



MULTI-USE SPORTS AND ENTERTAINMENT FACILITY FEASIBILITY REPORT

PREPARED FOR: CITY OF NIAGARA FALLS, NY

FINAL REPORT DELIVERY DATE: APRIL 2025

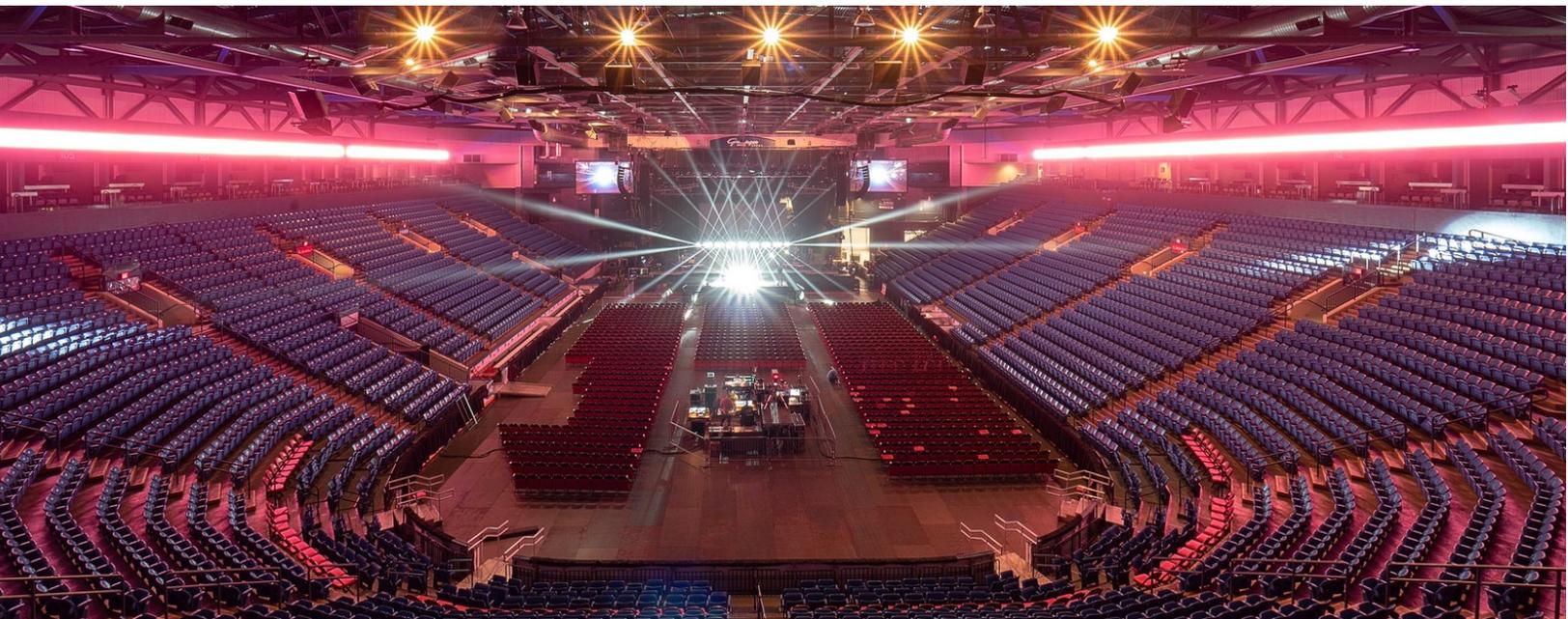


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EXECUTIVE SUMMARY

DEFINITIONS OF SUCCESS

In April of 2024, the City of Niagara Falls, New York engaged Sports Facilities Advisory, LLC (SFA) to complete a full, five-year financial forecast, economic impact analysis, and development of this feasibility report to explore the potential development of a new multi-use sports and entertainment facility in Niagara Falls.

In order to understand the Client’s desired outcomes, SFA facilitated an exercise to define success for the project. Based on that exercise, SFA created those desired outcomes as the “definitions of success.” As such, SFA considers meeting the following criteria critical to determining the success of the project:

- Create a significant driver of economic impact and visitation by generating new room nights and supports the community by generating spending from non-local visitors.
- Extend Niagara Falls’ tourism season and bridge the gap for year-round visitation by providing indoor events and activities.
- Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and entertainment assets for all.
- Capitalize on the growth in sports tourism by developing a premier athletic and entertainment facility that attracts, hosts, and retains regional and national sports and non-sports tournaments and events.

EXECUTIVE SUMMARY

Based on the market analysis conducted during this scope of work, SFA’s industry experience, and the Client’s definitions of success for the project, SFA developed a recommended facility program model for a multi-use sports and entertainment facility. SFA developed a five-year financial forecast (pro forma) for the model. A detailed breakdown of the sports and recreation assets for the model is listed below, alongside the total project development cost and approximate acreage required for the facility according to a range between low and high development costs.

RECOMMENDED FACILITY PROGRAM

MULTI-USE SPORTS AND ENTERTAINMENT FACILITY – 2.41

Acres

Multi-Use Spectator Arena Level One – 105,000 Square Feet

- Event Stage
- Arena Rink
- Spectator Seating
- Ticket Office
- Guest Services
- Kitchen and Concessions
- Control Room, Administration/Offices, and Training/First Aid Rooms
- Restrooms
- Meeting/Green Rooms
- Officials Rooms, Locker Rooms, and Upgraded Locker Rooms
- Mechanical, Electric, Retail, Storage, Etc.
- Multi-Use Spectator Arena Level Two – 75,000 Square Feet
 - Second Level Spectator Seating
 - Suites/Club Level
 - Restrooms
 - Secondary Concessions
 - Storage
 - Circulation/Common Area

COMMUNITY RINK BUILDING – 1.05 Acres

- Community Rink (500 Fixed Seats)
- Locker Rooms and Officials Locker Rooms
- Zamboni Storage
- Ice Plant Room
- Lobby, Restrooms, Retail/Skate Rental/Sharpening, and Concessions

SITE DEVELOPMENT – 8.58 ACRES

- 800 On-Site Parking Spaces
 - Off-site parking may be required for larger events
- Outdoor Plaza
- Setbacks, Green Space, Trails, etc.

TOTAL COMPLEX ACREAGE – 12.00 ACRES

SFA PROJECTS THE EVENT CENTER MODEL TO COST BETWEEN APPROXIMATELY **\$178.6 MILLION AND \$217.7 MILLION**, NOT INCLUDING LAND ACQUISITION COSTS, AND REQUIRE APPROXIMATELY **12.00 TOTAL ACRES** OF LAND.

SFA PROVIDES A DETAILED OPINION OF COST WITH A DEVELOPMENT COST RANGE IN THE “FACILITY PROGRAM & OPINION OF COST” SECTION OF THIS REPORT.

EXECUTIVE SUMMARY

SUMMARY OF FINANCIAL PERFORMANCE

SFA’s determination of feasibility for the event center in Niagara Falls depends on the financial forecast of the business and the ability for it to achieve results that support the Client’s long-term financial goals. SFA constructed a detailed pro forma/financial analysis model for the facility that projects the financial viability for the first five years of operations. SFA developed the proposed model based on the Client’s vision to explore various market opportunities, sports tourism capabilities, and to maximize operational performance. SFA has summarized the financial performance of the event center model throughout this report, in addition to providing the full financial performance details for the model in the associated documents. In creating the financial forecast, SFA intentionally projects numbers that are dependent on timely marketing, attention to detail, ongoing financial analysis, a focus on customer service, and intelligent management practices.

The following tables combine and summarize the forecasted revenues, cost of goods sold, operating expenses, and capital replacement costs through the first five years of operations at the event center for the proposed model. The financial performance details have been provided in the full financial forecast documents. SFA has projected the items within the financial forecast according to standard processes backed by more than two decades of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports and entertainment facilities, and the real-world management experience gained from the day-to-day operations of more than 65 youth and amateur sports and entertainment facilities around the United States.

FINANCIAL PERFORMANCE: EVENT CENTER MODEL

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$8,139,347	\$8,811,539	\$9,524,149	\$9,608,575	\$9,819,612
Total Cost of Goods Sold	\$3,076,726	\$3,363,026	\$3,654,762	\$3,672,664	\$3,726,009
Gross Margin	\$5,062,621	\$5,448,513	\$5,869,388	\$5,935,911	\$6,093,602
Total Operating Expenses	\$4,958,398	\$5,119,126	\$5,312,211	\$5,465,145	\$5,582,463
EBITDA	\$104,223	\$329,387	\$557,177	\$470,765	\$511,139
% of Revenue	1%	4%	6%	5%	5%

As demonstrated in the previous table, the operations for the event center model are expected to generate a positive return due to an Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA) of approximately \$104,000 in year one before gradually improving to generate a return of approximately \$511,000 annually at maturity in year five.

EXECUTIVE SUMMARY

SUMMARY OF ECONOMIC IMPACT EXPECTATIONS

SFA developed its forecasts based on the prioritization of events that meet the Client’s objectives related to balancing local community use for recreational programming in addition to tournament, meet, and event programming and best practices for managing successful sports tourism facilities around the country and in the Northeast. SFA projected per-person spending in the categories in which visitors to the Niagara Falls area are expected to spend for regional youth and amateur tournaments, meets, and events.

The table that follows summarizes the total direct economic impact generated based on out-of-market visitation, showing the total room nights generated and the dollar value of economic impact generated directly by the construction and operation of the new complex for the model outlined previously.

ECONOMIC IMPACT: EVENT CENTER MODEL

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Non-Local Days in Market	50,760	64,400	66,614	66,614	66,614
Non-Local Day Trips	22,873	25,375	27,798	27,798	27,798
Room Nights	10,719	14,019	14,496	14,496	14,496
Total Economic Impact	\$8,235,886	\$10,605,732	\$11,134,858	\$11,301,881	\$11,471,409

The table above demonstrates that SFA expects the facility to generate approximately 67,000 new non-local days in market, approximately 28,000 new day trip visitors, approximately 15,000 new room nights, and a total of approximately \$11.5 million in direct economic impact at maturity in year five of operations.

It should be noted that SFA takes a conservative approach to projecting economic impact; to provide additional context on this point, SFA has used the following ranges for the percent of non-local attendance for each event type:

- Corporate Events: 0-5%
- Conferences: 25-85%
- Meetings: 0%
- Featured/Ticked Games: 10%
- Staged Events: 25%
- Live Entertainment Events: 10%
- Youth and Amateur Sports Tournaments: 50-80%

Depending on the events that are hosted at the facility, the percent of non-local attendees could exceed the projections reflected in the pro forma. In that event, economic impact would be greater than projected.

EXECUTIVE SUMMARY

RECOMMENDATIONS FOR NEXT STEPS

Based on the work completed to date, SFA believes that an opportunity exists to develop a premium multi-use sports and entertainment facility and adjacent community ice rink in Niagara Falls with the capability of meeting most of the Client's objectives. SFA has detailed the recommendation for an event center program model that has the highest likelihood to achieve the Client's goals. Assets have been right sized to meet the local demand and sports tourism opportunity for the event center model, meeting the appropriate volume and size requirements to adequately compete with existing and proposed ice venues in the region.

The scale and quality of the event center model, paired with the community ice rink, creates the opportunity to accommodate a full-time premier hockey team, host regular concerts and indoor events, and continue to develop league, camp, clinic, instruction, and player development programs simultaneously with sports tournament and event programming. These amenities will provide access to sport and recreation spaces while also making the facility available to Niagara Falls residents and non-residents for a variety of programming options. Sports, recreation, and entertainment assets are often cited as critical factors in attracting new residents and retaining existing residents in communities across the country. As forecasted in the pro forma and described in the Business Model Overview section of this report, the modeled facility presents a full slate of revenue streams and program offerings. The model leverages arena tenant revenue, event-hosting revenue, sports operations revenue generating opportunities and spaces, as well as supporting programs and services centered around the volume of visitors to create an operationally profitable model. These all combine to contribute to a long-term sustainable model.

The event center model maximizes the opportunity for multi-sports tourism in the regional market through establishing Niagara Falls as a sports tourism destination extending visitation through off-peak season. The Niagara Falls regional market has the ability to draw from almost the entire state of New York, Cleveland, the entire Toronto metro area, and more. The business model and operational structure maximizes non-local visitation through tournaments and events generating over \$11 million in economic impact annually at maturity. The proposed event center has been right-sized to meet the regional demand for sports and entertainment opportunities and to ensure that the event center can be competitive regionally. The non-local visitation increases spending in Niagara Falls for lodging, dining, transportation, and other sectors.

EXECUTIVE SUMMARY

RECOMMENDATIONS FOR NEXT STEPS (CONTINUED)

Taking the definitions of success and key insights listed previously into account, SFA has detailed the initial findings for an event center alongside a community rink in one combined model. The included facility program matches what SFA believes has the potential to meet most of the Client's definitions of success through the individual asset types and ensuring that those assets are right sized to meet the local market opportunities, as well as the opportunity to host both sporting events and entertainment & corporate events like concerts, meetings, banquets, and more. SFA has proposed the event center model for the Client to consider based on the overall goals for the development, the City's definitions of success, the existing competitors operating with the same facility types, and all market factors including local, sub-regional, and regional demographic and socioeconomic data.

NEXT STEPS

- Explore and define the potential for funding mechanisms, development incentives, and/or strategic partnerships that could create a viable investment into the construction and operation of the recommended facilities being considered.



INTRODUCTION

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INTRODUCTION

SCOPE OF WORK

THE FULL SCOPE OUTLINED IN THE AGREEMENT CONSISTS OF THE FOLLOWING STEPS:

- **Step 1: Project Kick-Off Call**
 - In this step, SFA facilitated an initial Zoom call to cover six topics such as project history, existing data, potential partners, etc. In this step, SFA reviewed work completed during a prior scope of work and recognized changes to the Project Team, goals, and potential partners.
- **Step 2: Existing Data Review and Market Analysis**
 - SFA discussed the current facilities used for local programming and sports tourism with the City of Niagara Falls. SFA then conducted market research on various local sports and recreation assets, as well as sports tourism assets in the region.
- **Step 3: Site Visit with Development Planning Session (DPS), Market Tour, Stakeholder Meetings, and Community Vision Open House**
 - SFA facilitated a “deep dive” planning and strategy session with the City of Niagara Falls that focused on defining success and refining the City’s vision, value propositions, financial resources, core competencies, products and services, strategic alliances, and financial success metrics.
- **Step 4: Site Selection Scorecard and Comparative Site Analysis**
 - The Advisory Team will develop a Site Selection Scorecard using the process below and will perform due diligence to analyze, detail, and score each category for up to three (3) potential sites, including Centennial Park.
 - The Advisory Team’s evaluation process included the following categories and factors:
 - Preliminary Cost Expectations
 - Real estate acquisition, including the potential to use owned land or to purchase, lease, or land swap
 - Cost of site development
 - Total project cost, including land acquisition, hard costs, and soft costs
 - Location
 - Proximity to major thoroughfares, downtown or economic hubs, schools, neighborhoods, hotels, existing parking, commercial developments, etc.
 - Visibility
 - Approved Uses
 - Traffic counts
 - Utilities/services
 - Stormwater considerations
 - Cultural Fit
 - Image relative to the neighborhood and community
 - Type of neighbors - commercial and residential and adjacent uses
 - Impact on customers, employees, and businesses and Opportunity to support new residential and/or commercial development

INTRODUCTION

SCOPE OF WORK

- **Step 4: Site Selection Scorecard and Comparative Site Analysis (Continued)**
 - Site
 - Condition, size, and shape of property and existing structures
 - Ingress/egress options, including traffic signals, access points, median cuts, and right of way
 - Parking options and ability to meet recommended parking ratios
 - Orientation options
 - Upgrade requirements
 - Stormwater impact
 - Market Factors
 - Population size
 - Five-year population growth/decline
 - Median age
 - Median household income
 - Spending on recreation
 - Flexibility/Growth Potential
 - Layout efficiency based on shape of property
 - Use of property for recommended facility program
 - Potential to meet parking and detention requirements
 - Opportunity for future expansion on the site
- **Step 5: Recommended Facility Program and Opinion of Cost**
 - Based on the Project Team's definitions of success and in consideration of all factors that influence the opportunity, the Advisory Team developed a detailed facility program and an opinion of cost for developing a new sports and events facility that best allows the City to achieve its desired outcomes.
 - The facility program outlined the recommended type and number of assets, square foot/acreage requirements for program areas, allocation for support areas (storage, mechanical, building circulation, etc.), and allocation for site support areas (parking, setbacks, green space, plaza area, etc.).
 - To produce the opinion of cost, the Advisory Team utilized its experience in sports facility development - including more than 20 comparable facilities currently in development - to establish a preliminary expectation of capital costs and refine those projections by evaluating and reflecting local factors and project timing.

INTRODUCTION

SCOPE OF WORK

- **Step 6: Benchmarking and Visitor Profiles using Mobile Analytics**
 - The Advisory Team analyzed up to five regional competitors and/or comparable national sports and events complexes to establish a set of benchmarks and visitor profiles that are relevant to the assessment. To perform this work, the Advisory Team used cutting-edge mobile analytics technology that demonstrates key visitation volume, origin (by zip code, county, and state), and consumer profiles for sports tourism tournaments/events.
 - Using the data gathered through our mobile analytics platform, the Advisory Team established a set of key performance indicators and created a set of visitor profiles to demonstrate the kind of visitors Niagara Falls can expect to draw with a new complex. This data demonstrates the value of the target audience based on the type of people who travel for sports and events, who are typically among the most desirable type of visitors because of household income, household makeup, and other consumer behaviors and psychographic factors.
- **Step 7: Detailed Financial Forecast (Pro Forma)**
 - Based on the preceding steps, the Advisory Team will complete more in-depth research/analysis to produce a 10-year cash flow forecast. The Advisory Team's pro forma documents are detailed, institutional-grade financial forecasts used to better understand financial outcomes and support decision-making and financing. The pro forma will provide insight into the financial potential of the project and will include projections related to construction costs, revenues/expenses by product and program, EBITDA, net income, facility utilization, and more.
- **Step 8: Economic Impact Analysis**
 - SFA projected the five-year direct economic impact generated by the indoor assets defined by new spending that will occur in the market as a result of tournaments and events held at the facility.
- **Step 9: Feasibility Study and Presentations**
 - To finalize the Client's engagement with SFA and upon completion of the previous steps, SFA prepared this Feasibility Report that outlines the City's opportunity based on SFA's expertise and experience in the industry. The report features various substantive sections, including:
 1. Executive Summary
 2. Key Data: Demographic and Socioeconomic Analysis
 3. Key Data: Sports in the Region
 4. Key Data: Existing Local and Regional Service Providers
 5. Site Analysis and Recommendations
 6. Facility Overview – Facility Program(s) and Opinion of Cost
 7. Business Model Overview – Programs, Products, and Services
 8. Financial Performance Overview and Economic Impact Analysis
 9. Potential Funding Sources and Funding Case Studies
 10. Conclusion and Next Steps

PROCESS & WORK COMPLETED

OUTLINE OF PROCESS USED TO FORM RECOMMENDATIONS

In order to create the recommendations detailed in this report, SFA utilized a proven process to develop an in-depth understanding of goals, opportunities, and viable strategies for improving the market's access to quality sport and recreation facilities and enhance the local youth and amateur sports tourism position. While the process included dozens of steps and was not linear, SFA summarizes the work completed as a six-phase process that begins with developing a contextual understanding of desired outcomes and ends with recommendations to achieve those outcomes. The "SFA Funnel Model" depicted here demonstrates SFA's process to develop and refine recommendations for the City of Niagara Falls.



