Boise Centre Expansion Scenario Analysis

SUBMITTED TO
Greater Boise Auditorium District

SUBMITTED BY
C.H. Johnson Consulting, Inc.

June 1, 2026

JOHNSON CONSULTING
Experts in Convention, Hospitality, Sport and Real Estate Consulting.

TRANSMITTAL LETTER

June 1, 2026

Mr. Cody Lund

Greater Boise Auditorium District | 850 W. Front St. Boise, ID 83702

Re: Boise Centre Expansion Scenario Analysis

Dear Mr. Lund:

C.H. Johnson Consulting, Inc. (Johnson Consulting) is pleased to submit this DRAFT memo to the Greater Boise Auditorium District (GBAD) regarding the planned expansion of the Boise Centre. Pursuant to our engagement, this memo summarizes key findings from our analysis, which explores three scenarios of expansion and compares them with the initial recommendations summarized in Johnson Consulting's Market & Feasibility Study report submitted to GBAD in October of 2025.

Johnson Consulting has no responsibility to update this memo for events, plan modifications, and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions, which can result in differences between projected results and actual results. Because events and circumstances frequently do not occur as expected, those differences may be material.

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

Sincerely,

C.H. Johnson Consulting, Inc.

C.H. Johnson Consulting, Inc.

1. OVERVIEW OF EXPANSION SCENARIOS

Building off of the initial recommendations documented in Johnson Consulting's October 2025 Market and Feasibility Study submitted to the Greater Boise Auditorium District (GBAD), three scenarios are further explored for the planned Boise Centre expansion, summarized in Figure 1-1 on the next page.

As shown, Scenario 1 would result in 163,800 square feet of function space, while Scenario 2 would result in 113,800 square feet of function space. When combined with the existing building, Scenario 3 would result in the same square footage as the initial full build-out recommendation (223,800 square feet) but spread across two separate buildings. Furthermore, it is assumed that the demand strategy for the off-site facility in Scenario 3 would include Indoor Sports Tournaments due to its large contiguous square footage, lack of on-site breakoff spaces in Phase 1, and relatively advantageous location (as compared to the density of Boise's downtown core).

Figure 1-1

Boise Centre
Summary of Recommended Expansion

		Initial Recommendation		Scenario 1		Scenario 2		Scenario 3 (on another location, phased*)		
	Existing (SF)	Recommend-ed Additional (SF)	Total SF After Expansion (rounded)	Recommend-ed Additional (SF)	Total SF After Expansion (rounded)**	Recommend-ed Additional (SF)	Total SF After Expansion (rounded)**	Recommended Additional Phase 1 (SF)	Recommended Additional Phase 2 (SF)	Total SF After Expansion (rounded)**
Exhibit Hall	0	100,000	100,000	60,000	60,000	50,000	50,000	100,000	0	100,000
Exhibit Hall on 2nd Fl.	na	na	na	40,000	40,000	na	na	na	na	na
Ballrooms	42,161	40,000	82,200	0	42,200	0	42,200	0	40,000	82,200
Meeting Rooms	21,612	20,000	41,600	0	21,600	0	21,600	0	20,000	41,600
Total Function SF	**63,773**	**160,000**	**223,800**	**100,000**	**163,800**	**50,000**	**113,800**	**100,000**	**60,000**	**223,800**

**Ballroom and Meeting Rooms are developed in 2nd phase, opening in Year 7.*

***Including existing Boise Centre square footage*

Source: Boise Centre, Johnson Consulting

SCENARIO 1 – EXPANDING BOISE CENTRE TO ADD A MULTI-STORY (STACKED) EXHIBIT HALL

This scenario would achieve the 100,000 square feet of additional exhibit space recommended in our October 2025 Market and Feasibility Study and assumes no additional function space. In this scenario, 60,000 square feet of exhibit space would be housed on the first floor, and 40,000 square feet on the second.

Note that this recommended division of square footage by floor for the exhibit hall was influenced by multiple factors. The first is that 40,000 square feet (i.e., the second floor of the stacked exhibit hall) is typically considered a minimum size for a space to function as an exhibit hall – smaller than that, it is less competitive for many large-scale events. The second is that the gap in exhibit space offerings within the regional market lies between 31,200 square feet (at the Ford Idaho Center) and 75,000 square feet (at Expo Idaho), or above 75,000 square feet (which would be achieved by the 100,000 square foot contiguous exhibit hall per the initial recommendation). Given the inconveniences associated with multi-story exhibit spaces – load-in/ load-out challenges, additional labor costs for show organizers, and possible limitations on putting heavy equipment on upper floors (depending on construction specifications) – it would be critical that the stacked spaces be meaningfully differentiated from existing market offerings in order to optimally compete for events.

