

Request for Proposals



Issued by: City of Rochester, New York
Date Issued: April 2, 2024
Submission Deadline May 17, 2024 4:00 pm EST

OPERATION and MANAGEMENT of the BLUE CROSS ARENA at the WAR MEMORIAL

City of Rochester
Department of Environmental Services
City Hall Room 300B • 30 Church Street
Rochester, New York 14614





City of Rochester

Request for Proposals

**OPERATION AND MANAGEMENT of the
BLUE CROSS ARENA at the WAR MEMORIAL**
City Building ID No. 9.39
1 War Memorial Square, Rochester, NY 14614

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- C. City of Rochester Professional Services Agreement, template
- D. 2023-24 Fiscal Year list of events to-date/public knowledge at the Arena as of February 25, 2024

PURPOSE

The City of Rochester, New York (the “City”) is seeking proposals from qualified Venue Managers (“Manager(s)”) to provide sales, marketing, operational, and maintenance services for the Blue Cross Arena at the War Memorial (the “Arena”).

Managers responding to this RFP must be prepared to undertake, in the most efficient manner possible, all aspects of management (e.g., sales, marketing, operations, maintenance, etc.) of the Arena. Respondents to this RFP are expected to meet or exceed the minimum qualifications set forth in this RFP. The intent of this RFP is to identify and select a Manager that is qualified and capable of managing the Arena on behalf of the City. The City is seeking to have a Manager assume full operating responsibilities of the Arena no later than October 15, 2024.

DESCRIPTION OF FACILITY

The Arena is the Rochester-Finger Lakes Region’s primary sports and entertainment complex, drawing both local and regional visitors to downtown Rochester. The multi-purpose indoor entertainment arena first opened in 1955. Major renovations were completed in 1998 at a cost of \$41 Million. At that time, the facility (originally known as the Rochester Community War Memorial) was renamed as the Blue Cross Arena at the War Memorial. In 2020, a locker room and concessions area addition was completed on the Exchange Street side. As part of the City’s ROC the Riverway initiative, \$7 Million has been secured to-date towards a riverside addition to the arena to expand the concourse level concessions area and convert/expand the river facing suite level to an open, club seating concept. This will allow more event patrons to access this area at an intermediate ticket price point.

The Arena is located in the central business district within close proximity of the Rochester Riverside Convention Center, downtown hotels, and dining establishments. The building is situated on a 3.69 acre site on the west bank of the Genesee River with frontage on three major thoroughfares and easy access to the I-490 expressway. Ample parking is available nearby at the Court-Exchange Parking Lot and the Civic Center Parking Garage. The building encompasses 255,540 square feet. Additional space is available in the full basement, which is currently used for equipment and storage but may provide opportunities for other complementary uses. The Arena utilizes four (4) covered docks on Court Street.

The City owns the Arena and maintains the building envelope through its Capital Improvement Program. The City installed an exterior marquee at the main entrance of the facility in 2016 to advertise events in the Arena and generate advertising revenue.

The Arena is currently operated by Rochester Arena LLC, a private management group specializing in full service operation of multi-purpose entertainment facilities. Rochester Arena LLC has managed and operated the Arena for the City since 2019.

The major tenant is the Rochester Americans (a.k.a., the Amerks), a professional ice hockey team in the American Hockey League (AHL). The team is an owned-and-operated affiliate of the Buffalo Sabres, a National Hockey League (NHL) team. The affiliation of the two teams expands the Amerks fan base to a regional level. The Arena is also home to the Rochester Knighthawks (National Lacrosse League indoor lacrosse).

In addition to professional sports, the Arena hosts New York State Public High School Athletic Association Section V hockey and basketball competitions (including inter-sectional contests), trade shows, and a wide variety of entertainment events, including (but not limited to) live concerts and comedians, ice shows, and circuses. On an annual basis, it hosts an average of approximately 150 events with average attendance of nearly 4,000 per event. Seating capacity is 11,215 for hockey games, 12,428 for shows, and 14,000 for concerts (including general admission seating). The Veteran's Memorial, which pays tribute to local veterans of the armed services and fallen service members, is also located at the facility.

The City has an existing naming rights agreement in place with Excellus Blue Cross/Blue Shield through October 31, 2028. Revenues from naming rights will not be part of the Arena management agreement. The City also intends to retain funds collected through a ticket surcharge.

DUTIES OF THE MANAGER

The Manager selected by the City to operate the Arena will be responsible for all day-to-day operations of the Arena. The City will set overall policy, approve all long-term contracts, and oversee the operations of the Manager. Any Manager selected by the City will have the following duties:

- a) Execute any license/lease agreements with professional sports teams/tenants (i.e., manage day of game activities and interact with the sports teams/tenants regarding use of the Arena, as well as other authorized users of the facility). The City reserves the right to review and approve all tenant agreements. Assist the City in developing and implementing rules, regulations, policies, and procedures concerning the use of the Arena. Develop forms, subject to the approval of the City, to contract for space rental, food service provision, decorating, utility purchases, and other event services that may be required. Advise the City as to the establishment of prices and policies, rates, and rate schedules for space rental, lease and booking agreements, advertising contracts, concession agreements, taxation on events, and any other Arena commitments, which the Manager will be responsible for negotiating. Advise the City on new or potential changes to sources of revenue, partnerships, prices, and policies that will add to the financial success of the facility.
- b) Book and promote concerts, comedic acts, family shows, athletic competitions, and other events at the Arena and consistent with a strategy (developed by the Manager) to maximize the number of events and income for the City. Schedule events, negotiate contracts, and confirm event bookings. Create event promotional brochures, floor plans, maps, and other materials used to market and provide information on the capacity and capabilities of the Arena. Provide advertising services for the Arena events as required. Maintain the marquee and interactive web page for event promotion and ticket sales. Provide or cause to be provided all incidental services required in connection with concerts, comedic acts, family shows, athletic competitions, and other events, including audience development and promotional activities, food service, and other concessions- and ticket-related services. Coordinate the development of the marketing plan with the Rochester Riverside Convention Center, Visit Rochester (the local tourism promotion agency), and the hospitality industry. Maintain a five-year marketing plan with the goal of promoting the Arena, attracting larger events and entertainers that will bring City residents and regional and "out-of-town" visitors

to the City and provide economic benefit to the community, including increased occupancy of local hotel rooms. Lastly, manage ticketing services on behalf of the City for City-sponsored events.

- c) Assist the City and sports teams/tenants in the sales and marketing of advertising/sponsorships, as well as premium seating including luxury boxes. In addition, oversee the management of the food and beverage operations of the Arena, identifying the optimal means for provision of these services either via a vendor or by the Manager.
- d) Maintain the Arena in clean, safe, and sanitary condition consistent with the requirements of the City and sports teams/tenants. Provide or cause to be provided all security services required by the Arena as determined by Arena events. Security services include maintaining a sufficient number of well-trained, courteous, and qualified security personnel in and about the Arena, parking lot attendants, and additional personnel required for observance and to obey all applicable laws, ordinances, regulations, and rules of the City, Monroe County, New York State, and the Federal governments. Administer all contracts required in the ordinary course of business in operating the Arena, including all necessary utilities and services. Ensure that the Arena is maintained in good order and repair in a clean, safe, and sanitary condition including (i) all HVAC, mechanical, electrical, and plumbing systems, as well as seating, elevator, public address, lighting, and fire and security monitoring systems; (ii) all grounds-keeping, housekeeping, custodial, and maintenance services; and (iii) ceilings, doors, windows, floors and walls (both interior and exterior).
- e) Maintain an adequate staff of courteous employees on duty at the Arena (during both events and as part of normal working hours) and provide appropriate supervision of such employees. Employees hired by the Manager shall be employees of the Manager and not of the City. Employ or otherwise contract for its operations only those persons who by training, appearance, and habits are judged to be appropriate workers for the atmosphere of the Arena. The Manager shall be responsible for all personnel-related matters to include compensation, labor relations with any trade or union, employee training and development, contract negotiations, dispute resolutions, provision of employee uniforms and equipment, employee hiring, job assignment, and performance and compliance with equal employment opportunity requirements and the City's Living Wage requirements, as set forth in Sections 8A – 18 of the Rochester City Code.
- f) Make available to the City information regarding the use and operation of the Arena. Be prepared to submit monthly, or at reasonable intervals as agreed to by the City, information on the activities associated with the operation, management, supervision and maintenance of the Arena. Reports shall include:
 - a financial analysis of the Arena operation in sufficient detail to determine profit/loss and contributing cost centers;
 - a listing of previous and upcoming events including itemized attendance/ticket sales reports;
 - changes in management personnel;
 - in-house sustainability program activities with an emphasis on energy management;
 - operations or maintenance activities;
 - preventative maintenance logs.
 - repair logs (both in-house and contracted with itemized invoices).
 - ongoing maintenance and routine repair records.

- warranty checklists (as applicable).
- damage/vandalism reports.
- fixed asset report; and
- other information as appropriate or as requested by the City.

On an ongoing basis, communicate information to the City relative to any operating and maintenance issues/concerns. Make recommendations to the City regarding capital repairs and improvements deemed by the Manager to be necessary to maintain the Arena in good condition and increase the City's overall return on its investment.

- g) Make recommendations on operating improvements that would provide better customer service to patrons, attract new and retain existing performances, promote efficiency and cost savings, and/or increase the safety and security of the Arena.
- h) Act as the fiduciary agent for the Arena and collect all revenues generated through its operation. Prepare an operating budget, periodic financial reports (including budget variance analyses, and forward looking year-end projections), and management and marketing plans for each fiscal year in consultation with the City. Develop, as part of the annual budget for the Arena, rental/ charge structures related to various services provided by the Arena, subject to the approval of the City. Expend from the revenues collected (and other funds as may be made available) all monies necessary for the proper management, operation, maintenance, and supervision of the Arena. Comply with the spending amount of the City-approved budget, including supplements as authorized.
- i) Keep separate, full, and accurate accounting records relating to its activities at the Arena in accordance with generally accepted United States accounting principles. Maintain a system of bookkeeping adequate for its operations as described herein and for the use of auditors. Give access to the City and its authorized representatives access to such books and records during business hours and upon reasonable advance notice. Keep and preserve for at least three (3) years following the completion and/or termination of an agreement with the City hard copies of all attendance records, sales slips, rental agreements, purchase orders, sales books, credit card invoices, bank books, or duplicate deposit slips, and other evidence of operating revenues and operating expenses for such period, except that if after three (3) years following any fiscal year the Manager desires to destroy any records, the Manager shall first notify the City in writing of such desires and give the City ninety (90) days to elect to take such records from the Manager. In addition, on or before, ninety (90) days following each fiscal year for which the Manager is managing the Arena, the Manager shall furnish to the City annual financial statements. Such statements shall consist of a balance sheet, a statement of profit or loss, and a statement of cash flows for the Arena for the preceding fiscal year, prepared in accordance with generally accepted United States accounting principles.

The City will engage an independent audit firm to perform certain procedures that will verify the revenues and expenses as reported in the annual financial statements listed in the paragraph above to determine the Manager's compliance with the City's desires. The City shall be reimbursed by the Manager for the cost of such audit services, which will be deemed an operating expense, contemporaneously with the delivery of the annual financial statements.

- j) Manage the operation of a publicly owned parking lot located at 25 Court Street, Rochester New York 14614 that is used in conjunction with the Arena, including oversight, revenue collection, security, maintenance, and repair/improvement of the parking lot.

PROPOSAL SUBMISSION AND PROCESS

A.) Minimum Requirements/Qualifications for Managers.

In order to have its response considered, a Manager (or if an affiliate, its parent company) must meet or exceed the following criteria:

- i. Be legally authorized to conduct business in the State of New York (or demonstrate the ability to do so prior to the onset of an agreement to begin providing Arena management services);
- ii. Be nationally- or regionally-recognized as a facility management company which manages publicly- or privately-owned public assembly and major/minor league sports and entertainment facilities; and
- iii. Have successfully managed at least one all-purpose arena, with a seating capacity of at least 10,000 persons, during the past three (3) calendar years.

B.) Tour of Arena

Prospective respondents are strongly encouraged to attend one of the scheduled tours of the Arena. Tours will be offered at the times listed below:

- April 16, 2024 @ 10:00 am
- April 23, 2024 @ 10:00 am

Reservations must be made prior to attending the one of the scheduled tours by contacting Brian Liberti – Director of Buildings and Parks at Brian.Liberti@CityOfRochester.gov or (585) 428-6971 (email is encouraged).

C.) RFP Submission Deadline

Proposals must be postmarked or received no later than **4:00 p.m., May 17, 2024**. Any proposal received after the date and time set forth will be rejected. Responses must be submitted as follows: **one (1) manually signed, clipped and unstapled original with ten (10) stapled copies and one (1) digital copy on a jump/thumb drive**. The proposals must be delivered in a sealed envelope to the attention of:

**Brian Liberti, Director of Buildings and Parks
City of Rochester
965 Maple Street
Rochester, NY 14611**

The City of Rochester reserves the right to accept, reject, and to waive any minor informalities in any offer not deemed to be in the best interest of the City or negotiate modifications to any proposal as

it shall determine in its sole discretion to be in the best interest of the City. However, each responder must provide all information as requested in order for the proposal to be considered and may be disqualified for failure to submit any required attachment/exhibit/schedule, or for submitting incomplete or nonresponsive information, attachments, exhibits or schedules. Responders are solely responsible for ensuring their complete proposal packages are received by the May 17, 2024 deadline. Reliance on third parties to transport and deliver proposal packages is at the sole risk of responders and failure by third parties to do so are not a reasonable justification for late proposal packages to be considered by the City.

D.) Point of Contact

The Project Manager for this RFP is Brian Liberti, Department of Environmental Services Director of Buildings and Parks, who will serve as the coordinator and point person of contact. All correspondence, questions, submissions, etc., related to this project must be provided in writing and addressed to:

Brian Liberti, Director of Buildings and Parks
City of Rochester
965 Maple Street
Rochester, NY 14611
Telephone: 585 428-6971
Fax: 585 428-7204
Email: Brian.Liberti@cityofrochester.gov

All questions related to this RFP must be submitted in writing by 5:00 p.m. on May 1, 2024 by e-mail or hard copy to Brian Liberti. All questions and City responses will be shared with all parties who have indicated intent to submit a proposal and have provided an e-mail address. The City intends to provide responses to all questions by May 8, 2024 or sooner. Questions and responses will also be posted on the City's website at <http://www.cityofrochester.gov/warmemorial-bca-rfp/>.

SCHEDULE OF EVENTS

The following table sets forth the Schedule of Events for this Request for Proposal (RFP). The Schedule of Events is subject to change at the sole discretion of the City of Rochester. Any changes will be posted on the City of Rochester's official website at <http://www.cityofrochester.gov/warmemorial-bca-rfp/>.

Respondents are responsible for checking the website for any schedule changes.

Event	Date
Release Request for Proposals	April 2, 2024
Deadline to register for tour of the Arena	April 12, 2024
Tour of the Arena	April 16, 2024 and April 23, 2024
Deadline for respondents to submit questions to Brian.Liberti@cityofrochester.gov	May 1, 2024 at 5:00 p.m.
Response to questions via City of Rochester's website http://www.cityofrochester.gov/warmemorial-bca-rfp/	Continuous, through May 8, 2024 (or as extended by the City)
Deadline for Submission of Proposals to: Brian Liberti, Director of Buildings and Parks, Department of Environmental Services, Bureau of Buildings and Parks, City of Rochester, 965 Maple Street Rochester, New York 14611	May 17, 2024 at 4:00 p.m.
Proposal review and interviews	May 20, 2024 – June 21, 2024
Anticipated date of City Council authorization of Management Agreement	August 20, 2024
Commencement of Management Agreement	October 15, 2024

REQUIRED INFORMATION TO BE PROVIDED BY RESPONDENTS

The following information is required in each proposal:

- A. Information about the Responding Firm:** Include the legal form of the contracting entity and the State in which the organization is based. Include the name of the entity, address, telephone number, e-mail, and name and title of the authorized lead contact person. Submit audited financial statements for the last three fiscal years of the proposed contracting entity and indicate any adverse findings. Provide a brief description of the firm's history, ownership, and organizational structure along with any applicable license(s) and registration(s) authorizing the ability to conduct business in the State of New York (or demonstrate the ability to do so prior to the onset of an agreement to begin providing Arena management services). Provide the names and bios or resumes of the officers and board of directors, partners, or other corporate governing body of the contracting entity. Describe prior sports facility management experience of the senior management team of the contracting entity.

Provide the name and location of each publicly owned facility currently managed by the contracting entity. Provide a description of contracting entity's responsibilities at each facility. Provide the names of all professional (major and minor league) sports teams that play their home seasons in each facility. Provide a description of each event booked by the contracting entity at these facilities that are comparable to the Arena over the past two (2) years (other than home games of the professional sports teams). Provide a comparison of how the events to be booked at the Arena compare to the comparable facilities managed by the contracting entity.

Provide a letter of commitment to finance the operation of the Arena.

Provide a statement signed by a representative authorized to legally bind the management company and shall include an identification of the management company as a corporation or other legal entity, and a statement that the proposal will be valid for 180 days.

- B. Proposed Financial Terms:** Include an outline of a potential compensation proposal that the responding firm would be willing to enter into if selected as the Manager of the Arena. The City is seeking creative compensation proposals which will maximize its investment in the Arena.

1. **Term of the Management Agreement.** Please state the preferred term of the agreement in years. The City requests that the terms be no more than five (5) years and may contain provisions for extensions. The City may, at its option, and with the approval of the Manager, extend the term of this proposed agreement an additional two (2) terms of five (5) years for each renewable term at the end of the initial contract period. The Manager shall be notified in writing by the Mayor of the City's intention to extend the contract period at least ninety (90) days prior to the expiration of the original contract period. Financial terms of the agreement will only be reviewed during contract renewal.
2. **Compensation/Fees.** Express proposed management compensation structure in terms of one or more of the following:

- (i) **Management Fee(s):** Provide specific details of a fixed management fee and any incentive fees proposed, and examples of how they would be calculated using a hypothetical case. State any minimum or cap on the total fees that the Manager is willing to accept;
- (ii) **At Risk Operator Structure:** In such a scenario, the Manager would be solely responsible for the operations of the Arena, retaining all operating revenues and accepting responsibility for all operating expenses, including funding any potential operating losses. As to any profit generated at the Arena, the proposed profit sharing plan with the City should be quantified and described; and,
- (iii) **Alternative Compensation Plan-** Please identify any alternative compensation and associated operating plans related to the management of the Arena that the City should consider as a part of your submission. This could include options for risk sharing, marketing participation, or such other options which could further promote the success of the Arena and limit the City's funding requirements.

C. Proposed Management Plan of the Arena: The plan should include at least the following elements:

1. **Tenant Plan** - Provide an explanation of the firm's experience with attracting and retaining primary tenants for a facility comparable to the Arena, including substantiation of past experience successfully doing so for an existing facility comparable to the Arena. Provide opportunities for retention of the Amerks and Knighthawks and/or attraction of other primary tenants that would be considered by the respondent Manager for the Arena;
2. **Transition Plan** - If Respondent is not the incumbent Manager of the Arena, provide an overview of the plan for transitioning from the existing management entity to the new Manager, including key steps, a timeline of critical milestones, and a description of roles and responsibilities along with any associated costs to the City for services during the transition period;
3. **Operational Plan** - Briefly describe the policies and proposed methods of providing general Arena management services. Identify any services that might be subcontracted and the likely organization(s) that will provide the subcontracting services. Describe the organization of the proposed operating staff for the Arena. Provide an organizational chart listing positions, functions, and responsibilities. Describe your firm's policies and practices for hiring City residents and encouraging diversity, equity, and inclusion within the workforce.
4. **Financial Plan** - Describe the plan to efficiently manage costs and increase revenues at the Arena. Summarize the proposed strategy for minimizing the annual operating expenses and maximizing the annual operating revenues of the Arena. Develop a budget for the first year of operations upon management transition. Include detailed description of all expenses and revenues by line item. Provide a detailed analysis of how each line item was developed and the assumptions used. Identify operational changes that will be implemented that impact the financial performance of the facility. It is the expectation of the City that operating revenues will be sufficient to fund all expenditures for operations. Develop a five-year operating pro forma for the Arena, listing revenue and expense assumptions utilized in developing such pro forma.

5. **Competitive Venues** - Identify any competing facilities managed by the respondent, including any facilities in New York State, the Northeast United States region, and Southern Ontario, Canada regardless of size, and any facilities anywhere in the United States that are of such a size or in such a market as to compete with the Arena for booking events. Present a plan for preventing any conflict of interest in managing competing facilities;
6. **Marketing Plan** - Describe the strategy for increasing the number and quality of events at the facility. Include an overview of marketing, advertising, and promotional concepts including working closely with concert and event promoters that will further the goals of the Arena as a sports and entertainment venue and to maximize the benefits of the Arena to the Rochester-Finger Lakes Region market. List event-scheduling goals for the next five (5) years. Include potential expansion opportunities. Describe approach to increasing the use of the Arena as a way to maximize resources not only for the Arena but for the community;
7. **Advertising/Sponsorship and Premium Seating Plan** - Describe a plan for assisting the City and primary tenant(s) in the sales and marketing of advertising/sponsorship at the Arena including managing and creating additional inventory. Discuss the plan and strategy for the sales and marketing of premium seating including luxury suites;
8. **Food and Beverage Operating Plan** - Describe a strategy and management plan for the food and beverage operations at the Arena including whether to manage these operations in-house or outsource to a concessions company. If outsourced, describe the responsibilities and relationship between the Manager and concessions company;
9. **Synergies with Central Business District Firms**- Describe a strategy to maximize the use of local products and businesses, both in and out of the Central Business District, to enhance the fan experience at the Arena;
10. **Maintenance and Repair** - Describe the management of the maintenance and repair of the facility including methodology for evaluating and proposing capital expenditures that may be required at the Arena for the next five (5) years. Individual capital improvements of less than \$5,000 and those for on-going maintenance of the facility will be the sole responsibility of the Manager;
11. **Performance Measurement** - Suggest strategies that the City can use to measure the operational performance of the Arena. Highlight how these metrics have been used (e.g., quantified, tracked, etc.) in other facilities;
12. **Draft Contract** - Submit a draft of a proposed contract between the City and the Manager for services requested in the RFP. Incorporate the scope of services and terms and conditions included in the RFP, as well as any other provisions deemed necessary. If Respondent is proposing a fixed management fee, include language regarding annual base fee and incentive fee, and provide the basis for being rewarded the incentive fee. Include a section regarding compensation for foodservice provision. The draft contract developed as a result of this study should also be available to the City in digital Microsoft Word format. The proposed contract should, as closely as possible, follow the format of the standard City Professional Services Agreement (PSA) which is attached hereto. The respondent's proposed contract shall include the City's required PSA language in paragraphs 4 through 19.

D. References: The Respondent must include in the proposal three (3) references from municipalities, companies or organizations for which the Manager has provided similar products/services in the last three (3) years. Also include company name, address, phone number, contact person, a description of the products/services provided with a description of any major variation to the requirements of this solicitation.

Attachments:

Attachment A: Bergmann MEP Conditions Assessment Blue Cross Arena, 2019

Attachment B: Johnson Consulting Economic Analysis of the War Memorial at the Blue Cross Arena

Attachment C: City of Rochester Professional Services Agreement (blank/template)

Attachment D: 2023-24 Fiscal Year list of events to-date/public knowledge at the Arena as of February 25, 2024

PROPOSAL CHECKLIST

**Preparer's
Initials**

I certify the following actions have been taken in preparation of this submission:

	The entire contents of this proposal package have been reviewed.
	All requested information has been supplied.
	All pages have been numbered sequentially.
	Materials requested on pages 10-13 (A-D) are included.
	Any additional information to the proposal has been included and marked as "Attachment".
	<p>One (1) clipped, <i>unbound, original</i> and ten (10) <i>bound copies</i> of the proposal and one (1) digital version on a jump/thumb drive are enclosed in this package that has been prepared for delivery by May 17, 2024 to:</p> <p>Brian Liberti, Director of Buildings and Parks City of Rochester Department of Environmental Services Bureau of Buildings and Parks 965 Maple Street Rochester, New York 14611</p>

PROPOSAL REVIEW AND SELECTION

The City does not discriminate in any aspect of contracting on the basis of age, race, color, national origin, creed, disability, marital status, sex, or sexual orientation.

Selection of the best proposal will be based upon, but not limited to, the following criteria:

a) *Business/Marketing/Transition Plan (25%)*

Quality, detail, and reasonableness of the transition, management, marketing, sales, food and beverage, financial, and personnel plans submitted.

b) *Quality of Proposal (15%)*

Quality and appropriateness of the submission rated on the basis of completeness and demonstrated knowledge and experience of the firm.

c) *Experience and Organizational Structure (20%)*

Length and breadth of successful experience in managing similar facilities and a proposed organizational chart presenting the proposed staffing hierarchy and levels of staffing at various positions.

d) *Compensation/Price (30%)*

Level/amount of funding projected to be required to meet the technical requirements contained herein, as well as descriptions of key assumptions at a level allowing the City to adequately assess the level/amount of funding.

e) *References (10%)*

Feedback received from other venues and clients

NOTE: Preference will be given to consultants located in the City of Rochester, through an additional weighting of 10%.

Should it become necessary to revise any part of this RFP, provide additional information necessary to adequately interpret provisions and requirements of this RFP, or respond to written inquiries concerning the RFP, the City reserves the right to issue an Addendum to the RFP to all respondents who received the initial RFP. Amendments to the RFP will also be posted on the City's website at <http://www.cityofrochester.gov/warmemorial-bca-rfp/>.

The City reserves the right to extend the Submission Deadline or other scheduled dates by a reasonable time.

The City reserves the right in its sole discretion to recommend the award of a contract related to this RFP based upon the written responses received by the City without prior discussion or negotiation with respect to those responses. Any contract awarded in connection with this RFP will be subject to approvals as required by City law, including final authorization by the Rochester City Council.

The City reserves the right to accept or reject any and all responses, at its sole discretion, received as a result of this RFP, to waive minor irregularities, and to conduct discussions with all responsible respondents (as determined by the City), in any manner necessary, to serve the best interest of the City. The City shall have no liability for the costs incurred by the respondents in preparing a proposal.

The City reserves the right to request additional information from any or all respondents, if necessary, to clarify that which is contained in the responses.

The selection of the Manager is within the City's sole discretion and no reasons for rejection or acceptance are required to be given.

All right, title, and interest in the material submitted by the respondent as part of a proposal shall vest in the City of Rochester upon submission of said proposal to the City, without any obligation or liability by the City to the Respondent. The City has the right to use any or all ideas presented by a respondent. It is neither the City's responsibility nor practice to acknowledge receipt of any response submitted in the Request for Proposals process.

The City reserves the right to ownership, without limitation, of all proposals submitted. However, because the City could be required to disclose proposals under the New York Freedom of Information Law (Public Officers Law §§ 84-90), the City will, to the extent permitted by law, seek to protect the Respondent's interests with respect to any proprietary information that is submitted. Any proprietary information submitted with the proposal must be clearly identified and a request to keep such information confidential must be submitted.

ATTACHMENT A: BERGMANN MEP CONDITIONS
ASSESSMENT BLUE CROSS ARENA, 2019



BERGMANN
ARCHITECTS ENGINEERS PLANNERS

MEP CONDITIONS ASSESSMENT BLUE CROSS ARENA



Bergmann

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Phone: 585.232.5135

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January 28, 2019 (Revision 4)



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Appendix A ROM Estimate of Probable Construction Cost

Appendix B ~~Blue Cross Arena Facility Assessment (Populous Architects) MEP portions only~~ Mechanical Equipment Schedules (1990's renovation)

Appendix C Blue Cross Arena Facility Panelboard Assessment Spreadsheet



1.0 Executive Summary:

Bergmann has been retained by the City of Rochester to provide an updated Mechanical, Electrical & Plumbing (MEP) Building Conditions Assessment for the Blue Cross Arena (BCA).

This report provides a more in-depth evaluation of the existing mechanical, electrical and plumbing (MEP) systems in the building, including: identifying condition of existing equipment/systems; future work required; classification of urgency to repair or replace the systems; and preparation of a preliminary estimate of probable construction cost to assist the City with budgeting for future capital improvements.

Bergmann's scope of work for the preparation of this report includes:

- A review of the June 2, 2014 Populous facility assessment report.
- Review of existing BCA drawings and reports provided by the City.
- Interviews with Building staff and City stakeholders, and observations of the existing building via on-site inspection and assessment of all major MEP equipment to document their condition.
- Removal of MEP items from the Conditions Assessment scope per e-mail received from the City on 9/24 that identified work previously completed or currently under contract to be completed.
- Preparation of rough order of magnitude estimate of probable construction costs for each major component identified as needing renovation, repair or replacement.
- Rank the urgency for each MEP deficiency identified on a scale of 1-5.
- Preparation of a conditions matrix for all equipment reviewed, ranking the urgency for each MEP deficiency identified on a scale of 1-5. (See Appendix A.)
- Coordination with the City as required to understand the systems and assess new work priorities.

Systems not included in this report are:

1. Domestic hot water heaters (All 4 are in the process of being rebuilt or replaced).
2. Steam condensate system. (Previously inspected for leaks and repairs made. However, further evaluation may be needed.)
3. Building Automation System. (4 failed terminal equipment controllers and 15 digital control modules are being replaced.
4. Commercial Kitchen and related systems. (Omitted from the evaluation.)
5. Lighting & Lighting Controls. (Omitted from the evaluation. Partial interior upgrades to LED with NYPA are ongoing & arena lighting upgrade estimate is complete).
6. Fire Alarm Control Panel and System. (Will be replaced as part of an upcoming C.O. Detection System installation project.)
7. AV, Sound and Public Address systems. (AV and sound will be addressed in the current BCA Upgrades project.)
8. New alarm transmitter to fire dispatch & 911 system. (Has previously been installed.)
9. The undersized unit (AHU-9) serving the management offices. This will be addressed in the current Exchange Street expansion project with either replacement or supplemental equipment.)
10. Fire protection sprinkler system.

Additional work not included as part of this Report includes the following:

- Assessment of any hazardous materials and required remediation to complete any new work.



- Energy conservation, life cycle cost analysis and building energy modeling.
- Design work associated with any recommended repairs or replacements.

1.1 BUILDING HISTORY AND INFORMATION

Bergmann has obtained information, including building size and year built from documents provided by the City of Rochester. According to the original building drawings, the building is a steel and concrete framed arena designed in 1951-1952, with construction completed in 1955. The building was originally constructed as a community war memorial and exhibition hall. It underwent a major renovation with multiple additions from 1996-1998 including a new entry, additional arena seating, north, south, east and west side additions. The building is currently being used as a community war memorial and arena for the local sports teams and entertainment shows. It maintains its original intended use as a public assembly space.

1.2 CODES & REGULATIONS

The following Building Codes and Regulations pertain to this existing occupancy at the time of issuance of this report:

- New York State Fire Prevention and Building Code (9NYCRR – In place at time of original construction or the date of any renovations)
- 2015 International Existing Building Code (For any new or future construction)
- 2015 International Existing Building Code (For any renovation, alterations and additions)
- 2017 New York State Building Code Supplement
- 2015 International Fire Code
- 2015 International Energy Conservation Code
- 2016 Supplement to the New York State Energy Conservation Construction Code
- 2016 International Mechanical Code
- 2016 International Plumbing Code
- NFPA 101-2015 – Life Safety Code
- NFPA 70 National Electric Code
- NFPA 72 – National Fire Alarm Code
- ASHRAE Standard 90.1- 2013; 62.1

1.3 SUMMARY

A summary of findings is identified in Appendix A, Rough Order of Magnitude (ROM) Estimate of Probable Construction Costs. Please note that much of the equipment is noted in the following supporting MEP systems narratives as being past their expected useful life. However, facilities staff and our visual observation indicated the equipment was still functioning properly. Therefore, in an effort to limit excessive costs associated with complete systems replacement, Bergmann has identified alternatives to limit the scope of work or engage in a more regimented maintenance program for some items. While this approach should continue to maintain the equipment in a useful, working and efficient state, there are no guarantees that the older equipment which is past its recommend useful lifespan, will continue to function properly. If a failsafe approach is warranted, then full replacement should be considered by the City. In addition to the costs identified in the ROM estimate and the body of this report, the City should budget for any typical operational and maintenance issues and items requiring annual inspections, certifications & maintenance, including, but are not limited to:



- a) Exhaust Hood Ansul systems (bi-annual)
- b) Elevators
- c) Escalator
- d) Sprinkler System
- e) Fire Alarm Panel
- f) Fire Extinguishers
- g) Main Switchboard Maintenance
- h) Camera Maintenance
- i) Grease Traps

2.0 Mechanical Systems Evaluation

2.1 EXISTING MECHANICAL SYSTEMS CONDITION

Based on our survey, and interviews with staff, it appears that the mechanical systems have been consistently maintained. Components of systems have been replaced in the last 20 years (1990s) or are still original to the building (1950s). There are some mechanical systems that require attention and improvement to provide arena upgrades and enhance the fan experience. While the systems have been maintained and are operating adequately (unless noted otherwise in this report), the original equipment (1950s) have surpassed their typical service life and the equipment installed in the 1990's renovations are near the end of their typical service life. The building equipment schedules from the 1990's renovations are located in Appendix B. These include all equipment in the facility (AHU's, pumps, fans, etc.). If all this equipment is maintained on a regular preventative maintenance program (maintained according to good industry practice and manufacturer's recommendations), it could remain in good operating condition well-past the equipment's typical service life. Without proper maintenance, it is difficult to determine when replacement of the existing equipment (currently in good operating condition) would be required. A budget for equipment replacement/upgrades as needed due to equipment age to ensure efficient and reliable operation should be established based on historical data for similar systems.

Projects that have been completed or are not part of the scope of work as identified in the Executive Summary have been removed from our recommendations. We have maintained the original identification system used in the 2014 Populous Report, supplementing it where needed to add new items.

2.2 PROPOSED MECHANICAL UPGRADES

2.2.1 Building Management System (M1)

Overview

The facility utilizes a Siemens central Building Management System (BMS) for monitoring system and equipment and for operational scheduling. The system was installed during the 1990's renovation and has worked well to control the building systems for the level of control expected from facilities personnel. The graphical user interface (GUI) is located in the engineering office on the Basement Level of the building. The network is comprised of a hybrid of both pneumatic (air-powered) and digital components due to the stages

of renovations and the types of equipment controlled by the BMS. In interviews with facilities and City personnel, it was noted that some control modules have been replaced or repaired, however the dated hardware and software is no longer supported by Siemens. The digital components of the controls system (DDC) can no longer be maintained or upgraded.

The pneumatic control system utilizes a control air compressor located in a mechanical space on the Basement Level of the building. The compressor is dated (1991) and is beyond the end of its expected useful service life (20 years). It appears to be well-maintained and in good operational condition at the time of this report. The pneumatics in this facility are working well and providing the level of control desired by facilities staff. However, pneumatic controls are no longer used in modern commercial buildings with the occasional exception of large or quick-acting valve and damper actuators. Conversion to all-electronic control devices should also be considered, which would be a considerable cost for this facility and requires further investigation.

It was noted that the HVAC systems only operate on a temperature-control basis using return air temperature as the indicator for heating and cooling requirements. Ventilation is addressed with OA damper minimum position limits through inputs from the BMS. Adding components and programming to monitor space(s) CO₂ concentrations for demand-controlled ventilation would greatly reduce energy cost by minimizing OA to only what's needed for occupants in the building.



DDC Panel for AHU-5



Compressor for Pneumatic Controls System



Recommendations

- M1A: Replace all of the Siemens digital controls components (front end, modules, etc.) with a new, modern digital controls system that can be maintained and upgraded as needed to meet the building needs.
- M1B: Provide CO₂, static pressure sensors and associated programming for air-handling systems to reduce energy cost and enhance safety and quality of the occupied environment.

Measure	Costs	
	2018	2020
M1A Replace DDC system	\$1,274,063	See cost matrix
M1B Demand Control Ventilation	\$105,323	See cost matrix

If the DDC system is not replaced, consideration should be given to replacement of the HVAC controls air compressor to ensure continued reliable function of the pneumatic control system. This cost would be approximately \$8,625. An additional upgrade that should be considered, which requires further scoping, is conversion to all-electronic control devices (removal/replacement of all the pneumatic controls).

2.2.2 Chilled Water System (M2)

Overview

Chilled water used for building HVAC cooling is provided by Monroe County through an agreement with a nearby facility that has its own chilled water plant. That facility uses river water for the chiller condensers and pipes chilled water to the arena, as well as to three (3) or four (4) other nearby City and County buildings. The plant is in operation from April 15th thru October 15th. Chilled water enters the building at the Basement Level at 44°F and is distributed through the arena via a pair of redundant 100 HP base-mounted end-suction variable speed chilled water pumps. The system design delta-T is presumed to be 12°F. It was reported by facility maintenance and operations staff that the chilled water delivery temperature can fluctuate and sometimes reaches a building entering water temperature (EWT) of 48°F which creates comfort and humidity problems within the facility. This problem has been somewhat alleviated by the County with a recent chiller replacement at their plant. The main contributor now to the fluctuating chilled water temperature from the County is the condenser water system serving their chillers. Because the system uses river water for the condensers, the filter screens sometimes become clogged with debris (especially during storm event) causing the condenser water pumps to lose their prime. In interviews with City personnel, it was noted that the County has a chilled water meter at the Civic Center that measures chilled water provided to the City for the BCA.

Specific deficiencies were not indicated by facilities staff related to the chilled water pumping or piping distribution within the arena itself, however, it was noted that there are cooling problems in some areas of the building (specifically AHU-9 serving the Arena Level offices) on the west side of the building. The cooling deficiencies at the Arena Level offices will be addressed in the current Exchange Street expansion project.

The chilled water pumps were installed in the 1998 renovation and are controlled via Variable Frequency Drives (VFD's) installed at that same time. Since the renovation, one of the VFD's was replaced and one of the pumps had their bearings replaced. Both the pumps and one of the drives are near the end of their typical service life (20 years).



Chilled Water Pumps

Recommendations

- M2A: Replace the pumps and drive to ensure efficient and reliable system operation.
- M2B: Provide a chilled water Btu meter at BCA, to verify quantity of chilled water being provided from the County.

Measure	Costs	
	2018	2020
M2A Pump and VFD replacement	\$107,021	See cost matrix
M2B Add chilled water meter	\$25,481	See cost matrix

2.2.3 Steam and Hot Water Heating System (M3)

Overview

Steam service is provided to the arena by Rochester District Heating Cooperative (RDH). It enters the building at the basement level at 100-110 PSI, is reduced to 55 PSI then distributed to multiple steam stations (PRV's) throughout the basement. The steam stations provide low pressure steam to heating equipment in the basement (AHU coils or heating system heat exchangers) and four domestic water heaters. Condensate is currently dumped into sanitary sewer. RDH recently installed a condensate return line through the basement. The piping, valves and regulators in the main service entry room look to be in fairly good condition and free from leaks and excessive corrosion. Facility staff reported that RDH will be rebuilding the main service in the near future.

Heating hot water is produced for the hydronic heating systems in the arena using two (2) shell and tube heat exchangers (HEX's) and two (2) uninsulated steel heating water storage tanks. Heating water is distributed to the hydronic equipment via a pair of redundant 20 HP base-mounted end-suction heating

water pumps with VFD's. The heating water pumps are original equipment (1955) and are controlled by VFD's that were installed approximately 17 years ago. The pumps have far exceeded their typical service life. The drives are near the end of their typical service life (20 years).

It is the City's intent to have the steam piping system (piping and traps) inspected for deficiencies (i.e. use non-destructive ultrasonic testing) to detect steam line deterioration. The City will fund and complete this inspection (approximately \$25,000) as a separate project.



Shell & Tube Heat Exchangers



Heating Water Pumps

Facility maintenance and operations staff reported that the heating water system operates on a linear temperature reset schedule where 180°F water is supplied when outside temperature is 0°F, and 140°F water is supplied when outside temperature is 40°F. Specific deficiencies were not indicated by facilities staff related to the heating water pumping or piping distribution, but it was noted that there are temperature control problems in some areas of the building (specifically AHU-9 serving the Arena Level offices) on the west side of the building. Similar to the cooling deficiencies mentioned above in M2, the heating deficiencies at the Arena Level offices will be addressed in the current Exchange Street expansion project.

Recommendations

- M3A: Replace the HW pumps and drives to ensure efficient and reliable system operation.
- M3B: Replace shell and tube heat exchangers to ensure efficient and reliable system operation.

Measure	Costs	
	2018	2020
M3A Pump and VFD Replacement	\$83,239	See cost matrix
M3B HEX Replacement	\$76,444	See cost matrix

An additional upgrade that should be considered is the collection of condensate from the entire facility for return to RDH.

2.2.4 Arena Bowl AHU Modifications (M4)

Overview

There are six air handling units (AHU's) serving the arena seating bowl. The four (4) main bowl AHU's are original (1955), built-up units located on the Basement Level with steam heating and chilled water cooling coils. Four of these units (AHU-1 thru AHU-4) date back to the original 1955 construction and have had component replacements over time. The supply fans and associated VFD's in AHU-1 thru AHU-4 were replaced in the 1990's and the return fans are original equipment. (It should be noted, there are four, unused, crated fans in the basement that were purchased during the 1990's renovation for replacement of the return fans in AHU-1 thru AHU-4. They were never installed.) These units appear to be in good condition and are well maintained. In the AHU's inspection it was noted that gaskets were missing/deteriorated at the access doors.

It was noted by facilities staff that the four main bowl AHU's can serve 100% outside air to the arena, but they shut off from freeze stat alarms when run at 100% OA during events in the winter time. This indicates there may be a coil capacity issue. It was also noted by facilities staff that some piping (drainage, fire protection) runs through the outside air intake shafts serving these AHU's so the piping experiences freezing issues during cold weather.

The bowl is generally maintained at 72°F with a target of 68°F-69°F during hockey events, but the colder temperature range of 60°F-65°F and low humidity condition (less than 40% RH) that is more appropriate for an ice facility is not achieved with the existing equipment in place now. This puts additional load on the ice plant to maintain the ice at an appropriate condition and creates more opportunity to experience condensation problems within the arena bowl.

Control dampers have been added to the bowl ductwork to allow shutoff of diffusers over the ice sheet while continuing to serve supply air (SA) to the seating area. The BMS is programmed to reduce bowl AHU fan speed to 50% when the center diffusers are dampered off to maintain proper air throws and distribution in the seating area.



AHU-1 access door*AHU-1 Supply Fan**Gaskets at AHU-4 access door**Gaskets at AHU-3 access door*Recommendations

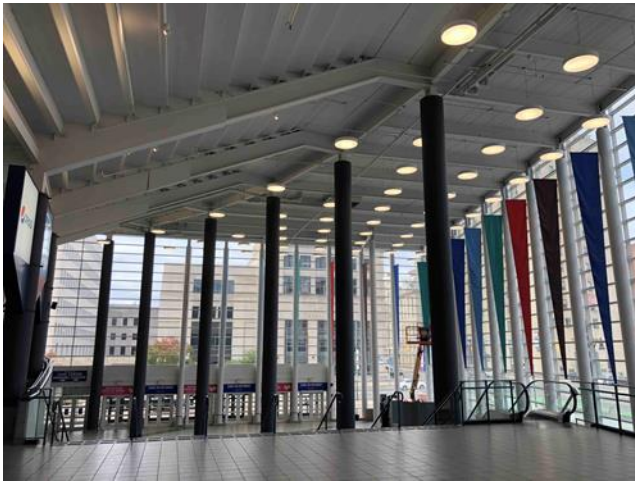
- M4A: Replace main bowl AHU (1-4) return air fans to ensure efficient and reliable system operation. Replace gaskets at access doors and clean units.
- M4B: Investigate AHU coil capacity issues in cold weather operation. Investigate addition of desiccant wheel air treatment to the air handlers. Desiccant wheels would improve the dehumidification of the seating bowl, helping to maintain a better ice sheet quality. Further evaluation of AHU configuration would be required to determine feasibility of installation.

