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The Feasibility of a Barnesville Expo Center

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FR-01-38

September 2001



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Project Summary

The University of Georgia's Center for Agribusiness and Economic Development (CAED) was commissioned by the Lamar County Livestock and Agricultural Authority (Authority) in Barnesville, Georgia to conduct a feasibility study. The purpose of the study was to determine the economic feasibility of constructing a multipurpose facility to host various agriculture and business events. A top-line summary of the study results is as follows:

- The proposed Expo Center might expect to attract a *maximum* of 96,900 people annually.
 - 29,700 visitors to the arena facilities
 - 1,100 visitors to the conference/auditorium facility
 - 1,100 visitors to the meeting/breakout room facilities
 - 15,000 visitors to the fair
 - 50,000 visitors to September Craft Event

- The Expo Center is estimated to generate \$499,650 annually in revenue once established.
 - Meeting/breakout room rental \$51,600
 - Conference/Auditorium rental \$41,250
 - Arena Facilities rental \$237,600
 - September Craft Event \$142,500
 - County Fair \$26,700

- The estimated revenue generated from the proposed Expo Center fails to cover the total economic cost of the center by \$683,064. The center as presented could cover operating costs by \$80,732.

- The Center's impact on the Georgia economy is significant, estimated to be \$4.7 million annually.

Introduction

The Lamar County Livestock and Agricultural Authority (Authority) in Barnesville, Georgia commissioned The University of Georgia's Center for Agribusiness and Economic Development (CAED) to determine the economic feasibility of constructing and operating a multi-functional facility in Barnesville, Georgia.

By constructing a multi-function complex, the city of Barnesville and Lamar County expect to host a variety of events, make the area more attractive for new industry, and provide additional civic center functions. According to the Authority, the proposed Exposition Center is expected to:

- enhance the quality of life for youth, adults, and seniors for all population segments in the region and state,
- enhance and facilitate educational programs and opportunities for all people,
- provide an adjunct site for students of all grades and levels to use in conjunction with traditional sites,
- provide adequate space for various groups to show, exhibit, meet, and perform and have conventions/conferences,
- provide a centrally located site in Georgia for all levels of large and small animal shows, including Class A events,
- provide a unique recreational and entertainment facility to serve all the public in many aspects,
- enhance the area for industrial development opportunities,
- provide a potentially positive economic impact on the region through hosting events that would attract visitors,
- perpetuate the commitment of keeping agricultural and environmental education paramount for present and future generations; this is one of the most important goals of the center.

Background

In 1996, Georgia Assembly Act #600 created the Lamar County Livestock and Agricultural Authority. The purpose of the Authority was to investigate the feasibility of constructing a multipurpose exhibition center in Lamar County. Citizens and officials of the city of Barnesville and Lamar County believe there is a need for a large complex that can accommodate large local functions like proms, graduation ceremonies, agricultural exhibitions and competitions, beauty pageants, business conferences, educational activities, festivals, business meetings, and concerts.

The purpose of this paper is to provide the Lamar County Livestock and Agricultural Authority with an economic feasibility study. Its intention is to provide the Authority with revenue and cost figures based on the Authority's proposal. These cost and revenue figures can then be used to show profitability. This study is intended to be a decision-aid for the Authority. All final decisions are the responsibility of the Authority.

This paper consists of three main sections: revenue analysis, cost/profit analysis, and impact analysis. Potential revenues are calculated by determining the number of expected facility users. There are three main revenue generating portions of the complex: the conference center auditorium, the conference center meeting rooms, and the arenas. Each will be addressed separately and then summed to find total revenue. Both building and operating costs are figured into the cost/profit analysis. Building costs are based on figures provided by the Authority. Operating costs are mostly from the Authority, but are supplemented by further research. After the costs are established, profit can be determined. Costs are subtracted from potential revenues to determine profitability. Impact analysis examines the effect of the complex on the local economy. Expenditures by the complex and by its visitors will help boost the local economy.

The proposed Expo Center is a complex with several components. For purposes of this paper, references to the complex will include both the conference center and the arena as well as other facilities included in this project. More specifically, the complex will encompass the nature center and nature trail. Facilities, which do not generate revenue such as the nature trail, will not be discussed in the revenue section of this paper. However, the associated costs will be in the financial section that deals with the complex. At times, it will be more appropriate to refer to the conference center and/or the arena as separate entities. In these cases, the total figures for the complex will be presented as well.

Revenue Analysis

Conference/Meeting Center Industry Trends

The conference center industry is anticipated to continue to grow with little effect from the current economic slowdown. Companies still need to have meetings and corporations still need to train employees to maintain their competitiveness. Actually, there is some indication that an increase in facility demand combined with shortened booking times (how far in advance facilities are booked) has created a situation where many conference organizers are no longer able to book their first choice in facilities, but are having to settle for their second or third choices. In addition, there has been a slowdown in the construction of these high fixed cost facilities.

In 2001, the International Association of Conference Centers (IACC) conducted a survey of North American Conference Centers. The study, published in *Trends in the Conference Center Industry*, provided valuable insight into conference centers' occupancy rates, pricing and cost structures, seasonality and "draw" potential.¹ Executive and corporate conference centers reported an impressive occupancy rate; however, there is seasonality. The study reported occupancy rates exceeding 60% during the peak season which starts in late spring (May) and continues through mid fall (October). Conference centers' occupancy rates range from a low of 39.9% in January to a high of 69.7% in October. According to industry research, the per person median rental rates for meeting rooms range between \$70-\$79/day. More simply, each conference or meeting attendee generates \$70-\$79 in revenue. The per person daily revenue can be further broken down into different services (Table 1).

Table 1. Meeting Room Expense Breakdown	
Activity*	Where it is Allocated
Meeting Room	\$26.00
Conference planning	\$12.50
Basic Audio/Visual	\$6.50
Coffee Breaks	\$13.00
Lunch	\$19.00
Mis. Expenses	\$2.00
*Trends in the Conference Center Industry - North America, 2001	

Of the \$70 generated by one participant, \$26 dollars will go toward the meeting room while \$12.50 goes toward planning the meeting or conference. This information is valuable in determining services offered by the conference center. Lunch and coffee breaks have a large mark-up.

Business organizations are the largest source of demand for conference centers². Business organizations account for over one-half (54%) of conference center usage, followed by academic institutions (13%) and trade associations (8%). The bulk of a conference center's usage is for management and training/continuing education meetings. The local market is responsible for the largest source of bookings with nearly half of all conference center meetings originating from the local area. The regional market contributes an additional third of all bookings with national and international meetings accounting for the remaining 20%.

¹Trends in the Conference Center Industry-North America, 2001 Edition. International Association of Conference Centers.

²Trends in the Conference Center Industry- North America, 2001.

Needs Assessment

The CAED implemented a needs assessment survey. The reason for the needs assessment is two-fold. First, there are a number of facilities within 25-50 miles of the proposed Expo Center that offer some or all of the facilities being proposed. At the state level, the number of competing facilities increases significantly. Therefore, the needs assessment is critical in identifying real or perceived service and facility gaps that may exist between existing facilities and the needs of organizations that utilize these facilities. The CAED interviewed representatives from a number of associations, clubs, and businesses in Georgia and the region that were identified as potential users of the proposed Expo Center. These results are used in the competitive analysis and in estimating the market potential for the proposed facility.

Potential conference center users were telephone interviewed to determine which features they deem important in selecting a conference/meeting facility. A total of 21 potential users were interviewed. This sample consisted of state agricultural commodity and agribusiness associations, other associations, area businesses that employ more than 20 people, and area contacts provided by the Authority. The Other Association category, in Table 2, includes organizations like Ducks Unlimited and the Georgia Christmas Tree association, to name a few.

The results of the question can be broken down into four categories to distinguish the relative importance of different facility features (Table 2). It appears that cost, accessibility, location and available lodging are the most important factors in determining these organizations' facility selections. Excluding the cost of renting the facility, the most important criteria were not related to the physical facility but its location. Unfortunately, these features cannot be controlled by the Authority. However, it is important to note that all of these features are important as they received an average rating of 4.10 or higher on a five-point scale.

Accessibility to eating establishments is also an important selection criterion. Providing food service to users will be critical in attracting bookings as there are limited eating establishments in the immediate area. The Expo Center may want to explore relationships with area (Barnesville, Forsyth, and Griffin) eating establishments for possible catering needs. The availability of catering may provide an acceptable alternative to the lack of local eating establishments.

The issues of location, accessibility, and area lodging will have to be addressed by the Expo Center's marketing campaign to make the Complex attractive to potential users.

Table 2.					
Q. Importance of Facility Features -Conference Center					
“Now I’d like to ask you the importance of different factors in your organization’s site selection process for meetings, shows, etc. Please tell me if you think the following criteria are very important, somewhat important, neutral, not very important, or not at all important.”					
Feature	Total (n=21)	Other Associations (n=5)	Commodity Assoc. & Agribusinesses (n=8)	Lamar County Contacts (n=4)	Area Businesses (n=4)
Rental rate/cost	4.86	5.00	4.75	5.00	4.75
Accessibility for attendees	4.76	4.80	4.88	4.50	4.75
Location	4.71	3.60	2.88	2.25	1.25
Local lodging availability	4.71	5.00	4.75	4.75	4.25
Food service	4.43	4.80	4.63	3.50	4.50
Local restaurants	4.29	4.20	3.75	5.00	4.50
Available facility/structures	4.24	4.60	4.13	4.25	4.00
Audio/visual capabilities	4.24	4.20	4.25	4.25	4.25
Rep. for community	4.20	4.20	4.25	4.00	4.25
Meeting/breakout rooms	4.10	4.80	3.88	4.00	3.75
Conference room/audit.	4.00	3.20	4.50	3.50	4.00
Handicapped accessibility	3.57	4.20	3.25	4.00	3.00
Conference concierge	3.14	4.40	2.75	2.75	2.75
Auditorium	3.05	3.40	3.00	3.50	2.25
Open air arena	2.62	3.60	2.88	2.25	1.25
Enclosed arena	2.57	4.00	2.38	2.00	1.75
Area attractions	2.57	2.40	2.88	2.00	2.75
Bus parking	2.00	2.60	2.13	1.25	1.75

The information in Table 2 provides the Expo Center with a wealth of marketing information. When a marketing plan is developed, it will be important to educate potential users on the facility’s accessibility and location to major population centers. In addition, it will be valuable to provide information on area lodging and eateries. The issue of lack of immediate lodging and eating facilities can be minimized by expanding on these establishments in nearby Forsyth.

Conference Center Facility Competitive Analysis

It is necessary to assess competing facilities in order to create a baseline of existing products and services. The CAED’s competitor analysis attempted to identify local, state, and regional operations that offer conference, convention, and meeting facilities and/or arenas.

The CAED was able to identify approximately 15 conference/meeting facilities within 25 miles of Barnesville listed in a phonebook. To identify competing facilities in the state and the southeastern region, a specialized software program (SelectPhone) was employed as well as the tripsouth.com travel guide. SelectPhone software identifies businesses by their Standard Industry Classification (SIC) code. The SIC code for conference centers is 738939. The software only identifies businesses that are registered with this SIC code. Not all facilities that offer conference/meeting facilities are registered under this code. This is especially true with hotels and motels. To supplement the SelectPhone results, the Tripsouth.com website was used to find

motels and hotels with conference/meeting facilities. Again, the Tripsouth.com web site mainly returned conference/meeting facilities in larger metropolitan areas. Hotels and motels with conference/meeting facilities in less populated areas were not provided. The CAED used the Yellowpages to determine if any conference facilities were available in the Forsyth and Griffin areas. For instance, in Griffin, there are at least three hotels with conference/meeting facilities that can accommodate small to large groups (450 people). These facilities offer audio/visual equipment and other necessities. Therefore, the SelectPhone and Tripsouth.com resources only yielded partial results representing only a portion of the total number of conference/meeting facilities in the area, state, and region. Using the SelectPhone software and Tripsouth.com, the CAED identified more than 200 conference/meeting centers in the state of Georgia. The 200+ conference/meeting facilities that were identified also do not include facilities that are offered at some of Georgia's state parks because they are registered under state parks and not conference/meeting facilities. For instance, the Unicoi State Park and Conference Center offers eight spacious meeting rooms, ballroom capabilities for up to 475 people, on-site conference coordinators, themed events, and other amenities. The CAED identified at least eight state parks in Georgia with conference/meeting facilities.

Expanding to a regional search, there were 147 conference/meeting facilities and 82 convention/meeting facilities located within 350 miles of the proposed Exposition Center. Again, it is important to remember that these numbers do not include the numerous hotels and motels that offer conference/meeting facilities on premises but failed to register their facilities as such.

The competitive analysis suggests that the conference/meeting market is full of competitors in the area, state, and region. The Barnesville Expo Center will have to work at differentiating its facility from the competition to attract customers. Barnesville already has a local civic center that seats approximately 220 people and has limited conference/meeting facilities. Gordon College is also located in Barnesville. Until recently, the Gordon College Auditorium was not available to the community. However, recent change in the college's administration has led to a change in policy on renting out its auditorium facility. According to the facility management personnel, Gordon College will now rent out its auditorium facility. These two facilities will be the Expo Center's nearest competitors.

Conference/Meeting Facility Market Potential

Market potential is a method for estimating the *maximum* number of potential users. The market analysis utilizes potential user's stated intent regarding their use of a facility. Research has shown that there is a disconnect between stated intent and actual follow-through. All the market potential estimates are based on stated intent by those surveyed. There is no exact method for determining actual usage in advance. The following figures will serve to estimate total market potential.

There appears to be sufficient market potential for the conference/meeting room facility. Within a 25-mile radius of the proposed Expo Center, there are approximately 6,276 businesses. This is encouraging as industry research indicates that over one-half of all conference/meeting facility bookings and revenues are derived from local businesses. It is important to remember that the 6,276 businesses that were identified represent all sizes and types of businesses and not

necessarily large businesses or businesses that use conference/meeting facilities. The CAED contacted the Lamar County Chamber of Commerce and explained that it was trying to compile a list of large employers in the area. The Lamar County Chamber of Commerce furnished a list of 21 businesses. After reviewing the list, there were only six companies identified that employed 20 or more people. The CAED contacted the Chambers of Commerce in the six surrounding counties and collected the same type of information for each county. Table 3 shows the number of large employers located in each county.

Table 3. Large Area Employers		
County	20 + Employees	100 or more Employees
Butts	12	7
Crawford	2	2
<i>Lamar</i>	6	4
Monroe	10	10
Pike	3	3
Spalding	34	13
Upton	5	5
Total	72	44

Given the relatively small number of large employers in the seven county area, the estimated market potential for area business conferences dropped from 6,276 in the 25-mile radius to only 72. However, since the survey results indicated that most businesses bring roughly 100 people to meeting facilities, the number of potential businesses is further reduced.

The relatively small number of potential businesses in the Lamar County/Barnesville area poses a problem for the Expo Complex’s auditorium/conference center component. Referring to the industry research, approximately 50% of a facility’s bookings are from local organizations. Therefore, additional revenue will have to be generated from other organizations. The information in Table 4 shows the potential from other organizations by measuring whether they would consider the proposed Expo Center conference facilities for their next function.

