



September 30, 2011

205 West Randolph
Suite 1650
Chicago, Illinois 60610
+1 312-587-9900
+1 312-587-9909 FAX
www.hvs.com

Stefanie Levine, RLA
Assistant Superintendent
Parks Recreation and Community Services, City of Evanston
2100 Ridge Avenue
Evanston, Illinois, 60201
slevine@cityofevanston.org

Re: Robert Crown Community Center
Evanston, Illinois

Atlanta
Boston
Boulder
Chicago
Dallas
Denver
Las Vegas
Mexico City
Miami
Nassau
New York
Newport
San Francisco
Toronto
Vancouver
Washington
Athens
Buenos Aires
Dubai
Hong Kong
Lima
London
Madrid
Mumbai
New Delhi
Sao Paulo
Shanghai
Singapore

Dear Stefanie:

Pursuant to your request, we herewith submit our Market Validation and Feasibility Study of a Robert Crown Community Center in Evanston, Illinois.

We hereby certify that we have no undisclosed interest in the property, and our employment and compensation are not contingent upon our findings. This study is subject to the comments made throughout this report and to all assumptions and limiting conditions set forth herein.

It has been a pleasure working with you. Please let us know if we can provide any additional services.

Sincerely,
HVS Convention, Sports & Entertainment
Facilities Consulting

Thomas A Hazinski
Managing Director

Catherine Sarrett
Project Manager



Table of Contents

SECTION	TITLE
1.	Introduction and Executive Summary
2.	Market Area Overview
3.	Comparable Venues
4.	Building Program and Use Analysis
5.	Demand Analysis
6.	Statement of Assumptions and Limiting Conditions
7.	Certification

1. Introduction and Executive Summary

Nature of the Assignment

The Evanston Department of Parks, Recreation, and Community Services engaged HVS Convention, Sports & Entertainment Facilities Consulting (“HVS”) to conduct a Market Validation and Feasibility Study of the Robert Crown Community Center and Ice Complex in Evanston (“Crown Center”). The purpose of this study is to review the current operations of the existing Crown Center and to assess the market demand potential of an expanded facility.

Ownership and Management

The City of Evanston owns and operates the Crown Center. Originally opened in 1975, the Crown Center is one of three multi-purpose recreation centers in Evanston and the only facility with ice surfaces for hockey, figure skating, and other ice programs. As a division of the City’s Department of Parks, Recreation, and Community Services, the management and operations staff at the Crown Center is responsible for scheduling and administering community-based recreation programs as well as private rentals of the two ice surfaces.

Methodology

HVS performed the following tasks:

1. Thomas Hazinski and Catherine Sarrett traveled to Evanston, Illinois on April 29, 2011 during which they toured the existing Crown Center, met with Crown Center management and representative of the City’s Parks, Recreation and Community Services Department, discussed concepts for the proposed expansion, reviewed operational goals of an expanded facility, and gathered relevant data,
2. Reviewed the Request of Qualifications (“RFQ”) and the RFQ responses prepared by the three pre-qualified developers for the expanded Crown Center,
3. Analyzed the economic and demographics that indicate whether and the extent to which the local market area is supportive of an expanded Crown Center,
4. Analyzed existing recreation programming and ice utilization at the Crown Center and the other Evanston recreation centers,
5. Interviewed representatives from affiliated groups which currently rent ice time at the Crown Center,

6. Compiled data on 19 comparable ice complexes in the Chicago metro area to inform and test the reasonableness of the building program recommendations and the demand forecasts,
7. Recommended a facility program plan and forecast of event demand of the proposed Crown Center,

HVS Convention, Sports & Entertainment staff collected and analyzed all information contained in this report. HVS sought out reliable sources and HVS deemed information obtained from third parties to be accurate.

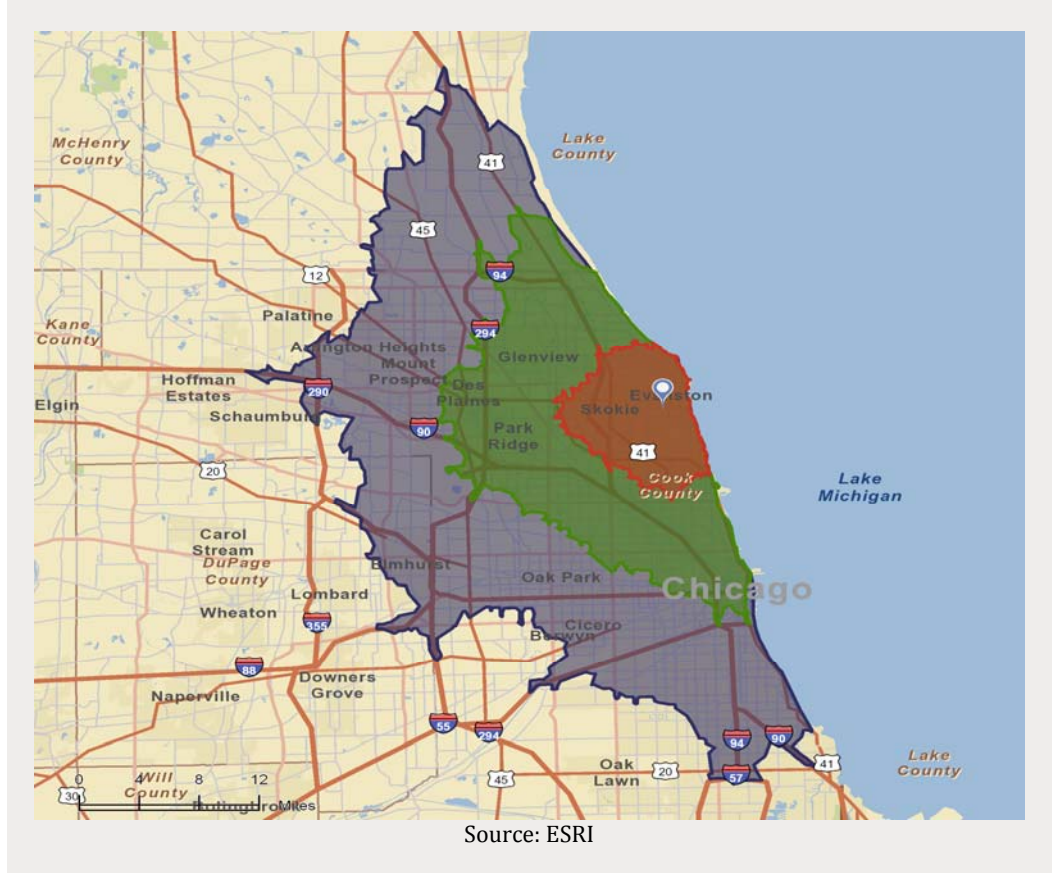
Summary of Findings

HVS reviewed the local market conditions, demand generators, industry trends, and competitive environment to develop a recommended facility program and corresponding demand projections for an expanded Crown Center. The following sections of this report provide more detailed findings and conclusions of the findings which are summarized below.

Market Area

The market area for a recreation center consists of the geographic region roughly bounded by the city limits in which the center is located. The market area for ice-related programs and rentals may expand beyond the city limit particularly in more densely populated areas, like that of Evanston. Regular users of an ice rink may also include those who can conveniently access the facility but may not be located within the city limits. Therefore, in addition to the City of Evanston, HVS also analyzed the local markets within 10, 20, and 30-minute drive times of the Crown Center. The ESRI drive time estimates used in our analysis do not account for potential traffic congestion, so actual drive times may be longer. The following figure identifies these areas and their boundaries within the context of the greater Chicago area.

FIGURE 1-1 MARKET AREA SITE MAP (10, 20 AND 30-MINUTE DRIVE TIME)



Approximately 74,000 people live in Evanston and over 3.7 million people live within a 30-minute drive of the Crown Center. Despite its proximity to Chicago, Evanston has maintained a diverse, independent local economy and a stable population base. The resident population enjoys higher per capita and household income levels than the surrounding area which translates into higher than average spending on the types of programs and services offered by the city’s Department of Parks, Recreation, and Community Services. The depth and breadth of the local economy is capable of supporting an expanded Crown Center, especially in the context of the significant population base which resided within the 30-minute drive time. While overall population growth throughout the market is expected to flatten or decline slightly, Evanston has a higher than average percentage of teens and young adults. Additionally, a larger percentage of young children live in the surrounding markets. All of these groups represent target user groups of the Crown Center, suggesting that demand for the facility’s programs is stable.

Comparable Venues

Although many of the recreation, youth sports, and other programs at the Crown Center are geared toward Evanston residents, the facility competes directly with other ice venues in the region for a share of the ice rental market. Hockey teams and others wishing to pay for ice time consider both cost and ice time availability when selecting a venue to host practices, games and tournaments. The location of an ice venue is also important as most groups wish to minimize travel times for their members. An analysis of other venues in the region informs demand projections and highlights programming features and trends. HVS analyzed two sets of competitive and comparable venues presented in the figure below:

- Local ice rink facilities within 15 miles of the Robert Crown Center which compete for local ice demand with the Crown Center.
- Comparable ice rink facilities in the greater Chicago area with two or more regulation-sized ice rinks.

FIGURE 1-1 COMPETITIVE AND COMPARABLE VENUES

Name of Venue	Location		Distance from Crown Center (miles)
Local Area Competitors			
Skatium Ice Arena	Skokie	IL	4
American Heartland Ice Arena	Lincolnwood	IL	4
Centennial Indoor Ice Rinks	Wilmette	IL	4
McFetridge Sports Center	Chicago	IL	6
Iceland Skate Complex	Niles	IL	8
Winnetka Ice Arena	Winnetka	IL	8
Oakton Ice Arena	Park Ridge	IL	9
North Shore Ice Arena	Northbrook	IL	10
Glenview Ice Center	Glenview	IL	12
Northbrook Sports Center	Northbrook	IL	14
Comparable Venues			
Johnny's Ice House	Chicago	IL	16
Edge Ice Arena	Bensenville	IL	20
Twin Rink Ice Arena	Buffalo Grove	IL	21
Glacier Ice Arena	Vernon Hills	IL	25
Addison Ice Arena	Addison	IL	27
Darien SportsPlex	Darien	IL	38
All Season Ice Rink	Naperville	IL	40
Arctic Ice Arena	Orland Park	IL	45

Each of the above venues has at least one NHL regulation-sized ice sheet. Most of the local area competitors offer a second rink which is a smaller studio-sized sheet. Studio rinks can be used for figure skating lessons, hockey skating lessons, broomball, private parties, and some youth hockey functions. In the local area, the Northbrook Sports Center, which is owned and operated by the Northbrook Park District, is the only facility which offers a second regulation-sized ice sheet. In the broader market, a number of facilities have two or three regulation-sized ice sheets. With the exception of the Edge Ice Arena in Bensenville and the Darien SportPlex in Darien, each of the facilities is privately owned and operated.

HVS reviewed and compared the recreation and other programming available at each of the above ice facilities. Despite having a single regulation ice surface and a smaller studio rink, the Crown Center is one of the few ice facilities in the area that accommodates a wide range of activities and affiliated groups. One of a handful of facilities with a speed skating program, the Crown Center also hosts adult and collegiate hockey club teams, youth house and travel hockey programs, and a synchronized skating team.

Building Program Recommendations

As a Department of Parks, Recreation, and Community Services facility, the Crown Center is dedicated to serving the needs of the community with recreation programming both on and off the ice surfaces. The Crown Center is available for rental by local private groups. These private rentals, which most often involve the NHL ice surface, represent a significant portion of facility's revenues and are crucial to the viability of the Crown Center operation. Current private users of the Crown Center include the Evanston Youth Hockey Association ("EYHA"), Northwestern University men and women's club hockey teams, the Tigers hockey club, adult hockey leagues, and Metro North high school hockey. The Crown Center staff, therefore, must schedule the Crown Center function spaces in a way that satisfies both the needs of the Evanston community and the revenue generating users of the facility.

