

ECONOMIC & FISCAL IMPACT ANALYSIS
CAIN CENTER FOR THE ARTS
CORNELIUS, NC

SUBMITTED TO
Cain Center for the Arts

SUBMITTED BY
Johnson Consulting

DATE
August 2026

JOHNSON CONSULTING

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August 18, 2026

Re: Cain Center for the Arts Economic & Fiscal Impact Study - 2026

Dear Mr. Justin Dionne,

C.H. Johnson Consulting, Inc. (Johnson Consulting) is pleased to submit this report to you regarding the economic and fiscal impact of the Cain Center for the Arts in Cornelius, North Carolina. Pursuant to our engagement, this report quantifies the Cain Center's realized economic contribution based on several years of operating history, moving beyond projected impacts, as previously prepared by Johnson Consulting (2021) and culminating in a fact-based assessment of how the Cain Center supports tourism, local businesses, employment, and public revenues.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the Clients' internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

We have enjoyed serving you on this engagement and look forward to providing you with continuing service.

Sincerely,

C.H. Johnson Consulting, Inc.

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SECTION 1

INTRODUCTION AND EXECUTIVE SUMMARY

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INTRODUCTION AND EXECUTIVE SUMMARY

Johnson Consulting was retained by the Cain Center for the Arts to conduct an economic and fiscal impact study of the Cain Center. This study aims to foster the measure the direct, indirect, and induced economic impacts generated by performances, events, and patrons of the Cain Center, including visitor spending, employment supported, tax revenues generated, and hotel room nights attributable to the facility.

METHODOLOGY

In order to quantify the economic and fiscal impact of the Cain Center, Johnson Consulting performed the following tasks:

1. Analyzed current and historic event demand, attendance, visitor origin, and revenue and expense data, provided by Management of the Cain Center, for Fiscal Years Ending (FYE) 2023-2026.
2. Developed spending estimates by visitors, based upon data provided by Management of the Cain Center, and expanded upon using metrics reported at comparable facilities.
3. Performed an economic and fiscal impact analysis of the Cain Center using an IMPLAN input-output model specifically purchased from the IMPLAN Group, LLC, which is a nationally recognized model commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through the various sectors of the economy as a result of the activities at the venue.
4. Calculated tax revenues by jurisdiction.

KEY FINDINGS

Since its opening in 2023, the Cain Center for the Arts has served as the primary live performance venue in Cornelius. In FYE 2026, the facility hosted 478 events, including 60 performance events, 67 special engagements (*e.g.*, rentals and internal events), and 351 classes and camps.

Combined, in FYE 2026, these events generated 26,533 attendees, or a total of 27,133 visitors when including the estimated number of visiting performers. This visitation volume represents a 14 percent of annual increase from FYE 2024. Over 95 percent of these visitors came from within North Carolina and its neighboring states, including 57 percent coming from Cornelius and the neighboring communities of Huntersville and Davidson. Nevertheless, in FYE 2026, it is estimated that visitors to the Cain Center generated demand for 1,597 hotel room nights, with the preponderance of demand (1,401 room nights) being attributed to Performances.

Operationally, in FYE 2026, the Cain Center reported net revenues of $2.5 million and expenses of $2.94 million, with a resulting operating surplus of $21,873, before depreciation. Between FYE 2024 and 2026,

total revenues increased steadily at an average annual rate of 20 percent, with net revenues also increasing at an average annual rate of 22 percent.

Economic and fiscal impact of the Cain Center is no less significant. In FYE 2026, the facility is estimated to have generated approximately $991,000 in total on-site direct spending, $713,000 in off-site direct spending, and $2.5 million of facility's operational spending, for a combined total of over $4.2 million in direct spending; approximately $3.65 million in indirect and induced spending, for a total of approximately $7.85 million in total spending; 20 full-time equivalent (FTE) jobs, accounting for approximately $2.1 million in increased salaries/wages; and approximately $589,000 in sales tax and tourism-related tax revenues, combined, to state and local governments.

Over the entirety of the Cain Center's operation since its opening in 2023 through FYE 2026, the cumulative economic and fiscal impacts sum to over $23.7 million in total spending, $6.3 million in increased salaries/ wages, and $1.8 million in sales tax and tourism-related tax revenues, combined, to state and local governments.

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SECTION 2

SUMMARY OF EXISTING OPERATIONS

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SUMMARY OF EXISTING OPERATIONS

This section describes and summarizes the Cain Center and its operations, based on the information provided by Management of the Cain Center.

