

**Rink Management Services Corporation**

*the most trusted name in ice rinks*

# Ice Skating Rink Feasibility Study

Prepared for:



County of Union, New Jersey  
*We're Connected To You!*



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## Executive Summary

Union County has a unique opportunity to improve the lives of residents by constructing a twin sheet ice facility. Due to the intense hockey atmosphere in the area, the prime location, the prime population within 10 miles of the site, and the proximity to other rinks in the area, this facility will complement other offerings in the area and at the same time produce enough revenue to offset the cost of construction.

Generally speaking, Union County should consider this project as feasible.

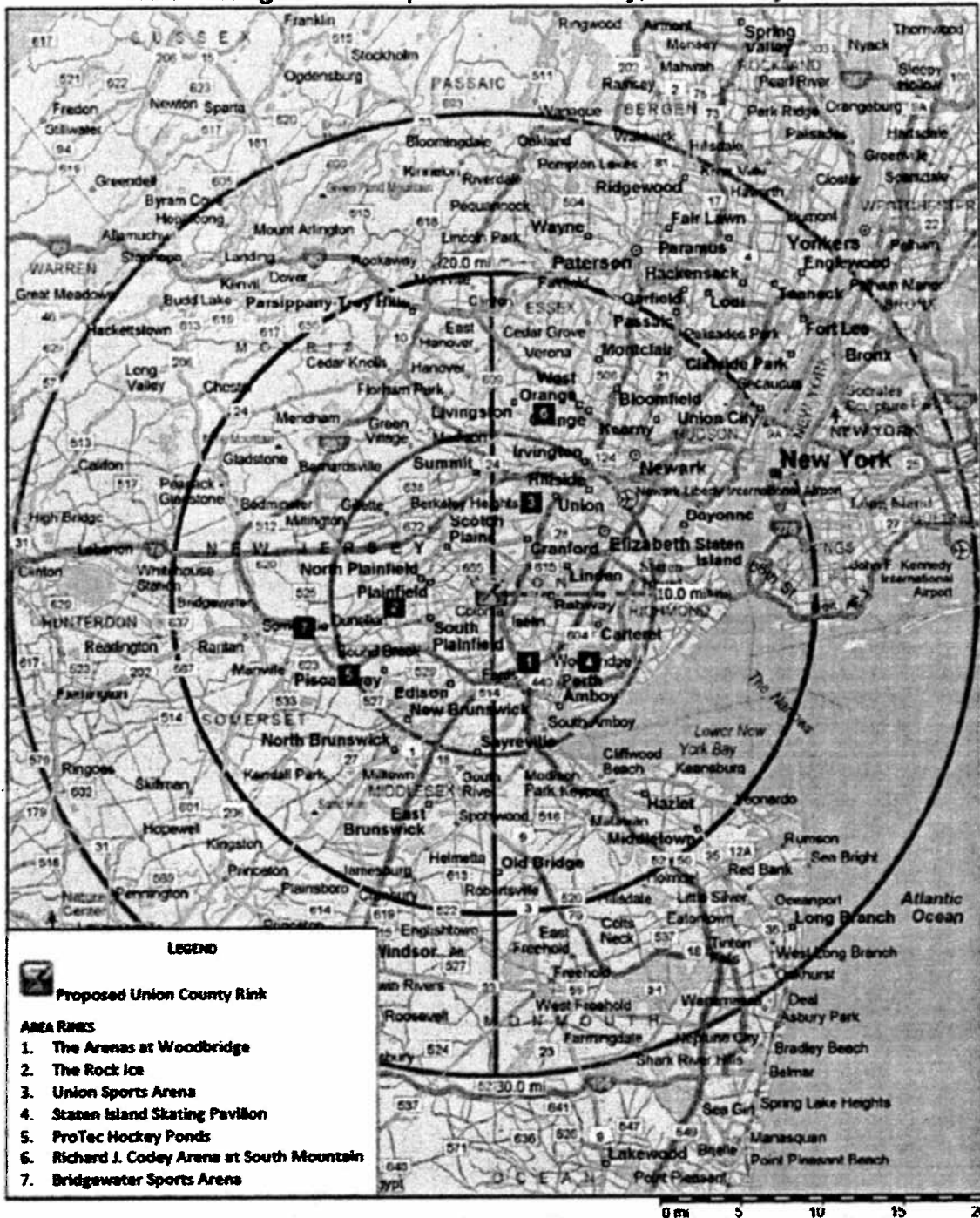
Rink Management Services Corporation expended effort in the following areas to validate this hypothesis:

- Adult Hockey
- Soccer
- Youth Hockey
- Figure Skating
- Demographics
- Construction Plans
- Site Analysis
- Critical Path
- Projected Pro Forma
- Competitive Analysis
- Employee Job Descriptions
- Employee Schedule
- Program/Rink Schedule
- USFS and USA Hockey Members in the immediate area
- Including Turf Sports (Soccer) with an Ice Rink Analysis
- Marketing Plan

All of these facets demonstrate a strong location which will only get better with time. Northern New Jersey is truly a wonderful place for athletic facilities.

# Marketing Area Definition

## Rink Management - Proposed Union County, New Jersey Rink



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Figure 1 – Close In Competition to the Proposed Facility showing Marketing Area

## Demographics

The projected Oak Ridge Ice Rink is in one of the most densely populated areas of the United States. Due to the dense population, the market areas are relatively close in when compared to rinks in less densely populated areas. The group of people most likely to use the rink is within 10 miles. The secondary market area is within 20 miles of the rink, and the tertiary region goes thirty miles out.

All the demographic material is set up for these three radii. All information is from the Nielsen company study that Rink Management Services Corporation commissioned on March 1, 2011.

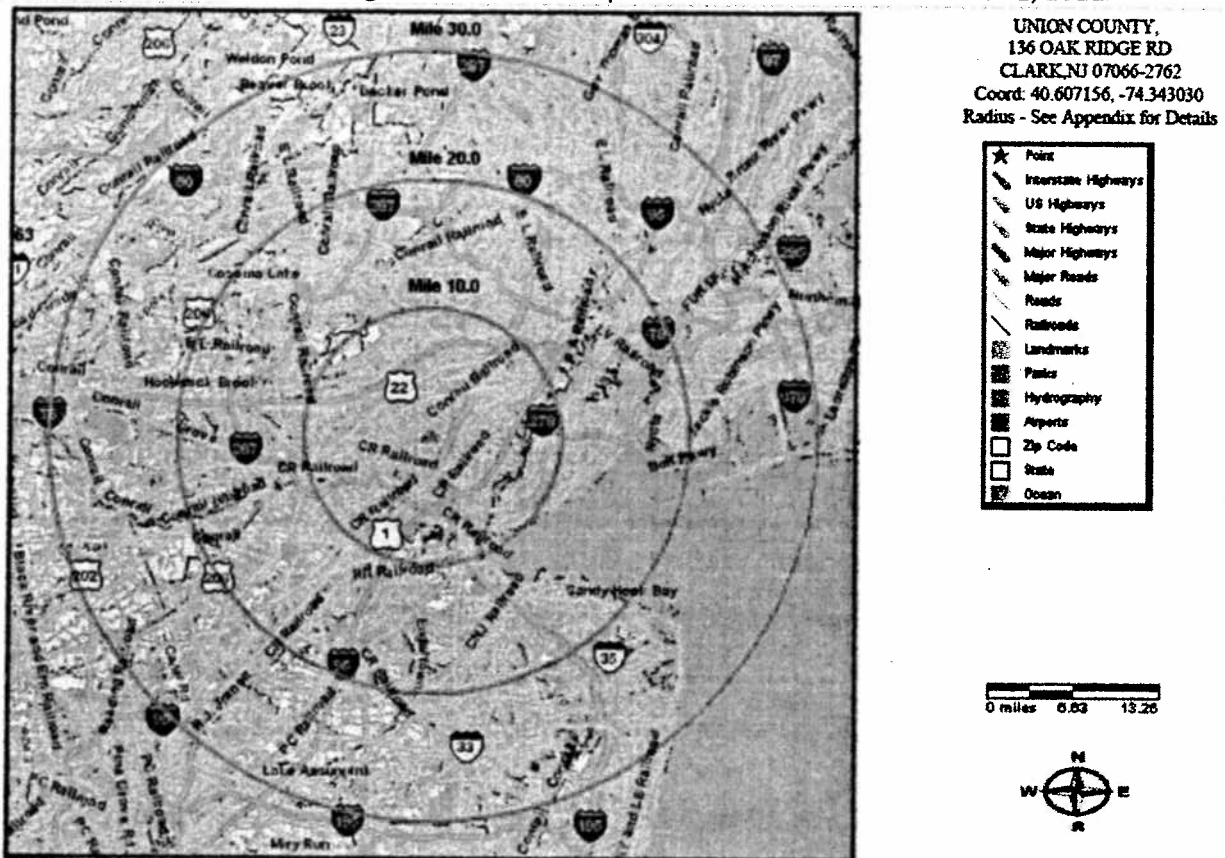


Figure 2 -Primary, Secondary and Tertiary Market Area Map - Nielsen 2011

Population demographics always start with how many people live within an area. Figure 2 shows a chart of total population and population by race within the target market areas. Of particular interest is the fact that population in this area will grow slowly. The outlook for 2015 shows that the population in the area will grow by 0.56% to 1.17% depending on which market radii is chosen.

Description	0.00 - 10.00 miles		0.00 - 20.00 miles		0.00 - 30.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
<b>Population</b>						
2015 Projection	1,292,994		4,915,159		12,806,008	
2010 Estimate	1,285,740		4,880,946		12,657,310	
2000 Census	1,253,744		4,737,160		12,169,334	
1990 Census	1,156,326		4,343,012		11,142,101	
Growth 2010-2015	0.56%		0.70%		1.17%	
Growth 2000-2010	2.55%		3.04%		4.01%	
Growth 1990-2000	8.42%		9.08%		9.22%	
<b>2010 Est. Pop by Single Race Class</b>						
White Alone	772,943	60.12	2,977,279	61.00	6,720,021	53.09
Black or African American Alone	220,590	17.16	718,035	14.71	2,400,732	18.97
Amer. Indian and Alaska Native Alone	3,430	0.27	13,254	0.27	51,437	0.41
Asian Alone	138,894	10.80	605,483	12.41	1,387,066	10.96
Native Hawaiian and Other Pac. Isl. Alone	642	0.05	2,707	0.06	8,455	0.07
Some Other Race Alone	101,984	7.93	369,244	7.57	1,485,190	11.73
Two or More Races	47,257	3.68	194,945	3.99	604,409	4.78
<b>2010 Est. Pop Hisp or Latino by Origin</b>						
Not Hispanic or Latino	1,005,546	78.21	3,966,813	81.27	9,422,876	74.45
Hispanic or Latino:	280,194	21.79	914,133	18.73	3,234,434	25.55
Mexican	34,103	12.17	129,362	14.15	407,816	12.61
Puerto Rican	73,140	26.10	288,259	31.53	958,799	29.64
Cuban	15,970	5.70	41,946	4.59	110,861	3.43
All Other Hispanic or Latino	156,981	56.03	454,566	49.73	1,756,958	54.32
<b>2010 Est. Hisp or Latino by Single Race Class</b>						
White Alone	147,450	52.62	446,962	48.89	1,332,960	41.21
Black or African American Alone	11,160	3.98	39,951	4.37	196,021	6.06
American Indian and Alaska Native Alone	1,860	0.66	7,086	0.78	30,746	0.95
Asian Alone	789	0.28	2,956	0.32	9,167	0.28
Native Hawaiian and Other Pacific Islander Alone	210	0.07	683	0.07	2,654	0.08
Some Other Race Alone	98,943	35.31	351,900	38.50	1,420,278	43.91
Two or More Races	19,782	7.06	64,594	7.07	242,607	7.50

Table 1 - Market Areas population by total and by race - Nielsen 2011

The primary market radius, 10 miles has some interesting statistics when compared to the rest of the nation. The complete Nielsen report is in the appendices. Please reference it for further information. Here is a quick bullet point list of the primary market area showing points of interest:

- Slow growth 2010-2015 0.56% increase in population
- 20.2% blue collar workers
- 64.4% white collar workers
- 15.3% Service and Farm workers
- 9.5% have Master's Degree



- 2.5% Professional School Degree
- 1.5% Doctorate Degree
- 20.2% Bachelor Degree
- 64.4% Renter-Occupied Dwellings (33.2% in rest of nation)

The number of renters in this market is almost double what the average in the US runs. This means that people who live in this area are likely to have more disposable income because renting is almost always less expensive than purchasing a home. This might also point to higher than average real estate costs in this area of the nation compared to other areas elsewhere. In either case, households that rent generally have greater disposable income.

Income levels are a highly important demographic measuring method. Income levels help organizations map out where individuals with the most disposable income reside. We at Rink Management Services Corporation feel this is only part of the story. Lifestyles are more important because people in certain lifestyle stages are likely to participate in ice skating and skating sports. Usually most ice skaters come from high-income households.

According to USA Hockey, the median household income for their members is \$99,200 and the mean household income is \$128,900 which is two times the national average. United States Figure Skating tells a similar story, not including Basic Skills members: 65% of their membership has income of \$75,000 or more, 45% have income of \$100,000 or more, and 22% have income of \$150,000 or more. For more household income information in the marketing areas for the new ice rink, here is this table from Nielsen:

Description	0.00 - 10.00 miles		0.00 - 20.00 miles		0.00 - 30.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
<b>2000 Est. Households by Household Income</b>	439,242		1,732,697		4,522,725	
Income Less than \$15,000	46,918	10.68	269,773	15.57	858,459	18.98
Income \$15,000 - \$24,999	37,398	8.51	168,402	9.72	479,686	10.61
Income \$25,000 - \$34,999	41,989	9.56	170,284	9.83	481,279	10.64
Income \$35,000 - \$49,999	60,343	13.74	237,374	13.70	627,411	13.87
Income \$50,000 - \$74,999	89,897	20.47	320,176	18.48	784,181	17.34
Income \$75,000 - \$99,999	62,440	14.22	212,434	12.26	482,838	10.68
Income \$100,000 - \$149,999	59,879	13.63	205,920	11.88	454,088	10.04
Income \$150,000 - \$249,999	28,783	6.55	104,682	6.04	240,310	5.31
Income \$250,000 - \$499,999	7,736	1.76	29,171	1.68	73,505	1.63
Income \$500,000 and over	4,063	0.93	14,366	0.83	43,081	0.95
<b>2000 Est. Average Household Income</b>	\$77,029		\$70,851		\$66,714	
<b>2000 Est. Median Household Income</b>	\$59,198		\$51,597		\$45,591	
<b>2000 Est. Per Capita Income</b>	\$27,302		\$26,235		\$25,107	

Table 2 - Income Levels for each radius from the proposed Oak Ridge Ice Rink - Nielsen 2011

The median household income of \$59,158 and higher for the primary market area within 10 miles of the proposed rink is the start of the demographic most likely to use ice services. Therefore, fully 50% of the population within the first 10 mile radius has enough resources to use the new rink.

Income level falls off with the next two radii, but still there are many households that would have enough resources to use the proposed ice rink.

Demographics that include income are only part of the story when figuring who will use the rink. Ice sports are most popular with youth with the next most popular demographic being Adult male hockey players. Table 3 shows a rundown of age groups which live within the three marketing areas.

Description	Radius 1	%	Radius 2	%	Radius 3	%
<b>2010 Est. Population by Sex</b>	1,285,740		4,880,946		12,657,310	
Male	631,438	49.11	2,392,557	49.02	6,131,572	48.44
Female	654,302	50.89	2,488,389	50.98	6,525,738	51.56
<b>2010 Est. Population by Age</b>	1,285,740		4,880,946		12,657,310	
Age 0 - 4	86,205	6.70	319,959	6.56	850,716	6.72
Age 5 - 9	85,047	6.61	311,440	6.38	811,665	6.41
Age 10 - 14	84,778	6.59	308,069	6.31	788,246	6.23
Age 15 - 17	54,405	4.23	195,098	4.00	496,785	3.92
Age 18 - 20	52,226	4.06	185,303	3.80	489,717	3.87
Age 21 - 24	69,374	5.40	252,828	5.18	672,532	5.31
Age 25 - 34	159,075	12.37	642,208	13.16	1,735,290	13.71
Age 35 - 44	191,682	14.91	746,153	15.29	1,953,475	15.43
Age 45 - 54	199,748	15.54	736,889	15.10	1,865,645	14.74
Age 55 - 64	148,312	11.54	559,460	11.46	1,404,138	11.09
Age 65 - 74	83,072	6.46	328,919	6.74	852,033	6.73
Age 75 - 84	48,327	3.76	199,726	4.09	501,387	3.96
Age 85 and over	23,489	1.83	94,894	1.94	235,680	1.86
Age 16 and over	1,011,520	78.67	3,876,873	79.43	10,042,238	79.34
Age 18 and over	975,306	75.86	3,746,379	76.76	9,709,898	76.71
Age 21 and over	923,079	71.79	3,561,076	72.96	9,220,181	72.84
Age 65 and over	154,888	12.05	623,539	12.77	1,589,101	12.55
<b>2010 Est. Median Age</b>	37.70		38.02		37.48	
<b>2010 Est. Average Age</b>	37.70		38.20		37.80	

Table 3 - Age Breakdown - Nielsen Company 2011

Within the primary market area there are 224,230 children and youth between the ages of 5 and 17 in the primary market radii. This means there is a large pool of persons within the age categories most likely to use an ice rink and additionally living within easy commute to enjoy the programs at the proposed rink. This figure is significant and identifies many potential ice rink customers.

