

# MARKET FEASIBILITY STUDY FOR RENOVATION OF THE EDWARDS ACTIVITY & SPORTS CENTER IN BELOIT, WISCONSIN

DECEMBER 5, 2024



# INTRODUCTION & BACKGROUND

## STUDY OVERVIEW & BACKGROUND

- **STUDY PURPOSE:**  
Feasibility study of a potential renovation or redevelopment of the Edwards Activity & Sports Center/Telfer Pavilion (EASC) to serve the Beloit community.
- **PROJECT EXPERIENCE:**  
1,000+ sports/rec & event facility planning projects.
- **BENCHMARKING:**  
Interviews with 50+ competitive and/or comparable facilities.
- **SITE VISIT & INTERVIEWS:**  
Community/facility tours. Meetings with community leaders, stakeholders & user groups including key local, state, regional and national athletic associations, organizations, clubs and leagues that run sports programs, leagues, tournaments and competitions that could have an interest in a potential renovated or redeveloped EASC in Beloit.

## STUDY COMPONENTS

- 1 Introduction & Background
- 2 Situation Analysis
- 3 Industry Trends
- 4 Comparable Facilities
- 5 Market Demand Analysis
- 6 Development Alternatives
- 7 Cost/Benefit Analysis
- 8 Business Planning Analysis

# SITUATION ANALYSIS

## WHY CONSIDER EASC RENOVATION OR REDEVELOPMENT?

- **MARKET POTENTIAL FOR ENCLOSED ICE ARENA FACILITY:**  
Currently, the EASC is semi-enclosed with canvas covering on three of four walls.
- **MARKET POTENTIAL FOR ADDITIONAL ICE SHEET:**  
Assess demand among Beloit Youth Hockey Association and Beloit Memorial High School and other potential user groups to determine the market need.
- **COMMUNITY DEMAND FOR INDOOR FLAT-FLOOR SPACE:**  
The EASC becomes the Telfer Pavilion once hockey season concludes and provides an important event facility for the Beloit community.
- **OUTDATED REFRIGERATION SYSTEMS:**  
Production of R-22 refrigerant for ice-makers and chillers was banned in 2020 and will be illegal by 2030. Continued operations of ice facilities require upgraded ice plant.
- **MODERNIZATION OF COMMUNITY ASSETS:**  
Evolving communities like Beloit must continue to improve critical community assets to maintain and enhance the quality of life for area residents while exploring opportunities to grow economic activity through tourism.

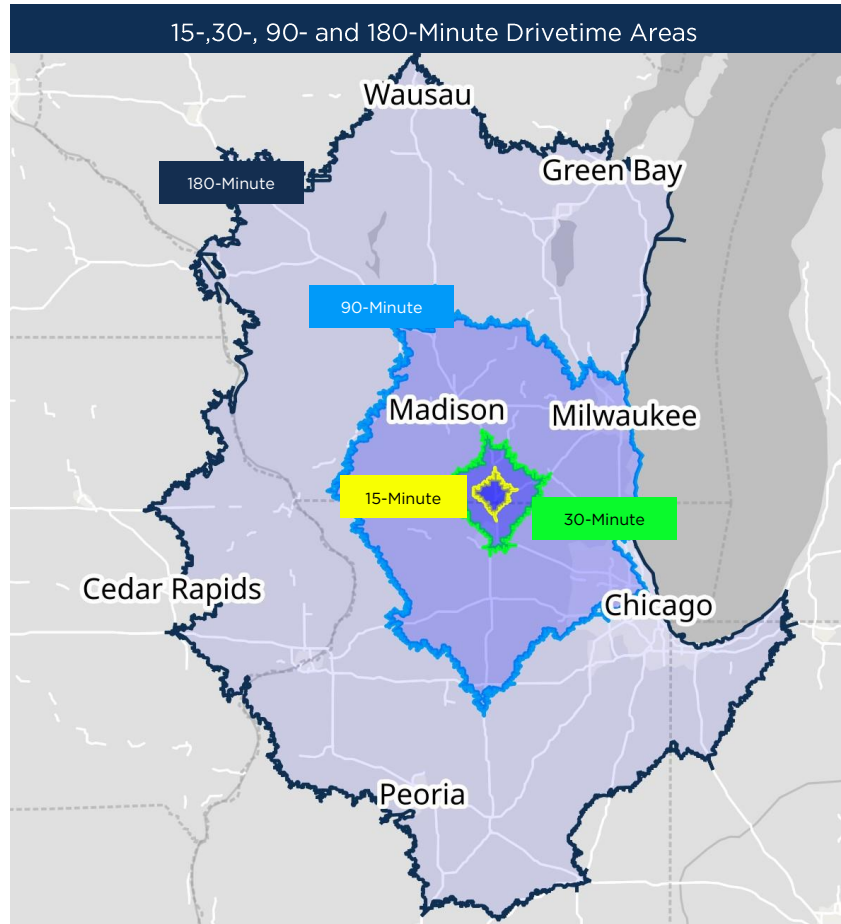


# SITUATION ANALYSIS

## LOCATION & ACCESSIBILITY

City, State	Distance to Beloit (Miles)	Drive Time (hrs:min)	Market Pop.
Janesville, WI	12.5	0:18	65,901
Rockford, IL	20.6	0:36	148,173
Madison, WI	52.3	1:01	272,907
Milwaukee, WI	75.1	1:19	563,306
Dubuque, IA	92.9	1:49	59,315
Chicago, IL	104.0	2:01	2,665,064
Appleton, WI	148.0	2:18	75,133
Cedar Rapids, IA	166.0	3:02	136,438
Green Bay, WI	179.0	2:46	106,096
Springfield, IL	217.0	3:10	113,331
Rochester, MN	252.0	3:39	121,894
Grand Rapids, MI	279.0	4:41	196,904
Indianapolis, IN	285.0	4:13	876,564
St. Louis, MO	311.0	4:30	286,578
Minneapolis, MN	312.0	4:54	425,104

Source: Esri, Google Maps, 2024.





# SITUATION ANALYSIS

## EDWARDS ACTIVITY AND SPORTS CENTER & TELFER PAVILION

City, State: Beloit, Wisconsin

Owner: City of Beloit

Operator: Beloit Youth Hockey Association/City of Beloit

Year Opened: 1982

Construction Cost: \$140,000

Primary Rink Information: Enclosed, NHL-size

Primary Rink Seating: 200

Secondary Rink(s) Information: n/a

Secondary Rink(s) Seating: n/a

Primary Tenant: Beloit Memorial High School, BYHA



- The Edwards Activity and Sports Center opened in 1982 and is a semi-enclosed seasonal ice and outdoor pavilion enclosed with canvas walls.
- The current facility includes one full sheet of NHL-size (200' by 85') seasonal ice, four locker rooms with storage, a coach's office, a kitchen/concessions area, a conference room, restrooms and other support space.
- The EASC is located at Telfer Park and converts to a covered pavilion space (Telfer Pavilion) from April through October that hosts a variety of flat floor events and activities.
- The EASC was originally constructed by Beloit Youth Hockey Association (BYHA) for \$140,000, which included thousands of volunteer hours. Upon completion, ownership of the EASC was donated to the City of Beloit.
- BYHA operates the EASC from September through March, with the City managing the facility from April through October. The City is responsible for capital repair and maintenance; however, BYHA has contributed funds to EASC improvements throughout its lifespan.
- BYHA is the primary tenant of the EASC and currently consists of approximately 120 players from the Mite through the Midget level. Other tenants include Beloit Memorial High School (a co-operative including six area high schools) and the Rock County Fury (girls hockey program). BYHA also offers learn-to-skate programs.
- The EASC is located at Telfer Park, an approximately 29-acre park approximately three miles north of downtown Beloit along Cranston Road. In addition to the EASC, Telfer Park offers Pohlman Field, a 3,500-seat stadium that was formerly home to the Beloit Snappers baseball team (the team moved to ABC Supply Stadium in downtown Beloit in 2021), an adult softball field, a full-size soccer field, skate park and a playground.

# SITUATION ANALYSIS

## USA HOCKEY AMERICAN DEVELOPMENT MODEL (ADM)

### Mites – 8U

#### OBJECTIVES:

- Refine fundamental movement skills.
- Begin to acquire basic sports skills.
- Introduce skating and puck control.
- Introduce fun competitions in team environment.

#### ACTIVITY:

- 50-60 ice sessions.
- 2-3 weekly ice sessions.
- 50-minute ice sessions.
- 20 weeks per season.
- 9-13 skaters per team.
- 4+ teams per ice session.
- 34-40 practices.
- 16-20 cross-ice/half-ice games.

### Squirts – 10U

#### OBJECTIVES:

- Learn coordination and fine motor control.
- Begin to transfer skills and concepts from practices to games.
- Emphasis on group interaction, team building and social activities.

#### ACTIVITY:

- 95-100 ice sessions.
- 3-4 weekly ice sessions.
- 2 off-ice sessions per week.
- 60-minute ice sessions.
- 26 weeks per season.
- 10-12 skaters and 1 goalie per team.
- 3 teams per practice session.
- 75-80 practices.
- 20-25 games.

### PeeWees – 12U

#### OBJECTIVES:

- Improve coordination and fine motor control.
- Continue transferring skills and concepts from practices to games.
- Emphasis on group interaction, team building and social activities.

#### ACTIVITY:

- 105-120 ice sessions.
- 4 weekly ice sessions.
- 2 off-ice sessions per week.
- 60-minute ice sessions.
- 30 weeks per season.
- 15 skaters per team and 2 goalies per team.
- 2 teams per practice session.
- 80-90 practices.
- 30-35 games.

