



HOTEL & LEISURE ADVISORS

**HIGHEST AND BEST USE ANALYSIS REPORT
FOR THE
DECATUR CIVIC CENTER
1 GARY K. ANDERSON PLAZA
DECATUR, MACON COUNTY, ILLINOIS**



Date of Report:

September 8, 2021

For

Mayor Julie Moore Wolfe
City of Decatur
1 Gary K. Anderson Plaza
Decatur, IL 62523



HOTEL & LEISURE ADVISORS

September 8, 2021

Mayor Julie Moore Wolfe
City of Decatur
1 Gary K. Anderson Plaza
Decatur, IL 62523

**RE: Highest and Best Use Analysis Report for Decatur Civic Center
Decatur, Macon County, Illinois**

Dear Mayor Wolfe:

In fulfillment of the agreement outlined in the letter of engagement, we completed our highest and best use analysis study of the Decatur Civic Center at 1 Gary K. Anderson Plaza in Decatur, Macon County, Illinois. The study is based upon market conditions observed as of the date of our market inspection on June 10, 2021, and research conducted in June and July 2021.

The property is on the south side of East Eldorado Street on 9.62 acres of land that includes the 105,216-square-foot Civic Center building and surface parking. The subject site is in the southeast quadrant of North Franklin Street and East Eldorado Street. The property is owned by the Decatur Civic Center Authority.

Assumptions

The conclusions contained in this report are based upon a review of information provided by your staff and field work in the market area, which is described in the Scope of Assignment section. As in all studies of this type, the conclusions reached do not consider or provide for the effect of any sharp rise or decline in local or general economic conditions not presently foreseeable. The estimated results are based on competent and efficient management of the Decatur Civic Center and the proposed expansion components, as well as an aggressive marketing program. We presume no significant change in the competitive position of the real estate markets being studied in the area from that as set forth in this report. We do not warrant that the estimates will be attained, but they have been conscientiously prepared based on information obtained and our experience in the real estate industry.

It is expressly understood that the scope of this study and the report thereon do not include the possible impact of zoning regulations, licensing requirements, or other restrictions concerning the project, except where such matters have been brought to our attention and which are set forth in this report.

This report and its contents are intended solely for the information of our client for internal use relative to determining the highest and best use of the property. The report should not be relied upon for any other purpose. Neither our report nor any of its contents nor any reference to Hotel & Leisure Advisors, LLC (H&LA) may be disseminated online or included in any offering circular, registration statement, prospectus, sales brochure, other appraisal, or other agreement without our prior written approval. Such permission will not be unreasonably withheld.

Mayor Julie Moore Wolfe
September 8, 2021
Page 2

We are available to perform additional consulting services such as a market feasibility and financial analysis study for a specific component of the new development or to provide facility planning services as you further analyze the redevelopment and potential expansion of the Decatur Civic Center. We appreciate the opportunity to be of service to your organization and look forward to working with you again.

Respectfully submitted,

Hotel & Leisure Advisors, LLC

A handwritten signature in black ink, appearing to read "David J. Sangree".

David J. Sangree, MAI, ISHC
President

**HIGHEST AND BEST USE ANALYSIS REPORT
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TABLE OF CONTENTS

A.	INTRODUCTION	
	Scope of the Assignment.....	A-1
	Executive Summary.....	A-2
	Highest and Best Use Conclusions	A-4
	Extraordinary Assumptions and Hypothetical Conditions.....	A-8
	Competency of the Consultants.....	A-8
	Standard Conditions	A-9
B.	AREA ANALYSIS AND DESCRIPTIVE DATA	
	Area Review	B-1
	Neighborhood Analysis.....	B-14
	Demographic and Consumer Behavior Analysis	B-17
	Recent Civic Center Redevelopment Projects	B-23
	Site Description and Zoning	B-24
	Pictures of Subject Property	B-26
	Description of Existing Improvements.....	B-34
	Demand Survey Results	B-35
C.	DECATUR CIVIC CENTER USAGE LEVELS	
	Historical Performance of Subject Property	C-1
D.	ICE ARENA ANALYSIS	
	National Hockey, Figure Skating and Ice Rink Market Overview	D-1
	Comparable Market Analysis.....	D-9
	Proposed Ice Arenas	D-14
	Other Sporting and Recreational Opportunities.....	D-14
	Recommended Improvements for Arena and Decatur Civic Center.....	D-14
	National Meeting Venue Overview	D-16
	Competitive Meetings Market Analysis	D-21
	Competitive Theater Market Analysis	D-23
	Recommendations for Improvements of Meeting Space and Theater.....	D-24
	SWOT Analysis of Subject	D-25
	Projections Assuming Proposed Improvements	D-26
E.	RESTAURANT AND FEC ANALYSIS	
	National Restaurant Market Overview	E-1
	National FEC Market Overview	E-6
	Decatur Restaurant Overview	E-15
	Competitive Market Overview	E-16
	Recommended Improvements for Restaurant and FEC	E-21
	SWOT Analysis of Subject	E-24
	Projections Assuming Proposed Improvements	E-25

F.	HOTEL ANALYSIS	
	National Lodging Market Overview	F-1
	Illinois and Decatur Lodging Market Overview	F-6
	Competitive Lodging Market Overview	F-8
	Recommended Hotel Improvements	F-13
	SWOT Analysis of Development of Hotel	F-15
	Projections Assuming Proposed Improvements	F-16
G.	HIGHEST & BEST USE – RECOMMENDATIONS FOR FURTHER ANALYSIS	
	Introduction	G-1
	Ranking Methodology	G-1
	Recommendations and Conclusions by Rank	G-4
H.	CERTIFICATION.....	H-1

ADDENDA

Qualifications.....	Addendum I
ESRI Demographic Report	Addendum II
Plans for City Offices Relocation	Addendum III
Survey Monkey Questionnaire and Detailed Responses	Addendum IV

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

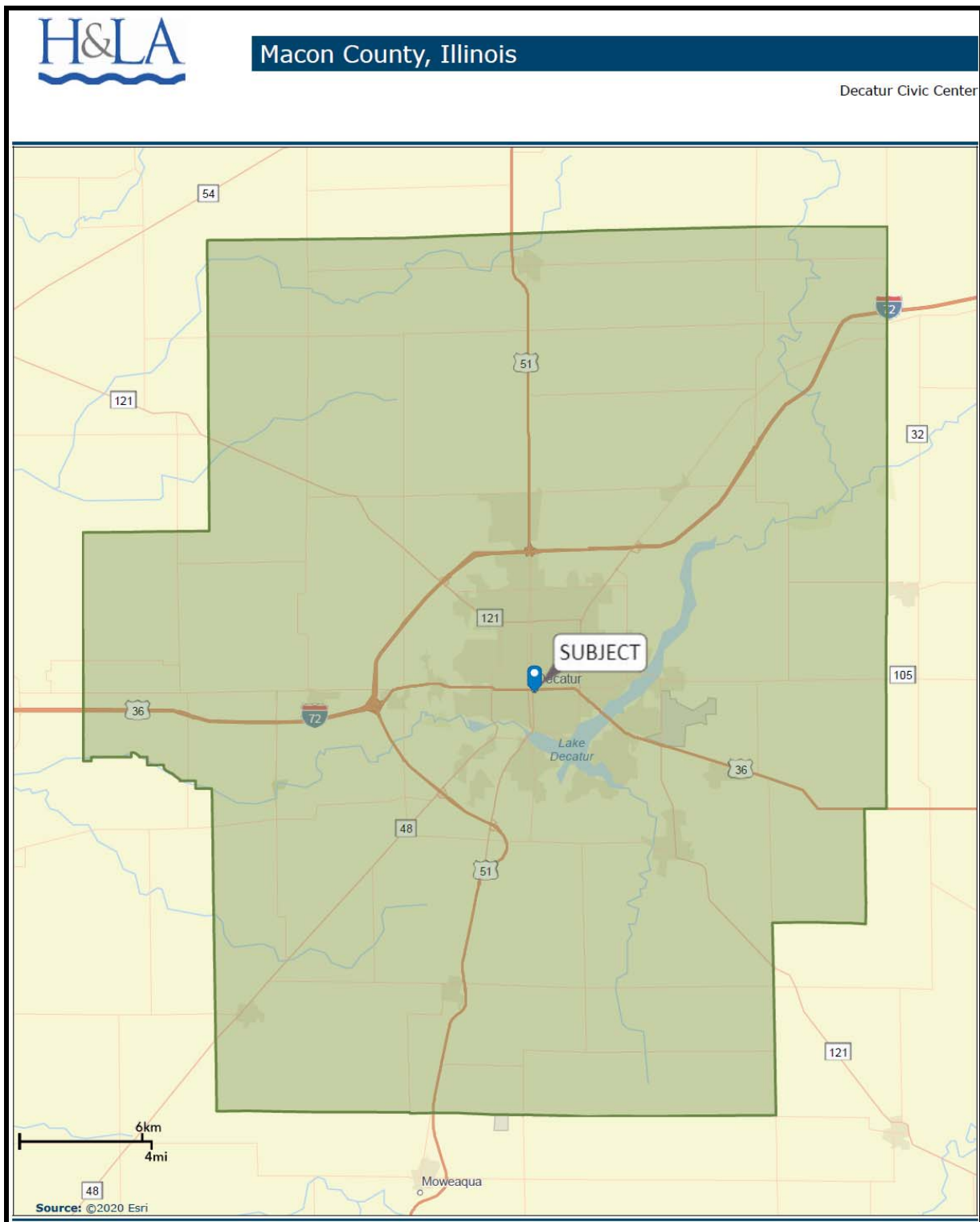
efforts and other management or ownership actions upon which actual results will depend.

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.

AREA REVIEW

The development potential of real estate is influenced in a general manner by the economic, political, physical, and social characteristics of its surrounding area. The subject is in Decatur, Macon County, Illinois, and belongs to the Decatur, IL Metropolitan Statistical Area (MSA). An MSA consists of at least one urbanized area of 50,000 or more people plus adjacent areas having a high degree of social and economic integration with the core. In this case, however, the Decatur, IL MSA consists of just one county: Macon County. Throughout this section of the report, this statistical area will be referred to simply as Macon County.

The following map shows the location of the subject property within Macon County.



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.

According to The Appraisal of Real Estate, 15th Edition, published by the Appraisal Institute, all real estate markets are influenced by the attitudes, motivations, and interactions of buyers and sellers of real property, which in turn are subject to various social, economic, governmental, and environmental forces. Analysis of these forces is performed by investigating specific factors pertaining to each. With a hospitality property, particular emphasis is placed on trends affecting visitation to the area.

Social Forces

In performing a market area analysis, it is necessary to identify relevant social characteristics and influences. Those characteristics that influence property values most in a community tend to overlap. Price levels in the subject market in relation to prices in competing areas reflect the overall desirability of the subject market area. Relevant demographic characteristics include population density, employment categories, age levels, household size, and employment status. This section of the report will present demographics and income figures for Decatur, Macon County, and the state of Illinois based on official Census findings and estimates and projections from the Environmental Systems Research Institute (ESRI).

Population Trends: The following table presents population growth trends for the subject area.

Population Growth Trends							
Decatur, Illinois							
Area	2000 Census	2010 Census	2020 Est.	2025 Proj.	%Change 2000-10	%Change 2010-20	%Change 2020-25
Decatur	81,730	76,171	71,548	68,680	-6.8%	-6.1%	-4.0%
Macon County	114,706	110,768	106,108	102,478	-3.4%	-4.2%	-3.4%
Illinois	12,419,293	12,830,632	12,862,980	12,800,823	3.3%	0.3%	-0.5%

Sources: U.S. Census Bureau, ESRI

Over the past two decades, Decatur saw a net decline of more than 10,000 residents, and the area fared only slightly better at the county level. As indicated, these downward trends are expected to continue into the foreseeable future.

Households: Household consumption plays a critical role in the economic outlook of a region. A household is broadly defined as one or more person(s) living in a housing unit. Households consist of married couples, and male and female householders. The following table presents household growth trends for the subject area.

Household Growth Trends							
Decatur, Illinois							
Area	2000 Census	2010 Census	2020 Est.	2025 Proj.	%Change 2000-10	%Change 2010-20	%Change 2020-25
Decatur	34,133	32,360	30,910	29,806	-5.2%	-4.5%	-3.6%
Macon County	46,561	45,855	44,673	43,351	-1.5%	-2.6%	-3.0%
Illinois	4,591,779	4,836,972	4,900,572	4,889,294	5.3%	1.3%	-0.2%

Sources: U.S. Census Bureau, ESRI

Once again, these numbers depict an area of ongoing decline, with a further loss of households forecasted over the period of 2020 to 2025. The fact that household counts have fallen at a slower pace than the population indicates a trend toward smaller households.

Higher Education: Institutions of higher learning are typically demand generators for leisure facilities, and they help to provide an area with a stable employment base.

The subject property lies approximately one mile east of Millikin University, a private institution with a typical enrollment of about 2,100 students. The university's NCAA Division III athletic programs are an important source of visitor demand for the city, as are commencement ceremonies, prospective student visitation, cultural programs, and other university-related events. Decatur is also home to Richland Community College, a two-year public institution that serves around 2,800 students annually. Other notable colleges and universities within about an hour's drive of Decatur include the University of Illinois Springfield, University of Illinois Urbana-Champaign, Illinois State University, and Eastern Illinois University.

Retail Centers: According to the U.S. Travel Association, shopping is one of the most frequent travel activities among domestic leisure travelers, second only to visiting relatives. While there may be many types of retail stores in a given area, travelers are typically drawn to traditional enclosed malls, outlet malls, downtown shopping districts, and outdoor "lifestyle" centers.

The subject property is just a few blocks from Decatur's historic Merchant Street district, which offers a collection of locally owned boutiques, specialty shops, and restaurants. Outside of downtown, notable retail centers in the greater Decatur area include Northgate Mall, Northgate Shopping Center, and Brettwood Village Shopping Center north of downtown, and Hickory Point Mall in nearby Forsyth.

Retail Lease Rates: The following table presents a summary of retail space that was listed for lease on LoopNet.com as of July 2021. As indicated, current asking lease rates in the area range from \$8.00 to \$20.00 per square foot per year, with an average of about \$13.00 per square foot per year.

Retail Space Available for Lease

Macon County, Illinois

Address	City	Year Built	Area(s) Available (SF)	Avg Asking Lease Rate (\$/SF/yr)
910 S Route 51	Forsyth	2000	3,770	\$12.00
987 S Route 51	Forsyth	1999	8,400 - 8,535	\$20.00
1044 W Eldorado St	Decatur	1970	3,600	\$15.84
2659 N Water St	Decatur	1958	4,400	\$8.00
3777 N Woodford	Decatur	1983	650 - 5,600	\$10.00
Overall Average Asking Lease Rate				\$13.17

Source: LoopNet.com, July 2021

Recreation and Regional Attractions: Recreational facilities and regional attractions enhance an area's quality of life. These activities also have a significant economic impact on an area by increasing the demand for services and retail trade created by visitors. Tourists in turn tend to generate lodging demand on weekends, holidays, and summer months, offsetting commercial visitations during weaker periods. The following table lists major attractions in the area.

Major Attractions

Decatur, Illinois

Attraction	Location	Est. Annual Attendance/Visitation
Scovill Zoo	Decatur Lakefront	95,000
Decatur Park District Golf Courses	Decatur, citywide	47,000
Devon Lakeshore Amphitheater	Decatur Lakefront	45,000
Overlook Adventure Park	Decatur Lakefront	38,000

Source: Hotel & Leisure Advisors, Decatur Park District

The Decatur area has a number of recreational, historical, and cultural attractions that enhance the quality of life for residents and serve as a draw for visitors. Lake Decatur, the state's largest manmade lake, spans 2,800 acres and offers 30 miles of scenic shoreline. Popular activities on and around the lake include boating, fishing, and wildlife viewing. The Devon Lakeshore Amphitheater, which first opened in 2019, can accommodate nearly 4,800 attendees for concerts, family shows, movie nights, and other events. The nearby Overlook Adventure Park, part of the Decatur Park District, features miniature golf, batting cages, a ropes course, and the recently opened Splash Cove outdoor waterpark (spring 2021). The park district also operates two public golf courses – Red Tail Run Golf Course and Hickory Point Golf Course – that have averaged a combined 47,000 rounds over the past three years.

Scovill Zoo, located on the opposite side of the lake, is an AZA-accredited zoo showcasing about 500 animals representing more than 90 species. Other notable attractions in the area include the Children's Museum of Illinois, the Chevrolet Hall of Fame Museum, Rock Springs Conservation Area & Nature Center, Wabash Depot Antique Mall, the Hieronymus Mueller Museum, Kirkland Fine Arts Center, Avon Theatre, Lincoln Square Theater, Governor Oglesby Mansion, and the James Millikin Homestead.

The next table shows the estimated driving distance from the subject to various points of interest in the Decatur area.

Estimated Driving Distance from Subject Site	
	Miles
Avon Theatre	0.2
Merchant Street District	0.3
Lincoln Square Theater	0.4
Oglesby Mansion	0.5
Hieronymus Mueller Museum	0.6
James Millikin Homestead	1.1
Lake Decatur (nearest point)	1.2
Millikin University	1.7
Overlook Adventure Park	1.8
Devon Lakeshore Amphitheater	2.7
Children's Museum of Illinois	3.5
Scoville Zoo	3.6
Red Tail Run Golf Course	3.8
Hickory Point Golf Course	6.4

Source: RandMcNally.com

Theaters: In addition to the theater and arena available at the subject property, Decatur offers a variety of venues for live performances. The area's newest venue is the Devon Lakeshore Arena, which can accommodate nearly 4,800 spectators and is used for a wide range of entertainment events. The subject is within a short walking distance of the Avon Theatre, a historic three-screen, independent movie theater that shows first-run films, art films, and classic movies. Lincoln Square Theater is a historic theater in downtown Decatur that is currently in the process of renovation. The area is also home to the Kirkland Fine Arts Center & Pipe Dreams Studio at Millikin University and Shilling Auditorium at Richland Community College, which host a variety of performing arts presentations such as concerts, plays, and dance performances.

Convention and Event Facilities: Large event facilities such as convention centers, exposition centers, fairgrounds, theaters, stadiums, and arenas play a major role in attracting visitors to an area. These visitors frequently make use of paid overnight accommodations and patronize local restaurants, retail stores, and tourist attractions.

With its 28,000-square-foot arena, 460-seat theater, two meeting rooms, and upper-level lobby, the Decatur Civic Center is downtown Decatur's main venue for conferences, banquets, sporting events, and trade shows. Progress City USA, northeast of downtown, is a 300-acre outdoor events complex that hosts the biennial International Farm Progress Show, along with other large-scale events such as livestock shows and car shows. Elsewhere in the area, smaller meeting and event facilities are available at the Decatur Conference Center & Hotel, Richland Community College, the Macon County Fairgrounds, and the Mt. Zion Convention Center.

Economic Forces

Economic considerations relate to the financial capacity of a market area's occupants and their ability to purchase goods and services. Among the economic factors that can be considered in this type of analysis are median household income levels, per capita income, income distribution for households, unemployment levels, and the amount and type of economic development in a given area.

Income: The economic vitality of an area is an important consideration in forecasting the demand and potential income for commercial real estate. The following table lists median household income estimates for the subject area.

Median Household Income Estimates			
Decatur, Illinois			
Area	2020 Est.	2025 Proj.	%Change 2020-25
Decatur	\$43,276	\$44,799	3.5%
Macon County	\$50,775	\$53,014	4.4%
Illinois	\$65,003	\$70,044	7.8%

Sources: U.S. Census Bureau, ESRI

Income levels in the Decatur area tend to be below average for the state of Illinois. As an additional point of comparison, the median household income for the United States as a whole was estimated at \$62,203 for 2020. Over the period of 2020 to 2025, the Decatur area is projected to see slower income growth than the state.

Cost of Living: According to the C2ER (formerly ACCRA) *Cost of Living Index*, the cost of living in the Decatur area is relatively low compared to other major metro areas in the United States. For first-quarter 2020, the Decatur metro area had a cost of living index of 84.5. As an index score of 100 represents the national average, MSAs with a cost of living index below 100 are considered to have a lower cost of living while those with an index score above 100 are considered to have a higher cost of living.

The following table compares the cost of living in the Decatur area to that of other major metro areas in the United States.

Cost of Living Comparison	
Metro Area	Cost of Living Index
Memphis TN-MS-AR	82.7
Decatur IL	84.5
San Antonio-New Braunfels TX	85.7
St. Louis MO-IL	87.9
Orlando-Kissimmee-Sanford FL	91.3
Charlotte-Concord-Gastonia NC-SC	92.5
Tampa-St. Petersburg-Clearwater FL	93.5
Houston-The Woodlands-Sugar Land TX	95.6
Chicago-Naperville-Arlington Heights IL	98.7
Atlanta-Sandy Springs-Roswell GA	99.9
Detroit-Dearborn-Livonia MI	100.6
Phoenix-Mesa-Scottsdale AZ	100.9
Minneapolis-St. Paul-Bloomington MN-WI	105.7
Dallas-Plano-Irving TX	107.6
Philadelphia PA Metro Div.	110.4
Baltimore-Columbia-Towson MD	110.5
Denver-Aurora-Lakewood CO	111.1
Miami-Miami Beach-Kendall FL	117.1
Portland-Vancouver-Hillsboro OR-WA	134.3
San Diego-Carlsbad CA	141.1
Los Angeles-Long Beach-Glendale CA	146.6
Boston MA	148.8
Seattle-Bellevue-Everett WA	156.7
Washington-Arlington-Alexandria DC-VA-MD-WV	160.7
New York-Jersey City-White Plains NY-NJ (Brooklyn)	180.5
San Francisco-Redwood City-South San Francisco CA	194.7
New York-Jersey City-White Plains NY-NJ (Manhattan)	245.7

Source: C2ER, Cost of Living Index 1st Quarter 2020

Industries and Employment

Information on the size of a region's labor force and the relative trends in employment and unemployment are key local economic indicators.

Unemployment Rates: The widely cited unemployment rate provides a good measure of the relative utilization of labor in a region. These measures are "residency-based," providing current information on the labor force status of the residents of a county or region. The following table presents unemployment rates for the subject area.

Historical Unemployment Rates					
	2016	2017	2018	2019	2020
Decatur	7.3%	6.2%	6.1%	5.7%	11.5%
Macon County	6.6%	5.5%	5.5%	5.0%	9.9%
Illinois	5.9%	5.0%	4.4%	4.0%	9.5%
United States	4.9%	4.4%	3.9%	3.7%	8.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics

Unemployment rates in Decatur tend to be above the county, state, and national levels. Like most parts of the country, the area experienced a marked rise in unemployment in 2020 due to the pandemic. The Bureau of Labor Statistics also tracks unemployment on a monthly basis. Preliminary figures for May 2021 indicate an unemployment rate of 8.3% in Decatur, 6.9% in Macon County, and 6.7% in the state of Illinois. While still above historical rates, these monthly numbers represent a significant improvement over the worst periods of 2020.

Employment by Industry: The distribution of employment helps determine the economic character of an area. The following table shows the three largest industrial sectors in terms of the estimated number of persons employed in 2020 for each geographic area.

Largest Industrial Sectors, 2020						
Decatur, Illinois						
	Largest industrial sector		2nd largest industrial sector		3rd largest industrial sector	
	Industry	% of employees	Industry	% of employees	Industry	% of employees
Decatur	Health Care/ Social Assistance	24.2%	Retail Trade	13.2%	Accommodation/ Food Services	8.9%
Macon County	Health Care/ Social Assistance	21.0%	Retail Trade	14.2%	Accommodation/ Food Services	9.4%
Illinois	Health Care/ Social Assistance	14.8%	Retail Trade	12.2%	Manufacturing	8.8%

Source: ESRI

The leading sector in the Decatur area is Health Care/Social Assistance, representing more than 20% of all jobs in Macon County and almost a quarter of the total employment in the city. The next largest sectors are Retail Trade and Accommodation/Food Services.

The next table shows the total annual nonfarm employment in the Decatur MSA (i.e. Macon County) and the state of Illinois for the years 2016 through 2020, plus the latest monthly numbers for 2021 as compared to the same period in 2020.

Total Nonfarm Employment, 2016-2020

	Decatur, IL MSA	% Change	Illinois	% Change
2016	51,600	—	6,012,600	—
2017	51,500	-0.2%	6,055,100	0.7%
2018	51,800	0.6%	6,101,700	0.8%
2019	50,600	-2.3%	6,124,600	0.4%
2020	47,100	-6.9%	5,690,400	-7.1%
May 2020	45,000		5,362,600	
May 2021, Preliminary	47,800	6.2%	5,760,300	7.4%

Source: U.S. Department of Labor, Bureau of Labor Statistics

From 2016 to 2019, the Decatur area experienced a small net decline in overall employment, followed by a sharper drop in 2020 due to the COVID-19 pandemic. By May 2021, employment numbers had begun to improve significantly over the worst periods of 2020.

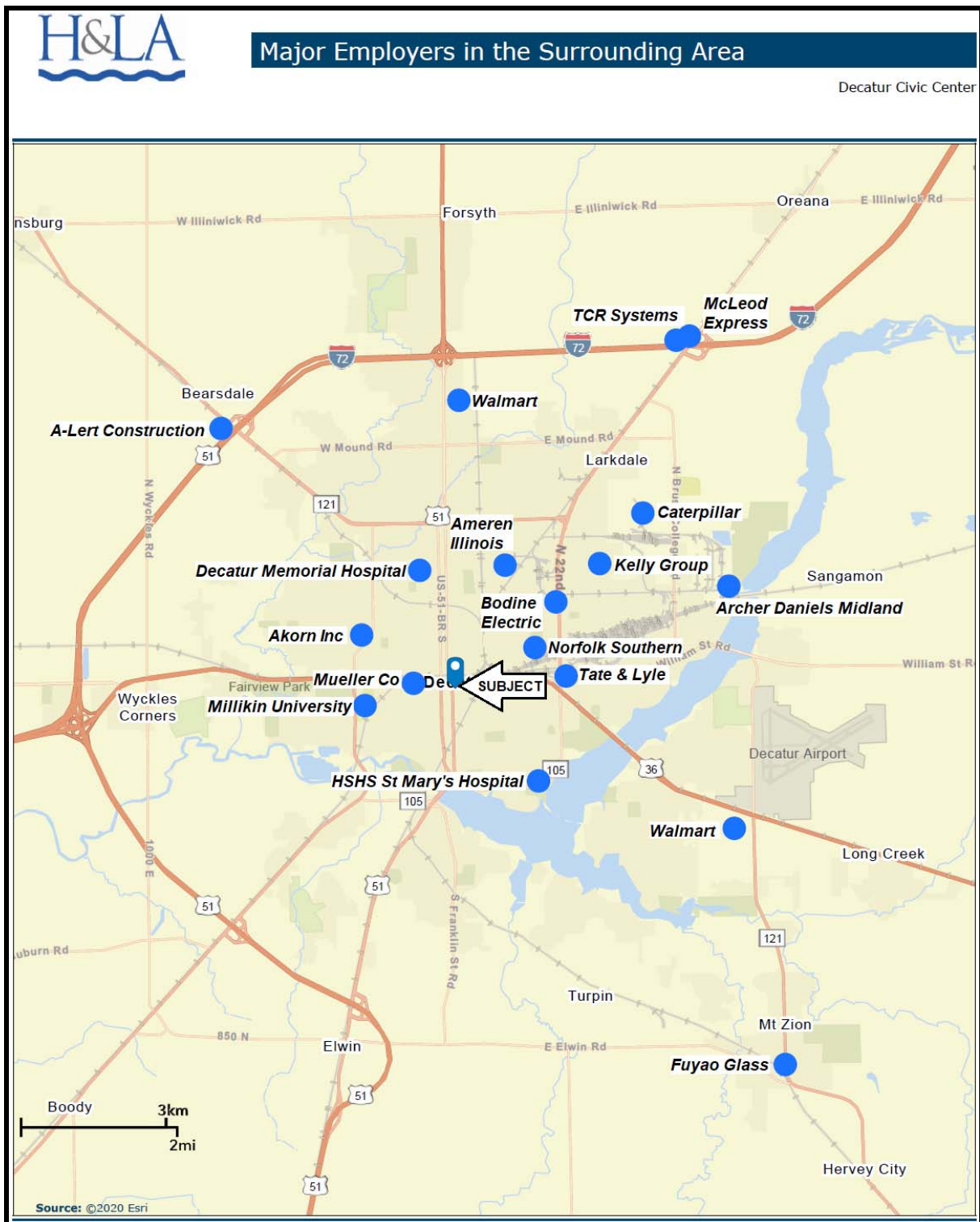
Major Employers: The overall character of an area is largely determined by the types of businesses located within it, their economic strengths, and their growth potential. The largest employers in the area are listed in the following table.

Major Employers in Decatur, Illinois

Firm/Organization	#Employees	Industry Description
Archer Daniels Midland	4,000	Food Processing
Caterpillar	3,100	Manufacturing
Decatur Memorial Hospital	2,300	Health Care
Decatur Public Schools	1,800	Primary & Secondary Education
HSHS St. Mary's Hospital	1,000	Health Care
Millikin University	600	Higher Education
The Kelly Group	600	Industrial Construction
Akorn Incorporated	600	Pharmaceuticals
Tate & Lyle	600	Food Processing
Ameren Illinois	600	Electric Utility
Norfolk Southern	500	Rail Transportation
Mueller	500	Manufacturing
Bodine Electric	400	Electrical Services
A-Lert Construction Services	300	Construction Contractor
McLeod Express	250	Trucking
Fuyao Glass	200	Manufacturing
TCR Systems	150	Agricultural Services
T/CCI Manufacturing	125	Manufacturing
Parke Warehouses	80	Warehousing

Source: Economic Development Corporation of Decatur & Macon County

The next map illustrates the location of the subject in relation to major employers in the surrounding area.



Governmental Forces

Governmental considerations relate to the laws, regulations, and property taxes that affect properties in the market area and the administration and enforcement of these constraints such as zoning laws, building codes, and housing and sanitary codes. The property tax burden associated with the benefits provided and the taxes charged for similar benefits in other areas are considered. The enforcement of applicable codes, regulations, and restrictions should be equitable and effective. Governmental characteristics that should be considered in the analysis of a market area include property tax burden relative to services provided, special assessments, zoning and building codes, quality of public services, and environmental regulations. Some of these factors are discussed in the zoning and real estate tax sections later in this report.

Environmental Forces

Environmental influences consist of any natural or man-made features that are contained in or affect the market area and its location. These include a building's type and size, topographical features such as terrain and vegetation, changes in property use and land use patterns, and the adequacy of public utilities.

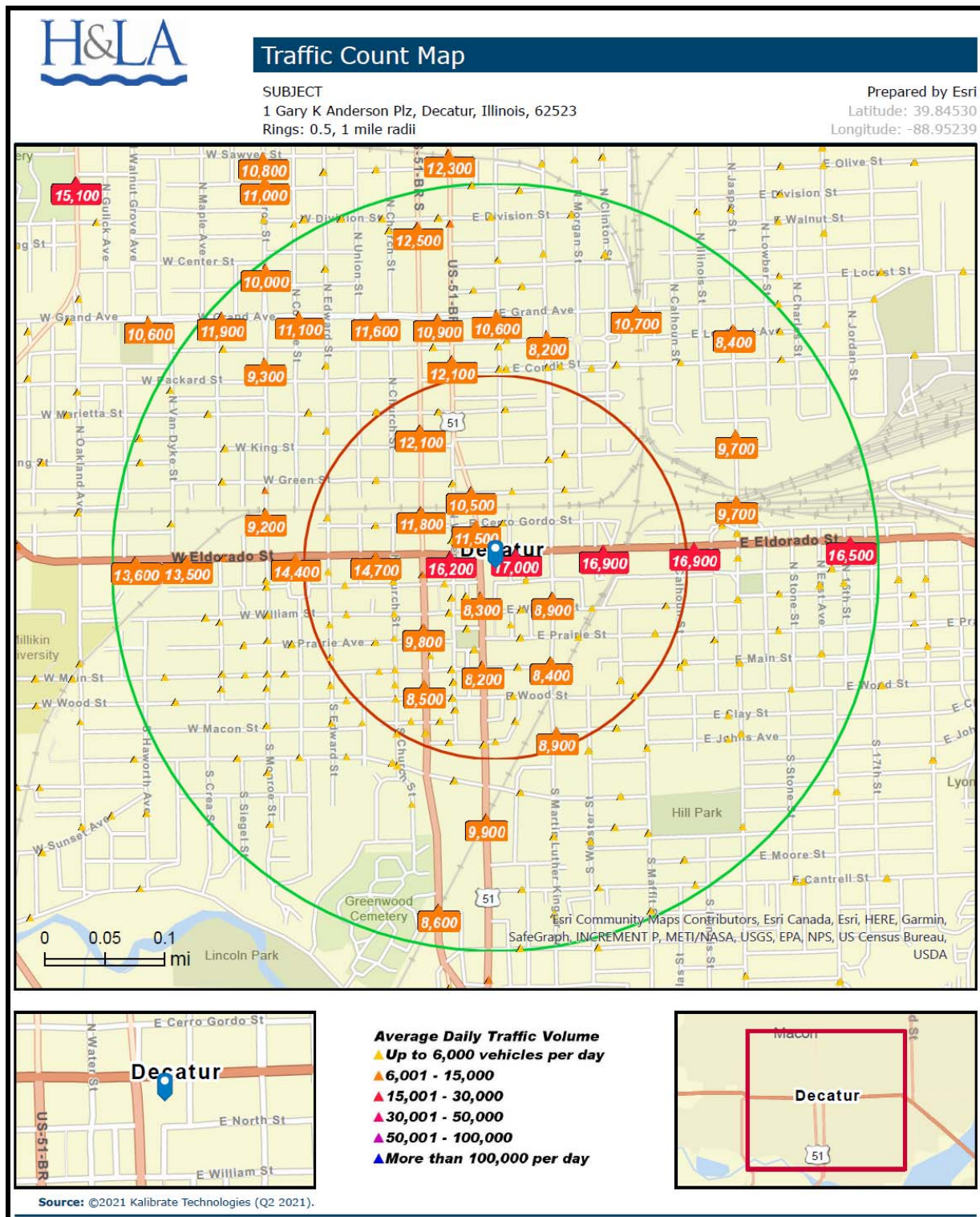
Highway Transportation: Highway accessibility is a primary consideration in planning an area's future growth and development. Decatur is served by Interstate 72, which runs east/west across the northern and western edges of the city. Interstate 72 provides a direct link to Champaign/Urbana and Springfield, the state capital. The area is further served by US Routes 51 and 36, as well as State Routes 48, 105, and 121. US Route 51 is the primary north/south route in Decatur and provides a direct connection to the cities of Bloomington and Normal to the north.

The subject is in downtown Decatur, in the southeast quadrant of State Route 36 (El Dorado Street) and US Route 51 (Franklin Street). The following table presents traffic volume statistics on these two routes from the points closest to the subject.

Annual Average Daily Traffic Volume				
Decatur, Illinois				
	US Route 36 (El Dorado St)		US Route 51 (Franklin St)	
	West of US 51	East of US 51	North of US 36	South of US 36
2015	17,200	15,000	12,100	12,100
2016				
2017	16,200	16,500		
2018				
2019	16,000	16,300	11,500	9,700
2020	13,400	14,400	8,900	7,400

Source: Illinois Department of Transportation

The following map shows the estimated average daily traffic volume on the main roads leading toward the subject property.



Public Transportation: The Decatur Public Transit System (DPTS) provides fixed-route public bus service throughout Decatur and extends into parts of neighboring Forsyth. In all, DPTS operates 15 bus routes and a downtown trolley route.

Air Transportation: Decatur is primarily a drive-to destination. The nearest airport offering scheduled commercial flights is the Decatur Airport, located east of downtown, on the opposite side of Lake Decatur. This small airport is served by a single carrier, United, and offers flights to and from Chicago.

The following table presents historical passenger activity at Decatur Airport.

Passenger Volume		
Decatur Airport		
	Passenger Enplanements	%Change
2016	8,453	—
2017	8,324	-1.5%
2018	9,519	14.4%
2019	8,561	-10.1%
2020 Preliminary	3,429	-59.9%

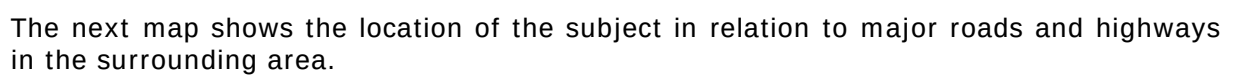
Source: Federal Aviation Administration

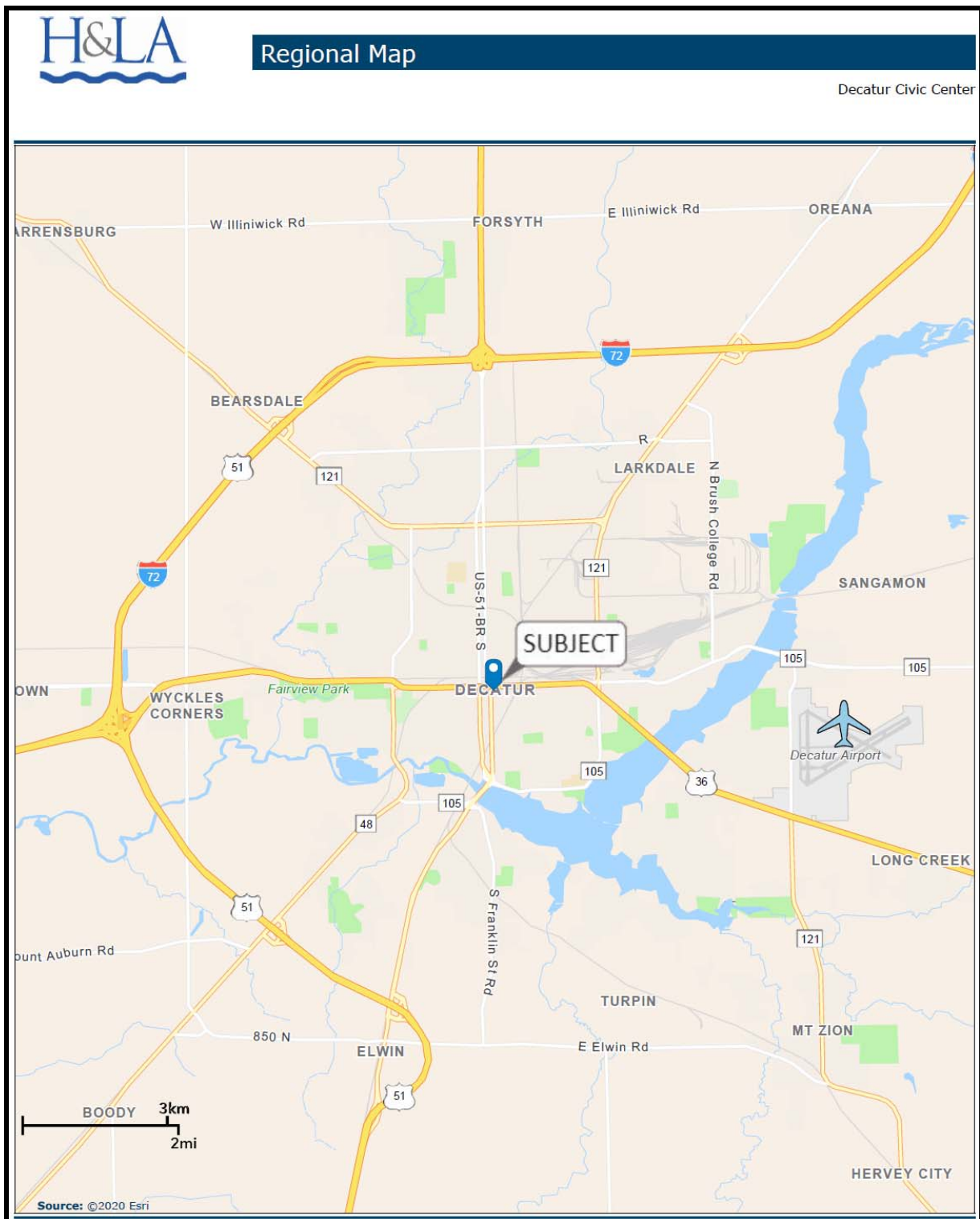
Beyond Decatur, the larger region is served by the Central Illinois Regional Airport in Bloomington, Abraham Lincoln Capital Airport in Springfield, and General Wayne A. Downing Peoria International Airport in Peoria.

NEIGHBORHOOD ANALYSIS

The neighborhood surrounding a civic center impacts its status, image, class, style of operation, and sometimes its ability to attract and properly serve a particular market segment. The subject property is in downtown Decatur, surrounded by a church, a school, low-rise office buildings, and surface parking.

Aerial Photograph: The following image is an aerial photograph of the subject property and its immediate surroundings.





Outlook

Our review of the above data indicates a mixed outlook for the Decatur area based on recent demographic trends. The area's ongoing population decline and lower income

levels are sources of concern for any commercial development. The subject property is in the heart of downtown Decatur, not far from Lake Decatur and the area's most prominent recreational, cultural, and historical attractions. Located in central Illinois, Decatur is within a reasonable driving distance of many of the state's other mid-sized population centers.

DEMOGRAPHIC AND CONSUMER BEHAVIOUR ANALYSIS

Tapestry Segmentation: To present another view of the local market area, we have examined its characteristics based on ESRI Tapestry Segmentation, a market segmentation system designed to identify consumer markets in the United States. This household-based system identifies 67 distinct market segments based on a wide range of factors, including age, income, marital status, educational attainment, employment status, residential characteristics, and consumer traits.

The following table identifies the top five Tapestry segments within a 20-, 40-, and 60-minute drive of the subject site in Decatur.

Tapestry Segmentation			
20-Minute Drive			
Rank	Tapestry Segment	% of Total	Cumulative Percent
1	Midlife Constants	15.6%	15.6%
2	Salt of the Earth	14.0%	29.6%
3	Comfortable Empty Nesters	11.0%	40.6%
4	Traditional Living	8.9%	49.5%
5	Hometown Heritage	7.4%	56.9%
40-Minute Drive			
Rank	Tapestry Segment	% of Total	Cumulative Percent
1	Heartland Communities	12.9%	12.9%
2	Salt of the Earth	12.5%	25.4%
3	Traditional Living	10.4%	35.8%
4	Comfortable Empty Nesters	9.2%	45.0%
5	Midlife Constants	9.0%	54.0%
60-Minute Drive			
Rank	Tapestry Segment	% of Total	Cumulative Percent
1	Heartland Communities	7.5%	7.5%
2	Rustbelt Traditions	6.9%	14.4%
3	Traditional Living	6.7%	21.1%
4	Salt of the Earth	6.5%	27.6%
5	In Style	6.2%	33.8%

Source: ESRI, 2021 Estimates

Within a 20-minute drive of the subject, roughly half of all households belong to one of just four segments: Midlife Constants, Salt of the Earth, Comfortable Empty Nesters, and Traditional Living. Descriptions of these segments, taken directly from ESRI, are provided on the following pages.



LifeMode Group: GenXurban

Midlife Constants

5E

Households: 3,068,400

Average Household Size: 2.31

Median Age: 47.0

Median Household Income: \$53,200

WHO ARE WE?

Midlife Constants residents are seniors, at or approaching retirement, with below average labor force participation and above average net worth. Although located in predominantly metropolitan areas, they live outside the central cities, in smaller communities. Their lifestyle is more country than urban. They are generous, but not spendthrifts.

OUR NEIGHBORHOOD

- Older homes (most built before 1980) found in the suburban periphery of smaller metropolitan markets.
- Primarily married couples, with a growing share of singles.
- Settled neighborhoods with slow rates of change and residents that have lived in the same house for years.
- Single-family homes, less than half still mortgaged, with a median home value of \$154,100 (Index 74).

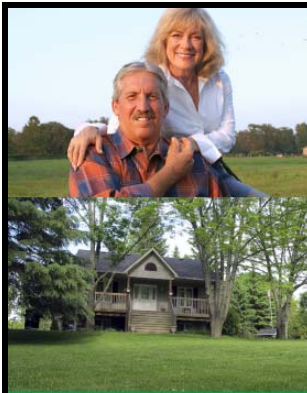
SOCIOECONOMIC TRAITS

- Education: 63% have a high school diploma or some college.
- At 31%, the labor force participation rate is low in this market (Index 91).
- Almost 42% of households are receiving Social Security (Index 141); 27% also receive retirement income (Index 149).
- Traditional, not trendy; opt for convenience and comfort, not cutting-edge. Technology has its uses, but the bells and whistles are a bother.
- Attentive to price, but not at the expense of quality, they prefer to buy American and natural products.
- Radio and newspapers are the media of choice (after television).



TAPESTRY
SEGMENTATION
esri.com/tapestry

Note: The Index represents the ratio of the segment ratio to the US rate multiplied by 100.
Consumer preferences are estimated from data by MRB-Semmons.



LifeMode Group: Cozy Country Living
Salt of the Earth

6B

Households: 3,545,800

Average Household Size: 2.59

Median Age: 44.1

Median Household Income: \$56,300

WHO ARE WE?

Salt of the Earth residents are entrenched in their traditional, rural lifestyles. Citizens here are older, and many have grown children that have moved away. They still cherish family time and also tending to their vegetable gardens and preparing homemade meals. Residents embrace the outdoors; they spend most of their free time preparing for their next fishing, boating, or camping trip. The majority has at least a high school diploma or some college education; many have expanded their skill set during their years of employment in the manufacturing and related industries. They may be experts with DIY projects, but the latest technology is not their forte. They use it when absolutely necessary, but seek face-to-face contact in their routine activities.

OUR NEIGHBORHOOD

- This large segment is concentrated in the Midwest, particularly in Ohio, Pennsylvania, and Indiana.
- Due to their rural setting, households own two vehicles to cover their long commutes, often across county boundaries.
- Home ownership rates are very high (Index 133). Single-family homes are affordable, valued at 25 percent less than the national market.
- Nearly two in three households are composed of married couples; less than half have children at home.

SOCIOECONOMIC TRAITS

- Steady employment in construction, manufacturing, and related service industries.
- Completed education: 40% with a high school diploma only.
- Household income just over the national median, while net worth is nearly double the national median.
- Spending time with family is their top priority.
- Cost-conscious consumers, loyal to brands they like, with a focus on buying American.
- Last to buy the latest and greatest products.
- Try to eat healthy, tracking the nutrition and ingredients in the food they purchase.



Note: The index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by 4th dimensions.



LifeMode Group: GenXurban

Comfortable Empty Nesters

5A

Households: 3,024,200

Average Household Size: 2.52

Median Age: 48.0

Median Household Income: \$75,000

WHO ARE WE?

Residents in this large, growing segment are older, with nearly half of all householders aged 55 or older; many still live in the suburbs where they grew up. Most are professionals working in government, health care, or manufacturing. These Baby Boomers are earning a comfortable living and benefitting from years of prudent investing and saving. Their net worth is well above average (Index 314). Many are enjoying the transition from child rearing to retirement. They value their health and financial well-being.

OUR NEIGHBORHOOD

- Married couples, some with children, but most without (Index 149).
- Average household size slightly higher at 2.52.
- Found throughout the suburbs and small towns of metropolitan areas, where most residents own and live in single-family detached homes (Index 142).
- Most homes built between 1950 and 1990 (Index 131).
- Households generally have one or two vehicles.

SOCIOECONOMIC TRAITS

- Education: 36% college graduates; nearly 68% with some college education.
- Average labor force participation at 61%.
- Most households' income from wages or salaries, but a third also draw income from investments (Index 150) and retirement (Index 159).
- *Comfortable Empty Nesters* residents physically and financially active.
- Prefer eating at home instead of dining out.
- Home maintenance a priority among these homeowners.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRB Simmons.



LifeMode Group: Hometown

Traditional Living

12B

Households: 2,395,200

Average Household Size: 2.51

Median Age: 35.5

Median Household Income: \$39,300

WHO ARE WE?

Residents in this segment live primarily in low-density, settled neighborhoods in the Midwest. The households are a mix of married-couple families and singles. Many families encompass two generations who have lived and worked in the community; their children are likely to follow suit. The manufacturing, retail trade, and health care sectors are the primary sources of employment for these residents. This is a younger market—beginning householders who are juggling the responsibilities of living on their own or a new marriage, while retaining their youthful interests in style and fun.

OUR NEIGHBORHOOD

- Married couples are the dominant household type, but fewer than expected from the younger age profile and fewer with children (Index 79); however, there are higher proportions of single-parent (Index 146) and single-person households (Index 112).
- Average household size is slightly lower at 2.51.
- Homes are primarily single family or duplexes in older neighborhoods, built before 1940 (Index 228).
- Most neighborhoods are located in lower-density urban clusters of metro areas throughout the Midwest and South.
- Average commuting time to work is very short (Index 22).
- Households have one or two vehicles.

SOCIOECONOMIC TRAITS

- Over 70% have completed high school or some college.
- Labor force participation is a bit higher than the national rate at 63.4%.
- Almost three quarters of households derive income from wages and salaries, augmented by Supplemental Security Income (Index 139) and public assistance (Index 152).
- Cost-conscious consumers that are comfortable with brand loyalty, unless the price is too high.
- Connected and comfortable with the Internet, more likely to participate in online gaming or posting pics on social media.
- TV is seen as the most trusted media.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRB-Simmons.