FACILITY PROGRAM & FINANCIAL PERFORMANCE EXPECTATIONS

OUTLINE OF WORK PERFORMED

IN ORDER TO COMPLETE ITS WORK, SFA PERFORMED THE FOLLOWING STEPS:

- **Reviewed existing data, including:**
 - Previous Feasibility Studies
 - Centennial Park Traffic Study
 - City Project Data
 - Centennial Park Proposals and and Vision Presentations
 - And more
- **Conducted a market analysis, including:**
 - Demographics and socioeconomics
 - Sports participation
 - Sports tourism industry, participation, and competition trends
- **Rated the Proposed Project Site**
 - Reviewed preliminary site characteristics including:
 - Proximity to infrastructure, amenities, and the local population
- **Researched existing local and regional assets including:**
 - Facility amenities
- **Researched existing local and regional sports meets, events, and tournaments, including:**
 - Location
 - Length
 - Number of teams
 - Pricing
 - Event Seasonality
 - And more
- **Created a facility program plan and opinion of cost for the development of new facilities, including a range of development costs to demonstrate the low and high projected cost to develop the recommended facilities**
- **Developed a full, five-year financial forecast for a multi-use sports and entertainment facility model**
- **Identified preliminary funding sources and developed funding case studies for the City of Niagara Falls to consider in determining the opportunities to invest in multi-use sports and event facility.**

STAKEHOLDER ENGAGEMENT SUMMARY

In partnership with the City of Niagara Falls, SFA conducted various stakeholder and user group sessions to meet with representatives from the community. Community groups, business leaders, City staff, and members of the general public attended these meetings. All parties contributed to SFA's understanding of opportunities and challenges that would come with the development of an event center within Niagara Falls. SFA met with the representatives from the following groups:

- USA Niagara Development Corporation
- Destination Niagara
- Niagara University
- Niagara Falls Chamber of Commerce
- School District Superintendent
- Cambria Hotel
- National Grid
- BBB/SCI Architects
- Niagara Falls City Council
- Niagara Falls Boys and Girls Club
- Merani Hotel Group
- Niagara Falls Memorial Medical Center

In addition to discussing the opportunities and challenges relating to the potential of the proposed development of a sports, recreation, and entertainment facility, SFA also uncovered various perceived needs shared by the groups. These groups communicated the need for additional local community sports assets, programming, and more. An overall theme within the groups indicated that an event center was needed to support year-round tourism in the area. The top desired assets would include flexible indoor sports and entertainment space that can be converted to accommodate a variety of programs and events, high quality food and beverage options that include both concessions and catering capabilities, and space for community groups and partners. Furthermore, SFA ascertained that existing user groups maintain limited access to indoor recreation space and that a new event center with flexible spaces could serve the needs of multiple groups within one location. SFA also consulted subject matter experts and concert promoters who gave the team insights that informed the recommended pro forma model. These insights relate to but are not limited to topics like venue seating capacity, event hosting potential, and market capabilities.

On December 4th, 2024, SFA and the Project Team met with Seneca Nation representatives to discuss the opportunities and vision for a sports, recreation, and entertainment facility. As a key stakeholder that operates the Seneca Niagara Resort & Casino, which is adjacent to the Centennial Park site, the Seneca Nation representatives were supportive of the proposed concept and recognize the value the proposed complex could bring to the downtown Niagara Falls area.



SITE SELECTION ANALYSIS

Niagara Falls, NY

In order to understand the opportunity for the development of new multi-use sports and event center assets in Niagara Falls, SFA facilitated remote meetings and calls with the Client, as well as stakeholders, to identify a potential site. SFA analyzes the suitability of a potential site based on a selection of variables for sports, recreation, and event venues, as well as the potential of additional surrounding development. To analyze sites related to sports and recreation, SFA utilizes a proprietary weighted scoring system that ranks sites using important factors including the following (not in order of importance):

- **Cost**
 - Cost of real estate acquisition, cost of site development, total project cost expectations, etc.
- **Location**
 - Location, visibility, zoning, traffic counts, ease of access, amenities, utilities/services, proximity to hotels and commercial development
- **Culture**
 - Image, environment, impact on customers, impact on employees
- **Site**
 - Condition of site, soil / substructure, design flexibility, infrastructure, ingress/egress, parking, orientation
- **Market**
 - Demographics, socioeconomics, population growth, proximity to support services
- **Flexibility/Growth**
 - Layout efficiency, size, potential for future growth, fit within master plan

SFA uses these factors and data points to score a potential project site for suitability for a multi-use sports and entertainment facility. While this analysis has been developed through SFA's experience in analyzing and developing facilities, this process does not include formal studies that are crucial when exploring development such as traffic studies, site development analyses, environmental studies, impact studies, etc. This process allows SFA and the Client to pursue a site location that has the highest likelihood for feasibility and operational success. The following information details SFA's site analysis.

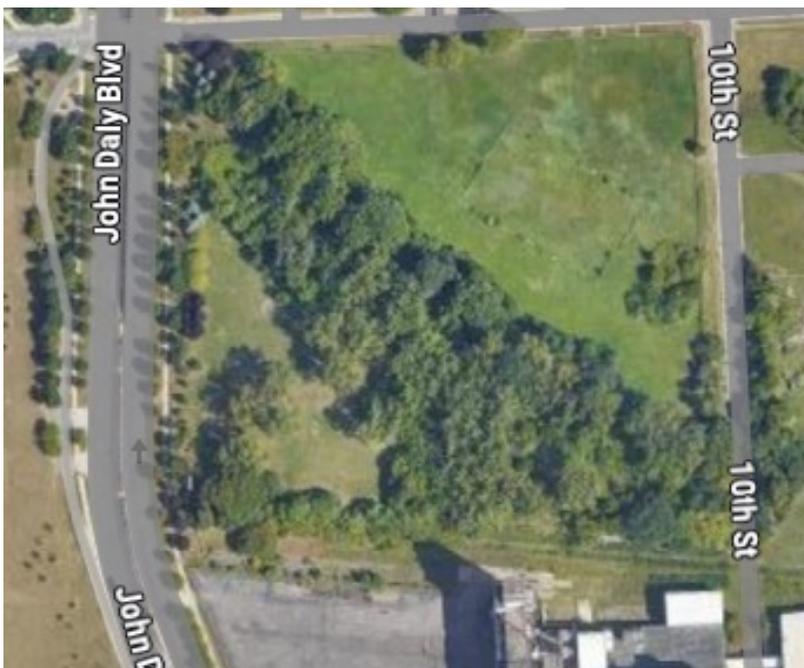
SITE SELECTION ANALYSIS

Niagara Falls, NY

Centennial Park Site

This site consists of approximately 12 acres, located on the east side of Downtown Niagara Falls. The parcel would easily accommodate the sports complex on the property, as well as parking; the proximity to the Seneca Niagara Resort & Casino is a benefit, offering additional potential off-site parking immediately to the west. Besides the Seneca Casino Parking, other possible off-site parking opportunities within a 15-minute walk include Niagara Falls State Park Parking, River Way Area Parking, Fisherman’s Lot Parking, Rainbow Blvd parking garage, and 405 1st street parking. Managing proper ingress and egress to this site will be critical when accounting for the anticipated traffic volume increases that would come from the not only the existing but the incremental traffic from retail, hotel, as well as sports facility assets. Traffic could be more notably affected during tournament and event weekends at the planned facility. While the size of the planned facility on this site would prohibit additional development, the construction of a sports and recreation venue would serve as a catalyst for nearby economic development, spurring job growth as a result of the construction and operation of the sports facility, as well as benefiting existing and future nearby uses like lodging, retail, restaurants and entertainment, as well as transportation.

The image below shows a simple satellite image of the site.



		Centennial Park		
#	Category	Category Weight	Score (1-10)	Weighted Score
1	Total Cost Cost of real estate acquisition, cost of site development, total project cost expectations	15%	10.0	1.5
			<i>Acquisition Cost: Undetermined Construction Cost: Opinion of cost for site development, utilities, parking, and miscellaneous unknown.</i>	
2	Location Location, visibility, zoning, traffic counts, ease of access, amenities, utilities/services	15%	9.0	1.4
			<i>Approximately 10 acres of land. Close proximity to downtown, accessible for local residents. Not much room for growth</i>	
3	Culture Image, environment, impact on customers, impact on employees	10%	8.0	0.8
			<i>Near casino and downtown. Close to amenities suited for sports tourism including lodging, retail, restaurant, and entertainment. Easily accessible from the highway</i>	
4	Site/Building Condition of site/building, soil / substructure, design flexibility, infrastructure, ingress/egress, parking, orientation	15%	10.0	1.5
			TBD	
5	Market Factors Demographics, socioeconomics, population growth, proximity to support services	20%	3.0	0.6
			<i>15-Minute Demographics: Over 81,000 people; -1.55% population growth; median income of about \$51,668, recreational fee spending is roughly \$97 Hotels, retail, and restaurants located in close proximity to site.</i>	
6	Flexibility/Growth Layout efficiency, size, potential for future growth, fit within master plan	15%	3.0	0.5
			<i>With approximately 10 acres available for development, there is no future growth potential for the site. Could serve as a catalyst for future development in the surrounding areas already targeted for redevelopment.</i>	
7	Timing Timeframe for completion / target occupancy	5%	5.0	0.3
			<i>Standard timeline expected; however existing infrastructure located on site could impact timeframe for completion.</i>	
8	Delivery Risk Risk of delay, risk of inability to execute	5%	10.0	0.5
			Unknown	
TOTALS	100%	Cumulative Score		
		58.0		
		Weighted Score		
		7.0		

SITE SELECTION ANALYSIS

Niagara Falls, NY

Rainbow Mall Site

This site, located off of Rainbow Blvd consists of approximately 4.64 acres, located on the Northwest side of Downtown Niagara Falls. The site would not easily accommodate the event center complex on the existing lot and would lack the potential to develop on-site parking. This site is accessible to Downtown and closer to the water. Managing proper ingress and egress to this site will be critical when accounting for the anticipated traffic volume increases that would come from existing incremental traffic from retail, hotel/lodging, as well as any new traffic from the modeled sports facility assets. Similar to the Centennial Park site, traffic could be more notably affected during event weekends at the planned facility. While this site would prohibit additional development, the addition of an ice and event venue would serve as a catalyst for nearby economic development, spurring job growth for the construction and operation of the sports facility, as well as existing and future nearby uses like lodging, retail, restaurants and entertainment, as well as transportation.

The image below shows a simple satellite image of the site.



		Niagara Center Mall		
#	Category	Category Weight	Score (1-10)	Weighted Score
1	Total Cost	15%	10.0	1.5
	Cost of real estate acquisition, cost of site development, total project cost expectations		TBD	
2	Location	15%	5.0	0.8
	Location, visibility, zoning, traffic counts, ease of access, amenities, utilities/services		Approximately 2.69 acres. Accessible to downtown, not much room for growth. No on-site parking.	
3	Culture	10%	7.0	0.7
	Image, environment, impact on customers, impact on employees			
4	Site/Building	15%	8.0	1.2
	Condition of site/building, soil / substructure, design flexibility, infrastructure, ingress/egress, parking, orientation		TBD	
5	Market Factors	20%	3.0	0.6
	Demographics, socioeconomics, population growth, proximity to support services		15-Minute Demographics: Over 81,000 people; -1.55% population growth; median income of about \$51,668, recreational fee spending is roughly \$97 Hotels, retail, and restaurants located in close proximity to site.	
6	Flexibility/Growth	15%	1.0	0.2
	Layout efficiency, size, potential for future growth, fit within master plan		Will not be able to have on-site parking.	
7	Timing	5%	4.0	0.2
	Timeframe for completion / target occupancy		Standard timeline expected; however existing infrastructure located on site could impact timeframe for completion.	
8	Delivery Risk	5%	10.0	0.5
	Risk of delay, risk of inability to execute		Unknown	
TOTALS		100%	Cumulative Score	
			48.0	
			Weighted Score	
			5.6	

COMPARABLE FACILITY BENCHMARKS

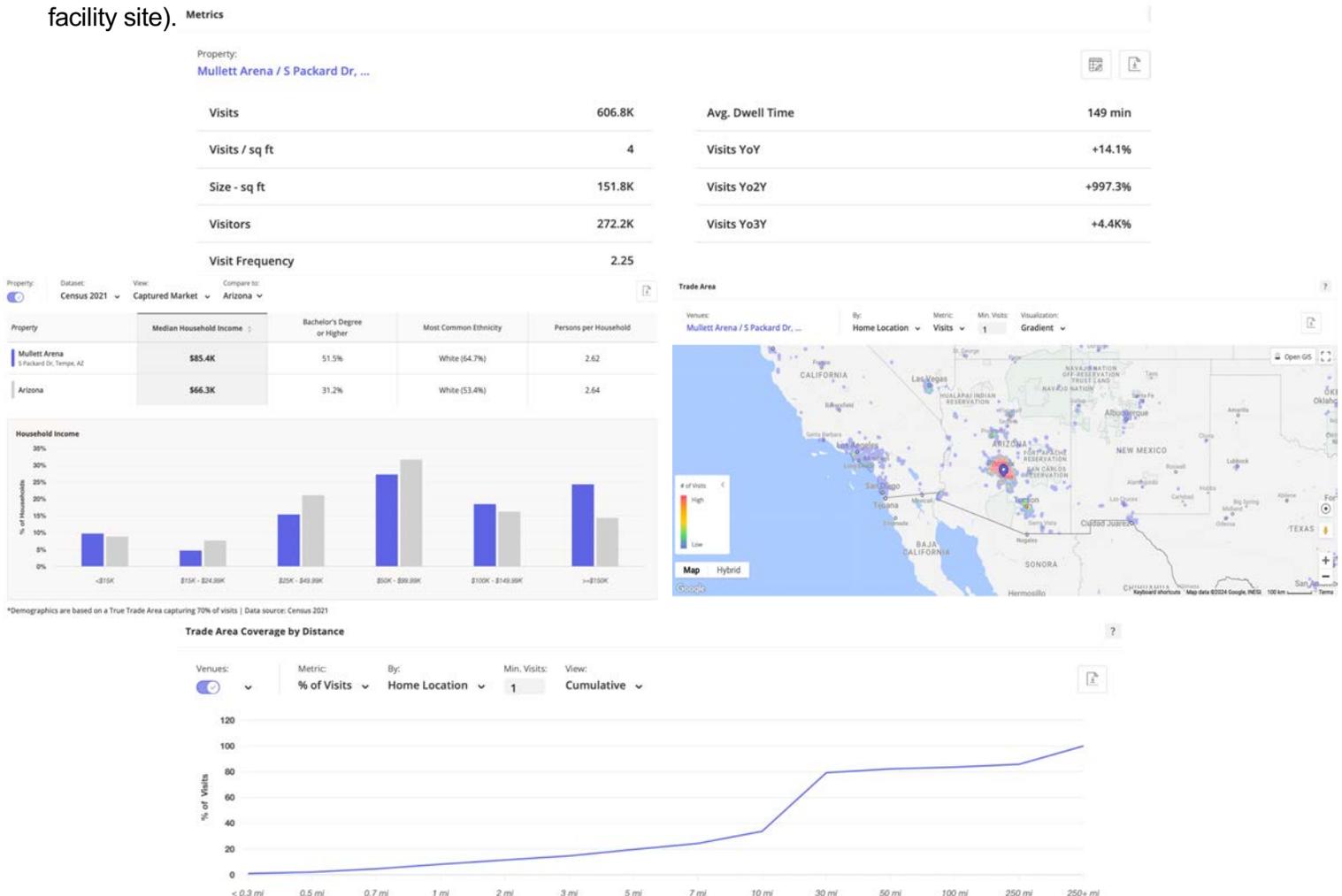
OVERVIEW

SFA reviewed four (4) event centers in similar markets and of a similar size to the proposed facility program. SFA utilized Placer.AI, a mobile analytics platform, to analyze key visitation data for these facilities. This data helped SFA better understand the target market and make more accurate recommendations about proposed facility and the customers a new facility could capture. Placer.AI only provides data for facilities in the United States of America and does not provide visitation data to or from Canadian facilities at this time.

MULLETT ARENA – TEMPE, ARIZONA

Mullett Arena opened in 2022 and offers a full sports and event arena on the campus of Arizona State University (ASU) Tempe. Construction costs totaled approximately \$134 million at the time of construction. The facility hosts around 150 sports and entertainments events per year, including ASU Sun Devils Athletics (ice hockey, gymnastics, volleyball, and wrestling), the Valley Suns NBA G League team games, concerts, and other community events. The venue maintains a capacity of 5,000 spectators for NCAA events or 4,600 spectators for NHL events.

The images below show key visitation data from Placer.AI mobile data analytics, including a 12-month visitation summary, a demographic benchmark comparison showing the income of previous visitors in comparison to the average resident of the state the facility operates within, a map demonstrating the origin of visitors (heatmap), and a graph demonstrating the trade area coverage by distance (or the distribution of visitor origin by miles from the facility site).



COMPARABLE FACILITY BENCHMARKS

ERIE INSURANCE ARENA – ERIE, PENNSYLVANIA

Erie Insurance Arena opened in 1983 and offers an ice and event arena in the urban core of Erie, Pennsylvania. The facility provides the primary venue for the Erie Otters of the Ontario Hockey League (OHL) and previously operated as the home court for the Erie BayHawks of the NBA G League. The venue maintains a capacity of 6,700+ spectators for hockey events, 6,900+ for basketball events, and 9,300+ for concerts..

The images below show key visitation data from Placer.AI mobile data analytics, including a 12-month visitation summary, a demographic benchmark comparison showing the income of previous visitors in comparison to the average resident of the state the facility operates within, a map demonstrating the origin of visitors (heatmap), and a graph demonstrating the trade area coverage by distance (or the distribution of visitor origin by miles from the facility site).

