PERFORMING ARTS CENTER MARKET ASSESSMENT
& DOWNTOWN ATTRACTION DEVELOPMENT RECOMMENDATIONS

CITY OF KEMMERER | LINCOLN COUNTY, WYOMING
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Introduction
Located in the southwestern corner of Wyoming, the city of Kemmerer grew from the prosperous coal mines of the mid-1800’s. The railroad contributed to the success of the town. The Kemmerer mine is located six miles south of town, and is the world’s largest open pit coal mine. In 1902, James Cash Penney opened a dry goods store for the booming mining town, and founded the retail chain of J.C. Penney stores.

Today, the railroad still goes through town, and Kemmerer sits on the crossroads of Highways 30 and 189, at an altitude of approximately 6,900 ft., Located 126 miles northeast of Salt Lake City, 200 miles south of Yellowstone, and 150 miles south of Jackson Hole, Kemmerer is home to approximately 3,000 residents.

Nearby attractions include the Fossil Butte National Monument, the Bridger-Teton National Forest, and the Fossil County Frontier Museum. The city has five small motels, two RV parks, and a small municipal airport. A 9-hole golf course, fly-fishing on nearby rivers and the reservoir, and hunting are some of the local recreational pursuits available.

Downtown Kemmerer is centered around a triangle area, where the former Kemmerer Hotel once stood. The city purchased the hotel, and, due to its dilapidated condition, demolished it in 2004. In order to revitalize their downtown, the city is planning to redevelop the downtown triangle area, and explore the possibility of rebuilding the Kemmerer Hotel into a Civic Center/Hotel or a performing arts center. Using replications of former building facades, the triangle area would be transformed into a tourism friendly, commercially viable downtown plaza.

In order to determine the feasibility of the project, the city sent out a request for proposals for a Market/Feasibility Study for the redevelopment of the Kemmerer Hotel and Kemmerer Downtown Triangle Area. The Study is being paid with funds from a Community Development Block Grant (CDBG) plus matching funds from the city and county. Destination Development, Inc. was selected for the project.

Scope of Work
The focus of the study will determine if a performing arts center were built at the site of the former Kemmerer Hotel, could a sufficient volume of musical show tickets be pre-sold to tour bus brokers and operators to justify the costs of development and operation. Destination Development, Inc. performed and compiled research, met with stakeholders, and developed a Market/Feasibility Study to answer the following questions:

1. Based on a musical entertainment theme, can a sufficient volume of show tickets be pre-sold to tour bus operators (and the general public) to justify the cost of a performing arts center and/or hotel?

2. Are there other funding alternatives or revenue sources that can lead to a successful development of a new facility?

3. What other uses of the performing arts center could lead to a successful development project?

4. What needs to be done to make the triangle area a vibrant and viable...
attraction for both local residents and visitors?

5. How can this project, if feasible, be phased over time?

6. What type of “branding” and market effort will need to be developed so that Kemmerer becomes an increasingly visited tourist destination?

7. How long will it take to achieve a successful tourism program and development project?

8. What other amenities and business mix can be attracted to the triangle area to make it a more successful destination?

9. What is the job creation potential for the downtown redevelopment effort?

10. What are the funding alternatives?

An on-site assessment of the downtown was performed addressing retail mix, dining options, distance to existing lodging facilities, nightlife, etc. Meetings with local retailers, hoteliers, building owners, elected officials, planning staff, and residents were held. The redevelopment plans for the Kemmerer Hotel and other documents and studies were reviewed.

Extensive research was performed to determine the potential for tourism in the area, including a review of traffic counts, national park visitor demographics and trends, determination of primary and secondary markets, statewide and regional tourism trends.

Surveys of tour operators, research and interviews into the interest of the National Tour Association and the American Bus Association were performed. A competitive analysis was performed to determine the viability of the music entertainment theme. Demographic, psychographic, and statistical research was also performed.

Destination Development compiled the information from the assessment and research processes to determine if the highest and best use concept of the redevelopment plan would attract sufficient market interest and tourism to make the project viable and successful for the city. Conclusions from the process were drawn, and recommendations put forth in this Study to assist with the success of the endeavor, and funding alternatives were explored and recommendations made.

The scope of work includes three visits to Kemmerer: the first, to perform the assessment of the community and speak with local stakeholders; the second, to present preliminary findings and review initial recommendations; the third, to present the final Study.
Project strategy

To determine the feasibility of the plan as outlined in the scope of work, research and an on-site assessment have been performed. September 29, 2004, Destination Development team members Roger Brooks and Elizabeth Hannon performed an on-site assessment of downtown Kemmerer, determining what Kemmerer already had in place to offer tourists, including retail mix, dining, lodging, nightlife. Meetings were held in Kemmerer; first, a meeting with the Steering Committee, and then a public meeting was held. A second trip to Kemmerer was made by DDI’s special events center specialist, Lanie McMullin, November 11th, to meet with officials and stakeholders, and add to the assessment findings.

An area resident and business owner has proposed branding Kemmerer as the “Branson of the West” with a focus on making Kemmerer a hub for concerts and musical entertainment. Throughout this report we refer to this branding effort as “Branson West.” Project supporters have asked the City of Kemmerer and Lincoln County to develop a publicly-owned performing arts center as the foundation for this rebranding effort. They have proposed that tour operators would bring sufficient visitors to Kemmerer to not only cover the debt service of a new performing arts center, with hotel rooms and recording studio, but to also make a handsome profit.

The City and County secured a Community Development Block Grant (CDBG) to hire a non-interested party to determine the feasibility of the proposed project. Because the bulk of the proposed revenues relied on tour operators, the first order of business was to determine whether or not tour operators would, in fact, add Kemmerer to existing routes or as a stand-alone destination if a performing arts center were developed in the community.

First, we compiled a list of 150 randomly selected tour operators throughout North America, and put together a detailed survey, which was sent out by e-mail to the all 150 operators. A follow-up e-mail was sent to them the next week, followed by telephone calls two weeks after that.

Of the 150 bus tour operators, 32 were no longer in business, bringing the total surveyed number to 118. We received eleven written responses, which provided Destination Development with some very valuable information.

After performing the written tour operator survey, we continued the research among tour operators, which included telephone interviews with two dozen additional operators, the American Bus Association, National Tour Association, Wyoming Travel & Tourism Office, and other organizations about the proposed Kemmerer theater project. The additional research resulted a consensus of opinion regarding the state of the tour industry, tour group destination preferences, routes, attractions, and marketability.

We also researched trends and data in the tour industry from resources including the American Bus Association, CrossSphere (formerly NTA), industry newsletters, the 2001 Motorcoach Industry Survey, data from Yellowstone and Grand Teton National Parks. We reviewed demographics of bus tour customers, as well as demographics of the primary and secondary market areas surrounding Kemmerer.

Because Branson was used by proponents as the benchmark for the program, we studied the history of Branson, Missouri interviewing local destination mar-
keting organizations, and tour operators in that area. We looked at Branson’s demographic profile, tends, its location and ease of transportation, and the tourism trends the community is currently experiencing.

Once we had completed this research, we began to look at facility development costs, building options, operational costs, subsidies, etc.

We looked at dozens of publicly-owned performing arts centers, civic centers, exhibition halls, and special event centers around the country, requesting information concerning square footage, development and construction costs, and annual subsidies or profits. As part of the market analysis, we also reviewed a number of organizations and facilities in Wyoming.

We then looked at Kemmerer’s “triangle area” and other sites to determine a suitable site for such a facility. We also created a conceptual design of “Triangle Park” as it might be developed as an entertainment venue as opposed to its current configuration as a community park.

We looked at the retail mix, facades, area hotels, restaurants and individual retailers to determine what would need to be done to make Kemmerer a destination community for both leisure and business visitors.

In summary, we have prepared this plan in two primary parts:

1) Verification of assumptions and conclusions regarding the proposed performing arts center, hotel and recording studio and the group tour market. (Branson West)

2) Recommendations for Kemmerer and Lincoln County to tap into Wyoming’s fastest growing industry, tourism.
Executive summary

Every town in America has the potential of becoming a destination area, whether the primary lure revolves around an architectural theme, history and/or cultural activities, music, or events. Every successful tourism program has been built around a foundation of private investment. Over the past 20+ years, Destination Development has researched hundreds of successful tourism programs, and in every case, the success followed considerable private investment in the community. Branson, Missouri is a prime example of this. While the community has been a “tourist town” since 1912 due to its fishing and natural resources, it wasn’t until the music venues were built (all of them have been privately developed) that the community became a major visitor destination, gaining national recognition as the “music theater capital” in the late 80s.

Successful tourism destinations must have:
- High-quality lodging options with guest amenities
- A variety of dining choices including (and especially) fine dining
- A pedestrian-friendly shopping district with at least a dozen visitor-oriented retailers (gift shops, collectibles, antiques, home furnishings, galleries, and clothing)
- Activities and attractions worthy of an overnight stay
- Evening entertainment
- A beautiful setting (curb appeal)

While Kemmerer has tremendous potential, particularly in the downtown triangle area, all of the requirements listed above need to be developed. And all of them will require private investment.

The following provides a summary of each of the questions to be answered in the Scope of Work:

1. Based on a musical entertainment theme, can a sufficient volume of show tickets be pre-sold to tour bus operators (and the general public) to justify the cost of a performing arts center and/or hotel?

We spent a considerable amount of time and resources interviewing and researching the group tour market, an industry that is rapidly declining and in a state of struggling survival. In fact, the National Tour Association, the nation’s largest tour operator trade group, is down to just 1,200 members and is in the process of rebranding itself to represent packaged travel in addition to tour operators. The baby boom generation, born between 1946 and 1964, are turning 50 years old at a rate of 350,000 per month. That will continue for another nine years. While this group makes up a full third of the entire U.S. population, the vast majority of this group has little or no interest in bus tours. They are a fiercely independent group that prefers individualized travel.

Even Branson is looking at ways to diversify from the tour market and its aging clientele, even though it’s the third largest group tour destination in the U.S. The tour industry caters primarily to a market that is gradually reaching an age where these senior citizens have difficulty traveling. The market is declining rapidly.

Compounding the group tour woes are historically high fuel and insurance prices, and the growth in RV travel (growing at 30% annually - in spite of fuel prices). The scope of work for this project (Branson West proposal) includes projections that the performing arts center will host 1,500 buses a year (ten per day over a 150 day season), with an average of 45 riders per bus.
As you will see in further reading this plan, we could find no basis for these figures. In fact, we could not find a single tour operator anywhere in the country that would travel to Kemmerer based on the development of a performing arts center. We interviewed nearly every tour operator in the primary and secondary market areas and none of them would consider Kemmerer. Not only is the area short on lodging, dining, shopping and other supporting attractions and amenities, but it is too far “out of the way” for tour operators, whose primary destinations include Grand Teton and Yellowstone National Parks. In order to add a new city as a destination, the city would need to have a world-famous attraction, plus a variety of shopping and dining choices, and newer upscale accommodations. That being said, there are a number of specialized tours that do visit Kemmerer for Fossil Butte, the area’s number one tourism draw behind hunting and fishing.

We had no choice but to conclude that the bus tour market would not be strong enough to support the cost of developing and operating a performing arts center in Kemmerer. We have performed months of exhaustive research to back up this finding. Additional information is included later in this report in the tour operator research section and in the Branson case history section. Using Branson’s figures (55% of all visitors come from within a 300 mile radius) and less than 5% arrive in tour buses, Kemmerer could expect to see half the bus loads estimated by the Branson West promoters.

There is not a publicly-owned and publicly financed performing arts center in the U.S. that makes a profit. While each is a terrific asset to its community, bringing visitors and providing a community gathering space, they are typically subsidized at between $200,000 and $350,000 annually. Most, even the internationally recognized centers in major urban centers, struggle for survival.

This does not necessarily mean that Kemmerer cannot be home to a thriving tourism industry or possibly even a performing arts center. However, reliance on the group tour market to cover debt service for the next 20 years, plus upgrades and improvements and operational costs is not feasible. Additionally, a project of this magnitude will require a considerable endowment, contributions, or some sort of public/private partnership.

McIntyre Hall, a 500 seat performing arts center located in Mt. Vernon, Washington (a $17 million project) was made possible by a $6 million private donation. There are dozens of similar stories across the nation. A performing arts center would be feasible in any community if it has no debt service, and has a sizeable endowment capable of covering operational costs. In other words, anything is feasible if it doesn’t have to be subsidized. When asking if something is feasible, you are, in essence, asking “can we afford it?”

The proponents of the “Branson West project” show that the center will generate a profit of $1.5 million a year. We could not substantiate any of the provided figures, but if the development of the performing arts center is a slam-dunk investment, then private investors should be easily willing to invest in the project. The proponents have declined to provide the basis or supporting documentation for their predictions, citing confidentiality agreements, and so we have been unable to confirm their figures or the private investment that has been indicated.

With regards to the development of a “Branson West” performing arts/recording
studio project, we recommend the following:

If a private investor will build the performing arts center, the city should consider deeding the property to the investor (or not for profit entity), or leasing it at $1 per year over the life of the facility, to the developer. The city would not guarantee any loans or financing, but would “donate” the land for the economic development investment: the creation of jobs and the development of an “anchor tenant” that will help jump-start a major redevelopment effort in the triangle area.

A second option would be to create a matching fund program, creating a public/private partnership. In this case, the city/county would secure financing for a portion of the project, which is matched with private dollars and a guarantee to cover the costs of debt service, operations, upgrades, and maintenance. A private operator would manage the facility under an agreement with the city/county.

We do not recommend that the city or county build a performing arts center without substantial private or non-profit funding assistance both in terms of development and long-term operations.

2. Are there other funding alternatives or revenue sources that can lead to a successful development of a new facility?

Yes. We have spoken to several architectural firms that specialize in public assembly spaces regarding the cost differences between differing types of facilities. Here are average costs:

- Exhibition hall $150 per square foot
- Civic Center $175 per square foot
- Conference Center $200 per square foot
- Special Event Center $250 per square foot
- Convention Center $350 per square foot
- Performing Arts Center $400 per square foot

Performing arts centers are the most expensive to build and require the largest operating subsidies and maintenance costs of all public assembly spaces.

We recommend that Kemmerer develop a first-class Special Events Center on the site of the former Kemmerer Hotel. The facility would not include hotel rooms, or recording studios, but would include 3,000 square feet for a city hall, which would be housed in the center. This will reduce operating and subsidy costs, and will provide staffing for the center. A visitor information center or chamber of commerce office would also be included in the plans.

It’s important to keep visitor information and/or the chamber of commerce in the downtown core area. The more people who actually work downtown, eat lunch downtown, and host visitors to their offices, will help generate additional spending in the core area and attract increased investment in the area.

The cost of Special Events Center is estimated at $8 million. While less-expensive buildings can be developed, it’s important that the facility be a true multi-use facility that can host performances, trade shows, and a variety of other uses without running into equipment and acoustical problems. Many other less expensive centers are being torn down around the country, because they are...
A good example is in Ocean Shores, Washington, where the community had developed a 12,000 square foot “convention center.” Within a year of the debt being paid off (20 years), the city is demolishing the center to build a new facility that has better acoustics and can be used for an increased variety of functions.

Regarding funding, we recommend that the city and county work with other communities in Wyoming looking to develop or expand public assembly spaces and work with the legislature to create Public Facilities District legislation. We have included the actual legislation used in Washington State for 26 public assembly spaces in the state. The program sends a portion of the sales tax generated in the jurisdictions back to the community to cover the development of these types of facilities.

This program, tied to a public/private partnership, donations and/or endowments, and grants will provide a mix of funding sources. The Special Events Center will be the “anchor tenant” for Kemmerer’s downtown revitalization and tourism development program.

If the opportunity arises, we recommend that the City purchase the bank building adjacent to the Event Center (former hotel) site. This would be demolished to create room for street-front, street-level retail shops with multi-level parking behind and above the retail space.

3. **What other uses of the performing arts center could lead to a successful development project?**

We have included a list of uses for the Event Center in this plan, but some uses would include fossil shows and exhibitions, trade shows, “hook and bullet” (hunting and fishing) shows, corporate meetings, state association meetings and retreats, training seminars, job fairs, home and garden shows, snowmobile shows, arts and crafts exhibitions, car club shows, special events, concerts and live theater, and community-oriented events such as banquets, youth concerts and performances, auxiliary meetings, etc.

This is why a multi-use facility is so important to the success of the program. It must be of high-enough quality, with state of the art seating, acoustical properties, flexible configurations, catering facilities, ample storage, top-notch lighting and audio/visual systems, include gallery space, public restrooms, etc.

4. **What needs to be done to make the triangle area a vibrant and viable attraction for both local residents and visitors?**

We do believe there are number of other actions Kemmerer can take to develop a strong tourism industry:

a. The City, working with the county, should redevelop “Triangle Park” taking it from a community park to an event plaza with an amphitheater, seating areas, water features, gardens and historical displays. Conceptual renderings are included in this plan.

We recommend in this plan that two streets along the triangle be closed, and this area become a pedestrian-only plaza area. With the loss of these parking
spaces and the development of a Special Event Center, parking will become a major issue that must be dealt with. The creation of a parking garage/retail center will create revenue streams (retail lease space) and parking fees ($1 dollar per day or night).

The amphitheater/plaza development will provide an excellent seasonal event area for art shows, farmers markets, live entertainment, and play area. Even in the winter, the amphitheater can be converted to a lighted ice-skating rink.

This one project alone would create a signature element for the beginning of an event-based tourism industry.

b. Grants and other funding sources should be secured to assist with facade improvements to the retail spaces around the triangle. The city could develop a facade easement program, which would allow for public funds to be used to improve facades and curb appeal improvements.

c. The retail mix around the triangle needs to be improved. The number one activity of visitors is shopping and dining in a pedestrian setting. The more you have to offer in that regard, the further people will travel and the longer they will stay. The minimum critical-mass would be nine visitor-oriented retail shops and four dining/treat facilities. Kemmerer currently does not have the critical mass to make the town a destination shopping area. There are enough retail spaces to meet the requirement, but to be successful, the “neighborhood retailers” - the businesses that cater to locals and not visitors, would need to relocate to upper floor locations or other places outside the triangle.

5. How can this project, if feasible, be phased over time?

The cost of the Event Center (including the soft costs of architectural, engineering, fixtures and furnishings) is estimated at $8 million. Additionally, we are recommending redevelopment of the triangle ($4 million), and the creation of a parking garage with additional retail space ($2.5 million). Facade easements and improvements might cost approximately $2 million. The entire revitalization project, including streetscapes, signage, street and crosswalk redevelopment, and other amenities, will cost less approximately $18 million.

This will give the city a showcase downtown plaza area that will become a major tourism draw and will more than quadruple the retail sales and services Kemmerer currently has. It will also spur private investment in the way of redevelopment of existing hotels, development of a new upscale lodging property in the triangle, new retailers, and investment in existing triangle properties.

These costs will be covered from a variety of sources: private funds, foundations and endowments, grants, low-interest loans, Main Street programs, and the formation of Public Facilities District legislation.

The redevelopment project would be phased over a period of seven to ten years. We recommend that phasing take place as follows:

- **Years 1 & 2:** Funding, partnership creation, legislation
- **Year 3:** Architectural, engineering, permitting, entitlements
- **Year 4:** Redevelopment of Triangle Park into an event plaza
- **Year 5:** Development of the Special Events Center, hotel development
Years 5 & 6: Facade easements, improvements, revitalization of triangle shops and properties

Years 7 & 8: Streetscape improvements, parking garage

6. What type of “branding” and market effort will need to be developed so that Kemmerer becomes an increasingly visited tourist destination?

Kemmerer, in the early years of this program, should concentrate its branding efforts around Fossil Butte. In order to attract visitors, you must offer something they can’t get closer to home. That’s what will make Kemmerer worth a special trip and an extended stay. Fossil Butte is just that: something totally unique to the area.

If the community wants to become “Branson West,” this will take a number of years to accomplish. The development of the Event Center and amphitheater will provide the first two performing arts venues, and as additional venues are developed (privately), and name entertainers attracted to the area, the brand will begin to build. In the case of Branson, its branding effort took nearly 40 years to reach national prominence.

7. How long will it take to achieve a successful tourism program and development project?

The tourism development program will take approximately five years to implement, and this is if the city and county can solve funding issues and can fast-track the program. In order to be a destination community, it will require upgraded lodging facilities, fine dining, additional retail shops, and venues for trade shows and entertainment.

8. What other amenities and business mix can be attracted to the triangle area to make it a more successful destination?

Any sustainable tourism effort in Kemmerer will require substantially upgraded or new lodging facilities. Particularly so if the community is looking to cater to upper income travellers who frequent cultural arts facilities - such as performing arts venues. Group tour operators familiar with the area said the nearest accommodations they would put guests in is in Evanston. In several overnight visits to Kemmerer and in secret-shopping local lodging establishments, we found none that would cater to the type of visitor that would generate the most spending.

The entire benefit of tourism is getting visitors to come, spend money, then either go home or move on. Eighty-three percent of tourism spending comes from visitors with annual household incomes of at least $70,000 annually. Sometimes successful tourism isn’t about getting more visitors, it’s about getting the right visitors.

When it comes to lodging, 80% of all overnight stays occur in the top 20% of quality lodging. While Kemmerer and Diamondville lodging may be adequate for field and trade workers, or even hunters and fishermen, they do not have the quality that will entice cultural arts or tour operators to the community.

With only a 200-room inventory in the two communities, a 500 seat performing arts center, if hosting 400 people (or 200 couples) would fill every room in the area, and that’s if every room was available, which is seldom, if ever, the case.
9. What is the job creation potential for the downtown redevelopment effort?

The Special Events Center will create three new jobs (facilities manager, sales and marketing, and maintenance). Volunteers and city staff would fill in when setting up for shows and events. The triangle park redevelopment will also require one full-time position (maintenance) with seasonal part-time assistance. The real benefit of this program will come from the development of a new upscale hotel property (14 full time positions), retail and restaurant expansion (20 full and part-time workers), new construction-industry jobs, and spin-off jobs from an increasing population and new private investment.

Towns with successful tourism and downtown redevelopment projects have seen anywhere from 60 to more than 200 new jobs created. A majority of those new jobs and business opportunities are family-wage income opportunities.

