



**Monday, June 13, 2022
5:30 PM
City Council Chambers**

CITY COUNCIL STUDY SESSION AGENDA

I. Call to Order

1. Roll Call
2. Pledge of Allegiance

II. Study Session: Study Sessions are less formal meetings of the City Council called to discuss broad policy themes and obtain input from the governing body about proposals and initiatives that are still being developed. No formal votes are taken at Study Sessions, and no informal directions expressed at Study Sessions bind the City Council, or its individual members, to vote in a certain manner at a future City Council meeting. Members of the public should limit their remarks to three (3) minutes after Council discussion.

1. Decatur Civic Center Facility Planning & Development
2. Jasper Corridor Great Streets Initiative

III. Appearance of Citizens

Policy relative to Appearance of Citizens:

A 30-minute time period is provided for citizens to appear and express their views before the City Council. Each citizen speaking will be limited to one appearance of up to 3 minutes. No immediate response will be given by City Council or City staff members. Citizens are to give their documents (if any) to the Police Officer for distribution to the Council. When the Mayor determines that all persons wishing to speak in accordance with this policy have done so, members of the City Council and key staff may make comments.

IV. Adjournment

City Clerk

DATE: 6/8/2022

MEMO:

TO: Mayor Julie Moore Wolfe
City Council Members

FROM: Scot Wrighton, City Manager

SUBJECT: Decatur Civic Center Facility Planning & Development

ATTACHMENTS:

Description	Type
Memo for Decatur Civic Center Facility and Jasper Corridor Great Streets Initiative	Cover Memo
Excerpts from Hotel & Leisure Associates Report	Backup Material
Draft RFP	Backup Material

June 9, 2022

TO: Mayor Julie Moore Wolfe & Decatur City Council Members

FROM: Scot Wrighton, City Manager

RE: June 13 Study Session on Civic Center Facility Planning & a Proposed Jasper Street Corridor Great Streets Initiative

CIVIC CENTER

In September 2021, Hotel & Leisure Associates (H&LA) submitted their final report to the city analyzing alternative uses and re-purposing options for the Decatur Civic Center. This study was commissioned because the City Council wanted to determine if a re-purposing or redevelopment of the civic center could serve as a catalyst for increasing economic activity in the central business district, and because the 42-year old civic center (while well maintained and effectively operated by the Civic Center Authority) has been increasingly under-utilized in recent years, is becoming functionally obsolete, and because it makes more sense to give serious consideration to alternative uses now, rather than waiting until utilization and rental of the facility decreases further. Excerpts from the H&LA report are attached to this memo, and an electronic version of the entire report can be found at the following link:

<https://bit.ly/3mpJfz0>. The author of the report, Mr. David Sangree, will join the Monday study session via remote Zoom connection. I recommend that this portion of the study session proceed as follows:

City staff will provide the council with a brief summary of what has transpired since the final report was delivered last September. This includes:

1. Development of a Memorandum of Agreement with the Civic Center Authority Board for the city of Decatur to act as project lead.
2. Key redevelopment assumptions concerning land use and land ownership.
3. Current civic center operating financial arrangements.
4. Integration of safety, security and improved customer service measures into whatever redevelopment proposal is eventually selected, and alternatives for security enhancement if a larger development project is not possible.
5. Proposal to cover most of the parking located between the civic center and William Street with elevated solar panels, and connect them to the civic center electrical system.
6. Proposed (draft) use of a Request for Proposal (RFP) to find and select a development partner.

Following staff's presentation, Mr. Sangree will discuss his findings and observations, and take questions on the report from council members.

Following the discussion with Mr. Sangree, it is requested that the City Council provide feedback to staff on: 1) the conceptual approach to enhancing safety, security and customer service; 2) Other redevelopment project parameters; 3) processes for searching for a development partner. With these inputs staff will know how to proceed.

GREAT STREETS/JASPER STREET CORRIDOR PROJECT

The City Council discussed and tentatively approved the idea of applying the principles of “Great Streets” to the city’s revitalization initiatives generally, and to Jasper Street in particular, during its April study session. Accordingly, staff prepared a request for proposals (RFP) that would lead to the selection of a professional consultant to advance this strategy. The city received six (6) responses to its RFP. City staff will recommend that the proposal of Teska Associates, Inc. eventually be approved at the council’s next regular meeting, paid from DUATS. However, in this case the work of a consultant is unique and customized to the Jasper Corridor; and it will be part of the fabric of the city’s evolving revitalization goals. For this reason, I believe it warrants additional discussion by the council prior to any formal action on a professional services contract so that the governing body has a more complete understanding of how the corridor project will proceed, what the expected outcomes will be, and how the city will likely adopt and implement the findings and conclusions of the consultant, and utilize the consultant’s skills in the field. A copy of key segments of the Teska proposal are attached.

This project will have the following principal components:

1. Multi-modal transportation design for all users
2. Neighborhood Outreach and Capacity Building
3. Fostering a sense of pride and place within adjacent neighborhoods along the corridors
4. Activation of vacant land along the corridor
5. Concept plans for three vacant and/or underutilized priority sites to encourage reinvestment
6. Financial plans, including grant opportunities, for implementing final recommendations

This proposed consultant engagement will not simply produce a plan with nice maps, graphics and ideas for corridor development. This engagement is different, in that it involves working directly with neighborhood stakeholders to build capacity and enable them to assume partial responsibility for plan implementation (and therefore a role in making outcomes sustainable), will produce business and work plans the city can take to potential development partners, and deal holistically with a key urban core transportation corridor in ways that go beyond transportation considerations.

Cordaryl Patrick and Greg Crowe will make a brief presentation using the above 6 principles as an outline, and then the council can engage in a question & answer discussion following. The goal of this part of the Monday study session is to make sure that the principles of great streets are better understood before the city embarks on this initiative in the Jasper corridor, and to ascertain if the council’s objectives are adequately incorporated in the anticipated work plans and project goals.

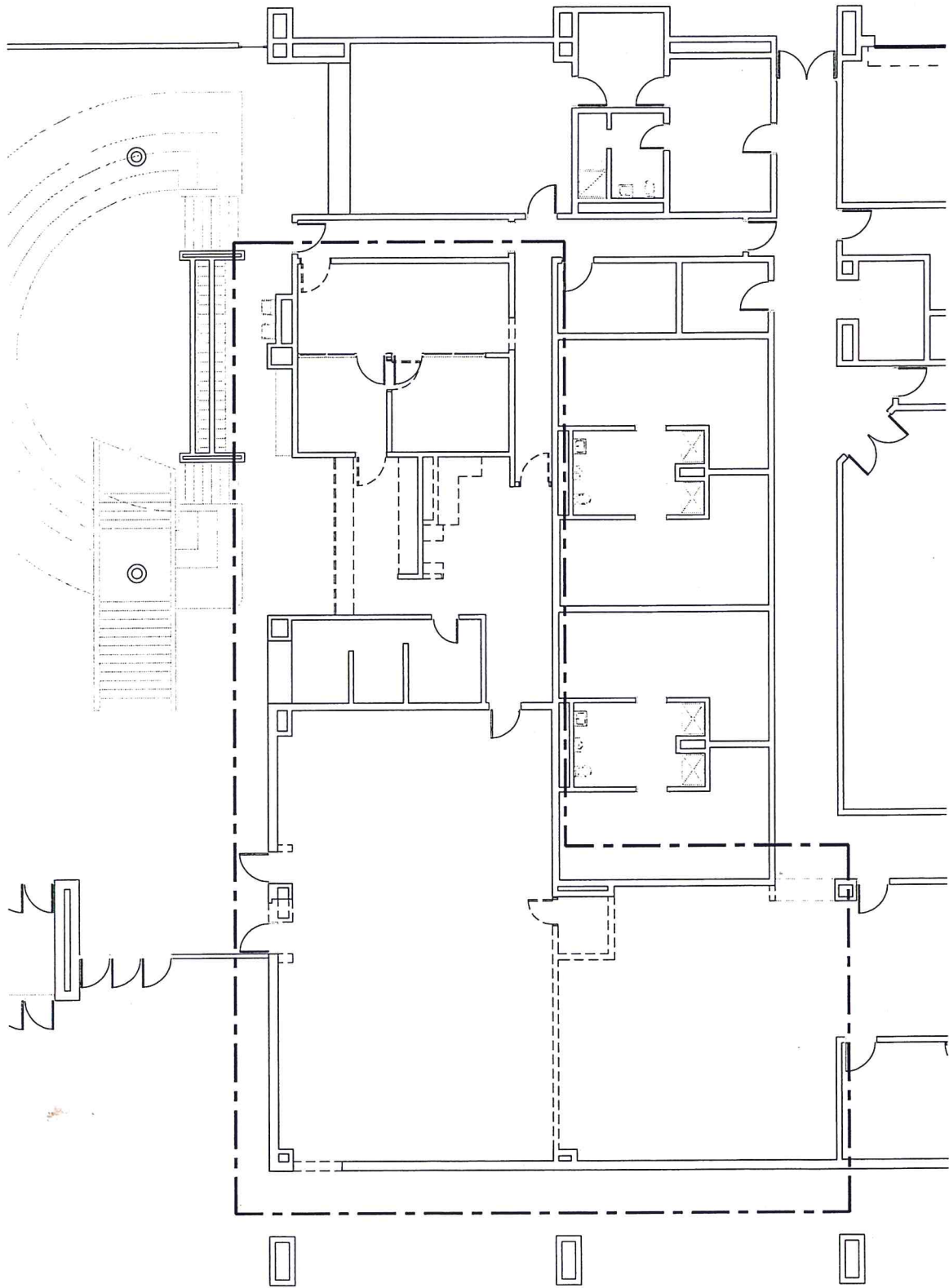
T:\61XX\6141\Drawings\Families-Details\Architectural\6141 A101_PP1_1STFLOOR.dwg JAN 14, 2020 - 11:07AM BENT SCALE IS ACCURATE ONLY IF SHEET SIZE IS 22X34

COPYRIGHT © BY ARCHITECTURAL EXPRESSIONS, LLP

A-1

DEMOLITION PLAN

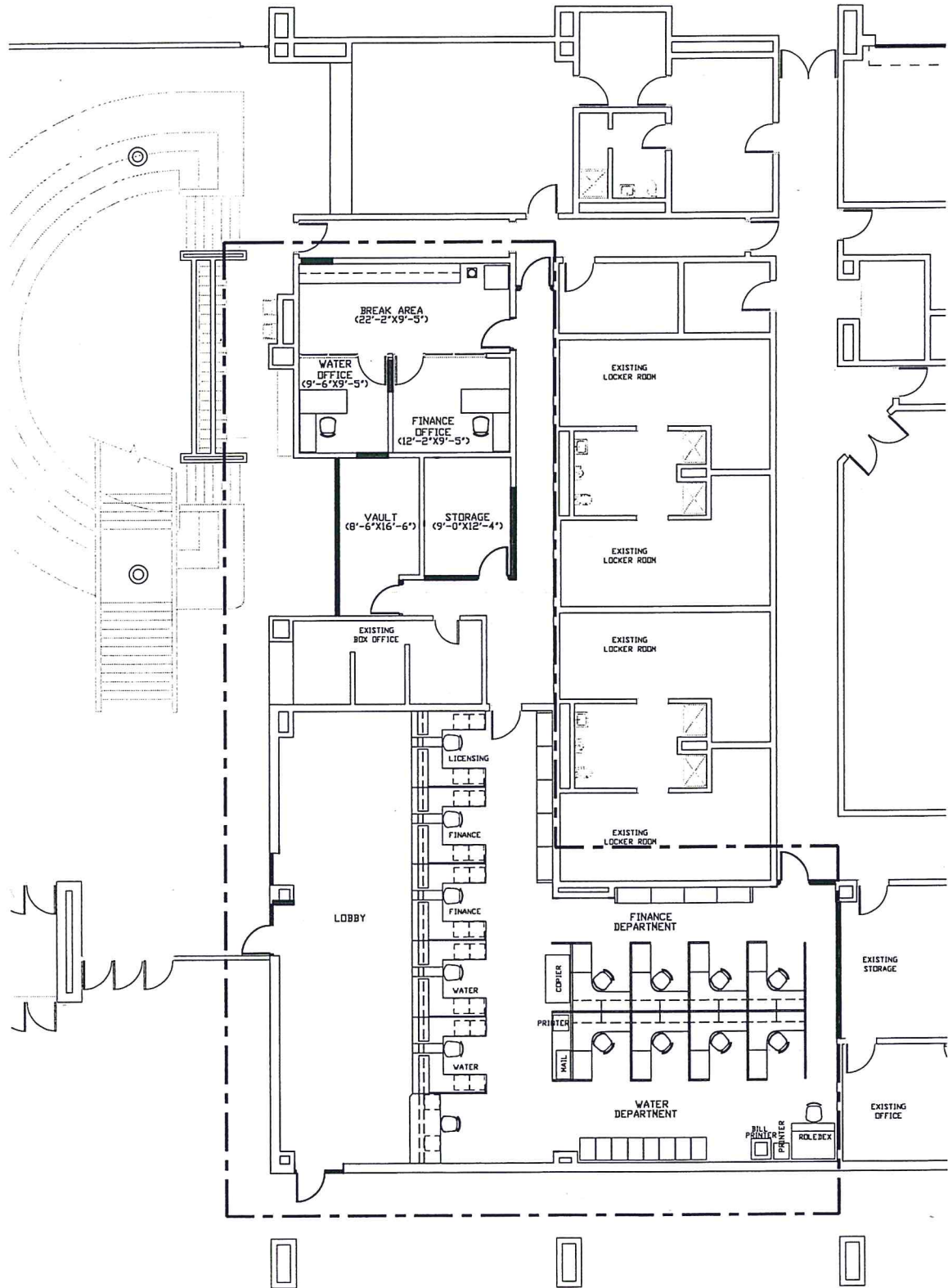
SCALE: 1/8" = 1'-0"



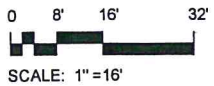
A-2

PROPOSED FLOOR PLAN #1

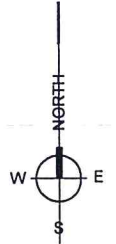
SCALE: 1/8" = 1'-0"



FIRST FLOOR PROPOSED PLAN #1



SCALE: 1" = 16'



REVISIONS				DESCRIPTION
NO.	DATE	BY		

1ST FLOOR - PROPOSED PLAN #1

DECATUR CIVIC CENTER/CITY OF DECATUR
FINANCE AND WATER
DEPARTMENT RELOCATION

GARY K. ANDERSON PLAZA
DECATUR, ILLINOIS

DRAWN BY: AKJ

CHKD BY: LRL

APPVD BY: LRL

PROJECT NO. 6141

DATE: 01/15/20

DRAWING NO. A101

ARCHITECTURAL
EXPRESSIONS, LLP
ARCHITECTS • ENGINEERS

ARCHITECTURAL EXPRESSIONS, LLP
113 BLIND DRIVE, FORT MYER, FL 32508
PHONE 217-477-4600 FAX 217-477-4625
www.aexp.com



ARCHITECTURAL
EXPRESSIONS LLP
ARCHITECTS • ENGINEERS

ARCHITECTURAL EXPRESSIONS, LLP
118 ILLINOIS DRIVE, FORT MYERS, FL 33908
PHONE 237-877-4800 FAX 237-877-4805
www.aexp.com

REVISIONS				DESCRIPTION
NO.	DATE	BY		
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

2ND FLOOR - PROPOSED PLAN #1

DECATUR CIVIC CENTER/CITY OF DECATUR
FINANCE AND WATER
DEPARTMENT RELOCATION
GARY K. ANDERSON PLAZA DECATUR, ILLINOIS

DRAWN BY:	AKJ
CHKD BY:	LRL
APPVD BY:	LRL
PROJECT NO.	6141
DATE	01/15/20
DRAWING NO.	

Page 6 of 82

A106

SECOND FLOOR PROPOSED PLAN #1

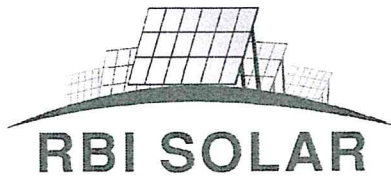
0 8' 16' 32'

SCALE: 1"=16'

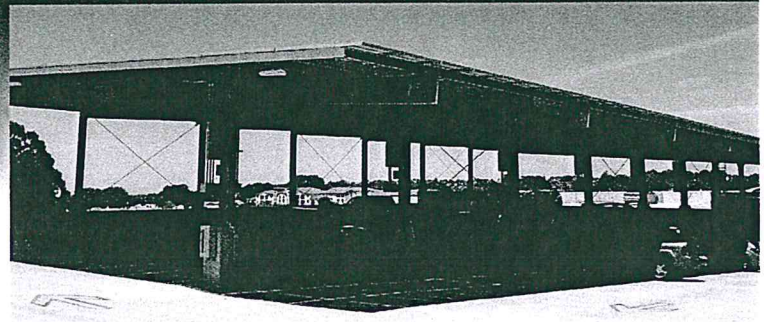
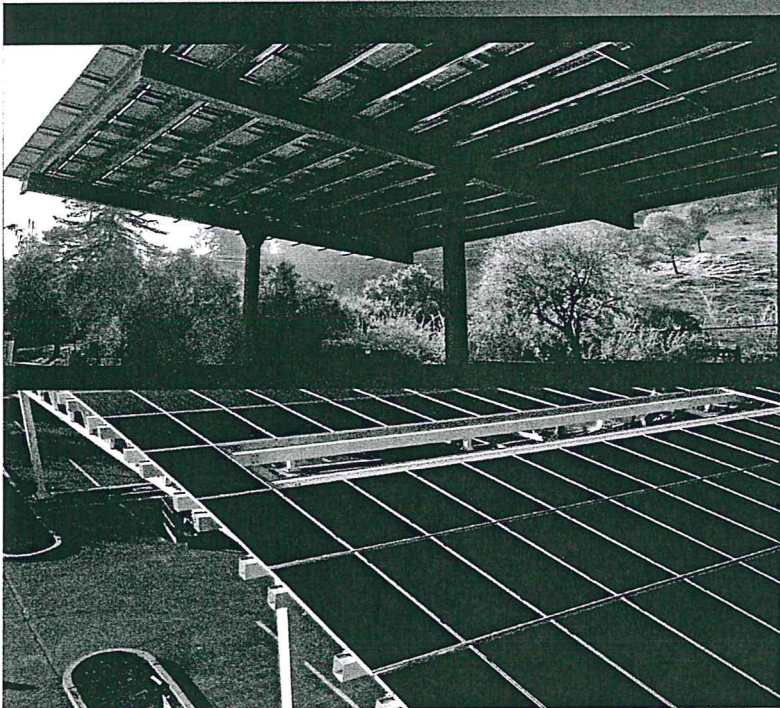


PROPOSED FLOOR PLAN #1

SCALE: 1/8" = 1'-0"



Canopy Solutions



Tee-Shape | Truss | Longspan | Garage | Inverted

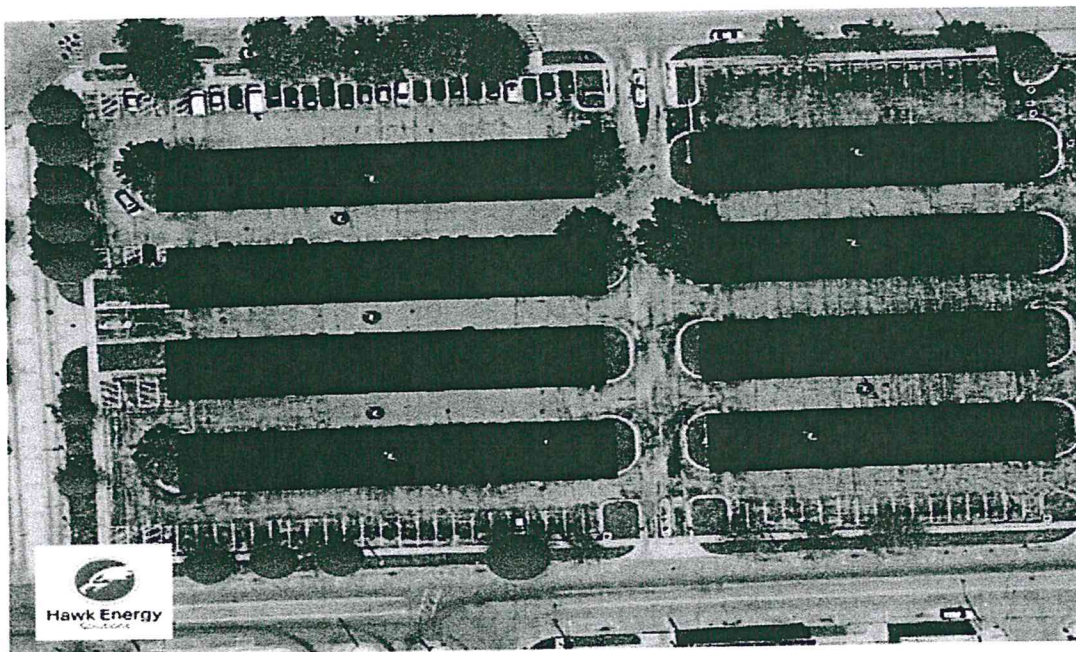
DESIGN • ENGINEERING • MANUFACTURING • INSTALLATION



HAWK-ATTOLLO

SOLAR DEVELOPMENT PARTNER

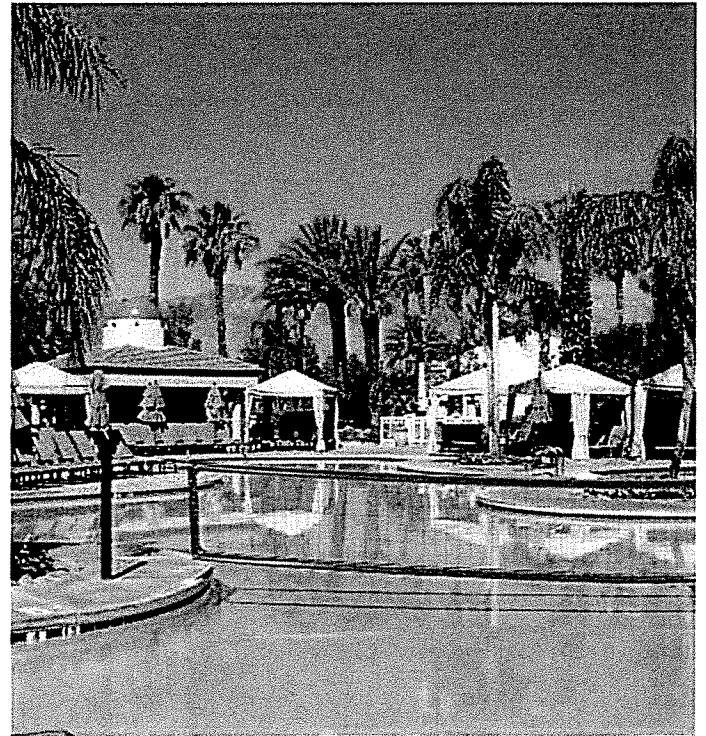
Annual Production Reports (Attachment C 1&2) and Shading Reports (Attachment D 1&2) follow.



The equipment specified for the two systems is provided below with the corresponding quantities and detail requested regarding the location of manufacture, warranty periods, and estimated annual production. Corresponding data sheets are provided in Attachment E for review purposes. Under canopy lighting purchase and installation will be included as requested but excluded from the operations and maintenance provided for within the PPA. Any repairs necessary as a result of construction of the arrays will be included in the contract scope and returned to like condition to the greatest extent possible. The parking lot paving and landscaping as applicable will be repaired where necessary as a result of construction activity.



