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## Tourism Development Strategy for Springfield, Missouri

Harrison Price Company



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**TOURISM DEVELOPMENT STRATEGY  
FOR SPRINGFIELD, MISSOURI**

**Prepared for**

**The City of Springfield  
The Springfield Chamber of Commerce  
Springfield Convention and Visitors Bureau**

**August 21, 1992**

**Prepared by**

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## Section 1

### INTRODUCTION

Springfield, Missouri is 45 miles north of Branson where a performers headquarters and venue explosion has occurred in the last two years and continues unabated. Branson is also the location of one of the nation's best theme parks and the particular integrity and quality of the thematic development of that park may have contributed strongly to the emergence of the area as a western music performance center. In addition, the ADI area of Springfield/Branson is the most important focus of Ozark tourism.

The leaders of Springfield (the City, the Chamber of Commerce, the Convention and Visitors Bureau) were interested in an action plan that would ensure Springfield of a maximum opportunity and share out of this new force and an appropriate revitalization of its own touristic momentum and development.

Project objectives as developed by the client were:

1. Review the history of tourism/entertainment activities of the area (Area of Dominant Influence).
2. Assess the overall tourism potential of the area.
3. Examine current infrastructure and how it relates to tourism development.
4. Assess the current and future tourism market as it relates to the people currently coming to the area and to people that may be attracted in the future.
5. Assess existing entertainment/attraction mix in Springfield/Branson area and how it relates to future development.
6. Recommend the types of entertainment/attractions that would be most appropriate to this market.



7. Recommend the strategic locations that would be most appropriate for development.
8. Identify and prioritize key steps or activities necessary to attract tourism development.

The following consulting program was undertaken by Harrison Price Company to carry out these objectives.

### **SCOPE OF WORK**

1. Define the resident market and its demography.
2. Assemble data on tourism trends in the Springfield/Branson area identified as pass-through, overnight visitors, convention and business visitors/groups, and FIT travelers, and project this information into the next decade.
3. Inventory the tourist infrastructure; visitation at attractions, number and location of visitor accommodations, recreation areas, parks, and the like. Assess party size, length of stay, type of accommodations, and their future trends.
4. Evaluate the strengths and weaknesses of Springfield in its competitive context and relationship with Branson with particular reference to the competition for tourist time and expenditures.
5. In the light of anticipated growth and development, identify tourist attractions and public assembly facilities and project needs for the ADI area which best fit Springfield.
6. Study highway movements, access conditions, land availability and other factors affecting site location for new projects in Springfield and its environs; identify and rank location alternatives.
7. Identify what needs to be done to encourage development of needed projects and Springfield tourism in general.

This report contains the results of HPC's research and consulting efforts. **Section 2** contains a description of the resident market and its characteristics. **Section 3** evaluates the existing visitor market. **Section 4** presents data on the current touristic infrastructure and **Section 5** extrapolates the prior data in an estimate of potential future visitation. **Section 6** contains recommendations of a strategy to be pursued by the client to achieve a greater share of the future visitor market. A summary of the results of the research and consulting effort is contained in **Section 7**.

HPC wishes to thank the members of the Springfield client group and representatives of the State of Missouri, the City of Branson, and the Branson/Lakes Chamber of Commerce for their written and verbal contributions to this effort. Thank you also to the many private citizens and business entities that helped to complete the task.

Single copy enclosures for information only:

1. Beach Boulevard Entertainment Corridor  
A Specific Plan for the City of Buena Park, California
2. "C-R" Commercial Recreation Zone  
City of Anaheim, California

## Section 2

### THE RESIDENT MARKET ENVIRONMENT

#### THE RESIDENT MARKET

Springfield, and the remainder of its Area of Dominant Influence (ADI), is a fairly small market. The Springfield MSA, which includes Greene and Christian Counties, had a population of 240,593 in 1990. The twelve Missouri counties within 50 miles of Springfield (which includes the Branson/Lakes area) contained a population of 235,981, for a total count of 476,574 in 1990. Eleven additional Missouri counties and seven Arkansas counties round out the Springfield ADI, adding 289,136 residents, for a total ADI population of 765,710 in 1990. Projections of the population in the 40-50 mile radius by the Springfield Chamber of Commerce for the year 2000 indicate 551,774 residents as shown in **Figure 1**. The ADI area beyond 50 miles is projected by HPC to grow at a rate of about 2.0% (non-compounded) annually, or increasing by about 58,000, bringing total ADI population to nearly 900,000 by the year 2000. This reflects the impact of the growth in tourism, and will depend to some degree on the actions of the cities of Springfield and Branson and their respective business communities.

**Figure 2** shows the location of other Missouri counties included in the Springfield ADI, and also shows graphs of the historic trends in population since 1900. It is worth noting that population in most counties declined until the '60s or '70s, and have since been making a comeback. The exception is Greene County, which has seen an increase in every decade since 1900.

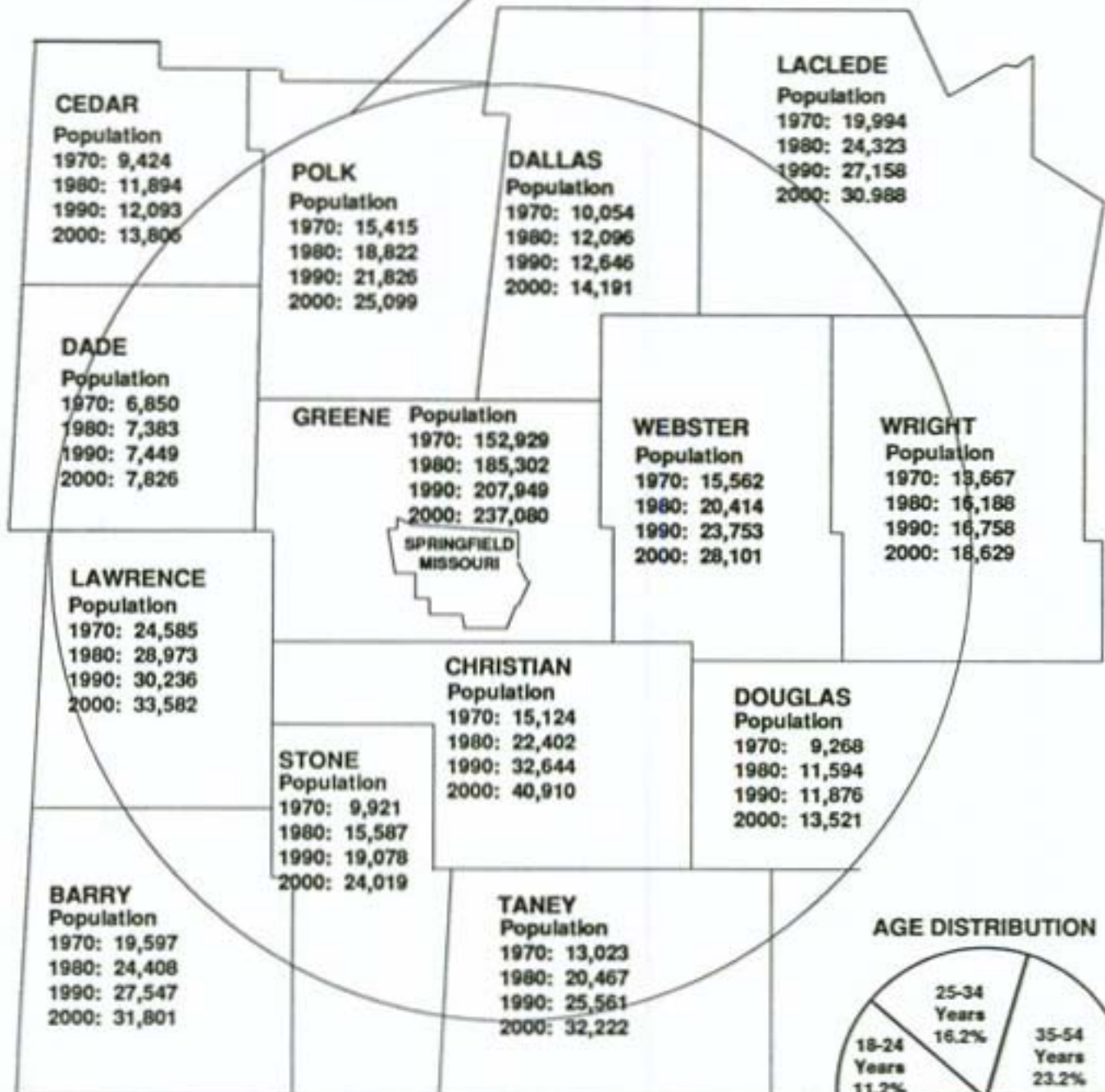
This is a relatively small market to support recreation attractions. Nonetheless, residents of the Springfield ADI represent at least half of the visitors to Bass Pro and 17 percent or more of Branson area attraction visitors. Many of the potential tourism facilities that could be developed in Springfield would rely on some support from the local resident population, as well as on tourists to the area.

Figure 1

SPRINGFIELD POPULATION PROJECTIONS/  
AGE DISTRIBUTION  
YEAR 2000

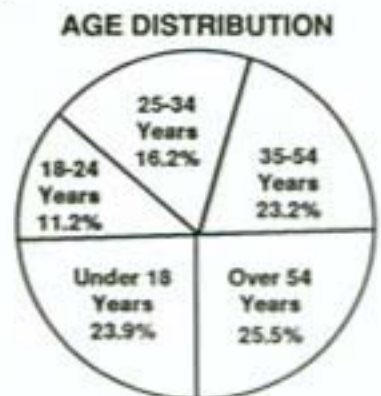
Area Population  
(with Future Estimates)

40 MILE RADIUS



POPULATION	
1970	1980
335,413	419,853
1990	2000
476,574	551,774

48% MALE  
52% FEMALE





## AGE AND INCOME CHARACTERISTICS

The age distribution of the population is also shown in the form of a pie graph in Figure 1. When it comes to consideration of age as it relates to recreation, we are all children at heart. Since this study is concerned with a broad spectrum of potential facilities that would draw overnight visitors to the area, it is sufficient to note only that it is not inordinately skewed in any direction, but that there is a large college enrollment in Springfield (almost 31,000), and that an increasing number of retirees are coming to the area, attracted by the low cost of living, extensive medical facilities, and the climate.

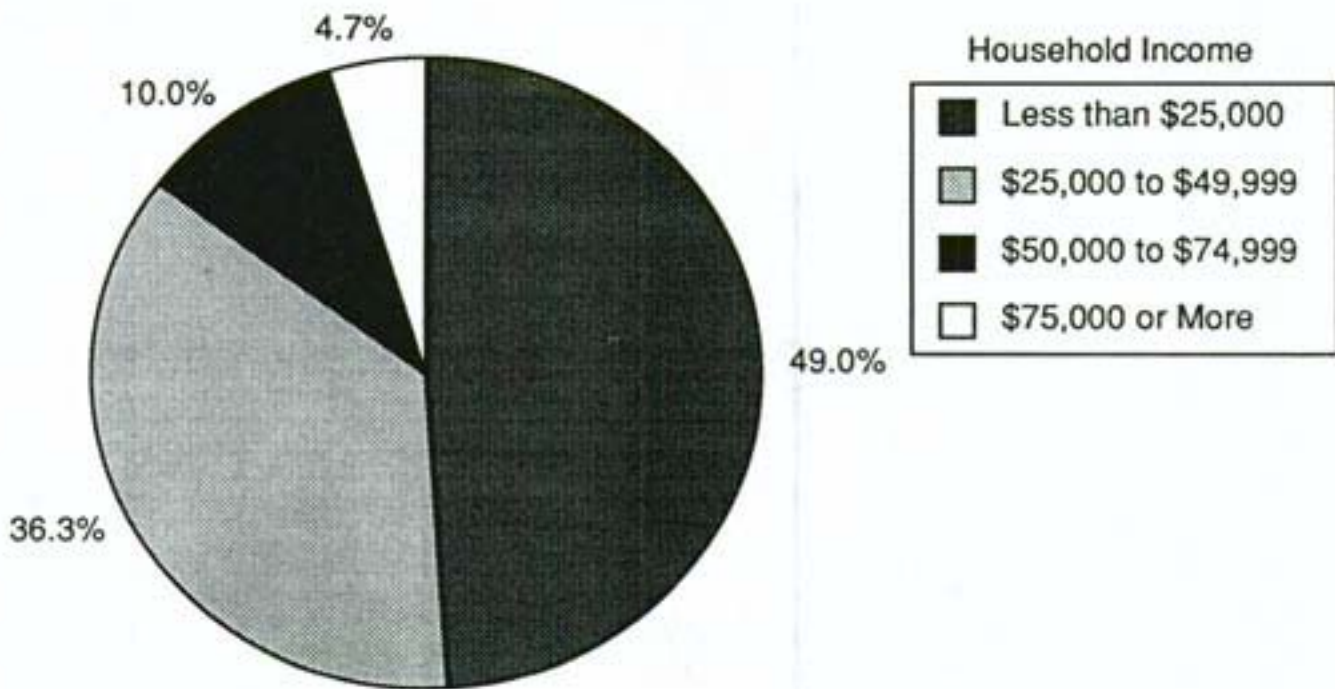
The incomes of the resident population are average or slightly above those of other Midwest metropolitan areas, at \$13,796 per capita, and \$30,625 per household (see Figure 3).

## CLIMATE

The Ozarks have a moderate four-season climate. April through October are pleasant months, with some warm and humid days in July and August causing some discomfort in outdoor activities. Snowfall occurs mainly from December through March, but rain is almost as likely as snow in all but January and February (See Figure 4). Annual precipitation is 41 inches, with 15 inches of snow. This weather pattern has defined the season in the Branson/Lakes area as May to October. However, the Ozark Mountain Christmas and Festival of Lights, coupled with the fact that music shows are presented indoors, is having the effect of expanding the season.

Figure 3

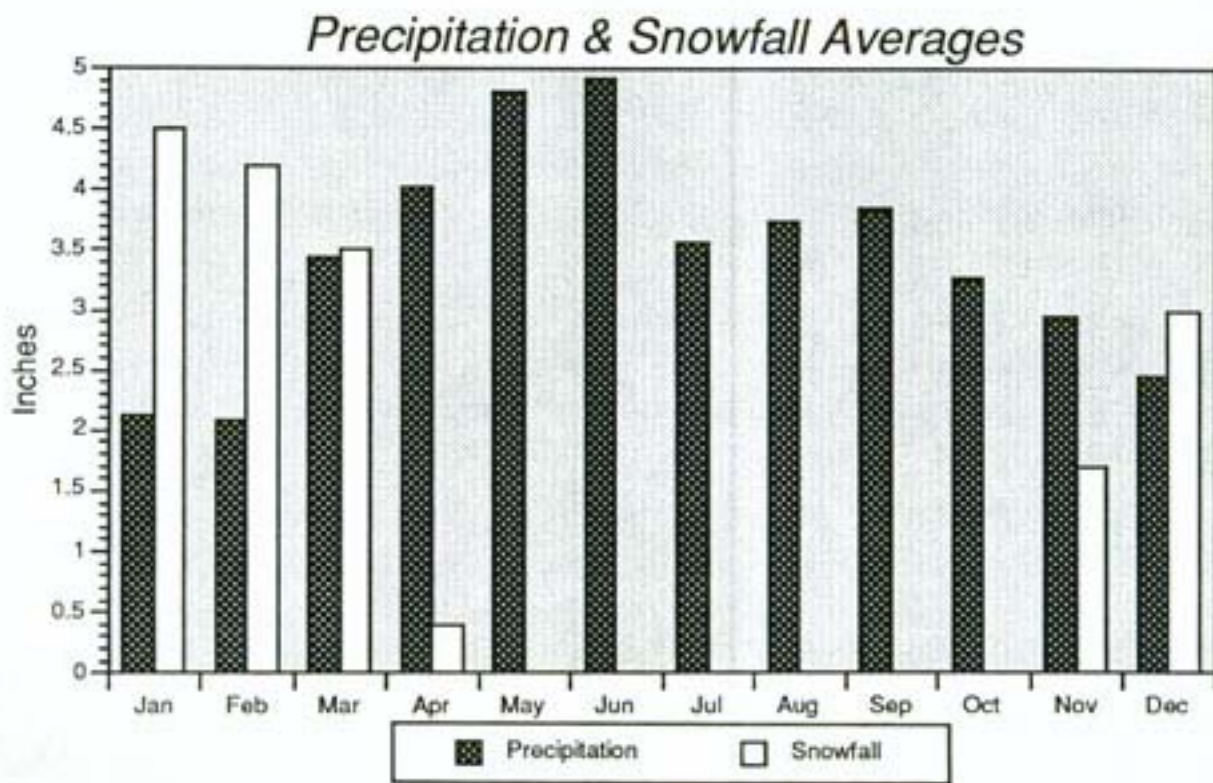
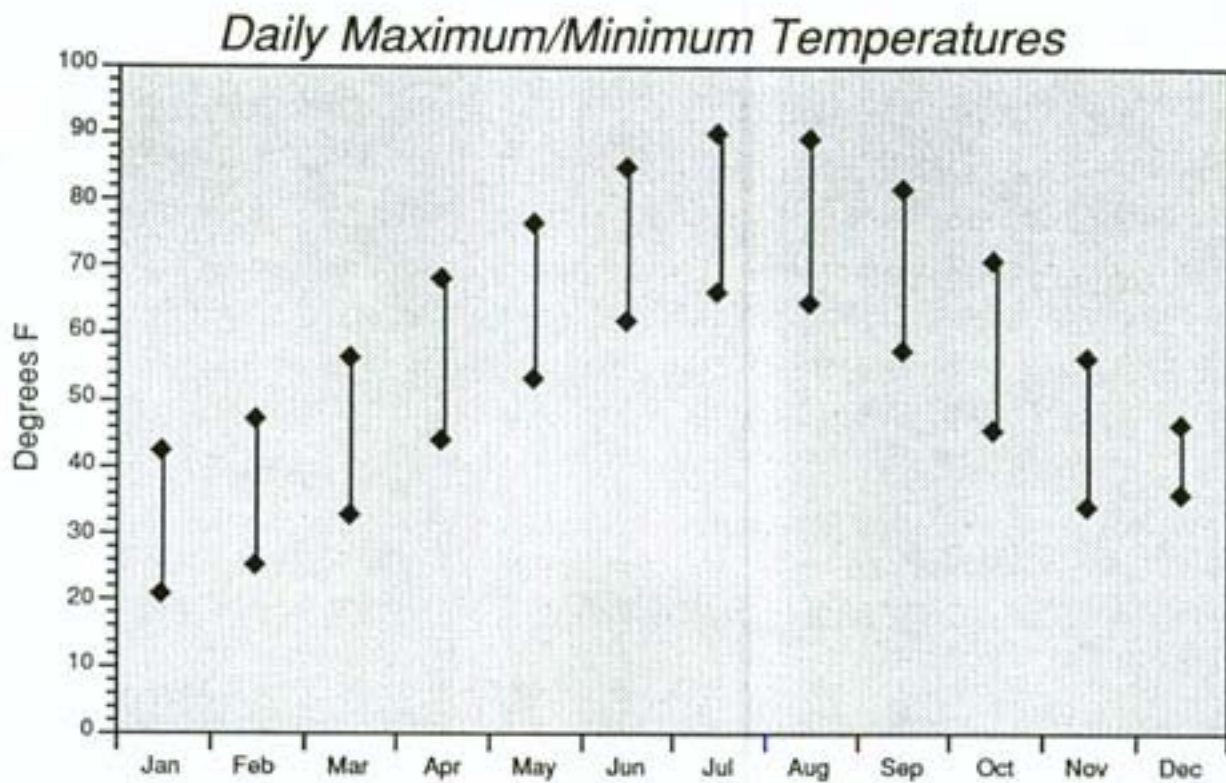
*Springfield Metro Area Income*



Average Household Income.....\$30,625

Per Capita Income.....\$13,796

Figure 4  
 SPRINGFIELD YEARLY SEASONALITY





## Section 3

### THE PRESENT SPRINGFIELD AREA TRAVEL MARKET

#### TAXABLE RETAIL SALES - SPRINGFIELD, BRANSON/LAKES AND LAKE OF THE OZARKS

Data on taxable retail sales are included here to illustrate several key points relative to tourism in Springfield, Branson, and the Lake of the Ozarks area. Because taxable retail sales data are readily available and are consistent from area to area, some pertinent comparisons which can be made from the data in **Table 1** are:

- In 1991 Branson (actually Taney and Stone Counties) generated almost 25% of the taxable sales recorded by the relative giant, Springfield. Moreover, this ratio has grown from only 17% in 1985.
- Branson's economy is highly seasonal as indicated by the fact that 39% of the sales occurred in the third quarter, compared to only 10% in the first quarter. It can be concluded, therefore, that over 80% of Branson's economy is tourism based. Springfield's sales, in contrast, rose throughout the year.
- Sales in the Branson area and Lake of the Ozarks were relatively the same from 1985 to 1989, with Branson running slightly behind. Then, in 1990, Branson took the lead for the first time, and in 1991 was 21% ahead of Lake of the Ozarks. Interestingly, Branson recorded only 79% of the Lake of the Ozarks volume in the first quarter of 1991, but 129% in the fourth quarter. And in the first quarter of 1992, Branson had reached 95% of its competitor's volume. This may be evidence that the Branson market is becoming less seasonal, but it is more likely just a reflection of the tremendous recent growth in the Branson area generated by the music show business.

Table 1

**TAXABLE RETAIL SALES  
SPRINGFIELD AND BRANSON/LAKES AREAS  
(Millions of Dollars)**

<u>Year</u>	<u>Springfield</u>	<u>Increase</u>	<u>Percent Increase</u>	<u>Year</u>	<u>Branson/Lakes</u>	<u>Increase</u>	<u>Percent Increase</u>
1985	1,640	n/a	n/a	1985	282	n/a	n/a
1986	1,727	87	5.3%	1986	294	12	4.3%
1987	1,820	93	5.4%	1987	319	25	8.5%
1988	1,896	76	4.2%	1988	368	49	15.4%
1989	1,962	66	3.5%	1989	400	32	8.7%
1990	2,088	126	6.4%	1990	457	57	14.3%
1991	2,172	84	4.0%	1991	537	80	17.5%
<u>Quarterly</u>				<u>Quarterly</u>			
		<u>Percent</u>				<u>Percent</u>	
1991 - 1Q	472	22%		1991 - 1Q	55	10%	
- 2Q	535	25%		- 2Q	151	28%	
- 3Q	570	26%		- 3Q	208	39%	
- 4Q	595	27%		- 4Q	125	23%	
1992 - 1Q	527			1992 - 1Q	73		

Increase - First Quarter

'91-'92	55	12%
---------	----	-----

Includes Greene and Christian Counties.

Increase - First Quarter

'91-'92	18	33%
---------	----	-----

Includes Taney and Stone Counties

<u>Year</u>	<u>Lake of the Ozarks</u>	<u>Increase</u>	<u>Percent Increase</u>	<u>Branson/Lakes Ratio to:</u>	
				<u>Springfield</u>	<u>Lake of the Ozarks</u>
1985	293	n/a	n/a	17.2%	96.1%
1986	307	13	4.5%	17.0%	95.9%
1987	327	20	6.5%	17.5%	97.7%
1988	373	47	14.3%	19.4%	98.6%
1989	433	60	16.1%	20.4%	92.3%
1990	440	7	1.5%	21.9%	103.9%
1991	443	3	0.8%	24.7%	121.1%
<u>Quarterly</u>				<u>Branson/Lakes Ratio to:</u>	
		<u>Percent</u>			<u>Lake of the Ozarks</u>
1991 - 1Q	70	16%		11.7%	78.6%
- 2Q	123	28%		28.2%	122.4%
- 3Q	153	35%		36.5%	135.7%
- 4Q	97	22%		21.0%	129.3%
1992 - 1Q	77			13.9%	94.8%
<u>Increase - First Quarter</u>					
'91-'92	7	10%		32.7%	257.1%

Includes Camden and Miller Counties

Source: State of Missouri Department of Revenue and Harrison Price Company.

- In 1990 and 1991, the Lake of the Ozarks area felt the effects of the recession, with increases of only 1.5% and 0.8% respectively. The Branson area, on the other hand, with growth of 14.3% and 17.5%, blew right through it and appears to be gaining momentum. What would have happened if this had occurred in good times?

There is no data available to show the gross domestic product by county. A very different picture of the relative positions of Branson and Springfield would be portrayed if all categories were included (retail trade is only about 10% of statewide gross product). Nonetheless, it can be seen from the retail data -- or a drive through Branson -- that tourism can be a driving force in economic development if the opportunity to attract visitors exist.

## **THE SPRINGFIELD AREA VISITOR MARKET**

The focus of this study is on the existing travel market to the Springfield ADI, which includes Branson and the three lakes, and projection of the future market with an emphasis on how the City of Springfield can participate in future growth. The Springfield Chamber of Commerce publishes a simple map with data on population and economic factors that is reproduced here as **Figure 5** and is illustrative of the magnitude of the market reasonably available to the Springfield area -- between 40% and 50% of the population, income and trade of the continental United States is located within a 750 mile radius of Springfield. It contained 107 million people in 1980, representing 44% of the U.S. population. Comparatively, the tourism meccas of Southern California and Central Florida had only 32 million and 51 million residents, respectively, within 750 miles in 1980.

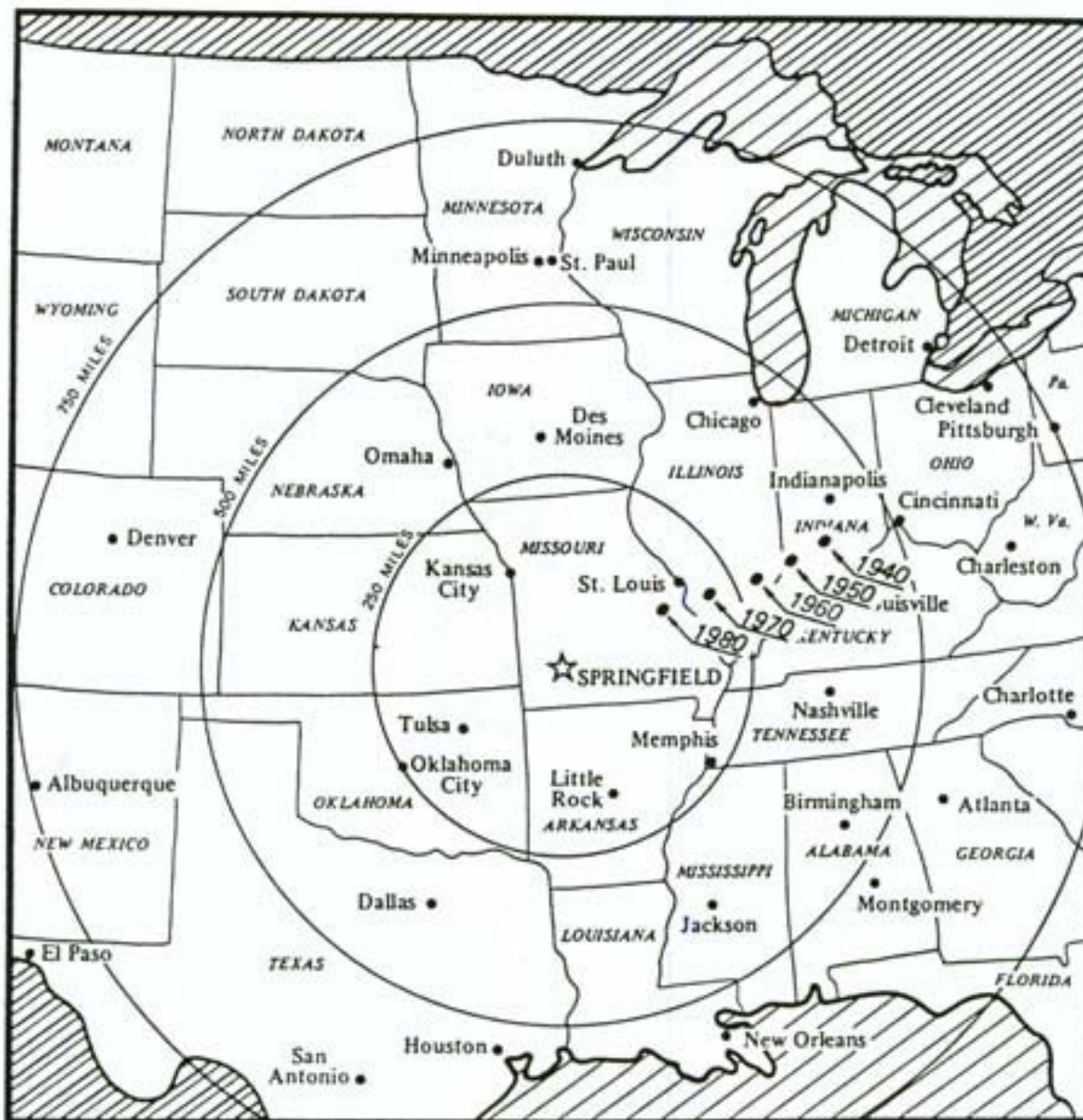
As an initial step, the travel markets of the Springfield and Branson/Lakes areas are evaluated separately. Subsequently they are merged to reflect their close proximity and potential common interests.

### **The City of Springfield**

The Convention and Visitors Bureau of the City of Springfield keeps extensive records on the travel industry in Springfield, and particularly on the hotels, motels and meeting facilities in the City. They also periodically conduct surveys of visitors using local

Figure 5

SPRINGFIELD 750-MILE RADIUS  
SUMMARY DATA



SPRINGFIELD MISSOURI — THE CENTER OF THE MARKET  
A 750 Mile Radius Contains:

- 44% of total U.S. population - over 107 million
- 44% of total U.S. households - 39 million
- 42% of total U.S. personal income - \$1.3 trillion
- 46% of total U.S. wholesale trade - \$900 million
- 47% of all manufacturing establishments
- 52% of all manufacturing shipments
- 42% of all retail trade
- 40% of all service industries

Data points 1940 through 1980 indicate the population center of the United States

accommodations and stopping at their Visitor Center. Some of the data they compile are shown in Appendix A and B, submitted under separate cover, and serve as background for the calculations contained in this text.

### Accommodations

Currently there are 53 hotels and motels with a total room count of 4,313 in the City. They run the full range from a three-room bed and breakfast to a 403 room hotel chain affiliate, and from new properties to those nearing functional and economic obsolescence. In the period 1980 to 1992, the net increase in rooms was 1,640, or an average of 137 rooms per year (more rooms were added, but some were also deleted). Data on occupancies indicates that in the latter portion of that period, the average occupancy rate was also increasing from an anemic 55% in 1987 to 59% in 1991. The average occupancy for the first six months of 1992 is up 4 percent over 1991, but the annualized estimate for all of 1992 is 60.5%. Historically, the lodging industry has exhibited a high degree of seasonality, with the November through February period running at 40% to 50% industry wide, and the May to October period recording occupancies in the 60% to 75% range. Many of the more modern business and convention-oriented properties indicate that their business is fairly constant throughout the year, with the exception of December and January, with tourists filling in for a reduction in business and convention trade in the summer months. Several property managers stated that they had seen no evidence of an increase in occupancy as a result of the Branson growth, but occupancy data shows that off-season occupancies have stayed about the same from 1987 to 1991, whereas they have increased by 5% to 10% during April through October (See **Figure 6**). Nothing but the Branson effect would explain this difference.

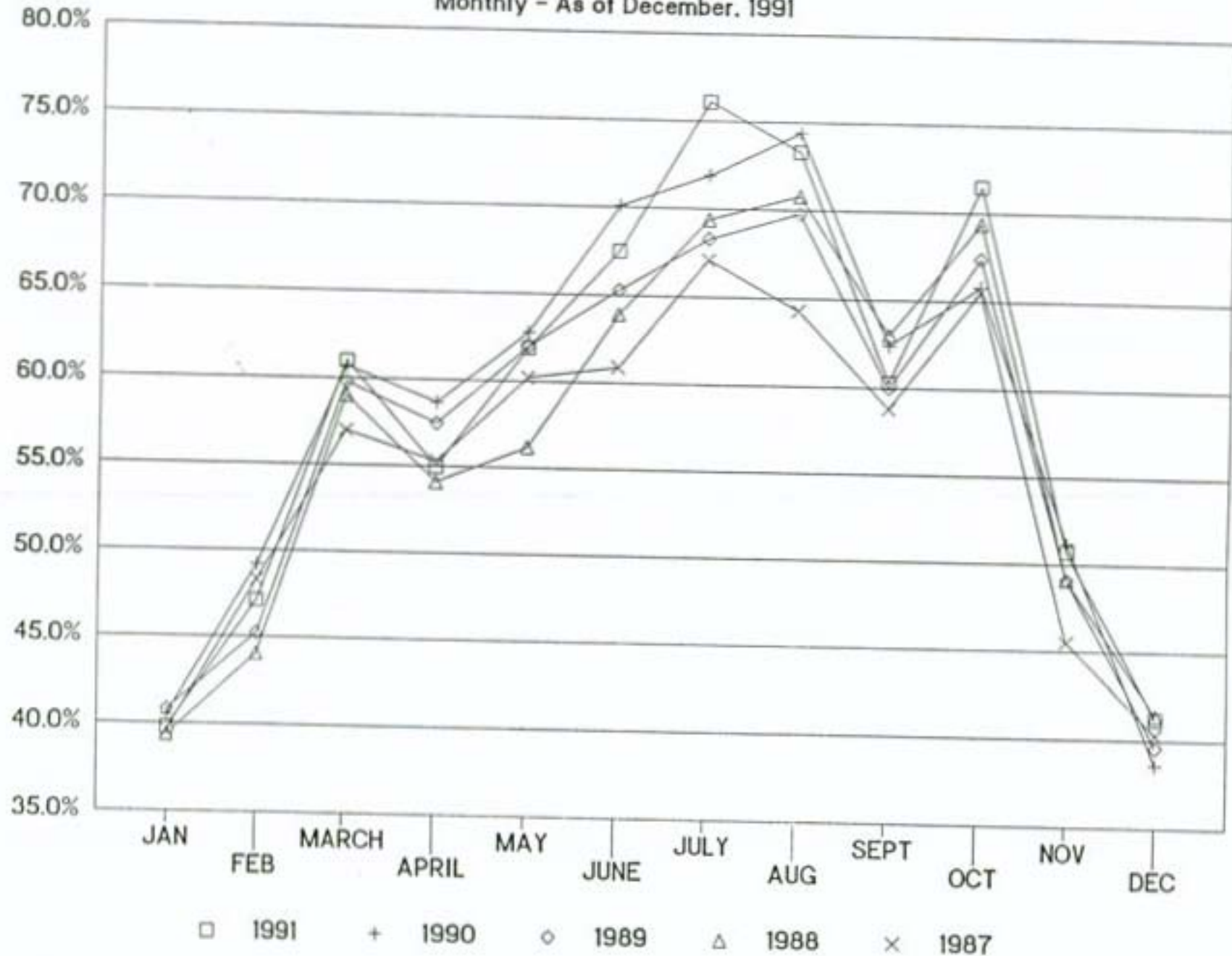
The seasonality is further evidenced by quarterly receipts of Hotel/Motel Tax revenues, as follows:

1st Quarter	\$134,771	20.1%
2nd Quarter	178,648	26.7
3rd Quarter	202,581	30.3
4th Quarter	<u>153,276</u>	<u>22.9</u>
Total	\$669,276	100.0%

Figure 6

# CITY WIDE % OF OCCUPANCY

Monthly - As of December, 1991



3-6

Source: Springfield Convention and Visitors Bureau.

