

Market Viability Analysis:

Multi-Purpose Stadium Venue in Boise

Presented to:



**The City
of Boise**

Presented by:



June 16, 2011

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I. Introduction

Conventions, Sports & Leisure, International (CSL) has completed a market feasibility study regarding a potential new multi-purpose stadium venue in Boise, Idaho. This report outlines the key findings associated with the analysis of local market conditions, industry trends and characteristics, comparable and competitive facilities, and market demand characteristics specific to the Boise market.

The study process consisted of detailed research and analysis, including a thorough set of market-specific information derived from the following:

- Local market visit and site tours;
- In-person interviews/meetings with representatives of the City of Boise (the City), the Boise Hawks baseball team and other community representatives and project stakeholders;
- Research and analysis of local market conditions and national and regional trends.
- Analysis of data from a comparable facilities and markets, including those hosting Class A or AAA Minor League Baseball franchises; and,
- Interviews with various local, state, regional and national organizations that could represent potential users of a new stadium in Boise.

This report consists of the following primary analysis sections:

- *Local Market Analysis* – presents analysis of local attributes that could impact the market potential for a new stadium in Boise, including demographic characteristics and existing sports, entertainment and event venues.
- *Minor League Baseball Analysis* – provides information regarding recent trends related to Minor League Baseball markets, franchises and facilities, including a historical analysis of the Boise Hawks and Memorial Stadium.
- *Quantified Market Analysis* – develops estimates regarding potential event and attendance levels for a new stadium in Boise based on the analyses completed in previous tasks as well as interviews with potential stadium users.

This report outlines the key findings of the analysis of the market viability of potential multi-purpose stadium development in Boise. This study is designed to assist project representatives in making informed decisions regarding potential stadium development. The report should be read in its entirety to obtain the background, methods and assumptions underlying the findings.

II. Local Market Analysis

The ability of a market to support a new event facility is measured, to some extent, by the size of the regional area market population, corporate base and its spending characteristics in the context of other local factors such as competition from local attractions and facilities.

This chapter provides an overview of the local market in terms of key market characteristics that can impact the market potential of a new multi-purpose stadium in Boise. Accordingly, this chapter is presented in the following sections:

- Demographic and Socioeconomic Analysis
- Competitive Facilities

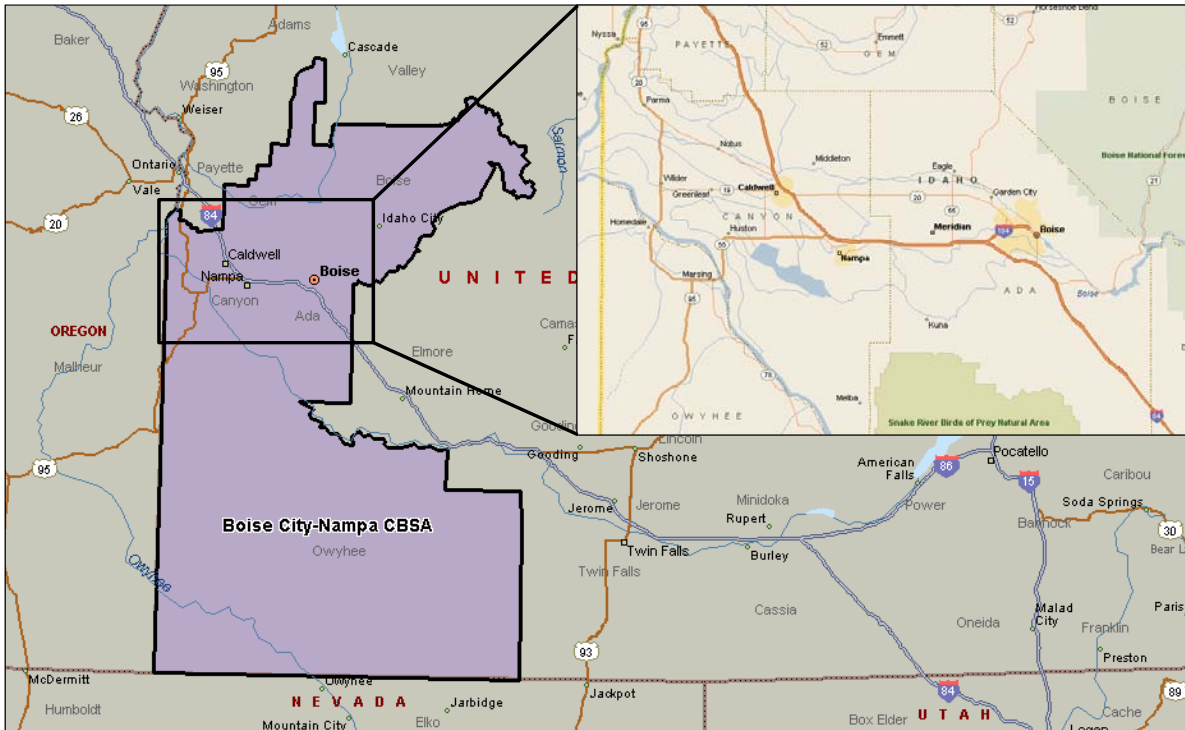
Demographic and Socioeconomic Analysis

An important component in assessing the potential success of a new multi-purpose stadium in Boise is the demographic and socioeconomic profile of the local market. The strength of a market in terms of its ability to draw events and spectators is measured, in part, by the size of the market area population and its spending characteristics. To gain an understanding of the relative strength of the market area, it is useful to compare various demographic and socioeconomic characteristics among other markets hosting comparable facilities. Specific demographic and socioeconomic information that can provide an indication of the ability of a market to support a new stadium includes population, age distribution, household income and corporate base.

The demographic and socioeconomic data presented in this report is based on the Core Based Statistical Area (CBSA). A CBSA is defined by the United States Census Bureau as “a core area containing a substantial population nucleus (of at least 10,000 people), together with adjacent communities having a high degree of economic and social integration with that core.”

Exhibit II-1 illustrates the geographic area comprising the Boise City-Nampa CBSA, which consists of Ada, Boise, Canyon, Gem and Owyhee Counties.

Exhibit II-1 Boise-Area Map



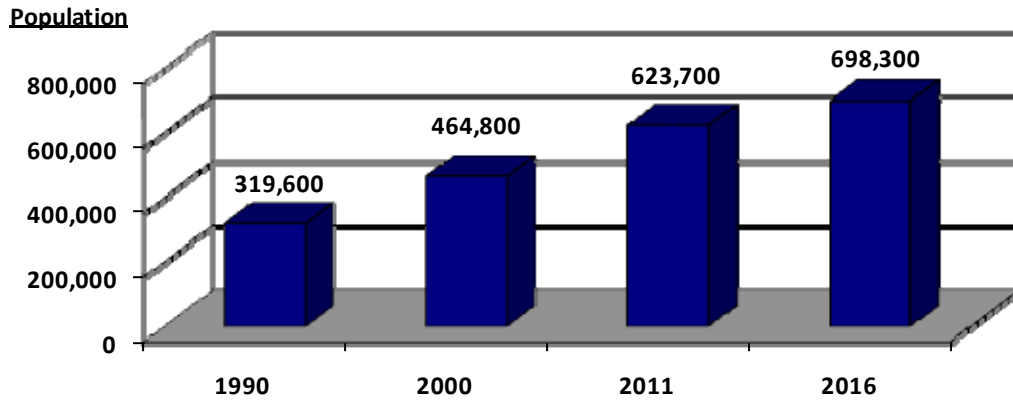
As shown in the map, the Boise City-Nampa CBSA encompasses a large portion of the southwestern corner of Idaho, extending approximately 170 miles north-to-south and 100 miles east-to-west. However, the majority of this land mass is composed of sparsely populated Boise and Gem Counties to the north and Owyhee County to the south. More than 90 percent of the CBSA's population is concentrated in Ada and Canyon Counties.

The map inset provides a more detailed view of the core of the CBSA. As shown, Boise, Meridian, Nampa and Caldwell, the four largest cities in the CBSA, are connected by Interstate Highway 84, the major east/west artery through southern Nevada.

Population

The level of population from which to draw can impact the ability of a new stadium to attract events and attendees. Exhibit II-2 depicts the historical, current and projected population within the Boise City-Nampa CBSA.

**Exhibit II-2
Population Overview – Boise City-Nampa CBSA**

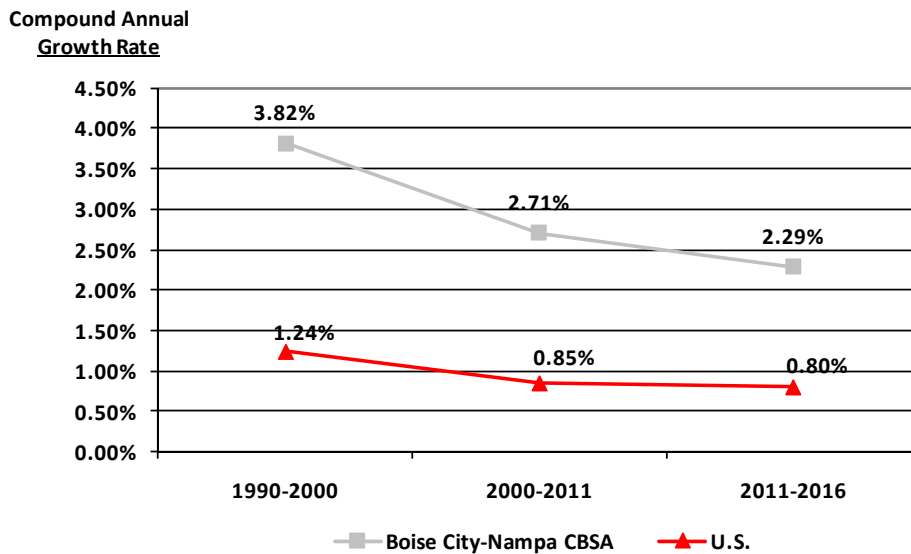


Source: Claritas

The Boise City-Nampa CBSA has a current population of approximately 623,700. The area has experienced rapid growth over the past 20 years, nearly doubling in population since 1990. It is estimated that the population of the Boise metropolitan area will grow to approximately 698,300 residents by 2016, representing an expected compounded annual growth rate of approximately 2.29 percent.

Exhibit II-3 summarizes the historical and projected population growth rates of the Boise City-Nampa CBSA as compared to the growth of the United States population as a whole.

**Exhibit II-3
Population Growth Rate – Boise City-Nampa CBSA**



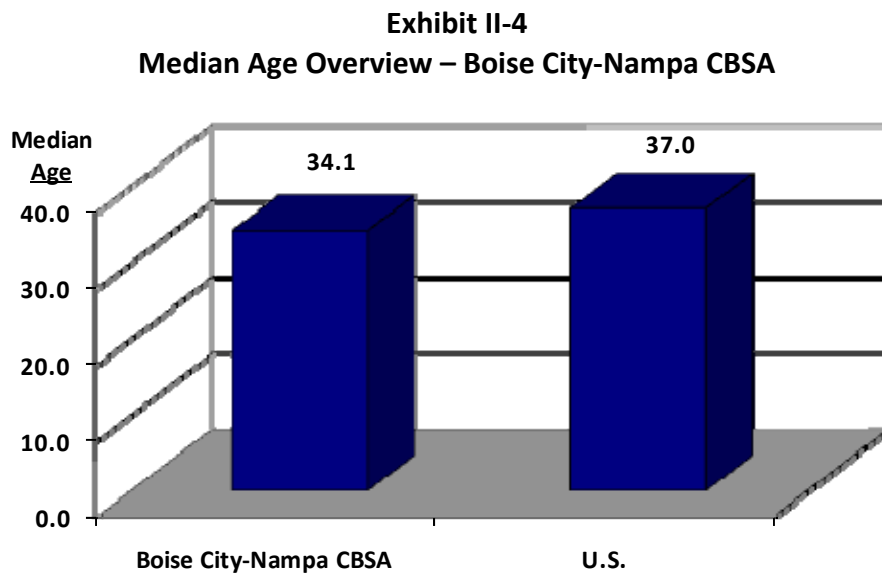
Source: Claritas



The Boise market has sustained population growth rates well above the national average since 1990. While the growth rate has slowed somewhat in recent years, it is anticipated that the growth rate within the Boise City-Nampa CBSA will continue to nearly triple the national growth rate over the next five years.

Age

Another demographic characteristic that is important to the overall viability of a new stadium and its potential tenant sports franchises is the age of the local population. In general, the 18 to 54 year old age group is regarded in the spectator events industry as an age group that is most likely to attend sports and entertainment events. This age group also exhibits higher spending patterns than other age groups. Further, minor league baseball generally represents an affordable family entertainment option and, as a result, is generally more successful in areas with a younger population. Exhibit II-4 compares the median age within the Boise City-Nampa CBSA to the U.S. as a whole.



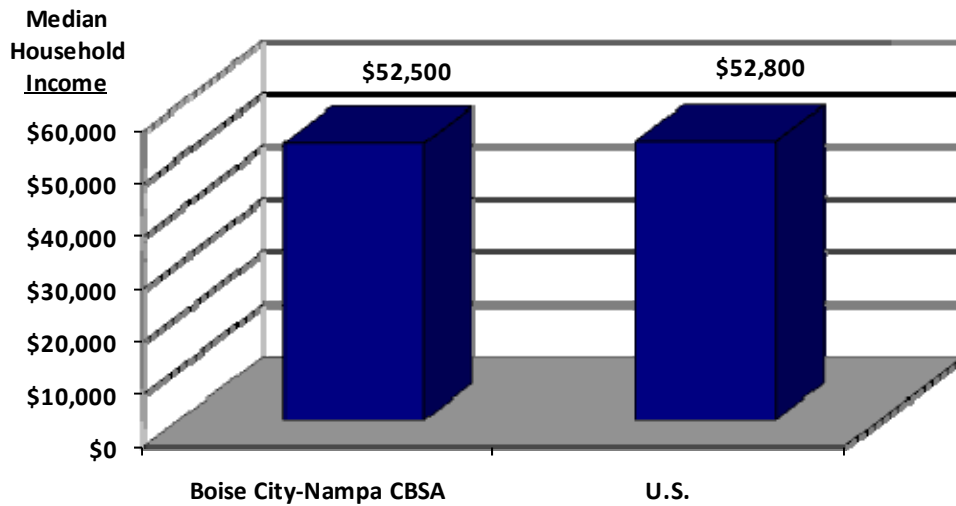
Source: Claritas

The median age within the Boise City-Nampa CBSA is 34.1 years, nearly three years younger than the national median. The relative youth of the market could be a positive indicator for support of the types of events that could utilize a new stadium in Boise.