HOTEL & LEISURE ADVISORS



hladvisors.com

Cleveland, Ohio 216-228-7000 • San Antonio, Texas 210-319-5440
Corporate Headquarters: 14805 Detroit Avenue, Suite 420, Cleveland, Ohio 44107

H&LA
Page 1 of 82

SCOPE OF THE ASSIGNMENT

Mayor Julie Moore Wolfe with the City of Decatur retained Hotel & Leisure Advisors, LLC to analyze the highest and best use of the Decatur Civic Center building (subject) and recommend the types of sporting, entertainment, and restaurant amenities to add to the facility or to convert from existing offerings. We considered a range of potential developments within the highest and best use study, including:

1. Renovations to the Decatur Civic Center
2. Expansion of the facility's use as a regional hockey venue
3. Addition or conversion of a portion, or all, of Decatur Civic Center to a variety of uses. These included entertainment uses such as an aquarium, entertainment retail, or "destination" developments; sporting or recreation venues; food hall, brewpub, or other food and beverage options; meeting and conference space, or a hotel.

We made several independent investigations and analyses in preparing this study including:

- Using our database and ESRI data, we reviewed and analyzed various hospitality, entertainment, sporting, and other venues and determined what could be developed at the Decatur Civic Center
- Analyzed national trends in the restaurant, sports venue, entertainment, hotel, and other potential industries and destination developments
- Reviewed the local and larger region's population, household growth, employment, income levels, transportation, number of households, etc. to determine the economic environment of the subject site and the sources within the area that generate demand
- Reviewed and analyzed entertainment, sports, hospitality, retail, and other potential facility use and/or repurposing options.
- Reviewed and analyzed the performance of comparable restaurant, sports venues, and entertainment attractions in the region, taking into account monthly and daily trends
- Analyzed the subject site, including traffic counts, access, parking availability, visibility, proximity and travel time, nearby visitor attractions, nearby corporate and group demand generators, and access to convention and event facilities relative to competitive properties
- Examined current hotel and resort supply and reviewed the impact of any recent hotel openings on the existing hotel market
- Analyzed historic usage levels at the subject site, and reviewed the existing agreement with the city of Decatur
- Identified potential concepts that could be developed within the subject property

- Compared other facilities across the region by preparing multiple competitive sets of comparable properties
- Prepared a SWOT (strengths, weaknesses, opportunities, threats) analysis of the subject
- Examined current hotel occupancy and average daily rate performance from a selection of area hotels
- Analyzed demand generators within the market, including those that may be entering or leaving the market
- Examined current entertainment and sports venue real estate supply and reviewed the impact of any recent facility openings on the existing market and their projections for future demand
- Analyzed the respective site size, access, exposure, and other salient issues as they relate to the proposed components
- Recommended types of development and/or appropriate repurposing for the subject site, including use, sizing, and major components
- Analyzed a projected range of costs for the proposed developments

EXECUTIVE SUMMARY

The *Dictionary of Real Estate Appraisal, Sixth Edition* published by the Appraisal Institute defines the highest and best use as follows:

1. The reasonably probable use of property that results in the highest value. The four criteria that the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity.
2. The use of an asset that maximizes its potential and that is possible, legally permissible, and financially feasible. The highest and best use may be for continuation of an asset's existing use or for some alternative use. This is determined by the use that a market participant should have in mind for the asset when formulating the price that it would be willing to bid.
3. The highest and most profitable use for which the property is adaptable and needed or likely to be needed in a reasonable near future.

Within the study, we have analyzed multiple ideas for maintaining, renovating, or redeveloping the Decatur Civic Center. Our study has considered the current amenities and facilities of the Decatur Civic Center and potential options that could be developed within the building or on the overall site.

History of Decatur Civic Center: The Decatur Civic Center is owned and titled to the Decatur Civic Center Authority, a governmental agency that operates the Civic Center facility. It is a separate unit of local government from the city of Decatur with members appointed by the mayor of the city of Decatur. The Civic Center complex includes the arena, theater, meeting rooms, lobbies, city office space, and an outdoor parking lot. The

105,216-square-foot building was built in 1980 with contributions from the state of Illinois and the city of Decatur.

Existing Facilities of Decatur Civic Center: We profiled existing facilities and features of the Decatur Civic Center considering the sizing and capacity for the different components.

Summary of Features

Decatur Civic Center

Sizing	Square Feet	Capacity
City of Decatur offices	34,399	NA
Ice rink/arena	28,000	4,000
Meeting rooms (divisible into two)	1,270	100
Theater	19,441	460
Common areas	22,134	1,025
Total	105,244	
Number of stories	4	
Parking spaces		450

Source: Decatur Civic Center

The existing facility had total revenues of \$1,457,130 in 2019 of which 66% of the total were payments from the City of Decatur for rent and contractual services. We analyzed the usage levels for the Decatur Civic Center. The arena averaged six days of use per month for non-ice usage in 2019, but that number rose to nearly ten when considering only the non-ice months of April to September. The ice was used on a daily basis during the months when it is available and was used 50.7% of the open hours in 2018-2019. The theater was occupied 50.1% of the available days in 2019. The meeting rooms had the most consistent year-round usage averaging over 13 days of use per month with a seasonal dip from July to September.

Area Review

Decatur is a mid-sized city in central Illinois, approximately 40 miles east of Springfield, 45 miles south of Bloomington, and 150 miles from the greater Chicago area. With an economy based largely on manufacturing and agricultural processing, Decatur is home to major operations of Archer Daniels Midland and Caterpillar. The subject property is in the heart of downtown Decatur, about one mile from the shores of Lake Decatur.

Potential Development Ideas Considered

Our highest and best use analysis considered multiple options for the Decatur Civic Center as indicated in the table below.

Potential Developments Considered			
Decatur Civic Center			
#	Development Ideas	Market Potential	Analyzed in Report
1	Renovations to Decatur Civic Center	Yes	Chapter D
2	Expansion of facilities use as regional hockey venue	Yes	Chapter D
3	Addition of a family entertainment center	Yes	Chapter E
4	Addition of sporting or recreational components	Yes	Chapter D
5	Addition of additional meeting and conference space	Yes	Chapter D
6	Addition of food and beverage options	Yes	Chapter E
7	Addition of hotel	Yes	Chapter F
8	Addition of aquarium	No	No
9	Addition of destination retail development	No	No

Source: Hotel & Leisure Advisors

Our report provides a detailed review of the demographics, major employers, employment mix, tourist demand, and other factors related to the Decatur Civic Center and its location within the city of Decatur. We have reviewed and analyzed nine different ideas for the Decatur Civic Center. Development Ideas 1 through 7 are profiled in different chapters of our report. Each idea has merit for the Decatur Civic Center site and a combination of ideas could be developed and included on the site depending upon the amount of private and public funding available for the Civic Center location.

Development ideas 8 and 9 have been considered, but not profiled in the report as each idea represents too large of an investment of funds with too little return to justify the conversion or addition of an aquarium or a destination retail development to the Decatur Civic Center location.

Although an aquarium would be appealing in the Decatur market, our analysis of its projected attendance indicates that it would need to be heavily subsidized by a governmental entity. The location in downtown Decatur next to the Civic Center would not be the ideal place to put an aquarium. Rather, it would be better to locate it next to the existing Scovill Zoo.

A destination development such as a mall or retail lifestyle center would also be appealing in the city of Decatur, however with the change in retail sales to more online sales and the challenges of malls throughout the United States, the location of the Decatur Civic Center is not ideal for development of a destination retail center.

HIGHEST AND BEST USE CONCLUSIONS

Our study involved an analysis of the highest and best use of the Decatur Civic Center. The four criteria for establishing the highest and best use are legal permissibility, physical possibility, financial feasibility, and maximum productivity. The following table summarizes our highest and best use recommendations and operational changes for the Decatur Civic Center.

Highest and Best Use Recommendations and Operational Changes

Decatur Civic Center

Operational changes to Decatur Civic Center

- 1 Utilize scheduling software to allow for online booking ice rink, arena, theater, and meeting rooms
- 2 Promote naming rights for the exterior of the building, ice rink, theater, and other components
- 3 Improve marketing focus of Civic Center by increasing budget for marketing, hiring additional staff
- 4 Offer and promote figure skating
- 5 Develop an improved series of ice skating lessons for residents
- 6 Utilize the arena space for basketball leagues and other sporting activities during summer months when the ice not in use
- 7 Allocate larger percentage of city of Decatur and village of Forsyth hotel bed tax to the marketing of Decatur Civic Center
- 8 Achieve higher utilization of the available ice time at the arena through additional programming
- 9 Provide storage room to Decatur Blaze and/or any future minor-league type teams
- 10 Provide additional funding and maintenance for cosmetic improvements Decatur Civic Center building on an annual basis

Renovations to Decatur Civic Center

- 11 Purchase new flooring to improve timeliness for switching the ice
- 12 Develop new and improved locker rooms at the east end of the building
- 13 Upgrade the scoreboard in the arena
- 14 Develop improved pro shop and concession stand
- 15 Develop 5 or 6 suites/boxes overlooking the arena on the second floor
- 16 Improve HVAC and ventilation in arena and throughout the building
- 17 Add additional electrical outlets to improve ability to host larger expos and events
- 18 Update chairs, piping, and draping for the arena
- 19 Add natural light as part of a renovation of the roof
- 20 Renovate the ice arena to allow the ice to be used for a longer season
- 21 Expand meeting space to 3,000 square feet or approximately two times the existing meeting rooms

Source: Hotel & Leisure Advisors

Our analysis initially considered whether the Decatur Civic Center should remain as an operating Civic Center Authority owned building. The Civic Center is legally permissible, and a functioning governmental body operates the entity for municipal purposes. Maintaining the existing physical structure is a viable expectation as long as sufficient funds are available to continue to renovate the building. We have considered the financial feasibility of various options for the building, and whether it is financially feasible to tear it down and replace it with another use. Our review indicated that the Civic Center achieves performance levels similar to other central Illinois civic centers and ice arenas, and there is no financially viable option to justify razing the structure and replacing it with another use. In our opinion, the maximally productive use of the Decatur Civic Center is to perform a number of renovations and various operational changes to allow it to increase usage and revenues. In addition, we recommend the facility lease some of its adjacent vacant land for new real estate uses. Our review indicated that the offerings of the Decatur Civic Center are important to the community and provide a viable location for the city of Decatur offices.

Our analysis indicates that the renovations of the Decatur Civic Center are needed in order to better compete in the marketplace and achieve improved results for each of the major offerings including the ice arena, dry arena, theater, meeting space, and office

space. The city of Decatur is considering developing a first floor entrance for improved customer service and added security for the city offices. This will allow city services to be provided to residents without having to enter the lobby of the Civic Center. The changes to the city offices should be performed at the same time as the renovation of the overall building to reduce costs.

In addition to renovations and operational changes at the Decatur Civic Center, we recommend the client consider adding additional hospitality components to the Decatur Civic Center to increase the usage of the building. The following tables indicate our recommendations for a proposed hotel, restaurant, and family entertainment center (FEC).

Hotel

Recommended Facility		
Proposed Decatur Civic Center Hotel		
Number of Units	60 to 80	
Franchise Recommendations		
Home2 Suites		
Atwell Suites by IHG		
TownePlace Suites		
Meeting Rooms	Square Feet	Banquet Capacity
Meeting space	1,000	80
Amenities		
Fitness room		
Business center		
Complimentary breakfast		
Complimentary high-speed Internet		
Complimentary parking in Decatur Civic Center lot		
Covered walkway connecting to Decatur Civic Center		
Acreage	1 to 2 acres	
Source: Hotel & Leisure Advisors		

We recommend a 60- to 80-room hotel with approximately 1,000 square feet of meeting space that is affiliated with a strong national franchise. This room count is the smallest many brands will consider. Our recommendation is based on the downtown Decatur location, potential to increase the number of events and tournaments utilizing the Decatur Civic Center, and the overall health of the Decatur hotel market.

Restaurant and FEC

Recommended Facility

Proposed Decatur Civic Center Restaurant and FEC

Sizing

Indoor FEC area	20,000 to 40,000 square feet
Restaurant area	3,000 to 5,000 square feet
Patio seating	
Site for restaurant and FEC (excluding parking)	One acre

Rides and Attractions Ideas

Bowling	Billiards
Arcade (50 to 75 machines)	Trampolines
Laser tag	Ropes courses
Escape room	Artificial caves
Miniature golf	Dry play areas
Climbing wall	Big-screen TVs
Bumper cars	Go karts
Giant slide	Esports
Zipline	Whirlyball

Restaurant/Bar Features

Indoor seating	150 seats
Mid-priced menu with American or Mexican cuisine	
Partnership with area brewery	
Liquor license with full bar	

Franchise/branding options

Franchises

Funtopia
Thrillz
Whirlyball

Brands

Dave & Busters
Main Event
Punchbowl Social

Other Features

Slot machines (6)
Redemption/novelty area
Birthday party rooms
Complimentary parking in Decatur Civic Center parking area

Source: Hotel & Leisure Advisors

Our analysis indicates that the addition of a restaurant and FEC to the subject will complement the other existing and planned improvements. It will appeal to a wide demographic and provide an entertainment option for residents and visitors to the city of Decatur. We recommend a moderately sized restaurant and FEC area with 20,000 to 40,000 square feet that would include a full-service restaurant with a wide range of rides and attractions. The restaurant should serve lunch and dinner and provide concessions to visitors attending events at the Decatur Civic Center as well as sell lunch to city of Decatur office workers. The exact type of attractions will depend upon the developer and their concept. We recommend the FEC to be either franchised or developed by a national brand. If the property is branded with a national franchise such as Funtopia, then it

would be a more kids oriented facility featuring climbing walls, gravity roller coasters, giant slides, ropes courses, trampolines, soft play, artificial caves, jumps, obstacles, escape rooms, and more. If the property is developed by Dave & Busters, it would offer a variety of arcade games, virtual reality experiences, billiards, bowling, and other games. Each of the recommended brands include different components that could be popular in Decatur. Some are more oriented toward adults while others are focused exclusively on children. All would complement the guests visiting the Decatur Civic Center arena as well as attract visitors from throughout the region. We do not recommend a facility focusing on bowling as this would compete directly with Spare Time in Decatur.

Regional Hockey Venue

We have considered the potential to add an additional ice rink as an expansion of the Decatur Civic Center to create a regional hockey venue. We have also considered the potential of maintaining the ice on a year-round basis versus allowing the arena to be used for dry events during the warmer weather months and occasionally during the winter months.

We do not recommend that a second ice rink be developed at the Decatur Civic Center due to the lower level of usage of the existing ice rink at the current time. The existing usage of the Decatur Civic Center ice rink does not justify the potential development of an additional ice rink. We do not recommend the ice rink be utilized on a year-round basis at the current time due to the more limited number of participants that currently utilize the ice. Rather, we recommend maintaining the existing approximately seven month schedule of ice with the remaining months being used for dry activities. We recommend increasing usage of the available hours from approximately 50% to a goal of between 60% and 80% of the time through increased programming, events, and lessons.

EXTRAORDINARY ASSUMPTIONS AND HYPOTHETICAL CONDITIONS

It is assumed that qualified professional management with demonstrated expertise in management of the various recommended real estate components will operate the subject. It is assumed that adequate funds will be available for upkeep and repair of the facility.

The location and amenities of the proposed recommendations are still in the idea phase and the recommended facilities and usage levels shown later in this report may change depending upon the type of amenities utilized in the proposed development. As these plans are determined, they could have a material impact on this study.

There are no other extraordinary assumptions or hypothetical conditions.

COMPETENCY OF THE CONSULTANTS

Hotel & Leisure Advisors, LLC is an international hospitality consulting firm specializing in appraisals, feasibility studies, and impact analysis for hotels, outdoor and indoor waterparks, resorts, golf courses, restaurants, conference and convention centers, and other leisure real estate. We work exclusively in the hospitality industry and concentrate our efforts on in-depth understanding of the trends and factors related to this industry. Our participation in industry associations and trade groups keeps us abreast of developments affecting our clients and gives us access to rich sources of data. We follow

news and transactions occurring in the hospitality industry on a daily basis. The consultants of the firm have performed over 3,000 hotel and waterpark studies since 1987 at various firms. Mr. David J. Sangree, MAI, CPA, ISHC has written articles concerning waterpark resorts for *Hotel/Motel Management*, *Lodging Hospitality*, *World Waterpark Magazine*, *Midwest Real Estate News*, *Aquatics Magazine* and *Hotel Online* and is a national expert on these types of properties. He has appeared on Good Morning America, CNBC, and Fox8 News in segments concerning hotels, resorts and waterparks. He has inspected most of the open indoor waterpark resorts and many outdoor waterparks in the United States and Canada. We maintain databases and files concerning various types of hospitality properties. Therefore, we possess the knowledge and experience to conduct the inspection, analysis, and reasoning necessary to estimate the feasibility of the subject.

STANDARD CONDITIONS

The following Standard Conditions apply to real estate consulting engagements and appraisals by Hotel & Leisure Advisors, LLC (H&LA). Extraordinary Assumptions are added as required.

1. The report is to be used in whole and not in part. The report, engagement letter and these standard conditions constitute the entire understanding and agreement between the parties with respect to the subject matter hereof and supersedes any and all prior or current agreements or understandings between the parties, whether in writing or orally. The report and engagement letter may not be amended except in writing signed by the parties hereto. These standard conditions shall survive the completion of the assignment.
2. Publication of the report or engagement letter without the prior written consent of H&LA is prohibited unless otherwise stated in the letter of engagement. Neither the report nor engagement letter may be used by any person other than the party to whom they are addressed nor may they be used for purposes other than that for which they were prepared. Neither the engagement letter, nor the report, nor their contents, nor any reference to the appraisers or H&LA or any reference to the Appraisal Institute, International Society of Hospitality Consultants, American Institute of Certified Public Accountants, or the American Institute of Architects, (or the MAI, ISHC, CPA or AIA designations) may be included or quoted in any offering circular or registration statement, prospectus, sales brochure, other appraisal, loan, or other agreement without H&LA's prior written permission, in its sole discretion. Moreover, "H&LA" is a registered trademark of Hotel & Leisure Advisors, LLC.
3. No responsibility is assumed for the legal description or any matters which are legal in nature. Title to the property is assumed to be good and marketable and the property is assumed to be free and clear of all liens unless otherwise stated. No survey of the property was performed. Sketches, maps, photos, or other graphic aids included in the reports are intended to assist the reader in ready identification and visualization of the property and are not intended for technical purposes.
4. The information contained in the assignment is based upon data gathered from sources the consultant or appraiser assumes to be reliable and accurate. Some of

this information may have been provided by the owner of the property. Neither the consultants nor H&LA shall be responsible for the accuracy or completeness of such information including the correctness of public records or filings, estimates, opinions, dimensions, sketches, exhibits, and other factual matters.

5. The report may contain prospective financial information, estimates, or opinions that represent the consultants' or appraisers' view of reasonable expectations at a particular point in time. Such information, estimates, or opinions are not offered as predictions or as assurances that a particular level of income or profit will be achieved, that events will occur, or that a particular price will be offered or accepted. Actual results achieved during the period covered by H&LA's prospective financial analyses will vary from those described in the report, and the variations may be material. The financial projections stated in the report and any opinions of value are as of the date stated in the report. Changes since that date in external and market factors or in the property itself can significantly affect property value or performance.
6. H&LA has not considered the presence of potentially hazardous materials and contaminants such as asbestos, urea formaldehyde foam insulation, toxic waste, PCBs, pesticides, mold, lead-based paints, or other materials. The appraisers and consultants are not qualified to detect or report on hazardous material contamination and H&LA urges the client to retain an expert in this field if desired.
7. Unless noted, H&LA assumes there are no encroachments, zoning violations, or building violations encumbering the subject property. It is assumed that the property will not be operated in violation of any applicable government regulations, zoning, codes, ordinances, or statutes. No responsibility is assumed for architectural design and building codes. The analysis and concept drawings included in the report are not intended for technical purposes.
8. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
9. Real estate consulting engagements and appraisal assignments are accepted with the understanding that there is no obligation to furnish services after completion of the original assignment. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and the client will be obligated to pay in advance for the standard per diem fees and travel costs.
10. No significant change is assumed in the supply and demand patterns indicated in the report. The appraisal or consulting engagement assumes market conditions as observed as of the current date of the market research stated in the letter of transmittal. These market conditions are believed to be correct; however, H&LA or the consultants assume no liability should market conditions materially change because of unusual or unforeseen circumstances.
11. The quality of a lodging facility or other leisure property's management has a direct effect on the property's economic viability. It should be specifically noted by any prospective reader that the engagement assumes that the property will be competently managed, leased, and maintained by financially sound owners over the expected period of ownership. H&LA is not responsible for future marketing

- efforts and other management or ownership actions upon which actual results will depend.
12. The forecast of income and expenses are not predictions of the future. Rather, they are the consultants' best estimates of current market thinking on future income and expenses. We do not warrant that the estimates will be obtained, but that they have been prepared in a conscientious manner on the basis of information obtained during the course of this study.
 13. The subject property is valued assuming all items of furniture, fixtures, equipment, working capital, and inventory are in place. Should items essential in the operation of the subject property prove to be missing, we reserve the right to amend the opinion of value expressed in an appraisal report.
 14. H&LA does not, as part of this consulting report or appraisal, perform an audit, review, or examination (as defined by the American Institute of Certified Public Accountants) of any of the historical or prospective financial information used and therefore, does not express any opinion with regard to it.
 15. The consulting engagement or appraisal report has been prepared in accordance with the Uniform Standards of Professional Appraisal Practice and the Code of Ethics of the Appraisal Institute. No other code, ordinance, rule or regulation of any kind or nature whatsoever shall apply.
 16. It is agreed that the maximum damages recoverable from H&LA or its affiliates or their respective employees relative to this engagement shall be the amount of the money actually collected by H&LA or its affiliates for work performed pursuant to the engagement letter. The client acknowledges that H&LA cannot and does not guarantee and makes no representations as to the success of the project. H&LA shall not be liable for any incidental, breach of warranty, consequential or punitive damages, expenses, costs or losses whatsoever directly or indirectly arising out of the services performed hereunder (including negligence and/or gross negligence). In addition, there is no accountability or liability to any third party.
 17. The client hereby releases and discharges H&LA, its directors, officers, and employees, from and against any and all claims and demands of any nature or kind whatsoever arising as a result of the design, development, operations, and performance of the proposed or existing project. The client furthermore agrees to indemnify, defend and hold harmless H&LA and its directors, officers and employees, from any and all claims of any nature whatsoever, including attorney fees, expenses and costs.
 18. The report does not address the project's compliance with the federal statute commonly known as the Americans with Disabilities Act as well as regulations and accessibility guidelines promulgated thereunder.
 19. The provisions of the report, the engagement letter and these standard conditions shall be severable, and if a court of competent jurisdiction holds any provisions of the report, engagement letter and these standard conditions invalid, illegal or unenforceable, the remaining provisions shall nevertheless remain in full force and effect as written.

