

THE GREATER BOISE AUDITORIUM DISTRICT

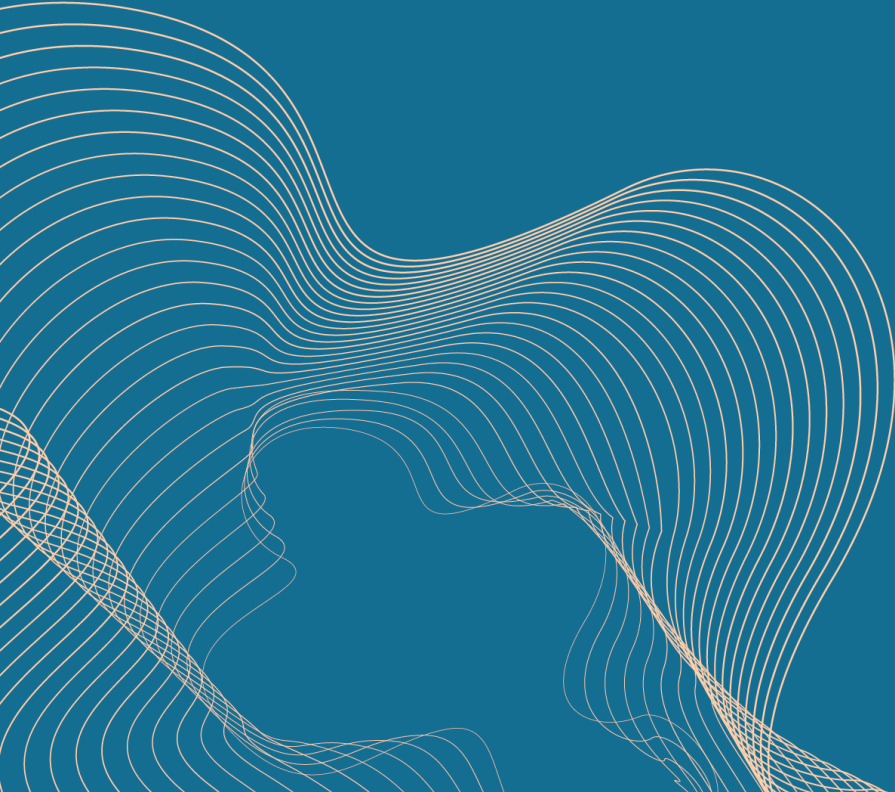
Market and Feasibility Study

Presentation of Findings

Presented by Johnson Consulting
October 16, 2025

Agenda

- Introduction and Executive Summary
- Current Conditions
- Key Market Factors
- Benchmarking Analysis
- Feasibility Assessment and Recommendations
- Projections and Impacts
- Next Steps
- Discussion



An abstract graphic on the left side of the slide, consisting of numerous thin, white, wavy lines that flow and curve across the frame, creating a sense of movement and depth against the solid blue background.

Introduction and Executive Summary

Project Goals

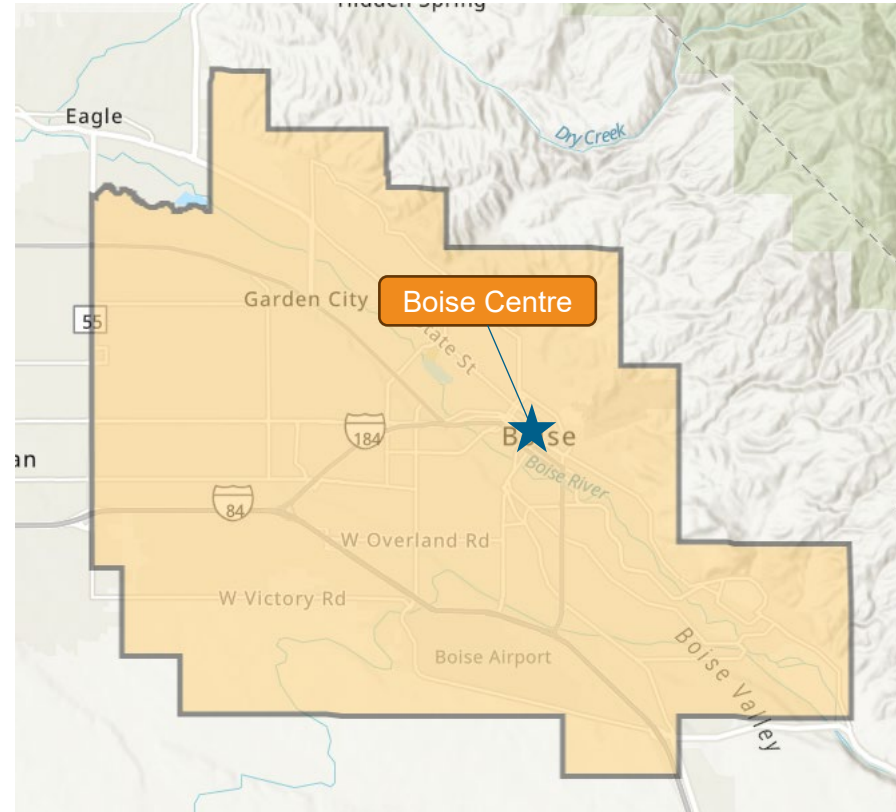
Optimize Boise Centre

- Physical changes?
- Expansion?

Explore Other Facility Opportunities

- Sister events facility?
- Multi-purpose sports facility?
- Performing arts facility?

