

PEGULA SPORTS+ ENTERTAINMENT

Pegula Sports and Entertainment Economic and Fiscal Impact Analysis

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This report has been prepared for the Pegula Sports and Entertainment (PSE) and is subject to the attached Limiting Conditions and Assumptions.

Our reports may not be used, in whole or in part, in any financing or marketing documents.

Although the findings included herein appear reasonable based on the current and anticipated market conditions, actual results depend on the actions of management and other factors both internal and external to PSE.

It is important to note that because events and circumstances may not occur as expected, there may be significant differences between the actual results and those estimated in the analysis, and those differences may be material.

Without limiting the foregoing, the findings included in this report specifically do not account for, assess, or include consideration of recent global events, including, without limitation, the short- and long-term impacts of the Coronavirus Disease 2019 (COVID-19) pandemic and the related political, financial, and economic crises—all of which are unknown.

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I. Executive Summary

I. Executive Summary

Overview

- CAA ICON is pleased to present our report to Pegula Sports and Entertainment, LLC (PSE) in connection with an evaluation of the economic and fiscal impacts of the PSE organization to the following market areas:
 - City of Buffalo (City)
 - Erie County (County)
 - State of New York (State)
- Economic impacts are measured by:
 - Direct spending (initial spending)
 - Indirect spending (dollars spent through interaction of local industries)
 - Induced spending (dollars spent through household spending patterns)
 - Employment impacts
 - Labor income impacts
- Fiscal impacts consist of public tax revenues generated by PSE-related spending patterns
- Economic and fiscal impacts are estimated on an annual basis based on 2019 data
 - Construction period impacts are provided in Appendix A and are subject to refinement

I. Executive Summary

Overview

- Analysis is intended to measure the total economic and fiscal impact PSE has in the three market areas
- Economic and fiscal impact estimates herein reflect those impacts supported by PSE annual operations
- CAA ICON's approach is intended to yield conservative results by estimating net impacts by accounting for substitution spending, significance of spending, and other factors detailed in the body of this report
- Information contained in this report is sensitive / confidential – redactions may be required if the report is to be distributed publicly

I. Executive Summary

Pegula Sports and Entertainment Entities (Owned or Operated)

- Buffalo-based entities:
 - Bills Stadium (operator)
 - Buffalo Bills (Bills) of the National Football League (NFL)
 - KeyBank Center (operator)
 - Buffalo Sabres (Sabres) of the National Hockey League (NHL)
 - Buffalo Bandits (Bandits) of the National Lacrosse League (NLL)
 - LECOM HARBORCENTER (Harborcenter)
 - Marriott Hotel
 - The Rinks
 - Other PSE Entities
 - PSE Operating Office
 - Top Shelf Food and Beverage
 - (716) Food and Sport
 - The Draft Room
- Rochester-based entities:
 - Blue Cross Arena (operator)
 - Rochester Americans (Americans) of the American Hockey League (AHL)
 - Rochester Knighthawks (Knighthawks) of the National Lacrosse League (NLL)

I. Executive Summary

Economic and Fiscal Impact Overview – Approach

- CAA ICON has utilized a conservative to estimate economic and fiscal impacts – focus on estimating net new impacts:
 - All spending outside of the venues by in-market residents is considered substitution spending – conservative approach in any analysis, but even more so due to status of Bills and Sabres as primary entertainment alternatives in the region
 - A portion of gross patron spending would almost certainly leave the City, County, State, or even the United States
 - All spending outside the venue is adjusted for the event’s impact on the significance of the purchase
 - Team and stadium operational expenditures (instead of revenues) are used to model team- and venue-related impacts – reflects actual purchases and does not include profits and margins
 - NHL and NFL player salaries are discounted to account for their residency outside the market during the offseason
 - Only net new direct spending is used to estimate fiscal impacts; indirect spending would generate some taxable spending or, for indirect labor income, personal income tax – significant distinction
 - The value of State and County expense / capital support is subtracted from fiscal impact estimates

I. Executive Summary

Economic and Fiscal Impact – Overview

- Gross expenditure and economic multiplier approach was used to quantify economic and fiscal impacts
- Basis of approach is that spending on goods and services creates demand within particular industries
- A portion of each “net new” direct dollar spent in an economy is re-spent, generating “indirect” economic impact
- Result of process is that \$1 in direct spending increases final demand for industries by more than \$1 – “multiplier effect”
- Analysis utilizes the IMPLAN Type SAM multiplier
 - Accounts for the social security and income tax leakage
 - Institution savings
 - Commuting
- Fiscal impacts were estimated based on current statutory rates and net new direct spending, net of expense and capital support paid by governmental entities

I. Executive Summary

Economic and Fiscal Impact – Reporting

- There are three types of economic impacts – types below are summed and represent total impact:
 - **Direct Impacts:** Represents the initial change in an economy
 - **Indirect Impacts:** Subsequent rounds of economic activity generated by the initial change
 - **Induced Impacts:** Household income spending patterns that are supported by the initial change
- Economic impacts are reported in terms of three categories:
 - **Output:** The total value of goods and services produced by a final demand industry
 - **Employment:** The total number of jobs (includes both full- and part-time positions) supported by the initial change
 - **Labor Income:** Earnings that are supported by the initial change; sum of employee compensation (wages and benefits) and proprietor income
- Fiscal impacts are reported according to the appropriate local and State tax rates (e.g. sales and use, hotel, etc.)
 - Fiscal impact categories and rates are provided in the body of the report

I. Executive Summary

Economic and Fiscal Impact – Estimated Multipliers

- Regional economic impact model developed by the Minnesota IMPLAN group (IMPLAN)
- Economic multipliers estimate impacts associated with gross expenditures
- Use of multipliers requires identification of each industry or economic event
- IMPLAN combines national averages for industries and production functions with data from the federal government, including:
 - U.S. Bureau of Labor Statistics
 - U.S. Bureau of Economic Analysis
 - U.S. Census Bureau
 - U.S. Department of Agriculture Census
- IMPLAN has identified approximately 536 economic sectors
- IMPLAN provides two different types of multipliers: Type I and Type SAM
 - Type SAM multiplier is utilized in our analysis
 - *Type SAM Multiplier = (Direct Effect + Indirect Effect + Induced Effect) / (Direct Effect)*

I. Executive Summary

Economic and Fiscal Impact – Estimated Multipliers

- Size of multipliers are estimated based on several factors:
 - **Size of the market area** – As the market area expands, its ability to support the initial change within supplying industries generally expands, resulting in lower levels of leakage during additional rounds of spending and larger multipliers
 - **The specific industry in a market area** – Larger industries are more capable of supplying the initial change, so its multiplier expands (e.g. natural gas distribution multipliers are high due to expansiveness of industry in the State)
 - **The market's role in the regional economy** – Multipliers may be larger as a result of an area's role in the regional economy due to unique factors such as government (e.g. State Capitol) or having a heavy tourism component
 - **Multiplier year** – Multipliers are based on an economy at any given time; as the economy expands or contracts, multipliers will generally grow or shrink due to changes in the economy's ability to accommodate the initial change
 - 2020 multipliers would be considerably smaller due to COVID-19; multipliers could be smaller in 2021 and 2022, depending on the speed of the economic recovery
- All multipliers used in the analysis for the City, County, and State are in the body of the report

I. Executive Summary

Annual Economic and Fiscal Impact – Overview

- PSE operations generate significant annual economic and fiscal impacts
- Spending is divided into two categories for all sports-related entities (Top Shelf and PSE Operating Office have different spending categories)
 - Gross team and in-venue operational spending
 - Informed by detailed data provided by PSE regarding employee compensation and operational expenditures
 - Gross patron spending outside the venue
 - Informed by patron surveys and turnstile attendance at each venue
- CAA ICON estimated net new direct spending by project or PSE entity – individual estimates are summed into combined totals related to each venue

I. Executive Summary

Annual Economic and Fiscal Impact – Models

- Five economic and fiscal impact models were developed that sum into an enterprise-wide estimate
 - **Buffalo Bills and Bills Stadium**
 - **KeyBank Center**
 - Sabres
 - Arena
 - Bandits
 - **Rochester Arena**
 - Arena
 - Americans
 - Knighthawks
 - **Harborcenter**
 - Marriott
 - The Rinks
 - **Other PSE Entities**
 - PSE Operating Office
 - Top Shelf Food and Beverage

I. Executive Summary

Annual Economic and Fiscal Impact – Summary of Results

- Combined PSE-related economic and fiscal impacts for the City, County, and State are summarized
- Annual City economic and fiscal impacts:
 - Output of \$220.2 million
 - Labor income of \$123.6 million
 - Employment of 1,664
 - Total fiscal impacts: \$1.5 million
- Annual County economic and fiscal impacts:
 - Output of \$700.6 million
 - Labor income of \$363.7 million
 - Employment of 4,461
 - Total fiscal impacts: \$2.1 million
- Annual State economic and fiscal impacts:
 - Output of \$784.5 million
 - Labor income of \$363.7 million
 - Employment of 4,849
 - Total fiscal impacts: \$30.1 million

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	1,541	\$113.8	\$197.4
Indirect	90	\$7.9	\$17.2
Induced	34	\$1.8	\$5.7
Total Economic Impacts	1,664	\$123.6	\$220.2
Fiscal Impact	2019 Estimate		
Ground Rent	\$500,000		
Property Tax	\$136,000		
Sales Tax (Allocated) - (3)	\$763,000		
Sewer Rent	\$86,000		
Total Fiscal Impacts	\$1,485,000		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	2,610	\$257.0	\$409.4
Indirect	493	\$38.6	\$85.1
Induced	1,358	\$68.1	\$206.2
Total Economic Impacts	4,461	\$363.7	\$700.6
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$1,252,000		
Property Tax	\$90,000		
Rent	\$862,000		
Sales & Use	\$9,967,000		
Sales & Use (Allocation) - (3)	(\$4,070,000)		
Less: Support	(\$5,961,000)		
Total Fiscal Impacts	\$2,140,000		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	3,003	\$223.2	\$439.6
Indirect	672	\$62.8	\$135.0
Induced	1,174	\$77.7	\$209.8
Total Economic Impacts	4,849	\$363.7	\$784.5
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$1,003,000		
Personal Income	\$30,171,000		
Rental Car	\$355,000		
Sales & Use	\$5,075,000		
Less: Support	(\$6,458,000)		
Total Fiscal Impacts	\$30,146,000		

(1) - Labor income and output are presented in millions.

(2) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(3) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

I. Executive Summary

Annual Economic and Fiscal Impact Results – Buffalo Bills

- Annual economic and fiscal impacts related to the Bills and Bills Stadium are summarized for the City, County, and State

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	312	\$22.8	\$39.7
Indirect	18	\$1.6	\$3.4
Induced	7	\$0.4	\$1.1
Total Economic Impacts	336	\$24.8	\$44.2
Fiscal Impact	2019 Estimate		
Sales & Use (Allocated) - (4)	\$328,000		
Total Fiscal Impacts	\$328,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,090	\$137.1	\$203.1
Indirect	221	\$18.6	\$38.6
Induced	715	\$35.9	\$108.5
Total Economic Impacts	2,027	\$191.6	\$350.2
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$609,000		
Rent	\$862,000		
Sales & Use	\$4,283,000		
Sales & Use (Allocation) - (4)	(\$1,749,000)		
Less: Support	(\$5,961,000)		
Total Fiscal Impacts	(\$1,956,000)		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,401	\$109.6	\$216.0
Indirect	337	\$31.7	\$66.2
Induced	580	\$38.4	\$103.6
Total Economic Impacts	2,317	\$179.7	\$385.8
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$535,000		
Personal Income	\$19,482,000		
Rental Car	\$51,000		
Sales & Use	\$2,274,000		
Less: Support	(\$6,458,000)		
Total Fiscal Impacts	\$15,884,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

I. Executive Summary

Annual Economic and Fiscal Impact Results – KeyBank Center

- Annual economic and fiscal impacts related to KeyBank Center and tenants are summarized for the City, County, and State

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	935	\$80.6	\$130.6
Indirect	56	\$5.4	\$11.0
Induced	25	\$1.3	\$4.1
Total Economic Impacts	1,016	\$87.3	\$145.7
Fiscal Impact	2019 Actual		
Ground Rent	\$500,000		
Sales & Use (Allocated) - (4)	\$399,000		
Total Fiscal Impacts	\$899,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,031	\$100.1	\$158.3
Indirect	185	\$14.8	\$32.3
Induced	529	\$26.5	\$80.3
Total Economic Impacts	1,746	\$141.5	\$270.9
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$430,000		
Sales & Use	\$5,211,000		
Sales & Use (Allocation) - (4)	(\$2,128,000)		
Total Fiscal Impacts	\$3,513,000		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,120	\$80.8	\$161.4
Indirect	248	\$23.2	\$49.5
Induced	427	\$28.3	\$76.3
Total Economic Impacts	1,795	\$132.3	\$287.2
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$351,000		
Personal Income	\$9,469,000		
Rental Car	\$283,000		
Sales & Use	\$2,341,000		
Total Fiscal Impacts	\$12,444,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

I. Executive Summary

Annual Economic and Fiscal Impact Results – Rochester Arena

- Annual economic and fiscal impacts related to Blue Cross Arena and its tenants are summarized for the State

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	78	\$7.2	\$11.3
Indirect	17	\$1.6	\$3.5
Induced	37	\$2.4	\$6.6
Total Economic Impacts	133	\$11.3	\$21.4
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$17,000		
Personal Income	\$167,000		
Rental Car	\$18,000		
Sales & Use	\$163,000		
Total Fiscal Impacts	\$365,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

I. Executive Summary

Annual Economic and Fiscal Impact Summary – Harborcenter

- Annual economic and fiscal impacts related to the Harborcenter for the City, County, and State are summarized

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	192	\$4.8	\$15.7
Indirect	10	\$0.6	\$1.6
Induced	1	\$0.1	\$0.2
Total Economic Impacts	203	\$5.5	\$17.6
Fiscal Impact	2019 Estimate		
Property Tax	\$123,000		
Sales & Use (Allocated) - (4)	\$36,000		
Sewer Rent	\$85,000		
Total Fiscal Impacts	\$244,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	296	\$7.2	\$23.6
Indirect	48	\$2.7	\$7.2
Induced	45	\$2.2	\$6.8
Total Economic Impacts	389	\$12.1	\$37.6
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$213,000		
Property Tax	\$86,000		
Sales & Use	\$473,000		
Sales & Use (Allocation) - (4)	(\$193,000)		
Total Fiscal Impacts	\$579,000		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	225	\$9.9	\$23.6
Indirect	35	\$2.8	\$7.3
Induced	52	\$3.4	\$9.3
Total Economic Impacts	312	\$16.2	\$40.1
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$100,000		
Rental Car	\$3,000		
Personal Income	\$108,000		
Sales & Use	\$297,000		
Total Fiscal Impacts	\$508,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

I. Executive Summary

Annual Economic and Fiscal Impact Summary – Other PSE Entities

- Annual economic and fiscal impacts for the City, County, and State for Other PSE Entities are summarized

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	101	\$5.5	\$11.4
Indirect	5	\$0.4	\$1.1
Induced	2	\$0.1	\$0.3
Total Economic Impacts	108	\$6.0	\$12.7
Fiscal Impact	2019 Actuals		
Property Tax	\$13,000		
Sewer Rent	\$1,000		
Total Fiscal Impacts	\$14,000		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	192	\$12.5	\$24.4
Indirect	39	\$2.5	\$7.0
Induced	69	\$3.5	\$10.5
Total Economic Impacts	300	\$18.5	\$41.9
Fiscal Impact	2019 Actuals		
Property Tax	\$4,000		
Total Fiscal Impacts	\$4,000		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	179	\$15.7	\$27.4
Indirect	35	\$3.4	\$8.6
Induced	78	\$5.2	\$14.0
Total Economic Impacts	292	\$24.3	\$50.0
Fiscal Impact	2019 Estimate		
Personal Income	\$945,000		
Total Fiscal Impacts	\$945,000		

(1) - Labor income and output are presented in millions.

I. Executive Summary

Annual Economic and Fiscal Impact – Analysis of Results

- Economic impacts
 - Economic models for each market area are independent and not additive / inclusive of totals in other market areas
 - Impacts for the County and State are significantly higher than the City, which is a function of:
 - The Bills / Bills Stadium's location in Orchard Park – a significant amount of economic activity is not in the City
 - Smaller multipliers for the City due to its size (reflects leakage out of the City economy for indirect spending) – direct spending represents the vast majority of total economic activity
- Fiscal impacts
 - Personal income tax represents the vast majority of total fiscal impact due to Sabres and Bills wages
 - The County's primary fiscal impact is from the 4.75% sales tax
 - The City has few applicable taxes but receives slightly under 8.00% of the 4.75% County sales tax – specific amount varies from year-to-year

I. Executive Summary

Annual Economic and Fiscal Impact – 30-Year Totals

- Economic and fiscal impacts for the City, County, and State are measured over a 30-year nominal and net present value basis on the following pages
- Growth rates for estimates are generally 2.5% annually, while the discount rate is assumed at 5.0%
- CAA ICON has assumed that the PILOT on Harborcenter would continue throughout the duration of the 30-year term – agreement expires in 2026 but could potentially be renegotiated
- Totals are rounded, resulting in immaterial differences

I. Executive Summary

Summary of Results – 30-Year City Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic impacts in the City on a net present value basis:
 - \$2.5 billion in labor income
 - \$4.5 billion in output
 - \$28.0 million in fiscal impact

(\$ Millions)	City - Economic Impacts		City - Fiscal Impacts				
Growth	2.50%	2.50%	0.00%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Ground Rent	Property Tax	Sales & Use Allocated	Sewer Rent	Total
1	\$123.6	\$220.2	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
2	\$126.7	\$225.7	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
3	\$129.8	\$231.4	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
4	\$133.1	\$237.2	\$0.5	\$0.1	\$0.8	\$0.1	\$1.6
5	\$136.4	\$243.1	\$0.5	\$0.2	\$0.8	\$0.1	\$1.6
6	\$139.8	\$249.2	\$0.5	\$0.2	\$0.9	\$0.1	\$1.6
7	\$143.3	\$255.4	\$0.5	\$0.2	\$0.9	\$0.1	\$1.6
8	\$146.9	\$261.8	\$0.5	\$0.2	\$0.9	\$0.1	\$1.7
9	\$150.6	\$268.3	\$0.5	\$0.2	\$0.9	\$0.1	\$1.7
10	\$154.3	\$275.0	\$0.5	\$0.2	\$1.0	\$0.1	\$1.7
11	\$158.2	\$281.9	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
12	\$162.2	\$289.0	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
13	\$166.2	\$296.2	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
14	\$170.4	\$303.6	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
15	\$174.6	\$311.2	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
16	\$179.0	\$319.0	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
17	\$183.5	\$326.9	\$0.5	\$0.2	\$1.1	\$0.1	\$2.0
18	\$188.1	\$335.1	\$0.5	\$0.2	\$1.2	\$0.1	\$2.0
19	\$192.8	\$343.5	\$0.5	\$0.2	\$1.2	\$0.1	\$2.0
20	\$197.6	\$352.1	\$0.5	\$0.2	\$1.2	\$0.1	\$2.1
21	\$202.5	\$360.9	\$0.5	\$0.2	\$1.3	\$0.1	\$2.1
22	\$207.6	\$369.9	\$0.5	\$0.2	\$1.3	\$0.1	\$2.2
23	\$212.8	\$379.1	\$0.5	\$0.2	\$1.3	\$0.1	\$2.2
24	\$218.1	\$388.6	\$0.5	\$0.2	\$1.3	\$0.2	\$2.2
25	\$223.5	\$398.3	\$0.5	\$0.2	\$1.4	\$0.2	\$2.3
26	\$229.1	\$408.3	\$0.5	\$0.3	\$1.4	\$0.2	\$2.3
27	\$234.9	\$418.5	\$0.5	\$0.3	\$1.4	\$0.2	\$2.4
28	\$240.7	\$429.0	\$0.5	\$0.3	\$1.5	\$0.2	\$2.4
29	\$246.7	\$439.7	\$0.5	\$0.3	\$1.5	\$0.2	\$2.5
30	\$252.9	\$450.7	\$0.5	\$0.3	\$1.6	\$0.2	\$2.5
Total	\$5,425.8	\$9,668.8	\$15.0	\$6.0	\$33.5	\$3.8	\$58.2
NPV	\$2,544.3	\$4,533.9	\$7.7	\$2.8	\$15.7	\$1.8	\$28.0

I. Executive Summary

Summary of Results – 30-Year County Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic impacts in the County on a net present value basis:
 - \$7.5 billion in labor income
 - \$14.4 billion in output
 - \$44.1 million in fiscal impact
- Fiscal impact is net of existing support, which has extended through the 30-year estimate for analytical purposes

(\$ Millions)	County - Economic Impacts		County - Fiscal Impacts						
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Hotel Occupancy	Property	Rent	Sales & Use	Sales & Use Allocation	Support	Total
1	\$363.7	\$700.6	\$1.3	\$0.1	\$0.9	\$10.0	(\$4.1)	(\$6.0)	\$2.1
2	\$372.8	\$718.1	\$1.3	\$0.1	\$0.9	\$10.2	(\$4.2)	(\$6.1)	\$2.2
3	\$382.1	\$736.1	\$1.3	\$0.1	\$0.9	\$10.5	(\$4.3)	(\$6.3)	\$2.2
4	\$391.6	\$754.5	\$1.3	\$0.1	\$0.9	\$10.7	(\$4.4)	(\$6.4)	\$2.3
5	\$401.4	\$773.3	\$1.4	\$0.1	\$1.0	\$11.0	(\$4.5)	(\$6.6)	\$2.4
6	\$411.5	\$792.7	\$1.4	\$0.1	\$1.0	\$11.3	(\$4.6)	(\$6.7)	\$2.4
7	\$421.8	\$812.5	\$1.5	\$0.1	\$1.0	\$11.6	(\$4.7)	(\$6.9)	\$2.5
8	\$432.3	\$832.8	\$1.5	\$0.1	\$1.0	\$11.8	(\$4.8)	(\$7.1)	\$2.5
9	\$443.1	\$853.6	\$1.5	\$0.1	\$1.1	\$12.1	(\$5.0)	(\$7.3)	\$2.6
10	\$454.2	\$875.0	\$1.6	\$0.1	\$1.1	\$12.4	(\$5.1)	(\$7.4)	\$2.7
11	\$465.5	\$896.8	\$1.6	\$0.1	\$1.1	\$12.8	(\$5.2)	(\$7.6)	\$2.7
12	\$477.2	\$919.3	\$1.6	\$0.1	\$1.1	\$13.1	(\$5.3)	(\$7.8)	\$2.8
13	\$489.1	\$942.2	\$1.7	\$0.1	\$1.2	\$13.4	(\$5.5)	(\$8.0)	\$2.9
14	\$501.3	\$965.8	\$1.7	\$0.1	\$1.2	\$13.7	(\$5.6)	(\$8.2)	\$3.0
15	\$513.9	\$989.9	\$1.8	\$0.1	\$1.2	\$14.1	(\$5.8)	(\$8.4)	\$3.0
16	\$526.7	\$1,014.7	\$1.8	\$0.1	\$1.2	\$14.4	(\$5.9)	(\$8.6)	\$3.1
17	\$539.9	\$1,040.1	\$1.9	\$0.1	\$1.3	\$14.8	(\$6.0)	(\$8.8)	\$3.2
18	\$553.4	\$1,066.1	\$1.9	\$0.1	\$1.3	\$15.2	(\$6.2)	(\$9.1)	\$3.3
19	\$567.2	\$1,092.7	\$2.0	\$0.1	\$1.3	\$15.5	(\$6.3)	(\$9.3)	\$3.3
20	\$581.4	\$1,120.0	\$2.0	\$0.1	\$1.4	\$15.9	(\$6.5)	(\$9.5)	\$3.4
21	\$595.9	\$1,148.0	\$2.1	\$0.1	\$1.4	\$16.3	(\$6.7)	(\$9.8)	\$3.5
22	\$610.8	\$1,176.7	\$2.1	\$0.2	\$1.4	\$16.7	(\$6.8)	(\$10.0)	\$3.6
23	\$626.1	\$1,206.1	\$2.2	\$0.2	\$1.5	\$17.2	(\$7.0)	(\$10.3)	\$3.7
24	\$641.7	\$1,236.3	\$2.2	\$0.2	\$1.5	\$17.6	(\$7.2)	(\$10.5)	\$3.8
25	\$657.8	\$1,267.2	\$2.3	\$0.2	\$1.6	\$18.0	(\$7.4)	(\$10.8)	\$3.9
26	\$674.2	\$1,298.9	\$2.3	\$0.2	\$1.6	\$18.5	(\$7.5)	(\$11.1)	\$4.0
27	\$691.1	\$1,331.4	\$2.4	\$0.2	\$1.6	\$18.9	(\$7.7)	(\$11.3)	\$4.1
28	\$708.4	\$1,364.6	\$2.4	\$0.2	\$1.7	\$19.4	(\$7.9)	(\$11.6)	\$4.2
29	\$726.1	\$1,398.8	\$2.5	\$0.2	\$1.7	\$19.9	(\$8.1)	(\$11.9)	\$4.3
30	\$744.2	\$1,433.7	\$2.6	\$0.2	\$1.8	\$20.4	(\$8.3)	(\$12.2)	\$4.4
Total	\$15,966.4	\$30,758.4	\$55.0	\$4.0	\$37.8	\$437.6	(\$178.7)	(\$261.7)	\$94.0
NPV	\$7,486.9	\$14,423.2	\$25.8	\$1.9	\$17.7	\$205.2	(\$83.8)	(\$122.7)	\$44.1

I. Executive Summary

Summary of Results – 30-Year State Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic impacts in the State on a net present value basis:
 - \$7.5 billion in labor income
 - \$16.1 billion in output
 - \$620.6 million in fiscal impact
- Fiscal impact is net of existing support, which has extended through the 30-year estimate for analytical purposes

(\$ Millions)	State - Economic Impacts		State - Fiscal Impacts					
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Gasoline	Personal Income	Rental Car	Sales & Use	Support	Total
1	\$363.7	\$784.5	\$1.0	\$30.2	\$0.4	\$5.1	(\$6.5)	\$30.1
2	\$372.8	\$804.1	\$1.0	\$30.9	\$0.4	\$5.2	(\$6.6)	\$30.9
3	\$382.2	\$824.2	\$1.1	\$31.7	\$0.4	\$5.3	(\$6.8)	\$31.7
4	\$391.7	\$844.8	\$1.1	\$32.5	\$0.4	\$5.5	(\$7.0)	\$32.5
5	\$401.5	\$865.9	\$1.1	\$33.3	\$0.4	\$5.6	(\$7.1)	\$33.3
6	\$411.5	\$887.5	\$1.1	\$34.1	\$0.4	\$5.7	(\$7.3)	\$34.1
7	\$421.8	\$909.7	\$1.2	\$35.0	\$0.4	\$5.9	(\$7.5)	\$35.0
8	\$432.4	\$932.5	\$1.2	\$35.9	\$0.4	\$6.0	(\$7.7)	\$35.8
9	\$443.2	\$955.8	\$1.2	\$36.8	\$0.4	\$6.2	(\$7.9)	\$36.7
10	\$454.3	\$979.7	\$1.3	\$37.7	\$0.4	\$6.3	(\$8.1)	\$37.6
11	\$465.6	\$1,004.2	\$1.3	\$38.6	\$0.5	\$6.5	(\$8.3)	\$38.6
12	\$477.3	\$1,029.3	\$1.3	\$39.6	\$0.5	\$6.7	(\$8.5)	\$39.6
13	\$489.2	\$1,055.0	\$1.3	\$40.6	\$0.5	\$6.8	(\$8.7)	\$40.5
14	\$501.4	\$1,081.4	\$1.4	\$41.6	\$0.5	\$7.0	(\$8.9)	\$41.6
15	\$514.0	\$1,108.4	\$1.4	\$42.6	\$0.5	\$7.2	(\$9.1)	\$42.6
16	\$526.8	\$1,136.1	\$1.5	\$43.7	\$0.5	\$7.4	(\$9.4)	\$43.7
17	\$540.0	\$1,164.5	\$1.5	\$44.8	\$0.5	\$7.5	(\$9.6)	\$44.8
18	\$553.5	\$1,193.6	\$1.5	\$45.9	\$0.5	\$7.7	(\$9.8)	\$45.9
19	\$567.3	\$1,223.5	\$1.6	\$47.1	\$0.6	\$7.9	(\$10.1)	\$47.0
20	\$581.5	\$1,254.1	\$1.6	\$48.2	\$0.6	\$8.1	(\$10.3)	\$48.2
21	\$596.0	\$1,285.4	\$1.6	\$49.4	\$0.6	\$8.3	(\$10.6)	\$49.4
22	\$610.9	\$1,317.6	\$1.7	\$50.7	\$0.6	\$8.5	(\$10.8)	\$50.6
23	\$626.2	\$1,350.5	\$1.7	\$51.9	\$0.6	\$8.7	(\$11.1)	\$51.9
24	\$641.9	\$1,384.3	\$1.8	\$53.2	\$0.6	\$9.0	(\$11.4)	\$53.2
25	\$657.9	\$1,418.9	\$1.8	\$54.6	\$0.6	\$9.2	(\$11.7)	\$54.5
26	\$674.4	\$1,454.3	\$1.9	\$55.9	\$0.7	\$9.4	(\$12.0)	\$55.9
27	\$691.2	\$1,490.7	\$1.9	\$57.3	\$0.7	\$9.6	(\$12.3)	\$57.3
28	\$708.5	\$1,528.0	\$2.0	\$58.8	\$0.7	\$9.9	(\$12.6)	\$58.7
29	\$726.2	\$1,566.2	\$2.0	\$60.2	\$0.7	\$10.1	(\$12.9)	\$60.2
30	\$744.4	\$1,605.3	\$2.1	\$61.7	\$0.7	\$10.4	(\$13.2)	\$61.7
Total	\$15,969.5	\$34,439.8	\$44.0	\$1,324.6	\$15.6	\$222.8	(\$283.5)	\$1,323.5
NPV	\$7,488.4	\$16,149.5	\$20.6	\$621.1	\$7.3	\$104.5	(\$132.9)	\$620.6