## **Estimated Overnight Visitors and Rooms - 1987 to 1992**

The estimated number of overnight visitors to Springfield for 1987 to 1992 are shown in **Table 2**. The total number of visitors has increased from 760,000 in 1987 to 946,000 in 1992, an increase of 186,000. Assuming that nothing is done to improve the appeal of Springfield in the travel market, the next eight years would be expected to experience continued modest growth, accelerated somewhat by the traffic to the Branson/Lakes area. This would result in the addition of about 200 rooms annually after adjustment for an increase to a more healthy average occupancy of 65%. This estimate serves as a base upon which an aggressive tourism program can be built.

### **THE BRANSON/LAKES AREA VISITOR MARKET**

The story of the development of tourism in the Branson/Lakes area is one of unusual circumstances. It goes back to the early 1900s when Lake Taneycomo was created, but didn't really blossom until the 1960s when Table Rock Lake was created for flood control, electric power generation, and recreation purposes. In 1960, two other attractions were created that spurred a steady growth in development of the tourism industry. Those were the Silver Dollar City theme park, and the Shepard of the Hills historical drama and park. Silver Dollar City remains the most popular single attraction, with 1.6 million visitors annually, but collectively the music shows that have grown tremendously in the past decade are reported to have sold 4 million tickets last year. The Branson/Lakes Area Chamber of Commerce has produced a number of information sheets that outline the history, current status, and announced future plans for the area. Some are reproduced in Appendix C.

The resident population of the Branson/Lakes area is insignificant and is included in the Springfield ADI numbers. However, Springfield ADI residents have historically been an important source of visitors to the Branson/Lakes area as second home owners, users of overnight lodging, and as day visitors.

Table 2

**SPRINGFIELD ACCOMMODATIONS AND ESTIMATED OVERNIGHT VISITORS  
1987 TO 1992  
(Base Estimates)**

<u>Number of Rooms</u>	<u>Increase Total</u>			<u>Annual</u>		
	1980	1992	Number	Percent	Number	Percent
	2,671	4,311	1,640	61.4%	137	5.1%
<b><u>Hotel Occupancy:</u></b>	<b><u>1987</u></b>	<b><u>1988</u></b>	<b><u>1989</u></b>	<b><u>1990</u></b>	<b><u>1991</u></b>	<b><u>1992</u></b>
Number of Rooms (average)	3,750	4,083	4,047	4,084	4,204	4,270
Available Room Nights (000)	1,369	1,490	1,477	1,491	1,534	1,559
Occupied Rooms (000)	757	846	844	878	905	943
Percent Occupancy	55.3%	56.8%	57.1%	58.9%	59.0%	60.5%
<b><u>Estimated Visitors (000)</u></b>						
Occupied Hotel Rooms	757	846	844	878	905	943
Divided by Average Stay (1.9) = No. of Parties	398	445	444	462	476	496
Multiply by Party Size (1.7) = No. of People	689	770	768	799	824	859
Plus Stay With Friends/Relatives (10%)	69	77	77	80	82	86
Plus Campgrounds and Miscellaneous (2%)	1	2	2	2	2	2
Total	760	849	847	881	908	946
<b><u>Increase</u></b>						
Number	n/a	89	-2	34	27	38
Percent	n/a	11.8%	-0.2%	4.0%	3.1%	4.2%

Source: Springfield Convention and Visitors Bureau and Harrison Price Company.



## Growth in Key Tourist Facilities

The increase in the number of hotel/motel rooms, campsites, music show seats, and restaurant seats during the period 1982 to 1992 is shown in **Figure 7**. The growth in all of these categories has been phenomenal, and most remarkably so in the last year.

	<u>Restaurant Seats</u>	<u>Campground Sites</u>	<u>Rooms</u>	<u>Indoor Music Show Seats</u>
1982	12,107	3,235	6,124	13,892
1991	19,657	6,073	9,720	22,561
1992	21,782	6,073	11,132	32,791
Increase:				
1982-91	7,550	2,838	3,596	8,669
1991-92	2,125	-0-	1,412	10,230
Annual % Increase:				
1982-91	6.9%	9.7%	6.5%	6.9%
1991-92	10.8%	-0-	14.5%	45.3%

The importance of this growth is primarily in the increase in music show seats, particularly those built by (or for) entertainers with a national or international reputation and following, which increasingly appears to be the case with those coming to Branson. Those are the generators of visitors, whereas restaurants, campgrounds, and hotel rooms serve the visitors while they are in the area. The exception is a convention hotel or resort hotel with extensive recreation facilities that attracts its own market to a considerable degree.

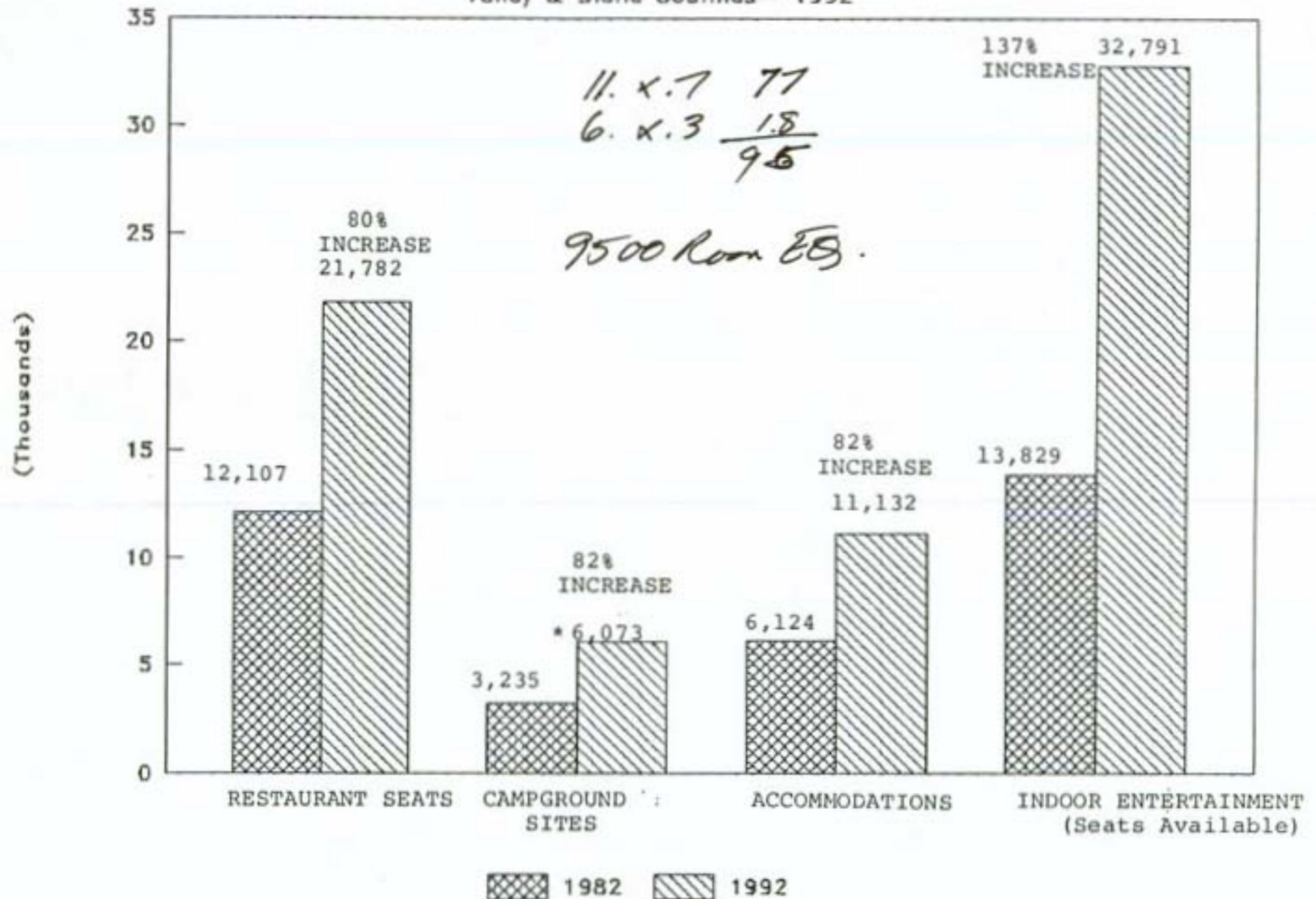
## Building Permit Construction Cost in the City of Branson - as a Measure of Tourist Infrastructure Development

The estimated cost of construction of buildings authorized by building permits in 1991 illustrates the explosive growth in the City. After several years of volume at \$7 to \$15 million annually, the permits issued in 1991 totaled \$84 million in value. November and December alone accounted for more than \$47 million. Of the total, 96% were for commercial construction or remodels. The following are construction valuations for the period of 1986 to the first four months of 1992:

Figure 7

# BASIC STATISTICS

Toney & Stone Counties--1992



\*Estimate for 1992

Source: Branson/Lakes Chamber of Commerce, Silver Dollar City, and Harrison Price Company.

<u>Year</u>	<u>Construction Cost</u>
1986	\$12,484,517
1987	\$ 11,375,742
1988	\$ 14,485,015
1989	\$ 7,422,732
1990	\$ 11,836,114
1991	\$ 84,370,059
1992 Jan. - Apr.	\$ 5,586,000

It should be noted that these numbers are for the City of Branson only.

### **City of Branson - Master Plan - 1990**

A review of Branson's Master Plan gives ample evidence of why that City became the preeminent force in the development of tourism facilities in the tri-lakes area. Tourist Commercial is a specific zoning category that is prevalent in the plan, and the basic philosophy of the Master Plan clearly states the City's purposes, as follows:

*"Branson is a tourist-oriented community. The municipality and its citizens have demonstrated their willingness to provide the infrastructure necessary and to tolerate the problems associated with concentrated tourism activity in exchange for the positive economic benefits it represents. The overriding planning goal is to promote, encourage and accommodate tourism and related industry while conserving the Branson heritage and natural environment, protecting the residential and neighborhood environment, and providing an exceptional level of municipal service for year-round residents."*

Portions of the Branson Master Plan are reproduced as Appendix D (published separately) as a reference point on how a concerted effort to generate tourism can be formulated. Branson is a model of what can be done, and less a model of doing it well. As one City official put it, Branson suffers from every imaginable problem. But it works!

## **Estimated Visitation to the Branson/Lakes Area**

Estimates of the number of visitors to the Branson/Lakes area vary considerably, even from the same sources. Furthermore, the estimates tend to be for the "season," originally May through October, but now expanded to include April, November, and December. Whereas the area used to be virtually shut down in the winter months, the season is expanding, and even during the off-season there is some visitation. In general, the official counts indicate roughly 4 million visitors in 1991 rising to 4.5 million in 1992. HPC has found that the most reliable method of estimating overnight visitation is to calculate it based on room inventory and occupancy. Using 1982 and 1992 data, the estimates of total overnight visitors are shown in **Table 3**. Using an annualized occupancy rate of 55% for hotels and motels (and condominiums) and a 35% occupancy for campgrounds yields a total of 4,272,000 overnight visitors in 1992, representing an increase of 1.9 million over 1982. The percentage increase during that 10 year period was 83 percent, or a non compounded 8.3% per year.

Surveys by The Marketing Council of Ozark Mountain Country indicate that about one million day visitors come to Branson annually. In the context of this study, the day visitor exchange between Springfield and Branson/Lakes is not critical, and no data is available to determine what portion of the day visitors are local residents as opposed to those staying in Springfield or other areas and visiting Branson/Lakes for the day. In fact, one of the conclusions of this study is that interplay between the two sub markets of the Springfield ADI should be encouraged in every possible way.

## **COMBINED VISITATION TO SPRINGFIELD AND THE BRANSON/LAKES AREA IN 1992 AND ESTIMATED ECONOMIC IMPACT**

Combining the two elements of the market yields an estimated total visitation of 5,218,000 people. Of this total, 18% are expected to stay in Springfield and 82% in the Branson/Lakes area. There may be some double counting in these numbers, but it is considered to be very minor, and would show up as an extended stay in the area as a whole. A summary of these estimates is shown in **Table 4**. When multiplied by an average length of stay of slightly over 2.2 days, the total number of visitor days is 11.6 million.

Table 3

**BRANSON/LAKES AREA ACCOMMODATIONS AND  
ESTIMATED OVERNIGHT VISITORS  
1982-1992**

Number of Rooms/Sites	1982			1992			
	Rooms	Sites	Total	Rooms	Sites	Total	
1982	6,124	3,235	9,359				
1992	11,132	6,073	17,205				
Increase:							
Total Number	5,008	2,838	7,846				
Percent	81.8%	87.7%	83.8%				
Annual							
Number	501	284	785				
Percent	8.2%	8.8%	8.4%				
<b>Hotel Occupancy:</b>							
		1982			1992		
	Rooms	Sites	Total	Rooms	Sites	Total	
Number of Rooms	6,124	3,235	9,359	11,132	6,073	17,205	
Available Room Nights (000)	2,235	1,181	3,416	4,063	2,217	6,280	
Occupied Rooms (000)	1,229	413	1,643	2,235	776	3,011	
Percent Occupancy	55.0%	35.0%	48.1%	55.0%	35.0%	47.9%	
<b>Estimated Visitors-1991 (000)</b>							
Occupancy Hotel Rooms	1,229	413	1,643	2,235	776	3,011	
Divided by Average Stay (2.3) = No. of Parties	535	180	714	972	337	1,309	
Multiply By Party Size (3.2) = No. of People	1,710	575	2,285	3,109	1,079	4,189	
Plus Stay With Friends/ Relatives(2%)	34	11	46	62	22	84	
Total	1,745	586	2,331	3,171	1,101	4,272	
Increase Number	n/a	n/a	n/a	1,427	515	1,941	
Percent	n/a	n/a	n/a	82%	88%	83%	

Source: Branson Chamber of Commerce & Harrison Price Company

Table 4

COMBINED AREA VISITATION AND ESTIMATED ECONOMIC IMPACT  
1992

	<u>Springfield</u>	<u>Branson Lakes</u>	<u>Total</u>
Number of Rooms/Sites	4,270	17,207	21,475
Number of Visitors	946,000	4,272,000	5,218,000
Average Stay - Days	1.9	2.3	2.2
Visitor Days	1,797,000	9,826,000	11,623,000
Expenditure Per Day	\$60	\$60	\$60
Visitor Expenditure (\$000)	107,820	589,560	697,380
Economic Multiplier	2.5	2.5	2.5
Total Economic Impact (\$000)	269,550	1,473,900	1,743,450

Note: Campground sites in Springfield are negligible, whereas there are over 6,000 in the Branson/Lakes area.

The economic impact of these visitors can be estimated using a conservative daily expenditure of \$60 (the Branson Chamber uses \$75) and a 2.5 multiplier effect, which indicates that almost \$1.75 billion of economic activity occurs annually as a result of this visitation. While most of the direct visitor spending occurs in the Branson/Lakes area, Springfield is the service center for the whole area and must be the recipient of a significant portion of the secondary impact.

### **Characteristics of Springfield Visitors**

A visitor survey conducted in 1989 defined the Springfield visitor in detail, the highlights of which are:

- 41% came from other parts of Missouri, and the border states of Kansas, Arkansas and Oklahoma represented another 17 %. Illinois contributed 6.5%, and the remaining 35% came from throughout the country and foreign lands
- Half were on business, 22% were vacationers, and 8% were in Springfield for a convention
- Half stayed only one night, and the average was 1.88 days
- They averaged 1.73 people per room. (Vacationers = 2.5)
- Springfield was the final destination of 62% (Vacationers = 48%)
- 79% arrived by car (Vacationers = 90%), and 13% by plane
- Almost half visited the Bass Pro Shop Outdoor World; almost as many went to the Battlefield Mall; other attractions exhibited little draw -- only one in 6 visited the next highest attraction, the Exotic Animal Paradise
- Silver Dollar City and the Lakes were attended by more than one in five (23% and 22%), with one in eight attending a music show or Shepard of the Hills in the Branson area

- 34% were between 21 and 35 years old; 50% were 36 to 55; and 14% were over 55. Only 1 percent were under 21, indicating a bias in the survey even though 58% were business or convention visitors.

Data from a survey of people stopping at the CVB Visitor Center during the period of July to December 1991 shows some interesting and somewhat contradictory information:

- 35% were just passing through and 59 percent did not stay in Springfield. Of those that did stay in the city, the length of stay was 1.65 nights.
- 65% stayed in Branson for an average of 2.34 nights
- 70% went to Bass Pro, but only 28% to the Mall
- 53% visited a country music show and 38.5% went to Silver Dollar City
- 53% had been to Springfield before, and the party size was 2.7
- This is an even older crowd, with 30% over 65 and another 46 percent in the 35 to 64 age group. Only 4% were under 18. This survey included the two peak summer months, so the results must speak to the nature and time schedule of the people stopping at the Visitor Center.
- Other parts of Missouri and the border states were the main origins.

A 1991 survey by the Ozarks Marketing Council of visitors to the Branson/Lakes area indicates that only 7.8% stayed in Springfield. But as a portion of a market of about 4 million visitors, this represents 312,000 people and over 150,000 room nights. Another 19% spent some time in Springfield even though they didn't stay overnight. Again, Bass Pro was the only draw of significance at 60%.



## Characteristics of Branson/Lakes Visitors

Data on visitor characteristics for the Branson/Lakes area is shown in Appendix C. Some of the key factors from surveys conducted in May, July, and September 1991 visitors are:

- Like Springfield, most of the visitors are from Missouri (38%), with the border states of Oklahoma (7%), Kansas (7%), and Arkansas (5%), along with Illinois (6%) and Texas (7%) contributing the next largest numbers. Springfield (17%), St. Louis (7%), and Kansas City (7%) ADIs were the source of the most visitors.
- Vacations or short recreation trips were the primary purpose of visits for 55% of the visitors. Thirteen percent were visiting friends or relatives, while about 14% had business or a convention as their primary motivation.
- Contrary to the Springfield visitor survey, about 40% are couples with children, and slightly more than 20% were over 50 years old.
- Average group size was three.
- Upwards of 70% stayed for two days or more.
- Expenditures averaged \$55 to \$67 per person per day.
- Roughly 10% of those staying overnight stayed with friends or relatives.
- Activity preferences in order of participation were:
  1. Scenery/sightseeing
  2. Shopping for arts and crafts, and antiques
  3. Music shows
  4. Theme parks
  5. Restaurants
  6. Historical sites
  7. Boating and swimming
  8. State and national parks
  9. Fishing and camping

## Section 4

### THE TOURISTIC ENVIRONMENT

This section of the report contains information on the existing attractions in the area and some proposed additions. Springfield has a number of facilities that are available to visitors to the city, but only one that reaches a majority -- Bass Pro Shops Outdoor World. Springfield does, however, have a highly developed performing arts inventory, probably larger than most cities of comparable size because of its large University population. The Branson/Lakes area has a broad array of attractions as well as the lakes themselves to draw visitors.

#### SPRINGFIELD TOURISM FACILITIES

##### **Bass Pro Shops Outdoor World and Affiliates**

The Bass Pro Shops venture was started in 1971 as a selection of specialized fishing equipment sold from the back of a service station office. Since then, the company, through excellent management and an aggressive reinvestment philosophy, has grown to encompass the following:

- Bass Pro Shops Outdoor World -- this is a 150,000-square-foot sporting goods store and tourist attraction at a nondescript location in South-Central Springfield. It is also the center of the mail-order catalog and shipping operation. The showroom features a wide variety of sporting goods and leisure apparel, but also has extensive aquarium displays, trophy animals, and food service operations. The catalog operation mails more than 20,000,000 catalogs annually. The claim of "World's Greatest Sporting Goods Store" is probably justified. The claim of Missouri's number one attraction is subject to dispute because there is no admission charge. Nonetheless, a visit to the facilities is an impressive experience.
- Tracker Marine -- established in 1977 to provide a complete package of boat, motor, trailer, and accessories at a reasonable price. The product line has since been expanded to include pontoon boats, ski boats, and specialized ocean craft. Bass Tracker is claimed to be the number one

seller among fishing boats in America. Components are manufactured at various plants in southwest Missouri.

- Big Cedar Lodge -- purchased in 1988, the property consists of over 2,000 acres of beautifully wooded land, and includes lodging, fishing, water sports, and a host of other recreation activities. It is among the finest resorts on Table Rock Lake.

Outdoor World attracted 3.1 million visitors in 1991 according to company management, with the 1992 number expected to be approximately 3.5 million, an increase of 13% when most other recreation attractions in the country were experiencing declines during a recession. Those are massive attendance numbers for a relatively small market like Springfield, and it must again be noted that there is no admission charge. According to management, 30 to 40 percent of these visitors are local residents, and roughly half of all attendees reside within an hour of the facility. Moreover, 85 to 90 percent of the non-Missouri visitors are reportedly from the bordering states of Arkansas, Kansas, and Oklahoma.

To determine the impact of the Bass Pro Shops Outdoor World on tourism to the area, HPC offers the following analysis:

Total BPSOW Visitors	3,100,000
Less roughly 50% local residents (1 hr.)	1,600,000
Non-resident Visitors	1,500,000
Less residents within 1-2 hours and tourists not staying overnight (estimated)	1,000,000
Visitors staying overnight in Springfield	500,000

This estimate is based on the above cited data from BPSOW management and data obtained in surveys by the Springfield Convention and Visitors Bureau. The CVB survey data show that, indeed, the Bass Pro Shops is by far the most important visitor attraction for people visiting Springfield. The 1989 visitor survey (see Appendix B, published separately) shows that 49% of the respondents visited Bass Pro, compared to 44% for the Battlefield Mall, and less than 10% for any other individual attraction. And it is

popular among all visitors regardless of their purpose of visit. More recently, a July 1 to December 31, 1991 survey of visitors stopping at the Springfield CVB Visitor Information Center shows that 71% visited Bass Pro, compared to 28% visiting Battlefield Mall, and 14% or less to other attractions. Moreover, in those surveys, less than one in four of the 1989 respondents were to visit the Branson area attractions, but in 1991, 53% intended to see a country music show in Branson. This indicates that Bass Pro is an attraction in its own right, and that it may be even more popular among Branson visitors. It is probably the only true generator of significant amounts of tourism to Springfield.

Bass Pro is a year round operation, and it is primarily a retail establishment. But June, July, and August each account for 11 to 12 percent of annual attendance, all higher than December at 10.8%. That pattern is counter to the normal retail operation, and verifies the tourism draw of Bass Pro. January and February each represent less than five percent of the annual attendance.

#### **OTHER ATTRACTIONS/EVENTS IN THE SPRINGFIELD AREA**

Other existing recreation attractions in the Springfield area are listed in data provided by the CVB in **Table 5**, along with the reported annual visitors for some of the operations. None are significant enough in terms of investment magnitude or visitor appeal to warrant special attention here. Collectively they are sufficient to provide some diversion for visitors to the area, as well as recreational and educational opportunities for local residents.

#### **Ozark Mountain Christmas and the Festival of Lights**

Springfield and the Branson/Lakes area started a celebration of the Christmas season centered on the Festival of Lights in addition to the normal festivities and religious pageants that are characteristic of the season. The Festival of Lights involves a cooperative effort by individuals, businesses, and promotional entities to create an elaborate light show throughout the area that would not only lift the spirits of area residents, but cause non-residents to visit the area during November and December, thereby extending the season for tourism operations and music shows. Its promoters claim the Festival of Lights generated 150,000 visitors in 1991 and have a goal of attracting one million visitors by 1995. Even if that goal is not achieved, the program represents a creative approach to expanding the season, and is a prime example of the

Table 5

## ATTRACTIONS/ EVENTS

SPRINGFIELD AREA		Actual 1989	Actual 1990	Actual 1991	Projected 1992	Projected 1993
<u>Attractions:</u>	<u>Description:</u>	<u>Attendance</u>	<u>Attendance</u>	<u>Attendance</u>	<u>Attendance</u>	<u>Attendance</u>
Bass Pro Shops	Int'l. Headquarters Large Sporting Goods Store, Unique Decor, Restaurant	3,000,000	3,000,000	3,100,000	3,400,000	Unavailable
Fantastic Caverns	Drive-through Underground Cave	120,000	100,000	110,000	115,500	Unavailable
Wilson's Creek National Battlefield	Civil War Battle Site, Visitors Center, Tours	262,687	159,566	146,947	Unavailable	Unavailable
Exotic Animal Paradise	Drive-through Wild Animal Park	Unavailable	Unavailable	Unavailable	Unavailable	Unavailable
Dickerson Park Zoo	Zoo	186,577	242,655	202,949	190,000	Unavailable
Gray/Campbell Farmstead	Original 1800's Home	2,500	6,000	5,000	7,100	Unavailable
Museum of Ozarks History	Museum	5,633	6,337	7,867	9,000	Unavailable
Springfield Nature Center	Exhibits, Walking Trails	122,000	104,576	90,257	Unavailable	Unavailable
Springfield National Cemetery	Civil War Cemetery	50,000	50,000	80,503	81,000	Unavailable
Snow Bluff Ski Resort	Snow Skiing, Go-Karts, Miniature Golf, Driving Range	Unavailable	30,000	30,000	Unavailable	Unavailable

## BRANSON/LAKES AREA (45 Miles)

Silver Dollar City	Theme Park	1,610,000	1,625,000	1,700,000	1,785,000	Unavailable
Shepherd of the Hills	Theme Park (Farmstead) (Outdoor Theatre)	75,000 200,000	100,000 200,000	65,000 175,000	Unavailable Unavailable	Unavailable Unavailable
White Water	Water Park	220,000	225,000	250,000	Unavailable	Unavailable

In addition, there are 22 indoor music theaters with top name and local entertainers. Total seating capacity per night is over 40,855.

## MAJOR COMMUNITY EVENTS

Bass Pro Shops	Worlds Fishing Fair	N/A	N/A	150,000	N/A	N/A
Festival of Lights	A Winter Outdoor Lighting Festival	N/A	Unavailable	200,000	375,000	Unavailable
Wilson's Creek Reenactment	103rd Reenactment of the Battle of Wilson's Creek	N/A	N/A	35,000	N/A	N/A

Table 5

<u>Attractions:</u>	<u>Description:</u>	<u>Actual 1989 Attendance</u>	<u>Actual 1990 Attendance</u>	<u>Actual 1991 Attendance</u>	<u>Projected 1992 Attendance</u>	<u>Projected 1993 Attendance</u>
<b>MAJOR COMMUNITY EVENTS (CONT.)</b>						
Watercolor USA	Watercolor Exhibition	Unavailable	8,500	8,226	8,500	Unavailable
Artsfest	Local & Regional Art Show	Unavailable	40,000	45,000	50,000	Unavailable
Firefall	Independence Day Celebration	50,00	60,000	70,000	60,000	Unavailable
Ozark Empire Fair	Fair	215,881	226,258	227,905	Unavailable	Unavailable
SMSU Tent Theatre	Outdoor Theatre	12,350	11,928	14,500	15,000	15,000
<b>SPORTING EVENTS</b>						
1A/2A and 3A/4A State Basketball Championships		41,599	45,671	45,596	N/A	N/A
P.G.A. Ben Hogan Greater Ozarks Open		N/A	25,000	35,000	40,000	Unavailable
Greater Ozarks Bowling Tournament		9,000	9,640	9,600	Unavailable	Unavailable
United States Tennis Association - Men's Pro Classic		5,000	5,500	5,500	6,000	Unavailable
S.M.S.U. Basketball (Men)		115,512 (14 games)	130,761 (16 games)	120,288 (15 games)	135,000	Unavailable
S.M.S.U. Football (6 Games)		48,175	58,111	58,603	62,000	Unavailable
S.M.S.U. Basketball (Women)		16,571 (12 games)	38,203 (17 Games)	78,378 (16 Games)	Unavailable	Unavailable

Source: Springfield Convention and Visitors Bureau.

type of program that can turn into a nationally recognized event over time. Beginning with the inaugural 1988 season, several Branson music shows, as well as Silver Dollar City and Shepard of the Hills stay open to help extend the season through December.

### **Proposed Train Link between Springfield and Branson**

There has been some recent discussion of using existing rail lines to furnish train transportation between Springfield and Branson. The distance between the Springfield Airport and Branson is 73 rail miles, compared to 43 highway miles. The circuitous route would involve two railroad companies, and part of the route is being taken out of active use. As appealing as the concept of a rail link would be as a ride feature, HPC believes that it would do little to relieve the transportation needs on the Springfield-Branson corridor. Most visitors to Springfield and Branson come by car. Even with the increase in visitors from more distant markets, the alternative of rental cars or bus service appears much more practical. In fact, it may be that the creation of an extensive bus system will prove to be the most effective method of enticing visitors to spend more time in the Springfield area and to reduce traffic congestion in the Branson area. According to Branson Planning Department representatives, one million visitors arrived in the City in 1991 on 25,000 buses. An emphasis on bus transportation and special bus and trolley lanes in the core area of Branson should be a key ingredient in transportation planning. Cooperation between the two cities will be important to effective implementation.

### **The Springfield Civic Center Project**

After careful analysis of the need for a larger and more modern arena/convention facility in Springfield, the City, the Convention and Visitors Bureau, and Southwest Missouri State University put a joint proposal before the voters of the City of Springfield for a \$36 million bond issue to finance a 12,000- to 14,000-seat facility. The State of Missouri was obligated to pay half of the bond debt-service payments under existing legislation, with the remainder split between SMSU and the City. The City's portion was to come from doubling the 2% Hotel/Motel Tax. The proposal was voted down, probably for reasons extraneous to the economics of the project.

The Civic Center was to be located in the center city, near the new Performing Arts Center, the Hammons Student Center (arena) at SMSU, and a privately owned convention center. It was to be leased to, and operated by, the University.

### **Performing Arts Facilities in Springfield**

There will soon be a total of 8,344 theater seats available in the "downtown Springfield University" area. Completion of the Juanita K. Hammons Hall for the Performing Arts and restoration of The Gillioz Theatre will add 3,300 seats to those existing in the Shrine Mosque, the Fox Theatre and the Landers Theater. A summary description of each theater is as follows:

*"The Landers Theatre is a National Historic Site facility built in 1909 and fully restored to its original beauty. It seats 644, is fully handicapped accessible and is equipped with an infrared listening system for the hearing impaired. The orchestra pit is in front of the proscenium stage that is 35 feet wide, 35 feet deep, and has full stage lighting, sound and rigging capabilities. The Landers is owned by and serves as the performance site for Springfield Little Theatre, Missouri's oldest and largest civic theatre operation.*

*The Gillioz Theatre was built in 1926 and is located just a few blocks from the Landers in downtown Springfield. Recently placed on the National Register of Historic Sites, plans are currently in development that will lead to the complete restoration of the theatre, which will seat some 1,100. The proscenium stage is 62 feet wide, 20 feet deep, and will be equipped with state of the art accoutrements.*

*Also in the downtown district is the Shrine Mosque, operated by About Ben Adhem Shrine. Home to many music concert and annual circus performances, the Mosque can seat up to 2,000 in arena-style configuration and an additional 1,300 if seating is arranged facing the stage. Built in 1923, the Shrine Mosque's minaret creates a unique silhouette in the skyline of Springfield.*



*On the Square in the heart of Springfield is the **Fox Theatre**. The Fox has most recently served as a church, but is still home to music concerts of various styles. Although not as ornate or historic as the Landers, Gillioz or Shrine Mosque, the Fox has been refurbished with comfortable modern seating for 1,100 and has a large, concert-style stage.*

*The newest facility in Springfield is the **Juanita K. Hammons Hall for the Performing Arts**, a multi-million dollar facility scheduled to open in September, 1992 on the campus of Southwest Missouri State University. It's capacity of 2,200 and huge, ultra-modern stage will enable national tours of Broadway plays, major dance companies and orchestras, and international attractions of all types to perform in the Ozarks."*

In addition, the Hammons Student Center, with a capacity of 9,000 arena seats, is used for some concerts, and the University stages performances in June and July in its Summer Tent Theater. This represents a significant entertainment potential in the Downtown-University area, and each individual theater will draw some overnight visitors to their performances. Moreover, the collective appeal can be reinforced by adding to the special events now offered.