In this report, we will present our detailed recommendations for the redevelopment of the Kemmerer triangle area and creation of a Special Events Center. Following those recommendations, we will present the findings and conclusions of our research to determine the feasibility of the “Branson West” project.
Strengths:
• A downtown core area with tremendous redevelopment potential
• Wyoming as one of the lowest taxed states in the U.S. - good for investment
• Steady population base and workforce
• Fossil Butte National Landmark
• Home of the original JC Penney store (although not a major draw)
• Communities passed the lodging tax to begin marketing efforts
• Triangle park could be redeveloped into an exceptional event plaza

Weaknesses:
• Remote from major population centers
• Curb appeal generally poor
• Lack of quality retail, dining, and lodging
• Slow population and employment growth in the area
• Short on major attractions outside of hunting, fishing and outdoor recreation
• Lack of tax base for funding major community improvements
• Poor retail mix in the core shopping area (triangle)
• Lack of critical mass (visitor-oriented retail, dining, and entertainment)

Opportunities:
• Downtown could become a showcase gem for retail, dining and entertainment
• Community eligible for a variety of low-cost loans, grants and other funding options
• Local interest in tourism marketing and development
• Land owned by the city is available for lodging, event center, etc.

Threats:
• Community buy-in will be important
• Lack of interest by private development concerns
• Lack of financial means with existing triangle area property owners for upgrades, enhancements, change in retail mix
• Parking issues will need to be addressed
At present, the City is conflicted between two public assembly capital projects; a special event conference center to be located near the golf course and a performing arts center targeted at attracting proposed bus tours and Branson-type theater developers. Both projects have their merit; however, they both require substantial subsidies. If the city is to undertake a capital project aimed at attracting outside interest from both tourists and investors, we recommend a single project: a combination, multi-use venue which accomplishes both goals. By constructing a Special Events Center which facilitates a broad spectrum of uses, subsidies are minimized, and it will provide the community with a flexible space to meet varied civic needs. A multi-use facility will also be easier to finance and will allow for more public funding options. We recommend a special events center that can accommodate small conferences, exhibitions, trade shows, meetings and banquets, and provide, with proper furnishings, fixtures and equipment, a performance space.

The event center would have, as its core, a 12,000 to 16,000 square foot, clear span, divisible space. This space could facilitate exhibitions such as fossil shows or “hook and bullet” (fishing and hunting) trade shows. The same space could be dressed up for civic banquets, receptions, or Wyoming State Association annual meetings. With proper sound treatments, lighting equipment, and staging risers with variable length legs, the space could be turned into a black box performance area. Service space, storage space, a kitchen, extra breakout rooms, and a grand lobby ring the core space.

The project should be located in the downtown core as it will help bring vitality to downtown and will add value for a future hotel developer. The site of the old Kemmerer Hotel is, without a doubt, the perfect space for such a venue. Acquisition of the adjacent bank property may be necessary to accommodate parking and additional retail. The following research must be done to further determine the size and configuration of the multiuse venue:

- The number and frequency of visits
- The total number of state associations in Wyoming
- The average number of members per association
- The frequency of association meetings
- The venues currently used for these meetings
- Proposed conference centers built or considered in Wyoming
- The potential recruitment of touring shows and acts
- The potential expansion needs of the Oyster Ridge Festival
- The usage needs of the entire community

The City should recognize that such a venue will require an operational subsidy, yet such a venue anchors downtown revitalization efforts, provides a potential venue for conferences, exhibits, events, and meetings, and it adds a quality of life amenity to draw prospective residents and businesses, lessening the risk of entrepreneurial efforts in the downtown core. The City should not build this venue solely on the hopes of becoming a Branson West. The venue should consider all potential usages and benefits and be sized accordingly.

Funding for this venue should come from the following sources:

- Allowed taxing authority (the City has several)
- Corporate donations (valid because of eminent growth)
- County sources
• State legislative programs and appropriations  
• Federal Block Grant money  
• Tax increment financing  
• New Market Tax Credits

The city also might look at forming a coalition with other jurisdictions which seek to build public assembly spaces and approach the State Legislature to pass by statute the authority for municipalities to form Public Facilities Districts. Under such a statute the state refunds a small portion of the collected sales tax of the municipality back to the jurisdiction to build defined public assembly spaces. The projects should be of significant size and require a match of local funding. The municipality can then borrow against this revenue stream to gather capital funding. We’ve included the actual Washington State legislation in the Supporting Documentation. Twenty-six projects in Washington have been or are being developed utilizing this funding mechanism.

Such a facility should be owned and managed by the city. When a facility such as this can be owned by an established institution, pieces of the operations can be rolled in to existing departments, thus lessening the overall subsidy.

Additionally, we recommend that the facility include 3,000 square feet of professional office space, providing a new home for the Kemmerer City Hall. This will provide a “tenant” and will keep the city from having two facilities, two phone systems, heating and utility bills, etc. The sale of the current city hall could be applied to the development cost of this facility.

Next steps would be:

• Commission a comprehensive feasibility study to determine size, program, function, design, site parameters, operating model, capital funding capabilities, and a five year marketing and operational budget.

• Form an alliance with other cities desiring any kind of public assembly space and make preliminary plans to approach the Wyoming State Legislature regarding the formation of Public facilities District legislation.

• Form a citizens steering committee comprised primarily of corporate executives to create a corporate fund-raising strategy and program.

• Identify public partnering agencies such as the County, School District, community college, and anyone else who may have significant interest in usage of the building.

The city, concomitantly with the planning of a multi-use venue, should seek funding to hire professional services to recruit a downtown host hotel to Kemmerer. The city presently owns four contiguous parcels on the triangle which would ideally accommodate such a project. The occupancy rates of Kemmerer are said to be 70% or higher (we have not verified this) year round with the promise of even more business occupancy as oil, gas and coal production increases.

This, combined with the potential conference business, should be enough to
entice a qualified hotel developer to the community. Other enticements may include:

- A favorable land lease rate by the City
- A concessionaire’s agreement for the special event center
- Zoning to allow housing above the hotel
- A housing tax abatement for the housing portion
- New Markets Tax Credit for the developer

A downtown, quality hotel is imperative to the success of the special events center. One should not be done without the other. All other tourism efforts will also depend on a quality hospitality property. The size of this hotel should be determined by the market research described above.

The City should embark on a detailed downtown redevelopment plan which considers especially the triangle area and several blocks either side. Such a detailed downtown plan will be needed to gather both corporate and public funding for the special multi use center as well as give assurance to potential hotel developers that their investments will be protected.

The Chamber of Commerce should be encouraged to expand the Oyster Ridge Music Festival to two times per year. The second offering could perhaps be added in October and held in funky buildings or existing small venues throughout town. The Cape Breton Celtic Colours Model should be studied carefully.

Cross marketing with the Fossil Fest should be done as we believe Kemmerer will find the demographic of the participants to be similar. This festival could take on a unique flavor if housed in mine buildings, churches, the Fossil County Museum and in other funky spaces unique to Kemmerer. It is important for Kemmerer to capitalize on its authenticity. Besides, authenticity costs much less than the alternative.
In developing or redeveloping any town, the first priority is to create a “showcase project:” something that will spur private investment, create an attractive environment, and attract both visitors and locals to the area. There’s no question that the “triangle area” is the heart of Kemmerer. This jewel could become a major destination spot for the region.

While the triangle itself is attractive, at this point it is simply a community park like thousands of others around the country. We have created a conceptual design of how the triangle could be redeveloped to make it a destination and activity center with a focus on music and the performing arts.

The next few pages showcase the concept plan. This is not meant to be a final design or recommended design by any means, but is to illustrate how the area could become a world-class facility.

These are purely conceptual. In actuality, the design might take on more of an old-west mining town appearance, or turn-of-the-century look using a lot of brick. The idea is to show how this area could be developed into an outstanding event and activity center.
On the following few pages you’ll see areas of this plan in much larger scale. Some items of note:

- Notice that where we’ve recommended placing the Special Events Center, we have continued a single structure across the entire block. If the bank were moved or even just redeveloped, we’d recommend additional street-level retail with an integrated multi-level parking garage built above and behind the retail area.

- We removed the two side streets in the triangle to create a pedestrian plaza area. This could even be done in a later phase, once public parking has been addressed.

- We added a center landscaped island along Pine Street, with gateways at each entrance to the triangle.

- In the city-owned space, we have noted “Future hotel.” Developing lodging in the triangle will enhance a pedestrian-friendly environment and bolster evening entertainment options. It’s also an easy walk to the Event Center.

- Naturally, the anchor project is the amphitheater and plaza area, which includes seating and park areas, water features, plaza areas for art shows and other events, etc.
Here you see the intersection where the JC Penney store is kitty-corner to the Event Center. This drawing showcases the intersection treatments and landscaped islands, which will slow traffic and unify the triangle. Notice also the “gateway,” a span structure that bridges the roadway when entering the triangle area.
This is an overview of the entire plaza area. Notice the paver crosswalk to the Event Center, enhanced streetscapes, and positioning of the amphitheater.
This view shows the plaza area in more detail. You can see the water feature behind the staging area of the amphitheater, gathering areas, and the park area next to the water feature.
The waterfall behind the stage area can be shut off during performances to reduce the noise, but creates an exceptional ambiance when running. In the winter the ponds would freeze over, making an excellent display for ice sculptures.
This view shows both the gateways along Pine Avenue. We’ve added trellises and facade treatments to many of the retail shops to show more dimension and interest, architecturally. The work that architect Dave Robinson prepared for facade improvements is excellent.
The circular plaza area (below) showcases one of several gathering areas with a central water feature. This could provide perfect venues for public art, historical displays, and vendors during the peak season.
Making Pine Avenue pedestrian friendly, and to slow traffic through this area, we incorporated major intersection treatments, landscaped medians, and corner treatments.
The large circular plaza area and smaller adjoining circles would be elevated to create interest. They would be ideal for art shows, street performers, farmers markets, and public art (shown) or historical displays.
The amphitheater would seat approximately 700 guests in the step-seating area, and another 250 in the floor area of the amphitheater. ADA access would also be addressed in the design. During the winter months the floor area of the amphitheater could be flooded to create an ice skating rink. Lighting could be placed in the floor area to light up the ice during evening hours.
The city has already done some preliminary design work on the proposed Civic Center. We recommend that the city consider hiring LMN Architects to work with your current architectural firm with regards to the Event Center. LMN Architects is the leading architectural firm in the U.S. specializing in public assembly space. There are subtle differences between exhibition halls, conference centers, civic centers, convention centers, and performing arts facilities.

The recommended Event Center for Kemmerer will require a fresh approach in order to develop a facility that will serve as a conference center, civic center, and exhibition hall. In order for space of this nature to be adequate for performing arts, roll away seating, special acoustical treatments, a ticket office, and other key issues must be addressed.

The building must also have the ability to be reconfigured into several “break-out rooms” for conferences and training sessions.

We have estimated the cost of the facility for Kemmerer to be in the $8 million range. The following pages showcase a few other facilities in similar size and cost range to what we recommend for Kemmerer.

The architectural style should be carefully considered so it fits with Kemmerer’s overall brand and the other building and facade improvements to take place in the triangle area.
Facility comparisons

Bank of America Performing Arts Center

LOCATION & YEAR OF COMPLETION
Wenatchee, Washington 2000

CLIENT
The Supporters of the Center

PROJECT SIZE
25,000 square feet, 500-seat theater

CONSTRUCTION COST
$5,500,000

ARCHITECT
LMN Architects

» comparable size & scale
» responsive to local character
» flexibility of space

Overlooking Wenatchee’s central public plaza, the Bank of America Performing Arts Center is a venue designed for drama, dance, and musical performances: the first of its kind for Wenatchee. Developed by a not-for-profit arts group, and built with state and private funding on city-owned property, the Bank of America Performing Arts Center is a model of public-private partnering in the development of performing arts centers. LMN’s design for the facility provides shared functional amenities, architectural elements, and costs with the adjacent Wenatchee Center, a regional conference and convention facility. For instance, the performance auditorium will be used for conference and convention lecture presentations. Wilfried Woods, co-chairman of the Supporters of the Center states, “The beauty of the concept is that conventioners will use the theater as well as the convention hall, and that will help with the economic up-keep.” The 2-story theater lobby creates an interlocking spatial connection to the adjacent landscaped exterior garden area, which will be used for smaller performance events, into the interior space. This effect is achieved through the use of separated shading structures in the glass walls of the lobby area. The auditorium was designed to be spacious, but intimate, through the use of a flexible balcony area.

LMN ARCHITECTS
The project was a study investigating the development of an arts and conference center executed via a public-private partnership. The proposed facility included meeting and ballroom space integrated with art gallery and studio space to provide a unique market-driven solution of an art-conference center. On-site structured parking was included to be shared and integrally connected to an adjacent 150-room hotel. The total complex was sited in the harborfront district of Olympia with water and mountain views from conference break-out terraces. Provisions for future expansion up to a doubling of conference center space was included in the master plan.
Facility comparisons

Newport Event & Exposition Center

- comparable size & scale
- responsive to local character
- flexibility of space

LOCATION & YEAR OF COMPLETION
Newport, Oregon 2006

CLIENT
City of Newport

CONSTRUCTION COST
$7,200,000

PROJECT SIZE
42,000 gross square feet

ARCHITECT
LMN Architects in association with WBGS

This project is sited on the waterfront marina of Newport, Oregon and captures views to the historic Old Town and the iconic Highway 101 bridge. A total of 20,000 s.f. of multi-purpose exhibition/banquet space is provided, supplemented by 4,000 s.f. of meeting rooms and all necessary support and back-of-house facilities. The projected utilization of the facility anticipates a balanced mix of community/regional festivals with convention/conference events. The architectural expression is one of openness to the water and vistas and the roof forms recall the breaking surf of the Pacific-Oregon coast. The project is configured to permit future expansion with only minimal impact to ongoing operations and utilization.
Facility comparisons

Salem Conference Center and Hotel

LOCATION & YEAR OF COMPLETION
Salem, Oregon 2004

CLIENT/DEVELOPER
ECO Northwest/City of Salem/VIP's Industries, Inc.

CONSTRUCTION COST
$20,000,000 - Phase 1: conference center and parking

PROJECT SIZE
60,000 gross s.f. - Phase 1: conference center only

ARCHITECT
LMN Architects

This project occupies an entire city block within the central business core of downtown Salem, the master plan of which includes a conference center with 12,000 s.f. of flexible meeting rooms and a 12,000 s.f. ballroom/exhibit area, a 200-room hotel and restaurant, and 300 stalls of underground shared parking. The project provides a pedestrian friendly environment, including a block-long indoor public gallery and incorporates significant sustainable design elements. This public/private project will help revitalize downtown Salem, and create a landmark for the community.
Typical uses of a multi-purpose Special Events Center:

Entertainment:
- Live music concerts
- Carnivals
- Dancing and recitals
- Wrestling, boxing and sports-oriented events
- Stage productions (plays)
- Improvisational groups
- Auto, snowmobile, motorcycle shows

Business and professional meetings:
- Job fairs
- Lectures
- Trade shows
- Speeches
- Garden shows
- Debates and political gatherings
- Job training
- Business seminars
- Craft shows
- Conferences

Exhibitions and trade shows:
- Wildlife and environmental expositions
- Art festivals
- Gun shows
- Fossil shows
- Agricultural shows
- Hook & Bullet Shows
- Collector shows
- Home shows and related
- Minerals and mining exhibitions

Social and community gatherings:
- Farmers Markets
- Banquets
- Recreational shows
- Weddings and receptions
- Art exhibitions, artists in action
- Reunions
- Cooking classes
- Church sponsored events
Next steps would be:

1. INITIAL DESIGN AND FUNDING
Commission a comprehensive Business Plan to determine size, program, function, design, site, operating model, capital funding capabilities, and a five year projected operating budget for the event center.

Approximate cost: $75,000. This includes a detailed financial analysis, operational plan, marketing/business plan, site analysis, parking analysis, income and revenue projections (financing plan), funding program, and initial architectural design concepts. This would also include parking facilities.

During this process, form alliances with other cities desiring any kind of public assembly space and approach State Legislators regarding the possible formation of a Public Facilities District, creating a revenue stream for the development of the Special Event Center.

Form a citizens steering committee comprised of Corporate Representatives to create a corporate fund raising strategy. Once a concept plan has been developed, this committee will have sales tools they can use to secure foundation funds, private donations, and endowments.

Identify public partner agencies such as the County, School District, Community College, and anyone else who may have significant interest in usage of the building. They may have sources that could help fund the center's development.

2. RECRUIT HOTEL DEVELOPMENT
The City, concomitantly with the planning of a multi-use venue, should issue a Request for Proposals for the development of a downtown host hotel. The City presently owns four contiguous parcels on the triangle which accommodate such a project. The occupancy rates of Kemmerer are somewhere around 90% year round with the promise of even more business occupancy as oil production increases. This combined with the potential conference business should be enough to entice a qualified developer. Other enticements may include:

- A favorable land lease rate by the City
- A concessionaire's agreement for the venue
- Zoning to allow housing on top of the hotel
- A housing tax abatement for the housing portion
- New Markets Tax Credit for the developer

A downtown, quality hotel is an imperative to the success of the multi-use venue. One should not be done without the other. All other tourism efforts will also depend on a quality hospitality property. The size of this hotel should be determined by the market research described above.

3. DOWNTOWN REDEVELOPMENT PLAN
The City should embark on a detailed downtown plan which considers especially the triangle area and several blocks either side. Such a detailed downtown plan will be needed to gather both corporate and public funding for the special multi use center as well as give assurance to potential hotel developers that their investments will be protected.
4. EXPAND FESTIVALS AND EVENTS

The Chamber of Commerce should be encouraged to expand the Oyster Ridge Music Festival to two times per year. The second offering could perhaps be added in October and held in funky buildings or existing small venues all over town. The Cape Breton Celtic Colours Model should be studied carefully. Cross marketing with the Fossil Fest should be done, as the demographic of the participants should be similar. This festival could take on a flavor all its own if housed in mine buildings, churches, the Fossil County Museum and in other funky spaces unique to Kemmerer. It is important for Kemmerer to capitalize on its authenticity, focusing on attributes it already possesses as a result of its history, location, and Fossil Butte.
In the scope of work, various questions were raised. The following section addresses each individually.

**Triangle redevelopment**

With redevelopment of the triangle area including the development of an assembly space (performing arts center, event center, or civic center), would the program entice investment to this area of Kemmerer?

Yes, provided several factors are met. First, there's the "Four Times Rule." Visitors will travel to a destination if there are activities that cater to them that will keep them busy, four times longer than it took them to get there. So, in order for Kemmerer to be worthy of a two-hour drive from Salt Lake, there would need to be eight hours worth of activities (eight hours equals an overnight stay) that cater to them. Currently there are not sufficient activities for Salt Lake visitors outside of hunting and outdoor recreation.

To attract day-visitors from I-80 (Evanston), a 45 minute drive, there will need to be approximately three hours worth of activities that would cater to visitors. Fossil Butte can almost single-handedly fill this bill. A stay of two hours will usually translate to additional spending in the form of meals and/or snacks.

Another consideration is the need for Kemmerer to develop and promote activities that visitors can't get closer to home. What do you have for Salt Lake residents that they can't already get closer to home? Why should they drive to Kemmerer if they can have the same or similar experiences and activities closer to home? There are a number of performing arts venues in Salt Lake. The one thing that Kemmerer has that is totally unique is Fossil Butte. The community's brand should surround Fossil Butte.

So, if Fossil Butte is the primary lure to Kemmerer, visitors will still want diversionary activities. Those would include shopping, dining, sightseeing, golf, attendance at events, evening entertainment, the performing arts, etc.

Even in Branson, the average visitor spends less than five hours a day attending shows, yet visitors are active for an average 14 hours a day. Branson's secondary activities are numerous and include water-based activities, an abundance of outdoor recreation, shopping, dining, etc. While the primary lure (what sets them apart from everyone else) revolves around music theater, the diversionary activities are critical to their success.

In the case of Kemmerer, some of those diversions will need to be developed. The starting point is with the redevelopment of the triangle park into an event plaza, followed by retail development, development of the Event Center and a boutique/upscale hotel property in the triangle area (perhaps in the city-owned space currently cleared and vacant).

If investors see the redevelopment of the triangle taking place, facade improvement programs taking place, a redevelopment of retail/dining mix, and a commitment to build a Special Events Center, they will likely jump at the chance to invest in Kemmerer.

**Tour operator ticket pre-sales**

If a performing arts center were built, could a sufficient volume of musical show tickets be pre-sold to tour operators to justify the cost of the center?
No. The “Branson West proposed plan” calls for ten buses a day with an average of 45 customers on each bus, 150 days a year, and 100% of them attending the show in Kemmerer at an average ticket cost of $26.83 (the wholesale cost or revenue stream to the facility). While this would generate gross sales of $1.73 million a year and would cover debt service, operational costs, and the cost of goods sold (the cost of entertainers, etc.), the primary problem lies with the number of tour busses.

There are only eleven tour operators in the Salt Lake Valley and none of them would consider hosting a tour to Kemmerer even with a performing arts center. Their focus is on the national parks, and Kemmerer is too far out of the way and is not along one of the more scenic highways. There aren’t that many buses operating in the entire region.

We could find no basis for the assumption that even one bus would come every day for 150 days, let alone ten busses, seven days a week, with a full load of 45 passengers, for five straight months. None of the tour companies we spoke with would operate in the area during the winter months because of weather and road conditions, and none would operate or reroute tours to make Kemmerer a stop.

To develop a publicly-owned performing arts venue would be feasible with no risk to the taxpayers if the proponents would guarantee the facility at least 50% of the seat sales (215 seats) per night, over 150 nights. This would provide an annual guarantee of $865,267, which would cover debt service and operational costs (but not show costs which would be the responsibility of the show promoter). If the city were to develop a performing arts venue as in the “Branson West proposal,” the city should require the show promoter to post a bond for that guarantee. Additionally, the firm would need to make that guarantee for the life of the loan for the facility’s development - possibly twenty years.

In a comparison with Branson, one of the top three group tour locations in the country, less than five percent of their total visitors come via motorcoach. Eighty-six percent arrive via private automobile. Others arrive via rental cars (the Springfield airport with 66 flights daily is just 35 miles away).

**Private investment**

Will private developers commit to build new hotels/motels, restaurants, and retail shops based on the tour bus business?

No. The tour bus business is the fastest declining element in the tourism industry, yet tourism is the fastest growing industry in all 50 states. No responsible developer would put all his or her eggs in a single basket - particularly revolving around the volatile group bus tour market.

Would they invest in a total redevelopment of downtown Kemmerer, with an anchor tenant such as a performing arts center or special events center and a revitalized retail plaza area? Yes, as long as there are sufficient activities and attractions to make Kemmerer worthy of an overnight stay.

**Hotel occupancy**

Would a redeveloped Kemmerer hotel with 18 rooms achieve a minimum occupancy of 50% at $75 per night?
First of all, the break even point for new hotels is generally a 60% annual occupancy. Secondly, it takes approximately 48 rooms to have sufficient revenues to warrant hotel amenities such as a pool, fitness center, breakfast area, nice lobby, meeting space, and a 24-hour front desk.

