



WASHOE COUNTY

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CM/ACM JS
Budget AOR
DA PA
Comptroller NA
HR NA
Other NA

STAFF REPORT BOARD MEETING DATE: April 26, 2016

DATE: April 14, 2016
TO: Board of County Commissioners
FROM: Al Rogers, Director of Management Services
(775) 328-2017, arogers@washoecounty.us
THROUGH: John Slaughter, County Manager

SUBJECT: Update and possible recommendation to proceed to a full evaluation on an unsolicited proposal from the Greater Reno Community Ice Skating Association regarding Reno Ice, a year round indoor ice arena providing recreation for the community and a request to utilize Washoe County property located at South Valleys Regional Park and to enter into an exclusive negotiation with the proponent to develop a Memorandum of Understanding (MOU) Manager. (Commission District 2)

SUMMARY

The purpose of this item is to provide a status report and possible direction to staff to proceed to a full evaluation on an unsolicited proposal from the Greater Reno Community Ice Skating Association regarding Reno Ice. Reno Ice would be a year round indoor ice arena located within South Valleys Regional Park that would provide recreational opportunities for the community focused on ice activities. This is the first proposal to be considered under the updated Unsolicited Proposal Policy and Guideline recently approved by the Board on January 12, 2016.

Washoe County Strategic Objective supported by this item: Stewardship of our community.

PREVIOUS ACTION

January 12, 2016 – Board of County Commissioners approved an updated Unsolicited Proposal Policy and Guideline to be included in the Rules and Procedures for the Board of County Commissioners.

BACKGROUND

Washoe County is committed to implementing a clear policy and framework for the consideration of unsolicited proposals for development and/or use of County-owned land and/or infrastructure and associated service delivery. This policy and guideline indicates a willingness on the part of the County to partner with the private sector to deliver innovative infrastructure and associated service delivery outcomes and provides a gateway for the private sector to deal directly with Washoe County on unique proposals.

The policy and guidelines apply to supplies, services, partnerships, and projects which have a minimum private investment contribution of \$100,000.

The following objectives guide the County's process for considering unsolicited proposals:

- Promoting the development of innovative ideas with the private sector where appropriate;
- Ensuring an open, transparent and fair Process that involves a high standard of ethics and public accountability;
- Ensuring a project benefit for Washoe County is achieved;
- Ensuring the benefits of the Project for the County are measurable and can be maximized; Ensuring the proponents Intellectual Property (IP) is respected.

The County has no obligation to approve an unsolicited infrastructure proposal no matter how much contribution the Project proponent has offered. The County recognizes that a number of issues must be considered in evaluating such proposals and that even considering a significant upfront commitment, that commitment may be dwarfed by ongoing costs of the County in operating or maintaining the facility, which could otherwise be used by the County for other initiatives it deems of greater value.

The Washoe County Budget Office is responsible for receiving unsolicited proposals and for coordinating the assessment process. Budget will participate on and establish an Assessment Panel comprised of representatives from the Capital Improvement Committee and affected County departments and agencies, to undertake the assessment of the proposal and provide a recommendation to the Board of County Commissioners. The assessment panel for this proposal included representatives from the Office of the County Manager, Community Services Department (CSD-(Engineering/Capital Projects) as well as CSD Planning and Development, and the District Attorney's Office.

The Board is responsible for initial approval at Stage One and for final approval, including entering into a contract. Budget is able to issue administrative instructions to clarify the requirements for the assessment under this Policy and Guideline. Any and all administrative instructions must be entirely consistent with this Policy and Guideline.

Evaluation Criteria

The guiding principles of the Stage One evaluation are listed below:

1. The proposal is unique and innovative and cannot be reasonably delivered by another proponent or achieve the same (or greater) value for money outcome through a competitive Process within acceptable timeframes;
2. The proposal aligns with the County's strategic objectives and policies;
3. The proposal represents value for money for the investment required by Washoe County and provides benefits to the community by meeting the following principles;
 - a. The proposal is cost-effective on a cost-benefit basis;
 - b. The proposed use of the facility is considered the highest and best use of the facility when considered against other proposals or plans for the Development of the property within the last 10 years;
 - c. The method of development and operation of the facility is less expensive than if the County were to develop the property in question itself unless the County lacks

- the financial resources within the next two fiscal years to develop the property itself;
- d. Preferably, there are synergies or economic spinoff benefits associated with the proposal that the County cannot solely achieve.
 4. There is a demonstrated need and support [or interest] for the project from the perspective of both the County and the broader public interest;
 5. The proposal is financially, legally, economically socially and technically feasible.

These principles are used to assess proposals throughout the process to ensure net benefits are delivered to the community. Specific and more detailed evaluation criteria relevant to a particular proposal will be developed and applied at later stages in the process. The detailed evaluation criteria will be a refinement of these guiding principles.

Proposal

The proposal to Washoe County from the Greater Reno Community Ice Skating Association is presented as "Reno Ice – The Jennifer M. O'Neal Community Ice Area." (Attachment A). The proposal and cover letter are complete and thorough and include an executive summary, overview and responsible members of the non-profit 501(c)3 organization. The proposal includes the rationale and sustainable operations plan, financial plan, and project/arena layout.

DISCUSSION

The Assessment Panel has met, reviewed and discussed the proposal following the Unsolicited Proposal Policy and Guideline with focus on the guiding principles and the criteria within each principle. Staffs position on this proposal is that while it does meet most of the criteria of the guiding principles, there are some outstanding questions and suggestions that could/should be considered in moving to Stage Two of the process. Issues and suggestions include:

- Providing additional information to satisfy the requirement to demonstrate a need or sufficient interest in this community.
- Confirmation from proponent to deed facility to Washoe County
- Establish a reasonable time frame for proponent for fundraising for project.
- Verifying revenue and expense projections to a greater detail level and with comparable facilities

Staff is confident that these questions, requests and further analysis can be satisfactorily achieved in the near future and through additional communication and negotiation with the proponent in next stages of the process.

FISCAL IMPACT

No fiscal impact

RECOMMENDATION

It is recommended that the Board acknowledge the update and possible recommendation to proceed to a full evaluation on an unsolicited proposal from the Greater Reno Community Ice Skating Association regarding Reno Ice, a year round indoor ice arena providing recreation for the community and a request to utilize Washoe County property located at South Valleys Regional Park and to enter into an exclusive negotiation with the proponent to develop a Memorandum of Understanding

POSSIBLE MOTION

Should the Board agree with staff's recommendation, a possible motion would be, "move to acknowledge the Update and possible recommendation to proceed to a full evaluation on an unsolicited proposal from the Greater Reno Community Ice Skating Association regarding Reno Ice, a year round indoor ice arena providing recreation for the community and a request to utilize Washoe County property located at South Valleys Regional Park and to enter into an exclusive negotiation with the proponent to develop a Memorandum of Understanding.



Joel Grace
President of the Board
Greater Reno Community Ice Skating Association
501(c)3
5422 Longley Lane, Suite A
Reno, NV 89511

December 8, 2015

County Manager Slaughter
County Manager
Washoe County
P.O. Box 11130
Reno, NV 89502

Dear County Manager Slaughter:

Per our previous discussions over the past 18 months with you and your staff, this proposal is to outline the basics of an agreement for the Greater Reno Ice Skating Association (Non-Profit 501(c)3) to enter into a Lease with the County for property located at the South Valley's Regional Park. The terms set forth are merely for consideration of the Board of County Commissioners to allow the county attorney to work with our attorney to formalize said agreement.

Terms:

- 30 Year term, with a 30 year option.
- 6 +/- acres at South Valley's Regional Park to be outlined in formal agreement.
- Per previous discussion, and per the Aquatics lease, \$1.00/year.
- All costs associated with parcel will be paid for by the Non Profit.
- Facility to be built per county code, and parked adequately.

-Non Profit will have 5 years to raise required funding, and have first right of refusal to perform, should another proposal be brought forth. Lease will formally commence upon opening of the facility.

Benefits:

I have attached our full proposal that is also available at www.renoice.com, but the benefits to the community are significant.

-Full time/year round ice sport recreation to include: Public Skate, Curling, Hockey, Figure Skating, adult/senior programming, charity events, broom ball, etc. The children of the Truckee Meadows will now have access.

-The location of the site lends itself to the possibility of using geothermal to lower operating cost and is currently being researched.

-Additional space for the library and other community groups to hold events and meetings including afterschool homework rooms for the kids.

-Through the county charret process using our donation, we listened to what the residents and stakeholders wanted and this type of facility was clearly an asset in the eyes of the community.

-No taxpayer dollars are being requested or required. This facility will be self-sustaining as a nonprofit with a board and advisory board.