Measure	Costs	
	2018	2020
M4A Replace return air fans	\$492,638	See cost matrix
M4B Investigate coil capacity issues and addition of dehumidification to AHU's	\$25,000	See cost matrix

2.2.5 Main Lobby/Atrium Air Distribution (M5)Overview

The north end of the facility is a high two-story open atrium/lobby space with glazed curtain wall façade constructed during the 1998 renovation. This area is served by two (2) modular AHU's (#5 and #8) with steam heating and chilled water cooling coils. AHU #8 serves the bar area on the 2nd floor while AHU #5 serves the lower area through linear sidewall diffusers and through perimeter grilles at the base of the glazed curtain wall. It was reported by facility staff that temperature control at the floor level is difficult in the winter months.



*Lower Lobby Area**Upper Lobby Area*Recommendation

- M5A: Provide destratification fans. Destratification fans will create a more uniform air condition in the large volume space and move the warmer, more buoyant air down to the floor to the occupants, enhancing the fan experience. Aesthetics are a key consideration with destratification fans, as well as the issue of integrating the fans into the space with all of the existing utilities and infrastructure. Placing paddle style fans below the existing light fixtures can create a “strobic” effect which is undesirable to occupants. Careful integration is critical.

Measure	Costs	
	2018	2020
M5A Destratification fans	\$98,528	See cost matrix

2.2.6 Ice Plant (M6)Overview

The ice plant creates and maintains the ice sheet. The plant is a York International brand ‘Frick RXB’ R-22 refrigerant chiller package with dual 125 HP screw compressors. The system uses propylene glycol for the ice floor piping fluid with two (2) 75 HP glycol pumps on VFD’s that operate in a lead/lag arrangement. Glycol Pump 1 has had a recent motor replacement. Glycol Pump 2 is original. Facilities staff reported that the glycol pumps always run at 100% when the chiller is operating and that Siemens is currently tasked with troubleshooting the controls to get the pumps to control with varying speed. Staff also noted that Compressor #2 has been overhauled since new but that Compressor #1 is still original and currently degrading in performance. Ice is maintained at 15-16°F for events (17°F is the design target). Ice has traditionally been removed three times a year for monster truck, circus and motocross events. Staff noted that when making a new ice sheet, it takes about an hour to drop the ice temp 2°F. The ice plant is 20 years

old and reaching the end of its typical service life. This is a concern for a system that is a critical part of Arena operations.



Ice Plant

Recommendations

- M6A: Removal/replacement of the existing ice plant (pumps, chillers, etc.) with a new plant. Explore using different heat transfer fluid (i.e. ethylene glycol).

Measure	2018	2020
M6A Plant replacement	\$934,313	See cost matrix

Consideration should be given to purchase of a spare compressor to have on hand in the event of a compressor failure near an ice event date. Staff reported that the current lead time for a replacement compressor is 10 weeks. Therefore, having a spare on-hand could eliminate the possibility of lost revenue from not being able to maintain the ice sheet. The cost of a spare compressor is estimated at \$103,500.

2.2.7 Arena Ventilation System (M7)

Overview

The seating bowl does not have a code compliant life safety smoke control system, but does have an arena exhaust “purge” system comprised of four (4) rooftop exhaust fans and two (2) sidewall exhaust fans at the back wall of the Catwalk Level. These fans are used for exhaust during monster truck shows and during concerts to exhaust theatrical smoke. They are not connected to emergency power and are controlled by the BMS in the engineering office in the Basement. Makeup air for the bowl exhaust is provided by the bowl AHU supply fans, opening of the south overhead doors (between the arena bowl and concourse) and opening of the exterior overhead doors. Facilities staff reported that the four (4) rooftop exhaust fans recently had their motors replaced. Staff also noted that the two (2) sidewall fans at the back of the Catwalk Level are not accessible and have, therefore, not been serviced since installation in the 1950’s. They are operated 2-3 times per year.



Sidewall Exhaust Fan

Recommendation

- M7A: Create a means of access to the two (2) sidewall exhaust fans so that they can be properly serviced and maintained.

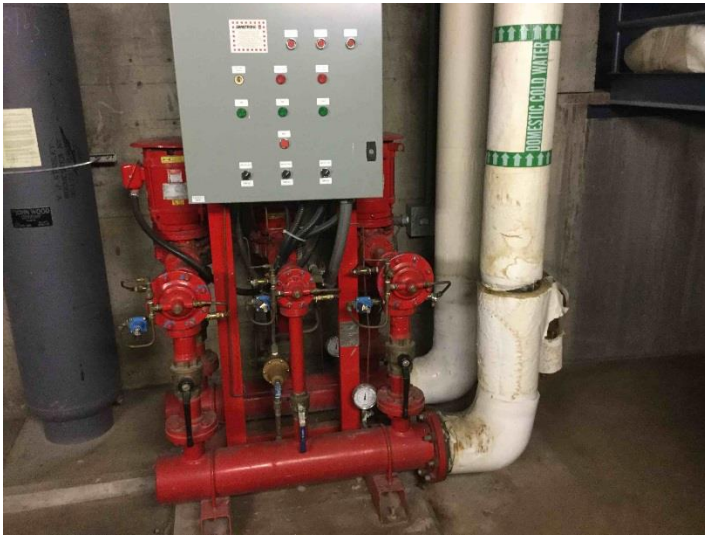
Measure	Costs	
	2018	2020
M7A Add Fan Access	\$59,456	See cost matrix

The arena is currently able to be operated without a life safety smoke control system based on its existing condition. Additional renovations could trigger a need to bring certain systems up to current code. Smoke management may be part of that requirement. Consideration should be given to the potential need for a life safety smoke control system and how to utilize existing equipment and configuration to create a code-compliant system. This would require additional in-depth evaluation of the systems and facility to develop an associated cost. The City should budget \$25,000 for this additional engineering study.

2.2.8 Domestic Water System

Overview

The arena is provided with domestic water for cooking, showers, sinks and general use through one (1) 6-inch water service entry at the Basement Level of the building. The water pressure at the service entrance is approximately 55 PSI. This service line is provided with a double-check backflow prevention device. The water meter was recently replaced. A triplex domestic water booster pump (DWBP) skid with three (3) 10HP pumps elevates the incoming 55 PSI water pressure to the 130 PSI needed to serve the facility. The DWBP skid was installed in the 1998 renovation and appears to be well maintained. Domestic hot water is produced for the arena via four (4) unfired steam water heaters. Two water heaters serve the kitchen, and two (2) provide hot water to the rest of the facility. Concessions are served by dedicated electric tank style water heaters (approximately 40-gallons each) without hot water recirculation.



Domestic Water Booster Pump Skid

Recommendations

- M8A: Replace the booster pump skid and provide with motor-mounted VFD's and integral controls to ensure efficient and reliable system operation.

Measure	Costs	
	2018	2020
M8A Domestic Water Booster Pump Replacement	\$88,335	See cost matrix

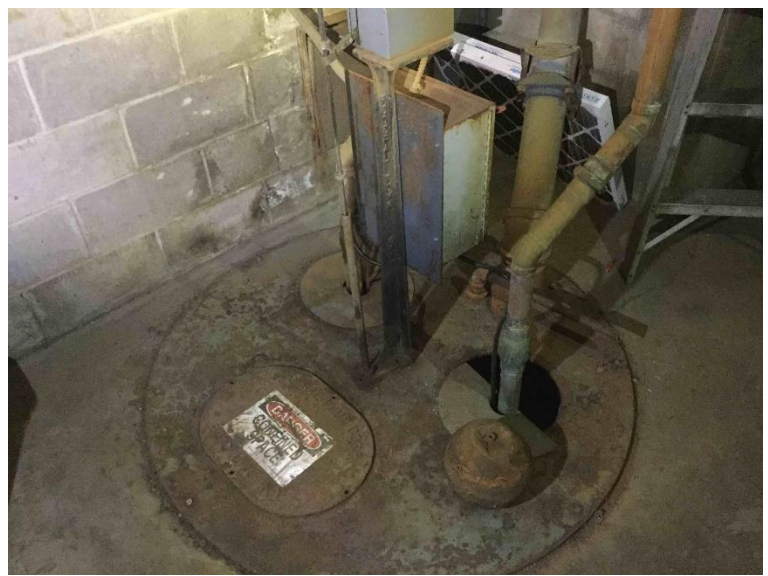
2.2.9 Sanitary System (M9)

Overview

Most of the sewer piping is original. There are three duplex pumping stations in the Basement Level of the arena of varying ages (20+ years). Grease and oil residue below the pumps indicate bearing failure and a need for service/replacement. One station located in the water service room is experiencing bearing failure as indicated by the noise it creates when operating and should be replaced before equipment failure.



Ejector Pump Station in Water Service Room



Ejector Pump Station near AHU-1



Ejector Pump Station in SE quadrant

Recommendations

- M9A: All three pumping stations have reached the end of their expected service life (10 years) and should be replaced. Visually check the cast iron drain lines throughout the facility and scope drain lines at concession stands with a camera to ensure they are free from blockage and excessive corrosion. Replace any corroded sections with polypropylene pipe to resist corrosion.

Measure	Costs	
	2018	2020
M9A Sewage Ejector Pump Replacement (3) & Pipe Inspection & Repair	\$118,913	See cost matrix

2.2.10 Suite Level AHU's (M12)

Overview

Each suite is served by a dedicated heating/cooling Fan Coil Unit (FCU). AHU-21 or AHU-22, installed as part of the 1990's renovations, are 100% outside air units with chilled water cooling and hot water heating



coils. These provide each FCU with tempered ventilation air. Facility staff reported that during cold weather, AHU-21 and AHU-22, trip out on freezstat. This indicates that the heating coil can't handle the cold outside air and there are capacity/performance issue with the unit. As a result, during cold weather, the outside air dampers for these AHU's are closed to avoid freezestat alarms hence, the suites do not get ventilation air as required by code. Facility staff reported that in the summer, AHU-21 & AHU-22 often can't cool/dehumidify the outside air adequately and as a result the FCU's can't maintain comfort conditions in the suite. Similar to what was mentioned above, during hot weather, the the outside air dampers for the AHU's are closed and the suites do not get ventilation air.

The suite corridors are conditioned by AHU-23 and AHU-24, which have chilled water cooling and hot water heating coils, and were installed as part of the 1990's renovations. Facility staff reported that the units struggle to maintain cooling in the space during warm weather.. Facility staff also reported that during cold weather, these AHU's trip out on freezstat. This indicates capacity/performance issues with the cooling and heating coils.

Recommendations

- M10A: AHU-21 & AHU-22 (suite ventilation), Further investigate capacity issues to provide adequate & consistent ventilation to spaces, possibly replace units, explore using energy recovery units.
- M10B: AHU-23 & AHU-24 (corridor HVAC), Further investigate cooling capacity issues to provide consistent space comfort, possibly replace cooling coils or units.

Measure	Costs	
	2018	2020
M10A AHU-21 & AHU-22 Replacement	\$127,406	See cost matrix
M10B AHU-23 & AHU-24 Replacement	\$127,406	See cost matrix

2.2.11 Zamboni Fill System (M10)

Overview

The Zamboni fill station consists of a shell-and-tube steam-to-hot water heat exchanger to boost process hot water to 180°F for filling the ice resurfacing machines. There is no chemical treatment of the water for the ice resurfacing. Consideration should be given to providing a new Reverse Osmosis (RO) water treatment system such as a "Jet Ice" skid. This type of system removes impurities, minerals and oxygen from the water that may make it cloudy once laid down and frozen. The cost of this system installation would be approximately \$58,000.

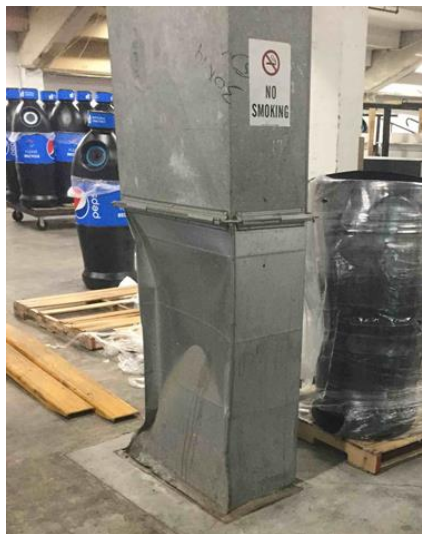


Zamboni Fill Station

2.2.12 Arena Bowl Return Air (M11A)

Overview

Throughout the facility, evidence of collapsed ductwork (dented, bent, holes, etc.) was noted as well as reported by the facility staff. During one site visit, a main bowl AHU return fan (AHU-3) was energized and we witnessed the return ductwork collapsing. The collapsed ductwork is evidence of the AHU's being started for return air, which can be partially attributed to the reduced open area of return grilles throughout the arena bowl. Over the years the grilles have been painted multiple times, have accumulated a build up of paint and subsequently space between blades has been blocked. Also, at the time of this report the grilles were plugged with dirt/lint, thus reducing air flow thru the grilles. It is the City's intent to fund the grille replacement and ductwork repair (approximately \$30,000) as a separate project.



Crushed Duct Outside of Security Office



AHU-3 Collapsed Return Air Ductwork



Arena Return Air Grille



3.0 Electrical Systems Evaluation

3.1 EXISTING ELECTRICAL SYSTEMS CONDITION

Based on our site surveys, and discussions with a limited amount of knowledgeable staff that have adequate building electrical system history, it appears that some of the electrical systems have either been replaced in the last 20 years (1990's) or are still original to the building (1950's). Although, much of the equipment has surpassed its life expectancy the electrical system has been functioning in satisfactory condition with two (2) busduct failures and no power outages reported. One (1) bus duct failure occurred back in the 1990's and the other occurred in May of 2017. There are some systems that are past the end of their typical service life, and some systems are certainly approaching the end of expected life.

It is important to understand that the typical life expectancy of equipment, such as panel boards and switchgear, are 20-25 years assuming they are seldom maintained; which is normally the case. Life expectancies can increase to 30 to 35 years if the equipment is well maintained. Typical regular maintenance includes exercising of circuit breakers and lubrication of switchboard switches.

Projects that have been already completed or are not part of the scope of work as identified in the Executive Summary have been removed from our review and recommendations. We have maintained the original identification system used in the 2014 Populous Report, supplementing it where needed to add new items.

3.2 PROPOSED ELECTRICAL UPGRADES

The following projects were included in the 2014 Populous Report and have not been completed by the facility. Based on communications with facility personnel, these are projects that still require completion and should be included in future capital improvement planning. Additional projects have been added to this list which were derived from our walkthrough observations. Costs have been updated to reflect cost increases from 2014 to 2018 as well as escalation projections to 2020.

3.2.1 Main Switchboard Replacement (E1)

Overview

The electrical power service for the facility is provided from two sidewalk utility vaults adjacent to the building. Each vault contains two vault style transformers tied together via a common bus then fed into the building. Electrical service is provided by Rochester Gas & Electric (RG&E) and both services are separately metered. There are two main service switchboards, one on the North end and one on the South. Additionally, there is a dedicated feed from the RG&E transformer vault that directly feeds the existing ice plant. This load is not separately metered, but is added on the meter for the North switchboard.

Branch feeder fuses on the two main switchboards distribute power throughout the facility by pipe and wire feeders and large bus ducts routed to sub-switchboards and panelboards throughout the facility. The majority of the existing electrical equipment is original to the 1950's building. The equipment installed during the 1996-98 renovation is generally in good shape.

Options

- E1A: Replace both Switchboards and branches to 30' outside of Electrical room.
- E1B: Perform preventative maintenance on both switchboards.

The main switchboards are each rated at 3,000 amps, 208 volt 3-phase and were installed in the 1990's.

Based on the electrical usage from the previous year, it appears that there is still capacity in the main services to feed additional loads. The peak load data we received from the City occurred in October of 2017. The peak value equated to approximately 3,200 amps. This is a concern if this represented an individual meter, however, it represents the total building draw, so it is difficult to determine how much of this is on each service without further investigation. Using experience and engineering judgement, we generally agree with the 2014 Populous report and assume that the total draw is split somewhat proportionately between each service leaving it at an appropriate size.

It is important to discuss any substantial load modifications with the local utility to ensure that the vault transformers can accommodate new loads. The main service switchboards are approaching their non-maintained life span but are in good condition, and therefore do not require a replacement. A less expensive alternative is to maintain the switchboards on a regular basis. The South switchgear was actually recently maintained, November of 2017. However, it is unknown as to when they were maintained prior. Therefore, it is recommended to perform maintenance on the North switchboard at this time and perhaps alternate each switchboard each year.



Main Switchboard

Measure	Costs	
	2018	2020
E1A Replace both Switchboards and Branches	\$600,000	See cost matrix
E1B Perform Preventative Maintenance on North Switchboard (Recommended)	\$16,988 per year	See cost matrix

3.2.2 Show Power Replacement (E2)

Overview

The show power distribution consists of three (3) 600-amp 208v, 3ph connections, near the stage end and an additional 600-amp connection near the loading dock. Two of these appear to be 1950's vintage and the other two (2) appear to be from the 1990's. Each connection includes a disconnect feeding bussing within accessible cabinets. Each of these cabinets has camlock connectors at the bottom and lugs connected to the bus for direct connection.

The shore power consists of one (1) 100-amp 208v, 3ph disconnect at the south side of the arena near the loading dock which appears to be 1990's vintage. There is also a 400-amp connection in the parking lot across the street which is fed with a separate service and appears to be 1990's vintage as well. The arena staff have indicated that these are adequate for current concerts and events. These appear to be in satisfactory condition.

Recommendations

- E2: Replace equipment for each show power connection.

It is recommended that these disconnects and bus connections be replaced with company switches which are configured with integral overcurrent protection and camlocks. These types of switches also offer increased safety by preventing the user from closing the switch when the receptacle compartment is open. Additionally, if the switch is closed, the user cannot open the receptacle compartment without first opening the switch.



Show Power Panels

Measure	Costs	
	2018	2020
E2 Replace equipment for each show power connection	\$156,285	See cost matrix

3.2.3 Generator and Emergency Distribution Replacement (E3)

Overview

The building has a 135Kw diesel generator that is installed in the basement which appears to be 1980's vintage per owner. The unit is rated to deliver approximately 450 amps at 208/120 volts. The unit feeds a single automatic transfer switch. The transfer switch then feeds a fairly limited emergency distribution system of mostly lighting and some equipment in the security/Fire response office. It also feeds non-life safety (standby) equipment, which does not meet today's code requirements.

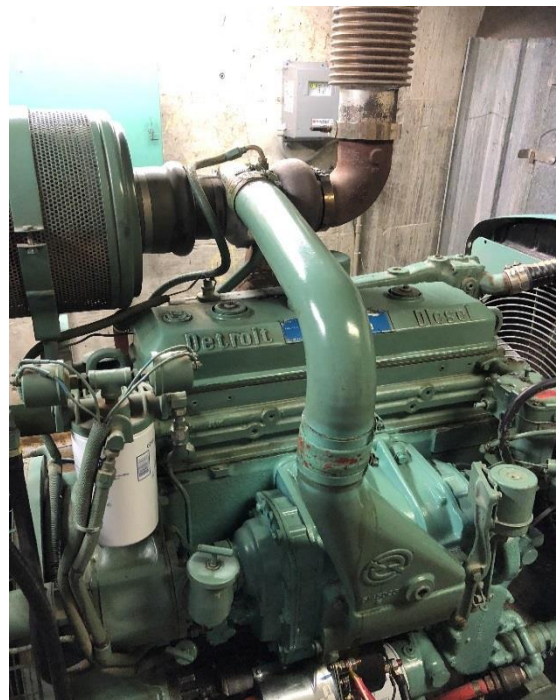
Recommendations

- E3: Replace Generator and Emergency Distribution.

The generator appears to be the original unit and is located in a small room in the basement. Although the generator is exercised weekly, it is not in good condition and should be replaced with one capable of handling new life safety loads such as bowl egress lighting and potentially smoke control. Likewise, the distribution equipment, should be replaced.



Generator



In addition, separating the life safety transfer switches from the standby transfer switches and distribution may warrant reconfiguration of the space and adding separate rooms to house this equipment to gain the NEC required separation. This scope is assumed to be included in the original Populous Report and is reflected in the pricing below.

It is recommended to perform an investigation/evaluation of the existing system to fully understand what is out there.

Measure	Costs	
	2018	2020
E3 Replace Generator and Emergency Distribution (Investigation/Evaluation)	\$100,000	See cost matrix

3.2.4 Exterior Lighting Upgrades (E4)

Overview

On the South and East sides there are existing fixtures that provide general illumination for the sidewalks. Generally, there are two (2) types as depicted in the photos below. There is no intentional decorative façade illumination currently installed. The lamp sources appear to be warm (gold color) which are not standard in today's lighting industry. These fixtures also appear to be 1990's vintage. There are no exterior fixtures on the North and West sides of the building.



Exterior Lighting Pole Example:



Exterior Lighting Building-Mount Example:



Recommendations

- E4A: Replace and supplement existing.
- E4B: Add façade decorative architectural lighting.

Replace existing lighting with energy efficient LED sources with cooler (white light) and add egress lighting at all exterior exit doors. It is anticipated that additional lighting may be required to meet current IES recommendations. The egress component here is what triggers the high priority as adequately lighting the exterior near egress doors is current Code.

Adding façade decorative architectural lighting was discussed in the Populous report. It adds value and could highlight and heighten the public awareness of this building and help create a vibrant public destination venue. Although this is aesthetic and not functionally required, leaving a line item in the report seemed valuable. The cost below is subjective to the lighting designer's approach and is highly variable. However, it offers a budgetary cap to limit this type of work.

It is the City's intent to fund the Add Façade Decorative Architectural Lighting (approximately \$390,000) as a separate project.

Measure	Costs	
	2018	2020
E4A Replace and Supplement Existing	\$195,356	See cost matrix

3.2.5 Busduct Modifications (E5)

Overview

Residing in the basement level there are various busduct systems which distribute power from the switchboards to some of the loads in the basement. These are original to the building and have experienced one failure as listed above in Section 3.1. The amperages are at the 1,000-amp level.

The 1955 vintage busduct located at the catwalk level is suspended from the roof deck and generally hangs in an accessible location from the catwalk. It is directly fed from the basement with two (2) 1,000 amp, one (1) 1,200-amp and one (1) 1,600-amp feed. This catwalk generally feeds distribution panel boards for mainly lighting and some ancillary motor loads, all located at the catwalk level. There has also been a recent failure of a section of this busduct which has been repaired as listed above in Section 3.1. During this repair, and while the busduct was shut down, the electrical contractor went through and tightened the lugs on the individual bus plugs to ensure connections were still intact.



Existing Busduct

Recommendations

- E5A: Replace basement and catwalk busduct in kind.
- E5B: Abandon in place-redistribute power using panels.
- E5C: Thermography study.

The original concept is to replace the busduct in kind with aluminum bussing to allow for ease of installation and control costs as aluminum is less costly and lighter when compared to copper. The idea is to utilize the existing supports keeping in mind that custom fabrication of a new support system to hang the new busduct may be required. This may be cost prohibitive, however it provides a worst case for budgeting and is the most prudent approach to understand what the cost implications could be.

The catwalk busduct is primarily used to distribute power to panel boards which feed the bowl lighting. It is sized to accommodate the original incandescent lighting in the bowl. Since then, metal halide has replaced the original Incandescent fixtures and future projects would likely replace the metal halide fixtures with new LED fixtures. This continually drops the electrical load on the catwalk busduct system. Therefore, the replacement in kind option could become less costly as its size could be reduced due to the more efficient lighting. Of course, further evaluation and design of this would need to be completed to confirm the final design and busduct size.

Our recommended approach is option E5B. The existing busduct system could be abandoned in place with the feeds re-routed to a same amperage panel board which would save significant cost when compared to replacing all of the catwalk busduct foot by foot. New panels could be placed on the catwalk, with some minor catwalk steel modifications, to allow for appropriate clearances. These new panels would be used to reconnect the other existing panels that directly feed the lighting in the bowl. Using panels to feed multiple distribution points rather than busduct offers the least costly method. It is suggested to use flexible metallic conduit or MC cable to distribute power along the catwalk. This is all estimated in option E5B and will include direct replacement of the busducts, using panel boards, in the basement as well.

We recommend a thermography study could be conducted to view potential hot spots along the length of the busduct systems in the building. Hot spots are areas which are passing through a lot of current and will also indicate loose connection points. The likelihood of failures at these points are the greatest, and as a

means to reduce cost, these sections could be replaced or “jumped” with pipe and wire similar to the busduct repairs in the past.

Measure	Costs	
	2018	2020
E5A Replace Basement and Catwalk Busduct in Kind	\$1,532,000	See cost matrix
E5B Abandon in Place-Redistribute Power using Panels (Recommended)	\$1,000,564	See cost matrix
E5C Thermography Study	\$20,000	See cost matrix

3.2.6 Panel board Replacements (E6)

Overview

As part of this study, we included a walkthrough of the facility and review of any record drawings that were available. Each panel visited is documented in Appendix C towards the end of this report. It lists the characteristics of each panel and an additional priority matrix for replacement. This matrix further breaks down and prioritizes the single item in the cost estimate included in Appendix A. On the cost estimate you will see a single priority level for the entire section. We chose an overall priority of 5 as there are many panels which could become troublesome and should be attended to in the near future. Some of these panels include life safety-oriented panels.

Recommendations

- E6: See Appendix C-only includes priority levels 1 and 2.

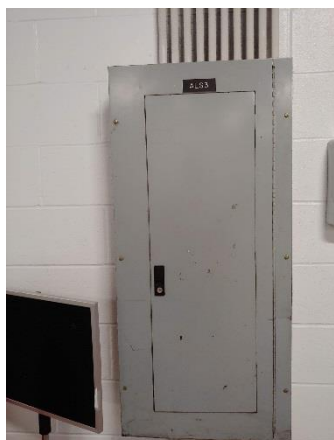
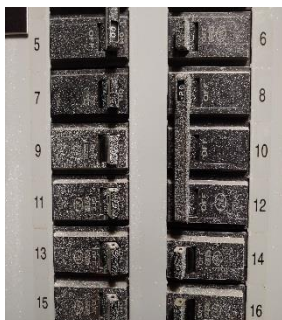
The included cost for this section only covers the priority levels 1 and 2.



Priority 1 Example



Priority 2 Example

*Priority 3 Example:**Priority 4 Example:*

Measure	Costs	
	2018	2020
E6 See appendix C-only includes Priority Levels 1 and 2	\$772,931	See cost matrix

3.2.7 Low Voltage Systems (E7)

Overview

The main telephone entrance is located at the basement level at the east side of the arena. The amount of incoming and distribution cable has increased dramatically since the original installation, but the available space has not. Therefore, there is inadequate space which requires the existing area to be expanded. The cable television entrance is near the existing tunnel at the buildings north side. There is a limited security system which should be reviewed by the City and potentially upgraded.

After speaking with the IT group assigned to this project, they indicated that most of the items from the 2014 Populous report are either not a priority or have already been completed. It was determined by the City that the new priorities are to expand the main communications room, introduce building-wide wi-fi and cellular service to enhance fan experience.

The following is a list from the Populous report:

- a. Communications Infrastructure: Provide a main communications room (MC) located on event level to support main backbone cross-connect, core network switches, servers, utility demarc equipment, and other technology equipment. MC-Room shall have air-conditioning, generator power, UPS, and fire suppression. Additionally, multiple comm risers, called intermediate comm rooms (IC); shall be provided on each level to co-locate all low voltage/technology distribution and support intermediate and horizontal cross-connections, network switches, distributed TV, wireless, and security panels. IC-Rooms shall be vertically interconnected with multiple 4-inch conduits and horizontally with cable

tray. Device outlet locations shall each have 2-gang/double deep backbox with 1-inch conduit routed to nearest accessible ceiling or cable tray for support applications including telephones, data, TV, POS, ticketing, internet, press/media, and other building systems and users.

- b. Structured Cabling System: Provide Cat. 3 copper and fiber optic backbone cables from MC-Room to each IC-Room with appropriate terminations. Device outlet locations shall use multiple Cat. 5E, 6, or 6A cables to support applications including telephones, data, wireless, TV, POS, ticketing, internet, press/media, and other building systems and users.
- c. IT-Systems: Replacing IT system equipment including data network will be required to support newer technology. Since most technologies are IP enabled (Ethernet) the use of a converged data network (LAN) should be considered to unify backbone and connectivity required to support telephones, data, wireless, TV, POS, ticketing, internet, press/media, and other buildings. Additional considerations should be given to ubiquitous wireless LAN (Wi-Fi) throughout the venue including high density coverage on concourses and in seating areas for public internet and operations support. Use of VoIP telephone system to replace legacy PBX system can also be converged to the data network.
- d. Distributed TV/Digital Signage: TV infrastructure including cable and power to be provided where appropriate new locations including suites, concessions, concourses, and press areas. Owner should consider upgrading distributed TV system to IPTV system with built-in graphics for purposes of branding TV content and locations as well as using to increase advertising revenue thru digital signage using the same system. IPTV system could also be used to support digital menu boards at concessions and bars.
- e. Broadcast Infrastructure (TV and Radio): Provide copper and fiber broadcast cable including triax, SMPTE fiber, single-mode fiber, coax, audio, mic cables, and Cat. 5E at broadcast camera positions, interview rooms, booths, and other locations to support TV and radio broadcast.
- f. Other Equipment: Technology system equipment including ticketing, point-of-sale, team, and venue/event operations are typically provided by tenants and operator. This equipment typically includes computers, printers, servers, and terminals, etc.



Main Telephone Room Board



Recommendations

- E7A: Provide wi-fi system for fans.
- E7B: Provide cellular signal for fans.
- E7C: Expand the capabilities of the existing MC room.

Further investigation is required to determine a cost for the added wi-fi and cellular signal for the fans. The recommended MC room from the Populous report has already been started in the 90s. Additional power would be required in order to power the new equipment warranted for new wi-fi and cellular signals. Data room cooling would be added and connected to the generator. New Architecture would be needed to isolate this room and to better handle the heat load.

It is the City's intent to fund the Add Façade Decorative Architectural Lighting (approximately \$390,000) as a separate project.

Measure	Costs	
	2018	2020
E7A Provide wi-fi system for fans	\$849,375	See cost matrix
E7B Provide cellular signal for fans	\$509,625	See cost matrix
E7C Expand the capabilities of the existing MC room	\$203,850	See cost matrix

3.2.8 Vault Flooding Remediations (E8)

Overview

Residing in the basement level on the South end of the building there is an electrical vault which contains live exposed cabling and bussing which was installed in the 1950s. The floor of this room contains free standing water. It is not know as to how long this water has been here.

Recommendations

- E8: Attend to flooding issue in vault

Further investigation is required to determine the cause and source of the water infiltration. However, this is an urgent safety item that should be corrected.



Measure	Costs	
	2018	2020
E8 Engineering to evaluate flooding issue in vault	\$50,000	See cost matrix

3.2.9 Arc Flash, Coordination, Short Circuit Study (E9)

Overview

After the panel board walkthrough was completed as described in Section 3.2.6, we noted there wasn't the proper Arc Flash labeling installed on any of the panel boards.

Recommendations

- E9: Provide Arc Flash Analysis.

A complete analysis is necessary to the entire electrical system to determine available fault currents, determine arc flash protection and review coordination so that short circuits or ground faults are isolated and do not take out an entire main switchboard; particularly as the panel board upgrades and replacement process occurs since that is when most arc flash safety problems are encountered. The capacity of the system may not be adequate for the current requirements and level of amenities that are anticipated, and a thorough Arc Flash analysis will identify this.

The Thermography Study would be included as well.

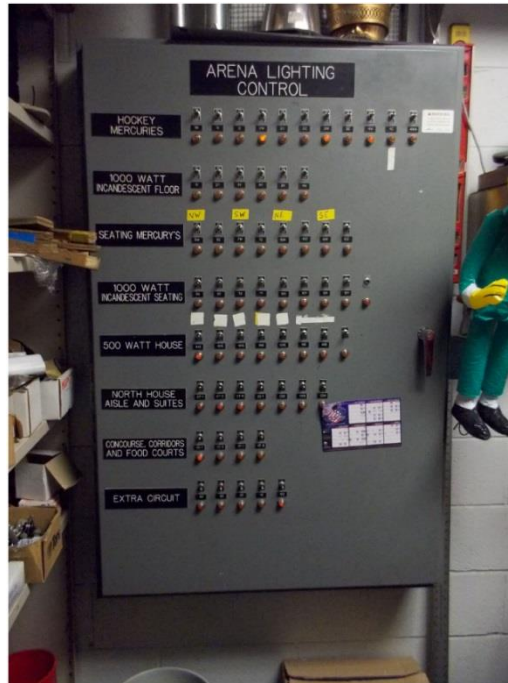
Measure	Costs	
	2018	2020
E9 Provide Arc Flash Analysis Study	\$175,000	See cost matrix

3.2.10 Interior Lighting and Controls (E10)

Overview

In general, the lighting levels and illumination consistency are adequate throughout the facility. Upgrades have occurred in several areas since the original lighting schemes primarily consisted of inefficient incandescent sources. Many of the original fixtures are still in place at the entrances to the seating bowl and in the assembly hall on the service level. The lighting sources on the concourses, service corridor and back of house areas are primarily fluorescent. Per the City, areas such as the Atrium, concourse, loading dock and food courts have either already been replaced with LED or will undergo in the near future. The lighting in the basement is primarily incandescent and currently slated to be replaced with LED. Lighting control is by manual toggle switches, either local to the space or grouped in a room at the lower level, but this is primarily for the bowl and some concourse areas.

The event lighting (in the bowl) consists of several HID spun aluminum fixtures for house lighting, cleaning and set-up. The lighting levels and uniformity for the sports lights on the hockey ice surface appears to be adequate for hockey and indoor lacrosse games. However, this type of lighting is not good for broadcasts and does not allow for blackout events. There are small quartz lights mounted to the structure above which are providing illumination to the aisles. We noted that several of the lamps were burned out. When the maintenance staff was questioned about how to access these fixtures for lamp replacement, they indicated that they have never accessed these for lamp replacement.



Lighting Control Panel

Recommendations

- E10A: Lighting Control System Replacement.
- E10B: Bowl Lighting System Replacement.

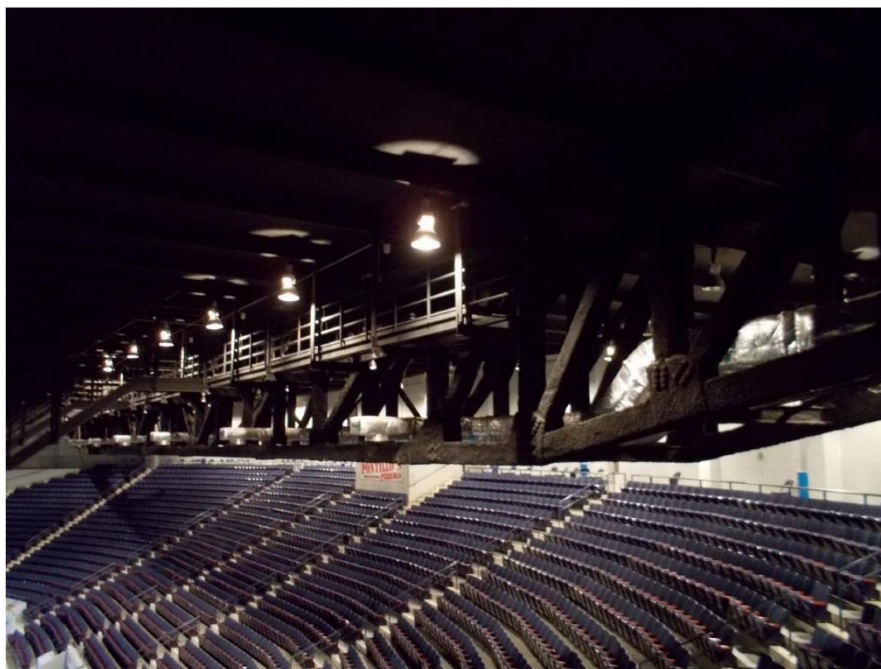
All quartz sources should be evaluated for replacement by more energy efficient sources. New dimming systems shall be provided for new high end club spaces.

A centralized lighting and dimming control system should also be installed along with the lighting upgrades. Relay panels should be mounted adjacent to the lighting circuit breaker panels and then tied through a building wide communication pathway that would allow computerized access, scheduling and control of all interior and exterior lighting. Note that the utility, RG&E, may offer rebates for upgrades to the lighting systems in existing buildings: typically, there are specific rebates for particular fixture replacements on a per fixture basis.

In addition to the lighting control system upgrades, it is recommended that a LED sports lighting system be evaluated as an option for the event lighting. The currently available LED systems would replace multiple systems within the bowl, including the event, maintenance, and egress lighting. This type of system could enhance fan experience and modernize the arena bowl. A LED system would also save energy over the



existing system and would allow for blackout events. There may also be rebates available to offset some of the initial costs of an LED system.



