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VSC studies are based on information gathered at the time of this report. Changes such as other proposed facilities, the economy, unemployment, land costs, site development, building costs, other soft costs, etc. may cause projections to vary. Other changes in facility layout, session scheduling, and management may also cause projections to vary. Some of the above criteria may have been unavailable at the time of this report. Please see Section 5, pages 14-15 "Low-Pro-Forma-High" for a more complete range of potential on this project.

Professional skill and care was used in the preparation of this report. No warranty is expressed or implied regarding the opinions stated herein.

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SECTION 1

**Planet Ice
March 6, 1997**

Executive Summary

VSC Sports Consultants - Sherman Oaks, California

Executive Summary

INTRODUCTION

This report was compiled for the benefit of Burley's Rink Supply in Salix, Pennsylvania. It is designed to take a look at the market and assist in deciding if building a single surface ice skating facility in Johnstown, Pennsylvania has merit. This report will show what an ice rink can expect to generate in income and what its expenses may be.

Based on the information gathered on the Market, Competition, and Need for User Ice Time, the following is presented:

In our opinion, there exists the potential for this facility in Johnstown, Pennsylvania to be self-supporting. See Page 9, Section 5 for Five Year Projections, and Page 15, Section 5 for Low - Pro-Forma - High Projections for Year 1.

The schedules and pro-forma included in this report are very conservative. This facility has the income potential to do at least 7.5 to 10 percent more in gross revenue than depicted, thereby increasing the probability of additional profits. The additional revenue sources listed below can be derived from ancillary services such as:

- Ice time not allocated in these schedules.
- Dance Studio with Tap, Ballet, Jazz, etc. classes.
- Expanded video and vending.
- Exercise Room for adults who are waiting for their children.
- Expanded food service.
- Spectator admissions for special events.
- Interior advertising.
- Practice Ice for Pro or semi-pro hockey teams.

Economically speaking, this project will be a benefit to the City as a whole and in part. The City of Johnstown could endorse the project and want it to be as successful as do the developers. The ice skating venue, itself, will benefit the community - not only for its recreational value, but for the entry-level and skilled job opportunities it will create.

To this end, the following information will hopefully substantiate the interest and desire to build an ice skating facility. With that in mind, the following should be taken into consideration.

RECOMMENDATIONS

We strongly recommend that the following steps be taken in order to achieve the full potential of this facility:

- It is crucial that knowledgeable ice skating facility operators and / or consultants be engaged during the design phase. This is to ensure that the layout is operable and manageable from a customer, safety, security, and efficiency standpoint. A poorly laid out facility can be unsafe and very costly to operate.
- It is equally important to have a progressive, experienced and flexible management team in place, that has both business and industry expertise. Pre-opening planning, employee training, scheduling of ice time and other activities, as well as, a comprehensive promotion and ad program are essential for a strong start and a continuing growth pattern.
- Pre-opening activities can be scheduled to start generating cash flow before the facility is open for business.
- Part of the programming and promotions for the facility should include discounts for groups from schools, churches, businesses, Big Brothers, Big Sisters, and other local organizations. Discounts for Senior Citizens, and other special groups should also be made available.

To reiterate:

- It is extremely important to realize that the facility design can make or break the solvency of the operation.
- The operating entity must have knowledge and experience in this very specialized industry.

SITE ANALYSIS

The site for the proposed Johnstown Ice Skating Center, will be near the intersection of Oakridge Drive and Industrial Park, in the City of Johnstown.

This location is ideal, as it is directly across the street from a Shopping Center. Parents may drop their children off at the ice rink for skating, while they do their shopping.

DEMOGRAPHICS

	5 Miles	7 Miles	10 Miles	15 Miles	20 Miles	25 Miles
1996 Population	58,608	90,450	113,309	153,873	201,679	288,591
2001 Projected Population	56,245	87,155	109,935	149,661	198,396	285,909
Average Age	40.4	40.8	40.4	39.8	38.7	38.3
Average Household Income	\$27,005	\$28,948	\$29,729	\$29,299	\$29,525	\$30,439

TRANSPORTATION

Some of the major highways in Pennsylvania include the Pennsylvania Turnpike (I-70 and I-76), approximately 30 miles south from Johnstown. Other major highways include U.S. Route 219, two miles east via the Johnstown Expressway, and U.S. Route 22, 12 miles to the northwest via PA Routes 56 and 403. Interstate I-80 is 80 miles north.

SHOPPING

The Galleria, located just off Rt. 219 in suburban Johnstown, is a two-level, one million square foot shopping complex, where they offer a variety of specialty shops and a 500-seat food court which complements the Galleria's five anchor stores: Boscov's, The Bon-Ton, JCPenney, Sears, and Wal-Mart.

Richland Mall, only two exits, from the Galleria, offers a 12-screen cinema, fine restaurants, 70 discount and specialty stores, and a turn-of-the-century Carousel in Center Court.

Approximately 20 miles south is Somerset's Horizon Outlet Center, with over 60 shops.

RECREATION

Cambria County offers fishing, hunting, skiing, and snowmobiling, and is in the heart of the best outdoor recreation in Pennsylvania.

During spring, fishing is enjoyed by most of the community at the area's lakes and streams such as, Glendale Lake at Prince Gallitzin State Park near Patton, Duman Dam near Belsano, and Lake Rowena in Edensburg.

The warmer temperatures of spring and summer give the community an opportunity to enjoy the woodlands of Cambria County. Hiking and mountain biking are popular recreational activities during these seasons.

In the fall, the sport of hunting is popular. From whitetail deer to bear, to rabbit, squirrel and turkey, there is a season for every hunter.

In winter, the mountains become a popular place for activities such as, downhill skiing, cross-country skiing, and snowmobiling. Cambria County is centrally located to three of the area's most popular ski resorts - Seven Springs and Hidden Valley in neighboring Somerset County, and Blue Knob in Bedford County.

The nationally-known All American Amateur Baseball Association tournament (AAABA) has called Johnstown home for over 50 years. The AAABA attracts teams from New Orleans to Canada, from Michigan to Massachusetts to Johnstown's Point Stadium in the center of downtown every August.

Every June, at the Sunnehanna Amateur Tournament of Champions, the nation's top amateur golfers compete. Golfers of national stature compete in a 72-hole medal of play format over three days.

Professional ice hockey, with the Johnstown Chiefs, in the East Coast Hockey League, attracts thousands to every game in the War Memorial Arena.

St. Francis College of Loretto and University of Pittsburgh at Johnstown feature full college athletic schedules. St. Francis has a Division 1 national basketball team; basketball and wrestling at Pitt-Johnstown, and basketball at Mt. Aloysius College.

Professional baseball has returned to Johnstown's Point Stadium. The Johnstown Seal, 1995 Frontier League Champions, provide baseball and entertainment for the entire family June through August.

ARTS & ENTERTAINMENT

One of the most popular entertainment centers, is the Pasquerilla Performing Arts Center, and educational and performance complex, on the campus of the University of Pittsburgh at Johnstown.

The Community Arts Center, in suburban Johnstown, is the "Gathering place for the arts". The center features a Doll Museum, and is the location for the annual Festival of the Trees, Holly Bazaar, and Log House Arts Festival which is held over Labor Day Weekend, and features 150 craftsmen.

Other notable places of art and entertainment include, The Mountain Playhouse, and Southern Alleghenies Museum of Art on the St. Francis College campus.

There are festivals held all summer long including, the Johnstown Folkfest, Forest Hills Labor Day Festival and the Cambria County Fair.

ECONOMY

Some of Cambria County's major employers include Conemaugh Hospital, Pennsylvania State Government, Cambria County, Johnstown American Corp., Galleria Mall, Lee Hospital, Bestform Foundations, and the Richland Mall.

MARKET

Typically when a market is reviewed with an eye toward building an entertainment or recreation facility, that market is within a few miles from the potential site location. In the ice skating industry, the market extends many miles. Twenty (20) miles is not too far to drive to go ice skating, even on a fairly regular basis. Roller skating rinks are considered neighborhood businesses. Ice Skating rinks are considered regional businesses. An ice skating rink will draw skaters for many more miles than a theater, bowling alley, or roller rink just to name a few.

Based on the 1990 census, revised in March, 1996, Johnstown's population within a ten-mile radius of the proposed site is upwards of 113,000 people. There is a population base of 153,000 plus within 15 miles and 201,000 plus within 20 miles. The skating public currently has a choice of skating at the following rinks within a 30 mile radius:

- Johnstown Memorial (War Memorial Arena) - Johnstown
- Ice Tracs - Somerset
- Star-Lite Roller Center - Somerset
- Moon Glo II - Bedford
- Indiana Ice Center - Indiana
- Latrobe Skating Center - Latrobe
- Sir Skate of Altoona - Altoona

(For additional rinks and information on each facility, please refer to Page 10 of this section).

All of the ice rinks in the Pennsylvania market have experienced continued growth over the past ten years, and especially in the last three. All of the amateur hockey programs (youth and adult) are clamoring for more ice time.

Due to the enormous demand, the ice rink operators have been able to raise their ice time rental rates. Skating association ice rentals, on a contract hourly basis, are very cost effective uses of ice because staffing at the rink is at a minimum.

This high profile ice skating facility will be in a very unique market position. With an 85 x 200 ice surface, it will be able to host events such as amateur hockey tournaments (Both Youth and Adult), ³ISI Competitions, ⁴USFSA

³ - ISI, Ice Skating Institute is the industry trade organization consisting of ice rink owners and operators.

⁴ - USFSA, United States Figure Skating Association, is the governing body for amateur ice skating.

INDUSTRY ASSESSMENT

Ice skating is one of the fastest growing segments of the family entertainment industry. The decade of the 1990's will see '3 Winter Olympics Games, the first and only time this has ever occurred. The 1998 Olympics, along with the following Olympics in Salt Lake City in 2002, should continue to support growth. All of the industry indicators are showing strong growth already, as evidenced by USA Hockey.

USA Hockey celebrated a historic milestone during the 1994-95 season by registering more than 400,000 players, coaches, and referees as members for the first time in the 58-year history of the organization. The interest in hockey and figure skating is growing, from the spectator and participation points of view. This is substantiated by industry statistics such as:

- Hockey USA membership has exceeded 400,000 for the first time.
- Attendance at minor league hockey games is increasing.
- The ISI reports a 30% increase in figure skating participants over 16 years of age.
- Television coverage of figure skating has reached an all time high, with competitions covered on a weekly basis. Figure skating is the second most popular televised sporting event, second only to NFL football.

Ice skating is a moderately priced activity for the occasional recreation skater. It is comparable with going to the movies, roller skating, bowling, miniature golf, etc. On the other hand, it can get to be a very expensive sport / activity depending upon the degree of involvement. Just based on population, we know that the facility has the potential to do well in this market.

It is also a known fact that during economic depressions / recessions, recreation and entertainment continues to do very well.

The 1994 / 1995 NHL Hockey season presented special problems for the Media. There was little hockey news to speak of but even with that hockey flourished across the country. Minor league hockey teams did extremely well in each of their respective markets. In addition, NHL attendance figures have continued to rise as of late 1996.

Ice skating has never seen so much publicity. In the years since the Tonya and Nancy saga began, skating's popularity has skyrocketed. Even the bad press made more people aware of skating.

¹ - Winter Olympics, 1992, 1994, 1998

Televised figure skating was on the air almost every week throughout the fall and winter of the 1994 / 95 season. There were specials, professional competitions, team competitions, and amateur competitions, with themes and sponsors of every type imaginable. The September, 1996 through April, 1997 season, is expected to include more than 60 competitions and exhibitions that will be televised to a viewing audience of over 3 million, per show.

With the interest and current growth rate in the sport of ice skating, the market demand is outpacing the rinks available to accommodate needed ice time. The ISI confirms that information. The USFSA also is projecting continued growth, especially after introducing their Basic Badge lesson program a few years ago. The number of people wanting to learn ice skating continues to increase.

²USA Hockey (AHAUS) has shown rapid growth over the last five years and is projecting this growth into the future. During the 1990 / 91 season, there were a total of 14,969 teams registered with USA Hockey. For the 1995 / 96 season, membership nearly doubled to 26,902 teams. Team USA's recent victory against Canada in the 1996 World Cup of Hockey brought back many memories of the 1980 victory.

It is important to note the recent growth in women's hockey. Women's hockey joined its male counterpart on the international scene in 1990 with the first-ever IIHF Women's World Championship. The U.S. women won the silver medal in 1990, and have brought home silver in the two World Championships (1992 and 1994) and two Pacific Women's Championships (1995 and 1996) since then. Women's ice hockey will debut as a fully contested medal sport at the 1998 Olympic Winter Games in Nagano, Japan

² - USA Hockey (AHAUS) - Amateur Hockey Association of the United States, is the governing body for amateur hockey.

Sectionals and Regionals, along with many other shows, recitals, tournaments and competitions. All of the above mentioned events are multi-day activities that require a lot of ice time, because of the large numbers of participants in each.

SECTION 2

**Planet Ice
March 6, 1997**

Assumptions

VSC Sports Consultants - Sherman Oaks, California

COMPETITION

At this time, there are a number of existing rinks in the surrounding area. Due to the population density and the growing need for ice time by users, this facility should do well.

There can be no assurance that there will not be another arena built in the area in the future.

COMPETITION REVIEW

Skating Rink	City	Admission	Skate Rental	Rental per Hour	Seasonal /Year Round	Surface Size	Distance from Site
Johnstown Memorial (War Memorial Arena)	Johnstown	\$3.00	\$2.50	\$125	Seasonal	80 x 200	4.3/NW
Ice Tracs	Somerset	\$3.00	\$2.00	\$150	Year Round	85 x 200	22.6/SW
{R} Star-Lite Roller Center	Somerset				Year Round		22.6/SW
{R} Moon Glo II	Bedford	\$1.50 Weekdays \$2.75 Weekends	\$1.00		Year Round		26.2/SE
{R} Latrobe Skating Center	Latrobe	\$3.00 Days \$4.00 Evenings	\$1.00		Year Round		27.9/E
Indiana Ice Center	Indiana	\$2.00 Weekdays \$4.00 Weekends	\$1.00 Weekdays \$2.00 Weekends	\$200	Year Round	85 x 200	28.2/NW
{R} Sir Skate of Altoona	Altoona	\$2.25 Weekdays \$4.50 Weekends	.75 \$1.50 In-lines		Year Round		28.5/NE

{R} - Roller / In-line Skating Center

Assumptions

ASSUMPTIONS

The following assumptions were made in preparing this preliminary report. The information gathered from all of the sources is correct and accurate.

- Pro-forma is a compilation of information gathered from various markets and that information is correct.
- Every effort is made to generate the attendance and ice usage necessary to make this business as profitable as possible.
- Scheduling of activities for the ice skating facility includes programs for all facets of the sport, eg. Public Skating, "Learn to Skate (Skating School)", Hockey, Figure Skating, Broomball, etc.
- Sport Shop and Food Service are operated by the rink.
- Private Lessons fees are collected by the rink and a percentage is kept as bookkeeping and rent charges to the instructors.
- Financial projections are based on worksheets that start with a daily ice usage schedule. This ice usage provides a starting place for generating projected income and expenses for the ice skating facility.
- The numbers are broken down by the days of the week and different sources of ice usage revenue. The ice rental (IR) hours are the minimum number of hours that the ice has to be rented on a seasonal basis, to achieve the projected income. If more hours can be confirmed by potential users, then greater income can be expected.

VSC Sports Consultants
Specializing in the skating industry

The following assumptions were also made based on the market and supporting facilities in the Johnstown area.

- Public Sessions (ADM) are scheduled every afternoon and some weekday and weekend evenings.
- Hockey (IR) - Both adult and youth hockey programs are scheduled during the week with an especially heavy schedule on weekends.
- Patch and Freestyle Sessions (P/F/D) are scheduled for figure skaters, at least every other early morning during the week, and possibly a couple of weekday afternoons.
- Skating School Classes (SS), "Learn to Skate Classes" are scheduled at least one weekday evening, Saturday mornings, and weekday afternoons during the slower afternoon public sessions.
- Aggressive Sales recruiting must be done to get day care centers and camps in to skate during the summer afternoon sessions. School field trips are very popular and a useful promotional tool and source of income during the day.
- Special Classes and Camps must be scheduled to provide summer skating school income.
- Pro Shop - The Pro Shop is critical to the operation of a successful ice skating center. It is the focal point of all activities, as well as the place to pay for all programs and activities. It is a tool in promoting all other programs in the rink. The Pro Shop in this pro-forma is included as an operation of the rink management.
- Snack Bar - We included the income and expenses for the Snack Bar as part of the rink operations. The choices on snack bar fixtures will determine the menu and income potential. The projected income is for a modest snack bar in a single ice skating facility.

MARKET RISKS..

Generally speaking, the success of the operation is contingent to some extent upon factors over which the business has no control, such as competition, trends in the economy, interest rates, government regulations, and the availability of satisfactory financing and disposition opportunities.

A FEW NOTED CAUTIONS:

NO ASSURANCE OF PROFIT OR APPRECIATION.

Although the "Venture" anticipates that the ice arena will generate a positive cash flow from operations, there can be no assurance that the Business will operate at a profit.

ADDITIONAL REQUIREMENT FOR CAPITAL

Operating costs of the facility may not be met in full by operating income from the Business, especially during the first year. Although this pro-forma shows projected net cash, there can be no assurance that sufficient funds will be available to cover all debt and operating expenses. Provision must be made for contribution of operating capital, if needed. See Section 5, pages 14-15.