Decatur Civic Center
Consumer Behavior Analysis

20-Minute Drive

Est. 2021 Population	103,489		
Adult (18+) Population	82,167		
Youth (<18) Population	21,322		
Households	43,693		
Median Household Income	\$50,701		
	Expected # of	% of	
<u>Consumer Behavior</u>	<u>Adults/Households</u>	<u>Total</u>	<u>MPI</u>
Participated in ice skating in last 12 months	2,042	2.5%	95
Attend sports events	11,606	14.1%	93
Attend sports events: high school sports	2,228	2.7%	111
Watch on TV: figure skating	4,821	5.9%	105
Watch on TV: ice hockey (NHL regular season)	6,685	8.1%	105
Visited an aquarium in last 12 months	4,115	5.0%	83
Attended country music performance in last 12 months	6,119	7.4%	114
Attended rock music performance in last 12 months	8,274	10.1%	99
Went to live theater in last 12 months	8,872	10.8%	87

40-Minute Drive

Est. 2020 Population	220,518		
Adult (18+) Population	173,709		
Youth (<18) Population	46,809		
Households	91,683		
Median Household Income	\$53,010		
	Expected # of	% of	
<u>Consumer Behavior</u>	<u>Adults/Households</u>	<u>Total</u>	<u>MPI</u>
Participated in ice skating in last 12 months	3,974	2.3%	87
Attend sports events	24,154	13.9%	91
Attend sports events: high school sports	5,004	2.9%	118
Watch on TV: figure skating	10,062	5.8%	103
Watch on TV: ice hockey (NHL regular season)	13,756	7.9%	103
Visited an aquarium in last 12 months	8,636	5.0%	82
Attended country music performance in last 12 months	12,653	7.3%	111
Attended rock music performance in last 12 months	16,750	9.6%	95
Went to live theater in last 12 months	17,962	10.3%	84

60-Minute Drive

Est. 2020 Population	784,432		
Adult (18+) Population	629,420		
Youth (<18) Population	155,012		
Households	321,861		
Median Household Income	\$56,266		
	Expected # of	% of	
<u>Consumer Behavior</u>	<u>Adults/Households</u>	<u>Total</u>	<u>MPI</u>
Participated in ice skating in last 12 months	17,554	2.8%	106
Attend sports events	95,688	15.2%	100
Attend sports events: high school sports	16,062	2.6%	105
Watch on TV: figure skating	34,926	5.5%	99
Watch on TV: ice hockey (NHL regular season)	48,822	7.8%	100
Visited an aquarium in last 12 months	36,567	5.8%	96
Attended country music performance in last 12 months	45,280	7.2%	110
Attended rock music performance in last 12 months	64,216	10.2%	100
Went to live theater in last 12 months	74,759	11.9%	96

Note: MPI (Market Potential Index) measures the relative likelihood of the adults or households in the specified trade area to exhibit certain consumer behavior or purchasing patterns compared to the U.S. An MPI of 100 represents the U.S. average.

Sources: ESRI and GfK MRI

At all three drive-time levels, the market area has a higher-than-average index value for attending high school sporting events. In the 20- and 40-minute areas, consumers indicated an interest in watching hockey and figure skating on television, which suggests a higher-than-average propensity to play and watch ice sports. Fewer respondents had recently visited an aquarium. These numbers also show strong MPI values for attending live music events, particularly country music performances. Overall, these figures indicate a substantial base of potential participants for the types of activities that could be at the subject property.

RECENT CIVIC CENTER REDEVELOPMENT PROJECTS

The following bullets describe recent and ongoing projects involving the redevelopment of civic center properties in the Midwest. Included here are projects that were completed within the past five years, as well as those that are currently in the early planning stages.

- A major redevelopment has been proposed for a one-block portion of the Civic Center complex in downtown Omaha, Nebraska, on the site of the former Civic Auditorium. Plans include the construction of two apartment buildings, a nine-story office building, a parking garage, and street-level retail. In all, this six-acre project is slated to create 268 market-rate and 120 mixed-income apartment units. The developer behind the project, White Lotus Group, has been given until 2023 to secure the necessary permits for construction.
- In December 2020, the City of Kenosha, Wisconsin, approved plans for a \$400 million downtown revitalization plan that is expected to take shape over the next eight to 10 years. This eight-block redevelopment initiative will include the construction of high-rise luxury apartments and condominiums, a new city hall, a new performing arts center, and a modern outdoor park. As envisioned, the existing Civic Center and Municipal Building will be razed to make way for these developments.
- In April 2021, City of Charlestown, Indiana, released details of a five-year master plan that includes the redevelopment of the city's blighted Civic Center. Initial plans call for the demolition of the existing structure, followed by the construction of a new facility on the existing foundation, with up-to-date features that will be based on community input. Among the stated goals of this project are to increase year-round usage, reduce staffing levels, and complement the neighboring Little League baseball fields.
- In Tiffin, Ohio, a new event venue called The Chandelier Community Event Center opened in the city's former Civic Center building in 2018. This 7,500-square-foot facility now hosts weddings, banquets, corporate events, and various community events.
- In 2018, the City of Holland, Michigan, completed a major redevelopment of its 60-year-old Civic Center. Highlights of this \$11 million project included a complete gymnasium renovation, upgraded HVAC, expanded recreation space, and improvements to the neighboring farmers market area.
- In 2019, a 15,884-square-foot renovation was completed at the Glen Ellyn Civic Center in DuPage County, Illinois, west of Chicago. This project involved a

conversion of the former police department headquarters and the creation of a new 8,500-square-foot headquarters for Innovation DuPage, an economic development group affiliated with the College of DuPage.

- The City of Rochester, Minnesota, completed an \$84 million expansion of its Mayo Civic Center in 2017. This major project grew the facility to more than 200,000 square feet, with a 40,000-square-foot grand ballroom, a 25,200-square-foot exhibit hall, a 25,000-square-foot arena, and 23 meeting rooms. This major project nearly doubled the available event space at the facility and improved Rochester's competitive position in terms of attracting large-scale events.
- The City of Roseville, Minnesota, is now in the early stages of a plan to redevelop the existing Roseville Civic Campus, which includes a large community park, an ice arena, an outdoor ice-skating oval, and the city's police department, fire department, and city hall. While few concrete details were available as of our research date, the city is currently assessing community needs, and this project is expected to be carried out in phases over the next 15 years.
- In March 2021, the City of St. Croix Falls, Wisconsin, northeast of Minneapolis, began a redevelopment of its Civic Auditorium building. This project will include a renovation of the theater building, an upgrade of the performance hall, and expansions that are set to include restaurant space and an outdoor gathering space overlooking the St. Croix River. The restoration and expansion of the 104-year-old Civic Auditorium is expected to be a catalyst for commercial development.

Conclusion: These examples of redeveloped civic centers indicate that many communities in the Midwestern United States are actively analyzing the highest and best use of their civic centers and proceeding with a range of redevelopment plans. In a number of cases, the plans involve removing or redeveloping the land where the civic center had been located and utilizing it for alternative uses such as residential or retail. In other cases, the civic center has been remodeled or expanded.

SITE DESCRIPTION AND ZONING

Site Location: The subject is at 1 Gary K. Anderson Plaza, Decatur, Macon County, Illinois. It is at the southeast quadrant of East Eldorado Street (Route 36) and North Franklin Street.

Size and Shape: The Decatur Civic Center site includes 9.62 acres of land for the Civic Center building and related surface parking.

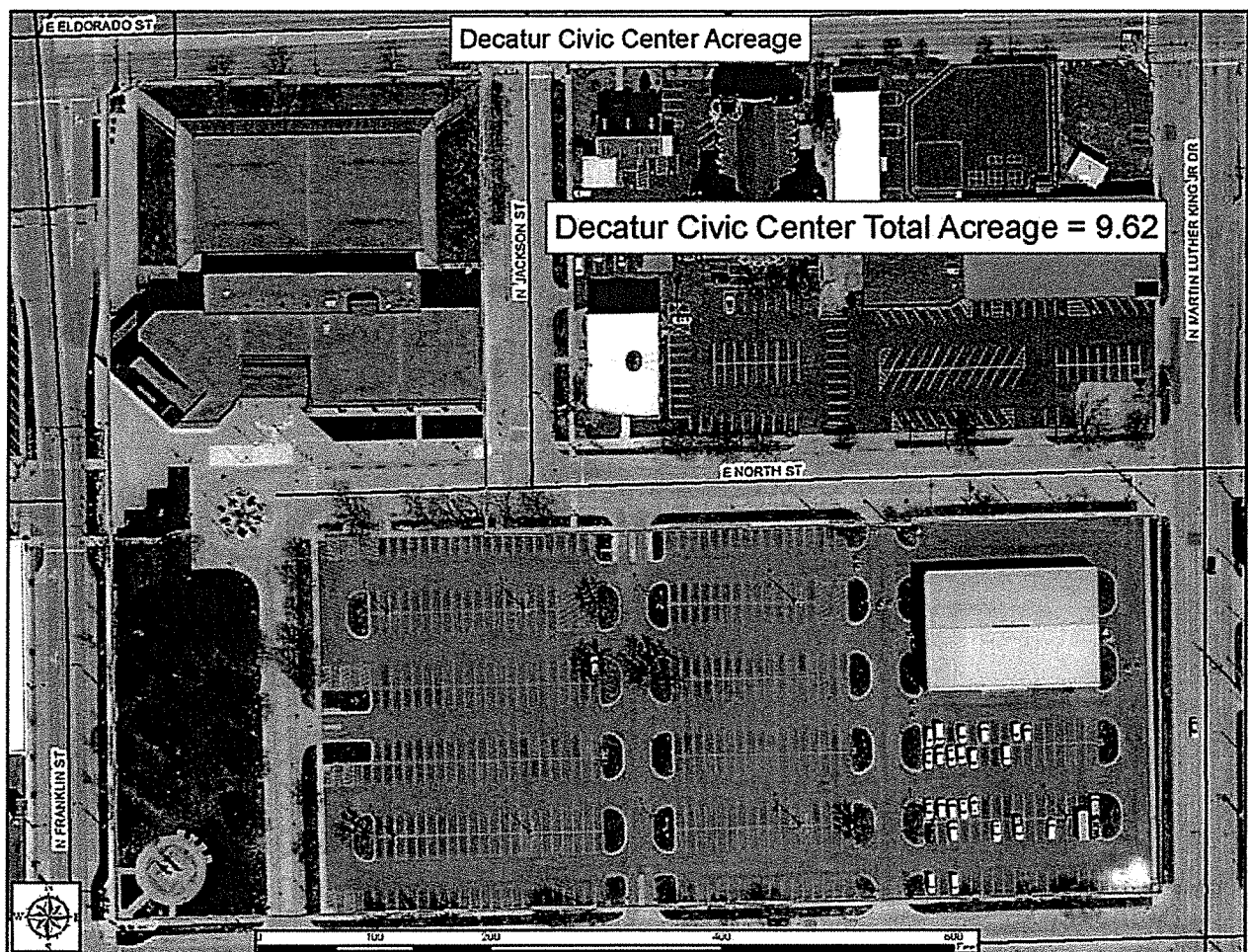
Access and Exposure: The subject is located in downtown Decatur, approximately five miles south or east of Interstate 72. A traveler on Interstate 72 can take the exit for Route 51 or Route 36 and travel either road approximately five miles to downtown Decatur. The subject site is visible from Route 36.

Zoning: The subject site is zoned B4 - Central Business. The site is in part of the downtown business district zoning area. The zoning requires a minimum area of 200 square feet and has no lot minimum frontage or width. It is the most flexible zoning of the various districts within the city limits.

Site Conditions: We have not been provided with an engineering or environmental study done for the subject site. H&LA has not performed an engineering study nor test borings and makes no conclusion as to the condition of the foundation or the soil and subsoil conditions. The subject site is level and is at grade with the fronting streets.

Utilities: We assume that all necessary utilities and services are available to the subject property's site. We assume the city of Decatur provides adequate water and sewer services.

Deed Restrictions/Easements: We assume that the standard utility easements from the local electrical, telephone and gas companies encumber the subject property. These easements are considered typical for the operation of commercial property and are not detrimental. No other easements were made known to the appraiser, and none are assumed to exist.



SITE MAP

PROPOSED ICE ARENAS

Our market research indicates that there are no arenas under construction in the Decatur region.

OTHER SPORTING AND RECREATIONAL OPPORTUNITIES

We have considered other sporting and recreational opportunities that could be implemented at the Decatur Civic Center within the existing or renovated spaces. Our analysis indicates that the city of Decatur already offers a wide range of indoor recreation at multiple facilities operated by the Decatur Park District, with exception of ice sports such as hockey.

However, our interviews indicated that there is interest in having a basketball program in the arena during the summer months when the ice is unlikely to be used. Other potential programming that could utilize the arena space includes volleyball, pickle ball, dodgeball, and other sports that could be organized for use by day camps, regional tournaments, and other sports programming. This programming could be added as part of a renovation of the arena that would include improved HVAC and would allow it to be better utilized in the warm weather months. The addition of additional programming could add increased rental income and attract visitors who had not previously utilized the facility.

RECOMMENDED IMPROVEMENTS FOR ARENA AND DECATUR CIVIC CENTER

Our analysis indicates that there are operational and facility improvements that could be performed at the Decatur Civic Center to improve the usage and facilities of the ice arena. As part of our analysis, we have interviewed management of the Decatur Civic Center as well as representatives of a number of community and civic organizations. Our study also involved completing a survey of Decatur and regional residents concerning their opinions about the Decatur Civic Center. The following are a number of operational recommendations that we have compiled that would help the Decatur Civic Center improve the performance of the ice arena. These recommendations exclude any expansion to the facility that are discussed within this highest and best use analysis report. The recommendations also exclude the potential for the city of Decatur to renovate their office space and develop a first floor entrance and customer service area that would have access from the outside.

Operational Changes:

1. Utilize scheduling software to allow for online booking of the ice arena, theater, and meeting rooms in the facility by the public. This should increase the usage of the various components of the building.
2. Promote naming rights for the exterior of the building, ice rink, theater, and other components.
3. Improve marketing focus of the Civic Center by increasing the budget for marketing, hiring additional staff, and providing incentives for staff to increase marketing efforts and booking additional events.

4. Offer and promote figure skating by recruiting figure skating instructors, encouraging figure skaters to get lessons, and promoting the sport.
5. Improve usage of the ice arena by developing an improved series of ice skating lessons for residents of Decatur and the region to learn figure skating and hockey.
6. Utilize the arena space for basketball leagues and other sporting activities during times when the ice is not in use.
7. Allocate a larger percentage of the city of Decatur and village of Forsyth hotel bed tax to the marketing of the Decatur Civic Center to allow it to attract additional concerts, events, hockey tournaments, and meetings which would benefit hotels in both communities.
8. Achieve higher utilization of the available ice time at the arena. The historical usage levels range between 47% and 50% of the available hours that the ice rink is open. These numbers are on the low end of the range of ice rinks on a nationwide basis and indicate that the existing facility does not achieve sufficient usage levels. This could be improved through additional marketing for ice related activities. Our analysis indicates that the addition of a second rink is not feasible due to the lower usage levels of the primary rink during the winter season.
9. Provide storage room to Decatur Blaze and/or any future minor-league type teams.
10. Provide additional funding and maintenance to make cosmetic improvements to the Decatur Civic Center building on an annual basis including updates such as painting, new carpet, etc.

Renovations to Decatur Civic Center

11. Purchase new flooring to improve timeliness for switching the ice to dry uses in order to draw greater numbers of events with quicker turnarounds.
12. Develop new and improved locker rooms at the east end of the building for teams utilizing the ice rink.
13. Upgrade the scoreboard in the arena.
14. Develop improved pro shop and reopen the concession stand for the teams visiting the ice rink.
15. Develop 5 or 6 suites/boxes overlooking the arena on the second floor that could be sold to area companies and individuals on an annual basis if the city makes the commitment to host more events than recent history.
16. Improve HVAC and ventilation in arena and throughout the building to allow ice rink to be open for a longer season by reducing humidity in the summer and reduce potential spread of germs such as COVID-19.
17. Add additional electrical outlets to improve ability to host larger expos and events

for increasingly technology savvy hosts.

18. Update chairs, piping and draping for the arena during times when they are hosting events.
19. Add natural light as part of a renovation of the roofing area.
20. Renovate the ice arena to allow the ice to be used for a longer season.

Development Costs: The renovation of the Decatur Civic Center including relocating the entrance of the Decatur City Hall to the first floor is projected to range between \$5,000,000 and \$10,000,000. This is based upon our review of initial cost estimates from the city of Decatur and considers the scope of recommendations for the renovations.

NATIONAL MEETING VENUE OVERVIEW

A variety of specialized venues have been developed to meet the diverse needs of convention and meeting business. Below is a list of common meeting facility types.

Definitions

Convention Centers – These centers typically incorporate exhibit, meeting, and ballroom space. Usually located in medium to large-sized cities, convention centers tend to focus on attracting out-of-town economic impact-generating events such as conventions and tradeshows. Convention centers also tend to host many secondary events such as corporate meetings, public shows, and banquets. Typically, one or more convention-quality hotels are usually close to the center.

Conference Centers – Smaller than convention centers, these facilities usually possess both flexible and dedicated meeting space and banquet space. Most traditional conference centers do not incorporate prime exhibit space. Most centers focus on accommodating local and non-local corporate meetings/conferences and other local event activities such as private receptions and banquets. Many conference centers are situated within hotel facilities. Conference centers are further broken into several categories related to their type/focus:

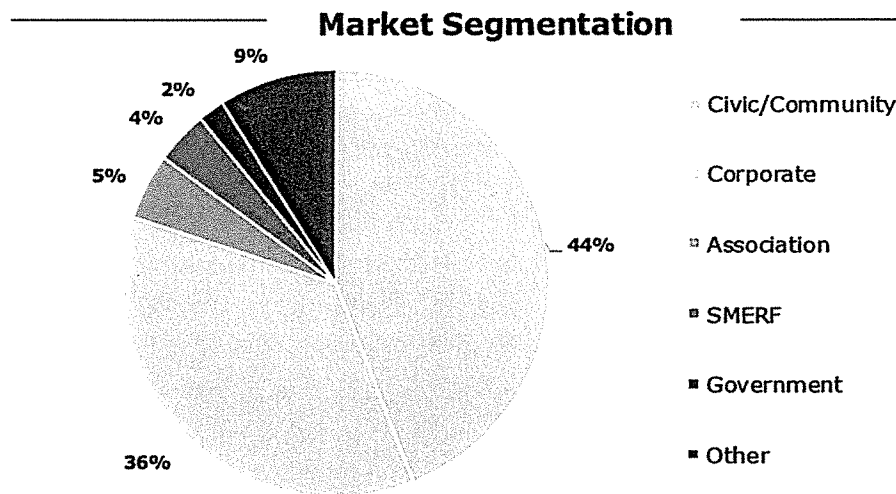
- Corporate Conference Centers - Corporate centers are typically planned for only the use of the parent corporation with specialized facilities but often become open market centers with changing corporate needs. These centers are usually designed to high commercial standards and can appear to guests as comparable to executive or even resort conference centers.
- Executive Conference Centers - User groups are typically corporations, associations, and other organizations that emphasize the quality of accommodations and services over price. This type of facility was developed primarily to satisfy upper-level management meetings and educational/training seminars. Facilities usually include state-of-the-art audio/visual equipment and are staffed with conference coordinators. Recreational amenities are generally limited. Executive conference centers are typically located near urban areas with concentrations of large corporate facilities.

- Resort Conference Centers - The meetings held at resort conference centers are like those held at executive or corporate-owned conference centers, but with a greater emphasis on recreation and social activities for conferees. These centers are typically, but not always, located in a resort environment and have extensive on-site recreational amenities.
- College/University Centers - These conference centers are typically owned by a higher educational institution. These centers cater to college/university affiliated guests, Executive MBA programs, or the open market.
- Exposition Centers - These centers usually consist of large exhibit-focused structures possessing little or no breakout meeting and banquet space. Expo facilities tend to be lower-cost facilities (per gross square foot) than convention and conference centers. Most events accommodated by traditional expo centers are local in nature. Types of events held at expo centers include public/consumer shows, festivals, and other events requiring sizeable flat floor space.
- Community/Civic Centers - Community/Civic Centers tend to vary widely in terms of their physical and operational characteristics. Many centers offer multipurpose space that can accommodate a wide variety of event types. Most event activity at these facilities is generated by attendees from the local area, and, as such, hotel availability is not a primary concern for most events.
- Spectator Arenas - These facilities are tiered seating venues that primarily accommodate spectator events such as sporting events, concerts, family shows, and circuses. Some spectator venues can configure the arena floor and/or retract some or all its seating areas to accommodate certain types of flat floor events such as graduations, public shows, and recreation activities.

Conference Centers

Tier IV convention centers are sometimes positioned as or referred to as conference centers since they often lack larger exhibit space and attract smaller groups. The *2019 Trends in the Meeting Industry* report, jointly compiled by IACC and SHFM, surveyed conference centers in North America and classified them by size, location, and type. Data in this section is taken from the *Trends* report.

The *2019 Trends in the Meeting Industry* analyzed venues without a lodging component. Of those, most were corporate centers (47%) followed by executive (46%) and college/universities (7%). By location, most were city locations (77%) followed by suburban (19%) and rural/non-resort (4%). Most business at non-residential centers is garnered from civic/community organizations and corporations. Associations, SMERF, government, and other meeting types fill in the rest. Nearly three-quarters of the facilities were owned by corporations (73%) and 14% were owned by university/non-profits. Private investors owned 5% of the centers.



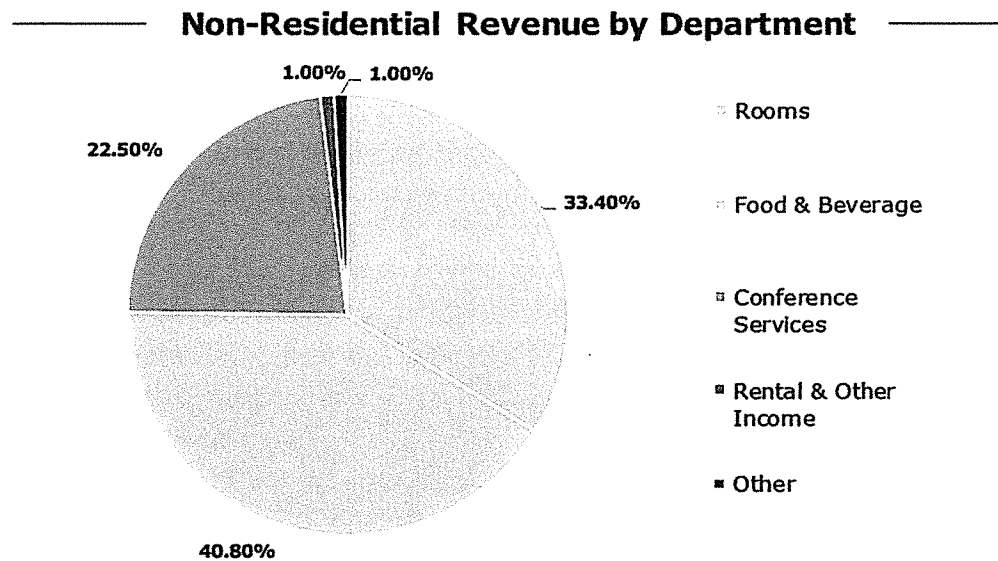
Source: IACC, SHFM 2019 Trends in the Meeting Industry

Businesses and associations represented the bulk of the demand. Day centers and non-residential facilities that market their venues are equally dependent on drawing local/regional (49%) and national (49%) attendees. Their most significant source of competition is from full-service hotels.

In terms of meeting space, large meeting rooms (40+ people), medium meeting rooms (15-14 people), and breakout rooms comprise the bulk of room types in non-residential venues. Universities have the most meeting rooms on average (70) followed by Corporate (52) and Executive (12) venue types.

At non-residential centers, external groups pay more than twice as much as internal groups for daily meeting packages (DMP). On average, internal groups pay \$72.95 versus \$162.47 for external groups.

Non-residential venues receive the bulk of their revenue from food and beverage sales (40.8%) followed by room rentals (33.4%). Conference service revenue is also higher (22.5%) at non-residential venues compared to residential sites (14%).



