



MACLAUGHLIN
MANAGEMENT & DESIGN

Ice Skating & Sports Facility Consultants

MARBLEHEAD ICE RINK FEASIBILITY STUDY

Prepared & Conducted By

MacLaughlin Management & Design

August, 2021

Introduction and Background:

MacLaughlin Management & Design (MMD), an ice skating consulting company founded in 1993 and located in Exeter, NH was contracted by the Town of Marblehead to conduct a study to determine the feasibility of building a skating facility on municipally owned property within town limits. (See appendix for MMD ice rink consulting CV). The Town received a significant donation, in excess of \$2 million, from the Lars Anderson Trust Fund to support recreational activities in Marblehead, primarily winter sports. As a result of this donation, the Town requested MMD to research the feasibility of building both an indoor ice rink which would have the capability of operating 12 months a year, and an outdoor ice rink with a roof which could operate 4 months of the year (mid November to mid-March).

Process:

In order to develop this report, MMD has conducted a series of Zoom meetings with the Marblehead ice rink committee to gather information on ice skating demand in Marblehead. We have developed a construction cost budget and a facility layout for both an indoor skating rink option and an outdoor skating rink option. We have conducted visits to multiple municipally owned sites identified by the Town as having the land requirements to construct either outdoor or indoor skating facility options. We have provided photos of these sites with both rink options superimposed on the properties to determine the suitability of each of the potential properties. We have participated in a virtual Town meeting to discuss the results of a survey on what the general public's attitude is towards an ice rink in Marblehead, and to answer questions on the feasibility of building a rink.

Findings and Recommendations:

- The Town of Marblehead has a long tradition of supporting ice skating and ice hockey in particular. The Town has an active and growing youth hockey program with between 150-175 kids enrolled ages 8 to 18 years old. There are also an approximately 75 kids under 10 years old in the Learn-to-skate program. The girl's hockey and goalie program are growing.
- The Marblehead Youth Hockey Program spends approximately \$200,000 on ice rentals at 5 North Shore area rinks and between \$80,000 to \$90,000 to the Valley Hockey League for league participation and games. The Marblehead School Department spends \$40,000 per year at out of town rinks for high school and middle school hockey teams.
- Presently, the only ice skating option in Marblehead is a seasonal ice rink/street hockey rink at Reynolds Playground on Green Street. This rink has fallen into disrepair and no longer serves the needs of the community. Upgrading this facility is not an option as the support building would interfere with the activities on the softball field.
- Building an indoor ice rink in Marblehead will increase the growth of hockey at all age levels and provide a reliable year round skating experience for everyone. Indoor ice rinks built over the last 15 years in Duxbury, MA, Canton, MA, Exeter, NH, and Nashua, NH have all experienced significant growth in all types of ice skating programs including public skating, figure skating, youth and adult hockey programs.
- In accessing the current needs for ice time demand in Marblehead, the growth of all skating programs, particularly youth hockey, is being limited by not having an ice rink in the Town. Building a year round indoor rink would provide the MYHA with a set schedule, preferred

practice times, a long term lease of a minimum of 10 years, and the ability to grow all skating programs for the families of Marblehead.

- Currently, MHYA contracts ice time with 5 area rinks: Lynn Connery Rink, Lynn, MA, Rocket Arena at Salem State, Endicott College Arena, Beverly, MA, Cronin Rink, Revere, MA, McVann-O'Keefe Rink, Peabody. These facilities provide ice time to Marblehead at varying times, day and night, during the week and weekends, but MHYA has no control over the future of the time of ice rentals or length of ice lease. These are significant limiting factors to growing ice skating programs for the young people living in Marblehead.
- Building an outdoor, seasonal ice skating rink with a roof would provide a winter season of reliable skating for families, private group rentals, learn to skate programs, learn to play hockey programs, figure skating and ice shows. The outdoor option could, in the future, be enclosed on ends and sides to provide year round skating. The outdoor option would not meet all the needs of Marblehead Youth Hockey.
- Of the six municipally owned sites identified and visited by MMD and the Ice Rink Committee, (Beacon St., Lincoln Ave., Vine St., Brooks St., Green St., Turner Rd.), only the 21 Beacon Street property was deemed suitable to build an indoor, 35,600 square foot ice rink with parking for approximately 300 spectators or 100-120 vehicles.
- The cost to build a 35,600 square foot indoor ice rink capable of operating 12 months a year and containing a 200' x 85' sheet of ice with locker rooms, all support spaces necessary to operate effectively, and resurfacers would be \$7,690,000. This estimate includes design cost and a site development allowance of \$750,000, but no cost is included if land needs to be purchased.
- Projected first year annual revenues for the indoor ice rink are \$974,000 and annual expenses would be \$830,000 without debt service. Revenues typically increase 5%-8% annually, expenses increase 3%-5% annually.
- The most suitable property of the six sites to build an outdoor, 200'x 85' refrigerated ice rink with a roof (open sides, ends) would be the Eveleth School site at 3 Brook Street. The outdoor rink option would be 22,000 square feet and have parking for 30 cars.
- The cost to build the outdoor skating rink option which would operate approximately 4 months per year (mid November to mid-March) would be \$2,190,000. This cost includes the ice rink with a roof, support building, resurfacers, site development of \$250,000, and design cost, no land acquisition cost is included.
- Projected first year revenues for the outdoor option is \$185,000 with expenses of \$145,000 exclusive of any debt service or property tax.
- Both the indoor and outdoor skating facilities should be operated by an experienced ice rink management company who would be responsible for everyday operations and complete staffing.
- Building either an indoor or outdoor ice rink in Marblehead will significantly increase the skating participation for the residents and add to the already great quality of life in the Town.

