key location and accommodation preferences among interested association event planners for a potential Convention Center in Columbia. In terms of preferred location, nearly half (46 percent) of planners expressed a preference for a downtown location, suggesting strong interest in a central, urban setting. About 31 percent favored a standalone facility or resort-type location that would have the necessary lodging, dining, and entertainment amenities onsite, while 23 percent preferred a mixed-use district-type location located off a major highway. These site preferences are key factors for the subsequent Site Analysis.

Regarding the importance of a headquarter hotel, 48 percent of interested planners indicated that having an attached hotel is a requirement, underscoring its critical role in meeting attendee convenience and supporting larger events. An additional 38 percent preferred but did not require an attached hotel, while only 13 percent did not require an attached hotel. These findings emphasize the importance of a potential Columbia Convention Center having adjacent or connected lodging options to compete in the state/regional convention marketplace.

Do You Prefer Downtown, Mixed Use, or Standalone Facility?



Do You Prefer or Require an Attached Headquarter Hotel?



STATEWIDE ASSOCIATIONS – MARKET CAPTURE REQUIREMENTS

The table below outlines the necessary facility and hotel requirements to capture varying percentages of the event market for a potential Convention Center in Columbia, Missouri. The data identify the required exhibit, ballroom, and meeting space, as well as the peak hotel room inventory, to accommodate different levels of market demand.

For instance, a Columbia facility with approximately 56,900 square feet of event space, including 35,100 square feet of exhibit space, a 13,000-square-foot ballroom, and 8,800 square feet of meeting space, would capture around 90 percent of the potential market indicated by surveyed planners. This would require approximately 400 proximate hotel sleeping rooms, with a preference for an attached or adjacent headquarter hotel, to accommodate larger events.

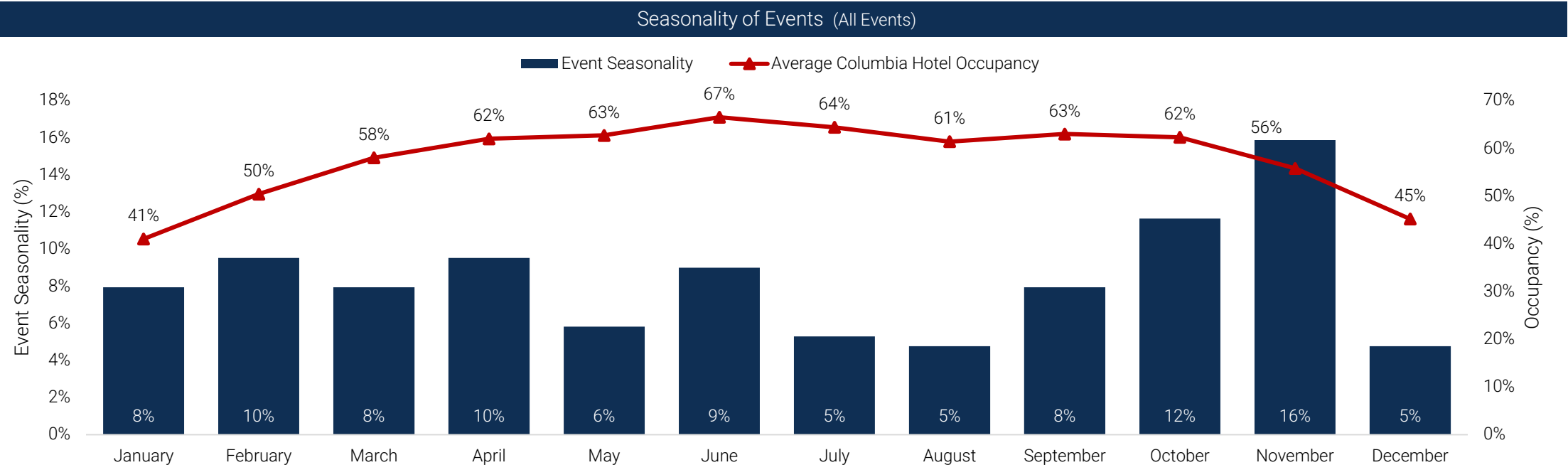
Facility & Hotel Requirements Necessary to Capture Columbia Market Share									
	20%	30%	40%	50%	60%	70%	80%	90%	100%
CONVENTION SPACE (SF):									
Exhibit Space	1,800	2,300	4,500	7,200	9,200	12,900	17,600	35,100	61,600
Ballroom Space	1,800	2,300	3,600	4,500	5,500	7,200	9,000	13,000	27,000
Exhibit + Ballroom Space	3,600	4,600	8,100	11,700	14,700	20,100	26,600	48,100	88,600
Meeting Space	500	600	1,100	1,800	2,300	3,200	4,400	8,800	15,400
Total Event Space	4,100	5,200	9,200	13,500	17,000	23,300	31,000	56,900	104,000
HOTEL ROOMS:									
Peak Hotel Rooms	40	80	100	120	200	250	350	400	1,200

Indicates
needs
unmet by
existing
Holiday Inn
Executive
Center

STATEWIDE ASSOCIATIONS - SEASONALITY

It is also important to consider the seasonality of event demand, particularly with respect to walking conditions from hotels and key points of interest to/from a potential Convention Center in Columbia. The chart below illustrates monthly and seasonal demand patterns for state and regional organization events that constitute the primary market for Columbia.


These patterns provide insights into the potential for hosting multiple overlapping events. For instance, significant demand during traditionally high-activity periods may indicate a concentration of events, emphasizing the need for a facility capable of accommodating concurrent events. As shown, the highest demand for a potential Columbia Convention Center event market occurs in October and November, with November and October recording the largest share of activity, a period during which hotel occupancy begins declining from peak summer months. January through June demonstrate somewhat consistent demand levels among event planners with between six percent and 10 percent of events occurring each month. The area lodging industry could benefit from added convention-related rooms during the down period of December, January and February.




MEETING PROFESSIONALS INTERNATIONAL

 13 Calls Completed

 16% Positive Response Rate

 500 Average Attendees (1)

 500 Average Hotel Rooms Required (1)

 5 Average Breakout Rooms Required (1)

 9,000 Square Feet – Average Exhibit Space Required (1)

CSL also conducted outreach to the Meeting Professionals International (MPI) database of meeting and special event planners that plan meetings in Missouri. Meeting and event planners represent large local corporations, associations, tradeshow companies, and private event planning firms. Events include educational and training events, executive events, tradeshows, team-building events, company dinners/galas, annual conferences/meetings, among others. In total, 13 planners were interviewed who collectively plan over 200 events per year. Unlike the statewide association planners, MPI professionals showed significantly lower interest in Columbia as a destination, with only a 16 percent positive response rate. This lower level of interest reflects MPI planners' unique needs and perceptions, as they often cater to higher-profile corporate and professional events with specific requirements.

One major factor contributing to the lack of interest is the perceived need for accessible air travel. Columbia's current connectivity and lack of a major international airport are barriers for planners who prioritize easy access for attendees flying in from diverse locations. Additionally, some MPI planners or their clientele do not see Columbia as a "premium" market and express a preference for larger, metropolitan cities like Kansas City or St. Louis, where they believe they can provide more attractive experiences for attendees with a wider range of amenities, attractions, dining, and shopping options.

Despite these challenges, MPI planners who did express interest in Columbia emphasized a need for advanced amenities in the proposed Convention Center. Key requirements include the latest technology to support seamless event execution, highly flexible event spaces adaptable to various configurations, natural lighting and appealing décor to enhance the ambiance, and ample parking to accommodate attendees arriving by car. While overall interest from MPI planners is limited, the feedback does highlight specific requirements that could enhance Columbia's appeal as a secondary destination for smaller-scale or regionally focused professional events, adding marginally to the potential business base for a new conference facility.

Why Not Columbia?



Requirement for more accessible air travel



Don't perceive Columbia as a "premium" market



Prefer larger, metropolitan markets such as Kansas City or St. Louis



Need access to many amenities like attractions, dining, and shopping

Required Amenities



Latest Technology Available



Highly Flexible Event Space



Natural Lighting and Décor



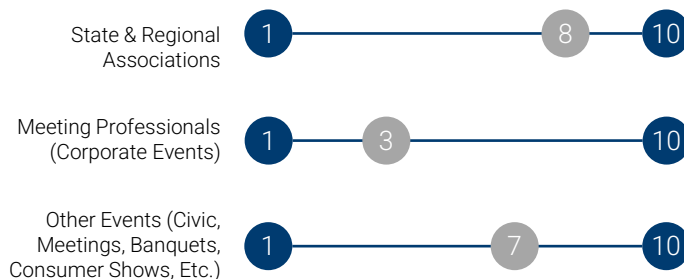
Ample Parking

Note: (1) Of positively interested responses.
Source: CSL Interviews, 2024.

ESTIMATED DEMAND BY EVENT TYPE

The exhibit below and the bullets to the right characterize the estimated demand by event type for a potential Convention Center in Columbia.

ESTIMATED DEMAND BY EVENT TYPE FOR A NEW CONVENTION CENTER IN COLUMBIA (1=WEAK, 10=STRONG)



- **CONVENTIONS (NATIONAL):** Significant events where members from across the country gather to discuss and address matters relevant to the organization, including policy decisions, networking opportunities, educational sessions, and fostering a sense of unity and collaboration among the members. Given Columbia's size, accessibility, and hospitality infrastructure, national events are likely to comprise limited event activity at a potential Columbia Convention Center.
- **CONVENTIONS (REGIONAL/STATE):** Gathering of members from a specific geographic area, focused on addressing local issues, sharing knowledge, networking, and fostering collaboration, often involving discussions on policy matters, educational workshops, and future goals of the organization. Strong demand exists in Columbia within this category, due to Columbia's central location and favorable downtown environment.
- **TRADESHOWS:** Large-scale exhibitions that bring together companies and professionals from a specific industry to showcase products, services, and technologies, facilitate business networking, generate leads, and promote industry advancements. Moderate demand is believed to exist within this exhibition-focused category.
- **CONSUMER SHOWS:** Public exhibition-focused events designed to provide attendees with a comprehensive display of products, services, and experiences from various industries, offering a unique opportunity for consumers to explore, interact with vendors, make purchases, and gather information about the latest trends. Large concrete-floor exhibit space is often required to adequately accommodate this category. Convention centers in comparably-sized markets normally accommodate these events approximately once per month.
- **CONCERTS/ENTERTAINMENT:** Typically consist of ticketed events that require some measure of seating, a stage, high levels of AV equipment and production space such as touring concerts, local musicians, family shows, comedians and other such events. Demand for this event type at a potential Columbia Convention Center is currently limited.
- **SPORTING EVENTS:** Events and activities tend to be diverse, including usage such as youth athletic tournaments, competitions, and camps that bring athletes and fans together to watch and participate in competitive sports. Should a new Convention Center integrate exhibition or multipurpose space, certain amateur sports competitions and events could be accommodated, including certain smaller, indoor-oriented sports tourism events (i.e., cheer, dance, wrestling, basketball); however, this activity is expected to be significantly limited.
- **MEETINGS:** Organized gatherings where individuals/groups come together to discuss, exchange information, make decisions, and collaborate, often involving presentations and discussions on various aspects of the groups' operations and goals. Significant opportunity to host local and nonlocal meetings due to existing limitations in the number, size and quality existing Columbia event and meeting facilities.
- **BANQUETS/RECEPTIONS:** Formal or semi-formal events held to celebrate a special occasion, honor individuals or achievements, or facilitate networking/socializing, where attendees enjoy a meal or refreshments while celebrating. Most convention centers and hotel-based conference facilities tend to have appealing upscale spaces and accommodate large levels of banquets and receptions. Events from this segment are expected to be a significant user and revenue generator for a new Convention Center in Columbia.
- **CIVIC/OTHER:** Community-oriented gatherings and celebrations such as festivals, commemorations, and public forums. This is another key category of potential usage for a new Convention Center in Columbia.