I. Executive Summary

Other Benefits

- Beyond hosting a wide variety of annual entertainment and sporting events, PSE operations and its tenants provide immense value to the region in forms that are less explicit and difficult to quantify. These benefits include, but are not limited to:
 - Community pride and identity
 - Prestige associated with professional sports teams
 - National and international exposure, particularly given national television packages for the NFL and NHL
 - Status as a regional and national entertainment destination
 - Improved quality of life and additional entertainment alternative – few similarly-sized regions have multiple major league teams
 - Focal point for recruitment and retention of businesses and families
- Sabres and Bills Foundation's extensive philanthropic activities are detailed on the following pages

I. Executive Summary

Charitable and Philanthropic Contributions – Buffalo Sabres Foundation

- The Buffalo Sabres Foundation is a PSE philanthropic organization that provides charitable contributions and services to the Western New York region
- Philanthropic areas of focus:
 - Child Care
 - Youth Sports and Recreation
 - Education (youth and higher education)
 - Military and Veterans
 - Hospitals / Healthcare
 - Hockey is For Everyone (disabled, disadvantage youth, girls, LGBTQ)
 - Other
- Fundraising sources include in-game 50/50 raffles, online auctions (Sabres tickets and memorabilia), and special events (e.g. Sabres Foundation Golf Tournament, Sabres Corporate Challenge, Mega Raffle, Skills Challenges)
- The Sabres Foundation made 100 total charitable contributions in 2019, totaling approximately \$1,032,000



I. Executive Summary

Charitable and Philanthropic Contributions – Buffalo Sabres Foundation

- Buffalo Renaissance Foundation Community Center
 - In 2014, the Sabres Foundation led efforts to renovate an old YMCA in east Buffalo and have committed over \$1 million to this project
 - In addition to providing housing for homeless veterans, it provides education and recreational activities for the community and at-risk youth
 - In 2020, the Sabres Foundation received a \$486,000 grant from the Ralph C. Wilson Foundation to hire a new CEO, hire additional marketing staff, and complete necessary facility improvements
- The Sabres Foundation commits \$333,000 annually to the Buffalo Jr. Sabres, which is funded through the in-game 50/50 raffle program
- The Sabres Foundation also made a \$250,000 commitment to the Buffalo Children's Museum in 2017



I. Executive Summary

Charitable and Philanthropic Contributions – Sabres Community Outreach

- The Sabres are involved with many notable community outreach and awareness programs, including (but not limited to):
 - **Hockey Fights Cancer:** Player Hospital Visits, Bald for Bucks, Flashes of Hope, Camp Good Days, and Kevin Guest House
 - **Hockey is for Everyone:** Sled Hockey, Blind Hockey, Hasek's Heroes, Special Hockey, LGBTQ, and Girls Hockey
 - **Education:** Future Goals Hockey Scholar Program and Healthier Me Program
 - **Holidays:** Team Hospital Visit to Roswell Park, Turkeys for Tickets, and Sabres Holiday Angels
 - **Player Community Outreach:** Best Buddies, Algonquin Sports 4 Kids, 53's Difference Makers, Just Tell 1 (mental health awareness), SPCA, and Tickets for Troops
 - **Donation Fulfillment:** Team donations such as jerseys, tickets, pucks, and experiences support other local charities and events throughout Western New York
- Additionally, the Sabres have made significant commitments to support the local hockey community through programs and events such as Learn to Play, Intro to Ball Hockey Program, and competitive / high school hockey tournaments

I. Executive Summary

Charitable and Philanthropic Contributions – Buffalo Bills Foundation

- The Buffalo Bills Foundation is a PSE philanthropic organization that is committed to improving the quality of life in the Western New York region through charitable contributions and community support
- Philanthropic areas of focus and related programs:
 - **Health and Wellness:** Fuel Up to Play60, Play60 Challenge
 - **Cancer Awareness:** Crucial Catch “Intercept Cancer”
 - **Youth Sports and Recreation:** Moms Football Safety Clinic, Gatorade Junior Training Camp, USA Football
 - **Military and Veterans:** Salute to Service, Buffalo Niagara Honor Flight, 3rd Quarter Break Military Appreciation Program
 - **Social Justice:** Inspire Change, One Buffalo Organization of the Game
 - **Community Support:** Holiday Outreach (hospital visits), Player Ticket Program, Thanksgiving Blitz (meal drive), Touchdown for Teachers, etc.



I. Executive Summary

Charitable and Philanthropic Contributions – Buffalo Bills Foundation (Cont.)

- The Bills Foundation, along with other PSE charitable organizations, has made significant charitable contributions in response to COVID-19
 - **Huddle for Hunger:** The Bills organize the Huddle for Hunger food donation drive to benefit FeedMore WNY's childhood feeding programs, which are focused on addressing childhood food insecurity and supporting healthy eating
 - **Stay Strong:** The Bills and Sabres Foundations and PSE collectively contributed \$1.2 million to the Western New York COVID-19 Community Response Fund
 - The charitable commitment is intended to support the region's COVID-19 response and will include a broad and ongoing commitment to FeedMore WNY, as well as additional aid and support for first responders

II. Introduction

II. Introduction

Overview

- CAA ICON is pleased to present our report to Pegula Sports and Entertainment, LLC (PSE) in connection with an evaluation of the economic and fiscal impacts of the PSE organization to the following market areas:
 - City of Buffalo (City)
 - Erie County (County)
 - State of New York (State)
- Economic impacts are measured by:
 - Direct spending (initial spending)
 - Indirect spending (dollars spent through interaction of local industries)
 - Induced spending (dollars spent through household spending patterns)
 - Employment impacts
 - Labor income impacts
- Fiscal impacts consist of public tax revenues generated by PSE-related spending patterns
- Economic and fiscal impacts are estimated on an annual basis based on 2019 data

II. Introduction

Approach

- Analysis is intended to measure the total economic and fiscal impact PSE has in the three market areas
- Economic and fiscal impact estimates herein reflect those impacts supported by PSE annual operations
- CAA ICON's approach is intended to yield conservative results by estimating net impacts by accounting for substitution spending, significance of spending, and other factors detailed in the body of this report
- Information contained in this report is sensitive / confidential – redactions may be required if the report is to be distributed publicly

II. Introduction

Pegula Sports and Entertainment Entities

- Buffalo-based entities:
 - Bills Stadium (operator)
 - Bills
 - KeyBank Center (operator)
 - Sabres
 - Bandits
 - Harborcenter
 - Marriott Hotel
 - The Rinks
 - Other PSE Entities
 - PSE Operating Office
 - Top Shelf Food and Beverage
 - (716) Food and Sport
 - The Draft Room
- Rochester-based entities:
 - Blue Cross Arena (operator)
 - Americans
 - Knighthawks

II. Introduction

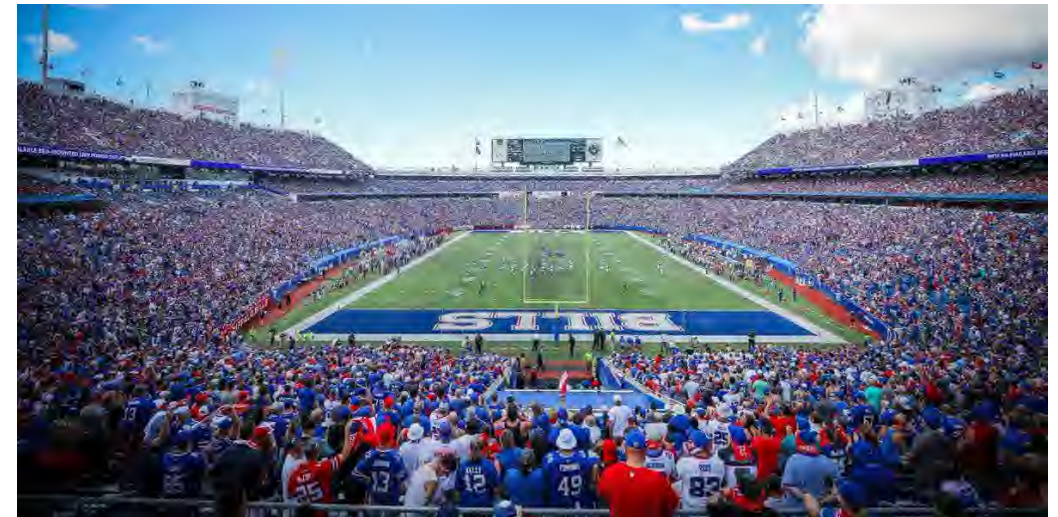
Summary of Tasks Completed

- Held a meeting with PSE to discuss the general scope of operations for each entity examined as part of this analysis
- Completed three patron surveys (1,170 total responses) to understand patron spending patterns at Bills Stadium, KeyBank Center, and Harborcenter
- Completed team and venue overviews for each of the entities included in this analysis
- Analyzed and summarized historical team, venue, and organizational operating histories (revenue, attendance, etc.)
- Quantified gross spending associated with team and venue operations, as well as patron spending outside each venue
- Made key adjustments to gross spending to estimate net new direct spending for each entity
- Developed five economic and fiscal impact models
- Summarized results on an annual, 30-year total, and 30-year net present value basis

II. Introduction

Bills Stadium – Overview (Orchard Park, NY)

Located in Orchard Park, NY, Bills Stadium (formerly Ralph Wilson Stadium and New Era Field) is a stadium that opened in 1973 and is home to the Bills. The stadium is owned by the County and operated by PSE. The stadium was built for a reported cost of \$22 million and has been renovated several times, including in 1992, 1994, 1999, 2014, and 2018. As part of the Bills' lease extension agreement with the County through 2023, a \$130 million renovation was completed in 2014 that included enhancements to signage and graphics, food and beverage, restrooms, the team store, and video boards. Funding for the 2014 renovation included approximately \$54 million from the State, \$41 million from the County, and \$35 million from the Bills. As part of the lease extension, the Bills receive expense and capital support from the County and State. In 2019, support received by the State and County totaled \$12.4 million. A detailed breakdown of annual operating, game day, and working capital support paid by the County and State are outlined in the next section of this report. In 2018, the NFL approved an \$18 million privately funded renovation to the stadium's signage and sideline clubs. The stadium has a capacity of 71,558, with 119 luxury suites and 8,266 club seats.



II. Introduction

Buffalo Bills – Overview

The Bills are a professional football team currently playing in the NFL's American Football Conference (AFC) East Division. The team was founded in 1960 as charter member of the American Football League (AFL) and later joined the NFL as part of the 1970 AFL-NFL merger. The team's original owner, Ralph Wilson, owned the Bills since the team's founding in 1960 until his death in 2014. Later in 2014, PSE purchased the franchise for a reported \$1.1 billion. The Bills won two AFL championships in 1964 and 1965 and four consecutive AFC Championships from 1990 to 1993. Most recently, the Bills reached the playoffs in two of the last three seasons.



II. Introduction

KeyBank Center – Overview (Buffalo, NY)

KeyBank Center opened in 1996 and is the home arena of the Sabres and Bandits. The downtown arena was originally built for a reported cost of \$127.5 million, with private sources reportedly accounting for approximately \$72 million and the remaining \$55 million was funded by the City, County, and State. The City reportedly contributed \$10 million; the County contributed \$20 million; and the State contributed \$25 million. The arena has received several minor renovations since its opening. In 2013, the Sabres began renovations to all 80 luxury suites that were completed over a three-year period. The arena structure is owned by the County on land owned by the City, which receives a \$500,000 annual ground rent payment from PSE. KeyBank Center is operated by Hockey Western New York, LLC, a subsidiary of PSE, and has a capacity of 19,344, with 80 luxury suites and 2,568 club seats.



II. Introduction

Buffalo Sabres – Overview

The Sabres are a professional ice hockey team currently playing in the NHL's Eastern Conference Atlantic Division. The team was founded in 1970 as an NHL expansion franchise and was one of two expansion teams from 1970 along with the Vancouver Canucks. In 2011, Terry Pegula purchased the franchise from Tom Golisano for a reported \$189 million. Although the Sabres have yet to win a Stanley Cup, the team has won one President's Trophy, three Eastern Conference titles, and six division titles. The Sabres' two Stanley Cup Finals appearances came during the 1974-75 and 1998-99 seasons.



Buffalo Bandits – Overview

The Bandits are a professional indoor (box) lacrosse team currently playing in NLL's North Division. The team was founded in 1992 as an expansion team in the Major Indoor Lacrosse League (MILL). In 1997, the MILL was reorganized and rebranded as the National Lacrosse League. Having been in Buffalo since 1992, the Bandits are the longest tenured team in the league in terms of continuous years in the same city. The franchise has won four league championships, three in the MILL and one in the NLL. Since the 2015-16 season, the Bandits averaged approximately 14,100 in announced attendance, which was the highest in the league during that time.



II. Introduction

LECOM Harborcenter – Overview (Buffalo, NY)

The Harborcenter is a 750,000-square foot mixed-use hotel and recreation center that opened in 2014. The facility was built for a reported cost of \$172.2 million, which was privately funded by PSE. The facility contains a 205-room Marriott Hotel, two NHL-sized ice rinks (The Rinks), sports training facilities, four restaurants, street-front retail space, and 750 parking spots. The main ice rink has a seating capacity of 1,800 and the secondary rink has a capacity of 150. Additionally, an elevated walkway connecting Harborcenter to KeyBank Center was completed in 2015. In 2019, PSE reached a 10-year naming rights agreement for the development with Lake Erie College of Osteopathic Medicine (LECOM) as part of larger multi-year partnership where PSE will commit \$1 million over the 10-year period to the LECOM Student Scholarship Fund. Harborcenter serves as the practice facility for the Sabres and the home venue for Canisius College and the Buffalo Jr. Sabres.



II. Introduction

Other PSE Entities – Overview (Buffalo, NY)

Top Shelf Food and Beverage, the food and beverage operating arm of PSE, operates two restaurants in downtown Buffalo. The first is (716) Food and Sport, a 13,000-square foot sports bar and restaurant located within the Harborcenter. The other restaurant is The Draft Room, a fast-casual brewery and pub located in Buffalo's Cobblestone District. In 2017, PSE partnered with Labatt USA to develop the PSE-owned 79 Perry Street in Buffalo's Cobblestone District. The mixed-use development, which includes retail, commercial, and residential space, is home to The Draft Room and Labatt Brew House. Labatt USA is headquartered on the second floor of the development, and PSE is headquartered on the third and fourth floors.



II. Introduction

Blue Cross Arena – Overview (Rochester, NY)

Blue Cross Arena is an arena located in Rochester, NY. The city-owned arena opened in 1955 and is the home of the Americans and the Knighthawks. Originally built for reported cost of \$7.5 million, the arena was renovated in 1998 at a reported cost of \$41 million. The 1998 renovation expanded the seating capacity by 5,000, which included the addition of luxury suites and a large lobby / entrance. Also in 1998, the City of Rochester reached a naming rights deal with Blue Cross Blue Shield. In 2013, that deal was extended for 15 years at a reported total price of \$2.93 million (\$195,000 annually). In 2018, the City of Rochester reached an agreement with PSE to begin operating the facility beginning in August 2018. Since PSE became operator, the arena has received a number of additional enhancements including a new center-ice scoreboard, a new end-stage ribbon board, upgrades to the audio and visual equipment, and upgrades to the bathrooms. Currently, the arena has a maximum capacity of 14,000 and 25 luxury suites.



II. Introduction

Rochester Americans – Overview

The Americans (colloquially known as the Amerks) are a professional hockey team in the AHL's Eastern Conference North Division. The team was founded in 1956 and is currently the AHL affiliate of the Sabres. In 2011, PSE purchased the Americans from Curt Styres for a reported \$5 million and re-affiliated the Americans with the Sabres, which PSE had also recently purchased. The team was formerly the affiliate of the Sabres for 29 years and a dual affiliate of the Florida Panthers and Sabres from 2005 to 2008. In 2008, Sabres made the Portland Pirates their AHL affiliate. The team has won six league championships (Calder Cup), three conference championships, and 14 division championships.



Rochester Knighthawks – Overview

The Knighthawks are a professional indoor (box) lacrosse team currently playing in the NLL North Division. Owned by PSE, the current iteration of the Knighthawks franchise was founded in 2019 as an NLL expansion franchise. The original Knighthawks franchise was relocated to Halifax following the 2018-19 season by owner Curt Styres, who also previously owned the Americans. After purchasing the intellectual property of the Knighthawks from Styres, PSE then purchased an expansion franchise from the NLL for a reported fee of approximately \$5 million.



III. Market Overview

III. Market Overview

Overview

- This section contains an overview of the geographic boundaries and demographic characteristics of the City of Buffalo, City of Rochester, Erie County, and State of New York
- Geographic composition influences the percentage of goods and services that can be sourced locally and the percentage of wages that are paid to in-market residents
- Comparisons of market size for each sports team in relation to its respective league are also provided
 - League population comparisons are indicative of potential economic challenges associated with operation of teams in the modestly-sized Buffalo and Rochester markets

III. Market Overview

Market Demographics

- A core based statistical area (CBSA) is an area consisting of a conglomeration of counties. A CBSA is further defined as a metropolitan or micropolitan CBSA. A metropolitan CBSA consists of a geographic area with an urban core population of at least 50,000. A micropolitan CBSA consists of a geographic area with an urban core population of between 10,000 and 49,999.
 - ***Buffalo is part of the Buffalo-Cheektowaga, NY CBSA***
- The United States Office of Management and Budget defines combined statistical areas (CSA) as groupings of adjacent metropolitan and/or micropolitan statistical areas (CBSAs) that have social and economic ties as measured by commuting to work, but at lower levels than are found among counties within individual metropolitan and micropolitan statistical areas. CSAs can be characterized as representing larger regions that reflect wider-ranging social and economic interactions, such as wholesaling, commodity distribution, and weekend recreation activities, as well as lower levels of daily commuting interaction.
 - ***Buffalo is part of Buffalo-Cheektowaga-Olean, NY CSA***

III. Market Overview

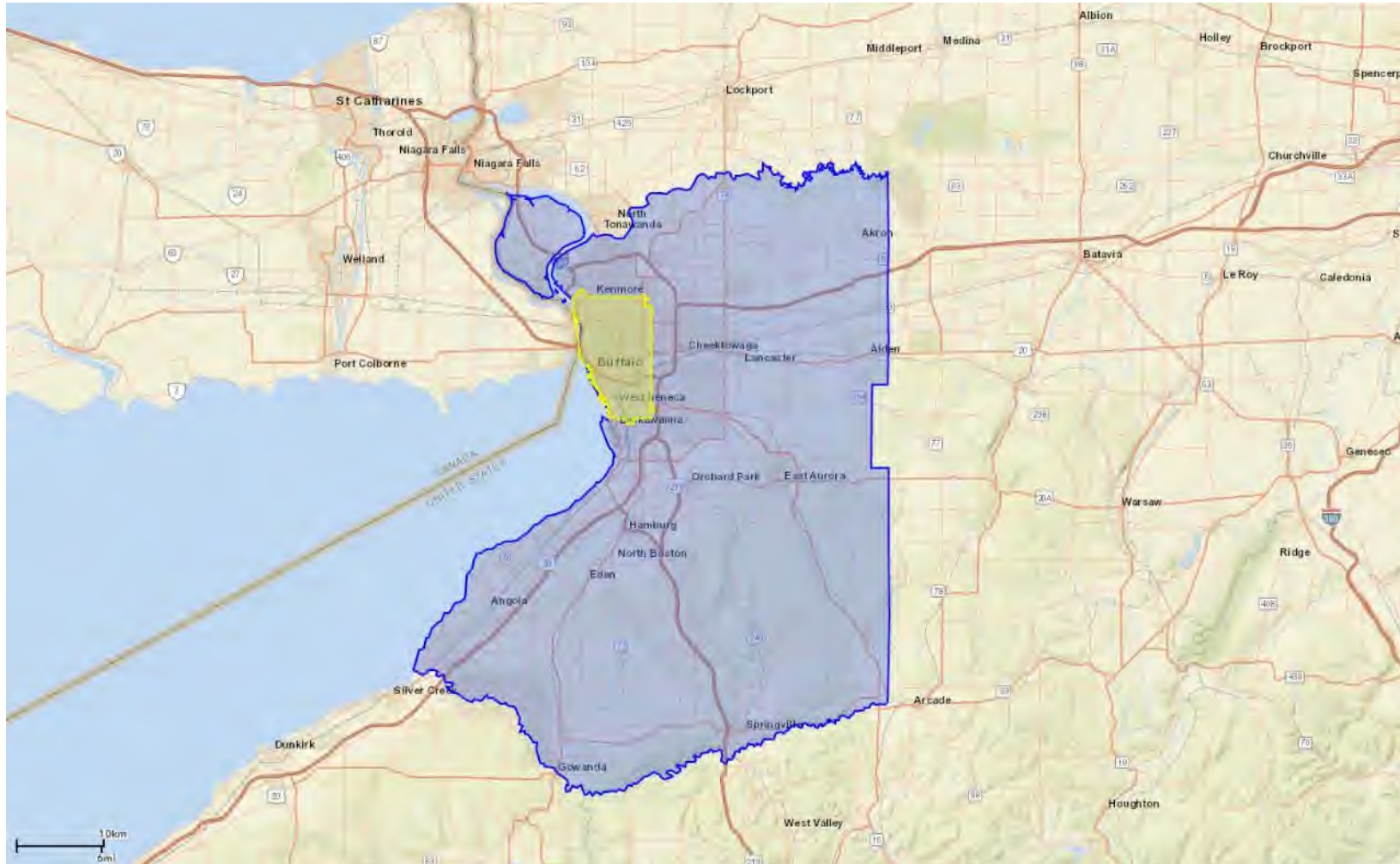
Market Demographics

- CAA ICON's primary source for demographic information is Esri
 - Esri is an international supplier of geographic information system (GIS) software, web GIS and geodatabase management applications
 - Utilizes U.S. Census Bureau data for U.S.
 - Esri has a team of demographers, statisticians, and economists who use a wide variety of public and private data sources to develop a uniquely accurate and detailed picture of local population, economic, housing, and business characteristics
 - Ranked most accurate data in 2011 benchmarking study of five major demographic vendors
 - Portions of this document include intellectual property of Esri and its licensors and are under license. Copyright ©2020 Esri and its licensors. All rights reserved.

III. Market Overview

Market Demographics – City of Buffalo and Erie County

- The City of Buffalo and Erie County boundaries are overlaid below for contextual purposes



III. Market Overview

Market Demographics – City of Rochester

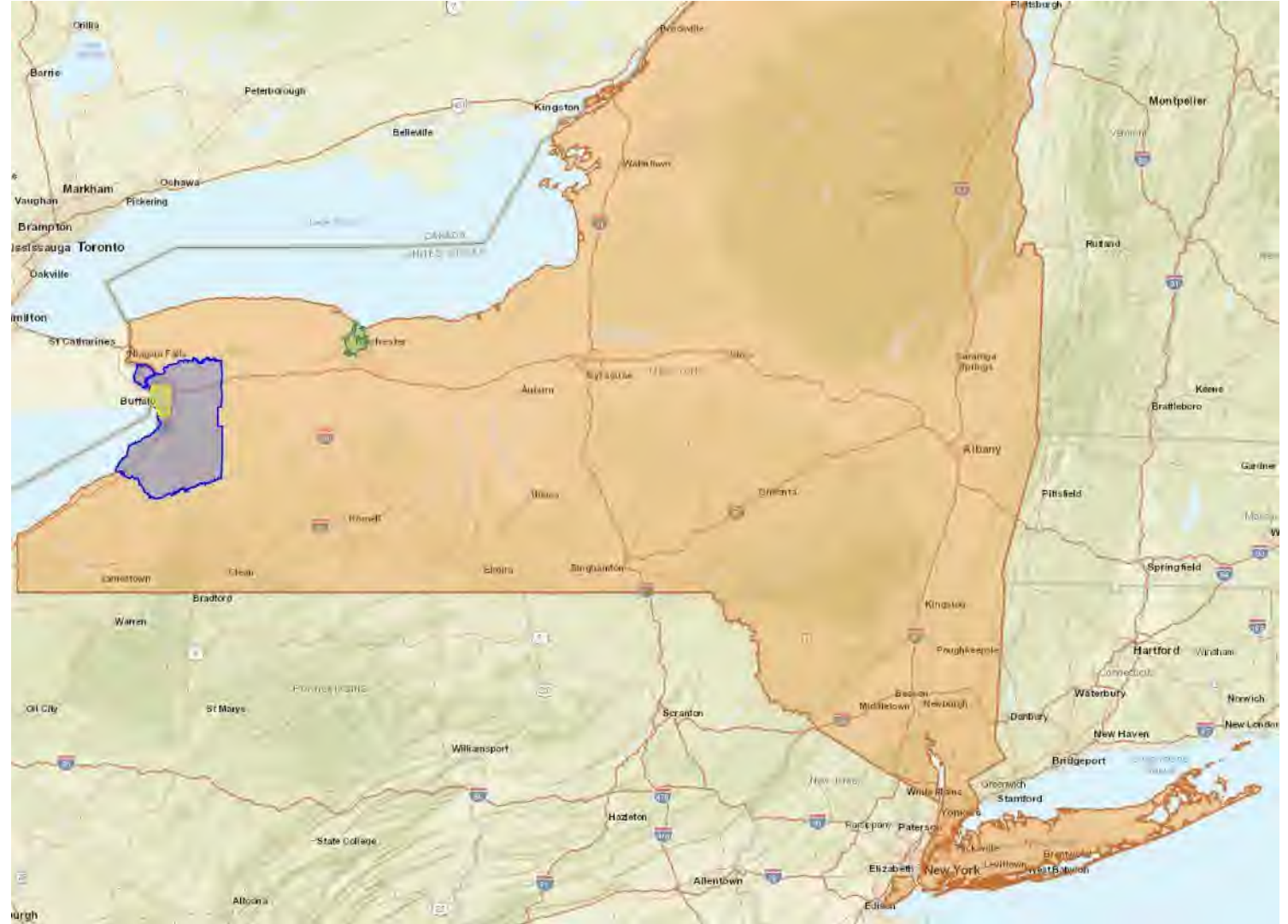
- City of Rochester boundary is shown below



III. Market Overview

Market Demographics – City, County, and State

- The City of Buffalo, Erie County, City of Rochester, and State of New York boundaries are overlaid to the right for contextual purposes
 - City of Buffalo (yellow)
 - Erie County (blue)
 - City of Rochester (green)
 - State of New York (red)



III. Market Overview

Market Demographics – City, County, and State Population and Economy Size

- Since the 2010 census, the City experienced a slight population decrease while the County experienced small growth
- City represents approximately 28% of the County’s population
- County represents approximately 5% of the State’s population
- The GDP in the County totaled approximately \$59 billion in 2018, which was approximately 4% of total State GDP
 - PSE has a significant impact on local GDP generated from the arts, entertainment, and recreation industries as well as the accommodation and food services industry

	City of Buffalo	Erie County	State of New York
Population			
2024 Projection	260,738	936,883	20,245,169
2019 Estimate	260,727	933,164	20,030,453
2010 Census	261,310	919,040	19,378,102
2000 Census	292,648	950,265	18,976,457
Growth 2019-2024	0.0%	0.4%	1.1%
Growth 2010-2019	-0.2%	1.5%	3.4%
Growth 2000-2010	-10.7%	-3.3%	2.1%
GDP (Millions)			
2018 All Industry Total	NA	\$58,988	\$1,668,866
2018 Arts, Entertainment, and Recreation	NA	\$908	\$27,805
2018 Accomodation and Food Services	NA	\$1,850	\$46,117

Note: U.S. BEA does not report GDP by city.

Sources: Esri 2020, U.S. BEA.

III. Market Overview

Market Demographics – City, County, and State Income

- The City has the lowest income measurements among the designations evaluated below – distribution is typical of many markets where the urban core has comparatively lower income levels
 - When compared to the State, the City and County display significantly lower income measurements

	City of Buffalo	Erie County	State of New York
Income			
2019 Est. Per Capita Income	\$22,831	\$32,352	\$37,467
2019 Est. Average HH Income	\$52,358	\$76,798	\$99,113
2019 Est. Median HH Income	\$34,845	\$55,280	\$65,889
HHs w/ Income \$100,000+	14,066	97,486	2,539,479
2019 Est. Average Disposable HH Income	\$39,566	\$55,962	\$68,003
2019 Est. Median Disposable HH Income	\$28,485	\$42,940	\$51,123
HHs w/ Disposable Income \$100,000+	6,679	50,316	1,581,187

Source: Esri 2020.