Figure 1-2 shows the inventory of convention and event centers within a 180-minute drive-time catchment.

Figure 1-2

Convention/Event Center Inventory
180-Minute Drive-Time Catchment

Facility	Type	Largest SF	Total SF	City	Distance from Boise Centre (mi)
Boise Centre	Convention Center	24,426	86,000	Boise	0
The Grove Hotel	Hotel Ballroom	6,845	14,392	Boise	0.2
The Riverside Hotel Boise	Hotel Meeting Facility	9,120	18,653	Boise	1.7
Expo Idaho	Expo Center	75,000	138,350	Garden City	5
Oxford Suites Boise	Hotel Meeting Facility	3,300	6,000	Boise	6
Ford Idaho Center Arena	Arena	31,200	120000	Nampa	17
Nampa Civic Center – Banquet & Exhibit Hall	Banquet & Exhibit Hall	10,200	10200	Nampa	20
Snake River Event Center	Event Center	10,000	14,510	Idaho Falls	257

Source: Relevant Facilities, Johnson Consulting

SCENARIO 2 – EXPANDING BOISE CENTRE TO ADD A SINGLE-STORY EXHIBIT HALL

This scenario would see an expansion to add an exhibit hall of 50,000 square feet to the existing Boise Centre footprint, but likewise assumes no additional function space.

SCENARIO 3 – CONSTRUCTING A NEW EVENT FACILITY SLIGHTLY OUTSIDE OF BUT STILL ADJACENT TO THE EXISTING DOWNTOWN CORE

This scenario would ultimately achieve the recommended program elements from the initial Market & Feasibility Study, albeit in phases and spread across two buildings. The exhibit hall would be developed first in this scenario, followed by ballroom and meeting rooms to be completed in Year 7. Also of note is that we are assuming the existing Boise Centre building would be kept running and used, in tandem with the new off-site facility, to co-host events. The projections for Scenario 3 reflect combined demand and financial performance for the existing Boise Centre space and the off-site facility.

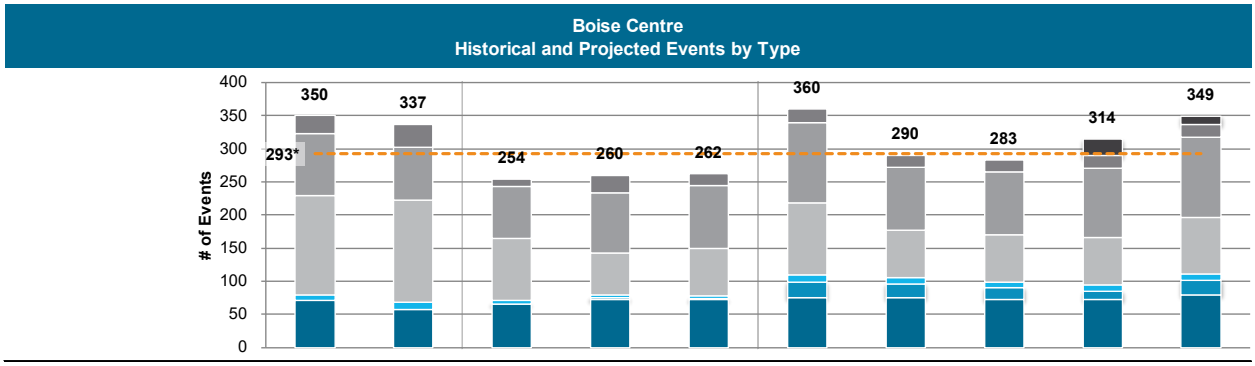
2. KEY FINDINGS

The following figures summarize the key findings of this analysis and compare them with those of the initial recommendations.

EVENTS

Figure 2-1 summarizes and compares the projected event demand for the expanded Boise Centre per Initial Recommendation, Scenario 1, and Scenario 2 in Year 5 (assumed to be FY 2031), and Scenario 3 in Year 5 and Year 10 (FY 2036). As shown, in Year 5, the expanded facility is projected to accommodate 360 events per Initial Recommendation, 290 events in Scenario 1, 283 events in Scenario 2, and 314 events in Scenario 3 Phase 1 (which assumes no ballroom or breakout space), growing to 349 events in Year 10 for Scenario 3 Phase 2.