Based on the predominant Tapestry segments, households in the local market area tend to consist of middle-aged married couples with modest to mid-range income levels living outside of major urban centers. With the exception of Comfortable Empty Nesters, their median household income is below the state and national averages, and they tend to be conservative in terms of their housing choices and spending habits.

Consumer Behavior: To understand the expected level of interest in the proposed developments, we considered relevant consumer behaviors within the 20-, 40-, and 60-minute drive time areas. The numbers in the following table are based on information collected by the data firm GfK MRI in a nationally representative survey of U.S. households. The Market Potential Index (MPI) measures the propensity of the local population to engage in a particular consumer behavior as compared to the national average of 100. We have also presented the total population, adult population, youth population, number of households, and median household income for each of the defined areas.

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 <u>Adults/Households</u>	% of <u>Total</u>	<u>MPI</u>
<u>Consumer Behavior</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 <u>Adults/Households</u>	% of <u>Total</u>	<u>MPI</u>
<u>Consumer Behavior</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 <u>Adults/Households</u>	% of <u>Total</u>	<u>MPI</u>
<u>Consumer Behavior</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.

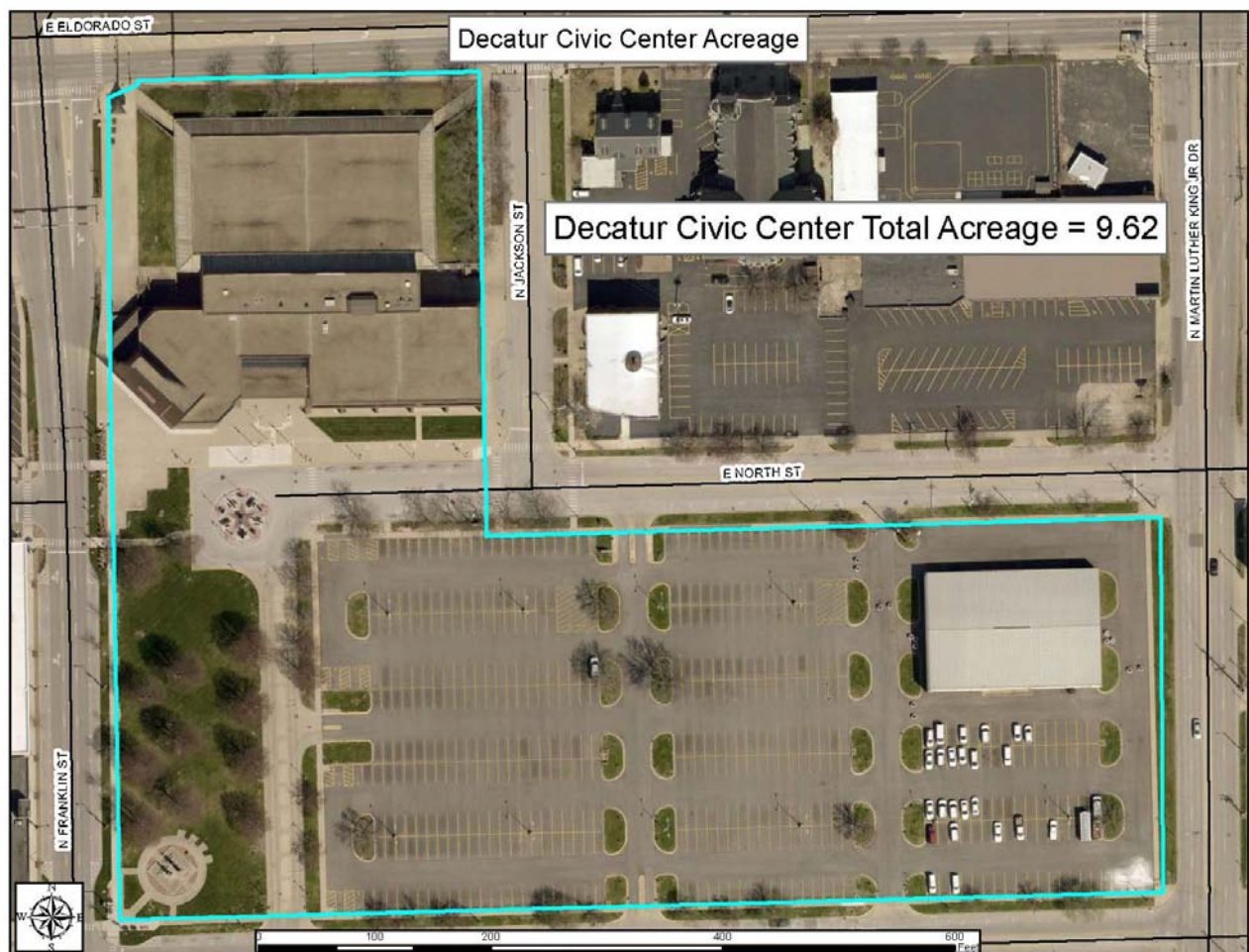
Access and Exposure: The subject is located in downtown Decatur, approximately five miles south or east of Interstate 72. A traveler on Interstate 72 can take the exit for Route 51 or Route 36 and travel either road approximately five miles to downtown Decatur. The subject site is visible from Route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

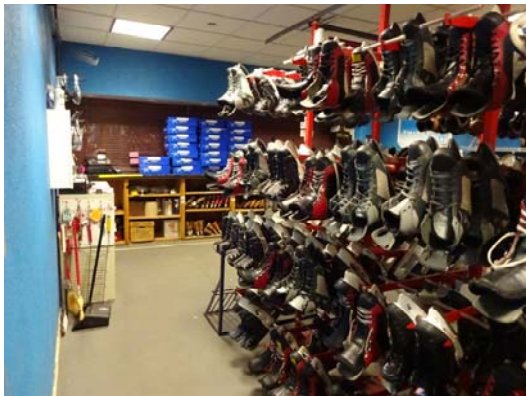
Utilities: We assume that all necessary utilities and services are available to the subject property's site. We assume the city of Decatur provides adequate water and sewer services.

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

PICTURES OF SUBJECT PROPERTY



View of Ice skate shop



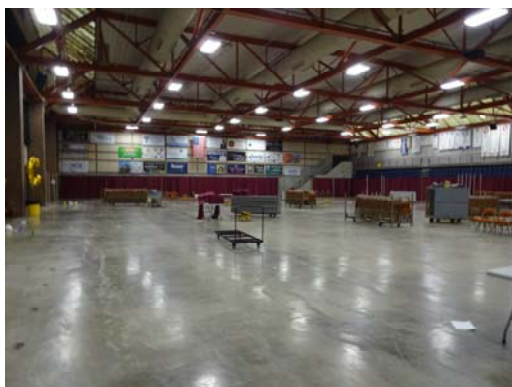
View of Ice Skate shop



View of Locker Room



View of Locker Room



View of Ice Arena



View of Ice Arena



View of Theater



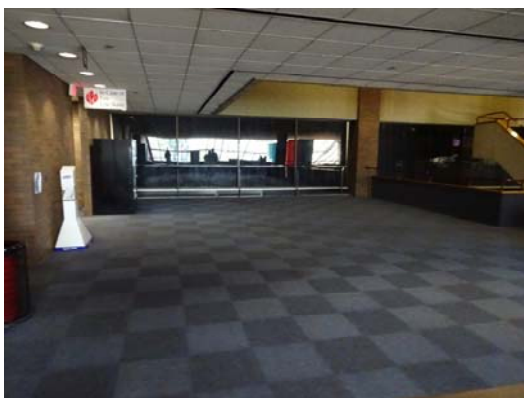
View of Theater



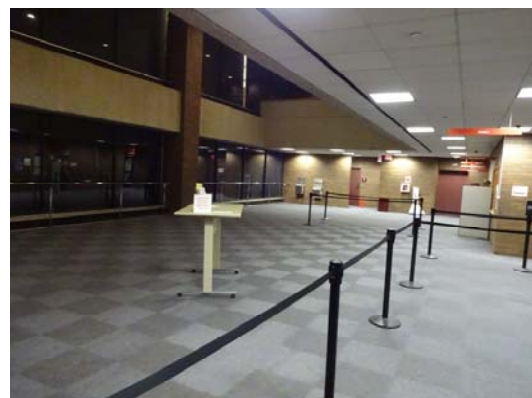
View of Theater



View of Theater



View of Theater Lobby



View of Second Floor Lobby



View of Meeting Space



View of city of Decatur Office Space



View of city of Decatur Office Space



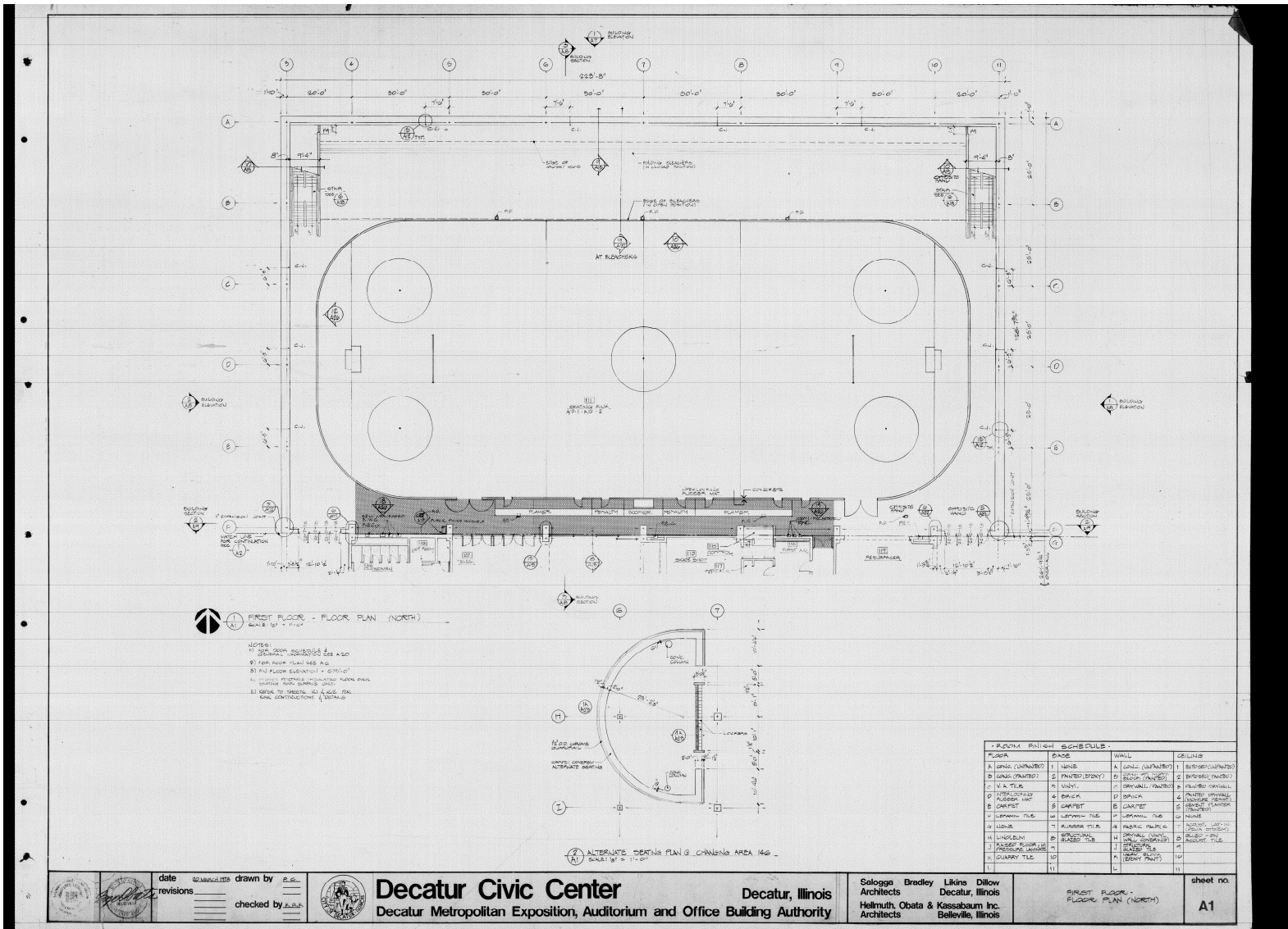
View of Exterior

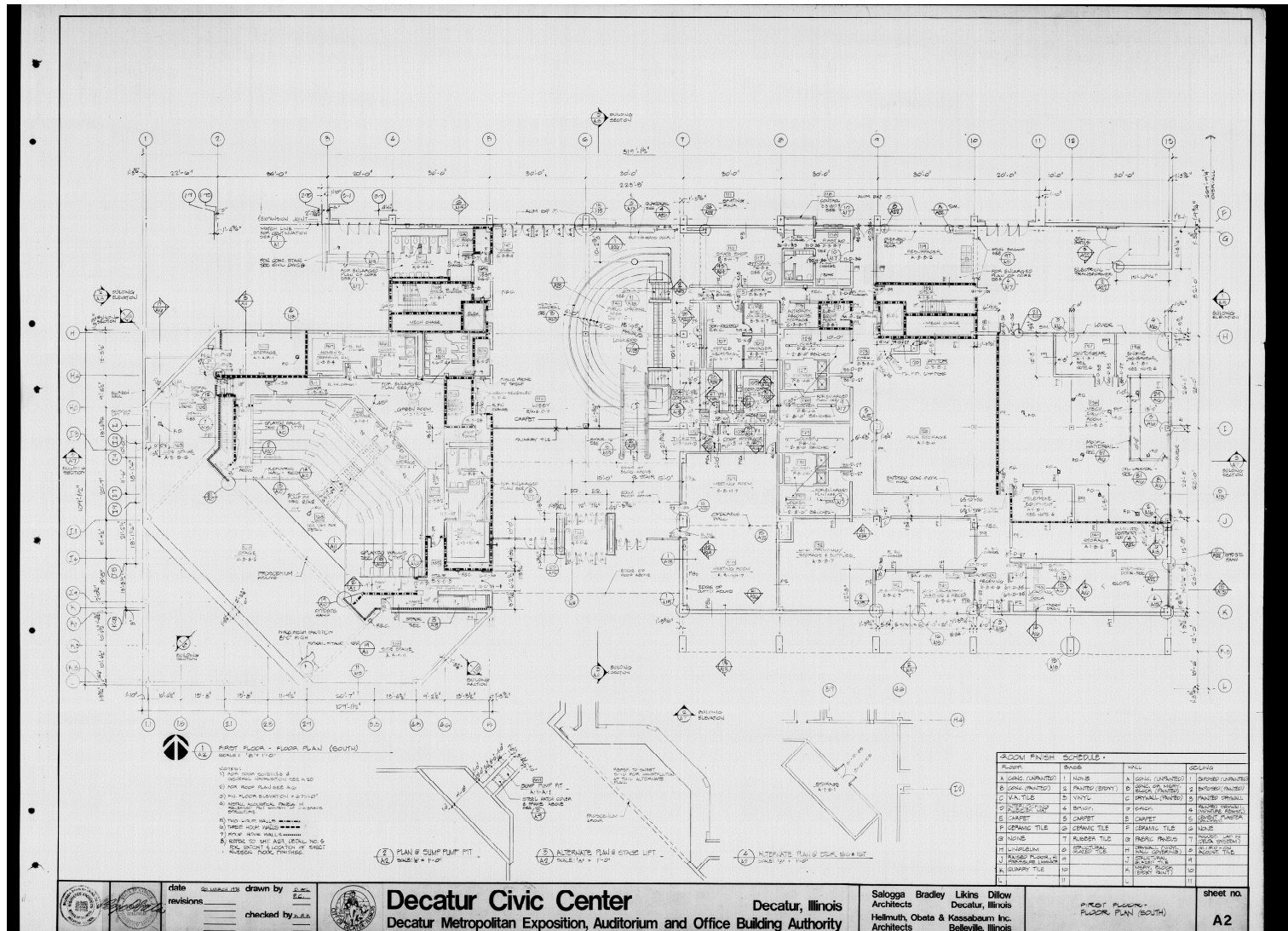


View of Parking Area

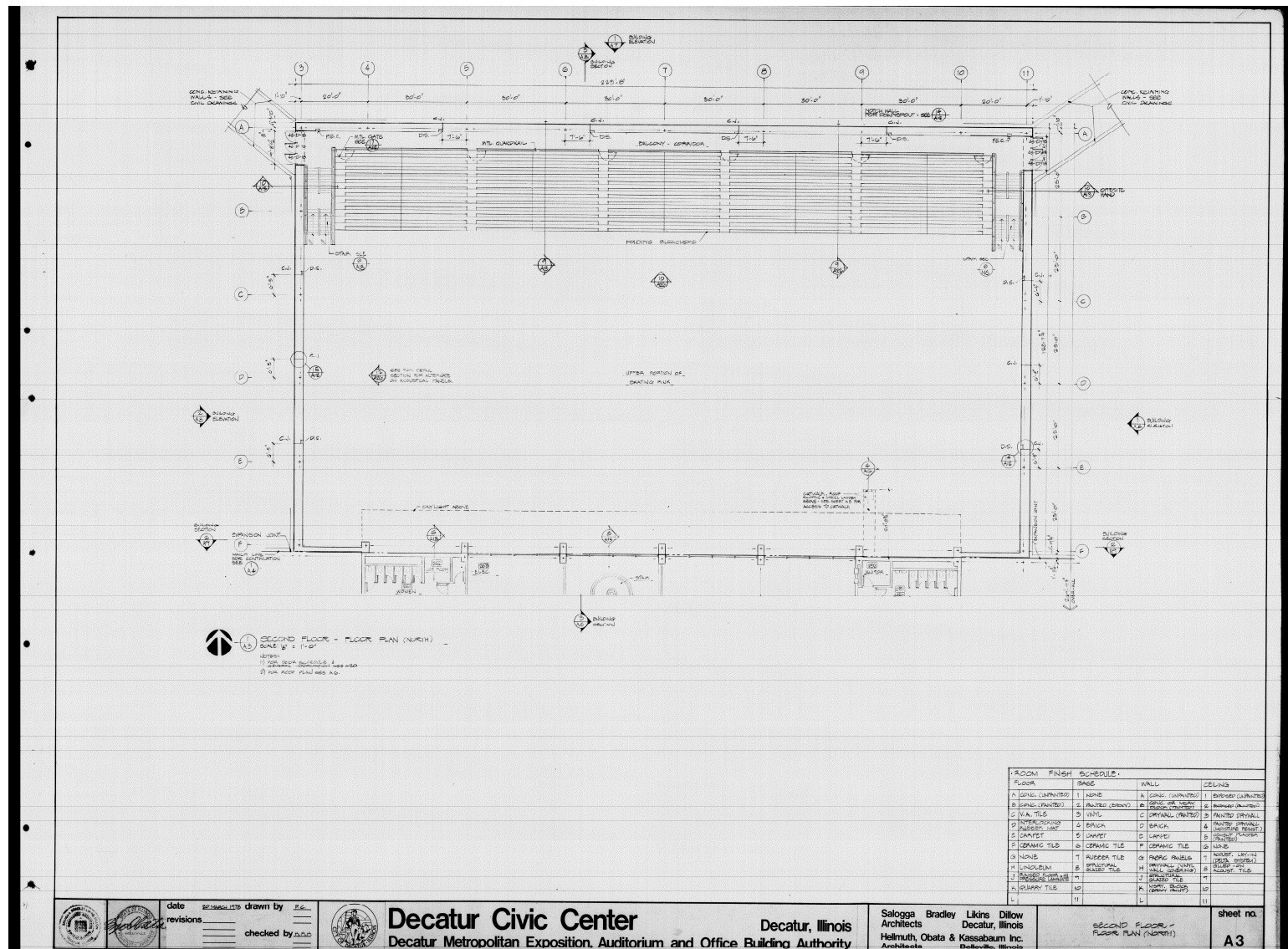


View of Exterior

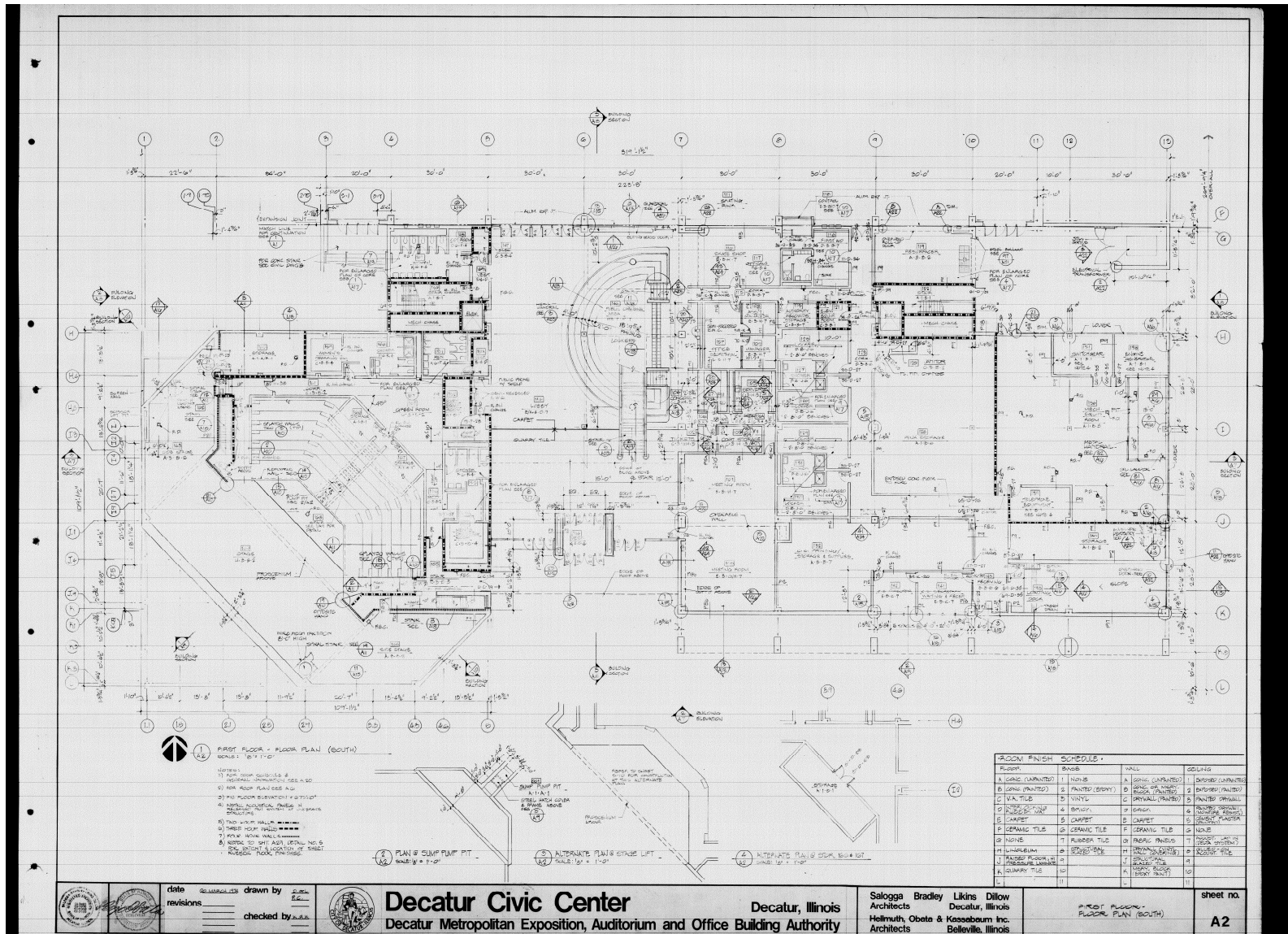


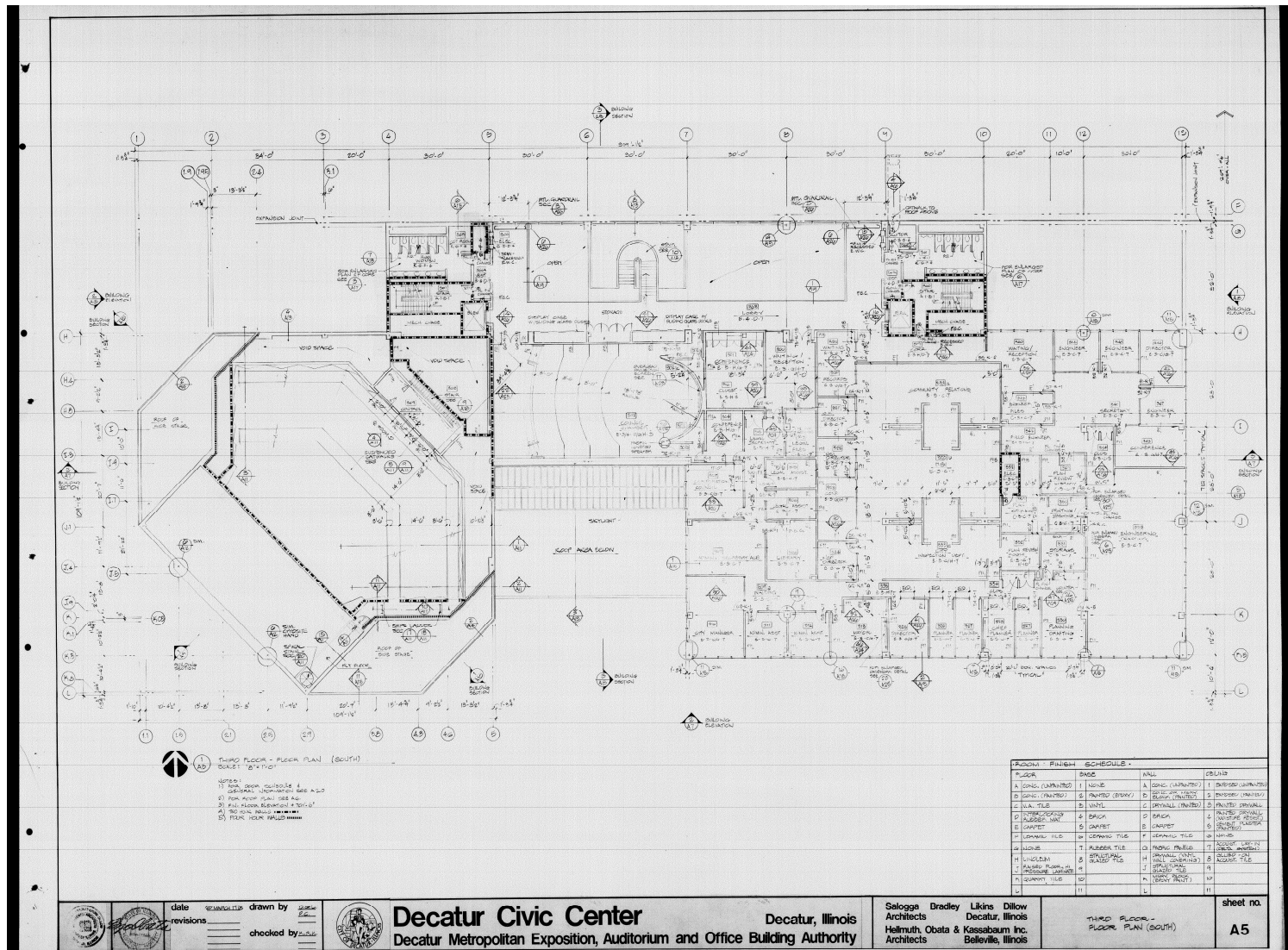


FIRST FLOOR PLAN SOUTH



SECOND FLOOR PLAN NORTH





THIRD FLOOR PLAN

DESCRIPTION OF EXISTING IMPROVEMENTS

General: The 105,216-square-foot building was built in 1980 with contributions from the state of Illinois and the city of Decatur. The Civic Center complex includes the arena, theater, meeting rooms, lobbies, city office space, and an outdoor parking lot.

The following table summarizes the subject's facilities. This information is based on interviews with the management, our physical inspection of the property, and materials supplied to us.

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 Civic Center facility includes the following major components that are available for rental to groups and individuals.

Arena: Event types include ice skating and hockey when the ice is down. Dry floor events include trade shows, exhibitions, concerts, corporate meetings, weddings, and receptions. The arena includes 28,000 square feet of space and is 218 feet long by 124 feet wide. There is a service door. The arena holds approximately 3,200 for concert seating and 4,000 people for full capacity. It has a 24' beam clearance.

Theater: Event types include theater productions, plays, dance recitals musicals, concerts, comedians, weddings, and receptions. The theater seats 460 in slope seating that overlooks a mainstage. The theater offers two fully equipped dressing rooms. The stage has 630 square feet downstage of main drape and 1,752 square feet upstage of main drape. There is 40' wide x 16' high proscenium.

Meeting Rooms: Event types include meetings, birthday parties, church services, business meetings, groups, and other organizations. The meeting room can be split into two rooms which include the 675-square-foot north room and the 567-square-foot south room. Combined they are 47' long x 27' wide with 1,270 square feet. It can hold 100 seating for lectures and 80 banquet style seats.

Upper Lobby: Event types include a small trade shows, wedding receptions, and other events. The upper lobby offers 3,940 square feet and is between the upper level of the arena and the city of Decatur offices.

Lawn and Parking Lot: Event types include outdoor concerts, outdoor trade shows, wedding receptions, birthday parties, and other events. There is approximately 40,000 square feet of grassy area.

The 105,216-square-foot building was constructed in 1980 and is a four-story structure. The structural frame is of concrete and brick, and the exterior wall material is brick. It has a flat roof and metal windows. There are four chillers, two boilers, and six air handling units. The building offers two elevators and is sprinklered.

The Decatur Civic Center is owned and titled to the Decatur Civic Center Authority (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 Authority provides space and administrative services to the public including rental of meeting rooms, theater facilities, and arena space, as well as providing limited concessions and services. The Authority has direct oversight responsibilities for the operations of the Decatur Civic Center although its financial performance is included as a component unit of the city of Decatur and included in the financial report for the city of Decatur.

The Authority has an agreement with the city of Decatur whereby the city of Decatur occupies a portion of the Decatur Civic Center as municipal offices and reimburses the Authority for 41.4% of occupancy related expenses. The Authority also has an agreement with the city whereby the Authority provides janitorial services at various city-owned buildings as well as its offices in the Decatur Civic Center in addition to uniform security on site during working hours. The city of Decatur paid the Authority a total of \$486,735 for janitorial services and \$56,888 for security services during 2020. The Authority also provides maintenance staff in two of those facilities where janitorial services is being provided. Much of the income for these services goes to labor fees, social security, unemployment, benefits, etc. The full \$56,888 paid to the Authority by the City for security is used to pay the wages of the off duty uniformed security. None of the money from security goes towards funding the Authority.

The city of Decatur is required to maintain the Authority's operating reserve fund at \$100,000. The city of Decatur is required to replenish this fund when it falls below \$100,000. The Authority has not required this fund to be maintained at \$100,000, but reimbursement has been made as cash flow dictates. During 2020, the city of Decatur contributed a total of \$435,537 to the Authority to fund operations and advanced \$440,146 of the subsidy for 2021.

Estimated Capital Expenditures and Requirements: During 2016, the Civic Center was awarded a multiyear \$2,100,000 grant through the Illinois Department of Commerce and Economic Opportunity for renovations and improvements for the Decatur Civic Center building and grounds. The grant was spent between 2016 and 2019 and included a wide range of improvements to the facility.

DEMAND SURVEY RESULTS

Decatur Civic Center Demand Survey

Hotel and Leisure Advisors prepared an online SurveyMonkey survey that was posted on the City of Decatur's website and sent to a number of distribution lists composed of Decatur area residents and patrons of the Decatur Civic Center. The survey asked questions about the respondents' use of the Civic Center as well as their recommendations for improvements and their interest in new developments under consideration. The following is a summary of the 571 responses collected between July 9, 2021, and July 28, 2021.

Geographically, 319 of the respondents are from the City of Decatur (66.32%), 124 live outside of the city in Macon County (15.7%), 28 reside in Central Illinois (5.8%), and 10 respondents hail from other areas (2.1%).

Compared to local and regional averages, survey respondents have much higher household incomes, with slightly more than half (51.9%) reporting incomes of \$100,000 or more. In addition, more than half of the survey respondents (53.9%) have children younger than 18 living in their households. Hockey families are also disproportionately represented, with more than one-third (35.0%) of respondents reporting that someone in their household participates in hockey programs at the Civic Center.

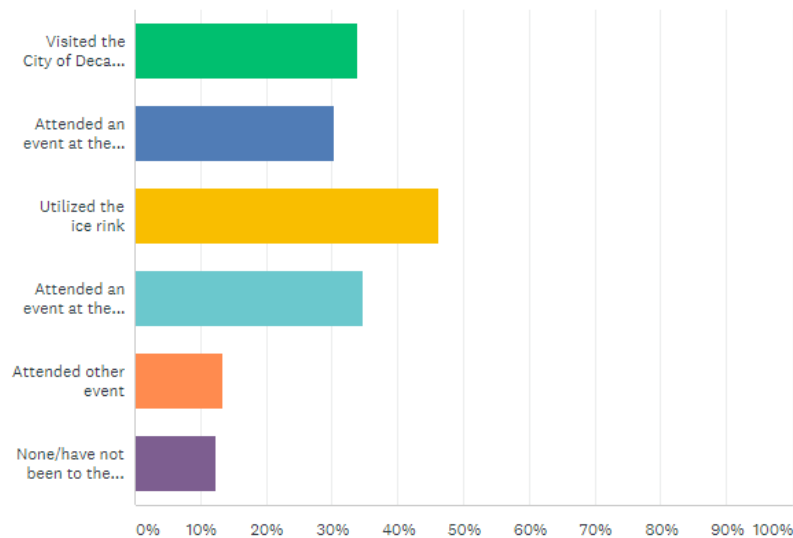
Most respondents (82.8%) reported visiting the Civic Center at least once in the last three years, with 20.7% saying they visited between four and 20 times, and nearly one-third (30.0%) saying they visited 20 or more times during that time period.

Current Use of Facilities

As shown in the following chart, the most popular destination at the Civic Center is the ice arena, which is open seasonally during fall and winter months. When asked what activities or events brought them to the Civic Center in the past three years, 46.1% named the ice rink, 34.7% said they attended an event at the arena, 33.8% visited the City of Decatur offices, 30.4% attended an event at the theater, and 13.4% attended another type of event.

What activities or events brought you to the Decatur Civic Center in the past few years? (Check all that apply.)

Answered: 559 Skipped: 12

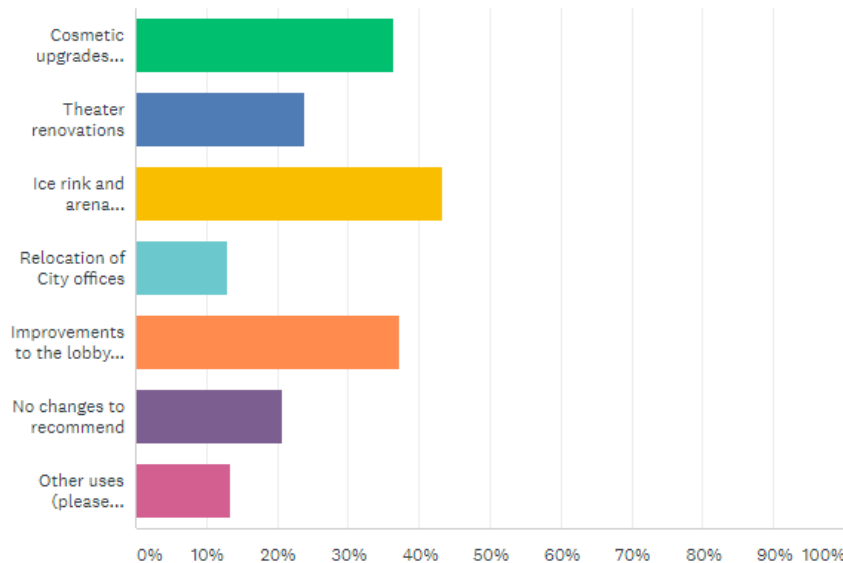


Recommended Changes

Respondents were asked what changes and new uses they would most like to see at the Civic Center. Given the high number of hockey program participants, it was not surprising to see ice rink and arena renovations (43.3%) as the top recommended change, followed by improvements to the lobby (37.1%), cosmetic upgrades throughout (36.4%), and theater renovations (23.8%). Only 12.9% of respondents recommended relocating City offices and more than 20% of respondents had no changes to recommend. Among the 71 answers provided by respondents to the “other use” category, concession stands, live music, concerts, and family-friendly entertainment were mentioned most often.

What changes and new uses would you like to see at the Decatur Civic Center? (Check all that apply.)

Answered: 533 Skipped: 38



The survey questioned respondents on changes that would most improve each activity area of the Civic Center. Below are some of the survey highlights.

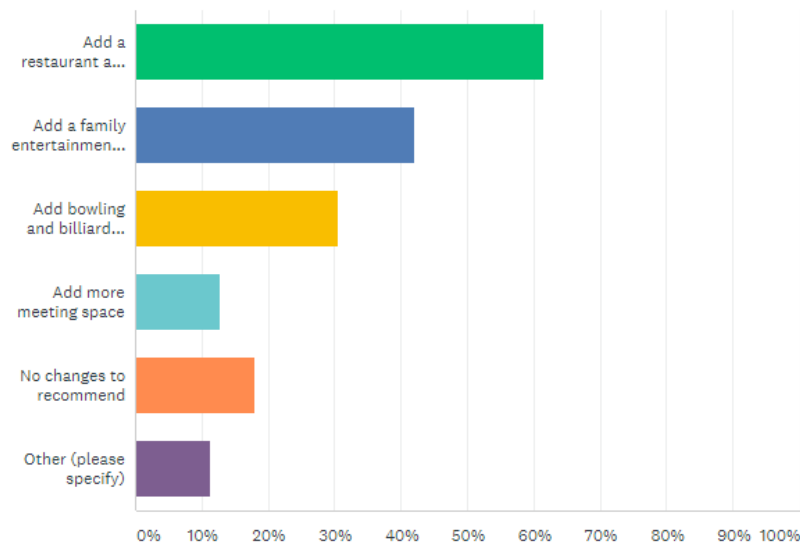
- **Ice Rink:** More than half of respondents (53.2%) recommended keeping the ice rink open year-round, but nearly one in three (29.6%) had no changes to recommend. In open ended comments, respondents mentioned the need for more lessons and programming (such as figure skating), and better advertising to bring skaters in. In response to this question and others having to do with the ice rink and arena, numerous respondents proposed making the ice rink a year-round facility.
- **Arena:** Given three options to improve the arena, half of the respondents (50.0%) recommended developing a multipurpose area “that would provide greater flexibility for events when ice rink is in use,” and 39.5% said flooring upgrades were needed to allow quicker conversions from ice to dry-floor events.
- **Theater:** With four options for improving the theater, the highest responses were evenly split at 38.7% each between those calling for cosmetic upgrades and those with no changes to recommend. A quarter of respondents (25.2%) indicated lighting should be improved, and less than 10% said the theater should be removed due to low use. In the “other” category, new or improved seating was recommended most, and others reiterated the call for live music concerts and better programming.

Future Developments

Respondents were also asked about their preferences regarding “other facilities or experiences” that should be added to the Civic Center. As shown below, adding a restaurant and bar was the most popular idea (61.5%), followed by a family entertainment center with arcade games (42.1%), and bowling and billiard tables (30.4%).

Beyond the theater, ice rink, and arena, what other facilities or experiences should be added to the Decatur Civic Center? (Check all that apply.)

Answered: 473 Skipped: 98

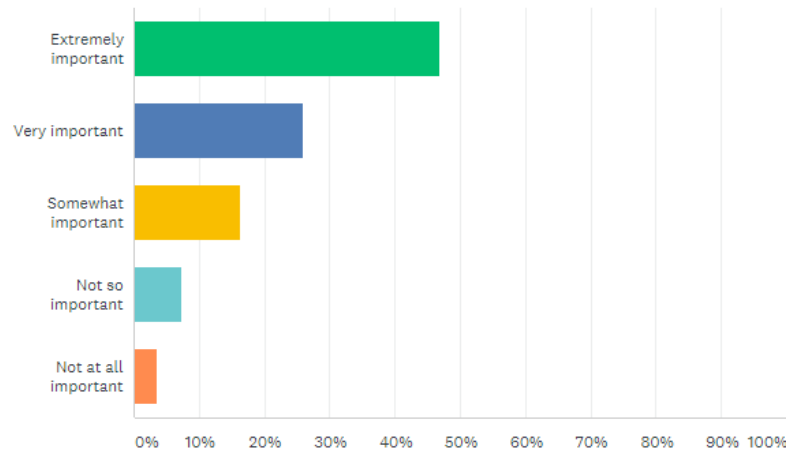


Of the 53 open-ended responses, seven suggested “concession” stands, two mentioned “coffee shop” and others suggested food options (other than vending machines) that would be open during skating and other events.

Overall, the majority of respondents (89.1%) said it is important to them that the City maintain the Decatur Civic Center as a place for community gatherings, entertainment, and private events, with nearly half (46.9%) stating it is “extremely important” and 26.0% stating it is “very important.”

How important is it to you that the City maintain the Decatur Civic Center as a place for community gatherings, entertainment, and private events?

Answered: 480 Skipped: 91



Respondents were somewhat split over the idea of adding a hotel adjacent to the Civic Center, with more than half (55.1%) saying it is not needed.

The full results of the Survey Monkey survey are contained within the addenda of this report.

HISTORICAL PERFORMANCE OF SUBJECT PROPERTY

Historical Financial Performance

We have analyzed the historical financial performance of the Decatur Civic Center for the years 2018 through 2020 presenting results obtained from the annual financial report prepared by MCK CPAs and Advisors.

Historical Financial Statements						
Decatur Civic Center						
	Historical - 2020		Historical - 2019		Historical - 2018	
	\$	%	\$	%	\$	%
Revenues						
Rentals	\$59,279	4.5%	\$69,133	4.7%	\$66,573	4.8%
Ice Revenue	126,552	9.5%	201,731	13.8%	193,713	13.9%
Concessions	12,853	1.0%	42,618	2.9%	37,250	2.7%
Self promoted events	8,274	0.6%	136,686	9.4%	123,917	8.9%
Other Revenue	146,019	11.0%	44,642	3.1%	37,190	2.7%
City of Decatur Contribution/Rent	435,357	32.7%	428,923	29.4%	416,832	29.9%
City Of Decatur Contractual Services and Security	543,623	40.8%	533,397	36.6%	518,101	37.2%
Total Operating Revenue	1,331,957	100.0%	1,457,130	100.0%	1,393,576	100.0%
Cost of Sales						
Ice	22,426	17.7%	35,989	17.8%	40,272	20.8%
Concessions	7,806	60.7%	22,160	52.0%	19,139	51.4%
Self promoted events	3,888	47.0%	70,548	51.6%	59,866	48.3%
Other	688	0.5%	44	0.1%	354	1.0%
Total Departmental Expenses	34,808	2.6%	128,741	8.8%	119,631	8.6%
Total Departmental Profit	1,297,149	97.4%	1,328,389	91.2%	1,273,945	91.4%
Undistributed Operating Expenses						
Administrative	430,071	32.3%	453,704	31.1%	429,082	30.8%
Maintenance	373,796	28.1%	420,544	28.9%	384,406	27.6%
Maintenance/housekeeping	285,373	21.4%	313,917	21.5%	297,043	21.3%
Utilities	100,522	7.5%	108,765	7.5%	119,895	8.6%
Total Undistributed Oper. Expenses	1,189,762	89.3%	1,296,930	89.0%	1,230,426	88.3%
Gross Operating Profit	107,387	8.1%	31,459	2.2%	43,519	3.1%

Note: Statements exclude capital grant funds and loss on disposal of capital assets

Source: Decatur Civic Center audited financial reports

The financial statement indicates the heavy reliance the property has on contributions from the city of Decatur for rent and contractual services. If one divides the combined city of Decatur contribution/rent of \$435,357 in 2020 into the 34,399 square feet of space that the city utilizes, this equals a rental rate of \$12.66 per square foot. This is a reasonable rental rate for the city offices when one considers office rental rates in central Illinois. However, the common area maintenance charge related to the contractual services and security is higher than the actual rent, but it applies to multiple buildings so is difficult to analyze on a per square foot basis to determine reasonability.

Historical Usage of Subject Property

We have analyzed the historical attendance rates and usage of the venues offered by the subject property. The following table indicates the frequency of use by month for the Arena, Theatre, Upper Lobby, and Meeting Rooms in 2018 and 2019.

2018 and 2019 Venue Usage by Month										
Decatur Civic Center										
Month	Days in Month	Arena (non-ice)		Theater		Upper Lobby		Meeting Rooms		
		Days Used	Usage %	Days Used	Usage %	Days Used	Usage %	Days Used	Usage %	
Jan-18	31	1	3.2%	4	12.9%	2	6.5%	18	58.1%	
Feb-18	28	4	14.3%	15	53.6%	0	0.0%	16	57.1%	
Mar-18	31	7	22.6%	16	51.6%	0	0.0%	20	64.5%	
Apr-18	30	9	30.0%	25	83.3%	0	0.0%	10	33.3%	
May-18	31	4	12.9%	21	67.7%	1	3.2%	10	32.3%	
Jun-18	30	10	33.3%	19	63.3%	3	10.0%	16	53.3%	
Jul-18	31	4	12.9%	14	45.2%	4	12.9%	9	29.0%	
Aug-18	31	21	67.7%	6	19.4%	1	3.2%	10	32.3%	
Sep-18	30	10	33.3%	0	0.0%	3	10.0%	7	23.3%	
Oct-18	31	0	0.0%	16	51.6%	2	6.5%	13	41.9%	
Nov-18	30	1	3.3%	19	63.3%	4	13.3%	18	60.0%	
Dec-18	31	0	0.0%	4	12.9%	2	6.5%	16	51.6%	
Average / Total		5.9	19.5 %	13.3	43.6 %	1.8	6.0 %	13.6	44.7 %	
Jan-19	31	0	0.0%	2	6.5%	3	9.7%	16	51.6%	
Feb-19	28	3	10.7%	19	67.9%	3	10.7%	22	78.6%	
Mar-19	31	13	41.9%	20	64.5%	2	6.5%	14	45.2%	
Apr-19	30	8	26.7%	18	60.0%	2	6.7%	13	43.3%	
May-19	31	11	35.5%	18	58.1%	4	12.9%	14	45.2%	
Jun-19	30	8	26.7%	17	56.7%	3	10.0%	12	40.0%	
Jul-19	31	6	19.4%	14	45.2%	4	12.9%	7	22.6%	
Aug-19	31	13	41.9%	22	71.0%	5	16.1%	6	19.4%	
Sep-19	30	9	30.0%	2	6.7%	1	3.3%	6	20.0%	
Oct-19	31	0	0.0%	23	74.2%	3	9.7%	15	48.4%	
Nov-19	30	1	3.3%	13	43.3%	6	20.0%	17	56.7%	
Dec-19	31	0	0.0%	15	48.4%	4	12.9%	11	35.5%	
Average / Total		6.0	19.7 %	15.3	50.1 %	3.3	11.0 %	12.8	41.9 %	

Source: Decatur Civic Center and Hotel & Leisure Advisors

The arena averages six days of use per month for non-ice usage, but that number rises to nearly ten when considering only the non-ice months of April to September. The theater is the most used venue being occupied half of the available days in 2019. The meeting rooms have the most consistent year-round usage averaging about 13 days of use per month with a seasonal dip from July to September.

The following table shows the number of times each venue was used and the attendance of each venue including ice by month for 2019.

Decatur Civic Center - Decatur, Illinois
Decatur Civic Center Usage Levels

C-3

2019 Event Attendance - Venue by Month									
Decatur Civic Center									
		Arena (non-ice)	Theater	Upper Lobby*	Meeting Rooms	Total Ice	% Public Ice	% Private Ice	Total
January 2019	Uses	0	1	2	15	-	-	-	18
	Attendance	0	75	20	364	10,570	19.6%	80.4%	11,029
February 2019	Uses	3	2	1	26	-	-	-	32
	Attendance	750	2,995	200	1,158	4,375	31.4%	68.6%	9,478
March 2019	Uses	4	14	0	17	-	-	-	35
	Attendance	2,780	2,224	0	555	1,985	40.3%	59.7%	7,544
April 2019	Uses	16	12	2	11	-	-	-	41
	Attendance	3,095	1,790	100	567	0	0.0%	0.0%	5,552
May 2019	Uses	10	14	1	14	-	-	-	39
	Attendance	11,585	2,520	700	827	0	0.0%	0.0%	15,632
June 2019	Uses	5	6	2	12	-	-	-	25
	Attendance	7,300	1,850	1,220	411	0	0.0%	0.0%	10,781
July 2019	Uses	1	5	1	4	-	-	-	11
	Attendance	1,663	2,350	150	102	0	0.0%	0.0%	4,265
August 2019	Uses	3	0	6	9	-	-	-	18
	Attendance	1,227	0	23,435	260	0	0.0%	0.0%	24,922
September 2019	Uses	7	1	2	8	-	-	-	18
	Attendance	6,092	165	435	238	851	27.7%	72.3%	7,781
October 2019	Uses	0	7	3	16	-	-	-	26
	Attendance	0	910	320	314	7,046	13.6%	86.4%	8,590
November 2019	Uses	1	8	3	15	-	-	-	27
	Attendance	900	1,133	235	391	13,479	18.0%	82.0%	16,138
December 2019	Uses	0	6	1	13	-	-	-	20
	Attendance	0	1,335	50	420	13,551	19.1%	80.9%	15,356
Total	Uses	50	76	24	160	-			310
	Attendance	35,392	17,347	26,865	5,607	51,857	20.2%	79.8%	137,068
Average	Uses	4.2	6.3	2.0	13.3	-			25.8
	Attendance	2,949	1,446	2,239	467	4,321			11,422

*Includes Quarry Tile/Outside/Parking Lot/Lawn Area

Source: Decatur Civic Center and Hotel & Leisure Advisors

The arena and ice host the highest attended events averaging more than 700 attendees per use. The meeting rooms receive the highest usage but average only 35 attendees per use.