However, a boutique hotel developed in the triangle area, with approximately 24 rooms, could be feasible if, instead of amenities, it developed first-class rooms along the lines of a B&B property. With a revitalized triangle area, amphitheater, and a special event center, this should be a top priority, and one that should be relatively easy to secure. A quality hotel in Kemmerer should be able to fetch $75 dollars a night average daily rate (ADR).

**Job creation**
What is the job creation potential for this tourism development project?

The Special Event Center would require a two-person operational staff, with some periodic assistance from volunteers or temporary laborers, and a full-time marketing person. These would be three new jobs.

A hotel project (24 to 48 rooms) would create approximately a dozen full-time jobs including hotel general manager, assistant manager, front desk manager, maintenance supervisor, housekeeping staff, hotel engineer. Many of these positions are well paid, and others may be seasonal or part time jobs for second-income opportunities.

In addition, with the development of the Event Center, a hotel, and the Triangle area, additional investment will follow. There will be a need for additional retail and restaurants surrounding the Triangle, resulting in the creation of additional jobs and entrepreneurial opportunities.

A vibrant tourism industry not only creates new and additional jobs, but also helps existing businesses become more self sustaining and successful. Job retention is just as important as job creation.

**Funding**
If the project is feasible, how will the city/county fund the plan's implementation?

Redevelopment of the triangle park to an event plaza including closing side streets to create a pedestrian-only plaza, would be approximately $5.5 million. This includes moving the existing chamber of commerce building, redeveloping utilities, the development of plaza areas, water features, garden and picnic areas, etc. as shown on the concept plans included herein.

Facade easement improvements would cost in the neighborhood of $2 million spread over five years.

The development of a first-class Special Event Center will cost approximately $8 million, including soft costs (architectural, engineering, planning, etc.)

The entire redevelopment cost including gateways and streetscapes, etc. should be budgeted at approximately $18 million. Over a seven-year build-out, the project would require approximately $3 million in annual funding.
Projects of this nature will typically be funded from a variety of sources. A very successful program in Washington State was the development of Public Facilities District legislation, which allowed a portion of the sales tax generated to be rebated back to the community for public facilities projects. There are several communities in Wyoming that could take advantage of this type of funding program. We’ve included the actual legislation in the Supporting Documentation of this plan.

Public Facilities District formation:
This would require new state legislation authorizing the creation of Public Facilities Districts, which are municipal corporations with independent taxing authority. A Public Facilities District is authorized to acquire, construct, own, remodel, maintain, equip, reequip, repair, and operate regional centers, convention facilities, sports facilities, or entertainment facilities, together with contiguous parking facilities.

The PFD may enter into agreements for the provision and operation of such facilities, and may enter into contracts for the operation or management of its public facilities. A PFD may impose charges and fees for the use of its facilities, and may accept and expend or use gifts, grants, and donations.

The PFD would be governed by a board of directors consisting of five members, including two members appointed by the county legislative authority, two members appointed by the city council of the largest city in the county, and one person who is selected by the other directors.

The governing body may impose a sales and use tax at the rate of .033 percent of the selling price in the case of a sales tax or value of the article used in the case of a use tax for the purpose of funding the planning and construction of the public facility. This tax would be deducted from the amount of tax otherwise required to be collected or paid to the department of revenue. The tax would expire when the bonds issued for the construction of the regional center and related parking facilities are retired. The funds collected must be matched with an amount from other public or private sources equal to thirty-three percent of the amount collected. Public or private sources includes cash or in-kind contributions used in all phases of the development or improvement of the regional center, land that is donated and used for the siting of the regional center, cash or in-kind contributions from public or private foundations, or amounts attributed to private sector partners.

Based on retail sales in Lincoln County in 2004 of $345,128,140, a tax of .033% would yield $113,892 annually.

**Specific Purpose Option Sales and Use Tax**
Lincoln County has the option, with voter approval, of levying an additional 1% Excise Tax on Retail Sales for the Specific Purpose Option Sales and Use Tax. Based on the 1997 retail sales amount of $86,434,000, this tax would generate an additional $864,340 annually.

The following are a few organizations that fund arts and cultural projects:
Foundations that fund arts and culture:
- Alaska Airlines Corporate Giving Program
- Attachmate Corporation Contributions Program
- Bobo Foundation
Foundations that fund performing arts:
- Allen Foundation for the Arts
- Norman Archibald Charitable Foundation
- The Baker Foundation
There are books available of foundation and grant sources. These should be purchased and a database of possible donors developed.

The National Development Council also has a contract with the state for public/private development projects, which would be applicable since it involves not only the amphitheater and event center projects, but also includes hotel development, retail development, etc. The NDC offers a number of unique financing opportunities including Tax Increment Financing, New Market Tax Credits, HUD Section 108 programs, etc. Other funding sources might be the Community Development Block Grant Program, the Office of Archaeology & Historic Preservation, and the Economic Development Administration of the U.S. Dept. of Commerce.

The facade improvement program could be funded through Main Street Program dollars, other grant sources, with some local matching funds - often in-kind services.

**Donations**
The “Branson West proposal” indicated that local and national corporate donation participation is anticipated and should be confirmed as part of this study.

We could find no private or corporate donors ready to participate in this project or any project in Kemmerer. Program proponents refused to divulge any names or sources, even when offered a confidentiality agreement, which would allow us to verify the information without revealing the sources. Every dollar donated or gifted to the project (or projects) makes them more feasible. The cost of a special event center is half that of a performing arts center on a square foot basis. But if large gifts or endowments can be secured, the project could easily be expanded to include a nicer, or larger facility. We still recommend an Event Center over a performing arts center because it will provide the community with more flexible space, meeting a variety of the needs and wants of the community.

**Private investment**
The “Branson West proposal” indicated that private investor interests who invest in tourism-related projects are expected to locate facilities in Kemmerer and this should be confirmed as part of this plan.

Once again, the proponents of the tour operator-driven program refused to divulge any information for verification even when we offered to maintain strict confidentiality, and only needed contact information for verification purposes. It is impossible to include investments as part of the feasibility of a project when there is no way to confirm them. Hypothetical investors with no dollar amounts or contact information are still only hypothetical. Given the lack of information we are forced to discount any third-party funding sources. These large investors apparently do not want anyone to know they have an interest in Kemmerer. Investment cannot be included unless it is confirmed.

**Other attractions**
There are multiple tourist attractions in Lincoln County’s geographical boundar-
ies including Fossil Butte, Intermittent Springs near Afton, Pine Creek Ski Area, the Backway Trail System, Lake Viva Naughton, several great fishing rivers, excellent hunting, and snowmobile trails. How do those play into the success of this program?

Most visitors who stay in a “hub” location, then do day trips from the hub, will generally stay within a 45-mile drive of the activities. Because the major market area is the Salt Lake Valley, the primary lure will be the attractions that they can’t get closer to home. There are nearly a dozen world-class ski areas in the Salt Lake region, and in Jackson Hole and Big Sky, Montana. In those same areas there is world-class fishing, trail systems, lakes, etc. The Fossil Butte National Monument is the one attraction that is close enough and unique enough to make Kemmerer the destination. The other attractions are likely to be secondary or diversionary attractions to the primary lure.

If you were a visitor looking to visit any of these attractions, would you stay in Kemmerer, Park City, Evanston, or Afton? This is where quality lodging, evening entertainment, shopping, and quality dining play a major role in the decision making process. Tour operators like Afton for a number of reasons including location, scenic value, mix of diversionary activities, lodging, etc.

**Tours and hotel occupancy**

The focus of this study for the “Branson West project” is the tour bus industry. Ten tour buses per night, for 206 nights a year, with an average passenger count of 42, plus ten drivers and ten tour guides will bring in 440 overnight visitors, 206 days a year. Tour operators state that 70% of passengers book double-occupancy rooms, requiring a room inventory of 286 rooms per night.

There are currently approximately 200 total rooms in the Kemmerer/Diamondville area. Few, if any, of these will qualify as adequate for most tour operators. However, if ALL were adequate, and if the existing inventory averages 40% occupancy during the peak season, only 120 rooms would be available, requiring an additional 166 rooms. While this would create a demand for an additional 166 rooms, even with 206 nights at 100% occupancy, this averages out to only 56% annual occupancy, less than break-even (usually 60% occupancy).

However, given a guarantee of 56% occupancy, hoteliers would probably jump at the chance since it's extremely likely that they could pull customers from existing lower-quality properties. Visitors will pay more to stay in higher quality properties.

**“Branson West” Performing Arts Center use projections**

Projections for assumed meetings, conventions, and entertainment.

Projections include 206 days of concert use, 680 meetings paying a rental fee of $500 a day, 261 other meetings paying $150 per room rental.

There is not a single performing arts center, convention center, conference center, or special event center that runs at 100%+ occupancy on a year round basis in the United States that we've been able to find. The projections of 1,147 uses per year would be the envy of just about every public assembly space in the U.S. if not the world. The lion's share of public assembly spaces accommodates less than 100 events a year - and those are successful facilities.
We could find no research that would support the possibility of 941 events/meetings a year, each paying between $150 and $500 a day to rent the space. This would include two to three meetings each day, 365 days a year. While it is possible to host multiple gatherings during a single day, there are not enough associations, corporate clients, or consumer groups in the greater market area that would make Kemmerer the “home” to support the high number of meetings projected.

Wyoming is home to between 73 and 99 associations, and many of them will not hold meetings at a venue that charges between $150 and $500. It’s important to remember that in many cases the room-rental charges are reduced or eliminated altogether in order to entice groups to town. Meeting spaces (conference and convention centers) are economic development tools. They are there to fill hotel rooms and generate visitor spending. This is why none are profitable. You cannot expect every use of the Kemmerer Event Center to pay a full-rate for use of the facility and expect to host hundreds of meetings each year.

“Branson West” - Tour Operators and Music Theater
The idea behind the tour operators and music theater has been to create a “Branson West” in Kemmerer. Does this have merit?

Every successful tourism development effort starts with a dream. Becoming the “live music capital” of the west has merit. Many rural towns have successfully diversified their primary areas by adding tourism to the mix. However, in every successful case, private industry working with the public sector was necessary to achieve success. Tourism is a private-sector industry. The benefit of tourism revolves around getting visitors to spend money in the community. They spend that money in businesses. While Fossil Butte is a terrific lure to the area, the real benefit comes when those visitors come into town, visit local shops, and purchase fuel, dining, and other goods.

In the case of Branson, the private sector led the effort. All theaters are privately owned. What made Branson the success it is has nothing to do with actual performing arts centers or theaters. It has to do with star-power. The primary draw to Branson revolves around the fact that Andy Williams, Boxcar Willie, The Osmonds, Jim Stafford, Mickey Gilley, the Oak Ridge Boys, Ray Stevens, George Jones, Yakov Smirnoff and others are there. They are the lure to Branson. Once there, visitors frequent a number of other lesser-known shows and entertainers, but it’s the star power that is the lure.

Another important fact is that these stars are not just doing one or two performances. The Oak Ridge Boys, for example, are performing in Branson 35 times this year and Andy Williams is hosting 116 performances in 2005.

Branson’s entertainment efforts began in the 1950s and didn’t go “big time” until the late 80s when the star power came to town and the community started to get national attention. It is unrealistic to build a publicly-owned theater or performing arts center and instantly find ten buses a day making Kemmerer the new “must see” destination - unless of course, you can attract Neil Diamond, The Eagles, and other major stars to Kemmerer.

The proposed budgets for the Kemmerer facility shows the cost of entertainment at $1,000 per day. After the cost of sound and lights, travel, lodging, rider agreement requirements, show insurance, booking agent fees, management,
etc., whatever's left would be divided among the star performer and his or her band mates. With budgets at this level, Kemmerer will not be able to attract the type of talent that will get visitors to drive two hours for a show and an overnight stay.

The more you have to offer, the further people will come and the longer they will stay. The more theaters and shows Branson adds, the more successful the town becomes. Branson, with a population of just 6,050 residents, hosts 7.5 million visitors a year. It took nearly 30 years to achieve this level of tourism. Branson has some other advantages as well. It was already a popular tourist destination before the first theater was developed due to its recreational activities, a hurdle Kemmerer has yet to overcome. Secondly, Branson has a plethora of secondary or diversionary activities, an abundance of dining, shopping, first-class RV parks, timeshare resorts, and hotels.

Some other things about Branson that should be noted are:

- It is 35 miles to the Springfield International Airport, with 66 daily flights.
- Branson is centrally located and within a day's drive of one-third of the nation's total population
- Branson has a nine month season from mid-March through December, something Kemmerer can't do due to weather and road conditions.

There is absolutely nothing wrong with developing a Branson West in Kemmerer as long as the community realizes that it will require private investment over public investment, it will require years of product development efforts, and it will require the enticement of star-power to make Kemmerer worth a special trip. The Salt Lake market already has a number of performing arts venues, so whatever Kemmerer does, will need to be worth the drive or a tour bus trip.

Branson, today with 47 theaters, hosts 7.5 million annual visitors, is home to 408 restaurants, three outlet malls and more than 100 retailers in its downtown core area, and has 201 lodging facilities with nearly 18,000 rooms.

Kemmerer, to be successful, wouldn't have to have near these numbers of dining, shops, theaters, and hotel rooms. But the community would need to grow substantially in order to be worthy of an extended trip. Branson is a day's drive for a third of the nation's population, whereas Kemmerer is a day's drive to just over four percent of the nation's population.

Would you travel to Disneyland from Kemmerer if the only attraction there was the Matterhorn? Probably not. As stated before, the more you have to offer, the further people will travel to visit you and the longer they will stay. The more rural you are to the population centers, the more important this fact is. If the community is ready for some growth, and would like to start the effort of becoming a Branson West, it can be done with some patience, some star power, and tremendous private investment. The tax base in Branson stands at $363 million.

“Branson West project” - Revenues and expense projections

Are the revenue and expense figures realistic?

No. The revenue assumptions show $1.75 million in annual ticket sales, $379,000 in annual meeting room rentals, $589,000 in cafe sales, and another
$1.75 million in concession sales (souvenirs, etc.) for total annual sales of $4.47 million annually.

These figures would be the envy of every performing arts center in the world. Unfortunately, there is not one publicly-owned center in the U.S. that makes a profit. And there are none, that we were able to find, even in Branson, that are booked 365 days a year.

In a review of the proposed expenses, the cost of the “management/Marketing Group” at $823,000 annually (not including actual marketing costs,) as opposed to the entertainment budget of $150,000 for the year, was inexplicable and out of line with other performing arts centers.

The net pre-tax income is shown at $1.5 million annually. These figures are simply unrealistic - even after the center is well established. This net income figure also does not include facility debt service or depreciation.

As an example of other centers’ budgets, in a Feasibility Study prepared for the East County Colorado Performing Arts Center by Webb Management Services Inc., a performing arts center of 56,465 feet was proposed, with 800 seats in the primary theater. The facility would also house a smaller studio theater and a gallery. It was estimated that by the second year of operation, the facility could expect to hold 165 performances in the large theater, and 203 performances in the studio theater. More than one performance would be held per day. A total of 122,273 theater-customers would be expected over the entire year. This facility would be operational twelve months of the year.

They would expect to generate $753,980 total annually, including memberships, arts programs, ticket sales, and concessions. Expenses are projected at $1,408,673 annually, for a net loss of $654,693. The concession revenue is estimated at $57,927 for the year.

In contrast, the Branson West proposal, with a smaller facility, shows total annual revenues of $4,468,000, including $1,751,000 in concession sales. (The proforma’s concert concessions total sales figure is incorrectly added - it shows $589,625, but adding the seasonal and off seasonal amounts gives a total of $1,751,000.) Total expenses are shown at $2,952,850, with a net income of $1,517,925.

The following illustrates comparative examples of revenues and expenses of various convention or performing arts centers from around the country:

Proposed Southwest Washington Performing Arts Center

This facility would include a 1,500 seat multi-form performing arts center, a 500-700 seat music hall, a 250 seat flexible studio theater, space for exhibiting visual art, and support, rehearsal and classroom spaces. Gross square feet would be 114,400, at an estimated cost of between $40,040,000 and $51,480,000. These figures would be for its second year of operations.

**Estimated Budget**

<table>
<thead>
<tr>
<th>Earned Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Rental</td>
<td>$227,600</td>
</tr>
<tr>
<td>Main Hall</td>
<td></td>
</tr>
<tr>
<td>Theater</td>
<td>52,800</td>
</tr>
</tbody>
</table>

| Issues and questions answered (continued) |
Studio Theater ............................................... 25,800
Non-performance spaces ...................................... 16,600
Costs recovered ............................................199,200

Earned revenue .............................................. $522,000

Other Operating Revenue
  Net Food/Beverage ........................................ $ 73,400
  Box Office Fees ........................................... 65,600
  Facility Surcharge .......................................332,300

Other operating revenue .................................. $471,300

Total Operating Revenues ................................ $993,300

Expenses
  Administration/overhead ..................................$317,300
  Marketing (payroll included
    In administration) ..................................... 30,000
  Box office ..................................................114,800
  Production & house services ......................... 354,200
  Plant operations .........................................829,400
  Contingency .................................................164,600

Total Operating Expenses ................................ $1,810,300

Net Loss (Subsidy) ......................................... ($817,000)

Examples of convention center operating budgets:

**New Mexico**

39,000 square foot facility
Revenues: ..................................................... $94,570
Expenses: ...................................................... $157,189
Subsidy: ...................................................... ($62,619)

**New Mexico**

28,000 square foot facility
Revenues: ..................................................... $156,738
Expenses: ...................................................... $690,288
Subsidy: ...................................................... ($533,550)

**Texas**

122,000 square foot facility
Revenues: ..................................................... $629,114
Expenses: ...................................................... $1,280,708
Subsidy: ...................................................... ($651,594)
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The tour market

Our research of tour operators included several different phases. First, we developed a survey, and contacted 150 tour operators, followed up by e-mail and telephone, and compiled the responses. Next, we continued the tour operator research by contacting another two dozen operators, and speaking with them over the telephone. In addition, we researched trends and data in the group tour industry from resources including the American Bus Association, CrossSphere/National Tour Association, industry newsletters, the 2001 Motorcoach Industry Survey, Travel Industry Association of America, International Association of Convention & Visitors Bureaus (IACVB), data from Yellowstone National Park and Grand Teton National Park. We reviewed demographics of group tour customers, as well as demographics of the region surrounding both Kemmerer and Branson, Missouri for comparative analysis.

There are approximately 1,200 tour operators in the USA. It is the fastest declining part of the tourism industry. These include individualized tour companies and motor coach operators. The majority of these operators are members of CrossSphere (National Tour Assoc.-NTA-approximately 525) and/or the American Bus Assoc (ABA- approximately 940.) There is some duplication of memberships, as many of these tour and motor coach operators are members of both organizations. An additional number (approximately 50) are members of the International Motor Coach Group (IMG).

Approximately 95% of these companies operate bus tours utilizing one or more buses. Most of the buses used today for the type of tours Kemmerer could potentially receive accommodate 47 to 55 passengers.

In the region surrounding Kemmerer (within a 500 mile radius), approximately 160 tour operators provide tours within the greater region. This geographic area includes the states of Colorado, Idaho, Montana, Utah and Wyoming. The majority of the tours generated to this region (approximately 85%) are visiting and touring Colorado.

Most tours to this region are originating out of Colorado, Utah, Montana, and Idaho.

There are a limited number of tour operators, fewer than ten, who provide tours to the region from British Columbia and Alberta Canada. The number of tour operators in this region is as follows:

- Colorado: 8
- Idaho: 2
- Montana: 7
- Utah: 4
- Wyoming 2

In addition, there are four tour operators from as far outside the region as Georgia and Florida that operate tours to Wyoming. The primary destination of the vast majority of group tours to Wyoming are the National Parks.

A major gateway city within two or three hours of the destination is essential for tours. Gateway cities for Kemmerer are very limited, with the closest possible cities probably being Cheyenne, Boise, Salt Lake City, or Billings. Most of these gateways may actually be considered too far, with the exception of Salt Lake.

In order for small towns to capture any kind of tour operator market consistently there must be a “catch.” In the U.S. today small cities that capture this market...
are very limited. For instance, Branson, Missouri and Pigeon Forge, Tennessee are two of the rare exceptions. A brief case study on Branson Missouri is presented with these findings.

These two markets are somewhat similar as they are home to theme parks and big-name entertainment. Other cities such as the smaller towns along Route 66 do also capture some of this market, but this is due to their location along the Route. Most of the stops in these small cities are not overnight stays, but simply for shopping or a meal. Route 66 runs primarily from St. Louis to Albuquerque.

**Economic Impact of Bus Tours**

- Average number of day passengers per bus ranged from 39.1 to 45.7.
- Average number of overnights ranged from 38.1 to 45.4.
- Of gross dollars spent on tours, approximately 43.7% to 63.9% remain in the destination's economy.
- The economic impact of day-trip buses to a rural/ethnic destination – a rural setting, with outlet shopping, local food, cultural heritage: $2,415 per bus.
- The economic impact of one-night bus tours to rural/ethnic destination: $5,094 per bus.

- If a tour bus were to stop in Kemmerer for a day-trip once a week from May through September (20 weeks), total economic impact for the year would be $48,300 in visitor spending. If one bus a week spent the night in Kemmerer, the direct economic impact would total $101,880. Of course, two buses a week would double that figure. The tour market creates a significant positive impact, particularly in rural areas.

- The three top places group travelers want to go (in order):
  - New York City
  - Washington, D.C.
  - Branson, Missouri

- The most popular activities for group travelers include theater, historical, and cultural activities, casino gaming, shopping, and festivals.

- According to “BusRide,” a motorcoach industry magazine, Greyhound continues to cut its service, restructuring their routes, and is closing stops in 68 cities over nine states from the Mississippi River to California. Of these 68 stops, 43% have had no recent outbound sales. This is the second phase of their route structuring program; last August Greyhound shut down 260 stops in a 13-state area between Chicago and Seattle. Greyhound says the changes are necessary to allow the company to cut costs. This is a further indication of the motorcoach industry's declining sales in a changing market.

- 2001 Motorcoach Industry Survey reports that the most pressing issue facing motorcoach companies became “increasing fuel, insurance, and equipment costs versus flat/declining revenue,” edging out the previous most pressing issue of “finding and retaining drivers.” This indicates the decline in the motorcoach industry, with flat or declining revenues.
Bus Tour Operator Survey and Interview Responses
From the original survey sent to 150 bus tour operators, we received eleven detailed responses, summarized below:

• In order to add a city to a bus tour, the city would need to:
  1) Have outstanding and unique attractions – a theater is not enough, even with name recognition performers
  2) Have quality lodging and restaurants
  3) Be close to the primary highway – Kemmerer is not close enough, according to regional tour operators familiar with the area
  4) The town must fit into the larger itinerary. Kemmerer is not “on the way” to either Yellowstone or Grand Teton National Parks, Devils Tower, Park City, and other popular Wyoming or Utah destinations
  5) Be a key destination that domestic and foreign visitors have heard of (it must have name recognition) and want to experience – a once in a lifetime, unique destination. Tour operators say the home and original JC Penney store are not a powerful enough draw considering the distance from primary routes.
  6) The route to the destination must be extraordinarily scenic - a primary draw to the region of the country

• Note: Of the 150 “active” tour operators we surveyed, 32 had gone out of business, validating the state of the industry.