Description	0.00 - 10.00 miles		0.00 - 20.00 miles		0.00 - 30.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
<b>2010 Est. Male Population by Age</b>	631,438		2,392,557		6,131,572	
Age 0 - 4	44,212	7.00	163,315	6.83	435,833	7.11
Age 5 - 9	43,548	6.90	159,621	6.67	415,376	6.77
Age 10 - 14	43,453	6.88	158,032	6.61	403,312	6.58
Age 15 - 17	27,918	4.42	100,510	4.20	253,691	4.14
Age 18 - 20	26,445	4.19	94,911	3.97	248,352	4.05
Age 21 - 24	35,118	5.56	128,091	5.35	335,058	5.46
Age 25 - 34	80,881	12.81	326,608	13.65	863,506	14.08
Age 35 - 44	96,318	15.25	375,726	15.70	968,564	15.80
Age 45 - 54	98,355	15.58	364,301	15.23	910,434	14.85
Age 55 - 64	70,813	11.21	265,832	11.11	655,016	10.68
Age 65 - 74	37,932	6.01	147,904	6.18	374,560	6.11
Age 75 - 84	19,079	3.02	78,202	3.27	194,657	3.17
Age 85 and over	7,365	1.17	29,504	1.23	73,214	1.19
<b>2010 Est. Median Age, Male</b>	36.47		36.74		36.14	
<b>2010 Est. Average Age, Male</b>	36.40		36.80		36.40	
<b>2010 Est. Female Population by Age</b>	654,302		2,488,389		6,525,738	
Age 0 - 4	41,992	6.42	156,644	6.29	414,883	6.36
Age 5 - 9	41,499	6.34	151,819	6.10	396,289	6.07
Age 10 - 14	41,325	6.32	150,038	6.03	384,934	5.90
Age 15 - 17	26,486	4.05	94,589	3.80	243,094	3.73
Age 18 - 20	25,781	3.94	90,392	3.63	241,365	3.70
Age 21 - 24	34,256	5.24	124,737	5.01	337,474	5.17
Age 25 - 34	78,193	11.95	315,599	12.68	871,783	13.36
Age 35 - 44	95,365	14.58	370,426	14.89	984,912	15.09
Age 45 - 54	101,393	15.50	372,588	14.97	955,211	14.64
Age 55 - 64	77,499	11.84	293,628	11.80	749,122	11.48
Age 65 - 74	45,141	6.90	181,015	7.27	477,474	7.32
Age 75 - 84	29,248	4.47	121,524	4.88	306,731	4.70
Age 85 and over	16,123	2.46	65,390	2.63	162,467	2.49
<b>2010 Est. Median Age, Female</b>	38.94		39.33		38.79	
<b>2010 Est. Average Age, Female</b>	38.90		39.50		39.20	

Table 4 - Demographics by sex and age for the three market areas - Nielsen Company 2011

Men age 18 to 34 are most likely to participate in recreational hockey. There are 142,444 males in this important demographic living within the primary market area. Females aged 5 to 15 are most likely to participate in ice sports, either figure skating or hockey. Females tend to drop out of ice sports around age 15, so the 15 -17 age range is not included. There are 82,734 females in this age range within the primary market area. Males, unlike females, do not have the same strong tendency to drop out of ice sports in the years 15-17, but there is definite attrition in the numbers in this age range. To calculate how many potential male youth ice sports, we will use 25% of the males in the age 15 to 17 demographic. This makes 93,980 potential males aged between 5 and 17 who would be able to play ice sports located in the primary market area. These figures are a strong showing and reflect a high potential for an ice rink to do well.

Another important demographic is the education attainment on the part of the population. While education has nothing to do with ice sports, due to the correlation between economic advantage and education this table is included in Table 5.

Description	0.00 - 10.00 miles		0.00 - 20.00 miles		0.00 - 30.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
<b>2010 Est. Pop. Age 25+ by Edu. Attainment</b>	853,705		3,308,248		8,547,649	
Less than 9th grade	57,231	6.70	260,780	7.88	806,734	9.44
Some High School, no diploma	62,567	7.33	260,192	7.86	773,770	9.05
High School Graduate (or GED)	261,839	30.67	922,347	27.88	2,250,342	26.33
Some College, no degree	134,976	15.81	482,339	14.58	1,231,920	14.41
Associate Degree	49,887	5.84	186,077	5.62	492,090	5.76
Bachelor's Degree	172,127	20.16	721,417	21.81	1,787,389	20.91
Master's Degree	81,270	9.52	334,585	10.11	826,350	9.67
Professional School Degree	21,021	2.46	91,962	2.78	253,004	2.96
Doctorate Degree	12,788	1.50	48,549	1.47	126,051	1.47

Table 5 - Educational Attainment - Nielsen 2011

Since children are the majority of ice sports participants, a measure of the number of households that have children present in a home are presented in Figure 7. 323,156 family households in this area mean that an ice rink will have plenty of customers. If you factor in the fact that half the households have enough income to enjoy ice sports, there are 161,578 potential households (which could have more than one interested child) to play ice sports.

Description	0.00 - 10.00 miles		0.00 - 20.00 miles		0.00 - 30.00 miles	
	Radius 1	%	Radius 2	%	Radius 3	%
<b>2010 Est. Households by Presence of People</b>						
<b>Households with 1 or more People under Age 18:</b>	169,946	38.14	606,194	34.13	1,548,267	33.29
Married-Couple Family	120,920	71.15	420,415	69.35	961,134	62.08
Other Family, Male Householder	11,446	6.74	39,304	6.48	109,433	7.07
Other Family, Female Householder	36,576	21.52	143,511	23.67	470,488	30.39
Nonfamily, Male Householder	860	0.51	1,986	0.33	4,443	0.29
Nonfamily, Female Householder	144	0.08	978	0.16	2,769	0.18

Table 6 - Households with minors - Nielsen 2011

### Socio-economic/Lifestyles (SELS) -

Life style is an important component in determining who will use an ice rink. Of the people who live within 10 miles of the rink, how many have children present in the home? Who is most likely to be the soccer families of the area? Which families have the economic resources to enjoy ice sports?

Life styles are arranged using two methods. One method organizes the life styles by social group. In the case of the primary market radius, there are three living places: Urban, Second Cities, Suburbs, and Town and Rural. The other organizational method is to arrange the life styles by life stage. In the case of Nielsen (2011) Prizm reports, life stage is called lifestage groups. Life stages represented in the primary market area are: younger years, family life and mature years. Please see Appendix 1 for a breakdown of what each life style means and Figures 3 and 4 for a graphical representation showing the interactions between lifestage and social group.

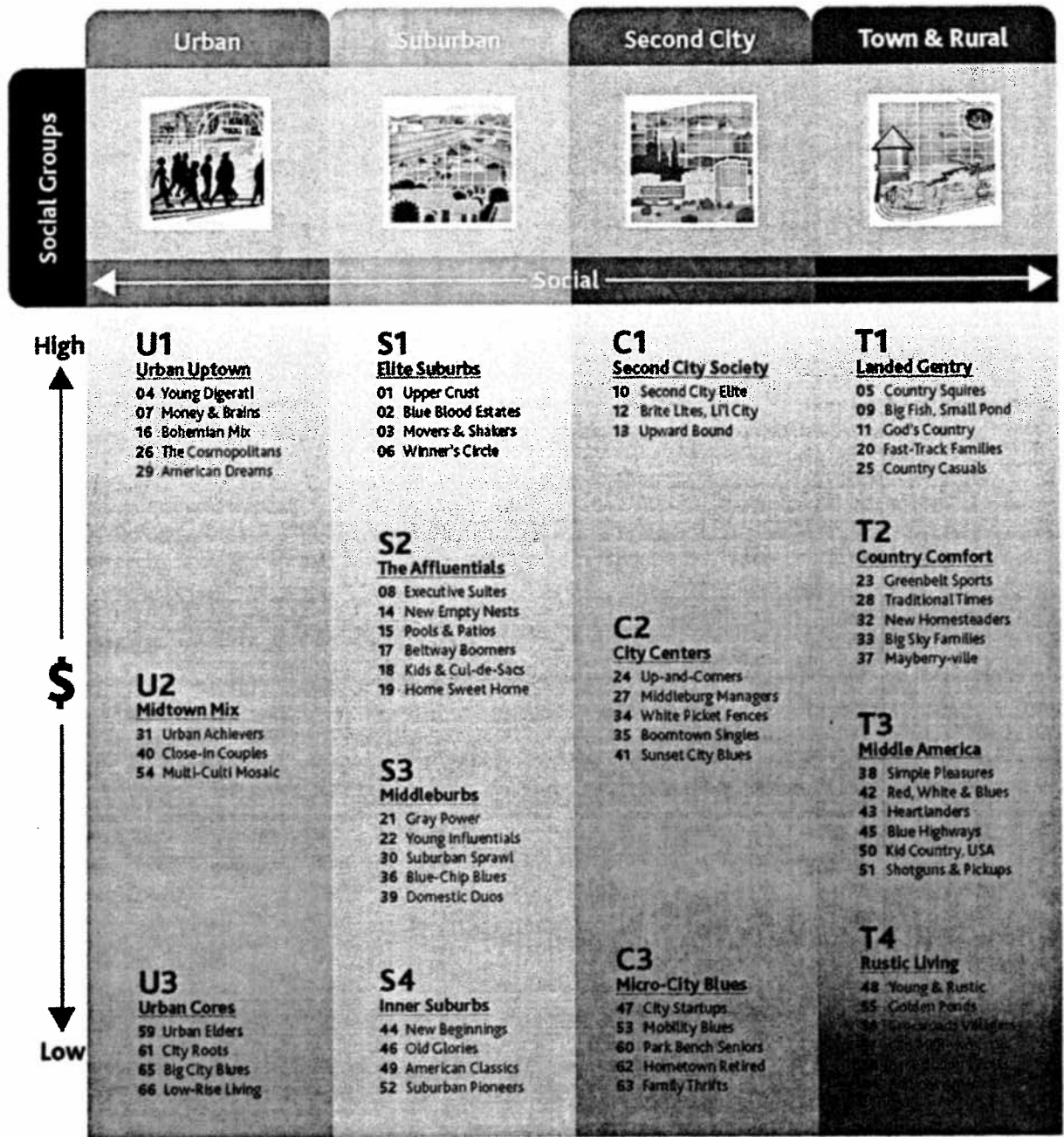


Figure 3 - Social Groups - Nielsen 2011

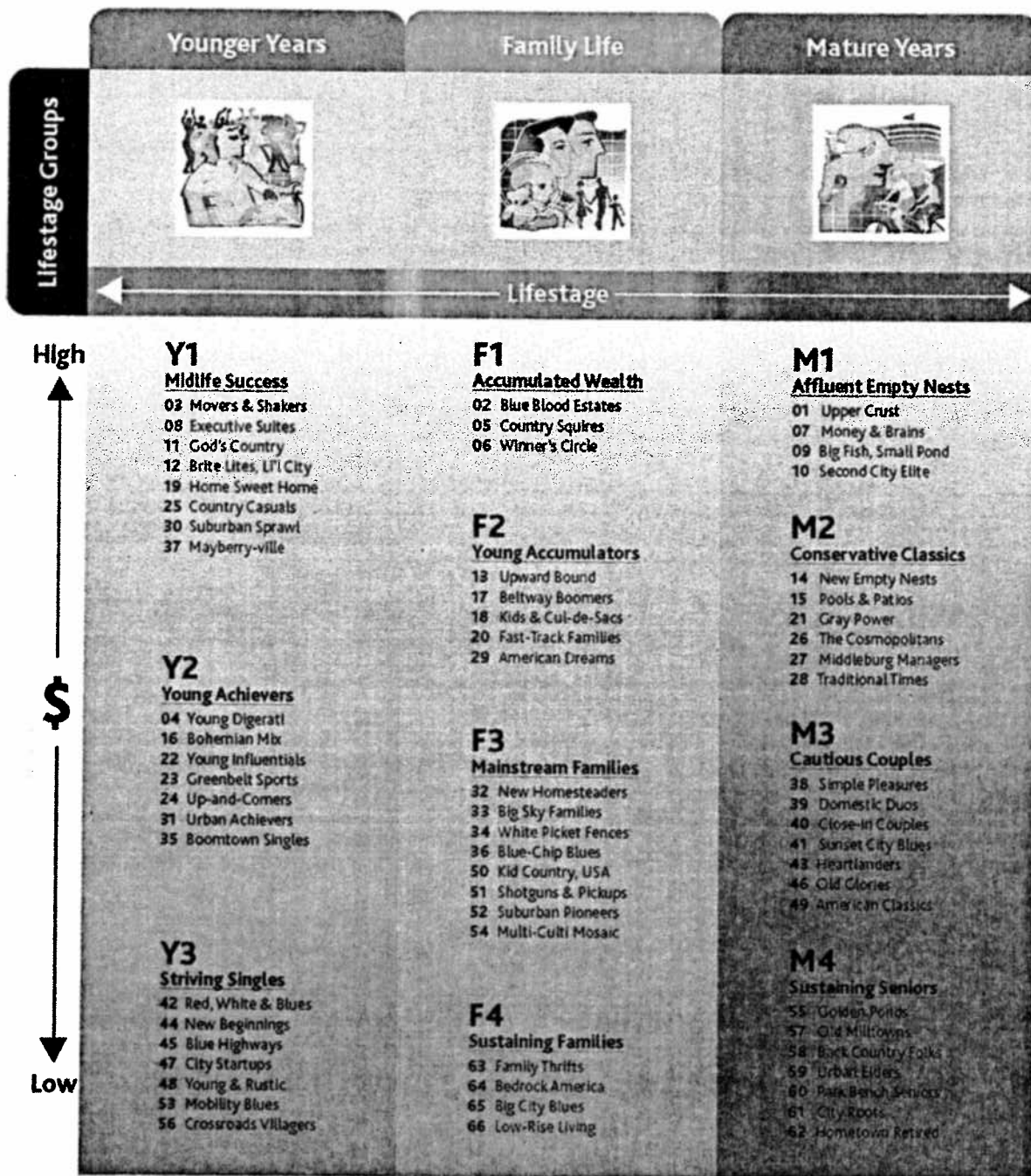


Figure 4 - Lifestage Groups - Nielsen 2011

There are 66 lifestyles tracked by Nielsen (2011) in their Prizm pop segments. For our purposes in this feasibility study we had to eliminate a few. Here is the methodology used to eliminate some of the life styles:

- Any lifestyle which was less than 1% of total households in the 0 to 10 mile primary market radius
- Any lifestyle which earned less than \$50,000 per year in the 0 to 10 mile radius

- Any lifestyle which either did not have children, or mainly did not have child in the home

This left 10 life styles in our study. Here is a brief description from Nielsen (2011) of each lifestyle retrieved from: <http://www.claritas.com/MyBestSegments/Default.jsp?ID=30&id1=1027>





## 02 Blue Blood Estates

### Wealthy Older w/ Kids

Blue Blood Estates is a family portrait of suburban wealth, a place of million-dollar homes and manicured lawns, high-end cars and exclusive private clubs. The nation's second-wealthiest lifestyle is characterized by married couples with children, graduate degrees, a significant percentage of Asian Americans, and six-figure incomes earned by business executives, managers, and professionals.

**Social Group:** Elite Suburbs

**Lifestage Group:** Accumulated Wealth

#### 2010 Statistics:

US Households: 1,131,860 (0.97%)

Median HH Income: \$126,538

#### Lifestyle Traits

- Shop at Thomasville
- Play tennis
- Read Architectural Digest
- Watch video-on-demand
- Audi A8

#### Demographics Traits:

Urbanicity: Suburban

Income: Wealthy

Income Producing Assets: Elite

Assets:

Age Ranges: 45-64

Presence of Kids: HH w/ Kids

Homeownership: Homeowners

Employment Levels: Management

Education Levels: Graduate Plus

Ethnic Diversity: White, Asian, Mix



## 04 Young Digerati

### Wealthy Younger Family Mix

Young Digerati are tech-savvy and live in fashionable neighborhoods on the urban fringe. Affluent, highly educated, and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars--from juice to coffee to microbrew.

**Social Group:** Urban Uptown

**Lifestage Group:** Young Achievers

#### 2010 Statistics:

US Households: 1,403,157 (1.21%)

Median HH Income: \$91,104

#### Lifestyle Traits

- Order from expedia.com
- Go water skiing
- Read The Economist
- Watch Independent Film Channel
- Audi A3

#### Demographics Traits:

Urbanicity:	Urban
Income:	Wealthy
Income Producing Assets:	High
Age Ranges:	25-44
Presence of Kids:	Family <input type="checkbox"/> ix
Homeownership:	Mix, Owners
Employment Levels:	Management
Education Levels:	Graduate Plus
Ethnic Diversity:	White, Asian, Hispanic, Mix

## 06 Winner's Circle



### Wealthy Middle Age w/ Kids

Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 35 to 54 year-old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income over \$100,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques, and take in a show.

**Social Group:** Elite Suburbs

**Lifestage Group:** Accumulated Wealth

#### 2010 Statistics:

US Households: 1,261,540 (1.09%)

Median HH Income: \$112,580

#### Lifestyle Traits

- Shop at Neiman Marcus
- Go jogging
- Read Wall Street Journal
- Watch Wimbledon Tennis
- Mercedes GL Class

#### Demographics Traits:

Urbanicity: Suburban

Income: Wealthy

Income Producing Assets: High

Age Ranges: 35-54

Presence of Kids: HH w/ Kids

Homeownership: Mostly Owners

Employment Levels: Management

Education Levels: Graduate Plus

Ethnic Diversity: White, Asian, Mix



### 13 Upward Bound

#### Upscale Middle Age w/ Kids

More than any other segment, Upward Bound appears to be the home of those legendary Soccer Moms and Dads. In these small satellite cities, upscale families boast dual incomes, college degrees, and new split-levels and colonials. Residents of Upward Bound tend to be kid-obsessed, with heavy purchases of computers, action figures, dolls, board games, bicycles, and camping equipment.

**Social Group:** Second City Society

**Lifestage Group:** Young Accumulators

#### 2010 Statistics:

US Households: 1,957,492 (1.69%)

Median HH Income: \$88,455

#### Lifestyle Traits

- Order from target.com
- Buy toys by Internet
- Read PC Gamer
- Watch The X Games
- Toyota Sequoia

#### Demographics Traits:

Urbanicity: Second City

Income: Upscale

Income Producing Assets: Above Avg.