Based on an ice utilization analysis and in-depth interviews with current Crown Center user groups, HVS determined that Evanston has a need for an additional regulation sized ice surface to host hockey programs, speed skating, figure skating, and other programs during the peak demand season. Nearly all user groups report that they would rent additional ice time if made available.

HVS recommends a building program containing the following functional spaces and support elements.

- One 200' x 85 NHL regulation ice sheet,
- One 200' x 100' Olympic regulation ice sheet,

- One studio-sized ice sheet
- Approximately 10,000 square feet of multipurpose community center space including program rooms and recreation space,
- A 10,000 square foot gymnasium with a single basketball court,
- Approximately 18,000 square feet of lobby, retail, circulation, and storage space, and
- Eight locker rooms located between the two ice sheets, plus locker and team rooms required to support the gymnasium.

Under this three-sheet scenario, a greater amount of ice time is available for rental by private programs while still maintaining consistent levels of community programming and a reasonable vacancy rate.

City representatives also requested the inclusion of a 5,000 square-foot branch library. This building program element is included in our recommendations in response to this request, but HVS did not include the library in our market analysis.

Demand Analysis

HVS's analysis of historical Crown Center demand, review of comparable and competing facilities, and user group interviews suggest that an expanded ice complex at the Crown Center should allow the venue to significantly expand utilization by its existing user base and accommodate a greater market share of private ice rentals.

HVS forecast the user demand for the proposed Crown Center for a 10-year period. For the purposes of this analysis, HVS assumes the proposed Crown Center would open in July 2013. Following this opening, HVS projects that incremental ice demand and attendance increases would ramp up relatively slowly and stabilize during the fourth year of operation. Non-ice related community center demand would remain consistent with historical attendance levels. The following figure presents the demand projections from fiscal year 2012-13, the final full year of operation at the existing Crown Center through 2016-17, the first year of stabilized demand at the new Crown Center.

FIGURE 1-2 CROWN CENTER DEMAND PROJECTION SUMMARY

	2012/13	2013/14	2014/15	2015/16	2016/17
ICE COMPLEX PROGRAMS					
Use Hours					
Youth Hockey	752	1,004	1,040	1,076	1,112
Private Ice Programs	270	841	1,262	1,514	1,682
City Ice Programs	66	128	128	128	128
Public Rental	372	400	400	400	400
Turf/Flat Floor Rentals		150	225	270	300
Total	1,460	2,523	3,055	3,388	3,622
Total Attendance					
Public Skate	9,287	9,287	9,287	9,287	9,287
Drop-in Hockey	882	1,764	1,764	1,764	1,764
Figure Skating/Hockey Lessons	1,913	1,913	1,913	1,913	1,913
Practice Ice	510	510	510	510	510
Ticketed Events	3,101	3,101	3,101	3,101	3,101
Misc. Ice Programs	1,599	1,599	1,599	1,599	1,599
Total	17,292	18,174	18,174	18,174	18,174
Use Days					
Tournaments/Camps	-	18	27	32	36
COMMUNITY CENTER PROGRAMS					
Total Attendance					
School Programs	478	478	478	478	478
Recreation Programs	1,073	1,073	1,073	1,073	1,073
Camp Programs	222	222	222	222	222
Misc Programs	1,534	1,534	1,534	1,534	1,534
Total	3,307	3,307	3,307	3,307	3,307

Key findings and implications from the demand model include the following.

- A studio rink that handles figure skating lessons and other community programming would free up significant amounts of ice time in the two regulation rinks for private rental. HVS projects that with the combination of three rinks, private rental capacity would not be constrained by lack of ice time availability as is the current situation. Rather, the level of new private rentals would depend on overall market supply of and demand for ice time and the ability of the Crown Center to penetrate the market. Given the large number of competing ice facilities within a 15 mile radius of the Crown Center and the importance of prime ice time, HVS projects that the Crown Center would be able to attract an average of 28 weekly hours of

new private rentals during the 40 week programming period. This equates to 1,120 hours annually.

- With two regulation ice sheets and a studio rink to support facility programming, HVS projects that the Crown Center could attract and support 12 multi-day tournaments and clinics. These events would typically be scheduled during off season weeks, holidays, and other breaks in standard programming.
- Excess ice capacity during non-peak demand provides the option to remove one of the ice surfaces during the summer months. HVS estimates that this could take place from mid-June through mid-August allowing for approximately 10 weeks of other programming and rentals. In addition to private rentals for turf sports and flat floor events, this floor would be an excellent resource for Crown Center summer camps and other community programs. In a stabilized year, HVS projects private rental demand to average 30 hours per week for a total of 300 hours annually.

The demand estimates contained in this report are based on numerous assumptions about future events and circumstances, which we deem to be reasonable but cannot be predicted with certainty. Differences between our assumptions and actual events and circumstances could cause differences between actual and projected performance and these differences may be material. Our results are subject to the assumptions and limited conditions described throughout this report. The reader is advised to review the report thoroughly and to contact HVS with any questions regarding this study.

2. Market Area Overview

This market area analysis reviews economic and demographic data that describe the overall condition of the local economy in and around Evanston, Illinois. The characteristics of the area economy and trends that indicate economic growth or decline provide indicators of the potential performance of the reconstructed and expanded Crown Park Ice Rink and Community Center (“Crown Center”). HVS analyzed the following indicators: population, income, sales, work force characteristics, employment levels, and corporate presence. Other indicators include colleges and universities, sports and event facilities, and other arts, culture, and entertainment options in the local area.

Market Area Definition

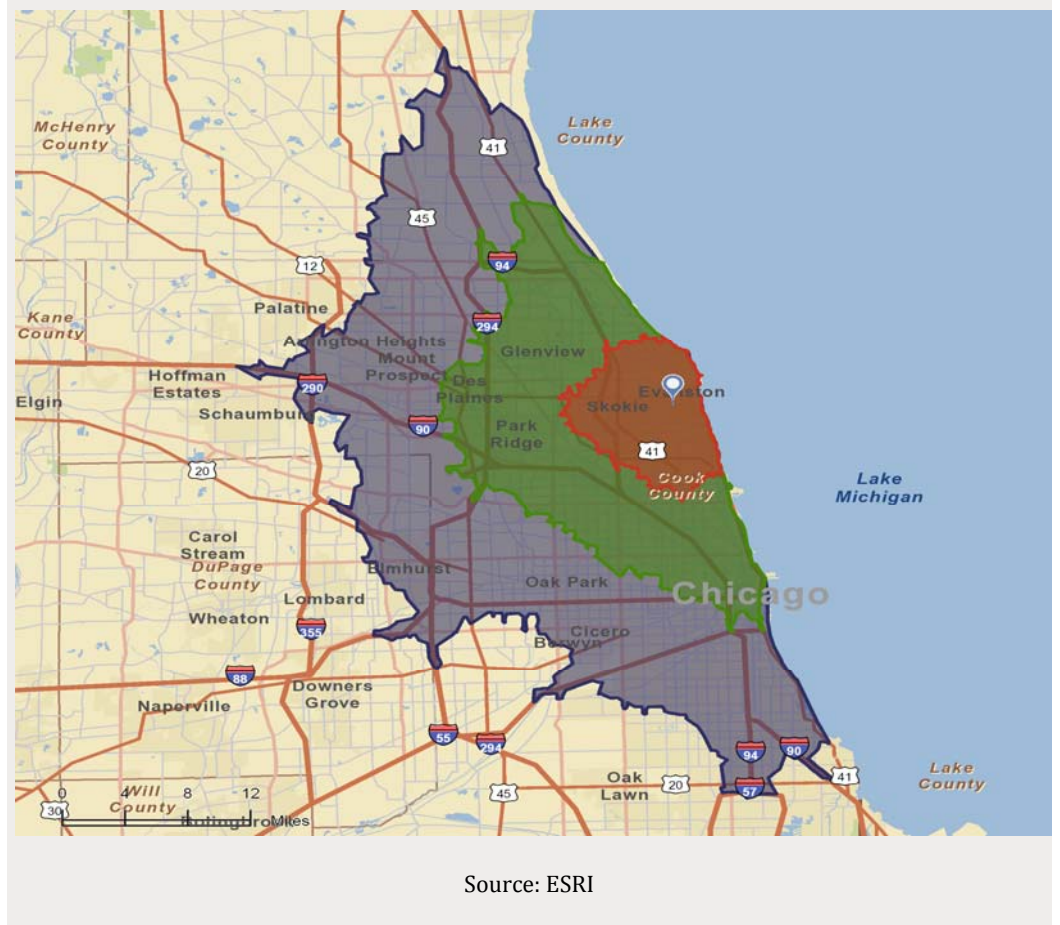
Evanston, Illinois is 13 miles north of Chicago in northeastern Illinois. Once known as Ridgeville, Evanston was renamed in 1857 at the request of one of the founders of Northwestern University, John Evans. Despite its proximity to the much larger City of Chicago, Evanston has maintained its identity and remains a thriving independent city with a strong local economy. The following map identifies the city limits.

FIGURE 2-1 EVANSTON, ILLINOIS



The market area for a recreation center consists of the geographic region roughly bounded by the city limits in which the center is located. The market area for ice-related programs and rentals may expand beyond the city limit particularly in more densely populated areas, like that of Evanston. Regular users of an ice rink may also include those who reside in areas which can conveniently access the facility but may not be located within the city limits. Therefore, in addition to the City of Evanston, HVS also analyzed the local markets within 10, 20, and 30-minute drive times of the Crown Center. The following figure identifies these areas and their boundaries within the context of the greater Chicago area.

FIGURE 2-2 10, 20, AND 30-MINUTE DRIVE TIME SITE MAP



Given the number of competing ice facilities within the suburban area north of Chicago, it is likely that the Crown Center’s true market lies within the 20-minute drive time boundary. The following demographic analyses include the 30-minute

drive time area as well as the entire Chicago metropolitan statistical area (“MSA”) for comparison purposes.

Population

The resident population surrounding a facility is an important indicator of demand potential for all types of usage including spectator sports and entertainment events, youth and amateur sports rentals, lessons, classes, clinics, and other recreation activities. Moreover, population data can reveal trends in the overall economic climate of an area and its ability to maintain sufficient infrastructure and other amenities that support the overall appeal of the facility. High population or income growth rates can indicate significant demand potential for local programs. Declining income and population may indicate less demand for the many types of programs offered by the Crown Center.

The following figure summarizes the population trends for the market areas.

FIGURE 2-3 POPULATION TRENDS

Market	2000	2010	Projected 2015	Compound Annual Growth Rate	
				2009-2010	2010-2015
Evanston	74,239	74,241	74,076	0.00%	-0.04%
10-Minute Drive Time	467,306	464,092	461,145	-0.07%	-0.13%
20-Minute Drive Time	1,831,596	1,872,426	1,873,327	0.22%	0.01%
30-Minute Drive Time	3,726,478	3,742,582	3,726,761	0.04%	-0.08%
Chicago MSA	9,098,316	9,739,919	9,920,929	0.68%	0.37%
United States	281,421,906	311,212,863	323,209,391	1.01%	0.76%

Source: ESRI

The City of Evanston’s population level has remained steady over the past decade and is expected to fall slightly over the next few years. Population growth in the 10, 20, and 30-minute drive time markets are mixed, but growth rates are consistently lower than those experienced by the entire Chicago MSA, suggesting that much stronger population growth is occurring outside of the Evanston market area.