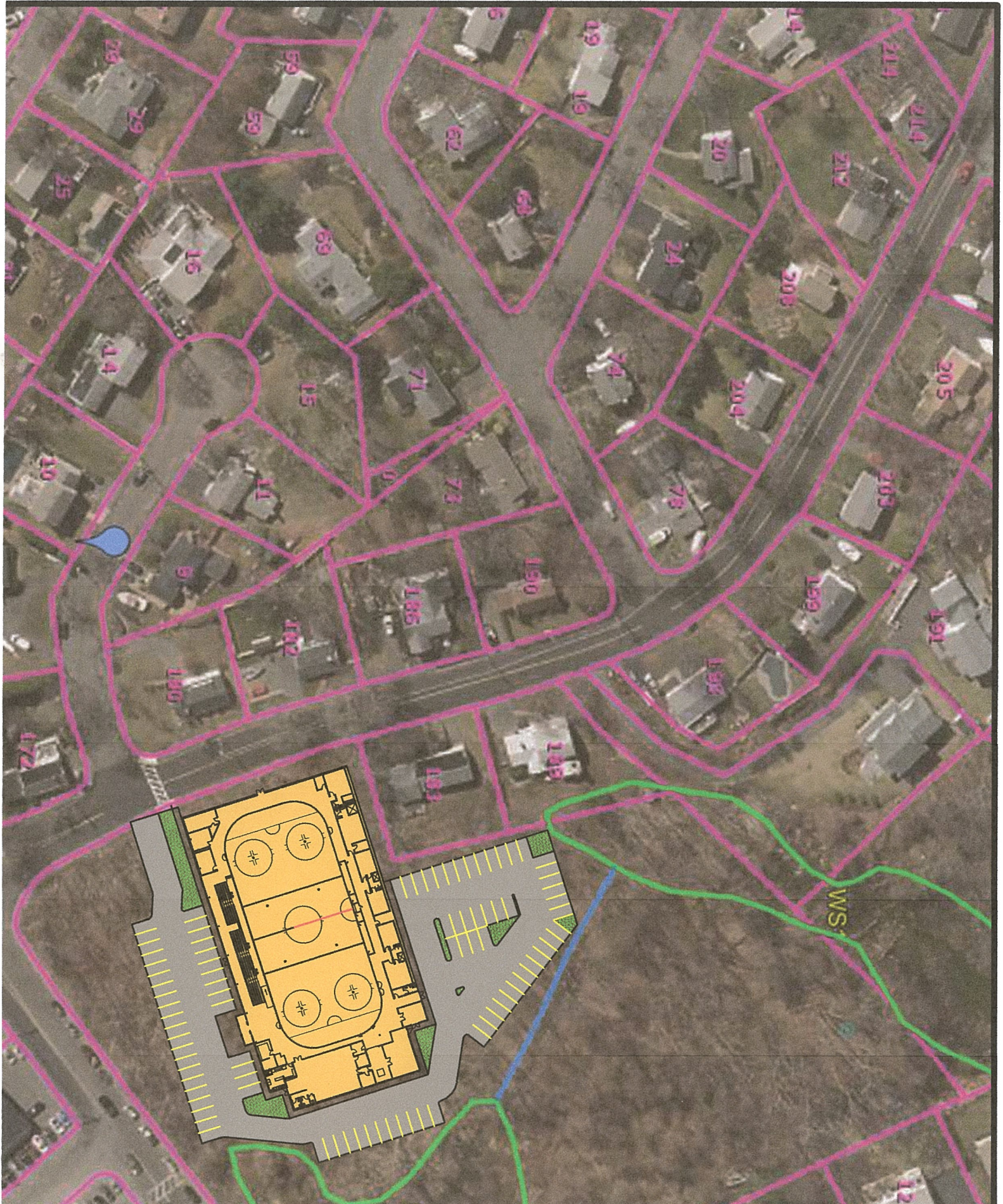
SITE ASSESSMENT

Beacon Street Site

This is unused land owned by the School department. It is 5.7 acres in size and contains ledge and wetland and is 100% vegetated . It is surrounded by single family residences. There are several commercial businesses across the street. It is on a larger road and therefore has good access. The topography and vegetation may make it costly to develop. An area near the corner of beacon and green may be acceptable for development.

- Development of the site will require an Order of Conditions from the Marblehead Conservation Commission.
- Wetland resources may reduce development potential.
- There is an opportunity to expand parking with a bridge or culvert crossing over the existing stream.

See following page for a conceptual site plan.



3 Brook Street – Eveleth School Site

This school closed a number of years ago and was slated for disposition however the school department is presently using it for programs and may move administrative offices there in the future. The parcel is flat and dry and contains a small brick elementary school, parking lot and grassed area. The Eveleth school is 3.47 acres it is located in a residential neighborhood. It is also adjacent to the Hobbs Building and playground which may have use restrictions on it.

- Lot depth is very tight, leaving rink close to abutting properties.
- Good proximity to fields, parking connects well to existing lot.
- No wetland resource areas.

See following page for a conceptual site plan.



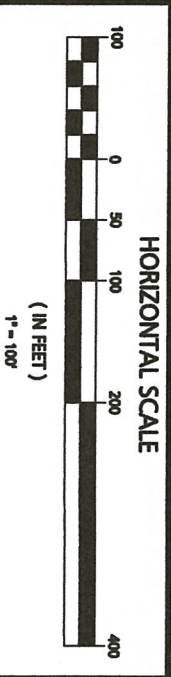
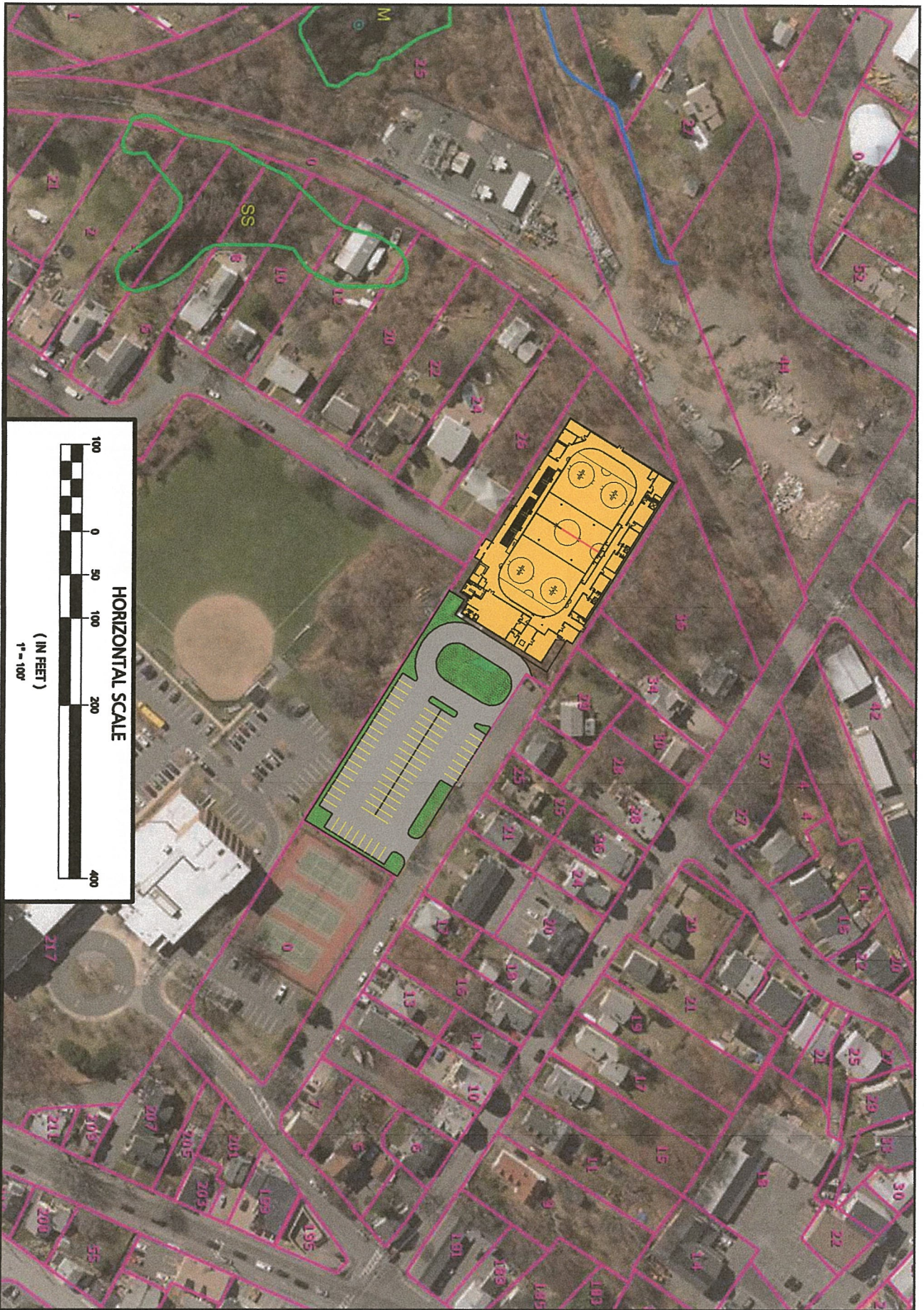
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28 Vine Street/Tree Garage Site