We analyzed the ice books for the 2018-2019 and 2019-2020 seasons. Each season ran from late September until early March. During this period, the ice was available daily with the exception of holidays for a total of 160 days. Uses include public ice, lessons, youth hockey, women's hockey, men's hockey, and the Decatur Blaze. In the following chart, we assumed that the ice is available for 18.5 hours per day in half-hour blocks starting at 6 AM until approximately 12 midnight. We calculated the usage percentage based upon the number of occupied hours as compared to the potential available hours.

Ice Usage by Day of Week				
Decatur Civic Center				
	Hours Available	Hours Used	Average Hours Used	% Usage
2018-2019				
Monday	413.5	166.5	7.2	40.3%
Tuesday	370.0	149.5	6.5	40.4%
Wednesday	425.5	245.5	10.7	57.7%
Thursday	407.0	169.5	7.4	41.6%
Friday	432.5	215.0	9.0	49.7%
Saturday	444.0	301.5	12.6	67.9%
Sunday	433.5	235.0	9.8	54.2%
Total	2,926.0	1,482.5	9.0	50.7%
2019-2020				
Monday	422.0	139.5	6.1	33.1%
Tuesday	380.0	147.5	6.4	38.8%
Wednesday	388.5	193.5	8.4	49.8%
Thursday	407.0	154.0	6.7	37.8%
Friday	432.5	174.0	7.3	40.2%
Saturday	444.0	294.5	12.3	66.3%
Sunday	434.5	268.0	11.2	61.7%
Total	2,908.5	1,371.0	8.4	47.1%

Source: Decatur Civic Center and Hotel & Leisure Advisors

By day of week, Saturday and Sunday experience the highest usage and Wednesday is most used weekday. Monday receives the lowest usage, but Tuesday had a lower average in 2018-2019 due to the holiday schedule.

Ice Usage by Month				
Decatur Civic Center				
	Hours Available	Hours Used	Average Hours Used	% Usage
2018-2019				
September	44.0	30.5	10.2	69.3%
October	573.5	281.0	9.1	49.0%
November	514.5	244.5	8.2	47.5%
December	546.5	299.5	9.7	54.8%
January	555.0	282.0	9.1	50.8%
February	518.0	265.0	9.5	51.2%
March	174.5	80.0	8.0	45.8%
Total	2,926.0	1,482.5	9.0	50.7%
2019-2020				
September	62.5	35.5	8.9	56.8%
October	573.5	261.5	8.4	45.6%
November	514.5	237.5	7.9	46.2%
December	528.0	254.5	8.2	48.2%
January	555.0	268.5	8.7	48.4%
February	536.5	250.0	8.6	46.6%
March	138.5	63.5	7.9	45.8%
Total	2,908.5	1,371.0	8.4	47.1%

Source: Decatur Civic Center and Hotel & Leisure Advisors

By month, usage is steady for the full operational months of October through February. 2018-2019 averaged nearly 51% and peaked in December at nearly 55%. 2019-2020 averaged 47% and peaked in January.

We have analyzed the participation by members of the Decatur Youth Hockey Association for various events and games. The following table provides usage figures

DYHA Adult and Youth Player Statistics			
Decatur Civic Center			
Categories	2018-2019	2019-2020	Comments
DYHA Player Count	283	288	Annual count of players in DYHA Program
Alumni Game - Adult Player Count	66	50	Annual count of adult players participating in Alumni Game & Fundraiser
DYHA - Decatur Parents & Guardians Engaged in Program	386	442	Estimated count of parents participating in DYHA program
Hours of Ice Time (Practice & Games)	576	574	Practice & game time estimate for DYHA activities over season
Approx. Number of Visiting DYHA Games in Decatur	120	120	Average annual away games for all DYHA Teams (6U-High School)
Approx. Number of Visiting DYHA Adults Attending Games in Decatur	3,080	3,080	Estimated parents attending these games

Source: DYHA

In 2015 DYHA received a \$75,000 grant from the Kraft Hockeyville program with a matching donation from the Decatur community. This money was used to make improvements to the hockey facility.

NATIONAL HOCKEY, FIGURE SKATING, AND ICE RINK MARKET OVERVIEW

Ice hockey is a popular and growing sport in the United States. It has traditionally been associated with regions of the U.S. with cold winter climates, such as the Northeast and the upper Midwest. In recent decades, however, ice hockey has become increasingly popular in the Sun Belt due in large part to the expansion of the National Hockey League to the southeast and southwest U.S. In 2019, the NHL reported \$5.1 billion in revenue, up from \$4.9 billion the previous year.

Hockey began in America in 1894 when the first artificial ice rink was built in Baltimore, Maryland. The second artificial rink (St. Nicholas Arena) opened in New York City in 1896, and which led to the formation of America's first ice hockey league, the U.S. Amateur Hockey League. In 1904, this league became a member of the International Ice Hockey Federation (IIHF), which is today the worldwide governing body for ice hockey and in-line hockey.

Ice Hockey Participation

Throughout the U.S., much of youth and amateur hockey was shut down or faced restricted play in 2020 due to the COVID-19 pandemic. Our report, therefore, is focused on pre-pandemic data from the 2019 season and earlier. The following table shows youth participation rates by age group for 2019 and preceding years as reported in The Aspen Institute's *Project Play State of Play 2020* report.

Youth Core Participation in Ice Hockey						
Percentage By Age Group						
	2008	2017	2018	2019	2018-19 % change	# of Participants
Ages 6-12	0.5%	1.2%	1.1%	1.2%	7.8%	336,000
Ages 13-17	0.8%	1.1%	1.2%	1.3%	5.0%	269,000

Source: Sports & Fitness Industry Association (SFIA), 2019

According to the Aspen Institute report, which uses data from the Sports & Fitness Industry Association (SFIA), ice hockey participation among youth of all ages was up in 2018-19, particularly among youth ages 6 to 12. The report's authors noted that until a decade ago, hockey participation numbers typically increased in the later years (middle and high school) because most communities did not offer the sport at younger ages. A more recent focus on youth hockey at younger ages has reversed that trend.

USA Hockey, the official governing body for amateur hockey in the U.S., has focused specifically on the 8 and under age category in a long-term approach to grow participation in youth hockey. The organization's American Development Model (ADM), introduced in 2009, has been credited with increasing youth hockey participation as well. ADM provides a nationwide standard for hockey development, beginning with players' first strides and carrying them through high school, junior, college, and professional hockey. According to USA Hockey, in the 10 years that followed the launch of ADM:

- the total number of youth hockey players (ages 18 and younger) in America increased 13%

- The total number of 8-and-under hockey players has increased 33%
- The total number of male hockey players (ages 18 and younger) in America increased 15%, reversing an early-2000s trend during which nearly 40,000 boys left the sport.
- The total number of female hockey players (ages 18 and younger) in America increased 37%.

Although youth hockey is its main focus, USA Hockey also has junior and adult hockey programs that provide opportunities for players of all ability levels. The following tables provide historical USA hockey membership data as well as summaries of registered players in recent years.

USA Hockey Membership Statistics 2009-10 to 2019-20						
Year	Players	Players YOY % Growth	Coaches	Officials	Total	Total YOY % Growth
2009-2010	474,592		55,460	28,424	558,476	
2010-2011	500,579	5.5%	56,358	26,325	583,262	4.4%
2011-2012	511,178	2.1%	58,825	24,956	594,959	2.0%
2012-2013	510,279	-0.2%	56,836	24,303	591,418	-0.6%
2013-2014	519,417	1.8%	56,011	23,413	598,841	1.3%
2014-2015	533,172	2.6%	55,568	23,186	611,926	2.2%
2015-2016	542,583	1.8%	56,515	23,735	622,833	1.8%
2016-2017	555,175	2.3%	57,801	24,768	637,744	2.4%
2017-2018	562,145	1.3%	58,645	25,330	646,120	1.3%
2018-2019	567,908	1.0%	60,142	25,424	653,474	1.1%
2019-2020	561,700	-1.1%	61,179	25,863	648,742	-0.7%

Source: USA Hockey website, Membership Statistics

Except for 2012-2013, USA Hockey membership grew year over year between 2009-2010 and 2018-19. The 2019-2020 season saw a 1.1% decline in player membership, which is attributable to the closing of post-season player development camps held in the summer months.

USA Hockey Registration by Group 2018-19 and 2019-20			
	2018-19	2019-20	% change
All Players	567,908	561,700	-1.1%
Adult	181,765	178,048	-2.0%
Male	485,100	477,598	-1.5%
Female	82,808	84,102	1.6%
Ages 17-18	29,383	29,309	-0.3%
Ages 15-16	44,506	45,033	1.2%
Ages 13-14	58,487	58,109	-0.6%
Ages 11-12	63,630	63,535	-0.1%
Ages 9-10	66,100	65,806	-0.4%
Ages 7-8	62,179	61,209	-1.6%
Ages 6 & U	61,858	60,651	-2.0%

Source: USA Hockey 2019-20 Season Final Registration Report

Registration among USA Hockey players fell in almost every category in 2019-20, with the exception of female players (up 1.6%) and players ages 15-16 (up 1.2%).

USA Hockey is divided into 12 geographical districts as shown below:



The following table shows a breakdown of USA Hockey membership data by district.

2019-20 USA Hockey Member Counts by District			
District	Players	Coaches	Total Coaches & Players
Atlantic	36,853	4,165	41,018
Central	66,945	7,608	74,553
Massachusetts	48,064	6,208	54,272
Michigan	46,857	4,395	51,252
Mid-American	39,755	4,428	44,183
Minnesota	57,648	9,919	67,567
New England	33,629	4,335	37,964
New York	47,428	5,519	52,947
Northern Plains	17,009	2,075	19,084
Pacific	58,669	3,717	62,386
Rocky Mountain	49,480	4,231	53,711
Southeastern	59,363	4,579	63,942
Total	561,700	61,179	622,879

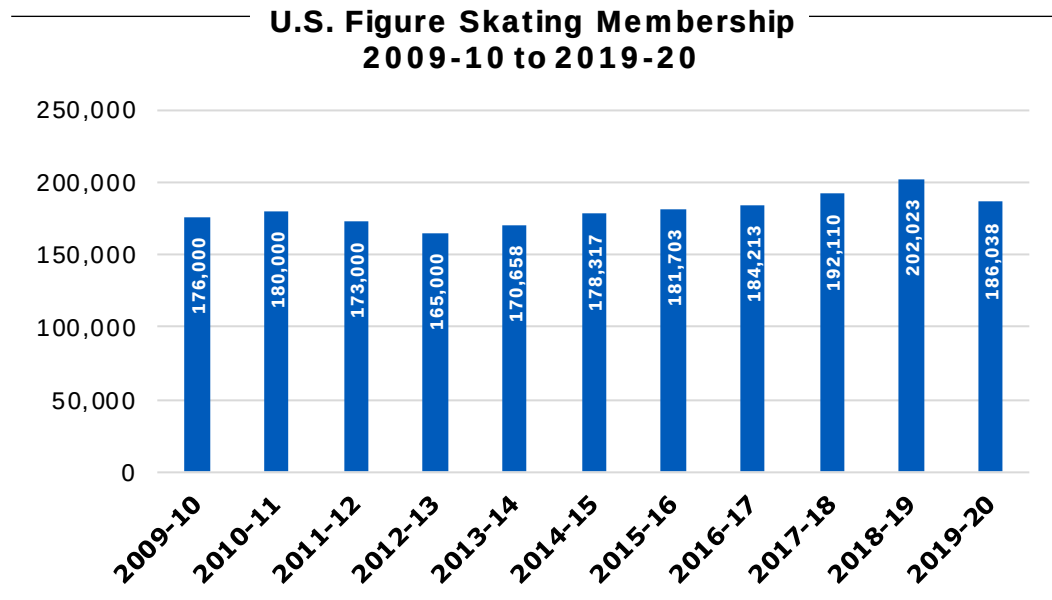
Source: USA Hockey 2019-20 Season Final Registration Report

The Central District, which includes Illinois, Wisconsin, Missouri, Iowa, Kansas, and Nebraska, has a larger count of registered USA Hockey players (66,945) than any other district. The next largest districts, however, all represent single states: Minnesota (57,648), Massachusetts (48,064), New York (47,428), and Michigan (46,857).

Figure Skating

Figure skating, a sport traditionally dominated by female participants, has faded in and out of popularity in the new millennium. The sport peaked in the early 2000s amidst the success of Michelle Kwan, an American figure skater who would retire in 2006 with five World Championship titles.

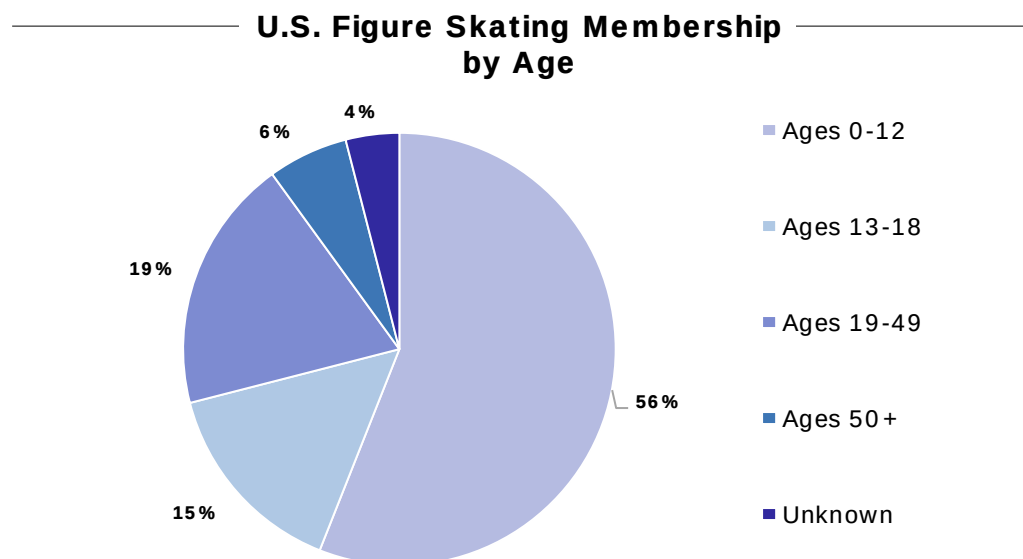
According to U.S. Figure Skating, the national governing body for the sport in the United States, membership has been growing again in recent years. In 2018-19, membership was up for the sixth straight year in a row and, at 202,000, it surpassed the previous high of 196,000 members set in 2005.



Source: 2020-21 U.S. Figure Skating Fact Sheet

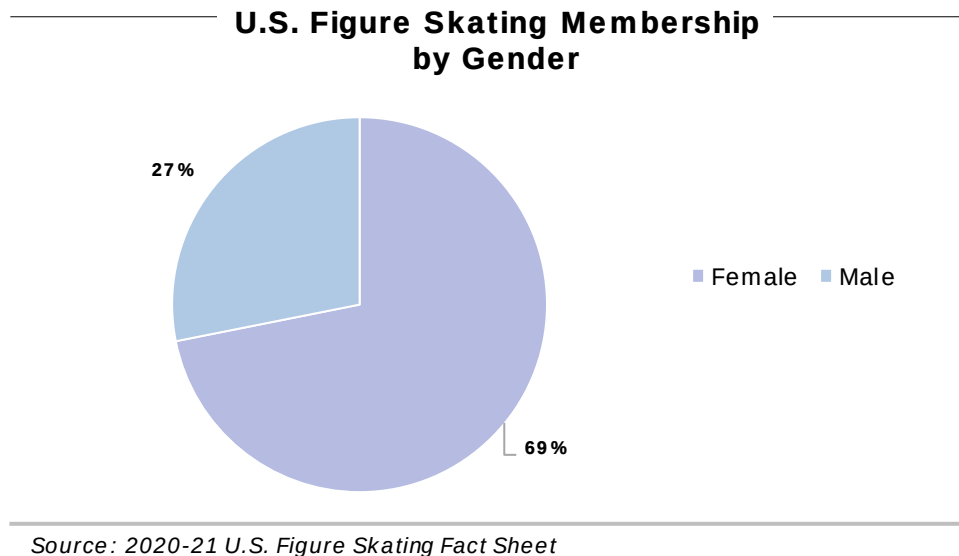
The 2019-2020 season, which began June 30, 2019, and ended June 30, 2020, experienced a 7.9% decline in membership compared to the previous season. The decline was partially attributed to the COVID-19 pandemic, which led to temporary closings of indoor ice rinks and social distancing restrictions in 2020.

The following charts show U.S. Figure Skating membership by age and gender.



Source: 2020-21 U.S. Figure Skating Fact Sheet

As illustrated, youth figure skaters ages 12 and under represent more than half of the organization's membership, followed by adults between the ages of 19 and 49 (19%). Participation in figure skating tends to drop off for youths as they reach middle school and high school.



At every age level, female skaters outnumber male skaters in the organization by nearly three to one.

Founded in 1921, U.S. Figure Skating today has more than 750-member, school-affiliated, and collegiate clubs. Through these member organizations, the association serves the needs of both recreational and competitive skaters. The following is an overview of current skating programs that are available through member clubs:

- **Learn to Skate USA** is the official beginning skating program for US Figure Skating, USA Hockey, and US Speed Skating. It begins with the fundamentals of ice skating and provides a progressive curriculum that includes introductory programs in figure skating, hockey, and speed skating.
- **The Aspire Program** is the bridge between Learn to Skate group classes and U.S. Figure Skating membership. Through the development of athleticism and artistry, skaters build a solid skill foundation that drives success on and off the ice.
- **The Excel Program** is an opportunity for skaters to continue testing and develop their skills while showcasing their strengths at events. Available at non-qualifying competitions, including designated Excel Series competitions, Excel programs consist of required elements different from the standard track to help boost skaters' strengths. With 10 levels from beginner to senior, Excel offers skaters of all levels the chance to participate.

- **The High School Skating program** offers skaters the opportunity to compete on a team for their high school and participate in the National High School Final. Events include short programs and free skates (well-balanced and excel), solo dance, compulsory, showcase, moves in the field, and team maneuvers available for all levels. At least two skaters are required to start a school-affiliated club (SAC), and skaters can represent their high school or a combination of several area schools.
- **Collegiate Skating** provides options, resources, and more to help college students promote the growth of figure skating at the collegiate levels. There are currently more than 75 schools with intercollegiate skating programs and more than 45 synchronized skating teams representing universities across the country.
- **The Icemen Program** is comprised of male figure skaters. Founded in 2012, its mission is to engage more male athletes within the sport and attract new participants to the ice. Male skaters may join the program annually; the \$20 membership fee includes a t-shirt, access to Icemen socials at designated competitions, and opportunities for scholarships to U.S. Figure Skating camps.
- **Showcase** is a program that fuses figure skating with artistic creativity. With the use of props, costumes and theatrical performance, it allows skaters of all ages to compete in Showcase events and entertain crowds.
- **Solo Dance** is an opportunity for skaters to ice dance on their own without a partner and is open to skaters of all ages and ice dance levels, from preliminary to gold and international. Solo dance events – both pattern and free dances – are available at non-qualifying competitions across the country.
- **Synchronized Skating** offers athletes of all ages the chance to compete with a team. Teams of eight to 20 skaters perform challenging formations and step sequences together, and competitions use the same judging system as singles, pairs, and ice dance. There are approximately 600 registered synchronized teams in the U.S. today that compete in 18 levels.
- **Theater on Ice** is a competitive discipline of figure skating that merges the technical jumps and spins with unique choreography, ice dancing, pairs moves, synchronized skating, and theater to tell a story or act out an emotion or idea. Teams are made up of between eight and 24 skaters and are judged by US Figure Skating judges on technical merit and presentation, with an emphasis on originality, costuming, artistry, and musicality. Since the first competition launched in 2008, the program has grown to more than 100 registered teams.
- **Adaptive Skating** offers two distinct and supportive tracks for skaters with physical and intellectual disabilities: Special Olympics and Skate United. Both tracks enable skaters to progress in the sport they love at their own pace.
- **Adult Skating programs** include a number of opportunities for adults with little or no skating background as well as for experienced adult skaters to participate in programs, proficiency tests, and competitions at the local, national, and international level.

Indoor Ice Rinks

Indoor ice rinks are used for a variety of sports and recreational activities, including hockey, figure skating, and speed skating. Skating rink revenue is generated through skating classes, open skate admissions, hourly rental fees, league play, food and beverage sales, skate rentals, and skate sharpening services.

According to IBIS World, the ice rink industry grew by an annualized 2.6% from 2014 through 2019. While ice activities are usually more expensive than other sports, an increase in per capita disposable income positively contributes to participation in ice sports. That five-year period also saw an increased interest in ice hockey, which led to increased demand for ice time and larger rinks. By 2020, the U.S. ice rink industry was an \$883 million-dollar market. A total of 531 businesses employed 13,117 staff. IBIS World predicts that the industry will continue to grow through 2024, though that growth will be slightly slower.

Indoor ice rinks can be customized to any size, and many facilities include more than one rink. An ice hockey rink is rectangular with rounded corners and surrounded by walls approximately four feet high called the boards. There are two standard sizes for hockey rinks: one used primarily in North America, also known as NHL size, the other used in Europe and international competitions, also known as IIHF or Olympic size. Most North American rinks follow the National Hockey League (NHL) specifications of 200 by 85 feet with a corner radius of 28 feet. Each goal line is 11 feet from the end boards. NHL blue lines are 75 feet from the end boards and 50 feet from center.

Indoor ice rink usage varies widely. More successful rinks are utilized over 90% of the available hours per day. As an example, the Park City, Utah Ice Rink achieved utilization of 92% of available hours in 2015 according to Victus Advisors in their feasibility study to consider expansion of the facility. The Decatur ice rink facility achieved much lower utilization between 47% and 50% in the two years prior to the COVID-19 pandemic.

Ice Skating Trends

- **Energy-Efficient Ice Rinks:** With growing concerns about climate change, major industry groups (including the International Olympic Committee, the International Ice Hockey Federation, and the National Hockey League) have been considering the environmental issues related to ice sports and rink-operations in recent years. As of January 2020, the common refrigerant used for ice skating rinks (R-22) was phased out by the Environmental Protection Agency (EPA) as part of a global effort to remove ozone-depleting substances from the market. As a result of these changes, many new rinks are being constructed with more energy-efficient cooling techniques and sustainable solutions, such as rooftop solar panels.

- **Synthetic Ice:** Many outdoor facilities (as well as retail centers, hotels, public parks, and even consumers) across the country have started using rinks with synthetic ice-skating surfaces, especially in outdoor settings where weather is a factor. Synthetic ice panels have been available for decades, but recent technological advances have improved their skating characteristics. Synthetic ice is also more environmentally friendly and more economical than traditional ice rinks, which require large amounts of water and electricity as well as costly refrigeration systems, compressors, and ice resurfacer equipment.
- **Growth of girls' and women's hockey:** According to USA Hockey, girls' hockey is among the fastest-growing youth sports in the United States. In the 2018-19 season, more girls and women participated in ice hockey than ever before with nearly 83,000 players in all. Since 2010, girls' and women's hockey participation has grown 34%. The National Women's Hockey League was launched in October 2015 with a mission to fuel the continued growth of the sport and brand of pro women's hockey. It was the 2014 Winter Olympics gold-medal game in Women's Hockey between Team USA and Team Canada, which averaged 4.9 million viewers, that inspired the league's start. Today, the league has more than 120 players and is made up of six teams.

Regional Ice-Skating Rink Market

We reviewed the availability of indoor ice rinks throughout the state of Illinois. As illustrated in the following table, the majority of ice rinks (77.6%) are located in the Chicago metro region. There are only 15 ice rinks in Downstate Illinois, which refers to parts of the state that are south and west of the Chicago metropolitan area.

Ice Rinks in Illinois		
	# of Rinks	%
Chicago MSA	52	77.6%
Downstate Illinois	15	22.4%
Total	67	100.0%

Source: Rink Directory, HockeyFinder.com

In Illinois, ice hockey is extremely popular, and it has a long history. The tremendous growth of hockey in Chicago during the early 1970s inspired the founding in 1975 of the Amateur Hockey Association of Illinois (AHA), which today is the fifth-largest amateur ice hockey association in the U.S. with more than 2,500 registered teams. The AHA has sent more than 3,700 young players to the U.S. Olympic Training Camps, where players are evaluated at being potential members of future U.S. Olympic and U.S.A. National hockey teams.

According to the U.S. Figure Skating organization, Illinois also boasts 14 figure skating clubs, which offer programs out of 50 ice rinks throughout the state although it does not have programs in Decatur.

COMPARABLE MARKET OVERVIEW

The Decatur Civic Center competes with other regional Civic Center and ice arena facilities in central Illinois for rental of ice time and for local ice-skating events such as

league games, learn to skate programs, hockey academies, and other hockey and ice training opportunities. They also compete for hockey tournaments, concerts, other sporting events including both non-hockey ice sports such as figure skating and speed skating, as well as dry rink sports, family shows, and corporate group events. We have profiled four comparable ice arenas: Bloomington Ice Center/Grossinger Motors Arena in Bloomington, the Nelson Center in Springfield, the University of Illinois Ice Arena in Champaign, and the Peoria Civic Center in Peoria.

These four comparable arenas are located within 80 miles of the subject. The following table provides pertinent information about each comparable arena.

**Decatur Civic Center - Decatur, Illinois
Ice Arena and Civic Center Analysis**

D-11

Comparable Set Overview - Facility Characteristics					
	Decatur Civic Center Decatur, IL	Bloomington Ice Center/Grossinger Motors Arena Bloomington, IL	Springfield Park District Nelson Center Springfield, IL	University of Illinois Ice Arena Champaign, IL	Peoria Civic Center Peoria, IL
Number of Sheets	1	2	2	1	1
Size	NHL Regulation (85 x 200)	NHL Regulation (85 x 200)	NHL Regulation (85 x 200)	115 x 192	NHL Regulation (85 x 200)
60-Minute Drive Population (2021)	765,002	928,760	515,817	668,240	680,589
Median Household Income 60- Minutes	\$55,828	\$56,880	\$56,621	\$53,441	\$57,502
Ice Availability	Late Sept. to Early March	Year Round	Year Round	Year Round	Seasonal
Annual Visitors	137,086	300,000	3,275 Public Ice Skating Participants, 950 hours of usage by clubs and associations and for events	15,502 Activity Participants, 1,031 Rentals, 285 Public Sessions	541,307
Hockey Seating Capacity	1,400	6,500	2200 / 500	2,000	9,919
Sports Activities/Programs	Public Skating, Lessons, Youth and Adult Hockey, Stick & Puck	Open Skate, Lessons, Camps, Open Hockey, Leagues, Football, Basketball, Broomball	Hockey, Figure Skating, Open Skate, Clubs, Lessons, Leagues, Camps	Hockey, Figure Skating, Speed Skating, Public Skating, Broomball	Hockey, Basketball, Football
Hourly Ice Rental	\$175	\$205	Resident - \$240 Non-Resident - \$270 Senior League - \$215-225	\$250	N/A
Adjacent Lodging Options	Surrounding Hotels	Surrounding Hotels	Surrounding Hotels	Surrounding Hotels	Peoria Marriott Pere Marquette and Courtyard Peoria Downtown
Other Attractions/Functions	Theatre, Concerts, Trade Shows, Exhibitions, Corporate Meetings, Weddings/Receptions, Birthday Parties	Concerts, Birthday Parties, Conferences, Private Suites	Outdoor Pool, Birthday Parties, Banquets	Parties, Events, Student Groups	Concerts, Theater, Ballrooms, Exhibit Halls, Peoria Symphony Orchestra and Peoria Ballet
Pro Shop	Yes	Yes	Yes	Yes	No
F&B Outlets	None	Concessions	Concessions	Café	Catering, Concessions
Year Opened	1980	2006	1974 / 2002	1931	1982 / 2007

Source: Individual web sites and property managers

Number of Sheets and Size: Two of the comparable facilities have a single ice sheet while for the Nelson Center in Springfield, and the Bloomington facility both feature two ice sheets. The comparables have NHL regulation size sheets (85 x 200) with the exception of the University of Illinois Ice Arena whose ice rink is 115 feet by 192 feet. These dimensions make it one of the few rinks in Illinois that can accommodate Olympic-sized speed skating tracks.

60-Minute Population: The markets in which the comparables operate range in population from 515,000 to 929,000. The subject's surrounding population of 765,000 is comparable to the set average of 712,000 and is closest to Peoria Civic Center's 681,000.

Median Household Income: Households in the surveyed market areas range from \$53,441 to \$57,502. The income level of \$55,828 in the subject's area falls just below the set average of \$56,054.

Annual Visitors: Figures were not available for all facilities. Reporting figures may be for activity participant, event spectators, or a mix. The subject's annual visitation of 137,000 is significantly below that of Bloomington Ice Center at 300,000 and Peoria Civic Center at 541,000.

Hockey Seating Capacity: Seating capacity among the competitive set ranges from 2,000 to 9,919. The subject's capacity of 3,200 places it in the middle of the set, ahead of the Nelson Center and University of Illinois Ice Arena, and behind Bloomington Ice Center and Peoria Civic Center.

Sports Activities/Programs: The Nelson Center, and University of Illinois Ice Arena feature permanent ice rinks and are oriented around ice-related sports and activities including youth and adult hockey programs, lessons, camps, open skating, and broomball. The University of Illinois Ice Arena's dimensions allow it to host speed skating competitions. The subject, Bloomington Ice Center, and Peoria Civic Center can convert to a dry floor to host basketball, arena football, and other dry events.

Ice Rental Fees: The subject offers the lowest ice rental fees at \$175 per hour. Bloomington costs \$205 per hour, Nelson Center ranges from \$215 to \$270, and University of Illinois Ice Arena costs \$250. Ice rental is not offered by Peoria Civic Center.

Lodging Options: The subject and comparables are served by surrounding hotels within driving distance, but only the Peoria Civic Center is situated near several hotels within walking distance. The nearest hotels to the subject are approximately five miles away.

Other Attractions: In addition to ice hockey and skating, the comparable venues offer a number of non-ice-related events and activities that attract additional local and regional demand. The subject converts its ice arena to a dry facility and also offers a theater. These provide venues for theater, concerts, trade shows, exhibitions, concerts, corporate meetings, weddings/receptions, and birthday parties. Bloomington lacks a theater space, but otherwise has an arena which is utilized for concerts and events. Nelson Center features an outdoor pool for swimming events and activities, but no facility for concerts and events. University of Illinois Ice Arena hosts student groups. Peoria Civic Center features concerts, theater, ballrooms, and exhibit halls and is home to the Peoria Symphony Orchestra and Peoria Ballet.

Pro Shop: The subject has a small pro shop, a feature offered at the Bloomington Ice Center, Nelson Center, and University of Illinois Ice Arena. Because public skating and amateur sports programming is not available at Peoria Civic Center, it does not have a pro shop.

Food and Beverage Outlets: The comparable properties all offer concession areas for food and beverage sales during games and events, while the Decatur Civic Center is not currently offering concession areas unless teams bring their own food and beverage to sell. The University of Illinois Ice Arena features a café, and Peoria Civic Center offers catering for meetings and events.

Year Opened: The subject opened in 1980, making it a similar age to the original Nelson Center and Peoria Civic Center. Those facilities renovated or expanded in 2002 and 2007, respectively. University of Illinois Ice Arena is the oldest facility in the competitive set, having opened in 1931. The newest is Bloomington Ice Center, which opened in 2006.

Financial Performance: Figures were available for the subject and three of the four comparable arenas. Decatur Civic Center reported figures for calendar year 2019; Bloomington Ice Center and Springfield Nelson Center reported fiscal year ending April 30, 2019; while the budget for the fiscal year ending August 31, 2019 is presented for Peoria Civic Center. The subject's total revenue of \$1.4M was most comparable to the Nelson Center at \$1.6M, and less than half of Bloomington Ice Center at \$4.4M. Peoria Civic Center had considerably higher total revenue at \$6.8M, driven primarily by events. Being publicly owned, these facilities receive contributions or subsidies from their respective cities, without which they would operate at a loss. These funds include sales tax, tax subsidies, municipal transfers of funds, and municipal contributions. The Peoria Civic Center records the lowest amount of municipal contributions due to it offering the greatest number of events and having the strongest revenues from concerts, concessions, catering, novelties, parking, and ticket incentives. The Peoria Civic Center does not segment out revenue from its ice usage. The subject's municipal contributions are lower than Bloomington and similar to Springfield. After subtracting expenses, Bloomington Ice Center has the strongest financial performance although this is influenced by the high amount of municipal contributions recorded.

Comparable Set Overview - Financial Performance				
	Decatur Civic Center Decatur, IL	Bloomington Ice Center/Grossinger Motors Arena Bloomington, IL	Springfield Park District Nelson Center Springfield, IL	Peoria Civic Center Peoria, IL
Date of Financials	CY 2019	FY Ending 4/30/2019	13 Mos. Ending 4/30/2019	Budget for FY Ending 8/31/2020
Ice Revenue	\$201,731	\$872,349	\$628,583	\$0
Other Revenue	\$293,079	\$2,234,026	\$0	\$6,104,375
Municipal Contributions	\$962,320	\$1,332,980	\$952,366	\$700,000
Total Revenue	\$1,457,130	\$4,439,355	\$1,580,949	\$6,804,375
Total Expenses (excludes depreciation)	\$1,425,671	\$3,594,708	\$1,046,484	\$6,655,284
Net Income/Loss	\$31,459	\$844,647	\$534,465	\$149,091

Source: Facility Annual Reports

The subject earns a much lower ice revenue than Springfield or Bloomington, although both of these facilities have two rinks. If one divided the revenue in half for Bloomington, it still is between 50% and 100% higher than the revenue earned in Decatur. Approximately 45% of the subject's municipal contribution would be considered as rent by the city of Decatur for their office space while the other half is for contracted services.

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:

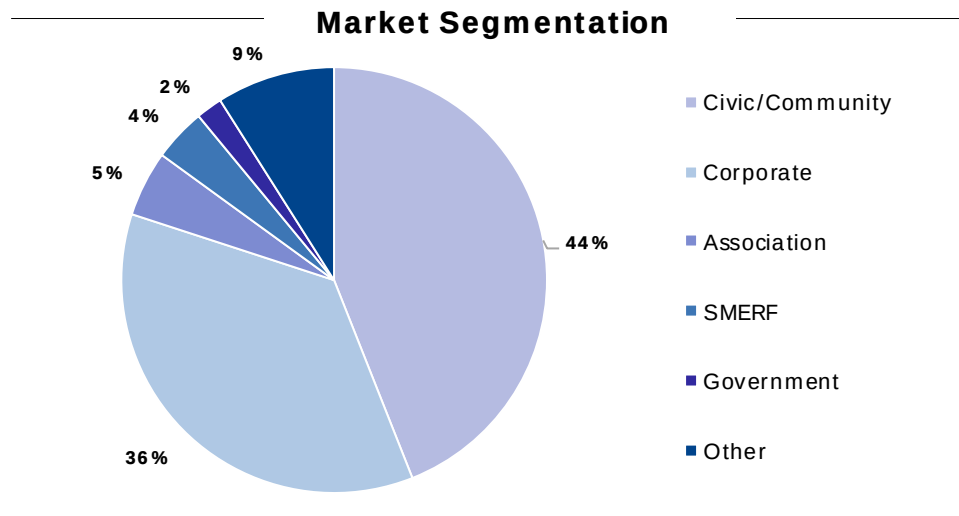
- Corporate Conference Centers - Corporate centers are typically planned for only the use of the parent corporation with specialized facilities but often become open market centers with changing corporate needs. These centers are usually designed to high commercial standards and can appear to guests 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.



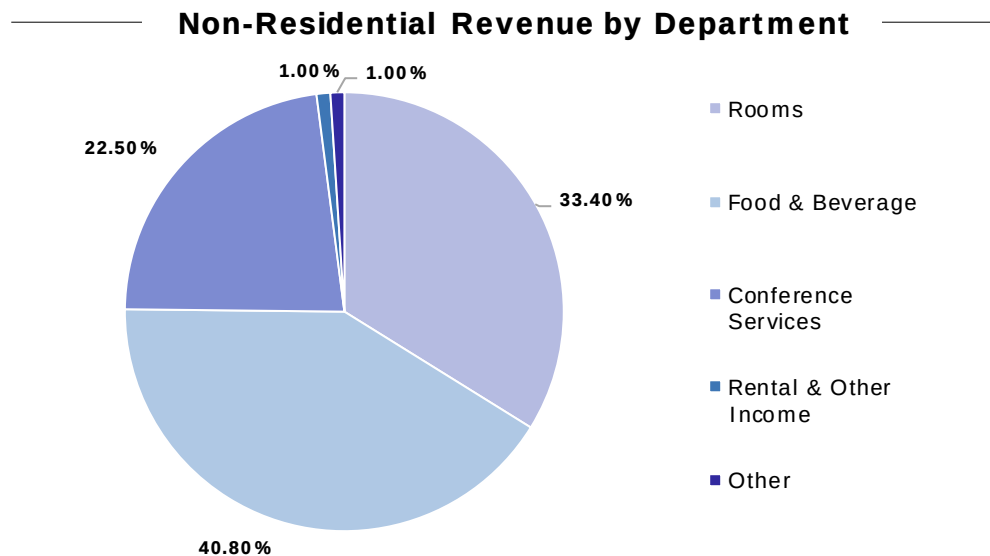
Source: IACC, SHFM 2019 Trends in the Meeting Industry

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%).



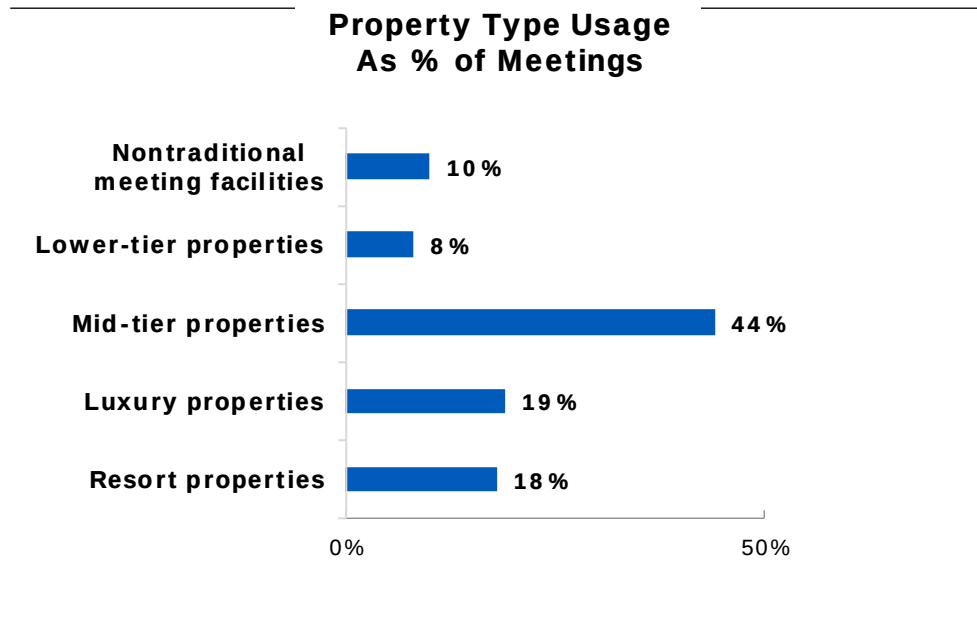
Source: Hotel & Leisure Advisors

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.

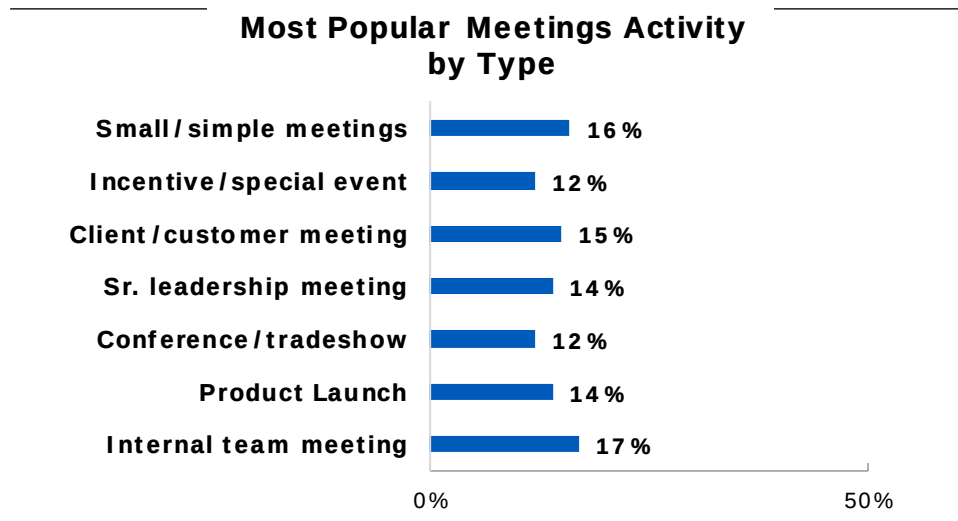
Regionally, respondents anticipate decreases across most types of meetings; however, 36% expect the number of senior leadership or board meetings to stay the same. Meeting length is anticipated to be longest for in-person incentives/special events, at 3.6 days on average per meeting, while the longest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



**Millikan 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			
		Stabilized Year (2021 dollars)	
	Historical 2019	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

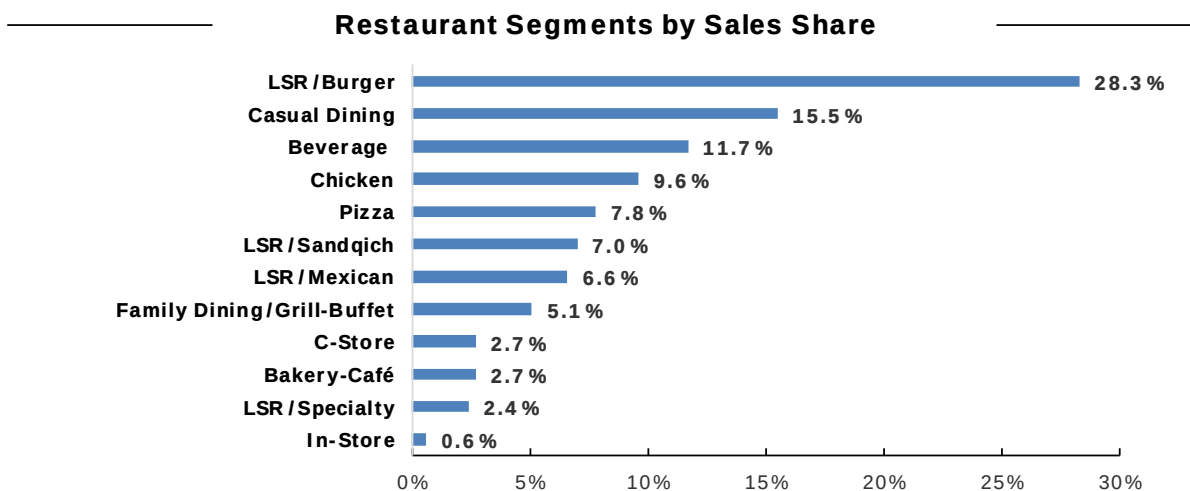
It should be noted that among these top restaurant groups with fiscal years ending in December 2020 (Bloomin' Brands, The Cheesecake Factory, and Dine Brands), total restaurant sales were down by an average of 24% compared to prior year sales.

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 boats 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	Minature Golf Courses
Children's Edutainment	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.

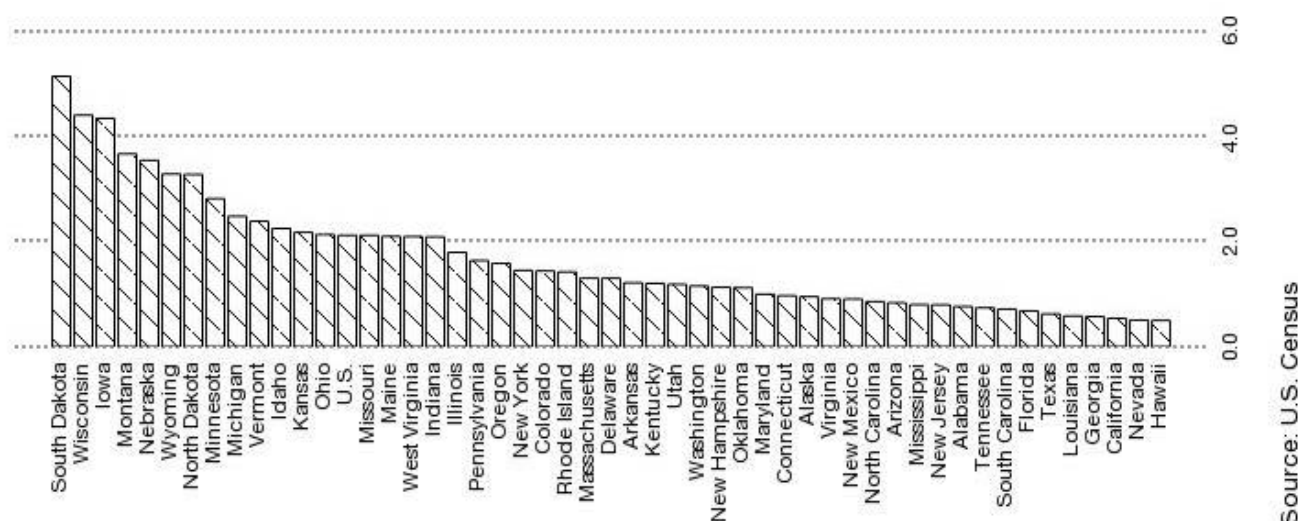
Similar learning through play environments have started to appear in children's and science museums. Examples of a children's museum based almost exclusively on the learning through play philosophy are The Magic House in St. Louis, Missouri, and the New Jersey Children's Museum. There are currently over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



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
Type of Entertainment	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
Party/Meeting Rooms	No	No	No	No	Yes	Yes	Yes
Party Packages	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Year Built	2008	1978	1983	2012	2019	2014	2020
Party Pricing	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
Bowling Pricing Per Game	N/A	5	N/A	N/A	\$8-\$12 (Individual)	N/A	N/A
Bowling Pricing Per Lane Per Hour	N/A	\$30	\$26	N/A	\$48-\$68 (Up to 6 players)	\$22-\$36	N/A
Number of Lanes	N/A	40	32	N/A	8	14	N/A
Shoe Rental	N/A	\$3	\$4	N/A	\$4	\$4	N/A
Leagues?	N/A	Yes	Yes	N/A	No	No	N/A
Number of Slot Machines	6	6	5	0	0	0	0
Number of Arcade Games	15	15	20	100+	0	100+	0
Average Arcade Price per Game	\$1.00	\$1.00	\$1.00	\$1.25	N/A	\$1.50	N/A
Entrée Min	\$7.00	\$2.00	\$4.00	\$11.00	\$8.00	\$6.50	\$2.00
Entrée Max	\$22.00	\$10.00	\$18.00	\$25.00	\$22.00	\$15.00	\$10.00
Entrée Average	\$12.00	\$4.00	\$8.00	\$14.00	\$12.00	\$11.50	\$6.00
Other Pricing	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
Comments	7,000-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
60-Minute Population	494,023	786,184	840,572	7,218,303	7,733,746	7,524,736	6,673,681
60-Minute Median Income	\$55,858	\$56,509	\$57,629	\$73,583	\$79,308	\$79,423	\$79,577

Source: Hotel & Leisure Advisors



Map of Competitive Entertainment Restaurants



July 09, 2021

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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.

NATIONAL LODGING MARKET OVERVIEW

We thoroughly analyze trends and statistics within the national lodging market, using our research and that of nationally recognized hospitality data providers. Our analysis focuses on the overall operating performance of the U.S. hotel industry, primarily regarding occupancy, average daily rate (ADR), and revenue per available room (RevPAR). In addition, we consider new supply additions, travel forecasts, performance projections, and hotel sales values. Information in the following overview is the most recent available.

Operating Performance Forecasts

Following a decade of year-over-year growth in RevPAR, the U.S. hotel industry reported an all-time low in RevPAR in 2020 due to the impact from the COVID-19 pandemic. Occupancy also fell to a record low of 44% for the year, and the ADR declined 21.3% in 2020 compared to 2019, the lowest rate since 2011. The following table shows overall performance for U.S. hotels from 2016 to 2020 based on year-end data from STR.