Existing Sports Lighting

Measure	Costs	
	2018	2020
E10A Lighting Control System Replacement	\$441,675	See cost matrix
E10B Bowl Lighting System Replacement	\$1,172,138	See cost matrix

End of Report



BERGMANN
ARCHITECTS ENGINEERS PLANNERS

APPENDIX A

ROM ESTIMATE OF PROBABLE CONSTRUCTION COST

Blue Cross Arena MEP Conditions Assessment
ROM Estimate of Probable Construction Cost

Item #	Page # in report	Item Name	Equipment Age	Condition Rating	2018 Labor & Material Cost	OH & P	Design Contingency	Construction Contingency	Design Fees, RPR & Other Soft Costs	2018 Total Project Cost	2020 Escalated Project Cost	
		MECHANICAL SYSTEMS										
M6A	10-11	Ice Plant - Plant Replacement	1998	1	550,000	\$ 88,688	\$ 118,250	\$ 59,125	\$ 118,250	\$ 934,313	\$ 1,004,386	
M7A	12-13	Arena Ventilation System - Add fan access	1955	1	35,000	\$ 5,644	\$ 7,525	\$ 3,763	\$ 7,525	\$ 59,456	\$ 63,915	
M9A	14-15	Sanitary System - Sewage ejector pump station replacement (3) & pipe inspection	varies	1	70,000	\$ 11,288	\$ 15,050	\$ 7,525	\$ 15,050	\$ 118,913	\$ 127,831	
M10A	15	Suite Level AHU's - AHU-21 & AHU-22 Replacement (100% outside air units)	1998	1	75,000	\$ 12,094	\$ 16,125	\$ 8,063	\$ 16,125	\$ 127,406	\$ 136,962	
SUBTOTAL CONDITION 1 WORK										\$ 1,816,806	\$ 1,196,132	
M1A	3-5	Building Management System - Replace DDC system	1998	2	750,000	\$ 120,938	\$ 161,250	\$ 80,625	\$ 161,250	\$ 1,274,063	\$ 1,369,617	
M4A	8-9	Arena Bowl AHU Modifications - Replace return air fans & access door gaskets	1955	2	290,000	\$ 46,763	\$ 62,350	\$ 31,175	\$ 62,350	\$ 492,638	\$ 529,585	
		SUBTOTAL CONDITION 2 WORK								\$ 1,766,700	\$ 1,899,203	
M1B	3-5	Building Management System - Demand Control Ventilation	Future	3	62,000	\$ 9,998	\$ 13,330	\$ 6,665	\$ 13,330	\$ 105,323	\$ 113,222	
		SUBTOTAL CONDITION 3 WORK								\$ 751,686	\$ 494,888	
M2A	5-6	Chilled Water System - Pump and VFD replacement	1998	4	63,000	\$ 10,159	\$ 13,545	\$ 6,773	\$ 13,545	\$ 107,021	\$ 115,048	
M2B	5-6	Chilled Water System - Add chilled water meter	Future	4	15,000	\$ 2,419	\$ 3,225	\$ 1,613	\$ 3,225	\$ 25,481	\$ 27,392	
M3A	6-7	Steam and Hot Water Heating System - Pump and VFD replacement	1998	4	49,000	\$ 7,901	\$ 10,535	\$ 5,268	\$ 10,535	\$ 83,239	\$ 89,482	
M3B	6-7	Steam and Hot Water Heating System - HEX replacement	1998	4	45,000	\$ 7,256	\$ 9,675	\$ 4,838	\$ 9,675	\$ 76,444	\$ 82,177	
M4B	8-9	Arena Bowl AHU Modifications - Investigate capacity issues & addition of dehumidification to AHU's	Future	4	25,000	-	-	-	-	\$ 25,000	\$ 25,938	
M5A	9-10	Main Lobby/Atrium Air Distribution - Add destratification fans	Future	4	58,000	\$ 9,353	\$ 12,470	\$ 6,235	\$ 12,470	\$ 98,528	\$ 105,917	
M8A	13-14	Domestic Water System - Booster pump replacement	1998	4	52,000	\$ 8,385	\$ 11,180	\$ 5,590	\$ 11,180	\$ 88,335	\$ 94,960	
M10B	15	Suite Level AHU's - AHU-23 & AHU-24 Replacement (corridor units)	1998	4	75,000	\$ 12,094	\$ 16,125	\$ 8,063	\$ 16,125	\$ 127,406	\$ 136,962	
		SUBTOTAL CONDITION 4 WORK								\$ 127,406	\$ 136,962	
MECHANICAL SYSTEMS COST SUBTOTAL										\$ 4,476,468	\$ 3,736,316	
Condition Scale			Note: Any equipment that is past the recommended useful life, is in fact past it's recommended life span, and therefore, could fail and require full replacement. Even though some equipment appears to be in fair or good condition, there are no guarantees that older equipment will continue to function properly. Our assessment is based on facilities staff and our cursory visual observations. If a failsafe approach is warranted, then full replacement should be considered. See our report narrative for additional information.									
1		Critical System or Life Safety Issue										
2		Critical - Failure Likely Imminent										
3		Replacement Recommended in 3-5 Years										
4		Poor Condition - Non-Critical Improvement										
5		Good Condition										

Blue Cross Arena MEP Conditions Assessment
ROM Estimate of Probable Construction Cost

Item #	Page # in report	Item Name	Equipment Age	Condition Rating	2018 Labor & Material Cost	OH & P	Design Contingency	Construction Contingency	Design Fees, RPR & Other Soft Costs	2018 Total Project Cost	2020 Escalated Project Cost
		ELECTRICAL									
E3	23-24	Generator and Emergency Distribution Replacement - Replace Gen. system STUDY	1980	1	100,000	-	-	-	-	\$ 100,000	\$ 107,500
E4A	24-25	Exterior lighting upgrades - Replace and supplement existing	1998	1	115,000	\$ 18,544	\$ 24,725	\$ 12,363	\$ 24,725	\$ 195,356	\$ 210,008
E6	27-28	Panel board Replacements - See Appendix C-includes priority lev 1 and 2-quantities 17(1) 74(2)	1955/1998	1	455,000	\$ 73,369	\$ 97,825	\$ 48,913	\$ 97,825	\$ 772,931	\$ 830,901
E8	30-31	Vault Flooding Remediations - Attend to flooding issue in vault. Cost for STUDY.	1955	1	50,000	-	-	-	-	\$ 50,000	\$ 53,750
		SUBTOTAL CONDITION 1 WORK								\$ 1,118,288	\$ 1,202,159
E1B*	20-21	Main switchboard maintenance - Perform prev. maint. on both switchboards (alt. every year)	1998	2	10,000	\$ 1,613	\$ 2,150	\$ 1,075	\$ 2,150	\$ 16,988	\$ 18,262
E5B	25-26-27	Busduct Modifications - Abandon in place-redistribute power using panels	1955	2	589,000	\$ 94,976	\$ 126,635	\$ 63,318	\$ 126,635	\$ 1,000,564	\$ 1,075,606
		SUBTOTAL CONDITION 2 WORK								\$ 1,017,551	\$ 1,093,868
E10A	31-32-33	Interior Lighting and Controls - Lighting Control System Replacement	Various	3	260,000	\$ 41,925	\$ 55,900	\$ 27,950	\$ 55,900	\$ 441,675	\$ 474,801
E10B	31-32-33	Interior Lighting and Controls - Bowl Lighting System Replacement	1955/2000	3	690,000	\$ 111,263	\$ 148,350	\$ 74,175	\$ 148,350	\$ 1,172,138	\$ 1,260,048
E2	22	Show power replacement - Replace equip. for each show power connection	1955/1998	3	92,000	\$ 14,835	\$ 19,780	\$ 9,890	\$ 19,780	\$ 156,285	\$ 168,006
E9	31	Arc Flash, Coordination, Short Circuit Study - Provide analysis	Future	1	175,000	-	-	-	-	\$ 175,000	\$ 188,125
		SUBTOTAL CONDITION 3 WORK								\$ 1,945,098	\$ 2,090,980
ELECTRICAL COST SUBTOTAL										\$ 4,080,936	\$ 4,387,006
TOTAL MEP ESTIMATED PROJECT COSTS										11,740,323	11,544,960
Condition Scale											
1		Critical System or Life Safety Issue	Note: Any equipment that is past the recommended useful life, is in fact past it's recommended life span, and therefore, could fail and require full replacement. Even though some equipment appears to be in fair or good condition, there are no guarantees that older equipment will continue to function properly. Our assessment is based on facilities staff and our cursory visual observations. If a failsafe approach is warranted, then full replacement should be considered. See our report narrative for additional information. *Reoccurring maintenance cost								
2		Critical - Failure Likely Imminent									
3		Replacement Recommended in 3-5 Years									
4		Poor Condition - Non-Critical Improvement									
5		Good Condition									



APPENDIX B

MECHANICAL EQUIPMENT SCHEDULES (1990'S RENOVATION)

Air Handling Unit Schedule

													Cooling Coil										Heating Coil										Filters			Basis of Design	
				Supply Fan										EAT				LAT		Max FV FPM	MAX Air PD IN. WG	GPM	EWT F	LWT F	Max Water PD FT.	MBH (1)	HW Flow GPM	Steam	Max Air PD In. WG	Max Water PD. FT		Type	EFF %	PD Clean/Dirty In. WG			
Equip. No	Location (Level- Room- Area)	Area Served (Level- Room- Area)	Max. CFM	MIN. OA CFM	TSP. In. WG	Drive	BHP	HP	Max RPM	V/Ph/Hz	Total MBH	Sens MBH	DB F	WB F	DB F	WB F																					
AHU- 1	NWB09	Free - Bowl- NW	5000	10000						208/3/60	2754	1701	91	73	59.5	57	500	0.8	350	45	61		4000+	n/a	4000	0.2		2" DISP	70-82%	30/90		Existing					
AHU- 2	SWB23	Free - Bowl- SW	5000	10000						208/3/60	2754	1701	91	73	59.5	57	500	0.8	350	45	61		4000+	n/a	4000	0.2		2" DISP	70-82%	30/90		Existing					
AHU- 3	SEB23	Free - Bowl- SE	5000	10000						208/3/60	2754	1701	91	73	59.5	57	500	0.8	350	45	61		4000+	n/a	4000	0.2		2" DISP	70-82%	30/90		Existing					
AHU- 4	NEB01	Free - Bowl- NE	5000	10000						208/3/60	2754	1701	91	73	59.5	57	500	0.8	350	45	61		4000+	n/a	4000	0.2		2" DISP	70-82%	30/90		Existing					
AHU- 5	NWB09	Arena - Lobby- NW	26000	5200	9	Belt		50		208/3/60	1030	730	90	71.5	64	60	500	0.4	130	45	61		1040	n/a	1100	0.6		2" DISP	70-82%								
AHU- 6	SWB06	Basement	27100																										2" DISP								
AHU- 7	SEB06	Basement	26850																										2" DISP		30/90	Existing					
AHU- 8	NEB22	Arena - Lobby- NE	26000	5200	9	Belt		50		208/3/60	1030	730	900	71.5	61	60	500	0.4	130	45	61		1040	n/a	1100	0.6		2" DISP	70-82%	30/90		Existing					
AHU- 9	NWB01	Arena-ADMIN	8700	1800	5	Belt		10		208/3/60	293	204	81	67	59	58	500	0.4	37	45	61		130	15	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 10	NEB06	Arena-Kitchen Hoods- NE	15000	15000	4	Belt		15		208/3/60	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	956	100	n/a	0.6		2" DISP	70-82%	30/90						
AHU- 11	NEB06	Arena- Kitchen	7000	1400	4	Belt		7.5		208/3/60	338	206	80	68	55	53	500	0.6	57	45	61		560	60	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 12	SE301	CONC- Vending - E	4000	800	4	Belt		5		208/3/60	123.3	97.6	81	67	58	57	500	0.4	16	45	61		110	11	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 13	SW309	CONC- Vending - W	4000	800	4	Belt		5		208/3/60	123.3	97.6	81	67	58	57	500	0.4	16	45	61		110	11	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 14	SW304	Arena- Locker Rooms	3500	3500	4	Belt		5		208/3/60	468	303	91	73	58	57	500	0.4	59	45	61		753	75	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 15	NE306	Free-North Seating-NE	13000	2600	4	Belt		15		208/3/60	370	290	81	67	59	58	500	0.6	20	45	61		330	35	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 16	NW304	Free-North Seating-NW	13000	2600	4	Belt		15		208/3/60	370	290	81	67	59	58	500	0.6	50	45	61		330	35	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 17	SE306	Suite-South Seating-SE	8500	1700	5.5	Belt		15		208/3/60	405	259	86	71	58	57	500	0.6	51	45	61		261	26	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 18	SW304	Suite-South Seating-SW	8500	1700	5.5	Belt		15		208/3/60	405	259	86	71	58	57	500	0.6	51	45	61		261	26	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 19	SW304	CONC-Vending- SW	1500	1500	3.75	Belt		3		208/3/60														96	10	n/a	0.6		2" DISP	70-82%	30/90						
AHU- 20	SE306	CONC-Vending-SE	1500	1500	3.75	Belt		3		208/3/60														96	10	n/a	0.6		2" DISP	70-82%	30/90						
AHU- 21	NE403	Suite- Suites-E	4000	4000	5.5	Belt		7.5		208/3/60	133	112	91	73	65	64	500	0.6	17	45	61		255	26	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 22	NW411	Suite- Suites-W	4000	4000	5.5	Belt		7.5		208/3/60	133	112	91	73	65	64	500	0.6	17	45	61		255	26	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 23	NE404	Suite- Suites-E	5400	0	5.5	Belt		7.5		208/3/60	180	134	78	65	55	54	500	0.6	23	45	61		90	10	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 24	NW409	Suite- Suites-W	5400	0	5.5	Belt		7.5		208/3/60	1800	134	78	65	55	54	500	0.6	23	45	61		90	10	n/a	0.6		2" DISP	70-82%	30/90							
AHU- 25	SE301	CONC- Vending -E	3000	3000	5	Belt		5		208/3/60														191	20	n/a	0.6		2" DISP	70-82%	30/90						
AHU- 26	SW309	CONC- Cending -W	3000	3000	5	Belt		5		208/3/60														191	20	n/a	0.6		2" DISP	70-82%	30/90						

Heat Exchanger Schedule

Equip. No.	Service	Location	Type	Cap. MBH	Hot Water				Steam		Basis of Design
					EWT F	LWT F	GPM	Fouling Factor	Press. PSIG	LBS/HR	
HX-1	Heating Hot Water System	Basement	Shell & Tube	6981	150	180	479	0.0008	80	7855	Bell & Gossett Model QSU14 3-2
HX-2	Heating Hot Water System	Basement	Shell & Tube	6981	150	180	479	0.0008	80	7855	Bell & Gossett Model QSU14 3-2

Expansion Tank Schedule

Equip. No.	Service	Location	Type	Min. Accept Volume Gal	Total Volume Gal	Fill Press. PSIG	GPM		Basis of Design
ET-CHW-1	Chilled Water System	Basement	Diaphragm	6981	150	180	479		Bell & Gossett Model B-800
ET-HW-1	Heating Hot Water System	Basement	Diaphragm	6981	150	180	479		Bell & Gossett Model B-2000

Air Separator Schedule

Equip. No.	Service	Location	Inlet IN.		Basis of Design
AS-CHW-1	Chilled Water System	Basement	12		ITT Bell & Gossett Rolairtrol R-12
AS-HW-1	Heating Hot Water System	Basement	8		ITT Bell & Gossett Rolairtrol R-8

Pump Schedule

Equip. No.	Service	Location	Type	GPM	Head FT.	Motor			Electrical V/Ph/Hz	Min Eff. %	Remarks	Basis of Design
						Drive	HP	RPM				
P-HW-1	Heating Hot Water	Basement	End Suction	720	62	Direct	20	1750	208/3/60	80	VFD	ITT Bell & Gossett 1510 4BC
P-HW-2	Heating Hot Water	Basement	End Suction	720	62	Direct	20	1750	208/3/60	80	VFD, Stand-By	ITT Bell & Gossett 1510 4BC
P-CHW-1	Chilled Water	Basement	End Suction	2700	85	Direct	100	1750	208/3/60	70	VFD	ITT Bell & Gossett VSCS 12x14x12-1/2
P-CHW-1	Chilled Water	Basement	End Suction	2700	85	Direct	100	1750	208/3/60	70	VFD, Stand-By	ITT Bell & Gossett VSCS 12x14x12-1/2
P-CT-1	Cooling Tower Ice Refrig Sys	Basement	End Suction	450	140	Direct	25	3500	208/3/60	77	VFD	ITT Bell & Gossett 1510 2-1/2AB
P-CT-1	Cooling Tower Ice Refrig Sys	Basement	End Suction	450	140	Direct	25	3500	208/3/60	77	VFD, Stand-By	ITT Bell & Gossett 1510 2-1/2AB

Steam Pressure Reducing Valve Schedule											
Equip. No.	Service	Location	Inlet PSIG	Outlet PSIG	Cap. Lbs/Hr	Valve Body Size In.	Basis of Design	Safety Relief Valve		Noise Diffuser	
								Relief Setting PSIG	Basis of Design	Size In.	Basis of Design
PRV #1	Water Heater	Basement Level NE Quadrant	80	10	1500	1	Spirax Sarco 25P	15	Spirax Sarco SVI-AUG	1	Spirax Sarco D3
PRV#2	AHU-8	Basement Level NE Quadrant	80	10	2100	1.25	Spirax Sarco 25P	15	Spirax Sarco SVI-AKH	1.25	Spirax Sarco D4
PRV#3	AHU-4	Basement Level NE Quadrant	80	10	4200	2	Spirax Sarco 25P	15	Spirax Sarco SVI-KNM	2	Spirax Sarco D6
PRV#4A	Water Heater	Basement Level NE Quadrant	80	10	2400	1.5	Spirax Sarco 25P	15	Spirax Sarco SVI-AKH	1.5	Spirax Sarco D4
PRV#4B	AHU-3,7	Basement Level NE Quadrant	80	10	5250	2	Spirax Sarco 25P	15	Spirax Sarco SVI-KNM	2	Spirax Sarco D6
PRV#5	AHU-2,6	Basement Level NE Quadrant	80	10	5250	2	Spirax Sarco 25P	15	Spirax Sarco SVI-KNM	2	Spirax Sarco D6
PRV#6	AHU-1,5	Basement Level NE Quadrant	80	10	6300	2.5	Spirax Sarco 25P	15	Spirax Sarco SVI-KPM	2.5	Spirax Sarco D8

Air Terminal Box Schedule												
Equip. No.	Inlet Size In/ InxIn	Air Side				Heating Coil						
		Max CFM	Heating Min CFM	EAT F	Heating LAT F	MBH	Water PS (ft)	GPN	AIR PD (in W.G.)	LWT	No. Row	Basis of Design
VAV-1A	6	500		55								Tits Pesv
VAV-1B	8	900		55								Tits Pesv
VAV-1C	10	1400		55								Tits Pesv
VAV-2A	6	400	200	55	110	33.7	3.13	4	0.33		4	Tits Pesv
VAV-2B	8	900	450	55	110	56.4	1.99	4	0.67		4	Tits Pesv
VAV-2C	10	1050	425	55	110	67.8	0.79	4	0.51		4	Tits Pesv
VAV-2D	12	2000	1000	55	110	95.4	1.01	4	0.67		4	Tits Pesv
VAV-2E	14	3000	1500	55	110	148.9	1.03	4	1.04		4	Tits Pesv

Unit Heater Schedule												
Equip. No.	Location	Area Served	Type	CFM	kW	MBH	Water Equip.	Motor				Basis of Design
								Drive	BHP	HP	RPM	
UH-1	Arena-Loading	Arena- Loading	Horizontal	55	n/a			Direct		0.25		115/1/60 Reznor
UH-2	Concourse Rest Rooms	Concourse Rest Rooms	Cabinet	200	n/a	10	0.75	Direct		0.25		115/1/60 Trane

Fan Schedule												
Equip. No.	Location	Area Served	New/ Existing	Type	CFM	TSP In. WG	Drive	BHP	HP	RPW	Electrical	Remarks
EF-1	Elevator Tower Roof- NE	Arena- Kitchen	N	Cent-UB	15000	1.5	Belt		7 1/2		208/3/60	
EF-2	Lobby Roof- NE	Concourse Rest Rooms	N	Roof Ventil	20000	0.5	Belt		7 1/2		208/3/60	
EF-3	Suite- Roof- NE	CONC-Food Court- NE	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-4	North Bowl Wall-NE	Suite- Bowl	N	Propeller	25000	0.5	Belt		7 1/2		208/3/60	
EF-5	Existing Fan Room-F	Fan/ CONC- Existing bathrooms	E	Centrifugal	2485		Belt				208/3/60	
EF-6	Fan Room-SE	CONC- New Bathrooms-SE	N	Cent 45 UB	2330	1.5	Belt		1 1/2		208/3/60	
EF-7	Suite- Roof - SE	CONC-Food Court -SE	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-8	CONC Fan RM Room- SE	Arena- Train Room	N	Roof EXH	4800	1.5	Belt		1		208/3/60	
EF-9	CONC Fan RM Room- SE	Basement-Bathrooms	N	Roof EXH	4300	2	Belt		3		208/3/60	
EF-10	CONC Fan RM Room- SE	CONC-Food Court- SE	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-11	Existing Fan Room-G	Fan/ CONC- Existing bathrooms	E	Centrifugal	1600		Belt				208/3/60	NOTE 1: WAS E-18
EF-12	Fan Room-NE	Arena/Conc- New Bathrooms	N	Cent 45 UB	2850	1.5	Belt		1 1/2		208/3/60	
EF-13	Arena-Loading Dock	Arena- Loading Dock-SE	N	Tubeaxial	1200	0.75	Belt		0.75		208/3/60	
EF-14	Arena-Loading Dock	Arena- Loading Dock- SW	N	Tubeaxial	1000	0.75	Belt		0.75		208/3/60	
EF-15	SEB19	Basement- Misc.	N	Vaneaxial	4000	2	Belt		2 1/2		208/3/60	
EF-16	Lobby Roof -NW	Arena- Lobby-NE	N	Roof Ventil	36000	0.5	Belt		10		208/3/60	
EF-17	Suite Roof- NW	CONC-Food Court- NW	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-18	N Bowl Wall- NW	Suite- Bowl	N	Propeller	25000	0.5	Belt		7 1/2		208/3/60	
EF-19	Fan Room-NW	Arena/Conc- New Bathrooms	N	Cent 45 UB	2850	1.5	Belt		1 1/2		208/3/60	
EF-20	Existing Fan Room-F	Fan/ CONC- Existing bathrooms	E	Centrifugal	2115	0.625	Belt				208/3/60	
EF-21	CONC Food Court Roof-SW	CONC-Food Court- SW	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-22	Suite Roof-SW	CONC-Food Court-SE	N	Roof EXH UB	3000	1.5	Belt		1 1/2		208/3/60	
EF-23	CONC Food Court Roof-SW	Arena- Locker Rooms	N	Roof EXH UB	8500	2.5	Belt		3		208/3/60	
EF-24	CONC Food Court Roof-SW	Fan/ CONC- Existing bathrooms	N	Roof EXH UB	1200	1.5	Belt		0.5		208/3/60	
EF-25	Fan Room -SW	CONC- New Bathrooms-SW	N	Cent 45 UB	1975	1.5	Belt		1 1/2		208/3/60	
EF-26	Bowl- Roof	Suite- Bowl	E				Belt				208/3/60	
EF-27	Bowl- Roof	Suite- Bowl	E				Belt				208/3/60	
EF-28	Bowl- Roof	Suite- Bowl	E				Belt				208/3/60	
EF-29	Bowl- Roof	Suite- Bowl	E			1.5	Belt				208/3/60	
EF-30	Existing Fan Room - F	Public Restroom-BOMNT	E	Centrifugal	860	0.5	Belt				208/3/60	WAS E-39
EF-31	Existing Fan Room - F	Concourse-SW	E	Centrifugal	5320	0.5	Belt				208/3/60	NOTE2: WAS E-29
EF-32	Existing Fan Room - F	Public Restroom-SE	E	Centrifugal	1100	0.5	Belt				208/3/60	WAS E-20
EF-33	Existing Fan Room - F	Concourse -SE	E	Centrifugal	5320	0.5	Belt				208/3/60	Note2: WAS E-20
EF-34	Fan Room-NE	Main Kitchen- Dishwasher EXH	N	Tubeaxial	500	1.5	Belt		0.5		208/3/60	
EF-35	Stair Tower- NE	Elevator Machine Room	N	Roof EX	600	0.5	Belt		0.25		208/3/60	
EF-36	Stair Tower- NW	Elevator Machine Room	N	Roof EX	600	0.5	Belt		0.25		208/3/60	
							Belt					
SF-1	NWB09	Suite- Bowl	N	Centrifugal	50000		Belt		30		208/3/60	Note 3/ Note 4
SF-2	SWB26	Suite- Bowl	N	Centrifugal	50000		Belt		30		208/3/60	Note 3/ Note 4
SF-3	SEB01	Suite- Bowl	N	Centrifugal	50000		Belt		30		208/3/60	Note 3/ Note 4
SF-4	NEB01	Suite- Bowl	N	Centrifugal	50000		Belt		30		208/3/60	Note 3/ Note 4
SF-5	Aren-BANQ	Aren-Barq	N	Centrifugal	3840		Belt		1 1/2		208/3/60	
SF-6	Aren-BANQ	Aren-Meeting Rooms	N	Centrifugal	3500		Belt		1 1/2		208/3/60	
RF-1	NWB09	Suite- Bowl		Centrifugal	30000		Belt		10		208/3/60	Note 4
RF-2	SWB23	Suite- Bowl		Centrifugal	30000		Belt		10		208/3/60	Note 4
RF-3	SEB03	Suite- Bowl		Centrifugal	30000		Belt		10		208/3/60	Note 4
RF-4	NEB01	Suite- Bowl		Centrifugal	30000		Belt		10		208/3/60	Note 4
RF-5	Not Used											Deleted
RF-6	Existing											Not Modified
RF-7	Existing											Not Modified
RF-8	Not Used											Deleted
RF-9	Suite Roof-SE	Suites-E		Roof EXH UB	30000	0.5	Belt		0.75			
RF-10	Suite Roof-Sw	Suites-W		Roof EXH UB	30000	0.5	Belt		0.75			

Fan Coil Unit Schedule																												
Equip. No	Location	Area Served	Supply Fan								Cooling Coil												Heating Coil		After-Filter			Basis of Design
			Max. CFM	MIN. OA CFM	TSP. In. WG	Drive	BHP	HP	Max RPM	Total MBH	Sens MBH	EAT				LAT	Max FV FPM	MAX Air PD IN. WG	GPM	EWT F	LWT F	Max Water PD FT.	MBH	GPM (Note 1)	Type	EFF %	PD Clean/Dirty In. WG	
												DB F	WB F	DB F	WB F													
FCU-A	Various	Various	400	80	1.5	Belt		1/2		12		80	67	59	59	500		1.5	45	61					2" Pleated Throwaway	50	0.9/-	
FCU-B	Various	Various	600	120	1.5	Belt		1/2		18		80	67	59	58	500		2.3	45	61					2" Pleated Throwaway	50	0.9/-	
FCU-C	Various	Various	800	160	1.5	Belt		1/2		24		80	67	57	57	500		3	45	61					2" Pleated Throwaway	50	0.9/-	
FCU-D	Various	Various	1000	200	1.5	Belt		3/4		36		80	67	55	55	500		4.5	45	61					2" Pleated Throwaway	50	0.9/-	
FCU-E	Various	Various	1500	300	1.5	Belt		3/4		51		80	67	56	56	500		9	45	57					2" Pleated Throwaway	50	0.9/-	
FCU-F	Various	Various	1200	555	1.5	Belt		1		48.2	36.2	85	69	55	54.5	500		9	45	57	18	48	3		2" Pleated Throwaway	50	0.9/-	Trane BCHB
FCU-G	Various	Various	1600	990	1.5	Belt		1		74.6	52.9	82	67	55	54.5	500		15	45	55	7	81.2	6.25		2" Pleated Throwaway	50	0.9/-	Trane BCHB
FCU-H	Various	Various	1200	700	1.5	Belt		1		54	38.8	82	68	55	54.5	500		9	45	57	18	48	3		2" Pleated Throwaway	50	0.9/-	Trane BCHB
FCU-I	Various	Various	1600	200	1.5	Belt		1		43	38.7	82	67	55	54.5	500		10	45	57	7	81.2	6.25		2" Pleated Throwaway	50	0.9/-	Trane BCHB



APPENDIX C

BLUE CROSS ARENA FACILITY PANELBOARD ASSESSMENT SPREADSHEET



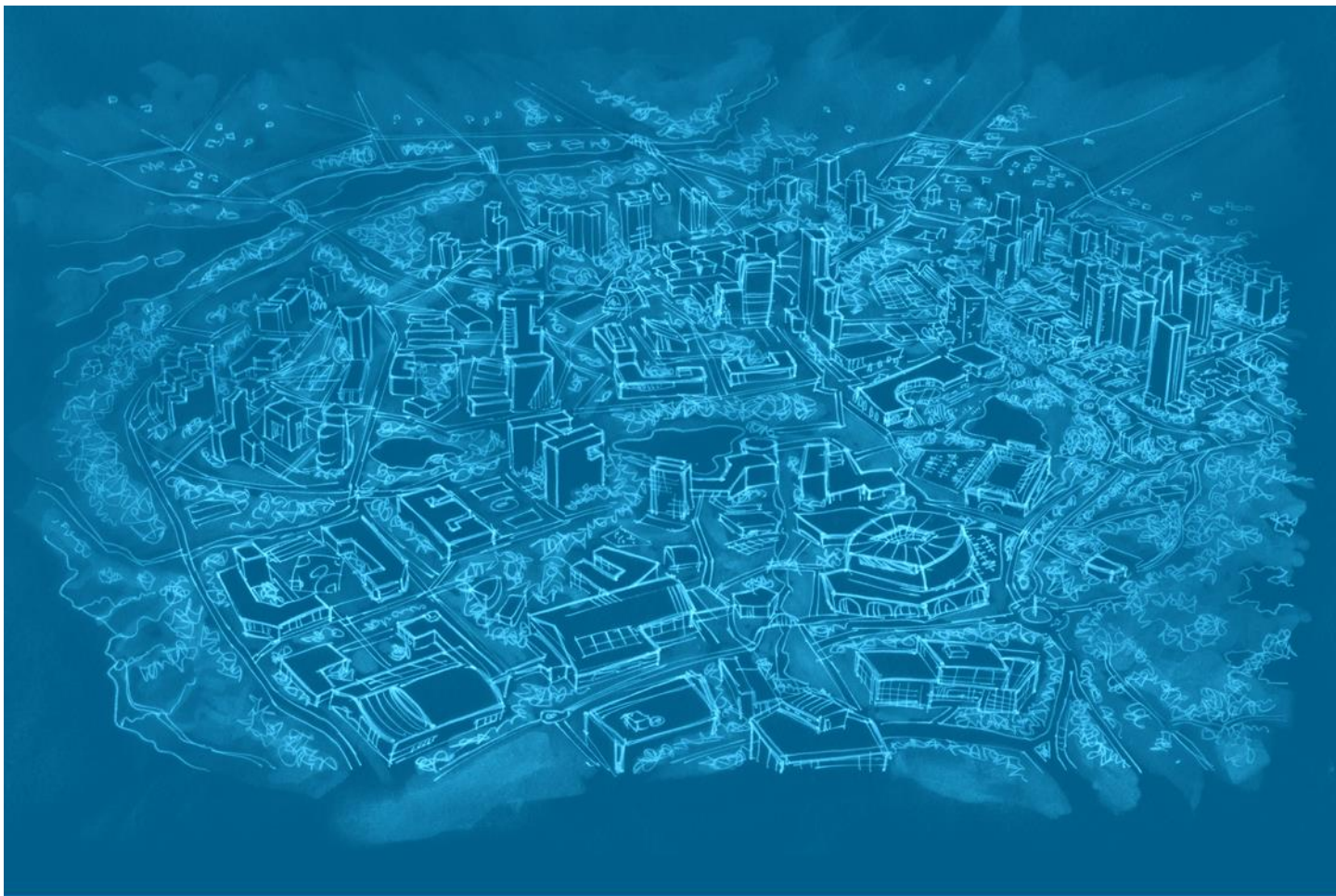
NATIONAL FIRM. STRONG LOCAL CONNECTIONS

[illegible]

PRIORITY LEGEND:	<p>PRIORITY 1: REPLACE NOW. PANEL HAS SURPASSED ITS NORMAL NON-MAINTAINED OPERATIONAL EXPECTANCY. DIFFICULTY FINDING REPLACEMENT PARTS, VISIBLY IN POOR CONDITION. LIKELY INSTALLED IN 1950'S</p> <p>PRIORITY 2: REPLACE NOW. PANEL HAS SURPASSED ITS NORMAL NON-MAINTAINED OPERATIONAL EXPECTANCY. DIFFICULTY FINDING REPLACEMENT PARTS, VISIBLY IN OKAY CONDITION. LIKELY INSTALLED IN 1950'S</p> <p>PRIORITY 3: REPLACE IN THE FUTURE. PANEL HAS MET IT'S NORMAL NON-MAINTAINED OPERATIONAL EXPECTANCY, VISIBLY IN POOR CONDITION. LIKELY INSTALLED IN 1990'S</p> <p>PRIORITY 4: NO ACTION REQUIRED. PANEL HAS MET IT'S NORMAL NON-MAINTAINED OPERATIONAL EXPECTANCY, VISIBLY IN GOOD CONDITION. LIKELY INSTALLED IN 1990'S</p>
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**ATTACHMENT B: JOHNSON CONSULTING ECONOMIC
ANALYSIS OF THE WAR MEMORIAL AT THE BLUE CROSS
ARENA, 2015**



Economic Analysis of Potential Renovations for Blue Cross Arena at The War Memorial

SUBMITTED TO
City of Rochester, NY

SUBMITTED BY
C.H. Johnson Consulting, Incorporated

July 17, 2015



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

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SECTION I
TRANSMITTAL LETTER

July 17, 2015

Ms. Katherine Sheets
Director of Real Estate
City of Rochester
30 Church Street, Room 125-B
Rochester, NY 14614

Re: Economic Analysis of Potential Renovations for Blue Cross Arena at the War Memorial

Dear Ms. Sheets:

Johnson Consulting is pleased to submit this report examining the demand and revenue and economic impacts of the potential renovations to Blue Cross Arena at the War Memorial. The analysis also considers the broader economic development strategy associated with a repositioned arena and associated district. Specifically, this report validates the market viability of the improvements proposed in the Populous Facility Assessment Report, validates the one-time capital improvements identified, and prioritizes the objectives based on net income potential, life safety, compliance and aesthetics.

Johnson Consulting has no responsibility to update this report for events 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 the projected results and the actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the client's internal use and cannot be used for project underwriting purposes without Johnson Consulting's written consent.

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.

SECTION II
INTRODUCTION

INTRODUCTION

The need for this study arose from City of Rochester's desire to properly assess the potential renovation options for Blue Cross Arena at The War Memorial ("BCA"). The City commissioned Populous Architects to conduct an arena assessment report in 2014 and is considering the suggested improvements to the arena in an effort to attract more events, generate more revenue, spur economic growth, and redevelop the downtown area. This study provides the City with a detailed economic impact analysis of the recommended renovations to Blue Cross Arena to help the City of Rochester make a final decision regarding which improvements, are most important, by hierarchy, for the arena.

OBJECTIVES OF THE STUDY

Johnson Consulting has undertaken a program of services designed to accomplish the following major objectives:

- To provide an evaluation of the City of Rochester market to determine potential demand and market support for sports/entertainment events.
- Provide a detailed review of the Populous Facility Assessment Report and any other analyses that may have been conducted by, or for, the Client.
- To independently estimate achievable demand potential from all potential sources for the recommended renovation upgrades/improvements.
- To identify competitive and comparable markets for use in developing case studies regarding innovative redevelopment efforts.
- To provide a recommendation/s for the Blue Cross Arena at the War Memorial based on our research and findings that is in sync with the near- and long-term economic development objectives of the City of Rochester.

In analyzing the potential for renovations to the Arena, Johnson Consulting considered the following framework questions:

1. Is there sufficient market demand to support a renovated arena?
2. What are the ongoing demand trends associated with arena entertainment and recreational event industries?
3. If improvements for the arena are feasible, do the potential additional events and revenues justify these improvements?

In addition to this introduction and methodology review, the DRAFT report contains the following sections that address which of Populous' recommended renovations should be selected and the level of importance of each recommendation:

- **Section 3** - Presents an economic and demographic overview of the City of Rochester and the regional market. The information in this section is an essential component in understanding the economic and market framework that will support a new development which will be determined from the data.
- **Section 4** - Provides an overview of the characteristics and trends in the arena industry. This section focuses on the various functions of arenas, newly developed arenas, types of markets, types of events held at an arena, as well as current and potential tenants at Blue Cross Arena. This section also includes findings from interviews conducted with regional and national event promoters.
- **Section 5** - Showcases the historical performance at Blue Cross Arena over the past four years, including the number events held at the arena, as well as attendance, revenues, and expenses.
- **Section 6** - Offers a comparable analysis that focuses on markets and facilities. The comparable market analysis examines other similar cities in Upstate and Central New York as a comparison to City of Rochester, while the comparable facilities analysis provides successful programming and recent improvements that could serve as models for renovations for the Blue Cross Arena at the War Memorial.
- **Section 7** - Profiles the June 2014 Populous Facility Assessment report and states our recommendations for the City of Rochester in regards to improvements to the Blue Cross Arena at the War Memorial, potential areas for additional revenue generation, and other user groups for the arena.
- **Section 8** - Projects the economic and fiscal impacts of the proposed renovations at Blue Cross Arena.

APPROACH / METHODOLOGY

In order to accomplish these objectives, the program of analysis conducted by Johnson Consulting has undertaken the following research tasks thus far:

- Interviewed stakeholders to gather information, obtained work performed to date, and recognized the expectations and objectives of this development.
- Extensively reviewed the 2014 Populous report and prioritized recommended renovations and upgrades.

- Examined regional economic and demographic data and projected regional economic trends relevant to the proposed renovations at Blue Cross Arena.
- Conducted an assessment of programming and utilization at peer facilities, and studied current trends in the arena industry.
- Drew conclusions on how the improved arena could enhance the economic development strategy and quality of life of the City.

ABOUT THE CONSULTING TEAM

C.H. Johnson Consulting is a proven sports consulting firm with specific expertise in the analysis, planning, and financing of multi-purpose arenas, stadiums, sports complexes, and adjacent mixed-use, hospitality/entertainment elements that may evolve around them. We are currently working for the Rochester Convention Center and we have previous experience in the region having worked extensively in Buffalo and New York City. We also have extensive arena experience having worked on over 60 arenas, including very recent projects in Monroe, LA; Las Vegas, NV; Key Arena in Seattle, WA; the Erie Insurance Arena in Erie, PA; Omaha, NE; and Muskegon, MI.

Rider Levett Bucknall is an independent, global property and construction practice with over 3,500 people in more than 120 offices across Asia, Oceania, Europe, Middle East, Africa and the Americas. RLB is a leading professional construction consulting firm providing clients with independent, unbiased, expert advice for all aspects of feasibility, cost and time from project inception and site acquisition to final completion and commissioning. Services provided include Cost and Schedule Management, Project Management, owner's representation and Advisory Services. RLB's practice can trace its roots back to the 18th century and prides itself on its dedication to customer care and leading edge, quality service provision.

KJWW Engineering Consultants offers a broad array of specialized skills and areas of expertise. Their range of services includes everything from infrastructure surveys, master plans, and energy audits to planning, design, building information modeling (BIM), energy modeling, sustainability, LEED certification, on-site construction representation, and systems commissioning.

TERMS OF ASSIGNMENT

This report is based on estimates, assumptions, actual operating data and other information obtained from our research, our prior experience with similar assignments, and information received from City of Rochester, arena management, and other sources. The sources of information and basis of estimates and assumptions are stated herein. Projections of facility demand, attendance presented within this report are based Johnson Consulting's assessment of various data, market characteristics, discussions with project stakeholders, and documented assumptions. We cannot represent our projections as results that will actually be achieved.

EXECUTIVE SUMMARY

The nationwide trend to build new sports and entertainment arenas in recent years has impacted markets of all sizes. As the number of facilities has increased so has the competition for events and spectators. With new arenas comes the need for older venues in the region keep up with the trends in arena development. As BCA aged, it became outdated and, although it is the only venue of its kind in Rochester, nearby cities like Buffalo have begun to attract some events and visitors from Rochester.

The Rochester market is in need of a boost, especially downtown and the City itself. In the City proper, the population is projected to continue declining slightly, unemployment remains high, and household income is considerably lower than that of the surrounding region. In order for the City to reverse the trend of population decline there must be investments in the infrastructure and entertainment options to attract new residents and incentivize residents to stay. Blue Cross Arena has the potential to serve as part of that economic catalyst to the downtown area and the City should look to leverage its existing asset through further investment as recommended in this report. Especially now that Buffalo has a larger and newer arena, Rochester runs the risk of being passed-over for major shows, concerts and special arena events. The entertainment and transportation infrastructure in Rochester is adequate to support an updated Blue Cross Arena, and income levels in the MSA and County are such that residents will have disposable income to spend on entertainment events. Therefore, keeping Blue Cross Arena new and attractive is important for Rochester to maintain relevancy within the Upstate New York arena market.

Unfortunately, Blue Cross Arena is not currently able to maximize revenues as it should for a couple of reasons. First, outdated amenities prevent the facility from earning modern revenue streams, such as club seating areas, interactive fan zones and updated concession areas. Second, the lack of improvements to the arena is limiting the fan experience, perhaps contributing to a drop-off in attendance. Fans prefer to see a variety of pre-game, post-game and in-game experiences during sporting events and see incremental improvements in the facility and its setting. When they are treated to the same events and promotions year after year, they will simply stop attending those events. Additionally, a lack of variety in programming – due in part to the constraints of the aging facility – has limited the options for arena management in terms of which events they can host.

As a mid-size arena, BCA is ideally suited for a wide-variety of events and tenants. It has the flexibility to host small or large acts and can draw from a wide-catchment area, but the arena is in need up updates to attract the most popular events, or else the Rochester economy risks losing revenues to Buffalo. BCA can be a very suitable venue for Rochester residents who want to support their professional and minor league sports teams, and attend concerts or special events. If, however, the City is looking for a greater impact on the Rochester economy, then the arena will need upgrades to compete with newer arenas in the region. It can also attract sports tournaments and conventions if greater association is made with the convention center. For example, it would be a great opportunity for the City to connect the Blue Cross Arena and Rochester Riverside

Convention Center via the Aqueduct. The synergies amongst the two venues are significant and with the connection through the Aqueduct, an interesting and unique entertainment district/campus begins to evolve as a place to cultivate the community, like in Erie, PA and Peoria, IL (as discussed elsewhere in this report). In its current form, the Arena is unlikely to serve as the center of such a district. With upgrades to the amenities and décor, however, the seeds of redevelopment and demographic capture could be planted that could re-grow the economy and demographics of the City of Rochester.

More important to the financial impacts on the arena is the contribution a reinvigorated arena can have on the City and broader community. The appearance and quality of the arena speaks volumes on what the City is trying to accomplish downtown and from an economic development standpoint. A poor product communicates that the City does not care about itself, which obviously is not true. Current operations at BCA shows that the facility does attract events even with the relatively low ceiling and generally moderate condition. The number of events each year compares favorably with similar sized arenas and it is a facility that gets plenty of use, but it could benefit from upgrades. The large number of events held at the arena each year is mainly due to having four sports teams as tenants, but the facility also hosts a number of family shows, assemblies and ‘other’ sporting events, as well as several concerts. A unique and improved venue will illustrate that Rochester is on the move and is innovating in ways that will attract residents and visitors to the downtown area.

In summary, there is certainly a need to upgrade and renovate the Blue Cross Arena, not only from a competitive stand point but also from an economic and fiscal impact stand point. As shown in the table below, the total economic impact of a status quo arena is approximately \$42 million annually; with the total economic impact of the “base case” upgraded arena is approximately \$51 million, which equates to approximately \$9 million dollar difference in economic impact on an annual basis. The BCA must be renovated in order for it to regain its competitive position among peer facilities in peer cities and aid the western part of the state in helping attract and serve the local and business economy and economic sectors.

Without an expansion, the event and attendance demand at the BCA will likely decline, in which case, the City can expect the economic impact it receives from the arena to decline as well. Furthermore, some events that were previously held in BCA may decide to change event location, taking attendees, room nights, and spending away from Rochester, which results in the loss of economic and fiscal benefits to the City.

Blue Cross Arena Expansion				
Comparison of Scenarios -Attendance & Visitation Volume & Associated Impacts				
	Status Quo	Worst	Base	Best
<i>Demand</i>				
Attendance				
#of Events	135	144	152	163
# of Attendees/Spectators	478,593	552,375	575,600	614,336
# of Participants	8,070	8,991	9,306	9,797
Total Visitors	486,663	561,367	584,905	624,133
Person Days & Room Nights				
Local Person Days	419,214	483,557	504,215	538,716
Non-Local Persons Days	101,840	117,492	121,129	126,989
Room Nights	14,422	16,624	17,043	17,691
Non-Local Other Participants	11,114	12,792	13,165	13,739
<i>Impacts</i>				
Direct Spending (\$Million)				
By Locals	\$18.86	\$21.76	\$22.69	\$24.24
By Non-Locals	6.10	7.03	7.24	7.57
Total	\$24.96	\$28.79	\$29.93	\$31.81
Economic Impact(\$ Million)				
Transfer Impact	\$32.27	\$37.23	\$38.82	\$41.47
Net New Impact	\$10.43	\$12.03	\$12.39	\$12.95
Total	\$42.71	\$49.26	\$51.20	\$54.43
Increased Earning (\$ Million)				
Transfer Impact	\$6.51	\$308.38	\$7.83	\$8.37
Net New Impact	\$2.10	\$99.67	\$2.50	\$2.61
Total	\$8.62	\$408.05	\$10.33	\$10.98
Increased Employment (\$ Million)				
Transfer Impact	267	308	322	344
Net New Impact	86	100	103	107
Total	354	408	424	451
Fiscal Impact (\$ Million)				
Transfer Impact	\$1.51	\$1.74	\$1.82	\$1.94
Net New Impact	\$0.63	\$0.72	\$0.74	\$0.78
Total	\$2.14	\$2.46	\$2.56	\$2.72

Source: Johnson Consulting

REVIEW OF POPULOUS REPORT

In June 2014 Populous Architects released a Facility Assessment report for Blue Cross Arena detailing potential areas for renovation with the underlying purpose of improving the visitor experience and possibly improve the per caps for events at the arena. The arena opened in January 1955 and has undergone multiple expansions and renovations, the most important of which occurred in 1998. During that renovation and expansion project the seating bowl was expanded by 2,500 seats, the end-stage was removed, and bathrooms and restrooms were added.

For this project, the Populous team reviewed Blue Cross Arena from the following perspectives: architecture, mechanical/electrical, food service, and audio/video systems.

This outstanding consulting team was led by Populous and included the following team:

- **ICON Venue Group** – leaders in Owner’s Representation in the sports and entertainment industry
- **ME Engineers** – experts in arena mechanical, plumbing and electrical systems engineering
- **Duray J.F. Duncan Industries, Inc.** – a design and fabrication firm with knowledge of arena and stadium food service facilities
- **Acoustic Dimensions** – audio and video consultants
- **Mortenson Construction** – a market leader in the construction of stadiums and arenas

EXISTING CONDITIONS

ARCHITECTURE

The architectural assessment conducted by Populous focused on the Exterior, Entry Lobby, Meeting Rooms Main Concourse, Concession Areas, Public Restrooms, Seating Bowl, Suite Level and Graphics & Way Finding.

Overall, Populous stated, Blue Cross Arena has an expected amount of wear and tear given the age of the arena. The exterior of the building shows several areas of deterioration, which should be addressed to avoid further damage. For example, a large blister was found on the roof of the building, which, if left unattended, could lead to future leaks. The assessment team was informed of existing leaks in the suites that have not been successfully repaired. There is also deterioration on the vertical and horizontal surfaces at the base of the exterior walls, likely the result of snow melt chemicals. As a result, Populous recommended a full exterior envelope study to identify a scope of repairs including removal of rust and repainting.

Populous also noted that there is no exterior marquee or video board. This makes it difficult for locals to know of upcoming events without visiting the arena website or reading/hearing an advertisement. Populous, therefore, recommended a marquee or video board to take advantage of the considerable amount of foot and vehicle traffic at the facility, as well as from I-490, Broad Street and Exchange Street.

The Entry Lobby provides enough space to create a signature statement for visitors that is currently lacking at the arena. This would include dynamic graphics and an interactive fan experience zone to improve the first impression of visitors when entering the arena. Also, an expansion type joint should be considered to prevent future tile cracking that results from differential movement between the old building and new addition.

Meeting Rooms are not being used to their full potential according to Populous. Specifically, the moveable partitions and overall finishes need to be repaired and/or upgraded to improve the appearance of the rooms. Also, marketing efforts need to be enhanced to improve familiarity amongst local residents and visitors to the arena.