### Bantams – 14U

#### OBJECTIVES:

- Develop sports-specific skills.
- Begin to introduce competition.
- Continue development of speed, strength and stamina.
- Develop individual and group tactics.

#### ACTIVITY:

- 120 ice sessions.
- 3-4 weekly ice sessions.
- 60-80 minutes per ice session.
- 30-35 weeks per season.
- 16 skaters per team and 2 goalies per team.
- 1 team per practice session.
- 80-85 practices.
- 35-45 games.

### High School/ Midgets – 18U

#### OBJECTIVES:

- Prepare athletes for competition.
- Begin to specialize in ice hockey.
- Training increases and competitions become more important.
- Focus shifts to performance.

#### ACTIVITY:

- 120-125 ice sessions.
- 3-4 weekly ice sessions.
- 60-80 minutes per ice session.
- 30-35 weeks per season.
- 18 skaters per team and 2 goalies per team.
- 1 team per practice session.
- 80-85 practices.
- 40-50 games.

Source: USA Hockey, 2024.

# SITUATION ANALYSIS

## EXISTING EASC ICE HOCKEY UTILIZATION & DEFICIENCY AGAINST ADM STANDARDS

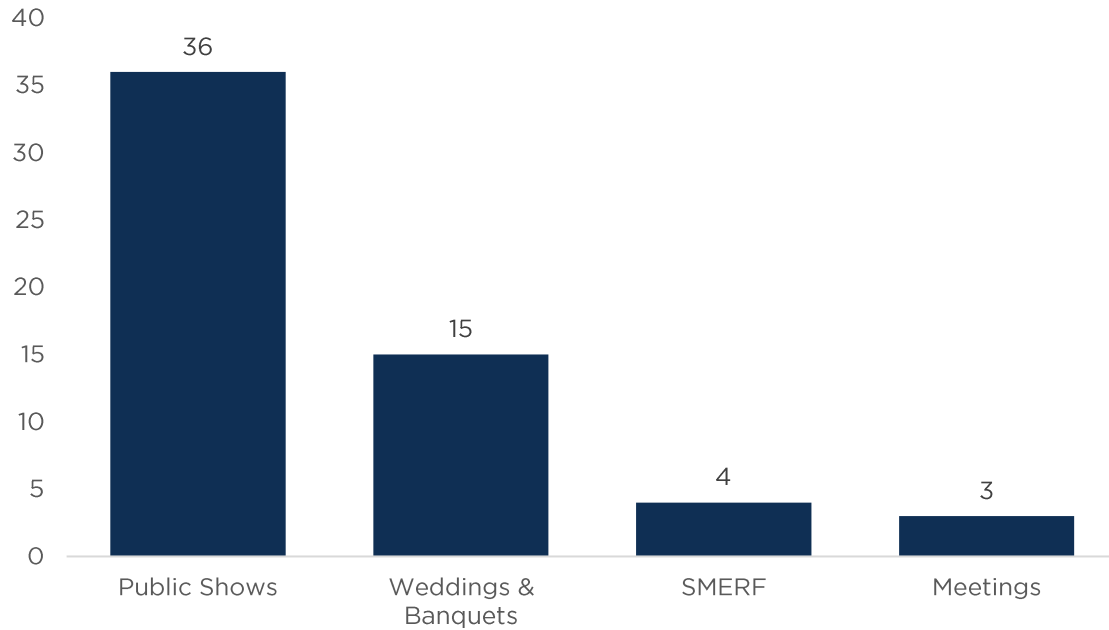
Competition Level	Existing Activity		USA Hockey ADM		Practice Hour Deficiency	Existing Activity	USA Hockey ADM	Game Deficiency
	Practices	Practice Hours	Practices	Practice Hours		Home Games	Home Games	
Mite	40	40	34 - 40	34 - 40	--	11	16 - 20	5 - 9
Squirt	42	43	75 - 80	75 - 80	35 - 40	16	10 - 13	--
PeeWee	44	45	80 - 90	80 - 90	38 - 48	19	15 - 18	--
Bantam	45	47	80 - 85	80 - 115	35 - 70	19	17 - 23	0 - 4
Raptors	54	54	80 - 85	80 - 115	34 - 69	19	25 - 30	6 - 11
BMHS Boys	59	74	80 - 85	80 - 115	26 - 61	12	25 - 30	13 - 18
Jr Fury Girls	17	17	80 - 85	80 - 115	6 - 41	10	20 - 25	10 - 15
Fury HS Girls	35	40	80 - 85	80 - 115	63 - 98	8	25 - 30	17 - 22
<b>TOTAL</b>	<b>336</b>	<b>359</b>	<b>589 - 635</b>	<b>589 - 785</b>	<b>236 - 426</b>	<b>114</b>	<b>153 - 189</b>	<b>51 - 79</b>

Source: BYHA, USA Hockey, 2024.

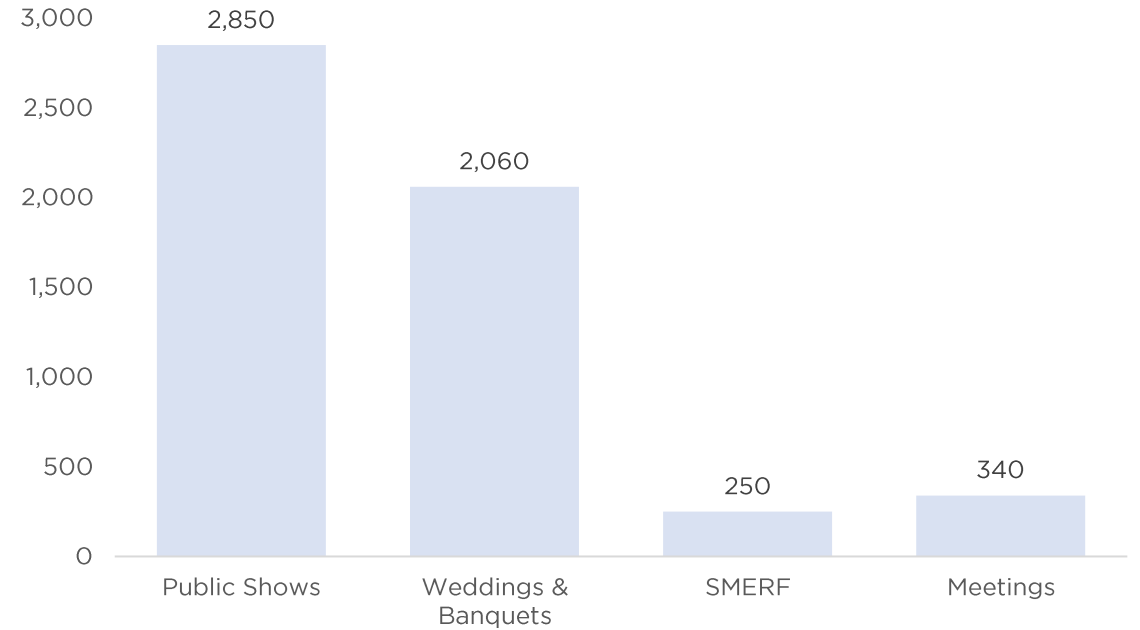
# SITUATION ANALYSIS

## EXISTING TELFER PAVILION UTILIZATION

AVERAGE ANNUAL EVENT DAYS  
2022-2023



AVERAGE ANNUAL ATTENDANCE  
2022-2023



Source: City of Beloit, 2024.



# SITUATION ANALYSIS

## REGIONAL YOUTH HOCKEY ASSOCIATIONS

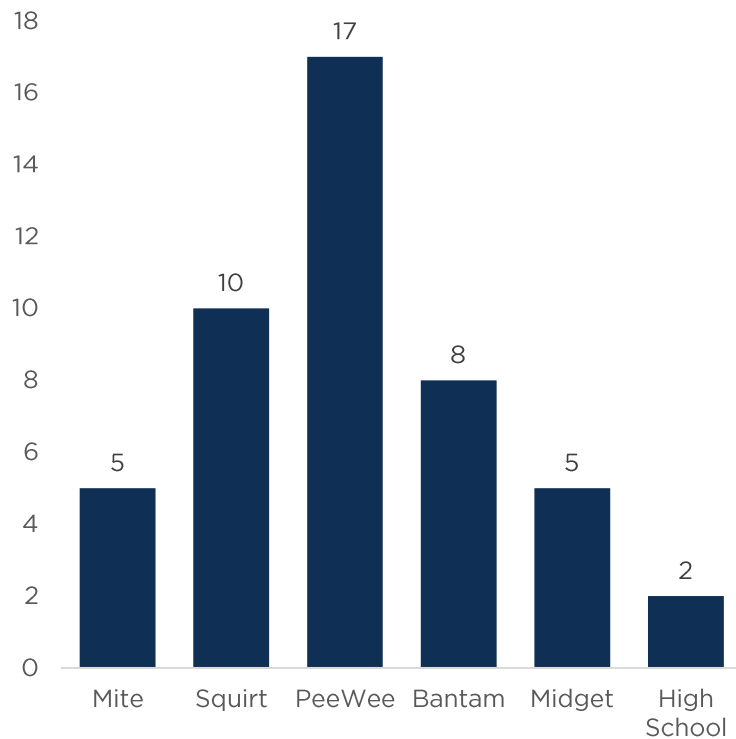
Association	Rink	City, State	Total Skaters 2023-24	Skaters per 10,000 Residents w/in 30-min.	High School Team
Monroe Youth Hockey Association	SLICE Ice Arena	Monroe, WI	91	15.2	Yes
Janesville Youth Hockey	Janesville Ice Arena	Janesville, WI	250	10.3	Yes
Sun Praire Youth Hockey Association	Sun Prairie Ice Arena	Sun Praire, WI	262	6.2	Yes
West Madison Youth Hockey Association	Hartmeyer Ice Arena	Madison, WI	292	5.2	Yes
Madison Patriots	Madison Ice Arena	Madison, WI	284	5.2	Yes
Stoughton Youth Hockey Association	Mandt Community Center	Stoughton, WI	197	4.6	Yes
<b>Beloit Youth Hockey Association</b>	<b>Edwards Ice Arena</b>	<b>Beloit, WI</b>	<b>145</b>	<b>4.4</b>	<b>Yes</b>
Rockford Hockey Club	Carlson Ice Arena	Loves Park, IL	137	3.3	No
Oregon Hockey Association	Oregon Ice Arena	Oregon, WI	143	2.9	Yes
McFarland Hockey	McFarland Community Ice Arena	Mcfarland, WI	161	2.8	Yes
<b>Average:</b>			<b>196</b>	<b>6.2</b>	

Source: Community hockey associations, ESRI, 2024.