Metrics

Property: [Erie Insurance Arena / French...](#)

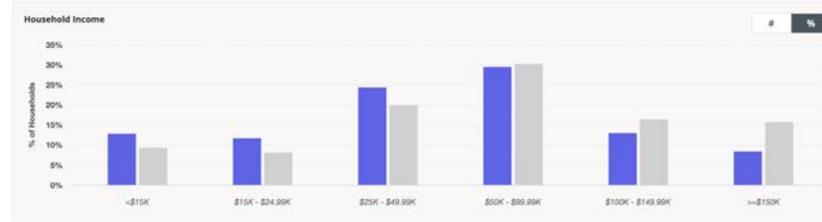
Visits	380.4K	Avg. Dwell Time	162 min
Visits / sq ft	1.61	Visits YoY	+47.2%
Size - sq ft	236.5K	Visits Yo2Y	+64.9%
Visitors	177.8K	Visits Yo3Y	+240.9%
Visit Frequency	2.15		

Audience Overview

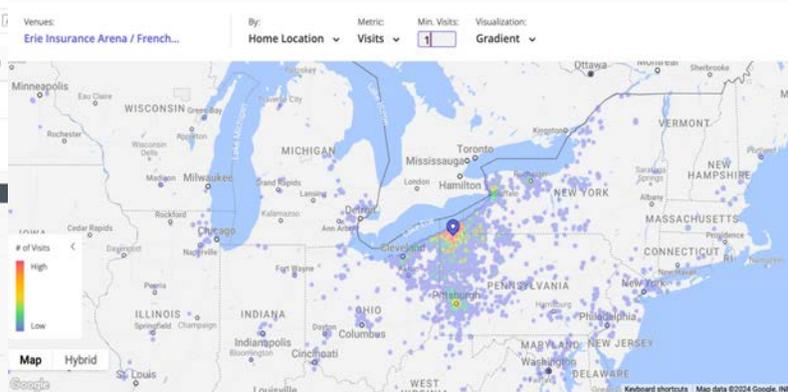
Property: [Erie Insurance Arena / French St, Erie, PA](#)

Dataset: **Census 2021** | View: **Potential Market** | Compare to: **Pennsylvania**

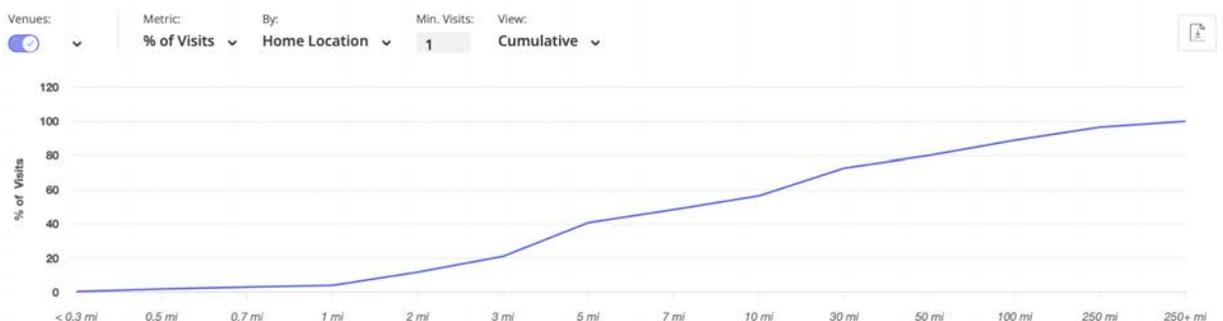
Property	Median Household Income	Bachelor's Degree or Higher	Median Age	Most Common Ethnicity	Persons per Household
Erie Insurance Arena	\$51.3K	29.7%	37.4	White (79.6%)	2.46
Pennsylvania	\$68K	33.1%	40.6	White (75%)	2.52



Trade Area



Trade Area Coverage by Distance



COMPARABLE FACILITY BENCHMARKS

LECOM EVENT CENTER – (FIRST ARENA) – ELMIRA, NEW YORK

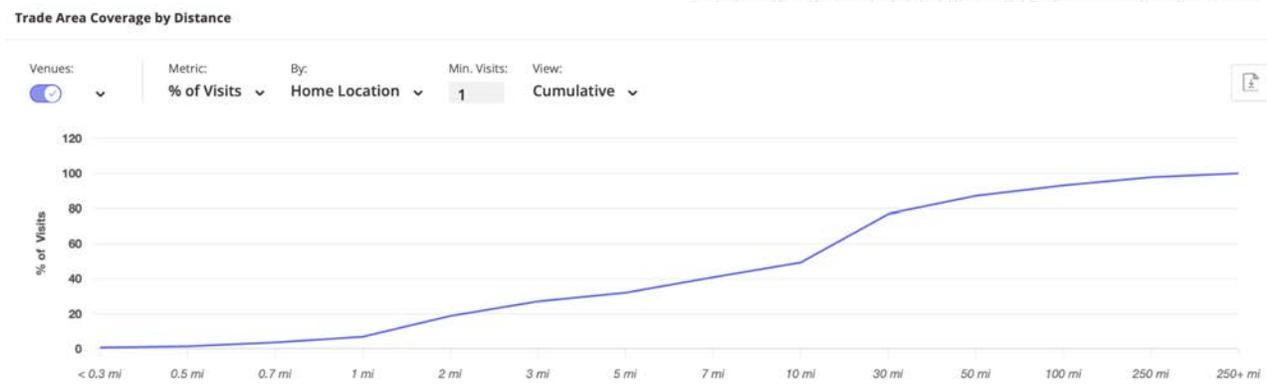
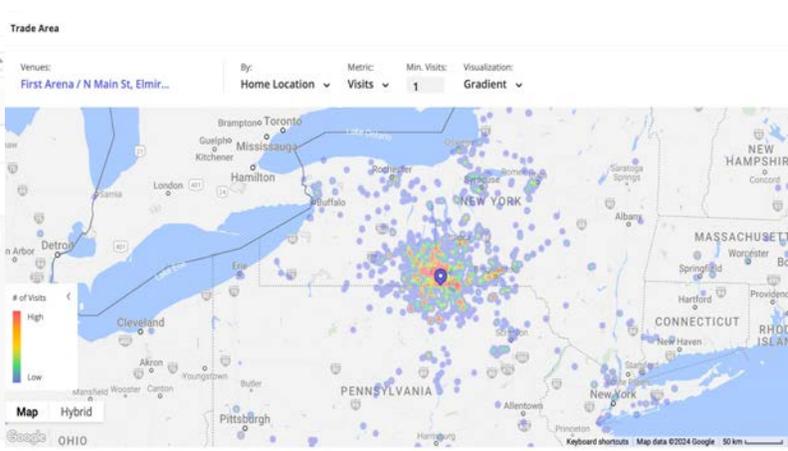
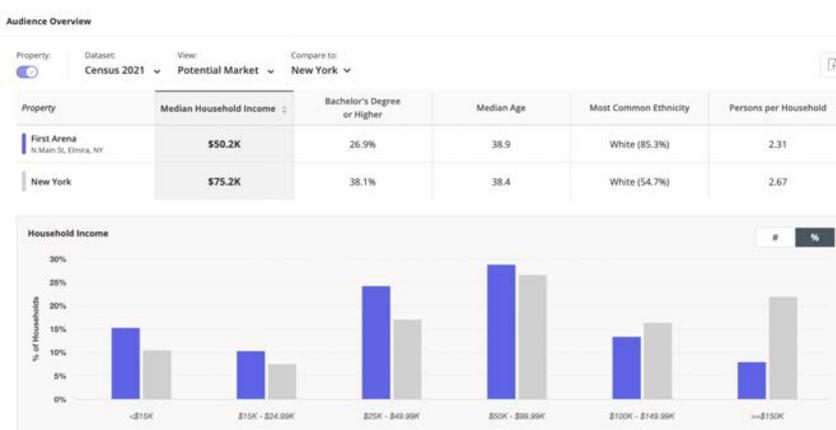
LECOM Event Center (First Arena) opened in 2000 and offers an event center with a commercial ice rink in Elmira. Construction costs totaled approximately \$16 million at the time of construction. The facility serves as the home of the Elmira Aviators of the North American Hockey League (NAHL). The venue maintains a capacity of 3,700+ seats.

The images below show key visitation data from Placer.AI mobile data analytics, including a 12-month visitation summary, a demographic benchmark comparison showing the income of previous visitors in comparison to the average resident of the state the facility operates within, a map demonstrating the origin of visitors (heatmap), and a graph demonstrating the trade area coverage by distance (or the distribution of visitor origin by miles from the facility site).

Metrics

Property: [First Arena / N Main St, Elmira...](#)

Visits	120.3K	Avg. Dwell Time	145 min
Visits / sq ft	0.99	Visits YoY	+38.6%
Size - sq ft	121K	Visits Yo2Y	+138.2%
Visitors	41.6K	Visits Yo3Y	+435.2%
Visit Frequency	2.9		



COMPARABLE FACILITY BENCHMARKS

BLUE CROSS ARENA – ROCHESTER, NEW YORK

Blue Cross Arena opened in 1955 with subsequent renovations in the 1990s, reopening in 1998. The venue offers a multi-use sports and event center in Rochester, New York, also referred to as the War Memorial. Construction costs totaled approximately \$41 million at the time of the renovations in 1998. The facility features various dedicated amenities including luxury suites, the Legends Team Store, and the arena itself. The venue maintains a capacity of up to 13,000. The arena currently functions as the home to the Rochester Americans of the American Hockey League (AHL) and Rochester Knighthawks of the National Lacrosse League (NLL).

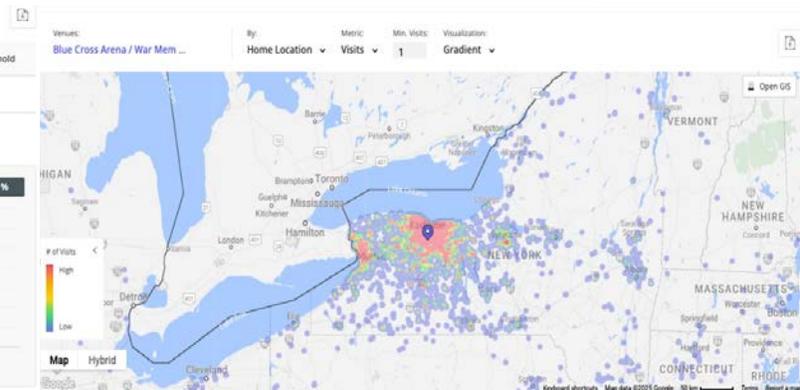
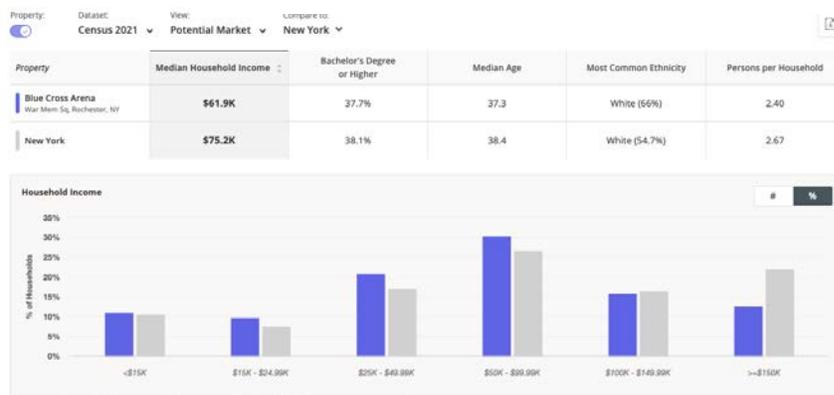
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Metrics ?

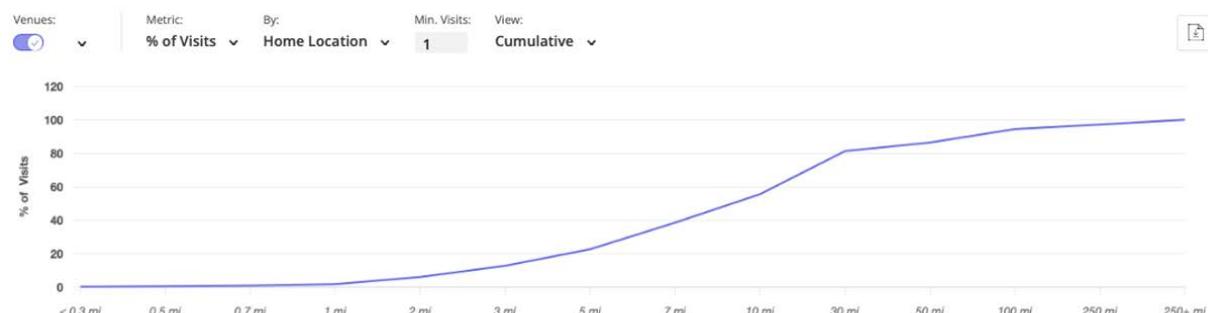
Property: [Blue Cross Arena / War Mem ...](#)

Visits	498.4K	Avg. Dwell Time	172 min
Visits / sq ft	2.68	Visits YoY	-4.8%
Size - sq ft	186.1K	Visits Yo2Y	+46.6%
Visitors	260.7K	Visits Yo3Y	+402.9%
Visit Frequency	1.91		

Audience Overview ?



Trade Area Coverage by Distance ?





MARKET OVERVIEW

Niagara Falls, New York

Niagara Falls, New York is a city in Niagara County. The city consists of a land area equal to 14.09 square miles, with a population of approximately 49,000. The market benefits from the international boundary with Canada and proximity to Buffalo, approximately 16 miles from the city. Niagara Falls State Park also sits within the city, alongside other natural attractions and historical sites. The Seneca Niagara Casino and Hotel also attracts numerous visitors on a year-round basis.

The overall Niagara Falls region accommodates about 14 million guests annually. Peak seasons in Niagara Falls run from April through September. The greatest concentration of visitors outside of the United States come from Canada and the United Kingdom. In 2023, travelers in Niagara County spent over \$1 billion, with \$59.6 million in local taxes generated by tourism in the same year.



KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

SFA conducted an in-depth demographic and socioeconomic analysis of the local, sub-regional, and regional market. The goal of this portion of the analysis is to determine the key characteristics of the most regular users of new facilities during non-tournament and event times. SFA also determined the characteristics of those users who would participate in tournaments and events in Niagara Falls. SFA has included comprehensive local demographic reports in the Appendix of this document. SFA has made recommendations that best meet the Client’s definitions of success, that also match the market opportunity, research, and analysis, based on a Client-provided address in Niagara Falls, and as further analyzed in the Site Selection Scorecard section of this report.

The chart that follows displays some of the key demographic factors used in analyzing the utilization of facilities by the local population; these customers will be the most frequent users of a sports and training facility during non-tournament and event times. SFA also analyzed the regional population based on drive time from the Niagara Falls market. While these statistics do not serve as strict predictors of a facility’s opportunity to meet its objectives, SFA has developed a proprietary analytical process which considers these factors and several others as an integral part of the financial forecast, sports participation projections, and other analyses required in SFA’s study. SFA utilizes drivetime data from Esri’s ArcGIS platform, which maps and pairs demographic and socioeconomic data from the United States Census to customized geographical ranges. In this case, that geographic range is based on drivetime data from the preliminary site in Niagara Falls, New York. SFA has also made additional notes about the Canadian population that will impact the operations of the proposed facility.

KEY LOCAL, SUB-REGIONAL, AND REGIONAL DEMOGRAPHIC FACTORS

Niagara Falls, New York						
Category	10 Minutes	15 Minutes	30 Minutes	60 Minutes	90 Minutes	240 Minutes
Population (U.S. + Canada)	89,912	173,518	1,048,513	2,377,344	5,879,530	23,495,938
Five-Year Population Trend*	-1.55%	-1.35%	-0.35%	-0.90%	-0.85%	-0.85%
Median Age (U.S. Median: 38.5, Can. Median: 40.3)	44.1	44.0	42.8	42.6	40.6	41.5
Median HH Income (U.S. Median: \$74,580)*	\$42,589	\$53,173	\$56,091	\$63,386	\$62,093	\$63,141
Median HH Income % Above/Below Adjusted Cost of Living (Index: 85)*	-32.82%	-16.12%	-11.52%			
Spending Rec. Lessons (U.S Avg.: \$143)*	\$69.07	\$83.84	\$95.54	\$109.54	\$105.33	\$108.38
*Data point without analogous statistical category from ESRI ArcGIS and StatCanada data sources						

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC ANALYSIS

POPULATION SIZE:

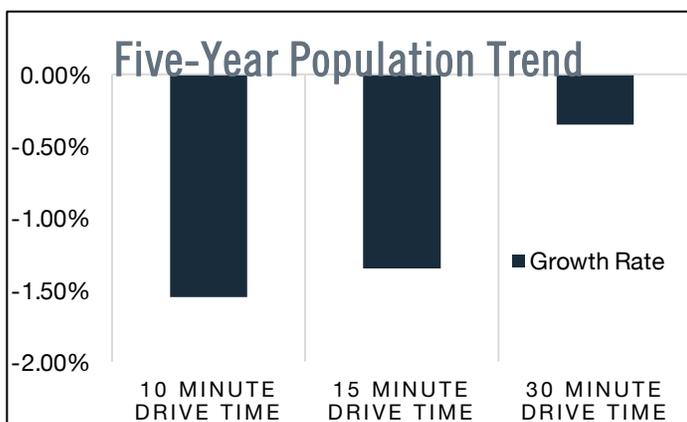
SFA uses drive times from the proposed site to analyze the population of the possible participants that a sports complex would seek to capture. The immediate area of Niagara Falls, within the 30-minute drive-time window, is made up of approximately 1 million people when combining the U.S. and Canadian populations, while the overall region (240 minutes) is made up of approximately 23.5 million people, including the U.S. and Canada.

SFA views the local market as a positive factor for local programming, since the assets are right-sized to meet local utilization needs. The regional population offers a sizable base to attract teams and participants from metropolitan markets like Niagara Falls, Toronto, Buffalo, Rochester, Hamilton, and more.

POPULATION TREND:

Based on SFA’s analysis of U.S. Census data provided through SFA’s industry best standard data source, Esri ArcGIS, shown in the chart and referenced on the previous page, the population is expected to decrease slightly in the immediate area, with estimates suggesting an approximate 1.55 percent decrease over five years in the 10-minute drive time interval within the United States only.

SFA views the decreasing population trend as a slightly challenging factor for facility development.



AGE:

The median age within all local drive time intervals is greater than the national median of approximately 38.5. Based on SFA’s experience, a below average median age typically suggests that there are a high percent of children and young adults in the market, which are key age segments for sports and recreation. The Age Breakdown of the U.S. population provided by Esri’s ArcGIS Data can be found in the appendix section of this report.

The median age market characteristic will not impact the success of the sports tourism assets but could pose a challenge to the success of local-programmed assets.

MEDIAN HOUSEHOLD INCOME:

The median household income levels in all drive time intervals appear to sit slightly below the national median, which is approximately \$74,580. SFA adjusted the median household income based on the cost of living in the Niagara Falls, NY area. Based on these adjustments, SFA calculated that the adjusted median household income falls between 11.52 percent and 32.82 percent below the median in Niagara Falls.

As a result, SFA views median household income as a challenging factor in determining the local market opportunity, although this could minimally impact the sports tourism assets.

FEES FOR RECREATIONAL LESSONS:

The surrounding communities have below average spending on recreational lessons when compared to the national average, which is approximately \$143. Based on SFA’s experience, communities with above-average level of household expenditures on fees for recreational lessons displays the willingness to purchase recreation-based programs and services in the immediate area.

Because fees (spending) for recreational lessons are below average, SFA views spending on recreation as a challenging factor for the local market opportunity, although this will likely have a neutral effect on the sports tourism assets.

KEY DATA: DEMOGRAPHIC & SOCIOECONOMIC INSIGHTS

Within the local Niagara Falls market, the population ranges up to over 1 million people, including those from the Canadian side of the border, which is a positive characteristic for new facility development. The five-year population trend shows decreasing figures that demonstrate a slight outflow of existing residents and lack of new residents moving to the local market, based on the most recent expected population growth/decline trends. Population trends can be impacted by a variety of factors such as employment opportunities, educational opportunities, programs and services for families and youth, cost of living, the housing market, and more. Sport and recreation facilities provide opportunities to attract and retain families and young adults to communities, potentially having a positive impact on the population growth/decline trends. The median age sits above the national median, including the above average Canadian population, which demonstrates a likely low presence of younger families and youth residents in the market on each side of the border. This is a challenging characteristic for the local market. The median household income and spending on recreational lessons characteristics create challenging characteristics for the local market, while a sports tourism complex would rely more heavily on the regional market and the regional population. As mentioned previously, the regional market offers a strong population base to attract from for sports tourism tournaments and events in the Niagara Falls area, including almost the entire state of New York and the Toronto metro area.

KEY DATA: SPORTS IN THE REGION

As part of the process of analyzing the opportunity for the development in the Niagara Falls, NY area, SFA determined the total number of sports participants in the local, sub-regional, and regional markets. SFA initially evaluated the most common sports participated over various indoor assets, while also exploring the potential for total participants (core plus casual) over ice sports and recreation asset types. SFA made the determination to focus on the analysis of ice sports based on the market demand for ice, the Client's vision and definitions of success for the project to serve the local community, generate sports tourism, and achieve operational sustainability, in addition to the analysis of other existing service providers, outlined in the subsequent Existing Service Providers section of this report.