-As a nonprofit, we will be setting up a fund for kids that cannot afford to play, so that every child will be afforded the opportunities that year round ice recreation has to offer.

Delivery Method:

-We will be working with a General Contractor and our architect to build this both cost effectively as well as for operating efficiencies.

-The architecture will conform to the library, and meet all code requirements.

-We will have a bid process and work with the contractors accordingly.

-The building will be modular, if we do need to phase, however that is not under the current plan based on demand.

County Manager Slaughter
December 8, 2015
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Board Members:

Joel Grace, President

Cam Sorenson, Vice President

Chris O'Neal, Treasurer

Bill Johnson, Secretary

Jeff Frame, Board Member

Advisory Members:

Honorable Reno Mayor Hillary Schieve

County Commissioner Robert Lucey

Richard Williamson, Esq.

Meagan Noin

David Horton

Sherri Morrey

Dr. Daniel Rowan

Jamie Winter, Esq.

Chip Bowlby

Steve Morrow

County Manager Slaughter
December 8, 2015
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Our board has studied over that last couple of years, various operations around the country. Our board decided that as a non-profit and a facility with "Zero" debt, this is a sustainable model to offer the aforementioned services without having to worry about an operating shortfall and the stress of debt service.

We believe that this detailed term sheet outlines the basics for us to move forward to a formal agreement. We have also attached the full donor proposal for your review that discusses the benefits, operations, and staffing of such a facility.

If you have any questions, please feel free to reach out to me at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "Joel", followed by a long horizontal line extending to the right.

Joel Grace
President of the Board
Greater Reno Community Ice Skating Association
501(c)3

Ri
RENO ICE
THE JENNIFER M. O'NEAL COMMUNITY ICE ARENA

Presented by:

The Greater Reno Community
Ice Skating Association

Submitted by:

Joel Grace
Cameron Sorenson
Chris O'Neal
Bill Johnson
Jeff Frame



Jennifer M. O’Neal Ice Arena Proposed Non-Profit Indoor Ice Arena

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1. Ice Arena Executive Summary

The Greater Reno Community Ice Skating Association (GRCISA) was formed as a nonprofit 501(c)3 organization to bring a broad range of ice-skating-related activities to the Northern Nevada community. The board and its partners have launched a \$10+ Million (Phase I-\$7 Million) campaign for the development of an Olympic and National Hockey League quality ice skating facility. We are fortunate to have had a family see the need and help to launch our campaign with a \$2 Million dollar donation. The arena will be located in the City of Reno in Northern Nevada. The site under consideration is in the southern part of Reno, and GRCISA has taken the first step by donating \$40,000 dollars to assist in a master plan amendment with Washoe County and the parks department, currently in process.

This state-of-the-art energy efficient ice arena will provide year-round recreation for people of all ages. The user fees will cover operating costs, and a scholarship program is planned to ensure that everyone will have the opportunity to participate in Reno Ice Arena programs.

The proposed Reno Ice Arena's central location, demographics, and the absence of other ice skating facilities are major advantages to this project. Its proposed site is in a highly accessible, high-visibility and high-growth area that will provide a regional solution to the lack of ice related sports facilities in Northern Nevada, and will enrich participatory, spectator sports and arts opportunities for the Truckee Meadows.

The intention of GRCISA is to create an indoor ice arena that caters to the sports enthusiasts of recreational ice-skating, figure skating, curling, and ice hockey. Reno Ice will target the greater Washoe, Lyon, and Storey County area as well as Northern Nevada and neighboring California counties as a focus for the National Hockey League and Olympic size ice surface facility. Throughout the country numerous communities have adopted ice sports as a means of fun and excitement, and arenas designed for this sport have proven to be successful and sustainable non-profit ventures in the right demographic base, such as Manchester Ice Centre, Boise, and Schulz Ice Rink, Santa Rosa.

GRCISA is committed to providing a positive skating experience for the citizens of the Washoe County area and its visitors by establishing safe, reliable and affordable programs at a facility in which our community can take pride. Additionally, having hands-on GRCISA operation will ensure the professionalism of the staff, as well as the utmost cleanliness, safety and maintenance of the facility.

The Reno Ice Arena will be open year-round with operational hours from 6:00 a.m. – midnight, seven days a week. The arena will draw primarily from the Reno, Sparks, Carson and North Lake Tahoe market while attracting ice enthusiasts from throughout the region for hockey tournaments and interstate league competition. Figure skating events such as ice shows, test sessions, and competitions will also draw participants from a broad service area.



2. Greater Reno Community Ice Skating Association Overview

Mission Statement

The Greater Reno Community Ice Skating Association (GRCISA) was established with the sole purpose of creating and maintaining a reliable high quality, ice skating rink in Reno where both youth and adults can enjoy year-round skating activities. The facility will sponsor and develop programs that bring cultural, recreational and entertainment opportunities to the area for youth and adults, local residents and visitors, and will strengthen the new recreational economic base for the city.

Legal Name: Greater Reno Community Ice Skating Association

Legal Status: 501(C)3 Non-profit Organization

Contact Information 5422 Longley Lane, Suite A
Reno, NV 89510
775-800-9700 x 1113
info@renoice.com



GRCISA Executive Board

Joel Grace – President

Joel is Vice President of Marketing and Competitive Expansion with the Economic Development Authority of Western Nevada (EDAWN). Prior to joining EDAWN, he was with a predictive analytics startup in New England where he was born and raised. Joel graduated from New Hampshire College with a degree in Sports Management and a minor in Marketing. He also holds a Masters in Business Administration from the University of Southern New Hampshire with a correlate in Finance. He moved to Northern Nevada in 2002, and loves living here.

Joel has been active in the community, serving on numerous committees of the YMCA of the Sierra, including serving as a Board member for KRMF Childhood Cancer Foundation and the Junior Achievement Association. He plays both soccer and hockey weekly, and he is actively working with a group to bring a nonprofit ice rink to the kids of Northern NV. Joel has two boys Ayden (9) and Quinn (4), who are both fans of ice hockey and are excited for the opportunity to play in Northern Nevada.

Cameron Sorenson – Vice President

Cam Sorenson is a 15 year Northern Nevada resident who brings a diverse perspective and passion to our board. Cam grew up in Canada and has lived and participated in organized hockey programs across North America. Professionally, Cam brings over 25 years of leadership and business development experience working with such world class companies as Starbucks, Intuit & Best Buy. He is also passionate about giving back to the community. Cam is an active board member with EDAWN and has past board experiences with Sierra Inline Hockey League and the Society of Human Resource Managers. In addition, Cam has extensive youth program coaching experience, 10 years with the American Youth Soccer Organization soccer and 15 years of youth hockey.

Christopher Ryan O'Neal – Treasurer

Chris is a serial entrepreneur who is currently acting as CEO of Joint Ventures, LLC, a regional developer of "The Joint"...the chiropractic place. Joint Ventures currently operates 23 locations across five states. Chris received his Bachelors of Arts degree in Philosophy from the University of California Santa Barbara in 2003. After college Chris and two childhood friends started Unified Distribution, an aftermarket wholesale auto parts distribution company.

In 2010, Chris moved to Northern Nevada to develop multiple locations of Famous Dave's BBQ with his father and uncle, and served as CFO. His favorite activity is playing ice hockey and he is currently working to bring a community non-profit ice rink to Northern Nevada with a group of fellow ice hockey enthusiasts. Chris is married to



his college sweetheart Shannon, and has two beautiful children. His daughter Talley is five, and his son Maverick is three.

William (Bill) Johnson – Secretary

Bill Johnson is a native to the northern Nevada area and has 20+ years of experience in the food and beverage industry. He has been responsible for the start-up and operation of multiple food outlets and has overseen the projects from construction through staff training, opening, and daily operations. He serves as Director of Operations for Savory Investments operating Famous Dave’s BBQ restaurants in Nevada and California. His duties include daily operations of the three dining establishments, human resources, financial oversight, marketing and long-term planning.

Bill is on the board of directors for the Reno Rodeo Foundation and has served as a past chairman of the board. He is passionate about northern Nevada and loves to be involved with non profits that have an interest in the well being of children and education.

Jeff Frame – Board Member

Jeff Frame, owner and principal architect of Frame Architecture, Inc. has over 30 years of experience in the architectural field and has built the firm on the concept of being an innovative and reliable source of architectural design services. The firm uses teamwork in all aspects of project delivery, whether traditional design-bid-build, design build or Construction Manager at Risk (CMAR). No matter the project delivery method the attention to detail and client service remains at the highest level.