The Auditorium District and Boise Centre



Study Process

Market & Historical Operations
Analysis



Key Stakeholder Engagement
(35 stakeholder groups)



Industry Trends



Benchmarking & Case Studies



Executive Summary



Boise Centre is at capacity

- Highly successful operation
- Limited by date availability, size, and hotel inventory



Greater Boise market is very strong

- Rapid population and income growth
- Strong economy and educational attainment



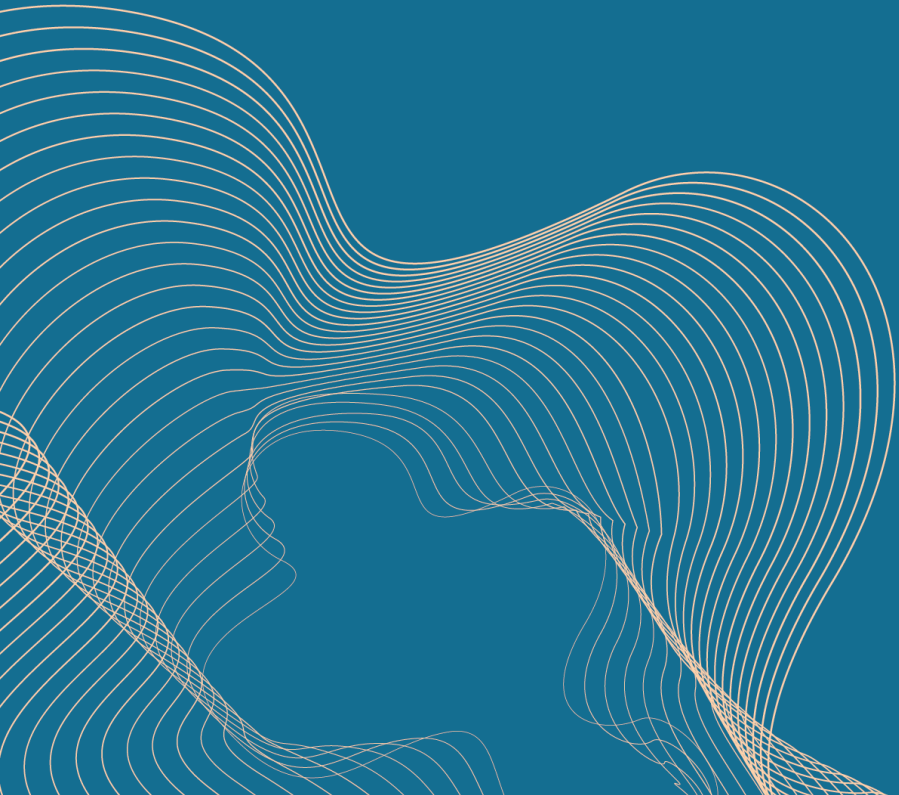
Significant facility gaps relative to comparable markets

- Exhibit space
- Indoor sports complex
- Civic performing arts center



Opportunities for GBAD to make strategic investments

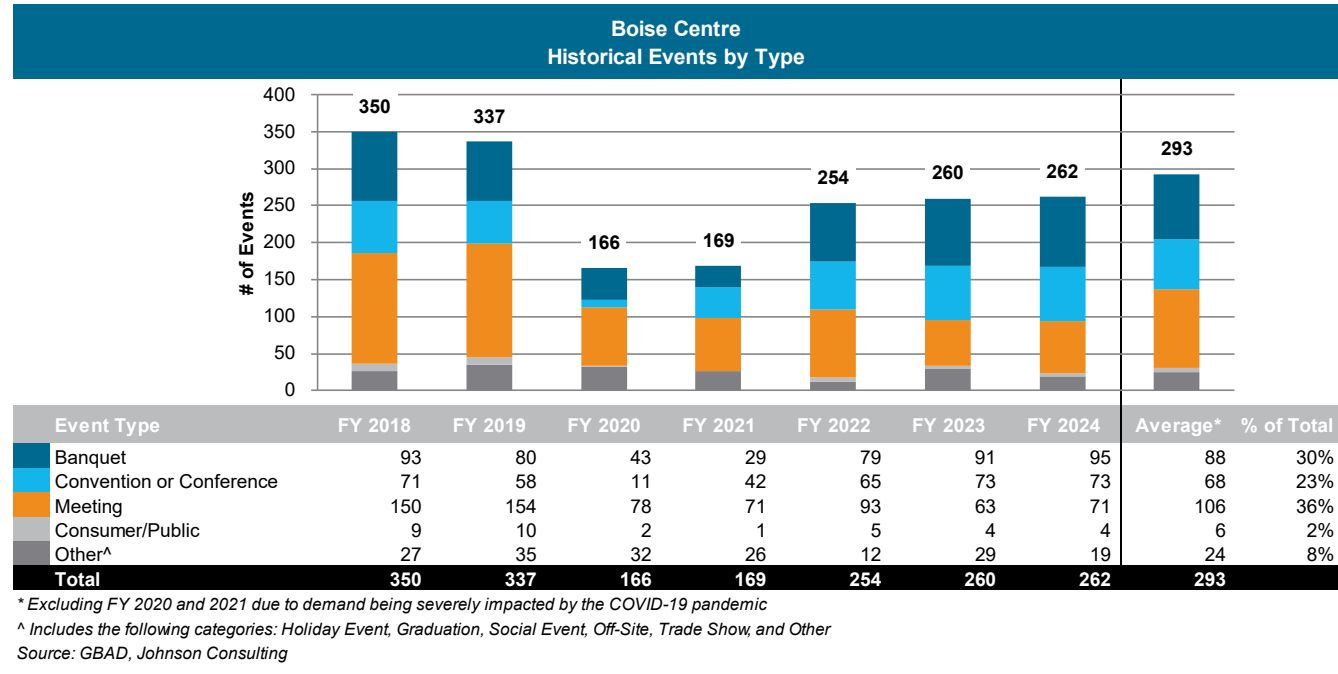
- More convention space / Boise Centre expansion
- Indoor sports / multipurpose facility



