



FINAL

## Janesville Indoor Sports Complex: Business Plan

**JANESVILLE**  **AREA**  
Convention & Visitors Bureau

SUBMITTED TO  
City of Janesville Neighborhood & Community Services Department & Recreation Division

SUBMITTED BY  
Johnson Consulting

 **JOHNSON**  
CONSULTING

DATE

November 2019

# TABLE OF CONTENTS

---

<b>SECTION 1</b>	Transmittal Letter	
<b>SECTION 2</b>	Introduction & Previous Report Summary	1
<b>SECTION 3</b>	Regional Overview	7
<b>SECTION 4</b>	Site Overview & Program Recommendations	23
<b>SECTION 5</b>	Demand & Financial Operating Projections	31
<b>SECTION 6</b>	Economic Impact Analysis	62
<b>APPENDIX I</b>	Case Studies	
<b>APPENDIX II</b>	Ice Arena Schedule	

# **SECTION 1**

## TRANSMITTAL LETTER



November 4, 2019

Shelley Slapak  
City of Janesville Recreation Director  
18 N. Jackson St.  
PO Box 5005  
Janesville, WI 53547-5055

**Re: Janesville Indoor Sports Complex: Business Plan**

Dear Ms. Slapak:

C.H. Johnson Consulting, Inc. (“Johnson Consulting”) is pleased to submit this FINAL report to the City of Janesville (“City”) detailing our suggested business plan for a potential new Indoor Sports Complex within the city. This Business Plan includes a summary of a previously completed feasibility report completed by Conventions, Sports, and Leisure International (“CSL”) as well as a further breakdown of all demand and financial numbers and assumptions. This report also provides a Business Plan that the City of Janesville can use in the operation of the potential Indoor Sports Complex, as well as assisting the City of Janesville in making important decisions prior to the design and build of the complex.

Johnson Consulting has no responsibility to update this report for events and circumstances occurring after the date of this report. The findings presented herein reflect analyses of primary and secondary sources of information. Johnson Consulting used sources deemed to be reliable, but cannot guarantee their accuracy. Moreover, some of the estimates and analyses presented in this study are based on trends and assumptions which can result in differences between the projected results and the actual results. Because events and circumstances frequently do not occur as expected, those differences may be material. This report is intended for the client’s internal use and cannot be used for project underwriting purposes without Johnson Consulting’s written consent.

Sincerely yours,

*C.H. Johnson Consulting, Inc.*

C.H. JOHNSON CONSULTING, INC.

## **SECTION 2**

### **INTRODUCTION & PREVIOUS REPORT SUMMARY**



## INTRODUCTION

The City of Janesville (“City”) engaged Johnson Consulting to conduct a Business Plan for operating the proposed Janesville Indoor Sports Complex in Janesville, Wisconsin. The report that follows will present findings and recommendations from the study. This includes a detailed summary of a report written by a previous consultant to the City, who completed a feasibility study of a potential new indoor sports complex in January of 2019. Johnson Consulting’s study will further examine the previous consultant’s assumptions as well as their demand and financial projections. This Business Plan is to further inform the City of Janesville staff in the operations of the potential indoor sports complex and assist the City in making important decisions prior to the design and build of the complex. The goals of this report are to define the most appropriate market driven program for the City of Janesville as they move forward and to develop an accurate, financially driven model that they can use in the future. **It’s important to note, at the time of this analysis, a final site has not been selected for the potential indoor sports complex and site selection was outside the scope of work included for this Business Plan. Upon a final selection of the site, it’s highly recommended the financial estimates found within this report be reassessed based on the final site selection as the estimates found within this Business Plan may vary greatly based on its location.**

The following report presents Johnson Consulting’s findings and conclusions.

## OBJECTIVES OF THE STUDY

Johnson Consulting has undertaken a program of services designed to accomplish the following major objectives:

- To provide a detailed Business Plan for operating the proposed Janesville Indoor Sports Complex
- To verify the demand and financial assumptions put forward by the previous consultant and determine their accuracy
- Confirm whether a market demand exists for the proposed development and its initial program



- To recommend the viability of programming that a future indoor sports complex will bring, so that the client can make the most informed decision regarding the proposed development
- Review current contracts at the Janesville Ice Arena to determine their viability with a new facility

## METHODOLOGY

In order to accomplish these objectives, the program of analysis conducted by Johnson Consulting has undertaken the following research tasks:

- Interviewed stakeholders to gather information, obtain work performed to date, and understand the expectations and objectives of this development
- Examined and reviewed a previous report to determine its accuracy
- Interviewed local industry participants and those familiar with the local market to identify unmet needs and specific market opportunities
- Extensively analyzed historical demand and financials at the current complex to increase accuracy of projections
- Conducted an assessment of programming and utilization at a potential complex

## ABOUT THE CONSULTING TEAM

**Johnson Consulting, Inc.** was founded in 1996 in Chicago, Illinois, and is a nationally recognized sports consulting firm with specific expertise in the analysis, planning, and financing of multi-purpose complexes, stadiums, arenas, and adjacent mixed-use, hospitality/entertainment elements that may evolve around them. We have a reputation for quality, integrity and success among municipalities, facility owners and operators, developers and within the public finance community. Our firm works extensively in the area of recreation and sports complex business planning, tournament and event programming and development, and maximizing economic return from such venues. We also specialize in public-private partnership projects, organizational studies and can comprehensively evaluate operational strategies.

## TERMS OF THE ASSIGNMENT

This report is based on estimates, assumptions, actual operating data and other information obtained from our research, our prior experience with similar assignments, and information received from the Client and other sources. The sources of information and basis of estimates and assumptions are stated herein. Projections of facility demand and attendance presented within this report are based on Johnson Consulting’s assessment of various data, market characteristics, discussions with project stakeholders, and documented assumptions. We cannot represent our projections as results that will actually be achieved.

In accordance with our engagement letter, Johnson Consulting did not ascertain the legal or regulatory requirements applicable to this project, including zoning or other state and local government regulations, permits, and licenses. Furthermore, no effort has been made to determine the possible effect on this project of present or future federal, state, or local legislation, including those related to jurisdictional, environmental, or ecological matters or interpretations thereof.

## FEASIBILITY REPORT CONCLUSIONS

The City of Janesville and the Janesville Area Convention & Visitors Bureau retained the previous consultant to conduct a feasibility study for a new Indoor Sports Complex in Janesville. In evaluating the viability of the new sports complex, the previous consultant considered the following aspects: Local & Regional Conditions, Comparable Facilities, Sports Participation Trends, Market Demand, Building Program & Ownership/Management, Site/location and Cost/Benefit Analysis. Based on the results of the feasibility study, the previous consultant concluded the following:

1. The Market demand exists to support a new Indoor Sports Complex in Janesville
2. The program of the projected indoor complex would include:
  - a. Two ice sheets (main arena plus secondary arena with removable ice)
  - b. Flex/multipurpose space (for court, turf and dry floor events/activities)
  - c. Recreational space (indoor walking track and other family recreation space/amenities).

3. The highest need for Janesville currently is a complex capable of serving the growing local hockey and skating programs in the area. The complex will also allow for Janesville to become a regional destination for hockey. The complex would protect the long-term plans of the Janesville Jets hockey program and allow them to serve as a tenant to the complex.
4. There are two locations in Janesville that are compelling options for a new indoor complex. The first is downtown - closer to the Janesville Central Business District (CBD) than the current Janesville Ice Arena. The second is northeast of downtown close to Interstate-90. The second location is closer to retail and hospitality infrastructure that exists between the Janesville Mall and Northeast Regional Park.
5. The complex should have a total of approximately 80,000 to 100,000 gross square feet of indoor space depending on the agreed upon program. With that, the total site would have to sit on a total of 4.5 to 7.5 acres of land, which includes parking.
6. It is suggested that the City of Janesville should own and operate the complex.
7. Construction costs will range from \$24 to \$29 million, which excludes the cost to purchase the land.
8. Annual financial operating results would be estimated to outperform industry averages for comparable projects—ranging between a \$62,000 annual operating profit for the market supportable scenario to a \$49,000 annual operating deficit for a smaller facility scenario.
9. In addition to many intangible, quality of life-type benefits, a new Indoor Sports Complex will generate significant new economic impacts, including between \$15 million and \$17 million in new annual spending in Janesville, along with the associated generation of new jobs, personal income and tax revenue.

Johnson Consulting peer reviewed the previous consultant's report to determine their accuracy as well as areas in need of additional research and detail not provided in the study. The following section will breakdown the report in greater detail and identify where there is a need to expand the methodology and assumptions.

## JOHNSON CONSULTING'S OBSERVATIONS

Overall, Johnson Consulting agreed with the approach and methodology which was presented in the previous feasibility report. We believe there is a lack of detail or basis for some of the assumptions made, specifically in relation to the utilization as well as the financial projections found in the previous study. Below is a list of areas that Johnson Consulting identified and sought to expand upon in its Business Plan:



1. The previous consultant did not provide comparable pricing on prime and non-prime ice. This should be completed to back the assumption that Janesville should either raise or lower their price for prime and non-prime ice. Without identifying comparable pricing, there is no basis for this assumption.
2. There needs to be a deeper discussion to determine the viability of indoor turf.
3. The previous consultant does not present a clear recommended program, but rather two “scenarios”.
4. The previous consultant was not asked to identify a site, but rather identified two “areas” which would make sense. A site needs to be identified before a clear business plan can be developed. It is important to note, this is presently still unknown as highlighted above.
5. Demand – The previous consultant did not provide a breakdown by event type, rather, they estimated that the total hours of utilization would increase from 1,200 presently to 4,300 hours. In an effort to understand the overall true viability, a deeper understanding into these event types and suggested mix is imperative to the planning of any future development plans.
6. Revenues
  - The previous consultant did not seem to present any assumptions on rental rates or support for its projected revenue streams.
7. Expenses
  - There is no assumption of how/why expenses increased.
  - The *Salaries and Wages* line item did not appear to account for the increase in Benefits that would come as the result of increased employment.
8. The previous consultant did not project any capital maintenance reserve, which is important to the long-term planning and success of any new sport facility.

## KEY STAKEHOLDER MEETINGS SUMMARY

Johnson Consulting met with local Janesville sports stakeholders in person on July 10<sup>th</sup> and 11<sup>th</sup>. In addition to these kickoff meetings, telephone interviews were conducted with representatives of many of the key organizations in the city, including the site owners. Key stakeholders from youth



sports organizations were interviewed to determine potential utilization, rates they would be willing to pay, and general background on their organization. A summary of our findings as well as a list of organizations that we met with or had a phone interview with is presented below.

Overall, there was a growing interest from the following sports that would utilize an indoor sports complex: hockey (Jets, Janesville/Milton High School, and Janesville Youth and Adult Figure Skating), baseball (Janesville Youth Baseball Softball Association), and soccer (South Central Wisconsin Soccer). The Janesville Basketball Association indicated that they would potentially host tournaments at a new indoor sports complex. However, they currently use the Janesville area high school gyms for leagues and practices. The largest projected user of a new indoor sports complex in Janesville would still be ice hockey tenants, namely the Jets and Janesville Youth Hockey. However, given that there could possibly be multipurpose turf as well as courts, there is potential to host all sports. Organizations did not comment on how much or little they would be willing to pay. However, many of them did mention it had to be the “right price” especially for the indoor courts and turf. Also, some tenants that are paying full price said they would not mind if their fee was increased. However, only if everyone else had a price increase as well. Some stakeholders commented about fair pricing structure among programs.

Figure 2-1

Meeting List	
Organization	
Janesville Youth Figure Skating Club	Janesville Finance Director
Janesville Athletic Club	Janesville Jets
Polar Express	Janesville CVB
YMCA	Janesville Adult Hockey Representative
Janesville Mall Owner	Milton High School
South Central Wisconsin Soccer	Janesville Youth Soccer
Janesville Youth Baseball/Softball Association	Blackhawk Technical College
Sihla Site Owner	City of Janesville
Downtown Site Representative	Janesville Youth Hockey
Janesville Basketball Association	

*Source: Johnson Consulting*

# **SECTION 3**

## REGIONAL OVERVIEW



## REGIONAL OVERVIEW

A strength for the City of Janesville is its location, which is almost equidistant from Madison (40 miles), Milwaukee (75 miles), and the suburbs of Chicago (approx. 60 miles). In this section, Johnson Consulting reviewed an audit performed by the previous consultant, and performed an internal audit of ice, indoor multipurpose, and basketball/volleyball complexes within 30 minutes and 100 miles of the current Janesville Ice Arena. These complexes would be the main competitors from a local and regional standpoint should Janesville decide to move forward with a larger complex. In addition to the audit, Johnson Consulting found comparable pricing for these facilities in an effort to determine if the current pricing structure at the Janesville Ice Arena will be feasible moving forward.

This section also provides a brief snapshot of the market conditions in Janesville as they compare to Rock County as well as the United States. It was determined that the market statistics and demographic variables that were put forth by the previous consultant were accurate. Given this, Johnson Consulting provided a brief market overview.

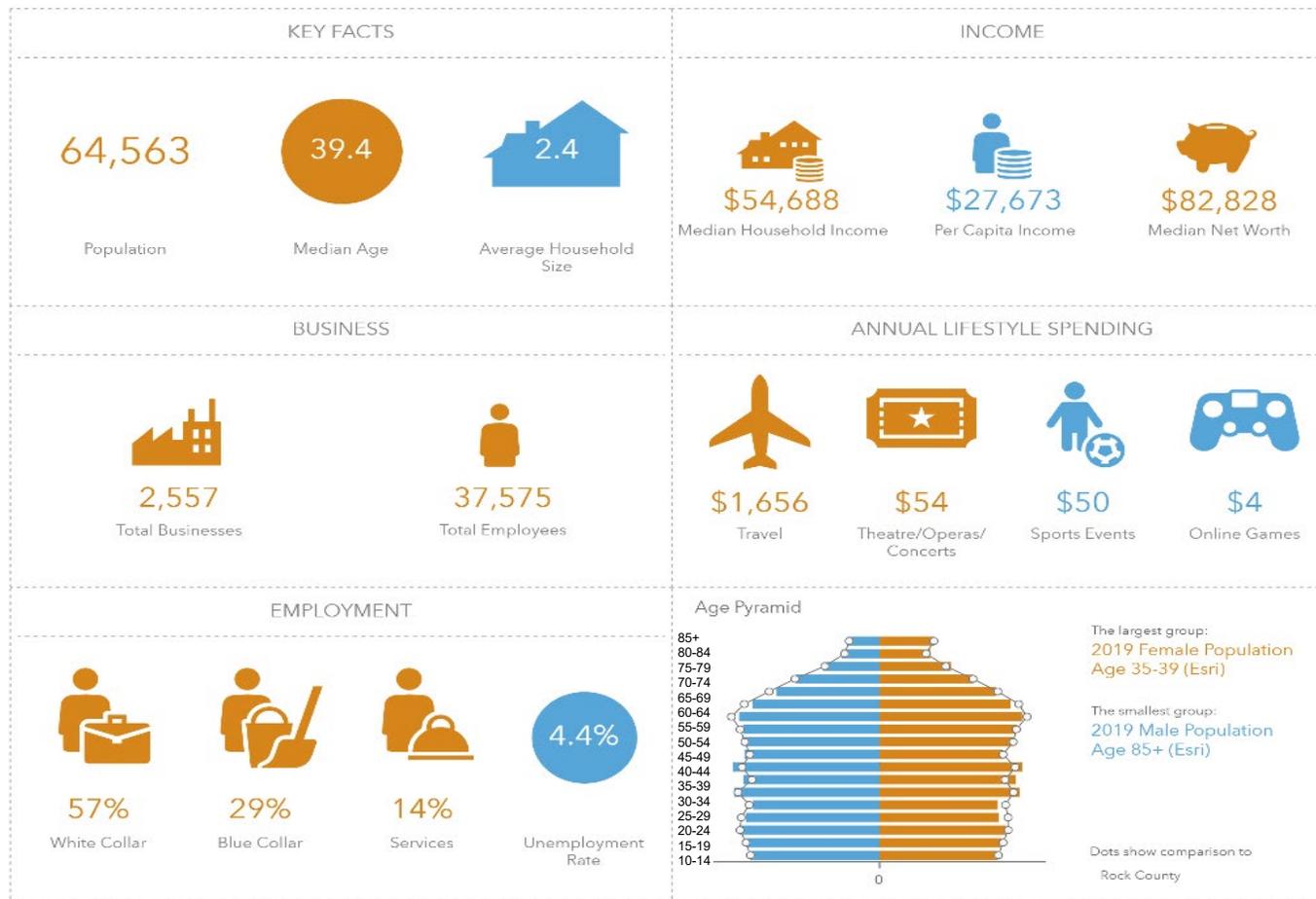
## MARKET DEMOGRAPHICS

To analyze the market opportunity for the proposed ice arena in Janesville, Johnson Consulting undertook an analysis of market conditions, including current population, median age, average household size, median household income, and total businesses. While characteristics such as population, employment, and income are not strict predictors of performance for an ice complex, these variables provide insight into the capacity and ability of a market to provide ongoing support for venues and activities. In addition, the size and role of a marketplace, its civic leadership, corporate presence, proximity to other metropolitan areas, transportation concentrations, and the location of competing or complementary attractions directly influence the scale and quality of new venues that can be supported within a particular market.

Janesville has a current population of 64,563 people, which represents 39.6 percent of the total population of Rock County (162,978). Janesville also has a median household income of \$54,688, which is similar to the county average (\$55,431) and slightly below the United States average (\$60,548). Janesville also has approximately 2,500 local businesses, which are important for things such as sponsorship and advertising revenue for an ice complex. The age pyramid breaks down the total male and female population by age group to demonstrate which age groups are

represented the most. This age distribution is important to understand the pipe line of likely users of a the potential indoor sports complex presently and for years to come, which helps to identify particular sports that should be targeted or not targeted in the future. Figure 3-1 below presents a snapshot of the local conditions in the Janesville market.

Figure 3-1



## REGIONAL COMPARABLE OVERVIEW

Johnson Consulting compiled a comprehensive list of local and regional ice, indoor multipurpose, and basketball/volleyball facilities. The competitive facilities have been classified based on their proximity to the current Janesville Ice Arena. Local facilities are those within a 30-minute drive time of the Janesville Ice Arena and regional facilities that are located within 100 miles – the likely distance for local and regional ice usage. We have also identified facilities that would qualify as tournament-quality. This section also reviews the current prime and non-prime pricing for ice, indoor multipurpose, and basketball/volleyball competitors. Johnson Consulting provides this information to illustrate where the Janesville Ice Arena presently resides in relation to the local and regional market competitors.

### ICE/HOCKEY COMPLEXES

Tournament quality ice/hockey complexes consist of two (2) or more sheets under the same roof. These sheets of ice typically host youth hockey leagues, tournaments, speed skating, figure skating, and open skating for the public. The largest issue on a national level with ice is the high cost to rent, which is often out of the price range of local individuals. Figure 3-2 below shows a Johnson Consulting audit of ice complexes within both a 30-minute and 100-mile radius of the Janesville Ice Arena as well as the current pricing at each of the facilities:

The audit identified 22 total ice complexes within 100 miles of Janesville. These 22 ice facilities offer a total of 39 sheets. The Edwards Ice Arena/Telfer Pavilion in Beloit is the closest and most well-known ice arena in the Janesville area. While it is not the intention of the Janesville Indoor Sports Complex to take business from this facility, it would still benefit from enhanced amenity offerings, occasionally at the expense of local and regional competitive facilities. These ice facilities are predominantly owned and managed by public entities and serve as the main complexes for community ice skating needs. Some ice facilities offer multipurpose non-ice or “dry-land” space, such as a weight room or a sports performance area. “Dry-land” activities make a multipurpose ice facility a year-round central point of recreation for communities, attracting additional visitors and supplementing the ice-skating programming.