ABOUT THE FACILITY

Opened in 2023, the Cain Center for the Arts is situated on 1.85 acres in the heart of Old Town Cornelius. The 32,000-square-foot building offers a 400-seat theater with balcony, a gallery area, two classrooms, a dance studio, and an outdoor plaza. Figure 2-1 and Figure 2-2 show the facility's first and second floor plans.

Figure 2-1

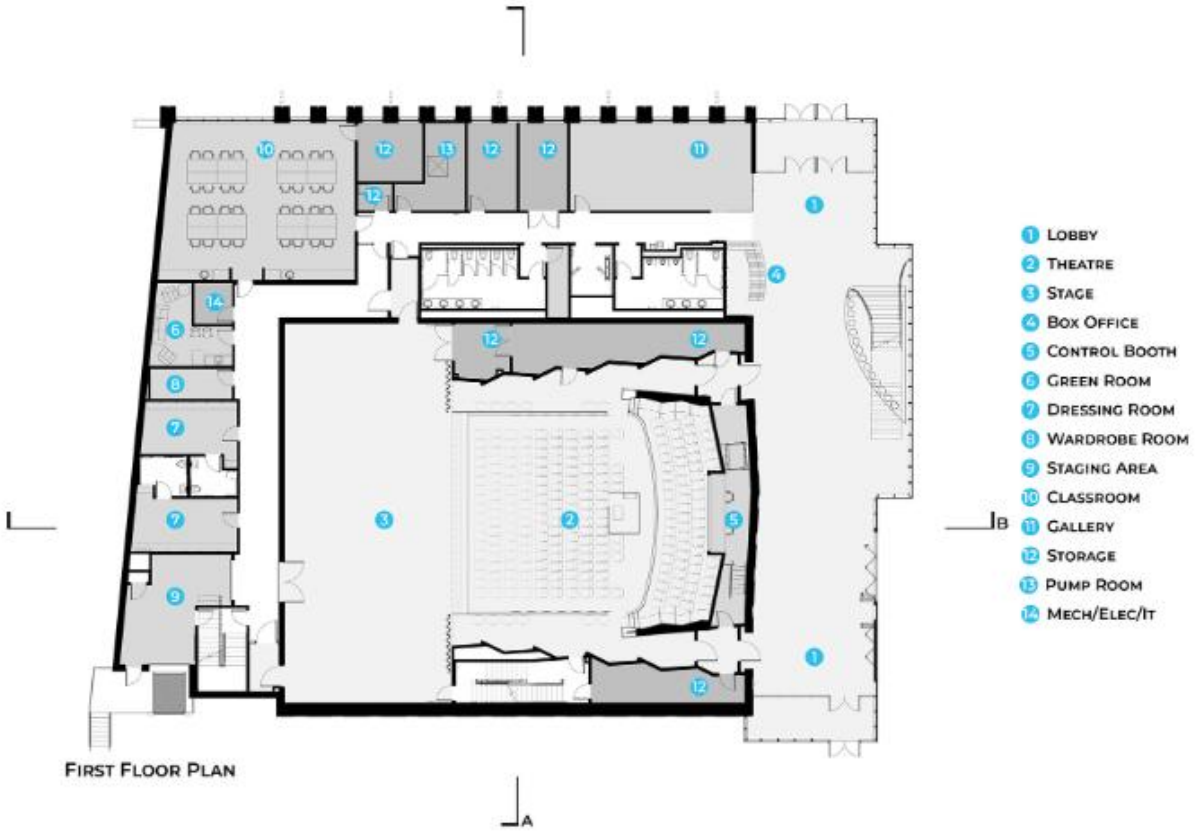


Figure 2-2

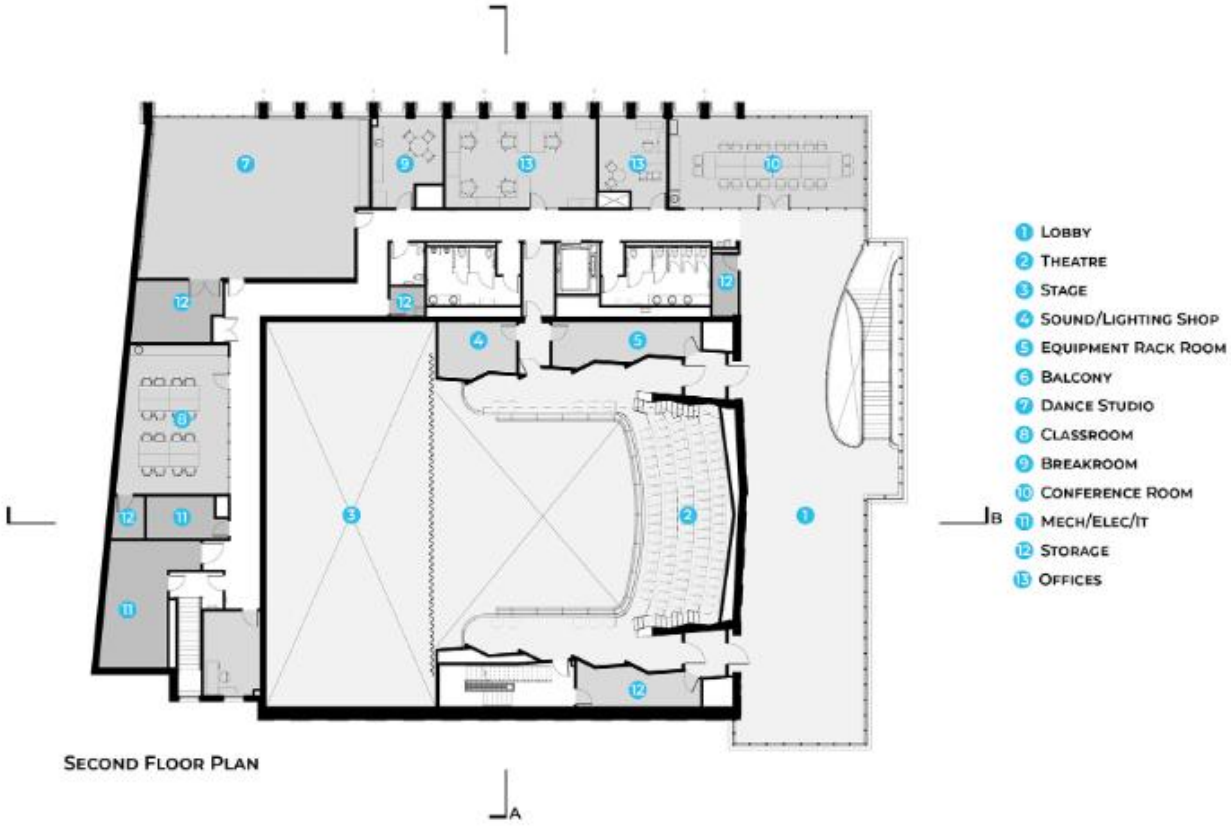


Figure 2-3 summarizes the facility's key space offerings.

Figure 2-3

The Cain Center for the Arts Development Program		
		Maximum Capacity
Theater	Orchestra level	192
	Rear Orchestra level	79
	Balcony level	130
	Total	**401**
Lobby	(standing)	350
Board Room	(seated)	24
	(standing)	50
Large Classroom	(seated)	24
	(standing)	75
Small Classroom	(seated)	16
	(standing)	40
Dance Studio		75

Source: The Cain Center for the Arts

The following subsections summarize the Cain Center operations as measured in terms of event demand, attendance, room nights, operating revenue and expenses, and other relevant statistics, from the facility's opening through Fiscal Year Ending (FYE) 2026, as provided by Management of the Cain Center. Fiscal years run from July 1 through June 30 until FYE 2025; and then starting in FYE 2026, fiscal years run from September 1 through August 31. This change in fiscal year period is reflected in the summaries. Please also note that the FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final FYE 2026 figures are expected to increase before year-end.

Also presented in the following tables is a comparison to the key findings and projections of the Cain Center operations, as documented in the Market Analysis and Economic Impact Study that was completed by Johnson Consulting and Rose Associates and submitted to Town of Cornelius, Lake Norman Economic Development, and Cain Center for the Arts in June 2021, prior to the opening of the Cain Center.

HISTORICAL EVENT DEMAND

Figure 2-4 shows historical event demand at the Cain Center since its opening through FYE 2026.

Figure 2-4

The Cain Center for the Arts Historical Event Demand						Prior Projections****
	FYE 2023*	FYE 2024	FYE 2025	Bridge**	FYE 2026***	Year 4
Performances	30	55	67	4	60	59
Special Engagements	0	21	36	8	67	106
Classes*****	193	132	83	9	298	557
Summer Camps	0	33	43	29	53	incl.
Total	**223**	**241**	**229**	**50**	**478**	**722**
Compounded Annual Growth Rate (CAGR) from FYE 2024 thru 2026					*41%*	

**Thru FYE 2025, fiscal years run from July 1 thru June 31.*

***Reflecting two month period from July 1 thru August 31, 2025.*

****Starting in FYE 2026, fiscal year runs from September 1 thru August 31.*

FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.