• The majority of bus tours operate only seasonally: summer only, or May through October.

• Stops are determined by the distance to the destination. Most tours try to have two nights at a major destination, to provide ample time for sightseeing and shopping. En route to a major attraction, stops are for only one night.

• The biggest draw for bus tours in the West are the National Parks.

• The tour industry has been doing very poorly over the past few years; travelers want increasingly more independence. There are already many major popular destinations for tours; it would take a major or very well known attraction, plus many amenities and activities, to entice bus tours into adding a new destination.

• When asked if the tour company would consider Kemmerer if the city had a major attraction, two said definitely no, and they would be surprised if any other major tour operator would either; two said yes; four said possibly, IF there was name recognition and demand from customers, and IF the attraction was unique and outstanding, and IF Kemmerer was on the route to another destination. Three declined to give an answer.

After the survey, we continued the research by speaking with approximately two dozen tour operators by phone. The consensus shown from these telephone conversations is as follows:

• It would be very difficult to operate a tour to Kemmerer for just one artist or one show in a performing arts center. Remember, every passenger on the way to Yellowstone or Jackson Hole, will not want to see the Oak Ridge Boys. If not, there must be significant other
attractions or activities to keep those not interested in the show occupied.

- There is not demand from a tour operator's client base for such an individual entertainment attraction. It takes a variety of choices.

- When tour operators do convince their clients and groups to add show stops to their itineraries, it is usually because it is a part of a much bigger tour itinerary.

- If a destination is not easily accessible or part of a route along a planned itinerary, it is not feasible to "go off the beaten path" to visit one attraction.

- Usually distance to destinations determines how an itinerary is developed.

- A "saleable" destination must be a destination that visitors have heard about – one that is famous.

- Most tours today consist of 3 to 5-day itineraries, although there are some that last as long as 10 days.

- A destination must have hotels and restaurants that are "group friendly."

- In recent years the tour industry has not performed as well as it did in the 80's and 90's. Because of this, operators are looking to lure more younger people and more youthful seniors onto motor coach tours.

- Operators are working more with destinations to develop creative packages to attract these groups.

- The senior market today is getting closer to age 60 now because of boomers entering the market. This market is becoming more soft-adventurous, and they prefer "sight-doing" instead of "sight-seeing."

There are a couple other factors to consider:

1. There are a number of bus companies that will lease or rent buses to local tour operators. For instance, the proponents of the Branson West branding effort could themselves lease buses and market tours to Kemmerer, becoming actual tour operators.

In speaking with other tour operators, they all said they did not think the Salt Lake market is large enough to support 1,500 bus tours to Kemmerer every year for a single facility with few supporting attractions and amenities and using little known entertainers.

This might be the most viable option, creating single destination tours to Kemmerer. However, most tour operator marketing staff did not think that a sole-destination tour operator could be successful, particularly at ten buses per day over a 150 day season.
2. Fossil Butte, on the other hand, does bring in specialized tours, particularly with educational and foreign visitors. These tour operators are typically making Kemmerer's Fossil Butte part of a larger itinerary. Where Kemmerer can be successful, is in marketing Fossil Butte as a primary lure, then promoting live entertainment in the Amphitheater and Event Center, new lodging, and upscale shopping in a revitalized downtown.

This scenario was greeted positively by all tour operators we spoke with. But even as enticing as this is, they thought 1,500 buses per season was still far more than the total number of tours through the area every year.

**Summary**

Kemmerer has tremendous potential of becoming a popular destination for visitors, but it cannot simply rely on the tour market for success. Redeveloping the triangle area shops, recruiting new retailers or working with existing retailers and dining establishments to upgrade visitor offerings, redevelopment of the triangle park into an event plaza and amphitheater, development of new upscale accommodations (that fit the old west ambiance of the area) and the development of a Special Event center will attract far more independent travelers than tour operators.

No community looking to become a travel destination should put all of its eggs in a single basket, particularly when that basket is shrinking in a changing economy.

In the case of Branson, less than five percent of all visitors to the community travel via tour bus. Eighty six percent travel by private auto, and others travel by rental car with the Springfield airport just 35 miles away. In the case of Branson, the tour market is still substantial. Five percent of 7.5 million visitors is 375,000 annual visitors over a 9.5 months season, or 39,475 visitors a month traveling via motorcoach. This is certainly nothing to be sneezed at, but should not be the focus of the entire effort.

The results of our research show that there is limited ability for Kemmerer to attract bus tours at this time, even with a performing arts center or live theater. Kemmerer is not on a main route, already traveled by tours; the addition of a theater, even with name entertainment, would not be enough of a draw; Kemmerer does not have the additional amenities necessary to attract tours; the route to Kemmerer is not extraordinarily scenic; and the industry is currently in a state of decline.

The future role of the motorcoach industry in Kemmerer will be after Kemmerer has become a destination that can compete with other major attractions. Visitors may fly to Salt Lake City, and from there hop on a coach to Kemmerer. One of Kemmerer's attractions is its intimate and pedestrian-friendly atmosphere for visitors who do not have vehicles with them.
• There are now only 1,200 tour operators in the U.S. This includes individual tour operators, small-van operators, and motorcoach operators.

• 95% of the tour operators operate more than on passenger vehicle (bus)

• Most tour operators rent or lease vehicles

• There are approximately 160 tour operators in the region (Colorado, Idaho, Montana, Utah and Wyoming)
  - 85% tour Colorado
  - 20 operate in the immediate western Wyoming region
  - Four operators from outside the region include Wyoming as part of itineraries

• Nearly 100% of all tour operators visit national parks

• We could not find a single tour operator in the U.S. that goes to a single-venue community as a destination point.

**The Best and the Rest**
Destinations Magazine 2004 Annual Survey

The results are in: Perennial favorites New York City; Washington, D.C.; and Branson, Mo., take top honors as favorite U.S. group destinations, according to Destinations’ 2004 Best and the Rest survey. That’s not only good news for those destinations; it’s good news for the travel and tourism industry to see New York and the Nation’s Capital rebounding to pre-2001 popularity. Good news, too, for Niagara Falls and Toronto, Ontario. They came in first and second, respectively, as the top Canadian destinations for groups, with Montreal, Quebec, a strong third. Interestingly, these Canadian winners also place in the same order for best value for money spent. The survey, conducted every year at ABA’s Marketplace, polls motorcoach and group tour operators about their favorites in a number of categories.

**U.S. Destination With the Most to Offer Groups**
1: New York, N.Y.
2: Washington, D.C.
3: Branson, Mo.

**Canadian Destination With the Most to Offer Groups**
1: Niagara Falls, Ontario
2: Toronto, Ontario
3: Montreal, Quebec

**U.S. City With the Best Value for Money Spent**
1: Branson, Mo.
2: Washington, D.C.
3: Myrtle Beach, S.C.

**Canadian City With the Best Value for Money Spent**
1: Niagara Falls, Ontario
2: Toronto, Ontario
3: Montreal, Quebec
Top New Cities Added to 2003 Group Tours
1: Charlevoix, Quebec
2: San Antonio, Texas
3: Banff, Alberta

CVB That Works Hardest for Groups
2: Branson, Mo.
3: Nashville, Tenn.

Most Popular Group Activity
1: Theater
2: Historic/cultural
3: Gaming
4: Shopping
5: Festivals

Most Popular Live Entertainment
1: Dinner shows
2: Broadway-style musicals
3: Musical review/variety shows

Best Restaurant Chain for Groups
1: Cracker Barrel Old Country Store
2: Old Country Buffet
3: Golden Corral

Best Hotel Chain for Groups
1: Hampton Inn
2: Drury Inn
3: Best Western

Favorite Shopping Venue
1: Outlets
2: Small towns/villages
3: Mega-malls
4: Antique markets

Favorite Shopping Destination
1: Reading and Lancaster, Pa.
2: New York City
3: Prime Outlets

Best Gaming Facilities
1: Atlantic City, N.J.
2: Foxwoods Resort Casino, Mashantucket, Conn.
3: Mohegan Sun, Uncasville, Conn.
October 04, 2004

The Economic Impact of Bus Tours

The American Bus Association commissioned The George Washington University to explore precisely how much of overall tourism revenues earned by destinations came in via motorcoach group or tour. The six-month project surveyed motorcoach operators, local travel businesses, overnight tour passengers, single-day charter passengers and scheduled intercity bus passengers in three destinations: Washington, D.C., Lancaster, Pa., and New York City.

Key findings:
Destinations were divided into three generic types including 1) historical/cultural, 2) rural/ethnic heritage or 3) cosmopolitan/entertainment destinations. Depending on the type of destination visited:

* A visit by a one-day motorcoach group leaves from $2,536 to $4,563 in a destination’s economy.
* A visit by an overnight motorcoach tour group leaves from $5,094 to $11,264 in a destination’s economy.
* A visit by a two-night or more motorcoach tour group leaves from $9,021 to $16,080 in a destination’s economy.

Operators reported that the average number of day passengers per bus ranged from 39.1 to 45.7; the average number on overnights ranged from 38.1 to 45.4. Of gross dollars spent on the tours, approximately 43.7 to 63.9% remain in the destination’s economy.

Local restaurants, retailers, hotels, and attractions reported that the estimated share of overall quarterly business generated by bus groups ranged from 18.3 percent to 40 percent. Each bus passenger was reported to spend: $15 at restaurants, $35 at retail locations, $268 at hotels and $35 on attractions. Ninety (90) percent of the businesses said bus tours are somewhat or very important to their business.

Day-trip passengers reported that the average price they paid for a one-day tour was $74.34, with an additional $22.69 spent on local meals, retail, transportation and attractions.

Multi-day tour passengers reported that they paid an average price of $448.71, with an average stay of 3.1 nights. Passengers spent an additional $75.84 on meals, retail, transportation and tourist attractions. Approximately half of the respondents were 17 years old or under representing school groups, and 47% had an income level of $50,000 or less. Ninety-nine said they would recommend the destination to friends and family.

Other key findings from scheduled bus passengers: The average amount spent on a scheduled bus ticket was $67.14. The additional amount spent in the destination was $91.71. About 43% of respondents reported staying in paid accommodations (rather than with family or friends). The largest group of passengers was between 18-24 years of age (45%), followed by 20% in the 25-34 year old category. Thirty-six percent were students and 33% had finished college. Fifty-four percent (54%) had an income level of $50,000 or less.

ABA also participated in a recent Packaged Travel Study released in October 2001 by the National Tour Association that builds on the already strong showing of the motorcoach industry in delivering economic benefits to destinations. The study marked the first nationally projectible (more than 1,000 respondents) survey of people who had taken a group trip within the past year.

The goal of the research was to characterize “packaged travel trips,” or trips that bundle two or more major cost components together, most commonly transportation, lodging, meals and tickets to attractions. The study found that: tour group members spend more per day than individual leisure travelers, and group trips are longer on average than individual leisure trips; by more than one night, in fact.
Executive Summary

**Bus Tours and Bus Passengers:**  
**Impact on Local Economies**

American Bus Association

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**Introduction**  
Destination marketers and travel industry suppliers have long known that a significant share of their visitors either arrive by motorcoach or join a group for sightseeing or transportation at some point in their visit. Now, with the publication of this report on a series of surveys performed by a research team from The George Washington University (GWU), tourism stakeholders can better quantify the nature and economic impact of those visitors on the places they visit. The GWU team conducted five separate surveys to profile the nature and scope of bus tour expenditures among five distinct groups:

* Motorcoach operators  
* Local businesses that serve travelers  
* Overnight tour passengers  
* Single-day charter passengers  
* Passengers in scheduled intercity bus terminals

The primary objectives of the study were to:

* Identify bus tour characteristics including frequency, duration, type of accommodations, local attractions, tour size, and average price of package.  
* Create three distinct formulas based on the data collected that cities can use to determine the economic impact of bus tours in their specific area.  
* Determine the impact of bus tours on local businesses in the areas studied.  
* Estimate the economic impact of bus passengers on regular scheduled bus service.

**Methodology**  
All work for the study was done in the field in New York City, Washington, D.C., and Lancaster, Pa., three tourism destinations with unique attractions and characteristics. The study, commissioned by the American Bus Association, was implemented between January 2001 and July 2001.

Data for this study was collected from nine major bus companies primarily located in the North East, over 900 bus tour passengers on day and over night tours in Washington, D.C., Lancaster, Pa. and New York, N.Y., 394 bus passengers on regular scheduled bus service from either Washington, D.C. or New York City and 28 local businesses. Surveys were mailed to the bus companies with follow-up phone interviews. Trained data collectors met bus tours at specific points in their itineraries and distributed surveys to individual bus tour passengers. These same data collectors were assigned to bus terminals to collect data from regular service passengers. Local businesses were mailed surveys and also interviewed in person.

**Survey Results**  
**Survey #1: Bus Company Profile**  
Bus companies—that is, operators of motorcoach charters or tours—were asked to provide information on tour...
itineraries, passenger loads, and costs in each of the destinations studied. The average total hours spent by bus tours were reported to be 20.4 hours in Washington, 14.1 hours in Lancaster, and 14.6 hours in New York. The average total number of nights spent in each destination was reported to be 1.3 in Washington, 0.7 in Lancaster, and 1.0 in New York. The average number of day passengers per bus was 39.1 for Washington, 45.7 for Lancaster, and 45.0 for New York. The average number of overnight passengers was 45.4 for Washington, 38.1 for Lancaster, and 38.4 for New York.

For overnight tours, the bus companies tended to stay in three and four star accommodations with Best Western, Choice Hotels, Hampton Inn, Holiday Inn, and Travelodge being cited most frequently. For meals, most of the bus companies reported using full-service restaurants that were unique to the area versus chain establishments.

The average amount spent per bus on accommodations, meals, attractions, fuel and additional fees in each of the destinations was $4,780.31 in Washington, $4302.01 in Lancaster, and $7,107.47 in New York. The average price of tours ranged from $58.80 for a Washington, day tour to $900.00 for a 3-day trip to New York City. Of this price, approximately 63.9% remained in Washington, 62.1% remained in Lancaster, and 47.1% remained in New York.

Survey #2: Local Business Survey
Local restaurants, retailers, hotels, and attractions were surveyed in each of the three destinations to determine the importance of bus tours to their individual businesses. The estimated share of total business generated from bus tours per quarter ranged from a low of 18.3 percent January through March to a high of 40% April through June. The estimated amount spent per bus passenger at each of these establishments was $15 at restaurants, $35 at retail locations, $268.12 at hotels and $35 at attractions. Ninety percent of the businesses rated the importance of bus tours to their business as “Very Important” or “Somewhat Important.”

Survey #3: Day Trip Passenger Survey
Day trip bus passengers were asked to complete a survey regarding their expenditures and demographics. The average price paid for a day-trip bus tour was $74.34. Sixty-two percent reported that lunch was included and 21% reported that dinner was included. Passengers spent an additional $22.69 on meals, retail, transportation and tourist attractions. More females (62%) than males (38%) completed the survey. The majority of passengers fell between 45-74 years in age, 58% were married, 47% were retired, 16% were students, 42% completed college, and 37% made less than $50,000 per year. Ninety-two percent (92%) of the passengers said that they would like to return to the destination and 98% would recommend the destination to their friends and family.

Survey #4: Overnight Passenger Survey
Passengers on overnight bus tours (tours including one or more overnight stays) were asked to complete a survey regarding their expenditures and demographics. The average price paid for an overnight bus tour was $448.71 with the average length of stay being 3.1 nights. Most of the tours included some meals in the package price with the average including 2.3 breakfasts, 2.4 lunches, and 2.1 dinners. Passengers spent an additional $75.84 on meals, retail, transportation and tourist attractions. More females (61%) than males (39%) completed the survey. Approximately half of the respondents were 17 years old or under representing school groups, 56% were single (never married) and 47% had an income level of $50,000 or less. Ninety-five percent (95%) of the passengers said that they would like to return to the destination and 99% would recommend the destination to their friends and family.

Survey #5: Bus Terminal Survey
Passengers traveling independently on regularly scheduled buses were asked to complete a survey regarding their expenditures, travel behaviors, and demographics. The majority of passengers (51%) were traveling between Washington, DC and New York City with the other passengers traveling to various destinations across the United States but primarily on the East Coast. The main reason for traveling by bus was cost (63%), followed by ease of travel (21%). The main reason for selecting a particular bus company was also cited as cost. Twenty-eight percent (28%) said that they travel by bus “very often” or “fairly often” with 15%
reporting this to be their first time traveling by scheduled bus service. The average amount spent on a bus
ticket was $67.14. The amount spent in the travel destination was $91.71. Of the 43.4% that reported staying
in paid accommodations (not staying with family or friend), the average amount spent on accommodations
was $46.47. The largest percent of passengers were between 18-24 years old (45%) followed by 20% in the
25-34 year old category. More males (58%) than females (42%) responded to the bus terminal survey. Thirty-
six percent were students and 33% had finished college. Fifty-four percent (54%) had an income level of
$50,000 or less.

Analysis
Based on the figures reported by bus companies and tour passengers, there is little doubt that the econom-
ic impact of bus travel is significant, and that charter and tour bus passengers experience a high level of
satisfaction with both individual tour components and the destinations visited. The local businesses studied
proved well aware of the economic importance of bus visits to their own business, in terms of both the
revenues taken in from bus groups and their relative share of overall business.

By applying the survey data to a mathematical formula that takes into account these new findings (aver-
age package price, the percent that remains in the local area, the number of passengers per bus, and the
additional amount spent per passenger), the total economic impact of a bus visit can be estimated for each
of the three destinations studied. In addition, though every destination has its own unique mix of attractions
and hospitality offerings, the new data yielded by these formulas offers a starting point for other destina-
tions to estimate their own local stake in the motorcoach tourism market.

To use the formulas, local data will still be required. Specifically, local businesses that serve travelers must
be surveyed to determine how many overall bus visits they receive on either a weekly, monthly, quarterly
or other relevant seasonal basis. Because obtaining specific revenue data traditionally has been the biggest
barrier to bus impact data collection in the past, destination marketing organizations may find their data col-
lection burden substantially eased by the formulas in this report.

Next, it will be necessary to determine the average trip duration to the local destination. Annual bus visit
data from local lodging businesses can be compared to annual bus visit data from the destination's major
local attraction(s) to roughly determine the overall percentage of local bus visits that remain overnight. An
inquiry should be made to local lodging businesses as to what rough percentage of motorcoach groups stay
for more than one night, as this figure varies most from place to place based on the nature and number of
nearby attractions that support it as a motorcoach tour “hub.” A general U.S. and Canadian finding has been
that 72 percent of bus visits are day trips and 28 percent of bus visits are by groups staying one night or
more.

Motorcoach operators can utilize this data to support their efforts for enhanced bus amenities such as ac-
cess and parking and more informed oversight at the local level. In addition, destinations can use this data
to help shape their own marketing efforts and determine the appropriate level of attention and investment
to dedicate to bus tour operators and the group travel segment. To aide in this analysis and planning, the
full report offers a formula for calculating the overall economic impact of bus tours on the three surveyed
destinations. Destinations interested in applying this formula to their own situation should consider which
of the three studied sites most closely matches their own and use or adapt the data provided for that desti-
nation. To use the model below, choose a “destination type” and combine the products of the three corre-
sponding columns to estimate annual economic impact.

Conclusion
No two travel destinations are the same. The characteristics of local geography, regional populations, attrac-
tions, weather, accessibility, history and cultural relevance make it difficult to precisely assign dollar values
and estimate impacts to the diverse motorcoach tourism that may be experienced in various locales. Still,
the survey findings demonstrate that motorcoach tour groups comprise a dynamic and powerful economic
force that should be considered when formulating public policy, transportation and overall city planning.
Destination marketers can now engage in more informed planning and budgeting in order to both attract
motorcoach tour groups, and serve them successfully, so that tour operators will be encouraged to return, ultimately as partners in their success.
The two maps show routes from Jackson, Wyoming, through Grand Teton National Park, continuing on to Old Faithful in Yellowstone. This is the most popular group tour route in the region and tour operators do not want to deviate from this route. The route shown below extends from Salt Lake City to Jackson, Wyoming.
This map shows the primary tour route from Salt Lake City for tours heading straight to Yellowstone National Park (the fastest route).
### Surveyed tour operators

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<th>Gadabout Tours</th>
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<td>Per-Flo Tours, Inc.</td>
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Surveyed tour operators

Perkiomen Tours
Philadelphia Group Tours
Pilgrim Tours
PML Travel & Tours
Prudent Travel & Tours
R J Tours
Robbins Tours
Royale Tours
Rustad Tours
Satrom Tours
Shebby Lee Tours
Shenadoah Tours
Sho Me Tours
Signatours
SouthWest Tour & Travel
Specialty Tours, Inc.
Starr Tours
Storer Tours
Sun Fun Tours, Ltd.
Sun Tours Ltd.
Sundial Special Vacations
Sunshine Express, Inc.
Sunshine Tours, Inc.
Talbot Tours
Tauck World Discovery
Toby Tours
Tour Brokers International
Tourcrafters, Inc.
Tours by Maitland
Tours of Distinction
Travel America
Travel Fun Tours
Travel Organizers
Tri-State Travel
Trips Unlimited
Turner Coaches
Unlimited Tours & Travel
Vermillion Tours
VIP Motorcoach Tours
Wells Gray Tours
Western Leisure, Inc.
What-A-Tour
White Star Tours
Wise Tours
World Class Tours

Regional tour operators located in the Salt Lake valley area:
- Adventours
- Brian Judd Tours
- Endless Adventures
- Gray Line Tours
- Greyline Tours
- Hyde's Encore Tours & Travel
- Innsbrook Tours
- National Tours
- Rap Tours
- Webb Tours
- Western Leisure, Inc.
Branson was founded in 1903 as an industrial center for logging, lumber, and manufactured products. Situated in a spot with great natural beauty in the Ozarks, in 1912 it became incorporated with a population of 1,200 residents.

Even then, the residents wanted to expand their economic base by becoming a resort community, and started attracting different types of businesses: a soft drink bottling plant, a candy factory, and an ice cream factory next to the waterfront.

In 1907, Harold Bell Wright published the novel, “Shepherd of the Hills,” which tells about the Ozark area and its settlers. The novel became very popular and in itself attracted many people to the area in which it took place. More than a dozen TV productions and eight movies have been made based on this book!