Age Ranges: 35-54

Presence of Kids: HH w/ Kids

Homeownership: Mostly Owners

Employment Levels: Management

Education Levels: Graduate Plus

Ethnic Diversity: White, Asian, Hispanic, Mix



## 16 Bohemian Mix

### Upper-Mid Middle Age Family Mix

A collection of mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are an ethnically diverse, progressive mix of young singles, couples, and families ranging from students to professionals. In their funky row houses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop, and microbrew.

**Social Group:** Urban Uptown

**Lifestage Group:** Young Achievers

#### 2010 Statistics:

US Households: 2,049,821 (1.77%)

Median HH Income: \$57,083

#### Lifestyle Traits

- Shop at Express
- Rent/buy foreign videos
- Read Details
- Watch soccer on TV
- Volkswagen Rabbit

#### Demographics Traits:

Urbanicity:	Urban
Income:	Upper-Mid
Income Producing Assets:	Moderate
Age Ranges:	<55
Presence of Kids:	Family Mix
Homeownership:	Renters
Employment Levels:	Professional
Education Levels:	College Grad
Ethnic Diversity:	White, Black, Asian, Hispanic



## 17 Beltway Boomers

### Upper-Mid Older w/ Kids

The members of the postwar Baby Boom are all grown up. One segment of this huge cohort--college-educated, upper-middle class, and home-owning--is found in Beltway Boomers. Like many of their peers who married late, these Boomers are still raising children in comfortable suburban subdivisions, and they're pursuing kid-centered lifestyles.

**Social Group:** The Affluentials

**Lifestage Group:** Young Accumulators

#### 2010 Statistics:

US Households: 1,120,820 (0.97%)

Median HH Income: \$80,026

#### Lifestyle Traits

- Shop at BJ's Wholesale Club
- Buy electronic games
- Read Scouting Magazine
- Watch Gravity Games
- Saturn Aura

#### Demographics Traits:

Urbanicity	Suburban
Income:	Upper-Mid
Income-Producing Assets:	Above Avg.
Age Ranges:	45-64
Presence of Kids:	HH w/ Kids
Homeownership:	Mostly Owners
Employment Levels:	White Collar, Mix
Education Levels:	College Grad
Ethnic Diversity:	White, Black, Asian, Hispanic

## 18 Kids & Cul-de-sacs



### Upper-Mid Younger w/ Kids

Upper-middle class, suburban, married couples with children--that's the skinny on Kids & Cul-de-Sacs, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence, and children translates into large outlays for child-centered products and services.

**Social Group:** The Affluentials

**Lifestage Group:** Young Accumulators

#### 2010 Statistics:

US

Households: 1,876,131 (1.62%)

Median HH

Income: \$76,379

#### Lifestyle Traits

- Shop at Disney Store
- Buy educational toys
- Read Parenting
- Watch The Disney Channel
- Volkswagen Routan

#### Demographics Traits:

Urbanicity:	Suburban
Income:	Upper-Mid
Income Producing Assets:	Moderate
Age Ranges:	25-44
Presence of Kids:	HH w/ Kids
Homeownership:	Mostly Owners
Employment Levels:	Professional
Education Levels:	College Grad
Ethnic Diversity:	White, Black, Asian, Hispanic

**This market segment is the proto-typical little league, soccer, or hockey parents.**

## 29 American Dreams



### Upper-Mid Middle Age Family Mix

American Dreams is a living example of how ethnically diverse the nation has become: just under half the residents are Hispanic, Asian, or African-American. In these multilingual neighborhoods--one in three speaks a language other than English--middle-aged immigrants and their children live in upper-middle-class comfort.

**Social Group:** Urban Uptown

**Lifestage Group:** Young Accumulators

#### 2010 Statistics:

US Households: 2,466,519 (2.12%)

Median HH Income: \$58,517

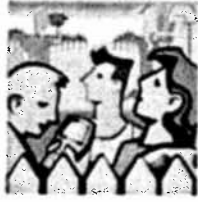
#### Lifestyle Traits

- Shop at Old Navy
- Buy motivational tapes
- Read Black Enterprise
- Watch TeleFutura
- Lexus IS

#### Demographics Traits:

Urbanicity:	Urban
Income:	Upper-Mid
Income Producing Assets:	Above Avg.
Age Ranges:	35-54
Presence of Kids:	Family Mix
Homeownership:	Homeowners
Employment Levels:	Professional
Education Levels:	College Grad
Ethnic Diversity:	White, Black, Asian, Hispanic





### 34 White Picket Fences

Upper-Mid Younger w/ Kids

Midpoint on the socioeconomic ladder, residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: young, upper-middle-class, and married with children. But the current version is characterized by modest homes and ethnic diversity, including a disproportionate number of Hispanics and African-Americans.

**Social Group:** City Centers

**Lifestage Group:** Mainstream Families

**2010 Statistics:**

US Households: 1,537,841 (1.32%)

Median HH Income: \$55,007

**Lifestyle Traits**

- Order from BMG Music
- Rent/buy kid's videos
- Read People en Espanol
- Watch Latin Grammy Awards
- Saturn ION

**Demographics Traits:**

Urbanicity:	Second City
Income:	Upper-Mid
Income Producing Assets:	Moderate
Age Ranges:	25-44
Presence of Kids:	HH w/ Kids
Homeownership:	Mix, Owners
Employment Levels:	BC, Service, Mix
Education Levels:	Some College
Ethnic Diversity:	White, Black, Asian, Hispanic



### 36 Blue-Chip Blues

Midscale Younger w/ Kids

Blue-Chip Blues is known as a comfortable lifestyle for ethnically-diverse, young, sprawling families with well-paying blue-collar jobs. The segment's aging neighborhoods feature compact, modestly priced homes surrounded by commercial centers that cater to child-filled households.

**Social Group:** Middleburbs

**Lifestage Group:** Mainstream Families

#### 2010 Statistics:

US Households: 1,448,410 (1.25%)

Median HH Income: \$53,463

#### Lifestyle Traits

- Shop at Marshalls
- Buy fashion dolls
- Read Baby Talk
- Watch Univision
- Mitsubishi Lancer

#### Demographics Traits:

Urbanicity:	Suburban
Income:	Midscale
Income Producing Assets:	Low
Age Ranges:	25-44
Presence of Kids:	HH w/ Kids
Homeownership:	Mix, Owners
Employment Levels:	WC, Service, Mix
Education Levels:	Some College
Ethnic Diversity:	White, Black, Asian, Hispanic

This section has been building up to how do these demographic groups, or market segments bear out in the market areas? The following tables are the ten best segments for ice rinks ranked by income (Figure 5) and then the ten best segments ranked by number of households (Figure 6):

	Group Name	Median Income	0 to 10 Miles		0 to 20 Miles		0 to 30 Miles	
			Number	%	Number	%	Number	%
2	Blue Blood Estates	\$126,538	17,390	3.90%	41,929	2.36%	67,901	1.46%
6	Winner's Circles	\$112,580	11,875	2.66%	30,598	1.72%	47,302	1.02%
4	Young Digerati	\$91,104	9,317	2.09%	108,025	6.08%	320,996	6.90%
13	Upward Bound	\$88,455	17,909	4.02%	26,621	1.50%	38,236	0.82%
17	Beltway Boomers	\$80,026	10,435	2.34%	21,873	1.23%	32,845	0.71%
18	Kids & Cul-de-sacs	\$76,379	12,771	2.87%	25,081	1.41%	33,878	0.73%
29	American Dreams	\$58,517	25,261	5.67%	113,701	6.40%	333,350	7.17%
16	Bohemian Mix	\$57,083	16,573	3.72%	175,327	9.87%	577,294	12.41%
34	White Picket Fences	\$55,007	11,231	2.52%	16,179	0.91%	21,628	0.47%
36	Blue-Chip Blues	\$53,463	4,576	1.03%	8,861	0.50%	12,014	0.26%
	Total Households:		137,338	30.82%	568,195	31.99%	1,485,444	31.94%

Figure 5 - Ten Best Ice Rink Segments ranked by Income - Figures courtesy Nielsen Co. (2011)

	Group Name	Median Income	0 to 10 Miles		0 to 20 Miles		0 to 30 Miles	
			Number	%	Number	%	Number	%
29	American Dreams	\$58,517	25,261	5.67%	113,701	6.40%	333,350	7.17%
13	Upward Bound	\$88,455	17,909	4.02%	26,621	1.50%	38,236	0.82%
2	Blue Blood Estates	\$126,538	17,390	3.90%	41,929	2.36%	67,901	1.46%
16	Bohemian Mix	\$57,083	16,573	3.72%	175,327	9.87%	577,294	12.41%
18	Kids & Cul-de-sacs	\$76,379	12,771	2.87%	25,081	1.41%	33,878	0.73%
6	Winner's Circles	\$112,580	11,875	2.66%	30,598	1.72%	47,302	1.02%
34	White Picket Fences	\$55,007	11,231	2.52%	16,179	0.91%	21,628	0.47%
17	Beltway Boomers	\$80,026	10,435	2.34%	21,873	1.23%	32,845	0.71%
4	Young Digerati	\$91,104	9,317	2.09%	108,025	6.08%	320,996	6.90%
36	Blue-Chip Blues	\$53,463	4,576	1.03%	8,861	0.50%	12,014	0.26%
	Total Households:		137,338	30.82%	568,195	31.99%	1,485,444	31.94%

Figure 6 - Ten Best Ice Rink Segments ranked by Number of Households - Figures courtesy Nielsen Co. (2011)

The figures in Figure X and Y demonstrate that there are 137,338 households within 10 miles that are prime prospects for participating in youth ice sports. The demographic segments offer clues

on what advertisements are likely to work best with each target market. More on this in the marketing plan section.

The adult recreational hockey market is more dependent on gender and income level than on any other factors. On pg. XXXX the section that talks about Men age 18 to 34 shows that there are 142,444 males most likely to play adult recreational hockey. Adult hockey is not dependent on the presence of children, or household income level, so the pool of 142,444 males is equally likely to play recreational adult hockey.

In conclusion, in both demographics and market segments, the potential customer pool for the ice rink looks similar to Figure 7:

Demographic Segment	Number	Product
Men 18 to 34	142,444	Adult Hockey
Minor Females (ref. pg. XXX)	82,734	Youth Hockey/Figure Skating
Minor Males (ref. pg. XXX)	93,980	Youth Hockey/Figure Skating
Total Youth	224,320	Youth Hockey/Figure Skating
Total Youth in Households above median income	112,160	Youth Hockey/Figure Skating
Eligible Households (10 Best Segments)	137,388	Youth Hockey/Figure Skating

Figure 7 - Total potential customers for ice rink. - Figures courtesy Nielsen Co. (2011)

## Comparison with Data in Ice Rink Industry

The Northern New Jersey, Staten Island area has outstanding demographics compared to the ice rink industry. Just the numbers alone for the first ten mile radius are more plentiful than most areas. There are 137,388 households that have children likely to be interested in skating. Some of the households appear to be lower in income than many current ice sports participants, but the sheer quantity indicates there is a large capable user base.

By way of comparison, United Skate Figure Skating reports the following demographic information in their Skating Advertising Kit:

- Ages 6 and under 12%
- Ages 7-12 23%
- Ages 13-18 26%
- Ages 19 -25 8%
- Ages 26-50 23%
- Ages 51+ 12%
- 88% Female
- 65% have household income 75,000+
- 45% have income \$100,000
- 59% College grad
- 29% Master's degree or higher

USA Hockey reports similar member demographics:

- 54.9% have male children 12-17 years of age
- 51.2% have male children 6-11 years of age
- \$99,200 median household income
- \$128,900 mean household income
- 94.3 % own their own home
- 75.5% head of household is married

## **Local Culture/Skating Culture**

Rink Management Services Corporation (RMSC) has spoken to many key leaders in the ice skating industry in compiling the information for this feasibility study. The resources we have used is USA Hockey, United States Figure Skating Association, the 7 High Schools/ 2 hockey organization that currently use Warinanco Ice Skating Center and industry rink operators in New Jersey.

In speaking with Kevin McCormick, V.P. of Floyd Hall Enterprises, whose daily responsibilities include the operation of Floyd Hall Arena. Kevin McCormick is on the board of the Ice Skating Institute and has been a leader in the industry for over 15 years. Mr. McCormick indicated that although Adult hockey has not had growth over the last few years he has seen grow in youth hockey, women's hockey and learn to skate lessons. Public skating has also been valuable to their operation as long as they provide entertainment during the public sessions to keep it fresh.

On a site visit to Rock Ice in Dunellen NJ, RMSC had the opportunity to speak with John Puskar, the owner of Rock Ice. Mr. Puskar was very proud of his ice and hockey programs although the operation is in one of the older facilities in the market place. At Rock Ice they are really only focused on ice hockey but they also have public sessions and limited figure skating in the facility. At Rock Ice they cater to developing young hockey players and growing their in-house league and renting ice to High School and travel youth hockey. Mr. Puskar believes youth hockey is growing in central New Jersey but is concerned with possible another sheet of ice coming into the market place and how that will affect his business.

When visiting the Staten Island Skating Pavilion, RMSC was able to speak with their Skating School Director Danielle Eakins who was able to give insight to the figure skating community in Staten Island and across the river in New Jersey. The SI Skating Pavilion receives over 20% of their cliental from New Jersey and is familiar with the market that the new rink in Oak Ridge Park would service. Ms. Eakins said they have seen growth in the Learn to Skate classes but advanced figure skating times and lessons have remained the same during the down turn in the economy. The rink is optimistic after a strong winter Learn to Skate session and receiving many phone calls on their summer skating camps. Opening the rink in Oak Ridge would keep some of that 20% spending money in Union and save the customer fuel and toll expenses.

RMSC has also been in contact with a very successful operator of the Ice Vault in Wayne NJ, Larry Tippner. Mr. Tippner built the Ice Vault 7 years ago and has turned his twin sheet ice facility into a 4 million dollar operation. The Ice Vault really caters to High School hockey and youth hockey leagues, although the rink does have Learn to Skate and high-level figure skating. Mr. Tippner has reviewed high-level figure skating and doesn't believe in allocating large block of ice time for these programs because more revenue can be generated through hockey leagues and in-house hockey programs. RMSC also believes that entry level and intermediate in-house programs is the customer base in any ice rinks target market.

RMSC also contacted Bill Irving, President, and Rob Ruzsala, Ice Director of Pro Tec Hockey Ponds. Bill stated that Pro Tec is in a building phase of the business, and that rental of the ponds is doing better year by year. In the past, no one wanted to rent the ponds due to the small size, but skating culture is changing to accept different ice sizes. Business at Pro Tec Hockey Ponds is on the upswing with 500 unique Learn to Skate registrations in the past year.

### **Summary Report on Major User Groups at the Warinanco Ice Skating Center**

In speaking with the 7 High Schools and the 2 hockey organizations it was not surprising that most of the groups would look to increase ice utilization and players to their program if a twin sheet ice skating facility was built in Oak Ridge Park. The main contributing factor is location, with the majority of your user groups coming from Clark, Cranford, Scotch Plains and Westfield it would reduce travel time and allow practices to start earlier and go later. Also with the addition of another ice surface all these programs would look to purchase additional ice time and to accommodate more skate's weather it is adding a JV program, girl's hockey or hosting tournaments.

In speaking with Governor Livingston Ice Hockey the Highlanders head coach, Dave Scales is looking to add players to his current roster. Although he wasn't sure on the amount of additional ice the hockey club would buy, he was happy that the County was exploring this expansion because it would allow for additional practice time for his team.

The Johnson High School Hockey team was very excited about the possibility of the twin sheet ice rink going up in Oak Ridge Park. The head coach Mike Nudo is a local man who played ice hockey at Johnson High and would very much like to expand his program. Coach Nudo also said that have the facility in his back yard would reduce travel time and costs that he could reinvest back into ice time.

Cranford has both a High School team and a Youth Hockey organization that both currently skate out of Warinanco Ice Skating Center in Elizabeth NJ. Both organizations are happy about the proposed location of the ice rink that would reduce time on the road and the ability to purchase additional ice time. Head coach of the Cranford HS hockey team Rich Hurley would look to expand his program with a girl's hockey team and increase practice frequency. Michael Plick of the Cranford Hockey club would look to increase membership, which means more ice time and also would be willing to provide development programs at low price points to get more children into playing hockey.

The Scotch Plains High School team and levels see's the possible rink going into Oak Ridge as a big plus for there hockey program. Athletic Director for the school Rob Harmer has taken a fully fundraised and parented supported JV team of 27 students in 2005 to 5 teams encompassing not just High School students but lower ages with the Little Raiders Mite program. Scotch Plains Ice Hockey team will be looking for additional ice when the skating facility is operational. The location also made Mr. Harmer very excited since Scotch Plains is in very close proximity to the Oak Ridge Park.

The Jonathan Dayton High School hockey team in Springfield will continue to rent ice time at the proposed site. Both the Varsity coach Andrew Trimble and the JV coach Dale Sona would be looking to add additional practice but it would depend on funding either from the school or by fundraising.

Summit High School hockey has both varsity and a girls program and would continue to rent ice from the County. Although this program can rent ice in its home town and surrounding community the rink in town is an outdoor rink and the other arena's have other organizations and programs that limit ice availability.

Westfield is another community very close to the proposed site in Oak Ridge Park that has a High School team and the Westfield Ice Hockey Association. Westfield High School was very happy to hear about the proposed feasibility because although they very much like the ice at Warinanco Ice Skating Center just the saving of the time in travel is very appealing to them. The Westfield Ice Hockey Association's President Nina Attanasio was ecstatic about the study and like Cranford's youth hockey association was offering their services to develop youth hockey in western Union County NJ.

In conclusion, all the user groups that currently Warinanco Ice Skating Center in Elizabeth NJ would continue utilizing the new rink built in Oak Ridge Park. Furthermore over half of those groups say they would expand their programs and increase ice purchases for the County owned skating facility. RMSC also believes that multiyear contracts with these user groups could be locked in to guarantee ice sales that would benefit the facility, the High Schools and the youth hockey organizations.

