



COMPETITIVE EDGE RINK CONSULTING

MAY 18, 2019

# Ice Rink Consulting Proposal



**ATTENTION: MYRTLE BEACH CITY COUNCIL; STEVE ELIAS**

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**PREPARED AND PRESENTED BY**

**KRISTIN EGAN**

**PRESIDENT - COMPETITIVE EDGE RINK CONSULTING**

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# Executive Summary

**Competitive Edge Rink Consulting plans to partner with the Myrtle Beach City Council and Steve Elias in developing the most viable seasonal ice rink concept to serve the community, procuring the most appropriate equipment, vendors, and operators, and ensuring success through goal-setting, programming, and operations.**

Ice rinks are not easily sustainable as stand-alone ventures, and it takes a combination of a thoughtful design, qualified and enthusiastic personnel, expertly executed programming, and relentless facility maintenance to deliver a successful project. Furthermore, the investment cannot overshoot the earning potential or community impact.

We will begin by helping you determine the goals for this project, and will present ice rink concepts that have the best chance of achieving these goals. We will complete a feasibility study which will provide further delineation of the most viable concept, along with a preliminary business plan including an earnings pro forma, capital expenditure estimate, operational cost / equipment rental estimate, and an overview of the cultural and economic impact that the project is projected to carry.

This study will be presented as an expert third-party assessment of the project's viability, and will be appropriate for demonstrating proof-of-concept to joint venture partners, financiers, regulatory bodies, and other community stakeholders. This study will also serve as your preliminary business plan, and a foundation for RFP development and vendor procurement.

Competitive Edge will help you source the best vendors and operators for the project, negotiate fair and inclusive contracts, develop the final business plans, assist with all programming / promotions / marketing initiatives, and serve as your liaison with the vendors and operators to ensure accountability

Competitive Edge is uniquely qualified to guide the City of Myrtle Beach through your seasonal ice rink project. Kristin Egan has over 17 years of experience in the development and operations of ice rink and entertainment facilities, and will also be completing Harvard University's Executive Education Program in Real Estate Development from July of 2019 through July of 2020. As part of this program, she will be completing a dual thesis to include:

1. A study on the rise of leisure entertainment and its impact on the development of downtown districts, urban city centers, and lifestyle centers.
2. A business plan for the conversion of former big-box anchor tenant spaces to various levels of permanent ice rink activations, which can be replicated across many markets with struggling traditional retail centers.

The Myrtle Beach City Council will have the benefit of being involved in this research.

We do not operate as an island, and want to partner with your team to garner a full understanding of the goals of this project, and how these goals fit with the overall vision for the city of Myrtle Beach. We will encourage regular correspondence and feedback from your team throughout the process to ensure objectives are being met. Any resources your team can provide will only serve to make our final recommendations as thorough as possible. Thank you very much for giving us the opportunity to be involved in such an exciting project!

# Wintertime Ice Rink Activations

Seasonal ice rinks provide a fantastic community amenity, serve as great platform for sponsors and partners, and draw a diverse range of visitors. Here are some examples of small recreational rinks from around the country:

**PANDORA Ice Rink**  
Baltimore, MD



**Viejas Outlet Center Rink**  
San Diego, CA



**Foxwoods Resort and Casino Ice Rink**  
Foxwoods, CT



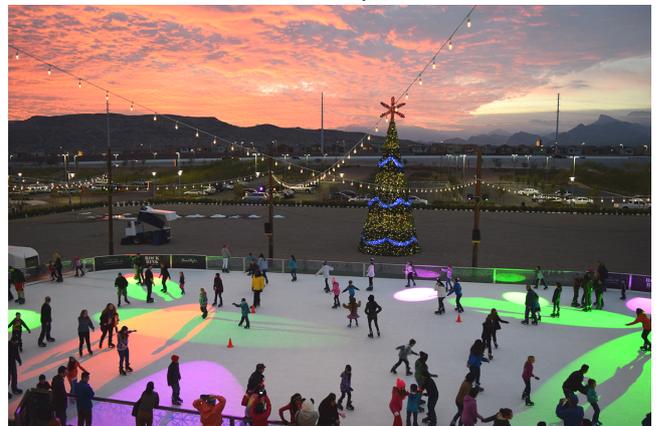
**Avalon on Ice**  
Alpharetta, GA



**Arboretum on Ice**  
South Barrington, IL



**Rock on Ice**  
Summerlin, NV



# Competitive Edge Profile

Competitive Edge was founded by Kristin Egan. We have had the opportunity to work on many exciting ice rink development projects, including the ones listed below.