MARKET DEMAND CONCLUSIONS

Based on the results of CSL's outreach to event planners, key market demand findings include the following:

- **STRONG DEMAND CASE & UNIQUE DEMAND GENERATORS:** There is material unmet demand for a properly sized and modernized Convention Center in Columbia. Its central location within Missouri and strong reputation as a college town and regional healthcare hub make Columbia a desirable destination for statewide and regional events. Unique demand generators include the University of Missouri and the City's proximity to Kansas City and St. Louis, which position Columbia as a natural gathering point for associations and organizations across the state.
- **UNIQUE DEMAND GENERATORS & INDUSTRIES:** Columbia's major institutions, including the University of Missouri, MU Health Care, and Veterans United Home Loans, drive demand by hosting meetings, conferences, and training events. Additionally, Columbia's centrality in Missouri allows it to draw visitors and events from surrounding cities and regions, broadening its appeal.
- **LIMITATIONS IN EXISTING LOCAL CONVENTION FACILITY PRODUCTS:** Current facilities in Columbia, such as the Holiday Inn Executive Center, are perceived as outdated and insufficient for hosting larger, modern events. Stakeholders noted deficiencies in meeting space size, flexibility, and amenities, further emphasizing the need for a new, state-of-the-art facility to meet market demand and attract more high-profile events.
- **SUFFICIENCY IN EXISTING LOCAL CONVENTION FACILITY PRODUCTS:** While often considered by many stakeholders to be too outdated and undersized for attracting state and regional convention groups, the Holiday Inn Executive Center meets the exhibit space needs for 85 percent of the interviewed market, ballroom space needs for 78 percent (based on the Center's largest ballroom), meeting space needs for 66 percent of the market, and sleeping room needs of 75 percent of surveyed event planners.
- **IMPORTANCE OF APPROPRIATE HQ HOTEL SUPPORT:** Feedback from event planners highlights the critical role of a headquarter hotel adjacent or connected to the proposed Convention Center. To fully support larger events, an attached or proximate hotel with 330 or more rooms and an additional 200 to 300 rooms dispersed across other nearby hotel properties is essential.
- **DOWNTOWN DISTRICT VS. STANDALONE PREFERENCE:** Nearly half (46 percent) of event planners prefer a downtown location for a potential Convention Center in Columbia, highlighting the appeal of a central, urban setting with convenient access to lodging, dining, and entertainment amenities. Meanwhile, 31 percent favor a standalone or resort-type facility with similar amenities near a major highway, and 23 percent prefer a mixed-use district. These preferences underscore the importance of site selection and the ability to meet diverse planner needs, which will directly influence the success of the facility.

MARKET DEMAND CONCLUSIONS (continued)• **EVENT TYPES & DEMAND:**

- **State & Regional Conventions:** Columbia's central location positions it as an ideal destination for statewide and regional conventions, with strong demand from associations and SMERF organizations.
 - **Trade and Consumer Shows:** Moderate demand exists for trade and consumer shows requiring exhibit space, with many events requiring flexible, modern spaces for exhibitions.
 - **Banquets and Receptions:** Columbia offers significant potential for hosting banquets and receptions, particularly as these events are key revenue generators for convention centers.
 - **Meetings and Civic Events:** Strong opportunities exist to host both local and non-local meetings and civic events, with a notable gap in current meeting space supply.
 - **Concerts and Sporting Events:** While demand for concerts and sporting events is limited, a versatile Convention Center could accommodate smaller indoor sports events, such as cheer or dance competitions.
- **FACILITY REQUIREMENTS:** To capture 90 percent of the potential event market, a Conference Center in Columbia would require approximately 56,900 square feet of total event space, including 35,100 square feet of exhibit space, a 13,000-square-foot ballroom, and 8,800 square feet of meeting space. Hotel support should include 400 proximate sleeping rooms, with a strong preference for an attached headquarter hotel.
 - **SEASONALITY OF DEMAND:** Event demand peaks in the fall and winter months, particularly in October and November, aligning with periods of lower hotel occupancy. Targeting these off-peak months provides opportunities to boost occupancy rates and generate consistent demand for the Convention Center.

7

PROGRAM, CONCEPT & MODEL



MARKET SUPPORTABLE PROGRAM

Based on the results of the analysis of local market conditions, competitive/comparable facilities and host communities, industry conditions/trends and market demand, an evaluation of facility program components and relevant development issues was performed for a potential new Convention Center in Columbia.

The estimated market supportable facility program is tied closely to the unique characteristics of the Columbia market. The characteristics of the current/potential future hotel inventory and other visitor amenities in the area also influence program estimates. Adjustments to the Convention Center program are made to reflect event segments that require hotel room blocks beyond the expected capacity of the Columbia area.

The resulting market-supportable Convention Center and Hotel building program focuses on the levels of sellable space that would be necessary to accommodate existing event demand and potential convention industry growth over the next 10 to 20 years. Specific square footage and configuration of individual support areas for both facilities, such as lobby, circulation, storage, box office, administrative office and other front/back-of-house areas, are not specifically itemized.

Based on the previous analyses undertaken, key aspects of a market supportable facility program for a new Convention Center in Columbia are presented to the right.

Exhibit Space:

- 25,000 to 30,000 SF of subdividable, column-free, concrete floor space.
- 30- to 35-foot ceiling height.

Ballroom Space:

- 10,000 to 12,000 SF subdividable, column-free, carpeted, upscale space.
- 30-foot ceiling height.
- Temperature and lighting controls in each individual subdivided space module.
- A level of finish (wall treatment, floor covering, lighting, etc.) that is characteristic of three or four-star hotels.
- Significant prefunction space leading into the ballroom space.
- Back of house service into the ballroom space to allow for event set up without working through public spaces.

Meeting Space:

- 8,000 to 10,000 SF of well-apportioned space, including breakout rooms and other flex meeting spaces.
- User accessible temperature and lighting controls in each individual meeting room module.
- A level of finish (wall treatment, floor covering, lighting, etc.) that is characteristic of three or four-star hotels.
- Significant pre-function space leading into the meeting room blocks.
- Back of house service into the meeting space to allow for event set up without working through public spaces.

Hotel Support:

- A full-service headquarters hotel with 300 or more guest rooms integrated, attached or adjacent to the convention center.
- Including the headquarters hotel, 300 to 400 quality hotel rooms within a half-mile of the convention center.

Parking:

- Approximately 750 dedicated parking spaces onsite.

DEVELOPMENT OPTIONS & SCENARIOS

In most cases throughout the country, the market supportable facility program associated with a convention center product that is optimally sized to address overall non-local demand needs for a given market area significantly exceeds the size and scope of a facility project that a motivated private sector partner (e.g., hotel) would have an interest in participating in as the sole funding participant. Most convention center projects that are large (in relative terms for the particular market) operate at a financial operating deficit (requiring public sector funding participation) and are intended to maximize economic impact for the host destination or community. A private partner (typically the headquarters hotel investor/owner) normally is interested only in a convention/conference space product that maximizes its ability to fill hotel room nights in its owned, individual lodging asset. Convention/conference space square footage that is in excess of this level provides hotel room nights that will be displaced to other hotel properties in the marketplace, and therefore, is not incrementally desirable for the private partner, as the lodging asset represents the primary profit center (i.e., “heads in beds”) for the private owner.

Two (2) scenarios have been identified for cost/benefit modeling, with the assumed components, characteristics and space levels summarized to the right. Scenarios include:

Scenario 1: Represents a stand-alone (i.e., not physically and operationally-integrated with a new hotel) Convention Center that would be optimized in terms of size and finish to address the majority of the measured market demand in the Columbia area for a new Convention Center project.

Scenario 2: Represents an alternate model that assumes convention space is physically and operationally-integrated with a full-service headquarters hotel. The scenario would reflect a hotel-led development structured under a public/private partnership (P3) transaction. Typically, this scenario would involve a slightly smaller amount of convention space with a different apportionment of spaces (as compared to a stand-alone Convention Center developed under a pure public sector model). Ideally, this scenario would involve a certain upfront incentive and would not involve any ongoing operating subsidy requirement for the public sector. The specific funding needs for this type of transaction will be discussed later herein.

	Scenario 1 (Convention Center)	Scenario 2 (P3 Hotel + Conv. Ctr.)
Project Ownership:		
Convention Center:	Public	Public or Private
Hotel:	n/a	Private
Hotel:		
Keys/Rooms:	n/a	300
Type:	n/a	Full-Service
Chain Scale:	n/a	Upscale
Brand Examples:	n/a	Radisson
		DoubleTree
		Wyndham
		Hilton Garden Inn
Convention Center (SF):		
Exhibit Space (SF, carpeted)	30,000	0
Ballroom Space (SF, carpeted):	12,000	35,000
<i>Grand Ballroom</i>	12,000	25,000
<i>Junior Ballroom</i>	0	10,000
Meeting Space (SF, carpeted):	10,000	8,000
Total Sellable Space (SF):	52,000	43,000
Support Space (SF):	57,200	47,300
Total Building (GSF):	109,200	90,300
Site Requirements:		
Preferred Location:	Columbia (in or near downtown)	Columbia (in or near downtown)
Facility Footprint:	2.5	4.1
Parking (onsite, spaces):	675	745
Parking, surface option (acres):	5.1	5.6
Parking, structured option (acres):	1.0	1.0
Overall Site (acres):	3.8 to 8.0	5.3 to 10.0

8

COST/BENEFIT ANALYSIS



OVERVIEW & ASSUMPTIONS

This section presents an analysis of estimated utilization, costs/benefits and funding considerations associated with a potential new Convention Center in Columbia, including a scenario involving a combined P3 Hotel and Convention Center. Initially, a detailed computer-based model was developed, along with key assumptions, to generate estimates related to the new facility scenarios. Performance estimates for the two facility scenarios have been presented over a 10-year projection period. Key assumptions used in the analysis and projection of operating performance associated with a Convention Center, and potentially a new Full-Service Hotel, in Columbia include, but are not limited to the following:

- This analysis is designed to assist the Columbia CVB and City of Columbia representatives in assessing the potential utilization, financial and economic impacts associated with a new Convention Center and a new P3 Convention Center and Hotel and cannot be considered a presentation of expected future results. The assumptions disclosed herein are not all-inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there will be differences between estimated and actual results, and these differences may be material.
- Under Scenario 1 (stand-alone new Convention Center), it is assumed that the facility would be publicly-owned and privately-managed under contract by a qualified third-party operator. Under Scenario 2 (P3 Hotel and Convention Center), it is assumed that a new Hotel and Convention Center will be developed under a P3 (public-private partnership) arrangement with a qualified hotel developer/investor. The private partner would own and operate the Hotel & Convention Center as a seamless and integrated product. The public sector (i.e., City and/or County) would be expected to participate in the P3 by providing the incentives required by the private party to secure the development. As an alternative, the City or County could structure the transaction in a way that allows it to own the Convention Center piece of the project, with management of the Convention Center contracted to the Hotel partner under a management agreement or long-term lease.
- Since detailed facility design, configuration, and final costing have not yet been completed, the assumptions used in this analysis are based on the research and analysis completed for this study engagement, past similar studies, industry experience with similar facility projects, comparable facility data, and information provided by certain stakeholders, including the Columbia CVB, City of Columbia, candidate user groups, and other stakeholders and community leaders. Additional physical development planning (including ultimate site selection and discussion with private partners) must be completed before more precise estimations of the facility's operating costs under either scenario can be made, and likewise, estimates of construction costs. Also, upon completion of further planning, revenue and expense assumptions should be updated to reflect changes to the assumptions made herein. These changes could significantly affect the analysis of future operating results.
- For purposes of this analysis, total hard and soft construction costs for the overall targeted facility projects have been estimated using national industry data adjusted for local cost conditions. At this point, the figures do not include any costs related to site acquisition or infrastructure improvements. Many variables exist that influence actual realized construction costs, including type of facility (facilities), size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, and other such aspects. Detailed architectural concept, design and costing study would be required to specifically estimate construction costs for the project.
- It is assumed that the new facility will be aggressively marketed by the private management entity with assistance by local area destination marketing organizations (i.e., the Columbia CVB), providing competitive rates and focusing on attracting hotel room night-generating business for the Convention Center space, such as conventions, conferences and tradeshow. It is assumed that there are no significant or material changes in the supply or quality of existing competitive venues in the local and regional marketplace, nor are there any significant or material changes to local and national event industry trends.
- The projections developed herein assume an opening within the next five years. Should any significant unforeseen pandemic or economic disruption events occur in the near-term, the performance projections outlined herein will need to be revised.

CONVENTION CENTER UTILIZATION PROJECTIONS (SCENARIOS 1 & 2)

Convention, conference and meeting space included in a typical convention center or full-service hotel property normally contributes a significant level of room night demand and economic impact for the greater community. Based on the market analysis completed and the program assumptions discussed herein, the exhibit to the right presents a summary of the estimated annual event levels, event days, and attendee days by event type for the two identified facility scenarios over the assumed first five years of operation. As shown, the Scenario 1 facility is projected to generate the highest level of annual attendance, while the smaller convention space assumed for Scenario 2 is projected to generate the highest level of annual event and event day activity (consistent with similar privately-owned and operated full-service hotel and convention/conference center projects.