This area is owned by the town and contains the old tree dept. garage which is a brick garage structure. The area is 4.4 acres and has a significant grade change. In the past there have been several ideas for use of the property. I am not sure of the status of any of those. The steep grade changes may make it difficult to develop. The property is located adjacent to the veterans middle schools property and could potentially share parking with the school.

- Lot width is very tight, leaving rink close to abutting properties.
- Good proximity to fields, tennis courts and overflow parking on adjacent site.
- No wetland resource areas.

See following page for a conceptual site plan.



HORIZONTAL SCALE

(IN FEET)

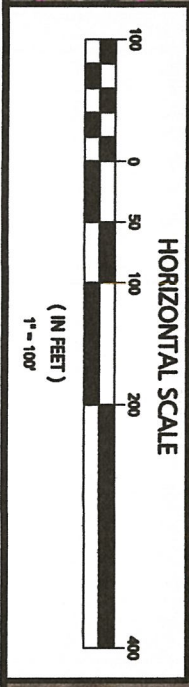
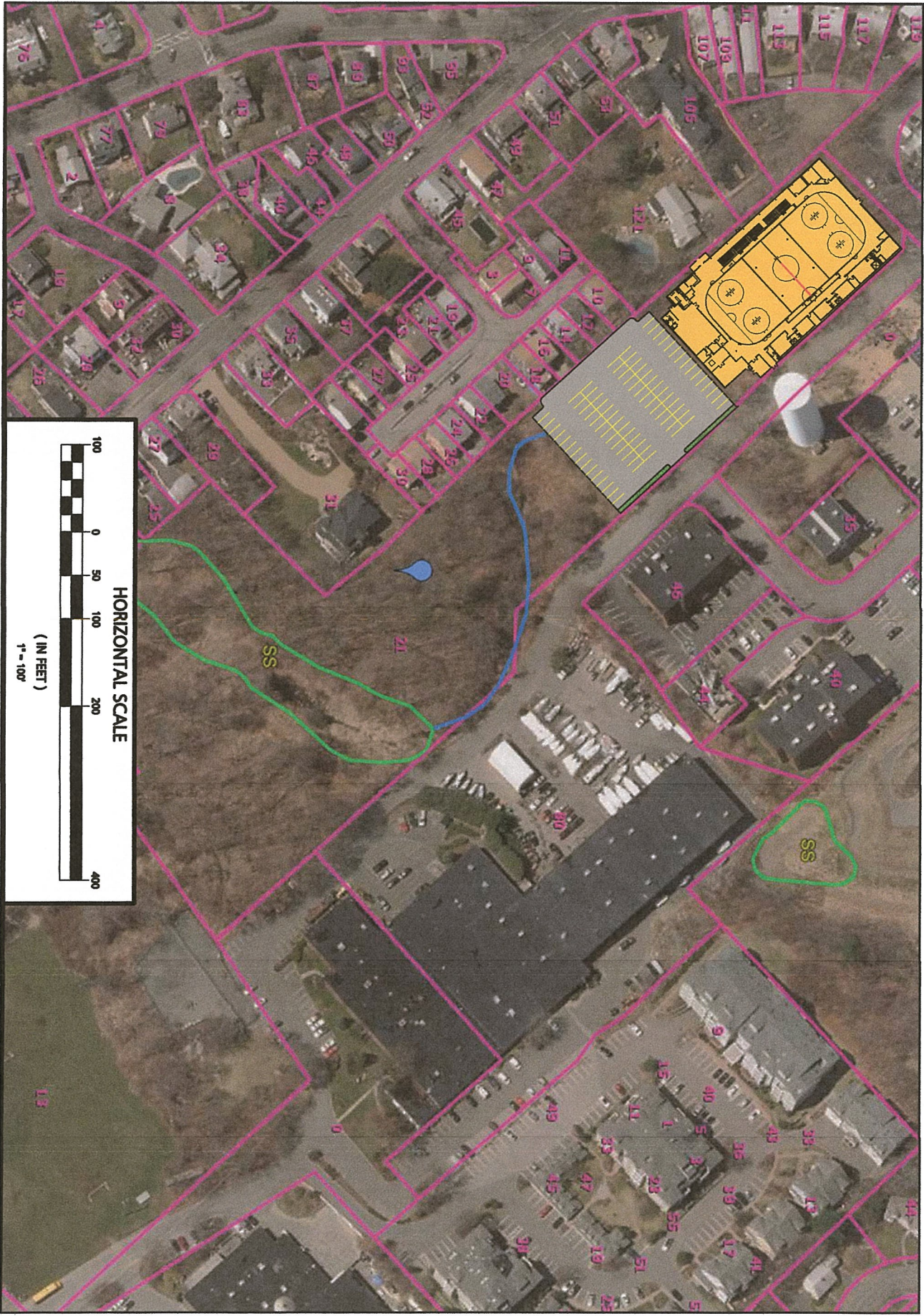
1" = 100'

Lincoln Avenue/Tioga Way Site

This is unused land owned by the school department. It is 6.5 acres in size and is border to the west and southwest by residential neighborhood . To the east and north is the town's light industrial area. The southeastern edge abuts rec and park property Reynolds playground. The site has an intermittent stream and ledge and some significant grade change. These steep slope constraints divide the parcel into two areas; one adjacent to the park and two; the area that fronts on Tioga way which is flat and dry but may be too narrow for building a facility. The property is largely vegetated.