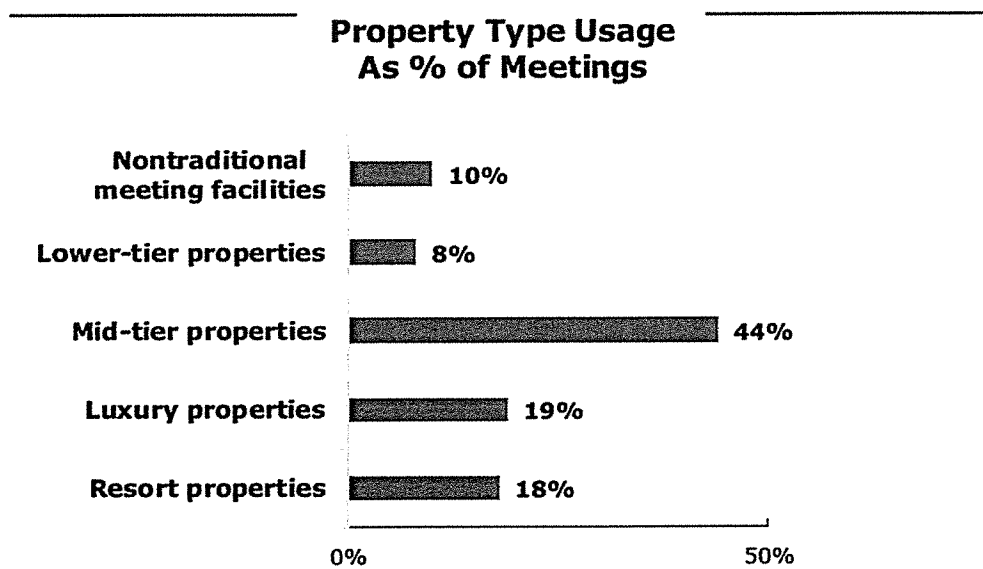
Source: Hotel & Leisure Advisors

Meeting Trends

According to the *American Express 2021 Global Meetings and Events Forecast*, which is based on a survey of more than 560 meeting professionals worldwide, the industry is ready to move forward and adapt to new challenges presented by the COVID-19 pandemic. North American respondents estimated that 23.6% of their events in 2021 will include a virtual component and will be smaller local events with fewer than 25 attendees that require no air travel or hotel rooms. They expect that 45% of their virtual/hybrid meetings will be web conferences, and 27% of all virtual/hybrid meetings will make use of a mobile app.

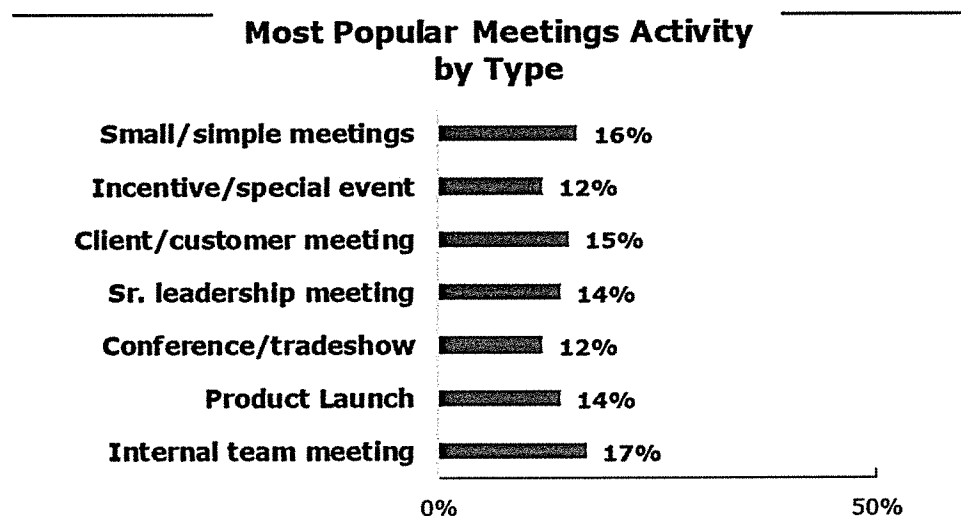
Regionally, respondents anticipate decreases across most types of meetings; however, 36% expect the number of senior leadership or board meetings to stay the same. Meeting length is anticipated to be longest for in-person incentives/special events, at 3.6 days on average per meeting, while the longest type of hybrid meeting is predicted to be conferences/trade shows, at an average of 9.7 hours.

The following charts show which property types and meeting type categories U.S. meeting planners prefer for scheduling events.



Source: 2021 American Express Meetings & Events Forecast

Mid-tier properties continue to be the most popular property type in the U.S., followed by luxury and resort properties, and non-traditional meetings facilities.



Source: 2021 American Express Meetings & Events Forecast

Internal team meetings and small/simple meetings are the most prevalent in the U.S., accounting for 32% of all meetings when the two types are combined.

American Express Meetings & Events client meeting data from the Meetings Insight platform was used to identify the top five meeting destinations booked between October 2019 and September 2020. Orlando topped the list, followed by Las Vegas, New York City, Washington, DC, and Dallas.

COMPETITIVE MEETINGS MARKET ANALYSIS

In determining market demand for the subject facilities, it is important to evaluate existing venues that would compete with, or are comparable to the subject venues for groups, associations, weddings, parties, conferences, and other events.

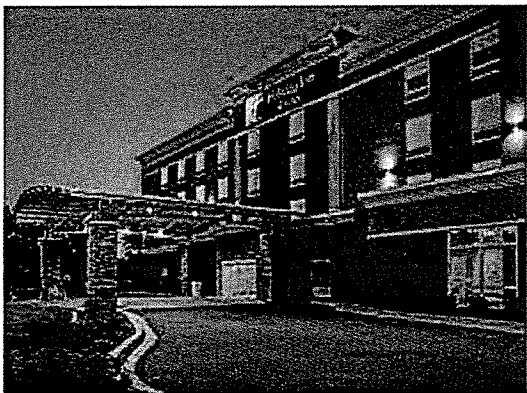
Having reviewed regional event venues, we have determined that five facilities are comparable to the subject based on pricing, sizing of the facility, and quality of the property. The following includes a photo and summary of each meeting venue.



Hickory Point Golf Club Banquet Facilities



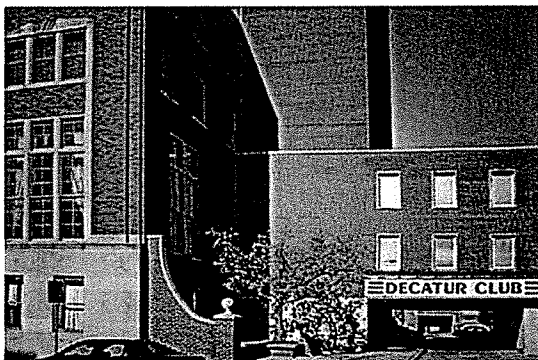
Decatur Hotel and Conference Center



Holiday Inn & Suites Decatur-Forsyth



Mt. Zion Convention Center



The Decatur Club

Hickory Point Golf Club Banquet Facilities, a Decatur Park District property, is 6.5 miles north of the subject on West Weaver Road in Forsyth, Illinois. The property's indoor banquet facility features cathedral ceilings and large windows offering views of the golf course. The facility can hold up to 200 people seated banquet style. Food and beverage services, which are not provided by the facility, must come from a list of preferred vendors. The facility rents for \$1,000 to \$1,800 for a full day (8 a.m. to 12:00 a.m.) on Saturdays. The \$1,800 charge includes banquet services such as an on-site event coordinator, custom floorplans, linens and china. On weekdays, the facility rents for \$400 for five hours, plus \$50 per additional hour. The Sunday rental fee is \$500 for a five-hour rental plus \$75 per additional hour, or \$1,250 for the entire day with full banquet services. Event planners have the option of adding the property's grill room space on to any banquet rental for an additional fee of \$150. The property also has a 4,800-square-foot open-air pavilion with seating capacity of 350. The all-day cost to rent the pavilion, which includes banquet services, is \$900 on Saturdays and \$750 on Sundays.

Decatur Hotel and Conference Center is 4.6 miles west of the subject on US 36 West in Decatur, Illinois. It represents the largest meetings venue in the area. The property's meeting space spans throughout the 370-room hotel and boasts over 55,000 square feet of space, including a 7,000-square-foot outdoor event area. There is a total of 33 configurable meeting rooms. The largest space, Holiday Hall, has 14,406 square feet of meeting space and can convert into nine classrooms. Holiday Hall can accommodate 2,000 people theater style, and up to 1,250 people banquet style. The next largest room, Fountain Hall, features 13,060 square feet of open meeting space that can accommodate 1,000 people theater style or up to 750 people banquet-style. The 6,200-square-foot MLK Ballroom, which seats up to 250 people banquet style, is typically used for weddings and private events. The property does not charge a rental fee for meeting space but there is a food and beverage minimum applied to all events. Management reported that there is insufficient demand in the market to justify adding additional conference space as their occupancy levels are below national averages.

Holiday Inn & Suites Decatur-Forsyth is approximately five miles north of the subject on North Wingate Drive in Forsyth, Illinois. The 113-room hotel property has three meeting rooms and a total of 3,000 square feet of meeting space that can accommodate up to 250 people. The property offers full-service catering and state-of-the art audio visual equipment. In addition to a 24-hour on-site food mart, hotel amenities include a full-service restaurant and bar, Burger Theory, which is attached to the hotel and banquet space. The property charges a facility rental fee along with per-person catering fees for all event types.

Mt. Zion Convention Center is located 7.5 miles southeast of the subject in Mt. Zion, Illinois, along State Highway 121. This multipurpose meeting and convention facility features an 11,000-square-foot Grand Ballroom that can be divided into three smaller rooms as well as three other small meeting rooms. The facility can accommodate groups from as few as ten people to as many as 800. For weddings, the charge to rent the grand ballroom is \$1,800 on Fridays, \$2,200 on Saturdays, and \$1,600 on Sundays. Corporate pricing for the Grand Ballroom ranges from \$1,050 Monday through Thursday, to \$1,850 on Saturdays. Rental fees include tables and chairs, a stage, basic sound system, set up and tear down. Event planners must select their caterers and other service providers from a list of preferred vendors.

The Decatur Club is located just 0.4 miles from the subject in Downtown Decatur. This private, members-only dining and meetings facility has been a part of Decatur for over a century. The club features 12 flexible meeting rooms for groups as small as six and as large as 300. The smallest room rents for \$100 per day while the largest room (the Grand Ballroom) rents for \$700 per day. Rental fees are for six hours; each additional hour is \$250. All food and beverage items must be provided by the Decatur Club, and the facility has add-on charges that include a bar set-up fee (\$50/bar), cake cutting and service fee (\$75), and meat carving fee (\$75). The property is accepting nonmembers for banquets and events.

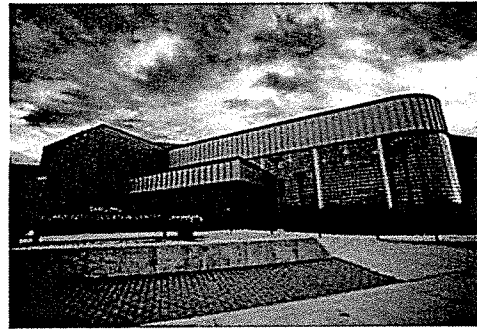
Conclusion: Our analysis of the existing meeting space in the area in comparison with the meeting space at the Decatur Civic Center indicates that there is sufficient space for various groups and events, and we did not observe a strong need for additional meeting and conference space. Although additional space at the Decatur Civic Center would probably receive some use, the performance levels of a number of the properties are below national averages for similar types of hotels and event centers indicating that additional meeting space may not achieve strong financial performance.

COMPETITIVE THEATER MARKET ANALYSIS

The following summaries describe the two regional performing arts venues that we have determined are comparable to the subject based on pricing, sizing of the facility, and quality of the property.



**Millikin University Center for
Theatre & Dance**



**Richmond Community College
Shilling Auditorium**

Millikin University Center for Theatre & Dance is approximately 1.3 miles west of the subject on Millikan University's 75-acre campus in Decatur, Illinois. The university broke ground in May 2018 on the \$29 million Center for Theatre & Dance building, which features a flexible 250-seat theater with an orchestra pit, balcony, and tech gallery with a tension wire grid. The building opened in the summer of 2020, but due to the COVID-19, it has not yet hosted a performing arts production. In addition to the theater, the building features lighting and sound labs, a costume studio, a costume classroom, collaboration spaces, acting studios, design classrooms, practice rooms, theater equipment offices, and support facilities for staff. The university stated that the theater will be used primarily for student productions, and they have no plans to rent it out to the public.

Richland Community College Shilling Auditorium is 6 miles northwest of the subject on the college's main 155-acre campus in Decatur, Illinois. The 325-seat Shilling Auditorium, located in the Shilling Community Education Center, is available to rent for lectures, corporate events, and theatrical performances. The facility features a large stage as well as fully integrated lighting and sound systems. The eight-hour rental fee is \$805 for nights and weekends and \$565 for weekdays. Shilling Auditorium can also be rented for four hours, with fees ranging from \$330 for weekdays and \$540 for nights and weekends. In March 2021, the college announced that the Shilling Auditorium and Bistro 537, a full-service restaurant also located in the Shilling Community Education Center, will undergo renovations beginning in 2022. The auditorium refurbish will include paint, new seats, and energy-efficient lighting.

Conclusion: Our analysis indicates that the Decatur market contains three quality theaters, including the one at the Decatur Civic Center, which is a high number considering the size and population of the Decatur area.

RECOMMENDATIONS FOR IMPROVEMENTS OF MEETING SPACE AND THEATER

Our analysis indicates that the subject property could add additional meeting space to allow it to better compete with larger conference and meeting venues in the Decatur area as well as throughout Illinois. There are many municipally owned conference centers located throughout the United States that offer a wide range of meeting and conference options with larger ballrooms, multiple meeting rooms, and additional pre-function space. This could be added to the subject facility through either a conversion of municipal office space or the expansion of the building. However, these types of municipally owned conference facilities typically do not make a profit and rather they are developed as a facility to attract overnight guests or provide meeting space amenities for local residents. Our recommendation is for the city to consider increasing their meeting space by up to 3,000 square feet as part of the City Hall redevelopment. Having a slightly larger meeting space would benefit the facility by allowing it to host a larger number of social events such as weddings which typically require capacities of 200 to 300 guests. If the facility had a ballroom of 3,000 square feet, this would allow 250 people at 72 inch round tables. This would be approximately twice the size of the existing meeting rooms.

Our review of the theater indicates that its usage levels are somewhat limited and there is opportunity to utilize it more for conferences and meetings in addition to theatrical events. We do not recommend any expansion of the theater facility, but we do recommend renovations for the theater seating and back of the house areas. We do recommend the following operational improvements for the theater.

1. Increase the number of events utilizing the theater including various types of concerts, comedy, movies, kids shows, theater, education, and other types of events
2. Expand the usage of the theater by bringing in additional tenants that would utilize the space
3. Allow service of food and alcoholic beverages in the theater, which would increase revenues for the organizer of the concert, performance, or event

SWOT ANALYSIS OF SUBJECT

We assessed the competitive position of the Decatur Civic Center's ice arena as it compares to the defined competitive supply discussed in this report in the following SWOT analysis.

Strengths

- The subject is conveniently located in downtown Decatur within walking distance to various attractions, office buildings, restaurants, and other commercial space in the downtown area. Tourists visiting the various Lincoln historical sites can easily visit the subject property.
- The subject property offers a mix of uses including a theater, ice arena, multilevel lobby area, meeting rooms, and municipal offices.
- The site offers a large well-maintained parking lot with 450 spaces and has additional grassy area for future development. The 9.62-acre site provides a sufficient size for possible expansion of the Civic Center.
- The subject is the only ice arena in Macon County and within an approximately one hour drive of Decatur. The subject offers the only place to go ice skating for people interested in playing hockey, learning to skate, recreational skating, or possible figure skating.
- The arena has the ability to be covered with a wood floor and used for dry events such as exhibitions, conferences, concerts, and other events with a capacity of up to 4,000 people.
- The subject offers a 460-seat theater that provides a tiered viewing experience for attendees to various events, educational classes, and theatrical productions.
- The subject office space includes 34,399 square feet and provides an attractive, well-equipped office space for the over 200 employees of the city of Decatur.
- The subject offers a 1,270-square-foot meeting room that is divisible into two rooms that can be used for meetings, social events, and other activities.

Weaknesses

- The subject site is approximately five miles from Interstate 72, which limits visibility and access from regional travelers driving on the interstate.
- The subject was built in 1980 and is in need of cosmetic and structural renovations. Although funds have been spent on improvements to the structure, my observation and the feedback received during a wide range of interviews and our Survey Monkey survey indicates that people would like to see an update of the cosmetics of the building such as new paint, wall vinyl, furnishings, etc.

- We understand the ice arena is unable to be kept in a frozen state year-round due to the building's humidity during the summer months.
- The downtown neighborhood surrounding the subject site has a lack of any hotels. For hockey tournaments and groups utilizing the Decatur Civic Center, overnight travelers have to stay five miles away in Forsyth or at other properties around the outskirts of Decatur.

Opportunities

- The Decatur Civic Center has land to consider adding additional amenities such as a restaurant, family entertainment center, and/or hotel. These components could be added to the facility in conjunction with an increased marketing campaign to increase the usage of the theater, arena, and meeting space components of the building.
- The ice rink at the Decatur Civic Center usage levels indicate that there are opportunities for additional groups and individuals to rent ice and utilize the ice arena. Our analysis indicates that there are no figure skating lessons or programming offered at the ice arena, and this could be an opportunity to increase usage of the facility.
- The theater and meeting space at the Decatur Civic Center are not used a substantial portion of the year indicating an opportunity for additional educational or theatrical organizations to utilize it.

Threats

- The current COVID-19 pandemic and closing of hotels and attractions indicates a threat to the major renovation and/or expansion of the Decatur Civic Center as it will heavily rely upon local and regional visitors.

PROJECTIONS ASSUMING PROPOSED IMPROVEMENTS

Based on interviews with comparable facilities, our knowledge of the market area, and consideration of factors such as competent and efficient management, a well-defined marketing program, the location of the subject property, and the quality of its facility, we have estimated future usage and revenues for the subject facility. We have projected a range of performance assuming implementation of some or all of our recommendations for the facility. Our recommendations assume a renovated facility, a more aggressive marketing program, and greater usage of the various components of the facility including the ice arena, theater, and meeting & event space.

Forecasted Performance Analysis

Decatur Civic Center As Renovated

	Historical 2019	Stabilized Year (2021 dollars)	
		Low	High
Visitors (rounded)	137,068	160,000	190,000
Average revenue per square foot excluding city funding (105,216)	\$4.70	\$6.18	\$8.55
Average revenue per visitor (excluding city funding)	\$3.61	\$4.06	\$4.74
Total revenue	\$1,457,130	\$1,625,000	\$1,925,000
Total revenue excluding city contribution	\$494,810	\$650,000	\$900,000
City of Decatur contribution/rent	\$962,320	\$975,000	\$1,025,000

Note: Totals may not add due to rounding

Source: Hotel & Leisure Advisors

With the implementation of a renovated facility and a stronger marketing effort, we forecast that the number of visitors to the facility will increase from the 2019 base year. The facility will also be able to increase its prices for rentals as it will be offering a higher quality experience to levels more similar to those charged in other central Illinois cities as we profiled in the section. These increases will occur due to increased number of events in the theater, ice arena, dry arena, and meeting space, all of which have times when they are not being used. The goal of the increased usage is to increase the non-city of Decatur revenue contribution to the facility while maintaining the city of Decatur contribution at a similar level.

We expect the facility to require additional marketing funds to achieve the higher revenue figures in order to develop and promote events, develop a figure skating program, increase advertising and marketing, and hire additional marketing staff. We project the city of Decatur contribution will remain at a similar or higher level in order to fund this increased marketing for the renovated Civic Center. The increased number of visitors will utilize the area hotels, restaurants, and other facilities and provide a boost in the local economy. We recommend funding for the development of additional events at the Civic Center to come from a portion of the bed tax from both Decatur and Forsyth as the additional events and tournaments will bring in more overnight rooms and boost the performance of area hotels.

We forecast that the number of visitors will grow between approximately 17% and 39% while the total revenue excluding city contribution will grow between 31% and 82%.

NATIONAL RESTAURANT MARKET OVERVIEW

With more than one million restaurant locations, the U.S. restaurant industry is the second-largest private-sector employer in the nation. It was projected to employ 15.6 million people in 2020 (about one in 10 working Americans) and represents approximately 4% of the U.S. GDP. According to 2019 dining trends reports from Zagat and the National Restaurant Association, Americans were dining out 5.9 times per week on average and spending 51% of their food dollars at restaurants, up from 25% in 1955.

Before the COVID-19 outbreak, the National Restaurant Association's Restaurant Performance Index (RPI) – a monthly composite index that tracks the health of and outlook for the U.S. restaurant industry – stood at 101.9 in February 2020, up 0.1 percent from a level of 101.8 in January. What is more, a majority of restaurant operators reported higher same-store sales and customer traffic in both January and February.

Since the pandemic outbreak in March 2020, however, the restaurant industry has suffered the most significant sales and job losses than any other industry in the nation. As of December 1, 2020, more than 110,000 eating and drinking places were closed for business temporarily, or for good, and nearly 2.5 million jobs were lost, according to the National Restaurant Association's *2021 State of the Restaurant Industry* report. The majority of permanently closed restaurants were well-established businesses in operation for an average of 16 years; 16% had been open for at least 30 years.

Sales

The National Restaurant Association reported restaurant sales fell to \$659 billion in 2020, down 23.8% from 2019 and \$240 billion below expected levels. Sales at full-service restaurants hit \$199.5 billion, down 30% from 2019, while limited service sales fell 6% to 290.4 billion. Bars and taverns fared the worst, reporting \$7.7 billion in sales, down 65% from 2019.

The following table, adjusted for inflation, shows restaurant sales for the past five decades along with the 2021 projection:

Foodservice Sales (\$ Billions)	
Year	Sales
1970	\$42.8
1980	\$119.6
1990	\$239.3
2000	\$379.0
2010	\$586.7
2013	\$659.7
2014	\$683.4
2015	\$745.6
2016	\$766.0
2017	\$798.7
2018	\$833.1
2019	\$864.3
2020	\$659.0
2021 (projected)	\$731.5

Source: National Restaurant Association

Restaurant and foodservice sales figures in 2020 include all types of restaurants, including commercial, non-commercial, and military service restaurants. For our overview, however, we focused specifically on restaurants, bars, and taverns, which represent the bulk of consumer spending.

Commercial Restaurant Sales - in Billions					
	2019	2020	2019-2020 % Change	2021 Estimated	2020-2021 % Change
Full-service restaurants	\$285.0	\$199.5	-30.0%	\$220.8	10.7%
Limited-service restaurants	\$308.9	\$290.4	-6.0%	\$313.6	8.0%
Bars & taverns	\$22.0	\$7.7	-65.0%	\$13.9	80.2%
All other establishments	\$248.4	\$161.5	-35.0%	\$183.2	13.5%
Total	\$864.3	\$659.1	-23.8%	\$731.5	11.0%

Source: National Restaurant Association, State of the Restaurant Industry 2021

Due to mandated closings for dine-in service in 2020, bars and taverns experienced a 65% decline in sales for the year and full-service restaurants saw a 30% drop. Sales were down only 6% for limited-service restaurants, which were better positioned for takeout and delivery services. The expected 11% increase in U.S. restaurant sales in 2021 will still not be enough to offset the industry's steep losses in 2020.

Full-Service vs. Limited-service Restaurants

Most restaurants fall into the full-service and limited-service (quick-service and fast-casual) categories. As expected, full-service restaurants generate a higher average check, but limited-service restaurants generate higher median sales per seat since more patrons are typically served.

Full-Service vs. Limited-Service Restaurants		
	Full service	Limited service*
Median Average Check	\$20	\$10
Median Food Sales per Seat	\$7,765	\$12,278
% Owner Operated	96%	73%
Sales per Square Foot	\$310.40	\$390.00

* Includes quick-service and fast-casual restaurants

Source: National Restaurant Association 2016 Operations Report

The following table outlines key revenue and expense items for full-service and limited-service restaurants.

Full-Service vs. Limited-Service Restaurant Expenses		
	Full service	Limited service*
Cost of Food & Beverage Sales	32.5%	33.3%
Salaries & Wages (including benefits)	32.5%	27.5%
Restaurant Occupancy Costs	5.7%	3.3%
Income Before Income Taxes	6.1%	6.6%

*All amounts are median values

Source: National Restaurant Association 2016 Operations Report

The following table highlights six high-performing restaurant chains, which are owned and operated by leading restaurant groups. These companies generated combined sales of more than \$21 billion in 2019.