A dam was built across the White River, which created Lake Taneycomo, and that brought an increasing number of tourist to Branson for fishing or to relax near the serene lake (which was too cold for swimming.) Lake Taneycomo became an inexpensive getaway and was close to major population centers, easily accessible by train, so tourism increased, and helped the town survive the depression years.

After WWII, many craftsmen, artists, and retirees relocated to the area. A local cave, “Marvel Cave,” drew thousands of visitors for tours, but some people didn't want to go down into the cave, so the ladies of the town made local crafts to provide shopping opportunities for the people waiting at the top. Two local residents built a huge, lighted Nativity scene on the bluff across the lake, which they lit each December, and that attracted many more tourists during the winter season. An Adoration Parade was added to the town's growing list of events, and today the parade draws as many as 30,000 visitors.

A second dam was constructed in 1959, creating another lake near Branson. An increasing number of visitors came to enjoy this lake, and the Herschend's 1890's Silver Dollar City theme park opened to take advantage of the growing number of visitors.

An enterprising family, the Mabes from Springfield, Missouri, began the Ozarks Jubilee, a music show. In 1959 they moved their show to the basement of Branson City Hall, and they called themselves the Baldknobbers. They played homemade instruments, and attracted people to watch their show with homemade signs their wives held by the side of the road. They mailed out hundreds of invitations and performed twice a week. In 1968 the Mabe brothers built a theater on the highway, and the front-running show has been the longest continuously running show in Branson, still operating today.

Another musical family from Springfield, the Presleys (no relation to Elvis) started a show and put up a simple metal building in 1967 to house their performances. Presley's Country Jubilee and the Baldknobbers were the only two shows in Branson for several years, attracting primarily locals and regional visitors there for other reasons. These theaters were secondary or diversions to the primary draw around the lakes and outdoor recreational activities.

In the 1960s, tourism continued to grow, with a few scattered shops and five music shows. By 1980, there were 16 music shows, a growing number of restaun-
rants, motels, and more additional tourist attractions.

Roy Clark was the first national country star to recognize the potential of Branson, giving his name to a theater in 1983. Then Boxcar Willie settled permanently in Branson. This was the beginning of the “new” Branson with enough star power to pull visitors from surrounding states throughout the west.

Now, the names in theaters reads like a who’s who: Glen Campbell, Charlie Pride, Eddie Rabbit, Kenny Rogers, Jim Stafford, Jimmy Travis, the Rocketts, Andy Williams, the Osmonds, Tony Orlando, etc.

Every theater in Branson has been privately developed and operated; many theaters that have opened throughout the years have not succeeded.

It wasn’t until the late 1980s and early 1990s that Branson began to attract “Las Vegas” type performers, giving a revival to the Branson entertainment industry. Because of this, Branson began to capture the lucrative group tour market. Providing a number of different shows each night created a reason for multi-night stays in Branson, encouraging the building of more upscale hotel/motels and timeshare condos. However, Branson’s lodging industry quickly became overbuilt, and some hotels closed their doors.

Today there are 45 music theaters with seating from 75 to 4,000 people – more theater seats than on Broadway in New York. The variety of music shows include country, pop, gospel, bluegrass, western, rock n’ roll, classical jazz and Broadway. Besides music shows, comedy, magic, and variety are also on stage. Each theater hosts from one to three different shows daily. Collectively, they host more than 70 shows and offer live entertainment from early morning until late evening. Today, Branson theaters operates nine months a year.

A challenge for Kemmerer will be a much shorter season due to its altitude and tough winter driving.

In addition to the many theater shows, Branson also offers a wealth of outdoor recreational activities (diversions) for visitors, including fishing in Lake Taneycomo, hiking on the many established nature trails that wind through forests and shorelines, cave exploration, biking on designated trails, and hunting. Shopping is one of the most popular activities for Branson visitors. With a thriving downtown, specialty stores, and three large factory outlet malls, shoppers have a wide variety of merchandise to choose from and settings to enjoy. A new shopping mall will be opening in 2005 along the waterfront, with nearly 500,000 square feet of retail space for unique shopping, dining and entertainment.

In addition to the vacationer, Branson also is a destination for all types and sizes of conventions. A new convention center with an adjoining hotel will be opening in 2006, offering 220,000 square feet of downtown convention space, 60,000 square feet of exhibition space, 20,000 square feet for ballroom/banquet rooms, plus 15,000 square feet of meeting space.

Branson hosts an average of 65,000 visitors a day: 55% of them come from within a 300 mile radius, which includes St. Louis, Kansas City, Memphis, and Little Rock. The population within 300 miles of Branson, according to the 2000 census, was 19,323,814 people. By comparison, the population within a 300 mile radius of Kemmerer is 4.2 million residents. 35% of Branson’s visitors come
from more than 600 miles from Branson. The average age of the Branson visitor is 54, and the average income is $53,293. The top three motivations for coming to Branson revolve around the entertainment and shows, and shopping.

Of Branson’s 7.5 million annual visitors, 4.1 million come from within a 300-mile radius. If Kemmerer were home to the same number of theaters and big-name entertainment, three popular lakes, numerous golf courses, theme parks, three major outlet malls, dozens of restaurants, etc., the community could host 902,000 visitors within the same 300 mile radius (less than 25% of Branson’s population base), using the same percentages as Branson. Of those, 86% would arrive via personal vehicle and 45,100 would arrive by motorcoach (5%). That equals 1,002 buses annually with an average of 45 passengers per vehicle. That is half of what the Branson West proponents have estimated (1,500 buses annually during the peak season and another 560 buses during the shoulder seasons for a total of 2,060 buses per year).

Another thing to consider is the fact that tour buses to Branson also visit a variety of other sites throughout the mid-west, far more attractions than found in the Yellowstone/Grand Teton region.

The top three destinations of American bus tour companies include New York, Washington, D.C., and Branson, Missouri. This market segment is primarily senior travelers, and over the past three to five years, many of the theaters in Branson have seen a significant decline in this group. With the senior motor coach market consistently declining over the past few years, Branson has been attempting to target other markets. By targeting a “veterans” market, as well as more family vacation business, they hope to replace some of the lost market share from the tour bus industry. Without consistently changing their product (new shows), some tour operators have found the Branson market stagnant, and are beginning to cut back on the number of tours to Branson. Others are beginning to shorten the length of stay in Branson and are adding other destinations to the itinerary to make up the difference and to attract a younger passenger.

In summary, the entertainment success of Branson grew slowly, over 40 years and is still evolving. Visitors long ago, before any music shows opened, considered Branson a vacation destination because of the wealth of outdoor recreation that was available (boating, fishing, hunting, hiking) within a very large population market within a 300 mile radius.

Other activities became draws to Branson as well: special events, parades, cave tours, boat races, theme parks, shopping. Branson’s proximity to large population centers, train transportation, and major highways helped make Branson the destination of choice for vacationers throughout the Midwest. The music shows that began to spring up were privately funded and operated, and began as a result of visitors already being in the area and wanting entertainment; the large number of theater shows has now made Branson a destination with a theme: The Live Music Capital of the World.
Demographic Profile
BRANSON/LAKES AREA

2005 FACT SHEET

OVERVIEW: Branson, Missouri is situated in Southwest Missouri, 35 miles south of Springfield.

TOURISM IMPACT:
* Estimated 7.3 million visitors in 2004
* $1.4 billion spent in the area in 2004
* More than $50 million in sales tax revenue generated each year in the City of Branson
* Tourism is the Branson/Lakes Area's chief industry

VISITOR DEMOGRAPHICS:
* 35% of visitors are families
* 65% of visitors are adults/seniors
* 86% travel to Branson via personal vehicle
* 5.0% visit via motorcoach
* Average age is 57.5 years
* Average income is $52,638 per year
* Average length of stay is 3.72 nights
* Average amount spent is $861 per trip
* 19% of visitors come from 100 miles or less
* 34% of visitors come from 101-300 miles away
* 47% of visitors come from outside a 300 miles radius
* On a 1 to 5 rating scale, visitor satisfaction measures a 4.75

SEASONAL DEMOGRAPHICS:

Winter (January - March)
Overall percentage of visitors: 9.7%
Average Age: 55.5
Families: 28.3%
Adults <65: 49.3%
Adults 65+: 22.4%
Party Size: 2.7

Spring (mid-March - May)
Overall percentage of visitors: 18.1%
Average Age: 57.6
Families: 15.8%
Adults <65: 30.1%
Adults 65+: 47.7%
Party Size: 2.9

Summer (June - August)
Overall percentage of visitors: 31.8%
Average Age: 53.5
Families: 29.9%
Adults <65: 28.7%
Adults 65+: 31.2%
Party Size: 3.1
Fall (September - October)
Overall percentage of visitors: 20.1%
Average Age: 57.9
Families: 12.5%
Adults <65: 42.9%
Adults 65+: 40.4%
Party Size: 2.8

Holidays (November - December)
Overall percentage of visitors: 20.3%
Average Age: 59.8
Families: 8.6%
Adults <65: 44.4%
Adults 65+: 41.8%
Party Size: 2.8

BRANSON FACTS:
Population: 6,050 (2000 census)
18 square miles
Total assessed evaluation of property: $363,000,000

RESTAURANTS: 408
RESTAURANT SEATS: 35,056

GOLF COURSES: 10
LAKEs: 3
LODGING FACILITIES: 201
NUMBER OF ROOMS: 17,849

NUMBER OF THEATERS: 45
(2 new ones are under construction and scheduled to open in 2005)

NUMBER OF THEATER SEATS: 55,967 (Branson boasts more theater seats than New York City’s Broadway district.)

SEASON: Branson is a year-round destination with most of the entertainment offerings open mid-March through the end of December. Throughout the year, large special events such as Branson Fest (April), Veterans Homecoming (November) and Ozark Mountain Christmas (November and December) offer visitors a special reason to visit.

SUMMARY OF ACTIVITIES:
(percentage of Branson visitors enjoying each activity)
- 84.2% - Shows
- 59.4% - Shopping
- 29.5% - Theme Parks
- 7.1% - Outdoors
- 15.6% - Water Activities
- 28% - Historical Sites

SHOWS: The Branson/Lakes Area offers 47 theaters and more than 100 shows. Audiences can see shows throughout the day - breakfast shows, matinees and
evening performances round out a full day of great entertainment.

Branson offers a wide diversity of entertainment. Country, pop, swing, rock n’ roll, gospel, classical and Broadway-style music and productions join comedy and magic shows to provide visitors a wide array of entertainment choices.

**MUSICAL HISTORY:**
Branson’s entertainers began performing for audiences in the early 1950’s when country legend Red Foley moved to Springfield to host the “Ozark Jubilee.” In 1959, the Mabe Brothers began performing twice a week in a converted building down by the Lake Taneycomo waterfront. In 1962, the Presley family began entertaining visitors in nearby Kimberling City. The Presleys built the first theater along Highway 76 (“The Strip”) in 1967, followed by the Mabe Brothers, now known as the Baldknobbers, who built their theater in 1968.

Branson rose to national prominence as an entertainment destination during the early 1990’s when the CBS program “60 Minutes” dubbed the area the “Country Music Capital.” Since then, an increase in both entertainers and visitors has made Branson one of the top 20 family vacation destinations in the country, according to a 2004 Associated Press article.

**SHOPPING:**
Branson is home to three outlet shopping malls with more than 200 retailers. Visitors can find contemporary clothing, gift items, housewares, designer shoes, luggage and myriad other treasures at reduced prices throughout the year.

Historic downtown Branson is also a shopper and diner’s delight with more than 100 retailers. An old-fashioned 5 & 10, several boutiques and specialty stores combined with quaint eateries make the downtown area truly special.

**LAKE ACTIVITIES:**
The Branson/Lakes Area is home to three scenic and flourishing lakes offering fishing, boating, parasailing, jet skiing, snorkeling, tubing, swimming, camping and more. While the lakes all offer great fishing for novice and professional anglers, each has its specialty. Table Rock Lake offers world-class bass fishing. Lake Taneycomo, with its cold waters, offers superb trout fishing. Bull Shoals Lake is also an angler’s paradise especially for tournament bass fishing.

**OUTDOOR ACTIVITIES:**
Located in the rolling Ozark Mountains, the Branson/Lakes Area is ideal for canoeing, camping, hiking, biking, bird watching and adventurous exploration in many other forms for everyone from the casual outdoor observer to the seasoned outdoor enthusiast. Ten world-class golf courses provide golfing opportunities for the scratch player and novice alike. Public and private nature parks, some inside Branson’s city limits, give visitors the opportunity to combine top-notch live entertainment with outdoor recreation.

**GETTING TO BRANSON:**
Branson is conveniently located within a day’s drive of one-third of the country’s population.

The Springfield-Branson Regional Airport (SGF) is approximately 43 miles from Branson and serves all of Southwest Missouri with 66 daily flights connecting to eight international airports via five airlines. Choose from American Connection,
Branson statistical and demographic information

American Eagle, Delta Connection, Northwest Airlink and United Express. These airlines offer direct flights to and from Chicago, Cincinnati, Dallas/Ft Worth, Denver, Detroit, Memphis, Minneapolis and St. Louis.
A. Rebuilding the Oasis – Business Corridor Revitalization Plan
Developed 1994 includes “Action Agenda” to be complete by 2004

Suggestions included:
  1. Develop Kemmerer Community Development Task Force to manage recommendations
  2. Recommendations include: economic restructuring, design elements, and marketing
  3. Projects recommended for Urban Design project (include projected costs and renderings): Highway Entrance / Gateway Improvement (at Pine St.), Triangle Park Redevelopment (trees, memorials on cabin, move cabin, gazebo/bandstand), Parking Lot Treatments (hedges or walls), Corridor Tree Planting, Wildflower Planting near Fish Pond, and Ham’s Fork Wetland Tree Planting.

Signed Memo of Support by Council, Chamber, LUAG, County, and others

Resolution 97-381 states that the City adopted this Downtown Development Plan
  1. States that it is in accordance with City of Kemmerer Comprehensive Master Plan and Zoning Codes

Questions:
  1. What components where implemented? Are there any ideas in that report that we are suggesting that are that should be referenced / reviewed?

B. Two Research Reports (hotel/restaurant recruitment in Afton and an events center for Uinta County) from Wyoming Market Research Center. They contain great information (detailed contact information for hotels and restaurant chains, demographics, etc).

Questions:
  1. It appears that these are provided with out charge because there is an “annual allowance.” Can Kemmerer take advantage of this – should we look at using the research to complement our work and suggestions?

C. City of Kemmerer, Photo Album of the Downtown Area Designated as Blighted, 1997
  1. This contains discussions of the deteriorated state of downtown and the applications for CDBG funds ($30,000) to buy down interest rates to establish a revolving loan fund – denied and demolition of deteriorated buildings ($75,000) – denied
  2. The photos are a great resource as each building in the corridor photographed and assessed on the following scale: fair to good condition, deteriorated – needs rehabilitation, Needs major...
rehabilitation or demolition, vacant lot, and private residences.

Questions:
1. Could we use copies of the photos or they too out of date?
2. Why were the grants denied – lack of vision?

**D. Kemmerer Hotel Binder, City of Kemmerer Master File**

1. This contains old notes, photos and documentation of the multitude of possibilities for the hotel.

Comments:
1. Since the Hotel has been demolished – this binder is of no use to our work

**E. Longwoods International, Travel and Tourism in Wyoming, 2002**

Comments: This report is for the entire state and not specific enough for Kemmerer project – no need for copies.

**F. Dean Runyan Report – The Economic Impact of Travel on Wyoming, 1997-2002**

1. This does break down statistics for each county

Comments: May be useful in building a case for tourism development in Kemmerer

**G. Kemmerer Hotel Restoration & Development by Dave Robinson Architects**

Comments: This is a well thought-out plan for the redevelopment of the Kemmerer Hotel. Since the hotel has since been demolished the plan no longer applies to this study, except in terms of vision for the redevelopment of downtown Kemmerer.

**H. Project Overview: Kemmerer Triangle Restoration and Redevelopment by Dave Robinson Architects.**

Comments: This is also a very well thought-out redevelopment plan for Kemmerer's triangle area. The architectural renderings and facade improvements would make Kemmerer an attractive and vibrant destination area for both visitors and locals alike. In order for this plan to be successful, it will take the cooperation of the property owners in the triangle area.


This study explores the possibility of theming downtown Kemmerer around a brand as “Little Chicago - Kemmerer in the Roaring 20’s.”

Comments: Themed towns are a major tourist draw across the country and this particular theme could be exciting. While the document did an excellent job creating the vision, it fell short on implementation: funding, partnerships, buy-in with local land owners and public agencies.

Comments and findings:

1. Escorted and pre-paid packaged travel tours has been declining and makes up seven percent of the travel to the state of Wyoming.

2. 75% of packaged travel and tours take place between the months of April and September. It’s a highly season business.

3. Mountains and wilderness are the most marketable overnight tour trips (87%), followed by the natural environment (60% to 81%). Small historic towns, parks, and ranching appeal to a much smaller audience (18% to 56% of all group tour participants). This means that approximately half of all group tour participants are interested in rural areas as opposed to scenic and wilderness excursions.

4. Regarding dining and entertainment, the following activities cater to the Wyoming group tour market:
   - Shopping & dining 35%
   - Unique local foods 16%
   - Shows & entertainment 9%
   - Bar, disco or nightclub 9%
   - Fine dining 9%
   - Local music 7%
   - Arts & crafts 5%
   - Fair & festivals 5%
   - Theater, dance, symphony 2%
   - Live concerts 1%

5. Regarding sports and recreation, various activities range from 4% to 32% in terms of marketability.

6. The most popular group tour destinations in Wyoming include:
   - Old Faithful 45%
   - Yellowstone Lake Area 43%
   - Teton Mountain range 39%
   - Grand Canyon of the Yellowstone River 38%
   - Jackson 36%
   - Mammoth Hot Springs 26%
   - Jenny Lake 26%
   - Jackson Lake 26%
   - Norris Geyser Basin 26%
   - Snake River 25%
   - Jackson Hole Mountain Resort 22%
   - Cheyenne 22%
   - Cody 20%

There are dozens of other major attractions in Wyoming that attract from 4% of the tour market to 16%. These include attractions such as Devils Tower, the Big Horn Mountains, Buffalo Bill Historical Center, Fort Laramie, National Museum of Wildlife, etc.

7. Group tours in or to Wyoming include visitors from California (8%),
Colorado (8%), Utah (6%), New York (6%), and Texas (6%).
8. 72% of all tour participants travel 500 miles or more to Wyoming.

9. 93% of tour participants enter Wyoming in their own car, a rental car, or RV/van.

10. Once in the state only 4% travel by tour or commercial bus.
Small market civic/exhibition center research notes

Civic Center/Exhibition Center Research

**Libby Memorial Center, Libby, Montana**
- 16,364 sq ft total – auditorium: 8,364 sq ft; stage & dressing room space: 4,000 sq ft; lobby, offices, kitchen, restrooms: 4,000 sq ft.
- The building is a remodeled school auditorium.
- Remodel cost: $2,100,000. Of this, $900,000 was from HUD, $1.2 million from EDA; balance from private donations and community fund-raisers.
- Theatre seating capacity of 200; plus floor seating of another 250; plus ability to add 150-200 metal folding chairs.
- Memberships provide $14,795 in annual dues (73 members).
- Fund raisers also help provide income.
- They pay no debt service and no rent.
- Operates at a loss – Year 2004 saw a loss of $7,785.

**Nampa Civic Center, Nampa, Idaho**
- 42,500 sq ft.
- Built 1990.
- Building was paid for prior to opening day.
- Nampa Civic Center Auxiliary volunteers their services; the 200+ members contribute over 5000 hours per year.
- Have hosted over 6,000 events since opening in 1990.

**Shelton Civic Center, Shelton, Washington**
- 48,000 sq ft total – 9,000 square feet for community space; balance used for municipal offices.
- Built 1999.
- Cost to build: about $4 million total.
- Budget of about $14,000 annually, paid from General Fund and revenue rentals – does not include utilities and maintenance.

**Gering Civic Center, Scottsbluff/Gering, Nebraska**
- 25,500 sq ft, built in 1993.
- Full-service convention and meeting center.

**Abilene Civic Center, Abilene, Texas**
- 13,400 sq ft plus 3,500 sq ft banquet space.

**Membres Valley Special Events Center, Deming, NM**
- 8,806 sq ft.

**Farmington Civic Center, Farmington, NM**
- 25,542 sq ft multi use.
- Conference and convention center and performing and visual arts.
- Full-service: kitchen, six meeting rooms, 1,200 seat theater, outdoor amphitheater, art galleries.
- Minutes from regional airport; short distance from hotels.

**Mansfield Convention Center, Great Falls, Montana**
- 15,300 sq ft exhibit space.
- Improvements cost $500,000.
O’Connor Field House, Caldwell, Idaho
- 21,400 sq ft
- Seating capacity: 2,227
- Uses: religious gatherings, dances, trade shows, community activities.
- RV hookups for year-round use.

Amarillo Texas
- 340,000 sq ft
- Built in 1970’s and expanded in 2003
- Cost of expansion was $11.5 million for 70,000 sq ft
- City manages the facility
- Convention & Visitors Council sells conventions; but facility staff sells local events, concerts, craft shows, etc.
- Target audience is state, regional, national
- Located in downtown business district.

Beaumont, Texas
- 48,000 sq ft exhibit space; 35,000 sq ft expanded space in adjacent arena
- Completed 2003
- Cost $34 million
- Family shows, exhibitions, boat shows, competitions
- SMG Management Company manages and markets facility

Big Spring, Texas
- About 7,000 sq ft
- Built at least 30 years ago as a country club
- Now operates as community center with ballroom and several small meeting rooms.
- CVB manages facility
- No sales and marketing plan or team
- Mostly used for weddings, anniversaries, large parties and dances.
- In order to use it for small conventions, they need a hotel.

Conroe, Texas
- 56,000 sq ft
- Built in 2001
- Operated by county; Convention Center staff markets, CVB assists in sales & promotion.
- Would NOT build same facility again – too far from Interstate; need more exhibit hall space; need hotel on site; would put removable carpet in ball room; would allow outside catering w/o additional fees; would enclose Expo Center from elements

Del Rio, Texas
- 20,000 sq ft
- Built more than 8 years ago; cost unknown
- Managed by city; city handles some marketing.
- Loses money.
- City does not keep it fully staffed
- No hotel adjacent; necessary to shuttle people to hotels, restaurants, mall.
- Facility needs greater flexibility
Grand Prairie, Texas
- 32,300 sq ft; rentable area is 18,000 sq ft
- Opened December 2002
- Cost to build: $7.2 million
- City manages and markets facility
- No hotel nearby
- Primary market is citizens, social market, surrounding communities

Mesquite, Texas
- 54,000 sq ft – Convention Center is 21,000 sq ft, and exhibit hall is 35,000 s/f
- Built in 1998
- Hampton Inn & Suites manages convention center portion, and Mesquite Rodeo manages exhibit hall. (Divided Management is not recommended.)
- Hotel is not full service, which is a problem; also hotel needs more rooms.