Figure 2-1



Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Initial Recommendation Year 5 FY 2031	Scenario 1 Year 5 FY 2031	Scenario 2 Year 5 FY 2031	Scenario 3 Phase 1 Year 5 FY 2031	Scenario 3 Phase 2 Year 10 FY 2036
Convention or Conference	71	58	65	73	73	75	75	73	73	80
Trade Show	0	0	1	2	1	24	21	18	12	21
Consumer/Public	9	10	5	4	4	10	10	8	10	10
Meeting	150	154	93	63	71	109	71	71	71	85
Banquet	93	80	79	91	95	121	95	95	104	121
Other^	27	35	11	27	18	20	18	18	20	20
Indoor Sports Tournaments	na	na	na	na	na	na	na	na	24	12
Total	**350**	**337**	**254**	**260**	**262**	**360**	**290**	**283**	**314**	**349**

**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

Notes regarding the specific performance of the various scenarios by event category relative to the projections associated with the Initial Recommendation are summarized below:

SCENARIO 1

- We would anticipate a similar volume of Convention or Conference and Consumer/Public Show events, with the opportunity to leverage multiple exhibit hall spaces ameliorating the lower volume of contiguous space relative to the Initial Recommendation.
- We project Trade Show events being somewhat lower in volume as these are typically most reliant upon having a large contiguous exhibit hall to accommodate the focal point of the event (i.e., the trade show floor itself). Additionally, these events often have large or heavy exhibits, and the multi-floor scheme reflected in Scenario 1 would introduce particular cost and challenge.
- We project essentially no growth in the volume of Meetings, Banquets, and Other events relative to FY 2024 levels as these events typically do not use exhibit hall spaces, and thus would be minimally impacted by the new facility. Note that, as is discussed later in

this report, we do anticipate some growth in the average size of banquets able to be accommodated at the facility due to the ability to host them, in some cases, in the exhibit hall spaces. However, we do not see this ability contributing significantly to a higher volume of banquet events as 1) exhibit hall spaces are not typically preferred for banquets and 2) the exhibit hall spaces would primarily be occupied (in our estimation) by additional Trade Show and Consumer/Public Show events.

SCENARIO 2

- We project the volume of Convention or Conference events to stay relatively consistent with Boise Centre's FY2024 performance. Though the facility would be able to host larger events (which is reflected in the attendance numbers presented later in this report), it is anticipated that many of the larger existing Convention or Conference events currently hosted by Boise Centre would essentially expand to use the exhibit hall, and some new, larger Convention or Conference events would be brought in, while smaller existing events are shifted out of the facility's demand calendar. The Exhibit Hall in this scenario is not large enough to be divided into multiple significant exhibit hall spaces, so the degree of relief for Boise Centre's date availability would be limited relative to the Initial Recommendation, thus limiting event volume growth opportunities.
- Similar to Scenario 1, we project Trade Show events to be somewhat lower in volume relative to the Initial Recommendation, with Scenario 2 reflecting fewer such events than Scenario 1 due to the lower exhibit hall size. The same applies to consumer shows in this Scenario, which would also be constrained by the limited exhibit hall size.
- Similar to Scenario 1, we project essentially no growth in the volume of Meetings, Banquets, and Other events relative to FY 2024 levels as these events typically do not use exhibit hall spaces, but do anticipate some growth in the average size of banquets given the ability to utilize a larger space (i.e., the new 50,000 SF exhibit hall).

SCENARIO 3

- In Phase 1 of Scenario 3 (which includes just the exhibit hall but no breakout space), we would anticipate little growth in the overall volume of Convention or Conference events, as planners for these events would likely see the lack of on-site breakout space as a considerable limitation. However, as discussed later in this report, we would see a higher

volume of average attendance for these events, with a handful of larger Conventions and Conferences utilizing the new off-site Exhibit Hall, allowing them to grow beyond what the current Boise Centre footprint enables. In Phase 2, we project growth beyond even the Initial Recommendation as, with on-site breakout spaces, the new facility could host its own Convention and Conference Events concurrently with the existing Boise Centre facilities, with the buildings also co-hosting certain events.

- In Phase 1, we project significant growth in Trade Shows relative to Boise Centre's FY 2024 levels given the dramatic increase in available exhibit space, with the preponderance of these events being Trade Shows which require little breakout space. However, this growth would still be less than the Initial Recommendation and Scenarios 1 and 2, due to the lack of on-site breakout space for the new facility in Scenario 3. Further growth would be anticipated upon adding that on-site breakout space in Phase 2.
- The new exhibit hall in Scenario 3 would be the largest such facility in the region. Thus, we anticipate it would capture the same volume of Consumer/ Public events (10) projected for the Initial Recommendation, particularly given that these events rarely require considerable breakout space. The Phase 2 addition of ballroom and meeting space to the off-site facility would not be expected to materially impact the volume of consumer shows hosted.
- Phase 1 of Scenario 3 is not projected to see any growth in the volume of Meetings accommodated, given that the off-site exhibit hall facility would not be functional for these events. Phase 2, however, does project for growth in this category, given the addition of ballroom and meeting room spaces at the new facility.
- Though exhibit hall spaces are not typically preferred for hosting Banquets, we do project some growth in the volume of Banquets in Phase 1 due to the availability of a larger space within GBAD's portfolio. This volume would be anticipated to further grow in Phase 2 with the additional ballroom and meeting space, reaching the same levels as in the Initial Recommendation.
- In contrast to the initial recommendation and the other modeled Scenarios, we would anticipate Scenario 3's build-out to be highly competitive for Indoor Sports Tournaments given the considerable gap in the market for facilities able to support such events. The presence of this category within Scenario 3's projected demand profile is due in part to