- Lot width is very tight, leaving rink close to abutting properties.
- Development of the site will require an Order of Conditions from the Marblehead Conservation Commission.
- Wetland resources may reduce development potential.
- There is an opportunity to expand parking with a bridge or culvert crossing over the existing stream.

See following page for a conceptual site plan.

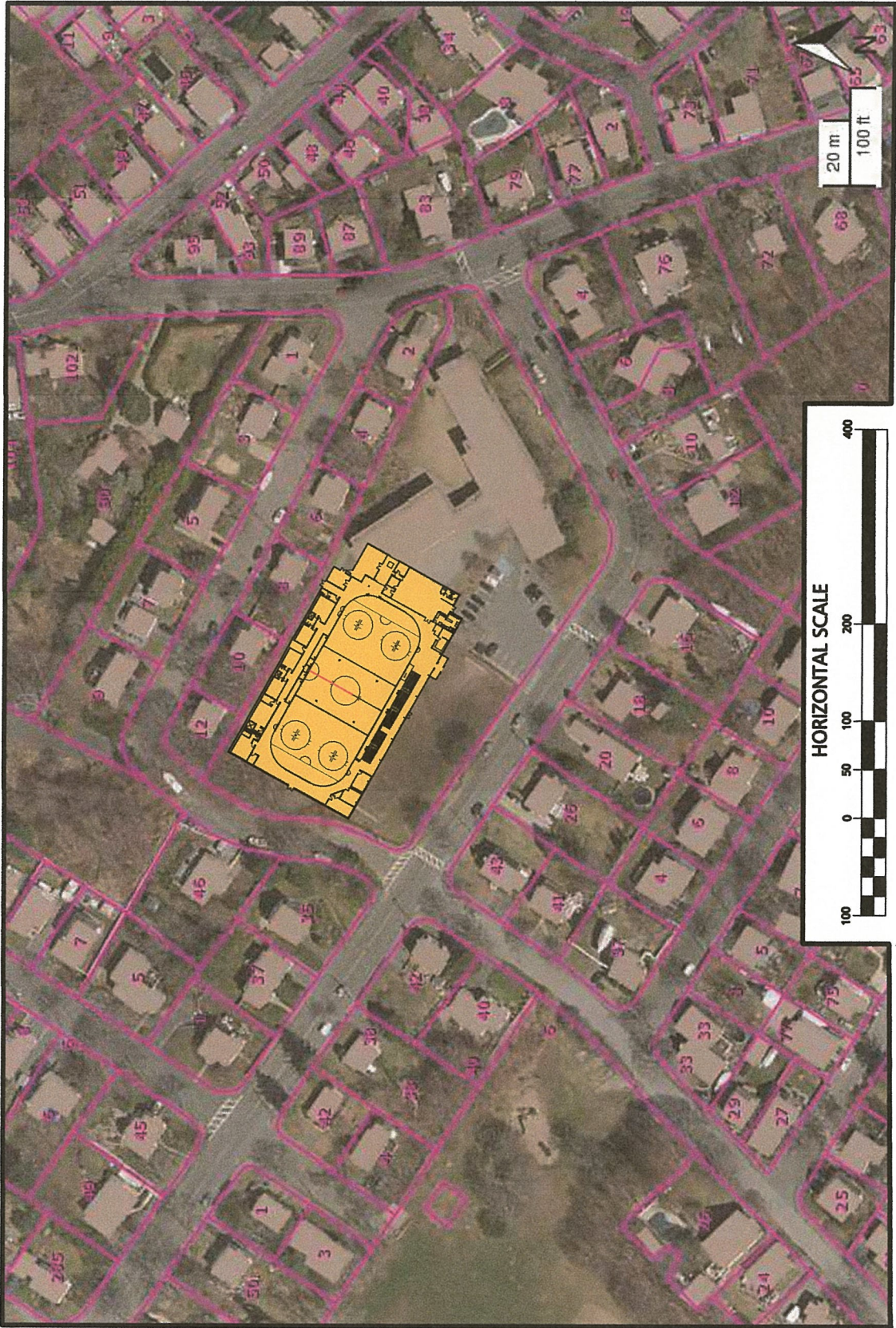


Coffin School 1 Turner Road Site

Site is comprised of 2.77 acres and a recently vacated school building and lands. There is an older brick elementary school with a more modern addition and a small grassy area, approximately 1.5 acres, which was used as athletic fields for elementary gym classes. There is a paved parking area

- Rink building takes up majority of the undeveloped portion of the lot
- This concept was not developed as the rink and existing building leaves no room for parking.
- No wetland resource areas.

See following page for a conceptual site plan.

