



Market & Economic Analysis Report

# MASTER PLAN FOR THE CAM-PLEX MULTI-EVENT FACILITIES

In Gillette, Wyoming

February 21, 2024



**POPULOUS**<sup>®</sup>



February 21, 2024

Mr. Todd Gralla  
Principal  
Populous  
3151 W. Tecumseh Road, Suite 220  
Norman, Oklahoma 73072

Dear Mr. Gralla:

Conventions, Sports & Leisure International (CSL), in conjunction with Populous, has completed a market analysis and feasibility study to assist the Campbell County Public Land Board (CCPLB) develop a master plan for the Cam-Plex Multi-Event Facilities (Cam-Plex) in Gillette, Wyoming. The goal of this study is to assist Populous, the CCPLB and other community stakeholders strategically plan for the potential development of multi-use event facilities at Cam-Plex.

The analysis presented in this report is based on estimates, assumptions and other information developed from industry research, data provided by study stakeholders, surveys of potential facility users, discussions with industry participants 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 primarily based on analyses of current conditions in Gillette. As in all studies of this type, the recommendations and estimated results are based on competent and efficient management of the subject facilities and assume that no significant changes in the event/utilization 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. All primary market research was completed for this study in 2023.

The report has been structured to provide decision makers with the foundational information necessary to evaluate issues related to potential future investment in multi-use event facilities in Gillette 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 assistance and cooperation we have been provided in the compilation of this report and would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,



CSL International



# INTRODUCTION: Overview

- **STUDY PURPOSE:**

Conventions, Sports & Leisure International, Populous and DOWL were engaged by the Campbell County Public Land Board (CCPLB) to conduct a market demand, expansion/renovation feasibility and economic impact analysis to assist in the development of a comprehensive Master Plan for the Cam-Plex Multi-Event Facilities in Gillette, Wyoming.

- **IMPORTANT COMMUNITY ASSET:**

Cam-Plex continues to host community events, providing an important asset for residents, while attracting events that provide important economic benefits to the Campbell County community.

- **POTENTIAL OPPORTUNITY:**

Cam-Plex has the potential opportunity to attract regularly recurring signature events, such as the National High School Finals Rodeo, with improved/ expanded facilities.

- **PROVEN TRACK RECORD OF COMMUNITY IMPACT:**

In 2005, Campbell County voters approved a ¼ percent sales tax to fund construction of the Wyoming Center. Collections significantly exceeded expectations, resulting in paying off construction within three years, instead of the eight years originally projected.

- **STUDY PROCESS INCLUDED:**

- Community/facility tours.
- 30+ meetings with community leaders & stakeholders.
- 400+ on-line community survey responses.
- 49 current/past user group surveys.
- 42 surveys of potential new user groups.
- 500+ annual events represented.

## STUDY COMPONENTS

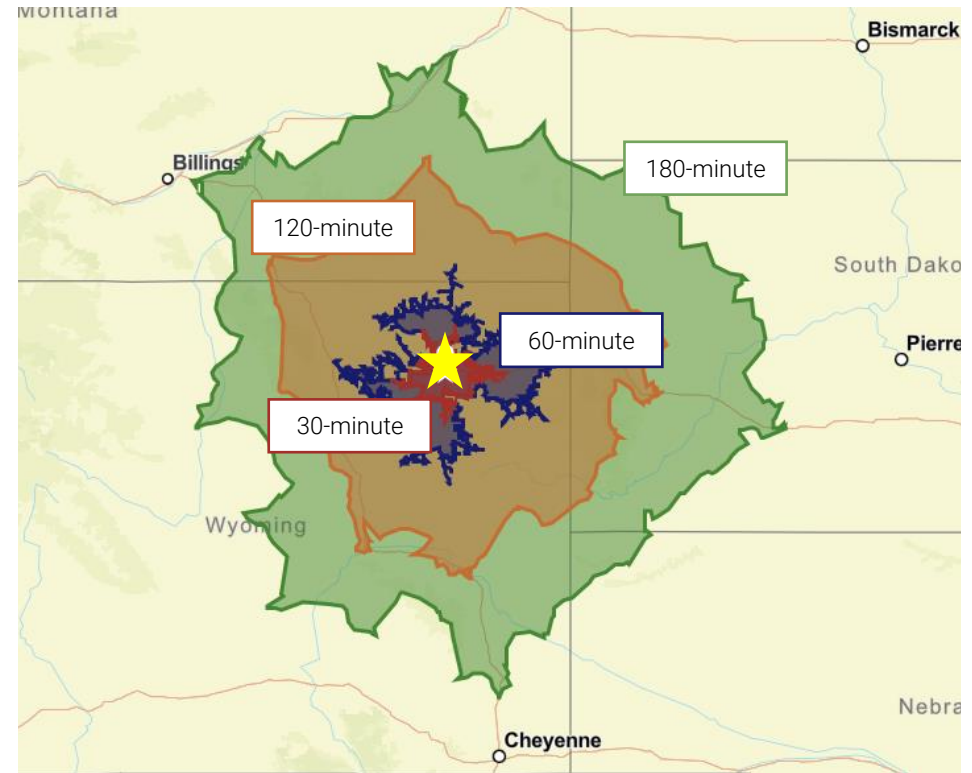
- 1 Local Market Analysis
- 2 Historical Cam-Plex Operations Analysis
- 3 Competitive Facilities Analysis
- 4 Comparable Facilities/Destinations Analysis
- 5 Industry Trends & Characteristics
- 6 Market Demand Research
- 7 Supportable Program Analysis
- 8 Cost/Benefit Analysis

# LOCAL MARKET ANALYSIS: Location and Accessibility

The exhibit to the right illustrates the proximity of Gillette, Wyoming with other nearby markets and the markets/land area captured within an estimated 30-, 60-, 120- and 180-minute drive of Cam-Plex. As shown, Sheridan, Casper and Rapid City represent the largest population centers within a 180-minute drivetime. Equestrian, livestock, convention, entertainment, amateur sports and other types of event activity at an improved Cam-Plex will likely draw significantly from these areas.

These driving distances will be utilized on the subsequent page and later in the report for purposes of comparing demographic and socioeconomic variables.

City, State	Distance to Cam-Plex (In Miles)	Drive Time (hrs:min)	Market Population
Belle Fourche, SD	102	1:33	5,700
Sheridan, WY	103	1:33	31,600
Douglas, WY	113	1:53	6,400
Casper, WY	127	2:05	80,000
Rapid City, SD	141	2:05	168,100
Miles City, MT	170	2:43	8,400
Worland, WY	160	2:46	4,800
Billings, MT	233	3:25	184,200
Cheyenne, WY	245	3:43	99,500



Source: Google, US Census, ESRI, 2023.

# LOCAL MARKET ANALYSIS: Key Market Demographics

The table to the right presents a summary of key demographic metrics associated within the previously presented driving distances to/from Cam-Plex, along with overall city, county, state, and United States benchmarking data.

As shown, the estimated population within the city of Gillette and Campbell County is approximately 33,400 and 47,200, respectively. The population within 30-minutes of Cam-Plex is approximately 43,900, while the population within 120-minutes is just over 260,400, as this radius captures much of the Rapid City metropolitan area.

Median household income within 60-minutes of Cam-Plex is significantly higher than state and national averages; however, per capita income is slightly lower than these benchmarks, suggesting the presence of a few wealthy individuals in the community.

DEMOGRAPHIC VARIABLE	30-Minutes Drive Time	60-Minutes Drive Time	120-Minutes Drive Time	180-Minutes Drive Time	City of Gillette	Campbell County	State of Wyoming	United States
<b>POPULATION:</b>								
2010 Total Population	42,613	50,954	248,713	418,685	32,005	46,133	563,626	308,745,538
2022 Total Population	43,873	52,027	260,436	443,724	33,433	47,238	580,778	335,707,897
2027 Total Population	43,230	51,466	264,148	449,930	32,843	46,638	585,260	339,902,796
Historical Annual Growth (2010-2022)	0.25%	0.18%	0.39%	0.50%	0.37%	0.20%	0.25%	0.73%
Projected Annual Growth (2022-2027)	-0.29%	-0.22%	0.29%	0.28%	-0.35%	-0.25%	0.15%	0.25%
<b>AGE:</b>								
Median Age	34.1	35.1	39.4	39.6	33.5	34.4	38.8	38.9
Population Age 25 to 44	30.56%	29.55%	25.74%	25.33%	31.19%	30.41%	26.06%	26.79%
<b>AGE DISTRIBUTION:</b>								
Under 15	23.03%	22.40%	18.91%	19.06%	23.06%	22.85%	18.93%	18.12%
15 to 24	12.58%	12.23%	11.97%	11.87%	12.99%	12.51%	12.50%	12.78%
25 to 34	15.79%	15.22%	13.29%	13.10%	16.45%	15.59%	13.44%	13.96%
35 to 44	14.77%	14.33%	12.45%	12.23%	14.74%	14.82%	12.62%	12.83%
45 to 54	11.00%	11.28%	11.00%	11.14%	10.93%	11.07%	11.09%	12.03%
55 and over	22.82%	24.55%	32.38%	32.60%	21.84%	23.16%	31.43%	30.29%
<b>HOUSEHOLD INCOME:</b>								
Median Household Income	\$88,698	\$86,903	\$62,652	\$65,345	\$85,855	\$89,076	\$68,814	\$72,414
Per Capita Income	\$38,757	\$38,597	\$34,763	\$35,530	\$37,698	\$39,122	\$37,523	\$40,363
<b>INCOME DISTRIBUTION:</b>								
\$0 to \$24,999	12.60%	12.68%	19.72%	18.41%	13.76%	12.30%	16.58%	15.79%
\$25,000 to \$49,999	12.09%	12.29%	19.11%	18.71%	12.98%	11.47%	17.05%	18.58%
\$50,000 to \$74,000	13.72%	14.27%	18.59%	18.45%	13.81%	13.79%	20.04%	16.91%
\$75,000 to \$99,999	18.51%	19.25%	14.45%	14.74%	18.33%	19.39%	15.46%	13.19%
\$100,000 to \$149,999	27.25%	26.54%	18.19%	18.40%	26.30%	27.33%	17.56%	17.23%
\$150,000 or more	15.82%	14.98%	9.94%	11.30%	14.82%	15.72%	13.31%	18.31%
<b>POPULATION BY RACE/ETHNICITY:</b>								
White/Caucasian	86.12%	87.00%	84.49%	82.97%	85.07%	86.29%	84.29%	60.99%
Black/African American	0.55%	0.47%	0.74%	0.79%	0.64%	0.52%	0.91%	12.39%
American Indian	1.42%	1.31%	5.05%	6.54%	1.56%	1.35%	2.41%	1.14%
Asian	0.76%	0.67%	0.79%	0.83%	0.86%	0.71%	0.92%	6.12%
Pacific Islander	0.05%	0.06%	0.07%	0.09%	0.05%	0.05%	0.10%	0.21%
Other Race	4.39%	3.99%	2.02%	1.91%	4.92%	4.37%	3.53%	8.55%
Two or More Races	6.70%	6.50%	6.84%	6.88%	6.89%	6.71%	7.84%	10.59%
Hispanic Origin	9.19%	8.42%	5.91%	5.97%	10.23%	9.16%	10.30%	18.95%
Diversity Index	37.7	35.5	35.9	38.1	40.3	37.4	41.4	71.6
<b>BUSINESS:</b>								
2022 Total (SIC01-99) Businesses	1,848	2,246	16,096	22,581	1,545	1,958	30,625	12,609,070
2022 Total (SIC01-99) Employees	27,845	34,188	172,731	233,673	21,987	33,358	323,616	151,363,907
Employee/Residential Population Ratio	0.63:1	0.66:1	0.66:1	0.53:1	0.66:1	0.71:1	0.56:1	0.45:1

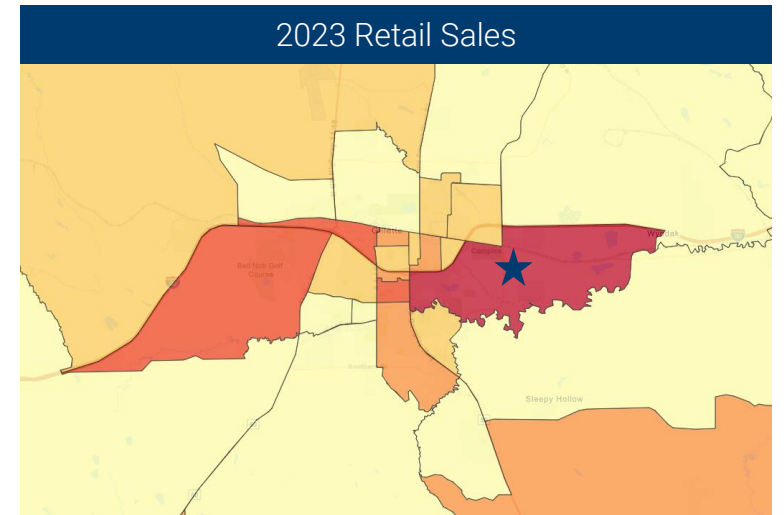
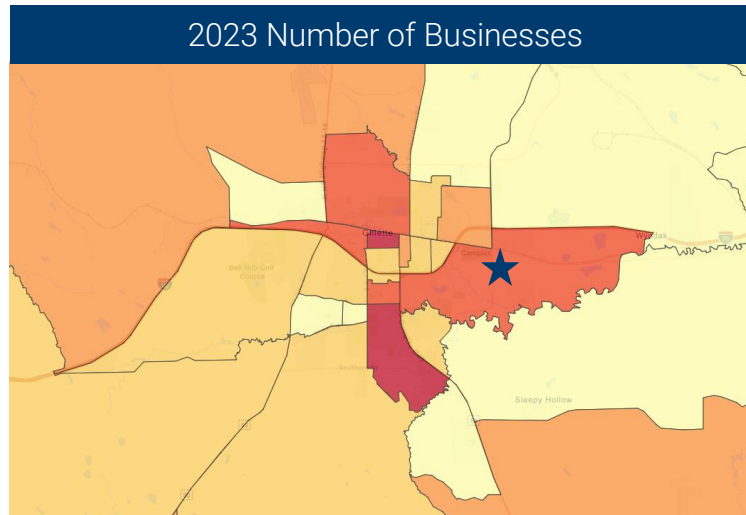
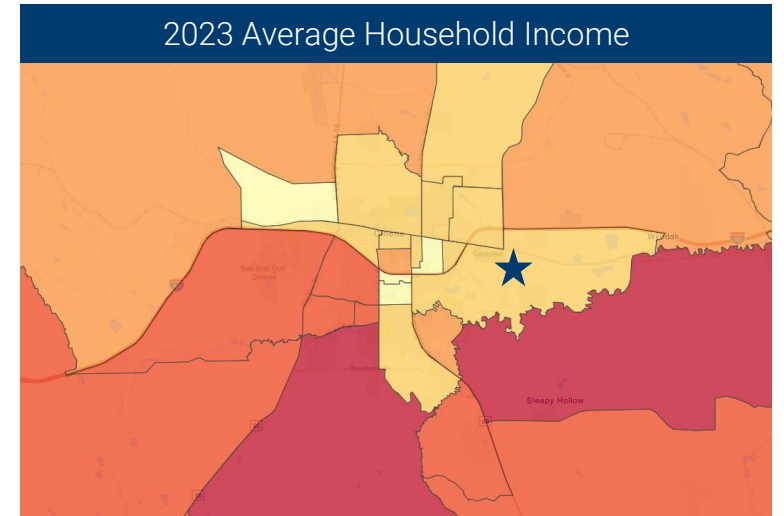
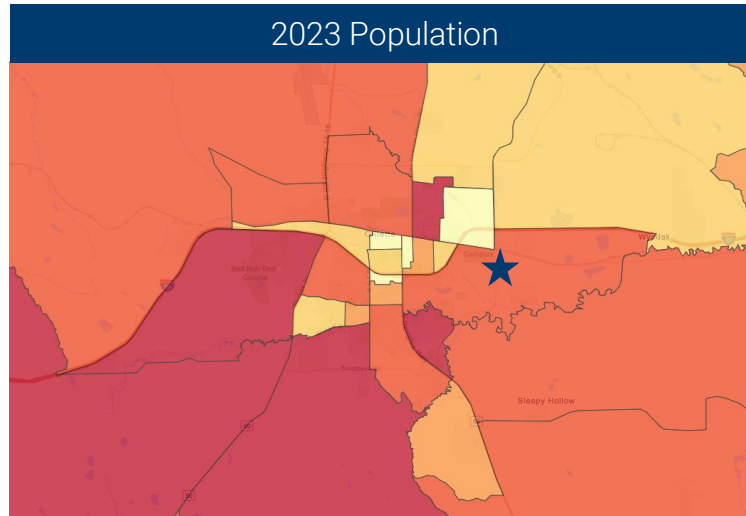
Source: ESRI, 2023.

# LOCAL MARKET ANALYSIS: Demographic Heat Maps

The heat maps display the relative density of demographic data points as varying sets 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 tract.

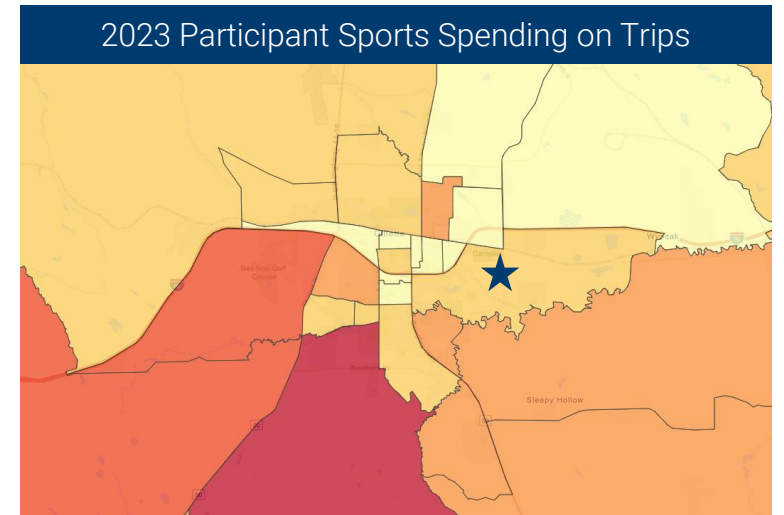
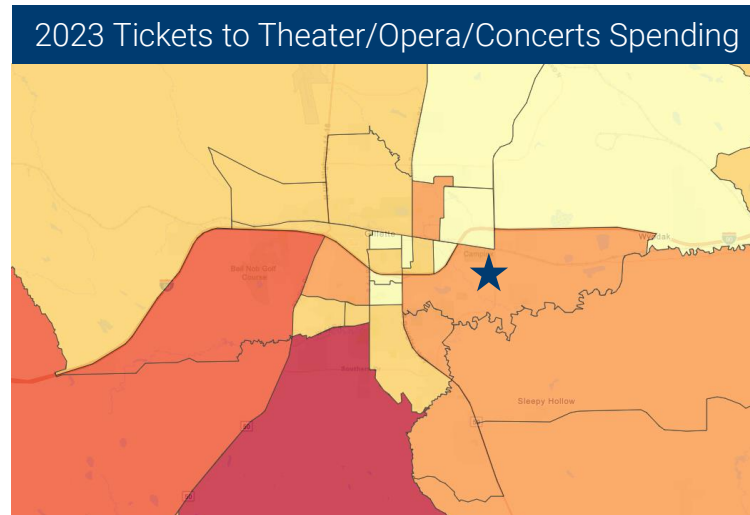
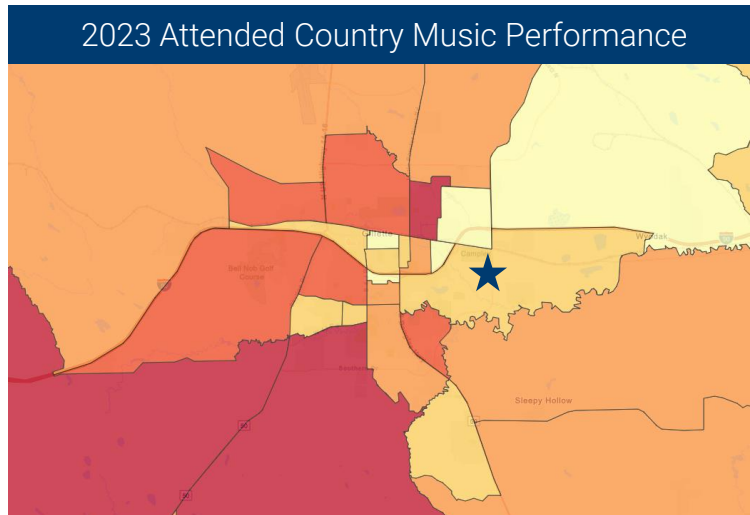
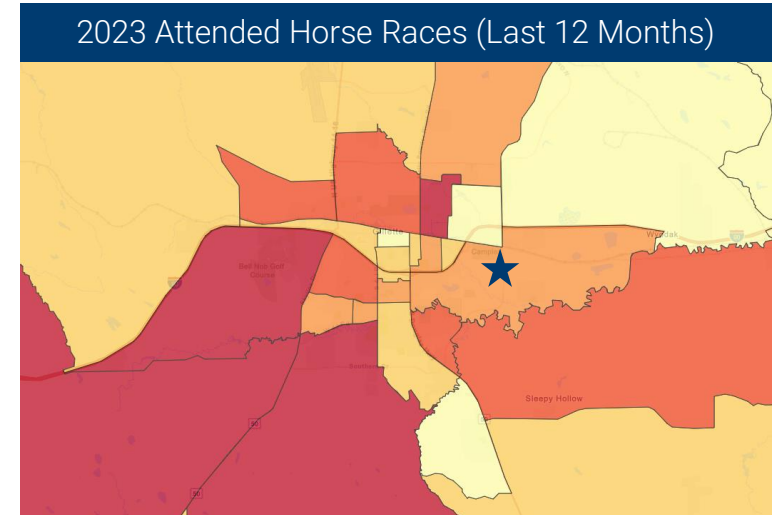
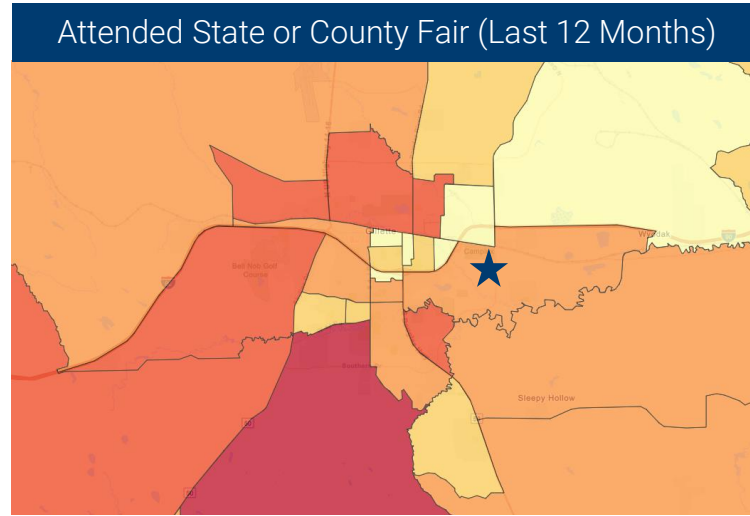
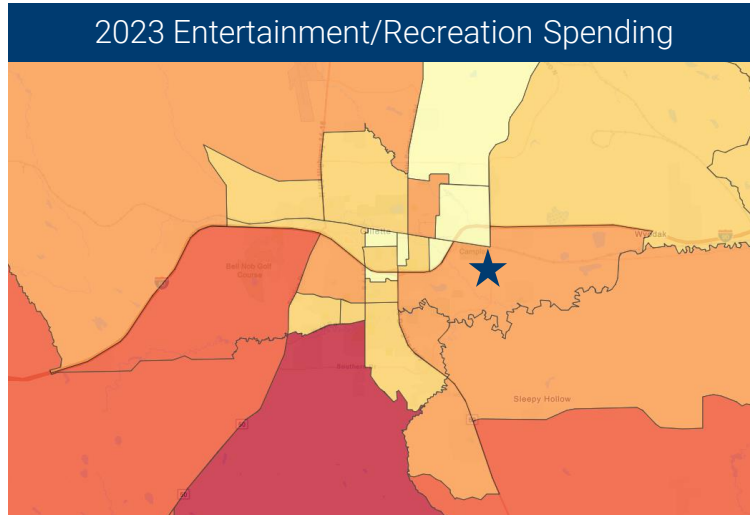
The exhibits to the right and on the following page present a geographic visualization of a variety of socioeconomic and demographic categories including total population, average household income, number of businesses, retail sales, entertainment/recreation spending, spending on tickets to theater/opera/concerts and participant sports spending on trips.

Additionally, these heat maps address behavioral characteristics for the past 12 months regarding those who have attended a state or county fair, attended a country music performance or attended horse races.



Source: ESRI, 2023.

# LOCAL MARKET ANALYSIS: Demographic Heat Maps (cont'd)

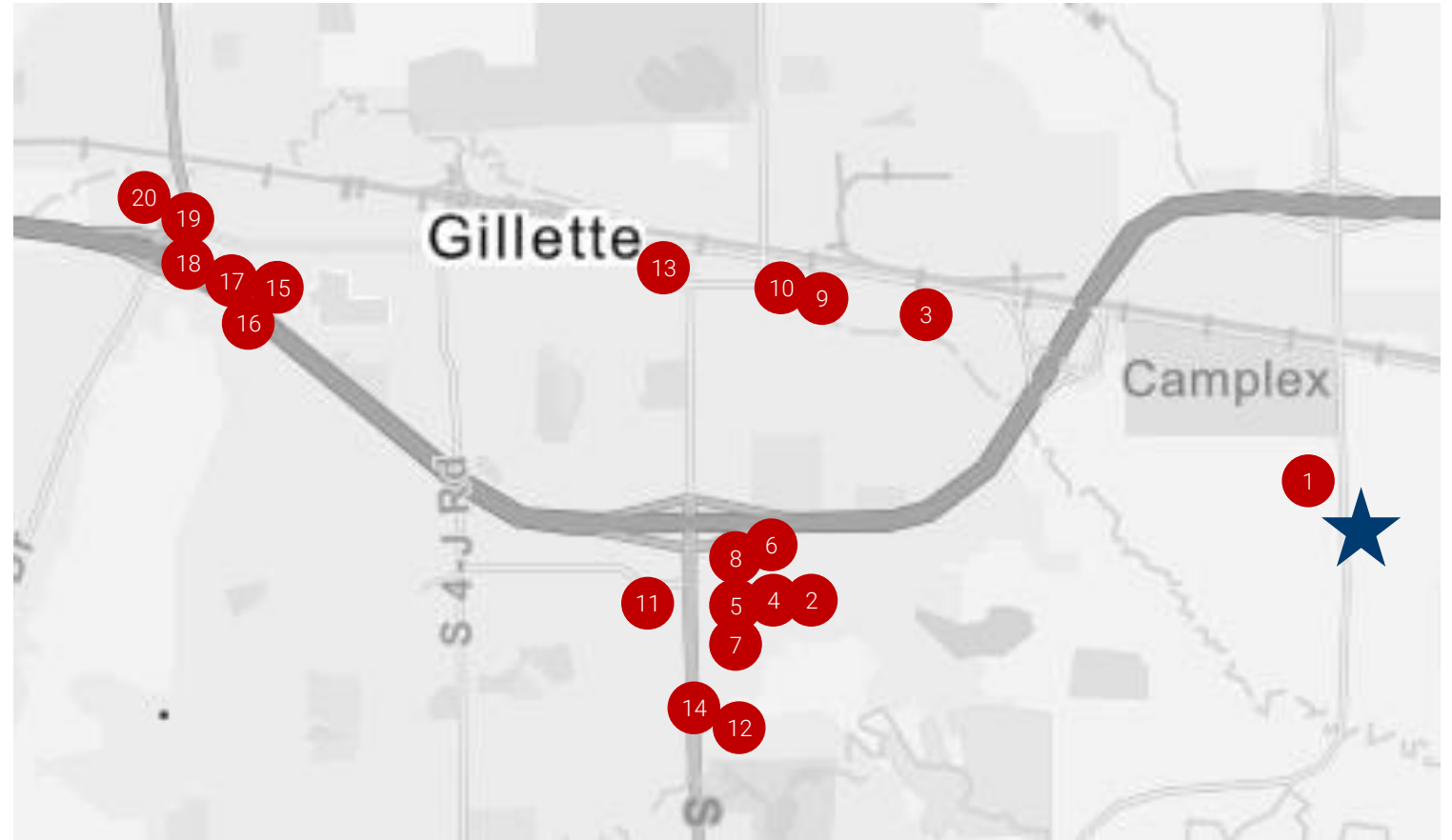


Source: ESRI, 2023.