Age Distribution

The success of a recreation facility lies in its ability to develop programs that appeal to a broad cross-section of the community. Age distribution can be a decisive factor in determining potential demand, and provide insight into the types of events and programs that the market will support. A market with strong youth and teen populations suggests a stronger demand for family-oriented events and higher participation rates in amateur sports programs. In general, a younger population base is seen as a positive sign for sports and recreation facility demand.

The following figure presents the population distribution by age for the market areas.

FIGURE 2-4 POPULATION AGE DISTRIBUTION (PROJECTED 2015)

Market	Under 10	Ages 15-19	Ages 20-34	Ages 35-54	Age 55 & Up	Median Age
Evanston	10.3%	14.3%	28.1%	23.2%	24.2%	33.1
10-Minute Drive Time	12.3%	12.1%	24.4%	25.0%	26.1%	36.0
20-Minute Drive Time	12.2%	10.9%	26.9%	25.2%	24.7%	35.0
30-Minute Drive Time	14.2%	12.6%	24.7%	24.7%	24.0%	34.1
Chicago MSA	14.4%	13.6%	21.1%	26.4%	24.2%	35.5
United States	12.3%	12.1%	24.4%	25.0%	26.1%	36.0

Source: ESRI

The median age of the Evanston population is well below that of the surrounding area. A strong young adult population (ages 20-34) coupled with a relatively low percentage of young children (under 10) suggests that more families with young children are moving to locations outside of the City of Evanston. The age distribution of the population within a 10-minute drive time of the Crown Center is more consistent with national averages, but is slightly older than other areas in the Chicago MSA, which have much higher percentage of young children. The age distribution analysis suggests that future growth for recreation and participatory sports will likely come from programs which cater to the young adult market.

Income Level

Income levels also indicate the ability of a market to support a recreation center. In general, higher income levels lead to greater amounts of disposable income, and a healthy and diversified economy provides not only employment and disposable income for a market’s residents, but also helps to insulate an area from economic downturns that could affect facility demand. Trends in median household income reflect the relative spending capacity of area residents, and provide another benchmark for assessing the region’s ability to develop and maintain both public and private services and attractions that help make an area an attractive place to live and to visit. The following figures present the median household income and per capita income statistics for the market areas.

FIGURE 2-5 MEDIAN HOUSEHOLD INCOME

Market	2000	2010	Projected 2015	Compound Annual Growth Rate	
				2009-2010	2010-2015
Evanston	\$56,027	\$68,691	\$84,941	2.06%	4.34%
10-Minute Drive Time	45,623	56,526	66,586	2.17%	3.33%
20-Minute Drive Time	48,081	61,163	72,407	2.44%	3.43%
30-Minute Drive Time	44,402	57,498	66,992	2.62%	3.10%
Chicago MSA	51,228	65,796	76,699	2.53%	3.11%
United States	42,164	54,442	61,189	2.59%	2.36%

Source: ESRI

FIGURE 2-6 PER CAPITA INCOME

Market	2000	2010	Projected 2015	Compound Annual Growth Rate	
				2009-2010	2010-2015
Evanston	\$33,645	\$40,087	\$48,729	1.77%	3.98%
10-Minute Drive Time	25,837	30,053	35,889	1.52%	3.61%
20-Minute Drive Time	29,294	34,595	41,240	1.68%	3.58%
30-Minute Drive Time	24,317	29,069	34,342	1.80%	3.39%
Chicago MSA	24,614	29,986	34,631	1.99%	2.92%
United States	21,587	26,739	30,241	2.16%	2.49%

Source: ESRI

Household and personal income levels within Evanston are significantly higher than the markets established by the 10, 20 and 30-minute drive times, Chicago MSA and, the nation. Strong growth rates for Evanston suggest that this trend will continue in the coming years. Greater levels of disposable income are a good sign for future growth in demand for recreation and participatory sports programs.

Retail Spending

Retail spending patterns indicate a market’s ability to support a venue’s revenues through facility rentals, program participation fees, and participant sports fees. The following figure presents an annual spending index for the retail segments which would contribute to the Crown Center’s operating revenue. The Spending Potential Index (“SPI”) is household based and represents the amount spent for a product or service relative to a national average of 100.

FIGURE 2-7 RETAIL SPENDING – SPI INDEX

Retail Goods & Service	Fees for Participant Sports	Recreation Lesson Fees	Membership Fees for Clubs	Entertainment Admissions
Evanston	139	153	151	149
10-Minute Drive Time	108	121	116	116
20-Minute Drive Time	118	132	127	127
30-Minute Drive Time	108	119	115	115
Chicago MSA	121	130	125	125
United States	100	100	100	100

Source: ESRI

Residents of the City of Evanston spend a significantly higher amount on goods and services in the entertainment and recreation industry. Notably, Evanston’s per capita spending on recreational lesson fees is more than 50 percent higher than the national average and well above that in the surrounding markets. Similarly, spending on fees for participant sports, like those collected by the Crown Center for its hockey and figure skating programs is also the highest in the immediately surrounding markets and the Chicago MSA.

Major Business and Industry

The following figure presents a list of the major employers in the market area

FIGURE 2-8 MAJOR EMPLOYERS IN EVANSTON

Rank	Firm	Number of Employees
1	Northwestern University	5,325
2	Evanston Northwestern Healthcare & Hospital	3,780
3	St. Francis Hospital	1,649
4	City of Evanston	793
5	Evanston Elementary School District 65	700
6	Evanston Township Public High School	566
7	Presbyterian Homes	533
8	Rotary International	460
9	Jewel/Osco Food Stores	455
10	C.E. Neihoff & Co.	450

Sources: IL Department of Commerce and Economic Opportunity (2010), City of Evanston

In addition to those listed above, Evanston's largest employers represent a variety of service and manufacturing industries including health care, distribution, food

**Unemployment
Statistics**

products, and legal and business services. The depth and breadth of Evanston’s local economy and the overall stability it provides to the community is clearly able to support the proposed recreation and community center.

Unemployment statistics provide a measure of the health of the local economy and comparisons to state and national trends. The following table presents historical unemployment rates for the market area.

FIGURE 2-9 UNEMPLOYMENT STATISTICS

Year	City		MSA		State		Country	
		%		%		%		%
2000	3.9		4.3		4.5		4.0	
2001	4.8		5.5		5.4		4.7	
2002	5.8		6.7		6.5		5.8	
2003	5.4		6.8		6.7		6.0	
2004	5.0		6.2		6.2		5.5	
2005	4.8		5.9		5.8		5.1	
2006	3.5		4.5		4.6		4.6	
2007	3.8		4.9		5.1		4.6	
2008	4.7		6.2		6.4		5.8	
2009	7.3		10.0		10.1		9.3	
Recent Month - December								
2009	7.6		10.6		10.8		10.0	
2010	6.6		8.7		8.8		9.4	

The national unemployment rate in the U.S. fluctuated within a narrow range of between 4% and 6% in the decade spanning from 1997 to 2007. The recession that began in late 2007, and the subsequent financial crisis in 2008, forced many businesses to downsize or cease operations. Over 3 million jobs were lost in 2008, and another 4.1 million were lost in 2009; as a result, the national unemployment rate reached 10.0% in the fourth quarter of 2009. However, beginning in the fourth quarter of 2009, the pace of job losses slowed dramatically and the national economy began to exhibit positive trends. Job growth resumed in January of 2010, and excluding the fluctuations related to the loss of temporary jobs associated with the 2010 Census collection of data, the pace of job growth improved steadily until mid-year, when job growth faltered again. Some forecasts for 2011 anticipate an accelerating pace of job growth, but these forecasts are clouded by uncertainty about the rate of underlying economic growth. The outcome of current discussions of additional federal fiscal stimulus targeted at job creation could have a significant impact on improving the prospects of job growth. Nearly all forecasts anticipate that the recovery of jobs lost during the recession will take several years. Most

Existing Sports and Recreation Facilities

economists expect unemployment to remain above long-term historical averages over the next several years.

Evanston is out-performing the state and the nation as a whole. The unemployment rate was 7.6% in 2009; for this same area in 2010, the most recent month's unemployment rate was registered at 6.6%.

Evanston's Department of Parks, Recreation, and Community Services (the "Department") operates a number of facilities and outdoor areas for sports and recreation. Eleven parks offer a total of 34 tennis courts. During the winter, the Department opens outdoor ice-skating rinks at three of its parks. In the summer, the Department manages five public swimming beaches, boating facilities, and a dog beach.

In addition to the Crown Center, the City of Evanston currently has five community centers with indoor recreation amenities, as described below:

- The Chandler-Newberger Community Center is a 14,000 square foot facility which hosts fitness, sports, dance, youth, gymnastics, pre-school, camps, after school, and life improvement programs. Chandler-Newberger has the following features:
 - A 6,500 square foot gymnasium which can be divided into three spaces via electronic gym dividers. The gym has seven basketball backboard and hoops and can accommodate two simultaneous volleyball games.
 - Two multipurpose rooms (600 square feet and 775 square feet) which can be used for recreational activities and meeting space
 - An 800 square foot racquetball court
 - 800 square feet of office and conference room space
 - Registration area, kitchen, storage, and other support spaces.
- The Evanston Ecology Center hosts environmental education programs, camps, and private rentals and includes four community gardens. The facility includes the following:
 - A large meeting room
 - A small classroom

- A greenhouse
 - Offices, foyer, storage, and other support spaces.
- The Fleetwood-Jourdain Community Center is a 27,000 square foot facility which hosts after-school and camp children programs, as well as other recreational activities. The Fleetwood-Jourdain Center has the following features:
 - A 6,600 square foot gymnasium
 - A 3,000 square foot auditorium / multi-purpose room
 - An 1,100 square foot dance studio which currently serves as a multi-purpose room
 - A 2,000 square foot fitness center
 - A 600 square foot arts and crafts room
 - Office, kitchen, storage, and other support spaces
- The Levy Senior Center is multi-purpose facility which hosts educational opportunities and programs for seniors as well as sports, recreation, and self-improvement activities for all ages. The Levy Center features the following:
 - A 5,000 square foot gymnasium / grand space
 - A 1,700 square foot meeting room
 - A 700 square foot computer lab
 - An 850 square foot arts and crafts room
 - A 1,000 and a 750 square foot exercise rooms
 - Two 450 square foot classrooms
 - A game room, gift shop, and dining area
 - Lobby, office, storage, and other support spaces

- The Noyes Cultural Arts Center is the home of the City of Evanston's Cultural Arts Division, which manages major art festivals, concerts, and art camps. The Noyes Center contains the following elements:
 - Full stage with seating for 190 patrons
 - Two art galleries and 27 art studios

In addition to the facilities operated by the City of Evanston, several private sporting facilities are in Evanston including:

- The Evanston Athletic Club is an affiliate of the national based Life Time Fitness and features a fitness center, fitness classes, pool, and indoor rock climbing.
- The McGaw YMCA hosts a variety of sport and wellness programs for residents of all ages. The facility features an aquatic center, gymnasium, fitness center, and several multi-purpose rooms.
- Northwestern University's campus features seven fitness and recreation facilities, including a pool, tennis and basketball courts.
- Ultimate Fitness/Evanston Boxing Club is a 12,500 square foot facility which offers a variety of boxing, martial arts, and personal fitness training for all ages.
- The LA Fitness club features weight training, group fitness classes, an indoor pool, a basketball court, sauna, and spa.

