

APPENDIX A: COMPARABLE FACILITY CASE STUDIES



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FACILITY: Mayo Civic Center

Owner: City of Rochester

Operator: City of Rochester

Key Facility Components:

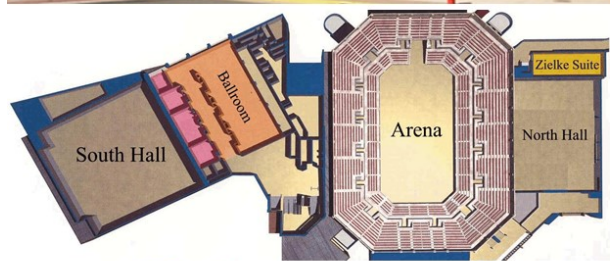
- Exhibit Hall: 25,200 square feet
- Taylor Arena: 25,000 square feet, 7,200 seating cap
- Auditorium: 15,810 square feet, 3,000 seating cap
- Presentation Hall: 8,970 square feet
- Riverfront Plaza: 7,500 square feet
- Grand Ballroom: 38,586 square feet
- Meeting Space: 27,200 square feet
- Mayo Park & Riverside Concerts

Other: Expansion in 2017 will include addition of a 40,000 square foot ballroom and 14 rooms and pre-function spaces at a cost of approximately \$84 million. Once complete the Civic Center will offer over 200,000 square feet of flexible meeting and exhibit space.

For the 2015 fiscal year the Civic Center had over \$2.8 million in operational revenues and nearly \$3.8 million in operational expenses with an additional \$1.28 million local lodging tax assisting the facility.

In 2015, the facility had an estimated \$48 million economic impact on the Rochester Community with approximately 265 total events, 40,000 hotel room nights generated, 288,200 attendees to the Civic Center and 17,000 jobs associated with the MCC.

The Rochester Convention and Visitor's Bureau handles the booking, sales and marketing of the Civic Center



FACILITY: LA CROSSE CENTER

City, State: La Crosse, Wisconsin

Owner: City of La Crosse

Operator: La Crosse Center Board

Facility Specs:

Arena Space:	4,000 seats
Convention Space:	
Exhibit Space:	24,500 sf
Meeting Space:	3,700 sf
Ballroom Space:	5,000 sf
Largest Contig. Space:	24,500 sf
HQ Hotel Rooms:	283 rooms
Hotel Rooms Within ½ Mile:	355 rooms

Notes:

- Originally opened 1980 at a total cost of \$29.4 million.
- In 2000, the Center underwent a \$14.0 million expansion and renovation, adding approximately 36,000 square feet of exhibit space, 6,000 square feet of ballroom space and supporting breakout meeting space south of the arena.
- In recent years, the Center has hosted between 177 to 204 events annually.



FACILITY: TYSON EVENTS CENTER

City, State: Sioux City, Iowa

Owner: City of Sioux City

Operator: City of Sioux City

Facility Specs:

Hockey/Football Capacity:	5,800 seats
Basketball Capacity:	6,600 seats
Maximum Capacity:	9,700 seats
Suites:	28

Notes:

- Opened in 2003 at a total cost of \$54 million.
- Over the past few years, the TEC has averaged approximately 125 events and average attendance of 192,000 annually.
- Home of the Sioux City Musketeers (USHL) and the Sioux City Bandits (CPIFL).
- In a recent year, the Arena hosted approximately 120 events drawing nearly 196,000 attendees, including:
 - Tenant Sports: 46
 - Concerts: 6
 - Family Shows: 1
 - Non-Tenant Sports: 10
 - Civic/Religious: 7
 - Other: 50



FACILITY: MID-AMERICA CENTER

City, State: Council Bluffs, Iowa

Owner: City of Council Bluffs

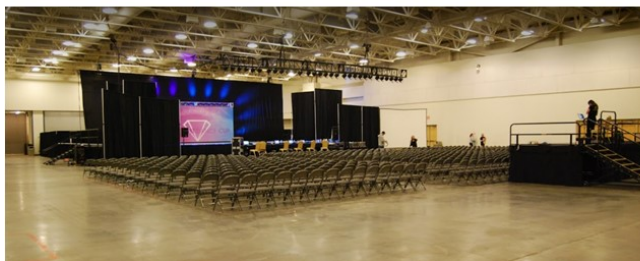
Operator: Caesars Entertainment

Facility Specs:

Hockey Capacity:	6,793 seats
Basketball Capacity:	7,000 seats
Maximum Capacity:	9,000 seats
Suites:	12

Notes:

- Opened in 2002 at a total cost of \$75 million.
- In a recent year, the Center hosted approximately 280 events drawing nearly 222,000 attendees, including:
 - Sports: 11
 - Concerts: 9
 - Entertainment: 3
 - Family Shows: 26
 - Civic/Religious: 21
 - Convention / Trade / Public Shows: 61
 - Meetings/Banquets, Etc.: 86
 - Other: 63





FACILITY: SILVERSTEIN EYE CENTERS ARENA

City, State: Independence, Missouri

Owner: City of Independence

Operator: Spectra

Facility Hockey Capacity: 5,800 seats

Specs: Maximum Capacity: 7,000 seats

Suites: 25



Notes:

- Opened in 2009 at a total cost of \$60 million.
- Previously the Independence Events Center, in 2015 became the Silverstein Eye Centers Arena under a ten-year, \$2.75 million naming rights agreement.
- Home to the Missouri Mavericks (ECHL), Missouri Comets (MISL) and the Kansas City Phantoms (CIF).
- In a recent year, the Arena hosted approximately 96 events drawing nearly 308,000 attendees, including:
 - Sports: 70
 - Concerts: 7
 - Entertainment: 1
 - Family Shows: 1
 - Civic/Religious: 8
 - Convention / Trade / Public Shows: 2
 - Meetings/Banquets, Etc.: 7



FACILITY: KAY YEAGER COLISEUM

City, State: Wichita Falls, Texas

Owner: City of Wichita Falls

Operator: City of Wichita Falls

Facility Hockey Capacity: 6,500 seats

Specs: Maximum Capacity: 10,000 seats

Suites: 10



Notes:

- Kay Yeager Coliseum is part of a larger multipurpose events center complex located in Wichita Falls, Texas' downtown River Development District. The Ray Clymer Exhibit Hall and Bridwell Agricultural Arena originally opened in 1996, followed in 2003 by Kay Yeager.
- Home of the Wichita Falls Knighthawks (IFL) and the Wichita Falls Wildcats (NAHL).
- In a recent year, the Arena hosted approximately 72 events drawing nearly 98,000 attendees, including:
 - Tenant Sports: 41
 - Concerts: 7
 - Family Shows: 14
 - Non-Tenant Sports: 7
 - Civic/Religious: 1
 - Other: 2



FACILITY: VERIZON CENTER

City, State: Mankato, Minnesota

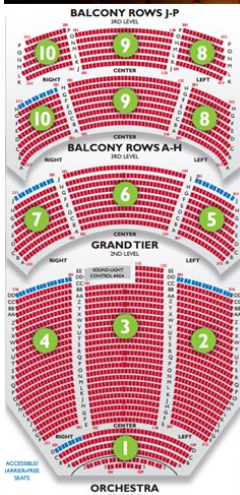
Owner: City of Mankato

Operator: City of Mankato

Facility Specs:

Arena:	
Hockey Capacity:	5,280 seats
Maximum Capacity:	7,000 seats
Suites:	13
Convention Space:	
Exhibit Space:	21,000 sf
Meeting Space:	5,260 sf
Ballroom Space:	13,380 sf
Largest Contig. Space:	21,000 sf

- Notes:**
- Opened in 1995 at a total cost of \$30 million.
 - Recently underwent a \$32 million renovation and expansion project.
 - Home to the University of Mankato's Division I hockey program.



FACILITY: DURHAM PERFORMING ARTS CENTER

City, State: Durham, NC

Owner: City of Durham

Operator: Nederlander/PFM

Key Facility Components:

Largest performing arts center in both North and South Carolina
2,712 capacity
Proscenium: 49'11" W by 30'5" H
Rigging -
No. of Line Sets: 80
Amount of Weight: 40,000 lbs

Development:

Opened December 2008, \$46 million project cost, Duke provided \$7.5 million

DPAC has served as a catalyst for revitalization in Durham; attracting new development in the area including luxury hotel 21c and an Aloft hotel next door and numerous restaurants

Notes:

