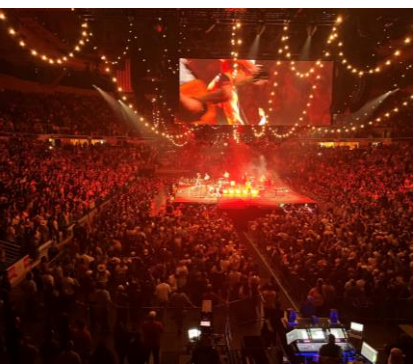





ECONOMIC IMPACT ANALYSIS FOR THE DCU CENTER

JANUARY 21, 2025





January 21, 2025

Ms. Sandy Dunn
General Manager
DCU Center
50 Foster St.
Worcester, MA 01608

Dear Ms. Dunn:

We have completed our assessment of economic impact generation associated with event activity at the DCU Center. The assessment is based on a thorough review of event and attendance activity at the DCU Center during the period spanning 2016 through 2024. The analysis herein includes a focus on spending generated by non-local attendees during their stays in the destination. Spending by local residents is considered displaced from other spending opportunities and is not considered net new to the community.

Impact models have been developed to measure the new direct attendee spending within the community, as well as the total economic output, earnings, jobs and tax revenues. These impacts would not exist without the DCU Center. In addition, we have prepared an overview of hospitality assets in Worcester that can impact the ability to attract non-local events and associated economic impacts to the destination, an analysis of the DCU Center's visitor base using Placer.ai, a location intelligence tool, and a summary of conversations held with key users of the facility regarding their experiences in Worcester.

We sincerely appreciate the significant assistance and cooperation provided by DCU Center management in the completion of this report. We would be pleased to be of further assistance in the interpretation and application of our findings.

Very truly yours,

CSL International



1

INTRODUCTION



STUDY INTRODUCTION

Conventions, Sports & Leisure International (CSL) is pleased to present this report summarizing the results of an Economic Impact Analysis of the DCU Center in downtown Worcester, Massachusetts. The purpose of this analysis is to quantify the economic return associated with the DCU Center and related infrastructure investment, benefiting local and regional areas and their constituencies.

Public assembly facilities such as the DCU Center act as economic generators and public resources for their respective communities, hosting conventions, conferences, tradeshow, concerts, public/consumer shows, meetings, amateur sports events, entertainment events, civic events and other activities of both a non-local and local nature. An important goal of convention centers and arenas is to attract non-local events to a local area that otherwise cannot be accommodated by other existing local facilities, providing increased visitation and related economic impact in the host community.

As some of the most frequented and prominent venues within their respective communities, public assembly facilities like the DCU Center act as gateways, welcoming diverse and often influential visitors. CSL's research shows that event attendees at these facilities often boast household incomes more than 25 percent higher than those of the host communities. Furthermore, many of these visitors are experiencing the region for the first time, presenting a unique opportunity for the destination to showcase itself as a place to live, work, visit, invest or own a business.

In 2024, CSL was retained by DCU Center management, ASM Global, to evaluate the economic benefits spurred by the DCU Center, including event-related spending at area businesses, how these dollars are distributed throughout the economy, and the wages and jobs these dollars support. Estimates of hotel and sales tax collections associated with DCU Center event attendee spending have also been prepared.

CSL is an industry leader in the provision of economic, market and financial assessment and planning services to the convention, sports, entertainment, and hospitality industries. CSL has a proven track record and credibility in the marketplace, with a reputation for providing independent, unbiased research and analysis. Over 35 years, CSL has assessed and provided advisory assistance for over one thousand convention, event and hospitality facility projects throughout the country.

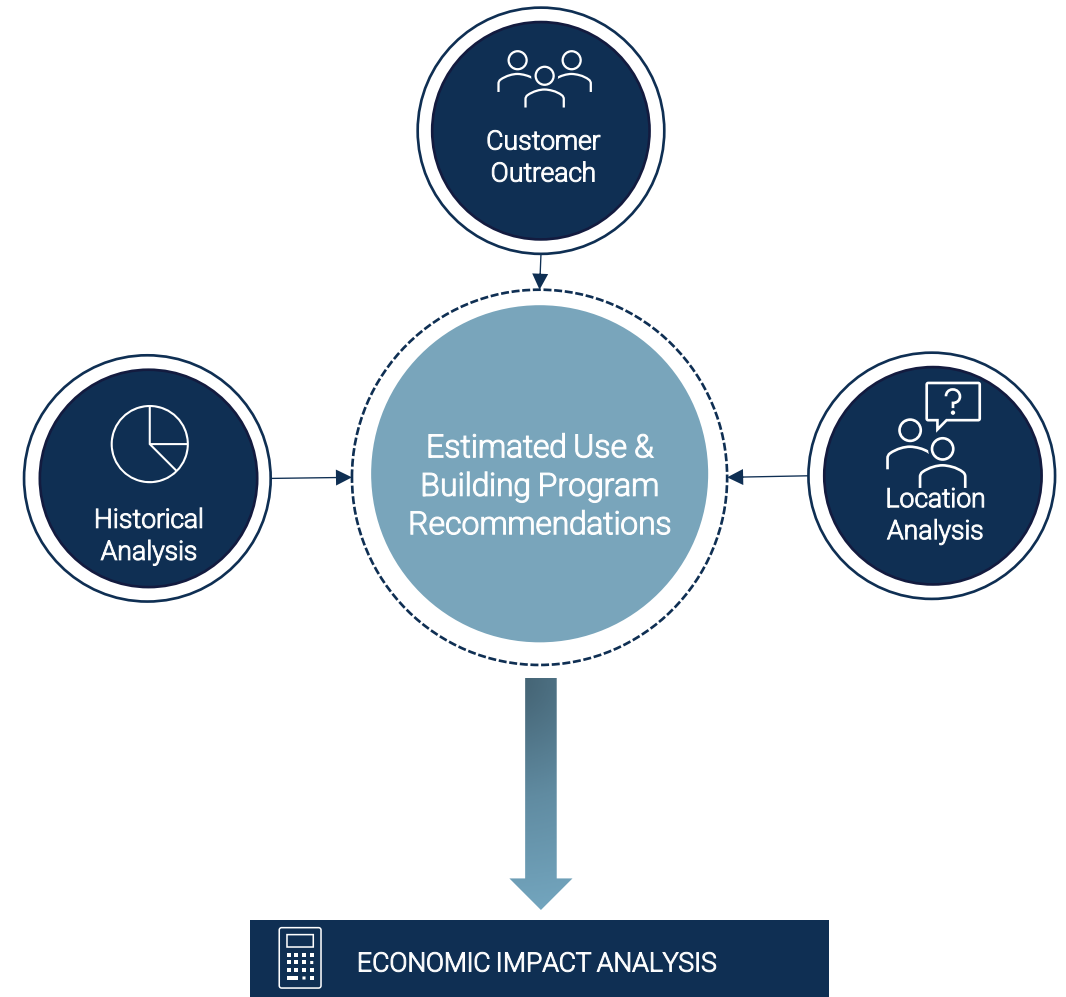
Key assumptions utilized in this analysis were assembled and derived from a variety of sources, including CSL's extensive industry experience with similar convention facility projects, as well as from information collected from project stakeholders, community leaders, and industry partners.



THE STUDY PROCESS

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

- **PROJECT EXPERIENCE:** Experience garnered through more than 2,000 convention, conference, exhibition, hospitality, sports, entertainment and event facility evaluation, planning and benchmarking projects in communities of all sizes throughout the country.
- **LOCATION ANALYSIS:** Review of the existing and evolving conditions of the Worcester and Massachusetts area marketplaces.
- **HISTORICAL ANALYSIS:** Benchmarking analysis of historical event, revenue, and attendance data for the DCU Center Arena and Convention Center.
- **CUSTOMER OUTREACH:** Detailed telephone interviews were completed with representatives of past user groups, including state/regional/national conventions, conferences, tradeshows, corporate events, and other such groups/events.





2

LOCATION ANALYSIS



2 LOCATION ANALYSIS

DCU CENTER

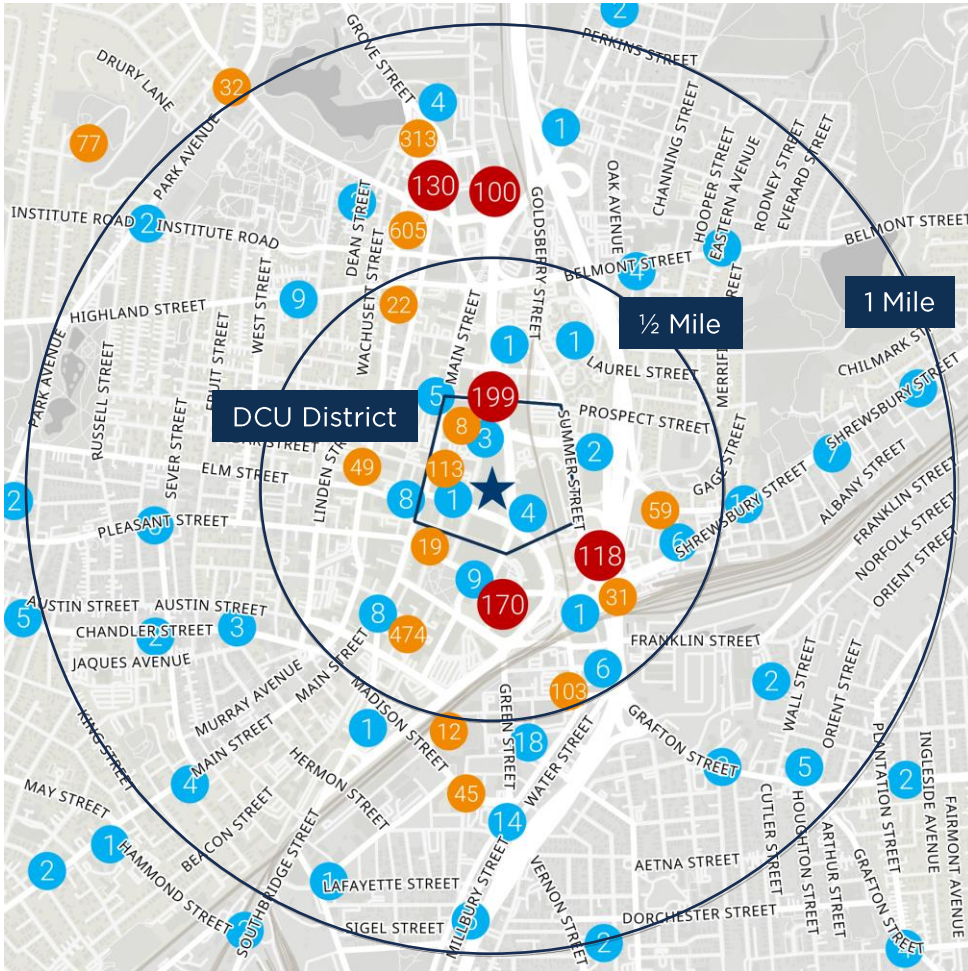
The DCU Center Arena in Worcester, Massachusetts opened in 1982. The DCU Center Convention Center was added to the arena and opened in 1990 creating a multi-purpose facility in the heart of downtown. The Convention Center offers a 48,600-square-foot contiguous exhibit hall, which can expand to 85,000 square feet of exhibit space when utilizing the adjacent "Swing Hall" and the DCU Center Arena itself. Additionally, it features a 12,000-square-foot ballroom and 6,000 square feet of meeting space, culminating in a total of 105,000 square feet of sellable event space.

The Arena within the DCU Center is a versatile indoor venue with a capacity for up to 14,500 attendees, making it an ideal location for sports, concerts, and entertainment events. It is the home of the ECHL Worcester Railers and previously hosted the Massachusetts Pirates of the IFL before their move to Lowell in 2024. The College of the Holy Cross also uses the DCU Center Arena for major hockey and basketball games, further cementing its role in the local sports scene. Beyond sports, the arena draws large crowds with high-profile concerts, monster truck shows, Cirque du Soleil performances, and other entertainment options, contributing to Worcester's status as a destination for world-class events. A \$23 million renovation completed in 2013 modernized the DCU Center Arena. A subsequent \$9.1 million renovation of the DCU Center Arena was completed in 2023.

With its extensive space offerings and central downtown location, the DCU Center continues to play a vital role in the cultural and economic landscape of Worcester and the surrounding region.



DOWNTOWN SNAPSHOT - SITE AMENITY ANALYSIS

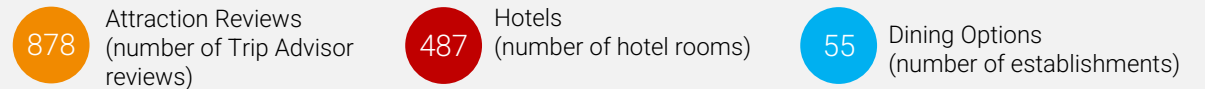


An analysis of the amenities immediately surrounding the DCU Center site provides insights into the facility’s identity as an economic engine. Surrounded by clusters of nearby hotels, attractions, and restaurants, the DCU Center supplies important year-round foot traffic to these businesses by attracting visitors to downtown Worcester.

There are currently three lodging properties within a 1/2-mile radius of the DCU Center totaling 487 rooms. Within 1-mile, there are five options totaling 717 guest rooms. None of these hotel properties have more than 200 rooms, which makes large room blocks a challenge to create. Within the 1-mile radius, there are 12 attractions, eight of which are within 1/2-mile of the DCU Center. Key attractions nearby include the Worcester Art Museum, Mechanics Hall, Off the Rails Bar, Wormtown Brewery, The Hanover Theatre, and the Worcester Historical Museum. The area immediately proximate to the DCU Center offers a moderately strong restaurant selection including restaurants with a variety of price points and cuisines. Additional dining further from the DCU Center can be found along the Shrewsbury Street and Water Street corridors. However, these are distant walks for DCU Center event attendees.

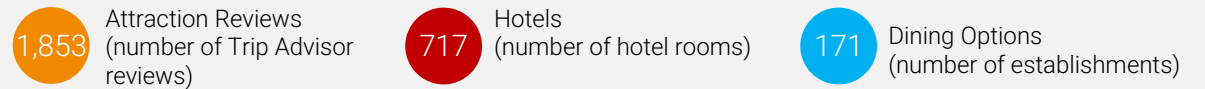
Nearby Attractions and Amenities

Total Count and Definition within 1/2-mile of the DCU Center.

