



Feasibility Study, Business & Concept Plan

Jefferson City, Missouri

Developed by Firland Management for Todd Spalding, Director of Parks, Recreation and Forestry
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The information contained in this document is based on the experience and knowledge of the authors and contains estimates and assumptions based on these factors and others. While the authors stand behind their projections, *and believe them to be accurate at this time based on current conditions*, there is no guarantee that these projections can be achieved for certain. Many factors, financial and qualitative, can influence and may dramatically change the results projected.

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EXECUTIVE SUMMARY

Washington Park Ice Arena is an established facility that supports a strong user base with a wide variety of programming. It cannot meet some of the needs of the existing customers or introduce new programs due to unavailability of prime-time ice and its aging facility. This report examines current conditions and feasibility of expansion in this market. The recommendations for an operating plan, facility program and preliminary capital costs follow this feasibility analysis.

The market area has a strong history of ice sports and has developed a number of user groups that exceed the capacity of the available prime time ice. Mid-Missouri Tigers Youth Hockey and Mizzou University Club Hockey are the largest hockey users. Youth hockey has expressed the need for additional time immediately. Jefferson City Figure Skating Club and Synchro Figure Skating Club would like additional ice times that may attract more users so they can continue to expand. The addition of an ice sheet has been determined to ease the demand on prime-time ice and would allow for future growth.

The Missouri State Penitentiary has been identified as a potential location for a new expanded facility. The proposed facility would offer more amenities to existing users, including enlarged locker rooms, lobby, concessions and seating, as well as performance training space. This would allow Jefferson City the ability to offer more programming for the community and host events such as tournaments and regional figure skating competitions. With a modest increase in user fees, improved operating efficiencies and increased revenue generating potential, the new facility has the opportunity to become self-sustaining. In the year 3, revenues are projected to rise to \$1.6M, with a net operating income of \$292,000. The first season would result in a small net operating income as programs ramp up from the existing one sheet model. It should be noted that the year 1 net income of \$16,346 would be a significant improvement from the 2019-20 net loss of over 80,000. Revenues are expected to grow and expenses reduce resulting in net operating income of over \$603,000 in 5 years.



Project Scope

Jefferson City is evaluating the market demand and feasibility of constructing a new facility to replace the Washington Park Ice Arena. This new facility would serve the growing population and increase interest in ice sports in the region. This report summarizes the market demographics and current and potential users of the ice facility. Based on this information, financial projections for revenue and expenses of this expanded facility were developed, as well as preliminary projections of capital costs.

Current Conditions

The Washington Park Ice Arena has been a key fixture in Jefferson City for over 50 years. Built in the 1960's, the City has made physical improvements over the years to convert the once outdoor facility to a permanent facility in the late nineties. The Arena sits on land in a floodplain and has suffered major damage from several floods. The Arena underwent a major refurbishment of its mechanical system and ice components in 1999. Many of the improvements have been as a result of repairs from flood damage, which continues to be a threat to continuing operations. Jefferson City has been actively seeking solutions and determined the Arena will need to be relocated and the existing facility should be re-purposed. The key issues that have been raised by ice arena user groups and staff members are:

- Insufficient ice time for youth hockey program expansion
- Insufficient ice times for figure skating and public skating
- Inadequate locker room and training space
- No opportunity for tournaments or larger competitions
- Aging equipment and dehumidification issues
- Food service needs improvement - concessions has very limited selection
- The flow of the customers through the lobby on busy weekend sessions results in waiting time for admission and rental skates.



Site Map

Washington Park Ice Arena is an aging facility that supports a strong user base with a wide variety of programming. It cannot meet some of the needs of the existing customers or introduce new programs due to unavailability of prime-time ice and its aging facility. The Missouri State Penitentiary has been identified as a potential location for a new expanded facility. The proposed facility would allow Jefferson City the ability to offer more programming for the community and host events such as tournaments and regional figure skating competitions.

CURRENT SITE

PROPOSED SITE

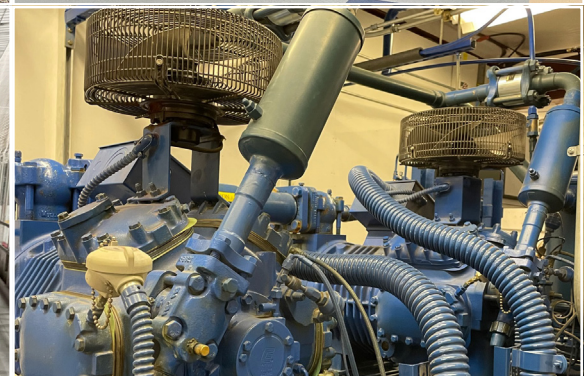
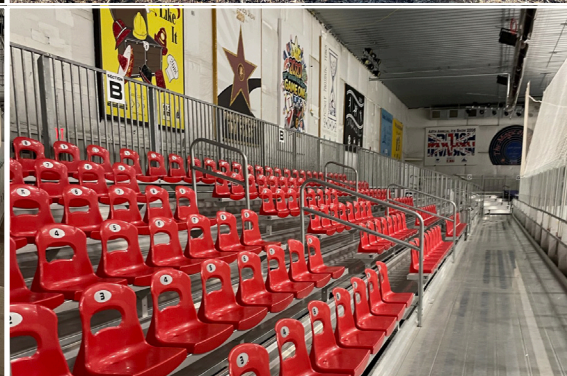
OPERATIONAL REVIEW

Site + Building Review

A walk-through of the facility was performed on April 29 & 30th, 2021. The facilities are clean and well-maintained. Interviews with City maintenance staff, program managers and user groups provided insight into challenges related to maintaining the facility given its age.

There are several key concerns:

- There is a small leak in the underfloor, resulting in sealant to be added. This is a short-term fix.
- The dehumidifier does not work and needs to be replaced. This is challenging for summer programming in the climate
- The ice making equipment is 22 years old, is within 5 years of the end of its useful life
- Maintenance costs will continue to escalate in ice making and HVAC components





Programming Review

The Washington Park Ice Arena offers a wide variety of programming to attract and service the most community users. With its deep roots in the figure skating community, there exists a different makeup of ice use from most facilities. With hockey programs usually attracting the most users, it is typical to see more ice allocated to this activity. There are two hockey organizations, Mid-Missouri Tigers Youth Hockey (MMT) and Mizzou University Club Hockey. MMT is not allocated sufficient ice to grow beyond their current 6-8 teams.

Mid-Missouri Tigers Youth	72 -100 members
Mizzou University Club Hockey	25 members
Jefferson City Figure Skating	40 members
Synchronized Skating -Youth	45-52 members
Adult Hockey League	80 -100 members

The internal synchronized skating program is strong and growing. The program recently switched to US Figure Skating and is experiencing success and growth under this model. The Jefferson City Figure Skating Club has a consistent group of skaters and parents operating test sessions and club events.

The learn to skate program is well operated and consistently has over 100 participants in peak season. The Arena also has hosted an annual ice show for 50 years which is well supported within the community. The program also operates an annual competition.

The facility is also home to the Jefferson City Speed Skating Club, which partners with the Arena to offer this sport to a small but dedicated group of skaters.

In addition to these clubs, there are small tournaments organizations, college groups and adult users that rent ice on a smaller scale.

A single sheet of ice provides approximately 1500 prime time fall/winter hours, with approximately 700 of which are weeknight practice hours. Based on interviews and information provided, these groups have needs well in excess of 700 weeknight hours based on the size of their organizations.

All major user groups were interviewed. Both MMT, internal hockey and figure skating would immediately expand if possible. Other programs require earlier, more consistent times to see program growth.

Current Ice Schedule - Fall/Winter

	MON	TUE	WED	THU	FRI	SAT	SUN
6AM		FREESTYLE		FREESTYLE	FREESTYLE		
7AM		FREESTYLE		FREESTYLE	FREESTYLE		
8AM							
9AM							
10AM						ALL AGES STICK-N-PUCK	MID MO TIGERS MIDGET
11AM							
12PM	PUBLIC SESSION					MMT	
1PM	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION		
2PM	HOME SCHOOL LESSON			HOME SCHOOL LESSON		PUBLIC SESSION	PUBLIC SESSION
3PM	FREESTYLE		FREESTYLE		FREESTYLE		
4PM	PUBLIC SESSION	FREESTYLE		FREESTYLE	PUBLIC SESSION	MMT	SYNCHRO
5PM			SPEED SKATING				
6PM	LTP/MITES	LEARN TO SKATE	MITES/PEEWEE	LEARN TO SKATE	MMT	MID MO TIGERS MIDGET	SPEED SKATING
7PM	SQUIRT/PEEWEE		SQUIRT/PEEWEE 2	REC SYNCHRO	WINTER RECITAL		SYNCHRO
8PM	BANTAM	FREESTYLE + POWER	BANTAM	COMP SYNCHRO		MMT	
9PM	MIDGET/JV + V		MIDGET			MID MO TIGERS MIDGET	DROP-IN HOCKEY
10PM				ADULT DROP-IN			
11PM							

Current Ice Schedule - Spring/Summer

	MON	TUE	WED	THU	FRI	SAT	SUN
8AM							
9AM	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP	WINTERLAND HOCKEY	WINTERLAND HOCKEY
10AM							
11AM	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION		
12PM							
1PM	FREESTYLE	STICK-N-PUCK ALL AGES	FREESTYLE	STICK-N-PUCK ALL AGES	FREESTYLE		
2PM							
3PM	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP	WP DAY CAMP		
4PM	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION	PUBLIC SESSION		
5PM							SPEED SKATING
6PM	LTP	LEARN TO SKATE	GUNS + HOSES PRACTICE	LEARN TO SKATE	PUBLIC SESSION		CAPITAL CLASSICS
7PM	HOCKEY SKILLS/ POWER CLASS	FREESTYLE + POWER		ICE DANCE LOW + POWER			
8PM	ADULT HOCKEY LEAGUE	EXPRESSION, EDGES + MOVEMENT	ADULT DROP-IN	ICE DANCE HIGH			
9PM	ADULT HOCKEY LEAGUE			JUMP + SPIN TECHNIQUES			
10PM							



Financial Review

A review of the last 5 years financial reports with detailed revenue and expense categories shows the facility operating at a loss for at least the last 5 years. While revenues have remained relatively stable, (2020 reflecting COVID-19 interruption) expenses continue to rise.

	2017	2018	2019	2020	2021 (budget)
Revenues	\$491,084	\$528,267	\$573,607	\$451,470	\$538,950
Expenses	\$731,676	694,067	\$748,177	\$742,601	\$762,118)
Net Operating	(\$301,682)	(\$163,130)	(\$174,571)	(\$291,131)	(\$223,168)
Capital improvement	\$1,703	\$133,665	\$44,373	\$1,994	\$1,500
Net Income	(\$303,979)	(\$299,465)	(\$218,943)	(\$289,137)	(\$224,668)

Revenues

Revenues are stagnant for several reasons. The wide variety of programs result in less ice allocated to any one program. All programs suffer from limited growth opportunities with prime time ice use at 100% in-season. Pricing for programs reflects lower than average price points. Modest increases in all areas would be appropriate (15%-20%), and reflect real costs for program delivery.

Ice allocation policy of programs and drop-in activities should be evaluated. Youth Hockey programs should be given more ice time to allow for program growth. Figure Skating and Public Skating do need consistent times to continue to attract users, but greater balance should be explored. Efforts to focus on entry-level youth players and skaters will result in a more stable base. Retention for players and skaters is high at the facility.

Expenses

Wages and utilities are the two highest expenses in a facility. In 2021, wages are budgeted to be 65% of revenue. The target for facilities is 30%-35%. It is costing too much to deliver this wide variety of programming. It is apparent that there are many part-time roles that could be filled by full-time employees or part-time staff could be reduced at certain times. Publicly operated facilities do have higher labor costs than private facilities. Salaries do not appear to be too high for the management positions.

Electric expense is comparable to similar size and aged facilities. Natural gas expense is significantly higher due to the operation of the HVAC units to handle the dehumidification of the facility. Other expenses are not remarkably different when benchmarked against other single surface facilities. Capital improvements will continue to be unpredictable as the facility ages and flooding is a threat.

Demographic Analysis

In most markets of the United States, an ice rink will draw its biggest customer base from within a 20-30 mile radius of the facility. The largest percentage of customers will come from distances within a 25 minute drive time radius – these tend to be the customers for activities such as learn-to-skate classes, public skating and drop-in hockey. However, activities and events such as hockey leagues, advanced figure skating, high school, college or junior hockey games, trade shows and concerts tend to draw participants and customers from up to 50 miles away; sometimes even as far as 60 minutes away depending on the event and the competitive market.

The market that would be served by this facility is within a 40-mile radius. Participants that play hockey are already commuting to this market area.

In order to evaluate the current demographics of the areas surrounding the potential location, a market profile report was reviewed. The key results of the study are below. The full market report can be found in the Appendix.

When determining the feasibility of an ice rink in any given market, the following factors are considered:

1. Population within 10-20 miles of the ice rink: Population should exceed 500,000 for metro areas but may be lower for markets which have established ice sports. Jefferson City is an established market and has a history of ice sports.

2. Average household income within the same radius: Ice sports tend to be higher in cost for users than most other sporting activities; hence a higher income demographic will better support ice sports.

3. Number of children under 14 yrs of age within the radius: the single most important factor. A single sheet of ice needs approximately 1,000 children participating in its activities in order to be very successful. The capture rate of an ice facility is typically 3% requiring at a base level over 33,000 children in the local demographic to be successful.

4. Percentage of Owner-Occupied Housing units: since children are the main participants in ice activities, families are the target market for ice rinks. A high percentage of owner-occupied homes in the market normally indicates stable families with average or higher incomes. A high percentage of renter-occupied homes might indicate that the market area is not favorable for long-term ice sports.

Market within a 40-mile Radius of Current Facility.

Demographic Factor	Washington Park Ice Arena	Assessment (good, fair, poor)
Population	397,530	Good - Established market
Average Household Income	\$73,810	Good
Children- 0-14	68,375	Good
Housing Units Owner Occupied	53.6%	Good

The demand for ice related activities has been steady over the last 5 years. With lack of room for program growth, there is a need to address the demand in the market soon, in order to keep current users.

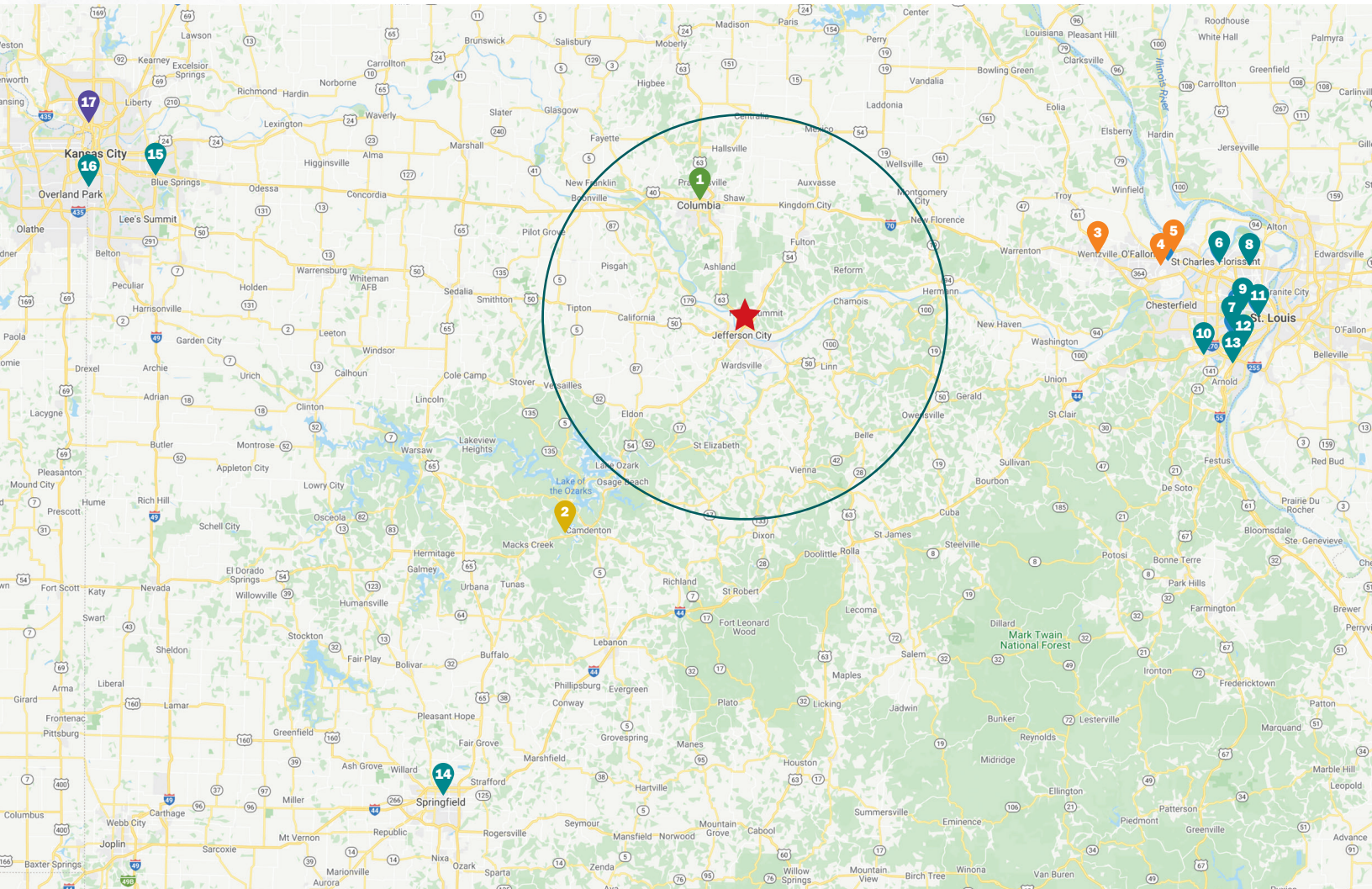
Following are maps of the site and the market area identified as 40 miles. It should be noted that there are users who drive to the facility from outside this market area. There are no other indoor ice facilities in the market area. The map also indicates rinks outside the radius, for reference.