Palestine, Texas
- 25,000 sq ft
- Built in 1980
- Managed and marketed by CVB
- Mostly hosts private parties and small concerts
- Would be better with breakout rooms for conventions, meetings.

Paris, Texas
- 30,000 sq ft total – 13,520 sq ft exhibit hall and 6 breakout/conference rooms
- Cost $3.2 million
- Built 1994
- Chamber manages; CVB Markets

Rosenburg, Texas
- 20,000 sq ft total – 16,000 sq ft of it is meeting space
- 5 years old
- Cost – Approx $1.5 million
- CVB manages and markets
- Target market: weekend business: weddings, receptions, reunions
- No full service hotel nearby; not located in business district
- If done over, would pay closer attention to detail:
  - sound-proof room dividers
  - increase storage capacity
  - provide A/V for every room
While this example is a redevelopment project rather than a new event center it demonstrates how a small town can create a successful venue.

The Libby Gym was built in 1949 and used until 1987 as a gymnasium and auditorium. The building's auditorium encompasses 8,364 sq. ft with 4,000 sq ft of stage, dressing room space and a 4,000 sq ft lobby area with offices, restrooms and catering kitchen. The total building encompasses 16,364 sq ft.

The total cost of the remodel project was $2,100,000. $900,000.00 was received from HUD, $1.2 million from EDA funds. The balance was funded from private donations and community fund raisers.

The renovation began in the fall of 2001 and the first event held was the St. John’s Hospital Foundation Festival of Trees the 1st of December 2002.

Architects Page & Werner out of Great Falls, MT were the architects on the project and their fee was approx. $280,000.

The costs to remodel the building are approx.

- Sound system $ 15,000
- Electrical and stage lighting system $ 280,000
- HVAC $ 280,000
- Auditorium Drapes/Stage Curtains $ 52,000
- Movable Theatre Seating $ 80,000
The Libby Memorial Center has Theatre seating capacity of 200 we also have floor seating of an additional 250, (these are matching chairs) then we have the ability to add an additional 150-200 metal chairs.

For Kemmerer, we would be looking at a facility with twice the seating as the Libby project (450 to 500 seats for performing arts events).

Kootenai Heritage Council, has a 49 year lease on the building from the Libby School District, which they pay the building insurance each year at about $1,400.00 annually. In exchange for the $2.1 million renovation, the school district does not charge rent. KHC pays all its own expenses. (See attached costs on next page). KHC is a 501 (c) 3 non profit corporation and has a volunteer board of directors that are very active in the managing of the facility. They meet weekly to review budgets and events taking place.

KHC has a part time Theatre Assistant who does manages the performance season, which consists of four plays each year plus some benefits to raise additional funds. She works five hours per day five days a week. She is also paid $300 to direct each play, which is very reasonable. She could charge a lot more in a bigger cities.

KHC is partially funded by memberships, something we don’t recommend. Each year in August, KHC starts it’s Membership Drive. For the 2004-2005 season we have 73 supporting members with membership dollars of $14,795.00. In addition KHC supports itself with benefits, and the proceeds from KHC sponsored events.

For a community center you can figure costs to be approx $250+ per sq ft for a new building. KHC was fortunate we had an existing building to remodel.

**DEMOGRAPHICS**

**CITY OF LIBBY**
Population (year 2000): 2,626  
Elevation: 2062 feet  
County: Lincoln  
Land area: 1.3 square miles  
Median resident age: 43.2 years  
Median household income: $24,276 (year 2000)  
Median house value: $63,500 (year 2000)

**LINCOLN COUNTY**
County Population: 18,837  
County Houses: 9,319  
Land area: 3612.7 sq. mi.  
Water area: 62.4 sq. mi.  
Industries providing employment: Educational, health and social services (22.1%), Manufacturing (12.7%), Retail trade (12.7%), Agriculture, forestry, fishing and hunting, and mining (10.8%), Arts, entertainment, recreation, accommodation and food services (10.1%).
## Kootenai Heritage Council Budget

### 2005 Annual Budget

<table>
<thead>
<tr>
<th>Actual</th>
<th>Budget</th>
<th>(Over)/Under</th>
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<tbody>
<tr>
<td>2004</td>
<td>2005</td>
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</table>

### INCOME:

- **School Donations**: $552 (0) $0 $552
- **Event Sponsors**: 0 $1,800 $1,800
- **Grant Income**: 0 $0 0
- **Event Income**: 30,818 34,850 0 $4,032
- **Membership Income**: 14,845 16,000 $1,155
- **Donations**: 1,487 1,000 (487)
- **Center Rental Income**: 18,393 20,000 1,607
- **Rental Income**: 9,000 9,000 0

**TOTAL INCOME**: $74,543 $80,850 $6,307

### EXPENSES:

- **Advertising**: $3,480 $3,000 $(480)
- **Contributions**: 400 $200 (200)
- **Due and Subscriptions**: 369 370 $(1)
- **Event Expense**: 19,574 20,000 426
- **Piano**: 622 650 $(28)
- **Building Cleaning**: 2,550 2,400 $(150)
- **Utilities**: 20,941 27,100 6,159
- **Contract Labor**: 15,287 16,200 913
- **Office**: 1,454 900 $(554)
- **Stage Props**: 490 200 $(290)
- **Costumes**: 1,260 1,200 $(60)
- **Postage & Delivery**: 721 800 $(79)
- **Building Repair**: 5,235 1,800 $(3,435)
- **Insurance**: 3,238 3,400 $(162)
- **Printing**: 1,346 1,800 454
- **Licenses & Permits**: 150 150 0
- **Artist Director**: 1,050 450 $(600)
- **Computer Repair**: 20 0 $(20)
- **Professional Fees**: 1,191 1,200 $(9)
- **Equipment Repair**: 2,269 1,500 $(769)
- **Stage Supplies**: 26 50 24
- **Credit Card Fees**: 391 500 109
- **Web Page Expense**: 258 1,500 $1,242

**TOTAL EXPENSES**: $82,328 $85,370 $(3,042)

**PROFIT**: $7,785 $(4,520) $3,265
The following pages provide demographic information about Kemmerer's market area. We hired the services of Claritas Research to perform a basic population and demographic profile within 100, 150, and 200 miles of Kemmerer. A two hundred mile drive would take a visitor approximately four hours. Most weekend or getaway visitors typically stay within 150 miles of the destination. Day trip visitors will generally not travel more than 100 miles. Most day trips take place within 45 miles of the home base.
### Demographics

#### Pop-Facts: Demographic Quick Facts

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<td>2009 Projection</td>
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<td>801,123</td>
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<td>Growth 1990 - 2000</td>
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<td>26.49%</td>
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<td>White Alone</td>
<td>862,716</td>
<td>88.70</td>
<td>2,202,263</td>
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<td>American Indian and Alaska Native Alone</td>
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<td><strong>2004 Est. Population Hispanic or Latino</strong></td>
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<td><strong>2004 Tenure of Occupied Housing Units</strong>*</td>
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<td>Owner Occupied</td>
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<td>Renter Occupied</td>
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### Demographics

#### Pop-Facts: Demographic Quick Facts

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<tr>
<td>2004 Est. Households by Household Income</td>
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<tr>
<td>Income Less than $15,000</td>
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<td>96,118</td>
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<td>106,662</td>
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<td>16.73</td>
<td>135,844</td>
<td>16.96</td>
<td>148,628</td>
<td>17.08</td>
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<td>Income $50,000 - $74,999</td>
<td>71,922</td>
<td>22.00</td>
<td>180,009</td>
<td>22.47</td>
<td>193,348</td>
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<td>Income $75,000 - $99,999</td>
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<td>107,360</td>
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*In contrast to Claritas Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with current year estimated and 5 year projected base counts.*
## Appendix: Area Listing

### Area Name: CENTER OF TOWN

<table>
<thead>
<tr>
<th>Type</th>
<th>Reporting Detail</th>
<th>Reporting Level</th>
<th>Center Point</th>
<th>Circle/Band</th>
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<tbody>
<tr>
<td>Radius</td>
<td>Aggregate</td>
<td>Tract</td>
<td>41.777100</td>
<td>-110.555800</td>
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<tr>
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<td></td>
<td>0.00</td>
<td>100.00</td>
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<table>
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<th>Type</th>
<th>Reporting Detail</th>
<th>Reporting Level</th>
<th>Center Point</th>
<th>Circle/Band</th>
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<tbody>
<tr>
<td>Radius</td>
<td>Aggregate</td>
<td>Tract</td>
<td>41.777100</td>
<td>-110.555800</td>
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<td>0.00</td>
<td>150.00</td>
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<table>
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<th>Type</th>
<th>Reporting Detail</th>
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<th>Center Point</th>
<th>Circle/Band</th>
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<tbody>
<tr>
<td>Radius</td>
<td>Aggregate</td>
<td>Tract</td>
<td>41.777100</td>
<td>-110.555800</td>
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<td>200.00</td>
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</table>
## Demographics

### Pop-Facts: Demographic Quick Facts

**Prepared For:** DESTINATION DEVELOPMENT  
**Project Code:** 1751797 - KEMMERER, WY  
**Order #:** 963139310  
**Site:** 01

<table>
<thead>
<tr>
<th>Description</th>
<th>Column 1</th>
<th>Pct.</th>
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<tbody>
<tr>
<td><strong>Population</strong></td>
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<tr>
<td>2009 Projection</td>
<td>2,336</td>
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<tr>
<td>2004 Estimate</td>
<td>2,502</td>
<td></td>
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<tr>
<td>2000 Census</td>
<td>2,651</td>
<td></td>
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<tr>
<td>1990 Census</td>
<td>3,020</td>
<td></td>
</tr>
<tr>
<td>Growth 1990 - 2000</td>
<td>-12.22%</td>
<td></td>
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<tr>
<td><strong>Households</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009 Projection</td>
<td>941</td>
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<td>2004 Estimate</td>
<td>991</td>
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<td>1990 Census</td>
<td>1,075</td>
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<tr>
<td>Growth 1990 - 2000</td>
<td>-3.81%</td>
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<td><strong>2004 Est. Population by Single Classification Race</strong></td>
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<td>White Alone</td>
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<td>0.00</td>
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<td>Some Other Race Alone</td>
<td>27</td>
<td>1.08</td>
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<td><strong>2004 Est. Population Hispanic or Latino</strong></td>
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<tr>
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<td><strong>2004 Tenure of Occupied Housing Units</strong></td>
<td></td>
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<tr>
<td>Owner Occupied</td>
<td>742</td>
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<td>Renter Occupied</td>
<td>249</td>
<td>25.13</td>
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<tr>
<td><strong>2004 Average Household Size</strong></td>
<td>2.47</td>
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</tr>
</tbody>
</table>
### Pop-Facts: Demographic Quick Facts

**Prepared For:** DESTINATION DEVELOPMENT  
**Project Code:** 1751797 - KEMMERER, WY  
**Order #:** 963139310  
**Site:** 01

**Column 1: Place (see appendix for geographies), Total**

<table>
<thead>
<tr>
<th>Description</th>
<th>Column 1</th>
<th>Pct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004 Est. Households by Household Income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income Less than $15,000</td>
<td>113</td>
<td>11.40</td>
</tr>
<tr>
<td>Income $15,000 - $24,999</td>
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<td>Income $25,000 - $34,999</td>
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<td>11.20</td>
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<tr>
<td>Income $35,000 - $49,999</td>
<td>156</td>
<td>15.74</td>
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<tr>
<td>Income $50,000 - $74,999</td>
<td>250</td>
<td>25.23</td>
</tr>
<tr>
<td>Income $75,000 - $99,999</td>
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<td>15.34</td>
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<tr>
<td>Income $100,000 - $149,999</td>
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<td>7.57</td>
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<td>Income $150,000 - $249,999</td>
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<td>2.42</td>
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<tr>
<td>Income $250,000 - $499,999</td>
<td>3</td>
<td>0.30</td>
</tr>
<tr>
<td>Income $500,000 and over</td>
<td>1</td>
<td>0.10</td>
</tr>
</tbody>
</table>

2004 Est. Average Household Income  
2004 Est. Median Household Income  
2004 Est. Per Capita Income  

*$^*$In contrast to Claritas Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with current year estimated and 5 year projected base counts.
### Demographics

**Pop Facts:**

<table>
<thead>
<tr>
<th>Demographic Quick Facts</th>
<th>CENTER OF TOWN - KEMMERER, WY 0.00 - 300.00 mi</th>
<th>CENTER OF TOWN - KEMMERER, WY 0.00 - 500.00 mi</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
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<td></td>
</tr>
<tr>
<td>2009 Projection</td>
<td>4,484,135</td>
<td>14,135,418</td>
</tr>
<tr>
<td>2004 Estimate</td>
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<td>13,063,389</td>
</tr>
<tr>
<td>2000 Census</td>
<td>4,027,944</td>
<td>12,171,738</td>
</tr>
<tr>
<td>1990 Census</td>
<td>3,239,614</td>
<td>9,310,830</td>
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<tr>
<td>Growth 1990 - 2000</td>
<td>24.53%</td>
<td>30.73%</td>
</tr>
<tr>
<td><strong>Households</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009 Projection</td>
<td>1,552,627</td>
<td>5,171,473</td>
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<tr>
<td>2004 Estimate</td>
<td>1,464,606</td>
<td>4,785,334</td>
</tr>
<tr>
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<td>4,662,529</td>
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<tr>
<td>1990 Census</td>
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<td>Growth 1990 - 2000</td>
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<td>31.53%</td>
</tr>
<tr>
<td><strong>2004 Estimated Population by Single Race Classification</strong></td>
<td>4,234,711</td>
<td>13,063,388</td>
</tr>
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<td>White Alone</td>
<td>3,765,579 88.82%</td>
<td>10,608,415 81.21%</td>
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<td>33,295 0.79%</td>
<td>376,570 2.88%</td>
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<tr>
<td>American Indian and Alaska Native Alone</td>
<td>59,863 1.41%</td>
<td>503,011 3.65%</td>
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<tr>
<td>Asian Alone</td>
<td>61,667 1.46%</td>
<td>287,899 2.09%</td>
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<tr>
<td>Native Hawaiian and Other Pacific Islander Alone</td>
<td>19,770 0.47%</td>
<td>37,239 0.29%</td>
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<td>Some Other Race Alone</td>
<td>193,794 4.58%</td>
<td>860,854 6.59%</td>
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<tr>
<td>Two or More Races</td>
<td>160,743 3.88%</td>
<td>589,402 4.58%</td>
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<tr>
<td><strong>2004 Estimated Population Hispanic or Latino</strong></td>
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<td>13,063,388</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>426,096 10.06%</td>
<td>2,043,005 15.64%</td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>3,808,615 89.94%</td>
<td>11,020,383 84.36%</td>
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<tr>
<td><strong>2004 Tenure of Occupied Housing Units</strong></td>
<td>1,464,606</td>
<td>4,785,334</td>
</tr>
<tr>
<td>Owner Occupied</td>
<td>1,034,115 70.61%</td>
<td>3,296,483 68.89%</td>
</tr>
<tr>
<td>Renter Occupied</td>
<td>430,491 29.39%</td>
<td>1,488,851 31.11%</td>
</tr>
<tr>
<td><strong>2004 Average Household Size</strong></td>
<td>2.82</td>
<td>2.67</td>
</tr>
</tbody>
</table>
## Demographics

**Claritas Inc.**  
*Project 1933782 - Prepared for Destination Development  
Center of Town - Kemmerer, WY*

### Pop Facts:  
**Demographic Quick Facts**  
<table>
<thead>
<tr>
<th></th>
<th>CENTER OF TOWN - KEMMERER, WY</th>
<th>CENTER OF TOWN - KEMMERER, WY</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>0.00 - 300.00 mi</td>
<td>0.00 - 500.00 mi</td>
</tr>
<tr>
<td>2004 Estimated Households by Household Income</td>
<td>1,464,606</td>
<td>4,785,334</td>
</tr>
<tr>
<td>Less than $15,000</td>
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<tr>
<td>$15,000 to $24,999</td>
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<td>$25,000 to $34,999</td>
<td>184,136 12.57%</td>
<td>603,941 12.62%</td>
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<td>247,927 16.89%</td>
<td>786,436 16.48%</td>
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<td>$50,000 to $74,999</td>
<td>311,734 21.29%</td>
<td>976,208 20.40%</td>
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<tr>
<td>$75,000 to $99,999</td>
<td>179,903 12.26%</td>
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<tr>
<td>$100,000 to $149,999</td>
<td>134,657 9.19%</td>
<td>448,730 9.38%</td>
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<tr>
<td>$150,000 to $249,999</td>
<td>134,657 9.19%</td>
<td>448,730 9.38%</td>
</tr>
<tr>
<td>$250,000 to $499,999</td>
<td>15,399 1.05%</td>
<td>53,073 1.11%</td>
</tr>
<tr>
<td>$500,000 or more</td>
<td>6,517 0.44%</td>
<td>22,030 0.46%</td>
</tr>
</tbody>
</table>

### 2004 Estimated Average Household Income  
$62,170 $62,411

### 2004 Estimated Median Household Income  
$48,063 $47,517

### 2004 Estimated Per Capita Income  
$21,814 $23,167

*In contrast to Claritas Demographic Estimates, "smoothed" data items are Census 2000 tables made consistent with current year estimated and 5 year projected base counts.*
Public Facilities Districts: Washington State legislation

The following is the actual Washington State legislation development for the creation of Public Facilities Districts.

**Chapter 36.100 RCW**

**PUBLIC FACILITIES DISTRICTS**

**RCW SECTIONS**

36.100.010 Public facilities districts -- Creation -- Approval of taxes by election -- Corporate powers -- Property transfer.
36.100.020 Governance -- Board of directors.
36.100.030 Facilities -- Agreements -- Fees.
36.100.035 Additional powers and restrictions on district that constructs baseball stadium.
36.100.036 Donated moneys for baseball stadium.
36.100.037 Baseball stadium construction agreement.
36.100.040 Lodging tax authorized.
36.100.050 Ad valorem property tax.
36.100.060 General obligation bonds -- Termination, reauthorization of excise tax.
36.100.070 Acquisition and transfer of real and personal property.
36.100.080 Direct or collateral attack barred after thirty days.
36.100.090 Tax deferral -- New public facilities.
36.100.100 Ex officio treasurer.
36.100.110 Travel, expense reimbursement policy -- Required.
36.100.120 Travel, expense reimbursement policy -- Limitations.
36.100.130 Board of directors -- Compensation.
36.100.140 Liability insurance.
36.100.150 Costs of defense.
36.100.160 Expenditure of funds -- Purposes.
36.100.170 Employees -- Benefits.
36.100.180 Service provider agreements.
36.100.190 Purchases and sales -- Procedures.
36.100.200 Revenue bonds -- Limitations.
36.100.210 Tax on admissions.
36.100.220 Tax on vehicle parking charges.
36.100.900 Severability -- 1988 ex.s. c 1.

**NOTES:**

Changes in tax law -- Liability: RCW 82.08.064, 82.14.055, and 82.32.430.

Sales and use tax for public facilities districts: RCW 82.14.048.

Sales and use tax imposed by public facilities districts for regional centers: RCW 82.14.390.

**RCW 36.100.010**

**Public facilities districts -- Creation -- Approval of taxes by election -- Corporate powers -- Property transfer.**

1. A public facilities district may be created in any county and shall be coextensive with the boundaries of the county.
2. A public facilities district shall be created upon adoption of a resolution providing for the creation of such a district by the county legislative authority in which the proposed district is located.
3. A public facilities district is a municipal corporation, an independent taxing “authority” within the meaning of Article VII, section 1 of the state Constitution, and a “taxing district” within the meaning of Article VII, section 2 of the state Constitution.
4. No taxes authorized under this chapter may be assessed or levied unless a majority of the voters
of the public facilities district has approved such tax at a general or special election. A single
ballot proposition may both validate the imposition of the sales and use tax under RCW
82.14.048 and the excise tax under RCW 36.100.040.
(5) A public facilities district shall constitute a body corporate and shall possess all the usual
powers of a corporation for public purposes as well as all other powers that may now or here
after be specifically conferred by statute, including, but not limited to, the authority to hire
employees, staff, and services, to enter into contracts, and to sue and be sued.
(6) A public facilities district may enter into contracts with a county for the purpose of exercising
any powers of a community renewal agency under chapter 35.81 RCW.
(7) The county legislative authority or the city council may transfer property to the public facilities
district created under this chapter. No property that is encumbered with debt or that is in need
of major capital renovation may be transferred to the district without the agreement of the
district and revenues adequate to retire the existing indebtedness.

[2002 c 218 § 26; 1995 3rd sp.s. c 1 § 301; 1995 1st sp.s. c 14 § 1; 1995 c 396 § 1; 1989 1st ex.s. c 8 § 1; 1988
ex.s. c 1 § 11.]

NOTES:
• Severability -- Savings -- Construction -- 2002 c 218: See notes following RCW 35.81.005.
• Part headings not law -- Effective date -- 1995 3rd sp.s. c 1: See notes following RCW 82.14.0485.
• Severability -- 1995 1st sp.s. c 14: "If any provision of this act or its application to any person or
circumstance is held invalid, the remainder of the act or the application of the provision to other
persons or circumstances is not affected." [1995 1st sp.s. c 14 § 12.]

Effective dates -- 1995 1st sp.s. c 14: (1) Sections 1 through 9 and 11 of this act are necessary for the imme-
diate preservation of the public peace, health, or safety, or support of the state government and its existing
public institutions, and shall take effect July 1, 1995.
(2) Sections 10 and 12 of this act are necessary for the immediate preservation of the public peace,
health, or safety, or support of the state government and its existing public institutions, and
shall take effect immediately [June 14, 1995]." [1995 1st sp.s. c 14 § 13.]

Severability -- 1995 c 396: "If any provision of this act or its application to any person or circumstance is
held invalid, the remainder of the act or the application of the provision to other persons or circumstances
is not affected." [1995 c 396 § 19.]