*****Referring to Market Analysis and Economic Impact Study by Johnson Consulting and Rose Associates, submitted in June 2021 (Figure 5-13 on Page 61).*

******Including Puckett Pottery classes starting in FYE 2026.*

Source: The Cain Center for the Arts

As shown, the Cain Center has hosted over 220 events annually, including between 55 and 67 performance events in its first 2 full years of operations (FYE 2024-2025). Starting in FYE 2026, the Cain Center also hosted Pottery Classes, increasing the number of classes and camps to over 350 (including Summer Camps) and increasing the total number of events to 478. This equates a two-fold increase in total event demand over FYE 2025.

Compared to the projections prepared by Johnson Consulting in 2021, the number of performances is fairly on target, as projected. However, event demand is lower than expected in the categories of Special Engagements (that include rentals and internal events) and Classes (that include performing arts classes, pottery classes, and summer camps), suggesting that there is room for increased use for those types of events.

HISTORICAL ATTENDANCE

Figure 2-5 shows historical attendance at the Cain Center since its opening through FYE 2026.

Figure 2-5

The Cain Center for the Arts Historical Attendance					
	FYE 2023*	FYE 2024	FYE 2025	Bridge**	FYE 2026***
Performances	7,270	14,372	17,073	2,179	16,014
Special Engagements	0	4,568	10,901	2,072	9,834
Classes****	1,299	997	638	81	377
Summer Camps	0	305	365	235	308
Total	**8,569**	**20,242**	**28,977**	**4,567**	**26,533**
Compounded Annual Growth Rate (CAGR) from FYE 2024 thru 2026					*14%*

**Thru FYE 2025, fiscal years run from July 1 thru June 31.*

***Reflecting two month period from July 1 thru August 31, 2025.*

****Starting in FYE 2026, fiscal year runs from September 1 thru August 31.*

FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.

*****Including Puckett Pottery classes starting in FYE 2026.*

Source: The Cain Center for the Arts

As shown, in FYE 2026, the Cain Center hosted 26,533 event attendees. This represented a slight decrease over FYE 2025, when the Cain Center reported 28,977 attendees, but a considerable increase over the 20,242 attendees reported in the first full year of operation (FYE 2024). Overall, the facility experienced a 14 percent annual increase in attendance from FYE 2024 to FYE 2026.

TOP ATTENDEE ORIGIN

Figure 2-6 and Figure 2-7 show the top ten cities and states, respectively, from which visitors to the Cain Center's events originated, as recorded in ticket sales from June 1, 2025 through April 29, 2026 via online, phone, outlet, box office, kiosk, secondary box office, and Account Manager systems.

Figure 2-6

The Cain Center for the Arts Top Attendee Origins*				
City	Distance (Miles)	Net Tickets Sold	Net Ticket Revenue	Revenue Percentage
Cornelius	-	5,771	$254,857	31.24%
Huntersville	5.1	3,028	116,452	14.27%
Davidson	1.6	2,352	93,952	11.52%
Mooresville, NC 28117	8.3	1,689	75,448	9.25%
Mooresville, NC 28115	8.3	716	32,089	3.93%
Denver	17.5	685	32,573	3.99%
Concord	20.5	546	18,551	2.27%
Charlotte	19.7	329	11,645	1.43%
Stanley	21.5	189	8,500	1.04%
Troutman	17.3	130	5,579	0.68%
All Others	0.0	3,508	166,153	20.37%
Total		**18,943**	**$815,800**	**100.00%**

**Based on ticket sales from 6/1/2025 through 4/29/2026*
via Online, Phone, Outlet, Box Office, Kiosk, Secondary Box Office, Account Manager
Source: The Cain Center for the Arts

As shown, the Cain Center has a strong local draw, with the preponderance of visitors (57.0 percent) originating from Cornelius and the neighboring communities of Huntersville and Davidson. Further, close to 80 percent of visitors are originating from less than a 30-minute drive away.

Entertainment spend by local residents on tickets to theaters/ operas/ concerts averages $225.28 per person, representing an index of 167 which outperforms both the national average (index of 100) and Charleston (index of 115). This may be reflective of the recapturing of local entertainment spend, which was otherwise leaked to Charleston and other regional locations, due to the presence of the Cain Center.