FINANCIAL PROJECTIONS.

The financial projections are based on numerous assumptions. Actual results may differ from those projected and the variance could be material. All estimates of operations and future value are subject to material uncertainty, and no assurance can be given as to the actual results of the operations. See Section 5, pages 14-15.

OPERATING HISTORY.

This entity is being formulated and a precise operating structure has not yet been determined.

SECTION 3

**Planet Ice
March 6, 1997**

Pro-Forma Defined

VSC Sports Consultants - Sherman Oaks, California

Pro-Forma Defined

INCOME CATEGORIES

Rinks obtain revenues from many sources, but the most profitable segment comes from public skating fees, leading most rinks to make a priority of giving prime ice time to public sessions. Other major revenue sources include in-house programs such as, skating lesson classes, learn-to-play hockey classes, hockey contracts, in-house hockey leagues figure skating fees, pro shop sales, and other hourly ice rentals such as broomball and figure skating clubs.

An ice skating facility primarily generates its revenue by selling ice time. Minor income sources include skate repair, special ice times used for shows and competitions, food and beverage sales, paid spectator admissions to shows and competitions, and vending and locker revenues.

It is very important to recruit someone to concentrate on "Outside Sales", that is to sell available ice time. This individual can be a regular staff member or someone who does outside sales only, as a Salesperson on commission.

There are "seasons" of ice time usage in a typical ice arena. One skating season is September through March for Organized Team Hockey. Another season is the traditional school year from September through May / June, when the children are in school. It is important to schedule events to coincide with the regular school calendar so you can maximize ice time usage and revenue from public and skating school sessions.

The summer time is another season, usually ten (10) weeks long, when the children are out of school. Day care centers and camps can bring youngsters to skate and "cool off". This is also an important time to have ice skating and hockey camps, and special classes.

Private Ice - *Private ice rental is ice time that is rented on an occasional basis.* This would include special events for Church Groups, Schools, Private Parties, Broomball Teams, Businesses, etc.

Contract Ice - *Contract ice rental is ice time that is rented to a group, club or association on a regular basis, usually for a skating season.* This would include Figure Skating clubs, Hockey associates, schools etc. National adult amateur hockey leagues are a relatively recent phenomenon, having started mostly in the last 20 years. The 1990's saw a jump in the popularity of such leagues, culminating with the merger of Hockey North America and National Novice Hockey Association (NNHA). Leagues such as this would account for a significant amount of contracted ice time.

Regional and rink-by-rink leagues also exist. High schools, colleges, corporations, and other groups also field their own teams, particularly in regions where hockey is more popular.

USA Hockey governs most amateur hockey leagues in the country and registers men, women, youth, senior novice, senior no-check, and experienced leagues in its organization. Non-amateur hockey teams include semi-pro teams in some cities, National Hockey League (NHL) professional teams, minor hockey leagues, and NHL farm clubs.

Teenagers and young adults account for most hockey players, but adult leagues have increased rapidly in number throughout the 1990's. The increase in amateur hockey teams registered with USA Hockey is growing and has been for many years. According to the National Sporting Goods Association (NSGA) surveys, the sport is overwhelmingly male dominated (over 85% of frequent players), although female teams do exist, especially for the younger ages. Participation among teenage and college students is affected by the presence of school connected hockey programs, which some regions of the country do not have.

Because equipment and league fees can be around \$1,000 per player at the adult level, league members tend to earn personal incomes over \$30,000. Despite the expense, league administrators expect booming growth to continue in the 1990's among adult leagues.

In the 1994 Winter Olympics, women's hockey was introduced as a new event, and in 1998 the Winter Olympics will have competition in women's hockey. It will be a "media" event.

The Clubs and Associations that are willing to sign seasonal contracts for ice usage on a regular weekly basis may get a discount for large quantities of ice time purchased. To strengthen the validity of this report, it may be beneficial to acquire letters of intent from potential ice time users such as a figure skating club and youth and adult hockey associations as well as some schools that would use the facility for P.E. classes.

Patch, Freestyle, Dance (P/F/D) - *This is the time used by figure skaters to practice their basic figures (figure 8's, etc.), Artistic Skating, Dance, etc.* The related example shows only a few attending sessions during the first year. As time goes on, and as the Skating School and Figure Skating programs mature, these numbers will grow. The growth is included in the income projections.

The "figure skating season" includes continually offered lessons, and typically runs year-round. Beginning skaters usually start in the Ice Skating Institute (¹ISI) programs and competitions, which are used in most rinks across the country. Instructional guidelines and testing are provided to affiliated rinks by the ISI from beginner to advanced levels. The ISI directs its programs to the recreational skater, not those who necessarily train for World or Olympic events. The recreational skater represents the major portion of the skating public and the major source of figure skating income per hour. Corporate sponsorship and advertising of ISI events and skaters have increased as well

¹ Formally the Ice Skating Institute of America (ISIA)

with the ISI doing National promotions from time to time. November is National Ice Skating Month, promoted by ISI.

The United States Figures Skating Association (USFSA) has, within the last few years, been promoting it's beginner programs along with their competitions for skaters. Rink endorsements of the organizations' programs have and will increase in the coming years. Some rinks do not affiliate themselves with either organization and attempt to run their own "Learn to Skate" programs.

Traditionally, the typical figure skater is a female under 16 years of age. Participation drops off in the teenage years as only advanced competitive skaters continue to buy ice time. Figure skating participation can expect a boost from the now increasing population of children who are old enough to start skating lessons. For that age group, the most powerful trend is the cycle where interest peaks in Olympic years with the tremendous increase in media exposure, and then declines in the following years.

Young skaters do not completely dominate the market. According to the ISI's competition numbers in recent years, there has been a 30% increase in skaters age 16 and over, as well, middle-aged and senior citizens are participating in greater numbers also. It is important to note, however, that whatever trends exist, figure skating remains a relatively expensive activity with appeal somewhat limited to those who can afford to purchase the ice time, lessons, and equipment.

General Admission (Gen. Adm.) - *The average number of people that should attend the public skating sessions on a daily / weekly basis, (adjusted seasonally).* These numbers are arrived at by compiling figures from community demographics other facilities across the country. To generate expected income, it is necessary to run "programmed public sessions". By this we mean, to conduct sessions with planned variety and entertainment. The public does not come to a rink only to ice skate. They come to a rink to be entertained, to be seen, and to socialize. It is the responsibility of the rink operator to entertain the skater so that they have fun and want to come back. This is done by conducting a variety of "Fun and Games" during Public Sessions.

Rinks usually charge a flat admission rate for each public recreational skating session. Adult rates typically range from \$2.50 to \$8.00. Children's rates are generally \$1.00 less than adult prices, and senior citizens often receive discounts. Public (municipally owned and operated rinks), in some regions charge less for admission than private rinks. There is also a charge for skate rental, which averages \$1.00 to \$2.00. Many rinks have special reduced rates. One weekday night, often called "Family Night" or "Cheap Skate Nite", is when admission and skate rental rates are reduced.

The hours chosen for public sessions depend upon the rink's preferences and priorities. In general, rinks schedule sessions when they can maximize public attendance. This strategy usually means reserving weekday and weekend afternoons, perhaps between noon and 5 PM, for the public, and Friday and

Saturday evenings. Public sessions often occur on weekend nights, where they run until closing time or until the start of late night broomball games, or late night adult hockey, and perhaps one or two weekday nights depending on the demand and need for hockey ice time. Rinks may expand public hours in the summertime because hockey hours decline. **One of the most important factors in a successful rink is consistency in scheduled activities such as Public Skating Sessions and Skating School Classes (Learn to Skate).**

Public sessions serve different and specified functions. Daytime sessions during the school year can be a time for middle-aged and older skaters to socialize and exercise. Night sessions are popular for family outings or teenage gatherings. Rinks can deliberately create themes for their sessions by providing disc jockeys, music, special lighting, theme-oriented activities, and marketing the sessions as such.

Participation in public skating sessions depends on local demographics and community awareness of a rink's presence. The relatively inexpensive admission prices, as compared to other activities such as amusement parks and movies, make skating appealing to consumers of all ages and incomes, particularly families. Mall rinks find attendance to be directly tied to general mall traffic, since the public sessions function primarily as a reasonably priced baby-sitter. A "free standing" rink in the proper location can be the area "baby-sitter" if the sessions are long enough.

Young skaters under the age of 18 are the largest participation group and the anticipated growth in this age group's population should have a positive effect on attendance. As far as other age groups go, most rinks report a steady increase in attendance by adults, who are beginning to realize and utilize the exercise value in ice skating. Community awareness is important because most occasional skaters are not willing to travel far to attend a public session. If residents do not know a rink is close, they most probably will not skate.

Skate Rental - *The rental fee charged to individuals that do not have their own ice skates.* The quantities and rental price is adjusted to reflect the geographical area of the ice arena. It is based on usage by public session skaters and skating school students. Some ice rinks rent only "figure skates", some rent figure and hockey skates. Many rinks charge more for hockey skate rentals.

Class Lessons (SS) - *An average number of people that would attend classes in a "Learn to Skate" program, (this is adjusted seasonally).* This report assumes that the ice arena will run the "Learn to Skate" program and the instructors will work for the facility, while teaching classes. These classes should be scheduled at the most convenient times for the general public.

Hockey Lessons - *The basic skating, and stick and puck instruction given to beginners, in the sport of hockey.* Most hockey associations do not have the time or the skilled personnel to teach basic skating skills to beginning hockey participants, on a regular and on-going basis.

On the other hand, the rinks have the personnel and talent to teach basic skating skills as a standard part of their regular instructional program. Many members of the rink staff can provide the necessary time and teaching talent to give formal instruction in hockey basics. The rink, can also provide better times to the general public for instruction. This way, more people can be introduced to the sport of hockey. The rink can also profit more by receiving additional revenue per hour per person, than fixed ice rental revenue from the hockey association.

In-House Hockey League - *In-house hockey programs for, those who cannot afford the time or the money to participate in the traditional hockey associations programs.* The in-house program is not meant to take participants away from hockey associations. It is designed to provide a program that requires less weekend travel and at a lower cost. With many families having a number of youngsters involved in different sports and other weekend activities, it becomes very difficult to travel to weekend games every other weekend. The rinks in-house programs allow for casual participation, especially at the beginner levels. After the youngster and parent decide that the youngster is serious about hockey, then the natural progression is to join the local hockey association. Once again, the rink can make more money per person per hour from in-house programs than it can from renting the rink at a fixed hourly rate. In-house programs are usually more affordable to the participants. Another added benefit to the participants, is that there is usually less political / parent pressure with rink conducted programs.

Private Lessons - *This is the fee that individuals pay for both private figure skating lessons and hockey lessons.* It also assumes that the instructors work for the facility while teaching classes and the instructors are under contract, (as independent contractors for private lessons) with the facility. The facility would collect ALL revenues and then, in turn, pay the instructors a percentage of that income. At the end of the year, the facility gives the instructor a 1099 report. It is to the benefit of the ice facility to do this and it is preferred by the IRS. This profit center will increase in time, as the skating school, figure skating program, and figure skating club and hockey mature.

Birthday Parties - Parties of this nature, and parties in general, can be a major source of group income. In this example, it is assumed that a conservative number of parties a week are booked and that there are party rooms for this use. A properly designed party room can also be used for meetings as well as dance and ballet classes. This can provide additional income for the facility.

Vending and Video - Directly related to admissions at public sessions. It is also based on a video and vending company keeping the games in good operating order and rotating the games with monthly monitoring of income and usage reports. Typically the split on video games is 50/50. Food and beverage vending commission percentages vary from 10% to 35%, depending upon the type of product being dispensed in the machines.

Locker Rental - Directly related to admissions at public sessions, and promoting their use during programmed public sessions, as part of "Fun and

Games". Monthly locker rentals for regular skaters is another source of regular income.

Skate Repair - Related to Admissions, Skating School, Figure Skating Programs, Hockey Programs and Ice Rental. A properly trained individual can create a great reputation for the arena as the place to get a good sharpening. Skate Sharpening and Repair, with the properly trained personnel can generate revenues in excess of those included in this report.

Sport Shop - The assumption is made that the ice arena will operate the Sport Shop. In doing so, this profit center can be used as a tool for promoting all rink programs. It can also generate a significant income to offset the salaries of cashiers and receptionists, if the facility is laid out properly. With the facility laid out appropriately, very few people need to be on duty during slow times of the day. It is important to include space for inventory storage. Sales and profits can be directly related to storage areas for "back stock". The Sport Shop (Pro Shop) should be visible and well lighted, with lots of clear space. Many times twenty to thirty people may be doing business in the Pro Shop at one time. The layout of the Pro Shop is critical for workability, security and accessibility.

Food Service - The numbers from this profit center are also based on the assumption that the arena will operate the Snack Bar. The income potential varies depending on the type of food service and the menu that is developed. Although a facility has a Snack Bar, it is still necessary to have vending machines available for times when the Snack Bar is closed.

Miscellaneous - A catchall for many other small sources of income, such as Pay Phone Income, In-Rink Advertising, etc.

Board Advertising - *Expected average income generated from outside and/or billboard advertisement.*

Spectator Admissions - The net revenue that the rink / arena would expect from a spectator event. The ice would still be paid for on an hourly rate. The ice user would charge whatever they want (what the market will bear) for admissions to watch their event and the facility would get a percentage or a fixed amount per "head".

EXPENSE CATEGORIES

These categories cover the Cost of Goods for the Pro Shop, Snack Bar, the money paid to the instructors for private lessons given, and the direct officiating cost for "in-house" games.

The greatest operating expenditures are for Salaries, Snack Bar and Pro Shop Cost of Goods, Utilities and Insurance. Substantial expenses that vary in importance from rink to rink are Debt Service, Rent, Capital Improvements, Taxes and Maintenance. Advertising can be expensive, and many rinks do not do a lot of it for that reason. Instead, they spend a lot of time and attention on Promotions, which in most cases provide a better return for the money spent.

In terms of Salaries, most clerical and general operating staff members earn low wages, usually \$6.00 per hour and under, and most often work only part-time.

General Payroll - *Total payroll for all rink staff personnel excluding Skating School Director, Hockey Director, Coaches, and Teachers.* This includes the Manager, Two (2) Assistant Managers, and Pro Shop Manager as full-time employees and the balance made up of mostly part-time employees.

Skating School Payroll - *Payroll to administer the skating school program.* This includes the School Director (Full-time) and the part-time teachers, the Hockey Director and coaches. This number is directly related to the number of students and number of classes. The school director, hockey director and coaches' job responsibilities are not only to administer the skating school, but to be involved in promoting the facility and conducting shows, recitals and competitions throughout the year. The Hockey director would also be involved in promotions and administration of the Hockey program and leagues.

Payroll Taxes / Wk Comp - *The employer's liability for payroll taxes, which includes any state, local and federal taxes, as well as state worker's compensation.*

Resurfacer R / M - *The cost of maintaining the ice resurfacing machine including blade sharpening, replacing and repairing parts.* Included in the long term projections, are the cost of major repairs and maintenance expenditures on the resurfacing machine.

Resurfacer Fuel / Gas - The resurfacer can be either electric or fossil fueled. Gasoline is frowned upon as a fuel for indoor use. LP (Liquid Propane) is the most commonly used indoor fuel. Electric resurfacers are becoming more popular. They are easier to maintain and create fewer pollutants. The cost for fuel or electricity is directly related to schedule and ice time use. If an electric resurfacer is acquired, a few years into operation and as funds allow, it is recommended that a rebuilt LP ice resurfacer be purchased as a backup machine and be used for heavy ice maintenance.

Auto Expenses - *The cost associated with reimbursing employees for use of their personal vehicles to run business errands.*

Bank Charges - *These are the charges from the bank for the customer's use of Master Card / Visa / American Express and other bank charges. This number is directly related to admissions, skating school attendance and merchandise sold.*

Seminars - *To stay current with the industry, it is important that representatives from the arena attend annual seminars and conventions. This is an average for a single convention, lasting one week, and the travel costs incurred.*

Uniforms - *All rink employees will be required to have uniforms and/or job-specific equipment.*

Contributions - *From time to time during the course of the year, it is necessary to donate merchandise, services or money to local charities, for promotional purposes.*

Printing / Promotions / Postage - *The cost center used to portray the expenses for mail outs, printed materials and general promotions.*

Dues & Subscriptions - *The annual fees due to associations like the Ice Skating Institute, ²ASCAP and ³BMI. (ASCAP and BMI are music industry associations to which businesses are required to pay fees. These fees are for the "privilege" of playing music in the facility. The fee is based on ice surface size and the highest price charged for Public Session Admission).*

Insurance - *The cost of Insurance is a big variable. This is an average for the cost of general liability, property, contents and other business insurance. It may be on the conservative side, but is representative of the current status of insurance premiums, if one shops diligently. There are only a few insurance companies that cover ice rinks with reasonable premiums.*

Sanitation / Janitorial - *The cost of trash removal and other periodic maintenance services that may be employed in the facility (e.g. rest rooms, pest control, etc.).*

Legal and Accounting - *This category assumes that the daily bookkeeping is done somewhat "in-house", and that the quarterly reports and annual tax returns are done by an accounting firm. It is also assumed that some legal advice is sought throughout the year.*

Licenses / Fees - *Every state, county, city, and/or municipality has their own impact fees, business taxes and license fee structure. This is just an average from compiled information.*

²ASCAP - American Society of Composers, Artists, and Producers.