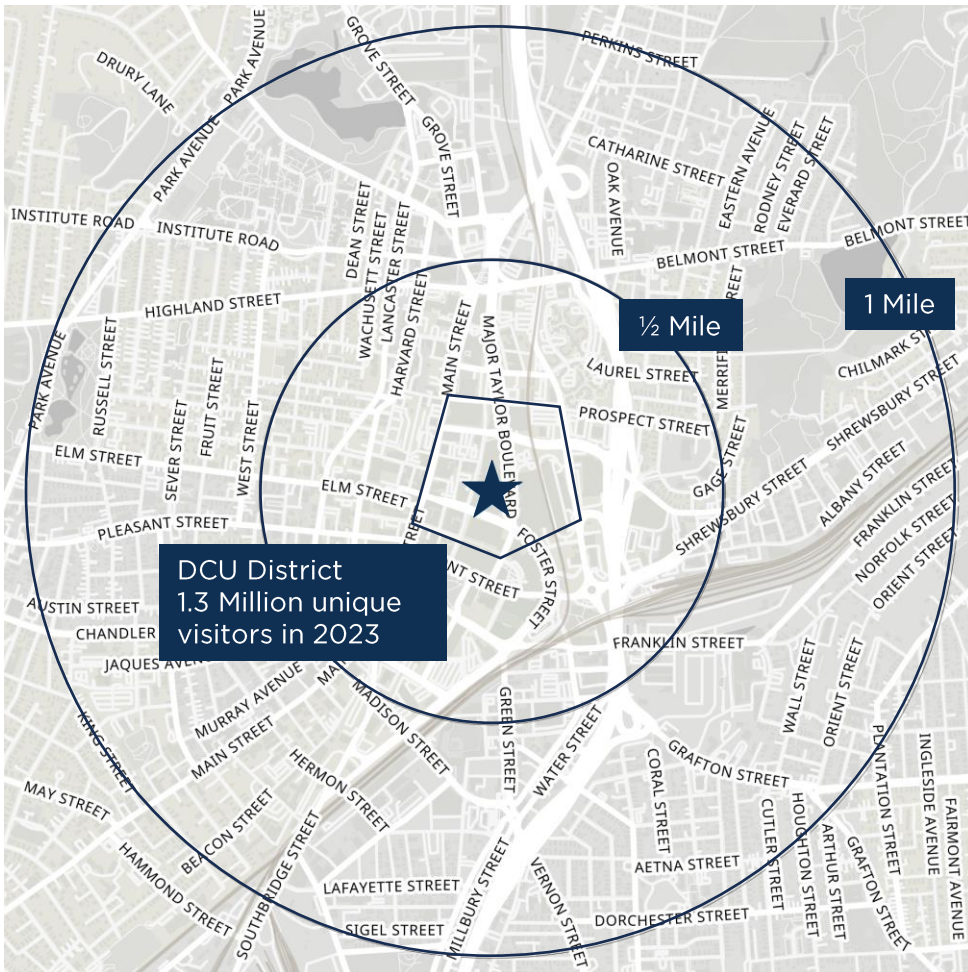


Nearby Attractions and Amenities

Total Count and Definition within 1-mile of the DCU Center.



DOWNTOWN SNAPSHOT - 2023 PLACER.AI AND ESRI DATA

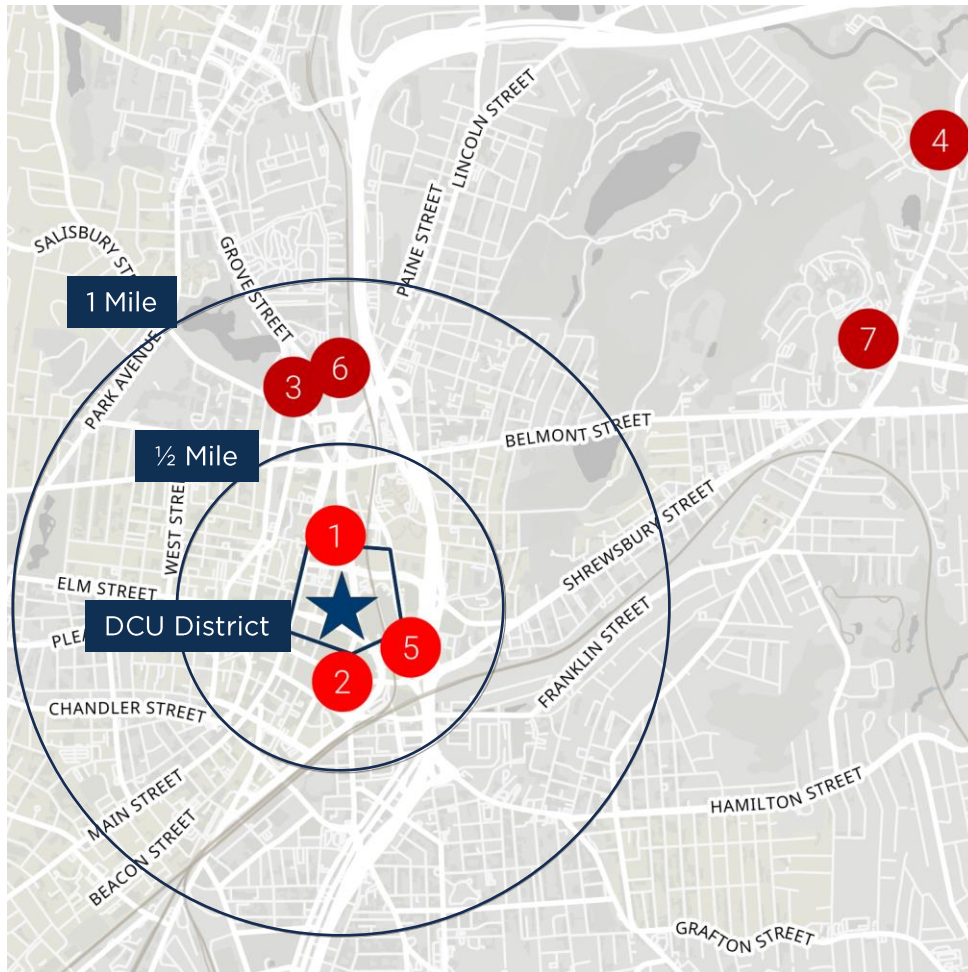


Located at the heart of these hospitality assets, the DCU Center acts as an important economic engine for the area by attracting non-local event attendees who then dine, shop, and stay overnight. DCU Center-specific impacts on these dining, hotel, retail and other sales levels are evaluated later herein. The chart below displays visitation and business data sourced from Placer.AI and ESRI for the year 2023. The dining sales variable estimates the total value of sales for all restaurants and drinking establishments within the defined boundaries. Similarly, the retail sales variable displays sales from Standard Industrial Classification Manual (SIC) Groups 53, 54, and 59, corresponding to general merchandise, apparel, and miscellaneous retail stores, respectively. The areas displayed are the downtown DCU Center District, a 1/2 mile radius surrounding the DCU Center, and a 1-mile radius surrounding the DCU Center. Both variables are displayed across all areas.

| Distance | 2023 Dining Sales | 2023 Retail Sales |
|--------------|-------------------|-------------------|
| DCU District | \$3,850,000 | \$1,550,000 |
| 1/2 Mile | \$28,450,000 | \$16,640,000 |
| 1 Mile | \$78,490,000 | \$98,300,000 |

According to Placer.AI, the DCU District, outlined in blue, drew 1.3 million unique visitors in 2023. ESRI Data shows that the DCU District reported robust economic activity in 2023, with dining sales of \$3.85 million and retail sales of \$1.55 million. Within the broader 1/2-mile radius, dining establishments generated \$28.45 million and retail stores \$16.64 million, reflecting strong performance driven by diverse shopping options. Expanding to a 1-mile radius, dining and retail sales approximate \$78.49 million and \$98.3 million, respectively, underscoring a robust base of hospitality-related sales that will be important to consider as part of DCU Center event economic impact estimates.

DOWNTOWN SNAPSHOT - HOTEL INVENTORY



The chart and map summarize the key existing lodging facilities located in Worcester. As shown, there are seven hotel properties in the city of Worcester that offer more than 50 sleeping rooms. In total, there are just over 900 total sleeping rooms in the city. The spectrum of properties in Worcester, according to the hotel classification system maintained by STR, is shown on the chart.

Shown in bright red are the three hotels closest to the DCU Center, which were also identified by past interviewed DCU Center users as the primary hotels for their planning purposes. Hotels 3 and 6, the Courtyard and Hampton Inn, were also identified by some planners as additional lodging spaces. These hotels are expected to cease operations within several years and analysis regarding their specific role for DCU Center visitors is presented later herein. With the exception of the Holiday Inn Worcester, which is listed as “temporarily closed” and as such is not displayed on the map, hotels and hotel management were praised. However, with the largest hotel in Worcester having less than 200 rooms, it can oftentimes be challenging to assemble a sizable room block for large multi-day events.

| | Lodging Property | STR Chain Scale | Hotel Rooms (number) |
|-------|-------------------------------------|-----------------|----------------------|
| 1 | Hilton Garden Inn Worcester | Upscale | 199 |
| 2 | AC Hotel by Marriott Worcester | Upscale | 170 |
| 3 | Courtyard by Marriott Worcester | Upscale | 130 |
| 4 | Residence Inn by Marriott Worcester | Upscale | 122 |
| 5 | Homewood Suites by Hilton Worcester | Upscale | 118 |
| 6 | Hampton Inn & Suites Worcester | Upper Midscale | 100 |
| 7 | Beechwood Hotel | Independent | 73 |
| TOTAL | | | 912 |

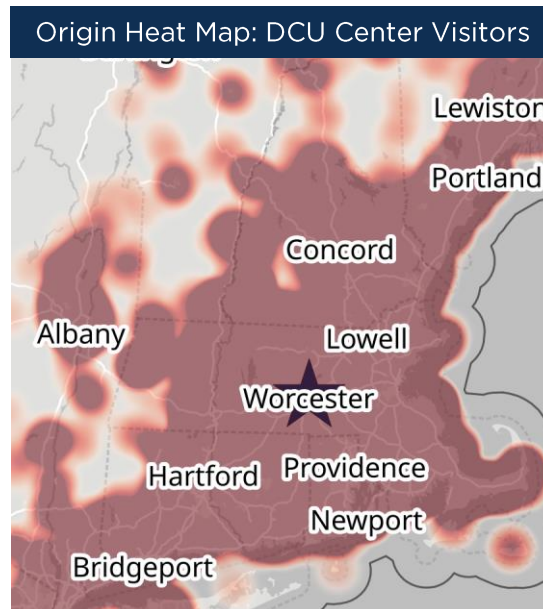
2 LOCATION ANALYSIS

DCU CENTER – YEAR-ROUND ATTENDEES

Placer.AI is a service which leverages cellphone data to provide accurate visitation data to a location, as well as analysis of key demographics to a facility. The data below displays the key demographics and trade area of DCU Center visitors in 2023, also defined as the home locations of visitors to the DCU Center. The data to the right shows their key Experian Mosaic categories, which sorts visitors into helpful groups based on key demographic and socioeconomic categories. As shown, the DCU Center received nearly 700,000 visits in 2023. A visitor who spends at least ten minutes within a point of interest is counted as a visit. Note that one unique visitor may account for multiple visits if they leave and return to a point of interest multiple times. Visitors had a strong median household income of \$86,000 per year, higher than Worcester’s citywide median of \$67,500. 21 percent of overall DCU Center visitors originate from over 50 miles away. The Experian data to the right shows the diverse visitor base that the DCU Center attracts; from affluent, more established business decisionmakers, to young professionals who may consider visiting, working or living in the area in the future.

| Statistic | DCU Center Attendees |
|--------------------------------------|----------------------|
| Visits | 691,800 |
| Number of Visits per Day | 1,895 |
| Visitor Median Household Income | \$86,000 |
| Number of Visits from Over 50 Miles | 145,100 |
| Percent of Visits from Over 50 Miles | 21% |

+27%
Higher Median Household Income of DCU Center Visitors Relative to Worcester’s Median Household Income



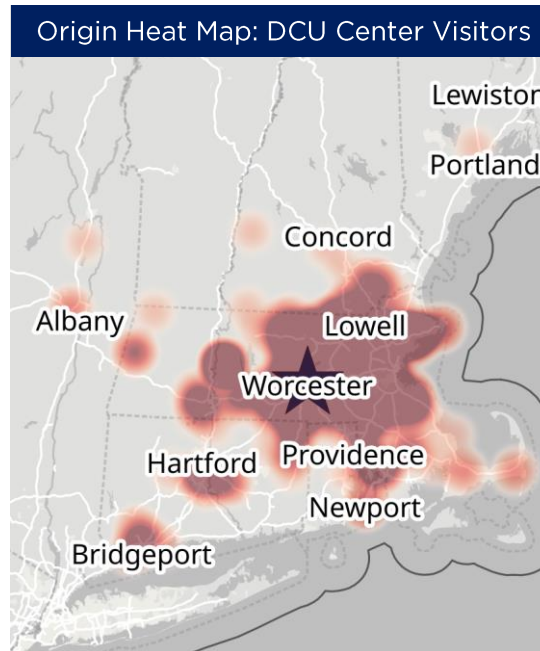
- 1 **C – Booming with Confidence – 14.1%**
Prosperous, established couples in their peak earning years living in suburban homes.
- 2 **O – Singles and Starters – 9.5%**
Young singles starting out and some starter families living a city lifestyle.
- 3 **D – Suburban Style – 9.4%**
Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes.
- 4 **E – Thriving Boomers – 9.3%**
Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in suburban homes.
- 5 **J – Autumn Years – 7.9%**
Established and mature couples living gratified lifestyles in older homes.

2 LOCATION ANALYSIS

DCU CENTER – TOP 5 REPRESENTATIVE CONVENTION ATTENDEES

Five representative conventions were selected to further refine the Placer.AI metrics discussed on the previous page. These were the Massachusetts Firefighters convention, the BABAT 44th Annual Conference, Massachusetts Fire Chiefs’ convention, Massachusetts Department of Transportation Annual Conference, and the Massachusetts Association of Health/Phys Ed/Recreation 25th Annual Conference. The data suggests that these visitors are more local and less affluent than the benchmark convention visitor nationally. Many event attendees may originate from the Boston and Providence markets and may prefer to drive back home after events. This is considered as part of non-local attendance assumptions presented later herein. Experian Mosaic data suggests that they may also be slightly younger on average. Note that an additional day was prepended to event start dates to account for the behavior of convention visitors who often arrive the day before the start of the events.

| Statistic | | DCU Center Attendees | |
|--|------------|----------------------|--|
| Visits | | 18,300 | |
| Number of Visits per Day | | 915 | |
| Visitor Median Household Income | | \$71,240 | |
| Number of Visits from Over 50 Miles | | Data Unavailable | |
| Percent of Visits from Over 50 Miles | | Data Unavailable | |
| Event | Start Date | End Date | |
| Mass. Firefighters | 11-Jun | 15-Jun | |
| BABAT 44 th Annual Conference | 10-Oct | 13-Oct | |
| Mass. Fire Chiefs | 26-Feb | 2-Mar | |
| Mass. DOT | 30-Apr | 3-May | |
| MAHPERD | 5-Nov | 7-Nov | |



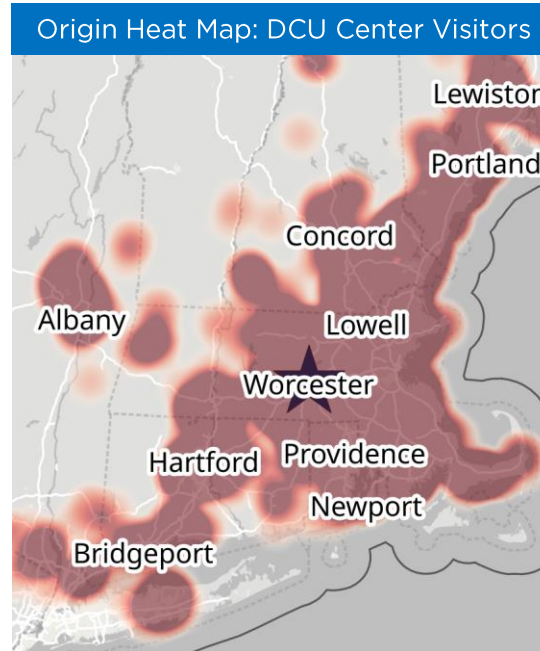
- 1 **C – Booming with Confidence – 17.3%**
Prosperous, established couples in their peak earning years living in suburban homes.
- 2 **O – Singles and Starters – 10.7%**
Young singles starting out and some starter families living a city lifestyle.
- 3 **D – Suburban Style – 8.9%**
Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes.
- 4 **B – Flourishing Families – 7.8%**
Affluent, middle-aged families and couples earning prosperous incomes and living very comfortable, active lifestyles.
- 5 **E – Thriving Boomers – 7.5%**
Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in suburban homes.