Table 4.					
Q. Would You Consider Using a Multi-Purpose Facility in West Central Georgia? - Conference Center					
Response	Total (n=21)	Other Associations (n=5)	Commodity Assoc. & Agribusinesses (n=8)	Lamar County Contacts (n=4)	Area Businesses (n=4)
Yes	71%	100%	50%	100%	50%
No	29%	0%	50%	0%	50%

The proposed conference center would have two separate facilities available for rental. Conference center users could rent one large room which would serve as a conference room/auditorium depending on the needs of the group. Conference center users could also rent meeting rooms/breakout rooms. These are smaller rooms used for individual meetings. The demand and revenue potential for each of these facilities will now be explored.

Meeting/Breakout Rooms

Assuming that 50% of the 44 area businesses employing 100 or more people (22 area businesses) might utilize the Expo Center, it is possible to calculate the market potential from area businesses. According to the results of the facilities study, most businesses would use about four meeting/breakout rooms. These rooms would typically seat 30 people with each business bringing about 100 people. The median value was used rather than the mean given the small sample sizes associated with each group. Therefore, if 11 of the area's largest employers utilized the facility once a year, and each business brought about 100 people, the Expo Center could expect to draw an estimated 1,100 people to the conference center annually.

The availability of meeting/breakout rooms is important to businesses in selecting a facility as shown in Table 2. The addition of state-of-the-art meeting facilities equipped with audio and visual equipment should be very appealing to area businesses.

Estimating total market potential can be calculated using the information in Table 4 and the number of potential users in each organizational breakout. Survey results indicate these types of facilities generally rent out for approximately \$75-100 per day and are typically reserved for three days.

Respondents indicated that they are currently paying about \$100 per day for meeting/breakout rooms and not a per person fee. The industry data in Table 1 should be used to calculate add-ons such as providing coffee break supplies and meals. These additional fees will be added to the \$100 per day rental fee on a per person basis.

The estimated "real" market potential figure was derived by multiplying the percentage of organizations that would consider a multipurpose facility in west central Georgia by the percentage of those same organizations that utilize meeting/breakout rooms. The results are

shown in Table 5. For example, with the Other Association category, the estimated real market potential is estimated to be 11 organizations ($17 \times 100\% \times 67\% = 11$). Table 5 assumes that each organization would rent the Expo Center's breakout rooms once a year for a three-day period. In addition, the typical business reserves four rooms which are rented for \$100 per day. The proposed Expo Center will have two meeting/breakout rooms that can be divided into four rooms using a partition. Since the majority of organizations indicate they use four meeting rooms, four are used in calculating the estimated potential revenue.

Table 5. Estimated Revenue Potential for Meeting/Breakout Room Facilities							
Organization	Identified Market Potential	Consider Expo Center	Use Specific Facility	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Number of Rooms Reserved	Estimated Potential Revenue*
Other Associations	17	100%	67%	11	3	4	\$13,200
Commodity Ass./Agribusiness	21	50%	80%	9	3	4	\$10,800
Lamar County - Barnesville	14	100%	88%	12	3	4	\$14,400
Area Businesses	44	50%	50%	11	3	4	\$13,200
<i>Total Identified Potential</i>	<i>96</i>	<i>71%</i>	<i>25%</i>	<i>43</i>	<i>3</i>	<i>4</i>	<i>\$51,600</i>
* Assumes that each room is rented out for \$100 per day							

These results indicate that the Expo Center might expect to generate \$51,600 annually from its four meeting/breakout rooms. The meeting rooms are assumed to be occupied 129 days, a 35% occupancy rate.

Conference Room/Auditorium

Table 6 contains similar information and estimates the market potential for the conference room/auditorium. The number of days the conference rooms would be utilized was assumed to be the same as the number of days the meeting/breakout rooms would be utilized, which is approximately three days.

The majority of the respondents were unable to give the typical dollar amount they pay to rent conference rooms and/or auditoriums. The respondents that were able to provide cost information indicated they are paying about \$250 per day, on average, for the use of a conference room/auditorium. The daily rental rate for competing facilities is used in estimating the conference room/auditorium potential. Again, only five of the twenty-one respondents answered this question because people who do not use this type of facility were not asked this particular question.

Table 6. Estimated Market Potential for Conference Center/Auditorium Facility						
Organization	Identified Market Potential	Consider Expo Center	Use Specific Facility	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Other Associations	17	100%	80%	14	3	\$10,500
Commodity Ass./Agribusiness	21	50%	75%	8	3	\$6,000
Lamar County-Barnesville	14	100%	75%	11	3	\$8,250
Area Businesses	44	50%	100%	22	3	\$16,500
<i>Total Identified Potential</i>	<i>96</i>	<i>71%</i>	<i>81%</i>	<i>55</i>	<i>165</i>	<i>\$41,250</i>
* Assumes that the conference center/auditorium is rented out for \$250 per day.						

Given the results of the survey, the conference center facilities could expect to generate about \$41,250 annually from conference room/auditorium rentals (Table 6). This figure is based on the facility being occupied 165 days of the year, an occupancy rate of 45%. There may be additional revenue potential based on industry data which suggests that comparable facilities have peak occupancy rates of 60%. Assuming the total number of days the facility was rented increased to 216 days annually (a 60% occupancy rate) and a rental rate of \$250 per day, the estimated potential revenue could be expected to increase by \$12,750 to a total of \$54,250 annually.

There are numerous marketing methods used in the conference meeting business. The most successful means of generating qualified sales leads is through referrals (word-of-mouth), repeat business, and personal sales calls. Other successful marketing methods include newspaper advertising, web sites, and direct mail. The Expo Center will have to implement an aggressive marketing campaign to inform and attract potential clients.

Conference Center Market Potential Conclusion

Given the results presented in Tables 5 & 6, the Expo Center is estimated to generate \$51,600 annually from its meeting/breakout rooms and an additional \$41,250 annually from its conference room/auditorium. In total, the Expo Center is estimated to generate a maximum of \$92,850 in revenue from its conference center/auditorium facilities. These estimates are based on the responses to the consumer survey and may vary depending on the occupancy levels. Again, aggressive marketing will be a key factor in the success of the Expo Center, as these results depend on the Center attracting customers from existing facilities.

Arena/Auditorium Complex Background

The event hosting industry is well established. There are hundreds of facilities nationwide as well as a national association, the International Association of Auditorium Managers (IAAM). The IAAM conducts a periodic industry profile survey that covers arenas, amphitheaters, auditorium/theaters, convention centers/exhibition centers, stadiums, and complexes. Based on IAAM industry classification, a complex is a facility that combines two or more of the above facilities on a single property. Given the plans for the Barnesville Expo Center, the CAED has

determined that the IAAM survey's results for "complexes" is the most pertinent to this feasibility study. The CAED purchased a copy of the most recent IAAM industry profile survey for use in this feasibility study. Further, the CAED has identified numerous facilities in the state and region that offer similar structures, meeting rooms, auditoriums, and arenas. The CAED conducted extensive interviews with these facilities to collect additional information and to supplement the information obtained from the IAAM study.

Industry Trends

According to Dana Glazier with IAAM, the complex market is very diverse and currently there is no available data to determine whether the market is expanding, shrinking, or holding constant. However, data is being collected on the number of new complexes being constructed around the nation. According to Dana, there is quite a bit of building, renovation and expansion occurring around the nation in the complex market and she interpreted this as a sign of an expanding market.

According to the 1996 IAAM industry profile study, 54% of all complexes received dedicated tax or other support to help cover operating costs. The study found that the majority of the facilities were not operating with the objective to make a profit. According to the study results, 41% of the complexes reported that direct operating revenue will be less than operating expenses, while an additional 24% indicated that direct operating revenue will only cover operating expenses. In addition, the facilities indicated that they would be incurring extraordinary expenditure over the next three years to cover new equipment, facility improvements, and facility repairs. The majority (84%) of the facilities indicated that they do not pay any taxes from their operating budget.

Potential Activities

Complexes are multi-functional facilities that are capable of hosting a wide variety of events. The following lists some of the potential events that could be hosted by the proposed complex:

- Livestock shows (cattle, horses, poultry, sheep, swine, goats)
- Fall fair/festival (Halloween)
- Agricultural machinery shows
- Chemical shows
- 4-H rural youth fairs or shows
- Commodity festivals
- Arts & craft shows
- Horticulture shows
- Rodeos
- Concerts
- Religious events
- Trade shows
- Dances
- School graduations
- Auctions
- Beauty pageants
- Banquets
- Merchandise sales
- Automobile shows
- Easter egg hunts
- Antique shows
- Birthday parties
- Company picnics
- Gun and knife shows
- Commodity group
- Theatrical productions
- Family reunions

These events are heavily dependent on attracting large numbers of people and are usually found in cities or communities with 200,000 people. Complexes have the ability to bring in people from

outside the community and thus generate a positive economic impact on a community. There are a number of complexes in the state of Georgia and surrounding southern states. However, not all of these complexes are identical to the one being proposed in Barnesville.

Needs Assessment

In addition to analyzing the competition, the CAED implemented a needs assessment survey for the arena facilities. There are two purposes for the needs assessment. First, there are a number of facilities that will be competing with the proposed Expo Center’s arena. These facilities offer some or all of the same amenities as the proposed Expo Center. At the regional level, the number of competing facilities increases significantly. Therefore, the needs assessment is critical in identifying real or perceived gaps that may exist between existing facilities and the needs of organizations. The CAED interviewed representatives from a number of associations, clubs, and businesses in Georgia and the region that were identified as potential users of the arena. These results are used in the competitive analysis and in estimating the market potential for the proposed facility. In order to attract potential users, the Expo Center must offer facilities the users need and want. Table 7 provides insight into which facility features are important to potential arena users.

Table 7.
Q. Importance of Facility Features - Arena

“Now I’d like to ask you the importance of different factors in your organization’s site selection process for meetings, shows, etc. Please tell me if you think the following criteria are very important, somewhat important, neutral, not very important, or not at all important.”

Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=25)	Rodeo (n=4)	Ag. Mach./ Equip. (n=17)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Local lodging availability	4.67	4.89	4.33	4.96	4.75	4.50	4.00	5.00
Accessibility for attendees	4.64	4.89	4.33	4.72	4.75	4.67	4.17	5.00
Rental rate/cost	4.58	4.67	4.63	4.80	4.67	4.11	4.83	4.50
Location	4.51	4.89	3.63	4.68	4.25	4.44	5.00	4.50
Available facilities/structures	4.49	4.44	4.78	4.36	4.00	4.56	4.83	4.50
Local restaurants	4.32	4.89	3.89	4.48	4.50	4.33	3.17	4.50
Reputation for center/community	4.31	4.11	4.56	4.17	5.00	4.06	4.83	5.00
Climate controlled environment	4.26	3.11	4.11	4.80	4.00	4.06	5.00	3.50
Food service	4.23	3.67	4.00	4.72	3.75	3.94	4.33	5.00
Enclosed arena	4.14	5.00	4.13	4.36	3.75	3.56	3.67	5.00
Paging system	4.00	4.22	4.63	4.32	4.50	3.17	3.50	4.50
Handicapped accessibility	3.94	3.56	3.89	4.44	4.75	3.12	4.33	4.00
Concrete floor	3.46	3.00	4.00	3.88	3.50	3.00	3.17	3.50
Announcers stand	3.44	4.78	4.44	3.92	4.50	2.88	2.33	5.00
Multiple configurations for rings	3.35	3.89	4.75	4.05	3.50	2.11	1.83	3.50
Covered open-air arena	3.33	4.67	4.25	2.40	2.67	3.60	2.75	NA
Show office	3.15	4.44	4.00	2.72	2.25	3.00	2.17	5.00
Bleacher seating	2.95	4.00	4.33	2.88	5.00	1.83	1.00	4.50
Wash racks	2.84	4.78	4.78	2.55	3.25	1.50	1.17	5.00
Open air arena	2.44	2.63	3.63	2.32	3.50	1.94	1.67	3.00

Holding pens	2.39	3.78	4.67	1.59	4.00	1.65	1.00	2.00
Audio/visual equipment	2.36	1.67	2.67	2.46	2.00	2.44	2.33	3.00
Area attractions	2.36	2.44	2.78	2.28	1.50	2.50	2.00	2.50
Separate livestock barn	1.88	1.88	3.33	1.59	3.00	1.61	1.17	1.00
<i>Covered Open-Air arena</i> - a total of 24 respondents were contacted to inquire into the importance of a covered open-air arena. NA- no one from this group was reached for the supplementary questions								

Lodging was rated most important in an organization’s decision to utilize a facility. As with the conference center, there is adequate lodging but it is some distance away from the proposed Expo Center. This may or may not be a problem for potential users, but must to be addressed by the Authority. Accessibility and location are the second and third most important factors considered when choosing an arena facility. The fact that the majority of respondents indicated they would consider a facility in west central Georgia is encouraging. Given the high level of consideration, it may be assumed that the proposed Expo Center location is both accessible and meets facility location requirements.

Food accessibility appears in the second tier of importance. Potential users need access to food, either through food service or from local restaurants. Inaccessibility to immediate (local) eating establishments is a drawback that needs to be overcome before the Expo Center can successfully compete against other arena facilities. Given there are only a few restaurants near the proposed Expo Center, it may be wise to consider operating or contracting with a food service provider or to work with area eating establishments to address this issue. Other features are more important to specific organizational groups. For example, horse shows and associations, along with cattle associations, rated show office and wash rack availability as important while it appears to be unimportant to rodeos, dog show organizations and machine and equipment businesses (Table 8).

In addition to the factors that are rated the most important in (Table 7, the organizations were asked if they required any other facilities or accommodations. These organizations appear to have special security, water, and sewer needs (see Table 8). These special needs should be investigated in more detail to determine exactly what is needed for each segment. Special needs will have to be addressed in order to entice these users to the Expo Center. There does not appear to be an overwhelming need for breakout rooms and special loading docks among these organizations.

Table 8.								
Q. Special Needs								
Percentage of Respondents Reporting They Have Special Needs - Arena								
Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=24)	Rodeo (n=4)	Ag. Mach./ Equip. (n=18)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Q26. Breakout rooms	27%	0%	33%	34%	33%	28%	17%	50%
Q32. Special Security Needs	44%	11%	56%	54%	50%	33%	67%	50%
Q33. Special loading dock needs	15%	0%	11%	12%	25%	28%	17%	0%
Q37. Special water/sewer requirements	34%	48%	33%	48%	25%	6%	0%	50%

Arena Facilities Competitive Analysis

A competitive analysis of existing arena/auditorium facilities was also undertaken. There are numerous arena-type facilities across the state. In addition to the numerous facilities located in Georgia, there are a number of agricultural expo centers located in the surrounding southern states. However, few facilities are located near Barnesville and many of them do not have an agricultural mission, therefore they were not considered to be direct competitors. Considering facility location and function, nine competing facilities were identified in Georgia.