Current Conditions

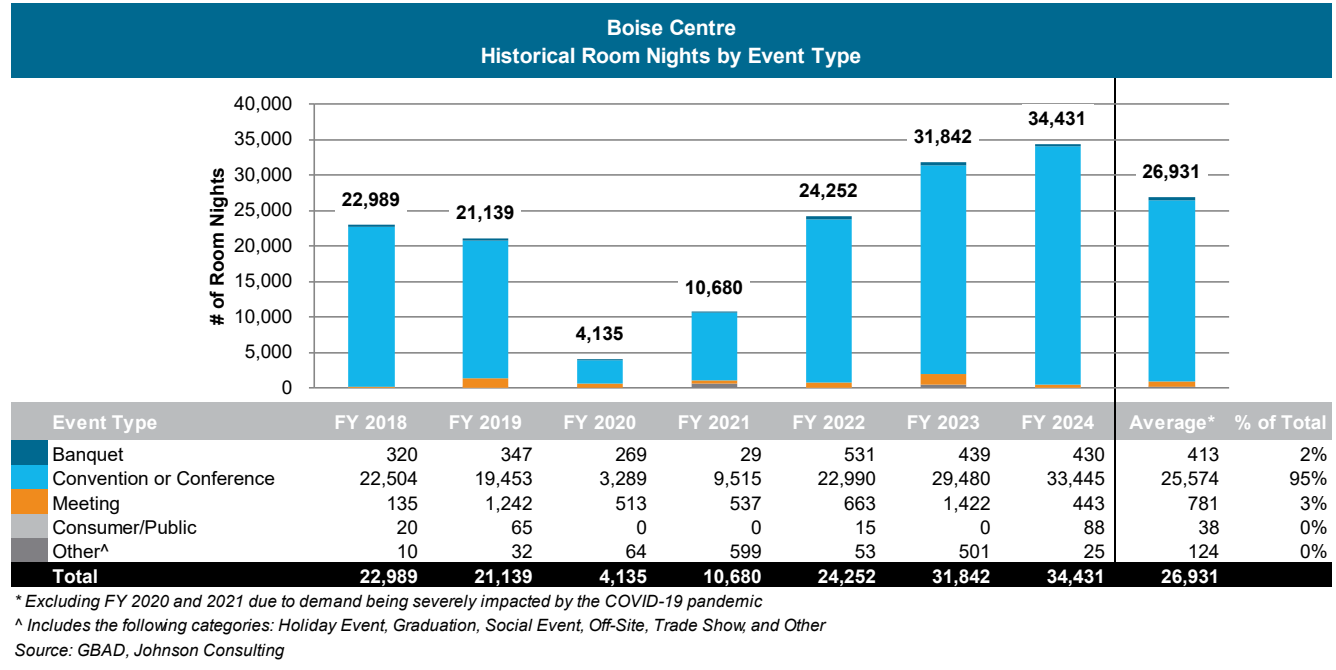
Shifting Operational Strategy

Success metric has shifted from total utilization to revenue & economic impact



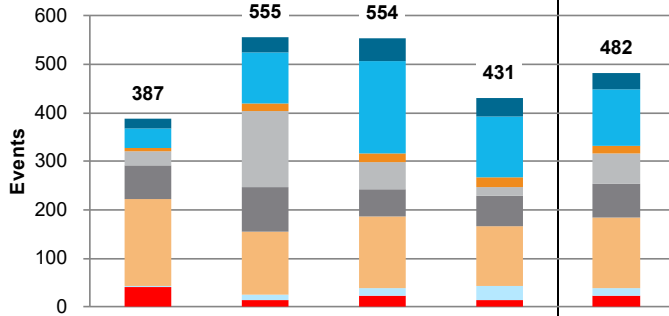
Shifting Operational Strategy

Fewer local meetings and more conventions/conferences have led to a **50% uptick in room nights**



Limitations and Lost Business

Boise Centre
Historical Lost Events by Reason



Date availability is Boise Centre's most significant constraint

Reason	FY 2021	FY 2022	FY 2023	FY 2024	Average	% of Total
Boise Centre Costs	20	30	48	39	34	7%
Dates Not Available At Boise Centre	40	105	190	124	115	24%
Boise Centre Not Large Enough	7	16	18	21	16	3%
Boise Centre Did Not Pursue	29	158	55	17	65	13%
Client Chose Another Venue/ City	68	90	56	63	69	14%
Client Did Not Pursue	180	131	148	123	146	30%
Hotel Limitations	3	10	15	31	15	3%
Other	40	15	24	13	23	5%
Total	387	555	554	431	482	

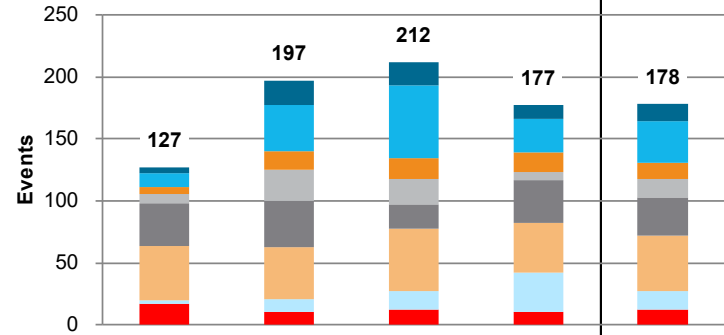
Source: GBAD, Johnson Consulting

Limitations and Lost Business



Facility size and hotel inventory are becoming more significant limiters, particularly for conventions and conferences

Boise Centre Historical Lost Convention or Conference Events by Reason



Reason	FY 2021	FY 2022	FY 2023	FY 2024	Average	% of Total
Boise Centre Costs	5	20	19	11	14	8%
Dates Not Available At Boise Centre	11	37	58	27	33	19%
Boise Centre Not Large Enough	5	15	17	16	13	7%
Boise Centre Did Not Pursue	8	25	21	6	15	8%
Client Chose Another Venue/ City	34	37	19	35	31	18%
Client Did Not Pursue	44	42	51	40	44	25%
Hotel Limitations	3	10	15	31	15	8%
Other	17	11	12	11	13	7%
Total	127	197	212	177	178	

Source: GBAD, Johnson Consulting

An abstract graphic on the left side of the slide, consisting of numerous thin, white, wavy lines that flow and curve across the blue background, creating a sense of movement and depth.

Key Market Factors

Strong Market Fundamentals but a Challenging Hospitality Environment

Economic and Demographic Indicators

- Rapidly growing population
- High levels of education attainment
- Stable economic base

Significant Facility Gaps

- Boise Centre is undersized and at capacity
- Limited local event space
- No indoor sports complex
- Performing arts space is challenging

Hotel Market

- Strong occupancy and ADR
- Limited downtown inventory, though new AC/ Element will help

An abstract graphic consisting of numerous thin, white, wavy lines that flow from the left side of the frame towards the center. The lines are layered and overlapping, creating a sense of depth and movement. The background is a solid, medium-blue color.