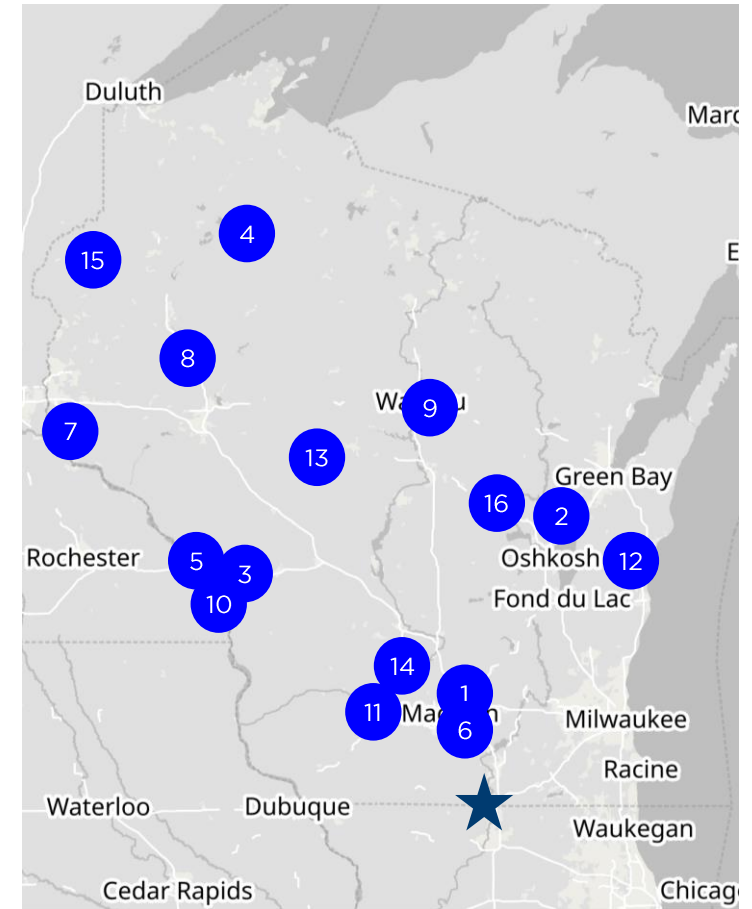
# SITUATION ANALYSIS

## COMPETITIVE REGIONAL HOCKEY TOURNAMENTS – BOYS

BOYS TOURNAMENTS  
BY AGE GROUP  
2023-2024



Key	Location	Annual Tournaments
1	Sun Prairie Ice Arena	9
2	Community First Champion Center	6
3	Panther Den	5
4	Hayward Sports Center	5
5	Onalaska Omni Center	3
6	Mandt Community Center	2
7	Wildcat Centre	2
8	Rice Lake Hockey Rink	2
9	Wausau Youth Hockey	2
10	Green Island Ice Arena	1
11	Harris Park Ice Arena	1
12	Manitowoc County Ice Center	1
13	Marshfield Area Ice Arena	1
14	Pierce Park Pavilion	1
15	The Lodge Center Arena	1
16	Waupace Expo Center	1

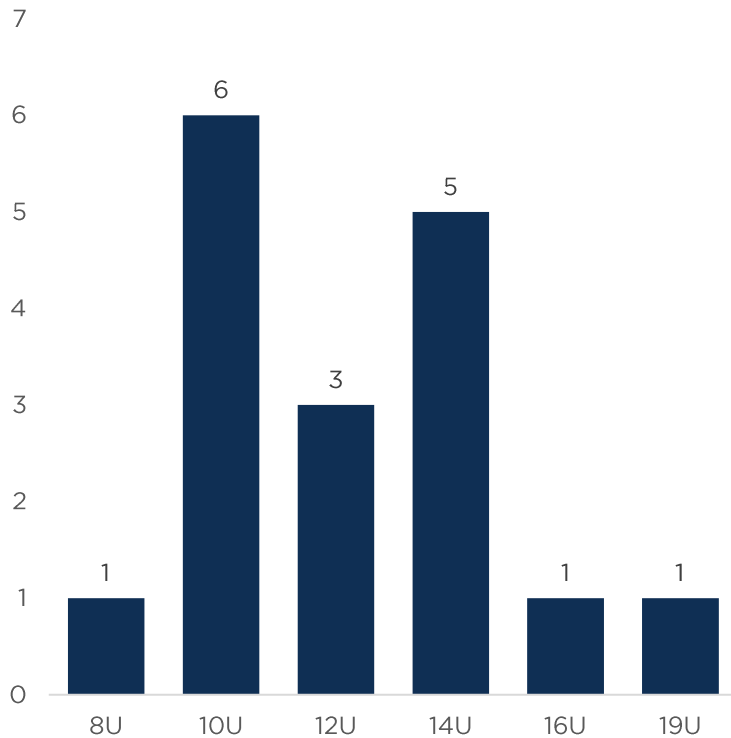


Source: Community hockey associations, 2024.

# SITUATION ANALYSIS

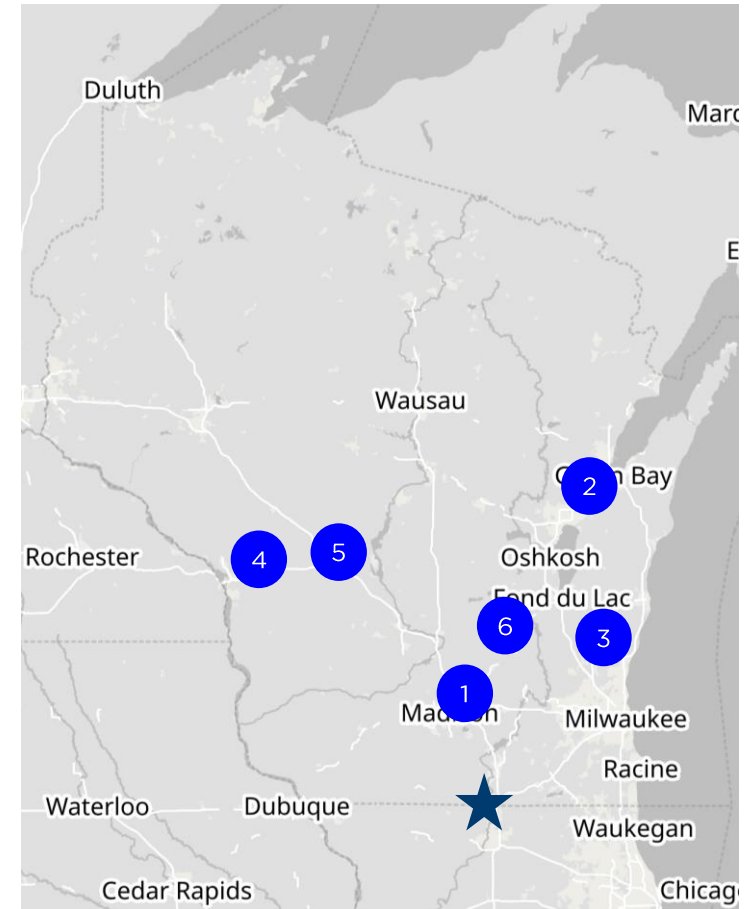
## COMPETITIVE REGIONAL HOCKEY TOURNAMENTS – GIRLS

GIRLS TOURNAMENTS  
BY AGE GROUP  
2023-2024



Source: Community hockey associations, 2024.