Overall U.S. Lodging Performance						
	Occupancy	% Change	ADR	% Change	RevPAR	% Change
2016	65.4%	-0.2%	\$124.13	3.4%	\$81.15	3.2%
2017	65.9%	0.8%	\$126.72	2.1%	\$83.57	3.0%
2018	66.2%	0.5%	\$129.83	2.4%	\$85.96	2.9%
2019	66.0%	-0.2%	\$131.23	1.0%	\$86.64	0.9%
2020	44.0%	-33.3%	\$103.25	-21.3%	\$45.48	-47.5%

Source: STR

For 2021 and 2022, forecasts from STR/ Tourism Economics, CBRE Hotels Research, and PwC show some measurable improvements, most of which will occur during the second half of the year.

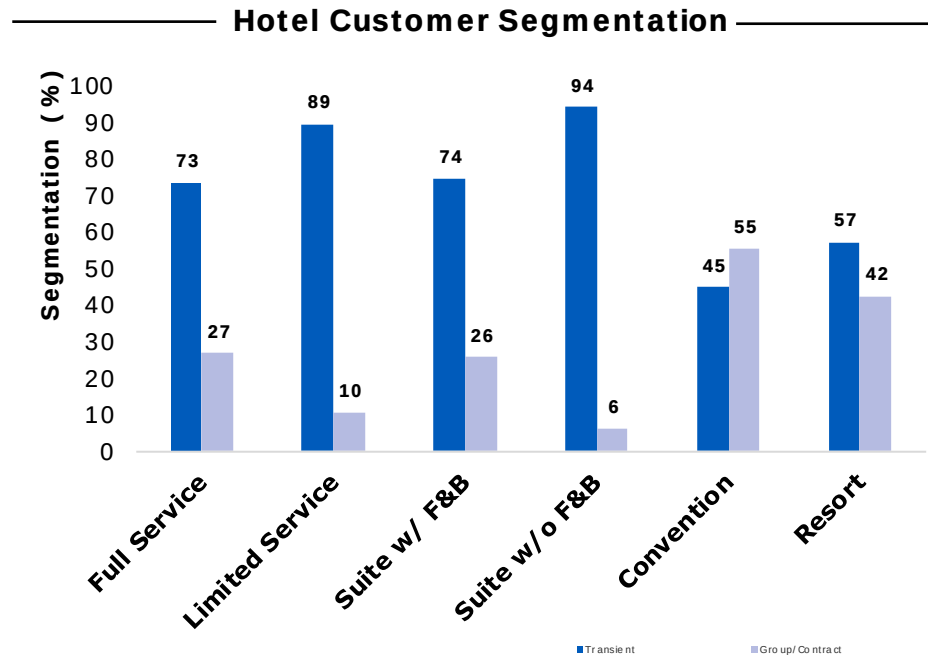
2021-2022 Industry Forecasts						
	STR		CBRE		PwC	
	2021	2022	2021	2022	2021	2022
Occupancy Change	16.6%	24.1%	17.7%	25.7%	29.8%	8.1%
ADR Change	4.3%	8.2%	-3.5%	13.8%	8.0%	6.6%
RevPAR Change	21.6%	34.2%	13.6%	43.1%	40.1%	15.2%
Occupancy	51.3%	63.7%	49.1%	61.7%	57.2%	61.8%
ADR	\$107.69	\$116.52	\$99.46	\$113.21	\$111.12	\$118.49
RevPAR	\$55.25	\$74.19	\$48.81	\$69.85	\$63.57	\$73.25

Source: STR/Tourism Economics (January 2021), CBRE (December 2020), PwC (May 2021)

Overall, demand is expected to slowly return in 2021, leading to an increase in occupancy and revenue-per-available-room growth. Only CBRE predicts that ADR will decline (-3.5%) for the year, attributing the loss to a continued lag in the higher-priced chain-scales. By 2022, gains are expected in all key performance metrics; however, occupancy is not expected to return to pre-COVID-19 levels until 2023, followed by RevPAR in 2024.

Performance by Demand Segment

According to the 2020 *TRENDS in the Hotel Industry* report from CBRE Hotels, transient business dominates segmentation across all property types (except convention hotels), followed by group/contract business. Contract demand makes up a very small portion of demand and was included in the group segment since those rooms are usually booked by the group sales team.



Source: CBRE 2020 Trends in the Hotel Industry

Comparing 2019 data to the previous year, nearly every property type experienced small occupancy declines, ranging from 1.2% to 2.4%. Only resorts experienced a slight increase (0.4%) in occupancy in 2019. ADR performance increased across the board with the exception of hotel suites with F&B and hotel suites without F&B, down 2.3% and 1.3%, respectively. RevPAR dropped across most segments as well, with the exception of Resorts and limited-service properties. Overall, resorts outperformed all segments with large gains in ADR (7.9%) and RevPAR (8.3%).

Performance Data by Property Type							
	All Hotels	Full Service	Limited Service	Suite w/F&B	Suite w/o F&B	Convention	Resort
Occupancy	74.9%	75.0%	71.5%	76.7%	78.3%	74.9%	73.4%
ADR	\$179.70	\$184.46	\$118.79	\$163.67	\$136.53	\$204.35	\$277.40
RevPAR	\$134.68	\$138.36	\$84.97	\$125.60	\$106.89	\$153.04	\$203.58

Source: CBRE 2020 Trends in the Hotel Industry

New Supply

Despite some project cancelations, postponements, and delays due to the COVID-19 pandemic, new hotel openings in 2020 were down only incrementally. Analysts at Lodging Econometrics (LE) reported that the U.S. opened 833 projects accounting for 97,230 rooms by year end 2020, bringing the U.S. supply of open and operating hotels to 58,569 hotels and 5,557,119 rooms. The following table details historic and forecasted hotel openings by rooms and the growth rate of total U.S. supply.

U.S. Hotel Openings 2016-2022		
Year	Number of Rooms	Industry Growth Rate
2016	99,881	2.0%
2017	116,838	2.3%
2018	112,050	2.0%
2019	118,674	2.2%
2020	97,203	1.2%
2021(Forecast)	107,407	1.9%
2022(Forecast)	116,749	N/A

Source: Lodging Econometrics

The COVID-19 pandemic appears to have slowed, but not stalled, hotel development. New supply growth grew 1.2% in 2020, but is expected to rise 1.9% in 2021.

According to *Lodging Econometrics' (LE) Construction Trend Report*, the total U.S. construction pipeline was comprised of 5,216 projects and 650,222 rooms as of year-end 2020. These results were down 15.9% by projects and 8.3% by rooms compared to 2019; however, projects in the early planning stages stood at 215,819 rooms, up 4.6% year over year.

U.S. Construction Pipeline - Dec 2020 vs Dec 2019			
Phase	2020	2019	%Change
Under Construction	199,700	237,362	-15.9%
Final Planning	234,703	265,161	-11.5%
Planning	215,819	206,375	4.6%
Total Pipeline	650,222	708,899	-8.3%

Source: Lodging Econometrics

Of the 1,487 projects under construction at the close of 2020, 24% belonged to extended-stay brands, a segment of the industry that developers have become increasingly interested in over the last few years. LE also noted that renovations and brand conversions are becoming more prevalent. At year-end 2020, there were a total 1,308 projects and 210,124 rooms under renovation or conversion in the U.S.

The franchise companies with the largest U.S. construction pipelines at year-end 2020 were Marriott International with 1,397 projects/184,775 rooms, followed by Hilton Worldwide with 1,290 projects/150,294 rooms, and InterContinental Hotels Group (IHG) with 826 projects/84,397 rooms. These three companies combined account for 67% of the projects and 65% of the rooms in the total U.S. construction pipeline.

New York City had the greatest number of pipeline projects as of year-end 2020, with 150 projects/25,640 rooms. Following New York was Los Angeles, with 148 projects/24,808 rooms; Dallas with 147 projects/17,756 rooms; Atlanta with 140 projects/19,863 rooms, and Orlando with 112 projects/19,764 rooms, a record-high pipeline project count for the market.

Hotel Chain Scales

Chain scale segments are a method by which branded hotels are grouped based on the actual average room rates. Independent hotels, regardless of their average room rates, are included as a separate chain-scale category. Approximately 70% of all lodging facilities in the United States are affiliated with a hotel brand, which helps to provide a level of recognition for the traveling public. Brands often target different market segments – some target the hip and trendy, while others target business clientele, or extended-stay guests – and are segmented by their service level. Following is STR's most recent chain scale listing:

Decatur Civic Center - Decatur, Illinois Hotel Market Analysis

F-5

STR 2021 Chain Scales - United States					
Luxury	Upper Upscale	Upscale	Upper Midscale	Midscale	Economy
AKA	Ace Hotel Group	AC Hotels by Marriott	Aiden by Best Western AF	A Victory Hotels	Affordable Suites of America
Allia Hotels & Resorts	Afinia	aloft Hotels	Aqua Hotels & Resorts	AmericInn	America's Best Inns
Aman Resort Services Ltd	Autograph Collection	Alt Hotels	Ayres	Avid Hotels	Americas Best Value Inn
Andaz	Canopy by Hilton	APA Hotel	Best Western Executive	Baymont Inn & Suites	AmeriVu 1 & S
Belmond	Club Med	Ascend Collection	Best Western Plus	Best Western	Budget Host
COMO Hotels & Resorts	Club Quarters	Aston Hotels	Boarders Inn & Suites	Candlewood Suites	Budget Suites of America
Conrad	Curio Collection by Hilton	Axel Hotel	Boulders Inn & Suites	Crystal Inn	Budgetel
Destination Hotels	Disney's Deluxe Resorts	Best Western Premier	BW Signature Collection	FairBridge Inn	Country Hearth Inn
Dorchester Collection	Dolce Hotels & Resorts	BW Premier Collection	Centerstone Hotels	Generator Hotel	Days Inn
Doyle Collection	Dream Hotels	Cambria Hotels	Chase Suites	GreenTree Inns US	Downtowner Inns
Edition	Embassy Suites by Hilton	Canad Inns	Clarion	GuestHouse	Econo Lodge
Fairmont	Fireside Inn & Suites	Citadines	Cobblestone	Hawthorn Suites by Wyndham	Extended Stay America
Firmdale Hotels	Gaylord Entertainment	citizenM Hotels	Comfort Inn	InnSuites Hotels	E-Z 8
Four Seasons	Graduate Hotels	Coast Hotels USA	Comfort Suites	Loyalty Inn	Good Nite Inn
Grand Hyatt	Hard Rock	Courtyard	Country Inn & Suites	Magnuson	Great Western
InterContinental	Hilton	Crowne Plaza	Disney's Value Resorts	MainStay Suites	HomeTowne Studios by Red Roof
JW Marriott	Hilton Grand Vacations	Delta Hotels	DoubleTree Club	Palace Inn	Howard Johnson
Langham	Hotel Indigo	Disney's Moderate Resorts	Drury Inn & Suites	Quality Inn	InTown Suites
Loews	Hotel Nikko	DoubleTree by Hilton	Drury Plaza Hotel	Ramada	Jameson Inn
Lotte Hotels & Resorts	Hyatt	element	Fairfield Inn	Red Lion Inn & Suites	Key West Inn
Luxury Collection	Hyatt Centric	Eurostars Hotels	GLO Best Western	Rode Inn Motels	Knights Inn
LXR Hotels & Resorts	Hyatt Regency	EVER Hotels	GrandStay Hotels	Selina	Lite Hotel
Mandarin Oriental Hotel Group	Joie De Vivre	Four Points by Sheraton	Hampton by Hilton	Signature Inn	M Star
Mantis Collection	Kimpton	Grand America Hotels & Resort	Holiday Inn	Sleep Inn	Master Hosts Inns
Miraval	Le Meridien	Great Wolf Lodge	Holiday Inn Express Hotel	Sonesta Simply Suites	Microtel Inn & Suites by Wyndhar
Mokara	Lytic Suites	Hilton Garden Inn	Home2 Suites by Hilton	stayAPT Suites	Motel 6
Montage Hotels	Magnolia Hotel	Homewood Suites by Hilton	Isle of Capri	Tru by Hilton	National 9
Nobu Hotels	Margaritaville	Hotel RL	La Quinta Inns & Suites	Uptown Suites	One Hotels
Park Hyatt	Marriott	Hyatt House	Lexington	Vagabond Inn	OYO Rooms
Red Carnation	Marriott Conference Center	Hyatt Place	Magnuson Grand	Vista	OYO Townhouse
Ritz-Carlton	MGallery by Sofitel	Iberostar Hotels & Resorts	Mama Shelter	Wingate by Wyndham	Passport Inns
RockResorts	Millennium Hotels	Innside by Melia	Motto by Hillton		Pear Tree Inn
Rosewood	Mint House	Larkspur Landing	MOXY		Red Carpet Inns
Sixty Hotels	NH Collection	Legacy Vacation Club	My Place Hotels		Red Roof Inn
Sofitel Luxury Hotels	Oakwood Apartments	Mantra	OHANA Hotels		Rodeway Inn
St Regis	Omni	Melia	Oxford Suites		Scottish Inns
Taj Group	Outrigger Resorts	Miyako Hotels	Park Inn		Select Inn
The Peninsula Hotel	Pan Pacific Hotel Group	Novotel Hotels	Quality		Siegel Select
The Unbound Collection	Pestana	Oakwood Residence	Red Lion Hotel		Siegel Suite
Thompson Hotel	Pullman	Park Plaza	Shilo Inn		Studio 6
Trump International	Radisson Blu	Pestana	Sonesta ES Suites		Suburban Extended Stay Hotels
Valencia Hotel Group	Radisson RED	Prince Hotels	The Red Collection		Super 8
Viceroy	Renaissance	Radisson	TownePlace Suites		SureStay
W Hotel	Royal Sonesta	Residence Inn	Trademark Coll. by Wyndham		SureStay Collection
Waldorf Astoria	Sheraton Hotel	RIU Plaza	Tryp by Wyndham		SureStay Plus
	Silver Cloud	Room Mate Hotels	Van der Valk Hotels		Travelodge
	St. Giles Hotels	Sandman Signature	Wyndham Garden Hotel		WoodSpring Suites
	Starhotels	Sonesta Hotel			
	Swissotel	Sonesta Select			
	The Guild	SpringHill Suites			
	The Hoxton	Staybridge Suites			
	Time Hotels	Stoney Creek			
	Tribute Portfolio	Tapestry Collection by Hilton			
	Unscripted	Vacation Condos by Outrigger			
	Virgin Hotels	Vib			
	Warwick Hotels	voco AF			
	Westin	Westmark			
	Wyndham Grand Hotels	Wyndham Hotels			
		Wyndham Vacation Resort			
		Yotel			

Source: STR & Hotel & Leisure Advisors

Regional Hotel Overview

STR also tracks key performance metrics by region. The following table shows the performance of U.S. hotels by region for 2017 to 2020, based on statistics from STR's *Hotel Review*.

U.S. Hotel Performance by Regions												
	Occupancy				ADR				RevPAR			
	2017	2018	2019	2020	2017	2018	2019	2020	2017	2018	2019	2020
New England	64.6%	65.9%	64.7%	38.8%	\$154.39	\$157.96	\$161.08	\$123.17	\$99.72	\$104.16	\$104.25	\$47.77
Middle Atlantic	68.4%	69.8%	69.0%	41.3%	\$162.05	\$166.18	\$166.27	\$115.26	\$110.77	\$116.00	\$114.81	\$47.65
South Atlantic	67.9%	67.9%	67.5%	45.7%	\$123.57	\$126.45	\$128.41	\$107.99	\$83.88	\$85.88	\$86.68	\$49.40
East North Central	61.3%	61.6%	61.1%	39.1%	\$109.90	\$112.44	\$112.64	\$86.72	\$67.37	\$69.30	\$68.82	\$33.93
East South Central	61.5%	62.0%	62.4%	45.7%	\$98.23	\$100.79	\$103.58	\$39.18	\$60.46	\$62.45	\$64.61	\$39.18
West North Central	58.0%	58.0%	58.3%	39.1%	\$97.70	\$99.00	\$99.28	\$83.65	\$56.65	\$57.38	\$57.88	\$32.72
West South Central	62.5%	62.7%	62.6%	44.9%	\$100.36	\$102.53	\$101.84	\$82.88	\$62.69	\$64.29	\$63.77	\$37.25
Mountain	65.9%	66.2%	66.9%	46.7%	\$118.02	\$119.06	\$121.89	\$105.79	\$77.81	\$78.88	\$81.54	\$49.39
Pacific	73.8%	73.8%	73.6%	47.1%	\$162.89	\$168.55	\$171.40	\$129.57	\$120.25	\$124.45	\$126.16	\$61.06
Total U.S.	65.9%	66.2%	66.0%	44.0%	\$126.77	\$129.97	\$131.23	\$103.25	\$83.53	\$85.96	\$86.64	\$45.48

Source: STR Hotel Review

Mirroring the national data, all regions experienced significant year-over-year declines in occupancy, ADR, and RevPAR in 2020. All regions achieved ADR growth between 2017 and 2019. Despite historic lows, the Pacific led all regions in occupancy, RevPAR, and ADR in 2020.

ILLINOIS AND DECATUR LODGING OVERVIEW

We have profiled the occupancy and ADR statistics for the state of Illinois hotels. The following chart shows the historical lodging performance, including year-to-date performance through May 2021.

Illinois Market Operating Performance						
Year	OCC	% Chg	ADR	% Chg	RevPAR	% Chg
2017	64.1%		\$128.82		\$82.57	
2018	64.6%	0.8%	\$133.30	3.5%	\$86.11	4.3%
2019	65.0%	0.6%	\$130.79	-1.9%	\$85.01	-1.3%
2020	36.2%	-44.3%	\$86.10	-34.2%	\$31.17	-63.3%
Year-to-date through May						
2020	37.7%		\$94.21		\$35.52	
2021	41.3%	9.5%	\$85.98	-8.7%	\$35.51	0.0%

Source: STR

Within the Decatur/Forsyth market, many of the hotels do not participate with STR. However, all lodging establishments, including bed and breakfasts and small mom and pop motels, are required to pay an occupancy tax to their respective community. While the subject will be in the city of Decatur, it will compete with the hotels in Forsyth. The following table shows the tax collections over the past six fiscal years and monthly for 2019.

Room Tax Collected by Forsyth and Decatur				
Monthly	Forsyth - 2019		Decatur 2019	
	Room Tax	% of Total	Room Tax	% of Total
January	\$21,093	5%	\$64,314	6%
February	\$45,523	10%	\$61,320	6%
March	\$31,138	7%	\$63,485	6%
April	\$37,354	8%	\$74,251	7%
May	\$37,240	8%	\$83,141	8%
June	\$35,894	8%	\$79,405	8%
July	\$43,232	9%	\$96,565	9%
August	\$37,837	8%	\$90,070	9%
September	\$58,404	12%	\$146,063	14%
October	\$46,362	10%	\$101,000	10%
November	\$42,602	9%	\$86,881	8%
December	\$31,610	7%	\$78,698	8%
Annual 2019	#####	100 %	\$1,025,193	100 %
Annual	Annual Room Tax	% Change	Annual Room Tax	% Change
2015	\$311,850		\$675,211	
2016	\$504,024	62%	\$690,077	2%
2017	\$498,377	-1%	\$797,500	16%
2018	\$452,805	-9%	\$925,034	16%
2019	\$468,289	3%	\$1,025,193	11%
2020	\$219,834	-53%	\$627,620	-39%

Source: Village of Forsyth and city of Decatur

The Farm Progress Show is a large agricultural-based event that occurs every other year in late August/early September. The show is three days in duration, but preparation and set-up can require two weeks prior to the opening of the event. In August 2019, the show accounted for over 15,000 room nights in the region with over 5,000 room nights in the Decatur market. The occupancy tax for each community is 3% of room rental.

The following table shows reported room nights from the Decatur CVB from pick-up sheets. There are additional groups that do not report.

Room Nights booked by Decatur CVB				
	2018		2019	
	Room Nights	% of Total	Occ %	% of Total
January	972	6%	927	7%
February	1,980	12%	1,818	13%
March	2,280	14%	770	6%
April	2,604	16%	1,059	8%
May	861	5%	450	3%
June	1,466	9%	1,157	8%
July	1,351	8%	887	7%
August	1,950	12%	3,125	23%
September	360	2%	1,585	12%
October	1,313	8%	1,423	10%
November	928	6%	347	3%
December	502	3%	82	1%
Annual	16,567	100 %	13,630	100 %

Source: Decatur CVB

New Supply

A few properties have opened in the Decatur area since 2015 as shown in the following table.

Recent and Under Construction Supply Additions			
Decatur Area			
Name of Establishment	City & State	Open Date	Rooms
Residence Inn Decatur Forsyth	Forsyth, IL	Jan 2015	96
Hampton Inn Decatur Mt Zion	Decatur, IL	Apr 2017	80
Holiday Inn & Suites Decatur - Forsyth	Decatur, IL	Sep 2017	113

Source: STR

The most recent opening of a hotel in the market was the Holiday Inn & Suites in Forsyth.

COMPETITIVE LODGING MARKET OVERVIEW

We analyzed the supply and demand factors for a competitive set of hotels in the Decatur market to analyze the historical operating performance for the potential development of a hotel adjacent to the Decatur Civic Center.

Existing Competitive Supply: We identified a competitive hotel supply with a total of 515 guestrooms in six existing lodging facilities. We analyzed the competitiveness of each hotel selected for the competitive set. In our opinion, each of the hotels is to some degree competitive with the proposed subject, and we utilized 100% of the available guestrooms in our analysis. The following tables list pertinent information about each of the competitive properties.

Survey of Competitors

Hotel #	Property	Location	# of Rooms	Opened	Pool	# of Food and Beverage Outlets	Meeting Space SF	Published Room Rates
1	Fairfield Inn Forsyth	Forsyth, Illinois	62	Jun-91	Indoor	Comp. Brkst	0	\$88-\$144
2	Residence Inn Forsyth	Forsyth, Illinois	96	Jan-15	Indoor	1	462	\$113-\$210
3	Holiday Inn & Suites Forsyth	Forsyth, Illinois	113	Sep-17	Indoor	Comp. Brkst	3,000	\$106-\$219
4	Hampton Inn Forsyth	Forsyth, Illinois	61	May-93	Indoor	Comp. Brkst	0	\$84-\$160
5	Homewood Suites Forsyth	Forsyth, Illinois	103	Oct-08	Indoor	Comp. Brkst	1,060	\$105-\$139
6	Hampton Inn Decatur Mount Zion	Decatur, Illinois	80	Apr-17	Indoor	Comp. Brkst	572	\$95-\$131
Total			515					

Source: Hotel & Leisure Advisors

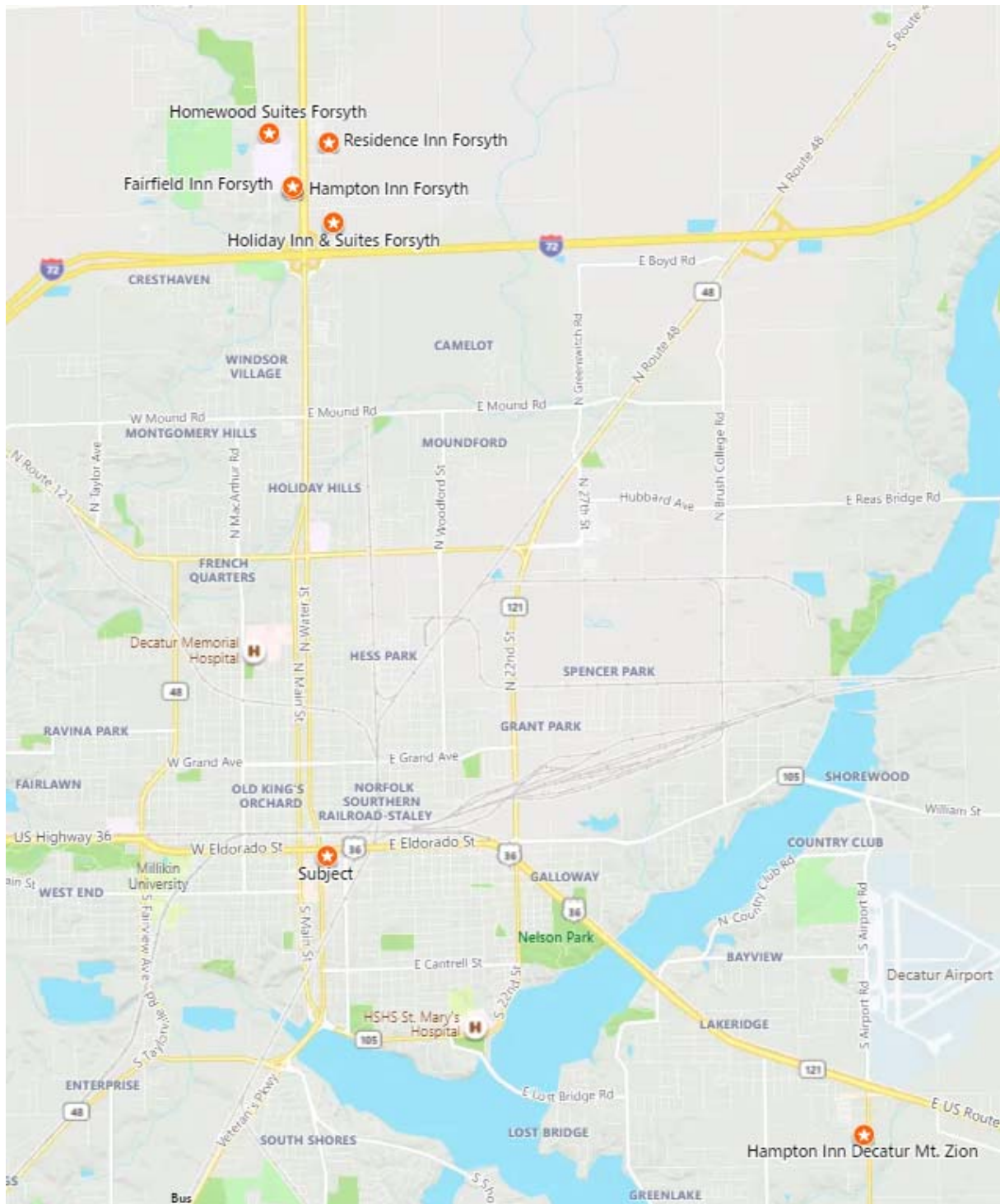
Competitive Supply Performance Indicators

2019 Estimated Performance

Hotel #	Property	Occupancy	ADR	RevPAR	Overall Penetration Rate
1	Fairfield Inn Forsyth	60 - 70%	\$100 - \$120	\$60 - \$80	70%
2	Residence Inn Forsyth	70 - 80%	\$120 - \$140	\$80 - \$100	103%
3	Holiday Inn & Suites Forsyth	50 - 60%	\$120 - \$140	\$60 - \$80	94%
4	Hampton Inn Forsyth	60 - 70%	\$100 - \$120	\$60 - \$80	98%
5	Homewood Suites Forsyth	70 - 80%	\$100 - \$120	\$80 - \$100	103%
6	Hampton Inn Decatur Mount Zion	70 - 80%	\$100 - \$120	\$60 - \$80	125%
Average		68 %	\$114.34	\$77.96	

Source: Hotel & Leisure Advisors

Map of Competitive Set



Discussion of Competitors

The competitive hotels are located north and east of downtown Decatur in Forsyth and Mount Zion. The properties include two extended stay hotels and four select service hotels. One of the properties opened in 2017 while the oldest hotel, the Hampton Inn, has been operating in the Forsyth market since 1993. The properties all offer an indoor pool and five of them provide complimentary continental breakfast.

The two extended stay hotels, the Residence Inn and Homewood Suites, achieve substantially higher occupancy levels than the other hotels in the competitive set. The competitive hotels suffered a substantial decline in demand in 2020 due to the COVID 19 pandemic. Year-to-date results from each property indicate continued declines, but expectations are for improving levels of performance in coming years as business travel returns.

Historical Lodging Demand: The following table provides occupancy, ADR, and RevPAR for the defined competitive set for the past three years based upon information obtained from our research into the market.

Historical Performance of Competitive Set			
Total Market Demand	2018	2019	2020
Commercial	80,594	83,310	48,668
Group	18,599	19,225	11,231
Leisure	24,798	25,634	14,975
Total Room Night Demand	123,991	128,170	74,874
Total Room Demand Growth		3.4%	-41.6%
Total Room Nights Available	187,975	187,975	187,975
Total Room Supply Growth		0.0%	0.0%
Adjusted Market Occupancy	66.0%	68.2%	39.8%
ADR	\$109.30	\$114.34	\$97.05
ADR Growth		4.6%	-15.1%
RevPAR	\$72.09	\$77.96	\$38.66
RevPAR Growth		8.1%	-50.4%

Source: Hotel & Leisure Advisors

The previous table indicates our estimates of total accommodated demand utilizing our hotel supply and demand model. We obtained individual occupancy and ADR figures from the competitors to determine the historical performance figures.

- The market recorded the opening of two hotels in 2017 and have had no changes in available room count since then.
- Overall demand increased between 2018 and 2019 before showing a substantial decline in 2020 due to the impact from the COVID 19 pandemic.
- ADR (average daily rate) and RevPAR (revenue per available room) of the competitive set experienced an increase between 2018 and 2019, but declined in 2020.

Proposed Hotel Development: Discussions with local municipal officials, real estate brokers, and hotel operators, and a review of published data revealed no proposals for hotels in the market as of our research date.

Area Demand Analysis

Estimates of demand for lodging facilities within the market area included analysis of the following factors.

1. Identification of the appropriate demand segments for the competitive set
2. The characteristics of each demand segment, including the need for quality lodging accommodations
3. The overall contribution of room nights generated by each demand segment, as well as the growth potential of each demand segment
4. The strength and attractiveness of the market area's business environment with regard to the economy, educated labor force, leisure attractions, and quality of life
5. Historical and anticipated trends in employment distribution and growth
6. Interviews with representatives of competitive hotels and various hotel chains to determine performance of area hotels and proposed new supply additions
7. Interviews with representatives of convention and visitors bureau, chamber of commerce, city officials, county officials, economic development officials, and others

Market Demand Segmentation: The market for transient accommodations relates to a wide range of travelers within a market area. For the purposes of the demand analysis, we subdivided the overall market into segments based on the type or nature of travel.

Commercial Demand consists of general transient overnight travel created by businesses and governmental institutions in the area. The business traveler tends to be less price-sensitive than the leisure traveler and is more likely to utilize a hotel's food and beverage facilities. Commercial demand is typically strongest on Sunday through Thursday nights. This demand segment consists of people visiting area companies, transportation workers, government-related travelers, and those travelers who are relocating to the area.

A number of companies in the market generate commercial demand including: Archer Daniels Midland Company, Caterpillar, Illinois Power Company, Mueller Company, Norfolk Southern Corporation, Fuyao Industries and Decatur Memorial Hospital. This segment also includes transportation workers such as truck drivers, railroad workers, government related travelers; people coming due to the area's businesses, and travelers who are relocating to the area.

The commercial segment equaled approximately 65% of room night demand in 2020. Total employment in the Decatur MSA showed a slight decline as displayed in the previous section, which has limited commercial growth in the hotel market.

Group Demand includes those who book a minimum of 10 occupied rooms on a single night. Conventions, association and corporate meetings, training seminars, SMERF (social, military, educational, religious, and fraternal) groups, and sports teams booking in a room block all generate group demand. Groups typically utilize meeting space in the market's hotels as well as larger convention centers and event centers within the area.

Group demand in the competitive set is strongest at the Holiday Inn & Suites, which contains a conference center. Other hotels within the market attract group demand utilizing their respective meeting spaces as well as demand from various youth sports-related groups. The following table indicates the meeting spaces per available room of the competitive hotels.

Meeting Space to Rooms Ratio			
Property	Meeting Space SF	# Rooms	Meeting Space Per Available Room
Fairfield Inn Forsyth	0	62	0.0
Residence Inn Forsyth	462	96	4.8
Holiday Inn & Suites Forsyth	3,000	113	26.5
Hampton Inn Forsyth	0	61	0.0
Homewood Suites Forsyth	1,060	103	10.3
Hampton Inn Decatur Mount Zion	572	80	7.2

Source: Hotel & Leisure Advisors

The group segment equaled approximately 15% of room night demand in 2020. We project an increase in group demand for the competitive set based upon historical trends in the group market.

Leisure Demand consists of individuals and families visiting the area or passing through en route to other destinations. Leisure demand is strongest Friday and Saturday nights and during school holiday periods. Tourist lodging demand peaks during the summer when amusement parks and waterparks are open. Additionally, leisure demand comes from sports tournaments and events in the metropolitan area. While the leisure segment often is comprised of more rate-sensitive travelers, the segment is willing to pay higher rates during peak demand periods.

The leisure segment equaled approximately 20% of room night demand in 2020. Leisure demand in the market peaks during major events including the Farm Progress Show, which generates demand in all three segments and Millikin University parents weekend, graduation, and new student orientation.

RECOMMENDED HOTEL IMPROVEMENTS

Based upon our analysis of pre-COVID-19 occupancy and ADR statistics for the competitive set of Decatur area hotels, we feel that a smaller hotel could be feasible in the downtown Decatur market adjacent to the Decatur Civic Center. The downtown

Decatur market has a number of businesses that are currently utilizing hotels located outside of downtown in Forsyth and near Mount Zion as there are no hotels in the downtown market. A new property located adjacent to the Civic Center could attract corporate demand from travelers visiting the multiple companies in the downtown area. The development of a hotel would allow the Decatur Civic Center to attract greater numbers of groups and events such as hockey tournaments, social events utilizing the meeting space of the Civic Center, theatrical events utilizing the theater, and expositions using the arena. If a hotel were developed adjacent to the Civic Center, it could jointly market the meeting and exposition space available at the Civic Center and potentially attract additional groups and events to the facility that had not previously considered it due to the lack of overnight lodging. The property could be built on the grassy area adjacent to the parking lot and could have a covered walkway connecting it to the Civic Center and proposed restaurant with FEC. The following table indicates our recommendations for a hotel at the Decatur Civic Center.

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 the proposed hotel be a smaller size property that is affiliated with a well-known national hotel brand that would utilize the amenities of the Decatur Civic Center such as the parking lot to reduce development costs. The following bullets highlight our recommendations for a hotel that we assume would be developed by a private company on leased land from the Decatur Civic Center Authority.

- We recommend the subject offer 60 to 80 guestrooms including a mixture of double queen and king rooms.

- We recommend all rooms be studio and one-bedroom suites with a kitchenette area that includes a refrigerator, microwave, dishwasher, flatware, microwavable cookware, coffeemaker, and toaster.
- We recommend an all-suites branding for the hotel due to the higher performance levels of the Residence Inn and Homewood Suites as compared to the other properties in the market. Brands we recommend include Home2 Suites by Hilton, Atwell Suites by IHG, and TownePlace Suites by Marriott among others.
- We recommend a fitness center for the property. An indoor pool would be optional for the development.
- We recommend one meeting room of approximately 1,000 square feet that could hold 80 people for a banquet. We anticipate the subject hotel would also utilize the existing facilities of the Decatur Civic Center.
- We recommend the hotel feature a lobby with seating area and communal workstations with business center type equipment.
- We recommend the hotel have a complimentary breakfast area open to the lobby with a communal table as well as traditional tables.
- We recommend the hotel include a 24-hour convenience market next to the front desk that will sell snacks, beverages, and convenience items.

Development Costs: The development of a hotel of the size recommended in this report will range between \$100,000 and \$150,000 per room assuming no land costs. This is based upon our review of various cost surveys and actual hotels developed. Assuming a 70-room property, this would equal between \$7 million and \$10.5 million for the development of a limited-service hotel adjacent to the Decatur Civic Center.

SWOT ANALYSIS OF DEVELOPMENT OF A HOTEL

We assessed the projected competitive position of a hotel 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 the ice rink, dry arena, theater, and meeting space available in the facility.
- The subject will be adjacent to the proposed restaurant and FEC, which could provide additional amenities for guests at the hotel.
- There are no existing hotels in downtown Decatur. We understand that ADM currently utilizes some rooms at the Decatur Club for overnight guests, but most visitors to ADM prefer the branded hotels in Forsyth as they are newer and offer a more modern appearance. The subject property could attract existing corporate, group, and leisure demand that has interest in being in or near downtown Decatur.

- The proposed hotel would be closer to Lake Decatur and Millikin University than existing hotels in the market area.
- The subject will be the newest hotel within the Decatur market. Typically customers appreciate the amenities and facilities of a newer hotel over an older property.

Weaknesses

- The location of the property in downtown Decatur is approximately five miles from Interstate 72, and the property is unlikely to obtain walk-in business from interstate travelers.
- 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 hotel adjacent to the Decatur Civic Center would assist in additional marketing efforts to improve the number of events and activities at the Decatur Civic Center.
- The proposed hotel development could develop packages with the recently opened waterpark and amphitheater that were developed by the Decatur Park District to attract additional seasonal leisure demand.

Threats

- The hotel market suffered a substantial decline in performance in 2020 due to the COVID 19 pandemic. There is uncertainty as to when business travel will return to the levels achieved in 2018 and 2019 although most forecasts indicate 2023 or 2024.
- The Decatur Conference Center Hotel is a 370-room full-service convention hotel located on the west side of Decatur. This property was formally a Holiday Inn but has been an independent property for a number of years. It achieves lower levels of occupancy and is highly dependent upon larger conferences and events. It charges lower rates for groups, which limits the group room rates that a new hotel development at the Decatur Civic Center can charge.

PROJECTIONS ASSUMING PROPOSED IMPROVEMENTS

Based on our analysis of the Decatur market concerning the performance of the area hotels and potential future demand, we have made a preliminary projection of stabilized occupancy and ADR performance for a hotel 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 Occupancy and Average Daily Rate Analysis

Decatur Civic Center Hotel

Stabilized Year (2021 dollars) Assuming 70 Rooms

	Low	High
Occupancy	65.0%	75.0%
Total room nights	16,608	19,163
Total rooms revenue	\$1,910,000	\$2,587,000
Average daily rate	\$115.00	\$135.00
RevPAR	\$74.75	\$101.25

Note: Totals may not add due to rounding

Source: Hotel & Leisure Advisors

The table indicates the range of occupancy, ADR, room revenue, and RevPAR performance of a 70-room hotel to be developed adjacent to the Decatur Civic Center.

Occupancy: In a stabilized year of operation, we project the subject to achieve an occupancy range between 65% and 75% depending upon the brand, pricing, and quality level of the hotel. We forecast the property to achieve performance levels within the range of the existing competitive set. The subject property will achieve a higher level of group demand than many of the competitive hotels due to its location adjacent to the Decatur Civic Center, which has potential to attract greater numbers of groups, regional hockey tournaments, and events with an adjacent hotel. The subject property will achieve lower levels of walk-in business than the hotels located near the interstate.

Total Room Nights: This figure represents the number of room nights sold in a year and equals the occupancy percentage multiplied by 70 available rooms times 365 days per year.

ADR: We projected the ADR at the subject property by comparing historical ADRs of the competitive properties and considering potential future rate increases. The ADR levels of the existing hotels within the Decatur market are lower than the figures shown for the state of Illinois overall and indicate a market where prices in general are lower. We forecast an ADR range between \$115 and \$135, which will be dependent upon the brand selected, quality level of the hotel, and sizing of the property.

RevPAR: This is a calculation that equals the occupancy percentage multiplied by the ADR and represents the revenue per available room. Many hotel developers focus on hotels that will achieve RevPAR levels with a minimum of \$100.

Our projected results indicate that a hotel development is potentially feasible depending upon construction costs, land costs, and other fees related to the development of a hotel. 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.

INTRODUCTION

Our study involved an analysis of the highest and best use of the Decatur Civic Center. The Dictionary of Real Estate Appraisal, Sixth Edition defines highest and best use as the reasonably probable use of a property that results in the highest value. The four criteria the highest and best use must meet are legal permissibility, physical possibility, financial feasibility, and maximum productivity. In this section, we analyzed potential improvements and expansion to the Decatur Civic Center that are legally permissible, physically possible, and have the potential for being financially feasible. We made recommendations concerning potential facility renovations and additions that could be performed at the Decatur Civic Center. We forecasted revenue ranges for each of the recommended improvements for a stabilized year of operation. We are available to assess the individual component recommendations and their projected financial performance as an additional phase of this analysis.

RANKING METHODOLOGY

Using our research and analysis, we ranked each of the potential improvements from 1 to 3 (with 3 being the highest ranking) based on the amount of existing competition, location in the city of Decatur, space requirement (acreage), revenue potential, and development cost estimate. An explanation of our methodology follows:

Ranking methodology			
	Rank		
	1	2	3
Amount of Competition	High	Average	Low
Ease of Addition to Civic Center	Below Average	Average	Above Average
Space Requirement	≥ 2 Acres	1 Acre to 2 Acres	No land needed
Revenue Potential	≤ \$2 million	\$2 million - \$3 million	≥ \$3 million
Development Cost	≥ \$5 million	\$ 3 million - \$5 million	≤ \$3 million
Real Estate Risk	High	Average	Low

Source: Hotel & Leisure Advisors

Competition/ Supply: We assigned higher rankings to those improvements with the least amount of competition for potential customers. Our ranking considers that options like a hotel has no competition in the downtown market while the addition of a restaurant will compete with existing restaurants in downtown Decatur.

Ease of Addition to Civic Center: This ranking is primarily a subjective estimate based on the shape, size, and height of the potential improvement and considers the costs involved and changes that would be needed to the Decatur Civic Center to develop the facility addition. We assigned higher rankings to those types of improvements that would most easily lend themselves to being added to the Decatur Civic Center.

Space Requirement: We based this ranking on our analysis of industry standards and developments we have studied. We assigned a high ranking to those options needing the least amount of the site's acreage for development. Improvement options that would require a larger amount of space were assigned lower rankings. We considered whether shared parking in the existing parking lot would be available for the proposed improvement.

Revenue Potential: We assigned the highest ranking to those improvements with higher revenue potential at or exceeding \$3 million and the lowest ranking to those improvements expected to earn less than \$2 million annually. We based these figures on the revenue projections presented within this report.

Development Cost: We assigned higher rankings to those improvements that would cost \$3 million or less to develop. Lower rankings were assigned to potential uses with higher development costs. Development costs were established using Marshall & Swift, a national cost estimating service that we use regularly in our assignments.

Real Estate Risk: This ranking is based on our analysis of other mixed-use developments we have studied and lenders' typical appetites for various types of commercial loans. For example, capitalization rates for apartments are much lower than for hotels and restaurants as the perceived risk is lower when there are signed leases for tenants. In a future phase of our analysis, we could use appropriate capitalization rates for a variety of real estate classifications to account for the varying levels of risk among property types and generate value estimates for the various components.

Based on this methodology, following are our rankings and combined average for each potential improvement:

Decatur Civic Center - Decatur, Illinois
Highest & Best Use – Recommendations for Further Analysis

G-3

Rankings of Potential Improvements at the Decatur Civic Center

Potential Improvement	Amount of Competition	Ease of Addition to Civic Center	Space Requirement	Revenue Potential	Development Costs	Real Estate Risk	Average
Renovations to Decatur Civic Center	3	3	3	1	1	3	2.33
Addition of sporting or recreational components	3	2	3	1	3	2	2.00
Addition of meeting and conference space	2	2	3	1	2	2	2.00
Addition of hotel	2	1	2	2	3	2	2.00
Addition of food and beverage options	3	1	2	3	2	2	1.83
Addition of a family entertainment center	2	1	2	3	2	1	1.83
Expansion of facilities use as regional hockey venue	2	1	1	1	1	1	1.17

Note: Ranking of 1 is low while 3 is high

Source: Hotel & Leisure Advisors

RECOMMENDATIONS AND CONCLUSIONS BY RANK

The following highlights the concepts and assumptions we used to develop our recommendations concerning the Decatur Civic Center, and our preliminary recommendations for each. The revenue estimates are for a stabilized year and are represented in 2021 dollars unless otherwise stated. The acreage required will depend on how much parking is shared with other components that may be built.

Renovations to Decatur Civic Center

Concept recommendations: 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 facilities including the ice arena, dry arena, theater, meeting space, and office space. The consideration by the city of Decatur that they should have a first floor entrance provides added rationale to conduct the renovation of the overall building at the same time. The following table highlights our recommendations for the renovations and operational changes at 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

Revenue projection: \$1,625,000 to \$1,925,000, depending upon the scope of the renovations and marketing efforts. Our revenue projections include approximately \$1,000,000 of continued city of Decatur rental payments and facility contributions.

Projected visitation: 160,000 to 190,000 visitors are projected annually with the renovations and increased marketing effort

Development costs: \$5,000,000 to \$10,000,000 (includes costs related to the city of Decatur adding a first floor entrance and offices)

Phase recommendation: We recommend the renovation and operational recommendations be considered as part of the first phase of the redevelopment.

Additional Sporting or Recreation Components

Concept recommendations: 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 indoor recreation at multiple facilities operated by the Decatur Park District, with the 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 youth 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. These additional dry sports uses would occur primarily during the summer months when the ice arena is closed.

Revenue and visitor projection: Additional rental income and increased visitation is projected for the facility, which is included in the renovated Civic Center projections.

Development costs: The development costs are included in the renovation scenario.

Phase recommendation: We recommend that additional sporting and recreation components be implemented at the Decatur Civic Center as part of a renovation of the facility and improving the HVAC in the arena. This should be considered for the first phase.

Addition of Additional Meeting and Conference Space

Concept recommendations: As part of the proposed redevelopment of the city of Decatur offices that would include a first floor entrance and city offices for services commonly needed by city residents such as paying utility bills, additional meeting space could be created. We recommend considering increasing the amount of meeting space to approximately 3,000 square feet by doubling the amount of meeting space at the Decatur Civic Center, which would allow for banquets of up to 250 people. This would allow for a broader range of social and business oriented events to utilize the facilities and should be possible as part of the reconfiguration of the city offices.

Prior to this beginning this study, the city of Decatur and the Civic Center Authority developed plans for a first floor service entrance, improved security and access control for city offices, and additional meeting room expansion on the second floor. These plans were supplied to H&LA and are one option for this facility enhancement. The plans are contained within the addendum of this study.

Revenue and visitation projection: Modest additional revenue and visitation will be generated by creating additional meeting space within the building, which is accounted for in the renovations to Decatur Civic Center scenario. We forecast catering revenue will continue to be paid to private companies.

Development costs: The development costs are included in the renovation scenario.

Phase recommendation: We recommend that additional meeting space be considered at the Decatur Civic Center as part of a renovation of the facility and city office space. This should be considered for the first phase.

Hotel

Concept recommendations: 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.

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		

Room Revenue projection: \$1,910,000 to \$2,587,000

Development costs: \$7,000,000 to \$10,500,000 (based on 70 rooms)

Acreage required: One to two acres (excluding parking)

Connection to Decatur Civic Center: A covered walkway could connect the proposed hotel to the Civic Center. The hotel would help attract additional events at the Civic Center.

Phase recommendation: We recommend the city of Decatur plan and market for a hotel on the vacant land adjacent to the Civic Center structure in conjunction with a major renovation of the Civic Center. The development of a hotel would allow the Decatur Civic Center to achieve increased usage of its well-equipped facilities. This should be considered for the second phase of the redevelopment after the renovations of the Civic Center have begun.

Addition of a Restaurant and Family Entertainment Center

Concept recommendations: Our analysis indicates that the addition of a restaurant and FEC to the subject mixed-use development will complement the other planned improvements and would appeal to a wider demographic than some of the other proposed facilities. It will provide an entertainment option for residents and visitors to the city of Decatur. We recommend a moderately sized restaurant and FEC area with between 20,000 and 40,000 square feet that would include a full-service restaurant with 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 be developed by a national brand. 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 well 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. It could be located immediately adjacent to the Decatur Civic Center with an interior or covered walkway between the two buildings where the existing arms forces memorial is located.

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

Gross Revenue projection: \$3,000,000 to \$5,000,000 for the restaurant and FEC

Development costs: \$4,500,000 to \$6,000,000 for the development of a restaurant and FEC

Acreage required: One acre (excluding parking)

Phase recommendation: We recommend the city of Decatur plan and market for a restaurant and FEC on the vacant land adjacent to the Civic Center structure in conjunction with a major renovation of the Civic Center. The development of a restaurant and FEC should be further analyzed in conjunction with the plans to add a

hotel to the Decatur Civic Center. This should be considered for the second phase of the redevelopment after the renovations of the Civic Center have begun.

Expansion of Facilities Use as Regional Hockey Venue

Concept recommendations: 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.

Recommendation: We do not recommend that a second ice rink be developed at the Decatur Civic Center due to the lower levels of usage of the existing ice rink. 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. Rather, we recommend maintaining the existing approximately seven month schedule of ice with the remaining months being used for dry activities.

Conclusion

Our analysis indicates that operational changes and renovations to the Decatur Civic Center will allow the facility to achieve higher performance levels and increased visitation to the city of Decatur. If a plan for renovations is implemented, we project that there may be developers interested in leasing adjacent land to the Decatur Civic Center to develop a restaurant with family entertainment center and a hotel. These added developments would benefit the downtown Decatur market area as well as provide additional potential users for the Decatur Civic Center. We recommend that additional uses be developed adjacent to the Decatur Civic Center with a covered walkway connecting them to the Civic Center.