Five of the nine competing facilities identified in Georgia are heavily involved with agricultural functions. The remaining four facilities cater to a broader business base but are considered competitors because they have the capabilities to host the same type of events that the Expo Center is targeting. In addition, these competing multipurpose facilities are located in the same general region as the Expo Center. The facilities are located in Columbus, Macon, Dalton, and the Atlanta area. For example, the Columbus Civic Center and the Macon Centraplex facilities would compete directly with the Barnesville Expo Center. These facilities host concerts, trade shows, sporting events, rodeos, religious events, and other activities. These centers are located near larger populations than Barnesville. As a result, Barnesville will have to attract events to its facility at the expense of these facilities. It may be difficult to get event sponsors to move from these high population areas to a relatively lower population area because of the difficulties in attracting people from a larger market area.

Table 9 presents a partial listing of competing facilities and their daily rental rates. One important point to remember is that the rental rate is very complex and depends on a number of factors that are associated with attendance and special needs. There appears to be add-on costs for equipment and space besides the cost of renting only the arena. The Expo Center will have to work on a pricing structure similar to the ones being used by competing facilities.

Table 9. Competing Arenas	
Facility	Daily Rental Rate
Heritage Park (Oconee County, GA)	\$350
Georgia National Fair Grounds Multipurpose Arena (Perry, GA)	\$150 - does not include dirt which is an additional cost as are stalls.
Chicopee Woods Agricultural Center (Gainesville, GA)	\$250 - small arena \$350 - large arena
Georgia Mountain Center Arena (Gainesville, GA)	\$1,000 per day or 10% of gross sales if it is a ticketed event
Georgia International Horse Park (Conyers, GA)	\$1,000 - additional charges depending on needs and attendance
McWherter Agricultural Complex (Jackson, TN)	\$500-\$1,000 - additional equipment for a fee
Garrison Livestock Center (Clemson, SC)	\$750 - additional equipment for a fee

The competitive analysis suggests that the arena market is full of competitors in the state and region. The Barnesville Expo Center will have to work at differentiating its facility from the competition to attract customers.

Arena Specifications

According to the IAAM industry profile study, arenas range from 550 seats to 26,000 seats in the larger facilities. Auditoriums/theaters seat between 200 and 6,000 people while exhibition spaces range from 1,200 square feet to 560,000 square feet. The proposed Barnesville Expo Center will fall within each of these facility ranges.

Arena Market Potential

Complexes similar to the proposed Barnesville Exposition Center are typically located in downtown or city center areas with a resident base of 200,000 or more residents. Given Barnesville's and Lamar County's population estimates, 5,972 people and 15,912 people respectively, it appears that the Expo Center does not have a population base typically associated with similar complexes.

According to industry data, a complex can expect to attract business as far away as 75 miles (i.e., a 75-mile radius from the complex), increasing the population base. Organizations that host events in large complexes depend on the area population to support the event. Therefore, it is important to determine the population within 75 miles of Barnesville to determine if the population is great enough to support large events. Within a 25-mile radius of Barnesville, there are an estimated 176,000 people. Expanding the radius to 50 miles, the population increases significantly to 1.7 million people and expanding the radius 75 miles increases the population to

approximately four million people. The 75-mile radius encompasses the Atlanta region (3.2 million people), Columbus (186,291 people), and Macon (97,255 people). Therefore, the majority of the expected “draw” will come from the large populations to the north, west, and south of Barnesville.

The draw area population estimates are very encouraging. However, within this 75-mile radius, there are numerous competing facilities, not identical, but offering some or all of the facilities being proposed by the Barnesville Expo Center. The Barnesville Expo Center will have to compete with these established facilities to attract potential facility users. However, according to Darrell Day, Facility Manager in Irving Texas, and his paper on feasibility studies, he states that people from larger towns will not go to smaller towns for an event, even though on paper it looks like it should happen.

To get a first-hand feel for the market, the CAED surveyed 72 organizations that use arena facilities. An additional 24 individuals were interviewed to clarify concerns about interpretations of enclosed and covered arenas. According to the survey results, three-quarters (75%) of the respondents who were interviewed indicated that they would consider a facility in west central Georgia. The dog show/association respondents are less likely to use the proposed facility than any other organization category. The results in Table 10 suggest that there are significant numbers of organizations interested in the proposed arena.

Table 10.
Q. Would You Consider Using a Multi-Purpose Facility in West Central Georgia? - Arena

Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=24)	Rodeo (n=4)	Ag. Mach./ Equip. (n=18)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Yes	75%	89%	89%	54%	100%	78%	83%	100%
No	25%	11%	11%	46%	0%	12%	17%	0%

Estimating the arena’s market potential can be calculated using the information supplied in Table 11 and the number of identified potential users in each organizational breakout. The estimated “real” market potential figure was derived by multiplying the percentage of organizations that would consider a multipurpose facility in west central Georgia by the percentage of those same organizations that utilize closed arenas. For example, with horse shows/associations the estimated real market potential is estimated to be 23 organizations (23x89%x88%=18). Tables 11A-11C assume that each organization would rent the Expo Center’s arena facilities (enclosed, covered open-air and open-air arenas) once a year for a three-day period.

Determining the daily rental rate is difficult (Table 9). For example, the Heritage Park facility in Oconee County rents for as little as \$350 per day while the Georgia National Fair Grounds Multipurpose area in Perry rents for \$150 per day. However, the Perry facility charges a one-time fee of \$900 to have dirt hauled in and spread and charges an additional \$450 one-time cost to set up the show ring. In addition, they rent stalls for \$25 for two days. This add-on pricing strategy makes determining an actual daily arena rental cost difficult. Therefore, the median price of \$800

per day as reported by the survey respondents was used as the daily rental figure for an enclosed arena.

Table 11A. Estimated Market Potential for the Enclosed Arena						
Organization	Identified Market Potential	Consider Facility	Use Arena	Estimated “Real” Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations	23	89%	88%	18	3.0	\$43,200
Cattle Associations	22	89%	78%	15	2.0	\$24,000
Dog Shows/Associations	53	54%	92%	26	4.0	\$83,200
Rodeos	14	100%	75%	11	3.0	\$26,400
Ag. Equipment/Machinery	65	78%	38%	20	3.0	\$48,000
Trade Shows	12	83%	67%	7	3.0	\$16,800
Lamar County Contacts	14	100%	17%	2	1.0	\$1,600
<i>Total Identified Potential</i>	<i>203</i>	<i>75%</i>	<i>74%</i>	<i>99</i>	<i>3.0</i>	<i>\$237,600</i>
* Assumes that the arena facilities are rented out for \$800 per day. Note: Due to rounding of survey data, all columns may not sum to equal.						

Given the median price of an \$800 per day rental fee and the total number of days the facility is estimated to be utilized, the Expo Center might expect to generate \$237,600 annually from an enclosed arena. Currently the arena facility is assumed to be occupied for 297 days of the year or 81% of the available time assuming year-round availability. The 297 figure was derived by multiplying the estimated “real” market potential of 99 groups each using these facilities for 3 days (99x3=297). Obviously, increasing the occupancy rate would lead to higher revenues. The revenue potential from the arena is significantly larger than from the conference center/auditorium facility.

Table 11B calculates the expected revenue potential for a covered open-air arena as opposed to an enclosed arena. The covered arena is estimated to generate a total of \$174,000 annually. This assumes the facility is rented 348 days of the year or a 95% occupancy rate. Trade show contacts indicated that blowing rain and cold weather would keep them from using such a facility during the winter time. Dog shows and associations also indicated that small dog breeds would not use such a facility in the winter or colder months because of the stress it would cause the animals. Given the inclement weather conditions in late fall, winter, and early spring, it is unrealistic to assume that a open-air facility will be used heavily during these times. Therefore it may be unrealistic to assume the facility will be utilized at the 95% occupancy rate.

Table 11B. Estimated Market Potential for the Covered Open-Air Arena						
Organization (number of additional interview)	Identified Market Potential	Consider Facility	Use Arena	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations (3)	23	89%	100%	20	3.0	\$30,000
Cattle Associations (4)	22	89%	100%	20	2.0	\$20,000
Dog Shows/Associations (5)	53	54%	40%	11	4.0	\$22,000
Rodeos (3)	14	100%	100%	14	3.0	\$21,000
Ag. Equipment/Machinery (5)	65	78%	100%	51	3.0	\$76,500
Trade Shows (4)	12	83%	25%	2	3.0	\$3,000
Lamar County Contacts (0)	14	100%	50%**	7	1.0	\$3,500
<i>Total Identified Potential (24)</i>	<i>203</i>	<i>75%</i>	<i>76%</i>	<i>116</i>	<i>348</i>	<i>\$174,000</i>
<p>* Assumes that the covered open-air arena facilities are rented out for \$500 per day. ** Unsuccessfully contacted anyone from this group. Assumed same usage percentage as for open air uncovered. Note: Due to rounding of survey data, all columns may not sum to equal.</p>						

Therefore, it is more realistic to assume that a fraction of the time derived in Table 11B would actually be used. Assuming that facility use will drop off during November through February, the total number of available days decreases to 245 days, which would reduce the revenue potential to \$122,500. However, investigating the calendar's in addition to conversations with personnel associated with similar covered open-aired arenas across the state, renting the facility for 245 days may be overly optimistic.

Table 11C provides comparable information for an uncovered open-air arena. The usage of an uncovered arena is far below that of the enclosed and covered arenas. Again, this may be attributed to weather threats (heat, cold, and rain). Trade show, agricultural machinery, and dog show/association respondents were the least likely to use an open-air arena.

Table 11C. Estimated Market Potential for the Uncovered Open-Air Arena						
Organization	Identified Market Potential	Consider Facility	Use Arena	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations	23	89%	44%	9	3.0	\$10,808
Cattle Associations	22	89%	56%	11	2.0	\$8,772
Dog Shows/Associations	53	54%	36%	10	4.0	\$16,485
Rodeos	14	100%	100%	14	3.0	\$16,800
Ag. Equipment/Machinery	65	78%	29%	15	3.0	\$17,644
Trade Shows	12	83%	17%	2	3.0	\$2,032
Lamar County Contacts	14	100%	50%	7	1.0	\$2,800
<i>Total Identified Potential</i>	<i>203</i>	<i>75%</i>	<i>40%</i>	<i>61</i>	<i>183</i>	<i>\$73,200</i>
* Assumes that the open-air uncovered arena facilities are rented out for \$400 per day. Note: Due to rounding of survey data, all columns may not sum to equal.						

It is estimated that an uncovered arena will generate \$73,200 annually. However, this number may be high as a number of dog show/association respondents indicated that owners of small and long-haired breeds might shy away from this type of facility because of possible weather implications or cleanliness concerns. Trade show respondents also indicated that blowing dust and weather might affect various trade show customers as well. The construction of an enclosed animal stall facility may overcome some of the concern associated with an open-air facility. It would allow protection from the elements and provide more year-round appeal.

In addition to possible weather implications, dog show/association, agricultural machinery, and trade show respondents explained that open facilities do not offer the level of security they require. They indicated that it is impossible for them to assemble and disassemble their show every day and that leaving their equipment and materials in an open building during the off-hours is a major concern. Additional security will have to be employed if an open facility is constructed to attract groups that leave equipment and materials at the event during off-hours.

“Other Activities” Market Potential

- Weddings - There is limited potential for hosting weddings and/or wedding receptions. There were 95 marriage licenses issued in Lamar County in 2000.
- Graduation Ceremonies - One high school means only one high school graduation ceremony per year. In addition, there may be a few class reunions annually.

September Craft Event Market Overview

The September Craft Event celebration may provide the Expo Center with an income generating opportunity. According to Leesa Woodall, the Expo Center's Executive Director, an additional \$142,500 in revenue might be generated from a September Craft Event. It is estimated that a September Craft Event could attract 70,000 visitors during the course of the week. The \$142,500 figure is based on collecting an admission fee from the estimated 50,000 visitors, which is a conservative estimate. It is assumed that 30,000 adults and 20,000 children will attend the arts and crafts celebration with an admission fee of \$5.00 for adults and \$2.00 for children. Given these visitor figures and the proposed admission fees, it is estimated that \$190,000 could be generated during the event. The admission revenue will be divided between the Barnesville Chamber of Commerce and the Expo Center. The Expo Center assumes it will receive 75% of the revenue or an estimated \$142,500 and the Chamber of Commerce would receive the remaining 25% or \$47,500.

County Fairs Market Overview

According to the International Association of Fairs and Expositions' 2000 Marketing Study, the majority of fairs have a target area of about a 100-mile radius. However, according to a 1994 demographic profile of fair patrons, it was noted that the majority of respondents drove less than 25 miles to visit a fair. Using the Right Site demographic software and database, it is estimated that there are approximately 176,000 people within a 25-mile radius of Barnesville. This is a significant population base. Therefore, it would appear that most of the "draw" should come from the local area. This can be useful in marketing. The most intensive marketing should occur within a 25-mile radius of Barnesville, with some secondary marketing reaching further locations up to about a 100-mile radius of the Expo Center.

Fair patrons find out about fairs in a variety of ways. Television, radio, and newspaper are popular media for informing residents about a fair. Roughly 10% of the 2000 Marketing Study respondents indicated they learned about the fair via the television, radio, or newspaper. However, over one-quarter of the respondents indicated they learned about the fair through word-of-mouth, either from a friend or family member. Interestingly, adults were significantly more likely to suggest going to the fair than were teenagers or children.

The average party size attending fairs was 2.64 people, which is consistent with the average United States family size. Fair visitors can be broken down by age. Forty-one percent of fair visitors are between 18-50 years of age. Only 20% are between 11-17 years of age while 19% are less than 10 years old. About 20% of fair visitors are more than 51 years old. Table 12A outlines what visitors liked best about fairs.

Table 12A . Most Liked Fair Activities	
Activity	Liked Best About Fair
• Competitive Exhibits	17 %
• Carnival Rides	16 %
• Everything	16 %
• Food	12 %
• Livestock-Animals	12 %
• Entertainment (general)	9 %
• Commercial Exhibits	5 %
• Nothing in particular	2 %
• Other	12 %

The most frequently reported problems associated with fairs were parking, crowds and costs. However, parking and crowds were only mentioned by approximately 10% of the visitors. The cost issue was mentioned by 20% of the visitors. These are difficult issues that cannot be overcome easily.

Expenditures and Attractions

Table 12B breaks out the dollar amounts spent at fairs by visitor parties.

Table 12B. Fair Expenditures	
Dollar Amount/Person	Percent
Less than \$15	12%
\$15-\$25	22%
\$26-\$50	34%
\$51-\$100	23%
\$100+	9%
Average	\$47.00

An average party of 2.64 people can be expected to spend about \$47.00 when they visit a fair. Incidentally, only about 47% of the visitors indicated they would visit the fair more than once per year. However, 69% indicated they would visit the fair next year. When the actual receipts are divided by number of attendees, it appears that the average fair-goer spends about \$17.80 at the fair, or \$ 35.60 for a party of two visitors. Table 12B provides insight into per visitor expenditures.