In twelve short years, Frame Architecture, Inc. has established a reputation in Northern Nevada for creativity and innovation in design and client service. With the ability to meet aggressive performance standards, Frame Architecture, Inc. is a reliable and innovative source of architectural design services.

GRCISA Advisory Board

- Honorable Reno Mayor Hillary Schieve
- Washoe County Commissioner Bob Lucey
- Rich Williamson, Esq
- Meagan Noin
- David Horton
- Sherry Morrey
- Dr. Daniel Rowan
- Jamie Winter, Esq.
- Chip Bowlby
- Steve Morrow



Project Development Responsible Individuals

- Construction:** TBD licensed general contractor
- Ice Surface Engineer:** Scott Ward, Stevens Engineering, Wisconsin
- Architect:** Jeff Frame, AIA (Frame Architecture, Inc.)
- Funding:** Joel Grace – President
Cameron Sorenson – Vice President
Chris O’Neal – Treasurer
Bill Johnson – Secretary
- Marketing:** Meagan Noin, principal of MN|G Public Relations
- Operations:** Mark Heidt, GM
- Operational Staffing:** Operational staffing includes 3 full-time staff to manage hockey, ice skating, and physical plant along with seasonal part-time and volunteers for day-to-day needs.



Greater Reno Community Ice Skating Association Ice Arena Partners

One or more members of the GRCISA Executive Committee are actively engaged with all of the organizations listed below. Local response from public agencies, the private sector, and non-profit entities has been uniformly enthusiastic and positive. The GRCISA looks forward to productive relationships with all of these entities as we build Reno Ice Arena programs that speak to the needs of the community.

Regional Organizations

Reno Ice Hockey Association

Washoe County School District

Reno Parks and Recreation Department

Sparks Parks and Recreation Department

Boys and Girls Club of Truckee Meadows

Economic Development Authority of Western Nevada (EDAWN)

Reno Sparks Convention Visitors Authority

Reno/Sparks Chamber of Commerce

Sierra Nevada Figure Skating Association

National Organizations

National Hockey League

U.S. Figure Skating Association

USA Hockey

3. Ice Arena Rationale and Sustainable Operations Plan

The Greater Reno Community Ice Skating Association (GRCISA) was established with the goal of serving our community with a state-of-the-art non-profit ice facility and a safe, healthy recreational environment for children, teens, and adults. The proposed Jennifer M. O'Neal Ice Arena will be a premier two-rink, NHL and Olympic size ice-skating facility located in Reno, Nevada. The GRCISA is focused on creating and maintaining a new, exciting recreational venue that will provide exemplary service to participants in and spectators of all ice sports and arts activities.

The main objectives and keys to success for the development of this new ice arena are:

- ✓ Provide exceptional service to support the growth of ice sports and enrich community life.
- ✓ Phase the construction over 3 years to grow ice demand before full build-out.
- ✓ Develop a strong management team to be overseen by the Executive Board & Advisory Board.
- ✓ Secure a prime location in one of the fastest growing areas in Washoe County.
- ✓ Build and maintain a sustainable nonprofit operation through diligent cost management and automated computer controls.
- ✓ Launch the arena with a highly publicized grand opening event in 2016.
- ✓ Program and schedule the facility for maximum utilization and long-term success.
- ✓ Market the facility to targeted demographic bases likely to be long-term patrons.
- ✓ Work with the local Amateur Hockey Association, Sierra Nevada Figure Skating Club, schools, Community Centers, Boys & Girls Club, and parks agencies to contract weekday, evening and weekend ice arena usage.
- ✓ Create a unique, consistently entertaining atmosphere during public skating sessions.
- ✓ Manage internal finances and cash flow to assure sustainable ongoing operations.
- ✓ Seek key sponsors and advertising partners as ancillary income providers.

The key elements of the Ice Arena concept are as follows:

- One National Hockey League and one Olympic sized ice skating surface, each enhanced with a refrigeration system that will provide superior ice quality.
- An inventory of 450 pairs of high quality, well-maintained hockey and figure rental skates in a broad size range to accommodate most guests.
- Large locker rooms with restrooms and showers for hockey and figure skating needs. Regular cleaning and maintenance of these areas is critical to good customer service.
- Several meeting/party rooms for community meetings, birthday parties, tournament hospitality, and similar events.
- Pro shop that specializes in high-quality equipment for ice hockey, figure skating, and broomball as well as clothing and souvenir items related to ice sports.
- Concession area with a high level of food quality and healthful options. A simple menu offering foods ranging from pizza to hamburgers, chicken and salads.
- Exceptional service – In order to reach and maintain a unique image of quality, Reno Ice will provide attentive and friendly service through a high ratio of service personnel to skaters and spectators, clean and modern facilities, and a wide variety of programs appropriate for all ages and levels of skating expertise.



Ice Arena Proposed Site Analysis

GRCISA is seeking to secure 6-10 acres in the South Valley Regional Park with frontage on Wedge Parkway for the purpose of building a two-surface ice skating facility. The site is easily accessible from US 395, Interstate 80, Highway 341 and 431. The site is located 20 miles north of Carson City and 15 miles east of Incline Village. The property is directly north and adjacent to the highway to Sierra Summit Mall.

Several factors were considered in choosing a location for the ice arena:

1. Availability of parking or ease of constructing new parking.
2. Availability of City water, sewer, gas and electricity.
3. Accessibility: easy to find location, good auto and bicycle accessibility.
4. Acceptability of the location to the people of the cities and counties.
5. Noise and distance buffer between the building and nearby homes.
6. High visibility from a major highway, a strong point so that drive-by traffic learns of location and considers facility visits.

It is apparent that the proposed area meets the above criteria quite well.

The most successful rinks are located in high traffic areas near shopping, restaurants and theatres. The planned development of this site and the surrounding area will fit these criteria. In addition, the close proximity to several schools is a distinct advantage as it provides a market for classes and special events for the student body and administration.

When determining the size of an ice-skating facility, the optimal size of a freestanding, two-surface ice arena is 70,000–80,000 square feet. With an efficient design, all the amenities necessary to provide the required additional revenue sources associated with ice facilities can fit nicely into these footprints. The first phase which will include the NHL sized rink plus the mezzanine to house concessions and pro shop will include approximately 50,000+/- square feet.

The 10-acre site under consideration is one of the few areas in South Reno that is zoned correctly for the project. The arena and parking will use 6 to 10 acres, and the other acreage will ultimately be developed for other park uses as discussed with Washoe County Parks and Recreation.



Market Analysis and Development Plan

The Ice Arena will be the only ice arena complex in the Truckee Meadows area. When a market is reviewed with a goal toward building an entertainment or recreation facility that market is usually within 7—15 miles from the potential site location. In the ice skating/hockey industry, the market extends many miles further than this range. Ice skating and hockey enthusiasts are willing to travel 40 miles or more to participate in their favorite sport. While roller skating rinks are considered neighborhood businesses, ice skating and ice hockey sports arenas are considered regional businesses. An ice facility will draw skaters and teams for many more miles than a theatre, bowling alley, or roller rink, just to name a few venues.

Because of the diversity in the activities and programs to be made available at the ice arena, the Ice Arena service community will expand from dedicated hockey and figure skating enthusiasts to casual skaters who just want a few hours of fun and recreation.

Consumer Trends

On a national level, ice sports have experienced rapid growth in popularity and continue to be one of the fastest growing segments of the family entertainment industry. Over the years, two factors influencing the popularity of ice sports were repeatedly cited by key national contacts: the popularity of Ice Hockey movies, and ABC's renewed commitment to televising professional figure skating, as well as the increase in NHL viewership.

The Winter Olympic Games have also been important to ice facility development as these games historically provide increased interest in all ice related sports. Television and print coverage of ice-skating and hockey in Salt Lake City produced the typical "post-Olympic" surge of interest among both youth and adults. The fact that the games were in America increased coverage by the media on a real-time basis, which also increased the number of viewers of the ice skating events. The Winter Olympic games of 2010, which took place in Vancouver, B.C., were heavily televised in the United States, and provided an additional surge of interest in both figure skating and hockey.

In a 2009 report by ESPN and Chilton Sports, a survey of females revealed their favorite sport is ice-skating. Another report published by USA Today stated that figure skating was the fourth most popular spectator sport, with 7% of the vote, behind football, basketball and baseball.



National Market

On a national level, ice sports have experienced rapid growth in popularity and continue to be one of the fastest growing segments of the family entertainment industry.

The National Recreation and Parks Association (NRPA) recommend an ice surface for each 50,000 people in urban areas. This is a loosely defined recommendation referring to “close proximity”. A more accurate description, based on the opinion and experience of Ice Age Information Services, is a minimum population of 120,000 within a 20-mile radius to support each ice surface. The estimated population of over 200,000 within a 10-mile radius of the facility far exceeds this definition.