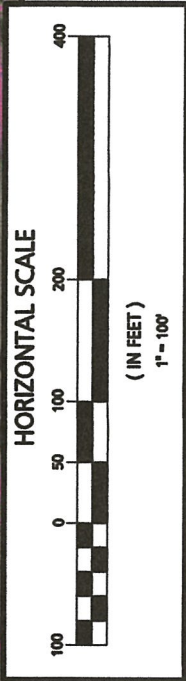
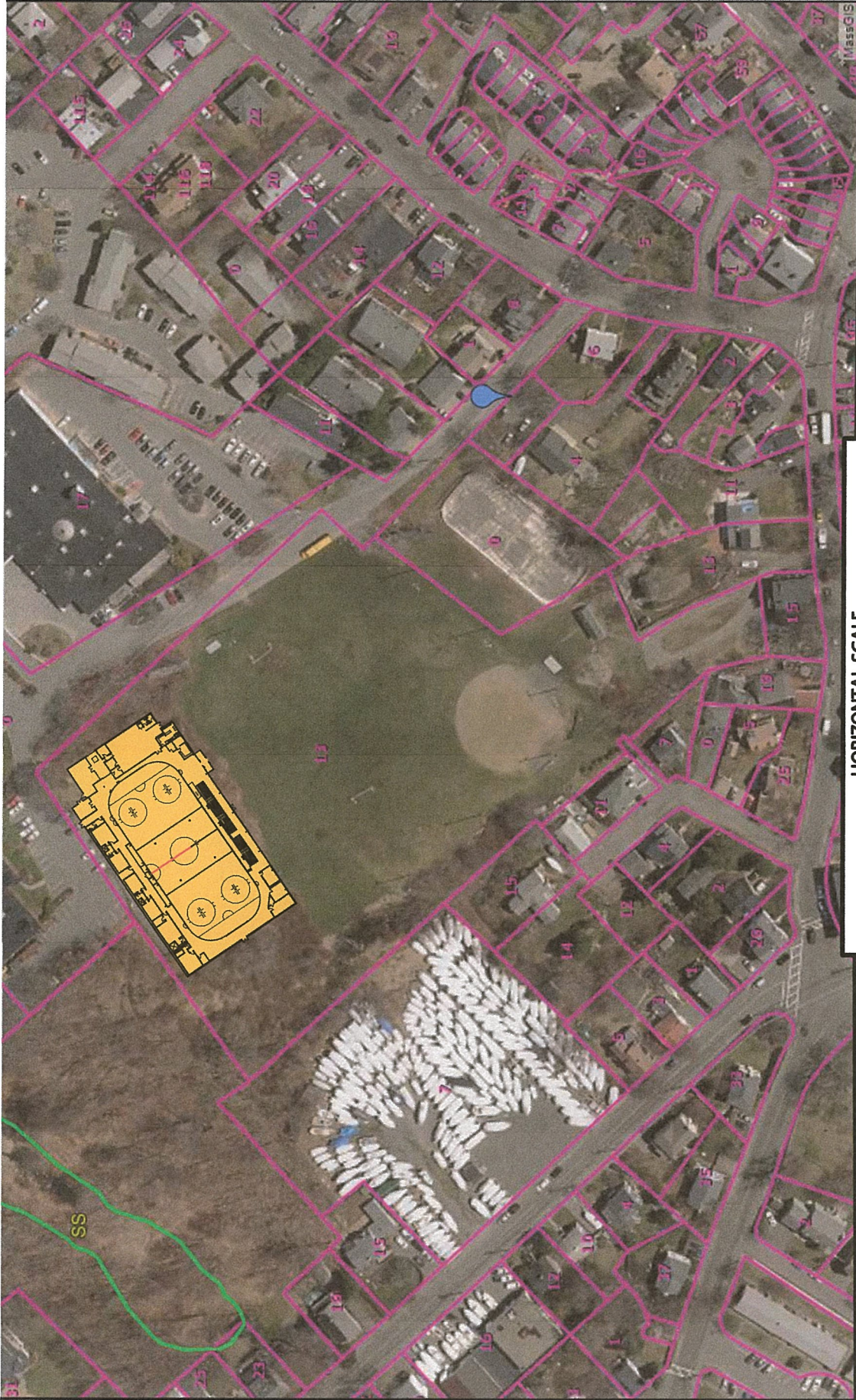


Reynolds Playground aka Green Street Playground Site

Site is located off of Lime Street which is a private way This playground is 5.45 acres for active and passive recreation located off Green Street and Lime street which is a private way. There is a softball field, which is lighted for evening play. The area is used for soccer field and football field and lacrosse field across the same outfield. There is a field house with public restrooms (not handicap accessible) and equipment storage and benches. A street/ice hockey rink, with boards, was created in the spring of 2009. The rink was developed by a group of volunteers and donated to the town. There is a dog park with separate areas for large and small dogs on a hill overlooking the fields. There is parking for about 25 cars off Green Street

- Rink building takes up all of the space not used by the field.
- This concept was not developed as it would result in the elimination of the softball field.
- No wetland resource areas.

See following page for a conceptual site plan.



COST ASSESSMENT

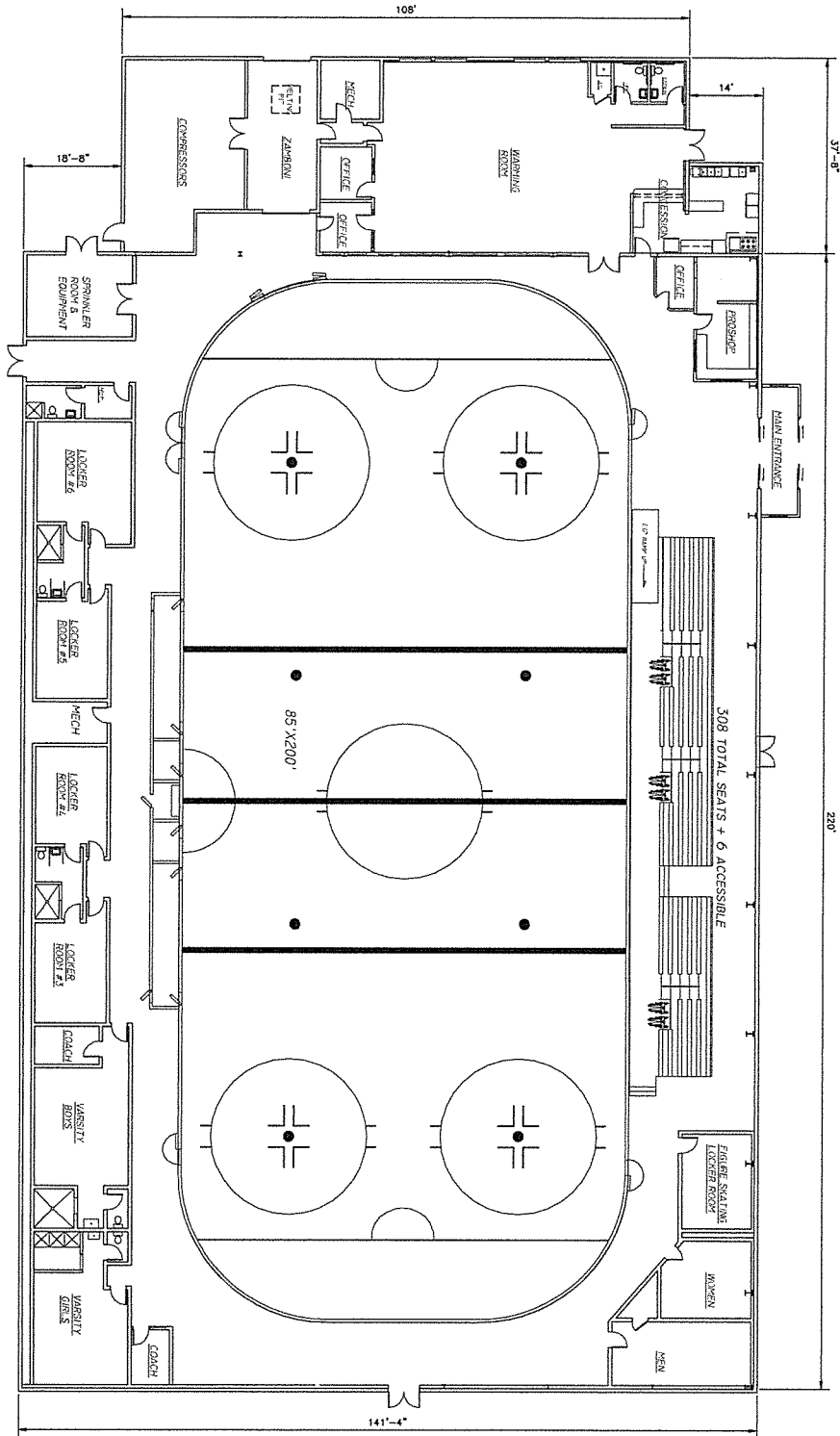
Indoor Ice Rink Construction and Design Estimate:

The following cost estimate is based upon a new 35,600 square foot ice rink building containing a single regulation sheet of ice, 6 locker rooms, concession, pro shop, 308 spectator seating, public restrooms, office, resurfacer room, and mechanical rooms. The prices are based upon prevailing wage construction.