Lamar County Fair Market Potential

The average number of visitors for a fair varies significantly. For instance, the Georgia National Fair reported attendance of 336,000 visitors. The Cumming Country Fair and Festival north of Atlanta reported an attendance of 63,360 visitors. Cumming is a suburb of Atlanta and is in Forsyth County which has a population of 98,000 people. Assuming a 25-mile radius draw, Barnesville has a potential population of 176,000 whereas Cumming has a potential population of 1.16 million. Looking through the International Association of Fairs and Expositions' 2000 Marketing Guide, it appears that most county fairs draw between 10,000 and 25,000 visitors. Assuming these counties are similar to Lamar County, Lamar should expect visitor levels in the 15,000 + range instead of the 63,000 reported at the Cumming fair.

Therefore, assuming 15,000 visitors each spending an average of \$17.80, the fair is estimated to generate \$267,000. The Expo Center should receive a percentage of these receipts. Assuming a 10% fee, the fair may generate an additional \$26,700 in revenue. The Gainesville Mountain Center facility charges ticketed events \$1,000 per day or 10% of receipts. Therefore, the CAED used the 10% figure in estimating fair receipts. The Expo Center needs to remember the during this time, other functions cannot be held in the facility. Further, timing of the fair would have to be considered. The September Craft Event already occurs during the fall. It may be difficult to draw visitors twice in a relatively short period of time. Also, the impact of the September Craft Event on livestock and other facility events needs to be considered.

Estimated Revenue Summary

The CAED has estimated the potential revenue from various activities that may be hosted at the proposed Expo Center. Table 13 provides a summary of the estimated revenue potential for each of the facility components. Overall, the CAED estimated that the Expo Center can expect to generate between an estimated \$335,250 and \$499,650 annually from its facilities depending on which arena facility is constructed. It is important to remember that these figures are estimated using a combination of survey and industry data. The actual realized revenue generated from the facility could differ significantly. In addition, the Expo Center should not plan on generating this level of revenue its first couple of years in operation. It will take time to market the Expo Center and generate the level of activity needed to make the estimated \$335,250 and \$499,650 annually.

Table 13. Estimated Total Annual Revenue Generated by the Expo Center			
	Estimated Potential Revenue		
Revenue Source	Scenario 1: Complex with Enclosed Arena	Scenario 2: Complex with Covered Arena	Scenario 3: Complex with Uncovered Arena
Meeting/Breakout Room Rental	\$51,600	\$51,600	\$51,600
Conference/Auditorium Rental	\$41,250	\$41,250	\$41,250
Arena Facilities Rental	\$237,600	\$174,000	\$73,200
September Craft Event	\$142,500	\$142,500	\$142,500
County Fair	\$26,700	\$26,700	\$26,700
Total Estimate Facility Revenue	\$499,650	\$436,050*	\$335,250
* Estimate is considered high because of unrealistic occupancy rates.			

Economic Feasibility (Cost/Profit Analysis)

The revenues associated with the Barnesville complex have been established. Revenues, however, only provide one portion of a feasibility analysis. Costs must also be given careful consideration. In the end, revenues must exceed costs in order to have a feasible operation. The next section details the costs associated with the Barnesville Expo Center. Both building costs and operating costs will be explored. The issue of profitability will then be covered. Sensitivity analysis will be used to show how profitability will change as the factors affecting revenues and costs are changed.

Cost of Operating

The numbers used in this investigation were collected from the Authority, the *Trends in the Conference Center Industry* trade publication, and the Center for Agribusiness and Economic Development.

Table 14 shows the revenues and costs associated with each revenue generating portion of the complex. Direct costs include labor, office expenses, utilities, grounds, miscellaneous, operating supplies, professional fees, building repairs, equipment repairs, and educational materials. These costs are laid out in more detail in Table 17. Fixed costs include depreciation, taxes, and insurance. Fixed costs also include the building costs, such as site work, sewage, architectural fees, and construction. Currently, data is not available for separating the fixed costs by revenue generating portion. Thus, in Table 14, the fixed costs associated with each portion are derived by the number of days of usage. For example, the arena, used the most at 297 days, ended up occupied for 47% of the total number of days. This 47% was then multiplied by the total fixed cost figure to determine how much of the fixed costs the arena would have to cover. Since the September Craft Event and the fair occupy the place for only the weekend, they take the lowest

amount of fixed costs. This resulted in the arena and other profit centers subsidizing non-revenue generating ventures, such as the nature center and nature trail.

Profit Center	Revenue	Direct Cost	Fixed Cost	Profit
Meeting Rooms	\$51,600	\$45,778	\$84,018	(\$78,196)
Conference	\$41,250	\$37,455	\$68,742	(\$64,947)
Arena	\$237,600	\$195,599	\$358,984	(\$316,983)
September Craft Event	\$142,500	\$116,527	\$213,863	(\$187,890)
Fair	\$26,700	\$20,808	\$38,190	(\$32,298)
Whole Complex	\$499,650	\$416,168	\$763,796	(\$680,314)

This table used the originally proposed complex, composed of every cost and feature. Thus, the nature center, nature trail, maintenance and storage buildings, and animal shelters are included in these figures. The construction costs for this entire complex was provided by the Authority. The revenue came from the market investigation. As one can see, the entire complex does not justify itself with profits.

The next investigation separated the complex into different components. This was done in order to see which scenario would be most suitable to the existing capital and area. **The different scenarios are an enclosed arena, covered arena, uncovered arena with animal shelters, and small**

The next table shows three different arena scenarios (enclosed, covered, and uncovered arena with animal shelters) and conference center as stand alone units. It excludes the nature center and nature trail, thus eliminating their costs. Revenue is based on earlier estimates. Direct costs include the same items as mentioned above. The conference center, enclosed arena, and the uncovered arena with animal shelters income includes the September Craft Event and the fair. Fixed costs include construction costs as well as taxes and insurance. Return over direct costs can be viewed as profit, but it excludes depreciation and interest costs. The profit column is the all encompassing value as it is revenues minus all costs.

Profit Center	Revenue	Direct Cost	Fixed Cost	Return over Direct Cost	Profit
Enclosed Arena	\$ 406,800	\$ 177,287	\$ 275,435	\$ 229,513	\$ (45,922)
Covered Arena	\$ 174,000	\$ 147,867	\$ 215,435	26133	\$ (189,301)
Uncovered Arena & Animal Shelter	\$ 242,400	\$ 177,287	\$ 205,922	\$ 65,113	\$ (140,809)
Conference	\$ 262,050	\$ 233,381	\$ 170,610	\$ 28,669	\$ (141,941)

In the case of Table 15, fixed costs were not dispersed by the number of days of usage. Rather, each had its own fixed cost calculation. Fixed cost was calculated in the same fashion for each scenario. The total construction cost was taken subtracted from an assumed salvage value 20 years into the future divided by 20. The equipment fixed cost was calculated in a similar fashion but with a 7 years salvage value and dividing the final figure by 7. This is the straight-line method for calculating depreciation. The interest component for the fixed cost section took the

capital needed and multiplied that by 10%. This enables a return to the facility and funds to pay interest on debt. The chart below shows how the fixed cost was figured for each different scenario.

Table 16. Cost Estimates Used in Establishment of Fixed Cost

	Enclosed Arena	Covered Arena	Uncovered Arena	Conference Center
Building	\$1,100,000	\$ 700,000	\$ 250,000	\$ 923,000
Animal Shelter	\$ -	\$ -	\$ 622,000	
Maintenance & Storage	\$ 150,000	\$ 150,000	\$ 150,000	
Site-work	\$ 437,500	\$ 437,500	\$ 218,750	\$ 437,500
Total Building Cost	\$1,687,500	\$1,287,500	\$1,140,750	\$ 1,360,500
Equipment	\$ 168,334	\$ 168,334	\$ 168,334	\$ 165,660
Total Cost	\$1,855,834	\$1,455,834	\$1,409,084	\$ 1,526,160

As noted in the above table, the fixed cost numbers differ for each unit. A civil engineer was contacted to get a rough estimate of the cost of site-work (grading and septic). The building cost came from estimates given to the CAED from various sources, including the Authority. Equipment cost include movable bleachers, lights, and other items.

Table 17.....

Table 17 Economic Analysis for Each Scenario.

	Complex	Enclosed Arena & Animal Shelter	Covered Arena (No Shelter)	Uncovered Arena & Animal Shelter	Conference Center
Income:	Total \$	Total \$	Total \$	Total \$	Total \$
Meeting Room	\$ 51,600				\$ 51,600
Conference	41,250				\$ 41,250
Arena	237,600	\$ 237,600	\$ 174,000	\$ 73,200	
September Craft Event	142,500	\$ 142,500		\$ 142,500	\$ 142,500
County Fair	26,700	\$ 26,700		\$ 26,700	\$ 26,700
Total Income	\$ 499,650	\$ 406,800	\$ 174,000	\$ 242,400	\$ 262,050
Direct Labor:					
Salaries	\$ 206,000	\$ 88,580	\$ 66,435	\$ 88,580	\$ 117,420
Payroll Taxes	16,480	\$ 7,086	\$ 5,315	\$ 7,086	\$ 9,394
Benefits	41,200	\$ 17,716	\$ 13,287	\$ 17,716	\$ 23,484
Contract Labor	10,000	\$ 4,300	\$ 3,225	\$ 4,300	\$ 5,700
Total Labor Costs	\$ 273,680	\$ 117,682	\$ 88,262	\$ 117,682	\$ 155,998
Direct Costs:					
Office Expenses	\$ 11,550	\$ 4,967	\$ 4,967	\$ 4,967	\$ 6,584
Utilities	41,488	\$ 17,840	\$ 17,840	\$ 17,840	\$ 23,648
Grounds & Improvements	15,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Misc. Exp.	3,500	\$ 1,505	\$ 1,505	\$ 1,505	\$ 1,995
Operating Exp.	11,450	\$ 4,924	\$ 4,924	\$ 4,924	\$ 6,527
Prof. Fees	4,000	\$ 1,720	\$ 1,720	\$ 1,720	\$ 2,280
Building Repairs	15,000	\$ 6,450	\$ 4,838	\$ 6,450	\$ 8,550
Equip. Repairs	35,000	\$ 15,050	\$ 11,288	\$ 15,050	\$ 19,950
Educational Materials	5,000	\$ 2,150	\$ 2,150	\$ 2,150	\$ 2,850
Total of Direct Costs	\$ 142,488	\$ 59,605	\$ 59,605	\$ 59,605	\$ 77,383
Fixed Costs:					
Taxes and Insurance	\$ 18,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 8,000
Depreciation - Building	207,085	\$ 59,375	\$ 49,375	\$ 44,538	\$ 33,650
Depreciation - Equipment	44142	\$ 20,476	\$ 20,476	\$ 20,476	\$ 20,094
Interest - Building/Startup Cost	479170	\$ 168,750	\$ 128,750	\$ 114,075	\$ 92,300
Interest - Equipment	33,399	\$ 16,833	\$ 16,833	\$ 16,833	\$ 16,566
Total Fixed Costs	\$ 763,796	\$ 275,435	\$ 225,435	\$ 205,922	\$ 170,610
Total Cost	\$ 1,179,964	\$ 452,722	\$ 373,301	\$ 383,209	\$ 403,991
Total Variable Cost	\$ 416,168	\$ 177,287	\$ 147,867	\$ 177,287	\$ 233,381
Profit/(Loss)	\$ (680,314)	\$ (45,922)	\$ (199,301)	\$ (140,809)	\$ (141,941)
Over Variable	\$ 83,482	\$ 229,513	\$ 26,133	\$ 65,113	\$ 28,669

As seen above, none of the scenarios can cover total cost, but all can cover variable cost. The scenario showing the greatest profit potential is the enclosed arena with accompanying animal shelters. As mentioned previously in the report many trade show customers and distributors prefer to use an enclosed facility. Reasons for this preference are security (the enclosed arena can be locked), weather, and general feeling of cleanliness. Even dog show participants prefer an enclosed arena stating it keeps the animals cleaner with less wind disturbing the hair.

Sensitivity Analysis

Given the relatively low level of profitability evident from the above analyses, it is necessary to do some further investigation of profitability. Sensitivity analysis allows for the change of any variable which contributes to profitability.

The following sensitivity analysis shows how varying costs will impact the profitability of the Expo Center project. The charts demonstrate how changes in cost affect the Expo Center's profitability. As cost increases, profit acts inversely and decreases. The sensitivity analysis reflects real world cost changes such as electricity, natural gas, and food prices. Each of these variables have experienced an increase of 10% or more over the last year.

The charts below show the relationship between an increase or decrease in variable cost versus return over variable cost. The future is unseen and often unknown, so many feasibility studies include a sensitivity analysis that will show if the firm can survive an increase in cost.

Each scenario investigated will have a chart in this sensitivity analysis: the entire complex, arena configurations, and conference center. These charts help serve the purpose of indicating the riskiness of a project. **If a scenario can survive a 15% or less increase in cost the project is risky.** Enterprises capable of remaining profitable despite an increase in cost are more stable and likely to survive. Only the direct (variable) costs were used in these charts. None of the scenarios can cover the total cost on a stand-alone basis, thus making it irrelevant to even investigate a 5% increase in total cost. Further, only direct cost tend to increase quickly in our economy. For example, gasoline prices increase quicker than interest rates of long term debt.

According to Chart 1, the proposed Expo Center is not profitable given cost changes. Decreasing costs by as much as 15% does not make the Expo Center a profit.

Chart 1. Return Over Variable Versus Percent Change in Variable Cost (Entire Complex).

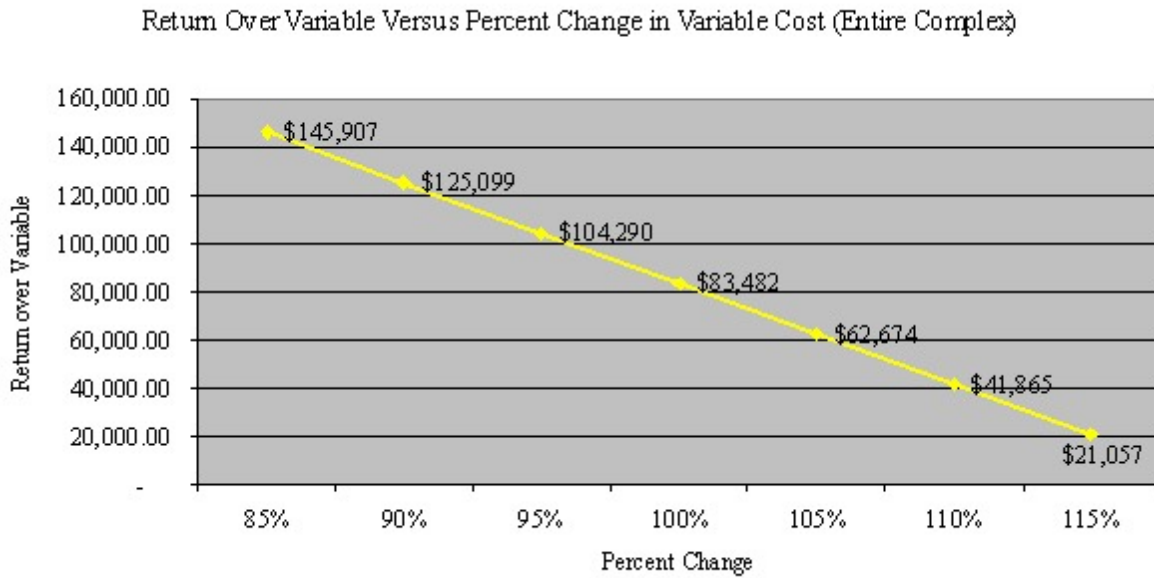


Chart 1 shows the riskiness of building the entire complex. An increase in cost of 15% lowers the return to approximately \$21,000. If cost increase by 20% in any given year the return over variable costs will no longer be positive.