The Main Concourse needs to be widened, but there is no feasible way to do that given the existing structure. Instead, Populous recommends removing several points of sale tucked under the seating bowl which would effectively eliminate some congestion on the concourse. The east and west concession areas are considered the best points of sale in the building by Populous, although there are issues with lines and congestion in these areas.

The Restrooms require significant upgrades, according to Populous. Recommended upgrades include modern finishes, a seamless flooring system to replace the tile, new toilet/urinal screens, hands free flush valves and motion sensitive faucets.

Populous noted that the seating bowl is in good condition considering the age of the facility. However, there are certain issues that require a high priority during a renovation. First, there are no contrasting color safety stripes on aisle steps. Second, seat arm caps should be replaced with molded plastic arms (except on premium seats which should retain the existing wooden caps). Third, there are two issues with the ADA platforms – specifically, they are missing appropriate sightlines and they create obstructed views. Lastly, the seating bowl has static signage and consideration should be given to a ribbon board on the face of the suite level and LED signage.

The Suites are outdated and the suite level corridor is too narrow for today's standards. The finishes should be upgraded to include new floors, walls and ceiling materials, flat screens and speakers. Improved offerings should also be considered for way finding signage and graphics throughout the arena. This is a reasonable cost item and creates potential revenue streams through sponsorship and advertising.

Table 2-1

Blue Cross Arena Architectural Cost Summary		
Line Item	Equipment	Year 1
1	Main Concourse Upgrades	\$1,303,125
2	Public Restroom Upgrades	\$2,555,000
3	Roof Replacement	\$2,400,000
4	Roof Repair (in lieu of total replacement)	TBD
5	Lobby Slab Expansion Joint (at cracked tile)	\$50,000
6	Meeting Spaces (including pantry equipment)	\$565,000
7	Seating Bowl	\$978,500
8	Suite Level Upgrades	\$980,000
9	Graphics Allowance	\$250,000
10	Wayfinding Allowance	\$100,000
11	Exterior Marquees	\$300,000
sub-total (does not include soft costs)		\$9,481,625

Source: Populous Architects

MECHANICAL/ELECTRICAL

The mechanical and electrical assessment was conducted by ME Engineers and included recommendations for upgrades to several mechanical systems and the electrical equipment.

MECHANICAL FINDINGS

Based on surveys and interviews with staff, ME Engineers believes the overall mechanical systems have been well-maintained and are in good working order to serve the facility as it is today. In order to accommodate potential arena upgrades there would, however, have to be certain improvements. The table below lists the recommended improvements and the associated costs.

Table 2-2

Blue Cross Arena Mechanical Equipment Repair/Replacement Schedule			
Line Item	Equipment	Year 1	Year 2-5
M-1	Pneumatic Building Control System - Control Air Compressor Replacement & Controls Update	\$54,000	\$42,500
M-2	Chilled Water Pumps and Drives		\$55,000
M-3	Heating Water Pumps and Drives & Insulation Repair	\$15/foot	\$43,000
M-4	Arena Bowl AHU Modifications	\$200,000 + \$1.50/SF	Needs Further Study
M-5	Grease Exhaust Fan Routine Inspection	N/A	N/A
M-6	AHU Modifications	unknown	unknown
M-7	Destratifications Fans	\$50,000	
M-8	Purchase Spare Ice Chiller Compressor, Rebuild Ice Chiller, Compressors & Replace Pumps, Valves & Controls	\$90,000	\$150,000
M-9	Arena Purge Fan Access	unknown	unknown
M-10	Domestic Water Booster Pump Replacement	\$45,000	
M-11	Pipe Repair and Sewage Ejecor Pump Station Replacement	\$250/day	\$17,500
M-12	Reverse Osmosis Water Treatment ("Jet Ice") System Installation	\$50,000	
Sub-Total (does not include soft costs)		min. \$489,000	min. \$308,000

Source: Populous Architects

ELECTRICAL FINDINGS

ME Engineers also assessed the electrical equipment at the Blue Cross Arena through surveys and interviews with staff and determined that comprehensive upgrades are required as the electrical equipment is nearing the end of its useful life. Upgrades to low voltage systems and cable plan is needed to accommodate energy efficiency and building communication systems. The recommended improvements to the electrical equipment and their associated costs are listed in the table below.

Table 2-3

Blue Cross Arena Electrical Equipment Repair/Replacement Schedule			
Line Item	Equipment	Year 1	Year 2-5
E-1	Main Switchboard Replacement		\$300,000
E-2	Show Power Replacement	\$80,000	
E-3	Generator and Emergency Distribution Replacement	\$500,000-\$600,000	
E-4	Exterior Lighting Upgrades	\$150,000 - \$200,000	
E-5	Lighting Control System Replacement	\$225,000	
E-6	Bowl Lighting System Replacement	\$500,000 - \$600,000	
Sub-total (does not include soft costs)		\$1,455,000 - \$1,705,000	\$300,000

Source: Populous Architects

AUDIO/VISUAL

A review of the audio/visual equipment was conducted by Acoustic Dimensions and they broke down their assessment by Audio and Visual systems. They recommended that each sub-system be given consideration, however not all upgrades are necessary at this time. A program assessment should be conducted with arena staff and users to prioritize the list of upgrades and a schedule should be set during off-seasons of tenant and sub-tenants to minimize disruption in the arena.

AUDIO SYSTEMS

The audio assessment was conducted on several areas within the arena and resulted in the following suggested upgrades:

- Main PA system: The system is over a decade old and should be tested to determine necessary upgrades/repairs. (\$78,000)
- Speakers in all suites need to be replaced (\$20,000)
- Upgrade sound console and playback equipment to digital (\$30,000)
- Wireless microphones (\$12,000 to \$16,000)
- Spare amplifiers (\$15,000)
- Digital Signal Processing (DSP) replacement (\$46,000)

- Replacing CRT monitors with LED flat screens (\$3,000)

Conversely, in lieu of all suggested upgrades to the Audio Systems, the entire sound system can be replaced for approximately \$526,000 to \$730,000. If all suggested upgrades are completed the sum of the cost would be \$204,000 to \$208,000 according to Acoustic Dimensions.

VIDEO SYSTEMS

The video assessment included the following suggested upgrades that would cost approximately \$1.3 - \$1.6 million:

- Reconfigure center hung display for 16:9 aspect ratio (\$300,000 to \$350,000)
- Video Production Equipment upgrade to HD (\$750,000 to \$950,000)
- Cable/TV Digital Signage (\$222,000 to \$227,000)
- Club A/V System (\$80,000 to \$120,000)

FOOD/BEVERAGE

The food and beverage service facilities assessment and enhancement study was conducted by Duray J.F. Duncan Industries, Inc. Their review identified a facility that has been well-maintained and unusually clean for a facility of this type and age. The overall condition of the equipment and infrastructure was good in their opinion. The review focused on the existing condition of the food service equipment, the interior finishes of the areas, and assessment of the menu offerings and types/levels of food service offerings. Overall, any renovations include a detailed inventory and evaluation of existing equipment to determine health and building code compliance, reasonable functional life expectancy of the various equipment items, options for reuse within a redesign, and MEP utility requirements.

Duray J.F. Duncan also included recommendations of improvements that could enhance guest experience, increase revenue potential during event and non-event days, and increase the overall per capita spending of visitors in all seating areas. Those recommended improvements include:

- **Points of Sale (POS) and Patron Processing Rates:** Keep the menu excellent in quality but limited in choice to speed up decision-making process. This will increase the processing rate and decrease the lines driving higher per caps. Also, POS ratio and distribution need to be examined to place correct number of quick-serve portable stand to alleviate pressure from fixed-stand concessions.
- **Facility Aesthetics and Guest Perception:** Upgrade the menu board to digital system which offers revenue potential through advertising for food service partners. The interiors of the concession stand

should be upgraded to include a theme matching menu concepts. The upgrades should keep the space flexible.

- **Portables:** relocating the existing points of sale along the sides of the concourse will help alleviate congestion and improve processing rates. Upgrading the portables package will improve perception and interest in menu items by patrons. High margin theme carts can also be created for specific events.
- **Facility Menu Mix and Patron Offerings:** Maximize the number of cooking stations to increase menu flexibility and diversity, create new menu concepts consistent with current menu trends both locally and nationally while keeping traditional fan favorites readily available, consider brand concepts, create quick service stands (high margin with lower build out costs), and create a destination signature concept available in only one location in the arena.
- **Alternative Service Delivery Methods:** Smartphone ordering service and express pickup should be considered. A premium can be charged for this service to drive additional revenues. This service requires digital monitors/menu boards at each station. In-seat vending should be limited to no-fail options such as bottled beverages, peanuts and pre-paid snacks.
- **Premium Service and Amenities:** Premium food stations need to be supported by a properly designed and well-equipped pantry or finishing kitchen located near the point of service to ensure quality, presentation, service and support. Many premium seat patrons also want traditional arena food options so there is a delicate balance that must be struck when inserting premium food service options.
- **Catering and Special Events:** The existing meeting rooms along with the proposed new club areas would provide ideal space to offer prospective customers. Part of one of the meeting rooms should be converted into a catering pantry with holding, ice, beverage to ensure high quality food and beverage service.

The potential costs of the recommended upgrades were not provided, however, the following estimates were provided for food service equipment and installation (excluding plumbing and electrical work):

Table 2-4

Blue Cross Arena	
Food Service Equipment and Installation Cost Estimates	
Type	Cost
Production Kitchens	\$175 per SF
Pantries	\$115 per SF
General Concessions	\$130 per SF
Cooking Concessions	\$145 per SF
Bar Equipment	\$110 per SF

Source: Duray J.F. Ducan Industries, Inc.

ARENA IMPROVEMENTS

Populous recommended several upgrades and improvements to Blue Cross Arena by comparing it to newer facilities. Overall, the facility lacks dynamic seating options that have become common in newer arenas. The additional spaces recommended by Populous include:

- **Courtside Club** – service level club restaurant and premium seating addition with seating located in the first six rows behind the dasher board on either side of the penalty box. The club area would be located near the seats and would offer an inclusive buffet and bar service in a space overlooking the river and with covered outdoor seating. Complementary valet service would be included with tickets. On non-event days, the restaurant could be open to the public to drive additional revenues and exposure.
- **Service Level Party Pits** – two service level party pits with a capacity for 16 fans at the south end of the floor. This potential corporate group space would offer catered food and beverage with multiple TV's.
- **North Lobby Food Courts** – to be located in above the main lobby to offer an identifiable location in the arena for arriving fans to congregate. The space would increase the variety of food and drink options for spectators.
- **Outboard Side Concessions** – would offer expanded seating areas and the addition of strategically located condiment/trash stations to alleviate congestion at concession areas. Six spaces in total are recommended.
- **South End of Bowl** – propose to eliminate existing suites and lower bowl seating to add the following amenities
 - **Main Course Club Restaurant** – tiered table seating for event viewing to be reserved per event or as a membership club. The space could be defined as pre-game, event or post-game space and would offer buffet and bar service with private men/women restrooms.
 - **Super Suites** – two suites are recommended in place of the current temporary platform deck areas. All-inclusive food and beverage service would be included with a ticket, as would private restrooms. The super suites would require a new food service elevator to provide support from the main kitchen.

The cost associated with each recommended improvement is detailed in the Table below.

Table 2-5

Blue Cross Arena Proposed Improvements Cost Summary		
Line Item	Type	Cost
Event Level - Level 1		
A7-A8	Site Improvements	\$200,000
A4	Club Seating	\$270,000
A5	Outdoor Covered Patio Seating Area	\$810,000
A5	Courtside Club	\$253,500
A5/A6	Courtside Club Space	\$1,313,250
	Main Kitchen Equipment Upgrades	\$75,000
Sub Total (does not include soft costs)		\$2,921,750
Main Concourse - Level 2		
A11	Main Concourse Food Court - Northeast	\$1,278,750
A12	Main Concourse Food Court - Northwest	\$1,308,150
A13	Main Concourse Concessions - East Side	\$1,526,125
A14	Main Concourse Concessions - West Side	\$1,662,375
A9c/A16	Super Suite/ Party Pit - Southeast	\$1,091,400
A9b/A15	Super Suite/ Party Pit - Southwest	\$1,091,400
A9a/A16/A16	Main Concourse Club	\$3,417,875
A2	Repurposing Inboard Concessions	\$430,525
Sub Total (does not include soft costs)		\$11,806,600
Audio Visual Improvements		
Sound System		
AV1	Test existing sound system & repair	\$78,000
AV2	Replace speakers in suites	\$20,000
AV3	Upgrade sound console & playback to digital	\$30,000
AV4	Wireless Microphones	\$12,000 - \$16,000
AV5	Spare Amplifiers	\$15,000
AV6	Digital Signal Processing replacement	\$46,000
AV7	Replace CRT monitors with LED flat screen	\$3,000
Video System		
AV8	Reconfigure center-hung display to 16:9	\$300,000 - \$350,000
AV9	Video production equipment upgrade to HD	\$750,000 - \$950,000
AV10	Cable TV/Digital Signage	\$222,000 - \$227,000
AV11	Club AV System	\$80,000 - \$120,000
Sub Total (does not include soft costs)		\$1,556,000 - \$1,855,000
<i>Source: Populous Architects</i>		

OTHER ENHANCEMENTS

While not described in detail, the Populous Report included several ideas for improving the overall attractive and street appeal of Blue Cross Arena. The following list includes some of these ideas that Johnson Consulting has expanded upon after assessing the Populous report and having discussions with interviewees contacted for this study.

- **Club/ restaurant/ social space:** Possibly situated along an enhanced riverfront plaza would result in small profit potential, but enormous aesthetics improvement.
- **Aqueduct redevelopment and convention center connection:** Enormous aesthetics improvement not only adds elements of uniqueness and history to the district, but also fosters use of district for sports tournaments.
- **Second sheet of ice:** Perhaps located under Broad Street, by the Aqueduct connector. It would make the arena more viable for sports tournaments while adding a recreational sheet downtown.

SECTION III
MARKET ANALYSIS

MARKET ANALYSIS

In order to analyze the market opportunity for potential renovations and upgrades to the Blue Cross Arena at War Memorial, Johnson Consulting undertook a comprehensive review of market conditions in Rochester, relative to State and national averages, as well as in the greater Rochester metropolitan area. The key objectives of this analysis were to identify structural factors, strengths and weaknesses that may affect the market's ongoing competitive situation, and to gauge the level of support that exists for renovations at Blue Cross Arena.

While characteristics such as population, employment and income are not strict predictors of the performance of arenas and venues (management and tenant performance are other key variables), they provide insight into the capacity of a market to provide ongoing support for facilities and activities. In addition, the size and role of a marketplace, its civic leadership, proximity to other metropolitan areas, transportation and economic sector concentrations, and the location of competing and/ or complementary attractions, directly influence the scale and quality of facilities that can be supported within that particular market.

MARKET OVERVIEW

Situated in Upstate New York, along the southern shore of Lake Ontario, Rochester is the third largest city in the state and is the center of the Greater Rochester metropolitan area. Rochester is located approximately 75 miles, or 1.25 hours (drive time) to the east of the Buffalo/Niagara region, home to the second largest city in New York (Buffalo) as well as the global tourist destination of Niagara Falls. It is important to highlight the interplay between the economies of Buffalo and Rochester. With a sum of over 2,215,000 people it is important when considering re-investment in Blue Cross Arena.

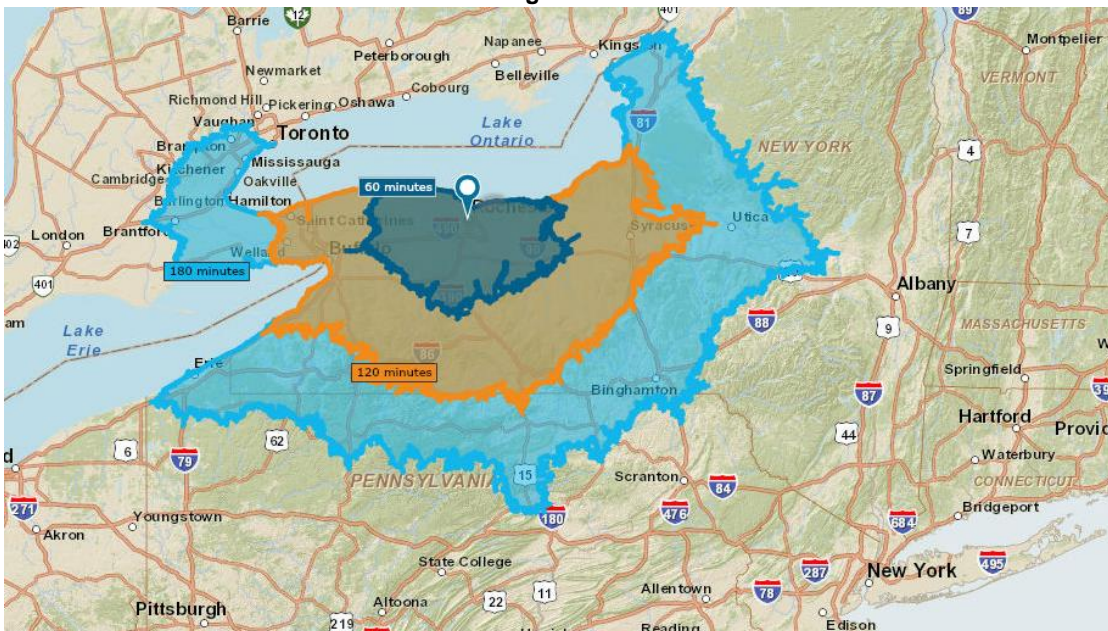
Syracuse is situated approximately 85 miles, or 1.5 hours (drive time) to the east of the city. New York City is 315 miles to the southeast. Rochester is located in Monroe County, with close proximity to the popular Finger Lakes region of New York, which is a strong draw for tourists. In fact, the Rochester area is technically located in the Finger Lakes region of New York State as defined by the New York Department of Economic Development. It is approximately 45 miles from downtown Rochester to Geneva, NY and Seneca Lake, the largest of the 11 Finger Lakes. The city is home to a variety of industries including healthcare, manufacturing, ceramics, higher education, and services.

Figures 3-1 and 3-2 show Rochester's location within a series of 25-50-100 mile radii (Figure 3-1) and 60-120-180 minute drive-times (Figure 3-2).

Figure 3-1



Figure 3-2



BLUE CROSS ARENA AT WAR MEMORIAL

The Blue Cross Arena at The War Memorial is located in downtown Rochester, approximately a quarter-mile from Interstate 490, which bisects the city east-west. The arena is bounded by East Broad Street to the north, Exchange Blvd. to the west, Court Street to the south and the Genesee River to the east, in the heart of downtown. The arena is within close proximity with the rest of the Downtown Convention District featuring several large office buildings (including Xerox Tower, Legacy Tower, and Chase Tower – the cities three tallest), parking structures, the County Building, the re-development site at the former Midtown Plaza, and the public library. Frontier Field, home of the Rochester Red Wings (Class-AAA affiliate Minnesota Twins), is located .6 miles northwest of the arena, while The Rochester Riverside Convention Center is a .3 mile walk east across the Genesee River. Eastman Kodak’s world headquarters is also a short walk away in the Kodak Building in the High Falls section of downtown.

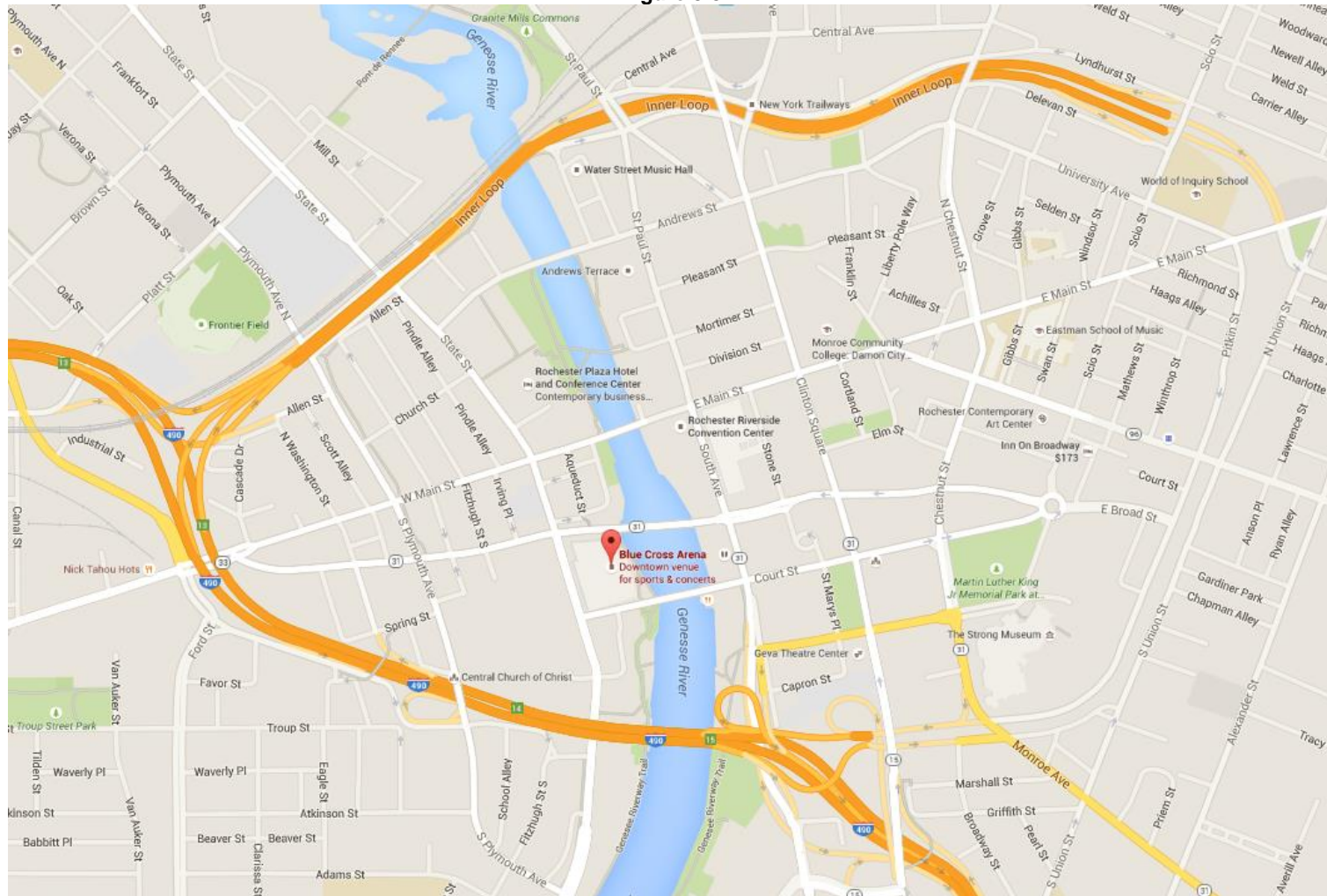
Built on the site of a former Tobacco Factory, the Blue Cross Arena at The War Memorial opened in 1955. The location was originally intended for a war-memorial to commemorate those who served during World War I and II, but the development eventually resulted in a 12,500-seat arena/civic center. In 1996 the arena/War Memorial underwent a \$41 million dollar renovation and expansion. The Blue Cross Arena is home to four sports teams: the Rochester Americans of the American Hockey League, the Rochester Lancers of the Major Arena Soccer League, the Rochester Razor Sharks of the Premier Basketball League, and the Rochester Knighthawks of National Lacrosse league. This is a comparatively high number of tenants and illustrates the desire for sports and entertainment in the market.

Table 3-1 provides an overview of the Blue Cross Area at War Memorial.

Table 3-1 Blue Cross Arena at War Memorial Facility Summary	
Location	Rochester, NY
Year Opened	1955
Capacity	12,500
Main Tenants	AHL, PBL, NLL, MASL
Events Year to Date*	131
Total Attendance Year to Date*	459,492
3 yr. average attendance per AHL	4,130
Luxury Suites	25
*YTD March-2015	
Sources: Johnson Consulting, facility website, SMG, RSVdatabase	

Figure 3-3 provides an overview of the Blue Cross Arena at The War Memorial and its location within downtown Rochester.

Figure 3-3



POPULATION

In 2014 the City of Rochester had a resident population of 208,524 persons. The metro area has a population of just over 1 million people. Between 2000 and 2014, the population of the City has declined, contracting at an average annual rate of (-0.4) percent. During the same period, the population of Monroe County, the Greater Rochester Metropolitan Statistical Area (MSA) and the state of New York all increased slightly, at an average annual rate of 0.1 percent for the County and the MSA, and .2 percent for the State. The United States, in comparison, has seen a growth rate of 0.8 percent per annum.

Table 3-2 shows population trends in the City of Rochester, Monroe County, the Greater Rochester MSA, New York State, and the U.S.

Table 3-2

Population - Rochester (2000-2019)					
	Rochester	Monroe County	Rochester Metropolitan Statistical Area (MSA)	New York	U.S.
2000	219,921	735,343	1,062,452	18,976,457	281,421,906
2010	210,565	744,344	1,079,671	19,378,102	308,745,538
2014	208,524	746,363	1,083,004	19,631,599	316,296,988
CAGR* (2000-2014)	-0.4%	0.1%	0.1%	0.2%	0.8%
2019 (Projected)	207,865	751,620	1,088,703	20,034,759	327,981,317
CAGR* (2014-2019)	-0.1%	0.1%	0.1%	0.4%	0.7%

* Compounded Annual Growth Rate
Source: Esri ArcGIS BAO, Johnson Consulting

Going forward, the population of Rochester is expected to continue to slightly contract, at a marginal average annual rate of (-0.1) percent between 2014 and 2019, compared to slight growth of 0.1 percent in Monroe County, 0.1 percent in the MSA, 0.4 percent in New York and 0.7 percent across the U.S. Strong activity centers downtown, combined with demographic trends must be leveraged to turn the tide of population loss in the City of Rochester.

AGE CHARACTERISTICS

In 2014 the median age of the City of Rochester's residents was 31.8 years, which was younger than the State (38.5 years) and the U.S. (37.7 years). Between 2010 and 2014, the median age in Rochester increased by 2.6 percent, which was higher than the rate of increase nationally (1.6 percent) and the State increase (1.6 percent). Monroe County and the Greater Rochester MSA are older, at 39.1 years and 40.1 years respectively. Between 2010 and 2014 they saw rate increases of 2.1 percent and 2.0 percent, respectively.

Table 3-3 shows median age characteristics of the defined study geographies.

Table 3-3

Median Age - Rochester (2010-2019)					
	Rochester	Monroe County	Rochester Metropolitan Statistical Area (MSA)	New York	U.S.
2010	31.0	38.3	39.3	37.9	37.1
2014	31.8	39.1	40.1	38.5	37.7
Growth (2010-2014)	2.6%	2.1%	2.0%	1.6%	1.6%
2019 (Projected)	32.6	39.6	40.6	39.0	38.2
Growth (2014-2019)	2.5%	1.3%	1.2%	1.3%	1.3%

Source: Esri ArcGIS BAO, Johnson Consulting

Going forward, the median age of residents of Rochester is expected to increase to 32.6 in 2019. This represents an increase of 2.5 percent over 2014, which is slightly higher than the rates of increase forecast in Monroe County (1.3 percent), Rochester MSA (1.2 percent), New York (1.3 percent) and the U.S. (1.3 percent). By 2019, median ages are expected to increase to 39.6 in Monroe County, 40.6 in the Rochester MSA, 39.0 in the state of New York, and 38.2 in the U.S. The young age of residents in the City reflects the influx of younger people to the City, a trend that can bode well for the City if strategies are developed to continue this attractiveness.

EDUCATIONAL ATTAINMENT

The educational attainment level of residents of Rochester is generally lower than those recorded across Monroe County, the Rochester MSA, New York state, and the U.S., with 34.5 percent of the City's population holding an associate's degree or higher. This is in comparison to 46.8 percent of the county, 43.6 percent of the MSA, 41.2 percent of the State, and 36.4 percent of the nation. Similarly, the City sees a lower percentage of students with a bachelor's degree or higher (25.5 percent) than the other defined study areas. At the County level the rate is 35.6 percent, at the MSA level it is 32.1 percent, at the State level it is 32.9 percent, and at the national level it is 28.7 percent. The city of Rochester also has the highest percentage of residents

who did not graduate high school, at 20.4 percent. The next highest percentage is at the State level, at 15.1 percent. The national rate of residents who did not graduate high school is 14.2 percent.

Table 3-4 shows the educational attainment levels within the defined study geographies.

Table 3-4

Educational Attainment - Rochester (2014)										
	Rochester		Monroe County		Rochester Metropolitan Statistical Area (MSA)		New York		U.S.	
	No.	%	No.	%	No.	%	No.	%	No.	%
Less than High School	26,670	20.4%	54,272	10.8%	79,282	10.8%	2,028,701	15.1%	30,048,886	14.2%
High School Graduate	27,585	21.1%	106,534	21.2%	172,513	23.5%	3,157,250	23.5%	51,210,074	24.2%
GED/ Alternative Credential	8,105	6.2%	18,593	3.7%	30,832	4.2%	497,099	3.7%	8,252,863	3.9%
Some College, No Degree	23,401	17.9%	87,941	17.5%	131,403	17.9%	2,203,357	16.4%	45,073,329	21.3%
Associates Degree	11,766	9.0%	56,282	11.2%	84,421	11.5%	1,115,114	8.3%	16,294,114	7.7%
Bachelor's Degree	19,610	15.0%	101,509	20.2%	134,340	18.3%	2,512,365	18.7%	38,090,137	18.0%
Graduate/ Professional Degree	13,727	10.5%	77,388	15.4%	101,305	13.8%	1,907,785	14.2%	22,642,471	10.7%
TOTAL	130,733		502,521		734,096		13,435,106		211,611,874	

Source: Esri ArcGIS BAO, Johnson Consulting

The low educational attainment rate in the City proper is a structural challenge found in many urban cores. The only way to remedy this is to dilute the ratio by attracting more educated residents to the City with products that attract them, and by creating training and jobs for them. Community college presence is critical in downtown areas, as are training and entertainment options that create jobs and attract visitors.

EMPLOYMENT

In 2013, which is the most current data available, the predominant industry of employment in Monroe County was Education and Health Services (22.9 percent of employed residents aged 16 years and older), reflecting the presence of the University of Rochester Medical Center, Rochester General Hospital, Highland Hospital, and Unity Hospital as the first, second, third, and fourth largest healthcare providers, respectively, in the area. The second largest industry of employment is Trade, Transportation, and Utilities (15.7 percent).

Between 2012 and 2013, the largest increases in employment were observed in the Natural Resources and Mining (8.1 percent) and Leisure and Hospitality (3.5 percent) sectors, while the largest decrease was recorded in Manufacturing (contracting by 3.3 percent). Overall, the County saw a slight growth rate of 0.1 percent

across all sectors, despite the fact that manufacturing, trade, transportation, and utilities, information, financial activities, and government all saw decreases in employment.

Table 3-5 provides a breakdown of employment by sector in Monroe County.

Table 3-5

Non-Farm Employment by Industry - Monroe County (2012-2013)			
	2012	2013	Growth Rate 2012-2013
Natural Resources and Mining	589	637	8.1%
<i>% of Total</i>	0.2%	0.2%	
Construction	12,155	12,523	3.0%
<i>% of Total</i>	3.3%	3.4%	
Manufacturing	42,859	41,463	(3.3%)
<i>% of Total</i>	11.5%	11.1%	
Trade, Transportation, and Utilities	59,676	58,514	(1.9%)
<i>% of Total</i>	16.0%	15.7%	
Information	7,258	7,183	(1.0%)
<i>% of Total</i>	1.9%	1.9%	
Financial Activities	17,533	17,252	(1.6%)
<i>% of Total</i>	4.7%	4.6%	
Professional and Business Services	55,823	56,785	1.7%
<i>% of Total</i>	15.0%	15.2%	
Education and Health Services	84,516	85,342	1.0%
<i>% of Total</i>	22.7%	22.9%	
Leisure and Hospitality	31,304	32,413	3.5%
<i>% of Total</i>	8.4%	8.7%	
Other Services	14,283	14,293	0.1%
<i>% of Total</i>	3.8%	3.8%	
Government	46,471	46,401	(0.2%)
<i>% of Total</i>	12.5%	12.4%	
TOTAL	372,467	372,806	0.1%

Source: BLS, Johnson Consulting

Table 3-6 shows the annual unemployment rates for Rochester, Monroe County, the Rochester MSA, New York State, and the U.S., for the period of 2010 through 2014.

Table 3-6

Unemployment Rate - Rochester (2010-2014)										
	Rochester		Monroe County		Rochester Metropolitan Statistical Area (MSA)		New York		U.S.	
	Rate	Change	Rate	Change	Rate	Change	Rate	Change	Rate	Change
2010	10.3%	-	8.0%	-	8.2%	-	8.6%	-	9.6%	-
2011	10.0%	(0.3)	7.6%	(0.4)	7.7%	(0.5)	8.3%	(0.3)	8.9%	(0.7)
2012	9.9%	(0.1)	7.8%	0.2	7.9%	0.2	8.5%	0.2	8.1%	(0.8)
2013	8.2%	(1.7)	7.0%	(0.8)	7.1%	(0.8)	7.7%	(0.8)	7.4%	(0.7)
2014	6.9%	(1.3)	5.1%	(1.9)	5.4%	(1.7)	6.3%	(1.4)	6.2%	(1.2)

Source: Bureau of Labor Statistics, Johnson Consulting

Since 2010, the unemployment rate in Rochester has tracked slightly above County, MSA, State, and national averages. In 2014, the unemployment rate in Rochester was 6.9 percent, which was higher than those recorded across the other study areas (5.1, 5.4, 6.3, and 6.2, respectively). Notwithstanding this, between 2013 and 2014 the unemployment rate in Rochester contracted by (1.3) percent, which was higher than the rate of decrease recorded across the U.S. (1.2 percent) but lower than that recorded at the County, MSA, and State levels, which was 1.9, 1.7, and 1.4 percent respectively. Since 2010, the unemployment rate in Rochester has dropped from 10.3 percent to 6.9 percent, with the biggest drop occurring between 2012 and 2013. At the County level, the unemployment rate has dropped from 8.0 percent in 2010 to 5.1 percent in 2014, with the biggest drop between 2013 and 2014. The comparatively high rate of unemployment relates fully to the educational attainment factor described above and the downtown area must be more supportive of attracting jobs and employment. Arts, sports and hospitality are crucial to attracting employees to the City.

HOUSEHOLD INCOME

In 2014 the median household income in Rochester was \$30,024, which was lower than those recorded in Monroe County (\$52,450), Rochester MSA (\$52,796), New York State (\$56,676) and the U.S. (\$52,076). By 2019 the median household income in Rochester is projected to reach \$34,917 per year, which is still below the median household incomes forecast across the County (\$58,774), MSA (\$58,840), State (\$65,805) and the U.S. (\$59,599). Despite this, the rate of growth projected in Rochester between 2014 and 2019 (3.1 percent per year) will exceed the rates forecasted for the County (2.3 percent), MSA (2.2 percent), State (3.0 percent) and the country (2.7 percent). The City itself has a low median income level and must take action to attract more wealthy citizens to the City. The income for residents in the MSA and County are significantly higher than that of the City proper, and will likely be where the majority of attendees for the arena come from.

Table 3-7 shows the median household income within each of the defined study geographies.

Table 3-7

Median Household Income - Rochester (2014-2019)					
	Rochester	Monroe County	Rochester Metropolitan Statistical Area (MSA)	New York	U.S.
2014	\$30,024	\$52,450	\$52,796	\$56,676	\$52,076
2019 (Projected)	\$34,917	\$58,774	\$58,840	\$65,805	\$59,599
CAGR* (2014-2019)	3.1%	2.3%	2.2%	3.0%	2.7%

* Compounded Annual Growth Rate
Source: *Demographics Now*, Johnson Consulting

CORPORATE PRESENCE

A strong corporate and business presence can be an important factor in the ongoing success of public assembly facilities, because local businesses can attract residents to an area, provide disposable income, and support facilities through donations, advertising, and their requirement for event space. The largest employers in Rochester are spread across a wide range of industries, reflecting the diversification of Rochester's economy. Eastman Kodak Co. has its world headquarters in Rochester, and Xerox maintains a large presence here. While not the largest employers in Rochester (Xerox is fourth and Kodak is now twelfth), they have historically had strong ties to the City and are a big part of the City's corporate history. Healthcare and education are rapidly growing sectors, with the University of Rochester adding 900 jobs and Rochester Regional Health adding 1,554 from 2014 to 2015.

Table 3-8 shows the largest private sector employers in the Greater Rochester area.

Table 3-8

Largest Employers - City of Rochester (2015)		
Employer	Employment	Industry
University of Rochester/Strong Health	26,673	Higher Education/Healthcare
Rochester Regional Health	15,540	Healthcare
Wegmans Food Markets, Inc.	13,839	Retail
Xerox Corp.	6,575	Services
Rochester City School District	6,100	Education
Paychex Inc.	4,129	Services
Rochester Institute of Technology	3,918	Higher Education
Lifetime Healthcare Cos.	3,530	Healthcare
City of Rochester	3,500	Government/Services
YMCA of Greater Rochester	2,425	Services
Harris Corp. RF Communications	2,100	Services
Eastman Kodak Company	2,000	Services

Sources: Rochester Business Journal, Rochester City School District website, City of Rochester website,

EDUCATIONAL INSTITUTIONS

Rochester is home to many well-regarded research institutions:

- **University of Rochester:** Located approximately 2 miles southwest of downtown, the University has a student body of over 9,000 undergraduate and graduate students. The campus is located along the Genesee River. This private university, founded in 1850, has a faculty of 1,400 and a staff of over 20,000 when counting its associated health system. The school is known as a leading research university and offers the world-renowned Eastman School of Music.
- **Rochester Institute of Technology:** Founded in 1829, the private institution has approximately 18,000 undergraduate and graduate students. The 1,300-acre campus is located 6.5 miles southwest of downtown, in a suburban setting. The school is renowned for its engineering and cooperative education (co-op) programs, placing students in assignments all over the United States and overseas.
- **The College at Brockport, State University of New York:** As part of the State University of New York (SUNY) system, The College at Brockport was founded in 1835. The 464-acre campus is 16 miles from downtown Rochester in Brockport, situated along the Eric Canal. Brockport offers 49 undergraduate majors, over 50 masters programs, and teacher certification in 26 different areas. Approximately 25 percent of degrees awarded are students from the Rochester area. Total enrolment at Brockport is over 8,000 students.
- **The State University of New York, Geneseo:** Founded in 1871, The State University of New York, Geneseo is located approximately 30 miles south of Rochester in the western portion of the Finger Lakes Region. Situated on a 220-acre campus, this liberal arts college has approximately 5,500 total students with 39 undergraduate degree programs.
- **St. John Fisher College:** St. John Fisher College is an independent, liberal arts college located 7 miles southeast of downtown Rochester. The 154-acre campus is set adjacent to I-490. The college offers 33 academic majors as well as 11 pre-professional programs, in addition to 12 graduate programs. St. John Fisher has a total enrollment of approximately 3,000 students.
- **Nazareth College:** Located 8 miles southeast of downtown Rochester, Nazareth College offers a wide range of 60 majors in education, health and human services, liberal arts, management, math and science, and the visual and performing arts. Nazareth has a total enrollment of 2,800 students and is recognized for its Fulbright global student scholars program and commitment to civic engagement. The college was founded in 1924 and is situated on a 150-acre campus in close proximity to St. John Fisher College.

- **Roberts Wesleyan College:** Roberts Wesleyan College, located 11 miles west of downtown Rochester, is a Christian, service-oriented college of about 1,800 students. The college offers over 50 programs for undergrads and 13 graduate programs in a small-campus setting in Rochester.

ACCESS

Rochester is accessible via the following modes of transportation:

- **Airports:** The Greater Rochester International Airport (ROC) is a medium-sized public-use commercial airport located four miles to the southwest of downtown Rochester. The airport offers nonstop flights to 16 locations in the US, as well as Toronto, Canada, on seven airlines including Air Canada, American Airlines, Delta Airlines, JetBlue Airways, Southwest Airlines, United Airlines, and US Airways. The airport serves more than 2.4 million passengers annually. Passengers can also use Buffalo Niagara International Airport, which is located 65 miles from downtown Rochester.
- **Roads:** Several interstate highways serve Rochester. I-490 bisects the city east-west with connections to I-90 (The New York State Thruway), on both the east and west side of the metropolitan area. I-390 approaches from the Finger Lakes region to the south (as well as an additional connection with I-90) and then circles the city to the west. I-590 branches off of I-390 south of downtown and circles the city to the east, completing a partial ring road around Rochester. The Inner Loop (no longer a complete loop) branches off of I-490 and serves northern and western portions of downtown. New York State Routes 31 and 104 bisect the city east-west, and the Lake Ontario State Parkway follows the southern shore of the lake out of the metro area to the northwest.
- **Bus Service:** The Regional Transit Service (RTS) offers public transportation bus service throughout Rochester and the Greater Rochester area.

HOTEL INVENTORY

Table 3-9 summarizes the inventory of lodging facilities in Rochester within a 7.5 mile radius of The Blue Cross Arena. These facilities offer a total 4,651 guest rooms for potential visitors. As shown below, there are four hotels within .5 miles of the arena. The largest hotel in Rochester is the 460-room Radisson Rochester Riverside. The 338-room Hyatt Regency Rochester, the third largest in the city, is connected to the nearby convention center across the river and within walking distance of the Blue Cross Arena. The most recently opened hotel is the 106-room Hilton Garden Inn which is adjacent to the Hyatt property and is also within walking distance of BCA. The closest lodging option is the 362-room Rochester Plaza Hotel, which is second largest hotel in Rochester. Additional concentrations of hotel properties are located to the northwest near Greece, to the north in Irondequoit, and near the airport.

Table 3-9

Inventory of Proximate Lodging Facilities The Blue Cross Arena at the War Memorial (2015)		
Hotel	Guest Rooms	Distance from Arena (Miles)
Rochester Plaza Hotel and Conference Center	362	0.2
Radisson Rochester Riverside	460	0.3
Hyatt Regency Rochester	338	0.4
Hilton Garden Inn Rochester Downtown	106	0.4
Inn on Broadway	25	0.7
384 East Avenue Inn & Suites	58	1.0
Strathallan DoubleTree by Hilton	155	1.2
Staybridge Suites Rochester University	88	2.3
Hilton Garden Inn Rochester/University	136	2.3
Quality Inn Rochester Airport	155	3.2
Holiday Inn Rochester Airport	278	3.4
La Quinta Inn & Suites Rochester South	103	3.4
Courtyard Rochester Brighton	137	3.7
Fairfield Inn Rochester Airport	62	3.8
Country Inn & Suites Rochester-Brighton	89	3.9
Comfort Inn	43	4.2
Hampton Inn Rochester - Irondequoit	77	4.6
La Quinta Inn Rochester North	86	4.7
Country Inn & Suites by Carlson	89	4.8
Holiday Inn Express Irondequoit	66	4.8
Holiday Inn Hotel & Suites Rochester - Marketplace	120	4.9
Hampton Inn & Suites Rochester/Henrietta	126	5.0
DoubleTree by Hilton Hotel Rochester	249	5.1
Holiday Inn Express Rochester - Greece	86	5.5
Residence Inn Rochester West/Greece	90	5.5
Homewood Suites by Hilton Rochester/Greece	95	5.7
Fairfield Inn & Suites Rochester West/Greece	70	5.7
Hampton Inn Rochester - North	118	5.8
Radisson Hotel Rochester Airport	171	6.0
Comfort Suites Rochester	66	6.4
Homewood Suites by Hilton Rochester/Henrietta	90	6.5
Red Roof Inn Rochester Henrietta	108	6.8
Country Inn & Suites Rochester-Henrietta, NY	77	7.0
Fairfield Inn Rochester South	62	7.0
Rochester Airport Marriott	210	7.4
Total	4,651	

Sources: Visit Rochester, Hotel websites, Johnson Consulting, MPOINT, Mapquest

IMPLICATIONS

The Rochester market is in need of a boost, especially downtown and the City itself. In the City proper, the population is projected to continue declining slightly, unemployment remains high, and household income is considerably lower than that of the surrounding region. In order for the City to reverse the trend of population decline there must be investments in the infrastructure and entertainment options to attract new residents and incentivize residents to stay. Blue Cross Arena has the potential to serve as part of that economic catalyst to the downtown area and the City should look to leverage its existing asset through further investment as recommended in this report. Especially now that Buffalo has a larger and newer arena, Rochester runs the risk of being passed-over for major shows, concerts and special arena events. The entertainment and transportation infrastructure in Rochester is adequate to support an updated Blue Cross Arena, and income levels in the MSA and County are such that residents will have disposable income to spend on entertainment events. Therefore, keeping Blue Cross Arena new and attractive is important for Rochester to maintain relevancy within the Upstate New York arena market.