We are available to prepare additional analysis concerning each of our recommendations. We can provide a market feasibility and financial analysis study for each individual component. We can provide facility planning services to help plan out potential ideas for the proposed expansions. We are available to help you put together and issue an RFP to find potential hotel and entertainment restaurant developers and review respondents to the RFP. Our additional analysis would allow us to refine sizing and amenities of the recommended components. We will estimate the developments' probable operating financial performance for an 11-year holding period. Our analysis will determine the financial feasibility of the recommended components from the Highest and Best Use Analysis. Based on typical discount and capitalization rates of similar properties, we will project the net present value. We will compare this to typical construction costs for developments similar to the project.

I certify that, to the best of my knowledge and belief:

- The statements of fact contained in this report are true and correct.
- The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial, and unbiased professional analyses, opinions, conclusions, and recommendations.
- I have no present or prospective interest in the property that is the subject of this report, and I have no personal interest with respect to the parties involved.
- I have performed no services, as an appraiser or in any other capacity, regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
- I have no bias with respect to any property that is the subject of this report or to the parties involved with this assignment.
- My engagement in this assignment was not contingent upon developing or reporting predetermined results.
- My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics & Standards of Professional Appraisal Practice of the Appraisal Institute.
- The reported analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the *Uniform Standards of Professional Appraisal Practice*.
- The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
- David J. Sangree, MAI, ISHC has made a personal inspection of the property that is the subject of this report.
- Kyle Mossman, Joan Deegan, and Michael Weber provided significant real property appraisal or appraisal consulting assistance to the person signing this certification.
- As of the date of this report, David J. Sangree, MAI, ISHC has completed the continuing education program for Designated Members of the Appraisal Institute.



David J. Sangree, MAI, ISHC
President

ADDENDUM I



HOTEL & LEISURE ADVISORS

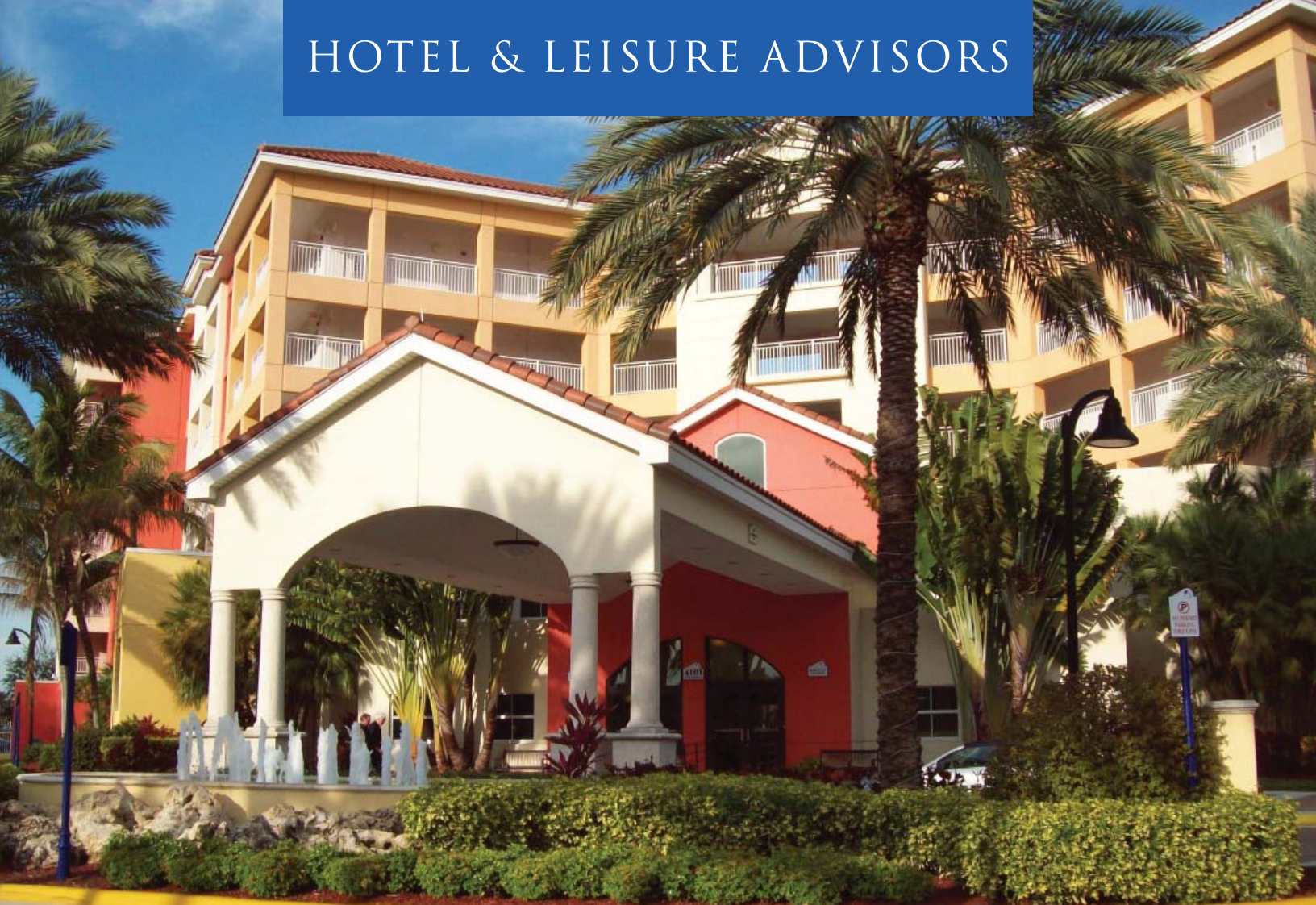


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WHY HOTEL & LEISURE ADVISORS?

Our extensive background in hotel and leisure property operations and consulting gives H&LA the experience and financial acumen necessary to analyze all types of hotel and leisure properties, including resorts, waterparks, golf courses, ski resorts, conference and convention centers, amusement parks, spas, and casinos.

We have consulted on every major type of hospitality and leisure property and understand the unique challenges these hospitality properties face. We evaluate complex factors and approach each project with a unique perspective of what needs to be accomplished to ensure success.

OUR EXPERTISE

- Since 2005, H&LA has studied every major hotel brand in the United States.
- H&LA has completed more than 3,000 studies for hotels, resorts, and leisure properties across North America and Internationally.
- We have contacts with industry leaders and keep up on the latest trends, performance, challenges, and opportunities.
- Our consultants are experts in the lodging and hospitality industry, with over 150 combined years of consulting, operations, and research experience.
- Our dedicated research and support staff assist our consultants in bringing the best quality reports to our clients.
- Our consultants network with industry leaders by attending and/or presenting at leading industry conferences such as the Hunter Hotel Conference, The Lodging Conference, ISHC Conference, ALIS Conference, World Waterpark Association Symposium and Tradeshow, IAAPA Attractions Expo, the NYU International Hospitality Industry Investment Conference, and InfoComm.

OUR RESOURCES

We curate and maintain robust and updated hospitality and leisure industry data for use in our reports. We have a financial statements database of over 1,000 properties and sales database of over 10,000 sales from across the United States and Canada.

We regularly consult leading industry experts and reports from:

- | | |
|---|--|
| • CBRE Hotels | • International Society of Hospitality Consultants |
| • STR | • International Association of Amusement Parks and Attractions |
| • Lodging Econometrics | • National Association of RV Parks & Campgrounds |
| • American Resort Development Association | • World Waterpark Association |
| • PwC | • National Ski Area Association |
| • International Spa Association | |
| • CoStar | |
| • National Golf Foundation | |



OUR PROJECTS

We give our clients individualized attention and provide the very best and most thorough analysis that only a company with our expertise and knowledge can deliver. Our expertise includes the following property types:

- Hotels
- Resorts
- Outdoor Waterparks
- Indoor Waterpark Resorts
- Amusement Parks
- Golf Courses
- Ski Resorts
- Conference & Convention Centers
- Casinos
- Family Entertainment Centers
- RV Parks and Campgrounds
- Timeshare/Fractional Resorts
- Spas
- Aquariums
- Retail/Mixed-Use
- Residential

MARKET & FINANCIAL FEASIBILITY STUDY

WHAT H&LA PROVIDES

- Sophisticated hospitality and leisure feasibility models that provide detailed market analysis and assists our consultants in making credible financial projections
- Expertise from years of experience and education in the hospitality and consulting industries from our dedicated consultants and support staff
- Expert data generated from STR, ISHC, and other hospitality industry data centers and reports



WHAT TO EXPECT FROM A FEASIBILITY ANALYSIS

- Market Analysis
- Site Review
- Brand Franchise Analysis
- Usage Levels
- Development Costs
- Financial Analysis
- Valuation Analysis
- Cost-to-Value Ratio

We analyze market conditions, economic and demographic factors, site conditions, and their effects on a proposed project. H&LA completes a detailed analysis of comparable properties' performance and conditions. The study estimates the operating performance of the project and may suggest variations in size or scope that would improve performance.

We analyze supply and demand when researching performance of hotels and leisure real estate within local and regional markets. We utilize sophisticated hospitality and leisure valuation models that enable us to provide a detailed market analyses by evaluating competitive factors, comparable financial information, and comparisons with similar properties and industry standards. We forecast reasonable financial projections and discern a credible valuation to determine if the project is feasible considering the development costs.

The results of our analysis are high-quality, thorough market and financial feasibility studies that are insightful and well-researched. Our clients can utilize our reports in the process of obtaining financing or investors and as a tool to help determine whether to move forward with development.

"Your report was incredible, and we are using it constantly! It will be a critical element in the construction of our project. Best and most thorough report that we have had the pleasure to see in our careers."

-Rick, Grand Prairie Park, Arts & Recreation Department

APPRAISAL AND MARKET ANALYSIS REPORT

WHAT H&LA PROVIDES

- Sophisticated hospitality and leisure valuation models that provide detailed market analysis and aids our consultants in concluding to a credible and defensible opinion of value
- The expertise of MAI-designated and state-certified hospitality appraisers with years of experience
- Expert data generated from STR, CBRE, and other hospitality industry data centers and reports



WHAT TO EXPECT FROM AN APPRAISAL REPORT

- Area Review
- Local Market Analysis
- Demand and Pricing Analysis
- Attendance and Usage Analysis
- Highest and Best Use Analysis
- Income Capitalization Approach
- Sales Comparison Approach
- Cost Approach
- Reconciled Opinion of Value

H&LA has multiple state licensed appraisers. Two of our appraisers boast the MAI designation from the Appraisal Institute. An appraiser with the MAI designation exceeds the state certification and licensing required of all appraisers. When you hire an MAI, you receive the services of a professional with specialized training and experience in the appraisal industry who adheres to specific standards and ethics and must fulfill continuing education requirements.

H&LA appraisals value the going-concern of a hotel or leisure property and then allocate that value among the real estate, personal property, and any business value component that may exist. Our reports are available in either a comprehensive or a summary format.

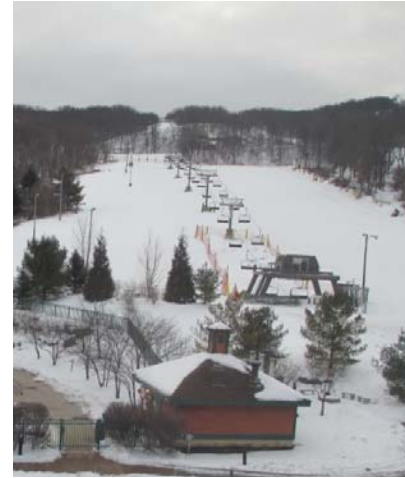
H&LA also offers retrospective tax appeal appraisals, a specialized form of an appraisal that is completed for a tax assessment appeal by either the government or the property owner to determine the real estate market value. Among the appraisal services we offer, we also provide appraisal reviews.

"We appreciate all the assistance you gave us on this matter.
Your excellent appraisals helped us reach a good compromise settlement of this case."
-Richard, Fayette County Attorney's Office

ECONOMIC IMPACT STUDIES

WHAT H&LA PROVIDES

- A sophisticated economic impact and financial model that provides detailed analysis of future economic benefit from a proposed development
- Expertise of consultants with a variety of qualifications including, MAI, CPA, ISHC, and MBA
- Expert data from RIMS and other sources



WHAT TO EXPECT FROM AN ECONOMIC IMPACT STUDY

- Indirect and direct output from the proposed development
- The number of jobs that the proposed development will create
- Estimated tax revenue for city, county, and state/province

An economic impact study analyzes the financial impact a project will have throughout the many levels of the economy. This impact will include both temporary and permanent effects. Temporary impacts include jobs and revenues created during the construction of the facility and related costs. Permanent economic impacts are generated by jobs created, and ongoing revenues realized by service providers.

Our studies identify significant economic events resulting from the construction and operation of a proposed facility; consider event patron surveys to estimate spending patterns; analyze relevant municipal revenues; and project the impact on the market. We estimate three types of economic impact, including Direct-Effect Impact, Indirect or Induced Impact, and Final Impact on local economies. We utilize the RIMS II multipliers for output earnings and employment by industry for the county.

We calculate the projected jobs and output for the proposed development for a 10-year period. We calculate projected tax revenue and profile municipal incentives similar projects have received. The economic impact study is an essential tool for cities looking to publicly fund a project or for developers vying for municipal incentives.

"Everyone I've spoken to thinks very highly of you and your work. I think we're making a lot of good decisions with this project but the best so far has been hiring you. We sincerely appreciate the work you're doing."

-Justin, New Lion

OPERATIONAL REVIEWS

We prepare an operational analysis and review of an existing hotel or leisure property to determine areas that are performing well and those in need of improvements. This study will find opportunity at the property to enhance performance, streamline operations, and reevaluate revenue centers. Our report considers:

- Objective and subjective performance characteristics observed during our property inspection and interviews with property management and clients, management of comparable properties, and city and county officials
- Financial review analyzing all major departments and comparing the performance of the subject property with industry standards and our database of over 1,000 hotel and leisure property financial statements
- Analysis and recommendations of operational changes and renovations or capital improvements that should be completed at the property

BRAND IMPACT STUDIES

An impact analysis measures the financial impact of a brand-affiliated property entering a market in which the brand already exists. We have prepared impact studies for nearly all major hotel brands. Our impact analyses include:

- Interviewing representatives of the applicant and objecting properties and conducting an area market review
- Determining current demand at the objecting property and consider specific demand sources that may switch to a new property if it were constructed or rebranded
- Analyzing potential additional demand that would come to the objecting property from having another brand affiliation in a general market
- Estimating the occupancy, average daily rate, and room revenue impact that may occur from the addition of new supply or conversion of an existing hotel



OTHER SERVICES

RFQ PREPARATION AND SOLICITATION

Finding a qualified management or development company can make or break a hotel or leisure property project. Through our RFQ preparation and solicitation process, we assist our clients in identifying appropriate management companies and developers for all types of hospitality projects. Our goal is to have our clients receive proposals from competent and competitive companies that will share similar goals and vision for the project.

LITIGATION SUPPORT & EXPERT WITNESS TESTIMONY

H&LA provides expert witness testimony for attorneys in litigation cases involving hospitality industry valuations and consulting assignments. Our consultants have testified in various states concerning hotel- and leisure-related projects. Our understanding of the industry gives us the credibility necessary to be considered experts in our field.

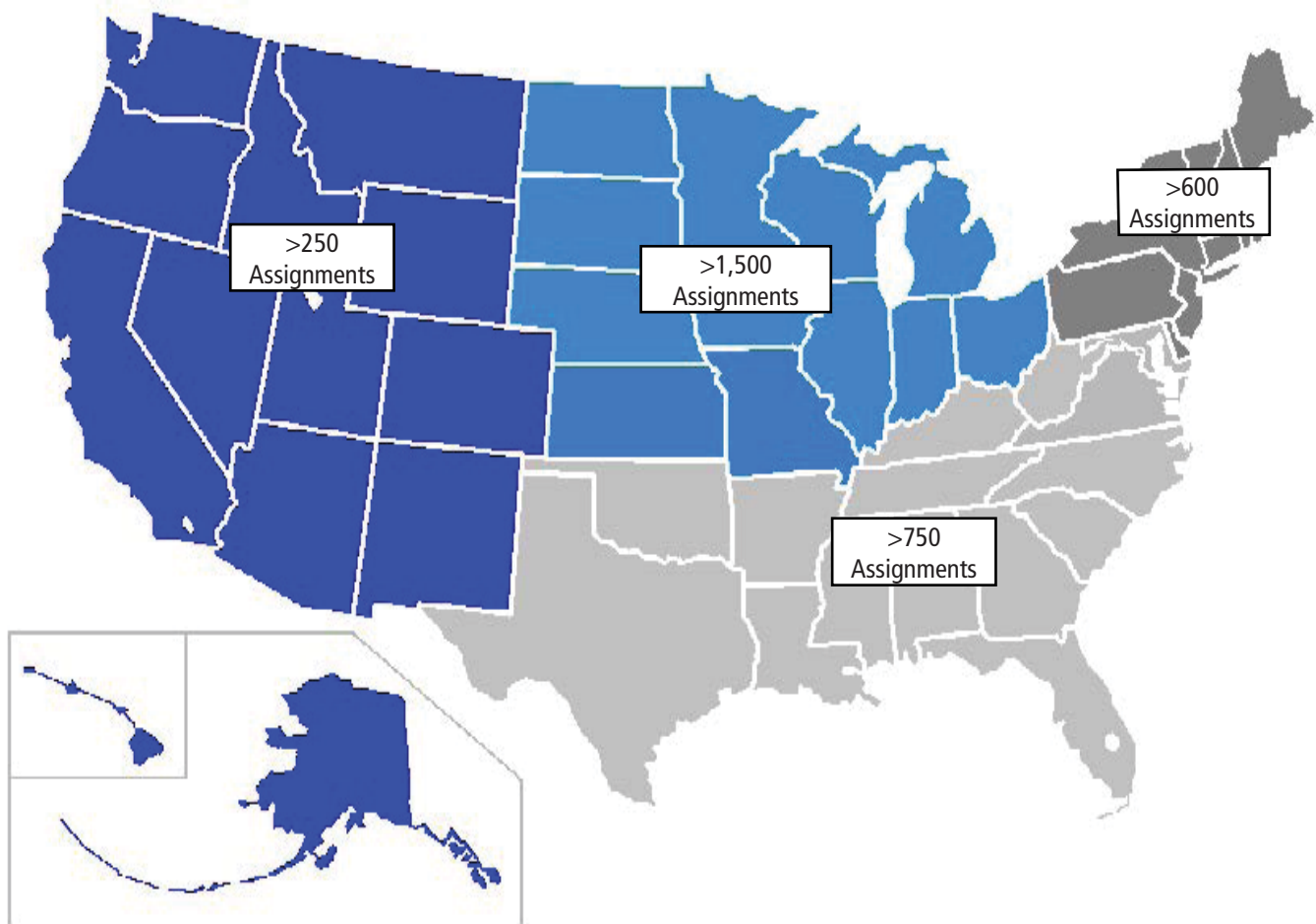
OTHER H&LA SERVICES

- Renovation Feasibility and ROI Analysis
- Site Selection Services
- Hotel Brand Facilitator/Selection Assistance
- Hotel Brand Compliance Services
- Site Verification

These services help developers, corporate brand franchisors, and/or owners with their various development needs.

H&LA PROJECTS

Our studies have taken us all across the United States and Canada. We have analyzed an extensive range of hospitality property types. We have completed studies in almost every major market in the United States.



H&LA works in all sectors of the hotel and leisure industry. We have experience with all hotel brands and chain scales. In addition, we are the leading national experts in waterparks. These properties represent a sampling of the many property types we have studied.

Hotels

- Westin Hotel - Cleveland, OH
- Hilton Garden Inn - Ann Arbor, MI
- The Shoreham Hotel - New York, NY
- Embassy Suites - Chicago, IL
- Courtyard by Marriott - Houston, TX

Resort Hotels

- Pointe Hilton Squaw Peak Resort - Phoenix, AZ
- The Shores Resort & Spa - Daytona Beach FL
- Sundara Spa Resort - Wisconsin Dells, WI
- Hilton Hawaiian Village - Honolulu, HI

Indoor Waterpark Resorts

- Great Wolf Lodge Resorts (multiple locations)
- Kalahari Resorts (4 locations)
- Splash Lagoon Resort - Erie, PA
- Camelback Indoor Waterpark Resort - Tannersville, PA
- Chula Vista Resort - Wisconsin Dells, WI

Outdoor Waterparks

- Typhoon Texas - Katy, TX
- Myrtle Waves Waterpark - Myrtle Beach, SC
- Lost Island Waterpark - Waterloo, IA
- Cowabunga Bay - Henderson, NV
- Raging Waves Outdoor Waterpark - Yorkville, IL

Amusement Parks/Family Entertainment Centers

- Elitch Gardens Amusement Park - Denver, CO
- Proposed Family Entertainment Center - Portland, OR
- Crystal Falls Amusement Park - Hot Springs, AR
- Cypress Gardens Amusement Park - Winter Haven, FL

Golf Courses and Ski Resorts

- Heritage Hills Golf Course - York, PA
- Silverado Golf Course - Durant, OK
- Peek n Peak Ski Resort - Vernon, NJ
- Hidden Valley Ski Resort - Hidden Valley, PA

Campground/RV Resort

- Jellystone Park Camp Resort - Larkspur, CO
- Frontiertown Campground Resort - Berlin, MD
- Maddox Family Campground - Chincoteague, VA

Casinos

- Foxwoods Casino Resort - Mashantucket, CT
- JACK Casinos - Cleveland & Cincinnati, OH
- Silver Reef Casino Resort - Ferndale, WA
- Wheeling Island Casino and Hotel - Wheeling, WV

Conference and Convention Centers

- Marriott Chicago Convention Center Hotel - Chicago, IL
- International Exposition Center - Cleveland, OH
- Gaylord Opryland Convention Center - Nashville, TN

Retail/Mixed-Use

- Proposed Mixed-Use Retail - Portland, OR
- Proposed Mixed-Use Retail - Dallas, TX
- Proposed Retail Center - Kapolei, HI

Residential

- Proposed Condominiums - Morgantown, WV
- Proposed Apartments - Cleveland, OH
- Proposed Condominiums - Sioux Falls, SD



H&LA CLIENTS

H&LA works with a wide range of developers, investors, hotel companies, lenders, management companies, attorneys, and others. These clients represent a sampling of the various client types we serve.

Developers and Investors

- Scott Enterprises
- Delaware North Companies
- Kalahari Resorts
- Sun Communities
- Stark Enterprises
- CNL Lifestyle Companies
- Triple Five
- Crystal Lagoons

Hotel Companies

- Best Western International
- Choice Hotels International
- Marriott International
- Host Hotels
- InterContinental Hotels Group

Operators/Management Companies

- Herschend Family Entertainment
- Cedar Fair
- Great Wolf Resorts
- American Hospitality Group
- Brittain Resorts

Lenders

- Wells Fargo
- US Bank
- Deutsche Bank
- M&T Bank
- PNC Financial Services
- C-III Asset Management

Attorneys

- Kadish Hinkel & Weibel
- Sleggs Danzinger & Gill
- Smith Peters & Kalail
- Baker & Hostetler
- Thompson Hine
- McDonald Hopkins

Government/Municipal

- Ohio Department of Transportation
- Cincinnati USA
- Columbus Regional Airport Authority
- States Attorney of Cook County
- Frisco Economic Development Corporation
- Destination Cleveland
- Assessor of Hancock County, WV

Native American Tribes

- Tulalip Tribe
- Choctaw Nation of Oklahoma
- Nottawaseppi Band of Potawatomi
- The Confederated Tribe of the Grand Ronde
- HoChunk Gaming

Other

- JACK Entertainment
- EPR Properties
- The Trust for Public Land
- Six Flags
- Michigan State University
- Inland Capital Management



DAVID J. SANGREE, MAI, CPA, ISHC
PRESIDENT

David's expertise is in the appraisal and analysis of hotels, resorts, indoor and outdoor waterparks, amusement parks, casinos, conference centers, golf courses, restaurants, ski resorts, and other leisure real estate. David has provided consulting services to banks, hotel companies, developers, management companies, and other parties involved in the lodging and leisure sectors throughout the United States, Canada, and the Caribbean since 1987. He is a state certified general appraiser in Ohio and many other states and holds the MAI designation from the Appraisal Institute. David was formerly employed by US Realty Consultants in Cleveland and Columbus, Pannell Kerr Forster in Chicago, and Westin Hotels in Chicago, New York, Fort Lauderdale, and Cincinnati. David received his Bachelor of Science degree from Cornell University School of Hotel Administration. He has spoken at many seminars throughout the United States, has written numerous articles, and is frequently quoted in magazines and newspapers about the hospitality and waterpark industries. He has appeared on Good Morning America and CNBC in segments profiling resorts and waterparks. David was profiled twice by Aquatics International, most recently in 2019 in their "Power People" issue as one of the first consultants serving the waterpark resort industry and for his expertise and experience in shaping some of the latest industry trends. The World Waterpark Association awarded him with their Executive Board Award in 2016, citing his many contributions and accomplishments in the waterpark industry.



JOSEPH PIERCE, MAI
DIRECTOR OF APPRAISAL & CONSULTING SERVICES

Joseph has been a hospitality consultant and appraiser since 2003. He has completed appraisals, market feasibility studies, economic impact studies, and impact studies throughout the United States. Joseph has a wide range of experience in operations and accounting for hotels and resorts. Joseph was a Controller and Director of Finance and Accounting for Clarion, Renaissance, Marriott, and Westin Hotels. He also managed The Talbott Hotel in Chicago. Joseph received an MBA from Michigan State University's hospitality program and a Bachelor of Science in Accounting from the State University of New York at Brockport. He is a Certified General Real Estate Appraiser in Ohio, Illinois, Indiana, Michigan and Pennsylvania and holds the MAI Designation from the Appraisal Institute.



NURESH MAREEDIA, CHIA
DIRECTOR OF APPRAISAL & CONSULTING SERVICES

Nuresh is a hospitality consultant and appraiser and has completed assignments in over 30 states. He has generated appraisals, market feasibility studies, economic impact studies, and hotel impact studies for a wide variety of leisure and hospitality oriented property types. Nuresh has a wide range of experience in hotels and resorts. He has worked in management positions at a hotel and restaurant in Texas and has also helped operate and manage four independent hotels near Mumbai, India. He has been a hospitality consultant since 2006. Nuresh received a Masters of Science in Hospitality Business in 2005 and a Bachelor of Arts in Business Finance in 2003 from Michigan State University. He is a Certified General Real Estate Appraiser in Texas and he heads our San Antonio office.

ADAM ZARCZYNSKI, CHIA SENIOR ASSOCIATE



Adam prepares appraisals, market feasibility studies, economic impact studies, and impact studies throughout the United States. His expertise is in financial statement analysis, competitive benchmarking, market analysis, and operations. Throughout his career, Adam has analyzed many markets and hotels at price points ranging from budget/economy to luxury hotels and resorts. Prior to his tenure at Hotel & Leisure Advisors, he worked with Doradus Partners, where he evaluated several hotel investment opportunities throughout the United States, focusing on the Southeast. Prior to joining Doradus, he was a member of the opening team for a 120-room Towneplace Suites in Huntsville, Alabama. Adam has operational experience in a variety of hotels and resorts in the states of New York and South Carolina, and the Villa d'Este in Lake Como, Italy. Adam received his Bachelor of Science in Hotel & Restaurant Management with a concentration in Hotel Planning, Development and Operations from Niagara University.

STEPHEN SZCZYGIEL, CHIA ASSOCIATE



Stephen prepares appraisals, market feasibility studies, economic impact studies, and impact studies throughout the United States. His expertise is in process improvement, financial analysis, competitive benchmarking, market analysis, and operations. Prior to joining Hotel & Leisure Advisors, Stephen was Director of Food & Beverage with several Hilton branded properties, Assistant General Manager for XfinityLive! and spent many years in the casino industry as Manager of Food & Beverage for Hollywood Casino at Penn National Race Course. He has had direct P&L accountability for operations exceeding \$10M+ and has facilitated Kaizen Process Improvement Seminars throughout the country during his tenure in casinos. In addition to Stephen's operational experience, he studied Culinary Arts at The Restaurant School at Walnut Hill College in Philadelphia. Stephen earned his Bachelor of Science in Hotel and Restaurant Management, with focus on Casino Operations, and Minor in Business Administration from Drexel University.

SHARYN ARAI, CHIA ASSOCIATE



Sharyn prepares appraisals, market feasibility studies, economic impact studies, and impact studies throughout the United States. Sharyn brings her expertise in financial analysis, marketing, competitive benchmarking, market analysis, and operations. She prepares appraisals, market feasibility studies, economic impact studies, and impact studies throughout the United States. Prior to joining Hotel & Leisure Advisors, Sharyn was the general manager and assistant general manager with hotels affiliated with Wyndham Hotels and Radisson Hotels brands in Carlisle, Pennsylvania. She also operated a retail store in Hillsborough, North Carolina where she made handmade art and goods accessible to the community. She received her Bachelor of Arts in International Business and Management from Dickinson College and her Master of Arts in Business Administration from the Pennsylvania State University.

H&LA SUPPORT STAFF

KYLE MOSSMAN

SENIOR RESEARCH ANALYST

Kyle conducts research related to the hospitality industry and assists with report writing. He maintains our key data and other information related to the various markets we study as part of our assignments. Kyle also reviews and edits our reports for grammar, style, and accuracy. He received his Bachelor of Arts in English from Otterbein College and his Master's Degree in Library and Information Science from Kent State University.

HEIDI BANAK

MARKETING COORDINATOR/RESEARCH ANALYST

Heidi coordinates and manages marketing efforts for H&LA. These efforts include administering H&LA's website, email marketing, writing blog posts, responding to RFP's, and maintaining all other marketing materials. She also supports our consultants by conducting research related to the hospitality industry. In addition, she reviews and edits our reports for grammar, style, and accuracy. Heidi received her Bachelor of Arts from Kent State University.

MELISSA KRESS

OFFICE MANAGER

Melissa manages H&LA's daily office operations and supports our consultants by conducting research related to the hospitality industry. She has previous experience in operations and office management in her work with accounting and tradeshow firms. Melissa received a Bachelor of Arts from John Carroll University.

MICHAEL WEBER

DATA & TECHNOLOGY COORDINATOR

Mike manages the technology and data functions within H&LA. He provides support to our consulting team on all technology platforms and monitors and maintains our industry specific databases. Mike also reviews and edits our reports for grammar, style, and accuracy. His prior experience includes work as an insurance analyst and as a mathematics and statistics instructor. He earned his B.A. in Philosophy from Wright State University and his M.A. in Mathematics Education from Kent State University.

JOAN DEEGAN

RESEARCH ANALYST

Joan conducts research and report writing related to the hospitality industry. She also reviews and edits our reports for grammar, style, and accuracy. With a background in journalism and marketing communications, her previous work experiences include secondary research, report writing, and data analytics. Joan earned her Bachelor of Science from Ohio University.

DAVID J. SANGREE, MAI, CPA, ISHC

PRESIDENT

Contact

dsangree@hladvisors.com
216-810-5800

Education

Bachelor of Science, Hotel Administration, Cornell University, 1984
Various International Society of Hospitality Consultants, Appraisal Institute, & Certified Public Accountant (CPA) continuing education courses

State Certification

Certified as a General Real Estate Appraiser in the states of Ohio, Michigan, Illinois, New York, Kentucky, Texas, Pennsylvania, and Wisconsin.
Certified as a Public Accountant in the state of Ohio

Professional Affiliations

- Appraisal Institute, MAI (Former President, Northern Ohio Chapter)
- Cornell Hotel Society (Past Treasurer - Chicago, IL chapter)
- Cornell University Real Estate Council
- International Association of Amusement Parks and Attractions
- International Society of Hospitality Consultants
- National Ski Areas Association
- The School of Hospitality Business at MSU Real Estate & Development Advisory Council
- The Appraisal Journal Review Panel
- Themed Entertainment Association
- Urban Land Institute
- World Waterpark Association
- National Association of RV Parks and Campgrounds

Experience

- President, Hotel & Leisure Advisors, Cleveland, Ohio, since 2005
- Director of Hospitality Consulting & Principal, US Realty Consultants, Cleveland, Ohio, 2001-2005
- Director of Hospitality Consulting, US Realty Consultants, Columbus, Ohio, 1992-2001
- Financial & Training Consultant, Malawi National Credit Union League (US Peace Corps), Malawi, Africa, 1989-1991
- Senior Consultant in the Hospitality Group, Pannell Kerr Forster, Chicago, Illinois, 1987-1989
- Management positions with four Westin Hotels and Resorts in Cincinnati, Chicago, New York, and Fort Lauderdale, 1983-1987

David's expertise is in the feasibility analysis, appraisal, and valuation of hotels, resorts, indoor waterpark resorts, waterparks, amusement parks, conference centers, ski resorts, casinos, land, and golf courses. He has completed studies on more than 3,000 existing and proposed properties in 49 states and internationally. He has prepared hotel studies on all chain scales, including economy, limited service, full-service, extended-stay, upper upscale, luxury, and resorts, and indoor waterpark resorts.

David is a nationally recognized expert in the waterpark industry, having completed over 700 studies of various waterpark resorts since 1999 and visiting most of the open waterpark properties in the United States and Canada. Recognizing David as an industry leader, Aquatics International named him to their "Power People" list of the most influential people in the aquatics industry in 2019 and the World Waterpark Association honored him with their Executive Board Award in 2016. These awards signified David's commitment to the waterpark industry and identified him as helping to shape some of the latest trends. He has appeared on Good Morning America, CNBC, and Fox8 News in segments concerning hotels, resorts and waterparks. In addition, he is a regular contributor to many industry publications, offering his expertise on various hospitality industry segments.

Published Articles and Media Relations

"What's Next for Waterparks?," World Waterpark Association, April, 2021

"COVID-19 Impact on U.S. Waterparks," Hotel Online, August 2020

"Hotel Feasibility Study Methodology," July 2020

"Waterpark Financing Fundamentals," World Waterpark Association, June 2020

"U.S. and Canada Waterpark Resort Trends in 2020," World Waterpark Magazine, Hotel Online, April 2020

"Diving into Waterpark Growth Trends in 2019," World Waterpark Magazine, Hotel Online, April 2019

"Waterparks: What's on Deck on 2018?," World Waterpark Magazine, Hotel Online, April 2018

"2017 Waterpark Forecast: Continued Growth," World Waterpark Magazine, Hotel Online, April 2017

"2016's Waterpark Forecast: Bigger is Better," Hotel News Now, World Waterpark Magazine, March 2016

"2015 Indoor and Outdoor Waterpark Supply Continues Growth as Surf Simulators Take Center Wave," Hotel News Now, April 2015

"2014 Waterpark Resorts Supply and Demand Update" Hotel News Now, March 2014

"Room Service more than Revenue Generator" Hotel News Now, August 2013

"Waterpark Resorts Supply and Demand 2013 Update" Hotel Online, January 2013

"Weight Loss Resorts are Boon for Developers" Hotel News Now, August 2012

"Perform Market Analysis with a Feasibility Study for Indoor Waterpark Resorts and Outdoor Waterparks" Appraisal Journal Spring 2012 and WWA Development Guide

"Top 10 Largest Hotel Brands Average Sale Prices" Hotel News Now, September 2011

"Waterpark Resorts Supply and Demand 2011 Update" Hotel News Now, August 2011

"The Lodging Market is Improving in Ohio's Big Cities" Hotel Online, September 2010

"Financing your Indoor Waterpark Resort in 2010" Hotel News Now, June 2010

"2009 Median Hotel Prices Plummet – Is it Time to Appeal Your Property Taxes?" Hotel Online, November 2009

"Outdoor Waterparks: Private vs. Municipal" Aquatics International, September, 2009

"Indoor Waterpark Resort Supply Grows and Faces Challenges in 2009" Hotel News Now February, 2009

"Dealing With the Economic Downturn: 10 Ideas for Hotels and Resorts" Hotel Online, December, 2008

"Indoor Waterparks Surfing a Wave in North America in '08," Hotel Online, July 2008 and Water Leisure and Lodging, July, 2008

"Economic Impact Studies Help Land Financing" Hotel Motel Management, May 2008

"Appraisal & Market Analysis of Indoor Waterpark Resorts," Waterpark Development & Expansion Guide '07

"Indoor Waterparks and Hotels, a Case Study," Hotel Investment Issues and Perspectives Fourth Edition, January 2006 & Hotel Online, February, 2006

Quoted extensively in CNN.com, Columbus Business First, Columbus Monthly, Hotel Business, Columbus Dispatch, Cleveland Crain's, Cleveland Plain Dealer, Cincinnati Business Courier, Hotel News Now, Cornell Hotel and Restaurant Quarterly, Meeting News, Aquatics International, Midwest Real Estate News, New York Times, CNBC, Albany Times Union, RCI Ventures, Time Magazine, USA Today, and other publications. He has appeared on CNBC and ABC on segments concerning resorts and waterparks.

Speaking Engagements

- "U.S. Waterpark and Waterpark Resort Trends," 2020 World Waterpark Association Symposium, Virtual
- "Waterpark Resorts Market/Feasibility Analysis and Appraisal" presentations at the World Waterpark Association annual conventions in 2003 through 2020
- "Global Valuation," International Society of Hospitality Consultants webinar, June 2020
- "Virtual Reality Entertainment in Hotels," InfoComm 2019, Orlando, FL
- "Hotel Valuation Techniques," Institute for Professionals in Taxation Annual Symposium, 2018, Orlando, FL
- "Ohio Lodging Overview," Ohio Hotel & Lodging Association Annual Meeting, 2017, Columbus, OH
- "Hotels & Waterpark Industry – Insights, Trends and Valuation Keys" May 2016 at the Appraisal Day Seminar by the International Right-of-Way Association, Columbus, OH
- "Revenue Management-to Do List" Nov. 2014 at NATHIC Hotel Investment Seminar, Chicago, IL
- "The Food Revolution" Nov. 2013 for NATHIC Hotel Investment Seminar, Chicago, IL
- "Waterparks and Resorts Outlook" April 2013 for Aquatics International webinar
- "Hotel Valuation Seminar" October 2012 at the Integra Realty Resources appraiser training, Las Vegas, NV
- "Suburban Hotels Panel" July 2012 at the Midwest Lodging Investors Summit in Chicago, IL
- "Overview of Cleveland Lodging Market" April 2012 at the OHLA Cleveland Lodging Council Meeting
- "Cleaning up Hotel Distress" July 2011 at the Midwest Lodging Investors Summit, Chicago, IL
- "Valuation Issues Affecting Hotel Properties in the Current Real Estate Economy" August 2010 at the Institute for Professionals in Taxation in Cleveland, OH
- "Indoor Waterpark Resorts: Where Are the Opportunities?" July 2010 at the Midwest Lodging Investors Summit, Chicago, IL
- "Opportunities for Innovation" April 2010 at the Cornell University School of Hotel Administration's Hotel Ezra Cornell (HEC) conference, Ithaca, NY
- "Case Study Presentation on Performing a Market Feasibility Study" October 2009 at the International Society of Hospitality Consultants annual conference, Québec City
- "Insights into 2010 Market Performance" October 2009 - a video segment on Hotel News Network interviewing Mr. Sangree along with other leading ISHC consultants
- "Hotel Financing Track - Taking Advantage of Distress: Where are the Opportunities?," July 2009 at the Midwest Lodging Investors Summit, Chicago, IL
- "Seminar on Hospitality Industry" February 2008 at the Northern Ohio Chapter of the Appraisal Institute quarterly meeting, Cleveland, OH
- "Challenges of Obtaining Financing for Indoor Waterpark Resorts," November 2007 at the World Resort Leadership and Development Conference, Orlando, FL
- "Water Park Wars" An in depth news segment on Good Morning America on June 23, 2007
- Guest Speaker at Cornell University's School of Hotel Administration and Michigan State University's School of Hospitality Business, 2006-2017

Litigation Assignments Involving Expert Testimony

Board of Revision of Cuyahoga County (2020)
Re: Hampton Inn Brooklyn, Ohio

Board of Revision of Cuyahoga County (2019)
Re: Doubletree Cleveland, Ohio

Board of Revision of Medina County (2019)
Re: Fairfield Inn & Suites, Medina, Ohio

District Court of Moore County (2018)
Re: Holiday Inn Express, Dumas, Texas

Ohio Board of Tax Appeals & BOR (2018, 2015 & 2013) Re: Thistledown Racetrack, Warrensville Heights, Ohio

Boone County Board of Revision (2015)
Turfway Park, Florence, Kentucky

Lancaster County Common Pleas Court (2014)
Re: Sight & Sound Theater, Strasburg, PA

Sauk County Circuit Court (2014)
Re: Great Wolf Lodge Wisconsin Dells

Somerset County Common Pleas Court (2013)
Re: Hidden Valley Resort, Somerset, PA

Ohio Board of Tax Appeals (2013)
Re: Shoreby Club, Bratenahl, Ohio

Ohio Board of Tax Appeals (2013)
Re: Maui Sands Hotel, Sandusky, Ohio

Hamilton County Board of Revision (2012)
Re: Five Seasons Country Club, Cincinnati, Ohio

Cuyahoga County Board of Revision (2012)
Re: 3 McDonald's Restaurants

U.S. Bankruptcy Court (2012)
Re: Holiday Inn Express Houston, Texas

Franklin County Board of Revision (2012)
Re: Hilton Garden Inn & Comfort Suites Columbus, Ohio

State of Tennessee Administrative Court (2012)
Re: Embassy Suites Murfreesboro, Tennessee

Clark County District Court (2012)
Re: Stallion Mountain Country Club, Las Vegas, Nevada

State of Michigan Tribunal (2011)
Re: Radisson Hotel, Kalamazoo, Michigan

Franklin County Board of Revision (2011)
Re: Sheraton Suites, Columbus, Ohio

Nebraska Tax Equalization & Review Commission (2011)
Re: LaVista Conference Center, LaVista, Nebraska

State of Virginia Circuit Court (2011)
Re: Keswick Club, Charlottesville, Virginia

Licking County Board of Revision (2010)
Re: Cherry Valley Lodge and CoCo Key Indoor Waterpark, Newark, Ohio

Ohio Board of Tax Appeals (2010)
Re: Doubletree Hotel, Independence, Ohio

Ohio Board of Tax Appeals (2010)
Re: Courtyard Hotel, Willoughby, Ohio

San Diego Superior Court (2010)
Re: La Costa Resort and Spa, Carlsbad, California

Board of Revisions Tax Appeal (2010)
Re: Crowne Plaza and Fairfield Inn, Sharonville, Ohio

United States Bankruptcy Court (2010)
Re: Peek 'n Peak Resort, Findley Lake, New York

Board of Review Tax Appeal, Lake Delton, Wisconsin (2009)
Re: Great Wolf Lodge Wisconsin Dells

Board of Revisions Tax Appeal (2008)
Re: Residence Inn, Cleveland, Ohio

Marion County Indiana Superior Court (2008)
Re: Indiana Stadium and Convention Building Authority vs. Michael A. Maio

New York Supreme Court, Niagara County (2008)
Re: Splash Outdoor Waterpark

State of Virginia Circuit Court (2005 and 2008)
Re: Keswick Club, Charlottesville, Virginia

Board of Revision Tax Appeal (2006)
Re: Five Seasons Country Club, Cincinnati, Ohio

Board of Revision Tax Appeals (2005)
Re: Various Residence Inns, Hilton Garden Inn, Embassy Suites, Cuyahoga County, Ohio

United States Bankruptcy Court (2004)
Re: Days Inn, Monroeville, Pennsylvania

State of Florida Circuit Court (2004)
Re: Howard Johnson Plaza, Orlando, Florida

Board of Revision Tax Appeal (2003)
Re: Preston Hotel, Sharonville, Ohio

College Park Holdings, LLC versus RaceTrac Petroleum, Inc. (2002)
Re: Radisson Hotel-Old National Highway, College Park, Georgia

Board of Revision Tax Appeal (2003)
Re: Radisson Gateway Hotel, Cleveland, Ohio

Nationwide Insurance versus Motor Inn, (2003)
Re: Drawbridge Inn, Fort Mitchell, Kentucky

ADDENDUM II



Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

Prepared by Esri
Latitude: 39.84511
Longitude: -88.95247

	20 minutes	40 minutes	60 minutes
Census 2010 Summary			
Population	107,064	213,383	762,258
Households	44,400	87,130	309,048
Families	28,240	57,122	185,327
Average Household Size	2.32	2.38	2.33
Owner Occupied Housing Units	30,881	62,837	202,981
Renter Occupied Housing Units	13,519	24,293	106,067
Median Age	40.3	40.2	35.4
2020 Summary			
Population	102,362	207,013	765,002
Households	43,178	85,891	313,888
Families	26,952	55,329	183,844
Average Household Size	2.28	2.34	2.31
Owner Occupied Housing Units	29,805	61,282	200,232
Renter Occupied Housing Units	13,373	24,609	113,656
Median Age	42.0	41.8	36.9
Median Household Income	\$50,304	\$52,397	\$55,828
Average Household Income	\$69,718	\$70,277	\$76,121
2025 Summary			
Population	98,824	201,385	760,520
Households	41,884	83,925	313,153
Families	25,982	53,759	181,757
Average Household Size	2.26	2.33	2.30
Owner Occupied Housing Units	29,059	60,145	199,800
Renter Occupied Housing Units	12,825	23,780	113,354
Median Age	42.8	42.7	37.7
Median Household Income	\$52,440	\$54,966	\$58,791
Average Household Income	\$76,243	\$76,778	\$83,419
Trends: 2020-2025 Annual Rate			
Population	-0.70%	-0.55%	-0.12%
Households	-0.61%	-0.46%	-0.05%
Families	-0.73%	-0.57%	-0.23%
Owner Households	-0.51%	-0.37%	-0.04%
Median Household Income	0.84%	0.96%	1.04%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

Prepared by Esri
Latitude: 39.84511
Longitude: -88.95247

2020 Households by Income	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	5,511	12.8%	10,252	11.9%	42,209	13.4%
\$15,000 - \$24,999	4,714	10.9%	9,104	10.6%	30,419	9.7%
\$25,000 - \$34,999	4,357	10.1%	8,681	10.1%	29,098	9.3%
\$35,000 - \$49,999	6,866	15.9%	12,749	14.8%	37,602	12.0%
\$50,000 - \$74,999	7,686	17.8%	15,610	18.2%	56,517	18.0%
\$75,000 - \$99,999	5,170	12.0%	11,352	13.2%	40,559	12.9%
\$100,000 - \$149,999	5,635	13.1%	11,781	13.7%	45,895	14.6%
\$150,000 - \$199,999	1,547	3.6%	3,388	3.9%	16,745	5.3%
\$200,000+	1,693	3.9%	2,974	3.5%	14,844	4.7%
Median Household Income	\$50,304		\$52,397		\$55,828	
Average Household Income	\$69,718		\$70,277		\$76,121	
Per Capita Income	\$29,538		\$29,287		\$31,367	

2025 Households by Income	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	5,003	11.9%	9,302	11.1%	39,196	12.5%
\$15,000 - \$24,999	4,389	10.5%	8,479	10.1%	28,960	9.2%
\$25,000 - \$34,999	4,084	9.8%	8,067	9.6%	27,580	8.8%
\$35,000 - \$49,999	6,429	15.3%	11,997	14.3%	35,980	11.5%
\$50,000 - \$74,999	7,414	17.7%	15,214	18.1%	55,978	17.9%
\$75,000 - \$99,999	5,080	12.1%	11,270	13.4%	40,635	13.0%
\$100,000 - \$149,999	5,852	14.0%	12,404	14.8%	48,610	15.5%
\$150,000 - \$199,999	1,724	4.1%	3,854	4.6%	19,224	6.1%
\$200,000+	1,910	4.6%	3,337	4.0%	16,992	5.4%
Median Household Income	\$52,440		\$54,966		\$58,791	
Average Household Income	\$76,243		\$76,778		\$83,419	
Per Capita Income	\$32,450		\$32,129		\$34,481	

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

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Longitude: -88.95247

2010 Population by Age	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	6,729	6.3%	13,474	6.3%	45,933	6.0%
Age 5 - 9	6,633	6.2%	13,951	6.5%	45,813	6.0%
Age 10 - 14	6,662	6.2%	14,047	6.6%	44,993	5.9%
Age 15 - 19	7,498	7.0%	14,826	6.9%	61,402	8.1%
Age 20 - 24	6,920	6.5%	12,340	5.8%	77,930	10.2%
Age 25 - 34	12,604	11.8%	25,114	11.8%	101,768	13.4%
Age 35 - 44	12,295	11.5%	25,374	11.9%	88,542	11.6%
Age 45 - 54	15,691	14.7%	32,018	15.0%	105,088	13.8%
Age 55 - 64	14,408	13.5%	27,978	13.1%	89,396	11.7%
Age 65 - 74	8,783	8.2%	17,635	8.3%	51,790	6.8%
Age 75 - 84	6,055	5.7%	11,412	5.3%	33,800	4.4%
Age 85+	2,786	2.6%	5,216	2.4%	15,802	2.1%