³BMI - Broadcast Music Industry

Office Supplies - An average cost of operational office supplies, after the initial cost of setting up the office at the time of starting the business.

Building / Grounds - *Cost of repairs and maintenance of the building* for the first year of operations. This number will increase after the first few years of operation. These increases are in the long range projections. The large increases in this expense category are for major expenses like repainting the building and replacing the roof 15 to 20 years into the business, parking lot repairs, etc.

Equipment R / M - The cost of repairs and maintenance of the mechanical equipment in the building, e.g. Refrigeration equipment, dehumidifiers, ice edger, HVAC, water heaters, etc. Also included in the long range projections, is the cost of rebuilding the compressors and repairing pumps, etc, these expenses should be considered from contingency expense savings.

Advertising - Advertising is a percentage based on Gross Revenue. It is a known fact that paid Advertising is a necessary evil. It is also a known fact, that Promotions can be done that will attract the media, and draw in more business than paid Advertising. This is only one example of the many forms of free Advertising that will benefit the arena.

Misc. - *This is a catchall for the many small expenses associated with running a rink.*

Consulting Fees - From time to time, it may be necessary to seek assistance in the operation of the facility.

Operating Supplies - Includes cleaning supplies, small tools, skate repair supplies, restroom supplies, first aid supplies, etc.

Telephone - If a telephone system is installed that will restrict long distance calls and if Yellow Page advertising is charged to the advertising account, then this is an expected cost of telephone service, based on averages from other rinks.

Utilities - This cost center is all inclusive: water, electricity, sewer, natural gas, etc. This cost can be reduced if the facility is built with the specialized equipment and materials that are energy efficient. The initial cost of buying and installing these items is slightly higher but has been shown to provide a rate of return usually within a few years after installation. It is most beneficial to use all the energy saving methods and equipment available from day one. It is also important to set up the proper water metering in the facility so that local sewer charges are not assessed on evaporation, ice shavings, water or lawn sprinklers.

Depreciation - The depreciation schedule is determined by the ownership, their agents and the current market. This feasibility deals basically in cash.

Personal Property Taxes - Property taxes will depend on how the business is set up and who owns what.

Ground / Building Lease - The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply, Inc. who is developing a combined ice rink / manufacturing complex. The ice rink operation will be a tenant to BRS in the overall project development. The lease payment made by the ice rink operation will offset all ice rink equipment and building debt service. All Operating Expenses such as Taxes, Utilities, and other building expense related items will be allocated to the rink operation as shown.

Equipment Lease - A lease for major equipment, such as the refrigeration system, and the resurfacers, may be arranged through a supplier and/or a separate leasing company or some other lending institution. Operating equipment such as copy machines, computers, cash registers, food service equipment, sharpening machines, etc., may be leased as well.

Interest - Interest is based on how each individual business sets up the purchase and/or lease of the facility. The lease hold improvements and operating equipment may also be a factor. This may or may not be applicable for this facility.

Officers / Management Fees - A Management Fee has not been determined at this time.

FINANCING - COST AND INCOME SUMMARY

VSC studies are based on information gathered at the time of this report. Changes in land costs, site development, building costs, and other soft costs may cause projections to vary. Other changes in facility layout, session scheduling, and management may also cause projections to vary. Some of the above criteria may have been unavailable at the time of this report. Please see Section 5, pages 14-15 "Low-Pro-Forma-High" for a more complete range of potential on this project.

ACQUISITION:

- *Land Cost* - Land cost will be put in for establishing costs for the overall project (If known at the time of the report).
- *Site Development* - Cost of preparing the site (if known). This may include bringing utilities to the property, street modifications, sewers, paving, traffic controls, etc.
- *Building / Improvements* - The estimated or actual cost, (if known) of a "Turnkey" facility would be included. It may include items such as, the skating floor and associated equipment, HVAC, de-humidification, lighting, sound systems, flooring, seating, rental skates and storage system, skate repair equipment, snack bar equipment, fixtures, etc.
- *1st Year Operating Reserve* - Capital that is set aside for some unforeseen problem that may occur during the first few years of business. It should be put in some interest bearing account and if not used for operations or some other purpose, be used to pay down the note.
- *Contingency Expense* - Money that is budgeted for construction changes that may occur, or unknown costs that may show up at the last minute. This percentage is anywhere from a few percent to 10% of the cost of construction, not necessarily including the cost of the land.
- *Start Up Costs* - This should include items that are not included in the "Turnkey" price. It may include items like pre-opening expenses (payroll, printing, advertising, deposits, inventories, special signage, operating / cleaning supplies, special equipment, office / storage space, etc.).
- *Indirect Costs* - This is all inclusive of architectural fees, permits, approvals, attorneys, accountants, consultants, development costs, licenses, application fees, etc.

See Section 5, page 5.

INVESTED CAPITAL:

- The equity or invested capital put up for this project. The person or persons who invest may be entitled to share the profits of the business, depending on how the business is setup.

See Section 5, page 5.

DEBT SERVICE:

- Represents the payments back on the loan, shown annually and monthly.

See Section 5, page 5.

FIRST YEAR PROJECTED INCOME AND EXPENSES

QUARTERLY CASH FLOW PROJECTIONS - Included in this report is the first year's Quarterly Cash Flow Projection. The traditional business year for an ice arena is September through August. When the children go back to school, ice arena programming changes to reflect a change in the use of prime time ice. It is suggested that the fiscal year be based on September through August.

The opening of a new facility should take place in either late August or September. It is important to note that summer revenues are usually less than what is needed to operate. Money management is essential to ensure cash to operate during the spring, summer and fall. In most markets April, May and September may be the worst revenue producing months.

SECTION 4

**Planet Ice
March 6, 1997**

Schedules

VSC Sports Consultants - Sherman Oaks, California

Planet Ice

TENTATIVE SCHEDULES - FOR DISCUSSION PURPOSES ONLY

Surface - "A"

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
6:00	6:00-9:00	6:00-9:00	6:00-9:00	6:00-9:00	6:00-9:00		
6:30	Freestyle	Freestyle	Freestyle	Freestyle	Freestyle		
7:00	Sessions	Sessions	Sessions	Sessions	Sessions	7:00 - 9:45	7:00-9:45
7:30						In-House	In-House
8:00	▼	▼	▼	▼	▼	Hockey	Hockey
8:30							
9:00	9:00-11:00	9:00-10:45	9:00-11:00	9:00-10:45	9:00-11:00	▼	▼
9:30	Ice Maint.	Field trips	Ice Maint.	Field trips	Ice Maint.		
10:00						10:00 - 1:00	10:00 - 1:00
10:30						Skating	FS Club
11:00	11:00-1:00		11:00-1:00		11:00-1:00	School	
11:30	Pick-Up		Pick-Up		Pick-Up	▼	▼
12:00	Hockey		Hockey		Hockey		
12:30						1:15 - 4:00	1:15 - 4:00
1:00						Public	Public
1:30						Session	Session
2:00	2:00 - 5:00	2:00 - 5:00	2:00 - 5:00	2:00 - 5:00	2:00 - 5:00	▼	▼
2:30	Public	Public	Public	Public	Public		
3:00	Session	Session	Session	Session	Session		
3:30						4:15 - 6:15	4:15 - 7:15
4:00	▼	▼	▼	▼	▼	In-House	In-House
4:30						Hockey	Hockey
5:00	5:15-7:15	5:15-7:15	5:15-7:15	5:15-7:15	5:15-6:00	School	
5:30	In-House		Skating				
6:00	Hockey		School				
6:30	School				6:15-7:45	6:30 - 7:45	▼
7:00					Drill Team	In-House	7:30 - 9:30
7:30	7:30 - 9:30	7:30 - 9:30	7:30 - 9:30	7:30 - 9:30		Hockey	Public
8:00	In-House	Public	Public	In-House	8:00 - 11:00	8:00 - 11:00	Session
8:30	Hockey	Session	Session	Hockey	Public	Public	
9:00					Session	Session	
9:30					▼	▼	9:45 - 11:15
10:00							Pick-Up
10:30							Hockey
11:00					11:15-1:15	11:15-1:15	
11:30					Moonlight	Moonlight	
12:00					Session	Session	
12:30							
1:00							
1:30							
2:00							

MODEL EMPLOYEE SCHEDULE

Employee	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Manager		Day	Day		Day	Evening	Day
Asst. Manager (1)	Day	Close		PM		Day	Evening
Asst. Manager (2)	Close			Day	Close	Close	Day
Shift Manager (1)		Open	Close	Close		Open	Close
Shift Manager (2)	Open		Open	Open	Open		Open
Shift Manager (3)	PM						PM
Office / Group Sales		Day		Day	Day	Day	Day
School Director / Program Director		Day	Day	PM	Day		Day
Pro Shop Manager / Head Cashier		Day	Day	PM		PM	Day
Cashier (1)	Day	PM		Day		PM	PM
Cashier (2)	Evening		PM		Day		Day
Cashier (3)	Day			PM	PM	Day	PM
Cashier (4)	PM			Evening		Evening	Evening
Skate Desk / Ice Guard (1)			Day	Day	Day	PM	Day
Skate Desk / Ice Guard (2)	Day			PM	PM	PM	Day
Skate Desk / Ice Guard (3)	PM		Evening	PM	PM	Evening	PM
Skate Desk / Ice Guard (4)	Evening	Day	Evening		PM	Evening	PM
Skate Desk / Ice Guard (5)	Evening	PM	Evening			Evening	PM
Skate Desk / Ice Guard (6)	Evening					Evening	PM
Skate Desk / Ice Guard (7)	PM						Evening
Skate Desk / Ice Guard (8)	Day						
Skate Desk / Ice Guard (9)							
Skate Desk / Ice Guard(10)							

Confidential

**Skating Facility Work Sheets
Planet Ice
Johnstown, PA**

Print Date 05-Mar-97
Page 3
Section 4
VSC Level 2

Pro-Forma 2/12/97
Projected Opening Year
1997

Feasibility Report

Daily / Seasonal Schedule

Surface "A" - Ice	Rental Hours	Figure Skating Program	General Admissions	Skating School	In-House Hockey School	In-House Hockey League	Pick-Up Hockey
Winter Season							
Monday	2.00	10	40	15	30	30	20
Tuesday	1.00	15	75	70	0	0	0
Wednesday	4.00	10	50	15	30	0	20
Thursday	2.00	15	40	15	0	30	0
Friday	3.00	10	200	0	0	0	20
Saturday	2.00	0	440	125	90	100	0
Sunday	5.00	0	350	0	0	120	35
Week Total	19.00	60	1195	240	150	280	95
	6.0	40	5.0	30	30	30	20
Season Totals	Months 479	Weeks 2400	Months 25095	Weeks 7200	Weeks 4500	Weeks 8400	Weeks 1900
	Hours	People	People	People	People	People	People

Summer Season	RH	P/F/D	GA	SS	HS	IHL	PUH
Monday	2.00	15	50	10	30	25	20
Tuesday	1.00	15	75	40	0	0	0
Wednesday	2.00	15	50	10	30	0	20
Thursday	1.00	15	35	0	0	25	0
Friday	2.00	14	135	10	0	0	20
Saturday	2.00	0	200	68	55	94	0
Sunday	2.00	0	115	0	0	120	20
Week Total	12.00	74	660	138	115	264	80
	6.0	10	7.0	20	20	20	32
Season Totals	Months 302.4	Weeks 740	Months 19404	Weeks 2763	Weeks 2300	Weeks 5280	Weeks 1600
	Hours	People	People	People	People	People	People

Surface "A" - Ice 781 3140 44499 9963 6800 13680 3500

RH = Hourly Surface Rental; Hockey, Figure Club, Broomball, Speed Skating Club, Private Parties, etc.

P/F/D = Figure Skating Programs; Patch, Freestyle, Dance Sessions - persons

GA = Public Skating Session Admissions - persons

SS = Skating School (Learn to Skate Classes)

HS = Hockey School / Programs

PUH = Pick-Up Hockey

*Some of the information in this report was supplied by the developer.

Many numbers are general guidelines and averages from the skating industry.

INCOME FROM:		Rate	Usage	Revenue
Surface "A" - Ice				
Hourly Rental	\$170.00 Per Hour	62.50	Hours	\$10,624
Contract Rental	\$165.00 Per Hour	511.30	Hours	\$84,364
Freestyle, Dance Sessions	\$5.00 Each	3140	Units	\$15,700
General Admissions	\$4.50 Each	44499	People	\$200,246
Skate Rental	\$2.00 Each	22183	People	\$44,366
Skating School	\$9.25 Per Lesson	9963	People	\$92,158
Hockey Lessons	\$10.00 Per Lesson	6800	People	\$68,000
Private Lessons	\$9.00 Per 15 Min.	7770	Lessons	\$69,930
In-House Hockey Leagues	\$11.00 Per Game	13680	People	\$150,480
Pick-Up Hockey	\$8.00 Each	3500	People	\$28,000
Surface "A" - Ice		TOTAL		\$763,868

Additional Cost Center are on Page 1 of Section 5. This table represents income directly from this skating surface.

SECTION 5

**Planet Ice
March 6, 1997**

Pro-Forma

VSC Sports Consultants - Sherman Oaks, California

Pro-Forma 2/12/97

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Johnstown, PAPrint Date 05-Mar-97
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Section 5

PROJECTED INCOME AND EXPENSES FOR SKATING FACILITY		
Fiscal Year (Sept - Aug)		Percent of Gross Rev.
Income Categories		
Hourly Rental	\$10,624	1.00%
Contract Rental	\$84,364	7.96%
Figure Skating Programs	\$15,700	1.48%
* General Admissions	\$200,246	18.89%
Skate Rentals	\$44,366	4.19%
Class Lessons	\$92,158	8.69%
Hockey Lessons	\$68,000	6.41%
In-House Hockey Leagues	\$150,480	14.20%
**Private Lessons	\$69,930	6.60%
Birthday Parties	\$8,200	0.77%
* Vending and Video (Net)	\$35,675	3.37%
* Locker Rentals	\$10,320	0.97%
Skate Repair	\$5,076	0.48%
**Sport Shop	\$139,853	13.19%
**Food Service	\$82,230	7.76%
Misc.	\$5,000	0.47%
Board Advertising (Net)	\$9,800	0.92%
Pick-Up Hockey	\$28,000	2.64%
=====	=====	=====
Gross Revenue	\$1,060,022	100.00%

** It is assumed that the rink will operate the Sport Shop and Food Service, and that the rink will collect all private lesson fees.

** Typical income numbers are being used until space allocations and inventories are determined.

COST OF GOODS & SERVICES				
Sport Shop	97,897	Using	70%	Cost of Goods
Food Services	37,004	Using	45%	Cost of Goods
League Officials	37,620	Using	25%	Cost Of Services
Private Lessons	55,944	Using	80%	Cost of Services
=====	=====			
Total - COG & S	\$228,465			

GROSS PROFIT \$ 831,557

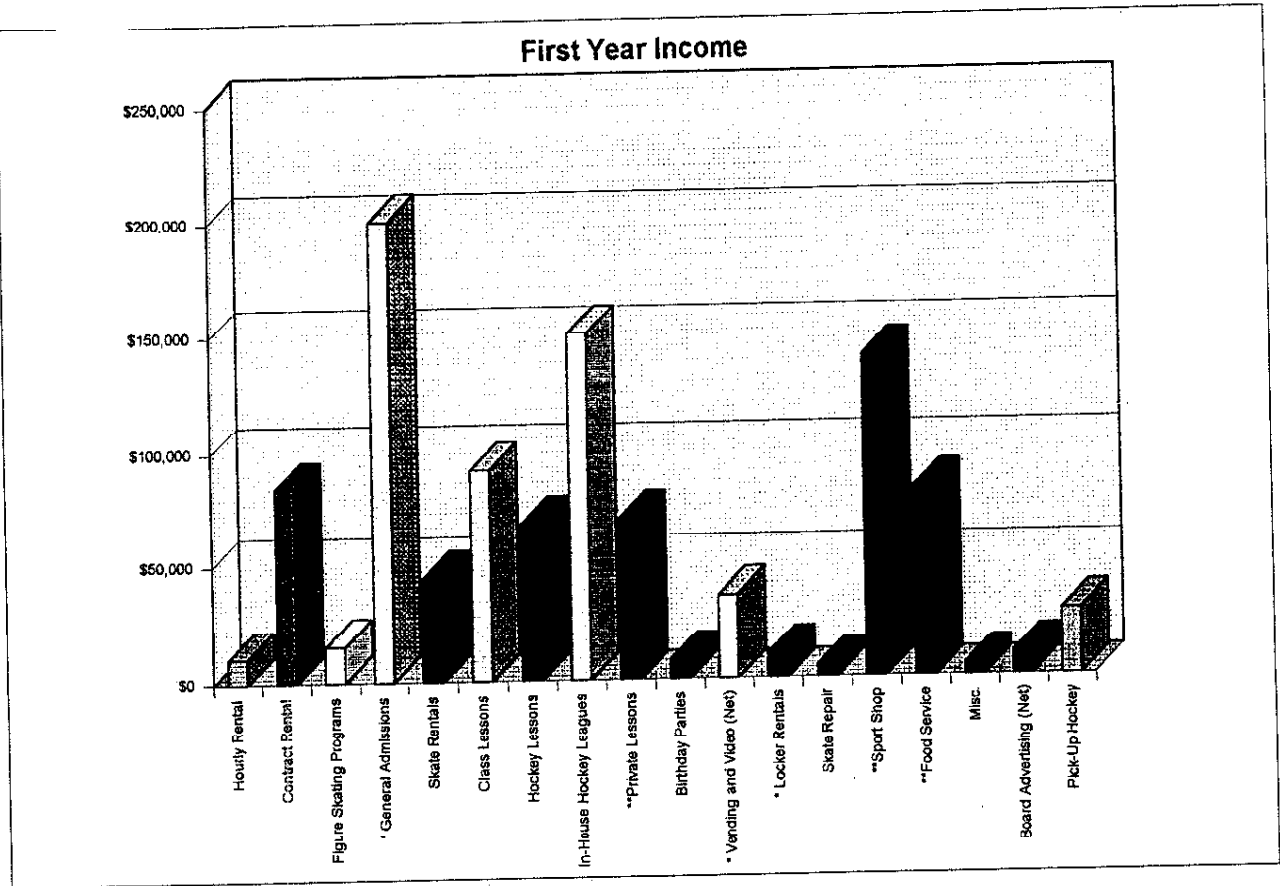
*Some of the information in this report was supplied by the developer.