DCU CENTER – TOP 5 REPRESENTATIVE SPORTS ATTENDEES

Similarly, five representative sporting events were selected. These were the Varsity Spirit Nationals, All-Stars, and US Finals, as well as the Commonwealth Cup Gymnastics competition and Jiu Jitsu World League.

These events feature the strongest regional draw, with 37 percent of visitors originating from over 50 miles away. The high quantity of visits relative to attendance figures reported by the DCU Center (that are presented later herein) suggests many participants enter and exit the facility multiple times per day. Competitors come from the entirety of New England as can be seen in the heatmap shown below. Additional traffic from New York demonstrates the extensive non-local visitation associated with youth and amateur sports.

| Event | DCU Center Attendees |
|--------------------------------------|----------------------|
| Visits | 103,900 |
| Number of Visits per Day | 6,927 |
| Visitor Median Household Income | \$77,460 |
| Number of Visits from Over 50 Miles | 38,400 |
| Percent of Visits from Over 50 Miles | 37% |



| Event | Start Date | End Date |
|--------------------------|------------|----------|
| Varsity Spirit Nationals | 8-Dec | 10-Dec |
| Varsity Spirit All-Star | 10-Feb | 12-Feb |
| Commonwealth Gymnastics | 2-Mar | 5-Mar |
| Varsity Spirit US Finals | 21-Apr | 23-Apr |
| Jiu Jitsu World League | 29-Sep | 30-Sep |

Source: Placer.AI, QGIS, 2024.

- C – Booming with Confidence – 14.7%**
 Prosperous, established couples in their peak earning years living in suburban homes.
- D – Suburban Style – 9.6%**
 Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes.
- O – Singles and Starters – 9.2%**
 Young singles starting out and some starter families living a city lifestyle.
- E – Thriving Boomers – 8.5%**
 Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in suburban homes.
- J – Autumn Years – 6.9%**
 Established and mature couples living gratified lifestyles in older homes.

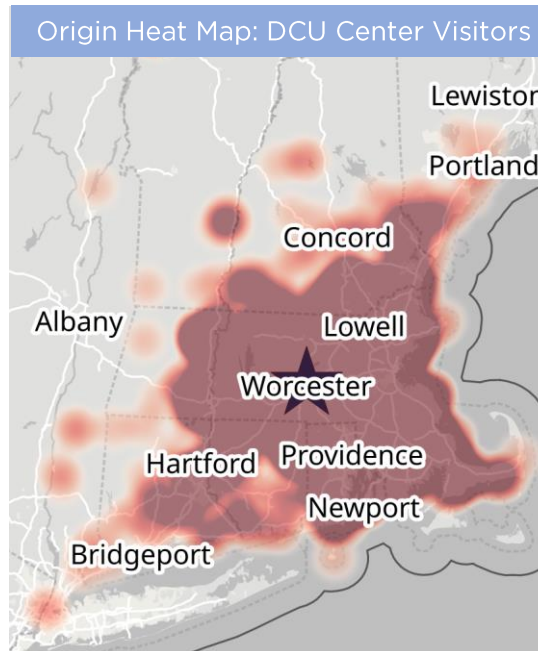
DCU CENTER – TOP 5 REPRESENTATIVE ARENA EVENT ATTENDEES

Lastly, five representative 2023 DCU Center Arena events were selected for analysis. These included concerts by Zach Bryan and the Trans Siberian Orchestra as well as performances by Cirque du Soleil and Jurassic World Live, and a monster truck show hosted by Feld Entertainment.

Visitors to this group have the strongest median household income out of the three subcategories with a median household income of \$84,760. Concert/entertainment attendees are also highly likely to eat at restaurants or go to bars before and/or after a concert based on Placer.AI data presented later herein. A moderate 17 percent of arena event attendees traveled over 50 miles to their event, suggesting limited hotel room nights on a per attendee basis. Analysis of visitor behavior in the local market based on Placer.AI data will follow.

| Statistic | DCU Arena Attendees |
|--------------------------------------|---------------------|
| Visits | 98,100 |
| Number of Visits per Day | 5,163 |
| Visitor Median Household Income | \$84,760 |
| Number of Visits from Over 50 Miles | 16,600 |
| Percent of Visits from Over 50 Miles | 17% |

| Event | Start Date | End Date |
|--------------------------|------------|----------|
| Monster Trucks | 15-Feb | 19-Feb |
| Trans Siberian Orchestra | 24-Nov | 25-Nov |
| Jurassic World Live | 13-Apr | 16-Apr |
| Cirque du Soleil | 9-Jan | 15-Jan |
| Zach Bryan | 12-May | 12-May |



1

C - Booming with Confidence - 13.2%

Prosperous, established couples in their peak earning years living in suburban homes.

2

E - Thriving Boomers - 9.7%

Upper-middle-class baby boomer-age couples living comfortable lifestyles settled in suburban homes.

3

O - Singles and Starters - 9.1%

Young singles starting out and some starter families living a city lifestyle.

4

D - Suburban Style - 8.2%

Middle-aged, ethnically-mixed suburban families and couples earning upscale incomes.

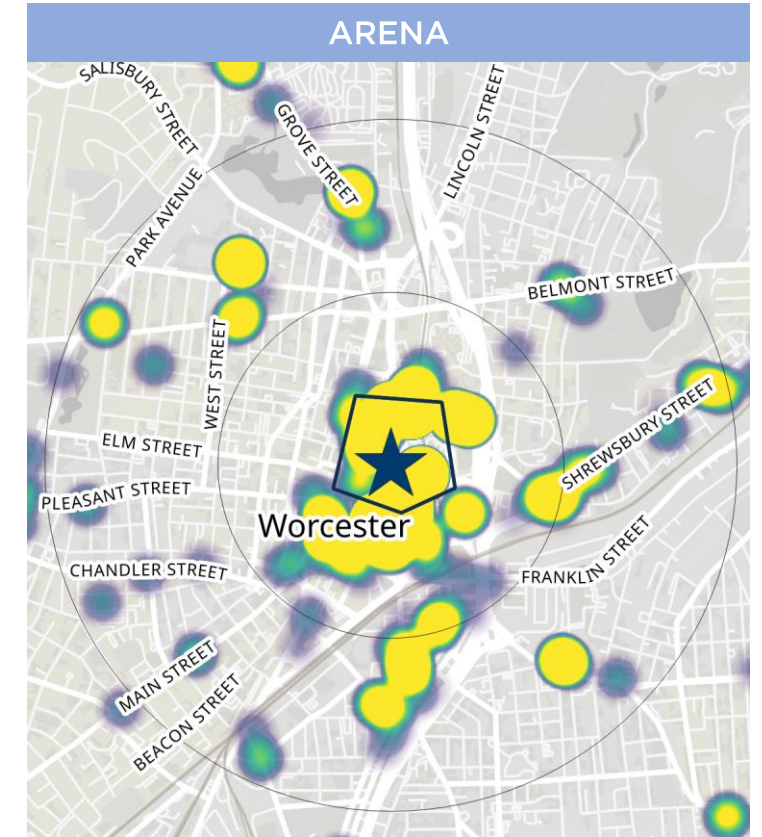
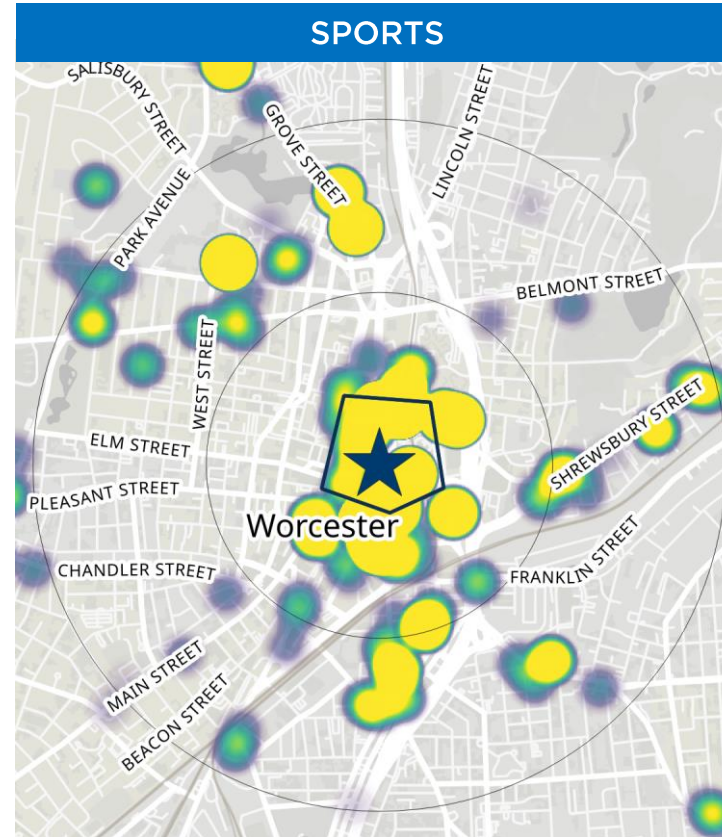
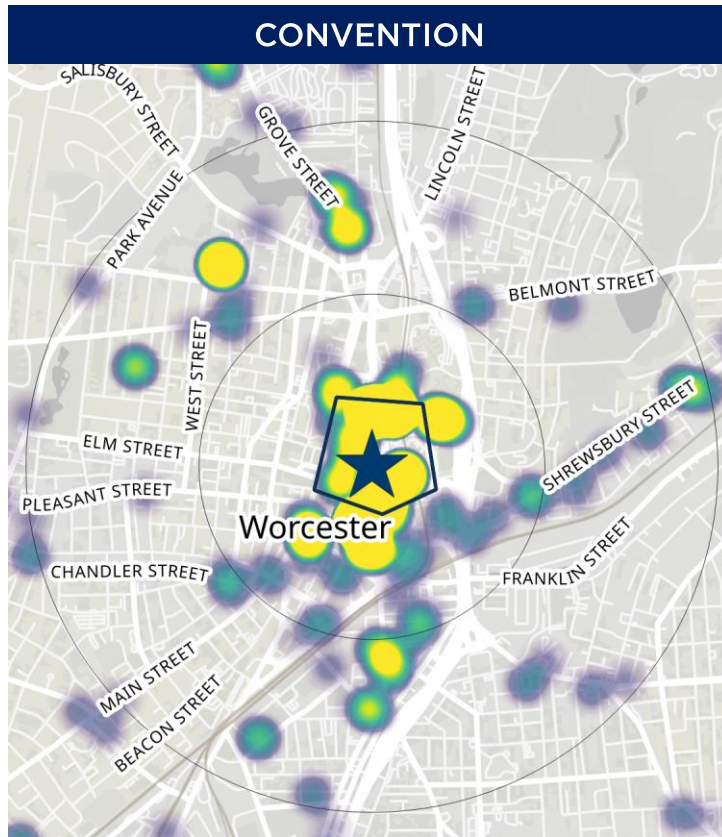
5

J - Autumn Years - 7.6%

Established and mature couples living gratified lifestyles in older homes.

FOOT TRAFFIC BY EVENT GROUP

The maps below graphically illustrate the pedestrian behavior of visitors to the fifteen previously discussed events. DCU Center convention and sports events and DCU Center arena events show similar behavior in terms of foot traffic to facilities within half a mile of the DCU Center. This is consistent with attendees of arena events nationwide, who tend to look for dining and drinking establishments in immediate proximity of their event. DCU Center sports events also showed significant visitation to more distant restaurants and establishments. Attendees of these events can stay in the market for multiple days and visit a variety of shops, restaurants, and points of interest. Convention attendees were relatively less explorative of the downtown area, largely remaining in the DCU's Center's immediate district.



DCU CENTER VISITOR BASE INTERACTION WITH HOTELS



The five hotels located within 1 mile of the DCU Center, which were also acknowledged as the most important hotels to selected event planners, were also surveyed for Placer.AI data. The chart at the bottom right displays aggregated attendee data for the 15 events discussed on the previous three slides. It is important to note that the Courtyard by Marriott and Hampton Inn & Suites (3 and 5 on the map) have recently been acquired by Worcester Polytechnic Institute and will no longer operate as hotels, reducing the total proximate hotel rooms to 487. This may negatively impact the DCU Center's ability to accommodate the sleeping room needs of large convention and sports events in the future.

As shown, sports events generate the greatest number of visitors and nonlocal visitors at the hotels and have the highest median household visitor income of the three event types. Over 66,000 visits were recorded by Placer.AI at the hotels during dates when sporting events were at the DCU Center Convention Center, with nearly 70 percent of visitors originating from over 50 miles away. Note that these visit counts include repeat visitation at the hotels. For example, an attendee of a sports event who leaves the hotel and returns is counted as two visits. Further, some employees, delivery services, restaurant visitors, visiting vendors, and others may be included in these counts as well.

| Lodging Property | STR Chain Scale | Hotel Rooms (number) |
|---------------------------------------|-----------------|----------------------|
| 1 Hilton Garden Inn Worcester | Upscale | 199 |
| 2 AC Hotel by Marriott Worcester | Upscale | 170 |
| 3 Courtyard by Marriott Worcester | Upscale | 130 |
| 4 Homewood Suites by Hilton Worcester | Upscale | 118 |
| 5 Hampton Inn & Suites Worcester | Upper Midscale | 100 |
| TOTAL | | 717 |

| Category | Top 5 Conventions | Top 5 Sports Events | Top 5 Arena Events |
|--|-------------------|---------------------|--------------------|
| Event | | | |
| Hotel Visits | 54,800 | 66,400 | 57,900 |
| Number of Hotel Visits per Day | 2,609 | 3,161 | 2,757 |
| Hotel Visitor Median Household Income | \$80,654 | \$90,417 | \$83,415 |
| Number of Hotel Visits from Over 50 Miles | 10,293 | 33,376 | 18,286 |
| Percent of Hotel Visits from Over 50 Miles | 31% | 68% | 46% |

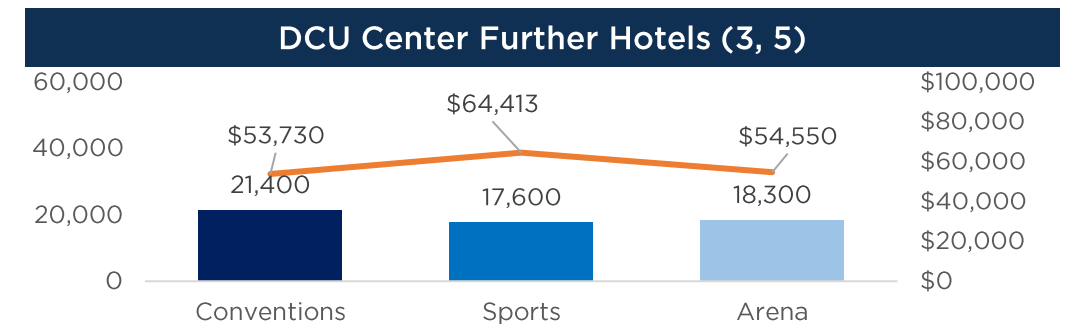
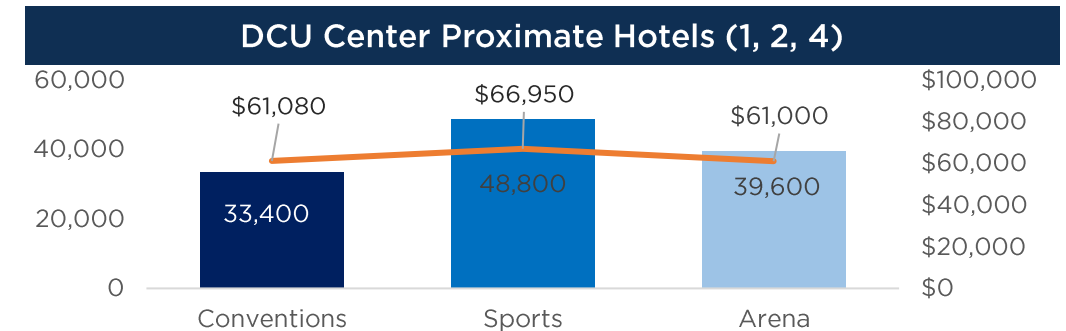
DCU CENTER VISITOR BASE INTERACTION WITH HOTELS - continued

Of the five hotels displayed on the previous slide, the AC Hotel, Hilton Garden Inn, and Homewood Suites were consistently identified as the most preferred hotel properties for event planners and DCU Center Convention Center users. They are also the most proximate to the DCU Center geographically, and offer the quality and amenities generally expected by corporate and high-value travelers.