Figure 3-2

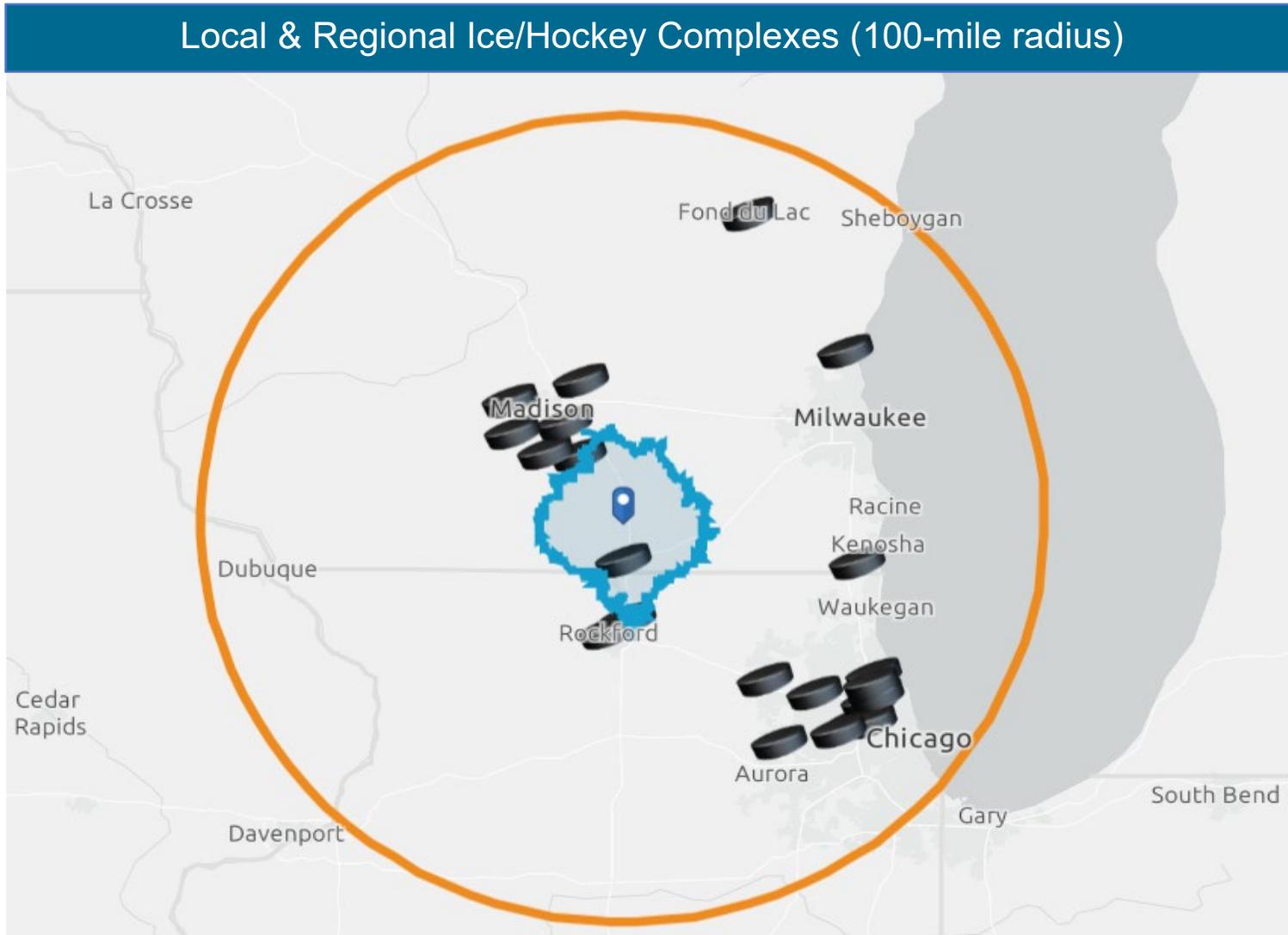


Figure 3-3

Regional Ice Complexes - Public Ice			
Facility	City, State	Distance From JIA	Number of Ice Sheets
Janesville Ice Arena	Janesville, WI	-	1.0
Edwards Ice Arena/Telfer Pavilion	Beloit, WI	11.3	1.0
Mandt Center	Stoughton, WI	26.3	1.0
Carlson Ice Arena	Loves Park, IL	27.7	1.0
Oregon Ice Arena	Oregon, WI	29.2	1.0
Riverview Ice House	Rockford, IL	33.9	1.5
McFarland Community Ice Arena	McFarland, WI	37.5	1.0
Verona Ice Arena	Verona, WI	40	1.0
Sun Prairie Ice Arena	Sun Prairie, WI	40.1	2.0
Capital Ice Arena	Middleton, WI	47.9	2.0
Canlan Ice Sports	West Dundee, IL	65.8	3.0
Pleasant Prairie IcePlex	Pleasant Prairie, WI	68.6	2.0
Triphahn Center	Hoffman Estates, IL	78.4	2.0
Fox Valley Ice Arena	Geneva, IL	84.5	2.0
Ozaukee Ice Center	Mequon, WI	89.5	2.0
Redmond Recreational Center	Bensenville, IL	94.5	3.0
Addison Ice Center	Addison, IL	94.9	2.0
Oakton Ice Arena	Park Ridge, IL	95	1.0
Blue Line Family Ice Center	Fond du Lac, WI	97.1	2.0
Franklin Park Ice Arena	Franklin Park, IL	97.2	2.0
Northbrook Sports Center and Skating	Northbrook, IL	97.6	2.0
Ice Land and Skate	Niles, IL	100	2.0
Glenview Ice Arena	Glenview, IL	100	2.5
<b>Average</b>		<b>66.2</b>	<b>1.8</b>
<b>TOTAL</b>		<b>-</b>	<b>39</b>

Source: CSL, Johnson Consulting

## ICE/HOCKEY – PRIME & NON-PRIME PRICING

Johnson Consulting performed an audit of prime and non-prime ice time for complexes within 100 miles of the current Janesville Ice Arena. In total, there were 12 complexes that were identified in this audit. The purpose of this is to determine whether Janesville’s current pricing structure is sufficient if they decide to go forward with a new ice complex. The understanding of the potential price elasticity for ice time at competitive facilities allows for a better understanding of the potential demand for events such as games, practices, tournaments, private ice rental, and other activities that are associated with an ice complex. It should be noted that at the current Janesville Ice Arena, not all tenants pay the prime and non-prime rates. Some rates are negotiated by contracts that call for specific pricing for certain tenants.

The table below presents all of the current prime and non-prime ice rental prices that Johnson Consulting was able to find via an independent audit. It is important to note that pricing for some of the ice facilities mentioned in Figure 3-3 were unattainable by the conclusion of this analysis due to the facility being closed for the summer and/or lack of response.

Figure 3-4

Regional Ice Complexes - Local & Regional Comparable Rinks					
Facility	City, State	Distance From JIA	Number of Ice Sheets	Non Prime Time	
				Ice \$\$	Prime Time Ice \$\$
Janesville Ice Arena	Janesville, WI	-	1.0	\$100	\$188
Mandt Center	Stoughton, WI	26.3	1.0	\$180	\$220
Carlson Ice Arena	Loves Park, IL	27.7	1.0	\$150	\$150
Riverview Ice House	Rockford, IL	33.9	1.5	\$240	\$240
Verona Ice Arena*	Verona, WI	40	1.0	\$175	\$225
Sun Prairie Ice Arena	Sun Prairie, WI	40.1	2.0	\$215	\$270
Capital Ice Arena	Middleton, WI	47.9	2.0	\$200	\$255
Triphahn Center	Hoffman Estates, IL	78.4	2.0	\$225	\$325
Oakton Ice Arena	Park Ridge, IL	95	1.0	\$225	\$300
Franklin Park Ice Arena	Franklin Park, IL	97.2	2.0	\$190	\$330
Ice Land and Skate	Niles, IL	100	2.0	\$225	\$330
Glenview Ice Arena	Glenview, IL	100	2.5	\$180	\$385
<b>Average</b>		<b>66.2</b>	<b>1.8</b>	<b>\$200</b>	<b>\$275</b>

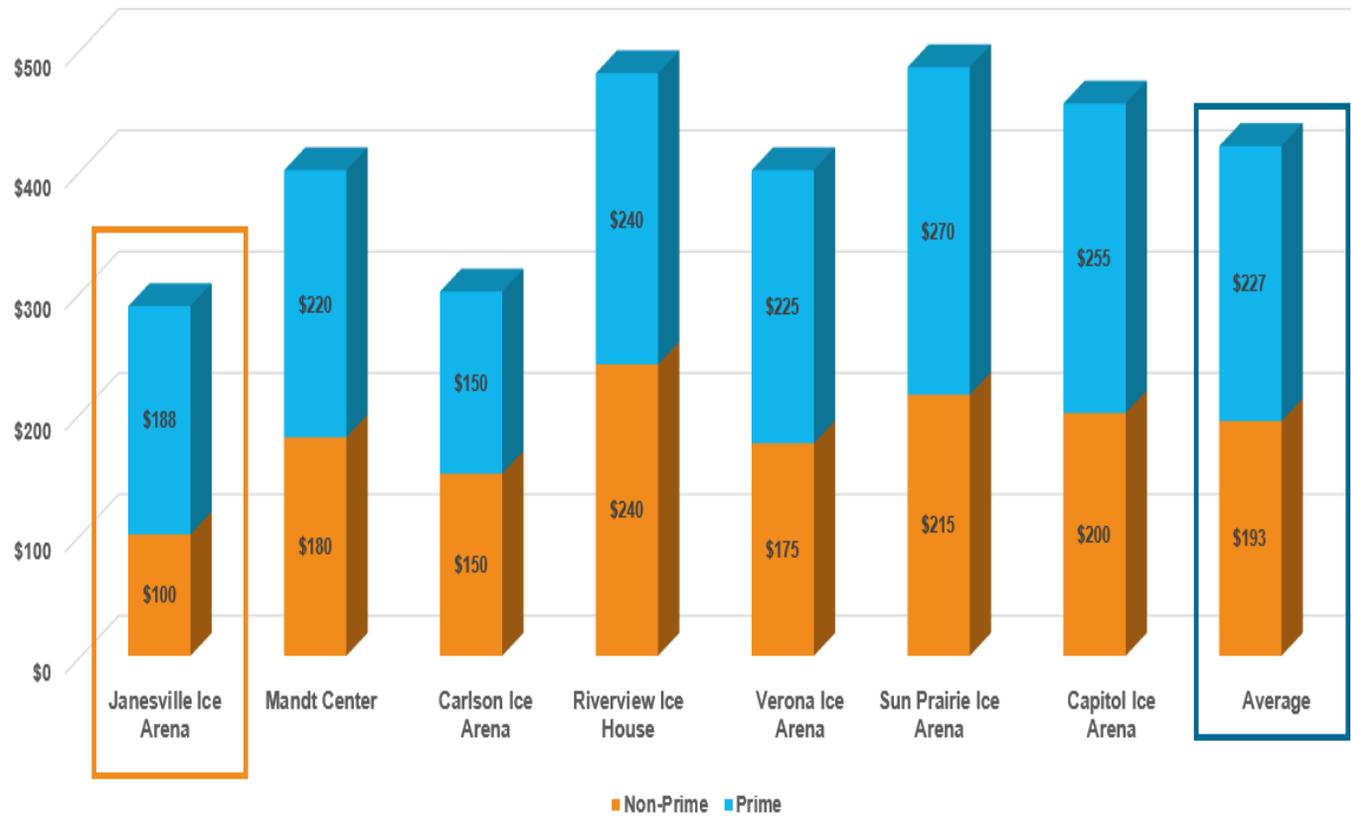
\* Olympic Sized Rink

Source: CSL, Johnson Consulting

In total, 11 facilities (excluding Janesville Ice Arena) provided information regarding their current pricing structure. These 11 facilities have a total of 18 rinks, averaging out to 1.6 rinks per complex. Currently, the average non-prime ice average of these facilities is \$200 per hour while prime ice time is \$275. This is significantly higher than the current rental rates charged by the Janesville Ice Arena. When looking at non-prime, the lowest comparable facility charges \$150 per hour, which is well above what Janesville charges (\$100/hour). When looking at prime ice time, the lowest comparable facility, the Mandt Center, charges \$220. This is significantly higher than the current Janesville Ice Arena price of \$188.

Johnson Consulting identified a competitive set of facilities to better understand a realistic price that a new facility in Janesville could charge. This competitive set is any ice complex within 50 miles of the current Janesville Ice Arena and includes 6 total complexes. In total, these comparables have a non-prime ice average of \$193 per hour and a prime average of \$227 per hour. This is higher than the average in Janesville and is a strong indication that an increase in rental rates is necessary. However, there needs to be caution taken when increasing prices as to not outprice your local tenants, as they will make up a large portion of the projected demand. Finding out how sensitive tenants are to price is a critical factor in determining the future price of a complex, and something that was absent in the previous report.

Figure 3-5  
Hourly Ice Rates at Local Facilities



## INDOOR TURF/MULTIPURPOSE FIELDS

The indoor sports facility market is unique in that it caters to all ages, with specific focus on competitive youth sports and young adult recreation leagues. While many sports and recreation facilities being developed are intended for young athletes, the Janesville market must also consider the large young adult recreational population as well. This creates an opportunity for the proposed indoor sports complex to take advantage of a demand for indoor space from within the Janesville community, as well as members of surrounding communities who travel to Janesville. If Janesville wishes to capture this market, it must plan for a facility that has the capacity to hold all types of indoor soccer events, across all age groups.

Figure 3-6

Standard Youth Soccer Field Dimensions		
Age Group	Capacity	Field Size (yards)
U6	4v4	30 x 20
U8	4v4	30 x 20
U10	7v7	47 x 30
U12	9v9	75 x 47
U13	11v11	112 x 75

*Sources: US Youth Soccer, Johnson Consulting*

Figure 3-7

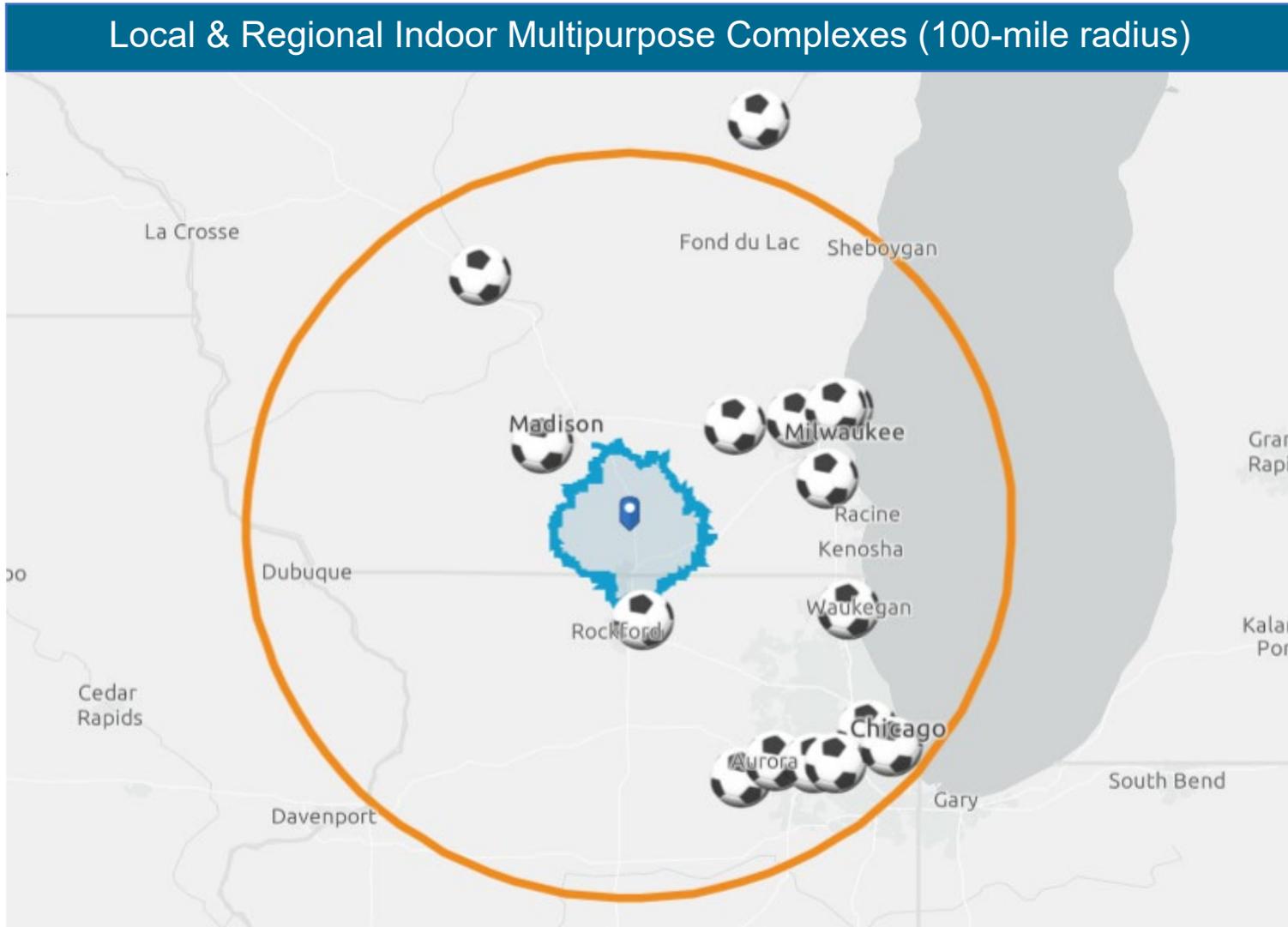


Figure 3-8

Regional Indoor Turf Complexes			
Facility	City, State	Miles from JIA	# of Turf Fields
Mercy Health Sportscore Indoor Sports Court	Loves Park, IL	28	3
Break Away Sports Center	Fitchburg, WI	41	2
the ZONE	Oconomowoc, WI	49	3
Milwaukee County Sports Complex	Franklin, WI	60	1
Midwest Orthopedic Sports Complex	Brookfield, WI	70	3
Lake County Sports Center	Waukegan, IL	74	3
Uilleann Soccer Park	Milwaukee, WI	79	3
Inbounds Training Center	Glendale, WI	81	3
Woodside Wisconsin Dells Center	Wisconsin Dells, WI	90	1
Go For It Sports Dome	Yorkville, IL	91	2
Wheatland Athletic Association Sports Center	Aurora, IL	93	2
Ridgeland Commons Recreation Complex	Oak Park, IL	93	1
7 Bridges Arena	Woodridge, IL	94	1
Darien SportsPlex	Darien, IL	95	1
Chicago IndoorSports	Chicago, IL	100	4
Soccer Heaven Sports Center	Appleton, WI	128	3
<b>Average</b>		<b>34.5</b>	<b>2.5</b>
<b>TOTAL</b>		<b>-</b>	<b>36</b>

*Source: CSL, Johnson Consulting*

## INDOOR MULTIPURPOSE – PRICING

An audit of hourly pricing for indoor multipurpose facilities was performed within 50 miles of the current Janesville Ice Arena. In total, there were 16 indoor turf facilities that were identified that have a total of 36 fields. These fields range from small futsal fields to full size indoor soccer fields. If Janesville is going to build an indoor multipurpose facility, it is important to determine what their potential competitors are charging in order to accurately price their facility.

The table below presents the current indoor turf rental prices for the local competitors. It should be noted that pricing for turf fields is per full field per hour.

Figure 3-9

Regional Indoor Turf Complexes					
Facility	City, State	Miles from JIA	# of Turf Fields	\$ Per Hour (low)	\$ Per Hour (high)
Mercy Health Sportscore Indoor Sports Court	Loves Park, IL	28	3	\$110	\$125
Break Away Sports Center	Fitchburg, WI	41	2	\$100	\$120
<b>Average</b>		<b>34.5</b>	<b>2.5</b>	<b>\$105.00</b>	<b>\$122.50</b>

Source: CSL, Johnson Consulting

Johnson Consulting identified the two closest indoor turf facilities to the current Janesville Ice Arena – the Mercy Health Sportscore in Loves Park and the Break Away Sports Center in Fitchburg. In total, these facilities have 5 indoor turf fields and range anywhere from \$100 per hour to \$125 per hour depending on factors such as time of year, field size, activity, and length of time.

## BASKETBALL/VOLLEYBALL COMPLEXES

Tournament quality indoor court complexes typically consist of at least four full size basketball courts, convertible into eight volleyball courts, under one roof. Courts are primarily used for basketball and volleyball events. However, they can also be used for indoor soccer, lacrosse, football, rugby, field hockey, baseball, softball and training. Hard court surfaces are also able to be used for non-sports events such as trade shows and community events. The marketability of these facilities is based on the number of surfaces that are available, the capacity for attendees, amenities within the facility (restaurants, pro-shops, locker rooms, etc.), and the cost to rent the complex. The figure below provides a map of the basketball/volleyball complexes within a 30-minute and 100-mile radius of Janesville.