# LOCAL MARKET ANALYSIS: Hotel Inventory

There are 20 hotels within five miles of Cam-Plex that offer more than 50 sleeping rooms. There is a total of more than 2,000 sleeping rooms throughout the Gillette market and a wide array of service levels and price points.

Key	Hotel	Room Count (Number)	Miles from Cam-Plex
1	Arbuckle Lodge	86	0.4
2	Home2 Suites by Hilton	99	2.3
3	Quality Inn	62	2.4
4	Days Inn Gillette	141	2.5
5	Ramada Plaza	159	2.6
6	Wingate by Wyndham	84	2.6
7	Candlewood Suites	83	2.6
8	Holiday Inn Express	83	2.6
9	National 9 Gillette	78	2.7
10	Howard Johnson	75	2.7
11	La Quinta Inn & Suites	89	2.9
12	Fairfield Inn & Suites	80	3.1
13	Alamo Inn & Suites	56	3.1
14	Country Inn & Suites	80	3.2
15	Comfort Inn & Suites	60	4.6
16	Marriott TownePlace Suites Gillette	85	4.7
17	Super 8	60	4.7
18	Hampton Inn	58	4.8
19	Best Western Tower West Lodge	190	4.9
20	Baymont by Wyndham	74	5.0
<b>TOTAL</b>		<b>1,782</b>	



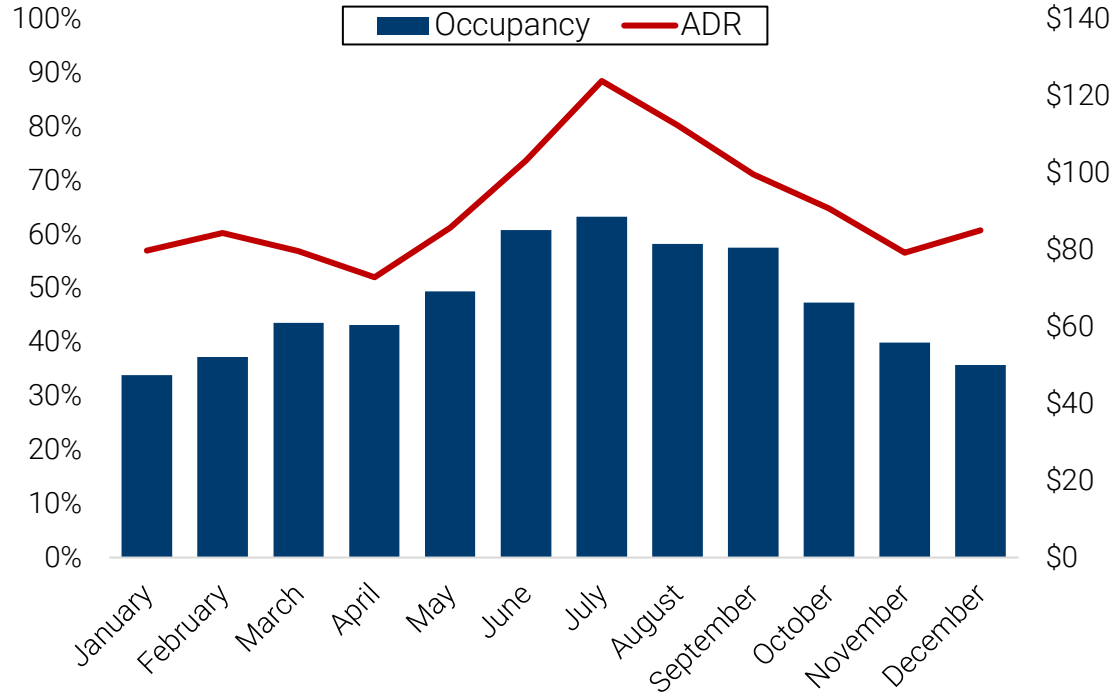
Note: Only properties offering more than 50 rooms within five (5) miles of Cam-Plex are highlighted.  
 Source: Google Maps, Hotel websites, 2023.



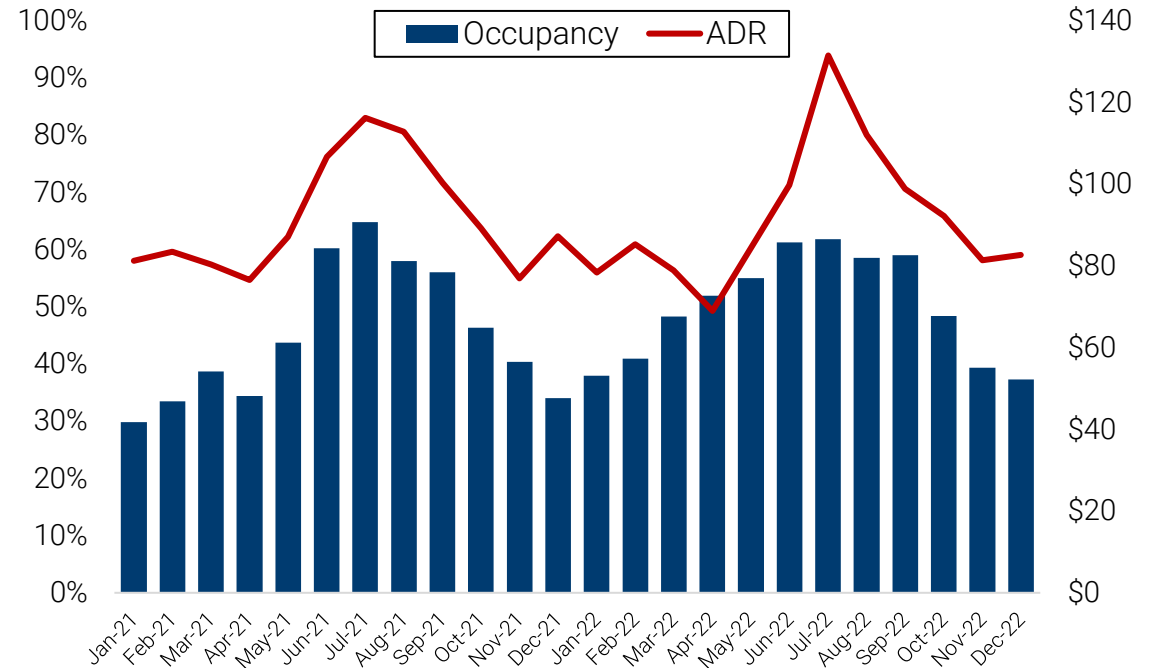
# LOCAL MARKET ANALYSIS: Hotel Performance

Hotel occupancy approximates 60 percent from June through September with a corresponding increase in ADR; however, occupancy falls below 40 percent between November and February.

Campbell County Lodging  
Average Monthly Occupancy and ADR (2021 & 2022)



Campbell County Lodging  
Monthly Occupancy and ADR (2021 & 2022)



Source: STR, 2023.

# LOCAL MARKET ANALYSIS: Corporate Base

Moderately diverse corporate base throughout Campbell County with particular emphasis on energy sectors (e.g., utilities, natural resources). Gillette also represents a retail destination for many residents throughout northeastern Wyoming and the greater regional marketplace.

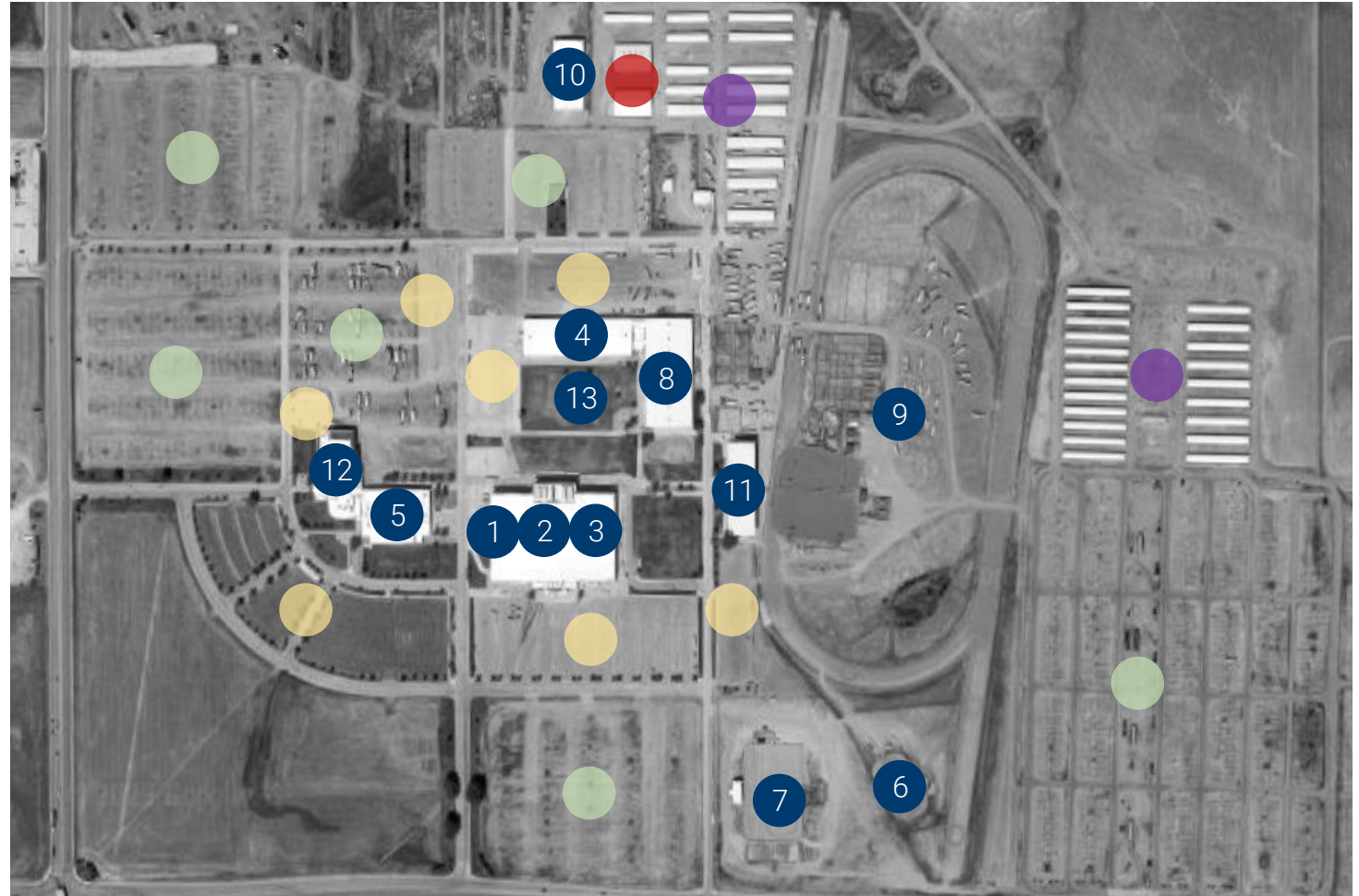
Company Name	Industry	Full-Time Employees
Peabody Energy Corporation: NARM	Utilities	1,969
Campbell County School District	Education	1,393
Marco Technologies	Technology	1,200
Campbell County Health	Healthcare	993
Campbell County Government	Government	540
Prairie Eagle Mining	Natural Resources	475
Cyclone Drilling Inc.	Natural Resources	400
City of Gillette	Government	309
Walmart	Retail	300
Navajo Transitional Energy Company, (NTEC)	Utilities	242
Buckskin Mining Company	Natural Resources	156
L & H Industrial, Inc.	Manufacturing	155
Komatsu Equipment Co.	Manufacturing	135
Black Hills Orthopedic & Spine Center	Healthcare	135
Powder River Energy Corporation	Utilities	125
Pizza Ranch FunZone Arcade - Gillette WY	Retail	110
Nelson Brothers Mining Services	Natural Resources	105
Black Hills Energy (Mine/Power Plant)	Natural Resources	95
Interstate Power Systems	Utilities	89
Gillette 404 Inc. - DBA KFC	Retail	88
<b>TOTAL</b>		<b>9,014</b>



Source: Campbell County Chamber of Commerce, 2023.

# HISTORICAL OPERATIONS: Cam-Plex Event Facilities Overview

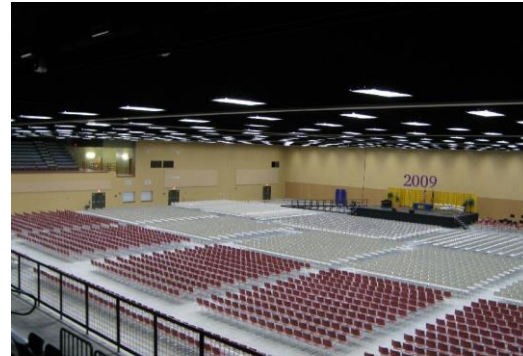
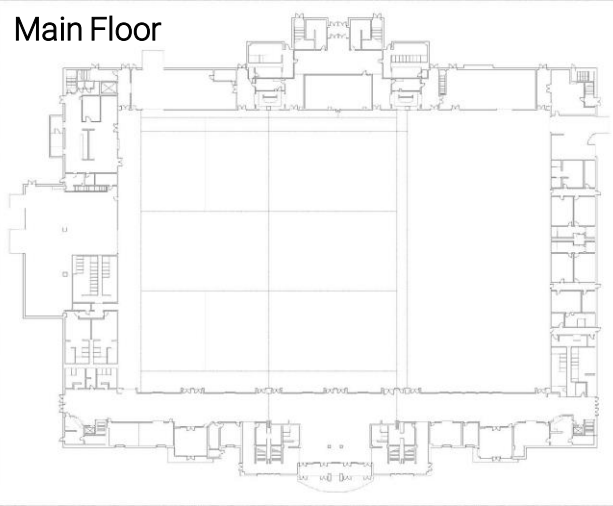
- 1 Equality Hall – 23,800 sf exhibit space
- 2 Frontier Hall – 20,200 sf exhibit space
- 3 Spirit Hall – 22,600 sf exhibit space
- 4 Central Pavilion – 42,000 sf exhibit space
- 5 Energy Hall – 21,000 sf ballroom space
- 6 Little Levi Arena – Outdoor dirt arena
- 7 Wrangler Arena – Outdoor dirt arena
- 8 East Pavilion – 52,500 sf indoor dirt arena
- 9 Morningside Arena and Track – Outdoor dirt arena
- 10 Barn 3 – Indoor dirt arena
- 11 Morningside Park Grandstands – 3,000 covered seats
- 12 Heritage Center Theater – 914-seat theater
- 13 The Plaza – Outdoor event space
- Red Barns 1 & 2 – 20,800 sf barn space
- Purple Horse Stalls – 1,365 total stalls
- Yellow Parking – 8 lots; 1,600 spaces
- Light Green RV Parks – 6 lots; 1,730 sites



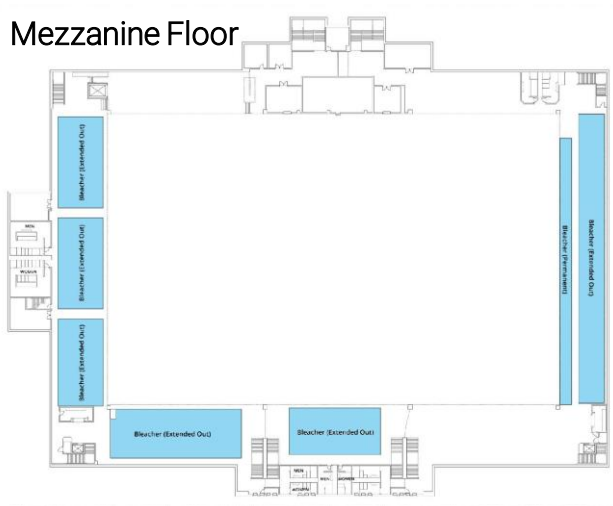
Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Cam-Plex Event Spaces

Main Floor



Mezzanine Floor



**FACILITY:** Wyoming Center

**Facility Specs:**

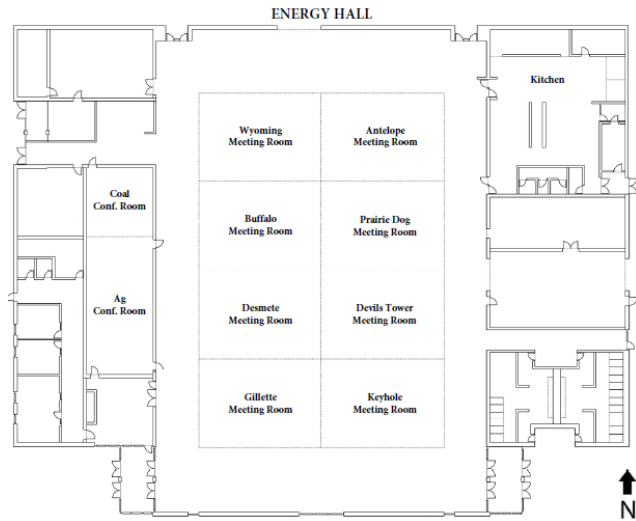
Total Size:	177,000 sf
Largest Contiguous Space:	66,700 sf
Equality Hall:	23,800 sf
Frontier Hall:	20,200 sf
Spirit Hall:	22,600 sf
Mezzanine:	35,000 sf
Maximum Seating Capacity:	8,000 persons
Ceiling Height:	30 feet

**Notes:**

- Construction completed in 2010; generally excellent condition.
- Concrete floor in main hall.
- 11,000-square foot carpeted lobby.
- Concession areas: four on main level; two on upper level.
- Full commercial kitchen.
- Locker rooms: six in Spirit Hall; two in Equity Hall.
- Sub-divisible into nine rooms.
- Spirit Hall offers an indoor ice sheet seasonally throughout the year.
- Equality Hall can be sub-divided into six conference rooms.

Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Cam-Plex Event Spaces



**FACILITY:** Energy Hall

**Facility Specs:**

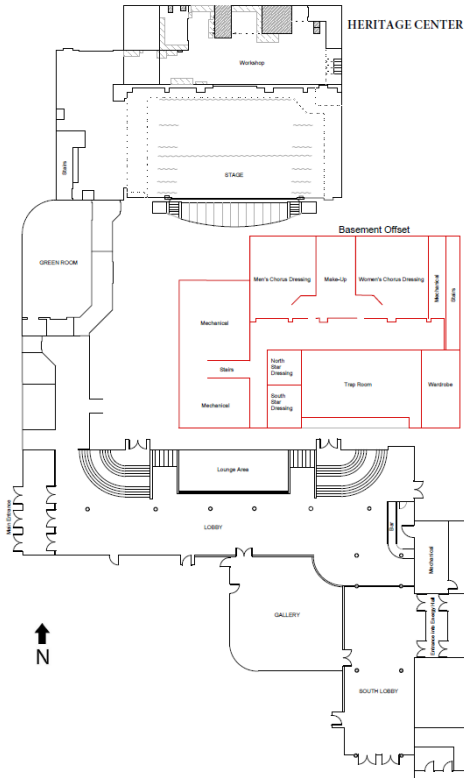
Total Size:	21,000 sf
Individual Meeting Room:	1,400 sf (8 available)
Seating Capacity:	3,060 persons
Flooring:	Carpeted
Ceiling Height:	16 feet
Conference Rooms:	625 sf (3 available)

**Notes:**

- Generally very good condition.
- Major interior renovations in the past three years.
- A carpeted event hall for ballroom-style events.
- Subdivisible into eight meeting rooms.
- Three permanent conference rooms.
- Rentable kitchen space.
- Two overhead utility doors.

Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Cam-Plex Event Spaces



**FACILITY:** Heritage Center Theater

**Facility Specs:**

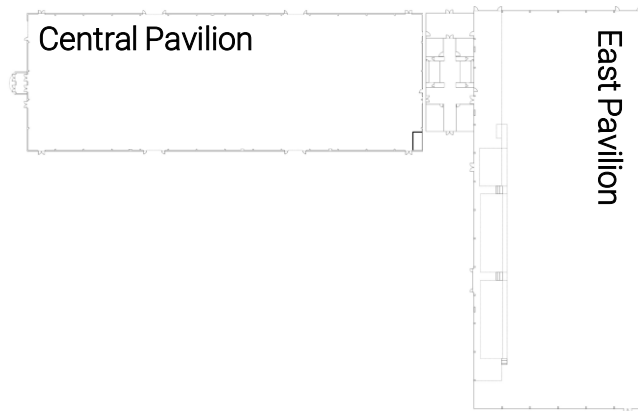
Total Size:	55,500 sf
Theater Capacity:	914 seats
Heritage Center Art Gallery:	1,400 sf
Heritage Center Upstairs:	4,160 sf
Heritage Center Lobby:	6,240 sf
Heritage Center South Lobby:	1,440 sf

**Notes:**

- Built in 1989 and renovated in 2020.
- Generally very good condition.
- Major interior renovations in the past three years.
- 641 seats in lower level; 273 seats in balcony.
- 1,400 sf visual art gallery.
- 1,000 sf Green Room with kitchenette.
- Proscenium: 46' wide by 24' high.
- Orchestra pit.
- Sound control booth at rear of house under balcony.

Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Cam-Plex Event Spaces



**FACILITY:** Central Pavilion and East Pavilion

**Facility Specs:**

Total Size:	94,500 sf
Largest Space:	52,500 sf
Highest Capacity Hall:	5,000 persons
Flooring:	Concrete / Dirt
Ceiling Height:	16 feet

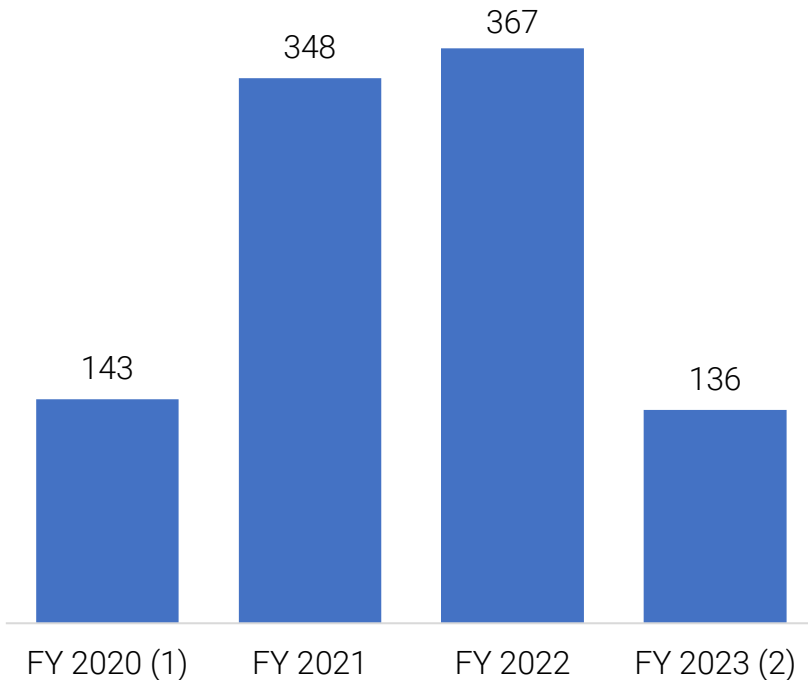
- Notes:**
- Constructed mid-1980s. Good condition, but showing age/wear.
  - Central Pavilion 42,000 sf concrete floor exhibit hall.
  - East Pavilion 52,500 sf dirt floor equestrian/livestock arena.
  - 1,600 portable bleacher seating in East Pavilion.
  - Central lobby with two concession stands and restrooms.
  - Central Pavilion can load in dirt for additional indoor arena space.
  - Five overhead utility doors in each Pavilion.

Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Events by Type

Historical Cam-Plex event activity is based on a fiscal calendar from July 1<sup>st</sup> through June 30<sup>th</sup>. Data presented does not include event activity from June 2019 through October 2019 or data for January 2023 through June 2023. In FY21 and FY22, event activity remained relatively consistent, with SMERF (social, military, educational, religious and fraternal) and corporate events accounting for approximately half of events occurring at Cam-Plex. Agricultural, equestrian and livestock events occurred between 41 and 51 times during this time period, while Sports events occurred approximately 20 times annually. Special Events include 307 Horse Racing (16 events) and RV rallies (Monaco RV Rally, Tri-Chapter RV Rally, Family Motor Coach Association Rally and National African American RVer's Association Rally).

NUMBER OF EVENTS



NUMBER OF EVENTS BY TYPE

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	30	51	41	23
Associations	1	0	4	3
Entertainment	12	25	27	11
Practices	37	76	81	14
SMERF & Corporate	58	158	175	78
Special Events	0	18	18	4
Sports	5	20	21	3
<b>Total</b>	<b>143</b>	<b>348</b>	<b>367</b>	<b>136</b>

(1) Data for FY 2020 only includes November 2019 through June 2020

(2) Data for FY 2023 only includes July 2022 through December 2022

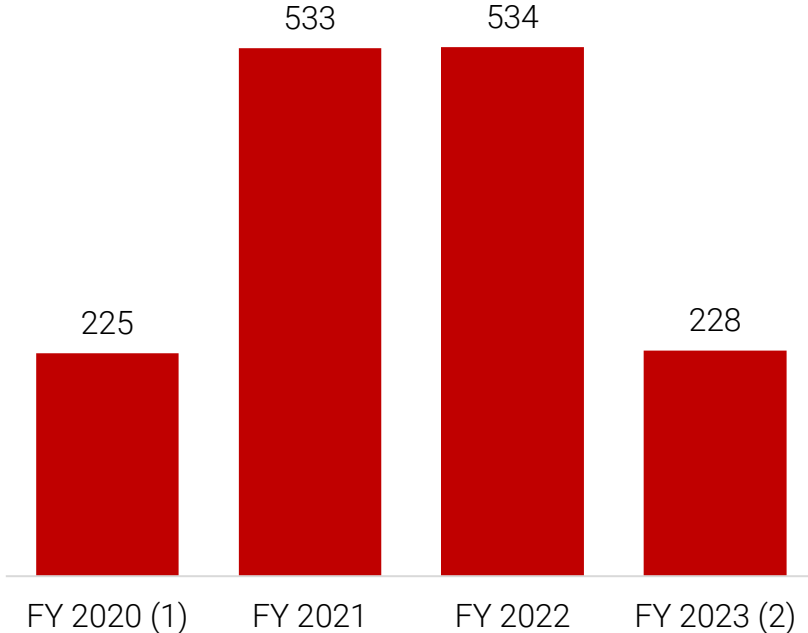
Source: Facility management, 2023.