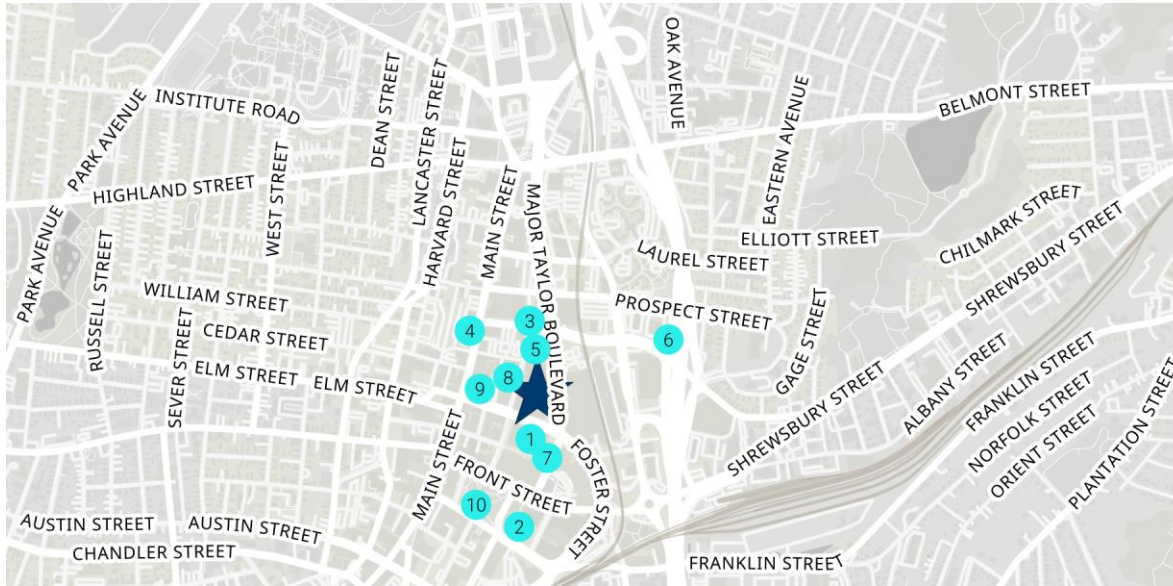
As shown, the proximate hotels experienced significantly more visitation during the identified events than those further away. Youth/amateur sports events show particular importance for the proximate hotel set with nearly 50,000 visits generated during this period of time. Median visitor household income, as shown by the orange line in the graphs to the right, follows the same pattern among the three event types for both event sets. However, proximate hotels show a significant boost in this category relative to those located further from the facility. Analysis of Placer.AI data and interviews with facility users suggests that the closure/repurposing of the Courtyard by Marriott and Hampton Inn & Suites would have a moderate impact on overall DCU Center business. The majority of hotel business generated by the DCU Center benefits the proximate hotels. However, groups with particularly large room blocks, who already struggle with the lack of available rooms in Worcester, may choose to utilize hotels outside of the city of Worcester or to utilize another facility entirely.

| | Top 5 Conventions | Top 5 Sports | Top 5 Arena |
|--|----------------------|-----------------|----------------|
| Proximate Hotels | | | |
| Hotel Visits | 33,400 | 48,800 | 39,600 |
| Number of Hotel Visits per Day | 1,695 | 3,253 | 2,268 |
| Hotel Visitor Median Household Income | \$61,080 | \$66,950 | \$61,000 |
| Number of Hotel Visitors from Over 50 Miles | 8,787 | 30,784 | 14,955 |
| Percent of Hotel Visitors from Over 50 Miles | 56% | 63% | 60% |

| | Top 5 Conventions | Top 5 Sports | Top 5 Arena |
|--|----------------------|-----------------|----------------|
| Further Hotels | | | |
| Hotel Visits | 21,400 | 17,600 | 18,300 |
| Number of Hotel Visits per Day | 779 | 1,259 | 990 |
| Hotel Visitor Median Household Income | \$53,730 | \$64,413 | \$54,550 |
| Number of Hotel Visitors from Over 50 Miles | 17,339 | 12,416 | 12,548 |
| Percent of Hotel Visitors from Over 50 Miles | 79% | 70% | 69% |



DCU CENTER VISITOR BASE INTERACTION WITH RESTAURANTS



| | Restaurant Name | Cuisine | Category |
|----|--------------------------|----------------|----------|
| 1 | The Mercantile | American | Casual |
| 2 | 110 Grill | American | Upscale |
| 3 | UNO Pizzeria | Pizza | Casual |
| 4 | Deadhorse Hill | American | Upscale |
| 5 | Off the Rails Bar | American | Pub/Bar |
| 6 | Mezcal | Mexican | Upscale |
| 7 | Ruth's Chris Steakhouse | Steakhouse | Upscale |
| 8 | Moynagh's Tavern | American/Irish | Pub/Bar |
| 9 | Not Yo Mama's Vegan Café | Vegan | Casual |
| 10 | Chashu Ramen + Izakaya | Japanese | Casual |

In addition to hotels, ten key representative restaurants within immediate walking distance of the DCU Center were also analyzed with Placer.AI. Both Sports and Arena type events seem to have a significant impact on restaurant business. When the ten events from these two event categories were in town, these restaurants received nearly 400,000 visitors, with 115,000 of those being by visitors from over 50 miles away. The selection of restaurants was identified through CSL interviews as well as through popular tourist websites such as Yelp.

As shown, Sports and Arena events generate significant foot traffic for the ten selected restaurants with 13,000 and 11,400 total visits per day, respectively. Convention events are significantly lower, at only 5,400 total visits per day, for several reasons. Conventions tend to have significantly fewer attendees, and those attendees tend to spend far more of the day within the confines of the DCU Center. In addition, a day was prepended to each convention event to account for visitors arriving on move-in day, which likely reduces the number of visits per day.

| Category | All | All Sports | All Arena |
|---|-------------|------------|-----------|
| Event | Conventions | Events | Events |
| Restaurant Visits | 120,500 | 201,200 | 172,400 |
| Number of Restaurant Visits per Day | 5,379 | 13,037 | 11,384 |
| Restaurant Visitor Median Household Income | \$69,350 | \$71,889 | \$75,810 |
| Number of Restaurant Visitors from Over 50 Miles | 26,000 | 74,664 | 40,287 |
| Percent of Restaurant Visitors from Over 50 Miles | 22% | 37% | 23% |

DCU CENTER VISITOR BASE INTERACTION WITH RESTAURANTS - continued

| Casual Restaurants | Top 5 Conventions | Top 5 Sports | Top 5 Arena |
|---|-------------------|--------------|-------------|
| Restaurant Visits | 48,100 | 98,100 | 89,700 |
| Number of Restaurant Visits per Day | 2,145 | 6,508 | 4,801 |
| Restaurant Visitor Median Household Income | \$75,520 | \$72,663 | \$74,923 |
| Number of Restaurant Visitors from Over 50 Miles | 12,100 | 40,100 | 22,200 |
| Percent of Restaurant Visitors from Over 50 Miles | 22% | 27% | 22% |

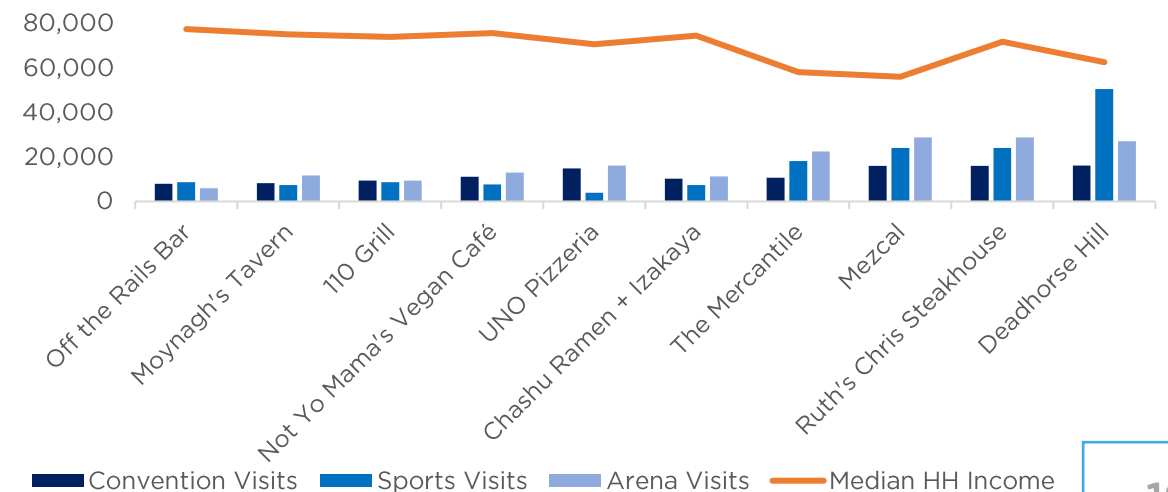
| Upscale Restaurants | Top 5 Conventions | Top 5 Sports | Top 5 Arena |
|---|-------------------|--------------|-------------|
| Restaurant Visits | 48,100 | 45,200 | 44,000 |
| Number of Restaurant Visits per Day | 2,236 | 3,335 | 2,350 |
| Restaurant Visitor Median Household Income | \$61,774 | \$67,138 | \$53,618 |
| Number of Restaurant Visitors from Over 50 Miles | 9,400 | 10,564 | 7,687 |
| Percent of Restaurant Visitors from Over 50 Miles | 18% | 26% | 14% |

| Bars / Pubs | Top 5 Conventions | Top 5 Sports | Top 5 Arena |
|---|-------------------|--------------|-------------|
| Restaurant Visits | 24,300 | 57,900 | 38,700 |
| Number of Restaurant Visits per Day | 1,157 | 3,895 | 2,109 |
| Restaurant Visitor Median Household Income | \$74,693 | \$78,378 | \$75,725 |
| Number of Restaurant Visitors from Over 50 Miles | 4,500 | 24,000 | 10,400 |
| Percent of Restaurant Visitors from Over 50 Miles | 18% | 29% | 23% |

The charts below and to the left display restaurant data segmented by restaurant type and separated by event type. As shown, median household income of restaurant visitors remains consistent across each restaurant type. Most facilities see their highest visitation when the DCU Arena events are in Worcester, although Deadhorse Hill is particularly popular among youth/amateur sports events at the DCU Convention Center.

The chart below summarizes the total visitation to reviewed restaurants during the periods when the 15 identified events were at the DCU Center. As shown, highly visited restaurants during these events include Deadhorse Hill, Ruth's Chris Steakhouse, and Mezcal. Interestingly, visitation and median visitor household income have an inverse relationship, wherein less visited restaurants are attracting more affluent visitors. Ruth's Chris, with a visitor median income of \$71,800, is an exception to this pattern.

DCU Center Proximate Restaurant Visitation and Median Household Income





CUSTOMER OUTREACH



3 CUSTOMER OUTREACH

OVERVIEW

In addition to analysis of the DCU Center’s location, surrounding amenities, and visitor base, CSL conducted interviews with planners of current and past events at the DCU Center to gather qualitative input regarding their estimated impacts on the Worcester economy, and opinions regarding the experience at both the facility and in downtown Worcester.

The focus of much of the remainder of this section is on survey data associated with interviews with these planners, who represent a wide cross-section of event industries that includes conventions, conferences, tradeshows, meetings, and other events. These event sectors represent logical, economic impact generating targets for the DCU Center and, as such it will be critical to consider their interest, event space and hotel requirements, and various destination preferences for future marketing and facility investment strategy development. Feedback from each of these groups is presented on the following pages. The organizations represented as part of this outreach process are shown below.



NEBFM2025



New England Synod



CUSTOMER OUTREACH SUMMARY - DCU CENTER IMPRESSIONS

Groups contacted for CSL's customer outreach noted that Worcester is centrally located and far more affordable than Boston, making it a desirable destination for events serving groups throughout Massachusetts and New England. The DCU Center is one of the largest event venues in New England outside of Boston, and events in Worcester are far more affordable than hosting similarly-sized events in Boston.

The DCU Center itself was praised for its affordability and its staff, particularly compared to venues in Boston. In addition, organizers came away from their events with a positive image of Worcester, noting that recent developments are well-received by their attendees and that downtown feels safer and livelier than it has in previous years.



DCU Center Space

- The DCU Center offers one of the largest contiguous flat-floor spaces in New England outside of Boston.
- DCU Center is praised for its affordability.
- Audio can be improved in some spaces.



DCU Center Staff & Service

- DCU Center staff were described as “accommodating, responsive, and flexible.”
- Food offerings at the DCU Center are praised.



Additional Opportunities

- Noted the facility and destination could benefit from greater marketing.
- DCU Center should coordinate more with local businesses to promote events.
- Organizers estimated that their attendees spend approximately \$400 per day on hotels, food, shopping, and other items.

CUSTOMER OUTREACH SUMMARY – ESTIMATED IMPACTS ON WORCESTER

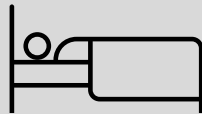
Planners were also asked to comment on their attendees’ experiences in Worcester. Contacted meeting and event organizers in Worcester noted that the city has improved significantly thanks to investments in downtown. Restaurants and bars are the most important amenity to event organizers, who praised both the availability of a range of options and price points. Several restaurants were specifically noted as destinations for event attendees. It was noted that more restaurants within walking distance of the DCU Center would be desirable. Hotels were praised individually, although their small size causes difficulties in assembling a sufficiently-sized room block.

Other citywide amenities such as shopping and entertainment are not considered important or relevant to convention organizers. Contacted event planners were asked to rate the overall quality and availability of hotels, restaurants & bars, shopping, and entertainment amenities in Worcester on a scale of 1-10 and to provide feedback regarding their ratings.



Event Attendance

- Attendance ranges from 450 – 1,000 attendees at surveyed events.
- Organizers expect to attract up to 175 exhibitors at events they host at the DCU Center.



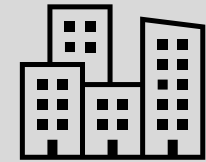
Hotels

- Organizers book 100 – 200 rooms and up to 600 total room nights.
- Hotels are seen as too small and disjointed.
- Received an average appeal rating of **5.7 out of 10**.



Restaurants & Bars

- Organizers praised restaurants and noted the “range” of price points.
- Specific restaurants / bars included Mezcal, Off the Rails, Ruth’s Chris, and Uno Pizzeria.
- Average rating of **6.8 out of 10**; planners would like to see more restaurants nearby.