Top Restaurant Groups by Sales Volume			
Company	2019 Total Sales	2019 Total Units	Average Sales per Unit
Darden Restaurants Olive Garden, LongHorn Steakhouse, Yard House, The Capital Grille, Seasons 52, Bahama Breeze Island Grille, Eddie V's Prime Seafood, Cheddar's Scratch Kitchen	\$8,510,400,000	1,785	\$4,767,731
Bloomin' Brands Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill, Fleming's Prime Steakhouse & Wine Bar	\$4,139,389,000	1,173	\$3,528,891
Brinker International Chili's Grill & Bar, Maggiano's Little Italy	\$3,217,900,000	1,665	\$1,932,673
The Cheesecake Factory The Cheesecake Factory, Grand Lux Café, RockSugar Southeast Asian Kitchen	\$2,482,692,000	206	\$12,051,903
Dine Brands Global Applebee's	\$131,200,000	69	\$1,901,449
Au Bon Pain	\$256,500,000	171	\$1,500,000

Source: Individual annual reports

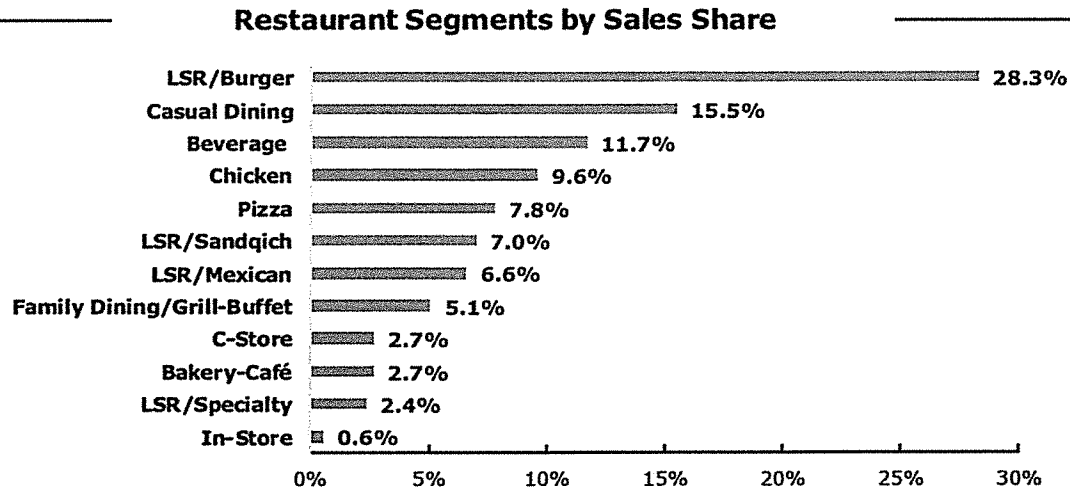
It should be noted that among these top restaurant groups with fiscal years ending in December 2020 (Bloomin' Brands, The Cheesecake Factory, and Dine Brands), total restaurant sales were down by an average of 24% compared to prior year sales:

Chain Restaurant Performance

Nation's Restaurant News (NRN) compiles a Top 200 report that ranks the nation's largest restaurant chains and analyzes the industry by segment. In its most recent release, which covers fiscal years ending in late 2019 and early 2020, the country's largest restaurant chains grew their aggregate U.S. systemwide sales 3.8% to \$313.5 billion, overcoming both the early impact of the pandemic and slowing growth in key metrics. Those results bested the 3.6% growth rate, to \$301.9 billion, seen in the prior year.

As a whole, the Top 200 had latest-year average growth in U.S. system sales of 1.4% versus a preceding year average of 3.2% and its average change in estimated sales per unit was 0.3% in the latest year, versus 0.9% in the preceding year.

The following graph from NRN shows the largest segments by share of the total Top 200 sales:



Source: Nation's Restaurant News, Top 200, June 2020

Limited Service/Burger chains were the largest segment by far in the Top 200, claiming more than 28% of total sales and fueled largely by the sheer size of McDonald's. It was followed by the Casual Dining segment, which boasts 61 chains at 15.5%, and Beverage-Snack at 11.7%. Of the 12 segments analyzed, only four (Casual Dining, Limited Service/Sandwich, Family Dining, and Pizza) saw their Top 200 market share decline from the previous year.

The lack of drive-thrus and, for some, less optimized takeout and curbside pickup systems, significantly hampered many casual-dining chains' efforts to pivot their business to off-premise channels after pandemic-related dining room closures. According to the Top 200 report, those new constraints at the tail end of fiscal years for nearly 20% of the Casual-Dining segment contributed to the group's latest-year average decrease in U.S.-systemwide sales of 1.7% compared with growth of 2.2% in the preceding year.

The following tables show the top 20 chains based on U.S. sales and the top 10 fastest growing food chains in the United States.

Top Restaurant Chains by U.S. Sales

Chain	Segment	Domestic Sales (\$Million)	U.S Unit Count	Sales Per Unit
McDonald's	LSR/Burger	\$40,412.7	13,846	\$2,918,727
Starbucks	Beverage-Snack	\$22,282.2	15,046	\$1,480,938
Chick-fil-A	Chicken	\$12,671.2	2,498	\$5,072,538
Taco Bell	LSR/Mexican	\$11,293.0	6,776	\$1,666,617
Burger King	LSR/Burger	\$10,204.0	7,346	\$1,389,055
Subway	LSR/Sandwich	\$10,200.0	23,801	\$428,553
Wendy's	LSR/Burger	\$9,763.0	5,852	\$1,668,319
Dunkin' Donuts	Beverage-Snack	\$9,228.5	5,852	\$1,576,982
Domino's	Pizza	\$7,044.4	6,126	\$1,149,918
Panera Bread	Bakery-Café	\$5,980.3	2,148	\$2,784,125
Pizza Hut	Pizza	\$5,558.3	7,306	\$760,786
Chipotle	LSR/Mexican	\$5,506.8	2,580	\$2,134,419
Sonic	LSR/Burger	\$4,687.3	3,526	\$1,329,353
KFC	Chicken	\$4,546.0	4,065	\$1,118,327
Applebee's	Casual Dining	\$4,085.5	1,665	\$2,453,754
Olive Garden	Casual Dining	\$4,017.5	865	\$4,644,509
Panda Express	LSR/Asian	\$3,946.8	2,209	\$1,786,691
Arby's	LSR/Sandwich	\$3,884.8	3,359	\$1,156,535
Popeyes	Chicken	\$3,812.0	2,476	\$1,539,580
Little Caesars	Pizza	\$3,759.5	4,182	\$898,972

Source: Nation's Restaurant News, The Top 200, June 2020

Fastest Growing U.S. Restaurant Chains

Chain	Sales Growth	Total U.S. Sales (millions)	Unit Growth	Estimated Sales per Unit
ShakeShack	34.5%	\$629.0	36.0%	\$3,919,000
First Watch	30.4%	\$528.8	24.9%	\$1,590,900
Mod Pizza	26.1%	\$493.1	18.2%	\$1,100,000
Raising Cane's Chicken Fingers	23.8%	\$1,470.0	14.3%	\$3,421,700
Tropical Smoothie Café	22.1%	\$576.8	16.0%	\$742,800
Lazy Dog Restaurant & Bar	21.9%	\$213.3	20.0%	\$6,453,600
Chik-Fil-A	21.4%	\$12,670.0	5.7%	\$5,200,000
Wingstop	20.2%	\$1,460.0	9.5%	\$1,200,000
Cooper's Hawk Winery & Restaurant	19.9%	\$338.6	17.1%	\$8,910,500
Popeyes Louisiana Kitchen	18.4%	\$3,810.0	11.6%	\$1,600,000

Source: Nation's Restaurant News, The Top 200, June 2020

Shake Shack took the top spot in the Top 200 U.S. systemwide sales growth rankings, with 34.5% year-over-year growth in the Latest Year. MOD Pizza, which had claimed the number one spot over the past two years, moved to number three. Limited-service chains continue to dominate the top 10 growth ranks, with seven of the 10 operating in the fast-casual or quick-service segments. Four of the ten fastest-growing brands have chicken as a core menu item. All of these chains had double-digit year-over-year growth in domestic sales; however, these results largely predate the impact of the COVID-19 pandemic.

Outlook

The economic toll from the COVID-19 pandemic has been staggering, and 2020 was the most challenging year in restaurant history. The industry, however, is showing promising signs of recovery. According to data from the U.S. Census Bureau, eating and drinking places registered total sales of \$67.3 billion on a seasonally adjusted basis in May 2021, surpassing the February 2020 pre-pandemic sales volume of \$66.2 billion. Restaurant operators are finally expressing optimism about the health and outlook for the industry.

Labor shortages and rising food prices are among the obstacles standing in the way of restaurant growth and performance in the near term, according to the National Restaurant Association. One silver lining is that the pandemic has forced food and beverage outlets to embrace technology and innovation like never before. From online ordering, self-checkouts, and touchless payments to delivery, pick-up, and even ghost kitchens, restaurants have proven that they are resourceful and resilient.

NATIONAL FEC MARKET OVERVIEW

According to the latest data collected by the International Association of Amusement Parks & Attractions (IAPPA), North American families, on average, will visit a full-featured family entertainment center (FEC) 3.2 to 4.6 times per year. The same data indicates that the average dollar spent in an FEC is between \$12 and \$22 per visit, depending on the mix of attractions.

The modern FEC has evolved to include a variety of attractions and experiences. In fact, most include several attractions in a variety of categories. According to IAPPA, the following are common characteristics of an FEC:

- Offers some combination of participatory attractions (including but not limited to those listed below) as well as some type of food concession or service
- Is often in or near a commercial, tourist, or entertainment complex but they can also operate as a stand-alone attraction
- Typically does not charge an admission fee
- Will likely have some indoor area
- Games and attractions are usually "pay-as-you-go"
- May target a certain age group or market or may offer something for all ages

Family Entertainment Center Attractions

Amusement Rides	Golf Driving Ranges
Batting Cages	Indoor Playground Equipment
Birthday Party Facilities	Inflatable Attractions
Bowling Lanes	Laser Tag/Zone Experiences
Bumper Boats/Bumper Cars	Miniature Golf Courses
Children's Eductainment	Paintball Arenas/Fields
Climbing Walls	Simulator/Motion Theater Attractions
Food and Beverage Facilities	Soft Play Areas (ball crawls, dry slides, net climbs)
Arcade with at least 10 Games	Trampolines
Go-Karts	Waterpark Attractions
Zip lines/Ropes Courses	

Source: IAPPA

Types of FEC

More than 10,000 entertainment center facilities span the globe. The rapidly growing FEC industry is composed of new and different categories of indoor and outdoor centers. The following outlines the most popular center types.

Children's Entertainment Center (CEC) – In a CEC, every attraction is targeted to children ages 2 to 8 who are accompanied by their parents. The expanding number of CEC variations reflects the different approaches to play-pure entertainment, including children's fitness, parent-child interaction, or education. The growth of CECs was spurred by the invention of soft contained play equipment (SCPE) that was designed to provide a controlled environment. Since SCPE is compact and can have multiple levels, it is ideally suited for indoor environments.

Today's CECs differ from the eatertainment concepts like Chuck E. Cheese's because the food component is less emphasized and makes up a much smaller percentage of sales, usually about 20% of revenues versus around 50% in a Chuck E. Cheese's.

In addition to SCPE, rides, games, food and beverage, and birthday parties represent a significant portion of CEC business, often as much as 50% of revenue. Many CEC properties host over 100 parties weekly with some of the larger ones hosting more than 200 parties a week.

Soft Contained Play Center (SCPC) – Soft contained play centers (also called pay-for-play centers) fueled the early CEC boom. A basic center has 10,000 square feet of floor space that includes multi-level SCPE, birthday party rooms, redemption games, a concession stand, and a toddler area. The emphasis is on hosting birthday parties and individual play time. A few of these centers also offer drop-off daycare. Although SCPCs were one of the earliest types of CECs, they have not been successful in the long term since they do not offer a sufficient variety of play and entertainment to attract repeat business.

Multi-Attraction Indoor Center – By far the largest of the indoor centers, the multi-attraction facilities offer a substantial array of indoor entertainment. These facilities range from 20,000 to 200,000 square feet and typically include redemption games, bowling, a small- to medium-size soft contained play unit, six or more children's rides, inflatable air bounces, birthday party areas, and a concession stand.

Indoor-Outdoor Center – These centers focus on indoor facilities and outdoor attractions. Outdoor attractions generally include some combination of miniature golf and children's rides, go-karts, and batting cages along with an indoor play area that includes redemption games, a concession stand, one or more anchor attractions, and SCPE.

Children's Edutainment Center (CEdC) – The primary emphasis of a CEdC is on hands-on discovery learning through free spontaneous play but can also incorporate some elements of pure entertainment. To appeal to children and their parents, the CEdC offers a play experience that combines social, pretend, and creative influences into a structured program. Interactive activities typically include play involving water, sand, building blocks and construction, make believe, and arts and crafts. Each of these activities is designed to stimulate a child's mind and enhance skill development.

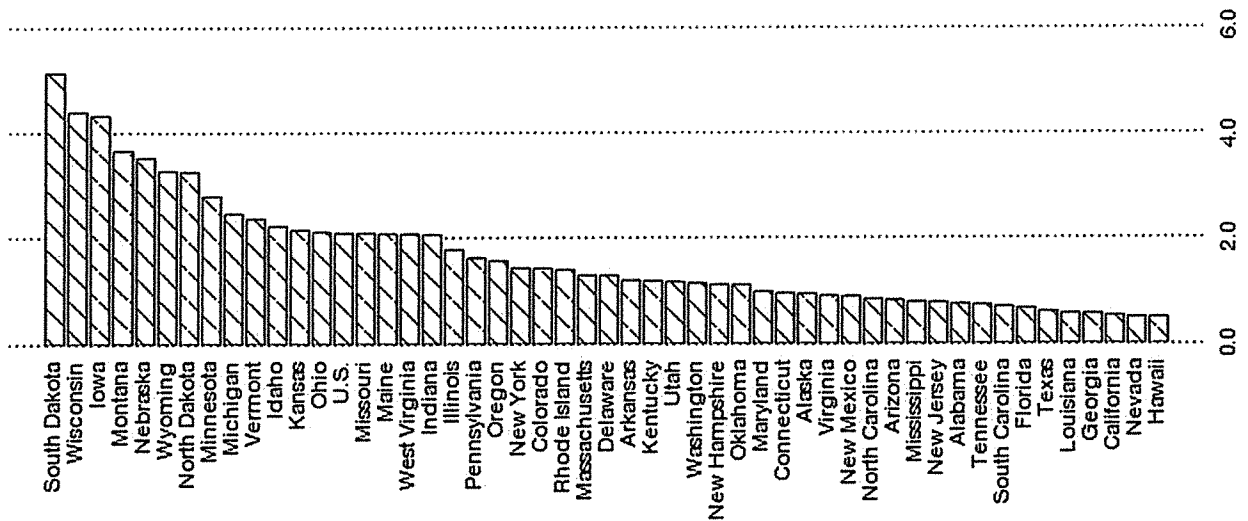
Similar learning through play environments have started to appear in children's and science museums. Examples of a children's museum based almost exclusively on the learning through play philosophy are The Magic House in St. Louis, Missouri, and the New Jersey Children's Museum. There are currently over 300 children's museums in the United States, all of which incorporate some discovery learning through play.

Location-Based Entertainment (LBE), Urban Entertainment Center (UEC) & Retail Entertainment Center (REC) – These are variations of indoor FECs, the main difference being that they are in urban retail/entertainment districts, large malls, or tourist destinations. This category also covers centers not classified as FECs since they draw from a regional or tourist market. These centers are typically 40,000 square feet or larger and target a broad age range. Examples include GameWorks, Disney Quest, and ESPN Zone, which is a hybrid of a FEC and themed restaurant.

Bowling Center – Bowling centers traditionally offer bowling lanes, shoe rental, and a simple food and beverage outlet, although newer centers also include FECs.

Following is a chart that shows the location of the most bowling centers per capita according to the most recent Census data. Bowling centers are far more popular in the Midwest, most likely due to the winter weather. The United States averages two bowling centers per 100,000 residents.

Bowling Centers Per 100,000 Residents



Source: U.S. Census

With 17 locations and more than \$17 million in revenue, Bowl America is one of the larger bowling companies in the United States. Bowling accounts for approximately 70% of its business, which is largely seasonal and dependent on economic conditions and weather. The table below provides financial data for the fiscal years ended June 30, 2019. (Note: 2020 data for Bowl America and other FEC facilities are not included in this report as these businesses were closed for much of the year due to the COVID-19 pandemic.)

Bowl America FY 2019 Financial Data

# of Locations	17			
# of Lanes	682			
Average # of Lanes per Location	40			
		2019 Statistics		
	2019	Ratio	Per Location	Per Lane
Bowling	\$17,141,000	70.2%	\$1,008,294	\$25,133
F&B and Merchandise	\$7,278,000	29.8%	\$428,118	\$10,671.55
Total Revenues	\$24,419,000		\$1,436,412	\$35,805
Cost of Bowling & Other	\$6,084,000	74.2%	\$357,882	\$8,921
Cost of F&B and Merch	\$2,114,000	25.8%	\$124,352.94	\$3,100
Total Cost of Products	\$8,198,000	33.6%	\$482,235	\$12,021
Compensation and Benefits	\$11,074,000	92.1%	\$651,412	\$16,238
Administrative and General	\$948,000	7.9%	\$55,764.71	\$1,390
Total Labor and Administration	\$12,022,000	49.2%	\$707,176	\$17,628
Net Operating Income	\$4,199,000	17.2%	\$247,000	\$6,156.89

Source: Bowl America SEC Filings Form 10-K

Trampoline Parks - The indoor trampoline park concept was launched in the early 2000s; however, it has become increasingly popular in the last decade. The industry has grown from 30 parks in 2011 to well over 1,000 parks worldwide by the end of 2017. According to the International Association of Trampoline Parks, more than 50 million visits were recorded in 2017 in North America alone. A typical space offers an open arena and often dodgeball courts, foam pits, basketball zones, etc. As they evolve, more trampoline parks are adding to the guest experience with obstacle courses, climbing walls, laser tag, and other FEC attractions. Many offer exercise classes and birthday parties. The most dominant franchise is Sky Zone. Founded in 2004, Sky Zone grew to 195 franchised and corporate-owned parks when it was acquired in February 2018 by CircusTrix Holdings. The combination of Circus Trix and Sky Zone creates the largest indoor active recreation and trampoline park company in the world with more than 260 owned and franchised locations in the U.S. According to Sky Zone Trampoline Park's franchise disclosure document, franchises generated annual average gross sales in 2017 of more than \$2.3 million.

Adult Entertainment Center (AEC) - These centers are driving a key trend in the FEC industry, which is a focus on adults seeking escapism entertainment. Particularly popular with younger adults, these newer venues often combine a more refined culinary experience with a variety of nostalgic video games, bowling, interactive gaming and experiences, etc.

The most popular example is Dave & Buster's, a publicly traded chain of 121 facilities worldwide as of March 2019. Each Dave & Buster's offers several traditional entertainment options, including pocket billiards, shuffleboard tables, and its signature Million Dollar Midway featuring electronic, skill, and sports-oriented games. Each facility also offers special events rooms for hosting private social parties, business gatherings and company-sponsored events.

Dave & Buster's caters to adults as well as families; newer concepts are coming on the scene that welcome children during the day but are adult-focused in the evenings or strictly cater to adults. IAPPA's Funworld Magazine reports that the most successful and profitable FEC concepts will focus on bringing adults into upscale social gathering spaces with destination food and beverage and social gaming.

According to the company's latest SEC filing, for the fiscal year ended February 3, 2020, an average Dave & Buster's facility had annual sales of approximately \$10 million. Approximately 42% of revenues were generated from food and beverage sales while 58% were amusement games related. The following table highlights Dave & Buster's companywide revenues and expenses.

Dave & Buster's FY2019 Financial Statistics

# of Stores	137		
Average Store Sq.Ft.	41,000		
Average Revenue per Store	\$9,888,255		
	\$	Ratio	Per Store/ Per Sq.Ft.
Food and Beverage	\$563,576,000	41.6%	\$100.33
Amusement and Other Revenues	\$791,115,000	58.4%	\$140.84
Total Revenues	\$1,354,691,000		\$241.18
Cost of F & B	\$148,196,000	10.9%	\$26.38
Cost of Amusement and Other Revenues	\$85,115,000	6.3%	\$15.15
Total Cost of Products	\$233,311,000	17.2%	\$41.54
Operating Payroll and Benefits	\$322,970,000	23.8%	\$57.50
Other Store Operating Expenses	\$429,430,000	31.7%	\$76.45
Administrative and General	\$69,469,000	5.1%	\$12.37
Total	\$821,869,000	60.7%	\$146.32
Net Operating Income	\$299,511,000	22.1%	\$53.32

Source: Dave and Busters SEC Filings Form 10-K

According to a January 2019 article in *Tourist Attractions & Parks* magazine, more than 45 million people visited Dave & Buster's in 2018, more than Disneyland and Disney World combined. This assumes a per capita spend of \$30.14 and a range of 250,000 to 450,000 annual visitors per store.

Beyond Dave & Buster's, there are several national, regional, and even local concepts coming to the forefront. Lucky Strike, Punchbowl Social, and Main Event Entertainment are looking beyond the traditional bowling alley to focus more on group enjoyment and are marketed as nightlife spots. These eating and entertainment destinations have at least one full bar and a full-service kitchen, private party rooms, and video and HDTV components. Attractions like billiards tables, classic arcade games, laser tag, mini-golf, shuffleboard tables and other entertainment options are also offered.

Main Event, a subsidiary of Ardent Leisure Group of Australia, is a bowling-anchored entertainment business with 43 centers in the United States. In June 2020, Ardent announced that a U.S.-based private investment firm, RedBird Capital Partners, had invested \$80 million in Main Event in exchange for a 24.2% interest in the company, with an option to acquire additional interest in the future. Main Event generated \$344 million in revenue for the fiscal year ending June 30, 2020, which was down 17% from the previous year. Like others in the attractions industry, Main Event was forced to shut down all of its centers in March 2020 due to the COVID-19 crisis. As of June 30, 2020, 38 centers had reopened, but with limited capacity. Three new Main Event centers opened during the year while two were permanently closed due to under performance.

Main Event Entertainment Statistics

Square Footage Range	48,000-75,000
Average Attendance Per Location	465,000
Average Sales Per Location	\$9.7 million
Revenue Breakdown	
Food & Beverage	34.0%
Amusements	30.0%
Bowling	23.0%
Laser Tag	9.0%
Guest Segmentation	
Walk-in	78.0%
Corporate Parties	8.1%
Birthday Parties	7.8%
Schools/Churches	6.0%
Leagues	0.2%

*Source: Ardent Leisure Group Annual Report 2019,
Main Event Investor Presentation 2014*

Possible FEC Franchises

Due to recent and forecasted growth in the family entertainment center market, there are a number of family entertainment center concepts that are gaining in popularity as franchise opportunities. The following describes three such organizations:

- **Funtopia** active entertainment centers offer a variety of challenges, including climbing walls, gravity roller coasters, giant slides, ropes courses, trampolines, soft play, artificial caves, jumps, obstacles, escape rooms, toddler area, and more. The company was founded in 2013, and they have been franchising since 2015. Venues range from 4,500 to 20,000 square feet and depending on the size and number of attractions, projected initial investments can range from \$600,000 to \$1 million or more. Those investment amounts include the initial franchise fee of \$35,000. Franchisees also pay a royalty fee of 6% and a marketing fee of 1% of gross monthly revenue. At Funtopia, sessions are 30 minutes, 1 hour, and 1.5 hours, with most locations charging \$9, \$16, and \$20, respectively. Most locations sell annual membership cards, which range from \$109 to \$129 for the Toddler Area and \$209 to \$229 for the Fun Zone.
- **Thrillz High Flying Adventure Park** is a wipeout-style action adventure park that provides harness-free indoor flying fun with cutting-edge attractions. The main offering is a series of challenges where guests experience the thrill of maneuvering obstacle courses and falling safely from two-story truss system onto gigantic airbags. Other attractions include a 360° virtual reality roller coaster, a next-gen laser tag arena, a prize arcade, black light axe-throwing booths, and an eSports gaming lounge. The company was founded by in 2018 in Danbury, Connecticut. Based on a footprint of 28,000 to 40,000 square feet, the company estimates a total upfront investment will range between \$2 million to \$3 million depending on the market, store size, and location. There is an initial one-time \$60,000 franchise fee as well as a 6% royalty fee and a 2% brand fund contribution fee. At Thrillz, "fly time" sessions are priced at \$12 for 30 minutes,

\$18 for 60 minutes, \$23 for 90 minutes, and \$27 for 120 minutes. Other attractions are priced separately.