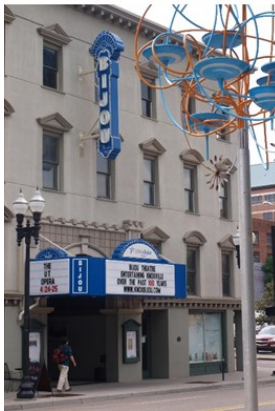
DPAC has been ranked in the top five theaters in the country for the fifth consecutive year (fourth for 2014)

Have hosted more than 180 events a year

In 2014, DPAC held 141 events with attendance over 412,000 people and 93 sellout shows

Rental starts at \$7,500 for full 2,700 seats and \$6,000 for reduced 2,000 seating configuration

2014 Net Income/(Deficit): \$2,337,246



Owner: Bijou Theatre Foundation

Operator: AC Entertainment

Seating Capacity: Approximately 750 capacity

Event Activity: 60 to 65 performances annually including operas, musicals, concerts and comedy shows

Strengths: Strong historical establishment for the community
Has been operating for over 100 years and has been saved multiple times by the local community and investors to assure it was not shut down or tore down
Undergone numerous renovations over time, most recently in 2005/06

Challenges: Limited parking
Limited seating capacity

Source: Industry publications and websites, 2017

APPENDIX B: COMPARABLE MARKET DEMOGRAPHIC DATA



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Exhibit 1 – Population Comparison – Comparable Arena Facilities

Population				
Market	City	30-minute	90-minute	180-minute
Duluth, GA	30,015	1,705,318	6,520,544	13,223,033
Independence, MO	120,865	1,173,014	2,802,710	5,574,645
Council Bluffs, IA	62,986	830,085	1,505,375	5,418,186
Loveland, CO	75,905	591,185	3,959,025	5,198,535
Corpus Christi, TX	332,403	407,640	736,345	5,987,223
Huntsville, AL	197,899	405,547	1,555,971	8,153,366
Beaumont, TX	120,681	348,702	3,333,928	9,583,809
Evansville, IN	122,721	299,101	1,004,563	9,350,564
Sioux City, IA	177,425	243,159	662,627	2,423,531
Bloomington, IL	79,009	192,852	1,686,981	18,460,927
Wichita Falls, TX	107,411	152,335	636,660	10,402,194
La Crosse, WI	52,660	136,610	651,376	6,987,597
Dubuque, IA	61,063	134,327	1,276,858	8,539,166
Prescott Valley, AZ	42,337	132,021	1,851,785	5,232,426
Mankato, MN	41,526	111,061	1,910,272	6,125,117
Enid, OK	51,279	66,504	993,372	4,414,894
Bemidji, MN	14,341	45,501	167,550	1,377,792
Brookings, SD	24,219	44,675	497,412	1,745,241
Dodge City, KS	28,731	38,246	179,043	1,201,629
Average	93,467	384,642	1,703,086	6,714,484
Median	69,446	218,006	1,254,969	5,780,934
Dubuque Rank (out of 19)	11	13	10	6

Note: Sorted by 30 minute drive time
Source: Esri Demographic Report, 2017

**Exhibit 2 –
Average Household Income Comparison – Comparable Arena Facilities**

Average Household Income				
Market	City	30-minute	90-minute	180-minute
Duluth, GA	\$81,109	\$95,138	\$82,041	\$72,255
Loveland, CO	\$79,834	\$85,146	\$93,769	\$90,413
Huntsville, AL	\$76,703	\$84,300	\$64,908	\$67,710
Bloomington, IL	\$86,752	\$81,171	\$71,821	\$82,988
Council Bluffs, IA	\$60,011	\$80,235	\$77,183	\$75,115
Sioux City, IA	\$73,913	\$76,996	\$70,937	\$72,588
Independence, MO	\$61,368	\$73,439	\$77,704	\$72,017
Mankato, MN	\$63,273	\$72,943	\$97,519	\$85,762
La Crosse, WI	\$55,081	\$70,032	\$74,493	\$83,880
Dubuque, IA	\$63,741	\$69,284	\$75,268	\$79,498
Bemidji, MN	\$55,204	\$68,789	\$64,525	\$70,199
Beaumont, TX	\$66,512	\$68,566	\$80,289	\$84,339
Corpus Christi, TX	\$69,771	\$68,490	\$67,296	\$72,624
Evansville, IN	\$51,927	\$67,663	\$61,520	\$69,057
Dodge City, KS	\$64,127	\$65,833	\$66,356	\$68,264
Wichita Falls, TX	\$64,965	\$65,833	\$66,764	\$82,898
Brookings, SD	\$59,992	\$65,270	\$71,547	\$70,728
Enid, OK	\$62,040	\$63,948	\$74,414	\$69,549
Prescott Valley, AZ	\$55,393	\$62,738	\$77,054	\$75,817
Average	\$65,999	\$73,141	\$74,452	\$75,900
Median	\$63,700	\$69,411	\$73,118	\$72,606
Dubuque Rank (out of 19)	10	10	8	7