Benchmarking Analysis

Benchmark Markets & Facilities



Spokane, WA

- Spokane Convention Center
- The Podium



Salt Lake City, UT

- Salt Palace Convention Center
- Miller Arts Center (In Design)
- Western Sports Park



Des Moines, IA

- Iowa Events Center



Madison, WI

- Monona Terrace Community and Convention Center
- Overture Center for the Arts

Key Observations



Boise compares very favorably in terms of size, wealth, and growth trajectory



However, it is undersupplied in convention and indoor sports space



Downtown hotel environment is performing well, but limited inventory and high occupancy/ rate are challenging for conventions



Air lift is comparable to benchmarks, though east coast access is a challenge



Feasibility Assessment and Recommendations

Studied Products are Market Feasible, but Not All Recommended for GBAD

Greater Boise Auditorium District Assessment of Product Opportunity Feasibility			
Product Opportunity	Market Feasible?	Recommended for GBAD?	Recommended Program
Additional convention space/ expansion of Boise Centre	✓	✓	100,000 SF expo hall; 40,000 SF ballroom; 20,000 SF meeting rooms
Local-use event facility to complement Boise Centre	✓	✓	30,000 SF ballroom/ flex hall; 5,000 SF breakout space; catering kitchen
Multi-purpose indoor sports facility	✓	✓	10 basketball or 20 volleyball court capacity (~100,000 SF); support spaces & concessions
Performing arts center	✓	?	1,200-seat main auditorium; 300-seat studio/ flex theatre; hospitality & support spaces
Baseball stadium event space	✓	?	30,000 SF ballroom/ flex hall; 5,000 SF breakout space; catering kitchen

Source: Johnson Consulting

Page 97

Additional Convention Space and Indoor Sports Complex are Key Opportunities

Boise Centre Summary of Recommended Expansion

	Existing (SF)	Recommended Additional (SF)	Total SF After Expansion (rounded)
Exhibit Hall	0	100,000	100,000
Ballroom	42,161	40,000	82,200
Meeting Rooms	21,612	20,000	41,600
Total Function SF	63,773	160,000	223,800

Source: Boise Centre, Johnson Consulting

Page 98



Creates Additional Date Availability



Enables Larger Events



Generates Economic Impact

Additional Convention Space and Indoor Sports Complex are Key Opportunities

Multi-Purpose Indoor Sports Complex Recommended Program of Spaces

Space	Size
Multipurpose Hall	100,000 SF (10 Basketball or 20 Volleyball Courts)
Breakout spaces	10,000 SF
Catering Kitchen	-
Pre-function & BOH Space	-

Source: Johnson Consulting

Page 101



Allows Boise to
Compete in Sports
Tourism Market



Drives Weekend
Visitation



Flexible,
Opportunities for
Local Use

Local Event Space is Viable but Lower Priority

Local-Use Event Space Recommended Program of Spaces

Space	Size
Ballroom/ Flex Hall	30,000 SF
Breakout spaces	5,000 SF
Catering Kitchen	-
Pre-function & BOH Space	-

Source: Johnson Consulting

Page 100



Creates Additional
Date Availability at
Boise Centre



Supports Local
Community Use



Possibility for
Positive Income

Ballpark opportunity could fill local space need, but downtown location is preferred due to synergies with Boise Centre and other assets

Civic Performing Arts Center is Needed but Challenging for GBAD

Performing Arts Center Recommended Program of Spaces

Space	Size
Primary Performance Hall	1,200 Seats
Studio/ Flex Theater	300 Seats (5,000 SF)
Catering Kitchen	-
Hospitality/ Event Space	-
Pre-function & BOH Space	-

Source: Johnson Consulting

Page 102



Clear demand from local arts groups and community



Supports continued community growth and development



Very expensive and limited room-night generation

GBAD's participation may be viable if other major capital and operational funding is secured from other sources

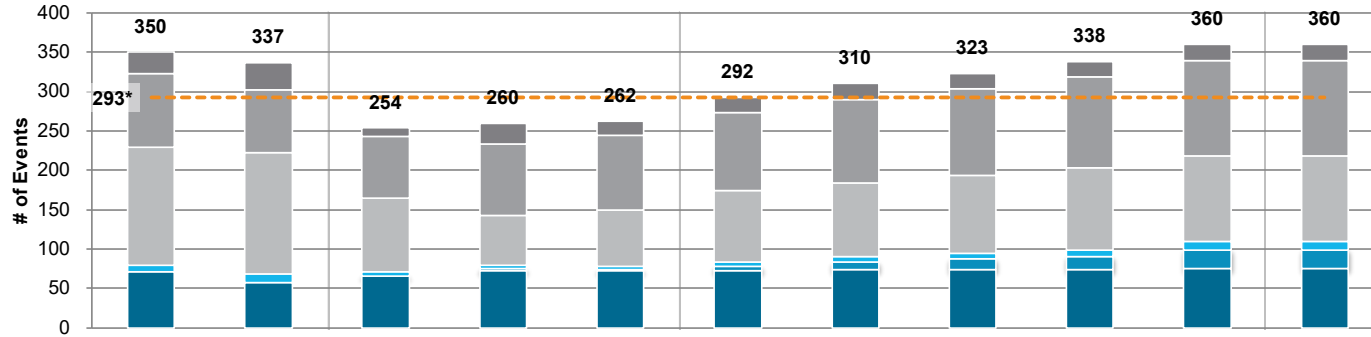
Hybrid performance hall / ballroom may be a strong solution to maximize utilization and revenue and bring in funding partners

An abstract graphic consisting of numerous thin, white, wavy lines that flow from the left side of the frame towards the center. The lines are layered and overlapping, creating a sense of depth and movement. The background is a solid, medium-blue color.

Projections and Impacts

Significant Projected Event and Attendance Growth for Expanded Boise Centre

Boise Centre
Historical and Projected Events by Type



360
Annual
Events (Y5)

Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Year 4 FY 2030	Year 5 FY 2031	Year 10 FY 2036
Convention or Conference	71	58	65	73	73	73	74	74	74	75	75
Trade Show	0	0	1	2	1	5	9	13	16	24	24
Consumer/Public	9	10	5	4	4	6	7	8	9	10	10
Meeting	150	154	93	63	71	90	95	99	104	109	109
Banquet	93	80	79	91	95	100	105	110	115	121	121
Other^	27	35	11	27	18	19	21	19	20	20	20
Total	350	337	254	260	262	292	310	323	338	360	360