SFA calculates sports participation using a blend of national and regional sports participation rates as reported by the National Sporting Goods Association (NSGA) and the Sports and Fitness Industry Association (SFIA). The projections in this report consider active sports participants who play their respective sport in an organized format a specific number of times per year, as well as casual participants. The qualifying participation threshold varies by sport and is intended to separate casual participants from core participants; core participants are more likely to pay to visit the facility because they play consistently enough to consider paying for and participating in an organized program on a regular basis. However, due to the climate and socioeconomic factors of the market, SFA acknowledges that casual ice skaters and ice hockey participants will have a significant impact on the modeled facility.

The following table lists the potential ice skaters and ice hockey participants that could be attracted from the local, sub-regional, and regional marketplaces. Through this process, SFA gained an understanding of the high-level potential of core and casual participants in the local, sub-regional, and regional market, including Canadian participants, with the assumption of Canadian participants maintaining the same participation rates as U.S. participants for ice hockey due to a lack of data on Canadian sport participation rates.

KEY DATA: SPORTS IN THE REGION

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA groups core and casual participation rates and potential participants in the region by asset type. As shown in the charts below, there is a sizable base of potential participants that new ice assets could capture within the proposed model.

Ice Sport/Activity	Total Participation Rate	Local (30 min.) Participants	Sub-Regional (60 min.) Participants	Regional (240 min.) Participants
Ice Skating	3.14%	32,923	74,649	737,772
Ice Hockey	0.84%	8,808	19,970	197,366
Total	3.98%	41,731	94,618	935,138

Grouping ice sports together, new ice-based assets in Niagara Falls, NY could serve approximately 3.98 percent of the regional population, including Canadian participants, totaling almost 42,000 ice skaters and ice hockey players in the local market and over 935,000 participants in the region.



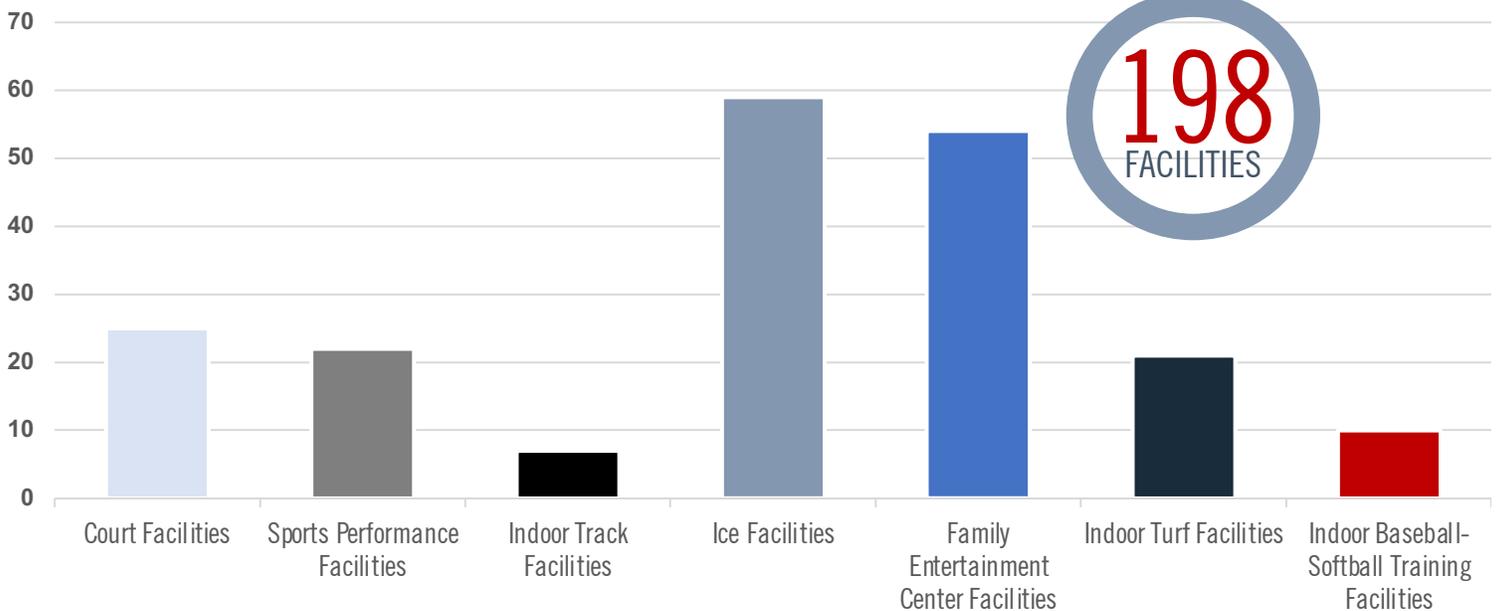
KEY DATA: EXISTING SERVICE PROVIDERS – LOCAL

As a preliminary step in determining the market opportunity for certain sports and recreation services, SFA conducted a comprehensive review of the local and regional market for existing service providers. SFA analyzed specific asset types based on the City’s vision and direction for the facility. In addition, SFA conducted a standard review of the market to identify additional areas of focus for a new facility in the market. In this case, initial interpretations based on Stakeholder and User Group feedback, as well as the Client’s definitions of success suggested prioritizing ice assets. SFA also analyzed additional sport and entertainment facility types. SFA researched the following asset types in the Niagara Falls area:

- INDOOR COURT FACILITIES
- SPORTS PERFORMANCE FACILITIES
- INDOOR TRACK FACILITIES
- ICE FACILITIES
- FAMILY ENTERTAINMENT CENTER FACILITIES
- INDOOR BASEBALL-SOFTBALL TRAINING FACILITIES
- INDOOR TURF FACILITIES



EXISTING SERVICE PROVIDERS



KEY DATA: EXISTING SERVICE PROVIDERS – LOCAL

The tables that follow show a sampling of the facilities analyzed by SFA. SFA reviewed a wide range of supplemental assets to understand how to maximize the success and impact of the facility beyond the event arena. SFA presented these facilities in order of proximity to a preliminary location rather than their similarity to the Niagara Falls, NY project. SFA included facilities from the aforementioned asset types within the body of the report due to their relevance to the recommended facility program or because SFA considered the facility types relevant to the complete study of the local market. SFA has included an expanded list of facilities analyzed in the local market in the Appendix.

As shown in the charts below, SFA analyzed the market opportunity for various indoor sport and entertainment assets in the local market, concentrating on ice and indoor court assets. The analysis of existing service providers takes into consideration the quantity, quality, accessibility of the assets to the local market.

Ice Facilities	Location	Drive Time (Minutes)
Dwyer Ice Arena	Lewiston, NY	7
Hyde Park Ice Pavilion	Niagara Falls, NY	8
Niagara University Ice Complex (Dwyer Arena)	Lewiston, NY	11
Gale Center	Niagara Falls, ON	13
Chippawa Willoughby Memorial Arena	Niagara Falls, ON	20

Indoor Court Facilities	Location	Drive Time (Minutes)
LA/Esporta Fitness	Niagara Falls, NY	11
Kiernan Recreation Centre	Niagara University, NY	11
LA Fitness	Niagara Falls, ON	14
World Gym Niagara Falls	Niagara Falls, ON	16
MacBain Community Centre	Niagara Falls, ON	16

Sports Performance Facilities	Location	Drive Time (Minutes)
Childress Performance Center	Grand Island, NY	12
F45 Training (Niagara Falls)	Niagara Falls, ON	12
F45 Training (Buffalo)	Niagara Falls, ON	22
F45 Training (St. Catherines)	Buffalo, NY	23

Family Entertainment Center Facilities	Location	Drive Time (Minutes)
Arcade at the Falls	Niagara Falls, NY	2
Bowl-o-Drome	Niagara Falls, NY	5
Great Canadian Midway	Niagara Falls, ON	8
Bronto's Adventure Playland	Niagara Falls, ON	8
Adventure City	Niagara Falls, ON	9

KEY DATA: EXISTING SERVICE PROVIDERS – REGIONAL

In exploring the sports tourism opportunity for the Niagara Falls market, SFA researched sports tourism ice, indoor court, and entertainment facilities in the region. The tables that follow show a sampling of the tournament and event-capable facilities analyzed by SFA. SFA presented these facilities in order of proximity to the preliminary site rather than similarity to the Niagara Falls project. SFA has included an expanded list of facilities analyzed in the regional market in the Appendix. SFA limited the sports tourism ice facilities to multi-sheet facilities only and arena and entertainment facilities offering between 4,000 and 10,000 in total seating capacity.

Ice Facilities	Location	Drive Time (Minutes)	Capacity
Dwyer Ice Arena	Lewiston, NY	7	2 sheet ice facility
Gale Center	Niagara Falls, ON	13	4 sheet ice facility
Canada Games Park	Thorold, ON	24	2 arenas-ice sheets
Meridian Community Centre	Fonthill, ON	28	2 NHL-sized arenas, an indoor walking track, concession areas, change rooms & washrooms, and an atrium/lobby area
Seymour-Hannah Sports and Entertainment Centre	St. Catharine's, ON	28	4 NHL ice rinks

Indoor Court Facilities	Location	Drive Time (Minutes)	Assets/Amenities
HoopDome	North York, ON	91	4 basketball courts
Vaughan SportsPlex II	Concord, ON	96	6 basketball courts, pickleball courts, multipurpose gym, and 3 turf fields
Durham SportsPlex	Oshawa, ON	118	4 basketball courts
Tri-County Sports Complex	Macedon, NY	124	Up to 4 basketball courts in 60,000 SF sports complex focused on turf
Mike S. Zafirovski Sports and Recreation Center	Edinboro, PA	162	Up to 4 basketball/volleyball courts in a dome surrounded by a track over the turf

Arena and Entertainment Facilities	Location	Drive Time (Minutes)	Assets/Amenities
Meridian Centre	St. Catherines, ON	25	sports and entertainment arena, concessions, meeting space
Buffalo Convention Center	Buffalo, NY	36	main ballroom, flex rooms, kitchen, restrooms, lounge, exhibition floor, theater
Paramount Fine Foods Centre	Mississauga, ON	80	indoor turf, fitness center, indoor courts, 4 ice rinks
CAA Centre - Sports and Entertainment Complex	Brampton, ON	82	4 NHL size rinks, including a spectator bowl with a seating capacity of 5,000 and a full service 250-seat restaurant that overlooks the three community rinks.
Coca-Cola Coliseum	Toronto, ON	84	main ice rink arena, flex space
Meridian Hall	Toronto, ON	90	main theater, meeting rooms, lobby, lounges

KEY DATA: EXISTING SERVICE PROVIDERS

SFA conducted additional analyses during the pro forma development to determine each competing facility's effect on the ability of new youth and amateur sport assets to achieve operational success. The facilities researched represent potential competitors in the market that are currently hosting programs, tournaments, or other events that may impact the operations at a new facility. The factors SFA used to perform this analysis include, but are not limited to:

EXISTING SPORTS AND RECREATION INVENTORY:

SFA analyzed existing facility inventory in terms of the quantity of existing sports assets, the quality of those assets, and their proximity to critical supporting structures and businesses.

PROXIMITY TO THE FACILITY:

SFA determined the proximity of existing sports and recreation assets to the new facility, recognizing that closer assets will have a larger impact from a competitive standpoint than assets that are farther away.

PRICING:

SFA examined the market prices of user fees, rental rates, registration fees, etc. Unless otherwise directed, SFA sets prices in its financial forecast that are either in line with or slightly above current-year market rates.

SEASONALITY:

SFA utilized its experience in managing similar facilities to determine the optimized seasonality for hosting programs and events. In addition, SFA recommended asset types based on their ability to flexibly support year-round programming, especially in climate-challenged markets.

MARKETING REACH AND CAPTURE RATE:

SFA based the ability of a new facility to effectively market and capture sports and recreation participants, tournaments, and events on market factors such as demographics and socioeconomics, competitive factors such as the quality of existing facilities in the region, and destination factors such as site accessibility and the reputation of the destination.

PROGRAM MIX AND SERVICE OFFERINGS:

SFA created a financial forecast that reflects a robust, detailed set of revenue streams for the facility based on the type, size, quantity, and quality of assets.



KEY DATA: EXISTING SERVICE PROVIDERS

KEY INSIGHTS:

- SFA observed a moderate volume of indoor court facilities in the local market, with most facilities featuring just a single court operating between 15 and 45 minutes from the preliminary site location.
- SFA analyzed sports performance facilities in the local market and observed a moderate volume of existing assets with most facilities offering a small turf space in addition to the sports performance and other fitness assets.
- SFA identified a high volume of ice facilities within the 45-minute drive time interval.
- SFA identified a moderate volume of Family Entertainment Center facilities in the local market, with most facilities located between 15 and 30 minutes from the preliminary site.
- SFA reviewed the existing service providers in the region and observed that among the largest tournament-capable facilities located within four hours of the Niagara Falls area, facilities offer a maximum of six full ice sheets/pads, with a greater concentration of multi-sheet facilities in and around Toronto, Ontario. Facilities also offer a minimum of four hardwood courts in standalone sports facilities, which would enable a facility to maximize the sports tourism development opportunity.
- SFA observed a low volume of regional entertainment facilities offering a 4,000 to 10,000 seating capacity within a two-hour drive time. Regional competitor event types include trade shows, music concerts, weddings, conventions, award shows, fundraising galas, comedy shows, and other entertainment performances.

SPORTS TOURISM INDUSTRY INSIGHTS

Based on the desire of the Client to develop assets that drive non-local visitation to the community through sports tourism that generates economic impact, in addition to providing high-quality local recreation spaces, SFA has provided insights related to the sports tourism industry. As a focus of potential sports tourism assets in Niagara Falls, sports tourism could help drive economic impact and non-local spending in the market, benefitting the entire community, including those who may never utilize the facility itself.

GENERAL OVERVIEW

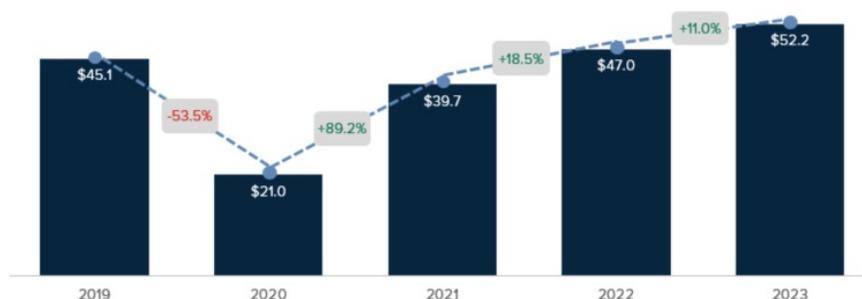
According to survey data collected by the Sports Events & Tourism Association (Sports ETA) published in its most recent “State of the Industry Report” in April of 2024, the sports tourism industry continues to grow and be an impactful part of life in the United States:

- In 2023, nearly 205 million people traveled to a sports tournament or event, setting a new all-time high for annual travelers.
- In 2023, there was approximately \$52.2 billion spent on travel for sports related tournaments and events.
 - \$13.5 billion was spent on transportation.
 - \$10.9 billion was spent on lodging and accommodations.
 - \$9.7 billion was spent on food, beverage, and dining.
 - \$6.9 billion was spent on recreation/entertainment.
 - \$6.5 billion was spent on retail.
 - \$4.7 billion was spent on tournament operations.
- Year-over-year total spending increased by 11 percent to exceed pre-pandemic spending levels by approximately \$7.1 billion.
- In 2023, spending related to travel sports tournaments and events resulted in approximately 757,600 jobs generated in total, with 63 percent of markets reporting that sports was the leading generator of room nights, and sports tourism leading to \$20.1 billion in generated tax revenues.

INDUSTRY GROWTH

The sustained growth in the youth and amateur sports tourism industry over the last 15+ years is one of the most compelling reasons to consider sports tourism as a reliable, attractive industry. In fact, sports tourism is the only segment of the tourism industry that did not decline in any quarter of the Great Recession, allowing it to be considered “recession resistant” and therefore of increased interest to communities across the country.

Sports-related travel spending and annual growth
(\$ billions and year-over-year percentage change)



Source: Sports ETA, Longwoods International, U.S. Travel Association, Tourism Economics

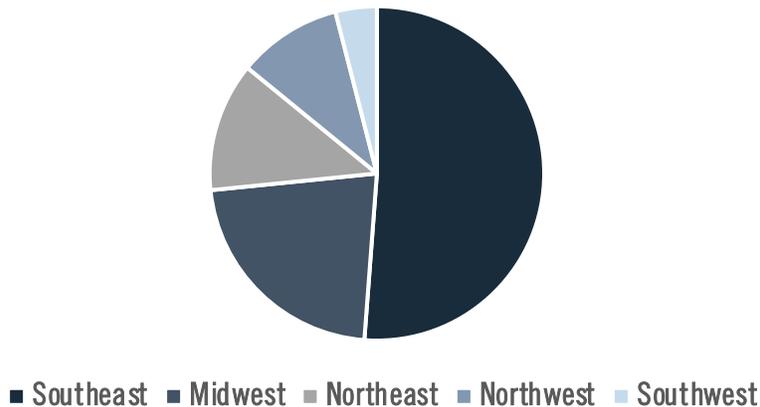
SPORTS TOURISM INDUSTRY INSIGHTS

EVENTS AND SPENDING BY REGION

In addition to overall growth, Sports ETA research breaks down youth and amateur sports tourism spending by region to demonstrate where activity has taken place.

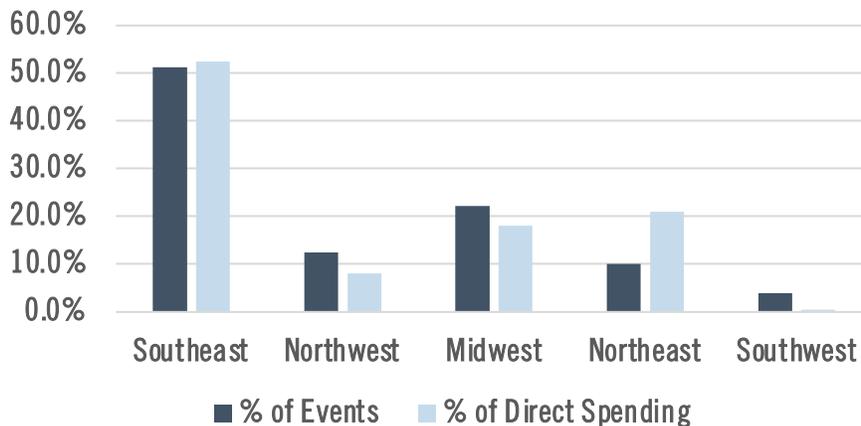
The chart that follows shows the distribution of events across five regions of the United States.

EVENTS BY REGION



The chart that follows demonstrates the percent of events and direct spending occurring in each region of the United States, with approximately 10 percent of events, and 20 percent of direct spending taking place in the Northeast.

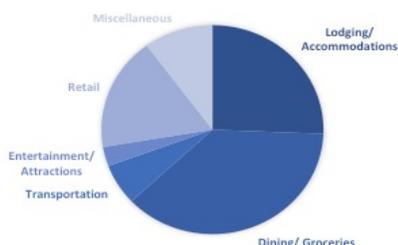
% of Events vs. % of Direct Spending



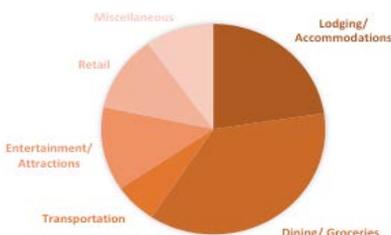
AVERAGE EXPENDITURES

Based on data from hundreds of events, SFA analyzed how individuals and families typically spend when traveling for youth and amateur sports events by type of destination. The graphs that follow demonstrate the average individual spending per day and family spending per weekend for travelers attending events in standard and tourism destination markets. A standard market is categorized as a location that does not have a significant, established tourism industry while a tourism destination is defined as a location that generates significant activity through tourism outside of youth and amateur sports.