Description:

Site Work: (earthwork, paving, landscape, sidewalks)	\$ 750,000 Allowance	\$21.06/sq. ft.
Concrete: (wall forms, footings, rebar, slab on grade)	\$ 545,000	\$15.30/sq. ft.
Masonry: (concrete block, mortar, anchors, rebar)	\$ 405,000	\$11.37/sq. ft.
Metals: (fasteners, railings)	\$ 35,000	\$ 1.02/sq. ft.
Woods & Plastics:	\$ 35,000	\$ 1.02/sq. ft.
Thermal & Moisture Protection (waterproofing, insulation)	\$ 90,000	\$ 2.53/sq. ft.
Doors & Windows:	\$ 130,000	\$ 3.65/sq. ft.
Finishes: (flooring, painting, wall board)	\$ 350,000	\$ 9.82/sq. ft.
Toilets: (partitions, railings)	\$ 60,000	\$ 1.69/sq. ft.
Signs:	\$ 30,000	\$ 0.84/sq. ft.
Metal Building: (pre-engineered, energy shield insulation)	\$1,340,000	\$37.64/sq. ft.
Fire Protection:	\$ 190,000	\$ 5.34/sq. ft.
Plumbing: (piping, drains, toilets)	\$ 325,000	\$ 9.13/sq. ft.
HVAC Systems: (dehumidification, air handlers, heaters, controls, air distribution)	\$ 655,000	\$18.40/sq. ft.
Electrical: (wiring, lighting, alarms, communication)	\$ 550,000	\$15.45/sq. ft.
Ice Refrigeration:	\$ 725,000	\$20.37/sq. ft.
Ice Floor: (concrete, piping, insulation)	\$ 425,000	\$11.94/sq. ft.

Dasher Boards: (frames, shielding, boxes, netting)	\$ 250,000	\$ 7.02/sq. ft.
Score Boards (2):	\$ 35,000	\$ 0.98/sq. ft.
Sound System:	\$ 45,000	\$ 1.25/sq. ft.
Ice Resurfacers:	\$ 135,000	\$ 3.68/sq. ft.
Total Construction Cost:	\$7,105,000	\$199.57/sq. ft.
Design Cost:	\$ 585,000	\$ 16.43/sq. ft.
Total Cost Estimate:	\$7,690,000	\$216.01/sq. ft.



SCHEMATIC FLOOR PLAN

SCALE: 1/2" = 1'-0" (21x36 SHEET)



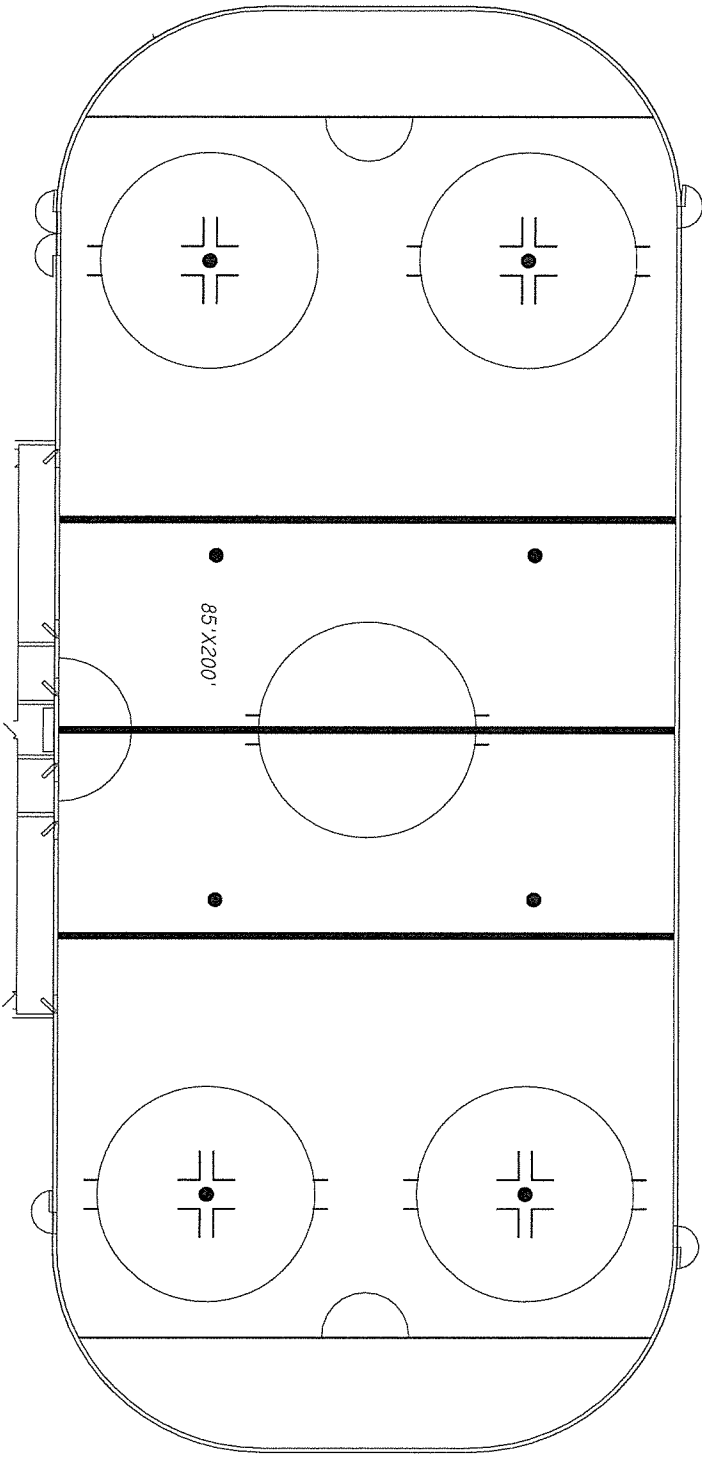
35,600 SQ. FT. (TOTAL FOOTPRINT)