Key	Location	Annual Tournaments
1	Sun Prairie Ice Arena	5
2	Cornerstone Community Center	3
3	Kettle Moraine Ice Center	2
4	Sparta Ice Arena	2
5	Tomah Ice Center	2
6	Beaver Dam Family Center	1



# SITUATION ANALYSIS

## COMPETITIVE REGIONAL ICE SHEETS

Key	Name	Ice Sheets	Distance From EASC (in miles)	YR / S
1	Janesville Ice Arena <sup>(1)</sup>	1	9.4	YR
2	Woodman's Sports Center	2	12.2	1 YR / 1 S
3	Carlson Ice Arena	1	14.8	YR
4	Riverview Ice House	2	18.7	YR
5	BMO Center	1	18.8	S
6	Mandt Community Center	1	28.0	YR
7	Oregon Ice Arena	1	32.7	YR
8	SLICE Ice Arena	1	33.6	S
9	McFarland Community Ice Arena	1	36.9	YR
10	Crystal Ice House	3	40.9	YR
11	Verona Ice Arena	2	41.1	YR
12	Kohl Center	1	41.9	S
13	LaBahn Area	1	41.9	YR
14	Sub Zero Ice Center	1	42.8	YR
15	Madison Ice Arena	2	43.0	YR
16	Hartmeyer Ice Arena	1	43.3	YR
17	Canlan Sports West Dundee	3	45.0	YR
18	Sun Prairie Ice Arena	2	45.3	YR
19	Bob Suter's Capitol Ice Arena	2	47.6	YR
20	Naga-Waukee Ice Arena	1	48.1	YR

Key	Name	Ice Sheets	Distance From EASC	YR / S
21	Barrington Ice Arena	1	48.8	YR
22	The Ice Pond at Waunakee	1	49.6	YR
23	Howard G. Mullett Ice Center	1	52.1	YR
24	Top Shelf Ice Arena	1	54.7	YR
25	Eble Ice Arena	1	55.5	YR
26	Pleasant Prairie RecPlex	2	55.7	YR
27	Scott R. Triphahn Ice Arena	2	56.3	YR
28	Kenosha Ice Arena	1	57.6	YR
29	Glacier Ice Arena	2	57.6	YR
30	The Ponds of Brookfield Ice Arena	1	58.1	YR
31	West Meadows Ice Arena	1	58.6	YR
32	Orbit Ice Arena	1	59.3	YR
33	Twin Rinks Ice Pavillion	2	59.6	YR
34	Nelson Sports Complex	1	59.8	YR
35	Hot Shot Ice Arena	1	60.1	YR
36	Pettit National Ice Center	2	60.7	YR
37	Mount Prospect Ice Arena	3	64.5	YR
38	Glenview Community Ice Center	2	66.4	YR
39	IceLand Ice Arena	2	69.0	1 YR / 1 S
40	Centennial Ice Rink	4	72.7	1 YR / 3 S

(1) Janesville Ice Arena expected to be taken off-line upon opening of Woodman's Sports Center.  
Source: Facility management, 2024.

# SITUATION ANALYSIS

## COMPETITIVE REGIONAL FLAT FLOOR FACILITIES

Key	Facility Name	City, State	Exhibit Space (SF)	Meeting Space (SF)	Total Sellable Space (SF)	Largest Contiguous Hall (SF)	Category	
1	Baird Center	Milwaukee, WI	300,300	73,600	443,300	300,300	Convention Center	
2	Alliant Energy Center	Madison, WI	561,700	28,000	589,700	189,000	Multi-Venue Complex	
3	Kalahari Resorts & Conventions	Wisconsin Dells, WI	0	22,900	198,000	52,000	Hotel/Conference Center	
4	Monona Terrace	Madison, WI	37,200	14,300	78,900	37,200	Convention Center	
5	Grand River Center	Dubuque, IA	29,300	13,600	55,300	29,300	Convention Center	
6	Madison Marriott West	Middleton, WI	0	4,900	45,000	28,600	Hotel/Conference Center	
7	Ley Memorial Pavilion	Dodgeville, WI	27,000	3,800	30,800	27,000	Community Ice	
8	Woodman's Sports Center	Janesville, WI	42,800	1,000	43,800	25,800	Community Ice (Planned)	
9	Panther Arena	Milwaukee, WI	24,000	0	24,000	24,000	Professional Ice	
10	Five Flags Center	Dubuque, IA	23,600	0	23,600	21,900	Concert Venue	
11	Waukesha County Expo Center	Waukesha, WI	21,000	1,800	22,800	21,000	Multi-Venue Complex	
12	Brookfield Conference Center	Brookfield, WI	0	500	41,500	18,000	Conference Center	
13	Tomah Ice Arena	Tomah, WI	18,000	0	18,000	18,000	Community Ice	
14	Centennial Ice Arena	Highland Park, IL	17,000	0	17,000	17,000	Community Ice	
15	Alliant Energy PowerHouse	Cedar Rapids, IA	17,000	0	17,000	17,000	Professional Ice	
16	Kohl Center	Madison, WI	17,000	0	17,000	17,000	Professional Ice	
17	SLICE Ice Arena	Monroe, WI	17,000	0	17,000	17,000	Community Ice	
18	Uihlein Ice Arena	River Hills, WI	17,000	0	17,000	17,000	Community Ice	
19	Mandt Ice Arena	Stoughton, WI	17,000	0	17,000	17,000	Community Ice	
20	Janesville Conference Center	Janesville, WI	0	300	15,300	15,000	Hotel/Conference Center	
21	The Westin Chicago North Shore	Wheeling, IL	0	19,500	50,300	14,900	Hotel/Conference Center	
22	Wilderness Resort	Wisconsin Dells, WI	0	6,500	30,200	14,800	Hotel/Conference Center	
23	Lincolnshire Marriott Resort	Lincolnshire, IL	20,200	8,200	43,500	12,000	Hotel/Conference Center	
24	Overture Center	Madison, WI	11,400	16,600	28,000	11,400	Event Center	
25	BMO Center	Rockford, IL	0	7,600	19,900	5,600	Professional Ice	
Average			48,700	8,900	76,200	38,700		
Median			17,000	1,800	28,000	18,000		
Telfer Pavilion			Beloit, WI	17,000	0	17,000	17,000	Community Ice

Note: The Ho-Chunk Casino in Beloit is planning development of 80,000 square feet of contiguous event space.  
Source: Facility management, 2024.

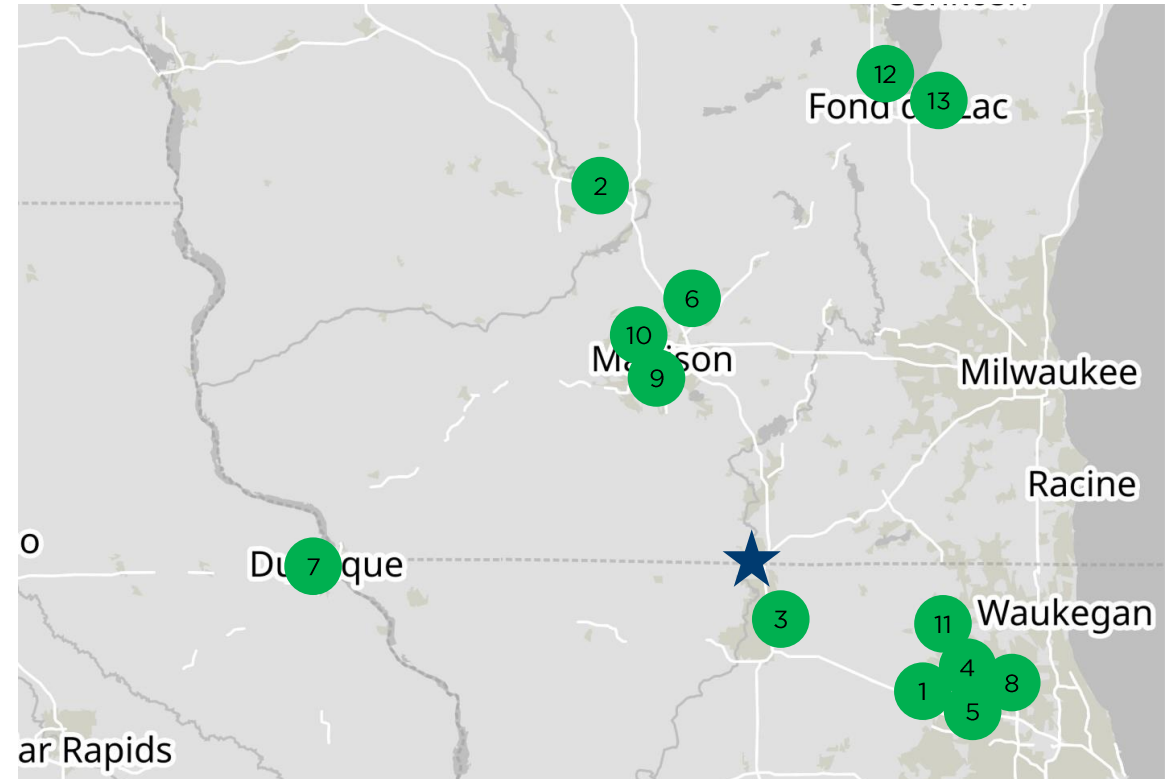


# SITUATION ANALYSIS

## COMPETITIVE REGIONAL INDOOR TURF FACILITIES

Key	Name	City, State	Fields	Surface (SF)
1	Lifeline 360	West Dundee, IL	4	150,000
2	Woodside Sports Complex	Wisconsin Dells, WI	4	90,000
3	Mercyhealth Sportscore	Loves Park, IL	1	82,000
4	Canlan Sports	Barrington, IL	4	80,000
5	Grand Sports Arena	Hoffman Estates, IL	4	48,000
6	Windsor Athletic Club	Windsor, WI	1	40,000
7	Veterans Memorial Training Center	Dubuque, IA	1	38,000
8	Soccer City Palatine	Palatine, IL	2	37,000
9	Toca Soccer	Fitchburg, WI	2	34,000
10	Keva Sports Center	Middleton, WI	2	30,000
11	SoccerPlex and Sports Center	Lake Zurich, IL	3	29,000
12	Oshkosh Community YWCA	Oshkosh, WI	1	20,000
13	Lenz Field House	Fond Du Lac, WI	1	16,000