## United State Figure Skating Membership

	10 Miles	20 Miles	30 Miles
Basic Skills Members	709	3045	8153
Full USFS Members	255	955	1752

Table 7 - United State Figure Skating Members - Figures Courtesy USFS

## USA Hockey Membership

	10 miles	20 miles	30 miles
USA Hockey NY	337	777	4012
USA Hockey NJ	5,334*	7,873	12,452
Total Members	5,671	8,650	16,464

Table 8 - United States Hockey Members within Marketing Radii - Courtesy USA Hockey

\*Estimated

## Youth Hockey Associations

Youth hockey groups are a good barometer of how healthy a market is for building a new facility. In the case of the Oak Ridge location, there are many youth hockey associations in the area. Youth Hockey Associations provide ice rinks with the bulk of the in- season hockey business. Youth Hockey Coaches frequently suggest children should have one practice and one game per week at a minimum with 2 practices and a game per week being the best suggested outcome.

There are 101 Youth Hockey Associations within 25 miles of the proposed ice rink in Clark, New Jersey. 101 associations mean that hockey is an ingrained area tradition and that the fusion of different groups creating more ice time usage is possible. The following chart is a list of the 101 associations, with membership figures when available and likely home rinks. This quantity of Youth Associations mean that the area is rich in a hockey tradition leading to greater numbers of people involved in the sport. Different associations should never be looked at as competition, but as people to play against and make the sport fun. This information came from the USA Hockey web site, with research providing further information.

Club Name	City	Rink
Westfield Hockey Club	Westfield	Union Sports Arena
Union Sports Arena	Scotch Plains	Union Sports Arena
Woodbridge Hockey League	Woodbridge	Arenas at Woodbridge
Beacon Hill Club	Summit	Beacon Hill Club
NJ Jersey Goals Ahead	Summit	Newark area, Union, Essex Counties
Summit Hockey Association	Summit	Beacon Hill Club, Union Sports
New Jersey Rockets	Watchung	Bridgewater Sports Arena
Staten Island Rangers	Staten Island	Staten Island Skating Pavilion
Chatham Youth Hockey	Chatham	Union Sports Arena, Rock Ice
Red Wings Hockey Club	Chatham	
NY Raiders	Staten Island	
NY Titans	Staten Island	Staten Island Ice Pavilion
NYHSCA	Staten Island	130 Participants
Bayonne Rangers Youth Hockey	Bayonne	Rich Korpi Ice Rink



Harding-Madison Ice Hockey Association	Madison	Mennen, Twin Oaks
New Jersey Kings	Madison	Princeton Sports Center
Firehouse Hockey League	Staten Island	1 member, War Memorial
New Jersey Devils Youth Hockey	West Orange	Richard Codey Arena
NJ Daredevils Special Hockey	West Orange	Richard Codey Arena
Ridge Junior Devils	Basking Ridge	Bridgewater Sports Arena
NJ Selects	Glen Ridge	No teams 2010 - 2011
Cranford Hockey Club	East Hanover	Warinanco, Union Sports
Jersey Penguins	Somerset	Rock Ice
Hanover Hockey/Morris County Youth Hockey	Whippany	2,000 participants, Mennen
Jersey City Capitals	Jersey City	Rich Korpi, Bayonne
Montclair Hockey Club	Upper Montclair	Union Sports, Floyd Hall Arena
Bridgewater Sports Arena	Bridgewater	Bridgewater Sports Arena
Sky Rink Youth	Brooklyn	Chelsea Piers
Parsippany Pal Ice Hockey	Parsippany	Mennen, etc.
Wings Hockey Club	Hoboken	
Slo Mo Hockey	New York	
Junior Colonials Youth Hockey	Morris Plains	Twin Oaks, Morris County YHL
Parsippany Hills Vikings	Morris Plains	
Old Bridge Jr Knights	Morganville	Old Bridge
Bridgewater Bears	Hillsborough	Bridgewater Sports Arena
Brooklyn Blades Ice Hockey	New York	Rch Korpi, Bayonne
Floyd Hall Arena	Little Falls	Floyd Hall Arena
Warriors Hockey Club, Inc. Sled	Little Falls	Arenas at Woodbridge
Woodbridge Wolfpack	Little Falls	Arenas at Woodbridge
Essex Hunt Club	Peapack	Essex Hunt Club, seasonal
Wells Hills Hockey Club	New York	1 member
Nutley/Clifton Hockey Club	Clifton	Ice House, Clary Anderson
St. Bernard's School Hockey Club	New York	70 members, likely Harlem
NJ Stars Youth Hockey	Monmouth Junction	ProSkate
Montville Youth Ice Hockey	Montville	Codey Arena, Aspen Ice, Mennen
Denville	Denville	Aspen Ice
Randolph	Randolph	Aspen Ice
NY Ice Cats	New York	1 member 2010-2011
North Park Hockey	New York	113 members, Chelsea Piers
Blue Devils Hockey	New York	22 members
Panther Ice Hockey	New York	64 members
Greater Red Bank Generals	Red Bank	Red Bank Armory
Saint Davids School Hockey	New York	Riverbank, Harlem
Pequannock	Pequannock	Mennen
Ice Hockey in Harlem	New York	Riverbank, Harlem

New Jersey Bandits	Wayne	Ice Vault
Navesink Country Club	Fair Haven	Navesink Country Club
Ice House	Hackensack	Ice House
Ice House Avalanche	Hackensack	Ice House
Freehold Region Independent Hockey Club	Manalapan	Howell Ice World
Pequannock Middle School Hockey	Pompton Plains	
New Jersey Colonials	Succasunna	Mennen, Bridgewater, Floyd Hall, Twin Oaks
Riverbank State Park	New York	58 players, Riverbank, Harlem
Greater NYC Ice Hockey	Howard Beach	325 players, Abe Stark Rink
Kingston Hockey Club	Princeton	
Nassau Hockey League	Princeton	Princeton Day School, Princeton Sports Center, Lawrenceville School
New Jersey Renegades Youth Hockey Club	Rockaway	Aspen Ice
Rockaway Township Hockey Association	Rockaway	Mennen
Kinnelon Colts	Kinnelon	Twin Oaks, Aspen
Kinnelon High School Ice Hockey Assoc	Kinnelon	Mennen
Englewood Field Club	Englewood	Englewood Field Club
Mt. Olive Youth Hockey	Flanders	Pocono Ice Arena, etc.
Kodiak Hockey Club	Bergenfield	Mackay, Palisades Mall Rink
Roxbury	Landing	Mennen
Long Valley, Chester, Mendam Ice Hockey Club	Long Valley	several rinks, likely Mennen, Bridgewater Aspen Ice Chill Out, and Twin Oaks
Queenston Hockey Club	Princeton Junction	ProSkate, women's team
Lawrence Hockey Association, Inc.	West Windsor	Lawrenceville School
Princeton Tiger Lilies	West Windsor	iceland, girls hockey
Tenafly Tigers Hockey Club	Tenafly	
New Jersey Braves	Oakland	Ice House
Fieldston School	Riverdale	37 members, Murray Rink Yonkers
Mount Vernon Hockey Club	Bronx	Ice Hutch Ice Skating Rink
Hunterdon Storm	Annandale	Aspen Ice
Jefferson	Oak Ridge	McKay
Central Park Hockey	Little Neck	541 members, Wollman, Lasker
Hackettstown Tigers Ice Hockey Club	Hackettstown	Aspen Ice
New Jersey Freeze	Hackettstown	Aspen Ice, Chill
Team Blizzard	Hackettstown	Chill Out
New Jersey Youth Hockey League	Randolph	Member Associations Skate Everywhere
West Milford Hockey Association	West Milford	Skylands Ice World
Ice Breakers	Pelham	24 members, Ice Hutch Women
Pelham Hockey Association	Pelham	165 members, Ice Hutch

Great Neck Park District Youth	Great Neck	96 members, Park Ice Skating Rink
Mercer Chiefs	Trenton	Iceland
Wall Americans	Howell	Wall Sports Arena Ice Skating Rink
Bronxville Youth Hockey Association	Bronxville	74 Members, Westchester Skating Academy
Long Island Sled Hockey	Lynbrook	45 Members
Sparta Youth Ice Hockey	Sparta	Gold Coast Arena
Yonkers Hockey Association	Yonkers	79 members, E J Murray Memorial
Pearl River Ice Hockey	Pearl River	149 Members
Skylands Ice World	Stockholm	Skylands Ice World

Table 9 – Youth Hockey Associations – USA Hockey

### Youth Hockey Outlook

Youth hockey parents want the best for their children, and rightly so, for Youth Hockey is one of the more expensive Youth Sports. We do not anticipate cost being a limiting factor due to the strong demographics noted in this area. In their quest to find the best for their children, new facilities enjoy a new location premium. This premium means that youth hockey players will skate at the best facility in the area, not always the least expensive.

Our industry sources comment that Youth Hockey is not a growing sport. The membership numbers are remaining constant, without gains or losses. Building a new facility will increase youth hockey in the area, but there will be some cannibalization with older facilities. The proposed site is very convenient, so a large youth hockey business is assured so long as all else remains good for parents and children.

### Adult Hockey Leagues

Adults are organized differently than youth leagues and are therefore more difficult to find. Very few adult programs register through USA Hockey. USA Hockey has difficult insurance hoops that make it impossible for the average adult team. Mainly, an adult league will register through various third party insurance companies and keep all league administration strictly in house. The in-house nature of the league makes tracking them difficult. A well-run adult league can rent considerable ice that is usually difficult to sell. Adult leagues usually skate late at night and on weekends, usually when children are asleep. Some adult leagues go all night long! There are enough adult players in the Union County New Jersey that this is a possibility.

The following is a partial list of adult leagues with pertinent material.

Program Name	Year Founded	# Teams	Price	Season	Levels
Hockey North America	1980	4-19			
The Arenas at Woodbridge	2002		\$230 per player/10 games	10 Games	B and C
Rock Ice Center	2010		\$3,000 per team	9 Games	C level
Union Sports Arena	2002		\$275 Individual/\$3,500 Team	10 Games	B and C Level
Staten Island Skating Pavilion	1995	45		10 weeks	A/B and C
Beacon Hill Club	1956		\$650 initiation fee	Winter	
ProTec Hockey Ponds			\$230	10 Games	C level
Bridgewater Sports Arena 3 on 3	1994		\$165	13 Games	B and C Level
Bridgewater Sports Arena Adult League	1994		\$595	26 games	B1, B2, C1, and C2 Divisions
North American Hockey League			\$295	12 games, 2004 prices	
Twin Oaks Ice Rink	2000	18	\$3,750 per team	12 games	B, C and D
Week End Warriors Hockey			\$725	One Week Adult Hockey Camp	
Clary Anderson Arena					
Proskate	2010	13			B and C
Ripblade Hockey League			\$20 per player	40 "Games"	Pick Up
Essex Hunt Club	1998			Winter	A, B, and C
Floyd Hall Arena		28	\$295	11 games	

Table 10 - Adult Hockey Leagues

## Adult Hockey Outlook

Adults look at hockey differently than youth hockey parents. Most adult players look at hockey as a commodity. A commodity outlook means that players make their selection of programs based on price, relationship with the hockey director, length of commute from their home, and game start times. In the case of youth hockey, with all other facility amenities being equal, the business tends to go to the nicest, newest ice rink. With adult leagues contrarian attitude, smart rink operators work hard to make differentiation points from other leagues.

According to sources in the industry, within New Jersey, Adult hockey is not growing right now. Teams come and go depending on start times and relationships with the hockey directors. With that said, our sources maintain that the market is stagnant right now. Once Union County decides to build the proposed facility, the likely outcome is that one of the older, less convenient ice rinks in the area will lose most of their men's league. The proposed location means there will be more people skating in men's leagues, due to a convenient location, but the net change in the market will be less teams at other facilities.

## Competition

### Executive Summary

Rink Management services Corporation presents a competitive snapshot of each competing rink within ten miles of the proposed ice rink site on 136 Oak Ridge Rd., Clark, NJ. Each page has specific information and pictures detailing types of programs, management, seasonality, prices, products and ice surfaces present.

Here is a chart of activities at the area rinks:

Name	Driving Time	Season	Surfaces	Hockey	LTS	FS	Public	Turf	Roller	Events
Oak Ridge Proposed Ice Rink	0	All Year	2	Yes	Yes	Yes	Yes	Yes		Yes
Roosevelt Park	10	11/17-3//27	1	Yes	Yes	Yes	Yes			
The Arenas	14	All Year	1	Yes	Yes	Yes	Yes		Yes	Yes
Rock Ice	19	All Year	1	Yes	Yes	Limited	Limited			
Union Sports Arena	19	All Year	1	Yes	Yes	Yes	Yes	2		Yes
Warinanco Skating Center	18	10/20-3/15	1	Yes	Yes	Yes	Yes			
Staten Island	26	All Year	1	Yes	Yes	Yes	Yes			Yes
Beacon Hill Club	25	Nov-March	1	Yes	Yes	Yes	No			
ProTec Hockey Ponds	24	All Year	1 NHL, 2 Sm	Yes	Yes	Yes	Yes			Yes

Table 11 – Chart of Activities at Local Facilities

Proposed Ice Rink



Figure 8 - Former Golf Course Site proposed for new Ice rink- Picture from Google Maps

## Roosevelt Park Family Ice Skating Rink

151 Parsonage Rd, Edison, N.J. 08817

732-745-4484, FAX 732-745-7351



Figure 9 - Roosevelt Park Family Ice Skating Rink Photo from Middlesex County parks web site

Driving Distance and Time from Proposed Ice Rink: 4.6 miles, 10 minutes

Straight line distance from Proposed Ice Rink: 3.6 miles

Web Address: <http://www.co.middlesex.nj.us/parksrecreation/icerink.asp>

Ownership Type: Government

Season: November through March

Surfaces: 1

Services offered: Public Skate, Learn to Skate Lessons

Prices:

Adults \$6, Kids 17 & Under \$5, Seniors \$5, Skate Rental \$5, Skate Sharpening \$8, Helmets for Sale \$8

Manager, Staff Tracie Reed, Manager





**The Arenas at Woodbridge / Woodbridge Community Center**

600 Main St., Woodbridge, NJ 07095

Tel. 732-596-4112



Figure10 - Woodbridge Community Center - Photo [pappironworks.com/woodbridge recreation ctr.htm](http://pappironworks.com/woodbridge_recreation_ctr.htm)

Driving Distance and Time from Proposed Ice Rink: 6.7 miles, 14 minutes

Straight line distance from Proposed Ice Rink: 4.8 miles

Web Address: <http://www.thearenasatwoodbridge.com/>

Ownership Type: Government

Season: All Year

Surfaces: 1 Ice Regulation Sized, 1 Roller Rink

Services offered: Birthday Parties, Learn to Skate, Ice Hockey, Parties/Events, Roller Skating, Hockey Leagues

Prices:

Skating: \$7/\$8 Lessons, \$100,

Manager, Staff Municipally Owned: Parks Department

User Groups: Woodbridge Wolfpack Hockey, Woodbridge Wolfpack Special Hockey, The American Special Hockey Association

## Rock Ice Center

125 North Ave.

Dunellen, NJ 08812

732-752-8600



Figure 11 – Rock Ice

Driving Distance and Time from Proposed Ice Rink: 8.1 miles, 19 minutes

Straight line distance from Proposed Ice Rink: 6.1 miles

Web Address: <http://www.therockice.com/>

Ownership Type: Private Owner

Season: All Year

Surfaces: 1 Ice Regulation Sized

Services offered: Birthday Parties, Learn to Skate, Ice Hockey, Parties/Events, Roller Skating, Hockey Leagues

Prices:

Skating: \$7/\$8 Lessons, \$100,

Manager, Staff John Puskar, Owner,

User Groups: Jersey Penguins, New Jersey Storm

Notes: John Puskar purchased the rink two years ago. Youth Hockey is a good business and so is Public Skate. Adult Hockey leagues are very price sensitive skating at the least expensive rink in the area.