Northwestern University

Northwestern University is a private institution founded in 1851. The City of Evanston is named in honor of one of the University's founders, John Evans and the University continues to have a major influence on Evanston's economy and culture. The University has approximately 16,500 students—half of them enrolled in graduate degree programs. Northwestern also has a downtown Chicago campus and a third campus in Doha, Qatar. The Evanston campus serves as the location for most undergraduate education, the highly rated J.L. Kellogg School of Management, and the Medill School of Journalism. A charter member of the National Collegiate Athletic Association's Big Ten Conference and the conference's only private institution, Northwestern sponsors 19 intercollegiate athletic teams (8 men's and 11 women's) and numerous club sports. The men's and women's club hockey teams play at the Crown Center.

Tourist Attractions

The market benefits from a variety of tourist and leisure attractions in the area. While Chicago offers a number of attractions, Evanston and the surrounding area has its own attractions.

Primary attractions in the area include the following:

- Charles Gates Dawes House - lakefront mansion of Charles Gates Dawes; the Evanston Historical Society maintains its headquarters in the house and they operate the Evanston History Center.
- Mitchell Museum of the American Indian - a museum focused exclusively on the history, culture, and arts of the Native people of the United States and Canada, promoting public understanding of cultural diversity through first voice perspectives.
- Beaches - Evanston has five beaches, a sailing beach, and a dog beach that are open during the summer.
- Downtown Evanston offers a variety of dining and shopping, as well as entertainment options, including a movie theater, and live music venues.

FIGURE 2-10 CHARLES GATES DAWES HOUSE





Conclusion

Evanston, Illinois has maintained a diverse, independent local economy and a stable population base. Although the resident population is not growing, Evanston enjoys higher per capita and household income levels than the surrounding area which translates into higher than average spending on the types of programs and services offered by the city's Department of Parks, Recreation, and Community Services. The depth and breadth of the local economy is capable of supporting an expanded Crown Center. While overall population growth is expected to flatten or decline slightly, Evanston has a higher than average percentage of teens and young adults. Additionally, a larger percentage of young children live in the surrounding markets. All of these groups represent target user groups of the Crown Center, suggesting that demand for the facility's programs is stable.

3. Comparable Venues

This analysis of comparable venues provides a basis for recommended programming and forecasts of ice time and recreational program demand. The analysis compares the function spaces in each of the facilities and characteristics of the markets that are relevant to the success of the venues. It concludes with an assessment of the relative strengths and weaknesses of Evanston.

While many of the recreation, youth sports, and other programs at the Crown Center are geared toward Evanston's residents, the facility competes directly with other ice venues in the region for a share of the ice rental market. Hockey teams and others wishing to pay for ice time consider both cost and ice time availability when selecting a venue to host practices, games, and tournaments. The location of an ice venue is also important as most groups wish to minimize travel times for their members. The following analysis compares the function spaces of several competing and comparable venues in order to help in understanding the competitiveness of the Robert Crown Community Center.

HVS analyzed two sets of venues:

- Ice rink facilities within 15 miles of the Robert Crown Center which compete for local ice demand with the Crown Center.
- Ice rink facilities in the greater Chicago area with two or more regulation-sized ice rinks.

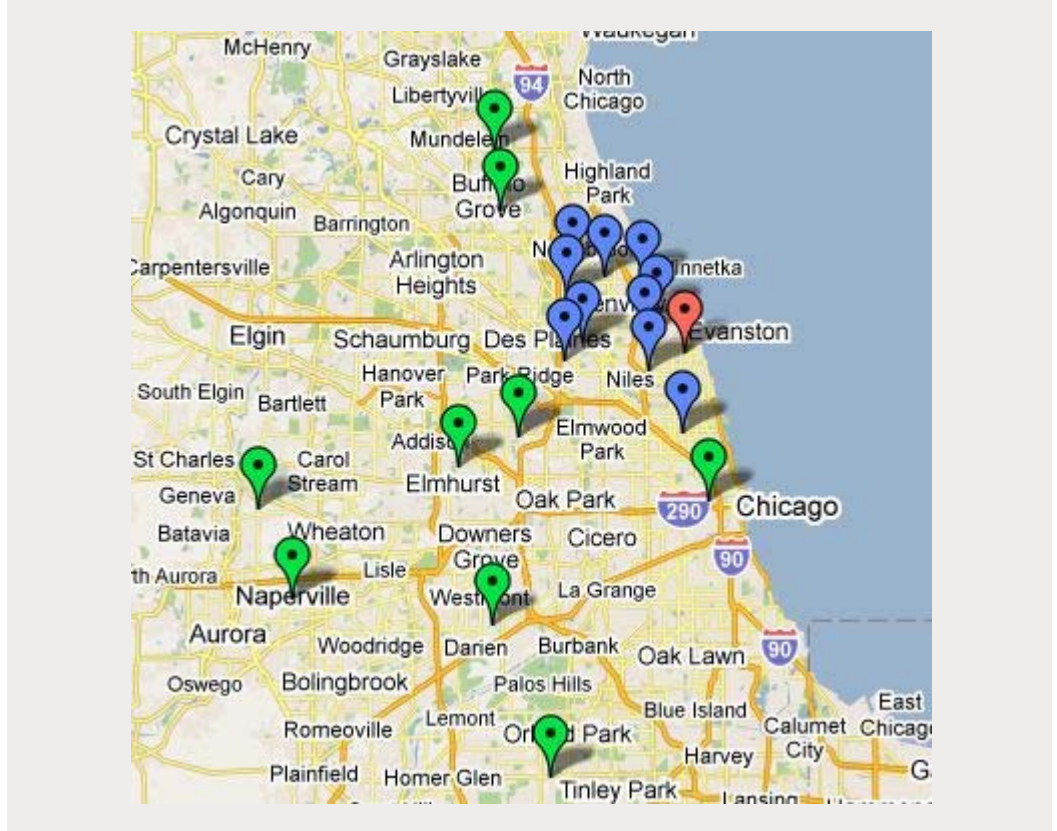
HVS analyzed the competitive and comparable venues shown in the figure below.

FIGURE 3-1 COMPETITIVE AND COMPARABLE VENUES

Name of Venue	Location		Distance from Crown Center (miles)
Local Area Competitors			
Skatium Ice Arena	Skokie	IL	4
American Heartland Ice Arena	Lincolnwood	IL	4
Centennial Indoor Ice Rinks	Wilmette	IL	4
McFetridge Sports Center	Chicago	IL	6
Iceland Skate Complex	Niles	IL	8
Winnetka Ice Arena	Winnetka	IL	8
Oakton Ice Arena	Park Ridge	IL	9
North Shore Ice Arena	Northbrook	IL	10
Glenview Ice Center	Glenview	IL	12
Northbrook Sports Center	Northbrook	IL	14
Comparable Venues			
Johnny's Ice House	Chicago	IL	16
Edge Ice Arena	Bensenville	IL	20
Twin Rink Ice Arena	Buffalo Grove	IL	21
Glacier Ice Arena	Vernon Hills	IL	25
Addison Ice Arena	Addison	IL	27
Darien SportsPlex	Darien	IL	38
All Season Ice Rink	Naperville	IL	40
Arctic Ice Arena	Orland Park	IL	45

The following figure shows the location of each venue in relation to the Crown Center and the greater Chicago metropolitan area. The Crown Center is located in red, the local competitors in blue, and the regional comparables in green.

FIGURE 3-2 MAP OF COMPARABLE VENUES



Several competitive ice rink facilities, including the Crown Center, are clustered in the suburban area just north of Chicago. However, the spreading popularity of ice hockey in recent decades has resulted in rink development throughout the Chicago suburbs with many newer and larger complexes located in all parts of the metro area.

Ice Sheet Assessment

The availability of ice time is critical for a community to successfully offer a variety of recreation programs to its residents and attract private teams and other groups which rent the facility for practices, games, tournaments, clinics, and camps. Available ice time is the main factor in determining the numbers of programs, both in-house and privately run, that an ice facility can accommodate. The following figure presents the number and size of each facility's ice sheets.

FIGURE 3-3 ICE SHEETS IN COMPARABLE VENUES

Name of Venue	Main Ice Sheet Size	Second Ice Sheet Size	Third Ice Sheet Size
Local Area Competitors			
Skatium Ice Arena	85'x200'	Studio	-
American Heartland Ice Arena	85'x200'	Studio	-
Centennial Indoor Ice Rinks	85'x200'	Studio	-
McFetridge Sports Center	85'x200'	-	-
Iceland Skate Complex	85'x200'	-	-
Winnetka Ice Arena	85'x200'	-	-
Oakton Ice Arena	85'x200'	-	-
North Shore Ice Arena	85'x200'	Studio	-
Glenview Ice Center	85'x200'	Studio	-
Northbrook Sports Center	85'x200'	85'x200'	-
Comparable Venues			
Johnny's Ice House	85'x190'	85'x200'	-
Edge Ice Arena	85'x200'	85'x200'	-
Twin Rink Ice Arena	85'x200'	85'x200'	-
Glacier Ice Arena	85'x200'	85'x200'	-
Addison Ice Arena	85'x200'	100'x200'	-
Darien SportsPlex	85'x200'	85'x200'	-
All Season Ice Rink	85'x200'	85'x200'	-
Arctic Ice Arena	85'x200'	100'x200'	85'x200'
Fox Valley Ice Arena	85'x200'	100'x200'	-

Each of the above venues has at least one NHL regulation-sized ice sheet. Most of the local area competitors offer a second rink which is a smaller studio-sized sheet. Studio rinks can be used for figure skating lessons, hockey skating lessons, broomball, private parties, and some youth hockey functions. In the local area, the Northbrook Sports Center, which is owned and operated by the Northbrook Park District, is the only facility which offers a second regulation-sized ice sheet. In the broader market, a number of facilities have two or three regulation-sized ice sheets. With the exception of the Edge Ice Arena in Bensenville and the Darien SportPlex in Darien, each of the facilities is privately owned and operated.

Hockey Programs and Affiliates

The number of in-house and affiliated hockey programs at an ice facility is an indicator of its overall success and profitability. However, fully accommodating the ice time needs of all programs is often a difficult balance between the more profitable private rentals and a facilities mission to provide community recreation opportunities. The following figure identifies the hockey programs associated with each of the comparable venues and the Crown Center.

FIGURE 3-4 HOCKEY PROGRAMS AND AFFILIATES

Name of Venue	Youth House	Youth Travel	Adult Leagues	Adult Drop-in	High School	Adult Club	Collegiate	Professional
Local Area Competitors								
Skatium Ice Arena	•	•	•		•			
American Heartland Ice Arena		•	•	•	•			
Centennial Indoor Ice Rinks	•	•	•	•	•	•	•	
McFetridge Sports Center		•	•	•				
Iceland Skate Complex	•			•				
Winnetka Ice Arena	•	•						
Oakton Ice Arena	•	•						
North Shore Ice Arena	•	•	•	•			•	
Glenview Ice Center	•	•	•	•				
Northbrook Sports Center			•	•				
Comparable Venues								
Addison Ice Arena	•	•	•	•				
All Season Ice Rink	•	•	•	•	•		•	
Arctic Ice Arena	•	•	•	•				
Darien SportsPlex	•		•	•	•			
Edge Ice Arena	•	•		•			•	•
Fox Valley Ice Arena	•	•	•	•	•			
Glacier Ice Arena	•	•	•	•		•		
Johnny's Ice House	•	•	•	•	•			•
Twin Rink Ice Arena	•	•	•	•				
Robert Crown Community Center	•	•	•	•	•	•	•	

The number of house and affiliated hockey programs is primarily dependent on the number of ice sheets and subsequent ice time availability. Every facility offers a youth house and/or youth travel hockey program. As is the case with the Crown Center, the youth house program is often run by the youth travel organization. In other venues, such as the Oakton Ice Arena in Park Ridge, a youth house league is run directly by the facility, while a separate travel program is run by a private organization. The popularity of adult hockey is apparent in the number of facilities with adult leagues and adult drop-in programs. Many facilities, such as the Crown Center, are also affiliated with a privately run adult club hockey team. Affiliations with high school and collegiate programs are also common, while only two of the venues have a direct association with a professional team. Despite having only a single regulation sheet, the Crown Center has been able to develop and maintain programs at a variety of hockey levels of play.