CONVENTION CENTER EVENTS

Conventions/Tradeshows (w exhibits)	8	10	12	13	14
Conventions/Conferences (no exhibits)	14	17	20	22	24
Public/Consumer Shows	4	5	6	7	8
Meetings	160	170	180	190	200
Banquets/Receptions	60	65	70	75	80
Miscellaneous/Other	12	13	14	15	16
Total	258	280	302	322	342

CONVENTION CENTER EVENT DAYS

Conventions/Tradeshows (w exhibits)	24	30	36	39	42
Conventions/Conferences (no exhibits)	35	43	50	55	60
Public/Consumer Shows	12	15	18	21	24
Meetings	160	170	180	190	200
Banquets/Receptions	60	65	70	75	80
Miscellaneous/Other	18	20	21	23	24
Total	309	342	375	403	430

CONVENTION CENTER ATTENDEE DAYS

Conventions/Tradeshows (w exhibits)	16,800	21,000	25,200	27,300	29,400
Conventions/Conferences (no exhibits)	15,750	19,125	22,500	24,750	27,000
Public/Consumer Shows	14,400	18,000	21,600	25,200	28,800
Meetings	16,000	17,000	18,000	19,000	20,000
Banquets/Receptions	16,500	17,875	19,250	20,625	22,000
Miscellaneous/Other	14,400	15,600	16,800	18,000	19,200
Total	93,850	108,600	123,350	134,875	146,400

Scenario 1 (Stand-alone Convention Center)

Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031
8	10	12	13	14
14	17	20	22	24
4	5	6	7	8
160	170	180	190	200
60	65	70	75	80
12	13	14	15	16
258	280	302	322	342
24	30	36	39	42
35	43	50	55	60
12	15	18	21	24
160	170	180	190	200
60	65	70	75	80
18	20	21	23	24
309	342	375	403	430
16,800	21,000	25,200	27,300	29,400
15,750	19,125	22,500	24,750	27,000
14,400	18,000	21,600	25,200	28,800
16,000	17,000	18,000	19,000	20,000
16,500	17,875	19,250	20,625	22,000
14,400	15,600	16,800	18,000	19,200
93,850	108,600	123,350	134,875	146,400

Scenario 2 (Hotel & Convention Center)

Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031
4	6	8	9	10
18	22	26	28	30
0	2	3	4	5
200	220	235	245	250
75	85	90	95	100
5	6	7	8	9
302	341	369	389	404
11	16	22	24	27
43	53	62	67	72
0	6	8	11	14
200	220	235	245	250
75	85	90	95	100
8	9	11	12	14
337	389	428	455	477
6,480	9,720	12,960	14,580	16,200
12,960	15,840	18,720	20,160	21,600
0	5,600	8,400	11,200	14,000
20,000	22,000	23,500	24,500	25,000
18,750	21,250	22,500	23,750	25,000
4,875	5,850	6,825	7,800	8,775
63,065	80,260	92,905	101,990	110,575

PROJECTED HOTEL MARKET PERFORMANCE (SCENARIO 2)

The exhibit below presents a summary of the projected performance of the Hotel component of the potential new Hotel & Convention Center in Columbia. PenRate represents the projected penetration rates for the subject Hotel, indicating the ratio between the projected Hotel's operating results and the corresponding data for the competitive market. If the penetration factor is greater than 100 percent, the property is performing better than the competitive market set as a whole. If the penetration rate is less than 100 percent, the Hotel is performing at a level below the competitive market average.

Upon stabilization, a new full-service Hotel in Columbia would be expected to outperform the competitive set properties in terms of Occupancy, ADR and RevPAR. Given that the property's assumed business model will be influenced by its oversized convention space and convention/meeting business attraction, projected occupancy is strong, but slightly lower than hotel products with more typical event space square footage due to their greater flexibility to accommodate corporate transient and leisure demand.

Scenario 2 Columbia Hotel Property Projected Market Performance Compared to Competitive Set

Year	Subject Rooms	Comp Set Occupancy	Subject PenRate	Subject Occupancy	Comp Set ADR	Subject PenRate	Subject ADR	Comp Set RevPAR	Subject PenRate	Subject RevPAR
2028	300	64.9%	93.1%	60.4%	\$162.88	135.1%	\$220.00	\$107.85	123.2%	\$132.85
2029	300	65.3%	94.8%	61.9%	\$168.58	135.1%	\$227.70	\$105.66	133.4%	\$140.96
2030	300	65.1%	96.9%	63.1%	\$174.48	135.1%	\$235.67	\$110.04	135.1%	\$148.63
2031	300	64.9%	99.0%	64.2%	\$180.58	135.1%	\$243.92	\$113.54	138.0%	\$156.66
2032	300	64.7%	101.1%	65.4%	\$186.90	135.1%	\$252.46	\$117.17	140.9%	\$165.08
2033	300	64.5%	103.2%	66.6%	\$193.45	135.1%	\$261.29	\$120.92	143.8%	\$173.91

PROJECTED HOTEL MARKET PERFORMANCE (SCENARIO 2)

Detailed market, financial and economic models were developed for the potential two facility development scenarios in Columbia. The following exhibit presents a summary of the key hotel market performance metrics estimated for the Hotel component of the potential new Scenario 2 project in Columbia. Average rates assumed for the subject Hotel component for the future years in the projection period are consistent with and slightly higher than industry-typical properties for the upscale chain scale nationally. Latent demand reflects potential room night demand that is unaccommodated and has not been realized by the existing competitive supply. Induced demand represents the additional room nights that are expected to be attracted to the market following the introduction of a new demand generator. As a full-service property that would likely lead the market in terms of chain quality, the new Hotel under Scenario 2 will induce and capture new hotel room nights for the Columbia destination.

Ten-Year Projection of Scenario 2 Hotel Property Market Performance

	Year 1 2028	Year 2 2029	Year 3 2030	Year 4 2031	Year 5 2032	Year 6 2033	Year 7 2034	Year 8 2035	Year 9 2036	Year 10 2037
OVERALL										
Number of Rooms	300	300	300	300	300	300	300	300	300	300
Occupancy	60.4%	61.9%	63.1%	64.2%	64.2%	66.6%	66.6%	66.6%	66.6%	65.4%
Average Rate	\$220.00	\$227.70	\$235.67	\$243.92	\$243.92	\$261.29	\$270.44	\$279.90	\$289.70	\$252.46
Days Open	365	365	365	365	365	365	365	365	365	365
Rooms Occupied	66,124	67,788	69,057	70,329	70,329	72,881	72,881	72,881	72,881	71,603
MARKET MIX										
Commercial	23,632	24,138	24,515	24,895	24,895	25,659	25,595	25,595	25,595	25,276
Meeting/Group	25,994	26,719	27,283	27,848	27,848	28,977	29,031	29,031	29,031	28,412
Leisure	16,498	16,932	17,259	17,586	17,586	18,244	18,254	18,254	18,254	17,915
Total	66,124	67,788	69,057	70,329	70,329	72,881	72,881	72,881	72,881	71,603
MARKET LATENT ROOM NIGHTS										
Commercial	16,542	16,897	17,161	17,426	17,426	17,962	17,916	17,916	17,916	17,693
Meeting/Group	15,596	16,031	16,370	16,709	16,709	17,386	17,419	17,419	17,419	17,047
Leisure	11,549	11,852	12,081	12,310	12,310	12,771	12,778	12,778	12,778	12,540
Total	43,687	44,780	45,612	46,445	46,445	48,119	48,113	48,113	48,113	47,281
MARKET INDUCED ROOM NIGHTS										
Commercial	7,090	7,241	7,355	7,468	7,468	7,698	7,678	7,678	7,678	7,583
Meeting/Group	10,398	10,687	10,913	11,139	11,139	11,591	11,613	11,613	11,613	11,365
Leisure	4,949	5,080	5,178	5,276	5,276	5,473	5,476	5,476	5,476	5,374
Total	22,437	23,008	23,445	23,883	23,883	24,762	24,767	24,767	24,767	24,322

PROJECTED HOTEL & CONVENTION CENTER TOTAL ATTENDANCE (SCENARIO 2)

The exhibit below presents a summary of total estimated annual attendance for a new Hotel and Convention Center in Columbia (under Scenario 2). The figures below represent annual sums of all persons that are estimated to be drawn into the subject Hotel and Convention Center property. These visitors include a mix of overnight hotel guests and Convention Center attendees that do not rent overnight accommodations.

Ten-Year Projection of Scenario 2 Hotel Projected Visitors & Attendance

	Year 1 2028	Year 2 2029	Year 3 2030	Year 4 2031	Year 5 2032	Year 6 2033	Year 7 2034	Year 8 2035	Year 9 2036	Year 10 2037
OVERNIGHT VISITORS (1)	96,083	98,536	100,404	102,276	104,152	106,033	106,054	106,054	106,054	106,054
Commercial	25,995	26,552	26,967	27,384	27,804	28,225	28,154	28,154	28,154	28,154
Meeting/Group	33,792	34,734	35,468	36,202	36,936	37,670	37,741	37,741	37,741	37,741
Leisure	36,296	37,250	37,969	38,690	39,413	40,138	40,159	40,159	40,159	40,159
DAY VISITORS (2)	38,068	47,649	53,449	58,561	63,234	63,234	63,234	63,234	63,234	63,234
TOTAL ATTENDANCE (3)	134,151	146,185	153,853	160,837	167,386	169,266	169,288	169,288	169,288	169,288

(1) Total persons staying in the subject Hotel property for an overnight stay.

(2) Total persons visiting subject property's convention space without renting an overnight hotel room.

(3) Total Hotel & Convention Center attendance (sum of overnight and day visitors).

PROJECTED FINANCIAL OPERATING PERFORMANCE (SCENARIO 1)

An analysis of estimated operating revenues and expenses associated with the two Columbia facility scenarios was conducted. This presentation is designed to assist project representatives in estimating the financial attributes of potential new Convention Center and Convention Center and Hotel projects and cannot be considered to be a presentation of expected future results. The assumptions disclosed herein are not all inclusive, but are those deemed to be significant. Because events and circumstances frequently do not occur as expected, there usually will be differences between estimated and actual results and these differences may be material.

This financial operating analysis only considers revenues and expenses generated through the operation of the Convention Center and Hotel components of the two project scenarios. The financial analysis does not consider potential ancillary income that may be related to the project (such as incremental tax revenue, parking income, admissions surcharges, naming rights income, interest income, etc.), nor does it consider other non-operating costs/expenditures, such as construction debt service and capital repair/replacement funding. As with all new convention and lodging facilities, an initial startup period is assumed before event levels are anticipated to stabilize.

As shown in the exhibit, under Scenario 1 (stand-alone Convention Center) and upon stabilization in 2032, a new Convention Center in Columbia is projected to generate approximately \$4.8 million in annual operating revenue, while incurring approximately \$5.0 million in operating expenses, resulting in an operating deficit upon stabilization of approximately \$188,800, which would need to be subsidized by the public sector facility owner and/or through other third-party sources or revenue enhancements/commitments. These operating results are typical for the large majority of stand-alone convention center products throughout the country.

Ten-Year Projection of Convention Center Financial Operating Performance (Scenario 1)

	Year 1 2028	Year 2 2029	Year 3 2030	Year 4 2031	Year 5 2032
Operating Revenues					
Space Rental	\$448,450	\$546,521	\$650,908	\$735,573	\$825,367
Service Income (Loss)	(\$66,900)	(\$78,712)	(\$91,268)	(\$102,446)	(\$114,293)
Food & Beverage (gross)	\$2,238,500	\$2,659,174	\$3,106,553	\$3,480,543	\$3,876,906
Advertising/Sponsorship (net)	\$100,000	\$103,500	\$107,123	\$110,872	\$114,752
Other/Miscellaneous	\$75,000	\$77,625	\$80,342	\$83,154	\$86,064
Total Operating Revenue	\$2,795,050	\$3,308,108	\$3,853,657	\$4,307,696	\$4,788,797
Operating Expenses					
Personnel	\$1,791,338	\$1,905,535	\$2,025,532	\$2,151,595	\$2,284,001
Food & Beverage (COGS)	\$895,400	\$1,063,670	\$1,242,621	\$1,392,217	\$1,550,763
Utilities	\$283,800	\$303,464	\$326,368	\$350,503	\$375,929
Operations	\$334,400	\$357,903	\$382,642	\$408,673	\$436,059
General & Administrative	\$182,400	\$190,751	\$199,462	\$208,550	\$218,029
Insurance	\$100,000	\$101,720	\$105,280	\$108,965	\$112,779
Management Fee	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$3,587,338	\$3,923,042	\$4,281,905	\$4,620,504	\$4,977,559
Net Operating Income (Loss)	(\$792,288)	(\$614,934)	(\$428,248)	(\$312,808)	(\$188,762)

PROJECTED FINANCIAL OPERATING PERFORMANCE (SCENARIO 2)

Based on the analysis conducted and the assumptions discussed herein, the exhibit to the right presents a 10-year projection of revenues and expenses associated with the potential new Hotel and Convention Center in Columbia under Scenario 2.

As shown, EBITDA (earnings before interest, taxes, depreciation and amortization) for the new P3 Hotel and Convention Center (under Scenario 2) is projected to range between \$6.6 million in the first year of operation, to \$8.9 million in year five. For a hospitality property transaction of this type and size, these EBITDA returns are consistent with those of traditional privately-owned and operated projects of comparable type and size.