Other Citywide Amenities

- Shopping was rated a **2.3 out of 10** and organizers were not familiar with entertainment options in Worcester; these amenities were not viewed as critically important, however.
- Worcester downtown improvements were praised.



4

HISTORICAL OPERATIONS

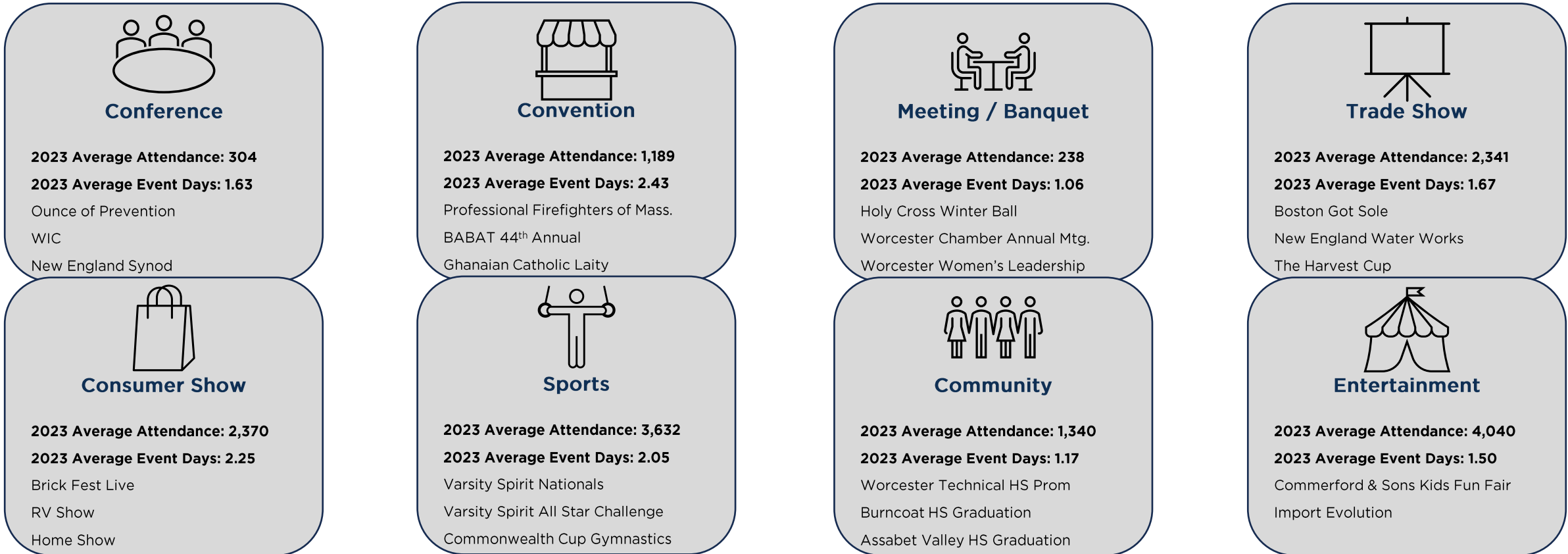


4 HISTORICAL OPERATIONS



DCU CENTER CONVENTION CENTER EVENT TYPES

Analyzing the types event activity at the DCU Center is a key step in developing estimates of the facility's economic impact on the Worcester community. Specific events, such as conferences, conventions and sports, attract significant non-local attendance to the region, while others are mainly attended by residents. These characteristics have significant implications for economic impact estimates. The remainder of this section presents data regarding event activity at the DCU Center, as well as the level of event attendance. We begin with profiles of event categories that utilized the DCU Center Convention Center below. Year-by-year event data spanning the period 2016 through 2024 are presented on the following pages. DCU Center Arena event and attendance levels are presented later herein.



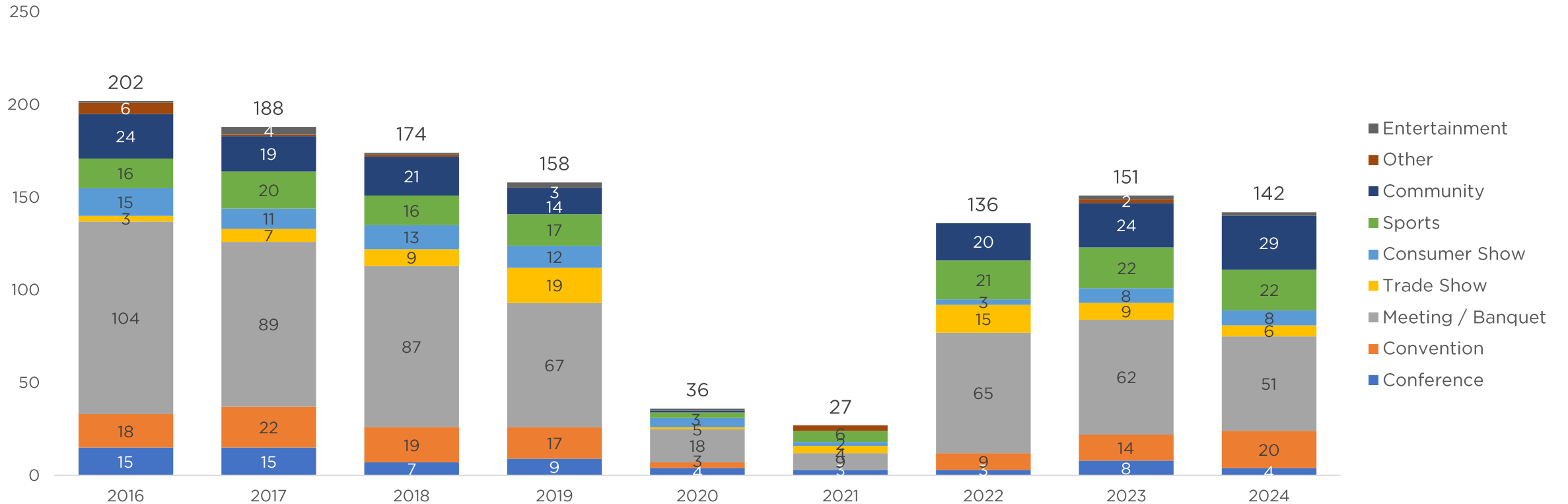
Source: Facility Management, 2024.

4 HISTORICAL OPERATIONS



DCU CENTER CONVENTION CENTER – EVENTS BY TYPE

The DCU Center Convention Center hosts a wide variety of events. As shown, smaller Meeting / Banquets make up a significant portion of event activity, accounting for an average of 45 percent of events at the DCU Center. However, Meetings / Banquets have decreased slightly since the COVID-impacted years of 2020 and 2021. Larger, more economically impactful segments such as Conferences, Conventions, and Trade Shows have each largely rebounded to pre-Pandemic levels. Notably, Sports events have increased, with the DCU Center averaging 22 such events over the past three years, four more per year than the pre-Pandemic period of 2016 through 2019.



Source: Facility Management, 2024.

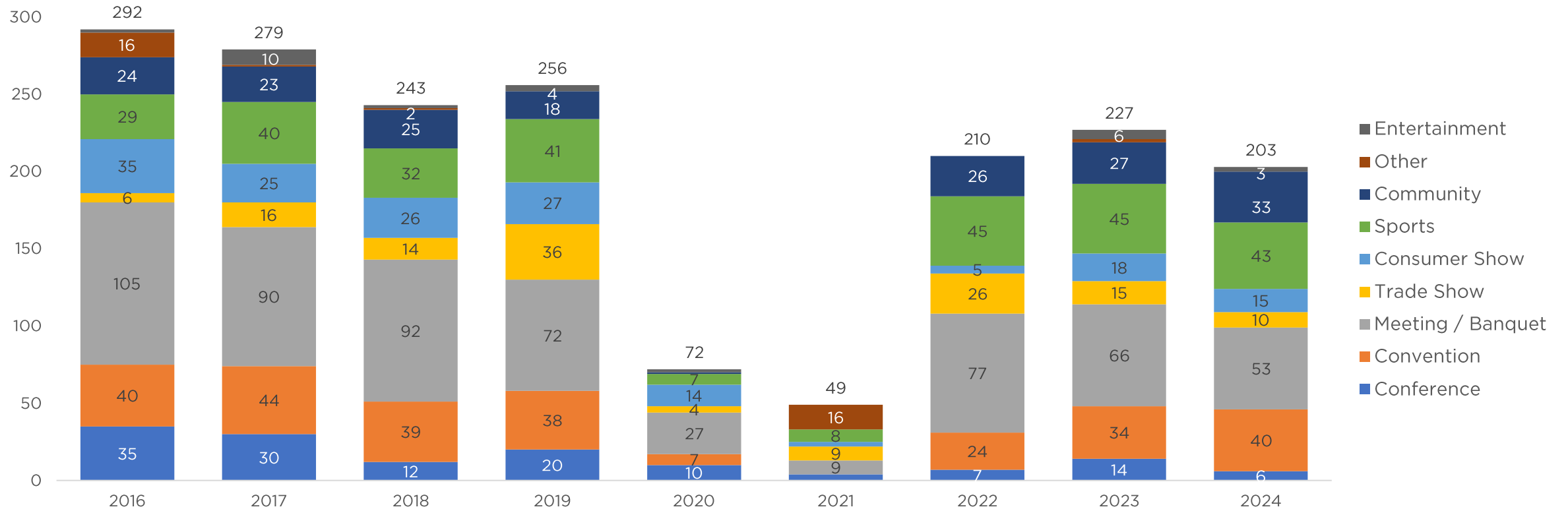
4 HISTORICAL OPERATIONS



CONVENTION CENTER ANALYSIS

DCU CENTER CONVENTION CENTER – EVENT DAYS BY TYPE

For any event facility-related economic impact analysis, it is also important to evaluate event days, or the number of days that are attended by event delegates at the host facility. This provides important information regarding the number of days that attendees may be exploring and spending money in the community. As multi-day events that require many non-local attendees to stay in the destination overnight, event types such as Conventions and Sports events make up a greater share of event days at the DCU Center relative to their event counts.



Source: Facility Management, 2024.

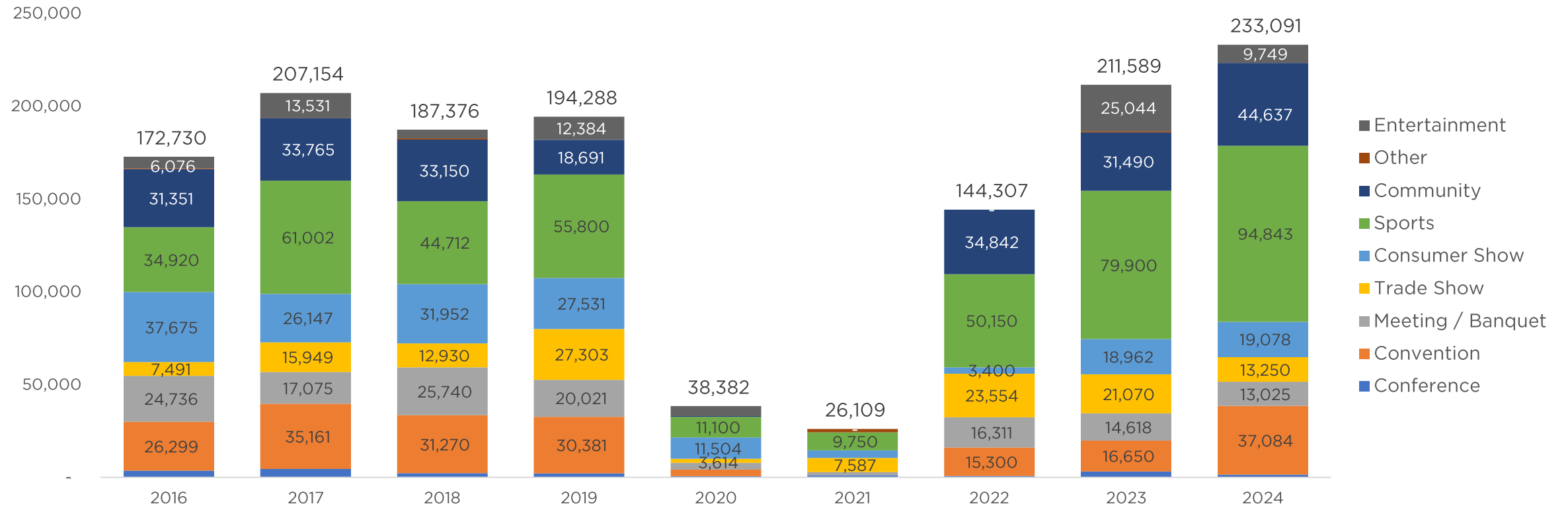
4 HISTORICAL OPERATIONS



CONVENTION CENTER ANALYSIS

DCU CENTER CONVENTION CENTER – ATTENDANCE BY TYPE

Although overall event counts are down at the DCU Center Convention Center relative to the pre-Pandemic period, attendance has materially increased in 2024 due to a spike in Sports and Community event attendance. Convention event attendance also reached a nine-year high of nearly 37,100 in 2024. Excluding the COVID-impacted years of 2020 and 2021, the DCU Center has averaged approximately 27,400 Convention attendees, 17,400 Trade Show attendees, and 60,200 Sports attendees annually. Overall, the DCU Center Convention Center has hosted an average of 192,900 attendees during non-COVID years. A substantial portion of these attendees, and their disposable incomes, are from outside Worcester and Central Massachusetts. The benefits they bring to the area’s economy are analyzed within the subsequent Impact Analysis Chapter.



Source: Facility Management, 2024.

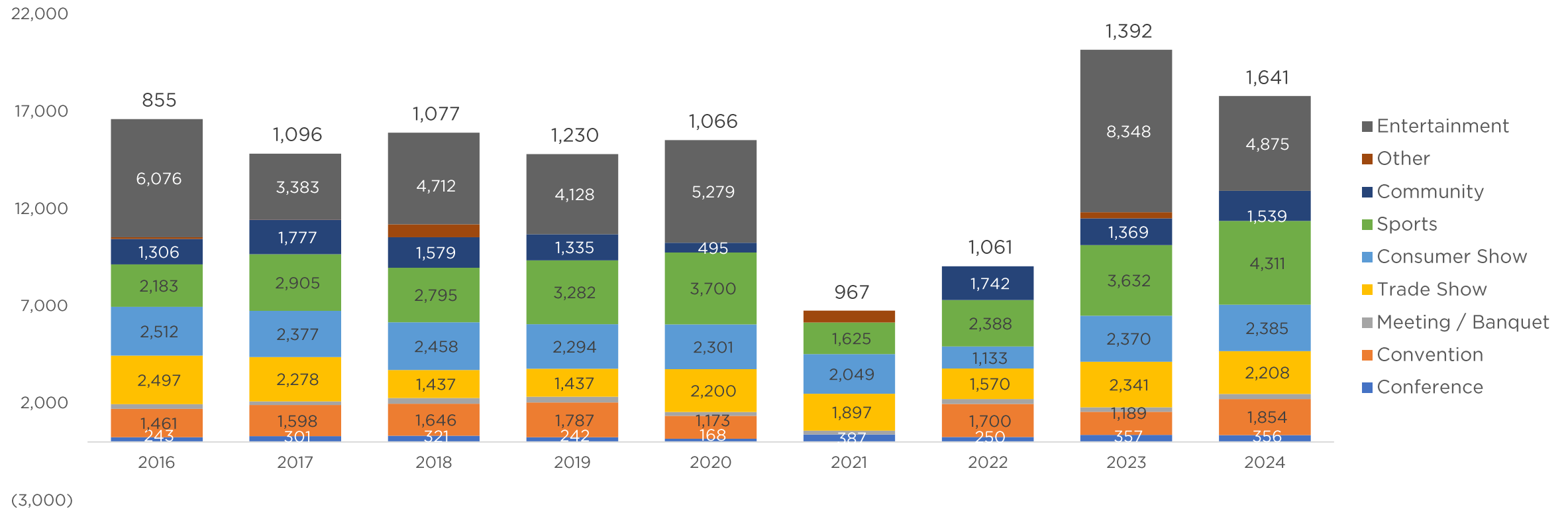
4 HISTORICAL OPERATIONS



CONVENTION CENTER ANALYSIS

DCU CENTER CONVENTION CENTER – ATTENDANCE PER EVENT BY TYPE

The economic impact potential of each event segment is further defined by considering the average attendance per event associated with each event type. As shown below, Sports events at the DCU Center Convention Center typically attract the greatest number of attendees on a per event basis, averaging just over 3,100 attendees during non-COVID years. Other well-attended event types include public Consumer Shows (average of 2,400 attendees), Trade Shows (1,800) and Conventions (1,600). It is important to note that Consumer Show attendance is primarily local and lacks the overnight draw of other types such as Conferences, Conventions, and Trade Shows.