Figure 2-7

The Cain Center for the Arts Top Attendee Origins*			
State	Net Tickets Sold	Net Ticket Revenue	Revenue Percentage
North Carolina	17,991	$767,951	94.13%
South Carolina	280	14,949	1.83%
Florida	133	6,053	0.74%
Virginia	76	4,218	0.52%
New York	63	3,599	0.44%
West Virginia	59	2,811	0.34%
Tennessee	36	1,788	0.22%
Pennsylvania	33	1,423	0.17%
Georgia	25	1,351	0.17%
California	18	1,147	0.14%
All others states	229	10,509	1.29%
Total	**18,943**	**$815,800**	**100.00%**

**Based on ticket sales from 6/1/2025 through 4/29/2026*
via Online, Phone, Outlet, Box Office, Kiosk, Secondary Box Office, Account Manager
Source: The Cain Center for the Arts

As shown, 94.1 percent of visitors to the Cain Center originated from within the State of North Carolina. This suggests a small ratio of visitors who generate room nights, because the majority of visitors are coming from within North Carolina and its neighboring states, where day-trips are practical.

HISTORICAL TOTAL VISITORS

Figure 2-8 shows historical total visitors at the Cain Center, which include event attendees and visiting performers, since its opening through FYE 2026.

Figure 2-8

The Cain Center for the Arts Historical Total Visitors							Prior Projections****
	FYE 2023*	FYE 2024	FYE 2025	Bridge**	FYE 2026***	x	Year 4
Performances*****	7,570	14,922	17,743	2,219	16,614		17,405
Special Engagements	0	4,568	10,901	2,072	9,834		17,873
Classes******	1,299	997	638	81	377		8,359
Summer Camps	0	305	365	235	308		incl.
Total	**8,869**	**20,792**	**29,647**	**4,607**	**27,133**		**43,637**

**Thru FYE 2025, fiscal years run from July 1 thru June 31.*
***Reflecting two month period from July 1 thru August 31, 2025.*
****Starting in FYE 2026, fiscal year runs from September 1 thru August 31.*
FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.
*****Referring to Market Analysis and Economic Impact Study by Johnson Consulting and Rose Associates, submitted in June 2021 (Figure 5-15 on Page 65).*
******Including the estimated number of performers, assumed at 10 per performance event.*
*******Including Puckett Pottery classes starting in FYE 2026.*
Source: The Cain Center for the Arts, Johnson Consulting

As shown, total visitation to the Cain Center in FYE 2026 is estimated to amount to 27,133 event attendees and visiting performers. When compared to 2021 projections visitation volume is significantly lower in event categories of special engagements and classes, consistent with the low-than-expected number of event demand.

HISTORICAL AVERAGE VISITORS

Figure 2-9 shows historical average visitors, per event, to the Cain Center since its opening through FYE 2026.

Figure 2-9

The Cain Center for the Arts Historical Average Attendance						Prior Projections****
	FYE 2023*	FYE 2024	FYE 2025	Bridge**	FYE 2026***	Year 4
Performances	242	261	255	545	267	295
Special Engagements	0	218	303	259	147	169
Classes*****	7	8	8	9	1.3	15
Summer Camps	0	9	8	8	6	incl.
Total	**38**	**84**	**127**	**91**	**56**	**60**

**Thru FYE 2025, fiscal years run from July 1 thru June 31.*
***Reflecting two month period from July 1 thru August 31, 2025.*
****Starting in FYE 2026, fiscal year runs from September 1 thru August 31.*
FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.
*****Referring to Market Analysis and Economic Impact Study by Johnson Consulting and Rose Associates, submitted in June 2021 (derived from Figure 5-14 on Page 62).*
******Including Puckett Pottery classes starting in FYE 2026.*
Source: The Cain Center for the Arts, Johnson Consulting

As shown, average attendance in the Cain Center is fairly close to projections, especially in FYE 2026. Specifically with regards to the pottery classes, it should be noted that some of those classes have an attendance of 0, which brings the average attendance below 1 in that event category.

HISTORICAL ROOM NIGHTS

Figure 2-10 shows the estimated number of room nights generated by the visitors to the Cain Center since its opening through FYE 2026. The estimate is primarily based on top attendee origin data, as summarized previously in Figure 2-6 and Figure 2-7, showing that over 95 percent of visitors are coming from within North Carolina and its neighboring states where day-trips are practical, including 57 percent coming from Cornelius and the neighboring communities of Huntersville and Davidson. Therefore, the estimate utilizes small ratios for the Cain Center's room night-generating potential: 5 percent and 2 percent for Performances and Special Engagements, respectively. Meanwhile, visitors to Classes and Summer Camps are assumed to be largely local residents.