**Kristin Egan**  
**PRESIDENT**

With over 17 years of experience, Kristin Egan is an expert in the development, operations, and programming of both permanent and seasonal ice rink facilities. Kristin has developed over 250,000 square feet of ice, and has provided vision and leadership to some of the most iconic rink projects of recent years, including the development of the largest ice sports center in the Southern Hemisphere (a ~\$58mil capital project), and the first ever outdoor rooftop ice rink in NYC (a ~\$6mil capital project).

Kristin specializes in activating empty spaces with vibrant seasonal ice skating events. She creates winter centerpieces designed to engage guests and operate sustainably. Over the course of her career, Kristin has been involved with seasonal ice rink projects in sixteen states.

Since launching Competitive Edge Rink Consulting in 2016, Kristin has worked on seasonal rink projects with major property management groups including Starwood Retail Partners and The Howard Hughes Corporation, at iconic locations such as The National Cathedral, Brooklyn Bridge Park, and the South Street Seaport, and in logistically challenging ice markets such as Dallas and Los Angeles.

Kristin founded Competitive Edge Rink Consulting with a vision of lending resources to developers who want to push the boundaries of how ice rinks are developed and operated. Kristin provides Competitive Edge clients with a 360-degree examination of their project, steering them toward success, and away from expensive or time-consuming mistakes.

## NOTABLE PROJECTS: 2018-19

### The Rooftop at Pier 17 Winterland



Competitive Edge partnered with The Howard Hughes Corporation and architects from Rockwell Group and Mancini Duffy to develop NYC's first ever outdoor rooftop ice rink, which launched in the 2018-19 season.

We provided architectural and engineering advisement, procured the ice rink contractor and operator, developed a programming and marketing strategy, executed multiple operational inspections, and served as an advisor through all stages of the planning, execution, and review of the project.

### The Cedar City Pavilion



Competitive Edge partnered with Staheli Rec Management and architects from Mark Wilson Architects and HTG Architects to produce a feasibility study for developing a multi-year and multi-facility initiative to advance ice sports and ice recreation in Southern Utah at large.

Phase one was approved by the municipality in April of 2019, and is progressing to fundraising. Competitive Edge continues to be a trusted advisor to Staheli Rec Management as the project moves forward.

### The Ice Center (working title)



Competitive Edge partnered with a confidential professional ice hockey team and architects from HTG Architects to produce a feasibility study for a new state-of-the-art dual pad practice facility in a non-traditional market.

This facility is designed to both serve the team as well as operate as a successful commercial venture. We are currently evaluating proposals from development partners, including a concept from a major retail developer which would position the facility in place of a former big-box anchor tenant.

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# General Scope

Competitive Edge plans to work with the Myrtle Beach City Council and Steve Elias to determine the most viable ice rink concept based on market demand, construction costs, operational costs, earning potential, and social / economic factors. We will work in collaboration with your team to “fill in the gaps” with information that is relevant to the functionality and business components of building / operating a successful seasonal ice rink. Our goal is to ascertain the overarching vision for the city of Myrtle Beach, and the type of impact you are seeking to make. These objectives will be woven into our final assessments, and our full understanding of your mission will enable us to look for opportunities to focus our research and planning on key deliverables.

All proposed services and fees are preliminary, and reflect the project’s needs as we currently understand them. All research and supporting data will be delivered in a detailed feasibility study and business plan, including workable spreadsheets where relevant.

## TIER I: Initial Concept and Feasibility Study

Competitive Edge plans to assess the Myrtle Beach market and proposed site to determine the most viable ice rink concept. This will include one visit to Myrtle Beach to meet with the City Council, tour the site and surrounding area, and assess the situation. This tier will include:

1. Evaluation of the site and recommendations for the most suitable ice rink concept.
2. Detailed assessment of the challenges, risks, and opportunities associated with the concept.
3. Preliminary capital expenditure budget.
4. Preliminary operational budget (including equipment rental).
5. Earning pro forma (both attendance revenue and potential sponsorship).
6. Assessment of the projected cultural and economic impact to the property.
7. Delivery of a final report and workable budget spreadsheet.