- **Whirlyball** is a team sport that combines lacrosse, hockey, basketball, and bumper cars in a game of skill coupled with a touch of chance. The game was first invented in Utah in the 1960s but the business enterprise effectively started in 1980 with the development of the WhirlyBug bumper car by Flo-tron Enterprises. Although a number of Whirlyball venues opened throughout the country, the Chicago area became the prominent area of play. In 2012, the Elias family (owner of three Chicago-area Whirly Ball locations) acquired franchising rights. In addition to a Whirlyball court, the franchise concept includes an on-site kitchen offering "elevated bar fare" and a combination of activities that include bowling, multi-level laser tag, video games, and pool tables. For a franchisee, the total upfront investment will range between \$1.6 million to \$1.8 million or more depending on the market, store size, and location. This includes an initial one-time \$35,000 franchise fee, and the company charges a 5% royalty fee on monthly revenue. Whirlyball courts rent for a minimum of \$250 per hour, and walk-in players are charged \$15 per person for a 30-minute session. Other attractions are priced separately. The facilities also rent out space for private events and offer half-day- and all-day corporate team building packages.

FEC Statistics

We reviewed the September 2020 *FEC Benchmark Report for FY2019* published by the International Association of Amusement Parks and Attractions (IAAPA). Of the 201 FECs surveyed from around the world, 117 were from North America, representing 63% of the total. The majority (68%) of North American facilities were indoor-only and the average facility size was 3.9 acres. Average operating days was 288, with 82% reporting being open 210-365 days. The following information highlights key findings from the report.

North American FEC Statistics - 2019

Average Attendance	288,592
Average Revenue	\$2,700,000
Average General Admission Ticket Price	\$21.56
Overall Average Spend Per Person	\$27.60
Top Activity Revenue Generators	
Attraction/Rides	30%
Admission	26%
Birthday Parties	16%
Food & Beverage	15%
Standard Charge Per Person	
Ropes Course (1 hour)	\$9.28
Laser Tag (per game)	\$7.86
Miniature Golf (per round)	\$7.25
Trampoline Park (1 hour)	\$9.20
Rock Wall Climb (per climb)	\$6.73
Go-Kart (per ride)	\$8.22
Zip-Line (per trip)	\$7.32
Bumper boat (per ride)	\$6.73
VR game (per game)	\$7.10
Average Expenses	
Payroll (% of total revenues)	26%
Rent/Mortgage	14%

Source: IAAPA FEC Benchmark Report for FY2019

While the overall average spend per capita in North America was nearly \$30 in 2019, \$25.50 was spent on admissions only, \$10 was spent on food and beverage, \$6.00 was spent on retail and rentals, and \$16.50 was the average per capita spend on games. Group sales accounted for 35% of all attendance.

In terms of pricing models, 43% of surveyed FECs reported their pricing policy was pay-as-you-go, followed by 35% reporting a combination of pay-one-price and pay-as-you-go, and 22% offering all-inclusive pricing.

An FEC generally has high repeat business. North American FECs reported that nearly half (46%) of their guests visited three or more times a year, and the overall average was 2.7 visits per year. The average length of stay per visit was 2.6 hours, with 52% of guests staying three or more hours.

The following table highlights the primary guest by age group. The study indicates that the largest FEC target audiences are children and teenagers between the ages of 3 and 17 (62%) followed by adults ages 18 to 49 (33%). Among all guests, the average age was 18.4 years.

FEC Visitors by Age

Age Group	%
0-2	4%
3-11	30%
12-17	21%
18-24	16%
25-49	23%
50-64	5%
65+	2%

Source: IAAPA FEC Benchmark
Report for FY2019

Outlook

The FEC industry continues to evolve and grow. With decades of experience and thousands of centers now located worldwide, the industry is well established. According to a January 2019 report, *Family Entertainment Centers Market*, by Allied Market Research, North America generated more than a third of the global FEC revenue and is expected to continue its dominance through 2025. The location-based entertainment (LBE) centers segment, in particular, should continue to see rapid growth due to the integration of interactive and technologically sophisticated innovations such as 3D and Virtual Reality games.

DECATUR RESTAURANT OVERVIEW

According to Decatur Magazine, there are over 70 locally owned restaurants in Decatur and the surrounding communities of Mount Zion and Forsyth. According to ESRI in their Retail Marketplace Profile, there are 196 food services and drinking establishments in Decatur including 9 special food services, 23 bars, and 164 restaurants.

The city of Decatur collects a 2% tax on food and beverage sales. The following table indicates the historical tax collected and implied revenue for the city of Decatur for the past six years. Utilizing ESRI, we have determined the number of restaurants that exists in the city of Decatur currently and have applied this figure to each of the years to determine an average revenue per restaurant.

Food and Beverage Tax Revenue

City of Decatur, Illinois

Year	2% Tax	% Change	Total Revenue	% Change	Open Restaurants	Revenue per Restaurant
2014	\$3,060,481		\$153,024,050		196	\$780,735
2015	3,167,837	3.5%	158,391,850	3.5%	196	\$808,122
2016	3,260,918	2.9%	163,045,900	2.9%	196	\$831,867
2017	3,223,082	-1.2%	161,154,100	-1.2%	196	\$822,215
2018	3,282,137	1.8%	164,106,850	1.8%	196	\$837,280
2019	3,103,403	-5.4%	155,170,150	-5.4%	196	\$791,684
Average	\$3,182,976	0.3%	\$159,148,817	0.3%	196	\$811,984

Notes: We have assumed a number of restaurants has stayed similar through each of the years
Source: City of Decatur and ESRI

The statistics indicate an average revenue of slightly above \$800,000 for a restaurant in Decatur, but this includes a number of smaller food service establishments in addition to larger restaurants and chain outlets. Individual restaurants we interviewed indicated a range of sales from \$500,000 to over \$2,000,000 in annual revenues.

The downtown Decatur restaurant market includes a wide range of restaurants ranging from fast food to sit-down restaurants. Within the downtown market there are nearly 30 restaurant establishments offering various kinds of cuisine. The following chart indicates the number of restaurants located in downtown Decatur by menu type.

Downtown Decatur Restaurants		
Menu Type	Number	%
American	18	62.1%
Asian	3	10.3%
European	2	6.9%
Café/Bakery	1	3.4%
Seafood	1	3.4%
Pub	3	10.3%
Middle Eastern/African	1	3.4%
Total	29	

Source: Yelp and Hotel & Leisure Advisors

As the table indicates, the American category represents the largest number of restaurant types in downtown Decatur followed by Asian. The American category includes restaurants such as sports bars, sit-down restaurants, and fast food establishments.

COMPETITIVE MARKET OVERVIEW

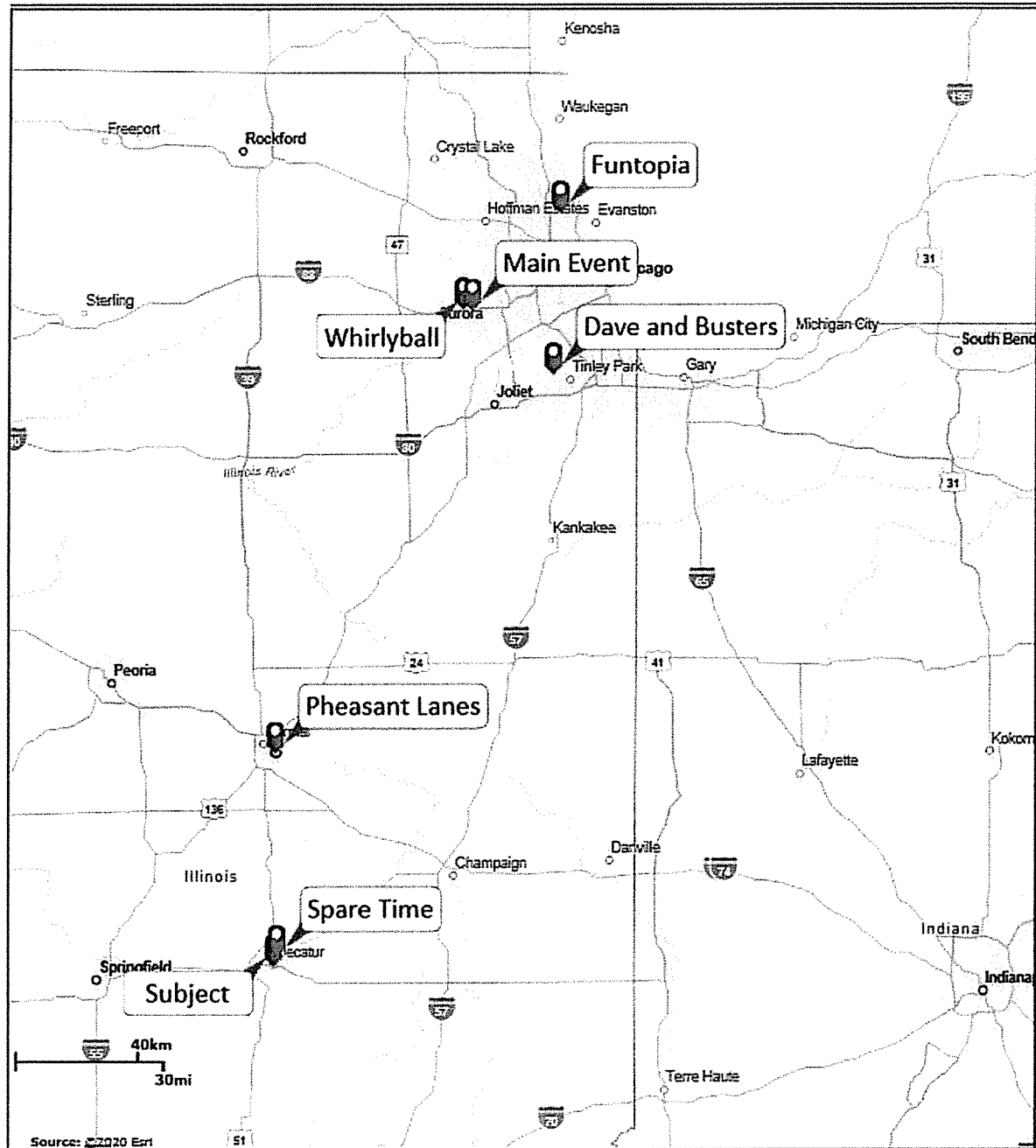
While the national restaurant and family entertainment center industry analysis provides a basis for understanding the current trends for restaurants and family entertainment, we have researched and profiled a grouping of entertainment restaurants that offer a combination of food service, alcohol sales, and family entertainment to customers. There is one property located in Decatur, Spare Time Lanes, while the other remaining properties are located throughout Illinois. They offer a range of food types and entertainment options. We profiled these entertainment restaurant facilities to indicate the types of uses that could be developed adjacent to the Decatur Civic Center.

The following charts list the competitive properties and pertinent information about each entertainment restaurant.

Comparable Restaurant/FEC Venues Overview						
Creek Pub & Grill Chatham, IL	Spare Time Decatur, IL	Pheasant Lanes Family Fun Center Bloomington, IL	Dave and Busters Orland Park, IL	Whirlyball Naperville, IL	Main Event Warrenville, IL	Funtopia Glenview, IL
Arcade, slot machines	Bowling, slot machines, arcade	Bowling, arcade, slot machines, virtual reality, miniature golf	Arcade, billiards, virtual reality games	Whirlyball, laser tag, bowling restaurant, lounge	Bowling, laser tag, arcade games, restaurant and lounge	Indoor kids oriented play zone with ropes course, cave, and various activities for children, snack bar
No	No	No	No	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	Yes
2008	1978	1983	2012	2019	2014	2020
None	Party Package: \$60 per lane for 1 hour - includes shoe rental, a pizza, and a pitcher of soda	Party Package: \$140 for 2 lanes for 2 hours - includes shoe rental, 2 pizzas, and 2 pitchers of soda; \$12 to \$13 per person	Party packages range from \$24-\$35 per person including food, game card, and soda	Whirlyball - \$250 per hour; bowling \$48 - \$68 per hour; laser tag - \$15 to \$25 per player	Party packages range from \$16-\$30 per person including bowling, laser tag, arcade game card, and food	Party packages range from \$21-\$32 per person including access to kids and teens fun zones, ropes course, jungle gym, pizza, and party room
N/A	5	N/A	N/A	\$8-\$12 (Individual)	N/A	N/A
N/A	\$30	\$26	N/A	\$48-\$68 (Up to 6 players)	\$22-\$36	N/A
N/A	40	32	N/A	8	14	N/A
N/A	\$3	\$4	N/A	\$4	\$4	N/A
N/A	Yes	Yes	N/A	No	No	N/A
6	6	5	0	0	0	0
15	15	20	100+	0	100+	0
\$1.00	\$1.00	\$1.00	\$1.25	N/A	\$1.50	N/A
\$7.00	\$2.00	\$4.00	\$11.00	\$8.00	\$6.50	\$2.00
\$22.00	\$10.00	\$18.00	\$25.00	\$22.00	\$15.00	\$10.00
\$12.00	\$4.00	\$8.00	\$14.00	\$12.00	\$11.50	\$6.00
None	Bowling leagues for \$22 per team or \$12 to \$15 per person	Bowling leagues for \$20 per person per week	Range of prices for chips including 750 chips for \$100 or 60 chips for \$12	Whirlyball: \$15 per person for 30 minutes, \$250 court rental per hour; Laser tag: \$15 per person for 30 minutes; buffets range from \$28- \$40 per person	Laser tag: \$5-\$7 for 15 minutes; Virtual Events: \$25-\$33	Fun Zone (Walls, Rope Course, Caving) - \$16 per hour; Jungle Gym - \$10; One-Year Membership - \$229
10,000-square-foot outlet within a retail center with sit-down restaurant with indoor and outdoor seating, arcade game area, and six slot machines	50,000 square-foot building with 40-lane bowling alley with cafeteria style restaurant, lounge, arcade, slot machine area	40,000-square-foot building with a 32-lane bowling alley with indoor and outdoor lounge, Kegler's Pub, fast food, slot machines, arcade, sand volleyball, mining company, miniature golf, virtual reality, weekend glow bowling	25,000-square-foot building with Sports bar, restaurant, arcade game area, Million Dollar Midway, virtual reality games, party rooms, Billiards, 40 foot TV screen	45,000-square-foot two- story building with two Whirlyball court, bowling, laser tag, restaurant, lounge, game area, four event rooms	48,000-square-foot building with 3 pool tables, bowling lanes, laser tag, gravity ropes, arcade games, virtual reality, rock climbing, miniature golf, karaoke	17,500-square-foot facility with ropes course, jungle gym, jump in the air, fun zone sessions are one hour or one and 1/2 hours long; access to the fun zone is every half- hour; focus on toddlers and children
494,023	786,184	840,572	7,218,303	7,733,746	7,524,736	6,673,681
\$55,858	\$56,509	\$57,629	\$73,583	\$79,308	\$79,423	\$79,577



Map of Competitive Entertainment Restaurants



July 09, 2021

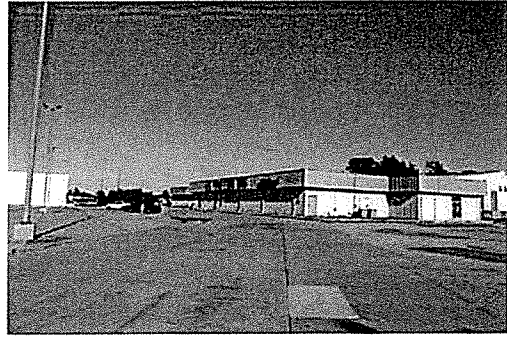
© 2020 Esri

Page 1 of 1

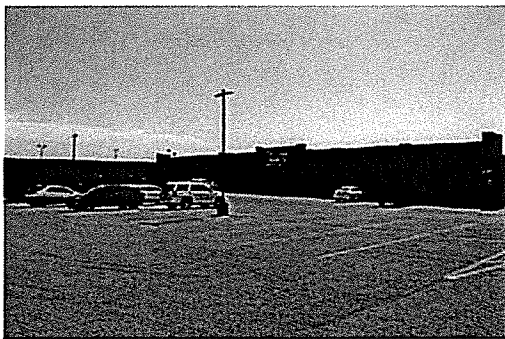
Pictures of Competitors



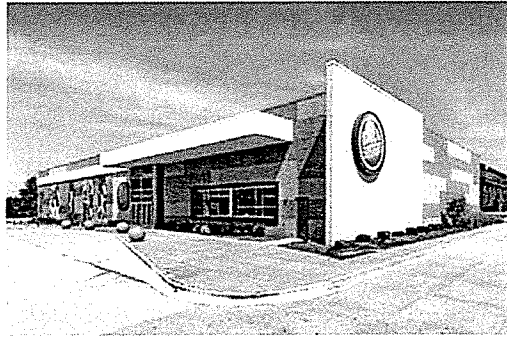
Creek Pub & Grill



Spare Time



Pheasant Lanes Family Fun Center



Dave and Busters



Whirlyball



Main Event



Funtopia

Comparable Facility Analysis

These properties were identified as they each offer food and beverage and an entertainment option. The properties offer a range of entertainment options including bowling, billiards, laser tag, arcade machines, slot machines, play areas, and whirlyball. Our interviews for the Decatur Civic Center assignment indicated a strong interest in an additional food and beverage outlet with entertainment that could be added to the Decatur Civic Center and provide opportunities for locals and visitors to have indoor activities. We have compared the following components of the different entertainment restaurant facilities.

Type of food and beverage: The properties all provide American-style food and alcoholic beverages. The menu choices are typical for an entertainment facility and include pizza, hamburgers, pastas, and other lower-priced food options. Each of the facilities has a bar serving beer, wine, and mixed drinks. Menu pricing ranged between \$2 and \$25 for various food items on the menus. The entrée averages were lowest at the Spare Time in Decatur at \$4, while ranging between \$6 and \$14 at the suburban Chicago facilities.

Year opened: The profiled entertainment restaurants represent a range of ages. The oldest property is the Spare Time bowling facility in Decatur while newer facilities are located in the Chicago suburbs including the Funtopia, which opened in 2020.

Revenues: Based upon our research of the market, we estimate the comparable properties had a range of gross revenues from \$1,500,000 to \$10,000,000. The comparables with higher revenues are located in the suburban Chicago market and include larger facilities with multiple revenue streams.

Days Open: Each of the comparable entertainment restaurants are open seven days a week year-round for both lunch and dinner.

Party rooms: Three of the comparable properties offer separate party rooms while all of the properties have party packages for birthday parties and other social events. The range of pricing for the parties was from \$10-\$32 per person depending upon the components included in the party package.

Bowling: Four of the properties offer bowling with the Spare Time facility at 40 lanes being the largest bowling facility. The price for bowling ranged from \$22 to \$68 per hour per lane and the price per game ranged from \$5 to \$12. Shoe rentals ranged from \$3 to \$4.25 per rental with the lowest price being Spare Time in Decatur. The bowling facilities in Bloomington and Decatur both offered bowling leagues while the suburban Chicago properties did not. The number of bowling lanes available in Bloomington and Decatur is substantially higher than at other facilities.

Slot machines: Three of the properties had five or six slot machines within a separate section of the entertainment restaurant that was limited to adults only.

Arcade games: Five of the properties had arcade games in a separate section targeting youths with price ranges between \$1 and \$1.50 per game.

60-minute population: Decatur has a 60-minute population of 765,002 people which is similar the Creek Pub & Grill, Spare Time Decatur and Pheasant Lanes Family Fun Center, but well below the Chicago suburban area FEC's which have populations around 7 to 8 million people.

60-minute median income: Decatur has a 60-minute median income of \$55,828, which again is similar to the facilities in central Illinois but well below the Chicago area suburban FEC's which have income levels between \$73,000 and \$80,000.

Conclusion: Our analysis of these comparable entertainment restaurant facilities indicates that there is a wide range of entertainment that can be added to a restaurant to create a destination that locals and out-of-town visitors would enjoy spending more time at. Newer facilities with more up to date amenities charge higher prices and are able to achieve stronger performance levels than the older facilities that are more bowling oriented. As indicated in the national overview, there is a trend toward adding additional family entertainment centers throughout the United States and the city of Decatur could benefit from having a newer facility offering different amenities than the existing Spare Time bowling center. However, a developer will need to recognize that the demographics of the Decatur market are weaker than those of the Chicago suburban markets that offer a greater number of FEC's. The size and cost of development for the project will need to be less than in the Chicago suburbs as the projected revenues will also be less.

RECOMMENDED IMPROVEMENTS FOR RESTAURANT AND FEC

Based upon our interviews with a wide range of leaders in the city of Decatur, a review of the results of our survey, and research into the local market, we recommend that a restaurant with family entertainment center could be feasible to develop adjacent to the Decatur Civic Center with an interior or covered walkway between the two buildings where the existing arms forces memorial is located. There currently is only one older bowling entertainment center in the city of Decatur (Spare Time Lanes), and there have been many new trends that have been developed in recent years in markets throughout the United States for enhanced FECs. The development of a quality restaurant and FEC would attract customers from throughout Macon County and beyond to downtown Decatur to enjoy the facilities and visit other areas of the downtown. The restaurant and FEC would help the Decatur Civic Center to attract additional events to the theater, ice rink, and arena. City of Decatur office workers and visitors to the Decatur Civic Center may utilize the restaurant portion of the FEC to obtain lunch, dinner, or a snack or may visit the FEC after work for an event. The restaurant and FEC could be built adjacent to the Decatur Civic Center with a covered walkway connection. The restaurant could provide catering for the meeting space. If a hotel is developed, it could be adjacent to the proposed restaurant and FEC with a covered walkway connection. The following table indicates our recommendations for the restaurant and FEC at the Decatur Civic Center.

Recommended Facility

Proposed Decatur Civic Center Restaurant and FEC

Sizing

Indoor FEC area	20,000 to 40,000 square feet
Restaurant area	3,000 to 5,000 square feet
Patio seating	
Site for restaurant and FEC (excluding parking)	One acre

Rides and Attractions Ideas

Bowling	Billiards
Arcade (50 to 75 machines)	Trampolines
Laser tag	Ropes courses
Escape room	Artificial caves
Miniature golf	Dry play areas
Climbing wall	Big-screen TVs
Bumper cars	Go karts
Giant slide	Esports
Zipline	Whirlyball

Restaurant/Bar Features

Indoor seating	150 seats
Mid-priced menu with American or Mexican cuisine	
Partnership with area brewery	
Liquor license with full bar	

Franchise/branding options

Franchises

Funtopia
Thrillz
Whirlyball

Brands

Dave & Busters
Main Event
Punchbowl Social

Other Features

Slot machines (6)
Redemption/novelty area
Birthday party rooms
Complimentary parking in Decatur Civic Center parking area

Source: Hotel & Leisure Advisors

The following bullets highlight our recommendations for a restaurant and FEC that we assume would be developed by a private company on leased land from the Decatur Civic Center Authority.