III. Market Overview

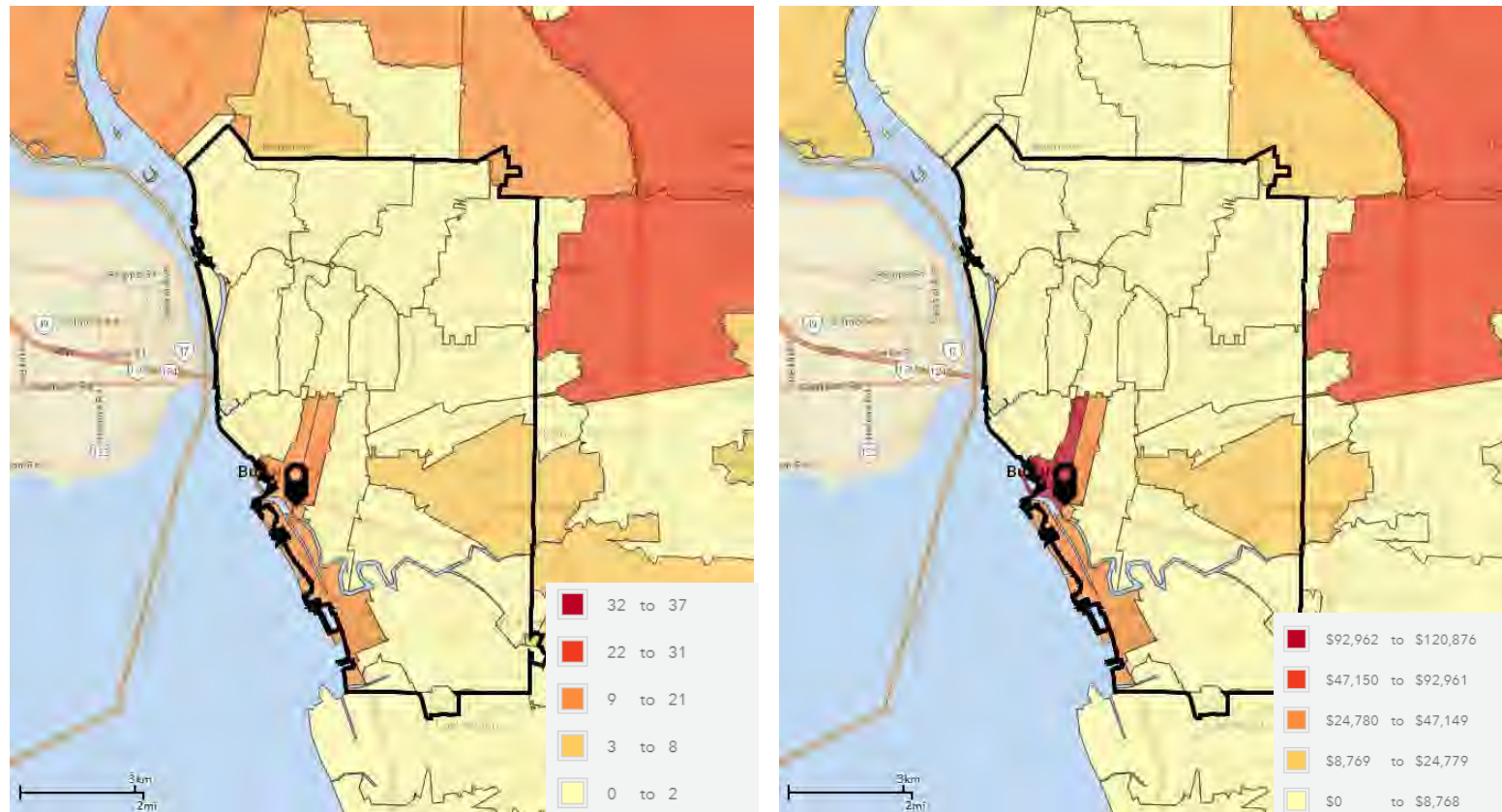
Market Demographics – SIC Data Maps

- Esri provides reports and file extracts from the business database that include the number of businesses by industry classification and employment size or sales volume; total employment; and, when available, information about total sales
- CAA ICON has evaluated the concentration of businesses in the City and County based on certain performance metrics
- It should be noted that spending totals in the legends on the following pages are shown in \$000s and restaurant / bar data is also included within the retail category
 - Total hotel / lodging businesses
 - Total hotel / lodging retail sales
 - Total retail businesses
 - Total retail sales
 - Total restaurant / bar businesses
 - Total restaurant / bar retail sales
- Analysis provides an understanding of market area(s) roles in the regional economy

III. Market Overview

City of Buffalo – Total Hotel / Lodging Businesses and Sales by Zip Code

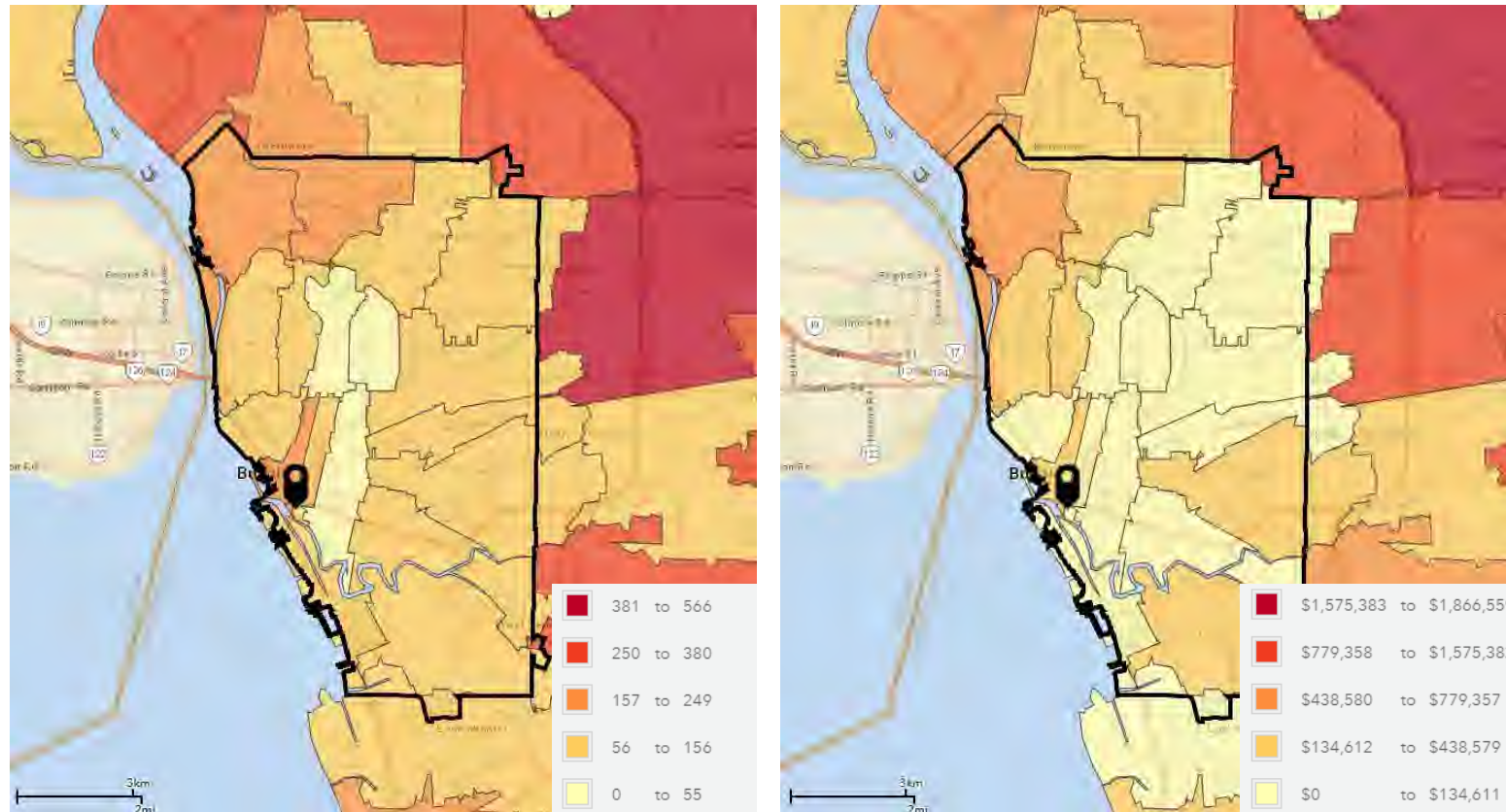
- Concentration of hotel / lodging businesses and retail sales in the City (boundaries are outlined in black) and its periphery are shown below (black arrow shows location of KeyBank Center)
- Hotel / lodging inventory is most heavily concentrated in downtown and in the County – sales are highest in downtown



III. Market Overview

City of Buffalo – Total Retail Businesses and Retail Sales by Zip Code

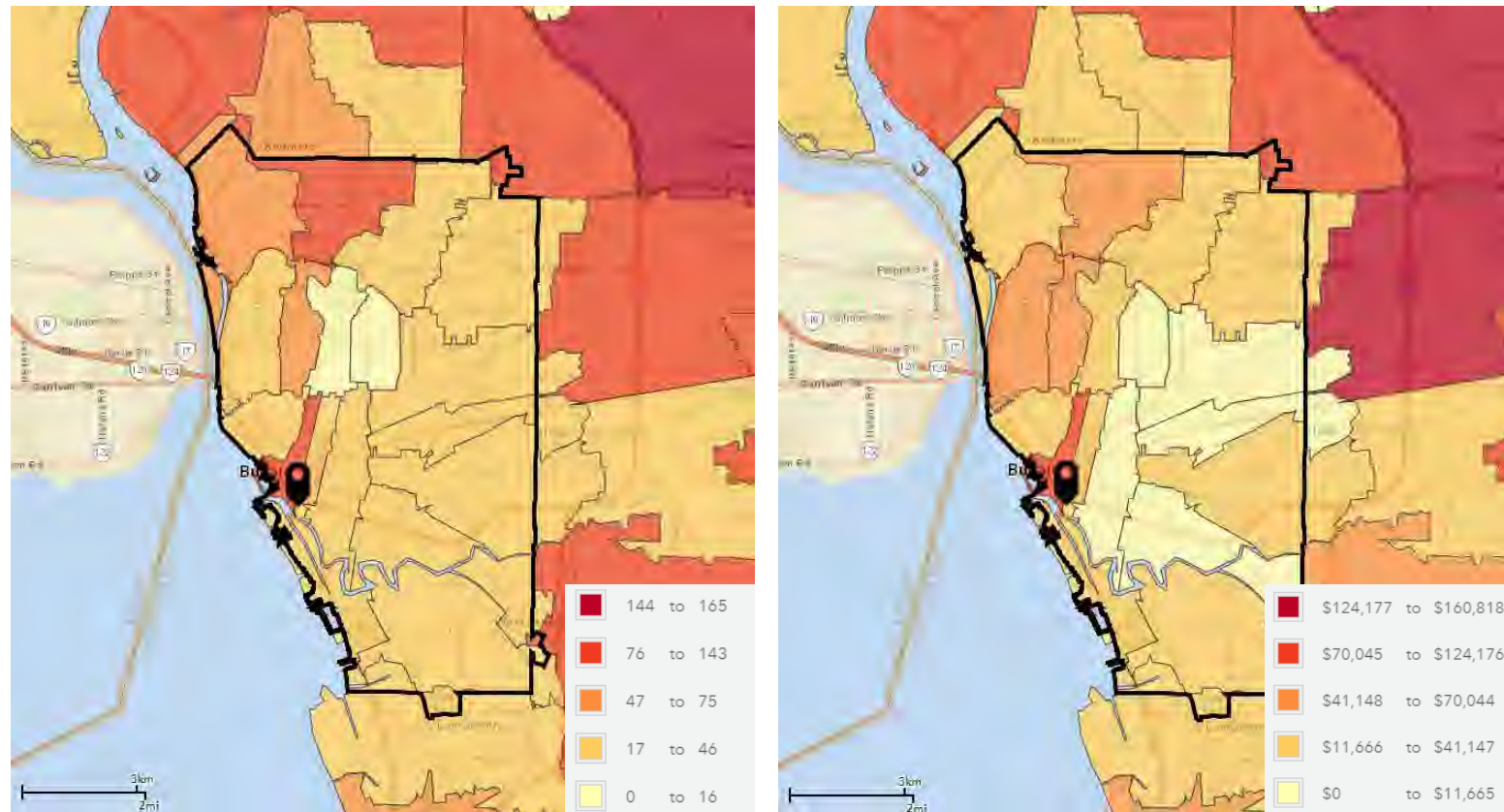
- Concentration of retail businesses and retail sales in the City and its periphery are shown below
- Retail business inventory and sales are most heavily concentrated in the County



III. Market Overview

City of Buffalo – Total Restaurant / Bar Businesses and Retail Sales by Zip Code

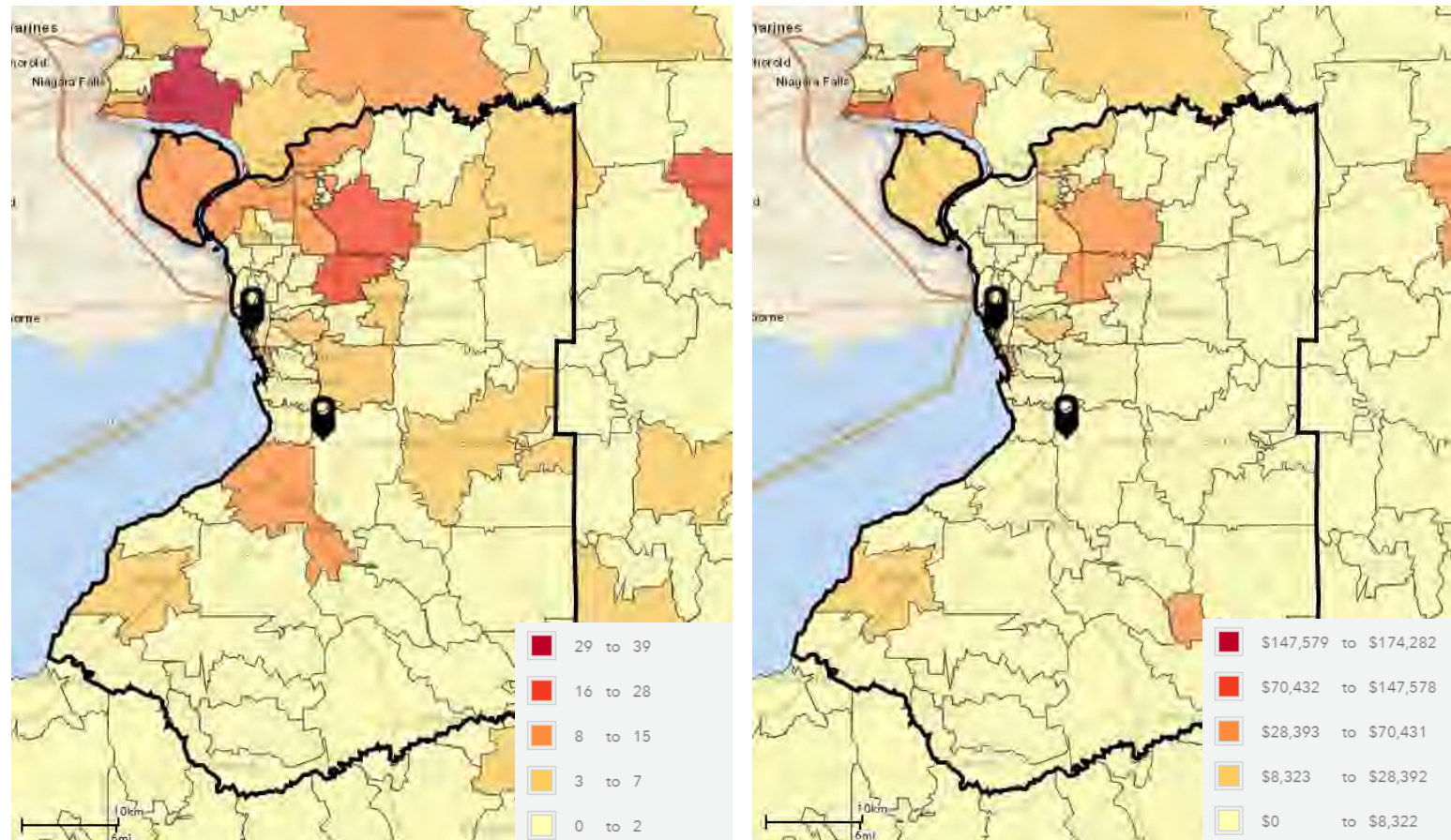
- Concentration of restaurant / bar businesses and retail sales in the City and its periphery are shown below
- Restaurant / bar business inventory and sales are most heavily concentrated in the County



III. Market Overview

Erie County – Total Hotel / Lodging Businesses and Retail Sales by Zip Code

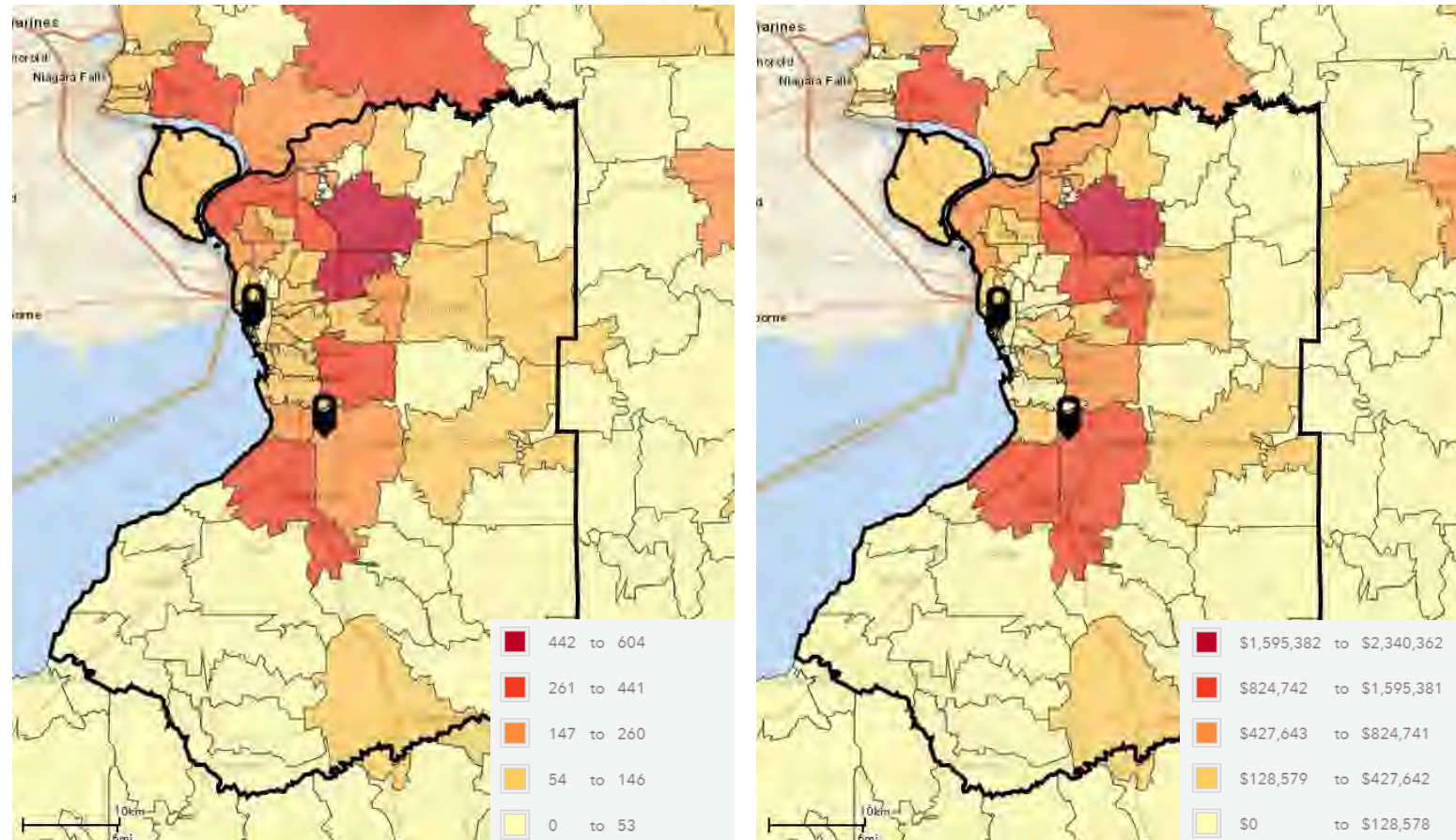
- Concentration of hotel / lodging businesses and retail sales in the County (boundaries are outlined in black) and its periphery are shown below (black arrows show location of KeyBank Center and Bills Stadium (lower right))
- Hotel / lodging businesses are most heavily concentrated to the north of the County near Niagara Falls



III. Market Overview

Erie County – Total Retail Businesses and Retail Sales by Zip Code

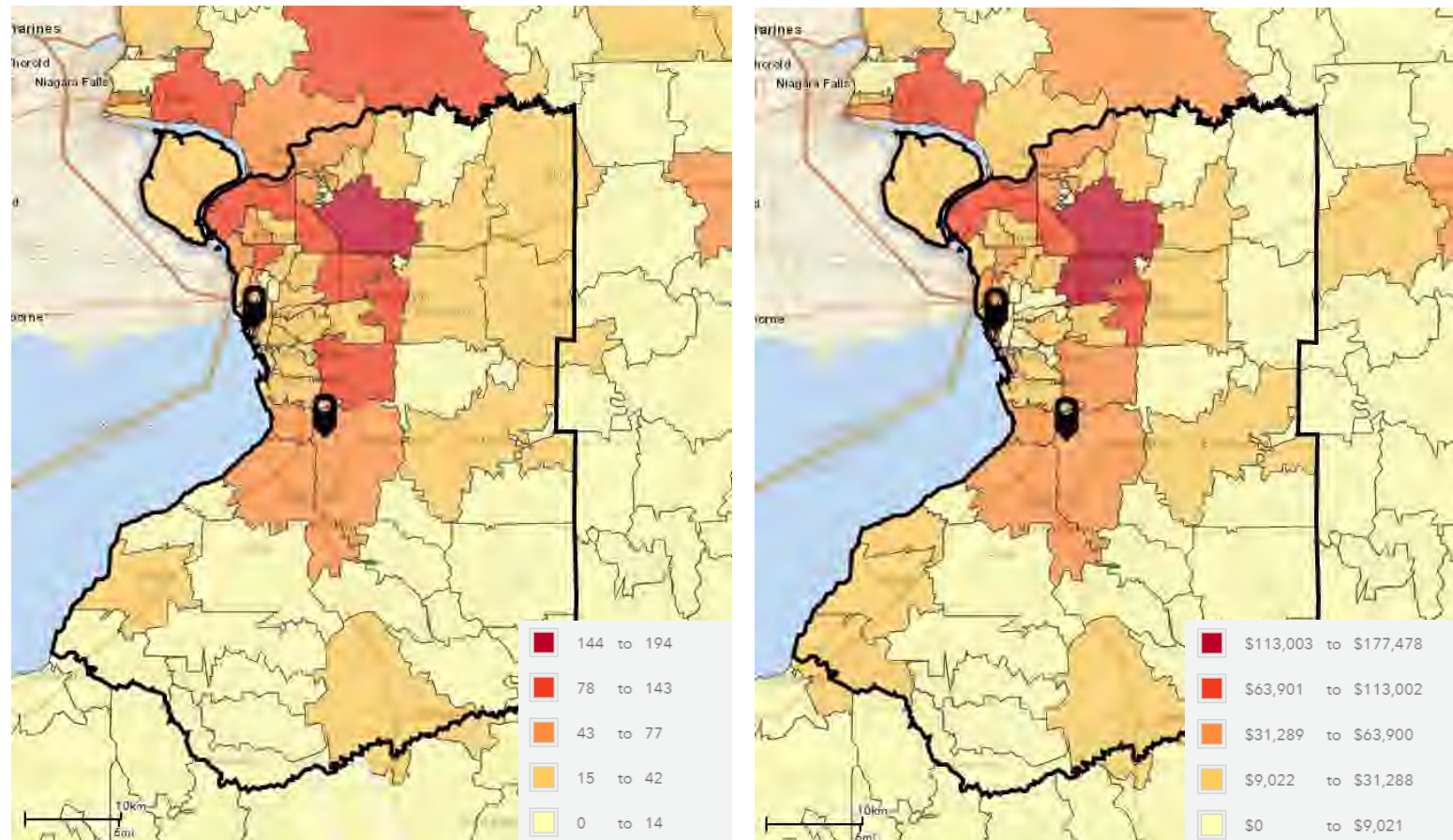
- Concentration of retail businesses and retail sales in the County and its periphery are shown below
- Retail businesses are most heavily concentrated to the east of downtown in the County



III. Market Overview

Erie County – Total Restaurant / Bar Businesses and Retail Sales by Zip Code

- Concentration of restaurant / bar businesses and retail sales in the County and its periphery are shown below
- Retail / bar businesses, similar to retail businesses, are most heavily concentrated to the east of downtown in the County



III. Market Overview

Market Demographics – Largest Employers

- Largest employers in the Buffalo metropolitan area are summarized to the right
- Fortune 1000 Companies headquartered in the area (rank) includes:
 - M&T Bank Corporation (462)
 - Moog Inc. (818)

Largest Employers in Buffalo Metropolitan Area			
Rank	Employer	Industry	Employees
1	State of New York	Government	23,800
2	Federal Executive Board	Government	14,680
3	Kaleida Health	Health Care	8,194
4	Catholic Heath System	Health Care	7,368
5	Buffalo City School District	Education	7,115
6	University at Buffalo	Education	7,071
7	M&T Bank	Financial Services	7,013
8	Erie County	Government	5,000
9	Wegmans Food Markets	Grocery	4,989
10	Tops Friendly Markets	Grocery	4,795
11	Erie County Medical Corp.	Health Care	3,450
12	Roswell Park Cancer Center	Health Care	3,239
13	Geico	Insurance	3,200
14	Seneca Gaming Corp.	Gaming and Lodging	3,032
15	HSBC Bank	Financial Services	3,000
15	Moog Inc.	Aerospace/Defense	3,000
17	People Inc.	Non-Profit	2,995
18	City of Buffalo	Government	2,727
19	Niagara Falls Air Reserve Station	Military	2,600
20	Delaware North	Hospitality/Food Service	1,908
21	VA Western New York Healthcare	Health Care	1,873
22	Citi Group	Financial Services	1,800
23	Williamsville Central School District	Education	1,734
24	Ingram Micro	Software Infrastructure	1,650
25	UMBD Physicians Group	Health Care	1,620

Source: Buffalo Business First 2019 Book of Lists.

III. Market Overview

Market Demographics – Hotel Inventory

- Largest hotels by number of rooms in the Buffalo metropolitan area are summarized to the right
- The Harborcenter Marriott is the fourth-largest hotel in Buffalo

Largest Hotels in Buffalo Metropolitan Area			
Rank	Hotel	Rooms	Meeting Space Square Feet
1	Buffalo Grand Hotel & Event Center	484	72,000
2	Hyatt Regency Buffalo Hotel and Conference Center	396	18,152
3	Millennium Buffalo	301	12,000
4	Buffalo Marriott at LECOM Harborcenter	205	5,959
5	Embassy Suites by Hilton Buffalo	182	8,000
6	Salvatore's Garden Place Hotel	166	20,000
7	Aloft Buffalo Airport	153	1,455
8	Lenox Hotel & Suites	150	NA
9	Holiday Inn Express & Suites Buffalo Downtown	146	NA
10	Hampton Inn & Suites Buffalo Downtown	140	2,000
11	Days Hotel by Wyndham Buffalo Airport	129	667
12	Hilton Garden Inn Buffalo Downtown	124	4,000
13	The Westin Buffalo	115	8,052
14	Residence Inn Buffalo Galleria Mall	113	NA
15	Aloft Buffalo Downtown	110	51,564
16	SpringHill Suites Buffalo Airport	108	164
16	Courtyard Buffalo Amherst / University	108	729
16	Red Roof PLUS+ University at Buffalo - Amherst	108	NA
19	Residence Inn Buffalo Downtown	105	NA
20	Quality Inn Buffalo Airport	104	800
21	Courtyard Buffalo Downtown/Canalside	102	1,036
22	Wyndham Garden Buffalo Downtown	100	2,000
22	Airport Inn & Suites by FairBridge, Buffalo	100	340
24	Homewood Suites by Hilton Buffalo - Amherst	93	1,000
25	Hotel Henry Urban Resort Conference Center	88	20,000
Total		3,930	229,918

Source: Cvent.

III. Market Overview

Greater Buffalo – Tourism

- Facts and Figures

- Buffalo was named one of the “10 Best U.S. Cities to Visit in 2019” by SmarterTravel
- Erie County (2018)
 - Approximately \$1.8 billion in total visitor spending – 11% total growth over the last five years
 - \$257 million in hotel room revenue and an average hotel room daily rate of \$107.08 (both record highs)
 - Total tourism employment of 33,000 jobs – 10% total growth over the last five years
 - Visit Buffalo Niagara and the Buffalo Niagara Sports Commission have reportedly booked 500 future sporting events, meetings, and conventions
 - Estimated total economic impact worth \$116 million
 - Events expected to have a significant effect on hotel occupancy – 136,000+ estimated hotel room nights



III. Market Overview

Greater Buffalo – Tourism (Continued)

- Significant past and future sporting events held at PSE-operated venues:
 - KeyBank Center will host the first and second rounds of the 2022 NCAA Men’s Basketball Tournament
 - The 2017 NCAA Men’s Basketball Tournament at KeyBank Center generated \$8 million in total economic impact
 - 2019 NCAA Division I Men’s Hockey Frozen Four at KeyBank Center (semi-finals and championship) – estimated economic impact of \$6 million and 5,300 hotel room nights occupied
 - 2018 World Junior Ice Hockey Championships held at KeyBank Center and Harborcenter – \$7 million in economic impact generated
 - 7,300 hotel room nights occupied

III. Market Overview

Market Demographics – Rochester Population and GDP

- Since the 2010 census, the City of Rochester experienced a slight population decrease while the County experienced small growth
 - The City of Rochester and Monroe County are both projected to experience slight decreases in population from 2019 to 2024
- GDP in Monroe County totaled approximately \$49 billion in 2018, which was approximately 3% of total State GDP

	City of Rochester	Monroe County	State of New York
Population			
2024 Projection	207,356	755,571	20,245,169
2019 Estimate	209,018	756,181	20,030,453
2010 Census	210,565	744,344	19,378,102
2000 Census	219,921	735,343	18,976,457
Growth 2019-2024	-0.8%	-0.1%	1.1%
Growth 2010-2019	-0.7%	1.6%	3.4%
Growth 2000-2010	-4.3%	1.2%	2.1%
GDP (Millions)			
2018 All Industry Total	NA	\$49,393	\$1,668,866
2018 Arts, Entertainment, and Recreation	NA	\$356	\$27,805
2018 Accommodation and Food Services	NA	\$1,138	\$46,117

Note: U.S. BEA does not report GDP by city.