Approximate Weekly People Traffic Count Average	1839
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Planet Ice
Johnstown, PA

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Section 5

Pro-Forma 2/12/97



05-Mar-97

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Johnstown, PAPage 3
Section 5

		Percent of	Percent of
		Gross Profit	Total Expse.
OPERATING EXPENSES			
* General Payroll	220,000	26.46%	31.07%
* Skating School and Hockey Payroll	51,425	6.18%	7.26%
* PR Taxes & Wk Comp	22,000	2.65%	3.11%
Insurance, Etc.		0.29%	0.34%
Resurfacers R/M	2,400	0.30%	0.35%
* Resurfacers Fuel	2,500	0.18%	0.21%
Auto Expenses	1,500	0.30%	0.35%
Bank Charges	2,500	0.18%	0.21%
* Travel / Seminars	1,500	0.14%	0.17%
Contributions	1,200		
Printing	12,720	1.20% of Gross	1.53%
Dues / Subscriptions	2,500	0.30%	0.35%
* Insurance	30,000 18,000	3.61%	4.24%
* Sanitation	3,000	0.36%	0.42%
* Legal / Accounting	2,500	0.30%	0.35%
Licenses / Fees	1,500	0.18%	0.21%
Office Supplies	8,000	0.96%	1.13%
* Building / Grounds	4,500	0.54%	0.64%
* Equipment R/M	4,000	0.48%	0.56%
Advertising / Promotions	21,200	2.00% of Gross	2.55%
Misc.	2,500	0.30%	0.35%
* Consulting Fees	2,500	0.30%	0.35%
* Operating Supply	4,800	0.58%	0.68%
* Telephone	3,500	0.42%	0.49%
* Utilities (All)	54,599	6.57%	7.71%
Capital Account	7,950	0.75% of Gross	0.96%
Expense Contingency	7,950	0.75% of Gross	0.96%
* Property Taxes	49,365 30,000	5.94%	6.97%
*** Lease (Based on 15000 MTH)	180,000	21.65%	25.42%
Interest	0	0.00%	0.00%
Management Fee (If Applicable)	0	0.00% of Gross	0.00%
TOTAL EXPENSES			
	\$708,410 676,745	85.15%	100.00%

*Some of the information in this report was supplied by the developer.

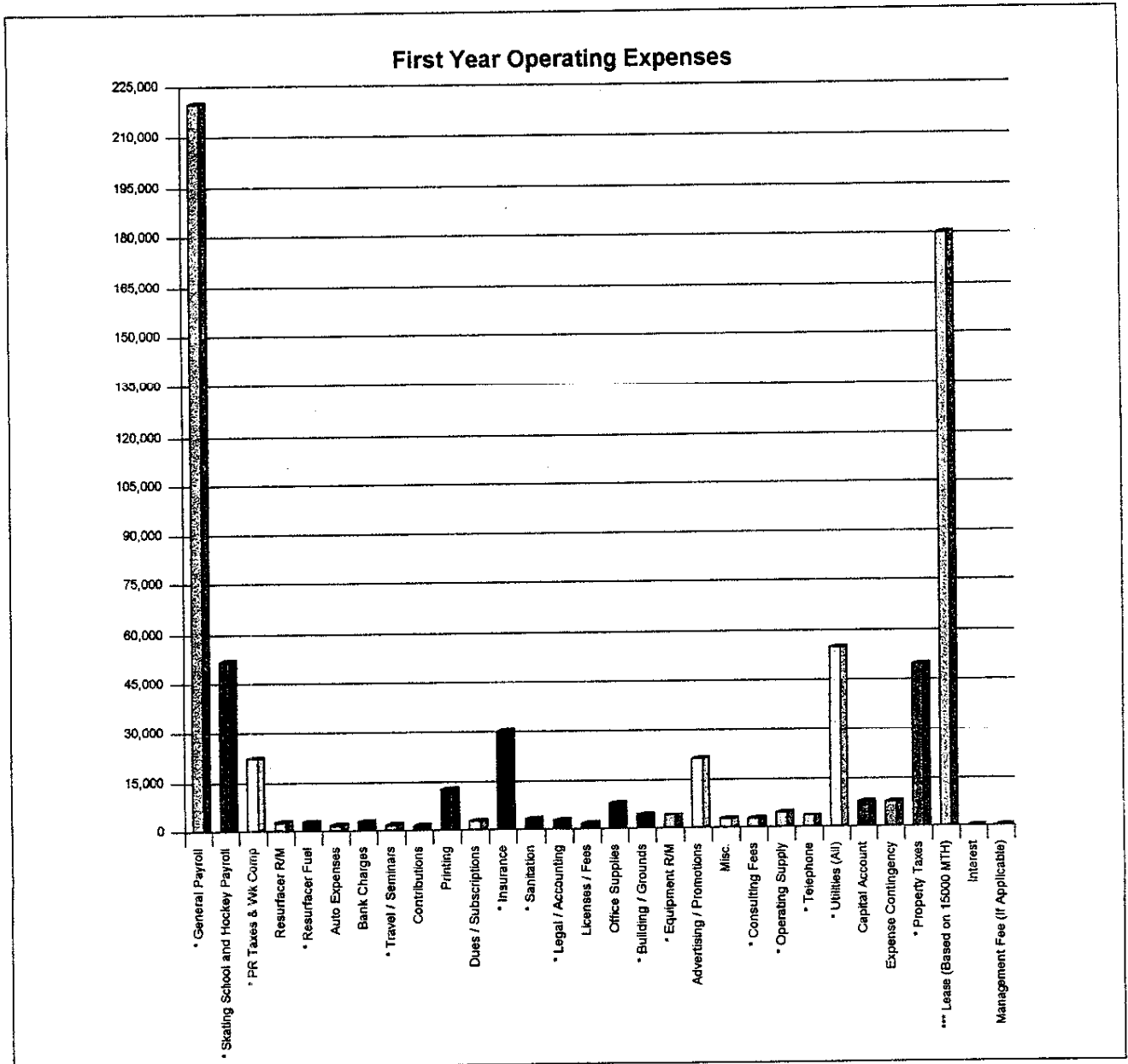
Net Cash ~~\$123,447~~ \$154,812.00
Before Depreciation, Other Taxes, R.O.I., etc.

*** The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply, Inc.

Pro-Forma 2/12/97
Skating Facility Expenses

Planet Ice
Johnstown, PA

05-Mar-97
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Section 5



ACQUISITION, INCOME, EXPENSE SUMMARY AND ANALYSIS

These acquisition line items are only estimates. We may not have current knowledge of what your actual site development costs, building costs, tenant improvements, equipment costs, permits, fees, architectural fees, etc. are. If there are any line items with a \$0, it was not added by the client or was unknown to VSC at the time. We provide this section for discussion and planning purposes only.

ACQUISITION These estimated line items may actually be higher or lower

* Land Cost	0	Purchase Price of Land
Site Development	0	Parking, Elec. Hook-up
Building / Improvements	0	Building, Tenant Imp, Equipment, Etc.
1st Yr. Oper. Reserve	0	Operating Reserve
Contingency Expense	0	5.00% Construction Reserve
Start Up Costs	0	Chattels, Supplies, Fixtures, Inventories, Pre Opening Payroll
Indirect Costs	0	Permits, Fees, Legal, Architectural
=====		

Total \$0

FINANCING

Invested Capital \$0

Loan Amount —————> \$0

Loan amount to be returned principle and interest

Note: The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply, Inc. who is developing a combined ice rink / manufacturing complex. The ice rink operation will be a tenant to BRS in the overall project development. The lease payment made by the ice rink operation will offset all ice rink equipment and building debt service. All Operating Expenses such as Taxes, Utilities, and other building expense related items will be allocated to the rink operation as shown.

*Some of the information in this report was supplied by the developer.
Many numbers are general guidelines and averages from the skating industry.

OPERATIONS	First Year	Monthly Average	
Gross Revenue	1,060,022	88,335	
Cost of Goods	228,465	19,039	
Operating Expenses	676,745 788,110	59,000	56,395
=====			
Net Operating Income	\$154,812 \$123,447	\$10,287	\$12,901

Cost of Operations
Per Hour
\$195

Including
Expenses and
Debt Service

FINANCING TERMS

Annual Percentage Rate 10.5%
Number of Payments 240 Months

Debt Service

Annual	0	Monthly	0
--------	---	---------	---

Net Cash Flow —————>	First Year	Avg per Mnth
	\$123,447	\$10,287
	\$154,812	\$12,901

Payroll Breakdown

Manager	\$30,000
Asst. Manager	\$20,000
*Asst. Mgr./Hockey Dir.	\$25,000
Office / Bookkeeping	\$15,000
Session Mgr.(s) P/T	\$20,000
Pro Shop / Cashiers	\$35,000
Snack Bar / Food Serv.	\$25,000
Rink Guards	\$30,000
Maintenance	\$20,000

=====

TOTAL \$220,000

Skating School

School Dir.	\$20,000
Instructor &	
Coaches P/T	\$14,945

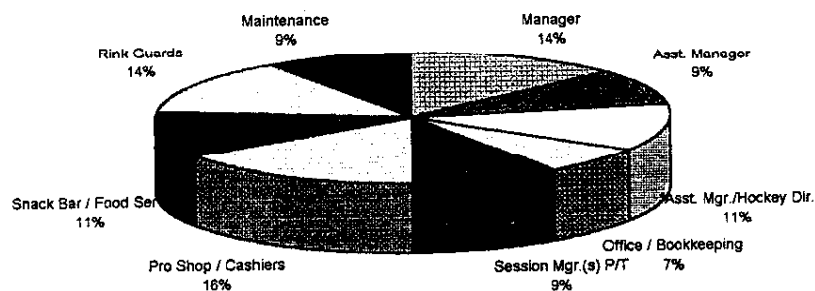
=====

\$34,945

*Hockey Dir.	\$0
Coaches P/T	\$16,480
	=====
	\$16,480

* The Hockey Director may also act as Assistant Manager 2.

These numbers are general. They will vary based on ownership, operation, philosophy, and schedule.

Payroll By Department

Pro-Forma 2/12/97

Confidential
Planet Ice
Johnstown, PA

Print Date 05-Mar-97
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Section 5

PROJECTED INCOME SKATING CENTER

Fiscal Year (September Thru August)	Olympic Year 1997		1998		1999		2000		2001		Olympic Year 2001	
	1998	1999	1998	1999	2000	2001	2000	2001	2001	2002	2001	2002
Income Categories	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Hourly Rental	10,624	10,890	11,543	11,832	12,187	12,542	12,897	13,252	13,607	13,962	14,317	14,672
Contract Rental	84,364	85,207	90,320	93,029	96,285	99,541	102,797	106,053	109,309	112,565	115,821	119,077
Figure Skating Programs	15,700	14,130	13,847	15,232	17,060	18,888	20,716	22,544	24,372	26,200	28,028	29,856
* General Admissions	200,246	180,221	176,977	194,675	218,036	241,397	264,758	288,119	311,480	334,841	358,202	381,563
Skate Rentals	44,366	39,930	39,131	43,044	47,349	51,654	55,959	60,264	64,569	68,874	73,179	77,484
Class Lessons	92,158	84,785	83,089	93,060	102,366	111,672	120,978	130,284	139,590	148,896	158,202	167,508
Hockey Lessons	68,000	62,900	61,328	68,687	75,555	82,423	89,291	96,159	103,027	109,895	116,763	123,631
In-House Hockey Leagues	150,480	151,985	153,505	155,807	202,549	204,054	205,559	207,064	208,569	210,074	211,579	213,084
**Private Lessons	69,930	66,434	65,238	71,762	80,732	89,702	98,672	107,642	116,612	125,582	134,552	143,522
Birthday Parties	8,200	6,970	6,831	8,197	10,246	12,295	14,344	16,393	18,442	20,491	22,540	24,589
* Vending and Video (Net)	35,675	32,108	31,465	34,612	38,073	41,534	44,995	48,456	51,917	55,378	58,839	62,300
* Locker Rentals	10,320	9,804	9,608	10,569	11,625	12,681	13,737	14,793	15,849	16,905	17,961	19,017
Skate Repair	5,076	4,822	4,725	5,198	5,718	6,238	6,758	7,278	7,798	8,318	8,838	9,358
**Sport Shop	139,853	136,357	133,630	146,993	163,162	179,331	195,500	211,669	227,838	243,999	260,160	276,321
**Food Service	82,230	86,342	88,932	95,158	98,964	102,770	106,576	110,382	114,188	117,994	121,800	125,606
Misc.	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Board Advertising (Net)	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800
Pick-Up Hockey	28,000	28,840	29,705	30,596	31,514	32,432	33,350	34,268	35,186	36,104	37,022	37,940
Gross Revenue	\$1,060,022	\$1,016,524	\$1,014,675	\$1,093,250	\$1,226,222	\$1,359,194	\$1,492,166	\$1,625,138	\$1,758,110	\$1,891,082	\$2,024,054	\$2,157,026

Direct Expenses					
Sport Shop	97,897	95,450	93,541	102,895	114,213
Food Services	37,004	38,854	40,020	42,821	44,534
League Officials	37,620	37,996	38,376	38,952	50,637
Private Lessons	55,944	53,147	52,190	57,409	64,586
Total - COG & S	\$228,465	\$225,447	\$224,127	\$242,077	\$273,970

Gross Profit	\$831,557	\$791,077	\$790,548	\$851,173	\$952,252
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Pro-Forma 2/12/97

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Johnstown, PAPage 8
Section 5OPERATING EXPENSES
5 YEAR PROJECTION

	1997	1998	1999	2000	2001	2002
	1998	1999	2000	2001	2002	
Operating Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	
* General Payroll	220,000	228,800	240,240	252,252	264,865	
* Skating School and Hockey P	51,425	53,482	56,156	58,964	61,912	
* PR Taxes & Wk Comp	22,000	50,811 22,800	53,351 24,024	56,019 25,225	58,820 26,486	
Resurfacers R/M	2,400	2,960	3,858	3,454	5,541	
* Resurfacers Fuel	2,500	2,575	2,652	2,732	2,814	
Auto Expenses	1,500	1,545	1,591	1,639	1,688	
Bank Charges	2,500	2,550	2,601	2,679	2,786	
* Travel / Seminars	1,500	1,575	1,654	1,736	1,823	
Contributions	1,200	1,200	1,200	1,200	1,200	
Printing	12,720	13,102	13,495	13,900	14,317	
Dues / Subscriptions	2,500	2,600	2,730	2,812	2,924	
* Insurance	30,000 18,000	30,900 18,000	32,136 19,350	33,743 20,454	35,093 21,175	
* Sanitation	3,000	3,120	3,245	3,375	3,526	
* Legal / Accounting	2,500	2,625	2,756	2,894	3,183	
Licenses / Fees	1,500	1,575	1,654	1,736	1,823	
Office Supplies	8,000	9,200	9,660	11,109	11,664	
* Building / Grounds	4,500	4,725	5,434	5,705	6,561	
* Equipment R/M	4,000	4,160	4,493	4,942	6,178	
Advertising / Promotions	21,200	20,330	20,293	21,865	24,524	
Misc.	2,500	2,600	2,704	2,812	2,925	
* Consulting Fees	2,500	2,500	2,500	2,500	2,500	
* Operating Supply	4,800	4,992	5,217	5,477	5,751	
* Telephone	3,500	3,588	3,677	3,769	3,863	
* Utilities (All)	54,599	56,510	58,771	61,415	64,486	
Capital Account	7,950	7,624	7,610	8,199	9,197	
Expense Contingency	7,950	7,624	7,610	8,199	9,197	
* Property Taxes	49,365 30,000	49,365 30,000	49,365 30,000	49,365 30,000	49,365 30,000	30,000
*** Lease (Based on 15000 MT)	180,000	180,000	180,000	180,000	180,000	
Interest	0	0	0	0	0	
Management Fee (If Applicable)	0	0	0	0	0	
=====						
TOTAL EXPENSES	\$708,110	\$752,638	\$776,653	\$804,494	\$838,527	
	676,745	693,262	715,175	741,046	772,910	

*** The Ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply.

NET INCOME	\$123,447	\$38,439	\$13,895	\$46,679	\$113,725
	154,812	97,815	75,373	110,127	179,342

COST AND INCOME SUMMARY AND ANALYSIS

These acquisition line items are only estimates. We may not have current knowledge of what your actual site development costs, building costs, tenant improvements, equipment costs, permits, fees, architectural fees, etc... are. If there are any line items with \$0, it was not supplied by the client or was unknown to VSC at the time. We provide this section for discussion and planning purposes only. Construction costs may be higher at final contract.