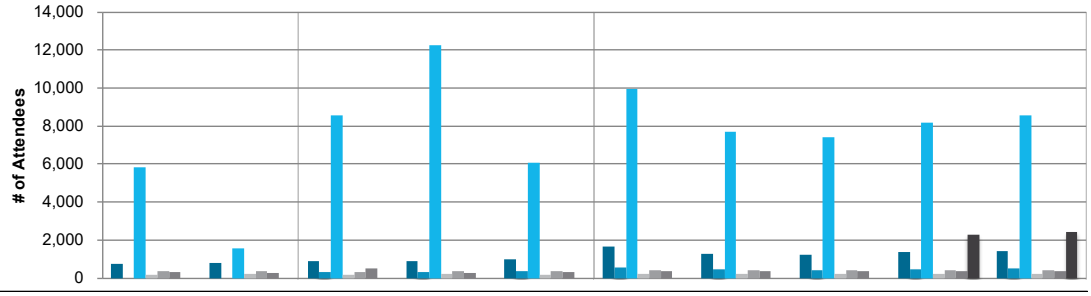
the off-site location being more ideal (in terms of accessibility and environment) for these events. However, the primary driving factor would be Phase 1's facility limitations – Indoor Sports Tournaments, like Consumer/Public events, have fairly low breakout space requirements and thus would be an ideal way to utilize and maximize the facility. We project the volume of these events to decline in Phase 2 due to other event types becoming more prominent within Scenario 3's demand strategy, as well as the possibility of another indoor sports facility being built in the market.

AVERAGE AND TOTAL ATTENDANCE

Figure 2-2 summarizes and compares the projected average attendance for the expanded Boise Centre per Initial Recommendation, Scenario 1, and Scenario 2 in Year 5; and Scenario 3 in Year 5 (Phase 1) and Year 10 (Phase 2). Figure 2-3 summarizes and compares the resulting total attendance. As shown, in Year 5, the expanded facility is projected to generate approximately 320,100 attendees per Initial Recommendation; 243,600 attendees per Scenario 1; 216,200 attendees per Scenario 2; and 305,750 attendees per Scenario 3 Phase 1 (growing to 315,300 attendees in Year 10 for Scenario 3 Phase 2).

Figure 2-2

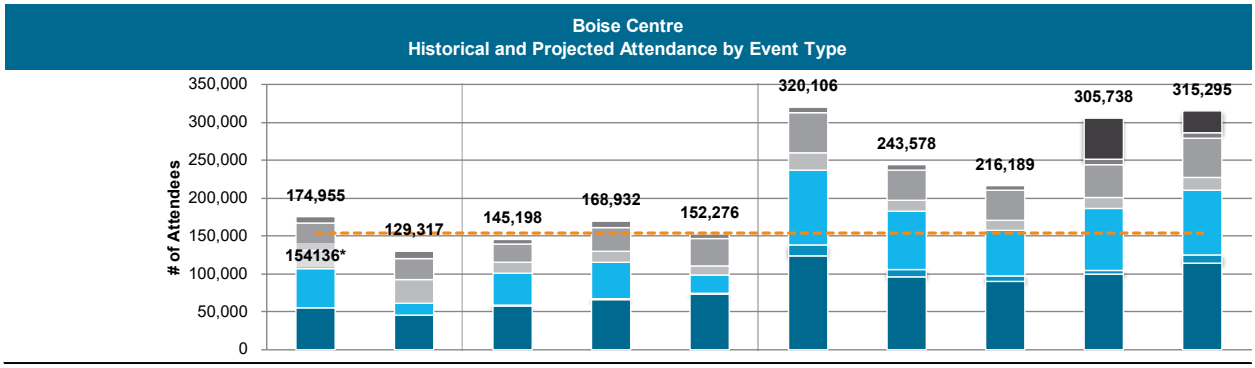
Boise Centre
Historical and Projected Average Attendance by Event Type



Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Initial Recommendation Year 5 FY 2031	Scenario 1 Year 5 FY 2031	Scenario 2 Year 5 FY 2031	Scenario 3 Phase 1 Year 5 FY 2031	Scenario 3 Phase 2 Year 10 FY 2036
Convention or Conference	771	776	890	904	1,005	1,649	1,280	1,233	1,356	1,425
Trade Show	0	0	340	313	350	575	446	430	472	496
Consumer/Public	5,832	1,570	8,555	12,250	6,050	9,932	7,706	7,425	8,165	8,582
Meeting	158	202	150	215	182	211	201	196	196	201
Banquet	388	352	310	354	374	433	425	407	416	427
Other^	295	266	528	278	331	383	365	356	356	365
Indoor Sports Tournaments	na	na	na	na	na	0	0	0	2,295	2,412
Overall Average	**500**	**384**	**572**	**650**	**581**	**890**	**840**	**764**	**974**	**903**

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

Figure 2-3



Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Initial Recommendation Year 5 FY 2031	Scenario 1 Year 5 FY 2031	Scenario 2 Year 5 FY 2031	Scenario 3 Phase 1 Year 5 FY 2031	Scenario 3 Phase 2 Year 10 FY 2036
Convention or Conference	54,770	44,995	57,828	66,001	73,337	123,697	95,964	90,000	98,979	114,003
Trade Show	0	0	340	625	350	13,790	9,361	7,731	5,669	10,426
Consumer/Public	52,489	15,696	42,775	49,000	24,200	99,324	77,055	59,397	81,654	85,819
Meeting	23,684	31,135	13,987	13,571	12,949	23,118	14,295	13,949	13,949	17,122
Banquet	36,058	28,184	24,457	32,240	35,488	52,482	40,332	38,699	43,266	51,652
Other^	7,954	9,307	5,811	7,495	5,952	7,695	6,571	6,412	7,154	7,334
Indoor Sports Tournaments	na	na	na	na	na	na	na	na	55,068	28,939
Total	**174,955**	**129,317**	**145,198**	**168,932**	**152,276**	**320,106**	**243,578**	**216,189**	**305,738**	**315,295**

**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

Notes regarding the specific performance of the various scenarios by event category relative to the projections associated with the Initial Recommendation are summarized below:

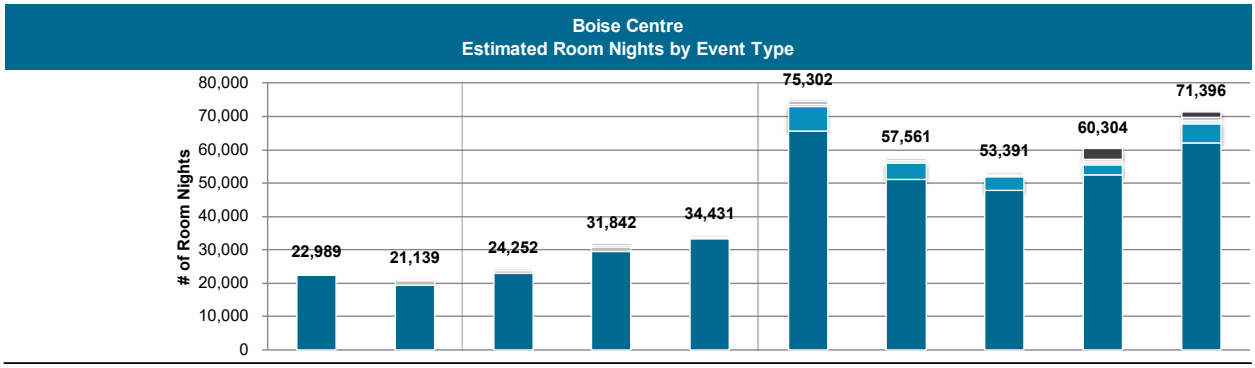
- Scenarios 1 and 2 project for significantly lower average and total attendance relative to the Initial Recommendation across all event types. The most significant shortfalls in terms of average attendance relative to the Initial Recommendation would be anticipated to come in the Convention or Conference, Trade Show, and Consumer/Public categories, as they would be most considerably hindered by the lower contiguous space represented by Scenarios 1 and 2. However, note that both Scenarios 1 and 2 would still represent considerable attendance growth relative to FY 2024 levels.
- Similarly, Scenario 3 projects for lower average attendance and total attendance relative to the Initial Recommendation across all categories, though it outperforms Scenarios 1 and 2 in these respects due to its larger volume of contiguous space which would enable the hosting of larger events. However, the addition of Indoor Sports Tournaments to Scenario 3's demand calendar would help to close much of the overall attendance gap in Phase 1, while the Phase 2 addition of ballroom and meeting space would bring Scenario

3 into close parity with the Initial Recommendation in terms of average and total attendance, despite the reduction in the volume of Indoor Sports Tournaments.