Sources: Esri 2020, U.S. BEA.

III. Market Overview

Market Demographics – Rochester Income

- The City of Rochester has the lowest income measurements among the designations evaluated below – distribution is typical of many markets where the urban core has comparatively lower income levels
- When compared to the State, the City of Rochester and Monroe County display significantly lower income measurements

	City of Rochester	Monroe County	State of New York
Income			
2019 Est. Per Capita Income	\$21,020	\$33,145	\$37,467
2019 Est. Average HH Income	\$49,516	\$81,001	\$99,113
2019 Est. Median HH Income	\$32,945	\$57,352	\$65,889
HHs w/ Income \$100,000+	9,315	80,827	2,539,479
2019 Est. Average Disposable HH Income	\$37,625	\$58,338	\$68,003
2019 Est. Median Disposable HH Income	\$27,340	\$44,773	\$51,123
HHs w/ Disposable Income \$100,000+	4,407	43,664	1,581,187

Source: Esri 2020.

III. Market Overview

Greater Rochester – Tourism

- Rochester and Monroe County are part of the “Five Finger Lakes” tourism region, which includes 14 total counties
- Facts and Figures
 - Five Finger Lakes (2018)
 - Approximately \$3.2 billion in total visitor spending – 4% growth over previous year
 - Approximately \$226 million in local taxes generated
 - 5.6 million visitors – 4.86 million visitors cited travel and leisure as main purpose for visit
 - With approximately \$1.1 billion in total visitor spending, Monroe County accounted for 34% of the region’s total visitor spending
 - The tourism industry accounted for 19,949 jobs in the County and generated approximately \$79 million in local tax revenue
- Main tourism attractions in the region include festivals, historical landmarks, sports and recreation, outdoor activities, and wineries



Source: Tourism Economics.

III. Market Overview

Market Demographics – NFL CSA Population

- Buffalo is the second-smallest NFL market in terms of CSA population

Team	2019 Population (000s)	Rank	2024 Population (000s)	Rank	Est. % Growth 2019-2024	Rank	2019 Households (000s)	Rank	2024 Households (000s)	Rank	Est. % Growth 2019-2024	Rank
New York Giants	23,189.5	1	23,623.5	1	1.90%	25	8,459.8	1	8,602.7	1	1.70%	26
New York Jets	23,189.5	1	23,623.5	1	1.90%	25	8,459.8	1	8,602.7	1	1.70%	26
Los Angeles Chargers	19,006.9	3	19,579.4	3	3.00%	19	6,112.9	3	6,276.8	3	2.70%	21
Los Angeles Rams	19,006.9	3	19,579.4	3	3.00%	19	6,112.9	3	6,276.8	3	2.70%	21
Chicago Bears	9,976.6	5	10,021.6	7	0.50%	29	3,689.7	5	3,711.3	7	0.60%	29
Baltimore Ravens	9,822.9	6	10,275.9	5	4.60%	14	3,668.6	6	3,828.5	5	4.40%	15
Washington Redskins	9,822.9	6	10,275.9	5	4.60%	14	3,668.6	6	3,828.5	5	4.40%	15
San Francisco 49ers	9,627.7	8	10,005.6	8	3.90%	18	3,394.3	8	3,518.9	8	3.70%	18
New England Patriots	8,360.0	9	8,607.4	10	3.00%	19	3,232.5	9	3,325.8	9	2.90%	20
Dallas Cowboys	8,143.7	10	8,910.1	9	9.40%	2	2,913.3	10	3,175.4	10	9.00%	2
Houston Texans	7,366.0	11	8,073.4	11	9.60%	1	2,550.8	13	2,790.3	12	9.40%	1
Philadelphia Eagles	7,333.5	12	7,474.6	12	1.90%	25	2,761.9	11	2,811.7	11	1.80%	25
Miami Dolphins	6,818.3	13	7,206.4	14	5.70%	12	2,572.6	12	2,710.1	13	5.30%	12
Atlanta Falcons	6,788.2	14	7,276.1	13	7.20%	9	2,486.4	14	2,662.4	14	7.10%	9
Detroit Lions	5,397.6	15	5,455.1	15	1.10%	28	2,131.6	15	2,162.0	15	1.40%	28
Arizona Cardinals	4,940.9	16	5,355.7	16	8.40%	7	1,799.5	17	1,947.2	17	8.20%	6
Seattle Seahawks	4,881.9	17	5,231.1	17	7.20%	9	1,913.9	16	2,049.6	16	7.10%	9
Minnesota Vikings	4,057.6	18	4,258.3	18	4.90%	13	1,564.3	18	1,639.2	18	4.80%	13
Cleveland Browns	3,638.2	19	3,649.9	20	0.30%	30	1,490.1	19	1,499.6	20	0.60%	29
Denver Broncos	3,612.3	20	3,925.3	19	8.70%	4	1,406.1	20	1,525.0	19	8.50%	4
Tampa Bay Buccaneers	3,160.6	21	3,376.4	21	6.80%	11	1,283.3	21	1,362.9	21	6.20%	11
Carolina Panthers	2,780.8	22	3,019.3	22	8.60%	6	1,063.4	23	1,153.8	22	8.50%	4
Pittsburgh Steelers	2,654.1	23	2,647.5	23	-0.20%	32	1,132.4	22	1,132.5	23	0.00%	31
Kansas City Chiefs	2,526.8	24	2,627.9	24	4.00%	17	988.3	24	1,027.8	24	4.00%	17
Indianapolis Colts	2,456.3	25	2,569.2	25	4.60%	14	950.0	25	992.3	25	4.50%	14
Las Vegas Raiders	2,306.7	26	2,507.0	26	8.70%	4	836.1	27	905.1	27	8.20%	6
Cincinnati Bengals	2,279.9	27	2,336.7	27	2.50%	23	889.8	26	912.3	26	2.50%	24
Tennessee Titans	2,113.6	28	2,299.2	28	8.80%	3	813.6	28	884.2	28	8.70%	3
Jacksonville Jaguars	1,698.5	29	1,834.9	29	8.00%	8	655.1	29	706.5	29	7.80%	8
New Orleans Saints	1,524.1	30	1,562.0	30	2.50%	23	593.1	30	609.1	30	2.70%	21
Buffalo Bills	1,226.3	31	1,224.7	31	-0.10%	31	513.3	31	513.5	31	0.00%	31
Green Bay Packers	371.4	32	382.2	32	2.90%	22	149.0	32	153.7	32	3.20%	19
Average (Ex. Buffalo)	7,059.8		7,341.0		4.77%		2,572.4		2,670.5		4.65%	

Source: Esri 2020.

III. Market Overview

Market Demographics – NHL CSA Population

- Buffalo is also the second-smallest NHL market in terms of CSA population

Team	2019 Population (000s)	Rank	2024 Population (000s)	Rank	Est. % Growth 2019-2024	Rank	2019 Households (000s)	Rank	2024 Households (000s)	Rank	Est. % Growth 2019-2024	Rank
New Jersey Devils	23,189.5	1	23,623.5	1	1.90%	24	8,459.8	1	8,602.7	1	1.70%	25
New York Islanders	23,189.5	1	23,623.5	1	1.90%	24	8,459.8	1	8,602.7	1	1.70%	25
New York Rangers	23,189.5	1	23,623.5	1	1.90%	24	8,459.8	1	8,602.7	1	1.70%	25
Anaheim Ducks	19,006.9	4	19,579.4	4	3.00%	21	6,112.9	4	6,276.8	4	2.70%	22
Los Angeles Kings	19,006.9	4	19,579.4	4	3.00%	21	6,112.9	4	6,276.8	4	2.70%	22
Chicago Blackhawks	9,976.6	6	10,021.6	7	0.50%	30	3,689.7	6	3,711.3	7	0.60%	30
Washington Capitals	9,822.9	7	10,275.9	6	4.60%	18	3,668.6	7	3,828.5	6	4.40%	19
San Jose Sharks	9,627.7	8	10,005.6	8	3.90%	20	3,394.3	8	3,518.9	8	3.70%	20
Boston Bruins	8,360.0	9	8,607.4	10	3.00%	21	3,232.5	9	3,325.8	9	2.90%	21
Dallas Stars	8,143.7	10	8,910.1	9	9.40%	4	2,913.3	10	3,175.4	10	9.00%	4
Philadelphia Flyers	7,333.5	11	7,474.6	11	1.90%	24	2,761.9	11	2,811.7	11	1.80%	24
Florida Panthers	6,818.3	12	7,206.4	12	5.70%	14	2,572.6	12	2,710.1	12	5.30%	15
Toronto Maple Leafs	6,419.7	13	6,844.2	13	6.60%	12	2,313.5	13	2,476.1	13	7.00%	11
Detroit Red Wings	5,397.6	14	5,455.1	14	1.10%	29	2,131.6	14	2,162.0	14	1.40%	28
Arizona Coyotes	4,940.9	15	5,355.7	15	8.40%	8	1,799.5	17	1,947.2	16	8.20%	7
Seattle NHL Team	4,881.9	16	5,231.1	16	7.20%	10	1,913.9	15	2,049.6	15	7.10%	10
Montreal Canadiens	4,302.3	17	4,509.6	17	4.80%	17	1,816.5	16	1,900.7	17	4.60%	18
Minnesota Wild	4,057.6	18	4,258.3	18	4.90%	16	1,564.3	18	1,639.2	18	4.80%	16
Colorado Avalanche	3,612.3	19	3,925.3	19	8.70%	6	1,406.1	19	1,525.0	19	8.50%	6
Tampa Bay Lightning	3,160.6	20	3,376.4	20	6.80%	11	1,283.3	20	1,362.9	20	6.20%	13
St. Louis Blues	2,971.2	21	3,014.9	21	1.50%	28	1,180.5	21	1,197.2	21	1.40%	28
Pittsburgh Penguins	2,654.1	22	2,647.5	23	-0.20%	32	1,132.4	22	1,132.5	22	0.00%	31
Vancouver Canucks	2,621.8	23	2,822.6	22	7.70%	9	1,023.6	23	1,104.5	23	7.90%	9
Columbus Blue Jackets	2,518.1	24	2,633.0	24	4.60%	18	986.3	24	1,032.3	24	4.70%	17
Vegas Golden Knights	2,306.7	25	2,507.0	25	8.70%	6	836.1	25	905.1	25	8.20%	7
Nashville Predators	2,113.6	26	2,299.2	26	8.80%	5	813.6	26	884.2	26	8.70%	5
Carolina Hurricanes	2,018.2	27	2,219.2	27	10.00%	3	777.0	27	853.6	27	9.90%	3
Calgary Flames	1,529.6	28	1,706.7	28	11.60%	1	567.6	29	630.9	28	11.10%	1
Edmonton Oilers	1,443.5	29	1,600.7	29	10.90%	2	547.4	30	605.8	29	10.70%	2
Ottawa Senators	1,404.9	30	1,490.4	30	6.10%	13	568.9	28	605.7	30	6.50%	12
Buffalo Sabres	1,226.3	31	1,224.7	31	-0.10%	31	513.3	31	513.5	31	0.00%	31
Winnipeg Jets	832.4	32	878.8	32	5.60%	15	329.5	32	349.2	32	6.00%	14
Average (Ex. Buffalo)	7,317.8		7,590.5		5.31%		2,671.9		2,768.0		5.20%	

Source: Esri 2020.

III. Market Overview

Market Demographics – AHL CBSA Population

- Rochester is the 16th-largest AHL market (out of 32 teams) in terms of CBSA population
- CBSA is a more appropriate measure of market size for minor league franchises – CSAs typically include multiple CBSAs and broader number of counties

Team	2019 Population (000s)	Rank	2024 Population (000s)	Rank	Est. % Growth 2019-2024	Rank	2019 Households (000s)	Rank	2024 Households (000s)	Rank	Est. % Growth 2019-2024	Rank
Chicago Wolves	9,601.8	1	9,653.6	1	0.50%	26	3,544.9	1	3,568.8	1	0.70%	25
Toronto Marlies	6,523.0	2	7,016.1	2	7.60%	8	2,335.0	2	2,511.7	2	7.60%	8
Ontario Reign	4,636.0	3	4,861.6	3	4.90%	11	1,412.1	4	1,474.0	4	4.40%	12
Palm Springs AHL Team	4,636.0	3	4,861.6	3	4.90%	11	1,412.1	4	1,474.0	4	4.40%	12
Laval Rocket	4,350.8	5	4,589.3	5	5.50%	9	1,833.3	3	1,936.0	3	5.60%	9
San Diego Gulls	3,334.0	6	3,460.5	6	3.80%	17	1,165.9	6	1,209.0	6	3.70%	16
Charlotte Checkers	2,616.2	7	2,852.1	7	9.00%	3	998.9	7	1,088.1	7	8.90%	4
San Antonio Rampage	2,547.0	8	2,776.2	8	9.00%	3	904.9	8	986.2	8	9.00%	3
Las Vegas AHL Team	2,257.9	9	2,456.0	10	8.80%	6	816.5	11	884.6	10	8.30%	6
Texas Stars	2,231.5	10	2,543.4	9	14.00%	1	842.3	10	959.0	9	13.80%	1
Cleveland Monsters	2,073.5	11	2,076.8	12	0.20%	27	861.5	9	866.6	11	0.60%	26
San Jose Barracuda	2,010.1	12	2,101.0	11	4.50%	14	672.1	12	701.1	12	4.30%	14
Providence Bruins	1,643.7	13	1,667.7	13	1.50%	21	643.9	13	653.5	13	1.50%	22
Milwaukee Admirals	1,577.5	14	1,599.9	14	1.40%	22	633.6	14	643.5	14	1.60%	21
Hartford Wolf Pack	1,227.8	15	1,236.9	15	0.70%	25	478.2	15	481.2	15	0.60%	26
Rochester Americans	1,095.3	16	1,092.7	18	-0.20%	29	439.3	16	439.2	16	0.00%	28
Grand Rapids Griffins	1,073.6	17	1,123.1	16	4.60%	13	399.1	18	418.0	18	4.70%	10
Tucson Roadrunners	1,051.3	18	1,095.7	17	4.20%	15	416.7	17	434.6	17	4.30%	14
Bridgeport Sound Tigers	957.2	19	980.1	19	2.40%	19	345.8	19	352.9	20	2.10%	19
Bakersfield Condors	903.7	20	942.0	20	4.20%	15	272.4	22	282.4	23	3.70%	16
Lehigh Valley Phantoms	855.8	21	872.1	22	1.90%	20	327.2	21	332.8	21	1.70%	20
Manitoba Moose	849.3	22	920.6	21	8.40%	7	329.8	20	356.4	19	8.10%	7
Stockton Heat	759.3	23	799.9	23	5.30%	10	234.6	27	245.6	26	4.70%	10
Iowa Wild	680.2	24	741.8	24	9.10%	2	264.3	24	287.5	22	8.80%	5
Syracuse Crunch	667.9	25	663.0	25	-0.70%	30	264.6	23	262.7	24	-0.70%	30
Springfield Thunderbirds	641.4	26	649.9	26	1.30%	23	243.4	25	246.0	25	1.10%	24
Hershey Bears	582.9	27	602.1	27	3.30%	18	236.2	26	244.1	27	3.30%	18
Wilkes-Barre/Scranton Penguins	566.8	28	566.9	28	0.00%	28	231.1	28	230.8	28	-0.10%	29
Colorado Eagles	359.3	29	391.6	29	9.00%	3	142.7	29	155.9	29	9.20%	2
Rockford IceHogs	344.3	30	337.2	30	-2.10%	32	132.9	30	130.6	30	-1.70%	32
Utica Comets	300.7	31	296.8	31	-1.30%	31	119.4	31	117.5	31	-1.60%	31
Binghamton Devils	247.5	32	242.0	32	-2.20%	33	100.3	32	97.9	32	-2.40%	33
Belleville Senators	108.0	33	109.2	33	1.10%	24	45.1	33	45.6	33	1.30%	23
Average (Ex. Rochester)	1,944.3		2,034.0		3.90%		708.1		740.0		3.80%	

Source: Esri 2020.

III. Market Overview

Market Demographics – NLL CBSA Population

- Buffalo is the ninth-largest NLL market (out of 13 teams) in terms of CBSA population

Team	2019 Population		2024 Population		Est. % Growth		2019 Households		2024 Households		Est. % Growth	
	(000s)	Rank	(000s)	Rank	2019-2024	Rank	(000s)	Rank	(000s)	Rank	2019-2024	Rank
New York Riptide	20,438.2	1	20,842.2	1	2.00%	9	7,432.0	1	7,566.0	1	1.80%	10
Toronto Rock	6,523.0	2	7,016.1	2	7.60%	4	2,335.0	3	2,511.7	2	7.60%	4
Philadelphia Wings	6,203.9	3	6,330.3	4	2.00%	9	2,344.1	2	2,389.5	3	1.90%	9
Georgia Swarm	5,986.3	4	6,436.1	3	7.50%	6	2,195.1	4	2,357.4	4	7.40%	6
San Diego Seals	3,334.0	5	3,460.5	5	3.80%	8	1,165.9	5	1,209.0	6	3.70%	8
Colorado Mammoth	2,960.4	6	3,209.4	6	8.40%	3	1,161.4	6	1,256.9	5	8.20%	3
Vancouver Warriors	2,639.3	7	2,840.7	7	7.60%	4	1,015.2	7	1,092.2	7	7.60%	4
Calgary Roughnecks	1,551.4	8	1,732.3	8	11.70%	2	570.2	8	636.1	8	11.50%	2
Buffalo Bandits	1,147.4	9	1,147.7	9	0.00%	11	481.7	9	482.7	9	0.20%	11
Rochester Knighthawks	1,095.3	10	1,092.7	10	-0.20%	12	439.3	10	439.2	10	0.00%	12
Halifax Thunderbirds	442.7	11	471.7	11	6.50%	7	188.8	11	200.8	11	6.30%	7
Saskatchewan Rush	340.8	12	387.9	12	13.80%	1	128.7	12	145.8	12	13.30%	1
New England Black Wolves	273.2	13	271.2	13	-0.70%	13	106.9	13	106.0	13	-0.80%	13
Average (Ex. Buffalo)	4,315.7		4,507.6		5.83%		1,590.2		1,659.2		5.71%	

Source: Esri 2020.

IV. Economic and Fiscal Impact Methodology

IV. Economic and Fiscal Impact Methodology

Overview

- Gross expenditure and economic multiplier approach was used to quantify economic and fiscal impacts
- Basis of approach is that spending on goods and services creates demand within particular industries
- A portion of each “net new” direct dollar spent in an economy is re-spent, generating “indirect” economic impact
- Result of process is that \$1 in direct spending increases final demand for industries by more than \$1 – “multiplier effect”
- Analysis utilizes the IMPLAN Type SAM multiplier
 - Accounts for the social security and income tax leakage
 - Institution savings
 - Commuting
- Fiscal impacts were estimated based on current statutory rates and net new direct spending, less expense / capital support paid by governmental entities

IV. Economic and Fiscal Impact Methodology

Overview – Multiplier Effect

- Introduction of the net new direct spending into an economy begins a cycle in which money is re-spent several times
- Turnover of each \$1 is projected through use of economic multipliers applied to initial net new direct spending
- Multiplier conveys that additional spending into a finite economy will lead to secondary spending
- Cycle continues until initial \$1 has experienced leakage sufficient to end its economic cycle, including:
 - Purchases outside region
 - Taxes paid outside region
 - Individual savings
- Multiplier illustrates a more realistic image of economic system where direct consumption leads to various levels of indirect consumption

IV. Economic and Fiscal Impact Methodology

Reporting – Economic and Fiscal Impacts

- There are three types of economic impacts – types below are summed and represent total impact:
 - **Direct Impacts:** Represents the initial change in an economy
 - **Indirect Impacts:** Subsequent rounds of economic activity generated by the initial change
 - **Induced Impacts:** Household income spending patterns that are supported by the initial change
- Economic impacts are reported in terms of three categories:
 - **Output:** The total value of goods and services produced by a final demand industry
 - **Employment:** The total number of jobs (includes both full- and part-time positions) supported by the initial change
 - **Labor Income:** Earnings that are supported by the initial change; sum of employee compensation (wages and benefits) and proprietor income
- Fiscal impacts are reported according to the appropriate local and State tax rates (e.g. sales and use, hotel, etc.)

IV. Economic and Fiscal Impact Methodology

Estimated Multipliers

- Regional economic impact model developed by the Minnesota IMPLAN group (IMPLAN)
- Economic multipliers estimate impacts associated with gross expenditures
- Use of multipliers requires identification of each industry or economic event
- IMPLAN combines national averages for industries and production functions with data from the federal government, including:
 - U.S. Bureau of Labor Statistics
 - U.S. Bureau of Economic Analysis
 - U.S. Census Bureau
 - U.S. Department of Agriculture Census
- IMPLAN has identified approximately 536 economic sectors
- IMPLAN provides two different types of multipliers: Type I and Type SAM
 - Type SAM multiplier is utilized in our analysis
 - *Type SAM Multiplier = (Direct Effect + Indirect Effect + Induced Effect) / (Direct Effect)*

IV. Economic and Fiscal Impact Methodology

Estimated Multipliers

- Size of multipliers are estimated based on several factors:
 - **Size of the market area** – As the market area expands, its ability to support the initial change within supplying industries generally expands, resulting in lower levels of leakage during additional rounds of spending and larger multipliers
 - **The specific industry in a market area** – Larger industries are more capable of supplying the initial change, so its multiplier expands (e.g. natural gas distribution multipliers are high due to expansiveness of industry in the State)
 - **The market's role in the regional economy** – Multipliers may be larger as a result of an area's role in the regional economy due to unique factors such as government (e.g. State Capitol) or having a heavy tourism component
 - **Multiplier year** – Multipliers are based on an economy at any given time; as the economy expands or contracts, multipliers will generally grow or shrink due to changes in the economy's ability to accommodate the initial change
 - 2020 multipliers would be considerably smaller due to COVID-19; multipliers could be smaller in 2021 and 2022, depending on the speed of the economic recovery

IV. Economic and Fiscal Impact Methodology

Estimated Multipliers – City of Buffalo

- Type SAM Multipliers for the City are summarized
- Multipliers are very small and indirect / induced impacts will be limited as a result

City of Buffalo Type SAM Multipliers				
Code	Industry	Output	Employment	Labor Income
58	Construction of Other New Non-Residential Structures	1.067	1.045	1.042
406	Retail - Food and Beverage Stores	1.112	1.046	1.085
408	Retail - Gasoline Stores	1.121	1.088	1.114
411	Retail - General Merchandise Stores	1.131	1.051	1.154
412	Retail - Miscellaneous Stores	1.154	1.062	1.079
418	Transit and Ground Passenger Transportation	1.134	1.041	1.064
450	Automotive Equipment Rental and Leasing	1.097	1.125	1.150
468	Miscellaneous Professional, Scientific, & Technical Services	1.210	1.106	1.098
469	Management of Companies and Enterprises	1.120	1.115	1.064
497	Commercial Sports Except Racing	1.120	1.190	1.070
505	Fitness and Recreational Sports Centers	1.116	1.027	1.082
507	Hotels and Motels, Including Casino Hotels	1.113	1.079	1.167
509	Full-Service Restaurants	1.123	1.045	1.132

Source: IMPLAN.

IV. Economic and Fiscal Impact Methodology

Estimated Multipliers – Erie County

- Type SAM Multipliers for the County are summarized
- Commercial Sports Except Racing employment multiplier (2.528) is significantly larger than City multiplier (1.190) and even the State multiplier (1.916 – next page)
 - Multiplier is likely due to the Bills' presence in Orchard Park and importance in the County's economy

Erie County Type SAM Multipliers				
Code	Industry	Output	Employment	Labor Income
58	Construction of Other New Non-Residential Structures	1.553	1.420	1.353
406	Retail - Food and Beverage Stores	1.673	1.324	1.552
408	Retail - Gasoline Stores	1.661	1.547	1.692
411	Retail - General Merchandise Stores	1.663	1.305	1.702
412	Retail - Miscellaneous Stores	1.775	1.350	1.409
418	Transit and Ground Passenger Transportation	1.712	1.256	1.368
450	Automotive Equipment Rental and Leasing	1.516	1.765	1.808
468	Miscellaneous Professional, Scientific, & Technical Services	1.885	1.497	1.428
469	Management of Companies and Enterprises	1.752	1.894	1.437
497	Commercial Sports Except Racing	1.794	2.528	1.362
505	Fitness and Recreational Sports Centers	1.677	1.184	1.526
507	Hotels and Motels, Including Casino Hotels	1.557	1.405	1.787
509	Full-Service Restaurants	1.628	1.265	1.620

Source: IMPLAN.

IV. Economic and Fiscal Impact Methodology

Estimated Multipliers – State of New York

- Type SAM Multipliers for the State of New York are summarized

State of New York Type SAM Multipliers				
Code	Industry	Output	Employment	Labor Income
58	Construction of Other New Non-Residential Structures	1.615	1.449	1.405
406	Retail - Food and Beverage Stores	1.801	1.338	1.662
408	Retail - Gasoline Stores	1.776	1.544	1.852
411	Retail - General Merchandise Stores	1.751	1.320	1.712
412	Retail - Miscellaneous Stores	1.883	1.349	1.492
418	Transit and Ground Passenger Transportation	1.781	1.258	1.437
450	Automotive Equipment Rental and Leasing	1.599	1.859	1.788
468	Miscellaneous Professional, Scientific, & Technical Services	1.998	1.638	1.442
469	Management of Companies and Enterprises	1.871	2.038	1.519
497	Commercial Sports Except Racing	1.947	1.916	1.554
505	Fitness and Recreational Sports Centers	1.836	1.221	1.628
507	Hotels and Motels, Including Casino Hotels	1.655	1.536	1.630
509	Full-Service Restaurants	1.732	1.308	1.650

Source: IMPLAN.

IV. Economic and Fiscal Impact Methodology

Overview – Approach

- CAA ICON has utilized a conservative to estimate economic and fiscal impacts – focus on estimating net new impacts:
 - All spending outside of the venues by in-market residents is considered substitution spending – conservative approach in any analysis, but even more so due to status of Bills and Sabres as primary entertainment alternatives in the region
 - A portion of gross spending would almost certainly leave the City, County, State, or even the United States
 - All spending outside the venue is adjusted for the event’s impact on the significance of the purchase
 - Team and stadium operational expenditures (instead of revenues) are used to model team- and venue-related impacts – reflects actual purchases and does not include profits and margins
 - NHL and NFL player salaries are discounted to account for their residency outside the market areas during the offseason
 - Only net new direct spending is used to estimate fiscal impacts; indirect spending would generate some taxable spending or, for indirect labor income, personal income tax – significant distinction
 - The value of State and County expense / capital support is subtracted from fiscal impact estimates

IV. Economic and Fiscal Impact Methodology

Key Adjustments

- Economic and fiscal impact estimates are calculated based on estimates of gross expenditures, less key adjustments, to estimate net new direct spending
- Complexity of PSE organization and multiple areas under analysis requires case-by-case adjustments and evaluations to estimate net new direct spending
- Gross and direct spending estimates are summarized in two categories (except for “Other PSE Entities”):
 - **Gross team and in-venue operational spending**
 - Operational spending estimates are based on detailed information provided by PSE
 - **Gross patron spending outside the venue**
 - Patron spending estimates are calculated on the basis of patron surveys completed by CAA ICON
- A detailed description of key adjustments is provided on the following pages

IV. Economic and Fiscal Impact Methodology

Expenditure Type – Team and In-Venue Operational Spending

- Gross team and in-venue operational spending is subject to non-local purchases or initial “leakage”
 - For example, expenditures on utilities paid to a provider located in the County, but outside the City, would be considered a direct impact to the County and State but not to the City
- Initial leakage generally becomes smaller (as a percentage of gross spending) as the market area expands – greater the likelihood the purchase is satisfied locally or wages are paid to in-market residents
- Team and venue expenses are used instead of revenues to estimate net new direct spending
 - Revenue approach is commonly utilized – gross revenues, after similar adjustments, are applied and the model “spends” the revenue in the economy, including estimating direct jobs and wages based on regional multipliers
 - Revenue approach may also include margins and profits that generally do not occur locally

IV. Economic and Fiscal Impact Methodology

Expenditure Type – Team and In-Venue Operational Spending (Cont.)