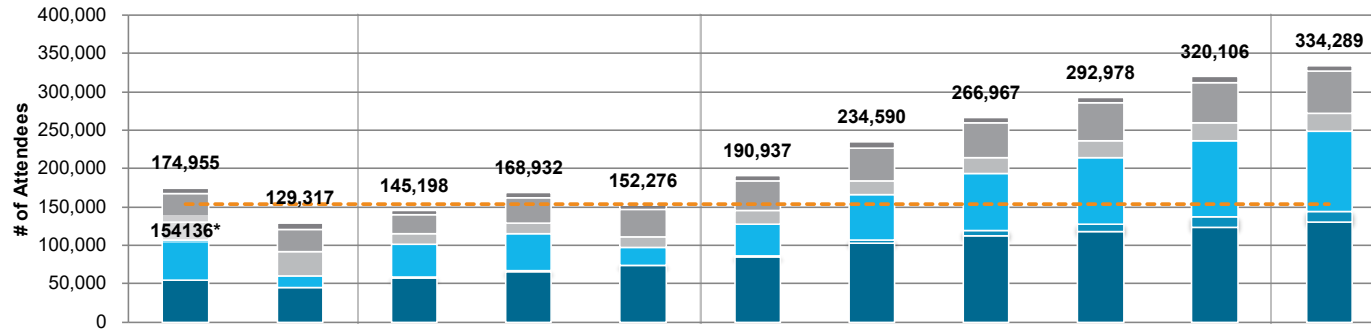
*Reflecting average of historical fiscal years shown. FY 2020 and 2021 are excluded due to demand being severely impacted by the COVID-19 pandemic

^Includes the following categories: Holiday Event, Graduation, Social Event, Off-Site, and Other

Source: GBAD, Johnson Consulting

Significant Projected Event and Attendance Growth for Expanded Boise Centre

Boise Centre
Historical and Projected Attendance by Event Type



320k

Annual Attendance (Y5)

Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Year 4 FY 2030	Year 5 FY 2031	Year 10 FY 2036
Convention or Conference	54,770	44,995	57,828	66,001	73,337	84,338	102,591	112,851	118,493	123,697	130,007
Trade Show	0	0	340	625	350	2,013	4,347	6,907	8,926	13,790	14,494
Consumer/Public	52,489	15,696	42,775	49,000	24,200	41,745	58,443	73,471	86,788	99,324	104,390
Meeting	23,684	31,135	13,987	13,571	12,949	17,235	18,821	20,354	21,800	23,118	23,702
Banquet	36,058	28,184	24,457	32,240	35,488	39,126	42,725	46,207	49,488	52,482	53,807
Other [^]	7,954	9,307	5,811	7,495	5,952	6,481	7,663	7,177	7,484	7,695	7,889
Total	174,955	129,317	145,198	168,932	152,276	190,937	234,590	266,967	292,978	320,106	334,289

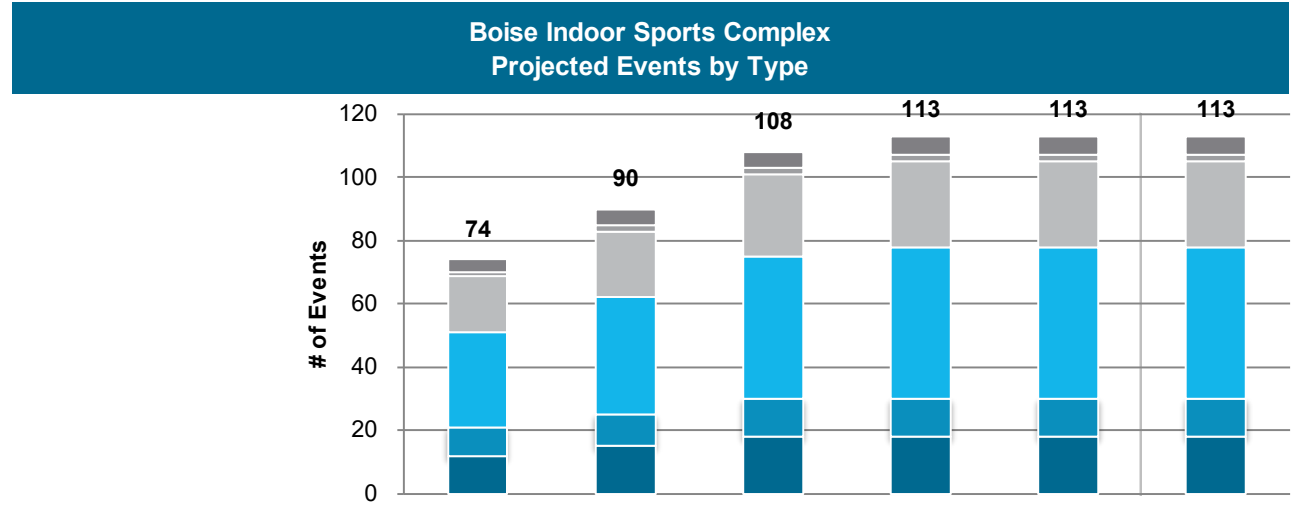
^{*}Reflecting average of historical fiscal years shown. FY 2020 and 2021 are excluded due to demand being severely impacted by the COVID-19 pandemic

[^] Includes the following categories: Holiday Event, Graduation, Social Event, Off-Site, and Other

Source: GBAD, Johnson Consulting

Tournaments Expected to Drive Majority of Sports Complex Demand

113
Annual Events (Y5)



Event Type	Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Year 4 FY 2030	Year 5 FY 2031	Year 10 FY 2036
Tournaments - Regional	12	15	18	18	18	18
Tournaments - Local	9	10	12	12	12	12
Leagues	30	37	45	48	48	48
Camps/ Clinics/ Lessons	18	21	26	27	27	27
Special Events	1	2	2	2	2	2
Consumer Show/ Public Events	4	5	5	6	6	6
Total	74	90	108	113	113	113

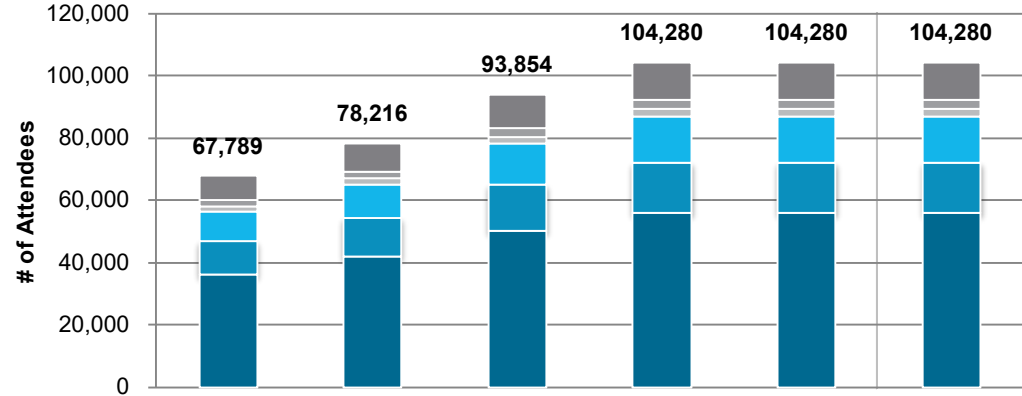
Source: GBAD, Johnson Consulting



Tournaments Expected to Drive Majority of Sports Complex Demand

104k
Annual Attendance (Y5)