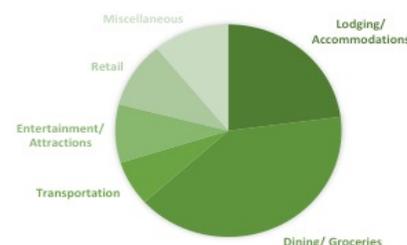
SPORTS TOURISM INDUSTRY INSIGHTS



Standard Market
\$110.37/Person/Day
\$883/Family/Weekend



Tourism - Off-Peak
\$150.58/Person/Day
\$1,205/Family/Weekend



Tourism - Peak
\$185.82/Person/Day
\$1,487/Family/Weekend

As demonstrated in a standard market, families currently spend approximately \$883 per weekend of travel for youth and amateur sports tournaments and events.

SPORTS TOURISM DESTINATION AND OPERATIONAL SUCCESS FACTORS

To capitalize on the opportunities created by youth and amateur sports tourism activities as described above, SFA highlights several destination and operational success factors that are important in the industry today.

DESTINATION FACTORS

- **High Quality, Large Facilities and Assets**
 - The success of youth and amateur sports tourism starts with facilities. With the proliferation of competitive destination facilities, amenity quality is increasingly important as well as the number of spaces available to host teams, participants, and spectators. Additionally, supporting amenities like food and beverage services, entertainment options, etc. create a competitive advantage for facilities that feature them.
- **Variety of Lodging, Dining, and Entertainment Options**
 - Outside of the facility, decisions related to events to attend are often made in part on the lodging, dining, and entertainments options in the market. For players and teams traveling regularly, having known brands and affordable options to choose from is often important. For players and teams traveling infrequently or for families opting to create a vacation around a tournament, having unique and exciting lodging, dining, and entertainment is critical.
- **Desirable Competition**
 - One of the primary reasons to travel for tournaments and events is to compete against unfamiliar teams. Tournaments that feature a mix of teams from a large geographic range and have a well-defined competitive level structure are best able to draw teams and to bring them back year after year.
- **Affordability**
 - Affordability continues to be a top concern of coaches, parents, and participants as they decide which events to attend and how many times to travel. The increase in number of competitive events and the expansion of traditional seasons has created a need to be cost conscious when selecting events.
- **Reputation of the Destination**
 - Establishing and maintaining a reputation as a great place to visit is a critical factor for attracting and retaining events and participants.

SPORTS TOURISM INDUSTRY INSIGHTS

OPERATIONAL SUCCESS FACTORS

- **Program-Driven Design**
 - In today's climate where new special-purpose sports tourism facilities are being opened regularly across the country, facilities must be built for and operated to create a best-in-class experience for visitors. To successfully attract, host, and retain events and participants, the facility must have been designed with event operations and participant satisfaction in mind.
- **Dedicated Marketing and Business Development Personnel and Budget**
 - With so many communities and facilities seeking to capture a portion of the sports tourism industry, it is imperative to dedicate people and money to marketing and selling opportunities. While the recommended organization structure and budget varies significantly from location to location, all successful destinations have some level of dedicated personnel and money available to secure business.
- **Dedicated Management**
 - Similar to dedicated resources to selling the facility, successful venues have a dedicated and specialized management team to ensure the investment into the facility is protected and the reputation within the industry is built and maintained.
- **Collaboration**
 - The youth and amateur sports tourism industry consists of a variety of existing destinations and events across activities, levels of competition, governing bodies, rules of play, etc. The increasingly mature industry now features an environment in which it is often difficult to build new events and attract visitors to events that are not already established. This necessitates collaboration with tournament and events rights holders to attract existing events, working with existing facilities to grow events that demand greater capacity, and maximizing visitation and economic impact during early years of operations.
- **Owner, Member, and Community Buy-In**
 - Sustainable facilities often feature a balance of tournaments/events and local leagues, camps, clinics, etc. To set expectations for how an optimal balance is achieved and to execute on a well-rounded, sustainable business plan, the facility must educate all stakeholders and communicate the purpose as well as the schedule for tournaments and events on a regular and ongoing basis.

FACILITY PROGRAM AND OPINION OF COST

FACILITY OVERVIEW

Based on the data and insights detailed in this report, SFA has provided an event center program model for the development of a multi-use event arena in Niagara Falls. The model balances the desire for a new multi-use sports and event facility with local recreation programming and sports tourism tournaments and events programmed over the recommended ice spaces. SFA has provided the full facility program for the model as well as the financial performance details for the model in the associated documents. The facility program model below outlines the recommended indoor amenities and space requirements for the proposed model.

RECOMMENDED FACILITY PROGRAM

Multi-Use Sports & Events Center

Space	Indoor Programming Product/Service	Count	Approx. SF each	Total SF	% of Footprint
Arena Level 1	Main Multi-Use Spectator Arena Level 1	1	105,000	105,000	58.3%
	Multi-Purpose Event Stage	1	Arena Level 1		0.0%
	Arena Rink	1	Arena Level 1		0.0%
	First Level Seating Area	1	Arena Level 1		0.0%
	Ticket Office	1	Arena Level 1		0.0%
	Guest Services	1	Arena Level 1		0.0%
	Kitchen	1	Arena Level 1		0.0%
	Primary Concessions	1	Arena Level 1		0.0%
	Secondary Concessions	1	Arena Level 1		0.0%
	Control Room	1	Arena Level 1		0.0%
	Administration/Office	1	Arena Level 1		0.0%
	Restrooms	6	Arena Level 1		0.0%
	Training/First Aid Room	1	Arena Level 1		0.0%
	Officials Rooms	2	Arena Level 1		0.0%
	Multi-Purpose/Green Rooms	1	Arena Level 1		0.0%
	Meeting Rooms	1	Arena Level 1		0.0%
	Upgraded Locker Rooms	2	Arena Level 1		0.0%
	Locker Rooms	4	Arena Level 1		0.0%
	Mechanical/Electrical	1	Arena Level 1		0.0%
	Retail	1	Arena Level 1		0.0%
Storage	1	Arena Level 1		0.0%	
Circulation/Common Areas	1	Arena Level 1		0.0%	
Total Arena Level 1 Sq. Ft.				105,000	58.3%
Arena Level 2	Arena Level 2	1	75,000	75,000	41.7%
	Second Level Seating	1	Arena Level 2		0.0%
	Suites/Club Level	1	Arena Level 2		0.0%
	Restrooms	6	Arena Level 2		0.0%
	Secondary Concessions	1	Arena Level 2		0.0%
	Storage	1	Arena Level 2		0.0%
	Circulation/Common Areas	1	Arena Level 2		0.0%
Total Arena Level 2 Sq. Ft.				75,000	41.7%
Total Estimated Arena SF				180,000	100.0%
Estimated Arena Footprint				105,000	
Total Arena Acreage				2.41	

MULTI-USE SPORTS AND ENTERTAINMENT FACILITY

By developing a multi-sport and events center with 6,000 fixed seats and a total capacity of 7,000, the facility will have the potential to host a wide range of events. The arena features two levels of standard seating, suite/club level seats, and all amenities required for a first-class experience. The proposed assets can serve the Niagara Falls area and provide a unique market opportunity for the City of Niagara Falls to program sports events, concerts, tournaments, and more that drive economic impact to the area.

FACILITY PROGRAM AND OPINION OF COST

Community Rink Building

Space	Indoor Programming Product/Service	Count	Approx. SF each	Total SF	% of Footprint
Ice	Community Rink (500 Fixed Seats)	1	25,300	25,300	57.6%
	Locker Rooms	6	500	3,000	6.8%
	Officials Locker Rooms	2	300	600	1.4%
	Zamboni Storage	1	1,000	1,000	2.3%
	Ice Plant Room	1	1,250	1,250	2.8%
	Front Lobby	1	900	900	2.0%
	Restrooms	2	750	1,500	3.4%
	Skate Retail/ Rental /Sharpening	1	1,000	1,000	2.3%
	Secondary Concessions & Seating	1	2,000	2,000	4.6%
	Mechanical/Electrical	1	3,655	3,655	8.3%
	Common Area/Circulation, etc.	1	5,483	5,483	12.5%
<i>Total Ice Sq. Ft.</i>				45,688	104.0%
Total Estimated Ice Area SF				45,688	104.0%
Estimated Ice Area Footprint				45,688	
Total Ice Area Building Acreage				1.05	

COMMUNITY RINK BUILDING

In addition to the event center, a community rink building serves local residents while offering additional adjacencies to the arena. The community rink includes 500 fixed spectator seats to view regular hockey and ice programming. The building also includes relevant storage spaces, player amenities, retail, and concessions.

SITE DEVELOPMENT

Site Development

		Quantity	Approx. SF each	Total SF	% of Total
Parking Spaces Total	On-Site Parking Spaces (10'x18')	800	290	232,320	62.1%
	On-Site Setbacks, Green Space, etc.			98,000	26.2%
	Outdoor Plaza (1 Acre)			43,560	11.7%
Total Estimated Site Development SF				373,880	100%
Total Site Development Acreage				8.58	
Total Complex Acreage				12.00	

Assuming a standard development plan, site can accommodate 800 on-site total parking spaces. Additional off-site parking spaces may be required for larger events. SFA expects additional space requirements for setbacks, green space, etc., as well as an outdoor plaza, to set the total complex acreage size at approximately 12 acres of land.

FACILITY PROGRAM AND OPINION OF COST

SUMMARY OF DEVELOPMENT COSTS

Based on SFA's experience in developing sports and recreation facilities, the table below summarizes the opinion of cost for the new event center model. In order to provide a more accurate opinion of cost and based on the current volatile construction climate affecting the development of sports and entertainment facilities, SFA projected a range of development costs including a low and high-end projection.

USES OF FUNDS: EVENT CENTER MODEL	LOW	MID	HIGH
LAND COST	TBD	TBD	TBD
HARD COST	\$126,752,828	\$140,836,476	\$154,920,123
SURFACES AND EQUIPMENT COST	\$10,687,619	\$11,875,133	\$13,062,646
FURNITURE, FIXTURES, AND EQUIPMENT	\$10,882,588	\$12,091,764	\$13,300,940
SOFT COSTS CONSTRUCTION	\$14,424,474	\$16,027,193	\$17,629,913
SOFT COSTS OPERATIONS	\$2,984,341	\$2,984,341	\$2,984,341
ESCALATION	\$12,929,860	\$14,366,511	\$15,803,163
WORKING CAPITAL RESERVE	TBD	TBD	TBD
TOTAL USES OF FUNDS	\$178,661,710	\$198,181,418	\$217,701,125

The total use of funds for the model ranges from a low-end opinion of cost of approximately \$178.7 million to the high-end opinion of cost which equals approximately \$217.7 million.

Full details on the construction and start-up cost estimates for the model can be found in the facility program and opinion of cost, which SFA has delivered as an associated document within the pro forma.



BUSINESS MODEL OVERVIEW

As mentioned throughout this report, one key area of focus for an event center will be to provide quality facilities for local recreation programming in addition to the primary focus of hosting games and events in the main building (arena). The combination of these two operating opportunities will maximize the impact that the facility has on Niagara Falls and the greater Upstate New York market.

The information below is based on the City's vision, as well as SFA's recommendation to establish a balance between serving the local community through local programs and the regional market through hosting sports tourism tournaments and events. SFA has detailed both the local programming operating model and the sports tourism operating model.

GENERAL OPERATING PLAN

Aligned with the City's vision for the Multi-Use Arena, the following information outlines the primary tenants of the operating plan; the financial forecast and economic impact projections have been developed to reflect these tenants:

- The Multi-Use Arena will be used first and foremost as an events center. As such, scheduling priority will be given to:
 - The Resident Team (i.e. pre-season, regular season, and post-season games)
 - Other Arena Sports Events (i.e. featured spectator games and events)
 - Live Entertainment (e.g. concerts, comedy shows, etc.)
 - Meetings and Non-Sports Events (e.g. conferences, tradeshows, meetings, etc.)
 - Supplemental use during youth and amateur tournaments requiring multiple sheets of ice
- The Community Rink will serve as a dedicated youth/amateur programming asset and supplement the Arena. As such, scheduling priority will be given to:
 - Year-round participative programs (e.g. youth/adult hockey, skating programs, public skate, etc.)
 - Youth and amateur ice-based tournaments/events
 - Youth and amateur non-ice tournaments/events (e.g. basketball, volleyball, wrestling, cheer, etc.)
 - Resident Team practices
- When developing the schedule for uses of the complex and yield-managing opportunities, priority will be given to uses that generate the highest revenue/profit for the facility and generate the highest attendance from non-local attendees.

LOCAL PROGRAMMING MODEL

The local programming model is designed to make any facility development a year-round sports and recreation hub by serving as a community asset providing sports, physical health, recreation, and youth development programming, regardless of skill levels or abilities. By creating a fun, active space with high-quality programming and amenities, the spaces detailed in the facility program will be able to host a multitude of activities and serve a wide range of community pursuits.

Based on conversations with the City of Niagara Falls, SFA's recommendations for the spaces and amenities detailed in the facility program, a sports tourism complex has the potential to offer programming for any or all of the following activities from in-house and/or partner organizations: practices, camps, clinics, leagues, showcases, tournaments, private individual and group training, and more.

BUSINESS MODEL OVERVIEW

SPORTS TOURISM MODEL

To more clearly define the goal of generating economic impact through sports tourism events, SFA has described the sports tourism operating model below.

The goal of a sports tourism model is to attract out-of-town teams, players, coaches, and spectators to the market to generate revenue for the facility and to create economic impact through non-local visitors staying in hotels, eating at restaurants, shopping at stores, purchasing gas, etc. Within the sports tourism model, there are two primary ways of developing tournaments: creating in-house tournaments and outsourcing tournaments to existing organizers/rights holders.

In-house tournaments require a significant amount of time, energy, and human resources to develop and execute. This type of event requires the facility to market the event, register teams, secure hotels, train staff, hire officials, manage play, etc. As such, significant revenue can be generated, but the cost of doing business is high. Additionally, tournaments typically take multiple years to grow, and as a result first year (and often second year) events are small, marginally profitable, and create a minimal economic impact.

Outsourced tournaments require much less work on the part of the facility because inventory is rented to a tournament provider who oversees securing teams and running the event. Additionally, they often provide greater economic impact in the early years of operation because they are not first-year events, and therefore there are more teams in attendance. However, the amount of revenue the facility can generate on an outsourced tournament is limited because team registration fees go to the rights-holder, as do other revenue streams (e.g., hotel rebates, gate fees, etc.). The model reflects an outsourced tournament model based on the Client's ability to attract, host, and retain additional tournaments in the market that balance the goal of generating economic impact and operational sustainability.

SFA has found that it is typical for facilities with a sports tourism business model to accomplish their goals by generating large amounts of economic impact rather than relying solely on the operational performance of the facility to determine success. Because large sports tourism-focused facilities generally depend on hosting events that generate economic impact, these provide the facility with one-off revenue streams that occur a limited number of times each year but require large facilities that are generally overbuilt for the local market opportunity. For facilities that pursue sports tourism as an economic driver, room night generation, direct spending, and new tax revenues earned from events are viewed as an attractive return on the investment relative to potential subsidization of operations. As such, these types of facilities serve as a driver of traffic and spending to other businesses in the adjacent area such as hotels, restaurants, retail stores, etc. These facilities often function as an anchor to mixed-use projects that benefit the community alongside additional development.

PROGRAM MIX

The programs listed above offer a robust programming model to be featured at the Niagara Falls complex including in-house and partner organization offerings in the event center model. While an operating model more heavily focused on partner and rental programming typically takes less time to grow revenues and guarantees revenue for the model, it limits the long-term revenue growth opportunities.

BUSINESS MODEL OVERVIEW

PROGRAM MIX (CONTINUED)

SFA recommends a facility program mix that includes internal or in-house programs in addition to rental or outside service provider programs, however, believes that an in-house local programming model will delivery the best results to achieve the Client's goals. In-house programming presents the complex with the following growth and business development opportunities:

GREATER OWNERSHIP OF THE BUSINESS:

Running in-house programs will allow the management team to dictate all aspects of the products and services being offered in the facility. This ownership provides the ability to make decisions regarding marketing, sales, and operations of all programs. Furthermore, the facility will rely less on the skills, experience, and relationships of outside people or organizations and therefore strengthen the complex's ability to offer best-in-class services to its customers.

CONTROL OF THE CUSTOMER EXPERIENCE:

All programs are a reflection of the facility and affect customer perception of the brand. With a rental model, a facility has a minimal level of control over program quality and customer experience. If a program run by an outside organization does not meet customer expectations, the facility will be directly associated with that bad experience. On the other hand, internal programs allow the facility to control the quality of customers' experiences.

HIGHER FINANCIAL RETURNS:

Rental programs are limited in the level of revenue they are able to generate. This relatively flat revenue restricts the ability to capitalize on growth opportunities. An internal program business model creates the opportunity for the facility to grow programs and increase the amount of revenue that can be generated per hour. With the proper investment in and development of in-house programs, the facility will be able to generate significantly higher levels of revenue.

FACILITY DATABASE AND CROSS MARKETING:

Internal programming presents the facility with the opportunity to build an extensive internal database of its customers. Owning and running in-house programs will allow the facility to capture and retain important customer contact information. This internal database will create a platform for the management team to cross-market appropriate programs to people who are already customers and invested in taking part in the products and services that the facility has to offer. The ability to cross-market to an internal database is substantially more effective than many traditional marketing initiatives.

ABILITY TO MAXIMIZE SCHEDULING:

A rental-only model restricts the management team's ability to maximize program scheduling. This is a result of the desire of outside programmers and rentals to purchase only the best and prime time hours in the facility. With an in-house program model, the management team will be able to dictate the day and time that programs are run and therefore allow the facility to maximize the use of available scheduling time.



*Hoover, AL – Finley Center – Managed by Sports Facilities Management

BUSINESS MODEL OVERVIEW (CONTINUED)

A gradual transition towards a higher level of internal programming after opening will allow the facility to maintain relationships and utilize outside programming during the maturation process. As the facility matures, shifting to an increased percentage of internal programs will allow the facility to capitalize on opportunities to grow programs and contribute to a higher level of financial sustainability.

Based on the vision of the City, SFA believes that there will be a hybrid business model between the local programming model and the sports tourism operating model in order to maximize sustainability. As such, the level of financial and economic impact performance will depend on the type of assets, mix of assets, and business model within any facility that is developed.

FINANCIAL PERFORMANCE OVERVIEW

SUMMARY OF FINANCIAL PERFORMANCE

SFA’s determination of feasibility for the multi-use sports and entertainment facility in Niagara Falls depends on the financial forecast of the business and the ability for it to achieve results that support the long-term financial goals of the City. SFA developed a detailed pro forma/financial analysis model and projected the financial viability for the first five years of operations in that model.

In creating the financial forecast, SFA intentionally projects numbers that are dependent on timely marketing, attention to detail, ongoing financial analysis, a focus on customer service, and intelligent management practices.

The following table summarizes the forecasted revenues, cost of goods sold, and operating expenses through the first five years of operations at the event center model. The financial performance details have been provided in the full financial forecast documents. SFA has projected the items within the financial forecast according to standard processes backed by more than a decade of industry experience including the production of hundreds of institutional-grade pro forma documents, the development of numerous youth and amateur sports facilities, and the real-world management experience gained from the day-to-day operations of more than 65 youth and amateur sports facilities around the United States.