Ten-Year Projection of Hotel & Convention Center Financial Operating Performance (Scenario 2)

	Year 1 2028	Year 2 2029	Year 3 2030	Year 4 2031	Year 5 2032
Revenues					
Rooms	\$14,547,000	\$15,435,000	\$16,275,000	\$17,154,000	\$18,077,000
Food & Beverage	\$6,546,000	\$6,912,000	\$7,261,000	\$7,627,000	\$8,010,000
Other Operated	\$727,000	\$762,000	\$796,000	\$832,000	\$869,000
Miscellaneous Income	\$291,000	\$309,000	\$325,000	\$343,000	\$362,000
Total Revenue	\$22,111,000	\$23,418,000	\$24,657,000	\$25,956,000	\$27,318,000
Departmental Expenses					
Rooms	\$3,637,000	\$3,802,000	\$3,965,000	\$4,135,000	\$4,312,000
Food & Beverage	\$4,255,000	\$4,444,000	\$4,631,000	\$4,826,000	\$5,028,000
Other Operated	\$291,000	\$303,000	\$315,000	\$328,000	\$341,000
Total Departmental Expenses	\$8,183,000	\$8,549,000	\$8,911,000	\$9,289,000	\$9,681,000
Departmental Income	\$7,998,000	\$7,998,000	\$7,998,000	\$7,998,000	\$7,998,000
Undistributed Operating Expenses					
Administrative & General	\$1,548,000	\$1,613,000	\$1,678,000	\$1,746,000	\$1,817,000
Information & Telecommunications	\$221,000	\$229,000	\$238,000	\$247,000	\$256,000
Marketing	\$1,769,000	\$1,844,000	\$1,918,000	\$1,996,000	\$2,077,000
Franchise Fees	\$727,000	\$772,000	\$814,000	\$858,000	\$904,000
Property Operations & Maintenance	\$774,000	\$807,000	\$839,000	\$873,000	\$908,000
Energy	\$553,000	\$573,000	\$595,000	\$616,000	\$639,000
Total UDOEs	\$5,592,000	\$5,838,000	\$6,082,000	\$6,336,000	\$6,601,000
Income Before Fixed Charges	\$8,336,000	\$9,031,000	\$9,664,000	\$10,331,000	\$11,036,000
Fixed Charges					
Management Fee	\$663,000	\$703,000	\$740,000	\$779,000	\$820,000
Property Taxes & Related	\$0	\$0	\$0	\$0	\$0
Insurance	\$155,000	\$160,000	\$166,000	\$172,000	\$178,000
Reserve for Replacement	\$884,000	\$937,000	\$986,000	\$1,038,000	\$1,093,000
Total Fixed Charges	\$1,702,000	\$1,800,000	\$1,892,000	\$1,989,000	\$2,091,000
EBITDA	\$6,634,000	\$7,231,000	\$7,772,000	\$8,342,000	\$8,945,000

8 COST/BENEFIT ANALYSIS

CONFIDENTIAL DRAFT

DEVELOPMENT COSTS (SCENARIO 1 & 2)

An analysis was conducted of order-of-magnitude development costs (excluding site costs) pursuant to the supportable building program elements associated with the two identified facility development scenarios.

The cost estimates were generated using industry per-unit data adjusted for conditions in the Columbia area and cost data of comparable new convention center and hotel projects, modified for time and locations. The analysis suggests that hypothetical development costs for Scenario 1 (stand-alone convention center) could approximate \$103.7 million, excluding site costs. For Scenario 2 (P3 Hotel and Convention Center), total development costs could approximate \$150.0 million. Both estimated order-of-magnitude costs would be expected to deliver high-quality, state-of-the-industry convention facility and full-service lodging products that are consistent with modern design standards and current construction cost structures.

Construction costs tend to vary widely among comparable convention center and lodging facility projects. Many variables exist that influence actual realized construction costs, including type of facility, size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, and other such aspects. Importantly, a detailed architectural concept, design and costing study would be required to specifically estimate construction and development costs for a potential new convention center or hotel and convention center project in Columbia.

Scenario 1 (Convention Center)	
PRODUCT & COST ASSUMPTIONS	
Gross Square Feet	109,200
Assumed Development Costs per GSF	\$950
Hypothetical Development Costs	\$103,740,000

Scenario 2 (P3 Hotel & Convention Center)					
HYPOTHETICAL DEVELOPMENT COSTS					
	LOW RANGE		MID RANGE		HIGH RANGE
Hard Construction Costs	\$84,000,000	\$87,000,000	\$90,000,000	\$93,000,000	\$96,000,000
Land Costs	\$0	\$0	\$0	\$0	\$0
Soft Costs	\$29,400,000	\$30,450,000	\$31,500,000	\$32,550,000	\$33,600,000
FF&E Costs	\$16,800,000	\$17,400,000	\$18,000,000	\$18,600,000	\$19,200,000
Pre-Opening & Working Cap	\$9,800,000	\$10,150,000	\$10,500,000	\$10,850,000	\$11,200,000
Development Costs	\$140,000,000	\$145,000,000	\$150,000,000	\$155,000,000	\$160,000,000
Cost Per Room	\$467,000	\$483,000	\$500,000	\$517,000	\$533,000

ESTIMATED FEASIBILITY GAP (SCENARIO 2)

The potential “feasibility gap” (or the anticipated funding contribution required of the public sector to attract the necessary private sector investment) of the potential Scenario 2 P3 Hotel and Convention Center in Columbia has been estimated by converting facility cash flows into net present value figures based on typical industry debt and equity requirements. Capitalization rates are designed to translate an annual net income into present value. The calculated difference between estimated development costs and market values (based on possible capitalization rate variations) results in a range of feasibility gap projections. Further evaluation of project costs will be required to refine these estimates as planning progresses.

The chart to the right shows the resultant calculated feasibility gap based on differing construction cost and capitalization rate assumptions. Current cost structures involving development of modern hotel prototypes within the Upscale chain scale category (i.e., full-service, nationally-branded property) is significant. For purposes of this analysis, it has been assumed that: (1) land acquisition or major infrastructure improvements will not be the responsibility of the private partner; and (2) the Hotel and Convention Center will be privately-owned and operated by the Hotel partner.

A midpoint projection (assuming a valuation with a cap rate of 8.50 percent and development costs of \$150.0 million) results in a significant estimated feasibility gap of \$89.4 million for the potential new Hotel and Convention Center in Columbia under Scenario 2 (not including site acquisition costs). The analysis suggests that the likely range of incentives required of a public sector partner to attract a private partner could fall between \$68.0 million and \$91.9 million (not including site acquisition), depending on ultimate development costs and cap rates.

The estimated feasibility gap is substantial, and higher than those calculated by CSL for a majority of other comparable projects throughout the country. The investment opportunity for the City and/or County is considered significantly challenging—an \$80.0 million public sector investment would be expected to facilitate private sector investment in the development and operation of a new, state-of-the-industry \$150.0 million Hotel and Convention Center project in Columbia (i.e., 54% public, 46% private), an investment that is relatively close to the cost of building a publicly owned, standalone convention center. Taken together, the City should consider opportunities to develop a standalone convention center that takes advantage of nearby, existing hotel rooms in the market instead of significantly assisting the private sector to build a new, costly hotel property. Two sites shown in the forthcoming Site Analysis Chapter, the Holiday Inn/Mall site and Downtown site, could offer such advantages for a potential new standalone convention facility. This is discussed further later herein.

Scenario 2 (P3 Hotel & Convention Center)						
HYPOTHETICAL DEVELOPMENT COSTS						
	LOW RANGE		MID RANGE		HIGH RANGE	
Hard Construction Costs	\$84,000,000	\$87,000,000	\$90,000,000	\$93,000,000	\$96,000,000	
Land Costs	\$0	\$0	\$0	\$0	\$0	
Soft Costs	\$29,400,000	\$30,450,000	\$31,500,000	\$32,550,000	\$33,600,000	
FF&E Costs	\$16,800,000	\$17,400,000	\$18,000,000	\$18,600,000	\$19,200,000	
Pre-Opening & Working Cap	\$9,800,000	\$10,150,000	\$10,500,000	\$10,850,000	\$11,200,000	
Development Costs	\$140,000,000	\$145,000,000	\$150,000,000	\$155,000,000	\$160,000,000	
Cost Per Room	\$467,000	\$483,000	\$500,000	\$517,000	\$533,000	
HYPOTHETICAL FEASIBILITY GAP (Base)						
Capitalization Rate	Construction Cost / Room Range					
		\$467,000	\$483,000	\$500,000	\$517,000	\$533,000
	8.00%	\$67,970,000	\$72,970,000	\$77,970,000	\$82,970,000	\$87,970,000
	8.25%	\$69,040,000	\$74,040,000	\$79,040,000	\$84,040,000	\$89,040,000
	8.50%	\$70,040,000	\$75,040,000	\$80,040,000	\$85,040,000	\$90,040,000
	8.75%	\$70,990,000	\$75,990,000	\$80,990,000	\$85,990,000	\$90,990,000
	9.00%	\$71,880,000	\$76,880,000	\$81,880,000	\$86,880,000	\$91,880,000

ECONOMIC IMPACT ANALYSIS CONCEPTS & METHODS

The investment in Convention Center and Hotel projects typically provide substantial quantifiable benefits (i.e., economic impacts). These quantifiable benefits often serve as the “return on investment” of public dollars that are contributed to the facility project. Quantifiable measurements of the effects that a project could have on the local economy are characterized in terms of economic impacts. Direct spending represents the primary spending that would occur as a result of the construction and operations of the facility. Direct spending occurs in three ways:



(A) CONSTRUCTION SPENDING
Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of new Convention Center and/or Hotel projects.



(B) IN-FACILITY SPENDING
Direct spending is generated by visitors and participants at the Convention Center and/or Hotel during the course of annual operation. This spending occurs with respect to items such as facility and room rentals, food and beverage, merchandise, sponsorship and advertising, and retail leases.



(C) OUT-OF-FACILITY SPENDING
Outside the Convention Center and/or Hotel itself, additional direct spending is generated in city, county and regional areas by overnight guests, event attendees, staff, and visiting facility users on lodging, food and beverage, retail, entertainment, transportation, and other such items in connection with a visit to the area.

A primary intent of this analysis is to estimate the direct spending that could occur directly at the facility and the site itself. Much of the Construction and In-Facility Spending will be estimated to occur within the Columbia area. Additionally, net new impacts will be generated throughout the Columbia area, primarily relating to Out-of-Facility Spending (i.e., spending occurring off the Convention Center and/or Hotel site by visitors to the Columbia area on items such as restaurants, retail, and entertainment).

ECONOMIC IMPACT ANALYSIS CONCEPTS & METHODS (continued)

From a broad perspective, gross direct spending would flow to various economic entities, including the City of Columbia, Boone County and other applicable municipal government(s), restaurants, retail businesses and other such entities. However, some of the spending that occurs in connection with the ongoing operations of a new Convention Center and/or Hotel project would not fully impact the local area. As such, reductions must be made to gross direct spending to reflect the amount of direct spending associated with the facility project and site improvements that are considered net new to the Columbia area. These adjustments include:

LEAKAGE represents the portion of gross spending estimated to occur outside the larger geographic area considered for this analysis (Columbia area). Immediate leakage occurs when initial direct expenditures occur outside the area, such as an out-of-town Convention Center and/or Hotel visitor that patronizes a hotel or restaurant located outside of the city of Columbia. Leakage also occurs when initial local spending is used immediately to pay for goods, services, etc. outside of Columbia. Examples of this type of secondary leakage include food and beverage profits retained by companies based outside of Columbia.

DISPLACEMENT refers to spending that would have likely occurred anyway in the Columbia area without the presence of the new Convention Center and/or Hotel. Examples of displaced spending would include spending by Columbia residents in connection with their visit to the facility site (registrations, food and beverage, retail items, etc.) that would have been spent within Columbia anyway on other items (e.g., meals, shopping, entertainment, etc.) if they did not visit the Convention Center and/or Hotel property. Another example of displaced spending would include out-of-facility spending by non-local individuals visiting from outside of the Columbia area whose primary purpose for visiting Columbia was something other than visiting or participating in events or other activities at the subject property itself, and who would have spent their money in some other form in Columbia. A third example involves the attraction of visitors, and their dollars, to the Convention Center and/or Hotel who would have otherwise gone to conventions held at existing facilities in Columbia if new facility were never built. The concept of displacement is oftentimes referred to as the substitution effect.

The flow of gross direct spending is adjusted to reflect only the spending that is considered net new to the local economy (i.e., Columbia area). The resulting spending after all adjustments is referred to throughout the remainder of this analysis as net new direct spending. Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy.

INDIRECT EFFECTS consist of the re-spending of the initial or direct expenditures. These indirect impacts extend further as the dollars constituting the direct expenditures continue to change hands. This process, in principle, could continue indefinitely. However, recipients of these expenditures may spend all or part of it on goods and services outside the market area, put part of these earnings into savings, or pay taxes. This spending halts the process of subsequent expenditure flows and does not generate additional spending or impact within the community after a period of time. This progression is termed leakage and reduces the overall economic impact. Indirect impacts occur in a number of areas including the following: (1) wholesale industry as purchases of food and merchandise products are made; (2) transportation industry as the products are shipped from purchaser to buyer; (3) manufacturing industry as products used to service the subject facilities and site, vendors and others are produced; (4) utility industry as the power to produce goods and services is consumed; and (5) other such industries.

ECONOMIC IMPACT ANALYSIS CONCEPTS & METHODS (continued)

INDUCED EFFECTS consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the operations of the new Convention Center and/or Hotel and other site facilities. Specifically, as the economic impact process continues, wages and salaries are earned, increased employment and population are generated, and spending occurs in virtually all business, household and governmental sectors. This represents the induced spending impacts generated by direct expenditures.