Figure 2-10

The Cain Center for the Arts Historical Room Nights						
	% Overnighter	FYE 2023*	FYE 2024	FYE 2025	Bridge**	FYE 2026***
Performances	5.0%	664	1,269	1,524	149	1,401
Special Engagements	2.0%	0	91	218	41	197
Classes****	0.0%	0	0	0	0	0
Summer Camps	0.0%	0	0	0	0	0
Total		**664**	**1,360**	**1,742**	**190**	**1,597**

**Thru FYE 2025, fiscal years run from July 1 thru June 31.*
***Reflecting two month period from July 1 thru August 31, 2025.*
****Starting in FYE 2026, fiscal year runs from September 1 thru August 31.*
FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-en
*****Including Puckett Pottery classes starting in FYE 2026.*
Source: The Cain Center for the Arts, Johnson Consulting

As shown, in FYE 2026, it is estimated that visitors to the Cain Center generated demand for 1,597 hotel room nights, with the preponderance of demand (1,401 room nights) being attributed to Performances.

HISTORICAL FINANCIAL STATEMENTS

Figure 2-11 shows historical revenues and expenses at the Cain Center since its opening through FYE 2026.

Figure 2-11

The Cain Center for the Arts Historical Statements of Activities - Operations					
	FYE 2023	FYE 2024	FYE 2025	FYE 2026*	*CAGR***
Revenue					
Contributed Revenue	$865,985	$1,101,387	$1,415,806	$1,512,800	*17%*
Earned Revenue	733,451	1,210,148	1,673,410	1,791,245	*22%*
Total Revenue	**$1,599,436**	**$2,311,535**	**$3,089,216**	**$3,304,045**	*20%*
Cost of Revenue	$424,376	$624,480	$866,389	$800,307	*13%*
Net Revenue	**$1,175,060**	**$1,687,055**	**$2,222,827**	**$2,503,738**	*22%*
Operating Expenses	$1,341,238	$1,746,056	$2,168,209	$2,494,482	*20%*
Operating Surplus Before Other Income and Depreciation	**($166,177)**	**($59,001)**	**$54,618**	**$9,256**	
Other Income (Expenses)	($297,795)	$152,791	$151,956	$12,617	
Operating Surplus (Deficit) Before Depreciation	**($463,973)**	**$93,790**	**$206,574**	**$21,873**	

**FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.*
***CAGR = Compounded Annual Growth Rate, reflecting growth from FYE 2024 thru FYE 2026.*
Source: The Cain Center for the Arts, Johnson Consulting

As shown, in FYE 2026, the Cain Center reported net revenues of $2.5M and expenses of $2.94M, with a resulting operating surplus of $21,873, before depreciation. Between FYE 2024 and 2026, total revenues increased steadily at an average annual rate of 20 percent, with net revenues also increasing at an average annual rate of 22 percent. While operating surplus in FYE 2026 of $21,873, was considerably lower than the operating surplus reported in prior full years of operation, this appears to have been driven primarily by a reduction in Other Income, reported at $12,617 in FYE 2026 compared to $151,956 in FYE 2025 and $152,791 in FYE 2024, each of which included dividend income of approximately $141,000 that does not appear in FYE 2026.

IMPLICATIONS

The analysis of key visitation and revenue metrics presented above provides a basis for assumptions that are deemed reasonable for calculating the estimated economic impact of the Cain Center for the Arts, as described in the following section of this report.

JOHNSON CONSULTING

SECTION 3

ECONOMIC AND FISCAL IMPACT ANALYSIS

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ECONOMIC AND FISCAL IMPACT ANALYSIS

This section analyzes the total economic and fiscal benefit that is being generated by the Cain Center for the Arts. There are all kinds of economic, social, economic development, image, and social benefits that happen as the result of the presence and operation of the facility. This analysis quantifies the effect of the spending of visitors to the Cain Center between FYE 2023 and FYE 2026.

DEFINITIONS

Economic Impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. The levels of impacts are described as follows:

- **Direct Spending** – is an expression of the spending that occurs as a direct result of the events that occur in the facility. For example, an event attendee's expenditures on hotel rooms, shopping, and meals are direct spending.
- **Indirect Spending** – consists of re-spending of the initial or direct expenditures, or the supply of goods and services resulting from the initial direct spending in the performing arts center. For example, an event attendee's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect spending.
- **Induced Spending** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the attendee's visit. The amount of the increased income the waiter spends in the local economy is called an induced spending.
- **Increased Earnings** – measures increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.
- **Employment** – measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring in the event center. Employment impact is stated in a number of full-time equivalent jobs.