RCW 36.100.020
Governance -- Board of directors.
(1) A public facilities district shall be governed by a board of directors consisting of five or seven
members as provided in this section. If the largest city in the county has a population that is at
least forty percent of the total county population, the board of directors of the public facilities
district shall consist of five members selected as follows: (a) Two members appointed by the
county legislative authority to serve for four-year staggered terms; (b) two members appointed
by the city council of the largest city in the county to serve for four-year staggered terms; and
(c) one person to serve for a four-year term who is selected by the other directors. If the
largest city in the county has a population of less than forty percent of the total county
population, the county legislative authority shall establish in the resolution creating the public
facilities district whether the board of directors of the public facilities district has either five or
seven members, and the county legislative authority shall appoint the members of the board
directors to reflect the interests of cities and towns in the county, as well as the unincorpo-
rated area of the county. However, if the county has a population of one million or more, the
largest city in the county has a population of less than forty percent of the total county
population, and the county operates under a county charter, which provides for an elected
county executive, three members shall be appointed by the governor and the remaining
members shall be appointed by the county executive subject to confirmation by the county legislative authority. Of the members appointed by the governor, the speaker of the house of representatives and the majority leader of the senate shall each recommend to the governor a person to be appointed to the board.

(2) At least one member on the board of directors shall be representative of the lodging industry in the public facilities district before the public facilities district imposes the excise tax under RCW 36.100.040.

(3) Members of the board of directors shall serve four-year terms of office, except that two of the initial five board members or three of the initial seven board members shall serve two-year terms of office.

(4) A vacancy shall be filled in the same manner as the original appointment was made and the person appointed to fill a vacancy shall serve for the remainder of the unexpired term of the office for the position to which he or she was appointed.

(5) A director appointed by the governor may be removed from office by the governor. Any other director may be removed from office by action of at least two-thirds of the members of the legislative authority which made the appointment.

[1995 3rd sp.s. c 1 § 302; 1995 1st sp.s. c 14 § 2; 1995 c 396 § 2; 1989 1st ex.s. c 8 § 2; 1988 ex.s. c 1 § 12.]

NOTES:
• Part headings not law -- Effective date -- 1995 3rd sp.s. c 1: See notes following RCW 82.14.0485.
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.030
Facilities -- Agreements -- Fees.

(1) A public facilities district is authorized to acquire, construct, own, remodel, maintain, equip, reequip, repair, and operate (a) sports facilities, entertainment facilities, convention facilities, or regional centers as defined in RCW 35.57.020, and (b) for districts formed after January 1, 2000, recreational facilities other than ski areas, together with contiguous parking facilities. The taxes that are provided for in this chapter may only be imposed for these purposes.

(2) A public facilities district may enter into agreements under chapter 39.34 RCW for the joint provision and operation of such facilities and may enter into contracts under chapter 39.34 RCW where any party to the contract provides and operates such facilities for the other party or parties to the contract.

(3) Notwithstanding the establishment of a career, civil, or merit service system, a public facilities district may contract with a public or private entity for the operation or management of its public facilities.

(4) A public facilities district is authorized to use the supplemental alternative public works contracting procedures set forth in chapter 39.10 RCW in connection with the design, construction, reconstruction, remodel, or alteration of any of its public facilities.

(5) A public facilities district may impose charges and fees for the use of its facilities, and may accept and expend or use gifts, grants, and donations.

[2003 c 376 § 1; 1999 c 165 § 16; 1995 1st sp.s. c 14 § 3; 1995 c 396 § 3; 1989 1st ex.s. c 8 § 3; 1988 ex.s. c 1 § 13.]

NOTES:
• Severability -- 1999 c 164: See RCW 35.57.900.
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.
• Severability -- 1995 c 396: See note following RCW 36.100.010.
RCW 36.100.035
Additional powers and restrictions on district that constructs baseball stadium.
In addition to other powers and restrictions on a public facilities district, the following shall apply to a public facilities district, located in a county with a population of one million or more, that constructs a baseball stadium:

(1) The public facilities district, in consultation with the professional baseball team that will use the stadium, shall have the authority to determine the stadium site;
(2) The public facilities district, in consultation with the professional baseball team that will use the stadium, shall have the authority to establish the overall scope of the stadium project, including, but not limited to, the stadium itself, associated parking facilities, associated retail and office development that are part of the stadium facility, and ancillary services or facilities;
(3) The public facilities district, in consultation with the professional baseball team that will use the stadium, shall have the final authority to make the final determination of the stadium design and specifications;
(4) The public facilities district shall have the authority to contract with the baseball team that will use the stadium to obtain architectural, engineering, environmental, and other professional services related to the stadium site and design options, environmental study requirements, and obtaining necessary permits for the stadium facility;
(5) The public facilities district, in consultation with the professional baseball team that will use the stadium, shall have the authority to establish the project budget and bidding specifications and requirements on the stadium project;
(6) The public facilities district, in consultation with the professional baseball team that will use the stadium and the county in which the public facilities district is located, shall have the authority to structure the financing of the stadium facility project; and
(7) The public facilities district shall consult with the house of representatives executive rules committee and the senate facilities and operations committee before selecting a name for the stadium.

As used in this section, “stadium” and “baseball stadium” mean a “baseball stadium” as defined in RCW 82.14.0485.

[1995 3rd sp.s. c 1 § 303.]

NOTES:
• Part headings not law -- Effective date -- 1995 3rd sp.s. c 1: See notes following RCW 82.14.0485.

RCW 36.100.036
Donated moneys for baseball stadium.
A public facilities district may accept and expend moneys that may be donated for the purpose of a baseball stadium as defined in RCW 82.14.0485.

[1995 3rd sp.s. c 1 § 304.]

NOTES:
• Part headings not law -- Effective date -- 1995 3rd sp.s. c 1: See notes following RCW 82.14.0485.

RCW 36.100.037
Baseball stadium construction agreement.
The public facilities district, the county, and the city with the largest population in the county shall enter into an agreement regarding the construction of a baseball stadium as defined in RCW 82.14.0485. The agreement shall address, but not be limited to:

(1) Expedited permit processing for the design and construction of the project;
(2) Expedited environmental review processing;
(3) Expedited processing of requests for street, right of way, or easement vacations necessary for the construction of the project; and
(4) Other items deemed necessary for the design and construction of the project.

[1995 3rd sp.s. c 1 § 308.]

NOTES:
• Part headings not law -- Effective date -- 1995 3rd sp.s. c 1: See notes following RCW 82.14.0485.

RCW 36.100.040

Lodging tax authorized.
A public facilities district may impose an excise tax on the sale of or charge made for the furnishing of lodging that is subject to tax under chapter 82.08 RCW, except that no such tax may be levied on any premises having fewer than forty lodging units. However, if a public facilities district has not imposed such an excise tax prior to December 31, 1995, the public facilities district may only impose the excise tax if a ballot proposition authorizing the imposition of the tax has been approved by a simple majority vote of voters of the public facilities district voting on the proposition.

The rate of the tax shall not exceed two percent and the proceeds of the tax shall only be used for the acquisition, design, construction, remodeling, maintenance, equipping, reequipping, repairing, and operation of its public facilities. This excise tax shall not be imposed until the district has approved the proposal to acquire, design, and construct the public facilities.

A public facilities district may not impose the tax authorized in this section if, after the tax authorized in this section was imposed, the effective combined rate of state and local excise taxes, including sales and use taxes and excise taxes on lodging, imposed on the sale of or charge made for furnishing of lodging in any jurisdiction in the public facilities district exceeds eleven and one-half percent.

[2002 c 178 § 5; 1995 c 396 § 4; 1989 1st ex.s. c 8 § 4; 1988 ex.s. c 1 § 14.]

NOTES:
• Retroactive application -- Effective date -- 2002 c 178: See notes following RCW 67.28.180.
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.050

Ad valorem property tax.

(1) A public facilities district may levy an ad valorem property tax, in excess of the one percent limitation, upon the property within the district for a one-year period to be used for operating or capital purposes whenever authorized by the voters of the district pursuant to RCW 84.52.052 and Article VII, section 2(a) of the state Constitution.

(2) A public facilities district may provide for the retirement of voter-approved general obligation bonds, issued for capital purposes only, by levying bond retirement ad valorem property tax levies, in excess of the one percent limitation, whenever authorized by the voters of the district pursuant to Article VII, section 2(b) of the state Constitution and RCW 84.52.056.

[1988 ex.s. c 1 § 15.]

RCW 36.100.060

General obligation bonds -- Termination, reauthorization of excise tax.

(1) To carry out the purpose of this chapter, a public facilities district may issue general obligation bonds, not to exceed an amount, together with any outstanding nonvoter approved general obligation indebtedness, equal to one-half of one percent of the value of taxable property within the district, as the term “value of taxable property” is defined in RCW 39.36.015. A facilities district additionally may issue general obligation bonds for capital purposes only, together with any outstanding general obligation indebtedness, not to exceed an amount equal to one and one-fourth percent of the value of the taxable property within the district, as the term “value of taxable property” is defined in RCW 39.36.015, when authorized by the voters of the public
facilities district pursuant to Article VIII, section 6 of the state Constitution, and to provide for
the retirement thereof by excess property tax levies as provided in this chapter.
(2) General obligation bonds may be issued with a maturity of up to thirty years, and shall be
issued and sold in accordance with the provisions of chapter 39.46 RCW.
(3) The general obligation bonds may be payable from the operating revenues of the public
facilities district in addition to the tax receipts of the district.
(4) The excise tax imposed pursuant to RCW 36.100.040 shall terminate upon final payment of all
bonded indebtedness for its public facilities, except that the excise tax may be reauthorized by
a public vote, in the same manner as originally authorized, for funding of additional public
facilities or a regional center.

NOTES:
• Severability -- 1999 c 164: See RCW 35.57.900.
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.070
Acquisition and transfer of real and personal property.
A public facilities district may acquire and transfer real and personal property by lease, sublease, purchase,
or sale.

NOTES:
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.

RCW 36.100.080
Direct or collateral attack barred after thirty days.
No direct or collateral attack on any public facilities district purported to be authorized or created in confor-
mance with this chapter may be commenced more than thirty days after creation by the county legislative
authority.

NOTES:
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.

RCW 36.100.090
Tax deferral -- New public facilities.
(1) The governing board of a public facilities district may apply for deferral of taxes on the
construction of buildings, site preparation, and the acquisition of related machinery and
equipment for a new public facility. Application shall be made to the department of revenue
in a form and manner prescribed by the department of revenue. The application shall
contain information regarding the location of the public facility, estimated or actual costs, time
schedules for completion and operation, and other information required by the department of
revenue. The department of revenue shall approve the application within sixty days if it meets
the requirements of this section.
(2) The department of revenue shall issue a sales and use tax deferral certificate for state and local
sales and use taxes due under chapters 82.08, 82.12, and 82.14 RCW on the public facility. The
use of the certificate shall be governed by rules established by the department of revenue.
(3) The public facilities district shall begin paying the deferred taxes in the fifth year after the date
certified by the department of revenue as the date on which the public facility is operationally
complete. The first payment is due on December 31st of the fifth calendar year after such
certified date, with subsequent annual payments due on December 31st of the following nine
years. Each payment shall equal ten percent of the deferred tax.
(4) The department of revenue may authorize an accelerated repayment schedule upon request of the public facilities district.

(5) Interest shall not be charged on any taxes deferred under this section for the period of deferral, although all other penalties and interest applicable to delinquent excise taxes may be assessed and imposed for delinquent payments under this section. The debt for deferred taxes is not extinguished by insolvency or other failure of the public facilities district.

(6) Applications and any other information received by the department of revenue under this section are not confidential and are subject to disclosure. Chapter 82.32 RCW applies to the administration of this section.

(7) As used in this section, “public facility” means a baseball stadium with a retractable roof or canopy and natural turf.

[1995 1st sp.s. c 14 § 6.]

NOTES:
• Severability -- Effective dates -- 1995 1st sp.s. c 14: See notes following RCW 36.100.010.

RCW 36.100.100
Ex officio treasurer.
The treasurer of the county in which a public facilities district is located shall be the ex officio treasurer of the district.

[1995 c 396 § 7.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.110
Travel, expense reimbursement policy -- Required.
The board of directors of the public facilities district shall adopt a resolution that may be amended from time to time that shall establish the basic requirements governing methods and amounts of reimbursement payable to such district officials and employees for travel and other business expenses incurred on behalf of the district. The resolution shall, among other things, establish procedures for approving such expenses; the form of the travel and expense voucher; and requirements governing the use of credit cards issued in the name of the district. The resolution may also establish procedures for payment of per diem to board members. The state auditor shall, as provided by general law, cooperate with the public facilities district in establishing adequate procedures for regulating and auditing the reimbursement of all such expenses.

[1995 c 396 § 8.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.120
Travel, expense reimbursement policy -- Limitations.
The board of directors of the public facilities district may authorize payment of actual and necessary expenses of officers and employees for lodging, meals, and travel-related costs incurred in attending meetings or conferences on behalf of the public facilities district and strictly in the public interest and for public purposes. Officers and employees may be advanced sufficient sums to cover their anticipated expenses in accordance with rules adopted by the state auditor, which shall substantially conform to the procedures provided in RCW 43.03.150 through 43.03.210.

[1995 c 396 § 9.]
NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.130
Board of directors -- Compensation.
Each member of the board of directors of the public facilities district may receive compensation of fifty dollars per day for attending meetings or conferences on behalf of the district, not to exceed three thousand dollars per year. A director may waive all or a portion of his or her compensation under this section as to a month or months during his or her term of office, by a written waiver filed with the public facilities district. The compensation provided in this section is in addition to reimbursement for expenses paid to the directors by the public facilities district.

[1995 c 396 § 10.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.140
Liability insurance.
The board of directors of the public facilities district may purchase liability insurance with such limits as the directors may deem reasonable for the purpose of protecting and holding personally harmless district officers and employees against liability for personal or bodily injuries and property damage arising from their acts or omissions while performing or in good faith purporting to perform their official duties.

[1995 c 396 § 11.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.150
Costs of defense.
Whenever an action, claim, or proceeding is instituted against a person who is or was an officer or employee of the public facilities district arising out of the performance of duties for or employment with the district, the public facilities district may grant a request by the person that the attorney of the district's choosing be authorized to defend the claim, suit, or proceeding, and the costs of defense, attorneys' fees, and obligation for payments arising from the action may be paid from the district's funds. Costs of defense or judgment or settlement against the person shall not be paid in a case where the court has found that the person was not acting in good faith or within the scope of employment with or duties for the public facilities district.

[1995 c 396 § 12.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.160
Expenditure of funds -- Purposes.
The board of directors of the public facilities district shall have authority to authorize the expenditure of funds for the public purposes of preparing and distributing information to the general public and promoting, advertising, improving, developing, operating, and maintaining facilities of the district. Nothing contained in this section may be construed to authorize preparation and distribution of information to the general public for the purpose of influencing the outcome of a district election.
[1995 c 396 § 13.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.170
Employes -- Benefits.
The public facilities district shall have authority to create and fill positions, fix wages, salaries, and bonds therefor, pay costs involved in securing or arranging to secure employees, and establish benefits for employees, including holiday pay, vacations or vacation pay, retirement benefits, medical, life, accident, or health disability insurance, as approved by the board. Public facilities district board members, at their own expense, shall be entitled to medical, life, accident, or health disability insurance. Insurance for employees and board members shall not be considered compensation. District coverage for the board is not to exceed that provided public facilities district employees.

[1995 c 396 § 14.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.180
Service provider agreements.
The public facilities district may secure services by means of an agreement with a service provider. The public facilities district shall publish notice, establish criteria, receive and evaluate proposals, and negotiate with respondents under requirements set forth by district resolution.

[1995 c 396 § 15.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.190
Purchases and sales -- Procedures.
In addition to provisions contained in chapter 39.04 RCW, the public facilities district is authorized to follow procedures contained in RCW 43.19.1906 and 43.19.1911 for all purchases, contracts for purchase, and sales.

[1995 c 396 § 16.]

NOTES:
• Severability -- 1995 c 396: See note following RCW 36.100.010.

RCW 36.100.200
Revenue bonds -- Limitations.
(1) A public facilities district may issue revenue bonds to fund revenue generating facilities, or portions of facilities, which it is authorized to provide or operate. Whenever revenue bonds are to be issued, the board of directors of the district shall create or have created a special fund or funds from which, along with any reserves created pursuant to RCW 39.44.140, the principal and interest on such revenue bonds shall exclusively be payable. The board may obligate the district to set aside and pay into the special fund or funds a fixed proportion or a fixed amount of the revenues from the public improvements, projects, or facilities, and all related additions, that are funded by the revenue bonds. This amount or proportion shall be a lien and charge against these revenues, subject only to operating and maintenance expenses. The board shall have due regard for the cost of operation and maintenance of the public improvements, projects, or facilities, or additions, that are funded by the revenue bonds, and shall not set aside
into the special fund or funds a greater amount or proportion of the revenues that in its judgment will be available over and above the cost of maintenance and operation and the amount or proportion, if any, of the revenue so previously pledged. The board may also provide that revenue bonds payable out of the same source or sources of revenue may later be issued on a parity with any revenue bonds being issued and sold.

(2) Revenue bonds issued pursuant to this section shall not be an indebtedness of the district issuing the bonds, and the interest and principal on the bonds shall only be payable from the revenues lawfully pledged to meet the principal and interest requirements and any reserves created pursuant to RCW 39.44.140. The owner or bearer of a revenue bond or any interest coupon issued pursuant to this section shall not have any claim against the district arising from the bond or coupon except for payment from the revenues lawfully pledged to meet the principal and interest requirements and any reserves created pursuant to RCW 39.44.140. The substance of the limitations included in this subsection shall be plainly printed, written, or engraved on each bond issued pursuant to this section.

(3) Revenue bonds with a maturity in excess of thirty years shall not be issued. The board of directors of the district shall by resolution determine for each revenue bond issue the amount, date, form, terms, conditions, denominations, maximum fixed or variable interest rate or rates, maturity or maturities, redemption rights, registration privileges, manner of execution, manner of sale, callable provisions, if any, and covenants including the refunding of existing revenue bonds. Facsimile signatures may be used on the bonds and any coupons. Refunding revenue bonds may be issued in the same manner as revenue bonds are issued.

[1995 c 396 § 17.]

NOTES:

• Severability -- 1995 c 396: See note following RCW 36.100.010.

Alternative authority to issue revenue bonds: RCW 39.46.150, 39.46.160.

Funds for reserve purposes may be included in issue amount: RCW 39.44.140.

RCW 36.100.210
Tax on admissions.

A public facility district may levy and fix a tax of not more than one cent on twenty cents or fraction thereof to be paid by the person who pays an admission charge to a regional center, as defined in RCW 35.57.020. This includes a tax on persons who are admitted free of charge or at reduced rates if other persons pay a charge or a regular higher charge for the same privileges or accommodations.

The term “admission charge” includes:

1. A charge made for season tickets or subscriptions;
2. A cover charge, or a charge made for use of seats and tables reserved or otherwise, and other similar accommodations;
3. A charge made for food and refreshment if free entertainment, recreation, or amusement is provided;
4. A charge made for rental or use of equipment or facilities for purposes of recreation or amusement; if the rental of the equipment or facilities is necessary to the enjoyment of a privilege for which a general admission is charged, the combined charges shall be considered as the admission charge;
5. Automobile parking charges if the amount of the charge is determined according to the number of passengers in the automobile.

[1999 c 165 § 17.]
NOTES:

- Severability -- 1999 c 164: See RCW 35.57.900.

**RCW 36.100.220**

**Tax on vehicle parking charges.**
A public facility district may levy and fix a tax on any vehicle parking charges imposed at any parking facility that is owned or leased by the public facility district as part of a regional center, as defined in RCW 35.57.020. No county or city or town within which the regional center is located may impose a tax of the same or similar kind on any vehicle parking charges at the facility. For the purposes of this section, “vehicle parking charges” means only the actual parking charges exclusive of taxes and service charges and the value of any other benefit conferred. The tax authorized under this section shall be at the rate of not more than ten percent.

[1999 c 165 § 18.]

NOTES:

- Severability -- 1999 c 164: See RCW 35.57.900.

**RCW 36.100.900**

**Severability -- 1988 ex.s. c 1.**
If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected.

[1988 ex.s. c 1 § 27.]
Chapter 36.102 RCW
STADIUM AND EXHIBITION CENTERS

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RCW 36.102.010
Definitions.
The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

(1) “Design” includes architectural, engineering, and other related professional services.

(2) “Develop” means, generally, the process of planning, designing, financing, constructing, owning, operating, and leasing a project such as a stadium and exhibition center.

(3) “Permanent seat license” means a transferable license sold to a third party that, subject to certain conditions, restrictions, and limitations, entitles the third party to purchase a season ticket to professional football games of the professional football team played in the stadium and exhibition center for so long as the team plays its games in that facility.

(4) “Preconstruction” includes negotiations, including negotiations with any team affiliate, planning, studies, design, and other activities reasonably necessary before constructing a stadium and exhibition center.

(5) “Professional football team” means a team that is a member of the national football league or similar professional football association.

(6) “Public stadium authority operation” means the formation and ongoing operation of the public stadium authority, including the hiring of employees, agents, attorneys, and other contractors, and the acquisition and operation of office facilities.

(7) “Site acquisition” means the purchase or other acquisition of any interest in real property including fee simple interests and easements, which property interests constitute the site for a stadium and exhibition center.

(8) “Site preparation” includes demolition of existing improvements, environmental remediation, site excavation, shoring, and construction and maintenance of temporary traffic and pedestrian routing.

(9) “Stadium and exhibition center” means an open-air stadium suitable for national football league football and for Olympic and world cup soccer, with adjacent exhibition facilities, together with associated parking facilities and other ancillary facilities.

(10) “Team affiliate” means a professional football team that will use the stadium and exhibition center, and any affiliate of the team designated by the team. An “affiliate of the team” means any person or entity that controls, is controlled by, or is under common control with the team.

[1997 c 220 § 101 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.020
Public stadium authority -- Creation -- Powers and duties -- Transfer of property.

(1) A public stadium authority may be created in any county that has entered into a letter of intent relating to the development of a stadium and exhibition center under chapter 220, Laws of 1997 with a team affiliate or an entity that has a contractual right to become a team affiliate.

(2) A public stadium authority shall be created upon adoption of a resolution providing for the creation of such an authority by the county legislative authority in which the proposed authority is located.

(3) A public stadium authority shall constitute a body corporate and shall possess all the usual powers of a corporation for public purposes as well as all other powers that may now or hereafter be specifically conferred by statute, including, but not limited to, the authority to hire employees, staff, and services, to enter into contracts, and to sue and be sued.

(4) The legislative authority of the county in which the public stadium authority is located, or the council of any city located in that county, may transfer property to the public stadium authority created under this chapter. Property encumbered by debt may be transferred by a county legislative authority or a city council to a public stadium authority created to develop a stadium and exhibition center under RCW 36.102.050, but obligation for payment of the debt may not be transferred.

[1997 c 220 § 102 (Referendum Bill No. 48, approved June 17, 1997).]
RCW 36.102.030
Public stadium authority -- Board of directors -- Appointment -- Terms -- Vacancy -- Removal.