- We recommend a moderately sized FEC area with between 20,000 and 40,000 square feet that would include a wide range of rides and attractions. The exact type of attractions will depend upon the developer and their concept.
- We recommend a family-oriented fast-casual restaurant and lounge with a midpriced menu featuring American or Mexican cuisine. We project between 100 and 200 seats along with additional seating outdoors. The restaurant should allow for takeout. The menu should include kid friendly items for families visiting the FEC. There should be a full-service bar serving a variety of beer, wine, and mixed

drinks. The bar should include a partnership with an area brewery serving an exclusive line of beers made by the brewery for the restaurant and bar.

- The bar area could include a small slot machine area offering six video slot machines licensed through the Illinois Gaming Board.
- We recommend the FEC to be either franchised or be developed by a national brand. If the property is branded with a national franchise such as Funtopia, then it would be a more kids oriented facility featuring climbing walls, gravity roller coasters, giant slides, ropes courses, trampolines, soft play, artificial caves, jumps, obstacles, escape rooms, and more. If the property is developed by Dave & Busters, it would offer a variety of arcade games, virtual reality experiences, billiards, bowling, and other games. Each of the brands listed above include different components that could be popular in Decatur. Some are more oriented toward adults while others are focused exclusively on children. All are fun for children and would complement the guests visiting the Decatur Civic Center as well as attract visitors from throughout the region. We do not recommend a facility focusing on bowling as this would compete directly with Spare Time, rather we recommend bowling be only a modest component of the project.
- A popular idea that does not exist in central Illinois is Whirlyball, an indoor sport that combines lacrosse, bumper cars, and some aspects of basketball. It features two teams of five players riding Whirlybugs and uses a 4,000 square-foot arena. Depending on the concept, this could be incorporated into the FEC and could be a popular attraction of the FEC. It would complement hockey played in the Decatur Civic Center ice arena.
- We recommend the restaurant and FEC to be open for lunch and dinner, seven days per week, 362 days per year and close only certain major holidays such as Christmas and Thanksgiving.
- The FEC should offer multiple birthday party rooms for families to rent to have birthday parties utilizing the restaurant and FEC. Birthday parties are very popular, particularly during weekends.
- We assume the facility will offer complimentary parking in the adjacent Decatur Civic Center parking lot.

Development Costs: The development of an entertainment restaurant of the size recommended in this report will range between \$150 and \$200 per square foot assuming no land costs. This is based upon our review of various cost surveys and actual FECs developed. Assuming a 30,000-square foot property, this would equal between \$4.5 million and \$6 million for the development of a restaurant and FEC adjacent to the Decatur Civic Center.

SWOT ANALYSIS OF DEVELOPMENT OF A RESTAURANT AND FEC

We assessed the projected competitive position of a restaurant and FEC development compared to the defined competitive lodging supply in the following SWOT analysis.

Strengths

- The subject will be adjacent to the Decatur Civic Center and can jointly market and promote events at the ice rink, dry arena, and theater. The over 100,000 visitors to the Decatur Civic Center will provide a base of business who will want to bring their families and friends to the proposed development.
- The subject will be adjacent to the proposed hotel, which could provide additional customers for the proposed development.
- There is only one bowling center in Decatur (Spare Time Lanes), which opened in 1978 and has a dated appearance. The subject property could introduce a new type of FEC to central Illinois and could attract guests from Springfield, Champaign, and Bloomington as well as Macon County.
- The proposed restaurant and FEC would be popular with students from Millikin University and Richland Community College, which are both located in Decatur.
- The proposed restaurant will provide a convenient lunch option for workers in the Decatur Civic Center city office space as well as other nearby office buildings.

Weaknesses

- The demographics of the Decatur area provide a weaker level of population and income levels than many FEC locations in suburban areas of major cities such as Chicago, Indianapolis, and St. Louis. The city of Decatur and the Decatur Civic Center may have to provide some incentives to a developer to build an FEC in Decatur.
- The location of the property in downtown Decatur is approximately five miles from Interstate 72, and the property will need billboards and extensive signage to attract customers from farther away cities.
- The downtown Decatur market area has seen improvements in recent years, but still has a number of vacancies and need for additional commercial development.

Opportunities

- The development of a restaurant and FEC adjacent to the Decatur Civic Center would allow for additional marketing efforts to improve the number of events and activities at the Decatur Civic Center.
- The proposed restaurant and FEC would provide indoor activities during the cold weather months and on rainy days.
- The global family entertainment center market is growing at a rapid pace as it provides entertainment that keeps an entire family engaged at prices less than a regular amusement park.

Threats

- The restaurant and FEC industry suffered greatly during the COVID 19 pandemic due to reduced capacity and many entertainment centers being mandated to close due to various state regulations.
- There has been new development of FEC's in the Midwest and additional projects could be developed in central Illinois that would compete with the proposed subject.
- The development of a new restaurant or family entertainment center in the region will compete with the proposed development.

PROJECTIONS ASSUMING PROPOSED IMPROVEMENTS

Based on our analysis of the Decatur market concerning the performance of the area restaurants and FEC's and potential future demand, we have made a preliminary projection of usage and revenue performance for a restaurant and FEC development adjacent to the Decatur Civic Center. Our analysis considers factors such as competent and efficient management, a well-defined marketing program, the location of the subject property, and the quality of its facility.

Forecasted Performance Analysis		
Decatur Civic Center Restaurant and FEC		
Stabilized Year (2021 dollars) Assuming 30,000 Square Feet		
	Low	High
Visitors (rounded)	150,000	167,000
Average revenue per square foot (30,000)	\$100.00	\$166.67
Average spend per visitor	\$20.00	\$30.00
Total revenue	\$3,000,000	\$5,000,000
% revenue F&B	35.0%	45.0%
% revenue games and other	65.0%	55.0%
Revenue food and beverage	\$1,050,000	\$2,250,000
Revenue games and other	\$1,950,000	\$2,750,000
Note: Totals may not add due to rounding		
Source: Hotel & Leisure Advisors		

The table indicates the range of revenues from food and beverage, games, and other that a 30,000 square-foot restaurant and FEC could achieve if developed adjacent to the Decatur Civic Center. The results indicate that a restaurant and FEC development is potentially feasible depending upon construction costs, land costs, and other fees and developments related to the development of an entertainment restaurant. The wide range of revenue will depend upon the type of facility developed and the forms of entertainment included in the project. Further study will be required depending upon the property offerings, and whether it is part of a national brand or a locally owned development. The subject may require municipal incentives in the form of a property tax abatement or assistance with infrastructure costs to provide sufficient incentive for a developer to proceed with the project.

DRAFT R.F.P.

Introduction

The city of Decatur, Illinois is pleased to issue this Request for Proposals (RFP) for the redevelopment of property owned by the Decatur Civic Center Authority in downtown Decatur. The Decatur Civic Center is located at 1 Gary K. Anderson Plaza, between Eldorado St., William St., Franklin St. and MLK Jr. Dr., where it has served the community since 1980. The 4-story Decatur Civic Center includes a 460-seat theater (19,000 square feet), a 28,000 square foot arena, public meeting rooms and municipal offices. The proposed redevelopment project requested by the city includes the following key elements: 1) partial or complete repurposing of the existing facility into a family entertainment center, or other re-purposed use appropriate to the Decatur market; 2) construction of a new hotel on land currently owned by the Decatur Civic Center Authority that would be sold or leased to the successful developer, and that would utilize existing parking areas to the east; and 3) siting of a restaurant in or immediately adjacent to the Decatur Civic Center on land currently owned by the Decatur Civic Center Authority that would be sold or leased to the successful developer.

In 2021 the city of Decatur contracted with Hotel & Leisure Associates (H&LA) to perform a highest and best use analysis of the Civic Center and determine if the regional market would support a re-development of the existing site aligning with the recommendations of the H&LA report, and if so, what would be the most feasible and economically viable uses to bring to the Decatur Civic Center. This RFP has been prepared based on the consultant's recommendations.

This RFP outlines the goals of the city of Decatur in offering this property for redevelopment, the information required to make a proposal, and the criteria that the city will use in selecting a development partner.

All communication pertaining to this RFP shall be directed to:

City of Decatur
City Manager's Office
1 Gary K. Anderson Plaza
Decatur, IL 62523
(217) 424-2801

Proposals are due at 5:00 pm Central Time on Friday, _____, 2022. Respondents must submit their proposals electronically as a single PDF format file to the email address above. Confirmation of proposal receipt will be provided by the city to verify submission.

ABOUT DECATUR, ILLINOIS

Decatur, Illinois (population 71,000; county population 104,000) is located in Central Illinois. The community hosts numerous large modern advanced manufacturing employers (Archer Daniels Midland, Tate & Lyle, Primient, Mueller Water Products, Caterpillar, Akorn Pharmaceuticals) dozens of second-tier manufacturers and assemblers, two regional medical centers, two institutions of higher education (Millikin University and Richland Community College), a specialized law enforcement training academy that brings students to Decatur from throughout Illinois, and one of Norfolk-Southern's largest rail switching and railroad logistics yards in North America. As the pandemic has waned, Decatur has seen a growth in local employment because the city and county are uniquely situated to attract expansion of heavy and light manufacturing, warehousing and light assembly business because of the depth of Decatur's industrial support infrastructure. France-based InnovaFeed will break ground on their first North American animal food and fertilizer plant later in 2022.

Decatur has an attractive, commercially vibrant and recently renovated central business district. The city is served by Interstate 72 and lies midway between Champaign and Springfield, about three hours southwest of Chicago, and two hours northeast of St. Louis. The city is served by 2 Class One railroads and two short-line railroads, and has multiple direct jet passenger flights to Chicago's O'Hare Airport daily from the Decatur Airport.

Decatur has several other regional draws: Lake Decatur (the 10th largest lake in Illinois), Splash Cove Waterpark, Scovill Zoo, Children's Museum of Illinois, Devon Amphitheatre at Nelson Park, Kirkland Center for the Performing Arts, more than 40 unique park and conservation district open/green spaces which, in the aggregate, comprise more than 5 times the per capita open/green spaces recommended by the National Parks & Recreation Association. While similarly sized metropolitan areas within a 90-minute drive (Peoria, Springfield, Champaign/Urbana, Bloomington/Normal) also have regional attractions, most of the Decatur attractions listed here are unique or are larger draws than their competitors in these nearby sister cities.

--Insert map of Decatur here with above locations highlighted--

DOWNTOWN DECATUR

In 2009, the city of Decatur renovated the central business district and rerouted large truck traffic away from downtown to improve pedestrian safety and enhance outdoor dining. The project included new sidewalks and brick ribbons behind the curbs, a new corporate facility for ADM, specialized open space enlargement, a new performance platform for the Decatur Municipal Band, new decorative street lighting, ornamental street furniture, building façade improvements and providing support to numerous activities in the central business district to bring local residents and visitors downtown. More recently, the city, its partners and private developers have remodeled the historic Transfer House, rebuilt and rehabilitated public parking lots, and rehabilitated historically significant buildings, such as the Lincoln Theater. After a pandemic-related lull, private reinvestment in downtown properties is resuming. The Decatur central business district continues to include apartments, condos and other residences that add to the 24-hour vitality of downtown. In 2014, a significant reinvestment in downtown occurred with the construction of the Hickory Point Bank Building—a new 4-story office and retail building in the heart of downtown. Since then, smaller-scale reinvestment projects have also brought new businesses to the central business district.

U.S. Route 36 and Business Route U.S. 51 both pass through downtown Decatur. The average daily traffic count in downtown Decatur on U.S. Route 36 is _____ vehicles. The average daily traffic count in downtown Decatur on Business Route U.S. 51 is _____ vehicles.

In addition to two ADM office buildings, Decatur's downtown is home to Decatur municipal offices, the Decatur Civic Center, Macon county offices and the county's courts, jail and related justice services, Heritage Health, Huston-Patterson Printers, Busey Bank, two private theaters, the Decatur Club, the fully leased 8-story One Main Place building, 5-story Millikin Building that was recently renovated and hosts numerous offices and businesses, the Decatur Arts Council, the Decatur/Macon County Convention & Visitors Bureau, the Decatur Public Library, the city's transit center, a parochial elementary school, and more than 45 small businesses, restaurants, taverns, retail stores, offices and service providers.

The Hotel & Leisure Services (H&LA) report found that a downtown hotel with 60 room should be successful because there are no other national flag hotels in or near the Decatur central business district, because a significant percentage of Decatur hotel stays support business travel, and because previous research has found that there would be more event bookings at the Decatur Civic Center if a hotel was adjacent. Because large parking facilities are located in the central business district (while parking is congested, and parking capacity is sometimes not sufficient next to the Devon Amphitheatre) the city has recently started running transit routes from downtown to key destinations like Splash Cove, the Devon Amphitheatre and Scovill Park in the summer months to support downtown restaurants and a future hotel.

--Insert map and photos of Downtown Decatur here, with key landmarks and buildings marked, and popular events described--

PROJECT BACKGROUND

The Decatur Civic Center has been continuously operated and maintained as a civic center since its construction by the Decatur Civic Center Authority in 1980, a governmental entity created by statute. It's building systems have been modernized and updated as needed, and it is not in a state of disrepair. The arena is used for hockey and ice skating for 5 months every year, and the emphasis on hockey has attracted a minor league hockey team, the Decatur Blaze. Hockey players from all around Central Illinois travel to Decatur to learn and play hockey. During the hockey season, and when the arena is not used for hockey, it is often open for community ice skating. Two local community theater troupes stage their full seasons in the civic center theater; the arena hosts numerous exhibits, shows, displays, large sales, and entertainment events every year. The theater and arena are both available for rental to conduct other events.

The Decatur Civic Center remains under-utilized, however. For this reason, the city sought to better understand what options for re-purposing the civic center might be available so that it would be utilized more intensively and efficiently, generate more revenue, and enhance foot-falls at an existing downtown destination—thereby helping to grow the economic vibrance of the central business district.

The Decatur Civic Center Authority has executed a memorandum of agreement with the city of Decatur allowing the city to lead this redevelopment effort. The city of Decatur currently backstops the financial operations of the Civic Center Authority—covering any operational loss that may occur. In its capacity as the leader of redevelopment and capital improvement initiatives for the Civic Center Authority, later this year the city will enter into an agreement to cover most of the public parking located south of the civic center with a solar array. This will add value to the parking area by covering most parking stalls, and it will provide “behind the meter” electricity for the civic center and thereby reduce operating costs at the facility. This improvement will not decrease the number of available parking stalls.

If the city offices remain in the building (to be determined by the selected development plan) the city also wishes to make building revisions that will improve safety and security in the building. These are illustrated in an appendix to the H&LA report, prepared by Architectural Expressions (a local Macon County architect). A second goal of these alternative design changes is to add more break-out meeting/banquet rooms to the civic center.

--Insert photos and floor plan of the existing civic center here--

PROJECT GOALS

By offering this property for redevelopment and re-purposing, the city hopes to accomplish the following goals:

1. Select a developer who will make modifications to the existing civic center that will increase its utilization and occupancy, increase the number and frequency of persons coming to downtown Decatur, and create a destination that will bring more people to Decatur for many years.
2. Select a developer that will essentially create a new civic center complex that adds to the vibrancy of downtown Decatur.
3. Select a proposal that is financially self-sufficient without heavy reliance on financial incentives from the city, beyond established city programs such as tax increment financing, job training assistance, sales tax and permit fee waivers, liquor license issuance, infrastructure installations including tying in to existing downtown street lighting, sidewalk and other design standards, etc.
4. Select a proposal based on some of the economic assumptions and expectations of the H&LA report.
5. Select a proposal from potential partners with a demonstrated ability to successfully construct and operate similar facilities, work with adjoining or nearby property owners and coordinate complex projects.

It is understood by the city that it may receive proposals that meet some of these goals, but not all of them, or that proposals may meet some goals better than others. The city reserves the right to determine which proposal and partner(s) will best advance the best interests of Decatur. The successful proposer should expect to negotiate a redevelopment agreement that incorporates all terms.

PROPOSAL SUBMITTAL REQUIREMENTS

City Clerk

DATE: 6/8/2022

MEMO:

TO: Mayor Julie Moore Wolfe
City Council Members

FROM: Scot Wrighton, City Manager

SUBJECT: Jasper Corridor Great Streets Initiative

ATTACHMENTS:

Description	Type
Proposal for Jasper Corridor Great Streets Initiative	Backup Material



PROPOSAL TO PREPARE
Great Streets, Great Neighborhoods
City of Decatur

TESKA TEAM SUBMITTAL
APRIL 22, 2022



TESKA ASSOCIATES, INC.
EPSTEIN • HOYLE
CONSULTING • VETTER
CONSULTING



April 22, 2022

Mr. Greg Crowe
Assistant Director of Economic & Community Development
City of Decatur
#1 Gary K. Anderson Plaza
Decatur, IL 62523

Dear Mr. Crowe and the Selection Committee:

Teska Associates, Inc., in association with Epstein, Hoyle Consulting and Vetter Consulting Enterprises, LLC, is pleased to submit this proposal for Planning Consulting Services for the Great Streets, Great Neighborhoods Plan.

Great Streets, Great Neighborhoods builds on the transformative way we use streets and public places to reinvigorate local communities. Once designed to be as efficient as possible to move vehicles – cars, trucks and buses – we now realize that streets such as Jasper Street play multiple roles. Not only do they help individuals and freight move, they can bring people together as connectors, joiners, and bridge-builders. Whether an individual is driving, bicycle riding or walking, the user should be safe and secure.

Our approach to this assignment is to bring the best, creative innovations in urban design with our expertise in neighborhood capacity building. Our work across Illinois has shown the ability to build local leadership and expertise to transform neighborhoods from the inside out. We will take an asset-based approach to building community capacity and create the infrastructure – physical, economic and social – to foster both public and private investment.

Our team includes:

- **Teska Associates, Inc.**, who will serve as project manager, urban design lead and community building. Scott Goldstein, FAICP and Principal will serve as project manager while Jodi Mariano, PLA and Principal will lead the urban design studio.
- **Epstein** will provide support in local planning and expertise in civil engineering and design of the public way. Tim Gustafson, AICP will lead the Epstein team.
- **Hoyle Consulting** will provide expertise in bicycle and pedestrian movement. Cynthia Hoyle, FAICP and a Fellow of the Institute of Transportation Engineers, will bring her national and local expertise of over 35 years toward her passion of more livable, bikeable and walkable communities. Cynthia is based out of Urbana and will be able to assist with in person outreach and meetings.
- **Vetter Consulting Enterprises** will bring market expertise to the team. Christian Vetter brings experience in both economic development and recreation and will delve into ways to spark private investment along the corridor.

Our engagement approach focuses on getting out to the community rather than relying on residents, businesses and organizations to come to meetings. Tools include:

- In person outreach through interviews, focus groups, community conversations, site visits, Task Force meetings, pop ups at local events, and a "bike the Jasper" community event.
- Digital engagement through a project web site, survey, visual preference poll, and extensive use of social media to both keep people informed and solicit input.

As a diverse corridor that connects no less than ten neighborhoods, we will look for ways to dive in to where people already are while coordinating our efforts with TAB. Whether it is a game at Johns Hill Magnet School, a parents' night at the Boys and Girls Club or an outdoor concert, we will seek out answers to the following:

- What do people treasure along the corridor now?
- Where do they feel safe, unsafe, and why?
- Who are the local leaders? The long-time homeowners, church pastors, school principals or local artists who can help inform and contribute to the plan?

Our approach to transportation issues will build on the recent work of Epstein and Hoyle who were members of the Regional Bicycle Master Plan consultant team – creating a safe, inviting corridor for all modes of transportation. Balancing these modes and "making way for people" will be critical to the design elements, while ensuring that industries and commercial developments continue to have access.

Community building is a mainstay of Teska's practice. Scott Goldstein has built a local and national community development practice at Teska over the past 10 years, leading award-winning quality of life, housing strategies, and corridor plans from Bloomington, IL to Belmont Cragin in Chicago to Muncie and Evansville, IN and beyond. Jodi Mariano's work from Kankakee, Evanston, and Oak Lawn, IL to Munster, IN, will bring her expertise in urban design and visual engagement to build excitement around a vision for corridor improvements. Teska's experience in moving from outreach to design to implementation has resulted in innovative streetscapes, road redesigns, parks and institutions being built over the past three years, several in partnership with Epstein.

We look forward to the opportunity to discuss our proposal in more depth.

Please contact Scott Goldstein, project manager, with any questions:

sgoldstein@teskaassociates.com
(847) 563-9724

Sincerely,



Scott Goldstein FAICP LEED AP
Principal

1 PROJECT SCOPE

PHASE 1

Project Kick-off + Coordination

1.1 Kick-Off Meeting · The Consultant Team will kickoff the project by facilitating a meeting with staff, TAB program partners and the chair of the Jasper Street Corridor Community Task Force.

1.2 Interviews · The Consultant Team will interview groups of stakeholders identified by staff to engage community leaders, non-profit organizations and other agencies in the planning process and learn their perspectives of what is working and what needs to be improved in the corridor.



Interactive pop up style public events include activities designed to inform the planning.

PHASE 2

Existing Conditions Review

2.1 Plan Review

The Consultant Team will review recent plans as identified in the RFP as well as other related documents and review progress of implementation of the plans regarding the Jasper St. Corridor with staff. A summary memorandum identifying relevant items from the plans will be prepared by the Consultant Team.

2.2 Project Site Assessments · The Consultant Team will conduct field reconnaissance to identify strengths and weaknesses along the corridor. An Existing Land Use Map and a Transportation Existing Conditions Map will be prepared utilizing and updating GIS layers from the City of Decatur Digital Atlas.

2.3 Market/Land Use Analysis · Vetter will undertake a market analysis to inform land use recommendations conducted in later phases of the project. Using proprietary databases and information from published federal, state and local data sources, supplemented by data collected in the previous tasks, the Team will evaluate the size, relevant characteristics and growth trends of four key market segments: residential real estate, retail, industry and institutional/civic/educational uses.

- **The housing market assessment** will identify and evaluate current/recent home sales trends by product type, permits, prices and amenities, noting changes in supply, demand factors, and near-term implications. This will inform of trends in the housing market, e.g., market for different housing types, life-cycle housing, reducing vacancy and assist in future planning and zoning efforts.
- **A retail market assessment and gap analysis** will help to identify leakage and opportunities for new retail and service businesses. This will help to understand what approach could be taken to revitalize or reuse current empty retail space.
- **The economic base assessment** will include the largest employers, unemployment rates, income growth, and employment trends. The assessment will highlight trends in key local economic sectors and industries. This will help identifying existing clusters of businesses in the area and assess potential business expansion trends and opportunities to attract new businesses.
- **Opportunity Site Map:** Based on the Market/Land Use Analysis, Teska will develop an Opportunity Site Map that identifies vacant and/or underutilized land that can be redeployed through new public and private investment - from new housing to commercial development to pocket parks and community gardens.

PHASE 3

Community Engagement

3.1 Task Force & Public Meetings · We will work with TAB and City staff to outline a community engagement plan at the very beginning of the project and discuss during the project Kick-Off in Phase 1. Our approach will be to build ownership of the Task Force as “ambassadors” to the larger Jasper St. Corridor community. We will ask them to think from the very beginning of the project, what they want to get out of the plan and what they can contribute to the planning process and implementation effort. We suggest a series of six Task Force meetings in order to focus their time and participation in the process, as we outline in the attached Timeline. We will also involve the Task Force in community meetings and additional outreach activities.

We suggest a number of additional outreach and engagement techniques to engage the community. This includes: Task Force engagement, partner pop ups, community conversations, outdoor activations, local partnerships, team-building experiences, indoor installations and community summits.