Indirect and induced effects are calculated by applying the appropriate multipliers to the net new direct spending estimates. The appropriate multipliers to be used are dependent upon certain regional characteristics and also the nature of the expenditure. Generally, an area that is capable of producing a wide range of goods and services within its borders will have high multipliers, a positive correlation existing between the self-sufficiency of an area's economy and the higher probability of re-spending occurring within the region. If a high proportion of the expenditures must be imported from another geographical region, lower multipliers will result.

The multiplier estimates used in this analysis are based on the IMPLAN system. IMPLAN, which stands for Impact Analyses and Planning, is a computer software package that consists of procedures for estimating local input-output models and associated databases. Input-output models are a technique for quantifying interactions between firms, industries and social institutions within a local economy. IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc., which licenses and distributes the software to users. Currently, there are thousands of licensed users in the United States including universities, government agencies, and private companies.

The economic data for IMPLAN comes from the system of national accounts for the United States based on data collected by the U.S. Department of Commerce, the U.S. Bureau of Labor Statistics, and other federal and state government agencies. Data are collected for 440 distinct producing industry sectors of the national economy corresponding to the Standard Industrial Categories (SICs). Industry sectors are classified on the basis of the primary commodity or service produced. Corresponding data sets are also produced for each county and zip code in the United States, allowing analyses at both the city and county level and for geographic aggregations such as clusters of contiguous cities, counties, individual states, or groups of states.

Data provided for each industry sector include outputs and inputs from other sectors; value added, employment, wages and business taxes paid; imports and exports; final demand by households and government; capital investment; business inventories; marketing margins and inflation factors (deflators). These data are provided both for the 440 producing sectors at the national level and for the corresponding sectors at the local level. Data on the technological mix of inputs and levels of transactions between producing sectors are taken from detailed input-output tables of the national economy. National and local level data are the basis for IMPLAN calculations of input-output tables and multipliers for geographic areas. The IMPLAN software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a local economic area. The multiplier effects estimated in this analysis include the three categories indicated at the top of the following page.

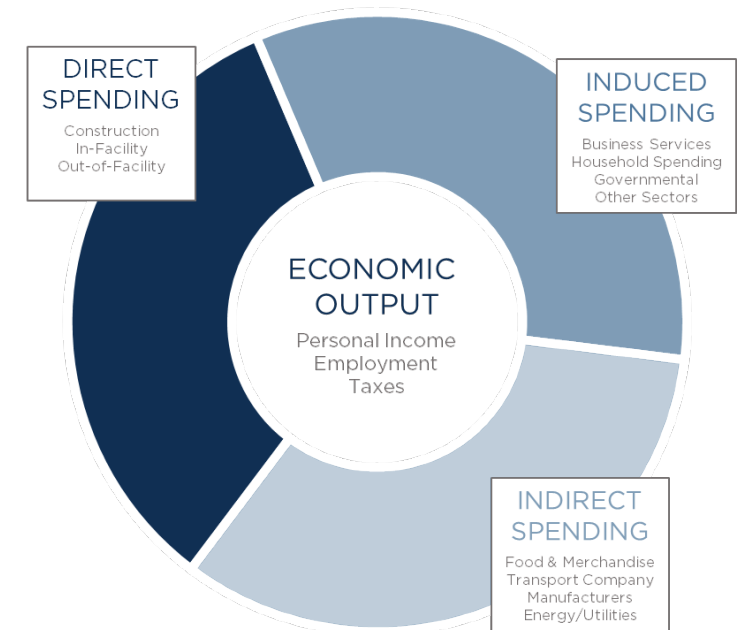
ECONOMIC IMPACT ANALYSIS CONCEPTS & METHODS (continued)

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

The graphic to the right illustrates key measurements of economic impacts utilized in this analysis. Commencing with the estimation of net new direct spending associated with the new Convention Center and/or Hotel in Columbia, successive rounds of re-spending generate indirect and induced effects. The sum of all this net new spending in Columbia's economy represents total Economic Output. This new economic output, in turn, likewise generates added earnings (personal income), jobs (employment), and tax revenues.

In addition to the quantifiable benefits associated with a new Convention Center and/or Hotel, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature. These include issues pertaining to quality of life (through attracting visitors and events that would not otherwise travel to Columbia in general, as well as hosting civic, entertainment and private events), ancillary economic development facilitation, employment opportunities, community pride, and other such items.

The quantitative impact figures do not include economic impact that could be generated by other potential new ancillary development at or near the greater site (such as potential new restaurant, retail, residential and other such elements that could be developed in response to higher visitation and demand levels). Some of the quantified economic impacts associated with the subject Convention Center and/or Hotel in Columbia would be quantitatively captured by some of these potential other facilities, but substantial additional economic impact could be generated by any additional mixed-use elements that are developed at, or near, the site. The net effect of a calculation of quantified economic impact could hypothetically be several times greater in magnitude (depending on the level of investment and development that is ultimately realized at, or near, the site).



(A) CONSTRUCTION IMPACTS (one-time)

The impact of the construction period is determined by the volume and nature of the construction expenditures as well as the geographic region in which they take place. The exhibit to the right summarizes the estimated net new economic and fiscal impacts that could be generated in the Columbia area. These impacts represent one-time impacts from construction.

Construction costs tend to vary widely among comparable hotel and conference center projects. Many variables exist that influence actual realized construction costs, including type of facility, size, components, level of finish, integrated amenities, costs of goods and services in the local market, location and topography of the site, ingress/egress issues, and other such aspects. Importantly, additional architectural concept, design and costing study would be required to confirm and refine estimated construction costs for the proposed subject facilities.

As previously discussed, an order-of-magnitude construction costs of \$103.7 million for Scenario 1 (stand-alone Convention Center) and \$150.0 million for Scenario 2 (P3 Hotel and Convention Center) have been assumed.

Scenario 1 (Convention Center)		
PRODUCT & COST ASSUMPTIONS		
Gross Square Feet		109,200
Assumed Construction Costs Per GSF		\$950
Hypothetical Construction Costs		\$103,740,000
SPENDING ASSUMPTIONS		
Spending - Gross		
Materials	55.0%	
Labor	45.0%	
Total	100.0%	
Spending % - Local:		
Materials	12.0%	
Labor	20.0%	
Total	32.0%	
TOTAL CONSTRUCTION IMPACTS		
	CP 1 2024	CP 2 2025
Direct Spending	\$19,918,080	\$13,278,720
Indirect/Induced Spending	\$13,676,115	\$9,117,410
Economic Output	\$33,594,195	\$22,396,130
Personal Income	\$11,312,922	\$7,541,948
Employment (full & part-time jobs)	239	159
State Sales Tax (4.225%)	\$1,014,884	\$676,589

Scenario 2 (P3 Hotel & Convention Center)		
PRODUCT & COST ASSUMPTIONS		
Hotel Keys		300
Assumed Construction Costs Per Key		\$500,000
Hypothetical Construction Costs		\$150,000,000
SPENDING ASSUMPTIONS		
Spending - Gross		
Materials	55.0%	
Labor	45.0%	
Total	100.0%	
Spending % - Local:		
Materials	12.0%	
Labor	20.0%	
Total	32.0%	
TOTAL CONSTRUCTION IMPACTS		
	CP 1 2024	CP 2 2025
Direct Spending	\$28,800,000	\$19,200,000
Indirect/Induced Spending	\$19,774,603	\$13,183,068
Economic Output	\$48,574,603	\$32,383,068
Personal Income	\$16,357,608	\$10,905,072
Employment (full & part-time jobs)	345	230
State Sales Tax (4.225%)	\$1,467,443	\$978,295

(B) IN-FACILITY IMPACTS (ongoing)

Direct spending is generated through the operations of the subject Convention Center and/or Hotel (represented through operating revenues) driven by events and patronage at the property. This spending occurs with respect to both event and non-event items, such as guestroom and event space rentals, admissions, food and beverage, merchandise, sponsorship and advertising, education, and retail leases. For purposes of this economic impact analysis, 70 percent of gross spending is estimated to be “net new” to the Columbia area.

Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy. As previously mentioned, 70 percent of gross spending and tax revenues are estimated to be “net new” to Columbia. Estimated “net new” in-facility economic impacts associated with the operation of a new Convention Center and/or Hotel under both scenarios is summarized to the right.

	Scenario 1 (Convention Center)			Scenario 2 (P3 Hotel & Convention Center)		
	Year 1 2028	Year 5 2032	Year 10 2037	Year 1 2028	Year 5 2032	Year 10 2037
DIRECT SPENDING BY INDUSTRY						
Hotel	\$0	\$0	\$0	\$10,182,900	\$12,653,900	\$15,296,400
Restaurant	\$1,566,950	\$2,713,835	\$3,223,184	\$4,582,200	\$5,607,000	\$6,755,700
Entertainment	\$0	\$0	\$0	\$0	\$0	\$0
Retail	\$0	\$0	\$0	\$0	\$0	\$0
Auto Rental	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Transit	\$0	\$0	\$0	\$0	\$0	\$0
Other Industries	\$436,415	\$718,329	\$853,149	\$712,600	\$861,700	\$1,035,300
Construction - Non Residential	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Spending	\$2,003,365	\$3,432,163	\$4,076,333	\$15,477,700	\$19,122,600	\$23,087,400
TOTAL IN-FACILITY IMPACTS						
Direct Spending	\$2,003,365	\$3,432,163	\$4,076,333	\$15,477,700	\$19,122,600	\$23,087,400
Indirect/Induced Spending	\$1,403,320	\$2,401,949	\$2,852,762	\$10,655,306	\$13,163,252	\$15,892,110
Economic Output	\$3,406,685	\$5,834,112	\$6,929,095	\$26,133,006	\$32,285,852	\$38,979,510
Personal Income	\$1,451,952	\$2,488,730	\$2,955,830	\$10,769,260	\$13,302,124	\$16,059,305
Employment (full & part-time jobs)	49	85	101	295	364	440
State Sales Tax (4.225%)	\$102,429	\$175,454	\$208,384	\$788,989	\$974,774	\$1,176,875
City Hotel Tax (5.00%)	\$0	\$0	\$0	\$509,145	\$632,695	\$764,820
County Sales Tax (1.75%)	\$42,426	\$72,673	\$86,313	\$326,800	\$388,673	\$469,345
City Sales Tax (2.00%)	\$48,487	\$83,055	\$98,643	\$373,486	\$461,432	\$557,101
Total Taxes	\$144,856	\$72,673	\$294,697	\$1,624,934	\$1,021,368	\$2,411,040

(C) OUT-OF-FACILITY IMPACTS (ongoing)

Outside the subject Convention and Hotel properties themselves, additional direct spending is generated in the local area by visitors, spectators, attendees, participants, event staff, and exhibitors users on lodging (both at the subject Convention Center and Hotel properties, as well as at other area properties), food and beverage, retail, entertainment, transportation, etc. in connection with their visit to the area.

Estimated out-of-facility direct spending (by industry) associated with the operation of the proposed subject facilities in Columbia is summarized to the right. Economic impacts are further increased through re-spending of the direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy.

	Scenario 1 (Convention Center)			Scenario 2 (P3 Hotel & Convention Center)		
	Year 1 2028	Year 5 2032	Year 10 2037	Year 1 2028	Year 5 2032	Year 10 2037
ATTENDANCE & ROOM NIGHTS						
Total Attendee Days	93,850	146,400	146,400	87,159	136,650	137,108
Net New Non Local Attendee Days	32,774	53,627	53,627	44,014	63,238	63,696
Net New Hotel Room Nights	17,733	30,255	30,255	26,591	37,641	37,938
DIRECT SPENDING BY INDUSTRY						
Hotel	\$2,749,205	\$5,390,728	\$6,402,494	\$3,934,250	\$6,476,343	\$7,752,571
Restaurant	\$2,555,237	\$4,911,838	\$5,833,723	\$3,800,889	\$6,157,622	\$7,372,245
Entertainment	\$670,048	\$1,298,689	\$1,542,436	\$1,084,445	\$1,728,088	\$2,070,281
Retail	\$1,088,984	\$2,078,458	\$2,468,556	\$1,760,651	\$2,792,918	\$3,345,679
Auto Rental	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Transit	\$206,488	\$402,994	\$478,630	\$258,203	\$439,334	\$525,361
Other Industries	\$287,421	\$546,527	\$649,103	\$519,312	\$804,117	\$963,966
Construction - Non Residential	\$0	\$0	\$0	\$0	\$0	\$0
Total Direct Spending	\$7,557,383	\$14,629,235	\$17,374,942	\$11,357,749	\$18,398,421	\$22,030,104
TOTAL OUT-OF-FACILITY IMPACTS						
Direct Spending	\$7,557,383	\$14,629,235	\$17,374,942	\$11,357,749	\$18,398,421	\$22,030,104
Indirect/Induced Spending	\$5,154,853	\$9,977,702	\$11,850,380	\$7,741,454	\$12,542,162	\$15,017,787
Economic Output	\$12,712,236	\$24,606,937	\$29,225,322	\$19,099,203	\$30,940,583	\$37,047,891
Personal Income	\$5,184,577	\$10,034,586	\$11,917,940	\$7,769,556	\$12,593,678	\$15,079,237
Employment (full & part-time jobs)	154	297	353	232	375	449
State Sales Tax (4.225%)	\$384,637	\$744,553	\$884,295	\$577,988	\$936,305	\$1,121,122
City Hotel Tax (5.00%)	\$137,460	\$269,536	\$320,125	\$196,712	\$323,817	\$387,629
County Sales Tax (1.75%)	\$159,317	\$308,395	\$366,276	\$239,403	\$387,819	\$464,370
City Sales Tax (2.00%)	\$182,077	\$352,451	\$418,601	\$273,604	\$443,221	\$530,709
Total Taxes	\$863,491	\$1,674,934	\$1,989,297	\$1,287,707	\$2,091,162	\$2,503,830

(A+B+C) SUMMARY OF QUANTIFIABLE IMPACTS

A consolidated summary of all estimated net new economic impacts (including construction, in-facility, and out-of-facility) associated with the proposed new Convention Center and Hotel projects under both scenarios is presented below.