Figure 3-10

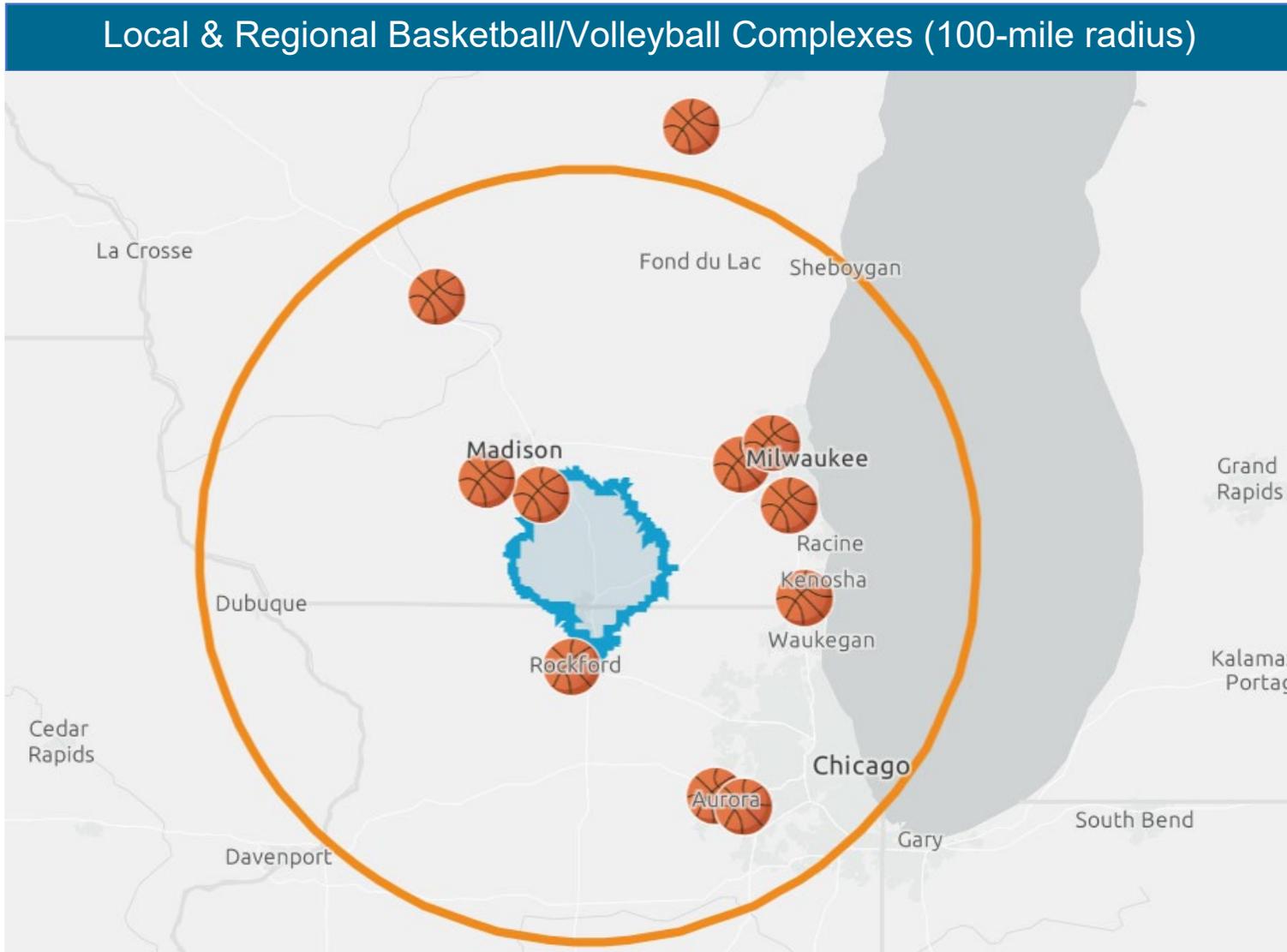


Figure 3-11

Regional Indoor Hardcourt Complexes				
Facility	City, State	Miles from JIA	# of Basketball	# of Volleyball
Sports Enhancement Academy - Stoughton	Stoughton, IL	26	4	4
UW Health Sports Factory	Rockford, IL	31	8	16
Sports Enhancement Academy - Verona	Verona, IL	39	4	4
Center Court Sports Complex	Waukesha, WI	52	5	8
Milwaukee County Sports Complex	Franklin, WI	60	1	4
Pleasant Prairie RecPlex	Pleasant Prairie, WI	68	9	18
Milwaukee Sting Center	Menomonee Falls, WI	73	0	10
Vaughn Athletic Center	Aurora, IL	89	4	4
Woodside Wisconsin Dells Center	Wisconsin Dells, WI	90	10	16
Supreme Courts	Aurora, IL	98	4	0
Fox Cities Champion Center	Grande Chute, WI	129	8	16
<b>Average</b>		<b>68.6</b>	<b>5</b>	<b>9</b>
<b>TOTAL</b>		<b>-</b>	<b>57</b>	<b>100</b>

*Source: CSL, Johnson Consulting*

Within 100 miles of the Janesville Ice Arena, there are 10 basketball and volleyball facilities with a total of 49 basketball courts, which are convertible into approximately 85 volleyball courts. Johnson Consulting also identified the Fox Cities Champion Center, which is approximately 129 miles from Janesville – it was identified because it is a new build and can potentially compete with a new complex in Janesville for both ice and hardcourt demand. The closest prominent facility is the UW Health Sports Factory, located in Rockford. This complex has 8 basketball courts convertible into 16 volleyball courts as well as state of the art amenities.

## BASKETBALL/VOLLEYBALL –PRICING

Johnson Consulting performed an independent audit of high and low pricing for court rentals within a 100-mile radius of the current Janesville Ice Arena. This will help give a basis for the assumption of a rental rate for the proposed Janesville Indoor Sports Complex, should they decide to add courts. **Basketball rental rates are per court per hour** and range from 30 to 80 dollars per hour, depending on the facility.

Figure 3-12

Regional Indoor Hardcourt Complexes						
Facility	City, State	Miles from JIA	# of Basketball	# of Volleyball	\$\$ Low	\$\$ High
UW Health Sports Factory	Rockford, IL	31	8	16	\$30	\$60
Pleasant Prairie RecPlex	Pleasant Prairie, WI	68	9	18	\$40	\$40
Vaughn Athletic Center	Aurora, IL	89	4	4	\$50	\$80
Supreme Courts	Aurora, IL	98	4	0	\$55	\$75
<b>Average</b>		<b>68.6</b>	<b>5</b>	<b>9</b>	<b>\$44</b>	<b>\$64</b>

*Source: CSL, Johnson Consulting*

As shown in Figure 3-12, court rental rates are significantly lower than that of indoor, which is typical to the national averages as well. The scarcity of indoor turf is what drives the turf rental prices higher. Again, much similar to many other markets nationally, the Janesville market place relies heavily on its local and regional school facilities, which often times offer their courts to local non-school organizers for reduced cost. Thus, Johnson Consulting would encourage the multipurpose venue to focus on only hosting basketball and volleyball tournaments rather than local leagues and practices.

## OBSERVATIONS

Janesville is in a great location from a sports tourism perspective as it is in the middle of multiple major metropolitan markets including Chicago, Milwaukee, and Madison. However, because of this, they also will have to compete with the facilities located there. Even though this is the case, Janesville and the surrounding markets seem to drive enough demand to warrant a new development. When looking at rental rates, it is clear that Janesville will have the need to eventually increase their prices for prime and non-prime ice as they charge well below the average in the region. They need to make sure to not outprice their local competition, while planning appropriately for a financially sustainable facility.

As it relates to the multipurpose space, Johnson Consulting would recommend that turf remain in year-round and be the primary focus of usage from a marketing and operations stand-point. Additionally, we would encourage the facility to seek outside right holders for hosting both basketball and volleyball tournaments as rentals to the facility during the summer and off-peak months. This will allow for greater economic impact as well as visitation to the community from non-ice events.

# **SECTION 4**

## **SITE OVERVIEW & BUILDING PROGRAM**



## SITE OVERVIEW & PROGRAM RECOMMENDATIONS

The City of Janesville is in a strategic regional location as it relates to local and regional games, practices, tournaments, and overall sports and non-sports events. However, where a complex is located within the City of Janesville will have a big impact on things such as hotel room nights generated, total visitors, and the potential return rate of visitors. Currently, there are five total sites in which the proposed Janesville Indoor Sports Complex can potentially be built. Given a detailed Business Plan is highly contingent on location and a final site was unknown at the time of this engagement, Johnson Consulting had to make an assumption on which of the five sites to base its Business Plan around.

This section will also opine on the original program presented in the previous feasibility report and confirm a final program recommendation base on our assessment of the marketplace.

### RECOMMENDED PROGRAM

Johnson Consulting agrees with many of the recommendations made by the previous consultant and is also recommending an approximately 120,000 square foot building that will include 2-full size sheets of ice, indoor flex space, and room for state-of-the-art amenities. The main variance in recommend program is the removable of an indoor walking track as well as an indoor playground area.

Further breakdown of the recommended program is listed below.

- **Main Rink**
  - 200' x 85'
  - 1,600 seats
  - Year-Round Ice
- **Secondary Rink**
  - 200' x 85'
  - Seating for 250
  - Seasonally removable to make room for up to 4 basketball courts/indoor turf
- **Flex Space**
  - 20,000 SF
  - Can support indoor turf, hard courts, or a 3<sup>rd</sup> ice sheet
- **Amenities**
  - Upgraded and expanded concessions, pro-shop, locker rooms, sports medicine space, party rooms, meeting rooms, locker rooms
- **Parking: 700 Spaces**

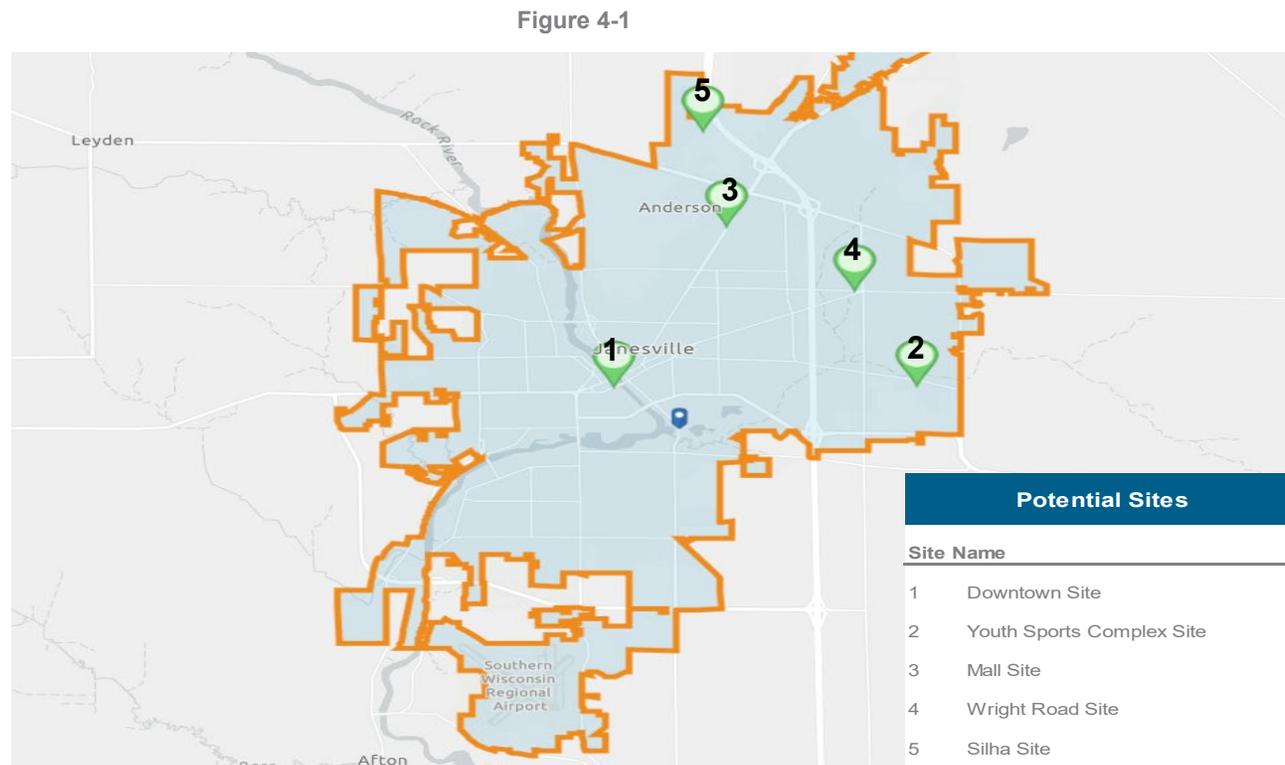


*Please note: Renderings above are of Community First Champion Center in Appleton, WI. This is not a rendering of the proposed venue in Janesville.*

## SITE OVERVIEW

As discussed with City Staff early in our analysis, in order to form a proper Business Plan a final or assumed site location needed to be identified. The City of Janesville had three potential sites when we first started the analysis, which then grew to five identified sites, with each one offering unique opportunities and challenges associated with building an indoor sports complex. For the purpose of this analysis, an assumption on which site would make the most sense from an operational and economic impact standpoint had to be made. As mentioned previously, should the assumed site be changed, it is highly encouraged to reanalyze the estimates found within.

The following figure presents the five sites that were identified by the City of Janesville:

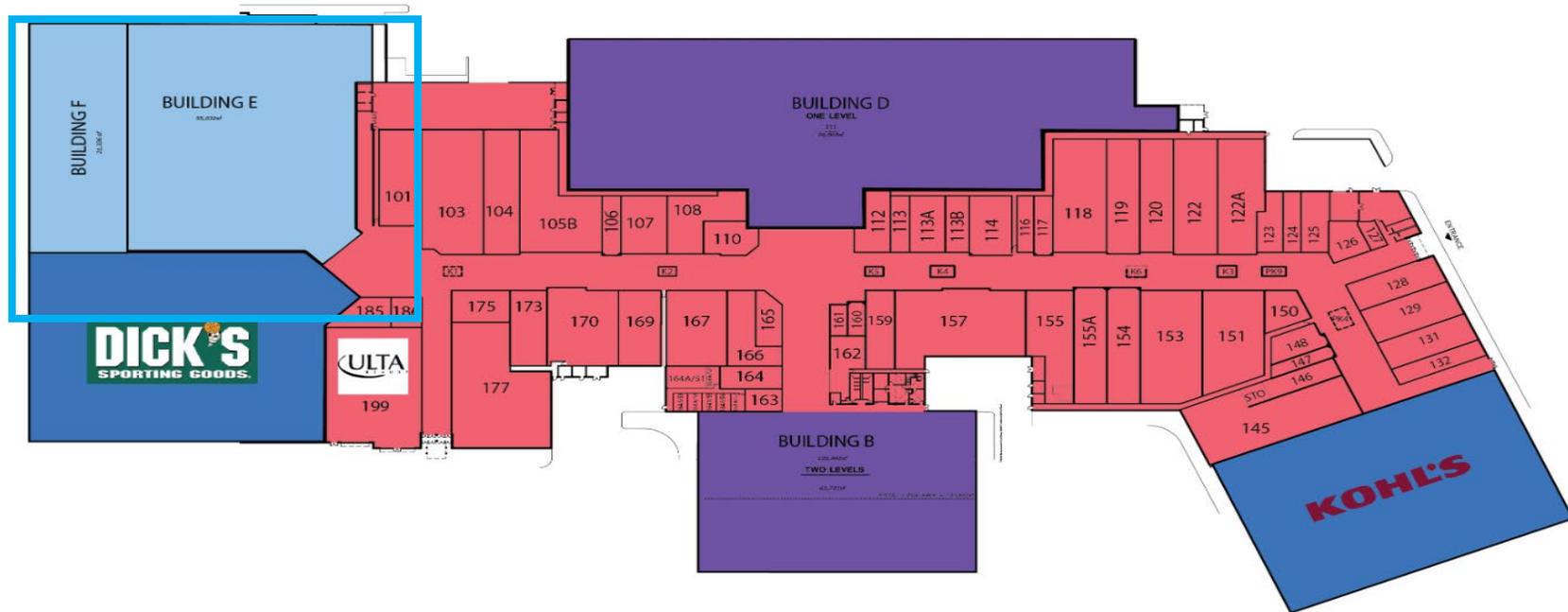


## ASSUMED SITE - JANESVILLE MALL SITE

Having local entertainment options available to teams and families is an important factor in the success of a youth sports tourism complex. Today, there is a growing trend among families, as they have been transitioning their children's youth sports tournaments into family vacations. This trend has significantly impacted the potential success of sports tourism facilities nationally, as the amenities and family entertainment options offered within or in close proximity to the sports facility has become just as important as the sports facility itself. The sports facility's ability to appeal to the entire family is critical to their likely return to the marketplace. Thus, this trend has shown that success in sports facilities such as the proposed indoor sports complex in Janesville is reliant on much more than the facility itself but rather the adjacent amenities such as accessibility, hospitality, parking and other family entertainment options.

Some of the key factors in our high-level review of the available sites were as follows: accessibility, adjacent/ nearby hotel infrastructure, adjacent/ nearby family entertainment options, and sufficient space for parking and/or nearby parking infrastructure. Given its location and proximity to many of the amenities expressed above, Johnson Consulting is of the opinion that the Janesville Mall Site would be the site that would allow the City access to many of the key amenities needed for the success of the proposed indoor sports complex, primarily as it relates to the indoor sports complex's opportunity to create the greatest economic benefit to the City Janesville.

Figure 4-2



## SUPPORTIVE MARKETS / STRATEGIC PARTNERSHIPS

The success of a sports complex is often reliant upon several key components. The most successful venues generally leverage one or more of the following components: 1) large local and regional population bases; 2) dedicated resources for significant investment in facility infrastructure; and 3) support of amenities and existing tourism attractions, which enhance the overall appeal of the sports complex.

Though Janesville does not meet the first criteria from a local perspective, they are within 100 miles of over 12.6 million people that could be served by new indoor sports complex. Janesville can enhance and leverage their proposed facility with other ideas that are currently being proposed at the mall. This would, in turn, assist with marketing and attracting additional sports tournaments and events to the city. Many of the more successful

sports complexes throughout the US have successfully leveraged and marketed existing assets within their location to create more of an experience rather than simply hosting tournaments. Janesville is a smaller market, but with the potential facilities being built in the mall, families and guests can choose from several entertainment options. This type of experience works well with families who have transitioned their kids' travel tournaments into family vacations. Thus, destinations that offer more than just sports facilities prosper.

Strategic Partnerships are an important way to generate revenue and demand at a complex. Most strategic partnerships center around large organizations or corporations in a specific area. In Rockford, for example, they have partnered with Mercy Health and with that, came a naming rights deal at the Mercy Health Sportscore. This is a concept that has the potential to work in Janesville, especially with two large healthcare providers being located there: St. Mary's Hospital and Mercy Hospital. With Mercy Hospital, there are existing sports facilities within the region that have already benefit from such a partnership with the hospital. However, further discussions need to be had with the partners at these healthcare firms to determine if this type of opportunity may exist in Janesville. Promoting health and wellness is a primary goal of healthcare organizations. Therefore, sponsoring a youth sports complex through a naming rights deal or some other form of partnership makes sense not just in Janesville, but around the United States.

## MANAGEMENT STRATEGY

Part of the challenge of developing new sports complex is assessing how to best operate, manage, and market them, and what methods could increase the operational efficiencies. An important first step to establishing an effective management strategy is to select an appropriate operating model for the facility. The four typical models include: Public, Private, Public/Private, and Public/Non-Profit. Each of the four models varies in terms of operational goals and financial performance. For Janesville specifically, it is agreed upon by both Johnson Consulting and the previous consultant that the public model is best suited for a complex such as the Janesville Indoor Sports Complex.

**PUBLIC MODEL:** The primary goal of a public model is to provide unlimited community access to residents. Facilities that operate under this model generally attract a more local audience than regional and national attendance. However, for Janesville specifically, they will be able to attract a larger regional audience due to their ideal location as well as their high population base within 100-miles. Publicly operated facilities are typically funded through the City/County's general obligation fund and an array of taxes. Additionally, these facilities generally rely on government subsidy to

offset any operational shortfalls. Though Janesville will have a publicly managed facility, it is encouraged to operate the venue as hybrid model focused on both community usage as well as regional tournament programming.

## PRELIMINARY MARKETING PLAN

Though a more comprehensive sales and marketing plan will need to be created in the future, Johnson Consulting developed a preliminary marketing plan that will better help the City of Janesville with understanding how to target specific events. Below is a list of steps that should be taken when developing a successful marketing plan.