2020 Population by Age	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	5,834	5.7%	11,937	5.8%	41,725	5.5%
Age 5 - 9	5,906	5.8%	12,330	6.0%	42,140	5.5%
Age 10 - 14	5,976	5.8%	12,540	6.1%	42,760	5.6%
Age 15 - 19	6,347	6.2%	12,570	6.1%	56,942	7.4%
Age 20 - 24	6,407	6.3%	11,983	5.8%	77,148	10.1%
Age 25 - 34	12,385	12.1%	25,268	12.2%	103,693	13.6%
Age 35 - 44	11,808	11.5%	24,342	11.8%	89,860	11.7%
Age 45 - 54	12,066	11.8%	25,138	12.1%	85,709	11.2%
Age 55 - 64	14,406	14.1%	29,492	14.2%	96,222	12.6%
Age 65 - 74	11,738	11.5%	23,281	11.2%	73,897	9.7%
Age 75 - 84	6,302	6.2%	12,330	6.0%	37,118	4.9%
Age 85+	3,189	3.1%	5,803	2.8%	17,791	2.3%

2025 Population by Age	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	5,557	5.6%	11,416	5.7%	41,089	5.4%
Age 5 - 9	5,576	5.6%	11,808	5.9%	41,055	5.4%
Age 10 - 14	5,828	5.9%	12,410	6.2%	42,191	5.5%
Age 15 - 19	6,168	6.2%	12,207	6.1%	56,725	7.5%
Age 20 - 24	5,906	6.0%	10,918	5.4%	74,770	9.8%
Age 25 - 34	11,145	11.3%	23,295	11.6%	100,161	13.2%
Age 35 - 44	11,879	12.0%	24,365	12.1%	91,084	12.0%
Age 45 - 54	11,428	11.6%	23,649	11.7%	82,620	10.9%
Age 55 - 64	12,377	12.5%	25,986	12.9%	86,506	11.4%
Age 65 - 74	12,421	12.6%	24,983	12.4%	80,403	10.6%
Age 75 - 84	7,422	7.5%	14,573	7.2%	45,826	6.0%
Age 85+	3,116	3.2%	5,773	2.9%	18,091	2.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

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Latitude: 39.84511
Longitude: -88.95247

2010 Race and Ethnicity	20 minutes		40 minutes		60 minutes	
	Number	Percent	Number	Percent	Number	Percent
White Alone	84,261	78.7%	179,490	84.1%	630,222	82.7%
Black Alone	17,995	16.8%	26,465	12.4%	77,171	10.1%
American Indian Alone	218	0.2%	454	0.2%	1,645	0.2%
Asian Alone	1,105	1.0%	1,517	0.7%	27,318	3.6%
Pacific Islander Alone	31	0.0%	51	0.0%	274	0.0%
Some Other Race Alone	743	0.7%	1,201	0.6%	9,153	1.2%
Two or More Races	2,710	2.5%	4,204	2.0%	16,474	2.2%
Hispanic Origin (Any Race)	2,027	1.9%	3,493	1.6%	24,341	3.2%

2020 Race and Ethnicity	Number		Percent		Number		Percent	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White Alone	77,726	75.9%	170,007	82.1%	608,044	79.5%		
Black Alone	18,671	18.2%	27,628	13.3%	85,627	11.2%		
American Indian Alone	234	0.2%	514	0.2%	1,833	0.2%		
Asian Alone	1,240	1.2%	1,768	0.9%	36,371	4.8%		
Pacific Islander Alone	51	0.0%	76	0.0%	354	0.0%		
Some Other Race Alone	902	0.9%	1,498	0.7%	11,423	1.5%		
Two or More Races	3,538	3.5%	5,524	2.7%	21,349	2.8%		
Hispanic Origin (Any Race)	2,558	2.5%	4,604	2.2%	31,251	4.1%		

2025 Race and Ethnicity	Number		Percent		Number		Percent	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
White Alone	73,294	74.2%	162,826	80.9%	589,448	77.5%		
Black Alone	18,787	19.0%	27,938	13.9%	89,426	11.8%		
American Indian Alone	238	0.2%	533	0.3%	1,919	0.3%		
Asian Alone	1,340	1.4%	1,935	1.0%	42,000	5.5%		
Pacific Islander Alone	63	0.1%	90	0.0%	403	0.1%		
Some Other Race Alone	1,035	1.0%	1,708	0.8%	12,900	1.7%		
Two or More Races	4,068	4.1%	6,353	3.2%	24,424	3.2%		
Hispanic Origin (Any Race)	2,923	3.0%	5,300	2.6%	35,892	4.7%		

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



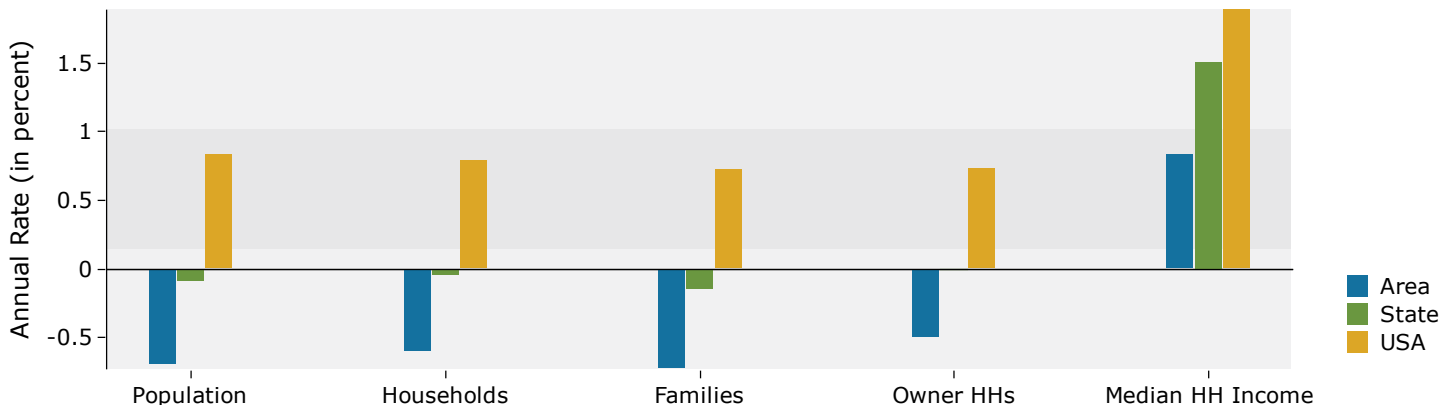
Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

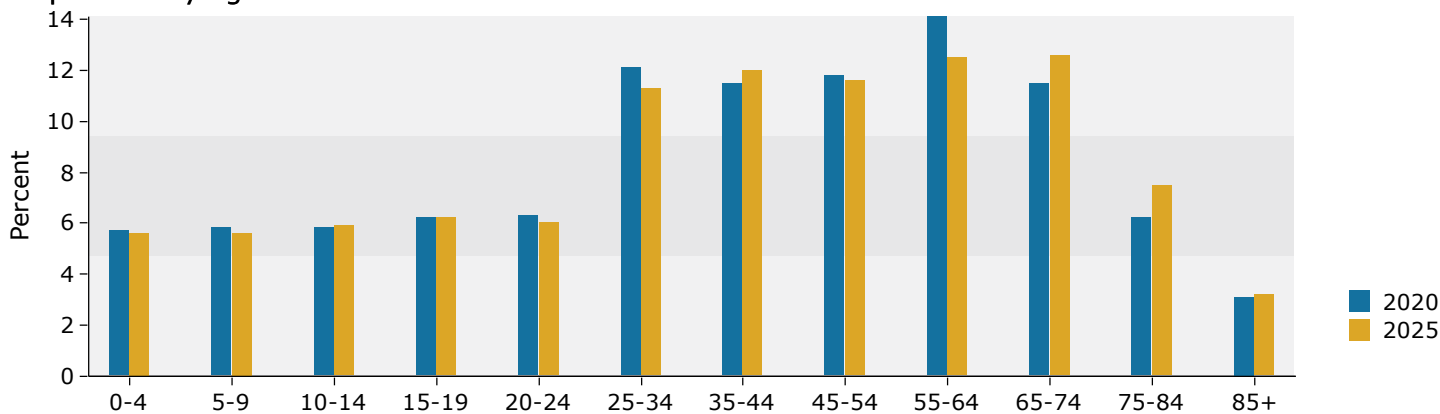
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20 minutes

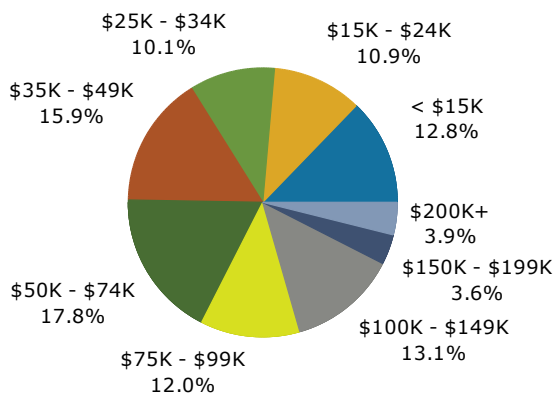
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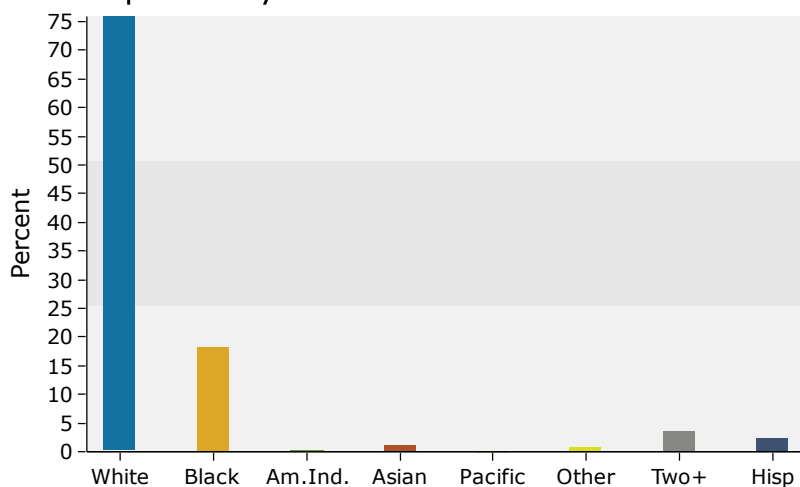
Population by Age



2020 Household Income



2020 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



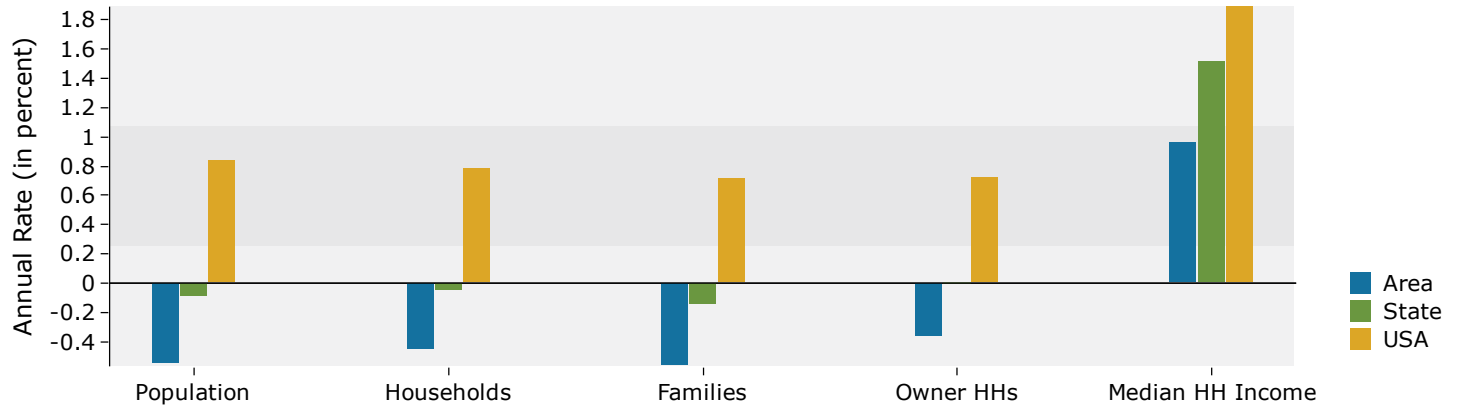
Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

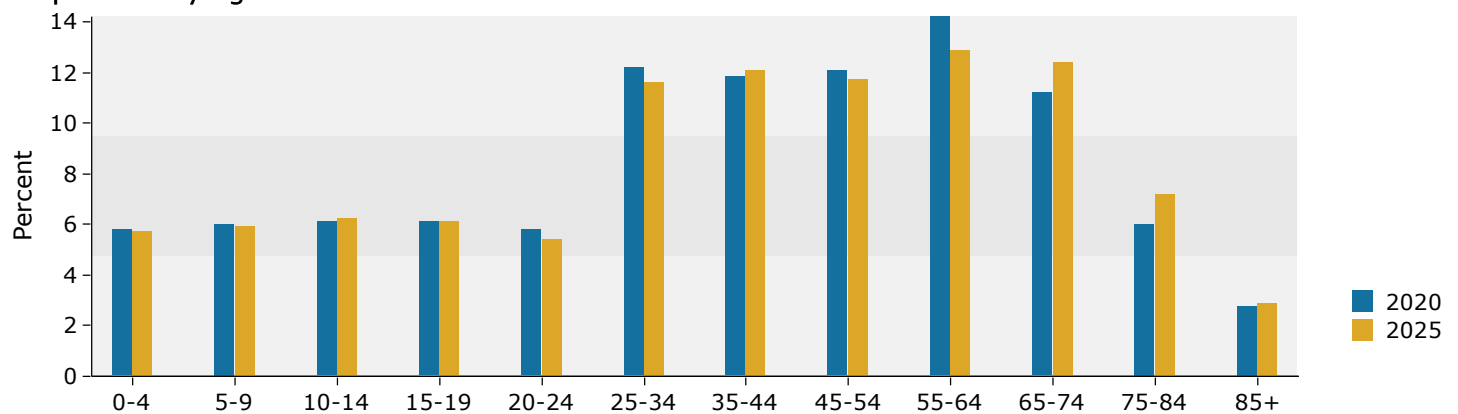
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Longitude: -88.95247

40 minutes

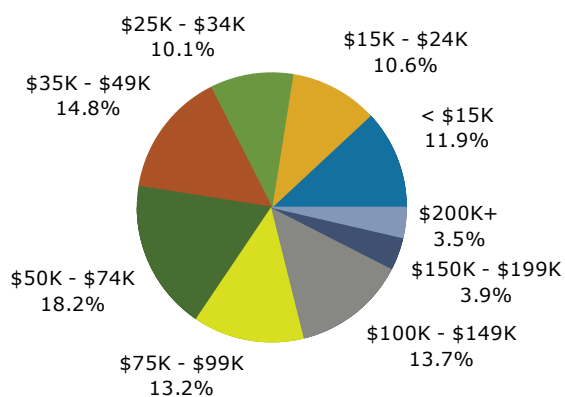
Trends 2020-2025



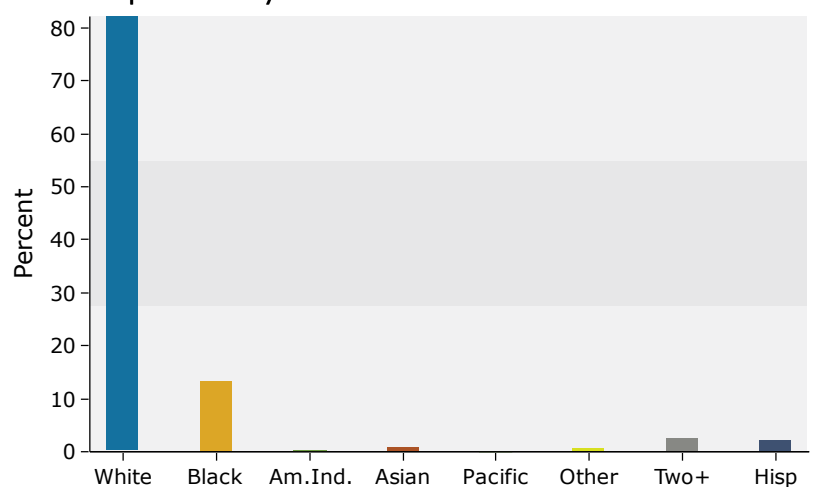
Population by Age



2020 Household Income



2020 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

June 25, 2021



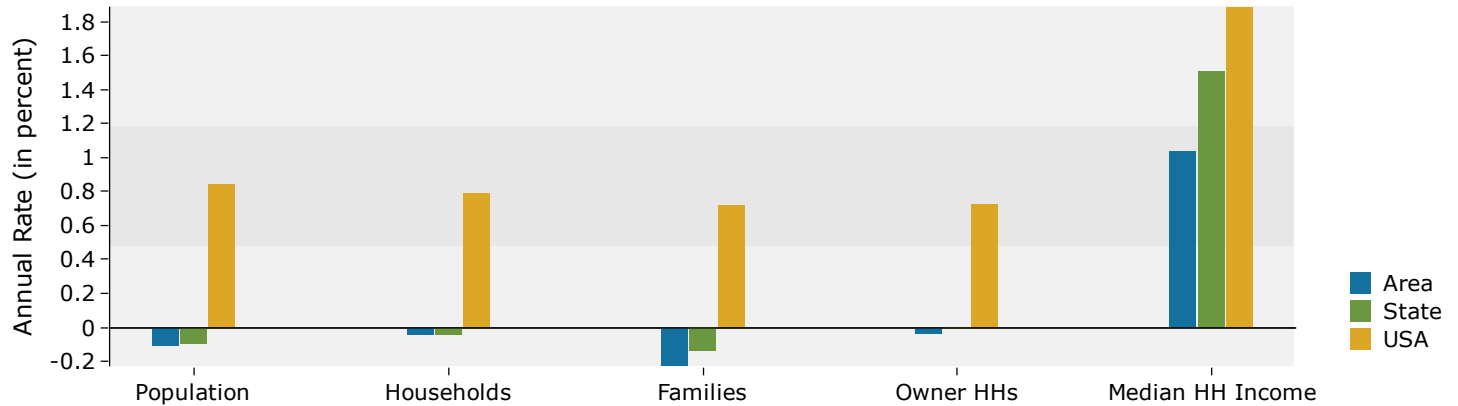
Demographic and Income Comparison Profile

Decatur Civic Center - Decatur, IL
1 Gary K Anderson Plz, Decatur, Illinois, 62523
Drive Time: 20, 40, 60 minute radii

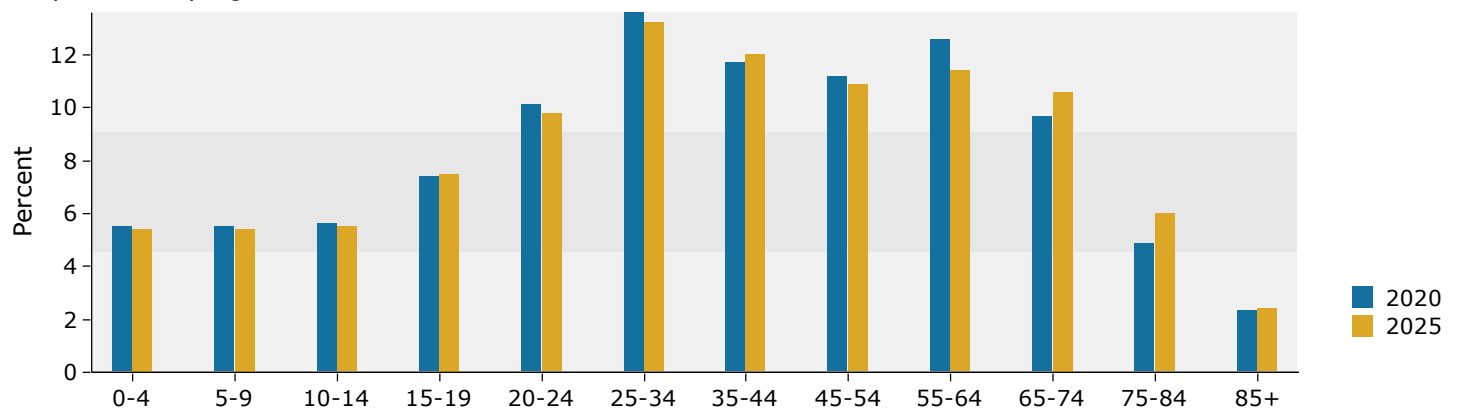
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60 minutes

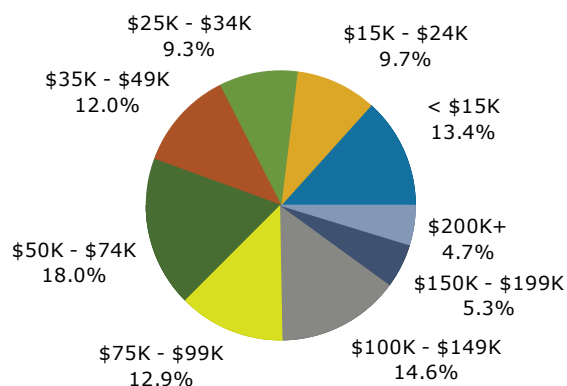
Trends 2020-2025



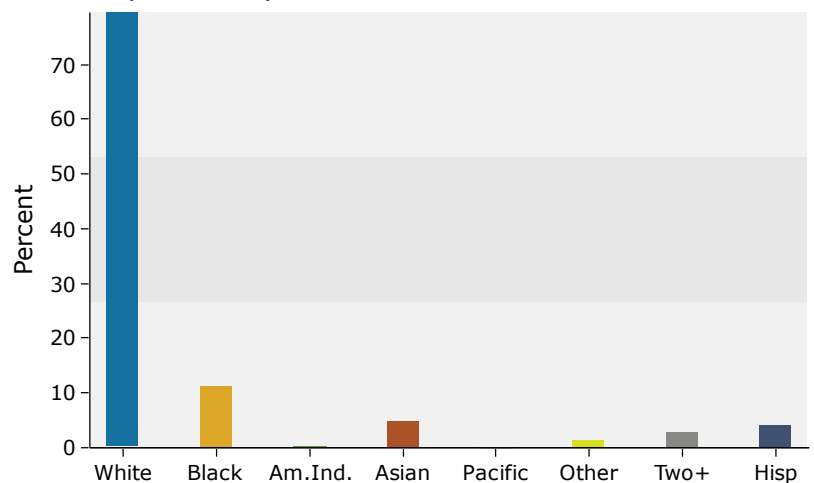
Population by Age



2020 Household Income



2020 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025.

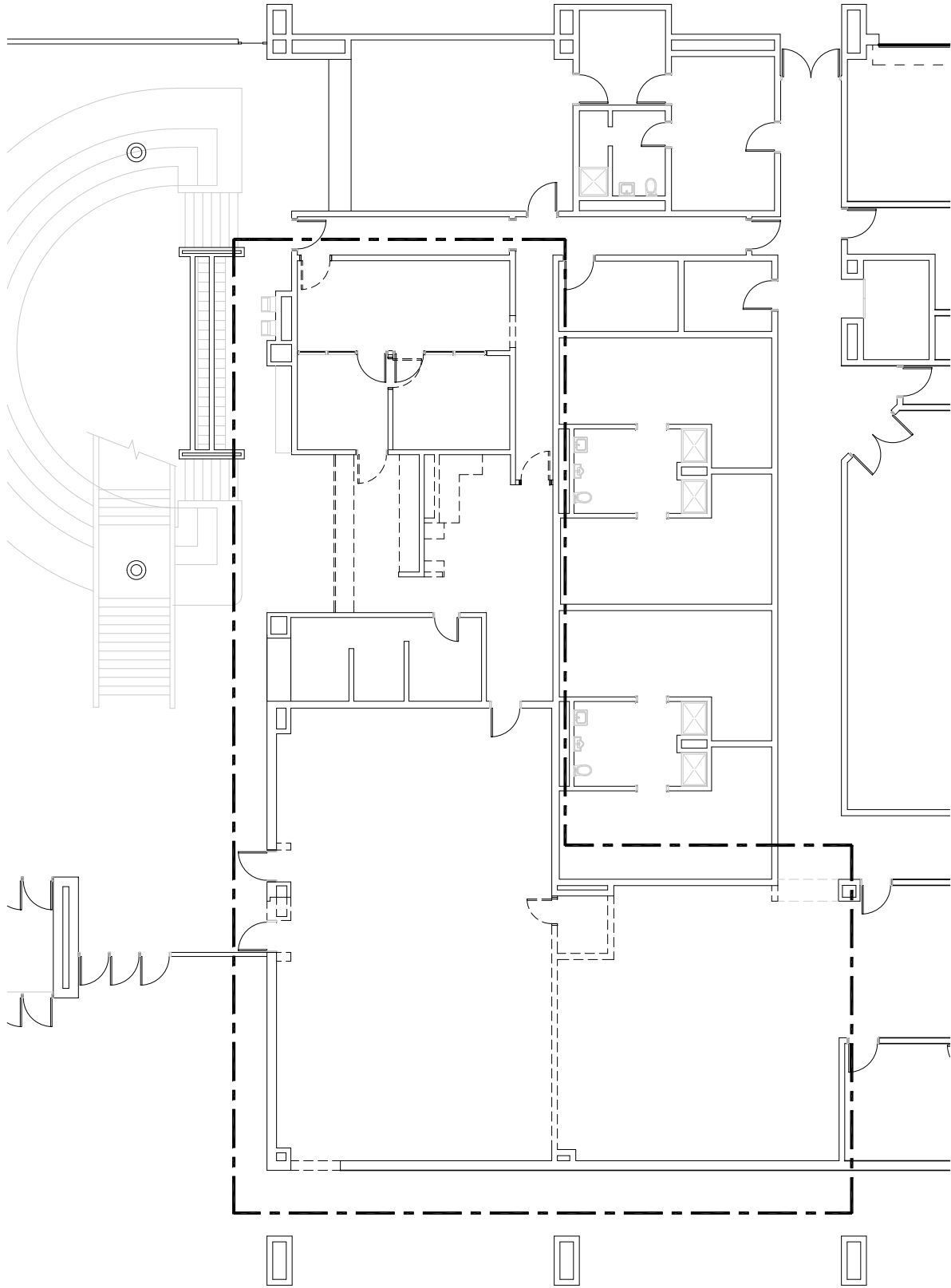
June 25, 2021

ADDENDUM III

A-1

DEMOLITION PLAN

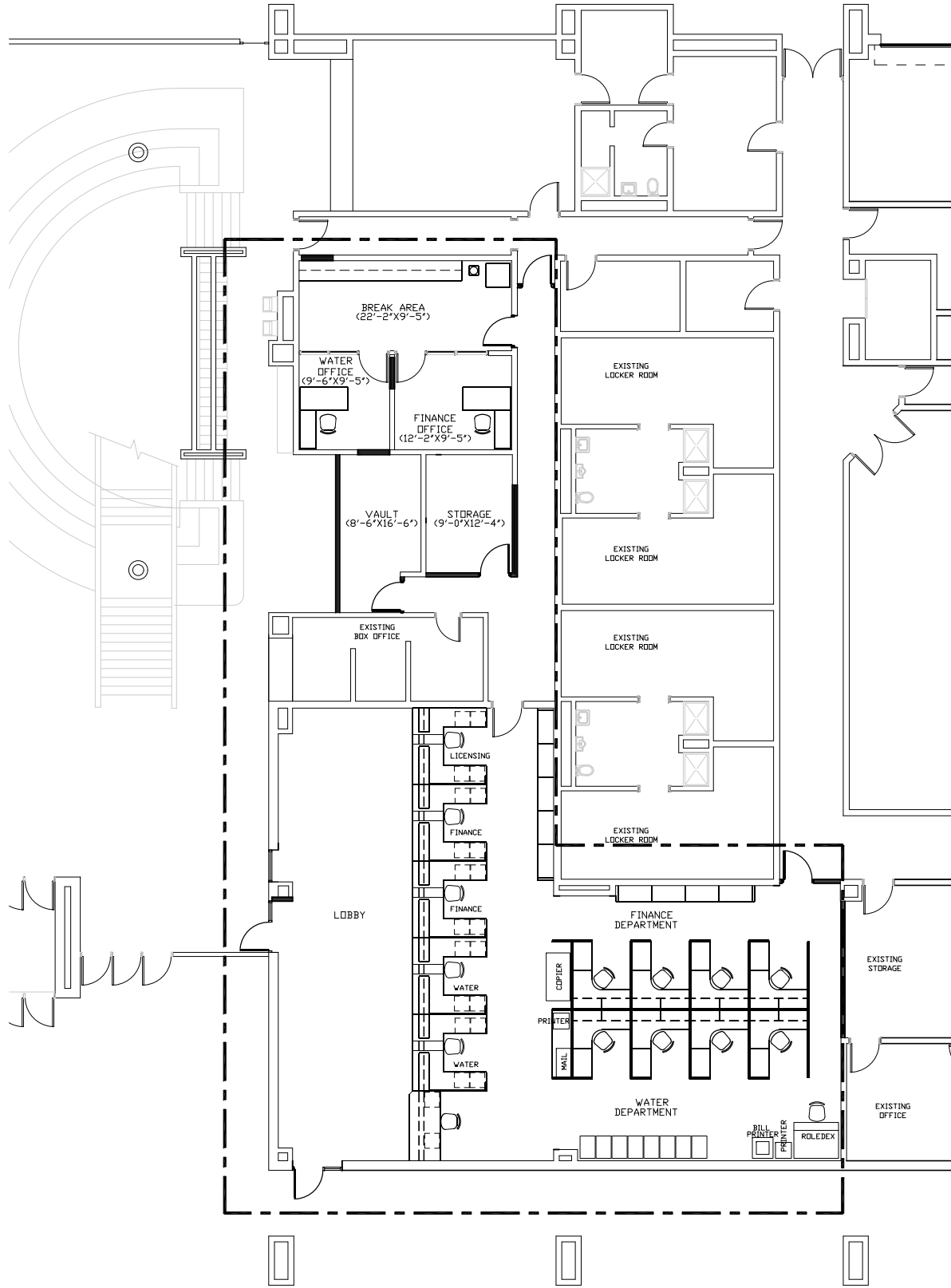
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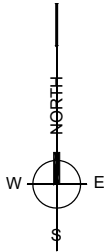
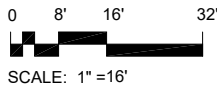
A-2

PROPOSED FLOOR PLAN #1

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



FIRST FLOOR PROPOSED PLAN #1



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

REVISIONS

NO.	DATE	BY	DESCRIPTION

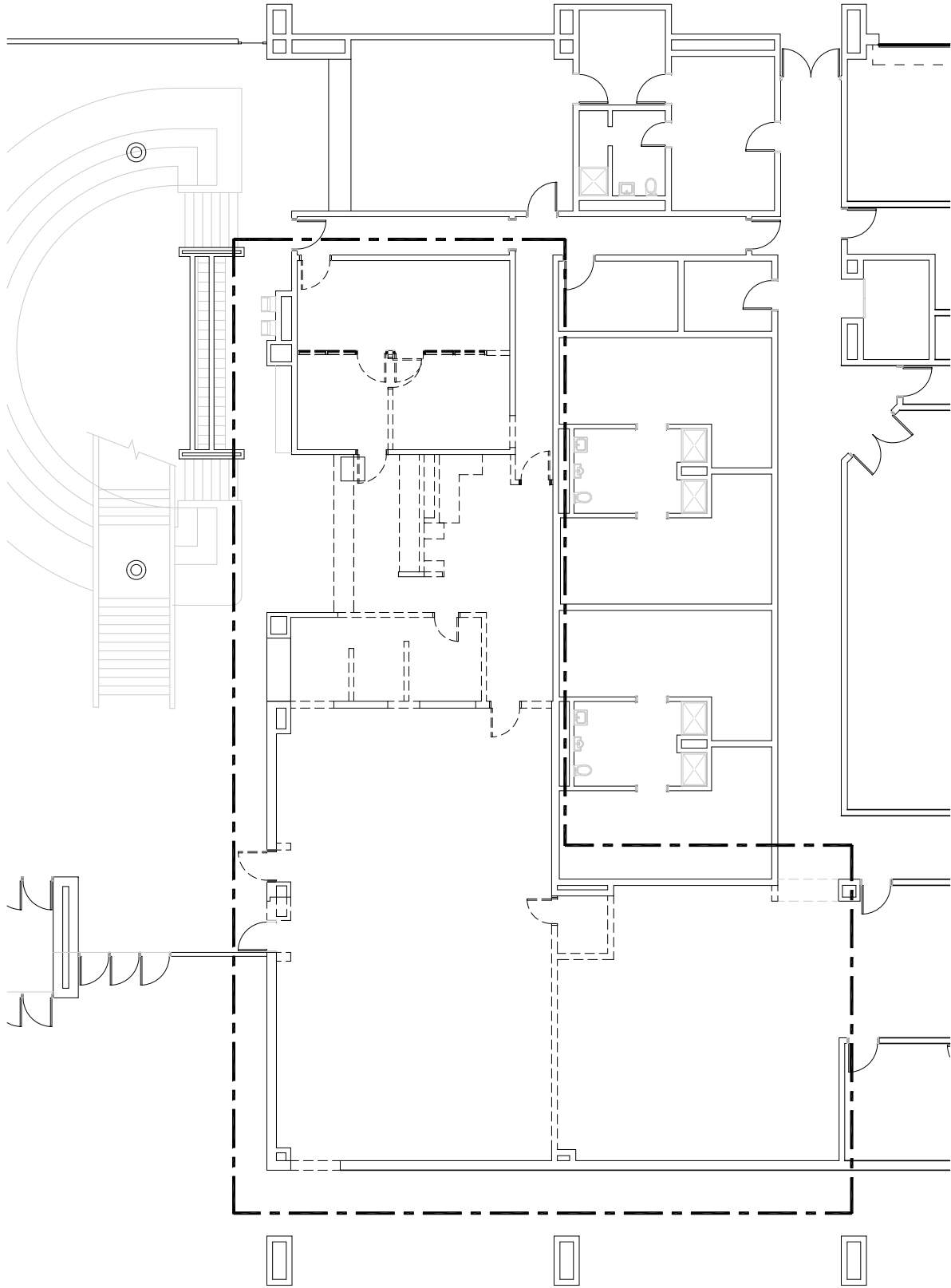


ARCHITECTURAL EXPRESSIONS, LLP
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A-1

DEMOLITION PLAN

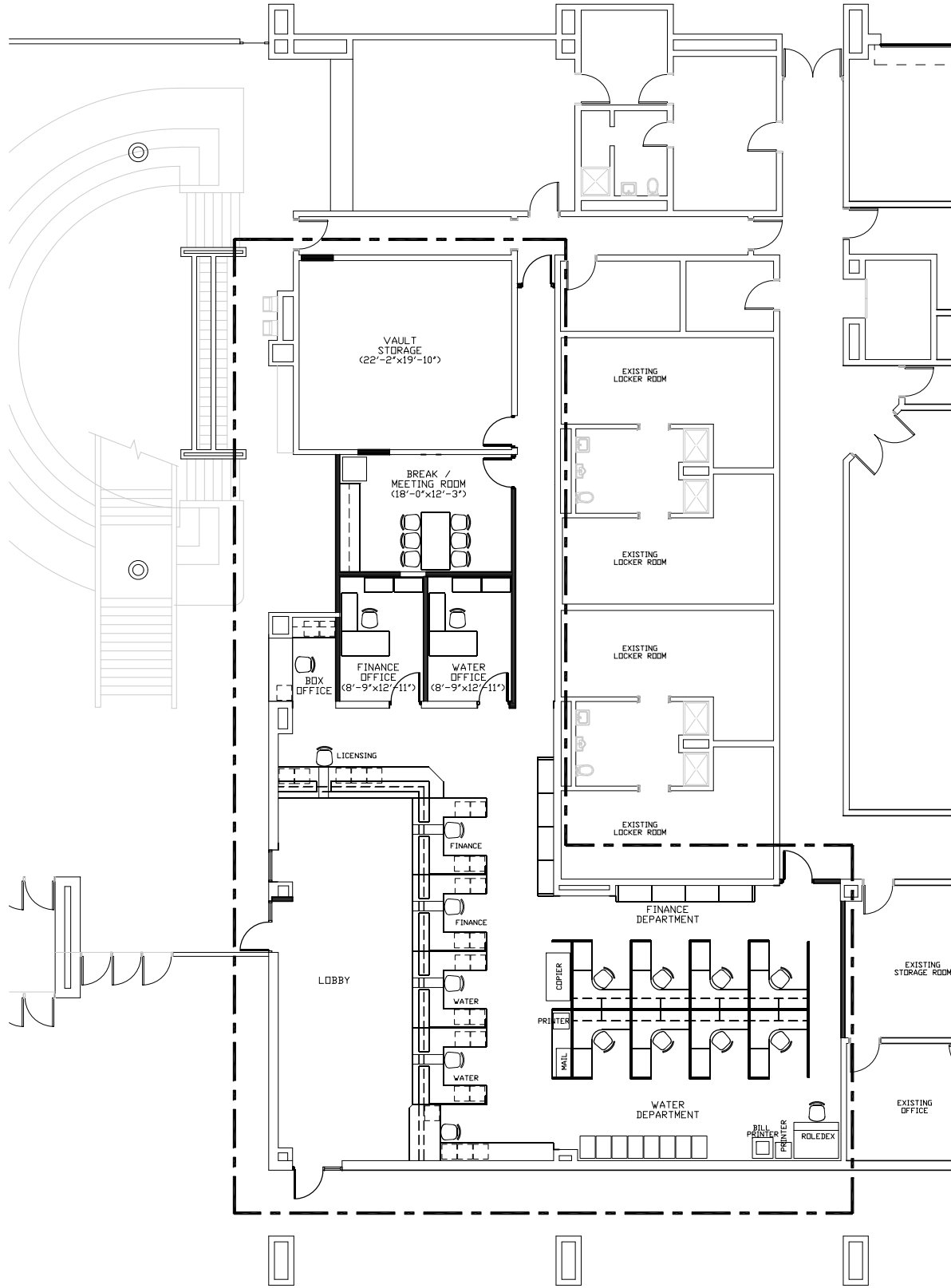
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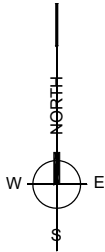
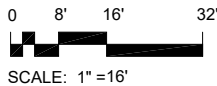
A-2

PROPOSED FLOOR PLAN #2

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



FIRST FLOOR PROPOSED PLAN #2



1ST FLOOR - PROPOSED PLAN #2

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GARY K. ANDERSON PLAZA DECATUR, ILLINOIS

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DATE:	01/15/20
DRAWING NO.	A102

REVISIONS

NO.	DATE	BY	DESCRIPTION

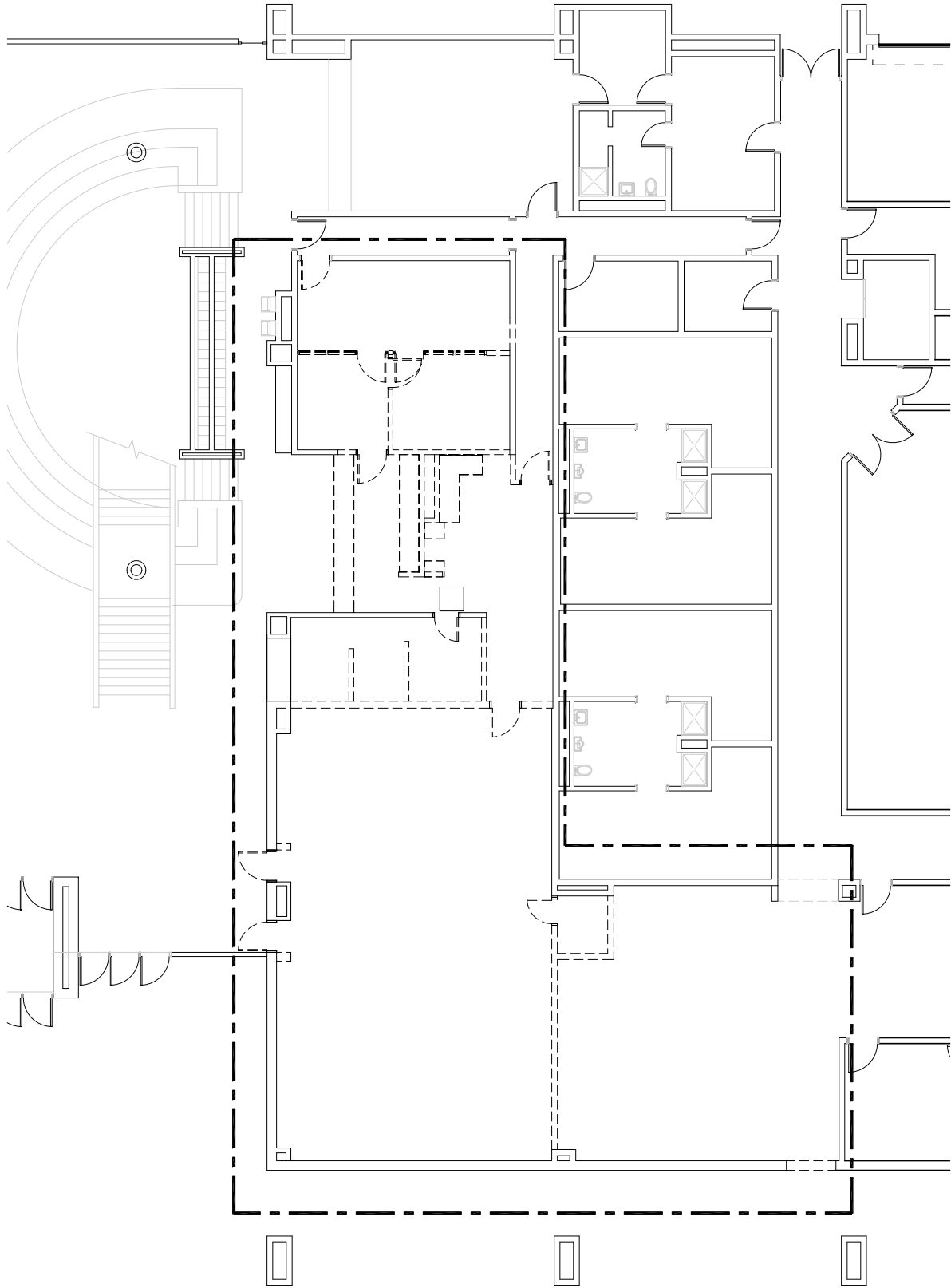


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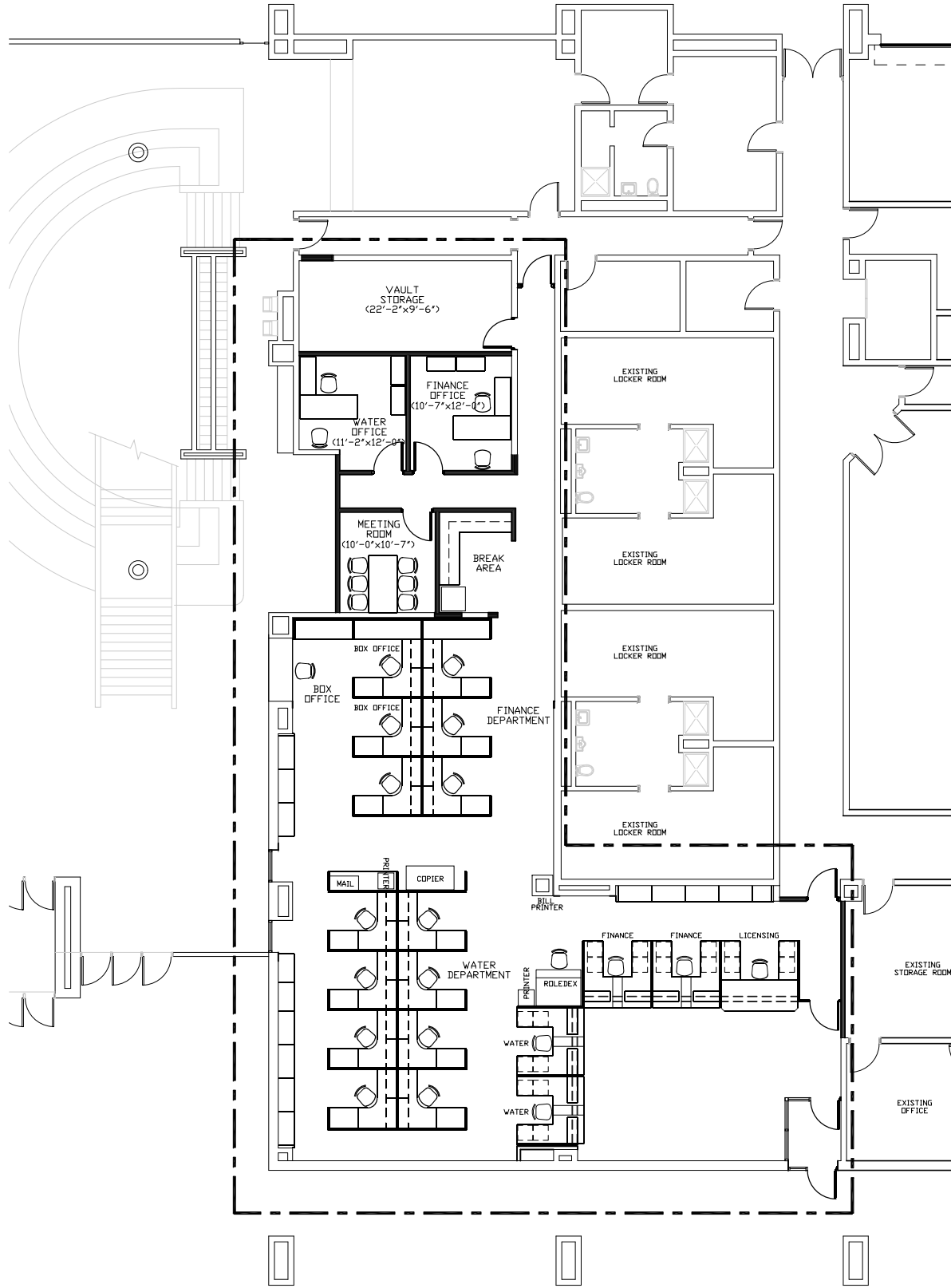
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DEMOLITION PLAN
SCALE: 1/8" = 1'-0"

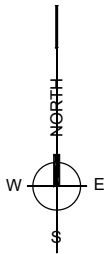
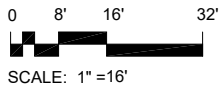


A-2

PROPOSED FLOOR PLAN #3
SCALE: 1/8" = 1'-0"



FIRST FLOOR PROPOSED PLAN #3



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PROJECT NO.	6141
DATE:	01/15/20

DRAWING NO.
A103

1ST FLOOR - PROPOSED PLAN #3

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DEPARTMENT RELOCATION
GARY K. ANDERSON PLAZA DECATUR, ILLINOIS

REVISIONS				DESCRIPTION
NO.	DATE	BY		

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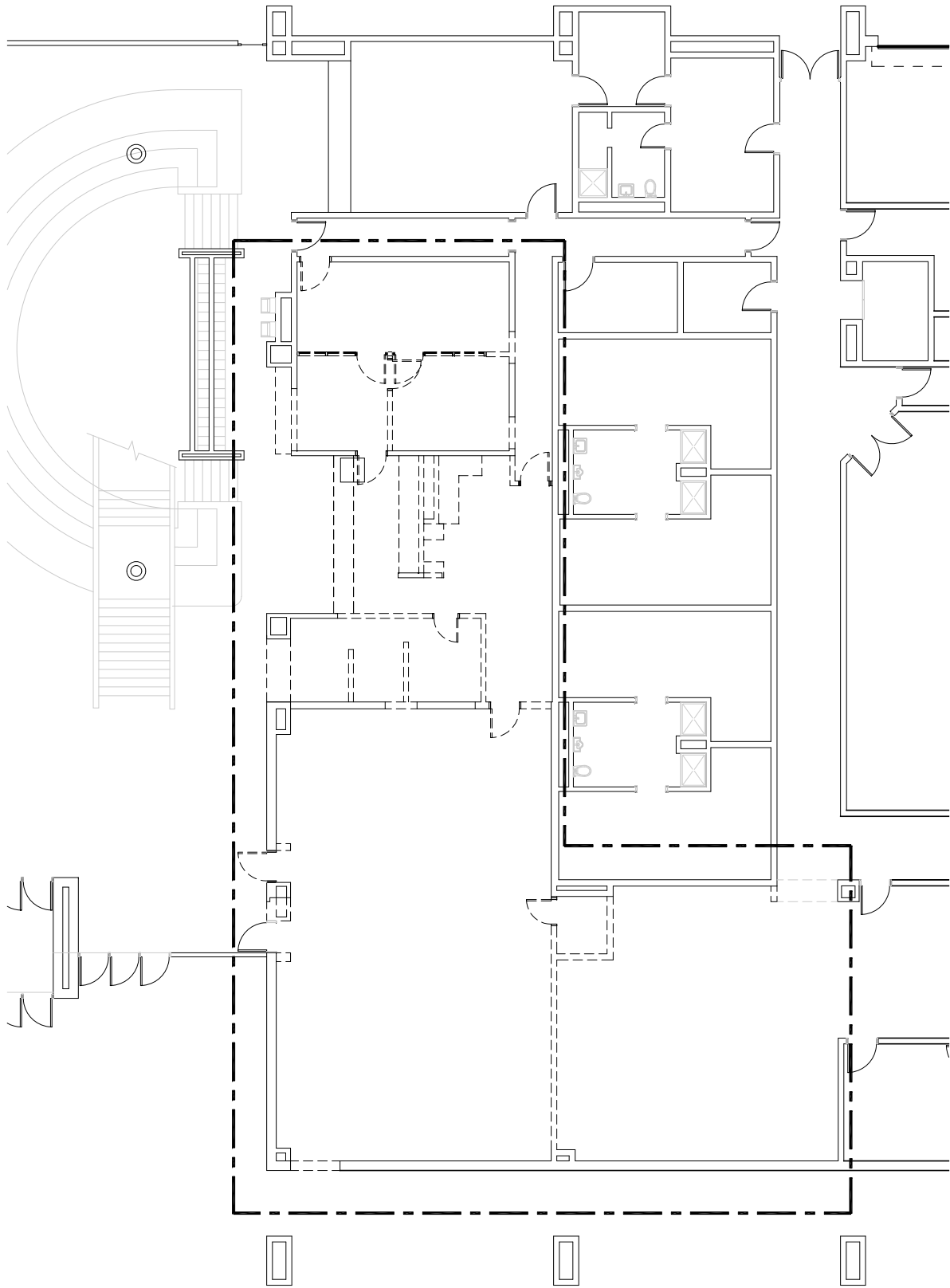
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A-1