Competitive Market Review

Washington Park Ice Arena is the only indoor ice facility within a 40-mile range of Jefferson City. Many of the participants come from a greater-than-normal distance for this reason. Participants from Columbia can make up 30-50% of travel youth hockey players in a given year.

The map and list that follows shows surrounding outdoor and indoor ice rinks that customers may drive to in order to participate in ice sports. It is also helpful to see that Jefferson City is centrally located within the region for games, tournaments and events should they be offered in a twin-sheet facility.



NO.	ARENA	MILES	MINUTES	CITY	STATE	PUBLIC/PRIVATE	SHEETS
	Washington Park Ice Arena						

 Within a 35 minute drive							
1	Stephens Lake Park	30	34	Columbia	MO	Public	1 outdoor

 Within a 65 minute drive							
2	Ice Rink at Old Kinderhook	64	1h6	Camdenton	MO	Private	1 outdoor

 Within a 120 minute drive							
3	Wentzville Ice Arena	94	1h30	Wentzville	MO	Public	2
4	Rec-Plex (South)	107	1h45	St. Peters	MO	Public	2
5	St. Peters Rec-Plex (North)	109	1h44	St. Peters	MO	Public	3
6	St. Louis Ice Zone	118	1h50	St Louis	MO	Private	1

 Within a 150 minute drive							
7	Brentwood Ice Rink	125	2h	St Louis	MO	Public	1
8	James J. Eagan Civic Center	125	2h	Florissant	MO	Public	1 outdoor
9	Shaw Park Ice Rink	126	2h	Clayton	MO	Public	1 outdoor
10	Fenton Ice Forum	128	2h	St Louis	MO		1
11	Steinberg Skating Rink	129	2h	St Louis	MO	Public	1 outdoor
12	Affton Ice Rink	131	2h	Affton	MO		1
13	All American Sports Mall	132	2h	St Louis	MO		1
14	Jordan Valley Ice Park	137	2h20	Springfield	MO	Public	1
15	Centerpoint Medical Community Ice	143	2h12	Independence	MO		1
16	The Carriage Club	146	2h35	Kansas City	MO	Private	1

 Within a 180 minute drive							
17	Line Creek Community Center	166	2h30	Kansas City	MO	Public	1



USA Hockey Trends

USA Hockey annual membership reports show the state of Missouri registrations at 7,800 through 2018-2019 season. In 2019-2020, the registrations rose over 20% in both the lower age categories, 6U-10U and in adult players. The St Louis Blues NHL team won the Stanley Cup in 2019, resulting in many new players joining the sport as a result of exposure.

National USA Hockey registrations prior to the pandemic has remained steady at 550,000-560,000 players. 2019-2020 registrations were 187,000 for players ages 9-14. Participation in U8 hockey before the pandemic was steady at 120,000 - 122,000. Coming out of the pandemic and into an Olympic year, hockey participation will once again enjoy increased participation with more awareness around hockey and figure skating.

Season	Missouri State Total Players								National	
	19+	17-18	15-16	13-14	11-12	9-10	7-8	6U	Total MO	Total USA
2020-2021	2,225	533	815	961	1,165	1,137	1,118	933	8,887	453,826
2019-2020	2,729	538	782	994	1,105	1,272	1,307	1,186	9,913	561,700
2018-2019	1,517	508	764	922	1,017	1,105	976	1,017	7,826	567,908
2017-2018	1,349	480	762	870	994	1,034	1,076	1,039	7,604	562,145
2016-2017	1,628	508	693	843	922	986	1,098	1,126	7,804	555,175
2015-2016	1,573	511	82	824	883	929	922	960	7,284	542,583



Feasibility & Demographics Summary

The review of current operations shows an immediate need for an additional ice surface in order to sustain and grow the user base of the Washington Park Ice Arena. The long history of ice sports in Jefferson City and its relatively large market area are also contributing factors to feasibility of this proposed model.

The proposed site on the Missouri State Penitentiary grounds is centrally located, has good access from highways and is unique. The recommended twin-sheet facility could be an asset to the community for more than ice sports. It could provide opportunities for regional ice and non-ice events and expanded activity options for youth and families. The proposed facility program components, revenue and expense summary and capital cost estimate is described in the following pages.

BUSINESS PLAN

Revenue & Expense Summary

Ice facilities typically take two to three years to ramp up in terms of revenues, and then begin to stabilize. The first full year of operations is the base year where revenues have ramped up and the facility is fully operational and established. With an existing user base, this facility will open with higher utilization for the fall/winter season. The first season of operations is projected at \$1.07M, increasing to \$1.6M in Year 3. Revenues generally increase 5-10% in years 2-5 and expenses increase 3-5% over the same time period.

In 2019, The Washington Park Ice Arena had an operating loss of \$175,000 before capital expenditures.

Moving forward, operating surpluses are projected as a result of the facility expansion. Starting in Year 3, there will be an operating surplus of \$292,000 to contribute to capital reserves.

Revenues

1. **Ice Rental:** these include all revenues from all ice rental groups - a detailed explanation of these activities is contained in the upcoming section.
2. **Public, Freestyle, Pick Up Hockey:** these include all revenues from these three walk up programs.
3. **Hockey Programs:** revenues from internally operated youth and adult hockey programs
4. **Learn to Skate and Synchronized Skating:** these include all revenues from rink operated skating programs
5. **Futsal, Pickleball & Dry Floor:** Revenues from non-ice activities in the months of April through August
6. **Day-camps:** Revenue from a rink operated, skating focused sports camp for entry level kids.
7. **Performance Training:** Multi-sport conditioning for youth and adults and team training sessions
8. **Pro Shop:** revenues refer to income earned from the sharpening of skates and misc small equipment sales.
9. **Concession and Parties:** Revenues from food service and parties.
10. **Other Revenues:** category refers to miscellaneous income from such sources as sponsorship and misc revenue.

Cost of Goods Sold

1. **Program Expenses:** Referees, Program Supplies and 1099 instructors
2. **Food Services Costs:** based on percentages of revenues; food costs of 50%; labor is included in payroll operating cost.
3. **Pro Shop & Sponsorship Costs:** minor items such as tape and mouth-guards and commissions for sponsorships or sharpening

Expenses

Following is a description of some of the main line items in the operating expense section of the projections.

1. **Wages - Salaries & Part-time:** this encompasses salaried personnel and hourly cashiers, operators, janitorial staff in addition to any benefits. .
2. **Phone/Internet/Cable:** all communications related expenses
3. **Utilities - Electric:** electricity use estimated at 100,000kwh per month in peak season.
Utilities - Gas/Water/Sewer: expenses incurred for gas, water, sewer
4. **Maintenance Building & Equipment:** expenses incurred for upkeep of building, refrigeration plant, ice resurfacers and landscaping.
5. **Advertising:** general and program specific advertising
6. **Travel, Training & Subscription:** costs related to annual employee training and subscriptions to professional organizations
7. **Professional Fees & Contracted Services:** one-time payments made to consultants and other contractors. Contracted Services for ice plant maintenance and security system monitoring.
8. **Office:** services for printing and banking. Credit card fees are allocated to program costs.
9. **Taxes & Licenses:** Sales tax and food service licenses
10. **Supplies:** Cleaning and rink supplies.
11. **Insurance:** Liability insurance and owners and directors insurance for management firm

Financial Summary

	Actual	Projected				
	2019	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue						
Ice Rental	112,834	266,625	351,900	426,270	483,378	562,960
Public Skating, Pick Up, Freestyle	136,201	172,950	195,561	256,432	276,611	308,889
Hockey Programs	42,165	154,360	234,212	305,667	364,959	414,130
Learn to Skate & Synchronized Skating	165,649	216,688	240,620	280,130	316,080	353,070
Futsal, Pickleball & Dry Floor		49,865	68,720	79,338	87,746	99,057
Day Camps	23,131	15,920	19,350	22,500	25,000	27,500
Performance Training		26,000	32,875	38,700	44,975	51,700
Concession & Parties	56,934	85,224	90,202	99,208	105,435	117,866
Pro-shop	33,528	50,000	55,000	57,750	60,638	63,669
Other revenues: sponsorship , misc	3,166	36,000	39,600	43,560	47,916	52,708
Total Income	573,608	1,073,632	1,328,040	1,609,555	1,812,737	2,051,548
Cost of Sales						
Program Expenses	36,392	123,961	145,854	167,017	178,927	189,202
Food costs	32,199	42,612	45,101	49,604	52,717	58,933
Pro Shop & Sponsorship	39,590	25,000	27,500	28,875	30,319	31,835
Total Cost of Sales	108,181	191,573	218,455	245,496	261,963	279,970
Gross Profit	465,427	882,059	1,109,586	1,364,058	1,550,774	1,771,579
Expenses						
Wages		395,200	412,056	429,668	448,070	467,300
Payroll tax & benefits		71,136	74,170	77,340	80,653	84,114
Total Wages	390,261	466,336	486,226	507,008	528,723	551,415
Phone, Internet & Cable	1,697	7,200	7,200	7,416	7,638	7,868
Electric	83,400	176,000	193,600	199,408	205,390	211,552
Gas	29,656	36,000	39,600	43,560	47,916	52,708
Water & Sewer	6,274	6,000	6,200	6,386	6,578	6,775
Total Utilities	121,273	218,000	239,400	246,582	253,979	261,599
Maintenance Building	12,204	36,000	39,600	40,788	42,012	43,272
Maintenance Equipment	29,655	48,000	52,800	54,384	56,016	57,696
Advertising	12,672	12,000	12,000	12,360	12,731	13,113
Training	6,964	8,000	8,240	8,487	8,742	9,004
Professional Fees	20,807	96,000	105,600	116,160	127,776	140,554
Office	13,473	15,000	15,750	16,223	16,709	17,210
Taxes & Licenses		4,000	4,200	4,326	4,456	4,589
Supplies	16,142	12,000	12,360	12,731	13,113	13,506
Insurance	16,793	40,000	44,000	45,320	46,680	48,080
Total Expense	639,998	962,536	1,027,376	1,071,784	1,118,574	1,167,905
Net Operating Income	(174,571)	(80,477)	82,209	292,274	432,200	603,673

Ice Rental

CONTRACT USERS

	Weeks	Hours per week					Ice rental rate					Total annual revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Mizzou Tigers Youth Hockey	30	12	16	20	24	28	\$275	\$300	\$325	\$350	\$375	\$99,000	\$144,000	\$195,000	\$252,000	\$315,000
Mizzou College Club Hockey	22	4	5	6	6	6	\$275	\$300	\$325	\$350	\$375	\$24,200	\$33,000	\$42,900	\$46,200	\$49,500
JC Figure Skating	30	0.5	1	1	1	1	\$275	\$300	\$325	\$350	\$375	\$4,125	\$9,000	\$9,750	\$10,500	\$11,250
Junior Hockey Club	30	9	9	9	9	9	230	240	250	260	270	\$62,100	\$64,800	\$67,500	\$70,200	\$72,900
Other Private rental	52	4	5	5	4	4	275	300	325	350	375	\$57,200	\$78,000	\$84,500	\$72,800	\$78,000
Total Ice Rental Revenue												\$246,625	\$328,800	\$399,650	\$451,700	\$526,650

DRY FLOOR + ROOM RENTALS LEASE

	Hourly Rate					# hours					Total Annual				
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Floor rental (20-22 weeks)	\$120	\$125	\$130	\$140	\$145	160	176	194	213	234	\$19,200	\$22,000	\$25,168	\$29,814	\$33,967
Room Rental	\$20	\$25	\$30	\$35	\$40	40	44	48	53	59	\$800	\$1,100	\$1,452	\$1,863	\$2,343
Total Revenue											\$20,000	\$23,100	\$26,620	\$31,678	\$36,310

Public Sessions & Skate Rental

PUBLIC SESSION & SKATE RENTAL																		
	Weekly	Annual	Admission rate					# per session					Total Annual					
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
Fall/Winter Non Prime	7	210	\$5	\$5	\$5	\$5	\$5	5	6	6	7	7	\$5,250	\$5,775	\$6,353	\$6,988	\$7,687	
Fall/Winter Prime	9	270	\$8	\$8	\$9	\$9	\$10	35	39	42	43	44	\$75,600	\$83,160	\$102,911	\$104,490	\$118,800	
Groups	2	80	\$6	\$7	\$8	\$8	\$9	20	30	40	50	50	\$9,600	\$16,800	\$25,600	\$32,000	\$36,000	
Total Admission													\$90,450	\$105,735	\$134,863	\$143,478	\$162,487	
			Admission skate rental					Total # per year										
Skate Rental			\$4	\$4	\$5	\$5	\$5	7350	7277	8894	9105	9392	\$29,400	\$29,106	\$44,468	\$45,526	\$46,961	
Total Revenue													\$119,850	\$134,841	\$179,331	\$189,004	\$209,447	
Expenses													Year 1	Year 2	Year 3	Year 4	Year 5	
Licenses & Supplies													\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
Total Expenses													\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
Net Revenue													\$117,850	\$132,841	\$177,331	\$187,004	\$207,447	
FREESTYLE																		
			Admission rate					# per session					Total Annual					
	Weekly	Annual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
Freestyle Sessions	14	420	\$10	\$11	\$12	\$13	\$14	5	6	6	7	7	\$21,000	\$25,410	\$30,492	\$36,336	\$43,045	
Total Revenue													\$21,000	\$25,410	\$30,492	\$36,336	\$43,045	
PICKUP HOCKEY																		
			Admission rate					# per session					Total Annual					
	Weekly	Annual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
Pick Up	3	150	\$10	\$10	\$12	\$12	\$12	15	17	18	20	22	\$22,500	\$24,750	\$32,670	\$35,937	\$39,531	
Stick-n-Puck	4	160	\$10	\$10	\$12	\$12	\$12	6	7	7	8	9	\$9,600	\$10,560	\$13,939	\$15,333	\$16,866	
Total Revenue													\$32,100	\$35,310	\$46,609	\$51,270	\$56,397	