ROOM NIGHTS

Figure 2-4 summarizes and compares the projected room nights for the expanded Boise Centre per Initial Recommendation, Scenario 1, and Scenario 2 in Year 5; and Scenario 3 in Year 5 and Year 10. As shown, in Year 5, the expanded facility is projected to generate approximately 75,300 room nights per Initial Recommendation; 57,600 room nights per Scenario 1; 53,400 room nights per Scenario 2; and 60,300 room nights per Scenario 3 (growing to 71,400 room nights in Year 10 for Scenario 3).

Figure 2-4



Event Type	FY 2018	FY 2019	FY 2022	FY 2023	FY 2024	Initial Recommendation Year 5 FY 2031	Scenario 1 Year 5 FY 2031	Scenario 2 Year 5 FY 2031	Scenario 3 Phase 1 Year 5 FY 2031	Scenario 3 Phase 2 Year 10 FY 2036
Convention or Conference	22,504	19,453	22,990	29,480	33,445	65,726	50,990	47,822	52,593	62,113
Trade Show	0	0	0	0	0	7,328	4,974	4,108	3,012	5,680
Consumer/Public	20	65	15	0	88	548	425	328	450	485
Meeting	135	1,242	663	1,422	443	922	570	556	556	700
Banquet	320	347	531	439	430	741	569	546	611	738
Other^	10	32	53	501	25	38	32	31	35	37
Indoor Sports Tournaments	na	na	na	na	na	na	na	na	3,048	1,642
Total	**22,989**	**21,139**	**24,252**	**31,842**	**34,431**	**75,302**	**57,561**	**53,391**	**60,304**	**71,396**

** Excluding FY 2020 and 2021 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

Notes regarding the specific performance of the various scenarios by event category relative to the projections associated with the Initial Recommendation are summarized below:

- As with attendance, Scenarios 1 and 2 project for fewer room nights relative to the Initial Recommendation due to their limited contiguous space reducing the size and volume of

events that they can accommodate. Particularly impacted by the relative space constraints associated with these Scenarios would be Convention or Conference and Trade Show events which tend to be the most productive from a room-night generation standpoint.

- In contrast with its attendance performance, Scenario 3 Phase 1 projects for a similar number of room nights to Scenario 1. This is because, despite the large attendance impact anticipated from the Indoor Sports Tournament events in Scenario 3 Phase 1, these events have a more limited room-night generation profile due to a) drawing a larger number of visitors from the local market who wouldn't stay overnight and b) having a higher rate of occupants per hotel room given these events' youth- and family-oriented nature.
- Scenario 3 Phase 2, however, projects to achieve close to the Initial Recommendation's anticipated volume of room nights given the increased number of Conference or Convention and Trade Show events (which are the highest room-night producers).

FINANCIALS

Figure 2-5 summarizes and compares the projected statement of revenue and expenses for the expanded Boise Centre per Initial Recommendation, Scenario 1, Scenario 2, and Scenario 3, in Year 10. Note that Year 10 projections are used in this case in order to ensure that the same level of inflation is being used for each Scenario. As shown, in Year 10, the expanded facility is projected to operate at a net operating loss of $2.7 million per Initial Recommendation; $5.1 million per Scenario 1; $5.7 million per Scenario 2; and $3.3 million per Scenario 3 (before Depreciation).

Figure 2-5

Boise Centre
Historical and Projected Operating Revenues and Expenses ($000)

				Initial Recommendation	Scenario 1	Scenario 2	Scenario 3 Phase 2
	FY 2022	FY 2023	FY 2024	Year 10 FY 2036	Year 10 FY 2036	Year 10 FY 2036	Year 10 FY 2036
Operating Revenues							
Room Rental	$1,779	$2,152	$2,456	$6,667	$5,168	$4,842	$6,719
Food & Beverage	4,290	5,331	6,237	14,299	10,883	9,654	12,587
Equipment Rental & Event Services	3,126	3,650	3,787	8,209	6,918	6,447	8,046
Discounts	(265)	(408)	(484)	(1,333)	(1,034)	(968)	(1,478)
Other	0.3	0.2	0.0	861	678	618	800
Total Operating Revenues	**$8,931**	**$10,725**	**$11,996**	**$28,702**	**$22,614**	**$20,592**	**$26,674**
Operating Expenses							
Direct Labor	$5,076	$6,443	$6,894	$16,418	$13,836	$12,895	$16,594
Beer Wine and Liquor	161	188	188	357	272	241	360
Food Costs	1,045	1,227	1,384	2,145	1,632	1,448	2,140
Total Other Direct Costs	768	736	827	1,970	1,601	1,495	1,955
Total SG&A Expense	4,962	5,635	5,453	10,495	10,107	9,718	10,495
Total Operating Expenses	**$12,012**	**$14,229**	**$14,746**	**$31,385**	**$27,448**	**$25,797**	**$31,544**
NOI (Loss) Before Depreciation	**($3,080)**	**($3,504)**	**($2,750)**	**($2,683)**	**($4,835)**	**($5,205)**	**($4,870)**