**Boise Indoor Sports Complex
Projected Attendance by Event Type**



Event Type	Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Year 4 FY 2030	Year 5 FY 2031	Year 10 FY 2036
Tournaments - Regional	36,288	41,870	50,243	55,825	55,825	55,825
Tournaments - Local	10,677	12,320	14,783	16,425	16,425	16,425
Leagues	9,542	11,010	13,212	14,680	14,680	14,680
Camps/ Clinics/ Lessons	1,532	1,766	2,116	2,350	2,350	2,350
Special Events	1,950	2,250	2,700	3,000	3,000	3,000
Consumer Show/ Public Events	7,800	9,000	10,800	12,000	12,000	12,000
Total	67,789	78,216	93,854	104,280	104,280	104,280

Source: GBAD, Johnson Consulting

Boise Centre Estimated to See 123% Economic Impact Growth by Year 5

Stabilized Annual Impacts

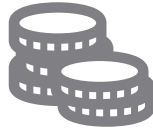


\$185.3M

Economic Impact

\$7.2M

Fiscal Impact



1,019

FTE Jobs Sustained



Boise Centre										
Estimated Annual Economic & Fiscal Impact from Convention Center Operations										
Economic Impact	Rate/ Assumption	FY 2022	FY 2023	FY 2024	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10
		FY 2022	FY 2023	FY 2024	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2036
1 Attendance		145,198	168,932	152,276	190,937	234,590	266,967	292,978	320,106	334,289
2 Attendee-Days		228,524	270,406	279,094	375,180	461,864	521,224	563,552	611,916	640,772
3 Room Nights		24,252	31,842	34,431	42,779	55,078	63,580	69,089	75,302	81,107
Spending Volume (\$000)										
4 On Site Spending (\$000)		\$8,931	\$10,725	\$11,996	\$15,047	\$17,579	\$19,707	\$21,728	\$24,219	\$28,702
Off Site Spending (\$000)										
5 On Lodging	\$180.00 (a)	\$4,115	\$5,565	\$6,198	\$8,414	\$11,158	\$13,267	\$14,849	\$16,670	\$20,815
6 On Food and Incidentals	\$40.00 (b)	8,616	10,501	11,164	16,399	20,793	24,170	26,916	30,103	36,543
7 On Car Rental/Rideshare/Taxi	\$20.00 (c)	457	618	689	935	1,240	1,474	1,650	1,852	2,313
8 Subtotal Off Site Spending (\$000)		\$13,188	\$16,684	\$18,050	\$25,748	\$33,191	\$38,911	\$43,416	\$48,626	\$59,671
9 Facility's Operation (\$000)		\$12,012	\$14,229	\$14,746	\$20,379	\$21,994	\$23,451	\$24,925	\$26,981	\$31,385
10 Total Direct Spending (\$000)		\$34,131	\$41,638	\$44,792	\$61,174	\$72,765	\$82,069	\$90,069	\$99,826	\$119,758
11 Indirect Spending (\$000)	0.373 of Line 10	12,740	15,542	16,720	22,835	27,161	30,634	33,620	37,262	44,702
12 Induced Spending (\$000)	0.483 of Line 10	16,492	20,119	21,644	29,560	35,160	39,656	43,522	48,236	57,868
13 Total Spending (\$000)		\$63,363	\$77,299	\$83,156	\$113,568	\$135,086	\$152,360	\$167,212	\$185,325	\$222,329
14 Increased Earnings (\$000)	0.545 of Line 10	\$18,615	\$22,709	\$24,430	\$33,364	\$39,686	\$44,761	\$49,124	\$54,445	\$65,316
15 Increased Employment (FTE)	12.550 of Line 10	454	538	562	703	811	888	947	1,019	1,054
Fiscal Impact										
16 State Sales Tax	6.00% of Line 10	\$2,048	\$2,498	\$2,688	\$3,670	\$4,366	\$4,924	\$5,404	\$5,990	\$7,186
17 State Lodging Tax	2.00% of Line 5	82	111	124	168	223	265	297	333	416
18 Greater Boise Auditorium District Hotel Tax	5.00% of Line 5	206	278	310	421	558	663	742	834	1,041
18 Total Tax Revenues		\$2,336	\$2,888	\$3,121	\$4,259	\$5,147	\$5,853	\$6,444	\$7,156	\$8,643

Notes:

a) Per Room Night (Line 2), based on 12-Month ADR for Downtown Hotels and adjusted to reflect preferable room block rates

b) Per Visitor-Day (Line 1), based on US GSA Per Diem minus on site food spending

c) Per Room Night (Line 2), based on Business Travel News Corporate Travel Index for Boise metro area

Source: IMPLAN, Johnson Consulting

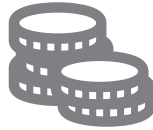
Indoor Sports Complex Projected for \$39M Annual Impact upon Stabilization

Stabilized Annual Impacts



\$39M
Economic Impact

\$1.6M
Fiscal Impact



213
FTE Jobs Sustained



Boise Indoor Sports Complex Estimated Annual Economic & Fiscal Impact from Operations