Hockey

YOUTH & ADULT HOCKEY PROGRAMS

Revenue	Assumptions	Price Per Session					# Skaters per session					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Fall/Winter Youth In-House	Oct - Mar 20 weeks	795	795	835	876	920	60	100	120	140	160	47,700	79,500	100,170	122,708	147,250
Spring Youth In House	Mar - Jun 16 weeks	220	242	266	293	322	60	80	100	120	13,200	19,360	26,620	35,138	38,652	
Spring Youth Travel (Tournament Teams)	Mar - Jun 16 weeks	3,800	3,990	4,190	4,399	4,619	2	4	4	4	7,600	15,960	16,758	17,596	18,476	
Summer Camps	4 in-house	199	219	241	265	291	60	80	120	130	11,940	17,512	28,895	31,784	37,876	
Youth Clinic	Oct - May	18	18	20	20	20	240	288	336	384	4,320	5,484	6,720	7,680	9,600	
Learn to Play Hockey -Youth	Year Round	15	16	17	17	18	960	1,056	1,152	1,248	14,400	16,632	19,051	21,671	24,505	
Adult League Fall/Winter	Sep - Mar 20 weeks	4,800	5,040	5,292	5,557	5,834	6	8	10	12	28,800	40,320	52,920	66,679	70,013	
Adult League Spring/Summer	Apr - Aug 20 weeks	4,800	5,040	5,292	5,557	5,834	4	6	8	8	19,200	30,240	42,336	44,453	46,675	
Adult Hockey Clinic	Year Round	15	17	18	20	22	480	576	672	864	7,200	9,504	12,197	17,250	21,083	
Total Revenue											\$154,360	\$234,212	\$305,667	\$364,959	\$414,150	
Expenses																
Hockey Director - FullTime											\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	
Payroll Tax -18% (Camp Instructors)											\$432	\$576	\$864	\$864	\$864	
Referees/Scorekeepers- Youth House											\$10,880	\$10,880	\$12,240	\$13,600	\$14,960	
Referees/Scorekeepers-Adult Hockey											\$7,000	\$9,800	\$12,600	\$14,000	\$14,000	
Uniforms House											\$2,160	\$3,240	\$3,960	\$4,680	\$5,040	
Uniforms Adult											\$3,000	\$4,200	\$5,400	\$6,000	\$6,000	
Camp Instructors											\$2,400	\$3,200	\$4,800	\$4,800	\$4,800	
Total Expenses											\$75,872	\$84,396	\$94,989	\$101,825	\$106,439	
Net Revenue											\$78,488	\$149,816	\$210,678	\$263,134	\$307,691	

FLOOR/BALL HOCKEY LEAGUE

Revenue	Assumptions	Price Per Player					# Players per year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Session 1 - Adult /Youth -12 weeks	May - July	\$120	\$120	\$130	\$130	\$130	60	65	70	75	80	\$7,200	\$7,800	\$9,100	\$9,750	\$10,400
Total Revenue											\$7,200	\$7,800	\$9,100	\$9,750	\$10,400	
Expenses																
Officials - Leagues	\$30 per game										\$1,080	\$1,080	\$1,440	\$1,440	\$1,800	
League Supplies	3%										\$216	\$234	\$273	\$293	\$312	
Total Expenses											\$1,296	\$1,314	\$1,713	\$1,733	\$2,112	
Net Revenue											\$5,904	\$6,486	\$7,387	\$8,018	\$8,288	

Learn to Skate

Revenue	Assumptions	Price Per Session					# Skaters per year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Sept - Oct	8 week session	\$160	\$160	\$175	\$185	\$195	140	150	160	170	180	\$22,400	\$24,000	\$28,000	\$31,450	\$35,100
Nov - Jan	8 week session	\$160	\$160	\$175	\$185	\$195	150	160	170	180	190	\$24,000	\$25,600	\$29,750	\$33,300	\$37,050
Jan - Mar	8 week session	\$160	\$160	\$175	\$185	\$195	160	170	180	190	200	\$25,600	\$27,200	\$31,500	\$35,150	\$39,000
Apr - Jun		\$160	\$160	\$175	\$185	\$195	160	170	180	190	200	\$25,600	\$27,200	\$31,500	\$35,150	\$39,000
Jul - Aug		\$160	\$160	\$175	\$185	\$195	60	70	80	90	100	\$9,600	\$11,200	\$14,000	\$16,650	\$19,500
Competition & Ice Show											\$27,988	\$30,000	\$35,000	\$38,000	\$40,000	
Total Revenue							670	720	770	820	870	\$135,188	\$145,200	\$169,750	\$189,700	\$209,650
Expenses																
Program Registration	LTS USA - \$15 skater/yr											Year 1	Year 2	Year 3	Year 4	Year 5
Skating Director - Full Time												\$1,920	\$2,040	\$2,160	\$2,280	\$2,400
Coaching fees	Avg 6 / class \$20 class											\$35,000	\$36,750	\$38,588	\$45,517	\$42,543
Payroll Tax - 18%	18%											\$17,867	\$19,200	\$20,533	\$21,867	\$23,200
Program Marketing												\$3,216	\$3,456	\$3,696	\$3,936	\$4,176
Badges & Misc	\$2 per skater											\$750	\$750	\$750	\$750	\$750
Total Expenses												\$60,093	\$63,636	\$67,267	\$75,990	\$74,809
Net Revenue												\$75,095	\$81,564	\$102,483	\$113,710	\$134,841

Synchronized Skating

Revenue	Assumptions	Price Per Session					# Skaters per year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Sept - Oct		\$1,600	\$1,700	\$1,800	\$1,900	\$2,000	50	55	60	65	70	\$80,000	\$93,500	\$108,000	\$123,500	\$140,000
Synchro Clinics		\$15	\$16	\$17	\$18	\$19	100	120	140	160	180	\$1,500	\$1,920	\$2,380	\$2,880	\$3,420
Total Revenue							150	175	200	225	250	\$81,500	\$95,420	\$110,380	\$126,380	\$143,420
Expenses																
Competitions												Year 1	Year 2	Year 3	Year 4	Year 5
Coaching fees	\$75 per hour											\$36,000	\$38,000	\$40,000	\$42,000	\$44,000
Payroll Tax - 18%	18%											\$6,000	\$6,400	\$6,800	\$7,000	\$7,200
Program Marketing												\$1,080	\$1,152	\$1,224	\$1,260	\$1,296
Other expenses												\$750	\$750	\$750	\$750	\$750
Total Expenses												\$44,130	\$46,652	\$49,174	\$51,460	\$53,746
Net Revenue												\$37,370	\$48,768	\$61,206	\$74,920	\$89,674

Futsal

Revenue	Assumption	Price per Session					Number of Athletes per Year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Leagues																
Session 1: Adult April - May	7 week session	\$420	\$420	\$462	\$462	\$588	4	6	8	8	8	\$1,680	\$2,520	\$3,696	\$3,696	\$4,704
Session 2: Adult June - July	7 week session	\$420	\$420	\$462	\$462	\$588	4	6	8	8	8	\$1,680	\$2,520	\$3,696	\$3,696	\$4,704
Session 3: Youth April - March	7 week session	\$420	\$420	\$462	\$462	\$588	4	6	8	8	8	\$1,680	\$2,520	\$3,696	\$3,696	\$4,704
Futsal Tournaments	2 tournaments	\$300	\$325	\$350	\$375	\$400	24	36	36	36	36	\$14,400	\$23,400	\$25,200	\$27,000	\$28,800
Futsal Clinics	8 weeks	\$125	\$130	\$135	\$140	\$145	20	24	25	26	28	\$2,500	\$3,120	\$3,375	\$3,640	\$4,060
Total Revenue												\$21,940	\$34,080	\$39,663	\$41,728	\$46,972
Expense																
Instructors: Clinics	\$20 per hour											\$160.00	\$320.00	\$320.00	\$320.00	\$320.00
Officials: Leagues	\$30 per game											\$1,260	\$1,890	\$2,520	\$2,520	\$2,520
Officials: Tournaments	\$30 per game											\$2,520	\$3,780	\$3,780	\$3,780	\$3,780
Awards	2% of revenue											\$288	\$468	\$504	\$540	\$576
League Supplies	3%											\$658	\$1,022	\$1,190	\$1,252	\$1,409
Total Expenses												\$4,886	\$7,480	\$8,314	\$8,412	\$8,605
Net Revenue												\$17,054	\$26,600	\$31,349	\$33,316	\$38,367

Pickleball

Revenue	Assumption	Price per Session					Number of Athletes per Year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Leagues																
Session 1: Adult April - May	7 week session	\$49	\$53	\$56	\$59	\$63	25	30	35	40	45	\$1,225	\$1,590	\$1,960	\$2,360	\$2,835
Session 2: Adult June - July	7 week session	\$49	\$53	\$56	\$59	\$63	25	30	35	40	45	\$1,225	\$1,590	\$1,960	\$2,360	\$2,835
Pickleball Tournaments	2 tournaments	\$75	\$80	\$85	\$85	\$90	24	36	36	36	36	\$3,600	\$5,760	\$5,760	\$6,120	\$6,480
Pickleball Clinics	8 weeks	\$125	\$130	\$135	\$140	\$145	15	20	25	25	25	\$1,875	\$2,600	\$3,375	\$3,500	\$3,625
Total Revenue												\$7,925	\$11,540	\$13,055	\$14,340	\$15,775
Expense																
Instructors: Clinics	\$20 per hour											\$160	\$320	\$320	\$320	\$320
Tournament Director	\$30 per hour											\$1,260	\$1,890	\$1,890	\$1,890	\$1,890
Awards	2% of revenue											\$72	\$115	\$115	\$122	\$130
League Supplies	3%											\$238	\$346	\$392	\$430	\$473
Total Expenses												\$1,730	\$2,671	\$2,717	\$2,763	\$2,813
Net Revenue												\$6,195	\$8,869	\$10,338	\$11,577	\$12,962

Day Camp

Revenue	Assumption	Price per Session					Number of Athletes per Year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Day-camp	4 weeks	\$199	\$215	\$225	\$250	\$275	80	90	100	100	100	\$15,920	\$19,350	\$22,500	\$25,000	\$27,500
Total Revenue							80	90	100	100	100	\$15,920	\$19,350	\$22,500	\$25,000	\$27,500
Expense																
Wages	\$15/hr X 2 counselors week											\$4,800	\$7,200	\$10,800	\$10,800	\$10,800
Payroll Tax - 18%	18%											\$864	\$1,296	\$1,944	\$1,944	\$1,944
LTS instructors	2 hr/day	\$20 per hr										\$800	\$800	\$800	\$800	\$800
Other expenses	5% of revenue											\$796	\$968	\$1,125	\$1,250	\$1,375
Total Expenses												\$7,260	\$10,264	\$14,669	\$14,794	\$14,919
Net Revenue												\$8,660	\$9,087	\$7,831	\$10,206	\$12,581

Performance Training

Revenue	Assumption	Price per Session					Number of Athletes per Year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Team Training	20 weeks - 2x/week	\$200	\$225	\$250	\$275	\$300	70	75	80	85	90	\$14,000	\$16,875	\$20,000	\$23,375	\$27,000
Individual training	per session	\$15	\$16	\$17	\$18	\$19	800	1,000	1,100	1,200	1,300	\$12,000	\$16,000	\$18,700	\$21,600	\$24,700
Total Revenue												\$26,000	\$32,875	\$38,700	\$44,975	\$51,700
Expense																
Trainer - PT	50% of revenue											\$12,000	\$16,438	\$19,350	\$22,488	\$25,850
Payroll Tax - 18%	18%											\$2,160	\$2,959	\$3,483	\$4,048	\$4,653
Program Marketing												\$750	\$750	\$750	\$750	\$750
Total Expenses												\$14,910	\$20,146	\$23,583	\$27,285	\$31,253
Net Revenue												\$11,090	\$12,729	\$15,117	\$17,690	\$20,447

Pro-shop & Other Revenue

PRO-SHOP						
Revenue	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Pro Shop Sales		50,000	55,000	57,750	60,638	63,669
Total Pro-shop Revenue		50,000	55,000	57,750	60,638	63,669
Expense	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Pro-shop COGS	50%	\$25,000	\$27,500	\$28,875	\$30,319	\$31,835
Total Expenses		\$25,000	\$27,500	\$28,875	\$30,319	\$31,835
Net Pro-shop Revenue		\$25,000	\$27,500	\$28,875	\$30,319	\$31,835
SPONSORSHIP						
Revenue	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Total Sponsorship Revenue		36,000	39,600	43,560	47,916	52,708
Total Sponsorship Revenue		36,000	39,600	43,560	47,916	52,708
Expenses	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5
Commissions	20%	\$7,200	\$7,920	\$8,712	\$9,583	\$10,542
Total Expenses		\$7,200	\$7,920	\$8,712	\$9,583	\$10,542
Net Sponsorship Revenue		\$28,800	\$31,680	\$34,848	\$38,333	\$42,166

Concession + Parties

CONCESSION																
Revenue	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5										
Concession & Vending		\$78,224.00	\$79,102.24	\$87,508.02	\$93,134.66	\$104,966.03										
Total Revenue		\$78,224.00	\$79,102.24	\$87,508.02	\$93,134.66	\$104,966.03										
Expense	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5										
Food COGS	50%	\$39,112	\$39,551	\$43,754	\$46,567	\$52,483										
Concession Wages		\$25,200	\$25,956	\$26,735	\$27,537	\$28,363										
Total Expenses		\$64,312	\$65,507	\$70,489	\$74,104	\$80,846										
Net Revenue		\$13,912	\$13,595	\$17,019	\$19,031	\$24,120										
PARTIES																
Revenue	Weeks	Price Per Session					# parties per year					Total Revenue				
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Parties	24	\$175	\$185	\$195	\$205	\$215	60	70	80	90	90	\$10,500	\$12,950	\$15,600	\$18,450	\$19,350
Total Revenue												\$10,500	\$12,950	\$15,600	\$18,450	\$19,350
Expenses	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Cost of Goods	50%						\$5,250	\$6,475	\$7,800	\$9,225	\$9,675					
Parties Labor	2 hostess 4h/wk						\$2,880	\$3,360	\$3,840	\$4,320	\$4,320					
Payroll Tax	18%						\$518	\$605	\$691	\$778	\$778					
Total Expenses							\$8,648	\$10,440	\$12,331	\$14,323	\$14,773					
Net Revenue							\$1,852	\$2,510	\$3,269	\$4,127	\$4,577					

Wages & Salaries

	Salary	Hours /Wk	Hourly Rate	Weekly Cost	Rate					
					Yr 1	Year 2	Year 3	Year 4	Year 5	
Management										
General Manager	75,000				75,000	\$78,750	\$82,688	\$86,822	\$91,163	
Operations Manager	45,000				45,000	\$47,250	\$49,613	\$52,093	\$54,698	
Business Manager	40,000				45,000	\$47,250	\$49,613	\$52,093	\$54,698	
Hockey Director	50,000				50,000	\$52,500	\$55,125	\$57,881	\$60,775	
Skating Director	35,000				35,000	\$36,750	\$38,588	\$40,517	\$42,543	
Total Salaries					250,000	262,500	275,625	289,406	303,877	
Part-time labor				Weekly Cost	Yr 1	Year 2	Year 3	Year 4	Year 5	
Skate rental guards		36	\$10	\$360	\$10,800	\$11,124	\$11,458	\$11,801	\$12,155	
Admission/Reception		80	\$12	\$960	\$28,800	\$29,664	\$30,554	\$31,471	\$32,415	
Concession		70	\$12	\$840	\$25,200	\$25,956	\$26,735	\$27,537	\$28,363	
Parties		10	\$10	\$100	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701	
Maintenance - Drivers		70	\$16	\$1,120	\$33,600	\$34,608	\$35,646	\$36,716	\$37,817	
Maintenance - Cleaner		40	\$14	\$840	\$25,200	\$25,956	\$26,735	\$27,537	\$28,363	
Manager on Duty		40	\$16	\$640	\$19,200	\$19,776	\$20,369	\$20,980	\$21,610	
Total PartTime					\$145,200	\$149,556	\$154,043	\$158,664	\$163,424	
Wages Subtotal					\$395,200	\$412,056	\$429,668	\$448,070	\$467,300	
Payroll Tax & Processing- Part time		18%			\$71,136	\$74,170	\$77,340	\$80,653	\$84,114	
Total Wages					\$466,336	\$486,226	\$507,008	\$528,723	\$551,415	