Source: GBAD, Johnson Consulting

For Scenarios 1 and 2, we are assuming roughly similar rates of revenues per event and per capita relative to the Initial Recommendation, with the exception of room rental revenues, which are expected to be lower on a per event basis due to the lower volume of space (and contiguous space) available. By contrast, for Scenario 3, we anticipate slightly higher rental rates per event than the Initial Recommendation due to the presence of Indoor Sports Tournaments which tend to demand fairly strong rental rates. However, this would be somewhat offset by an increase in the required rental discounts projected to be required to secure Conference or Convention and Trade Show events given the inconvenience associated with splitting events across multiple buildings.

In terms of expenses, we anticipate slightly lower rates of Sales, General, & Administrative expenses (SG&A, essentially overhead) for Scenarios 1 and 2 due to their slightly smaller square footage footprints. Additionally, we would project slightly higher direct labor rates and food & beverage expenses for Scenario 3 due to the additional work associated with managing events split across multiple facilities, and also the possibility that the off-site new facility might not have enough kitchen capacity in Phase 1 to accommodate some larger events, thereby requiring some off-site food preparation and transportation.

ESTIMATED ECONOMIC AND FISCAL IMPACT

Figure 2-6 summarizes and compares the projected annual economic and fiscal impacts generated at the expanded Boise Centre per Initial Recommendation, Scenario 1, Scenario 2, and Scenario 3, in Year 10. Note that Year 10 projections are used in this case in order to ensure that the same level of inflation is being used for each Scenario.

As shown, in Year 10, the expanded facility under Scenario 1 is projected to generate $175.9 million of total economic impact, supporting 834 FTE jobs throughout Ada County and creating $6.8 million of tax revenues for State and local bodies, including $796,000 directly to GBAD's hotel tax levy. Under Scenario 2, the expanded facility in Year 10 is projected to generate $160.6 million of total economic impact, supporting 761 FTE jobs throughout Ada County and creating $6.2 million of tax revenues for State and local bodies, including $738,000 directly to GBAD's hotel tax levy. Under Scenario 3, the expanded facility in Year 10 is projected to generate $207.1 million of total economic impact, supporting 982 FTE jobs throughout Ada County and creating nearly $8 million of tax revenues for State and local bodies, including $916,000 directly to GBAD's hotel tax levy.

Figure 2-6

Boise Centre
Estimated Annual Economic & Fiscal Impact from Convention Center Operations

					Initial Recommendation	Scenario 1	Scenario 2	Scenario 3 Phase 2
	Economic Impact	**FY 2022**	**FY 2023**	**FY 2024**	**Year 10 FY 2036**	**Year 10 FY 2036**	**Year 10 FY 2036**	**Year 10 FY 2036**
1	Attendance	145,198	168,932	152,276	334,289	254,427	225,696	315,295
2	Attendee-Days	228,524	270,406	279,094	640,772	473,634	415,659	578,677
3	Room Nights	24,252	31,842	34,431	81,107	62,002	57,509	71,396
	Spending Volume ($000)							
4	**On Site Spending ($000)**	**$8,931**	**$10,725**	**$11,996**	**$28,702**	**$22,614**	**$20,592**	**$26,674**
	Off Site Spending ($000)							
5	On Lodging	$4,115	$5,565	$6,198	$20,815	$15,912	$14,759	$18,323
6	On Food and Incidentals	8,616	10,501	11,164	36,543	27,012	23,705	33,002
7	On Car Rental/Rideshare/Taxi	457	618	689	2,313	1,768	1,640	2,036
8	**Subtotal Off Site Spending ($000)**	**$13,188**	**$16,684**	**$18,050**	**$59,671**	**$44,691**	**$40,104**	**$53,361**
9	**Facility's Operation ($000)**	**$12,012**	**$14,229**	**$14,746**	**$31,385**	**$27,448**	**$25,797**	**$31,544**
10	**Total Direct Spending ($000)**	**$34,131**	**$41,638**	**$44,792**	**$119,758**	**$94,753**	**$86,494**	**$111,579**
11	Indirect Spending ($000)	12,740	15,542	16,720	44,702	35,369	32,286	41,649
12	Induced Spending ($000)	16,492	20,119	21,644	57,868	45,785	41,794	53,915
13	**Total Spending ($000)**	**$63,363**	**$77,299**	**$83,156**	**$222,329**	**$175,907**	**$160,573**	**$207,143**
14	Increased Earnings ($000)	$18,615	$22,709	$24,430	$65,316	$51,679	$47,174	$60,855
15	Increased Employment (FTE)	454	538	562	1,054	834	761	982
	Fiscal Impact	**FY 2022**	**FY 2023**	**FY 2024**	**Year 10 FY 2036**	**Year 10 FY 2036**	**Year 10 FY 2036**	**Year 10 FY 2036**
16	State Sales Tax	$2,048	$2,498	$2,688	$7,186	$5,685	$5,190	$6,695
17	State Lodging Tax	82	111	124	416	318	295	366
18	Greater Boise Auditorium District Hotel Tax	206	278	310	1,041	796	738	916
18	**Total Tax Revenues**	**$2,336**	**$2,888**	**$3,121**	**$8,643**	**$6,799**	**$6,223**	**$7,977**