Income

An important socioeconomic variable that can be indicative of the potential success of a new stadium is household income. Household income can be used as a measure for the ability to purchase tickets, concessions, novelties, parking and other such items at stadium events. Exhibit II-5 compares the median household income of the Boise City-Nampa CBSA with that of the United States as a whole.

**Exhibit II-5
Median Household Income Overview – Boise City-Nampa CBSA**



Source: Claritas

As shown, the median household income of the Boise market is approximately \$52,500, nearly equaling the national median of \$52,800.

It should be noted that any comparison of household incomes among different geographic regions should consider the cost of living characteristic of an area. The cost of living indicates how expensive or inexpensive a city is, relative to the nation as a whole. The Boise market's cost of living index is approximately 93, compared to the national average of 100. In other words, it is approximately seven percent less expensive to live in Boise compared to the U.S. average. This more than offsets the slight difference between the median household income in Boise and the U.S. as a whole.

Corporate Base

Local corporations play an important role in supporting modern sports and event venues through the purchase of tickets, premium seating, naming rights and other advertising/sponsorships opportunities. Exhibit II-6 summarizes the corporate inventory of the Boise City-Nampa CBSA.

Exhibit II-6 Corporate Inventory – Boise City-Nampa CBSA

<u>Annual Sales (in millions)</u>	<u>Number of Companies</u>
Headquarters:	
under \$1.0	21,499
\$1.0 - \$4.9	1,152
\$5.0 - \$9.9	141
\$10.0 - \$24.9	94
\$25.0 - \$49.9	30
\$50.0 - \$99.9	16
\$100.0 - \$249.9	9
\$250.0 - \$499.9	3
\$500.0 - \$999.9	3
Over \$1,000	6
Total Headquarters	22,953
Total Branches	2,186
Total Corporate Inventory	25,139

Note: Certain SIC codes such as governments, non-profits, educational institutions, etc. have been eliminated to focus on companies that are typically targeted for ticket sales and sponsorships.

Source: Dun & Bradstreet

As shown, the Boise market is home to more than 25,000 corporate headquarters and branch locations. Approximately 1,500 of these companies have annual sales in excess of \$1.0 million, including approximately 300 with annual sales exceeding \$5.0 million.

Competitive Facilities

The number and type of local and regional facilities that compete for the limited supply of events, spectators, attendees and sponsorship dollars within the marketplace will impact the viability of a new multi-purpose stadium in Boise. Exhibit II-7 presents a summary of potentially competitive spectator event venues in Boise and the surrounding region.

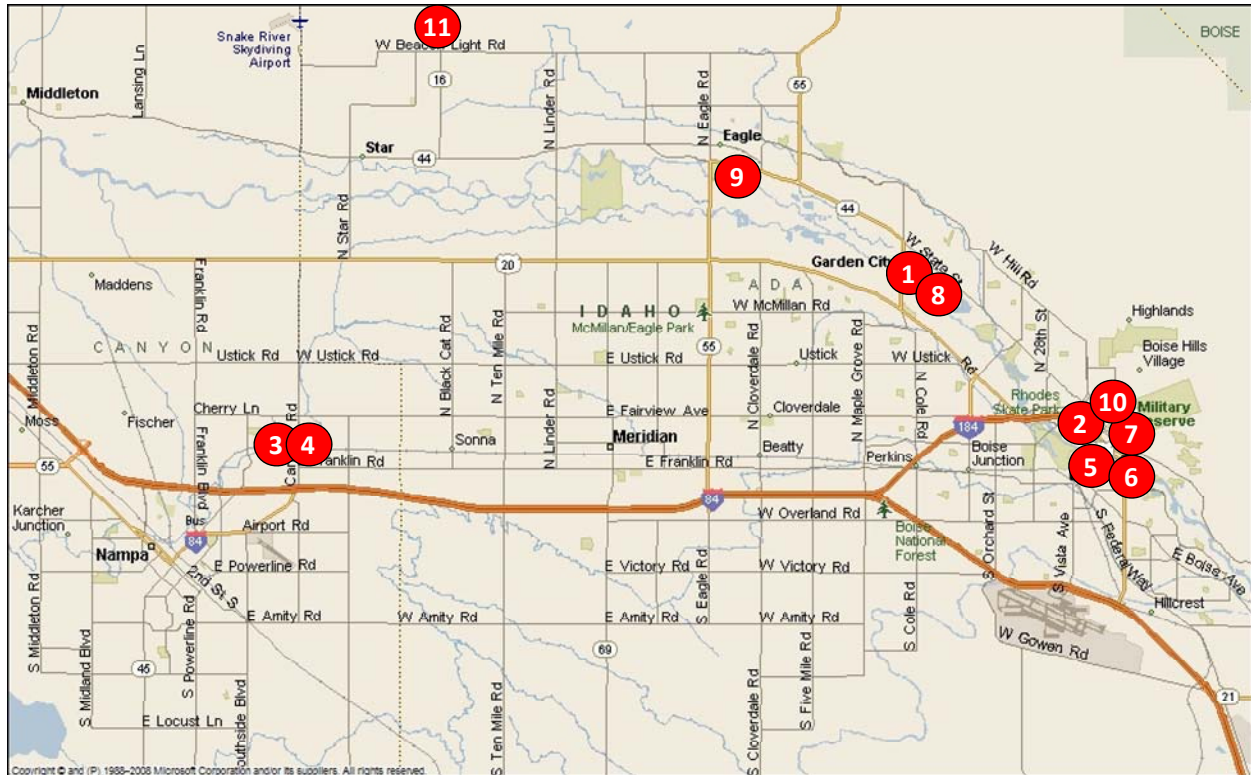
Exhibit II-7
Boise-Area Sports and Spectator Event Facilities

	<u>Facility</u>	<u>Location</u>	<u>Seating Capacity</u>	<u>Venue Type</u>
1	Memorial Stadium	Garden City	3,500	Ballpark
2	Qwest Arena	Boise	5,500	Arena
3	Idaho Center	Nampa	13,000	Arena
4	Idaho Center Amphitheater	Nampa	11,000	Amphitheater
5	Taco Bell Arena	Boise	12,380	Arena
6	Bronco Stadium	Boise	32,000	Stadium
7	Dona Larsen Park	Boise	TBD	Stadium
8	Western Idaho Fair Grandstand	Garden City	4,200	Grandstand
9	Eagle River Pavilion	Eagle	3,000	Amphitheater
10	Idaho Botanical Garden	Boise	4,000	Amphitheater
11	Woodriver Cellars Winery	Eagle	1,200	Amphitheater

Source: AudArena Guide, Revenues from Sports Venues, CSL International research.

Exhibit II-8 illustrates the locations of the local and regional competitive facilities.

Exhibit II-8 Competitive Facilities Map



The remainder of this section provides additional information regarding the primary competitive facilities in the region.

Memorial Stadium

Memorial Stadium is located in Garden City, approximately five miles northwest of downtown Boise. The 3,426-seat ballpark hosts Boise Hawks home games.



Non-Hawks events held at the ballpark in recent years have included a BBQ/Brewer Festival, BSU Charity Softball game, mixed martial arts (MMA) fights, minor concerts with attendance of less than 500, the unofficial State high school baseball championships, high school football (one game in 2006), men's senior baseball league games, Little League games, chamber and other business events, and off-day corporate picnics. Concert activity has been limited due to factors such as increasing competition among area venues and the relative lack of patron and event amenities offered at the Stadium. In total, Hawks representatives indicated that the Stadium hosts an average of approximately 35 to 45 non-

Hawks events in a typical year. The number and type of events held at the Stadium are impacted by the limitations of the facility as well as the terms of agreements with Ada County and the Fair Board.

In the event that a new stadium is constructed in Boise and becomes the new home of minor league baseball in the market, the extent to which the existing Stadium could compete with a new venue would depend on whether the existing Stadium continues to operate and the types of events and activities it would pursue.

Qwest Arena

Located in downtown Boise, Qwest Arena is a multi-use indoor spectator sports and event facility. The Arena is home to two professional sports tenants, the Idaho Steelheads of ECHL hockey and the Idaho Stampede of the National Basketball Association Development League. The Arena's capacity is 5,500 in a basketball configuration and 4,500 for hockey games.



The Arena offers premium seating in the form of 20 Executive Suites. Each suite features two rows of theater-style seats and additional drink rail seating overlooking the event floor. Behind the seats is a lounge area featuring a bar, refrigerator, serving table, chairs and other furnishings.

In addition to Steelhead and Stampede games, the Arena hosts a variety of other events including concerts, family shows, circuses, ultimate fighting matches, roller derby and other miscellaneous events. The Arena likely represents limited event competition for a new multi-purpose stadium in Boise, as there would likely be little overlap between the events pursued by the indoor arena and the proposed outdoor stadium. However, the two venues could compete for certain concert tours. Further, the Arena will likely represent significant competition with the stadium for the entertainment spending of area residents and the entertainment, advertising and sponsorship spending of area companies.

Idaho Center

The Idaho Center is a multi-purpose sports and entertainment event complex consisting of four primary components: an arena, an outdoor amphitheater, a 100,000-square foot sports center and the Idaho Horse Park. The arena opened in 1997 and has a capacity of up to 13,000 seats for center stage concerts. The arena can be scaled down to theater configurations ranging from 2,500 to 6,000 seats for smaller stage events. The amphitheater's capacity of 11,000 includes a mix of fixed and portable seating and standing room areas.



The arena does not have any tenant sports franchises, but hosts a variety of concerts, family shows, stage performances and various non-tenant sporting events (rodeos, motorsports, State high school basketball tournaments, etc). The facility also has the ability to hold flat floor events such as trade shows and consumer shows utilizing 48,000 square feet of combined exhibit space on the arena floor and concourse level

The amphitheater has hosted several major concert tours since opening in 1998, although concert levels in recent years have been limited due to factors such as increased competition among venues and a decline in the number of touring acts seeking the relatively large capacity offered by the amphitheater.



The sports center is an indoor track facility that serves as the home for Boise State University's (BSU) indoor track program. The facility has also hosted special track and field events such as the Mountain Pacific Sports Federation Indoor Championships as well as the Western Athletic Conference Indoor Championships.

The Idaho Horse Park includes an outdoor rodeo arena, warm up areas, barns, stalls, stock pens and a riding center. The Horse Park is used extensively during the Snake River Stampede, a five-day professional rodeo event held annually in July.

The various components of the Idaho Center complex could compete with a new multi-purpose stadium in a variety of ways. Perhaps most directly, the amphitheater could compete for touring concerts seeking an outdoor venue in the Boise market. The arena could compete with a new stadium for certain events and for the entertainment spending dollars of area residents. Further, the presence of extensive livestock facilities likely indicates that the proposed new

stadium should not incorporate any livestock-related features to avoid duplication of these amenities in the market.

Taco Bell Arena

Taco Bell Arena is located on the BSU campus and serves as the home of the University's men's and women's basketball, wrestling and gymnastics programs. The Arena opened in 1982 and has a seating capacity of 12,380.



In addition to BSU events, the arena markets itself for external events and hosts numerous concerts and other touring events on an annual basis. The arena has hosted first- and second-round NCAA men's basketball tournament games on seven occasions, most recently in 2005.

While BSU's athletic programs will compete with a new stadium for the entertainment spending of area residents, it is unlikely to present significant direct competition for events due to its indoor configuration.

Bronco Stadium

The 32,000-seat Bronco Stadium is the home of the BSU football program. Located on the BSU campus, the stadium opened in 1970 and has undergone numerous expansions and renovations since that time. The most recent renovation occurred in 2008, when the Stueckle Sky Center was constructed, adding a variety of premium seating offerings and meeting and banquet spaces to the stadium.