Proposed Ice Templates | Fall-Winter

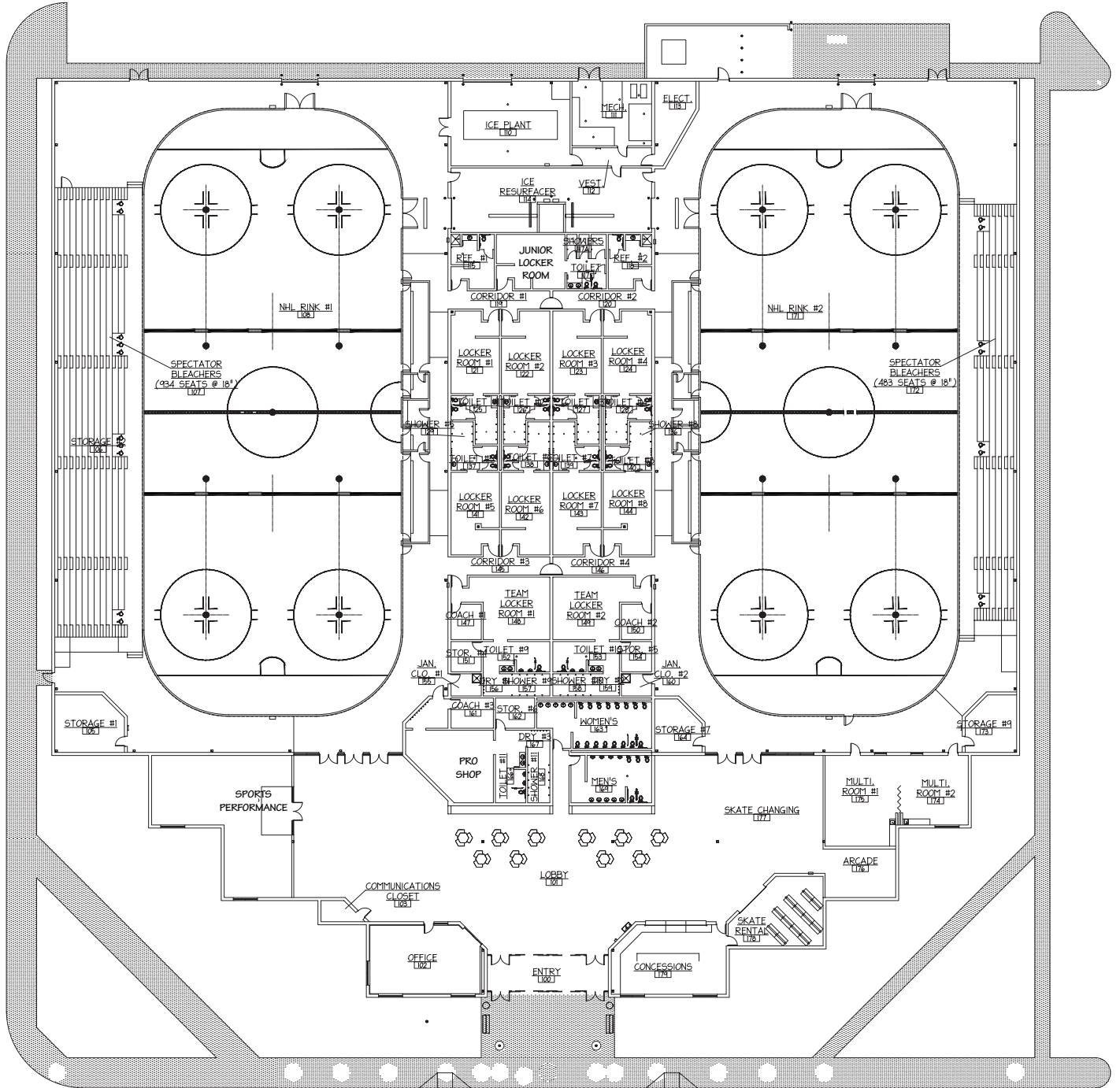
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Proposed Ice Templates | Spring-Summer

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6:10														
6:20														
6:30														
6:40														
6:50														
7:00														
7:10														
7:20														
7:30	Freestyle		Freestyle		Freestyle		Freestyle			Rental 7:30-8:50a		Pickleball/ Futsal		
7:40														
7:50														
8:00														
8:10														
8:20														
8:30														
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10:50														
11:00	Summer Camp		Summer Camp		Summer Camp		Summer Camp							
11:10														
11:20														
11:30														
11:40														
11:50														
12:00														
12:10														
12:20														
12:30														
12:40														
1:00	Public Session 12:30-2:00p		Public Session 12:30-2:00p		Public Session 12:30-2:00p		Public Session 12:30-2:00p							
1:10														
1:20														
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2:00														
2:10														
2:20														
2:30														
2:40														
2:50														
3:00														
3:10														
3:20														
3:30														
3:40	Freestyle 2:30-6:00p		Freestyle 2:30-6:00p		Freestyle 2:30-6:00p		Freestyle 2:30-6:00p							
3:50														
4:00														
4:10														
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5:50														
6:00														
6:10														
6:20														
6:30														
6:40	Spring Travel 6:20-7:20p		Learn to Skate 6:20-7:20p		Synchro 6:20-7:20p		Spring House Practice 6:20-7:20p							
6:50														
7:00														
7:10														
7:20														
7:30														
7:40														
7:50	Spring Travel 7:30-8:30p		Figure Skating Clinics 7:30-8:30p		Spring Travel 7:30-8:30p		Spring House Practice 7:30-8:30p							
8:00														
8:10														
8:20														
8:30														
8:40														
8:50														
9:00	Adult League 9:00-11:20p		Adult Hockey Clinic 8:40-10:00p		Spring Travel 8:30-9:30p		Spring Travel 8:40-9:40p							
9:10														
9:20														
9:30														
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11:50														
12:00														

CONCEPT PLAN

Sample Layout





Program Components

- (2) NHL size Rinks
- Thermal energy ice plant with total heat recovery
- High-efficiency lighting
- Electric Zambonis
- Multipurpose rooms
- Food Concession
- Skate rental
- Pro shop sharpening
- Performance Training center
- Rink ice cover
- Dry floor cover
- CECO building system using insulated metal panels for walls and roof
- Overhead doors for large vehicle access for events and shops
- Space Conversion for many indoor sports
- Program elements are organized in a single level facility. Depending on location, a two story model might be more appropriate.

Capital Cost

City of Jefferson Arena - June 2021	
Building description	80,000 sq ft
Design	
Site engineering (staking)	\$10,000
Concrete + bearing testing	\$10,500
Site-work	
Dumpster enclosure	
Sidewalks	
Site-work	
Site utilities	
Asphalt	
Landscaping	
Fencing	
Site lighting	
	\$975,000
	\$975,000
Concrete	
Foundations,slabs,floors	\$2,300,000
Public walk	
Stone fill	
Masonry	
CMU	\$350,000
Metals	
Guard post & glass railings	\$62,000
Mezz 10,400 sf	\$275,000
Anchor bolts	\$3,600
Stairs	\$50,000
Wood + plastic	
Fasteners	
Metal stud, drywall, painted	\$75,000
Exterior sheathing	
Wood framing	
Cabinets and tops	\$75,000
Blocking	
Roof blocking	

Thermal + moisture	
Wall insulation	
Misc flashing fab and install for roof	
Caulking	\$18,000
Low e ceiling	\$165,000
Eifs	
Pemb insulation	
Fire caulking	
Doors + windows	
Aluminum windows and doors	\$50,000
Doors and hardware (installed)	\$70,000
Misc interior glass	\$8,500
Overhead doors	\$30,000
Alum door hardware	
Folding partion walls	
Finishes	
Drywall installed and finished	
Flooring and base	\$298,750
Paint: walls and doors	\$100,000
Ceilings	\$25,000
Specialties	
Fire extinguishers	\$750
Toilet compartments (installed)	\$50,000
Toilet accessories (installed)	\$10,000
Dasher boards	\$375,000
Locker-room benches and stick racks	\$105,000
Lockers	\$67,000
Playing surface (wood and rubber floors)	\$230,000
Basketball and volleyball equipment	
Scoreboards	\$65,000
Hanging curtains	
Equipment	
Truck dock equipment	
Bleachers	\$240,000
Wi-fi and phone	
Audio television	
Furnishings	
FFE	\$525,000

Special Construction	
CECO building steel package	\$1,850,000
Erection	\$450,000
Interior walls and imp	
Conveying Systems	
Mechanical	
HVAC / ice / refrigeration equip	\$4,000,000
Labor for above	\$1,200,000
Fire protection	\$225,000
Plumbing	\$325,000
Electrical	
Building	\$975,000
Site	
General Conditions 10 months	
Supervision	\$225,000
Equipment & trailers	\$45,000
Toilet	\$5,000
Dumpsters	\$20,000
Winter protection & heat (allowance)	\$28,000
Permits	\$20,000
Water / power	\$8,000
Job sign	\$5,000
Final clean up	\$15,000
Interim cleanup and general labor	\$125,000
Architects Consultants	\$875,000
Sub total	\$17,015,100
GC fee 8.5%	\$1,075,000
Contingency 10%	\$1,200,000
Grand Total	\$19,290,100

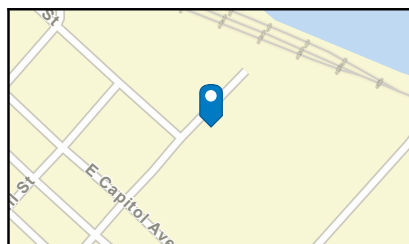
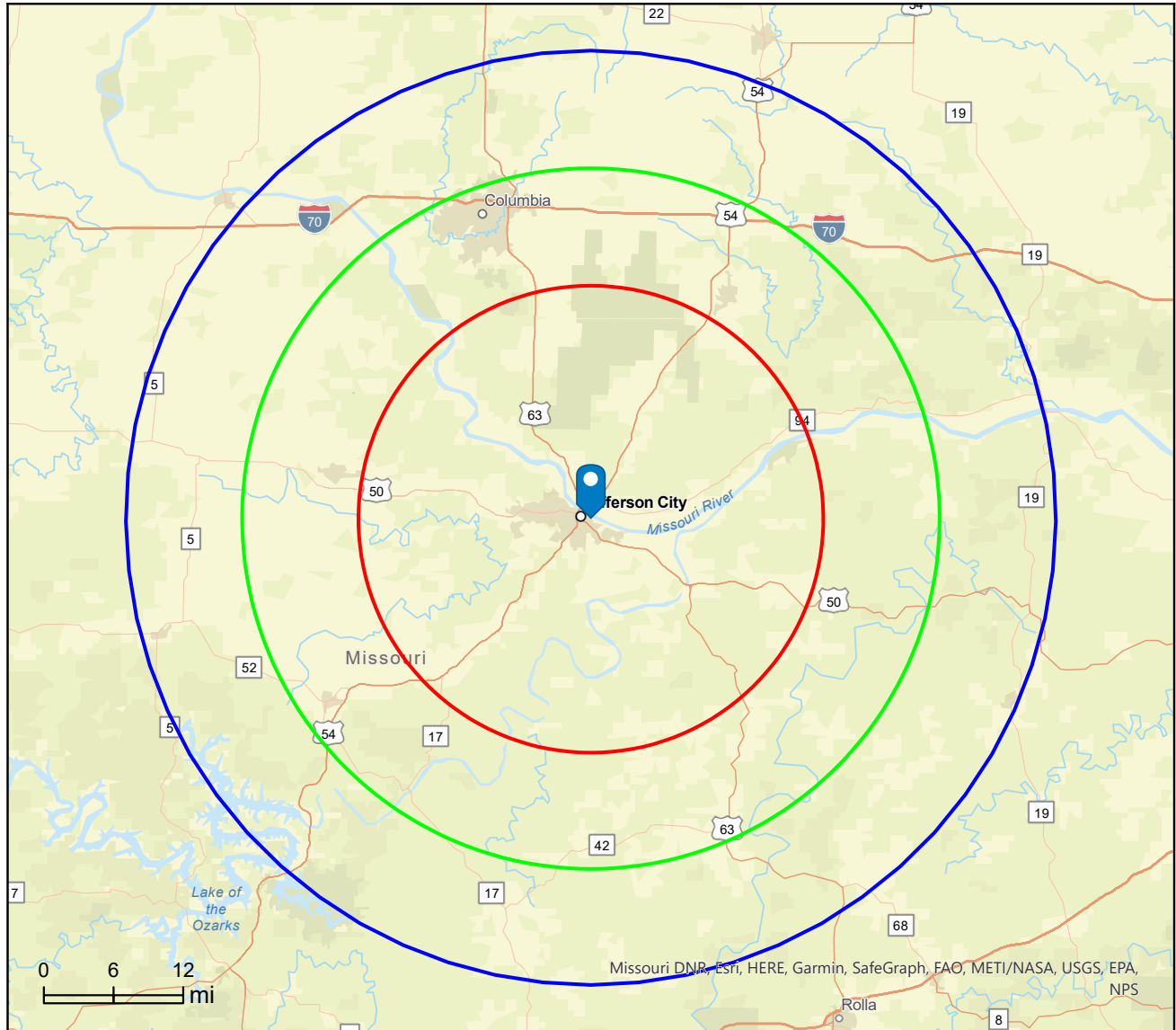
Appendix 1 – Market Profile Report



Site Map

Missouri State Penitentiary Arena Site
115 Lafayette St Jefferson City MO 65101
Ring: 20 mile radius

Latitude: 38.5737
Longitude: -92.1618





Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
Population Summary			
2000 Total Population	105,041	253,193	330,953
2010 Total Population	113,882	283,976	371,040
2020 Total Population	119,406	305,964	397,530
2020 Group Quarters	5,307	17,945	20,174
2025 Total Population	122,238	317,320	410,869
2020-2025 Annual Rate	0.47%	0.73%	0.66%
2020 Total Daytime Population	118,026	314,180	396,725
Workers	56,494	154,441	185,977
Residents	61,532	159,739	210,748
Household Summary			
2000 Households	39,482	96,954	127,067
2000 Average Household Size	2.51	2.42	2.44
2010 Households	44,235	110,858	145,035
2010 Average Household Size	2.45	2.40	2.42
2020 Households	46,598	120,024	156,100
2020 Average Household Size	2.45	2.40	2.42
2025 Households	47,784	124,725	161,623
2025 Average Household Size	2.45	2.40	2.42
2020-2025 Annual Rate	0.50%	0.77%	0.70%
2010 Families	29,915	67,213	90,632
2010 Average Family Size	2.98	2.96	2.96
2020 Families	31,084	71,177	95,553
2020 Average Family Size	2.98	2.97	2.96
2025 Families	31,737	73,377	98,198
2025 Average Family Size	2.98	2.97	2.97
2020-2025 Annual Rate	0.42%	0.61%	0.55%
Housing Unit Summary			
2000 Housing Units	42,606	105,272	146,667
Owner Occupied Housing Units	67.0%	58.9%	58.4%
Renter Occupied Housing Units	25.7%	33.2%	28.2%
Vacant Housing Units	7.3%	7.9%	13.4%
2010 Housing Units	48,375	122,333	170,840
Owner Occupied Housing Units	65.2%	56.5%	55.6%
Renter Occupied Housing Units	26.2%	34.1%	29.3%
Vacant Housing Units	8.6%	9.4%	15.1%
2020 Housing Units	51,301	133,593	185,578
Owner Occupied Housing Units	65.1%	54.6%	53.6%
Renter Occupied Housing Units	25.7%	35.3%	30.5%
Vacant Housing Units	9.2%	10.2%	15.9%
2025 Housing Units	52,847	139,171	192,854
Owner Occupied Housing Units	65.1%	54.3%	53.2%
Renter Occupied Housing Units	25.4%	35.4%	30.6%
Vacant Housing Units	9.6%	10.4%	16.2%
Median Household Income			
2020	\$62,135	\$55,666	\$54,728
2025	\$65,884	\$58,567	\$57,767
Median Home Value			
2020	\$185,428	\$188,285	\$183,638
2025	\$211,822	\$214,313	\$207,301
Per Capita Income			
2020	\$30,961	\$29,946	\$29,116
2025	\$34,055	\$33,006	\$32,170
Median Age			
2010	38.0	33.3	34.8
2020	39.6	34.8	36.2
2025	40.4	35.6	37.0