Economic Impact	Rate/ Assumption	Year 1 FY 2027	Year 2 FY 2028	Year 3 FY 2029	Year 4 FY 2030	Year 5 FY 2031	Year 10 FY 2036
1 Attendance		67,789	78,216	93,854	104,280	104,280	104,280
2 Attendee-Days		143,888	166,008	199,176	221,294	221,294	221,294
3 Room Nights		18,143	23,726	27,913	27,913	27,913	27,913
Spending Volume (\$000)							
4 On Site Spending (\$000)		\$1,627	\$1,795	\$1,929	\$2,053	\$2,142	\$2,501
Off Site Spending (\$000)							
5 On Lodging	\$146.00 (a)	\$2,895	\$3,899	\$4,724	\$4,866	\$5,012	\$5,810
6 On Food and Incidentals	\$40.00 (b)	6,289	7,474	9,236	10,569	10,887	12,620
7 On Car Rental/Rideshare/Taxi	\$20.00 (c)	397	534	647	667	687	796
8 Subtotal Off Site Spending (\$000)		\$9,580	\$11,907	\$14,607	\$16,102	\$16,585	\$19,227
9 Facility's Operation (\$000)		\$1,931	\$2,049	\$2,110	\$2,173	\$2,238	\$2,595
10 Total Direct Spending (\$000)		\$13,138	\$15,750	\$18,647	\$20,328	\$20,966	\$24,322
11 Indirect Spending (\$000)	0.372 of Line 10	4,892	5,865	6,943	7,569	7,807	9,057
12 Induced Spending (\$000)	0.490 of Line 10	6,436	7,715	9,134	9,957	10,270	11,914
13 Total Spending (\$000)		\$24,466	\$29,330	\$34,724	\$37,854	\$39,042	\$45,293
14 Increased Earnings (\$000)	0.553 of Line 10	\$7,264	\$8,708	\$10,309	\$11,239	\$11,591	\$13,447
15 Increased Employment (FTE)	12.477 of Line 10	150	175	201	212	213	213
Fiscal Impact							
16 State Sales Tax	6.00% of Line 10	\$788	\$945	\$1,119	\$1,220	\$1,258	\$1,459
17 State Lodging Tax	2.00% of Line 5	58	78	94	97	100	116
18 Greater Boise Auditorium District Hotel Tax	5.00% of Line 5	145	195	236	243	251	291
19 Total Tax Revenues		\$991	\$1,218	\$1,450	\$1,560	\$1,609	\$1,866

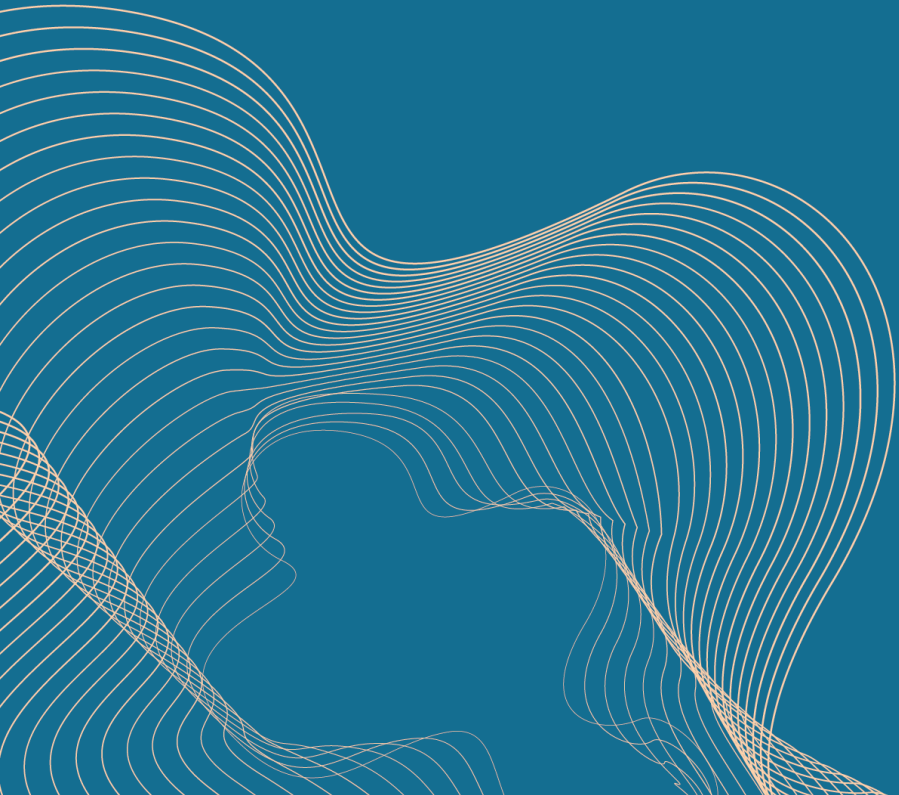
Notes:

a) Per Room Night (Line 2), based on 12-Month ADR for GBAD

b) Per Visitor-Day (Line 1), based on US GSA Per Diem minus on site food spending

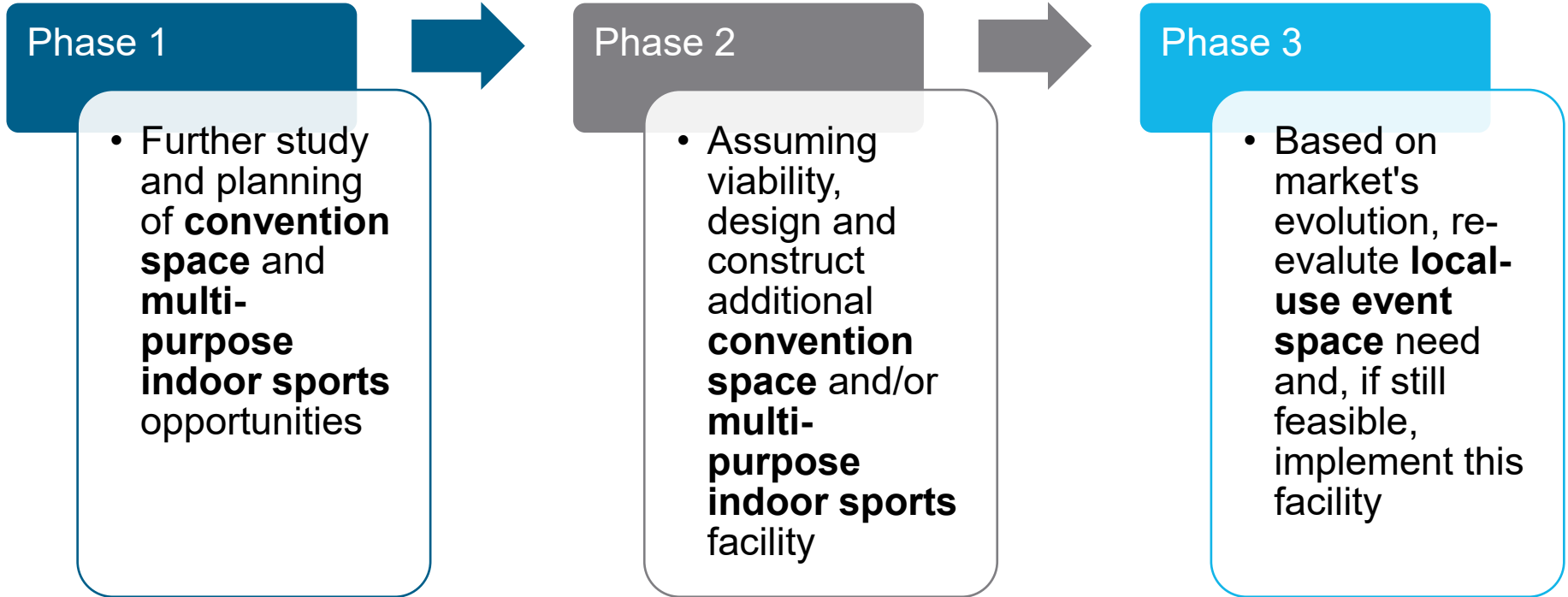
c) Per Room Night (Line 2), based on Business Travel News Corporate Travel Index for Boise metro area