# HISTORICAL OPERATIONS: Event Days by Type

Event days account for the time in which attendees are present during a given event or activity at Cam-Plex. Association, Agricultural, Equestrian and Livestock and Sports events tend to account for the longest events, with an average of 2.1, 1.9 and 1.8 event days per event, respectively. While SMERF & Corporate events provide an important service to the community by providing event space for celebration of life events, corporate training, community gatherings and other activities, the longer events tend to generate greater financial and/or economic returns for Cam-Plex and the community.

NUMBER OF EVENT DAYS



NUMBER OF EVENT DAYS BY TYPE

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	44	98	85	49
Associations	4	0	7	8
Entertainment	18	51	49	22
Practices	37	86	83	14
SMERF & Corporate	113	247	239	98
Special Events	0	19	31	31
Sports	9	32	40	6
<b>Total</b>	<b>225</b>	<b>533</b>	<b>534</b>	<b>228</b>

(1) Data for FY 2020 only includes November 2019 through June 2020

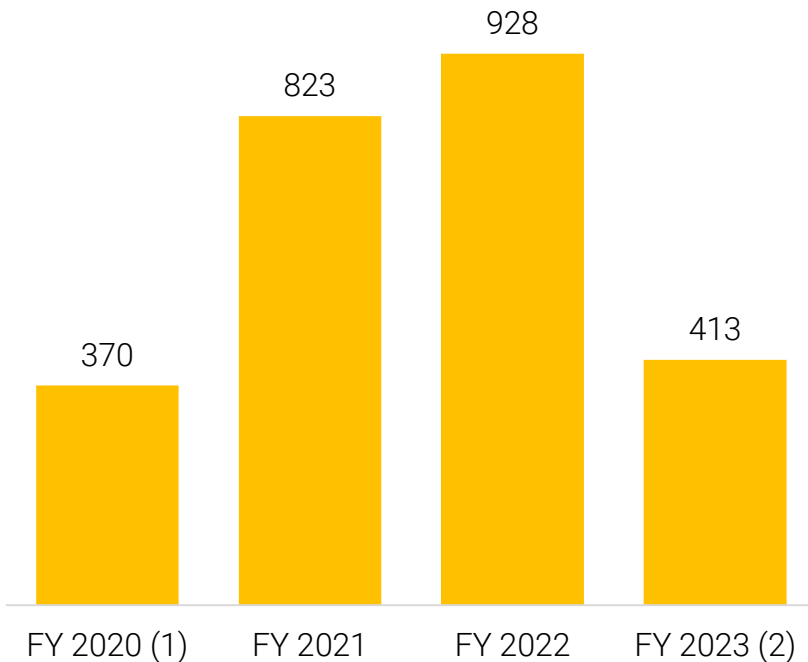
(2) Data for FY 2023 only includes July 2022 through December 2022

Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Utilization Days by Type

Utilization days include event days as well as the time required to set-up and/or tear-down (turnover time) events. Sports and Agricultural, Equestrian and Livestock events tend to account for the most utilization days, with approximately 4.8 and 4.2 utilization days per event, on average. Importantly, utilization days provide a snapshot of the amount of time event space is consumed at Cam-Plex and whether open dates remain to accommodate additional event activity. The following slides presents annual occupancy percentage, by facility, for each fiscal year from FY20 through FY23. The first set of slide highlights the actual utilized space at Cam-Plex, while the second set of slides highlights occupancy including operational holds on event space that account for facility repair and maintenance and staff time off.

NUMBER OF UTILIZATION DAYS



(1) Data for FY 2020 only includes November 2019 through June 2020

(2) Data for FY 2023 only includes July 2022 through December 2022

Source: Facility management, 2023.

NUMBER OF UTILIZATION DAYS BY TYPE

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	99	190	215	105
Associations	5	0	11	12
Entertainment	31	73	76	29
Practices	37	86	83	14
SMERF & Corporate	178	355	388	178
Special Events	0	24	47	59
Sports	20	95	108	16
<b>Total</b>	<b>370</b>	<b>823</b>	<b>928</b>	<b>413</b>

# HISTORICAL OPERATIONS: Occupancy (Excluding Operational Holds)

OCCUPANCY (EXCLUDING OPERATIONAL HOLDS)

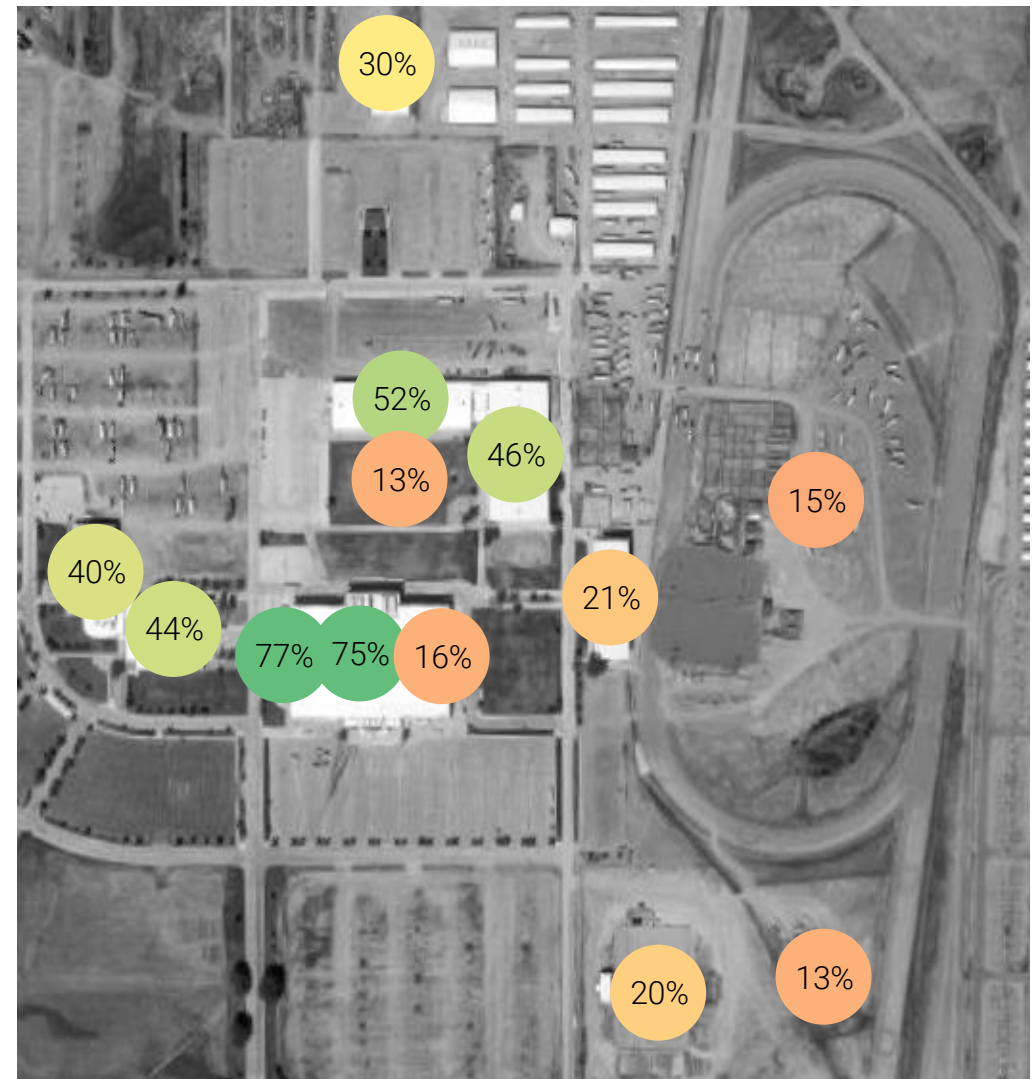
Facility	FY 2020 <sup>(1)</sup>	FY 2021	FY 2022	FY 2023 <sup>(2)</sup>
1 Equality Hall	47.3%	45.5%	76.7%	65.8%
2 Frontier Hall	41.6%	48.5%	74.5%	54.3%
3 Spirit Hall	5.3%	10.7%	16.2%	23.9%
4 Central Pavilion	41.6%	45.8%	52.1%	65.8%
5 Energy Hall	0.0%	39.7%	43.6%	50.5%
6 Little Levi Arena	1.6%	9.9%	12.6%	22.3%
7 Wrangler Arena	4.1%	12.6%	20.0%	22.8%
8 East Pavilion	21.4%	40.8%	46.3%	59.8%
9 Morningside Arena and Track	0.0%	8.2%	14.8%	22.3%
10 Barn 3	7.8%	21.9%	29.6%	42.4%
11 Morningside Park Grandstands	1.2%	15.9%	21.1%	28.8%
12 Heritage Center Theater	0.0%	34.2%	40.3%	46.7%
13 The Plaza	0.0%	8.8%	13.2%	22.3%

(1) Data for FY 2020 only includes November 2019 through June 2020

(2) Data for FY 2023 only includes July 2022 through December 2022

Source: Facility management, 2023.

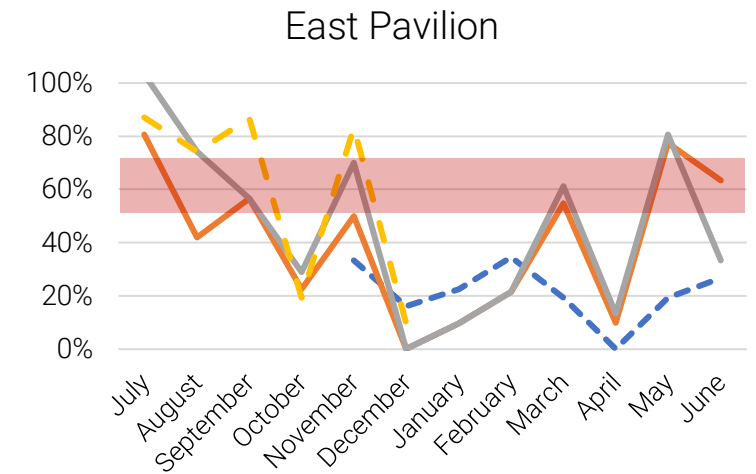
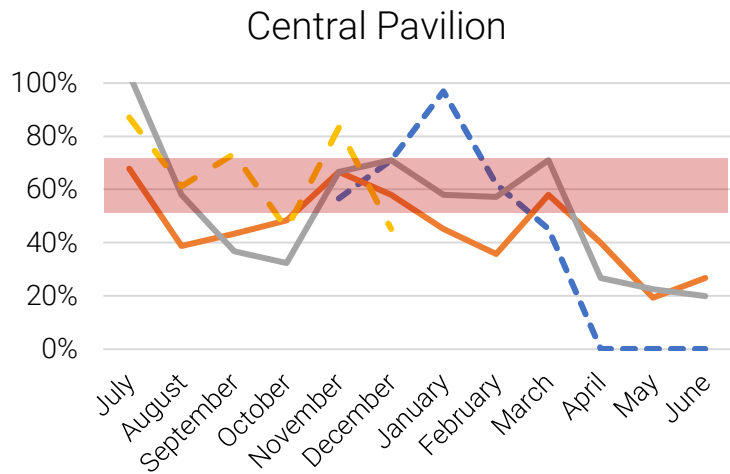
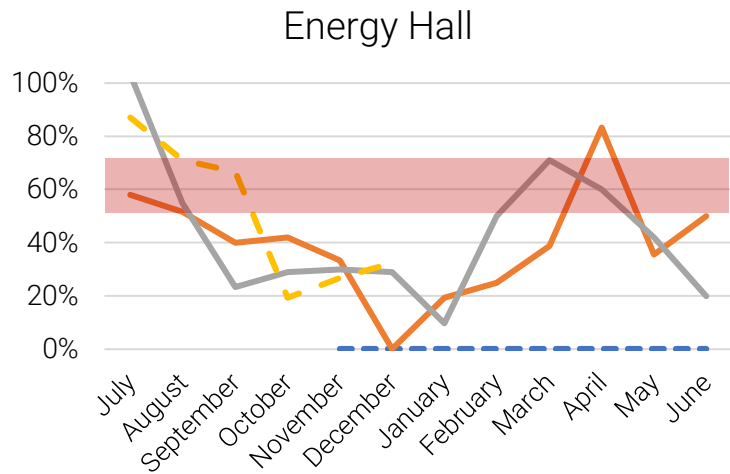
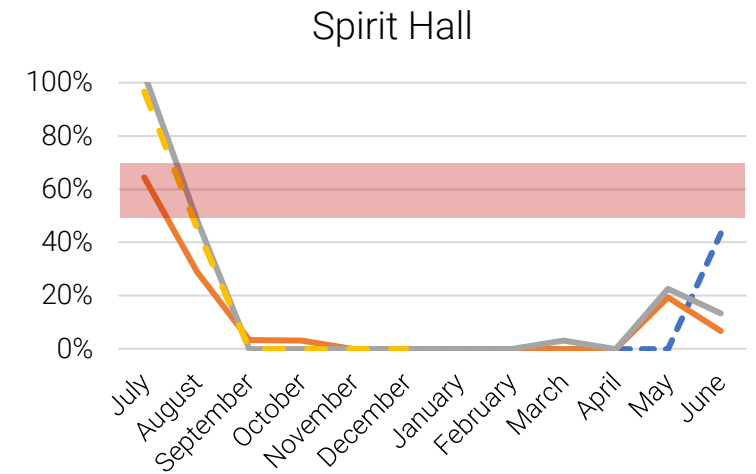
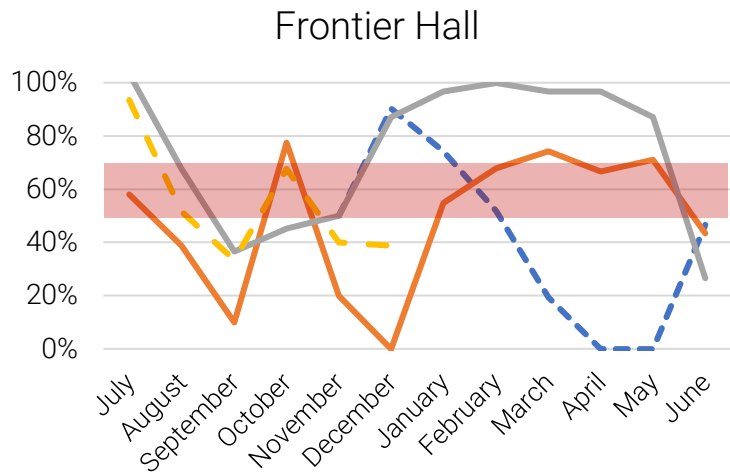
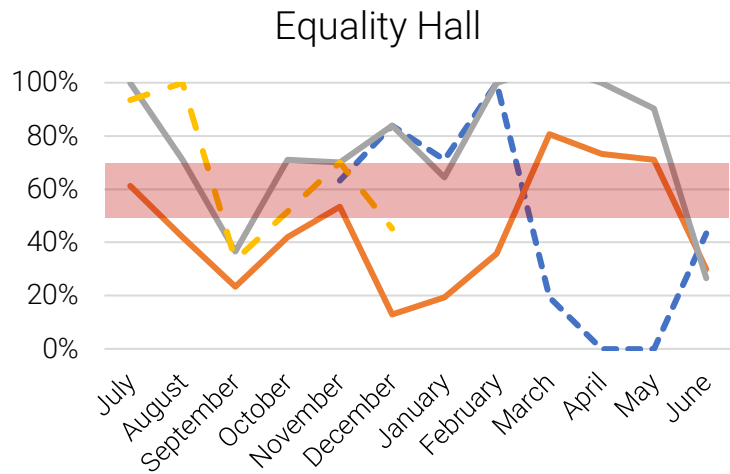
FY 2022 OCCUPANCY



Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Occupancy by Event Space (Excl. Ops Holds)

--- FY 2020    — FY 2021    — FY 2022    - - - FY 2023



(1) Data for FY 2020 only includes November 2019 through June 2020  
 (2) Data for FY 2023 only includes July 2022 through December 2022  
 Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Occupancy (Including Operational Holds)

OCCUPANCY (INCLUDING OPERATIONAL HOLDS)

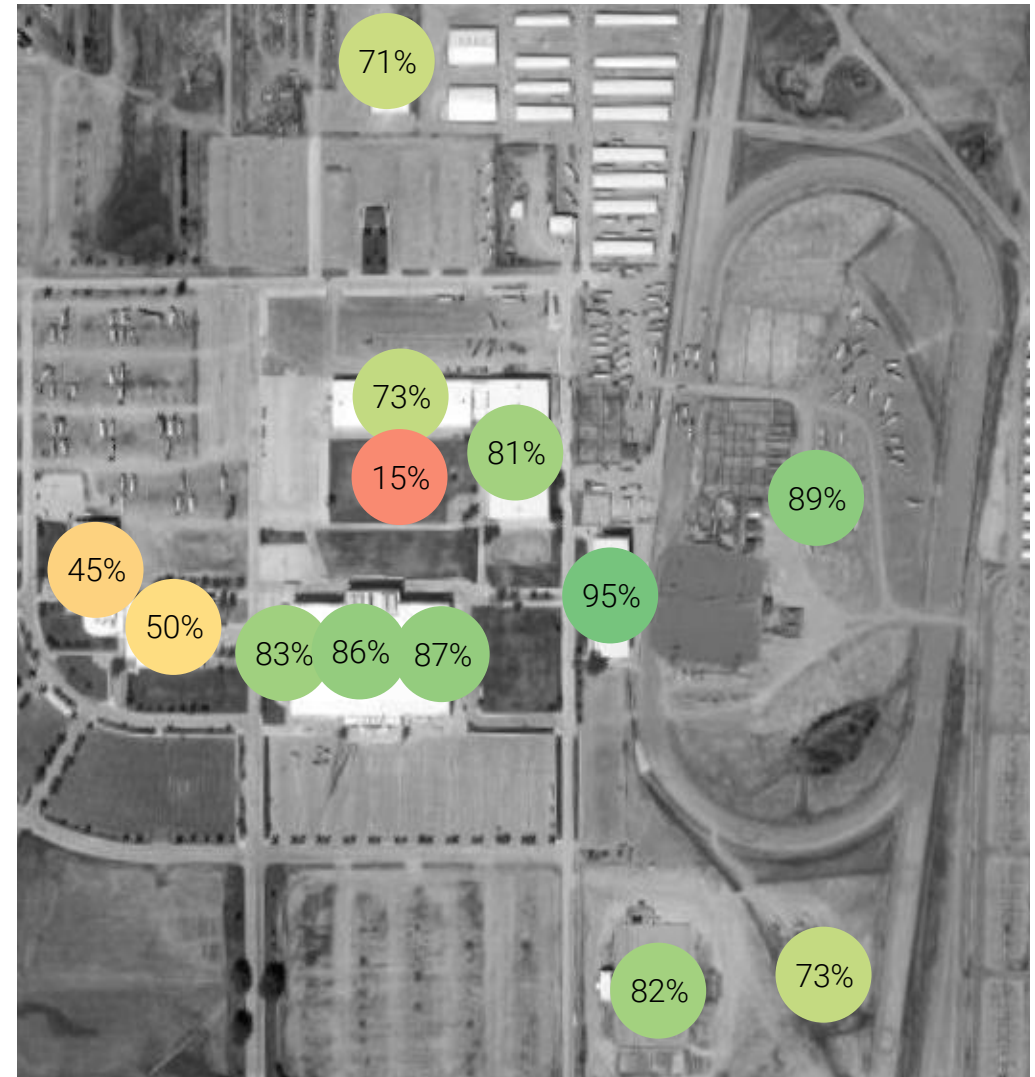
Facility	FY 2020 <sup>(1)</sup>	FY 2021	FY 2022	FY 2023 <sup>(2)</sup>
1 Equality Hall	58.4%	53.7%	82.7%	72.3%
2 Frontier Hall	51.4%	59.5%	86.3%	60.9%
3 Spirit Hall	15.2%	86.8%	86.6%	96.2%
4 Central Pavilion	42.4%	49.6%	73.2%	85.3%
5 Energy Hall	100.0%	42.7%	49.9%	60.3%
6 Little Levi Arena	2.5%	11.8%	72.6%	79.3%
7 Wrangler Arena	4.9%	14.5%	81.9%	79.9%
8 East Pavilion	22.6%	45.5%	80.8%	78.3%
9 Morningside Arena and Track	0.8%	11.0%	88.5%	86.4%
10 Barn 3	8.6%	36.2%	70.7%	54.9%
11 Morningside Park Grandstands	2.1%	18.6%	94.8%	92.9%
12 Heritage Center Theater	100.0%	37.3%	45.2%	56.5%
13 The Plaza	0.8%	10.7%	15.1%	25.0%

(1) Data for FY 2020 only includes November 2019 through June 2020

(2) Data for FY 2023 only includes July 2022 through December 2022

Source: Facility management, 2023.

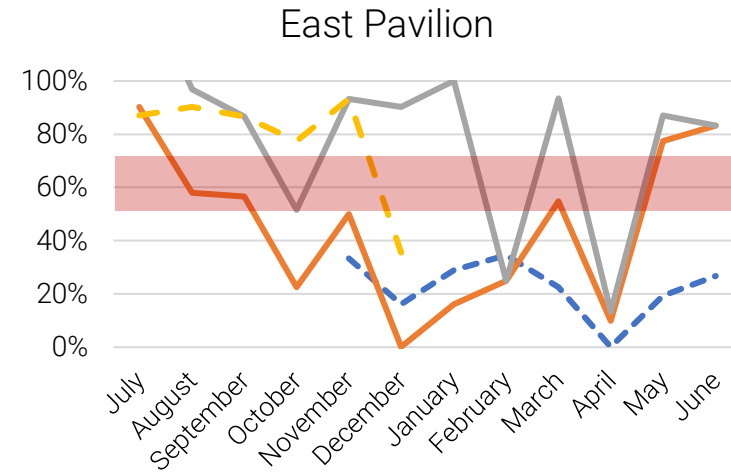
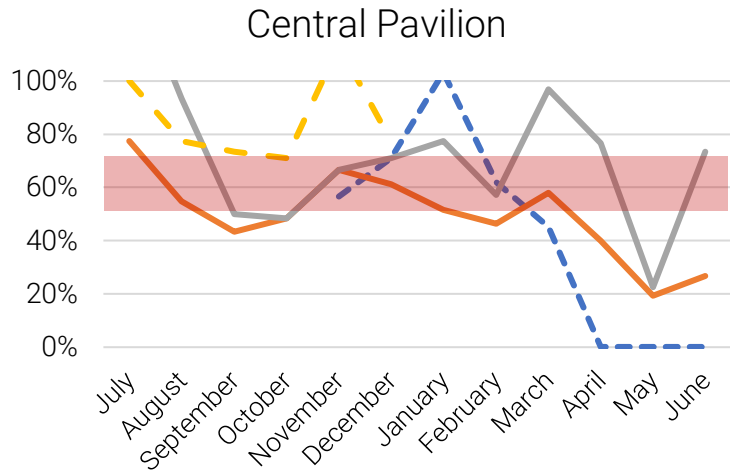
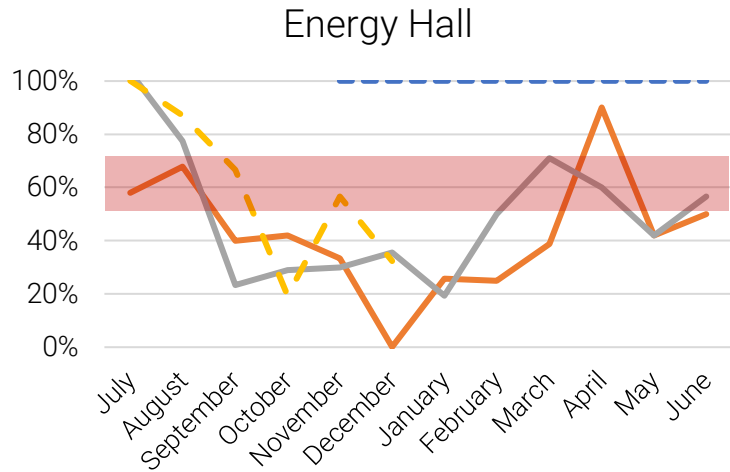
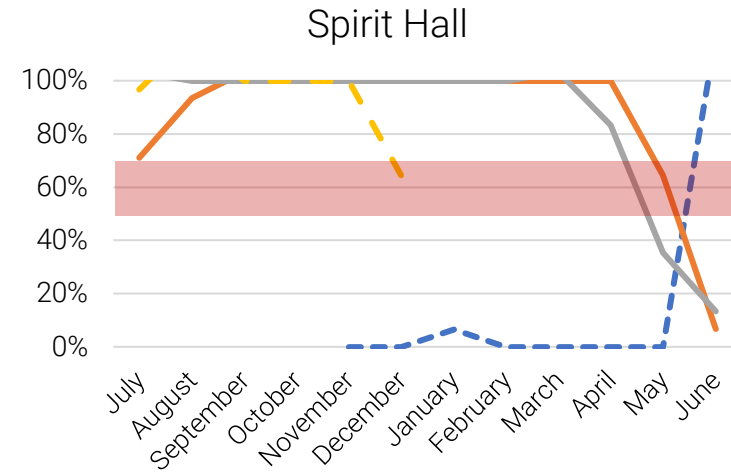
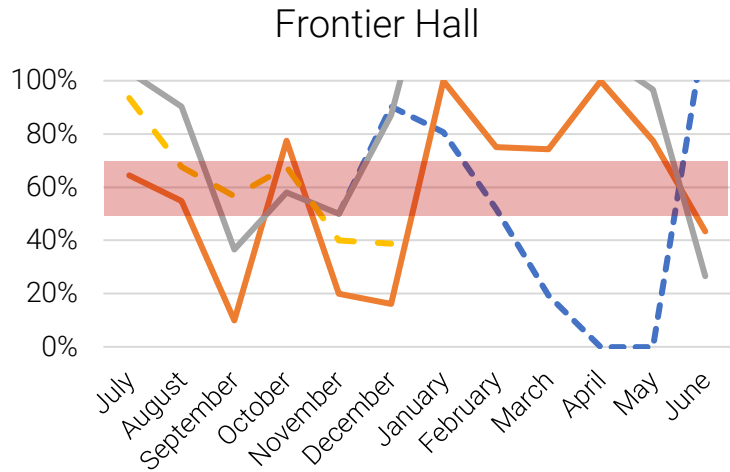
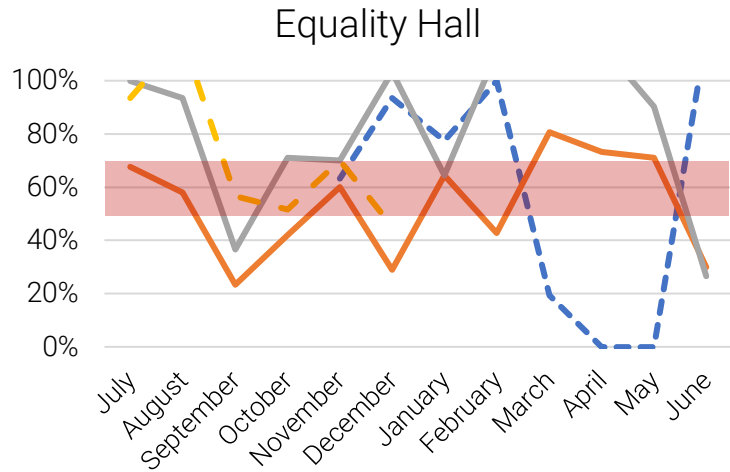
FY 2022 OCCUPANCY



Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Occupancy by Event Space (Incl. Ops Holds)

--- FY 2020    — FY 2021    — FY 2022    - - - FY 2023

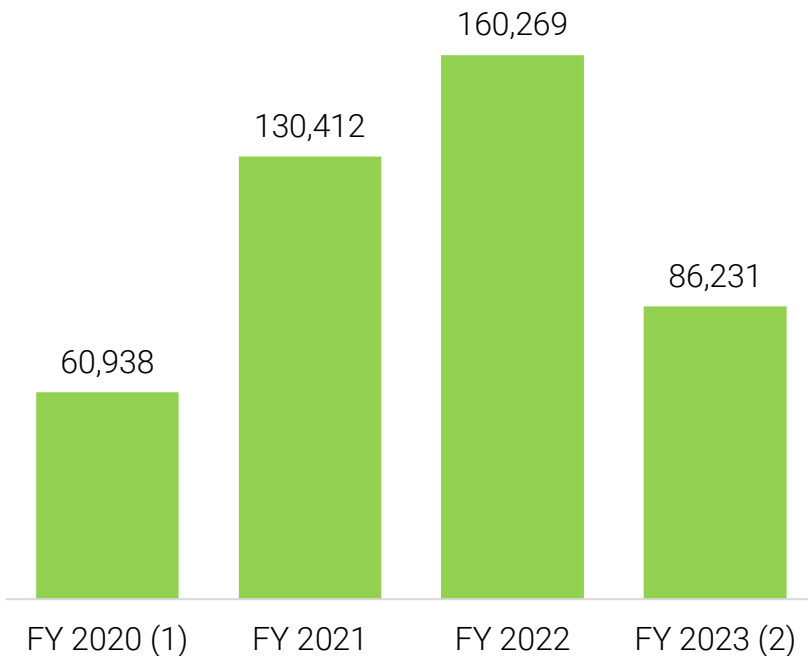


(1) Data for FY 2020 only includes November 2019 through June 2020  
 (2) Data for FY 2023 only includes July 2022 through December 2022  
 Source: Facility management, 2023.