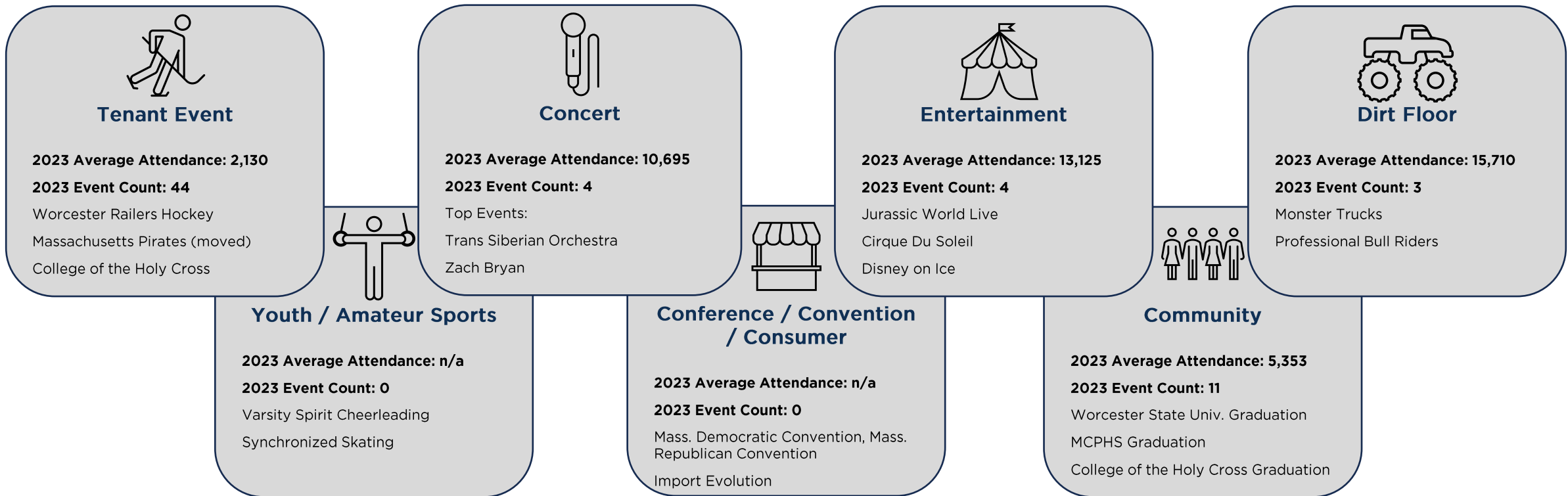
4 HISTORICAL OPERATIONS



ARENA ANALYSIS

DCU CENTER ARENA EVENT TYPES

The DCU Center Arena hosts a wide variety of entertainment events in addition to some community and civic activity. Average attendance levels and examples of events associated with each event type are presented below, followed by analysis of DCU Center Arena activity from 2016 through 2024 on the following pages.



Source: Facility Management, 2024.

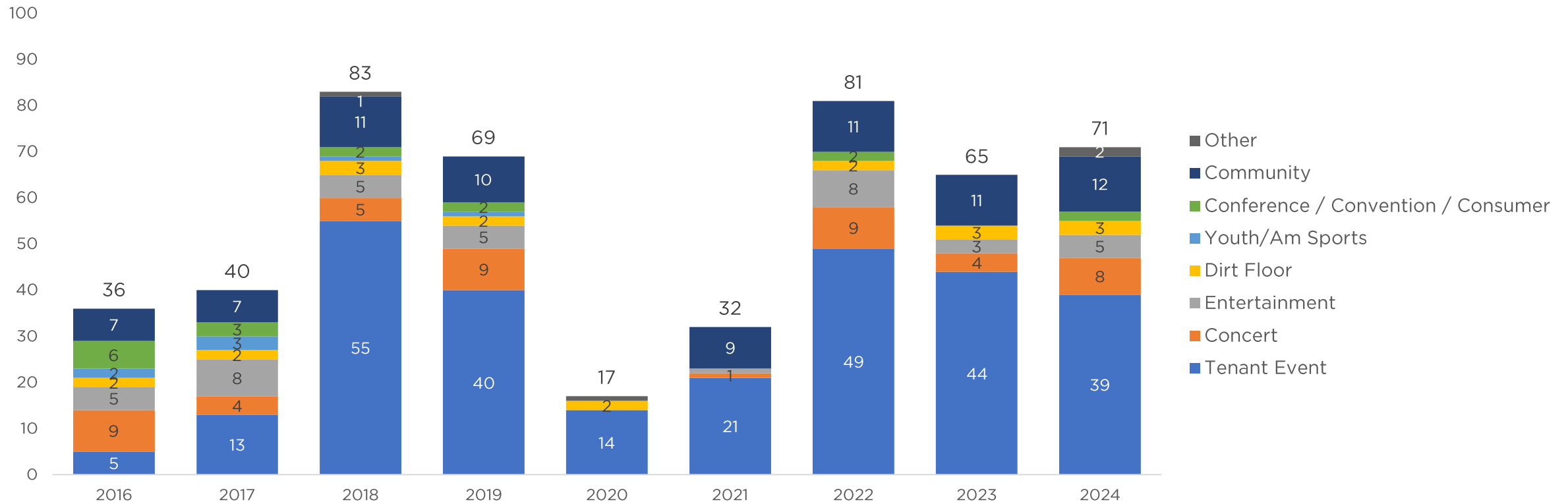
4 HISTORICAL OPERATIONS



ARENA ANALYSIS

DCU CENTER ARENA - EVENTS BY TYPE

Excluding the COVID-impacted years of 2020 and 2021, the DCU Center Arena has hosted an average of 64 events annually. The facility hosts an average of 31 Tenant Events per year, including Worcester Railers games (ECHL, since 2017) and Massachusetts Pirates games (IFL, since 2018), though the Pirates will no longer play at DCU Arena as of the 2024 season. This category also includes Holy Cross hockey games, which are held at the DCU Center Arena when attendance exceeds the 1,600-spectator capacity of the Hart Center Rink at the Luth Athletic Complex. As shown on the previous page, events with the largest attendance draw include Concerts, Entertainment events, and Dirt Floor events. The DCU Center Arena averages approximately seven (7), six (6), and two (2) of these events per year, respectively. Generally, the facility event mix and overall event levels post-Pandemic closely resemble those from pre-Pandemic years, reflecting the DCU Center Arena's consistency as a significant visitor draw for Worcester.



Source: Facility Management, 2024.

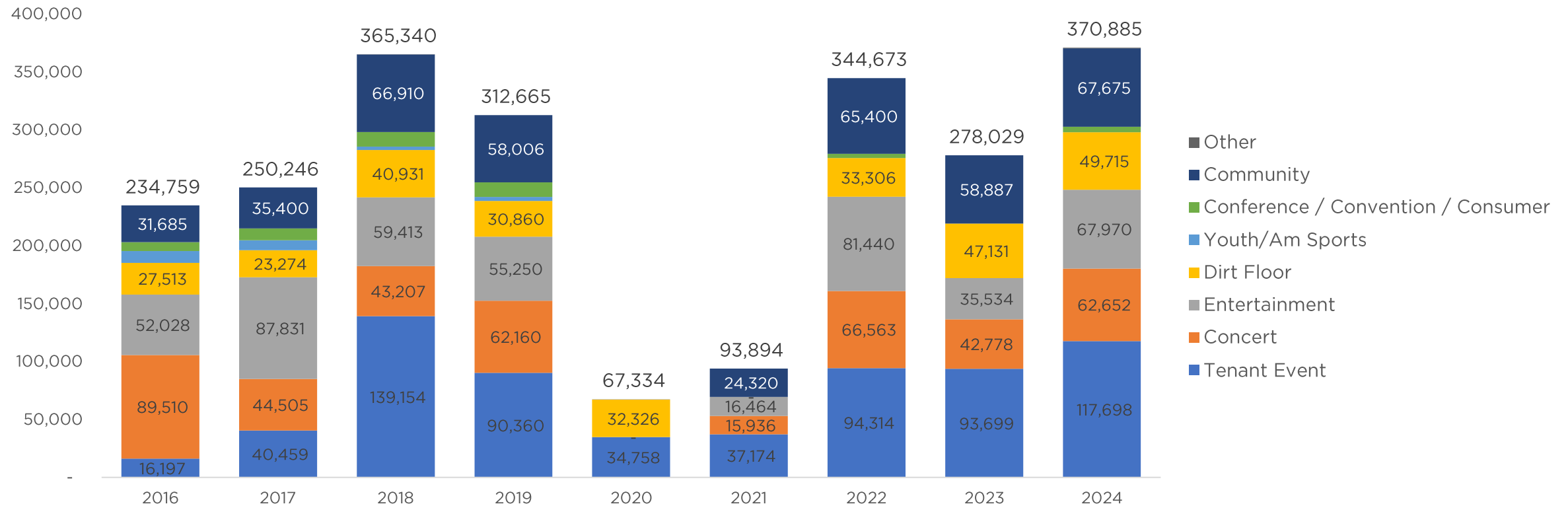
4 HISTORICAL OPERATIONS



ARENA ANALYSIS

DCU CENTER ARENA - ATTENDANCE BY TYPE

Overall, the DCU Center Arena has hosted an average of nearly 308,100 attendees per year during the non-COVID years reviewed. As frequent users of the facility, Tenant Events have the highest annual attendance, approximating 84,600 attendees per year. Other significant attendance generators include the DCU Center Arena's Entertainment events (62,800 attendees per year), Concerts (58,800), and Community events (54,900). Post-Pandemic (the years of 2022 through 2024), the DCU Center Arena has averaged 14 percent more attendees annually than the pre-Pandemic period of 2016 through 2019. Average attendance increases in Tenant Event, Community, and Dirt Floor categories drove this difference.





5

IMPACT ANALYSIS



IMPACT ANALYSIS OVERVIEW

The DCU Center provides important quantifiable economic impact and fiscal benefits. To evaluate the facility's impact on the Worcester community, we have measured direct spending taking place in hotels, other lodging facilities, restaurants, retail, entertainment, local transportation and other local businesses due to the events and attendees attracted to the community because of the DCU Center. The flow of direct spending is adjusted to reflect only the spending that is considered net new to the local economy, excluding spending that would likely take place in the community even without the existence of the DCU Center. Direct spending will flow through the local economy, creating a variety of secondary impacts, as described below.

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



OUT-OF-FACILITY SPENDING

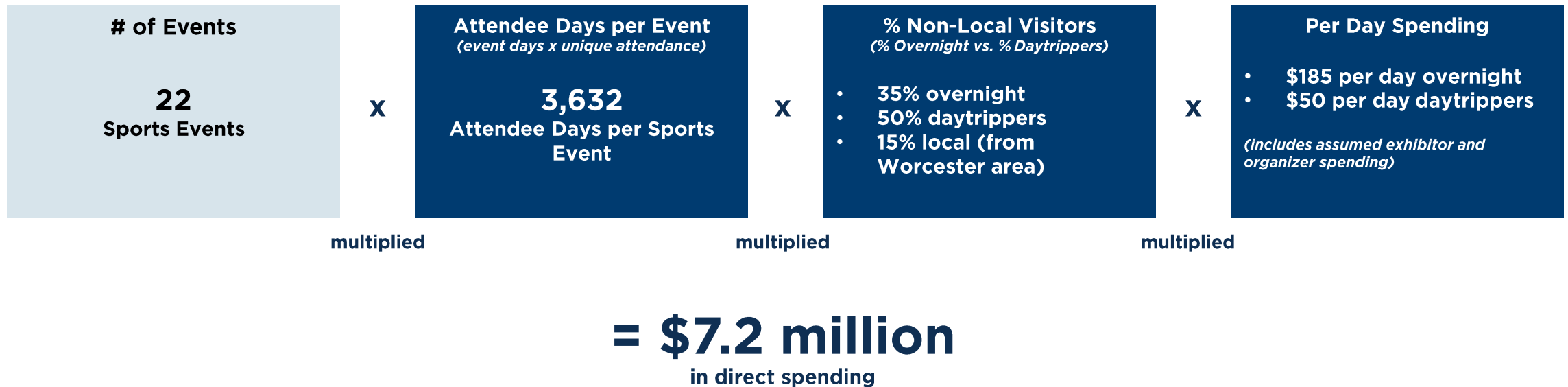
Outside the DCU Center itself, additional direct spending is generated in city, county and regional areas by visitors, attendees, participants, event staff, and visiting facility users on lodging, food and beverage, retail, entertainment, transportation, and other such items in connection with their visit to the area.

In addition to the quantifiable benefits associated with the DCU Center, there are a number of existing and potential benefits that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature. These include benefits pertaining to quality of life, ancillary economic development facilitation, employment opportunities, community pride, and other items.

The subsequent page provides a high-level summary of how direct spending, total output, earnings, employment and fiscal impact estimates were generated. This is followed by the results of economic impact modeling associated with the operations of the DCU Center during the period spanning 2016 through 2024.

IMPACT ANALYSIS METHODOLOGY (EXAMPLE)

An overview of CSL's economic impact estimate methodology is summarized below. Unique assumptions regarding the percentage of attendees who were non-local, per day spending per attendee, and other factors were assigned to each event type shown in the previous Chapter. The flow chart below provides a high-level example of how CSL estimated direct spending associated with Sports event activity at the DCU Center Convention Center.



Multipliers are then applied to this direct spending figure to estimate the portion of these initial dollars that are re-spent and retained within the local economy, as well as the wages and jobs that these dollars directly and indirectly support. Further detail regarding per day spending estimates for various event types is presented on the following pages.

DAILY SPENDING ASSUMPTIONS BY EVENT TYPE (CONVENTION CENTER EVENTS)

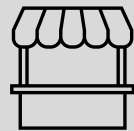
Daily spend estimates for Convention Center attendees, segmented by event type, are presented below. As shown, total daily spend assumptions include expenditures on hotels, restaurant, retail/shopping, entertainment, local transportation, and other industries. These per day figures are based on CSL's expertise, experience with similar markets, and local market conditions, and were used to calculate the impact estimates presented throughout the remainder of this Chapter. Per day estimates for Arena events are presented on the following page.