- Expenditure types include the following categories:
 - Personnel
 - Players
 - Non-player (professional staff, front office staff, etc.)
 - Operations
 - Contracted services
 - Maintenance and capital expenditures
 - Utilities
 - General and administrative
 - Supplies
 - Marketing and sponsorship
 - Team- and game-related expenses
 - Hospitality
 - Travel expenditures

IV. Economic and Fiscal Impact Methodology

Expenditure Type – Patron Spending Outside the Venue

- Patron spending outside the venue is estimated based on in-person surveys collected by CAA ICON
- Survey data is extrapolated across annual turnstile attendance and adjusted for location of ticket buyers to estimate gross patron spending outside the venue
- Gross patron spending outside the venue is adjusted for “substitution” (also known as displacement) and significance
- Substitution
 - All resident spending in each market area is removed from the model to adjust for substitution spending – the term “resident” differs according to the area for which impacts are being calculated (examples below)
 - Spending by a City resident is considered substitution spending for the City, County, and State
 - Spending by a resident of the State who lives outside of the County represents net new spending to both the County and City, but does not represent net new spending to the State
 - Spending by a resident of the State of New Jersey represents net new spending to the City, County, and State

IV. Economic and Fiscal Impact Methodology

Expenditure Type – Patron Spending Outside the Venue (Cont.)

- Significance
 - Survey respondents were asked to indicate whether that day’s event had either a significant, some, little, or no impact on their decision to spend money in the various categories
 - “Significant” impacts had the highest value, and in contrast, impacts of “little” or “none” had the lowest impact
 - Significance accounts for patrons at an event who are attending for other reasons (e.g. business trip, vacation, visiting family and friends, etc.)

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts

- Fiscal impacts reflect public tax revenues supported by net new direct spending
- Impacts are calculated based on the applicable tax structure within the City, County, and State
- Similar to economic impacts, fiscal impacts are calculated based on net new direct spending in each market area
- Other material caveats or adjustments:
 - Applicable State and County expense / capital support net of rent paid to the Bills are netted out of gross fiscal impact estimates
 - City and County ticket surcharge (2.25%) collected for KeyBank Center events is not included in estimates – returned to PSE and reported as ticket revenue

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts – City of Buffalo and Erie County

- City of Buffalo
 - Sewer rent (\$1.62 per \$1,000 in assessed value)
 - Property tax (\$29.49 per \$1,000 for non-homestead)
 - KeyBank Center ground rent (\$500,000)
 - Sales tax allocations from the County-wide sales tax (see explanation below)
- Erie County
 - Bills annual rent for Bills Stadium (\$862,000)
 - Property tax (\$7.33 per \$1,000 in assessed value)
 - Sales and use tax ((4.75%) 8.75% maximum combined local rate with 4.00% State rate)
 - Applicable to the following in-venue spending: concessions (prepared food), merchandise, tickets (except concerts), and parking
 - Applicable to the following spending categories outside the venue: hotels, gasoline, rental cars, restaurants, and retail sales (groceries are not subject to sales and use tax in the County or State)
 - Sales and use tax is subject to interlocal sales tax agreement between the County and its cities, towns, and villages
 - The County retains the first 1.75% and 35.3% of the remaining 3.00% - approximately 2.81% of the 4.75% (59%)
 - The City of Buffalo in 2018 received approximately .36% of the 4.75% (7.7%)
 - Allocations vary by year based on assessed values and population – 2018 is utilized for analytical purposes

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts – Erie County Sales Tax Recipients

- The following towns and villages (in addition to the Cities of Buffalo, Tonawanda, and Lackawanna) benefit from distribution of the County sales tax:
 - Towns
 - Alden
 - Amherst
 - Aurora
 - Boston
 - Brant
 - Cheektowaga
 - Clarence
 - Colden
 - Collins
 - Eden
 - Elma
 - Evans
 - Grand Island
 - Hamburg
 - Holland
 - Marilla
 - Newstead
 - North Collins
 - Orchard Park
 - Sardinia
 - Wales
 - West Seneca
- Villages
 - Akron
 - Blasdell
 - Depew
 - East Aurora
 - Farnham
 - Gowanda
 - Kenmore
 - Lancaster
 - Sloan
 - Springville
 - Williamsville

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts – Erie County (Cont.) and State of New York

- Erie County (Cont.)
 - Hotel occupancy tax (3.00% to 5.00%)
 - Hotel tax of 3.00% is collected on occupancy of a hotel room at properties in the County with 30 or fewer rooms, and 5.00% is collected at every property in the County with over 30 rooms
 - For analytical purposes, CAA ICON has used a blended estimate of 4.75%
 - Additive to sales tax for a maximum combined rate of 13.75%
- State of New York
 - Sales and use tax (4.00%)
 - Applicable to the following in-venue spending: tickets (except concerts), concessions (prepared food), and parking
 - Applicable to the following spending outside the venue: gasoline (included below), hotels, restaurants (prepared food), and ride-sharing services (but not taxi cabs - confirm)
 - State sales tax is not collected on groceries or for merchandise purchases less than \$110
 - Rental car tax (12.00%)
 - Rental car tax was increased from 6.00% to 12.00% on June 1, 2019 – for analytical purposes we have utilized a weighted 9.00% average to estimate 2019 fiscal impacts
 - Gasoline taxes
 - State collects an 8.00% excise tax and sales tax of 8.00% capped at .08 cents per gallon, as well as other taxes and fees that generate State sales taxes of approximately .34 cents per gallon

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts – State of New York Personal Income Tax

- Personal income tax (married filing jointly rates are reflected)
 - 4.00% (\$0 to \$17,150)
 - 4.50% (\$17,150 to \$23,600)
 - 5.25% (\$23,600 to \$27,900)
 - 5.90% (\$27,900 to \$43,000)
 - 6.09% (\$43,000 to \$161,550)
 - 6.41% (\$161,550 to \$323,200)
 - 6.85% (\$323,200 to \$2,155,350)
 - 8.82% (\$2,155,350 and up)
- Supplemental wages personal income tax
 - 9.62% on supplemental wages, including signing bonuses, bonuses, overtime pay, commissions, etc.
 - Impacts Bills and Sabres income tax withholdings

IV. Economic and Fiscal Impact Methodology

Fiscal Impacts – State and County Expense and Capital Support

- Fiscal impact estimates for the County and State (Empire State Development) must be adjusted for expense and capital support provided by the State and County to the Bills
- Support in 2019 totaled approximately \$12.42 million, \$5.96 million paid by the County and \$6.46 million from the State
 - Capital Improvement Allowance
 - County: \$1.96 million
 - State: \$2.13 million
 - Game Day / Operating Expense
 - County: \$2.45 million
 - State: \$2.65 million
 - Working Capital Grant
 - County: \$1.55 million
 - State: \$1.68 million

V. Annual Economic and Fiscal Impact

A. Overview

Overview

- PSE operations generate significant annual economic and fiscal impacts from annual spending patterns
- Spending is divided into two categories for all sports-related entities (Top Shelf and PSE have different spending categories)
 - Gross team and in-venue operational spending
 - Informed by detailed data provided by PSE regarding employee compensation and operational expenditures
 - Gross patron spending outside the venue
 - Informed by patron surveys – results provided in this section
- CAA ICON estimated net new direct spending by project or PSE entity – individual estimates are summed into combined totals related to each venue
 - Approach allows for development of team- or venue-specific models, if required, in facility development negotiations
- Teams and venues have been separated in estimates, except for in the case of the Bills and Bills Stadium – County-owned Stadium would almost certainly be demolished for economic reasons if not for the presence of the Bills
- Due to the scale of the PSE organization, different levels / years of operational data are available for each entity

A. Overview

Economic and Fiscal Impact Models

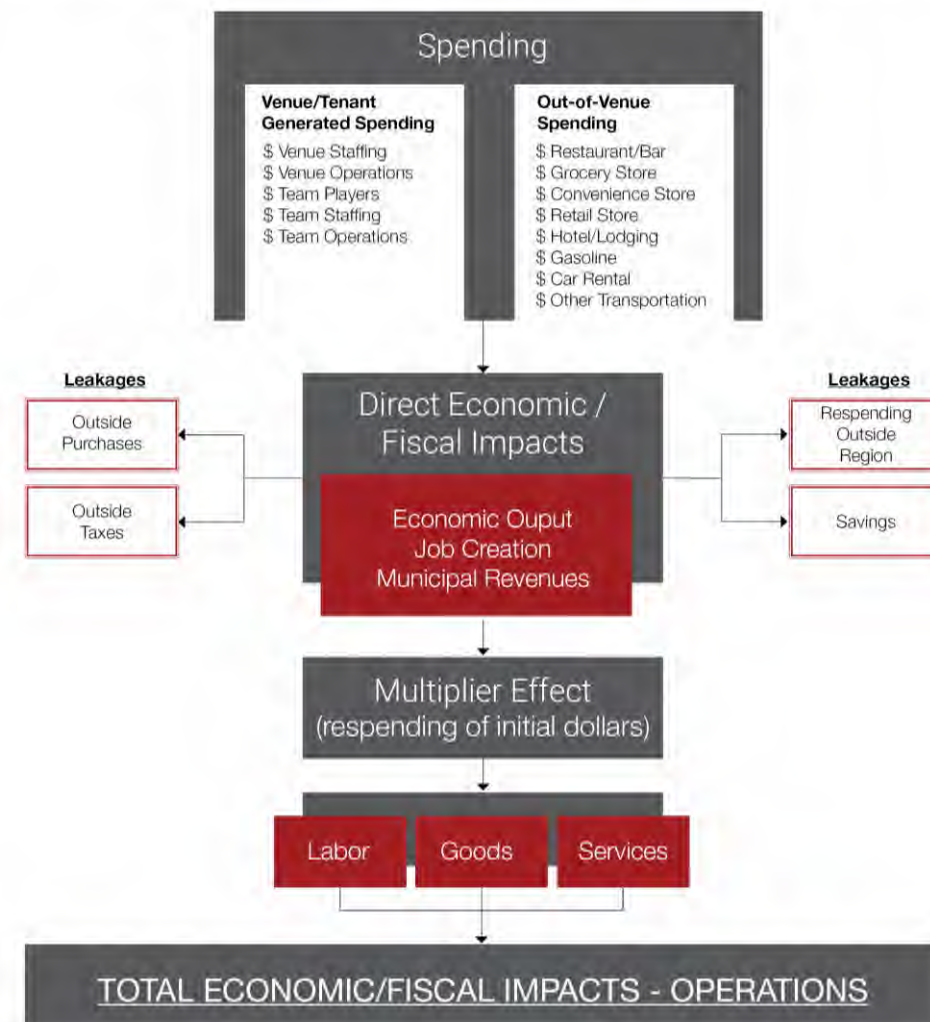
- Five economic and fiscal impact models were developed that sum into an enterprise-wide estimate
 - **Buffalo Bills**
 - **KeyBank Center**
 - Sabres
 - Arena
 - Bandits
 - **Rochester Arena**
 - Arena
 - Americans
 - Knighthawks
 - **Harborcenter**
 - Marriott
 - The Rinks
 - **Other PSE Entities**
 - PSE Operating Office
 - Top Shelf Food and Beverage

A. Overview

Flow Chart – Annual Operations

- The chart summarizes the linkage between initial spending – divided into inside and out-of-facility – and indirect and induced economic impacts

ECONOMIC/FISCAL IMPACT SUMMARY – OPERATIONS



A. Overview

Surveys – Responses, Origination, and Persons per Survey

- CAA ICON conducted three surveys to estimate patron spending
- A total of 1,170 surveys were collected at the following events:
 - Buffalo Bills vs. Philadelphia Eagles (10/27/19)
 - Buffalo Sabres vs. Arizona Coyotes (10/28/19)
 - Harborcenter Mite AAU Tournament (02/08/20)
- Survey responses by count, origination, and persons per survey are summarized
- Results appear reasonable based on CAA ICON's previous experience with the event types surveyed
 - Harborcenter tournament had highest percentage of out-of-state responses (reliance on regional teams)
 - Bills had the largest group size (tailgating)
 - Sabres had highest percentage of respondents originating in the City or County (61%)

	Valid Responses	Number of People	Origination	Persons / Survey
Buffalo Bills Game				
City of Buffalo	107	549	24%	5.13
Erie County	62	267	12%	4.31
State, non-Erie County	152	798	34%	5.25
Visitor to State	156	703	30%	4.51
Total	477	2,317	100%	4.86
Buffalo Sabres Game				
City of Buffalo	77	188	15%	2.44
Erie County	228	552	46%	2.42
State, non-Erie County	83	207	17%	2.49
Visitor to State	97	266	22%	2.74
Total	485	1,213	100%	2.50
Harborcenter Tournament				
City of Buffalo	33	112	16%	3.39
Erie County	68	229	32%	3.37
State, non-Erie County	33	122	17%	3.70
Visitor to State	74	251	35%	3.39
Total	208	714	100%	3.43

A. Overview

Surveys – Daily per Person Spending Ratios by Area

- Daily per person spending ratios are summarized for each event surveyed by market area
 - Daily spending ratios are adjusted for significance, but not for substitution
- Harborcenter respondents had the highest per day ratio (\$108) due to hotels (\$46)
 - Hotel spending for Sabres (\$7) and Bills respondents (\$12) was considerably lower
- Spending for the Sabres game and Harborcenter tournament primarily occurred in the City (80%+)
 - A smaller, yet meaningful portion of Bills spending occurs within the City due to its status as the region's central business district

Event	City of Buffalo	Erie County	State of New York (Non-Erie County)	Daily per Person Spending Ratios
Buffalo Bills Game				
Restaurant	\$10.64	\$9.71	\$1.19	\$21.54
Grocery	\$3.75	\$9.53	\$0.30	\$13.59
Retail	\$0.34	\$4.70	\$0.05	\$5.10
Hotel	\$4.44	\$7.52	\$0.16	\$12.11
Gas	\$0.93	\$3.46	\$0.25	\$4.64
Rental Car	\$0.17	\$0.99	\$0.07	\$1.24
Other Transportation	\$0.68	\$0.68	\$0.00	\$1.36
Other Spending	\$1.51	\$4.28	\$0.02	\$5.81
Total	\$22.47	\$40.87	\$2.05	\$65.39
Spending Allocation	34%	63%	3%	
Buffalo Sabres Game				
Restaurant	\$22.89	\$1.99	\$0.00	\$24.88
Grocery	\$0.27	\$0.39	\$0.09	\$0.75
Retail	\$11.24	\$2.60	\$0.00	\$13.84
Hotel	\$5.56	\$1.28	\$0.03	\$6.87
Gas	\$1.05	\$2.44	\$0.27	\$3.76
Rental Car	\$1.26	\$1.35	\$0.00	\$2.61
Other Transportation	\$0.69	\$0.69	\$0.00	\$1.38
Other Spending	\$8.72	\$1.53	\$0.51	\$10.76
Total	\$51.67	\$12.28	\$0.91	\$64.86
Spending Allocation	80%	19%	1%	
Harborcenter Tournament				
Restaurant	\$29.92	\$1.23	\$0.07	\$31.22
Grocery	\$3.83	\$1.96	\$0.00	\$5.79
Retail	\$2.54	\$5.23	\$0.00	\$7.76
Hotel	\$43.72	\$1.99	\$0.00	\$45.72
Gas	\$5.38	\$2.76	\$0.35	\$8.49
Rental Car	\$0.08	\$0.31	\$0.06	\$0.45
Other Transportation	\$0.23	\$0.23	\$0.00	\$0.46
Other Spending	\$7.68	\$0.86	\$0.00	\$8.55
Total	\$93.40	\$14.56	\$0.48	\$108.44
Spending Allocation	86%	13%	0%	

A. Overview

Surveys – Daily per Person Spending Ratios by Origination Area

- Daily per person spending ratios by area of origination are summarized for the Sabres and Bills
- Tables are illustrative of how out-of-state visitors stay longer and spend more
- Analysis has not been performed for Harborcenter due to a limited number of responses

Daily per Person Spending Ratios - Buffalo Bills and New Era Field					
	City of Buffalo Residents	County Residents (Excluding City)	State Residents (Excluding County)	Visitors to State	Total
Patrons - (1)	118,688	117,495	141,352	218,886	596,420
Days per Patron	1.00	1.00	2.05	2.42	1.76
Restaurant	\$9.83	\$7.28	\$13.47	\$31.64	\$21.54
Grocery	\$7.71	\$3.79	\$4.64	\$21.91	\$13.59
Retail	\$2.49	\$5.98	\$5.94	\$5.00	\$5.10
Hotel	\$0.98	\$3.66	\$7.55	\$18.92	\$12.11
Gas	\$2.20	\$3.24	\$3.59	\$6.05	\$4.64
Rental Car	\$1.64	\$1.59	\$1.24	\$1.06	\$1.24
Other Transportation	\$0.72	\$0.55	\$0.85	\$1.96	\$1.36
Other Spending	\$3.85	\$5.30	\$5.18	\$6.67	\$5.81
Total Daily Spending	\$29.41	\$31.39	\$42.45	\$93.21	\$65.39

(1) - Total patrons includes Bills and concert attendance.

Daily per Person Spending Ratios - Buffalo Sabres					
	City of Buffalo Residents	County Residents (Excluding City)	State Residents (Excluding County)	Visitors to State	Total
Patrons	85,245	213,698	164,395	173,928	637,267
Days per Patron	1.00	1.00	1.17	2.72	1.29
Restaurant	\$10.05	\$12.25	\$16.81	\$29.19	\$24.88
Grocery	\$0.40	\$0.21	\$0.19	\$1.07	\$0.75
Retail	\$3.90	\$4.34	\$4.24	\$19.74	\$13.84
Hotel	\$0.48	\$0.51	\$3.19	\$10.37	\$6.87
Gas	\$0.98	\$2.79	\$5.57	\$2.86	\$3.76
Rental Car	\$0.00	\$0.00	\$0.00	\$4.55	\$2.61
Other Transportation	\$0.38	\$0.12	\$2.35	\$1.32	\$1.38
Other Spending	\$3.33	\$5.42	\$8.61	\$12.21	\$10.76
Total Daily Spending	\$19.52	\$25.63	\$40.97	\$81.32	\$64.86

A. Overview

Patron Origination – Annual Distribution of Turnstile Attendance

- Annual patron origination by venue and event type is summarized
- Harborcenter and the Bills, on an annual basis, have the highest percentage of patrons originating outside of the State
 - Harborcenter relies on tournaments made-up of regional teams
 - The Bills have a regional appeal / limited number of home games each year (10)

Venue / Event	City of Buffalo	Erie County	State of New York (Non-County)	Other State / Country	Total
New Era Field					
Bills	19.9%	19.7%	23.7%	36.7%	100.0%
KeyBank Center					
Sabres	13.4%	33.5%	25.8%	27.3%	100.0%
Concerts	11.0%	31.1%	35.8%	22.2%	100.0%
Bandits	20.0%	51.0%	21.0%	8.0%	100.0%
Family Shows	18.9%	51.4%	23.9%	5.7%	100.0%
Other Events	16.9%	50.5%	22.1%	10.5%	100.0%
Harborcenter					
All Events - (1)	15.0%	15.0%	18.0%	52.0%	100.0%
Blue Cross Arena					
Americans	1.0%	3.0%	86.0%	10.0%	100.0%
Knighthawks	1.0%	1.0%	93.0%	5.0%	100.0%
Other Events - (2)	1.0%	2.0%	89.5%	7.5%	100.0%

(1) - Based on 2019 tournament data.

(2) - Other events information, which includes concerts, was not provided. The average of the Americans and Knighthawks was used as a proxy.

Source: PSE.

B. PSE Compensation Data

B. PSE Compensation Data

Overview

- PSE provided CAA ICON with detailed data regarding compensation, number of full-time and part-time employees, and the Zip code location of employee / player residences
 - Compensation includes salaries / wages, payroll taxes, and benefits
- Key adjustments must be made to compensation and job totals to estimate net new direct spending:
 - Salaries and wages paid to those residing outside the City, County, and State
 - Wages paid to NHL and NFL players are apportioned by the number of duty days per year – players generally reside out-of-market during offseason (IMPLAN recommended procedure)
 - NFL players have 170 duty days out of 365 (47%)
 - NHL players have 206 duty days out of 365 (56%)

B. PSE Compensation Data

Compensation and Income Tax Withheld

- In 2019, PSE operations paid an estimated \$396.5 million in compensation to employees
- Actual 2019 compensation (including taxes and benefits) and income tax withholdings were provided for the Bills
- Sabres data was estimated based on a review of team payroll, the Bills withholding percentage of total compensation, and state income tax policy
- Income tax totals for remaining entities are estimates and subject to a number of factors, including filing status, deductions, bonus percentage (special taxing rate), etc.
- CAA ICON has not made adjustments for potential income tax credits due from visiting players
 - Players from states with lower income taxes would be required to pay tax on the difference between the highest marginal rates in their home state and New York, prorated for days in market (two out of 170 duty days for NFL)
 - Fiscal impact could be higher – New York’s highest income tax rate is higher than all states except California, Minnesota, New Jersey, and Pennsylvania

Entity	Compensation - (1)	Wages / Salary	Income Tax Withheld	Blended Rate
Bills - (2)	\$238,609,910	NA	\$19,482,000	8.2%
Sabres - (2)	\$121,397,196	NA	\$9,105,000	7.5%
Buffalo Arena	\$8,090,738	\$6,856,558	\$301,000	4.4%
Bandits	\$1,877,455	\$1,341,039	\$63,000	4.7%
Harborcenter	\$2,629,636	\$2,228,505	\$108,000	4.8%
Rochester Arena	\$1,788,485	\$1,515,665	\$68,000	4.5%
Americans	\$1,983,300	\$1,680,763	\$84,000	5.0%
Knighthawks	\$352,383	\$298,630	\$15,000	5.0%
PSE Operating Office	\$15,834,623	\$13,419,172	\$766,000	5.7%
Top Shelf	\$3,984,176	\$3,376,420	\$179,000	5.3%
Total	\$396,547,903		\$30,171,000	7.6%

(1) - Taxes and benefits estimated at 18% for select entities.

(2) - Blended rate calculated using total compensation.

Source: PSE.

B. PSE Compensation Data

Net New Direct Compensation

- Gross compensation (salaries and wages, benefits, payroll taxes) by entity and location are summarized below
- NFL and NHL player compensation is adjusted for seasonality – players generally maintain multiple residences and reside in-market during the season and outside of it during the offseason
- Approximately \$75.3 million (19% of total) in compensation is paid to City households, \$230.1 (58%) million in the County, and \$247.7 million (62%) in the State

Entity	Total Compensation	Duty Day Adjustment	Adjusted Basis	Direct Compensation					
				City of Buffalo	City Direct	Erie County	County Direct	State of New York	State Direct
Bills	\$238.6								
Player	\$192.8	47%	\$89.8	\$0.0		\$89.8		\$89.8	
Non-Player	\$45.8	NA	\$45.8	\$2.1	5%	\$36.4	79%	\$44.1	96%
Bills Sub-Total			\$135.6	\$2.1		\$126.2		\$133.9	
Sabres	\$121.4								
Player	\$82.2	56%	\$46.4	\$46.4		\$46.4		\$46.4	
Non-Player	\$39.1	NA	\$39.1	\$15.7	40%	\$29.5	75%	\$33.4	85%
Sabres Sub-Total			\$85.6	\$62.1		\$75.9		\$79.8	
Buffalo Arena	\$8.1	NA	\$8.1	\$3.1	38%	\$7.3	91%	\$7.8	97%
Bandits	\$1.9	NA	\$1.9	\$0.3	15%	\$0.5	28%	\$0.6	35%
Harborcenter - (1)	\$2.6	NA	\$2.6	\$1.0	38%	\$2.6	98%	\$2.6	100%
Rochester Arena	\$1.8	NA	\$1.8	NA	NA	NA	NA	\$1.8	100%
Americans	\$2.0	NA	\$2.0	NA	NA	NA	NA	\$1.8	91%
Knighthawks - (2)	\$0.4	NA	\$0.4	NA	NA	NA	NA	\$0.3	93%
PSE Operating Office	\$15.8	NA	\$15.8	\$4.5	28%	\$14.1	89%	\$15.0	95%
Top Shelf	\$4.0	NA	\$4.0	\$2.2	56%	\$3.4	86%	\$4.0	100%
Total	\$396.5		\$257.7	\$75.3	19%	\$230.1	58%	\$247.7	62%

(1) - Harborcenter wages do not include hotel employee wages.

(2) - Reflects partial year data.

Source: PSE.

C. Buffalo Bills Results

C. Buffalo Bills Results

Buffalo Bills – Attendance and Ticket Revenue History

- Attendance and ticket revenue history for the Bills are summarized from 2015 to 2019
 - Net ticket revenue includes club seat premiums – not subject to sales tax
- Turnstile attendance and patron surveys are used to estimate total annual spending outside the venue
- Ticket revenue, among other ancillary revenue streams, is used to estimate fiscal impacts generated inside the stadium

Buffalo Bills Attendance and Net Ticket Revenue Summary (2015 - 2019)						
Season	Total Paid Attendance	Total Turnstile Attendance	Total Net Ticket Revenue	Average Paid Attendance	Average Turnstile Attendance	Net Ticket Revenue Per Game
2015	671,015	601,218	\$50,644,154	67,102	60,122	\$5,064,415
2016	654,466	542,631	\$52,753,777	65,447	54,263	\$5,275,378
2017	626,166	535,534	\$50,759,251	62,617	53,553	\$5,075,925
2018	615,977	532,457	\$50,359,747	61,598	53,246	\$5,035,975
2019	635,896	560,856	\$53,902,173	63,590	56,086	\$5,390,217
Average	640,704	554,539	\$51,683,820	64,070	55,454	\$5,168,382

Note: Attendance and revenue figures are based on a 10-game home season.

Source: PSE.

C. Buffalo Bills Results

Buffalo Bills – Bills Stadium Attendance and Ticket Revenue History

- Attendance and ticket revenue history for other events held at Bills Stadium from 2015 to 2019 are summarized
- Events were not held in 2019 due to replacement of the synthetic playing surface (rare occasion)
- For analytical purposes, CAA ICON has assumed one annual event in the economic model

Bills Stadium Other Events Attendance and Net Ticket Revenue Summary (2015 - 2019)				
Event	Year	Paid Attendance	Turnstile Attendance	Net Ticket Revenue
One Direction	2015	28,474	28,037	\$2,429,405
Guns N' Roses	2015	28,508	29,620	\$2,625,089
Jay-Z & Beyonce	2017	36,561	35,344	\$4,262,076
U2	2017	40,580	38,495	\$4,269,245
Rolling Stones	2017	48,687	47,689	\$7,950,727
World Juniors	2018	30,805	34,201	\$2,186,694
Average per Event		35,603	35,564	\$3,953,873
Annual Average	1.2	42,723	42,677	\$4,744,647
Total	6	213,615	213,386	\$23,723,235

Source: PSE.