CAPACITY BUILDING: Teska will work with the City of Decatur to identify neighborhood champions. This may be existing organizations such as Boys and Girls Club or a school, or could be a group of neighbors that would like to come together for a more permanent neighborhood leadership role. Over the course of the project, Teska will work with the City to identify the best organization to be the “backbone” organization to champion implementation of the Jasper St. Plan, or a subsection of the Plan.

The Implementation Plan in Phase 7 will include a section on capacity building of the backbone organization and its partners to champion the implementation of specific projects identified in the plan.

3.2 Survey materials · We will work with TAB and the City to design two surveys. First, a resident, business and organization survey focused on current strengths and weaknesses of the corridor. We will ask where people currently shop, eat, recreate, work, and what transportation issues they have. The second survey will be an online Visual Preference Survey that seeks input on specific design elements, such as lighting, sidewalks, bike infrastructure, park features, signage, and street furniture.

3.3 Project Website · Teska will design an interactive project website to serve as a central resource and engagement portal for the project and include background information, meeting materials, surveys, and interactive mapping and idea sharing tools.

PHASE 4

Goals + Vision Framework

Developing a common set of goals and vision framework is fundamental to the planning process. Our approach is to build that up from four primary sources:

- Data collected in the Existing Conditions analysis that provides a baseline of where we are now;
- Common values and understanding of the community that arise through engagement efforts;
- An ability to create actionable items that can be implemented; and
- Alignment with City goals, policies and capacities.

We will work with the City and Task Force to develop a draft set of goals and vision framework. This framework will be presented to City Council for comment and refinement before moving forward with the plan.

PHASE 5

Alternatives Analysis

Based on the goals and vision developed in Phase 4, the Consultant Team will develop an Alternatives Analysis composed of different levels of intervention along the Corridor. It is envisioned that the public realm will focus on improvements to the public right-of-way – the street cross section, elements of multi-modal transportation improvements, landscaping and beautification. In addition, the alternatives will focus on concept plans for three priority sites along the Corridor that will present typologies for new investments that could take place in other locations along the Corridor. These sites will be identified with input of staff and the Task Force.

PHASE 6

Design Guidelines + Concepts

The signature element of this phase will be a multi-faceted design charrette. The charrette will actually be composed of a series of interactive meetings, including a Task Force meeting to set the parameters of the charrette, one or more stakeholders meetings and a public event open to the entire community. The Consultant Team will develop typologies for reuse of vacant land through public, private, or non-profit use. This will include open space (whether publicly or privately owned), housing, commercial, institutional or industrial redevelopment.

PHASE 7

Final Plan & Implementation Strategy

7.1 Draft Plan Document · The Consultant Team will prepare the first draft of the Jasper St. Corridor Plan including results of community engagement, existing conditions highlights, goals, vision, strategies, projects, alternatives assessments, design guidelines and design concepts.

A detailed implementation plan will be developed that outlines tasks and responsibilities of City departments, as well as other government agencies, non-profit organizations and other institutions.

The draft document will be prepared in Word. Once edits are collected, the document will be designed in Adobe In Design in Phase 8.

The Implementation Strategy will include specific steps to prepare vacant land, tax-foreclosed properties, vacant and underutilized properties for public or private reuse. This will include steps to make the properties more marketable including any of the following:

- acquisition of abandoned properties
- brownfield cleanup if necessary
- clear back taxes if necessary
- landscaping, beautification and infrastructure improvements in the public way to increase marketability of private property
- use of city, state or federal programs to provide incentives for reuse of the properties
- creation of marketing materials for larger sites and the corridor as a whole

PHASE 8

Final Approval Process

8.1 Draft Plan Presentation · The Draft Plan will be submitted to the City and Task Force for review and comment. Organizations listed in the Implementation Plan will be consulted regarding their willingness/ability to lead a project, what the recommended timeline is for implementation and what resources will be needed. Once edits are received, a second Draft Plan will be prepared for the adoption process.

8.2 Public Hearing Presentation · The Consult Team will make a presentation to the City of Decatur Plan Commission and incorporate recommended comments into the Final Draft Plan.

8.3 Final Plan Delivery · A Final Jasper St. corridor Plan will be prepared and delivered as an electronic document to City of Decatur staff for electronic and printed distribution.

2 Approach + Methodology

Project Management

Teska Associates has deep experience in managing complex projects that lead to demonstrable results.

Internally, we have a broad range of skills – from land use to community development to urban design and landscape architecture. Together with our subs, we will present a seamless consultant team that will provide experience in designing and implementing transportation and public works projects through Epstein aided by the deep knowledge in bicycle and walkability through Hoyle Consulting and the market analysis of Vetter Consulting.

Scott Goldstein will serve as project manager and point of contact with the City. Biweekly videoconferences with staff and TAB will be used to coordinate all current and future activities. We will provide an agenda and sample work projects in advance of each meeting so that staff have time to prepare and respond to the materials.

While Scott Goldstein will lead land use, housing and community development strategies, Jodi Mariano will lead the urban design studio and support coordination with Epstein and Hoyle. Jodi has worked on several recent corridor plans with Epstein, and Tim Gustafson in particular, so they have systems in place for coordinating concept plan production and visualization.

Teska prides itself in staying on time and on budget. We have carefully reviewed the scope and prepared a budget that will provide flexibility in meeting deadlines and unforeseen circumstances. We will work closely with City staff and TAB to plan the calendar, all outreach activities to keep all parties involved in completing an engaging and exciting process.

Our team understands the most cost-effective method for implementing this plan is through alignment of transportation and land use goals and strategic application of grant funds.

Methodology

There are four elements to the methodology underlying development of the Corridor Plan:

1 COMMUNITY ENGAGEMENT

What are the hopes and dreams of community residents, businesses and organizations? We will use a variety of techniques identified in the Engagement Approach section of this proposal.

2 DATA ANALYSIS & BEST PRACTICES

In order to set goals, we need to understand where we are not and where we want to be 5, 10, 15 years from now. This starts with data collected in the Existing Conditions Analysis. What is the current housing vacancy rate? Commercial vacancy rate? Industrial employment? Tax base indicators? Building on this data analysis we will layer in best practices from other communities with common characteristics to the Jasper St. Corridor. What worked there and why? What can be learned from these models? How should they be adapted to Jasper St. and what would work in Decatur?

3 ABILITY TO IMPLEMENT & RAISE RESOURCES

We will focus in on projects that can be implemented, meet safety guidelines, and requirements of funding sources such as ITEP and STP. Epstein will prepare preliminary cost estimates and package the proposed improvements so that they can be submitted for grants.

4 CONSENSUS BUILDING

We will work with the Task Force, staff and present findings to the City Council to gain agreement on the initial goals and vision framework that will then guide all further steps of the planning process. By having a common framework, it will be much easier to build consensus around specific interventions, from streetscape and transportation improvements to housing and commercial development assistance programs.

Based on this approach, we anticipate building public and private support for the goals in the plan as the process progresses towards specific projects and implementation strategies

3 Great Streets Principles

Ever since the seminal publication of *Great Streets* by Allan Jacobs, there has been a rethinking of the role of streets as a crucial intersection of public spaces. From improved landscaping and tree-lined streets, to greater room for pedestrians and bicycles, streets can play an integral role in community-building and community identity. Our team's application of these principles can be broken down into transportation, revitalization, community building and engagement.

Transportation

Making Great Streets Happen

Epstein's and Hoyle's work on the Decatur Bike Plan recommended a network of capital improvements for better walking, bicycling and improving safe routes to schools. Our work in transportation planning and design has shown that infrastructure investments – specifically those that advance low-stress bicycling and walkable networks – are clear indicators of support for economic development and thriving neighborhoods.

As part of our approach to this Great Streets project, Epstein and Hoyle will bring our familiarity with the community support and overcoming barriers surrounding walking and bicycling recommendations along Jasper Street, recognizing the importance of making Jasper Street a more accessible and safer corridor for active transportation.

Our team recognizes that this corridor behaves more like 2 or 3 smaller, neighborhood-focused corridors.

- While the specific recommendations vary from segment to segment (e.g. off-street sidepath and on-street bike lanes), their transitions provide a unifying theme of connecting neighborhoods north and south of the railroad viaduct between Eldorado Street and Sangamon Street.
- Neighborhoods to the south are oriented around Johns Hill Magnet School and Hill Park, and east-west connectivity provides access to Lake Decatur, Eisenhower High School, and a variety of other Decatur Park District facilities.
- North of Sangamon Street, our objective will be to improve the sense of place near Torrence Park, and improving crossings of Garfield Avenue, the railroad tracks, and connections to the commercial corridor along Pershing Road.

Our approach to complete streets design will draw efficiently from our ability for Epstein and Teska to prepare concept plans within the existing right of way and conducting the preliminary analysis on placement and location of improved sidewalks, sidepaths, and on-street bicycle facilities, as well as the ability to conduct preliminary feasibility analyses on any potential roadway configurations to support these improvements.

Revitalization

The City of Decatur is starting to see the results its housing and neighborhood revitalization investments in Johns Hill and nearby areas. Now is the time to build on these investments and take a larger, corridor-wide look at ways to spark greater investment. Vetter Consulting will identify market segments to focus on in the corridor while Teska will identify opportunity sites. Our focus will be to build on the recently presented housing strategies which call for a focus on rehab, repair, housing counseling, while planning for greater commercial and industrial investment as well at key nodes.

There are many opportunities to improve Jasper Street through improved sidewalks, bicycle facilities, landscaping and lighting that provide visible and attractive improvements to the corridor and set the stage for renewal and reinvestment. Since the corridor traverses areas with very different characteristics, Jasper St. can serve as a model for other communities across Decatur.

What strategies work in areas with high residential vacancy? What strategies are needed to spark new investment on retail corners? How can community organizations take part in neighborhood revival? How can the confidence of local neighborhoods improve by seeing the investments in the public realm?



We will work with the City and Task Force to identify short, medium and long-term strategies & projects to attract greater investment in the corridor.

Power of Place

Building Great Neighborhoods

Over the past fifteen years, Teska has built a national practice in housing and community development working with organization such as Local Initiatives Support Corporation (LISC), NeighborWorks America and Habitat for Humanity.

Our work focuses on building the capacity of local organizations to partner with municipalities around innovative solutions. Our work has led to groundbreaking projects from Muncie, Indiana to Bloomington, IL to Madison, WI.

Our methodology has several key components:

TAKE AN ASSET-BASED APPROACH.

We believe strongly in starting with building upon local strengths – whether it is a local park, school, business or block club. We will ask how to build up these organizations to take on more difficult challenges, rather than take a deficit-based approach of focusing on problems.

The 312 Coalition's Quality of Life Plan in Muncie, IN had the goal of sparking new investments and business development, such as a neighborhood coffee house, pictured below. While many local officials were skeptical, the community worked hard to connect with the landowner and recruit a new business that is the first new restaurant in the South Side of Muncie in years.

FOSTER AN ENVIRONMENT WHERE ENGAGEMENT IS CENTRAL TO THE PROCESS.

Creating great streets and great neighborhoods is fundamentally rooted in building consensus. These can only be identified by thoughtfully and thoroughly engaging residents, the business community, and the many other stakeholders in the Corridor. Engaging a community is a challenge in any planning endeavor.

So, if engagement is a pillar of the plan, but stands as a true challenge, the reasonable question is how can engagement be assured?

The answer is engagement, by the entire community, can only be accomplished through great effort, creativity, and sensitivity.

First, people must know they are being heard (back again to Trust). Second, engagement must be interesting – even fun! Third, engagement must occur in a variety of formats, styles and scales to speak to the needs and preferences of people in the community.

We are excited to work with the City and TAB to design such a strategy. By creating a range of meaningful, inspired, and easily accessible engagement opportunities, our team plans to ensure diverse input. This proposal presents ideas and opportunities for community input that will be celebrated as part of the plan.

"At the core of the Coalition's work is our residents, and the foundational outcomes we're working toward together are a sense of community, social cohesion, and collective action,"

- Jena Ashby, Greater Muncie Habitat for Humanity



Rosebud Coffee House
Muncie, Indiana

4 Qualifications



Teska Associates, Inc. Evanston & Plainfield, Illinois

Teska Associates, Inc., founded in 1975, is a planning and landscape architecture firm with a twenty-two person professional staff. The firm specializes in urban design, landscape architecture, community planning, public outreach, development economics and site design. Teska has completed multiple corridor planning assignments throughout Illinois and beyond - all of which balance best practices for agency standards with an expression of community identity thru placemaking. The firm believes strongly in community participation and processes that build community consensus. Our visualizations breathe life into projects by creating a sense of place residents see and relate to.

■ KEY PERSONNEL

Scott Goldstein FAICP LEED AP, Principal and Project Manager (22% of total hours) brings over 25 years of experience in community planning, housing and economic development. His work has led to award-winning plans for Bloomington, IL; Belmont Cragin, Wicker Park Bucktown and Austin in Chicago; and Muncie, IN. His work is focused on working with local communities to build their capacity in partnership with local governments. Scott will serve as project manager and is based out of Evanston, Illinois.

Jodi Mariano, PLA, Principal (7% of total hours) will lead urban design elements of the project. She has led multi-disciplinary teams for corridor planning projects such as the North Avenue Corridor Plan (RTA), 95th Street Corridor Plan in Oak Lawn (CMAP) and Ridgeland Avenue Corridor Plan (RTA). Streetscape development plans designed and constructed under Jodi's management include those for Lockport, Kankakee, Winnetka and Glencoe. She has teamed with Epstein on several projects including two corridor plans in the City of Evanston.

Ali Begazo, Associate Planner (12% of total hours) will serve as planner. At Teska she has developed housing market studies, corridor studies, led bilingual outreach efforts, and supported planning projects in Decatur, Danville, Kankakee, and Chicago.

Yuchen Ding, AICP LEED, Associate Planner (9% of total hours) will serve as planner. He brings together community outreach, technical expertise, and more than four years of experience in municipal government in Illinois.

Jill Troiani, Associate Landscape Architect (10% of total hours) will serve as landscape architect. Jill has been involved in the firm's urban design projects, including the preparation of urban and landscape design for public places at Evanston's Fountain Square Plaza, Lockport Streetscape, Winnetka Streetscape and Wilmette Streetscape.

■ SELECTED EXPERIENCE

Belmont Cragin Corridors of Growth

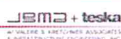
Teska led the planning for three heavily used corridors to enhance the public realm, support bus ridership, add bike facilities and support economic development efforts, particularly small, locally owned businesses in this moderate-income neighborhood of the City of Chicago.

City of Decatur Housing Strategy and Impediments to Fair Housing

Teska researched current impediments and barriers, analyzed data and developed recommendations for the City of Decatur to pursue a comprehensive set of housing strategies to stabilize the housing market, focusing on targeted areas.

BELMONT CRAGIN | AVENUES FOR GROWTH

August 2019



EPSTEIN = Chicago, Illinois

Epstein is a multi-disciplinary design and construction company focused on serving our clients, empowering our employee-owners, and enhancing our communities. Epstein's civil engineers have extensive experience in a diverse range of markets and industries, providing services including site planning and design for industrial buildings, aviation facilities, and municipal utilities and infrastructure.

■ SELECTED EXPERIENCE

City of Decatur Bike Plan

Epstein served as subconsultant to prepare the City of Decatur Bike Plan. The scope of work included a review of existing conditions, a geodatabase of proposed pedestrian and bicycle networks, design guidelines, stakeholder interviews, phasing and prioritization plan, cost estimates, and design guidelines training course.

Village of Niles Bicycle and Pedestrian Plan

Epstein conducted a review of Level of Traffic Stress on the existing transportation network, and documented recent bicycle and pedestrian projects completed to date. Epstein prepared a successful surface transportation program (STP) grant application to fund design and construction of a high-priority bicycling corridor identified in the plan.

HOYLE CONSULTING = Urbana, Illinois

Hoyle Consulting has been working at the local, state, and national levels to create safe streets for all users for over 35 years. Specializing in active transportation, creating community mobility, Complete Streets, bicycle planning and education, Safe Routes to School, and visioning.

■ SELECTED EXPERIENCE

Bike Decatur: Regional Bicycle Master Plan

As a subcontractor, Cynthia was tasked with working on the on Safe Routes to School and community bicycle education components of the bicycle plan. Decatur, Illinois, 2020-2021.

McLean County, Creating Complete Corridors: Complete Streets Implementation Study

Cynthia headed up this study that focused on prioritizing and facilitating implementation of complete streets designs for streets in Bloomington-Normal, Illinois. McLean County Regional Planning Commission, 2018-2019.

■ KEY PERSONNEL

Tim Gustafson, Epstein Project Manager (14% of total hours) has 15 years of experience in transportation planning and design, focusing on complete streets services. His planning and design experience includes geographic information systems analysis, feasibility and traffic impact studies, long-range, corridor and master planning, comprehensive planning, and Phase I and Phase II design.

John Karlovitz, PE (6% of total hours) joined Epstein in 2013, bringing with him more than 31 years of civil engineering design and management experience. Mr. Karlovitz is skilled in engineering studies including traffic, crash analyses, signal warrants, geometric alternatives analysis, innovative intersection studies, and bicycle and pedestrian accommodations.

Robert Erbs III (6% of total hours) will support research, report writing, planning and design of multimodal facilities. He served as Design Engineer on the Bike Decatur Bike Plan. He received his B.S. in Civil and Environmental Engineering and B.A. in Urban and Regional Planning from the University of Illinois at Urbana-Champaign.

Multimodal Corridor Enhancement (MCORE)

Cynthia was part of the team that developed the successful federal grant application for the project to rehabilitate streets on core transit corridors to bring them into a state of good repair while redesigning them to safely accommodate all roadway users including bicyclists, pedestrians, vehicles, and transit riders, Champaign Urbana Mass Transit District, IL, 2014-2018.

■ KEY PERSONNEL

Cynthia Hoyle, FAICP (7% of total hours) is a nationally recognized leader and advocate of livable communities and safe streets. She brings a passion is promoting choice and livability through community outreach and programs that help people feel comfortable bicycling or walking for transportation. Cynthia is a Fellow of the American Institute of Certified Planners and Institute of Transportation Engineers and a Complete Streets Instructor with the National Complete Streets Coalition.

VETTER CONSULTING ENTERPRISES, LLC
CHICAGO, IL

TVCE consultants have completed more than 250 market, financial feasibility, master plan economics, and economic and fiscal impact studies in communities and in a dozen countries, working at Market Feasibility Advisors (MFA) and the former ERA/AECOM (Economics Research Associates).

Whether working directly for clients or as a part of multi-disciplinary team, VCE executes market, feasibility, master plan economics, and impact studies resulting in strategic planning based on realistic environments and the unique characteristics of each specific community, jurisdiction, site, project, and target market.

■ KEY PERSONNEL

Christian Vetter (7% of total hours) has completed assignments for public and private clients, covering market and feasibility studies, highest and best use assessments, economic and fiscal impact assessments and private-public partnerships in a variety of real estate related fields, utilizing and analyzing a broad spectrum of different data sources and socio-economic, commercial and demographic indices. He will lead market analysis and recreation demand estimates for the project.

■ SELECTED EXPERIENCE

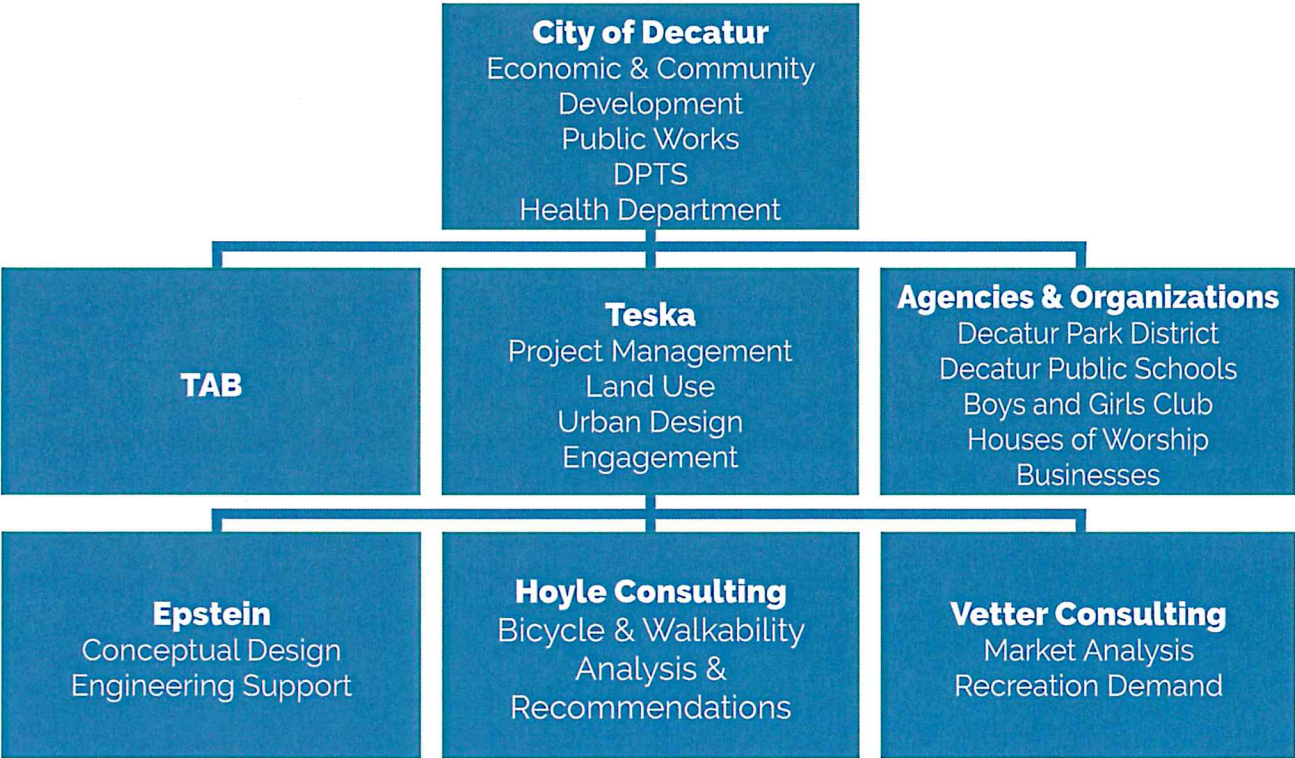
Master Plan, Decatur Park District

Vetter provided the market and economic analysis for the most recent Master Plan as well as two prior plans for the District. Our tasks included projecting demand from the service population for all of the district's facilities in the near future and advising on the financial operations of these facilities. In addition, VCE recommended changes that might be made to the facilities such that they would have the sufficient capacity to economically service the district's population in collaboration with the planner.

City of Kankakee Illinois Riverfront Masterplan
















VCE provided economic and fiscal impact assessment for the plan for new businesses, retail and residential development. The challenge was to recommend market supported uses to create and maintain interest in the riverfront over a ten-year implementation effort. The plan won 2018 ASLA Illinois Award for Planning and Analysis.

ORGANIZATIONAL CHART



6 Schedule

Stakeholder Interviews	
Charrette	
Task Force Meetings	
Community Meetings	
Pop Ups / Engagement	
Website Launch	

TASK	2022							2023								
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Phase 1: Project Kickoff																
Kick-off meeting																
Stakeholder Interviews																
Phase 2: Existing Conditions Review																
Review plans & develop site assessments																
Project site assessments																
Market/land use analysis																
Phase 3: Community Engagement																
Task Force Meetings																
Charette																
Public Meetings																
Pop Ups / Events																
Survey																
Project Website																
Phase 4: Goals & Vision Framework																
Develop/refine goals & vision framework																
Phase 5: Alternatives Analysis																
Development of alternatives																
Phase 6: Design Guidelines and Concepts																
Development of design guidelines																
Concept plans																
Phase 7: Final Plan & Implementation Strategy																
Draft plan document																
Edits to draft plan																
Phase 8: Final Approval Process																
Draft plan presentation																
Public hearing presentation																
Final plan delivery																