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
2020 Households by Income			
Household Income Base	46,598	120,022	156,098
<\$15,000	6.0%	9.9%	10.0%
\$15,000 - \$24,999	8.9%	9.7%	9.7%
\$25,000 - \$34,999	7.4%	10.6%	10.9%
\$35,000 - \$49,999	13.7%	13.6%	14.0%
\$50,000 - \$74,999	23.5%	20.1%	20.2%
\$75,000 - \$99,999	13.6%	11.7%	12.0%
\$100,000 - \$149,999	18.1%	15.4%	14.9%
\$150,000 - \$199,999	5.1%	4.4%	4.1%
\$200,000+	3.6%	4.6%	4.1%
Average Household Income	\$79,229	\$75,935	\$73,810
2025 Households by Income			
Household Income Base	47,784	124,723	161,621
<\$15,000	5.4%	9.0%	9.0%
\$15,000 - \$24,999	8.1%	9.0%	9.0%
\$25,000 - \$34,999	7.0%	10.2%	10.4%
\$35,000 - \$49,999	13.1%	13.2%	13.6%
\$50,000 - \$74,999	22.7%	19.6%	19.8%
\$75,000 - \$99,999	13.8%	11.9%	12.4%
\$100,000 - \$149,999	19.8%	16.6%	16.3%
\$150,000 - \$199,999	5.9%	5.0%	4.6%
\$200,000+	4.2%	5.5%	4.9%
Average Household Income	\$87,005	\$83,593	\$81,457
2020 Owner Occupied Housing Units by Value			
Total	33,416	72,921	99,408
<\$50,000	5.6%	5.9%	6.9%
\$50,000 - \$99,999	10.7%	10.8%	11.8%
\$100,000 - \$149,999	20.3%	18.9%	18.6%
\$150,000 - \$199,999	19.0%	18.8%	18.9%
\$200,000 - \$249,999	16.3%	15.3%	15.0%
\$250,000 - \$299,999	11.0%	10.0%	9.7%
\$300,000 - \$399,999	10.1%	11.6%	10.5%
\$400,000 - \$499,999	3.3%	3.6%	3.4%
\$500,000 - \$749,999	2.1%	3.4%	3.6%
\$750,000 - \$999,999	1.2%	1.1%	1.0%
\$1,000,000 - \$1,499,999	0.3%	0.3%	0.3%
\$1,500,000 - \$1,999,999	0.0%	0.1%	0.1%
\$2,000,000 +	0.1%	0.1%	0.1%
Average Home Value	\$216,157	\$223,961	\$219,921
2025 Owner Occupied Housing Units by Value			
Total	34,381	75,497	102,600
<\$50,000	4.2%	4.6%	5.4%
\$50,000 - \$99,999	7.8%	8.2%	9.2%
\$100,000 - \$149,999	15.7%	14.9%	15.1%
\$150,000 - \$199,999	18.0%	17.6%	17.9%
\$200,000 - \$249,999	18.3%	16.8%	16.3%
\$250,000 - \$299,999	13.1%	11.6%	11.3%
\$300,000 - \$399,999	12.8%	14.3%	12.9%
\$400,000 - \$499,999	4.6%	5.0%	4.7%
\$500,000 - \$749,999	3.2%	5.0%	5.1%
\$750,000 - \$999,999	1.8%	1.5%	1.3%
\$1,000,000 - \$1,499,999	0.3%	0.4%	0.4%
\$1,500,000 - \$1,999,999	0.0%	0.1%	0.1%
\$2,000,000 +	0.2%	0.1%	0.2%
Average Home Value	\$244,520	\$252,730	\$246,885

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
2010 Population by Age			
Total	113,881	283,974	371,040
0 - 4	6.6%	6.3%	6.3%
5 - 9	6.7%	6.1%	6.2%
10 - 14	6.9%	6.0%	6.1%
15 - 24	12.7%	19.8%	18.0%
25 - 34	13.0%	14.0%	13.6%
35 - 44	13.5%	12.0%	12.2%
45 - 54	15.5%	13.5%	13.9%
55 - 64	12.7%	11.1%	11.6%
65 - 74	6.7%	6.0%	6.6%
75 - 84	3.9%	3.6%	3.8%
85 +	1.7%	1.7%	1.7%
18 +	75.7%	78.0%	77.6%
2020 Population by Age			
Total	119,403	305,963	397,530
0 - 4	5.9%	5.7%	5.7%
5 - 9	6.1%	5.6%	5.7%
10 - 14	6.3%	5.7%	5.8%
15 - 24	11.9%	18.3%	16.6%
25 - 34	13.3%	15.0%	14.6%
35 - 44	13.1%	12.1%	12.0%
45 - 54	12.8%	11.1%	11.5%
55 - 64	13.7%	11.8%	12.4%
65 - 74	10.4%	8.8%	9.4%
75 - 84	4.5%	4.0%	4.3%
85 +	1.9%	1.8%	1.9%
18 +	78.0%	79.8%	79.5%
2025 Population by Age			
Total	122,237	317,319	410,868
0 - 4	5.9%	5.7%	5.7%
5 - 9	6.1%	5.6%	5.6%
10 - 14	6.4%	5.6%	5.7%
15 - 24	11.5%	18.1%	16.4%
25 - 34	12.8%	14.2%	13.8%
35 - 44	13.7%	12.9%	12.8%
45 - 54	12.1%	10.6%	10.9%
55 - 64	12.5%	10.8%	11.4%
65 - 74	11.3%	9.4%	10.2%
75 - 84	5.9%	5.1%	5.5%
85 +	2.0%	1.9%	1.9%
18 +	78.0%	79.8%	79.6%
2010 Population by Sex			
Males	57,212	140,943	184,770
Females	56,670	143,033	186,270
2020 Population by Sex			
Males	59,977	152,176	198,428
Females	59,429	153,788	199,102
2025 Population by Sex			
Males	61,415	157,833	205,144
Females	60,822	159,487	205,725

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
2010 Population by Race/Ethnicity			
Total	113,881	283,976	371,040
White Alone	88.4%	85.9%	87.4%
Black Alone	7.9%	8.2%	7.2%
American Indian Alone	0.3%	0.3%	0.4%
Asian Alone	1.0%	2.4%	2.1%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	0.7%	0.8%	0.8%
Two or More Races	1.7%	2.2%	2.1%
Hispanic Origin	2.0%	2.6%	2.4%
Diversity Index	24.3	29.2	26.6
2020 Population by Race/Ethnicity			
Total	119,405	305,962	397,530
White Alone	86.8%	83.2%	85.0%
Black Alone	8.7%	8.8%	7.8%
American Indian Alone	0.4%	0.4%	0.4%
Asian Alone	1.0%	3.6%	3.1%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	0.9%	1.1%	1.0%
Two or More Races	2.1%	2.9%	2.7%
Hispanic Origin	2.7%	3.3%	3.1%
Diversity Index	27.8	34.3	31.6
2025 Population by Race/Ethnicity			
Total	122,238	317,320	410,868
White Alone	85.9%	81.7%	83.5%
Black Alone	9.1%	9.1%	8.1%
American Indian Alone	0.4%	0.4%	0.4%
Asian Alone	1.1%	4.3%	3.6%
Pacific Islander Alone	0.1%	0.1%	0.1%
Some Other Race Alone	1.0%	1.2%	1.1%
Two or More Races	2.4%	3.2%	3.1%
Hispanic Origin	3.1%	3.8%	3.6%
Diversity Index	30.0	37.2	34.4
2010 Population by Relationship and Household Type			
Total	113,882	283,976	371,040
In Households	95.3%	93.6%	94.5%
In Family Households	80.2%	72.1%	74.4%
Householder	26.3%	23.6%	24.4%
Spouse	20.6%	18.0%	18.7%
Child	29.6%	26.4%	27.0%
Other relative	1.8%	2.1%	2.1%
Nonrelative	1.9%	2.0%	2.2%
In Nonfamily Households	15.1%	21.5%	20.1%
In Group Quarters	4.7%	6.4%	5.5%
Institutionalized Population	3.6%	2.7%	2.7%
Noninstitutionalized Population	1.1%	3.7%	2.8%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
2020 Population 25+ by Educational Attainment			
Total	83,219	197,954	262,986
Less than 9th Grade	2.3%	2.4%	2.8%
9th - 12th Grade, No Diploma	5.2%	5.1%	5.4%
High School Graduate	26.6%	22.9%	24.6%
GED/Alternative Credential	4.9%	4.3%	4.8%
Some College, No Degree	20.0%	19.7%	19.9%
Associate Degree	8.5%	7.3%	7.7%
Bachelor's Degree	21.1%	22.1%	20.6%
Graduate/Professional Degree	11.3%	16.1%	14.3%
2020 Population 15+ by Marital Status			
Total	97,427	253,877	329,037
Never Married	28.0%	36.4%	33.8%
Married	54.6%	48.6%	50.7%
Widowed	5.4%	4.4%	4.7%
Divorced	12.0%	10.7%	10.8%
2020 Civilian Population 16+ in Labor Force			
Civilian Population 16+	61,353	160,634	204,945
Population 16+ Employed	89.7%	89.0%	89.0%
Population 16+ Unemployment rate	10.3%	11.0%	11.0%
Population 16-24 Employed	11.1%	16.1%	14.9%
Population 16-24 Unemployment rate	20.2%	20.7%	20.8%
Population 25-54 Employed	64.8%	63.3%	63.4%
Population 25-54 Unemployment rate	8.9%	8.9%	9.2%
Population 55-64 Employed	17.9%	15.1%	15.8%
Population 55-64 Unemployment rate	8.6%	8.7%	9.0%
Population 65+ Employed	6.2%	5.6%	5.9%
Population 65+ Unemployment rate	9.9%	8.9%	8.8%
2020 Employed Population 16+ by Industry			
Total	55,023	142,920	182,301
Agriculture/Mining	2.0%	1.7%	2.0%
Construction	8.4%	6.2%	6.9%
Manufacturing	8.2%	7.3%	8.2%
Wholesale Trade	2.5%	2.1%	2.2%
Retail Trade	10.2%	10.2%	10.6%
Transportation/Utilities	4.8%	4.5%	4.8%
Information	1.7%	1.7%	1.6%
Finance/Insurance/Real Estate	6.4%	7.3%	7.2%
Services	39.0%	49.3%	48.0%
Public Administration	16.7%	9.7%	8.6%
2020 Employed Population 16+ by Occupation			
Total	55,022	142,922	182,300
White Collar	61.7%	63.9%	62.1%
Management/Business/Financial	15.2%	14.5%	14.3%
Professional	22.3%	26.5%	25.3%
Sales	8.3%	8.4%	8.6%
Administrative Support	15.9%	14.3%	13.9%
Services	14.9%	16.8%	16.9%
Blue Collar	23.3%	19.4%	21.0%
Farming/Forestry/Fishing	1.0%	1.1%	1.1%
Construction/Extraction	6.2%	4.6%	5.0%
Installation/Maintenance/Repair	3.2%	2.7%	3.0%
Production	6.0%	5.0%	5.6%
Transportation/Material Moving	7.0%	5.9%	6.3%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
2010 Households by Type			
Total	44,235	110,858	145,035
Households with 1 Person	27.1%	29.0%	28.1%
Households with 2+ People	72.9%	71.0%	71.9%
Family Households	67.6%	60.6%	62.5%
Husband-wife Families	53.0%	46.1%	47.9%
With Related Children	22.9%	19.8%	20.1%
Other Family (No Spouse Present)	14.6%	14.6%	14.6%
Other Family with Male Householder	4.2%	4.0%	4.2%
With Related Children	2.8%	2.6%	2.7%
Other Family with Female Householder	10.5%	10.5%	10.4%
With Related Children	7.4%	7.4%	7.2%
Nonfamily Households	5.3%	10.4%	9.4%
All Households with Children	33.7%	30.4%	30.6%
Multigenerational Households	2.3%	2.3%	2.4%
Unmarried Partner Households	6.2%	6.9%	7.0%
Male-female	5.7%	6.3%	6.4%
Same-sex	0.5%	0.6%	0.6%
2010 Households by Size			
Total	44,235	110,858	145,035
1 Person Household	27.1%	29.0%	28.1%
2 Person Household	35.3%	34.5%	35.3%
3 Person Household	15.8%	15.8%	15.7%
4 Person Household	13.5%	13.0%	12.9%
5 Person Household	5.6%	5.0%	5.1%
6 Person Household	2.0%	1.8%	1.9%
7 + Person Household	0.8%	0.9%	1.0%
2010 Households by Tenure and Mortgage Status			
Total	44,235	110,858	145,035
Owner Occupied	71.3%	62.3%	65.5%
Owned with a Mortgage/Loan	48.1%	42.5%	43.9%
Owned Free and Clear	23.3%	19.8%	21.6%
Renter Occupied	28.7%	37.7%	34.5%
2020 Affordability, Mortgage and Wealth			
Housing Affordability Index	188	164	166
Percent of Income for Mortgage	12.5%	14.1%	14.0%
Wealth Index	82	77	74
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	48,375	122,333	170,840
Housing Units Inside Urbanized Area	52.6%	59.8%	46.2%
Housing Units Inside Urbanized Cluster	3.3%	8.1%	11.1%
Rural Housing Units	44.1%	32.1%	42.7%
2010 Population By Urban/ Rural Status			
Total Population	113,882	283,976	371,040
Population Inside Urbanized Area	51.5%	59.5%	49.4%
Population Inside Urbanized Cluster	3.3%	8.6%	9.7%
Rural Population	45.2%	31.9%	40.9%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



Market Profile

Missouri State Penitentiary Arena Site
 115 Lafayette St Jefferson City MO 65101
 Rings: 20, 30, 40 mile radii

Latitude: 38.5737
 Longitude: -92.1618

	20 mile	30 mile	40 mile
Top 3 Tapestry Segments			
1.	Middleburg (4C)	In Style (5B)	In Style (5B)
2.	Green Acres (6A)	Middleburg (4C)	Middleburg (4C)
3.	Salt of the Earth (6B)	Green Acres (6A)	Green Acres (6A)
2020 Consumer Spending			
Apparel & Services: Total \$	\$87,833,665	\$221,582,244	\$277,399,101
Average Spent	\$1,884.92	\$1,846.15	\$1,777.06
Spending Potential Index	88	86	83
Education: Total \$	\$69,077,668	\$180,176,952	\$220,422,834
Average Spent	\$1,482.42	\$1,501.17	\$1,412.06
Spending Potential Index	83	84	79
Entertainment/Recreation: Total \$	\$136,342,410	\$335,150,460	\$430,445,426
Average Spent	\$2,925.93	\$2,792.36	\$2,757.50
Spending Potential Index	90	86	85
Food at Home: Total \$	\$220,731,225	\$550,520,749	\$704,171,054
Average Spent	\$4,736.92	\$4,586.76	\$4,511.03
Spending Potential Index	89	86	84
Food Away from Home: Total \$	\$154,183,741	\$389,727,431	\$490,509,536
Average Spent	\$3,308.81	\$3,247.08	\$3,142.28
Spending Potential Index	88	86	83
Health Care: Total \$	\$249,035,775	\$599,022,081	\$775,281,157
Average Spent	\$5,344.34	\$4,990.85	\$4,966.57
Spending Potential Index	93	87	86
HH Furnishings & Equipment: Total \$	\$92,126,743	\$225,556,822	\$285,471,983
Average Spent	\$1,977.05	\$1,879.26	\$1,828.78
Spending Potential Index	90	86	84
Personal Care Products & Services: Total \$	\$38,533,199	\$95,774,797	\$120,072,208
Average Spent	\$826.93	\$797.96	\$769.20
Spending Potential Index	90	87	84
Shelter: Total \$	\$765,895,216	\$1,940,714,639	\$2,418,783,035
Average Spent	\$16,436.23	\$16,169.39	\$15,495.09
Spending Potential Index	85	83	80
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$101,183,461	\$243,560,464	\$315,869,100
Average Spent	\$2,171.41	\$2,029.26	\$2,023.50
Spending Potential Index	93	87	86
Travel: Total \$	\$98,250,094	\$237,753,108	\$300,257,976
Average Spent	\$2,108.46	\$1,980.88	\$1,923.50
Spending Potential Index	87	82	80
Vehicle Maintenance & Repairs: Total \$	\$49,805,401	\$125,244,249	\$159,995,624
Average Spent	\$1,068.83	\$1,043.49	\$1,024.96
Spending Potential Index	92	90	88

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

2020-2021 8 & Under Membership Report



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Program Services-
ProgramServices@usahockey.org (719)-538-1124





This report focuses on the foundation of USA Hockey’s player base – the 8 & under age category. It examines the entry-level age group at both the National and the Affiliate level for the past five seasons, as well as the past three seasons at the local association level. The objective is to help all levels of USA Hockey’s structure understand their past performance and create achievable growth goals for the 2021-22 season.

Furthermore, USA Hockey’s Program Services team provides youth hockey leadership with national programs and tools to grow their 8 & under program while facilitating a more meaningful experience for volunteer leadership. Local associations can learn more about national growth programming and leadership resources by visiting: www.usahockey.com/programservices.

8 & UNDER GROWTH GOAL

The annual 8 & under growth goal set for 2021-22 season is 2.5% (as reflected in the Hattrick goals for each association). This goal is applied across the National, Affiliate, and local association levels. We do know, however, that if we grow at the same rate as pre-pandemic, we won’t return to our numbers for another 5 seasons, so growth is more crucial than ever for the upcoming season.