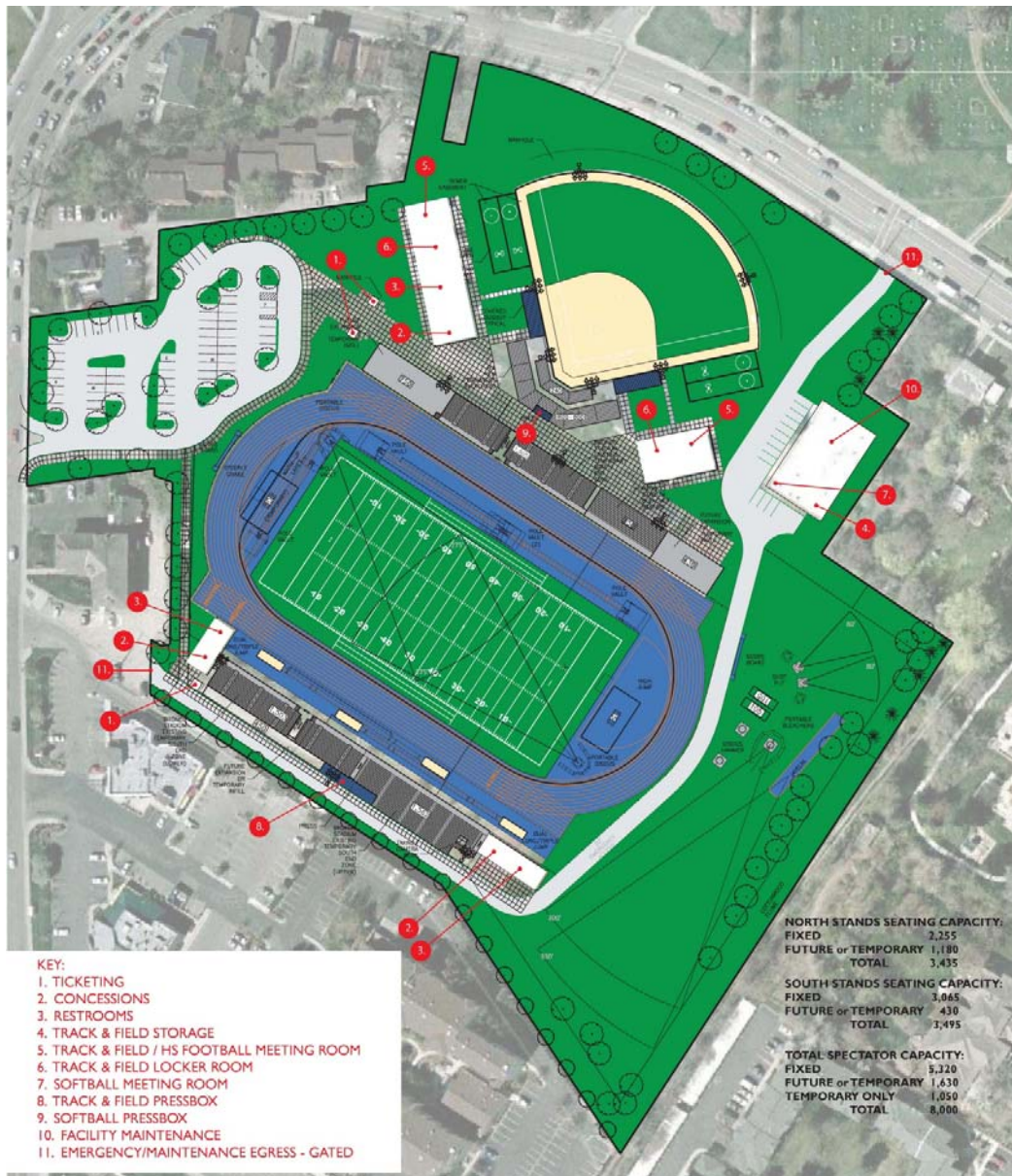


The Stadium is rarely used for non-sporting events, but hosts non-University sporting events, including all Boise School District high school football home games and the Humanitarian Bowl, which is held at the Stadium every year in December. The construction of Dona Larsen Park (see below) will reduce the extent to which Bronco Stadium is made available for high school football games and other external events. Therefore, Bronco Stadium is unlikely to represent significant competition with a new stadium in Boise for events. However, the Stadium and the BSU football program will represent competition for ticket and premium seating spending.

Dona Larsen Park

BSU is currently in the design and planning stages of Dona Larsen Park, an outdoor, multi-use sports complex to be located near the corner of Broadway Boulevard and Warm Springs Avenue in Boise. The Park is anticipated to have two primary components: a stadium with a capacity of up to 8,000 seats capable of hosting track and field, football, soccer and lacrosse; and an adjacent softball field with spectator seating for approximately 800 to 1,000 spectators. Exhibit II-9 illustrates the proposed layout of the complex.

**Exhibit II-9
Proposed Layout of Dona Larsen Park**



The main stadium at Dona Larsen Park will host BSU track and field events, which are currently held at Bronco Stadium. The complex could also host other BSU intercollegiate, club and intramural sporting events, such as soccer, lacrosse and softball.

In addition to BSU sporting events, the Park will also host certain non-University events. The Park will be built on land formerly occupied by East Junior High School. The University reached an agreement with the Boise School District to allow local high schools to use the Park for sporting events, including football games, all of which are currently held at Bronco Stadium. The extent to which the Park is used for other non-University events beyond high school football games will depend on factors such as the final design of the venue and the terms of the conditional use permit issued by the City of Boise.

While there is currently a need for a multi-purpose stadium in Boise to accommodate high school football games and reduce scheduling conflicts at Bronco Stadium, much of this need will be alleviated by the facilities envisioned to be developed by Dona Larsen Park. Because the Park is envisioned to be multi-purpose in nature and will host a mix of BSU and non-University events, it is likely that the Park will compete with the proposed multi-use stadium for certain high school and other amateur sporting events. However, because both Dona Larsen Park and the proposed new multi-use stadium each will have unique sources of core event utilization (BSU athletic activities and Hawks' baseball, respectively), both facilities will have the potential to be successful even if they split a portion of the demand for other events.

Western Idaho Fair

The Western Idaho Fairgrounds in Garden City offer a variety of event spaces, primarily consisting of horse and livestock pavilions and indoor exhibition space. The primary spectator event venue at the Fairgrounds is the 4,200-seat Grandstand. Each year, the Grandstand holds multiple concerts in a variety of genres over the course of the Western Idaho Fair. In addition, the Grandstand hosted live horseracing under the name Les Bois Park from the 1970's through 2008. However, races were not held in 2009 or 2010, and the future of the track is uncertain. The facilities of the Western Idaho Fair are unlikely to present a new stadium with significant competition, but could impact the ability of a new stadium to book concerts during the Western Idaho Fair.

Eagle River Pavilion

The Eagle River Pavilion is a privately owned and operated outdoor music venue located in Eagle. The Pavilion has a capacity of approximately 3,000 seats and hosts 10 to 12 concerts in a variety of musical genres on an annual basis. The Pavilion could compete with the proposed stadium for concert tours seeking an outdoor venue in Boise.

Idaho Botanical Garden

Located east of downtown Boise, the Idaho Botanical Garden is home to Outlaw Field, a former baseball field that now serves as an outdoor music venue. The Garden hosts approximately eight to ten concerts by national recording artists on an annual basis. The venue has a capacity of approximately 4,000 spectators and could compete with the proposed stadium for concert tours seeking an outdoor venue in the Boise market.

Woodriver Cellars Winery

Located near Eagle, approximately 20 miles northwest of downtown Boise, the Woodriver Cellars Winery is home to an amphitheater that hosts a limited number of concerts on an annual basis. The amphitheater has a capacity of approximately 1,200, including 200 permanent seats and 1,000 portable seats. The Winery could compete with a new stadium on a limited basis for small concert tours seeking an outdoor venue in the Boise market.

Performing Arts Venues

In addition to the facilities detailed above, the Boise market is home to several smaller theater venues that primarily host fine arts performances. These venues include BSU's 2,000-seat Morrison Center for the Performing Arts, the 1,201-seat Egyptian Theatre in downtown Boise, the Jewett Auditorium in Caldwell, and the Swayne Auditorium at Northwest Nazarene University in Nampa. Due to their indoor configurations, relatively small seating capacities and focus on fine arts performances, these venues are unlikely to compete for events with a new stadium in Boise.

Summary

The following are the key findings of the Local Market Analysis

- The Boise City-Nampa CBSA has a current population of approximately 623,700. The market has sustained population growth rates well above the national average since 1990. While the growth rate has slowed somewhat in recent years, it is anticipated that the growth rate within the Boise City-Nampa CBSA will continue to nearly triple the national growth rate over the next five years, with the population reaching approximately 698,300 residents by 2016,.
- The median age within the Boise City-Nampa CBSA is 34.1 years, nearly three years younger than the national median. The relative youth of the market could be a positive indicator for support of the types of events that could utilize a new stadium in Boise.

- The median household income of the Boise market is nearly equal to the U.S. median. The market has a cost of living index approximately seven percent lower than the U.S. average, making it a relatively inexpensive place in which to live.
- The Boise market is home to more than 25,000 corporate headquarters and branch locations. Approximately 1,500 of these companies have annual sales in excess of \$1.0 million, including approximately 300 with annual sales exceeding \$5.0 million.
- A number of sports and entertainment venues in the greater Boise area could compete with the proposed new stadium for various types of events. The concert market is particularly competitive, with three arenas, one large amphitheater and three smaller amphitheaters all competing for a limited number of concert tours. In addition, the development of BSU's Dona Larsen Park will add a new competitor for high school and other amateur sporting events.

III. Minor League Baseball Analysis

While a new stadium in Boise would be envisioned to be capable of hosting a variety of sports, entertainment and other assembly events, the Boise Hawks baseball franchise is anticipated to be the anchor tenant for the facility. The Hawks would provide the stadium with a significant, predictable source of utilization in addition to the various community and other special events the facility could host.

Therefore, while the proposed stadium is envisioned to be designed as a multi-purpose venue, it will be important that the facility's design reflects the Hawks' needs and the latest trends in ballpark capacity and amenities. Therefore, in assessing the market potential for a new stadium in Boise, it is important to understand the history and current structure of minor league baseball. Accordingly, this section is presented in the following components:

- Minor League Classification System
- Northwest League/Class A Short-Season Overview
- Class AAA Overview
- Boise Hawks Overview:
 - Affiliation
 - Home Field
 - Attendance
 - Ticket Pricing
- Comparable Facilities

Minor League Classification System

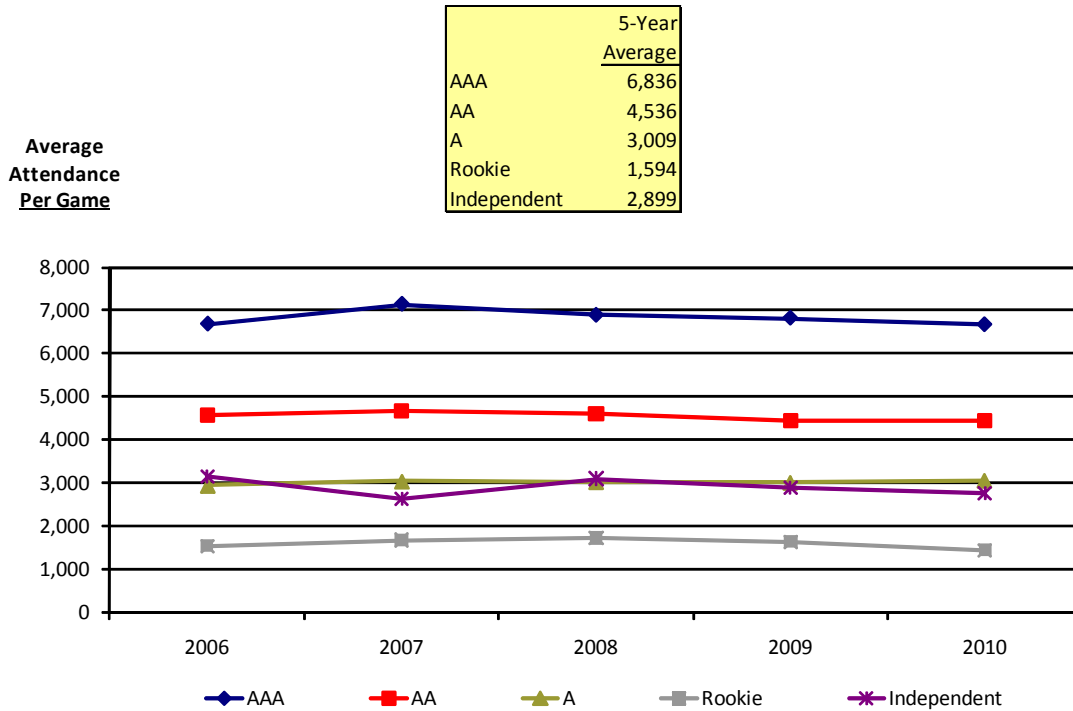
Professional baseball teams have been placed in various classifications since 1890. The current classification system was started in 1902 with the formation of the National Association of Professional Baseball Leagues (NAPBL), which changed its name to Minor League Baseball (MiLB) in 1999. The following is a brief summary of the current minor league classification system:

- **AAA** – “Triple A” is currently the highest classification of the minor leagues. It was established in 1945, and currently consists of three leagues including the International, Pacific Coast and Mexican Leagues.

- **AA** – “Double A” was established in 1912, and is the second tier of minor leagues. There are currently three leagues classified as Class AA, including the Eastern, Southern, and Texas Leagues.
- **A** – “Single A” was the highest classification for minor league teams in 1902. Under the present structure, Class A teams are the third tier, and consist of five regular season leagues, including the California, Carolina, Florida State, Midwest, and South Atlantic Leagues as well as two short-season leagues: the New York-Penn and Northwest Leagues.
- **Rookie** – The rookie classification was established in 1963, and is currently the lowest classification of professional baseball, consisting of four leagues made up of first year players, including the Arizona, Appalachian, Gulf Coast, and Pioneer Leagues.
- **Independent** – While all of the previous classifications are comprised of teams that are affiliated with major league franchises, there are also several independent leagues made of teams that have no major league affiliation, and are not members of MiLB. Independent leagues include the Atlantic, Frontier, Can Am and North American Leagues and the American Association.
- **Summer** – In addition to the aforementioned leagues there are several summer leagues including the Cape Cod, Northwoods, Dominican and Venezuelan Leagues.

Exhibit III-1 summarizes the trends in average per game attendance levels among MiLB-affiliated teams from 2006 through 2010. Over 175 teams currently play in 15 affiliated minor leagues, excluding the summer and Independent Leagues.

**Exhibit III-1
Minor League Baseball Average Attendance Per Game**



Source: Minor League Baseball, Independent league websites, individual team websites.

As illustrated above, attendance has been relatively consistent among each of the various minor league classifications. Class A attendance has averaged approximately 3,000 per game over this time, similar to the attendance levels of Independent Leagues.

Northwest League/Class A Short-Season Overview

The Boise Hawks are a member of the Class A Short-Season Northwest League. Class A Short-Season teams are often comprised largely of newly-drafted collegiate players. While the Northwest League is an introductory league for these players, several NWL alumni have advanced to MLB, including Hall of Famers such as Tony Gwynn, Rickey Henderson, Reggie Jackson and Ozzie Smith.



The Northwest League, founded in 1955, includes eight teams spanning three states including Idaho, Oregon and Washington, as well as a franchise located in Vancouver, British Columbia. Exhibit III-2 presents an overview of the teams comprising the Northwest League including their location, MLB affiliation, ballpark and 2010 average reported attendance.