<p>DATE PLOTTED: A1.0</p>	<p>drawing title: ICE RINK CONCEPT PLAN</p>	<p>project: ICE ARENA MARBLEHEAD MASSACHUSETTS</p>	<p>revisions:</p> <table border="1"> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </table>																					<p>J.P.L. CONSULTING ARCHITECTURAL DESIGN AND PLANNING</p> <p>JOHNPLLOYD@COMCAST.NET (617) 899-0551</p>
<p>drawn: jpl scale: AS NOTED date: 2020</p>																								

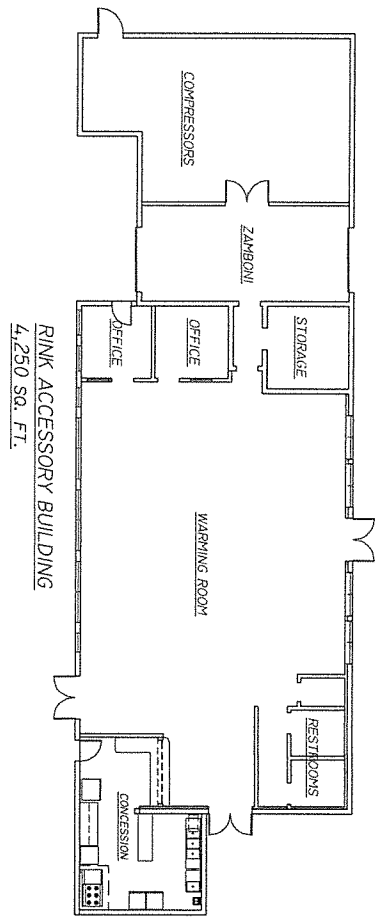
Outdoor Construction and Design Estimate

The following estimate is developed for a regulation, 200' x 85' outdoor ice rink with a roof but without the sides or ends enclosed. Along with the sheet of ice a 4,250 sq. ft. is an accessory building containing a warming room, concession, restrooms, office, resurfacer room and mechanical room.

Refrigeration Equipment:	\$305,000 (chiller, pumps, glycol)
Concrete Floor:	\$300,000 (5" slab with piping)
Dasher Boards:	\$165,000 (gates, shielding, benches)
Lighting:	\$ 75,000
Support Buildings:	\$490,000 (warming room, restrooms, office, storage, concession area, mechanical room, resurfacer room)
Resurfacer:	\$135,000
Roof:	\$350,000
Site Allowance:	\$250,000
Design Cost:	\$120,000
Total Cost Estimate:	\$2,190,000



OUTDOOR RINK
 SCALE: 1/8" = 1'-0" (24X36 SHEET)



drawing file: **OUTDOOR RINK CONCEPT PLAN**
 drawn: jpl scale: AS NOTED date: 2020

project: **ICE ARENA**
MARBLEHEAD MASSACHUSETTS

revisions:		

J.P.L. CONSULTING
 ARCHITECTURAL DESIGN AND PLANNING
 JOHNPLLOYD@COMCAST.NET
 (617) 899-0551

dep no: **A1.1**



REVENUES & EXPENSES

The first year projected revenues for an indoor rink operating year round would be \$974,000, with expenses projected to be \$830,000 without debt service or property taxes. The outdoor ice rink option with a roof and operating 4 months, mid November through mid March, has projected first year revenues of \$185,000 with expenses of \$145,000. Please refer to the accompanying sample budget showing line item projected revenues with expenses and a typical weekly winter ice rental schedule for the indoor ice rink option.

Indoor Ice Rink Option Budget:

- Ice rental rate is a blended rate of \$250 per hour. Every \$10 per hour increase in hourly rate would increase annual revenues by \$10,000.
- Annual revenues on average increase 5% to 8% while expenses increase 3% to 5%.
- House run programs are run by the rink and include skill development, house hockey league, spring leagues
- Contracted ice rental is all rentals with contract agreements including youth hockey, high school hockey, middle school hockey, men's leagues.
- The salaries and wages assume that an ice rink management company, rather than the Town, operates the facility.
- Concessions and pro shop are shown as rink operated
- There is \$12,000 shown as capital improvement expenses although this is unlikely to be utilized during the first 3-5 years of operation.
- There is \$24,000 shown as annual expense for reserves.

Outdoor Ice Rink Option Budget:

- Typical user groups would be public skating, figure skating, pick up hockey, youth hockey, private rentals, corporate outings.
- Hourly rate for private rentals is \$300 and rentals to be in 2 hour blocks.
- Youth hockey would still need to contract ice rentals with other indoor facilities.
- Revenues include skate rentals at \$7 per pair and a public skate rate of \$12 (blended rate for adults and children).
- Expenses annually include management company (\$70,000), utilities (\$60,000), cost of goods (\$5,000), reserves (\$5,000), capital improvements (\$5,000).

Sample Budget

	July	August	September	October	November	December	January	February	March	April	May	June	Total
Revenues (Income):													
House Run Hockey Programs	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 72,000.00
Contracted Ice Rental	\$ 34,000.00	\$ 34,000.00	\$ 38,000.00	\$ 40,000.00	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	\$ 42,000.00	\$ 38,000.00	\$ 32,000.00	\$ 32,000.00	\$ 458,000.00
Figure Skating Programs	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 6,833.34	\$ 82,000.08
Learn to Skate	\$ 8,000.00	\$ 8,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 124,000.00
Public Skating	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 60,000.00
Stick Practice	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00	\$ 15,000.00
Advertising	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 13,200.00
Vending (soda)	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 13,200.00
Skate Rental	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 21,600.00
Pro Shop	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 42,000.00
Concessions	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 72,000.00
Miscellaneous	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Total Incomes	\$ 74,583.34	\$ 74,583.34	\$ 82,583.34	\$ 84,583.34	\$ 86,583.34	\$ 86,583.34	\$ 86,583.34	\$ 86,583.34	\$ 86,583.34	\$ 78,583.34	\$ 72,583.34	\$ 73,583.34	\$ 974,000.08
Expenses:													
Sales tax (meals)	\$ 250.00	\$ 250.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 250.00	\$ 250.00	\$ 3,400.00
Salaries & Wages	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 240,000.00
Payroll Taxes	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 5,600.00	\$ 67,200.00
Employee Benefits	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00	\$ 33,000.00
Advertising/Marketing	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Leased Equipment	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00
Software support	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00
Maintenance & Repairs	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 42,000.00
Rental Equipment	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 900.00
Legal/Accounting Fees	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
Uniforms/Apparel	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Insurance/liability/property	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 1,550.00	\$ 18,600.00
Workman's Comp.	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
COG Sold/Contracted Ice	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 3,000.00
COG Sold/ Hockey programs	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
COG Sold/Learn to Skate	\$ 2,400.00	\$ 2,400.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 37,200.00
COG Sold/Advertising	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00
COG Sold/Concessions	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 3,833.34	\$ 46,000.08
COG Sold/Pro Shop	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 1,833.34	\$ 22,000.14
Travel, Meals & Entertainment	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Seminars	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Telephone	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 425.00	\$ 5,100.00
Utilities (Gas, Electric, Water, S	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 17,166.67	\$ 206,000.04
Bank Charges	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 1,333.34	\$ 16,000.08
Outside Services	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 9,000.00
Printing	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00
Office Supplies	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 1,800.00
Miscellaneous	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00
Capital Improvements	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00
Reserves	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 24,000.00
Subtotal	\$ 68,466.69	\$ 68,466.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 68,516.69	\$ 68,466.69	\$ 68,466.69	\$ 830,900.34
Loan Principal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 68,466.69	\$ 68,466.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 69,716.69	\$ 68,516.69	\$ 68,466.69	\$ 68,466.69	\$ 830,900.34
Ending Balance	\$ 6,116.65	\$ 6,116.65	\$ 12,966.65	\$ 14,866.59	\$ 16,866.65	\$ 16,866.65	\$ 16,866.65	\$ 16,866.65	\$ 16,866.65	\$ 10,066.65	\$ 4,116.65	\$ 5,116.65	\$ 143,099.74