## **THE SPRINGFIELD AIRPORT**

The Springfield Airport can be described as modest, but boasts an attractive new terminal. Direct flights are available on six carriers, only two of which operate jet aircraft. Kansas City, St. Louis, Memphis, Dallas and Denver are the only direct flight cities. Of course, any major US city can be reached with one stop. Thus, the lack of direct flights is an impediment to visitor travel to the area, but is not prohibitive. The 1989 visitor survey showed that only 16.6% of business visitors and 6.4% of vacationers arrived by plane. Conventioneers used the air carriers the most, but still a small 18.9%. High feeder-line airfares have been cited as a deterrent to more airline use in intra-state commerce and travel to Springfield.

In 1991, 217,000 passengers enplaned/deplaned at the Springfield Airport, down from a high of 255,000 in 1987. It should be noted, however, that arrivals are up by 17% for the first six months of 1992 over 1991. Airport car rental personnel indicate that they have been extremely busy this year, primarily with renters visiting Branson.

The Master Plan for the airport projects enplanements of 316,000 in 1995 and 367,000 by the year 2000. Future air passenger traffic to Springfield will depend, to a considerable degree, on the growth of tourism to both Branson and Springfield, and whether that growth brings an expanded airline schedule and larger aircraft. The nationwide publicity received by Branson (generated largely by the Ozark Marketing Council and the Branson Chamber of Commerce) appears to be bringing more visitors from greater distances, and that should significantly increase the airport activity over time.

## **BRANSON/LAKES AREA TOURISM FACILITIES**

### **Music Show Growth in Branson**

The first music show in the Branson area opened in 1960 along with the creation of Table Rock Lake and the beginnings of Silver Dollar City and the Shepard of the Hills pageant. The Baldknobbers Hillbilly Jubilee pioneered this entertainment form in the Branson area with a site on the Lake Taneycomo lakefront. They moved to a site on Country Road (Highway 76) in 1968 and continue to operate to this day, with third generation family members performing. The theater now has 1,700 seats. During most of the '60s and '70s, while the tourist infrastructure of the area was being built, there were several music show operations that opened but then closed for a variety of reasons, and there has been a lot of moving from theater to theater throughout the past three decades. The Presley's Mountain Music Theater and the Foggy River Boys Theater were early entrants that still remain. The period from 1981 through 1987 saw one or two new theaters completed each year and some recognition was given to Branson performers from the Grand Ole Opry and TNN's Nashville Now. Most, like their predecessors, were local entertainers feeding on the growing tourism base of the area, but the opening of the Roy Clark Celebrity Theater in 1983 and Boxcar Willie's arrival in 1987 brought nationally recognized names to the area. These were not the top-line country music stars of the day, but they focused attention on the potential of Branson as a fixed base for some of the country music stars whose careers had been established and who were looking for a more fixed venue. In 1982, there were 13,829 indoor theater seats available at shows in Branson.

Thus far, the 1990s have virtually exploded with the addition of twelve theaters and over 18,000 seats, not including the 2,700-seat Johnny Cash Theater that remains uncompleted due to financial problems of its backers. Although the type of music has been primarily country, there has always been some gospel, pop, and rock offered, and that has been broadened with the opening of the Andy Williams Moon River Theater. The present indoor theater seating capacity is almost 33,000, half of which are less than 3 years old. The current count, by theater, is shown in **Table 6**, and their locations are shown in **Figure 8** (this differs somewhat from the Branson Chamber data shown in the appendix).

The above counts do not include the 8,000-seat Ozark Mountain Amphitheater, which has only one or two headliner shows per week, or the many musical offerings of Silver Dollar City, which has its own 3,500 seat amphitheater catering to park attendees as well as the general public. In addition, The Shepard of the Hills Outdoor Theater presents a quasi-historical reenactment of the early history of the region.

#### **Music Show Theater Seats Available Daily Summer 1992**

Perhaps more astounding than the growth in the number of theaters and seats is the number of theater-show seats available on a typical summer day. Most theaters offer more than one show per day, with the high being four. Multiplying the number of shows per day by the seating capacity yields a total of over 59,000 seats available per day. Adding the amphitheater seats, there are as many as 75,000 seats available daily.

Informed sources indicate that roughly four million tickets were sold for music theater shows in 1991, but HPC could neither verify this number nor calculate percentage utilization. Moreover, the purpose of this study is not to determine the precise growth pattern of the music show industry in Branson, but to define the growth of tourism to the Springfield and Branson/Lakes area as a whole. Clearly, though, the music theater business has turbo-charged the engine driving tourism growth. Notable personalities that are rumored to be thinking about locating in Branson include Wayne Newton, Neil Diamond, and the Stattler Brothers. Any or all of these would further enhance the appeal of Branson.

Table 6

## MUSIC SHOWS IN BRANSON - 1992

<u>NAME OF THEATER</u>	<u>Year Opened</u>	<u>Seats</u>	<u>Cum. Seats</u>	<u>Daily Shows</u>	<u>Daily Seats Available</u>	<u>Cumulative Daily Seats</u>
Baldknobbers Hillbilly Jubilee	1960	1,700	1,700	1	1,700	1,700
Foggy River Boys Theater	1968	950	2,650	2	1,900	3,600
Presley's Mountain Music Theater	1968	2,000	4,650	1	2,000	5,600
Texans at Kirkwood Theater	1981	850	5,500	2	1,700	7,300
Lowe's Theater	1982	1,700	7,200	2	3,400	10,700
Roy Clark Celebrity Theater	1983	1,140	8,340	2	2,280	12,980
Shoji Tabuchi Theater	1983	1,900	10,240	2	3,800	16,780
Braschler Music Show	1984	731	10,971	1	731	17,511
Waltzing Waters Theater	1985	220	11,191	2	440	17,951
76 Music Hall Theater	1986	553	11,744	4	2,212	20,163
Boxcar Willie Theater	1987	901	12,645	1	901	21,064
Campbell's Ozark Country Jubilee	1987	880	13,525	3	2,640	23,704
Christy Lane Theater	1990	1,200	14,725	2	2,400	26,104
Jim Stafford Theater	1990	822	15,547	1	822	26,926
Mel Tillis Theater	1990	2,100	17,647	2	4,200	31,126
Mickey Gilley Theater	1990	950	18,597	2	1,900	33,026
Buck Trent Dinner Theater	1991	400	18,997	2	800	33,826
Moe Bandy "Americana" Theater	1991	900	19,897	2	1,800	35,626
Ray Stevens Theater	1991	2,015	21,912	2	4,030	39,656
Andy Williams Moon River Theater	1992	2,015	23,927	2	4,030	43,686
Celebration Theater	1992	1,600	25,527	2	3,200	46,886
Dino's Theater	1992	700	26,227	2	1,400	48,286
Grand Palace Theater	1992	4,000	30,227	2	8,000	56,286
Willie Nelson's Ozark Theater	1992	1,455	31,682	1	1,455	57,741

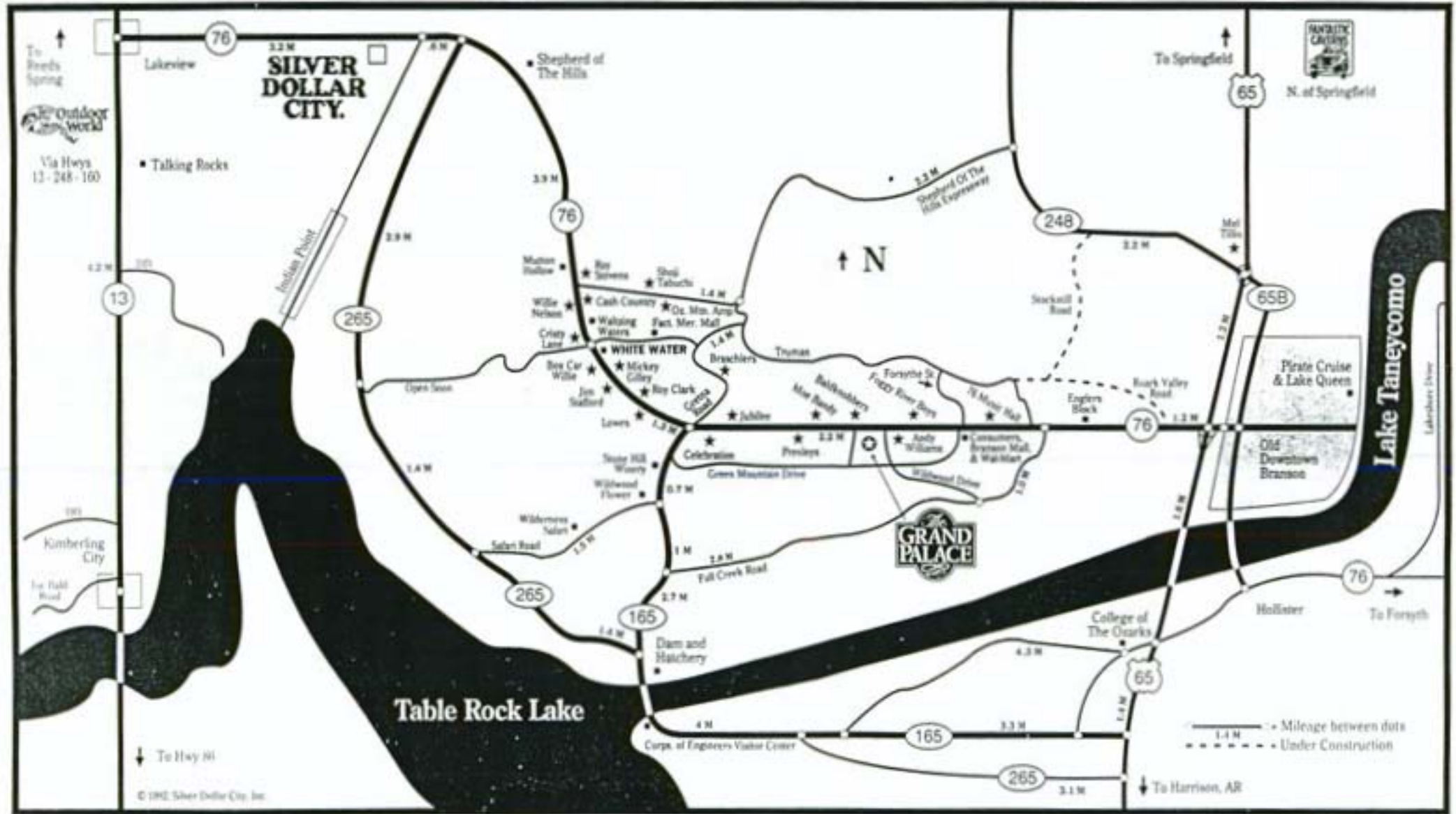
Excludes the Ozark Mountain Amphitheater (1988) which is seldom used.

Cumulative daily seats available is based on 1992 seatings and show schedules, and is illustrative for prior years.

Source: Branson Information Guide and Harrison Price Company.

Figure 8

BRANSON AREA MAP



4-12

## Silver Dollar City and Affiliates

The development of Silver Dollar City is synonymous with the growth of tourism in the Branson/Lakes area. With the good fortune or foresight of opening in 1960 at the same time that Table Rock Lake was filled, the development was an outgrowth of a tour operation of Marvel Cave, which had drawn 50,000 visitors in 1957. In its first year, the modest re-creation of an 1880 village and the cave drew 125,000 visitors. By 1963, an emphasis on crafts and the staging of special events, and the addition of new attractions brought an increase in attendance to 500,000. Since that time, management of this unique theme park have been in the forefront of the development of tourism in the area as a whole. Certainly, the growing importance of the lakes as a destination for a regional market covering portions of four states was a major factor in its success, but the aggressive management of the park must have been of equal or greater importance. The result is that in 1991, the park drew 1.6 million visitors, representing an estimated penetration of about 30% of the available resident and tourist market of roughly five million.

Further evidence of the excellence of the management of Silver Dollar City is its continued role as the leading force in bringing bigger and better attractions to the area. White Water, a modest water ride park developed to provide respite from the heat of the peak summer months is being continually upgraded. The Grand Palace Theater and the 100-room Palace Inn, opened in 1992 on 76 Country Road in Branson, are first class facilities, and the first phase of Grand Village specialty shopping center will involve an investment of \$12 million and will be followed by two additional phases during the '90s. In addition, plans are proceeding for development of White Water Landing, a waterfront village on Table Rock Lake that will feature a 160-foot-long, triple decked riverboat with show seating for 1,000.

As of early this year, these ventures are to be done in partnership with Kenny Rogers, one of the most popular entertainers in the country. That combination should assure a continued position of leadership in the future, and will no doubt focus further attention on the Ozarks as an entertainment center.

## **Other Attractions in the Branson/Lakes Area**

There are a multitude of other attractions in the Branson/Lakes area, but none draw large numbers of tourism on their own. The lakes and the scenic beauty of the area are the true visitor generators, supplemented by the music shows and Silver Dollar City.

## Section 5

### PROJECTED TOURISM

If the City of Springfield and representatives of the business community do nothing more than was done in the past to promote tourism growth, there will still be increases in the number of visitors to the area due to the historical growth of the economy and some minor spin-off from the Branson/Lakes area. Visitation to Springfield grew at a compound rate of 4.5% in the period 1987 to 1992. A base projection of 5% annually seems reasonable given that the Branson music show boom has been particularly strong in the past three years. This results in an estimated 1.4 million visitors to Springfield by the year 2000. This would require about 5,884 rooms after assuming an increase in annual occupancy to 65%.

HPC believes that Springfield has the opportunity to capitalize on a potential market that is available to few cities of similar size. The recent and probable continued growth of the music show business and the large number of visitors to the area creates a niche market for major shows in Springfield. As outlined in the following section, HPC recommends that the City create a tourism/recreation/entertainment zone to provide a focal point for private development of tourism facilities. Furthermore, it is recommended that the City seed that area with a major arena/convention/concert facility with up to 15,000 seats designed with concerts by leading entertainers in mind. Special equipment for broadcasting and recording should be incorporated into the design. Branson does not have sufficient alternate uses to support such a facility, but visitors to that area could easily attend the concerts. By emphasizing shows in the winter and shoulder seasons, this indoor facility could help to expand the season for all hospitality industry operations in the larger area.

If the City proceeds with the recommendations, a substantial increase in tourism can be expected and Springfield can become a bona fide participant in the Branson phenomenon. It is estimated that Springfield can attract 10% of the market that would otherwise go to the Branson/Lakes area by the year 2000. Moreover, HPC estimates that Springfield could attract an equal amount of new demand by virtue of the arena/convention/concert complex, the music shows, and the resort/conference hotels proposed for the recommended zone.



The Branson/Lakes area grew at a compound rate of 6.25% between 1982 and 1992. In view of the current boom in music shows and the high name recognition of some of the most recent entrants, HPC believes that a growth rate of 9% annually could be attained. However, after a reduction of 10% attracted to Springfield instead, the growth rate is reduced to 7.6% annually, and yields an estimate of 7.7 million visitors annually by the year 2000.

The addition of some of the Branson crowd as well as new visitors generated by the tourism zone will add an estimated 1.7 million visitors to the 1.4 million base from normal growth, for a total of 3.1 million visitors to Springfield in the year 2000. The resulting growth rate is a phenomenal 16% annually, but, since this is the result of taking a larger share of an existing tourism flow as well as a response to a couple of new and different additions to the marketplace, the growth rate is deceiving. After completion of the major components of the proposed zone, the rate of growth will be more modest.

Therefore, the total overnight visitor market in the area is estimated to reach 10.8 million, with Springfield's share rising to 28.8%. These visitor estimates and the number of accommodations needed to house them are presented in **Table 7**. The compound growth rate in the whole area is 9.5%, including the new demand generated by Springfield, and would also be expected to moderate as the music show business reaches maturity.

To put these estimates into perspective, the present level of overnight visitors in the combined area is larger than that of Kansas City and Cleveland, and is only one million less than Nashville and two million less than St Louis. The projected volume will put the area in the magnitude of visitation to Dallas-Ft Worth and Atlanta in 1990 (see **Table 8**).

Resort and convention hotels will be built in and outside Branson. The John Q. Hammons Company is developing a 320-room hotel with an 18-hole golf course, marina, and tennis club near Table Rock Dam. A new entity named Branson Station, Inc. plans a \$61 million project on the 37-acre site of the Willie Nelson Ozark Theater. The project will include a 500-room hotel with a ballroom capacity for 2,000 people, and featuring teleconferencing, television production and music recording facilities. Many such ventures have been announced or rumored in the recent past, and only time will

Table 7

**SPRINGFIELD AND BRANSON/LAKES COMBINED  
PROJECTED LODGINGS AND VISITORS  
Year 2000**

Hotel Occupancy:	Springfield			Branson/Lakes			Total Area		
	Rooms	Sites	Total	Rooms	Sites	Total	Rooms	Sites	Total
Number of Rooms	9,966	2,126	12,091	18,368	9,565	27,933	28,333	11,691	40,024
Available Room Nights (000)	3,637	776	4,413	6,704	3,491	10,195	10,342	4,267	14,609
Occupied Rooms (000)	2,290	310	2,600	4,023	1,396	5,419	6,312	1,707	8,019
Percent Occupancy	63.0%	40.0%	58.9%	60.0%	40.0%	53.2%	61.0%	40.0%	54.9%
<b>Estimated Visitors (000)</b>									
Occupied Rooms	2,290	310	2,600	4,023	1,396	5,419	6,312	1,707	8,019
Divided by Average Stay Equals No. of Parties	1,123	135	1,258	1,749	607	2,356	2,872	742	3,614
Multiply By Party Size Equals No. of People	2,515	432	2,946	5,597	1,943	7,540	8,111	2,375	10,486
Plus Stay With Friends/Relatives	152	9	161	112	39	151	264	47	311
<b>Total</b>	<b>2,669</b>	<b>440</b>	<b>3,110</b>	<b>5,709</b>	<b>1,982</b>	<b>7,690</b>	<b>8,378</b>	<b>2,422</b>	<b>10,800</b>

Source: Harrison Price Company.

Table 8

COMPARATIVE SIZE OF SELECTED  
US METRO AREA OVERNIGHT VISITOR MARKETS  
1990  
(Thousands)

Metro Area	<u>Estimated Overnight Visitors</u>
Orlando	24,500
Los Angeles-Anaheim	19,000
San Francisco Bay Area	12,000
Dallas-Ft. Worth	12,000
Chicago-Gary	11,000
<b>Springfield/Branson By Year 2000</b>	<b>10,800</b>
Atlanta	10,200
Minneapolis-St. Paul	9,200
Houston-Galveston	8,800
St. Louis	7,000
Nashville	6,000
<b>Springfield/Branson In 1992</b>	<b>5,200</b>
Kansas City	4,300
Cleveland-Akron	3,600

Source: Sales Management, 1991 Survey of Buying Power;"  
Urban Decision Systems, Inc.; and Harrison Price Company

tell whether they will actually be built. HPC believes that Springfield has the opportunity to become a major player in the resort and convention hotel field if it creates the environment and provides the incentives necessary to attract such investment.

Some other elements of the projected growth will be siphoned off to other locations in the vicinity but not directly within the confines of the Branson/Lakes area or the City of Springfield. There are numerous intersections on US 65 between the two areas, and individual entrepreneurs will no doubt develop various facilities to take advantage of the flow of visitors to Branson. This is probably most true for lower priced lodging and campgrounds.

HPC recognizes that these are optimistic estimates in terms of the ability to put all of the infrastructure in place. It is likely that the City of Springfield will need at least three years to establish the tourism zone and to approve, design, and build the arena. Branson/Lakes will surely run into some more bumps in their road as well. Nonetheless, for the purposes of this study, evaluating the market opportunity and developing a strategy to implement it is paramount, and the exact timing is less important.

## Section 6

### STRATEGY, USES AND LOCATION

To maximize the results of Springfield's entry into the tourist business, several important steps must be taken by the City and the promotional arms of the business community. HPC can only generalize on the form of the needed action, and it is up to the client group to find the appropriate implementation and funding vehicles.

#### **SPRINGFIELD'S ADVANTAGES AND DISADVANTAGES IN THE TOURISM BUSINESS**

Springfield has:

- A similar climate to that of the Branson/Lakes area
- The physical infrastructure of a mature city
- Direct access to freeways and major highways in all directions
- A mature and ever expanding cultural and arts base
- The role of commerce center for an area covering much of southwest Missouri and portions of Arkansas
- A large university faculty and student population
- An airport that can be expanded to match the need as the tourism industry expands
- Topography that is more workable than the lakes area
- A history that can be used to reinforce some aspects of tourism development

- A broader base of support facilities available that could result in less seasonality of demand

Springfield does not have:

- The large lakes that are important recreational and visual attractions of the Branson/Lakes area
- The relatively untouched forestation that is found in Branson/Lakes
- A history of tourism activity or major tourism generators
- A program to attract tourists.

### **APPROPRIATE USES**

A pristine beach, a snow packed mountain, a unique geologic feature, an overwhelming historical setting, a major recreation lake, or simple scenic beauty can be the basis of drawing tourism to an area. In addition, man-made facilities can also be the focus of a tourist center if they are located in an existing tourism flow. Anaheim, California and Orlando, Florida were merely stopping points on the way to nearby beach resorts until the Disney developments transformed them into centers of tourism. An estimated 85% of the four million+ visitors to Branson/Lakes use US 65 as their entry point. And the traffic on Interstate 44 should not be ignored. Springfield is a convenient stopping point between points in Oklahoma and Texas and major population centers in the Midwest, and must view its opportunities in the tourism market in this broader context. Springfield should devote most of its effort to attracting the type of improvement that is a true generator of tourism, or will cause the tourist to choose the city as a stopping point in route to another destination. These include such facilities as:

- Resort and Conference Hotels -- Offering extensive recreation facilities including golf, tennis, and an array of minor recreation activities for all age groups. Conference facilities should be state-of-the-art and large and varied enough to attract off-season occupancy commensurate with the number of

rooms. A scaled-down version of Marriott's Tan Tar A Resort and Golf Club at Lake of the Ozarks would be appropriate.

- Arts and Entertainment Concentrations -- As Branson and Nashville are to country music shows, Santa Fe is to western art and sculpture, and New Orleans is to Dixieland Jazz, Springfield must strive to become known as the center of an art/entertainment form that will set it apart, or at least become a participant in the Branson format.
- Themed Recreation Attractions -- The Disney megaparks aside, most theme parks are a superficial wrapping of rides of various thrill levels designed to entertain the visitor at a very visceral level. Most appeal to a younger crowd and have nominal educational value. A notable exception is Silver Dollar City, which has an emphasis on crafts, musical performances, and the lifestyle of a century ago. Water parks, marine shows, and interactive animal parks fit this category as well, but with differing appeals. These types of facilities are also represented in the area to varying degrees. Whatever new concept or composite of existing concepts may be proposed, it should broaden, not duplicate, existing attractions in the area.

## **THEORETICAL CONTENT OF A PROJECT FOR SPRINGFIELD**

If given an unrestricted menu for development of facilities in a Tourism/Recreation/Entertainment Zone in Springfield, **Table 9** is a summary of what the content of the project might be when completed.

While Table 9 is a generalization of the contents of a tourism development project in the Springfield area and represents generous land use allocations, it provides a framework for future planning needed to implement the program. It should be noted that golf courses and lakes can be created in the 100 year flood plain of a river, on property that is not otherwise usable for development and should be inexpensive.

Table 9  
THEORETICAL PROJECT CONTENT

<u>Use</u>	<u>Units</u>	<u>Acres<sup>1</sup></u>
Roads, Paths, Parks, Public Facilities		200
Lakes (artificial)		100
Golf Course Holes*	36	300
Resort/Conference Hotel Rooms*	1,200	45
Hotels, Motels	1,000	25
Music Shows/Dinner Theater Seats*	15,000	60
Themed Attractions*		80
Restaurants, Nightclubs, Misc.		30
Specialty Shopping Centers		<u>35</u>
Sub-Total		875
Arena/Convention//Concert Facility		<u>25</u>
Total		900

\* Special incentives may be appropriate for these uses.

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<sup>1</sup> Acreages are approximate and could vary considerably in a final master plan

Source: Harrison Price Company.



## **ORGANIZATION REQUIREMENTS**

### **Recreation/Entertainment/Tourism Zone**

Springfield presently lacks the facilities to cause the traffic driving past to Branson or other destinations to stop for a few hours or a day, let alone generate tourism as a destination on its own. Springfield must create a focal point for private investment in the tourism field. It must be of a magnitude that will show investors that there is a serious commitment to support the industry in the future.

The purpose of the zone is to create an environment that is dedicated to a singular purpose -- entertaining the visitor in a controlled environment that is safe, efficient, and visually pleasing. It should offer most of the daily activities that satisfy the needs of the visitor to enjoy a vacation or a stopover. It should exclude the type of land uses that are parasitic to the tourist market, such as go-cart tracks, bungee jumping, helicopter rides, miniature golf, liquor stores, convenience stores, and primary residence or office uses, except to the extent that those uses are incidental to one of the major uses. Those uses will spring up nearby, but should be prohibited in the zone. It should have visual and environmental integrity, and, at the same time, excitement and unique features. In short, it should offer a unique recreation experience, and be upscale in comparison to the Branson environment and most existing Springfield facilities.

There are several levels of commitment that can be pursued, each having definite implications for success:

#### **Minimal Commitment - Zoning Only**

The City could attempt to designate an area simply by zoning it for tourism development and creating a definition of the types of uses that can be developed within the boundaries of the zone, establishing design criteria, infrastructure requirements, and standards for minimum lot sizes, etc. This was done by the cities of Anaheim and Buena Park, California as an afterthought to the protection of the environment around Disneyland and Knott's Berry Farm, but those areas had been subdivided and largely developed previously, so the purpose was to cure a problem as well as to create a new opportunity for private investment. Seeding this area with a new arena/convention/concert hall would help to show commitment to the project.

However, this would still be an inadequate initiative for the city and would probably trigger a very negative response from the current owners of the land that is subject to rezoning because of the restrictive nature of the zoning and the questionable success of the program. (As a matter of interest to the client group, HPC has provided copies of the ordinances passed by the two cities mentioned above, under separate cover.)

### **Public-Private Joint Development**

Under this concept, the City would acquire the needed property, create the zoning, and prepare a Master Plan for the area. Qualified developers could then be invited to bid on a Master Lease for development of the property. The Master Lessee would provide all of the funds necessary for development of the property and would sublease individual parcels for specific uses within the master plan. The City would have an investment in the land and in the planning and negotiation process, but would not have to provide the funds for development of the infrastructure and common elements necessary to the project. The City would still have to fund the building of an arena/convention/concert hall to seed the project. The City would have control over the development to the extent that the Master Plan is definitive and the building permit process allows review of all development plans.

### **Public Building Corporation**

Missouri law allows cities and counties to create a separate entity empowered to issue debt instruments to build facilities that are in the public interest and have the ability to service their debt obligations. Whether this is applicable to a project such as the tourism zone recommend here is a subject for the attorneys to decide. Regardless, the City has other avenues to accomplish its goals, including revenue bonds issued by the City. By maintaining absolute control of the project, the City can best direct the pace and direction of the project and extend the maximum possible incentives to those key tourism-generating elements that will determine the ultimate success of the project as a whole. Providing investment incentives in a quality, controlled environment could be the deciding factor in enticing major investment to Springfield rather than other areas.

In this format, the City would undertake all of the land purchase, planning, infrastructure investment, and administrative costs of the project, and would be free to lease or sell building sites to individual investors/operators. Regardless of the funding

vehicle ultimately used, this operation should be run by a newly organized management team with experience in the field, and should have a Board of Directors or Advisory Committee that includes representatives of appropriate City Departments (utilities, parks, airport, etc.), the Chamber of Commerce, the Convention and Visitors Bureau, the Ozark Marketing Council, and others. Mission Bay in San Diego, Charles Center Inner Harbor in Baltimore, and Atlanta Underground are examples of this type of project.

## LOCATION

Obviously, a project of this size must be located on the fringe of the urban area where land is available and the external environment can be controlled to some degree. However, it should also have good access to the freeway system and direct freeway exposure, if possible. HPC believes that a location near US 65 from Interstate 44 down to the intersection with US 60 would be ideal, but a location east or west on Interstate 44 or to the west on US 60 would also be acceptable provided the distance is not great (less than five miles from US 65).

Data on traffic flows at the periphery of the City can shed some light on the relative magnitude and importance of traffic flows in and out of the City and flowing past it, even if it doesn't allow distinction between residents and non-residents. The following data are pertinent:

<u>Location</u>	<u>1987-88</u>	<u>1991-92</u>	<u>% Increase</u>
N. E. I 44 E. of US 65	23,230	24,460	5.3%
W. I 44 W. of K 266	24,830	27160	9.4%
N.W. K 13 N. of I 44	10,360	13,280	28.2%
N.E. US 65 N. of I 44	8,900	11,230	27.6%
S.E. US 65 S. of US 60	18,240	24,460	33.0%
S.E. US 60 E. of US 65	16,250	21,350	31.4%

Note: Two way daily traffic, weekdays only.

While the traffic on Interstate 44 has not increased as rapidly as that on the other routes, it remains the highest traffic carrier in and out of the area. It is also the location of the majority of the hotels in the city. Therefore, a location on Interstate 44 or US 65 would be preferred.

## **OLD TOWN SPRINGFIELD**

Downtown Springfield incorporates a number of significant historical buildings that could provide a focus for visitors to the city in an environment totally different from that in the recommended tourism zone. Among these are a couple of theaters built in the early 1900s that have recently been refurbished. Many US cities have seen a resurrection of portions of their downtown area in the form of specialty restaurants, shops, and nightclubs reflecting interior and exterior designs of yesteryear. The music show theater phenomenon occurring in Branson may be appropriate as a crowd-generator for downtown Springfield, particularly for performers other than in the country music field. To have real impact in drawing incremental visitors to the city, the shows must feature former headliners in their field. Absent known stars, specialty shopping and entertainment development will not draw significant numbers of tourists to the city, but it would serve to broaden the activities available to overnight visitors, making the likelihood of a future return visit, or an extended stay, greater.

The Historic District that is in place, a new Cultural-Entertainment District, and continued efforts to rejuvenate the Central Business District should have a combined effect over time of achieving the critical mass necessary to be a draw in themselves, but in the context of future tourism, the availability of numerous theaters could be the biggest boost to tourism in downtown Springfield.

## **BASS PRO SHOPS OUTDOOR WORLD AREA**

The catalog operation and unique entertainment offered by Bass Pro draws an appreciable number of tourists to Springfield. With the large volume of local residents and tourists visiting this area, it seems logical that additional specialty shopping facilities will be developed in that area of the city. However, HPC does not feel that any special programs can be instituted that would enhance the tourism draw of that area other than the continued creative expansion of the Bass Pro operation itself.

## **PROMOTION**

The Marketing Council of Ozark Mountain Country, Inc. was the brainchild of the Springfield Chamber of Commerce, but has become the implement of promotion of the Branson/Lakes area in the recent past. The business community of Branson usurped the potential of marketing this area on a larger scale, and has left Springfield with only the role of name use rights. Given the focus of Branson on tourism, while the larger City of Springfield dwelled on industrial development, this is understandable. But it is appropriate for the hospitality industry of Springfield to embrace the Ozark Mountain Country concept with real involvement and financial support. Branson can use the release, and Springfield needs to commit to tourism development. All elements of the leadership of both communities need to cooperate in this common goal.

### **Investment Incentives**

The state of Missouri ranks among the lowest collectors of taxes from individuals and businesses. In addition, there are several programs that grant tax credits or exemptions for businesses that create new employment or provide other benefits to the state economy. These programs should be used to the extent possible to entice private investment in the program.

In addition, if the city controls the program either through a master lease or direct management, it may be in a position to provide its own incentives in the form of reduced lease rates, sale-leaseback's, etc. This may be of utmost importance in getting the first elements in place, thereby creating the critical mass needed to obtain recognition as a destination.

Data on taxes and credits are shown in **Appendix E**.

### **ECONOMIC IMPACT**

A complete analysis of the economic impact of attracting incremental tourism to the area is not a part of this study. However, in simplified form, an order-of-magnitude calculation can be made as follows:

Additional visitors - year 2000	1,700,000
X Average Stay of 2.3 Days = visitor days	3,910,000
X Daily expenditure of \$60 = direct expenditures	\$234,600,000
X 2.5 multiplier effect = total expenditures	\$586,500,000

The above calculations indicate that aggressive pursuit of the incremental tourism indicated in this report could result in over \$1.6 million per day being pumped into the Springfield economy by the year 2000.

Based on the mix of uses outlined for the Tourism Zone, it is estimated that over 60 percent of the total expenditures will be generated by Zone activities, or approximately \$1 million per day.

## Section 7

### SUMMARY AND CONCLUSIONS

This section of the report contains a summary of the research and the conclusions from them. More detail on each subject is contained in the main body of the report, and selected source material is published separately in the form of appendices.