Exhibit III-2 Northwest League Overview

<u>Franchise</u>	<u>Location</u>	<u>Affiliate</u>	<u>Ballpark</u>	<u>Year Built</u>	<u>Seating Capacity</u>	<u>2010 Avg. Reported Attendance</u>
Spokane Indians	Spokane, WA	Texas Rangers	Avista Stadium	1958	7,162	4,737
Vancouver Canadians	Vancouver, BC	Oakland Athletics	Nat Bailey Stadium	1951 ⁽¹⁾	5,132	4,068
Eugene Emeralds	Eugene, OR	San Diego Padres	PK Park	2010	4,000	2,830
Boise Hawks	Boise, ID	Chicago Cubs	Memorial Stadium	1989	3,427	2,780
Salem-Keizer Volcanoes	Keizer, OR	San Francisco Giants	Volcanoes Stadium	1997	4,252	2,532
Everett AquaSox	Everett, WA	Seattle Mariners	Everett Memorial Stadium	1984	3,682	2,502
Tri-City Dust Devils	Pasco, WA	Colorado Rockies	Gesa Stadium	1995	3,654	2,234
Yakima Bears	Yakima, WA	Arizona Diamondbacks	Yakima County Stadium	1993	2,654	1,860
Average					4,245	2,943

(1) Nat Bailey Stadium was renovated from 2007-08.

As depicted above, Boise’s Memorial Stadium’s seating capacity of 3,427 ranks as the second smallest among NWL ballparks. The Hawks drew reported attendance of approximately 2,780 per game in 2010, ranking fourth among the eight NWL franchises. In comparison, the average Northwest League team drew 2,943 fans per game, playing in ballparks with an average capacity of 4,245 seats. Currently, four Northwest League teams play in ballparks that are newer than Memorial Stadium. In addition, the Vancouver Canadians’ Nat Bailey Stadium was renovated extensively in 2007 and 2008, while Spokane’s Avista Stadium has been well maintained and upgraded over the years and is regarded as a high-quality venue.

Each Northwest League team has an MLB affiliate, with the MLB team paying player salaries and certain other team expenses. Each Northwest League team is responsible for paying all other operating expenses and retains all revenues it generates, subject to local ballpark lease arrangements.

The following exhibit presents a comparison of the Boise market’s key demographic characteristics and the demographics of other markets currently hosting NWL franchises. The exhibit also includes comparisons with *all* Class A Short-Season markets, including the NWL and the New York-Penn League.

**Exhibit III-3
Class A Short-Season Demographic Comparison**

Northwest League Markets						
<u>Demographic Variable</u>	<u>Boise</u>	<u>Rank</u> ⁽¹⁾	<u>Average</u>	<u>Median</u>	<u>High</u>	<u>Low</u>
Population	623,700	3 of 8	1,008,400	431,900	3,419,700	237,500
Median Age ⁽²⁾	34.1	3 of 7	35.5	35.2	38.7	32.6
Median Household Income	\$52,500	3 of 7	\$51,000	\$47,900	\$65,900	\$44,800
Corporate Inventory	25,100	2 of 7	28,100	14,800	110,300	7,400

All Class A Short-Season Markets						
<u>Demographic Variable</u>	<u>Boise</u>	<u>Rank</u> ⁽¹⁾	<u>Average</u>	<u>Median</u>	<u>High</u>	<u>Low</u>
Population	623,700	9 of 22	2,564,200	431,900	19,104,200	57,400
Median Age ⁽²⁾	34.1	4 of 21	37.3	38.3	41.9	29.9
Median Household Income	\$52,500	10 of 21	\$53,500	\$49,000	\$70,700	\$40,500
Corporate Inventory	25,100	6 of 21	44,800	10,200	276,000	2,200

(1) Vancouver has been omitted from the rankings related to median age, median household income and corporate inventory due to a lack of reliable demographic data for Canadian markets.

(2) Ranked from youngest to oldest.

Source: Dun & Bradstreet (corporate inventory); Claritas (all other demographic variables).

- The Boise market’s population ranks ninth among the 22 Class A Short Season markets and third among the eight NWL franchises. Class A Short Season markets vary greatly in size, from major metropolitan areas such as New York, Boston, Seattle, Vancouver and Baltimore to several relatively small communities. Boise is one of several mid-tier markets hosting a Class A Short Season franchise, along with markets such as Albany, NY (Tri-City Valley Cats), Poughkeepsie, NY (Hudson Valley Renegades), Youngstown, Ohio (Mahoning Valley Renegades) and Spokane, Washington.
- The Boise City-Nampa CBSA ranks as the fourth youngest out of 21 Class A Short-Season markets (the Vancouver Canadians were excluded due to a lack of reliable data). The median age for Class A Short-Season markets ranges from a low of 29.9 years in University Park, Pennsylvania to a high of 41.9 years in Niles, Ohio with an overall median of 38.3 years.
- The median household income of the Boise City-Nampa CBSA is ranks slightly below the midpoint among Class A Short-Season markets. However, the majority of the higher-income markets are home to teams in the New York-Penn League. The Boise market ranks third among NWL markets in terms of median household income.

- The corporate base of the Boise City-Nampa CBSA ranks sixth out of the 21 Class A Short-Season markets and second among NWL markets (the Vancouver Canadians were excluded due to a lack of reliable data). Similar to population, Boise is part of a mid-tier of Class A Short-Season markets in terms of corporate inventory, ranking below the major metropolitan areas, but significantly larger than the several small markets hosting Class A Short-Season baseball.

Class AAA Overview

The development of a new stadium in Boise could potentially allow the market to attract a baseball franchise playing at a higher classification than the current Class A Short-Season. Currently, Class AA franchises are located exclusively in the eastern and southern U.S. Because Boise is located far outside of the geographical territories of existing Class AA leagues, it is highly unlikely that Boise could host Class AA baseball. However, Class AAA franchises are located throughout the U.S., and therefore could represent a potential opportunity for Boise to host a higher level of minor league baseball.

Each Major League Baseball franchise has one Class AAA affiliate. The 30 Class AAA teams are divided into two leagues, the Pacific Coast League with 16 franchises generally located in the western half of the U.S., and the International League with 14 franchises generally located in the eastern U.S. Exhibit III-4 presents a summary of the markets and ballparks currently hosting Class AAA baseball.

Exhibit III-4 Class AAA Overview

Franchise	Location	Affiliate	Ballpark	Year Built	Seating Capacity	2010 Avg. Reported Attendance
Pacific Coast League:						
Sacramento River Cats	Sacramento, CA	Oakland A's	Raley Field	2000	14,014	9,137
Round Rock Express	Round Rock, TX	Texas Rangers	Dell Diamond	2000	11,722	8,408
Albuquerque Isotopes	Albuquerque, NM	Los Angeles Dodgers	Isotopes Park	2003	12,379	8,158
Iowa Cubs	Des Moines, IA	Chicago Cubs	Principal Park	1992	11,500	7,671
Salt Lake Bees	Salt Lake City, UT	Los Angeles Angels	Spring Mobile Ballpark	1994	15,500	7,292
Fresno Grizzlies	Fresno, CA	San Francisco Giants	Chukchansi Park	2002	12,500	6,783
Memphis Redbirds	Memphis, TN	St. Louis Cardinals	AutoZone Park	2000	14,320	6,507
Reno Aces	Reno, NV	Arizona Diamondbacks	Aces Ballpark	2009	9,100	6,218
Omaha Storm Chasers	Omaha, NE	Kansas City Royals	Werner Park	2011	8,600	5,888
New Orleans Zephyrs	Metairie, LA	Florida Marlins	Zephyr Field	1997	10,000	5,596
Oklahoma City RedHawks	Oklahoma City, OK	Houston Astros	AT&T Bricktown Ballpark	1998	13,066	5,478
Tacoma Rainiers	Tacoma, WA	Seattle Mariners	Cheney Stadium	1960	9,600	5,163
Colorado Springs Sky Sox	Colorado Springs, CO	Colorado Rockies	Security Service Field	1988	8,500	4,823
Nashville Sounds	Nashville, TN	Milwaukee Brewers	Herschel Greer Stadium	1978	10,300	4,764
Las Vegas 51s	Las Vegas, NV	Toronto Blue Jays	Cashman Field	1983	12,500	4,739
Tucson Padres	Tucson, AZ	San Diego Padres	Kino Stadium	1998	11,500	4,265 ⁽¹⁾
Average - PCL					11,569	6,306
International League						
Lehigh Valley IronPigs	Allentown, PA	Philadelphia Phillies	Coca-Cola Park	2008	10,000	9,227
Columbus Clippers	Columbus, OH	Cleveland Indians	Huntington Park	2009	10,100	8,945
Louisville Bats	Louisville, KY	Cincinnati Reds	Louisville Slugger Field	2000	13,131	8,634
Pawtucket Red Sox	Pawtucket, RI	Boston Red Sox	McCoy Stadium	1946	11,800	8,342
Buffalo Bisons	Buffalo, NY	New York Mets	Coca-Cola Field	1988	18,025	8,218
Indianapolis Indians	Indianapolis, IN	Pittsburgh Pirates	Victory Field	1996	15,595	8,027
Toledo Mud Hens	Toledo, OH	Detroit Tigers	Fifth Third Field	2002	10,300	7,972
Durham Bulls	Durham, NC	Tampa Bay Rays	Durham Bulls Athletic Park	1995	10,000	7,043
Rochester Red Wings	Rochester, NY	Minnesota Twins	Frontier Field	1996	10,868	6,600
Syracuse Chiefs	Syracuse, NY	Washington Nationals	Alliance Bank Stadium	1997	11,117	6,123
Norfolk Tides	Norfolk, VA	Baltimore Orioles	Harbor Park	1993	12,067	5,454
Scranton/Wilkes-Barre Yankees	Moosic, PA	New York Yankees	PNC Field	1989	10,380	4,981
Gwinnett Braves	Lawrenceville, GA	Atlanta Braves	Coolray Field	2009	10,475	4,817
Charlotte Knights	Fort Mill, SC	Chicago White Sox	Knights Stadium	1990	10,002	4,247
Average - Int'l League					11,704	7,045
Average - All Class AAA					11,632	6,651

(1) The Tucson Padres relocated from Portland, Oregon following the 2010 season. Attendance figure is from the team's final season in Portland.

As shown, Class AAA franchises drew average attendance of approximately 6,700 per game in 2010, more than double the average attendance among NWL franchises. Further, each Class AAA franchise has 70 scheduled home games per season, compared to just 38 per season in the NWL, resulting in significantly higher total annual attendance levels at the Class AAA level.

In terms of seating capacity, Class AAA ballparks are generally significantly larger than Class A facilities. Specifically, the average Class AAA ballpark has a capacity of approximately 11,600 seats compared to 4,200 seats in the NWL.

Class AAA franchises are located in many of the largest U.S. markets that are not home to a Major League Baseball franchises. The following exhibit presents a comparison of the Boise

market's key demographic characteristics and the demographics of markets currently hosting Class AAA franchises.

**Exhibit III-5
Class AAA Demographic Comparison**

<u>Demographic Variable</u>	<u>Boise</u>	<u>Rank</u>	<u>Average</u> ⁽¹⁾	<u>Median</u> ⁽¹⁾	<u>High</u>	<u>Low</u>
Population	623,700	27 of 31	1,390,500	1,172,500	5,569,200	425,300
Median Age ⁽²⁾	34.1	4 of 31	36.4	35.9	41.9	31.0
Median Household Income	\$52,500	19 of 31	\$53,600	\$54,900	\$65,900	\$42,900
Corporate Inventory	25,100	25 of 31	46,900	39,200	220,200	14,900

(1) Averages and medians exclude Boise.

(2) Ranked from youngest to oldest.

Source: Dun & Bradstreet (corporate inventory); Claritas (all other demographic variables).

- Boise would rank 27th among current Class AAA markets in terms of population. However, Boise's population is similar to that of markets such as Toledo, Syracuse, Des Moines, Scranton/Wilkes-Barre and Durham, which have successfully supported Class AAA baseball for several years. Further, Boise's population is nearly 200,000 higher than that of the Reno-Sparks, NV market, which received a relocated Class AAA franchise in 2009.
- The Boise market would have the fourth youngest population among Class AAA markets in terms of median age.
- The median household income within the Boise City-Nampa CBSA would rank slightly below the midpoint among Class AAA markets, but is within the range of markets currently supporting Class AAA baseball.
- The corporate base of the Boise City-Nampa CBSA would rank 25th among Class AAA markets. Several markets with corporate inventories similar to or lower than Boise are currently supporting Class AAA facilities and franchises.

Boise Hawks Overview

The Boise Hawks have called Boise home since 1987. Prior to the arrival of the Hawks, Boise had a sporadic history of minor league baseball, including the Boise Braves of the Pioneer League (1955-1963), the Boise Athletics of the Northwest League (1975-1976) and the independent Boise Buckskins (1978). After playing for two years at Bill Wigle Field at Borah High School, the Hawks opened the new Memorial Stadium in 1989. The following is an overview of the current state of the Hawks franchise.

Affiliation

The Hawks have been the Class A Short Season affiliate of the Chicago Cubs since 2001. Exhibit III-6 summarizes the Cubs' current affiliates.

Exhibit III-6 Chicago Cubs Affiliates

<u>Franchise</u>	<u>Location</u>	<u>Affiliate</u>	<u>Ballpark</u>	<u>Year Built</u>	<u>Seating Capacity</u>	<u>2010 Avg. Reported Attendance</u>
Iowa Cubs	Des Moines, IA	AAA	Principal Park	1992	11,500	6,480
Tennessee Smokies	Kodak, TN	AA	Smokies Park	2000	8,320	3,859
Daytona Cubs	Daytona Beach, FL	A-High	Jackie Robinson Ballpark	1914	4,200	2,241
Peoria Chiefs	Peoria, IL	A	O'Brien Field	2002	7,000	3,131
Boise Hawks	Boise, ID	A-Short	Memorial Stadium	1993	3,427	2,780

Note: Sorted by classification.

Source: Minor League Baseball

The Cubs have a total of five affiliate minor league baseball teams, excluding rookie summer league teams. Two Cubs affiliates play in ballparks that have opened since Memorial Stadium. The Cubs' Class AAA franchise plays in Principal Park in Des Moines, which is similar in age to Memorial Stadium.

Home Field

The Hawks have played at Memorial Stadium since its opening in 1989. The 3,427-seat ballpark is located in Garden City near the Western Idaho Fairgrounds, approximately five miles northwest of downtown Boise. The following is an overview of key physical and operational characteristics of Memorial Stadium.