Conference

Overnight / Daytrippers

Hotel: \$115 / \$0
 Restaurant: \$40 / \$25
 Retail: \$25 / \$15
 Entertainment: \$15 / \$5
 Local Transportation: \$20 / \$10
 Other: \$20 / \$7.50
Total: \$235 / \$62.50



Convention

Overnight / Daytrippers

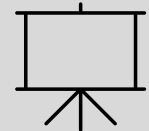
Hotel: \$145 / \$0
 Restaurant: \$55 / \$32.50
 Retail: \$30 / \$20
 Entertainment: \$20 / \$5
 Local Transportation: \$30 / \$10
 Other: \$25 / \$7.50
Total: \$305 / \$75



Meeting / Banquet

Overnight / Daytrippers

Hotel: \$95 / \$0
 Restaurant: \$35 / \$20
 Retail: \$20 / \$7.50
 Entertainment: \$10 / \$5
 Local Transportation: \$20 / \$5
 Other: \$20 / \$5
Total: \$200 / \$42.50



Trade Show

Overnight / Daytrippers

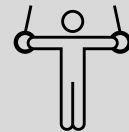
Hotel: \$145 / \$0
 Restaurant: \$55 / \$32.50
 Retail: \$30 / \$20
 Entertainment: \$20 / \$5
 Local Transportation: \$30 / \$10
 Other: \$25 / \$7.50
Total: \$305 / \$75



Consumer Show

Overnight / Daytrippers

Hotel: \$95 / \$0
 Restaurant: \$35 / \$20
 Retail: \$20 / \$7.50
 Entertainment: \$10 / \$5
 Local Transportation: \$20 / \$5
 Other: \$20 / \$5
Total: \$200 / \$42.50



Sports

Overnight / Daytrippers

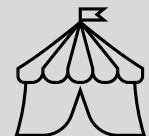
Hotel: \$70 / \$0
 Restaurant: \$40 / \$25
 Retail: \$20 / \$10
 Entertainment: \$15 / \$5
 Local Transportation: \$20 / \$5
 Other: \$20 / \$5
Total: \$185 / \$50



Community

Overnight / Daytrippers

Hotel: \$95 / \$0
 Restaurant: \$35 / \$20
 Retail: \$20 / \$7.50
 Entertainment: \$10 / \$5
 Local Transportation: \$20 / \$5
 Other: \$20 / \$5
Total: \$200 / \$42.50

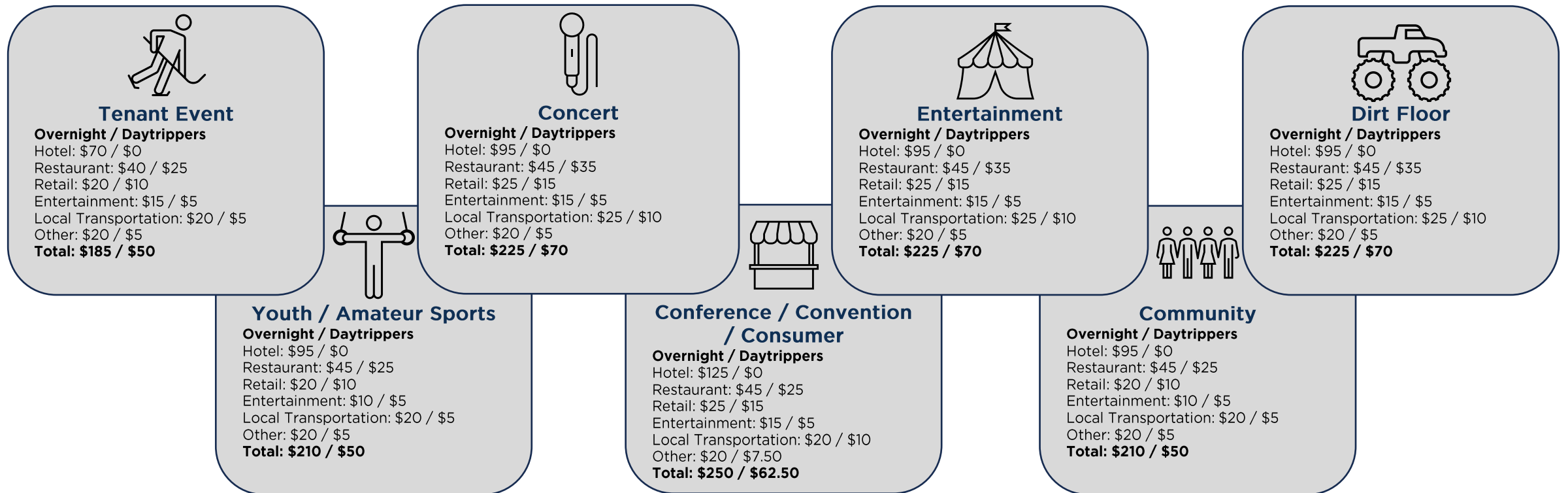


Entertainment

Overnight / Daytrippers

Hotel: \$95 / \$0
 Restaurant: \$35 / \$20
 Retail: \$20 / \$7.50
 Entertainment: \$10 / \$5
 Local Transportation: \$20 / \$5
 Other: \$20 / \$5
Total: \$200 / \$42.50

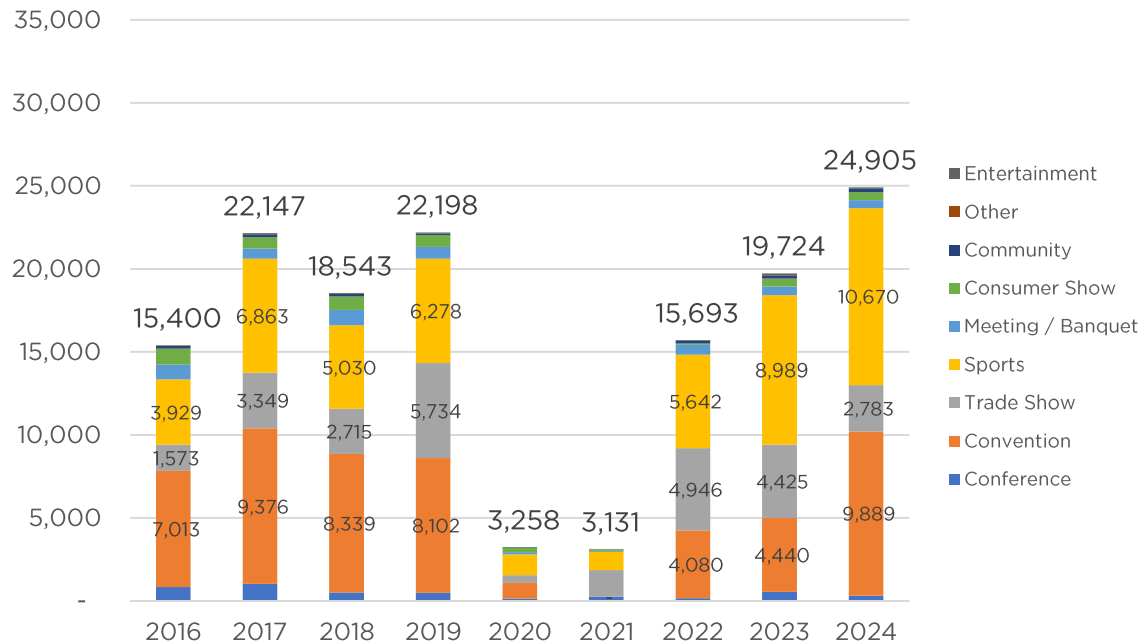
DAILY SPENDING ASSUMPTIONS BY EVENT TYPE (ARENA EVENTS)



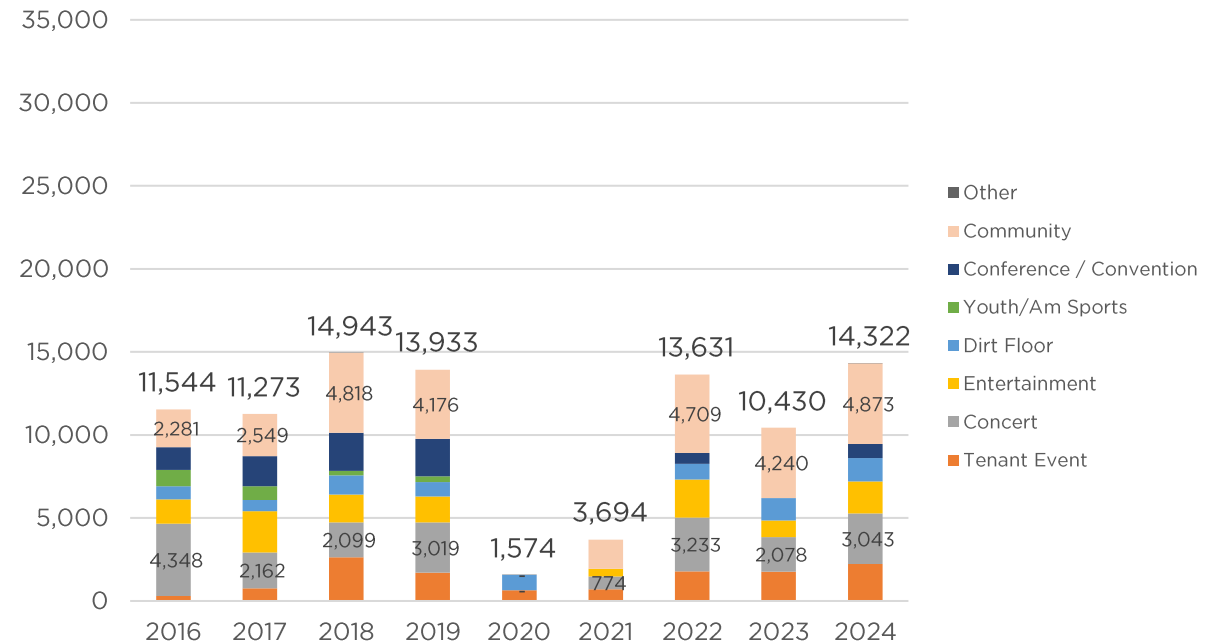
HOTEL ROOM NIGHTS BY FACILITY AND EVENT TYPE

CSL prepared the following hotel room night estimates to guide the assumption development process for determining the balance of DCU Center visitors who are local or non-local. We begin with an analysis of hotel room nights generated by both the DCU Center Convention Center and Arena, segmented by event type below. During non-COVID years, the DCU Center Convention Center has generated an average of approximately 19,800 hotel room nights annually, while the DCU Center Arena has generated nearly 12,900 room nights. Much of the DCU Center Convention Center’s room night generation in recent years is associated with Sports and Convention activity, while Community events such as large WPI and Holy Cross graduations attract a significant number of overnight visitors to the DCU Center Arena.

DCU Center Convention Center: Hotel Room Nights



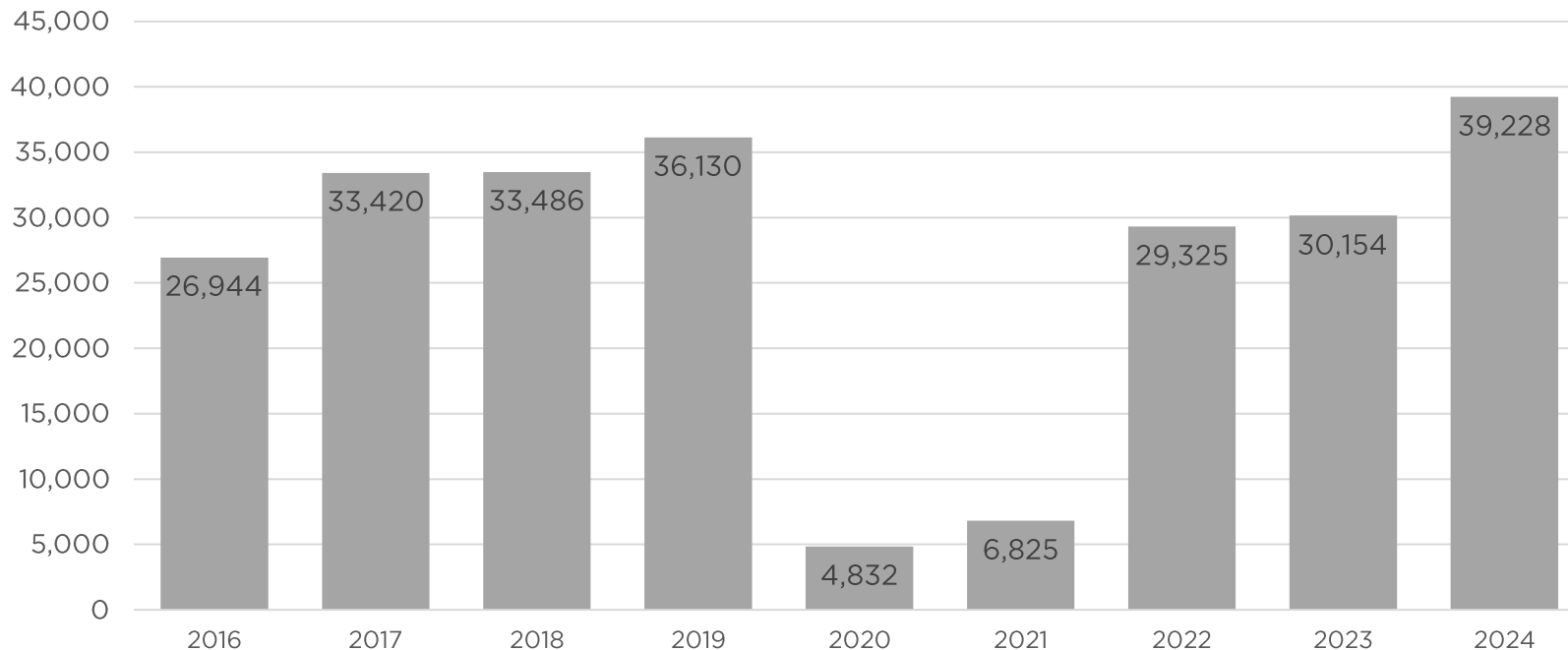
DCU Center Arena: Hotel Room Nights



TOTAL HOTEL ROOM NIGHTS

The combined estimated room night generation associated with events at DCU Center Convention Center and Arena totaled nearly 39,300 room nights in 2024. Overall, the facility averages approximately 32,700 room nights during non-COVID years. With 717 hotel rooms available in downtown (as previously shown), there is a supply of approximately 261,700 downtown rooms throughout the year (717 multiplied by 365 days). With this hotel room night generation, the DCU Center event activity is estimated to impact nearly 12 percent of downtown's hotel room supply. This metric is highlighted below to communicate the scale of impacts spurred by the DCU Center. It is important to note that not all of this room demand is captured by downtown hotels as some attendees may choose to book rooms at more distant properties due to lower rates or other preferences.