Source: IMPLAN, Johnson Consulting



Next Steps

Recommended Implementation Sequence



Other Key Considerations for Convention Space and Indoor Sports Facility

Site

Additional convention space downtown, ideally as an expansion of Boise Centre

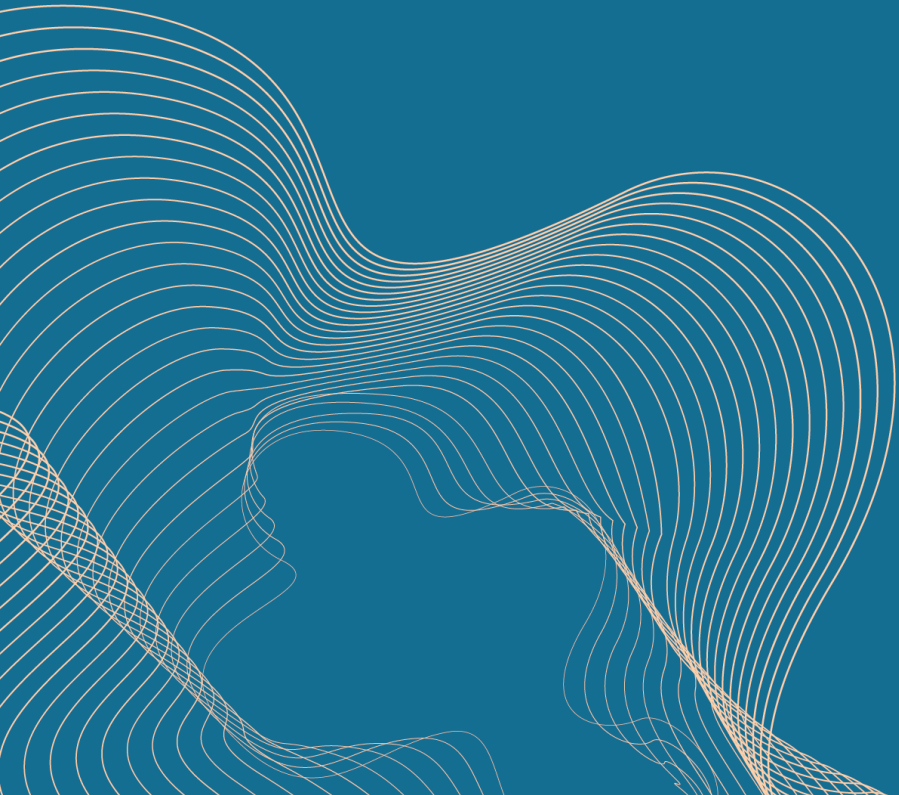
Indoor sports facility can be outside of downtown, but nearby is preferred

Funding

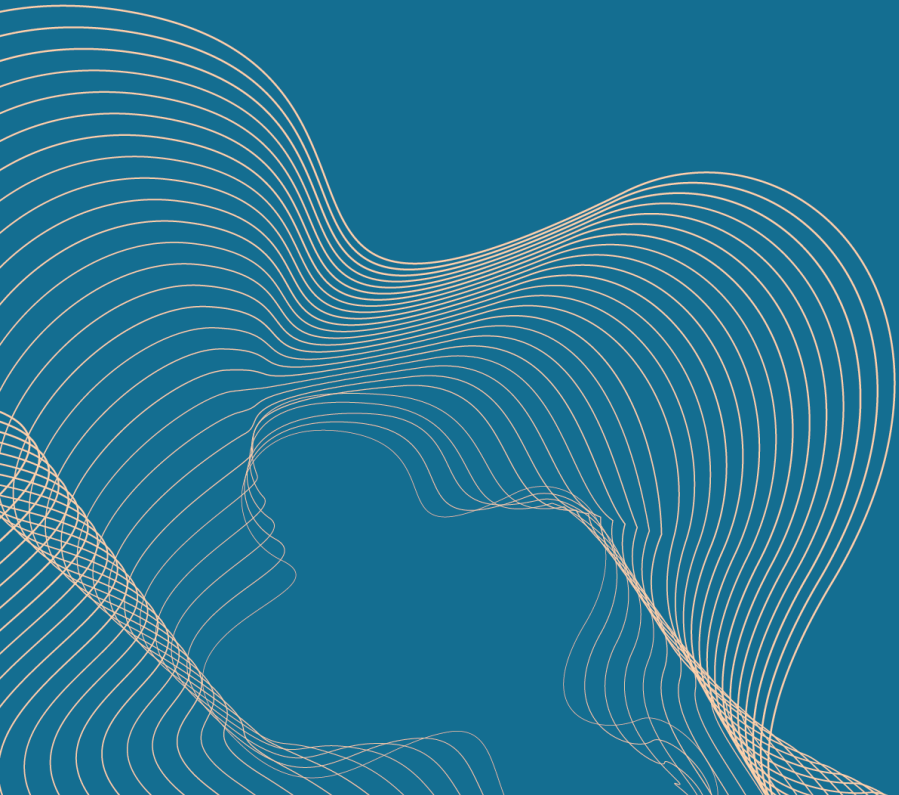
Both product opportunities will require funding in excess of GBAD's cash on hand

Careful planning needed for financially sustainable execution

Funding partners are recommended



Discussion



Thank You