- The Stadium was built on land owned by Ada County. Boise Baseball LLC (the ownership group of the Hawks) owns and operates the stadium under a land lease with the County that extends through 2039. The Hawks's annual lease payment is \$1.00 per year.
- The Hawks are responsible for all operating costs, maintenance and capital repairs, including major capital improvements. However, the Ada County Commissioners must approve any capital improvements.

- The Stadium has a total seating capacity of 3,427 seats consisting of the following:

<u>Seating Area</u>	<u>Seating Capacity</u>
Diamond Club	76
Reserved Box	864
Bleachers	<u>2,487</u>
Total	<u>3,427</u>

- The configuration of the field causes spectators in the approximately 950 bleacher seats on the first base side of the stadium to look toward the setting sun during evening games, which hinders the team’s ability to market those seats.
- The Stadium does not offer any luxury suites, but provides a premium seating option in the form of 76 Diamond Club seats. The seats are padded and wider with more leg room than general stadium seats. The Diamond Club package includes amenities such as in-seat wait service, a reserved parking space and exclusive access to the Executive Club Lounge.
- Group amenities at the Stadium include a picnic area with a capacity of 450 guests located near the left field corner. Near the picnic area is a “café” with tables and upgraded food and beverage offerings. Season ticket holders are able to use the tables free of charge, while non-season ticket holders must pay a fee. Food and beverage costs are in addition to the table fee.
- The Stadium hosts an average of approximately 35 to 45 non-Hawks events in a typical year. The number and type of events held at the Stadium are impacted by the limitations of the facility as well as the terms of agreements with Ada County and the Fair Board.
- Ample parking is provided by lots shared with the Fairgrounds. However, the Hawks control just 110 reserved spaces, which limits the team’s ability to generate parking revenue. The parking lots do not have lighting, causing safety concerns after night games.
- The Stadium is not up to the standards of more modern ballparks and other sports and entertainment venues in several areas:
 - The capacity of 3,426 is not sufficient to accommodate ticket demand, particularly when excluding the undesirable seats located along the first base line.
 - Plastic stadium seats are old and brittle. The seat width (18 inches) and tread depth is inadequate compared to more modern venues.



- Concessions points of sale are limited to three permanent concessions stands and a limited number of portable stands.
- The Stadium does not incorporate any permanent merchandise points of sale, requiring merchandise to be sold from a portable trailer.
- Scoreboard is original from 1989 and is nearing the end of its useful life.
- Player areas, including clubhouses, training areas and batting cages, are poor in size and quality.
- ADA compliance is lacking despite the addition of accessible seating in recent years.
- Dugouts are small and do not have a protective fence in front of them.

Attendance

In 2010, the Hawks drew a total of 105,863 attendees, representing an average attendance of 2,781 attendees per game. Exhibit III-7 presents a summary of the Hawks’ average attendance per game over the past 10 full seasons.

**Exhibit III-7
Boise Hawks Attendance – 2001 to 2010**

<u>Year</u>	<u>Games</u>	<u>Total Attendance</u>	<u>Average Attendance</u>	<u>% of Capacity</u>
2001	37	99,840	2,698	79%
2002	38	109,646	2,885	84%
2003	38	104,156	2,741	80%
2004	37	107,936	2,917	85%
2005	37	106,761	2,885	84%
2006	38	108,876	2,865	84%
2007	38	102,878	2,707	79%
2008	38	109,082	2,871	84%
2009	38	103,783	2,731	80%
2010	38	105,671	2,781	81%
Average	38	105,863	2,808	82%

Source: Minor League Baseball

As shown, Hawks’ per-game attendance levels have remained relatively consistent over the past 10 years, ranging from approximately 2,700 to 2,900 per game over the past 10 seasons. Over that time, the Hawks have drawn an average of 106,000 attendees per season, or 2,800 per game. This represents approximately 82 percent of Memorial Stadium’s capacity.



Total reported attendance of the Boise Hawks over the past five years was compared to that of each Class A Short-Season franchise, as summarized in Exhibit III-8.

Exhibit III-8
Class A Short-Season Historical Reported Attendance

	<u>2010</u>	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>	<u>5-Year Average</u>
Northwest League						
Spokane Indians	4,737	4,604	4,973	5,053	4,792	4,832
Vancouver Canadians	4,068	3,929	3,585	3,418	3,260	3,652
Eugene Emeralds	2,830	3,391	3,423	3,551	3,230	3,285
Salem-Keizer Volcanoes	2,532	2,805	2,959	3,124	3,122	2,908
Boise Hawks	2,780	2,731	2,871	2,707	2,865	2,791
Everett Aquasox	2,502	2,367	2,508	2,883	2,883	2,628
Tri-City Dust Devils	2,234	2,216	2,158	1,981	1,778	2,073
Yakima Bears	1,860	1,918	1,900	1,895	1,668	1,848
Average - Northwest League	2,943	2,995	3,047	3,077	2,950	3,002
New York-Penn League						
Brooklyn Cyclones	7,147	7,138	7,367	8,193	7,820	7,533
Aberdeen IronBirds	6,547	6,502	6,522	6,519	6,376	6,493
Lowell Spinners	5,446	5,041	5,394	5,363	5,344	5,318
Staten Island Yankees	5,806	5,904	5,274	4,391	3,394	4,954
Hudson Valley Renegades	4,417	4,609	4,181	4,391	4,444	4,409
Tri-City Valley Cats	4,314	4,293	4,018	3,800	3,490	3,983
State College Spikes	3,708	3,946	4,036	4,205	3,851	3,949
Mahoning Valley Scrappers	3,014	3,178	3,427	3,702	3,603	3,385
Vermont Lake Monsters	2,524	2,549	2,538	2,736	2,794	2,628
Williamsport Crosscutters	1,774	1,893	1,784	1,915	1,931	1,859
Auburn Doubledays	1,535	1,594	1,779	1,789	1,861	1,712
Jamestown Jammers	1,213	1,409	1,414	1,420	1,410	1,373
Connecticut Tigers (1)	1,485	692	1,100	1,403	1,162	1,168
Batavia Muckdogs	1,016	963	1,199	1,229	1,150	1,111
Average - NY-Penn League	3,568	3,551	3,574	3,647	3,473	3,562
Average - All Class A Short-Season	3,340	3,349	3,382	3,439	3,283	3,359

(1) Played first season in Norwich Connecticut in 2010 after relocating from Oneonta, NY.

Source: Ballpark Digest and Minor League Baseball.

Class A Short-Season franchises have drawn average attendance of approximately 3,400 per game over the past five seasons. The average New York-Penn League has consistently drawn attendance levels approximately 500 to 600 per game higher than the Northwest League average over that time. The Boise Hawks' five-year average attendance of 2,800 per game over the past five seasons ranks fifth among the eight Northwest League franchises and 13th among all 22 Class A Short-Season franchises.

Ticket Pricing

The Hawks offer a variety of full season, partial season and single game ticket packages, with prices depending on the number of games purchased and the location of the seats. Exhibit III-9 summarizes the Hawks' ticket pricing for the 2011 season.

Exhibit III-9 2011 Boise Hawks Ticket Pricing

Full Season Ticket Packages:

Diamond Club	\$1,400
3B/HP Box	\$460
3B/HP Reserved	\$365
1B Box	\$365
1B Reserved	\$195

Single-Game Tickets:

3B/HP Box Seats	\$14.00
1B Box Seat	\$10.00-\$12.00
3B/HP Reserved Seats	\$10.00-\$12.00
1B Reserved Seats	\$6.00-\$7.00

Source: Boise Hawks

The Hawks offer full season ticket prices ranging from \$195 to \$460 for general seating. The Team also offers Diamond Club seats sold at a price of \$5,600 for four seats (\$1,400 per seat per season). Diamond Club seats are inclusive of a nightly food and beverage credit and other exclusive amenities.

Single game ticket pricing varies depending on the day of the week on which the game is played. Tickets for Sunday through Thursday games range from \$6.00 to \$14.00, while tickets to Friday and Saturday games range from \$7.00 to \$14.00. In addition to full-season and single game tickets, the Hawks offer a variety of half-season and mini-plan ticket packages.

Exhibit III-10 compares the Hawks' ticket prices with those of other NWL franchises.

**Exhibit III-10
Northwest League Ticket Price Comparison**

<u>Team</u>	<u>Single-Game Ticket Prices</u>		<u>Season Ticket Prices</u>	
	<u>Low</u>	<u>High</u>	<u>Low</u>	<u>High</u>
Vancouver Canadians	\$10.00	\$22.00	\$360	\$550
Boise Hawks	\$6.00	\$14.00	\$195	\$460 ⁽¹⁾
Salem-Keizer Volcanoes	\$7.00	\$20.00	\$342	\$399
Everett AquaSox	\$7.00	\$16.00	\$275	\$375
Tri-City Dust Devils	\$6.00	\$9.00	\$259	\$299
Spokane Indians	\$6.00	\$10.00	\$230	\$290
Eugene Emeralds	\$6.00	\$12.00	\$265	\$265
Yakima Bears	\$5.50	\$9.50	\$200	\$250
Average	\$6.69	\$14.06	\$266	\$361

(1) Excludes Diamond Club seats

Source: Team websites

As shown, Hawks' single game ticket prices are generally slightly lower than the league average. The Hawks' \$195 full season price for 1B Reserved seating is the lowest priced full season ticket in the league, which reflects the challenges associated with selling tickets located down the first base line. The Hawks' high-end season ticket price of \$460 (excluding Diamond Club seats) is the second highest in the league.

Comparable Facilities

In order to provide benchmarks from which to assess the potential physical and operational characteristics of a stadium that is capable of hosting minor league baseball and various other events, it is useful to assess the characteristics of recently constructed or renovated ballparks in other markets. For purposes of this study, the physical and operational characteristics of all Class A Short-Season ballparks opened since 2000 were analyzed. The results of this analysis will provide insight as to recent trends in minor league ballpark development. Information on Class AAA ballparks is also discussed herein in order to identify the differences in physical and operational characteristics between Class A and Class AAA facilities.

Comparable Ballpark Overview

Exhibit III-11 presents team, league, location, ballpark, CBSA population, seating capacity and year opened of each Class A Short-Season ballpark opened or extensively renovated since 2000.

Exhibit III-11 Comparable Ballpark Overview

Team	League	Location	Ballpark	CBSA Population	Total Seating Capacity ⁽¹⁾	Year Built/ Renovated
Eugene Emeralds	Northwest	Eugene, OR	PK Park	348,600	4,500	2009 ⁽²⁾
Vancouver Canadians	Northwest	Vancouver, BC	Nat Bailey Stadium	2,271,200	5,132	2008 ⁽³⁾
State College Spikes	New York-Penn	University Park, PA	Medlar Field at Lubrano Park	146,100	5,570	2006
Aberdeen IronBirds	New York-Penn	Aberdeen, MD	Ripken Stadium	2,684,200	6,300	2002
Tri-City ValleyCats	New York-Penn	Troy, NY	Joseph L. Bruno Stadium	857,800	6,630	2002
Staten Island Yankees	New York-Penn	Staten Island, NY	RCB Ballpark	18,870,000	7,171	2001
Brooklyn Cyclones	New York-Penn	Brooklyn, NY	KeySpan Park	18,870,000	7,500	2001
Average				6,292,600	6,115	2004
Median				2,271,200	6,300	2002
Boise Hawks	Northwest	Boise, ID	Memorial Stadium	623,700	3,427	1989

(1) Total seating capacity includes suites, fixed seats, general admission seats and grass berm seating areas.

(2) PK Park opened in 2009, but the Emeralds did not start play in the facility until 2010.

(3) Nat Bailey Stadium was renovated from 2007-08. It was originally constructed in 1951.

Source: Claritas, CSL International research.

As illustrated above, the average CBSA population of Class A Short-Season markets with comparable ballparks is approximately 6.3 million, while the median CBSA population is approximately 2.3 million. Comparable Class A Short-Season ballparks have an average total seating capacity of approximately 6,100 and a median total seating capacity of 6,300.

In comparison, there are 12 markets currently hosting Class AAA ballparks built since 2000. These markets range in population from approximately 425,000 to 5.6 million, with an average population of 1.5 million and a median population of 1.1 million. Class AAA ballparks are significantly larger than Class A Short-Season ballparks. Specifically, the average Class AAA ballpark opened since 2000 has a total seating capacity of approximately 11,000 and a median capacity of approximately 10,300.

Construction Cost and Funding

Exhibit III-12 summarizes the construction cost of each comparable ballpark, as well as a summary of the public and private funding contributions to each project.

Exhibit III-12
Comparable Ballpark Construction Cost and Funding Summary

Team	Ballpark	Year Opened	Total Project Cost	Amount		Percentage	
				Public	Private	Public	Private
Eugene Emeralds	PK Park	2009	\$20.0	\$0.0	\$20.0	0%	100%
State College Spikes	Medlar Field at Lubrano Park	2006	31.4	11.9	19.5	38%	62%
Aberdeen IronBirds	Ripken Stadium	2002	18.0	14.0	4.0	78%	22%
Tri-City ValleyCats	Joseph L. Bruno Stadium	2002	14.0	14.0	0.0	100%	0%
Staten Island Yankees	RCB Ballpark	2001	38.0	34.0	4.0	89%	11%
Brooklyn Cyclones	KeySpan Park	2001	39.0	39.0	0.0	100%	0%
Average			\$26.7	\$18.8	\$7.9	68%	32%
Median			\$25.7	\$14.0	\$4.0	84%	16%

Notes:

- All dollar figures are represented in millions.
- Funding contributions from universities who are tenants of the venues have been classified as private funding.
- Nat Bailey Stadium in Vancouver has been excluded, as the project was a renovation of an existing ballpark.

Source: CSL International research

As shown, the average Class A Short-Season ballpark built since 2000 had a total project cost of \$26.7 million. On average, the public sector has funded \$18.8 million, or 68 percent of total project costs. It should be noted that two of the comparable Class A Short-Season ballparks (PK Park and Medlar Field) received significant funding contributions from universities whose baseball programs use the facilities as their home fields. These university contributions have been classified as private funding in the table. Excluding these two facilities, public funding has comprised all or the vast majority of construction funding at the remaining comparable ballparks.