# HISTORICAL OPERATIONS: Attendance by Type

In FY21 and FY22 Cam-Plex attracted over 130,400 and nearly 160,300 unique attendees and nearly 227,200 and 201,300 attendee days, respectively. On average, Agricultural, Equestrian and Livestock events and Sports events attracted the highest level of attendees with approximately 984 and 968 attendee days per event, respectively.

**ATTENDANCE**



(1) Data for FY 2020 only includes November 2019 through June 2020  
 (2) Data for FY 2023 only includes July 2022 through December 2022  
 Source: Facility management, 2023.

**ATTENDANCE BY TYPE**

Event Type	FY 2020 (1)	FY 2021	FY 2022	FY 2023 (2)
AG Events	8,435	10,417	21,095	14,445
Associations	250	0	415	420
Entertainment	4,697	7,616	9,510	3,624
Practices	1,360	3,266	2,985	480
SMERF & Corporate	44,746	71,397	85,309	59,802
Special Events	0	19,296	24,850	6,410
Sports	1,450	18,420	16,105	1,050
<b>Total</b>	<b>60,938</b>	<b>130,412</b>	<b>160,269</b>	<b>86,231</b>

# HISTORICAL OPERATIONS: Cam-Plex Financial Operations

Cam-Plex has maintained an operational subsidy ranging from nearly \$2.9 million to just under \$3.8 million annually for the past six fiscal years. Rental revenue has remained relatively low based on an operational mandate to provide event space at Cam-Plex as an asset to the community while net food service revenue has remained relatively low. Staffing costs account for approximately 70 percent of the overall annual budget. Potential opportunities exist to reduce Utility and Repair & Maintenance expenses with improved/ enhanced facilities.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY17-FY22 Average
<b>Operating Revenues</b>							
Facility Rent	\$1,262,528	\$533,423	\$612,634	\$124,940	\$353,619	\$1,211,608	\$683,125
Food Service (net)	\$59,187	\$71,925	\$31,865	\$27,930	\$21,731	\$36,513	\$41,525
Contract services/other	\$473,997	\$408,172	\$390,559	\$262,640	\$323,569	\$540,216	\$399,859
Total Operating Revenues	\$1,795,712	\$1,013,520	\$1,035,059	\$415,510	\$698,919	\$1,788,336	\$1,124,509
<b>Operating Expenses</b>							
Salaries & Benefits	\$3,241,160	\$2,949,272	\$3,064,046	\$2,955,780	\$2,699,884	\$2,912,079	\$2,970,370
Contract labor	\$91,748	\$105,218	\$81,235	\$134,037	\$71,199	\$118,146	\$100,264
Utilities	\$495,820	\$498,602	\$515,756	\$468,107	\$517,018	\$644,978	\$523,380
Repair & Maintenance	\$146,311	\$156,547	\$128,547	\$95,983	\$109,100	\$114,978	\$125,244
General & Administrative	\$265,209	\$328,272	\$191,808	\$185,735	\$168,970	\$199,782	\$223,296
Supplies	\$237,847	\$284,729	\$183,981	\$153,194	\$132,198	\$173,872	\$194,304
Insurance	\$151,370	\$149,896	\$149,141	\$158,866	\$181,634	\$192,820	\$163,955
Other	\$67,477	\$65,127	\$42,814	\$18,119	\$2,039	\$82,578	\$46,359
Total Operating Expenses	\$4,696,942	\$4,537,663	\$4,357,328	\$4,169,821	\$3,882,044	\$4,439,234	\$4,347,172
<b>Net Operating Profit/(Loss)</b>	<b>(\$2,901,230)</b>	<b>(\$3,524,143)</b>	<b>(\$3,322,270)</b>	<b>(\$3,754,311)</b>	<b>(\$3,183,125)</b>	<b>(\$2,650,898)</b>	<b>(\$3,222,663)</b>

Source: Facility management, 2023.

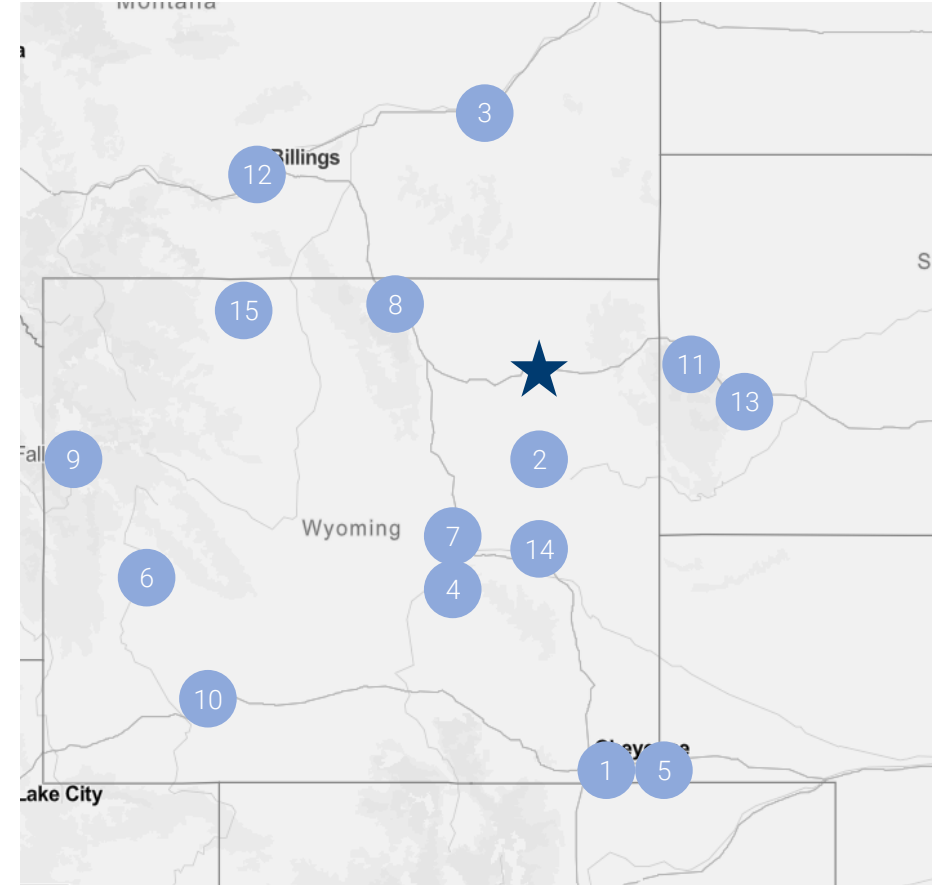


# COMPETITIVE ANALYSIS: Competitive Multipurpose Event Facilities

Certain inferences can be made by reviewing competitive and/or comparable multipurpose event facilities operating in markets throughout the country of a similar size and/or geographic positioning to Campbell County. The facilities reviewed were selected based on their characteristics, event space profile and the size and location of the markets in which they are located. Within the regional market, the Cam-Plex Multi-Event Facilities complex competes with fifteen other event facility complexes throughout Wyoming, southeastern Montana and western South Dakota.

	Facility Name	City, State	Miles to Cam-Plex
1	Laramie County Community College Indoor Arena	Cheyenne, WY	252
2	Southern Campbell County Ag Complex	Wright, WY	41
3	Eastern Montana Fairgrounds	Miles City, MT	172
4	Central Wyoming Fair and Rodeo	Casper, WY	130
5	The Laramie County Fairgrounds	Cheyenne, WY	253
6	Sublette County Fairgrounds	Big Piney, WY	398
7	Ford Wyoming Center	Casper, WY	127
8	Sheridan AgriPark	Sheridan, WY	111
9	Teton County Fair & Rodeo Grounds	Jackson, WY	403
10	Sweetwater Events Complex	Rock Springs, WY	354
11	Seven Downs Event Center	Spearfish, SD	100
12	MetraPark	Billings, MT	235
13	Central States Fairgrounds	Rapid City, SD	140
14	Wyoming State Fairgrounds	Douglas, WY	114
15	Park County Events & Fairgrounds	Powell, WY	239

Note: Table is sorted by Largest Indoor Arena Space.  
Source: Facility management, 2023.



# COMPETITIVE ANALYSIS: Competitive Multipurpose Event Facilities

The exhibit below presents the event facilities that would be anticipated to compete with Cam-Plex for equestrian, livestock, rodeo, agricultural, convention, tradeshow, meeting and other flat floor event activity. The table below is sorted by the largest indoor arena space in descending order. The only other facility within the state of Wyoming that offers multiple indoor show rings is the Wyoming State Fairgrounds in Douglas.

	Facility Name	City, State	Number of Event Buildings	Number of Indoor Arenas	Total Stalls (number)	RV Hookups (number)	Largest Arena Capacity (seats)	Largest Indoor Arena Space (SF)	Total Indoor Event Space (SF)
1	LCCC Indoor Arena	Cheyenne, WY	3	1	52	0	400	70,000	70,000
2	Southern Campbell County Ag Complex	Wright, WY	2	1	40	13	300	52,500	52,500
3	Eastern Montana Fairgrounds	Miles City, MT	8	1	50	6	200	43,800	75,800
4	Central Wyoming Fair and Rodeo	Casper, WY	6	0	446	148	1,700	40,700	59,900
5	The Laramie County Fairgrounds at Archer	Cheyenne, WY	6	1	100	60	1,200	37,500	41,000
6	Sublette County Fairgrounds	Big Piney, WY	6	1	127	66	300	35,800	128,300
7	Ford Wyoming Center	Casper, WY	1	1	0	0	8,000	28,000	28,000
8	Sheridan AgriPark	Sheridan, WY	3	1	18	0	400	27,600	27,600
9	Teton County Fair & Rodeo Grounds	Jackson, WY	2	1	170	0	200	27,000	27,000
10	Sweetwater Events Complex	Rock Springs, WY	11	1	1,067	3,034	1,500	20,000	50,400
11	Seven Downs Event Center	Spearfish, SD	3	1	200	0	2,700	19,500	19,500
12	MetraPark	Billings, MT	8	1	559	134	8,700	17,000	150,300
13	Central States Fairgrounds	Rapid City, SD	20	1	510	1,200	3,000	48,800	86,400
14	Wyoming State Fairgrounds	Douglas, WY	19	2	407	456	750	7,200	136,900
15	Park County Events & Fairgrounds	Powell, WY	16	0	112	72	0	0	16,800
	AVERAGE		8	1	257	346	2,000	31,700	64,700
	MEDIAN		6	1	127	60	800	28,000	52,500
	Cam-Plex	Gillette, WY	10	2	1,365	1,730	2,100	52,500	132,800

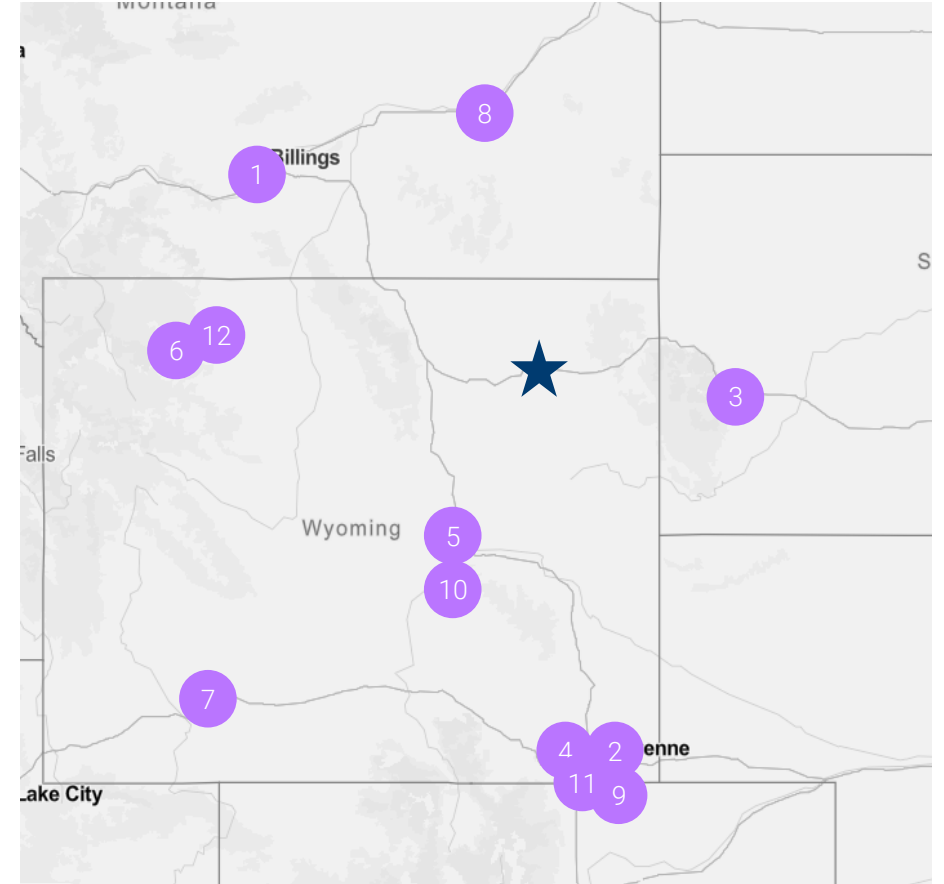
Source: Facility management, 2023.

# COMPETITIVE ANALYSIS: Competitive Flat Floor Facilities

Twelve exhibition event facilities throughout the region were identified that fall within the competitive spectrum for various rotating exhibition and public/consumer show events including a mixture of facilities, a majority of which are either convention centers or fairgrounds complexes. These facilities each house different types of event spaces that cater to an array of events.

	Facility Name	City, State	Miles to Cam-Plex
1	MetraPark	Billings, MT	310
2	Event Center at Archer	Cheyenne, WY	259
3	The Monument	Rapid City, SD	139
4	Cheyenne Frontier Days	Cheyenne, WY	245
5	Ford Wyoming Center	Casper, WY	128
6	Riley Arena and Community Center	Cody, WY	242
7	Sweetwater Events Complex	Rock Springs, WY	355
8	Eastern Montana Fairgrounds	Miles City, MT	170
9	Cheyenne Ice and Events Center	Cheyenne, WY	247
10	Central Wyoming Fair and Rodeo	Casper, WY	131
11	Little America Hotel	Cheyenne, WY	247
12	Heart Mountain Center	Cody, WY	248

Note: Table is sorted by Largest Contiguous Event Space.  
Source: Facility management, 2023.



# COMPETITIVE ANALYSIS: Competitive Flat Floor Facilities

Based on conversations with various stakeholders and event producers, Billings, Rapid City and Casper are the primary competitors to Gillette for flat floor shows.

As shown below, MetraPark in Billings offers the largest single event space with its 63,000-square foot Large Bay in the Expo Center. Cam-Plex’s Wyoming Center offers a competitive advantage within the region, assuming the 66,7000 square within all three halls combined is fully activated. The presence of the ice rink in Spirit Hall reduces Wyoming Center’s contiguous space to 44,100 square feet.

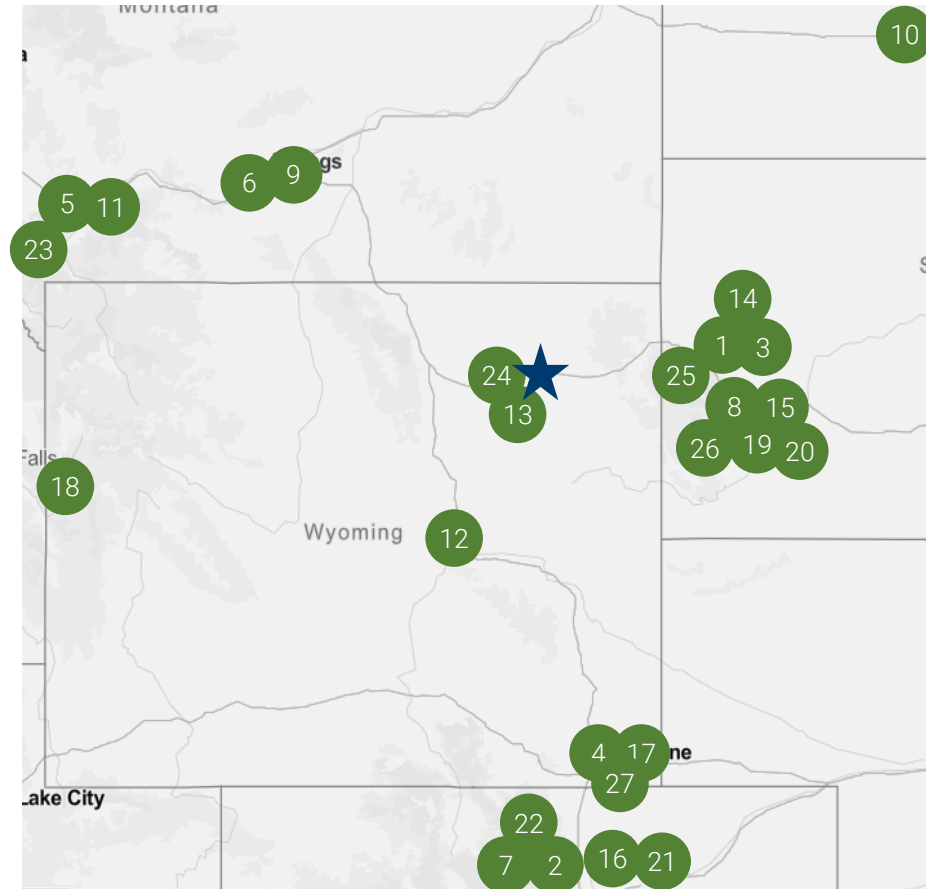
Importantly, only three venues offer attached/adjacent hotel sleeping rooms, and only the Little America Hotel in Cheyenne offers sleeping rooms attached to the event facility. This is, in part, due to the limited demand among state/regional convention and tradeshow event producers for event space in Wyoming. Based on conversations with event promoters, much of the state/regional demand can be accommodated within smaller hotels/conference center spaces.

	Facility Name	City, State	Total Sellable Space (SF)	Largest Contiguous Space (SF)	HQ Hotel Rooms
1	MetraPark	Billings, MT	140,200	63,000	0
2	Event Center at Archer	Cheyenne, WY	51,800	49,700	0
3	The Monument	Rapid City, SD	111,700	39,500	205 <sup>(1)</sup>
4	Cheyenne Frontier Days	Cheyenne, WY	41,000	30,000	0
5	Ford Wyoming Center	Casper, WY	34,400	28,000	0
6	Riley Arena and Community Center	Cody, WY	25,300	28,000	0
7	Sweetwater Events Complex	Rock Springs, WY	30,600	28,000	0
8	Eastern Montana Fairgrounds	Miles City, MT	49,800	23,900	0
9	Cheyenne Ice and Events Center	Cheyenne, WY	17,000	17,000	88 <sup>(1)</sup>
10	Central Wyoming Fair and Rodeo	Casper, WY	18,800	14,000	0
11	Little America Hotel	Cheyenne, WY	29,100	13,300	188
12	Heart Mountain Center	Cody, WY	10,500	10,500	0
	AVERAGE		46,700	28,700	40
	MEDIAN		32,500	28,000	0
	Cam-Plex	Gillette, WY	132,800	66,700	0

(1) Headquarters hotel is not attached to the facility.  
Source: Facility management, 2023.

# COMPETITIVE ANALYSIS: Competitive Entertainment Facilities

Overall, the total supply of large spectator event facilities in the greater regional area is significant with few apparent gaps. Based on conversations with facility management and regional promoters, Billings, Rapid City, Casper, Cheyenne and other surrounding markets currently have existing performance venues with established relationships among concert and performance promoters, suggesting limited potential for incremental touring concert activity in Gillette.



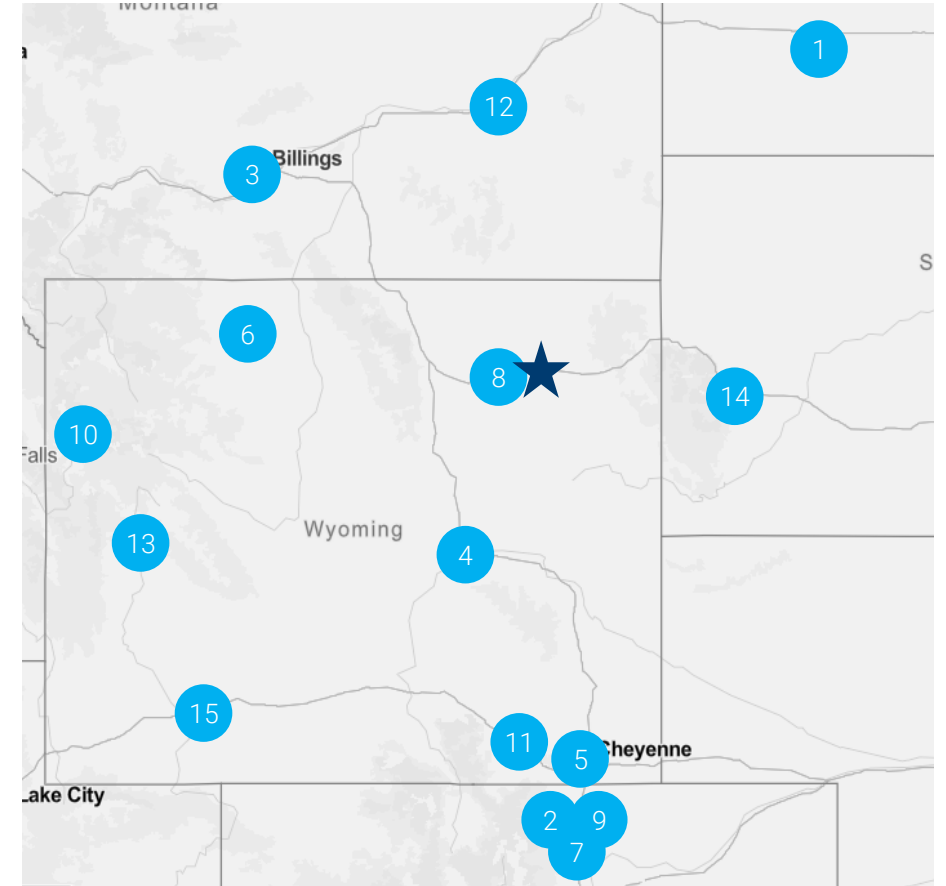
Source: Facility management, Google Maps, Pollstar, 2023.

Key	Venue	City, State	Dist. to Cam-Plex (miles)	Capacity (persons)
1	Glencoe CampResort	Sturgis, SD	114	100,000
2	Folsom Field	Boulder, CO	343	42,000
3	Sturgis Buffalo Chip	Sturgis, SD	115	30,000
4	Cheyenne Frontier Park	Cheyenne, WY	243	22,500
5	Bobcat Stadium	Bozeman, MT	377	17,777
6	First Interstate Arena at MetraPark	Billings, MT	234	12,000
7	CU Events Center	Boulder, CO	343	11,000
8	Summit Arena	Rapid City, SD	139	10,516
9	Magic City Blues Fest	Billings, MT	241	10,000
10	Bismarck Event Center Arena	Bismarck, ND	377	10,000
11	Brick Breeden Fieldhouse	Bozeman, MT	377	8,900
12	Ford Wyoming Center	Casper, WY	126	8,139
13	Wyoming Center	Gillette, WY	0	8,000
14	Full Throttle Saloon	Sturgis, SD	116	8,000
15	The Monument Ice Arena	Rapid City, SD	139	7,450
16	Budweiser Events Center	Loveland, CO	295	7,200
17	Event Center at Archer	Cheyenne, WY	256	5,000
18	Grand Targhee Resort Amphitheater	Alta, WY	448	5,000
19	The Monument Rushmore Hall	Rapid City, SD	139	4,700
20	Kjerstad Arena	Rapid City, SD	141	4,400
21	Thunder Mountain Amphitheatre	Loveland, CO	294	4,400
22	Balch Fieldhouse	Boulder, CO	344	3,900
23	Center Stage at Town Center Park	Big Sky, MT	419	3,500
24	Morningside Park Grandstand	Gillette, WY	0	3,000
25	Deadwood Mountain Grand Event Center	Deadwood, SD	106	2,902
26	Don Barnett Fieldhouse	Rapid City, SD	139	2,500
27	City of Cheyenne Ice & Events Center	Cheyenne, WY	246	2,500
AVERAGE			200	13,200
MEDIAN			200	8,000
Cam-Plex (Wyoming Center)				8,000

# COMPETITIVE ANALYSIS: Competitive Ice Facilities

Sixteen competitive regional ice facilities were identified. Currently, only two markets (Dickinson and Fort Collins) offer multiple ice sheets, with both Casper and Cheyenne currently in the process to develop a second ice sheet. The presence of statewide and regional hockey and ice sports activity suggests a growing market for games, competitions and tournaments that could potentially utilize an ice complex in Campbell County. Development of a two-sheet complex could provide a competitive advantage to attracting and hosting non-local tournament activity.