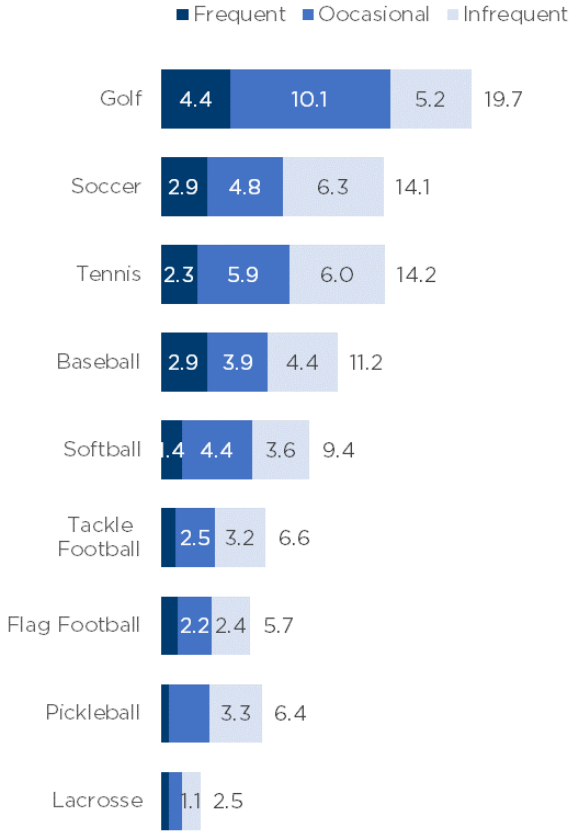
Source: Facility management, 2024.



# INDUSTRY TRENDS

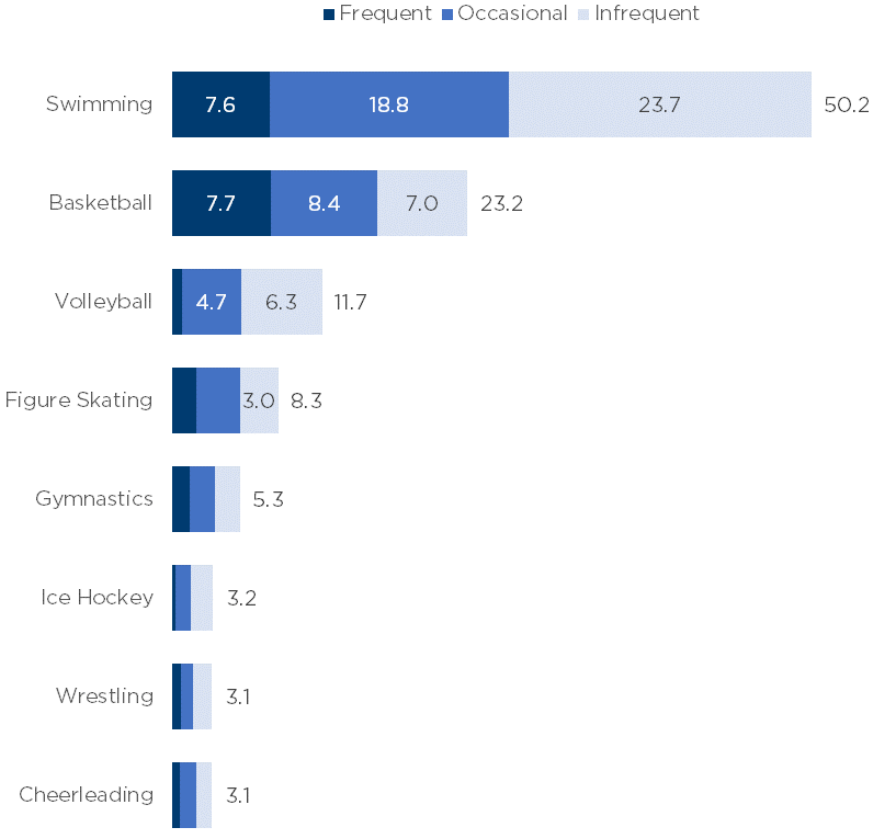
## NATIONAL PARTICIPATION TRENDS BY SPORT

National Participation Levels – Outdoor Sports (in millions)



Source: NSGA, 2023.

National Participation Levels – Indoor Sports (in millions)



# INDUSTRY TRENDS

## EXTRAPOLATED FREQUENT PARTICIPATION BY SPORT PER GEOGRAPHIC AREA

	15-Minute Drive Time of Beloit		30-Minute Drive Time of Beloit		60-Minute Drive Time of Beloit		180-Minute Drive Time of Beloit		Rock County	
Market Population	61,807		326,261		6,507,780		16,583,715		164,760	
	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate	National Rate	Regional Rate
<b>Outdoor Sports:</b>										
Baseball	429	506	2,262	2,669	45,121	53,243	114,982	135,678	1,142	1,348
Flag Football	93	116	490	613	9,779	12,223	24,919	31,148	248	309
Golf	767	981	4,047	5,180	80,718	103,319	205,694	263,288	2,044	2,616
Lacrosse	72	54	381	286	7,594	5,696	19,352	14,514	192	144
Pickleball	188	214	993	1,132	19,804	22,577	50,466	57,532	501	572
Soccer	743	698	3,922	3,687	78,234	73,540	199,363	187,402	1,981	1,862
Softball	311	364	1,643	1,922	32,764	38,334	83,492	97,686	829	971
Tackle Football	277	329	1,460	1,738	29,124	34,658	74,218	88,319	737	877
Tennis	642	597	3,388	3,151	67,577	62,846	172,205	160,151	1,711	1,591
<b>Indoor Sports:</b>										
Basketball	854	812	4,509	4,284	89,945	85,448	229,206	217,746	2,277	2,163
Cheerleading	127	163	672	861	13,413	17,169	34,181	43,751	340	435
Figure Skating	123	99	652	521	13,000	10,400	33,129	26,503	329	263
Gymnastics	282	206	1,486	1,085	29,646	21,641	75,546	55,149	751	548
Ice Hockey	145	230	763	1,214	15,229	24,213	38,807	61,703	386	613
Swimming	620	589	3,273	3,109	65,285	62,021	166,365	158,047	1,653	1,570
Volleyball	794	922	4,193	4,864	83,644	97,027	213,149	247,253	2,118	2,456
Wrestling	96	123	504	650	10,056	12,972	25,625	33,056	255	328
<b>TOTAL</b>	<b>6,562</b>	<b>7,003</b>	<b>34,639</b>	<b>36,965</b>	<b>690,933</b>	<b>737,327</b>	<b>1,760,697</b>	<b>1,878,923</b>	<b>17,493</b>	<b>18,667</b>

Source: ESRI, NSGA, 2023.

# INDUSTRY TRENDS

## TYPICAL CHARACTERISTICS OF INDOOR FACILITY MODELS

	ICE COMPLEX	TURF COMPLEX	HARDWOOD COMPLEX
Building Size:	80,000 to 120,000 GSF	40,000 to 200,000 GSF	100,000 to 140,000 GSF
Playing Surfaces:	Ice sheets (2 @ 200' x 85' each)	Turf space (15,000-80,000 SF)	Courts (6-12 bball or 12-24 vball)
Owner:	Public	Public or Private	Public
Operator:	Public or Private	Public or Private	Public or Private
Private Partner Equity Contribution/Profit Sharing:	No	No	Sometimes
Number of Tenant User Groups:	3 to 6	4 to 8	5 to 10
Annual Attendance (athletes + spectators):	150,000 to 300,000	75,000 to 200,000	200,000 to 500,000
Annual Operating Profit/Loss:	(\$500,000) to (\$200,000)	(\$400,000) to \$200,000	(\$200,000) to \$1,000,000
Sports Tourism Impact (per surface):	Moderate	Moderate	High
Use Types:	Ice Hockey Figure Skating Curling Open Skating / Learn-to-Skate	Soccer Lacrosse Rugby Field Hockey Football (American) Football (Flag) Football (Australiian Rules) Baseball Softball Running / Walking Special Events Open Leisure / Recreation	Basketball Volleyball Cheerleading Dance Wrestling Gymnastics Futsal Pickleball Table Tennis Badminton Running / Walking Fitness / Aerobics Martial Arts Public / Consumer Shows Tradeshows Special Events Open Leisure / Recreation

# COMPARABLE FACILITIES

## COMPARABLE FACILITIES - OVERVIEW

Key	Facility Name	City, State	Year Built	Construction Cost	Rinks	Primary Rink Seating
1	St. Louis Park Rec Center	St. Louis Park, MN	1971	\$1,700,000	3	2,000
2	Bloomington Ice Garden	Bloomington, MN	1970	n/a	3	2,500
3	Blue Line Family Ice Center	Fond du Lac, WI	1995	n/a	3	1,800
4	Community First Champion Center	Grand Chute, WI	2019	\$34,400,000	2	1,000
5	Seven Bridges Ice Arena	Woodridge, IL	1994	\$10,000,000	2	1,500
6	Pleasant Prairie RecPlex	Pleasant Prairie, WI	2000	\$30,000,000	2	740
7	Wings West	Kalamazoo, MI	1998	n/a	2	800
8	Furniture and Things Community Event Center	Elk River, MN	2020	\$27,500,000	2	1,600
9	Sun Prairie Ice Arena	Sun Prairie, WI	2014	\$7,000,000	2	1,100
10	Woodman's Sports & Convention Center	Janesville, WI	2025	\$47,000,000	2	1,500
11	Dakotah! Ice Center	Prior Lake, MN	1994	n/a	2	1,200
12	The River's Edge	Davenport, IA	1994	n/a	1	3,200
13	Greenheck Turner Community Fieldhouse	Weston, WI	1997	n/a	1	1,350
Average				\$22,514,300	2	1,600
Edwards Ice Arena		Beloit, WI	1982	\$140,000	1	200

Source: Facility management, 2024.