Acquisition	
* Land Cost	0 Purchase Price of Land
Site Development	0 Parking, Elec. Hook-up
Building / Improvements	0 Building, Tenant Imp, Equipment, Etc.
1st Yr. Oper. Reserve	0 Operating Reserve
Contingency Expense	0 5.00% Construction Reserve
Start Up Costs	0 Chattels, Supplies, Fixtures, Inventories, Pre Opening Payroll
Indirect Costs	0 Permits, Fees, Legal, Architectural
=====	
Total	\$0
Invested Capital	\$0
Loan Amount →	\$0

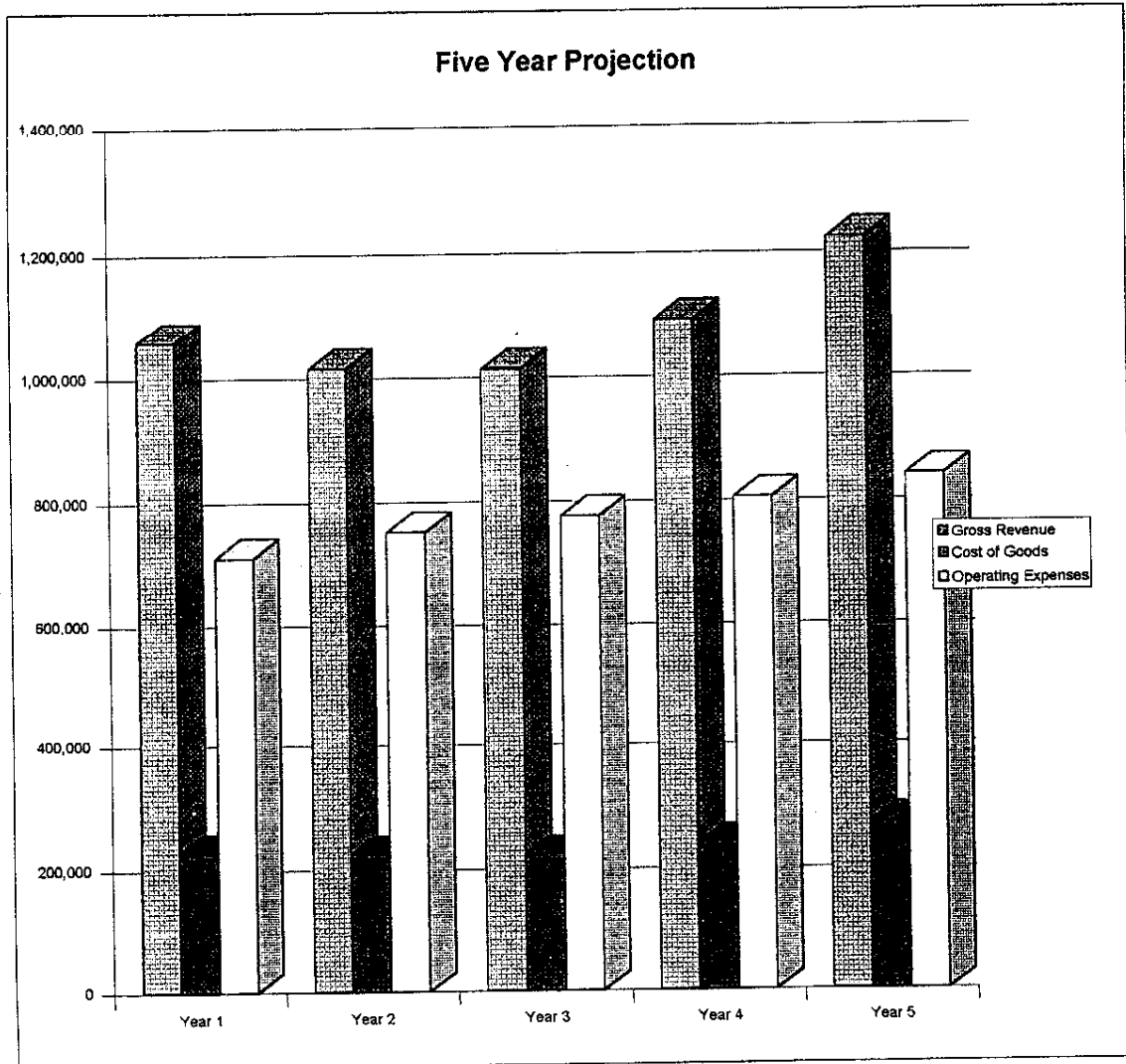
Note: The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply, Inc. who is developing a combined ice rink / manufacturing complex. The ice rink operation will be a tenant to BRS in the overall project development. The lease payment made by the ice rink operation will offset all ice rink equipment and building debt service. All Operating Expenses such as Taxes, Utilities, and other building expense related items will be allocated to the rink operation as shown.

*Some of the information in this report was supplied by the developer.
Many numbers are general guidelines and averages from the skating industry.

OPERATIONS	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenue	1,060,022	1,016,524	1,014,675	1,093,250	1,226,222
Cost of Goods	228,465	225,447	224,127	242,077	273,970
Operating Expenses	708,110	752,638	776,653	804,494	838,527
=====					
Net Operating Income	\$123,447	\$38,439	\$13,895	\$46,679	\$113,725
	154,812	97,815	75,373	110,127	179,342
Debt Service	\$0	\$0	\$0	\$0	\$0

Net Cash Flow	\$123,447	\$38,439	\$13,895	\$46,679	\$113,725
	154,812	97,815	75,373	110,127	179,342

PROJECTIONS	Year 10	Year 15	Year 20
Gross Revenue	1,348,844	1,551,171	1,783,846
Cost of Goods	301,367	331,504	364,654
Operating Expenses	922,380	1,069,960	1,257,203
=====			
Net Operating Income	\$125,097	\$149,706	\$161,988



PROJECTED INCOME FOR SKATING CENTER

FIRST YEAR	Sep-Nov	Dec-Feb.	Mar-May	Jun-Aug.	Year
Income Categories	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
Hourly Rental	2,656	3,506	2,444	2,019	10,624
Contract Rental	21,091	27,840	19,404	16,029	84,364
Figure Skating Programs	3,925	5,181	3,611	2,983	15,700
* General Admissions	50,061	66,081	46,056	38,047	200,246
Skate Rentals	11,092	14,641	10,204	8,430	44,366
Class Lessons	23,039	30,412	21,196	17,510	92,158
Hockey Lessons	17,000	22,440	15,640	12,920	68,000
In-House Hockey Leagues	37,620	49,658	34,610	28,591	150,480
**Private Lessons	17,483	23,077	16,084	13,287	69,930
Birthday Parties	2,050	2,706	1,886	1,558	8,200
* Vending and Video (Net)	8,919	11,773	8,205	6,778	35,675
* Locker Rentals	2,580	3,406	2,374	1,961	10,320
Skate Repair	1,269	1,675	1,167	964	5,076
**Sport Shop	34,963	46,152	32,166	26,572	139,853
**Food Service	20,558	27,136	18,913	15,624	82,230
Misc.	1,250	1,650	1,150	950	5,000
Board Advertising (Net)	9,800	0	0	0	9,800
Pick-Up Hockey	7,000	9,240	6,440	5,320	28,000
=====					
Gross Revenue	\$272,356	\$346,573	\$241,551	\$199,542	

Direct Expenses COG					
Sport Shop	24,474	32,306	22,516	18,600	97,897
Food Services	9,251	12,211	8,511	7,031	37,004
League Officials	9,405	12,415	8,653	7,148	37,620
Private Lessons	13,986	18,462	12,867	10,629	55,944
=====					
Total - COG	\$57,116	\$75,394	\$52,547	\$43,408	\$228,465

Gross Profit	\$215,239	\$271,180	\$189,004	\$156,134	\$ 831,557
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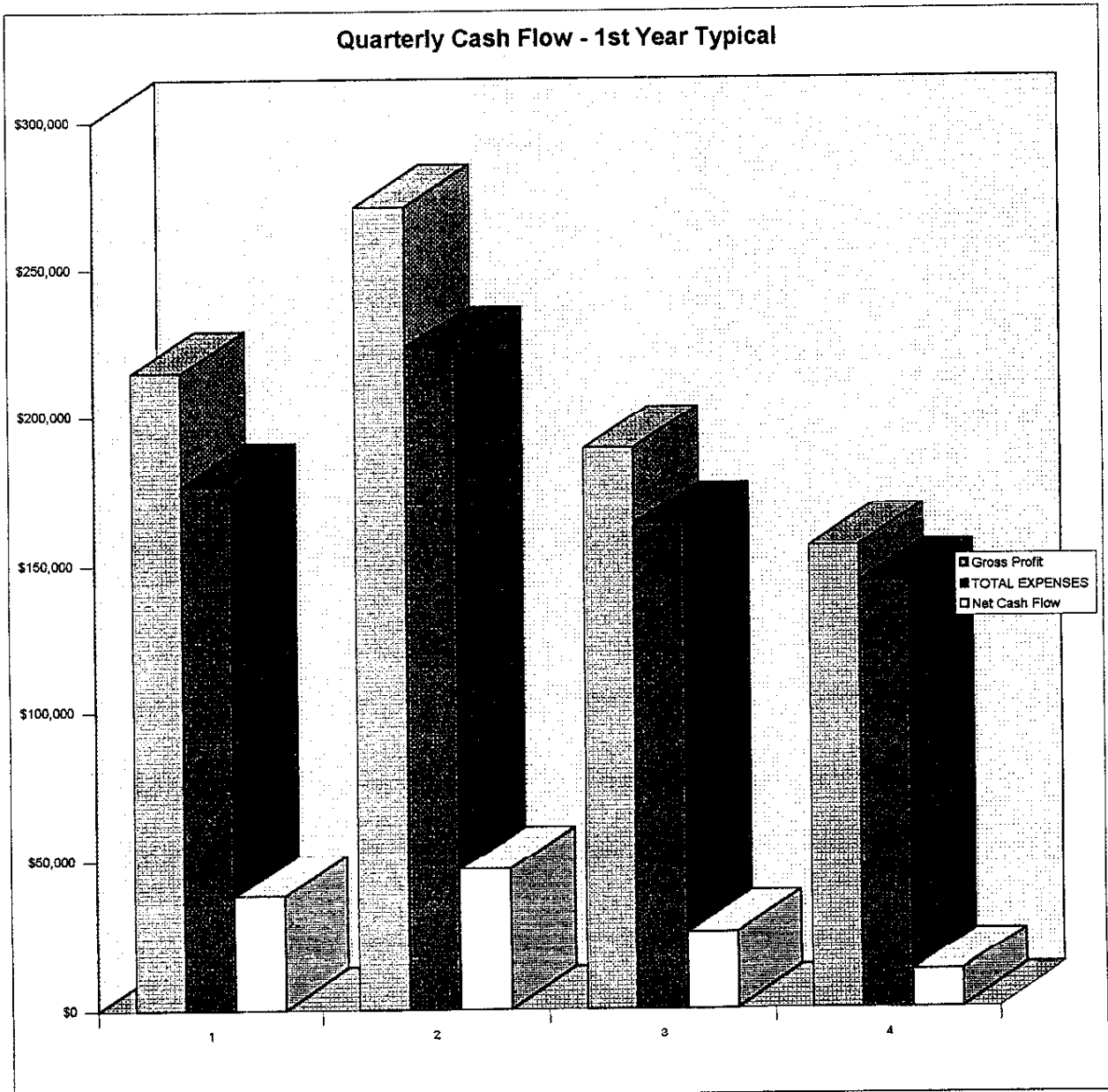
FIRST YEAR

	Sep-Nov.	Dec-Feb.	Mar-May	Jun-Aug.	Year
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	Total
Operating Expenses					
* General Payroll	55,000	72,600	50,600	41,800	220,000
* Skating School and Hockey Pa	12,856	16,970	11,828	9,771	51,425
* PR Taxes & Wk Comp	5,500	7,260	5,060	4,180	22,000
Resurfacer R/M	600	792	552	456	2,400
* Resurfacer Fuel	625	825	575	475	2,500
Auto Expenses	375	495	345	285	1,500
Bank Charges	625	825	575	475	2,500
* Travel / Seminars	375	495	345	285	1,500
Contributions	300	396	276	228	1,200
Printing	3,180	4,198	2,926	2,417	12,720
Dues / Subscriptions	625	825	575	475	2,500
* Insurance	7,500 4,500	7,500 4,500	7,500 4,500	7,500 4,500	30,000 18,000
* Sanitation	750	990	690	570	3,000
* Legal / Accounting	625	825	575	475	2,500
Licenses / Fees	375	495	345	285	1,500
Office Supplies	2,000	2,640	1,840	1,520	8,000
* Building / Grounds	1,125	1,485	1,035	855	4,500
* Equipment R/M	1,000	1,320	920	760	4,000
Advertising / Promotions	5,300	6,996	4,876	4,028	21,200
Misc.	625	825	575	475	2,500
* Consulting Fees	625	825	575	475	2,500
* Operating Supply	1,200	1,584	1,104	912	4,800
* Telephone	875	1,155	805	665	3,500
* Utilities (All)	13,650	10,374	12,558	18,018	54,599
Capital Account	1,988	2,624	1,829	1,511	7,950
Expense Contingency	1,988	2,624	1,829	1,511	7,950
* Property Taxes	12,341 7,500	16,290 7,500	14,354 7,500	9,379 7,500	49,365 30,000
*** Lease (Based on 15000 MTH)	45,000	59,400	41,400	34,200	180,000
Interest	0	0	0	0	0
Management Fee (If Applicable)	0	0	0	0	0
TOTAL EXPENSES	\$477,627	\$623,632	\$463,465	\$443,985	\$788,110
	165,237	211,842	136,611	139,106	676,745
Net Cash	-\$38,242	-\$47,547	\$25,539	-\$12,149	-\$123,447
	50,002	59,338	32,393	17,028	154,812
Qtr Debt Svc	\$0	\$0	\$0	\$0	
Net Cash Flow	\$38,242	-\$47,547	-\$25,539	-\$12,149	-\$123,447
	50,002	59,338	32,393	17,028	154,812

*** The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply, Inc.

Quarterly Cash Flow

	1	2	3	4
	<i>Sept.-Nov.</i>	<i>Dec.-Feb.</i>	<i>Mar.-May</i>	<i>Jun.-Aug.</i>
Gross Profit	\$215,239	\$271,180	\$189,004	\$156,134
TOTAL EXPENSES	\$177,027	\$223,632	\$163,465	\$143,985
Net Cash Flow	\$38,212	\$47,547	\$25,539	\$12,149



LOW, MIDDLE, HIGH - PROJECTED INCOME FOR SKATING CENTER

Income Categories	LOW	Projections	HIGH
Hourly Rental	9,562	10,624	12,218
Contract Rental	75,927	84,364	97,018
Figure Skating Programs	14,130	15,700	17,270
* General Admissions	180,221	200,246	230,282
Skate Rentals	39,930	44,366	51,021
Class Lessons	82,942	92,158	110,589
Hockey Lessons	61,200	68,000	81,600
In-House Hockey Leagues	135,432	150,480	180,576
**Private Lessons	62,937	69,930	80,420
Birthday Parties	7,380	8,200	10,250
* Vending and Video (Net)	32,108	35,675	39,243
* Locker Rentals	9,288	10,320	11,868
Skate Repair	4,568	5,076	5,837
**Sport Shop	125,868	139,853	174,817
**Food Service	74,007	82,230	90,454
Misc.	4,500	5,000	5,000
Board Advertising (Net)	8,820	9,800	11,270
Pick-Up Hockey	25,200	28,000	32,200
=====	=====	=====	=====
Gross Revenue	\$954,020	\$1,060,022	\$1,241,932
=====			
COST OF GOODS & SERVICES			
Sport Shop	88,108	97,897	107,687
Food Services	33,303	37,004	40,704
League Officials	33,858	37,620	41,382
Private Lessons	50,350	55,944	61,539
=====	=====	=====	=====
Total - COG & S	\$205,619	\$228,465	\$251,312
=====			
GROSS PROFIT	\$748,401	\$831,557	\$990,621

LOW, MIDDLE, HIGH - PROJECTED INCOME

OPERATING EXPENSES	LOW	Projections	HIGH
* General Payroll	242,000	220,000	236,500
* Skating School and Hockey Payroll	56,567	51,425	55,282
* PR Taxes & Wk Comp	24,199	22,000	23,650
Resurfacer R/M	2,640	2,400	2,760
* Resurfacer Fuel	2,750	2,500	2,875
Auto Expenses	1,650	1,500	1,650
Bank Charges	2,750	2,500	2,800
* Travel / Seminars	1,650	1,500	1,650
Contributions	1,200	1,200	1,200
Printing	13,992	12,720	13,992
Dues / Subscriptions	2,500	2,500	2,500
* Insurance	33,000	20,000 30,000	18,000 31,500
* Sanitation	3,300	3,000	3,300
* Legal / Accounting	2,750	2,500	2,500
Licenses / Fees	1,500	1,500	1,500
Office Supplies	8,800	8,000	8,800
* Building / Grounds	4,950	4,500	5,040
* Equipment R/M	4,400	4,000	4,480
Advertising / Promotions	23,320	21,200	22,260
Misc.	2,750	2,500	2,500
* Consulting Fees	2,500	2,500	2,500
* Operating Supply	5,280	4,800	5,376
* Telephone	3,850	3,500	3,920
* Utilities (All)	60,059	54,599	60,059
Capital Account	7,155	7,950	8,745
Expense Contingency	7,155	7,950	8,745
* Property Taxes	49,365	49,365	49,365
*** Lease (Based on 15000 MTH)	180,000	180,000	180,000
Interest	0	0	0
Management Fee (If Applicable)	0	0	0
=====			
TOTAL EXPENSES	739,034	\$752,034	\$708,110 696,119 745,450
Net Cash	9,367	(\$3,633)	\$123,447 135,447 1245,171
DEBT SERVICE		\$0	\$0 \$0
NET PROFIT	9,367	(\$3,633)	\$123,447 135,447 1245,171 257,671

"LOW" is defined as; A change in the economy, new competition, a poorly operated facility, not promoting the business aggressively, not watching the expenses, etc.
Thus, the "NET PROFIT" is LOW.