Additionally, there is further opportunity for the City to connect the Blue Cross Arena and Rochester Riverside Convention Center via the Aqueduct. The synergies amongst the two venues are significant and with the connection through the Aqueduct, an interesting and unique entertainment district/campus begins to evolve as a place to cultivate the community, like in Erie, PA and Peoria, IL (as discussed elsewhere in this report). In its current form, the Arena is unlikely to serve as the center of such a district. With upgrades to the amenities and décor, however, the seeds of redevelopment and demographic capture could be planted that could re-grow the economy and demographics of the City of Rochester.

SECTION IV
INDUSTRY TRENDS ANALYSIS

ARENA INDUSTRY TRENDS

Arenas are special places. They host local community residents and they also attract regional visitors from around the broader area (primary, secondary and tertiary markets) to the vicinity around the arena. They also host visitors for events while they are in town.

Arenas have gone through a period of maturation since the Blue Cross Arena (BCA) was developed. Shows and performances have become more sophisticated. Also, arenas were once tried in suburban areas, but as a rule these have never fared well. Examples of suburban arena failure exist in Glendale, AZ; Sunrise, FL; and Charlotte, NC. The BCA is ideally situated downtown for the Rochester market.

The best and new arenas have also devised seating and food service and entertainment areas that not only make an arena more interesting for fans, but also more productive from a revenue generation standpoint. It is here that the BCA suffers most, as it competes with new offerings and any improvement plan must address these issues.

Further, the best arenas are constantly changing and improving. They look at their neighborhood as an “Arena District” – working to be the best neighbor possible and always striving to create business for nearby establishments. They also constantly look to improve, either through wholesale replacement or redevelopment. Small and large improvements can be made, and like with any tourist attraction, these subtle or large improvements are noticed by the patrons. Every year, it would be an advantage if the patron could say “This arena is really nice, look at what they just added.”

In Rochester, if it is concluded that a new arena is not in the cards, the BCA must strive to address industry changes as best as possible. Like in Erie, PA at the Erie Insurance Arena, or in Peoria, IL, this can be a wholesale redevelopment, or projects can be phased in over time, as long as there is agreement and commitment to improve and capital funding is provided to make these improvements. There is plenty of business out there, so each arena has to find its niches, and target what fits the building and market.

In order to understand the long-term market demand for public assembly facilities, an analysis of entertainment, social event, and meeting industry trends is important. This subsection provides a general overview of the types of arena and entertainment options that exist in the industry, as well as the types of events that are commonly hosted. Also discussed are the general requirements that event promoters and patrons look for in a prospective location, as well as an overview of current and likely future market trends, focusing on the impact of broader economic conditions on the entertainment and events industry.

MARKET DEFINITION

Market driven entertainment events are defined as those events that are affected by local market forces and characteristics. The number of entertainment events in a given community is typically a function of the size of the marketplace and the number of available facilities to host these events. Promoted and touring shows such as concerts, family shows, rodeos, sporting events and other ticketed events are predominantly attended by local residents. Rochester could also attract outside visitors for events, and its presence its proximity to markets such as Buffalo and Syracuse provide a big market on one hand, but also make the market more competitive on the other hand.

Defining a market for an arena is important as it helps understand the potential reach of the facility for specific events. As one would expect, the market reach for a facility increases as the importance of a particular event increases. For example, a regular season Rochester Americans game will likely draw from within the Rochester city limits, while a major concert event could draw from as far as 90 minutes away. The bulk of events will likely draw from within the Primary or Secondary Market, while the Tertiary Market will have fewer events, but should have larger revenues per event and more overnight stays.

- **Primary Market:** This is defined as the Rochester MSA. While some attendees will come from within the City limits, most events at the arena – especially anchor tenant-sporting events – will attract residents from surrounding communities. The primary market radius for Blue Cross Arena is 25 miles.
- **Secondary Market:** The secondary market is an approximate 60 minute drive-time outside of Rochester and will include the Buffalo and Finger Lakes regions. Assemblies, smaller concerts and family shows could attract attendees from the Secondary Market.
- **Tertiary Market:** This market is for special events that have target audiences for specific event type. For Rochester this could range to all of the upstate New York area to Cleveland into Toronto, or an approximate four hour drive time.
- **Special Markets -** Special markets relate to the unique character of the arena itself. The BCA could be adapted into a good arena plus a venue tied to the convention center making one complex out of the two facilities. Also, given the space below the arena floor, specialty areas could be added to support event promoters and target tenants. It is also believed that with greater association with the convention center and perhaps a second sheet of ice this facility could attract all kinds of sports tournaments from a multistate or even national perspective.

TYPES OF FACILITIES

There are many types of arenas, as described below. The BCA can broaden its vision to be part of a multi-facility complex that anchors an exciting waterfront district.

1. **Stand-alone Arena:** Bon Secours Arena in Greenville, SC.
2. **Arena/ Convention Center Complex:** American Bank Center in Corpus Christi, TX.
3. **Arena/ Entertainment/ Cultural District:** Erie, PA (with the new festival grounds linking the Jerry Uht Ballpark, Erie Insurance Arena, and the Warner Theater Complex).
4. **Arena/ Sports Complex:** Lake Placid NY Arena/ Sports Complex and Conference Center; First Niagara Arena in Buffalo.

Today the BCA operates more like category one, but there's no reason why elements of two, three, and four could not be woven into the strategy for the arena.

RECENT ARENA DEVELOPMENT

The table below summarizes a sample of arenas with a capacity of approximately 10,000 or fewer seats. These arenas all have somewhat smaller capacities than BCA, but with newer construction and more modern features they attract shows that BCA in its current condition cannot attract.



Table 5-1

New Arenas Since 2003 with Less Than 10,000-seat Capacity													
Facility Name	MSA	Population	Median Income	Entertainment Spending	Tenant(s)	Capacity	# of Luxury Suites	# of Club Seats	Annual Naming Rights	Term	Total Naming Rights	Estimated Cost (millions)	Year Opened
Denny Sanford PREMIER Center	Sioux Falls, SD	248,891	\$55,002	\$60,526,781	USHL, IFL	12,000*	38	500	-	-	-	\$150	2014
PPL Center	Allentown-Bethlehem-Easton, PA-NJ	835,683	\$58,477	\$224,607,036	AHL	8,500	36	986	-	10	-	\$150	2014
Cross Insurance Center	Bangor, ME	156,378	\$40,861	\$28,657,652	None	8,078	12	-	\$200,000	15	\$3,000,000	\$65	2013
Cedar Park Center	Austin-Round Rock, TX	1,917,917	\$62,597	\$546,603,306	AHL, NBADL	6,660	22	541	-	-	-	-	2009
ShoWare Center	Seattle-Tacoma-Bellevue, WA	3,629,702	\$68,802	\$1,182,479,316	WHL, WFTDA	7,500	20	500	\$317,500	10	\$3,175,000	\$68	2009
Huntington Center	Toledo, OH	607,965	\$44,818	\$130,504,672	ECHL	8,000	20	-	\$300,000	7	\$2,100,000	\$105	2009
Town Toyota Center	Wenatchee, WA	114,715	\$51,850	\$23,460,682	NAHL, IFL	5,000	26	397	\$200,000	5	\$1,000,000	\$45	2008
U.S. Cellular Arena	Bloomington, IL	192,567	\$59,983	\$50,080,652	MISL, USHL	7,000	24	700	\$345,000	6	\$2,070,000	\$37	2006
1st Bank Center	Denver-Aurora-Lakewood, CO	2,703,067	\$64,675	\$847,956,846	None	6,000	25	900	-	5	-	\$45	2006
Santa Ana Star Center	Albuquerque, NM	907,398	\$48,813	\$205,378,292	NAHL, IFL	6,500	26	500	\$500,000	5	\$2,500,000	\$43	2006
Tim's Toyota Center	Prescott, AZ	220,671	\$43,284	\$42,889,379	CHL, AIF	5,100	20	500	\$175,000	10	\$1,750,000	\$24	2006
Stockton Events Center	Stockton-Lodi, CA	711,503	\$53,784	\$141,724,907	ECHL, AIF	10,000	24	500	-	-	-	\$45	2005
Covelli Centre	Youngstown-Warren-Boardman, OH-PA	552,952	\$41,103	\$100,443,018	USHL, WFTDA	5,700	24	500	\$120,000	3	\$360,000	\$41	2005
American Bank Center	Corpus Christi, TX	445,656	\$48,010	\$86,828,124	Texas A&M-CC, NAHL, LSFL	6,000	11	302	-	10	Not Disclosed	\$50	2004
Budweiser Events Center	Fort Collins-Loveland, CO	320,463	\$60,647	\$91,878,995	ECHL, IFL	5,211	24	777	\$75,000	20	\$15,000,000	\$25	2003
Comcast Arena At Everett Events Center	Seattle-Tacoma-Bellevue, WA	3,629,702	\$68,802	\$1,182,479,316	WHL, NLL, RDCL	8,250	20	750	\$740,000	10	\$7,400,000	\$63	2003
State Farm Arena	McAllen-Edinburg- Mission, TX	838,600	\$34,176	\$93,826,543	CHL, LSFL	5,500	25	500	\$200,000	5	\$1,000,000	\$20	2003
Orleans Arena	Las Vegas-Henderson-Paradise, NV	2,083,955	\$52,541	\$454,919,669	ECHL, WCC, WAC, LFL, PASL-Pro	7,000	22	220	-	-	-	\$150	2003
Ford Arena	Beaumont-Port Arthur, TX	413,556	\$46,025	\$76,547,042	ABA	8,200	15	750	\$250,000	5	\$1,250,000	\$70	2003
Tyson Events Center	Sioux City, IA-NE-SD	171,347	\$50,336	\$32,728,056	USHL, APFL	10,000	27	0	\$200,000	20	\$4,000,000	\$28.10	2003
Average		1,035,134	\$52,729	\$280,226,014		7,063	23	546	\$278,654	9	\$3,431,154	\$64	2007

*10,600 Hockey Capacity (Only Profiled Facility w/10,000+ capacity)

Estimated based on Stadium Map

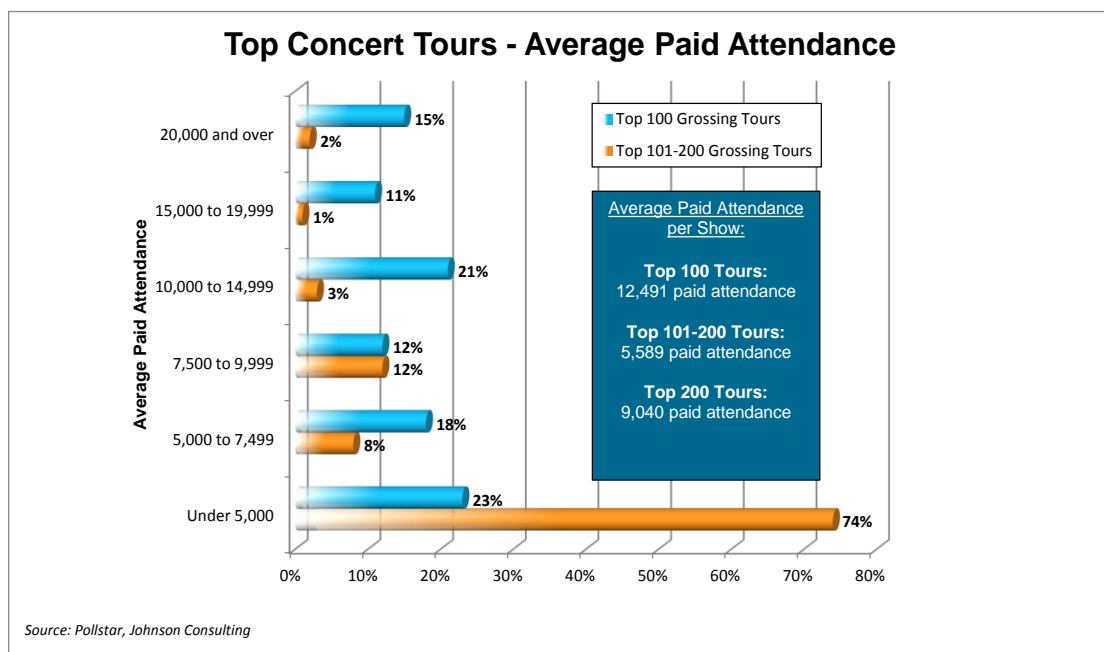
Source: RSV, Respective Venues, Johnson Consulting

TYPES OF EVENTS

As outlined above, the events industry is comprised of various different types of events, including:

- Music Events:** As shown in the table below, approximately 21 percent of the top grossing concert tours area average between 10,000 and 14,999 paid attendees, with only 26 percent of the top 100 acts requiring facilities with larger seating capacities than BCA can offer. The overall average attendance of the Top 100 Tours is approximately 12,400 per show, which falls in line with shows that BCA can accommodate. Looking at the Top 101-200 Grossing Tours shows that 94 percent of the acts have average paid attendance of less than 10,000 fans which could be a growing market for BCA to target. With a capacity of 13,000 BCA could target both large and small acts by utilizing drop down curtains to create a more intimate setting.

Figure 5-1



- **Family Shows:** A consistent and strong presence in the arena event industry is the Family Show. Events like the circus, ice shows, wrestling and musicals are important events for arenas because they have consistent programming and provide much needed family entertainment. The following table displays the most popular companies and family show productions.

Table 5-2

2014 Family Event Bookings			
Company	Number of US Touring Units	Number of US Shows	Average Ticket Price
AEG Themestar LLC	2	550	\$15.50
Monster X Tour	1	27	\$17.50
Feld Entertainment	11	5,000+	\$20-25
Harlem Globetrotters	2	278	\$29
HIT Entertainment	4	n/a	\$10.39
Koba Entertainment	10	600	\$25
NETworks Presentations	7	650	\$40-240
Dreamworks Theatricals/ Broadway Across America	30+	4,000	\$89
S2BN Entertainment	1	n/a	\$40
Stars on Ice, an IMG Production	1	50	\$48
VEE Corporation	6	1,600	\$10-35
World Wrestling Entertainment	4	241	\$42
<i>Source: Venues Today, Various Organizations</i>			

- **Sports Tenants:** The majority of multipurpose arenas often seek to have at least one sports anchor tenant. Tenant sports events offer a consistent utilization of the facility for a predetermined set of dates, which allows the facility management to book around the already existing event dates. Examples include minor league hockey, professional indoor football, professional indoor soccer, professional indoor lacrosse and men's/women's college athletic teams.
- **Assemblies and General Sessions:** These are largely association, fraternal, multi-level marketing events (Amway, Herbal-Life) or religious events that require a large plenary hall, arena, or stadium. Similar to conventions, they are characterized by large numbers of attendees originating from outside the host city. Many such events happen in relation to convention center use as well.
- **Sports Tournaments:** Regional and National youth and adult tournaments have become a dominant trend in U.S. arenas. While much of the early round tournament games will be held at other

locations, arenas provide an ideal venue for championship games and pre-/post-tournament functions such as opening/closing ceremonies and awards banquets. The BCA offers a unique space in the basement of the arena that could serve multiple functions if the arena were to target sports tournaments. For example, the space could accommodate additional surfaces, such as floor hockey, ice or pickle ball courts. Additionally, parts of the basement could be turned into office space for management or meeting rooms.

- **Consumer Shows:** These are public, ticketed events featuring exhibitions of merchandise, such as clothing, food, and antiques. While arenas are not the best venue for consumer shows, consumer shows are an important demand sector for an arena especially if dates at the convention center are not available.
- **Festival and Recreational hub:** Since arenas are large entertainment venues there is no reason why such facilities can't serve as a festival hub having entertainment inside and street festival activities outside. These venues, especially given the space below the arena floor, can also serve as headquarter and media locations for run/walk events, biking events and media events. This is especially true for the BCA because of its riverfront presence and presence along the Genesee Riverway Trail. By way of example, the city of Calgary (Alberta) has created its identity with festivals and fairs related to its downtown arena and fairgrounds.

EVENT SPONSOR ARENA SELECTION CRITERIA

Sponsorships and advertising are critical revenue drivers in arenas such as BCA, especially in markets the size of Rochester. The following criteria will be considered by potential sponsors as they determine where to invest their dollars:

- Market size
- Routing
- Arena size
- Rent deals and promotional strategies
- Management quality and promoter relationships

ANCHOR TENANTS

The majority of multipurpose arenas often seek to have at least one sports anchor tenant. Tenant sports events offer a consistent utilization of the facility for a predetermined set of dates, which allows the facility management to book around the already existing event dates. The following professional and minor league sports are current tenants/ sub-tenants at Blue Cross Arena:

- Rochester Americans – American Hockey League (AHL)
- Rochester Razorsharks – Premier Basketball League (PBL)
- Rochester Knighthawks – National Lacrosse League (NLL)
- Rochester Lancers – Major Arena Soccer League (MASL)

AMERICAN HOCKEY LEAGUE

The American Hockey League (AHL) is a 30-team professional ice hockey league based in the United States and Canada that serves as the primary developmental circuit for the National Hockey League (NHL). Since the 2010–11 season, every team in the league has an affiliation agreement with an NHL team. Twenty-seven AHL teams are located in the United States and the remaining three are in Canada. The league offices are located in Springfield, Massachusetts. Table 5-3 lists the teams and their respective home arenas.

Table 5-3

American Hockey League			
Team	Hockey Arena	Location	Capacity*
Adirondack Flames	Glen Falls Civic Center	Glens Falls, NY	4,806
Albany Devils	Times Union Center	Albany, NY	14,000
Bakersfield Condors	Rabobank Arena	Bakersfield, CA	8,800
Binghamton Senators	Floyd L. Maines Veterans Memorial Arena	Binghamton, NY	4,643
Bridgeport Sound Tigers	Webster Bank Arena at Harbor Yard	Bridgeport, CT	10,000
Charlotte Checkers	Time Warner Cable Arena	Charlotte, NC	14,100
Chicago Wolves	AllState Arena	Glenview, IL	17,000
Grand Rapids Griffins	Van Andel Arena	Grand Rapids, MI	10,835
Hamilton Bulldogs	First Ontario Centre	Hamilton, ON	17,500
Hartford Wolf Pack	XL Center	Hartford, CT	14,758
Hershey Bears	Giant Center	Hershey, PA	10,500
Iowa Wild	Wells Fargo Arena	Des Moines, IA	17,000
Lake Erie Monsters	Quicken Loans Arena	Cleveland, OH	20,000
Lehigh Valley Phantoms*	PPL Center	Allentown, PA	8,500
Manchester Monarchs	Verizon Wireless Arena	Manchester, NH	10,019
Manitoba Moose*	MTS Iceplex	Winnipeg, MB	15,013
Milwaukee Admirals	BMO Harris Bradley Center	Milwaukee, WI	17,800
Norfolk Admirals	Scope Arena	Norfolk, VA	8,846
Oklahoma City Barons	Cox Convention Center	Oklahoma City, OK	13,399
Ontario Reign	Citizens Business Bank Arena	Ontario, CA	9,500
Portland Pirates	Cross Insurance Arena	Portland, ME	6,746
Providence Bruins	Dunkin Donuts Center	Providence, RI	11,940
Rochester Americans	Blue Cross Arena at the War Memorial	Rochester, NY	12,500
Rockford Ice Hogs	BMO Harris Bank Center	Rockford, IL	7,669
San Antonio Rampage	AT&T Center	San Antonio, TX	13,400
San Diego Gulls*	Valley View Casino Center	San Diego, CA	13,000
San Jose Barracuda*	SAP Center	San Jose, CA	17,483
Springfield Falcons	MassMutual Center	Springfield, MA	7,442
St. John's Icecaps	Mile One Centre	St. John's NL	6,500
Stockton Heat*	Stockton Arena	Stockton, CA	10,017
Syracuse Crunch	Onondaga County War Memorial	Syracuse, NY	6,200
Texas Stars	Cedar Park Center	Cedar Park, TX	6,800
Toronto Marlies	Ricoh Coliseum	Toronto, ON	9,200
Wilkes-Barre/Scranton Penguins	Mohegan Sun Arena at Casey Plaza	Wilkes-Barre, PA	8,600
Worcester Sharks	DCU Center	Worcester, MA	12,400

* Hockey Capacity

Source: AHL, Individual Venue Sites, Johnson Consulting

PREMIER BASKETBALL LEAGUE

The Premier Basketball League (PBL) is an American professional men's basketball minor league that began play in January 2008 when several teams left the American Basketball Association (ABA). The league season typically operates from January to April and currently consists of twelve teams that play approximately 15 games per season. The PBL is dedicated to bringing exciting, affordable, family-friendly entertainment to basketball fans across. The team map below shows the geographic location of teams in the league.

Figure 5-2



NATIONAL LACROSSE LEAGUE

The National Lacrosse League (NLL) plays a hybrid of lacrosse, combining parts of box lacrosse (played inside the confines of an ice hockey rink on a turf surface or concrete surface, more prevalent in Canada) with field lacrosse (played on an outdoor field, either on grass or turf, more prevalent in the United States). Indoor lacrosse was designed to combine the most exciting elements of box and field lacrosse. The game is played inside the confines of an ice hockey rink, with glass and rink boards intact. The playing surface is artificial turf, which is placed directly over the arena's ice surface. Each team plays an 18-game regular season schedule. All games are played on the weekends. The table below lists the teams in the NLL and their respective home facilities.

Table 5-4

National Lacrosse League			
Team	Location	Home Arena	Seating Capacity
Buffalo Bandits	Buffalo, NY	First Niagara Center	19,070
Calgary Roughnecks	Calgary, AB	Scotiabank Saddledome	19,289
Colorado Mammoth	Denver, CO	Pepsi Center	18,007
Edmonton Rush	Sherwood Park, AB	Rexall Place	16,000
Minnesota Swarm	St. Paul, MN	Xcel Energy Center	18,064
New England Black Wolves	Uncasville, CT	Mohegan Sun Arena	10,000
Rochester Knightawks	Rochester, NY	Blue Cross Arena	10,424
Toronto Rock	Toronto, ONT	Air Canada Centre	18,800
Vancouver Stealth	Vancouver, BC	Langley Events Centre	5,500

Source: National Lacrosse League, Johnson Consulting

MAJOR ARENA SOCCER LEAGUE

The Major Arena Soccer League (MASL) is a North American indoor soccer league formerly known as Professional Arena Soccer League. MASL is an affiliated member of the World Minifootball Federation (WMF), the governing body of the sport. There are 22 teams in the league, including two in Mexico. The league was organized as the Professional Arena Soccer League in 2008, as an offshoot of the Premier Arena Soccer League (PASL-Premier), the nation's largest amateur league. In 2014 six teams (Baltimore Blast, Milwaukee Wave, Missouri Comets, Rochester Lancers, St. Louis Ambush, and Syracuse Silver Knights) joined PASL for the 2014-2015 season.

The league announced a change in its name from the Professional Arena Soccer League to the Major Arena Soccer League (MASL) in May 2014. This represents a merging of the MISL and PASL names.

OTHER TENANT CATEGORIES

With four sports tenants at BCA additional tenants could cause scheduling difficulties. However, additional potential tenants are listed below should BCA feel inclined to add new teams:

- **Professional indoor football** – The Arena Football League (AFL), Professional Indoor Football League (PIFL), Indoor Football League (IFL) Champions Indoor Football League (CIFL), and the X-League Indoor Football.
- **College athletics** – specifically men's/women's basketball or ice hockey.

PROMOTER INTERVIEWS

We spoke with local, regional and national promoters, current users, sports tournament promotional bodies and the management team at the BCA regarding the current status of Blue Cross Arena to understand their likes and dislikes of the arena. Over 50 people were interviewed for this assignment. The interviews provided insights regarding the various obstacles and challenges of bringing an event to the arena.

- **Market Potential and Target Markets:** Overall, the promoters we spoke to believe the Rochester market is very capable of attracting events, but it is hampered by an aged venue that lacks modern amenities and characteristics that can generate the highest revenues possible. They believe the Rochester market is a good one and will consistently fill shows that are put on at BCA.
- **Ceiling Height:** We listened to comments from each group we spoke to regarding ceiling height at the arena. In order to have no restrictions on shows at Blue Cross Arena the ceiling height would have to be raised to a minimum of 55 feet. As it currently exists, the ceiling height is preventing certain shows from being held in Rochester, but many shows can work around the arena ceiling height.

- **Other Physical Improvements:** Promoters often receive complaints from spectators regarding the need for updated concessions and more space throughout the arena. The promoters themselves mentioned a need for new lighting and improved backstage load-in, which supports the recommended improvements in the Populous Facility Assessment Report.
- **Geography:** One promoter believes that the greatest challenge for Blue Cross Arena is its geographic location, specifically because of its proximity to Buffalo. Since Buffalo opened the First Niagara many promoters will choose that arena since it has more revenue potential than the Blue Cross Arena. Rochester cannot change its location, so instead the BCA must focus on offering the most attractive and appealing facility possible – both for spectators and event holders for event categories it can accommodate.

SUMMARY

The nationwide trend to build new sports and entertainment arenas in recent years has impacted markets of all sizes. As the number of facilities has increased so has the competition for events and spectators. With new arenas comes the need for older venues in the region keep up with the trends in arena development. As BCA aged, it became outdated and, although it is the only venue of its kind in Rochester, nearby cities like Buffalo have begun to attract some events and visitors from Rochester.

As a mid-size arena, BCA is ideally suited for a wide-variety of events and tenants and we profiled in this section. It has the flexibility to host small or large acts and can draw from a wide-catchment area, but the arena is in need of updates to attract the most popular events, or else the Rochester economy risks losing revenues to Buffalo. BCA can be a very suitable venue for Rochester residents who want to support their professional and minor league sports teams, and attend concerts or special events. If, however, the City is looking for a greater impact on the Rochester economy, then the arena will need upgrades to compete with newer arenas in the region. It can also attract sports tournaments and conventions if greater association is made with the convention center.

SECTION V

HISTORICAL PERFORMANCE AT BLUE CROSS ARENA

EXISTING OPERATIONS PROFILE – BLUE CROSS ARENA

Blue Cross Arena (originally Rochester Community War Memorial and commonly the War Memorial) is a multi-purpose indoor arena, located in Rochester, New York. The arena opened on October 18, 1955, as the Rochester Community War Memorial, it was renovated in the mid-1990's and reopened as The Blue Cross Arena at the War Memorial on September 18, 1998.

The Arena is home to the Rochester Americans (A.K.A Amerks) of the American Hockey League (AHL), the Rochester Razorsharks of the Premier Basketball League (PBL), the Rochester Knighthawks of the National Lacrosse League (NLL), and the Rochester Lancers of the Major Arena Soccer League (MASL).

The Arena is owned and stewarded by the City of Rochester and managed by SMG Management. The Arena's maximum seating capacity is 13,000. For hockey and lacrosse, its seating capacity is 11,200.

DEMAND SCHEDULE

The Blue Cross Arena plays an important role in the regional market as the primary civic center for sports, concerts, and entertainment events, having hosted over 500 events over the last four years, attracting 2.1 million attendees. The following tables show the total number of annual events and attendance at the Arena from Fiscal Year Ending (FYE) 2011 through FYE 2014. The average number of total events held at the arena over the past four years is 142 events.

Table 4-1

Blue Cross Arena, Rochester, New York Historical Event Demand					
	FY Ending June 30, 2011	2012	2013	2014	4 YR Average
Arena-Oriented Events					
Amerks	40	39	37	38	39
Knighthawks	8	11	12	12	11
Razorsharks	12	12	12	11	12
Lancers	0	13	13	10	9
Other Sporting Events	12	20	14	13	15
Assemblies	5	19	15	17	14
Concerts	9	8	13	8	10
Entertainment	7	10	5	7	7
Family Shows	15	19	17	19	18
Subtotal	108	151	138	135	133
Exhibit/ Meetings-Oriented Events					
Conventions	2	0	0	0	1
Other	5	6	10	12	8
Subtotal	7	6	10	12	9
Total	115	157	148	147	142

Source: Blue Cross Arena, Johnson Consulting

Table 4-2

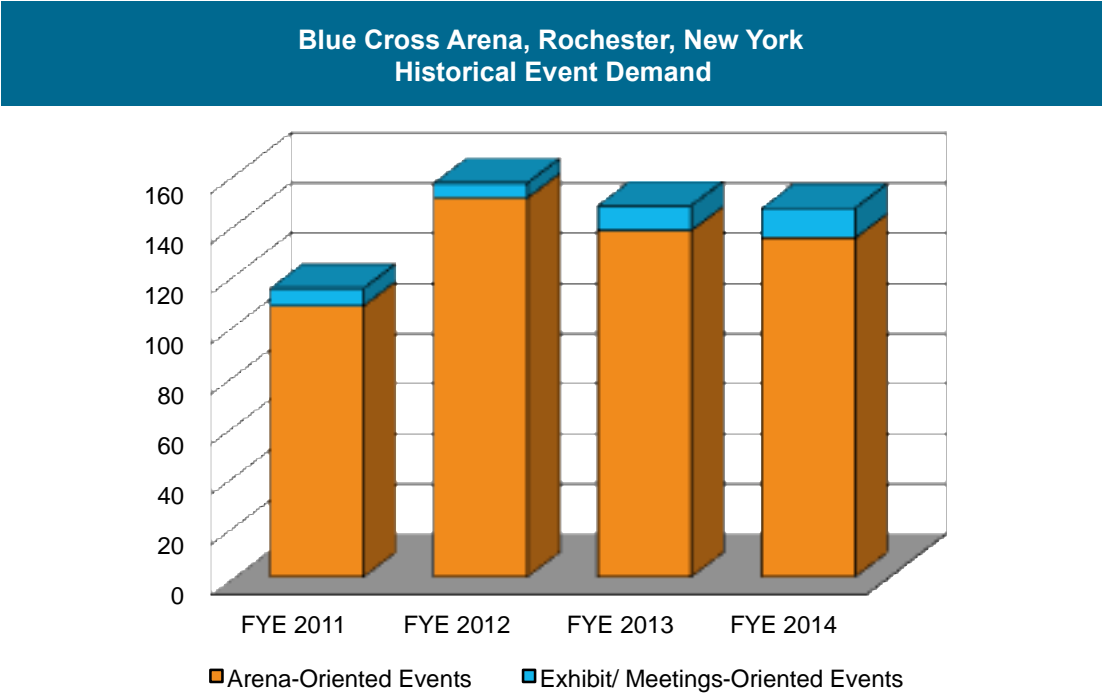
Blue Cross Arena, Rochester, New York Historical Attendance					
<i>FY Ending June 30,</i>	2011	2012	2013	2014	4 YR Average
Arena-Oriented Events					
Amerks	110,093	159,005	165,535	144,216	144,712
Knighthawks	38,919	57,788	57,254	65,656	54,904
Razorsharks	27,650	37,072	19,317	12,351	24,098
Lancers	0	34,074	31,601	23,947	22,406
Other Sporting Events	48,350	61,117	37,438	32,082	44,747
Assemblies	24,000	93,300	62,906	74,597	63,701
Concerts	53,681	39,633	69,852	30,332	48,375
Entertainment	40,432	23,955	21,737	31,396	29,380
Family Shows	48,081	63,244	66,965	54,832	58,281
Subtotal	391,206	569,188	532,605	469,409	490,602
Exhibit/ Meetings-Oriented Events					
Conventions	56,689	0	0	0	14,172
Other	6,731	14,250	36,846	26,783	21,153
Subtotal	63,420	14,250	36,846	26,783	35,325
Facility Total	454,626	583,438	569,451	496,192	525,927

Source: Blue Cross Arena, Johnson Consulting

The table separates arena-oriented events from exhibit/ meetings-oriented events, some of which use the arena floor or ancillary meeting space throughout the facility. Annually, over the past four years the arena has averaged approximately 526,000 patrons, which is consistent with its peer set.

As shown in Table 4-1, in Arena-oriented events, 13 events were lost from FYE 2012 to FYE 2013, with the most notable decline in sports events outside hockey/ basketball/ lacrosse/ arena soccer games, a slight decline in entertainment events and assembly/graduations and entertainment events. Since FYE 2012, the facility experienced a decrease in total events due to hockey resuming play and practice in the building. Figure 4-1 demonstrates this historical trend in event demand.

Figure 4-1



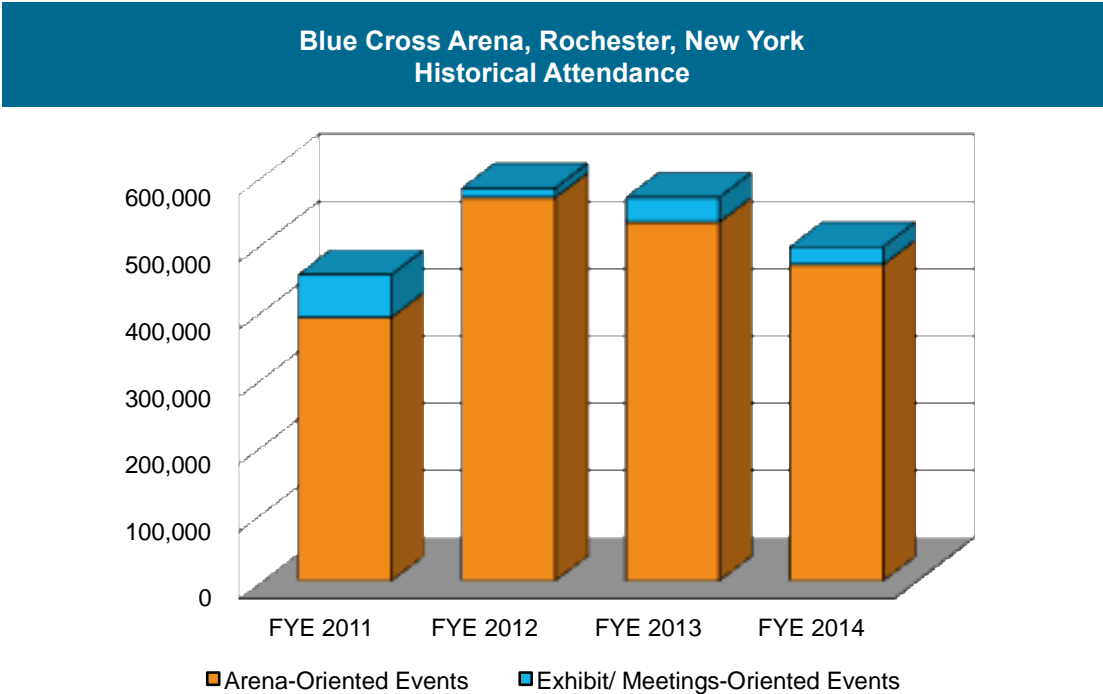
Source: Blue Cross Arena, Johnson Consulting

Attendance has also declined since FYE 2012 as shown in the following table and chart.

For arena-oriented events, attendance since FYE 2012 is down significantly for Rochester Razorsharks games, ‘Other Sports,’ and Assemblies. Attendance has declined slightly during the same period for Rochester Americans games, Rochester Lancers and Concerts. Total attendance peaked in FYE 2012 at 569,188 and has declined to 469,409 in FYE 2014. This is partly attributable to a decline in total events during that time period, but average attendance has also declined over that time period from approximately 3,716 per event to 3,375 per event.

Figure 4-2 illustrates this historical trend in event attendance.

Figure 4-2

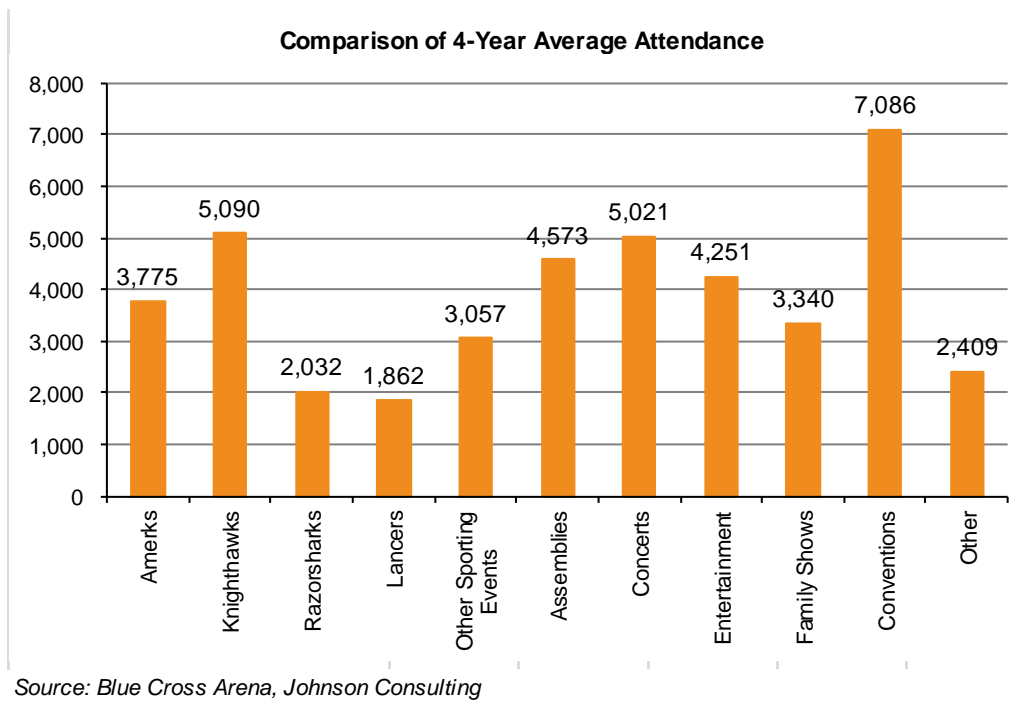


Source: Blue Cross Arena, Johnson Consulting

Table 4-3 (below) shows the historical average attendance from FYE 2011 through FYE 2014.

Table 4-3

Blue Cross Arena, Rochester, New York Historical Average Attendance					
<i>FY Ending June 30,</i>	2011	2012	2013	2014	4-Year Average
Arena-Oriented Events					
Amerks	2,752	4,077	4,474	3,795	3,775
Knighthawks	4,865	5,253	4,771	5,471	5,090
Razorsharks	2,304	3,089	1,610	1,123	2,032
Lancers	0	2,621	2,431	2,395	1,862
Other Sporting Events	4,029	3,056	2,674	2,468	3,057
Assemblies	4,800	4,911	4,194	4,388	4,573
Concerts	5,965	4,954	5,373	3,792	5,021
Entertainment	5,776	2,396	4,347	4,485	4,251
Family Shows	3,205	3,329	3,939	2,886	3,340
Combined Average	3,622	3,769	3,859	3,477	3,682
Exhibit/ Meetings-Oriented Events					
Conventions	28,345	0	0	0	7,086
Other	1,346	2,375	3,685	2,232	2,409
Combined Average	9,060	2,375	3,685	2,232	4,338
Total Combined Average	3,953	3,716	3,848	3,375	3,723



The table shows that over the past four years Rochester Knighthawks have the highest average attendance 5,090 per game, followed by Concerts (5,021 per show) and Assemblies (4,573 per event). Hockey games historically have 3,775 average attendees, the eighth among eleven categories of events. Rochester Lancers have the lowest average attendance over the four year period at 1,862 per game. Also note, while few in number, the Conventions are very large in attendance.

REVENUE AND EXPENSES

SMG management provided detailed statements of revenues and expenses from FYE 2011 through FYE 2014 and a partial budget for Blue Cross Arena. Table 4-4 summarizes the financial statements.

Table 4-4

Blue Cross Arena, Rochester, New York Historical Revenues and Expenses Summary				
<i>FY Ending June 30,</i>	2011	2012	2013	2014
Event Income				
Direct Event Income	\$214,956	\$52,282	(\$124,372)	\$234,208
Total Ancillary	1,142,930	1,519,939	1,752,045	1,541,527
Total Other Event Income	0	440,877	591,698	357,610
Total Event Income	\$1,357,886	\$2,013,098	\$2,219,371	\$2,133,345
<i>Adjustment*</i>	<i>(\$14)</i>	<i>\$0</i>	<i>\$4</i>	<i>\$500</i>
Other Income	\$934,036	\$403,230	\$530,559	\$725,061
Adjusted Gross Income	\$2,291,908	\$2,416,328	\$2,749,934	\$2,858,906
Indirect Expenses				
Net Salaries and Benefits	\$1,374,267	\$1,344,665	\$1,446,533	\$1,554,047
Contracted Services	0	0	1,053	22,855
General and Administrative	166,465	187,530	256,537	268,663
Operating	129,440	127,019	124,560	133,409
Repairs and Maintenance	87,081	107,762	110,466	93,074
Operational Supplies	65,844	85,718	91,236	79,601
Insurance	106,819	83,194	118,073	183,159
Utilities	374,953	309,624	341,267	353,161
Other	142	701	178,631	168,750
Subtotal	\$2,305,011	\$2,246,213	\$2,668,356	\$2,856,719
Net Operating Income (Loss)	(\$13,103)	\$170,115	\$81,578	\$2,187

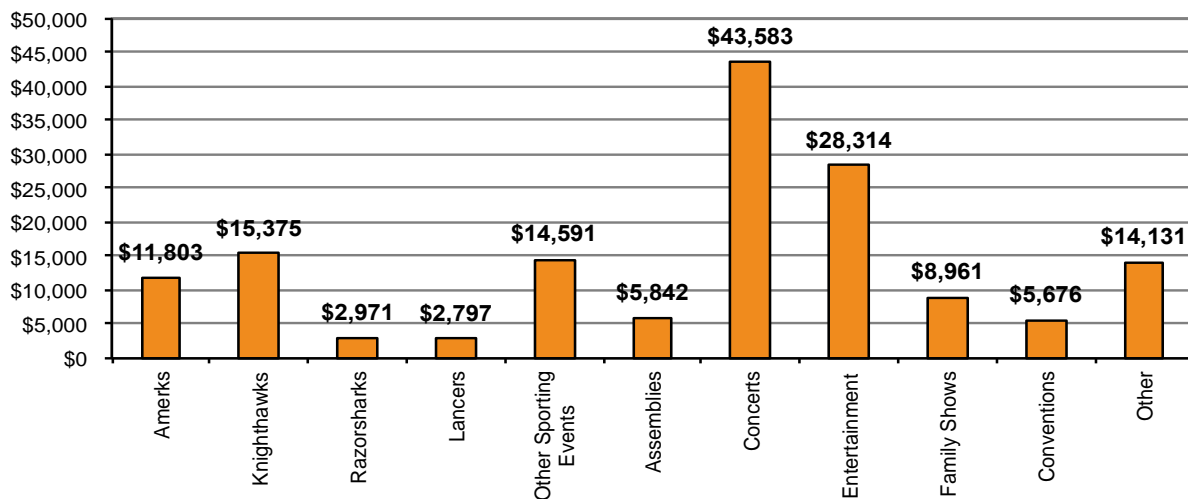
**Adjustment amounts reconcile summary budgets with detailed annual budgets.*

Source: Blue Cross Arena, Johnson Consulting

It is important to see that while Income has increased each year from 2011-2014, so too have Indirect Expenses. The largest increases in expenses over the four year period have come from 'Contracted Services' (increase of \$22,855), 'General and Administrative' (increase of \$102,198) 'Insurance' (\$76,340) and 'Other' (increase of \$168,608). While Net Operating Income peaked at \$170,115 in 2012, due to rising expenses the 2014 Net Operating Income was just \$2,187, but at least it is basically a breakeven operation, something the City should be proud of because many arenas lose substantial money annually.