	Facility Name	City, State	Miles to Cam-Plex	Number of Ice Sheets	Seating Capacity
1	West River Ice Center	Dickinson, ND	293	2	1,000
2	Edora Poll Ice Center (EPIC)	Fort Collins, CO	288	2	--
3	Centennial Ice Arena	Billings, MT	235	1	550
4	Casper Ice Arena <sup>(1)</sup>	Casper, WY	129	1	--
5	Cheyenne Ice and Event Center <sup>(1)</sup>	Cheyenne, WY	246	1	2,000
6	Riley Arena and Community Events Center	Cody, WY	253	1	750
7	NoCo Ice Center	Fort Collins, CO	292	1	--
8	Campbell County Ice Arena	Gillette, WY	4	1	--
9	Greeley Ice Haus	Greeley, CO	298	1	1,000
10	Snow King Sports & Events Center	Jackson, WY	403	1	--
11	Laramie Ice & Events Center	Laramie, WY	253	1	--
12	Agri Sports Miles City	Miles City, MT	169	1	--
13	Sublette County Ice Arena	Pinedale, WY	398	1	--
14	Roosevelt Park Ice Arena	Rapid City, SD	140	1	400
15	Rock Springs Family Recreation Center	Rock Springs, WY	379	1	2,038
16	M&Ms Center	Sheridan, WY	108	1	310
AVERAGE			243	1	1,006
MEDIAN			253	1	875
Cam-Plex		Gillette, WY		1	1,440

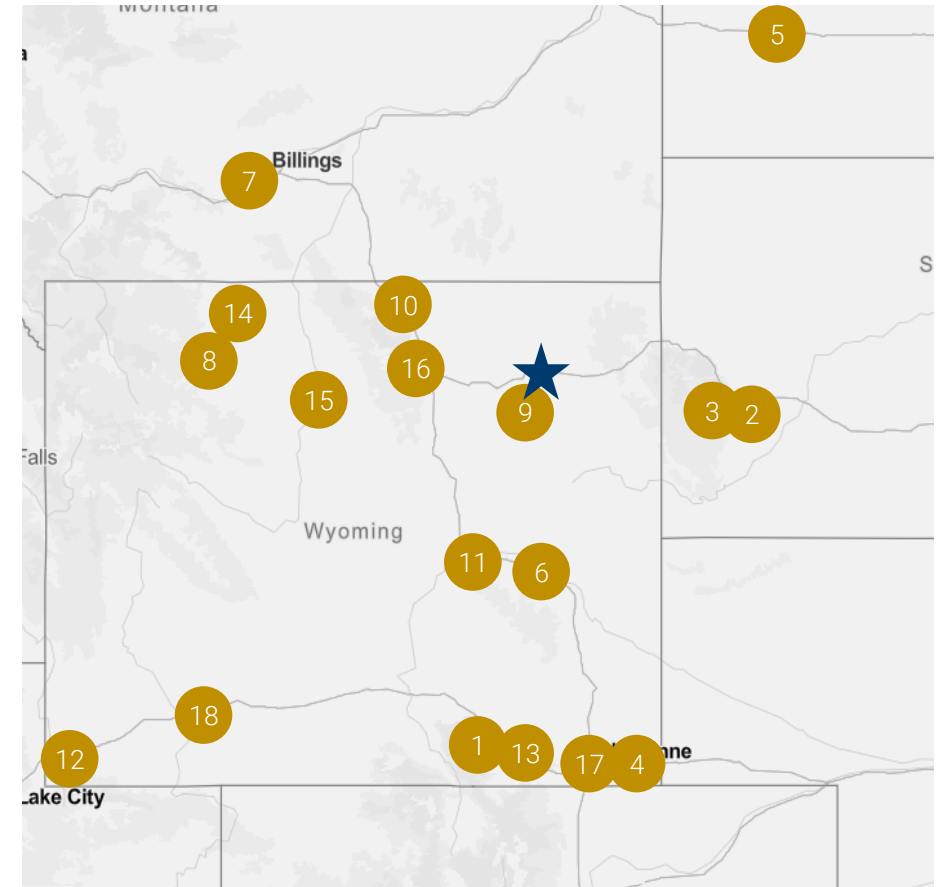


(1) Facility is planning or currently developing an additional ice sheet.  
Source: Facility management, Google maps, 2023.

# COMPETITIVE ANALYSIS: Competitive Indoor Court Facilities

The map below highlights the existing 18 indoor recreational facilities within the directly competitive market for Cam-Plex. Most of the facilities are dedicated recreational gymnasiums with two or more basketball and/or volleyball courts. The University of Wyoming is the only in-state facility capable of offering a similar number of courts as Cam-Plex, while two venues in Rapid City can offer the similar inventory of court space. The Campbell County Recreation Center is the only facility directly competing with Cam-Plex’s court space; this venue is almost exclusively dedicated to serving the immediate Campbell County community. Only two facilities within 100 miles of Cam-Plex offer two or more courts. Only six facilities within 200 miles of Cam-Plex offer two or more courts.

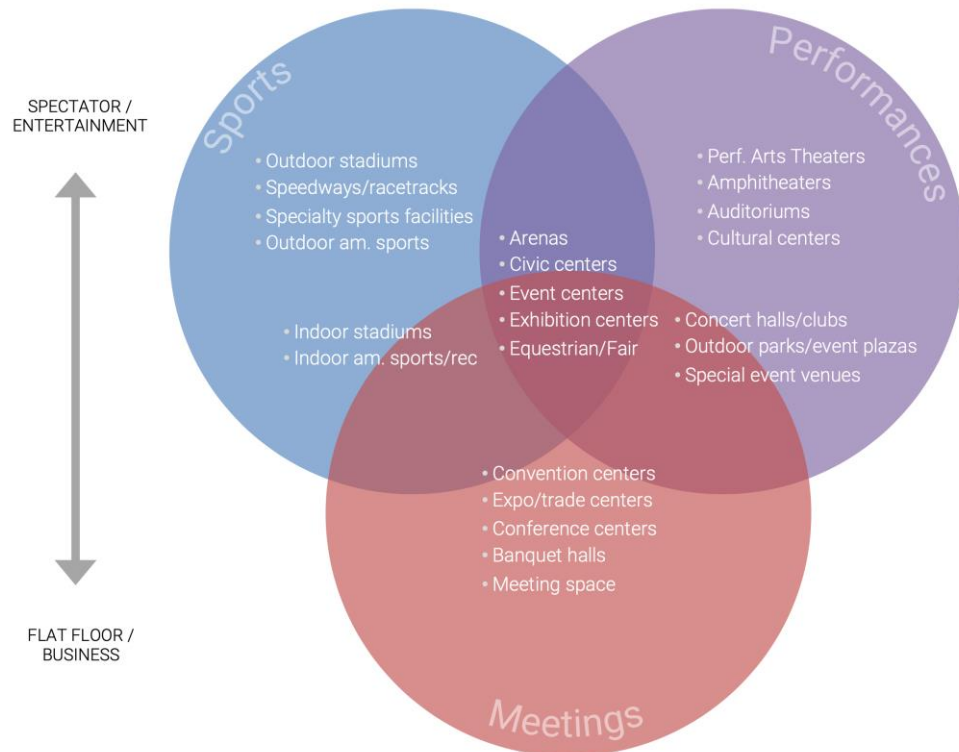
Facility Name	City, State	Miles to Cam-Plex	Courts	
			Basketball	Volleyball
1 University of Wyoming Recreation Facilities	Laramie, WY	252	5	5
2 Central High School Rapid City	Rapid City, SD	138	5	5
3 YMCA of Rapid City	Rapid City, SD	139	5	5
4 BEAST Foundation	Cheyenne, WY	245	4	4
5 West River Community Center	Dickinson, ND	292	4	4
6 Douglas Recreation Center	Douglas, WY	115	3	4
7 Billings YMCA	Billings, MT	236	3	3
8 Paul Stock Aquatic and Recreation Center	Cody, WY	241	3	3
9 Campbell County Recreation Center	Gillette, WY	5	3	3
10 Sheridan County YMCA	Sheridan, WY	108	3	3
11 Casper Recreation Center	Casper, WY	129	2	2
12 Evanston Recreation Center	Evanston, WY	460	2	2
13 Laramie County Recreation Center	Laramie, WY	253	2	2
14 Powell Rec District	Powell, WY	239	2	2
15 Worland Community Center	Worland, WY	163	2	2
16 Johnson County Family YMCA	Buffalo, WY	74	2	1
17 Cheyenne Family YMCA	Cheyenne, WY	245	2	1
18 Rock Springs Family Recreation Center	Rock Springs, WY	379	2	0
AVERAGE			3	3
MEDIAN			3	3
Cam-Plex	Gillette, WY		6	12



Source: Google Maps, Pollstar, 2023.

# INDUSTRY TRENDS: Event & 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. While facilities employ varying degrees of flexibility and multipurpose space, allowing them to technically accommodate events from all three general categories, any event facility will possess attributes that will allow it to better compete/serve certain event types, while being less competitive, efficient, and/or effective in other segments. Different types of events can have very different preferences and requirements with regard to facility characteristics. For example, conventions typically place high premiums on high quality finish of event space (including carpeted space), adjacent or proximate full-service hotel rooms and other visitor amenities (i.e., restaurants, retail, entertainment, etc.) in close walking distance, while sporting events typically focus on large seating capacities and plentiful parking. Industry best practices dictate that event facilities cannot, and should not, be “everything to everyone”.



	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

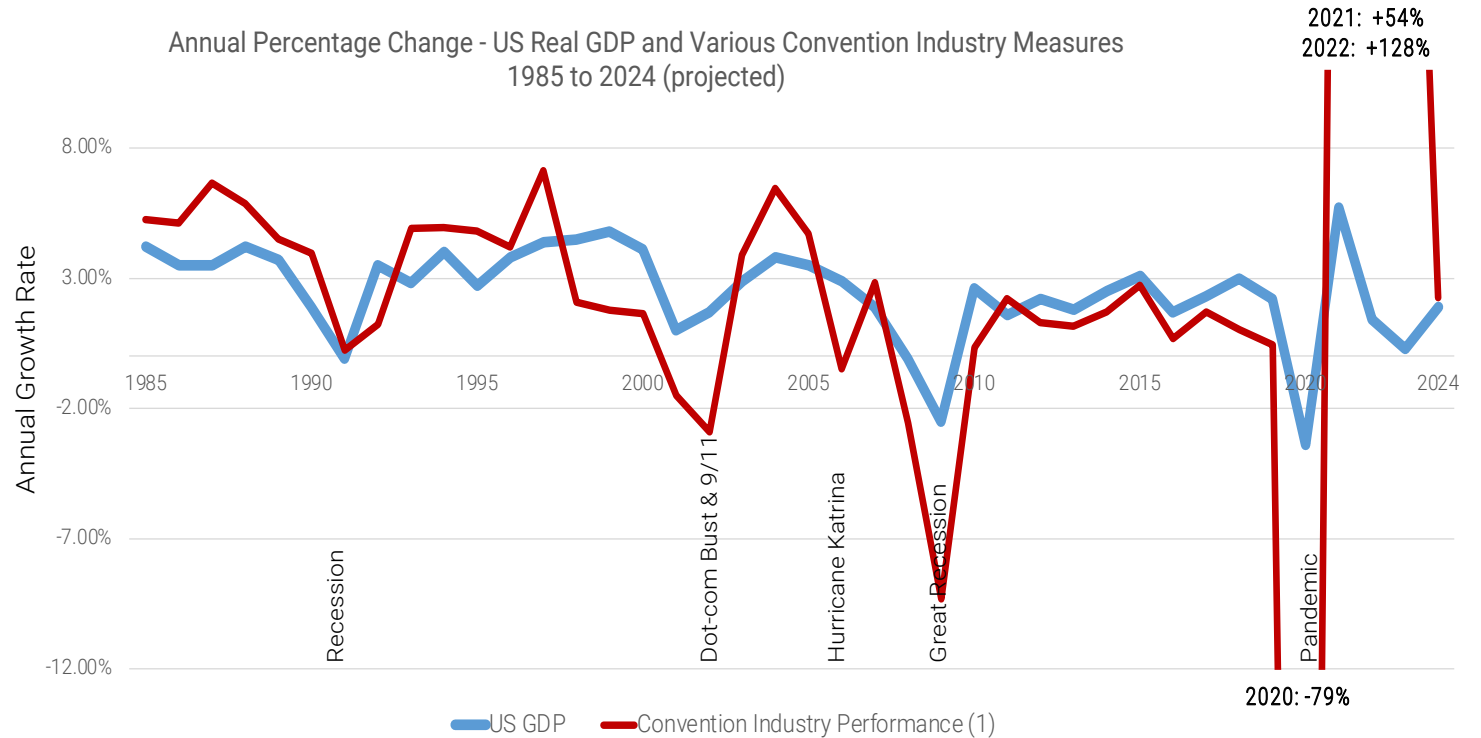


# INDUSTRY TRENDS: Past Economic and Event Industry Rebounds

The U.S. economy appeared to be on solid footing prior to the COVID-19 outbreak. An 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 chart to the right, 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 2022 to 2024.

Given the parallels between GDP changes and changes in various measures of the convention industry, we would expect future industry growth to continue to mirror the overall health of the economy. In recent pre-COVID years (2010 to 2019), a modest and steady growth pattern was seen with both real GDP and various convention industry metrics. With uncertainty as to the state of the economy over the next 24 months, trends in convention industry demand are also uncertain. However, over the longer term, and as economic growth is established, the magnitude of the convention industry is likely to match pace with overall economic growth.

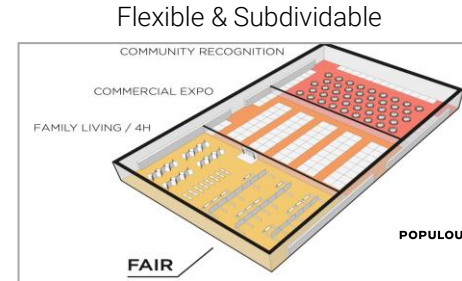
These growth projections would see overall convention industry measures at approximately four to five percentage points above the pre-COVID levels recorded in 2019.



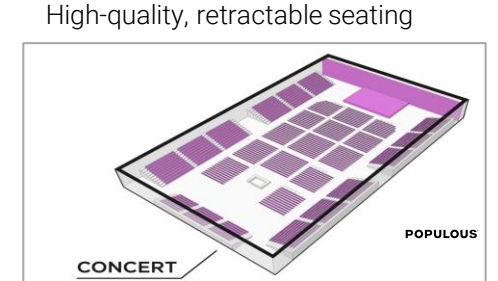
(1) Measures attendance, exhibit space and exhibitor performance.  
Source: U.S. Bureau of Economic Analysis, Conference Board, St. Louis Fed, Center for Exhibition Industry Research, CSL research, 2023.

# INDUSTRY TRENDS: Facility Design Trends

In addition to industry trends that are more directly tied to revenue generation and incremental event activity, venues throughout the country are incorporating creative design solutions to enhance the “guest” experience within the venue. Some of the emerging and recent trends in event facility space development are highlighted below and to the right.



Flexible & Subdividable



High-quality, retractable seating

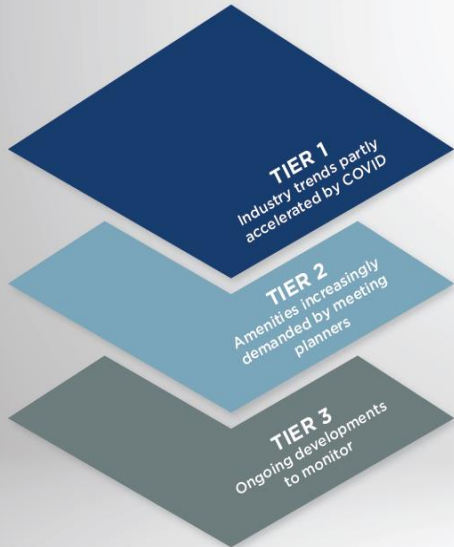
Technology Trends – AR/VR



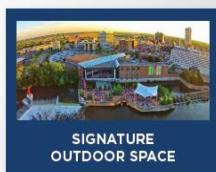
Experiential



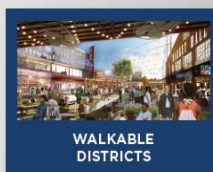
## Next Generation Event Facility Trends



VIRTUAL/REAL LIFE HYBRID EVENTS



SIGNATURE OUTDOOR SPACE



WALKABLE DISTRICTS



DYNAMIC AND INTERACTIVE MEETING SPACES



UNIQUE AND AUTHENTIC F&B



ENGAGING PRE-FUNCTION AND NETWORK AREAS



AUGMENTED AND VIRTUAL REALITY



ON DEMAND MICRO MEETINGS



Casual & Flex Spaces



Unique Food and Beverage



Sustainability



Outdoor Spaces



# INDUSTRY TRENDS: Multipurpose Event Facility Trends

Brands at the Ranch  
(Loveland, CO)



## Destination Development

Partnership between fairgrounds/event complex, community and private developer(s) to create unique mixed-use environment. Live, work, play development provides atmosphere to support restaurants, nightlife, attractions and other visitor industry to enhance the destination appeal of an event venue.

Tulsa Expo Square  
(Tulsa, OK)



## Outdoor Event Space

Even prior to the pandemic, event planners indicated an increasing demand for unique outdoor event space to connect with the culture and feeling of a destination in a unique event setting while creating an additional selling point and source of revenue for centers.

Idaho Horse Park  
(Nampa, ID)



## Self-Promoted Events

Communities and event facilities are investing their own funds and human capital to attract, host and promote events including concerts, rodeos, poker tournaments, craft shows and other events.

South Carolina State Fair  
(Columbia, SC)



## Unique and Authentic Food & Beverage

Many complexes are developing food and beverage opportunities with unique food offerings and opportunities for vendors to increase year-round sales. Hospitality and food service are also regularly noted as service elements that improve the likelihood of returning events.

LaGrange County Fair  
(LaGrange, IN)



## Increased Focus on Streaming Technology

Streaming Fair and non-Fair related events, meetings, competitions and other activities has become more commonplace, increasing the demand on technology and utility infrastructure.

Winston Salem Fairgrounds  
(Winston-Salem, NC)



## Creative Community Events

In many markets throughout the country, the pandemic has refocused residents on the benefit of access to community-based gathering space. Fairgrounds and other multipurpose event facilities are developing a variety of events, such as drive-in movies, to activate their space during non-peak times.

# INDUSTRY TRENDS: Concerts & Live Entertainment Overview

The viability of a facility to attract concert and other live entertainment will be impacted by the overall trends and characteristics of the live music industry. In order to provide a perspective from which to assess how these trends may impact operations, a review of historical performance and economic dynamics of the industry was completed.

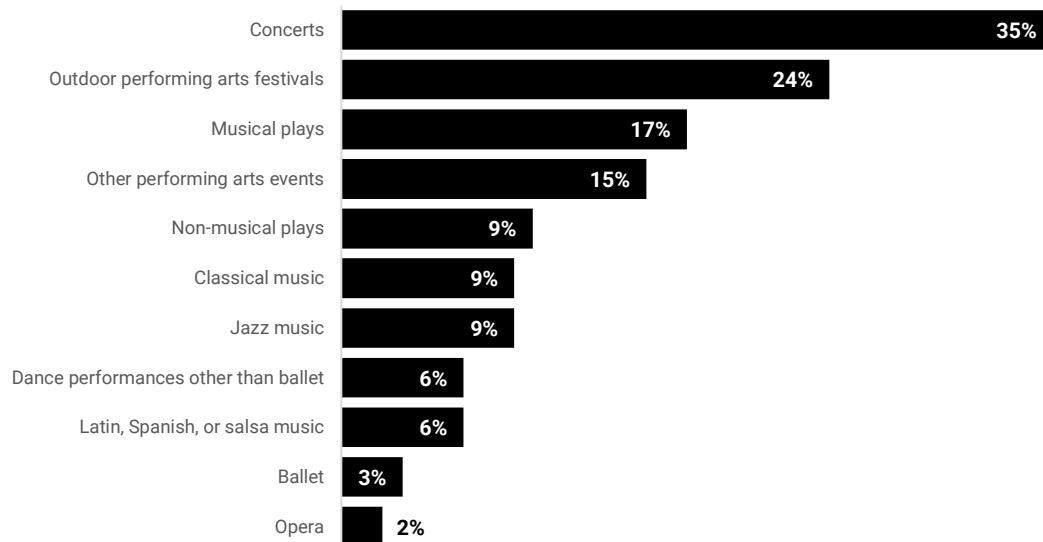
As the concert industry has continued growing to support the various tiers of artists, different types of venues serve to accommodate different act needs. Understanding the operational contrasts of the different venue types provides a basis from which to consider the competitive environment of a potential music venue.



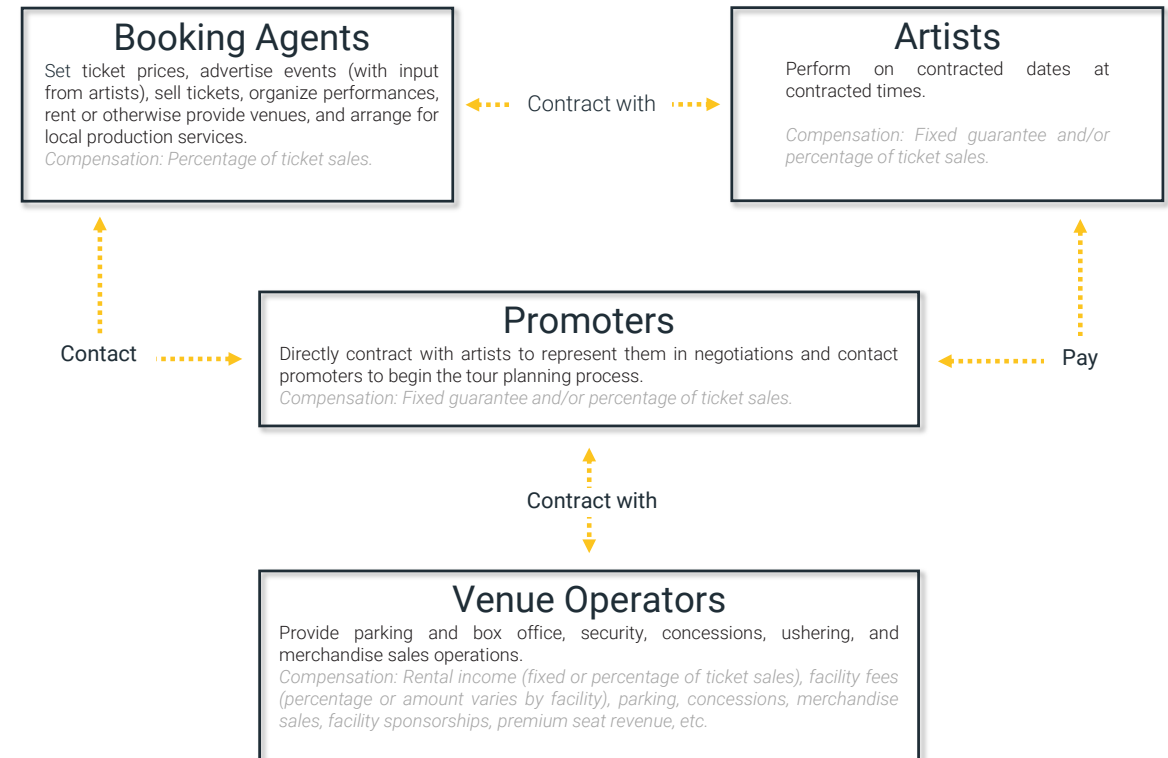
# INDUSTRY TRENDS: Concerts & Live Entertainment Industry

- Music venues and performing arts centers are designed with the capabilities to host a variety of events such as concerts, musical theatre, comedy, plays, dance performances, symphonies, family shows, local and regional events, and other events.
- Maximizing profitable events allows venues to offer affordable rates for local and regional organizations to utilize a concert/entertainment center's event spaces.
- Based on research conducted by the National Endowment for the Arts (NEA), approximately 43 percent of U.S. adults reported attending at least one concert/entertainment event in a recent year.
- The following chart presents a summary of the percent of U.S. adults attending concerts/entertainment events annually by activity.

Percent of U.S. Adults Attending Concerts/Entertainment Events



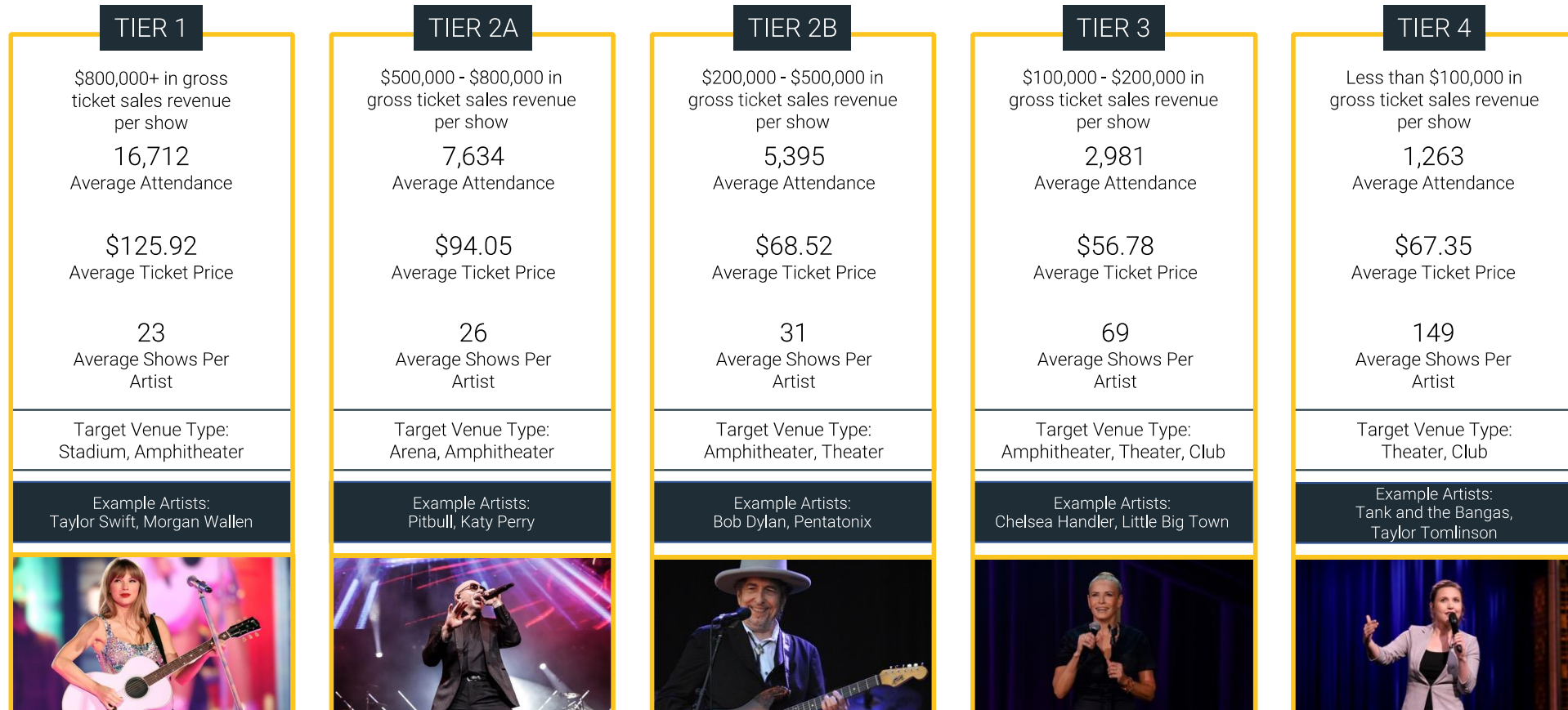
- Concerts, comedy acts, family shows, touring theater shows, and other entertainment would provide an important source of event demand and revenue at a potential live entertainment venue.
- To understand the continually evolving economics of such events, it is important to consider the function of all critical parties and their compensation mechanisms.
- The figure below illustrates the process behind the staging of concerts, comedy acts, family shows, touring theater shows and other entertainment events.