There has been a meteoric rise in ice sport participation in the last dozen years before a U.S. hosted Olympics. Roughly 600 ice facilities have opened in the United States in the past ten years, representing one-quarter of the approximate 2,400 rinks in operation today.

The latest ice boom began in 2002, shortly after Sarah Hughes won the Olympic gold medal in women's figure skating. In the months following the Winter Games, thousands of girls stepped onto the ice with dreams of emulating her victory.

The Olympic year is one of the most important marketing components of U.S. Figure Skating — for both sponsorship and membership. Figure skating has benefited from extraordinary TV ratings in the last decade, and that in turn led to a \$100 million contract between U.S. Figure Skating and ABC Sports.

Though winter sports normally see a bump in participation after the Olympics, the Salt Lake Games sparked an unprecedented response. When Salt Lake City organizers extinguished the Olympic flame in 2002, the United States bid farewell to its most successful Winter Games ever. Ice arena managers were inundated with phone calls from “wannabe Olympians”, who were inquiring about everything from skating to hockey to curling. Interest was so high that the sports' national governing bodies struggled to keep up with the demand.

As a testament to the continued public interest in figure skating, this past March ABC Sports was nominated for five Emmy Awards for its coverage of the World Figure Skating Championships.

U.S. Figure Skating is one of the strongest and fastest growing governing bodies within the Olympic movement with more than 173,000 members. It is comprised of member clubs, collegiate clubs, school-affiliated clubs and individual members.

U.S. Figure Skating's national headquarters, located in Colorado Springs, Colo., is also home to the World Figure Skating Museum and Hall of Fame, which is toured by more than 15,000 visitors annually.



More than 1,000 volunteers serve on U.S. Figure Skating's Executive Committee, Board of Directors and numerous committees. Thousands of additional volunteers dedicate their time to club activities, judging, officiating, and competition management.

USA Hockey

USA Hockey, Inc. is the national governing body for the sport of hockey in the United States. As such, its mission is to promote the growth of hockey in America and to provide the best possible experience for all participants by encouraging, developing, advancing and administering the sport.

GRCISA will use USA Hockey registration as a tool, but please keep in mind there are many programs in facilities throughout the country that do not participate as USA Hockey members in order to save on registration fees.

There has been a greater than 160% increase in USA Hockey registered members in just over 10 years. The increase in registered players is due to many factors, including the growth of new facilities in non-traditional hockey markets around the country.

“The increase in participation with USA Hockey has been dramatic over the last ten years, the popularity of hockey as a participant sport has risen with every new rink that was built. In many parts of the country, local hockey programs have had waiting lists. As soon as a new rink has opened, more players have had the chance to hit the ice.”

Rae Briggie, Director of Member Services for USA Hockey

USA Hockey leads the hockey community in the annual Hockey Weekend Across America celebrated this past Feb. 20-22, 2015. This nationwide initiative was launched to celebrate the game of hockey at all levels and also expose the game to new audiences across the United States. With the help of professional, college, high school teams, local hockey associations and volunteers from every corner of the country this event has been a huge success.

Each day of Hockey Weekend Across America has a theme. Friday was Wear Your Jersey to School Day, Saturday was Bring a Friend to the Rink Day and Sunday was Celebrate Local Hockey Heroes Day. USA Hockey is already looking forward to next year and will celebrate the sport Feb. 19-21, 2016.



United States Figure Skating (USFS)

U.S. Figure Skating is the national governing body for the sport of figure skating in the United States. It is comprised of member clubs, collegiate clubs, school-affiliated clubs, individual members, and Friends of Figure Skating and Basic Skills programs. U.S. Figure Skating is one of the strongest and largest governing bodies within the winter Olympic movement with more than 178,500 members representing 1,634 clubs and Basic Skills programs.

U.S. Figure Skating registrations are divided into 2 member types:

- 1) Basic Skills members, which are the entry-level skaters in their first several years of progress from a Basic Skills program to a more advanced level.
- 2) Club Members, who participate as members of a local club and typically compete in state, regional, and national competitions. These members may also be motivated to pass tests and eventually become professional instructors.

U.S. Figure Skating membership has steadily increased throughout the past 20 years:

- Total membership (U.S. Figure Skating Basic Skills and regular membership combined) for 1988-89 surpassed 64,000 members.
- 1991-92 marked the first year membership hit the 100,000 total with 102,647.
- 1993-94 saw an increase that surpassed 125,000.
- 2005-06 marked the first year total membership topped 175,000.
- The post 2006 Olympic surge brought membership to 184,000 in 2007.

During the 2009 U.S. Championships, almost 3 million households were tuned into ABC Family for the ladies free skate. That added up to a 3.45 rating, making it the most-viewed skating event ever shown on cable television. Past TV viewing audiences have numbered as large as 16 million households for a single session, and live coverage of the 2001 U.S. Championships ladies final was seen in six million households nationwide.

During the 2007-2008 season, ABC Sports produced 14 shows featuring U.S. skaters, totaling more than 40 hours and reaching more than 47 million homes (not including ESPN or ESPN2 ratings). ESPN and ESPN2 also featured figure skating.

In April 2009, NBC Sports and U.S. Figure Skating announced a three-year partnership under which NBC agreed to broadcast live high-definition coverage of the U.S. Figure Skating Championships, including Saturday night primetime coverage of the ladies free skate, as well as Skate America. NBC's unprecedented coverage of the 2008 U.S. Figure Skating Championships attracted almost 12.5 million viewers.



This unique partnership will run through the 2018 Winter Olympics that will be held in Pyeong Chang, South Korea.

Summary of the Service Area

The Reno Sparks area in Northern Nevada currently has a MSA of 470,000+ residents and is the second largest population area in the state.

Reno’s unique, year-round tourism pattern contributes to an additional 5.5 million visitors annually, adding \$2.9 billion in non-gaming spending. Tourism is distributed evenly throughout the year, with each month averaging 7–10% of the annual visit population.

The daytime population in Reno exceeds 274,000 people – there are 225,000 employees within a 40 minute drive of the identified location. The increase in economic development will aid in boosting these numbers as 35 companies were relocated last year to Northern Nevada.

Statistics from the Reno Sparks Convention Visitor Authority for monthly visitor traffic:

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
315,092	295,138	347,408	355,994	383,952	407,199	392,702	419,108	428,876	370,233	307,233	334,396

The RSCVA reports that the majority of visitors traveled from California for day trip and weekend stay overs in the market and spent an average of \$1,045 per trip.

General Overview:

As growth slowly returns to the Reno Sparks area companies are starting to expand again through additional space requirements or construction of new locations. The labor market provides adequate resources for a pool to hire sufficient numbers of staff required to operate the ice arena.

The site proposed is located in the southern end of the valley and is the hub of much of the growth coming to our area. The industries expanding include advanced manufacturing, tech, bio tech, logistics, UAV/Aerospace, and Entrepreneurship. As such, the housing demand is outweighing supply.

The specific location near the Summit Sierra mall opened in 2006 and is a key retail component in a 180-acre, mixed-use development situated in the center of the new regional hub of commercial, residential and office activity.

The Summit is located where I-395/580, State Highway 341 and South Virginia Street converge, is uniquely placed to serve the Reno-Sparks, Lake Tahoe and Carson Valley markets, and acts as an anchor for the area.



Population growth rate:

Site Facts	2007	2012	2017	10-year growth
Est. Population	425,417	473,847	530,320	24.5%
Est. households	185,206	185,206	207,437	23.8%
Avg. income	\$66,073	\$66,073	\$71,598	17.3%

Nearby Cities:

Lake Tahoe Region (Tahoe City, Incline Village, Truckee and Donner)
Ranges 20 -50 miles from Reno
Population 20,000+
Median Income \$63,485

Carson Valley (Carson City, Garnerville and Minden)
Ranges 25 -40 miles from Reno
Population 60,000+
Median Income \$41,235

Sun Valley
5 miles from Reno
Population 20,000+
Median Income \$41,125

Review of other ice facilities:

There is currently only one primary venue serving the indoor sports stadium/ recreational ice skating segment. Quite a number of Truckee Meadows residents currently participate at the South Tahoe location or in Roseville, CA where there is also a facility.

South Lake Tahoe Ice Rink

South Lake Tahoe Ice Skating Rink was founded in 2003; it is an indoor rink and open year round. This now privately operated facility offers a regulation National Hockey League (NHL) size sheet of ice, locker rooms, a snack bar, retail store, arcade, workout facility, and party rooms.

Ice skating sessions for the public are one of the main attractions at South Lake Tahoe Ice Arena which offers Figure Skating & Ice Skating Lessons, and both Adult and Youth Ice Hockey programs and leagues.