APPENDIX



MACLAUGHLIN
MANAGEMENT & DESIGN

Ice Skating & Sports Facility Consultants

**MACLAUGHLIN MANAGEMENT & DESIGN
ICE SKATING RINK CONSULTANTS
EXETER, NEW HAMPSHIRE**

MacLaughlin Management & Design of Exeter, NH was founded in 1993 to provide consulting services to municipalities, universities, private schools, architects, non-profit organizations, and private investment groups that are planning, designing, building, renovating and/or operating ice skating rinks. Terry MacLaughlin, president of MMD, advises owners, operators and architects on the overall layout of ice rinks, provides the design and oversees the installation of energy efficient refrigeration systems, dehumidification equipment and dasher board systems. MMD also advises on the management and operational strategies necessary to economically sustain ice rinks and provide high-quality ice skating conditions.

MMD also specializes in conducting existing ice arena assessment studies which inform owners on the overall condition of their facilities. These studies focus on the refrigeration system, the ice floor, dasher board, HVAC systems including dehumidification, and overall rink operational procedures. MMD refrigeration designs emphasizes the reduction of energy consumption and the reuse of waste heat from the compressors to heat areas throughout the rink.

MM&D has the experience to design, estimate and construction manage; the building or renovation of an ice rink, within budget, from conception to completion. MM&D has worked on many of the ice rinks built or renovated in the Northeast over last 20 years and has designed their refrigeration, dasher board and dehumidification systems with a focus on quality, safety and energy consumption. The company also specializes in ice rink feasibility studies to determine the operational budgets and construction cost for new facilities.

MM&D consults with owners to ensure that their facilities are managed and operated effectively in order to provide skaters with a safe environment and a high quality skating experience. MMD operational and management services include developing realistic operational budgets with ice schedules, staffing, training ice rink personnel in ice making and ice maintenance, safety engineering, developing and implementing rink management software, and preparing a marketing program for the facility.

*PO Box 45
Exeter, NH 03833-0045
603 686-0423
mmd.consultants@comcast.net*

Municipal ice rink consulting projects:

Commonwealth of Massachusetts renovated 9 municipal ice rinks,
Boston, MA
City of Peabody, Peabody, MA
Town of Arlington, Arlington, MA
Town of Belmont, Belmont, MA
Town of Woburn, Woburn, MA
Town of Wakefield, Wakefield, MA
City of Waltham, Waltham, MA
City of Manchester, Manchester, NH
City of Nashua, Nashua, NH
City of Auburn, Auburn, ME
Martha's Vineyard Ice Arena, Oak Bluffs, MA

MMD private school ice rink consulting:

Salisbury School, Salisbury, CT
Phillips Exeter Academy, Exeter, NH
Phillips Andover Academy, Andover, MA
Holderness School, Plymouth, NH
Governor's Academy, Byfield, MA
Kimball Union Academy, Meridan, NH
Hebron Academy, Hebron, ME
Proctor Academy, Andover, NH
New Hampton School, New Hampton, NH
Mt St Charles Academy, Woonsocket, RI
Fessenden School, Newton, MA
Tilton School, Tilton, NH
Winchendon School, Winchendon, MA
Cardigan Mt School, Enfield, NH

Additional ice rink consulting projects:

Trinity College, Hartford, CT
Connecticut College, New London, CT
Colgate University, Starr Rink, Hamilton, NY
Brown University, Meehan Auditorium, Providence, RI
Albany County Ice Arena, County of Albany, NY
Boston College, Conte Forum, Chestnut Hill, MA
Boston University, Walter Brown Arena, Boston, MA
University of Maine, Alford Arena, Orono, ME
Boston University, Agganis Arena, Boston, MA
University of Massachusetts-Lowell, Tsongas Arena, Lowell, MA
Union College, Schenectady, NY

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Keene State College, Keene, NH
Foxboro Sports Center, Foxboro, MA
Bridgewater Ice Arena, Bridgewater, MA
Plymouth State University, Plymouth, NH
St Anselm College, Sullivan Arena, Manchester, NH
Fitchburg State University, Wallace Civic Center, Fitchburg, MA
Wentworth Institute of Technology, Boston, MA
University of New Hampshire, Whitmore Center, Durham, NH
Holy Cross, Hart Center, Worcester, MA
RPI, Houston Field House, Troy NY
Bowdoin College, Watson Rink, Brunswick, ME
Middlebury College, Middlebury, VT
Campion Rink, West Lebanon, NH
Jay Peak, Jay, VT
Washington West Arena, Waterbury, VT
Union Arena, Woodstock, VT
Rhode Island Sports Center, North Smithfield, RI
Collins Perley Ice Arena, St Albans, VT
Lynch Memorial Arena, Pawtucket, RI
Cairns Arena, So. Burlington, VT
Rinks @ Exeter, Exeter,
Arctic Zone, Daytona, FL
Summit Skating Arena, Hildago, TX
City of Owensboro, Owensboro, KY
City of North Adams, North Adams, MA
The Edge, Bedford, MA
The Bog Skating Arena, Kingston, MA
Canton Sportsplex, Canton, MA

Terry MacLaughlin, President, MacLaughlin Management & Design

Professional Ice Rink Experience:

7 years as Vice President of Ice Pro, an ice rink construction company
6 years as President of US Arena Supply, an ice rink design and material supplier
20 years as President of MacLaughlin Management & Design, an ice rink and sports facility consulting and design company.

Mr. MacLaughlin is a graduate of Colgate University where he played varsity ice hockey.

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