In comparison, Class AAA ballparks are typically significantly more expensive to develop. Specifically, the 12 Class AAA ballparks opened since 2000 had an average construction cost of \$46.4 million, nearly \$20 million higher than the average among Class A Short-Season facilities. On average, 56 percent of Class AAA project costs have been funded by private sources, compared to 32 percent at Class A Short-Season ballparks.

Non-Tenant Event Levels

Although the principal purpose of many comparable facilities is to accommodate the needs and uses of its minor league baseball tenant, the facilities often host other events such as amateur, high school, and collegiate baseball, concerts, automobile shows, religious events and other community events. The types and number of events held at minor league ballparks can vary significantly depending on the facility's market focus and operating mission. Exhibit III-13 presents a summary of the number and types of events held at the comparable Class A Short-Season ballparks.

**Exhibit III-13
Comparable Ballpark Annual Event Levels**

Franchise	Tenant Baseball	Concerts	Youth Baseball	HS Baseball	College Baseball	Other ⁽¹⁾	Total Non-Tenant	Total Events
Aberdeen IronBirds	38	1	0	1	13	190	205	243
Staten Island Yankees	37	2	0	8	23	10	43	80
Brooklyn Cyclones	35	2	0	10	7	15	34	69
State College Spikes	36	1	0	0	21	9	31	67
Tri-City ValleyCats	34	1	2	6	13	3	25	59
Average	36	1	0	5	15	45	68	104
Median	36	1	0	6	13	10	34	69

(1) Other events include events such as graduations, automobile swaps, commercial filming, religious events, and other community events. Includes events that may not use the entire ballpark, such as events utilizing the concourse, private suites, club/banquet rooms and other such areas.

Note: Information for PK Park in Eugene, OR was not available.

Source: Facility interviews

As shown in the exhibit, the comparable ballparks analyzed host an average of 104 total events, including 36 tenant baseball games, along with 68 non-tenant events such as concerts, amateur, high school and college baseball, and other events. Ripken Stadium, home of the Aberdeen IronBirds, hosts a significantly higher number of miscellaneous events as compared to the other stadiums included in the analysis. Ripken Stadium management has been aggressive in marketing the facility's concourses, club and suite areas for events such as trade shows, charity events, weddings, parties and meetings. The median number of non-tenant events held at these ballparks is 34 per year. Memorial Stadium hosts approximately 35 to 45 non-tenant events in a typical year, slightly above the median among comparable Class A Short-Season ballparks.

Class AAA ballparks generally host a higher number of annual events due to the tenant franchise's longer home schedule. However, non-tenant event levels are generally similar to Class A Short-Season ballparks.

Premium Seating

Premium seating such as private suites and club seats often represents a significant revenue stream generated by modern sports and entertainment venues. Premium seating at Memorial Stadium is currently limited to 76 Diamond Club seats, which include amenities such as wider, padded seats, in-seat wait service, a reserved parking space and exclusive access to the Executive Club Lounge. Exhibit III-14 summarizes premium seating offerings at recently built Class A Short-Season ballparks.

Exhibit III-14 Comparable Ballpark Premium Seating

Franchise	League	Location	Ballpark	Year Built	Capacity	Suite Inventory	Average Annual Price	Club Seat Inventory	Average Annual Price
Eugene Emeralds	Northwest	Eugene, OR	PK Park	2009	4,500	8	\$38,000 ⁽¹⁾	0	n/a
State College Spikes	NY-Penn	State College, PA	Medlar Field at Lubrano Park	2006	5,570	20	\$28,000	0	n/a
Aberdeen IronBirds	NY-Penn	Aberdeen, MD	Ripken Stadium	2002	6,300	6	\$47,500 ⁽²⁾	375	\$589
Tri-City ValleyCats	NY-Penn	Troy, NY	Joseph L. Bruno Stadium	2002	6,630	10	\$19,000 ⁽³⁾	0	n/a
Staten Island Yankees	NY-Penn	Staten Island, NY	RCB Ballpark	2001	7,171	20	\$38,000 ⁽⁴⁾	0	n/a
Brooklyn Cyclones	NY-Penn	Brooklyn, NY	KeySpan Park	2001	7,500	12	\$27,000	0	n/a
Average					6,279	13	\$32,900	375	\$589
Median					6,465	11	\$33,000	375	\$589

(1) Suites are sold on a per game basis for \$1,000.

(2) Suites are sold on a per game basis for \$1,250.

(3) Suites are sold on a per game basis for \$500.

(4) Suites are sold on a per game basis for \$1,000.

Source: Minor League Baseball, interviews with team management.

As shown, each of the six Class A Short-Season ballparks opened since 2000 incorporates private suites. Suite inventories at these facilities range from six to 20, with an average of 13 suites. Two of these ballparks market their suites on a full-season basis with prices ranging from \$27,000 to \$28,000 per year. The others sell suites on a single-game basis at prices ranging from \$500 to \$1,250 per game.

Just one of the comparable Class A Short-Season ballparks offers club seating. Specifically, Ripken Stadium in Aberdeen, Maryland, offers 375 club seats priced at \$589 per season.

Class AAA ballparks typically incorporate significantly higher levels of premium seating. Specifically, the average Class AAA ballpark opened since 2000 offers 29 suites and approximately 800 club seats. Should Boise consider attracting a Class AAA franchise in the future, the local corporate base will likely need to support a higher level of premium seating inventory and pricing than would be anticipated at a stadium hosting a Class A Short-Season tenant.

Summary

The following is a summary of the key findings of the Minor League Baseball Analysis:

- Boise is the third largest market hosting a NWL franchise, but Memorial Stadium has the second smallest seating capacity among NWL facilities.
- The Hawks drew average attendance of 2,780 per game in 2010, ranking fourth among the eight NWL franchises.
- The Boise market's population ranks ninth among the 22 Class A Short-Season markets. Boise is one of several mid-tier markets hosting a Class A Short Season franchise, along with markets such as Albany, NY; Poughkeepsie, NY; Youngstown, Ohio and Spokane, Washington.
- The median household income of the Boise City-Nampa CBSA is ranks slightly below the midpoint among Class A Short-Season markets. However, the majority of the higher-income markets are home to teams in the New York-Penn League. The Boise market ranks third among NWL markets in terms of median household income.
- The corporate base of the Boise City-Nampa CBSA ranks sixth out of the 21 Class A Short-Season markets for which data is available, and second among NWL markets. Similar to population, Boise is part of a mid-tier of Class A Short-Season markets in terms of corporate inventory, ranking below the major metropolitan areas, but significantly larger than the several small markets hosting Class A Short-Season baseball.
- Boise's population and corporate base would rank near the low end among Class AAA markets. However, several markets with populations and corporate inventories similar to Boise are currently supporting Class AAA facilities and franchises.
- Memorial Stadium is not up to the standards of more modern ballparks and other sports and entertainment venues in several areas, including a relatively small seating capacity, limited concessions and merchandise points of sale, poor player amenities and various other shortcomings.
- The average construction cost of Class A Short-Season ballparks built since 2000 is \$26.7 million. The majority of ballpark funding has come from the public sector.
- The number of non-tenant events held at Comparable Class A Short-Season ballparks on an annual basis ranges from 25 to 205 with an average of 68 annual events and a median of 34 annual events. These events include concerts, high school and collegiate baseball and a wide variety of miscellaneous events.
- Each of the six Class A Short-Season ballparks built since 2000 incorporates private suites, which are not offered at Memorial Stadium.

- Class AAA ballparks typically feature significantly larger capacities and premium seating inventories as compared to Class A Short-Season ballparks, and have significantly higher construction costs.

IV. Quantified Market Analysis

In addition to serving as the new home of the Boise Hawks, the proposed stadium is envisioned to host a wide variety of additional sporting and non-sporting events. Because the Hawks play just 38 scheduled home games per year, attracting other events to the stadium will be important to provide additional sources of attendance and operating revenues while making the stadium more of a community-wide asset. The purpose of this section is to estimate the potential event mix and attendance levels that could be attracted to the proposed multi-use stadium. A variety of tasks have been completed in order to gauge the ability of a renovated stadium or new ballpark to attract various events and patrons, including:

- interviewing various event organizers to assess interest in utilizing a new venue;
- analyzing event levels and physical characteristics of comparable facilities to gain an understanding of the types and number of events typically hosted by similar stadiums;
- analyzing competitive facilities in Boise and the regional market to gauge the level of competition present in the market, and to identify strengths and niches that may give a new stadium an advantage over the competition in attracting events; and,
- analyzing the historical operations of the Boise Hawks, Memorial Stadium and Class A Short-Season teams currently playing in recently built ballparks.

This information, along with the knowledge of potential event markets, industry trends, and previous experience was used to estimate the number of events and annual attendance that a multi-use stadium in Boise could potentially attract.

Estimated Event Demand

In order to assess potential demand for non-Hawks events at a new multi-use stadium in Boise, interviews were conducted with several organizations that could potentially host events at the venue. The results of these interviews are summarized below.

Boise State University

The proposed multi-use stadium could potentially be capable of hosting several different sports, including baseball, softball, soccer, football and lacrosse. The following is a summary of BSU's current involvement in each sport, and the venues currently hosting BSU's programs.

- *Baseball*: BSU does not field a varsity baseball team and has no immediate plans to add the sport.

- *Softball*: BSU's softball team currently plays at Mountain Cove, an off-campus venue. Although BSU does not own Mountain Cove, the University has invested in improvements to the facility. Preliminary plans for Dona Larsen Park include a softball stadium which would provide BSU's softball program with another home field option. Because BSU has invested in current and potential future softball stadium venues, and because seating needs for the softball program are minimal, BSU's softball program is not likely to utilize the proposed multi-use stadium for its games.
- *Soccer*: BSU's women's soccer program plays its home games at the Boas Tennis and Soccer Complex, which is owned and operated by the University. The program would be unlikely to be relocated to a non-University venue such as the proposed multi-use stadium. BSU does not field a men's soccer program and has no immediate plans to add men's soccer.
- *Football*: BSU's football program plays at the on-campus Bronco Stadium. Due to the popularity of the program, football home games require a stadium with a large capacity. The University has invested significantly in upgrades to the Stadium and has future plans for additional upgrades. BSU football does not represent a potential source of utilization for the proposed multi-use stadium.
- *Lacrosse*: BSU does not field a varsity lacrosse team and has no immediate plans to add the sport.

The potential for BSU Athletics to use the proposed new multi-use stadium will depend in part on the design and uses of Dona Larsen Park. Dona Larsen Park will include a track, allowing track-and-field events currently held at Bronco Stadium to be relocated to the Park. A football field will be located on the infield of the track and will host primarily high school football games. The Park is also envisioned to be designed to accommodate other sports such as soccer and softball, which would allow the University could potentially use the Park to host those events as well. As summarized above, other factors, including arrangements with existing venues, make it unlikely that any of BSU's sports programs would utilize the proposed multi-use stadium on a regular basis.

Other Collegiate Events

The proposed multi-use stadium would provide Boise with an additional venue that could be used to attract collegiate conference championship events to the market. Based on the geography of member institutions, the major NCAA conferences that would be most likely to hold championships in Boise are the Western Athletic Conference (WAC) and the Mountain West Conference (MWC).

BSU's athletic programs played in the WAC through the 2010-11 sports season. Boise has hosted the WAC women's soccer championships several times, most recently in 2009, with

games held at BSU's Boas Tennis and Soccer Complex. While BSU is no longer a WAC member, the University of Idaho continues to play in the conference. Because Boise is still within the geographic reach of the conference, the market could be considered as a host for future championship events. However, conference representatives indicated that the conference prefers to host spring sports championships such as baseball and softball in southern locations. Soccer is generally played at on-campus venues. In the future, the conference plans to continue to use on-campus stadiums and/or Major League Soccer stadiums for soccer championships. The WAC does not hold a football championship game and does not sponsor varsity lacrosse.

Beginning in 2011, BSU will join the MWC, which could introduce new opportunities for the Boise market to host conference championship events. The MWC does not hold football or softball championship events and does not sponsor varsity lacrosse or men's soccer. However, the conference conducts championship events for women's soccer and baseball, both of which are typically hosted by a member school.

The women's soccer championship is hosted by the previous year's regular season champion. The ability of the proposed new stadium to host this event would depend on BSU winning a regular season championship and electing to host the tournament at the new stadium rather than a University venue.

The men's baseball championship site is determined through a bid process, which is typically open to member schools that have baseball programs. Conference representatives indicated that BSU could bid on the event despite not fielding a baseball program. However, the Conference prefers to hold the event in a market with an active program, as they are challenged to attract strong attendance levels at neutral sites.

Based on interviews with conference representatives, collegiate championship event utilization of the proposed multi-use stadium is likely to be limited. However, events such as the MWC baseball and/or soccer championships could potentially be held at the stadium on a non-recurring basis. These events would provide visibility for the venue and attract visitors to the Boise market.

Boise School District

The proposed multi-use stadium could have the potential to host a variety of high school athletic events, including hosting home games of the Boise School District's high school sports programs. Based on interviews with Boise School District representatives, the District's existing fields are generally able to accommodate the needs of local high schools during the regular season in sports such as baseball, softball and soccer. However, regular season football games could potentially be held at the proposed stadium.

The District's four high school football programs each play all home games at Bronco Stadium. However, scheduling conflicts have occurred in recent years, causing BSU and the District to consider alternative sites for high school football. When construction of Dona Larsen Park is completed, the Park is anticipated to host the majority of high school football games currently being held at Bronco Stadium. However, School District representatives indicated that a second venue may be needed to accommodate demand and avoid future scheduling conflicts at Dona Larsen Park.

If the proposed multi-use stadium's configuration allows it to accommodate a football field, it is likely that regular season high school football games would be held at the venue. District representatives have indicated that approximately eight regular season games per year could be held at the new stadium. The majority of local regular season high school football games draw attendance of 3,000 to 5,000 per game, with some games drawing as many as 10,000 to 12,000 spectators. Therefore, a capacity of at least 10,000 seats in a football configuration would be preferred. The District also indicated a strong preference to play football games on a synthetic turf surface.