TOTAL BOYS & GIRLS HOCKEY PARTICIPATION: AGES 8 & UNDER

While we continue to concentrate efforts on the 8 & Under category, participation was down as expected.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Participants	107,703	115,694	122,135	123,303	121,796	94,582
% Change	1.70%	7.40%	5.60%	1.00%	-1.20%	-22.3%
MO Participants	1,968	2,224	2,193	2,130	2,731	2,231
MO % Change	4.7%	13.0%	-1.4%	-2.9%	28.2%	-18.3%

TOTAL BOYS & GIRLS HOCKEY PARTICIPATION: AGES 9 THROUGH 14

The universe of 9-14-year olds retreated further as seen below. A slowdown in growth at 8U is still negatively impacting the early ages of 9-14, and will be increased with a gap of new players at the 8U level during the pandemic. We need to keep this in mind as there will be an emphasis on the importance of retention efforts *combined* with growth efforts.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Participants	183,275	184,502	186,161	187,766	187,468	173,717
% Change	1.20%	0.70%	0.90%	0.90%	-0.20%	-7.3%

RETENTION INCREASES WITH AGE

Youth hockey retention increases with both age and seasons played. While retention rates are fairly consistent from 10U, 12U and 14U age levels, the overall growth of hockey relies on acquiring more 8 & under players.

Missouri’s retention average for 2020-21 by age segment in comparison to the National average:



MISSOURI RETENTION	AGE SEGMENT	NATIONAL RETENTION
35.0%	4 Year Olds returned as 5 Year Olds	41.0%
62.0%	5 Year Olds returned as 6 Year Olds	63.1%
75.8%	6 Year Olds returned as 7 Year Olds	77.2%
82.5%	7 Year Olds returned as 8 Year Olds	83.3%
89.4%	10 & Under	91.6%
90.3%	12 & Under	95.2%
94.1%	14 & Under	96.2%

TOTAL 8 & UNDER PARTICIPATION ETHNICITY MIX

MISSOURI	ETHNICITY	NATIONAL
0.10%	American Indian/Alaskan	0.70%
0.59%	Asian	1.56%
0.49%	Black/AA	0.56%
0.00%	Native Hawaiian	0.09%
0.54%	Hispanic/Latino	2.21%
89.55%	White (Non-Hisp)	81.66%
3.19%	Two or more races	4.78%
0.29%	Other	0.57%
5.25%	Prefer not to answer	7.88%



2020-21 KEY TAKEAWAYS—NATIONAL

NATIONAL BOYS AND GIRLS 8U

- TOTAL decreased by -27,214 or -22.3 percent
- NEW decreased by -19,924 or -37.0 percent
- RETAINED decreased by -7,290 or -10.7 percent
- LOST increased by +5,244 or +19.2 percent

	16-17	17-18	18-19	19-20	20-21
TOTAL	115694	122135	123303	121796	94582
	7.4%	5.6%	1.0%	-1.2%	-22.3%
NEW	52076	55769	55652	53799	33875
	14.4%	7.1%	-0.2%	-3.3%	-37.0%
RET	63618	66366	67651	67997	60707
	2.3%	4.3%	1.9%	0.5%	-10.7%
LOST	19372	22985	26026	27373	32617
	-0.7%	18.7%	13.2%	5.2%	19.2%

NATIONAL BOYS 8U

- TOTAL decreased by -22,815 or -23.3 percent
- NEW decreased by -16,333 or -38.8 percent
- RETAINED decreased by -6,482 or -11.6 percent

	16-17	17-18	18-19	19-20	20-21
TOTAL	95136	99605	99946	98129	75314
%	26.3%	4.7%	0.3%	-1.8%	-23.3%
NEW	41346	44054	43662	42126	25793
%	60.3%	6.5%	-0.9%	-3.5%	-38.8%
RET	53790	55551	56284	56003	49521
%	8.6%	3.3%	1.3%	-0.5%	-11.6%
LOST	14792	17515	19838	21016	25331
%	-41.6%	18.4%	13.3%	5.9%	20.5%

NATIONAL GIRLS 8U

- TOTAL decreased by -4,396 or -18.6 percent
- NEW decreased by -3,588 or -30.7 percent
- RETAINED decreased by -808 or -6.7 percent

	16-17	17-18	18-19	19-20	20-21
TOTAL	20558	22532	23359	23665	19269
%	6.7%	9.6%	3.7%	1.3%	-18.6%
NEW	10731	11717	11992	11673	8085
%	32.7%	9.2%	2.3%	-2.7%	-30.7%
RET	9827	10815	11367	11992	11184
%	-12.1%	10.1%	5.1%	5.5%	-6.7%
LOST	4581	5471	6189	6360	7287
%	-37.1%	19.4%	13.1%	2.8%	14.6%
MIX R/A	47.8%	48.0%	48.7%	50.7%	58.0%



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%	32.7%	9.2%	2.3%	-2.7%	-30.7%
RET	9827	10815	11367	11992	11184
%	-12.1%	10.1%	5.1%	5.5%	-6.7%
LOST	4581	5471	6189	6360	7287
%	-37.1%	19.4%	13.1%	2.8%	14.6%
MIX R/A	47.8%	48.0%	48.7%	50.7%	58.0%



2020-21 KEY TAKEAWAYS—MISSOURI

MISSOURI BOYS AND GIRLS 8U

- TOTAL decreased by -500 or -18.3%
- NEW decreased by -672 or -45.3%
- RETAINED increased by +172 or +13.8%

	16-17	17-18	18-19	19-20	20-21
TOTAL	2224	2193	2130	2731	2231
	13.0%	-1.4%	-2.9%	28.2%	-18.3%
NEW	1018	987	914	1485	813
	16.3%	-3.0%	-7.4%	62.5%	-45.3%
RETAINED	1206	1206	1216	1246	1418
	10.3%	0.0%	0.8%	2.5%	13.8%
LOST	431	508	429	383	655
	9.1%	17.9%	-15.6%	-10.7%	71.0%

MISSOURI BOYS 8U

- TOTAL decreased by -398 or -16.9%
- NEW decreased by -537 or -43.0%
- RETAINED increased by +139 or +12.6%

	16-17	17-18	18-19	19-20	20-21
TOTAL	1968	1938	1868	2355	1957
	12.7%	-1.5%	-3.6%	26.1%	-16.9%
NEW	892	842	767	1248	711
	23.0%	-5.6%	-8.9%	62.7%	-43.0%
RETAINED	1076	1096	1101	1107	1246
	5.3%	1.9%	0.5%	0.5%	12.6%
LOST	339	411	344	310	541
	0.6%	21.2%	-16.3%	-9.9%	74.5%

MISSOURI GIRLS 8U

- TOTAL decreased by -102 or -27.1%
- NEW decreased by -135 or -57.0%
- RETAINED increased by +33 or +23.7%

	16-17	17-18	18-19	19-20	20-21
TOTAL	256	255	262	376	274
	15.8%	-0.4%	2.7%	43.5%	-27.1%
NEW	126	145	147	237	102
	-16.0%	15.1%	1.4%	61.2%	-57.0%
RETAINED	130	110	115	139	172
	83.1%	-15.4%	4.5%	20.9%	23.7%
LOST	92	97	85	73	114
	58.6%	5.4%	-12.4%	-14.1%	56.2%



MOH0175 MERAMEC HOCKEY CLUB

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	344	425	310	437	(127)	(115)	319
NEW	148	221	66	227	(161)	(155)	68
RETAINED	196	204	244	210	34	40	251
LOST	70	79	98				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	326	393	289	TOTAL	18	32	21
NEW	136	196	58	NEW	12	25	8
RETAINED	190	197	231	RETAINED	6	7	13
LOST	63	67	88	LOST	7	12	10
RATIO BOYS TO GIRLS			93.2%				6.8%

MOH0125 MID MISSOURI TIGERS

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	16	23	23	25	(2)	0	25
NEW	10	13	11	14	(3)	(2)	12
RETAINED	6	10	12	11	1	2	13
LOST	3	1	4				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	14	19	17	TOTAL	2	4	6
NEW	8	10	7	NEW	2	3	4
RETAINED	6	9	10	RETAINED	0	1	2
LOST	3	1	3	LOST	0	0	1
RATIO BOYS TO GIRLS			73.9%				26.1%

MOH0167 SOUTHERN ILLINOIS ICE HAWKS

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	54	88	81	91	(10)	(7)	84
NEW	27	56	39	58	(19)	(17)	40
RETAINED	27	32	42	33	9	10	44
LOST	7	8	7				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	48	77	72	TOTAL	6	11	9
NEW	23	49	37	NEW	4	7	2
RETAINED	25	28	35	RETAINED	2	4	7
LOST	7	7	6	LOST	0	1	1
RATIO BOYS TO GIRLS			88.9%				11.1%



MOH0177 SPRINGFIELD YOUTH HOCKEY ASSOCIATION

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	53	82	36	85	(49)	(46)	38
NEW	33	53	3	55	(52)	(50)	4
RETAINED	20	29	33	30	3	4	34
LOST	0	2	12				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	50	74	35	TOTAL	3	8	1
NEW	31	46	3	NEW	2	7	0
RETAINED	19	28	32	RETAINED	1	1	1
LOST	0	2	10	LOST	0	0	2
RATIO BOYS TO GIRLS			97.2%				2.8%

MOH0122 SPRINGFIELD YOUTH HOCKEY ASSOCIATION - MO

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	20	19	19	21	(2)	0	21
NEW	5	12	10	13	(3)	(2)	11
RETAINED	15	7	9	8	1	2	10
LOST	3	5	3				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	20	19	18	TOTAL	0	0	1
NEW	5	12	9	NEW	0	0	1
RETAINED	15	7	9	RETAINED	0	0	0
LOST	3	5	3	LOST	0	0	0
RATIO BOYS TO GIRLS			94.7%				5.3%

MOH0300 ST LOUIS GIRLS' HOCKEY ASSOCIATION

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	35	69	49	72	(23)	(20)	51
NEW	12	44	16	46	(30)	(28)	17
RETAINED	23	25	33	26	7	8	34
LOST	6	22	21				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	0	0	0	TOTAL	35	69	49
NEW	0	0	0	NEW	12	44	16
RETAINED	0	0	0	RETAINED	23	25	33
LOST	0	1	0	LOST	6	21	21
RATIO BOYS TO GIRLS			0.0%				100.0%



MOH0169 ST LOUIS ROCKETS HOCKEY ASSOCIATION

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	211	145	107	150	(43)	(38)	110
NEW	119	56	37	58	(21)	(19)	38
RETAINED	92	89	70	92	(22)	(19)	72
LOST	53	60	28				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	195	131	102	TOTAL	16	14	5
NEW	107	51	35	NEW	12	5	2
RETAINED	88	80	67	RETAINED	4	9	3
LOST	51	58	27	LOST	2	2	1
RATIO BOYS TO GIRLS			95.3%				4.7%

MOH0248 ST PETERS HOCKEY CLUB

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	190	173	189	178	11	16	195
NEW	85	72	100	74	26	28	103
RETAINED	105	101	89	104	(15)	(12)	92
LOST	5	13	14				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	170	156	176	TOTAL	20	17	13
NEW	74	65	95	NEW	11	7	5
RETAINED	96	91	81	RETAINED	9	10	8
LOST	5	10	9	LOST	0	3	5
RATIO BOYS TO GIRLS			93.1%				6.9%

MOH0173 TWIN BRIDGES LIGHTNING

BOYS & GIRLS_8 & UNDER				HAT TRICK GROWTH CHALLENGE			
	18-19	19-20	20-21	20-21 GOAL	VS. GOAL	VS. ACTUAL	21-22 GOAL
TOTAL	117	144	135	148	(13)	(9)	139
NEW	64	76	57	78	(21)	(19)	59
RETAINED	53	68	78	70	8	10	80
LOST	6	9	13				

BOYS_8 & UNDER				GIRLS_8 & UNDER			
	18-19	19-20	20-21		18-19	19-20	20-21
TOTAL	110	137	130	TOTAL	7	7	5
NEW	60	73	56	NEW	4	3	1
RETAINED	50	64	74	RETAINED	3	4	4
LOST	5	8	12	LOST	1	1	1
RATIO BOYS TO GIRLS			96.3%				3.7%

Appendix 3 – USA Hockey 2020-2021 National Registration Report



USA HOCKEY, INC. Registration Comparison by Group 2019-20 to 2020-21

	All Players	Adult	17-18	15-16	13-14	11-12	9-10	7-8	6&U
2020-21	453,826	110,595	28,502	44,943	56,571	59,390	58,455	50,289	45,081
2019-20	561,700	178,048	29,309	44,033	58,109	63,535	65,806	61,209	60,651
Difference	-107,874	-67,453	-807	910	-1,538	-4,145	-7,351	-10,920	-15,570
% Difference	-19.20%	-37.88%	-2.75%	2.07%	-2.65%	-6.52%	-11.17%	-17.84%	-25.67%

	Male	Adult	17-18	15-16	13-14	11-12	9-10	7-8	6&U
2020-21	383,428	100,174	24,584	38,261	47,561	49,110	47,739	40,622	35,377
2019-20	477,598	159,018	25,560	38,686	49,316	52,812	54,010	49,982	48,214
Difference	-94,170	-58,844	-976	-425	-1,755	-3,702	-6,271	-9,360	-12,837
% Difference	-19.72%	-37.00%	-3.82%	-1.10%	-3.56%	-7.01%	-11.61%	-18.73%	-26.63%

	Female	Adult	17-18	15-16	13-14	11-12	9-10	7-8	6&U
2020-21	70,398	10,421	3,918	6,682	9,010	10,280	10,716	9,667	9,704
2019-20	84,102	19,030	3,749	6,347	8,793	10,723	11,796	11,227	12,437
Difference	-13,704	-8,609	169	335	217	-443	-1,080	-1,560	-2,733
% Difference	-16.29%	-45.24%	4.51%	5.28%	2.47%	-4.13%	-9.16%	-13.90%	-21.97%

	Youth Players	Coaches	Officials				Total Players, Coaches, Officials
2020-21	343,231	54,927	20,191				528,944
2019-20	383,652	61,179	25,863				648,742
Difference	-40,421	-6,252	-5,672				-119,798
% Difference	-10.54%	-10.22%	-21.93%				-18.47%

Non-Participants (Administrators, Team Managers/Volunteers, Parents) total: 462,936 Grand Total: 991,880

**2020-21 USA HOCKEY
MEMBER COUNTS**



DISTRICT	P=Paid Players	PY=Unpaid 6 & Younger	Total Players	Coaches	Total Players & Coaches	Officials	Total Players, Coaches, Officials
ATLANTIC	28,529	1,584	30,113	3,751	33,864	1,861	35,725
CENTRAL	51,061	6,163	57,224	6,934	64,158	2,761	66,919
MASSACHUSETTS	37,116	4,678	41,794	5,759	47,553	1,578	49,131
MICHIGAN	28,149	3,063	31,212	3,952	35,164	1,359	36,523
MID-AMERICAN	32,010	2,767	34,777	4,122	38,899	1,412	40,311
MINNESOTA	46,564	8,720	55,284	9,405	64,689	2,107	66,796
NEW ENGLAND	23,785	3,439	27,224	3,791	31,015	1,385	32,400
NEW YORK	32,776	5,089	37,865	4,484	42,349	1,315	43,664
NORTHERN PLAINS	13,826	2,445	16,271	1,980	18,251	1,272	19,523
PACIFIC	29,199	2,084	31,283	2,605	33,888	1,338	35,226
ROCKY MOUNTAIN	39,467	2,492	41,959	4,065	46,024	1,760	47,784
SOUTHEASTERN	46,263	2,557	48,820	4,079	52,899	2,043	54,942
TOTALS	408,745	45,081	453,826	54,927	508,753	20,191	528,944

NON-PARTICIPANTS (Administrators, Team Managers/Volunteers, Parents): 462,936

Grand Total **991,880**

2020-21 NATIONAL 8 UNDER REGISTRATION FINAL RESULTS

USA Hockey has focused specifically on the 8 & under age category in a long-term approach to grow participation in youth hockey. The data below reports on the results from the 2020-21 registration season.

Data can be read from left to right, beginning with FINAL totals from the 2019-20 season, then FINAL totals from the 2020-21 season and the difference (+/-). Next is the 2021-22 season GOAL and percentage.