Table 4-5

Blue Cross Arena, Rochester, New York Historical Total Event Income (TEI) by Type of Events					
FY Ending June 30,	2011	2012	2013	2014	Average TEI/ Event
Arena-Oriented Events					
Amerks	\$297,104	\$522,090	\$536,863	\$451,679	\$11,803
Knighthawks	111,258	177,243	173,603	204,153	15,375
Razorsharks	67,717	44,441	14,782	14,378	2,971
Lancers	0	55,158	47,165	33,169	2,797
Other Sporting Events	183,491	308,196	236,493	140,000	14,591
Assemblies	25,476	138,703	77,938	98,204	5,842
Concerts	350,473	343,739	710,590	302,103	43,583
Entertainment	115,580	234,380	141,336	315,271	28,314
Family Shows	112,475	152,280	206,934	154,981	8,961
Subtotal	\$1,263,574	\$1,976,230	\$2,145,704	\$1,713,938	\$13,258
Exhibit/ Meetings-Oriented Events					
Conventions	\$45,410	\$0	\$0	\$0	\$5,676
Meetings	4,391	4,490	913	0	0
Other	44,511	32,378	72,754	419,407	14,131
Subtotal	\$94,312	\$36,868	\$73,667	\$419,407	\$15,484
Facility Total	\$1,357,886	\$2,013,098	\$2,219,371	\$2,133,345	\$13,535

Comparison of Average Total Event Income per Event over 4 Years

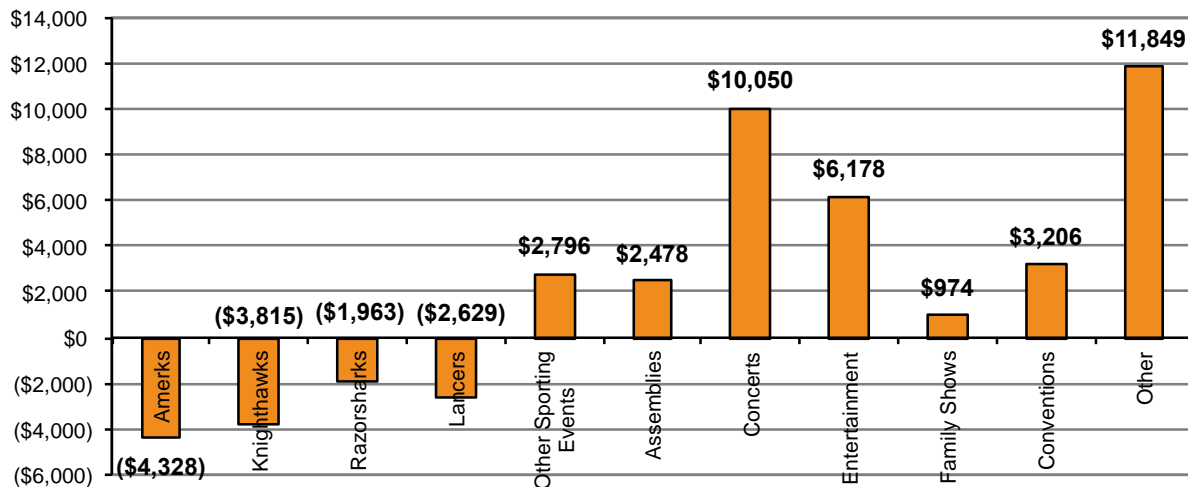
Source: Blue Cross Arena, Johnson Consulting

As shown on the table-chart, in terms of total events income (which is direct event income, net services income, and net ancillary income combined), concerts (\$43,583), entertainment shows (\$28,314), and Rochester Knighthawks games (\$15,375) remain as events with the highest income-generating potential.

Table 4-6

Blue Cross Arena, Rochester, New York Historical Direct Event Income (DEI) by Type of Events					
FY Ending June 30,	2011	2012	2013	2014	Average DEI/ Event
Arena-Oriented Events					
Amerks	(\$129,313)	(\$165,842)	(\$201,274)	(\$166,631)	(\$4,328)
Knighthawks	(16,734)	(43,671)	(47,254)	(63,140)	(3,815)
Razorsharks	(17,103)	(33,887)	(18,383)	(22,771)	(1,963)
Lancers	0	(36,573)	(49,315)	(39,089)	(2,629)
Other Sporting Events	50,390	73,344	31,933	13,458	2,796
Assemblies	17,526	70,008	41,075	(292)	2,478
Concerts	184,460	109,482	41,103	22,870	10,050
Entertainment	48,321	37,640	26,151	61,715	6,178
Family Shows	39,942	8,667	13,430	(281)	974
Subtotal	\$177,489	\$19,168	(\$162,534)	(\$194,161)	(\$211)
Exhibit/ Meetings-Oriented Events					
Conventions	\$25,646	\$0	\$0	\$0	\$3,206
Meetings	0	0	0	0	0
Other	11,821	33,114	38,162	428,369	11,849
Subtotal	\$37,467	\$33,114	\$38,162	\$428,369	\$12,596
Facility Total	\$214,956	\$52,282	(\$124,372)	\$234,208	\$739

Comparison of Average Direct Event Income per Event over 4 Years



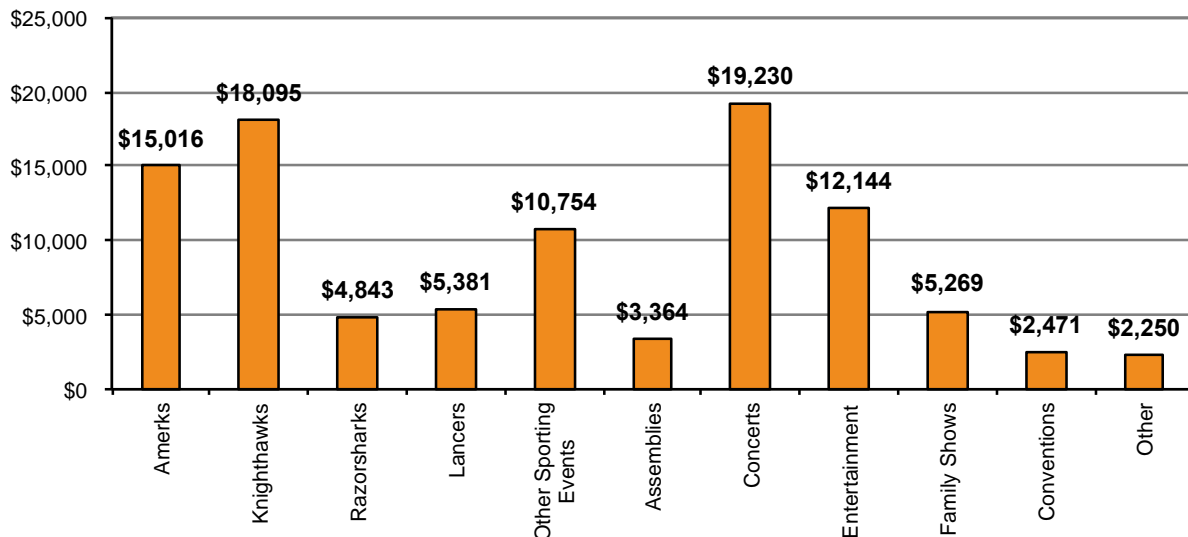
Source: Blue Cross Arena, Johnson Consulting

As shown on the table-chart, Concerts have the highest direct event income-generating potential, followed by Entertainment Shows, Other Sporting Events and Assemblies. In this category of income, several events are losing money, including games for the Americans, Knighthawks, Razorsharks and Lancers.

Table 4-7

Blue Cross Arena, Rochester, New York Historical Ancillary Income (AI) by Type of Events					
FY Ending June 30,	2011	2012	2013	2014	Average AI/ Event
Arena-Oriented Events					
Amerks	\$426,417	\$606,674	\$679,641	\$588,143	\$15,016
Knighthawks	127,992	193,637	210,260	255,092	18,095
Razorsharks	84,820	76,052	33,139	35,246	4,843
Lancers	0	89,860	96,200	72,100	5,381
Other Sporting Events	133,101	197,612	186,193	113,682	10,754
Assemblies	7,950	68,695	36,863	98,496	3,364
Concerts	166,013	126,881	300,351	156,090	19,230
Entertainment	67,259	72,432	68,103	126,720	12,144
Family Shows	72,533	84,775	106,402	104,845	5,269
Subtotal	\$1,086,085	\$1,516,618	\$1,717,152	\$1,550,414	\$11,007
Exhibit/ Meetings-Oriented Events					
Conventions	\$19,764	\$0	\$0	\$0	\$2,471
Meetings	4,391	4,490	913	0	0
Other	32,690	(1,169)	33,980	(8,887)	2,250
Subtotal	\$56,845	\$3,321	\$34,893	(\$8,887)	\$2,856
Facility Total	\$1,142,930	\$1,519,939	\$1,752,045	\$1,541,527	\$10,486

Comparison of Average Ancillary Income per Event over 4 Years

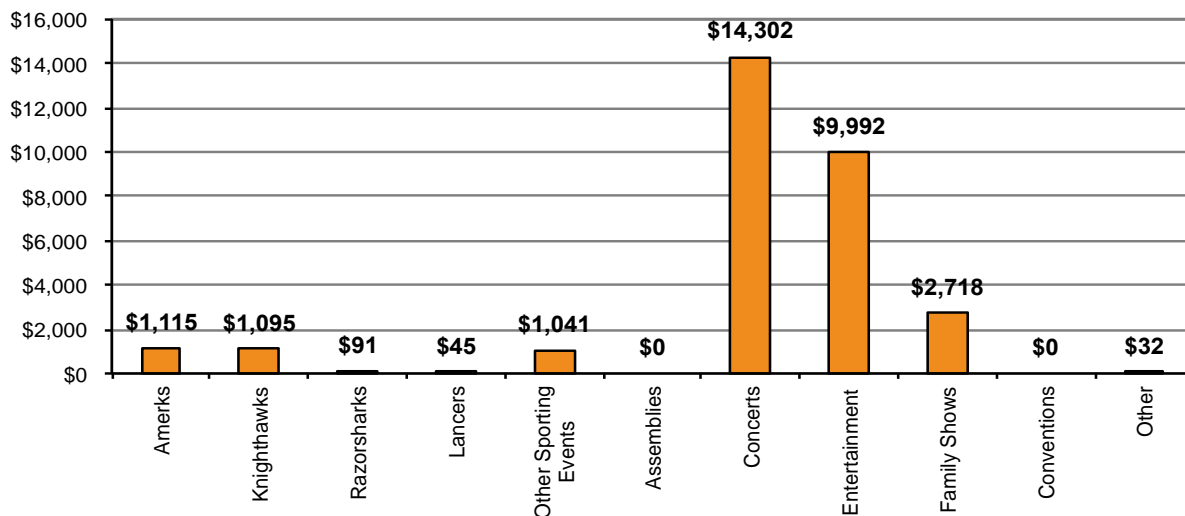


Source: Blue Cross Arena, Johnson Consulting

As shown on the table-chart, concerts (\$19,230) and Knighthawks games (\$18,095) have the highest net services income-generating potential, followed by Rochester Americans games (\$15,016) and Entertainment shows (\$12,144).

Table 4-8

Blue Cross Arena, Rochester, New York Historical Total Other Event Income (OEI) by Type of Events					
FY Ending June 30,	2011	2012	2013	2014	Average OEI/ Event
Arena-Oriented Events					
Amerks	\$0	\$81,258	\$58,496	\$30,167	\$1,115
Knighthawks	0	27,277	10,597	12,201	1,095
Razorsharks	0	2,276	26	1,903	91
Lancers	0	1,871	280	158	45
Other Sporting Events	0	37,240	18,367	12,860	1,041
Assemblies	0	0	0	0	0
Concerts	0	107,376	369,136	123,143	14,302
Entertainment	0	124,308	47,082	126,836	9,992
Family Shows	0	58,838	87,102	50,417	2,718
Subtotal	\$0	\$440,444	\$591,086	\$357,685	\$2,462
Exhibit/ Meetings-Oriented Events					
Conventions	\$0	\$0	\$0	\$0	\$0
Meetings	0	0	0	0	0
Other	0	433	612	(75)	32
Subtotal	\$0	\$433	\$612	(\$75)	\$32
Facility Total	\$0	\$440,877	\$591,698	\$357,610	\$2,310

Comparison of Average Total Other Event Income per Event over 4 Years

Source: Blue Cross Arena, Johnson Consulting

As shown on the table-chart, concerts \$14,302, entertainment events \$9,992, and family shows \$2,718 have the highest net ancillary income-generating potential. The facility total reached a peak of \$591,698 in FYE 2013.

OBSERVATIONS

Observations of the Blue Cross Arena at the War Memorial operations reveal that the facility does attract events, even with the low ceiling and generally moderate condition. The number of events each year compares favorably with similar sized arenas and it is a facility that gets plenty of use, but it could benefit from upgrades. The large number of events held at the arena each year is mainly due to having four sports teams as tenants, but the facility also hosts a number of family shows, assemblies and ‘other’ sporting events, as well as several concerts.

Unfortunately, Blue Cross Arena is not able to maximize revenues as it should for a couple of reasons. First, outdated amenities prevent the facility from earning modern revenue streams, such as club seating areas, interactive fan zones and updated concession areas. Second, the lack of improvements to the arena is limiting the fan experience, perhaps contributing to a drop-off in attendance. Fans prefer to see a variety of pre-game, post-game and in-game experiences during sporting events and see incremental improvements in the facility and its setting. When they are treated to the same events and promotions year after year, they will simply stop attending those events. Additionally, a lack of variety in programming – due in part to the constraints of the aging facility – has limited the options for arena management in terms of which events they can host.

SECTION VI

COMPARABLE MARKET & FACILITIES ANALYSIS

COMPARATIVE AND COMPARABLE ARENA MARKET ANALYSIS

Evaluating the performance of the Blue Cross Arena requires examining other facilities with similar facility programs and similar market characteristics. By understanding how a venue in a similar market is performing, one can gauge the health of the Blue Cross Arena and isolate factors that may be impeding higher revenue generation and increasing operating expenses. This section provides metrics for this comparison and reveals any operating challenges present in Blue Cross Arena's operations.

REGIONAL COMPETITIVE FACILITIES

Johnson Consulting has analyzed a set of regional competitive facilities in order to help demonstrate the best-use and potential next steps for the Blue Cross Arena. Non-university facilities that serve a community and/or professional sports teams are stand-alone business operations and can be readily analyzed and compared to other projects. For this analysis, the following facilities are analyzed in detail for the region:

- First Niagara Center – Buffalo, NY
- The OnCenter – Syracuse, NY

The following figure (Figure 6-1) shows the location of the two facilities in relation to the Blue Cross Arena at The War Memorial, as well as a 25-, 50-, and 100-mile radii.

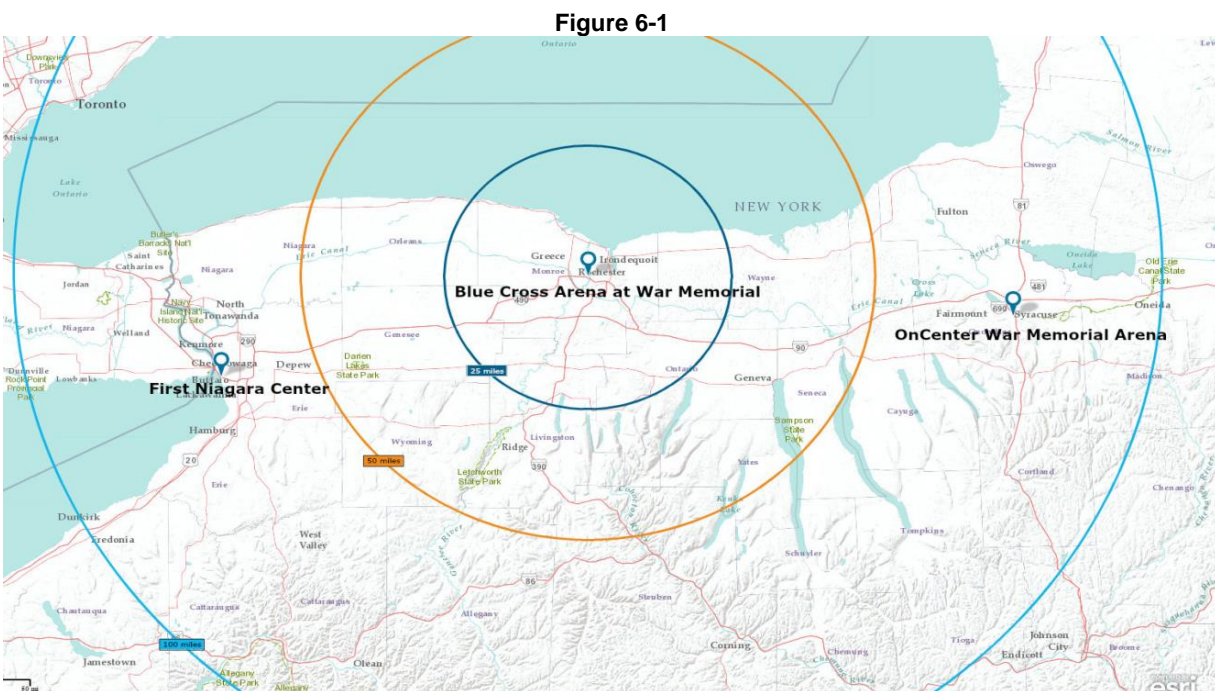


Table 6-1 summarizes comparable regional facilities and their respective market details. The table features the Blue Cross Arena, First Niagara Center, and the OnCenter. With Rochester being present between the two markets, its tertiary market benefits from Buffalo's and Syracuse's population bases.

Table 6-1

Blue Cross Arena At War Memorial Summary of Comparable Facilities and Markets			
	Blue Cross Arena	First Niagara Center	OnCenter Arena
Location	Rochester, NY	Buffalo, NY	Syracuse, NY
Market Characteristics (MSA)			
Population 2015	1,083,124	1,128,115	664,853
Households	436,113	476,181	265,664
Median Income	\$53,599	\$51,358	\$53,765
Entertainment/ Recreation Spending	\$263,722,862	\$276,528,750	\$158,965,608
Total Business	44,038	41,362	28,419
Median Age	40.3	42	39
Facility Characteristics			
Year Built	1955	1996	1951
Anchor Tenant/s	AHL, MASL, NLL, PBL	NHL, NLL	AHL, PASL
Luxury Suites	25	80	-
Club Seats	-	2,500	-
Premium Seating Capability	yes	yes	no
Total Arena Seats	12,500	19,070	6,200

Sources: Johnson Consulting, RSVdatabase, team/facility's website, SMG

FIRST NIAGARA CENTER BUFFALO, NEW YORK

Built in 1996 the First Niagara Center is 90 miles west of the Blue Cross Arena in Buffalo, NY. Home to the NHL's Buffalo Sabres and the National Lacrosse League's Buffalo Bandits, the First Niagara Center can seat 19,070 spectators making it the largest indoor arena in Western New York. While not centrally located in downtown Buffalo, it is located along the Buffalo River near Coca Cola Field (Buffalo Bisons – AAA). The First Niagara Center has a 1,100 spot parking garage connected to it, accessible from Interstate Highway 190 and is a stop on a Niagara Frontier Transportation Authority bus route. Many non-sports events are also held at the arena.



In 2015, Motley Crue, Shania Twain, and the Eagles are amongst the acts scheduled to perform and 2016 the arena will host the NHL Draft.

\$10.4 Billion in construction projects have occurred in Buffalo since 2011, including developments of new corporate headquarters, additions to the University of Buffalo and the Buffalo Niagara Medical Campus. Also, the HaborCenter is being developed adjacent to First Niagara and is partially complete. The 20-story building will have a 200-room Marriott, retail and restaurants and two ice rinks for the Sabres practice facility. Additionally the facility will host the Canisius College Hockey team, and to attract regional/national hockey tournaments. The development is privately funded by Terry Pegula – the owner of the Sabres – at a cost \$172 million. It is projected to draw 500,000 visitors annually and generate \$4.1 million in State and Local tax.

EVENT DEMAND

The First Niagara Center hosts 42 NHL events and nine National Lacrosse League events. Further data pertaining to the events held at the First Niagara Center was not provided for use in this report. The table below (Table 6-2) provides a profile of the facility.

Table 6-2

**First Niagara Center
Facility Summary**

Location	Buffalo, NY
Year Opened	1996
Cost of Development	\$122 million (approx.)
Capacity	19,070
Club Seats	2,500
Luxury Suites	80
3 yr. Average Attendance*	18,658
Ownership	Erie County & the City of Buffalo
Main Tenants	Buffalo Sabres & Buffalo Bandits

*per NHL Game 2011-2013

Sources: Johnson Consulting, facility website, RSVdatabase

ONCENTER WAR MEMORIAL ARENA SYRACUSE, NEW YORK

The OnCenter War Memorial Arena is a multi-purpose arena located in downtown Syracuse, NY. The arena is 90 miles east of Blue Cross Arena and is part of the OnCenter Complex, which includes the OnCenter Arena, a convention center, a civic center theatre, and a War Memorial. Construction of the complex and arena began in 1949 and was completed two years later in 1951. The arena was formerly home to the NBA's Syracuse Nationals and is now the home facility for the American Hockey League's Syracuse Crunch and the Professional Arena Soccer League's Syracuse Silver Knights. It also serves as the main concert venue for Central New York, having held concerts for artist such as Bruce Springsteen and the E Street Band and the Grateful Dead.



Table 6-3

OnCenter War Memorial Arena Facility Summary	
Location	Syracuse, NY
Year Opened	1951
Cost of Development*	\$ 4 million (approx)
Capacity	6,200
Club Seats	-
Luxury Suites	-
Average AHL Attendance**	2,921
Average PASL Attendance**	1,517
Arena Size	34,000 Sq. Ft.
Ownership	Onondaga County
Main Tenants	Syracuse Crunch & Syracuse Silver Knights
*Cost of development in 1949	
** 2 yr. average per game 2013-2014	
Sources: Johnson Consulting, facility website, OnCenter, SMG	

EVENT DEMAND

Table 6-4

OnCenter - Syracuse, NY Arena Demand		
	YTD FY 2014	YTD FY 2013
Events		
Arena Concerts, Entertainment shows, Family Shows, Professional sports, and other sport events	152	134
Arena Attendance	214,045	248,229
Sources: Johnson Consulting, SMG		

NATIONAL COMPARABLE FACILITIES

It is also helpful and important to examine successful arenas throughout the country to understand how Blue Cross Arena compares and how it can improve as a facility. As shown below, Johnson Consulting has analyzed a set of facilities that share similar demographics to Rochester and size of the Blue Cross Arena in order to help demonstrate various competitive benchmarks. These arenas have also all undergone extensive renovations since 2006 and are situated near riverbanks – similar to Blue Cross Arena.

The following national comparable facilities were profiled:

- BMO Harris Center – Rockford, Illinois
- Dunkin' Donuts Center – Providence, Rhode Island
- Carver Arena at the Peoria Civic Center – Peoria, Illinois
- Erie Insurance Arena – Erie, Pennsylvania
- Verizon Wireless Arena – Manchester, New Hampshire

Table 6-5

Blue Cross Arena At War Memorial Summary of Comparable Facilities and Markets						
	Blue Cross Arena	BMO Harris Center	Dunkin' Donuts Center	Carver Arena at the Peoria Civic Center	Verizon Wireless Arena	Erie Insurance Arena
Location	Rochester, NY	Rockford, IL	Providence, RI	Peoria, IL	Manchester, NH	Erie, PA
Market Characteristics (MSA)						
Population 2015	1,083,124	347,673	1,610,369	384,350	408,586	280,733
Households	436,113	133,571	634,363	154,979	159,807	111,475
Median Income	\$53,599	\$50,849	\$55,916	\$54,873	\$69,897	\$46,562
Entertainment/ Recreation Spending	\$263,722,862	\$74,859,972	\$434,183,796	\$93,388,577	\$130,225,579	\$57,740,559
Total Business	44,038	13,601	68,023	15,738	18,322	11,241
Median Age	40.3	39	40.5	39.4	40.4	39.2
Facility Characteristics						
Year Opened	1955	1981	1972	1982	2001	1983
Most Recent Renovation	1996	2007	2006	2007	2007	2013
Anchor Tenant/s	AHL, MASL, NLL, PBL	AHL	NCAA, AHL	NCAA, SPHL	AHL	NBA-D, OHL, PIFL
Club seats	-	120	-	-	541	-
Suites	25	11	20	-	39	5
Total Arena Seats	12,500	7,669	12,993	11,200	11,770	*5,486/6,654

*Hockey/Basketball capacity

Sources: Johnson Consulting, RSVdatabase, team/facility's website

The financial information for each cost study is provided in Table 6-15.

BMO HARRIS CENTER ROCKFORD, IL

The BMO Harris Center is a multi-purpose arena in Rockford, Illinois. Rockford is the third largest city in Illinois and is strategically positioned as a mid-point between Chicago, Madison, Milwaukee and the Quad Cities. The arena was opened in 1981, situated on Main St. of downtown Rockford and located near the Rock River and Davis Park, the city's outdoor venue.

The arena's anchor tenant is the Rockford IceHogs, which is an American Hockey League affiliate of the Chicago Blackhawks. The IceHogs moved to the arena in 2007, as a result of an agreement with the NHL's Chicago Blackhawks to bring their minor league affiliate to the nearby area for a 10 year period. This move prompted the owners - the City of Rockford - and Winnebago County to make approximately \$26 million in renovations. These renovations included the addition of 11 luxury suites, a club level, state-of-the-art video scoreboard, a new box office, and updating the façade of arena. With their proximity to the NHL affiliate and the recent success of the Chicago Blackhawks, the IceHogs have grown in popularity since re-locating. In 2013, the owner's once again made renovations in the amount \$2 million, which included new locker rooms, seating configuration, and concessions. Rochester and Rockford both share the luxury of having an AHL team that draws support from in its NHL affiliate's fan base, and an arena with a downtown riverfront location.

The following table (Table 6-6) is a summary of the BMO Harris Center.

Table 6-6	
BMO Harris Center	
Facility Summary	
Location	Rockford, IL
Year Opened	1981
Cost of Development*	\$16 million
Cost of Most Recent Renovation**	\$2 million
Capacity	7,669
Club Seats	120
Luxury Suites	11
3 yr Average Attendance***	4,194
Ownership	Rockford Area Venues & Entertainment Authority
Operators	SMG
Main Tenants	Rockford IceHogs
*Approximate cost in 1981	
**Approximate cost in 2013	
***per AHL Game 2010-2012	
<i>Sources: Johnson Consulting, facility website, RSVdatabase</i>	

CARVER ARENA AT PEORIA CIVIC CENTER PEORIA, IL

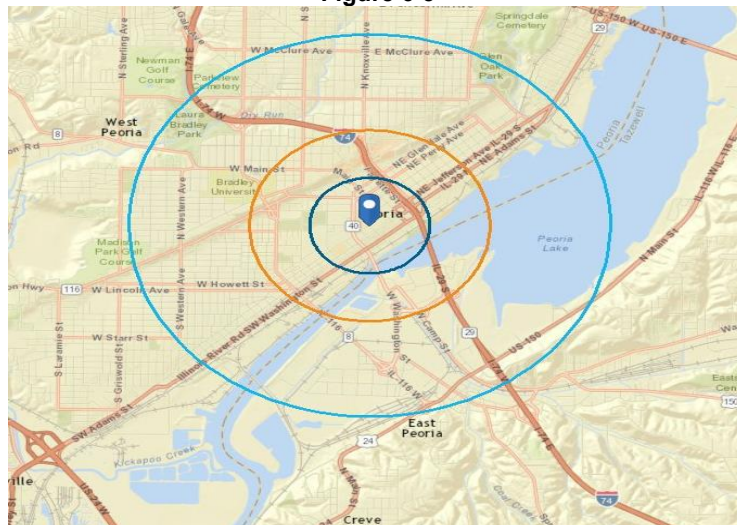
Carver Arena is a part of the Peoria Civic Center, which also houses 110,000 Sq. ft. of exhibit halls and a theatre. The facility serves as the home for Bradley University's NCAA Division I Men's Basketball team and the Peoria Rivermen of the Southern Professional Hockey League (SPHL).

Figure 6-2



Located in Central Illinois in downtown Peoria, the center has been a catalyst of economic development in the surrounding area since its opening in 1982. The riverfront location is a quarter-mile Northwest of where the bank of the Illinois River flows into Peoria Lake. Peoria O'Brien Field, home of the Minor League Class-A Peoria Chiefs, and the Peoria Riverfront Museum are also within walking distance of the Civic Center. The Center has played a pivotal role in the recent revitalization of the Peoria Riverfront District. Below is a map of Peoria's Riverfront area, with the Civic Center marked in the center with surrounding 0.5, 1, 2 mile.

Figure 6-3



In 2006, the entire center underwent \$55 million in renovations. These renovations included the addition of Indoor Box Office, a Luxury Suite, Great Hall area, and fourth Exhibit hall. In 2014, the center again underwent \$4 million in minor renovations, which included a \$1.4 million seating upgrade for Carver Arena.

The arena hosts concerts, family shows, and the Illinois High School Association's Boys Basketball Championship. The Carver Arena is profiled below in Table 6-7.

Table 6-7

Carver Arena at the Peoria Civic Center Facility Summary	
Location	Peoria, IL
Year Opened	1982
Cost of Development*	\$13 million
Cost of Most Recent Development**	\$1.4 million
Capacity***	11,200
Sporting events per year****	81
Concerts per year ****	9
Ownership	City of Peoria
Operator	SMG
Main Tenants	Bradley Braves & Peoria Rivermen
*approximate cost in 1971	
**approximate cost in 2013	
***Basketball/Hockey capacity	
****From 9/1/2013 - 8/31/2014	
Sources: Johnson Consulting, facility website, RSVdatabase, SMG	

EVENT DEMAND

Table 6-8

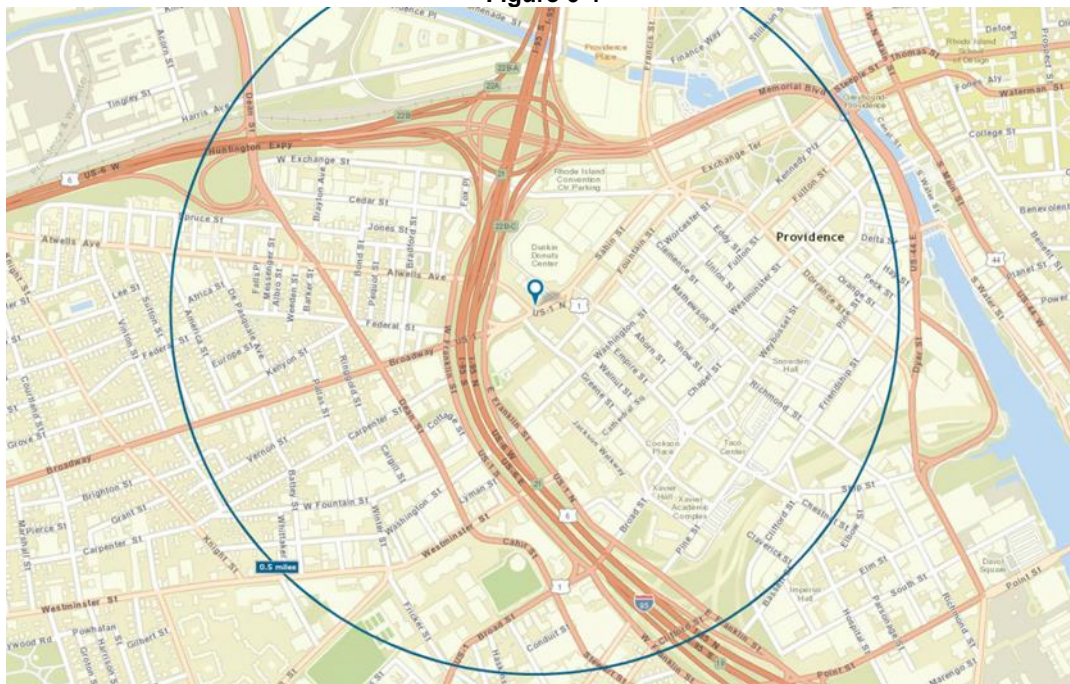
Carver Arena - Peoria IL Arena Events				
	2014*	2013 FY*	2012 FY*	2011 FY*
Events				
Concerts	9	10	7	11
Entertainment	9	5	4	7
Sporting	58	66	63	59
Family Shows	1	14	7	7
Other	4	-	-	-
Total	81	95	81	84
9/1/13-8/31/2014*				
Sources: Johnson Consulting, SMG				

Starting in 2014, the Peoria Rivermen switched from the AHL to the SPHL. The SPHL plays fewer regular season games than the AHL and explains the decrease in Sporting and Total Events in 2014.

DUNKIN' DONUTS CENTER PROVIDENCE, RI

The Dunkin' Donuts Center is located in downtown Providence, Rhode Island, the state's capital and largest city. As part of the Rhode Island Convention & Entertainment Complex, which also includes the Rhode Island Convention Center and Veterans Memorial Auditorium, it is bordered by the Rhode Island Convention center to the Northeast and State Highway 1 to the South East. Brown University, Burnside Park, and the Providence River are all within walking distance. The center is the home facility for the Providence College Friar's NCAA Division I Men's Basketball team and the American Hockey League's Providence Bruins, an affiliate of the NHL's Boston team of the same name. The arena has a maximum capacity of 14,000, but seats 12,993 spectators for a basketball game and 11,940 for a hockey game. Since opening in 1972, the arena has hosted other sports-oriented events including NCAA Men's Division I Basketball Tournament games, NCAA Frozen Four Ice Hockey Championships, as well as arena football and soccer league teams. The figure below (Figure 6-3) displays the arena's central downtown location and proximity to the Providence River.

Figure 6-4



In 2008, a \$60 million renovation project was completed at the arena. The renovations included necessary mechanical, electrical and structural renovations, as well as the addition of revenue generators. The arena also hosts non-sports events such as concerts, live performances, beauty pageants and local college graduation ceremonies.

Figure 6-5



Like Rochester, Providence is a sizable city in a market that spends over \$250,000,000 in fees and admissions to recreation and entertainment events each year. By adding 20 new luxury seats and a club-level, the Arena has increased the Dunkin' Donuts Center's marketability and revenues. This may be an option for the Blue Cross Arena, but the City must first consider structural and functional issues that may be more an issue than was the case at the Dunkin' Donuts Center. The BCA was built nearly 20 years before the Dunkin' Donuts Center.

The following table (Table 6-9) is a summary of the attributes of Dunkin' Donuts Center.

Table 6-9

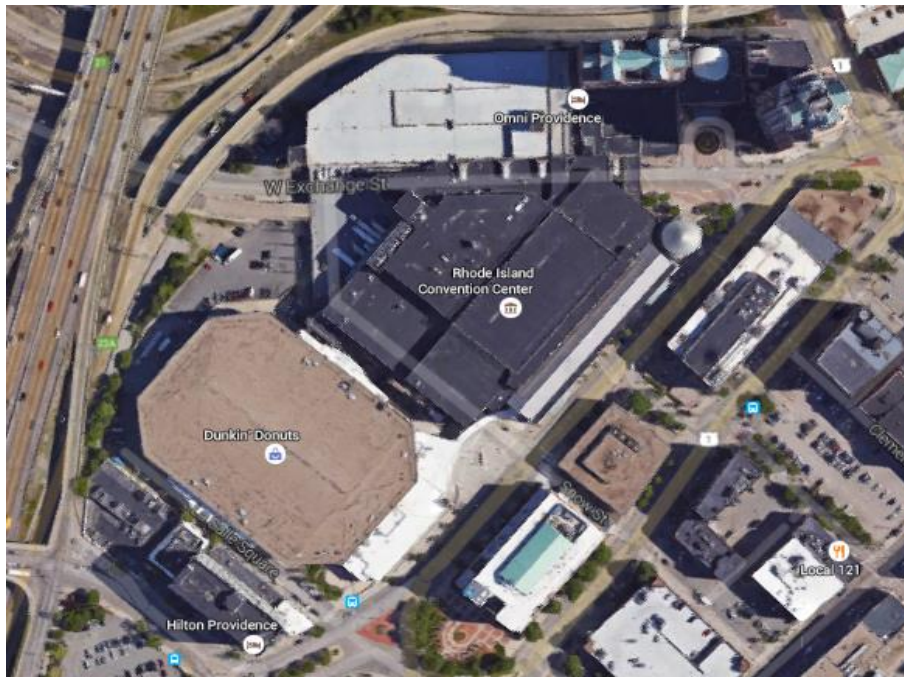
Dunkin' Donuts Center Facility Summary	
Location	Providence, RI
Year Opened	1972
Cost of Development*	\$13 million
Cost of Most Recent Renovations**	\$62 million
Capacity***	12,993/11,940
Club Seats	-
Luxury Suites	20
3 yr Average Attendance****	7,303
Events Held*****	135
Arena Size	31,000 Sq. Ft.
Ownership	Rhode Island Convention Center Authority
Hotel Room Inventory	5,500
Operator	SMG
Main Tenants	Providence Friars & Providence Bruins
*approximate cost in 1971	
**approximate cost in 2006	
***Basketball/Hockey capacity	
****per AHL Game 2010-2012	
*****June-30-2013-June-30-2014	
Sources: Johnson Consulting, facility website, RSVdatabase, SMG	

EVENT DEMAND**Table 6-10**

Dunkin' Donuts Center		
Arena Demand (Twelve Months ending June 30th, 2014)		
	YTD FY 2014	YTD FY 2013
Events		
Number of Events	135	123
Event Days	116	107
Attendance	610,547	620,698

Sources: Johnson Consulting, SMG

In both profiled years the Dunkin' Donuts Center hosted more events than budgeted, but did not achieve the anticipated total attendance. The figure below shows a map of the Rhode Island Convention & Entertainment Complex.



ERIE INSURANCE ARENA ERIE, PA

The Erie Insurance Arena was opened in 1983. The arena was known as the Erie Civic Center and the Louis J. Tullio Arena, before Erie Insurance purchased the naming rights to the arena in 2012. The value of the naming rights deal was listed at \$3 million over 10 years.



In 2012 the facility underwent massive renovations with a reported cost of \$42 million, paid for largely by a grant from the State. The renovations and expansion included new club level, luxury suites, seats, and cupholders, and expanded the concourses and the arena's capacity, as well as other additions. It has also become the hub to an entertainment district, by tearing down a pitiful garage, and creating a green space that connects the minor league ballpark, the arena and the Warner Theater Performing Arts Center complex. The Center has been home to several professional sports team and continues to serve as the home to the Ontario Hockey League's Erie Otters, the Professional Indoor Football League's Erie Explosion and the NBA Developmental League's Erie Bay Hawks.

Figure 6-6



The Arena is located in downtown Erie, Pennsylvania, in the northwest corner of the state. In 2015, Erie had population of 101,387, median household income of \$33,952 and spent \$15,551,196 on Entertainment/Recreation fees and admission. The downtown site of the arena shares a plot of land with Jerry Uht Park – home of the Erie SeaWolves. Gannon University, the Erie Art Museum, Erie Playhouse, and Lake Erie are all within a 1-mile radius of the arena. The Erie Insurance Arena has a maximum hockey seating capacity of 5,486, 6,654 for basketball events, and 7,838 for all other entertainment events. The arena is operated by the Erie County Convention Center Authority, which also manages Warner Theater, Jerry Uht Park and the Bayfront Convention Center.

Table 6-11 provides an overview of Erie Insurance Arena.

Table 6-11 Erie Insurance Arena Facility Summary	
Location	Erie, Pennsylvania
Year Opened	1983
Cost of Most Recent Renovation	\$42 million
Capacity	*5,486/6,654
Luxury Suites	5
Ownership/Mangement	Erie County Convention Center Authority
Main Tenants	Erie Bay Hawks, Erie Otters, Erie Explosion
<i>*Hockey/Basketball Capacity</i>	
<i>Sources: Johnson Consulting, facility website, RSVdatabase</i>	

VERIZON WIRELESS ARENA MANCHESTER, NH

The Verizon Wireless Arena is a multi-purpose facility located in Manchester, New Hampshire - the largest city in the state. The arena is adjacent to the Downtown Manchester-Radisson Hotel and is situated a quarter-mile from the heart of downtown Manchester, the bank of the Merrimack River, and Northeast Delta Dental Stadium (home to the Toronto Blue Jays' Class-AA affiliate the New Hampshire Fisher Cats). The Verizon Wireless Arena is the home site for the American Hockey League's Manchester Monarchs. Group and luxury seating is available in the arena's club level (34 luxury suites and five party suites). The arena holds concerts, family shows, assemblies, and has hosted occasional College Hockey games for Yale, Quinnipiac University, the University of New Hampshire, and Dartmouth University.

Table 6-12

Verizon Wireless Arena Facility Summary	
Location	Manchester, NH
Year Opened	2001
Cost of Development*	\$68 million
Capacity**	10,019/11,140/11,770
Luxury/Party Suites	39
Club Seats	542
Total Events per year***	101
Sporting events per year***	47
Concerts per year***	14
3 yr Average Attendance****	3,500
Ownership	City of Manchester
Operator	SMG
Main Tenants	Manchester Monarchs
*approximate cost in 2001	
**Hockey/Basketball/Concert capacity	
***9/1/2013 - 8/31/2014	
****per AHL Game YTD	
Sources: Johnson Consulting, facility website, SMG	

EVENT DEMAND

Table 6-13

Verizon Wireless Arena - Manchester, NH Arena Events		
	2014 FY *	2013 FY*
Events		
Concerts	14	17
Entertainment	10	4
Family Shows	17	16
Sporting	47	50
Other	13	15
Total	101	102
Gross Ticket Sales	\$10,267,587	\$10,588,612
Attendance	357,881	388,540
*11/1/2013-10/31/2014		
Sources: Johnson Consulting, SMG		

COMPARATIVE STEWARDSHIP AND OWNERSHIP

The following table is a comparative profile of each arena's ownership and management. The majority of the arenas are stewarded by boards or authorities and managed by a private entity. This allows for the arena to be operated in its best interest and reduces political agendas. In cases in which there are multiple venues and arenas in a nearby area such as the Erie Insurance Arena and BMO Harris Center, the local government has developed a stewardship to act as governing body over all facilities. This allows for the facilities to work together as one and cuts down on administrative fees.