1. **Create a Website** – this will help bring overall awareness to the project via images of construction updates as well as preliminary site plans both locally and regionally. Once the development is open, it will serve as a one stop shop for all tenants to see the ice and indoor turf schedule as well as tournaments and events that may be forthcoming at a complex such as this one. Creating a website will also assist in the marketing of larger regional events.
2. **Internal Advertising** – Posters, Brochures, Flyers. This will help with promoting events from inside of the new indoor sports complex. Letting the public know and understand when events are taking place will increase demand in the future.
3. **Social Media** – A large social media presence is important because it has the potential to reach thousands of residents as well as potential non-resident users of the complex. Successful social media marketing should be across at least three platforms (i.e. Facebook, Twitter, Instagram) and help promote the complex, the events held there, and the City of Janesville as a whole. Social media can also provide users with real time updates regarding outcomes of tournaments, participants, and events.
4. **Destination Marketing** – Destination marketing is becoming more important than ever as families have begun to transition their children’s travel tournaments into family vacations. With that, providing offerings that appeal to the entire family is crucial. Destination marketing can include packages of events and activities to do in and around Janesville while the team is staying in town. An example of this would be providing discounted Janesville Jets tickets and player interaction as part of the tournament. This will help to differentiate Janesville from other places that only have a facility.
5. **Industry Conferences** – In partnering with Janesville’s CVB, marketing/sales staff of the new complex should attend national and regional sports tourism events such as (Sports ETA, TEAMS and Connect Sports) in an effort to bring national exposure to the new sports complex

in Janesville. This will enhance the complex’s ability to host and book tournaments in advance of its opening as well target and schedule larger regional tournaments 12- 18 month in advance.

It will be crucial to engage the community with the construction process throughout the building process. Updating the community on the progress of the project will help keep residents informed about what is going on. Also, having news articles on the construction process can be used as a form of marketing to post on social media and in emails. Having a concrete marketing plan is becoming more important than before as competition among neighboring complexes is increasing.

## **OBSERVATIONS**

Johnson Consulting agrees that a two-sheet complex with an attached multipurpose flex space is the best program for a new complex in Janesville. However, Johnson Consulting does not recommend building the walking track or the indoor playground given the increased footprint and cost that will be associated with building these amenities. Additionally, if the proposed facility were to be developed at the Mall site, such amenities may be included in the overall mall redevelopment. Johnson Consulting is also in agreement with the previous consultant that the facility should be publicly managed and operated as certain economies of scale across the Recreation Division may be realized. Developing an accurate marketing plan is an important first step to take as complexes such as this one need to be marketed months, even years before they open.

## **SECTION 5**

### **DEMAND & FINANCIAL OPERATING PROJECTIONS**



## DEMAND AND FINANCIAL OPERATING PROJECTIONS

To properly estimate potential demand for a new indoor sports complex, the historical operations at the Janesville Ice Arena were extensively analyzed in order to understand the existing conditions. The historical operation data was then used to develop recommendations regarding the facility's physical program (e.g. number of playing surfaces, community space and other dry land amenities). Based upon this program, and considering the historic demand, we projected demand at a new ice facility and prepared a financial pro forma for the first ten years of operations. Johnson Consulting is of the opinion that many of the projected utilization levels as well rental rates assumed are fairly conservative and in line with this conceptual planning phase of the proposed development.

### KEY ASSUMPTIONS

It is important to note that prior to reviewing the following projections, a set of initial assumptions had to be made in order to properly form a business plan for the proposed indoor sports complex in Janesville, WI. For the purpose of this analysis, Johnson Consulting has assumed that all existing contracts with the Janesville Jets, Janesville Youth Hockey and the Janesville School District will be renegotiated between the City and each organization. Thus, at this time, the following assumption were made:

- The mall is assumed to be the development location due to no current site selection
- The City of Janesville will take over operations at the concessions and retain all revenue from food and drink (excluding alcohol)
  - Youth Hockey will not retain concession revenue
  - The Janesville Jets will retain all alcohol sales
- The Janesville Indoor Sports Complex will retain all sponsorship and advertising revenue – Jets will not retain advertising revenue
- Skate rental is included in public skate revenue
- All current tenants will pay one price - \$195/per hour for prime and non-prime ice time
- Non-Tenants will pay \$220/hour for prime and \$170 for non-prime
- Janesville Bluebirds will pay \$98 per hour
- Indoor Turf & Indoor Court rental is \$100/hour

- Janesville Youth Hockey will promote and host all local tournaments as they do currently
- An outside 3<sup>rd</sup> party will promote and host all regional and national tournaments and will rent the complex at \$6,000 per tournament. The \$6,000 assumption was made assuming a discounted rate of \$150 per hour per sheet. An assumption was also made that a tournament would require 20 hours per sheet per tournament (40 hours).

## HISTORIC OPERATIONS

Figure 5-1 presents a historic review of operating revenues and expenses at the Janesville Ice Arena from 2010-2018 – the most recent full year of operational data available. For purposes of examining relevant data, Johnson Consulting specifically examined the most recent 5 years (FYE 2014 – FYE 2018). On average, over the last five years, the Janesville Ice Arena has lost approximately \$42,000. Revenues and expenses have fluctuated heavily over this time, meaning that their bottom line is heavily reliant upon total programming of the facility. Their average revenues for the most recent five years are approximately \$289,000, which is a number that can increase with the addition of programming and an additional rink. Expenses over this time have averaged approximately \$331,000. However, over the last two years specifically, expenses have jumped significantly. This section will break down every aspect of the current revenues and expenses as they are the basis for our program recommendations and financial projections at the new proposed ice facility.

Figure 5-1

Janesville Ice Arena Historical P&L											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	9-Year Average	5-Year Average
<b>Revenues:</b>											
Public Skating	\$36,851	\$27,820	\$17,853	\$39,854	\$46,607	\$47,626	\$39,232	\$37,426	\$40,134	\$37,045	\$42,205
Programming	\$29,840	\$38,573	\$17,180	\$30,040	\$32,146	\$28,968	\$29,683	\$33,007	\$33,949	\$30,376	\$31,550
Hockey	\$114,063	\$125,338	\$108,965	\$96,293	\$145,233	\$131,589	\$150,897	\$147,339	\$166,721	\$131,827	\$148,356
Ice Rental	\$35,291	\$26,227	\$25,620	\$96,822	\$34,746	\$55,012	\$61,665	\$12,044	\$40,479	\$43,101	\$40,789
Figure Skating	\$22,143	\$47,060	\$50,334	\$10,311	\$26,648	\$17,461	\$17,698	\$14,532	\$14,251	\$24,493	\$18,118
Concessions	\$2,500	\$8,287	\$4,935	\$5,575	\$6,496	\$7,118	\$6,443	\$6,930	\$8,578	\$6,318	\$7,113
Pro Shop	\$2,570	\$3,005	\$3,122	\$2,266	\$2,276	\$2,148	\$1,704	\$1,742	\$1,895	\$2,303	\$1,953
<b>Total Revenues</b>	<b>\$243,259</b>	<b>\$276,311</b>	<b>\$228,009</b>	<b>\$281,161</b>	<b>\$287,657</b>	<b>\$289,922</b>	<b>\$313,764</b>	<b>\$246,577</b>	<b>\$306,007</b>	<b>\$274,741</b>	<b>\$288,785</b>
<b>Expenses:</b>											
Wages (including overtime)	\$128,246	\$117,783	\$112,761	\$131,167	\$130,972	\$133,912	\$130,909	\$146,780	\$147,002	\$131,059	\$137,915
Benefits	\$34,745	\$39,971	\$35,845	\$38,579	\$38,622	\$36,479	\$35,845	\$40,358	\$38,405	\$37,650	\$37,942
Utilities	\$94,769	\$84,275	\$62,920	\$80,789	\$89,490	\$92,820	\$95,488	\$99,011	\$105,601	\$89,463	\$96,482
Insurance	\$1,684	\$1,741	\$1,551	\$1,700	\$1,690	\$1,538	\$1,844	\$1,828	\$2,224	\$1,756	\$1,825
Building Expense (maintenance)	\$6,054	\$6,243	\$9,372	\$7,654	\$11,509	\$15,130	\$7,650	\$16,637	\$10,552	\$10,089	\$12,296
Licenses and Advertising	\$2,379	\$1,113	\$1,551	\$897	\$932	\$1,195	\$1,198	\$1,233	\$1,311	\$1,312	\$1,174
Vehicle & Equipment	\$30,003	\$41,861	\$14,178	\$16,984	\$13,699	\$16,059	\$17,919	\$26,059	\$25,323	\$22,454	\$19,812
Supplies	\$23,909	\$14,133	\$14,186	\$17,030	\$18,842	\$16,977	\$20,068	\$20,363	\$14,240	\$17,750	\$18,098
Contractual Services	\$8,364	\$375	\$1,477	\$4,427	\$4,910	\$5,298	\$7,759	\$2,411	\$3,625	\$4,294	\$4,801
Professional Development	\$1,342	\$2,610	\$150	\$2,158	\$302	\$225	\$424	\$275	\$1,136	\$958	\$472
<b>Total Expenses</b>	<b>\$331,495</b>	<b>\$310,105</b>	<b>\$253,991</b>	<b>\$301,385</b>	<b>\$310,968</b>	<b>\$319,633</b>	<b>\$319,104</b>	<b>\$354,955</b>	<b>\$349,419</b>	<b>\$316,784</b>	<b>\$330,816</b>
<b>Net Operating Income</b>	<b>(\$88,236)</b>	<b>(\$33,794)</b>	<b>(\$25,982)</b>	<b>(\$20,224)</b>	<b>(\$23,311)</b>	<b>(\$29,711)</b>	<b>(\$5,340)</b>	<b>(\$108,378)</b>	<b>(\$43,412)</b>	<b>(\$42,043)</b>	<b>(\$42,030)</b>

Source: City of Janesville, Johnson Consulting

## DEMAND ESTIMATES

It will take time for a facility in Janesville to reach maximum utilization, but as it is integrated into the network of facilities available regionally, the complex will become a prominent addition to the regional marketplace. During the first few years of operations, there will be a need for an in-house promoter, local sports organizations, and the facility manager to aggressively target tournaments and promote hour-long rentals. Establishing a presence in the growing indoor sports facility market will be important in nurturing what effectively amounts to a new market niche for the City of Janesville. With this development, the demand profile at the indoor complex will, over time, increase in volume and improve in quality. The following demand sectors can be expected:

**Tournaments** – Based upon interviews with local industry professionals, there are currently insufficient facilities in the area to host local and regional winter indoor tournaments particularly for hockey, figure skating, soccer, basketball, and volleyball. The addition of a new facility with greater capacity and amenities is perceived to have the ability to attract regional youth sport associations. In addition, the location of the hotels, airport and proximity to the dense population of Chicago and the suburbs will help create visits by attendees, generating additional room nights and increasing the economic impact in the surrounding area. It is assumed that Janesville Youth Hockey will operate all tournaments at the new complex.

**League Play** – The indoor ice and multipurpose sports complex will be a natural fit for local league play, which will generate weekday demand that may not otherwise be filled through tournament play. Both youth and adult leagues are suitable for the facility. In order to ensure a seamless integration into the market, the facility should work to expand existing leagues that are short on ice and indoor turf space.

**Camps/Clinics/Lessons/Practice** – Similar to tournaments and leagues, camps, and clinics can either be held by outside promoters that rent the facility to hold the event, or held in-house with participants charged an entrance fee. Camps are currently offered by some local facilities, but the size and quality of the new facility will enable it to handle larger camps and sports festivals that could possibly draw from a larger market as well. These types of events can expect to last three-to-four days and draw professional athletes and coaches as instructors. Lastly, the facility can be made available to Janesville Public Schools sports teams that are in need of indoor ice space.

**Skills Training** – Another type of event that could be used to maximize use of the facility is skills training sessions. Skills training would draw demand from those already using the facility for other events. This event type would likely consist of hour-long rentals that can be offered during downtime at the facility during the week when there is no league play. This training can be for both the ice as well as turf field, depending on the type of sports.

**Consumer Shows** – Regionally, there seems to be limited opportunity for such events, however hosting occasional consumer shows and festivals will act as ‘filler’ for weekends when demand for tournaments and other sports-related functions are low due to seasonality. Ideally, the promotional arm of the facility would take an active role in attracting and developing consumer shows and festivals at the venue. Consumer shows would target more of a local attendance base, offering home improvement and other related types of shows. This event type will generate most of its room night demand from exhibitors and has proven successful in sports facilities similar to the one proposed. These events will be hosted at the indoor sports complex only if too large to be held at current facilities.

**Festivals and Other Events** – In addition to the above events, the facility could also serve as a venue for corporate rentals, parties, shows and community events. The indoor facility would be able to further maximize the number of event days by hosting other non-sports related events to fully utilize the facility during off-season periods of the year. The Janesville Indoor Sports Complex will not compete with the current event venues in Janesville, but rather host events that are too large to be accommodated anywhere else during non-peak season.

Table 5-2 presents a projected event demand calendar for the indoor sports complex’s first ten years of operations. As is common with these types of facilities, demand is expected to ramp up and reach stabilization in Year 5. The primary driver of events will be new demand currently unable to be accommodated at existing facilities. **Leagues are counted as league per month, meaning that a league that runs three months, for example, will count as three leagues on the figure below.**

Figure 5-2

Janesville Indoor Multi-Purpose											Year 5 (Stabilization)		
Number of Events - First 10 years of Operation											Participant	Spectator	Total
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Attendance	Attendance	Attendance
<b>Tournaments-Regional/National</b>													
Soccer	4	4	5	5	5	5	5	5	5	5	4,500	9,000	13,500
Lacrosse/Football/Rugby	2	2	2	2	2	2	2	2	2	2	1,200	2,400	3,600
Basketball/Volleyball	2	3	3	3	3	3	3	3	3	3	1,500	3,000	4,500
Hockey	5	6	6	7	7	7	7	7	7	7	4,200	8,400	12,600
<b>Tournaments-Local</b>													
Soccer	6	7	7	8	8	8	8	8	8	8	1,800	3,600	5,400
Lacrosse/Football/Rugby	2	3	3	3	3	3	3	3	3	3	900	1,800	2,700
Basketball/Volleyball	2	3	3	3	3	3	3	3	3	3	600	1,200	1,800
Hockey	7	8	8	9	9	9	9	9	9	9	2,700	5,400	8,100
<b>Leagues</b>													
Soccer	12	14	14	15	16	16	16	16	16	16	1,536	1,536	3,072
Lacrosse/Football/Rugby	3	3	4	4	4	4	4	4	4	4	480	480	960
Basketball/Volleyball	0	0	0	0	0	0	0	0	0	0	0	0	0
Hockey	62	70	74	78	82	82	82	82	82	82	6,888	6,888	13,776
<b>Camps/Clinics/Lessons</b>													
Soccer	5	5	5	6	6	6	6	6	6	6	600	600	1,200
Lacrosse/Football/Rugby	4	4	5	5	5	5	5	5	5	5	250	250	500
Basketball/Volleyball	3	3	4	4	4	4	4	4	4	4	200	200	400
Hockey	6	7	7	8	8	8	8	8	8	8	600	600	1,200
Baseball/Softball	4	4	5	5	5	5	5	5	5	5	250	250	500
<b>Special Events</b>													
Festivals/Consumer Shows	5	6	6	7	7	7	7	7	7	7	10,500	-	10,500
Janesville Jets	32	32	32	32	32	32	32	32	32	32	-	35,322	35,322
<b>Total</b>	<b>166</b>	<b>184</b>	<b>193</b>	<b>204</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>38,704</b>	<b>80,926</b>	<b>119,630</b>

Source: Johnson Consulting

At stabilization, there are 209 total events that will take place at the Janesville Indoor Sports Complex. The annual events were conservatively developed based on the standard peaks and lulls in the indoor sports market both regionally and nationally. The following assumptions were made:

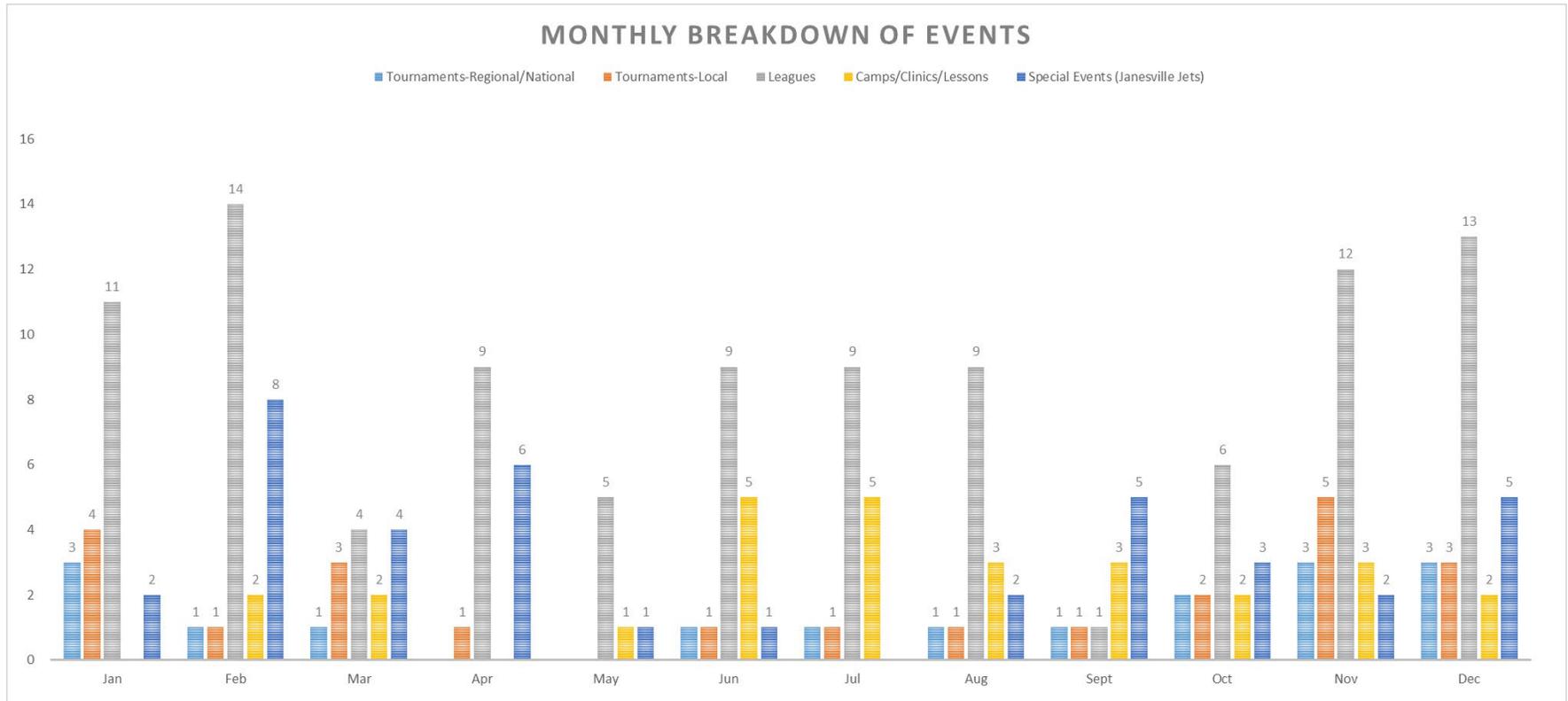
- All tournaments (national, regional and local) are held Friday through Sunday.
- Janesville Youth Hockey will host local tournaments while a 3<sup>rd</sup> party will host regional/national tournaments
- The Janesville Jets have 32 home games at 1,000 people per game, which is projected to grow 2.5 percent each year for first 5 years.
- Each month has four to five available tournament weekends.
- The indoor facility will operate at or near capacity during the peak tournament months of October through May.
- Fewer tournaments will be held during the historically slow months of June through August. These free weekends will allow for routine maintenance, special events and laying down hard court for basketball/volleyball tournaments.
- League play takes place on Monday through Thursday evenings with multiple leagues and age divisions competing on any given evening.
- Leagues are assumed to last two months (eight weeks) with peak capacity occurring during October through May.
- Leagues are counted per league per month.
- Camps and clinics take place after school, and during school breaks.

## MONTHLY DEMAND BREAKDOWN

The following table shows a breakdown of events by event type: Regional/National Tournaments, Local Tournaments, Leagues, Camps/Clinics/Lessons, and Special Events. Peak season, which has been identified as November through February, hosts 97 of the 209 projected events, many of which are regional/national tournaments. The complex, like all indoor facilities, will lack demand during the summer months. Indoor

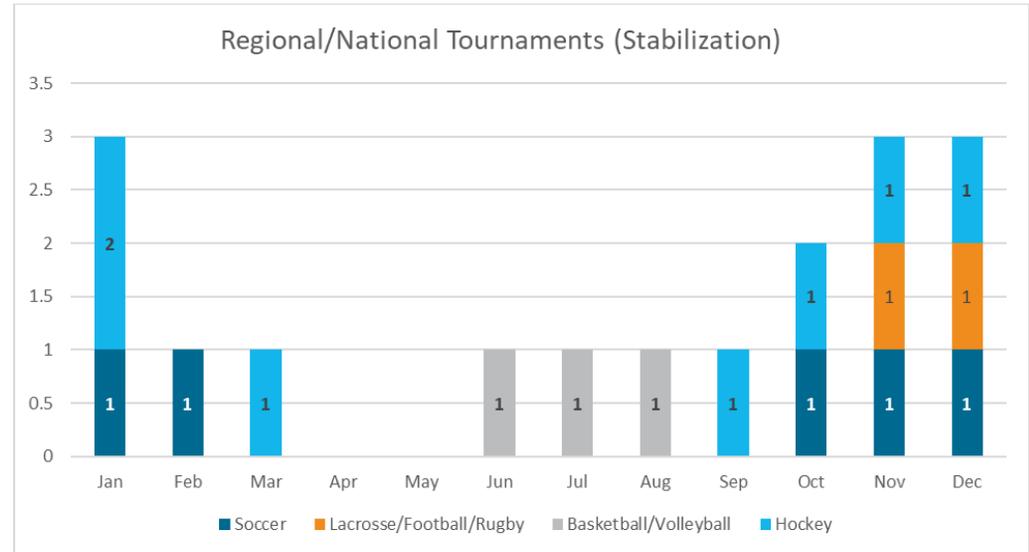
complexes such as this one can offset that demand by hosting camps/clinics/lessons as well as outside events such as festivals, conferences, and trade shows.