#### RESIDENT MARKET

##### Population

The City of Springfield ADI is a mature growing economy, with the City serving as the focus of commerce and transportation for an area encompassing much of Southwest Missouri and portions of Arkansas. It included a total population of 766,000 in 1990, with almost one-third of that number in the Springfield MSA. Projections of the population indicate a total of approximately 900,000 by the year 2000.

##### Age and Income Characteristics

The age characteristics of the population are notable only to the extent that there is a large university population (almost 31,000) for a city of this size. Also, incomes are average or slightly above the Midwest norm at \$13,796 per capita and \$30,625 per household.

#### CLIMATE

The Ozarks have a moderate four-season climate. July and August can have some warm, humid days, and January and February can be cold and snowy. May to October is the main travel season, but some success in expanding it is being achieved.

#### TAXABLE RETAIL SALES

The volume of taxable retail sales is used to illustrate the growth of Branson as a preface to projecting tourism to the area. Branson's retail sales have steadily increased as a ratio to those of Springfield, from 17.2% in 1985 to 24.7% in 1991. Branson sales

surpassed those for the Lake of the Ozarks for the first time in 1990, and were 21% higher in 1991. Moreover, Lake of the Ozarks grew by less than 2% in each of the last two recession years, whereas Branson increases exceeded 14% each year despite the recession.

## **THE SPRINGFIELD AREA TRAVEL MARKET**

The Springfield ADI has a tremendous market available to it. In 1980, the area within 750 miles of Springfield contained between 40% and 50% of the entire population, income and trade of the continental United States. The 107 million residents of that area represented 44% of the population. Comparatively, the tourism meccas of Southern California and Central Florida had similar resident population bases only 30% and 48% as large, respectively.

### **The City of Springfield Visitor Market**

The City currently has 4,311 hotel/motel rooms, an increase of 61.4% over the number in 1980. By 1987 there were 3,750 rooms and an estimated 760,000 overnight visitors to the City. Visitors in 1992 are estimated at 946,000, an increase of 24.5% from 1987, or a respectable 4.5% annually.

### **Branson/Lakes Area Visitor Market**

The Branson/Lakes area visitor market has experienced phenomenal growth in the period 1982 to 1992, following a steady growth in tourism during the 1960s and 1970s. A boom in the music show business, which added 10,230 seats in 1992 alone, has spurred other development, adding over 2,000 restaurant seats and 1,412 rooms this year. Total hotel/motel rooms now stand at 11,132, and there are 6,073 campsites in the area. These are up from 6,124 and 3,235 in 1982, or 81.8% and 87.7%, respectively. Music shows increased by 136% in the same period, with most of the increase in the last year.

Pushed by a pro-tourism attitude in Branson, tourism in the area increased at a compounded rate of 6.25% annually between 1982 and 1992, from 2,331,000 to 4,272,000.



## **PROJECTED VISITORS TO THE SPRINGFIELD AREA**

The number of visitors to the immediate Springfield area would be expected to grow at a rate of 5.0% annually, including a marginal share of the Branson flow, even if nothing is done to create new tourism and participate to a greater extent in the Branson phenomenon. That would raise Springfield tourism to about 1.4 million by the year 2000. However, if the recommendations presented herein are implemented, an additional 1.7 million visitors could be expected, representing a 10% capture of the Branson/Lakes market and an equal amount of new visitors attracted by the new facilities in Springfield. The total overnight visitation to Springfield is estimated at 3.1 million people by the year 2000.

The Branson/Lakes area is expected to attract 7.7 million visitors by the year 2000, representing a 7.6% compounded annual growth rate after losing a portion of the market to the new facilities in Springfield.

The combined area is estimated to attract a total of 10.8 million visitors by 2000. This is a large and rapid growth reflecting the boom in the music show business in the area. It will be difficult to achieve these numbers in terms of the logistics of building the infrastructure alone in such a short period of time, and there are other potential delays that could occur. But from a market standpoint, it is considered attainable.

## **SPRINGFIELD ADI ATTRACTIONS**

There are a number of recreation, historical and cultural attractions in the immediate Springfield area, but only one, Bass Pro Shops Outdoor World, attracts a significant number of tourists. The others collectively represent recreational and educational diversions for those visiting the area for other purposes.

The lakes and the scenic beauty of the Branson/Lakes area are the major draws, and they have been supplemented by Silver Dollar City, a unique theme park which gets the largest visitation of any single attraction at 1.6 million. The music shows have taken over as the primary draw of late, and they collectively sell over four million tickets per year. There is every indication that the music show offerings will continue to expand, and the name recognition of many of the most recent entrants is high. There are almost 33,000 seats in place today, and because many of the theaters offer more than one

show per day, there can be as many as 59,000 tickets available on a given day. Adding amphitheater seats the daily total can reach about 75,000.

It is believed that Springfield can participate in the music show field of the future both with the facilities in the downtown-university area and in a new zone created specifically for this and other activities.

## **RECOMMENDED FACILITIES AND USES**

### **Tourism/Recreation/Entertainment Zone**

It is recommended that the City of Springfield create a special zone devoted to attracting visitors to the area. This would be master planned for specific uses designed to provide a complete entertainment package in a safe and pleasing environment. Ideally, the zone would encompass about 900 acres. Such zones have proven successful in various parts of the country.

### **Arena/Convention/Concert Center**

The City should seed that zone with a major indoor facility of up to 15,000 seats, with design emphasis on staging concerts by top line entertainers in all musical fields. This is a niche in the market that Branson will probably never fill because it does not have the breadth of demand to provide high utilization. The facility should be equipped with state-of-the-art broadcast and recording facilities.

## **APPROPRIATE USES AND THEORETICAL PROJECT CONCEPT**

In considering the types of uses most appropriate to the zone and with a potential for investment from the private sector, those that are visitor "generators" should get the most attention, including :

Resort and Conference Hotels - providing golf, a variety of other recreation activities for the whole family, and adequate conference space.

Music Shows - internationally recognized entertainers in all music fields who choose to perform from a more fixed base.

Themed Recreation Attractions - preferably concepts that are different from the major attractions already in the area.

In addition to the above, tourist support facilities -- but excluding carnival type activities -- that will serve to entertain the visitors must be included. A theoretical portrayal of the project concept when completed is presented as follows:

### THEORETICAL PROJECT CONTENT

<u>Use</u>	<u>Units</u>	<u>Acres<sup>1</sup></u>
Roads, Paths, Parks, Public Facilities		200
Lakes (artificial)		100
Golf Course Holes*	36	300
Resort/Conference Hotel Rooms*	1,200	45
Hotels, Motels	1,000	25
Music Shows/Dinner Theater Seats*	15,000	60
Themed Attractions*		80
Restaurants, Nightclubs, Misc.		30
Specialty Shopping Centers		35
Sub-Total		875
Arena/Convention//Concert Facility		25
Total		900

\* Special incentives may be appropriate for these uses.

<sup>1</sup> Acreages are approximate and could vary considerably in a final master plan

Source: Harrison Price Company.

## **ORGANIZATION REQUIREMENTS**

Preferably, the zone would be developed under a detailed land use master plan and administered by a newly created management team with experience in the field. This could be done under the direct umbrella of the City through a public building corporation or similar vehicle, or as a public/private joint development under a master lease. Perhaps the latter would result in the most experienced management for the project and distance it somewhat from the political arena. The City should be prepared to offer special incentives and any available tax benefits to the primary visitor generators in the project, particularly in the early stages.

The alternative of simply choosing an area for rezoning and letting market forces shape the project would probably result in less than the hoped for increase in tourism even if the arena/convention/concert facility is developed.

## **LOCATION**

The tourism zone should be located with freeway access either along US 65 between Interstate 44 and US 60, or on Interstate 44 within five miles or its intersection with US 65.

## **PROMOTION**

The Cities of Springfield and Branson, and their respective chambers and visitors bureaus should embark on a joint effort to promote the region as a whole.

**APPENDICES**  
**TOURISM DEVELOPMENT STRATEGY**  
**FOR SPRINGFIELD, MISSOURI**

**August 21, 1992**

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APPENDIX A

## CITY DEMOGRAPHICS & STATISTICS

### Market Size and Growth

Springfield, Missouri is the regional center serving Southwest Missouri. The Metropolitan Statistical Area (MSA), composed of Greene and Christian Counties, is projected by the Bureau of the Census to be the fastest growing metro area in the state through the year 2000.

According to the 1990 U.S. Census, the population within the city limits of Springfield is 140,494. The 1990 MSA population is 240,593. The MSA has experienced an average growth rate of 1.58% since 1980.

The Area of Dominant Influence (ADI) is defined by a 32 county region, seven of which are counties in Arkansas. According to the 1990 U.S. Census, the 1990 ADI population is 786,538 people and has grown at an average annual rate of 1.09% since 1980.

Springfield's ADI includes: Baxter, Boone, Carroll, Fulton, IZard, Marion, and Newton Counties in Arkansas; and Barry, Benton, Camden, Cedar, Christian, Dade, Dallas, Dent, Douglas, Greene, Hickory, Howell, LaCiede, Lawrence, Oregon, Ozark, Polk, Pulaski, St. Clair, Shannon, Stone, Taney, Texas, Webster, and Wright Counties in Missouri.

According to the Springfield Business & Development Corporation, for a 20 state market area covered by all or part of a 500 mile radius of Springfield show:

- Over 107 million people, 44% of the total U.S. population
- 39 million households, 44% of the total U.S. households
- 42% of total U.S. personal income, \$1.3 trillion
- 46% of total U.S. wholesale trade, \$900 billion

### Climate

Four-season plateau climate with milder seasons than in the upland sections of the state. Normal temperature ranges:

Spring	46-83 Degrees
Summer	59-87 Degrees
Fall	38-55 Degrees
Winter	24-55 Degrees

Average annual precipitation is 41 inches with 15 inches of snow.

### Cost of Living

The American Chamber of Commerce Research Association Cost of Living Index rates Springfield nearly 10% below the national average. Springfield's index is currently 90.6 compared to the national average of 100. This is based on quarterly pricing of specified commodities ranging from one pound of hamburger to a gallon of gas to a new, three bedroom house.

## Tax Rates

The state sales tax is currently 4.225%. In addition, Greene County has a sales tax of 0.5% and Springfield has a sales tax of 1% with a 0.25% capital improvements tax which expires in September of 1992. Voters will be asked to extend the 0.25% capital improvements tax for another 3 year period. There is also a 2% rooms tax in Springfield, making the total tax charged on a hotel/motel room in the city 7.975%. Other cities within the state have total tax rates on hotel/motel rooms as follows:

St. Louis	12.975%
Kansas City	11.975%
Cape Girardeau	8.975%
Columbia	8.475%
Joplin	8.35%
Jefferson City	8.225%
Springfield	7.975%
Lake Ozark	6.225%

A proposal to fund a Civic Center for Springfield was defeated by voters in March of 1992. This proposal would have increased the rooms tax from 2% to 4% to pay for a portion of the debt service for this facility. Plans called for the state to pay for one half of the debt service through the "Stadium Bill". User fees would have covered the difference between the hotel tax increase and the other half of the debt service. At this time, there are no plans to again present the Civic Center proposal to the voters in the near future.

## Income Statistics

Income statistics provided by the Springfield Area Chamber of Commerce are as follows:

	Average Household Income	\$30,625	
	Per Capita Income	13,796	

## Economy Base

The economy of Springfield is based on health care, manufacturing, retail, education and tourism. The city is located within 100 miles of six recreational lakes. Table Rock Lake and the Branson entertainment area are within 45 miles.

Health Care - Springfield is a regional medical center with six local hospitals and a total of 2,136 beds. There are over 550 physicians and surgeons and over 120 dentists in residence in Springfield.

Education - Springfield offers a variety of higher educational opportunities. Southwest Missouri State University, the second largest in the state, has an economic impact of \$1.8 million per day. S.M.S.U. enrollment is 21,000 students. Other colleges and their enrollments are Assemblies of God Graduate School of Theology (300), Baptist Bible College (712), Central Bible College (872), Drury College (3,156), Evangel College (1,564), Phillips Junior College (250), Heart of the Ozarks Community College (1,193).



Manufacturing - Manufacturing provides 21.3% of the jobs in the Springfield area. Large manufacturers include Advance Circuitry Division/Litton, Fort Howard Cup Corporation, General Electric, Gospel Publishing House, Kraft, Paul Mueller, and Dayco.

Retail - Springfield is a regional shopping center serving a large geographic area including Southwest Missouri and Northwest Arkansas. It is the third largest market in the state and one of the top 170 US Markets. There are 35 major shopping centers, including three enclosed malls. Retail sales exceed \$1.6 billion per year.

Tourism - Springfield, Missouri - Gateway City to Ozark Mountain Country is located approximately 40 miles north of a major tourism destination that is expected to draw 4-5 million visitors during the 1992 season.

Springfield offers a variety of shopping opportunities, including Bass Pro Shops Outdoor Worlds International Headquarters, with visitation of over 3 million people annually. Attractions include Fantastic Caverns drive-thru cave, Wilson's Creek National Battlefield and east of Springfield, Exotic Animal Paradise wild animal park.

Branson, Missouri - The Heart of Ozark Mountain Country, has become known as America's Country Music Capital. Within the last year, announcements regarding new developments that totaled well over \$100 million in construction prompted national media attention with features on 60 Minutes, Entertainment Tonight, and in Time Magazine, People Magazine, USA Today and The Wall Street Journal.

There are 19 theaters dedicated to musical entertainment with a total seating capacity of 40,825. There are also three outdoor amphitheatres with 19,000 seating capacity. Performances include local, national, and international stars and guest celebrities. The annual economic impact of tourism in Ozark Mountain Country is estimated at more than \$1.5 billion annually.

#### Major Announcements/ Openings

- Mel Tillis has opened a new theatre on Highway 65 with seating for 2,100. Opened April, 1992.
- Willie Nelson, took over Mel Tillis Ozarks Theatre on Highway 76 with seating for 1,445. Opened May, 1992.
- The Grand Palace, a project of Silver Dollar City, booked regular hosts Glen Campbell and Louise Mandrell. Guest celebrities include Randy Travis, Clint Black, Tanya Tucker, and other national talent. Total seating - 4,000. Opened May, 1992.

Future development is expected including the Grand Palace Annex, called the "Grand Village". Silver Dollar City announced plans to spend up to \$27 million by 1998 on the project which will include 120 specialty retail shops, 5 restaurants, a music museum and preview center.

Silver Dollar City also plans to develop a \$13 million, 1,000 passenger paddle-wheel excursion boat that will begin operating on Table Rock Lake in 1995.

- Johnny Cash and June Carter Cash Music Theater, seating 2,700, opening May, 1992.
- Andy Williams Moon River Theatre, seating 2,000, opening May, 1992.
- Global Productions announcement of plans for an entertainment complex (2 theaters - total seating 4,000), one of which will feature The Gatlin Brothers.
- In March, 1992, a major announcement was made by a group of California and Missouri developers. Golden Hills Development, Inc., a 1,600 acres project south of Branson, has received some commercial zoning and land-grade permits.

The project, called "Branson South", is said to include a luxury hotel, convention center with 8,000-10,000 seats, ballrooms, 2 theaters with a total of 5,000 seats, 18-hole championship golf course, lake-front housing, shopping center, and infrastructure costing over \$50 million. It has been reported the convention center will open May, 1993.

- Chateau on the Lake - John Q. Hammons Industries has announced that construction will soon begin on a \$30 million hotel, resort and convention center on Table Rock Lake. Plans for opening are estimated for 1994. The facility will include a 300 room resort with convention facilities for 1,200 - 1,500.

#### **Economic Climate - Travel Industry**

The nation has been in an extended recession since the late summer of 1990. This recession has had a negative effect on travel in most areas of the country.

Springfield has been fortunate through this recession particularly in the travel industry. Although business travel has decreased nationwide, the total number of overnight travelers to Springfield has continued to increase during every quarter through the recession. Springfield's diversified economy has limited the decrease in business travel to the city while vacation travel has increased significantly.

The opening of new music shows in the Branson area and the resulting national publicity has increased the popularity of the area for vacation travel. This, coupled with the low cost of the area, has contributed significantly to the growth in total travel during a period of recession when most cities have seen substantial decreases in overnight travel.

There are signs that the nation is recovering from the recession. If this occurs, business travel will increase over current levels. In addition, the national publicity on the Branson area continues at an astonishing rate. Tourist inquiries for both the Branson/Lakes Area Chamber of Commerce and the Springfield Convention & Visitors Bureau during the first three months of 1992 have increased by tremendous amounts over 1991 levels. Assuming that these inquiries turn into tourists and the recession ends in the next 12 months, the 1992/93 fiscal year will be an excellent year for overnight travel into Springfield.

## Employment

According to the Springfield Business & Development Corporation, a break of businesses by type are as follows:

Service	32.3%
Manufacturing	5.3%
Retail Trade	24.4%
Wholesale Trade	9.0%
Transportation	4.4%
Financial, Insurance and Real Estate	8.4%
Construction	7.7%
Other	7.6%

### Major Employers - 2,000 or More Employees

Lester E. Cox Medical Centers  
St. John's Regional Health Care Center  
Bass Pro Shops Outdoor World

### 1,000 to 1,999 Employees

City of Springfield  
Burlington Northern  
State of Missouri  
Sweetheart Cup Corporation  
Upjohn Healthcare Services  
Zenith Electronics Corporation

### 500 to 999 Employees

Advanced Circuitry Division/Litton  
Association Electric Cooperative  
City Utilities  
Consumers Markets  
Dillon's Markets  
Fasco Industries  
General Council - Assembly of God  
O'Reilly Automotive  
Paul Mueller Company  
U.S. Medical Center  
General Electric  
Mid America Dairymen  
Hudson Foods  
Pioneer Teletechnologies, Inc.

## Accessibility

Springfield, Missouri is located in the Southwest corner of the state. Good highway access via Interstate 44 directly links two major cities with Springfield. Springfield is 220 miles west of St. Louis, Missouri and 185 miles east of Tulsa, Oklahoma. Plans call for the expansion of I-44 to six lanes across the state.

Intersecting I-44 on the Northeast corner of Springfield is US-65, linking the Branson/Lakes area (approximately 45 miles South). Highway 65 is being widened to four lanes in the future with completion projected in 1996. In addition, infrastructure needs for the Branson area are being addressed with a proposed four lane belt lane road around Branson and across Lake Taneycomo.

Other major highway access include US-60, US-160, MO-13. Highway 13 and Highway 7 are scheduled to be expanded to four lanes, giving Springfield four lane access to Kansas City.

Major population centers within a days drive include:

Kansas City, MO	170 Miles	Indianapolis, IN	447 Miles
St. Louis, MO	220 Miles	Nashville, TN	448 Miles
Memphis, TN	281 Miles	Louisville, KY	475 Miles
Oklahoma City, OK	289 Miles	Chicago, IL	499 Miles
Omaha, NE	371 Miles	Dallas TX	419 Miles
Little Rock, AR	234 Miles	Wichita, KS	248 Miles
Tulsa, OK	185 Miles	Des Moines, IA	348 Miles
Topeka, KS	230 Miles		

The Springfield Regional Airport completed an \$11.5 million terminal expansion and renovation in April, 1991. Three jetways were installed as part of this expansion. Approximately 40 daily departures are offered with non-stop services to Dallas, Denver, Kansas City, Memphis, and St. Louis. Currently, six air carriers service the Springfield area:

American Eagle  
Northwest Airlink  
Trans World Express  
U.S. Air Express  
Jet Service - Trans World Airlines  
Jet Service - United Airlines

## HOSPITALITY INDUSTRY

Springfield's hotel market is comprised of 46 hotels/motels and 3 bed & breakfast establishments. A total of 4,244 rooms are currently open and available. Two new facilities will open in the spring of 1992, adding another 204 rooms to the market. Another facility with 120 rooms is planned but has not yet started construction.

In the fall of 1991, the Ozark Mountain Inn closed. Whether this motel will reopen remains to be seen. Several smaller facilities completed upgrades during 1991 and eight larger facilities have completed renovations or upgrades since 1989. No major upgrades or renovations are known to be scheduled during the 1992/93 fiscal year.

Thirteen properties, representing 2,336 rooms, contain meeting facilities. Several properties have very limited meeting space. Hotel properties with meeting facilities are located in three general areas: northeast with eight properties; downtown with one hotel, convention center and trade center; and southeast with four properties.

### Major Indoor Convention, Trade Show, Sports and Public Assembly Facilities

University Plaza Convention Center (opened January, 1990) includes 21,600 square feet of clear space, 18 foot high ceilings, divided into four sections.

University Plaza Trade Center includes 68,000 square feet of exhibit space on two floors.

Southwest Missouri State University's Hammons Student Center is a 96,000 square feet arena facility with seating for up to 9,000.

The Shrine Mosque is a arena facility on two floors; auditorium -19,600 square feet, lower level - 15,000 square feet with total theatre style seating for 5,355.

Ozark Empire Fairgrounds - Main arena containing 15,264 square feet of space with seating for 2,250. An additional 20,000 square feet of exhibit space adjacent to the arena was enclosed in 1990.

Howard Johnson's Exhibition Center contains 12,000 square feet of space, 24 foot ceilings and theatre style seating for 1,500.

### Proposed Civic Center

A 12,000 to 14,000 seat multi-purpose Civic Center for Springfield was defeated by voters in March of 1992. Plans called for the state to pay for 50% of the debt service on this \$36 million facility with the City paying the other 50% through an increase in the rooms tax from 2% to 4% and user fees. The increase in the rooms tax was defeated with 45% in favor and 55% opposed.

Controversy over cost overruns on the Performing Arts Center and the involvement of SMSU in the use and management of the facility were key issues in the campaign to pass the rooms tax increase. There are presently no plans to bring the Civic Center before voters again in the near future, although key State Legislators have indicated that future state funding for the project is not out of the question.

## Juanita K. Hammons Hall for the Performing Arts

A \$17.8 million performing arts center is presently under construction on the campus of S.M.S.U. When complete in the fall of 1992, the state-of-the-art Center will feature seating for 2,250 on three levels. The Center will be operated by S.M.S.U. and will be available for use by performing arts groups, conventions and other public gatherings.

## Major Hotel Construction and Additions

January 1, 1980 - Present

Hotel	New Rooms	Completion Date
Regal Inn	105	05/81
Sheraton Inn Addition	42	09/82
Best Inns of America	133	08/83
University Plaza Hotel	271	11/83
Ramada Hotel	203	08/85
Super 8	50	08/85
Residence Inn	80	03/87
American Inn	171	05/87
Red Roof Inn	112	08/87
Holiday Inn North	188	09/87
Econo Lodge - N Kansas Expy	83	09/88
The Mansion at Elfindale	13	06/90
Econo Lodge - Glenstone	122	03/91
Best Western Deerfield Inn	105	04/92
Hampton Inn	99	05/92
<b>TOTAL</b>	<b>1,777</b>	

## Marketing Resources

The Convention & Visitors Bureau is a non-profit corporation operating under contract with the City of Springfield and funded by a 2% hotel/motel rooms tax.

The Bureau's offices, previously located in downtown Springfield at the Chamber of Commerce, moved April 1, 1990 to a free-standing office building located directly off US-65 and Battlefield Road. The Bureau operates a Tourist Information Center providing informational brochures, maps and assistance to visitors. The Bureau utilizes State signage to attract visitors to the Center, and in turn, into the city of Springfield.

The total budget for the 1992/93 fiscal year is \$708,975 of which \$286,935 has been designated for marketing expenses.

Organizational Structure - The Bureau is governed by a Board of Directors which consists of eleven members. Nine of these members are appointed by the Mayor and approved by City Council while the Chamber's Chairman and Chairman-Elect serve as ex-officio voting members.

The Chamber's President serves in an ex-officio non-voting capacity on the Board of Directors. Board Members also serve on various committees including the Executive Committee, Budget and Finance Committee, Marketing and Research Committee, Nominating Committee and other ad hoc committees established from time to time.

Internal Organizational and Departmental Responsibilities - The Springfield Convention and Visitors Bureau employs a full time staff of eight. There are also two part time employees who work in the reception area of the Tourist Information Center. In January of 1993, the Bureau will add a ninth full time position. Under the general direction of the Executive Director, the Bureau staff is divided into three major departments:

A. Marketing Department - The Marketing Department is responsible for public relations, research, advertising and promotion.

1. Public Relations - This activity generates positive public awareness through unpaid media exposure. Press releases and press conferences are generated by this department. Travel trade and travel writer familiarization tours attract writers from geographically significant markets.
2. Market Research - Through an ongoing program of research, the Bureau is consistently probing its marketplace to compile visitor demographics. This tool serves as the basis for directing the Bureau marketing strategy.
3. Advertising - The purpose of Bureau advertising is to achieve desirable destination awareness among the primary markets:
  - a. Leisure travel accessed through regional media selected for best demographic impact.
  - b. Convention and group travel accessed through trade publications, association publications and business media.
4. Marketing Promotion - This activity seeks to identify and capitalize on promotional opportunities. These include regional cooperative campaigns, packaged promotions, and special activities and events participation.
5. Production - Promotional collateral material for the Bureau is coordinated and produced by this activity. This includes marketing and information brochures as well as maintaining a well stocked library of black and white photos and 35mm slides of Springfield and surrounding area. Additional activities include monitoring budgets and coordinating schedules & inventory of printed pieces.
6. Public Affairs - This activity generates public awareness of the work of the Bureau to bring about a greater understanding of the importance of travel to the City of Springfield. To achieve this, it carries out a broad communications program directed to government and the public at large. Community programs are centered upon fostering a positive awareness of the Bureau's accomplishments in order to enlist government and local residents for the active support of the Bureau and travel in general.

B. Sales Department - The Sales Department plans and implements programs to affect market growth and development. These programs create awareness and increased sales of Springfield as a quality meeting/convention and tour/travel destination.

1. Convention Sales - This activity solicits convention & exhibition business for Springfield. Emphasis is placed on aggressive development of a market mix to include association, social, government, business and other meetings.
2. Convention Services - Convention Services provides complimentary assistance to convention groups for the purpose of attendance promotion and developing repeat business that results when a group has a successful Springfield experience. This section also provides centralized reservation services for organizations needing accommodations in multiple properties as well as shuttle, registration and other complimentary services.
3. Tour and Travel - This activity plans and implements programs to affect market growth and development. These programs create awareness and increased sales of Springfield as a quality vacation destination.
  - a. Individual Leisure Travel - This activity promotes Springfield to the domestic vacation traveler through trade shows, promotional efforts, direct mail programs, advertising and special event development.
  - b. Visitor Information Center - This activity provides information on Springfield and the surrounding area to travelers. Brochures, maps and other promotional pieces are distributed to visitors in order to enhance their travel experience in Springfield and the surrounding area.
  - c. Group Travel - This activity promotes Springfield to the group travel market through trade shows, promotional efforts, familiarization tours, direct mail programs, direct sales, advertising, association affiliation and special event development.

C. Administration - This department provides the Bureau with support systems to operate efficiently. This department is responsible for financial reporting and control, office equipment and services and mail management.

1. Accounting - This activity is responsible for maintaining a set of records to accurately reflect the financial position of the Bureau and to perform the normal functions of accounts payable, accounts receivable, payroll, disbursements, etc. This also provides for the preparation and monitoring of the operating budget of the Bureau and for the preparation and submission of budgets and requests for funds to the city.
2. Personnel - This activity provides for the maintenance of payroll records, employee files and employee benefits.
3. Office Services - This activity encompasses the total support of operations



of the Bureau and includes mail room, storage, maintenance of equipment, purchase of supplies and the receptionist/PBX operator.

4. Data Processing - This activity oversees and supervises the overall computer operations of the Bureau to include programming, system design and/or modification, training, hardware and software selection and installation and troubleshooting.

## MARKET & CUSTOMER ANALYSIS

As stated in the Bureau's Mission Statement, the goal of the Bureau is to increase overnight travel to Springfield through marketing efforts. In order to determine the most efficient and cost effective marketing approaches to take in reaching this goal, the existing market mix, consumer psychographics and other variables must be determined and analyzed.

Unfortunately, the Bureau has very limited resources at its disposal to contract with marketing research professionals who could produce accurate and statistically valid market studies. Because of this, the Bureau must use existing research, conduct in-house surveys and analyze ~~existing~~ information to draw conclusions about the market and travel consumers.

Although people travel to cities for a number of reasons, the Bureau's marketing efforts are restricted to market segments which can be increased by Bureau marketing efforts. A bureau will have little, if any, impact on increasing individual business travel, but can increase travel from the following segments:

1. Conventions
2. Vacation Travel
3. Group Tours

Market and customer analysis will focus on these three segments. Because of the limited resources for research, primary emphasis in consumer analysis will be placed on vacation travel, as more information is available for this segment.

## 1989 Visitor Survey

The 1989 Visitor Survey was conducted January through December using seven hotel/motel properties, seven days out of each month. Overnight guests at these hotel/motel properties were surveyed during check-out to determine visitor demographics, city of origin, opinions of the city and visitor activities while in Springfield. Over 3,000 people were surveyed during this twelve month period.

Although the results of this survey are now over two years old, statistical information should still be reasonably valid. The key results of this survey follow:

### SPRINGFIELD CONVENTION & VISITORS BUREAU 1989 VISITOR SURVEY

#### TOP FIVE STATES OF ORIGIN

Missouri	40.7%
Kansas	8.3%
Illinois	6.5%
Arkansas	4.5%
Oklahoma	4.1%

#### PRIMARY PURPOSE OF VISIT TO SPRINGFIELD

Vacation	22.1%
Bus Tour	1.1%
Convention	8.1%
Business	50.1%
Other	18.5%

#### LENGTH OF VISIT TO SPRINGFIELD

1 Night	50.3%
2 Nights	27.5%
3 Nights	13.0%
4 Nights	2.3%
More than 4	6.9%
Average Length	1.88 Nights

#### LENGTH OF VISIT BY TRIP PURPOSE

Vacation	2.0 Nights
Bus Tour	2.5 Nights
Convention	2.3 Nights
Business	1.8 Nights
Other	1.8 Nights

NUMBER OF PEOPLE OCCUPYING THE GUEST ROOM

1 Person	51.4%
2 People	34.4%
3 People	6.2%
4 People	6.2%
More than 4	1.9%
Average Number	1.73 People

NUMBER OCCUPYING GUEST ROOM BY TRIP PURPOSE

Vacation	2.5 People
Bus Tour	1.7 People
Convention	2.0 People
Business	1.2 People
Other	2.1 People

WAS SPRINGFIELD THE FINAL TRAVEL DESTINATION?

	Yes	No
Vacation	47.8%	52.2%
Bus Tour	50.0%	50.0%
Convention	90.4%	9.6%
Business	62.1%	37.9%
Other	66.3%	33.7%
Total	61.9%	38.1%

METHOD OF TRANSPORTATION TO SPRINGFIELD

Private Car	79.3%
Plane	13.2%
Bus	1.4%
Over the Road Truck	4.8%
Other	1.3%

METHOD OF TRANSPORTATION BY TRIP PURPOSE

	Car	Plane	Bus	Truck	Other
Vacation	89.7%	6.4%	3.0%	0.0%	0.0%
Bus Tour	0.0%	0.0%	100.0%	0.0%	0.0%
Convention	74.3%	18.9%	2.7%	4.1%	0.0%
Business	75.1%	16.6%	0.2%	7.2%	0.9%
Other	84.7%	10.0%	0.6%	3.5%	1.2%

WHILE IN SPRINGFIELD, DID YOU VISIT:

	Yes	No
<u>BASS PRO SHOPS</u>		
Vacation	60.3%	39.7%
Bus Tour	66.7%	33.3%
Convention	43.5%	56.5%
Business	44.5%	55.5%
Other	50.6%	49.4%
Total	49.4%	50.6%

EXOTIC ANIMAL PARADISE

Vacation	17.8%	92.2%
Bus Tour	0.0%	100.0%
Convention	6.3%	93.3%
Business	6.3%	93.3%
Other	12.1%	87.9%
Total	9.8%	90.2%

FANTASTIC CAVERNS

Vacation	15.2%	84.8%
Bus Tour	0.0%	100.0%
Convention	4.8%	95.2%
Business	6.4%	93.6%
Other	12.1%	87.9%
Total	8.8%	91.2%

WHILE IN SPRINGFIELD, DID YOU VISIT OR ATTEND:

	Yes	No
WILSON'S CREEK BATTLEFIELD	7.9%	92.1%
BATTLEFIELD MALL	44.1%	55.9%
DICKERSON PARK ZOO	7.4%	92.6%
CULTURAL EVENT	4.8%	95.2%
SPECIAL EVENT	8.9%	91.1%
SPORTING EVENT	12.0%	88.0%

WHILE IN THE AREA, DID YOU VISIT OR ATTEND:

SILVER DOLLAR CITY	23.2%	76.7%
COUNTRY MUSIC SHOW	12.4%	87.6%
SHEPHERD OF THE HILLS	11.0%	89.0%
AREA LAKES	22.2%	77.8%

HOW WOULD YOU RATE THE FOLLOWING:

	Very Good	Good	Average	Poor	Very Poor
HOTEL/MOTEL	39.5%	49.2%	9.8%	0.5%	0.1%
RESTAURANTS	29.5%	58.1%	11.1%	1.1%	0.2%
ATTRACTIONS	29.9%	51.2%	18.2%	0.6%	0.2%
SHOPPING	29.8%	51.7%	17.4%	0.9%	0.2%
FRIENDLINESS	50.6%	43.9%	5.2%	0.2%	0.1%
CLEANLINESS	42.5%	51.1%	5.9%	0.5%	0.1%
SCENERY	41.0%	47.4%	10.9%	0.5%	0.2%
OVERALL PRICES	24.2%	53.8%	20.0%	1.3%	0.7%

AGE OF RESPONDENTS

Under 21	1.3%
21 - 35	33.8%
36 - 55	50.4%
Over 55	14.4%

## Hotel Customer Analysis

Each year Bureau staff surveys seven different hotels/motels representing nearly 38% of total rooms located in the city. These hotels/motels are asked to provide their business mix for the previous year.