	Scenario 1 (Convention Center)				Scenario 2 (P3 Hotel & Convention Center)			
	Construction Period	Year 1 2028	Year 5 2032	Year 10 2037	Construction Period	Year 1 2028	Year 5 2032	Year 10 2037
ATTENDANCE & ROOM NIGHTS								
Total Attendee Days	0	93,850	146,400	146,400	0	87,159	136,650	137,108
Net New Non Local Attendee Days	0	32,774	53,627	53,627	0	44,014	63,238	63,696
Net New Hotel Room Nights	0	17,733	30,255	30,255	0	26,591	37,641	37,938
DIRECT SPENDING BY INDUSTRY								
Hotel	\$0	\$2,749,205	\$5,390,728	\$6,402,494	\$0	\$14,117,150	\$19,130,243	\$23,048,971
Restaurant	\$0	\$4,122,187	\$7,625,672	\$9,056,907	\$0	\$8,383,089	\$11,764,622	\$14,127,945
Entertainment	\$0	\$670,048	\$1,298,689	\$1,542,436	\$0	\$1,084,445	\$1,728,088	\$2,070,281
Retail	\$0	\$1,088,984	\$2,078,458	\$2,468,556	\$0	\$1,760,651	\$2,792,918	\$3,345,679
Auto Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Transit	\$0	\$206,488	\$402,994	\$478,630	\$0	\$258,203	\$439,334	\$525,361
Other Industries	\$0	\$723,836	\$1,264,856	\$1,502,252	\$0	\$1,231,912	\$1,665,817	\$1,999,266
Construction - Non Residential	\$33,196,800	\$0	\$0	\$0	\$48,000,000	\$0	\$0	\$0
Total Direct Spending	\$33,196,800	\$9,560,748	\$18,061,398	\$21,451,275	\$48,000,000	\$26,835,449	\$37,521,021	\$45,117,504
TOTAL ECONOMIC IMPACTS								
Direct Spending	\$33,196,800	\$9,560,748	\$18,061,398	\$21,451,275	\$48,000,000	\$26,835,449	\$37,521,021	\$45,117,504
Indirect/Induced Spending	\$22,793,525	\$6,558,173	\$12,379,651	\$14,703,142	\$32,957,671	\$18,396,760	\$25,705,414	\$30,909,897
Economic Output	\$55,990,325	\$16,118,921	\$30,441,049	\$36,154,417	\$80,957,671	\$45,232,209	\$63,226,435	\$76,027,401
Personal Income	\$18,854,870	\$6,636,529	\$12,523,315	\$14,873,770	\$27,262,681	\$18,538,816	\$25,895,802	\$31,138,542
Employment (full & part-time jobs)	398	203	382	454	575	527	739	888
State Sales Tax (4.225%)	\$1,691,473	\$487,066	\$920,006	\$1,092,679	\$2,445,738	\$1,366,977	\$1,911,079	\$2,297,997
City Hotel Tax (5.00%)	\$0	\$137,460	\$269,536	\$320,125	\$0	\$705,857	\$956,512	\$1,152,449
County Sales Tax (1.75%)	\$700,610	\$201,743	\$381,068	\$452,589	\$1,013,028	\$566,203	\$776,492	\$933,716
City Sales Tax (2.00%)	\$136,761	\$230,564	\$435,506	\$517,244	\$197,746	\$647,090	\$904,653	\$1,087,809
Total Taxes	\$2,528,844	\$1,056,834	\$2,006,116	\$2,382,637	\$3,656,512	\$3,286,127	\$4,548,736	\$5,471,971

(D) QUALITATIVE IMPACTS / OTHER BENEFITS



Potential Transformative and Iconic Effects – High profile, event and hospitality facility projects, like a new Convention Center and/or Hotel, can have extensive, long-lasting transformative impacts on the Columbia community and destination, in terms of quality of life, community prestige, perception by visitors and non-locals, and other such effects.



Quality of Life for Residents – New convention center and full-service hotel projects provide diversified activities for local residents and can lead to enhanced economic opportunities in the local community, which can make Columbia a more attractive and enjoyable place to reside. Quality public assembly and hospitality facilities can contribute to enhancing community pride, self-image, exposure and reputation. All these items can assist in retaining and attracting an educated workforce, particularly younger adults who often desire quality hospitality, meeting, entertainment, cultural, leisure and recreational amenities.



New Visitation – New visitors will be attracted to the area because of an event and/or an overnight stay at new Convention Center and Hotel properties. These attendees and visitors, in turn, may elect to return to the area later with their families, etc. for a leisure visit after visiting the area for the first time.



Spin-Off Development – New retail/business tend to invariably sprout up near major new convention center and hotel developments, spurred by the operations and activities associated with the new event and hospitality facilities, representing additions to the local tax base.



Anchor for Revitalization – Major convention center and hotel developments can oftentimes serve as an anchor for larger master plans and revitalization efforts. Convention centers and host headquarters hotels can annually attract hundreds of thousands of attendees. This added visitation to a downtown or mixed-use site can be critical to the health and vitality of existing nearby businesses, as well as providing the incentive for future investment by the private sector in business improvements.



Other Benefits – Increased synergy with the other local event, hospitality and entertainment facilities can lead to increased tourism activity to Columbia and the surrounding area. Likewise, convention facility and hospitality infrastructure investment will enhance the options for area residents and businesses to select as a host venues for events and for overnight visitors.

FUNDING AND DEVELOPMENT CONSIDERATIONS

While there are a variety of public sector funding vehicles and revenue sources that have been used in the financing of convention center projects (including hotel and convention center projects) in communities throughout the country, a large percentage are owned by the public sector and had construction funding provided through municipal capital project funding (i.e., transfers from a City or County's General Fund or Capital Projects Fund, etc.) or through the issuance of General Obligation Revenue bonds. Specific revenue sources to support these bonds are shown within the graphic to the right. City of Columbia leadership should review options such as sales/use tax and food & beverage tax to support a major visitor asset investment such as a publicly owned Convention Center.

Types of financing/funding vehicles that are commonly used in convention center projects, including combined hotel and convention center projects, throughout the country include:

- General Obligation Revenue Bonds
- Tax Increment Financing (TIF)
- Pay-As-You-Go Financing
- Certificates of Participation
- State/Federal Assistance
- Private/Public Equity & Grants

Under situations where bonds have been issued, debt service is often supported by local tax revenue, including:

- Hotel/motel taxes
- Sales & use taxes
- Property taxes
- Food & beverage taxes
- Auto rental/taxicab taxes/fees
- Sin taxes (alcohol, cigarette, etc.)
- Admissions/entertainment taxes

In recent years, a growing number of communities have explored ways in which the private sector can participate in reducing the overall funding burden borne by the public sector. This participation has taken the form of: (1) public-private partnerships (P3) for combined hotel + convention center projects; (2) naming rights and other sponsorships; (3) upfront service provider fees and facility component build-outs; (4) exclusive facility use agreements; and (5) private donations of capital and/or land.

Since an appropriate new, full-service headquarters hotel product would be critical in supporting a new Convention Center in Columbia, a P3 model involving an integrated Hotel and Convention Center is believed to be a scenario that deserves some consideration (i.e., Scenario 2). However, the estimated investment required from the public sector side to address the previously discussed feasibility gap is significant—an \$80.0 million dollar City investment would be expected to facilitate private sector investment in the development and operation of a new, state-of-the-industry \$150.0 million Full-Service Hotel and Convention Center project in Columbia (i.e., 56% public, 44% private). This public sector investment is 22% less than the cost of a fully publicly-owned convention center, a scenario that offers advantages like direct control over booking strategies to ensure community access and a focus on hosting events that engage multiple hotels, benefiting a broader section of the hotel industry. Conversely, a privately-owned center would prioritize events that maximize its own revenue, sometimes favoring events it can accommodate alone over those that would involve multiple properties, due to financial considerations like food & beverage sales.

FUNDING CONSIDERATIONS (continued)

Considering the economic challenges of developing a large P3-driven Hotel and Convention Center, it is recommended that the City consider developing a standalone Convention Center in proximity to a large concentration of existing rooms in Columbia. The subsequent Site Analysis provides several potential site options that include onsite or nearby hotel properties. The site near the Holiday Inn & Executive Center offers the largest single property in the area, in addition to more than 300 additional rooms within ½-mile. However, to optimize the area's marketability as a convention host site, additional onsite dining and entertainment is needed. Meanwhile, a downtown location has the inverse problem: while the area offers a highly walkable environment with inventory of restaurants, retail, and points of interest, it lacks convention-quality hotels beyond the 194-room Broadway Hotel (inclusive of the 80 additional rooms under construction). Either extensive shuttling services would have to be provided to the concentrations of hotels outside downtown for each visiting convention, or one or more additional hotels (preferably with a combined total of 300 or more sleeping rooms) need to be developed.

In either case, public incentives will likely be required to enhance the environment around the potential Columbia Convention Center. A variety of types and sources of public sector incentives for hospitality-related developments related to hotel and convention center projects have been used throughout the country. Types of incentives frequently used for projects of this nature include, but are not limited to:

- Donation of land for the project.
- Infrastructure improvements.
- Property tax abatements, rebates and other techniques that serve to remove or lower property tax burden.
- Hotel tax abatement or rebate (i.e., hotel taxes collected at the subject property).
- Assistance in securing low interest loans/financing.
- TIF revenue rebates.
- Right to physically connect to a new convention center (under a situation where the convention center is publicly-owned).
- Priority bidding opportunity for exclusive catering contract for other local related or unrelated public sector facilities.
- Capital/cash contribution.

Additional detail regarding both the Holiday Inn/Mall and Downtown sites, and how a Convention Center could be developed at either, is explored in the following chapter.

SUMMARY & CONCLUSIONS

Based on analysis results, a summary of key cost/benefit projections for a new stand-alone Convention Center (Scenario 1) and for a new P3 Hotel and Convention Center (Scenario 2) associated with its construction and annual operations (at the fifth year of operations) is presented in the graphics below. Economic impact estimates include the overall projects and reflect net new impacts occurring in the Columbia area across a diversity of industries.