Figure 5-3



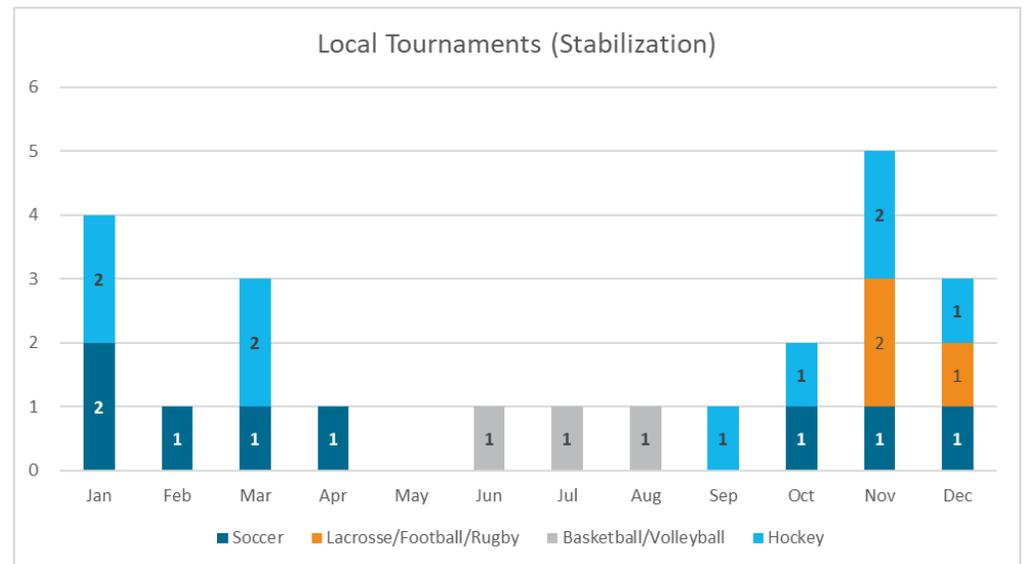
### REGIONAL/NATIONAL TOURNAMENTS:

Regional and National tournaments account for a larger number of participants that have the potential to increase economic impacts the most. Many of the participants in regional and national tournaments will require hotel room nights which should be blocked off in advance of the tournament. In Year 5, there are 17 total regional or national tournaments that are projected between Hockey (7 tournaments), Lacrosse/Football/Rugby (2 tournaments), Soccer (5 tournaments), and basketball/volleyball (3 tournaments). As shown by the adjacent figure, most tournaments take place in the winter months while the summer months remain mostly available.



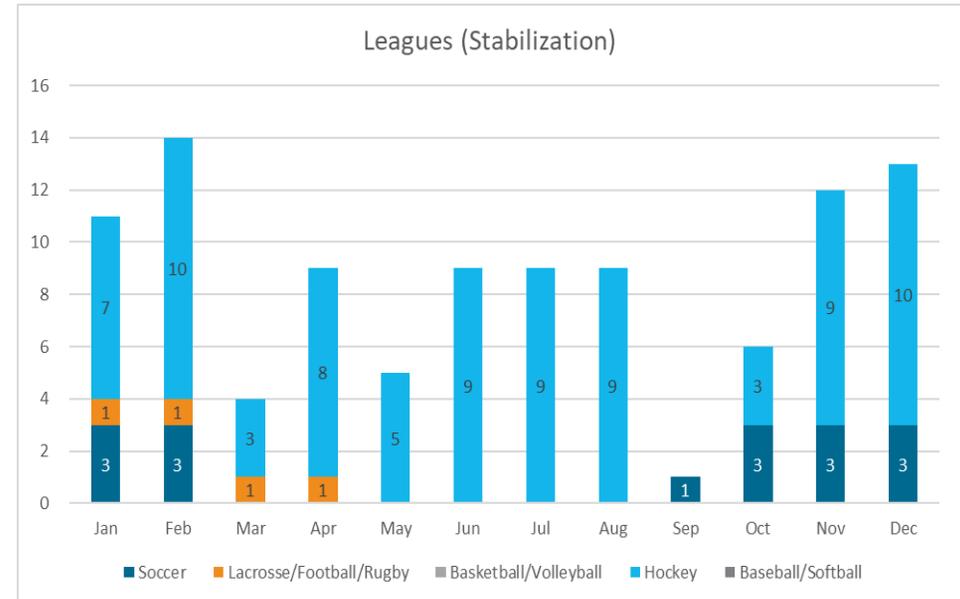
### LOCAL TOURNAMENTS:

Local tournaments are smaller tournaments that draw a participation base within driving distance. By Year 5, the facility is projected to host 23 total local tournaments and draw approximately 18,000 total participants and visitors to the complex. These tournaments are usually run in the winter months, with November through February hosting 11 tournaments combined. As with the regional and national tournaments, local tournaments have availability in the summer months due to many sports wanting to be outside. With that, it is important to remain at capacity in the peak months to offset this.



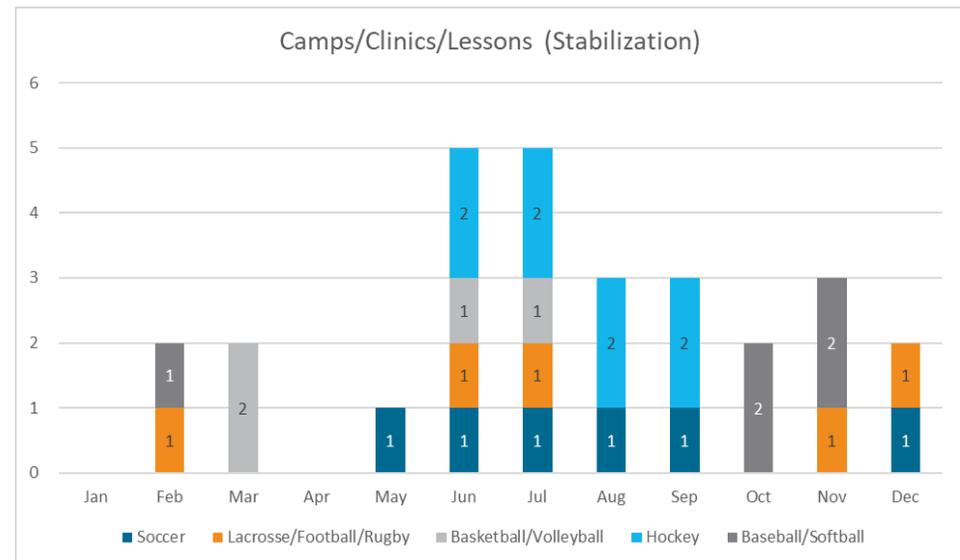
### LEAGUES:

League play is categorized by local leagues and is mostly dominated by hockey, which accounts for over 80 percent of the leagues. Hockey leagues are spread between Janesville Youth Hockey, Janesville Bluebirds, Rock County Fury, and Adult Hockey. It should be noted that leagues are counted per month, which is why the total annual number of leagues appears to be high. Milton hockey has expressed interest in becoming a tenant as well. However, to remain conservative, Johnson Consulting did not include them in this section. Outside of hockey, soccer accounts for 16 total leagues as there is the potential to run three indoor leagues in the winter months due to soccer’s popularity. It should be noted that the Janesville Jets are not counted in leagues. Instead, they are accounted for in special events.



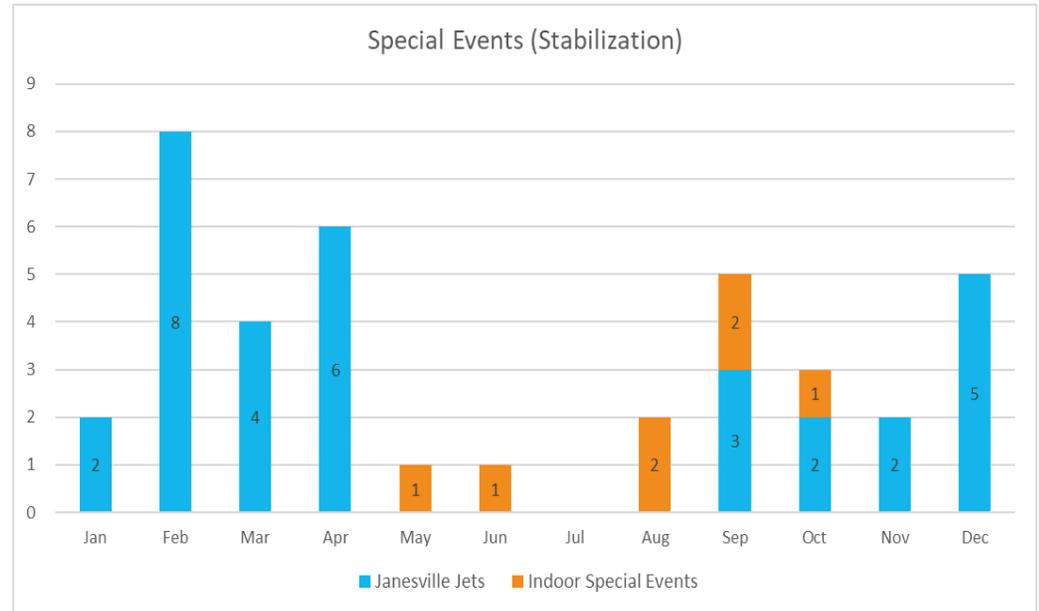
### CAMPS/CLINICS/LESSONS:

Camps/Clinics/Lessons are unique in that they are mostly run during the summer months. This is an excellent way to help offset demand during the non-peak months. Due to the number of tenants, hockey has the most projected camps/clinics/lessons (8), which are run opposite of the Janesville Jets, Bluebirds, Fury, and Janesville Youth Hockey Seasons. This is important as it can help younger children sharpen their skills. Also, with two sheets of ice, there is the potential to host two or more of these camps/clinics/lessons per day.



## SPECIAL EVENTS

Special Events account for the Janesville Jets home games as well as the indoor special events such as consumer shows and festivals. It is assumed that the Jets will have 32 home games per season, which would include an average of two playoff games per season. These games are estimated to draw approximately 32,000 total visitors, or 1,000 per game. Outside of the Jets, there are 7 total indoor special events, which are operated during mostly non-peak months. It should be noted that these events are meant to compliment other meeting facilities within Janesville and only host events that are too large to operate at any of its existing facilities.



## BUILDING PROGRAM

The need for the following facility program was based on conversations with several local and regional stakeholders, including representatives from local leagues and regional competitive travel organizations as well as conversations with the City of Janesville staff. The facility should be developed with the intention of hosting recreational tournaments, leagues, camps, clinics and community events for local residents. There is also an opportunity to host regional travel tournaments while achieving its City of Janesville Recreation Division mission. Doing so will give the City the opportunity to maximize revenues, while providing critically needed primetime ice and indoor multipurpose space for residents.

As mentioned in the previous section, Johnson Consulting has confirmed a similar need identified in the previous feasibility study, for the following key elements at the proposed ice center:

- **Main Rink**
  - 200' x 85'
  - 1,600 seats
  - Year-Round Ice
- **Secondary Rink**
  - 200' x 85'
  - Seating for 250
  - Seasonally Removable to make room for up to 4 basketball courts/indoor turf
- **Flex Space**
  - 20,000 SF
  - Can support indoor turf, hard courts, or a 3<sup>rd</sup> ice sheet
- **Amenities**
  - Upgraded and expanded concessions, pro-shop, locker rooms, sports medicine space, party rooms, meeting rooms, locker rooms
- **Parking: 700 Spaces**

A facility of this size would require approximately 120,000 - 130,000 square feet of space according to Perkins and Will Architects. The new sports complex in Janesville will continue to offer its existing programming, with specific focus on the Jets and high-school and local youth programs in hockey, figure skating, and other special ice events. The proposed design of the new indoor sports complex will also offer the opportunity to expand programming, including hockey tournaments, dry land activities like specialized training or coaching seminars, and adult recreation like curling or expanded adult hockey leagues.

The following demand sectors can be expected once the new ice facility is fully operational:

**Recreational Use** – The ice facility will continue to host and expand upon the existing programming, including the Janesville Jets, youth and adult league hockey play, and figure skating, as well as travel hockey clubs, high school hockey and public skating events. As a result of the additional sheet of ice at the new facility, the city could consider expanding existing programming to include additional leagues or participants in each league. They could also consider bringing in additional programming from outside communities that have shown interest.

**Tournaments** – A new ice facility with 2 sheets will be able to attract hockey tournaments and figure skating events. Janesville is easily accessible from the highway and strategically located within 100-miles of over 12.5 million people. It would be a natural location for a facility to host holiday hockey tournaments or figure skating competitions.

**Camps/Clinics/Lessons** – Like tournaments and leagues, camps/clinics/lessons can either be held by outside right holders that rent the facility to hold the event, or held in-house with participants charged an entrance fee. Camps and Clinics are currently offered at the Janesville Ice Arena, but the size and quality of the new ice facility will enable it to handle larger camps and sports festivals that could possibly draw from a larger market as well.

**Special Events** - Special events include non-sporting events, such as trade shows, conferences, seminars, corporate outings, birthday parties, charity events and large community gatherings.

## PROJECTED FINANCIALS

To illustrate the potential for the indoor sports complex to be financially viable, Johnson Consulting has prepared financial projections based upon programs and events expected to be hosted at the facility. The financial model assumes that the indoor complex will continue to be operated by the City of Janesville. Also, because a site has not been chosen, this financial model is assuming that the new Janesville Ice Arena will be built at the current Mall Site – the site that Johnson Consulting believes has the most potential to provide entertainment options to users of the complex. This model also assumes that the current contracts with the Janesville Ice Arena are all renegotiated. The current Janesville Ice Arena has three outstanding contracts with its local tenants: The Janesville Jets, Janesville Youth Hockey Club, and the Janesville School District. Johnson Consulting has reviewed these contracts and determined that there needs to be further discussion with these programs. However, for purposes of this proforma, it was assumed that instead of 125 hours of free ice time, the Janesville Bluebirds will pay half of the projected flat tenant rate of ice. It was also assumed that the Jets and Janesville Youth Hockey will pay the new flat tenant rate of \$195 for ice.

As previously mentioned, the projected financials for the proposed indoor sports complex relied heavily on existing and historical operations of the Janesville Ice Arena. By leveraging this existing data, historical demand by historical revenues was able to be applied, resulting in a historical 'per unit cost' per program type. Then the local and regional marketplace was then assessed to understand the potential growth for both level of demand as well as 'per unit cost' for each program type outside of 'Hockey Demand and Ice Rental'.

Figure 5-4 provides our detailed operating pro forma for the first ten years of the new ice facility with 2 sheets of ice and the attached multipurpose space:

Figure 5-4

Janesville Ice Arena Financial Pro Forma										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Revenue</b>										
Public Skate	\$109,733	\$115,288	\$118,171	\$121,125	\$124,153	\$127,257	\$130,438	\$133,699	\$137,042	\$140,468
Programming	\$18,601	\$19,542	\$20,031	\$20,532	\$21,045	\$21,571	\$22,110	\$22,663	\$23,230	\$23,810
Hockey & Ice Rental	\$392,245	\$412,103	\$422,405	\$432,965	\$443,790	\$454,884	\$466,256	\$477,913	\$489,861	\$502,107
Figure Skating	\$23,916	\$25,126	\$25,755	\$26,398	\$27,058	\$27,735	\$28,428	\$29,139	\$29,867	\$30,614
Concessions(Net)	\$59,658	\$67,223	\$73,700	\$79,821	\$83,741	\$97,114	\$99,542	\$102,030	\$104,581	\$107,196
Tenant Revenue	\$11,000	\$11,557	\$11,846	\$12,142	\$12,445	\$12,757	\$13,076	\$13,402	\$13,737	\$14,081
Sponsorship & Advertising	\$100,000	\$105,063	\$107,689	\$110,381	\$113,141	\$115,969	\$118,869	\$121,840	\$124,886	\$128,008
Non-Ice Revenue	\$220,500	\$231,663	\$237,454	\$243,391	\$249,476	\$255,712	\$262,105	\$268,658	\$275,374	\$282,259
Non-Ice Tournament Revenue	\$24,000	\$48,000	\$48,000	\$72,000	\$96,000	\$100,860	\$103,382	\$105,966	\$108,615	\$111,331
<b>Total Revenues</b>	<b>\$959,653</b>	<b>\$1,035,565</b>	<b>\$1,065,050</b>	<b>\$1,118,756</b>	<b>\$1,170,849</b>	<b>\$1,213,859</b>	<b>\$1,244,206</b>	<b>\$1,275,311</b>	<b>\$1,307,194</b>	<b>\$1,339,873</b>
<b>Expenses</b>										
Wages (including overtime)	\$379,063	\$388,539	\$398,253	\$408,209	\$418,414	\$428,875	\$439,597	\$450,587	\$461,851	\$473,398
Benefits	\$143,780	\$151,059	\$154,835	\$158,706	\$162,674	\$166,741	\$170,909	\$175,182	\$179,562	\$184,051
Utilities	\$335,879	\$352,882	\$361,704	\$370,747	\$380,016	\$389,516	\$399,254	\$409,235	\$419,466	\$429,953
Insurance	\$19,650	\$20,645	\$21,161	\$21,690	\$22,232	\$22,788	\$23,358	\$23,942	\$24,540	\$25,154
Building Expense (maintenance)	\$47,983	\$50,412	\$51,672	\$52,964	\$54,288	\$55,645	\$57,036	\$58,462	\$59,924	\$61,422
Licenses and Advertising	\$3,901	\$4,098	\$4,201	\$4,306	\$4,413	\$4,524	\$4,637	\$4,753	\$4,871	\$4,993
Vehicle & Equipment	\$57,579	\$60,494	\$62,006	\$63,557	\$65,146	\$66,774	\$68,444	\$70,155	\$71,908	\$73,706
Supplies	\$47,983	\$50,412	\$51,672	\$52,964	\$54,288	\$55,645	\$57,036	\$58,462	\$59,924	\$61,422
Contractual Services	\$15,953	\$16,760	\$17,179	\$17,609	\$18,049	\$18,500	\$18,963	\$19,437	\$19,923	\$20,421
Professional Development	\$1,570	\$1,649	\$1,691	\$1,733	\$1,776	\$1,821	\$1,866	\$1,913	\$1,960	\$2,009
<b>Total Expenses</b>	<b>\$1,053,339</b>	<b>\$1,096,951</b>	<b>\$1,124,375</b>	<b>\$1,152,484</b>	<b>\$1,181,296</b>	<b>\$1,210,828</b>	<b>\$1,241,099</b>	<b>\$1,272,127</b>	<b>\$1,303,930</b>	<b>\$1,336,528</b>
<b>Net Operating Income</b>	<b>-\$93,686</b>	<b>-\$61,386</b>	<b>-\$59,325</b>	<b>-\$33,728</b>	<b>-\$10,447</b>	<b>\$3,031</b>	<b>\$3,107</b>	<b>\$3,184</b>	<b>\$3,264</b>	<b>\$3,345</b>
<b>Reserves for Replacement (5%)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$55,938</b>	<b>\$58,542</b>	<b>\$60,693</b>	<b>\$62,210</b>	<b>\$63,766</b>	<b>\$65,360</b>	<b>\$66,994</b>
<b>NOI after Reserves</b>	<b>-\$93,686</b>	<b>-\$61,386</b>	<b>-\$59,325</b>	<b>-\$89,666</b>	<b>-\$68,990</b>	<b>-\$57,662</b>	<b>-\$59,104</b>	<b>-\$60,581</b>	<b>-\$62,096</b>	<b>-\$63,648</b>

Source: City of Janesville, Johnson Consulting

## PROGRAM & INSTRUCTION REVENUES – PUBLIC SKATE

To find the projected revenue for public skate at a new Janesville Indoor Sports Complex, Johnson Consulting first identified the 5-year historical demand (9,340) and the 5-year historical revenue (\$42,205) to determine if there is room to grow the program. With an additional sheet of ice, there will surely be more time for public skating sessions. The table below presents the historical fees for public skating over the last five years, which was determined to be \$4.52 per skater. Historically, public skating sessions at the Janesville Ice Arena ranged anywhere from \$4 to \$7 per skate, with a family pass currently costing \$24. A fee of \$4.52 per skater is significantly lower than most of the comparables that were examined. Because of that, it is recommended that the new Janesville Indoor Sports Complex double the fee of public skate to \$9. With a projected 30 percent growth in demand as well as a 100 percent growth in current fees for public skate, this revenue line item will generate an estimated \$109,733. It is important to note, similar to the historical operations, skate rental is included within public skate projected revenue.