# MARKET DEMAND ANALYSIS

## USER GROUP SURVEYS

- Telephone interviews & virtual meetings were completed with representatives of user groups.
- 55+ organizations were targeted, 35+ interviews were completed with groups representing 200+ teams, leagues, tournaments, meets & competitions.
- Key organizations interviewed included:
  - Beloit Youth Hockey Association
  - Rock County Fury
  - Beloit Memorial High School
  - Lincoln Academy
  - Clinton High School
  - Blackhawk Curling Club
  - Beloit College
  - Elite Amateur Sports
  - CHE Hockey
  - Weekend Hockey Tournaments
  - Northland Hockey Group
  - OneHockey
  - Pro Performance Hockey
  - CanAm Tournaments



# MARKET DEMAND ANALYSIS

## MARKET DEMAND SUMMARY

- **MARKET FEASIBILITY OF RENOVATED OR REDEVELOPED EASC:**

Overall findings suggest that sufficient demand exists for an enclosed ice sheet in Beloit for the primary purpose of supporting the local youth and amateur hockey programs. Additionally, demand exists for a second seasonal ice sheet to support local youth and amateur hockey during the peak season, while presenting an opportunity to support sports tourism in Beloit by attracting larger tournaments.

- **TELFER PAVILION REMAINS A KEY ASSET WITHIN THE BELOIT COMMUNITY:**

Any renovation or redevelopment of the EASC should take the continued operations of Telfer Pavilion into consideration. As the largest flat floor venue in Beloit, and with access to outdoor event space at Telfer Park, Telfer Pavilion is a unique asset that serves an important role among Beloit's inventory of available event space.

- **MARKET POTENTIAL FOR SPORTS TOURISM:**

To efficiently run tournaments that present the greatest opportunity to attract non-local teams and participants, research suggests that a minimum of two-sheets is needed. Beloit's geographic location on the Illinois border presents opportunities to attract teams from outside of Wisconsin. Additionally, recent and ongoing investment in Beloit's visitor industry infrastructure (e.g., ABC Supply Stadium, downtown Beloit, the planned new Ho-Chunk Casino, etc.) has positioned the destination as a compelling option for families traveling for sports tourism.

- **DEMAND NOTED FOR INDOOR TURF TRAINING SPACE:**

In addition to the demand identified for seasonal hockey event space and seasonal flat floor event space, demand was identified for indoor turf training space. Youth and amateur sports that typically play outdoors in the spring and summer noted the lack of available training space during the winter months as they prepare for their seasons.

# DEVELOPMENT ALTERNATIVES

## SUPPORTABLE PROGRAM ALTERNATIVES

### RENOVATION OPTION #1:

- **CONCEPT:** New enclosed ice sheet; upgraded EASC as seasonal ice sheet.
- **PRIMARY FACILITY ELEMENTS:**
  - Two-ice sheets, both NHL (200' x 85') size.
  - Seating for up to 1,000 attendees in new ice arena and temporary EASC seating for 500.
  - Upgrade ice making facilities to accommodate both ice sheets.
  - Seasonal operations beginning in August/September for primary sheet and in October/November for secondary sheet. Both sheets would be converted to flat floor space beginning in early- to mid-March.
  - Shared amenities between the two sheets including upgraded concessions areas, locker rooms, restrooms, viewing areas/hospitality space and other support space.
  - Upgraded and expanded locker room facilities to meet current industry standards.
  - Independent/dedicated changing areas for girl's/women's hockey and other programs.

### RENOVATION OPTION #2:

- **CONCEPT:** Fully enclose EASC; add a secondary covered sheet for seasonal use.
- **PRIMARY FACILITY ELEMENTS:**
  - Two-ice sheets, both NHL (200' x 85') size.
  - Temporary seating for up to 1,000 attendees in EASC and seating for approximately 500 in new covered ice sheet.
  - Explore cost-effective opportunities to maintain connection of Telfer Pavilion with other Telfer Park assets/event space.
  - Similar program of event and support space to Option #1.
  - Operations of renovated EASC would be less efficient (more expensive) than that of a newly constructed indoor ice sheet.
  - Consideration of this option would require significant capital construction cost savings over Option #1 due to anticipated operational inefficiencies.

### REDEVELOPMENT OPTION #3:

- **CONCEPT:** New two-sheet ice complex; Telfer Pavilion a covered event venue.
- **PRIMARY FACILITY ELEMENTS:**
  - Two-ice sheets, both NHL (200' x 85') size.
  - Seating for up to 1,000 attendees in primary ice sheet and seating for approximately 500 in secondary ice sheet.
  - Consider community partnerships that provide synergistic benefits of operating the ice complex with potential for shared cost to develop and/or operate.
  - Renovation of Telfer Pavilion to improve support facilities.
  - Consider temporary indoor turf training space to accommodate identified market demand and to support facility operations during winter and early spring seasons.
  - Identify sites with good ingress/egress and access to both community population base and visitor industry infrastructure (e.g., highways, restaurants or other food and beverage options, lodging, entertainment, etc.).

# DEVELOPMENT ALTERNATIVES

## ESTIMATED CONSTRUCTION COST CONSIDERATIONS (2024\$)

- **EASC MODERNIZATION (\$3.5 to \$6.0 million):**
  - R-22 refrigerant system replacement (**\$1.0 and \$2.0 million**).
  - Enclosing EASC and adding dehumidification system (**\$2.0 to \$3.0 million**).
  - Updated locker rooms (**\$750,000 to \$1.0 million**).
- **TYPICAL NEW RINK DEVELOPMENT COSTS:**
  - Basic Community Rink – metal panel exterior and functional operating amenities.
    - Typical cost between \$150 and \$250 per square foot (**\$4.0 million to \$6.5 million**).
    - Almost exclusively utilized for ice-related events.
    - Limited appeal from tournament participant/organizer perspective, limiting potential impact.
  - Enhanced Rink – concrete, stone, glass, etc. exterior and multipurpose event facility environment.
    - Typical cost between \$300 and \$450 per square foot (**\$7.5 million to \$12.0 million**).
    - Enhanced lobby, circulation, concession and other support space provides environment conducive to multipurpose event activity.
    - Environment better suited to tournaments with areas for food service, gathering space and other space between games.
  - Covered Seasonal Rink – covered, open-air pavilion to support peak-season utilization.
    - Development costs will vary based on the extent of design.
      - Basic Seasonal Rink cost – (**\$2.5 million to \$5.0 million**).
      - Enhanced Seasonal Rink cost – (**\$10.0 million to \$15.0 million**).
    - Extent of design will largely be dependent on projected off-season utilization and activity.



# DEVELOPMENT ALTERNATIVES

## ESTIMATED CONSTRUCTION COSTS (2024\$)

### RENOVATION OPTION #1: NEW ENCLOSED ICE SHEET & UPGRADED EASC

New Enclosed Ice Rink Space (GSF)	17,000
Est. Hard Const. Cost per GSF	\$350
<u>Est. Ice Rink Hard Construction Costs</u>	<u>\$5,950,000</u>
Facility Support Space (GSF)	15,000
Est. Hard Const. Cost per GSF	\$225
<u>Est. Support Space Hard Const. Costs</u>	<u>\$3,375,000</u>
Renovated EASC Event Space (GSF)	17,000
Est. Hard Const. Cost per GSF	\$150
<u>Est. Ice Rink Hard Construction Costs</u>	<u>\$2,550,000</u>
Renovated EASC Support Space (GSF)	7,500
Est. Hard Const. Cost per GSF	\$350
<u>Est. Support Space Hard Const. Costs</u>	<u>\$2,625,000</u>
<u>Total Est. Hard Const. Costs</u>	<u>\$14,500,000</u>
Site/Infrastructure Costs	\$500,000
Design/Construction Contingency (15%)	\$2,300,000
<u>Other Soft Costs (10%)</u>	<u>\$1,500,000</u>
<b>OOM Total Construction Costs</b>	<b>\$18,800,000</b>

### REDEVELOPMENT OPTION #3: NEW TWO-SHEET ICE COMPLEX

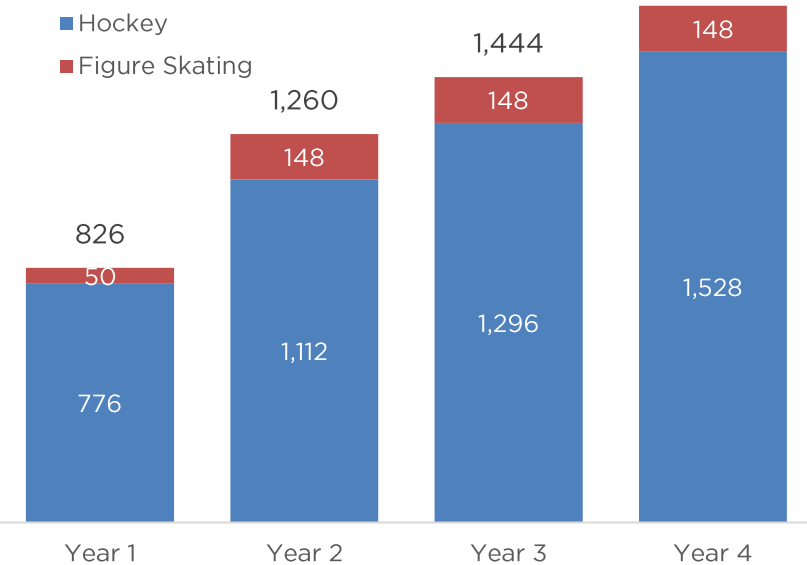
New Two-Sheet Ice Rink Space (GSF)	34,000
Est. Hard Const. Cost per GSF	\$350
<u>Est. Ice Rink Hard Construction Costs</u>	<u>\$11,900,000</u>
Facility Support Space (GSF)	30,000
Est. Hard Const. Cost per GSF	\$225
<u>Est. Support Space Hard Const. Costs</u>	<u>\$6,750,000</u>
<u>Total Est. Hard Const. Costs</u>	<u>\$18,650,000</u>
Site/Infrastructure Costs	\$1,500,000
Design/Construction Contingency (15%)	\$3,000,000
<u>Other Soft Costs (10%)</u>	<u>\$2,000,000</u>
<b>OOM Total Construction Costs</b>	<b>\$25,150,000</b>