Chart 2. Return Over Variable Versus Percent Change in Variable Cost (Enclosed Arena).

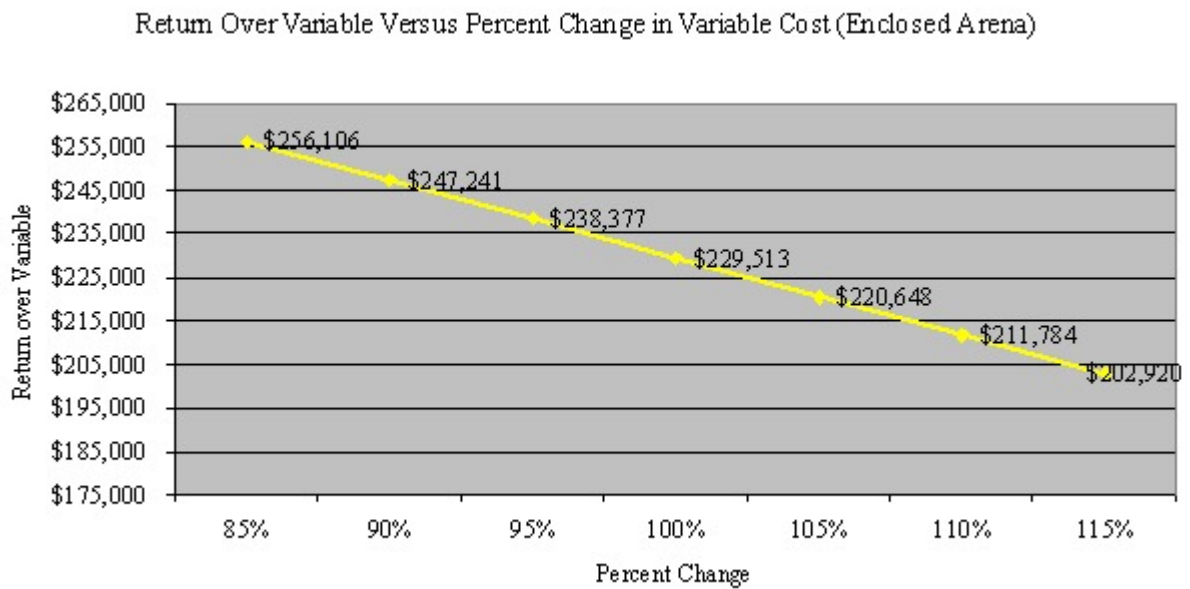


Chart 2 indicates that even with a 15-20% increase in cost the enclosed arena with animal shelters makes significant returns over variable costs. This scenario has a lower risk than any of the others, if all assumptions made can be achieved. The biggest portion of the assumption that needs to be met is the market acceptance and attendance.

Chart 3. Return Over Variable Versus Percent Change in Variable Cost (Covered Arena).

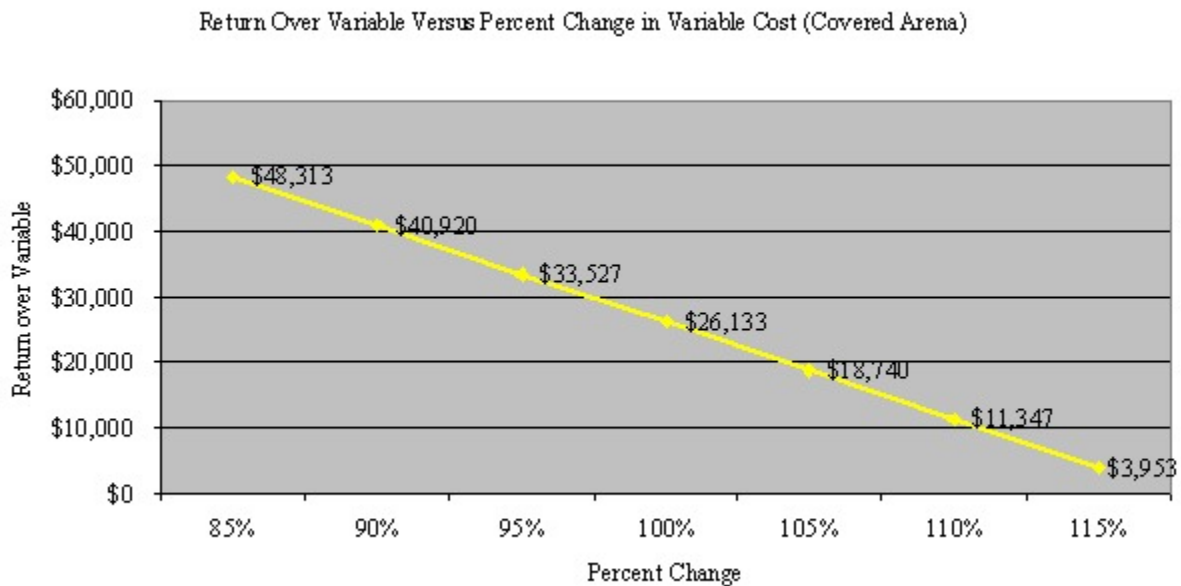


Chart 3 shows high risk. The returns over variable cost were already insignificant and when costs are increased the returns decrease into a realm of borderline breakeven.

Chart 4. Return Over Variable Versus Percent Change in Variable Cost (Uncovered Arena and Animal Shelter).

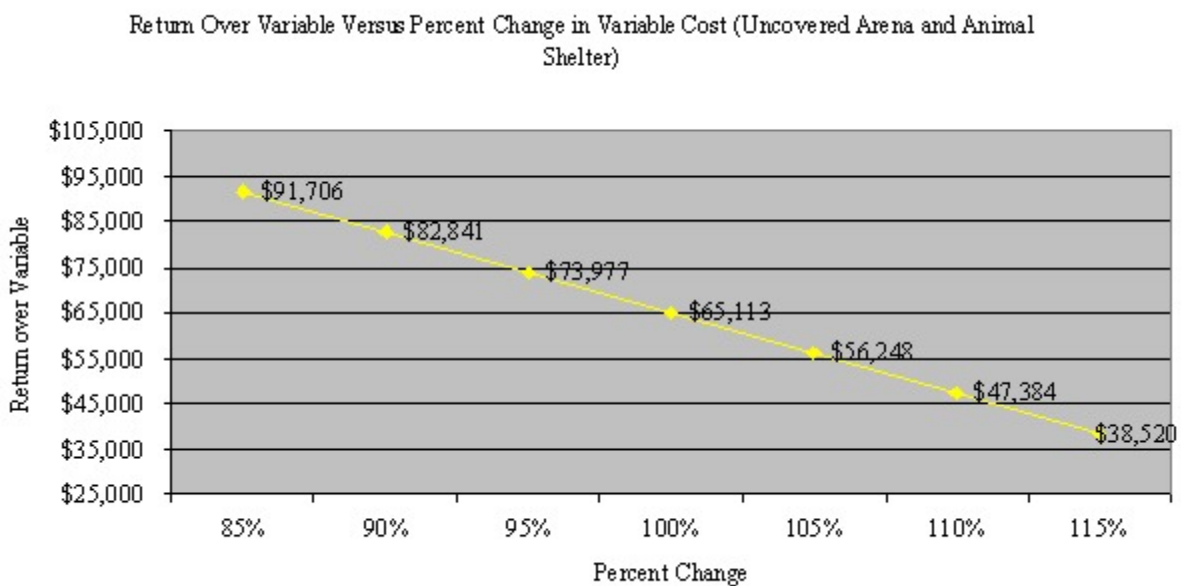


Chart 4 shows that a return potential exists for an open air arena and animal shelters, but at a limited level. Increasing cost lowers returns although the returns are still positive. This arena has the lowest variable cost, but also lowest rate of use.

Chart 5. Return Over Variable Versus Percent Change in Variable Cost (Conference Center)

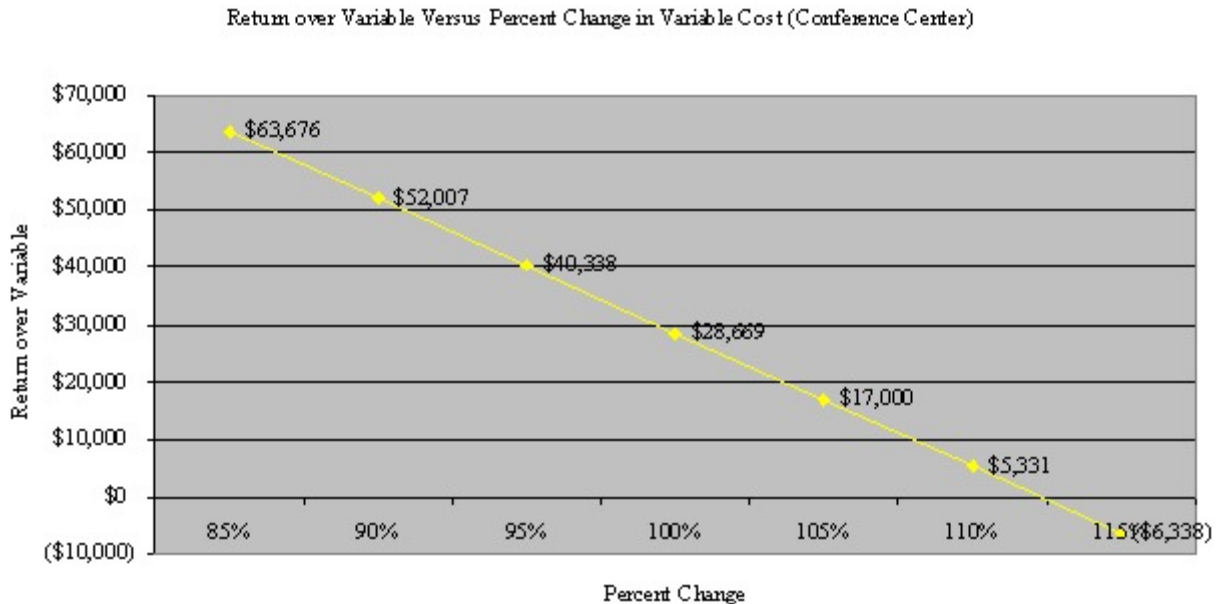


Chart 5 shows the return over variable cost for the conference center. Increasing cost 15% reduced the return to an unprofitable level.

Economic Analysis Conclusion

The figures utilized in this report came from the Authority and professionals in the field. The risky nature of operating any firm with income based on visitor attendance needs to be addressed when making any decision. Based on the estimated revenue, it does not appear that the Expo Center will generate a profit and will likely operate at a loss during the first years. The analysis suggests that the Authority should move forward at a slow pace, possibly only building the arena (the largest income-producing portion of the project). Currently, the market potential does not exist to make the entire project economically feasible.

Upon investigating the different scenarios in an economic fashion, only two showed positive results in covering variable cost while creating some positive return. The enclosed arena, with the attendance assumptions, made the highest return above variable cost, \$229,513. The next highest return came from the entire complex at \$83,482. However, it should be noted the entire complex had the greatest fixed cost. **If the authority were to seek funding and financing the entire complex would probably be the highest sale due to the high fixed cost of \$763,796 versus the other scenarios' fixed cost averaging around \$250,000.** The lowest return over variable cost scenario was the covered arena.

The returns raised many due to the revenue side to each scenario. The cost to operate the arenas and animals shelters fell relatively close to one another, however, the revenues varied dramatically.

Economic Impact

An economic impact analysis is an important component of any feasibility study. Impact analysis can be used to show the effects a new enterprise has on the economy. The first step in an impact analysis is to determine the direct changes the enterprise will have on a local economy. These changes are then entered into an input-output model to quantify the additional changes that will occur. These additional changes are called indirect effects and include activities in other sectors that happen as a result of the direct effects. For example, a conference center will directly employ an advertising director, but its advertising budget might support the hiring of another worker at a print shop. Direct effects are added to the indirect effects to determine the total economic impact of the new enterprise.

The building of a conference center and arena complex in Barnesville will create direct economic impacts for the Georgia economy in two different ways. First, *new* economic activity will be generated due to the operating budget and salaries. Second, economic activity will be *attributable* to the Barnesville complex due to visitors' expenditures. However, this cannot be considered completely new economic activity as visitors to Barnesville may have utilized a different facility in Georgia in place of the Barnesville complex. A portion of visitors' expenditures will be new dollars in the economy *if* the building of the complex in Barnesville encourages new activities, such as conferences, to occur.

The Expo Center budget, excluding wages and benefits, is projected to be \$299,000 annually. The complex will pay wages and benefits to its employees. Employee wages and benefits are expected to be \$206,000 per year. Of these wages, 80% (\$164,800) is considered disposable income¹. Users of the new complex will make expenditures during their trip. This is the most difficult portion to quantify. It is anticipated that 1,100 people will use the conference center in an average year. An average stay per visitor is three days. This translates into 3,300 visitor days. Researchers assumed that each visitor would spend \$70 per night on lodging, \$30 per day on food, \$5.50 per day on gas, and \$5 on miscellaneous items. Further, since the majority of conference attendees are from within 25 miles of Barnesville, it is assumed that only 1/3 of the visitors will spend the night. These estimates are derived from University of Georgia allowances, recent conference trips, and previous CAED surveys. Assuming this, the total amount spent by conference center visitors is \$210,650 a year. The arena is projected to attract a maximum of 99 groups per year. From the survey of potential users, researchers determined the average group size to be 300 visitors. Therefore, the arena will potentially bring 29,700 visitors annually. It is estimated that about 1/3 of that population will spend an average of one night during their visit. Using the same daily expenditures as above, it can be determined that a total of \$2,088,900 in expenditures will be generated by arena visitors. Finally, it is projected that 15,000 people will visit the annual fair. Earlier evidence shows that each person will spend an average of \$17.80 at the fair, thus generating another \$267,000 in visitor expenditures. All together, visitors to the Barnesville complex will spend \$2,566,550 annually. By adding the three components together,

¹ This 80% is derived from the Bureau of Economic Analysis' Survey of Current Business.

one can determine that the total maximum direct impact of the new Barnesville complex will be \$3,030,350.