C. Buffalo Bills Results

Buffalo Bills – Patron Spending

- Annual estimated patron spending for the Bills is summarized based on 2019 attendance
- Total spending in the State is estimated at \$68.8 million
- Substitution spending is 28% for the State, 11% for the County, and 6% for the City based on survey data collected by CAA ICON
 - Influenced by higher per day spending ratio among those originating outside the State, as well as their longer average duration of stay

Buffalo Bills Patron Spending - City of Buffalo				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$11,200,000	\$600,000	\$10,600,000	5%
Grocery	\$4,000,000	\$300,000	\$3,700,000	8%
Retail	\$400,000	\$0	\$400,000	0%
Hotel	\$4,700,000	\$0	\$4,700,000	0%
Gas	\$1,000,000	\$100,000	\$900,000	10%
Rental Car	\$200,000	\$200,000	\$0	100%
Other Transportation	\$700,000	\$0	\$700,000	0%
Other Spending	\$1,600,000	\$300,000	\$1,300,000	19%
	\$23,800,000	\$1,500,000	\$22,300,000	6%
Buffalo Bills Patron Spending - Erie County				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$21,400,000	\$2,000,000	\$19,400,000	9%
Grocery	\$14,000,000	\$1,400,000	\$12,600,000	10%
Retail	\$5,300,000	\$1,000,000	\$4,300,000	19%
Hotel	\$12,600,000	\$500,000	\$12,100,000	4%
Gas	\$4,600,000	\$600,000	\$4,000,000	13%
Rental Car	\$1,200,000	\$300,000	\$900,000	25%
Other Transportation	\$1,400,000	\$100,000	\$1,300,000	7%
Other Spending	\$6,100,000	\$1,100,000	\$5,000,000	18%
	\$66,600,000	\$7,000,000	\$59,600,000	11%
Buffalo Bills Patron Spending - State of New York				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$22,700,000	\$5,900,000	\$16,800,000	26%
Grocery	\$14,300,000	\$2,700,000	\$11,600,000	19%
Retail	\$5,400,000	\$2,700,000	\$2,700,000	50%
Hotel	\$12,700,000	\$2,700,000	\$10,000,000	21%
Gas	\$4,900,000	\$1,700,000	\$3,200,000	35%
Rental Car	\$1,300,000	\$700,000	\$600,000	54%
Other Transportation	\$1,400,000	\$400,000	\$1,000,000	29%
Other Spending	\$6,100,000	\$2,600,000	\$3,500,000	43%
	\$68,800,000	\$19,400,000	\$49,400,000	28%

C. Buffalo Bills Results

Buffalo Bills – Spending Summary

- The table summarizes estimated annual net new direct spending generated by the Bills and Bills Stadium
- Operations spending reflects actual cash expenditures made by the Bills in the City, County, and State in 2019
- Visiting personnel spending is estimated at approximately \$1.6 million
 - Estimated based on public information regarding NFL traveling party sizes and per diems
- Net new direct spending ranges from \$44.9 million (City) to \$227.1 million (State)

Bills and Bills Stadium (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Team and In-Venue Spending						
Gross Spending						
Operations	\$59.3		\$59.3		\$59.3	
Personnel	\$238.6		\$238.6		\$238.6	
Total Gross Spending	\$297.9		\$297.9		\$297.9	
Excluded / Non-Local Spending						
Operations	\$40.4	68%	\$29.2	49%	\$17.1	29%
Personnel	\$236.5	99%	\$112.4	47%	\$104.8	44%
Total Excluded / Non-Local Spending	\$276.9	93%	\$141.6	48%	\$121.8	41%
Total Net New Direct Spending						
Operations	\$18.9	32%	\$30.1	51%	\$42.2	71%
Personnel	\$2.1	1%	\$126.2	53%	\$133.9	56%
Total Net New Direct Spending	\$21.0	7%	\$156.3	52%	\$176.1	59%
Visiting Patron and Personnel Spending						
Gross Spending						
Visiting Patrons	\$23.8		\$66.6		\$68.8	
Visiting Personnel	\$1.6		\$1.6		\$1.6	
Total Gross Spending	\$25.4		\$68.2		\$70.4	
Excluded Spending (Substitution)						
Resident Patrons	\$1.5	6%	\$7.0	11%	\$19.4	28%
Total Excluded Spending (Substitution)	\$1.5	6%	\$7.0	11%	\$19.4	28%
Net New Spending						
Visiting Patrons and Personnel	\$22.3	94%	\$59.6	89%	\$49.4	72%
Visiting Personnel	\$1.6	100%	\$1.6	100%	\$1.6	100%
Net New Direct Spending	\$23.9	94%	\$61.2	90%	\$51.0	72%
Total Net New Direct Spending	\$44.9	14%	\$217.5	59%	\$227.1	62%

C. Buffalo Bills Results

Buffalo Bills – Economic and Fiscal Impact Results

- Annual economic and fiscal impacts related to the Bills and Bills Stadium are summarized for the City, County, and State

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	312	\$22.8	\$39.7
Indirect	18	\$1.6	\$3.4
Induced	7	\$0.4	\$1.1
Total Economic Impacts	336	\$24.8	\$44.2
Fiscal Impact	2019 Estimate		
Sales & Use (Allocated) - (4)	\$328,000		
Total Fiscal Impacts	\$328,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,090	\$137.1	\$203.1
Indirect	221	\$18.6	\$38.6
Induced	715	\$35.9	\$108.5
Total Economic Impacts	2,027	\$191.6	\$350.2
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$609,000		
Rent	\$862,000		
Sales & Use	\$4,283,000		
Sales & Use (Allocation) - (4)	(\$1,749,000)		
Less: Support	(\$5,961,000)		
Total Fiscal Impacts	(\$1,956,000)		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,401	\$109.6	\$216.0
Indirect	337	\$31.7	\$66.2
Induced	580	\$38.4	\$103.6
Total Economic Impacts	2,317	\$179.7	\$385.8
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$535,000		
Personal Income	\$19,482,000		
Rental Car	\$51,000		
Sales & Use	\$2,274,000		
Less: Support	(\$6,458,000)		
Total Fiscal Impacts	\$15,884,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

D. KeyBank Center Results

D. KeyBank Center Results

KeyBank Center – Approach Overview

- KeyBank Center data been summarized in this section in the order below with a focus placed on the Sabres and Arena (most significant spending)
 - Sabres Attendance and Ticket Revenue History (2015 to 2019)
 - Sabres Patron Spending
 - Sabres Spending Summary
 - Arena Attendance and Ticket Revenue History (2016 to 2018)
 - Arena Patron Spending
 - Arena Spending Summary
 - Bandits Attendance and Ticket Revenue History (2015 to 2019)
 - Bandits Spending Summary
 - Total KeyBank Center Economic and Fiscal Impacts
- Personnel cost allocation between the Sabres and Arena varied across documents provided to CAA ICON – arena personnel costs includes unallocated Sabres personnel costs

D. KeyBank Center Results

KeyBank Center – Sabres Attendance and Ticket Revenue History

- Attendance and net ticket revenue history for the Sabres are summarized from 2015 to 2019

Buffalo Sabres Attendance and Net Ticket Revenue Summary (2015 - 2019)						
Season	Total Paid Attendance	Total Turnstile Attendance	Total Net Ticket Revenue	Average Paid Attendance	Average Turnstile Attendance	Net Ticket Revenue Per Game
2014-15	708,070	621,281	\$37,546,506	17,270	15,153	\$915,768
2015-16	720,663	673,361	\$40,380,556	17,577	16,423	\$984,892
2016-17	718,999	657,163	\$41,390,913	17,537	16,028	\$1,009,534
2017-18 - (1)	677,416	580,014	\$41,251,960	16,935	14,500	\$1,031,299
2018-19	681,269	637,267	\$40,789,695	17,032	15,543	\$1,019,742
Average	701,283	633,817	\$40,271,926	17,270	15,530	\$992,247

Note: Attendance and revenue figures are based on a 41 home-game season with the exception of the 2017-18 season, in which 40 home games were played.

(1) - Attendance and revenue figures for the 2017-18 season do not include the Winter Classic game, which was played at Citi Field in Queens, NY.

Source: PSE.

D. KeyBank Center Results

KeyBank Center – Sabres Patron Spending

- Annual estimated patron spending for the Sabres is summarized based on 2019 attendance
- Total spending in the State is estimated at \$53.5 million
- Substitution spending is 28% for the State, 14% for the County, and 4% for the City based on survey data collected by CAA ICON

Buffalo Sabres Patron Spending - City of Buffalo				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$18,900,000	\$900,000	\$18,000,000	5%
Grocery	\$200,000	\$0	\$200,000	0%
Retail	\$9,300,000	\$300,000	\$9,000,000	3%
Hotel	\$4,600,000	\$0	\$4,600,000	0%
Gas	\$900,000	\$0	\$900,000	0%
Rental Car	\$1,000,000	\$0	\$1,000,000	0%
Other Transportation	\$600,000	\$0	\$600,000	0%
Other Spending	\$7,200,000	\$300,000	\$6,900,000	4%
	\$42,700,000	\$1,500,000	\$41,200,000	4%

Buffalo Sabres Patron Spending - Erie County				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$20,500,000	\$3,500,000	\$17,000,000	17%
Grocery	\$500,000	\$100,000	\$400,000	20%
Retail	\$11,400,000	\$1,300,000	\$10,100,000	11%
Hotel	\$5,600,000	\$100,000	\$5,500,000	2%
Gas	\$2,900,000	\$700,000	\$2,200,000	24%
Rental Car	\$2,200,000	\$0	\$2,200,000	0%
Other Transportation	\$1,100,000	\$100,000	\$1,000,000	9%
Other Spending	\$8,400,000	\$1,400,000	\$7,000,000	17%
	\$52,600,000	\$7,200,000	\$45,400,000	14%

Buffalo Sabres Patron Spending - State of New York				
	Gross Spending	Resident Spending	Net New Direct Spending	Substitution
Restaurant	\$20,500,000	\$6,700,000	\$13,800,000	33%
Grocery	\$600,000	\$100,000	\$500,000	17%
Retail	\$11,400,000	\$2,100,000	\$9,300,000	18%
Hotel	\$5,700,000	\$800,000	\$4,900,000	14%
Gas	\$3,100,000	\$1,700,000	\$1,400,000	55%
Rental Car	\$2,200,000	\$0	\$2,200,000	0%
Other Transportation	\$1,100,000	\$500,000	\$600,000	45%
Other Spending	\$8,900,000	\$3,100,000	\$5,800,000	35%
	\$53,500,000	\$15,000,000	\$38,500,000	28%

D. KeyBank Center Results

KeyBank Center – Sabres Spending Summary

- The table summarizes estimated annual net new direct spending generated by the Sabres
- Estimates for local procurement of operational expenditures are based on CAA ICON assumptions considered reasonable by PSE management
 - PSE management fees / game day expenses occur within the City
 - League dues and fees, which are significant, are paid to the NHL league office in New York City
- Visiting personnel spending is estimated at approximately \$1.0 million
- Net new direct spending ranges from \$114.9 million (City) to \$143.6 million (State)

Sabres (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Team and In-Venue Spending						
Gross Spending						
Operations	\$26.4		\$26.4		\$26.4	
Personnel	\$121.4		\$121.4		\$121.4	
Total Gross Spending	\$147.8		\$147.8		\$147.8	
Excluded Spending						
Operations	\$15.8	60%	\$10.3	39%	\$2.1	8%
Personnel	\$59.3	49%	\$45.5	37%	\$41.6	34%
Total Excluded / Non-Local Spending	\$75.2	51%	\$55.7	38%	\$43.7	30%
Total Net New Direct Spending						
Operations	\$10.6	40%	\$16.1	61%	\$24.3	92%
Personnel	\$62.1	51%	\$75.9	63%	\$79.8	66%
Net New Direct Spending	\$72.6	49%	\$92.1	62%	\$104.1	70%
Visiting Patron and Personnel Spending						
Gross Spending						
Visiting Patrons	\$42.7		\$52.6		\$53.5	
Visiting Personnel	\$1.0		\$1.0		\$1.0	
Total Gross Spending	\$43.7		\$53.6		\$54.5	
Excluded Spending (Substitution)						
Resident Patrons	\$1.5	4%	\$7.2	14%	\$15.0	28%
Total Excluded Spending (Substitution)	\$1.5	4%	\$7.2	14%	\$15.0	28%
Net New Spending						
Visiting Patrons	\$41.2	96%	\$45.4	86%	\$38.5	72%
Visiting Personnel	\$1.0	100%	\$1.0	100%	\$1.0	100%
Net New Direct Spending	\$42.2	97%	\$46.4	87%	\$39.5	72%
Total Net New Direct Spending	\$114.9	60%	\$138.5	69%	\$143.6	71%

D. KeyBank Center Results

KeyBank Center – Arena Attendance and Ticket Revenue History (2016 – 2018)

- KeyBank Center non-tenant event attendance and gross ticket sales from 2016 to 2018 are summarized
 - Gross ticket sales (2016): \$18.4 million
 - Gross ticket sales (2017): \$21.4 million
 - Gross ticket sales (2018): \$13.8 million

- Data from 2019 was incomplete – average of three years is utilized in economic model

KeyBank Center Event Summary (2016)			
Event	Paid Attendance	Turnstile Attendance	Gross Ticket Revenue
Concert Total	173,087	172,547	\$14,410,858
Other Sporting Events Total	8,376	17,860	\$190,673
Family Shows Total	78,694	81,510	\$2,350,130
Comedy Shows Total	18,777	18,581	\$1,047,299
Other Events Total	7,312	22,761	\$385,647
Total	286,246	313,259	\$18,384,607

Source: PSE.

KeyBank Center Event Summary (2017)			
Event	Paid Attendance	Turnstile Attendance	Gross Ticket Revenue
Concert Total	166,648	171,116	\$12,809,618
Other Sporting Events Total	87,284	71,267	\$6,952,278
Family Shows Total	54,156	55,840	\$1,651,294
Other Events Total	3,100	2,848	\$27,015
Total	311,188	301,071	\$21,440,205

Source: PSE.

KeyBank Center Event Summary (2018)			
Event	Paid Attendance	Turnstile Attendance	Gross Ticket Revenue
Concert Total	113,758	87,256	\$11,494,187
Other Sporting Events Total	15,985	3,203	\$3,580
Family Shows Total	71,135	69,017	\$2,294,381
Other Events Total	2,308	1,995	\$27,696
Total	203,186	161,471	\$13,819,844

Source: PSE.

D. KeyBank Center Results

KeyBank Center – Arena Patron Spending

- Annual estimated patron spending for the Arena is summarized
- Total spending in the State is estimated at \$26.3 million
- Substitution spending is 38% for the State, 15% for the County, and 3% for the City

Arena Patron Spending - City of Buffalo				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$9,600,000	\$400,000	\$9,200,000	4%
Grocery	\$100,000	\$0	\$100,000	0%
Retail	\$4,400,000	\$200,000	\$4,200,000	5%
Hotel	\$2,100,000	\$0	\$2,100,000	0%
Gas	\$500,000	\$0	\$500,000	0%
Rental Car	\$400,000	\$0	\$400,000	0%
Other Transportation	\$300,000	\$0	\$300,000	0%
Other Spending	\$3,700,000	\$100,000	\$3,600,000	3%
	\$21,100,000	\$700,000	\$20,400,000	3%

Arena Patron Spending - Erie County				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$10,300,000	\$2,000,000	\$8,300,000	19%
Grocery	\$200,000	\$0	\$200,000	0%
Retail	\$5,300,000	\$700,000	\$4,600,000	13%
Hotel	\$2,600,000	\$100,000	\$2,500,000	4%
Gas	\$1,600,000	\$400,000	\$1,200,000	25%
Rental Car	\$900,000	\$0	\$900,000	0%
Other Transportation	\$600,000	\$0	\$600,000	0%
Other Spending	\$4,400,000	\$800,000	\$3,600,000	18%
	\$25,900,000	\$4,000,000	\$21,900,000	15%

Arena Patron Spending - State of New York				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$10,300,000	\$4,400,000	\$5,900,000	43%
Grocery	\$300,000	\$100,000	\$200,000	33%
Retail	\$5,300,000	\$1,300,000	\$4,000,000	25%
Hotel	\$2,600,000	\$500,000	\$2,100,000	19%
Gas	\$1,800,000	\$1,200,000	\$600,000	67%
Rental Car	\$900,000	\$0	\$900,000	0%
Other Transportation	\$600,000	\$400,000	\$200,000	67%
Other Spending	\$4,500,000	\$2,100,000	\$2,400,000	47%
	\$26,300,000	\$10,000,000	\$16,300,000	38%

D. KeyBank Center Results

KeyBank Center – Arena Spending Summary

- The table summarizes estimated annual net new direct spending generated by the Arena
- Majority of spending is from visiting patrons and personnel – personnel costs for hockey games are reflected in Sabres personnel
- High percentage of operational expenditures occur in each market area – utilities represent roughly half (\$1.5 million) of non-personnel cost and are in the City
- Visiting personnel spending is estimated at approximately \$400,000 in addition to patron spending
- Net new direct spending ranges from \$26.3 million (City) to \$32.6 million (County)

Arena (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Team and In-Venue Spending						
Gross Spending						
Operations	\$3.9		\$3.9		\$3.9	
Personnel - (1)	\$8.1		\$8.1		\$8.1	
Total Gross Spending	\$12.0		\$12.0		\$12.0	
Excluded Spending						
Operations	\$1.4	36%	\$1.0	25%	\$0.5	14%
Personnel	\$5.0	62%	\$0.7	9%	\$0.2	3%
Total Excluded / Non-Local Spending	\$6.4	54%	\$1.7	14%	\$0.8	7%
Total Net New Direct Spending						
Operations	\$2.5	64%	\$2.9	75%	\$3.3	86%
Personnel	\$3.1	38%	\$7.4	91%	\$7.8	97%
Net New Direct Spending	\$5.6	46%	\$10.3	86%	\$11.2	93%
Visiting Patron and Personnel Spending						
Gross Spending						
Visiting Patrons	\$21.1		\$25.9		\$26.3	
Visiting Personnel	\$0.4		\$0.4		\$0.4	
Total Gross Spending	\$21.5		\$26.3		\$26.7	
Excluded Spending (Substitution)						
Resident Patrons	\$0.7	3%	\$4.0	15%	\$10.0	38%
Total Excluded Spending (Substitution)	\$0.7	3%	\$4.0	15%	\$10.0	38%
Net New Spending						
Visiting Patrons	\$20.4	97%	\$21.9	85%	\$16.3	62%
Visiting Personnel	\$0.4	100%	\$0.4	100%	\$0.4	100%
Net New Direct Spending	\$20.8	97%	\$22.3	85%	\$16.7	63%
Total Net New Direct Spending	\$26.3	79%	\$32.6	85%	\$27.9	72%

(1) - Arena personnel costs include unallocated Sabres gameday costs.

D. KeyBank Center Results

KeyBank Center – Bandits Attendance and Ticket Revenue History

- Attendance and net ticket revenue history for the Bandits are summarized from 2015 to 2019

Buffalo Bandits						
Attendance and Net Ticket Revenue Summary (2015 - 2019)						
Season	Total Paid Attendance	Total Turnstile Attendance	Total Net Ticket Revenue	Average Paid Attendance	Average Turnstile Attendance	Net Ticket Revenue Per Game
2014-15	104,244	108,540	\$2,259,898	11,583	12,060	\$251,100
2015-16	111,298	126,108	\$2,432,937	12,366	14,012	\$270,326
2016-17	105,548	117,933	\$2,452,511	11,728	13,104	\$272,501
2017-18	98,481	107,438	\$2,231,252	10,942	11,938	\$247,917
2018-19	93,280	100,397	\$2,196,919	10,364	11,155	\$244,102
Average	102,570	112,083	\$2,314,703	11,397	12,454	\$257,189

Source: PSE.

D. KeyBank Center Results

KeyBank Center – Bandits Spending Summary

- The table summarizes estimated annual net new direct spending generated by the Bandits
- A number of Bandits players live in Ontario, Canada and commute for games – just 35% of wages are delivered to those who live in the State
- Visiting personnel spending is approximately \$200,000 in addition to patron spending
- Net new direct spending ranges from \$3.2 million (State) to \$3.7 million (County)

Bandits (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Team and In-Venue Spending						
Gross Spending						
Operations	\$1.7		\$1.7		\$1.7	
Personnel	\$1.9		\$1.9		\$1.9	
Total Gross Spending	\$3.5		\$3.5		\$3.5	
Excluded Spending						
Operations	\$0.9	55%	\$0.8	51%	\$0.7	43%
Personnel	\$1.6	85%	\$1.3	72%	\$1.2	65%
Total Excluded / Non-Local Spending	\$2.5	71%	\$2.2	62%	\$1.9	55%
Total Net New Direct Spending						
Operations	\$0.7	45%	\$0.8	49%	\$0.9	57%
Personnel	\$0.3	15%	\$0.5	28%	\$0.6	35%
Net New Direct Spending	\$1.0	29%	\$1.3	38%	\$1.6	45%
Visiting Patron and Personnel Spending						
Gross Spending						
Visiting Patrons	\$2.6		\$3.4		\$3.4	
Visiting Personnel	\$0.2		\$0.2		\$0.2	
Total Gross Spending	\$2.8		\$3.6		\$3.6	
Excluded Spending (Substitution)						
Resident Patrons	\$0.4	15%	\$1.2	35%	\$2.0	59%
Total Excluded Spending (Substitution)	\$0.4	15%	\$1.2	35%	\$2.0	59%
Net New Spending						
Visiting Patrons	\$2.2	85%	\$2.2	65%	\$1.4	41%
Visiting Personnel	\$0.2	100%	\$0.2	100%	\$0.2	100%
Net New Direct Spending	\$2.4	86%	\$2.4	66%	\$1.6	44%
Total Net New Direct Spending	\$3.4	54%	\$3.7	52%	\$3.2	45%

D. KeyBank Center Results

KeyBank Center – Economic and Fiscal Impact Results

- Annual economic and fiscal impacts related to KeyBank Center and tenants are summarized for the City, County, and State

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	935	\$80.6	\$130.6
Indirect	56	\$5.4	\$11.0
Induced	25	\$1.3	\$4.1
Total Economic Impacts	1,016	\$87.3	\$145.7
Fiscal Impact	2019 Actual		
Ground Rent	\$500,000		
Sales & Use (Allocated) - (4)	\$399,000		
Total Fiscal Impacts	\$899,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,031	\$100.1	\$158.3
Indirect	185	\$14.8	\$32.3
Induced	529	\$26.5	\$80.3
Total Economic Impacts	1,746	\$141.5	\$270.9
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$430,000		
Sales & Use	\$5,211,000		
Sales & Use (Allocation) - (4)	(\$2,128,000)		
Total Fiscal Impacts	\$3,513,000		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	1,120	\$80.8	\$161.4
Indirect	248	\$23.2	\$49.5
Induced	427	\$28.3	\$76.3
Total Economic Impacts	1,795	\$132.3	\$287.2
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$351,000		
Personal Income	\$9,469,000		
Rental Car	\$283,000		
Sales & Use	\$2,341,000		
Total Fiscal Impacts	\$12,444,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

E. Rochester Arena Results

E. Rochester Arena Results

Rochester Arena – Approach Overview

- Rochester Arena operations include the following entities:
 - Blue Cross Arena
 - Rochester Knighthawks
 - Rochester Americans
- Rochester operations are modest in comparison to Buffalo and economic and fiscal impacts are limited due to a very high percentage of patrons originating from the State of New York
- Economic and fiscal impacts for Rochester-based assets are estimated for the State – estimates do not include impacts to the City of Rochester or Monroe County

E. Rochester Arena Results

Rochester Arena – Arena Attendance and Ticket Revenue History (2019)

- Blue Cross Arena non-tenant event attendance and gross ticket sales in 2019 are summarized
- Figures do not include graduations, which have an estimated 30,000 additional turnstile attendees
- Gross ticket sales were \$6.3 million

Blue Cross Arena Event Summary (2019)			
Event	Paid Attendance	Turnstile Attendance	Gross Ticket Revenue
Concert Total	30,321	30,547	\$2,240,202
Other Sporting Events Total	25,443	26,117	\$746,231
Family Shows Total	57,337	58,243	\$1,764,937
Comedy Shows Total	18,184	15,471	\$1,051,545
Other Events Total	22,691	26,032	\$469,266
Total	153,976	156,410	\$6,272,181

Note: Other events include community events, youth sporting events, conventions, and religious events.

Source: PSE.

E. Rochester Arena Results

Rochester Arena – Spending Summary

- The table summarizes estimated annual net new direct spending generated by all Rochester-based assets to the State
- Rochester management indicated that nearly all arena operational expenditures were procured in the State
- Surveys were not conducted in Rochester – data from the Sabres event was utilized and reduced
- Total net new direct spending is estimated at \$12.4 million

State of New York (\$ Millions)	Blue Cross Arena	% of Gross	Americans	% of Gross	Knighthawks	% of Gross	Total
Team and In-Venue Spending							
Gross Spending							
Operations	\$1.5		\$3.5		\$0.0		\$4.9
Personnel	\$1.8		\$2.0		\$0.4		\$4.1
Total Gross Spending	\$3.2		\$5.4		\$0.4		\$9.0
Excluded Spending							
Operations	\$0.1	7%	\$0.6	17%	\$0.0	0%	\$0.7
Personnel	\$0.0	0%	\$0.2	9%	\$0.0	7%	\$0.2
Total Excluded / Non-Local Spending	\$0.1	3%	\$0.8	14%	\$0.0	7%	\$0.9
Total Net New Direct Spending							
Operations	\$1.4	93%	\$2.9	83%	\$0.0	0%	\$4.2
Personnel	\$1.8	100%	\$1.8	91%	\$0.3	93%	\$3.9
Net New Direct Spending	\$3.2	97%	\$4.7	86%	\$0.3	93%	\$8.1
Visiting Patron and Personnel Spending							
Gross Spending							
Visiting Patrons	\$9.7		\$8.9		\$0.0		\$18.6
Visiting Personnel	\$0.2		\$0.4		\$0.0		\$0.7
Total Gross Spending	\$9.9		\$9.3		\$0.0		\$19.3
Excluded Spending (Substitution)							
Resident Patrons	\$8.1	83%	\$7.0	78%	\$0.0	0%	\$15.0
Total Excluded Spending (Substitution)	\$8.1	83%	\$7.0	78%	\$0.0	0%	\$15.0
Net New Spending							
Visiting Patrons	\$1.6	17%	\$1.9	22%	\$0.0	0%	\$3.6
Visiting Personnel	\$0.2	100%	\$0.4	100%	\$0.0	0%	\$0.7
Net New Direct Spending	\$1.9	19%	\$2.4	25%	\$0.0	0%	\$4.2
Total Net New Direct Spending	\$5.0	38%	\$7.0	48%	\$0.3	93%	\$12.4

E. Rochester Arena Results

Rochester Arena – Economic and Fiscal Impact Results

- Annual economic and fiscal impacts related to Blue Cross Arena and its tenants are summarized for the State

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	78	\$7.2	\$11.3
Indirect	17	\$1.6	\$3.5
Induced	37	\$2.4	\$6.6
Total Economic Impacts	133	\$11.3	\$21.4
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$17,000		
Personal Income	\$167,000		
Rental Car	\$18,000		
Sales & Use	\$163,000		
Total Fiscal Impacts	\$365,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

F. Harborcenter Results

F. Harborcenter Results

Harborcenter – Approach Overview

- Harborcenter has two primary businesses, the 205-room Marriott and The Rinks
- Room night stays and off-site spending at the Marriott are not considered net new direct spending – only operational expenditures and personnel expenditures create economic and fiscal impacts (personal income tax)
- The Rinks host a substantial number of annual tournaments and events that rely on out-of-state participants and viewers
- Limited detail is available for The Rinks operational expenditures, though totals are small (approximately \$1.6 million)
 - Assumptions were made regarding apportionment of expenditures based on CAA ICON’s experience with similar facilities and data provided for other local facilities

F. Harborcenter Results

Harborcenter – The Rinks 2019 Tournaments and Events

- Harborcenter tournaments from 2019 are summarized by number of teams, players, and duration
- There were 19 tournaments and an estimated 15,300 attendees between players and family members

#	Tournament	Estimated Number of Teams	Estimated Players per Team	Duration (Days)	Attendance (Players and Family)
1	Girls 16/17U HC Cup	8	15	3	409
2	Girls 12U HC Cup	11	15	3	559
3	Mite AAU HC Cup	18	13	3	817
4	Girls 14U HC Cup	8	15	3	407
5	Police/Fire Tournament	20	16	2	1,113
6	13U Jr. Sabres Invitational	10	20	3	678
7	15U Jr. Sabres Invitational, 16U AA HC Cup	12	20	3	824
8	13U AA HC Cup	16	18	3	980
9	16U & 18U AA HC Cup	16	20	3	1,096
10	14U & 15U 4 Clubs Showcase	4	20	2	271
11	10U & 12U Jr Sabres Invitational	15	18	3	926
12	14U AA HC Cup	16	18	3	981
13	9U & 14U Jr. Sabres Invitational	14	18	3	866
14	16U & 18U Jr. Sabres Invitational	12	20	3	819
15	Northeast Pack Showcase	5	20	3	339
16	10U AA HC Cup	14	15	3	739
17	12U AA HC Cup	14	16	3	763
18	11U AA HC Cup	16	16	3	887
19	HC Cup Jamboree	45	12	3	1,856
Total (Players and Family)		274	NA	NA	15,329

Source: PSE.

F. Harborcenter Results

Harborcenter – The Rinks 2019 Tournaments and Events

- Harborcenter events from 2019 are summarized
- There were 15 tournaments and an estimated 30,400 attendees between players and viewers
 - PSE management indicated that showcases / events had “viewers” consisting of coaches, scouts, etc.
- Combined attendance for major tournaments and events is estimated at approximately 45,000
 - Weekday community use is not included in estimates

#	Event	Estimated Number of Teams	Estimated Players per Team	Duration (Days)	Attendance (Players and Viewers)
1	THE CUP (Partner event)	60	18	3	3,080
2	MPHL Playoffs (Partner events)	9	20	3	480
3	College Hockey Am. Championships (Partner event)	6	20	3	720
4	NYS High School Championships (Partner event)	8	20	3	4,160
5	Atlantic Hockey Championships (Partner event)	4	25	2	1,600
6	NHL Scouting Combine (Partner event)	120	1	6	1,120
7	NA Prospects Showcase (Partner event)	40	18	3	2,220
8	11-Day Power Play (Partner event)	160	20	11	7,200
9	NHL Referee Combine (Partner event)	70	1	3	70
10	NHL Prospects Challenge	4	25	3	5,100
11	NHL Referee Camp (Partner event)	100	1	4	100
12	OJHL Showcase (Partner event)	22	23	3	2,006
13	Women's NCAA Ice Breaker (Partner event)	4	25	3	1,100
14	JWHL Showcase (Partner event)	19	20	3	880
15	North American Prospects Camp	200	1	1	600
Total (Players and Viewers)		826	NA	NA	30,436

Source: PSE.