"HIGH" is defined as; A properly designed and operated facility with ideal promotions, marketing, and maximum usage.

*** The ice rink will operate on a monthly lease payment made payable to Burley's Rink Supply.

SECTION 6

**Planet Ice
March 6, 1997**

Demographics

VSC Sports Consultants - Sherman Oaks, California

	3 MI RING	%	5 MI RING	%	7 MI RING	%
Population	19,771		58,709		90,450	
In families	15,011	75.9	45,588	77.7	71,928	79.5
In non-families	2,828	14.3	10,660	18.2	15,853	17.5
In group quarters	1,932	9.8	2,461	4.2	2,669	3.0
Population by Race						
White	19,227	97.2	56,010	95.4	86,927	96.1
Black	342	1.7	2,328	4.0	2,976	3.3
American Indian	8	0.0	34	0.1	44	0.0
Asian/Pacific Islander	170	0.9	245	0.4	355	0.4
Other Race	24	0.1	93	0.2	149	0.2
Hispanic Population	93	0.5	489	0.8	753	0.8
Population by Age						
< 13 years	3,050	15.4	9,708	16.5	15,211	16.8
14 - 17 years	954	4.8	3,127	5.3	4,990	5.5
18 - 20 years	1,329	6.7	2,655	4.5	3,510	3.9
21 - 24 years	942	4.8	2,469	4.2	3,471	3.8
25 - 34 years	2,117	10.7	6,735	11.5	10,289	11.4
35 - 44 years	3,004	15.2	8,683	14.8	13,703	15.2
45 - 54 years	2,352	11.9	6,732	11.5	10,539	11.7
55 - 64 years	2,244	11.4	6,390	10.9	9,818	10.9
65 - 74 years	2,236	11.3	7,113	12.1	11,064	12.2
75 - 84 years	1,154	5.8	4,017	6.8	6,231	6.9
85 + years	388	2.0	1,080	1.8	1,621	1.8
Median Age	39.7		40.5		40.8	
Females	10,443	52.8	31,488	53.6	48,232	53.3
< 13 years	1,504	14.4	4,694	14.9	7,300	15.1
14 - 17 years	450	4.3	1,491	4.7	2,387	4.9
18 - 20 years	692	6.6	1,380	4.4	1,805	3.7
21 - 24 years	436	4.2	1,208	3.8	1,698	3.5
25 - 34 years	1,099	10.5	3,517	11.2	5,371	11.1
35 - 44 years	1,557	14.9	4,459	14.2	7,008	14.5
45 - 54 years	1,244	11.9	3,600	11.4	5,582	11.6
55 - 64 years	1,223	11.7	3,574	11.4	5,462	11.3
65 - 74 years	1,224	11.7	4,084	13.0	6,347	13.2
75 - 84 years	711	6.8	2,625	8.3	3,994	8.3
85 + years	303	2.9	856	2.7	1,281	2.7
Median Age, Female	41.9		43.1		43.4	
Males	9,328	47.2	27,220	46.4	42,215	46.7
< 13 years	1,546	16.6	5,013	18.4	7,911	18.7
14 - 17 years	504	5.4	1,636	6.0	2,603	6.2
18 - 20 years	637	6.8	1,275	4.7	1,705	4.0
21 - 24 years	506	5.4	1,261	4.6	1,773	4.2
25 - 34 years	1,018	10.9	3,219	11.8	4,918	11.7
35 - 44 years	1,447	15.5	4,224	15.5	6,696	15.9
45 - 54 years	1,108	11.9	3,133	11.5	4,957	11.7
55 - 64 years	1,021	10.9	2,815	10.3	4,356	10.3
65 - 74 years	1,013	10.9	3,029	11.1	4,718	11.2
75 - 84 years	443	4.7	1,391	5.1	2,238	5.3
85 + years	85	0.9	223	0.8	341	0.8
Median Age, Male	37.6		37.7		38.1	

	3 MI RING	%	5 MI RING	%	7 MI RING	%
Households						
Total hshlds	7,558		24,341		37,513	
Family Hhlds	5,152	68.2	15,355	63.1	24,147	64.4
Non-family hshlds	2,406	31.8	8,986	36.9	13,366	35.6
Household Income						
< \$10,000	1,125	14.9	4,979	20.5	7,061	18.8
\$10,000 - \$19,999	1,591	21.0	6,304	25.9	9,612	25.6
\$20,000 - \$29,999	1,555	20.6	4,842	19.9	7,499	20.0
\$30,000 - \$39,999	1,175	15.5	3,356	13.8	5,195	13.8
\$40,000 - \$49,999	666	8.8	1,703	7.0	2,761	7.4
\$50,000 - \$59,999	601	7.9	1,421	5.8	2,327	6.2
\$60,000 - \$74,999	419	5.5	959	3.9	1,550	4.1
\$75,000 - \$99,999	244	3.2	489	2.0	897	2.4
\$100,000 - \$124,999	87	1.2	132	0.5	237	0.6
\$125,000 - \$149,999	61	0.8	79	0.3	162	0.4
\$150,000 +	33	0.4	74	0.3	199	0.5
Total Aggregate Income(Mil)	\$264.70		\$669.07		\$1,101.74	
Per Capita Income	\$13,388		\$11,396		\$12,181	
Average Hshld Income	\$33,974		\$26,997		\$28,948	
Median Hshld Income	\$26,623		\$21,556		\$22,719	
Agg Hshld Income (Mil)	\$256.76		\$657.13		\$1,085.93	
Average Family Income	\$40,618		\$34,008		\$36,027	
Median Family Income	\$32,789		\$28,453		\$29,415	
Agg Family Income (Mil)	\$209.26		\$522.18		\$869.97	
Average Non-family Income	\$19,746		\$15,019		\$16,158	
Median Non-family Income	\$15,681		\$12,922		\$13,436	
Agg Non-family Income (Mil)	\$47.50		\$134.96		\$215.96	
Household Size						
1 person	2,041	27.0	7,615	31.3	11,399	30.4
2 persons	2,775	36.7	8,015	32.9	12,374	33.0
3-4 persons	2,265	30.0	7,057	29.0	11,113	29.6
5 persons	341	4.5	1,062	4.4	1,688	4.5
6+ persons	135	1.8	592	2.4	939	2.5
Average Household Size	2.4		2.3		2.3	
Vehicles Available	12,748		34,893		55,453	
Average Vehicles per Hshld	1.7		1.4		1.5	
Vehicles per Hshld						
0 vehicles	639	8.5	4,379	18.0	6,096	16.3
1 vehicle	2,997	39.7	9,744	40.0	15,008	40.0
2+ vehicles	3,921	51.9	10,219	42.0	16,410	43.7
Total Housing Units	7,967		27,215		41,431	
Owner occupied	5,637	70.8	15,800	58.1	25,828	62.3
Renter occupied	1,920	24.1	8,540	31.4	11,686	28.2
Vacant	409	5.1	2,874	10.6	3,918	9.5

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	19,771		19,793		23	0.1
in families	15,011	75.9	14,424	72.9	-587	-3.9
in non-families	2,828	14.3	3,251	16.4	423	14.9
in group quarters	1,932	9.8	2,118	10.7	187	9.7
Population by Race						
White	19,227	97.2	19,081	96.4	-146	-0.8
Black	342	1.7	429	2.2	87	25.6
American Indian	8	0.0	12	0.1	4	56.1
Asian/Pacific Islander	170	0.9	231	1.2	61	35.7
Other Race	24	0.1	40	0.2	16	65.7
Hispanic population	93	0.5	101	0.5	8	8.5
Population by Age						
< 13 years	3,050	15.4	2,937	14.8	-113	-3.7
14 - 17 years	954	4.8	977	4.9	24	2.5
18 - 20 years	1,329	6.7	1,408	7.1	79	5.9
21 - 24 years	942	4.8	981	5.0	40	4.2
25 - 34 years	2,117	10.7	1,802	9.1	-316	-14.9
35 - 44 years	3,004	15.2	2,921	14.8	-83	-2.8
45 - 54 years	2,352	11.9	2,662	13.4	310	13.2
55 - 64 years	2,244	11.4	2,443	12.3	198	8.8
65 - 74 years	2,236	11.3	2,056	10.4	-181	-8.1
75 - 84 years	1,154	5.8	1,183	6.0	29	2.6
85 + years	388	2.0	424	2.1	36	9.1
Median age	39.7		40.8		1.1	2.7
Females	10,443	52.8	10,452	52.8	9	0.1
< 13 years	1,504	14.4	1,453	13.9	-51	-3.4
14 - 17 years	450	4.3	461	4.4	12	2.6
18 - 20 years	692	6.6	731	7.0	38	5.6
21 - 24 years	436	4.2	457	4.4	21	4.8
25 - 34 years	1,099	10.5	943	9.0	-156	-14.2
35 - 44 years	1,557	14.9	1,511	14.5	-46	-3.0
45 - 54 years	1,244	11.9	1,416	13.5	172	13.8
55 - 64 years	1,223	11.7	1,330	12.7	107	8.7
65 - 74 years	1,224	11.7	1,115	10.7	-109	-8.9
75 - 84 years	711	6.8	716	6.8	5	0.7
85 + years	303	2.9	320	3.1	17	5.5
Median age, female	41.9		43.0		1.1	2.5
Males	9,328	47.2	9,341	47.2	13	0.1
< 13 years	1,546	16.6	1,484	15.9	-62	-4.0
14 - 17 years	504	5.4	516	5.5	12	2.4
18 - 20 years	637	6.8	677	7.2	40	6.3
21 - 24 years	506	5.4	525	5.6	18	3.6
25 - 34 years	1,018	10.9	859	9.2	-160	-15.7
35 - 44 years	1,447	15.5	1,411	15.1	-37	-2.5
45 - 54 years	1,108	11.9	1,246	13.3	138	12.4
55 - 64 years	1,021	10.9	1,113	11.9	91	8.9
65 - 74 years	1,013	10.9	940	10.1	-72	-7.1
75 - 84 years	443	4.7	467	5.0	25	5.5
85 + years	85	0.9	104	1.1	19	22.0
Median age, male	37.6		38.7		1.0	2.8

Johnstown Ice Skating Center
by VSC Sports Consultants
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	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	7,558		7,574		17	0.2
Family Hhlds	5,152	68.2	4,880	64.4	-272	-5.3
Non-family Hhlds	2,406	31.8	2,695	35.6	289	12.0
Household Income						
< \$10,000	1,125	14.9	944	12.5	-181	-16.1
\$10,000 - \$19,999	1,591	21.0	1,510	19.9	-81	-5.1
\$20,000 - \$29,999	1,555	20.6	1,270	16.8	-285	-18.3
\$30,000 - \$39,999	1,175	15.5	721	9.5	-454	-38.7
\$40,000 - \$49,999	666	8.8	732	9.7	66	10.0
\$50,000 - \$59,999	601	7.9	597	7.9	-4	-0.7
\$60,000 - \$74,999	419	5.5	448	5.9	28	6.8
\$75,000 - \$99,999	244	3.2	250	3.3	5	2.2
\$100,000 - \$124,999	87	1.2	97	1.3	10	11.0
\$125,000 - \$149,999	61	0.8	67	0.9	6	9.9
\$150,000 +	33	0.4	37	0.5	4	12.0
Total aggregate income(M)	\$264.70		\$308.58		\$44	16.6
Per Capita Income	\$13,388		\$15,590		\$2,202	16.4
Average hshld income	\$33,974		\$39,444		\$5,470	16.1
Median hshld income	\$26,623		\$32,187		\$5,564	20.9
Agg hshld income (M)	\$256.76		\$298.76		\$42.00	16.4
Average family income	\$40,618		\$48,404		\$7,786	19.2
Median family income	\$32,789		\$40,418		\$7,630	23.3
Agg family income (M)	\$209.26		\$236.20		\$26.94	12.9
Average non-family income	\$19,746		\$23,219		\$3,473	17.6
Median non-family income	\$15,681		\$19,289		\$3,608	23.0
Agg non-family income (M)	\$47.50		\$62.57		\$15.07	31.7
Household Size						
1 person	2,041	27.0	2,169	28.6	128	6.3
2 persons	2,775	36.7	2,787	36.8	13	0.5
3-4 persons	2,265	30.0	2,205	29.1	-60	-2.6
5 persons	341	4.5	303	4.0	-39	-11.3
6+ persons	135	1.8	110	1.5	-25	-18.7
Average household size	2.4		2.3		0.0	-1.1
Vehicles available	12,748		13,098		350	2.7
Average vehicles per HH	1.7		1.7		0	2.5
Vehicles per household						
0 vehicles	639	8.5	646	8.5	7	1.1
1 vehicle	2,997	39.7	3,019	39.9	22	0.7
2+ vehicles	3,921	51.9	3,909	51.6	-12	-0.3
Total Housing Units						
Owner occupied	5,637	70.8	5,568	69.6	-69	-1.2
Renter occupied	1,920	24.1	2,006	25.1	86	4.5
Vacant	409	5.1	430	5.4	20	5.0

Demographic Update: 1996 & 2001
 Johnstown Ice Skating Center
 by VSC Sports Consultants
 5 Mi Ring

Scan/US, Inc.
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	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	58,709		56,337		-2,372	-4.0
in families	45,588	77.7	41,867	74.3	-3,721	-8.2
in non-families	10,660	18.2	11,795	20.9	1,135	10.6
in group quarters	2,461	4.2	2,675	4.7	214	8.7
Population by Race						
White	56,010	95.4	53,432	94.8	-2,578	-4.6
Black	2,328	4.0	2,416	4.3	88	3.8
American Indian	34	0.1	41	0.1	7	20.6
Asian/Pacific Islander	245	0.4	328	0.6	83	34.0
Other Race	93	0.2	120	0.2	27	29.1
Hispanic population	489	0.8	560	1.0	71	14.6
Population by Age						
< 13 years	9,708	16.5	8,976	15.9	-732	-7.5
14 - 17 years	3,127	5.3	3,075	5.5	-52	-1.7
18 - 20 years	2,655	4.5	2,640	4.7	-15	-0.6
21 - 24 years	2,469	4.2	2,439	4.3	-30	-1.2
25 - 34 years	6,735	11.5	5,493	9.8	-1,242	-18.4
35 - 44 years	8,683	14.8	8,156	14.5	-527	-6.1
45 - 54 years	6,732	11.5	7,427	13.2	694	10.3
55 - 64 years	6,390	10.9	6,684	11.9	294	4.6
65 - 74 years	7,113	12.1	6,323	11.2	-790	-11.1
75 - 84 years	4,017	6.8	3,987	7.1	-29	-0.7
85 + years	1,080	1.8	1,136	2.0	56	5.2
Median age	40.5		41.9		1.4	3.5
Females	31,488	53.6	30,222	53.6	-1,266	-4.0
< 13 years	4,694	14.9	4,358	14.4	-337	-7.2
14 - 17 years	1,491	4.7	1,461	4.8	-30	-2.0
18 - 20 years	1,380	4.4	1,369	4.5	-11	-0.8
21 - 24 years	1,208	3.8	1,203	4.0	-5	-0.4
25 - 34 years	3,517	11.2	2,898	9.6	-619	-17.6
35 - 44 years	4,459	14.2	4,193	13.9	-265	-6.0
45 - 54 years	3,600	11.4	3,973	13.1	373	10.4
55 - 64 years	3,574	11.4	3,727	12.3	153	4.3
65 - 74 years	4,084	13.0	3,603	11.9	-481	-11.8
75 - 84 years	2,625	8.3	2,560	8.5	-65	-2.5
85 + years	856	2.7	878	2.9	22	2.5
Median age, female	43.1		44.5		1.4	3.1
Males	27,220	46.4	26,114	46.4	-1,106	-4.1
< 13 years	5,013	18.4	4,618	17.7	-395	-7.9
14 - 17 years	1,636	6.0	1,614	6.2	-23	-1.4
18 - 20 years	1,275	4.7	1,271	4.9	-4	-0.3
21 - 24 years	1,261	4.6	1,236	4.7	-25	-2.0
25 - 34 years	3,219	11.8	2,595	9.9	-623	-19.4
35 - 44 years	4,224	15.5	3,963	15.2	-262	-6.2
45 - 54 years	3,133	11.5	3,454	13.2	321	10.3
55 - 64 years	2,815	10.3	2,957	11.3	142	5.0
65 - 74 years	3,029	11.1	2,720	10.4	-309	-10.2
75 - 84 years	1,391	5.1	1,428	5.5	36	2.6
85 + years	223	0.8	258	1.0	35	15.5
Median age, male	37.7		39.2		1.5	4.1