SCENARIO 1 (CONVENTION CENTER)

Summary of Key Cost/Benefit Projections (All Figures Represent Annual Amounts Occurring at Year 5 Except for One-Time Incentive/Construction Amounts)



SCENARIO 2 (P3 HOTEL & CONVENTION CENTER)

Summary of Key Cost/Benefit Projections (All Figures Represent Annual Amounts Occurring at Year 5 Except for One-Time Incentive/Construction Amounts)





9 SITE ANALYSIS

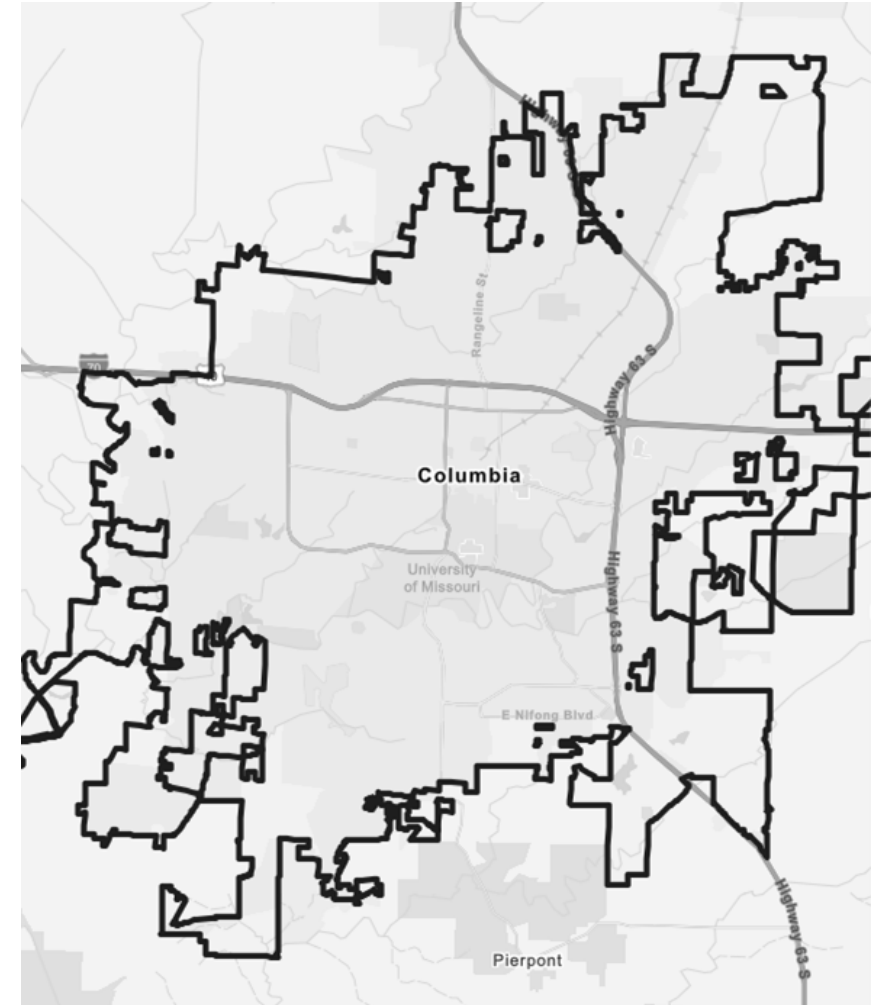
INTRODUCTION

As important as size and configuration, the location and site of a convention facility can have a significant impact on the facility's operational success and its ability to generate new visitation and associated economic impact in a host community. Likewise, should the convention center project involve a P3 model with a hotel partner, the needs and preferences of the private partner in terms of site/location often carries equal or larger weight in the ultimate site selection. As part of the overall evaluation of a potential Convention Center in Columbia, an assessment of potential site/locations in Columbia was conducted to determine what general areas might be best suited as a host site/location for the project.

In general, a large number of characteristics and factors are typically important when evaluating the attractiveness of site locations for both stand-alone convention center projects and integrated hotel and convention center projects. These include:

- **Site Suitability:**
 - Acreage for Optimized Program Configuration
 - Acreage for Future Expansion
 - Acreage for Additional Onsite Complementary Development
 - Resources and Efforts to Acquire
 - Attractiveness of the Site to Event Planners & Attendees
 - Magnitude of Necessary Infrastructure Improvements
 - Local Accessibility
 - Visibility
- **Other Visitor Amenity Availability:**
 - Proximity to Hotels
 - Proximity to Restaurants/Bars
 - Proximity to Shopping/Retail
 - Proximity to Entertainment/Attractions
 - Proximity to Public Transit
- **Community Surroundings:**
 - Compatibility with Neighborhood
 - Synergy with Surroundings/Settings
 - Opportunity for Induced Economic Impact

For a convention center project, proximity to quality hotel inventory is the single most important factor. Without a sizeable, quality hotel property that is attached or adjacent (plus ideally nearby other ancillary hotel properties), a convention center will be extremely limited in its ability to attract non-local conventions, conferences and tradeshows. Without this type of hotel support, the convention center will function more as a "local" venue, such as a community center or civic center.



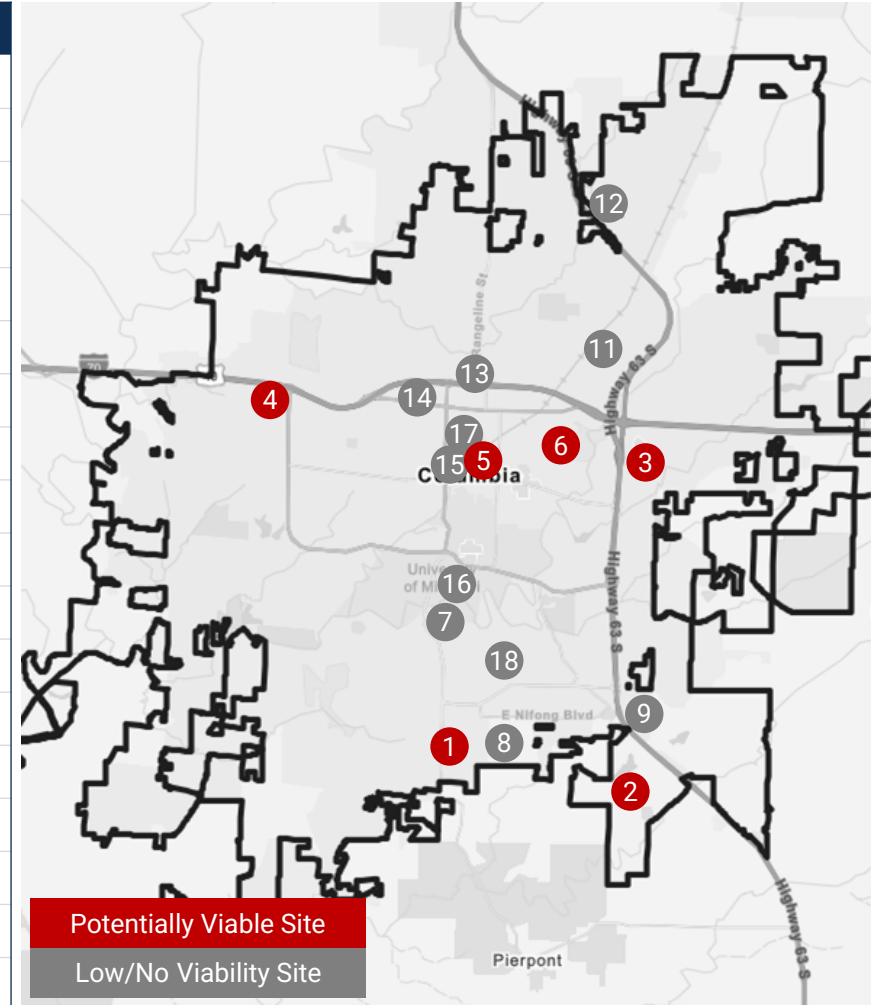
INTRODUCTION *continued*

Based on discussions with Visit Columbia and other stakeholders and project team members, CSL identified and/or toured 18 potential site candidates in Columbia. These 18 sites are displayed in the graphic to the right. Of these sites, many (12) were left out from a detailed analysis due to critical deficiencies related to their potential marketability in the competitive convention industry. The remaining six (6) sites were identified as potentially viable for hosting a potential Convention Center. These remaining sites include:

1. **Veterans United:** Southern Columbia site in proximity to Veterans United, MU Health Care, Rock Bridge High School, and the Columbia Performing Arts Center.
2. **Discovery Park:** Southeastern Columbia site within the planned Discovery Park, a mixed-use business, living, and entertainment district initiative being led by the University of Missouri.
3. **Keene Avenue:** Eastern Columbia site located near big box retail stores, the city's largest hotel property concentration, and residential neighborhoods.
4. **Holiday Inn/Mall Area:** Northwestern Columbia site located at or near the existing Holiday Inn Executive Center and within proximity to the Columbia Mall and additional hotel properties.
5. **Downtown Columbia:** A potential downtown Columbia site with proximity to critical infrastructure such as parking, dining, hotels, and entertainment.
6. **Stephens Lake/Boone Hospital:** A potential site just east of downtown Columbia in proximity to Boone Hospital and Stephens Lake Park.

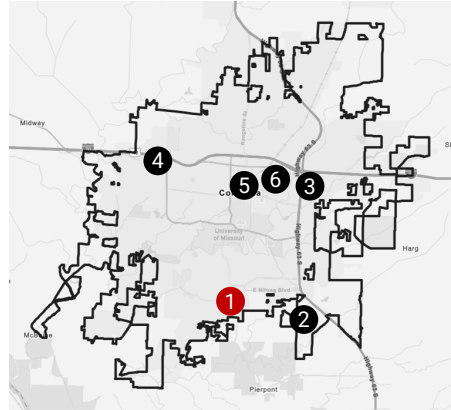
These six sites present the greatest opportunity for a potential Convention Center development in Columbia. Strengths and challenges associated with each site are summarized on the following pages.

Key	Site Name
1	Veterans United
2	Discovery Park
3	Keene Avenue
4	Holiday Inn/Mall Area
5	Downtown Columbia
6	Stephens Lake/Boone Hospital
7	MU Athletic Campus
8	The Lowry Property
9	Kamco
10	Equipment Share Site
11	Center State
12	Northeast Event Center
13	Range Line Street
14	MU North
15	5th and Broadway
16	Hearns Center
17	North Village Arts District
18	North of Grindstone Plaza



1) VETERANS UNITED

Comparative Score / Rank: 261 / 6



Strengths

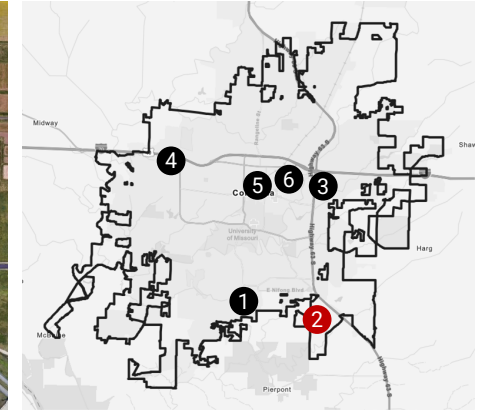
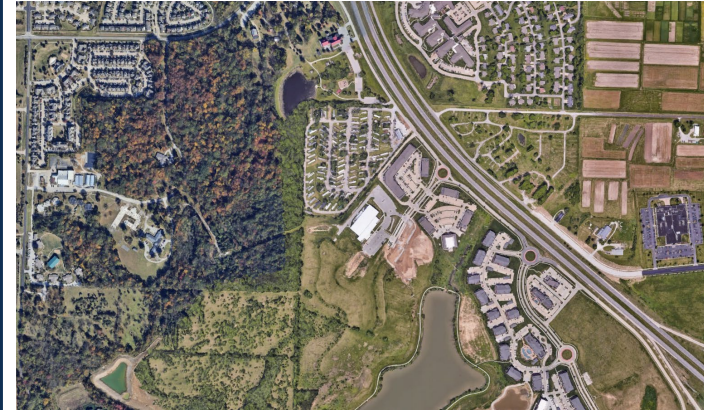
- Acreage for optimized program configuration, future expansion, and additional onsite complementary development.
- Located near the end of a public transit route.

Weaknesses

- Unattractive location for event planners and attendees.
- Poor visibility.
- Significant magnitude of necessary infrastructure improvements.
- Distant from hotel inventory, dining options, retail, and entertainment.
- Limited compatibility with surrounding neighborhood and synergy among surrounding amenities.
- Will require additional private sector investment to develop a hospitality district that surrounds the center.

2) DISCOVERY PARK

Comparative Score / Rank: 349 / 3



Strengths

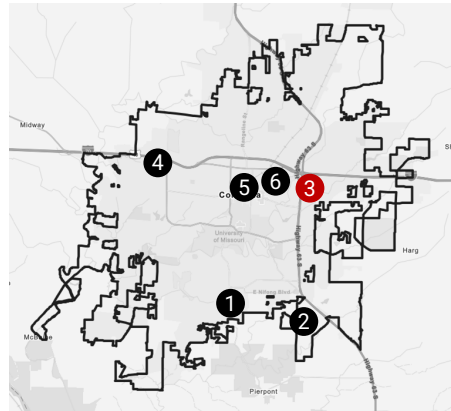
- Acreage for optimized program configuration, future expansion, and additional onsite complementary development.
- Located within the planned Discovery Park mixed-use district, increasing future attractiveness of the site.
- Planned developments nearby include hotels, retail, dining, entertainment, and other critical amenities for a potential Convention Center.
- Compatibility and synergy with proximate planned developments.

Weaknesses

- Limited existing proximity to hotels, retail, dining, entertainment, and other important Convention Center amenities, presenting risk if planned developments are not pursued.
- Currently not located on any public transit routes in Columbia.
- Existing attractiveness of the site for event planners and attendees is significantly limited.

3) Keene AVENUE

Comparative Score / Rank: 322 / 5



Strengths

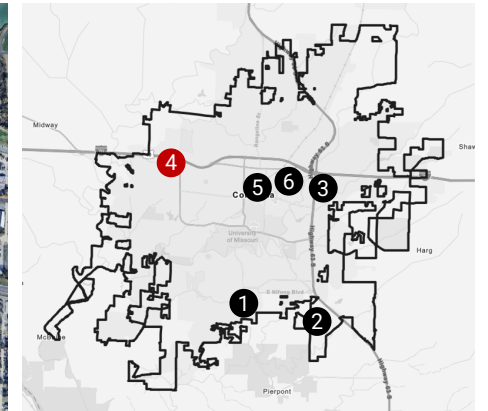
- Moderate visibility and strong local accessibility.
- Located proximate to Columbia's highest concentration of hotel properties.
- Proximate to significant inventory of dining and retail options with moderate proximity to entertainment offerings.
- Directly positioned on existing public transit route, nearby intersection of all Columbia public transit routes.
- Moderate compatibility with surrounding neighborhood and synergy with surrounding amenities.