NATIONAL BOYS & GIRLS 8U					
	2019-20	2020-21	*+/-	2021-22	AS %
	FINAL	FINAL	VS. ACTUAL	FULL-YR GOAL	OF GOAL
TOTAL	121,796	94,582	-27,214	96,947	2.5
NEW	53,977	33,875	-20,102	34,722	2.5
RETAINED	67,977	60,707	-7,270	62,225	2.5

NATIONAL BOYS 8U			
	2019-20	2020-21	*+/-
	FINAL	FINAL	VS. ACTUAL
TOTAL	98,129	75,314	-22,815
NEW	42,126	25,793	-16,333
RETAINED	56,003	49,521	-6,482

NATIONAL GIRLS 8U			
	2019-20	2020-21	*+/-
	FINAL	FINAL	VS. ACTUAL
TOTAL	23,665	19,269	-4,396
NEW	11,673	8,085	-3,588
RETAINED	11,992	11,184	-808

NATIONAL BOYS & GIRLS 7 & 8				
	2019-20	2020-21	*+/-	%
	FINAL	FINAL	GROWTH	GROWTH
TOTAL	64,494	49,778	-14,716	-22.8%
NEW	19,917	9,722	-10,195	-51.2%
RETAINED	44,741	40,056	-4,685	-10.5%

NATIONAL BOYS & GIRLS 6U				
	2019-20	2020-21	*+/-	%
	FINAL	FINAL	GROWTH	GROWTH
TOTAL	57,302	42,573	-14,729	-25.7%
NEW	34,060	22,074	-11,986	-35.2%
RETAINED	23,236	20,499	-2,737	-11.8%

USA Hockey Registration by District 2020-21

PLAYERS BY DISTRICT

District	Totals	19&over	17-18	15-16	13-14	11-12	9-10	7-8	6&U
Atlantic	30,113	7,912	2,615	3,701	3,973	3,957	3,602	2,769	1,584
Central	57,224	11,141	3,799	5,902	7,473	8,217	7,946	6,583	6,163
Massachusetts	41,794	3,543	3,191	5,363	6,733	6,755	6,337	5,194	4,678
Michigan	31,212	10,067	1,722	2,558	3,517	3,643	3,559	3,083	3,063
Mid-American	34,777	9,605	2,397	3,423	4,112	4,387	4,443	3,643	2,767
Minnesota	55,284	6,501	2,672	4,683	7,423	8,342	8,622	8,321	8,720
New England	27,224	2,723	1,844	3,270	4,197	4,212	4,009	3,530	3,439
New York	37,865	5,600	2,658	4,364	4,930	4,991	5,257	4,976	5,089
Northern Plains	16,271	3,274	759	1,241	1,887	2,123	2,310	2,232	2,445
Pacific	31,283	11,628	1,750	2,736	3,389	3,543	3,400	2,753	2,084
Rocky Mountain	41,959	17,400	2,453	3,598	4,276	4,272	4,107	3,361	2,492
Southeastern	48,820	21,201	2,642	4,104	4,661	4,948	4,863	3,844	2,557
Totals	453,826	110,595	28,502	44,943	56,571	59,390	58,455	50,289	45,081

GIRLS/WOMEN BY DISTRICT

District	Totals	20&over	19	17-18	15-16	13-14	11-12	9-10	7-8
Atlantic	3,112	406	30	237	408	463	467	474	402
Central	7,947	796	50	433	692	998	1,211	1,331	1,224
Massachusetts	9,624	863	48	653	1,167	1,416	1,542	1,468	1,240
Michigan	4,127	1,072	59	230	333	397	484	551	459
Mid-American	3,110	479	32	151	271	399	457	513	410
Minnesota	14,238	1,258	22	561	1,160	1,810	2,253	2,401	2,384
New England	5,636	304	24	361	637	838	934	908	778
New York	5,316	429	58	351	523	632	736	777	815
Northern Plains	3,479	498	51	176	274	407	446	519	510
Pacific	4,266	1,145	27	216	368	517	559	554	453
Rocky Mountain	5,010	1,450	46	284	429	581	584	622	531
Southeastern	4,533	1,224	50	265	420	552	607	598	461
Totals	70,398	9,924	497	3,918	6,682	9,010	10,280	10,716	9,667

USA Hockey, Inc.
Players by District by State
2020-2021

District	State	Total	19 & Over	17-18	15-16	13-14	11-12	9-10	7-8	6&U
Atlantic	DE	796	180	76	98	99	108	112	80	43
Atlantic	E PA	14,086	4,510	1,268	1,666	1,687	1,675	1,534	1,134	612
Atlantic	NJ	15,231	3,222	1,271	1,937	2,187	2,174	1,956	1,555	929
Central	IL	23,361	4,206	2,066	3,189	3,490	3,532	3,155	2,152	1,571
Central	IA	3,245	617	203	281	379	458	458	442	407
Central	KS	1,609	851	72	118	117	142	146	100	63
Central	MO	8,887	2,225	533	815	961	1,165	1,137	1,118	933
Central	NE	1,875	388	135	219	264	263	247	196	163
Central	WI	18,247	2,854	790	1,280	2,262	2,657	2,803	2,575	3,026
Massachusetts	MA	41,794	3,543	3,191	5,363	6,733	6,755	6,337	5,194	4,678
Michigan	MI	31,212	10,067	1,722	2,558	3,517	3,643	3,559	3,083	3,063
Mid-American	IN	5,768	1,980	368	525	604	634	615	510	532
Mid-American	KY	1,569	698	71	97	127	126	171	132	147
Mid-American	OH	14,469	4,328	835	1,255	1,670	1,819	1,903	1,531	1,128
Mid-American	W PA	12,200	2,463	1,056	1,457	1,622	1,700	1,653	1,368	881
Mid-American	WV	771	136	67	89	89	108	101	102	79
Minnesota	MN	55,284	6,501	2,672	4,683	7,423	8,342	8,622	8,321	8,720
New England	CT	11,056	899	823	1,395	1,714	1,769	1,652	1,465	1,339
New England	ME	5,047	927	298	559	694	635	632	628	674
New England	NH	4,936	408	388	691	820	813	745	557	514
New England	RI	2,920	220	197	378	496	449	447	383	350
New England	VT	3,265	269	138	247	473	546	533	497	562
New York	NY	37,865	5,600	2,658	4,364	4,930	4,991	5,257	4,976	5,089
Northern Plains	MT	4,477	2,219	170	243	312	387	412	356	378
Northern Plains	ND	7,051	479	279	511	935	1,054	1,212	1,213	1,368
Northern Plains	SD	2,841	298	198	315	378	399	394	396	463
Northern Plains	WY	1,902	278	112	172	262	283	292	267	236
Pacific	AK	6,753	2,403	330	530	634	669	684	655	848
Pacific	CA	12,054	3,818	933	1,448	1,664	1,599	1,368	845	379
Pacific	HI	16	13	-	-	1	-	1	-	1
Pacific	NV	3,750	1,655	75	160	290	395	468	441	266
Pacific	OR	1,917	1,030	86	137	170	175	146	117	56
Pacific	WA	6,793	2,709	326	461	630	705	733	695	534
Rocky Mountain	AZ	7,480	3,653	385	593	668	623	665	529	364
Rocky Mountain	CO	12,732	3,245	943	1,337	1,659	1,641	1,620	1,330	957
Rocky Mountain	ID	3,423	1,408	160	280	309	342	328	286	310
Rocky Mountain	NM	670	103	44	96	94	93	91	77	72
Rocky Mountain	OK	846	283	36	57	82	110	111	101	66
Rocky Mountain	TX	13,569	7,633	596	833	1,003	1,144	1,002	795	563
Rocky Mountain	UT	3,239	1,075	289	402	461	319	290	243	160
Southeastern	AL	1,715	702	56	92	126	165	205	174	195
Southeastern	AR	294	52	14	19	32	33	56	49	39
Southeastern	DC	860	351	26	74	83	112	87	81	46
Southeastern	FL	15,587	8,805	591	963	1,143	1,217	1,270	942	656
Southeastern	GA	1,813	414	173	246	274	233	207	169	97
Southeastern	LA	243	116	8	15	21	29	25	17	12
Southeastern	MD	7,609	2,342	637	953	948	955	827	631	316
Southeastern	MS	228	107	7	9	24	25	18	21	17
Southeastern	NC	5,626	2,173	316	470	570	647	630	492	328
Southeastern	SC	2,076	1,191	83	122	147	184	143	115	91
Southeastern	TN	4,622	2,133	252	347	361	387	441	403	298
Southeastern	VA	8,147	2,815	479	794	932	961	954	750	462
TOTAL		453,826	110,595	28,502	44,943	56,571	59,390	58,455	50,289	45,081

USA Hockey Inc.
Girls/Women by District by State
2020-2021

District	State	Total	20&Over	19	17-18	15-16	13-14	11-12	9-10	7-8	6&U
Atlantic	DE	83	10	2	4	7	8	15	17	12	8
Atlantic	E PA	1,467	259	14	151	201	202	197	195	170	78
Atlantic	NJ	1,562	137	14	82	200	253	255	262	220	139
Central	IL	2,585	344	20	219	338	352	379	410	322	201
Central	IA	367	32	3	13	16	39	67	70	66	61
Central	KS	119	38	-	5	10	16	16	13	11	10
Central	MO	922	163	9	43	71	98	123	149	145	121
Central	NE	202	22	2	7	28	30	29	35	24	25
Central	WI	3,752	197	16	146	229	463	597	654	656	794
Massachusetts	MA	9,624	863	48	653	1,167	1,416	1,542	1,468	1,240	1,227
Michigan	MI	4,127	1,072	59	230	333	397	484	551	459	542
Mid-American	IN	525	84	7	17	43	76	74	84	60	80
Mid-American	KY	136	51	1	2	6	9	10	17	15	25
Mid-American	OH	1,193	190	4	62	107	134	178	191	168	159
Mid-American	W PA	1,158	144	20	67	105	164	177	204	156	121
Mid-American	WV	98	10	-	3	10	16	18	17	11	13
Minnesota	MN	14,238	1,258	22	561	1,160	1,810	2,253	2,401	2,384	2,389
New England	CT	2,318	106	9	156	291	366	401	373	293	323
New England	ME	907	47	3	67	96	142	131	136	133	152
New England	NH	927	56	6	62	111	123	158	153	125	133
New England	RI	513	44	6	27	59	67	68	91	76	75
New England	VT	971	51	-	49	80	140	176	155	151	169
New York	NY	5,316	429	58	351	523	632	736	777	815	995
Northern Plains	MT	941	411	14	42	54	63	86	102	78	91
Northern Plains	ND	1,611	41	31	56	108	218	227	276	296	358
Northern Plains	SD	533	4	4	50	67	73	73	83	85	94
Northern Plains	WY	394	42	2	28	45	53	60	58	51	55
Pacific	AK	1,510	476	7	49	110	137	158	167	176	230
Pacific	CA	1,316	225	14	113	157	220	226	188	108	65
Pacific	HI	2	2	-	-	-	-	-	-	-	-
Pacific	NV	286	82	-	7	13	28	42	54	38	22
Pacific	OR	209	80	1	5	26	30	23	14	21	9
Pacific	WA	943	280	5	42	62	102	110	131	110	101
Rocky Mountain	AZ	634	178	9	41	52	80	88	80	58	48
Rocky Mountain	CO	2,110	605	18	116	180	263	236	288	227	177
Rocky Mountain	ID	647	217	1	32	60	66	65	60	65	81
Rocky Mountain	NM	150	18	2	7	19	21	23	25	20	15
Rocky Mountain	OK	50	6	-	1	6	5	11	6	10	5
Rocky Mountain	TX	986	290	8	42	73	89	119	118	119	128
Rocky Mountain	UT	433	136	8	45	39	57	42	45	32	29
Southeastern	AL	171	55	1	4	4	13	17	29	16	32
Southeastern	AR	34	3	-	2	-	1	7	5	6	10
Southeastern	DC	177	50	1	9	15	23	27	23	17	12
Southeastern	FL	1,030	360	16	42	82	110	116	140	104	60
Southeastern	GA	146	27	2	13	18	24	20	20	11	11
Southeastern	LA	15	2	-	-	-	4	2	3	1	3
Southeastern	MD	1,138	253	8	96	154	168	167	128	101	63
Southeastern	MS	14	2	-	1	-	2	4	1	3	1
Southeastern	NC	565	163	8	28	51	56	75	70	63	51
Southeastern	SC	128	40	-	5	14	16	19	13	7	14
Southeastern	TN	301	95	5	10	18	23	27	48	43	32
Southeastern	VA	814	174	9	55	64	112	126	118	89	67
TOTAL		70,398	9,924	497	3,918	6,682	9,010	10,280	10,716	9,667	9,704

USA HOCKEY, INC.
High School Teams by District and State
2020-21

District	State	Div 1	Div 2	Girls Div 1	Girls Div 2	Total Teams	DIV 1 Players	DIV 2 Players	Girls Div 1	Girls Div 2	Total Players
Atlantic	DE	2	7	-	-	9	45	108	-	-	153
Atlantic	E PA	88	45	8	4	145	1,726	793	120	51	2,690
Atlantic	NJ	17	5	-	1	23	347	107	-	14	468
Central	IL	72	74	3	9	158	1,768	1,676	60	165	3,669
Central	IA	-	20	-	1	21	-	497	-	20	517
Central	KS	-	16	-	-	16	-	398	-	-	398
Central	MO	78	7	-	-	85	1,764	127	-	-	1,891
Central	NE	-	14	-	-	14	-	283	-	-	283
Central	WI	13	9	1	2	25	271	194	10	40	515
Massachusetts	MA	8	7	-	-	15	158	110	-	-	268
Michigan	MI	24	11	-	-	35	488	197	-	-	685
Mid-American	IN	17	19	-	-	36	367	429	-	-	796
Mid-American	KY	-	11	-	-	11	-	217	-	-	217
Mid-American	OH	11	40	1	-	52	229	933	29	-	1,191
Mid-American	W PA	86	31	-	2	119	1,872	603	-	20	2,495
Mid-American	WV	3	7	-	-	10	62	134	-	-	196
Minnesota	MN	7	71	-	-	78	149	1,231	-	-	1,380
New England	CT	2	1	-	-	3	44	30	-	-	74
New England	ME	-	11	-	-	11	-	184	-	-	184
New England	NH	2	-	-	-	2	38	-	-	-	38
New England	RI	-	-	-	-	-	-	-	-	-	-
New England	VT	-	-	-	-	-	-	-	-	-	-
New York	NY	28	52	-	-	80	594	1,021	-	-	1,615
Northern Plains	MT	1	13	-	-	14	18	292	-	-	310
Northern Plains	ND	-	10	-	-	10	-	168	-	-	168
Northern Plains	SD	11	14	9	4	38	256	349	190	96	891
Northern Plains	WY	-	8	-	1	9	-	175	-	25	200
Pacific	AK	-	-	-	1	1	-	-	-	30	30
Pacific	CA	8	57	-	-	65	202	1,176	-	-	1,378
Pacific	NV	-	3	-	-	3	-	61	-	-	61
Pacific	OR	-	-	-	-	-	-	-	-	-	-
Pacific	WA	-	-	-	-	-	-	-	-	-	-
Rocky Mountain	AZ	5	33	-	-	38	249	611	-	-	860
Rocky Mountain	CO	4	43	-	1	48	114	1,009	-	23	1,146
Rocky Mountain	ID	-	15	-	-	15	-	296	-	-	296
Rocky Mountain	NM	-	3	-	-	3	-	70	-	-	70
Rocky Mountain	OK	-	-	-	-	-	-	-	-	-	-
Rocky Mountain	TX	16	66	-	-	82	311	1,448	-	-	1,759
Rocky Mountain	UT	28	37	-	-	65	594	846	-	-	1,440
Southeastern	AL	-	-	-	-	-	-	-	-	-	-
Southeastern	AR	-	2	-	-	2	-	43	-	-	43
Southeastern	DC	-	-	-	-	-	-	-	-	-	-
Southeastern	FL	12	36	-	1	49	256	692	-	16	964
Southeastern	GA	-	15	-	-	15	-	328	-	-	328
Southeastern	LA	-	1	-	-	1	-	18	-	-	18
Southeastern	MD	47	16	1	5	69	1,057	321	12	93	1,483
Southeastern	MS	-	-	-	-	-	-	-	-	-	-
Southeastern	NC	-	-	-	-	-	-	-	-	-	-
Southeastern	SC	-	7	-	-	7	-	129	-	-	129
Southeastern	TN	6	10	-	-	16	134	227	-	-	361
Southeastern	VA	18	25	-	-	43	373	513	-	-	886
	TOTAL	614	872	23	32	1,541	13,486	18,044	421	593	32,544

USA HOCKEY, INC.