**Johnstown Ice Skating Center
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	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	24,341		23,397		-944	-3.9
Family Hhlds	15,355	63.1	13,849	59.2	-1,505	-9.8
Non-family Hhlds	8,986	36.9	9,547	40.8	561	6.2
Household Income						
< \$10,000	4,979	20.5	4,122	17.6	-857	-17.2
\$10,000 - \$19,999	6,304	25.9	5,965	25.5	-339	-5.4
\$20,000 - \$29,999	4,842	19.9	4,031	17.2	-811	-16.8
\$30,000 - \$39,999	3,356	13.8	2,058	8.8	-1,298	-38.7
\$40,000 - \$49,999	1,703	7.0	1,880	8.0	177	10.4
\$50,000 - \$59,999	1,421	5.8	1,396	6.0	-25	-1.8
\$60,000 - \$74,999	959	3.9	1,028	4.4	69	7.2
\$75,000 - \$99,999	489	2.0	511	2.2	22	4.5
\$100,000 - \$124,999	132	0.5	151	0.6	19	14.1
\$125,000 - \$149,999	79	0.3	85	0.4	6	8.2
\$150,000 +	74	0.3	80	0.3	6	8.3
Total aggregate income(M)	\$669.07		\$748.38		\$79	11.9
Per Capita Income	\$11,396		\$13,284		\$1,888	16.6
Average hshld income	\$26,997		\$31,320		\$4,323	16.0
Median hshld income	\$21,556		\$25,184		\$3,628	16.8
Agg hshld income (M)	\$657.13		\$732.79		\$75.66	11.5
Average family income	\$34,008		\$40,783		\$6,775	19.9
Median family income	\$28,453		\$34,070		\$5,617	19.7
Agg family income (M)	\$522.18		\$564.81		\$42.63	8.2
Average non-family income	\$15,019		\$17,595		\$2,576	17.2
Median non-family income	\$12,922		\$15,539		\$2,618	20.3
Agg non-family income (M)	\$134.96		\$167.98		\$33.02	24.5
Household Size						
1 person	7,615	31.3	7,530	32.2	-85	-1.1
2 persons	8,015	32.9	7,731	33.0	-284	-3.5
3-4 persons	7,057	29.0	6,724	28.7	-333	-4.7
5 persons	1,062	4.4	908	3.9	-154	-14.5
6+ persons	592	2.4	502	2.1	-89	-15.1
Average household size	2.3		2.3		0.0	-0.7
Vehicles available	34,893		34,725		-168	-0.5
Average vehicles per HH	1.4		1.5		0	3.5
Vehicles per household						
0 vehicles	4,379	18.0	3,990	17.1	-390	-8.9
1 vehicle	9,744	40.0	9,474	40.5	-269	-2.8
2+ vehicles	10,219	42.0	9,934	42.5	-285	-2.8
Total Housing Units	27,215		26,392		-823	-3.0
Owner occupied	15,800	58.1	15,171	57.5	-630	-4.0
Renter occupied	8,540	31.4	8,226	31.2	-315	-3.7
Vacant	2,874	10.6	2,996	11.4	121	4.2

Demographic Update: 1996 & 2001
Johnstown Ice Skating Center
by VSC Sports Consultants
7 Mi Ring

Scan/US, Inc.
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	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	90,450		87,155		-3,296	-3.6
in families	71,928	79.5	66,583	76.4	-5,346	-7.4
in non-families	15,853	17.5	17,706	20.3	1,854	11.7
in group quarters	2,669	3.0	2,866	3.3	196	7.4
 Population by Race						
White	86,927	96.1	83,315	95.6	-3,612	-4.2
Black	2,976	3.3	3,106	3.6	130	4.4
American Indian	44	0.0	59	0.1	15	33.6
Asian/Pacific Islander	355	0.4	484	0.6	129	36.3
Other Race	149	0.2	192	0.2	43	28.6
Hispanic population	753	0.8	891	1.0	137	18.2
 Population by Age						
< 13 years	15,211	16.8	14,163	16.3	-1,048	-6.9
14 - 17 years	4,990	5.5	4,936	5.7	-54	-1.1
18 - 20 years	3,510	3.9	3,470	4.0	-40	-1.1
21 - 24 years	3,471	3.8	3,427	3.9	-44	-1.3
25 - 34 years	10,289	11.4	8,418	9.7	-1,871	-18.2
35 - 44 years	13,703	15.2	12,925	14.8	-778	-5.7
45 - 54 years	10,539	11.7	11,682	13.4	1,142	10.8
55 - 64 years	9,818	10.9	10,333	11.9	515	5.2
65 - 74 years	11,064	12.2	9,852	11.3	-1,212	-11.0
75 - 84 years	6,231	6.9	6,223	7.1	-8	-0.1
85 + years	1,621	1.8	1,724	2.0	103	6.4
Median age	40.8		42.2		1.5	3.6
 Females	48,232	53.3	46,469	53.3	-1,764	-3.7
< 13 years	7,300	15.1	6,836	14.7	-465	-6.4
14 - 17 years	2,387	4.9	2,366	5.1	-20	-0.9
18 - 20 years	1,805	3.7	1,783	3.8	-22	-1.2
21 - 24 years	1,698	3.5	1,686	3.6	-12	-0.7
25 - 34 years	5,371	11.1	4,426	9.5	-944	-17.6
35 - 44 years	7,008	14.5	6,615	14.2	-393	-5.6
45 - 54 years	5,582	11.6	6,195	13.3	613	11.0
55 - 64 years	5,462	11.3	5,722	12.3	260	4.8
65 - 74 years	6,347	13.2	5,603	12.1	-744	-11.7
75 - 84 years	3,994	8.3	3,910	8.4	-84	-2.1
85 + years	1,281	2.7	1,327	2.9	46	3.6
Median age, female	43.4		44.7		1.3	3.0
 Males	42,215	46.7	40,684	46.7	-1,531	-3.6
< 13 years	7,911	18.7	7,328	18.0	-583	-7.4
14 - 17 years	2,603	6.2	2,569	6.3	-34	-1.3
18 - 20 years	1,705	4.0	1,687	4.1	-18	-1.1
21 - 24 years	1,773	4.2	1,741	4.3	-32	-1.8
25 - 34 years	4,918	11.7	3,992	9.8	-926	-18.8
35 - 44 years	6,696	15.9	6,310	15.5	-386	-5.8
45 - 54 years	4,957	11.7	5,487	13.5	529	10.7
55 - 64 years	4,356	10.3	4,611	11.3	255	5.8
65 - 74 years	4,718	11.2	4,250	10.4	-468	-9.9
75 - 84 years	2,238	5.3	2,314	5.7	76	3.4
85 + years	341	0.8	397	1.0	57	16.6
Median age, male	38.1		39.7		1.6	4.2

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	37,513		36,283		-1,231	-3.3
Family Hhlds	24,147	64.4	21,918	60.4	-2,229	-9.2
Non-family Hhlds	13,366	35.6	14,364	39.6	998	7.5
Household Income						
< \$10,000	7,061	18.8	5,819	16.0	-1,242	-17.6
\$10,000 - \$19,999	9,612	25.6	9,085	25.0	-527	-5.5
\$20,000 - \$29,999	7,499	20.0	6,155	17.0	-1,344	-17.9
\$30,000 - \$39,999	5,195	13.8	3,283	9.0	-1,912	-36.8
\$40,000 - \$49,999	2,761	7.4	3,026	8.3	265	9.6
\$50,000 - \$59,999	2,327	6.2	2,288	6.3	-39	-1.7
\$60,000 - \$74,999	1,550	4.1	1,667	4.6	117	7.5
\$75,000 - \$99,999	897	2.4	949	2.6	51	5.7
\$100,000 - \$124,999	237	0.6	268	0.7	31	13.1
\$125,000 - \$149,999	162	0.4	169	0.5	7	4.4
\$150,000 +	199	0.5	210	0.6	12	5.8
Total aggregate income(M)	\$1,101.74		\$1,243.96		\$142	12.9
Per Capita Income	\$12,181		\$14,273		\$2,092	17.2
Average hshld income	\$28,948		\$33,714		\$4,766	16.5
Median hshld income	\$22,719		\$26,822		\$4,103	18.1
Agg hshld income (M)	\$1,085.93		\$1,223.24		\$137.31	12.6
Average family income	\$36,027		\$43,321		\$7,294	20.2
Median family income	\$29,415		\$35,747		\$6,333	21.5
Agg family income (M)	\$869.97		\$949.54		\$79.57	9.1
Average non-family income	\$16,158		\$19,055		\$2,897	17.9
Median non-family income	\$13,436		\$16,479		\$3,043	22.7
Agg non-family income (M)	\$215.96		\$273.70		\$57.74	26.7
Household Size						
1 person	11,399	30.4	11,376	31.4	-22	-0.2
2 persons	12,374	33.0	11,979	33.0	-396	-3.2
3-4 persons	11,113	29.6	10,654	29.4	-459	-4.1
5 persons	1,688	4.5	1,457	4.0	-231	-13.7
6+ persons	939	2.5	817	2.3	-122	-13.0
Average household size	2.3		2.3		0.0	-0.7
Vehicles available	55,453		55,473		20	0.0
Average vehicles per HH	1.5		1.5		0	3.4
Vehicles per household						
0 vehicles	6,096	16.3	5,594	15.4	-502	-8.2
1 vehicle	15,008	40.0	14,633	40.3	-375	-2.5
2+ vehicles	16,410	43.7	16,057	44.3	-353	-2.2
Total Housing Units						
Owner occupied	25,828	62.3	24,962	61.8	-866	-3.4
Renter occupied	11,686	28.2	11,320	28.0	-365	-3.1
Vacant	3,918	9.5	4,089	10.1	170	4.3

	10 MI RING	%	15 MI RING	%	20 MI RING	%
Population	113,325		153,971		201,749	
In families	92,022	81.2	125,676	81.6	165,606	82.1
In non-families	18,581	16.4	24,206	15.7	29,944	14.8
In group quarters	2,722	2.4	4,089	2.7	6,200	3.1
Population by Race						
White	109,482	96.6	149,711	97.2	196,300	97.3
Black	3,220	2.8	3,512	2.3	4,360	2.2
American Indian	52	0.0	72	0.0	154	0.1
Asian/Pacific Islander	399	0.4	459	0.3	695	0.3
Other Race	172	0.2	217	0.1	241	0.1
Hispanic Population	918	0.8	1,080	0.7	1,313	0.7
Population by Age						
< 13 years	19,580	17.3	27,305	17.7	36,966	18.3
14 - 17 years	6,461	5.7	9,146	5.9	12,385	6.1
18 - 20 years	4,158	3.7	5,380	3.5	7,175	3.6
21 - 24 years	4,277	3.8	5,732	3.7	7,679	3.8
25 - 34 years	13,003	11.5	18,032	11.7	24,538	12.2
35 - 44 years	17,442	15.4	23,905	15.5	32,123	15.9
45 - 54 years	13,412	11.8	18,233	11.8	24,365	12.1
55 - 64 years	12,278	10.8	16,136	10.5	20,092	10.0
65 - 74 years	13,396	11.8	17,819	11.6	21,587	10.7
75 - 84 years	7,416	6.5	9,652	6.3	11,496	5.7
85 + years	1,850	1.6	2,442	1.6	2,915	1.4
Median Age	40.4		39.8		38.7	
Females	59,927	52.9	80,799	52.5	104,018	51.6
< 13 years	9,377	15.6	13,120	16.2	17,655	17.0
14 - 17 years	3,067	5.1	4,353	5.4	5,872	5.6
18 - 20 years	2,129	3.6	2,683	3.3	3,556	3.4
21 - 24 years	2,095	3.5	2,789	3.5	3,712	3.6
25 - 34 years	6,772	11.3	9,301	11.5	12,315	11.8
35 - 44 years	8,861	14.8	11,972	14.8	15,740	15.1
45 - 54 years	7,055	11.8	9,588	11.9	12,611	12.1
55 - 64 years	6,798	11.3	8,879	11.0	10,941	10.5
65 - 74 years	7,639	12.7	10,127	12.5	12,179	11.7
75 - 84 years	4,677	7.8	6,055	7.5	7,158	6.9
85 + years	1,457	2.4	1,932	2.4	2,280	2.2
Median Age, Female	42.8		42.2		41.0	
Males	53,347	47.1	72,982	47.4	97,301	48.2
< 13 years	10,203	19.1	14,185	19.4	19,311	19.8
14 - 17 years	3,395	6.4	4,793	6.6	6,513	6.7
18 - 20 years	2,029	3.8	2,697	3.7	3,618	3.7
21 - 24 years	2,182	4.1	2,942	4.0	3,967	4.1
25 - 34 years	6,231	11.7	8,731	12.0	12,224	12.6
35 - 44 years	8,580	16.1	11,933	16.4	16,382	16.8
45 - 54 years	6,358	11.9	8,645	11.8	11,755	12.1
55 - 64 years	5,480	10.3	7,257	9.9	9,151	9.4
65 - 74 years	5,757	10.8	7,691	10.5	9,408	9.7
75 - 84 years	2,739	5.1	3,597	4.9	4,337	4.5
85 + years	393	0.7	510	0.7	635	0.7
Median Age, Male	37.9		37.5		36.6	

	10 MI RING	%	15 MI RING	%	20 MI RING	%
Households						
Total hshlds	46,338		61,759		78,743	
Family Hhlds	30,689	66.2	41,498	67.2	54,031	68.6
Non-family hshlds	15,650	33.8	20,261	32.8	24,712	31.4
Household Income						
< \$10,000	8,445	18.2	11,290	18.3	13,835	17.6
\$10,000 - \$19,999	11,602	25.0	15,628	25.3	19,913	25.3
\$20,000 - \$29,999	9,350	20.2	12,586	20.4	15,983	20.3
\$30,000 - \$39,999	6,549	14.1	8,783	14.2	11,538	14.7
\$40,000 - \$49,999	3,422	7.4	4,564	7.4	5,856	7.4
\$50,000 - \$59,999	2,885	6.2	3,739	6.1	4,849	6.2
\$60,000 - \$74,999	2,022	4.4	2,566	4.2	3,278	4.2
\$75,000 - \$99,999	1,149	2.5	1,388	2.2	1,734	2.2
\$100,000 - \$124,999	332	0.7	380	0.6	435	0.6
\$125,000 - \$149,999	217	0.5	236	0.4	273	0.3
\$150,000 +	291	0.6	365	0.6	432	0.5
Total Aggregate Income(Mil)	\$1,395.91		\$1,832.59		\$2,371.83	
Per Capita Income	\$12,318		\$11,902		\$11,756	
Average Hshld Income	\$29,732		\$29,301		\$29,527	
Median Hshld Income	\$23,375		\$23,117		\$23,253	
Agg Hshld Income (Mil)	\$1,377.71		\$1,809.59		\$2,325.06	
Average Family Income	\$36,813		\$36,088		\$35,898	
Median Family Income	\$29,957		\$29,648		\$29,472	
Agg Family Income (Mil)	\$1,129.75		\$1,497.58		\$1,939.60	
Average Non-family Income	\$15,845		\$15,399		\$15,598	
Median Non-family Income	\$13,427		\$13,209		\$13,314	
Agg Non-family Income (Mil)	\$247.97		\$312.01		\$385.46	
Household Size						
1 person	13,314	28.7	17,195	27.8	20,815	26.4
2 persons	15,268	32.9	20,189	32.7	25,742	32.7
3-4 persons	14,228	30.7	19,272	31.2	25,434	32.3
5 persons	2,264	4.9	3,283	5.3	4,453	5.7
6+ persons	1,265	2.7	1,820	2.9	2,298	2.9
Average Household Size	2.4		2.4		2.5	
Vehicles Available	70,432		96,227		127,390	
Average Vehicles per Hshld	1.5		1.6		1.6	
Vehicles per Hshld						
0 vehicles	7,063	15.2	8,638	14.0	9,841	12.5
1 vehicle	17,974	38.8	23,756	38.5	29,189	37.1
2+ vehicles	21,302	46.0	29,367	47.6	39,712	50.4
Total Housing Units						
Owner occupied	33,048	64.9	45,104	66.5	59,112	67.6
Renter occupied	13,290	26.1	16,655	24.6	19,631	22.4
Vacant	4,556	9.0	6,073	9.0	8,756	10.0