Figure Skating Programs

Figure skating is an important component of an ice complex in terms of community recreation as well as in the development and training of local athletes who progress to compete at higher levels. With the exception of Johnny’s Ice House, which is dedicated to ice hockey, each of the comparable venues offers figure skating programs at various levels for both children and adults. Freestyles sessions which allow the more advanced skaters to train with a personal coach are also common. Other programs, such public skating sessions, synchronized skating, and annual ice shows are found in many of the venues. The following figure presents the skating programs that are available at each of the comparable venues and the Crown Center.

FIGURE 3-5 SKATING PROGRAMS

Name of Venue	Figure Skating Lessons	Freestyle Sessions	Synchro Skating	Public Skate	Ice Show	Speed Skating
Local Area Competitors						
Skatium Ice Arena	•	•		•	•	
American Heartland Ice Arena	•			•		
Centennial Indoor Ice Rinks	•	•		•	•	
McFetridge Sports Center	•			•		
Iceland Skate Complex	•	•	•	•	•	
Winnetka Ice Arena	•	•	•	•	•	
Oakton Ice Arena	•			•	•	•
North Shore Ice Arena	•	•		•	•	
Glenview Ice Center	•	•	•	•	•	
Northbrook Sports Center	•	•	•	•	•	•
Comparable Venues						
Addison Ice Arena	•			•		•
All Season Ice Rink	•	•		•	•	
Arctic Ice Arena	•	•	•	•	•	
Darien SportsPlex	•	•	•	•	•	
Edge Ice Arena	•	•		•		
Fox Valley Ice Arena	•			•	•	
Glacier Ice Arena	•	•	•	•	•	
Johnny's Ice House						
Twin Rink Ice Arena	•	•	•			
Robert Crown Community Center	•	•	•	•	•	•

As with the hockey programs, the number of skating programs available at an ice complex depends on the availability of ice time. Figure skating lessons are common with many facilities recently establishing synchronized skating teams as an expansion of this popular program. With the Olympic success of Evanston native, Shani Davis, speed skating is a beloved and long-standing tradition at the Crown Center. It is one of only a handful of ice facilities throughout the Chicago

area to offer a speed skating program. The Crown Center is one of the few facilities to offer all of the above programs to its residents.

The following sections of this report investigate, in detail, the current hockey and skating demand at the Crown Center. We assume that maintenance of recreation programming and accommodating existing programs and affiliates is a key goal of the expanded facility.

More detailed information regarding facility ownership, facility features, and floor plans, where available, is presented below for each of the competitive and comparable venues presented in this section.

Local Area Competitors

Local Area Competitors Local ice rink facilities within 15 miles of the Robert Crown Center which compete for local ice demand with the Crown Center. The following descriptions provide information on ownership, management, and operations of these venues.

Skatium Ice Arena Skokie, IL

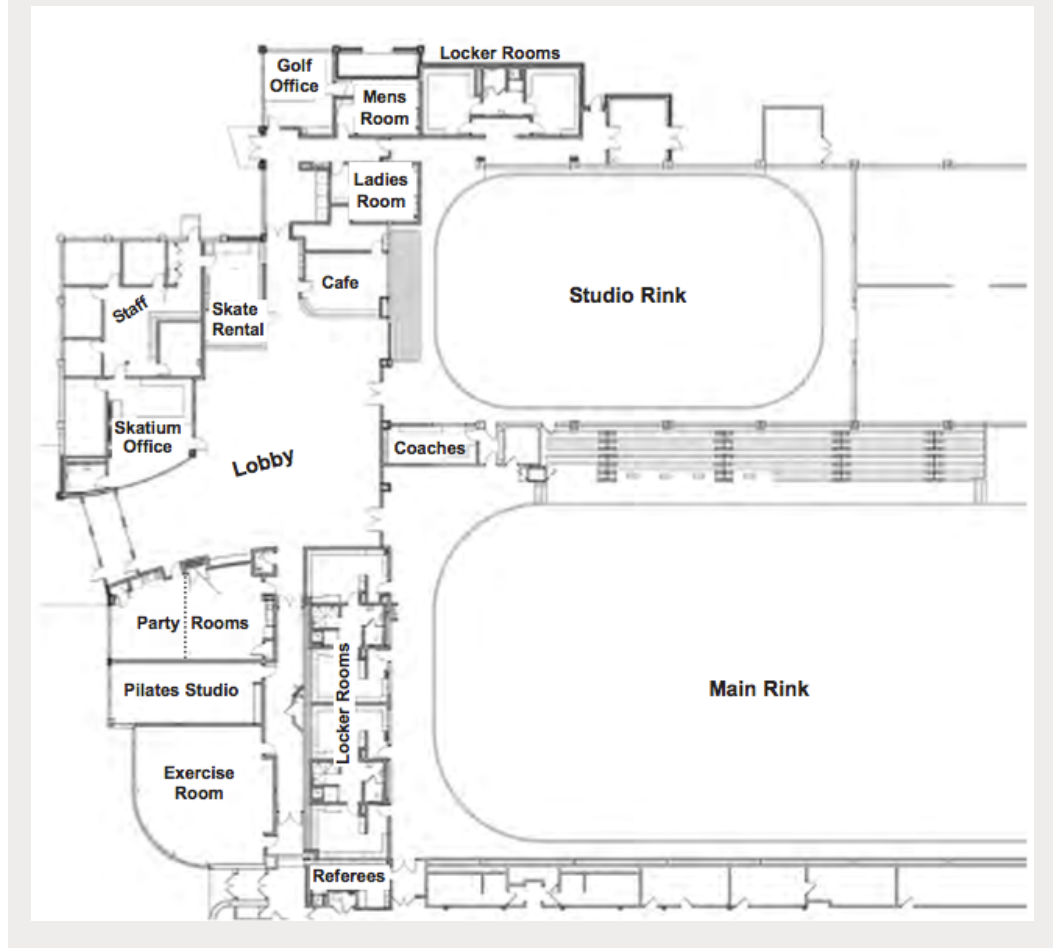
SKATIUM ICE ARENA



Miles from Crown Center: 4
Year Opened: 1973
Renovated: 2011
Owner: Skokie Park District
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: studio
 Meeting and Party Rooms
Adjacent Exterior Sports:
 Golf

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Flyers (youth)
 Knight Hawks (HS)

SKATIUM ICE ARENA FLOOR PLANS



**American Heartland Ice
Arena
Lincolnwood, IL**

AMERICAN HEARTLAND ICE ARENA



Miles from Crown Center: 4
Year Opened: 1997
Owner: Private
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: studio
Adjacent Exterior Sports:
 None
Other:
 Weight Training
 Sports Bar

In-house Programs:

Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate

Affiliated Groups:

Young Americans (youth)
 Loyola Academy
 New Trier HS
 Latin School

AMERICAN HEARTLAND ICE ARENA MAIN ICE RINK



Centennial Indoor Ice Rinks
Wilmette, IL

CENTENNIAL INDOOR ICE RINKS



Miles from Crown Center: 4

Year Opened: 1975

Owner: Wilmette Park District

Interior Function Space:

Rink 1: 85'x200'

Rink 2: studio

Multi-purpose room

Meeting rooms

Adjacent Exterior Sports:

Ice rinks

Pool

Tennis

In-house Programs:

Youth Hockey

Adult Hockey

Figure Skating Classes

Public Skate

Ice Show

Affiliated Groups:

Wilmette Hockey (youth)

Metro North (HS)

New Trier HS

Loyola Academy

Loyola University Club

Cougars (women's)

**McFetridge Sports
Center
Chicago, IL**

MCFETRIDGE SPORTS CENTER



Miles from Crown Center: 7
Year Opened: 1974
Owner: Chicago Park District
Interior Function Space:
 Rink 1: 85'x200'
 Multi-purpose room
Adjacent Exterior Sports:
 Wheelchair Baseball
 Pool
 Tennis and basketball courts

Other:
 Indoor tennis courts
In-house Programs:
 Adult Hockey
 Figure Skating Classes
 Public Skate
Affiliated Groups:
 Bulldogs (youth)

MCFETRIDGE SPORTS CENTER MAIN ICE RINK



Iceland Skate Complex
Niles, IL

ICELAND SKATE COMPLEX



Miles from Crown Center: 7

Owner: Niles Park District

Interior Function Space:

Rink 1: 85'x200'

Meeting and party rooms

Other:

Cooperative agreement with
facility in Des Plaines

In-house Programs:

Youth Hockey

Adult Hockey

Figure Skating Classes

Public Skate

Winnetka Ice Arena
Winnetka, IL

WINNETKA ICE ARENA



Miles from Crown Center: 8
Year Opened: 1972
Owner: Winnetka Park District
Interior Function Space:
 Rink 1: 85'x200'
 Meeting and party rooms
Adjacent Exterior Sports:
 Golf

In-house Programs:
 Youth Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Winnetka Hockey (youth)

WINNETKA ICE ARENA MAIN ICE RINK



Oakton Ice Arena
Park Ridge, IL

OAKTON ICE ARENA



Miles from Crown Center: 9
Year Opened: 1984
Owner: Park Ridge Park District
Interior Function Space:
 Rink 1: 85'x200'
 Multipurpose room
Adjacent Exterior Sports:
 Batting cages
 Driving range

In-house Programs:
 Youth Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Northern Express (youth)
 Park Ridge Speed Skating Club

OAKTON ICE ARENA MAIN ICE RINK



North Shore Ice Arena
Northbrook, IL

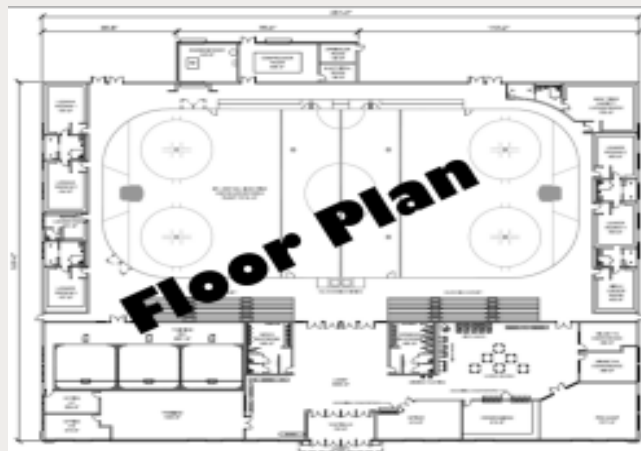
NORTH SHORE ICE ARENA



Miles from Crown Center: 10
Year Opened: 2008
Owner: Private
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: studio
 Ballet room
Adjacent Exterior Sports:
 None

In-house Programs:
 Youth Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Wilmette Hockey (youth)
 DePaul U. Hockey Club

NORTH SHORE ICE ARENA FLOOR PLAN



**Glenview Ice Center
Glenview, IL**

GLENVIEW ICE CENTER



Miles from Crown Center: 12
Year Opened: 1984
Owner: Glenview Park District
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: studio
 Meeting and party rooms
Adjacent Exterior Sports:
 None

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Stars (youth)

GLENVIEW ICE CENTER MAIN ICE RINK



**Northbrook Sports
Center
Northbrook, IL**

NORTHBROOK SPORTS CENTER



Miles from Crown Center: 14
Year Opened: 1968
Renovated: 2000
Owner: Northbrook Park District
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: 85'x200'
 Meeting and party rooms
Adjacent Exterior Sports:
 Baseball/Softball
 Football/Soccer
 Tennis
 Pool

In-house Programs:
 Adult Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Bluehawks (youth)
 Northbrook Speed Skating

NORTHBROOK SPORTS CENTER MAIN ICE RINK



Comparable Venues

Comparable Venues include ice rink facilities in the greater Chicago area with two or more regulation-sized ice rinks. The following descriptions provide information on ownership, management, and operations of these facilities.