Direct, indirect, and induced spending, as well as increased earnings and employment are estimated using a set of multiplier rates that are applied to the amount of direct spending, as shown in Figure 3-1. These figures are derived from an IMPLAN input-output model specifically purchased from IMPLAN Group, LLC. IMPLAN is a nationally recognized model commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through various sectors of the economy.

Figure 3-1

The Cain Center for the Arts Economic Impact Multipliers		
Impact	**Multiplier**	**Base**
Indirect Spending	0.340	per $1.00 of direct spending
Induced Spending	0.530	per $1.00 of direct spending
Increased Earnings	0.501	per $1.00 of direct spending
Increased Employment	5.203	per $1 million of direct spending

Source: Implan Group, Inc.

Fiscal Impact reflects tax revenues that result from the spending and income related to the activities at the Cain Center. This analysis estimates fiscal impacts for the governmental units that levy taxes in the jurisdiction, as summarized in Figure 3-2. The fiscal impact is the public sector's return on investment in the Cain Center.

Figure 3-2

The Cain Center for the Arts Tax Rates	
	Rate
Sales and Use Tax	
State of North Carolina	4.75%
Mecklenburg County (and other jurisdictions)	2.00%
City of Charlotte (transit tax)	0.50%
Total	**7.25%**
Tourism Taxes	
Occupancy Tax	6.00%
U Drive It Tax	5.00%
Prepared Food & Beverage Tax	1.00%

Notes: Tourism Taxes are applied to applicable sales in addition to Sales and Use Tax

Source: Relevant authorities, Johnson Consulting

ECONOMIC AND FISCAL IMPACTS

Reflecting the assumptions described in the preceding section of this report, and the multipliers defined above, Figure 3-3 summarizes the estimated economic and fiscal impact generated by the operations of the Cain Center in FYE 2023 thru FYE 2026. As previously indicated, please note that the FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final FYE 2026 figures are expected to increase before year-end.

Figure 3-3

	The Cain Center for the Arts Estimated Economic & Fiscal Impacts (Inflated $000)							Prior Projections*
	Activity Volume	*Rate/ Assumption*		FY 2023	FY 2024	FY 2025	FYE 2026*	x Year 4
1	Total # of Visitors			8,869	20,792	29,647	27,133	35,378
2	Room Nights			664	1,360	1,742	1,597	882
3	**On Site Spending**			**$309**	**$586**	**$807**	**$991**	**$889**
4	**Spending Off Site**	*Average Spending*						
5	On Lodging	*$131*	*(a)*	$87	$183	$242	$229	$124
6	On Food and Incidentals	*$15*	*(b)*	133	321	472	445	578
7	On Car Rental	*$45*	*(c)*	15	32	42	39	22
8	**Subtotal Spending Off Site**			**$235**	**$536**	**$755**	**$713**	**$724**
9	**Facility's Operational Spending**			**$1,341**	**$1,746**	**$2,168**	**$2,494**	**$1,223**
10	**Total Direct Spending**			**$1,885**	**$2,868**	**$3,731**	**$4,198**	**$2,836**
11	Economic Impact ($000)			FY 2023	FY 2024	FY 2025	FY 2026	Year 4
12	Direct Spending	*Multipliers*		$1,885	$2,868	$3,731	$4,198	$2,836
13	Indirect Spending	*0.340*	*of Line 10*	641	975	1,268	1,427	993
14	Induced Spending	*0.530*	*of Line 10*	999	1,520	1,977	2,224	incl.
15	**Total Spending**			**$3,525**	**$5,363**	**$6,976**	**$7,850**	**$3,829**
16	Increased Earnings	*0.501*	*of Line 10*	$944	$1,435	$1,867	$2,101	$908
17	Increased Employment	*5.203*	*of Line 10*	10	14	18	20	28
18	Fiscal Impact ($000)			FY 2023	FY 2024	FY 2025	FY 2026	Year 4
19	**Gross Tax Revenues**	*Tax Rate*						
20	Sales and Use Tax							
21	State of North Carolina	*4.75%*	*of Line 15*	$167	$255	$331	$373	$182
22	Mecklenburg County (and other jurisdictions)	*2.00%*	*of Line 15*	71	107	140	157	77
23	City of Charlotte (transit tax)	*0.50%*	*of Line 15*	18	27	35	39	19
24	**Total Sales and Use Tax**	***7.25%***	***of Line 15***	**$256**	**$389**	**$506**	**$569**	**$278**
25	Occupancy Tax (d)	*6.00%*	*of Line 5*	$5	$11	$15	$14	$7
26	Prepared Food & Beverage Tax (d)	*1.00%*	*of Line 6*	1.3	3.2	4.7	4.4	6.0
27	U-Drive-It Tax (d)	*5.00%*	*of Line 7*	0.7	1.6	2.1	2.0	1.0
28	**Total Gross Tax Revenues**			**$263**	**$405**	**$527**	**$589**	**$292**