Weaknesses

- May have somewhat limited acreage for optimized program configuration, future expansion, and additional onsite complementary development.
- Somewhat unattractive location for event planners and attendees.
- May require significant infrastructure improvements.
- Moderate potential to induce economic development nearby with moderate synergy of existing nearby amenities.

4) HOLIDAY INN/MALL AREA

Comparative Score / Rank: 399 / 1



Strengths

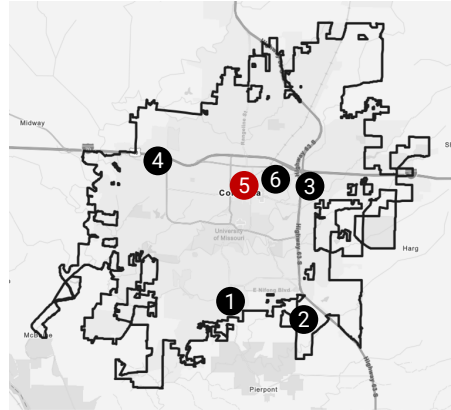
- Acreage for optimized program configuration, future expansion, and additional onsite complementary development.
- Moderate visibility and notable accessibility for locals.
- Highly proximate to critical hotel inventory and retail offerings, moderate proximity to dining and entertainment options.
- Directly positioned on public transit route.
- Significant compatibility with neighborhood and synergy with existing amenities.
- High opportunity to generate induced economic development nearby.

Weaknesses

- May require substantial funds to purchase land.
- Existing attractiveness of the site for event planners and attendees is somewhat limited.
- Will require additional private sector investment to develop a hospitality district that surrounds the center.

5) DOWNTOWN COLUMBIA

Comparative Score / Rank: 370 / 2



Strengths

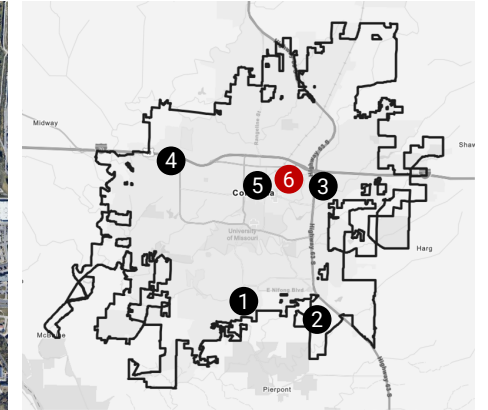
- Highly attractive site and area for event planners and attendees.
- Proximate to significant inventories of dining, retail, and entertainment offerings.
- Significant synergy with surrounding amenities and opportunities for induced economic development.
- Potential for transformative impacts on future downtown development.
- Located at intersection of all existing Columbia public transit routes.
- Limited infrastructural improvements needed.
- Significant visibility and moderate local accessibility.

Weaknesses

- Somewhat limited acreage for optimized program configuration, future expansion, and additional onsite complementary development.
- Highly valuable land that may be costly to acquire.
- Somewhat limited hotel inventory in downtown.
- New facility will likely require additional parking.
- Congestion and traffic challenges created by highly visited asset will have to be addressed.

6) Stephens Lake/BOONE HOSPITAL

Comparative Score / Rank: 339 / 4



Strengths

- Acreage for optimized program configuration and future expansion, with moderate acreage for additional onsite complementary development.
- Located just outside of downtown Columbia.
- Proximate to notable inventory of hotel properties.

Weaknesses

- Moderate proximity to dining options and limited proximity to retail and entertainment offerings.
- Will require additional private sector investment to develop a hospitality district that surrounds the center.
- Limited accessibility to public transportation.
- Limited synergy with surrounding amenities.
- Moderate opportunity for induced economic development.

SITE ANALYSIS – OVERALL SUMMARY

Following analysis of the previously outlined criteria, the Holiday Inn/Mall Area ranked highest with a score of 399, benefiting from proximity to hotels (including the existing Holiday Inn & Executive Center), dining, retail, and established infrastructure, alongside its capacity to accommodate the recommended building program. The Downtown Columbia site, scoring second overall with 370, is another strong candidate. Its central location, existing visitor infrastructure, and potential economic impact contribute to its appeal, though challenges remain regarding the size of potentially developable parcels size, and the additional parking demand and potential downtown traffic complications that would be created by a potential new Convention Center.

On the lower end, the Veterans United site, scoring 261, and the Keene Avenue, scoring 322, face key challenges. Both sites are unattractive locations for event planners and require significant investment in both infrastructure and nearby hospitality developments. Due to its proximity to downtown, the Stephens Lake / Boone Hospital Site scores slightly higher than Veterans United and Keene Avenue but still faces the same challenges. Discovery Park, though distant from downtown, does offer some promise due to the extensive mixed-use development plans involving the site.

In summary, the Holiday Inn/Mall Area and Downtown Columbia sites stand out as the most viable sites, offering a balance of event planner desirability, existing infrastructure and amenities, and development potential. Further detail regarding these sites is outlined on the subsequent pages, followed by high-level discussion regarding the potential of the other sites.

SITE ELEMENTS	Weight	SITE 1 VETERANS UNITED		SITE 2 DISCOVERY PARK		SITE 3 Keene AVENUE		SITE 4 HOLIDAY INN/ MALL AREA		SITE 5 DOWNTOWN COLUMBIA		SITE 6 Stephens Lake/ BOONE HOSPITAL	
		Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating
Site Suitability	55												
Acreage for Optimized Program Configuration	20	100	5	100	5	60	3	100	5	60	3	100	5
Acreage for Future Expansion	5	25	5	25	5	5	1	25	5	5	1	20	4
Acreage for Additional Onsite Complementary Development	5	20	4	25	5	5	1	25	5	10	2	15	3
Resources and Efforts to Acquire	5	15	3	15	3	15	3	10	2	10	2	15	3
Attractiveness of the Site to Event Planners & Attendees	6	6	1	18	3	18	3	18	3	30	5	18	3
Magnitude of Necessary Infrastructure Improvements	4	4	1	12	3	8	2	12	3	16	4	8	2
Local Accessibility	6	12	2	12	2	24	4	24	4	24	4	18	3
Visibility	4	4	1	12	3	12	3	12	3	20	5	16	4
Other Visitor Amenity Availability	35												
Proximity to Hotels	11	11	1	33	3	55	5	44	4	33	3	44	4
Proximity to Restaurants/Bars	10	20	2	30	3	40	4	30	3	50	5	30	3
Proximity to Shopping/Retail	6	12	2	18	3	24	4	30	5	30	5	12	2
Proximity to Entertainment/Attractions	6	12	2	12	2	18	3	18	3	30	5	12	2
Proximity to Public Transit	2	6	3	4	2	8	4	8	4	10	5	4	2
Community Surroundings	10												
Compatibility with Neighborhood	4	8	2	12	3	12	3	16	4	12	3	12	3
Synergy with Surroundings/Setting	3	3	1	12	4	9	3	15	5	15	5	6	2
Opportunity for Induced Economic Development	3	3	1	9	3	9	3	12	4	15	5	9	3
Total Weighting	100												
TOTAL SCORE		261		349		322		399		370		339	
SITE RANK		6		3		5		1		2		4	

Subjective Rating

1 = Lowest/Weakest

5 = Highest/Strongest

Scoring

500 = Maximum Score

Greater Than 400 = Excellent/Very Good Score

350-400 = Good Score

250-350 = Suggests Important Site Challenges/Limitations

Less Than 250 = Poor Score

SITE ANALYSIS – HOLIDAY INN/MALL AREA SITE

The existing Holiday Inn Executive Center currently operates as a small exhibition/conference center on a site that is large enough to co-locate a larger public-sector developed Convention Center. A new project at this site would be able to take advantage of the existing facility's visitor infrastructure and the hotel owner's planned improvements. A fully integrated single-campus project would be the goal.

The existing parking lot south of the existing Holiday Inn/Executive Center facility appears to be large enough to accommodate a new 25-30,000 exhibition/multi-purpose space. The Convention Center's new ballroom, some of the meeting rooms and the central kitchen could be located in renovated/upgraded space that is the existing 19,000 SF Columbia Expo Center or built elsewhere as new construction. Development of the new Convention Center as an integral part of the existing facilities will require careful planning and coordination to properly maintain existing access and facility operations as much as possible during construction. A phased approach, building the new multi-purpose hall first, followed by the renovation of the existing Expo Center hall would help to accomplish the maintenance of continuous successful operations during construction.

With the loss of some of the existing on-grade parking capacity for the new Convention Center's footprint, consideration will have to be given to creating a new parking garage elsewhere on the Holiday Inn campus.



SITE ANALYSIS – DOWNTOWN SITE

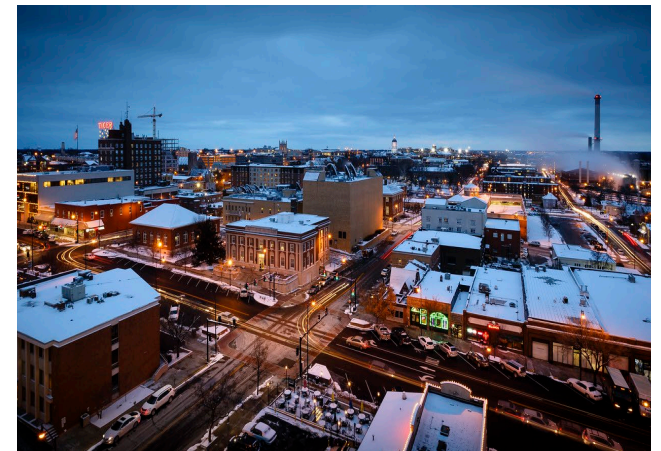
A previous study in 2022 determined that a conference facility with a ballroom/multipurpose space of approximately 16,000 square feet could fit within the downtown site to the west of the Broadway Hotel. Measuring to only 53 percent of the recommended multipurpose hall square footage presented previously, this smaller facility would not be able to accommodate the larger events identified in the state/regional marketplace and would be significantly limited in its ability to two or more events concurrently. Further, it is estimated that a material portion of a smaller facility's events and room nights would be displaced from existing facilities in Columbia, and not truly “net new” for the community.

Due to the strong preference for a downtown location expressed by event planners, CSL evaluated this potential downtown site (as identified by the City) west of the Broadway Hotel. However, the study team concluded that by itself the site to the west of the new hotel tower and south of East Walnut Street is too small to accommodate the recommended leasable building program (25-30,000 SF exhibition/multi-purpose hall, 10-12,000 SF Ballroom, and 8-10,000 SF of meeting space.)

The study team also considered whether the project might fit in this location if additional property north of East Walnut Street were to be acquired and added to the site already identified by the City. One approach would be to build the 30,000 SF multi-purpose hall on grade on multiple properties north of E. Walnut Street. The conference center part of the program (ballroom and meeting rooms) could be built south-west of the exhibit hall, connected to the northern part of the project by a bridge across East Walnut Street. Parking garages could be built below each of these two portions of the Convention Center. Doing the project in this manner would require multiple property acquisitions and removal of existing structures, and it would have a somewhat unfavorable layout for event planners.

Another approach considered was to build the multi-purpose hall on grade, with both the ballroom and meeting rooms above. This solution would locate marketplace and the Convention Center program north of E. Walnut Street, with a new parking garage built to the south on the expansion property originally identified by the City. While a vertically organized convention center is feasible and there are many precedents, issues such as access to the Center, minimizing columns in the multi-purpose hall and higher costs would present major challenges.

As this exercise was a cursory site review, additional study of the site north of East Walnut will likely be needed to fully determine its ability to accommodate at least the minimum building program (25,000-square foot multipurpose hall). Overall, layout challenges, the costs to construct additional nearby parking, and the need for more supporting hotel inventory would likely make a Downtown Columbia Convention Center project complex and costly. Significant public sector investment and private sector participation would likely be needed to ensure the success of a market demand-oriented convention product.



SITE ANALYSIS – THE “GREENFIELD” SITES

The other sites reviewed at Stephens Lake/Boone Hospital, Discovery Park, Keene Avenue, and Veterans United share similar strengths and challenges. In terms of advantages, they each offer sufficient land for a potential Convention Center and Hotel, as well as acreage to support future expansions and other onsite development.

However, these sites are undeveloped, not walkable to downtown, and lack the nearby amenities often sought by event attendees. Developing a Center at one of these sites will require significant investment in a surrounding, walkable district with a robust inventory of hospitality amenities, including hotels, restaurants, entertainment, and select retail. Further, it is unlikely that a hotel developer will independently seek to build a convention-quality property in one of these areas. Instead, private interest will skew toward building smaller, select service properties with 150 or less sleeping rooms. To build a headquarter hotel property that could accommodate room blocks of larger state/regional events, a P3 transaction is likely necessary. As previously presented, this is estimated to require a substantial investment of \$80.0 million from the public sector to fill the feasibility gap of such a development.

Therefore, if the City elects to pursue a Convention Center project at one of these sites, the facility should be a component of a much larger district development that would be undertaken by both the public and private sectors.