Figure 5-5

Public Skate/Admissions			
Event	Historical Demand	Projected Growth	Projected Demand
Public Skate	9,340	30%	12,142
<b>Total</b>			<b>12,142</b>
Event	Historical Fee	Projected Growth	Projected Fee
Public Skate	\$4.52	100%	\$9
Event	Historical Revenue	Projected Growth	Projected Revenue
Public Skate	\$42,205		\$109,733
<b>Total</b>	<b>\$42,205</b>		<b>\$109,733</b>

Source: City of Janesville, Johnson Consulting

## PROGRAM & INSTRUCTION REVENUES – PROGRAMMING

Historical Programming at the Janesville Ice Arena included Open Hockey, Birthdays, and B&C League Hockey. However, for organizational purposes as well as to establish a base moving forward, B&C League revenue has been moved to “Hockey & Ice Rental”. Given the new Janesville Indoor Sports Complex will be an attraction, it is assumed that both indoor hockey and birthdays will significantly increase in both price and demand, with birthdays increasing by 20 percent in both categories. Johnson Consulting assumed approximately 15 people per birthday party, which accounts for 77 birthday parties in Year 1. This programming is estimated to generate approximately \$18,601 in Year 1 – increasing to approximately \$21,500 by stabilization in Year 5. Given the proximity of the Mall, Johnson Consulting is of the opinion this revenue stream could grow significantly with the proper partnership with other family entertainment options present at the Mall.

Figure 5-6

Program & Instruction Revenues: Programming			
Event	Historical Demand	Projected Growth	Projected Demand
Open Hockey	890	10%	979
Birthdays	963	20%	1,156
<b>Total</b>	<b>1,853</b>		<b>2,134</b>
Event	Historical Fee	Projected Growth	Projected Fee
Open Hockey	\$4.70	10%	\$5.17
Birthdays	\$9.76	20%	\$11.72
Event	Historical Revenue *		Projected Revenue
Open Hockey	\$4,183		\$5,062
Birthdays	\$9,402		\$13,539
<b>Total</b>	<b>\$31,550</b>		<b>\$18,601</b>

*\*Historical revenues includes B&C Adult League revenues, which have been relocated to 'Hockey & Ice Rental'*

Source: City of Janesville, Johnson Consulting

## PROGRAM & INSTRUCTION REVENUES – HOCKEY

The total usage of surfaces at a new Janesville Indoor Sports Complex has been projected based upon the historical annual utilization of ice. The projected growth for demand reflects the growth of youth, high-school, and adult hockey as well as the ability to expand existing programming currently offered at the Janesville Ice Arena due to the increase in ice.

Figure 5-7 provides the historical demand for hockey programs & ice rental revenue. Based on our review of the regional marketplace for rental prices and bearing in mind the potential elasticity, **it is assumed that all tenant users of the new indoor sports complex will be paying a flat tenant average rate of \$195 per hour, for both prime and non-prime ice time. It is also assumed that the Janesville Bluebirds will pay half of the tenant rate at \$98 per hour. As for new users, a new prime-time ice rental fee of \$220 and non-prime time ice rental fee of \$170 was assumed. In regards to local tournaments, it is assumed that Janesville Youth Hockey will organize, promote, manage, and collect team and spectator fees, while paying \$195 hourly rental rate.** Thus, the projected growth of 40 percent in their total hours from 712 hours to 997 is reasonable. **It is also assumed that a 3<sup>rd</sup> party will manage and operate all regional and national tournaments, for which there is 7 at a flat rental rate of \$6,000.**

Figure 5-7

Janesville Ice Arena Hockey Demand & Ice Rental Revenue							
Program	5YR Avg Hrs/5YR Avg Revenue	Rental Rate Growth	Projected Rate	2018 Hours	Utilization Growth	Project Y1 Hours	Revenues
Adult Hockey League(A,B &C)	\$172	13%	\$195	131	10%	144	\$28,100
Janesville Bluebirds	\$116	-16%	\$98	150	5%	158	\$15,356
Janesville Jets	\$99	97%	\$195	381	18%	450	\$87,668
Janesville Youth Hockey	\$175	11%	\$195	712	40%	997	\$194,376
Polar Express	\$169	15%	\$195	35	5%	37	\$7,166
Private Rental	\$200	-2%	\$195	18	5%	19	\$3,686
Rock County Fury	\$141	39%	\$195	57	25%	71	\$13,894
Regional/National Tournaments (3rd Party)	-	-	\$6,000	7	-	420	\$42,000
<b>Total Hours</b>						<b>2,295</b>	
<b>Total Revenue</b>							<b>\$392,245</b>

Source: City of Janesville, Johnson Consulting

The table above presents the historical fees per program as well as the number of hours that were used by each program in 2018. This helped in projecting the increase in utilization as well as the Year 1 revenue for each program. The largest projected increase in usage is Janesville Youth Hockey (+40 percent) and Rock County Fury (+25 percent). For Janesville Youth Hockey specifically, tournaments are projected to generate 200 hours of rental time while the boy’s program and girls’ program are projected to increase 45 and 40 hours, respectively. With these increases in demand as well as the increase in ice price, the total revenues for hockey are \$392,245 in year one – increasing to \$443,790 in Year 5 at stabilization. It is important to note that Coach Mauerman’s Summer Camp is also assumed in private rental in this section.

In order to find projected Year 1 revenues, the five-year average program hours were divided by the five-year average program revenues. A specific growth rate was applied to each program based on their projected rental rate of either \$195 or \$98. With that, each programs’ 2018 hours was used

to project the new Year 1 hours at the new indoor sports complex. Taking the projected rental rate multiplied by the projected Year 1 hours will give the assumed Year 1 revenue for each program.

In an effort to remain conservative, Johnson Consulting only accounted for programs that were currently tenants at the Janesville Ice Arena in our assumptions. However, based on conversations had with Milton Highschool, it is possible that they could also become a tenant given that the City of Janesville falls within the Milton School District. There is potential for Milton Highschool to use the facilities, however it may affect demand in other areas.

## PROGRAM & INSTRUCTION REVENUES – FIGURE SKATING

The expected growth in figure skating programming at the new ice facility is limited due to stagnant national and local figure skating participation trends. However, when talking to the Janesville Figure Skating Club, there was belief that growth was possible if more prime ice time was available. Also, within figure skating is the opportunity to grow in other areas such as synchronized skating, which has seen a bit of resurgence in recent years. Overall, we anticipate a growth of approximately 10 percent in demand for the figure skating program and instruction resulting from the expanded ice facility. The historical fee per skater was found by taking the 5-year historical revenue divided by the 5-year historical demand. The historical fee is the total revenue per figure skater that has been generated annually. In an effort to remain conservative, our projections assumed that the fee would only increase 20 percent. Even with a 20 percent increase, the total projected fees per figure skater are only projected to be \$5.95. As such, we project future revenues from the figure skating Program & Instruction to be approximately \$23,916 – increasing to \$27,735 in Year 5 at stabilization.

Figure 5-8

Program & Instruction Revenues: Figure Skating			
Event	Historical Demand	Projected Growth	Projected Demand
Janesville Figure Skating Club	3,652	10%	4,017
<b>Total</b>	<b>3,652</b>	<b>10%</b>	<b>4,017</b>
Event	Historical Fee	Projected Growth	Projected Fee
Janesville Figure Skating Club	\$4.96	20%	\$5.95
Event	Historical Revenue		Projected Revenue
Janesville Figure Skating Club	\$18,118		\$23,916
<b>Total</b>	<b>\$18,118</b>		<b>\$23,916</b>

Source: City of Janesville, Johnson Consulting

## PROGRAM & INSTRUCTION REVENUES – CONCESSIONS

The figure below shows Net Concessions that would be received by the Janesville Indoor Sports Complex. Johnson Consulting assumed a conservative \$2.00 per capita average spending for each visitor to the indoor. Total revenues from concessions are projected at approximately \$170,500 in Year 1 – increasing to \$239,260 by stabilization in Year 5. It is important to note that 35 percent of revenues go back to the complex, making Year 1 net concession revenue \$59,658 – increasing to \$83,741 in Year 5 as the complex increases total visitors. **Per Johnson Consulting’s assumptions, Janesville Youth Hockey will no longer receive concession revenue as concessions will be operated by the City of Janesville. Furthermore, the Janesville Jets will still receive all alcohol revenue as alcohol is only sold for their games.**

Figure 5-9

Concessions					
	Year 1	Year 2	Year 3	Year 4	Year 5
Youth Participants & Attendance	53,226	63,233	71,665	79,570	84,308
Jets Participants & Attendance	32,000	32,800	33,620	34,461	35,322
<b>Total Participants &amp; Attendance</b>	<b>85,226</b>	<b>96,033</b>	<b>105,285</b>	<b>114,031</b>	<b>119,630</b>
Per Cap Rate	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
<b>Projected Gross Concession Revenue</b>	<b>\$170,452</b>	<b>\$192,066</b>	<b>\$210,570</b>	<b>\$228,061</b>	<b>\$239,260</b>
% to Indoor Sports Complex	35%	35%	35%	35%	35%
<b>NET Concessions</b>	<b>\$59,658</b>	<b>\$67,223</b>	<b>\$73,700</b>	<b>\$79,821</b>	<b>\$83,741</b>

Source: Johnson Consulting

## SPONSORSHIP AND ADVERTISMENT

Sponsorship and advertising revenue is an important revenue stream that is becoming more and more popular in the youth sports industry today. With a large sponsor usually comes, rink sponsorships, corporate events, meetings, and banquets that can all come as a result of a deal. Corporate and business presence can be an important factor in the success of a youth sports complex because local businesses can attract residents to an area, provide disposable income, and support facilities through donations, advertising, and their requirement for event space. \$100,000 in advertising revenue is projected for the new Janesville Indoor Sports Complex (dasher boards, under-ice logos, Zamboni, interior walls, restroom walls, signs). Naming rights deals can vary greatly across different markets. Given the Janesville Market, we anticipate that the complex could potentially receive a naming rights deal of \$100,000 - \$200,000 annually for a five-year term on top of other sponsorship and advertising revenue. In an effort to remain conservative, naming rights were not included in our projections. **Johnson Consulting assumed that the new indoor sports complex will only be able to sell 50 percent of their advertising space in Year 1. It is also assumed that the Janesville Indoor Sports Complex will receive all sponsorship and advertising revenue. Given that the Jets current contract has them receiving all advertising revenue, this assumption is made assuming that their current contract will be revised.**

Figure 5-10

Sponsorship & Advertising			
	Projected	% Leased	Total
Sponsorship & Advertising	\$200,000	50%	\$100,000

*Source: City of Janesville, Johnson Consulting*

## TENANT ASSUMPTIONS

When building a regional sports complex, it is important to generate multiple different guaranteed revenue streams, such as advertising and sponsorship, or in this case, permanent tenants. The potential non-sports organization tenant of an indoor sports complex such as this one is a pro-shop. Based on rental rates found within the Janesville marketplace, we projected a 1,000 square foot pro-shop that has an average rental rate of \$11 per square foot. This will generate an additional \$11,000 of revenue for the complex. A medical office tenant or a medical outpatient center could be another partnership that can be pursued by an indoor sports complex. With two large health providers in Janesville, this is something that can be negotiated upon in the future. However, for the purposes of this report, we did not assume a medical office lease. **Tenant assumptions does not account for the Janesville Jets office rental – meaning they will have to pay additional dollars to rent office space from the proposed Indoor Sports Complex.**

Figure 5-11

Sales Lease Assumptions			
Type	Estimated SF	Price Per SF (costar)	Total Price
Pro-Shop Lease	1,000	\$11	\$11,000
<b>TOTAL</b>			<b>\$11,000</b>

*Source: City of Janesville, Johnson Consulting*

## ADDITIONAL REVENUES

There are several other sources of revenues that a new indoor sports complex will be able to generate in addition to the facility rentals and programs & instruction revenues detailed above. The additional revenues that would be generated at a new multipurpose facility in Janesville are detailed below:

**Non-Ice Rental Revenue** – includes turf rental for several non-ice activities – including leagues, practices, tournaments, and off ice training rental. It is projected to be rented out at \$100 per hour, which is conservative and should provide a rate that will make it more easily accessible to every program in Janesville. In an effort to remain conservative in our assumptions, we assumed an overall utilization percentage of 50 percent, which results in \$220,500 of rental fees in Year 1.

This space could also be transitioned into four full sized basketball courts (eight volleyball courts), which will also be available for rent at \$100/hour. However, due to demand in the marketplace, it is recommended that hard courts mostly be laid down for basketball/volleyball tournaments only. Having basketball and volleyball tournaments will help to increase economic impacts by bringing in visitors for these tournaments that Janesville would otherwise not see.

Figure 5-12

Janesville Sports Complex - Total Non-Ice Tournament Revenues				
<b>Usage</b>				
Surface	# of Courts/Fields	# of Hrs/Day	Total Hrs/Wk	Total Hours/Yr
Multipurpose Turf	2	14	98	4,410
			<b>Total:</b>	<b>4,410</b>
Multipurpose Turf	Wks/Year:	45		
<b>Multipurpose Turf</b>				
Surface	Avg Cost Per/Hr	Occupancy	Total Hrs/Wk	Total Rental Fees:
Multipurpose Turf	\$100	50%	49	\$220,500
			<b>Total:</b>	<b>\$220,500</b>

Source: Johnson Consulting

**Non-Ice Tournament Income** – Includes revenues for non-ice tournaments. These can be soccer, lacrosse, volleyball, or basketball tournaments as well as any unique tournaments that may want to rent the facility. Year 1 revenue for non-ice tournaments at the new indoor sports complex is expected to be \$24,000, increasing to \$96,000 by stabilization in Year 5. Tournaments are projected at a 25 percent increase year over year until stabilization in Year 5.

Figure 5-13

Janesville Sports Complex - Total Non-Ice Tournament Revenues				
Tournament Revenues				
Tournament Fees	Facility Rental Fee	Avg Events/Yr.	Annual	
\$100/hr	\$4,000	6	\$24,000	Year 1: 25% Stabilization
		<b>Total</b>	<b>\$24,000</b>	
\$100/hr	\$4,000	12	\$48,000	Year 2: 50% Stabilization
		<b>Total</b>	<b>\$48,000</b>	
\$100/hr	\$4,000	12	\$48,000	Year 3: 50% Stabilization
		<b>Total</b>	<b>\$48,000</b>	
\$100/hr	\$4,000	18	\$72,000	Year 4: 75% Stabilization
		<b>Total</b>	<b>\$72,000</b>	
\$100/hr	\$4,000	24	\$96,000	Yr 5: 100% Stabilization
		<b>Total</b>	<b>\$96,000</b>	
<i>Source: Johnson Consulting</i>				

## PROJECTED EXPENSES GROWTH

Johnson Consulting has also projected estimated expenditures for the proposed indoor sports complex in Janesville. Our expense projections are based on historical operating averages at the Janesville Ice Arena. Our expense assumptions, detailed in the table below, were calculated as a percentage of revenue, or, where appropriate, by historical price per square foot. Total expenses in Year 1 are projected to be approximately \$1.05 million.

Figure 5-14

Janesville Ice Arena Financial Pro Forma		
	Year 1	% Of Revenue
<b>Expenses</b>		
Wages (including overtime)	\$379,063	39.50%
Benefits	\$143,780	15.0%
Utilities	\$335,879	35.0%
Insurance	\$19,650	-
Building Expense (maintenance)	\$47,983	5.0%
Licenses and Advertising	\$3,901	0.4%
Vehicle & Equipment	\$57,579	6.0%
Supplies	\$47,983	5.0%
Contractual Services	\$15,953	1.7%
Professional Development	\$1,570	0.2%
<b>Total Expenses</b>	<b>\$1,053,339</b>	

Source: City of Janesville, Johnson Consulting

- Wages & Benefits** – Includes salaries for full-time and part-time staff. Based on Janesville Ice Arena historical wages and benefits with the consideration of additional workers for increased operations. This section breaks down staffing as a percentage of full-time salaried staff and part time staff. Because part time staff is based on a percentage of revenue, it will fluctuate given how successful the potential complex is. In total, the staffing expense for Year 1 is projected to be \$379,063. 69 percent of this projection is for full time salaries while 31 percent is dedicated to part time salaries. The table below provides a full breakdown of staffing assumptions and wages. Benefits were based off full time salary and assumed to be \$143,780 in Year 1.

Figure 5-16 further breaks down total benefits.

Figure 5-15

<b>Staffing</b>			
	<b># of Staff</b>	<b>% of Staffing Expense</b>	<b>Salary</b>
General Manager	1	19.79%	\$75,000
Director Operations	1	13.19%	\$50,000
Sales/Marketing Programming	2	23.74%	\$90,000
Accounting/Contracts	1	11.87%	\$45,000
<b>Full-Time Salaried</b>	<b>5</b>	<b>69%</b>	<b>\$260,000</b>
<b>Part-Time</b>		<b>31%</b>	<b>\$119,063</b>
<b>Total Wages</b>		<b>100%</b>	<b>\$379,063</b>

Source: Johnson Consulting

Figure 5-16

<b>Benefits</b>	
<b>Benefits</b>	
<b>Health Insurance</b>	\$105,560
<b>WRS</b>	\$17,550
<b>FICA</b>	\$19,890
<b>Life Insurance</b>	\$780
<b>Total Benefits</b>	<b>\$143,780</b>

Source: Johnson Consulting

Figure 5-17 below presents the yearly staffing expense, broken down by full time and part time wages. Full time wages were taken as a fixed expense, increasing 2.5 year over year. Part time wages were grown as a percentage of total revenue. As revenues and demand increases, so too will the part time wage salary. Total salary expenses in Year 1 were \$379,063, increasing to \$418,414 by year 5 as the complex reaches peak demand.

Figure 5-17

Yearly Staffing Expense										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Full Time	\$260,000	\$266,500	\$273,163	\$279,992	\$286,991	\$294,166	\$301,520	\$309,058	\$316,785	\$324,704
Part Time	\$119,063	\$122,039	\$125,090	\$128,218	\$131,423	\$134,709	\$138,076	\$141,528	\$145,067	\$148,693
<b>Total Salary Breakdown</b>	<b>\$379,063</b>	<b>\$388,539</b>	<b>\$398,253</b>	<b>\$408,209</b>	<b>\$418,414</b>	<b>\$428,875</b>	<b>\$439,597</b>	<b>\$450,587</b>	<b>\$461,851</b>	<b>\$473,398</b>

Source: Johnson Consulting

- **Utilities** – Utility expenditures, including fuel/heat, electric, water, and disposal were calculated at 35 percent of total revenues, or approximately \$335,879 in Year 1.
- **Building Expense (maintenance)** – Maintenance & Repairs costs were estimated at 5 percent of projected revenues, or \$47,983 in Year 1.
- **Licenses & Advertising** – Includes expense of advertising around the indoor sports complex as well as licenses that come with owning and operating a complex of this size. It is projected to be .4 percent of revenues in Year 1, or \$3,901.
- **Vehicles & Equipment** – Includes ice equipment such as goals, nets, and boards, as well as the cost to operate two Zambonis. This expense was calculated at 6.0 percent of revenues, or \$57,579 in Year 1.
- **Supplies** – Includes purchases of office supplies, land improvement, program supplies and uniforms. Year 1 expense for supplies was calculated at 5.0 percent of revenues, or \$47,983 in Year 1.

- **Contractual Services** – Includes contracts, including custodian services and outside maintenance services. Year 1 contractual services was measured at 1.7 percent of total revenues, or \$15,953 in Year 1.
- **Professional Development** – Includes training provided to staff and other expenses associated with employee engagement efforts. Year 1 expense for Professional Development was calculated at .2 percent of revenues, or \$1,570.

The sub-total for all operating expenses in Year 1 is \$1.05 million, increasing to approximately \$1.33 million in Year 10. The ice facility shows a net operating loss of approximately \$93,700 in Year 1. By Year 6, the facility is operating at a profit of \$3,000 before reserve for replacement.