**Addison Ice Arena
Addison, IL**

ADDISON ICE ARENA



Miles from Crown Center: 27
Year Opened: 2001
Owner: Private
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: 100'x200'
 Meeting and party rooms
Other:
 Sports Bar, Pro Shop
 Fitness room

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
Affiliated Groups:
 Bruins (youth)
 Glen Ellyn Speed Skating

ADDISON ICE ARENA NHL RINK



All Season Ice Rink
Naperville, IL

Miles from Crown Center: 40
Year Opened: 1972
Owner: Private
Interior Function Space:
Rink 1: 85'x200'
Rink 2: 85'x200'
Ballet and party rooms
Other:
Video games, Pro Shop
Fitness room

In-house Programs:
Youth Hockey
Adult Hockey
Figure Skating Classes
Public Skate
Ice Show
Affiliated Groups:
Sabres (youth)
High School
Collegiate

Arctic Ice Arena
Orland Park, IL

ARCTIC ICE ARENA



Miles from Crown Center: 45
Year Opened: 1995
Owner: Private
Interior Function Space:
Rink 1: 85'x200'
Rink 2: 100'x200'
Rink 3: 85'x200'
Party rooms
Other:
Sports Bar, Pro Shop

In-house Programs:
Youth Hockey
Adult Hockey
Figure Skating Classes
Public Skate
Ice Show
Affiliated Groups:
Vikings (youth)

Darien SportsPlex
Darien, IL

DARIEN SPORTSPLEX



Miles from Crown Center: 38
Year Opened: 1995
Owner: Darien Park District
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: 85'x200'
 Meeting rooms
Other:
 Concession stand, Pro Shop
 Indoor turf field

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Hawks (youth)

DARIEN SPORTSPLEX NHL ICE RINK



**Edge Ice Arena
Bensenville, IL**

EDGE ICE ARENA



Miles from Crown Center: 20
Year Opened: 1998
Owner: Bensenville Park District
Interior Function Space:
 Rink 1: 85'x200' (2,800 seats)
 Rink 2: 85'x200'
Other:
 Concessions
 Premium seating

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
Affiliated Groups:
 Chicago Steel (USHL)
 Robert Morris U.
 Blues (youth)

EDGE ICE ARENA MAIN ICE RINK



Fox Valley Ice Arena
Geneva, IL

FOX VALLEY ICE ARENA



Miles from Crown Center: 45
Year Opened: 1996
Owner: Private
Interior Function Space:
 Rink 1: 85'x200'
 Rink 2: 100'x200'
Other:
 Pro Shop
 Fitness center
 Restaurant

In-house Programs:
 Youth Hockey
 Adult Hockey
 Figure Skating Classes
 Public Skate
 Ice Show
Affiliated Groups:
 Cyclones (youth)
 3 local high schools

FOX VALLEY ICE ARENA MAIN ICE RINK



**Glacier Ice Arena
Vernon Hills, IL**

GLACIER ICE ARENA



Miles from Crown Center: 25

Year Opened: 1999

Owner: Private

Interior Function Space:

Rink 1: 85'x200'

Rink 2: 85'x200'

Party rooms

Other:

Concessions, Video games

In-house Programs:

Youth Hockey

Adult Hockey

Figure Skating Classes

Public Skate

Ice Show

Affiliated Groups:

Ice Dogs (youth)

GLHL Capitals (Club)

GLACIER ICE ARENA MAIN ICE RINK



Johnny's Ice House
Chicago, IL

JOHNNY'S ICE HOUSE



Miles from Crown Center: 16

Year Opened: 1997, 2010

Owner: Private

Interior Function Space:

Rink 1: 85'x190'

Rink 2: 85'x200'

Other:

Pro Shop

Sports Bar

In-house Programs:

Youth Hockey

Adult Hockey

Affiliated Groups:

Jets (youth)

Latin School

St. Ignatius

Chicago Blackhawks practice

JOHNNY'S ICE HOUSE MAIN ICE RINK



Twin Rink Ice Arena
Buffalo Grove, IL

TWIN RINK ICE ARENA



Miles from Crown Center: 21

Year Opened: 1997

Owner: Private

Interior Function Space:

Rink 1: 85'x200'

Rink 2: 85'x200'

Party rooms

Other:

Pro Shop

Concessions

In-house Programs:

Youth Hockey

Adult Hockey

Figure Skating Lessons

Affiliated Groups:

Bluehawks (youth)

Stars (youth)

4. Building Program and Use Analysis

The building program and use analysis presented in this section of the report recommend the size and configuration of the functional areas of a new and expanded Crown Center. The proposed building program would better serve existing users and satisfy additional demand for ice and recreational facilities. These recommendations and our scope of services do not provide a complete concept plan for the center but rather serve as a starting point for a conceptual design of the building.

We based our building program recommendations on the following sources and analyses:

- A thorough analysis of current facility schedules and utilization rates,
- Understanding of potential demand from the local market area,
- Interviews with current facility users,
- Discussions with facility management and city representatives, and
- Analysis of competitive and comparable facility analysis presented in Section 3 of this report.

Existing Facility

The Crown Center is a 61,000 square foot facility which houses the following building program elements.

- 200'x85' NHL-regulation sized ice sheet,
- Studio ice sheet (80' x 60'),
- Gymnasium (84' x 62'),
- Preschool rooms,
- 3 Multipurpose room, training room
- Support spaces including locker rooms, rest rooms, entrance lobby, concession stand, small kitchen, registration desk, storage, and offices.

As a Department of Parks, Recreation, and Community Services facility, the Crown Center is dedicated to serving the needs of the community with recreation programming which includes figure skating programs, public skating, pre-school and after school programs, and other sports and self-improvement programs. The Crown Center is also available for rental by local private groups and individuals. These private rentals, which most often involve the NHL ice surface, represent a significant portion of facility revenues and are crucial to the viability of the Crown Center operation. Current private users of the Crown Center include the Evanston Youth Hockey Association (“EYHA”), Northwestern University men and women’s club hockey teams, the Tigers hockey club, adult hockey leagues, and Metro North high school hockey. The Crown Center staff, therefore, must schedule the Crown Center function spaces in a way that satisfies both the needs of the Evanston community and the revenue generating users of the facility.

Because of the unique feature that the ice sheets possess as community recreation centers and profit centers, HVS separately analyzed the ice-related portions of the Crown Center and the non-ice program elements. The non-ice, community center, programs are analyzed below in the broader context of the other Evanston recreation facilities.

Community Center Analysis

As detailed in Section 2, the City of Evanston currently has three main community centers, the Chandler-Newberger Community Center, the Fleetwood-Jourdain Community Center, and the Crown Center. Each of these facilities hosts a variety of recreation, sports, and self-improvement programs. The following figure presents the overall annual distribution of recreation programming by type across the three community centers.

FIGURE 4-1 COMMUNITY CENTER PROGRAM HOURS PER YEAR

	Robert Crown Center	Chandler-Newberger Center	Fleetwood-Jourdain Center
Art / Music	297	89	50
Dance	260	0	15
Technology	0	0	0
Misc / Self Improvement	5	113	156
Youth Sports	165	897	320
Adult Sports / Fitness	469	195	382
Camps/ After School	786	311	1,162
Pre-School	1,138	714	0
Special Rec	55	41	4
Special Events	14	2	25
Total Annual Hours	3,186	2,361	2,113

Based on an analysis of programming hours, community recreation is well distributed among the three community centers. Because of facility resources, computer and technology programs are primarily held at the Levy Senior Center. Similarly, the Crown Center and the Chandler-Newberger Center are the sites for all pre-school programs; however, each facility hosts a variety of program types for Evanston residents of all ages. Discussions with Evanston Department of Parks, Recreation, and Community Services representatives indicate that the City prefers this distribution of programming and the inclusive sense of community created at each of the centers.

The Crown Center is the most utilized facility for community recreation. This nearly 3,200 of program hours, however, do not include the ice-related programs and private rentals, which are detailed below.

Ice Utilization Analysis

As is common for indoor ice facilities, demand for ice time is seasonal, with high demand in the fall, winter, and early spring and much lower demand in the summer months. While recreation programming, such as figure skating, is consistent, the needs of the private teams vary each week as teams travel to away games and tournaments or have other reasons for not hosting practices and games. The Crown Center ice sheets operate seven days a week from around 6:00 am until midnight or later. The following figure presents the ice use at the Crown Center’s two ice sheets for a typical week during the winter season of higher demand.

FIGURE 4-2 ICE SHEET PROGRAMMING DURING PEAK DEMAND

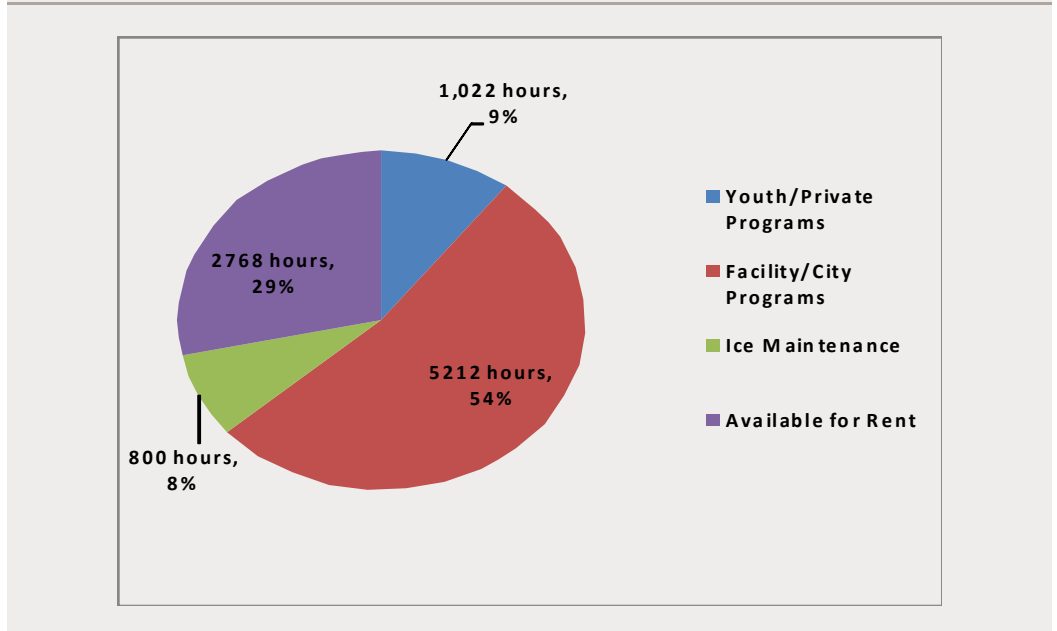
Hours per Week	Main Rink		Studio Rink	
Youth /Private Programs				
Youth Hockey	19.75	19%	3.75	6%
Adult Hockey Leagues	2.75	3%	-	0%
Northwestern Men	5.50	5%	-	0%
Northwestern Women	1.50	1%	-	0%
Metro North Hockey	1.50	1%	-	0%
Tigers Hockey	1.25	1%	-	0%
Facility/Community Programs				
Speed Skating	2.00	2%	-	0%
Hockey Lessons	1.00	1%	4.75	7%
Figure Skating Lessons	-	0%	26.00	38%
Freestyle Lessons/Open	27.75	27%	-	0%
Practice Ice	18.50	18%	17.00	25%
Synchronized Skating	3.00	3%	-	0%
Public Skate	10.00	10%	9.25	14%
Drop in Hockey	7.50	7%	-	0%
Broomball	-	0%	7.25	11%
Total Hours	102		68	

Most ice programs require the larger, main rink, for their activities. The studio rink can accommodate some younger hockey programs; however, most require the full regulation ice surface. Similarly, the studio rink is suitable for beginning and intermediate figure skating lessons, however, more advanced freestyle skaters require the larger sheet. Assuming an average of ten hours per week dedicated to ice maintenance and resurfacing, the main rink has approximately 18 hours of free ice time each week, yielding an 86 percent utilization rate. These available hours are typically late at night, the least desirable for private rentals and unsuitable for community programs. The studio rink operates at a slightly reduced 6:00 am until 11:00pm daily schedule resulting in a 68 percent utilization rate. The studio rink, therefore, has the capacity to accommodate party rentals, field trips, and other community rentals. HVS concludes that during peak demand, the Crown Center operates at or near capacity with very little opportunity for additional programming.