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

3. IMPLICATIONS

The analysis demonstrates that the scale, configuration, and location of expansion will materially influence Boise Centre's long-term competitive positioning, economic impact, and financial performance. While all three scenarios improve upon current conditions and generate measurable growth in attendance, room nights, and fiscal impact, the magnitude of those gains varies significantly. The Initial Recommendation, if it can be executed, remains the strongest single-building solution from a market and economic standpoint – essentially, it represents the maximization of the market opportunity. However, among the alternative concepts modeled,

Scenario 3 most closely approaches its overall performance profile – particularly following the completion of Phase 2.

Scenarios 1 and 2 would provide incremental capacity expansion but would not fundamentally reposition Boise Centre within the regional competitive set. The limitations associated with reduced contiguous exhibit space would constrain growth in high-impact event segments such as Conventions, Conferences, and Trade Shows. These segments are the most productive in terms of room-night generation and economic impact. Notably, we see limited benefit to achieving the 100,000 square feet of recommended exhibit hall space in a stacked configuration, as the additional cost and functionality concerns would outweigh the benefits in terms of revenue and economic impact. On the whole, while both scenarios would be anticipated to produce meaningful increases over current operations, they yield lower total attendance, fewer room nights, weaker fiscal returns, and larger projected operating deficits relative to the Initial Recommendation and Scenario 3.

Scenario 3 presents a different strategic pathway. Although Phase 1 alone would not fully replicate the performance of the Initial Recommendation, the addition of a 100,000 square foot contiguous exhibit hall would fill a considerable need within the regional market. The ability to capture large Consumer/Public Shows and Indoor Sports Tournaments helps drive strong projected attendance and economic impact in the near term. However, Phase 1's limitations in terms of on-site breakout and ballroom space would temper growth in convention-oriented business and room-night production.

Upon completion of Phase 2, the combined campus configuration would Boise to host larger events spread across both the existing Boise Centre and the new off-site facility, as well as concurrent events, significantly strengthening its convention and trade show appeal and bringing performance metrics, including attendance, room nights, and fiscal impact, into near parity with the Initial Recommendation. However, note that co-hosting events across the two facilities, while viable, would not be preferred by most meeting planners and might require compromises in terms of rental rates and discounts in order to secure larger pieces of business.

From a financial perspective, all modeled scenarios are projected to require ongoing public support, consistent with industry norms for convention facilities and Boise Centre's current operations. However, Scenario 3 produces a substantially stronger economic and fiscal return

relative to its projected operating deficit when compared to Scenarios 1 and 2. This dynamic is particularly important for GBAD, as hotel tax generation and broader community economic activity represent key measures of return on public investment. The stronger tax generation under Scenario 3 suggests a more favorable long-term value proposition, especially when evaluated over a multi-decade asset lifecycle.

Strategically, the decision ultimately hinges on GBAD's appetite for phased development, operational complexity, and site considerations relative to its long-term vision for downtown Boise. Scenarios 1 and 2 theoretically represent lower-complexity expansions (though acquiring the requisite land could be a considerable challenge) but offer more limited transformative impact. Scenario 3 introduces operational coordination across facilities and potential pricing challenges due to split-building events, yet it delivers the most substantial regional competitive differentiation and long-term growth potential. If the District's objective is to materially elevate Boise's position within the convention and large-event marketplace, while maximizing economic and fiscal return, Scenario 3 presents the most compelling strategic pathway among the alternatives analyzed.