- **Reserve for Replacement:** Reserve for replacement was calculated to be 5 percent of annual revenues beginning in Year 4. Reserve for replacement begins in Year 4 because construction warranties cover most items for the first three years of operations. This reserve is for unexpected maintenance and large improvements such as a new refrigeration systems, new electronic systems, and condensation prevention systems for example. After the conclusion of Year 5, a facility conditions assessment should be done to ascertain any coming building improvement that may be need to be performed.

## CONCLUSION

An indoor sports complex in Janesville will greatly benefit both the local and regional community through leagues, practices, camps/clinics, and tournaments. Given the high utilization as well as the aging and deteriorating conditions at the current Janesville Ice Arena, a larger and upgraded facility is essential. With the Janesville Jets as a large tenant, the complex has even more opportunity to attract outside visitors through their games, which are projected to average approximately 1,000 people at the new facility.

Not only will a new complex draw from inside Janesville, but it has the potential to attract demand from neighboring communities as well. Having a program that is headquartered at a regional sports complex with high-quality ice and amenities is a great way to attract and grow participants. Amenities like dry land training space, locker rooms, pro shops and access to top coaches and trainers will become important for clubs as they look to rent space. The decision to increase the number of ice surfaces to 2 is based on supply and demand in the marketplace. There is strong demand for ice time around Janesville, particularly during primetime hours. Hockey has long been popular in the Midwest, more specifically, in Wisconsin, and that trend should continue.

## **SECTION 6**

### **ECONOMIC IMPACT ANALYSIS**



## ECONOMIC IMPACT ANALYSIS

This report section analyzes the total economic and fiscal benefit that is being generated by the proposed Indoor Sports Complex in Janesville, Wisconsin. There are all kinds of economic, social, economic development, and image benefits that happen as the result of the presence and operation of such sports facilities. This analysis quantifies the effect of the spending of visitors to these attractions, as well as the business operation of the facilities, based on the projected usage and visitation to the indoor sports complex.

While these are mathematical calculations, which are based on experience seen in numerous other settings, perhaps the most important thing to visualize is what will happen to Janesville as a community. It will have a major influence on the economy of Janesville and it will enhance the regional role of the City and influence adjacent development as well redevelopment opportunities. This is a structural shift in the market, not quantitatively captured in this analysis.

This analysis quantifies the effect of the spending of visitors to this project, as well as the business operations of the facilities. This analysis also projects the economic and fiscal impact that the proposed indoor sports complex would have on the community. This section, like the previous one, assumes that the Janesville Indoor Sports Complex will be built at the mall site. Site location is a critical factor when determining economic impacts as some locations bode better than others.

## METHODOLOGY AND DEFINITIONS

Johnson Consulting entered direct spending into the nationally recognized input-output model “Impact Analysis for Planning” (IMPLAN) to estimate economic impacts. The model produces estimates of:

- **Economic spending**, which is defined as the total value of industry production that results from an activity. It includes both gross domestic product and spending to produce intermediate goods.



- **Employee compensation**, which is defined as the total payroll cost paid by an employer, including wages, all benefits, and employer paid payroll taxes.
- **Jobs**, which are defined differently for one-time construction and ongoing activities. One-time construction jobs represent the amount of work completed by one person in one year. Ongoing jobs represent full-time equivalent employees on an annual basis.

Economic impact is defined as incremental new spending in an economy that is the direct result of certain activities, facilities, or events. For the purpose of this analysis, impact totals are discussed in terms of the Janesville economy. The levels of impact are described as follows:

- **Direct Spending** – is an expression of the spending that occurs as a direct result of the games and events that occur at the indoor sports complex. For example, a hockey tournament game attendee’s expenditure on hotel rooms, shopping, and meals are direct spending.
- **Indirect Spending** – consists of re-spending of the initial or direct expenditures, or, the supply of goods and services resulting from the initial direct spending in the sports complex. For example, a sports complex participant’s direct expenditure on a restaurant meal causes the restaurant to purchase food and other items from suppliers. The portion of these restaurant purchases that are within the local, regional, or state economies is counted as an indirect spending.
- **Induced Spending** – represent changes in local consumption due to the personal spending by employees whose incomes are affected by direct and indirect spending. For example, a waiter at the restaurant may have more personal income as a result of the sports tournament attendee’s visit. The amount of the increased income the waiter spends in the local economy is called induced spending.
- **Increased Earnings** – measures increased employee and worker compensation related to the project being analyzed. This figure represents increased payroll expenditures, including benefits paid to workers locally. It also expressed how the employees of local businesses share in the increased outputs.
- **Employment** – measures the number of jobs supported in the study area related to the spending generated as a result of the game and events occurring in the sports complex. Employment impact is stated in a number of full-time equivalent jobs.

Indirect spending, induced spending, increased earnings, and employment are estimated using a set of multiplier rates that are applied to the amount of direct spending. Table 6-1 shows the multiplier rates utilized for this impact analysis.

Table 6-1

Janesville Indoor Sports Complex Economic Impact Multipliers		
Impact	Multiplier	Base
Indirect Spending	0.22	of direct spending
Induced Spending	0.37	of direct spending
Increased Earnings	0.57	of direct spending
Increased Employment	16.95	per \$1 million of direct spending

*Source: Johnson Consulting*

So, for every dollar spent by people in Janesville, it results in an additional 59 cents of value to the economy. Also, every one million dollars spent results in 16.95 jobs in the market. This analysis does not differentiate impacts from spending by people coming from out-of-town and by local residents. If the facility is not present, local residents may go and spend money elsewhere for activities. Therefore, spending by local residents on facility is considered part of its economic impact as well.

## KEY ASSUMPTIONS

The following analysis is simplified from a typically lengthier approach that factors in various attributes such as distribution of in-town vs. out-of-town visitors, different event lengths, different types of participants (athletes, coaches, sport team staff, event organizers, reporters, etc.), different location of spending, and many others. This impact analysis of the Janesville Indoor Sports Complex development utilizes the following simple assumptions:

- **BASIS OF ANALYSIS** – The analysis is based on the summarized event and attendance projections as provided in previous section.
- **ROOM NIGHT RATIO** – The estimated number of room nights is 40 percent of participant counts and 40 percent of spectator counts for statewide/regional tournament events.



- **AVERAGE DAILY SPENDING** – The assumptions are derived from Per Diem rates for Janesville, as developed by the U.S. General Services Administration for 2019. Such spending is expected to include \$95 per room night on lodging and \$25 per person on meals, recreation and basic incidentals, e.g., food, drinks, transportation. Johnson Consulting increased the meals and incidentals to \$35 per person to adjust accordingly to the industry norm.
- **MULTIPLIER EFFECTS** – are as shown previously in Table 6-1.
- **FISCAL IMPACT** – includes 5.5 percent general sales tax and 8 percent hotel/motel tax.

Table 6-2 provides the demand for the Janesville Indoor Sports Complex. Also, Table 6-3 summarizes the estimated economic and fiscal impact for statewide/regional events at the proposed Janesville Indoor Sports Complex, while Table 6-4 summarizes the estimated economic and fiscal impact from local operations at the complex.

Table 6 – 2

Janesville Indoor Multi-Purpose														
Number of Events - First 10 years of Operation														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 5 (Stabilization)			
											Participant Attendance	Spectator Attendance	Total Attendance	
<b>Tournaments-Regional/National</b>														
Soccer	4	4	5	5	5	5	5	5	5	5	4,500	9,000	13,500	
Lacrosse/Football/Rugby	2	2	2	2	2	2	2	2	2	2	1,200	2,400	3,600	
Basketball/Volleyball	2	3	3	3	3	3	3	3	3	3	1,500	3,000	4,500	
Hockey	5	6	6	7	7	7	7	7	7	7	4,200	8,400	12,600	
<b>Tournaments-Local</b>														
Soccer	6	7	7	8	8	8	8	8	8	8	1,800	3,600	5,400	
Lacrosse/Football/Rugby	2	3	3	3	3	3	3	3	3	3	900	1,800	2,700	
Basketball/Volleyball	2	3	3	3	3	3	3	3	3	3	600	1,200	1,800	
Hockey	7	8	8	9	9	9	9	9	9	9	2,700	5,400	8,100	
<b>Leagues</b>														
Soccer	12	14	14	15	16	16	16	16	16	16	1,536	1,536	3,072	
Lacrosse/Football/Rugby	3	3	4	4	4	4	4	4	4	4	480	480	960	
Basketball/Volleyball	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hockey	62	70	74	78	82	82	82	82	82	82	6,888	6,888	13,776	
<b>Camps/Clinics/Lessons</b>														
Soccer	5	5	5	6	6	6	6	6	6	6	600	600	1,200	
Lacrosse/Football/Rugby	4	4	5	5	5	5	5	5	5	5	250	250	500	
Basketball/Volleyball	3	3	4	4	4	4	4	4	4	4	200	200	400	
Hockey	6	7	7	8	8	8	8	8	8	8	600	600	1,200	
Baseball/Softball	4	4	5	5	5	5	5	5	5	5	250	250	500	
<b>Special Events</b>														
Festivals/Consumer Shows	5	6	6	7	7	7	7	7	7	7	10,500	-	10,500	
Janesville Jets	32	32	32	32	32	32	32	32	32	32	-	35,322	35,322	
<b>Total</b>	<b>166</b>	<b>184</b>	<b>193</b>	<b>204</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>209</b>	<b>38,704</b>	<b>80,926</b>	<b>119,630</b>	

Source: Johnson Consulting

Table 6-3

<b>Janesville Indoor Sports Complex</b>		
<b>Projected Economic and Fiscal Impacts (\$000's) - Regional Tournaments / Special Events</b>		
	<i>Assumptions</i>	Year 5
<b># of Events*</b>		24
<b>Attendance</b>		
Participants		11,400
Spectators		33,300
<b>Total</b>		<b>44,700</b>
<b>Length of Stay</b>	2 <i>Night(s)</i>	
<b>Est. Room Nights</b> (assumes double occupancy)	<i>Ratio</i>	
Of Participants	40.0%	4,560
Of Spectators	40.0%	13,320
<b>Total</b>		<b>17,880</b>
<b>Est. Direct Spending (\$000)</b>	<i>Average Daily (\$)</i>	
On Lodging	\$95.00	\$1,875
On Meals and Incidentals	\$35.00	1,727
<b>Total Direct Spending</b>		<b>\$3,602</b>
<b>Economic Impact (\$000)</b>	<i>Multipliers</i>	
Direct Spending		\$3,602
Indirect Spending	0.22	778
Induced Spending	0.37	1,322
<b>Total Spending</b>		<b>\$5,702</b>
Increased Earnings	0.57	\$2,064
Employment (FTE jobs)	16.95	61
<b>Fiscal Impact (\$000)</b>	<i>Rate</i>	
Sales Tax	5.5%	\$198
Hotel/ Motel Tax	8.0%	150
<b>Total</b>		<b>\$348</b>

Source: Johnson Consulting

Table 6-4

<b>Janesville Indoor Sports Complex</b>		
<b>Projected Economic and Fiscal Impacts (\$000's) - Annual Ice Center Operations</b>		
	<i>Assumptions</i>	Year 5
<b>Total Indoor Sports Complex Operating Revenues</b>		<b>\$1,170</b>
<b>Economic Impact (\$000)</b>	<i>Multipliers</i>	
Direct Spending		\$1,170
Indirect Spending	0.22	253
Induced Spending	0.37	429
<b>Total Spending</b>		<b>\$1,852</b>
Increased Earnings	0.57	\$670
Employment (FTE jobs)	16.95	20
<b>Fiscal Impact (\$000)</b>	<i>Rate</i>	
Sales Tax	5.5%	\$64
Hotel/ Motel Tax	8.0%	94
<b>Total</b>		<b>\$158</b>

*Source: Johnson Consulting*

As shown in table 6-3, by its stabilized year of operation (Year 5), statewide/regional activities and events at the Janesville Indoor Sports Complex are estimated to generate approximately \$5.7 million of total spending, \$2.06 million of increased earnings, 61 jobs, and \$348,000 of tax revenues. This projects for approximately 17,880 room nights in Year 5.

Table 6-4 shows the impact of local indoor sports complex operations. By its stabilized year of operation (Year 5), local activities and events at the Janesville Indoor Sports Complex are estimated to generate approximately \$1.85 million of total spending, \$670,000 of increased earnings, 20 jobs, and \$158,000 of tax revenues.

Table 6-5 summarizes the combined estimated economic impact of the Janesville Indoor Sports Complex in Year 5 (stabilization).

Table 6-5

<b>Janesville Indoor Sports Complex</b>	
<b>Estimated Economic Impact (YR 5 Stabilization)</b>	
	<b>Year 5</b>
Janesville Jets	35,322
Ice & Multipurpose Attendance	84,308
<b>Total Attendance</b>	<b>119,630</b>
<b>Total Room Nights</b>	<b>17,880</b>
Operations	\$1.8
Tournament/Special Events	5.7
<b>Total Annual Economic Impact (in Millions)</b>	<b>\$7.5</b>

*Source: Johnson Consulting*

## ONE-TIME IMPACT OF INDOOR SPORTS COMPLEX CONSTRUCTION

In addition to the ongoing impacts from the operation of the complex, the construction of the Janesville Indoor Sports Complex would create a one-time influx of spending. This construction spending results in a one-time economic and fiscal impact. Typically, only hard construction costs are included in impact analysis. Estimates for the Janesville Indoor Sports Complex are approximately \$33 million (excluding land costs). These are fairly preliminary cost estimates in talking with the City's architectural partner. Table 6-6 shows the calculation of the construction impact, from construction hard costs to the resulting construction jobs as well as economic and fiscal impact for a range of estimated stadium construction costs.

Table 6-6

<b>Janesville Indoor Sports Complex Estimated One-Time Construction Impact</b>		
	<i>Multiplier or Tax Rate</i>	<b>Amount</b>
Est. Hard Costs for Ice Rink Development		\$33,000,000
<b>Impact on Construction Jobs</b>		
% of Costs Spent on Labor		55.0%
Labor Costs		\$18,150,000
Average Construction Laborer Salary		\$30,000
# of On-Site Construction Jobs		610 ✓
<b>Economic Impact</b>		
% of Costs Spent on Material		45.0%
Material Costs		\$14,850,000
% Spent Locally		80.0%
Direct Construction Spending		\$11,880,000
Indirect Spending	0.22	2,570,000
Induced Spending	0.37	4,360,000
Total Spending		\$18,810,000 ✓
Increased Earnings	0.57	\$6,810,000 ✓
Employment (in FTE Jobs)	16.95	200 ✓
<b>Fiscal Impact</b>		
Sales Tax	5.50%	\$1,030,000
Total		\$1,030,000 ✓

*Source: Johnson Consulting*

Construction jobs are estimated based on the amount spent on construction labor. In absence of an actual construction cost detailed rundown, labor costs are assumed to amount to 55 percent of construction hard costs, while the remaining 45 percent goes to material costs. In typical construction projects, labor costs typically make up 55 percent to 60 percent of total hard costs; material costs make up the remaining 40 percent to 45 percent. Applying this ratio to the \$33 million construction hard cost amount, labor costs are estimated to amount to \$18.15 million (material costs are estimated to amount to \$14.85 million). As shown in the table, assuming an average construction laborer salary of \$30,000, the construction is estimated to generate 610 construction jobs. A capital budget strategy to reduce costs could be to form a public entity that would purchase the



materials for the sports complex. If that occurs, sales taxes could be materially reduced, serving as a de facto savings in the development budget for the project.

Economic and fiscal impact is estimated based on the amount spent on construction material and construction jobs. Clearly, not all of the construction material is purchased locally. In absence of an actual construction vendor/supplier list, which would indicate where each of the materials is purchased from, this analysis conservatively assumes that 80 percent of material costs, or \$11.8 million, is spent locally. Applying the multipliers to this amount, such spending on material is estimated to generate \$18.81 million of total spending and \$6.81 million of increased earnings in the economy. Tax revenues are estimated to amount to \$1 million.

## CONCLUSION

Johnson Consulting based its recommendations on a data review and confirmation of a previously feasibility study as well as discussions with local sports stakeholders in the Janesville market. It is clear that something needs to be done in Janesville regarding the deteriorating ice arena as well as the increased demand and number of programs that seek prime-time ice. A new complex would be able to provide local residents with quality facilities and, given the accessibility of Janesville, could potentially attract users from other communities. There is still a lot of work that needs to be completed regarding the largest piece of this puzzle, which is the financing and site location of a project of this magnitude. These two factors can cause the Johnson Consulting projections to fluctuate given that certain sites generate a certain return on investment.

Johnson Consulting has also assumed a number of different factors, specifically location of the site and current contract revisions. Given the location of Janesville, it is understood that this new indoor sports complex will be able to host local as well as regional tournaments, games, practices, camps/clinics, as well as outside events such as trade shows and festivals. The goal of a facility such as an indoor sports complex is to be as flexible as possible regarding floor space as well as the type of sports and events that can be offered there. The suggested flexibility and program will allow for greater opportunities to increase revenue and help the City of Janesville through increased economic impacts as a result of a greater number of visitors to the marketplace.

# **APPENDIX I**

## **CASE STUDIES**



## REGIONAL ICE/HOCKEY COMPARABLES: CASE STUDIES-

Below is a list of regional ice complexes in the state of Wisconsin. Included in this section are case studies on each of them, including demand calendars broken down by month. These facilities will be some of the main competitors to a new ice arena in Janesville. It is important to understand programming at facilities to determine the future programming in Janesville.

Figure A-1

Key Characteristics of Comparable Complexes						
	Proposed Janesville Indoor Sports Complex	Community First Champion Center	Sun Prairie Ice Arena	Blue Line Family Ice Center	Appleton Family Ice Center	Average
<b>Location</b>						
City	Janesville, WI	Grande Chute, WI	Sun Prairie, WI	Fond du Lac, WI	Appleton, WI	-
MSA	Janesville-Beloit, WI MSA	Appleton, WI MSA	Madison, WI MSA	Fond du Lac, WI MSA	Appleton, WI MSA	-
<b>MSA Demographic Characteristics (2018)</b>						
Population	162,978	242,200	673,045	104,761	242,200	315,552
Median Age	39.7	39.0	37.2	41.8	39.0	39.3
Median Household Income	\$55,431	\$67,114	\$72,690	\$60,360	\$67,114	\$66,820
Total Businesses	5,585	8,626	27,387	3,974	8,626	12,153
Unemployment Rate (2018)	4.6%	3.1%	2.3%	2.3%	3.1%	2.7%
Sports Admission Spending	\$3,350,880	\$16,238,068	\$18,768,722	\$2,455,124	\$16,238,068	\$13,424,996
% of the Population Ice Skating	2.2%	2.7%	3.7%	2.3%	2.7%	2.9%
<b>Facilities</b>						
Total Approximate Cost (millions)	\$33	\$30.0	\$7.1	-	-	\$18.6
Total Ice Surfaces	2	2	2	2.5	1	1.9
Total Other Surfaces	1	8	0	0	0	2.0
Size (SF)	130,000	160,000	94,000	90,000	42,000	96,500

Sources: Johnson Consulting, Esri BAO, Facility websites

## COMMUNITY FIRST CHAMPION CENTER GRAND CHUTE, WI

Community First Champion Center	
Location	Grand Chute, WI
Year Opened	2019
Total Surfaces	10
Size (SF)	160,000
Hotels	8,626
Total Cost	\$30.0
Ownership	Fox Cities CVB

Sources: Facility website, Johnson Consulting



**ABOUT:** The Community First Champion Center is a 160,000 square foot indoor ice and basketball/volleyball facility located in Fox Cities, Wisconsin – about 20 miles southwest of Green Bay. The facility opened in 2019 and was built at a total cost of \$30 million. The facility is owned and operated by the Fox Cities CVB. The goal of the facility is to be the number one destination for sports and events in the mid-west.

**FACILITIES:** The Community First Champion Center will open in Fall of 2019 and include the following features: 4 basketball hardwood courts (convertible into 8 volleyball courts), ice rink with seating for 1,000 people, seasonal ice rink that can also convert into 4 additional hardwood basketball courts (8 volleyball courts), viewing areas for both basketball/volleyball and ice, on-site concessions, meeting and event spaces, and elevated seating. The facility has a modern design feature that makes the facility flexible for both sporting events and non-sporting events.