As noted above, the Crown Center’s ice schedules vary each week depending on the individual schedules of the private programs. Over the course of a year, normal breaks in programming sessions, holidays, tournaments, and special events, such as the annual ice shows, reduce the number of weeks that the facility is available for rental. HVS estimates that standard facility programming and rentals occur

during 40 weeks of the year with actual use varying by the season. The following figure presents the annual use of the ice complex by user group.

FIGURE 4-3 CURRENT ANNUAL ICE UTILIZATION BY USER GROUPS



Over the course of a typical year, a majority of ice time (54 percent) is dedicated to facility and city ice programs which include various figure skating programs, synchronized skating, public skate, drop-in hockey, and broomball. Due to demand seasonality and the varying needs of each program, youth hockey and other private programs make up a relatively small percentage of annual ice time use (9 percent).

Ice Facility User Interviews

HVS interviewed representatives from current private user groups at the Crown Center as well as the community speed skating program. HVS reached out to all contact people provided by the Crown Center staff and successfully interviewed the following groups:

- The Evanston Youth Hockey Association (“EYHA”),
- The Northwestern University men’s club hockey team,
- Men’s Adult Hockey,
- The Tiger women’s hockey team, and
- The Evanston Speed Skating Club (“ESSC”).

During the interviews, HVS asked the group representatives a series of questions regarding their current Crown Center ice usage, additional rental needs that are not accommodated by the Crown Center, as well as their perceptions of other facility elements, such as locker rooms, concession stand, and lobby spaces. In general, most groups report that they are satisfied with the Crown Center management and staff, despite the lack of certain facility amenities. If additional ice time were available, most groups would rent an additional two to nine hours each week. Several user groups report that they currently rent ice at other facilities in the area, due to the unavailability of ice time at the Crown Center. Specific conclusions include the following:

- During peak demand, the EYHA rents an average of 9 hours per week at the American Heartland Arena in Lincolnwood.
- The Tigers women's hockey team practices at the Crown Center but plays its regular season games in Skokie, Northbrook, and Glenview due to a lack of available ice time at the Crown Center on Saturday evenings.
- If available and convenient, men's adult hockey leagues would rent ice time every night at the Crown Center.
- Northwestern men's hockey team recently moved from the ice facility in Highland Park to be more local. They would like to rent more hours and are unhappy with Friday night and other late-night time slots. They prefer early morning times which are currently reserved for freestyle figure skating.
- The ESSC, which currently has ice time two nights each week, would like to expand their program to a third night.
- General user group recommendations for support spaces and other elements include:
 - A greater number of larger and more modern locker rooms
 - Improved access from locker rooms to ice
 - Adequate storage and team rooms/office
 - Small pro shop
 - Larger hockey benches with room for all players and coaches

- Improved public address system
- Communication between press box and ice
- Concession stand seating area / lounge
- Improved signage and directional displays

Building Program Options

The HVS market and ice utilization analyses demonstrate that Evanston has a need for an additional regulation sized ice surface to host hockey programs, speed skating, figure skating, and other programs during the peak demand season. Virtually all user groups report that they would rent additional ice time if made available.

An analysis of Evanston's economy and demographics indicate that the local market is capable of supporting an expanded facility. HVS has identified two possible expansion scenarios. In developing these scenarios, HVS assumes that demand from community ice programs must be accommodated and that these demand levels would remain consistent with historical levels. Non-ice community programming would, at a minimum, remain consistent with current demands.

Facility Program Scenario 1 – Under facility program scenario 1, Evanston would develop a new Robert Crown Center on the open fields adjacent to and west of the existing facility. Once the existing facility is demolished and removed, complementary outdoor sports fields could be redeveloped for use by various Evanston recreation organizations. In order to accommodate existing community center and ice demand as well as the additional unaccommodated ice demand, the new facility should contain the following base functional and support elements:

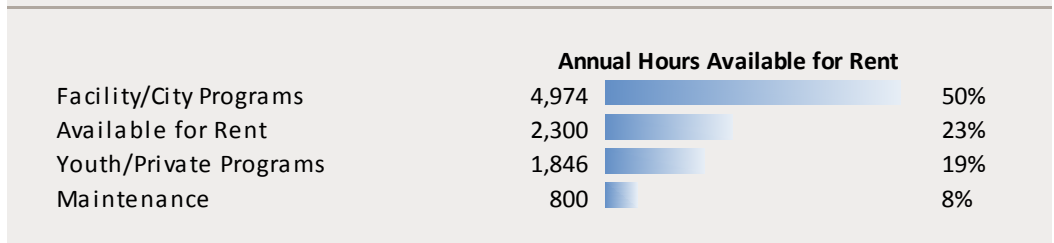
- 1 200' x 85 NHL regulation ice sheet,
- 1 200' x 100' Olympic regulation ice sheet,
- Approximately 10,000 square feet of multipurpose community center space including program rooms and recreation space,
- A 10,000 square foot gymnasium with a single basketball court,
- Approximately 18,000 square feet of lobby, retail, circulation, and storage space, and
- Eight locker rooms located between the two ice sheets, plus locker and team rooms required to support the gymnasium.

Other supplemental space may include

- A 5,000 square foot branch library,
- An additional basketball court, and
- A 6,000 square foot gymnastics and program room.

In this scenario, the existing studio ice rink is replaced by an Olympic-sized sheet. With an additional full-size sheet, the Crown Center would be able to double its prime time capacity booking a greater number of programs which currently must rely solely on the availability of the NHL rink. Additionally, ice time dedicated to certain community programs, such as figure skating lessons, can be consolidated because the larger ice surface can accommodate a greater number of lessons groups during a single session. Based on the above programming and the analysis of existing ice utilization HVS estimated the annual utilization capacity of the two rinks proposed in this scenario as presented in the figure below.

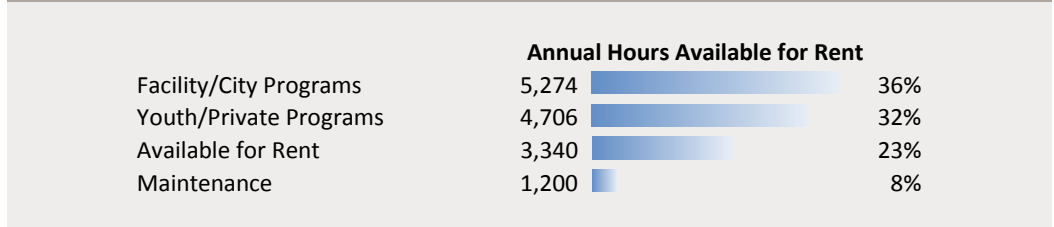
FIGURE 4-4 ANNUAL ICE UTILIZATION CAPACITY - PROGRAM SCENARIO 1



Under this scenario, a greater amount of ice time is available for rental by private programs while still maintaining consistent levels of community programming. However, this availability is subject to the normal seasonality of demand. After accounting for a reasonable level of off peak and summer vacancy, HVS estimates that approximately 1,846 rentable hours would be available for private rental, more than double the current rental demand.

Facility Program Scenario 2 – In order to expand ice time capacity for private program rentals, facility program scenario 2 incorporates a similar dual rink system as scenario 1. However, scenario 2 also maintains a studio rink for figure skating lesson and other programs which do not require a larger sheet. The studio rink frees up an even greater amount of ice time for private user groups on the two main ice sheets. Based on the above programming and the analysis of existing ice utilization, HVS estimated the annual utilization capacity of the three rinks proposed in this scenario as presented in the figure below.

FIGURE 4-5 ANNUAL ICE UTILIZATION CAPACITY - PROGRAM SCENARIO 2



Under this three sheet scenario, an even greater amount of ice time is available for rental by private programs while still maintaining consistent levels of community programming and a reasonable vacancy rate. HVS estimates that approximately 4,700 rentable hours would be available for private rental, more than four times the current rental demand.

**Conclusions and
Recommended
Building Program**

Given the level of existing demand from existing affiliated groups, figure skating, and other community programming, HVS concludes that the Scenario 1 model would not yield an adequate amount of ice time available for revenue-generating private ice rentals. After accommodating latent demand from its existing user base, under the Scenario 1 model, the Crown Center would again be constrained by ice time availability before accommodating its market potential. HVS, therefore, recommends the Scenario 2, three-rink building program for the new Crown Center.

The following section presents a detailed analysis of historical and projected program demand for both the community center and the new ice complex under the Scenario 2 model.

5. Demand Analysis

HVS based demand projections at the proposed new or expanded Crown Center on the following research and analysis:

- The facility program scenarios developed in Section 4 of this report.
- Historical Crown Center demand data,
- User group interviews
- Key market and economic indicators outlined in Section 2,
- Comparable venue program and operating data, and
- Discussions with representatives from the Department of Parks, Recreation, and Community Services staff.

In developing the demand projections, HVS assumes that all recommendations throughout this report are implemented. Projections assume that the proposed Crown Center opens on July 1, 2013. HVS estimates that event demand will stabilize during the fourth year of operation—fiscal year 2016-17. Demand projections also assume the current management or a highly qualified, professional operations and management team of at least equal quality operates the Crown Center.

For the purpose of this analysis, demand projections are separated into ice-related programming and non-ice, community center operations. While the outdoor sports fields may be used during some community programs and events, demand solely related to the use and rental of the outdoor fields is not included in this analysis.

Historical Demand

The Crown Center provided HVS with detailed data regarding the programming and events that occurred at the facility during fiscal year 2010-11. The data set included program names, estimates of attendance or participation, a summary of fees and description of how fees are assessed, program revenues, and direct program costs. Based on this information, HVS reclassified event types into program categories and calculated program demand in hours of rental time (“Use Hours”) and the number of participants. The figure below summarizes the program and participation history at the Crown Center during the most recent fiscal year. A brief description of each program follows.

FIGURE 5-1 PROGRAM DEMAND AND PARTICIPATION HISTORY

	2010/11
ICE COMPLEX PROGRAMS	
Use Hours	
Youth Hockey	752
Private Ice Programs	270
City Ice Programs	66
Public Rental	372
Total	1,460
Total Attendance	
Public Skate	9,287
Drop-in Hockey	882
Figure Skating/Hockey Lessons	1,913
Practice Ice	510
Ticketed Events	3,101
Misc. Ice Programs	1,599
Total	17,292
COMMUNITY CENTER PROGRAMS	
Total Attendance	
School Programs	478
Recreation Programs	1,073
Camps	222
Misc Non-ice Programs	1,534
Total	3,307

Youth Hockey — Youth hockey programs are run by the Evanston Youth Hockey Association (“EYHA”). These programs include house league games and practices for youth of various ages as well as travel hockey teams for more advanced players.