# INDUSTRY TRENDS: Concerts & Live Entertainment Tour Tiers

As the concert industry has continued growing to support the various tiers of artists, different types of venues serve to accommodate different act needs. Understanding the operational contrasts of the different venue types provides a basis from which to consider the competitive environment of a potential music venue.

The exhibit below highlights the difference between the various concert tiers in terms of average attendance levels, ticket prices and examples of the types of artists that typically fall within respective tiers. This helps to frame up the discussion on opportunities for potentially expanded/new entertainment facilities at Cam-Plex.



# INDUSTRY TRENDS: Sports Tourism

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 Campbell County, as with many communities, the visitor industry also plays an important role in local and regional economic health. Visitors to a market offer an opportunity to inject new dollars into the economy, with relatively limited use of public infrastructure. Visitor spending then generates net new tax revenue, reducing the tax burden on residents.

At the same time, the competition for visitor industry market share is fierce. Communities throughout the country, many competing with Gillette and the greater Campbell County area, continue to invest in assets and amenities that are designed in part to attract visitors. Much of this investment involves sports tourism facilities.

The market success of sports tourism facility products can be partially attributed to broader industry characteristics and trends. In order to assess the current and future strength of the market regarding sports tourism activity that could utilize potential new sports facility products at Cam-Plex, it is important to evaluate prominent and emerging trends from a national perspective.

Sports tourism is one of the fastest growing sectors of tourism. An increasing number of communities throughout the country are investing in the development and operation of multi-sport amateur sports complexes for the purpose of driving new sports tourism as well as better accommodating local sports and recreation demand. An increase in the number of travel sports programs and participation has been matched by the recognition by many communities of the often-high return-on-investment modern sports complexes can have in host destinations in terms of driving visitation, hotel room nights and economic impact.



# INDUSTRY TRENDS: Indoor Facility Trends

As noted, significant investment in indoor sports facility complexes has occurred throughout the country. Modern indoor sports facilities have significantly evolved in terms of capabilities, flexibility, amenities, operating efficiencies, and enhanced revenue generation opportunities.

The following present some noteworthy trends relative to design and capabilities of indoor sports tourism-focused facilities:

- Critical mass of high-quality playing surfaces in one location.
- Maximization of local uses and sports tourism.
- Flexibility to accommodate the widest variety of uses.
- Mezzanine-style seating to keep spectators separated from the competition area.
- Growing emphasis on partnerships (equity, sponsorship and ancillary development).
- Focus on creating/enhancing the quality of sub-destinations surrounding facility complexes.
- Incorporation of quality amenities & specialty components:
  - Restaurants/cafes/food courts.
  - Fitness & wellness.
  - Ancillary development (hotels, retail, attractions).





# MARKET DEMAND: Overview

- Experience garnered through more than **2,000** multipurpose, equestrian/livestock, flat floor, entertainment, hospitality and other event facility planning and benchmarking projects in communities of all sizes throughout the country.
- Local market visit, including site/facility tours, visual inspection of existing facilities and infrastructure.
- **36** local Campbell County-area individuals participated in in-person and virtual meeting forums. Individuals included project stakeholders, user groups, and community members.
- **49** completed on-line surveys completed by representatives of current and past user groups of Cam-Plex event space.
- **42** completed telephone interviews of potential new users of event space at Cam-Plex.
- **403** completed on-line surveys of Campbell County area residents providing feedback on their perspective of Cam-Plex event facilities.
- **500+** events represented by promoters/planners contacted as part of a telephone survey of potential new event users.



# MARKET DEMAND: Current and Past User Survey Respondents

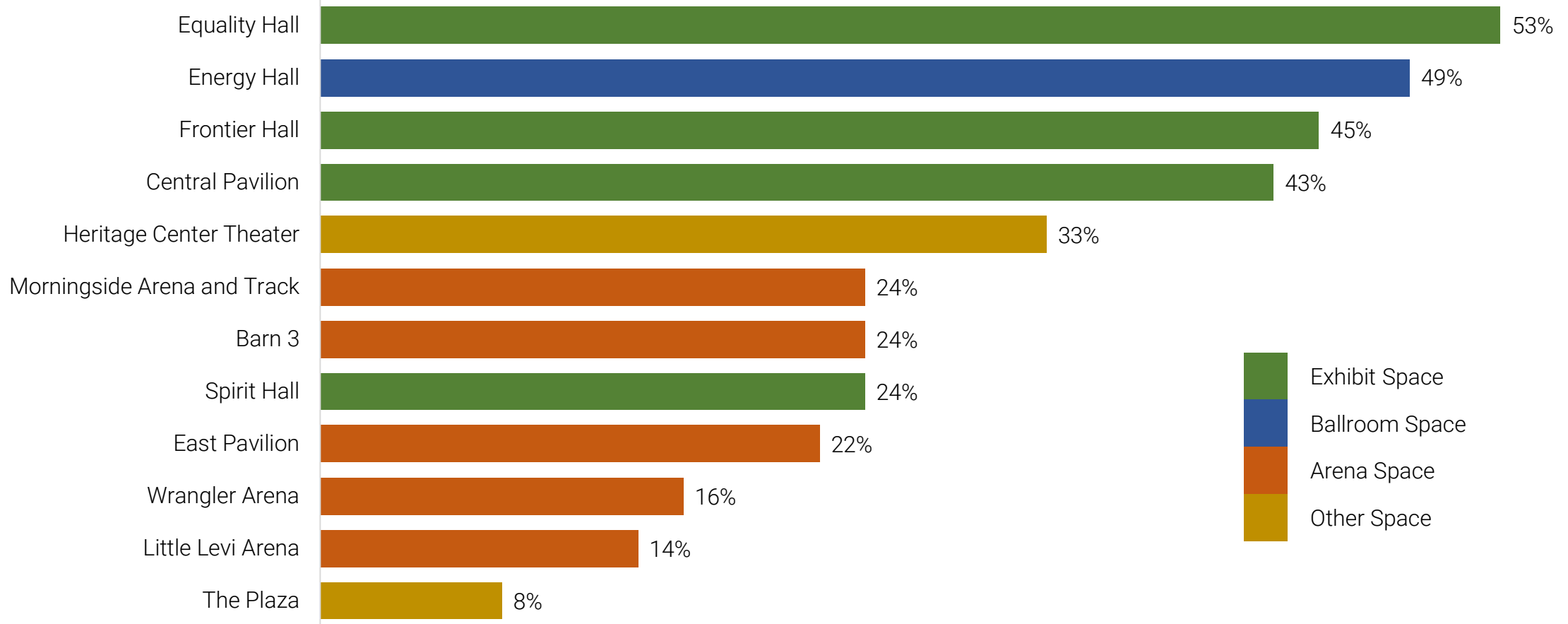
The survey was sent to over 100 current and past users of event space at Cam-Plex. A total of 49 responses were received among the groups, events and organizations represented below.

## Current & Past Cam-Plex Survey Respondents

307 Horse Racing	Family Motor Coach Association	National Roofing Contractors Association
4 Seasons Events	Gillette Abuse Refuge Foundation - Chuckles for Charity Gala	New Year's Eve Buck & Ball
AVA Community Art Center	Gillette College Foundation	Northeast Wyoming Community Health Foundation
Big Lost Meadery	Gillette Gun Club	Plains Area Corriente Association
Black Hills NAVHDA	Gillette High School Rodeo Club	Powder River Energy
Campbell County 4-H	Gillette Soccer Club/K2 Technologies Clash at the CAM-PLEX	Ride and Shine Equine Assisted Therapy
Campbell County Cattlewomen - Ranchers Roundup	Heritage Christian School	Rockpile Museum Association
Campbell County Chamber of Commerce	Home Show and Mega Mixer	Rocky Mountain Elk Foundation
Campbell County Convention & Visitors Bureau	Jehovah's Witnesses	Second Chance Ministries Annual Fundraiser
Campbell County Fair	KCB Creations	Thar Ranch Productions
Campbell County Sheriff's Office	L&H Industrial, Inc	The Gillette Saturday Christmas Farmers Market
Children's Developmental Services	Little Levi Rodeo	Underground Bull Riders Productions
Council of Community Services	Live 2 Dance LLC	Visionary Broadband
Crawfish Boil/Chili Cook Off/SPE Regional Meeting	MJ Productions & Energy Capital Jr. Rodeo & NHSFR Goats	Youth Emergency Services House Foundation
Dance Arts Gillette	Monaco International RV Club	
Energy Capital Habitat for Humanity	National High School Rodeo	

# MARKET DEMAND: Current and Past User Survey

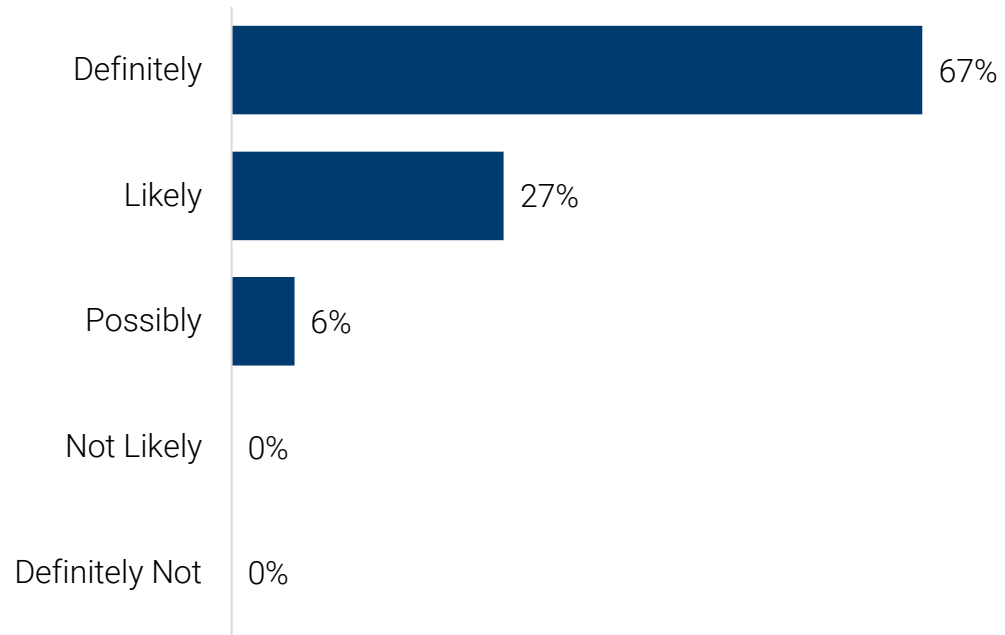
*Q. Which facility/facilities has your group/event utilized at Cam-Plex in the past?*



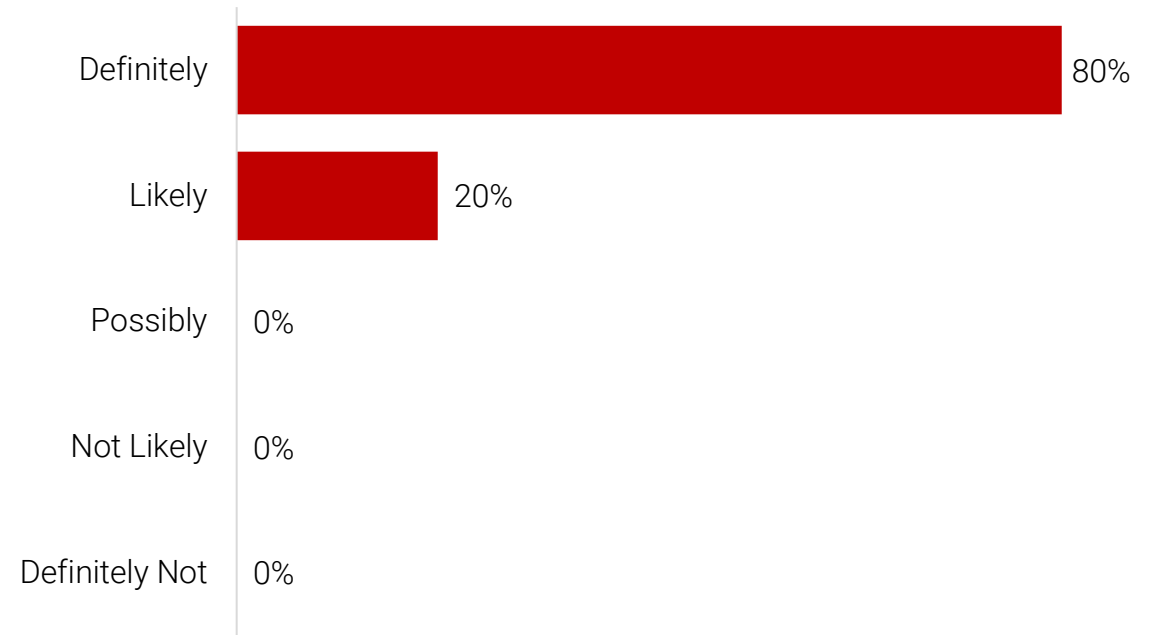
# MARKET DEMAND: Current and Past User Survey

Strong likelihood of events returning to Cam-Plex increases significantly if improvements are made.

### Likelihood of Using Cam-Plex if it Remained the Same



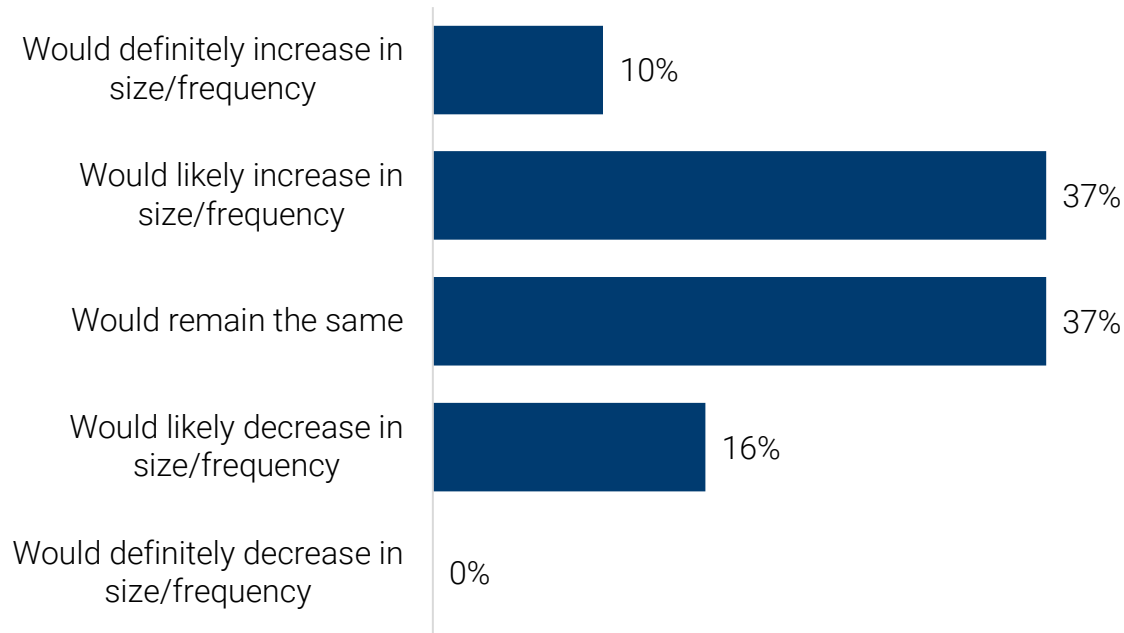
### Likelihood of Using Cam-Plex if Improvements Are Made



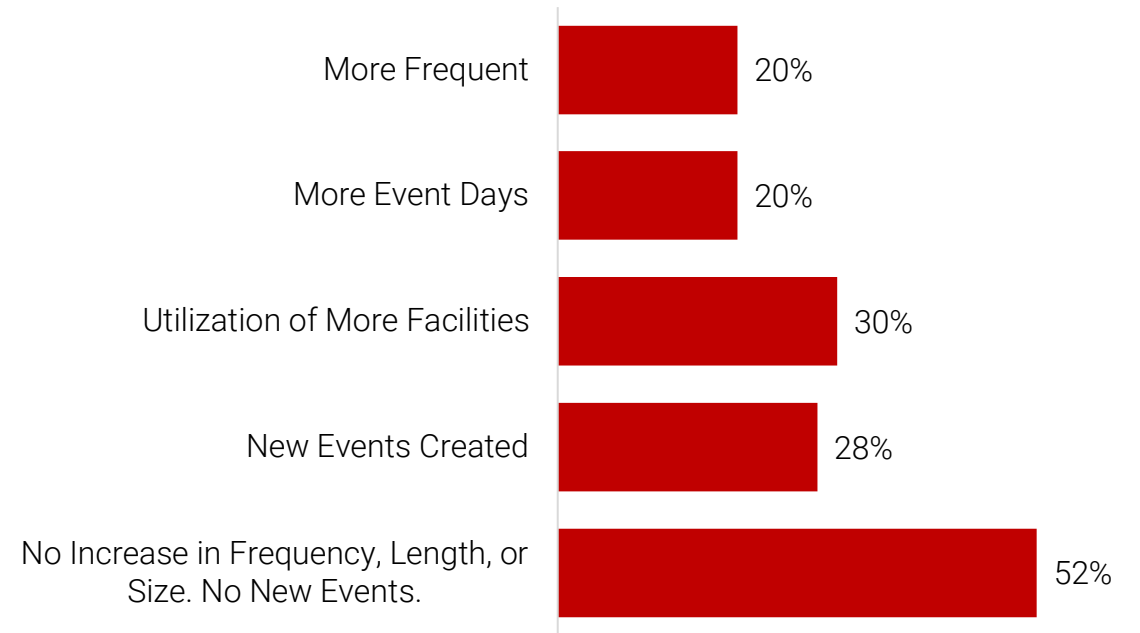
# MARKET DEMAND: Current and Past User Survey

Approximately 53 percent of events would remain the same or decrease in size/frequency without changes to Cam-Plex event facilities. Approximately 48 percent of events would increase frequency of use, length of event, expand into additional facilities and/or create new events if improvements are made to Cam-Plex.

### Changes to Events at Cam-Plex if it Remained the Same



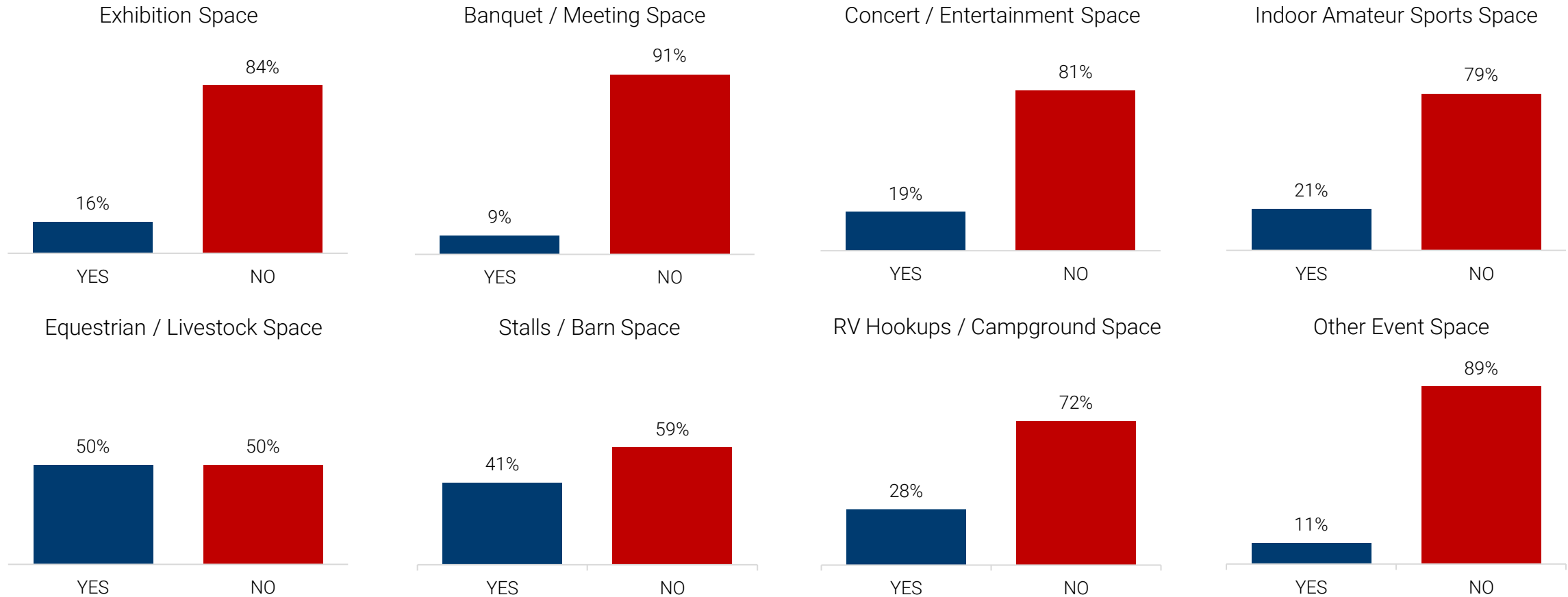
### Changes to Events at Cam-Plex if Improvements Are Made



# MARKET DEMAND: Current and Past User Survey

*Q. As it pertains to your future interest in utilizing event space at Cam-Plex, are there specific limitations to the amount or quality of...?*

Equestrian/Livestock event space and support infrastructure improvements were highlighted as the greatest area of need for improvement among responding events. Events utilizing exhibition, banquet/meeting, concert/entertainment and/or indoor amateur sports space tend to be well accommodated.



# MARKET DEMAND: Current and Past User Survey

*Q. How would you characterize the **strengths** of Cam-Plex as a host facility for your event(s)?*

- A variety of user-friendly buildings. Great versatility in how the buildings can be used. RV parking is second to none. Terrific staff.
- Cam-Plex staff is awesome! Very helpful, and always willing to go the extra mile!
- Diversity of grounds and facilities is a large strength as well as the ability to hold large events.
- Presently the staff is responsive and meets our expectations for our events in terms of service scope, AV, and special requests.
- Reasonable rates, nice facilities, great staff.
- Sales staff is very helpful, custodians are very responsive, and IT is great providing sound and audio-visual equipment.
- Staff that is very accommodating and helpful; remodeled venue that requires minimal decorations because it looks so nice.
- Support of the staff, quality of facilities, size of facilities.
- The remodel of Energy Hall has opened it up to so many more events. Well done.
- There are endless opportunities at this facility. It is a fabulous facility with very accommodating staff.
- Very good event amenities; Staff very helpful; Plenty of parking and easy of access to grounds.
- Very strong; the venue is a great option for our events, and the staff are diligent and helpful.



# MARKET DEMAND: Current and Past User Survey

Q. What is the number-one *issue* that should be addressed with any future investment at Cam-Plex?

- A stable source of funding to make the improvements.
- Ag facilities need to be repaired and updated.
- Better maintenance of the existing buildings.
- Create bus parking areas around Energy Hall.
- Signage directing attendees to the various venues from the main roads.
- Increase the flexibility of event spaces to better adapt to unique needs of events.
- Greater access for local/community groups and residents.
- A large building that could seat 6,000-plus to be used for entertainment, sporting events, larger events. We have used Wyoming Center, Central Pavilion, and Morningside for our evening entertainment. All have worked, but none are great options.
- Moving the ice rink to a permanent location.
- Renovations to the ag and rodeo facilities, as well as construction of the covered arena.
- Updates to the stalling, livestock water access and overall look and access to Central Pavilion.
- Invest in lighting and improved video capabilities.





# MARKET DEMAND: Current and Past User Survey

Q. What are your **overall impressions** of Gillette and the area surrounding Cam-Plex as a potential host market and location for your events?

- Gillette and Wyoming is a perfect fit for our kind of event; however, we are searching venues with enclosed competition facilities, stalls and acreage for camping. The facility is a natural fit for our "western" type of event.
- Gillette is a beautiful community and is a favorite location for many contestants from around the state.
- Gillette's location between Billings, Rapid City and Casper are ideal for events.
- Great location and accommodations during events.
- Great town with plenty of restaurants and services. Numerous hotel rooms available, good airport access and close to regional attractions.
- Ideal location for RV functions for people visiting the area for the first time; not too much available for return visits.
- It would be nice to have more development along Garner Lake Road / Boxelder in terms of restaurants, stores and hotels easily walkable from Cam-Plex.
- Cam-Plex has all the ability in the world to host the largest events of all genres. Gillette supports a ton of events and what a great opportunity and asset for the community.
- Cam-Plex is a premier facility in our region. The sky is the limit on events that could be hosted at Cam-Plex. Lack of hotel rooms could be a drawback in attracting large events.
- This is a great area to hold our events, because Gillette area has plenty of hotels, and restaurants, but is not a big city.



# MARKET DEMAND: Agricultural, Equestrian and Livestock Events

20  
completed telephone interviews

250+  
events planned

74%  
positive response

300'x130'  
arena dimensions required among 90 percent of market

500  
stalling required among 90 percent of market

2,000  
seating capacity required among 90 percent of market

100  
RV hookups required among 90 percent of market

830  
daily attendance among 90 percent of market

## Summary of Key Findings

- Telephone survey of local, regional and national agriculture, equestrian and livestock event planners.
- Event planners and promoters represent equine events, 4-H organizations, sheep, cattle, goat, horse and other livestock sales, agricultural associations.
- Completed 20 telephone interviews with planners representing more than 250 annual events.
- Approximately 74 percent of survey respondents expressed positive interest in bringing one or more future events to Cam-Plex.
- Ninety percent of interested events required an arena size of at least 300'x130' and approximately 500 stalls.
- Additional warm-up/show/sale arena is required for most equestrian events with sizing to be somewhat smaller than the main show ring. Warm-up arena should have easy access to main arena.
- Good access to a large amount of power is becoming increasingly necessary for livestock events. Quality airflow is becoming a higher requirement for all listed events.
- Available space and organization of facilities, dirt/footing quality, price and location are commonly referenced challenge points among event planners. Stalling areas are out of date and walk distance for animals can be too long.

Source: CSL Surveys, 2023.



# MARKET DEMAND: Agricultural, Equestrian and Livestock Events

## Challenges/Issues with Existing Facilities

- Access to high levels of electricity is an increasing need for livestock events; specifically, at cattle events.
- Not enough covered/enclosed rings to accommodate all different types of breeds and horse shows.
- Quality and quantity of stalling and barns are not meeting the needs of all events and need improvement.
- Airflow in East Pavilion and additional facilities needs to be improved.
- Better organization of facilities could improve the walkability of the venue for participants and events.
- An improved layout could help Cam-Plex host multiple overlapping events.
- Cleanliness, maintenance and appearance of Cam-Plex facilities are not always up to industry standards.
- Lack of air access makes the destination challenging for attracting large-scale national events.