**DEMAND/FINANCIALS:** Because it is a newer facility, completed in Fall of 2019, the exact demand numbers for the complex are not known. However, at stabilization, the complex is expected to host 48 total tournaments that include basketball, volleyball, hockey, and skating. There is also expected to be approximately 4,300 league games per year for basketball and volleyball as well as 26,000 in attendance from events such as

camps, clinics, and private lessons. For the ice complex, it is expected to generate 4,000 hours of ice time for leagues, which are projected to see 140,000 total players. They are also expected to host 5,000 hours of camps, leagues, and clinics, which is expected to draw 75,000 total participants. There is belief among Fox Cities that the attendees and participants will be 60 percent local, 30 percent day trippers, and 10 percent overnight visitors. The facility is expected to generate approximately 20 million annually to the Fox Cities (total economic output) and create approximately 250 full time jobs as a result.



## SUN PRAIRIE ICE ARENA

Sun Prairie Ice Arena	
Location	Sun Prairie, WI
Year Opened	2014
Total Surfaces	2
Size (SF)	94,000
Total Cost	\$7.1
Funding	100% Private
Ownership	Sun Prairie, Inc.

Sources: Facility website, Johnson Consulting



**ABOUT:** The Sun Prairie Ice Arena is one of the finest complexes in the state of Wisconsin. It opened in 2014 and is located approximately 30-minutes from Madison. The 94,000 square foot facility was built at a cost of \$7.1 million. This low cost was offset by the fact that they had over 100 volunteers work on the development as well as a general contractor who was involved with the local hockey community. The City of Sun Prairie also provided the land for free and Madison Crushing & Excavation provided excavation costs and materials costs for the project. In return, the general contractor had the opportunity to have their name at center ice. It is important to note that they were originally planning on melting one sheet during the summer months, but demand was so high that they now keep both rinks open year-round.

**FACILITIES:** The Sun Prairie Ice Arena features two state of the art rinks: The Cardinal Rink and the Tubbs Rink. The two rinks have seating for 1,100 and 600, with additional mezzanine seating and standing room. Both of the rinks are NHL sized. The complex also has multiple concessions, an on-site restaurant, pro-shop space (no-tenant), and family and birthday party lounges. The facility also has fourteen locker rooms for their multiple tenants and a dance studio attached.



**DEMAND/FINANCIALS:** The new facility was projected to bring in approximately \$20,000 - \$30,000 per event in the first year. Though there have not been updates to their economic impact numbers, it is reasonable to assume that they are outpacing their projections.

**DEMAND SCHEDULE:** The Sun Prairie Ice Arena has multiple full-time tenants, including: The Sun Prairie Figure Skating Club, Sun Prairie Youth Hockey, Sun Prairie High-School Hockey, and Adult Hockey. Out of these tenants, Sun Prairie Youth Hockey makes up the largest demand, accounting for 6 different leagues with 18 different teams. Also, the Sun Prairie boy’s and girl’s junior varsity and varsity teams play there, accounting for 4 leagues. Figure A-4 provides a full breakdown of tournaments (regional/local), leagues, camps/clinics/lessons, and special events. In total, the Sun Prairie Ice Arena hosted approximately 130 events in the last year. It is important to note that leagues are counted by month. Thus, the total number of 80 leagues is the sum of all of the leagues as well as how many months they participate.

Figure A-2

Sun Prairie Ice Arena													
Number of Events													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Tournaments-Regional/National	1	1	0	0	0	0	0	0	0	2	2	0	6
Tournaments-Local	4	4	0	0	0	0	0	1	2	1	2	4	18
Leagues (Months)	12	13	5	1	3	4	4	3	1	8	13	13	80
Camps/Clinics/Lessons	1	1	1	1	3	4	7	7	2	2	1	1	31
Special Events	2	0	3	2	0	0	0	0	4	2	0	0	13
<b>Total</b>	<b>20</b>	<b>19</b>	<b>9</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>15</b>	<b>18</b>	<b>18</b>	<b>148</b>

Source: Johnson Consulting

## BLUE LINE FAMILY ICE ARENA

Blue Line Family Ice Arena	
Location	Fond du Lac, WI
Year Opened	1995
Total Surfaces	2
Size (SF)	90,000
Total Cost	-
Funding	Private Equity & Debt
Ownership	Fond du Lac Blue Line Club

Sources: Facility website, Johnson Consulting



**ABOUT:** The Blue Line Family Ice Arena is located in Fund du Lac, approximately 1 hour and 45 minutes north of Janesville. This Ice Arena opened in 1995 and included one sheet. Due to high demand, an additional sheet as well as a studio sheet of ice were added. This complex is was funded through private donations from the Fond du Lac Blue Line Club as well as debt. The complex is home to a host of both hockey and figure skating tenants and hosts intro to skating, birthday parties, and weddings in addition to these events.

**FACILITIES:** The Blue Line Family Ice Arena features 2.5 sheets of ice – an Olympic Sized Rink, an NHL sized Rink, and a studio rink. The Olympic Sized rink is used for most high school events and above. They have state-of-the-art locker rooms equipped with 29 locker room stalls, a 102" HD projection TV, DirecTV with the NHL package, a stereo, video equipment, and two refrigerators. Though the facilities are older, they remain in excellent condition and are upgraded or renovated frequently.



**DEMAND/FINANCIALS:** The City of Fond du Lac regularly tops the state of Wisconsin in tourism spending. Direct visitor spending rose 6.7 percent in 2017 to \$141 million, which was a 10.2 percent growth from the previous year.

**DEMAND SCHEDULE:** The Blue Line Community Ice Center is a two-sheet facility that is run on a league first basis. Their tenants include: The Fondy Bears, Fondy Blades, Fond du Lac Thunder, Marian University, St. Mary's Springs, Fond du Lac High School, Warbirds, Fond du Lac Figure Skating Club, and The Hockey Factory. They also host a USA Hockey Development Camp as well as Hockey Factory Camps, which account for approximately 11 events per year. In terms of tournaments, they host 11 regional tournaments per year and approximately 30 local tournaments per year.

Figure A-4

Blue Line Community Ice Center														
Number of Events at Stabilization														
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	
Tournaments-Regional/National	1	1	2	0	0	0	0	0	0	2	1	1	8	
Tournaments-Local	2	3	3	0	0	0	0	0	1	2	2	3	16	
Leagues (Months)	27	26	9	1	4	4	4	1	0	8	28	28	140	
Camps/Clinics/Lessons	2	1	1	0	2	3	2	2	0	0	2	2	17	
Special Events	0	0	0	0	1	2	2	0	0	0	0	1	6	
<b>Total</b>	<b>32</b>	<b>31</b>	<b>15</b>	<b>1</b>	<b>7</b>	<b>9</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>12</b>	<b>33</b>	<b>35</b>	<b>187</b>	

Source: Johnson Consulting

## APPLETON FAMILY ICE CENTER

Appleton Family Ice Center	
Location	Appleton, WI
Year Opened	1999
Total Surfaces	2
Size (SF)	91,000
Total Cost	-
Funding	Public
Ownership	Appleton Ice (Non-Profit)

Sources: Facility website, Johnson Consulting



**ABOUT:** The Appleton Family Ice Center is located in Appleton, Approximately 130 miles north of Janesville. The facility has two full sized rinks and is home to multiple high-school programs and youth programs, as well as leagues, practices, tournaments, practices, and camps/clinics/lessons. The facility was complete in 1999 and was 100 percent publicly funded. The facility is owned and operated by Appleton Ice, which is a local not for profit. The Appleton Family Ice Center also recently agreed to purchase the Tri-County Ice Arena, located in Neenah, Wisconsin.

**FACILITIES:** The Appleton Family Ice Center features 2 NHL sized sheets of ice – one rink has seating for approximately 750 while the other is smaller with seating for approximately 200. A \$500,000 renovation was recently completed to update all of the locker rooms at the ice center, with special focus on Lawrence University’s locker rooms.

**DEMAND SCHEDULE:** The Appleton Family Ice Arena has multiple different user groups, which range from youth hockey to adult. Tenants include: Appleton Area Hockey Association (AAHA), Fox River Freeze (AAHA), Appleton United boys (AU), Fox Cities Bulldogs, Fox Cities Stars boys & girls



hockey (FCS), Fox Cities Ice Dogs, Fox Valley Broomball, Fox Valley Youth Hockey Association (FVYHA), Lawrence University Hockey (LU), Neenah/Hortonville/Menasha Boys CO-OP, Valley Figure Skating Club, Wisconsin Elite Hockey League (WEHL). This complex does not host many regional tournaments due to the ice being occupied by tenants – including two youth programs with teams of every age, two different high-schools, Lawrence University, and

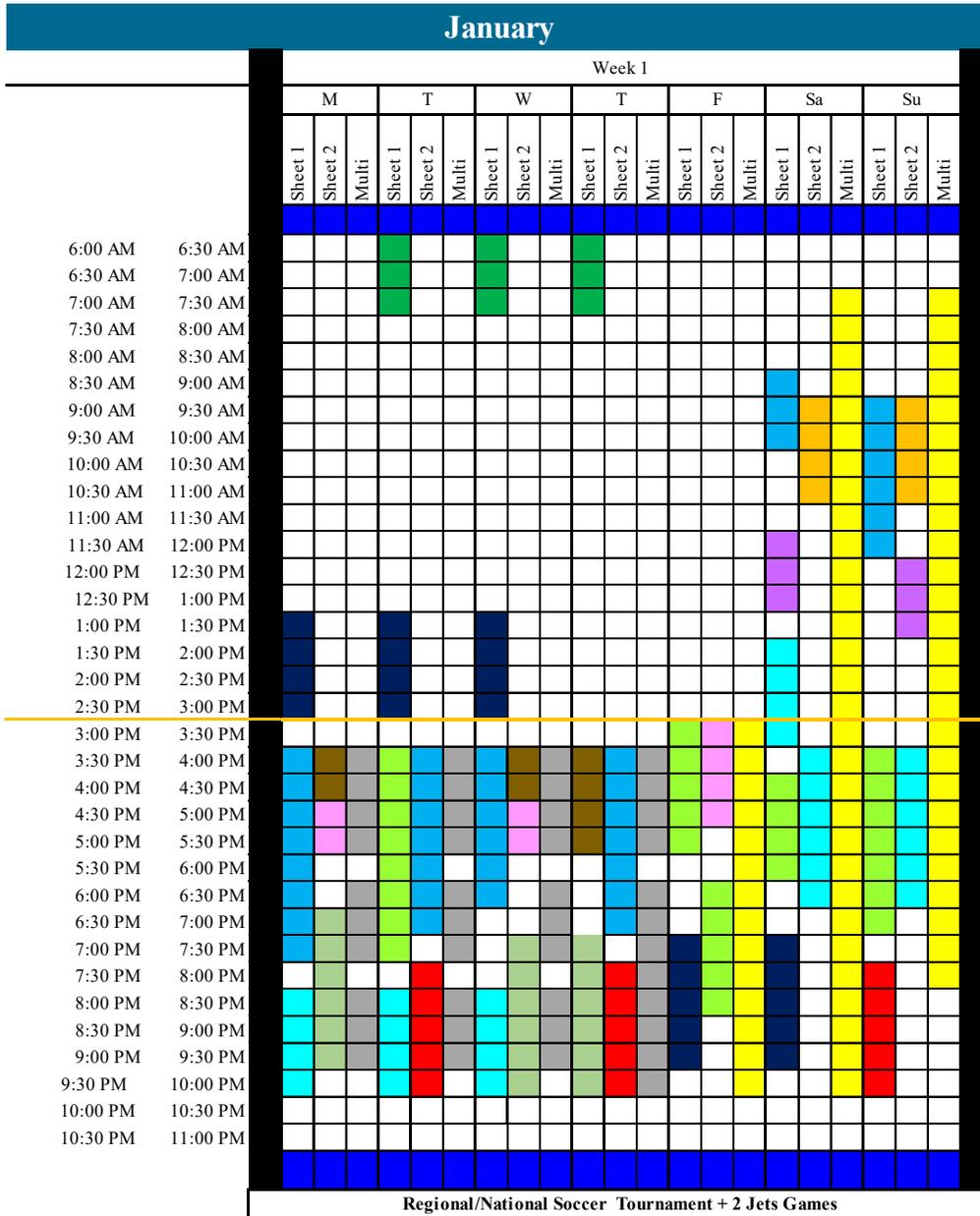
Figure A-6

Appleton Family Ice Center													
Number of Events at Stabilization													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
Tournaments-Regional/National	2	1	1	0	0	0	0	0	0	1	1	1	7
Tournaments-Local	3	2	1	0	0	0	0	0	1	3	1	4	15
Leagues (Months)	43	43	10	1	1	0	0	0	1	10	42	42	193
Camps/Clinics/Lessons	1	1	0	0	0	3	4	3	2	1	1	1	17
Special Events	0	0	0	1	1	0	0	0	0	0	0	0	2
<b>Total</b>	<b>49</b>	<b>47</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>15</b>	<b>45</b>	<b>48</b>	<b>234</b>

# **APPENDIX II**

## ICE ARENA CALENDAR





The following appendix shows an example calendar for the month of January at the new Janesville Indoor Sports Complex. The calendar breaks down total usage by surface as well as time used per week. Please note that these are preliminary projections based on projected hours and are not meant to serve as a means of programming after the complex has been built.

### Legend

	Janesville Jets
	Janesville Youth Hockey
	Janesville Bluebirds
	Janesville Figure Skating Club
	Adult Hockey League
	Available Non-Tenant Prime-Time Ice
	Open Hockey
	Polar Express
	Private Rental
	Public Skate
	Rock County Fury
	Non-Hockey Tournament
	Hockey Tournament
	Closed
	Non Hockey Event/League



		January																				
		Week 2																				
		M			T			W			T			F			Sa			Su		
		Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi
6:00 AM	6:30 AM																					
6:30 AM	7:00 AM																					
7:00 AM	7:30 AM																					
7:30 AM	8:00 AM																					
8:00 AM	8:30 AM																					
8:30 AM	9:00 AM																					
9:00 AM	9:30 AM																					
9:30 AM	10:00 AM																					
10:00 AM	10:30 AM																					
10:30 AM	11:00 AM																					
11:00 AM	11:30 AM																					
11:30 AM	12:00 PM																					
12:00 PM	12:30 PM																					
12:30 PM	1:00 PM																					
1:00 PM	1:30 PM																					
1:30 PM	2:00 PM																					
2:00 PM	2:30 PM																					
2:30 PM	3:00 PM																					
3:00 PM	3:30 PM																					
3:30 PM	4:00 PM																					
4:00 PM	4:30 PM																					
4:30 PM	5:00 PM																					
5:00 PM	5:30 PM																					
5:30 PM	6:00 PM																					
6:00 PM	6:30 PM																					
6:30 PM	7:00 PM																					
7:00 PM	7:30 PM																					
7:30 PM	8:00 PM																					
8:00 PM	8:30 PM																					
8:30 PM	9:00 PM																					
9:00 PM	9:30 PM																					
9:30 PM	10:00 PM																					
10:00 PM	10:30 PM																					
10:30 PM	11:00 PM																					
		Regional/National Hockey Tournament																				

Legend	
	Janesville Jets
	Janesville Youth Hockey
	Janesville Bluebirds
	Janesville Figure Skating Club
	Adult Hockey League
	Available Non-Tenant Prime-Time Ice
	Open Hockey
	Polar Express
	Private Rental
	Public Skate
	Rock County Fury
	Non-Hockey Tournament
	Hockey Tournament
	Closed
	Non Hockey Event/League



		January																				
		Week 3																				
		M			T			W			T			F			Sa			Su		
		Sheet 1	Sheet 2	Multi																		
6:00 AM	6:30 AM																					
6:30 AM	7:00 AM																					
7:00 AM	7:30 AM																					
7:30 AM	8:00 AM																					
8:00 AM	8:30 AM																					
8:30 AM	9:00 AM																					
9:00 AM	9:30 AM																					
9:30 AM	10:00 AM																					
10:00 AM	10:30 AM																					
10:30 AM	11:00 AM																					
11:00 AM	11:30 AM																					
11:30 AM	12:00 PM																					
12:00 PM	12:30 PM																					
12:30 PM	1:00 PM																					
1:00 PM	1:30 PM																					
1:30 PM	2:00 PM																					
2:00 PM	2:30 PM																					
2:30 PM	3:00 PM																					
3:00 PM	3:30 PM																					
3:30 PM	4:00 PM																					
4:00 PM	4:30 PM																					
4:30 PM	5:00 PM																					
5:00 PM	5:30 PM																					
5:30 PM	6:00 PM																					
6:00 PM	6:30 PM																					
6:30 PM	7:00 PM																					
7:00 PM	7:30 PM																					
7:30 PM	8:00 PM																					
8:00 PM	8:30 PM																					
8:30 PM	9:00 PM																					
9:00 PM	9:30 PM																					
9:30 PM	10:00 PM																					
10:00 PM	10:30 PM																					
10:30 PM	11:00 PM																					

Local Hockey Tournament/Local Basketball Tournament

Legend	
	Janesville Jets
	Janesville Youth Hockey
	Janesville Bluebirds
	Janesville Figure Skating Club
	Adult Hockey League
	Available Non-Tenant Prime-Time Ice
	Open Hockey
	Polar Express
	Private Rental
	Public Skate
	Rock County Fury
	Non-Hockey Tournament
	Hockey Tournament
	Closed
	Non Hockey Event/League



		January																				
		Week 4																				
		M			T			W			Th			F			Sa			Su		
		Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi
6:00 AM	6:30 AM																					
6:30 AM	7:00 AM																					
7:00 AM	7:30 AM																					
7:30 AM	8:00 AM																					
8:00 AM	8:30 AM																					
8:30 AM	9:00 AM																					
9:00 AM	9:30 AM																					
9:30 AM	10:00 AM																					
10:00 AM	10:30 AM																					
10:30 AM	11:00 AM																					
11:00 AM	11:30 AM																					
11:30 AM	12:00 PM																					
12:00 PM	12:30 PM																					
12:30 PM	1:00 PM																					
1:00 PM	1:30 PM																					
1:30 PM	2:00 PM																					
2:00 PM	2:30 PM																					
2:30 PM	3:00 PM																					
3:00 PM	3:30 PM																					
3:30 PM	4:00 PM																					
4:00 PM	4:30 PM																					
4:30 PM	5:00 PM																					
5:00 PM	5:30 PM																					
5:30 PM	6:00 PM																					
6:00 PM	6:30 PM																					
6:30 PM	7:00 PM																					
7:00 PM	7:30 PM																					
7:30 PM	8:00 PM																					
8:00 PM	8:30 PM																					
8:30 PM	9:00 PM																					
9:00 PM	9:30 PM																					
9:30 PM	10:00 PM																					
10:00 PM	10:30 PM																					
10:30 PM	11:00 PM																					
		Regional/National Hockey Tournament																				

Legend	
	Janesville Jets
	Janesville Youth Hockey
	Janesville Bluebirds
	Janesville Figure Skating Club
	Adult Hockey League
	Available Non-Tenant Prime-Time Ice
	Open Hockey
	Polar Express
	Private Rental
	Public Skate
	Rock County Fury
	Non-Hockey Tournament
	Hockey Tournament
	Closed
	Non Hockey Event/League



		January																					
		Week 5																					
		M			T			W			T			F			Sa			Su			
		Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	Sheet 1	Sheet 2	Multi	
6:00 AM	6:30 AM																						
6:30 AM	7:00 AM																						
7:00 AM	7:30 AM																						
7:30 AM	8:00 AM																						
8:00 AM	8:30 AM																						
8:30 AM	9:00 AM																						
9:00 AM	9:30 AM																						
9:30 AM	10:00 AM																						
10:00 AM	10:30 AM																						
10:30 AM	11:00 AM																						
11:00 AM	11:30 AM																						
11:30 AM	12:00 PM																						
12:00 PM	12:30 PM																						
12:30 PM	1:00 PM																						
1:00 PM	1:30 PM																						
1:30 PM	2:00 PM																						
2:00 PM	2:30 PM																						
2:30 PM	3:00 PM																						
3:00 PM	3:30 PM																						
3:30 PM	4:00 PM																						
4:00 PM	4:30 PM																						
4:30 PM	5:00 PM																						
5:00 PM	5:30 PM																						
5:30 PM	6:00 PM																						
6:00 PM	6:30 PM																						
6:30 PM	7:00 PM																						
7:00 PM	7:30 PM																						
7:30 PM	8:00 PM																						
8:00 PM	8:30 PM																						
8:30 PM	9:00 PM																						
9:00 PM	9:30 PM																						
9:30 PM	10:00 PM																						
10:00 PM	10:30 PM																						
10:30 PM	11:00 PM																						
		Local Hockey Tournament/Local Soccer Tournament																					

Legend	
	Janesville Jets
	Janesville Youth Hockey
	Janesville Bluebirds
	Janesville Figure Skating Club
	Adult Hockey League
	Available Non-Tenant Prime-Time Ice
	Open Hockey
	Polar Express
	Private Rental
	Public Skate
	Rock County Fury
	Non-Hockey Tournament
	Hockey Tournament
	Closed
	Non Hockey Event/League