Since most of the hotels/motels surveyed have extensive meeting facilities, the percent of business at these facilities from conventions is not representative of the city as a whole.

Results of this survey follow:

Property	# of Rooms	Location	Leisure Travel	Convention	Corporate/Business	Bus Tour	Other
Sheraton	199	South	44.6%	8.1%	13.0%	3.0%	31.3%
Park Inn	120	South	16.0%	19.0%	60.0%	2.0%	3.0%
Howard Johnson	403	North	28.5%	25.5%	25.5%	1.0%	19.5%
Days Inn	217	North	33.5%	5.0%	22.0%	4.0%	35.5%
Ramada	203	North	14.0%	26.2%	45.7%	1.1%	13.0%
Holiday Inn North	188	North	26.0%	2.0%	56.0%	1.0%	15.0%
University Plaza	271	Downtown	7.0%	33.0%	50.0%	0.0%	10.0%
<b>TOTALS</b>	<b>1,601</b>	<b>CITY WIDE</b>	<b>24.5%</b>	<b>18.7%</b>	<b>36.3%</b>	<b>1.6%</b>	<b>18.9%</b>

## Tourist Information Center Survey

During the period of July through December, 1991, Bureau staff surveyed 246 visitors to the Tourist Information Center. This survey was completed to assess visitor demographics, city of origin, opinions of the city and visitor activities while in Springfield and the area.

Since the overwhelming majority of visitors to the Tourist Information Center are traveling on vacation, information from this survey can only be applied to vacation travelers.

Results of the survey follow:

### TOURIST INFORMATION CENTER SURVEY July - December, 1991

#### WHAT IS THE PURPOSE OF YOUR VISIT TO SPRINGFIELD?

Just Passing Through	35.4%
Vacation	53.4%
Convention/Meeting	0.4%
Business	2.9%
Visit Friends/Relatives	6.5%
Other	1.4%

#### HOW MANY NIGHTS DID OR WILL YOU SPEND IN SPRINGFIELD?

None	59.4%
1 Night	23.1%
2 Nights	11.8%
3 Nights	2.6%
More than 3	3.1%
Average	1.65 Nights

#### HOW MANY NIGHTS DID OR WILL YOU SPEND IN BRANSON?

None	35.0%
1 Night	18.1%
2 Nights	19.9%
3 Nights	13.7%
More than 3	13.3%
Average	2.34 Nights



WHILE IN SPRINGFIELD, DID YOU VISIT OR ATTEND OR PLAN TO VISIT OR ATTEND:

Bass Pro Shop	70.7%
Wilson's Creek Battlefield	14.4%
Fantastic Caverns	14.0%
Exotic Animal Paradise	13.5%
Dickerson Park Zoo	7.0%
Springfield Nature Center	4.2%
Museum of Ozarks History	2.3%
Battlefield Mall	27.9%
Antique/Specialty Shops	13.5%
Cultural/Special Events	3.7%
Festival of Lights	14.0%
Sporting Events	0.0%
Restaurants	20.0%
None of the Above	18.6%

WHILE IN THE AREA, DID YOU VISIT OR ATTEND OR PLAN TO VISIT OR ATTEND:

Country Music Shows	53.4%
Silver Dollar City	38.5%
Shepherd of the Hills	16.8%
Area Lake Recreation	6.7%
None of the Above	30.8%

HOW WOULD YOU RATE SPRINGFIELD AS A PLACE TO VISIT?

Excellent	53.3%
Good	45.1%
Average	1.7%
Poor	0.0%
Unacceptable	0.0%

HOW WOULD YOU RATE THE TOURIST INFORMATION CENTER?

Excellent	82.1%
Good	17.5%
Average	0.4%
Poor	0.0%
Unacceptable	0.0%

DID YOU HAVE PLANS ON SPENDING TIME IN SPRINGFIELD PRIOR TO YOUR VISIT TO THE TOURIST INFORMATION CENTER?

Yes	53.6%
No	46.4%

HAVE YOU BEEN TO SPRINGFIELD BEFORE?

Yes	53.1%
No	46.9%

HOW MANY PEOPLE ARE IN YOUR PARTY?

1 Person	2.9%
2 People	55.7%
3 People	11.5%
More than 3	29.9%
Average	2.7 People

AGE OF RESPONDENTS

Under 18	4.1%
18 - 34	19.4%
35 - 64	46.4%
Over 64	30.1%

AREA OF ORIGIN OF RESPONDENTS VERSUS AREA OF ORIGIN OF TOURIST INQUIRIES

	Respondents July 1 - Dec. 31, '91	Inquiries Aug. 1, '91 - March 31, '92
Maine, Connecticut, New Jersey, Massachusetts, New Hampshire, Rhode Island, Vermont	1.2%	1.9%
New York, Pennsylvania, Delaware	0.4%	3.0%
Maryland, Virginia, West Virginia, North Carolina, South Carolina	3.3%	2.6%
Georgia, Florida, Alabama, Tennessee, Mississippi	7.3%	7.8%
Kentucky, Ohio, Indiana, Michigan	4.1%	12.7%
Iowa, Wisconsin, South Dakota, North Dakota, Minnesota, Montana	10.2%	14.3%
Illinois, Missouri, Kansas Nebraska	35.0%	32.9%
Louisiana, Arkansas, Texas, Oklahoma	32.9%	15.8%
Colorado, Arizona, Utah, New Mexico, Wyoming, Idaho	2.0%	2.1%
California, Hawaii, Oregon, Washington, Alaska	2.4%	2.9%
Foreign Countries	1.2%	3.9%

## Visitor Inquiry Statistics

The Visitor Inquiry software purchased by the Bureau in 1991 allows the Bureau to analyze visitor inquiries received over the Bureau's toll free number or by mail. From August, 1991 through March, 1992, 18,943 telephone or mail inquiries were received and recorded by state of origin.

The majority of these inquiries are generated as a result of Bureau advertising to vacation travelers. As a result, statistics can only be applied to vacation travelers.

Results of the analysis follow:

### TOURIST INQUIRIES August 1, 1991 - March 31, 1992

1. Missouri	14.6%	26. New Jersey	0.8%
2. Illinois	10.8%	27. Virginia	0.7%
3. Kansas	5.5%	28. Maryland	0.5%
4. Texas	5.3%	29. South Dakota	0.5%
5. Iowa	5.3%	30. Arizona	0.4%
6. Wisconsin	4.6%	31. Washington	0.4%
7. Indiana	4.4%	32. Massachusetts	0.4%
8. Arkansas	4.4%	33. South Carolina	0.3%
9. Michigan	3.6%	34. West Virginia	0.3%
10. Oklahoma	3.6%	35. Connecticut	0.3%
11. Minnesota	3.6%	36. New Mexico	0.3%
12. Ohio	3.0%	37. North Dakota	0.2%
13. Louisiana	2.5%	38. Oregon	0.2%
14. California	2.2%	39. Delaware	0.2%
15. Tennessee	2.1%	40. Idaho	0.1%
16. Nebraska	2.0%	41. Maine	0.1%
17. Florida	1.8%	42. Utah	0.1%
18. Kentucky	1.7%	43. New Hampshire	0.1%
19. Pennsylvania	1.5%	44. Montana	0.1%
20. Alabama	1.4%	45. Nevada	0.1%
21. Mississippi	1.4%	46. Wyoming	0.1%
22. New York	1.3%	47. Vermont	0.1%
23. Colorado	1.1%	48. Rhode Island	0.1%
24. Georgia	1.0%	49. Alaska	0.0%
25. North Carolina	0.8%	50. Hawaii	0.0%
Foreign Countries	3.7%	Washington, D.C.	0.0%

## Ozark Mountain Country 1991 Springfield Impact Survey

The Marketing Council of Ozark Mountain Country contracted Stephens and Associates to conduct a survey of visitors to determine the impact on Springfield by visitors to the Branson area. Since those surveyed were on vacation, results of the survey can only be applied to vacation travelers.

Results of the survey follow:

### OZARK MOUNTAIN COUNTRY 1991 SPRINGFIELD IMPACT SURVEY

<u>Total Non Local Visitors to the Branson Area</u>	3,995,128
<u>Average Group Size</u>	3.3 people
<u>Total Non Local Groups</u>	1,198,523

#### Nights Spent in Springfield This Trip

	Percent	# of Groups
0 Nights	92.2%	1,105,038
1 Night	4.5%	53,534
2 Nights	1.3%	15,581
3 Nights	0.9%	1,787
4 or More Nights	1.1%	2,184

#### Time Spent in Springfield This Trip

	Percent	# of Groups
None	73.4%	879,716
0 - 2 Hours	5.2%	62,323
2 - 4 Hours	5.3%	63,522
4 - 6 Hours	3.7%	44,345
6 - 8 Hours	2.3%	27,566
8 or More Hours	10.1%	121,051

#### Activities Completed or Planned in Springfield This Trip of Those Who Visited Springfield

	Percent	# of People
Bass Pro Shop	59.9%	630,185
Other Activities	26.2%	275,640
Fantastic Caverns	11.3%	118,883
Exotic Animal Paradise	11.2%	117,831
Wilson's Creek	7.9%	83,113

## Corporate Travel Index Per Diem Costs in 100 Major Cities

Each year, Corporate Travel Index ranks 100 major cities in costs for lodging, food and rental cars. Springfield has consistently ranked in the bottom 10 cities in this survey.

### 1991 PER DIEM COSTS IN 100 MAJOR CITIES - CORPORATE TRAVEL INDEX

Cities are ranked by combined costs for lodging, food and rental cars.

<b>More Than \$200 Per Day</b>	34. Seattle	69. Albuquerque
1. New York	35. Stanford, CT	70. Allentown, PA
2. Boston	36. Raleigh	71. Ft. Wayne
3. Washington	37. Tampa	72. Bakersfield
4. Chicago		73. Baton Rouge
5. Los Angeles	<b>\$150 to \$175 Per Day</b>	
6. Santa Barbara	38. Louisville	<b>\$125 to \$150 Per Day</b>
7. Houston	39. Richmond	74. Norfolk
8. Newark	40. Hartford, CT	75. Des Moines
9. Philadelphia	41. Memphis	76. Akron
10. Dallas	42. Minneapolis	77. Oklahoma City
11. Honolulu	43. Portland, OR	78. El Paso
12. San Diego	44. Rochester, NY	79. Las Vegas
13. San Francisco	45. Miami	80. Chattanooga
	46. Wilmington, DE	81. Columbia, SC
<b>\$175 to \$200 Per Day</b>	47. Jacksonville	82. Savannah
14. Phoenix	48. Nashville	83. Greensboro, NC
15. San Jose	49. Knoxville	84. Madison, WI
16. Oakland, CA	50. San Antonio	85. Tulsa
17. Charlotte, NC	51. Kansas City	86. Corpus Christi
18. New Orleans	52. Little Rock	87. Fresno
19. Birmingham	53. Charleston, SC	88. Spokane
20. Atlanta	54. Denver	89. Wichita
21. St. Louis	55. Milwaukee	90. Greenville, SC
22. Ft. Lauderdale	56. Anaheim	91. Peoria
23. Tucson	57. Toledo	92. Mobile
24. Providence	58. Grand Rapids	93. Rochester, MN
25. Sarasota	59. Dayton	94. <b>SPRINGFIELD</b>
26. Pittsburgh	60. Indianapolis	95. Harrisburg
27. Cincinnati	61. Charleston, WV	96. Shreveport, LA
28. Austin	62. Buffalo	97. Roanoke
29. Detroit	63. Columbus, OH	98. Jackson, MS
30. Lexington, KY	64. Orlando	
31. Albany, NY	65. Sacramento	<b>Less Than \$125 Per Day</b>
32. Cleveland	66. Omaha	99. Biloxi, MS
33. Baltimore	67. Salt Lake City	100. Tallahassee
	68. Syracuse	

## Conclusions

From the preceding surveys and statistical information, several conclusion can be drawn that will guide Bureau marketing efforts:

1. According to the 1989 Visitor Survey, business travel is the primary reason for visiting Springfield (50.1%), vacation travel (including bus tours) is significant (23.2% combined). All indications are that vacation travel to the area is increasing significantly. Tourist inquiries in 1989 totaled 19,582. In 1991, tourist inquiries had increased to 49,823, a 154.4% increase.
2. According to the 1989 Visitor Survey which includes all overnight travel, Missouri is the top state of origin for visitors (40.7%). The next four states are border states with a combined percentage of 23.4%. This is due to the large amount of business travel generated from St. Louis, Kansas City and the Columbia/Jefferson City markets.

But according to the survey at the Tourist Information Center and the tabulation of Visitor Inquiries, states of origin for vacation travelers is much broader. The Tourist Inquiries tabulation shows that only Missouri (14.6%) and Illinois (10.8%) generate more than 6% of tourist inquiries. There is a definite correlation between tourist inquiries and actual visitors on vacation (see Tourist Information Center survey). Although the central states generate the largest numbers of inquiries and vacation travelers, there are exceptions. California (14), Florida (17), Pennsylvania (19), New York (22), Georgia (24) and North Carolina (25) all rank in the top 25 states generating visitor inquiries. If Foreign Countries were a state, it would rank ninth.

3. Because of the broad interest in this area as a vacation destination, convention sales efforts (previously focused on Missouri organizations) might be more successful than in the past outside the state, especially with SMERF groups such as military reunions, hobby and avocational groups, religious groups, etc. Since air service is a concern, efforts to attract groups headquartered outside the state will focus on those where a high percentage of the delegates drive.
4. According to the 1989 Visitor Survey, Springfield is considered a very nice place to visit. Visitors ranked Springfield as "Very Good" or "Good" in all aspects surveyed, with Friendliness of People (94.5%), Cleanliness of the City (93.6%) and Scenery (88.4%) receiving very high marks.

In addition, Corporate Travel Index ranked Springfield 94th in overall travel costs when compared to 100 major cities. Overall Prices also received good marks in the 1989 Visitor Survey with 78.0% rating them "Very Good" or "Good" with only 2.0% rating them "Poor" or "Very Poor".

5. In Springfield, attractions and activities with very broad interest are Bass Pro Shop's Outdoor World and shopping. Both were ranked as the top two things to see and do in the 1989 Visitor Survey, the Tourist Information Center Survey and the OMC 1991 Springfield Impact Survey. According to the 1989 Visitors Survey, both have significant appeal to all visitors, regardless of the purpose of travel.

Since shopping is something most people do when traveling, it cannot be determined from the surveys whether shopping was a consideration in visiting Springfield. Since respondents to the 1989 Visitor Survey rated Shopping high (81.5% "Very Good" or "Good"), it can be considered a feature when visiting Springfield.

6. Vacation travelers to Springfield and the area rank Bass Pro Shop's Outdoor World, country music shows and Silver Dollar City at the primary attractions in the area. All three ranked very high as attractions visited on the 1989 Visitors Survey, Tourist Information Center Survey and the OMC 1991 Springfield Impact Survey.

Although Fantastic Caverns, Exotic Animal Paradise and Wilson's Creek National Battlefield are important attractions, none ranked above 18% as attractions visited by vacation travelers on any survey.

7. There is a significant amount of cross traffic between Springfield and the Branson area with vacation travelers. According to the 1989 Visitors Survey, over 20% of overnight Springfield travelers visited the Branson area. According to the OMC 1991 Springfield Impact Survey, 26.6% of all Branson area visitors spent at least two hours in Springfield with 7.8% spending at least one night. According to the Tourist Information Center Survey, 65.0% of those surveyed plan on spending at least one night in the Branson area while 40.6% plan on spending at least one night in Springfield.
8. Country music shows are emerging as the driving force behind area tourism. In the 1989 Visitor Survey, 23.2% of those surveyed visited Silver Dollar City while only 12.4% attended a country music show. In the Tourist Information Center Survey, completed in 1991, 53.4% attended or planned on attending a country music show while 38.5% visited or planned on visiting Silver Dollar City.

Because of these conclusions, the Marketing Committee of the Bureau determined that the positioning statement for the Bureau to use in marketing efforts will be:

**"Springfield, Gateway City to Ozark Mountain Country"**

The Marketing Committee identified several primary benefits to be used in conjunction with the positioning statement. These benefits will vary somewhat depending on the marketing tools used and the market segments the Bureau is attempting to reach. These primary benefits are:

1. Location of Bass Pro Shop's Outdoor World.
2. Variety of shopping opportunities and other amenities found in a sizable city.
3. Proximity to the Branson/Table Rock Lake area with its country music shows and Silver Dollar City.

Secondary benefits to be used in conjunction with the positioning statement and primary benefits include:



1. Inexpensive travel costs of the city when compared to other major cities.
2. Wilson's Creek National Battlefield, Fantastic Caverns, Exotic Animal Paradise, Dickerson Park Zoo and the Springfield Nature Center.
3. Cleanliness of the city, friendly people and beautiful scenery.
4. Availability of cultural activities and attractions.

Depending on the marketing tools used, market segments the Bureau is attempting to reach and the time of the year, Springfield special events and sporting events may be used as benefits in marketing efforts. These would include The Festival of Lights, Firefall, Artsfest, First Night Springfield and NCAA Division I sporting events.

**APPENDIX B**

Chart 1

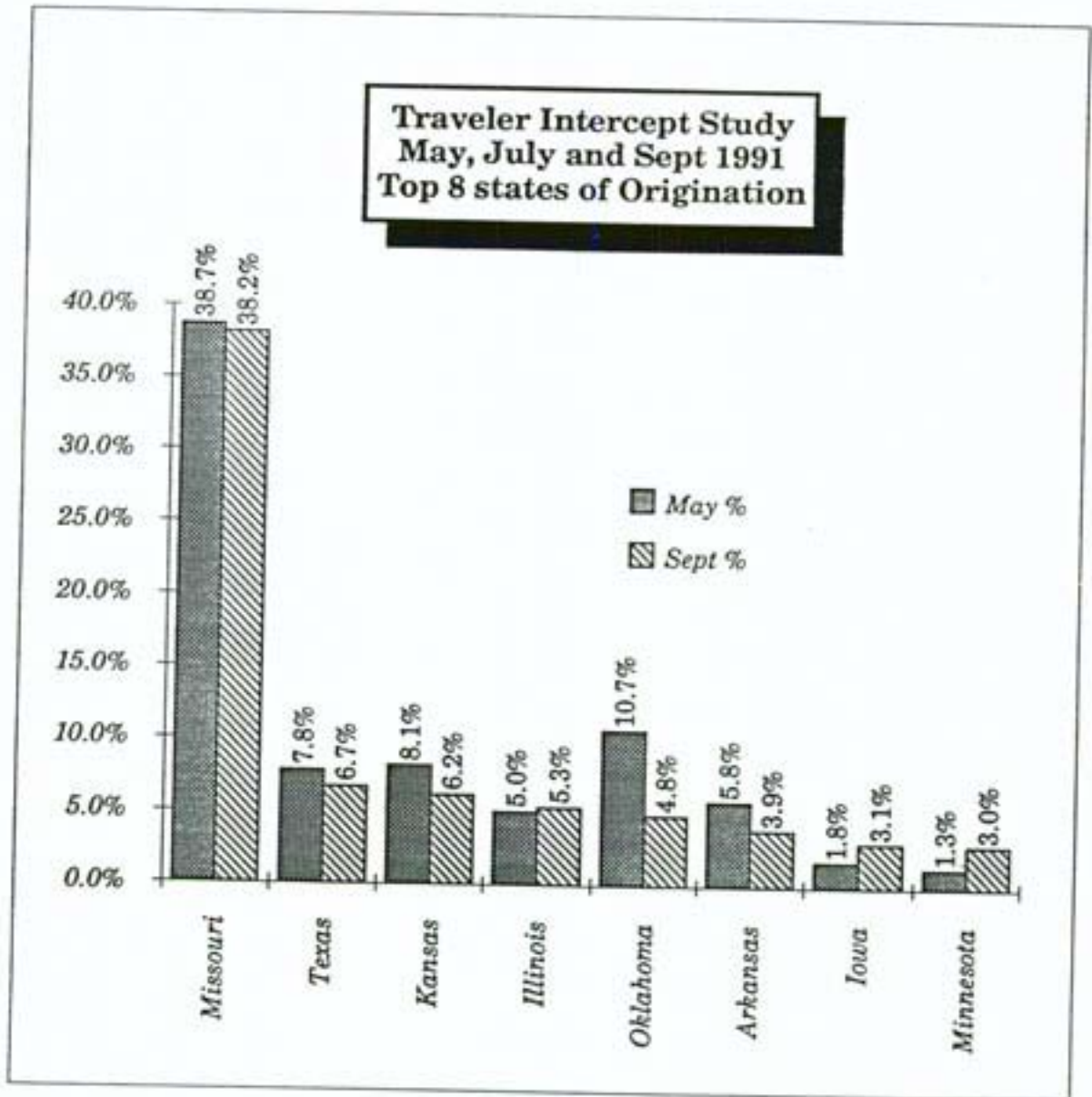


Chart 5

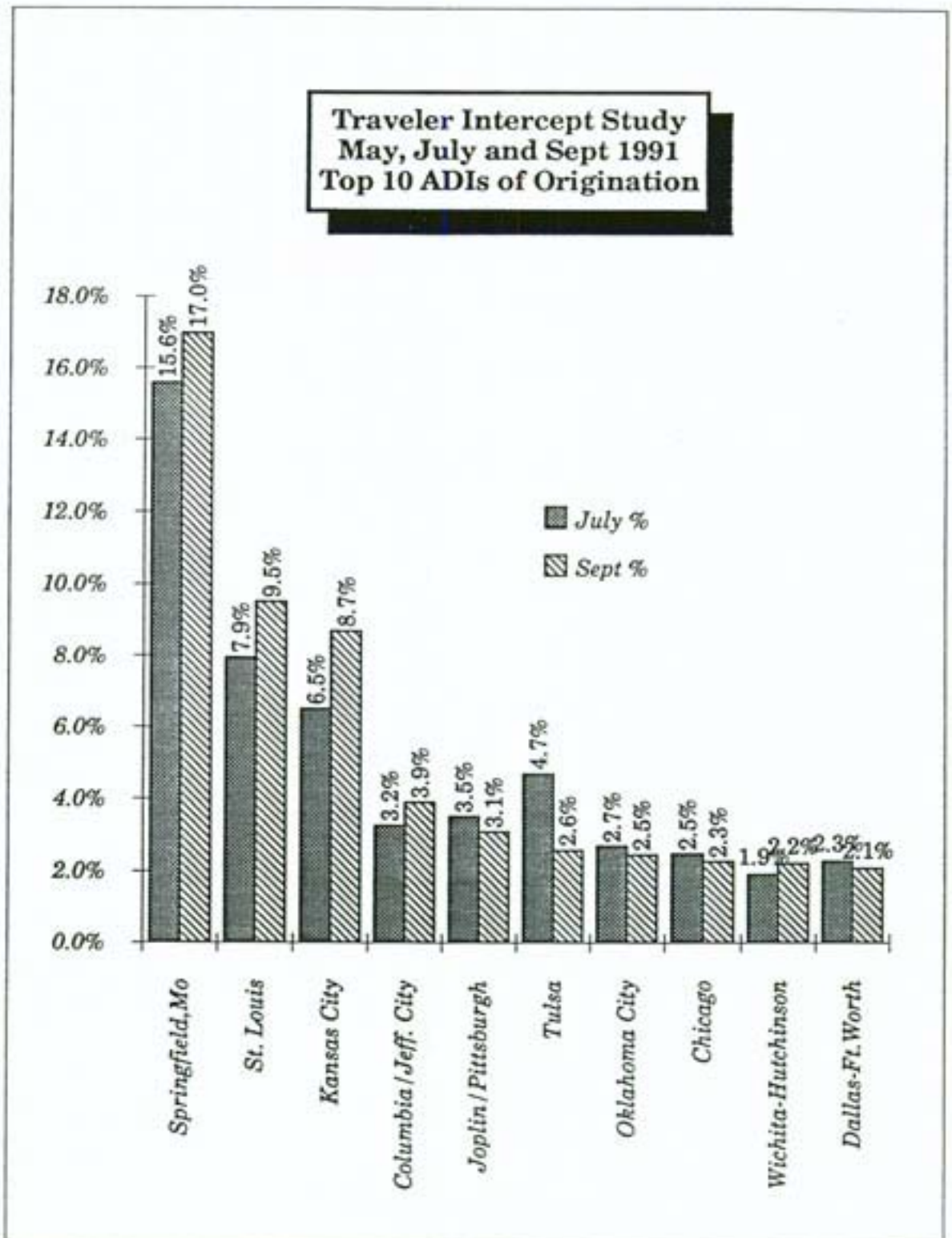


Table 12

**Traveler Intercept Study  
Sept '91 - OMC  
Activities Planned in Missouri**

Activities Planned	July	July %	May	May %	Sept	Sept %
Enjoy Missouri's Beauty	969	13.1%	1238	16.4%	1079	15.0%
Shopping	1043	14.1%	967	12.8%	859	11.9%
Country Western Shows	713	9.6%	671	8.9%	702	9.7%
Dining at Gourmet Rest.	510	6.9%	645	8.5%	698	9.7%
Visit to Theme Parks	742	10.0%	615	8.1%	636	8.8%
Historical Sites	471	6.4%	501	6.6%	559	7.8%
Concert or Music Perf.	283	3.8%	294	3.9%	366	5.1%
State or National Parks	282	3.8%	531	7.0%	346	4.8%
Fishing and Camping	388	5.2%	405	5.4%	337	4.7%
Resorts	371	5.0%	148	2.0%	239	3.3%
Museums and Galleries	231	3.1%	390	5.2%	232	3.2%
Boating and Swimming	488	6.6%	400	5.3%	225	3.1%
Caves	358	4.8%	255	3.4%	215	3.0%
Cultural Attractions	108	1.5%	190	2.5%	212	2.9%
Wineries	138	1.9%	132	1.7%	198	2.7%
Golf, Tennis, etc.	131	1.8%	79	1.0%	135	1.9%
Arch	96	1.3%	81	1.1%	106	1.5%
Prof.Spectator Sports	77	1.0%	23	0.3%	58	0.8%
Total(Multiple Replys)	7399	100.0%	7565	100.0%	7202	100.0%

Chart 12

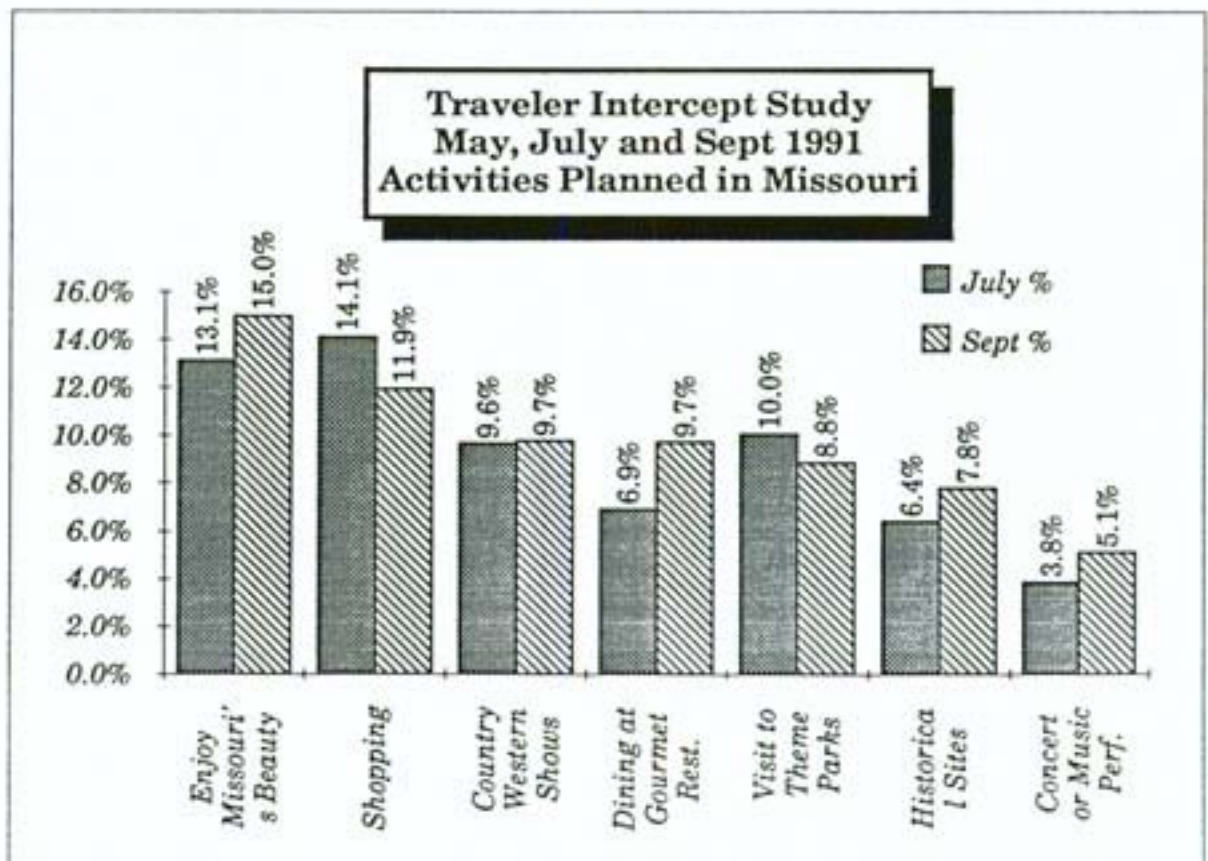


Chart 3

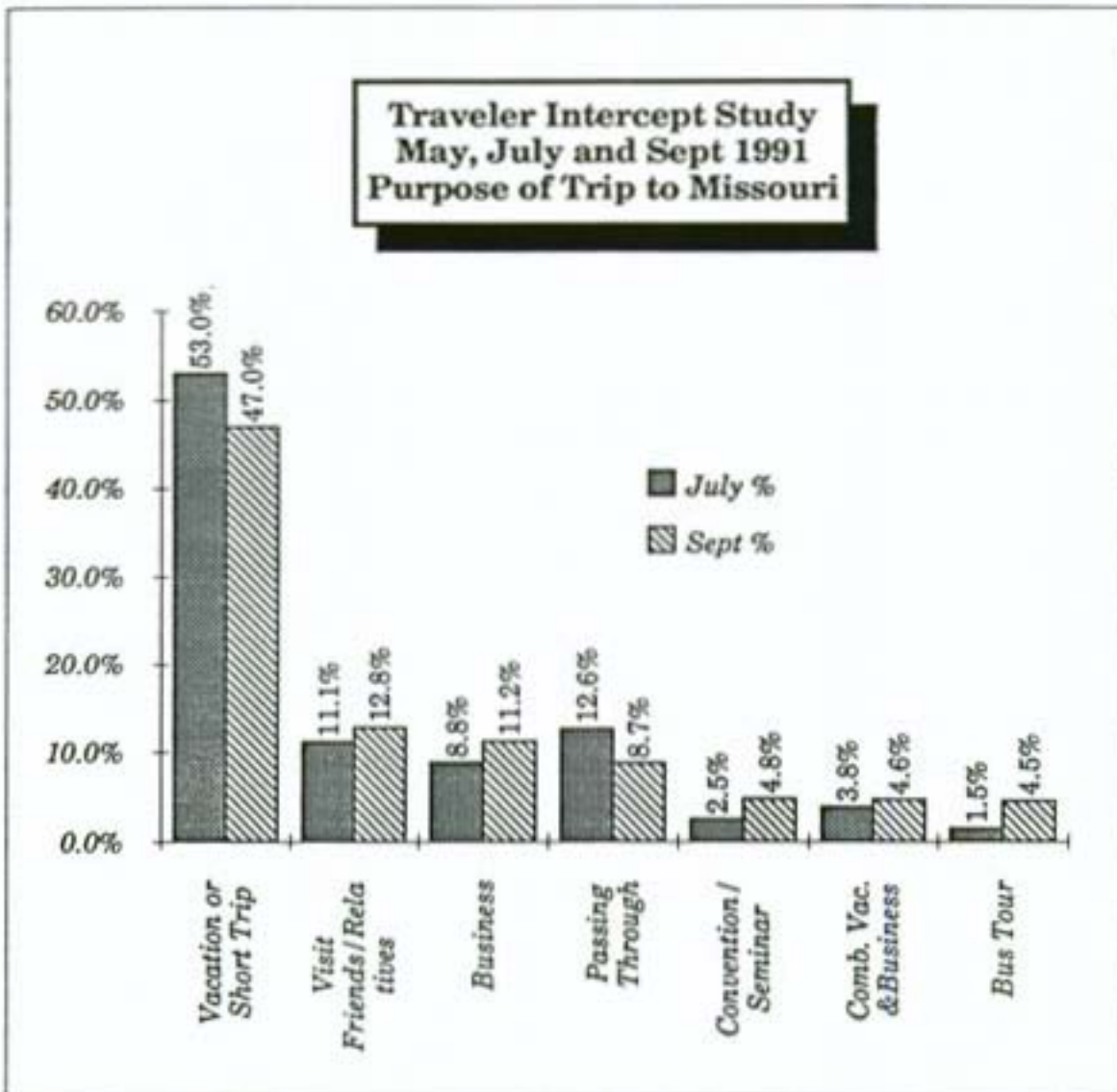
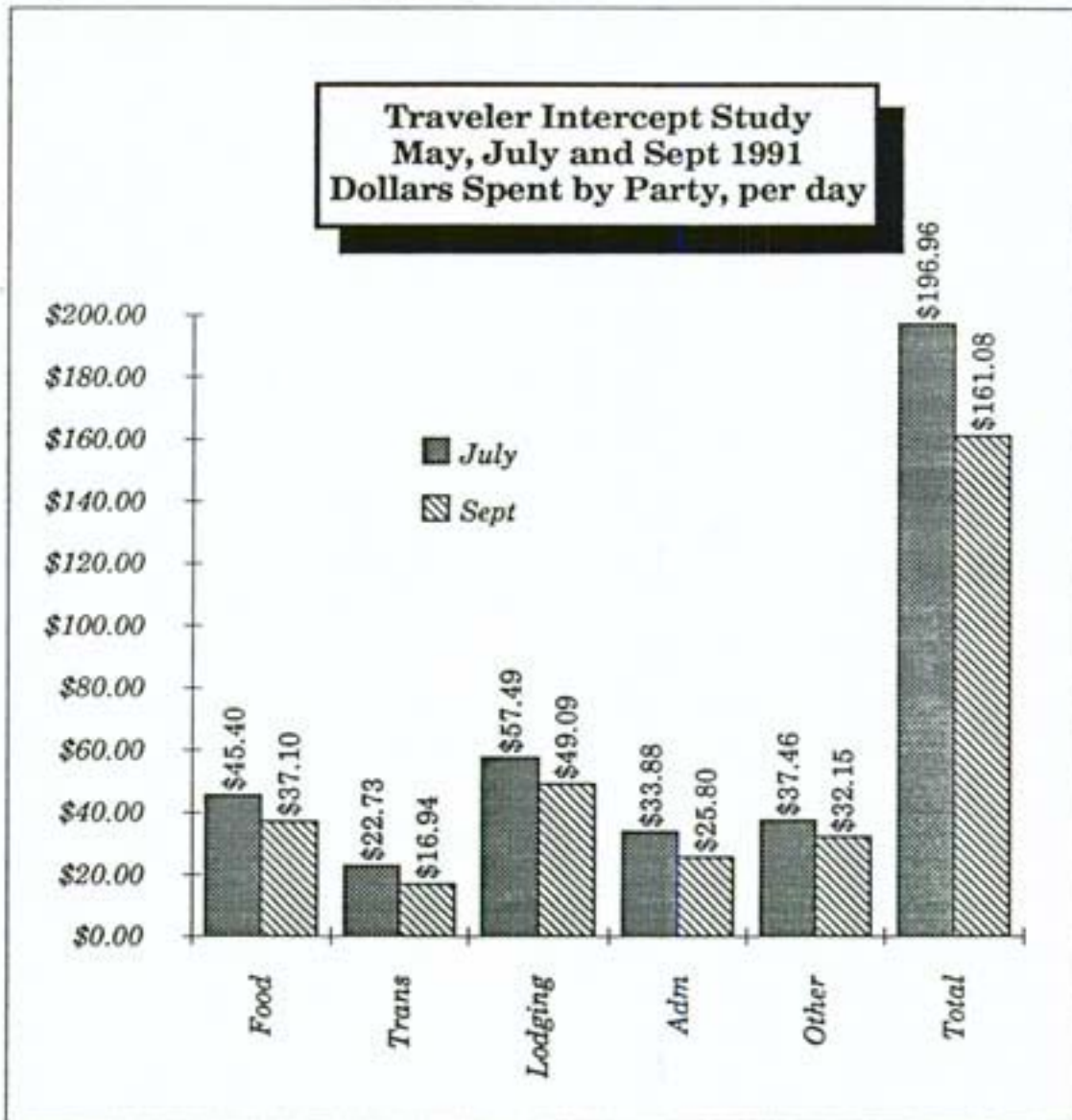