Other secondary competitors would include indoor sports arenas that do not service ice sports such as the Reno Sports Dome for indoor soccer or others for rock climbing, paintball, gymnastics, etc.

Third tier competitors would include bike tracks, race tracks, golfing, fitness, etc.



Risks:

The bottom line: Ice Rinks fail when they are run as businesses for private parties. Most entities build a rink and hope for the best by leveraging themselves and their business in the Ice Rink. The successful operations that we as a board have studied across the country are run as non profits with zero debt when the doors open. This is the reason that GRCISA was formed and we are raising the money prior to building the facility. We will be opening the doors with operating capital, with an efficient floor plan, energy efficient arena, GM in place, staff in place, and automated systems in place to manage calendar and cash flow. With all of our due diligence, this is also why the board decided to take a phased approach with the facility. We are going to build these winter ice sports from ground up.

Marketing the facility through traditional measures, social networking and appealing to the grassroots following that has helped the industry grow over the years will be the primary focus for success in communication and market acceptance. The Reno Sparks area holds a number of special events during the warmer weather season and our ability to attract additional exposure for the facility will be critical for the growth of the Reno Ice Arena.

The initial 60-90 days upon opening the new ice arena will create the usual excitement associated with a new facility available to the general public and will propel our growth strategy on the right path. We plan to offer learn-to-skate and learn-to-play hockey classes free of charge to the general public. Achieving sustained success will be based on our ability to provide professional service in an inviting atmosphere, to follow the proven methods of success in the industry and to replicate those protocols on a daily basis in this market.

Risk due to real estate or construction issues is seen as low since cost controllable construction is readily available currently, and the real estate site proposed with the County or City would provide a stable location to promote our services.

Primary Patronage Areas:

The primary patronage area is the Reno-Sparks population, currently estimated at 473,000+ residents. According to recent numbers 23% of the residents are from Nevada with the majority of the remaining 77% relocated from nearby California. The small geographic area that Reno and Sparks occupies gives the average guest access to the ice arena within a maximum of 35 minutes from their starting point.

The high traffic flow (27,000+ cars per day) near the proposed site guarantees easy in and out traffic access throughout the day from local shoppers, nearby employees, service vendors, visitors and area residents.

The secondary patronage areas for the Reno Ice Arena are the local communities of the Lake Tahoe region (Tahoe City, Incline Village, Truckee and Donner areas) and Carson City. Lake Tahoe is another more affluent area located just 20 minutes to the West via



Mt. Rose highway with a resident population of 20,000+, which doubles in the summer season (26% are estimated to be from the California area). The Summit Sierra Mall attracts a large number of residents and visiting guests from the Lake Tahoe area to shop on a daily basis.

The mall holds a number of monthly special events such as wine walks, concerts, fireworks, and farmers' markets to continue to attract both Reno and Tahoe residents and visitors on a regular basis. Approximate head counts for the movie theater show an average of 58,000 movie goers each month with the mall guesstimating another 3300 shoppers visiting daily on average.

Carson City, Gardnerville and Minden to the South have a resident population of 60,000+ and with greater retail choices offered in Reno create a high volume of traffic daily between the cities. As the State Capital, Carson City draws a large percentage of commuting traffic along the US395 highway corridor passing in front of the mall daily.

Other patronage areas would include the heavy visitor traffic that travels through the I-80/US395 connections from Sacramento (400,000+ population) and Bay Area (7 Million + population) to the West. Reno/Tahoe as a prime destination for vacation and visitor traffic from the nearby cities generates a proven market of guests familiar with the ice recreation segment. Other cities nearby would include Nevada City, Grass Valley, Auburn and local towns that would generate additional visits to the area.

Patron Segmentation:

The Ice Arena will appeal to four major usage segments.

1. Youth – Learning to ice skate appeals to both boys and girls ages 4 to 12. Programming is geared towards this age group for introductory lessons in both figure skating and ice hockey. This age group is very quick to learn the basics and therefore become very enthusiastic about their ability to improve their skills quickly and become involved further. Developing this customer base helps establish long-term patrons that will use the Reno Ice Arena on a regular basis.
2. Teenagers – 13 to 18 year olds get involved in programs offered at the ice arena as well. Many teenagers are entrenched in competitive figure skating and hockey programs and will be at the ice Arena four or five times a week. For the teenagers not using the facility as a primary sport interest there is a focus to use the facility as a destination and social gathering place. Weekend evening public skating sessions cater to this group's musical and entertainment preferences. The Reno Ice Arena will be the first rink in the area offering video entertainment along with a state of the art light show on weekend evenings. Word will travel quickly and it will become the "place to be" for this age group.



3. Adults - This market will use the ice Arena on a regular basis to provide regularly scheduled exercise and pursue their passion for figure skating, public skating, and/or ice hockey. Lunchtime public skating sessions will be attractive to both professional workers in the area and homemakers as well.
 - In-house “no-check” hockey leagues provide a competitive atmosphere and great camaraderie at several different levels of play. Drop-in hockey is another popular activity that does not require the commitment of playing in an organized league. Adult synchronized precision skating is also an area that is becoming extremely popular and even boasts a national championship competition sanctioned through United States Figure Skating.
4. Families – This is an important market segment for our facility. The Reno Ice Arena will have “something for everyone” and that will attract families that want to become members of the facility as well as families who simply want a few hours of fun now and again. Our daytime and weekend public skating sessions will cater to the family atmosphere with a discount package to encourage family skating and allow us the opportunity to market our programs to this sector. This segment will also be the main target for summer camps and activities that allow for fun and education for the children while the parents enjoy some time to themselves.
5. University-Currently the University of Nevada has a club college hockey team that has been travelling to Roseville to play. We intend to make this easier for the kids both participants and students who want to play, by putting this rink near their southern campus. We have spoken to the coach and he is very excited about the opportunity as the program has been fledgling due to the travel restrictions. Last year, the South Lake Tahoe rink was the host for the PAC 8 Club Hockey Championships, and now Arizona will have a standard Division I program.

Target Market Segment Strategy

Due to the size and convenient location of the facility, many people will be attracted to the Reno Ice Arena to see what is offered. However, GRCISA will not be content to wait passively for patrons to come to the arena. Instead, the public relations strategy will focus on those patron segments whose recreational needs are satisfied by Ice Arena programs. The great thing about promoting the Reno Ice Arena is that each segment is connected to all the others.

GRCISA’s main objective with this early communications strategy will be to get people into the facility. Once people see what is offered, and feel the atmosphere that is created,



they will want to return and participate in the many activities and programs that will be available to them.

Some of the ways we intend to get people interested in the facility include:

- Offering tours to junior and senior high schools and other organizations during the building and early completion stages of the facility. People will be amazed to see that over 10 miles of refrigeration piping is installed in each ice surface.
- Hosting a large promotional event to open the facility that will be free to everyone.
- Hosting and/or supporting various community events that will bring in many people who otherwise might not come.
- Co-op advertising with local retail, entertainment, and fast food businesses.
- Working with marketing classes at the University of Nevada for promoting the new facility.
- Working with the Parks and Recreation Department to create fanfare for new classes and a continuing program of events.
- Offering free learn to skate and learn to play hockey events for the first couple months.

Following the opening of the Ice Arena, print and radio media will be used to promote both the facility and the programs that are being offered to attract new people from throughout the Truckee Meadows.

As a future member of the Professional Skaters Association (PSA), The Ice Skating Institute (ISI) and Serving The American Rinks (STAR), GRCISA will draw on many resources for marketing and promotional ideas that have been effective for other facilities.

We will work with the Parks Department in creating a PR release through our marketing agency, and be spotlighted as the “new recreational facility” via its marketing channels.

GRCISA will take advantage of favorable press announcing a new location coming to Reno for a growing recreational segment. Both the daily and weeklies in the area have sports review staff and business column writers that enjoy working with new copy and new openings.

We will utilize all channels of “Social Networking” to alert the many loyal followers of ice activities that they have a new location in their community to frequent.

We will work with the local event producers and youth activity organizers to be visible throughout the year.

User Groups - Major Program Areas Defined

Public Skating

Public skaters include individuals associated with organized groups as well as skating enthusiasts and the remainder of the general public who do not skate regularly.

Traditional public skating sessions are 1 ½ - 2 hours long and are offered six to ten times a week. We expect attendance at these sessions to range from 20 to 200 people, depending on the season and time of day. At many arenas, the public skating segment represents a sizable portion of the total hours of prime-time ice use as well as substantial income for the facility.