# COST/BENEFIT ANALYSIS

## UTILIZATION PROJECTIONS

Total Games  
(Tournaments, Competitions & Leagues)



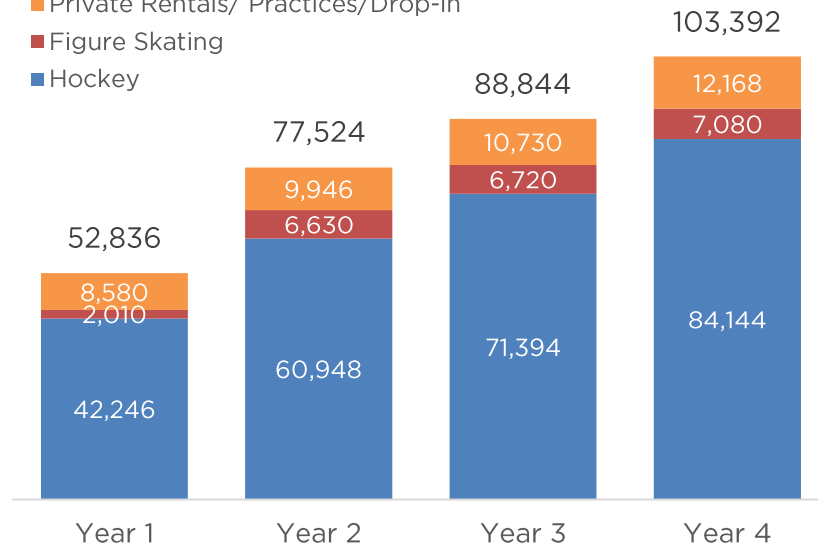
UTILIZATION	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
<b>LEAGUE TEAMS/CLUBS</b>					
Hockey	20	23	24	28	487
Figure Skating	1	2	2	2	35
<b>Total</b>	<b>21</b>	<b>25</b>	<b>26</b>	<b>30</b>	<b>522</b>
<b>LEAGUE GAMES/CLUB USAGE</b>					
Hockey	320	368	384	448	7,792
Figure Skating	50	100	100	100	1,750
<b>Total</b>	<b>370</b>	<b>468</b>	<b>484</b>	<b>548</b>	<b>9,542</b>
<b>TOURNAMENTS/COMPETITIONS</b>					
Hockey	8	10	12	12	210
Figure Skating	0	1	1	1	17
<b>Total</b>	<b>8</b>	<b>11</b>	<b>13</b>	<b>13</b>	<b>227</b>
<b>TOURNAMENT GAMES/USE PERIODS</b>					
Hockey	456	744	912	1,080	18,312
Figure Skating	0	48	48	48	816
<b>Total</b>	<b>456</b>	<b>792</b>	<b>960</b>	<b>1,128</b>	<b>19,128</b>
<b>CAMPS &amp; OTHER RENTALS</b>					
Hockey	30	36	42	48	828
Figure Skating	6	12	12	18	300
Private Rentals/Practices/Drop-in	750	832	884	972	17,046
<b>Total</b>	<b>786</b>	<b>880</b>	<b>938</b>	<b>1,038</b>	<b>18,174</b>

# COST/BENEFIT ANALYSIS

## ATTENDANCE PROJECTIONS

### Total Attendance

- Private Rentals/ Practices/Drop-in
- Figure Skating
- Hockey



ATTENDANCE	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative
<b>LEAGUES/CLUBS</b>					
Hockey	5,120	5,888	6,144	7,168	124,672
Figure Skating	750	1,500	1,500	1,500	26,250
<b>Total</b>	<b>5,870</b>	<b>7,388</b>	<b>7,644</b>	<b>8,668</b>	<b>150,922</b>
<b>TOURNAMENTS/COMPETITIONS</b>					
Hockey	7,296	11,904	14,592	17,280	292,992
Figure Skating	0	720	720	720	12,240
<b>Total</b>	<b>7,296</b>	<b>12,624</b>	<b>15,312</b>	<b>18,000</b>	<b>305,232</b>
<b>CAMPS &amp; OTHER RENTALS</b>					
Hockey	900	1,080	1,260	1,440	24,840
Figure Skating	90	240	300	540	8,730
Private Rentals/Practices/Drop-in	8,580	9,946	10,730	12,168	211,776
<b>Total</b>	<b>9,570</b>	<b>11,266</b>	<b>12,290</b>	<b>14,148</b>	<b>245,346</b>
<b>SPECTATORS</b>					
Hockey	28,930	42,076	49,398	58,256	994,244
Figure Skating	1,170	4,170	4,200	4,320	74,340
<b>Total</b>	<b>30,100</b>	<b>46,246</b>	<b>53,598</b>	<b>62,576</b>	<b>1,068,584</b>
<b>TOTAL ATTENDANCE</b>					
Hockey	42,246	60,948	71,394	84,144	1,436,748
Figure Skating	2,010	6,630	6,720	7,080	121,560
Private Rentals/Practices/Drop-in	8,580	9,946	10,730	12,168	211,776
<b>Total</b>	<b>52,836</b>	<b>77,524</b>	<b>88,844</b>	<b>103,392</b>	<b>1,770,084</b>

# COST/BENEFIT ANALYSIS

## FINANCIAL OPERATING PROJECTIONS

FINANCIAL OPERATIONS	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative	20-Year NPV
<b>OPERATING REVENUES</b>						
Rental & Registration	\$605,176	\$753,570	\$845,460	\$972,520	\$20,296,750	\$15,036,029
Concessions	\$86,200	\$131,800	\$156,200	\$187,600	\$3,862,800	\$2,850,683
Advertising & Sponsorship	\$52,300	\$58,100	\$64,200	\$70,600	\$1,488,100	\$1,105,494
Other/Miscellaneous	\$97,875	\$109,428	\$121,449	\$133,958	\$2,820,227	\$2,094,614
Subtotal	\$841,551	\$1,052,898	\$1,187,309	\$1,364,678	\$28,467,877	\$21,086,820
<b>OPERATING EXPENSES</b>						
Salaries, Wages & Benefits	\$521,600	\$541,500	\$619,800	\$642,300	\$13,629,400	\$10,144,442
Utilities	\$260,700	\$268,500	\$276,600	\$284,900	\$6,103,700	\$4,555,615
Maintenance & Repair	\$93,100	\$95,900	\$98,800	\$101,700	\$2,179,800	\$1,626,938
Materials & Supplies	\$100,500	\$103,600	\$106,700	\$109,900	\$2,354,700	\$1,757,462
Insurance	\$89,400	\$92,100	\$94,800	\$97,700	\$2,092,600	\$1,561,868
Concessions	\$56,000	\$85,700	\$101,500	\$121,900	\$2,510,600	\$1,852,766
General & Administrative	\$95,000	\$100,000	\$105,000	\$110,000	\$2,345,700	\$1,748,460
Other/Miscellaneous	\$213,290	\$280,388	\$311,784	\$366,268	\$7,619,420	\$5,639,355
Subtotal	\$1,429,590	\$1,567,688	\$1,714,984	\$1,834,668	\$38,835,920	\$28,886,905
<b>NET OPERATING INCOME/(LOSS)</b>	<b>(\$588,039)</b>	<b>(\$514,791)</b>	<b>(\$527,675)</b>	<b>(\$469,990)</b>	<b>(\$10,368,043)</b>	<b>(\$7,800,085)</b>

# COST/BENEFIT ANALYSIS

## ECONOMIC IMPACT PROJECTIONS

	Opening Year 1	Year 2	Year 3	Stabilized Year 4	20-Year Cumulative	20-Year NPV
<b>ECONOMIC IMPACTS</b>						
Total Attendee Days	52,836	77,524	88,844	103,392	1,770,084	1,770,084
Net New Non Local Visitor Days	19,337	32,483	39,048	45,817	778,119	778,119
Net New Hotel Room Nights	4,395	7,382	8,875	10,413	176,845	176,845
Direct Spending	\$3,358,514	\$5,528,824	\$6,764,257	\$8,125,683	\$166,783,685	\$122,958,154
Indirect/Induced Spending	\$2,296,867	\$3,780,965	\$4,625,769	\$5,556,770	\$114,055,671	\$84,085,460
<b>Economic Output</b>	<b>\$5,655,381</b>	<b>\$9,309,788</b>	<b>\$11,390,025</b>	<b>\$13,682,453</b>	<b>\$280,839,357</b>	<b>\$207,043,614</b>
Personal Income	\$2,339,043	\$3,840,769	\$4,696,124	\$5,639,402	\$115,765,079	\$85,348,573
Employment (full & part-time jobs)	73	120	147	176	3,610	3,610
State Sales Tax (5.0%)	\$202,379	\$333,156	\$407,599	\$489,636	\$10,050,019	\$7,409,190
County Sales Tax (0.5%)	\$27,219	\$42,052	\$50,612	\$60,288	\$1,241,237	\$915,903
Hotel Tax (8.0%)	\$53,542	\$92,641	\$114,707	\$138,628	\$2,839,219	\$2,091,816
<b>Total Tax Revenue</b>	<b>\$283,140</b>	<b>\$467,849</b>	<b>\$572,919</b>	<b>\$688,552</b>	<b>\$14,130,475</b>	<b>\$10,416,909</b>

Note: As of 2024, 80 percent of Hotel Tax allocated to Visit Beloit; 20 percent of Hotel Tax allocated to City of Beloit.