F. Harborcenter Results

Harborcenter – The Rinks Patron Spending

- Annual estimated patron and player spending for The Rinks at Harborcenter is summarized
- Total player, personnel, and viewer spending in the State is estimated at \$10.7 million based on survey data collected by CAA ICON
- Substitution spending is low for all market areas – high reliance on non-local players and patrons
 - Totals are rounded – City would have some level of displacement spending, but totals are very small and immaterial
- Survey respondents frequently indicated that they drove from adjacent states, reducing reliance on rental cars / other transportation, but increasing gas expenditures

Harborcenter Player, Personnel, and Viewer Spending - City of Buffalo				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$3,000,000	\$0	\$3,000,000	0%
Grocery	\$400,000	\$0	\$400,000	0%
Retail	\$300,000	\$0	\$300,000	0%
Hotel	\$4,300,000	\$0	\$4,300,000	0%
Gas	\$500,000	\$0	\$500,000	0%
Rental Car	\$0	\$0	\$0	0%
Other Transportation	\$0	\$0	\$0	0%
Other Spending	\$800,000	\$0	\$800,000	0%
	\$9,300,000	\$0	\$9,300,000	0%

Harborcenter Player, Personnel, and Viewer Spending - Erie County				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$3,100,000	\$100,000	\$3,000,000	3%
Grocery	\$600,000	\$0	\$600,000	0%
Retail	\$800,000	\$0	\$800,000	0%
Hotel	\$4,500,000	\$100,000	\$4,400,000	2%
Gas	\$800,000	\$0	\$800,000	0%
Rental Car	\$0	\$0	\$0	0%
Other Transportation	\$0	\$0	\$0	0%
Other Spending	\$900,000	\$0	\$900,000	0%
	\$10,700,000	\$200,000	\$10,500,000	2%

Harborcenter Player, Personnel, and Viewer Spending - State of New York				
	Gross Spending	Resident Spending (Excluded)	Net New Direct Spending	Substitution
Restaurant	\$3,100,000	\$500,000	\$2,600,000	16%
Grocery	\$600,000	\$100,000	\$500,000	17%
Retail	\$800,000	\$100,000	\$700,000	13%
Hotel	\$4,500,000	\$400,000	\$4,100,000	9%
Gas	\$800,000	\$200,000	\$600,000	25%
Rental Car	\$0	\$0	\$0	0%
Other Transportation	\$0	\$0	\$0	0%
Other Spending	\$900,000	\$200,000	\$700,000	22%
	\$10,700,000	\$1,500,000	\$9,200,000	14%

F. Harborcenter Results

Harborcenter – Spending Summary

- The table is illustrative of the estimated annual net new direct spending generated by Harborcenter
- Marriott Expenses: \$12.4 million
 - Operations: \$5.9 million
 - Personnel: \$6.5 million
- Harborcenter Expenses: \$4.1 million
 - Other Personnel: \$2.6 million
 - The Rinks: \$1.5 million
 - Operations: \$900,000
 - Personnel: \$600,000
- Visiting players, personnel, and viewers were surveyed – estimates for spending are included in patron spending
- Net new direct spending ranges from \$16.8 million (City) to \$25.2 million (County)

Harborcenter (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Team and In-Venue Spending (Gross)						
Gross Spending						
Operations	\$6.8		\$6.8		\$6.8	
Personnel	\$9.7		\$9.7		\$9.7	
Total Gross Spending	\$16.6		\$16.6		\$16.6	
Excluded Spending						
Operations	\$3.0	44%	\$1.7	25%	\$0.9	14%
Personnel	\$6.0	62%	\$0.2	2%	\$0.0	0%
Total Excluded / Non-Local Spending	\$9.0	55%	\$1.9	11%	\$0.9	6%
Total Net New Direct Spending						
Operations	\$3.8	56%	\$5.1	75%	\$5.9	86%
Personnel	\$3.7	38%	\$9.6	98%	\$9.7	100%
Net New Direct Spending	\$7.5	45%	\$14.7	89%	\$15.6	94%
Visiting Patron Spending						
Gross Spending						
Visiting Patrons and Viewers	\$9.3		\$10.7		\$10.7	
Total Gross Spending	\$9.3		\$10.7		\$10.7	
Excluded Spending (Substitution)						
Resident Patrons and Viewers	\$0.0	0%	\$0.2	2%	\$1.5	14%
Total Excluded Spending	\$0.0	0%	\$0.2	2%	\$1.5	14%
Net New Spending						
Visiting Patrons and Viewers	\$9.3	100%	\$10.5	98%	\$9.2	86%
Net New Direct Spending	\$9.3	100%	\$10.5	98%	\$9.2	86%
Total Net New Direct Spending	\$16.8	65%	\$25.2	92%	\$24.8	91%

F. Harborcenter Results

Harborcenter – Economic and Fiscal Impact Summary

- Annual economic and fiscal impacts related to the Harborcenter for the City, County, and State are summarized
- Fiscal impacts are calculated only on wages paid directly by PSE – hotel wages are estimated
 - Fiscal impacts can be estimated with a detailed breakdown of personnel costs for departmental expenditures and indirect general expenditures
- Current hotel occupancy tax generated by operations the Marriott is not included in totals – room night demand would likely be similar without its presence
 - Hotel occupancy fiscal impact is generated by net new room night stays supported by tournaments and events at the Rinks

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	192	\$4.8	\$15.7
Indirect	10	\$0.6	\$1.6
Induced	1	\$0.1	\$0.2
Total Economic Impacts	203	\$5.5	\$17.6
Fiscal Impact	2019 Estimate		
Property Tax	\$123,000		
Sales & Use (Allocated) - (4)	\$36,000		
Sewer Rent	\$85,000		
Total Fiscal Impacts	\$244,000		
Erie County			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	296	\$7.2	\$23.6
Indirect	48	\$2.7	\$7.2
Induced	45	\$2.2	\$6.8
Total Economic Impacts	389	\$12.1	\$37.6
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$213,000		
Property Tax	\$86,000		
Sales & Use	\$473,000		
Sales & Use (Allocation) - (4)	(\$193,000)		
Total Fiscal Impacts	\$579,000		
State of New York			
Economic Impact - (1)	Employment	Labor Income	Output - (2)
Direct - (3)	225	\$9.9	\$23.6
Indirect	35	\$2.8	\$7.3
Induced	52	\$3.4	\$9.3
Total Economic Impacts	312	\$16.2	\$40.1
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$100,000		
Rental Car	\$3,000		
Personal Income	\$108,000		
Sales & Use	\$297,000		
Total Fiscal Impacts	\$508,000		

(1) - Labor income and output are presented in millions.

(2) - Retail sales are margined. Direct output may be lower than direct spending.

(3) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(4) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

G. Other PSE Entity Results

G. Other PSE Entity Results

Other PSE Entities – Spending Summary

- The table is illustrative of the estimated annual net new direct spending generated by the PSE Operating Office and Top Shelf Food and Beverage
- Net new direct spending is only supported through organizational spending patterns – no visiting patrons or personnel
- Net new direct spending ranges from \$11.3 million (City) to \$27.1 million (State)

PSE - Operating Office and Top Shelf (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Organizational Spending						
Gross Spending						
Operations	\$9.4		\$9.4		\$9.4	
Personnel	\$19.8		\$19.8		\$19.8	
Total Gross Spending	\$29.2		\$29.2		\$29.2	
Excluded Spending						
Operations	\$4.9	52%	\$2.9	30%	\$1.4	15%
Personnel	\$13.1	66%	\$2.3	11%	\$0.8	4%
Total Excluded / Non-Local Spending	\$18.0	61%	\$5.1	18%	\$2.2	7%
Total Net New Direct Spending						
Operations	\$4.5	48%	\$6.6	70%	\$8.0	85%
Personnel	\$6.7	34%	\$17.5	89%	\$19.0	96%
Net New Direct Spending	\$11.3	39%	\$24.1	82%	\$27.1	93%
Total Net New Direct Spending	\$11.3	39%	\$24.1	82%	\$27.1	93%

G. Other PSE Entity Results

Other PSE Entities – Economic and Fiscal Impact Summary

- Annual economic and fiscal impacts for the City, County, and State for Other PSE Entities are summarized
- Primary fiscal impacts are from personal income tax – all restaurant sales and use tax is considered substitution spending

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	101	\$5.5	\$11.4
Indirect	5	\$0.4	\$1.1
Induced	2	\$0.1	\$0.3
Total Economic Impacts	108	\$6.0	\$12.7
Fiscal Impact	2019 Actuals		
Property Tax	\$13,000		
Sewer Rent	\$1,000		
Total Fiscal Impacts	\$14,000		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	192	\$12.5	\$24.4
Indirect	39	\$2.5	\$7.0
Induced	69	\$3.5	\$10.5
Total Economic Impacts	300	\$18.5	\$41.9
Fiscal Impact	2019 Actuals		
Property Tax	\$4,000		
Total Fiscal Impacts	\$4,000		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	179	\$15.7	\$27.4
Indirect	35	\$3.4	\$8.6
Induced	78	\$5.2	\$14.0
Total Economic Impacts	292	\$24.3	\$50.0
Fiscal Impact	2019 Estimate		
Personal Income	\$945,000		
Total Fiscal Impacts	\$945,000		

(1) - Labor income and output are presented in millions.

H. PSE Enterprise-Wide Results

H. PSE Enterprise-Wide Results

Net New Direct Spending Summary

- Net new direct spending by entity for each market area is summarized
 - There are a limited number of instances where net new spending is greater in the County than the State due to substitution spending
- The City receives an estimated \$217.6 million in net new direct spending, the County \$441.5 million, and the State \$466.0 million – direct output for most PSE entities are lower than total net new direct spending due to deduction of retail margins

Net New Direct Spending by Entity (\$ Millions)	City of Buffalo	City Composition	Erie County	County Composition	State of New York	State Composition
Bills and New Era Field	\$44.9	21%	\$217.5	49%	\$227.1	49%
Key Bank Center						
Sabres	\$114.9		\$138.5		\$143.6	
Arena	\$26.3		\$32.6		\$27.9	
Bandits	\$3.4		\$3.7		\$3.2	
KeyBank Center Total	\$144.6	66%	\$174.8	40%	\$174.6	37%
Harborcenter	\$16.8	8%	\$25.2	6%	\$24.8	5%
Blue Cross Arena						
Arena	NA		NA		\$5.0	
Americans	NA		NA		\$7.0	
Knighthawks	NA		NA		\$0.3	
Blue Cross Arena Total	NA	NA	NA	NA	\$12.4	3%
Other PSE Entities	\$11.3	5%	\$24.1	5%	\$27.1	6%
Total Net New Direct Spending by Market Area	\$217.6		\$441.5		\$466.0	

H. PSE Enterprise-Wide Results

Summary of Results

- Combined PSE-related economic and fiscal impacts for the City, County, and State are summarized
- Annual City economic and fiscal impacts:
 - Output of \$220.2 million
 - Labor income of \$123.6 million
 - Employment of 1,664
 - Total fiscal impacts: \$1.5 million
- Annual County economic and fiscal impacts:
 - Output of \$700.6 million
 - Labor income of \$363.7 million
 - Employment of 4,461
 - Total fiscal impacts: \$2.1 million
- Annual State economic and fiscal impacts:
 - Output of \$784.5 million
 - Labor income of \$363.7 million
 - Employment of 4,849
 - Total fiscal impacts: \$30.1 million

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	1,541	\$113.8	\$197.4
Indirect	90	\$7.9	\$17.2
Induced	34	\$1.8	\$5.7
Total Economic Impacts	1,664	\$123.6	\$220.2
Fiscal Impact	2019 Estimate		
Ground Rent	\$500,000		
Property Tax	\$136,000		
Sales Tax (Allocated) - (3)	\$763,000		
Sewer Rent	\$86,000		
Total Fiscal Impacts	\$1,485,000		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	2,610	\$257.0	\$409.4
Indirect	493	\$38.6	\$85.1
Induced	1,358	\$68.1	\$206.2
Total Economic Impacts	4,461	\$363.7	\$700.6
Fiscal Impact	2019 Estimate		
Hotel Occupancy	\$1,252,000		
Property Tax	\$90,000		
Rent	\$862,000		
Sales & Use	\$9,967,000		
Sales & Use (Allocation) - (3)	(\$4,070,000)		
Less: Support	(\$5,961,000)		
Total Fiscal Impacts	\$2,140,000		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct - (2)	3,003	\$223.2	\$439.6
Indirect	672	\$62.8	\$135.0
Induced	1,174	\$77.7	\$209.8
Total Economic Impacts	4,849	\$363.7	\$784.5
Fiscal Impact	2019 Estimate		
Gasoline (Excise & Sales)	\$1,003,000		
Personal Income	\$30,171,000		
Rental Car	\$355,000		
Sales & Use	\$5,075,000		
Less: Support	(\$6,458,000)		
Total Fiscal Impacts	\$30,146,000		

(1) - Labor income and output are presented in millions.

(2) - Direct employment includes direct jobs supported by off-site patron spending; direct employment will be larger than direct jobs supported by PSE.

(3) - Sales tax is allocated subject to local sales tax revenue-sharing agreement between Erie County and its cities.

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year Totals

- Economic and fiscal impacts for the City, County, and State are measured over a 30-year nominal and net present value basis on the following pages
 - 30-Year City economic and fiscal impacts by category
 - 30-Year City economic and fiscal impacts by entity
 - 30-Year County economic and fiscal impacts by category
 - 30-Year County economic and fiscal impacts by entity
 - 30-Year State economic and fiscal impacts by category
 - 30-Year State economic and fiscal impacts by entity
- Growth rates for estimates are generally 2.5% annually, while the discount rate is conservatively estimated at 5.0%
- CAA ICON has assumed that the PILOT on Harborcenter would continue throughout the duration of the 30-year term – agreement expires in 2026 but could potentially be renegotiated
- Totals are rounded, resulting in immaterial differences

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year City Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic and fiscal impacts in the City on a net present value basis:
 - \$2.5 billion in labor income
 - \$4.5 billion in output
 - \$28.0 million in fiscal impact

(\$ Millions)	City - Economic Impacts		City - Fiscal Impacts				
Growth	2.50%	2.50%	0.00%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Ground Rent	Property Tax	Sales & Use Allocated	Sewer Rent	Total
1	\$123.6	\$220.2	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
2	\$126.7	\$225.7	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
3	\$129.8	\$231.4	\$0.5	\$0.1	\$0.8	\$0.1	\$1.5
4	\$133.1	\$237.2	\$0.5	\$0.1	\$0.8	\$0.1	\$1.6
5	\$136.4	\$243.1	\$0.5	\$0.2	\$0.8	\$0.1	\$1.6
6	\$139.8	\$249.2	\$0.5	\$0.2	\$0.9	\$0.1	\$1.6
7	\$143.3	\$255.4	\$0.5	\$0.2	\$0.9	\$0.1	\$1.6
8	\$146.9	\$261.8	\$0.5	\$0.2	\$0.9	\$0.1	\$1.7
9	\$150.6	\$268.3	\$0.5	\$0.2	\$0.9	\$0.1	\$1.7
10	\$154.3	\$275.0	\$0.5	\$0.2	\$1.0	\$0.1	\$1.7
11	\$158.2	\$281.9	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
12	\$162.2	\$289.0	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
13	\$166.2	\$296.2	\$0.5	\$0.2	\$1.0	\$0.1	\$1.8
14	\$170.4	\$303.6	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
15	\$174.6	\$311.2	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
16	\$179.0	\$319.0	\$0.5	\$0.2	\$1.1	\$0.1	\$1.9
17	\$183.5	\$326.9	\$0.5	\$0.2	\$1.1	\$0.1	\$2.0
18	\$188.1	\$335.1	\$0.5	\$0.2	\$1.2	\$0.1	\$2.0
19	\$192.8	\$343.5	\$0.5	\$0.2	\$1.2	\$0.1	\$2.0
20	\$197.6	\$352.1	\$0.5	\$0.2	\$1.2	\$0.1	\$2.1
21	\$202.5	\$360.9	\$0.5	\$0.2	\$1.3	\$0.1	\$2.1
22	\$207.6	\$369.9	\$0.5	\$0.2	\$1.3	\$0.1	\$2.2
23	\$212.8	\$379.1	\$0.5	\$0.2	\$1.3	\$0.1	\$2.2
24	\$218.1	\$388.6	\$0.5	\$0.2	\$1.3	\$0.2	\$2.2
25	\$223.5	\$398.3	\$0.5	\$0.2	\$1.4	\$0.2	\$2.3
26	\$229.1	\$408.3	\$0.5	\$0.3	\$1.4	\$0.2	\$2.3
27	\$234.9	\$418.5	\$0.5	\$0.3	\$1.4	\$0.2	\$2.4
28	\$240.7	\$429.0	\$0.5	\$0.3	\$1.5	\$0.2	\$2.4
29	\$246.7	\$439.7	\$0.5	\$0.3	\$1.5	\$0.2	\$2.5
30	\$252.9	\$450.7	\$0.5	\$0.3	\$1.6	\$0.2	\$2.5
Total	\$5,425.8	\$9,668.8	\$15.0	\$6.0	\$33.5	\$3.8	\$58.2
NPV	\$2,544.3	\$4,533.9	\$7.7	\$2.8	\$15.7	\$1.8	\$28.0

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year City Economic and Fiscal Impacts by Entity

(\$ Millions)	Bills and Bills Stadium			KeyBank Center (Sabres, Arena, Bandits)			Harborcenter			PSE (Operating Office and Top Shelf)			City Economic and Fiscal Impact Totals		
Growth	2.50%	2.50%	NA	2.50%	2.50%	NA	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%			
Period	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact
1	\$24.8	\$44.2	\$0.3	\$87.3	\$145.7	\$0.9	\$5.5	\$17.6	\$0.2	\$6.0	\$12.7	\$0.0	\$123.6	\$220.2	\$1.5
2	\$25.4	\$45.3	\$0.3	\$89.5	\$149.4	\$0.9	\$5.6	\$18.0	\$0.3	\$6.1	\$13.0	\$0.0	\$126.7	\$225.7	\$1.5
3	\$26.0	\$46.5	\$0.3	\$91.7	\$153.1	\$0.9	\$5.8	\$18.5	\$0.3	\$6.3	\$13.4	\$0.0	\$129.8	\$231.4	\$1.5
4	\$26.7	\$47.6	\$0.4	\$94.0	\$156.9	\$0.9	\$5.9	\$18.9	\$0.3	\$6.5	\$13.7	\$0.0	\$133.1	\$237.2	\$1.6
5	\$27.4	\$48.8	\$0.4	\$96.4	\$160.8	\$0.9	\$6.1	\$19.4	\$0.3	\$6.6	\$14.0	\$0.0	\$136.4	\$243.1	\$1.6
6	\$28.0	\$50.0	\$0.4	\$98.8	\$164.9	\$1.0	\$6.2	\$19.9	\$0.3	\$6.8	\$14.4	\$0.0	\$139.8	\$249.2	\$1.6
7	\$28.7	\$51.3	\$0.4	\$101.2	\$169.0	\$1.0	\$6.4	\$20.4	\$0.3	\$7.0	\$14.8	\$0.0	\$143.3	\$255.4	\$1.6
8	\$29.5	\$52.6	\$0.4	\$103.8	\$173.2	\$1.0	\$6.5	\$20.9	\$0.3	\$7.1	\$15.1	\$0.0	\$146.9	\$261.8	\$1.7
9	\$30.2	\$53.9	\$0.4	\$106.4	\$177.5	\$1.0	\$6.7	\$21.4	\$0.3	\$7.3	\$15.5	\$0.0	\$150.6	\$268.3	\$1.7
10	\$31.0	\$55.2	\$0.4	\$109.0	\$182.0	\$1.0	\$6.9	\$21.9	\$0.3	\$7.5	\$15.9	\$0.0	\$154.3	\$275.0	\$1.7
11	\$31.7	\$56.6	\$0.4	\$111.8	\$186.5	\$1.0	\$7.0	\$22.5	\$0.3	\$7.7	\$16.3	\$0.0	\$158.2	\$281.9	\$1.8
12	\$32.5	\$58.0	\$0.4	\$114.6	\$191.2	\$1.0	\$7.2	\$23.0	\$0.3	\$7.9	\$16.7	\$0.0	\$162.2	\$289.0	\$1.8
13	\$33.3	\$59.5	\$0.4	\$117.4	\$196.0	\$1.0	\$7.4	\$23.6	\$0.3	\$8.1	\$17.1	\$0.0	\$166.2	\$296.2	\$1.8
14	\$34.2	\$61.0	\$0.5	\$120.3	\$200.9	\$1.1	\$7.6	\$24.2	\$0.3	\$8.3	\$17.5	\$0.0	\$170.4	\$303.6	\$1.9
15	\$35.0	\$62.5	\$0.5	\$123.4	\$205.9	\$1.1	\$7.8	\$24.8	\$0.3	\$8.5	\$18.0	\$0.0	\$174.6	\$311.2	\$1.9
16	\$35.9	\$64.0	\$0.5	\$126.4	\$211.0	\$1.1	\$8.0	\$25.4	\$0.4	\$8.7	\$18.4	\$0.0	\$179.0	\$319.0	\$1.9
17	\$36.8	\$65.6	\$0.5	\$129.6	\$216.3	\$1.1	\$8.2	\$26.1	\$0.4	\$8.9	\$18.9	\$0.0	\$183.5	\$326.9	\$2.0
18	\$37.7	\$67.3	\$0.5	\$132.8	\$221.7	\$1.1	\$8.4	\$26.7	\$0.4	\$9.1	\$19.4	\$0.0	\$188.1	\$335.1	\$2.0
19	\$38.7	\$69.0	\$0.5	\$136.2	\$227.3	\$1.1	\$8.6	\$27.4	\$0.4	\$9.4	\$19.8	\$0.0	\$192.8	\$343.5	\$2.0
20	\$39.6	\$70.7	\$0.5	\$139.6	\$232.9	\$1.1	\$8.8	\$28.1	\$0.4	\$9.6	\$20.3	\$0.0	\$197.6	\$352.1	\$2.1
21	\$40.6	\$72.5	\$0.5	\$143.1	\$238.8	\$1.2	\$9.0	\$28.8	\$0.4	\$9.8	\$20.9	\$0.0	\$202.5	\$360.9	\$2.1
22	\$41.6	\$74.3	\$0.6	\$146.6	\$244.7	\$1.2	\$9.2	\$29.5	\$0.4	\$10.1	\$21.4	\$0.0	\$207.6	\$369.9	\$2.2
23	\$42.7	\$76.1	\$0.6	\$150.3	\$250.9	\$1.2	\$9.5	\$30.2	\$0.4	\$10.3	\$21.9	\$0.0	\$212.8	\$379.1	\$2.2
24	\$43.7	\$78.0	\$0.6	\$154.1	\$257.1	\$1.2	\$9.7	\$31.0	\$0.4	\$10.6	\$22.5	\$0.0	\$218.1	\$388.6	\$2.2
25	\$44.8	\$80.0	\$0.6	\$157.9	\$263.6	\$1.2	\$9.9	\$31.8	\$0.4	\$10.9	\$23.0	\$0.0	\$223.5	\$398.3	\$2.3
26	\$46.0	\$82.0	\$0.6	\$161.9	\$270.2	\$1.2	\$10.2	\$32.6	\$0.5	\$11.1	\$23.6	\$0.0	\$229.1	\$408.3	\$2.3
27	\$47.1	\$84.0	\$0.6	\$165.9	\$276.9	\$1.3	\$10.4	\$33.4	\$0.5	\$11.4	\$24.2	\$0.0	\$234.9	\$418.5	\$2.4
28	\$48.3	\$86.1	\$0.6	\$170.1	\$283.8	\$1.3	\$10.7	\$34.2	\$0.5	\$11.7	\$24.8	\$0.0	\$240.7	\$429.0	\$2.4
29	\$49.5	\$88.3	\$0.7	\$174.3	\$290.9	\$1.3	\$11.0	\$35.1	\$0.5	\$12.0	\$25.4	\$0.0	\$246.7	\$439.7	\$2.5
30	\$50.7	\$90.5	\$0.7	\$178.7	\$298.2	\$1.3	\$11.2	\$35.9	\$0.5	\$12.3	\$26.0	\$0.0	\$252.9	\$450.7	\$2.5
Total	\$1,088.2	\$1,941.5	\$14.4	\$3,832.9	\$6,397.3	\$32.5	\$241.3	\$771.2	\$10.7	\$263.4	\$558.7	\$0.6	\$5,425.8	\$9,668.8	\$58.2
NPV	\$510.3	\$910.4	\$6.8	\$1,797.3	\$2,999.8	\$15.9	\$113.2	\$361.6	\$5.0	\$123.5	\$262.0	\$0.3	\$2,544.3	\$4,533.9	\$28.0

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year County Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic and fiscal impacts in the County on a net present value basis:
 - \$7.5 billion in labor income
 - \$14.4 billion in output
 - \$44.1 million in fiscal impact

(\$ Millions)	County - Economic Impacts		County - Fiscal Impacts						
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Hotel Occupancy	Property	Rent	Sales & Use	Sales & Allocation	Support	Total
1	\$363.7	\$700.6	\$1.3	\$0.1	\$0.9	\$10.0	(\$4.1)	(\$6.0)	\$2.1
2	\$372.8	\$718.1	\$1.3	\$0.1	\$0.9	\$10.2	(\$4.2)	(\$6.1)	\$2.2
3	\$382.1	\$736.1	\$1.3	\$0.1	\$0.9	\$10.5	(\$4.3)	(\$6.3)	\$2.2
4	\$391.6	\$754.5	\$1.3	\$0.1	\$0.9	\$10.7	(\$4.4)	(\$6.4)	\$2.3
5	\$401.4	\$773.3	\$1.4	\$0.1	\$1.0	\$11.0	(\$4.5)	(\$6.6)	\$2.4
6	\$411.5	\$792.7	\$1.4	\$0.1	\$1.0	\$11.3	(\$4.6)	(\$6.7)	\$2.4
7	\$421.8	\$812.5	\$1.5	\$0.1	\$1.0	\$11.6	(\$4.7)	(\$6.9)	\$2.5
8	\$432.3	\$832.8	\$1.5	\$0.1	\$1.0	\$11.8	(\$4.8)	(\$7.1)	\$2.5
9	\$443.1	\$853.6	\$1.5	\$0.1	\$1.1	\$12.1	(\$5.0)	(\$7.3)	\$2.6
10	\$454.2	\$875.0	\$1.6	\$0.1	\$1.1	\$12.4	(\$5.1)	(\$7.4)	\$2.7
11	\$465.5	\$896.8	\$1.6	\$0.1	\$1.1	\$12.8	(\$5.2)	(\$7.6)	\$2.7
12	\$477.2	\$919.3	\$1.6	\$0.1	\$1.1	\$13.1	(\$5.3)	(\$7.8)	\$2.8
13	\$489.1	\$942.2	\$1.7	\$0.1	\$1.2	\$13.4	(\$5.5)	(\$8.0)	\$2.9
14	\$501.3	\$965.8	\$1.7	\$0.1	\$1.2	\$13.7	(\$5.6)	(\$8.2)	\$3.0
15	\$513.9	\$989.9	\$1.8	\$0.1	\$1.2	\$14.1	(\$5.8)	(\$8.4)	\$3.0
16	\$526.7	\$1,014.7	\$1.8	\$0.1	\$1.2	\$14.4	(\$5.9)	(\$8.6)	\$3.1
17	\$539.9	\$1,040.1	\$1.9	\$0.1	\$1.3	\$14.8	(\$6.0)	(\$8.8)	\$3.2
18	\$553.4	\$1,066.1	\$1.9	\$0.1	\$1.3	\$15.2	(\$6.2)	(\$9.1)	\$3.3
19	\$567.2	\$1,092.7	\$2.0	\$0.1	\$1.3	\$15.5	(\$6.3)	(\$9.3)	\$3.3
20	\$581.4	\$1,120.0	\$2.0	\$0.1	\$1.4	\$15.9	(\$6.5)	(\$9.5)	\$3.4
21	\$595.9	\$1,148.0	\$2.1	\$0.1	\$1.4	\$16.3	(\$6.7)	(\$9.8)	\$3.5
22	\$610.8	\$1,176.7	\$2.1	\$0.2	\$1.4	\$16.7	(\$6.8)	(\$10.0)	\$3.6
23	\$626.1	\$1,206.1	\$2.2	\$0.2	\$1.5	\$17.2	(\$7.0)	(\$10.3)	\$3.7
24	\$641.7	\$1,236.3	\$2.2	\$0.2	\$1.5	\$17.6	(\$7.2)	(\$10.5)	\$3.8
25	\$657.8	\$1,267.2	\$2.3	\$0.2	\$1.6	\$18.0	(\$7.4)	(\$10.8)	\$3.9
26	\$674.2	\$1,298.9	\$2.3	\$0.2	\$1.6	\$18.5	(\$7.5)	(\$11.1)	\$4.0
27	\$691.1	\$1,331.4	\$2.4	\$0.2	\$1.6	\$18.9	(\$7.7)	(\$11.3)	\$4.1
28	\$708.4	\$1,364.6	\$2.4	\$0.2	\$1.7	\$19.4	(\$7.9)	(\$11.6)	\$4.2
29	\$726.1	\$1,398.8	\$2.5	\$0.2	\$1.7	\$19.9	(\$8.1)	(\$11.9)	\$4.3
30	\$744.2	\$1,433.7	\$2.6	\$0.2	\$1.8	\$20.4	(\$8.3)	(\$12.2)	\$4.4
Total	\$15,966.4	\$30,758.4	\$55.0	\$4.0	\$37.8	\$437.6	(\$178.7)	(\$261.7)	\$94.0
NPV	\$7,486.9	\$14,423.2	\$25.8	\$1.9	\$17.7	\$205.2	(\$83.8)	(\$122.7)	\$44.1

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year County Economic and Fiscal Impacts by Entity