Youth Hockey

Hockey programs for youth ages 4 – 17 are typically operated either by the arena staff or as is most common by a local non-profit volunteer association that purchases ice time from the arena and schedules its clinics, practices, and games as directed by their elected board of directors.

Group Lessons

Group lessons, or “learn to skate” programs, are run by arena management who in turn hire local skating professionals to teach the lessons on an hourly basis. One instructor can typically teach 10 to 15 students, and it is possible to have four or five groups and instructors on the ice at any one time. The ice surface is divided up by the ability level of the participants.

The length of the group lessons may vary from a suggested minimum of six weeks to a maximum of ten weeks. A well run, well publicized, and popular learn to skate program is an excellent way to introduce the pleasure of skating to a community when a new facility is opened. Participants generally take several series of lessons. Once they master the activity, they become excited by skating and advance into a skating club or hockey organization.

The United States Figure Skating Association and the Ice Skating Institute both have beginning lesson programs with various levels of tests to reward the progress of each skater. Tests need to be carefully spaced so that pupils can take them frequently and experience the satisfaction of accomplishment and a badge.

Figure Skating

Figure skating has become popular among young people because of the publicity created by the Olympics and the many ice skating shows now on television. While in the process of building a figure skating program, the arena usually will provide ice time that individuals may purchase (with a maximum of 25 skaters allowed on each session). During this scheduled time skaters may practice their routines, receive private lessons from an instructor of their choice, and play music associated with each skaters program. This competitive program builds off of the success of the arena’s “learn to skate” classes.

As a figure skating program matures, a non-profit club, which is usually sanctioned through either the United States Figure Skating Association or the Ice Skating Institute, is most likely formed. At this point the club will usually secure ice time on its own and program it to benefit its members. These clubs will also pursue hosting competitions and community ice shows.

Figure Skating – Precision Teams

Precision team skating is becoming increasingly popular due to the team concept as opposed to the historic recognition of figure skating as an individual sport. Both the Ice Skating Institute and the United States Figure Skating Association recognize precision or synchronized skating on a national championship level. This team sport involves anywhere from 10 to 25 skaters that practice once or twice a week and usually attend two or three competitions a year. They are also a popular addition to a local ice show.

Adult Leagues

Adult hockey leagues can be very lucrative and preferably are administered by an arena staff member. Fees are charged on either an individual basis and/or a team basis. USA Hockey registration is preferable for each individual as it provides supplemental insurance for a minimal fee, which decreases liability risk on the arena's behalf. As youth programs build in a facility, adult leagues have historically used late evening ice slots. Additional charges associated with operating in-house leagues include scorekeepers and referees.

Broomball

Broomball is played by two opposing teams on ice without skates. It is similar to hockey, except that players wear sneakers and use brooms instead of skates and hockey sticks. It is great exercise and popular with non-skating adults. Players prefer to play on rough ice rather than on a freshly made sheet of ice.

Drop-in Hockey

Drop-in hockey is an informal game for players who drop in at a time scheduled just for this activity. These players are not necessarily affiliated with a league. Groups typically consist of 10-15 players who range in age from 16–35. Players pay an individual fee to participate during the scheduled, usually off-peak time.

Private Rentals

Private rentals are comprised of individuals, church groups, businesses, or organized teams that will rent the ice for birthday parties, to play broomball as mentioned above, or to provide additional hockey practice outside of league play. A studio (undersized) rink is perfect for birthday party rentals and should be fully utilized for that purpose on weekends and is accomplished by splitting up the full rinks.

3-on-3 Hockey

3-on-3 hockey is played on a smaller surface using 3 players per side instead of the usual 5 players; 3-on-3 hockey provides a way to participate in hockey that has become more popular in recent years. A studio rink is perfect for this type of league play and requires



fewer players to fill a team. It is considered a skill development tool for youth hockey players and an opportunity for all ages of players to be more involved in the action of a game.

Non-profit Sustainable Strategy

The intent of the GRCISA is to create a non-profit venue for ice sports, shows, and other related activities that will become self-sustaining through reasonable usage and other fees once the Reno Ice Arena passes its initial opening phase. The GRCISA, after careful research, collaboration with parks, national associations, and other resources, has constructed a schedule for the arena that will make effective use of all its facilities, allowing for team sports, individual use, lessons, shows, parties and meetings; the schedule follows this section. We believe that the success of the arena is dependent on near-constant active usage, making it a recreational facility that is always available and always offering something of interest to a broad range of participants. The Reno Ice Arena will serve the community as a true gathering place for sports and entertainment.

Working in conjunction with the County and utilizing the available collateral and communications channels we will educate the community to the accessibility of the venue. Through traditional advertising channels we will promote the superior services offered through the Reno Ice Arena. We will identify the usage segments that make the core of our guests and create a campaign specifically to target those individuals.

GRCISA will expand awareness through the offering of a unique product, convenience of location, availability and price. We will invite the community to visit the Reno Ice Arena and experience our commitment to excellence during their visits.

Proposed Promotional Tactics:

Invitations will be sent to the Reno Gazette Journal, Reno News and Review, NNBW, and Reno Weekly sports writers and business column staff with information about the facility and its services. This should generate a write up in the business columns regarding the new opening of a unique facility opening in Reno to serve the community.

Through Web pages, Facebook, Twitter, InstaGram, Yelp and whatever other social media outlets, we will create a presence in the electronic community to drive awareness and update followers on promotions, event sightings, contest entries, daily specials, etc. on a regular basis. We plan to have a live camera on site during construction where supporters and participants can follow the progress of the development. Electronic marketing has really taken off in Reno as in other markets, due to the low cost of administering a maintenance communications campaign. The younger demographics truly have adopted this form of advertising as the best communication tool for them; it requires no interaction just read the updates as they come across their smart phones. We



are very interested in creating a social presence in the Reno Sparks area. As will be seen on our website we can promote parties and special occasions conveniently.

The Reno Sparks area hosts a number of events created specifically to attract tourists to the market to spend money. Events such as Hot August Nights – “America’s affair with classic cars and rock n roll” -- bring 100,000 visitors over a week long calendar of events to remember the past and support the many retail businesses in the area. The Reno National Championship Air Races, Street Vibrations, Reno Balloon Races, Historic Virginia City Camel Races, Sparks Farmers Market, Reno Rodeo, Burning Man and many others provide the opportunity for us to promote the Reno Ice Arena to thousands of tourists visiting the area looking for fun activities for themselves and their children.

Pricing and Positioning Issues:

Surveying the primary and secondary entertainment venues in the area reveals that low pricing is not something they promote. They, like us promote a quality unique experience worth the fee. Our pricing model makes us competitive in the market to the median of the industry; we are neither the highest nor the lowest, which will be attractive to consumers and a point of differentiation in the press.

The main positioning point for our personal communication, marketing, public relations and advertising campaigns will be the uniqueness of our facility, the quality of the service, the difference we bring to the Reno Sparks market, loyalty from participants and commitment to excellence in what we do. We truly will be “The Choice” for recreational activity.

Promotion Strategy

Success in the ice skating industry is based on the programming, service and amenities provided by the facility. The “something for everyone” slogan fits perfectly with the Ice Arena. All of the users of our facility must feel like they are getting the best possible value for their money. And parents must feel that their children are safe in the caring and capable hands of the Ice Arena coaches and staff.

Each person desiring information on programs or memberships will be able to sit down with a staff member and be informed of the ice arena’s options that are available to them. During this discussion, the person will also be informed of all of the services, programs, and amenities the Ice Arena has to offer. It is important to establish a relationship of trust with our guests, as retaining a constituency over time is a key aspect of this endeavor.