Private Ice Programs —Private ice programs are local hockey clubs which rent ice time from the Crown Center. These programs currently include the Northwestern University men’s and women’s club hockey teams, a men’s adult hockey league, the Metro North hockey team, and the Tigers women’s hockey team.

City Ice Programs — The Crown Center currently partners with the Evanston Speed Skating Club (“ESSC”). As a city co-sponsored program, the ESSC pays a reduced hourly rental rate.

Public Rental — Public rentals represent the vacant main rink and studio rink ice time that is rented by Evanston citizens for birthday parties and other social events.

Public Skate — Both Crown Center rinks are open several times each week for public skating sessions. Participants either pay a daily fee or purchase a season pass.

Drop-in Hockey — The adult drop-in hockey program is run by the Recreation Division and takes place each weekday on the NHL ice. Players pay a daily fee to participate.

Figure Skating/Hockey Lessons — The Evanston Recreation Division runs all figure skating and hockey lessons. Figure skating lessons for virtually all skill levels are offered to participants of all ages. Hockey lessons are limited to youth classes.

Practice Ice — Practice ice time is available for more experienced figure skaters and their personal coaches. Skaters typically purchase a punch card for access to a practice session.

Ticketed Events — Each year, the Crown Center hosts two ice shows.

Miscellaneous Ice Programs — Miscellaneous ice programs include broomball, synchronized skating, camps, clinics, and ice party package sales.

School Programs — School programs include the Crown Center preschool, after school, and school days off programs.

Recreation Programs — Recreation programs include dance classes, sports classes and clinics, self-improvement programs, and a variety of other classes and events hosted by the Evanston Department of Parks, Recreation, and Community Services.

Camps — The Crown Center hosts several summer camp programs for Evanston youths at the facility.

Miscellaneous Non-ice Programs — Miscellaneous programs at the community center include the spring and fall flea markets, community theme parties, private room rentals, and open gym.

**Demand Projections –
Recommended
Program (Scenario 2)**

HVS’s analysis of historical Crown Center demand, review of comparable and competing facilities, and user group interviews suggest that an expanded ice complex at the Crown Center should allow the venue to not only significantly expand utilization by its existing user base, but also accommodate a greater share of private ice rentals.

The primary source of private ice rental demand would remain EYHA house and travel team programs. Although it is not a primary or consistent source of demand, the expanded facility would also better serve the needs of Northwestern club hockey teams and reduce the need for other programs, such as the Tigers women’s hockey team, to rent ice time in competing facilities.

HVS’s schedule analysis and interviews with current user group identified several hours of latent demand that is currently not accommodated by the Crown Center due to schedule conflicts. The following figure summarizes these findings.

FIGURE 5-2 LATENT DEMAND FROM EXISTING USER GROUPS

	Additional Hours per Week	Effective Weeks per Year	Total Hours per Year
Youth/Private Programs			
Youth Hockey	9.0	40	360
Adult Hockey Leagues	1.5	40	60
Northwestern Men	5.5	12	66
Northwestern Women	3.5	12	42
Metro North Hockey	3.0	12	36
Tigers Hockey	2.0	32	64
Total	24.5		628
Facility/Community Programs			
Speed Skating	2.0	32	64
Total	26.5		692

With the addition of a second regulation ice sheet, the Crown Center could schedule just below 700 hours of additional ice time from its existing user base. In addition to the above demand from existing user groups, the Crown Center would be able to capture additional demand from other organizations which may include high school hockey programs, collegiate programs, and other youth hockey organizations seeking additional ice time when their home ice is unavailable.

A secondary potential exists in youth and amateur hockey tournaments, camps, and clinics which would rent ice sheets and other function spaces for multiple days. These programs could take place during the off season and other weeks

outside of the 40 weeks of standard programming described in section 4. Demand for these events is projected on a per occupied day basis.

The significantly expanded ice capacity may result in a high level of vacancy, especially during the summer months when ice time demand is lowest. HVS has therefore explored the possibility of removing one of the proposed ice sheets during the summer and covering the flat floor surface with artificial turf. Similar to ice time, turf rental demand is expressed as an hourly rental to local lacrosse, football, and soccer programs. In addition to turf sports rentals, the flat floor could also be used for summer camp programs and rented for a variety of community and social functions, including craft shows, flea markets, and banquets.

HVS forecast the program demand for the proposed Crown Center for a 10-year period. For the purposes of this analysis, HVS assumes an 18-month project period from award of development contract to substantial completion. For demand projections, HVS estimates that the proposed Crown Center would open in July of 2013. Following this opening, HVS projects that incremental demand and attendance increases would ramp up relatively slowly and stabilize during the fourth year of operation. Because the expanded Crown Center would open in the middle of its fiscal year, demand projections for fiscal year 2013-14 represent blended demand with the first four months (March – June) in the existing facility and the final eight months (July – February) in the new Crown Center.

Under the recommended building program, the new Crown Center would contain a NHL regulation sized ice sheets, an Olympic-sized sheet, as well as a studio-sized sheet. These three sheets would work in tandem to support all private and community programming. The following figure presents the demand projections through 2016-17, the first year of stabilized demand.

FIGURE 5-3 CROWN CENTER DEMAND – RECOMMENDED PROGRAM

	2012/13	2013/14	2014/15	2015/16	2016/17
ICE COMPLEX PROGRAMS					
Use Hours					
Youth Hockey	752	1,004	1,040	1,076	1,112
Private Ice Programs	270	841	1,262	1,514	1,682
City Ice Programs	66	128	128	128	128
Public Rental	372	400	400	400	400
Turf/Flat Floor Rentals		150	225	270	300
Total	1,460	2,523	3,055	3,388	3,622
Total Attendance					
Public Skate	9,287	9,287	9,287	9,287	9,287
Drop-in Hockey	882	1,764	1,764	1,764	1,764
Figure Skating/Hockey Lessons	1,913	1,913	1,913	1,913	1,913
Practice Ice	510	510	510	510	510
Ticketed Events	3,101	3,101	3,101	3,101	3,101
Misc. Ice Programs	1,599	1,599	1,599	1,599	1,599
Total	17,292	18,174	18,174	18,174	18,174
Use Days					
Tournaments/Camps	-	18	27	32	36
COMMUNITY CENTER PROGRAMS					
Total Attendance					
School Programs	478	478	478	478	478
Recreation Programs	1,073	1,073	1,073	1,073	1,073
Camp Programs	222	222	222	222	222
Misc Programs	1,534	1,534	1,534	1,534	1,534
Total	3,307	3,307	3,307	3,307	3,307

Key findings and implications from the demand model include the following.

- With the presence of a studio rink to handle a majority of the lower level figure skating lessons and other community programming, the two regulation rinks have a significant amount of ice time available for private rental. HVS projects that utilization capacity would not constrain new private rentals as is the current situation. Rather, new private rentals would be subject to the market’s supply and demand forces. Given the large number of competing ice facilities within a 15 mile radius of the Crown Center and the importance of prime ice time, HVS projects that the Crown Center would be able to attract an average of 28 weekly hours of new private rentals during the 40 week programming period. This equates to 1,120 hours annually.

- An additional regulation ice surface would allow for additional sessions devoted to drop-in hockey.
- With two regulation ice sheets and a studio rink to support facility programming, HVS projects that the Crown Center could attract and support 12 multi-day tournaments and clinics. These events would typically be scheduled during off season weeks, holidays, and other breaks in standard programming.
- The excess ice capacity in this scenario provides the Crown Center the option to remove one of the ice surfaces during the summer months. HVS estimates that this could take place from mid-June through mid-August allowing for approximately 10 weeks of other programming and rentals. In addition to private rentals for turf sports and flat floor events, this floor would be an excellent resource for Crown Center summer camps and other community programs. In a stabilized year, HVS projects private rental demand to average 30 hours per week for a total of 300 hours annually.
- Demand for community center programming would remain consistent with historical levels.

The demand estimates contained in this report are based on numerous assumptions about future events and circumstances, which we deem to be reasonable but cannot be predicted with certainty. Differences between our assumptions and actual events and circumstances could cause differences between actual and projected performance and these differences may be material. Our results are subject to the assumptions and limited conditions described throughout this report.

6. Statement of Assumptions and Limiting Conditions

1. This report is to be used in whole and not in part.
2. All information, financial operating statements, estimates, and opinions obtained from parties not employed by HVS are assumed to be true and correct. We can assume no liability resulting from misinformation.
3. Unless noted, we assume that there are no encroachments, zoning violations, or building violations encumbering the subject property.
4. The property is assumed to be in full compliance with all applicable federal, state, local, and private codes, laws, consents, licenses, and regulations (including a liquor license where appropriate), and that all licenses, permits, certificates, franchises, and so forth can be freely renewed or transferred to a purchaser.
5. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and only when our standard per-diem fees and travel costs are paid prior to the appearance.
6. If the reader is making a fiduciary or individual investment decision and has any questions concerning the material presented in this report, it is recommended that the reader contact us.
7. We take no responsibility for any events or circumstances that take place subsequent to the date of our report.
8. The quality of a venues's on-site management has a direct effect on a it's economic performance. The demand forecasts presented in this analysis assume responsible ownership and competent management. Any departure from this assumption may have a significant impact on the projected operating results and the value estimate.
9. We do not warrant that our estimates will be attained, but they have been developed on the basis of information obtained during the course of our market research and are intended to reflect reasonable expectations.
10. Many of the figures presented in this report were generated using sophisticated computer models that make calculations based on numbers carried out to three or more decimal places. In the interest of simplicity, most numbers have been rounded. Thus, these figures may be subject to small rounding errors.

11. It is agreed that our liability to the client is limited to the amount of the fee paid as liquidated damages. Our responsibility is limited to the client, and use of this report by third parties shall be solely at the risk of the client and/or third parties. The use of this report is also subject to the terms and conditions set forth in our engagement letter with the client.
12. Although this analysis employs various mathematical calculations, the final estimates are subjective and may be influenced by our experience and other factors not specifically set forth in this report.
13. This report was prepared by HVS Convention, Sports & Entertainment Facilities Consulting, a division of HVS Global Hospitality Services. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of these two organizations, as employees, rather than as individuals.
14. This report is set forth as a market validation and feasibility study; this is not an appraisal report.

7. Certification

The undersigned hereby certify that, to the best of our knowledge and belief:

1. that the statements of fact presented in this report are true and correct to the best of our knowledge and belief;
2. that the reported analyses, opinions, and conclusions presented in this report are limited only by the assumptions and limiting conditions set forth, and are our personal, impartial, and unbiased professional analyses, opinions, and conclusions;
3. that Tom Hazinski and Catherine Sarrett personally inspected the site and market described in this report and participated in the analysis and research of this study;
4. that we have no current or contemplated interests in the real estate that is the subject of this report;
5. that we have no personal interest or bias with respect to the subject matter of this report or the parties involved;
6. that this report sets forth all of the limiting conditions (imposed by the terms of this assignment) affecting the analyses, opinions, and conclusions presented herein;
7. that the fee paid for the preparation of this report is not contingent upon our conclusions, or the occurrence of a subsequent event directly related to the intended use of this report;
8. that our engagement in this assignment was not contingent upon developing or reporting predetermined results; and

9. that no one other than those listed above and the undersigned prepared the analyses, conclusions, and opinions concerning the real estate that are set forth in this market study.

A handwritten signature in black ink that reads "Thomas Hazinski".

Thomas Hazinski
Managing Director

A handwritten signature in black ink that reads "Catherine Sarrett".

Catherine Sarrett
Project Manager