## TIER II: Project Execution and Owner’s Representation

Upon final determination of concept, Competitive Edge plans to assist the City of Myrtle Beach with the execution of the project. This will typically include at least two more visits to the site. The deliverable associated with this tier include:

1. Development of RFP's for all rink-specific elements, and procurement of vendors.
2. Development of a detailed conceptual site plan (in collaboration with vendors / architects).
3. Development of the final business plan, including proposed programming and marketing.
4. Periodic project supervision / liaising to ensure objectives are being met.
5. Unannounced operational inspections and customer exit surveys, if desired.
6. Full postmortem review of the season with recommendations for the following year.



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# Terms & Fees

It is our goal to fit within your budget and timeline, so please be honest with us about your expectations, and we will be honest with you about our capabilities. Our fees do not include travel, which is billed separately at cost.

## Fees

**TIER I:** Initial Concept and Feasibility Study: **\$3,350**

**TIER II:** Project Execution and Owner's Representation: **~\$3,500 - \$6,500**

## HOURLY RATE

Should you wish to engage us in any remote consulting prior to the scope of TIER I, an hourly rate of **\$220** can be applied. There is a one-hour minimum requirement, billed in 30-minute increments thereafter. This is great for planning discussions, brainstorming sessions, general Q&A, etc.

## Travel

Travel is billed at-cost for (1) person to travel from Washington D.C. to Myrtle Beach. This includes transportation and hotels, we do not charge per diem. The visit for Tier I should be two to three nights, and the visits for Tier II may be anywhere from four nights to ten nights depending on the final scope.

## Timeline

Depending on the time of engagement, volume of work, and our other commitments, timelines for each deliverable may vary. Generally, the TIER I scope can be completed in three to four weeks once engaged.

We are unavailable for any work outside of emergency communication on the following dates due to our **Harvard Executive Education** commitments:

**July 6 - 20, 2019**

**March 7 - 15, 2020**

We also have a very busy upcoming year with commitments on many projects. With May coming to a close, our availability is becoming limited. We ask that decisions on our engagement are made in a timely manner so we can plan accordingly.

## Terms

Our terms are negotiable, but we try to keep them as simple as possible. In cases of high-volume or continuous work, we will work with you to develop a billing schedule that best serves your accounting practices.

- 50% due at time of engagement
- 50% due upon the completion of scope
- Travel costs billed after travel has been completed, NET 30

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# References

## **George Giaquinto**

**Position:** Senior Vice President - Development

**Company:** Howard Hughes Corporation

**Email:** george.giaquinto@howardhughes.com

**Phone:** 646-783-1872

**Project:** Development and launch of The Rooftop at Pier 17 Winterland, a multi-faceted outdoor winter event including an ice rink.

## **Caroline Maffry**

**Position:** Director of Auxiliary Programs

**Company:** Beauvoir, The National Cathedral

**Email:** caroline.maffry@cathedral.org

**Phone:** 202-537-5264

**Project:** Concept development, feasibility study, regulatory presentations, business planning, and vendor procurement for a seasonal ice rink concept on the grounds of the The National Cathedral.

## **Dallin Staheli**

**Position:** Owner

**Company:** Staheli Rec Management

**Email:** Dallin@staheliwest.com

**Phone:** 435-592-3922

**Project:** Feasibility study, city council presentation, and radio interview for a full-sized open-air seasonal ice sports facility with a permanent concrete pad refrigeration system.

## **Bob Ohrablo**

**Position:** President

**Company:** Jacksonville Icemen

**Email:** bob@jacksonvilleicemen.com

**Phone:** 904-602-7825

**Project:** Feasibility study, design services, and investor relations for a new twin-pad professional hockey team practice facility.

## **David Snedeker**

**Position:** Executive Director

**Company:** Northeastern Vermont Development Association

**Email:** dsnedeker@nvda.net

**Phone:** 802-748-8303

**Project:** Feasibility study for a Sportsplex with an ice rink, indoor field house, indoor track, fitness complex, and gymnastics center.

## **Joel Smith**

**Position:** Vice President - Arts and Entertainment

**Company:** IMG Events

**Email:** joel.smith@img.com

**Phone:** +44-(0)-20-8233-5256

**Project:** Feasibility study for a proposed outdoor winter festival and ice rink concept.

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# Conclusion

Competitive Edge Rink Consulting is very excited to have the opportunity to partner with the City of Myrtle Beach!

We believe that we can add enormous value to your team by helping you determine the goals of each property, and by steering you away from costly and time-consuming mistakes. We understand ice rink development and operations inside and out, and want to do everything possible to guide you in the right direction.

We look forward to working with you!

**Sincerely,**  
**Kristin Egan - President**

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