# COST/BENEFIT ANALYSIS

## QUALITATIVE IMPACTS / OTHER BENEFITS



**Potential Transformative and Iconic Effects** – High profile, sports facility projects, like a renovated or redeveloped EASC, can have extensive, long-lasting transformative impacts on the Beloit community and destination, in terms of quality of life, community prestige, perception by visitors and non-locals, and other such effects.



**Quality of Life for Residents** – New sports, recreation and special event facilities provide diversified activities for local residents and families, which can make the Beloit community more attractive and enjoyable places to reside. Quality public assembly facilities can contribute to enhancing community pride, self-image, exposure and reputation. All these items can assist in retaining and attracting an educated workforce, particularly younger adults who often desire quality sports, recreational, and leisure amenities.



**New Visitation** – New visitors will be attracted to the area because of an athletic tournament, meet, competition, clinic or camp. These attendees, in turn, may elect to return to the Beloit area later with their families, etc. for a leisure visit after visiting the area for the first time.



**Spin-Off Development** – New retail/business tend to invariably sprout up near major new sports/recreation facility developments, spurred by the operations and activities associated with the facilities, representing additions to the local tax base. Enhanced economic growth and ancillary private sector development (or improvement) surrounding the ultimate site for a renovated or redeveloped EASC may be spurred by the investment in the project.



**Anchor for Revitalization** – Major sports facility and other tourism facility developments can oftentimes serve as an anchor for larger master plans and revitalization efforts. State-of-the-industry amateur sports complexes, like a renovated or redeveloped EASC, can attract hundreds of thousands of participants and spectators annually. This added visitation to an area or district can be critical to the health and vitality of existing nearby businesses, as well as providing the incentive for future private investment in business improvements and expansions.



**Other Benefits** – Increased synergy with the other athletic, event, hospitality and entertainment facilities can lead to increased tourism activity to Beloit.

# COST/BENEFIT ANALYSIS

## SUMMARY OF KEY PERFORMANCE PROJECTIONS ASSOCIATED WITH A RENOVATED OR REDEVELOPED EASC

(Shown in Terms of Nominal/Actual Dollars, All Figures Represent Annual Amounts Occurring Upon Assumed Stabilization of Operations at Year 4)



ANNUAL ATTENDEE DAYS

103,400



ANNUAL NON-LOCAL ATTENDEE DAYS

45,800



ANNUAL HOTEL ROOM NIGHTS

10,400



ANNUAL FINANCIAL OP. PROFIT/(LOSS)

(\$479k)



ESTIMATED PROJECT COSTS

\$18.8M



CONSTRUCTION ECONOMIC IMPACT

\$15.9M



ANNUAL DIRECT SPENDING

\$8.1M

+

ANNUAL INDIRECT/INDUCED SPENDING

\$5.6M

=

ANNUAL ECONOMIC OUTPUT

\$13.7M



ANNUAL PERSONAL INCOME

\$5.6M



ANNUAL EMPLOYMENT (FULL & PART-TIME JOBS)

176



ANNUAL LODGING TAX REVENUE

\$138,600



# BUSINESS PLANNING ANALYSIS

## GOVERNANCE & OVERSIGHT MODEL TYPES

The following presents a summary of typical industry owner/operator model groupings utilized in the amateur sports facility industry:

### **PUBLIC MODEL:**

Land and facility owned and operated by a public entity with the primary goal of providing access to area residents. Facilities that operate under this model generally attract the greatest percentage of local participation and attendance. Publicly-operated facilities are typically funded through the municipal government owner's general fund and/or other dedicated public sector monies. Additionally, these facilities typically rely on an annual financial operating subsidy provided by the public sector owner.

### **PRIVATE MODEL:**

Both the land and the complex are privately-owned, developed, maintained and operated. Facilities under this model tend to be more specialized and cater to a narrower segment of the marketplace. This operational model is designed for profit, with pricing and booking strategies that often limit interest and use by most local community and neighborhood leagues and tournaments. Funding for such facilities usually comes from private equity and revenue generated through programmed tournaments, training, camps and league play.

### **PUBLIC/PRIVATE MODEL:**

The land, and often the facility, are typically owned by a public entity and leased or contracted to a third-party private entity responsible for operating and maintaining the complex. The goals and objectives of this model can vary widely in examples throughout the country; however, many attempt to balance objectives of (1) economic impact generation, (2) local community use opportunities, and (3) operational self-sufficiency.

### **PUBLIC/NON-PROFIT MODEL:**

The land and facility are generally owned by a public entity and the complex is leased and operated by a 501(c)3 non-profit. The non-profit operator often utilizes relationships with local sports organizations to generate strategic partnerships, serving to share operating/maintenance responsibilities and expand revenue-generating and use opportunities. The non-profit entity typically gives first priority to its partnerships, with public use given a secondary priority.

# BUSINESS PLANNING ANALYSIS

## GOVERNANCE & OVERSIGHT MODEL (continued)

### SPORTS AUTHORITY MODEL:

In some cases throughout the country, independent sports authorities have been established to govern and oversee all or a subset of facilities in a community. Sports Authorities are often established via local or state enacting legislation and tend to operate in both sports tourism and local sports/recreational realms. Many operate as quasi-public, nonprofit organizations that are not constrained by the traditional rules, policies, regulations, and operating procedures that exist with local government agencies/departments. Many authorities own their own facilities and have their own independent funding source (i.e., dedicated tax), including the ability to issue dedicated bonds or debt to fund construction and/or operations.

There are several reasons why the Sports Authority model can be advantageous. Specifically:

1. **Opportunity to create a “regional community” venue** – In some communities, the “destination” (from the perspective of tourism and travelers) may encompass a number of cities, towns and even counties. The boundaries of specific municipalities are often irrelevant from the perspective of travelers and tournaments.
2. **Lack of a Powerful Local Private Sports Association** – A number of privately-owned complexes (or those involving public/private partnerships) are owned and/or operated by a very prominent local sports association or organization with substantial resources.
3. **Insulation from municipal politics and funding** – Authorities typically are independent, quasi-governmental agencies, often with their own Board of Directors and possessing their own taxing authority. This tends to be more advantageous on a host of levels, providing protection against municipal politics and annual allocation of funding, as well as offering more flexibility than provided under sometimes strict employment and operating codes pertaining to municipally-owned facilities.
4. **Dedicated sports / tourism focus** – Authorities that own and operate complexes of this nature often are dedicated in focus and mission. In most cases, this means that their purpose is to develop, market and operate Sports and Recreation programs and facilities within a given area. Their Boards tend to be carefully selected with a mix of governmental representatives, community/business leaders and representatives of various local athletic organizations. Many of the most successful case studies of local sports and recreation programs/facilities involve dedicated authorities that continue to build resources and regional participation levels over time.

# BUSINESS PLANNING ANALYSIS

## GOVERNANCE & OVERSIGHT MODEL (continued)

With respect to a potential renovated or redeveloped EASC, the following represents key ownership and governance recommendations.

### **FACILITY OWNER & MODEL:**

Given the expected mission of a potential renovated or redeveloped EASC that emphasizes balancing sports tourism and local usage, along with the project's expected physical and operational characteristics, it is believed that the appropriate governance and oversight model would be a hybrid public/private model. This would involve public ownership via some governmental entity or sports authority (such as the City of Beloit, or a newly-created sports authority focusing on sports tourism), contracted non-profit management, and an Oversight Board. Through coordination and collaboration with the Complex's Owner, Private Management team, tenant groups, and other local area facilities, the Oversight Board would be responsible for the Sports Complex's schedule and use calendar, as well as its rates and discounting policies. This type of structure could work to ensure equitable scheduling and rates, as well as mitigating cannibalization of local user group activity at existing local sports facilities.

### **OVERSIGHT BOARD:**

The Oversight Board, a handful of appointed individuals with facility and community ties, has de facto control of the schedule and use calendar for the renovated or redeveloped EASC, as well as rates and discounting. The Oversight Board would initially work with the Owner (City or Authority) and the selected Non-Profit Management organization to establish a formal booking and scheduling policies, as well as policies related to rates and discounting. The Oversight Board would be best served if it included a mix of public sector and private sector members, including representatives of the Owner (City or Authority), the contracted Non-Profit Management organization, key tenants/user groups, other existing local area athletic facilities, schools, tourism organizations, and/or other local business leaders. The Board would have an established set of bylaws and would meet monthly.



# THANK YOU

Please direct questions to:

Bill Frisbee – [frisbeew@beloitwi.gov](mailto:frisbeew@beloitwi.gov)

Celestino Ruffini – [celestino@visitbeloit.com](mailto:celestino@visitbeloit.com)

Matt Bosen – [matt@visitbeloit.com](mailto:matt@visitbeloit.com)