DEMOLITION PLAN

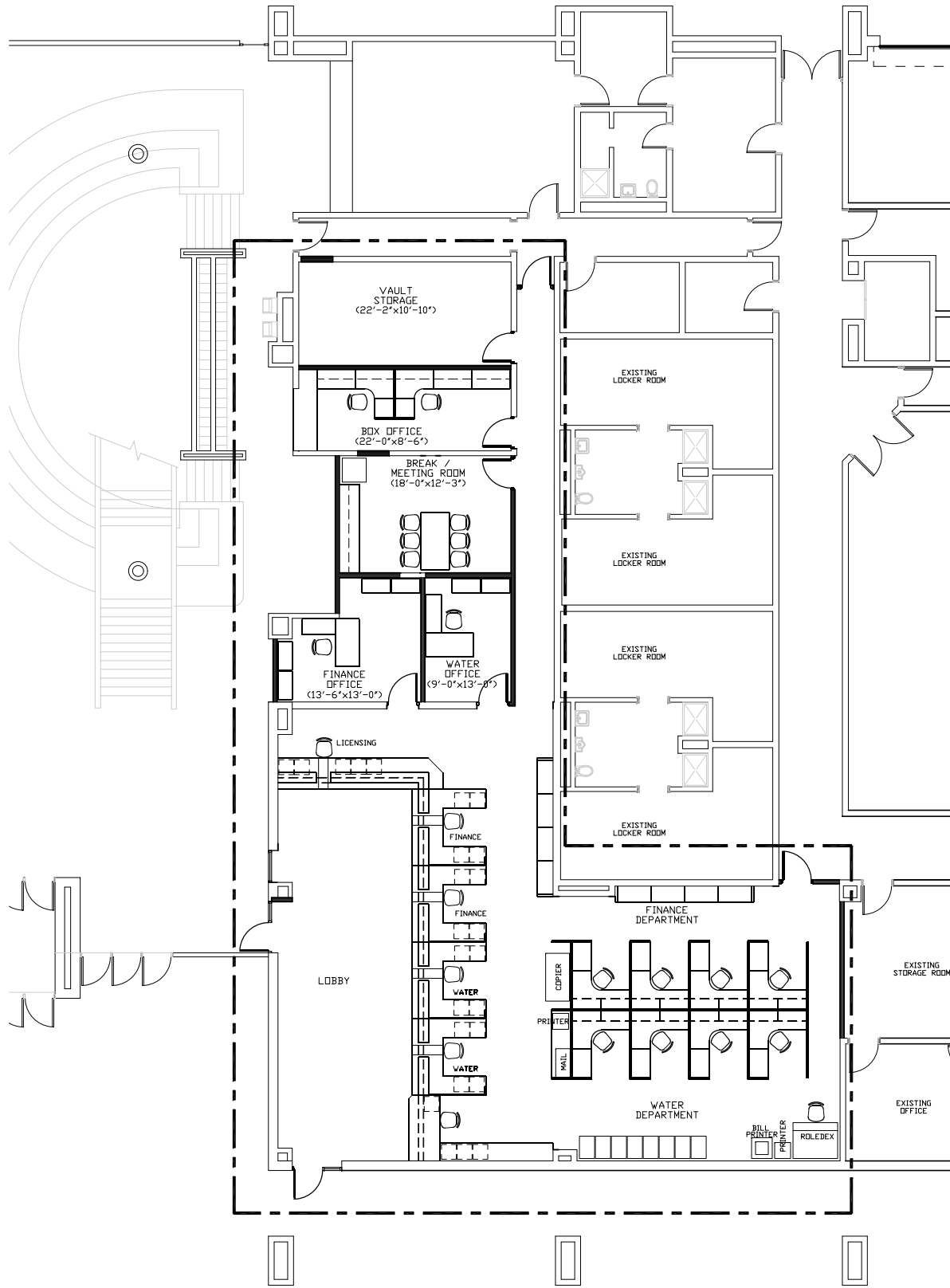
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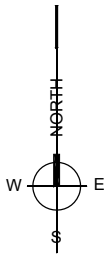
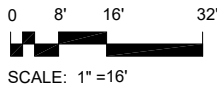
A-2

PROPOSED FLOOR PLAN #4

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



FIRST FLOOR PROPOSED PLAN #4



1ST FLOOR - PROPOSED PLAN #4

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

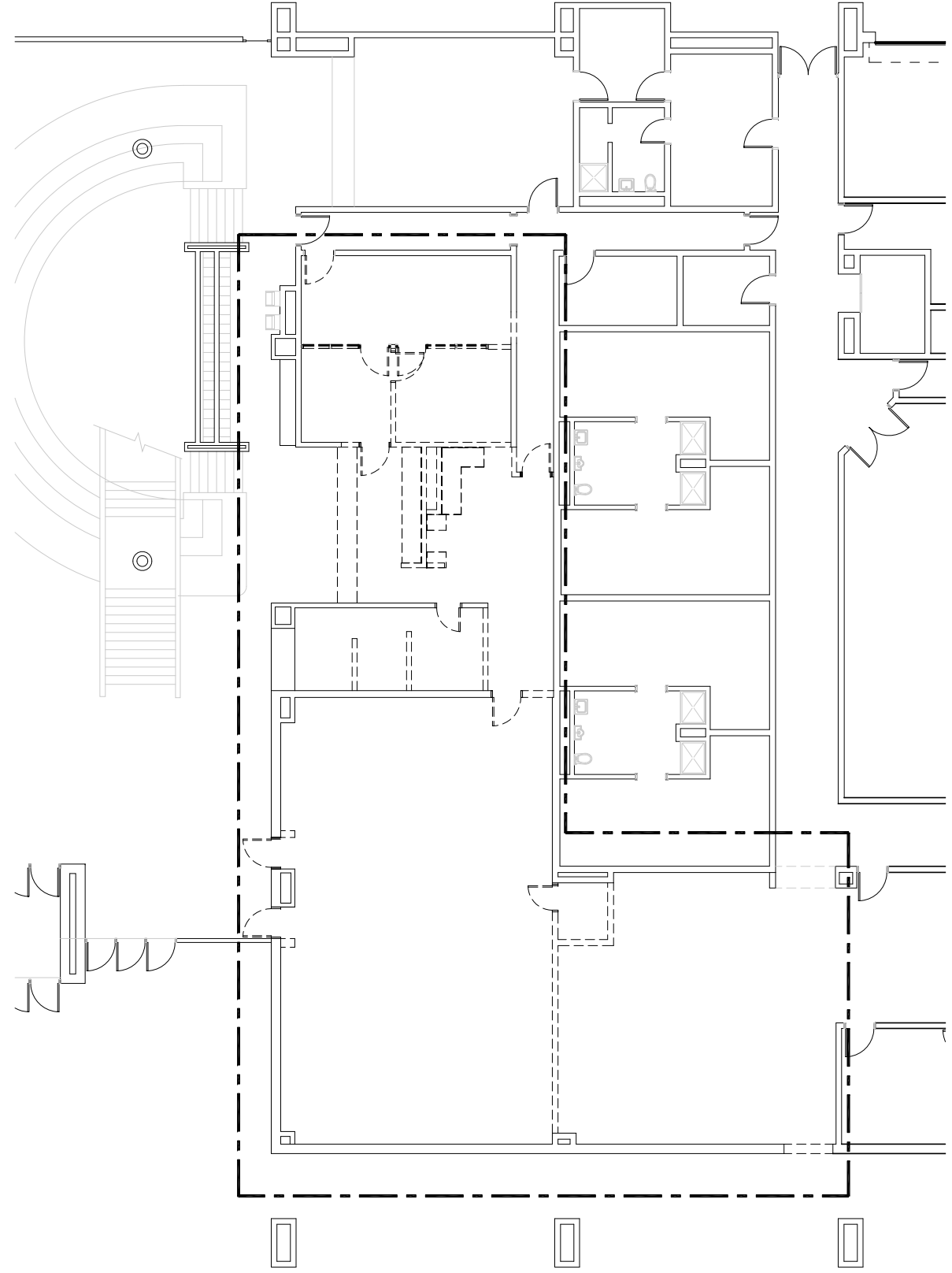
GARY K. ANDERSON PLAZA DECATUR, ILLINOIS

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APPVD BY:	LRL
PROJECT NO.	6141
DATE:	01/15/20

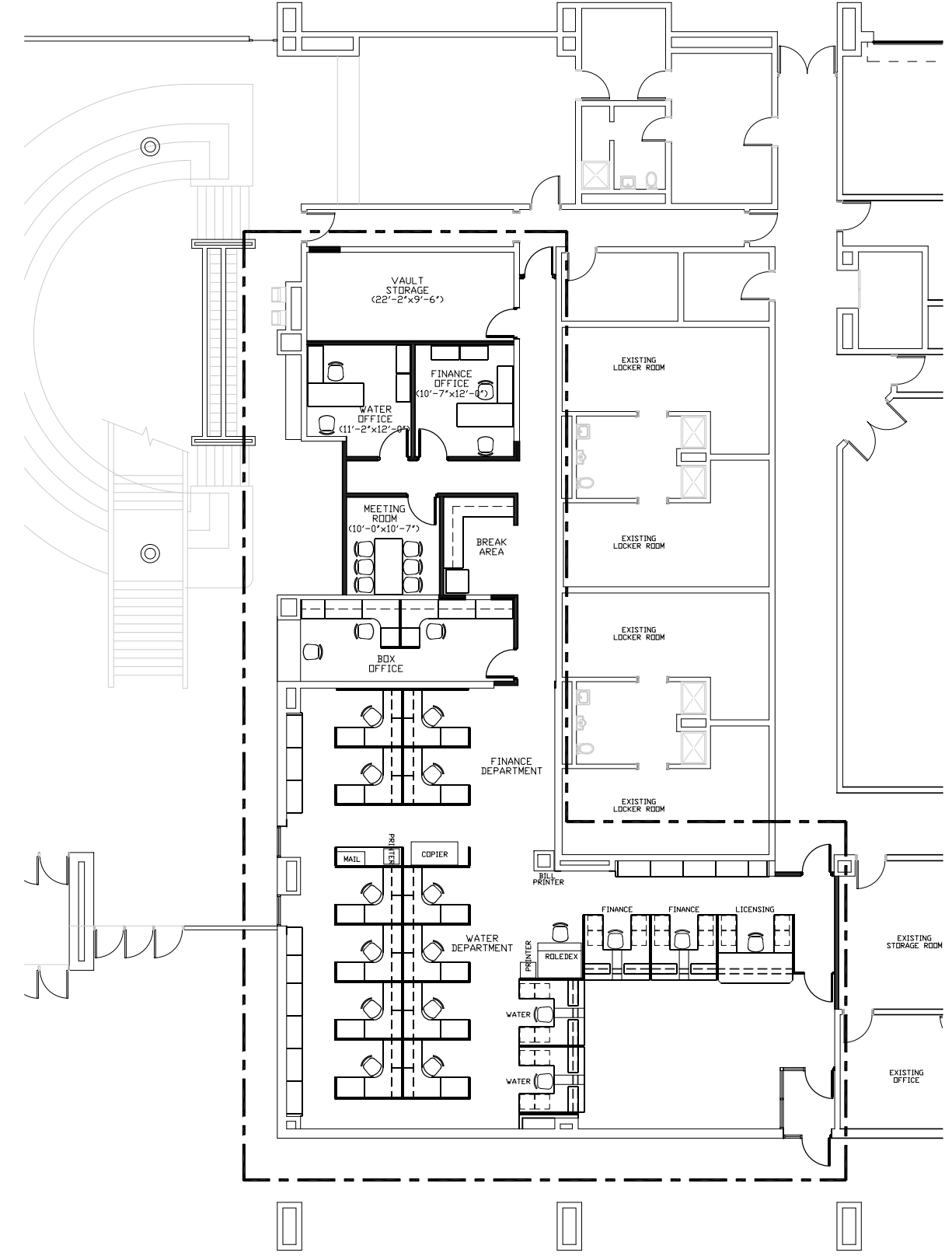
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A104

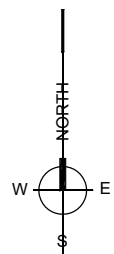
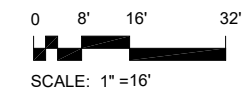
REVISIONS				DESCRIPTION
NO.	DATE	BY		



A-1	DEMOLITION PLAN
	SCALE: 1/8" = 1'-0"



FIRST FLOOR PROPOSED PLAN #5

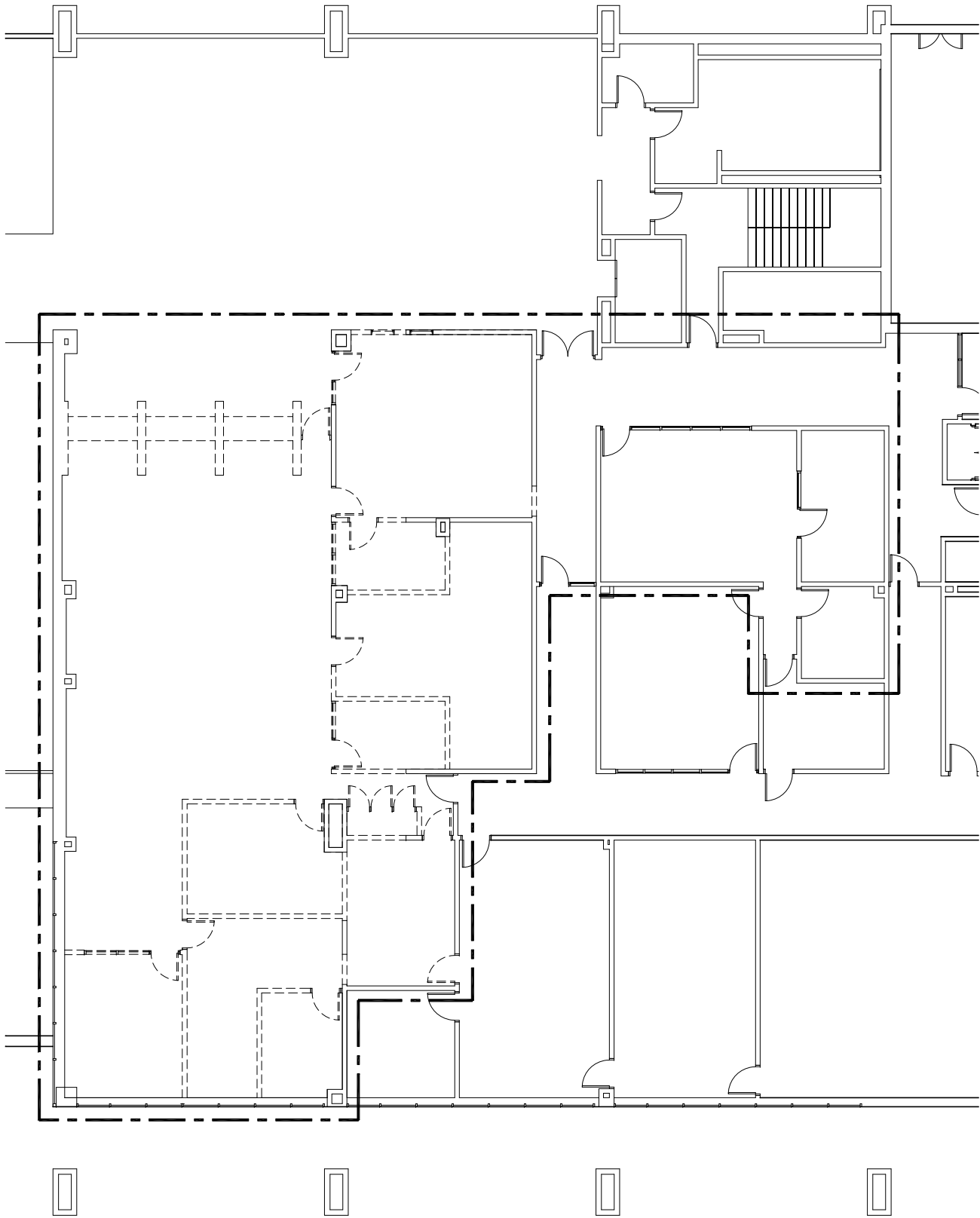


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A-1

DEMOLITION PLAN

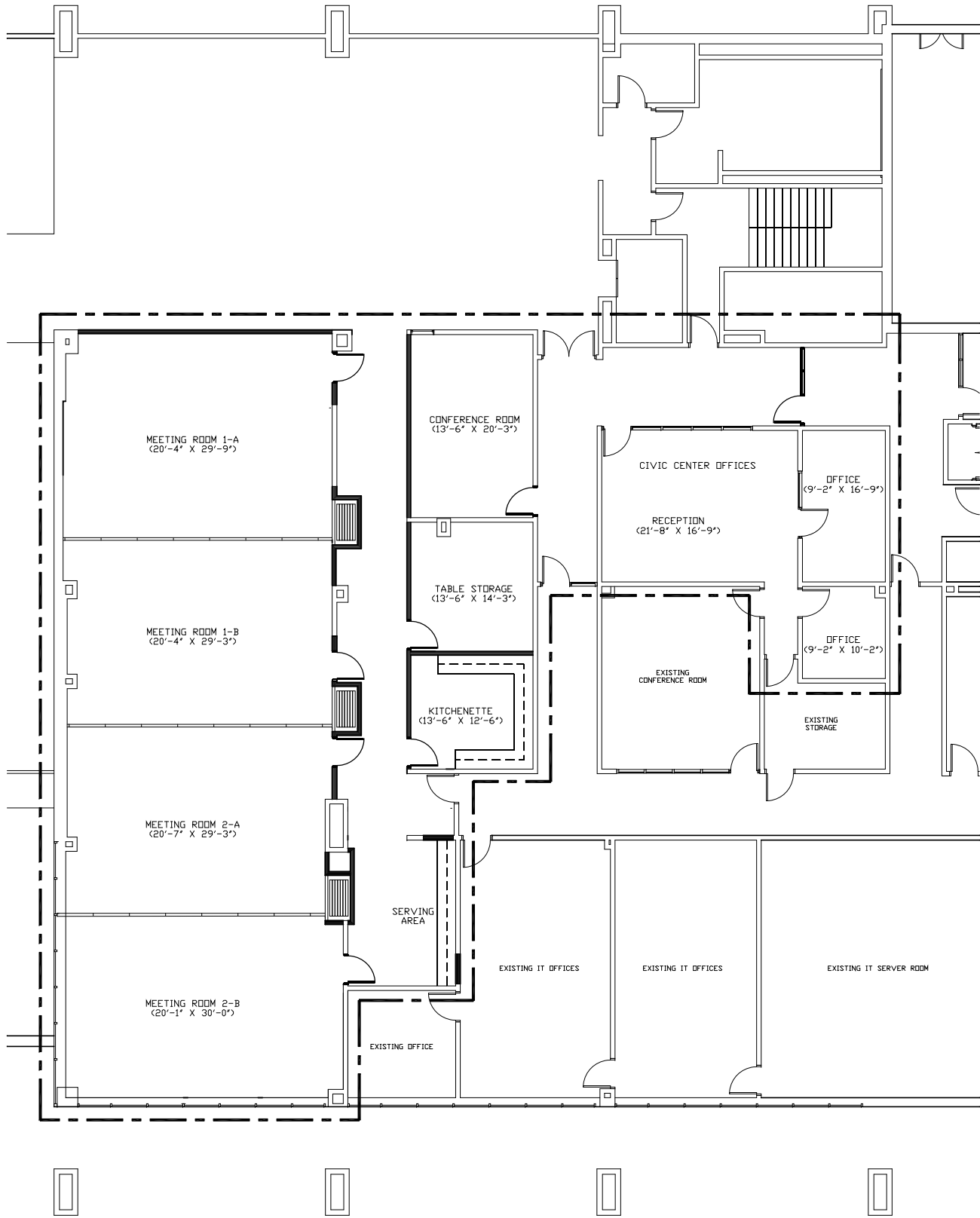
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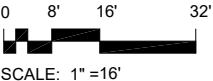
A-2

PROPOSED FLOOR PLAN #1

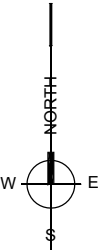
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SECOND FLOOR PROPOSED PLAN #1



SCALE: 1" = 16'



DRAWN BY:	AKJ
CHKD BY:	LRL
APPVD BY:	LRL
PROJECT NO.	6141
DATE:	01/15/20
DRAWING NO.	A106

2ND FLOOR - PROPOSED PLAN #1

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

GARY K. ANDERSON PLAZA DECATUR, ILLINOIS

REVISIONS				DESCRIPTION
NO.	DATE	BY		



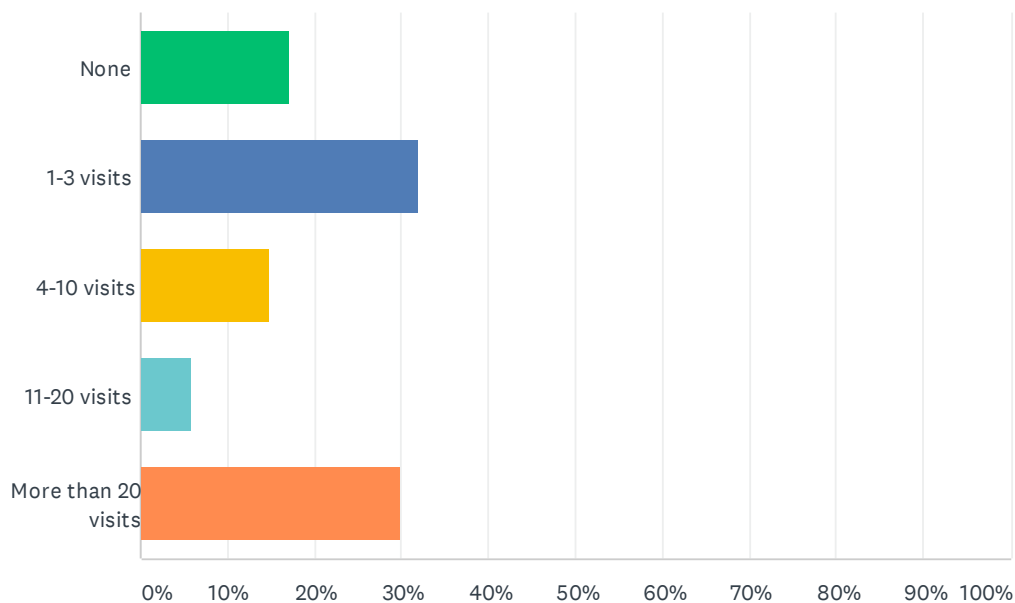
ARCHITECTURAL
EXPRESSIONS, LLP
ARCHITECTS • ENGINEERS

ARCHITECTURAL EXPRESSIONS, LLP
113 ILLINI DRIVE, FORSYTH, IL 62385
PHONE: 217-877-4820 FAX: 217-877-4825
www.aedip.com

ADDENDUM IV

Q1 In the past 3 years, how often have you visited the Decatur Civic Center?

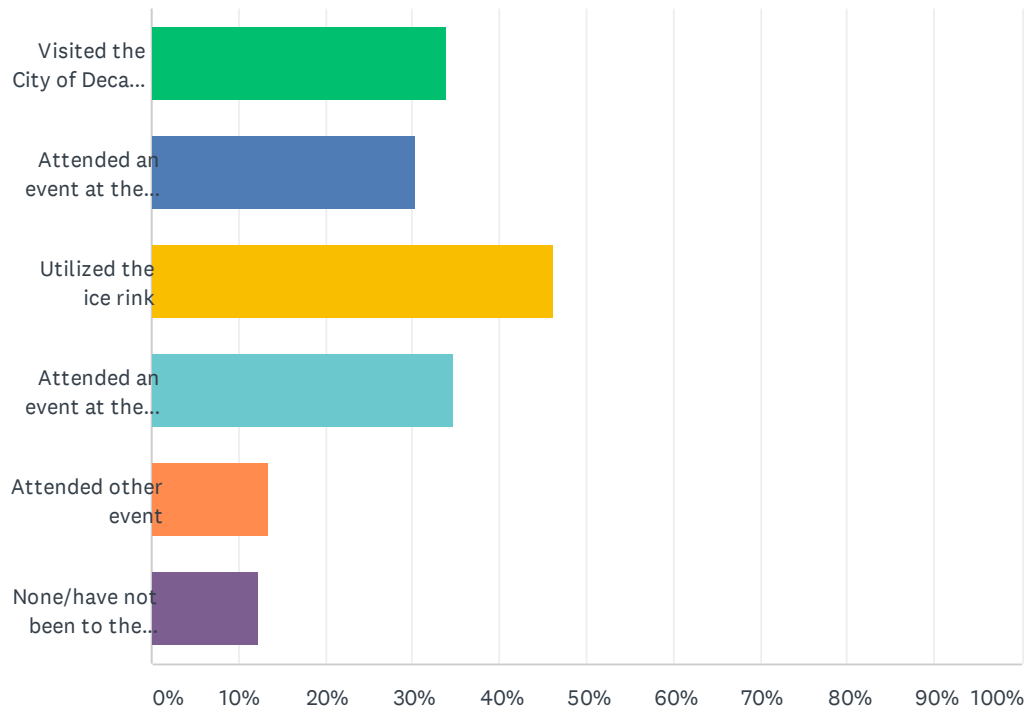
Answered: 570 Skipped: 1



ANSWER CHOICES	RESPONSES	
None	17.19%	98
1-3 visits	32.11%	183
4-10 visits	14.91%	85
11-20 visits	5.79%	33
More than 20 visits	30.00%	171
TOTAL		570

Q2 What activities or events brought you to the Decatur Civic Center in the past few years? (Check all that apply.)

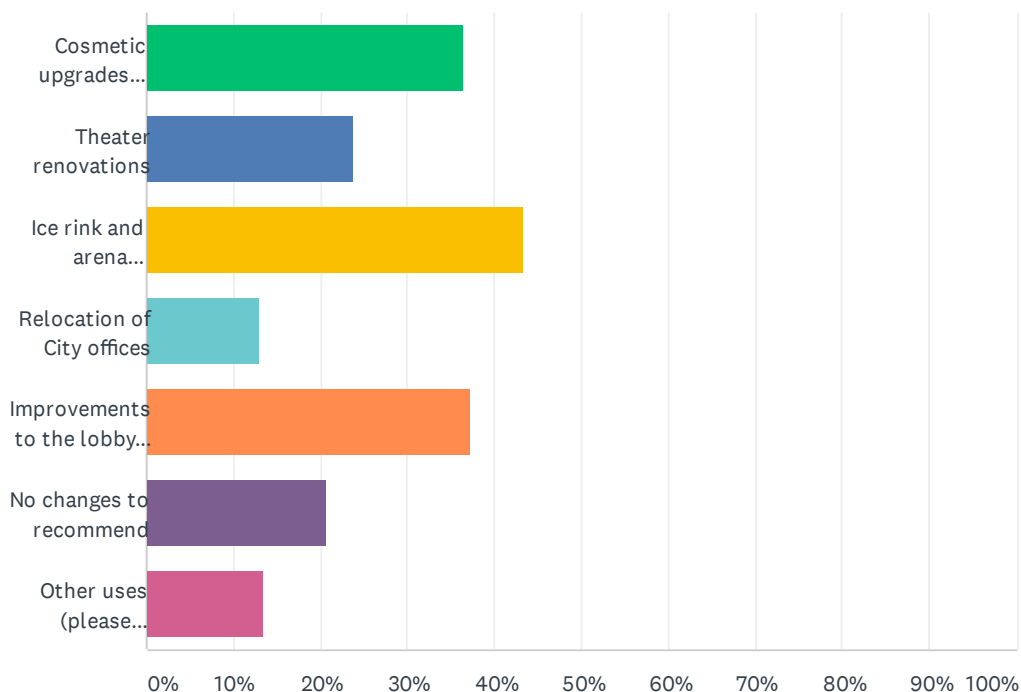
Answered: 559 Skipped: 12



ANSWER CHOICES	RESPONSES	
Visited the City of Decatur offices	33.81%	189
Attended an event at the theater	30.41%	170
Utilized the ice rink	46.15%	258
Attended an event at the arena	34.70%	194
Attended other event	13.42%	75
None/have not been to the Civic Center in the past few years	12.34%	69
Total Respondents: 559		

Q3 What changes and new uses would you like to see at the Decatur Civic Center? (Check all that apply.)

Answered: 533 Skipped: 38



ANSWER CHOICES	RESPONSES	
Cosmetic upgrades throughout	36.40%	194
Theater renovations	23.83%	127
Ice rink and arena renovations	43.34%	231
Relocation of City offices	12.95%	69
Improvements to the lobby area	37.15%	198
No changes to recommend	20.64%	110
Other uses (please specify)	13.32%	71
Total Respondents: 533		

#	OTHER USES (PLEASE SPECIFY)	DATE
1	Concession, sporting events in spring and summer for youth	7/24/2021 6:52 PM
2	Add concession area.	7/22/2021 7:09 AM
3	ice year around	7/21/2021 5:13 PM
4	Concerts, swap meets, farmers markets, pop up shops	7/21/2021 1:23 PM
5	Concerts	7/21/2021 11:43 AM
6	Live concessions instead of vending	7/21/2021 10:00 AM

Decatur Civic Center Survey

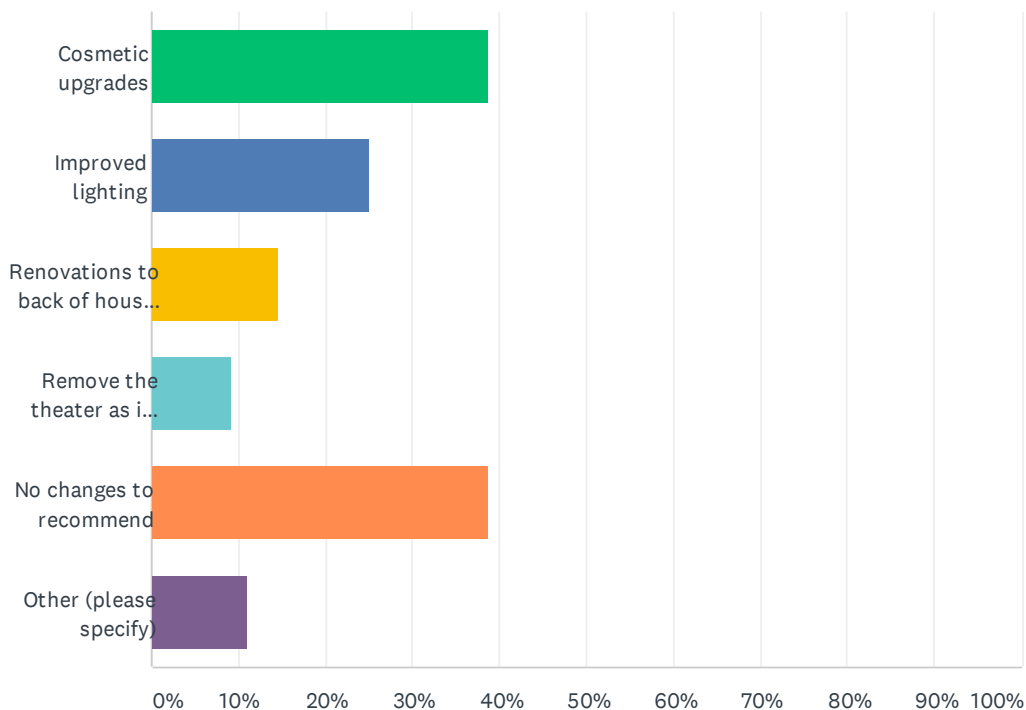
7	Consession	7/21/2021 9:45 AM
8	More events	7/21/2021 8:55 AM
9	Like to see it utilized for entertainment, concerts etc	7/21/2021 6:19 AM
10	Renting conference rooms and arena for events, weddings, baby showers, birthdays etc	7/21/2021 2:20 AM
11	It can't be everything for everyone. You need to define what the real use of the facility he should be.	7/21/2021 12:08 AM
12	More theater or concert options	7/20/2021 10:38 PM
13	Enough seating for large(r) events	7/20/2021 8:37 PM
14	New entrances,slope glaze, and Kalwall.	7/20/2021 8:05 PM
15	Cannabis Dispensary	7/20/2021 6:29 PM
16	Marijuana Dispensary	7/20/2021 6:03 PM
17	It is not a civic center. It is an ice rink and city offices. A swimming pool. A gymnasium.	7/20/2021 5:32 PM
18	Concert venue	7/20/2021 4:04 PM
19	Bring concerts	7/20/2021 3:58 PM
20	More events	7/20/2021 3:54 PM
21	Open the concession back up	7/20/2021 3:39 PM
22	Area for concerts	7/20/2021 3:31 PM
23	Bring back cute festivals like a fall pumpkin festival	7/20/2021 3:26 PM
24	more events that engage the WHOLE community	7/20/2021 3:23 PM
25	It should be updated to todays technology	7/20/2021 2:56 PM
26	Turn events back on	7/20/2021 2:46 PM
27	Concerts again	7/20/2021 2:06 PM
28	Musical, Vendors, food expos, cooking demos, dining options, games, yoga,	7/17/2021 5:35 PM
29	Ways to increase number of events and improved promotion of events	7/16/2021 11:05 AM
30	Bring some comedians into the theater	7/15/2021 7:16 AM
31	Bring in touring acts to see	7/14/2021 8:45 AM
32	Lighten up the dark colors	7/12/2021 11:00 PM
33	Concession stand	7/12/2021 10:28 PM
34	Café, hangout area	7/12/2021 12:05 AM
35	Bring back the snack shop behind the vending machines	7/11/2021 3:26 PM
36	Year round ice rink	7/11/2021 9:05 AM
37	Concessions for the ice rink and theater!	7/11/2021 8:23 AM
38	A reason to visit. Why have a huge empty arena/theater? Look what the Devon is doing	7/11/2021 1:50 AM
39	Concert venue	7/11/2021 1:30 AM
40	Cheaper rent rates for hockey and roller derby	7/11/2021 12:08 AM
41	Live bands like back in the 1980s	7/10/2021 10:58 PM
42	Concerts in arena, ice skating lessons, seasonal shows or festivals that could become yearly tradition	7/10/2021 8:46 PM
43	Make a indoor play area for younger children like infants and toddlers indoor play area	7/10/2021 6:56 PM

Decatur Civic Center Survey

44	Make it bigger and get the offices out which were never supposed to be in there.	7/10/2021 5:14 PM
45	More home and garden events, along with organized food and entertainment events in the winter.	7/10/2021 3:54 PM
46	Make the backstage vibe better shit creepy as hell	7/10/2021 3:10 PM
47	Family friendly activities monthly and suggestion bix for people to give ideas for this. Area where public can have access to computers for personal job search helping kids do research for school. Clubs for adults- art, self care, parenting, crafts, resource area with support in getting in touch with the right people to help open up areas for kid to use in the evening. Think tanks for city problems like recycling water problems so many ideas you could make this really into a civic center with even local drama classes and plays	7/10/2021 2:22 PM
48	Entertainment of all sorts- young and old.	7/10/2021 2:18 PM
49	Entertainment venue	7/10/2021 2:16 PM
50	handicap parking	7/10/2021 12:21 PM
51	Conventions, concerts	7/10/2021 12:20 PM
52	more public events; gun shows, rock and gem, craft shows, job fairs	7/10/2021 11:01 AM
53	My husband HEAVILY utilizes the ice rink and our son will too! Would absolutely love to see more Decatur hockey offerings.	7/10/2021 9:57 AM
54	It depends on what you want the building used for	7/10/2021 8:24 AM
55	Free community events with a focus on civic engagement	7/10/2021 7:47 AM
56	Actually host events. Nothing happens at this building anymore or than city business.	7/9/2021 8:05 PM
57	More community Events.	7/9/2021 7:44 PM
58	Increase the arena seating capacity the ice rink doesn't have enough seating capacity	7/9/2021 5:28 PM
59	Farmers market in spring, fall, winter	7/9/2021 5:02 PM
60	year round ice rink	7/9/2021 4:56 PM
61	Free community services not more for profit nonsense	7/9/2021 3:40 PM
62	Concerts, flea markets or craft shows	7/9/2021 2:43 PM
63	Use the offices for other recreational activities. Theater classes, expand our theater dept operations and ice-skating. Could install trampoline Park on 3rd floor etc. Make it a recreation haven for kids	7/9/2021 1:49 PM
64	Drive up services would be nice!!!!	7/9/2021 1:18 PM
65	More rooms to utilize for rental.	7/9/2021 12:54 PM
66	Better use of space	7/9/2021 11:57 AM
67	Meeting room for book groups and other small organizations.	7/9/2021 11:29 AM
68	Bulldoze it	7/9/2021 11:09 AM
69	Other space for breakout rooms / banquet rooms	7/9/2021 10:54 AM
70	Advertise more	7/9/2021 10:40 AM
71	Uses a warming center or cooling center if the city owned it	7/9/2021 10:37 AM

Q4 What changes would most improve the theater? (Check all that apply.)

Answered: 512 Skipped: 59



ANSWER CHOICES	RESPONSES	
Cosmetic upgrades	38.67%	198
Improved lighting	25.20%	129
Renovations to back of house areas	14.65%	75
Remove the theater as it is not used very much	9.18%	47
No changes to recommend	38.67%	198
Other (please specify)	11.13%	57
Total Respondents: 512		

#	OTHER (PLEASE SPECIFY)	DATE
1	Seats are uncomfortable	7/21/2021 8:26 AM
2	More events and better marketing of the events that are currently there	7/21/2021 12:09 AM
3	More events?	7/20/2021 11:21 PM
4	More utilizing of it in general. Special screenings, local film contests etc	7/20/2021 8:39 PM
5	Cannabis dispensary	7/20/2021 6:30 PM
6	I am not familiar enough to make recommendations	7/20/2021 5:33 PM
7	I've never been to the theater	7/20/2021 4:47 PM
8	E	7/20/2021 4:20 PM

Decatur Civic Center Survey

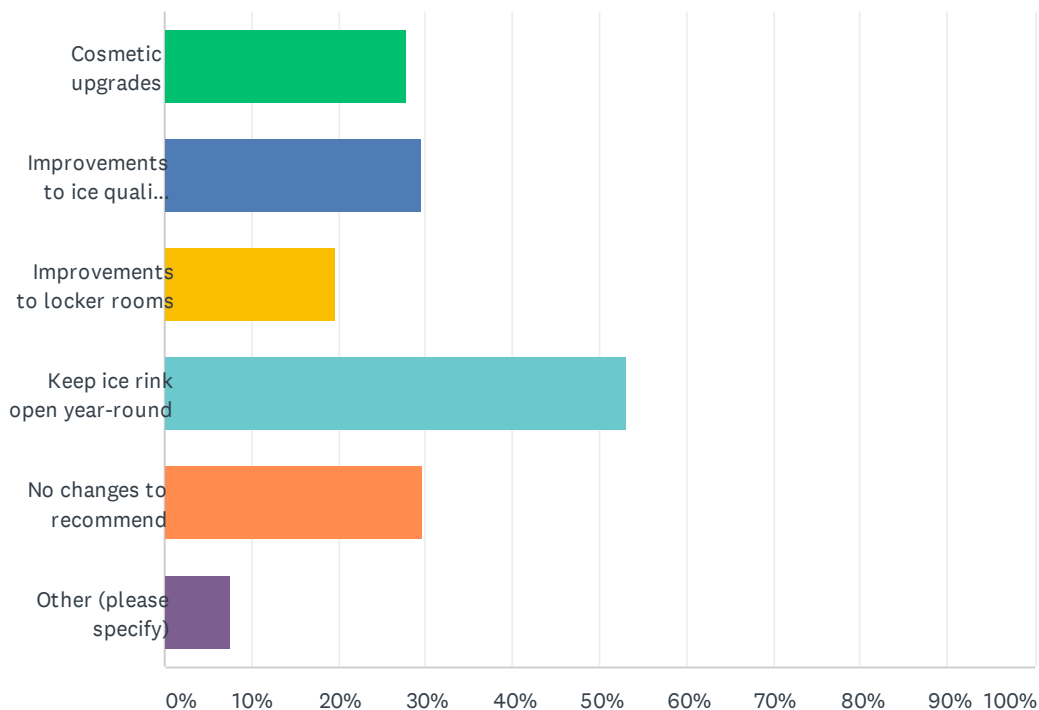
9	Seats	7/20/2021 3:48 PM
10	Change theater into concert venue	7/20/2021 3:32 PM
11	Upgrade seats	7/20/2021 3:26 PM
12	Reasons for attending theater	7/20/2021 3:23 PM
13	Concerts	7/20/2021 2:06 PM
14	Using it!	7/19/2021 6:37 PM
15	Kid shows, Disney, circus type, ballet, Theatre 7, poetry night, Christmas pageant, game night,	7/17/2021 5:37 PM
16	More accessible seating stairs are steep and many can not walk them	7/16/2021 11:07 AM
17	The seats were made for much smaller people. They need to be larger and spaced apart a little bit.	7/15/2021 7:22 PM
18	Don't have enough insight to comment	7/15/2021 7:48 AM
19	More theater and show events	7/14/2021 11:32 AM
20	Don't remove it!!! It's a wonderful venue	7/14/2021 8:45 AM
21	Upgrade seating	7/13/2021 2:29 PM
22	Sound, locker rooms, new hockey equipment	7/12/2021 11:50 PM
23	new seating	7/12/2021 5:31 PM
24	more events and more variety	7/11/2021 10:49 PM
25	Attract events to utilize Civic center especially during the winter months	7/11/2021 11:25 AM
26	More shows	7/11/2021 11:00 AM
27	Recovered seats	7/11/2021 8:23 AM
28	Add room for concerts	7/11/2021 1:30 AM
29	No idea there was a theater...	7/11/2021 12:11 AM
30	Don't care about the theater	7/10/2021 10:34 PM
31	New seats	7/10/2021 6:32 PM
32	Sound system	7/10/2021 4:33 PM
33	New seats	7/10/2021 3:35 PM
34	More ice time	7/10/2021 3:20 PM
35	Seating	7/10/2021 3:14 PM
36	Area for seniors that is close to the top of the theater. Knee and hip problems need less angles and more room for knees.	7/10/2021 2:23 PM
37	A way for the green room door at the lobby to be locked while still allowing performers to enter and exit through it. Right now people just walk in through the door trying to get into the theater	7/10/2021 1:54 PM
38	Better pricing	7/10/2021 12:19 PM
39	Make handicap seating better	7/10/2021 12:17 PM
40	local music and chorale groups, shows for kids, speakers or lectures on things relevant to community interests	7/10/2021 11:07 AM
41	I don't attend theater often	7/10/2021 11:06 AM
42	Better spec'd sound and professions to run it.	7/10/2021 10:46 AM
43	You could remove the theater but what would you do with space	7/10/2021 8:26 AM
44	improved sound system, repair monitors in dressing rooms, sound suppression in green room,	7/9/2021 10:28 PM

Decatur Civic Center Survey

	fix water fountain in green room! Hasn't worked for 10 yrs!	
45	Remove the theater or make it more relevant	7/9/2021 8:05 PM
46	Use the theater to have shows	7/9/2021 6:42 PM
47	Improve seating	7/9/2021 5:38 PM
48	Allowing free use of the space to citizens	7/9/2021 3:40 PM
49	Bring more theater stuff in	7/9/2021 1:01 PM
50	Some way to make it less detrimental to people that are prone to dizziness.	7/9/2021 12:56 PM
51	Bring in more theatre performances	7/9/2021 12:50 PM
52	The theater is great!! Don't do a thing!	7/9/2021 11:41 AM
53	Should be larger to attract bigger acts such as those that go to Effingham and Springfield.	7/9/2021 11:32 AM
54	More seats in theater.	7/9/2021 11:29 AM
55	A little heat in ice areana and concession	7/9/2021 11:25 AM
56	City does not have the money to change anything	7/9/2021 10:51 AM
57	The seating area is to steep. More room between rows.	7/9/2021 10:15 AM

Q5 What changes would most improve the ice rink? (Check all that apply.)

Answered: 496 Skipped: 75



ANSWER CHOICES	RESPONSES	
Cosmetic upgrades	27.82%	138
Improvements to ice quality (refrigeration and HVAC upgrades)	29.44%	146
Improvements to locker rooms	19.76%	98
Keep ice rink open year-round	53.23%	264
No changes to recommend	29.64%	147
Other (please specify)	7.46%	37
Total Respondents: 496		

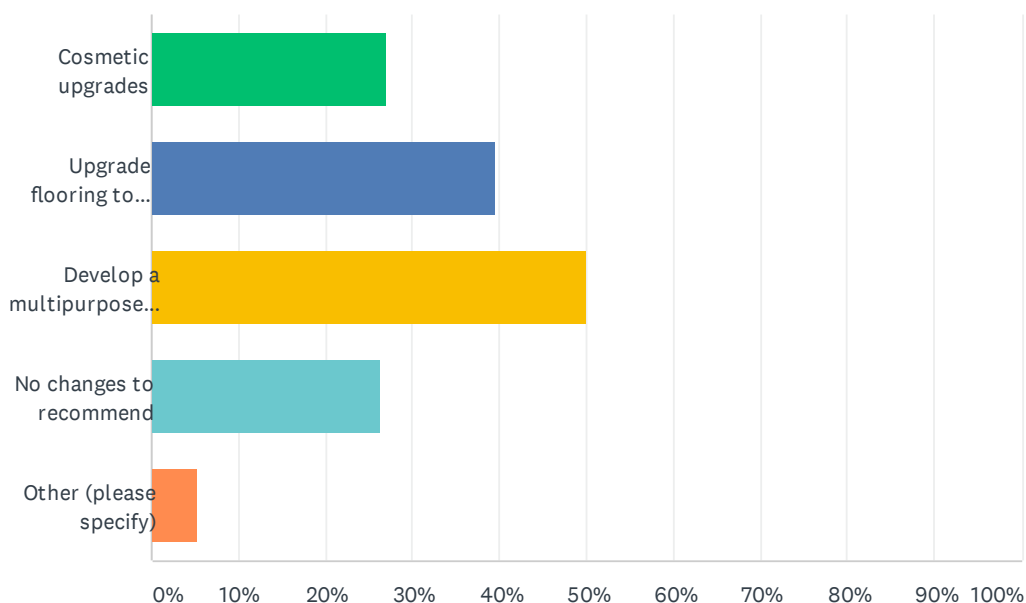
#	OTHER (PLEASE SPECIFY)	DATE
1	Have open ice, stick puck, host tournaments	7/24/2021 6:53 PM
2	New boards and glass	7/22/2021 12:20 AM
3	More promotions of the ice-skating. I am not sure many people are as aware of that option as they could be	7/21/2021 12:09 AM
4	The ability to quickly change out the floor for other events even if the ice rink is up	7/20/2021 8:40 PM
5	Paint the beams that are peeling, new rink, boards, glass, and new game clock that doesn't short out.	7/20/2021 8:09 PM
6	Never been to the ice rink	7/20/2021 4:48 PM
7	Utilize the ice time more efficiently. For instance, have more stick & puck sessions.	7/20/2021 3:43 PM

Decatur Civic Center Survey

8	more events for ALL members of our community	7/20/2021 3:23 PM
9	Lessons	7/19/2021 6:38 PM
10	Heating in the stands...	7/16/2021 6:16 PM
11	My son played hockey beginning at age 4 when the CC ice opened. It has been a LONG time since I was in locker rooms, but the last time I was in one, it could have been a little larger. Would LOVE for the heat to be put back on during games as it was the first few years the rink was open. Really help the schools understand that they could bring students to the rink for PE. As the principle at Milligan Academy which was essentially across the street by the AVON theatre, brought my students once a week. These were suspended/expelled students who developed so much self-confidence in themselves from having this opportunity, it was unbelievable. So many went with the attitude "I can't" and ended the season believing they have become Olympic contenders! We appreciated the assistance from George and other guards who helped them achieve the unachievable!!!	7/15/2021 7:27 PM
12	to much cost	7/15/2021 1:38 AM
13	Expand seating and access to lockers and hockey benches.	7/13/2021 5:51 PM
14	keep it open year round!!!!	7/12/2021 9:39 PM
15	Offer concessions	7/12/2021 7:54 AM
16	I did not know there was a ice rink.	7/11/2021 10:49 PM
17	New- Additional Rubber tiles for skaters to walk on, lobby and locker room/hall area	7/11/2021 12:12 PM
18	Better advertising letting people know it's available	7/11/2021 11:27 AM
19	Scoreboard and sound system upgrades	7/11/2021 9:06 AM
20	Concessions available, a couple of tables available	7/11/2021 8:24 AM
21	?	7/10/2021 11:16 PM
22	Ice all year round is key	7/10/2021 10:35 PM
23	and offer lessons and shows to build interest	7/10/2021 8:47 PM
24	Keep ice longer but I don't think year-round would be viable	7/10/2021 3:21 PM
25	Replace hallway tiles between locker rooms and arena	7/10/2021 2:55 PM
26	Never been	7/10/2021 2:44 PM
27	Concession stand	7/10/2021 2:25 PM
28	Find a way to easier utilize the arena while ice is down.	7/10/2021 2:02 PM
29	better supervision, more kid friendly such as longer daytime hours	7/10/2021 11:08 AM
30	Maybe add summer ice	7/10/2021 9:00 AM
31	Open for b ice skating during the summer, but reopen Fairview ice drink in the winter. Then use the civic center to focus on hockey during the winter months.	7/9/2021 8:07 PM
32	Permanently close it	7/9/2021 7:52 PM
33	Keep ice all year	7/9/2021 7:23 PM
34	Bring in a figure skating program	7/9/2021 1:01 PM
35	Remove the ice rink	7/9/2021 12:03 PM
36	Concessions	7/9/2021 11:26 AM
37	City does not have the money to pay for anything	7/9/2021 10:52 AM

Q6 What changes would most improve the arena (which is available during warmer weather months when the ice rink is closed)? (Check all that apply.)