FINANCIAL PERFORMANCE

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Total Revenue	\$8,139,347	\$8,811,539	\$9,524,149	\$9,608,575	\$9,819,612
Total Cost of Goods Sold	\$3,076,726	\$3,363,026	\$3,654,762	\$3,672,664	\$3,726,009
Gross Margin	\$5,062,621	\$5,448,513	\$5,869,388	\$5,935,911	\$6,093,602
Total Operating Expenses	\$4,958,398	\$5,119,126	\$5,312,211	\$5,465,145	\$5,582,463
EBITDA	\$104,223	\$329,387	\$557,177	\$470,765	\$511,139
% of Revenue	1%	4%	6%	5%	5%

As demonstrated in the previous table, the operations at the event center model are expected to generate a positive return due to an Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA) of approximately \$102,000 in year one before gradually improving to an EBITDA of approximately \$508,000 annually at maturity in year five.

ECONOMIC IMPACT ANALYSIS

ECONOMIC IMPACT EXPECTATIONS

As stated previously, SFA developed its forecasts based on the prioritization of events that meet the Client’s objectives related to both local and tournament programming and best practices for managing successful sports tourism facilities. As part of that exercise, SFA conducted an in-depth analysis of the two components that determine economic impact:

1. The average daily expenditure for non-local visitors to the market, including but not limited to:
 - Average daily rate for hotels
 - Average daily meal costs
 - Percent of spending in market by category
2. The details for each event, including but not limited to:
 - Number of participants
 - Number spectators
 - Markets from which participants travel
 - Day and overnight travel habits in the region and across the industry
 - Length of event

For the purposes of this study, SFA analyzed overnight visitors to the market. Overnight visitors are defined as those coming to the Niagara Falls area from more than 90 minutes away who stay overnight. SFA’s economic impact projections do not include any assumptions for visitors extending their stay beyond the event and do not include any indirect or induced spending projections.

AVERAGE DAILY EXPENDITURE

SFA projected per-person spending in the categories in which visitors to Niagara Falls, NY are expected to spend for regional youth and amateur tournaments and events. The chart below shows that overnight visitors are expected to spend an average of \$162.25 per person per day in year one before growing to \$172.21 in year five. The estimates for per person spending are based on conservative estimates for how non-local visitors will spend while in market. SFA believes that these are reliable estimates, and that it is unlikely that per person spending will fall below the projected amounts. SFA utilizes a proprietary blend of multipliers for each category based on the local cost of living, the industry experience of SFA’s parent company, SFC, that operates youth and amateur sports venues across the country, and the Average Daily Rate for Lodging and Average Daily Meal Cost provided by the U.S. General Services Administration Per Diem.

Per Person Spending By Category

	Year 1	Year 2	Year 3	Year 4	Year 5
Lodging/Accommodations	\$38.50	\$39.08	\$39.66	\$40.26	\$40.86
Dining/Groceries	\$58.65	\$59.53	\$60.42	\$61.33	\$62.25
Transportation	\$9.97	\$10.12	\$10.27	\$10.43	\$10.58
Entertainment/Attractions	\$20.53	\$20.84	\$21.15	\$21.47	\$21.79
Retail	\$18.77	\$19.05	\$19.34	\$19.63	\$19.92
Miscellaneous	\$15.84	\$16.07	\$16.31	\$16.56	\$16.81
Total	\$162.25	\$164.69	\$167.16	\$169.66	\$172.21

ECONOMIC IMPACT ANALYSIS

ECONOMIC IMPACT DRIVERS

Before converting the per-person average daily expenditure into a total direct spending projection, SFA analyzed the two most important drivers of economic impact: non-local days in market and room nights generated for each event projected. Non-local days in market are the number of days that non-local visitors will spend in the Niagara Falls market because of the tournament or event they are attending. Hotel room nights are the number of nights that visitors will stay in the local area to take part in tournaments and events.

The table that follows summarizes the total number of projected events per year in each category, followed by the projected economic impact drivers and direct spending in years one through five of the event center model.

ECONOMIC IMPACT

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Non-Local Days in Market – Overnight	50,760	64,400	66,614	66,614	66,614
Non-Local Days in Market – Day Trip	22,873	25,375	27,798	27,798	27,798
Room Nights	10,719	14,019	14,496	14,496	14,496
Total Economic Impact	\$8,235,886	\$10,605,732	\$11,134,858	\$11,301,881	\$11,471,409

The table above demonstrates that SFA expects the event center model to generate approximately 67,000 new non-local days in market from overnight visits, almost 28,000 new non-local days in market from day trips, approximately 15,000 new room nights, and a total of approximately \$11.5 million in direct economic impact at maturity in year five of operations.



CONCLUSION AND NEXT STEPS

Based on the work completed to date, SFA believes that an opportunity exists to develop a multi-use sports and entertainment facility in the Niagara Falls market with the capability of meeting most of the City's objectives. The definitions of success for the City of Niagara Falls are listed below in conjunction with key findings based on the analysis for recommendation of the proposed model:

- **Create a significant driver of economic impact and visitation by generating new room nights and supports the community by generating spending from non-local visitors.**
- **Extend Niagara Falls' tourism season and bridge the gap for year-round visitation by providing indoor events and activities.**
- **Serve as a community asset that enhances the sense of place and quality of life for local residents by creating access to top quality sports, recreation, and entertainment assets for all.**
- **Capitalize on the growth in sports tourism by developing a premier athletic and entertainment facility that attracts, hosts, and retains regional and national sports and non-sports tournaments and events.**

Taking the definitions of success and key insights listed previously into account, SFA has detailed the initial findings for a multi-use sports and entertainment facility model. The included facility program demonstrates what SFA believes has the potential to meet most of the Client's definitions of success through the individual asset types and ensuring that those assets are right sized to meet the local market opportunities, as well as the regional sports tourism opportunity. SFA has provided an event center model for the City of Niagara Falls to consider based on the overall goals for the development, the City's definitions of success, funding opportunities, as well as desired management and operational structure.

BASED ON SFA'S MODELS, DATA, REAL-WORLD OPERATING EXPERIENCE OF OVER 65 YOUTH AND AMATEUR SPORTS FACILITIES ACROSS THE COUNTRY, SFA EXPECTS THE MODEL TO HAVE THE GREATEST LIKELIHOOD OF ACHIEVING THE CITY OF NIAGARA FALLS'S DEFINITIONS OF SUCCESS.

CONCLUSION AND NEXT STEPS

In arriving at this conclusion, SFA has factored all positive and potentially challenging market factors. As mentioned in this report, SFA assumes that for every model produced, if developed, the City of Niagara Falls and any involved partners will collaborate to ensure affordable program access for local residents and visitor access to a variety of lodging, dining, and entertainment options. The City of Niagara Falls must also contribute to maintaining a positive destination experience with support from marketing and business development personnel and/or a dedicated operating partner. As described throughout this report, Niagara Falls must establish itself as a sports tourism destination by offering a sufficient quality and quantity of assets, a variety of support amenities (lodging, restaurants, and entertainment), desirable competition, affordability, and a positive destination reputation. SFA believes Niagara Falls currently offers or has the potential to develop all of these factors to establish a sports tourism destination. The Client's continued investment in supporting amenities will further improve their reputation in the region and advance the development of sports tourism in Niagara Falls.

Within the next phase of work, SFA recommends that the City of Niagara Falls:

- The exploration of funding mechanisms, development incentives, and strategic partnerships will assist in answering questions such as: which model best meets the Client's definitions of success and the needs of the community, how the facility will be utilized, does it make more sense to develop new facilities, and how the development will be funded.

IT IS CRITICAL THAT, PRIOR TO MOVING FORWARD WITH THE DEVELOPMENT, THE CITY OF NIAGARA FALLS CONSIDERS THE FINDINGS AND RECOMMENDATIONS IN THIS DOCUMENT. EACH OF THE RECOMMENDATIONS SHOULD BE ADDRESSED THROUGHOUT THE NEXT PHASES OF WORK.

In conclusion, SFA believes that an opportunity exists to develop a new event center that can achieve the Client's goals. SFA is available to assist in any or all of the above steps and welcomes the opportunity to discuss these findings with the City in order to support the formulation of a decision related to the development of a new multi-use sports and entertainment facility in Niagara Falls, New York.



LEADING THE INDUSTRY SINCE 2003



PLANNING

- Market Opportunity
- Feasibility
- Facility Program Plans
- Site Selection
- Institutional-Grade Financial Modeling



FINANCE SUPPORT

- Partnership Prospecting & Development
- Negotiations
- Funding Strategy
- Development Partners
- P3 Development
- Project Management



DEVELOPMENT

- Owner's Representation
- FFE/OSE Procurement
- Venue Planning
- Operational Readiness
- Vendor Negotiations
- Sport Comfort & Compliance



OPENING

- Turn-Key Management
- Daily Operations
- Brand Development & Marketing Strategies
- Strategic Partnerships
- Event Booking & Sales
- Legal & Risk Management



SFNETWORK

- Largest Sports Tourism Network in the US
- National Marketing
- Event Booking Platform
- Industry Expertise & Analytics
- Vendors & Partners

ADVISORY

DEVELOPMENT

MANAGEMENT

SFMC SPORTS FACILITIES
COMPANIES

..... OUR MISSION
**IMPROVE THE
HEALTH & ECONOMIC
VITALITY OF THE
COMMUNITIES**

WE SERVE

\$15 Billion
IN PLANNED & FUNDED FACILITIES

3000 COMMUNITIES
SERVED

25 Million
VISITS AT SFM FACILITIES

- Institutional Grade Financial Forecasting
- Economic Impact Projections
- Strategic Program Planning
- Project Finance Support Services
- Outsourced Management
- National Network of Venues
- Operational Efficiency and Effectiveness

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

THE ASPEN INSTITUTE
PROJECT PLAY
— 2020 —

FRPA

FLORIDA RECREATION
& PARK ASSOCIATION

SFM NETWORK

THE SINGLE LARGEST SPORTS TOURISM NETWORK

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DISCOVER THE POWER OF THE SF NETWORK

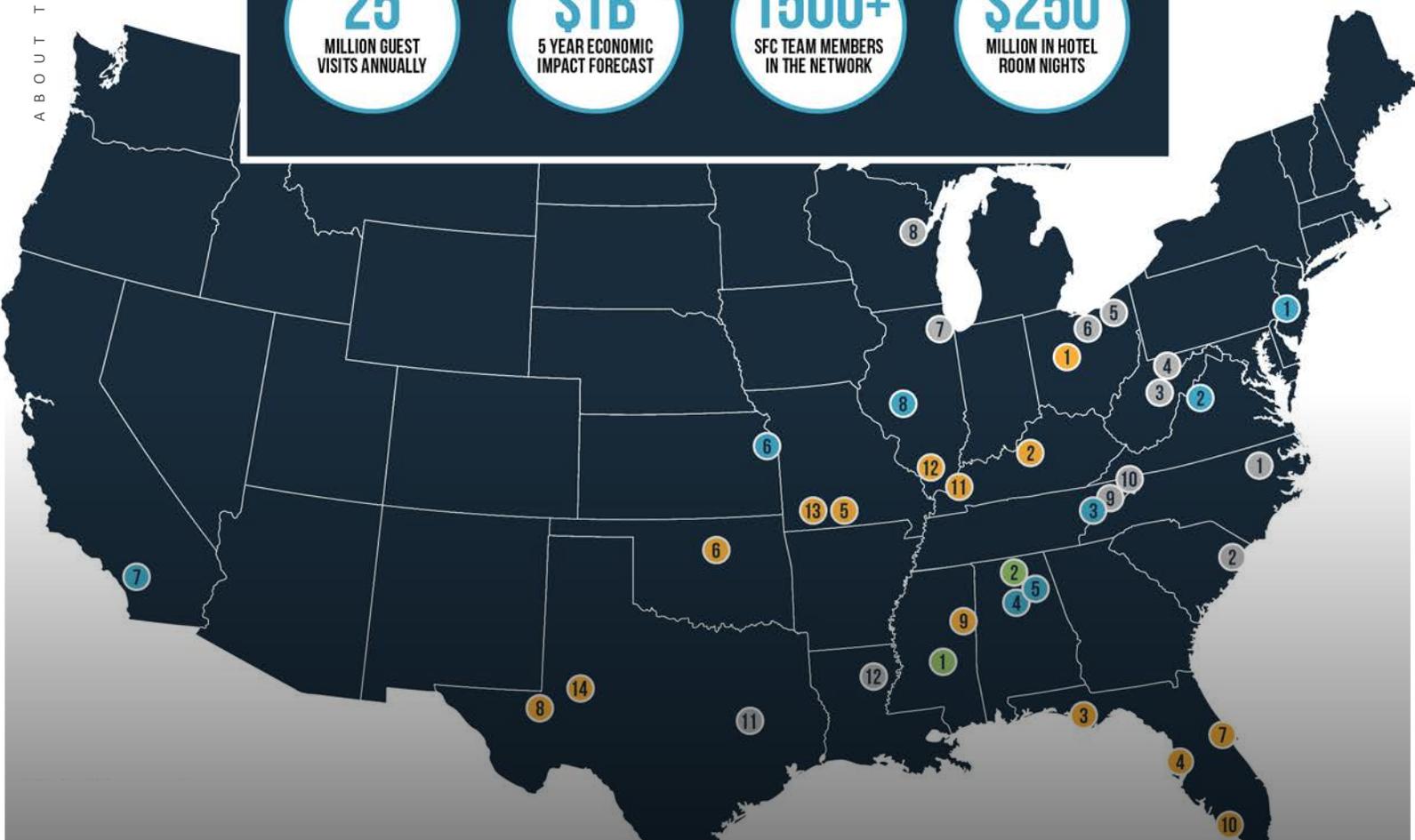
JOIN A CLIENT PORTFOLIO OF THE NATION'S BEST SPORTS AND RECREATION DESTINATIONS.

25
MILLION GUEST VISITS ANNUALLY

\$1B
5 YEAR ECONOMIC IMPACT FORECAST

1500+
SFC TEAM MEMBERS IN THE NETWORK

\$250
MILLION IN HOTEL ROOM NIGHTS



INDOOR FACILITIES

- | | | |
|----|------------------|----------------------------------|
| 1 | ROCKY MOUNT, NC | ROCKY MOUNT EVENT CENTER |
| 2 | MYRTLE BEACH, SC | MYRTLE BEACH SPORTS CENTER |
| 3 | BRIDGEPORT, WV | THE BRIDGE SPORTS COMPLEX |
| 4 | WHEELING, WV | HIGHLANDS SPORTS COMPLEX |
| 5 | HILLIARD, OH | BO JACKSON'S ELITE SPORTS |
| 6 | SANDUSKY, OH | CEDAR POINT SPORTS CENTER |
| 7 | BEDFORD PARK, IL | WINTRUST SPORTS COMPLEX |
| 8 | GRAND CHUTE, WI | COMMUNITY FIRST CHAMPIONS CENTER |
| 9 | MORRISTOWN, TN | MORRISTOWN LANDING |
| 10 | KINGSPORT, TN | TNT SPORTSPLEX |
| 11 | BRYAN, TX | LEGENDS EVENT CENTER |
| 12 | WEST MONROE, LA | WEST MONROE SPORTS & EVENTS |

OUTDOOR FACILITIES

- | | | |
|----|-----------------------|---------------------------------|
| 1 | XENIA, OH | ATHLETES IN ACTION |
| 2 | ELIZABETHTOWN, KY | ELIZABETHTOWN SPORTS PARK |
| 3 | PANAMA CITY BEACH, FL | PUBLIX SPORTS PARK |
| 4 | OLDSMAR, FL | EMPOWER ADVENTURES |
| 5 | BRANSON, MO | BALLPARKS OF AMERICA |
| 6 | EDMOND, OK | PELICAN BAY AQUATICS |
| 7 | COCOA, FL | LAUNCHPAD SPORTS COMPLEX |
| 8 | PECOS, TX | CYCLONE BALLPARKS |
| 9 | STARKVILLE, MS | CORNERSTONE SPORTS COMPLEX |
| 10 | NAPLES, FL | PARADISE COAST SPORTS COMPLEX |
| 11 | PADUCAH, KY | MCCRACKEN COUNTY SPORTS COMPLEX |
| 12 | MARION, IL | MARION STADIUM |
| 13 | REDS SPRING, MO | SHO-ME BASEBALL CAMP |
| 14 | ODESSA, TX | THE BASIN SPORTS COMPLEX |

INDOOR/OUTDOOR FACILITIES

- | | | |
|---|-------------------|--------------------------------------|
| 1 | HILLSBOROUGH, NJ | IRON PEAK SPORTS & EVENTS |
| 2 | HARRISONBURG, VA | HORIZONS EDGE SPORTS CAMPUS |
| 3 | GATLINBURG, TN | ROCKYTOP SPORTS WORLD |
| 4 | HOOVER, AL | HOOVER MET COMPLEX |
| 5 | ALBERTVILLE, AL | SAND MOUNTAIN PARK & AMPHITHEATER |
| 6 | OVERLAND PARK, KS | BLUHAWK MULTI-SPORT |
| 7 | CARSON, CA | CREEK AT DOMINGUEZ HILLS |
| 8 | SPRINGFIELD, IL | SCHEELS SPORTS PARK AT LEGACY POINTE |

PARKS & RECREATION

- | | | |
|---|----------------|----------------------------|
| 1 | BRANDON, MS | BRANDON PARKS & RECREATION |
| 2 | GARDENDALE, AL | BILL NOBLE PARK |