These direct impacts were then entered into an input-output model called IMPLAN to determine the indirect effects associated with them. Two IMPLAN models were run, the first designed to examine the effects on the state of Georgia and the second the examine the effects on the regional economy. The budget data provided by the Authority were coded by category, margined when appropriate, and entered into the program. Employee wages were introduced to the model as a vector of personal consumption expenditures. Visitor expenditures were also coded and entered into the model.

State of Georgia Output and Employment Impacts

The results of the IMPLAN model for the state of Georgia are shown in Tables 18 and 19. As shown in Table 18, the Barnesville complex will generate another \$276,000 in new economic activity in Georgia as a result of its direct activities. It also creates \$1.7 million of attributable economic activity due to its visitors. This leads to a total of \$4.7 million of sales in Georgia as a result of the complex, and of this total, \$740,000 can be interpreted as totally new economic activity. In employment terms, the complex will directly create 6 new jobs and 44 attributable jobs. These jobs will in turn make another 3 new jobs and 19 attributable jobs in Georgia. Thus, a total of 69 jobs will exist because of the Barnesville complex.

Table 18. Output Impacts for Georgia of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget	\$299,000	\$200,681	\$499,681
- Wages/Salaries	\$164,800	\$75,552	\$240,352
New Activity Subtotal	\$463,800	\$276,233	\$740,033
Attributable Activity			
- Visitor Expend.	\$2,566,550	\$1,430,965	\$3,997,515
Attributable Subtotal	\$2,566,550	\$1,430,965	\$3,997,515
Total	\$3,030,350	\$1,707,198	\$4,737,548

Table 19. Employment Impacts for Georgia of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget*	4	2	6
- Wages/Salaries	2	1	3
New Activity Subtotal	6	3	9
Attributable Activity			
- Visitor Expend.	44	16	60
Attributable Subtotal	44	16	60
Total	50	19	69
* Does not include Barnesville Complex employees.			

Regional Output and Employment Impacts

The above analysis examines the economic impact of the complex on the economy of the state of Georgia. It is also necessary to examine the impacts on the local economy. In this case, the local economy was defined as 9 counties surrounding and near Lamar County. The counties included are: Butts, Crawford, Fayette, Henry, Lamar, Monroe, Pike, Spalding, and Upson. The direct impacts laid out earlier in this section were again used as the direct impacts in the 9 county region. It is important to note this because in so doing, the assumption is made that 100 percent of all expenditures outlined are made in the 9 county area. For instance, if the Expo Center were to contract with a firm outside the 9 county area to do its advertising/publicity, then those dollars would leave the local economy and would reduce the economic impact of the Expo Center on the region. Further, in this analysis, the use of “new” and “attributable” economic activity changes. Since few competitors to the complex are located in the 9 county area, a larger percentage of the visitors’ expenditures in the local economy are now “new” dollars. It is impossible to determine exactly how much of the attributable dollars will actually be new dollars, so for the purpose of this report, the researchers will refer to the entire visitors’ expenditures as attributable.

Table 20. Output Impacts for 9 County Region of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget	\$299,000	\$147,526	\$446,526
- Wages/Salaries	\$164,800	\$46,942	\$211,742
New Activity Subtotal	\$463,800	\$194,468	\$658,268
Attributable Activity			
- Visitor Expend.	\$2,566,550	\$1,035,493	\$3,602,043
Attributable Subtotal	\$2,566,550	\$1,035,493	\$3,602,043
Total	\$3,030,350	\$1,229,961	\$4,260,311

Table 21. Employment Impacts for 9 County Region of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget*	5	2	7
- Wages/Salaries	1	1	2
New Activity Subtotal	6	3	9
Attributable Activity			
- Visitor Expend.	50	14	64
Attributable Subtotal	50	14	64
Total	56	17	73
* Does not include Barnesville Complex employees.			

Tables 20 and 21 can be interpreted in the same manner as Tables 18 and 19. Directly, the new and attributable output will be the same as for the Georgia model. This is because, as mentioned above, it is assumed all dollars are spent in the 9 county region. The indirect impacts are less than in the state of Georgia model. This is due to the increased number of leakages in the economy. The economy of the region is diverse enough that the complex itself and its visitors can purchase all the needed goods and services for its direct operation. However, those industries from which the Barnesville complex purchases may have to buy their inputs from outside the region. An example might be the print shop. There are certainly print shops in the 9 county region which can handle the complex's request for brochures, but the print shop itself

may have to buy the paper from a plant outside the region. These are leakages from the economy and as they occur, the indirect impacts on the local economy become smaller.

Indirectly, the complex will create \$194,000 in new output in the economy. This brings the total amount of new economic activity in the 9 county region to \$658,000. Visitors to the complex will add to this amount. Their demand for goods and services will generate another \$1 million in indirect activity, bringing the total attributable amount of economic activity to \$3.6 million. Adding the two pieces together reveals the complex will be responsible for \$4.2 million of economic output in the regional economy.

In terms of jobs, the complex will be responsible for a total of 73 local jobs. Of these, 64 will be attributed to visitors' expenditures. These jobs would typically include hotel workers, wait staff, gas station attendants, and clerks. Nine of these jobs will be new jobs created by the complex. This job estimate does not include workers hired directly by the complex. This figure includes those hired to provide supplies to the complex, for example, electricians, print shop employees, and delivery truck drivers.

Lamar County Impacts

Although examining the impacts on the regional economy is probably the most appropriate way to determine the impact of the Barnesville complex, impact analysis for Lamar County alone was performed. Since the economy is now more limited, assumptions must be made about the amount of spending that will occur completely within the county. For example, since there are limited hotel and restaurant facilities in the county, some of the users of the facility are expected to stay in neighboring cities and counties, thus reducing the spending in Lamar County. The complex itself may have to make purchases outside the county since the goods and services may not be available in Lamar County. Since it cannot be determined what percentage of these expenditures will be made in Lamar County versus how much will be done outside the county, researchers assumed three different levels of spending. The tables below shows the impacts at 25%, 50% and 75% spending in Lamar County. It will also be assumed that all expenditures are new economic activity.

	25% Local Spending			50% Local Spending			75% Local Spending		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Operating Budget	74,750	21,407	96,157	149,500	42,814	192,314	224,250	64,221	288,471
Employee Spending	41,200	4,410	45,610	82,400	8,820	91,220	123,600	13,230	136,830
Visitor Expen.	641,638	96,596	738,233	1,283,275	193,190	1,476,465	1,924,913	289,786	2,214,698
TOTAL	757,588	122,413	880,000	1,515,175	244,824	1,759,999	2,272,763	367,237	2,639,999

Table 23: Lamar County Employment Impacts Under Various Assumptions Regarding Expenditures (Jobs)									
	25% Local Spending			50% Local Spending			75% Local Spending		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Operating Budget	1.5	0.2	1.9	3.1	0.6	3.7	4.6	1.0	5.6
Employee Spending	0.5	0	0.5	0.5	0.2	0.7	0.8	0.2	1.0
Visitor Expen.	10.8	1.8	12.5	21.5	3.6	25.1	32.3	5.4	37.6
TOTAL	12.8	2	14.9	25.1	4.4	29.5	37.7	6.6	44.2

The results show that as the amount of spending in Lamar County increases so does the impact of the facility. Under the most conservative estimate (25%), Lamar County can expect to see an increase in economic activity of \$880,000. Most of this activity (\$757,588) will be directly from the complex and its visitors. Their demand for goods and services will add another \$122,413 in economic activity to the county. This scenario will create 15 new jobs in Lamar County.

Tax Impacts

The construction of a new complex in Barnesville would also have an impact on tax revenues for the state and the region. IMPLAN can estimate these tax impacts as well. The IMPLAN model designed for the state of Georgia shows an increase in state and local government non-educational tax revenues of \$257,536. The IMPLAN model for the 9 county region reflects an increase in state and local non-educational tax revenues of \$235,925. The Lamar County model shows an increase in tax revenues of \$45,672. Table 24 shows a break-down of how each tax revenue category is affected, thus indicating how the state and local governments will be impacted.

Table 24: Tax Impacts of Barnesville Complex By Revenue Source			
Revenue Category	State Model	9 County Model	Lamar County Model (25%)
Corporate/Business Taxes	\$9,836	\$8,501	\$1,402
Motor Vehicle License	\$2,342	\$2,093	\$389
Property Tax	\$72,545	\$67,280	\$13,303
Non-Taxes (Fines/Fees)	\$6,491	\$5,996	\$1,169
Sales Tax	\$124,359	\$115,383	\$22,846
Income Tax	\$34,440	\$29,752	\$5,211
Estate/Gift Tax	\$568	\$491	\$86
Other Taxes	\$6,955	\$6,429	\$1,266
Total	\$257,536	\$235,925	\$45,672

Drawbacks and Limitations

IMPLAN is a powerful and necessary tool in determining the economic impact of an enterprise or activity. However, as with any model, limitations do exist. First, the model is only as good as the data entered. Errors in the projections or estimations will lead to errors in the total impact. It is important to remember also that the figures used here are based on maximum attendance projections. It is highly likely that in the first few years of operation, these attendance figures will not be achieved, thus reducing the impact of the complex.

These limitations and drawbacks should be kept in mind while considering the results. The results generated are as accurate as could be generated for a project of this size and scale.

Feasibility Study Conclusion

There appears to be significant interest in hosting various events at the proposed Expo Center facilities. As a result, the proposed Expo Center is estimated to generate nearly a half million dollars in revenue once it has been properly marketed and established in the marketplace. However, the Expo Center is not expected to generate a profit at this level of operation. According to the economic analysis, the Expo Center will operate at a loss unless additional business revenue can be generated. This raises concern for the proposed project. One method of addressing this issue is to construct the facility in parts, with the arena facilities being the first components of the complex to be constructed. The Expo Center can then grow as business demands for its facilities increase.

The proposed Expo Center is expected to have a significant impact on Georgia's economy. It is estimated that the level of business activity at the proposed Expo Center would be associated with \$4.7 million in economic activity.

APPENDIX - **Competing Meeting Room Facilities**

1. Best Western - Griffin
2. Comfort Inn - Griffin
3. Days Inn - Forsyth
4. Farm House Restaurant - Forsyth
5. First Union - Griffin
6. Gordon College - Barnesville
7. Griffin Chamber Room - Griffin
8. Hampton Inn - ForsythBest Western - Forsyth
9. Holiday Inn - Forsyth
10. Jameson Inns - Thomaston
11. Manhattan's - Griffin
12. Special Occasions - Griffin
13. Thomaston Achieves - Thomaston
14. Thomaston/Upson County Civic Center - Thomaston
15. Tift College - Forsyth
16. Woodall House - Thomaston
17. Wright's Ranch - Thomaston
18. Jefferson Hall - Zebulon
19. Public Library Conference Room - Zebulon
20. Lions Club - Zebulon

Appendix B. Table and Charts

Table 1. Meeting Room Expense Breakdown	
Activity*	Where it is Allocated
Meeting Room	\$26.00
Conference planning	\$12.50
Basic Audio/Visual	\$6.50
Coffee Breaks	\$13.00
Lunch	\$19.00
Mis. Expenses	\$2.00
*Trends in the Conference Center Industry - North America, 2001	

Table 2.					
Q. Importance of Facility Features -Conference Center					
“Now I’d like to ask you the importance of different factors in your organization’s site selection process for meetings, shows, etc. Please tell me if you think the following criteria are very important, somewhat important, neutral, not very important, or not at all important.”					
Feature	Total (n=21)	Other Associations (n=5)	Commodity Assoc. & Agribusinesses (n=8)	Lamar County Contacts (n=4)	Area Businesses (n=4)
Rental rate/cost	4.86	5.00	4.75	5.00	4.75
Accessibility for attendees	4.76	4.80	4.88	4.50	4.75
Location	4.71	3.60	2.88	2.25	1.25
Local lodging availability	4.71	5.00	4.75	4.75	4.25
Food service	4.43	4.80	4.63	3.50	4.50
Local restaurants	4.29	4.20	3.75	5.00	4.50
Available facility/structures	4.24	4.60	4.13	4.25	4.00
Audio/visual capabilities	4.24	4.20	4.25	4.25	4.25
Rep. for community	4.20	4.20	4.25	4.00	4.25
Meeting/breakout rooms	4.10	4.80	3.88	4.00	3.75
Conference room/audit.	4.00	3.20	4.50	3.50	4.00
Handicapped accessibility	3.57	4.20	3.25	4.00	3.00
Conference concierge	3.14	4.40	2.75	2.75	2.75
Auditorium	3.05	3.40	3.00	3.50	2.25
Open air arena	2.62	3.60	2.88	2.25	1.25
Enclosed arena	2.57	4.00	2.38	2.00	1.75
Area attractions	2.57	2.40	2.88	2.00	2.75
Bus parking	2.00	2.60	2.13	1.25	1.75

Table 3. Large Area Employers		
County	20 + Employees	100 or more Employees
Butts	12	7
Crawford	2	2
<i>Lamar</i>	6	4
Monroe	10	10
Pike	3	3
Spalding	34	13
Upson	5	5
Total	72	44

Table 4.					
Q. Would You Consider Using a Multipurpose Facility in West Central Georgia? - Conference Center					
Response	Total (n=21)	Other Associations (n=5)	Commodity Assoc. & Agribusinesses (n=8)	Lamar County Contacts (n=4)	Area Businesses (n=4)
Yes	71%	100%	50%	100%	50%
No	29%	0%	50%	0%	50%

Table 5. Estimated Revenue Potential for Meeting/Breakout Room Facilities							
Organization	Identified Market Potential	Consider Expo Center	Use Specific Facility	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Number of Rooms Reserved	Estimated Potential Revenue*
Other Associations	17	100%	67%	11	3	4	\$13,200
Commodity Ass./Agribusiness	21	50%	80%	9	3	4	\$10,800
Lamar County - Barnesville	14	100%	88%	12	3	4	\$14,400
Area Businesses	44	50%	50%	11	3	4	\$13,200
<i>Total Identified Potential</i>	<i>96</i>	<i>71%</i>	<i>25%</i>	<i>43</i>	<i>3</i>	<i>4</i>	<i>\$51,600</i>
* Assumes that each room is rented out for \$100 per day							

Table 6. Estimated Market Potential for Conference Center/Auditorium Facility						
Organization	Identified Market Potential	Consider Expo Center	Use Specific Facility	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Other Associations	17	100%	80%	14	3	\$10,500
Commodity Ass./Agribusiness	21	50%	75%	8	3	\$6,000
Lamar County-Barnesville	14	100%	75%	11	3	\$8,250
Area Businesses	44	50%	100%	22	3	\$16,500
<i>Total Identified Potential</i>	<i>96</i>	<i>71%</i>	<i>81%</i>	<i>55</i>	<i>165</i>	<i>\$41,250</i>
* Assumes that the conference center/auditorium is rented out for \$250 per day.						

Table 7.

Q. Importance of Facility Features - Arena

“Now I’d like to ask you the importance of different factors in your organization’s site selection process for meetings, shows, etc. Please tell me if you think the following criteria are very important, somewhat important, neutral, not very important, or not at all important.”

Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=25)	Rodeo (n=4)	Ag. Mach./ Equip. (n=17)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Local lodging availability	4.67	4.89	4.33	4.96	4.75	4.50	4.00	5.00
Accessibility for attendees	4.64	4.89	4.33	4.72	4.75	4.67	4.17	5.00
Rental rate/cost	4.58	4.67	4.63	4.80	4.67	4.11	4.83	4.50
Location	4.51	4.89	3.63	4.68	4.25	4.44	5.00	4.50
Available facilities/structures	4.49	4.44	4.78	4.36	4.00	4.56	4.83	4.50
Local restaurants	4.32	4.89	3.89	4.48	4.50	4.33	3.17	4.50
Reputation for center/community	4.31	4.11	4.56	4.17	5.00	4.06	4.83	5.00
Climate controlled environment	4.26	3.11	4.11	4.80	4.00	4.06	5.00	3.50
Food service	4.23	3.67	4.00	4.72	3.75	3.94	4.33	5.00
Enclosed arena	4.14	5.00	4.13	4.36	3.75	3.56	3.67	5.00
Paging system	4.00	4.22	4.63	4.32	4.50	3.17	3.50	4.50
Handicapped accessibility	3.94	3.56	3.89	4.44	4.75	3.12	4.33	4.00
Concrete floor	3.46	3.00	4.00	3.88	3.50	3.00	3.17	3.50
Announcers stand	3.44	4.78	4.44	3.92	4.50	2.88	2.33	5.00
Multiple configurations for rings	3.35	3.89	4.75	4.05	3.50	2.11	1.83	3.50
<i>Covered open-air arena</i>	3.33	4.67	4.25	2.40	2.67	3.60	2.75	NA
Show office	3.15	4.44	4.00	2.72	2.25	3.00	2.17	5.00
Bleacher seating	2.95	4.00	4.33	2.88	5.00	1.83	1.00	4.50
Wash racks	2.84	4.78	4.78	2.55	3.25	1.50	1.17	5.00
Open air arena	2.44	2.63	3.63	2.32	3.50	1.94	1.67	3.00
Holding pens	2.39	3.78	4.67	1.59	4.00	1.65	1.00	2.00
Audio/visual equipment	2.36	1.67	2.67	2.46	2.00	2.44	2.33	3.00
Area attractions	2.36	2.44	2.78	2.28	1.50	2.50	2.00	2.50
Separate livestock barn	1.88	1.88	3.33	1.59	3.00	1.61	1.17	1.00

Covered Open-Air arena - a total of 24 respondents were contacted to inquire into the importance of a covered open-air arena. NA- no one from this group was reached for the supplementary questions

Table 8.								
Q. Special Needs								
Percentage of Respondents Reporting They Have Special Needs - Arena								
Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=24)	Rodeo (n=4)	Ag. Mach./ Equip. (n=18)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Q26. Breakout rooms	27%	0%	33%	34%	33%	28%	17%	50%
Q32. Special Security Needs	44%	11%	56%	54%	50%	33%	67%	50%
Q33. Special loading dock needs	15%	0%	11%	12%	25%	28%	17%	0%
Q37. Special water/sewer requirements	34%	48%	33%	48%	25%	6%	0%	50%

Table 9. Competing Arenas	
Facility	Daily Rental Rate
Heritage Park (Oconee County, GA)	\$350
Georgia National Fair Grounds Multipurpose Arena (Perry, GA)	\$150 - does not include dirt which is an additional cost as are stalls.
Chicopee Woods Agricultural Center (Gainesville, GA)	\$250 - small arena \$350 - large arena
Georgia Mountain Center Arena (Gainesville, GA)	\$1,000 per day or 10% of gross sales if it is a ticketed event
Georgia International Horse Park (Conyers, GA)	\$1,000 - additional charges depending on needs and attendance
McWherter Agricultural Complex (Jackson, TN)	\$500-\$1,000 - additional equipment for a fee
Garrison Livestock Center (Clemson, SC)	\$750 - additional equipment for a fee

Table 10.								
Q. Would You Consider Using a Multipurpose Facility in West Central Georgia? - Arena								
Feature	Total (n=72)	Horse Show/Assoc (n=9)	Cattle Assoc (n=9)	Dog Show/Assoc (n=24)	Rodeo (n=4)	Ag. Mach./ Equip. (n=18)	Trade Shows (n=6)	Lamar Co. Contacts (n=2)
Yes	75%	89%	89%	54%	100%	78%	83%	100%
No	25%	11%	11%	46%	0%	12%	17%	0%

Table 11A. Estimated Market Potential for the Enclosed Arena						
Organization	Identified Market Potential	Consider Facility	Use Arena	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations	23	89%	88%	18	3.0	\$43,200
Cattle Associations	22	89%	78%	15	2.0	\$24,000
Dog Shows/Associations	53	54%	92%	26	4.0	\$83,200
Rodeos	14	100%	75%	11	3.0	\$26,400
Ag. Equipment/Machinery	65	78%	38%	20	3.0	\$48,000
Trade Shows	12	83%	67%	7	3.0	\$16,800
Lamar County Contacts	14	100%	17%	2	1.0	\$1,600
<i>Total Identified Potential</i>	<i>203</i>	<i>75%</i>	<i>74%</i>	<i>99</i>	<i>3.0</i>	<i>\$237,600</i>
* Assumes that the arena facilities are rented out for \$800 per day.						

Table 11B. Estimated Market Potential for the Covered Open-Air Arena						
Organization (number of additional interview)	Identified Market Potential	Consider Facility	Use Arena	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations (3)	23	89%	100%	20	3.0	\$30,000
Cattle Associations (4)	22	89%	100%	20	2.0	\$20,000
Dog Shows/Associations (5)	53	54%	40%	11	4.0	\$22,000
Rodeos (3)	14	100%	100%	14	3.0	\$21,000
Ag. Equipment/Machinery (5)	65	78%	100%	51	3.0	\$76,500
Trade Shows (4)	12	83%	25%	2	3.0	\$3,000
Lamar County Contacts (0)	14	100%	50%**	7	1.0	\$3,500
<i>Total Identified Potential (24)</i>	<i>203</i>	<i>75%</i>	<i>76%</i>	<i>116</i>	<i>348</i>	<i>\$174,000</i>
* Assumes that the covered open-air arena facilities are rented out for \$500 per day.						
** Unsuccessfully contacted anyone from this group. Assumed same usage percentage as for open air uncovered.						

Table 11C. Estimated Market Potential for the Uncovered Open-Air Arena						
Organization	Identified Market Potential	Consider Facility	Use Arena	Estimated "Real" Market Potential	Estimated Number of Days Reserved	Estimated Potential Revenue*
Horse Shows/Associations	23	89%	44%	9	3.0	\$10,808
Cattle Associations	22	89%	56%	11	2.0	\$8,772
Dog Shows/Associations	53	54%	36%	10	4.0	\$16,485
Rodeos	14	100%	100%	14	3.0	\$16,800
Ag. Equipment/Machinery	65	78%	29%	15	3.0	\$17,644
Trade Shows	12	83%	17%	2	3.0	\$2,032
Lamar County Contacts	14	100%	50%	7	1.0	\$2,800
<i>Total Identified Potential</i>	<i>203</i>	<i>75%</i>	<i>40%</i>	<i>61</i>	<i>183</i>	<i>\$73,200</i>
* Assumes that the open-air uncovered arena facilities are rented out for \$400 per day.						

Table 12A . Most Liked Fair Activities	
Activity	Liked Best About Fair
• Competitive Exhibits	17 %
• Carnival Rides	16 %
• Everything	16 %
• Food	12 %
• Livestock-Animals	12 %
• Entertainment (general)	9 %
• Commercial Exhibits	5 %
• Nothing in particular	2 %
• Other	12 %

Table 12B. Fair Expenditures	
Dollar Amount/Person	Percent
Less than \$15	12%
\$15-\$25	22%
\$26-\$50	34%
\$51-\$100	23%
\$100+	9%
Average	\$47.00

Table 13. Estimated Total Annual Revenue Generated by the Expo Center			
Revenue Source	Estimated Potential Revenue		
	Enclosed Arena	Covered Arena	Uncovered Arena
Meeting/Breakout Room Rental	\$51,600	\$51,600	\$51,600
Conference/Auditorium Rental	\$41,250	\$41,250	\$41,250
Arena Facilities Rental	\$237,600	\$174,000	\$73,200
September Craft Event	\$142,500	\$142,500	\$142,500
County Fair	\$26,700	\$26,700	\$26,700
Total Estimate Facility Revenue	\$499,650	\$436,050*	\$335,250
* Estimate is considered high because of unrealistic occupancy rates.			

Table 14. Revenues and Costs of Complete Proposed Complex by Profit Center				
Profit Center	Revenue	Direct Cost	Fixed Cost	Profit
Meeting Rooms	\$51,600	\$45,778	\$84,018	(\$78,196)
Conference	\$41,250	\$37,455	\$68,742	(\$64,947)
Arena	\$237,600	\$195,599	\$358,984	(\$316,983)
September Craft Event	\$142,500	\$116,527	\$213,863	(\$187,890)
Fair	\$26,700	\$20,808	\$38,190	(\$32,298)
Total	\$499,650	\$416,168	\$763,796	(\$680,314)

Profit Center	Revenue	Direct Cost	Fixed Cost	Return over Direct Cost	Profit
Enclosed Arena	\$ 406,800	\$ 177,287	\$ 275,435	\$ 229,513	\$ (45,922)
Covered Arena	\$ 174,000	\$ 147,867	\$ 215,435	26133	\$ (189,301)
Uncovered Arena & Animal Shelter	\$ 242,400	\$ 177,287	\$ 205,922	\$ 65,113	\$ (140,809)
Conference	\$ 262,050	\$ 233,381	\$ 170,610	\$ 28,669	\$ (141,941)

	Enclosed Arena	Covered Arena	Uncovered Arena	Conference Center
Building	\$1,100,000	\$ 700,000	\$ 250,000	\$ 923,000
Animal Shelter	\$ -	\$ -	\$ 622,000	
Maintenance & Storage	\$ 150,000	\$ 150,000	\$ 150,000	
Site-work	\$ 437,500	\$ 437,500	\$ 218,750	\$ 437,500
Total Building Cost	\$1,687,500	\$1,287,500	\$1,140,750	\$ 1,360,500
Equipment	\$ 168,334	\$ 168,334	\$ 168,334	\$ 165,660
Total Cost	\$1,855,834	\$1,455,834	\$1,409,084	\$ 1,526,160

Table 17 Economic Analysis for Each Scenario.

	Complex	Enclosed Arena & Animal Shelter	Covered Arena (No Shelter)	Uncovered Arena & Animal Shelter	Conference Center
Income:	Total \$	Total \$	Total \$	Total \$	Total \$
Meeting Room	\$ 51,600				\$ 51,600
Conference	\$ 41,250				\$ 41,250
Arena	237,600	\$ 237,600	\$ 174,000	\$ 73,200	
September Craft Event	142,500	\$ 142,500		\$ 142,500	\$ 142,500
County Fair	26,700	\$ 26,700		\$ 26,700	\$ 26,700
Total Income	\$ 499,650	\$ 406,800	\$ 174,000	\$ 242,400	\$ 262,050
Direct Labor:					
Salaries	\$ 206,000	\$ 88,580	\$ 66,435	\$ 88,580	\$ 117,420
Payroll Taxes	16,480	\$ 7,086	\$ 5,315	\$ 7,086	\$ 9,394
Benefits	41,200	\$ 17,716	\$ 13,287	\$ 17,716	\$ 23,484
Contract Labor	10,000	\$ 4,300	\$ 3,225	\$ 4,300	\$ 5,700
Total Labor Costs	\$ 273,680	\$ 117,682	\$ 88,262	\$ 117,682	\$ 155,998
Direct Costs:					
Office Expenses	\$ 11,550	\$ 4,967	\$ 4,967	\$ 4,967	\$ 6,584
Utilities	41,488	\$ 17,840	\$ 17,840	\$ 17,840	\$ 23,648
Grounds & Improvements	15,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Misc. Exp.	3,500	\$ 1,505	\$ 1,505	\$ 1,505	\$ 1,995
Operating Exp.	11,450	\$ 4,924	\$ 4,924	\$ 4,924	\$ 6,527
Prof. Fees	4,000	\$ 1,720	\$ 1,720	\$ 1,720	\$ 2,280
Building Repairs	15,000	\$ 6,450	\$ 4,838	\$ 6,450	\$ 8,550
Equip. Repairs	35,000	\$ 15,050	\$ 11,288	\$ 15,050	\$ 19,950
Educational Materials	5,000	\$ 2,150	\$ 2,150	\$ 2,150	\$ 2,850
Total of Direct Costs	\$ 142,488	\$ 59,605	\$ 59,605	\$ 59,605	\$ 77,383
Fixed Costs:					
Taxes and Insurance	\$ 18,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 8,000
Depreciation - Building	207,085	\$ 59,375	\$ 49,375	\$ 44,538	\$ 33,650
Depreciation - Equipment	44142	\$ 20,476	\$ 20,476	\$ 20,476	\$ 20,094
Interest - Building/Startup Cost	479170	\$ 168,750	\$ 128,750	\$ 114,075	\$ 92,300
Interest - Equipment	33,399	\$ 16,833	\$ 16,833	\$ 16,833	\$ 16,566
Total Fixed Costs	\$ 763,796	\$ 275,435	\$ 225,435	\$ 205,922	\$ 170,610
Total Cost	\$ 1,179,964	\$ 452,722	\$ 373,301	\$ 383,209	\$ 403,991
Total Variable Cost	\$ 416,168	\$ 177,287	\$ 147,867	\$ 177,287	\$ 233,381
Profit/(Loss)	\$ (680,314)	\$ (45,922)	\$ (199,301)	\$ (140,809)	\$ (141,941)
Over Variable	\$ 83,482	\$ 229,513	\$ 26,133	\$ 65,113	\$ 28,669

Chart 1. Return Over Variable Versus Percent Change in Variable Cost (Entire Complex).