4. The Ice Arena Financial Plan

Projected First Year Capital Requirements for PHASE I

Cost of Construction, Labor, Furniture, Fixtures and Equipment; Inventory and service items required, Cost of Initial Advertising, Marketing and Public Relation campaigns

	Description	Size	Square Footage	Estimated Cost @ \$130/sq ft
1	Building Structure	40500	40500	\$ 1,215,000
2	One NHL size ice surface w/concrete base @ \$60/sq ft	1 @ 85' x 200'	17,000	\$ 1,020,000
3	Dasher boards			\$ 125,000
4	Bleacher seating area to accommodate 250 spectators	12' x 90'	1,080	\$ 140,400
5	Pro shop -Display and sales area	40' x 25'	1,500	\$ 195,000
6	Administrative area, office space, accounting	20' x 35'	700	\$ 91,000
7	Food Concessions, food preparation & sales area	15' x 25'	375	\$ 48,750
8	Concession storage area	15' x 15'	225	\$ 29,250
9	Lobby, skate change area, benches, locker & storage areas	30' x 50'	1,500	\$ 195,000
10	Vending machines, arcade area	15' x 20'	300	\$ 39,000
11	Admission and skate rental control area	10' x 50'	500	\$ 65,000
12	Registers, security monitors, security system			\$ 15,000
13	Conference rooms, wet bar, counter space, meeting room, board meeting area, party room etc.	4 @ 20' x 20'	1,600	\$ 208,000
14	Locker rooms	6 @ 16' x 25'	2,400	\$ 312,000
15	Shower and toilet facilities in locker rooms	5 @ 10' x 15'	750	\$ 97,500
16	Referee rooms to include shower, stool and sink	1@10' x 20'	200	\$ 26,000
17	First-Aid room to include sink & trainers table	10' x 10'	100	\$ 13,000
18	Public Restrooms	2 @ 15' x 35'	1,050	\$ 136,500
19	Skate sharpening and repair area with ventilation system adjacent to or within pro shop	10' x 15'	150	\$ 19,500
20	Mechanical room for refrigeration plant, boiler, electrical panels, etc.	20' x 35'	700	\$ 91,000
21	HVAC plant (exterior mount or interior hung)			\$ 500,000
22	Refrigeration plant, dehumidification and boiler			\$ 750,000
23	Ice resurfacing machine storage and dump area to include heated snow melt pit	20' x 40'	800	\$ 104,000
24	Ice resurfacing machine			\$ 85,000
25	Player bench area with seats	2 @ 6' x 28'	336	\$ 43,680
26	Penalty Boxes	2 @ 6' x 8'	108	\$ 14,040
27	Score keeping area with seating and counter space	1 @ 6' x 8'	48	\$ 6,240
28	Score boards, public address and music system			\$ 40,000
29	Public Common area	30' x 50'	1,500	\$ 195,000
30	Arena storage area	15' x 50'	750	\$ 97,500
31	Custodial storage area	12' x 15'	180	\$ 23,400
	TOTAL		40,500	\$ 5,940,760



INFRASTRUCTURE, PLANNING & DESIGN COSTS

	Description	Size	Number	Estimated Cost
1	Parking 250 people @ 4/vehicle	350 sq ft . Site	62 spaces	\$ 74,400
2	Landscaping area			\$ 46,800
3	Grading and preparation			\$ 45,000
4	Utilities - Electrical	\$35 / linear ft		\$ 35,000
5	Utilities - Sewer	\$25 / linear ft		\$ 25,000
6	Utilities - Water	\$35 / linear ft		\$ 35,000
7	Tap Fee			\$ 60,000
8	ED&I (Engineering, Design & Inspection fees)			\$ 500,000
10	Landscape Architectural fees			\$ 10,000
11	Contingency Fund (10%) - optional			\$ 677,196
	TOTAL			\$ 1,508,396
			Total Project Phase I	\$ 7,449,156
				<i>*Includes a contingency of \$677,196</i>



Projected PHASE II Capital Requirements-2019 Expansion
 Cost of Construction, Labor, Furniture, Fixtures and Equipment; Inventory and service items required, Cost of Initial Advertising, Marketing and Public Relation campaigns

1	Building Structure	25000	25000	\$675,000
2	One Olympic size ice surface w/concrete base @ \$60/sq ft	1 @ 100' x 200'	20,000	\$1,200,000
3	Dasher boards			\$125,000
4	Bleacher seating area to accommodate 250 spectators	12' x 90'	1,080	\$140,400
5	Conference rooms, wet bar, counter space, meeting room, board meeting area, party room etc.	4 @ 20' x 20'	1,600	\$208,000
6	Locker rooms	4 @ 16' x 25'	1,600	\$208,000
7	Shower and toilet facilities in locker rooms	4 @ 10' x 15'	750	\$97,500
8	Referee rooms to include shower, stool and sink	1 @ 10' x 20'	200	\$26,000
9	Mechanical room for refrigeration plant, boiler, electrical panels, etc.	20' x 35'	700	\$91,000
10	HVAC plant (exterior mount or interior hung)			\$500,000
11	Refrigeration plant, dehumidification and boiler			\$750,000
12	Ice resurfacing machine storage and dump area to include heated snow melt pit	20' x 40'	800	\$104,000
13	Ice resurfacing machine			\$85,000
14	Player bench area with seats	2 @ 6' x 28'	336	\$43,680
15	Penalty Boxes	2 @ 6' x 8'	108	\$14,040
16	Score keeping area with seating and counter space	1 @ 6' x 8'	48	\$6,240
17	Score boards, public address and music system			\$40,000
18	Public Common area	30' x 50'	1,500	\$195,000
19	Arena storage area	15' x 50'	750	\$97,500
20	Custodial storage area	12' x 15'	180	\$23,400
21	TOTAL		25,000	\$4,629,760
22	INFRASTRUCTURE, PLANNING & DESIGN COSTS			
23				
24	Description	Size	Number	Estimated Cost
25	Parking 250 people @ 4/vehicle	350 sq ft . Site	62 spaces	\$74,400
26	Landscaping area			\$46,800
27	Grading and preparation			\$45,000
28	Utilities - Electrical	\$35 / linear ft		\$35,000
29	Utilities - Sewer	\$25 / linear ft		\$25,000
30	Utilities - Water	\$35 / linear ft		\$35,000



31	Tap Fee			\$60,000
	ED&I (Engineering, Design & Inspection fees)			\$500,000

INFRASTRUCTURE, PLANNING & DESIGN COSTS

Contingency Fund (10%) - optional \$462,976

TOTAL				\$1,294,176
1				
2			Total Project Phase II	\$5,923,936
3				*Includes a contingency of \$462,976
4	Building Structure	25000	25000	\$675,000
5	One Olympic size ice surface w/concrete base @ \$60/sq ft	1 @ 100' x 200'	20,000	\$1,200,000
6	Dasher boards			\$125,000
7	Bleacher seating area to accommodate 250 spectators	12' x 90'	1,080	\$140,400
8	Conference rooms, wet bar, counter space, meeting room, board meeting area, party room etc.	4 @ 20' x 20'	1,600	\$208,000
10	Locker rooms	4 @ 16' x 25'	1,600	\$208,000
11	Shower and toilet facilities in locker rooms	4 @ 10' x 15'	750	\$97,500
	Referee rooms to include shower, stool and sink	1@10' x 20'	200	\$26,000
	Mechanical room for refrigeration plant, boiler, electrical panels, etc.	20' x 35'	700	\$91,000
	HVAC plant (exterior mount or interior hung)			\$500,000
	Refrigeration plant, dehumidification and boiler			\$750,000



Jennifer M. O'Neal Ice Arena

Sustainability -- Income and Expenses

Revenues are based on the programming schedule included in Section 3, the Ice Arena Rationale and Sustainable Operations Plan. It is important to maintain a consistent and balanced schedule for the growth of the programs, which relate directly to the growth in revenue and thus the ongoing sustainability of the arena.

The GRCISA has evaluated usage, fees, and successful scheduling at ice arenas across the country. We believe that the schedule constructed for the Ice Arena will be convenient and attractive to its new patrons, but we also know that the Arena's usage will need to be monitored closely and that flexibility will be required so that changes can be made quickly to optimize the schedule. In short, the Arena will need to be managed actively to ensure continued success and service to the Truckee Meadows.

The Ice Arena will be open 50 weeks in the year with 2 weeks set aside for annual maintenance and a potential for 20 hours of rental a day for the rink or 140 hours in a week. The months of September through February will be the most heavily scheduled season, representing 25 weeks of the year. The schedule shows a 64% ice usage with 81 hours being scheduled per week in the September through February time frame. The month of March, April and May, traditionally show a small decrease in hours scheduled to 67 hours per week and 53% ice usage. These months represent 12 weeks of the year. From June through August (13 weeks) rentals can be productive with summer schools booking 86 hours per week being utilized or 68% of available ice time. The hourly rental for the ice will be set at \$275 per hour.

Revenues generated through events, scheduled group usage, individual fees, advertising and other sponsorship will be used to support staff, maintenance, and all other operational costs, so that the Ice Arena is a fully functional and sustainable organization with a stable financial platform. Revenues over and above annual budget requirements will create a reserve for the development and support of programs that serve those who will benefit from participation in ice sports and cannot afford to participate. The GRCISA is already working with its community partners to evaluate and develop programs that will benefit underserved children and adults and the Reno Sparks community as a whole.

The following pages provide details of anticipated annual revenues and expenses, and a staffing outline.