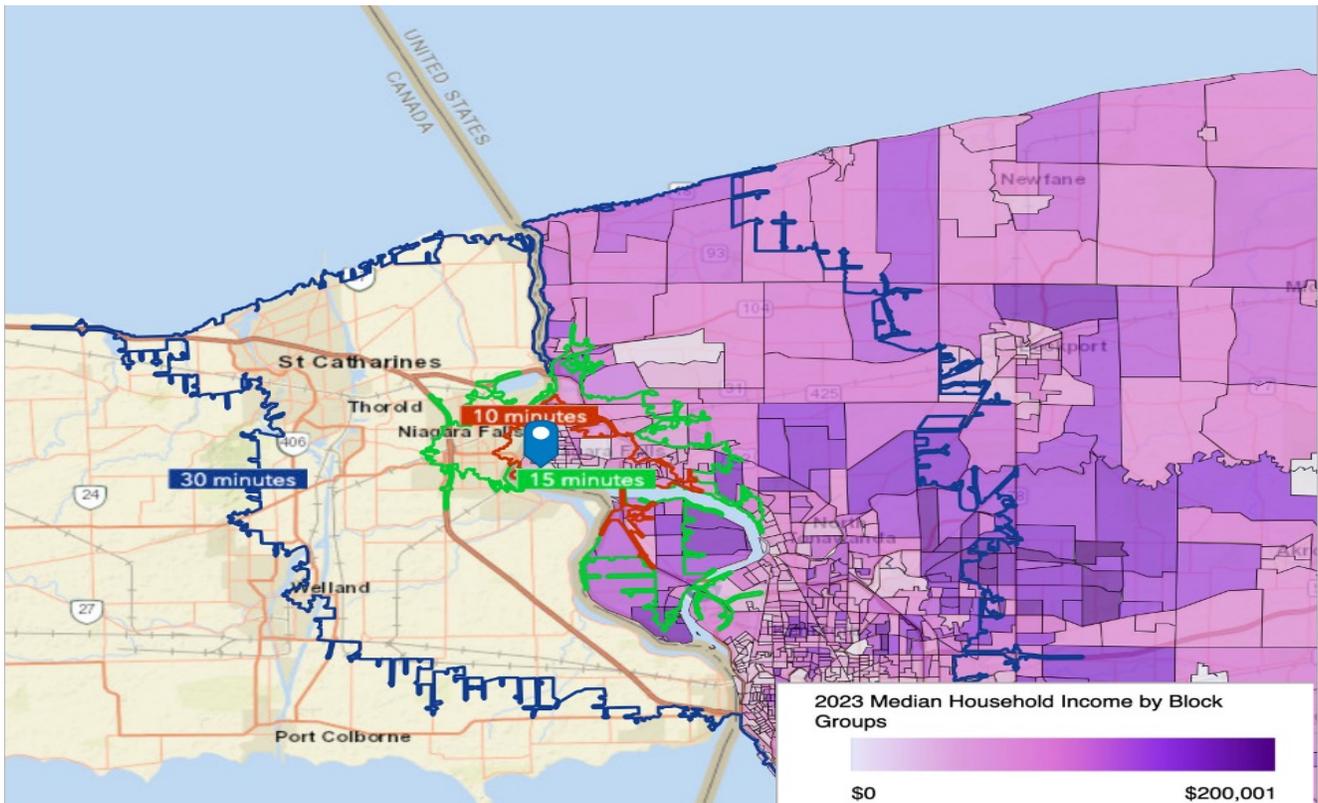
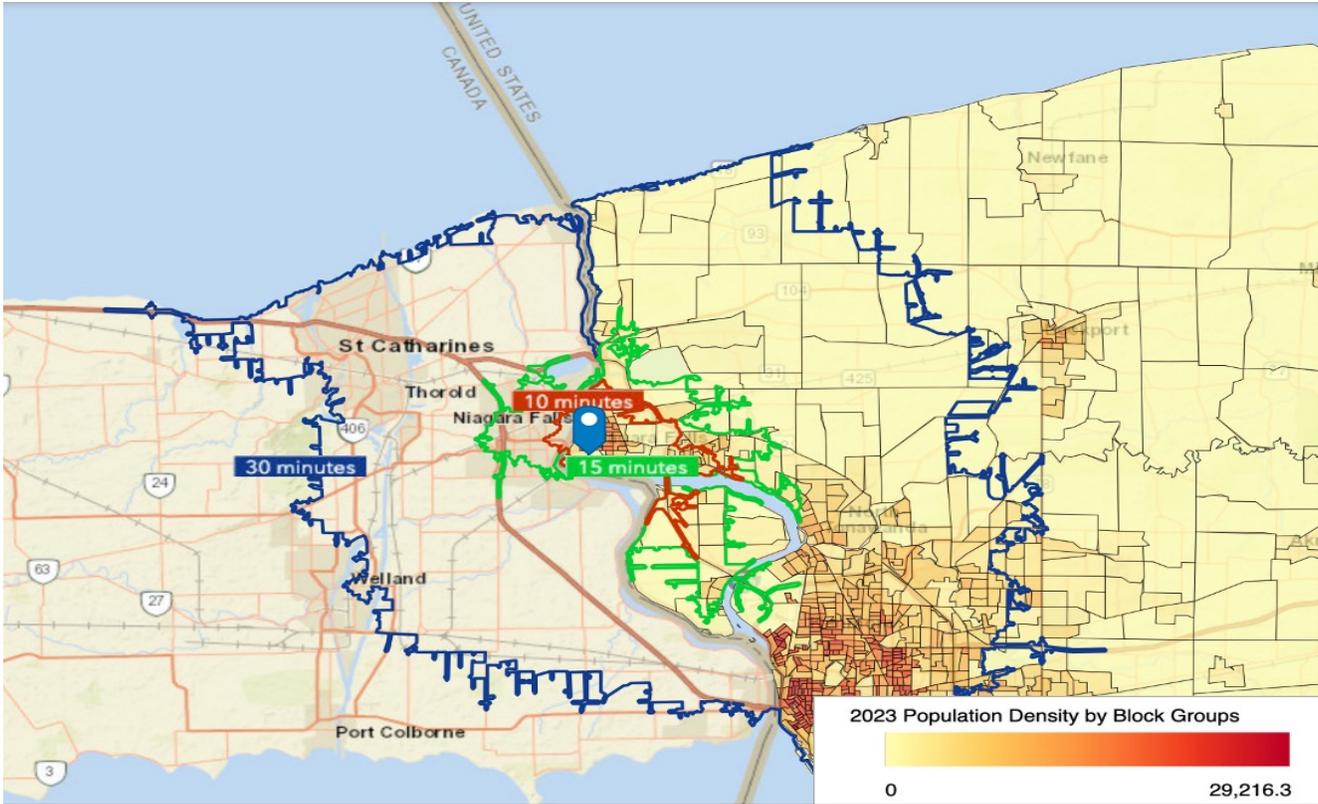
THE SPORTS FACILITIES
ADVISORY



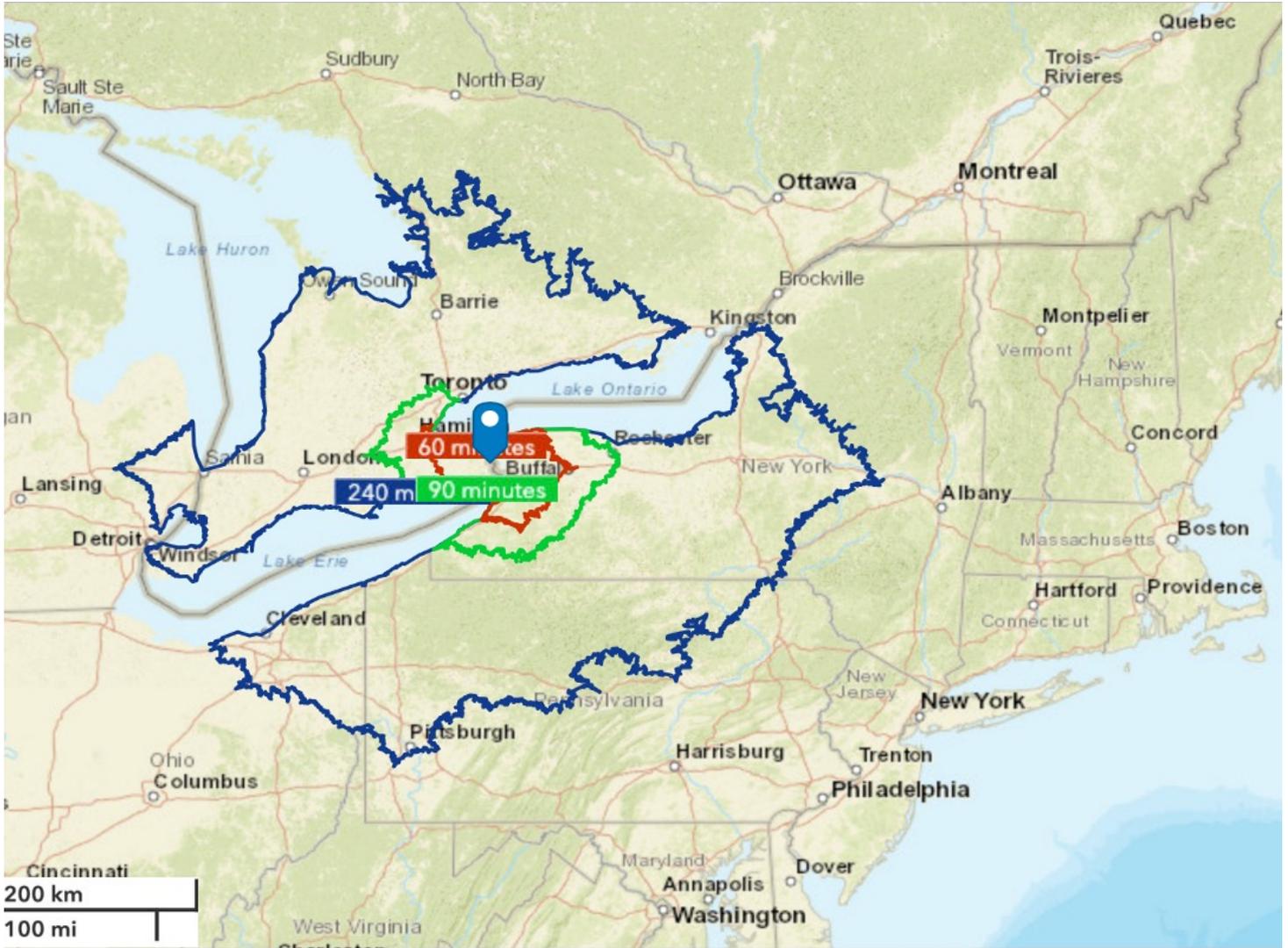
APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC DATA

Demographic Highlights	10 minutes	15 minutes	30 minutes
Total Population	45,024	76,508	671,818
2023 Median Age (Esri)	41.4	43.2	40.1
2023 Median Household Income (Esri)	\$42,589	\$53,173	\$56,091
2023 Average Household Income (Esri)	\$65,624	\$76,339	\$82,564
2023 Per Capita Income (Esri)	\$29,953	\$34,107	\$35,883
2023 Household Population (Esri)	44,523	74,614	650,571
2010-2017 Population: Annual Growth Rate (Esri)			
2017-2022 Population: Annual Growth Rate (Esri)	-0.31	-0.27	-0.07
2017-2022 Median Household Income: Annual Growth Rate (Esri)	1.87	1.55	1.84
2017-2022 Per Capita Income: Annual Growth Rate (Esri)	2.38	2.54	2.74
2023 Total Households (Esri)	20,582	33,875	290,449
2023 Total Family Households (Esri)	10,867	19,017	156,454
2023 Average Household Size (Esri)	2.16	2.20	2.24
Age Breakdown	10 minutes	15 minutes	30 minutes
2023 Total Population Age 0-4 (Esri) (%)	5.49%	4.80%	5.03%
2023 Total Population Age 5-9 (Esri) (%)	5.49%	4.99%	5.28%
2023 Total Population Age 10-14 (Esri) (%)	5.50%	5.19%	5.46%
2023 Total Population Age 15-19 (Esri) (%)	5.66%	6.06%	6.54%
2023 Total Population Age 20-24 (Esri) (%)	6.01%	6.14%	7.41%
2023 Total Population Age 25-29 (Esri) (%)	6.83%	6.31%	6.91%
2023 Total Population Age 30-34 (Esri) (%)	7.41%	6.97%	7.03%
2023 Total Population Age 35-39 (Esri) (%)	5.93%	5.84%	6.19%
2023 Total Population Age 40-44 (Esri) (%)	5.91%	5.77%	5.67%
2023 Total Population Age 45-49 (Esri) (%)	5.64%	5.56%	5.33%
2023 Total Population Age 50-54 (Esri) (%)	6.45%	6.56%	6.06%
2023 Total Population Age 55-59 (Esri) (%)	6.69%	6.81%	6.46%
2023 Total Population Age 60-64 (Esri) (%)	7.21%	7.43%	6.86%
2023 Total Population Age 65-69 (Esri) (%)	5.91%	6.53%	6.12%
2023 Total Population Age 70-74 (Esri) (%)	4.93%	5.49%	5.00%
2023 Total Population Age 75-79 (Esri) (%)	3.57%	4.00%	3.57%
2023 Total Population Age 80-84 (Esri) (%)	2.47%	2.64%	2.40%
2023 Total Population Age 85+ (Esri) (%)	2.91%	2.90%	2.67%
2023 Total Population Age 18+ (Esri) (%)	80.20%	81.84%	80.88%
Household Income Breakdown	10 minutes	15 minutes	30 minutes
2023 Household Income less than \$15,000 (Esri) (%)	18.50%	13.60%	14.00%
2023 Household Income \$15,000-\$24,999 (Esri) (%)	11.50%	9.40%	9.20%
2023 Household Income \$25,000-\$34,999 (Esri) (%)	12.30%	10.40%	9.10%
2023 Household Income \$35,000-\$49,999 (Esri) (%)	13.30%	13.30%	12.30%
2023 Household Income \$50,000-\$74,999 (Esri) (%)	16.50%	18.20%	17.20%
2023 Household Income \$75,000-\$99,999 (Esri) (%)	12.00%	12.10%	12.10%
2023 Household Income \$100,000-\$149,999 (Esri) (%)	9.20%	13.60%	14.30%
2023 Household Income \$150,000-\$199,999 (Esri) (%)	3.20%	5.30%	6.70%
2023 Household Income \$200,000 or greater (Esri) (%)	3.60%	4.10%	5.30%
Spending: Recreation	10 minutes	15 minutes	30 minutes
2023 Membership Fees for Social/Recreation/Civic Clubs (Avg)	162.03	191.87	211.71
2023 Fees for Participant Sports excluding Trips (Avg)	64.73	79.07	87.17
2023 Fees for Recreational Lessons (Avg)	69.07	83.84	95.54
2023 Camp Fees (Avg)	19.44	23.04	25.78

APPENDIX – LOCAL DEMOGRAPHIC AND SOCIOECONOMIC MAPS



APPENDIX – REGIONAL DRIVETIME MAP



APPENDIX – LOCAL FACILITIES

Indoor Court Facilities	Location	Drive Time (Minutes)
LA/Esporta Fitness	Niagara Falls, NY	11
Kiernan Recreation Centre	Niagara University, NY	11
LA Fitness	Niagara Falls, ON	14
World Gym Niagara Falls	Niagara Falls, ON	16
MacBain Community Centre	Niagara Falls, ON	16
Anytime Courts (Open 8/1/24)	St. Catharines, ON	22
World Gym St. Catherines	St. Catharines, ON	22
Houston Gymnasium	Buffalo, NY	22
ECC Burt Flickinger Athletic Center	Buffalo, NY	23
JAM Sports Niagara	St. Catharines, ON	24
H.C. Griffith Sports Complex	St. Catharines, ON	27
Virgil Community Hub and Gym	Virgil, ON	27
Koessler Athletic Center	Buffalo, NY	27
Port Weller Community Centre	St. Catharines, ON	30
BCG Niagara	Fort Erie, ON	30
Center Court Sports	Buffalo, NY	30
XGEN Elite Sports Complex	West Seneca, NY	31
Niagara Centre YMCA	Welland, ON	33
The Rock-Niagara Frontier Sports	West Seneca, NY	34
Port Colborne YMCA: Vale Health and Wellness Centre	Port Colborne, ON	35
YMCA Lockport	Lockport, NY	35
Esporta Fitness	West Seneca, NY	36
Esporta Fitness	Blasdell, NY	36
Southtowns Family YMCA	Buffalo, NY	38
Genesee County YMCA	Batavia, NY	55

APPENDIX – LOCAL FACILITIES

Family Entertainment Center Facilities	Location	Drive Time (Minutes)
Arcade at the Falls	Niagara Falls, NY	2
Bowl-o-Drome	Niagara Falls, NY	5
Great Canadian Midway	Niagara Falls, ON	8
Bronto's Adventure Playland	Niagara Falls, ON	8
Adventure City	Niagara Falls, ON	9
Zap Zone Niagara	Niagara Falls, ON	10
Niagara Funpark	Niagara Falls, NY	11
Rapids Bowling Center	Niagara Falls, NY	11
NISE Center	Niagara Falls, NY	11
Manor Lanes	Tonawanda, NY	15
Lewiston Event Center	Lewiston, NY	15
Classic Lanes	Buffalo, NY	18
Tonawanda Bowling Center	Tonawanda, NY	19
Rainbow Rink Skating and Entertainment Center	North Tonawanda, NY	19
Kenmore Lanes	Buffalo, NY	21
Lasertron	Buffalo, NY	22
Jungle Jim's Play Centre	St. Catharines, ON	23
Parkway Social	St. Catharines, ON	23
Aerosports Trampoline Park	St. Catharines, ON	23
Fairview Bowling Lanes	St. Catharines, ON	23
Cherry Laurel Lanes	Amherst, NY	25
Spare Lanes	Buffalo, NY	26
Central Rock Gym	Buffalo, NY	26
Pla-Mor Bowling Lanes	St. Catharines, ON	26
VR Wonderland	St. Catharines, ON	26
Level One Complex	Buffalo, NY	27
Town Edge Bowling Center	West Seneca, NY	28
AMF Airport Lanes	Cheektowaga, NY	28
Spare Time Bowling Center	Cheektowaga, NY	29
Urban Air	Buffalo, NY	29
Get Air	Cheektowaga, NY	30
Dave and Buster's Buffalo	Buffalo, NY	30
Transit Lanes	Williamsville, NY	30
Broadway Sports Center	Cheektowaga, NY	31
Kerns Avenue Bowling Center	Buffalo, NY	31
Warrior Factory Ninja Warrior	Buffalo, NY	31
Orions Landing	Blasdell, NY	33

APPENDIX – LOCAL FACILITIES

Family Entertainment Center Facilities (Continued)	Location	Drive Time (Minutes)
Wimbledon Bowling Lanes	Buffalo, NY	33
Chuck E. Cheese	Buffalo, NY	34
Abbott Lanes	Lackawanna, NY	34
Brad Angelo Lanes	Lockport, NY	34
Strikers Lanes	Buffalo, NY	38
AMF Lancaster Lanes	Depew, NY	38
Allie Brandt Lanes	Lockport, NY	38
Clarence Bowling Academy	Clarence, NY	38
Just Fun FEC, LLC	Hamburg, NY	41
Niagara Kraze	Gasport, NY	46
Chick's Restaurant and Lanes	Angola, NY	48
Six Flags Darien Lake	Corfu, NY	49
Eden Bowling Center	Eden, NY	50
Nutty's Playden	Darien Center, NY	51
Batavia Downs Gaming	Batavia, NY	53
Mancuso Bowling Center	Batavia, NY	56
Medina Lanes	Medina, NY	57

Indoor Track Facilities	Location	Drive Time (Minutes)
MacBain Community Centre	Niagara Falls, ON	16
Canada Games Park	Thorold, ON	24
The Zone Fitness Centre	St. Catharines, ON	25
Walker Sports and Abilities Centre	St. Catharines, ON	25
Delaware Family YMCA	Buffalo, NY	32
Independent Health Family Branch YMCA	Amherst, NY	38
David Braley Athletic Centre	Hamilton, ON	62

Indoor Turf Facilities	Location	Drive Time (Minutes)
House of Hustle	Grand Island, NY	12
Titan Sportsplex Niagara	Niagara Falls, ON	14
Sportsplex Inc	North Tonawanda, NY	19
Canada Games Park	Thorold, ON	24
BP SPORTS PARK	Welland, ON	28
Youngs Sportsplex	Welland, ON	30
Nardin Indoor Athletic Complex (Kevin T. Keane Sports Park)	Buffalo, NY	33
Epic Sports and Fun Center	Williamsville, NY	43
Legacy Centre - Indoor Soccer Turf	Hamilton, ON	50
David Braley Athletic Centre	Hamilton, ON	62

APPENDIX – LOCAL FACILITIES

Indoor Baseball-Softball Training Facilities	Location	Drive Time (Minutes)
Powerhouse Sports Center	Niagara Falls, NY	7
House of Hustle	Grand Island, NY	12
Titan Sportsplex Niagara	Niagara Falls, ON	15
Slo Pitch Ontario	St. Catharines, ON	22
BP Sports Park	Welland, ON	29
Bullett Proof Baseball	Welland, ON	29
Youngs Sportsplex	Welland, ON	30
All In Sports	Cheektowaga, NY	30
Sports Performance Park	Williamsville, NY	31
Rick Lancellotti Buffalo School of Baseball	Williamsville, NY	31
Softball Central	Buffalo, NY	31
Epic Sports and Fun Center	Williamsville, NY	32
3&2 Baseball Clarence	Clarence Center, NY	34
21 Outs Softball Training	Clarence Center, NY	34
I Got It Baseball Academy	Depew, NY	35
Academy Stars Baseball	Blasdell, NY	36
OPLL Field House	Orchard Park, NY	37
Warehouse Sports and Performance	Orchard Park, NY	37
Hot Corner Athletics	Lockport, NY	38
IFS Softball	Hamburg, NY	39
Full Circuit Athletics	Hamburg, NY	43