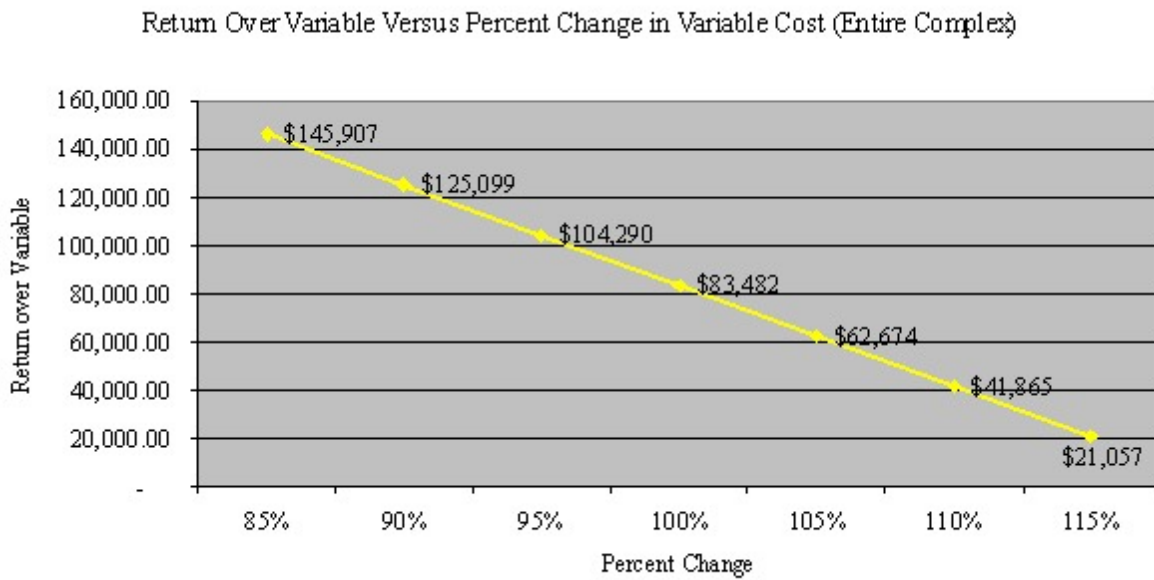


Chart 2. Return Over Variable Versus Percent Change in Variable Cost (Enclosed Arena).

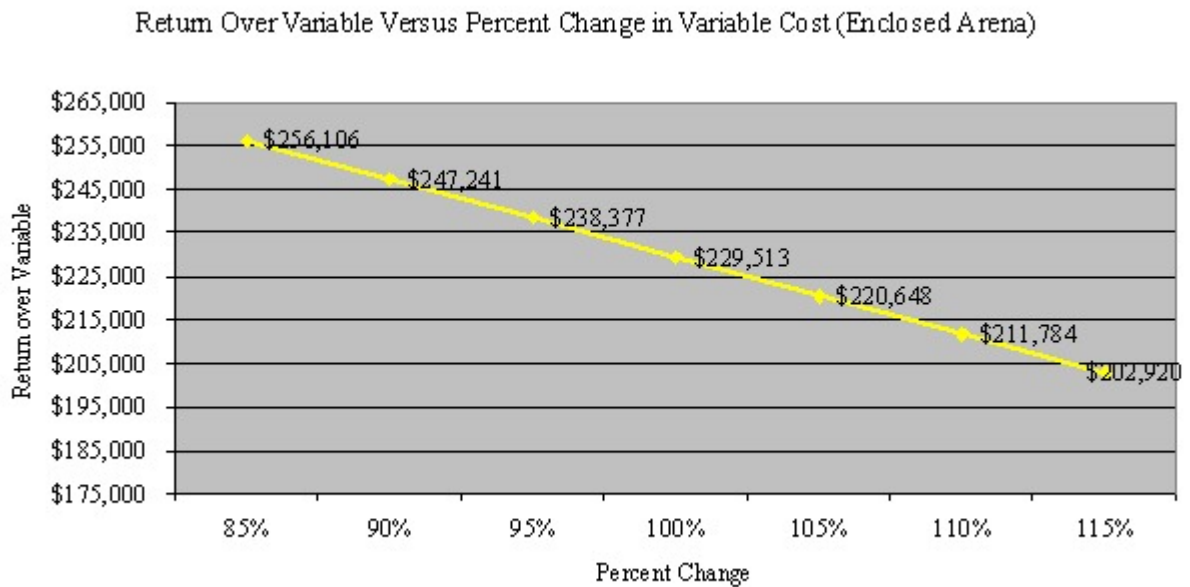


Chart 3. Return Over Variable Versus Percent Change in Variable Cost (Covered Arena).

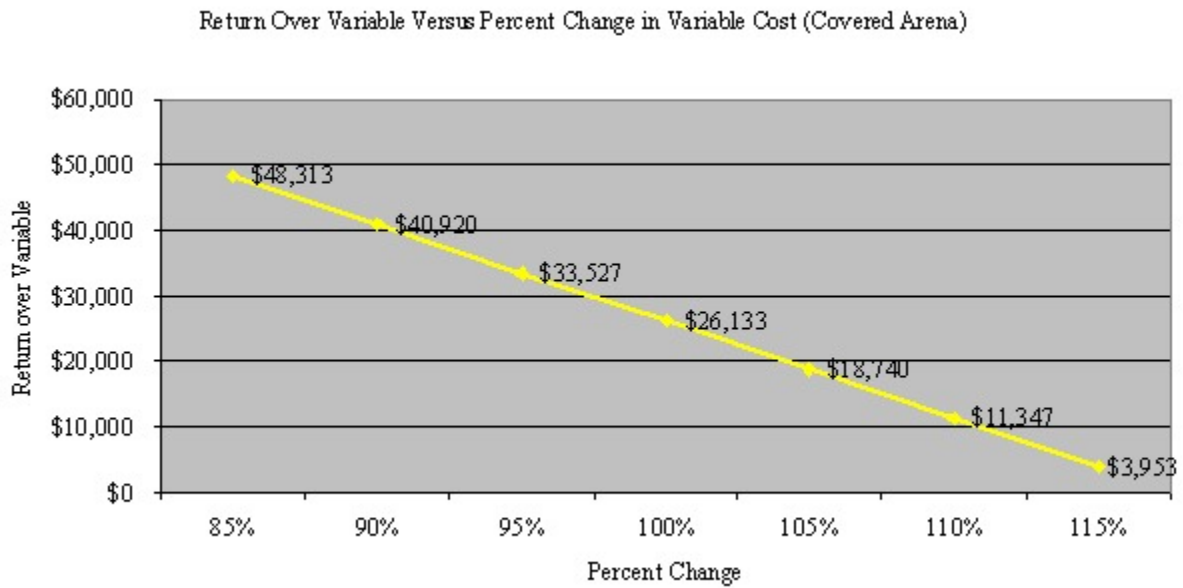


Chart 4. Return Over Variable Versus Percent Change in Variable Cost (Uncovered Arena and Animal Shelter).

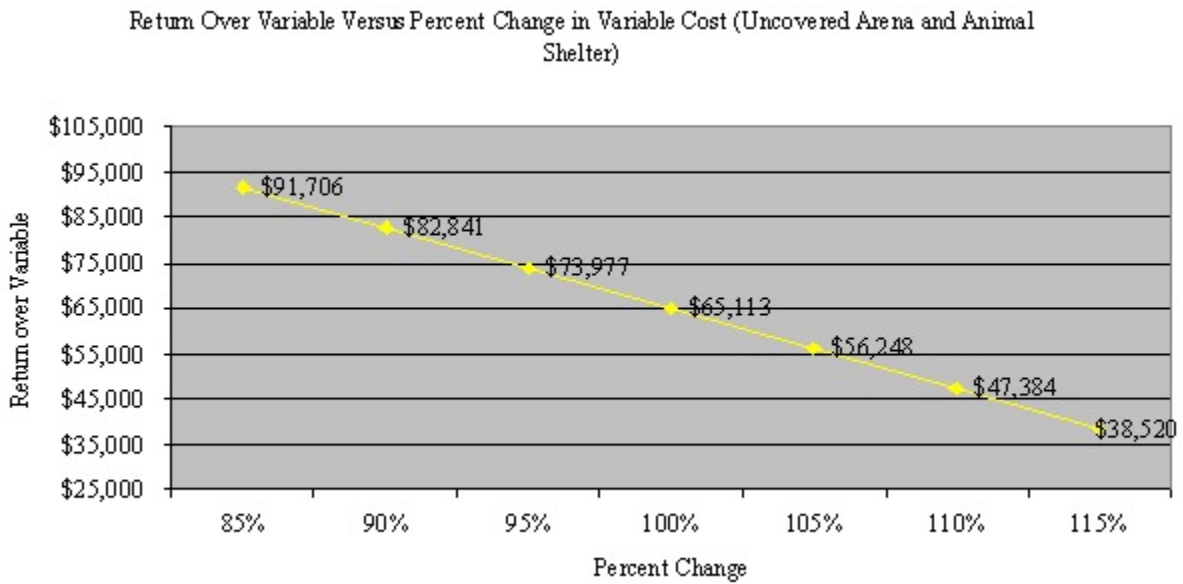


Chart 5. Return Over Variable Versus Percent Change in Variable Cost (Conference Center)

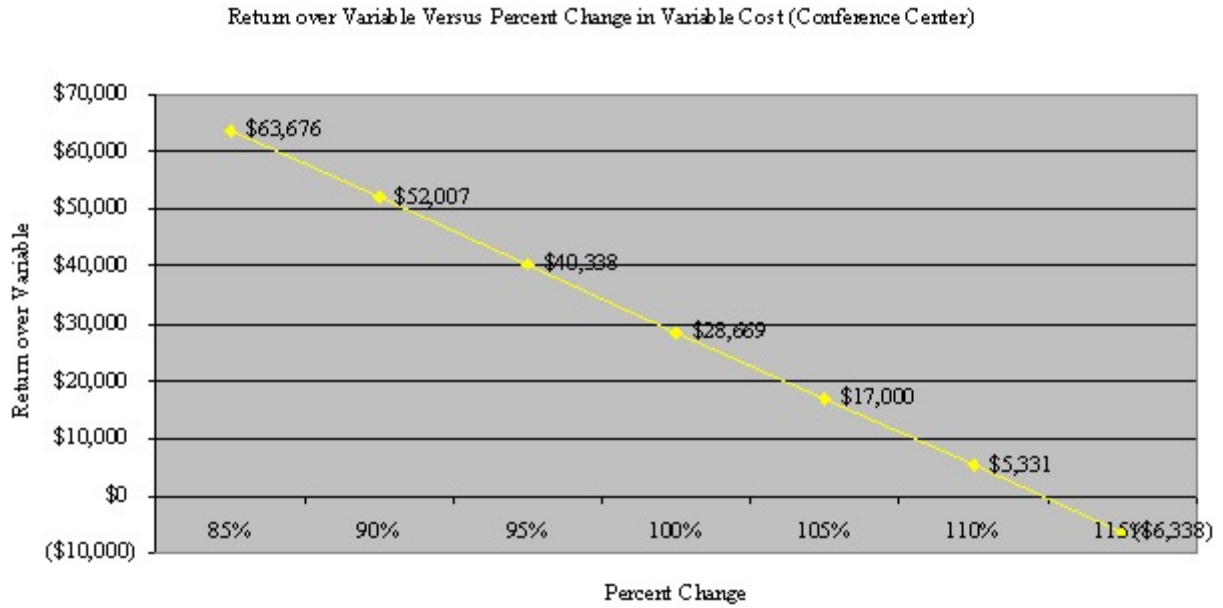


Table 18. Output Impacts for Georgia of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget	\$299,000	\$200,681	\$499,681
- Wages/Salaries	\$164,800	\$75,552	\$240,352
New Activity Subtotal	\$463,800	\$276,233	\$740,033
Attributable Activity			
- Visitor Expend.	\$2,566,550	\$1,430,965	\$3,997,515
Attributable Subtotal	\$2,566,550	\$1,430,965	\$3,997,515
Total	\$3,030,350	\$1,707,198	\$4,737,548

Table 19. Employment Impacts for Georgia of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget*	4	2	6
- Wages/Salaries	2	1	3
New Activity Subtotal	6	3	9
Attributable Activity			
- Visitor Expend.	44	16	60
Attributable Subtotal	44	16	60
Total	50	19	69
* Does not include Barnesville Complex employees.			

Table 20. Output Impacts for 9 County Region of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget	\$299,000	\$147,526	\$446,526
- Wages/Salaries	\$164,800	\$46,942	\$211,742
New Activity Subtotal	\$463,800	\$194,468	\$658,268
Attributable Activity			
- Visitor Expend.	\$2,566,550	\$1,035,493	\$3,602,043
Attributable Subtotal	\$2,566,550	\$1,035,493	\$3,602,043
Total	\$3,030,350	\$1,229,961	\$4,260,311

Table 21. Employment Impacts for 9 County Region of the Barnesville Complex			
	Direct Impacts	Indirect Impacts	Total Impacts
New Activity			
- Complex Budget*	5	2	7
- Wages/Salaries	1	1	2
New Activity Subtotal	6	3	9
Attributable Activity			
- Visitor Expend.	50	14	64
Attributable Subtotal	50	14	64
Total	56	17	73
* Does not include Barnesville Complex employees.			

Table 22: Lamar County Output Impacts Under Various Assumptions Regarding Expenditures (Dollars)									
	25% Local Spending			50% Local Spending			75% Local Spending		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Operating Budget	74,750	21,407	96,157	149,500	42,814	192,314	224,250	64,221	288,471
Employee Spending	41,200	4,410	45,610	82,400	8,820	91,220	123,600	13,230	136,830
Visitor Expen.	641,638	96,596	738,233	1,283,275	193,190	1,476,465	1,924,913	289,786	2,214,698
TOTAL	757,588	122,413	880,000	1,515,175	244,824	1,759,999	2,272,763	367,237	2,639,999

Table 23: Lamar County Employment Impacts Under Various Assumptions Regarding Expenditures (Jobs)									
	25% Local Spending			50% Local Spending			75% Local Spending		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Operating Budget	1.5	0.2	1.9	3.1	0.6	3.7	4.6	1.0	5.6
Employee Spending	0.5	0	0.5	0.5	0.2	0.7	0.8	0.2	1.0
Visitor Expen.	10.8	1.8	12.5	21.5	3.6	25.1	32.3	5.4	37.6
TOTAL	12.8	2	14.9	25.1	4.4	29.5	37.7	6.6	44.2

Table 24: Tax Impacts of Barnesville Complex By Revenue Source			
Revenue Category	State Model	9 County Model	Lamar County Model (25%)
Corporate/Business Taxes	\$9,836	\$8,501	\$1,402
Motor Vehicle License	\$2,342	\$2,093	\$389
Property Tax	\$72,545	\$67,280	\$13,303
Non-Taxes (Fines/Fees)	\$6,491	\$5,996	\$1,169
Sales Tax	\$124,359	\$115,383	\$22,846
Income Tax	\$34,440	\$29,752	\$5,211
Estate/Gift Tax	\$568	\$491	\$86
Other Taxes	\$6,955	\$6,429	\$1,266
Total	\$257,536	\$235,925	\$45,672

The Center for Agribusiness & Economic Development



The Center for Agribusiness and Economic Development is a unit of the College of Agricultural and Environmental Sciences of the University of Georgia, combining the missions of research and extension. The Center has among its objectives:

To provide feasibility and other short term studies for current or potential Georgia agribusiness firms and/or emerging food and fiber industries.

To provide agricultural, natural resource, and demographic data for private and public decision makers.

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FR-01-38

September 2001

Issued in furtherance of Cooperation Extension Acts of May 8 and June 30, 1914, the University of Georgia College of Agricultural and Environmental Sciences, and the U.S. Department of Agriculture cooperating.

J. Scott Angle, Dean and Director