## Specific Facility Recommendations/Needs

- Increasing the space of walkways in stalling areas and beginning to focus on larger stall spaces for horses, cattle and other livestock. As cattle and certain breeds of horses are increasing in size, some event producers are looking for larger tie out spaces, stalls and pens.
- Offer facilities that cater to both large and small events; smaller events feel underserved and unable to meet existing price points.
- Improve connectivity between stalls/stall barns and show/event space; some animals are forced to walk a considerable length and inclement weather presents significant challenges with event production.
- Improving the look and cleanliness of facilities helps improve the overall experience for events at Cam-Plex and helps to support its status as a best-of-class facility.

# MARKET DEMAND: Flat Floor Public, Consumer and Trade Show Events

16

completed telephone interviews

13+

potential Cam-Plex events

40+

planned events

57%

positive response rate

20,000 square feet

largest event space required among 90 percent of market

850+

attendance among 90 percent of market

140

peak night hotel rooms among 90 percent of market

## Summary of Key Findings

- Telephone survey of local, state, regional, and national meeting and event planners.
- Event planners and promoters represent trade shows, consumer shows, public shows, exhibitions, annual meetings, and more.
- Completed 16 telephone interviews with planners representing over 40 annual events.
- Event planners referenced over 13 events that could potentially take place at an updated Cam-Plex.
- Approximately 57 percent of survey respondents expressed positive interest in bringing one or more future events to Cam-Plex.
- Ninety percent of events would be accommodated with a largest event space of 20,000 square feet.
- Attendance for these events ranged from 30 persons to 35,000 persons, with an average attendance of 600.
- Ninety percent of referenced events require at least 140 available hotel rooms.
- Several referenced events have requirements for additional breakout meeting space, with 90 percent of the market able to be accommodated with 6 breakout rooms.
- Eighty-two percent of events either prefer or strongly prefer an attached or on-site headquarters hotel.

Source: CSL Surveys, 2023.



# MARKET DEMAND: Flat Floor Public, Consumer and Trade Show Events

## Challenges/Issues with Existing Facilities

- Cam-Plex is perceived as too big to accommodate certain events.
- Insufficient breakout meeting rooms.
- Challenges finding available dates during the Spring-Fall period for events.
- Preference/requirement of a headquarters hotel onsite of Cam-Plex; the largest group indicated a need for 150 sleeping rooms.
- If Energy Hall is booked, secondary event space is not of similar quality for consistent event attendee experience.
- Cam-Plex is not well-positioned to accommodate smaller events, particularly when larger overlapping events are occurring on-site.

## Specific Facility Recommendations/Needs

- Increase/improve marketing communications to smaller events to improve awareness of the capabilities and amenities that Cam-Plex offers.
- Increase quantity of breakout meeting spaces.
- Highlight quality of service, facilities and cleanliness in marketing communications as a competitive advantage among Wyoming facilities.
- Raise staffing levels during days that host multiple, sizable events on the Cam-Plex grounds to accommodate needs of all groups.
- Develop an onsite, headquarters hotel at Cam-Plex that caters specifically to events; meeting and banquet space at this site could service small-to-mid-sized groups.
- Address acoustics and sound quality in event spaces with concrete flooring including Wyoming Center and Central Pavilion.
- Make considerations towards increased and improved caterer, vendor and concessions offerings.
- Continually invest in and improve facilities to maintain a consistent level of quality in comparison to competitive venues outside of Wyoming.

# MARKET DEMAND: Amateur Sports

## Hockey and Ice Sports

- Wyoming lacks facilities to accommodate large-scale and/or national hockey tournaments.
- Potential exists for Cam-Plex to host more state and Northern Plains District hockey tournaments with a second sheet of ice.
- Increasing demand for year-round on-ice training and activity space.
- Lack of ice facilities in Wyoming prohibits natural growth of amateur hockey; new ice would support league play, tournaments, practices, camps, community events and more.
- Dedicated ice arena would provide an avenue for the Gillette Wild to ascend to a Tier II (NAHL) and potentially Tier I (USHL) hockey development program.



## Court Sports (Basketball, Volleyball, Soccer, Pickleball, Flag Football, etc.)

- Industry stakeholders believe lack of facilities are the second most pertinent issue facing youth and amateur sports in Wyoming. A lack of officials/referees is cited to be the first most prevalent issue.
- Youth and amateur sports teams in the state currently must use elementary, middle and high schools as well as colleges for their practices, games, tournaments, camps and other activity.
- Currently, Wyoming youth are being turned away from camps and leagues due to the limited nature of facilities in the state.
- Basketball, volleyball and soccer groups expected to increase participation rates with development of new facilities.
- Potential exists to add four annual regional tournaments for each basketball, volleyball and indoor soccer with sufficient indoor youth/amateur court space.
- Preference for minimum of eight-court facility – could accommodate 120 basketball teams for a three-day tournament.



# MARKET DEMAND: Conclusions

## Key Conclusions

- **IMPORTANT COMMUNITY ASSET:** Cam-Plex is a true multipurpose event facility providing space for community gatherings, entertainment and non-local, economic impact generating event activity.
- **CRITICAL TO CONTINUE INVESTMENT:** Highly regarded as a multipurpose event facility, continued investment in capital repair projects, facility maintenance and staffing levels is critical to maintain Cam-Plex's place in Campbell County, Wyoming and the greater regional marketplace.
- **ESTABLISH IDENTITY:** Current event space levels at Cam-Plex are well-positioned to accommodate local demand or non-local event activity, but not both concurrently. Develop a consensus for Cam-Plex's operational mandate and establish a framework to oversee operations and achieve community goals.
- **RETENTION AND GROWTH OF EXISTING EVENT ACTIVITY:** Brand identity of Cam-Plex is Wyoming Center events, equestrian/livestock events and horseracing. Primary focus should be on retention and growth of event activity within these areas.
- **STRONG DEMAND FOR WYOMING CENTER EVENT SPACE:** Strong occupancy levels in Equality and Frontier Halls coupled with continued growth of Gillette Youth Hockey Association and support for Gillette Wild hockey team indicates a need to relocate ice sheet from Spirit Hall.
- **DEDICATED INDOOR ICE COMPLEX:** A two-sheet indoor ice complex would accommodate local demand, provide an opportunity to host hockey tournaments and increase usable event space within Wyoming Center.
- **EQUESTRIAN/LIVESTOCK EVENT SPACE DEMAND:** Inventory of horse stalls, outdoor penning space, RV parking and available acreage present competitive advantages against other equestrian/livestock event facilities throughout the region and country. Moderate to strong demand was noted for improving existing show ring space and developing a second primary show ring. Importantly, improvements to existing stall, RV parking and other support facilities are necessary to retain and grow this market segment.
- **POTENTIAL OPPORTUNITY TO ATTRACT SIGNATURE NATIONAL EVENTS:** Potential exists to attract and retain events such as the National High School Finals Rodeo and Little Britches Rodeo with investment in additional indoor show rings with sufficient seating levels.



# MARKET DEMAND: Conclusions

## Key Conclusions (cont'd)

- **CONVENTION, CONFERENCE AND TRADESHOW SPACE DEMAND:** Limited to moderate demand identified for hosting state/regional conventions, conferences, tradeshows and other such events. Limited inventory of events throughout the marketplace, many of which can be accommodated within smaller hotel/conference center space. Attraction of this market segment would be optimized with development of on-site hotel.
- **ON-SITE HOTEL DEMAND:** Moderate demand identified for an on-site hotel with breakout meeting space. Campbell County hotel performance suggest development of a new hotel product within the market may require a public sector incentive.
- **HORSE RACING OPPORTUNITIES:** Horse racing at Cam-Plex provides an important entertainment option for Campbell County residents and a revenue generating opportunity for Cam-Plex. Potential exists to leverage recent success of horse racing operations into a long-term asset with sufficient infrastructure investment.
- **CAMPBELL COUNTY FAIR:** The Campbell County Fair is another important opportunity to serve the local community while generating revenue for Cam-Plex operations. It will be important to consider Fair operations impacts with future facility and site design.
- **IMPORTANCE OF ANCILLARY DEVELOPMENT:** There is a lack of hospitality & visitor-friendly infrastructure at the current site. It will be critical to plan for, and potentially incentivize, new private investment in supporting product (i.e., hotels, entertainment, restaurants, retail, & other mixed-use).





# SUPPORTABLE PROGRAM: Program Recommendations

## 1) INFRASTRUCTURE IMPROVEMENTS:

- Civil, site and utility improvements.
- Renovate/replace stalling barns.
- Upgrade outdoor riding ring(s).
- Renovate/update Wyoming Center.

## 2) SIGNATURE EVENT SPACE PROGRAMMING:

- Development/conversion of one Primary Show Ring and one Secondary Show ring, with at least one enclosed and the other covered. Minimum size for each 150'x250'.
- Two warm-up rings (minimum size 120'x240') adjacent to the Primary and Secondary show rings; preferably covered.
- Covered/enclosed access to 640 stalls, increasing total Cam-Plex stall capacity to approximately 2,000 stalls.
- Renovate/update existing stall and RV hook-up to industry standard quality.

## 3) RELOCATE ICE COMPLEX:

- Development of a dedicated two-sheet ice complex.
- Renovate Wyoming Center and Spirit Hall to utilize contiguous Wyoming Center event space.

## 4) UPDATE EXISTING EVENT SPACE:

- Renovate Central and East Pavilions – improve usability and maintain industry standard event space.
- Renovate/upgrade horse racing facilities for jockeys, trainers and patrons.

## 5) POTENTIAL PRIVATE SECTOR PARTNERSHIP DEVELOPMENT OPPORTUNITIES:

- Consider potential relocation of Campbell County Rockpile Museum.
- Pursue partnership opportunities with private hotel developer for on-site lodging property.
- Explore mixed-use and other development opportunities within additional open parcels.

# COST/BENEFIT ANALYSIS: Development Scenarios

## 1) BASE CASE:

- Based on typical-year operations with adjustments for actual Special Event bookings through 2030.

## 1A) STATUS QUO:

- Projection of maintaining existing operations assuming no further investment in facility infrastructure.
- Assumed attrition of event activity due to lack of facility investment.

## 2) INFRASTRUCTURE IMPROVEMENTS (NO NHSFR):

- Site civil and utility updates; greenspace and landscaping improvements; maintenance barns and yard renovations.
- Wyoming Center, Central and East Pavilions renovations.
- Boxelder Barns replacement; new stalling barn to replace aging Barns 1, 2 & 3; Wrangler and Little Levi Arenas redevelopment.

## 3) FULL MASTER PLAN PROGRAM BUILDOUT:

- Phase I Renovations:
  - Site civil updates and tunnels under racetrack; maintenance barns and yard
  - Racing barns, Boxelder barns, Wrangler and Little Levi Arenas redevelopment.
  - Two-sheet hockey center.
  - Wyoming Center renovations (partial).
- Phase II Expansion:
  - New enclosed and covered arena and connected multi-use barn development.
- Phase III Renovations:
  - Central and East Pavilions renovation.
  - Racetrack infield arena redevelopment and paddock development.

# COST/BENEFIT ANALYSIS: Overview & Key Assumptions

This section presents an analysis of estimated utilization and costs/benefits associated with enhanced facilities at Cam-Plex Multi-Event Facilities in Gillette, Wyoming. Initially, a detailed computer-based model was developed, along with key assumptions, to generate estimates related to enhanced Cam-Plex facilities. A stabilized year of operation is assumed to occur by the fourth full year of facility operations. Key assumptions used in the analysis and projection of operating performance associated with enhanced facilities at Cam-Plex include, but are not limited to the following:

1. This analysis is designed to assist project representatives in assessing the potential utilization, financial and economic impacts associated with an enhanced facilities at Cam-Plex 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 usually will be differences between estimated and actual results and these differences may be material.
2. The enhanced facilities will be owned and operated by the Campbell County Public Land Board. The facilities will be aggressively marketed, providing competitive rental rates and focus on maximizing event type diversity and utilization levels.
3. The market, financial and economic projections related to Cam-Plex presented herein in the Full Master Plan Buildout Scenario assume execution of the agreement with the National High School Rodeo Association to host the National High School Finals Rodeo at Cam-Plex annually.
4. There are no significant or material changes in the supply or quality of existing competitive venues in the local marketplace, nor are there any significant or material changes to current local and national trends in applicable event industries.
5. The analysis and projection of tax revenues generated by enhanced Cam-Plex facilities only considers directly-attributable taxes relevant to the host governmental entity (i.e., State of Wyoming, Campbell County and City of Gillette). For purposes of this analysis, the taxes considered include the 4.0% State Sales Tax, the 1.0% Campbell County Sales Tax, the 4.0% Campbell County Hotel Occupancy Tax and the 3.0% State Hotel Occupancy Tax. Positive impacts may also be realized with respect to the collection of other taxes and governmental fees (i.e., property taxes, income taxes, licenses, permitting, etc.); however, they tend to have a less direct correlation with the construction and operation of multipurpose event facilities. As such, for conservative purposes, these other types of taxes were not considered in this analysis.
6. For purposes of this analysis, total hard and soft construction costs assumptions have been presented. These figures do not consider the highly-volatile steel, lumber and materials costs presently impacting the construction industry nationwide as the country exits the unprecedented pandemic. It is assumed that current construction cost volatility will largely be normalized to pre-pandemic levels by the time that construction services would be contracted/purchased for any enhanced Cam-Plex project. 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 and other such aspects. Detailed architectural concept, design and costing study would be required to specifically estimate construction costs for the project.
7. The projections developed herein relate to opening and annual operations in a post-COVID-19 environment (first full year of operations is assumed to be fiscal year 2031). Should the recovery from the pandemic be slower than broadly expected, disruption by new virus variants, or economic conditions and commerce have not substantially recovered, the performance projections outlined herein will need to be revised.
8. Stabilization of operations is assumed to occur by the fourth full year of operations. At which time, annual event levels, attendance and operating performance are projected at consistent year-over-year levels, with spending inflating commensurate with the growth rate of the Consumer Price Index (CPI) associated with the Campbell County area (estimated at three percent annually).

# COST/BENEFIT ANALYSIS: Estimated Infrastructure Costs

Based on the potential development strategies, the exhibits to the right and on the following page present key estimates of capital costs and timing associated with facility development. Order-of-magnitude capital costs, as estimated by Populous and DOWL, including total hard and soft construction costs associated with the identified strategies. Total development costs accounting for construction buyout timing and financing are estimated, assuming five percent annual construction cost inflation.

The exhibit to the right presents the total development cost associated with Cam-Plex facility and site improvements, repairs and renovations necessary to maintain industry-standard levels of operations and satisfy contractual obligations with future events (e.g., International Pathfinder Camporee). As shown, assuming a bid year of 2026, total development costs with completing site and other infrastructure improvements at Cam-Plex are estimated at \$61.9 million (in 2023 dollars) and \$71.7 million (in future dollars). Importantly, this investment would not satisfy the requirements of the National High School Rodeo Association’s annual event and largely serve to maintain existing levels of event activity at Cam-Plex.

## INFRASTRUCTURE DEVELOPMENT COSTS (ASSUMING NO NHSFR)

Facility Component	Hard + Soft Const Costs
Site Civil Works & Utilities	\$22,923,000
Site Greenway & Landscaping	\$1,703,000
Maintenance Barns & Yard	\$2,377,320
Central & East Pavilions Renovation	\$10,362,379
Boxelder Barns Replacement	\$6,860,700
Wrangler Arenas in Place of Indoor Arenas	\$6,192,450
1 New Barn to Replace Event Barns	\$10,036,839
Wyoming Center Partial Renovation	\$1,443,825
<b>INFRASTRUCTURE TOTAL CONSTRUCTION COST</b>	<b>\$61,899,513</b>
Assumed Project Escalation to 2026 Bid Year	\$9,756,911
<b>INFRASTRUCTURE TOTAL DEVELOPMENT COST</b>	<b>\$71,656,424</b>

Source: DOWL, Populous, 2023.

# COST/BENEFIT ANALYSIS: Estimated Development Costs

As shown below, the Master Plan is proposed to be fully built out in three stages. The first stage would develop important infrastructure to maintain operations through the construction of subsequent phases by redeveloping approximately 1,700 stalls between the Racing Barns and the Boxelder Barns, redeveloping Wrangler and Little Levi Arenas and completing critical civil and site work for future phases. Additionally, Phase I includes development of a new two-sheet ice complex and renovation of the Wyoming Center. It is assumed that Phase I would be bid out in 2025, completing construction in approximately 18 months.

Phase II development would consist of developing the new enclosed and covered arenas, attached warm-up arenas and two new enclosed stall barns with a total capacity of 640 stalls. It is assumed that Phase II would be bid out in 2026 (with some overlap with the completion of Phase I construction) and completing construction in approximately 36 months. Upon completion of Phase II construction, Phase III construction would be bid out (assumed in 2029) and consist of final site work, renovations to Central and East Pavilions, renovation of racetrack infield infrastructure and development of racetrack paddocks. It is assumed that Phase III would require approximately 18 month to complete.

Estimated construction cost for all three phases is approximately \$240.0 million (\$276.8 million in total development costs). This is approximately \$205.1 million more than the required infrastructure development costs outlined on the previous page.

## PHASE I DEVELOPMENT COSTS

## PHASE II DEVELOPMENT COSTS

## PHASE III DEVELOPMENT COSTS

Facility Component	Hard + Soft Const Costs
Site Civil Works & Track Tunnels	\$27,705,000
Maintenance Barns & Yard	\$2,377,320
Racing Barns	\$6,991,380
Boxelder Barns	\$6,860,700
Wrangler Arenas	\$6,192,450
Hockey Center	\$32,596,868
Wyoming Center Partial Renovation	\$1,443,825
<b>PHASE I TOTAL CONSTRUCTION COST</b>	<b>\$84,167,543</b>
Assumed Project Escalation to 2025 Bid Year	\$8,627,173
<b>PHASE I TOTAL DEVELOPMENT COST</b>	<b>\$92,794,716</b>

Facility Component	Hard + Soft Const Costs
Site Civil Works	\$12,904,000
Tandem Multi-Use Arenas	\$103,417,148
Multi-Use Barns	\$20,073,678
<b>PHASE II TOTAL CONSTRUCTION COST</b>	<b>\$136,394,826</b>
Assumed Project Escalation to 2026 Bid Year	\$21,499,234
<b>PHASE II TOTAL DEVELOPMENT COST</b>	<b>\$157,894,060</b>

Facility Component	Hard + Soft Const Costs
Site Civil Works	\$4,596,000
Central & East Pavilions	\$10,362,379
Infield Arenas	\$1,116,720
Race Paddock	\$3,385,452
<b>PHASE III TOTAL CONSTRUCTION COST</b>	<b>\$19,460,552</b>
Assumed Project Escalation to 2029 Bid Year	\$6,618,449
<b>PHASE III TOTAL DEVELOPMENT COST</b>	<b>\$26,079,001</b>

Source: DOWL, Populous, 2023.

# COST/BENEFIT ANALYSIS: Event & Utilization Levels

A detailed utilization and economic model was developed. Based on the market and program assumptions discussed herein, the exhibit to the right presents a summary of the estimated annual event levels, event days, and utilization days (move-in + event + move-out days) by event type for each of the identified scenarios. Scenario 1 (Stable) is designed to represent a typical recent year of Cam-Plex operations, while Scenario 1A represents the long-term impact of doing nothing to improve the Facilities.

Scenario 2 reflects a scenario in which infrastructure reinvestment is made within Cam-Plex facilities, while Scenario 3 represents the full build out of the three-phased Master Plan development.

Importantly, all Scenario projections are in future dollars, representing the 11<sup>th</sup> full year of future operations (fiscal year 2033), assuming a three percent annual rate of inflation.

The relative position of each scenario compared to the current base case is presented to the right.

UTILIZATION ESTIMATES	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
			<b>NUMBER OF EVENTS</b>			
AG Events	51	41	47	44	56	72
Associations	0	4	4	3	4	7
Entertainment	25	27	26	23	29	34
Practices	76	81	80	80	80	80
SMERF & Corporate	158	175	170	170	184	184
Special Events	2	2	2	1	2	2
NHSFR	0	0	0	0	0	1
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	1
Horse Racing	16	16	16	16	16	16
Sports	20	21	20	18	24	27
Total	348	367	365	355	395	424
<b>EVENT DAYS</b>						
AG Events	98	85	97	91	116	149
Associations	0	7	7	5	7	12
Entertainment	51	49	47	42	53	62
Practices	86	83	82	82	82	82
SMERF & Corporate	247	239	232	232	251	251
Special Events	3	15	17	9	17	17
NHSFR	0	0	0	0	0	8
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	7
Horse Racing	16	16	16	16	16	16
Sports	32	40	38	34	46	51
Total	533	534	537	511	588	656
<b>UTILIZATION DAYS</b>						
AG Events	190	215	246	231	294	378
Associations	0	11	11	8	11	19
Entertainment	73	76	73	65	82	96
Practices	86	83	82	82	82	82
SMERF & Corporate	355	388	377	377	408	408
Special Events	8	31	31	16	31	31
NHSFR	0	0	0	0	0	14
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	14
Horse Racing	16	16	16	16	16	16
Sports	95	108	103	93	123	139
Total	823	928	939	887	1,047	1,196

# COST/BENEFIT ANALYSIS: Attendance & Hotel Room Nights

The exhibit on the right presents a summary of the estimated annual attendee days, non-local attendee days, and hotel room nights associated with each identified scenario, along with a comparison against the Stable scenario.

A breakdown of assumed “non-local” attendee days (i.e., attendees that do not reside in Campbell County) and hotel room nights generated have also been projected. These figures can be important to demonstrate the “net new” visitors and economic impact of any multi-event facility project—particularly important when public sector funding is accessed for development and/or ongoing operations.

Most of the attendees are assumed to be “local” (i.e., reside in the Campbell County area). While some of the “non-local” attendee base would represent “daytrip” attendees (i.e., drive in and out of Gillette the same day), much of the “non-local” attendee base will require overnight lodging, generating new hotel room nights in Gillette.

ATTENDANCE ESTIMATES	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
<b>ATTENDEE DAYS</b>						
AG Events	10,417	21,095	24,182	22,614	34,249	44,034
Associations	0	415	415	311	525	980
Entertainment	7,616	9,510	9,158	8,092	12,631	15,117
Practices	3,266	2,985	2,948	2,945	2,948	2,948
SMERF & Corporate	71,397	85,309	82,872	82,780	99,260	99,260
Special Events	96	5,650	3,468	1,734	3,468	9,350
NHSFR	0	0	0	0	0	52,800
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	9,800
Horse Racing	19,200	19,200	19,200	19,200	19,200	19,200
Sports	18,420	16,105	15,338	13,789	20,800	23,400
<b>Total</b>	<b>130,412</b>	<b>160,269</b>	<b>157,581</b>	<b>151,465</b>	<b>193,081</b>	<b>276,890</b>
<b>ATTENDEE DAYS (NON-LOCAL)</b>						
AG Events	6,771	13,712	15,718	14,699	22,262	28,622
Associations	0	270	270	202	341	637
Entertainment	762	951	916	809	1,263	1,512
Practices	33	30	29	29	29	29
SMERF & Corporate	14,279	17,062	16,574	16,556	19,852	19,852
Special Events	91	5,368	3,295	1,647	3,295	8,883
NHSFR	0	0	0	0	0	50,160
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	9,310
Horse Racing	960	960	960	960	960	960
Sports	10,131	8,858	8,436	7,584	11,440	12,870
<b>Total</b>	<b>33,027</b>	<b>47,209</b>	<b>46,198</b>	<b>42,487</b>	<b>59,442</b>	<b>132,835</b>
<b>HOTEL ROOM NIGHTS</b>						
AG Events	940	1,904	2,183	2,042	3,092	3,975
Associations	0	214	214	160	270	504
Entertainment	482	602	580	513	800	957
Practices	14	12	12	12	12	12
SMERF & Corporate	11,305	13,507	13,121	13,107	15,716	15,716
Special Events	39	2,318	1,423	711	1,423	3,836
NHSFR	0	0	0	0	0	16,245
Camporee	0	0	0	0	0	0
Little Britches	0	0	0	0	0	4,020
Horse Racing	27	27	27	27	27	27
Sports	6,416	5,610	5,343	4,803	7,245	8,151
<b>Total</b>	<b>19,223</b>	<b>24,194</b>	<b>22,902</b>	<b>21,374</b>	<b>28,585</b>	<b>53,444</b>

# COST/BENEFIT ANALYSIS: Financial Operating Impacts

An analysis of estimated operating revenues and expenses associated with each identified Development Scenario was conducted. This presentation is designed to assist project representatives in estimating the financial attributes of a new Cam-Plex 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 presented below only considers revenues and expenses generated through the operation of Cam-Plex itself. Additionally, the 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, such as construction costs (i.e., debt service) and capital repair/replacement funding. As with all event renovation/expansion projects, an initial startup period is assumed before event levels are anticipated to stabilize. Financial operating estimates are shown in terms of future dollars, with the Stabilized Year of Operations representing the 11<sup>th</sup> year of operations (fiscal year 2033).

As shown, Scenario 1 (Base Case) indicates a typical year operating generating a nearly \$3.5 million operating deficit, which be expected to grow to more than \$3.6 annually if reinvestment is not made into Cam-Plex facilities. Simply investing in needed infrastructure improvements would be expected to reduce the operating deficit to less than \$3.3 million annually.

The Master Plan Development Scenario projects an operating deficit of just under \$2.9 million, including projected revenue of nearly \$4.6 million incurring nearly \$7.5 million in expenses. It is estimated that, in order to break even operationally, it would be necessary to increase rental rates by approximately 80 percent across all event spaces.

Importantly, the Master Plan Scenario assumes retention of event activity in different event spaces while construction is underway, increased staffing levels upon completion of Phase II of the Master Plan and increasing annual cost of living salary increases to three percent annually beginning the year prior to opening the Phase II development.

FINANCIAL OPERATIONS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
<b>OPERATING REVENUES</b>						
Rental Income	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Food & Beverage	\$20,866	\$37,663	\$49,767	\$47,836	\$60,979	\$484,698
Contract services/other	\$323,634	\$540,240	\$671,958	\$671,958	\$671,958	\$835,837
<b>Total Operating Revenues</b>	<b>\$700,275</b>	<b>\$1,827,142</b>	<b>\$2,440,020</b>	<b>\$2,299,786</b>	<b>\$2,663,318</b>	<b>\$4,597,773</b>
<b>OPERATING EXPENSES</b>						
Personnel	\$2,702,058	\$2,912,788	\$3,807,515	\$3,807,515	\$3,807,515	\$5,167,942
Utilities	\$518,092	\$644,768	\$892,509	\$892,509	\$892,509	\$948,380
Operations	\$312,498	\$406,996	\$563,378	\$563,378	\$563,378	\$618,866
General & Administrative	\$171,010	\$282,361	\$390,853	\$390,853	\$390,853	\$458,710
Insurance	\$181,500	\$192,500	\$266,500	\$266,500	\$266,500	\$283,500
<b>Total Operating Expenses</b>	<b>\$3,885,156</b>	<b>\$4,439,413</b>	<b>\$5,920,756</b>	<b>\$5,920,756</b>	<b>\$5,920,756</b>	<b>\$7,477,399</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>(\$3,184,881)</b>	<b>(\$2,612,271)</b>	<b>(\$3,480,736)</b>	<b>(\$3,620,969)</b>	<b>(\$3,257,438)</b>	<b>(\$2,879,626)</b>



# COST/BENEFIT ANALYSIS: Analysis Concepts & Methods

The investment in a renovated/expanded Cam-Plex Multi-Event Facilities and its various facilities and infrastructure, will be expected to provide substantial quantifiable benefits. These quantifiable benefits often serve as the “return on investment” of public dollars that are contributed to develop the project and site. Quantifiable measurements of the effects that facility project could have on the local economy are characterized in terms of economic impacts and fiscal impacts. Direct spending represents the primary spending that would occur as a result of the construction and operations of Cam-Plex facilities and supporting elements. Direct spending occurs in three ways:



## CONSTRUCTION SPENDING

Construction materials, labor, design and professional fees, and other soft cost spending are generated during the planning and construction of Cam-Plex facilities and supporting elements.