DCU Center: Total Hotel Room Nights



32,700



Average room nights per year

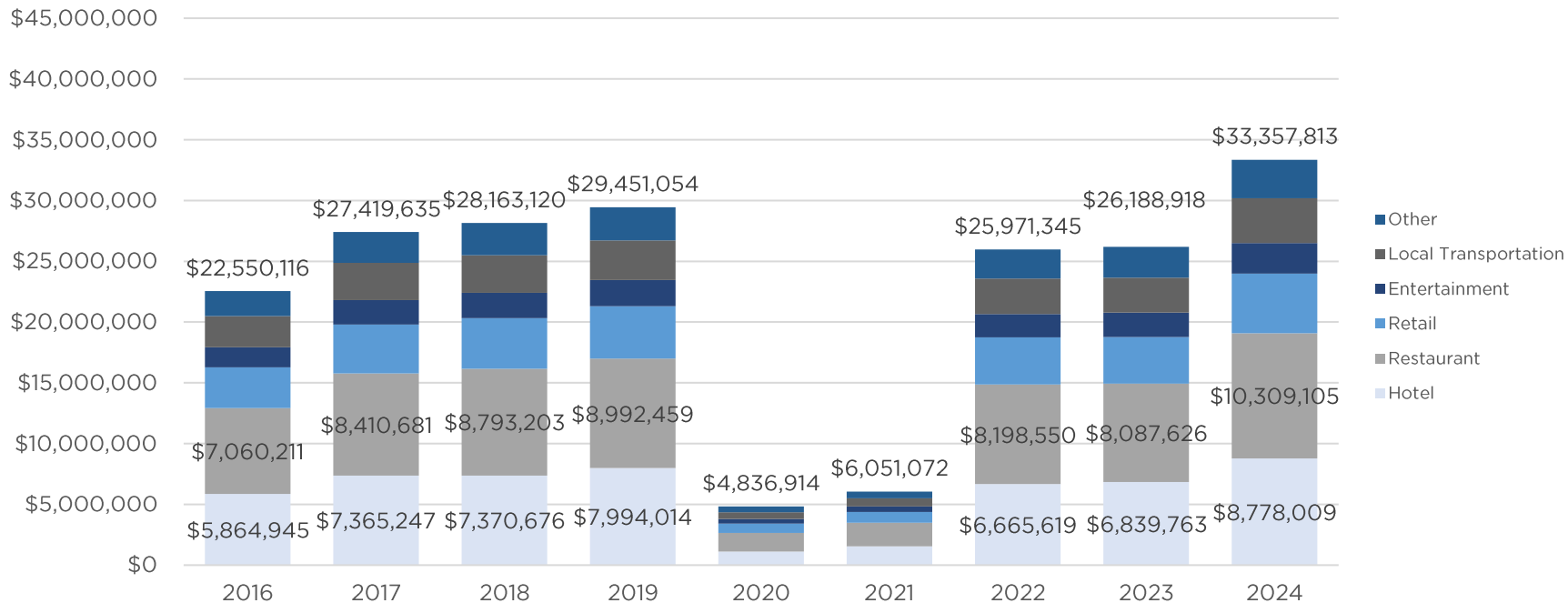
Equivalent to approximately
12% of Downtown*
Worcester's year-
round hotel supply

*Downtown defined as one-mile radius surrounding the DCU Center.

DIRECT SPENDING

Attendees of events held at the DCU Center spend on hotel, restaurant, retail, entertainment, local transportation and other sectors. Excluding the COVID-impacted years of 2020 and 2021, the average direct spending in these industries by non-local attendees averaged approximately \$27.6 million. The significant rebound in event activity of the DCU Center following the Pandemic has driven the climb to a high of \$33.4 million in direct spending at local businesses in 2024. During non-COVID years (2016-2019 and 2022-2024), an average of approximately \$7.3 million was spent by event attendees on overnight lodging at local hotels, which equates to nearly 15 percent of estimated 2023 hotel sales within one mile of the DCU Center. Meanwhile, an estimated \$8.6 million is driven to the restaurant industry, equating to nearly 11 percent of total 2023 dining sales within a one-mile radius of the DCU Center. Considering the typically low profit margins experienced by the restaurant industry (often 10 percent or lower), these data suggest that the DCU Center plays a vital role in supporting local restaurant operations.

DCU Center: Direct Spending



\$7.3M
Average hotel spending per year

\$8.6M
Average dining spending per year

Equivalent to approximately **30%** of estimated 2023 DT* Worcester hotel sales

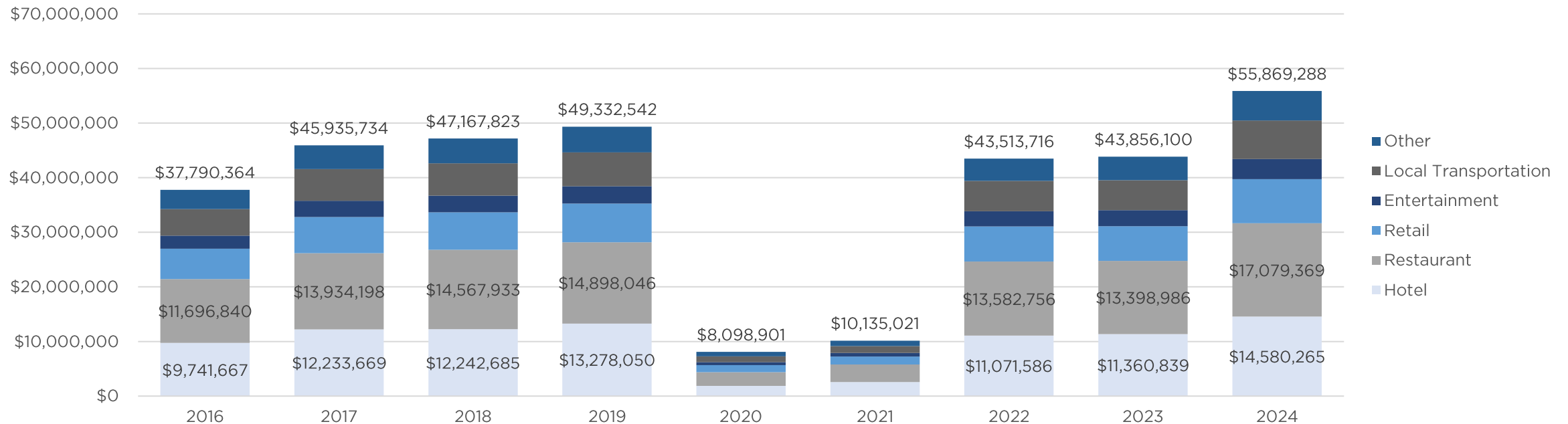
Equivalent to approximately **11%** of estimated 2023 DT* Worcester restaurant sales

*Downtown defined as one-mile radius surrounding the DCU Center.

ECONOMIC OUTPUT

As previously noted, the direct spending generated by non-local event attendees will flow through the local economy, supporting local suppliers, transportation, utility, equipment and other sectors. Employees in businesses supported by this new spending will make purchases in virtually all sectors of the local economy. The resulting new total economic output supported by DCU Center-hosted events has averaged just over \$46.2 million per year in non-COVID years, reaching a high of just under \$55.9 million in 2024. As noted, much of this impact is experienced by businesses and employees located within the identified one-mile region surrounding the DCU Center.

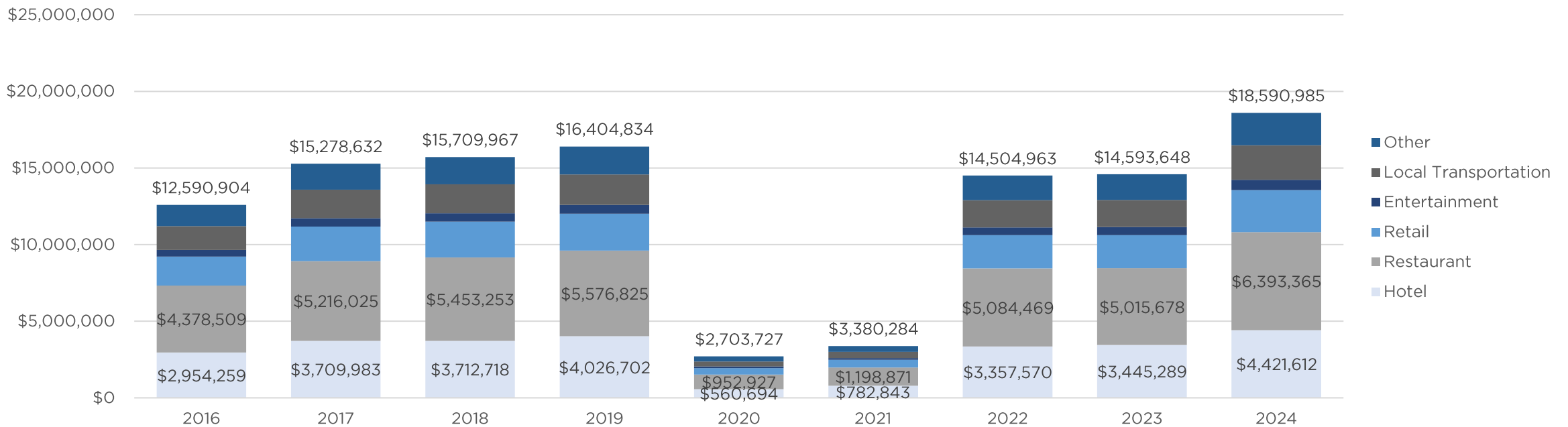
DCU Center: Total Economic Output



EARNINGS/WAGES

A component of direct spending and total output generated by non-local DCU Center attendees can be measured in terms of earnings. During non-COVID years, these earnings averaged approximately \$15.4 million annually. These earnings are distributed to employees throughout the local economy, ranging from employees just entering the workforce and beginning their careers, to management positions throughout the hospitality and support industries. Earnings impacts are summarized below.

DCU Center: Total Earnings/Wages

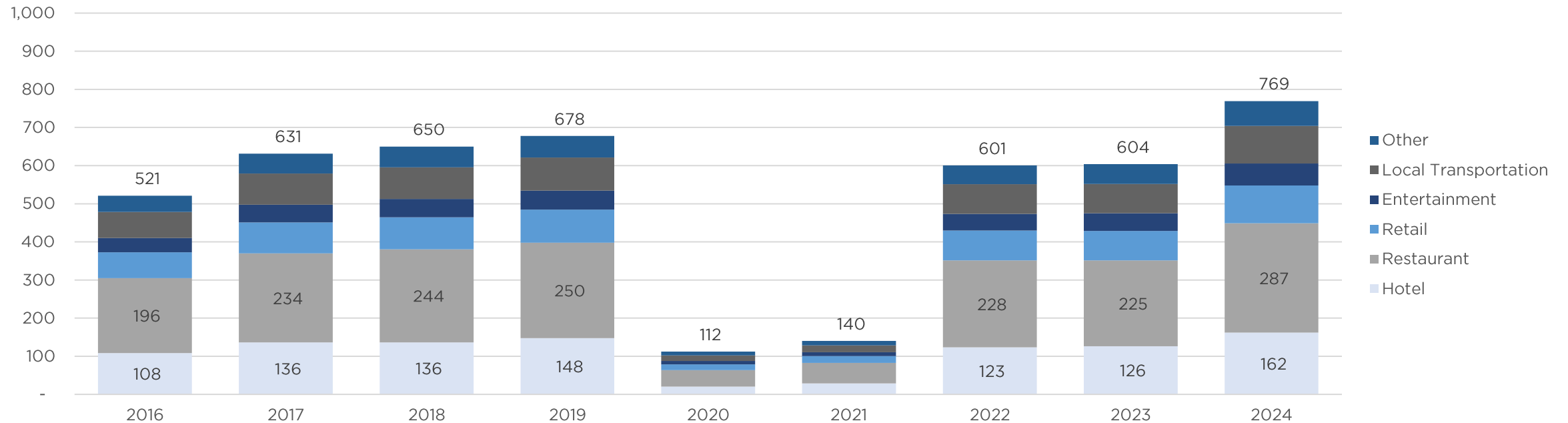


5 IMPACT ANALYSIS

EMPLOYMENT

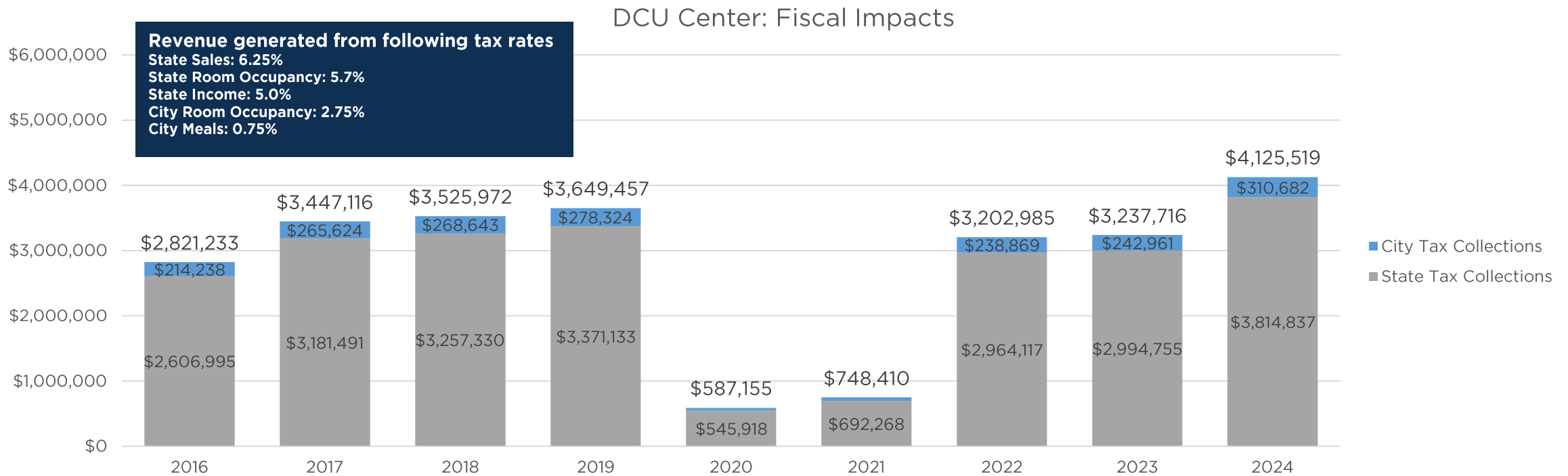
The new jobs supported by non-local business at the DCU Center range between 521 and 769 during the non-COVID years reviewed. A total of 769 jobs were supported in 2024 due to the high level of non-local attendees at Sports and Convention events. These jobs range from important entry level positions that provide valuable training and work skills, to mid- and higher-level management positions. Annual employment impacts are summarized below.

DCU Center: Full-Time Equivalent Jobs Supported



FISCAL IMPACTS

The new direct and indirect spending generated by DCU Center events has created sales and hotel tax generation for the City of Worcester and the Commonwealth of Massachusetts. Combined, these sales and hotel taxes have grown from \$2.8 million in 2016 to more than \$4.1 million collected in 2024, averaging approximately \$3.5 million during non-COVID years. This analysis does not include a wide variety of taxes and fees that are also impacted by DCU Center event activity. For example, a restaurant that relies on DCU Center business will pay property taxes, and employees at this type of business will pay various payroll taxes. In practice, it is difficult to fully assess the impact of DCU Center events on keeping these business viable, however it is important to recognize the significant importance of the DCU Center in supporting a business sector such as the restaurant industry that operates at a very low profit margin.



SUMMARY & CONCLUSIONS (continued)

A summary of DCU Center event-related impacts occurring in the Worcester area each year is presented within the adjacent graphic.

In addition to the quantifiable projections of economic impacts presented throughout this report, there are many benefits associated with a large public assembly facility such as the DCU Center that cannot be quantified. In fact, these qualitative benefits tend to be a critical factor in the consideration of public and private investment in facilities of this nature throughout the country. These qualitative impacts/benefits may include:

- Enhanced quality of life for community residents.
- Inducement of follow-up visitation.
- Spin-off hospitality and other commercial development.
- Anchor for revitalization of targeted areas within a community.
- Potential transformative and iconic effects.
- Various other benefits.

DCU CENTER AVERAGE ANNUAL IMPACTS

Summary of Key Estimated Annual Impacts Associated with Event Activity at The DCU Center in Worcester, MA
Based on Averages of 2016-2019 + 2022-2024