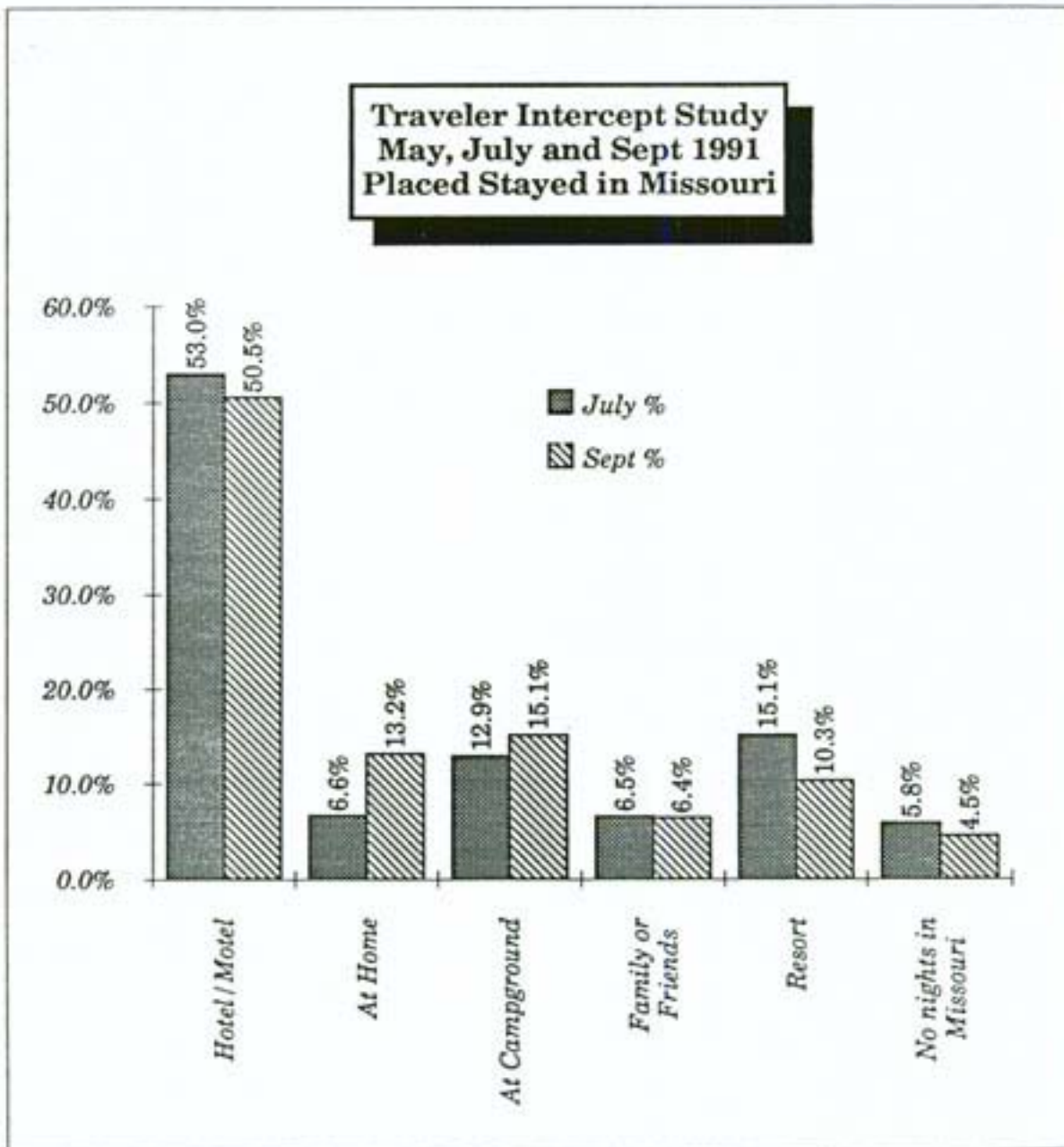
Chart 11



**Table 10**  
**Traveler Intercept Study**  
**Sept '91 - OMC**  
**Place Stayed/plan to stay while in Mo**

Type of Lodging	July	July %	May	May %	Sept	Sept %
Hotel/Motel	1101	53.0%	770	40.1%	798	50.5%
At Home	138	6.6%	315	16.4%	208	13.2%
At Campground	268	12.9%	313	16.3%	239	15.1%
Family or Friends	136	6.5%	221	11.5%	101	6.4%
Resort	314	15.1%	174	9.1%	162	10.3%
No nights in Missouri	121	5.8%	128	6.7%	71	4.5%
<b>Total</b>	<b>2078</b>	<b>100.0%</b>	<b>1921</b>	<b>100.0%</b>	<b>1579</b>	<b>100.0%</b>

**Chart 10**

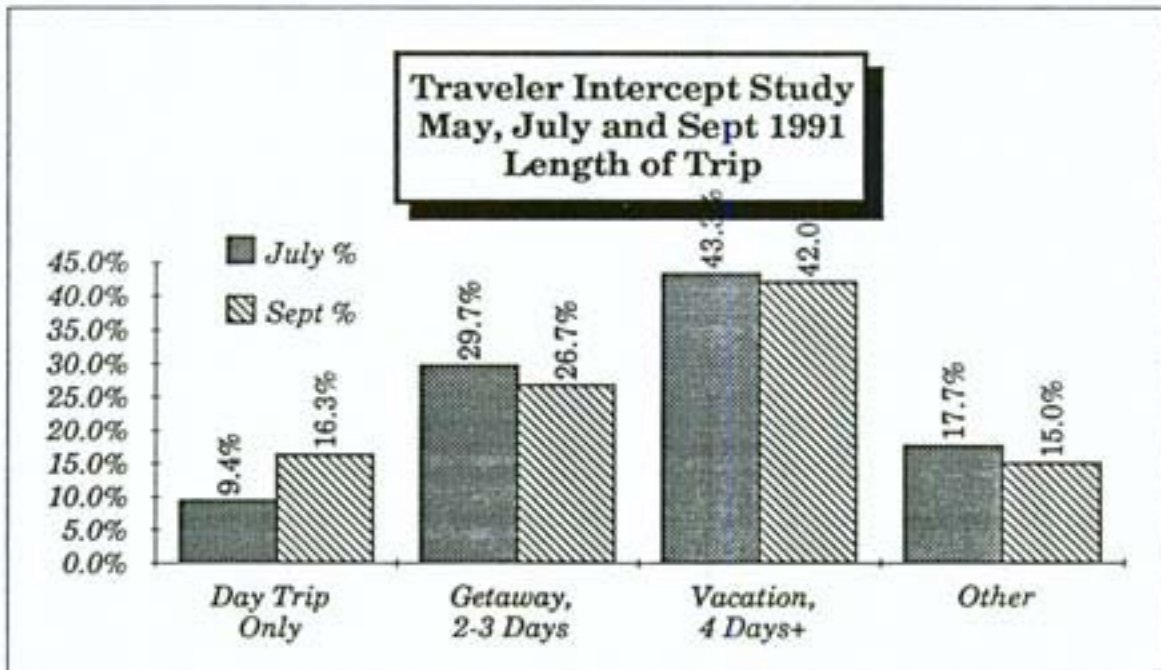




**Table 6**  
**Traveler Intercept Study**  
**Sept '91 - OMC**  
**Type of Trip**

<i>Trip Type</i>	<i>July</i>	<i>July %</i>	<i>May</i>	<i>May %</i>	<i>Sept</i>	<i>Sept %</i>
<i>Day Trip Only</i>	180	9.4%	339	18.0%	255	16.3%
<i>Getaway, 2-3 Days</i>	568	29.7%	687	36.4%	419	26.7%
<i>Vacation, 4 Days+</i>	829	43.3%	705	37.4%	659	42.0%
<i>Other</i>	338	17.7%	155	8.2%	235	15.0%
<i>Total</i>	1915	100.0%	1886	100.0%	1568	100.0%

**Chart 6**



**Table 7**  
**Traveler Intercept Study, By Type of Visitor**  
**Sept '91 - OMC**  
**Type of Visitor**

	<i>July</i>	<i>July %</i>	<i>May</i>	<i>May %</i>	<i>Sept</i>	<i>Sept %</i>
<i>Couple with Children</i>	745	41.1%	667	38.3%	262	17.2%
<i>Single, alone</i>	274	15.1%	205	11.8%	313	20.6%
<i>Over 50 Couple</i>	313	17.3%	349	20.0%	410	27.0%
<i>Couple, no children</i>	481	26.5%	520	29.9%	534	35.2%
<i>Total</i>	<i>1813</i>	<i>100.0%</i>	<i>1741</i>	<i>100.0%</i>	<i>1519</i>	<i>100.0%</i>

**Chart 7**

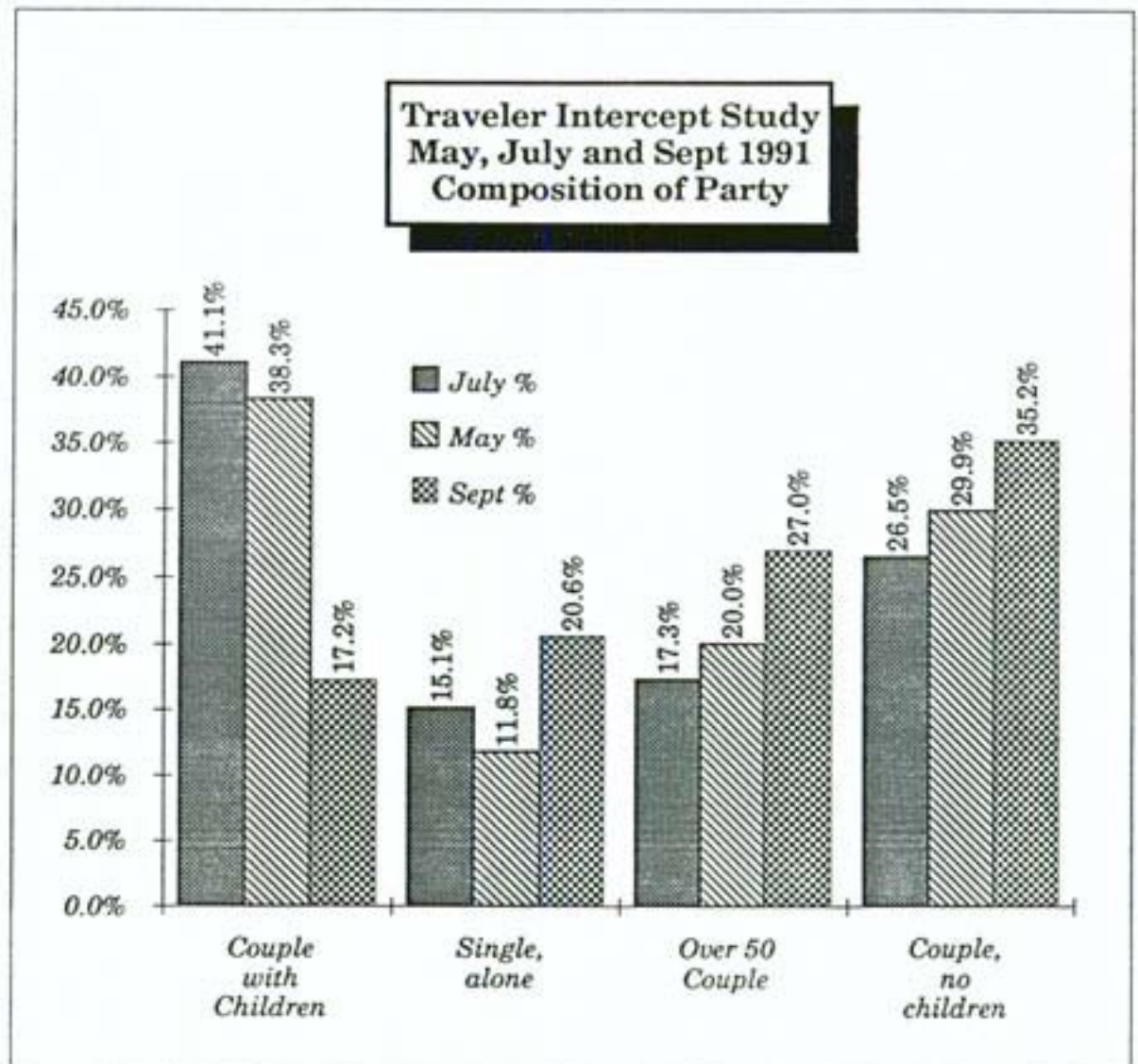


Table 8

**Traveler Intercept Study Sept '91 - OMC  
Number of People in Party**

Number in Party	July	July %	May	May %	Sept	Sept %
One	207	10.7%	123	6.4%	209	13.2%
Two	698	36.1%	788	41.2%	841	53.2%
Three	298	15.4%	255	13.3%	150	9.5%
Four	423	21.9%	424	22.2%	245	15.5%
5 or more	309	16.0%	324	16.9%	135	8.5%
<b>Total</b>	<b>1935</b>	<b>100.0%</b>	<b>1914</b>	<b>100.0%</b>	<b>1580</b>	<b>100.0%</b>

Chart 8

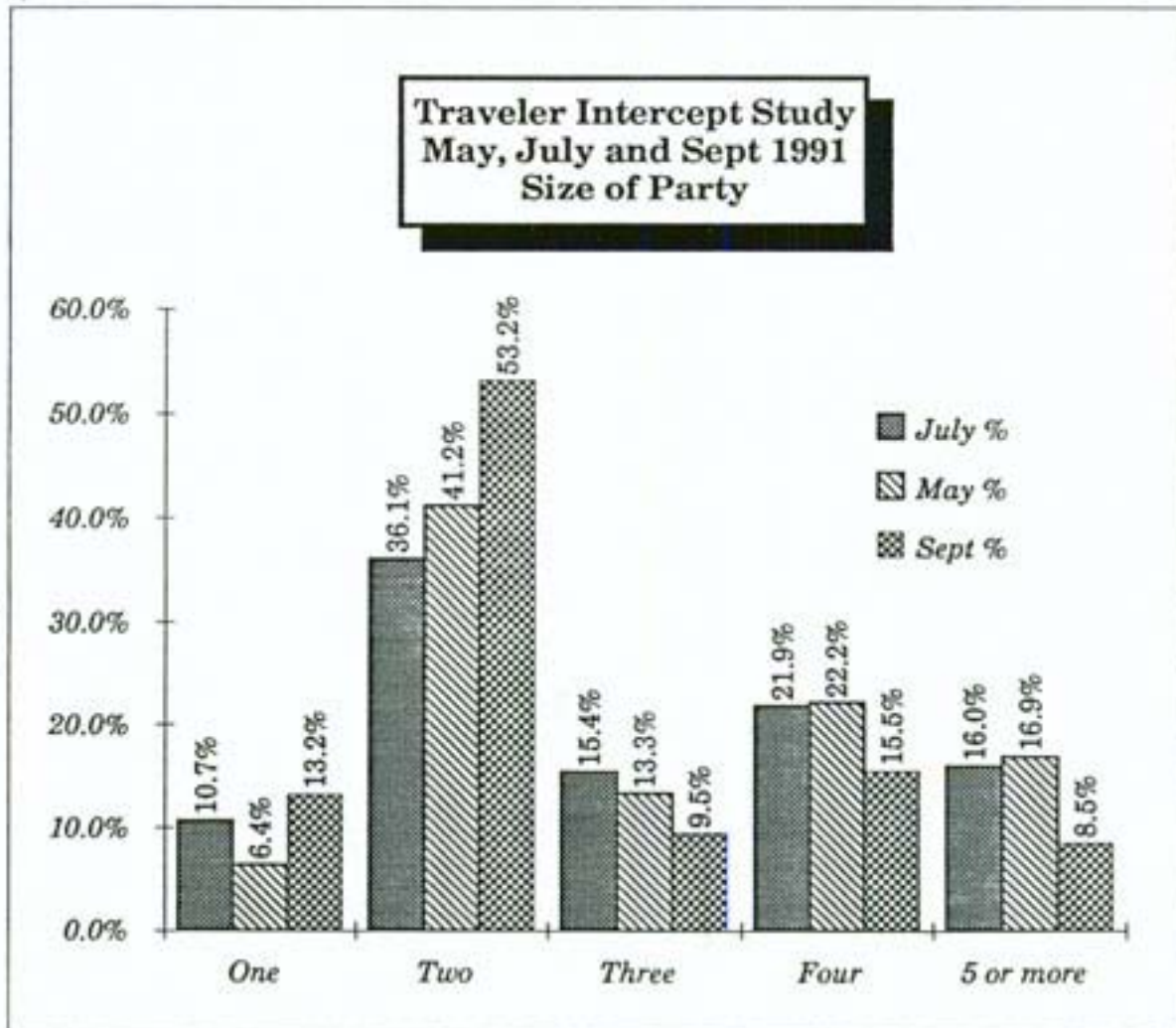
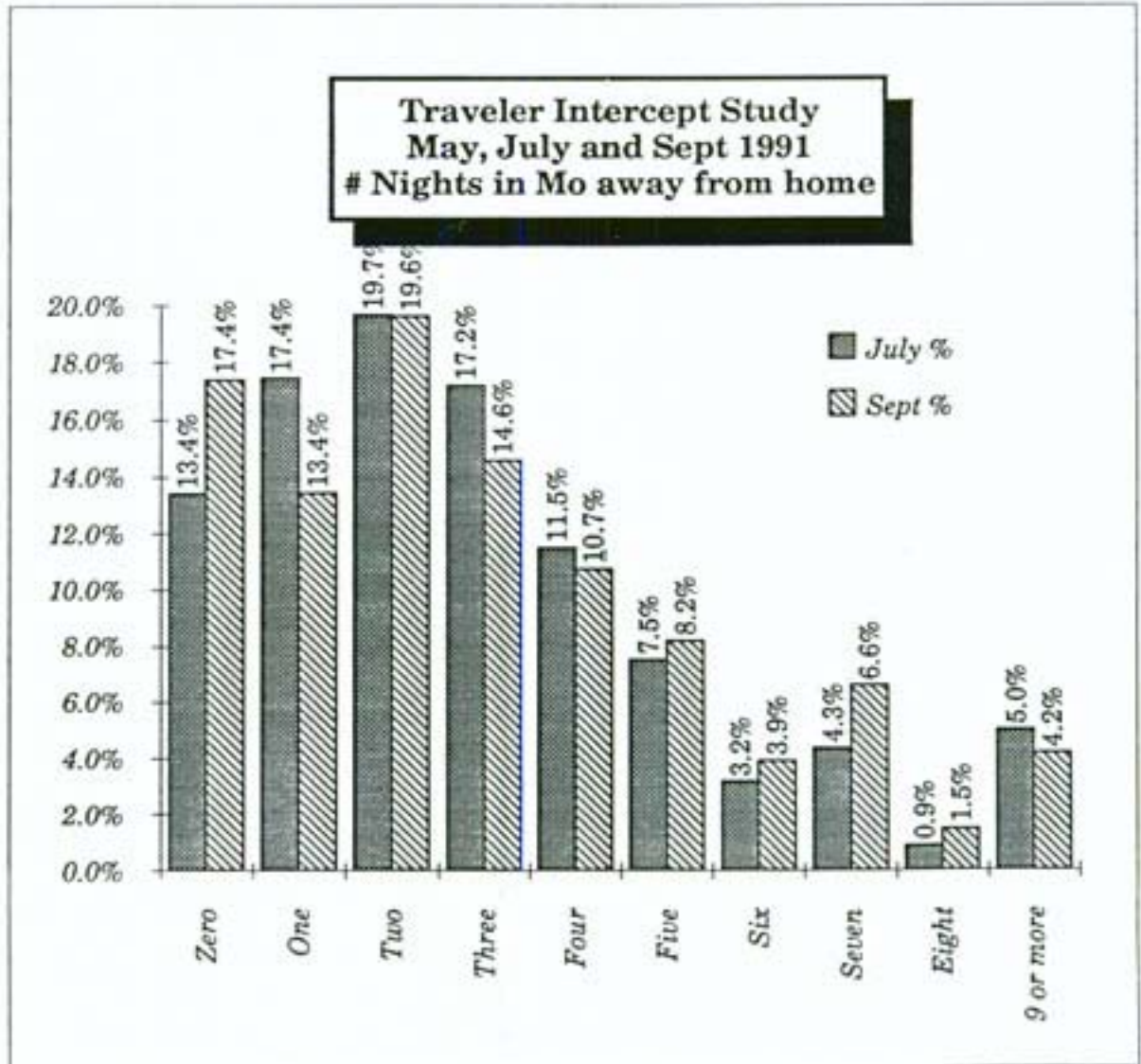


Table 9

**Number of Nights in Missouri Away From Home  
Traveler Intercept Study  
Sept '91 OMC**

# Nights Away fr Home	July	July %	May	May %	Sept	Sept %
Zero	259	13.4%	415	22.3%	272	17.4%
One	337	17.4%	179	9.6%	210	13.4%
Two	380	19.7%	365	19.6%	307	19.6%
Three	332	17.2%	382	20.5%	228	14.6%
Four	222	11.5%	200	10.7%	168	10.7%
Five	145	7.5%	130	7.0%	128	8.2%
Six	61	3.2%	37	2.0%	61	3.9%
Seven	84	4.3%	76	4.1%	103	6.6%
Eight	17	0.9%	20	1.1%	23	1.5%
9 or more	96	5.0%	61	3.3%	65	4.2%
<b>Total</b>	<b>1933</b>	<b>100.0%</b>	<b>1865</b>	<b>100.0%</b>	<b>1565</b>	<b>100.0%</b>

Chart 9



APPENDIX C



*Branson/Lakes Area Chamber of Commerce*  
**NEWS BUREAU**

P.O. Box 220, Branson, MO 65616  
417-334-4084, FAX 417-334-4139

Contact: Dawn Erickson, Communications Director, 417-334-4084

## *Missouri's Branson/Lakes Area*

**LOCATION:** Western Taney County & Southern Stone County in southwestern Missouri

**POPULATION:** Approximately 20,000

**LEADING INDUSTRY:** Tourism (Four million visitors in 1991)

**ATTRACTIONS:** Music shows, lakes, theme parks, scenery & outdoor activities, shopping

### **Music Shows**

More live country music shows are located in Branson than anywhere else in the United States. In 1992, music shows are planned at 27 indoor theaters as well as three outdoor amphitheatres, offering a collective seating capacity of in excess of 56,000.

Theaters feature widely known entertainers including Ray Stevens, Roy Clark, Mel Tillis, Cristy Lane, Box Car Willie, Jim Stafford, Mickey Gilley, Moe Bandy, Sons of the Pioneers and Shoji Tabuchi. Original family music shows also draw their share of attention and success. This season, entertainers Johnny Cash, Andy Williams, Willie Nelson, Glen Campbell, Louise Mandrell, Loretta Lynn and other widely-recognized performers have built their own theaters or perform in Branson for a major portion of the tourism season.

Many celebrity performers appear as guests in local theaters, including Merle Haggard, Waylon Jennings, Crystal Gayle, Barbara Mandrell, Randy Travis, Conway Twitty, Tammy Wynette, Tanya Tucker and others.

### **Lakes: Table Rock, Taneycomo, and Bull Shoals.**

Table Rock Lake, created in the late 1950s, is a popular recreational lake drawing millions of visitors each year. Fishing for bass, crappie and other species, boating, swimming, scuba diving, and any other type of freshwater activity are offered. It is becoming increasingly popular as a tournament site.

Lake Taneycomo begins at the Table Rock Dam south and west of Branson and winds for 22 miles to Forsyth. Formerly a portion of the White River, the construction of Table Rock Dam turned Lake Taneycomo into a cold-water compound and an excellent environment for trout, attracting anglers all year.

Bull Shoals Lake begins at Forsyth and offers much the same recreational and sporting opportunities as Table Rock, but in a less populated and developed environment.

**Theme parks: Silver Dollar City, Shepherd of the Hills Homestead & Outdoor Theatre, and Mutton Hollow Craft and Entertainment Village**

Silver Dollar City, built in 1960 atop Marvel Cave, is a turn-of-the-century Ozarks village featuring fine handcrafts and artwork created by resident crafters, mountain music at locations throughout the park, street shows, excellent restaurants and snack stands, and themed rides such as an 1880s steam train, "log flume" and others. It is one of the Midwest's leading attractions.

Shepherd of the Hills Homestead and Outdoor Theatre, opened in 1960, is the home of the nation's largest outdoor historical drama. Named for one of the most widely read novels in publishing history, Harold Bell Wright's "The Shepherd of the Hills," the novel is re-enacted nightly by a cast of native players in a huge outdoor amphitheatre. The Homestead offers crafts, music, shops, games and other entertainment during daytime hours, as well as the 230-foot Inspiration Tower and the historical "Old Matt's Cabin."

Mutton Hollow Craft and Entertainment Village enters its 23rd year of operation in 1992. New in 1992 are two staged entertainment facilities, an old schoolhouse and other attractions. Long popular for its working crafts people, specialized shops and old-time atmosphere, it also offers a historical museum, trail rides and other family entertainment.

### Scenery

The Ozark Mountains offer spectacular views of unspoiled wooded hills and lakes. Clean air and clean water, scenic highways and hiking trails draw visitors in all but the coldest months for outdoor activities. Dogwood and red bud blossoms in the spring, and colorful foliage each autumn attract much attention. Wild flowers and creatures including deer, foxes, coyotes, bobcats and many smaller animals and birds are abundant.

Camping, hiking, bicycling, and other outdoor activities are enjoyed year-around in the Branson/Lakes Area. Hunting seasons are regulated by the Missouri Department of Conservation.

### Shopping

Hundreds of artists and crafters create a unique shopping opportunity in the Branson/Lakes Area. Handcrafted works, "one-of-a-kind," custom-made and other specialty items from home furnishings to jewelry are readily available at craft villages, arts and craft malls and many small shops throughout the area. Dozens of antique shops and flea markets offer collectibles, and malls, shopping centers and central business districts provide a full range of contemporary goods.

### ACCOMMODATIONS

More than 11,000 motel, hotel, resort, bed and breakfast, and condominium units are available in the Branson/Lakes Area.

More than 6,000 camping spaces are offered.

Restaurant seats total over 20,000.

### TRANSPORTATION

Most visitors arrive by automobile, entering the Branson/Lakes Area chiefly from U.S. Highway 65 from Springfield to the north or Harrison, Arkansas, from the south.

The nearest airport is at College of the Ozarks at Point Lookout, about three miles from Branson. It is a small private facility serving non-commercial aircraft. Commercial airports nearest the Branson/Lakes Area are at Springfield about 45 miles north of Branson, and at Harrison, about 35 miles south.

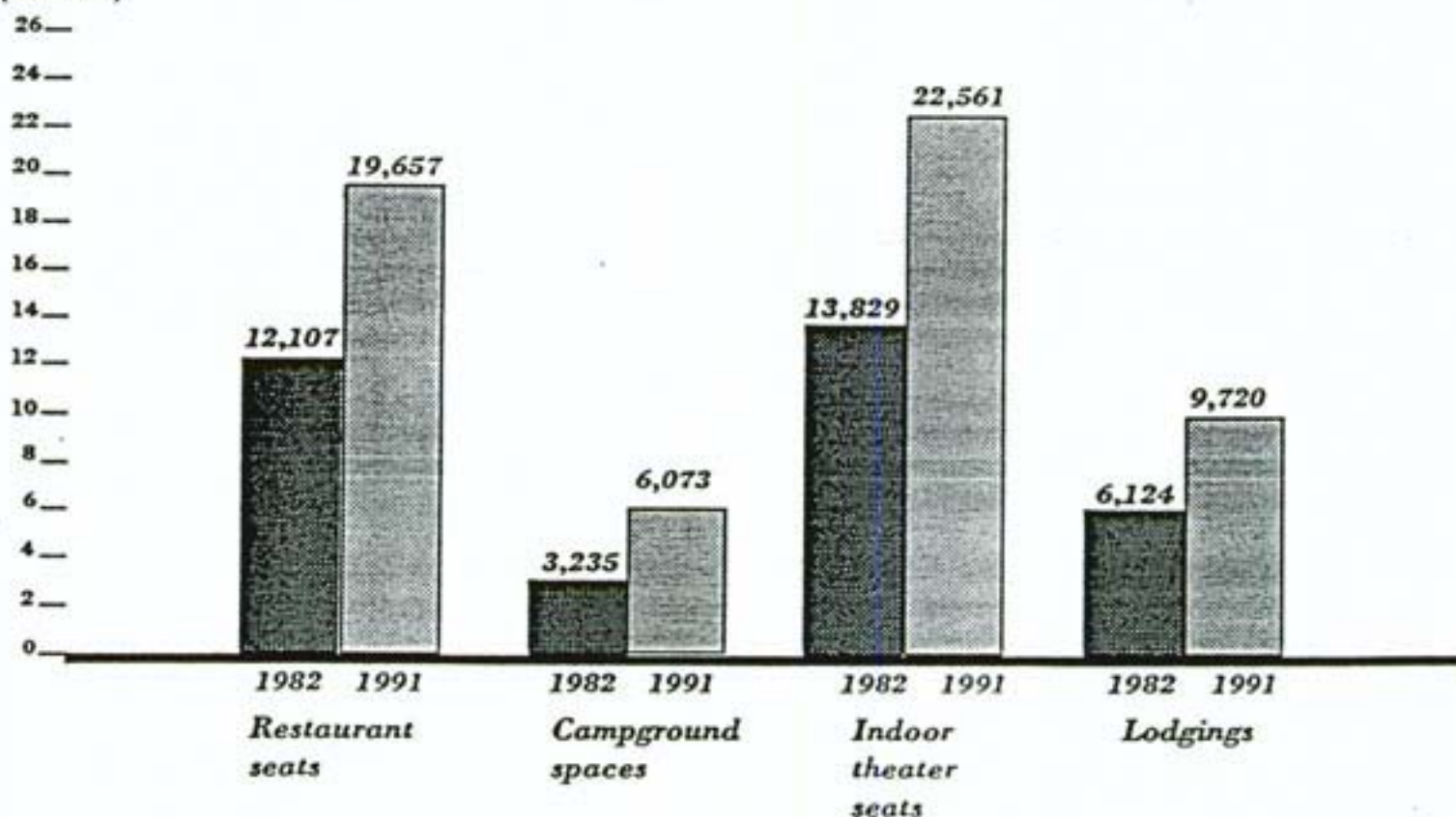
The Union Pacific Railroad carries freight into the Branson/Lakes Area. Passenger service is not available.