## **Union Sports Arena**

2441-A US Highway 22 West

Union, NJ 07083

908-687-8610



Driving Distance and Time from Proposed Ice Rink: 10.1 miles, 19 minutes

Straight line distance from Proposed Ice Rink: 6.4 miles

Web Address: <http://www.unionsportsarena.com/>

Ownership Type: Private Owner

Season: All Year

Surfaces: 1 Ice Regulation Sized 200x85, 2 indoor playing fields, 95x50

Services offered: Birthday Parties, Learn to Skate, Figure Skating, Ice Hockey, Parties/Events, Indoor Soccer, Cafe

Prices:

Skating: \$8, Rental \$4 Lessons, \$99,

Manager, Staff John Puskar, Owner,

User Groups: NJ Devils Youth Hockey Club, Cranford Hockey Club, Jersey Wildcats, Governor Livingston, Jonathan Dayton, Watchung Hills, Scotch Plains Fanwood High School, Westfield Hockey Club, Center Ice Sports Equipment Shop

## **Warinanco Skating Center**

Thompson Ave. (Warinanco Park)

Elizabeth, NJ 07207

908-298-7850

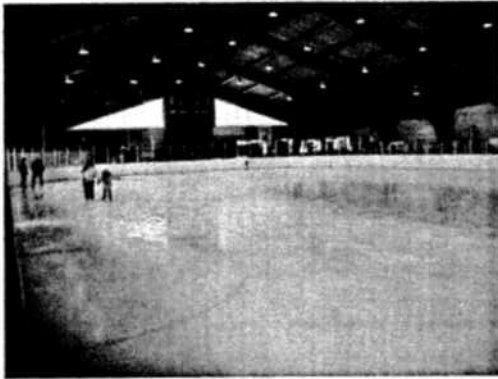


Figure 12 – Warinanco Skating Center

Driving Distance and Time from Proposed Ice Rink: 8.1 miles, 18 minutes

Straight line distance from Proposed Ice Rink: 6.5 miles

Web Address: <http://ucnj.org/community/parks-community-renewal/parks-facilities/activities/warinanco-ice-skating-center>

Ownership Type: County

Season: October to March

Surfaces: 1 Ice Surface

Services offered:

Prices: Skating: \$5 Adults, \$4 Children, Rental \$3 Lessons, \$94 Adults, \$89 Children,

Manager, Staff Donna Hayden, Manager

## **Staten Island Skating Pavilion Ice Skating Rink**

3080 Arthur Kill Rd.

Staten Island, NY 10309

718-948-4800



Figure 13 – Staten Island Skating Pavilion

Driving Distance and Time from Proposed Ice Rink: 12.4 miles, 26 minutes

Straight line distance from Proposed Ice Rink: 7.3 miles

Web Address: [www.thepavilion.org](http://www.thepavilion.org)

Ownership Type:

Season: All Year

Surfaces: 1 Ice Surface, 200x90

Services offered: Learn to Skate: Figure and Hockey, Freestyle, 3x3 league, Public Session, Parties, Private Ice

Prices: Public, Adult \$9, Child \$8 Rental \$5, Learn to Skate \$210 plus \$15 registration fee

Managers: Danielle Eakins, Skate School Director, Gregory Gonsowski, Initiation Program Director, Matthew Meinzer, Adult Hockey Director

User Groups: Long Island Amateur Hockey League, NY Titans

## **Beacon Hill Club**

250 Hobart Ave.

Summit, NJ 07901

908-277-6655



Figure 14 - Beacon Hill Club Rink -- from Beacon Hill Club.org

Driving Distance and Time from Proposed Ice Rink: 15.9 miles, 25 minutes

Straight line distance from Proposed Ice Rink: 8.5 miles

Web Address: [www.beaconhillclub.org](http://www.beaconhillclub.org), [www.bhchockey.com](http://www.bhchockey.com)

Ownership Type: Private

Season: November to March

Surfaces: 1 Ice Surface

Services offered: Members or Guests Only: Learn to Skate: Figure and Hockey, Freestyle, Recreational Skating,, Parties

Prices: Membership fees apply

User Groups: Beacon Blades

## **ProTec Hockey Ponds**

15 World's Fair Dr.  
Somerset, NJ 08873  
732-868-9181



Figure 15 - Pro Techockey Ponds - from [www.protechockey.com](http://www.protechockey.com)

Driving Distance and Time from Proposed Ice Rink: 15.2 miles, 24 minutes

Straight line distance from Proposed Ice Rink: 10.3 miles

Web Address: [www.protechockey.com](http://www.protechockey.com)

Ownership Type: Private

Season: All Year

Surfaces: 1 NHL Ice Surface, 200x85 and 2 studio sheets called 'ponds' 60x85

Services offered: Learn to Skate: Figure and Hockey, Freestyle, Recreational Skating, Parties, Camps, Special Events

Prices: Membership fees apply

Managers: Bill Irving, President, Heather Zaccarelli Ops Director

User Groups: Beacon Blades

## Attendance Projections

<b>Attendance Estimates</b>				
<b>Activity</b>	<b>Season</b>			
	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>	<b>Summer</b>
Youth Hockey	200	200	120	120
High School Hockey	120			
College Club Hockey	90	90		
Men's Rec League	520	520	550	550
Other Hockey (Sled, Girls, Women)	60	60	20	20
Competitive Figure Skaters	150	150	150	150
Learn to Skate	500	500	300	250
Camps Clinics				270
Public Skaters per month	1700	3500	1080	1080

Table 11 – Projected Attendance

### Operating Capacity

No facility ever operates at 100% full capacity. With that said, a facility in this area of New Jersey is likely to be more fully utilized than comparable facilities elsewhere. The projected schedules are based on a fairly full utilization, appropriate for the area. This study projects two ice surfaces.

### Optimal Programming Utilization

Balanced programming is essential to long-term sustainability. In the ice rink industry, every facility needs Hockey, Figure Skating/Learn to Skate, and Public Skate. Hockey and public skate tend to generate substantial percentages of an arena's revenue, but the revenue is seasonable. For that reason, both Learn to Skate and Figure Skating, which do not have as great a seasonal fluctuation, are necessary for a healthy sustainable facility.

Ice rinks usually experience financial difficulties when the programming is unbalanced. Many rinks, when faced with a lack of hockey business, extend the hours of public skate and freestyles to make up the shortfall. Unfortunately, this plan of attack leads to the same revenue, just spread over more hours with the ensuing higher labor percent.

The following table displays a recommended schedule in hours per week for the various types of programming ice rinks need to do. The numbers of hours are in proportion to the sales used in the revenue projections. The schedule reflects ice resurfacing times of 15 minutes per hour skated, and ice maintenance of 8 hours per sheet per week.



<b>Weekly Schedule</b>			
Season	Winter	Spring/Summer	Autumn
<b>Sheet 1</b>			
Hours Open	109	96	119
Public Skate	26	23	27
Learn to Skate			
Freestyle	3	3	3
Youth In House Hockey	10	3	5
Adult Hockey	18	18	18
Ice Rentals	24	2	24
High School Hockey			7
Pick Up Hockey	0	14	4
Camps		6	
Ice Maintenance	8	8	8
Resurfacing	20	19	23
<b>Sheet 2</b>			
Hours Open	109	96	119
Public Skate	0		
Learn to Skate	10	10	10
Freestyle	18	18	18
Youth In House Hockey		3	5
Adult Hockey	18	18	18
Ice Rentals	24	2	24
High School Hockey			13
Pick Up Hockey	10		
Camps		18	
Ice Maintenance	8	8	8
Resurfacing	21	19	23

Table 12 - Projected Schedule

### Revenues – Expenses

The Revenue figures are determined by calculating each category separately and then adding in the total. These figures have a disproportionately large bottom net income line. This is because the cost of the building is not being factored in. Usually there are either mortgages or bonds to pay to cover the cost of land and building. Here is a list of assumptions made in the preparation of this revenue and expense spreadsheet:

- Locker Rental is 1% of public skate sales

- Adult Hockey League Costs are 10%, not including labor
- Youth Hockey Camp Costs run 15% of the gross revenue
- Youth Hockey would have two teams at each age level during the peak season: 2 Mites, 2 Squirts, 2 Pee Wee, 2 Bantam, and 2 Midget teams
- Learn to Skate Costs are 8% of LTS revenue
- Cost of Sales for Birthday Parties are 25%
- Vending cost of goods sold is 50% of vending revenue
- Snack Bar cost of goods sold is 60%
- Pro Shop cost of goods sold is 70%
- Shows have a 45% cost of goods sold for sets, etc.
- Health Insurance will cost the rink \$3,000 per month for each individual employee
- The small expense categories are based on operator's experience.
- Adult hockey costs \$75 per person per month, with \$65 per person per month charged off season
- Youth Hockey in House costs players \$200 per month in season and \$150 per month off season
- Learn to Skate is \$15 per student per week/lesson
- Ice time is \$350 per hour off season, \$390 per hour in season
- 2 Hockey Tournaments per year, most likely adult, \$1,500 per team, three game minimum, twice a year
- 30 coaches, with 10 paying full time retainer, and 20 paying half time retainer.
- Skate punch cards give 10 public skates with rental sold for \$90
- Skate Sharpening costs \$7
- 4 Salary workers, Manager, Assistant Manager, Hockey Director, Figure Skating Director
- Coaches are paid \$25 per hour to teach group classes
- 10 hours of Learn to Skate School per week
- Referees make \$59 per game

The following Table is pro forma incomes and expenses for the proposed facility on an annual basis. For monthly statements, please see the attached Excel Spreadsheet:

Ordinary Income/Expense	Total
Income	
4000 · Public Skating Admissions	\$158,400
4001 · Adult Hockey Revenue	\$297,000
4010 · Youth Hockey Revenue	\$299,000
4013 · Youth Hockey Camps Revenue	\$51,300
4020 · Learn to Skate Revenue	\$235,200
4024 · Learn to Skate Competition Revenue	\$24,200
4040 · Contract Ice Revenue	
4041 · Hockey Contract Ice Revenue	\$627,920
4042 · Figure Skating Contract Ice Rev	\$0
4043 · Other Ice Rentals	\$0
Total 4040 · Contract Ice Revenue	\$627,920
4049 · Hockey Tournament Revenue	\$60,000
4050 · Drop In Hockey	\$66,400
4051 · Figure Skating	\$66,600

4052 · Private Lessons Revenue	\$47,520
4053 · Shows and Admissions Revenue	\$26,250
4053.1 · Under 21/Preteen Admissions	\$0
4054 · Sponsorship/Miscellaneous Revenue	\$15,000
4054.1 · Sponsorship Revenue - Adult League	\$0
4055 · Skate Punchcards Revenue	\$52,200
4056 · Birthday Party Revenue	\$34,770
4057 · Locker Revenue	\$1,584
4058 · Vending Revenue	\$4,625
4059 · Room Rental	\$0
4060 · Skate Rental	\$39,600
4061 · Arcade Revenue	\$3,215
4062 · Broomball Revenue	\$0
4063 · Group Admission	\$29,700
4700 · Snack Bar/Café	\$41,500
4701 · Catering	\$0
4801 · Naming Rights	\$0
4900 · Pro Shop Rent	\$12,000
49001 · Pro Shop Skate Sharpening	\$5,075
Total Revenue	\$2,199,059
Cost of Goods Sold	
5000 · Cost of Goods Sold	
5001 · Public Skating Costs	\$11,000
5002 · Adult Hockey League Costs	\$44,550
5010 · Youth Hockey CAMP Costs	\$7,695
5004 · Learn to Skate Costs	\$18,816
5005 · COGS-Birthday Parties	\$8,693
5013 · Cost of Goods Sold - Vending	\$2,313
5006 · Cost of Goods Sold - Snack Bar/Café	\$24,900
5007 · Cost of Goods Sold - Pro Shop	\$0
5009 · Cost of Goods Sold - Shows	\$11,813
5010 · Cost of Goods Sold - Other	
Total 5000 · Cost of Goods Sold	
Total COGS	\$129,779
Gross Profit	\$2,069,281
Expense	
6000 · Payroll	\$716,907
6100 · Cleaning Service	\$0
6120 · Bank Service Charges	\$14,400
6150 · Depreciation Fixed Assets	\$0
6155 · Depreciation Trade Expenses	\$0
6160 · Dues and Subscriptions	\$3,600

4052 · Private Lessons Revenue	\$47,520
4053 · Shows and Admissions Revenue	\$26,250
4053.1 · Under 21/Preteen Admissions	\$0
4054 · Sponsorship/Miscellaneous Revenue	\$15,000
4054.1 · Sponsorship Revenue - Adult League	\$0
4055 · Skate Punchcards Revenue	\$52,200
4056 · Birthday Party Revenue	\$34,770
4057 · Locker Revenue	\$1,584
4058 · Vending Revenue	\$4,625
4059 · Room Rental	\$0
4060 · Skate Rental	\$39,600
4061 · Arcade Revenue	\$3,215
4062 · Broomball Revenue	\$0
4063 · Group Admission	\$29,700
4700 · Snack Bar/Café	\$41,500
4701 · Catering	\$0
4801 · Naming Rights	\$0
4900 · Pro Shop Rent	\$12,000
49001 · Pro Shop Skate Sharpening	\$5,075
<b>Total Revenue</b>	<b>\$2,199,059</b>
<b>Cost of Goods Sold</b>	
5000 · Cost of Goods Sold	
5001 · Public Skating Costs	\$11,000
5002 · Adult Hockey League Costs	\$44,550
5010 · Youth Hockey CAMP Costs	\$7,695
5004 · Learn to Skate Costs	\$18,816
5005 · COGS-Birthday Parties	\$8,693
5013 · Cost of Goods Sold - Vending	\$2,313
5006 · Cost of Goods Sold - Snack Bar/Café	\$24,900
5007 · Cost of Goods Sold - Pro Shop	\$0
5009 · Cost of Goods Sold - Shows	\$11,813
5010 · Cost of Goods Sold - Other	
<b>Total 5000 · Cost of Goods Sold</b>	
<b>Total COGS</b>	<b>\$129,779</b>
<b>Gross Profit</b>	<b>\$2,069,281</b>
<b>Expense</b>	
6000 · Payroll	\$716,907
6100 · Cleaning Service	\$0
6120 · Bank Service Charges	\$14,400
6150 · Depreciation Fixed Assets	\$0
6155 · Depreciation Trade Expenses	\$0
6160 · Dues and Subscriptions	\$3,600

6170 · Equipment Rental	\$1,000
6180 · Insurance	
6180 · Insurance - Aflec	\$0
6181 · Workers Comp	\$21,600
6183 · Liability Insurance	\$38,400
6184 · Umbrella Insurance	\$12,000
6185 · Other Insurance - Pollution	\$1,800
6186 · Property Insurance	\$12,000
6187 · Boiler Insurance	\$7,200
6189 · Insurance Other - Crime	\$0
6190 · Health Insurance	\$192,000
Total 6180 · Insurance	\$285,000
6200 · Interest Expense	\$0
6230 · Licenses and Permits	\$1,500
6235 · Course/Educational Class Fee	\$1,300
6240 · Miscellaneous	\$6,000
6250 · Postage and Delivery	\$4,500
6260 · Printing and Reproduction	\$7,800
6261 · Advertising	\$33,000
6270 · Professional Fees	
6271 · Management Fees	\$0
6280 · Legal Fees	\$0
Total 6270 · Professional Fees	\$0
6290 · Rent	\$0
6300 · Repairs	
6310 · Building Repairs	\$4,200
6315- Service Contracts	\$18,000
6330 · Equipment Repairs	\$5,400
Total 6300 · Repairs	\$27,600
6340 · Telephone	
6340 · Telephone	\$9,000
6345 · Web Hosting and Internet	\$4,200
Total 6340 · Telephone	\$13,200
6350 · Travel & Ent	
6370 · Meals	\$300
6380 · Travel	\$850
6371 - Mileage	\$600
Total 6350 · Travel & Ent	\$1,750
6390 · Utilities	
6400 · Gas and Electric	\$461,000
6410 · Water	\$20,450
Total 6390 · Utilities	\$481,450
6560 · Payroll Expenses	\$18,000

6770 · Supplies		
6790 · Office		\$10,100
6771 · Cleaning Supplies		\$23,800
6772 · Pro Shop Supplies		\$3,000
6774 · Ice Paint and Supplies		\$3,000
6775 · Tools and Small Equipment		\$2,400
6780 · Building and Maintenance Supplies		\$19,200
Total 6770 · Supplies		\$61,500
6795 - Pro Shop Supplies		
6820 ·		
Taxes	Taxes	
Total Expense		\$1,678,507
Net Ordinary Income		\$390,774

We are projecting \$390,774 in bottom line income that does not include cost of building or real estate.

#### Rink Shutdown

Shutting down one rink in an underutilized time of year is a good idea, but usually the cost of labor and utilities to start up the rink again is high. The amount of business usually doesn't go down, just the utilities and labor. With both rinks going, Net is \$390,774, with only one rink operating for four months, net is \$502,854.

The following pro forma shows the effects of shutting one rink for April through July:

(Full figures available in attached Spread Sheet):

Ordinary Income/Expense	Total
Income	
4000 · Public Skating Admissions	\$158,400
4001 · Adult Hockey Revenue	\$297,000
4010 · Youth Hockey Revenue	\$299,000
4013 · Youth Hockey Camps Revenue	\$51,300
4020 · Learn to Skate Revenue	\$235,200
4024 · Learn to Skate Competition Revenue	\$24,200
4040 · Contract Ice Revenue	
4041 · Hockey Contract Ice Revenue	\$627,920
4042 · Figure Skating Contract Ice Rev	\$0
4043 · Other Ice Rentals	\$0
Total 4040 · Contract Ice Revenue	\$627,920
4049 · Hockey Tournament Revenue	\$60,000
4050 · Drop In Hockey	\$66,400
4051 · Figure Skating	\$66,600
4052 · Private Lessons Revenue	\$47,520
4053 · Shows and Admissions Revenue	\$26,250
4053.1 · Under 21/Preteen Admissions	\$0
4054 · Sponsorship/Miscellaneous Revenue	\$15,000
4054.1 · Sponsorship Revenue - Adult League	\$0
4055 · Skate Punchcards Revenue	\$52,200
4056 · Birthday Party Revenue	\$34,770
4057 · Locker Revenue	\$1,584
4058 · Vending Revenue	\$4,625
4059 · Room Rental	\$0
4060 · Skate Rental	\$39,600
4061 · Arcade Revenue	\$3,215
4062 · Broomball Revenue	\$0
4063 · Group Admission	\$29,700
4700 · Snack Bar/Café	\$41,500
4701 · Catering	\$0
4801 · Naming Rights	\$0
4900 · Pro Shop Rent	\$12,000
49001 · Pro Shop Skate Sharpening	\$5,075
Total Revenue	\$2,199,059
Cost of Goods Sold	
5000 · Cost of Goods Sold	
5001 · Public Skating Costs	\$11,000
5002 · Adult Hockey League Costs	\$44,550
5010 · Youth Hockey CAMP Costs	\$7,695
5004 · Learn to Skate Costs	\$18,816

5005 · COGS-Birthday Parties	\$8,693
5013 · Cost of Goods Sold - Vending	\$2,313
5006 · Cost of Goods Sold - Snack Bar/Café	\$24,900
5007 · Cost of Goods Sold - Pro Shop	\$0
5009 · Cost of Goods Sold - Shows	\$11,813
5010 · Cost of Goods Sold - Other	
Total 5000 · Cost of Goods Sold	
Total COGS	\$129,779
Gross Profit	\$2,069,281
Expense	
6000 · Payroll	\$716,907
6100 - Cleaning Service	\$0
6120 · Bank Service Charges	\$14,400
6150 · Depreciation Fixed Assets	\$0
6155 · Depreciation Trade Expenses	\$0
6160 · Dues and Subscriptions	\$3,600
6170 · Equipment Rental	\$1,000
6180 · Insurance	
6180 · Insurance - Aflec	\$0
6181 · Workers Comp	\$21,600
6183 · Liability Insurance	\$38,400
6184 · Umbrella Insurance	\$12,000
6185 · Other Insurance - Pollution	\$1,800
6186 · Property Insurance	\$12,000
6187 · Boiler Insurance	\$7,200
6189 · Insurance Other - Crime	\$0
6190 · Health Insurance	\$192,000
Total 6180 · Insurance	\$285,000
6200 · Interest Expense	\$0
6230 · Licenses and Permits	\$1,500
6235 · Course/Educational Class Fee	\$1,300
6240 · Miscellaneous	\$6,000
6250 · Postage and Delivery	\$4,500
6260 · Printing and Reproduction	\$7,800
6261 · Advertising	\$33,000
6270 · Professional Fees	
6271 · Management Fees	\$0
6280 · Legal Fees	\$0
Total 6270 · Professional Fees	\$0
6290 · Rent	\$0
6300 · Repairs	
6310 · Building Repairs	\$4,200



6315- Service Contracts	\$18,000
6330 · Equipment Repairs	\$5,400
Total 6300 · Repairs	\$27,600
6340 · Telephone	
6340 · Telephone	\$9,000
6345 · Web Hosting and Internet	\$4,200
Total 6340 · Telephone	\$13,200
6350 · Travel & Ent	
6370 · Meals	\$300
6380 · Travel	\$850
6371 · Mileage	\$600
Total 6350 · Travel & Ent	\$1,750
6390 · Utilities	
6400 · Gas and Electric	\$418,000
6410 · Water	\$20,450
Total 6390 · Utilities	\$438,450
6560 · Payroll Expenses	\$18,000
6770 · Supplies	
6790 · Office	\$10,100
6771 · Cleaning Supplies	\$23,800
6772 · Pro Shop Supplies	\$3,000
6774 · Ice Paint and Supplies	\$3,000
6775 · Tools and Small Equipment	\$2,400
6780 · Building and Maintenance Supplies	\$19,200
Total 6770 · Supplies	\$61,500
6795 - Pro Shop Supplies	
6820 · Taxes	Taxes
Total Expense	\$1,635,507
Net Ordinary Income	\$433,774
Net Ordinary Income	\$502,854

## **Concept Plan**

### **Executive Summary**

Any facility's success is very dependent on a myriad of factors. The location makes this project feasible, but many steps would have to be taken to assure maximum revenue realization. Marketing, Advertisements, Promotions, Program Mix, Quality Programs, the correct staff, and good management all play together to make a great facility.