(1) A public stadium authority shall be governed by a board of directors consisting of seven members appointed by the governor. The speaker of the house of representatives, the minority leader of the house of representatives, the majority leader of the senate, and the minority leader of the senate shall each recommend to the governor a person to be appointed to the board.

(2) Members of the board of directors shall serve four-year terms of office, except that three of the initial seven board members shall serve two-year terms of office. The governor shall designate the initial terms of office for the initial members who are appointed.

(3) A vacancy shall be filled in the same manner as the original appointment was made and the person appointed to fill a vacancy shall serve for the remainder of the unexpired term of the office for the position to which he or she was appointed.

(4) A director appointed by the governor may be removed from office by the governor.

[1997 c 220 § 103 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.040
Public stadium authority advisory committee -- Appointment -- Review and comment on proposed lease agreement.

(1) There is created a public stadium authority advisory committee comprised of five members. The advisory committee consists of: The director of the office of financial management, who shall serve as chair; two members appointed by the house of representatives, one each appointed by the speaker of the house of representatives and the minority leader of the house of representatives; and two members appointed by the senate, one each appointed by the majority leader of the senate and the minority leader of the senate.

(2) The advisory committee, prior to the final approval of any lease with the master tenant or sale of stadium naming rights, shall review and comment on the proposed lease agreement or sale of stadium naming rights.

[1997 c 220 § 104 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.050
Public stadium authority -- Powers and duties -- Acquisition, construction, ownership, remodeling, maintenance, equipping, reequipping, repairing, and operation of stadium and exhibition center -- Contracts and agreements regarding ownership and operation -- Employees unclassified -- Supplemental public works contracting procedures -- Charges and fees -- Gifts, grants, and donations -- Prevailing wage and women and minority-business participation.

(1) The public stadium authority is authorized to acquire, construct, own, remodel, maintain, equip, reequip, repair, and operate a stadium and exhibition center as defined in RCW 36.102.010.

(2) The public stadium authority may enter into agreements under chapter 39.34 RCW for the joint provision and operation of a stadium and exhibition center and may enter into contracts under chapter 39.34 RCW where any party to the contract provides and operates the stadium and exhibition center for the other party or parties to the contract.

(3) Any employees of the public stadium authority shall be unclassified employees not subject to the provisions of chapter 41.06 RCW and a public stadium authority may contract with a public or private entity for the operation or management of the stadium and exhibition center.

(4) The public stadium authority is authorized to use the alternative supplemental public works contracting procedures set forth in chapter 39.10 RCW in connection with the design, construction, reconstruction, remodel, or alteration of a stadium and exhibition center.

(5) The public stadium authority may impose charges and fees for the use of the stadium and exhibition center, and may accept and expend or use gifts, grants, and donations.

(6) The public stadium authority shall comply with the prevailing wage requirements of chapter 39.12 RCW and goals established for women and minority-business participation for the county.
Public stadium authority -- Powers and duties -- Site -- Project scope -- Design and specification -- Use of professional services -- Budget -- Financing structure -- Development agreement -- Lease agreement -- Profit-sharing discussion -- Master tenant funds for Olympics and world cup -- Stadium scheduling -- Super Bowl acquisition -- Mitigation -- Demolition filming -- Permanent seat licenses.

In addition to other powers and restrictions on a public stadium authority, the following apply to a public stadium authority created to develop a stadium and exhibition center under RCW 36.102.050:

(1) The public stadium authority, in consultation with the team affiliate, shall have the authority to determine the stadium and exhibition center site;

(2) The public stadium authority, in consultation with the team affiliate, shall have the authority to establish the overall scope of the stadium and exhibition center project, including, but not limited to, stadium and exhibition center itself, associated exhibition facilities, associated parking facilities, associated retail and office development that are part of the stadium and exhibition center, and ancillary services and facilities;

(3) The public stadium authority, in consultation with the team affiliate, shall have the authority to make the final determination of the stadium and exhibition center overall design and specification;

(4) The public stadium authority shall have the authority to contract with a team affiliate for the provision of architectural, engineering, environmental, and other professional services related to the stadium and exhibition center site, design options, required environmental studies, and necessary permits for the stadium and exhibition center;

(5) The public stadium authority, in consultation with the team affiliate, shall have the authority to establish the project budget on the stadium and exhibition center project;

(6) The public stadium authority, in consultation with the team affiliate, shall have the authority to make recommendations to the state finance committee regarding the structure of the financing of the stadium and exhibition center project;

(7) The public stadium authority shall have the authority to enter into a development agreement with a team affiliate whereby the team affiliate may control the development of the stadium and exhibition center project, consistent with subsections (1) through (6) of this section, in consideration of which the team affiliate assumes the risk of costs of development that are in excess of the project budget established under subsection (5) of this section. Under the development agreement, the team affiliate shall determine bidding specifications and requirements, and other aspects of development. Under the development agreement, the team affiliate shall determine procurement procedures and other aspects of development, and shall select and engage an architect or architects and a contractor or contractors for the stadium and exhibition center project, provided that the construction, alterations, repairs, or improvements of the stadium and exhibition center shall be subject to the prevailing wage requirements of chapter 39.12 RCW and all phases of the development shall be subject to the goals established for women and minority-business participation for the county where the stadium and exhibition center is located. The team affiliate shall, to the extent feasible, hire local residents and in particular residents from the areas immediately surrounding the stadium and exhibition center during the construction and ongoing operation of the stadium and exhibition center;

(8) The public stadium authority shall have the authority to enter into a long-term lease agreement with a team affiliate whereby, in consideration of the payment of fair rent and assumption of operating and maintenance responsibilities, risk, legal liability, and costs associated with the stadium and exhibition center, the team affiliate becomes the sole master tenant of the stadium and exhibition center. The master tenant lease agreement must require the team affiliate to publicly disclose, on an annual basis, an audited profit and loss financial statement. The team affiliate shall provide a guarantee, security, or a letter of credit from a person or entity with a net worth in excess of one hundred million dollars that guarantees a maximum of ten years'
payments of fair rent under the lease in the event of the bankruptcy or insolvency of the team affiliate. The master tenant shall have the power to sublease and enter into use, license, and concession agreements with various users of the stadium and exhibition center including the professional football team, and the master tenant has the right to name the stadium and exhibition center, subject to RCW 36.102.080. The master tenant shall meet goals, established by the county where the stadium and exhibition center is located, for women and minority employment for the operation of the stadium and exhibition center. Except as provided in subsection (10) of this section, the master tenant shall have the right to retain revenues derived from the operation of the stadium and exhibition center, including revenues from the sublease and uses, license and concession agreements, revenues from suite licenses, concessions, advertising, long-term naming rights subject to RCW 36.102.080, and parking revenue. If federal law permits interest on bonds issued to finance the stadium and exhibition center to be treated as tax exempt for federal income tax purposes, the public stadium authority and the team affiliate shall endeavor to structure and limit the amounts, sources, and uses of any payments received by the state, the county, the public stadium authority, or any related governmental entity for the use or in respect to the stadium and exhibition center in such a manner as to permit the interest on those bonds to be tax exempt. As used in this subsection, “fair rent” is solely intended to cover the reasonable operating expenses of the public stadium authority and shall be not less than eight hundred fifty thousand dollars per year with annual increases based on the consumer price index;

(9) Subject to RCW 43.99N.020(2)(b)(ix), the public stadium authority may reserve the right to discuss profit sharing from the stadium and exhibition center from sources that have not been identified at the time the long-term lease agreement is executed;

(10) The master tenant may retain an amount to cover the actual cost of preparing the stadium and exhibition center for activities involving the Olympic Games and world cup soccer. Revenues derived from the operation of the stadium and exhibition center for activities identified in this subsection that exceed the master tenant’s actual costs of preparing, operating, and restoring the stadium and exhibition center must be deposited into the tourism development and promotion account created in RCW 43.330.094;

(11) The public stadium authority, in consultation with a public facilities district that is located within the county, shall work to eliminate the use of the stadium and exhibition center for events during the same time as events are held in the baseball stadium as defined in RCW 82.14.0485;

(12) The public stadium authority, in consultation with the team affiliate, must work to secure the hosting of a Super Bowl, if the hosting requirements are changed by the national football league or similar professional football association;

(13) The public stadium authority shall work with surrounding areas to mitigate the impact of the construction and operation of the stadium and exhibition center;

(14) The public stadium authority, in consultation with the office of financial management, shall negotiate filming rights of the demolition of the existing domed stadium on the stadium and exhibition center site. All revenues derived from the filming of the demolition of the existing domed stadium shall be deposited into the film and video promotion account created in RCW 43.330.092; and

(15) The public stadium authority shall have the authority, upon the agreement of the team affiliate, to sell permanent seat licenses, and the team affiliate may act as the sales agent for this purpose.

[1997 c 220 § 106 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.070
Deferral of taxes -- Application by public stadium authority -- Department of revenue approval -- Repayment -- Schedules -- Interest -- Debt for taxes -- Information not confidential.

(1) The governing board of a public stadium authority may apply for deferral of taxes on the construction of buildings, site preparation, and the acquisition of related machinery and
equipment for a stadium and exhibition center. Application shall be made to the department of revenue in a form and manner prescribed by the department of revenue. The application shall contain information regarding the location of the stadium and exhibition center, estimated or actual costs, time schedules for completion and operation, and other information required by the department of revenue. The department of revenue shall approve the application within sixty days if it meets the requirements of this section.

(2) The department of revenue shall issue a sales and use tax deferral certificate for state and local sales and use taxes due under chapters 82.08, 82.12, and 82.14 RCW on the public facility.

(3) The public stadium authority shall begin paying the deferred taxes in the fifth year after the date certified by the department of revenue as the date on which the stadium and exhibition center is operationally complete. The first payment is due on December 31st of the fifth calendar year after such certified date, with subsequent annual payments due on December 31st of the following nine years. Each payment shall equal ten percent of the deferred tax.

(4) The department of revenue may authorize an accelerated repayment schedule upon request of the public stadium authority.

(5) Interest shall not be charged on any taxes deferred under this section for the period of deferral, although all other penalties and interest applicable to delinquent excise taxes may be assessed and imposed for delinquent payments under this section. The debt for deferred taxes is not extinguished by insolvency or other failure of the public stadium authority.

(6) The repayment of deferred taxes and interest, if any, shall be deposited into the stadium and exhibition center account created in RCW 43.99N.060 and used to retire bonds issued under RCW 43.99N.020 to finance the construction of the stadium and exhibition center.

(7) Applications and any other information received by the department of revenue under this section are not confidential and are subject to disclosure. Chapter 82.32 RCW applies to the administration of this section.

[1997 c 220 § 201 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.080
Naming rights -- Use of revenues.
Revenues from the sales of naming rights of a stadium and exhibition center developed under RCW 36.102.050 may only be used for costs associated with capital improvements associated with modernization and maintenance of the stadium and exhibition center. The sales of naming rights are subject to the reasonable approval of the public stadium authority.

[1997 c 220 § 107 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.090
Donated moneys.
A public stadium authority may accept and expend moneys that may be donated for the purpose of a stadium and exhibition center.

[1997 c 220 § 108 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.100
Construction agreements -- Property assembly -- Demolition of existing structures.
(1) The public stadium authority, the county, and the city, if any, in which the stadium and exhibition center is to be located shall enter into one or more agreements regarding the construction of a stadium and exhibition center. The agreements shall address, but not be limited to:
(a) Expedited permit processing for the design and construction of the stadium and exhibition center project;
(b) Expedited environmental review processing;
(c) Expedited processing of requests for street, right of way, or easement vacations necessary for
the construction of the stadium and exhibition center project; and
(d) Other items deemed necessary for the design and construction of the stadium and exhibition
center project.
(2) The county shall assemble such real property and associated personal property as the public
stadium authority and the county mutually determine to be necessary as a site for the stadium
and exhibition center. Property that is necessary for this purpose that is owned by the county
on or after July 17, 1997, shall be contributed to the authority, and property that is necessary
for this purpose that is acquired by the county on or after July 17, 1997, shall be conveyed to
the authority. Property that is encumbered by debt may be transferred by the county to the
authority, but obligation for payment of the debt may not be transferred.
(3) A new exhibition facility of at least three hundred twenty-five thousand square feet, with ad
equate on-site parking, shall be constructed and operational before any domed stadium in the
county is demolished or rendered unusable. Demolition of any existing structure and
construction of the stadium and exhibition center shall be reasonably executed in a manner
that minimizes impacts, including access and parking, upon existing facilities, users, and
neighborhoods. No county or city may exercise authority under any landmarks preservation
statute or ordinance in order to prevent or delay the demolition of any existing domed stadium
at the site of the stadium and exhibition center.

[1997 c 220 § 109 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.110
Property acquisition and sale.
A public stadium authority may acquire and transfer real and personal property by lease, sublease, pur-
chase, or sale.

[1997 c 220 § 110 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.120
Public stadium authority board of directors -- Travel and business expenses -- Resolution on pay-
ment and procedures -- Operating budget report.
(1) The board of directors of the public stadium authority shall adopt a resolution that may be
amended from time to time that shall establish the basic requirements governing methods and
amounts of reimbursement payable to such authority and employees for travel and other
business expenses incurred on behalf of the authority. The resolution shall, among other things,
establish procedures for approving such expenses; the form of the travel and expense voucher;
and requirements governing the use of credit cards issued in the name of the authority. The
resolution may also establish procedures for payment of per diem to board members. The state
auditor shall, as provided by general law, cooperate with the public stadium authority in
establishing adequate procedures for regulating and auditing the reimbursement of all such
expenses.
(2) The board of directors shall transmit a copy of the adopted annual operating budget of the
public stadium authority to the governor and the majority leader and minority leader of the
house of representatives and the senate. The budget information shall include, but is not limited
to a statement of income and expenses of the public stadium authority.

[1997 c 220 § 111 (Referendum Bill No. 48, approved June 17, 1997).]

RCW 36.102.130
Public stadium authority officers and employees -- Expenses.
The board of directors of the public stadium authority may authorize payment of actual and necessary ex-
penses of officers and employees for lodging, meals, and travel-related costs incurred in attending meetings
or conferences on behalf of the public stadium authority and strictly in the public interest and for public
purposes. Officers and employees may be advanced sufficient sums to cover their anticipated expenses in
accordance with rules adopted by the state auditor, which shall substantially conform to the procedures provided in RCW 43.03.150 through 43.03.210.

[1997 c 220 § 112 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.140**  
Public stadium authority board of directors -- Compensation -- Waiver.  
Each member of the board of directors of the public stadium authority may receive compensation of fifty dollars per day for attending meetings or conferences on behalf of the authority, not to exceed three thousand dollars per year. A director may waive all or a portion of his or her compensation under this section as to a month or months during his or her term of office, by a written waiver filed with the public stadium authority. The compensation provided in this section is in addition to reimbursement for expenses paid to the directors by the public stadium authority.

[1997 c 220 § 113 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.150**  
Public stadium authority -- Liability insurance.  
The board of directors of the public stadium authority may purchase liability insurance with such limits as the directors may deem reasonable for the purpose of protecting and holding personally harmless authority officers and employees against liability for personal or bodily injuries and property damage arising from their acts or omissions while performing or in good faith purporting to perform their official duties.

[1997 c 220 § 114 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.160**  
Public stadium authority -- Defense of suit, claim, or proceeding against officer or employee -- Costs -- Attorneys' fees -- Obligation -- Exception.  
Whenever an action, claim, or proceeding is instituted against a person who is or was an officer or employee of the public stadium authority arising out of the performance of duties for or employment with the authority, the public stadium authority may grant a request by the person that the attorney of the authority's choosing be authorized to defend the claim, suit, or proceeding, and the costs of defense, attorneys' fees, and obligation for payments arising from the action may be paid from the authority's funds. Costs of defense or judgment or settlement against the person shall not be paid in a case where the court has found that the person was not acting in good faith or within the scope of employment with or duties for the public stadium authority.

[1997 c 220 § 115 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.170**  
Information preparation and distribution.  
The board of directors of the public stadium authority shall have authority to authorize the expenditure of funds for the public purposes of preparing and distributing information to the general public about the stadium and exhibition center.

[1997 c 220 § 116 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.180**  
Public stadium authority -- Employee positions -- Wages and benefits -- Insurance of employees, board members.  
The public stadium authority shall have authority to create and fill positions, fix wages and salaries, pay costs involved in securing or arranging to secure employees, and establish benefits for employees, including holiday pay, vacations or vacation pay, retirement benefits, medical, life, accident, or health disability insurance, as approved by the board. Public stadium authority board members, at their own expense, shall be
entitled to medical, life, accident, or health disability insurance. Insurance for employees and board members shall not be considered compensation. Authority coverage for the board is not to exceed that provided public stadium authority employees.

[1997 c 220 § 117 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.190**  
Public stadium authority -- Securing services -- Service provider agreement -- Resolutions setting procedures.  
The public stadium authority may secure services by means of an agreement with a service provider. The public stadium authority shall publish notice, establish criteria, receive and evaluate proposals, and negotiate with respondents under requirements set forth by authority resolution.

[1997 c 220 § 118 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.200**  
Public stadium authority -- Confidentiality of financial information.  
The public stadium authority may refuse to disclose financial information on the master tenant, concessioners, the team affiliate, or subleasee under RCW 42.17.310.

[1997 c 220 § 119 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.800**  
Referendum only measure for taxes for stadium and exhibition center -- Limiting legislation upon failure to approve -- 1997 c 220.  
The referendum on this act is the only measure authorizing, levying, or imposing taxes for a stadium and exhibition center that may be put to a public vote. Should the act fail to be approved at the special election on or before June 20, 1997, the legislature shall not pass other legislation to build or finance a stadium and exhibition center, as defined in RCW 36.102.010, for the team affiliate.

[1997 c 220 § 604 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.801**  
Legislation as opportunity for voter's decision -- Not indication of legislators' personal vote on referendum proposal -- 1997 c 220.  
The legislature neither affirms nor refutes the value of this proposal, and by this legislation simply expresses its intent to provide the voter of the state of Washington an opportunity to express the voter's decision. It is also expressed that many legislators might personally vote against this proposal at the polls, or they might not.

[1997 c 220 § 605 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.802**  
Contingency -- Null and void -- Team affiliate's agreement for reimbursement for election -- 1997 c 220.  
Notwithstanding any other provision of this act, this act shall be null and void in its entirety unless the team affiliate as defined in RCW 36.102.010 enters into an agreement with the secretary of state to reimburse the state and the counties for the full cost of the special election to be held on or before June 20, 1997.

[1997 c 220 § 606 (Referendum Bill No. 48, approved June 17, 1997).]

**NOTES:**  
• Reviser's note: The team affiliate entered into an agreement with the secretary of state on May 14, 1997, for reimbursement of the full cost of the special election.
• Effective date -- 1997 c 220 §§ 606 and 607: “Sections 606 and 607 of this act are necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and take effect immediately [April 26, 1997].” [1997 c 220 § 608.]

RCW 36.102.803
Referendum -- Submittal -- Explanatory statement -- Voters’ pamphlet -- Voting procedures -- Canvassing and certification -- Reimbursement of counties for costs -- No other elections on stadium and exhibition center -- 1997 c 220.

(1) The secretary of state shall submit sections 101 through 604, chapter 220, Laws of 1997 to the people for their adoption and ratification, or rejection, at a special election to be held in this state on or before June 20, 1997, in accordance with Article II, section 1 of the state Constitution and the laws adopted to facilitate its operation. The special election shall be limited to submission of this act to the people.

(2) The attorney general shall prepare the explanatory statement required by *RCW 29.81.020 and transmit that statement regarding the referendum to the secretary of state no later than the last Monday of April before the special election.

(3) The secretary of state shall prepare and distribute a voters’ pamphlet addressing this referendum measure following the procedures and requirements of **chapter 29.81 RCW, except that the secretary of state may establish different deadlines for the appointment of committees to draft arguments for and against the referendum, for submitting arguments for and against the referendum, and for submitting rebuttal statements of arguments for and against the referendum. The voters’ pamphlet description of the referendum measure shall include information to inform the public that ownership of the KingDome may be transferred to the public stadium authority and that the KingDome will be demolished in order to accommodate the new football stadium.

(4) A county auditor may conduct the voting at this special election in all precincts of the county by mail using the procedures set forth in ***RCW 29.36.121 through 29.36.139.

(5) Notwithstanding the provisions of ****RCW 29.62.020, the county canvassing board in each county shall canvass and certify the votes cast at this special election in that county to the secretary of state no later than the seventh day following the election. Notwithstanding the provisions of ****RCW 29.62.120, the secretary of state shall canvass and certify the returns from the counties no later than the ninth day following the special election.

(6) The secretary of state shall reimburse each county for the cost of conducting the special election in that county in the same manner as state primary and general election costs are reimbursed under ****RCW 29.13.047 (1) and (3).

(7) No other state, county, or local election shall be required or held on any proposition related to or affecting the stadium and exhibition center defined in RCW 36.102.010.

[1997 c 220 § 607 (Referendum Bill No. 48, approved June 17, 1997.)] Referendum Bill No. 48 was approved by the electorate at the June 17, 1997, election.

NOTES:
• Reviser’s note: *(1) RCW 29.81.020 was repealed by 1999 c 260 § 13.
• **(2) Chapter 29.81 RCW was recodified as chapter 29A.32 RCW pursuant to 2003 c 111 § 2401, effective July 1, 2004.
• ***(3) RCW 29.36.121, 29.36.124, 29.36.126, and 29.36.130 were recodified as RCW 29.38.020, 29.38.040, 29.38.050, and 29.38.060, respectively, pursuant to 2001 c 241 § 25. RCW 29.36.122 and 29.36.139 were repealed by 2001 c 241 § 24. RCW 29.38.020, 29.38.040, 29.38.050, and 29.38.060 were subsequently recodified as RCW 29A.48.020, 29A.48.040, 29A.48.050, and 29A.48.060, respectively, pursuant to 2003 c 111 § 2401, effective July 1, 2004.
• ****(4) RCW 29.62.020, 29.62.120, and 29.13.047 were recodified as RCW 29A.60.160, 29A.60.250, and 29A.04.420, respectively, pursuant to 2003 c 111 § 2401, effective July 1, 2004.
• Effective date -- 1997 c 220 §§ 606 and 607: See note following RCW 36.102.802.

**RCW 36.102.900**  
Part headings not law -- 1997 c 220.  
Part headings used in this act are not any part of the law.

[1997 c 220 § 601 (Referendum Bill No. 48, approved June 17, 1997).]

**RCW 36.102.901**  
Severability -- 1997 c 220.  
If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected.

[1997 c 220 § 602 (Referendum Bill No. 48, approved June 17, 1997).]
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