# Lodging and Entertainment Growth

*Branson/Lakes Area of Taney and Stone Counties*

	1982	1991	Increase
<i>Restaurant seats</i>	12,107	19,657	62%
<i>Campground spaces</i>	3,235	6,073	88%
<i>Indoor theater seats</i>	13,829	22,561	63%
<i>Lodging rooms</i>	6,124	9,720	59%

(Thousands)



## 1992

Projections for the 1992 season include at least 700 new restaurant seats, at least 78 new campsites, at least 12,600 new music theater seats, and a minimum of 1,400 new lodging units.



# ECONOMIC INDICATORS

## *Branson/Lakes Area*

### State Sales Tax (3%)

For Taney and Stone Counties combined, sales tax revenue in 1990 increased by 14 percent over 1989. In 1990, Taney County's sales tax revenue increased 16 percent over the same time frame in 1989, from \$8,594,749 in 1989 to \$9,998,786 in 1990. The first three quarters of 1991 drew \$9,100,472 in Taney County, compared to \$7,690,723 for the same period of 1990. Stone County sales tax collections increased nine percent from \$3,402,140 in 1989 to \$3,720,040 in 1990. The first three quarters of 1991 resulted in \$3,294,587 in sales tax revenue in Stone County, compared to \$2,986,048 in the first three quarters of 1990. Source: Missouri Department of Revenue.

### Lodging and Entertainment Growth

(1991, most of Taney & Stone Counties\*)

	<u>Increase over 1982</u>
9,720 Lodging rooms	59%
6,073 Campground sites	88%
19,657 Restaurant seats	62%
22,561 Indoor theater seats	63%

\* South border: Missouri/Arkansas line; West border: Highway 13 (Table Rock Lake to Reeds Spring); North border: Reeds Spring to Rockaway Beach; East border: Forsyth/Branson to Missouri/Arkansas line. Source: Ozark Marketing Council.

### Traffic Counts

Daily during the peak season, up to 28,000 vehicles drive the main thoroughfare in Branson. (Counter location is .2 mile west of U.S. 65 on Mo. 76.) In comparison to 1987, the largest increases in traffic growth have occurred in the winter months (46% in November and December 1991, and 48% in January 1992) attributable to Ozark Mountain Christmas. Early spring growth (24% in February 1991 and 31% in March 1991) indicates growth of the "shoulder" season.

Daily traffic on Mo. 76 near Silver Dollar City (counter location is .3 mile west of Mo. 265) has increased most notably since 1987 during the same months: November 1991 (142%), December 1991 (157%), and January 1992 (119%). Early spring growth was also significant in 1991: 62% in February and 67% in March. Source: Missouri Highway and Transportation Department.

### Visitor Data

The information given below results from research on the 1991 travel season and is compared to data collected in 1986. Source: Ozark Marketing Council.

Total number of visitors, May-October:	3,732,226 (an increase of 21% over 1986)
Total day visitors:	806,326 (a decrease of 9% over 1986)
Total visitors spending at least one night:	2,925,294 (an increase of 33% over 1986)
Average length of stay:	2.3 days (an increase of 15% over 1986)
Average group size:	3.4 persons (an increase of 10% over 1986)

### Economic Impact

Visitors spend an estimated average of \$75 per day per person in the Branson/Lakes Area. Direct expenditures from all visitors (May-October) are estimated at more than \$625 million. When "new dollars" come into the area, they have a multiplier effect. Economists conservatively estimate that the actual economic impact is 2.5 times greater than direct expenditures. Therefore, a more complete picture of the economic impact of tourism in the Branson/Lakes Area is more than \$1.5 billion annually.



*Branson/Lakes Area Chamber of Commerce*  
**NEWS BUREAU**

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Contact: Dawn Erickson, Communications Director, 417-334-4084

For Immediate Release

**Suggested headline: Tourism 'time line' records development**

More people have heard of the Branson/Lakes Area in the past year than ever before, because of media attention focused primarily on tremendous growth in the country music industry.

However, the area's "overnight success" in tourism actually has happened over several decades, as many people devoted their careers to creating a family vacation environment in the Ozark Mountains.

*Early Years*

Events which drew the attention of the vacationing public can be traced to the first years of the 1900s, when Harold Bell Wright's novel "The Shepherd of the Hills" was published. Readers flocked to the Ozarks to learn more about the lifestyle of the characters in his novel — characters based on people who lived in the historic Mutton Hollow/Roark Valley area.

Visitors came by train, disembarking at the old depot at Hollister, now renovated and preserved as the Hollister City Hall. Tourist camps housed them, as hotels were scarce at the turn of the century.

The White River also attracted its share of tourists who came to fish and swim and enjoy the rugged, scenic beauty of the Ozarks.

In 1913, the completion of Ozark Beach Dam (also called Powersite Dam) near Forsyth created Bull Shoals Lake and turned a section of the White River into Lake Taneycomo.

The following decades were filled with gradual growth and changes as the town of Hollister, and then Rockaway Beach, became the centers of tourism. The focus shifted to Branson in the late 1950s, when the construction of Table Rock Dam, 22 miles up the White River (Lake Taneycomo) from the Ozark Beach Dam, formed Table Rock Lake and transformed Lake Taneycomo into a cold water compound.

Taneycomo's waters came from the bottom of Table Rock, and the water's chilly temperature discouraged swimmers and skiers from using Taneycomo as they had in the past. Water recreation shifted to Table Rock Lake, while the Missouri Department of Conservation discovered that Taneycomo's cold water provided an ideal climate for trout. Over the next years, Table Rock Lake and Bull Shoals Lake developed fine reputations for boating and water recreation, and anglers found them to be outstanding sources for bass, crappie and other panfish. Taneycomo's trout flourished, and the three lakes attracted nationwide attention from fishing enthusiasts.

*1960*

In 1960, two families opened businesses which would become the core of family entertainment for the Branson/Lakes Area.

Hugo and Mary Herschend opened a small old-time Ozarks village attraction atop the long-popular Marvel Cave, about 10 miles from Branson on West Hwy. 76. They called it Silver Dollar City and offered an 1880s steam train ride, country shops, crafts and music. Following Hugo's death, Mary and their sons Jack and Peter continued to develop the theme park into one of the Midwest's premier attractions. Jack and Peter continue to direct the growth of the family businesses, which have expanded to include another popular Branson attraction White Water, the new "Grand Palace," Tennessee's popular theme park "Dollywood" and other properties.

A few miles east of Silver Dollar City, Dr. Bruce Trimble and his wife Mary opened an outdoor pageant based on the world-famous novel "The Shepherd of the Hills." It was located on the site where the models for author Harold Bell Wright's characters lived. Under Mary's and their son Mark's direction following the death of Dr. Trimble, the pageant grew into the nation's most popular outdoor historical drama. A theme park was developed on the old homestead's acreage. Branson businessman Gary Snadon bought the historic homestead and theme park several years ago and has continued to develop it as a historical landmark and leading family attraction.

Also in 1960, the five Mabe brothers began performing a country music show as "The Baldknobbers" on the Taneycomo lakefront in Branson.

Tourism development began in earnest, and the most dynamic growth was in the music industry.

1963

- The Presley family begins a music show at Underground Theatre (Talking Rocks Cavern) near Lakeview.

1967

- The Presleys open a music theater on West Hwy. 76 in Branson.

1968

- The Baldknobbers open a music theater on West 76.

1971

- The Foggy River Boys open a music show in Kimberling City.

1973

- The Plummer Family Music Show opens on West Hwy. 76.

1974

- The Foggy River Boys move their music show from Kimberling City to Branson's West 76.

1976-1977

- Bob Mabe leaves the Baldknobbers to open a theater called Bob-O-Links Country Hoedown.

1981

•The Wilkinson Brothers Theatre, Hee Haw Theatre and Starlite Theatre are completed. The structures are now the Box Car Willie Theatre, Mickey Gilley's Family Theatre and the Cristy Lane Theatre.

- Presleys' Mountain Music Jubilee is expanded to 2,000 seats, making it the largest theater in Branson.

- The Lowe family opens a music show on Indian Point near Silver Dollar City.

1982

- Chisal Childs purchases the Starlight Theatre.

1983

•Swiss Villa Amphitheatre, featuring widely known entertainers for guest appearances, opens near Lampe. Seating capacity is about 7,500.

- The Lowe family moves its music show to a new theater on West 76 in Branson.

- The Roy Clark Celebrity Theatre, the first to be linked permanently to a widely known entertainer, opens.

- Silver Dollar City opens the 3,500-seat Echo Hollow Amphitheatre for evening music shows.

1984

- The Braschler Music Show is established on Indian Point in the Lowe's former theater.

- Musicland, USA opens with the Lester Family on Gretna Road just off West 76.

- The Sons of the Pioneers begin regular performances at Lowe's Theatre in Branson.

1985

- The Braschler Music Show moves to the Musicland, USA theater on Gretna Road.

- Romance novelist Janet Dailey and husband Bill buy the Hee Haw Theatre and open it as Country Music

World.

- The Sons of the Pioneers move to the Foggy River Boys Theatre.

1986

- The Lowe Sisters of Lowe's Theatre become the first of Branson's entertainers to appear on the Grand Ole

Opry.

•Ozark Mountain Amphitheatre, with a seating capacity of about 8,500 and featuring guest artists, opens on the Shepherd of the Hills Expressway near West 76.

•Bob Mabe of Bob-O-Links Country Hoedown and an original "Baldknobber," retires from the stage. The Texans, a group which previously performed at the Plummer Family Theatre, open Mabe's theater as the Texans/Bob-O-Links music show.

- Sons of the Pioneers are named to the Grammy Hall of Fame.

1986-1988

- The Lowe Sisters release singles that gain solid recognition from the country music recording industry.

1987

- The Lowe Sisters appear on The Nashville Network's "Nashville Now."

•Box Car Willie, famed "hobo" performer and member of the Grand Ole Opry, becomes the first celebrity entertainer to buy a theater and perform on a permanent basis in Branson.

- Through a promotional program of the Ozark Marketing Council, several Branson music shows are featured

**Page 3**

on TNN's "Nashville Now."

- Campbell's Ozark Country Jubilee opens on West 76 in Branson.
- ABC's "Good Morning America" uplinks from Silver Dollar City, and Presleys' Mountain Music Jubilee and the Baldknobbers perform for a nationwide television audience.
- Glenn and Venus Robinson open the 76 Music Hall as part of an entertainment and accommodations complex.

**1988**

- Twin entertainers John and Paul Cody open Cody Country theater in an auditorium on West 76 formerly called the Puppet Palace.
- Ray Price performs during the tourism season at the Starlite Theatre.
- A resort complex called Roy Clark's Lodge of the Ozarks is developed adjacent to the Roy Clark Celebrity Theatre.
- Several music shows, as well as Silver Dollar City, Shepherd of the Hills and accommodations businesses, stay open to help extend the tourism season into November and December during the first-ever Ozark Mountain Christmas.

**1989**

- Japanese violinist and entertainer Shoji Tabuchi opens a music show in the newly renovated theater on West 76 which was formerly the Ozark Auto Show.
- The Branson Brothers become featured performers at Silver Dollar City's Echo Hollow Amphitheatre.
- Tex-Mex entertainer Freddy Fender performs at the Kirkwood Theater.
- Internationally known recording artist Cristy Lane buys and begins performing regularly at the Starlite Theatre.
- Danny Davis and the Nashville Brass establish themselves at Country Music World.
- Comedian Terry Sanders of the Braschlers Music Show appears on 11 segments of the syndicated television program "Hee Haw."
- Albert E. Brumley, Jr., begins performing matinee shows at Cody Country.
- The Nashville Network uplinks with Roy Clark at Clark's theater in Branson for "Nashville Now."
- Eleven music shows stay open for "Ozark Mountain Christmas."

**1990**

- Mel Tillis moves to Branson and opens the Mel Tillis Ozark Theatre on West 76 in Shoji Tabuchi's former location.
- Shoji Tabuchi builds and moves into a new theater on Shepherd of the Hills Expressway near West 76.
- Mickey Gilley opens Mickey Gilley's Family Theatre in the former Country Music World Theatre.
- Danny Davis and the Nashville Brass move into the Show Palace building on West 76. Ozark Mountain Opry performs matinees.
- The Stars of the Ozarks theater opens in the building formerly called Cody Country. John and Paul Cody and Steve Hall and the puppet "Shotgun Red" are featured. Recording artist and comedian Jim Stafford joins Stars of the Ozarks in the fall.
- 76 Music Hall becomes the first theater to offer three different shows daily.
- Darrell and Rosie Plummer of the Plummer Family Theatre retire from the stage, selling their theater to entertainer Moe Bandy.
- The Legends Theatre opens on West 76 featuring Aaron Patrick. Patrick leaves the theater in October, and the Blackwoods begin performing there.

**1991**

- Ray Stevens opens the Ray Stevens Theatre.
- Moe Bandy opens Moe Bandy's Americana Theatre.
- Jeannie Pruett and Buck Trent open a dinner theater on Hwy. 165 near Branson.
- Jim Stafford becomes the featured performer at Stars of the Ozarks theater.
- Construction begins on the 4,000-seat "Grand Palace," built by the owners of Silver Dollar City on the Thousands Hills development on West 76. Hosts will be Glen Campbell and Louise Mandrell, and the biggest names in country music will appear as guests.
- Mel Tillis holds a ground-breaking for his new theater to be built on U.S. 65 at the northern edge of Branson.

- California businessman David Green announces that Johnny Cash would headline one of two theaters in a several-phase recreational development on West 76. The theater featuring Cash would open in 1992.
- Andy Williams announces plans to build Andy Williams' Moon River Theatre as part of a lodging and entertainment complex on West 76.
- Willie Nelson announces that he will perform in 1992 in the theater being vacated by Mel Tillis. The theater was to be renamed Willie Nelson's Ozark Theatre.
- The Gatlin Brothers announce that they will headline one of two theaters to be built by Global Productions, a Texas company, on the new Forsythe Street just off U.S. 76.
- Developers of Celebration Theater, featuring contemporary Christian and gospel music, announce that it will open in 1992.
- Mutton Hollow Craft Village announces a million-dollar expansion with three staged entertainment facilities. The 22-year-old attraction draws more than 500,000 visitors annually.
- Jim Stafford announces the purchase of the Stars of the Ozarks Theatre, to be renamed the Jim Stafford Theatre.

**1992**

- Paragon, a company connected to Global Productions, announces the purchase of the former Legends Theatre building. The theatre was renamed Dino's and will feature pianist Dino Kartsonakis for the 1992 tourism season. Global Productions' plans to build a two-theater complex in time for the 1992 season are postponed for a 1993 opening.
- Merle Haggard will be a frequent guest at the Willie Nelson Ozark Theatre, entertaining when Nelson tours and teaming with him for other performances.

**Future**

- Other future plans include a theater to be built by Stars of the Ozarks owners Jess and JoAnn Wintermute as part of a new development on West 76 for 1992 or 1993.
- David Green's second theater and other portions of his recreational development are expected to open in 1993.
- A \$13 million showboat and landing project on Table Rock Lake by the owners of Silver Dollar City are slated for 1995.
- Silver Dollar City also plans to develop The Grand Village, a three-phase, \$27 million entertainment, shopping and dining complex adjacent to The Grand Palace on West 76. Phases are scheduled for completion in 1993, 1995 and 1998.

*Music "timeline" information courtesy of Jimmy Lancaster,  
Tri-Lakes Newspapers, Branson, Mo.*

## NEW THIS SEASON

- \***Andy Williams' Moon River Theatre:** New in 1992, built by Williams. Complex to include restaurant, motel.
- \***Celebration Theatre:** Features Christian music by celebrity artists. At Bob-O-Links Theatre.
- \***Country Music Showplace:** To open in late May or early June at Harbor Town Mall on West. Hwy. 76. Formerly called the Show Palace.
- \***Grand Palace:** Built by owners of Silver Dollar City. Features hosts Glen Campbell and Louise Mandrell, appearing with celebrity guest artists. Part of "Grand Village" complex.
- \***Jim Stafford Theatre:** In late 1991, Stafford purchased the former Stars of the Ozarks Theatre, where he was featured entertainer in 1990 and 1991.
- \***Johnny Cash Theatre:** Part of "Cash Country" entertainment complex by developer David Green Properties of California. Johnny Cash to perform 75 dates in 1992; guest celebrities on remaining dates.
- \***Mel Tillis Theatre:** New theater in 1992 built by Mel Tillis and Melvin Hall families. First theater to locate on north side of Branson, away from the "76 Strip."
- \***Memory Lane Theatre:** New in 1992 inside Branson Mall between Wal-Mart and Consumers Market on West Hwy. 76.
- \***Willie Nelson's Ozark Theatre:** Willie's first season in Branson. Theater also houses a restaurant, gift shop, and Willie Nelson Museum.
- \***Dino's:** Features pianist Dino Kartsonakis, performing April 7-10, June 7- season. Comedian James Gregory featured April 11-June 6.
- \***Danny Davis and the Nashville Brass** will perform during 1992 at the Cristy Lane Theatre.
- \***The Texans** will perform during the 1992 tourism season at the Kirkwood Theatre.

## 1992 Guest Artists

Updated 3-27-92. Subject to change.

**Johnny Cash Theatre:** Eddie Rabbitt, Pam Tillis, Brenda Lee, Crystal Gayle, Joe Diffie, Tracey Lawrence, Nitty Gritty Dirt Band, Michelle Wright, George Jones, Tammy Wynette, Highway 101, David Copperfield, Jerry Lee Lewis, Hal Ketchum, Marty Stuart, T. Graham Brown, Lionel Cartwright, Chubby Checkers, Diamond Rio, Brooks and Dunn, Don Williams, Wayne Newton, Everly Brothers, Aaron Tippin, Larry Gatlin and Gatlin Brothers, Phantom of the Opera, Eddy Arnold, B. J. Thomas

**Celebration Theatre:** Mid-South, White River, Marilyn McCoo, Gaither Vocal Band, Buddy Greene, Statesmen, Goodmans, Janet Paschal, Paul Overstreet, Mark Lowry, Larnelle Harris, Hicks & Cohagen, Nelons, Kelley Thompson, Wayne Watson, Bruce Carroll, Talleys, Tony Melendez, Whites, Wendy Bagwell & the Sunliters, Bishops, Imperials, Nashville's Christ Church Choir & Guests, Cathedrals, Hoppers, Greater Vision, Twila Paris, Karen Peck & New River, 4 Him, J.J. Turner, Foresters, Singing Americans, Perfect Heart, Florida Boys, Mullins, Pat Boone, Allison Durham Speer, Accapella, Margo Smith & Holly, Dixie Melody Boys

**Dino's:** James Gregory

**Grand Palace:** Steve Wariner, Ricky Skaggs, Irlene Mandrell, Patty Loveless, Gold City & the Kingsmen, Ronnie Milsap, Vince Gill, Larry Gatlin & the Gatlin Brothers, Jerry Clower, Kingsmen, Roger Miller, Tanya Tucker, J.D. Sumner & the Stamps, Waylon Jennings, Jesse Colter, Lee Greenwood, Charlie Daniels Band, Oak Ridge Boys, Emmylou Harris, Pam Tillis, Marie Osmond, Statler Brothers, Doug Stone, Ricky Van Shelton, Asleep At the Wheel, Mark Chesnutt, Sawyer Brown, Reba McEntire, Suzy Bogguss, Anne Murray, Barbara Mandrell, Eddie Rabbitt, Inspirations

**Lowe's Theatre:** Loretta Lynn, "A Day in Mayberry" featuring stars of "The Andy Griffith Show"

**Mickey Gilley's Family Theatre:** Ronnie McDowell, Faron Young

**Roy Clark's Celebrity Theatre:** T. G. Sheppard, Boots Randolph, Buddy Ebsen, Jim Nabors, Patti Page, Restless Heart, Holly Dunn, Sweethearts of the Rodeo, Johnny Paycheck, Exile, Michael M. Murphy, Bobby Vinton

**Willie Nelson Ozark Theatre:** Merle Haggard

The "Music Showguide," listing theaters, show dates and times, guest artists and other information, is published four to five times each year by the Branson/Lakes Area Chamber of Commerce. Showguides are available by writing to the Chamber, P.O. Box 220, Branson, MO 65616.

## Music Theaters

Updated 5-14-92. Subject to change.  
Contact individual music shows for specific information.

<u>Theater</u>	<u>Telephone</u>	<u>Seating Capacity</u>
Andy Williams Moon River Theatre*	417-334-4500	2,000
Baldknobbers	417-334-4528	1,700
Box Car Willie Theatre	417-334-8696	901
<i>Branson Brothers</i> <i>at Silver Dollar City's Echo Hollow Amphitheatre</i>	417-336-7100	4,000
Braschler Music Show	417-334-4363	720
Buck Trent Dinner Theatre	417-335-5428	420
Campbell's Ozark Country Jubilee Bob Nichols' Ozark Morning Show Blackwood Singers	417-334-6400	900
Celebration Theatre*	417-335-7277	1,500
Country Music Showplace (Opening to be announced)*		720
Cristy Lane Theatre Danny Davis & Nashville Brass* Shower of Stars	417-335-5111	1,300
Foggy River Boys Sons of the Pioneers	417-334-2563	1,021
The Grand Palace*	417-334-7263	4,000
Jim Stafford Theatre* Branson Gospel Hour	417-335-8080	818
Johnny Cash Theatre* (Opening to be announced)	417-335-2274	2,500
Dino's*	417-335-6766	700
Lowe's Music Theatre	417-334-0428	1,255
Mel Tillis Theatre*	417-335-6635	2,100
Memory Lane Theatre* Blackwoods Quartet Jim Owen	417-335-3777	500
Mickey Gilley's Family Theatre	417-334-3210	970
Moe Bandy's Americana Theatre	417-335-8176	950
<i>Ozark Mountain Amphitheatre</i>	417-334-7272	8,500
Presleys' Mountain Music Theatre	417-334-4874	2,000



**Branson/Lakes Area Chamber of Commerce NEWS BUREAU**

Ray Stevens Theatre	417-334-2422	2,011
Roy Clark's Celebrity Theatre Branson Morning Round-Up	417-334-0076	1,000
76 Music Hall: Memory Makers Al Brumley Jr. Show Down Home Country Music Show Texas Gold Minors Sunday Gospel Jubilee	417-335-2484	550
Shoji Tabuchi Theatre	417-334-3715	2,000
Swiss Villa Amphitheatre (Opening to be announced)		7,500
Texans at Kirkwood Theatre*	417-334-0903	800
John Paul Cody at Walzing Waters	417-334-4144	220
Willie Nelson's Ozark Theatre* Mac Wiseman	417-334-0023	1,455
Mutton Hollow Craft & Entertainment Village (theme park) Cedar Mountain Music Hall Mutton Hollow Revue Dinner Theatre	417-334-4947	300 700
Shepherd of the Hills Homestead (theme park) Blackwood Singers John Wesley and the New Riders of the Old Trail	417-334-4191	
Silver Dollar City (theme park) The Silver Dollar Saloon Danny Eakin Hoedown! At the Playhouse Horse Creek in the Valley Theatre John & Jan Corbin The River Rats Priority Gospel Quartet The Cajun Connection D.J. McIntosh	417-336-7100	

\*See Page 3

**Indoor theaters: 27**  
**Indoor theater seats: 36,011**

**Amphitheatres: 3**  
**Amphitheatre seats: 20,000**

**Combined theaters: 30**  
**Combined seats: 56,011**

**Music shows at indoor theaters: 40**  
**Music shows at theme parks: 13**



*Branson/Lakes Area Chamber of Commerce*  
**NEWS BUREAU**

P.O. Box 220, Branson, MO 65616  
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Contact: Dawn Erickson, Communications Director, 417-334-4084

## About Our Visitors...

### *Who are they?*

Most Branson/Lakes Area visitors (about 40 percent) are couples with children. The second largest group (26-29 percent) is made up of couples without children. Couples over age 50 are 17-20 percent of visitors. Singles make up the balance.

Two people per party is the norm for local visitors. Two-person groups make up 36 to 41 percent of Branson/Lakes Area travelers. The second largest group size is four, at 21-22 percent. Five or more people per party account for 16-17 percent of visitors. Parties of three make up about 13 to 15 percent. And singles account for six to 10 percent of visitors.

The average group size is three people.

### *Where do they live?*

Most Branson/Lakes Area visitors live in Missouri and surrounding states. Surveys in the summer of 1991 indicated the following most frequent states of origin. The "Top Ten" are, in descending order: Missouri, Oklahoma, Kansas, Illinois, Texas, Arkansas, Iowa, Louisiana, Indiana, and Minnesota.

The "Top Ten" cities of origin are: Springfield, Mo.; St. Louis, Mo.; Kansas City, Mo.; Tulsa, Okla.; Joplin, Mo./Pittsburgh, Kan.; Columbia/Jefferson City, Mo.; Oklahoma City, Okla.; Little Rock, Ark.; Chicago, Ill.; and Des Moines, Iowa.

### *How long do they stay?*

Most visitors (40 to 45 percent) stay for four or more days. The second largest group (about 30 percent) stay for two to three days.

### *How much money do they spend?*

Not as much as you'd think. A survey conducted in May 1991 by the Missouri Division of Tourism adds the cost of food, transportation, lodging, admissions and "other" for an average per-party cost of \$165.28 per day. Divided by the average number of people per party (3.02 in May), the cost of a Branson/Lakes Area vacation is \$54.73 per day per person. In July 1991, the combined average cost per party was \$196.96. Divided by the average group size for July (2.96 people), the cost per day per person was \$66.54.

For years, the "rule of thumb" for vacationers' spending in the Branson/Lakes Area has been estimated at \$75 per day per person. Visitors are credited with bringing at least \$625 million per year into the local economy.

### *What are their favorite activities?*

The scenic beauty of the area began drawing visitors to the Branson/Lakes Area at the turn of the century, and sightseeing remains the most popular activity. Shopping at the hundreds of contemporary stores, craft shops, flea markets and antique stores runs a close second to the scenery in popularity. Music shows and theme parks are third and fourth, respectively. And dining in the area's fine restaurants is the fifth most popular planned activity. Visiting historical sites was rated sixth. Outdoor pursuits — boating and swimming, visiting state and national parks, and fishing and camping were ranked seven through nine in popularity. Visiting museums and galleries came in tenth in planned activities.

**APPENDIX D**

## HIGHLIGHTS OF THE MASTER PLAN

### THE BASIC PHILOSOPHY OF THE MASTER PLAN

Branson is a tourist-oriented community. The municipality and its citizens have demonstrated their willingness to provide the infrastructure necessary and to tolerate the problems associated with concentrated tourism activity in exchange for the positive economic benefits it represents. The overriding planning goal is to promote, encourage and accommodate tourism and related industry while conserving the Branson heritage and natural environment, protecting the residential and neighborhood environment, and providing an exceptional level of municipal service for year-round residents.

### TOURISM AND ECONOMIC GROWTH

Branson is a focal point of the rapid Lakes Area development experienced over the past two decades. The Community has emerged from a secluded environment to a dynamic atmosphere catering to almost 4 million visitors annually. Branson's destiny over the coming decades is clearly tied to the tourist economy.

The tourist attraction and growth of Branson and the Lakes Area can be attributed to several factors: (1) the beauty and recreational opportunity offered by the Lakes and the Ozark Mountains, (2) the durable appeal of Silver Dollar City and Sheppard of the Hills, (3) the expansion of the country music industry and (4) the addition of supporting attractions and recreational opportunities during the 1980's.

During the peak summer months, Branson functions as a City at least five times its off-peak size. About 25,000 visitors, seasonal employees and year-round residents are within the Branson city limits on a peak summer day. These people all contribute to the City's tax base and all use its facilities and services to a greater or lesser degree.

During the past decade or so, most indicators suggest that tourist related development has experienced an annual growth rate in the range of 6½ equating to a doubling each 12 years. While the capacity of the Community to sustain this extraordinary growth rate over the coming decade could be questioned, current activity indicates that the trend will continue and may well accelerate for the following reasons: (1) the strength of the established visitor base, (2) the extension of the season to winter activity, (3) an expansion from a regional to national advertising base, (4) the attraction of nationally known artists to the local country music industry and the expansion of production capacity, (5) the planned addition of major attractions, (6) the development of convention capacity and (7) increasing interest to large investors. For planning purposes and with these factors in mind, a peak population of 50,000 persons is expected well within the twenty year planning period.

Branson's greatest challenge for the 1990's and beyond is providing the necessary infrastructure to support its tourist industry. The thoroughfare system in particular must be expended and land use patterns altered to create more efficient and economical use of the land resource.

#### RESIDENT POPULATION GROWTH: THE RETIREMENT FACTOR

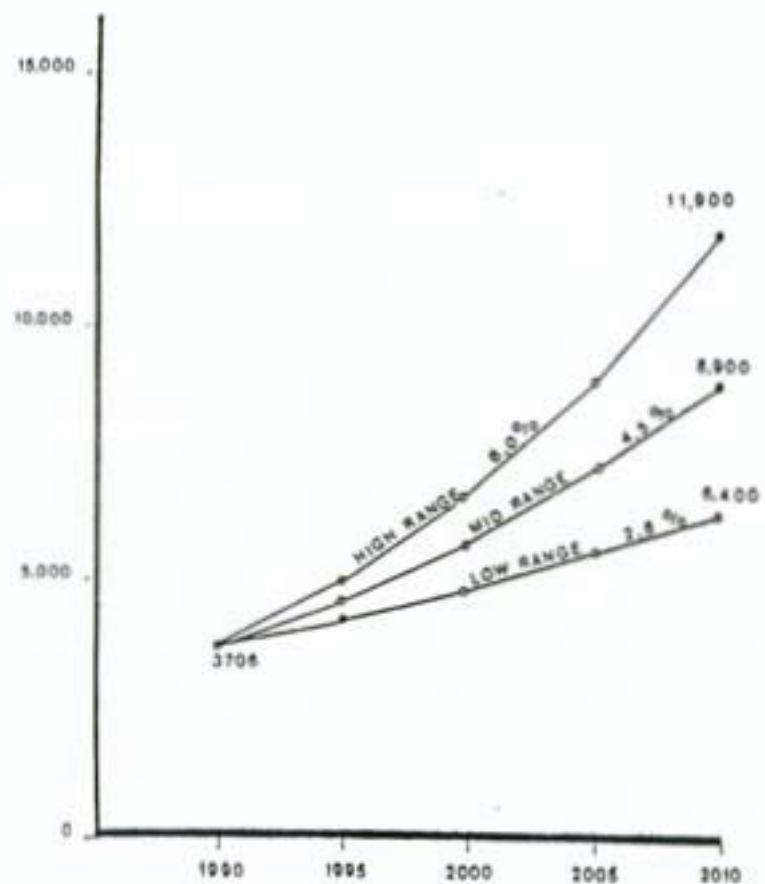
The natural environment and small town atmosphere offered by Branson and the Lakes Area has long held appeal for second homes and a place for retirement. Available data suggests that most if not all of the rapid population growth experienced in the Lakes Area in recent decades has resulted from in-migration of which retirees comprise a significant share. About one quarter of the total income of the Community is derived from pensions, social security and other transfer payments and approximately one quarter of the population is over the age of sixty. It is expected that retirees will represent an increasing proportion of the year-round residential population.

The anticipated expansion of the resident population largely from the in-migration of retirees presents some unique planning issues. The development of high quality residential areas suitable to an older population and relatively free of the congestion and other negative aspects of the tourist industry must take high priority. The structure of community services must also be geared to accommodate this older population while continuing to adequately serve its younger residents.