### **Marketing**

Products, Pricing, Promotions, and Placement all key together into a successful marketing program. In the case of the proposed ice rink, Placement is programming times and availability. Promotions will be considered under advertising, and comparisons to other rinks in the area are considered.

**Products:** Products are the programming opportunities outlined in the previous sections. The facility should offer Adult Hockey, Adult Tournaments, Public Skating, Learn to Skate, Birthday Parties, Restaurant Services, Freestyles, Arcade Games, Private Events, Broomball, Pro Shop Retail, High School Hockey, Youth Spring League and Summer Camps.

Eastern facilities tend to lease out too much ice time to outside groups. In order to recoup operating expenses, most facilities run their own in-house programs as much as possible. In the case of this facility, RMSC recommends that everything except Youth Hockey should be run in-house. The strong Youth Hockey organizations in the area mean Youth Hockey travel teams would be difficult to run on the rink level. However, the facility should try to run as many in-house teams as possible and hold their own Youth Hockey charter from USA Hockey. All Youth Spring Leagues and as many summer camps as possible should be held in house. Youth Hockey Learn to Play Hockey classes would be best taught by the youth hockey leagues.

Ice times will have to be on the high side due to the cost of utilities, labor and real estate. We are projecting a \$410 to \$450 per hour ice rental fees. This fits in with other facilities in New Jersey. The \$410 off season fees might have to change a little for large ice renters especially in April and May when most ice rinks experience their lowest revenue.

### **Advertising**

Most print types of advertising, radio spots, TV, and magazine advertising are no longer working. The typical customer is a family with leaders usually in their thirties, who are very familiar with computers. Most typical consumers no longer read the newspaper, so other forms of advertising are necessary.

Due to the prevalence of computer usage, a good advertising program would include a Web Site, Cost per click (CPC) advertising on Google, Yahoo, Facebook, Bing and local providers, e-mail blasts at least twice a month, and social marketing on Facebook, Twitter and others. Direct mail is another good option, but should be tested in the area before using wholeheartedly.

### **Promotions**

Promotions can include semiannual skate school shows, heated high school hockey games, famous skaters, professional hockey teams, and other special events designed to get many people talking about the facility.

### **Sample Schedules**

The following three charts list daily hours worked for each employee classification , and the three major classifications of ice, Adult Hockey, Youth Hockey in house, and Ice Rental Hours. The three seasons represent the different levels of ice rink activity. January through March is the end of the high season. Youth Hockey is prevalent during this time period, and ice rentals are plentiful. April through September is the slow season. October through December tends to be busier due to the High School Hockey season.

	5 to 9 am	5 to 9 am	5 to 9 am	5 to 9 am	5 to 9 am	5 to 1 am	5 am to 12 mid	
	2 p- 12 am	2 p- 12 am	2 p- 12 am	2 p- 12 am	2 p- 12 am			
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
Open	9			9	9	9	9	45
Open		9	9		9	9	9	45
Manager		8		8	8	8	8	40
Asst. Gen. Manager	8		8		8	8	8	40
Hockey Dir								
Skate Dir	6	6	6	6	6	12	12	54
Shift Manager								0
Pro Shop/Cashiers	10	10	10	10	10	20	19	89
Zam Driver/ Monitors	14	14	14	14	14	28	26	124
Skate Hosts/Maintenance	10	10	10	10	25	50	50	165
								602
Coaches	10		10		10	25		55
Referees	9	9	9	9	9	15	25	75
Adult League Games	4	4	4	4	4		4	24
Ice Rental Hours	6	6	6	6	4	10	10	48
Youth In House	1	1	1	1	1	5	0	10

Table 13 - January to March Schedule

Facility Open	6am to 10pm	6 am to 10 pm	6 am to 10 pm	6 am to 10 pm	6 am to 10 pm	8 am to 10 pm	10am to 10pm	
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
Manager	9			9	9	9	9	45
Asst. Gen. Manager		9	9		9	9	9	45
Hockey Dir		8		8	8	8	8	40
Skate Dir	8		8		8	8	8	40
Shift Manager	4	4	4	4	4	8	8	36
								0
Pro Shop/Cashiers	7	7	7	7	7	8	8	51
Zam Driver/ Monitors	12	12	12	12	12	14	12	86
Skate Hosts/Maintenance	6	6	6	6	12	25	25	86
								429
Coaches	5		5		5	10		25
Referees	7	7	7	7	7	10	17	62
Adult League Games	3	3	3	3	3		3	18
Ice Rental Hours	0	0	0	0	0	2	2	4
Youth In House	1	1	1	0	0	3	0	6

Table 14 -- April to September Schedule

Facility Open Hours	5 to 9 am	5 to 9 am	5 to 9 am	5 to 9 am	5 to 9 am	5am to 1 am	5 am to 12 mid	
Facility Open Hours	12 p 12 am	12 p 12 am	12 p 12 am	12 p 12 am	12 p 12 am			
	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total
Manager	9			9	9	9	9	45
Asst. Gen. Mgr.		9	9		9	9	9	45
Hockey Dir		8		8	8	8	8	40
Skate Dir	8		8		8		8	40
Shift Manager	6	6	6	6	6	12	12	54
								0
Pro Shop/Cashiers	10	10	10	10	18	28	24	110
Zam Driver/ Monitors	14	14	14	14	22	36	30	144
Skate Hosts/Maintenance	10	10	10	10	32	58	55	185
								663
Coaches	10		10		10	25		55
Referees	9	9	9	9	9	15	25	85
Adult League Games	4	4	4	4	4		4	24
Ice Rental Hours	8	8	8	8	6	12	12	62
Youth In House Ice Usage	1	1	1	1	1	5	0	10

Table 15 - October through December Sample Schedule

## Job Descriptions

These are the five most common job descriptions for General Manager, Assistant General Manager, Shift Manager, Front Desk - Cashier, Rink Guard - Rink Assistant, and Ice Resurfacer Operator.

### General Manager

SALARY RANGE: \$60,000 to \$79,000

POSITION: General Manager

### GENERAL SCOPE OF RESPONSIBILITIES:

Under the general supervision of Rink Management Services Corporation (RMSC), supervises and facilitates the entire scope of the facility. General responsibilities include scheduling, supervision of programs and employees, supervision of day-to-day operations, create and maintain fiscal, revenue, and expenditure forecasts. Represents RMSC in a professional manner and operates facility in their best interest.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

Supervise full, part-time, and contract employees.

Schedule full, part-time, and contract employees.

Supervise day-to-day operations that include, but are not limited to; programs, events, full, part-time, and contract employees and any other assigned function.

Effectively uses administrative skills to supervise staff.

Executes policies and procedures professionally and accurately.

Communicates all information verbally and in writing to Corporate staff and facility subordinates professionally and accurately.

Acts as a liaison between RMSC and staff.

Maintains a clean, safe facility for patrons.

Responsible for knowing all aspects of all positions and is able to work in that capacity when needed.

Responsible for implementing and leading training sessions and meetings for staff.

Answers and returns phone calls and e-mails in a timely fashion.

Responsible for generating daily, weekly and monthly reports.

Performs any other related or similar duty as assigned.

**WORKING CONDITIONS:**

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard office environment, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.

**WORK ENVIRONMENT:**

Work is performed in several environments as follows:

An office setting.

A recreational facility setting.

Attending programs during the day, evenings, or weekends.

Working indoors and outdoors.

Some off-site promotion.

**MACHINES AND EQUIPMENT USED:**

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, and cash registers. Maintenance and cleaning equipment that include; ice resurfacers, ice maintenance equipment, skate sharpeners, vacuums, mops, and any other equipment associated with use in a recreational facility.

**JOB STANDARDS:**

Education and experience required:

High school graduate or equivalent.

Bachelors Degree in management, marketing, public relations, recreation, public works, accounting, or equivalent.

Two years experience as a facility manager or equivalent.

**Assistant General Manager**

**SALARY RANGE: \$35,000 to \$45,000**

**POSITION: Assistant General Manager**



#### GENERAL SCOPE OF RESPONSIBILITIES:

Under the general supervision of the General Manager, assists with the supervision of the entire scope of the facility. General responsibilities include assisting with scheduling, supervision of programs employees, and day-to-day operations; acting as a facility manager and performing various administrative and supervisory activities.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

Supervise full, part-time, and contract employees.

Schedule full, part-time, and contract employees.

Supervise day-to-day operations that include, but are not limited to: programs, events, full, part-time, and contract employees and any other assigned function.

Effectively uses administrative skills to supervise staff.

Executes policies and procedures professionally and accurately.

Communicates professionally all information verbally and in writing to the General Manager and subordinates.

Maintains a clean, safe facility for patrons.

Responsible for knowing all aspects of all positions and is able to work in that capacity when needed.

Responsible for leading training sessions and meetings for staff under the direction of the General Manager.

Answers and returns phone calls and e-mails in a timely fashion.

Responsible for generating reports under the direction of the General Manager.

Performs any other related or similar duty as assigned.

#### WORKING CONDITIONS:

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard office environment, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.

WORK ENVIRONMENT:

Work is performed in several environments as follows:

An office setting.

A recreational facility setting.

Attending programs during the day, evenings, or weekends.

Working indoors and outdoors.

Some off-site promotion.

MACHINES AND EQUIPMENT USED:

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, and cash registers. Maintenance and cleaning equipment that include; ice resurfacers, ice maintenance equipment, skate sharpeners, vacuums, mops and any other equipment associated with use in a recreational facility.

JOB STANDARDS:

Education and experience required:

High school graduate or equivalent.

Associates Degree from a two or four year college/university with course work in management, marketing, public relations, recreation, public works, accounting, or equivalent.

Two years experience as a facility manger or equivalent.

**Shift Manager**

HOURLY RATE RANGE: \$10 to \$15

POSITION: Shift Manager

#### GENERAL SCOPE OF RESPONSIBILITIES:

Under the general supervision of the General Manager, and Assistant General Manager, assists with the supervision of the entire scope of the facility. General responsibilities include assisting with scheduling, supervision of programs employees, and day-to-day operations; acting as a facility manager and performing various supervisory activities.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

Supervise full, part-time, and contract employees.

Supervise day-to-day operations that include, but are not limited to: programs, events, full, part-time, and contract employees and any other assigned function.

Effectively uses administrative skills to supervise staff.

Executes policies and procedures professionally and accurately.

Communicates professionally all information verbally and in writing to the General Manager and subordinates.

Maintains a clean, safe facility for patrons.

Responsible for knowing all aspects of all positions and is able to work in that capacity when needed.

Answers and returns phone calls and e-mails in a timely fashion.

Performs any other related or similar duty as assigned.

#### WORKING CONDITIONS:

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard office environment, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.

#### WORK ENVIRONMENT:

Work is performed in several environments as follows:

An office setting.

A recreational facility setting.

Attending programs during the day, evenings, or weekends.

Working indoors and outdoors.

Some off-site promotion.

**MACHINES AND EQUIPMENT USED:**

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, and cash registers. Maintenance and cleaning equipment that include; ice resurfacers, ice maintenance equipment, skate sharpeners, vacuums, mops and any other equipment associated with use in a recreational facility.

**JOB STANDARDS:**

Education and experience required:

High school graduate or equivalent.

Associates Degree from a two or four year college/university with course work in management, marketing, public relations, recreation, public works, accounting, or equivalent.

Two years experience as a facility manger or equivalent.

**Front Desk - Customer Service - Cashier**

HOURLY RATE RANGE: \$8.50 to \$10

POSITION: Front Desk/Customer Service/Cashier

**GENERAL SCOPE OF RESPONSIBILITIES:**

Under the general supervision of the General Manager, performs a variety of customer service related duties and in addition, assists the manager on duty with general supervision of facility and its programs.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

Interacts with customers both in person and over the phone.

Communicates professionally both in writing and verbally to customers and staff.

Answers phone and provide accurate answers to customer questions.

Routes calls to appropriate personnel.

Handles registration for programs.

Receives payments and fees for programs.

Accurately records payments and issues receipts.

Accurately counts down drawer and maintains cash drawer balance.

Accurately enters information into database.

Maintains front desk area.

Performs any other related or similar duty as assigned.

#### WORKING CONDITIONS:

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard office environment, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.

#### WORK ENVIRONMENT:

Work is performed in several environments as follows:

An office setting.

A recreational facility setting.

Attending programs during the day, evenings, or weekends.

Working indoors and outdoors.

Some off-site promotion.

**MACHINES AND EQUIPMENT USED:**

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, cash registers, and adding machines. Maintenance and cleaning equipment that include; vacuums, mops, brooms, sprayers, disinfectors, hoses and any other equipment associated with use in a recreational facility.

**MINIMUM QUALIFICATIONS/ JOB STANDARDS:**

None.

**Rink Guards - Rink Assistants**

**HOURLY RATE RANGE: \$8.50 to \$10**

**POSITION: Rink Guard/Rink Assistant**

**GENERAL SCOPE OF RESPONSIBILITIES:**

Under the general supervision of the General Manager, performs a variety of maintenance and cleaning related duties in addition to passing out skates to customers and supervising on ice activities.

**ESSENTIAL DUTIES AND RESPONSIBILITIES:**

Maintains a clean and safe environment for patrons and staff.

Responsible for daily and nightly cleaning of facility.

Communicates all information verbally and in writing to supervisor.

Executes policies and procedures professionally and accurately.

Communicates accurate and professional information to patrons.

Assists manager on duty with supervision of programs and activities.

Responsible for attending staff meetings and trainings.

Skating on rink, controlling traffic and speed of public skaters.

Responsible for alerting supervisor to any unsafe or potentially hazardous ice conditions.

Responsible for completing all other tasks as assigned by supervisor.

#### WORKING CONDITIONS:

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard recreational facility, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.

#### WORK ENVIRONMENT:

Work is performed in several environments:

An office setting.

A recreational facility setting.

Working indoors and outdoors.

#### MACHINES AND EQUIPMENT USED:

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, cash registers, and adding machines. Maintenance and cleaning equipment that include; vacuums, mops, brooms, sprayers, disinfectors, hoses and any other equipment associated with use in a recreational facility.

#### MINIMUM QUALIFICATIONS/ JOB STANDARDS:

None.

## Ice Resurfacers Operator

HOURLY RATE RANGE: \$10.00 to \$15.00

POSITION: Ice Resurfacers Operator

### GENERAL SCOPE OF RESPONSIBILITIES:

Under the general supervision of the General Manager/Operations Director, maintains all equipment, including the ice surface and performs ice maintenance as scheduled. General responsibilities include driving the ice resurfacers, performing facility maintenance and cleaning duties as assigned, and performing various administrative and supervisory activities.

### ESSENTIAL DUTIES AND RESPONSIBILITIES:

Perform ice maintenance and resurfaces as scheduled.

Executes policies and procedures professionally and accurately.

Communicates professionally all information verbally and in writing.

Maintains a clean, safe facility for patrons.

Responsible for completing all tasks assigned by General Manager/Director of Operations.

Responsible for daily, weekly, monthly, and annual maintenance of ice resurfacers and edgers. This includes:

- + Lubrication of machines as per manufacturers' specifications.
- + Safe operating techniques as specified by STAR for blade changes, driving, resurfacing, handling, and inspection of machines.

Accurately logs ice maintenance and ice plant readings.

Performs any other related or similar duty as assigned.

### WORKING CONDITIONS:

This position can involve sitting, standing, walking, running, stooping, lifting, carrying, pushing, and pulling. Work responsibilities will be performed in a standard office environment, however all functions named in this section could also be performed on an ice surface in accordance with employment in a recreational facility of which an ice rink or arena is present.



**WORK ENVIRONMENT:**

Work is performed in several environments as follows:

An office setting.

A recreational facility setting.

Attending programs during the day, evenings, or weekends.

Working indoors and outdoors.

Some off-site promotion.

**MACHINES AND EQUIPMENT USED:**

Standard office equipment that include; computers and software packages, fax and copy machines, telephones, and cash registers. Maintenance and cleaning equipment that include; ice resurfacers, ice maintenance equipment, skate sharpeners, vacuums, mops, and any other equipment associated with use in a recreational facility.

**JOB STANDARDS:**

Education and experience required:

High School graduate or equivalent.