State High School Championships

In addition to Boise School District football games, various State championship events could also potentially utilize the proposed multi-use stadium. The following is an overview of various State high school championship events based on interviews with representatives of the Boise School District and the Idaho High School Activities Association (IHSAA).

- *Baseball*: The IHSAA does not hold an official State high school baseball championship. An invitational tournament hosted by Section 3 serves as a de-facto state championship. The Class 5A event consists of 11 games played over three days and is currently held at Memorial Stadium on an annual basis. This event would be likely to relocate to the proposed new multi-use venue. It is estimated that the first 10 games of the event draw an average of approximately 750 spectators per game, while the championship games draws approximately 2,000 per game. These attendance figures can vary from year-to-year, depending largely on the number of local and non-local participating teams.
- *Softball*: The IHSAA softball championships are typically held in the Idaho Falls/Pocatello area rather than in the Boise area. The event requires at least two fields for each of the five classes, and is typically held at high school sites. Therefore, the proposed multi-use stadium would be unlikely to host State softball championship events.
- *Soccer*: Soccer championships are currently held in various locations, including field in Meridian and Caldwell. The events have been held on both synthetic turf and natural grass fields, with the IHSAA indicating no strong preference for either surface. IHSAA representatives indicated that a lighted field would provide an advantage over unlit

fields. The Class 4A and 5A championships typically draw attendance of 1,000 to 2,000 per game, while the Class 3A championship draws attendance of approximately 500 per game. There is no championship event at the 1A or 2A levels. In addition to capacity and lighting, IHSAA representatives indicated that the cost of renting the facility is a key consideration in choosing soccer championship venues.

- *Football:* The site of the State football championship rotates from year to year depending on the location of the teams involved and the recent history of championship game sites. Efforts are made to rotate the event from north to south and east to west on a regular basis. IHSAA representatives indicated that state football championships are rarely held in Boise due to lack of availability in the market's existing football venues. A new stadium in Boise could allow the market to host the championships on occasion, subject to the typical geographic site rotation. A seating capacity of 4,000 to 5,000 seats would be adequate to accommodate the Class 1A, 2A and 3A championship games. Class 4A and 5A would require a larger capacity, potentially up to 8,000 to 10,000 if two schools from the Boise region are involved.

The IHSAA has several requirements and preferences that should be considered in evaluating the potential of the proposed stadium to host State championship events:

- The IHSAA requires that free parking is provided for its events.
- The organization strongly suggests that multiple entry gates are provided to the facility, particularly for well-attended events such as football championships.
- Providing four locker rooms would be ideal, along with a separate dressing room for officials.
- Press boxes and filming locations should be appropriate for the particular sport. A typical baseball press box location would not be ideal for football or soccer events, for example.
- Adequate restrooms should be provided. If the stadium's restrooms are designed to accommodate only typical Hawks baseball attendance levels, they will not be adequate for a large-school football championship drawing in excess of 8,000 spectators.

Soccer

The proposed stadium is envisioned to be designed with the capability to accommodate a full-size soccer field, which would allow the stadium to potentially host a variety of soccer events and activities. The Hawks' ownership group has expressed an interest in purchasing a minor league soccer franchise to serve as a second anchor tenant. Having soccer and baseball teams under shared management would create efficiencies in terms of sales and administrative staff.

The franchise would likely play in the Premier Development League (PDL). The PDL is comprised of 64 teams throughout North America, including an eight-team Northwest Division with franchises located in Oregon, Washington and British Columbia. PDL teams play a 16 game schedule (eight home games/eight road games). Average attendance varies widely among franchises and markets, ranging from less than 100 per game to more than 3,500 per game. Overall, PDL franchises draw an average of approximately 500 to 600 fans per game.

Stadiums in markets such as Portland, Oregon; Fresno, California; and Rochester, New York have hosted baseball and soccer franchises. In Fresno and Rochester, there have been concerns about the impact of soccer on the quality of the playing field for baseball. This was not a concern in Portland, which featured a synthetic turf field. If the proposed multi-use stadium features a synthetic turf field, it would likely reduce the impact of soccer games on the quality of the playing surface.

In addition to a potential PDL tenant franchise, the stadium could host exhibition games that could feature Major League Soccer (MLS) franchises, national teams and/or international clubs. Many stadiums throughout the country have drawn strong attendance levels to these types of games, particularly those featuring popular teams and players.

Lacrosse

A stadium capable of hosting a full-size football or soccer field would also be large enough to accommodate a lacrosse field, which could provide an additional source of utilization. Lacrosse is one of the fastest growing sports in the U.S. in terms of participation. Lacrosse is not currently an officially sanctioned high school sport in Idaho, although club lacrosse teams are currently operating in the area. Because lacrosse is a largely a niche sport in the region at this time, lacrosse teams and programs are unlikely to require significant seating capacity. However, a stadium could host games by area clubs seeking a field to rent for games. The stadium could also serve as a championship site for tournaments. Initially, lacrosse is unlikely to represent a significant source of utilization or revenues, but as the sport continues to grow in popularity, it could become more significant in future years.

Concerts

Concerts could represent a source of highly visible, revenue generating event utilization at the proposed stadium. As noted in Chapter III, comparable ballparks tend to host zero to two concerts in a typical year. A stadium that is designed with multi-purpose functionality could incorporate features that would make the facility more conducive to concert activity. However, there are some significant challenges associated with hosting a larger number of concerts at the proposed stadium.

As noted in Chapter II, the Boise market is a highly competitive concert market, with three mid-sized arenas, a mid-sized amphitheater and three smaller amphitheaters all competing for a limited number of touring concerts. Holding a concert at the proposed stadium is likely to be more expensive than holding a concert in one of the Boise market's concert-specific venues. Unlike most arenas and amphitheaters, which offer permanent rigging, a stadium concert requires a stage and rigging to be built "from the ground up". Given the increasing demands of concert acts and promoters to maximize their share of the net revenue generated by concert performances, the increased costs associated with a stadium concert may negatively impact the stadium's ability to compete with concert-specific venues.

While there are challenges associated with hosting concerts at a multi-use stadium, a limited number of concert tours have specifically targeted minor league ballparks. These types of tours could be held at the proposed new stadium. Further, concerts could be held in conjunction with a game to generate additional ticket sales and enhance the fan experience. These opportunities, along with offering aggressive rental and revenue sharing arrangements to promoters, could help the stadium host concert levels in line with comparable facilities despite the high degree of competition in the market.

Other Events

In addition to the specific event types discussed herein, comparable stadiums host a variety of miscellaneous events that could represent additional sources of utilization for the proposed multi-use stadium. The following is a partial listing of events that have been hosted at comparable facilities:

Stadium Events:

- Graduations
- Religious events
- Fantasy batting practice
- Youth baseball clinics

Parking Lot Events:

- Car shows
- Concerts
- Festivals

Suite/Club/Concourse Events:

- Meetings
- Banquets
- Parties
- Wedding receptions
- Trade shows
- Charity events
- Job fairs
- Health fairs
- Wine/beer festivals

The number of outside events held at comparable ballparks ranges greatly, due in part to the varying operating philosophies of ballpark operators. Some ballparks limit outside usage to reduce wear and tear on the field. Others host as many outside events as possible to maximize the facility's revenue generating capabilities. Representatives of the City of Boise and the Boise Hawks have both indicated a desire to maximize use of the stadium beyond Hawks baseball

games. Assuming this philosophy remains in place, the proposed stadium could host a wide variety of the types of events listed above.

Many ballparks also utilize suites, club areas or banquet/reception facilities incorporated into the ballpark's design to host a variety of meetings, banquets, receptions and other such events throughout the year. While Bronco Stadium's Stueckle Sky Club could compete with a new stadium for banquet and reception business, these events could represent an additional source of revenue for the facility.

The type of playing surface (natural grass vs. synthetic turf) used at the proposed stadium will impact its ability to host non-tenant events. Holding a large number of events on a natural grass field could have a negative impact on the quality of the playing surface. A synthetic turf field would be more able to withstand higher levels of use. It will be important to determine whether the Chicago Cubs and Minor League Baseball will allow the use of a synthetic turf field for the Hawks. There is precedent for a NWL franchise to play on synthetic turf. PK Park, which is shared by the NWL Eugene Emeralds and the University of Oregon's baseball program, has a synthetic turf field.

Estimated Boise Hawks Attendance

For purposes of this study, it is assumed that the proposed multi-use stadium will serve as the home of the Boise Hawks, who will remain in the Class A Short-Season Northwest League. Upgrading to Class AAA baseball is considered unlikely in the short term future. Some specific challenges associated with bringing Class AAA baseball to Boise include:

- Boise's population and corporate base would be in the bottom quartile among Class AAA markets;
- The corporate base may struggle to support a Class AAA team, particularly with the recent losses of major corporate headquarters;
- An ownership group would need to identify and acquire an existing franchise that is willing to be relocated to the market; and,
- The Boise airport offers few direct flights to other Pacific Coast League markets, which may lead to difficult and expensive travel for a Class AAA franchise.

A new stadium could be designed with the ability to expand its seating capacity should Class AAA baseball become a stronger possibility in the future. The average Class AAA ballpark has a capacity of approximately 11,600, although ballparks constructed recently in Omaha and Reno have capacities of 8,600 and 9,100, respectively.

In order to assess potential attendance levels that may be achieved by the Hawks at a new multi-use stadium in Boise, the following analyses were conducted:

- reviewed the historical Hawks’ season average per game attendance levels;
- analyzed the impact that new ballparks have had on the attendance of other Class A teams; and,
- analyzed the attendance penetrations of other Class A markets with new or renovated ballparks.

Historical Hawks Attendance

Exhibit IV-1 summarizes the Hawks’ average attendance for each season since 2001.

**Exhibit IV-1
Boise Hawks Attendance – 2001 to 2010**

<u>Year</u>	<u>Games</u>	<u>Total Attendance</u>	<u>Average Attendance</u>	<u>% of Capacity</u>
2001	37	99,840	2,698	79%
2002	38	109,646	2,885	84%
2003	38	104,156	2,741	80%
2004	37	107,936	2,917	85%
2005	37	106,761	2,885	84%
2006	38	108,876	2,865	84%
2007	38	102,878	2,707	79%
2008	38	109,082	2,871	84%
2009	38	103,783	2,731	80%
2010	38	105,671	2,781	81%
Average	38	105,863	2,808	82%

Source: Minor League Baseball

Over the past 10 full seasons, the Hawks have drawn an average of 2,808 attendees per game with a season high average paid attendance of 2,917 per game and a season low average of 2,698 per game. The Hawks’ 10-year average attendance of 2,808 per game represents 82 percent of Memorial Stadium’s capacity. The Hawks typically sell out several games per season.

Historical Class A Short-Season Baseball Attendance

Exhibit IV-2 summarizes average and median reported attendance per game for Class A Short-Season franchises from 2006 to 2010.



Exhibit IV-2
Class A Short-Season Attendance Summary
2006 to 2010

League	Reported Attendance Per Game					5-Year Average
	2010	2009	2008	2007	2006	
Northwest League						
Average	2,943	2,995	3,047	3,077	2,950	3,002
Median	2,656	2,768	2,915	3,004	3,002	2,869
New York-Penn League						
Average	3,568	3,551	3,574	3,647	3,473	3,562
Median	3,361	3,562	3,722	3,751	3,442	3,568
All Leagues						
Average	3,340	3,349	3,382	3,439	3,283	3,359
Median	2,805	2,991	3,191	3,271	3,176	3,087

Source: Minor League Baseball

As shown, the average Class A Short-Season franchise has drawn reported average attendance of 3,359 per game over the past five years, while the median franchise has drawn reported attendance of 3,087 per game over the past five years. Average and median reported attendance at Northwest League games were 3,002 and 2,869 attendees per game over that time period.

In order to assess the attendance impact of playing in recently constructed ballparks that offer a higher level of patron amenities, an analysis was conducted of attendance levels for those franchises playing in ballparks opened since 2000. Just six Class A Short-Season ballparks have been constructed since 2000, with all but one of them hosting New York-Penn League teams.

The Eugene Emeralds are the only NWL franchise playing in a stadium constructed since 2000. The Emeralds' average attendance decreased by approximately 17 percent in 2010, their first season in PK Park. This decrease was due in part to the decrease in capacity from 6,800 seats at Civic Stadium to 4,000 seats at PK Park, which limited attendance for games such as opening day and the 4th of July, which typically drew attendance in excess of 4,000 at Civic Stadium. In addition, some fans resisted the move from Civic Stadium, a historic structure that opened in 1938 and had served as the home of the Emeralds since 1969, to the more modern PK Park. As will be discussed later in this section, this decrease in attendance upon moving to a new venue is atypical among minor league baseball franchises.

The five New York-Penn League franchises playing in ballparks that opened since 2000 have drawn average reported attendance of 5,326 per game over the past five seasons, 50 percent higher than the league average. However, it is important to note that these five franchises

include two located in the New York City metropolitan area and one located in the Baltimore metropolitan area. The size of these markets likely contributes to the teams' relatively high attendance levels.

New Ballpark Attendance Impact

An analysis was conducted to assess the potential impact a new ballpark has on attendance within a given market. Class A franchises that constructed new stadiums in their existing markets were identified, and a comparison between the average reported attendance during the last three seasons in the old ballpark and the average attendance since the new ballpark opened was performed. Due to the limited number of franchises that have moved to new stadiums within their existing market (as opposed to franchises that moved to a new stadium in a different market), the analysis includes full-season Class A franchises. Exhibit IV-3 summarizes the results of this analysis.