Answered: 476 Skipped: 95



ANSWER CHOICES	RESPONSES	
Cosmetic upgrades	26.89%	128
Upgrade flooring to allow quicker conversions from ice to dry-floor events	39.50%	188
Develop a multipurpose room that would provide greater flexibility for events when ice rink is in use	50.00%	238
No changes to recommend	26.26%	125
Other (please specify)	5.25%	25
Total Respondents: 476		

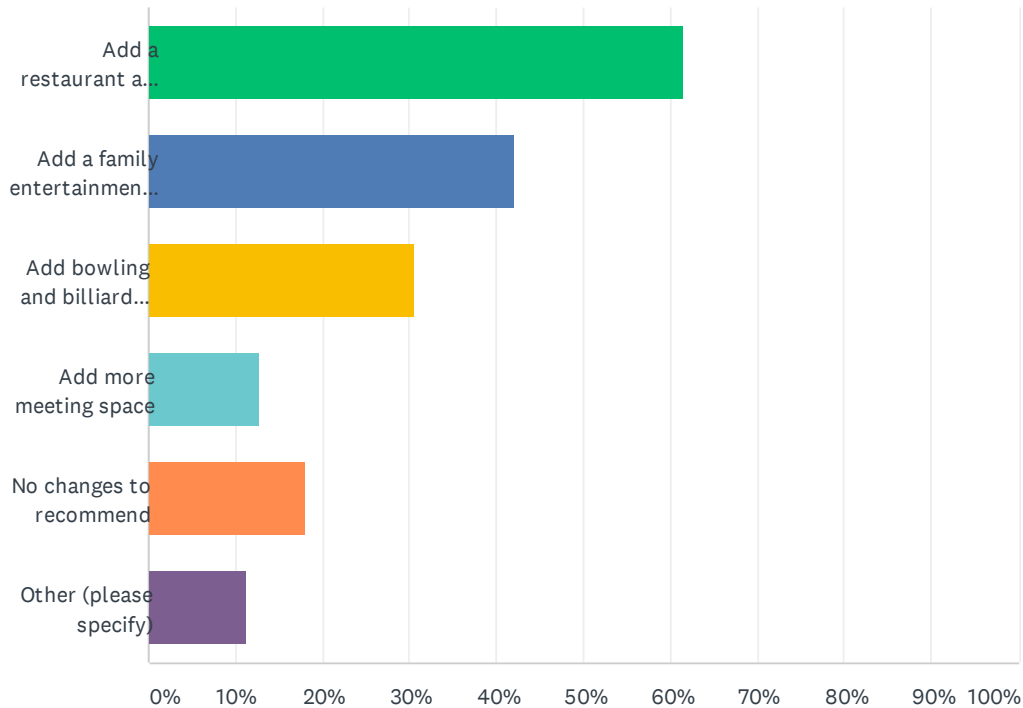
#	OTHER (PLEASE SPECIFY)	DATE
1	Have ice available year round.	7/25/2021 10:56 AM
2	Hold other sporting events	7/24/2021 6:54 PM
3	too much waste of money	7/24/2021 3:39 AM
4	Combine with ice rink allow for a larger arena space	7/20/2021 8:46 PM
5	More programs like book sales, swaps etc	7/20/2021 5:20 PM
6	Concert venue	7/20/2021 4:05 PM
7	updates to pipe and drape system-outdated	7/20/2021 12:11 PM
8	Make it possible to change either in winter or summer months to host concerts for large groups to attend.	7/15/2021 7:28 PM
9	Bring in more events like you used to, quilt shows and such	7/15/2021 7:18 AM

Decatur Civic Center Survey

10	I have never been in the arena so more advertising of events.	7/11/2021 10:50 PM
11	Ability to hold concerts	7/11/2021 11:43 AM
12	Prefer to keep ice year round	7/11/2021 8:25 AM
13	Keep the ice year round	7/11/2021 2:10 AM
14	More roller derby	7/11/2021 12:10 AM
15	Keep ice rink all year	7/10/2021 9:22 PM
16	Bring more family friendly concerts	7/10/2021 8:35 PM
17	New folding chairs for large events	7/10/2021 3:36 PM
18	Better lighting	7/10/2021 2:39 PM
19	Ice year round	7/10/2021 2:25 PM
20	Increase seating capacity	7/9/2021 7:53 PM
21	Year round ice	7/9/2021 5:29 PM
22	Free community events only	7/9/2021 3:41 PM
23	Drive up services	7/9/2021 1:20 PM
24	Bring back catering and more arena events	7/9/2021 1:02 PM
25	The city does not have the money for anything	7/9/2021 10:53 AM

Q7 Beyond the theater, ice rink, and arena, what other facilities or experiences should be added to the Decatur Civic Center? (Check all that apply.)

Answered: 473 Skipped: 98



ANSWER CHOICES	RESPONSES	
Add a restaurant and bar	61.52%	291
Add a family entertainment center with arcade games	42.07%	199
Add bowling and billiard tables	30.44%	144
Add more meeting space	12.68%	60
No changes to recommend	17.97%	85
Other (please specify)	11.21%	53
Total Respondents: 473		

#	OTHER (PLEASE SPECIFY)	DATE
1	Bounce houses	7/25/2021 11:12 AM
2	cut staff and salaries	7/24/2021 3:39 AM
3	See previous ideas	7/21/2021 1:23 PM
4	Concessions for hockey and theater	7/21/2021 10:02 AM
5	Utilize as a concert venue when the Devon is closed	7/21/2021 6:21 AM
6	There definitely needs to be a reason to go there. Aside from large events, there is no reason to go there.	7/21/2021 12:10 AM

Decatur Civic Center Survey

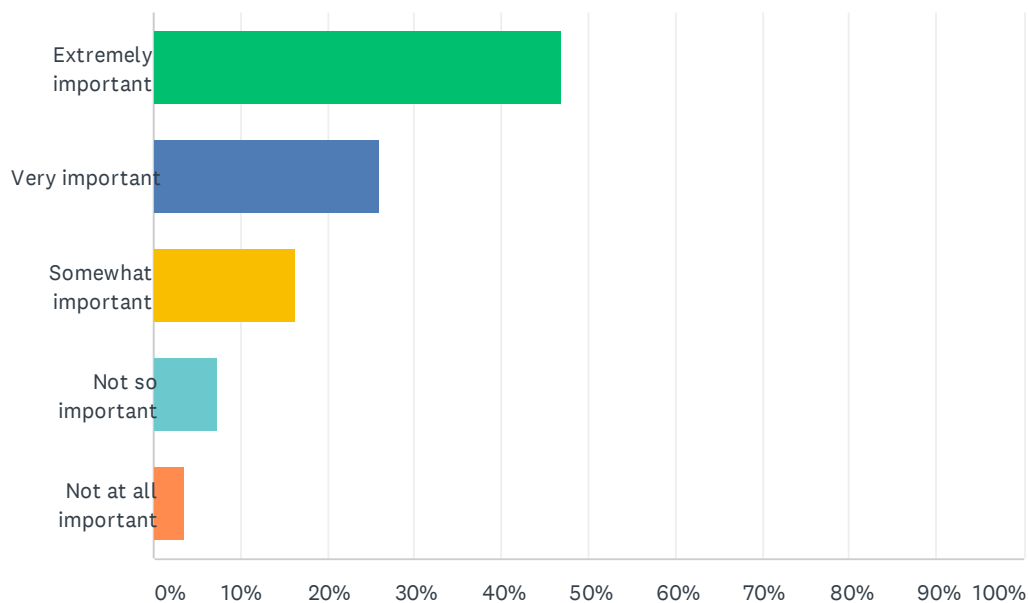
7	Coffee shop	7/20/2021 10:41 PM
8	Meeting space should be free/public with reservation	7/20/2021 8:47 PM
9	Resources for things to do, places to live, and places to work	7/20/2021 6:53 PM
10	Cannabis dispensary and lounge	7/20/2021 6:31 PM
11	Marijuana Dispensary	7/20/2021 6:05 PM
12	Swimming pool. Gymnastic area.	7/20/2021 5:34 PM
13	Swaps, business shows, etc	7/20/2021 5:21 PM
14	All genres of concerts	7/20/2021 4:00 PM
15	more concerts	7/20/2021 3:42 PM
16	more year round activities, more time availability to do so, less costs associated with going to reach out poverty stricken community	7/20/2021 3:24 PM
17	concerts	7/16/2021 8:51 PM
18	Concessions for Games/Events/Open Skating	7/16/2021 6:17 PM
19	Concession stand for at least weekends and special events	7/16/2021 11:09 AM
20	Do NOT add any more video games!!!!!! Some place where one could obtain something to eat and drink other than vending machines would be nice -- there used to be a little snack shop over by the ticket booth. You might look at a small restaurant on second floor at the top of the stairs or just to the left. Could be a money-maker. I would be a little careful with the bar since I'm quite familiar with how the hockey crowd and get swept away!! Trust me!	7/15/2021 7:31 PM
21	No arcade games specifically but a family entertainment center could be very helpful	7/15/2021 11:49 AM
22	Concession stand during events	7/12/2021 8:23 AM
23	Perhaps community nights, example game night, etc.	7/11/2021 10:51 PM
24	Open the other concession again. The original concession behind the vending machines	7/11/2021 12:03 PM
25	Concert area	7/11/2021 1:31 AM
26	Homeless people with signs hub. It would be huge.	7/11/2021 12:13 AM
27	Ping pong...you can't that at most places	7/11/2021 12:12 AM
28	more parking	7/10/2021 10:57 PM
29	indoor swimming pool and could host meets	7/10/2021 8:49 PM
30	Concessions	7/10/2021 7:04 PM
31	Bring sports events to the Civic Center...basketball tournaments, etc	7/10/2021 6:46 PM
32	Book more acts...comedians, music	7/10/2021 4:35 PM
33	More family oriented that's not to expensive for a family to attend	7/10/2021 2:45 PM
34	Only agree to adding anything if ice is not removed	7/10/2021 2:40 PM
35	Add a pro shop and get someone who can properly sharpen skates.	7/10/2021 2:40 PM
36	Theater entertainment. Country music, etc. Lectures .	7/10/2021 2:20 PM
37	The city should not be in business to open a restaurant	7/10/2021 12:49 PM
38	Increase venue attractiveness so we can attend events there	7/10/2021 11:55 AM
39	Provide a full functioning cafeteria area	7/10/2021 11:31 AM
40	internet café, veterans center	7/10/2021 11:19 AM
41	If the civic center were more family activity friendly we'd absolutely visit!	7/10/2021 9:58 AM

Decatur Civic Center Survey

42	More noncommercial seating space, somewhere you could do brown bag lunches, I w a friend, for example	7/10/2021 1:01 AM
43	Improve the box office staffing during events.	7/9/2021 10:30 PM
44	Host collectable shows. Flea markets or any other type of convention to draw a crowd.	7/9/2021 8:09 PM
45	Level the place and put in a baseball stadium..	7/9/2021 7:54 PM
46	If you're going to bring in business like those mentioned, offer the space and opportunities to locally owned businesses that may be struggling. Create a.m incubator for small shops, agencies, business. Offer office space to local non-profits, especially those offering human services - one-stop "shopping", especially helpful for people with disabilities, families and child services, e.t.c. ,	7/9/2021 7:25 PM
47	Open more for no charge craft events and other things tjat would draw the people of decatur to.	7/9/2021 5:13 PM
48	Free community events and services	7/9/2021 3:41 PM
49	Bring back concession stand	7/9/2021 1:02 PM
50	Coffee shop	7/9/2021 12:51 PM
51	No Bar!!	7/9/2021 11:42 AM
52	Hire more police	7/9/2021 10:54 AM
53	More parking if you add more entertainment	7/9/2021 10:41 AM

Q8 How important is it to you that the City maintain the Decatur Civic Center as a place for community gatherings, entertainment, and private events?

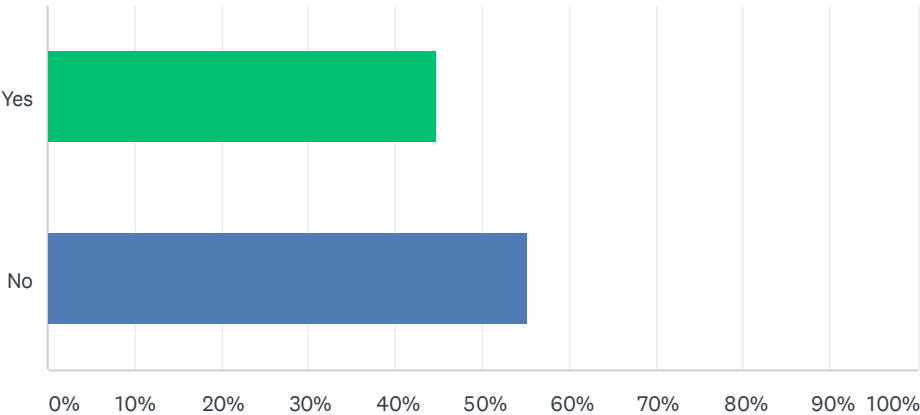
Answered: 480 Skipped: 91



ANSWER CHOICES	RESPONSES	
Extremely important	46.88%	225
Very important	26.04%	125
Somewhat important	16.25%	78
Not so important	7.29%	35
Not at all important	3.54%	17
TOTAL		480

Q9 Should a hotel be added adjacent to the Civic Center?

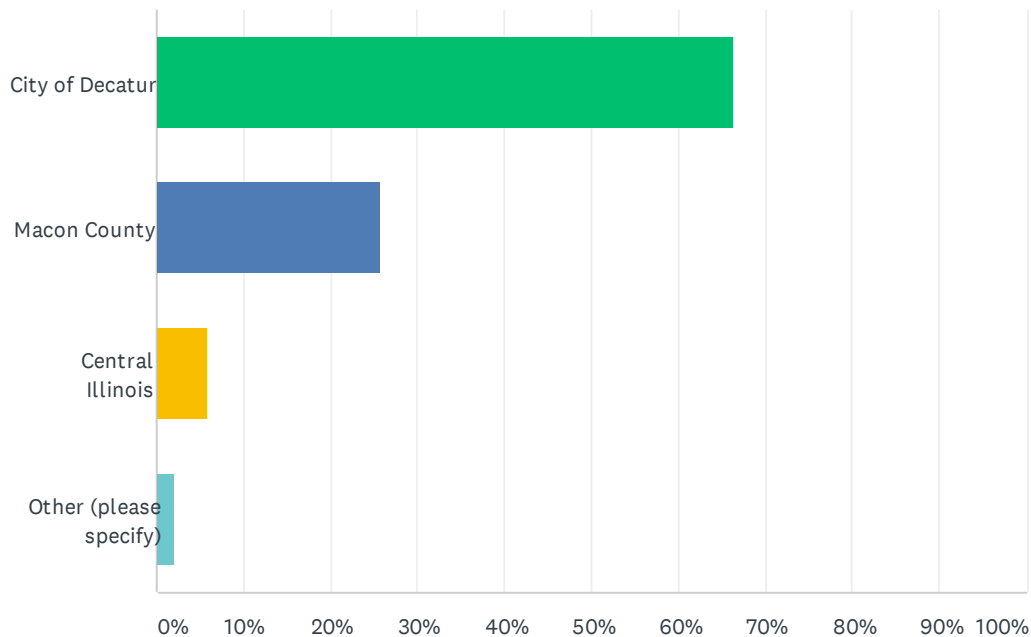
Answered: 477 Skipped: 94



ANSWER CHOICES		RESPONSES	
Yes		44.86%	214
No		55.14%	263
TOTAL			477

Q10 Where do you live?

Answered: 481 Skipped: 90

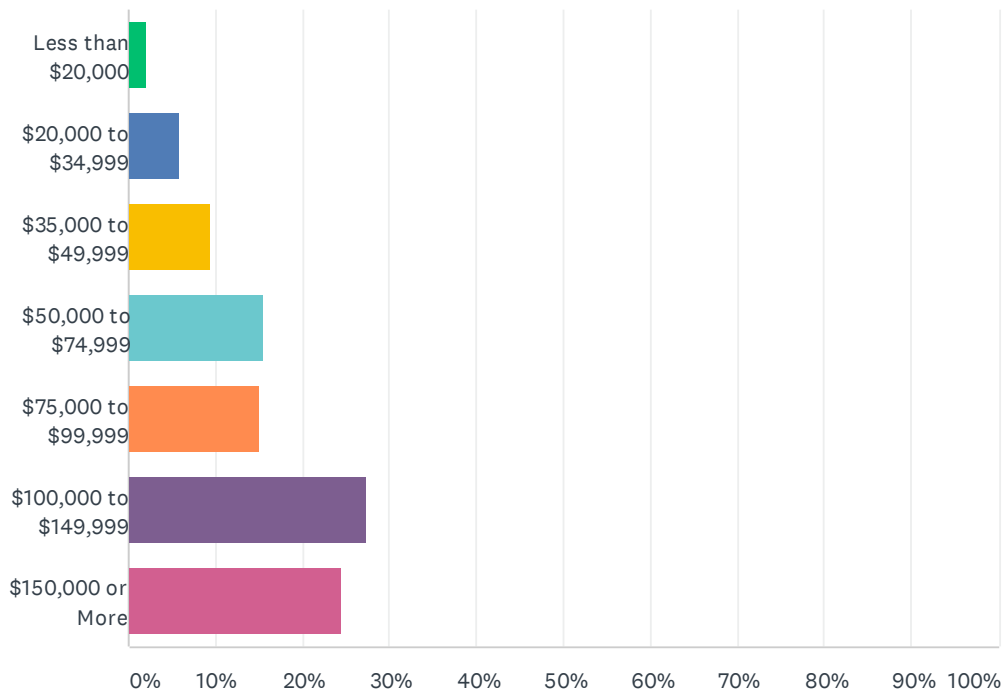


ANSWER CHOICES	RESPONSES	
City of Decatur	66.32%	319
Macon County	25.78%	124
Central Illinois	5.82%	28
Other (please specify)	2.08%	10
TOTAL		481

#	OTHER (PLEASE SPECIFY)	DATE
1	Piatt County	7/22/2021 9:32 AM
2	.	7/21/2021 10:02 AM
3	Rapid City South Dakota	7/20/2021 4:55 PM
4	Mt Zion	7/13/2021 1:23 PM
5	Clinton illinois	7/12/2021 11:52 PM
6	Mattoon	7/12/2021 8:46 PM
7	Mount Zion	7/12/2021 8:16 PM
8	Mt Zion IL	7/11/2021 9:08 AM
9	Piatt County	7/11/2021 9:01 AM
10	Heyworth	7/10/2021 9:24 AM

Q11 What is your total household income?

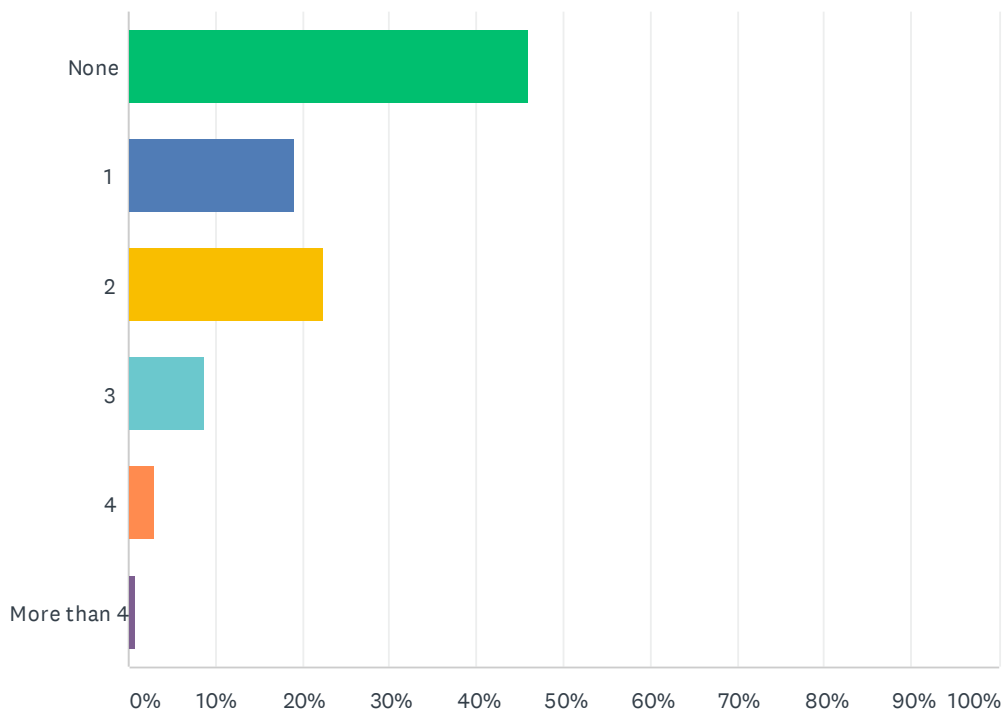
Answered: 464 Skipped: 107



ANSWER CHOICES	RESPONSES	
Less than \$20,000	2.16%	10
\$20,000 to \$34,999	5.82%	27
\$35,000 to \$49,999	9.48%	44
\$50,000 to \$74,999	15.52%	72
\$75,000 to \$99,999	15.09%	70
\$100,000 to \$149,999	27.37%	127
\$150,000 or More	24.57%	114
TOTAL		464

Q12 How many children, aged 17 or younger, live in your household?

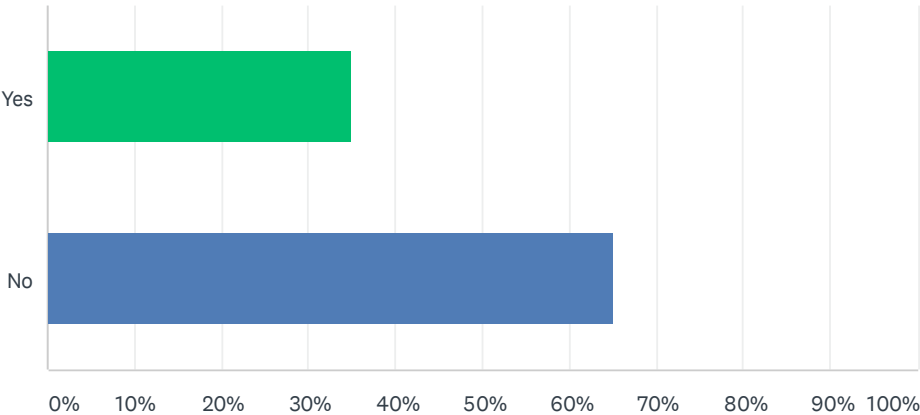
Answered: 475 Skipped: 96



ANSWER CHOICES	RESPONSES	
None	46.11%	219
1	18.95%	90
2	22.32%	106
3	8.84%	42
4	2.95%	14
More than 4	0.84%	4
TOTAL		475

Q13 Do you or your children participate in hockey programs at the Civic Center?

Answered: 477 Skipped: 94



ANSWER CHOICES		RESPONSES	
Yes		35.01%	167
No		64.99%	310
TOTAL			477

Q14 Please share any other comments you have about the Decatur Civic Center facility and ways to improve it.

Answered: 152 Skipped: 419

#	RESPONSES	DATE
1	Winter concerts to replace Devon summer concerts	7/27/2021 5:39 PM
2	It would be great to have a coffee/breakfast shop in the Civic Center. We would utilize it a lot as teachers across the street!	7/25/2021 12:15 PM
3	It's a great facility that adds to the quality of life of Macon County residents.	7/25/2021 11:13 AM
4	A restaurant or coffee shop would be ideal!!! And year round ice would definitely be utilized!!!	7/25/2021 11:03 AM
5	I have two boys that have participated in hockey since they were 4. Now on plays division 2 college hockey and my other is still in high school hockey.	7/24/2021 6:57 PM
6	get rid of the manager and let the city run youve got people making 50000 a year doing nothing	7/24/2021 3:45 AM
7	The pay widow of the water department moved to the 1st floor would be great	7/22/2021 8:11 PM
8	Bring more activities to the theatre, Broadway shows etc	7/22/2021 7:45 AM
9	We been involved with hockey for 12 years,,we truly have one of the nicer facilities that we have played in. With that said, we need a concession stand desperately!	7/22/2021 7:14 AM
10	Better organization and structure. Upgrade everything especially the boards and scoreb7	7/22/2021 12:23 AM
11	Make it big enough to bring in big events to boost tourism	7/21/2021 9:31 PM
12	Na	7/21/2021 7:03 PM
13	open ice year around would be great for our city. it would give more opportunities for kids to develop as hockey players as well and give kids more opportunities to learn and play the game. when the ice isn't being used, if they had stick n pucks i think decatur hockey would get so much better as well as the players can bring their friends out to a stick n puck to learn how to play and find love for the game.	7/21/2021 5:16 PM
14	In reference to seeing a restaurant added to the Civic Center, please make sure it is one that will offer a variety of foods, specifically to those that suffer from diseases that limit a persons food intact (i.e. Diabetes and Gluten allergies)	7/21/2021 12:27 PM
15	There should be events held on a regular basis generating revenue for up keep and improvement to the Civic Center without it becoming or being an additional tax burden to residents this would further elevate the economy in Decatur	7/21/2021 6:24 AM
16	Get some oldies music acts in.	7/21/2021 12:14 AM
17	Events for the general public are few and far between. There is no reason to go to the Civic Center extra for one or two events each year. Find more ways to use the facility	7/21/2021 12:11 AM
18	It would be nice if the hockey programs could be more affordable so that more children can take part.	7/20/2021 10:43 PM
19	It should be large enough to bring in name brand talent/entertainment, be multinational, and a boon for the area. While also serving as a space for the community to come together and enjoy.	7/20/2021 9:32 PM
20	A coffee shop would be a great addition for hockey parents during practice and games.	7/20/2021 8:14 PM
21	My grandkids participate in hockey but not here they go to Peoria or Bloomington (differences with personnel	7/20/2021 7:25 PM

Decatur Civic Center Survey

22	It's just so dark. Maybe offer valet parking for events as well.	7/20/2021 6:55 PM
23	Look at Dubuque's five flags center plans, they went thru all this recently	7/20/2021 6:32 PM
24	Add a marijuana dispensary	7/20/2021 6:07 PM
25	There is a huge need for more entertainment options for youth in the Decatur area. That venue would be a great place to provide said entertainment.	7/20/2021 5:44 PM
26	Built too small to begin with.	7/20/2021 5:23 PM
27	I was there during covid and you guys where so terrible to the hockey team. My dad was the hockey president for a couple of years and you guys treated him and the organization horrible. You just wanted money. If you stop worrying about money, you guys can actually make the community a best place.	7/20/2021 4:57 PM
28	The only time that I have been there lately, is the book sale that is held over Labor Day weekend. I liked the craft shows, till they started charging to go in.	7/20/2021 4:53 PM
29	The whole building needs an upgrade from the outside landscaping to the lobby. It's old and not inviting	7/20/2021 4:36 PM
30	The DCC is such a huge facility with great potential, but it feels like it's only for ice-skating or nothing. If other things are held there, better marketing and advertising needs to be done because it seems not many people are aware of those events, in my opinion.	7/20/2021 4:10 PM
31	Need more concerts. Bring back the gun show. Have a teen hang out.	7/20/2021 3:57 PM
32	Utilize the ice time better. Bring back noon hour open session skating. Schedule multiple stick & puck session throughout the week. Advertise skating session times on Facebook and website and keep up to date. Open the concession stand!	7/20/2021 3:50 PM
33	They need more things for the younger kids where the older teenagers aren't allowed to mess it up. Anytime you take younger kids out the teenagers always playing their fight games. It's getting ridiculous. I don't live in city of decatur however I am there everyday. It's like the community leaders don't care that the community has gone downhill rather quickly	7/20/2021 3:40 PM
34	My family and I have attended a few hockey games over the last few years and I find the arena a bit disappointing. Tons of opportunity there and it's not utilized well. As far as the other events that I have attended there...City Breakfasts, Thanksgiving Luncheons and Business Expos, the space is great but the restrooms seem small for a large number of people.	7/20/2021 3:38 PM
35	There should be more events and/or performances available	7/20/2021 3:36 PM
36	Bring some cosmetic updates to the building. Replace the ugly 90's style.	7/20/2021 3:29 PM
37	free events need to be added to keep our youth busy and off the streets. i'd like to see our city building used to give more resources to our city- like resume workshops, job fairs, free movie times, a facility that youth and adults alike can exist in freely, alternate use as a warming or cooling center for the homeless in severe weather, clothing and food drives can be held here this is a massive space that represents our city- it should be accessible to all members of our community in ways that are more valuable than cosmetic upgrades only useful to a small and specific audience. Our city is so much more than ice hockey and admission fees for conventions and craft sales- Id like to finally see our city building used for more good than income.	7/20/2021 3:29 PM
38	Reasons to attend	7/20/2021 3:25 PM
39	We should maintain the building but not spend excess money adding any services to it. It is not being used much as it is.	7/20/2021 3:20 PM
40	I think the civic center should be a place that can be used on a daily basis. Make it kind of like a must see kind of place. A place where families can come together to see a show or a musical. Have a place to eat that is not overly expensive but family friendly	7/20/2021 3:09 PM
41	The civic center should not compete with existing Decatur businesses	7/20/2021 2:48 PM
42	Extend the for ice (season) rink or a year round ice rink. For several years now when the ice is gone we take our boys out of town to practice and booked a their summers ice skating birthday parties. ♥️ Ice capades Stars on ice Ice tubing Horse draw carriage rides out side the Civic Center	7/19/2021 11:06 PM

Decatur Civic Center Survey

43	A greater variety of stage productions that appeal to many genres and age groups.	7/17/2021 5:41 PM
44	My family always enjoyed the pumpkin fest. Sure would like for it to return. My husband and I enjoyed going to plays, hope you have some coming up. Also loved the Transiberian Orchestra tribute concert. Please have them back. Thank you 😊	7/16/2021 9:13 PM
45	need more concerts, mabey flea markets, etc...	7/16/2021 8:52 PM
46	When I answered that we have people participating in hockey, it was quite some time ago! As I said, my son began at age four the year the CC opened. He played in Decatur until he went off to college. Now at the age of 45, he coaches the women's team at the U of I. For a few years when they lived in Lovington, his sons played for the Decatur Flames!! They are now in Champaign. The CC is important to us!	7/15/2021 7:34 PM
47	Thank you for caring to improve the civic center in some way. Also, the hotel may help off-set the constant property tax issues in our area which are far too high. It is sad to see everyone wanting to leave Decatur and/or IL because of all the poorly run democrate issues. I do not consider myself specifically republican but the democrate issues are obvious and need addressed. Thank you.	7/15/2021 11:52 AM
48	I don't want you to spend millions of \$\$ that would increase our taxes even more than they are today. Regular maintenance is needed, but bring events in that will gain the needed funds and let those pay for maintenance.	7/15/2021 7:22 AM
49	Love the addition of the tree lighting at Christmas. The lobby is nice but updated seating would be nice for events, especially for the older population who attend events. It can also get very warm in there so maybe shades of some kind for the upper large windows.	7/14/2021 2:50 PM
50	It seems to wait to be booked instead of recruiting entertainment	7/14/2021 8:49 AM
51	The civic center is underutilized. No food or drink service. The hockey program could utilize the facility could utilize the facility much better with help is much better with help from the civic center working together. The facility could and should be used more!	7/13/2021 9:01 PM
52	If money were no object I would tear down the current building and start over with a modern design. Since it is I would make the existing building as nice a possible for now and start saving money for a replacement.	7/13/2021 3:01 PM
53	Members of the hockey program have work extremely hard over the years and have brought in hundreds of thousands of dollars to improve the facility.	7/13/2021 1:31 PM
54	More events: Dueling Piano / Christian Concerts / Comedian / Date night stuff / Piano bar / Food	7/13/2021 1:29 PM
55	Make it easier to rent ice and use an excel spreadsheet that is public so it can been seen when ice is available to rent	7/13/2021 1:22 PM
56	Anything family oriented is always a plus.	7/13/2021 1:06 PM
57	Make the theatre bigger.	7/13/2021 10:45 AM
58	Until the crime and area around the center improves it will be a hard sell to attract more people and businesses to utilize.	7/13/2021 9:38 AM
59	Upgrade the heating system in the arena to allow for a more comfortable spectator experience for ice events. Add concession area for all events and for high traffic times. Hockey families will small children will have 3-5 ppl in the building 2-5days/wk. Upgrade the skate sharpening machine to a Sparkx. Hockey families are driving out of town just to sharpen skates because they can't get the right grind at the cc. Upgrade the women's locker room to an actual room size vs the old mop closet!	7/13/2021 5:35 AM
60	The ice rink and dyha, and daha bring in more money than anything else you do there. Do more to improve on that.	7/12/2021 11:53 PM
61	We would love to see year-round ice at the Civic Center!	7/12/2021 11:33 PM
62	I feel that the theater is used much less than the ice rink. The ice rink gives kids something to do and we shouldn't take that away from them.	7/12/2021 9:32 PM
63	Year round ice would be great!!! Adding an arcade, concession, or some type of child friendly	7/12/2021 8:31 PM

Decatur Civic Center Survey

gaming would be great. I would be more than happy to give my kid a roll of quarters to play in the arcade while his older brother is at hockey practice.

64	-Great facility for the community -Hockey is important to the community -Hockey program is a draw for ADM / Cat / Tate & Lyle families	7/12/2021 8:16 PM
65	keep improving it a little at a time and try to bring in new venues for everyone in the community to enjoy and bring us together.	7/12/2021 5:36 PM
66	More Hockey and Ice. Restraunt & Bar is a great idea!	7/12/2021 5:27 PM
67	There seem to be unnecessary hoops to jump thru. "Frank said this" which seems to dictate what can and can't be done. It doesn't seem like a family friendly environment but it should be, given the opportunity. The Blaze games should be promoted significantly more than they are. You never hear about them in the community but if people got behind them, it'd help expand the youth program. There are kids in the Macon County area who travel to Sangamon and McLean counties for hockey because those programs are bigger and are promoted as such.	7/12/2021 3:46 PM
68	Improve the lobby, and concessions for hockey- this is the welcome center for people traveling to Decatur for hockey games. Friendly people and nicer amenities make them want more willing to come back. If you don't support hockey and the ice, the program will fold into other towns. Just another way Decatur slowly dies instead of stepping forward.	7/12/2021 7:58 AM
69	This building has been under utilized for years. Additionally, the downtown desperately needs a hotel for business and recreation. To improve both these items would be a great advancement of the downtown and Decatur as a whole.	7/11/2021 11:50 PM
70	Hopefully whatever happens will enhance the youth hockey program.	7/11/2021 12:18 PM
71	Hire staff that works hard and gives a damn about their job. So many times I come in and they seem to not care. They seem to not be prideful of the place and what they are doing. That attitude itself is what brings the place down.	7/11/2021 12:05 PM
72	Please don't get rid of civic center	7/11/2021 11:39 AM
73	Poorly managed, and promoted. Nothing to draw people to it. It's just another waste of space with offices	7/11/2021 11:32 AM
74	Local colleges and schools utilize this space for commencement activities. My hope is that opportunity will continue as there is no others space in the community to do that.	7/11/2021 11:30 AM
75	I puke like to see a more variety of events at the Civic Center. More musical and theatrical events	7/11/2021 10:43 AM
76	This is the only place my kids and I can play hockey. I can't afford to travel to other facilities to play hockey and I work. The convenience of having the ice rink in the civic center is great. Plus it is close to my house.	7/11/2021 10:12 AM
77	If ice year round is not an option it would be nice to see some big name concerts come to the civic center during the summer.	7/11/2021 9:09 AM
78	I am a former professional figure skater and a long time instructor. Upon moving here, I was in the civic center to set up water service and observed that there was no jump harness. I've only googled, but it seems that the basic skating skills (usfsa) and/or learn to skate (isi) programs either aren't offered or, at least, locatable on line. This seems an easy way to generate interest, increased useage, and citizen involvement through children's activities. It may also attract competitive skaters for private or shared ice rentals as this seems hard to find outside of the Peoria and Springfield.	7/11/2021 9:05 AM
79	I love that our community has ice availability. It's nice that we have the home town team of the blaze to root for as well. I hope that we can continue to utilize the civic center to the best of its abilities.	7/11/2021 9:03 AM
80	Concessions or a small restaurant would be nice for theater and ice rink patrons, and bring the facility in line with typical offerings. Downtown restaurants all closed on Sunday limits options. The vending machines break frequently, and it would great get breakfast, a snack, or a quick lunch in the building or nearby.	7/11/2021 8:32 AM
81	The Civic Center is a benefit to the community. The ice rink is very much needed and is a benefit to many families and children in the area providing a recreation activity that provides	7/11/2021 8:29 AM

Decatur Civic Center Survey

both physical and mental well being. The Managers of the Civic Center do a good job in my opinion to maintain the facility and provide a multi-use event space that provides ice as well as meeting and theater space. Year around ice would be good but I also understand upgrading the equipment to deliver the ice would be a challenge and costly. I do hope the city maintains the ice rink. Thank you.

82	Better managed ice time. When the ice is in it sits empty to often. If it was better managed it would be utilized more, and in turn more money for the city of Decatur.	7/11/2021 7:30 AM
83	No need for a restaurant/bar to compete with local businesses. If you add a hotel, consider the parking situation.	7/11/2021 1:54 AM
84	It's a pile of shit, in a pile of shit town. Let's put lipstick on it and make it an attractive pile of shit.	7/11/2021 12:15 AM
85	Wish roller derby could practice there	7/11/2021 12:14 AM
86	I really hope this is not wanting to get rid of the ice rink, that would be devastating to the community	7/10/2021 11:54 PM
87	Bring in entertainment.	7/10/2021 11:31 PM
88	Decatur hockey is great. All year round ice will Bring decatur & hockey to the Next level. While providing new revenue not only To the civic center but decatur in General	7/10/2021 10:40 PM
89	A more fair method to decide ice time. The women's team and men's team should flip a coin or draw for ice time. The current system is inequitable to women. It is a "first come, first serve" system after the youth ice is decided. However, it's the same person requesting ice time for the youth and the men's team, so he does it all at the same time.	7/10/2021 10:24 PM
90	I hate to say it but it's kind of a white elephant and I'm not sure what can be done.	7/10/2021 9:57 PM
91	N/A	7/10/2021 8:48 PM
92	The Decatur Civic Center has been an important part of my life as a child and now has a parent I look forward to sharing those important moments in my childhood development that happened at the Civic Center with them. It's helped shape who I am and I hope helped shape who they are as they become adults too. The hockey program was very important to me as well as community events that happened in the theater with Theater 7. As an adult who left Decatur and returned to start their own family, it brings me great joy to continue to play in Decatur's adult hockey league.	7/10/2021 8:40 PM
93	Keeping the rink open year round would be nice.	7/10/2021 7:02 PM
94	We spent a lot of time there when our children were young. There have been minimal improvements since then. Time for an upgrade.	7/10/2021 6:34 PM
95	Have restaurants nearby that are open on weekends or during events, like Subway, so people can grab a meal between games.	7/10/2021 3:02 PM
96	Keeping ice year round would be a huge improvement for our hockey teams. Also public skating is a well attended event that the community enjoys.	7/10/2021 2:42 PM
97	Hi, Open skates need to be managed better. The kids skate and the staff yells at them for going too fast. It is an open skate not beginner skating. The yelling seems to happen to some kids and not others. The staff is a disaster.	7/10/2021 2:42 PM
98	Maybe antique shows, craft shows, health and beauty shows, well known speakers, etc.	7/10/2021 2:26 PM
99	I believe that ice should be available longer than the current availability. My granddaughter has planned hockey for 9 years at the center and would benefit with more ice time. Would also like to see a snack bar of sorts added for food options.	7/10/2021 2:16 PM
100	It would be nice to see the arena used as more of an entertainment venue instead of just hockey/ice-skating for six months of the year. The crowds at the Devon Amphitheater has shown that people crave entertainment and the city lacks many options beyond dinner/movie in the cold months. Periodic concerts or events would be welcome.	7/10/2021 2:07 PM
101	The Downtown area already has restaurants close to the civic center. Community theater groups use the theater already. The city did not need to pay for this study from someone who doesn't not know Decatur or the demographics of the area.	7/10/2021 2:01 PM

Decatur Civic Center Survey

102	The potential of youth hockey is underutilized. State of the art meeting/training rooms have been sorely needed for years.	7/10/2021 1:16 PM
103	Don't waste taxpayer money on idiotic surveys. That's why you were elected.	7/10/2021 1:08 PM
104	Keep the ice alive. It's great for the community and makes decatur a unique destination. Please ramp up advertising for it and the activities within the ice so people are aware. I know covid was a hard hit but I'm glad you were able to persevere. Thanks for what is provided now and hope to see more as always	7/10/2021 1:05 PM
105	Decatur is a great area for tournaments for the hockey program. I would love to to see it grow for the families of Decatur	7/10/2021 12:43 PM
106	N/A	7/10/2021 12:26 PM
107	This space could be a great place for the community if there was a willingness to work on packages or better pricing. Maintaining the cleanliness and crime of Decatur as a whole is a must to.	7/10/2021 12:21 PM
108	I grew up in decatur and have played hockey there my whole life and still do (over 30 years). I feel decatur is a very centralized location and with the right improvements and the right people managing the ice decatur could have an amazing hockey program. Also if we could hold ice year around we could have more summer clinics to help grow the program. I would love to help grow the civic center too if I could do anything to help.	7/10/2021 12:15 PM
109	We enjoy going to music events and plays in the theatre.	7/10/2021 11:59 AM
110	more cultural events, events that pull community groups together such as charities and organizations	7/10/2021 11:30 AM
111	More mid-level touring music acts would be great. The Devon can't run year round and lacks diversity. The Civic Center apparently had lots of great shows in the 80s and then the city gave up.	7/10/2021 10:49 AM
112	Better communication about hours for ice hockey times	7/10/2021 10:04 AM
113	I'd love to see the civic center be more central to the families in our community - and I'd love to be able to grab dinner and drinks with my son while we watch dad play hockey!	7/10/2021 9:59 AM
114	Better food options for when events or ice is going on.	7/10/2021 9:05 AM
115	Needs security!!!	7/10/2021 8:50 AM
116	Excellent staff.	7/10/2021 3:04 AM
117	The area, when it's not an ice rink, is pretty sterile and lifeless.	7/10/2021 1:03 AM
118	More dressing rooms in the green room would be wonderful.	7/9/2021 11:10 PM
119	Keep ice year round and get flooring to go over	7/9/2021 9:15 PM
120	This building could be used for so many things but it's totally underutilized. I don't play hockey or watch games (I don't like the cold) but those facilities need upgraded to increase the hockey community presence. The majority of the business performed at this building is for city business. Upgrade and utilize the building. Small concerts, flea markets, conventions etc...	7/9/2021 8:13 PM
121	The civic Center was built with city offices in mind..the theater woefully small. Remove it and put that money towards restoring the Lincoln theater (see the Bloomington Center for the performing arts) The arena was way too small when it was built. Level it and build a baseball park. Or a convention Center. Our Civic Center is embarrassing	7/9/2021 7:59 PM
122	Bring in Blues and Jazz and Rock and Roll bands to play in the Theater. That will cater to and 40 - 70 age group. Sell Alcohol and good sandwiches and other beverages.	7/9/2021 7:50 PM
123	This is a waste of time. The Mayor, City Council and City government will do what they, or their benefactor, want to do regardless of what results are.	7/9/2021 7:29 PM
124	It should be used bring entertainment to Decatur to generate tax dollars.	7/9/2021 6:45 PM
125	Long overdue to look at improvements for the ice arena too many families go to other towns to meet thier needs where ice time is the issue	7/9/2021 5:32 PM

Decatur Civic Center Survey

126	Find a way to make the Civic Center theatre the "home" for all community theatre groups. There are grants available for theatres that the City of Decatur might be able to access for the theatre. The financial burden that is placed upon local community groups to rent the space could be reduced and perhaps more events would be held at the theatre.	7/9/2021 5:11 PM
127	Farmer's market during spring, fall, winter	7/9/2021 5:09 PM
128	Year-round ice would be another family activity and way to bring additional income to the city.	7/9/2021 4:58 PM
129	Where did the money to fund this survey come from?	7/9/2021 3:42 PM
130	We removed our entire family from the dyha for several reasons. First and foremost the dyha is not ran properly and families are traveling to surrounding cities to let their children play hockey in an environment that works and is managed properly. In regards to the facility there are many many updates needed first starting with attitudes. Hockey seems to be a pain for employees. Furthermore the facility is outdated by decades. We need 2 ice rinks bad! We need concessions, games and other revenue streams the city can generate by offering amenities.	7/9/2021 3:01 PM
131	We don't need a restaurant as there are enough struggling restaurants in the downtown area. Maybe a small gift shop with decatur marketed items.	7/9/2021 2:06 PM
132	Bring in more entertainment. Bands, Wrestling, Theater Shows	7/9/2021 1:35 PM
133	Add drive up services.	7/9/2021 1:23 PM
134	Needs better marketing	7/9/2021 1:03 PM
135	Both gender restrooms on each end of the building instead of male on one end and female on the other.	7/9/2021 1:00 PM
136	It's the home of city government and I believe it is serving its purpose well. Rather have the civic center with government offices in it than a stand alone area which would sit empty most of the days, so just keep updating it and pretty much leave it to be used as is.	7/9/2021 12:49 PM
137	More Concerts, plays, shows, & Family Activities	7/9/2021 12:46 PM
138	We love the Civic Center! Cosmetic upgrades are always welcome. it's looking a little tattered.	7/9/2021 11:43 AM
139	If a hotel is added and other improvements then it should be well enough to attract conferences and events that will actually bring money to Decatur. It should open the door for more business (affordable restraunts, Starbucks, etc...) to open downtown. There are no dining or shopping options that appeal to the 20-40 year old crowd downtown. That is the crowd we need to appeal to. There is plenty for the older and wealthy crowd that is in Decatur. We need good family restaurants, shopping (old navy, gap etc...) downtown.	7/9/2021 11:41 AM
140	Rather than looking at renovations why aren't you spending that money to get more events at the civic center? I would go there if there were events I wanted to see. I wouldn't get rid of the theatre but you need an entire season of performances booked to entice people to come. Look at Sangamon auditorium. They have kid friendly performances, comedians, Pink Floyd lazer light show, plays and musicals, bands. The Devon has acts during the summer. Develop a schedule for winter so you aren't competing	7/9/2021 11:38 AM
141	Since the Devon is closed in the winter, continue to provide that type of entertainment during the winter months.	7/9/2021 11:36 AM
142	Who is going to pay for any upgrades to the civic center? The civic center has never turned a profit or even paid for itself. It has out lived it's usefulness.	7/9/2021 11:23 AM
143	Nothing	7/9/2021 11:22 AM
144	The survey is leading the public to thinking that the City of Decatur owns & maintains the Decatur Civic Center! This is not the case, The Decatur Civic Center only houses city offices.	7/9/2021 11:22 AM
145	Hockey team is rude and smelly	7/9/2021 11:13 AM
146	depending on money being available - additional restrooms and upgrade of lobby area	7/9/2021 10:58 AM
147	Hire more police	7/9/2021 10:56 AM
148	More events that appeal to more people as opposed to very niche markets or at least expand	7/9/2021 10:48 AM

Decatur Civic Center Survey

	those niches to include other things	
149	Safety is a major concern in the area.	7/9/2021 10:41 AM
150	The city needs to show the ability to pay for these improvements. I think we have enough bars and restaurants struggling to survive. We hardly need the civic center competing with them. I hope members of my community are on a committee to decide this not outsiders paid to recommend things and not just a civic center board. Return on the investment is very important.	7/9/2021 10:38 AM
151	More family oriented events.	7/9/2021 10:19 AM
152	I think it's totally under used but not sure how to improve it. I don't think it was built properly to start with	7/9/2021 10:11 AM