Ability to use a variety of hand and power tools.

Valid state Driver's License.

With proper permission and review, conduct a survey via email of the marketplace to gauge customer demand for products, prices and schedules.

### Soccer Included in Facility

If Soccer were included in the facility, the cost of labor would go up, utilities would increase slightly and the revenue would increase. Soccer doesn't always have the same high utilization as ice rinks. Based on a comparison with one of our facilities located in the Midwest with two turf fields reveals the following:

<b>Soccer Changes</b>	
<b>Adult Soccer League</b>	\$ 299,500
<b>Youth Soccer League</b>	\$ 289,000
<b>Fieldhouse Rental</b>	\$ 71,300
<b>Soccer Camps/clinics (Kiddy Kickers)</b>	\$ 14,450
	\$ 674,250
<b>Adult Soccer League Costs</b>	\$ 11,899
<b>Youth Soccer League Costs</b>	\$ 10,587
	\$ 22,486
<b>Labor Increase 40%</b>	\$ 245,748
<b>Utilities Increase</b>	\$ 30,000
<b>Income</b>	\$ 376,016

The increased income definitely makes soccer a good item to add.

## Development Cost/Plan

### Construction Budget

ITEM DESCRIPTION	68,000 sq. ft. 1000 seats	BUDGET
<b>DEVELOPMENT COSTS</b>		
<b>Land Costs</b>		
Off site services		\$0.00
Development Fees		\$0.00
<b>Sub Total</b>		<b>\$0.00</b>
<b>Soft Costs</b>		
Planners Fees		\$0.00
Legal's (L)		\$20,000.00
Construction Insurance		\$30,000.00
Misc. Finance service charges		\$0.00
Realty Taxes		\$0.00
<b>Sub Total</b>		<b>\$50,000.00</b>
<b>Construction Costs</b>		
<b>Hard Costs</b>		
Metal Building Shell		\$1,100,000.00
Electrical		\$650,000.00
Masonry/Concrete		\$750,000.00
General Contractor		\$575,000.00
Mechanical/Plumbing		\$750,000.00
Foundation earthwork		\$150,000.00
Landscaping		\$45,000.00
Steel Works/misc metal		\$400,000.00
Sheetrock/ ceilings		\$250,000.00
Doors/glass/Partitions		\$325,000.00

Construction Contingency (10%)			\$499,500.00
<b>Total Building Cost</b>			<b>\$5,494,500.00</b>
Refrigeration (Rink floors)			\$550,000.00
Refrigeration System			\$550,000.00
Desiccant Dehumidifier			\$145,000.00
Locker Room Finishing Budget			\$20,000.00
Low "E" Ceilings			\$90,000.00
Public Address/ Sound System			\$25,000.00
Rubber Floor - Skaters	15,000 sq.ft.		\$120,000.00
Rink Boards (2 Rinks)			\$230,000.00
Bleachers			\$75,000.00
Scoreboards Clocks & Nets			\$35,000.00
Site Supervision			\$50,000.00
<b>Sub Total</b>			<b>\$7,384,500.00</b>

Comments: concrete Floors, 210 Tonns Capacity, Benches, Etc.

<b>Soft Costs</b>			
Building Permits			\$30,000.00
Signage			\$0.00
Project Man. Fee			\$250,000.00
Design professionals			
Architect			\$200,000.00
Engineering			\$100,000.00
Landscape			\$7,500.00
Soils Report			\$4,500.00
Site Survey			\$3,500.00
Environmental Report			\$4,500.00

Construction Financing			\$0.00
<b>Sub Total</b>			<b>\$600,000.00</b>
<b>Equipment Costs</b>			
Concession Equipment			\$45,000.00
Chairs & tables			\$25,000.00
Small wares			\$10,000.00
Phones			\$9,500.00
Computers			\$5,000.00
Office Furniture			\$5,000.00
Cash Registers			\$3,500.00
Photocopiers/Fax machines			\$5,000
Finish Pro Shop/Fixtures			\$5,000.00
Zambonis			\$140,000.00
Skate Machines			\$11,500.00
Rental Skates			\$30,000.00
<b>Sub Total</b>			<b>\$294,500.00</b>
<b>Project Start Up</b>			
<b>PROJECT CONTINGENCY</b> (5%)			\$416,450.00
Training			\$5,000.00
<b>Sub Total</b>			<b>\$421,450.00</b>
<b>TOTAL PROJECT COST</b>			<b>\$8,750,450.00</b>

Comments: 600 pairs rental skates, 1 New Zamboni and 1 Back Up Zamboni

## Project Timeline

### CRITICAL PATH DRAFT SCHEDULE Union County Sports Complex

TASK	DURATION	START DATE	COMPLETION
Start Project	0 days	2/1/2013 8:00	2/1/2013 8:00
Submittal Process	54 days	2/1/2013 8:00	4/17/2013 17:00
PreEng Building	160 days	2/1/2013 8:00	9/17/2013 17:00
CLEAR & GRUB	48 days?	3/27/2013 8:00	6/1/2013 17:00
SEDIMENT CONTROLS/CLEARING	92 days?	3/27/2013 8:00	8/3/2013 17:00
Complete Storm Drain System for Trap #1	10.5 days	3/27/2013 17:00	4/11/2013 12:00
SITE UTILITIES	56.75 days?	3/27/2013 17:00	6/15/2013 15:00
Install Main Water Lines	19.5 days	5/7/2013 12:00	6/4/2013 17:00
Stake Out Services	2 days?	5/30/2013 8:00	5/31/2013 17:00
Install Electric Site	12.75 days?	5/30/2013 8:00	6/15/2013 15:00
****Start Propane Tank Installation	0 days	5/30/2013 8:00	5/30/2013 17:00
***Start Setting Gas Tanks	0 days	5/30/2013 17:00	5/30/2013 17:00
Install Gas Lines to within 5 feet Building	5 days	5/30/2013 17:00	6/6/2013 17:00
Gas Propane Tanks	5 days	5/30/2013 17:00	6/6/2013 17:00
Complete Sanitary System within 5 ft of Building	11.75 days	5/30/2013 17:00	6/15/2013 15:00
Gas Propane Tank HWH	3 days	5/31/2013 8:00	6/4/2013 17:00
Gas Propane Tank Dehumidifier	5 days	5/31/2013 8:00	6/6/2013 17:00
***Start Concrete Curb and Gutter	0 days	6/1/2013 8:00	6/1/2013 8:00
Concrete Curb and Gutter	3.75 days	6/1/2013 8:00	6/6/2013 15:00
Fabricate Steel	15 days	6/1/2013 8:00	6/21/2013 17:00
Set Tanks Owner	0 days	6/1/2013 12:00	6/1/2013 12:00
Final Grade Completed**	0 days	6/5/2013 10:00	6/5/2013 10:00
Curb and Gutter Installed***	0 days	6/6/2013 15:00	6/6/2013 15:00
Start Parking Lots & Driveways	2 days	6/6/2013 15:00	6/8/2013 15:00
Gas Tank Lines Set ****	0 days	6/6/2013 17:00	6/6/2013 17:00
Propane tank Pads Completed ***	0 days	6/6/2013 17:00	6/6/2013 17:00
Start Stone Base Courses	0 days	6/7/2013 10:00	6/7/2013 10:00
Stone Base Parking Lots & Driveways Completed	0 days	6/8/2013 15:00	6/8/2013 15:00
***Start Restriction Area	0 days	6/8/2013 15:00	6/8/2013 15:00
Restriction Area A - Grade&Install Driveway	5.5 days	6/8/2013 15:00	6/18/2013 10:00
RESTRICTION AREAS	25 days?	6/8/2013 15:00	7/16/2013 15:00
****Start Column Footers	0 days	6/11/2013 8:00	6/11/2013 17:00
Column Footings Concrete	8 days?	6/11/2013 8:00	6/20/2013 17:00
Foundation Building	15 days?	6/11/2013 8:00	6/29/2013 17:00
Core Footers	4 days?	6/12/2013 8:00	6/15/2013 17:00
Side Footers	6 days	6/13/2013 8:00	6/20/2013 17:00
Mech Area Footers	3 days?	6/15/2013 8:00	6/19/2013 17:00
Deliver Steel	7 days	6/15/2013 8:00	6/25/2013 17:00
****Start Block Foundations	0 days	6/18/2013 8:00	6/18/2013 8:00
Exterior Masonry Foundations	5 days	6/18/2013 8:00	6/22/2013 17:00

Masonry	34 days?	6/18/2013 8:00	8/3/2013 17:00
Restriction Area A Completed	0 days	6/18/2013 8:00	6/18/2013 10:00
Call Sediment Control Inspector	0 days	6/18/2013 10:00	6/18/2013 10:00
Restriction Area B - Island	4.5 days	6/18/2013 10:00	6/22/2013 15:00
Column Footings Completed*****	0 days	6/19/2013 17:00	6/19/2013 17:00
****Start Wall Footings Main Building	0 days	6/19/2013 17:00	6/19/2013 17:00
Building Footers (walls) Concrete	8 days?	6/19/2013 17:00	6/29/2013 17:00
***** Start Underground Inside Sewer	0 days	6/20/2013 8:00	6/20/2013 8:00
Stub up for Sprinkler Line	1.5 days	6/20/2013 8:00	6/21/2013 12:00
Stub up Domestic Water	1.5 days	6/20/2013 8:00	6/21/2013 12:00
Stub up Telephone Line In Building	1.5 days	6/20/2013 8:00	6/21/2013 12:00
Install Sewer Valve,Mech,Boiler & Zamboni Rooms 4"	2.5 days	6/20/2013 8:00	6/22/2013 12:00
Main Electric Stub Up in Building	2.5 days	6/20/2013 8:00	6/22/2013 12:00
Core Footers (interior)	3 days?	6/20/2013 8:00	6/22/2013 17:00
Mech/Boiler Back Area Footers (interior)	3 days?	6/20/2013 8:00	6/22/2013 17:00
Install Sewer Mens Restroom 6" XXX	3 days	6/20/2013 8:00	6/22/2013 17:00
Utilities Underground Interior	10 days?	6/20/2013 8:00	7/3/2013 17:00
First Floor Sewer	10 days	6/20/2013 8:00	7/3/2013 17:00
Stub Up Propane Gas Line HWH	1.5 days	6/21/2013 13:00	6/22/2013 17:00
Stub up Propane Gas Line Dehumidifier	2.5 days?	6/21/2013 13:00	6/25/2013 17:00
Install Sewer Referee Bathroom 4"	2 days	6/22/2013 13:00	6/26/2013 12:00
Restriction Area B Completed ***	0 days	6/22/2013 15:00	6/22/2013 15:00
Restriction Areas Completed ***	0 days	6/22/2013 15:00	6/22/2013 15:00
**Start Paving	0 days	6/22/2013 15:00	6/22/2013 15:00
PAVING	3 days?	6/22/2013 15:00	6/27/2013 15:00
Finish Block Foundations Completed*****	0 days	6/22/2013 17:00	6/22/2013 17:00
Start Interior Masonry Wall Construction	0 days	6/22/2013 17:00	6/22/2013 17:00
Center Core Masonry Interior	9 days	6/22/2013 17:00	7/6/2013 17:00
Interior Masonry Walls	29 days?	6/22/2013 17:00	8/3/2013 17:00
Install Sewer Womens Restroom 6"	3 days	6/25/2013 8:00	6/27/2013 17:00
Exterior Wall Footers	5 days?	6/25/2013 8:00	6/29/2013 17:00
Install Sewer Locker Rm 1 Bath Rooms 4"	2 days	6/26/2013 13:00	6/28/2013 12:00
Base Course Paving Completed	0 days	6/27/2013 15:00	6/27/2013 15:00
Start Plant Trees	0 days	6/27/2013 15:00	6/27/2013 15:00
LANDSCAPING	10 days?	6/27/2013 15:00	7/12/2013 15:00
Install Sewer Concession 6"	0.75 days	6/28/2013 8:00	6/28/2013 15:00
Electrical Rough In Interior	60.5 days	6/28/2013 8:00	9/24/2013 12:00
Electrical	81.5 days?	6/28/2013 8:00	10/23/2013 12:00
Install sewer Locker Rm 2 Bath Rooms 4"	1.75 days	6/28/2013 13:00	7/2/2013 10:00
Wall Footers Completed ****	0 days	6/29/2013 17:00	6/29/2013 17:00
Install Sewer LockerRm 3Bath Rooms 6"	1.75 days	7/2/2013 10:00	7/3/2013 17:00
Inside Building Sewer Completed *****	0 days	7/3/2013 17:00	7/3/2013 17:00
Underground Utilities Installed ****	0 days	7/3/2013 17:00	7/3/2013 17:00
****Start Slab On Grade	0 days	7/3/2013 17:00	7/3/2013 17:00
Slab on Grade	12 days?	7/3/2013 8:00	7/20/2013 17:00
Soccer Curb	2 days	7/5/2013 8:00	7/6/2013 17:00
Soccer Field	5.5 days?	7/5/2013 8:00	7/12/2013 12:00
Center Core Masonry Walls Completed ****	0 days	7/6/2013 17:00	7/6/2013 17:00
Steel	3 days?	7/9/2013 8:00	7/11/2013 17:00
Joist & Decking	3 days?	7/9/2013 8:00	7/11/2013 17:00

Main Soccer Field	3.5 days?	7/9/2013 8:00	7/12/2013 12:00
Zamb,Boiler, Skid,Elec,Vlve Rms Masonry Interior	5 days	7/9/2013 8:00	7/13/2013 17:00
Core Area	3 days?	7/12/2013 8:00	7/16/2013 17:00
Zamboni /Mech/Electric Rooms	3.5 days?	7/12/2013 13:00	7/17/2013 17:00
Landcape Completed	0 days	7/12/2013 15:00	7/12/2013 15:00
SAND FILTER/RECHARGE FACILITIES	2 days?	7/12/2013 15:00	7/16/2013 15:00
Interior Masonry Walls Complete ****	0 days	7/13/2013 17:00	7/13/2013 17:00
Storm System Charged	0 days	7/16/2013 15:00	7/16/2013 15:00
Ice Rink	4 days?	7/17/2013 8:00	7/20/2013 17:00
Start Setting Metal Building	0 days	7/20/2013 17:00	7/20/2013 17:00
****Start Exterior Masonry Walls to 8 feet	0 days	7/20/2013 17:00	7/20/2013 17:00
Slab on Grade Completed All Areas****	0 days	7/20/2013 17:00	7/20/2013 17:00
Exterior Door Frames Masonry Frames	3 days	7/20/2013 17:00	7/25/2013 17:00
Door Frames	4 days	7/20/2013 17:00	7/26/2013 17:00
Interior Door Frames Masonry Interior	4 days	7/20/2013 17:00	7/26/2013 17:00
Exterior Wall Masonry to 8'	10 days?	7/20/2013 17:00	8/3/2013 17:00
Installation of Steel Building	40 days	7/20/2013 17:00	9/17/2013 17:00
Structural Steel Framing	15 days	7/23/2013 8:00	8/10/2013 17:00
Windows	35 days?	7/25/2013 8:00	9/12/2013 17:00
Coiling Overhead Doors	3 days?	7/26/2013 8:00	7/30/2013 17:00
ROOF	37 days?	7/26/2013 8:00	9/17/2013 17:00
Overhead Door Completed	0 days	7/30/2013 17:00	7/30/2013 17:00
Exterior Block Completed to 8' *****	0 days	8/3/2013 17:00	8/3/2013 17:00
All Interior & Exterior Wall Masonry Completed	0 days	8/3/2013 17:00	8/3/2013 17:00
Roof	10 days	8/13/2013 8:00	8/24/2013 17:00
Roof Curbs	2 days	8/20/2013 8:00	8/21/2013 17:00
Roof Curbs Set***	0 days	8/21/2013 17:00	8/21/2013 17:00
***Start EDPM Roof	0 days	8/21/2013 17:00	8/21/2013 17:00
Roofing EDPM Roof	3 days?	8/21/2013 17:00	8/24/2013 17:00
EDPM Roof Watertight*****	0 days	8/23/2013 17:00	8/23/2013 17:00
Roof Complete	0 days	8/24/2013 17:00	8/24/2013 17:00
***EDPM ROOF installed ***	0 days	8/24/2013 17:00	8/24/2013 17:00
Siding	10 days	8/27/2013 8:00	9/10/2013 17:00
Start Mechanical rough in	0 days	9/4/2013 8:00	9/4/2013 8:00
Mechanical Rough In	30 days	9/4/2013 8:00	10/15/2013 17:00
Header main rough in	0 days	9/4/2013 8:00	9/4/2013 8:00
Header main rough in complete	7 days	9/4/2013 8:00	9/12/2013 8:00
HVAC - Mechanical	35 days	9/4/2013 8:00	10/22/2013 17:00
Start Fire Protection Rough in	0 days	9/7/2013 8:00	9/7/2013 8:00
Fire Protection Valve,Mech,Boiler & Zamboni Rooms	4 days?	9/7/2013 8:00	9/12/2013 17:00
Fire Protection Rough In	32 days?	9/7/2013 8:00	10/22/2013 17:00
Siding Complete	0 days	9/10/2013 17:00	9/10/2013 17:00
****Water Tight Roof Pre Eng Bldg***	0 days	9/10/2013 17:00	9/10/2013 17:00
Start Exterior Doors Installation	0 days	9/10/2013 17:00	9/10/2013 17:00
Start Metal Stud Framing	0 days	9/10/2013 17:00	9/10/2013 17:00
Start Plumbing Rough in	0 days	9/10/2013 17:00	9/10/2013 17:00
Frame Storage/ Mult purpose Room 30'	4.5 days	9/10/2013 17:00	9/17/2013 12:00
Exterior Doors	11 days	9/10/2013 17:00	9/25/2013 17:00