## IN-FACILITY SPENDING

Direct spending is generated by visitors and participants at various elements surrounding Cam-Plex during the course of annual operations. This spending occurs with respect to items such as facility rentals, food and beverage, retail and merchandise, admissions, sponsorship and advertising, and retail leases.



## OUT-OF-FACILITY SPENDING

Outside the area surrounding Cam-Plex, additional direct spending is generated throughout Campbell County by non-local visitors on lodging, food and beverage, retail, entertainment, transportation, and other such items in connection with their visit to Cam-Plex and/or supporting elements.

A primary intent of this analysis is to estimate the direct spending that could occur directly at Cam-Plex and/or surrounding facilities/elements, in order to approximate the potential associated sales tax revenues generated from such spending. Much of the Construction and In-Facility Spending will be estimated to occur within Campbell County. Additionally, net new impacts will be generated throughout the Campbell County area, primarily relating to Out-of-Facility Spending (i.e., spending occurring off the Cam-Plex site by visitors to Campbell County on items such as ancillary lodging, restaurants, retail, and entertainment).

# COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

From a broad perspective, gross direct spending would flow to various economic entities, including the City of Gillette and Campbell County governments, restaurants, retail businesses and other such entities. However, some of the spending that occurs in connection with the ongoing operations of renovated/expanded Cam-Plex Multi-Event Facilities 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 Campbell County. These adjustments include:

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

**DISPLACEMENT** refers to spending that would have likely occurred anyway in the Campbell County area without the presence of Cam-Plex and its elements. Examples of displaced spending would include spending by Campbell County residents in connection with their visit to Cam-Plex that would have been spent within Campbell County anyway on other items (e.g., movies, meals, shopping, etc.) if they did not visit Cam-Plex. Another example of displaced spending would include out-of-facility spending by non-local individuals visiting from outside of the Campbell County area whose primary purpose for visiting Campbell County was something other than visiting or participating in events or other activities at Cam-Plex itself, and who would have spent their money in some other form in Campbell County. 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., Campbell County area). The resulting spending after all adjustments is referred to throughout the remainder of this analysis as net new direct spending.



# COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

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. Each is discussed in more detail below and on the following page.

**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:

- Wholesale industry as purchases of food and merchandise products are made.
- Transportation industry as the products are shipped from purchaser to buyer.
- Manufacturing industry as products used to service Cam-Plex facilities, vendors and others are produced.
- Utility industry as the power to produce goods and services is consumed.
- Other such industries.

**INDUCED EFFECTS** consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the operations of Cam-Plex. 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.

# COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

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:

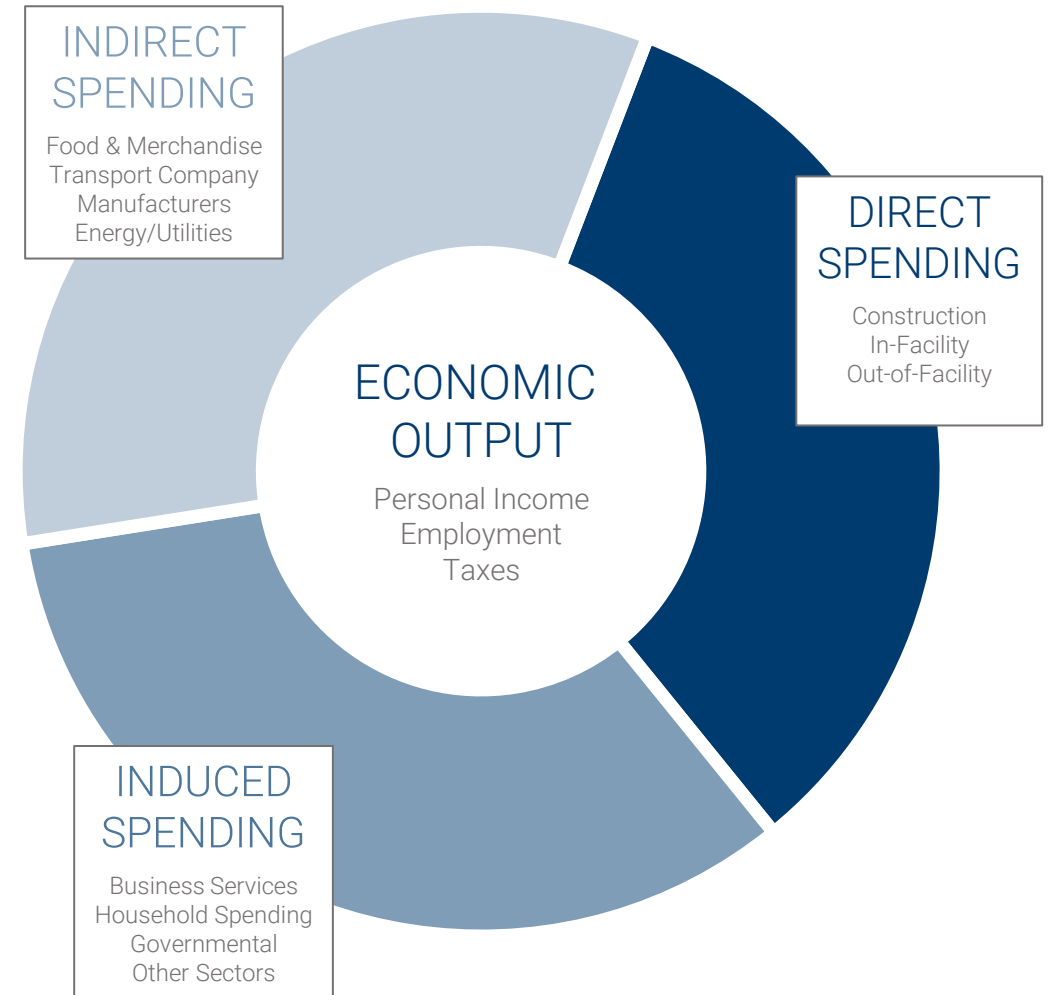
- **TOTAL OUTPUT** represents the total direct, indirect, and induced spending effects generated by the facilities and elements comprising the Cam-Plex Multi-Event Facilities campus. Total output is calculated by multiplying the appropriate total output multiplier by the estimated direct spending within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

# COST/BENEFIT ANALYSIS: Analysis Concepts & Methods (cont'd)

In addition to the economic impacts that could be generated by Cam-Plex and its facilities/elements, fiscal revenues could be generated to Campbell County from a variety of sources. In preparing estimates of fiscal impacts, revenues generated to Campbell County from direct, indirect and induced spending were examined. As a focus of this analysis relates to the economic and tax impact within Campbell County, the primary fiscal revenues estimated herein are state sales tax, county sales tax, county hotel tax, state hotel tax and property taxes that are estimated to be generated within Campbell County. The net new tax impacts consider reductions for assumed displaced spending within Campbell County, as well as spending that is assumed to occur outside of Campbell County.

Although there may be other tax revenues and public sector fees/charges generated as a result of the construction and operations of a renovated/expanded Cam-Plex, net new sales, hotel occupancy and property taxes represent the most directly-attributable and relevant sources relating to this analysis.

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



# COST/BENEFIT ANALYSIS: Construction Impacts (one-time)

The impact of the construction phase is determined by the volume and nature of the construction expenditures as well as the geographic region in which they take place. The exhibit below summarizes the estimated net new economic and fiscal impacts that could be generated in Campbell County associated with renovated/expanded Cam-Plex facilities. These impacts represent one-time impacts from construction.

For purposes of this analysis, hard and soft construction costs associated with the Proposed Master Plan Development Scenario are estimated at \$240.0 million, with a total development cost of approximately \$276.8 million when considering estimated construction cost inflation associated with the planned phased-approach to the Master Plan. A phased approach is anticipated to be necessary to maintain the book of business currently at Cam-Plex and projected in future years.

As shown, the estimated economic output (direct spending plus indirect and induced spending) in Campbell County generated during the construction period for the Proposed Master Plan Development Scenario is estimated at nearly \$204.0 million, with a net present value of approximately \$175.6 million, assuming a three percent discount rate. Further it is projected that Construction impacts would generate approximately \$81.2 million in personal income, support an average of 255 full- and part-time jobs in Campbell County and generate nearly \$1.6 million in sales tax revenue for the County (with an estimated \$1.4 million net present value).

	Phase I Bid	Phase I Open			Phase II Open			Construction	Construction
		Phase II Bid			Phase III Bid	Phase III Open			Period
A) CONSTRUCTION IMPACTS	Year 3 FY 2025	Year 4 FY 2026	Year 5 FY 2027	Year 6 FY 2028	Year 7 FY 2029	Year 8 FY 2030			Cumulative
<b>TOTAL CONSTRUCTION IMPACTS</b>									
<b>Direct Spending</b>	\$15,465,786	\$44,089,410	\$26,315,677	\$26,315,677	\$17,504,338	\$8,693,000			\$138,383,889
Indirect/Induced Spending	\$7,330,783	\$20,898,381	\$12,473,631	\$12,473,631	\$8,297,056	\$4,120,482			\$65,593,963
<b>Economic Output</b>	<b>\$22,796,569</b>	<b>\$64,987,791</b>	<b>\$38,789,307</b>	<b>\$38,789,307</b>	<b>\$25,801,395</b>	<b>\$12,813,482</b>			<b>\$203,977,852</b>
Personal Income	\$9,078,416	\$25,880,484	\$15,447,302	\$15,447,302	\$10,275,047	\$5,102,791			\$81,231,343
Employment (full & part-time jobs)	171	487	291	291	193	96			1,528
State Sales Tax	\$706,601	\$2,014,357	\$1,202,311	\$1,202,311	\$799,738	\$397,166			\$6,322,483
County Sales Tax	\$176,650	\$503,589	\$300,578	\$300,578	\$199,935	\$99,291			\$1,580,621
County Lodging Tax	\$0	\$0	\$0	\$0	\$0	\$0			\$0
State Lodging Tax	\$0	\$0	\$0	\$0	\$0	\$0			\$0
<b>Total Taxes</b>	<b>\$883,251</b>	<b>\$2,517,946</b>	<b>\$1,502,888</b>	<b>\$1,502,888</b>	<b>\$999,673</b>	<b>\$496,457</b>			<b>\$7,903,104</b>
									<b>\$6,805,246</b>

# COST/BENEFIT ANALYSIS: In-Facility Impacts (ongoing)

Direct spending is generated through the operations of Cam-Plex facilities (represented through operating revenues) driven by events, attendees and renting organizations. This spending occurs with respect to both event and non-event items, such as space rental, admissions, food and beverage, retail sales, sponsorship and advertising, and other such in-facility purchases.

Estimated in-facility direct spending associated with each identified scenario is presented 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. Estimated “net new” in-facility economic impacts associated with the operation of each scenario is presented. Additionally, we have included the projected fiscal impact of this spending on tax collections by the State and County.

B) IN-FACILITY IMPACTS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
<b>IN-FACILITY DIRECT SPENDING (NET NEW)</b>						
Rental Income	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Food & Beverage	\$2,086,592	\$3,766,322	\$4,976,719	\$4,783,570	\$6,097,896	\$7,491,139
Contract services/other	\$323,634	\$540,240	\$671,958	\$671,958	\$671,958	\$835,837
<b>Total</b>	<b>\$2,766,002</b>	<b>\$5,555,800</b>	<b>\$7,366,972</b>	<b>\$7,035,521</b>	<b>\$8,700,235</b>	<b>\$11,604,213</b>
<b>DIRECT SPENDING BY INDUSTRY</b>						
Hotel	\$0	\$0	\$0	\$0	\$0	\$0
Restaurant	\$2,086,592	\$3,766,322	\$4,976,719	\$4,783,570	\$6,097,896	\$7,491,139
Entertainment	\$0	\$0	\$0	\$0	\$0	\$0
Retail	\$355,776	\$1,249,239	\$1,718,295	\$1,579,993	\$1,930,381	\$3,277,238
Auto Rental	\$0	\$0	\$0	\$0	\$0	\$0
Other Local Transit	\$0	\$0	\$0	\$0	\$0	\$0
Other Industries	\$323,634	\$540,240	\$0	\$0	\$0	\$0
Construction - Non Residential	\$0	\$0	\$671,958	\$671,958	\$671,958	\$835,837
<b>Total Direct Spending</b>	<b>\$2,766,002</b>	<b>\$5,555,800</b>	<b>\$7,366,972</b>	<b>\$7,035,521</b>	<b>\$8,700,235</b>	<b>\$11,604,213</b>
<b>TOTAL IN-FACILITY IMPACTS</b>						
Net New Hotel Room Nights	0	0	0	0	0	0
Total Attendee Days	0	0	0	0	0	0
Net New Non Local Visitor Days	0	0	0	0	0	0
<b>Direct Spending</b>	<b>\$2,766,002</b>	<b>\$5,555,800</b>	<b>\$7,366,972</b>	<b>\$7,035,521</b>	<b>\$8,700,235</b>	<b>\$11,604,213</b>
Indirect/Induced Spending	\$1,117,208	\$2,250,837	\$2,983,141	\$2,849,403	\$3,511,703	\$4,698,741
<b>Economic Output</b>	<b>\$3,883,209</b>	<b>\$7,806,637</b>	<b>\$10,350,113</b>	<b>\$9,884,924</b>	<b>\$12,211,938</b>	<b>\$16,302,955</b>
Personal Income	\$1,472,951	\$2,946,903	\$3,901,476	\$3,729,932	\$4,588,415	\$6,117,199
Employment (full & part-time jobs)	55	108	143	137	168	223
State Sales Tax	\$0	\$0	\$0	\$0	\$0	\$0
County Sales Tax	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Taxes</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# COST/BENEFIT ANALYSIS: Out-of-Facility Impacts (ongoing)

Outside enhanced Cam-Plex facilities, additional direct spending is generated in the local area by attendees, exhibitors, participants, and event staff on lodging, food and beverage, retail, entertainment, transportation, etc. in connection with their visit to the area. Estimated out-of-facility direct spending associated with the operation of renovated/expanded Cam-Plex facilities is summarized to the right.

Total direct out-of-facility spending is projected to increase from approximately \$9.2 million under Scenario 1 (Base Case) to nearly \$29.4 million (\$20.2 million in incremental direct spending annually) with the added event activity associated with renovated/expanded Cam-Plex facilities under the Master Plan (Scenario 3). Further, Scenario 3 is expected to generate nearly \$313,900 in annual County sales tax collections (an increment of more than \$215,400) and \$409,500 in County lodging tax collections (nearly \$285,700 more annually than Scenario 1).

C) OUT-OF-FACILITY IMPACTS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
<b>DIRECT SPENDING BY EVENT TYPE</b>						
AG Events	\$567,075	\$1,148,359	\$1,769,147	\$1,654,402	\$2,505,622	\$3,221,514
Associations	\$0	\$52,129	\$70,057	\$52,485	\$88,627	\$165,436
Entertainment	\$168,123	\$209,933	\$271,683	\$240,071	\$374,727	\$448,487
Practices	\$2,858	\$2,612	\$3,467	\$3,463	\$3,467	\$3,467
SMERF & Corporate	\$2,548,873	\$3,045,531	\$3,975,998	\$3,971,627	\$4,762,283	\$4,762,283
Special Events	\$19,768	\$1,163,406	\$959,697	\$479,752	\$959,697	\$2,587,418
NHSFR	\$0	\$0	\$0	\$0	\$0	\$12,209,789
Camporee	\$0	\$0	\$0	\$0	\$0	\$0
Little Britches	\$0	\$0	\$0	\$0	\$0	\$2,702,562
Horse Racing	\$30,000	\$30,000	\$40,317	\$40,317	\$40,317	\$40,317
Sports	\$1,904,628	\$1,665,257	\$2,131,396	\$1,916,148	\$2,890,388	\$3,251,686
<b>Total</b>	<b>\$5,241,325</b>	<b>\$7,317,227</b>	<b>\$9,221,763</b>	<b>\$8,358,266</b>	<b>\$11,625,127</b>	<b>\$29,392,961</b>
<b>DIRECT SPENDING BY INDUSTRY</b>						
Hotel	\$1,820,577	\$2,494,127	\$3,096,169	\$3,096,169	\$3,866,508	\$10,237,574
Restaurant	\$1,630,150	\$2,298,910	\$2,920,202	\$2,920,202	\$3,699,057	\$9,128,180
Entertainment	\$425,723	\$596,905	\$754,816	\$754,816	\$953,512	\$2,385,914
Retail	\$637,507	\$914,400	\$1,176,604	\$1,176,604	\$1,502,034	\$3,560,756
Auto Rental	\$98,410	\$134,818	\$478,163	\$478,163	\$604,758	\$1,504,125
Other Local Transit	\$101,618	\$140,581	\$167,360	\$167,360	\$209,000	\$553,382
Other Industries	\$258,858	\$360,098	\$175,898	\$175,898	\$220,751	\$570,621
Construction - Non Residential	\$0	\$0	\$452,551	\$452,551	\$569,505	\$1,452,410
<b>Total Direct Spending</b>	<b>\$5,241,325</b>	<b>\$7,317,227</b>	<b>\$9,221,763</b>	<b>\$9,221,763</b>	<b>\$11,625,127</b>	<b>\$29,392,961</b>
<b>TOTAL OUT-OF-FACILITY IMPACTS</b>						
Net New Hotel Room Nights	19,223	24,194	22,902	21,374	28,585	53,444
Total Attendee Days	130,412	160,269	157,581	151,465	193,081	276,890
Net New Non Local Visitor Days	33,027	47,209	46,198	42,487	59,442	132,835
<b>Direct Spending</b>	<b>\$5,241,325</b>	<b>\$7,317,227</b>	<b>\$9,221,763</b>	<b>\$8,358,266</b>	<b>\$11,625,127</b>	<b>\$29,392,961</b>
Indirect/Induced Spending	\$2,079,189	\$2,904,796	\$3,662,956	\$3,320,350	\$4,619,218	\$11,658,697
<b>Economic Output</b>	<b>\$7,320,514</b>	<b>\$10,222,023</b>	<b>\$12,884,719</b>	<b>\$11,678,616</b>	<b>\$16,244,345</b>	<b>\$41,051,658</b>
Personal Income	\$2,403,634	\$3,363,503	\$4,246,771	\$3,850,540	\$5,359,621	1347477440%
Employment (full & part-time jobs)	84	117	148	134	187	468
State Sales Tax	\$223,864	\$312,451	\$393,699	\$356,821	\$496,245	\$1,255,458
County Sales Tax	\$55,966	\$78,113	\$98,425	\$89,205	\$124,061	\$313,864
County Lodging Tax	\$72,823	\$99,765	\$123,847	\$111,906	\$154,660	\$409,503
State Lodging Tax	\$54,617	\$74,824	\$687	\$641	\$858	\$1,603
<b>Total Taxes</b>	<b>\$407,270</b>	<b>\$565,153</b>	<b>\$616,658</b>	<b>\$558,573</b>	<b>\$775,825</b>	<b>\$1,980,429</b>



# COST/BENEFIT ANALYSIS: Summary of Quantifiable Impacts

A comparative summary of all estimated economic impacts (grouped by impact type) for a stabilized year of operations (assumed to be year 11, or Fiscal Year 2033) associated with each of the Cam-Plex Development Scenarios is presented below. As shown, the Master Plan (Scenario 3) would be expected to generate more than 53,400 annual new room nights to Campbell County resulting in nearly \$41.0 million in net new direct spending in the County and \$57.4 million in total annual economic output. This is approximately \$24.4 million more in annual direct spending above the Base Case scenario and \$34.1 million in total annual economic output.

TOTAL ECONOMIC IMPACTS	Existing Cam-Plex FY 2021	Existing Cam-Plex FY 2022	Stabilized Year of Operations			
			Scenario 1: Base Case	Scenario 1A: Status Quo	Scenario 2: Infrastructure (No NHSFR)	Scenario 3: Master Plan
Net New Hotel Room Nights	19,223	24,194	22,902	21,374	28,585	53,444
Total Attendee Days	130,412	160,269	157,581	151,465	193,081	276,890
Net New Non Local Visitor Days	33,027	47,209	46,198	42,487	59,442	132,835
<b>Direct Spending</b>	<b>\$8,007,326</b>	<b>\$12,873,028</b>	<b>\$16,588,735</b>	<b>\$15,393,787</b>	<b>\$20,325,362</b>	<b>\$40,997,174</b>
Indirect/Induced Spending	\$3,196,397	\$5,155,632	\$6,646,097	\$6,169,754	\$8,130,921	\$16,357,438
<b>Economic Output</b>	<b>\$11,203,723</b>	<b>\$18,028,660</b>	<b>\$23,234,832</b>	<b>\$21,563,540</b>	<b>\$28,456,284</b>	<b>\$57,354,613</b>
Personal Income	\$3,876,585	\$6,310,406	\$8,148,246	\$7,580,472	\$9,948,036	\$19,591,973
Employment (full & part-time jobs)	138	225	291	271	355	691
State Sales Tax	\$223,864	\$312,451	\$393,699	\$356,821	\$496,245	\$1,255,458
County Sales Tax	\$55,966	\$78,113	\$98,425	\$89,205	\$124,061	\$313,864
County Lodging Tax	\$72,823	\$99,765	\$123,847	\$111,906	\$154,660	\$409,503
State Lodging Tax	\$54,617	\$74,824	\$687	\$641	\$858	\$1,603
<b>Total Taxes</b>	<b>\$407,270</b>	<b>\$565,153</b>	<b>\$616,658</b>	<b>\$558,573</b>	<b>\$775,825</b>	<b>\$1,980,429</b>

# COST/BENEFIT ANALYSIS: Qualitative Benefits/Other Impacts

In addition to the quantifiable benefits associated with renovated/expanded Cam-Plex Multi-Event Facilities and its various facilities and elements, 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 projects of this nature. Some of these benefits are outlined below:

## POTENTIAL TRANSFORMATIVE AND ICONIC EFFECTS

High profile, event facility projects, like Cam-Plex, can have extensive, long-lasting transformative impacts on the Campbell County 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/enhanced event facilities provide diversified activities for local residents and families, which can make Campbell County a more attractive and enjoyable place to reside. Quality public assembly 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 entertainment, cultural, sports, recreational, meeting and leisure amenities.

## NEW VISITATION

New visitors will be attracted to the area because of event activity at Cam-Plex. These attendees, 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 sprout up near major event facility developments, spurred by the operations and activities associated with the facilities, representing additions to the local tax base. Enhanced economic growth and ancillary private sector development (or improvement) surrounding Cam-Plex may be spurred by the investment in the project.

## ANCHOR FOR REVITALIZATION

Event facility and other tourism developments can oftentimes serve as an anchor for larger master plans and revitalization efforts. Multi-purpose event facilities, like Cam-Plex, can attract hundreds of thousands of attendees annually. This added visitation to an area or district 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 and expansions.

## OTHER BENEFITS

Increased synergy with the other event, hospitality, youth/amateur sports and entertainment facilities can lead to increased tourism activity to Campbell County.

# COST/BENEFIT ANALYSIS: Cost of Not Investing in Cam-Plex

Importantly, an analysis was conducted of the long-term impact each of the identified Development Scenarios. As shown, over 30 years under the Master Plan Development Scenario, renovated/expanded Cam-Plex facilities would be expected to generate nearly \$1.5 billion in new direct spending in Campbell County, resulting in just under \$2.1 billion in total economic output. This is approximately \$866.9 million more in total direct spending, \$1.2 billion in total economic output, \$8.0 million in County sales tax revenue and \$8.4 million in County lodging tax revenue than the Status Quo Scenario in which no further investment is made to support Cam-Plex Multi-Event Facilities operations.

TOTAL ECONOMIC IMPACTS	Stabilized Year of Operations				Operating Years 1-30 Cumulative			
	Scenario 1:	Scenario 1A:	Scenario 2:	Scenario 3:	Scenario 1:	Scenario 1A:	Scenario 2:	Scenario 3:
	Base Case	Status Quo	Infrastructure (No NHSFR)	Master Plan	Base Case	Status Quo	Infrastructure (No NHSFR)	Master Plan
Net New Hotel Room Nights	22,902	21,374	28,585	53,444	801,176	746,432	937,740	1,489,882
Total Attendee Days	157,581	151,465	193,081	276,890	5,744,386	5,505,699	6,596,882	8,418,770
Net New Non Local Visitor Days	46,198	42,487	59,442	132,835	2,352,064	2,219,242	2,670,417	4,311,389
<b>Direct Spending</b>	<b>\$16,588,735</b>	<b>\$15,393,787</b>	<b>\$20,325,362</b>	<b>\$40,997,174</b>	<b>\$662,717,143</b>	<b>\$611,906,451</b>	<b>\$807,083,377</b>	<b>\$1,478,813,329</b>
Indirect/Induced Spending	\$6,646,097	\$6,169,754	\$8,130,921	\$16,357,438	\$265,683,686	\$245,428,099	\$325,797,259	\$600,944,299
<b>Economic Output</b>	<b>\$23,234,832</b>	<b>\$21,563,540</b>	<b>\$28,456,284</b>	<b>\$57,354,613</b>	<b>\$928,400,829</b>	<b>\$857,334,550</b>	<b>\$1,132,880,635</b>	<b>\$2,079,757,628</b>
Personal Income	\$8,148,246	\$7,580,472	\$9,948,036	\$19,591,973	\$323,723,049	\$299,491,431	\$397,029,232	\$722,674,996
Employment (full & part-time jobs)	291	271	355	691	11,511	10,661	13,757	24,149
State Sales Tax	\$393,699	\$356,821	\$496,245	\$1,255,458	\$17,104,835	\$15,579,129	\$21,717,502	\$47,394,494
County Sales Tax	\$98,425	\$89,205	\$124,061	\$313,864	\$4,276,209	\$3,894,782	\$5,429,375	\$11,848,623
County Lodging Tax	\$123,847	\$111,906	\$154,660	\$409,503	\$5,150,968	\$4,665,824	\$6,046,145	\$13,103,612
State Lodging Tax	\$687	\$641	\$858	\$1,603	\$200,091	\$198,443	\$204,188	\$220,753
<b>Total Taxes</b>	<b>\$616,658</b>	<b>\$558,573</b>	<b>\$775,825</b>	<b>\$1,980,429</b>	<b>\$26,732,103</b>	<b>\$24,338,178</b>	<b>\$33,397,211</b>	<b>\$72,567,482</b>