**Ice Arena
Revenues and Expenses**

Revenues			
Admissions	\$15/\$8	\$	352,475
Class fees	12	\$	43,000
Rent - Equipment		\$	37,000
Rent -			
Advertising/groups		\$	134,000
Sale of Product		\$	74,000
	Revenue	Total	\$ 640,475
Expenses			
Regular Employees		\$	176,000
Temp / Part-time Employees		\$	126,000
Medical / Dental Insurance		\$	47,000
Other Insurance		\$	3,000
Unemployment			
Insurance		\$	3,300
Workers Compensation		\$	23,000
Technical Services		\$	89,000
Laundry		\$	1,500
Communications		\$	3,300
Advertising		\$	12,000
Printing		\$	8,500
Membership-Dues		\$	950
Merchandise		\$	10,000
Supplies		\$	12,000
Program/Class supplies		\$	9,975
Medical supplies		\$	475
Clothing uniforms		\$	2,375
Gas		\$	17,500
Electricity		\$	90,500
Fuel (Gas)		\$	500
Tools / Parts		\$	3,600
	Expenses	Total	\$ 640,475



**Ice Arena
Full- and Part-Time Labor**

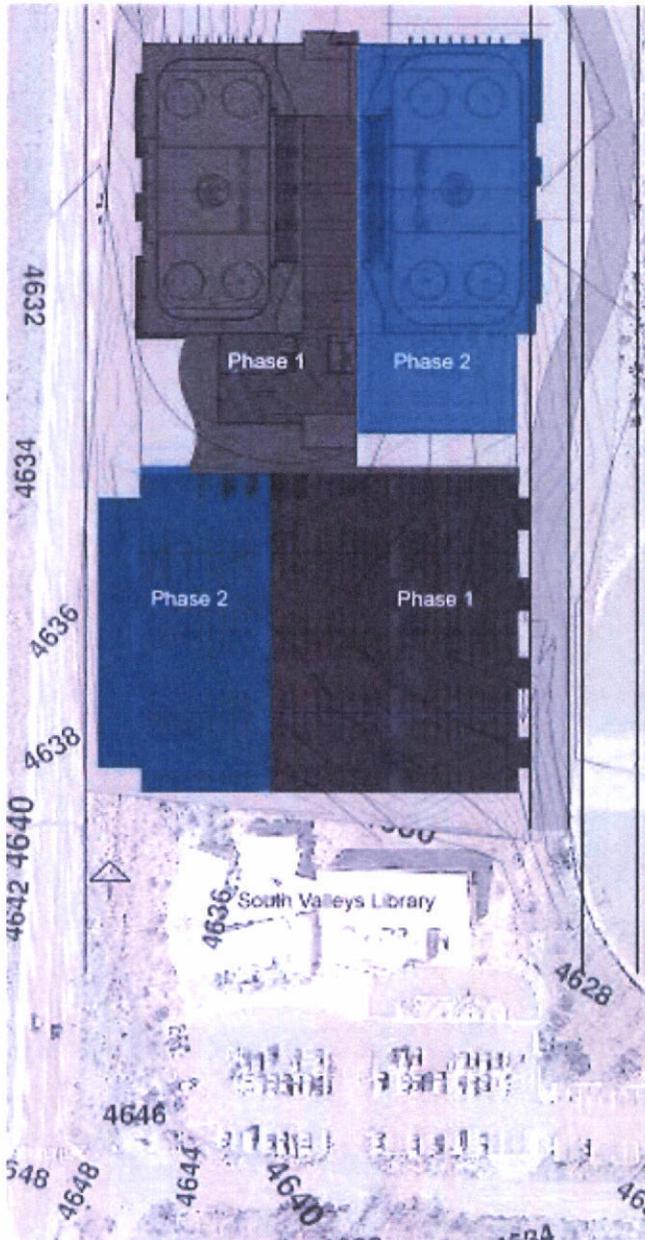
		Labor Estimate	
		Annual	Salary
<i>Manager</i>			\$ 60,000
<i>Lessons Mgr</i>			\$ 33,000
<i>Hockey mgr</i>			\$ 33,000
<i>Facility Eng</i>			\$ 50,000
			\$ 176,000
Staff	Rate	Hours	
<i>Hourly</i>	\$10/hr	242.31/wk	
<i>Estimated</i>	Annual		\$ 126,000
Total Labor			\$ 302,000

Ice Arena Projected Revenue

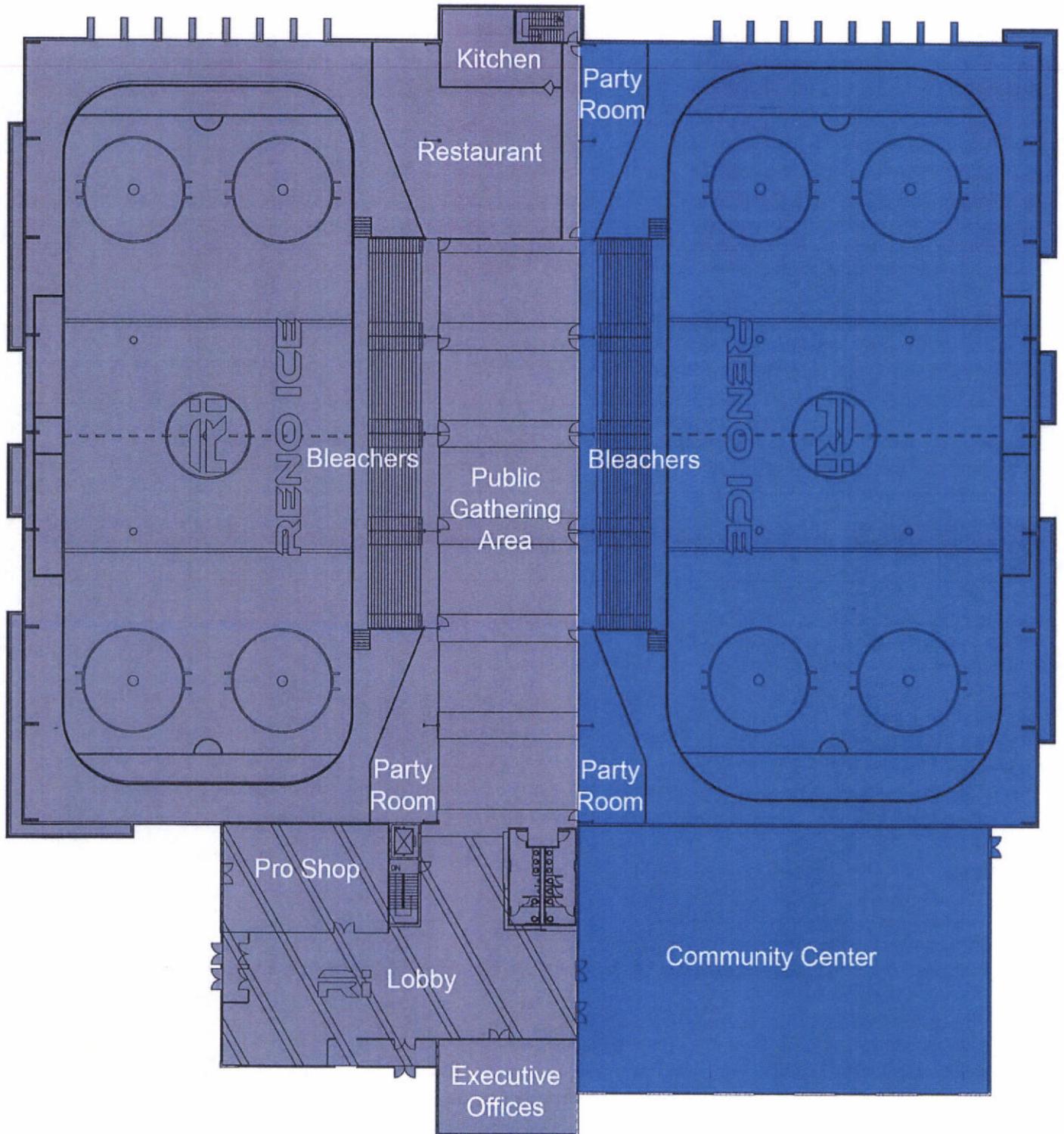
Revenues		Annual	Weekly	Daily
Admissions	\$15/\$8	\$ 350,000	\$ 6,731	\$ 959
Class fees	\$12	\$ 38,000	\$ 731	\$ 104
Rent - Equipment		\$ 44,000	\$ 846	\$ 121
Rent - Advertising/groups		\$ 134,000	\$ 2,577	\$ 367
Sale of Product		\$ 74,475	\$ 1,432	\$ 204
Revenue Total		\$640,475.00	\$12,316.83	\$1,754.73

5. The Ice Arena Layout

Aerial Layout of Park Complex



Level 2 Layout-Enter at Parking Lot Level



Level 1 Layout-Rink Level