# City of Branson

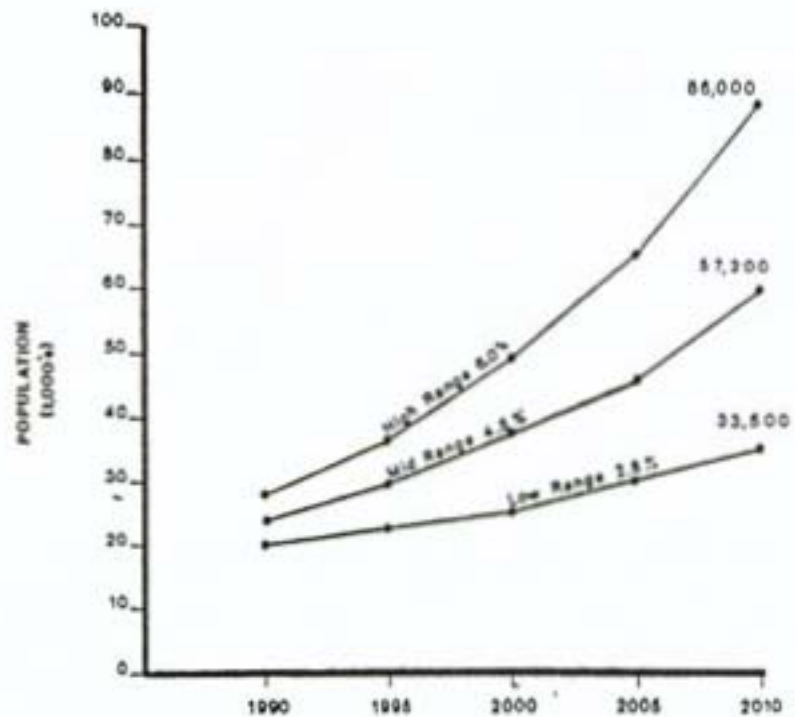
## Resident Population Projection

FIGURE 1



## Summer Population Projection

FIGURE 2



## CONSERVATION AND REVITALIZATION

Branson is a mixture of old and new. Rapid growth resulting from commercially oriented tourist activity places significant pressure for change upon established residential neighborhoods and upon the older commercial centers of the center. The conservation and revitalization of existing areas is a matter of high priority.

Branson's residential neighborhoods are an important resource contributing significantly to the Community's quality - a resource that cannot be easily replaced. High priority is consequently placed upon stabilizing, maintaining and conserving Branson's existing neighborhoods and upon the identification and reservation of areas suitable for residential expansion.

Branson's downtown has served for many years as a community center accommodating commercial, office and governmental activities. In recent years it has also attracted its share of the tourist activity. Revitalization efforts must be vigorously pursued if Downtown Branson is to retain its character and place of prominence.

## ENVIRONMENTAL PRESERVATION

Lake Taneycomo and the Ozark Mountains give Branson and the surrounding area much of its character and attraction. As population and tourist activity expand, the pressure on the environmental resource increases as does the potential for degradation.

High standards for wastewater disposal, the conservation of vegetation, stormwater management with particular emphasis on erosion control, maintenance of drainageways and flood plains, preservation of unique environmental features, and the management of the lakeshore are all important elements of the Master Plan.

## INFRASTRUCTURE AND SERVICES

Branson is now and will continue to be well into the future a primary service provider. The City's capacity to construct and maintain roads, water supply, and sanitary sewer will in large measure determine where and in what time frame urban growth can occur. Consequently, the planning process must give appropriate attention to these growth determinants.

The greatest and most costly construction needs within the City's current incorporated limits are in the area of roads. The thoroughfare plan is critical in establishing an appropriate circulation of development pattern and financing methods must be found to distribute costs according to benefit.

Branson has been successful in providing sanitary sewer service to the existing City and in expanding its treatment capacity to meet demand. A analysis of topography suggests that Branson may well be the logical sanitary sewer provider for the west shore of Lake Taneycomo including the Roark Creek Basin and the Cooper Creek Basin. Future expansions could extend to also serve the Fall Creek and Bee Creek Basins. Annexation of substantial areas surrounding Branson may, as a result of service extension needs, be an important issue during the 1990's



## COMMERCIAL DEVELOPMENT GUIDELINES

### CLASSIFICATION OF COMMERCIAL DEVELOPMENT

Commercial activities range broadly from the small neighborhood grocery store to the regional shopping center and because of Branson's tourist attraction, the City's potential for development across the range is substantially greater than other communities of its size. In addition, a tourist commercial classification is appropriate for Branson. For planning purposes, six general commercial categories are designated:

- Downtown Mixed Commercial
- Tourist Oriented Commercial
- Planned Shopping Centers: Neighborhood and Community
- Planned Shopping Centers: Destination Centers
- Commercial Sub-Districts (unplanned)
- Highway Commercial

### COMMERCIAL DEVELOPMENT STRATEGIES

The strategies for commercial development in Branson are described below and their specific application is shown on the Land Use Plan.

THE ACTIVITY CENTER CONCEPT is intended to encourage depth in tourist related commercial development, to promote the construction and efficient utilization of a secondary street system, and to encourage a compatible mix of uses within self-supporting commercial concentrations. Implementation of the Thoroughfare Plan will provide a secondary street system supplementing Hwy 76. As this investment is made, the emerging street system creates new commercial opportunities. The integration of accommodations, retail uses, restaurants, etc. with recreational attractions such as theaters, amusement parks, etc. supported by adequate vehicular and pedestrian facilities can begin to beneficially alter the prevailing development pattern.

The Activity Center Concept would normally incorporate the following features:

- continuing orientation to Hwy 76 as an anchor for activity center development;
- the development of a secondary transportation system providing access to and circulation within the activity center;
- a compatible mix of uses (recreation and entertainment, accommodations, restaurants, shopping, etc.) designed to make the activity center largely self-sufficient;
- adequate off-street parking within the activity center;
- internal circulation facilitating both vehicular and pedestrian movement within the center.

NEW MAJOR COMMERCIAL DEVELOPMENT is directed at larger scale commercial development. Such development is generally subject to subdivision regulation and other performance standards. Planned development is encouraged through flexible zoning and incentives.

CONSOLIDATION applies to partially or marginally developed commercial areas. The strategy suggests that infill development on vacant tracts or redevelopment of marginal or substandard structures should be encouraged. Improvement of access, the sharing of parking and improved relationships among uses should be encouraged.

ENHANCEMENT is intended to improve the marketability of a commercial area through focused action. It is normally applied in older commercial areas that have experienced decline and where markets are considered weak. Emphasis is placed on incentives to encourage private investment. Enhancement is only applied in accordance with a specific plan and program formulated for the target area. Typical elements include:

- maintenance and protective action as described
- development of area amenities (street landscaping, street lighting, sidewalks, etc.)
- incentives for infill and new construction (regulatory flexibility)

REVITALIZATION is an active strategy designed to upgrade, rejuvenate and strengthen existing commercial areas. Revitalization is only applied in accordance with a specific plan and program formulated for the target area. Typical elements include:

- public-private partnerships;
- active involvement of organizations focused on the revitalization effort;
- maintenance, protective action and enhancement as described;
- repair of the public environment (streets, sidewalks, street lighting, etc.);
- public investment in new infrastructure (parking, streets, public areas, etc.);
- grants, loans and other financing incentives;
- public involvement in land assembly;
- application of redevelopment powers granted by the State of Missouri.

CONVERSION applies to developed residential areas which are exhibiting functional and /or economic obsolescence for their present uses and where transition pressures create stronger market potential for converted use. Retention of most existing structures is emphasized and the strategy is normally accomplished on a building by building basis. Emphasis is placed on compliance with appropriate building codes and site development standards (parking, circulation, etc.)

TRANSITION applies to areas where a significant transition from one land use character is underway and/or desired. The transition strategy normally encompasses more than one building or site and involves conversion, revitalization and redevelopment in varying degrees. A broad range of actions including rezoning, and building code and site development standards enforcement may be applied.

EDGE STABILIZATION utilizes the full range of strategies in varying degrees depending on the particular characteristics of the "edge" and the nature of the transition pressures influencing it. Typically a combination of a strong regulatory policy regarding "edges", selective conversion or transition actions to produce a more stable land use pattern, and the introduction of buffering land uses, buffering elements, restrictions of access and amendment of lotting patterns are important components of "edge stabilization" actions.

COMMERCIAL DEVELOPMENT GUIDELINES.

GUIDELINE #1 - ENCOURAGE COMMERCIAL DEVELOPMENT THAT REFLECTS THE ACTIVITY CENTER CONCEPT.

This guideline reflects the need to create depth within the tourist/recreational commercial development areas. The intent is to promote the development of commercial and recreational use groupings designed as cohesive units that:

- a. share vehicular access points, circulation patterns and parking;
- b. cluster commercial and recreational uses together;
- c. share utilities, service entrances and other infrastructure;
- d. provide common pedestrian circulation.

This guideline does not mean that linear development is automatically inappropriate; it rather states that concentrated commercial and recreational development within appropriate areas will be viewed favorably.

GUIDELINE #2 - ENCOURAGE THE DEVELOPMENT OF INTERNAL OR SECONDARY VEHICULAR CIRCULATION TO SERVE COMMERCIAL DEVELOPMENT

This guideline is intended to enhance the capacity and integrity of the major street system by encouraging alternate circulation within major commercial areas.

GUIDELINE #3 - ENCOURAGE THE EFFECTIVE USE OF LOCATION, DESIGN AND LANDSCAPING OF COMMERCIAL USES TO SCREEN AND BUFFER NEIGHBORHOODS FROM LIGHTS, SIGNS, TRAFFIC NOISE AND POLLUTION AND OTHER FACTORS INCOMPATIBLE OR CONFLICTING WITH ADJACENT LAND USES

APPENDIX E



# SPRINGFIELD FACTS

SPRINGFIELD BUSINESS & DEVELOPMENT CORPORATION

320 N. Jefferson P.O. Box 1697 Springfield, Missouri 65801-1697 417-862-5567 FAX 862-1611

## *Taxes*

Springfield Sales Tax:	5.975%
Missouri Income Tax:	Graduated rate. Highest is \$315 plus 6% over \$9,000 Federal taxes paid are subtracted from net income to determine Missouri taxable income.
Missouri Corporate Income Tax:	Two allocation options: Three-factor formula Single-factor formula Federal taxes paid are subtracted from net income to determine net taxable income. Tax rate is 5% of net taxable income earned in Missouri
Springfield Property Tax:	\$4.09 per \$100 of assessed valuation Plus \$1.04 commercial surcharge Assessed valuation is: 33 1/3% for Commercial 19% for Residential 12% for Agricultural
Personal Property Tax:	\$4.09 per \$100 of assessed valuation Assessed valuation is 33 1/3% Tax is levied on: Licensed vehicles Mobile homes Farm equipment Livestock Commercial office equipment, machinery, and tools Leased commercial property, i.e. leased computers, etc.

### SUMMARY OF MISSOURI TAX INCENTIVES

Missouri offers businesses a sensible, conservative, and equitable approach to taxation:

	<u>Missouri</u>	<u>U.S. Average</u>	<u>% Higher Than MO</u>
Net Effective Corporate Income Tax Rate	4.02%	7.30%	82%
Tax Revenue from Corporate Income	5.10%	7.80%	53%
Per Capita State Taxes	\$ 857	\$1,119	31%
Per Capita State & Local Taxes	\$1,372	\$1,725	26%
State Taxes Per \$1000 Personal Income	\$ 59	\$ 74	25%
State & Local Taxes Per \$1000 Personal Income	\$ 94	\$ 117	24%
State & Local Per Capita Property Taxes	\$ 296	\$ 529	79%
Unemployment Insurance Entry Rate	2.511%	2.77%	10%
Unemployment Insurance Taxable Wage Base	\$7,000	\$9,847	41%
Maximum Annual Unemployment Insurance Tax Per Worker	\$ 391	\$ 655	68%
Maximum Weekly Unemployment Insurance Benefit	\$ 160	\$ 217	36%
Maximum Weekly Worker's Compensation Benefit	\$ 280	\$ 361	29%
Gasoline Tax Per Gallon	11c	16c	45%

\* The average Missourian pays \$262 less in state taxes than does the average U.S. taxpayer; the average state's per capita tax burden is 31% higher than Missouri's, making Missouri the 12th-lowest in the nation; Missouri ranks 6th-lowest in state taxes per \$1000 personal income; and Missouri ranks 2nd-lowest in state and local taxes per \$1000 personal income.

\* Missouri...has a maximum weekly unemployment insurance benefit equal to only 74% of the national average.

\* Missouri...has an effective corporate income tax rate equal to only 55% of the average state's effective corporate income tax rate.

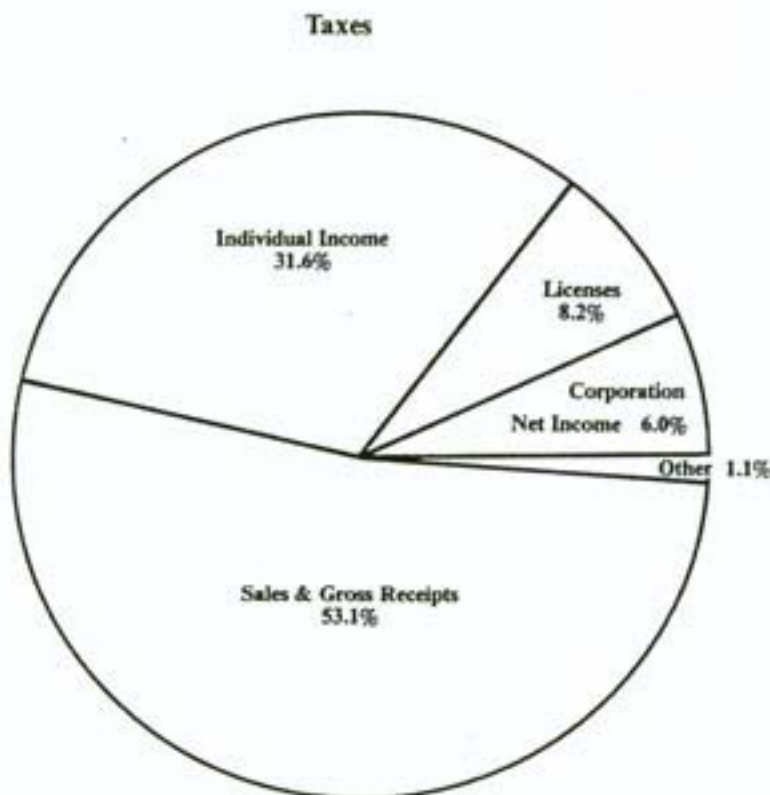
- \* Missouri...is one of only five states that does not tax federal income tax payments (allows the federal income tax deduction in total).
- \* Missouri...allows ACRS depreciation to the same extent as the federal government.
- \* Missouri...has not nor has any intentions of adopting domestic or worldwide unitary tax assessment.
- \* Missouri...is the only state in the country that permits the corporate taxpayer to elect the option of using either the Three-Factor (sales, payroll, property) or Single-Factor (sales only) Apportionment Formula, whichever method results in the lesser liability. This means Missouri, unlike other states, will not penalize a company for creating new payroll and property within the state.
- \* Missouri...has tax credits administered by the Missouri Department of Economic Development to offset Missouri corporate income tax liabilities for the creation of new jobs and new investment each year for ten years.
- \* Missouri...has Enterprise Zone credits and exemptions administered by the Missouri Department of Economic Development.
- \* Missouri...has a state sales/use tax below the national average, including the exemption of manufacturing machinery and equipment or the replacement of same; air or water pollution control machinery and equipment, as well as materials used to install same; and even electrical energy consumed in the manufacturing process when certain conditions are satisfied.
- \* Missouri...has a total property tax exemption on inventories, whether raw, in process, or finished goods, for manufacturers, warehousemen, wholesalers, and retailers.
- \* Missouri...has up to 100% property tax abatement on real improved property for up to 25 years.



# Taxes

Missouri's tax structure provides corporations with one of the most favorable situations in the nation. Our tax requirements are responsibly based and competitive. Yet, because Missouri government is efficiently managed—deficit spending is unconstitutional—it can still maintain a high level of services and facilities through its sound fiscal practices.

Only 6 percent of Missouri's tax revenue is derived from corporate income taxes. About 53 percent of the state's revenue comes from sales and gross receipts taxes. Another 8.2 percent comes from licenses and fees. Missouri's principal sources of tax revenue are shown on the pie chart below.



Source: U.S. Department of Commerce, *State Government Tax Collections in 1987*.

In most cases, a company located in Missouri will have a lower corporate tax bill than in other states. Furthermore, an individual taxpayer in Missouri pays about \$270 less in per capita taxes than the average taxpayer in the U.S. Only seven states in the country have a lower per capita tax liability than Missouri.

## Per Capita State Taxes: 1987

District of Columbia	\$3,078
Alaska	2,024
Hawaii	1,567
Delaware	1,536
Massachusetts	1,446
New York	1,384
Connecticut	1,358
Minnesota	1,306
California	1,294
Wyoming	1,289
Washington	1,243
New Jersey	1,237
Wisconsin	1,180
Maryland	1,148
Nevada	1,111
Maine	1,085
Michigan	1,071
Rhode Island	1,065
New Mexico	1,050
<b>U.S. AVERAGE</b>	<b>1,043</b>
Arizona	1,025
Vermont	982
South Carolina	975
North Carolina	972
West Virginia	965
Pennsylvania	953
Kentucky	945
Iowa	939
Virginia	936
Ohio	901
Illinois	900
Indiana	863
Utah	856
Georgia	856
North Dakota	853
Kansas	842
Idaho	831
Oregon	821
Florida	819
Oklahoma	816
Arkansas	791
Alabama	789
Colorado	777
Louisiana	773
<b>MISSOURI</b>	<b>773</b>
Nebraska	755
Tennessee	742
Mississippi	740
Montana	731
Texas	669
South Dakota	587
New Hampshire	532

Source: U.S. Department of Commerce, *State Government Tax Collections in 1987*.

## Corporate Income Tax

State law sets the corporate income tax rate at five percent of net taxable income earned by a business in Missouri. This is lower than nearly all of the 46 states imposing a corporate income tax. In addition, Missouri is one of only five states which allows 100% of federal income tax payments to be deducted before computing taxable income. Using this deduction, a corporation with a taxable income of \$1,000,000 would have a Missouri effective tax rate of approximately 3.3 percent.

### Percent of 1987 State Tax Revenue from Corporate Net Income Tax

New Hampshire	27.0%	Florida	6.1%
Michigan	16.7	Oregon	6.1
Connecticut	15.6	MISSOURI	6.0
Massachusetts	14.2	Montana	5.8
Alaska	13.3	North Dakota	5.8
California	13.3	South Dakota	5.8
Delaware	12.2	Virginia	5.8
New Jersey	11.5	Arizona	5.7
North Carolina	9.1	Idaho	5.7
Pennsylvania	8.9	South Carolina	5.7
District of Columbia	8.8	Iowa	5.6
New York	8.7	Nebraska	5.6
Georgia	8.4	Louisiana	5.5
Illinois	8.3	Maine	5.3
Rhode Island	8.3	Mississippi	5.3
Tennessee	8.3	Maryland	5.2
Wisconsin	8.3	Alabama	5.0
<b>U.S. AVERAGE</b>	<b>7.9</b>	Indiana	4.9
Kentucky	7.6	Ohio	4.9
Minnesota	7.6	West Virginia	4.9
Vermont	7.1	Colorado	4.8
Kansas	6.6	Hawaii	4.5
New Mexico	6.3	Utah	4.2
Arkansas	6.1	Oklahoma	3.1

Source: U.S. Department of Commerce, *State Government Tax Collections in 1987*.

## Missouri Taxable Income

An important tax advantage for Missouri businesses is the amount of income considered taxable—only income earned in Missouri is taxed. Two allocation options are offered for calculating this income: (1) the three-factor formula, based on sales, property and payroll, or (2) the single-factor formula, based only on sales. Missouri is the only state that permits companies to choose the formula that results in the least corporate income tax liability. This means that companies are not penalized for locating property and jobs in Missouri as they are in the other states. In addition, it is important to note that Missouri has not adopted worldwide or nationwide unitary tax assessment in computing multinational corporate income tax liability.

### Sales Considered in Missouri Allocation Formulas

Type of Sale	Three-Factor Formula	Single-Factor Formula
Intrastate	100%	100%
Interstate		
Originating within Missouri		
to nexus state	0%	50%
to non-nexus state	100%	50%
Originating outside Missouri		
to Missouri	100%	50%
to another state	0%	0%

## Three-Factor Formula

A single state operation determines its intrastate sales and sales to non-nexus states to find the proportion of total or gross sales. A multistate company computes these same two types of sales, and in addition, sales originating in another state and terminating in Missouri, to determine Missouri's proportion of gross sales.

Using this percentage of sales, and percentages of property and payroll in Missouri, an average results in a ratio that is applied to taxable income.

### Example: Using Three-Factor Formula for Multistate Corporation

Gross Sales	\$30,000,000
Sales Attributed to Missouri Facility	\$12,000,000
Intrastate Sales	\$ 1,200,000
Interstate Sales	\$10,800,000
To Non-nexus State	\$ 960,000
To Missouri	\$ 360,000

Missouri Payroll Proportion	40%
Missouri Property Proportion	45%

### Sales Proportion Computation

Missouri Intrastate Sales	\$ 1,200,000
plus	
Missouri Interstate Sales to Non-nexus State	\$ 960,000
plus	
Interstate Sales to Missouri	\$ 360,000
<b>Total</b>	<b>\$ 2,520,000</b>

Divide Total by Gross Sales (\$30,000,000):

$$\frac{\$ 2,520,000}{\$30,000,000} = 8.4\%$$

Average: 40% + 45% + 8.4% ÷ 3 = 31% Apportionment

## Single-Factor Formula

The single-factor formula is based only on sales. Fifty percent of interstate sales and 100 percent of Missouri intrastate sales are combined. This total is then divided by gross sales to determine the apportionment percentage.

### Example: Using Single-Factor Formula for Multistate Corporation

Missouri Interstate Sales	\$10,800,000
Divided by 2 =	\$ 5,400,000
plus	
Missouri Intrastate Sales	\$ 1,200,000
<b>Total</b>	<b>\$ 6,600,000</b>

Divided by Gross Sales (\$30,000,000):

$$\frac{\$ 6,600,000}{\$30,000,000} = 22\% \text{ apportionment}$$

### Missouri Corporate Income Tax Liability

The following hypothetical example shows how a company may choose that apportionment method which results in the lower liability. The single-factor apportionment of 22 percent and the three-factor apportionment factor of 31% are used to compute the corporate income tax liability. A comparison of both apportionment percentages illustrates that choosing the single-factor formula would result in a corporate income tax liability of \$7,260, whereas the three-factor formula has a tax liability of \$10,230. Because Missouri allows the taxpayer to choose the method which results in the least liability, the taxpayer saves almost \$3,000 in corporate taxes in this example.

#### Hypothetical Example: Corporate Income Tax Liability

	<i>Three-Factor Formula</i>	<i>Single-Factor Formula</i>
Federal Taxable Income	\$1,000,000	\$1,000,000
Federal Income Tax Liability 34% of income over \$335,000	\$ 340,000	\$ 340,000
Missouri Federal Income Tax Deduction	(\$340,000)	(\$340,000)
Net Taxable Income	\$ 660,000	\$ 660,000
Apportionment Percentage	31%	22%
Missouri Taxable Income	\$ 204,600	\$ 145,200
Missouri Tax Rate	5%	5%
Missouri Tax Liability	\$ 10,230	\$ 7,260
Effective Tax Rate	1.0%	0.7%

### Sales/Use Tax

The 4.225 percent state sales/use tax rate in Missouri is lower than the rates in 28 other states. Missouri communities have the option of adopting a local sales tax generally ranging from 1/2 to 1 percent. Counties may also adopt a sales tax generally ranging from 1/4 of 1 percent to 1 percent. Use tax is similar to sales tax, but is imposed only by the state when tangible personal property comes into the state and is stored, used or consumed in Missouri. Use tax is also 4.225 percent.

Missouri has responded to the needs of industry by providing eight major exemptions from sales/use taxes:

1. Machinery and equipment used to establish a new, or expand an existing manufacturing facility are tax-exempt, provided such machinery/equipment is used directly to manufacture a product ultimately intended for sale.
2. Replacement machinery and equipment used directly in manufacturing a product ultimately intended for sale are tax-exempt, provided their acquisition has been necessitated by reason of

change in design or product, as opposed to obsolescence.

3. Machinery, equipment and devices which abate air pollution may be acquired tax-exempt. To qualify for this exemption, a company need only have the appropriate state governmental agency certify that the equipment is pollution control equipment.
4. Machinery, equipment and devices which abate water pollution may also be acquired tax-exempt. To qualify for this exemption, a company need only have the appropriate state governmental agency certify that the equipment is pollution control equipment.
5. All materials and supplies used to install this tax-exempt machinery and equipment may also be purchased tax-exempt.
6. Sales tax is not imposed on electricity consumed in the manufacturing process provided the cost of the electricity exceeds ten percent of total production costs. The cost of electrical energy consumed in the manufacturing process cannot be included in total production costs to qualify for the exemption. Electricity used for nonmanufacturing purposes, such as lighting and heating, is taxable.
7. Electricity or gas, whether natural, artificial or propane, is tax-exempt when used in connection with basic steelmaking.
8. Anodes used in manufacturing or other types of production, with a useful life of less than one year, may also be acquired tax-exempt.

### Property Tax

Property tax is often a major tax expense for a manufacturer. Yet because it is set and administered locally, property tax is seldom comparable from state to state. Not only do tax levies vary widely from one city to another, but the assessment ratio for determining property value differs significantly among the 50 states. Even within one state, assuring a uniform assessment practice is very difficult.

Missouri law sets the assessment ratio for personal property at one-third of true value throughout the state. Real properties (land and buildings) classified as commercial and industrial, are assessed at 32%; residential, 19%; and agricultural, 12% of true or fair market value. The local property tax rate is an aggregate of school, city, county, and state levies expressed in tax per \$100 assessed valuation. Commercial and industrial real property is assessed an additional county surcharge designed to replace revenues lost by the tax exemption of business inventories. In 1987, the average county surcharge was

\$1.02 per \$100 assessed valuation, for a total commercial/industrial real property average tax rate of \$5.96 per \$100. The total personal property average tax rate was \$4.94 per \$100 valuation in 1987. For example, at a particular Missouri site the commercial and industrial property tax rates might be as follows:

State .....	\$ .03
County .....	\$1.27
City .....	\$ .51
School .....	\$3.13
Surtax (real property) ....	\$1.02
<b>Total rates per \$100:</b>	
<b>Personal Property</b> .....	<b>\$4.94</b>
<b>Real Property</b> .....	<b>\$5.96</b>

Thus a company would pay \$4.94 per \$100 on 1/3 of its total personal property, and \$5.96 per \$100 on 32% of its total real property value.

#### Inventories Exempt

Manufacturer's inventories (raw materials, goods in process and finished goods), as well as goods and wares of retailers, distributors and wholesalers are exempt from property taxes in Missouri.

#### Redevelopment Law

Missouri promotes urban redevelopment through a potential 25-year ad valorem tax incentive. Under this program, up to 100% of improvements to real property may be exempt from state and local property taxes for up to 25 years. This law is applicable to all cities of 4,000 or more in Jackson and St. Louis Counties and all other cities of 2,500 or more population.

#### Unemployment Insurance

Most companies doing business in Missouri are required to pay unemployment insurance to protect their workers during unemployment. This applies to most businesses having one or more workers on the payroll for 20 weeks during the calendar year, and to businesses paying an individual employee \$1,500 in a given quarter.

Currently rates are based on the first \$7,000 of each employee's annual salary. The taxable wage base can increase each year in increments of \$500 if the state's unemployment fund balance is below \$100 million. However, if the balance is above \$250 million, the base will decrease by \$500 per year, but will not fall below the federally required minimum of \$7,000.

If the unemployment fund balance is \$250 million or less, employers must pay a surcharge—20% when the balance is \$200-\$250 million; 30% when the balance is below \$200 million. If the balance is \$250-\$350 million, however, there will be no surcharge, and if the balance is over \$350 million, the employer will receive a 7% credit, which will increase to 12% if the fund is over \$400 mil-

lion. Since Missouri's fund balance is currently more than \$350 million, employers will receive a 7% credit in 1989.

The employer with a credit balance will contribute at a rate of 0.0% to 2.511% with the 7% credit. The employer with a deficit account will pay 3.348% to 5.58%, with the credit; and a manufacturer new to Missouri with no experience rating, will pay the 1989 normal entry rate of 2.539% for two years. (See page 0-9, question 23, for other industry rates.) Thus, a new manufacturer's cost per employee for 1989 would be 2.539% times \$7,000, or \$177.73.

#### Shared Work Program

In 1987, Missouri initiated the Shared Work Program to encourage job retention. Under the program, employers reduce work hours a certain percentage, rather than lay off employees. Those employees then receive both wages for actual hours worked, and partial unemployment insurance benefits. For example, if work hours are cut by 20%, the employee would receive 20% less in wages, but would also receive 20% of his weekly unemployment benefits. The benefits paid are then charged to the employer's unemployment insurance account and affect his tax rate for four years. The 1989 Shared Work Program tax rate is 8.37% with the 7% credit.

#### Worker's Compensation

In every state, business and industry incur some expense to provide their employees with worker's compensation coverage. In Missouri, all businesses with five or more employees (except agricultural or domestic labor) must provide worker's compensation insurance to protect their workers in case of job-related injury, illness, or death. Companies can offer this protection through a private insurance carrier or they can become self-insurers. Premium rates vary, depending on the risks associated with special occupations. As in most states, the premium rates apply to an employee's total annual salary. The maximum weekly benefit for temporary total disability, temporary partial disability, permanent total disability and death is computed as 75 percent of the average weekly wage, determined annually on July 1. Missouri's worker's compensation rates compare favorably with those in other states. Though benefits for claimants in other states usually increase automatically from year to year, in Missouri benefits cannot be increased without the review and approval of the state legislature.

#### Franchise Tax

Missouri's franchise tax is based on capital employed in a company. The rate is 1/20 of one percent, or \$0.50 per \$1,000 of par value of outstanding shares and surplus or total assets. Corporations with less than \$200,000 outstanding shares and surplus are not taxed.

Multistate corporations are subject to franchise tax only on that portion of total company shares and surplus

which occurs in Missouri. The tax is computed by applying the percentage of total property and assets which occurs in Missouri to total company shares and surplus. For example, a company with \$5,000,000 in outstanding shares and surplus, with ten percent of its property and assets in Missouri, would have a franchise tax of \$250.

### **Initial Fees and Taxes**

A new corporation must pay an incorporation fee of \$53 for the first \$30,000 or less of shares and \$5 for each additional \$10,000 or portion thereof. A foreign corporation pays an additional \$10 for certification. Annual corporate registration fees must also be paid by domestic and foreign corporations doing business in Missouri. The rate is \$40 annually for registration with the Secretary of State's Office.

### **Tax Credits**

#### **Jobs/Investment**

Missouri's job and investment tax credit can be earned by (1) a new or expanding manufacturer, warehouse operator, wholesale distributor, or mining operator who creates a minimum of two new jobs and \$100,000 of new investment; (2) an expanding manufacturer, warehouse operator, wholesale distributor, or mining operator who creates a minimum of \$500,000 of new investment (and less than two new jobs); and (3) a new or expanding office tenant who creates a minimum of 50 jobs and \$100,000 of new investment (an office tenant who is a manufacturer, warehouse operator, wholesale distributor, or mining operator, must only create 2 new jobs and a minimum of \$100,000 of new investment).

A new business may claim \$75 for each new employee and \$75 for each \$100,000 of new investment. An expanding company is allowed \$100 per new employee and \$100 per \$100,000 of new investment.

The credit may be used to reduce corporate income tax payments by up to 100 percent for 10 years. The commencement of the tax credit may be deferred for up to three years. Once the credit is claimed, it may be earned each year for 10 consecutive years. Credit may vary from year to year depending on the number of new jobs and investment maintained throughout the 10-year period. There are no carry-over provisions.

#### **Neighborhood Assistance Program**

Businesses, or individuals in business in Missouri who contribute funds or other resources to certain community improvement projects in the state, are eligible to receive tax credits through the Neighborhood Assistance Program. The credit normally equals one-half the amount of the contribution, and may be claimed against a variety of taxes in the following order: corporate or individual income tax, corporate franchise tax, financial institution and insurance company tax, and express company tax.

Generally, the credit may not exceed \$250,000 per year, and may be carried forward up to five additional years. Businesses may choose to sponsor their own projects, or contribute to activities of eligible nonprofit community groups. In either case, the projects first must be approved by the Department of Economic Development.

#### **Enterprise Zones**

The Enterprise Zone Act provides incentives to businesses which locate in economically distressed areas. Firms meeting certain employee qualifications (see page 0-8, question 16), are eligible for a new investment tax credit of 10 percent of the first \$10,000, 5 percent of the next \$90,000, and 2 percent of any additional investment. In addition, 50 percent of taxable income attributed to the enterprise zone business is exempt from corporate income tax for 10 years when these employee qualifications are met. Other credits include up to \$1,200 for each new employee hired, and up to a \$400 training credit for each employee who is a resident of the zone or who is considered unemployable. Tax credits earned the first two years of operation that exceed the facility's tax liability are considered to be an overpayment of taxes; up to \$50,000 unused credits earned in the first year of operation may be refunded in the third year, and up to \$25,000 of unused credits earned in the second year of operation may be refunded in the fourth year. Fifty to 100 percent abatement on local and state property taxes for up to 25 years is also be offered on improvements to real property.

#### **Seed Capital Funds**

Any person or business who makes a contribution for the purpose of investing in seed, start-up, or follow-up capital fund projects is entitled to a state income or franchise tax credit equal to 30 percent of the contribution. The contribution must be made to a qualified fund, and must be used for seed capital activities such as research, development and precommercialization of a new product, service or process; or for start-up projects such as initial marketing of a product. Credits may be transferred or sold, and there is a 10-year carry-over provision. Contributors also share in the fund's distribution of earnings.

#### **Industrial Development Fund**

Any person or business may receive a state income tax credit equal to 50 percent of any amount contributed to the Missouri Industrial Development Board. The Board makes direct loans and loan guarantees to new and expanding businesses and nonprofit organizations, and makes grants to public entities. There are no carry-over provisions.