Notes:
a) From Per Diem for Mecklenburg County, applied on a per room night bases (Line 2)
b) Assuming an average spend of $15 per visitor (Line 1) on meals and incidentals ON TOP OF what they may have spent already at the Cain Center
c) Based on Corporate Travel Index, per Business Travel News, for Charlotte metro area, applied to 50% of total room nights (Line 2)
d) Tourism-related taxes are charged on applicable sales in addition to Sales and Use Tax, these funds are distributed among multiple jurisdictions
**FYE 2026 data reflects partial fiscal year only (per data as of June 2026). Final figures are expected to increase before year-end.*
***Referring to Market Analysis and Economic Impact Study by Johnson Consulting and Rose Associates, submitted in June 2021 (Figure 5-16 on Page 65), adjusted to include Facility's operational spending.*
Source: Johnson Consulting

As shown in the table, the Cain Center's impact is estimated to have generated the following economic and fiscal impacts:

- Approximately $991,000 in total on-site direct spending and $2.5 million in facility's operational spending (according to the Cain Center's financial statements) as well as approximately $713,000 in off-site direct spending, for a combined total of over $4.2 million in direct spending

- Approximately 3.65 million in indirect and induced spending, for a total of approximately $7.85 million in total spending
- Twenty full-time equivalent (FTE) jobs accounting for $2.1 million in increased salaries/wages
- Approximately $589,000 in sales tax and tourism-related tax revenues, combined, to state and local governments

Figure 3-3 shows that in FYE 2026 the Cain Center has outperformed projections in spending, earnings, and tax revenues, generating greater amounts than the original Year 4 projections – even when the FYE 2026 figures are still based on partial year data (as of June 2026) and expected to increase before fiscal year-end.

Employment impact does seem low but it is primarily because the multipliers have changed, in which the employment multiplier is lower today than it was in the last report. The employment figure shown in Figure 3-3 reflects the jobs supported in the area's economy, over and above the Cain Center staff and operations, which are bringing in contract workers and stimulate other jobs in supporting businesses.

THE IMPORTANCE OF THE CAIN CENTER

The Town of Cornelius currently provides non-operating revenue of $411,000 to support the operations of the Cain Center. This is planned to sunset in 2027 and the Cain Center needs to develop a strategy to either extend this current support or find alternative sources of funding to continue its community and economic development serving mission.

There is a strong argument to continue the financial support of the Cain Center that includes $23.7 million of total spending and over $1.8 million in tax revenue attributable to the Cain Center since its opening in 2023. In addition to the economic and fiscal impacts of the Cain Center, it also serves as an arts education resource for the community that would typically be provided by a municipal entity such as a parks and recreation department. These types of departments focus on cost recovery efforts to be as self-sustaining as possible but often need additional resources over and above program generated fees and revenues. A similar argument can be made for the Cain Center as it serves in this capacity for the Town.

As the economic and fiscal impacts show, the Cain Center is an important part of the economy for the Town and serves as a strong draw to bring people into the Town to recreate, socialize, learn and spend money on a variety of activities, before, during and after events at the Cain Center. The activity attributable to venues like the Cain Center helps enhance the overall destination appeal of the host communities. As a result, these facilities are often financially supported by a variety of sources that can include occupancy tax, car rental tax, and prepared food tax.

The Town of Cornelius receives tax revenue distributions annually from various relevant authorities. They include Occupancy Tax, U Drive It Tax, Prepared Food & Beverage Tax, and Sales Tax. Other communities

in North Carolina often utilize these resources to help fund operations of arts and cultural venues like the Cain Center.

As the Town reviews the impacts caused by the Cain Center and considers future funding support for the Cain Center, identifying alternative funding support sources and/or the continuation of current support levels would be in line with how other communities support these important assets.