Note: Sorted by 30 minute drive time
Source: Esri Demographic Report, 2017

**Exhibit 3 –
Population Comparison – Comparable Theater Facilities**

Population				
Market	City	30-minute	90-minute	180-minute
Duluth, GA	30,015	1,705,318	6,520,544	13,223,033
Durham, NC	265,510	1,039,832	4,328,171	12,433,000
Joliet, IL	150,572	922,123	9,663,064	18,677,057
Knoxville, TN	188,386	609,186	1,664,193	8,188,666
Ogden, UT	87,599	567,331	2,643,155	3,345,862
Madison, WI	250,805	517,033	3,342,977	15,627,604
Corpus Christi, TX	332,403	407,640	736,345	5,987,223
Huntsville, AL	197,899	405,547	1,555,971	8,153,366
Rockford, IL	150,027	364,878	5,172,394	16,557,831
Davenport, IA	104,706	341,446	1,328,774	13,310,865
Midland, TX	132,471	328,992	559,861	1,499,224
Oshkosh, WI	66,585	299,835	2,553,438	8,810,155
Athens, GA	127,134	264,224	4,014,593	11,776,290
Sioux Falls, SD	177,425	243,159	662,627	2,423,531
Saint Cloud, MN	69,910	204,890	3,551,507	5,985,086
Wichita Falls, TX	107,411	152,335	636,660	10,402,194
Dubuque, IA	61,063	134,327	1,276,858	8,539,166
Mankato, MN	41,526	111,061	1,910,272	6,125,117
Average	145,905	499,108	2,990,856	9,560,359
Median	132,471	364,878	2,553,438	8,810,155
Dubuque Rank (out of 18)	16	17	14	10

Note: Sorted by 30 minute drive time
Source: Esri, 2017

**Exhibit 4 –
Average Household Income Comparison – Comparable Theater Facilities**

Average Household Income				
Market	City	30-minute	90-minute	180-minute
Joliet, IL	\$76,798	\$95,298	\$91,281	\$82,071
Duluth, GA	\$81,109	\$95,138	\$82,041	\$72,255
Durham, NC	\$72,028	\$94,221	\$72,652	\$70,276
Madison, WI	\$78,378	\$86,450	\$76,242	\$84,665
Huntsville, AL	\$76,703	\$84,300	\$64,908	\$67,710
Ogden, UT	\$58,589	\$82,950	\$85,041	\$80,535
Midland, TX	\$90,584	\$79,457	\$73,399	\$68,327
Sioux Falls, SD	\$73,913	\$76,996	\$70,937	\$72,588
Saint Cloud, MN	\$64,701	\$76,302	\$90,834	\$86,112
Mankato, MN	\$63,273	\$72,943	\$97,519	\$85,762
Davenport, IA	\$62,609	\$71,940	\$70,386	\$81,226
Knoxville, TN	\$54,353	\$70,671	\$61,802	\$63,777
Oshkosh, WI	\$58,573	\$70,558	\$75,433	\$84,114
Rockford, IL	\$58,539	\$69,365	\$92,321	\$84,094
Dubuque, IA	\$63,741	\$69,284	\$75,268	\$79,498
Corpus Christi, TX	\$69,771	\$68,490	\$67,296	\$72,624
Wichita Falls, TX	\$64,965	\$65,833	\$66,764	\$82,898
Athens, GA	\$56,284	\$64,087	\$83,134	\$72,984
Average	\$68,304	\$77,941	\$77,764	\$77,178
Median	\$64,965	\$76,302	\$75,433	\$80,535
Dubuque Rank (out of 18)	11	15	10	10

Note; Sorted by 30 minute drive time
Source: Esri, 2017