Table 6-14

Comparative Stewardship/Ownership & Management		
Arena	Overseeing Authority/Ownership	Management
First Niagara Center	Erie County	Hockey Western New York, LLC.
The War Memorial Arena at the OnCenter	Onondaga County	SMG
BMO Harris Center	Rockford Area Venues & Entertainment Authority	SMG
Carver Arena at Peoria Civic Center	Peoria Civic Center Authority	SMG
Dunkin' Donuts Center	Rhode Island Convention Center Authority	SMG
Erie Insurance Arena	Erie County Convention Center Authority	Erie County Convention Center Authority
Verizon Wireless Arena	City of Manchester	SMG
Blue Cross Arena at the War Memorial	City of Rochester	SMG

*July 2, 2014 - July 2, 2015

Sources: Facilities, Johnson Consulting, PollstarPro

Table 6-15 provides the total number of headliner acts held at the regional and national comparable arenas from August 2012 through August 2015. As the table shows, the arenas have held a range of events from major concerts to family entertainment. The list of major touring events shows that Blue Cross is able to attract some major headliners, but typically loses out to Buffalo in the regional marketplace. It is Johnson Consulting's opinion that the lower number of events at Blue Cross Arena compared to other facilities – namely First Niagara Center in Buffalo – is more likely due to a combination of low ceiling height and the amenities at the competitive venues than the management of SMG. Considering the age of the facility and the limited amenities compared to some newer facilities in the market, SMG should be commended for the number and type of events they are able to attract to Blue Cross Arena.

Table 6-15

Blue Cross Arena Penetration Analysis (2012-2015)								
Headliner	First Niagara Center	Blue Cross Arena	The Oncenter	BMO Harris Bank Center	Dunkin' Donuts Center	Erie Insurance Arena	Peoria Civic Center	Verizon Wireless
Cirque du Soleil	✓	✓			✓	✓		✓
Rush	✓							✓
Barry Manilow	✓	✓						✓
Bruce Springsteen	✓	✓						
Wiz Khalifa	✓	✓			✓			
Trans-Siberian Orchestra	✓	✓			✓	✓	✓	✓
George Strait	✓							
Miranda Lambert	✓	✓		✓			✓	✓
Bon Jovi	✓							
Green Day	✓	✓			✓			
Rihanna	✓							
Carrie Underwood	✓			✓	✓			✓
Phish	✓							
Bob Seger	✓							
Justin Bieber	✓							
Elton John					✓	✓		
The Who					✓			✓
Michael Buble	✓							✓
Pearl Jam	✓							
Drake	✓							
Jay Z	✓							
The Black Keys	✓	✓						
Justin Timberlake	✓							
Cher	✓							
Rod Stewart	✓							
Bruno Mars	✓							✓
Lady Gaga	✓							
James Taylor	✓							
Disney on Ice/Disney Live!	✓	✓	✓	✓	✓	✓	✓	✓
Fleetwood Mac	✓				✓			
Garth Brooks	✓							
Neil Diamond	✓				✓			
Kevin Hart	✓		✓					✓
Zac Brown Band				✓		✓	✓	
Brad Paisley				✓				✓
World Wrestling Entertainment				✓			✓	✓
The Band Perry				✓				
Eric Church	✓						✓	✓
Eagles*	✓							
Shania Twain*	✓						✓	✓
Motley Crue*	✓							✓
Average Tickets Sold	9,600	4,969	n/a	3,796	4,631	3,765	4,092	4,997
Average Gross	\$685,439	\$295,504	n/a	\$142,895	\$315,034	\$210,136	\$176,629	\$263,881
Total Shows	57	35	8	18	41	21	55	54

*Future date

Source: Pollstar, Johnson Consulting

COMPARATIVE REVENUES AND EXPENSES

Johnson Consulting has been given access to the financial records of the facilities profiled in the previous section. For us to make a prudent recommendation it is necessary to benchmark Blue Cross Arena's financial performance against these facilities. It is also necessary that we maintain the anonymity of each facility due to the sensitivity of the utilized data. The following table is a compilation of the Income Statements of the four of the five national comparable arenas we profiled, as well as Blue Cross Arena. It must be noted that the chart of accounts for arenas is not standardized by the industry. It is most important to focus on the total revenues and expenses. Note that Facilities B and D are entire complexes, which account for components other than the profiled arenas, such as theatres and convention centers. These facilities also utilized the complexes' total Direct Event Revenue line item in its income statement.

Table 6-16

Financials of Comparable Facilities Revenue and Expense Statement					
	Facility A	Facility B*	Facility C	Facility D*	Blue Cross Arena
	YTD 2014**	YTD 2014**	YTD 2014**	YTD 2014**	YTD 2014
Event Income					
Direct Event Revenue	\$3,167,281	\$10,710,237***	\$2,152,612	\$5,953,401***	\$234,208
Food & Beverage	4,060,070	871,550	645,847	1,309,232	-
Other Ancillary	88,281	1,204,481	36,917	1,242,939	1,899,637
Total Event Income	7,315,632	12,786,268	2,835,376	8,505,572	2,133,845
Total Other Income	2,811,883	1,033,534	2,441,192	2,421,820	725,061
Total Revenues	\$10,127,515	\$13,819,802	\$5,276,568	\$10,927,392	\$2,858,906
Total Direct Expenses	(\$6,599,134)	(\$9,527,531)	(\$1,842,014)	(\$11,446,948)	\$0
Adjusted Gross Income	3,528,381	4,292,271	3,434,554	(519,556)	2,858,906
Gross Margin	\$3,528,381	\$4,292,271	\$3,434,554	(\$519,556)	\$2,858,906
Total Indirect Revenues (Expenses)	(4,531,349)	(4,157,175)	(2,929,728)	1,262,624	(2,856,719)
Operating Income (Loss) Before Depreciation	(\$1,002,968)	\$135,096	\$504,826	\$743,068	\$2,187
Total Depreciation****	-	(5,964,420)	-	(1,477,892)	-
Net Income (Loss)	-	(5,829,324)	-	(734,824)	-

*Facilities made up of multiple components

**Most recent report provided by SMG

***Gross Sales

**** 4 facilities did not include depreciation on their Revenue and Expense report

Sources: SMG, Johnson Consulting

NATIONAL FACILITY SUMMARY

The data collected from each of the national comparable venues justifies and sets benchmarks for industry standards. The facilities identified in this section all share similar characteristics to the Blue Cross Arena at the War Memorial and also show how arena/convention districts can work within a downtown setting. Additionally, Dunkin' Donuts Center, BMO Harris Center, and Verizon Wireless Arena are all examples of arenas with thriving AHL organizations. The success of the teams on the ice, coupled with the growing popularity of the AHL has resulted in significant upgrades at each comparable facility. Blue Cross Arena has a popular AHL team in the Americans and the City should leverage that popularity to upgrade the facility to provide a greater fan experience and drive revenues.

The most noticeable differences in these facilities compared to the Blue Cross Arena includes the impact that luxury suites and premium seating contracts can have on the bottom line, as well as the financial benefits of having an Authority that oversees or manages several complexes. This is one consideration that Rochester should consider that could result in potential cost savings for the City. In Johnson Consulting's opinion, the ideal scenario would be to combine the stewardship of the Rochester Riverside Convention Center and Blue Cross Arena at the War Memorial with SMG continuing to run the arena.

SECTION VII

RECOMMENDED IMPROVEMENTS AND PROJECTIONS

RECOMMENDED IMPROVEMENTS AND ASSOCIATED PROJECTIONS

The focus of this report is to identify the most high impact improvements that can be made to make the arena more attractive to clients and help make the venue financially stable. A total improvement plan has been identified, with an overall budget of \$32.5 million. The following section includes a list of recommended improvements as well as potential areas for additional revenue generation. It also identifies and analyzes potential for other user groups at the Blue Cross Arena. Johnson Consulting has formulated a prioritized list of recommended improvements from the Populous Facility Assessment Report as determined by our research and analysis in the preceding sections of this report. This includes: a review of local and regional demographics, regional competitive facilities, national comparable venues and discussions with regional and national event promoters, and the associated impacts of each. Additionally, it is important to understand not only the impacts of the proposed improvements, but also the impacts of the Blue Cross Arena remaining status quo without any additional improvements.

PRIORITIZATION OF POPULOUS REPORT

In June 2014 Populous Architects released a Facility Assessment report for Blue Cross Arena detailing potential areas for renovation with the underlying purpose of improving the visitor experience and possibly improve the per capita sales for events at the arena. The arena opened in January 1955 and has undergone multiple expansions and renovations, the most important of which occurred in 1998. During that renovation and expansion project the seating bowl was expanded by 2,500 seats, the end-stage was removed, and bathrooms and restrooms were added.

The Populous Report reviewed Blue Cross Arena from the following perspectives: architecture, mechanical/electrical, food service, and audio/video systems. In total, Populous, with pricing estimation from Mortenson Construction, projected a project cost of approximately \$32.5 million (full summary found in Appendix I). While a very thoughtful analysis, it spoke generally of the exterior aesthetics, but, given their scope of work, did not address the Aqueduct, connectivity to the convention center, or devise a district plan. Their study also did not comprehensively address re-use potential for the substantial square footage under the arena floor.

Upon review of the Populous recommendations and their associated costs, Johnson Consulting has formulated a priority level for recommended improvements found within the report. The proposed improvements are critical to the overall marketability and competitiveness of the Blue Cross Arena and are based on several factors, including net income potential, enhanced fan experience and expected modern facility improvements. The three levels of improvements are as follows:

- **Basic Improvements:** These improvements may not have significant impact to the financial operations at the arena, however they are highly recommended to improve mechanical/electrical functions, create a better fan experience and increase retention amongst the existing business at the

arena. Many of the audio and visual improvements listed are already existing in peer facilities and will help the BCA become a more competitive and marketable venue against its peers. Given the level of investment required for these upgrades and their impact of the overall fan experience at the venue, Johnson Consulting is of the opinion these baseline upgrades must be addressed to improve the venue. Many of the costs for the mechanical upgrades are estimates or not available at this time.

- **Tier 1 – Improvements:** This level of improvements begins to focus on those that can enhance revenue and sponsorship opportunities (i.e. Club Seating and Outdoor Patio, enhanced attractiveness for naming rights value). The BCA lacks a variety of seating options that are typically found in newer peer facilities. These improvements will not only enhance the fan experience of the existing patrons, but also offer a greater variety of affordable premium seating options, which may have priced certain patrons out of the current premium seating options. Reducing the number of suites and adding specialty-seating areas in some locations will broaden the market for today’s demographics.
- **Tier 2 – Improvements:** These improvements offer a more robust and ambitious set of facility changes that would help enhance the patron experience, increase the revenue potential as well as position the Blue Cross Arena well against its newer peer facilities.

The table below provides a summary of the suggested upgrades to the existing mechanical and electrical systems found in the Populous report by the prioritized categories as described above. Additionally, KJWW Engineering has provided a review as it relates to the reasonableness of the associated cost estimates for each improvement area. Should the City opt to move forward with any of the recommended improvements found within this report it is strongly recommended that a more detailed and in-depth analysis be performed on the final cost and strategy of each improvement.

Table 7-1

Summary of Proposed Upgrades at Blue Cross Arena						
Basic Recommended Improvements - Mechanical and Electrical						
Line Item	Type	Cost Estimate	Enhance Fan Experience	Enhance Revenue/ Sponsorship	Modern Facility Enhancement	Impact to Financial Operations*
Mechanical						
M-1	Pneumatic Building Control System	\$96,500			•	Low
M-3	Heating Water Pumps and Drives & Insulation Repair	\$43,000			•	Low
M-4	Arena Bowl AHU Modifications	\$200,000			•	Low
M-8	Purchase Spare Ice Chiller Compressor, Rebuild Ice Chiller, Compressors & Replace Pumps, Valves & Controls	\$240,000			•	Low
M-10	Domestic Water Booster Pump Replacement	\$45,000			•	Low
M-11	Pipe Repair and Sewage Ejecor Pump Station Replacement	\$17,500			•	Low
M-2	Chilled Water Pumps and Drives	\$55,000			•	Low
M-12	Reverse Osmosis Water Treatment ("Jet Ice") System Installation	\$50,000			•	Low
M-7	Destratifications Fans	\$50,000			•	Low
M-5	Grease Exhaust Fan Routine Inspection	n/a			•	Low
M-6	AHU Modifications	n/a			•	Low
M-9	Arena Purge Fan Access	n/a			•	Low
Electrical						
E-2	Show Power Replacement	\$80,000	•		•	Low
E-3	Generator and Emergency Distribution Replacement	\$500,000 - \$600,000			•	Low
E-4	Exterior Lighting Upgrades	\$150,000 - \$200,000	•	•	•	Low
E-5	Lighting Control System Replacement	\$225,000			•	Low
E-6	Bowl Lighting System Replacement	\$500,000-\$600,000	•		•	Low
E-1	Main Switchboard Replacement	\$300,000			•	Low
Sub Total (Does not Include Soft Costs)		\$2.5 - \$2.8 million				
*Levels of Impact: Low, Medium, and High Source: Populous Report, Johnson Consulting						

KJWW provided some comments regarding the upgrades suggested by Populous:

- **M-5:** This is not a capital cost item, but should be done as part of routine maintenance.
- **M-6:** This is a low priority change that should occur in conjunction with a major renovation. Consider this work to happen in the 6-10 year timeframe.
- **M-7:** Destratification fans could be added at a later date and should not be considered equal with the higher priority items.
- **M-8:** Evaporative condenser was not discussed in the report, but it would likely need to be replaced during the compressor rebuild work.
- **M-9:** Adding access to legacy equipment that does not meet code should be considered low priority. A smoke control system will be required with any major renovation, making the purge fan obsolete.

The table below provides a summary of the proposed arena improvements found in the Populous report by the prioritized categories as described above. Additionally, Rider Levett Bucknall has provided a review as it relates to the reasonableness of the associated cost estimates for each improvement area. Should the City opt to move forward with any of the recommended improvements found within this report it is strongly recommended that a more detailed and in-depth analysis be performed on the final cost and strategy of each improvement.

Table 7-2

Summary of Proposed Improvements at Blue Cross Arena						
Basic Recommended Improvements - Audio Visual						
Line Item	Type	Cost Estimate	Enhance Fan Experience	Enhance Revenue/Sponsorship	Modern Facility Enhancement	Impact to Financial Operations*
Sound System						
AV1	Test existing sound system & repair	\$78,000	•		•	Low
AV2	Replace speakers in suites	\$20,000	•		•	Low
AV3	Upgrade sound console & playback to digital	\$30,000	•		•	Low
AV4	Wireless Microphones	\$12,000-\$16,000	•		•	Low
AV5	Spare Amplifiers	\$15,000	•		•	Low
AV6	Digital Signal Processing replacement	\$46,000	•		•	Low
AV7	Replace CRT monitors with LED flat screen	\$3,000	•		•	Low
Video System						
AV8	Reconfigure center hung display to 16:9	\$300,000 - \$350,000	•		•	Low
AV9	Video Production equipment upgrade to HD	\$750,000 - \$950,000	•		•	Low
AV10	Cable TV/Digital Signage	\$222,000 \$227,000	•		•	Low
AV11	Club AV System	\$80,000 - \$120,000	•		•	Low
Sub Total (Does not Include Soft Costs)		\$1,556,000 - \$1,855,000				
Tier 1 - Recommended Event Level Improvements						
Line Item	Type	Cost Estimate	Enhance Fan Experience	Enhance Revenue/Sponsorship	Modern Facility Enhancement	Impact to Financial Operations*
A7-A8	Site Improvements	\$200,000	•			Low
A4	Club Seating	\$270,000	•	•	•	Medium
A5	Outdoor Covered Patio Seating Area	\$810,000	•	•	•	High
A5	Courtside Club	\$253,500	•	•	•	Medium
A5/A6	Courtside Club Space	\$1,313,250	•	•	•	High
	Main Kitchen Equipment Upgrades	\$75,000	•	•	•	Low
Sub Total (Does not Include Soft Costs)		\$2,921,750				
Tier 2 -Recommended Main Concourse Improvements - Level 2						
Line Item	Type	Cost Estimate	Enhance Fan Experience	Enhance Revenue/Sponsorship	Modern Facility Enhancement	Impact to Financial Operations*
A11	Main Concourse Food Court- Northeast	\$1,278,750	•	•	•	Medium
A12	Main Concourse Food Court- Northwest	\$1,308,150	•	•	•	Medium
A13	Main Concourse Concessions- East Side	\$1,526,125	•	•	•	Medium
A14	Main Concourse Concessions- West Side	\$1,662,375	•	•	•	Medium
A9c/A16	Super Suite/Party Pit- Southeast	\$1,091,400	•	•	•	Medium
A9b/A15	Super Suite/Party Pit- Southwest	\$1,091,400	•	•	•	Medium
A9a/A16/A16	Main Concourse Club	\$3,417,875	•	•	•	High
A2	Repurposing Inboard Concessions	\$430,525	•		•	Low
Sub Total (Does not Include Soft Costs)		\$11,806,600				
*Levels of Impact: Low, Medium, and High						
Source: Populous Report, Johnson Consulting						

OTHER POTENTIAL REVENUE GENERATORS

In addition to the listed improvements above, Johnson Consulting is of the opinion that other traditional and non-traditional revenue streams may be available at the Blue Cross Arena. The list of traditional revenue generation opportunities is shown in the table below as follows:

- **R-1:** Exterior Marquee – Inform the community of events at BCA and earn additional sponsorship money. This type of addition would cost approximately \$150,000 - \$300,000.
- **R-2:** LED Ribbon around interior bowl – Increase sponsorship opportunities
- **R-3:** Youth Sports Tournaments – Need for Championship Volleyball venue

Some non-traditional revenue streams which could result from re-purposing a portion of the storage area in the basement of the arena are as follows:

- **R-4:** Medical Office Space (I.e. Sports Orthopedic, Physical Therapy)
- **R-5:** Health & Wellness Fitness Center
- **R-6:** Sports association and league office space
- **R-7:** Enhanced tenant training areas

OTHER ENHANCEMENTS

While not described in detail, some of the strategies that would make the arena more attractive are, in part, covered in the Populous analysis. Others are expanded ideas they identified and ideas discussed by interviewees contacted for this study.

- **R-8:** Club/ restaurant/ social space along an enhanced riverfront plaza – Small profit potential, but enormous aesthetics improvement
- **R-9:** Aqueduct redevelopment and convention center connection – Enormous aesthetics improvement adds element of uniqueness and history to the district; Fosters use of district for sports tournaments.
- **R-10:** Second sheet of ice (perhaps under Broad Street, by the Aqueduct connector) – makes the arena more viable for sports tournaments and also adds a recreational sheet downtown.

The table below prioritizes the additional improvements at Blue Cross Arena to generate revenues as recommended by Johnson Consulting:

Table 7-3

Summary of CHJC Recommended Improvements at Blue Cross Arena					
Additional Revenue Generation Opportunities					
Line Item	Type	Enhance Fan Experience	Enhance Revenue/Sponsorship	Modern Facility Enhancement	Impact to Financial Operations*
R-1	Exterior Marquee	•	•	•	High
R-2	LED Ribbon (interior bowl)	•	•	•	High
R-3	Youth Sports Tournaments		•	•	Medium
R-8	Club/Restaurant/Social Space along Riverfront	•	•	•	Medium
R-9	Aqueduct Redevelopment & Convention Ctr. Connection	•	•	•	High
R-10	Second Sheet of Ice	•	•	•	Medium
R-4	Medical Office Space (orthopedic, physical therapy)		•	•	Medium
R-7	Enhanced Tenant Training Areas		•	•	Medium
R-5	Health & Wellness Fitness Center		•	•	Medium
R-6	Sports Association and League Office Space		•	•	Medium
*Levels of Impact: Low, Medium, and High					
Source: Johnson Consulting					

INVESTIGATION INTO CEILING HEIGHT

Upon further investigation of the ceiling height at Blue Cross Arena, Johnson Consulting is of the opinion that any improvements made to increase the ceiling height to an industry standard would prove to be cost prohibitive and not a sound investment on behalf of the City. Preliminary costs associated with such an upgrade outpaced the opportunity of the venue being able to recoup such an investment. Through discussions with several regional and national event promoters, Johnson Consulting concluded the number of additional events a higher ceiling would bring to the facility did not meet an adequate return on investment.

DEMAND AND FINANCIAL ANALYSIS

The following text and charts illustrate the impacts the proposed improvements would have on the financial operations at the Blue Cross Arena. The financial projections and related assumptions are based on the historical performance of the Blue Cross Arena, market characteristics, and comparative facilities. Also provided is a status quo scenario.

POTENTIAL IMPACT OF REMAINING OF STATUS QUO

The most impacted events should the venue remain at status quo would be the entertainment events (i.e. family shows and concerts). The consequence of a venue remaining static has a significant impact on the venues ability to attract certain types of shows as well as retention of existing patron base. The following table compares a four year historical average to status quo.

Table 7-4

Blue Cross Arena Study		
Historical Average to Projected Status Quo		
Events	4YR Historical Average	Status Quo
Events	142	135
Total Attendance	525,927	478,593
Percent Change		
Events		-5%
Total Attendance		-9%
Financial Projections		
Operating Revenues	2,579,269	2,450,306
Operating Expenses	2,519,075	2,569,456
NOI (loss)	\$60,194	(\$119,151)
Percent Change		
Operating Revenues		-5%
Operating Expenses		2%
NOI (loss)		-298%

Source: SMG, Johnson Consulting

IMPACT OF IMPROVEMENTS ON EVENTS AND DEMAND

Understanding the level of impact the proposed improvements would have on the overall utilization at the facility is critical in determining if such improvements are warranted as it relates to its return on investment as well as its impact to the community. The projected number of events and attendance found in the table below reflects four different scenarios of projections as they compare to the four year historical average at the Blue Cross Arena. The four scenarios consist of status quo, worst case, expected base case, and best case. The incremental impact the proposed improvements are estimated to have on number of events ranges from 9 to 28 events or 7 to 21 percent increase from status quo- excluding sports tournaments and conventions with the convention center. These particular event types require commitments to district improvements and specialized and integrated marketing strategies, which still need to be analyzed. As it relates to overall attendance, the proposed improvements are estimated to have a slightly larger increase over status quo. The premier driver in the increase in attendance results from many of the recommended improvements creating greater opportunity for the Amerks to capture a larger share of the market given a greater diversification in ticket prices. The Amerks have historically averaged approximately 3,750 per game. With an improved venue it is projected they can increase that per game attendance to 3,900, 4,300 and 5,000 for the worst, base, and best case respectively. The assumptions are relatively conservative as the overall league average per game attendance is approximately 5,500.

Table 7-5

Blue Cross Arena Expansion Impacts of Recommended Improvements					
Event Type	4YR	Status	Utilization w/ Improvements		
	Historical Average	Quo	Worst Case	Base Case	Best Case
Amerks	39	39	39	39	39
Knighthawks	11	11	11	11	11
Razorsharks	12	12	12	12	12
Lancers	9	9	9	9	9
Other Sporting Events	15	13	15	17	20
Assemblies	14	12	13	14	15
Concerts	10	9	10	11	12
Entertainment	7	6	7	8	10
Family Shows	18	16	18	19	21
Conventions	1	1	2	3	4
Other	8	7	8	9	10
Total	142	135	144	152	163
Impact to Number of Events*			9	17	28
			7%	13%	21%
Total Attendance					
Amerks	144,712	131,688	152,100	167,700	195,000
Knighthawks	54,904	49,963	57,649	58,748	60,395
Razorsharks	24,098	21,929	25,302	25,784	26,507
Lancers	22,406	20,389	23,526	23,974	24,646
Other Sporting Events	44,747	40,720	46,984	47,879	49,221
Assemblies	63,701	57,968	66,886	68,160	70,071
Concerts	48,375	44,021	50,793	51,761	53,212
Entertainment	29,380	26,736	30,849	31,437	32,318
Family Shows	58,281	53,035	61,195	62,360	64,109
Conventions	14,172	12,897	14,881	15,164	15,589
Other	21,153	19,249	22,210	22,633	23,268
Total	525,927	478,593	552,375	575,600	614,336
Impact to Total Attendance*			73,782	97,006	135,743
			15%	20%	28%

*Based on percentage of status quo

Source: Johnson Consulting

IMPACT ON FINANCIAL OPERATIONS

The increased utilization of an upgraded venue has a direct impact to the financial operations at Blue Cross Arena. The following table provides a comparison of operating revenues and expenses as it relates to the same four criteria as found in the demand projections.

Table 7-6

Summary of Estimated Annual BCA Financial Operations				
Category	Status Quo	Worst Case	Base Case	Best Case
Operating Revenues	\$2,450,306	\$2,708,104	\$2,837,061	\$2,966,018
Operating Expenses	\$2,569,456	\$2,662,662	\$2,720,886	\$2,701,971
Net Operating Gain/(Loss)	(\$119,151)	\$45,442	\$116,175	\$264,047
Revenue to Expense Ratio	95%	102%	104%	110%
Incremental Impact to Operating Gain/(Loss)		\$164,593	\$235,326	\$383,198
<i>Source: Johnson Consulting</i>				

As shown in the table above, the recommended improvements will have a net new impact to the bottom line of operations at Blue Cross Arena. Additionally, as illustrated earlier this section, the effect of the facility remaining as status quo will create a significant loss to the bottom line. The estimated NOI for an improved Blue Cross Arena ranges from approximately \$45,000 to \$264,000 net profit. It is important to note, that the projected “base case” NOI of \$116,000 is still approximately \$50,000 less than the NOI for the BCA in 2012, thus showing that the estimated projections found in this report are conservative in nature. Also noted, the expenses do not increase substantially, as it is expected that the modifications will help improve labor and operating costs performance. Finally, it is City policy and contract structure that affect the amount spent on maintenance and repairs. It is hoped that once the arena is upgraded more is spent on maintaining the building. Ideally funds are also set aside for ongoing capital improvements.

REVENUE & EXPENSE BREAKDOWN

Table 7-7

Blue Cross Arena, Rochester, New York Improvement Revenues and Expenses Summary			
	Worst Case	Base Case	Best Case
Event Income			
Direct Event Income	\$98,981.93	\$103,695	\$108,409
Total Ancillary Income	1,563,566	1,638,021	1,712,477
Total Other Event Income	364,924	382,301	399,678
Total Event Income	\$2,027,471	\$2,124,018	\$2,220,564
Other Income	\$680,632.58	\$713,044	\$745,455
Adjusted Gross Income	\$2,708,104	\$2,837,061	\$2,966,018
Indirect Expenses			
Net Salaries and Benefits	\$1,511,381	\$1,511,381	\$1,511,381
Contracted Services	6,318	6,678	7,173
General and Administrative	232,327	245,570	236,097
Operating	135,938	143,686	146,017
Repairs and Maintenance	105,273	111,273	117,616
Operational Supplies	85,194	90,050	90,050
Insurance	129,811	129,811	129,811
Utilities	364,402	385,173	370,314
Other	92,018	97,263	93,511
Subtotal	\$2,662,662	\$2,720,886	\$2,701,971
(Loss)	\$45,442	\$116,175	\$264,047

Source: Blue Cross Arena, Johnson Consulting

CONCLUSIONS

The City of Rochester is in a unique position as it relates to the Blue Cross Arena as the venue has not had significant investment since 1998 and its marketability as well as competitiveness amongst its peer facilities has suffered. Also, since its last renovation, the City of Buffalo has developed a larger and newer arena, which provides many of the modern amenities that customers at entertainment events today are accustomed to. However, the City still has strong asset in the Blue Cross Arena, which historically has remained busy for a venue of its size and age, showing market interest.

More important to the financial impacts on the arena is the contribution a reinvigorated arena can have on the City and broader community. The appearance and quality of the arena speaks volumes on what the City is trying to accomplish downtown and from an economic development standpoint. A poor product communicates that the City does not care about itself, which obviously is not true. A unique and improved venue will illustrate that Rochester is on the move and is innovating in ways that will attract residents and visitors to the downtown area. The fanfare related to what Erie, PA has done to its facilities has been great and the impact on the psyche of the community and surrounding region has been even greater.

SECTION VIII

ECONOMIC AND FISCAL IMPACTS

ECONOMIC AND FISCAL IMPACT ANALYSIS

This section analyzes the estimated economic and fiscal impacts that would be generated by event activities at the renovated Blue Cross Arena at The War Memorial (BCA). Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. Fiscal impacts are tax revenues that would be generated from those spending. The projections are based on Johnson Consulting's prior development of economic analyses for other arenas, public assembly facilities, and events, and specific knowledge of the Rochester marketplace.

The analysis is based on event demand, attendance, and activities in the renovated BCA as described in Section 7 of this report. The events' economic impact is measured by the estimated local spending by non-local residents whose main purpose of visitation is to attend the events that are being analyzed. "Transfer" spending by local residents, which is defined later in this text, is not considered an economic impact, but is quantified in this report and shown separately from net new economic impacts in order to demonstrate Rochester's full opportunity loss if the events were to leave the metro area.

In the analysis, these levels of economic impact are measured:

- **Direct Impacts** – are an expression of the spending that occurs as a direct result of the events and activities that occur in the facility being analyzed. For example, an attendee's expenditures on hotel rooms and meals are a direct economic impact.
- **Indirect Impacts** – consist of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the facility. For example, an attendee's direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect economic impact.
- **Induced Impacts** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the hockey game attendee's visit. The amount of the increased income the waiter spends in the local economy is considered an induced impact.
- **Increased Earnings/ Personal Income** – measures increased employee and worker compensation related to the events and activities at the facility being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.

- **Employment Impact** – measures the number of jobs supported in the study area related to the spending generated as a result of the events occurring in the arena. Employment impact is stated in a number of full-time equivalent jobs.

This analysis differentiates impacts from spending by people coming from out-of-town and by local residents, as defined below:

- **Net New Spending** – is spending by out-of-town attendees, buyers, production crews, guests, and other visitors who come to events at the renovated BCA from throughout the nearby region, the balance of the US, and the world. Their spending represents the amount of “new dollars” that flow into the metro area economies.
- **Transfer Spending** – In strict economic terms, spending by local residents, or those who live in the market area, represents “transfer” spending. For example, a resident of Rochester who attends a concert at the renovated BCA would transfer income from one sector of the City’s economy to another, and therefore is not bringing new dollars into the City economy. Nevertheless, they are part of the economic activities attributable to the renovated BCA.

In this report, economic and fiscal impacts are presented in two manners. First, total spending – by visitors as well as by local residents – is shown in order to demonstrate the total impact of event activities at the renovated BCA. This is because all of this event-related spending would be lost from Rochester metro area should the events relocate to another market. Secondly, out-of-town visitors’ and local residents’ spending is then separated out, to demonstrate the level of “net new” and “transfer” economic and fiscal impacts.

The reason for the above distinction is for credibility. Economists generally limit actual economic and fiscal impact to spending by out-of-town visitors, or “net new” only. Local residents’ spending is considered “transfer,” or substitute spending that would have theoretically taken place locally on some other activity. While we use this strict economist definition, we also present the transfer spending because it essentially represents the amount of spending by local residents that will be recaptured within the Rochester downtown area when the BCA is expanded and downtown becomes more attractive. Otherwise, they would travel away from downtown and spend money elsewhere. This lost expenditure would represent a true loss of economic activity from the marketplace. For the purpose of this analysis, the “local” market is considered to be the City of Rochester. In actuality, many of these visitors come from longer distances, including Syracuse, Rochester and the Finger Lakes, depending on the nature of the event.

TOTAL VISITORS AND ROOM NIGHTS

The economic and fiscal impact is based on the market and financial analysis for the renovated BCA, and included in the analysis is an annual projection of event and attendee demand for the facility. The projections in this analysis will reflect the projected attendance for each of the four scenarios reviewed throughout the report: status quo, worst, base, and best case scenario.

The projected attendance presented in Section 7 refers to spectators to the events. In fact, there are also other visitors, such as artists and performers of the family shows, athletes that participate on the sports events, coaches, organizers, event officials, and many others. Combined, they are referred to as “non-spectator visitors.”

Table 8-1 to Table 8-4 shows the assumptions to estimate the number of total visitors and room nights generated by visitation to BCA for each scenario.

STATUS QUO

Table 8-1

Blue Cross Arena Expansion Attendance and Visitation Volume - STATUS QUO												
	# of Events	Attendance				Visitor Attributes				Person-Days and Room Nights		
		# of Attendees or Spectators	Average # of Other Participants	# of Other Participants	Total Visitors	Length of Stay	% Non-Local (Attendees, Spectators)	% Requiring Lodging	% Non-Local (Other Participants)	Local Person-Days	Non-Local Person-Days	Room Nights (d)
Amerks	39	131,688	30 (a)	1,170	132,858	1	10%	3%	3%	119,654	13,204	413
Knighthawks	11	49,963	36 (a)	396	50,359	1	10%	3%	3%	45,351	5,008	156
Razorsharks	12	21,929	15 (a)	180	22,109	1	10%	3%	3%	19,910	2,198	69
Lancers	9	20,389	15 (a)	135	20,524	1	10%	3%	3%	18,481	2,043	63
Other Sporting Events	13	40,720	50 (a)	650	41,370	1	20%	20%	70%	32,771	8,599	1,856
Assemblies	12	57,968	0	0	57,968	1	10%	10%	50%	52,171	5,797	580
Concerts	9	44,021	40 (b)	360	44,381	1	20%	3%	75%	35,307	9,074	399
Entertainment	6	26,736	40 (b)	240	26,976	1	20%	10%	75%	21,449	5,527	625
Family Shows	16	53,035	40 (b)	640	53,675	1	20%	10%	75%	42,588	11,087	1,301
Conventions	1	12,897	33% (c)	4,299	17,196	3	60%	15%	75%	18,700	32,887	8,319
Other	7	19,249	0	0	19,249	1	33%	10%	75%	12,833	6,416	642
Total	135	478,593		8,070	486,663					419,214	101,840	14,422

Notes:

a) Representing visiting hockey, basketball, lacrosse, indoor soccer, and other sports players, coaches, and team personnel.

b) Representing visiting performing artists and production team personnel.

c) Representing exhibiting companies, reflecting a ratio in comparison to convention attendees.

d) Assuming that all visiting athletes, artists, and accompanying personnel stay overnight at 2-person occupancy.

Source: Johnson Consulting

WORST CASE**Table 8-2**

Blue Cross Arena Expansion Attendance and Visitation Volume - WORST CASE with Improvements												
	# of Events	Attendance				Visitor Attributes				Person-Days and Room Nights		
		# of Attendees or Spectators	Average # of Other Participants	# of Other Participants	Total Visitors	Length of Stay	% Non-Local (Attendees, Spectators)	% Requiring Lodging	% Non-Local (Other Participants)	Local Person-Days	Non-Local Person-Days	Room Nights (d)
Amerks	39	152,100	30 (a)	1,170	153,270	1	10%	3%	3%	138,025	15,245	474
Knighthawks	11	57,649	36 (a)	396	58,045	1	10%	3%	3%	52,269	5,777	179
Razorsharks	12	25,302	15 (a)	180	25,482	1	10%	3%	3%	22,947	2,536	79
Lancers	9	23,526	15 (a)	135	23,661	1	10%	3%	3%	21,304	2,357	73
Other Sporting Event	15	46,984	50 (a)	750	47,734	1	20%	20%	70%	37,812	9,922	2,142
Assemblies	13	66,886	0	0	66,886	1	10%	10%	50%	60,197	6,689	669
Concerts	10	50,793	40 (b)	400	51,193	1	20%	3%	75%	40,735	10,459	455
Entertainment	7	30,849	40 (b)	280	31,129	1	20%	10%	75%	24,749	6,380	722
Family Shows	18	61,195	40 (b)	720	61,915	1	20%	10%	75%	49,136	12,779	1,494
Conventions	2	14,881	33% (c)	4,960	19,841	3	60%	15%	75%	21,577	37,946	9,598
Other	8	22,210	0	0	22,210	1	33%	10%	75%	14,807	7,403	740
Total	144	552,375		8,991	561,367					483,557	117,492	16,624

Notes:

a) Representing visiting hockey, basketball, lacrosse, indoor soccer, and other sports players, coaches, and team personnel.

b) Representing visiting performing artists and production team personnel.

c) Representing exhibiting companies, reflecting a ratio in comparison to convention attendees.

d) Assuming that all visiting athletes, artists, and accompanying personnel stay overnight at 2-person occupancy.

Source: Johnson Consulting

BASE CASE**Table 8-3**

Blue Cross Arena Expansion Attendance and Visitation Volume - BASE CASE with Improvements												
# of Events	Attendance				Visitor Attributes				Person-Days and Room Nights			
	# of Attendees or Spectators	Average # of Other Participants	# of Other Participants	Total Visitors	Length of Stay	% Non-Local (Attendees, Spectators)	% Requiring Lodging	% Non-Local (Other Participants)	Local Person-Days	Non-Local Person-Days	Room Nights (d)	
Amerks	39	167,700	30 (a)	1,170	168,870	1	10%	3%	3%	152,065	16,805	521
Knighthawks	11	58,748	36 (a)	396	59,144	1	10%	3%	3%	53,257	5,887	182
Razorsharks	12	25,784	15 (a)	180	25,964	1	10%	3%	3%	23,380	2,584	80
Lancers	9	23,974	15 (a)	135	24,109	1	10%	3%	3%	21,707	2,401	74
Other Sporting Eveni	17	47,879	50 (a)	850	48,729	1	20%	20%	70%	38,558	10,171	2,213
Assemblies	14	68,160	0	0	68,160	1	10%	10%	50%	61,344	6,816	682
Concerts	11	51,761	40 (b)	440	52,201	1	20%	3%	75%	41,519	10,682	476
Entertainment	8	31,437	40 (b)	320	31,757	1	20%	10%	75%	25,229	6,527	749
Family Shows	19	62,360	40 (b)	760	63,120	1	20%	10%	75%	50,078	13,042	1,532
Conventions	3	15,164	33% (c)	5,055	20,219	3	60%	15%	75%	21,988	38,669	9,781
Other	9	22,633	0	0	22,633	1	33%	10%	75%	15,089	7,544	754
Total	152	575,600		9,306	584,905					504,215	121,129	17,043

Notes:

a) Representing visiting hockey, basketball, lacrosse, indoor soccer, and other sports players, coaches, and team personnel.

b) Representing visiting performing artists and production team personnel.

c) Representing exhibiting companies, reflecting a ratio in comparison to convention attendees.

d) Assuming that all visiting athletes, artists, and accompanying personnel stay overnight at 2-person occupancy.

Source: Johnson Consulting

BEST CASE**Table 8-4**

Blue Cross Arena Expansion Attendance and Visitation Volume - BEST CASE with Improvements												
# of Events	Attendance					Visitor Attributes				Person-Days and Room Nights		
	# of Attendees or Spectators	Average # of Other Participants	# of Other Participants	Total Visitors	Length of Stay	%Non-Local (Attendees, Spectators)	% Requiring Lodging	%Non-Local (Other Participants)	Local Person-Days	Non-Local Person-Days	Room Nights (d)	
Amerks	39	195,000	30 (a)	1,170	196,170	1	10%	3%	3%	176,635	19,535	603
Knighthawks	11	60,395	36 (a)	396	60,791	1	10%	3%	3%	54,739	6,051	187
Razorsharks	12	26,507	15 (a)	180	26,687	1	10%	3%	3%	24,031	2,656	82
Lancers	9	24,646	15 (a)	135	24,781	1	10%	3%	3%	22,312	2,469	76
Other Sporting Event	20	49,221	50 (a)	1,000	50,221	1	20%	20%	70%	39,677	10,544	2,319
Assemblies	15	70,071	0	0	70,071	1	10%	10%	50%	63,064	7,007	701
Concerts	12	53,212	40 (b)	480	53,692	1	20%	3%	75%	42,690	11,002	499
Entertainment	10	32,318	40 (b)	400	32,718	1	20%	10%	75%	25,954	6,764	796
Family Shows	21	64,109	40 (b)	840	64,949	1	20%	10%	75%	51,497	13,452	1,597
Conventions	4	15,589	33% (c)	5,196	20,786	3	60%	15%	75%	22,605	39,753	10,055
Other	10	23,268	0	0	23,268	1	33%	10%	75%	15,512	7,756	776
Total	163	614,336		9,797	624,133					538,716	126,989	17,691

*Notes:**a) Representing visiting hockey, basketball, lacrosse, indoor soccer, and other sports players, coaches, and team personnel.**b) Representing visiting performing artists and production team personnel.**c) Representing exhibiting companies, reflecting a ratio in comparison to convention attendees.**d) Assuming that all visiting athletes, artists, and accompanying personnel stay overnight at 2-person occupancy.**Source: Johnson Consulting*

As the basis for direct spending estimates for the economic impact analysis, Johnson Consulting used the average daily spending per attendee and per exhibitor as shown in Table 8-5.

Table 8-5

Blue Cross Arena Expansion Average Daily Spending	
	Amount
Lodging*	\$105.00
Meals and Incidental Expenses*	20.00
Tickets**	10.00
Retail***	15.00
Total	\$150.00

*Notes:***Based on GSA Per Diem rate for Rochester, NY.****Reflects average ticket price. Non-spectators are assumed to spend similar amount on other expenditures.*****Estimates.**Source: U.S. General Services Administration, Johnson Consulting*

The estimates for lodging, meals and incidental expenses are based on per person, per diem rates for Rochester per U.S. General Services Administration, which can be viewed as an average amount of spending across various hotels, restaurants, retail and other establishments.

Conceptually, multiplying number of total visitors with average daily spending will result in total direct spending, from which total economic and fiscal impact can be estimated, by applying the multiplier rates and tax rates as summarized in Table 8-6 and Table 8-7

Table 8-6

Blue Cross Arena Expansion Economic Impact Multipliers		
	Multiplier	Base
Indirect Spending	0.304	of direct spending
Induced Spending	0.406	of direct spending
Increased Earnings	0.345	of direct spending
Increased Employment (FTE Jobs)	14.17	per \$1 million of direct spending

Source: Johnson Consulting

Table 8-7

Blue Cross Arena Expansion Applicable Tax Rates	
	Rate
General Sales Tax	
State	4.00%
County	4.00%
City	0.00%
Subtotal	8.00%
Hotel/ Motel Tax	
State	0.00%
County	6.00%
Subtotal	6.00%
Auto Rental Tax*	
Airport Concession Fee	11.11%
Vehicle Rental Tax	5.00%
Subtotal	16.11%

**For car rental agencies located in Rochester International Airport.
Sales tax also applies to car rental, but the calculation is already included in the General Sales Tax.*

Source: Johnson Consulting

ECONOMIC IMPACT

The impacts of this direct spending is subsequently calculated by utilizing the IMPLAN input-output model to estimate indirect and induced impacts. IMPLAN is a nationally recognized model commonly used to estimate economic impacts. An input-output model analyzes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced spending and employment effects represent the estimated changes in the flow of income and goods caused by the direct spending associated with the new facility.

Based on the calculations and assumptions described thus far, Table 8-8 to Table 8-12 summarizes the total estimated economic impacts for each scenario of the renovated BCA in a stabilized year of operation), including transfer impacts and net new impacts.