Sports Performance Facilities	Location	Drive Time (Minutes)
Childress Performance Center	Grand Island, NY	12
F45 Training	Niagara Falls, ON	12
Pelino Athletic Performance Centre	Niagara Falls, ON	19
F45 Training	Buffalo, NY	22
F45 Training	St. Catharines, ON	23
IMPACT HarborCenter	Buffalo, NY	25
Kym Seiss Training	Williamsville, NY	25
F45 Training	Amherst, NY	25
Iron Performance Center	St. Catharines, ON	26
F45 Training	St. Catharines, ON	28
Hybrid Performance	East Amherst, NY	29
F45 Training	East Amherst, NY	31
Absolute Performance	Buffalo, NY	32
SPT Semi-Private Training	Hamburg, NY	33
STA Sports Performance	Elma, NY	35

APPENDIX – LOCAL FACILITIES

Ice Facilities	Location	Drive Time (Minutes)
Dwyer Ice Arena	Lewiston, NY	7
Hyde Park Ice Pavilion	Niagara Falls, NY	8
Niagara University Ice Complex (Dwyer Arena)	Lewiston, NY	11
Gale Center	Niagara Falls, ON	13
Chippawa Willoughby Memorial Arena	Niagara Falls, ON	20
Hockey Outlet Ice Complex	North Tonawanda, NY	21
Thorold Community Arenas	Thorold, ON	22
Merritton Centennial Arena	St. Catharines, ON	22
Ballhockey	St. Catharines, ON	22
Canada Games Park	Thorold, ON	24
Meridian Center	St. Catharines, ON	24
H.C. Griffith Sports Complex (Ridley College)	St. Catharines, ON	27
Meridian Credit Union	St. Catharines, ON	27
Brighton Arena	Tonawanda, NY	28
Meridian Community Centre	Fonthill, ON	28
Seymour-Hannah Sports and Entertainment Centre	St. Catharines, ON	28
Jordan Arena	Jordan Station, ON	28
Fort Erie Leisureplex	Fort Erie, ON	29
Haseks Heroes	Buffalo, NY	31
Jack Ballantyne Memorial Arena	Welland, ON	33
Buffalo State University Ice Arena	Buffalo, NY	34
Lincoln Park Arena	Buffalo, NY	34
Northtown Center at Amherst	Buffalo, NY	34
Crystal Ridge Arena	Crystal Beach, ON	34
North Buffalo Ice Rink	Buffalo, NY	35
Fleming Memorial Arena	Beamsville, ON	36
Cornerstone Ice Arena	Lockport, NY	38
LECOM Harborcenter	Buffalo, NY	38
Holiday Rink	CHEEKTOWAGA, NY	41
Buffalo Riverworks	Buffalo, NY	41
Cheektowaga Town Ice Rink	Cheektowaga, NY	42
Wainfleet Arena	Wainfleet, ON	42
Gateway Ice Center	Stoney Creek, ON	42
Cazenovia Buffalo Ice Rink	Buffalo, NY	44
West Lincoln Community Centre	Smithville, ON	44
Depew Ice Pavilion	Depew, NY	45
Grainger Training Centre	Hamilton, ON	45
Rosedale Arena	Hamilton, ON	50
Leisure Rink	West Seneca, NY	51
Stoney Creek Arena	Stoney Creek, ON	51
Aldershot Arena	Burlington, ON	52
Mohawk 4 Ice Center	Hamilton, ON	53
East Aurora Classic Rink	East Aurora, NY	54
Wave Sports	Burlington, ON	55

APPENDIX – REGIONAL FACILITIES

Ice Facilities	Location	Drive Time (Minutes)	Capacity
Dwyer Ice Arena	Lewiston, NY	7	2 sheet
Gale Center	Niagara Falls, ON	13	4 sheets
Canada Games Park	Thorold, ON	24	2 arenas
Meridian Community Centre	Fonthill, ON	28	two NHL-sized arenas, an indoor walking track, concession areas, change rooms & washrooms, and an atrium/lobby area
Seymour-Hannah Sports and Entertainment Centre	St. Catharines, ON	28	4 NHL ice rinks
Haseks Heroes	Buffalo, NY	31	2 rinks
Northtown Center at Amherst	Buffalo, NY	34	three NHL regulation ice pads (200" x 85'), one Olympic size ice pad (200' x 100')
LECOM Harborcenter	Buffalo, NY	38	2 rinks
Holiday Rink	CHEEKTOWAGA, NY	41	2 sheets
Gateway Ice Center	Stoney Creek, ON	42	3 sheets
Leisure Rink	West Seneca, NY	51	2 sheets
Mohawk 4 Ice Center	Hamilton, ON	53	4 NHL sheets
Wave Sports	Burlington, ON	55	2 NHL rinks, 2 mini rinks
Appleby Ice Center	Burlington, ON	56	4 sheets
Dave Andreychuk Mountain Arena & Skating Centre	Hamilton, ON	56	2 sheets
Harry Howell Twin-Pad Arena	Flamborough, ON	58	2 ice sheets
Chedoke Twin Pad Arena	Hamilton, ON	59	2 sheets
Wentworth Sports Complex	Hamilton, ON	63	2 ice sheets
Erin Mills Twin Arena	Mississauga, ON	69	2 ice sheets
Iceland Arena	Mississauga, ON	76	4 ice sheets (1 olympic and 3 recreational-sized)
Meadowvale Four Rinks	Mississauga, ON	77	4 sheets
Centennial Park Arena	Etobicoke, ON	82	2 ice sheets
McCormick Arena	Toronto, ON	87	2 ice sheets
Vaughan Iceplex	Vaughan, ON	87	4 sheets
Canlan Sports York	North York, ON	92	5 NHL sheets, 1 Olympic sheet
Paramount Ice North York	North York, ON	93	2 ice sheets
Larry Grossman Forest Hill Memorial Arena	Toronto, ON	94	2 ice sheets
Rochester Ice Center	Fairport, NY	98	2 ice sheets

APPENDIX – REGIONAL FACILITIES

Ice Facilities	Location	Drive Time (Minutes)	Capacity
Leaside Memorial Community Gardens Arena	Toronto, ON	101	2 ice sheets
Agincourt Recreation Centre	Toronto, ON	103	2 ice sheets
Malvern Recreation Centre	Scarborough, ON	103	2 ice sheets
Centennial Recreation Centre	Scarborough, ON	104	2 ice sheets
Commander Recreation Centre	Scarborough, ON	104	2 ice sheets
Wilmot Recreation Complex	Baden, ON	105	2 ice sheets
McGregor Park Community Centre	Scarborough, ON	106	2 ice sheets
Ted Reeve Community Arena	Toronto, ON	108	2 ice sheets
Tim Horton's Iceplex	Rochester, NY	109	186,000 SF, 4 NHL rinks, 3,000 seat arena
Heron Park Community Rec Centre	Scarborough, ON	110	2 ice sheets
Don Montgomery Community Recreation Centre	Scarborough, ON	111	2 ice sheets
Campus Ice Centre	Oshawa, ON	119	2 ice sheets
Earl Nichols Arena	London, ON	127	3 sheets
Komoka Wellness Centre	Middlesex Centre, ON	137	2 ice sheets
Skaneateles Community Center	Skaneateles, NY	149	2 NHL ice sheets
Twin Rinks at the MACC	Cicero, NY	153	2 sheets
Healthy Planet Arena	Peterborough, ON	154	2 ice sheets
North Simcoe Sports and Rec Centre Arena	Midland, ON	160	2 ice sheets
Huntsville Bionda and Lough Arenas	Huntsville, ON	197	2 ice sheets - one NHL and one Olympic
Winterhurst Ice	Lakewood, OH	203	2 ice sheets
Brunswick Auto Mart Arena	Strongsville, OH	211	2 ice sheets
North Olmstead Recreation Rinks	North Olmsted, OH	212	2 ice sheets
Ice Castle Arena	Castle Shannon, PA	229	2 ice sheets
Clifton Park Ice Arena	Clifton Park, NY	273	2 NHL size rinks, 200'x85'
Toyota Sportsplex	Wilkes-Barre, PA	287	2 sheets - NHL size

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Name	City	Games	Dates	Price
Morrisville Ice Plex	Center State Youth Hockey Mte Festival	Morrisville, NY		12/3-12/4	\$500
Morrisville Ice Plex	Center State Youth Hockey House Tournament	Morrisville, NY		1/13-1/15	\$800-\$900
Morrisville Ice Plex	Center State Bantam House & Travel	Morrisville, NY		11/3-11/5	\$900
Morrisville Ice Plex	Center State Mite Tournament	Morrisville, NY		1/6-1/7	\$450
Morrisville Ice Plex	Center StateHouse Tournament	Morrisville, NY		1/12-1/14	\$800-\$950
Bill Gray's Regional Iceplex	Rochester Fall Shootout	Rochester, NY	4-6	12/1-12/3	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Fall Classic	Rochester, NY	4-6	10/6-10/8	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Empire State Showdown	Rochester, NY	4-6	10/20-10/22	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Thanksgiving Classic	Rochester, NY	4-6	11/24-11/26	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Winter Classic	Rochester, NY	4-6	2/2-2/4	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Presidential Power-Play	Rochester, NY	4-6	2/17-2/19	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Rumble	Rochester, NY	4-6	3/16-3/18	\$1,225-\$1,495
Bill Gray's Regional Iceplex	Rochester Invitational	Rochester, NY	4	10/13-10/15	\$1,450
Bill Gray's Regional Iceplex	MYHockey Rankings Tier 2 Elite Invitational	Rochester, NY		10/20-10/22	\$1,600
Bill Gray's Regional Iceplex	Rochester Pre-Season Showcase	Rochester, NY		8/26-8/28	
Bill Gray's Regional Iceplex	Roc City Showdown NYT161783	Rochester, NY		9/9-9/11	\$1,500
Bill Gray's Regional Iceplex	2016 'The Roc' 2003 AAA Invitational NYT161744	Rochester, NY		9/23-9/25	\$1,450
Bill Gray's Regional Iceplex, Lakeshore Hockey Arena	Rochester Fall Classic NYT161710	Rochester, NY		9/30-10/2	\$1,150
Bill Gray's Regional Iceplex	Rochester Invitational Hockey Tournament NYT1617002	Rochester, NY		10/14-10/16	\$1,450
Bill Gray's Regional Iceplex, Lakeshore Hockey Arena	Empire State Showdown NYT161711	Rochester, NY		10/21-10/23	\$1,150
Bill Gray's Regional Iceplex	October Madness NYT161748	Rochester, NY		10/28-10/30	\$1,800
Genesee Valley Ice Rink	Mites Fright 2016 NYT1617123	Rochester, NY		10/28-10/30	\$375
Bill Gray's Regional Iceplex, Thomas Creek Ice Arena	Fire On Ice 2016 NYT1617004	Rochester, NY		11/4-11/6	\$1,350
Bill Gray's Regional Iceplex	2016 NJP Rochester Tournament NYT161721	Rochester, NY		11/11-11/13	\$1,395
Bill Gray's Regional Iceplex, Lakeshore Hockey Arena	Rochester Thanksgiving Classic NYT161712	Rochester, NY		11/25-11/27	\$1,150
Bill Gray's Regional Iceplex	Rochester Girls Premier Showcase NYT1617121	Rochester, NY		12/16-12/18	\$1,395-\$1,595
Bill Gray's Regional Iceplex	Rochester Hockey Fest NYT1617109	Rochester, NY		12/16-12/18	\$1,495-\$1,595
Bill Gray's Regional Iceplex	IHT Winter Classic IHT Winter Classic	Rochester, NY		1/20-1/22	\$1,450
Bill Gray's Regional Iceplex	OneHockey Rochester Roughing 2017 NYH161742	Rochester, NY		2/3-2/5	
Bill Gray's Regional Iceplex, Lakeshore Hockey Arena	Rochester Presidents Cup NYT161714	Rochester, NY		2/18-2/20	\$1,150
Bill Gray's Regional Iceplex	Rochester Rumble NYT161715	Rochester, NY		3/10-3/12	\$1,150
Bill Gray's Regional Iceplex	Roc City Pre Season NYT171857	Rochester, NY		9/8-9/10	\$1,450
Bill Gray's Regional Iceplex, Rochester Ice Center	Monarch Battle Royale Tournament NYT1718107	Rochester, NY		9/15-9/17	\$1,450
Bill Gray's Regional Iceplex	2017 'The Roc' AAA Bantam Invitational NYT1718108	Rochester, NY		9/23-9/24	\$1,525

APPENDIX – REGIONAL FACILITIES

Indoor Court Facilities	Location	Drive Time (Minutes)	Assets/Amenities
HoopDome	North York, ON	91	4 basketball courts
Vaughan SportsPlex II	Concord, ON	96	6 basketball courts, pickleball courts, multipurpose gym, and 3 turf fields
Durham SportsPlex	Oshawa, ON	118	4 basketball courts
Tri-County Sports Complex	Macedon, NY	124	Up to 4 basketball courts in 60,000 SF sports complex focused on turf
Mike S. Zafirovski Sports and Recreation Center	Edinboro, PA	162	Up to 4 basketball/volleyball courts in a dome surrounded by a track over the turf

APPENDIX – REGIONAL TOURNAMENTS AND EVENTS (SAMPLE)

Facility	Tournament Type	Tournament Name	City	Games	Dates	Price	Teams	Level
York Expo 334 Carlisle Avenue York, PA 174405	Volleyball	2024 AAU Pennsylvania State Championship Super Reg	York, PA		5/20-5/22	\$200		14, 16, 18 boys
York Expo 334 Carlisle Avenue York, PA 174404	Volleyball	2023 AAU Pennsylvania State Championship Super Reg	York, PA		5/20-5/21	\$400		10-18 Girls
West Chester University	Basketball	East Coast Future Stars	King of Prussia, PA	3	8/19-8/20	\$350	32	5gr-11gr
Various Schools	Basketball	Future Stars NY Evaluation Showcase (AAU)	New Rochelle, NY	4	9/12-9/13	\$465		8gr-12gr
Various Locations	Basketball	Battleground 519	London, Ontario	3	June 15-16	\$650		Girls 6-10th grade
Various Locations	Basketball	25TH ANNUAL TG4LIFE BASKETBALL TOURNAMENT	Oshawa, Ontario	3	June 20-23	\$750		Boys and Girls
Various Locations	Basketball	NSU SUMMER HEAT	Etobicoke, Ontario	4	July 19-21	\$750		Boys and Girls
Various Locations	Basketball	TORONTO SUMMER SHOWDOWN	Toronto, Canada	3	July 20-21	\$775		2nd-10th grade
Various local HS	Basketball	Johnson City Classic	Johnson City, NY	3	11/19-11/20	\$0		3gr-6gr
Various local HS	Basketball	Thruway Throwdown	New York, NY	3	9/19-9/20	\$300		6gr-12gr
Various local HS	Basketball	Roc City Cager Classic 5	Rochester, NY	3	5/20-5/21	\$300		4gr-11gr
Various local HS	Basketball	Hall of Fame Junior Hoopball Championships	Springfield, Mass	3	1/13-1/15	\$395		6gr-12gr
Various HS/College/Rec Centers	Basketball	19th Annual Great Lakes Invitational	Fairport/Rochester, NY	4	11/20-11/22	\$225	65	
Various Gyms	Basketball	The Adidas Headlinerz	Albany, NY	3	6/4-6/5	\$295	200	4gr-12gr
Various Gyms	Basketball	Southern Tier Showcase	Binghamton, NY	3	9/12-9/13	\$300		6gr-12gr
Various Gyms	Basketball	Hall of Fame Columbus Day Challenge	Bristol, RI	3	10/8-10/9	\$395		U10-12gr
Various Gyms	Basketball	Round Ball Classic	Bronx, NY	3	9/11-9/12	\$325		2gr-12gr
Various Gyms	Basketball	Buffalo Storm Invitational	Buffalo, NY	4	4/2-4/3	\$375	150	4gr-12gr
Various Gyms	Basketball	Buffalo Jamfest	Buffalo, NY	4	4/22-4/24	\$325	200	3gr-12gr
Various Gyms	Basketball	Buffalo Summer Classic	Buffalo, NY	3	6/3-6/5	\$325	150+	4gr-12gr
Various Gyms	Basketball	Souther Tier Showdown	Johnson City, NY	3	5/13-5/14	\$275		4gr-12gr
Various Gyms	Basketball	NE Fall Brawl	Metro West, MA	3	10/10-10/11	\$250		4gr-12gr
Various Gyms	Basketball	NE Regional Showcase powered by Coaches Choice USA	Montclair, Madison, Newark, NJ, NY	3	4/30-5/1	\$350	152	3GR-12GR
Various Gyms	Basketball	RAP Rochester Rumble	Rochester, NY	3	4/23-4/24	\$395	100+	U10-U19
Various Gyms	Basketball	5th annual runbe on the rock	Staten Island, NY	4	5/21-5/22	\$325	100+	4gr-12gr
Various Gyms	Basketball	Warrior CNY Slamfest	Syracuse, NY	3	4/9-4/10	\$325	90	4gr-12gr
Various Gyms	Basketball	XGEN Revolution	West Seneca, NY	3	11/12-11/13	\$200		3gr-8gr
Various	Basketball	Battle of 190	Rochester, NY	3	4/30-5/1	\$300	100+	U10-U17
Utica Area Venues and Schools	Basketball	Ballin for gold Showcase II	Utica, NY		6/15-6/16			
United Sports, Wyndcroft School	Basketball	East Coast Regionals	Downington, PA	3	5/6-5/7	\$275	69	4gr-11gr
United Sports	Basketball	Easter Shootout PA	Downington, PA	2	4/14-4/15	\$200	29	4gr-11gr
United Sports	Basketball	UA Mid Atlantic Regional Showcase	Downington, PA	3	4/22-4/23	\$295		3gr-12gr

APPENDIX – REGIONAL FACILITIES

Entertainment Facilities	Location	Drive Time (Minutes)	Seating Capacity	Assets/Amenities
Meridian Centre	St. Catherines, ON	25	5,300	sports and entertainment arena, concessions, meeting space
Buffalo Convention Center	Buffalo, NY	36	7,000	main ballroom, flex rooms, kitchen, restrooms, lounge, exhibition floor, theater
Paramount Fine Foods Centre	Mississauga, ON	80	5,000	indoor turf, fitness center, indoor courts, 4 ice rinks
CAA Centre - Sports and Entertainment Complex	Brampton, ON	82	5,000	4 NHL size rinks, including a spectator bowl with a seating capacity of 5,000 and a full service 250-seat restaurant that overlooks the three community rinks.
Coca-Cola Coliseum	Toronto, ON	84	7,779	main ice rink arena, flex space
Meridian Hall	Toronto, ON	90	3,172	main theater, meeting rooms, lobby, lounges
The Sleeman Centre	Guelph, ON	92	5,100	main ice rink arena, flex space, food and beverage
Kitchener Memorial Auditorium	Kitchener, ON	93	7,131	main ice rink twin ice pads, and flex spaces
Blue Cross Arena	Rochester, NY	108	12,428	ice rink/ arena space, concessions, flex space, offices, party deck
The Dome Arena	Henrietta, NY	112	4,086	main exhibit space, temporary courts, flex rooms
Erie Insurance Arena	Erie, PA	150	9,360	multi-purpose arena, flex rooms, food and beverage