**Exhibit IV-3
New Ballpark Attendance Impact**

Franchise	League	New Ballpark	Year Opened	Average Attendance	Average Attendance New Ballpark		Attendance Impact	
				At Former Ballpark ⁽¹⁾	First 3 Years ⁽²⁾	After 3 Years ⁽³⁾	First 3 Years	After 3 Years
Stockton Ports	California	Banner Island Ballpark	2005	1,201	3,097	2,930	158%	144%
Clearwater Threshers	Florida State	Bright House Field	2004	1,137	2,131	2,499	88%	120%
Greensboro Grasshoppers	South Atlantic	First Horizon Park	2005	2,883	6,260	5,925	117%	105%
West Virginia Power	South Atlantic	Appalachian Power Park	2005	1,633	3,663	2,907	124%	78%
Peoria Chiefs	Midwest	O'Brien Field	2002	2,239	3,472	3,624	55%	62%
Cedar Rapids Kernals	Midwest	Veterans Memorial Stadium	2002	1,922	2,663	2,583	39%	34%
Average				1,836	3,548	3,411	97%	91%
Median				1,778	3,284	2,919	102%	92%
Boise Based on Comparable Median:								
Hawks 3-Year Average Attendance				2,794				
Median Sustained Attendance Increase				92%				
Estimated Attendance				5,358				

(1) Average reported attendance during last three seasons at old ballpark.

(2) Average reported attendance in first three seasons played at new ballpark.

(3) Average reported attendance for each season played at the new ballpark after year 3 (through 2010 season).

Each of the six Class A franchises that have moved into a new facility in their existing market realized a sustained attendance increase upon the opening of the new stadium. Within the first three years after the opening of their respective ballparks, these franchises drew average attendance levels 97 percent higher than the average attendance levels at the final three years played in their former ballparks. The median three-year attendance increase was approximately 102 percent of former ballpark attendance.



A portion of the attendance increases experienced at new ballparks can sometimes be attributed to the initial “honeymoon period”. This term refers to the significant attendance increase often experienced during the first one to three years at a new ballpark, as casual fans attend more games to experience the novelty of the new facility. While this attendance spike typically subsides in subsequent years, the normalized attendance often remains higher than the attendance levels at the former ballparks.

In order to evaluate the sustained Hawks’ attendance increase that could result from a new stadium in Boise, an analysis was conducted to determine the attendance increases experienced at comparable new ballparks beyond year three. The average per-game attendance in the seasons played in the new ballparks beyond year three has been approximately 91 percent higher than the average attendance drawn in the final three seasons at the former ballpark. The median attendance increase beyond year three was approximately 92 percent of former ballpark attendance. Two of the franchises included in the previous analysis (Peoria and Cedar Rapids) have played nine seasons in their new ballparks, yet have maintained significant attendance increases over previous ballpark levels.

Over the last three seasons (2008 through 2010), the Hawks have drawn average attendance of 2,794 per game. If the Hawks were able to achieve the Class A franchise median 92 percent sustained attendance increase following the opening of a new ballpark, the resulting attendance level would be approximately 5,400 per game.

Market Penetration

A market penetration analysis was performed to evaluate the impact that a new stadium could have on future Hawks’ attendance levels. A market penetration analysis compares attendance levels of teams relative to their market populations. The penetration analysis was conducted using the CBSA population of comparable Class A markets with new ballparks built since 2000, and the average reported attendance per game experienced by each respective market’s franchise since the new ballpark opened. Because many of the recently-built Class A Short-Season ballparks are located in large Eastern markets that are not comparable to Boise, full-season franchises have been included in the analysis. The results of the penetration analysis are summarized in Exhibit IV-4.

**Exhibit IV-4
Attendance Penetration Analysis**

Team	Market	Population ⁽¹⁾	Reported Average Paid Attendance ⁽²⁾	Ratio of Reported Attendance to Population
Fort Wayne TinCaps	Fort Wayne, IN	420,200	5,600	1.33%
Lexington Legends	Lexington, KY	481,500	5,600	1.16%
West Virginia Power	Charleston, WV	309,500	3,300	1.07%
Dayton Dragons	Dayton, OH	831,200	8,500	1.02%
Cedar Rapids Kernels	Cedar Rapids, IA	261,600	2,600	0.99%
Peoria Chiefs	Peoria, IL	374,900	3,600	0.96%
Winston-Salem Dash	Winston-Salem, NC	496,300	4,600	0.93%
Greensboro Grasshoppers	Greensboro, NC	729,800	6,100	0.84%
Eugene Emeralds	Eugene, OR	351,400	2,800	0.80%
Greenville Drive	Greenville, SC	656,000	4,900	0.75%
Stockton Ports	Stockton, CA	684,200	3,000	0.44%
Tri-City ValleyCats	Troy, NY	857,300	3,600	0.42%
Boise Hawks	Boise, ID	623,700	2,800	0.45%
Average (excluding Boise)		537,825	4,517	0.89%
Median (excluding Boise)		488,900	4,100	0.94%

Boise Based on Comparable Average:	
Population	623,700
Comparable Market Median Ratio	0.94%
Estimated Attendance	5,885



(1) Population is based on the CBSA in which each ballpark is located.

(2) Average paid attendance per game since new ballpark opened. Boise attendance figure represents a three-year average.

*Note: Only Class A markets with comparable population levels between 250,000 and 1.0 million were included in the analysis.

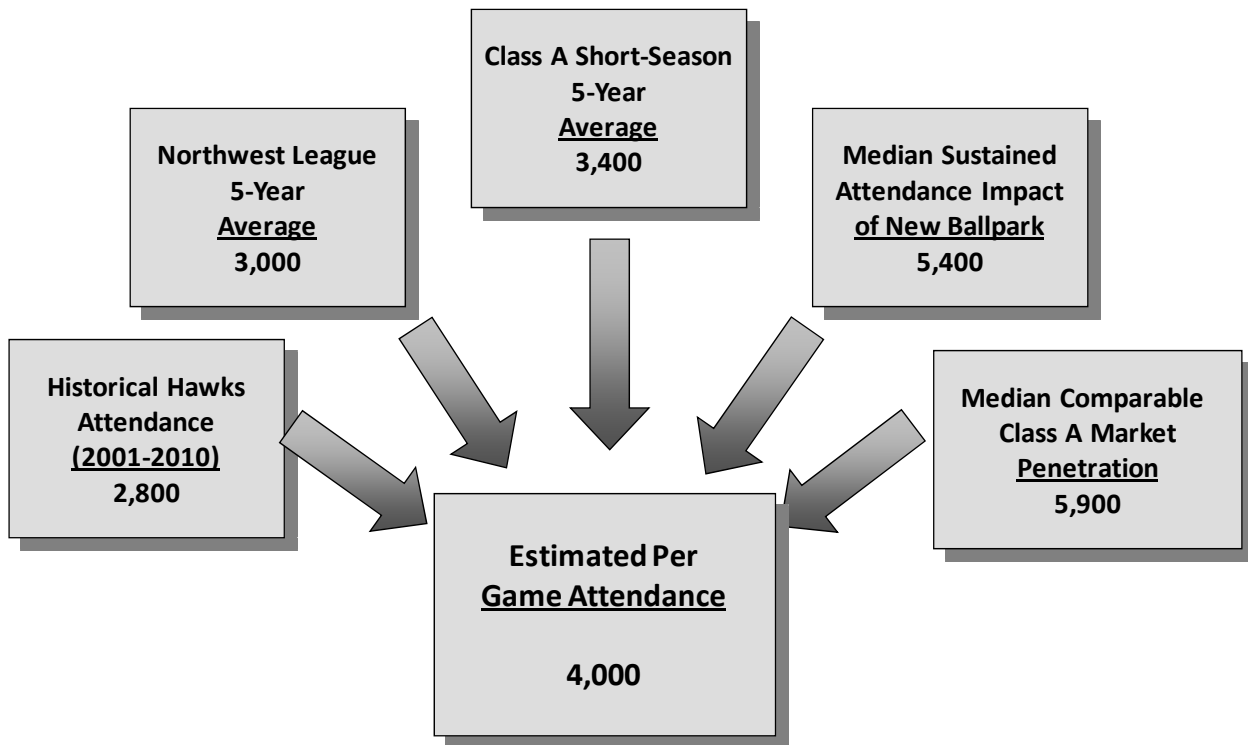
The average ratio of attendance to population in comparable facility markets is 0.89 percent, while the median ratio is 0.94 percent. Over the past three seasons, the Hawks have penetrated the market at a rate of 0.45 percent, one of the lowest penetration ratio among the markets and franchises analyzed.

If the Hawks were able to achieve the median comparable market penetration ratio of 0.94 percent of market population, the resulting average attendance of 5,885 per game would be the highest attendance among NWL franchises, and would represent a 110 percent increase over the team’s historical average attendance levels.

Estimated Hawks Attendance

Based on the analyses presented herein, Exhibit IV-5 summarizes the estimated average per-game attendance for the Hawks playing at a new, multi-use stadium in Boise.

Exhibit IV-5 Boise Hawks Average Attendance Estimate



Based on the information and analyses discussed in this section, it is estimated that the Hawks could draw an average of approximately 4,000 fans per game to a new stadium in Boise during a stabilized year of operations. This would represent a 43 percent increase over the team's 10-year average attendance of approximately 2,800 per game.

It is possible that the Hawks could exceed these estimates in the initial years in a new stadium based on the novelty of a new or improved facility. Subsequent to this honeymoon period, attendance will be predicated on a variety of factors including but not limited to ticket prices, team performance, quality of game-day entertainment/experience, marketing efforts, competition in the local marketplace, weather and other such factors. The estimates presented above represent estimated attendance in a normalized year of operations.

Estimated Events and Attendance

Event and attendance estimates for a new stadium in Boise are based on interviews with potential stadium users, the historical operations of the Hawks and Memorial Stadium, discussions with Hawks management and other community representatives, and historical operations of comparable ballparks. Exhibit IV-6 presents a summary of the estimated annual events and attendance that could be attracted to a new, multi-use stadium in Boise.

Exhibit IV-6
Estimated Annual Event and Attendance Levels

<u>Event Type</u>	<u>Annual Events</u>	<u>Average Attendance</u>	<u>Total Attendance</u>
Hawks Baseball	38	4,000	152,000
USL Soccer	8	500	4,000
Exhibition Soccer Matches	1	5,000	5,000
Concerts	2	5,000	10,000
College Baseball	2	500	1,000
High School Baseball	12	1,000	12,000
High School Lacrosse	2	500	1,000
High School Soccer	4	1,000	4,000
High School Football	10	3,000	30,000
College Soccer	2	500	1,000
Other	15	500	7,500
Sub-Total	96		227,500
Ice Rink	53	75	3,975
Total with Ice Rink	149		231,475

Attendance at Hawks games is estimated to increase to approximately 4,000 per game at a new stadium. Based on interviews with potential facility users, it is estimated that a new stadium could host approximately 58 additional non-tenant events per year, resulting in a total of 96 tenant and non-tenant events on an annual basis. Total attendance at all stadium events is estimated to approximate 227,500 per year.

In addition to these stadium events, Hawks' representatives indicated that they envision developing an ice rink in the stadium during the winter months. The Team estimates that the rink would attract approximately 75 attendees per day over 53 operating days each year. Including ice rink visitors, total stadium attendance is estimated to approximate 231,475 per year.

It should be noted that the non-tenant event estimates for the new stadium assume that Memorial Stadium would not continue to operate following the opening of the new stadium. If

Memorial Stadium were to continue operations, non-tenant event levels at the new ballpark may be reduced, as some of these events may be held at Memorial Stadium.

Stadium Management Considerations

In planning for the operations of the stadium, it is important to consider potential management structures for the facility, and the impact various management alternatives could have on the mix of events held at the stadium. Exhibit IV-7 summarizes the ownership and management of each comparable Class A Short-Season ballpark.

**Exhibit IV-7
Ownership and Management of Comparable Stadiums**

<u>Team</u>	<u>League</u>	<u>Location</u>	<u>Ballpark</u>	<u>Owner</u>	<u>Operator</u>
Eugene Emeralds	Northwest	Eugene, OR	PK Park	U of Oregon	University
Vancouver Canadians	Northwest	Vancouver, BC	Nat Bailey Stadium	City	Team
State College Spikes	New York-Penn	University Park, PA	Medlar Field at Lubrano Park	Penn St U	Private
Aberdeen IronBirds	New York-Penn	Aberdeen, MD	Ripken Stadium	City	Team
Tri-City ValleyCats	New York-Penn	Troy, NY	Joseph L. Bruno Stadium	Hudson Valley CC	Team/College
Staten Island Yankees	New York-Penn	Staten Island, NY	RCB Ballpark	City	Team
Brooklyn Cyclones	New York-Penn	Brooklyn, NY	KeySpan Park	City	Team
Boise Hawks	Northwest	Boise, ID	Memorial Stadium	Team ⁽¹⁾	Team

(1) The land on which Memorial Stadium is located is owned by Ada County. The Hawks own and operate the stadium under the terms of a land lease with the County.

Source: CSL International research.

As shown, comparable Class A Short-Season stadiums have a variety of ownership and management structures. Three facilities are shared by collegiate programs and the Class A tenant. Each is owned by the university or college, with the team playing a role in the management of one of the three facilities (Joseph L. Bruno Stadium). The remaining four comparable facilities are owned by the City in which they are located and operated by the tenant Class A baseball team.

Across all of minor league baseball, two primary stadium management models are most typical among publicly-owned facilities. One of these models is the tenant baseball team serving as an arms-length tenant. Under this model, the team typically pays rent to a public sector entity, which serves as the stadium operator. This management model allows the public sector to retain more control of the facility. The public sector can focus on attracting events that will benefit the community and/or generate economic impacts, rather than just those that will generate a significant profit. In some cases, the tenant team may prefer this arrangement, as it allows the team to focus on its core product rather than being involved in stadium management and non-baseball events.



Under the second common stadium management structure, the tenant baseball team operates the stadium. Under this management scenario, the public sector does not need to dedicate personnel and resources to management of the stadium. The team's decision whether or not to host a particular event will depend largely on the potential profitability of that event, rather than considering potential community benefits and economic impacts. One way to protect the public sector's interests could be to include provisions in the lease that allow the municipality to use the stadium for a specified number of events per year.

The event and attendance estimates presented herein assume that the proposed stadium would be designed to be a multi-purpose venue, and that facility management will be aggressive in marketing and operating the stadium in a multi-purpose manner. Hawks management has indicated a willingness and preference to operate the proposed stadium. The Hawks envision being aggressive in attracting non-Hawks events to the stadium, which has been reflected in the event estimates.