Junior Teams

2020-21

District	State	Tier I	Tier II	Tier III	Major	TOTAL
Atlantic	DE					0
Atlantic	NJ		1	5		6
Atlantic	E. PA		1	2		3
Central	IL	1		1		2
Central	IA	5		1		6
Central	KS					0
Central	MO			1		1
Central	NE	3				3
Central	WI	2	2	2		6
Massachusetts	MA		1	12		13
Michigan	MI	2				2
Mid-American	IN					0
Mid-American	KY					0
Mid-American	OH	1				1
Mid-American	W. PA					0
Mid-American	WV					0
Minnesota	MN		4	6		10
New England	CT		1	4		5
New England	ME		1			1
New England	NH			7		7
New England	RI					0
New England	VT			2		2
New York	NY			3		3
Northern Plains	MT			5		5
Northern Plains	ND	1	2			3
Northern Plains	SD	1	1			2
Northern Plains	WY			3		3
Pacific	AK		2			2
Pacific	CA					0
Pacific	HI					0
Pacific	NV					0
Pacific	OR				1	1
Pacific	WA				4	4
Rocky Mtn	AZ					0
Rocky Mtn	CO					0
Rocky Mtn	ID					0
Rocky Mtn	NM		1			1
Rocky Mtn	OK			1		1
Rocky Mtn	TX		4	3		7
Rocky Mtn	UT					0
Southeastern	AL					0
Southeastern	AR					0
Southeastern	DC					0
Southeastern	FL					0
Southeastern	GA			1		1
Southeastern	LA		1	1		2
Southeastern	MD		1	1		2
Southeastern	MS					0
Southeastern	NC					0
Southeastern	SC					0
Southeastern	TN					0
Southeastern	VA					0
	TOTAL	16	23	61	5	105

**Officials by District and State
2020-21**

District	State	AFFL.	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	TOTAL	CHANGE
Atlantic	DE	0	13	11	23	3	50	-12
Atlantic	NJ	4	371	196	421	70	1,062	-255
Atlantic	E PA	2	206	91	358	94	751	-142
Central	IL	1	230	173	379	139	922	-572
Central	IA	3	38	37	54	17	149	-33
Central	KS	0	20	17	26	12	75	-12
Central	MO	1	75	49	120	63	308	-93
Central	NE	1	41	18	36	4	100	-12
Central	WI	1	369	337	432	64	1,203	-283
Massachusetts	MA	5	565	317	613	77	1,577	-348
Michigan	MI	4	459	216	588	90	1,357	-688
Mid-American	IN	1	62	47	82	49	241	-64
Mid-American	KY	0	19	15	22	8	64	-5
Mid-American	OH	3	195	111	186	66	561	-87
Mid-American	W.PA	2	187	88	175	56	508	-59
Mid-American	WV	0	6	14	16	5	41	-31
Minnesota	MN	10	709	367	928	92	2,106	-346
New England	CT	4	211	101	180	48	544	-131
New England	ME	0	65	46	58	21	190	-112
New England	NH	1	129	63	129	7	329	-78
New England	RI	0	38	29	52	3	122	-32
New England	VT	0	66	39	74	21	200	-35
Northern Plains	MT	0	122	57	93	16	288	-24
Northern Plains	ND	0	312	120	176	26	634	-17
Northern Plains	SD	1	95	31	66	9	202	-37
Northern Plains	WY	0	72	35	36	3	146	-29
New York	NY	8	342	214	624	127	1,315	-796
Pacific	AK	1	103	57	73	20	254	-64
Pacific	CA	5	154	99	250	63	571	-460
Pacific	HI	0	0	0	3	0	3	-14
Pacific	NV	0	52	29	31	12	124	4
Pacific	OR	1	14	9	38	16	78	-38
Pacific	WA	2	92	71	115	31	311	-146
Rocky Mountain	AZ	4	103	45	74	29	255	-51
Rocky Mountain	CO	1	220	127	211	101	660	-192
Rocky Mountain	ID	0	49	23	50	16	138	-68
Rocky Mountain	NM	0	9	5	24	3	41	-13
Rocky Mountain	OK	0	28	8	22	1	59	6
Rocky Mountain	TX	8	179	91	141	42	461	9
Rocky Mountain	UT	1	51	25	47	23	147	-16
Southeastern	AL	1	18	12	20	10	61	-21
Southeastern	AR	0	3	2	10	0	15	-5
Southeastern	DC	0	8	3	9	8	28	0
Southeastern	FL	4	216	107	180	74	581	-31
Southeastern	GA	0	45	22	55	17	139	-18
Southeastern	LA	1	4	1	5	1	12	-1
Southeastern	MD	2	74	39	114	22	251	-77
Southeastern	MS	0	1	0	2	2	5	-2
Southeastern	NC	0	74	44	88	32	238	-107
Southeastern	SC	2	29	15	36	6	88	-17
Southeastern	TN	0	80	38	37	17	172	13
Southeastern	VA	2	193	79	139	35	448	-12
	Non-US Res	2	1	0	2	1	6	-18
TOTAL		89	6,817	3,790	7,723	1,772	20,191	-5,672

2019-20 USA HOCKEY MEMBER COUNTS



DISTRICT	P=Paid Players	PY=Unpaid 6 & Younger	Total Players	Coaches	Total Players & Coaches	Officials	Total Players, Coaches, Officials	
ATLANTIC	34,527	2,326	36,853	4,165	41,018	2,272	43,290	
CENTRAL	59,428	7,517	66,945	7,608	74,553	3,762	78,315	
MASSACHUSETTS	41,208	6,866	48,064	6,208	54,272	1,926	56,198	
MICHIGAN	42,641	4,216	46,857	4,395	51,252	2,059	53,311	
MID-AMERICAN	36,350	3,405	39,755	4,428	44,183	1,661	45,844	
MINNESOTA	47,999	9,649	57,648	9,919	67,567	2,456	70,023	
NEW ENGLAND	28,181	5,448	33,629	4,335	37,964	1,773	39,737	
NEW YORK	40,456	6,972	47,428	5,519	52,947	2,116	55,063	
NORTHERN PLAINS	14,431	2,578	17,009	2,075	19,084	1,377	20,461	
PACIFIC	54,434	4,235	58,669	3,717	62,386	2,059	64,445	
ROCKY MOUNTAIN	46,261	3,219	49,480	4,231	53,711	2,086	55,797	
SOUTHEASTERN	55,133	4,230	59,363	4,579	63,942	2,316	66,258	
TOTALS	501,049	60,651	561,700	61,179	622,879	25,863	648,742	
NON-PARTICIPANTS	(Administrators, Team Managers/Volunteers, Parents): 525,450						Grand Total	1,174,192

Appendix 3 – Qualifications + Experience

Firland Management is an experienced, hands-on team of consultants who have extensive experience in the recreation and specifically ice rink industry.

FirlandManagement

SPECIALIZING IN THE DESIGN, DEVELOPMENT, CONSTRUCTION, MARKETING AND MANAGEMENT OF ICE RINKS AND MULTI-PURPOSE RECREATIONAL FACILITIES.

Firland personnel have been working in the ice rink industry in North America for more than forty years. Our projects ranging from consulting to full day-to-day management across the United States and Canada, Firland is the best choice for advice on new construction and development, ongoing operations, facility sale and more.

The most important step for many potential ice rink projects is the research and planning completed before the actual construction takes place. Firland has extensive experience in this area of feasibility studies and project planning – a critical phase that can set your project on a path to financial stability.

Firland has worked with private and public clients, from universities and colleges, local governments, private investors to the National Hockey League. Our expertise can be applied to any project.

Firland Management was formed in 1999 by Jim Cain, a consultant with over forty years experience in recreation and ice facilities. It is owned by Jim Cain, Kelly Kryukov and Mike Cain. Firland has offices in the Lewiston, Maine where it owns the Androscoggin Bank Colisée Arena and Washington, DC as well as Eastern Canada.

JAMES CAIN | PRESIDENT & OWNER



Mr. Cain has over forty years experience in the field of design and management of recreation facilities and programs. Mr. Cain has served as General Manager for various athletic and recreational facilities in Canada. The largest of these facilities, the Ottawa RA Centre encompassed over 250,000 square feet and earned more than \$17 million in revenues. At that time it was the largest public multi-purpose facility in North America.

Mr. Cain has also served for several years as a Management Consultant specializing in marketing, facility design and development, operations management, program planning and financial management for the recreation industry in both Canada and the U.S. Mr. Cain worked in this capacity for both the JF Group and Recreation Services International (RSI, Inc.) in Canada, serving primarily municipal recreation facilities and providing private/public partnership opportunities to those facilities.

Mr. Cain was employed in 1996 by Signature Sports to design, develop, build and manage a joint project with the National Hockey League

which would be the prototype used by the NHL for numerous future facilities. Mr. Cain has also served as Chief Operating Officer for SkateNation, Inc., a marketing, development and management company which owns and operates 30 ice skating facilities in the United States.

Currently, Jim Cain owns his own consulting company, Firland Management, which owns, manages and consults on ice arenas and other recreation facilities in both the United States and Canada. Prior to establishing Firland Management in the U.S., Jim was involved in the design and development of more than 40 Canadian Arenas. With more recent and relevant design experience at St. Francis Xavier University, Nova Scotia; Evangeline Recreation Center, P.E.I.; South Kent School, Connecticut and Cornerstone Ice Arena, New York.

With experience in all aspects of the recreation industry, from golf to health and fitness to ice skating facilities, Jim Cain is a valuable asset to employ in almost any capacity—whether it be analysis of existing operational systems or the design and development of new facilities.

KELLY KRYUKOV | VICE PRESIDENT OF FINANCE & OWNER



Kelly Kryukov brings a wealth of ice programming, sales and marketing experience to the Firland team. Earning her business degree in Ottawa, Canada, Ms. Kryukov worked as a manager for a golf and fitness center in addition to coaching and competing at a high level in figure skating. Ms. Kryukov worked for the Ottawa Senators of the National Hockey League in customer service and sales positions before relocating to the U.S.

Ms. Kryukov was employed for a number of years in Dale City, Virginia at a twin sheet ice facility. She was General Manager and Sales & Marketing Manager, and played an integral role in developing the figure skating program. For over 10 years, she

has worked with Firland consulting clients in areas of budgeting, feasibility and business planning and operational reviews. On Firland's owned and managed facilities, she oversees finance and human resources. Ms. Kryukov is also responsible for on-site implementation of operational planning from all areas including marketing, programming, and day-to-day management.

With strengths in finance, facility management, marketing and programming for ice rinks, event centers and other recreational facilities, Ms. Kryukov uses her strengths to ensure that facilities operate successfully.

MIKE CAIN | DIRECTOR OF TECHNICAL SERVICES & OWNER



Mike brings over 15 years experience in project management and implementation overseeing large development projects, from staffing, budget management to project and event planning.

He has experience maintaining and operating both ice rinks and golf courses in Canada and the US. Mike holds degrees in Landscape Design and Golf Course Maintenance as well as Ice Arena specific training in Basic Refrigeration, Human Resource, Operation, Risk and Energy Management.

Mike provides clients with the knowledge and operational standards that are necessary in this highly technical ice and recreation facility industry and ensures that projects and events run efficiently on time and within budget.

Mike is a co-owner of Firland Management as well as co-owner and General Manager at the Androscoggin Bank Colisée in Maine.

PROJECT EXPERIENCE

CURRENT FACILITY MANAGEMENT

Batavia Ice Arena
BATAVIA, NEW YORK

Dort Federal Event Center
FLINT, MICHIGAN

Flint Iceland Arenas
FLINT, MICHIGAN

Sportone Parkview Icehouse
FORT WAYNE, INDIANA

Montclair State University Ice Arena
MONTCLAIR, NEW JERSEY

FORMER FACILITY MANAGEMENT CLIENTS

The Androscoggin Bank Colisée
LEWISTON, MAINE

Churchill Rink
DURHAM, NJ

Fort Worth Ice
FORT WORTH, TEXAS

Fox Valley Ice Arena
CHICAGO, ILLINOIS

Louisiana Hockeyplex
CARENCRO, LOUISIANA

New England Sports Village
ATTELBORO, MASSACHUSETTS

Planet Ice USA
JOHNSTOWN, PENNSYLVANIA

Skylands Ice World
STOCKHOLM, NEW JERSEY

The Summit & Aim High Sports
LANSING, MICHIGAN

Sunshine Park Ice Arena
SOUTH DAYTONA, FLORIDA

Time Warner Classic Rink
EAST AURORA, NEW YORK

FEASIBILITY STUDIES, BUSINESS & CONCEPT PLANS

Aurora Ice Association
EAST AURORA, NEW YORK

Buffalo Sabres
BUFFALO, NEW YORK

Central Valley Community Center
FRESNO, CALIFORNIA

City of Jefferson
JEFFERSON, MISSOURI

City of Lebanon
LEBANON, INDIANA

City of Stamford
STAMFORD, CONNECTICUT

Danville Wings Junior A Hockey
DANVILLE, ILLINOIS

Derry Heights Sports Complex
LEWISTOWN, PENNSYLVANIA

Greenwood Sportsplex
GREENWOOD, INDIANA

Jackson Square Recreation Center
ROXBURY, MASSACHUSETTS

Lattitude 39 Iceplex
MASON, OHIO

Lennox Island First Nation
PRINCE EDWARD ISLAND, CANADA

Lockport Ice Arena & Sports Center
LOCKPORT, NEW YORK

Membertou First Nation
SYDNEY, NOVA SCOTIA

Montclair State University Ice Arena
MONTCLAIR, NEW JERSEY

Morgantown Ice Arena
MORGANTOWN, WEST VIRGINIA

Nichols College
DUDLEY, MASSACHUSETTS

North Florida Sports Complex
JACKSONVILLE, FLORIDA

Raleigh Youth Hockey Association
RALEIGH, NORTH CAROLINA

The Skating Club of Boston
BOSTON, MASSACHUSETTS

State of Massachusetts, DCAMM
SOUTHSHORE, MASSACHUSETTS

The Town of Norwood
NORWOOD, MASSACHUSETTS

Westfield Winter Pavillion
WESTFIELD, INDIANA

NEW FACILITY DEVELOPMENT/CONSTRUCTION CONSULTING/ENERGY AUDITS

Brambleton Town Centre
BRAMBLETON, VIRGINIA

The Colisee
LEWISTON, MAINE

Evangeline Recreation Centre
ABRAMS VILLAGE, PRINCE EDWARD ISLAND

Cornerstone Ice Arena
LOCKPORT, NEW YORK

Northside Civic Centre
NORTH SYDNEY, NOVA SCOTIA

Northstar Ice Arena
NORTH RUSTICO, PEI

Powerade Iceport
CUDAHY, WISCONSIN

South Kent School
SOUTH KENT, CONNECTICUT

St. Francis Xavier University
ANTIGONISH, NOVA SCOTIA

Tignish Credit Union
TIGNISH, PRINCE EDWARD ISLAND

Tyne Valley Community Sports Center
TYNE VALLEY, PEI

University of Maine
ORONO, MAINE

OPERATIONS REVIEW & CONSULTING

Belmont Complex
ARMSTRONG COUNTY, PENNSYLVANIA

Bladerunners South Ice Arena
BETHEL PARK, PENNSYLVANIA

Cattaraugus Community Center
IRVING, NEW YORK

Chenango Ice Rink
CHENANGO BRIDGE, NEW YORK

City of Dover
DOVER, NEW HAMPSHIRE

Floyd Hall Arena
MONTCLAIR, NEW JERSEY

The Forum at Fishers
FISHERS, INDIANA

Fredericksburg Ice Park
FREDERICKSBURG, VIRGINIA

Greenwood Sportsplex
GREENWOOD, INDIANA

The Indy Fuel Tank
FISHERS, INDIANA

Indiana Ice Arenas
FISHERS, INDIANA

Jackson Square Recreation Center
ROXBURY, MASSACHUSETTS

Las Vegas Sportsplex
LAS VEGAS NEVADA

LC Walker Arena/Muskegon Lumberjacks
MUSKEGON, MICHIGAN

Montclair State University Ice Arena
MONTCLAIR, NEW JERSEY

Municipality of Mt. Lebanon
PITTSBURGH, PENNSYLVANIA

Nashoba Valley Olympia
BOXBOROUGH, MASSACHUSETTS

New England Sports Village
ATTELBORO, MASSACHUSETTS

North Star Arena
RUSTICO, PEI

Ray Friel Centre
OTTAWA, ONTARIO

The Rinks at Exeter
EXETER, NEW HAMPSHIRE

Robert Morris University
PITTSBURGH, PENNSYLVANIA

Skylands Ice World
STOCKHOLM, NEW JERSEY

The Summit & Aim High Sports
LANSING, MICHIGAN

Tri Town Ice Arena
HOOKSET, NEW HAMPSHIRE

Tyne Valley Community Center
TYNE VALLEY, PEI

Ulin Memorial Rink
MILTON, MASSACHUSETTS

Westfield Winter Pavillion
WESTFIELD, INDIANA

FACILITY ACQUISITION/SALE

Bank of America Commercial Finance
Skylands Ice World

CATIC
StanCorp Mortgage Investors

CIT Small Business Lending
Sheldon Good & Company

PNL Companies