(\$ Millions)	Bills and Bills Stadium			KeyBank Center (Sabres, Arena, Bandits)			Harborcenter			PSE (Operating Office and Top Shelf)			County Economic and Fiscal Impact Totals		
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%			
Period	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact
1	\$191.6	\$350.2	(\$2.0)	\$141.5	\$270.9	\$3.5	\$12.1	\$37.6	\$0.6	\$18.5	\$41.9	\$0	\$363.7	\$700.6	\$2.1
2	\$196.4	\$359.0	(\$2.0)	\$145.0	\$277.7	\$3.6	\$12.4	\$38.5	\$0.6	\$18.9	\$42.9	\$0	\$372.8	\$718.1	\$2.2
3	\$201.3	\$368.0	(\$2.1)	\$148.7	\$284.6	\$3.7	\$12.7	\$39.5	\$0.6	\$19.4	\$44.0	\$0	\$382.1	\$736.1	\$2.2
4	\$206.3	\$377.2	(\$2.1)	\$152.4	\$291.7	\$3.8	\$13.0	\$40.5	\$0.6	\$19.9	\$45.1	\$0	\$391.6	\$754.5	\$2.3
5	\$211.5	\$386.6	(\$2.2)	\$156.2	\$299.0	\$3.9	\$13.4	\$41.5	\$0.6	\$20.4	\$46.2	\$0	\$401.4	\$773.3	\$2.4
6	\$216.8	\$396.3	(\$2.2)	\$160.1	\$306.5	\$4.0	\$13.7	\$42.5	\$0.7	\$20.9	\$47.4	\$0	\$411.5	\$792.7	\$2.4
7	\$222.2	\$406.2	(\$2.3)	\$164.1	\$314.2	\$4.1	\$14.1	\$43.6	\$0.7	\$21.4	\$48.6	\$0	\$421.8	\$812.5	\$2.5
8	\$227.7	\$416.3	(\$2.3)	\$168.2	\$322.0	\$4.2	\$14.4	\$44.7	\$0.7	\$22.0	\$49.8	\$0	\$432.3	\$832.8	\$2.5
9	\$233.4	\$426.7	(\$2.4)	\$172.4	\$330.1	\$4.3	\$14.8	\$45.8	\$0.7	\$22.5	\$51.0	\$0	\$443.1	\$853.6	\$2.6
10	\$239.3	\$437.4	(\$2.4)	\$176.7	\$338.3	\$4.4	\$15.1	\$46.9	\$0.7	\$23.1	\$52.3	\$0	\$454.2	\$875.0	\$2.7
11	\$245.2	\$448.3	(\$2.5)	\$181.1	\$346.8	\$4.5	\$15.5	\$48.1	\$0.7	\$23.6	\$53.6	\$0	\$465.5	\$896.8	\$2.7
12	\$251.4	\$459.5	(\$2.6)	\$185.7	\$355.5	\$4.6	\$15.9	\$49.3	\$0.8	\$24.2	\$55.0	\$0	\$477.2	\$919.3	\$2.8
13	\$257.7	\$471.0	(\$2.6)	\$190.3	\$364.3	\$4.7	\$16.3	\$50.5	\$0.8	\$24.8	\$56.3	\$0	\$489.1	\$942.2	\$2.9
14	\$264.1	\$482.8	(\$2.7)	\$195.1	\$373.5	\$4.8	\$16.7	\$51.8	\$0.8	\$25.5	\$57.7	\$0	\$501.3	\$965.8	\$3.0
15	\$270.7	\$494.9	(\$2.8)	\$199.9	\$382.8	\$5.0	\$17.1	\$53.1	\$0.8	\$26.1	\$59.2	\$0	\$513.9	\$989.9	\$3.0
16	\$277.5	\$507.2	(\$2.8)	\$204.9	\$392.4	\$5.1	\$17.5	\$54.4	\$0.8	\$26.7	\$60.7	\$0	\$526.7	\$1,014.7	\$3.1
17	\$284.4	\$519.9	(\$2.9)	\$210.1	\$402.2	\$5.2	\$18.0	\$55.8	\$0.9	\$27.4	\$62.2	\$0	\$539.9	\$1,040.1	\$3.2
18	\$291.5	\$532.9	(\$3.0)	\$215.3	\$412.2	\$5.3	\$18.4	\$57.2	\$0.9	\$28.1	\$63.7	\$0	\$553.4	\$1,066.1	\$3.3
19	\$298.8	\$546.2	(\$3.1)	\$220.7	\$422.5	\$5.5	\$18.9	\$58.6	\$0.9	\$28.8	\$65.3	\$0	\$567.2	\$1,092.7	\$3.3
20	\$306.3	\$559.9	(\$3.1)	\$226.2	\$433.1	\$5.6	\$19.4	\$60.1	\$0.9	\$29.5	\$67.0	\$0	\$581.4	\$1,120.0	\$3.4
21	\$313.9	\$573.9	(\$3.2)	\$231.9	\$443.9	\$5.8	\$19.9	\$61.6	\$0.9	\$30.3	\$68.6	\$0	\$595.9	\$1,148.0	\$3.5
22	\$321.8	\$588.2	(\$3.3)	\$237.7	\$455.0	\$5.9	\$20.4	\$63.1	\$1.0	\$31.0	\$70.3	\$0	\$610.8	\$1,176.7	\$3.6
23	\$329.8	\$602.9	(\$3.4)	\$243.6	\$466.4	\$6.0	\$20.9	\$64.7	\$1.0	\$31.8	\$72.1	\$0	\$626.1	\$1,206.1	\$3.7
24	\$338.1	\$618.0	(\$3.5)	\$249.7	\$478.0	\$6.2	\$21.4	\$66.3	\$1.0	\$32.6	\$73.9	\$0	\$641.7	\$1,236.3	\$3.8
25	\$346.5	\$633.5	(\$3.5)	\$255.9	\$490.0	\$6.4	\$21.9	\$68.0	\$1.0	\$33.4	\$75.8	\$0	\$657.8	\$1,267.2	\$3.9
26	\$355.2	\$649.3	(\$3.6)	\$262.3	\$502.2	\$6.5	\$22.5	\$69.7	\$1.1	\$34.2	\$77.6	\$0	\$674.2	\$1,298.9	\$4.0
27	\$364.1	\$665.5	(\$3.7)	\$268.9	\$514.8	\$6.7	\$23.0	\$71.4	\$1.1	\$35.1	\$79.6	\$0	\$691.1	\$1,331.4	\$4.1
28	\$373.2	\$682.2	(\$3.8)	\$275.6	\$527.7	\$6.8	\$23.6	\$73.2	\$1.1	\$36.0	\$81.6	\$0	\$708.4	\$1,364.6	\$4.2
29	\$382.5	\$699.2	(\$3.9)	\$282.5	\$540.9	\$7.0	\$24.2	\$75.0	\$1.2	\$36.9	\$83.6	\$0	\$726.1	\$1,398.8	\$4.3
30	\$392.1	\$716.7	(\$4.0)	\$289.6	\$554.4	\$7.2	\$24.8	\$76.9	\$1.2	\$37.8	\$85.7	\$0	\$744.2	\$1,433.7	\$4.4
Total	\$8,411.2	\$15,376.1	(\$85.9)	\$6,212.6	\$11,893.6	\$154.2	\$532.0	\$1,650.0	\$25.4	\$810.7	\$1,838.8	\$0	\$15,966.4	\$30,758.4	\$94.0
NPV	\$3,944.2	\$7,210.2	(\$40.3)	\$2,913.2	\$5,577.1	\$72.3	\$249.4	\$773.7	\$11.9	\$380.2	\$862.2	\$0	\$7,486.9	\$14,423.2	\$44.1

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year State Economic and Fiscal Impacts by Category

- The 30-year period supports the following economic and fiscal impacts in the State on a net present value basis:
 - \$7.5 billion in labor income
 - \$16.1 billion in output
 - \$620.6 million in fiscal impact

(\$ Millions)	State - Economic Impacts		State - Fiscal Impacts					
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	
Period	Labor Income	Output	Gasoline	Personal Income	Rental Car	Sales & Use	Support	Total
1	\$363.7	\$784.5	\$1.0	\$30.2	\$0.4	\$5.1	(\$6.5)	\$30.1
2	\$372.8	\$804.1	\$1.0	\$30.9	\$0.4	\$5.2	(\$6.6)	\$30.9
3	\$382.2	\$824.2	\$1.1	\$31.7	\$0.4	\$5.3	(\$6.8)	\$31.7
4	\$391.7	\$844.8	\$1.1	\$32.5	\$0.4	\$5.5	(\$7.0)	\$32.5
5	\$401.5	\$865.9	\$1.1	\$33.3	\$0.4	\$5.6	(\$7.1)	\$33.3
6	\$411.5	\$887.5	\$1.1	\$34.1	\$0.4	\$5.7	(\$7.3)	\$34.1
7	\$421.8	\$909.7	\$1.2	\$35.0	\$0.4	\$5.9	(\$7.5)	\$35.0
8	\$432.4	\$932.5	\$1.2	\$35.9	\$0.4	\$6.0	(\$7.7)	\$35.8
9	\$443.2	\$955.8	\$1.2	\$36.8	\$0.4	\$6.2	(\$7.9)	\$36.7
10	\$454.3	\$979.7	\$1.3	\$37.7	\$0.4	\$6.3	(\$8.1)	\$37.6
11	\$465.6	\$1,004.2	\$1.3	\$38.6	\$0.5	\$6.5	(\$8.3)	\$38.6
12	\$477.3	\$1,029.3	\$1.3	\$39.6	\$0.5	\$6.7	(\$8.5)	\$39.6
13	\$489.2	\$1,055.0	\$1.3	\$40.6	\$0.5	\$6.8	(\$8.7)	\$40.5
14	\$501.4	\$1,081.4	\$1.4	\$41.6	\$0.5	\$7.0	(\$8.9)	\$41.6
15	\$514.0	\$1,108.4	\$1.4	\$42.6	\$0.5	\$7.2	(\$9.1)	\$42.6
16	\$526.8	\$1,136.1	\$1.5	\$43.7	\$0.5	\$7.4	(\$9.4)	\$43.7
17	\$540.0	\$1,164.5	\$1.5	\$44.8	\$0.5	\$7.5	(\$9.6)	\$44.8
18	\$553.5	\$1,193.6	\$1.5	\$45.9	\$0.5	\$7.7	(\$9.8)	\$45.9
19	\$567.3	\$1,223.5	\$1.6	\$47.1	\$0.6	\$7.9	(\$10.1)	\$47.0
20	\$581.5	\$1,254.1	\$1.6	\$48.2	\$0.6	\$8.1	(\$10.3)	\$48.2
21	\$596.0	\$1,285.4	\$1.6	\$49.4	\$0.6	\$8.3	(\$10.6)	\$49.4
22	\$610.9	\$1,317.6	\$1.7	\$50.7	\$0.6	\$8.5	(\$10.8)	\$50.6
23	\$626.2	\$1,350.5	\$1.7	\$51.9	\$0.6	\$8.7	(\$11.1)	\$51.9
24	\$641.9	\$1,384.3	\$1.8	\$53.2	\$0.6	\$9.0	(\$11.4)	\$53.2
25	\$657.9	\$1,418.9	\$1.8	\$54.6	\$0.6	\$9.2	(\$11.7)	\$54.5
26	\$674.4	\$1,454.3	\$1.9	\$55.9	\$0.7	\$9.4	(\$12.0)	\$55.9
27	\$691.2	\$1,490.7	\$1.9	\$57.3	\$0.7	\$9.6	(\$12.3)	\$57.3
28	\$708.5	\$1,528.0	\$2.0	\$58.8	\$0.7	\$9.9	(\$12.6)	\$58.7
29	\$726.2	\$1,566.2	\$2.0	\$60.2	\$0.7	\$10.1	(\$12.9)	\$60.2
30	\$744.4	\$1,605.3	\$2.1	\$61.7	\$0.7	\$10.4	(\$13.2)	\$61.7
Total	\$15,969.5	\$34,439.8	\$44.0	\$1,324.6	\$15.6	\$222.8	(\$283.5)	\$1,323.5
NPV	\$7,488.4	\$16,149.5	\$20.6	\$621.1	\$7.3	\$104.5	(\$132.9)	\$620.6

H. PSE Enterprise-Wide Results

Summary of Results – 30-Year State Economic and Fiscal Impacts by Entity

	Bills and Bills Stadium			KeyBank Center (Sabres, Arena, Bandits)			Harborcenter			PSE (Operating Office and Top Shelf)			Rochester			State Economic and Fiscal Impact Totals		
Growth	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%			
Period	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact	Labor Income	Output	Fiscal Impact
1	\$179.7	\$385.8	\$15.9	\$132.3	\$287.2	\$12.4	\$16.2	\$40.1	\$0.5	\$24.3	\$50.0	\$0.9	\$11.3	\$21.4	\$0.4	\$363.7	\$784.5	\$30.1
2	\$184.2	\$395.4	\$16.3	\$135.6	\$294.3	\$12.8	\$16.6	\$41.1	\$0.5	\$25.0	\$51.2	\$1.0	\$11.5	\$21.9	\$0.4	\$372.8	\$804.1	\$30.9
3	\$188.8	\$405.3	\$16.7	\$139.0	\$301.7	\$13.1	\$17.0	\$42.2	\$0.5	\$25.6	\$52.5	\$1.0	\$11.8	\$22.5	\$0.4	\$382.2	\$824.2	\$31.7
4	\$193.5	\$415.4	\$17.1	\$142.5	\$309.2	\$13.4	\$17.4	\$43.2	\$0.5	\$26.2	\$53.8	\$1.0	\$12.1	\$23.0	\$0.4	\$391.7	\$844.8	\$32.5
5	\$198.3	\$425.8	\$17.5	\$146.0	\$317.0	\$13.7	\$17.9	\$44.3	\$0.6	\$26.9	\$55.2	\$1.0	\$12.4	\$23.6	\$0.4	\$401.5	\$865.9	\$33.3
6	\$203.3	\$436.5	\$18.0	\$149.7	\$324.9	\$14.1	\$18.3	\$45.4	\$0.6	\$27.5	\$56.5	\$1.1	\$12.7	\$24.2	\$0.4	\$411.5	\$887.5	\$34.1
7	\$208.4	\$447.4	\$18.4	\$153.4	\$333.0	\$14.4	\$18.8	\$46.5	\$0.6	\$28.2	\$58.0	\$1.1	\$13.1	\$24.8	\$0.4	\$421.8	\$909.7	\$35.0
8	\$213.6	\$458.6	\$18.9	\$157.2	\$341.3	\$14.8	\$19.2	\$47.7	\$0.6	\$28.9	\$59.4	\$1.1	\$13.4	\$25.4	\$0.4	\$432.4	\$932.5	\$35.8
9	\$218.9	\$470.0	\$19.4	\$161.2	\$349.9	\$15.2	\$19.7	\$48.9	\$0.6	\$29.7	\$60.9	\$1.2	\$13.7	\$26.1	\$0.4	\$443.2	\$955.8	\$36.7
10	\$224.4	\$481.8	\$19.8	\$165.2	\$358.6	\$15.5	\$20.2	\$50.1	\$0.6	\$30.4	\$62.4	\$1.2	\$14.1	\$26.7	\$0.5	\$454.3	\$979.7	\$37.6
11	\$230.0	\$493.8	\$20.3	\$169.3	\$367.6	\$15.9	\$20.7	\$51.4	\$0.7	\$31.2	\$64.0	\$1.2	\$14.4	\$27.4	\$0.5	\$465.6	\$1,004.2	\$38.6
12	\$235.8	\$506.2	\$20.8	\$173.6	\$376.8	\$16.3	\$21.2	\$52.7	\$0.7	\$31.9	\$65.6	\$1.2	\$14.8	\$28.1	\$0.5	\$477.3	\$1,029.3	\$39.6
13	\$241.7	\$518.8	\$21.4	\$177.9	\$386.2	\$16.7	\$21.7	\$54.0	\$0.7	\$32.7	\$67.2	\$1.3	\$15.1	\$28.8	\$0.5	\$489.2	\$1,055.0	\$40.5
14	\$247.7	\$531.8	\$21.9	\$182.3	\$395.9	\$17.2	\$22.3	\$55.3	\$0.7	\$33.6	\$68.9	\$1.3	\$15.5	\$29.5	\$0.5	\$501.4	\$1,081.4	\$41.6
15	\$253.9	\$545.1	\$22.4	\$186.9	\$405.8	\$17.6	\$22.8	\$56.7	\$0.7	\$34.4	\$70.6	\$1.3	\$15.9	\$30.2	\$0.5	\$514.0	\$1,108.4	\$42.6
16	\$260.2	\$558.7	\$23.0	\$191.6	\$415.9	\$18.0	\$23.4	\$58.1	\$0.7	\$35.3	\$72.4	\$1.4	\$16.3	\$31.0	\$0.5	\$526.8	\$1,136.1	\$43.7
17	\$266.7	\$572.7	\$23.6	\$196.4	\$426.3	\$18.5	\$24.0	\$59.6	\$0.8	\$36.1	\$74.2	\$1.4	\$16.7	\$31.8	\$0.5	\$540.0	\$1,164.5	\$44.8
18	\$273.4	\$587.0	\$24.2	\$201.3	\$437.0	\$18.9	\$24.6	\$61.1	\$0.8	\$37.0	\$76.0	\$1.4	\$17.1	\$32.6	\$0.6	\$553.5	\$1,193.6	\$45.9
19	\$280.2	\$601.7	\$24.8	\$206.3	\$447.9	\$19.4	\$25.2	\$62.6	\$0.8	\$38.0	\$78.0	\$1.5	\$17.6	\$33.4	\$0.6	\$567.3	\$1,223.5	\$47.0
20	\$287.3	\$616.7	\$25.4	\$211.5	\$459.1	\$19.9	\$25.9	\$64.2	\$0.8	\$38.9	\$79.9	\$1.5	\$18.0	\$34.2	\$0.6	\$581.5	\$1,254.1	\$48.2
21	\$294.4	\$632.1	\$26.0	\$216.8	\$470.6	\$20.4	\$26.5	\$65.8	\$0.8	\$39.9	\$81.9	\$1.5	\$18.5	\$35.1	\$0.6	\$596.0	\$1,285.4	\$49.4
22	\$301.8	\$647.9	\$26.7	\$222.2	\$482.3	\$20.9	\$27.2	\$67.4	\$0.9	\$40.9	\$83.9	\$1.6	\$18.9	\$35.9	\$0.6	\$610.9	\$1,317.6	\$50.6
23	\$309.3	\$664.1	\$27.3	\$227.7	\$494.4	\$21.4	\$27.8	\$69.1	\$0.9	\$41.9	\$86.0	\$1.6	\$19.4	\$36.8	\$0.6	\$626.2	\$1,350.5	\$51.9
24	\$317.1	\$680.8	\$28.0	\$233.4	\$506.7	\$22.0	\$28.5	\$70.8	\$0.9	\$43.0	\$88.2	\$1.7	\$19.9	\$37.8	\$0.6	\$641.9	\$1,384.3	\$53.2
25	\$325.0	\$697.8	\$28.7	\$239.3	\$519.4	\$22.5	\$29.2	\$72.6	\$0.9	\$44.0	\$90.4	\$1.7	\$20.4	\$38.7	\$0.7	\$657.9	\$1,418.9	\$54.5
26	\$333.1	\$715.2	\$29.4	\$245.2	\$532.4	\$23.1	\$30.0	\$74.4	\$0.9	\$45.1	\$92.7	\$1.8	\$20.9	\$39.7	\$0.7	\$674.4	\$1,454.3	\$55.9
27	\$341.5	\$733.1	\$30.2	\$251.4	\$545.7	\$23.6	\$30.7	\$76.3	\$1.0	\$46.3	\$95.0	\$1.8	\$21.4	\$40.7	\$0.7	\$691.2	\$1,490.7	\$57.3
28	\$350.0	\$751.4	\$30.9	\$257.7	\$559.3	\$24.2	\$31.5	\$78.2	\$1.0	\$47.4	\$97.4	\$1.8	\$21.9	\$41.7	\$0.7	\$708.5	\$1,528.0	\$58.7
29	\$358.7	\$770.2	\$31.7	\$264.1	\$573.3	\$24.8	\$32.3	\$80.1	\$1.0	\$48.6	\$99.8	\$1.9	\$22.5	\$42.7	\$0.7	\$726.2	\$1,566.2	\$60.2
30	\$367.7	\$789.5	\$32.5	\$270.7	\$587.7	\$25.5	\$33.1	\$82.1	\$1.0	\$49.8	\$102.3	\$1.9	\$23.1	\$43.8	\$0.7	\$744.4	\$1,605.3	\$61.7
Total	\$7,888.6	\$16,936.8	\$697.4	\$5,807.5	\$12,607.3	\$546.3	\$710.0	\$1,762.0	\$22.3	\$1,068.9	\$2,194.2	\$41.5	\$494.6	\$939.6	\$16.0	\$15,969.5	\$34,439.8	\$1,323.5
NPV	\$3,699.1	\$7,942.0	\$327.0	\$2,723.2	\$5,911.8	\$256.2	\$332.9	\$826.2	\$10.5	\$501.2	\$1,028.9	\$19.5	\$231.9	\$440.6	\$7.5	\$7,488.4	\$16,149.5	\$620.6

Appendix A – Construction Period Impacts

Appendix A – Construction Period Impacts

Overview

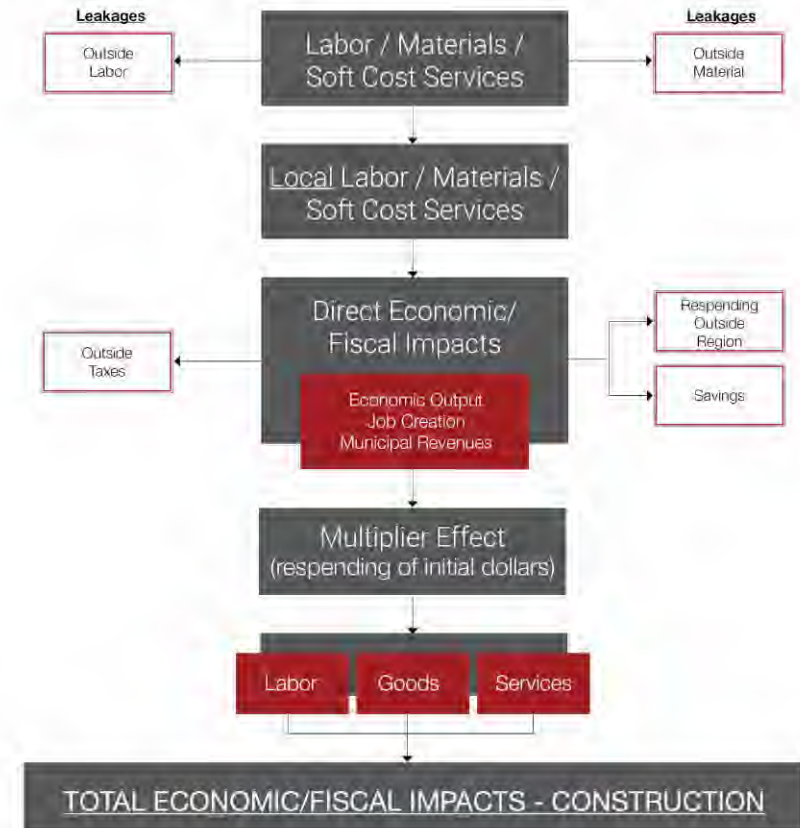
- Potential construction and renovation period(s) will generate significant one-time economic and fiscal impacts
 - CAA ICON has assumed projects would be exempt from State and local sales and use tax
 - Fiscal impacts are calculated only for the State (personal income tax) – there are no city or county taxes applicable to direct spending since materials are assumed to be exempt from sales and use tax
 - Potential City, County, and State fees and permits could generate some meaningful fiscal impact not quantified herein
- Estimated economic and fiscal impacts rely on previously completed budget documents by local contractors, as well as Client instruction regarding potential budget amounts
- Construction period expenditures are divided into:
 - Labor
 - Materials
 - Soft cost
- Input was received from local area resources regarding local procurement of the three expenditure types
- Project labor agreements and other requirements will influence local procurement percentages – assumptions utilized in this analysis are used to illustrate potential impacts on an order-of-magnitude basis

Appendix A – Construction Period Impacts

Flow Chart – Construction

- The chart summarizes the linkage between initial spending and indirect economic impacts from the construction period

ECONOMIC/FISCAL IMPACT SUMMARY – CONSTRUCTION



Appendix A – Construction Period Impacts

New Stadium Project – Spending Summary

- Direct spending for a potential new stadium project at Orchard Park is summarized in the following table
- Stadium project is tentatively estimated at \$1.55 billion
 - Hard costs are estimated to be 70% materials and 30% labor
- Net new direct spending ranges from \$122.7 million (8%) in the City to \$953.4 million (62%) in the State
- The City lacks significant concentrations of supplying industries and labor due to its size
- A higher percentage of soft cost services could be procured locally (permits / testing, legal and governmental, and project management (project site office))

Stadium Construction (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Construction Period						
Gross Spending						
Materials - (1)	\$907.6	59%	\$907.6	59%	\$907.6	59%
Labor	\$389.0	25%	\$389.0	25%	\$389.0	25%
Soft Cost Services	\$249.1	16%	\$249.1	16%	\$249.1	16%
Total Gross Spending	\$1,545.7		\$1,545.7		\$1,545.7	
Excluded / Non-Local Spending						
Materials	\$898.5	99%	\$880.4	97%	\$453.8	50%
Labor	\$350.1	90%	\$194.5	50%	\$38.9	10%
Soft Cost Services	\$174.4	70%	\$166.9	67%	\$99.6	40%
Total Excluded / Non-Local Spending	\$1,423.0	92%	\$1,241.8	80%	\$592.3	38%
Net New Direct Spending						
Materials	\$9.1	1%	\$27.2	3%	\$453.8	50%
Labor	\$38.9	10%	\$194.5	50%	\$350.1	90%
Soft Cost Services	\$74.7	30%	\$82.2	33%	\$149.5	60%
Total Net New Direct Spending	\$122.7	8%	\$303.9	20%	\$953.4	62%

(1) - Includes 10% contingency.

Appendix A – Construction Period Impacts

New Stadium Project – Economic and Fiscal impact Results

- Construction period economic and fiscal impacts related to a potential new stadium project are summarized for the City, County, and State
- Employment estimates represent total employment over the duration of the construction period – not annual totals
- Fiscal impacts are only calculated at the State level

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	1,258	\$76.9	\$125.0
Indirect	43	\$2.8	\$8.0
Induced	73	\$3.9	\$12.0
Total Economic Impacts	1,373	\$83.6	\$145.0
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Total Fiscal Impacts	\$0		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	2,697	\$163.9	\$309.7
Indirect	353	\$23.6	\$65.5
Induced	922	\$46.2	\$139.8
Total Economic Impacts	3,972	\$233.8	\$515.0
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Total Fiscal Impacts	\$0		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	6,842	\$550.1	\$971.9
Indirect	1,032	\$91.5	\$244.8
Induced	2,697	\$178.8	\$481.0
Total Economic Impacts	10,572	\$820.4	\$1,697.7
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Personal Income - (2, 3)	\$20,911,200		
Total Fiscal Impacts	\$20,911,200		

(1) - Labor income and output are presented in millions.

(2) - Personal income taxes are calculated based on direct wages paid to laborers. Soft costs supports additional direct wages to employees, though fiscal impacts are not calculated because the basis is unknown.

(3) - Based on an average wage of \$65,900 per construction worker in the State of New York (Bureau of Labor Statistics).

Appendix A – Construction Period Impacts

Arena Renovation Project – Spending Summary

- Direct spending for a potential arena renovation project is summarized in the following table
- PSE management has instructed CAA ICON to use a placeholder project cost of \$200.0 million
- Net new direct spending ranges from \$19.9 million (10%) in the City to \$135.8 million (68%) in the State
- Higher percentage of labor and materials (as a percentage of gross) can be procured locally in relation to a stadium project due to the smaller project cost

Arena Renovation (\$ Millions)	City of Buffalo	% of Gross	Erie County	% of Gross	State of New York	% of Gross
Construction Period						
Gross Spending						
Materials - (1)	\$105.0	53%	\$105.0	53%	\$105.0	53%
Labor	\$45.0	23%	\$45.0	23%	\$45.0	23%
Soft Cost Services	\$50.0	25%	\$50.0	25%	\$50.0	25%
Total Gross Spending	\$200.0		\$200.0		\$200.0	
Excluded / Non-Local Spending						
Materials	\$101.9	97%	\$99.8	95%	\$42.0	40%
Labor	\$38.3	85%	\$18.0	40%	\$2.3	5%
Soft Cost Services	\$40.0	80%	\$37.5	75%	\$20.0	40%
Total Excluded / Non-Local Spending	\$180.1	90%	\$155.3	78%	\$64.3	32%
Net New Direct Spending						
Materials	\$3.2	3%	\$5.3	5%	\$63.0	60%
Labor	\$6.8	15%	\$27.0	60%	\$42.8	95%
Soft Cost Services	\$10.0	20%	\$12.5	25%	\$30.0	60%
Total Net New Direct Spending	\$19.9	10%	\$44.8	22%	\$135.8	68%

(1) - Includes 10% contingency.

Appendix A – Construction Period Impacts

Arena Renovation Project – Economic and Fiscal Impact Results

- Construction period economic and fiscal impacts related to a potential arena renovation project are summarized for the City, County, and State
- Employment estimates represent total employment over the duration of the construction period – not annual totals

City of Buffalo			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	195	\$11.9	\$20.3
Indirect	7	\$0.4	\$1.2
Induced	10	\$0.6	\$1.7
Total Economic Impacts	212	\$12.9	\$23.3
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Total Fiscal Impacts	\$0		

Erie County			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	399	\$24.7	\$46.5
Indirect	52	\$3.5	\$9.8
Induced	137	\$6.9	\$21.0
Total Economic Impacts	588	\$35.2	\$77.3
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Total Fiscal Impacts	\$0		

State of New York			
Economic Impact - (1)	Employment	Labor Income	Output
Direct	988	\$81.6	\$138.4
Indirect	147	\$13.1	\$34.6
Induced	400	\$26.5	\$71.3
Total Economic Impacts	1,535	\$121.1	\$244.3
Fiscal Impact	Period Estimate		
Sales & Use	Exempt		
Personal Income - (2, 3)	\$2,416,000		
Total Fiscal Impacts	\$2,416,000		

(1) - Labor income and output are presented in millions.

(2) - Personal income taxes are calculated based on direct wages paid to laborers. Soft costs supports additional direct wages to employees, though fiscal impacts are not calculated because the basis is unknown.

(3) - Based on an average wage of \$65,900 per construction worker in the State of New York (Bureau of Labor Statistics).

Limiting Conditions and Assumptions

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This analysis is subject to our contractual terms, as well as the following limiting conditions and assumptions:

- The analysis has been prepared for internal decision making purposes of the Client only and shall not be used for any other purposes without the prior written permission of CAA ICON.
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- Any estimates of historical or future prices, revenues, rents, expenses, occupancy, net operating income, mortgage debt service, capital outlays, cash flows, inflation, capitalization rates, yield rates or interest rates are intended solely for analytical purposes and are not to be construed as predictions of the analysts. They represent only the judgment of the authors based on information provided by operators and owners active in the market place, and their accuracy is in no way guaranteed.
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