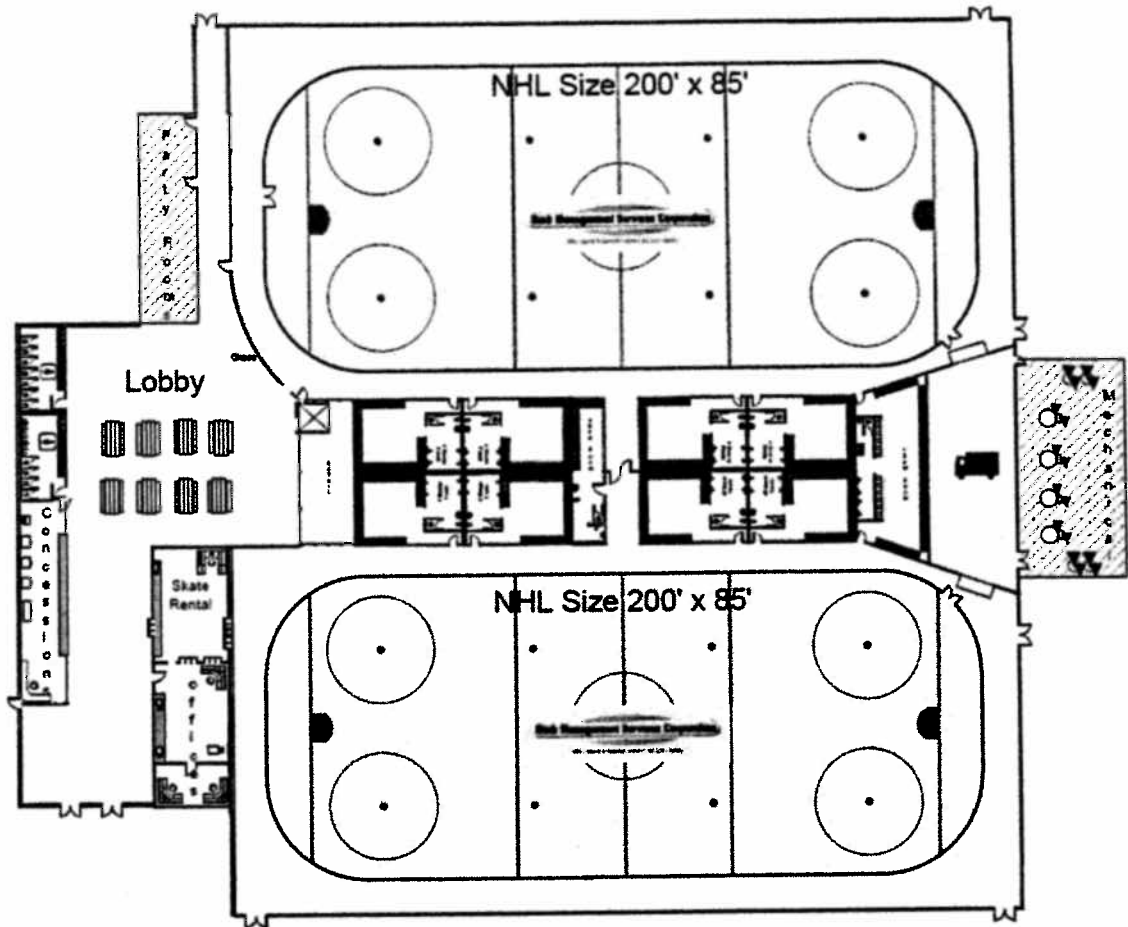


Plumbing Rough In	12 days?	9/10/2013 17:00	9/26/2013 17:00
Doors	13 days	9/10/2013 17:00	9/27/2013 17:00
Metal Stud Framing	15 days?	9/10/2013 17:00	10/1/2013 17:00
Plumbing Inside Bldg	29 days?	9/10/2013 17:00	10/19/2013 17:00
Exterior Metal Stud Framing	2 days	9/11/2013 8:00	9/12/2013 17:00
Door Frames	4 days	9/11/2013 8:00	9/14/2013 17:00
Plumbing Rough Valve,Mech,Boiler & Zamboni Rooms	4 days?	9/11/2013 8:00	9/14/2013 17:00
Mens Restroom XXX	4 days?	9/11/2013 8:00	9/14/2013 17:00
Trim	5 days	9/11/2013 8:00	9/17/2013 17:00
Front Office Framing	5.5 days?	9/11/2013 13:00	9/18/2013 17:00
Windows Installed***	0 days	9/12/2013 17:00	9/12/2013 17:00
Front Awning	3 days	9/13/2013 8:00	9/17/2013 17:00
Center Core Fire Protection	8 days?	9/13/2013 8:00	9/24/2013 17:00
Start Interior Doors	0 days	9/14/2013 17:00	9/14/2013 17:00
Interior Doors	9 days	9/14/2013 17:00	9/27/2013 17:00
Start Painting	0 days	9/17/2013 8:00	9/17/2013 8:00
Referee Bathroom	2 days?	9/17/2013 8:00	9/18/2013 17:00
Womens Restroom	4 days?	9/16/2013 8:00	9/20/2013 17:00
Painting	26 days?	9/17/2013 8:00	10/22/2013 17:00
Front Storage/Multie purpose Rooms Framed ****	0 days	9/17/2013 12:00	9/17/2013 12:00
Trim Completed Steel Builing Completed ***	0 days	9/17/2013 17:00	9/17/2013 17:00
Awning Installed	0 days	9/17/2013 17:00	9/17/2013 17:00
Start Stucco	0 days	9/17/2013 17:00	9/17/2013 17:00
Stucco Finish	2 days	9/17/2013 17:00	9/19/2013 17:00
Front Office Framing Complete *****	0 days	9/18/2013 17:00	9/18/2013 17:00
Begin Drywall	0 days	9/18/2013 17:00	9/18/2013 17:00
Drywall Front Offices	8 days?	9/18/2013 17:00	9/28/2013 17:00
Drywall	12 days?	9/18/2013 17:00	10/4/2013 17:00
Locker Rm 1 Bath Rooms	2 days?	9/19/2013 8:00	9/20/2013 17:00
Finishes/Specialties	25 days?	9/19/2013 8:00	10/23/2013 17:00
Bathroom Accessories	25 days?	9/19/2013 8:00	10/23/2013 17:00
Dryvit Stucco System Installed	0 days	9/19/2013 17:00	9/19/2013 17:00
Start Plumbing Finishes	0 days	9/20/2013 8:00	9/20/2013 8:00
Plumbing Finish	22 days	9/20/2013 8:00	10/19/2013 17:00
Concession Area	1 day?	9/21/2013 8:00	9/21/2013 17:00
Locker Rm 2 Bath Rooms	2 days?	9/21/2013 8:00	9/24/2013 17:00
Electrical Rough In Complete	0 days	9/24/2013 12:00	9/24/2013 12:00
Start Install Electric Lighting	0 days	9/24/2013 12:00	9/24/2013 12:00
Electrical Lighting /Power	21 days?	9/24/2013 12:00	10/23/2013 12:00
Start Mechanical Installations Final	0 days	9/25/2013 8:00	9/25/2013 8:00
LockerRm 3 bath Rooms	2 days?	9/25/2013 8:00	9/26/2013 17:00
Front Area Fire Protection	8 days	9/25/2013 8:00	10/4/2013 17:00
Complete Mechanical	20 days	9/25/2013 8:00	10/22/2013 17:00
Plumbing Rough In Completed ****	0 days	9/26/2013 17:00	9/26/2013 17:00
Refrigeration Package delivered	0 days	9/26/2013 17:00	9/26/2013 17:00
Refrigeration Package installed and connected	21 days	9/26/2013 17:00	10/18/2013 17:00
Restrooms Framing	3 days	9/27/2013 8:00	10/1/2013 17:00
Doors Completed ***	0 days	9/27/2013 17:00	9/27/2013 17:00

Front Office Drywall Completed	0 days	9/28/2013 17:00	9/28/2013 17:00
Drywall Storage /Multi Purpose Room Side	4 days?	10/1/2013 8:00	10/4/2013 17:00
Restroom Framing Chase Walls Completed	0 days	10/1/2013 17:00	10/1/2013 17:00
Durock Restroom Chase Walls	3 days	10/2/2013 8:00	10/4/2013 17:00
Fire Protection Rough In Completed ****	0 days	10/4/2013 17:00	10/4/2013 17:00
Multi Purpose Room Drywall Completed****	0 days	10/4/2013 17:00	10/4/2013 17:00
Durock Completed Restroom Walls ***	0 days	10/4/2013 17:00	10/4/2013 17:00
Start Final Ashphalt	0 days	10/4/2013 17:00	10/4/2013 17:00
Ashpalt /Paving	3 days?	10/4/2013 17:00	10/9/2013 17:00
Ceramic Tile	8 days	10/5/2013 8:00	10/16/2013 17:00
Fire Protection Final	12 days	10/5/2013 8:00	10/22/2013 17:00
Dehumidification Unit Installation Start	0 days	10/5/2013 8:00	10/5/2013 8:00
Dehumidification Unit Installation Completion	14 Days	10/5/2013 8:00	10/19/2013 8:00
Paving Completed	0 days	10/9/2013 17:00	10/9/2013 17:00
<b>Ice Rink Slab Preparation Start</b>	<b>0 days</b>	<b>10/2/2013 17:00</b>	<b>10/2/2013 17:00</b>
Ice Rink Slab Preparation	21 days	10/3/2013 17:00	10/24/2013 17:00
Anchor Embed placement	2 days	10/23/2013 0:00	10/24/2013 0:00
<b>Rink Slab Pour</b>	<b>1 day</b>	<b>10/25/2013 0:00</b>	<b>10/26/2013 0:00</b>
<b>Rink Slab Concrete Cure Start</b>	<b>0 days</b>	<b>10/26/2013 0:00</b>	<b>10/26/2013 0:00</b>
<b>Rink Slab Concrete Cure Complete</b>	<b>7 days</b>	<b>10/26/2013 0:00</b>	<b>11/2/2013 0:00</b>
<b>NO TRAFFIC ON RINK SLAB</b>	<b>15 days</b>	<b>10/26/2013 0:00</b>	<b>11/11/2013 0:00</b>
Mechanical Rough In Complete	0 days	10/15/2013 17:00	10/15/2013 17:00
Ceramic Tile Installed	0 days	10/16/2013 17:00	10/16/2013 17:00
Plumbing Finishes Completed ****	0 days	10/19/2013 17:00	10/19/2013 17:00
Fire Protection Completed	0 days	10/22/2013 17:00	10/22/2013 17:00
Mechanical Installation Complete	0 days	10/22/2013 17:00	10/22/2013 17:00
Lighting Installed	0 days	10/23/2013 12:00	10/23/2013 12:00
Start Installation Dasherboards Soccer	0 days	11/5/2013 17:00	11/5/2013 17:00
<b>Dashboard Installation Soccer</b>	<b>14 days</b>	<b>11/5/2013 17:00</b>	<b>11/19/2013 17:00</b>
Start installation Dasher Board Ice Rink	0 days	11/12/2013 17:00	11/12/2013 17:00
Start Turf Installation	0 days	11/12/2013 17:00	11/12/2013 17:00
Turf Installation Complete	10 days	11/12/2013 17:00	11/22/2013 17:00
<b>Dashboard Installation Ice Rink</b>	<b>14 days</b>	<b>11/12/2013 17:00</b>	<b>11/27/2013 17:00</b>
Start Installation Rubber Flooring	0 days	11/15/2013 8:00	11/15/2013 8:00
<b>Rubber Flooring Installation Completed</b>	<b>10 days</b>	<b>11/15/2013 8:00</b>	<b>11/25/2013 8:00</b>

Net Installation	0 days	8:00 11/19/2013 17:00	8:00 11/19/2013 17:00
<b>Netting Installation Completed</b>	<b>11 days</b>	<b>11/19/2013 17:00</b>	<b>11/30/2013 17:00</b>
Start Cooling Rink Slab	0 days	11/19/2013 17:00	11/19/2013 17:00
Rink Slab Cool Down Complete	3 days	11/19/2013 17:00	11/22/2013 17:00
Making Ice	7 days	11/22/2013 17:00	11/30/2013 17:00
<b>Ready to Skate</b>	<b>0 days</b>	<b>12/1/2013 0:00</b>	<b>12/1/2013 0:00</b>
****Substantial Completion ****	0 days	10/23/2013 17:00	10/23/2013 17:00
Closeout	1 day	10/23/2013 17:00	10/24/2013 17:00
Project Completed *****	0 days	10/24/2013 17:00	10/24/2013 17:00

## Facility Floor Plan



UNION NEW JERSEY Sample Floor Plan

## Construction SWOT

### STRENGTHS:

A major strength of this location (Oak Ridge Park) for the twin sheet ice rink is in the densely populated western section of Union County. In the construction of the facility adding energy efficient equipment, lighting and electronic controls for this equipment will reduce operating costs throughout the life of the building. Adding high grade ridged insulation and low E-ceilings to the facility will further

reduce energy consumption. The building also has large roof space to add solar panels to reduce electric needs for lighting and hot water use in the locker rooms /bathrooms.

#### **WEAKNESSES:**

The County to build an ice skating facility during this economic climate will be challenging to secure funding and acceptance with all the residence of Union County. In addition the County is looking into regulations that might require the facility to be built where the sides of the building will need to be able to open to create pavilions in the park. If this is required due to open space laws, this will add additional costs and operating challenges for the ice rinks during the spring and summer. This restriction would also reduce some of the benefits of insulation of the facility and require additional expenditures to seal the interior common areas of the building to accommodate a pavilion type building. The electronic controls that will operate the refrigeration, lighting, and HVAC systems will require upgrades every 10 to 12 years in order to maintain efficiency and reduce energy costs. Replacing and upgrading these systems are costly but over the life of the facility, the reduction in energy costs will far outweigh replacing these electronic controls.

#### **OPPORTUNITIES:**

Union County has a great opportunity to provide state of the art ice skating facility to a market that needs ice time to grow programs. This state of the art facility can incorporate solar energy and green building designs to reduce energy consumption and provide a more efficient facility than Warinanco Ice Rink. The County could partner with companies providing cutting edge technologies in dehumidification, refrigeration, electronic controls and solar systems. The Federal Government and State Government agencies have programs to reduce construction costs for implementing green technology into new building projects. Utility companies have different programs for lighting and energy efficient equipments that will further reduce start up costs for the building.

#### **THREATS:**

A threat that faces the building of the facility is keeping construction costs in line due to having all union labor in Union County construction projects. Due to economic climates, construction costs could increase dramatically with steel pricing and raising cost of fuel and electric. The facility can also be threatened by the increase costs of implementing a green building for the ice skating facility. These systems although will save the building in energy usage it will also increase annual maintenance costs

because these systems will need specialized attention from certified technicians in that specific field i.e.: solar panels, environmental computer controls.

## **Developments in Energy Efficient Technologies**

Rink Management Services Corporation (RMSC) prides itself on having our clients use and adopt the latest technology when building, remodeling or upgrading their ice skating facility. RMSC works with our equipment suppliers, architects, lighting companies, contractors, and industry leaders to provide the best energy efficient building practices to save our clients money now and in the future. Below are the technologies RMSC would recommend to Union County when the twin sheet ice skating facility is built in Oak Ridge Park.

- Low E Ceiling over each ice rink.
- Ridged and foam insulation on floors, walls and ceiling of rink envelope.
- Desiccant dehumidification system.
- Industrial refrigeration system with microprocessor computer control software that includes infrared sensors, variable speed drives and controllers. Environmental friendly freon with redundancy for motors and pumps. The system would also reclaim excess heat to be used for melting snow and heating water for the facility.
- Lighting for the rink would be T-5, T-6 or T-8 with reflexive fixtures, with smaller versions to be used in support areas of the facility.
- Lighting controls have been developed to have automatic shut off times tied into facility programming.
- Solar panels for a top of skating facility to generate enough energy to supply hot water and some electric to operate small parts of the rink. The park does have space to have a large array of solar panels to reduce electrical demand greatly but it would have an impact to the park setting and securing the solar panels.
- Facility management program to maximize HVAC and environmental settings of the skating facility. These programs are available from Tran, Carrier and Munters.

Additional technologies that are available in the ice rink industry that are cutting edge but have yet to be proven as long term choices in ice rink construction. Companies who sell these products are very committed to their equipment the long term benefit to cost has yet to be proven. The following are some of these technologies:

- Geothermal refrigeration system technology to extract heat from the ice rinks.
- Liquid desiccant air conditioning systems.
- Newly developed Ammonia refrigeration systems as the primary refrigerant.

All these products have their pro's and con's along with a return on investment to the purchaser. Risk Management Services will explore the strengths, weakness, opportunities, and threats of these different construction technologies.

## Site Opportunities

The site at Oak Ridge Park for building a twin sheet ice skating facility has many positive reasons to utilize this space as the new skating facility for Union County NJ.

- The site is located in close proximity to the main user groups currently utilizing Warinanco Ice Skating Center in Elizabeth NJ.
- The site is located in a population center that has strong demographics that can support the facility and the cost of figure skating and ice hockey.
- The site in Oak Ridge Park is relatively level and has minimum tree's that increases site preparation costs.
- In addition if this facility is approved it would bring over 300,000 people to the park annually and making this County asset better utilized.
- The proposed site is centrally located in western Union County with easy access to the Garden State Parkway, Route 28 and not far from Route 22 and Interstate 78.
- The located of the proposed twin sheet ice rink in Oak Ridge Park would have ample parking space and the ability to increase parking if the demand warranted such expansion.
- The site could also host other County community events that draw large crowds for concerts, festivals, and community activities. The ice rink could be the support building for all these activities and house the administration arm of County Parks and Community Renewal to oversee these community events.
- In the future if the demand called for an additional ice surface, the site has ample space to expand the facility to add an additional ice sheet or more.
- If the County builds the skating facility during the summer time when one ice rink is down during the non-peak times it could use the down rink and park for summer camp programming.
- Due to the space at the park the County could incorporate a community or senior center attached to the ice rink, again the better utilize the facility and park to the community.
- This site with the ice rink could also be the host for NJ Winter Special Olympics. RMSC has worked with the Special Olympics in many states but we have experience with working with the chapter in NJ.
- This site has the water needs that are required for and ice rink, since the location was a golf course with large water demands to keep the fairways and greens in good shape.
- The location of the ice rink in the Park will minimize noise and light pollution to the surround community.