STATUS QUO

Table 8-8

Blue Cross Arena Expansion Summary of Spending and Impact - STATUS QUO				
	Avg Daily Spending	DIRECT SPENDING (\$Million)		
		By Locals	By Non-Locals	TOTAL
On Lodging	\$105.00	\$0.0	\$1.5	\$1.5
On All Others	\$45.00	18.9	4.6	23.4
Total Direct Spending		\$18.9	\$6.1	\$25.0
	Multipliers	ECONOMIC IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
Direct Spending		\$18.9	\$6.1	\$25.0
Indirect Spending	0.304	5.7	1.9	7.6
Induced Spending	0.406	7.7	2.5	10.1
Total Spending		\$32.3	\$10.4	\$42.7
Increased Earnings	0.345	\$6.5	\$2.1	\$8.6
Increased Employment (FTE)	14.17	267	86	354
	Tax Rates	FISCAL IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
General Sales Tax	8.00%	\$1.5	\$0.49	\$2.00
Hotel/ Motel Tax	6.00%	0.0	0.09	0.09
Auto Rental Tax*	16.11%	0.0	0.05	0.05
Total Tax Revenue		\$1.5	\$0.63	\$2.14

**For car rental agencies located in Rochester International Airport.*
Source: Johnson Consulting

WORST CASE**Table 8-9**

Blue Cross Arena Expansion Summary of Spending and Impact - WORST CASE with Improvements				
	Avrg Daily Spending	DIRECT SPENDING (\$Million)		
		By Locals	By Non- Locals	TOTAL
On Lodging	\$105.00	\$0.0	\$1.7	\$1.7
On All Others	\$45.00	21.8	5.3	27.0
Total Direct Spending		\$21.8	\$7.0	\$28.8
	Multipliers	ECONOMIC IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
Direct Spending		\$21.8	\$7.0	\$28.8
Indirect Spending	0.304	6.6	2.1	8.8
Induced Spending	0.406	8.8	2.9	11.7
Total Spending		\$37.2	\$12.0	\$49.3
Increased Earnings	0.345	\$7.5	\$2.4	\$9.9
Increased Employment (FTE)	14.17	308	100	408
	Tax Rates	FISCAL IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
General Sales Tax	8.00%	\$1.7	\$0.56	\$2.30
Hotel/ Motel Tax	6.00%	0.0	0.10	0.10
Auto Rental Tax*	16.11%	0.0	0.06	0.06
Total Tax Revenue		\$1.7	\$0.72	\$2.46

*For car rental agencies located in Rochester International Airport.

Source: Johnson Consulting

Under the “Worst Case” scenario, a renovated BCA is projected to generate \$49.3 million of total spending, \$9.9 million of increased earnings, and 408 full-time equivalent jobs in a stabilized year of operation. Net new impacts are projected to include \$7 million in total spending, \$2.4 million in increased earnings, and 100 jobs.

BASE CASE**Table 8-10**

Blue Cross Arena Expansion Summary of Spending and Impact - BASE CASE with Improvements				
	Avrg Daily Spending	DIRECT SPENDING (\$Million)		
		By Locals	By Non- Locals	TOTAL
On Lodging	\$105.00	\$0.0	\$1.8	\$1.8
On All Others	\$45.00	22.7	5.5	28.1
Total Direct Spending		\$22.7	\$7.2	\$29.9
	Multipliers	ECONOMIC IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
Direct Spending		\$22.7	\$7.2	\$29.9
Indirect Spending	0.304	6.9	2.2	9.1
Induced Spending	0.406	9.2	2.9	12.2
Total Spending		\$38.8	\$12.4	\$51.2
Increased Earnings	0.345	\$7.8	\$2.5	\$10.3
Increased Employment (FTE)	14.17	322	103	424
	Tax Rates	FISCAL IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
General Sales Tax	8.00%	\$1.8	\$0.58	\$2.39
Hotel/ Motel Tax	6.00%	0.0	0.11	0.11
Auto Rental Tax*	16.11%	0.0	0.06	0.06
Total Tax Revenue		\$1.8	\$0.74	\$2.56

**For car rental agencies located in Rochester International Airport.*
Source: Johnson Consulting

Under the “Base Case” scenario, a renovated BCA is projected to generate \$51.2 million of total spending, \$10.3 million of increased earnings, and 424 full-time equivalent jobs in a stabilized year of operation. Net new impacts are projected to include \$7.2 million in total spending, \$2.5 million in increased earnings, and 103 jobs.

BEST CASE**Table 8-11**

Blue Cross Arena Expansion Summary of Spending and Impact - BEST CASE with Improvements				
	Avrg Daily Spending	DIRECT SPENDING (\$Million)		
		By Locals	By Non- Locals	TOTAL
On Lodging	\$105.00	\$0.0	\$1.9	\$1.9
On All Others	\$45.00	24.2	5.7	30.0
Total Direct Spending		\$24.2	\$7.6	\$31.8
	Multipliers	ECONOMIC IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
Direct Spending		\$24.2	\$7.6	\$31.8
Indirect Spending	0.304	7.4	2.3	9.7
Induced Spending	0.406	9.9	3.1	12.9
Total Spending		\$41.5	\$13.0	\$54.4
Increased Earnings	0.345	\$8.4	\$2.6	\$11.0
Increased Employment (FTE)	14.17	344	107	451
	Tax Rates	FISCAL IMPACT (\$Million)		
		Transfer Impact	Net New Impact	TOTAL
General Sales Tax	8.00%	\$1.9	\$0.61	\$2.55
Hotel/ Motel Tax	6.00%	0.0	0.11	0.11
Auto Rental Tax*	16.11%	0.0	0.06	0.06
Total Tax Revenue		\$1.9	\$0.78	\$2.72

**For car rental agencies located in Rochester International Airport.*
Source: Johnson Consulting

Under the “Best Case” scenario, a renovated BCA is projected to generate \$54.4 million of total spending, \$11 million of increased earnings, and 451 full-time equivalent jobs in a stabilized year of operation. Net new impacts are projected to include \$7.6 million in total spending, \$2.6 million in increased earnings, and 107 jobs.

COMPARISON OF ECONOMIC

Table 8-12 summarizes the annual economic and fiscal impact of Blue Cross Arena renovations, including one-time impact of construction and annual impact of facility operations.

Table 8-12 Blue Cross Arena Expansion Comparison of Scenarios -Attendance & Visitation Volume & Associated Impacts				
	Status Quo	Worst	Base	Best
<i>Demand</i>				
Attendance				
#of Events	135	144	152	163
# of Attendees/Spectators	478,593	552,375	575,600	614,336
# of Participants	8,070	8,991	9,306	9,797
Total Visitors	486,663	561,367	584,905	624,133
Person Days & Room Nights				
Local Person Days	419,214	483,557	504,215	538,716
Non-Local Persons Days	101,840	117,492	121,129	126,989
Room Nights	14,422	16,624	17,043	17,691
Non-Local Other Participants	11,114	12,792	13,165	13,739
<i>Impacts</i>				
Direct Spending (\$Million)				
By Locals	\$18.86	\$21.76	\$22.69	\$24.24
By Non-Locals	6.10	7.03	7.24	7.57
Total	\$24.96	\$28.79	\$29.93	\$31.81
Economic Impact(\$ Million)				
Transfer Impact	\$32.27	\$37.23	\$38.82	\$41.47
Net New Impact	\$10.43	\$12.03	\$12.39	\$12.95
Total	\$42.71	\$49.26	\$51.20	\$54.43
Increased Earning (\$ Million)				
Transfer Impact	\$6.51	\$308.38	\$7.83	\$8.37
Net New Impact	\$2.10	\$99.67	\$2.50	\$2.61
Total	\$8.62	\$408.05	\$10.33	\$10.98
Increased Employment (\$ Million)				
Transfer Impact	267	308	322	344
Net New Impact	86	100	103	107
Total	354	408	424	451
Fiscal Impact (\$ Million)				
Transfer Impact	\$1.51	\$1.74	\$1.82	\$1.94
Net New Impact	\$0.63	\$0.72	\$0.74	\$0.78
Total	\$2.14	\$2.46	\$2.56	\$2.72

Source: Johnson Consulting

SUMMARY

In summary, there is certainly a need to upgrade and renovate the Blue Cross Arena, not only from a competitive standpoint but also from an economic and fiscal impact point of view. As shown in the table above, the total economic impact of a status quo arena is approximately \$42 million annually; with the total economic impact of the “base case” upgraded arena is approximately \$51 million, which equates to approximately \$9 million dollar difference in economic impact on an annual basis. The BCA must be renovated in order for it to regain its competitive position among peer facilities in peer cities and aid the western part of the state in helping attract and serve the local and business economy and economic sectors.

Without an expansion, the event and attendance demand at the BCA will likely decline, as it has been for the last several years, in which case, the City can expect the economic impact it receives from the arena to decline as well. Furthermore, some events that were previously held in BCA may decide to change event location, taking attendees, room nights, and spending away from Rochester, which results in the loss of economic and fiscal benefits to the City.

APPENDIX I

Existing Conditions Cost Summary

Following is a recap of the conceptual costs listed in the individual sections of this report and have been combined into a single spreadsheet for the reader's convenience. Note, the following does not include any soft costs as listed elsewhere in the report. Please see detailed cost breakdown on pages 3 through 6.

Architectural

1	Main Concourse Upgrades	\$1,303,125
2	Public Restroom Upgrades	\$2,555,000
3A	Roof Replacement	\$2,400,000
4	Roof Repair in lieu of total replacement	TBD
5	Lobby Slab Expansion Joint at cracked tile	\$50,000
6	Meeting Spaces including pantry equipment	\$565,000
7	Seating Bowl	\$978,500
8	Suite Level Upgrades	\$980,000
9	Graphics Allowance	\$250,000
10	Wayfinding Allowance	\$100,000
11	Exterior Marquees	\$300,000
	Sub- Total does not include soft costs	\$9,481,625

Mechanical, Plumbing and Electrical

		Year 1	Year 2 - 5
M1	Pneumatic building control system	\$54,000	\$42,500
M2	Chilled water pumps and drives		\$55,000
M3	insulation repair		\$43,000
M4	Arena bowl AHU modifications		TBD
M5	Grease exhaust fan routine inspection	N/A	N/A
M6	AHU modifications	TBD	TBD
M7	Destratification fans	\$50,000	
M8	ice chiller compressor & replace pumps, valves & controls	\$90,000	\$150,000
M9	Arena purge fan access	TBD	TBD
M10	Domestic water booster pump replacement	\$45,000	
M11	Pipe repair and sewage ejector pump station replacement		\$17,500
M12	Reverse osmosis water treatment ("Jet Ice") system installation	\$50,000	
E1	Main switchboard replacement (each)		\$300,000
E2	Show power replacement	\$80,000	
E3	replacement	\$500,000 - \$600,000	
E4	Exterior lighting upgrades	\$150,000 - \$200,000	
E5	Lighting control system replacement	\$225,000	
E6	Bowl lighting system replacement	\$500,000 - \$600,000	
	Sub- Total does not include soft costs	\$1,744,000 - \$1,994,000	\$608,000

Proposed Improvements Cost Summary

The costs listed below include the MEP costs associated with each improvement. For those improvements which include food service, the cost of the food service has been included in the line item. See the detailed cost estimate on pages 3 through 6 which separates these costs to determine construction costs vs food service costs.

Event Level - Level 1

A7-A8	Site Improvements	\$200,000
A4	Club Seating	\$270,000
A5	Outdoor Covered Patio Seating Area	\$810,000
A5	Courtside Club	\$253,500
A5 / A6	Courtside Club Space	\$1,313,250
	Main Kitchen Equipment Upgrades	\$75,000
	Sub- Total does not include soft costs	\$2,921,750

Main Concourse - Level 2

A11	Main Concourse Food Court - Northeast	\$1,278,750
A12	Main Concourse Food Court - Northwest	\$1,308,150
A13	Main Concourse Concessions - East Side	\$1,526,125
A14	Main Concourse Concessions - West Side	\$1,662,375
A9c / A16	Super Suite / Party Pit - Southeast	\$1,091,400
A9b / A15	Super Suite / Party Pit - Southwest	\$1,091,400
A9a / A16 / A16	Main Concourse Club	\$3,417,875
A2	Repurposing Inboard Concessions	\$430,525
	Sub- Total does not include soft costs	\$11,806,600

Audio Visual Improvements

Sound System

AV1	Test existing sound system & repair	\$78,000
AV2	Replace Speakers in Suites	\$20,000
AV3	Upgrade sound console & playback to Digital	\$30,000
AV4	Wireless microphones	\$12,000 - \$16,000
AV5	Spare amplifiers	\$15,000
AV6	Digital Signal Processing (DSP) replacement	\$46,000
AV7	Replace CRT monitors with LED flatscreen	\$3,000

Video System

AV8	Reconfigure center-hung display to 9:16	\$300,000 - \$350,000
AV9	Video production equipment upgrade to HD	\$750,000 - \$950,000
AV10	Cable TV / Digital Signage	\$222,000 - \$227,000
AV11	Club AV system	\$80,000 - \$120,000
	Sub- Total does not include soft costs	\$1,556,000 - \$1,855,000

Conceptual Costs

General Items (all spaces)		GSF	\$/GSF	Total Cost
1	Main Concourse Upgrades	17,375 \$	75.00 \$	1,303,125
2	Public Restrooms Upgrades	7,300 \$	350.00 \$	2,555,000
3A	Roof Replacement	120,000 \$	20.00 \$	2,400,000
3B	Roof Repair	\$	25.00	TBD
4	Exterior Envelope Repair	\$	7.50	TBD
5	Lobby Slab Expansion Joint (Verify Quantity)			\$ 50,000
6	Meeting Space	2,800 \$	175.00 \$	490,000
7	Seating Bowl	10,300 \$	95.00 \$	978,500
8	Suite Level Upgrades	5,600 \$	175.00 \$	980,000
9	Graphics Allowance			\$ 250,000
10	Wayfinding Allowance			\$ 100,000
11	Exterior Marquees			\$ 300,000

Site Improvement Items

A7 / A8	Site Improvements / Valet parking	1 \$	200,000 \$	200,000
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Arena Level - Level 1

A4	Club Seating	1,460 \$	185.00 \$	270,100
A5	Outdoor Covered Patio Seating Area	2,100 \$	350.00 \$	735,000
A5	Courtside Club Space	1,300 \$	195.00 \$	253,500
A5 / A6	Courtside Club Space	3,050 \$	365.00 \$	1,113,250

Main Concourse - Level 2

A11	Main Concourse Food Court - NorthEast	3,375 \$	290.00 \$	978,750
A12	Main Concourse Food Court - Northwest	2,585 \$	390.00 \$	1,008,150
A13	Main Concourse Concession - East Side	2,725 \$	505.00 \$	1,376,125
A14	Main Concourse Concession - West Side	2,725 \$	555.00 \$	1,512,375
A9c / A16	Super Suite/Party Pit - Southeast	2,615 \$	360.00 \$	941,400
A9b / A15	Super Suite/Party Pit - Southwest	2,615 \$	360.00 \$	941,400
A9a / A15 / A16	Main Concourse Club	6,075 \$	505.00 \$	3,067,875
A2	Repurposing Inboard Main Concourse Concessions	1,285 \$	265.00 \$	340,525

Food Service

A5	Outdoor Covered Patio Seating Area		\$	75,000
A5 / A6	Courtside Club Space		\$	200,000
A11	Main Concourse Food Court - NorthEast		\$	300,000
A12	Main Concourse Food Court - Northwest		\$	300,000
A13	Main Concourse Concession - East Side		\$	150,000
A14	Main Concourse Concession - West Side		\$	150,000
A9c / A16	Super Suite/Party Pit - Southeast		\$	150,000
A9b / A15	Super Suite/Party Pit - Southwest		\$	150,000
A9a / A15 / A16	Main Concourse Club		\$	350,000
A2	Repurposing Inboard Main Concourse Concessions		\$	90,000
6	Meeting Space (Pantry Equipment)		\$	75,000
	Main Kitchen Equipment Upgrades		\$	75,000

Total Construction Cost	30,450 \$	795.08	\$24,210,075
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Soft Costs

Project Contingency		\$	3,500,000
FF&E		\$	750,000
Development, Marketing, Insurances, etc		\$	1,350,000
Professional Services, Survey Work, Testing, Etc.		\$	2,750,000

Total Soft Costs		\$	8,350,000
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Total Project Cost	30,450 \$	1,069.30 \$	32,560,075
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Scope of Work

General Items (all spaces)

- 1

Main Concourse Upgrades

- Upgrade Finishes, install base, fill cracks and upgrade lights.
- 2

Public Restrooms Upgrades

- Upgrade Finishes, Fixtures, Counters, Partitions and Accessories
- 3A

Roof Replacement
- 3B

Roof Repair (Need quantity and locations)
- 4

Exterior Envelope Repair

- Resealing of joints, selective repointing, cleaning and sealing of masonry
- 5

Lobby Slab Expansion Joint (Verify Quantity)

- Saw cut tile, modify slab and install expansion joint with cover
- 6

Meeting Space

- Upgrade Finishes, new lights and glass wall
- 7

Seating Bowl

- Replace arm rests and seats that need to be replaced. Repaint the safety strips and modify ada platforms.
- 8

Suite Level Upgrades (not included, more detailed scope required)
- 9

Graphics Allowance
- 10

Wayfinding Allowance
- 11

Two Exterior Marquees

Site Improvement Items

- A7

Site Improvements / Valet parking

- 6'-6" Concrete Sidewalk
 - Misc. Site Clearing / Demo at new outdoor seating location
 - Asphalt
 - Landscaping Upgrades

Arena Level - Level 1

- A4

Club Seating

- Remove existing precast stadia & portable seating
 - New precast stadia and club seats
 - 128 Club Seats
 - Alum Guardrails and stadia rails
- A5

Outdoor Covered Patio Seating Area

- Misc. Site Clearing / Demo at new outdoor seating location
 - Shallow Concrete foundation system with 6" SOG
 - Modifications to existing enclosure wall for access directly into club space
 - Ornamental Guardrail @ Perimeter of dining area
 - MEP
- A5

Courtside Club Space

- Upgraded corridor from Club to Club Seats
 - High End Finishes
 - Upgraded Lighting System
 - Modifications to mechanical system
 - Modifications to existing fire protection system

- A6

Courtside Club Space

- Demo existing space including walls, finishes, mechanical and electrical
 - New bar / backbar
 - High end finishes throughout
 - New electrical system w/ associated special system upgrades
 - Plumbing associated with new bar
 - (2) New Restrooms
 - Upgraded mechanical system
 - Modifications to existing fire protection system
 - Food service equipment

Main Concourse - Level 2

- A11

Main Concourse Food Court - NorthEast

- Minor interior building demo
 - Add food / beverage concession stands
 - New stair access
 - Glass guardrail w/ drink rail at perimeter
 - New MEP systems
 - Special Systems
 - Food service equipment
- A12

Main Concourse Food Court - Northwest

- Minor interior building demo
 - New structured slab over lobby
 - Add food / beverage concession stands
 - New stair access
 - Glass guardrail w/ drink rail at perimeter
 - New MEP systems
 - Special Systems
 - Food service equipment
- A13

Main Concourse Concession - East Side

- Renovate existing food courts and provide 1,350 SF addition
 - Foundation System for new addition on North Side (South Side has Outdoor Club dining area below)
 - Steel Structure
 - Enclosure to match existing facility
 - Sloping aluminum roof system to match existing facility
 - MEP
 - Special Systems
 - New finishes
 - Food Service
- A14

Main Concourse Concession - West Side

- Renovate existing food courts and provide 1,350 SF addition
 - Foundation System for new addition on North Side (South Side has Outdoor Club dining area below)
 - Steel Structure
 - Enclosure to match existing facility
 - Sloping aluminum roof system to match existing facility
 - MEP
 - Special Systems
 - New finishes
 - Food Service

- A9c/16

Super Suite/Party Pit - Southeast

 - Modify Existing Seating Bowl
 - Restrooms
 - New Bar
 - Food Service
 - MEP
 - Special Systems
- A9b/15

Super Suite/Party Pit - Southwest

 - Modify Existing Seating Bowl
 - Restrooms
 - New Bar
 - Food Service
 - MEP
 - Special Systems
- A9a/15/16

Main Concourse Club

 - Modify Existing Seating Bowl
 - Tiered dining and Sponsor deck
 - Bar / Buffet style food service stations
 - Modify Center Event Floor Tunnel
 - New elevator from service level to main concourse club space
 - Reconfigure stair access to endzone upperdeck seating
 - MEP
 - Special Systems
- A3

Repurposing Inboard Main Concourse Concessions

 - Convert (6) Existing Concession Stands into Jan Closets & Storage Space
 - Add 2 New Food / Beverage Concession Stands to MC
 - Food Service
 - MEP
 - Special Systems

- Scope of Work NOT Included

 - Life/Safety Upgrades
 - ADA Upgrades
 - Upgrades to Arena Sound System
 - Upgrades to the Arena Infrastructure

**ATTACHMENT C: CITY OF ROCHESTER PROFESSIONAL
SERVICES AGREEMENT, TEMPLATE**

**For information purposes
only DO NOT FILL IN THIS
FORM**

**AGREEMENT FOR
PROFESSIONAL SERVICES**

THIS AGREEMENT, is made this __, day of _____, 20__, by and between the **CITY OF ROCHESTER**, a municipal corporation having its principal office located at City Hall, 30 Church Street, Rochester, New York 14614, hereinafter referred to as the "City" and _____, with offices located at _____, hereinafter referred to as the "Consultant".

WITNESSETH:

WHEREAS, the City desires to secure the professional services of a Consultant to provide services required for _____, hereinafter referred to as the "Project", and,

WHEREAS, the Consultant has the necessary equipment, personnel and expertise to perform the Project.

NOW THEREFORE, in consideration of the terms and conditions contained herein, the parties do covenant and agree as follows:

SECTION 1. DESCRIPTION OF SERVICES

- A.** The Consultant shall, upon the commencement date specified in Section 2 hereof, perform in a professional and competent manner to the reasonable satisfaction of the City, the following services:
- B.** Except as otherwise specified in this Agreement, all equipment, materials and supplies required to carry out the provisions of this Agreement and to perform the services described above shall be furnished by the Consultant and shall be fit for their purpose to the reasonable satisfaction of the City.

SECTION 2. TERM

The services required of the Consultant pursuant to this Agreement shall commence on _____ and shall terminate on _____.

SECTION 3. FEE

- A.** The City agrees to pay and the Consultant agrees to accept as full payment for the work and services performed pursuant to this Agreement, the following payable in the following manner:

1. The Consultant shall submit an invoice and any other supporting documentation in the manner prescribed by the City at a minimum of once every ninety (90) days during the term of this agreement, unless a different schedule is approved by the City.
- B. The total fee payable by the City pursuant to this Agreement, including all costs and disbursements whatsoever shall not exceed the sum of _____ Dollars (\$_____).

SECTION 4. AUTHORIZED AGENT FOR THE CITY AND THE CONSULTANT

A. The City hereby designates:

B. The Consultant hereby designates:

or their authorized representatives, as Authorized Agents of the City and of the Consultant for receipt of all notices, demands, vouchers and other communications pursuant to this Agreement. The parties reserve the right to designate other or additional agents upon written notice to the other party. In no event shall the City's Authorized Agent be authorized to amend or extend this Agreement or to accept service for the commencement of any legal actions or proceedings related to the Agreement.

SECTION 5. TERMINATION FOR DEFAULT

The performance of work under this Agreement may be terminated by the City in accordance with this clause in whole, or in part, whenever the Consultant shall default in the performance of this Agreement in accordance with its terms. Upon termination, the City may take over the work to be performed and complete the same by contract or otherwise, in the City's discretion, and the Consultant shall be liable to the City for any excess cost occasioned thereby. The total fee payable to the Consultant under this Agreement upon such termination shall be such proportionate part of the total fee as the value of the work satisfactorily completed and delivered to the City bears to the value of the work contemplated by this Agreement.

SECTION 6. INDEMNIFICATION

The Consultant hereby agrees to defend, indemnify and save harmless the City of Rochester against any and all liability, loss, damage, suit, charge, attorney's fees and expenses of whatever kind or nature which the City may directly or indirectly incur, or be required to pay by reason or in consequence of the intentionally wrongful or negligent act or omission of the Consultant, its agents, employees or contractors. If a claim or action is made or brought against the City and for which the Consultant may be responsible hereunder in whole or in part, then the Consultant shall be notified and shall handle or participate in the handling of the defense of such matter.

SECTION 7. INSURANCE

A. Workers' Compensation and Disability Benefits Insurance

This Agreement shall be void and of no effect unless the Consultant shall secure compensation for the benefit of, and keep insured during the life of this Agreement, any and all employees as are required to be insured under the provisions of the Workers' Compensation Law of the State of New York or the state of the Consultant's residence, whichever may apply. The Consultant shall provide proof to the City, duly subscribed by an insurance carrier, that such Workers' Compensation and Disability Benefits coverage have been secured. In the alternative, Consultant shall provide proof of self-insurance or shall establish that Worker' Compensation and/or Disability Benefits coverage is not required by submitting the current and required New York State Workers' Compensation Board's form.

A. General Liability Insurance

The Consultant shall obtain at its own expense general liability insurance for protection against claims of personal injury, including death, or damage to property, arising out of the Project. The amount of said insurance coverage shall be in the amount of Two Million Dollars if said insurance is a "Defense within Limits" policy under which all claim expenses are included within both the applicable limit of liability and self-insured retention. Otherwise, the insurance coverage shall be in the amount of One Million Dollars. Said insurance shall be issued by a reputable insurance company, authorized to do business in the State of New York. Said insurance shall also name the City of Rochester as an insured and copies of the policy endorsements reflecting the same shall be provided. The Consultant shall provide the City with a certificate of insurance from an authorized representative of a financially responsible insurance company evidencing that such an insurance policy is in force. Furthermore, the Consultant shall provide a listing of any and all exclusions under said policy. The insurance shall stipulate that, in the event of cancellation or modification the insurer shall provide the City with at least thirty (30) days written notice of such cancellation or modification. In no event shall such liability insurance exclude from coverage any municipal operations or municipal property related to this Agreement.

SECTION 8. EQUAL OPPORTUNITY AND MWBE AND WORKFORCE UTILIZATION GOALS

A. General Policy

The City of Rochester, New York reaffirms its policy of Equal Opportunity and its commitment to require all contractors, lessors, vendors and suppliers doing business with the City to follow a policy of Equal Opportunity, in accordance with the requirements set forth herein. The City further does not discriminate on the basis of disability, in admission or access to, or treatment or employment in its programs and activities. The City is including these policy statements in all bid documents, contracts, and leases. Contractors, lessors, vendors and suppliers shall comply with all State and Federal Equal Opportunity

**CITY OF ROCHESTER'S STANDARD PSA TEMPLATE (FOR INFORMATIONAL
PURPOSES ONLY – DO NOT FILL OUT)**

laws and regulations and shall submit documentation regarding Equal Opportunity upon the City's request.

B. Definitions

MINORITY GROUP PERSONS - shall mean a person of Black, Hispanic, Asian, Pacific Islander, American Indian, or Alaskan Native ethnic or racial origin and identity.

C. Compliance

The Consultant shall comply with all of the following provisions of this Equal Opportunity Requirement:

1. The Consultant agrees that it will not discriminate against any employee for employment because of age, race, creed, color, national origin, sex, sexual orientation, gender identity or expression, disability, or marital status in the performance of services or programs pursuant to this Agreement, or in employment for the performance of such services or programs, against any person who is qualified and available to perform the work in which the employment relates. The Consultant agrees that in hiring employees and treating employees performing work under this Agreement or any subcontract hereunder, the Consultant, and its subcontractors, if any, shall not, by reason of age, race, creed, color, national origin, sex, sexual orientation, gender identity or expression, disability or marital status discriminate against any person who is qualified and available to perform the work to which the employment relates. The Consultant agrees to take affirmative action to ensure that applicants are employed, and that applicants are hired and that employees are treated during their employment, without regard to their of age, race, creed, color, national origin, sex, sexual orientation, gender identity or expression, disability, or marital status. Such actions shall include, but not be limited to the following: employment, upgrading, demotions or transfers, recruitment and recruitment advertising, layoffs, terminations, rates of pay and other forms of compensation, and selection for training, including apprenticeship.
2. The Consultant agrees that its employment practices shall comply with the provisions of Chapter 63 of the Rochester Municipal Code, which restricts inquiries regarding or pertaining to an applicant's prior criminal conviction in any initial employment application.
3. If the Consultant is found guilty of discrimination in employment on the grounds of age, race, creed, color, national origin, sex, sexual orientation, gender identity or expression, disability, or marital status by any court or administrative agency that has jurisdiction pursuant to any State or Federal Equal Opportunity Laws or regulations, such determination will be deemed to be a breach of contract, and this Agreement will be terminated in whole or part without any penalty or damages to the City on account of such cancellation or termination, and the Consultant shall be disqualified from

thereafter selling to, submitting bids to, or receiving awards of contract with the City of Rochester for goods, work, or services until such time as the Consultant can demonstrate its compliance with this policy and all applicable Federal and State Equal Opportunity laws and regulations.

4. The Consultant shall cause the foregoing provisions to be inserted in all subcontracts, if any, for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

D. MWBE AND WORKFORCE UTILIZATION GOALS

The City of Rochester has established a policy to promote the growth and development of Minority and Women Business Enterprises (MWBE) and to improve employment opportunities for minorities and women and has adopted MWBE goals and minority workforce participation goals that apply to professional services consulting agreements with a maximum compensation exceeding \$10,000 pursuant to Ordinance No. 2018-54.

Ordinance No. 2018-54 established the goal that MWBE's receive 30% of the total annual contract awards with aggregate minority and women award goals of 15% each. Ordinance No. 2018-54 further established annual aggregate workforce goals of 20% minority and 6.9% women.

The Consultant shall submit a workforce staffing plan, which, when reviewed by the City's MWBE Officer, shall be incorporated into this Agreement as Exhibit A, detailing the percentage of the workforce utilized to perform the work of this agreement who will be either minority or women, including both the Consultant's workforce and that of any subcontractors who will be utilized. Consultant shall submit workforce utilization reports on the City's forms with each invoice or as otherwise requested by the MWBE Officer. The Consultant understands and accepts that the calculated percentages of workforce utilization shall be based on actual hours worked and billed over the term of the project. The final determination of a workforce goals accomplished during the contract shall be based on hours reported in the workforce utilization reports.

The Consultant shall submit an MWBE utilization plan with respect to any subcontractors or suppliers used to perform the services under this Agreement, which, when approved by the City's MWBE Officer, shall be incorporated into this Agreement as Exhibit B. Consultant shall submit MWBE utilization and subcontractor/supplier payment certification on the City's forms with each invoice or as otherwise requested by the MWBE Officer.

During the term of the Agreement, the Consultant shall notify the City if a change occurs that will result in a significant (5% or more) increase or decrease in the workforce staffing plan and/or MWBE utilization plan goals incorporated as Exhibit A and/or Exhibit B of this Agreement. A revised workforce staffing plan and/or MWBE utilization plan must be approved by the MWBE Officer. Once signed by the Consultant and the MWBE Officer,

such revised plan(s) shall be incorporated into this Agreement as an amendment pursuant to Section 17.

Consultant's failure to submit MWBE and subcontractor/supplier payment certification forms, if required, and the workforce utilization reports shall constitute a default in the performance of this Agreement. Failure to meet the goals stated in the most recent workforce staffing plan and/or the MWBE utilization plan incorporated into the Agreement may result in disqualification from award of future contracts with the City.

SECTION 9. TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

The City of Rochester hereby gives public notice that it is the City's policy to assure full compliance with Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, and related statutes and regulations in all programs and activities. Title VI requires that no person in the United States of America shall, on the grounds of race, color, gender, or national origin be excluded from the participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the City receives federal financial assistance. Any person who believes they have been aggrieved by an unlawful discriminatory practice under Title VI has a right to file a formal complaint with the City. Any such complaint shall be in writing and filed with the City Title VI Coordinator within one hundred eighty (180) days following the date of the alleged discriminatory occurrence. Title VI Discrimination Complaint Forms may be obtained from the City at no cost to the complainant, or on the City's website at www.cityofrochester.gov, or by calling (585) 428-6185.

SECTION 10. FREEDOM OF INFORMATION LAW

Disclosures required by New York's Freedom of Information Law ("FOIL") shall not be considered a breach of any confidentiality provisions in this Agreement. Should Consultant provide the City with any records it deems confidential and exempt from FOIL, Consultant shall clearly mark such portions of those records as confidential and exempt from FOIL disclosure. Upon any request for disclosure of information so marked, the City will inform Consultant of the request and give Consultant ten (10) business days to submit a written statement of necessity for exempting the records from disclosure pursuant to New York Public Officers Law 89(5). As required by the Public Officers Law, the City will issue a determination as to disclosure within seven (7) business days. If the City determines that the records shall be disclosed, Consultant may appeal the City's determination within seven (7) business days. Thereafter, the City shall respond to Consultant's appeal within ten (10) business days. If the City issues an adverse determination, Consultant may appeal the decision within fifteen (15) days of service by commencing an Article Seventy-Eight (78) proceeding under New York's Civil Practice Law and Rules.

SECTION 11. LIVING WAGE REQUIREMENTS

A. Applicability of Living Wage Requirements

This section shall apply and the Consultant shall comply with the requirements of Section 8A-18 of the Municipal Code of the City of Rochester, known as the Rochester Living Wage Ordinance, whenever payments by the City to the Consultant under this Agreement shall equal or be greater than fifty thousand dollars (\$50,000) during a period of one year. If this Agreement is amended to increase the amount payable hereunder to fifty thousand dollars (\$50,000) or more during a period of one year, then any such amendment shall be subject to Section 8A-18.

B. Compliance

The Consultant shall pay no less than a Living Wage to any part-time or full-time Covered Employee, as that term is defined in Section 8A-18B, who directly expends their time on this Agreement, for the time said person actually spends on this Agreement. Living Wage, as set forth in this Agreement, shall be the hourly amount set forth in Section 8A-18(C)(2), and any adjustments thereto, which shall be made on July 1 of each year and shall be made available in the Office of the City Clerk and on the City's website, at www.cityofrochester.gov. Consultant shall also comply with all other provisions of Section 8A-18, including but not limited to all reporting, posting and notification requirements and shall be subject to any compliance, sanction and enforcement provisions set forth therein.

C. Exemption

This section shall not apply to any of Consultant's employees who are compensated in accordance with the terms of a collective bargaining agreement.

SECTION 12. COMPLIANCE WITH MACBRIDE PRINCIPLES

The Consultant agrees that it will observe Ordinance No. 88-19 of the City of Rochester, which condemns religious discrimination in Northern Ireland and requires persons contracting to provide goods and services to the City to comply with the MacBride Principles. A copy of the MacBride Principles is on file in the Office of the Director of Finance.

SECTION 13. COMPLIANCE WITH ALL LAWS

The Consultant agrees that during the performance of the work required pursuant to this Agreement, the Consultant, and all employees working under the Consultant's direction shall strictly comply with all local, state, or federal laws, ordinances, rules or regulations controlling or limiting in any way the performance of the work required by this Agreement. Furthermore, each and every provision of law and clause required by law to be inserted in this agreement shall be deemed to be inserted herein. If, through mistake or otherwise, any such provision is not inserted, or is not properly inserted, then upon the application of either party this Agreement shall be forthwith physically amended to make such insertion or correction.

SECTION 14. AUDIT

The Consultant agrees that the City shall, until the expiration of three (3) years after final payment, have access to and the right to examine, at no cost to the City, any directly pertinent books, documents, papers and records of the Consultant and of any of the subcontractors engaged in the performance of and involving transactions related to this Agreement or any subcontracts.

SECTION 15. PROHIBITION AGAINST ASSIGNMENT

The Consultant is prohibited from assigning, transferring, conveying, subletting or otherwise disposing of this Agreement or any of its contents, or of any right, title or interest therein, or of the power to execute this Agreement, to any other person or corporation without the previous written consent of the City.

SECTION 16. OBLIGATIONS LIMITED TO FUNDS AVAILABLE

The parties specifically agree that the Consultant's duty to perform work under this Agreement and the City's obligation to pay for that work, including any out-of-pocket and subcontracting expenses of the Consultant, shall be limited to the amount of money actually appropriated by the City Council and encumbered (i.e., certified as being available) for this Project by the City Director of Finance (or their authorized deputy). This provision shall limit the parties' obligation to perform even though this Agreement may provide for the payment of a fee greater than the appropriated and encumbered amount.

SECTION 17. EXTENT OF AGREEMENT

This Agreement constitutes the entire and integrated Agreement between and among the parties hereto and supersedes any and all prior negotiations, agreements and conditions, whether written or oral. Any modification or amendment to this Agreement shall be void unless it is in writing and subscribed by the party to be charged or by the party's Authorized Agent.

SECTION 18. STATUS AS INDEPENDENT CONTRACTOR

The Consultant, as an independent contractor, covenants and agrees to conduct the work under this Agreement consistent with such status. The Consultant shall neither pretend nor claim to be an officer or employee of the City by reason hereof, nor make any claim, demand or application to or for any right or privilege applicable to an officer or employee of the City, including but not limited to Workers' Compensation coverage, unemployment insurance benefits, social security coverage or retirement membership or credit.

SECTION 19. LAW

This Agreement shall be governed by and under the laws of the State of New York. In the event that a dispute arises between the parties, venue for the resolution of such dispute shall be the County of Monroe, New York.

SECTION 20. NO-WAIVER

In the event that the terms and conditions of this Agreement are not strictly enforced by the City, such non-enforcement shall not act as or be deemed to act as a waiver or modification of this Agreement, nor shall such non-enforcement prevent the City from enforcing each and every term of this Agreement thereafter.

SECTION 21. SEVERABILITY

If any provision of this Agreement is held invalid by a court of law, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to conform to the laws of the State of New York.

CITY OF ROCHESTER'S STANDARD PSA TEMPLATE (FOR INFORMATIONAL
PURPOSES ONLY – DO NOT FILL OUT)

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the date first written above.

CITY OF ROCHESTER

BY: _____
Malik D. Evans, Mayor

CONSULTANT

BY: _____
Name:

STATE OF NEW YORK)
COUNTY OF MONROE) SS:

On this _____ day of _____, 20__, before me the subscriber, personally came **MALIK D. EVANS** known, who being by me duly sworn, did depose and say that he resides in the City of Rochester; that he is the Mayor of the City of Rochester, the municipal corporation described in and which executed the above instrument; and that he signed his name to the foregoing instrument by virtue of the authority vested in him by the laws of the State of New York and the local laws and ordinances of the City of Rochester.

Notary Public

STATE OF NEW YORK)
COUNTY OF MONROE) ss.:

On the _____ day of _____, 20__ before me, the undersigned, a Notary Public in and for said State, personally appeared _____, personally known to me or proved to me on the basis of satisfactory evidence to be the individual(s) whose name(s) is (are) subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their capacity(ies), and that by his/her/their signature(s) on the instrument, the individual(s), or the person upon behalf of which the individual(s) acted, executed the instrument.

Notary Public

**ATTACHMENT D: 2023-24 FISCAL YEAR LIST OF
EVENTS SCHEDULED TO-DATE/PUBLIC KNOWLEDGE
AT THE ARENA AS OF FEBRUARY 25, 2024**



2023- 24 EVENT CALENDAR

July	2023	Event	Time
Saturday	22	Masters of the Mic	7 PM

August	2023	Event	Time
Saturday	05	Hot Wheels Monster Trucks	12:30 PM
Saturday	05	Hot Wheels Monster Trucks	7:30 PM
Sunday	06	Hot Wheels Monster Trucks	2:30 PM

September	2023	Event	Time
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October	2023	Event	Time
Thursday	05	Amerks Pre Season	7 PM
Tuesday	10	Uniting Through Hope Education Fair	10 AM
Friday	13	Amerks Home Opener	7:05 PM
Saturday	14	RIT Homecoming	7 PM
Saturday	21	SU Basketball Monroe Madness	6 PM
Wednesday	25	Amerks vs Charlotte	7:05 PM
Friday	27	Amerks vs Laval	7:05 PM
Saturday	28	Knighthawks Training Camp	TBD
Sunday	29	Knighthawks Training Camp	TBD

November	2023	Event	Time
Wednesday	01	Amerks vs Syracuse	7:05 PM
Friday	03	Amerks vs Utica	7:05 PM
Saturday	04	WWE	7:30 PM
Monday	06	Tool	7:30 PM
Wednesday	08	Adam Sandler	7:30 PM
Friday	10	Amerks vs Utica	7:05 PM
Wednesday	22	Amerks vs Laval	7:05 PM
Friday	24	Amerks vs Laval	7:05 PM
Saturday	25	Knighthawks Scrimmage	TBD
Thursday	30	TSO	7 PM

December	2023	Event	Time
Saturday	02	Knighthawks vs Calgary	7:00 PM
Sunday	03	Blue Star Moms	TBD
Wednesday	06	Bert Kreischer Tops of World Tour	7 PM
Friday	08	Amerks vs Charlotte	7:05 PM
Saturday	09	Reindeer Run	TBD
Thursday	14	Disney on Ice	7 PM
Friday	15	Disney on Ice	7 PM



Saturday	16	Disney on Ice	11A, 3P, 7P
Sunday	17	Disney on Ice	11AM, 3 PM
Wednesday	20	Amerks vs Cleveland	7:05 PM
Friday	22	Amerks vs Providence	7:05 PM
Saturday	23	Knighthawks vs Vancouver	7:00 PM
Wednesday	27	Amerks vs Syracuse	7:05 PM
Friday	29	Amerks vs Hershey	7:05 PM

January	2024	Event	Time
Friday	05	Amerks vs Cleveland	7:05 PM
Saturday	13	Knighthawks vs Buffalo	7:00 PM
Wednesday	17	Amerks vs Lehigh Valley	7:05 PM
Saturday	20	Amerks vs Springfield	5:05 PM
Friday	26	Amerks vs Utica	7:05 PM
Saturday	27	Amerks vs Utica	5:05 PM
Wednesday	31	Amerks vs Syracuse	7:05 PM

February	2024	Event	Time
Saturday	03	Harlem Globetrotters	2:00 PM
Friday	09	Amerks vs Syracuse	7:05 PM
Saturday	10	Knighthawks vs Georgia	7:00 PM
Friday	16	Amerks vs Wilkes-Barre	7:05 PM
Saturday	17	A Boogie Wit Da Hoodie	8:00 PM
Sunday	18	Amerks vs Utica	3:05 PM
Wednesday	21	Amerks vs Belleville	7:05 PM
Thursday	22	Journey	7:00 PM
Friday	23	Amerks vs Belleville	7:05 PM
Saturday	24	Knighthawks vs Las Vegas	7:00 PM
Wednesday	28	Amerks vs Syracuse	7:05 PM

March	2024	Event	Time
Friday	01	Section 5 Basketball	TBD
Saturday	02	Section 5 Basketball	TBD
Friday	08	Amerks vs Syracuse	7:05 PM
Saturday	09	Knighthawks vs Albany	7:00 PM
Sunday	10	Amerks vs Utica	4:05 PM
Friday	15	Amerks vs Toronto	7:05 PM
Wednesday	20	Amerks vs Hartford	7:05 PM
Friday	22	Amerks vs Toronto	7:05 PM
Sunday	24	Amerks vs Utica	3:05 PM
Saturday	30	Knighthawks vs Halifax	7:00 PM

April	2024	Event	Time
Wednesday	03	Amerks vs Cleveland	7:05 PM



Saturday	06	Knighthawks vs New York	7:00 PM
Friday	12	Amerks vs Belleville	7:05 PM
Saturday	13	Amerks vs Belleville	5:05 PM
Wednesday	17	Amerks vs Toronto	7:05 PM
Friday	19	Amerks vs Cleveland	7:05 PM
Sunday	21	Knighthawks vs Philadelphia	3:00 PM