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	113,325		109,950		-3,375	-3.0
in families	92,022	81.2	86,184	78.4	-5,838	-6.3
in non-families	18,581	16.4	20,852	19.0	2,271	12.2
in group quarters	2,722	2.4	2,914	2.7	192	7.0
Population by Race						
White	109,482	96.6	105,720	96.2	-3,762	-3.4
Black	3,220	2.8	3,403	3.1	183	5.7
American Indian	52	0.0	68	0.1	16	30.8
Asian/Pacific Islander	399	0.4	538	0.5	138	34.7
Other Race	172	0.2	222	0.2	50	29.1
Hispanic population	918	0.8	1,083	1.0	165	18.0
Population by Age						
< 13 years	19,580	17.3	18,404	16.7	-1,176	-6.0
14 - 17 years	6,461	5.7	6,451	5.9	-11	-0.2
18 - 20 years	4,158	3.7	4,117	3.7	-41	-1.0
21 - 24 years	4,277	3.8	4,244	3.9	-33	-0.8
25 - 34 years	13,003	11.5	10,727	9.8	-2,276	-17.5
35 - 44 years	17,442	15.4	16,512	15.0	-929	-5.3
45 - 54 years	13,412	11.8	14,928	13.6	1,515	11.3
55 - 64 years	12,278	10.8	12,990	11.8	712	5.8
65 - 74 years	13,396	11.8	12,009	10.9	-1,387	-10.4
75 - 84 years	7,416	6.5	7,505	6.8	89	1.2
85 + years	1,850	1.6	2,000	1.8	150	8.1
Median age	40.4		41.8		1.4	3.6
Females	59,927	52.9	58,113	52.9	-1,814	-3.0
< 13 years	9,377	15.6	8,851	15.2	-526	-5.6
14 - 17 years	3,067	5.1	3,084	5.3	18	0.6
18 - 20 years	2,129	3.6	2,105	3.6	-25	-1.2
21 - 24 years	2,095	3.5	2,096	3.6	1	0.0
25 - 34 years	6,772	11.3	5,618	9.7	-1,154	-17.0
35 - 44 years	8,861	14.8	8,399	14.5	-463	-5.2
45 - 54 years	7,055	11.8	7,853	13.5	798	11.3
55 - 64 years	6,798	11.3	7,158	12.3	360	5.3
65 - 74 years	7,639	12.7	6,772	11.7	-868	-11.4
75 - 84 years	4,677	7.8	4,643	8.0	-34	-0.7
85 + years	1,457	2.4	1,535	2.6	78	5.4
Median age, female	42.8		44.1		1.3	3.0
Males	53,347	47.1	51,773	47.1	-1,573	-2.9
< 13 years	10,203	19.1	9,553	18.5	-649	-6.4
14 - 17 years	3,395	6.4	3,367	6.5	-28	-0.8
18 - 20 years	2,029	3.8	2,012	3.9	-16	-0.8
21 - 24 years	2,182	4.1	2,148	4.1	-34	-1.6
25 - 34 years	6,231	11.7	5,109	9.9	-1,123	-18.0
35 - 44 years	8,580	16.1	8,114	15.7	-467	-5.4
45 - 54 years	6,358	11.9	7,075	13.7	717	11.3
55 - 64 years	5,480	10.3	5,831	11.3	352	6.4
65 - 74 years	5,757	10.8	5,238	10.1	-519	-9.0
75 - 84 years	2,739	5.1	2,862	5.5	123	4.5
85 + years	393	0.7	464	0.9	72	18.3
Median age, male	37.9		39.5		1.6	4.2

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	46,338		45,108		-1,231	-2.7
Family Hhlds	30,689	66.2	28,232	62.6	-2,457	-8.0
Non-family Hhlds	15,650	33.8	16,876	37.4	1,227	7.8
Household Income						
< \$10,000	8,445	18.2	7,010	15.5	-1,436	-17.0
\$10,000 - \$19,999	11,602	25.0	10,993	24.4	-609	-5.2
\$20,000 - \$29,999	9,350	20.2	7,615	16.9	-1,736	-18.6
\$30,000 - \$39,999	6,549	14.1	4,133	9.2	-2,416	-36.9
\$40,000 - \$49,999	3,422	7.4	3,902	8.6	480	14.0
\$50,000 - \$59,999	2,885	6.2	2,806	6.2	-79	-2.7
\$60,000 - \$74,999	2,022	4.4	2,233	5.0	211	10.4
\$75,000 - \$99,999	1,149	2.5	1,257	2.8	108	9.4
\$100,000 - \$124,999	332	0.7	375	0.8	43	13.0
\$125,000 - \$149,999	217	0.5	242	0.5	25	11.5
\$150,000 +	291	0.6	325	0.7	34	11.7
Total aggregate income(M)	\$1,395.91		\$1,593.59		\$198	14.2
Per Capita Income	\$12,318		\$14,494		\$2,176	17.7
Average hshld income	\$29,732		\$34,794		\$5,062	17.0
Median hshld income	\$23,375		\$28,058		\$4,684	20.0
Agg hshld income (M)	\$1,377.71		\$1,569.47		\$191.76	13.9
Average family income	\$36,813		\$44,410		\$7,597	20.6
Median family income	\$29,957		\$36,980		\$7,023	23.4
Agg family income (M)	\$1,129.75		\$1,253.75		\$124.01	11.0
Average non-family income	\$15,845		\$18,708		\$2,863	18.1
Median non-family income	\$13,427		\$16,552		\$3,126	23.3
Agg non-family income (M)	\$247.97		\$315.72		\$67.75	27.3
Household Size						
1 person	13,314	28.7	13,358	29.6	45	0.3
2 persons	15,268	32.9	14,898	33.0	-370	-2.4
3-4 persons	14,228	30.7	13,756	30.5	-472	-3.3
5 persons	2,264	4.9	1,996	4.4	-269	-11.9
6+ persons	1,265	2.7	1,100	2.4	-165	-13.1
Average household size	2.4		2.4		0.0	-0.6
Vehicles available	70,432		70,726		294	0.4
Average vehicles per HH	1.5		1.6		0	3.2
Vehicles per household						
0 vehicles	7,063	15.2	6,516	14.4	-547	-7.7
1 vehicle	17,974	38.8	17,606	39.0	-368	-2.0
2+ vehicles	21,302	46.0	20,987	46.5	-315	-1.5
Total Housing Units						
Owner occupied	33,048	64.9	32,153	64.5	-895	-2.7
Renter occupied	13,290	26.1	12,955	26.0	-335	-2.5
Vacant	4,556	9.0	4,756	9.5	200	4.4

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	153,971		149,759		-4,212	-2.7
in families	125,676	81.6	118,144	78.9	-7,532	-6.0
in non-families	24,206	15.7	27,304	18.2	3,098	12.8
in group quarters	4,089	2.7	4,311	2.9	223	5.4
Population by Race						
White	149,711	97.2	145,013	96.8	-4,699	-3.1
Black	3,512	2.3	3,780	2.5	268	7.6
American Indian	72	0.0	94	0.1	22	29.8
Asian/Pacific Islander	459	0.3	630	0.4	171	37.2
Other Race	217	0.1	243	0.2	26	12.0
Hispanic population	1,080	0.7	1,281	0.9	201	18.6
Population by Age						
< 13 years	27,305	17.7	25,740	17.2	-1,565	-5.7
14 - 17 years	9,146	5.9	9,125	6.1	-20	-0.2
18 - 20 years	5,380	3.5	5,312	3.5	-68	-1.3
21 - 24 years	5,732	3.7	5,707	3.8	-24	-0.4
25 - 34 years	18,032	11.7	14,943	10.0	-3,089	-17.1
35 - 44 years	23,905	15.5	22,608	15.1	-1,297	-5.4
45 - 54 years	18,233	11.8	20,383	13.6	2,151	11.8
55 - 64 years	16,136	10.5	17,162	11.5	1,025	6.4
65 - 74 years	17,819	11.6	16,053	10.7	-1,766	-9.9
75 - 84 years	9,652	6.3	9,830	6.6	178	1.8
85 + years	2,442	1.6	2,686	1.8	244	10.0
Median age	39.8		41.3		1.5	3.7
Females	80,799	52.5	78,563	52.5	-2,237	-2.8
< 13 years	13,120	16.2	12,394	15.8	-726	-5.5
14 - 17 years	4,353	5.4	4,370	5.6	17	0.4
18 - 20 years	2,683	3.3	2,660	3.4	-23	-0.9
21 - 24 years	2,789	3.5	2,791	3.6	2	0.1
25 - 34 years	9,301	11.5	7,735	9.8	-1,566	-16.8
35 - 44 years	11,972	14.8	11,352	14.4	-620	-5.2
45 - 54 years	9,588	11.9	10,725	13.7	1,137	11.9
55 - 64 years	8,879	11.0	9,401	12.0	522	5.9
65 - 74 years	10,127	12.5	9,011	11.5	-1,117	-11.0
75 - 84 years	6,055	7.5	6,050	7.7	-5	-0.1
85 + years	1,932	2.4	2,075	2.6	143	7.4
Median age, female	42.2		43.6		1.4	3.3
Males	72,982	47.4	70,987	47.4	-1,996	-2.7
< 13 years	14,185	19.4	13,347	18.8	-838	-5.9
14 - 17 years	4,793	6.6	4,755	6.7	-38	-0.8
18 - 20 years	2,697	3.7	2,652	3.7	-45	-1.7
21 - 24 years	2,942	4.0	2,916	4.1	-26	-0.9
25 - 34 years	8,731	12.0	7,208	10.2	-1,523	-17.4
35 - 44 years	11,933	16.4	11,256	15.9	-677	-5.7
45 - 54 years	8,645	11.8	9,659	13.6	1,014	11.7
55 - 64 years	7,257	9.9	7,760	10.9	503	6.9
65 - 74 years	7,691	10.5	7,042	9.9	-649	-8.4
75 - 84 years	3,597	4.9	3,780	5.3	183	5.1
85 + years	510	0.7	611	0.9	101	19.8
Median age, male	37.5		39.0		1.6	4.2

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	61,759		60,334		-1,425	-2.3
Family Hhlds	41,498	67.2	38,355	63.6	-3,143	-7.6
Non-family Hhlds	20,261	32.8	21,979	36.4	1,718	8.5
Household Income						
< \$10,000	11,290	18.3	9,353	15.5	-1,937	-17.2
\$10,000 - \$19,999	15,628	25.3	14,930	24.7	-698	-4.5
\$20,000 - \$29,999	12,586	20.4	10,341	17.1	-2,245	-17.8
\$30,000 - \$39,999	8,783	14.2	5,472	9.1	-3,310	-37.7
\$40,000 - \$49,999	4,564	7.4	5,431	9.0	867	19.0
\$50,000 - \$59,999	3,739	6.1	3,601	6.0	-138	-3.7
\$60,000 - \$74,999	2,566	4.2	2,981	4.9	414	16.1
\$75,000 - \$99,999	1,388	2.2	1,588	2.6	199	14.4
\$100,000 - \$124,999	380	0.6	465	0.8	85	22.5
\$125,000 - \$149,999	236	0.4	292	0.5	56	23.7
\$150,000 +	365	0.6	419	0.7	54	14.7
Total aggregate income(M)	\$1,832.59		\$2,091.62		\$259	14.1
Per Capita Income	\$11,902		\$13,967		\$2,064	17.3
Average hshld income	\$29,301		\$34,149		\$4,849	16.5
Median hshld income	\$23,117		\$27,293		\$4,177	18.1
Agg hshld income (M)	\$1,809.59		\$2,060.38		\$250.79	13.9
Average family income	\$36,088		\$43,361		\$7,273	20.2
Median family income	\$29,648		\$36,108		\$6,460	21.8
Agg family income (M)	\$1,497.58		\$1,663.11		\$165.54	11.1
Average non-family income	\$15,399		\$18,075		\$2,675	17.4
Median non-family income	\$13,209		\$16,154		\$2,945	22.3
Agg non-family income (M)	\$312.01		\$397.27		\$85.25	27.3
Household Size						
1 person	17,195	27.8	17,347	28.8	152	0.9
2 persons	20,189	32.7	19,757	32.7	-431	-2.1
3-4 persons	19,272	31.2	18,614	30.9	-658	-3.4
5 persons	3,283	5.3	2,903	4.8	-380	-11.6
6+ persons	1,820	2.9	1,713	2.8	-107	-5.9
Average household size	2.4		2.4		0.0	-0.7
Vehicles available	96,227		96,594		367	0.4
Average vehicles per HH	1.6		1.6		0	2.8
Vehicles per household						
0 vehicles	8,638	14.0	8,026	13.3	-612	-7.1
1 vehicle	23,756	38.5	23,338	38.7	-418	-1.8
2+ vehicles	29,367	47.6	28,970	48.0	-397	-1.4
Total Housing Units	67,833		66,668		-1,164	-1.7
Owner occupied	45,104	66.5	43,883	65.8	-1,221	-2.7
Renter occupied	16,655	24.6	16,451	24.7	-204	-1.2
Vacant	6,073	9.0	6,334	9.5	261	4.3

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Population	201,749		198,466		-3,283	-1.6
in families	165,606	82.1	157,710	79.5	-7,896	-4.8
in non-families	29,944	14.8	33,791	17.0	3,848	12.8
in group quarters	6,200	3.1	6,965	3.5	765	12.3
Population by Race						
White	196,300	97.3	192,255	96.9	-4,045	-2.1
Black	4,360	2.2	4,995	2.5	635	14.6
American Indian	154	0.1	127	0.1	-27	-17.7
Asian/Pacific Islander	695	0.3	805	0.4	110	15.8
Other Race	241	0.1	285	0.1	44	18.1
Hispanic population	1,313	0.7	1,614	0.8	301	22.9
Population by Age						
< 13 years	36,966	18.3	35,310	17.8	-1,656	-4.5
14 - 17 years	12,385	6.1	12,481	6.3	96	0.8
18 - 20 years	7,175	3.6	7,206	3.6	31	0.4
21 - 24 years	7,679	3.8	7,825	3.9	146	1.9
25 - 34 years	24,538	12.2	20,587	10.4	-3,951	-16.1
35 - 44 years	32,123	15.9	30,613	15.4	-1,510	-4.7
45 - 54 years	24,365	12.1	27,547	13.9	3,181	13.1
55 - 64 years	20,092	10.0	21,644	10.9	1,553	7.7
65 - 74 years	21,587	10.7	19,681	9.9	-1,906	-8.8
75 - 84 years	11,496	5.7	11,870	6.0	374	3.3
85 + years	2,915	1.4	3,265	1.6	350	12.0
Median age	38.7		40.1		1.4	3.6
Females	104,018	51.6	102,183	51.5	-1,835	-1.8
< 13 years	17,655	17.0	16,868	16.5	-787	-4.5
14 - 17 years	5,872	5.6	5,951	5.8	79	1.3
18 - 20 years	3,556	3.4	3,579	3.5	23	0.6
21 - 24 years	3,712	3.6	3,772	3.7	60	1.6
25 - 34 years	12,315	11.8	10,301	10.1	-2,014	-16.4
35 - 44 years	15,740	15.1	14,989	14.7	-751	-4.8
45 - 54 years	12,611	12.1	14,259	14.0	1,648	13.1
55 - 64 years	10,941	10.5	11,748	11.5	807	7.4
65 - 74 years	12,179	11.7	10,968	10.7	-1,211	-9.9
75 - 84 years	7,158	6.9	7,257	7.1	99	1.4
85 + years	2,280	2.2	2,491	2.4	211	9.3
Median age, female	41.0		42.3		1.4	3.3
Males	97,301	48.2	95,843	48.3	-1,458	-1.5
< 13 years	19,311	19.8	18,442	19.2	-869	-4.5
14 - 17 years	6,513	6.7	6,530	6.8	17	0.3
18 - 20 years	3,618	3.7	3,626	3.8	8	0.2
21 - 24 years	3,967	4.1	4,053	4.2	86	2.2
25 - 34 years	12,224	12.6	10,286	10.7	-1,938	-15.9
35 - 44 years	16,382	16.8	15,623	16.3	-759	-4.6
45 - 54 years	11,755	12.1	13,288	13.9	1,533	13.0
55 - 64 years	9,151	9.4	9,896	10.3	745	8.1
65 - 74 years	9,408	9.7	8,713	9.1	-695	-7.4
75 - 84 years	4,337	4.5	4,613	4.8	275	6.3
85 + years	635	0.7	774	0.8	139	21.8
Median age, male	36.6		38.1		1.4	3.9

	1996 Estimate	%	2001 Projection	%	1996-2001 Change	%
Households						
Total Households	78,743		77,706		-1,037	-1.3
Family Hhlds	54,031	68.6	50,742	65.3	-3,289	-6.1
Non-family Hhlds	24,712	31.4	26,963	34.7	2,252	9.1
Household Income						
< \$10,000	13,835	17.6	11,365	14.6	-2,470	-17.9
\$10,000 - \$19,999	19,913	25.3	19,101	24.6	-812	-4.1
\$20,000 - \$29,999	15,983	20.3	13,150	16.9	-2,832	-17.7
\$30,000 - \$39,999	11,538	14.7	7,208	9.3	-4,329	-37.5
\$40,000 - \$49,999	5,856	7.4	7,672	9.9	1,817	31.0
\$50,000 - \$59,999	4,849	6.2	4,552	5.9	-298	-6.1
\$60,000 - \$74,999	3,278	4.2	4,155	5.3	877	26.7
\$75,000 - \$99,999	1,734	2.2	2,120	2.7	386	22.3
\$100,000 - \$124,999	435	0.6	631	0.8	196	45.1
\$125,000 - \$149,999	273	0.3	384	0.5	111	40.5
\$150,000 +	432	0.5	524	0.7	92	21.2
Total aggregate income(M)	\$2,371.83		\$2,739.40		\$368	15.5
Per Capita Income	\$11,756		\$13,803		\$2,047	17.4
Average hshld income	\$29,527		\$34,425		\$4,898	16.6
Median hshld income	\$23,253		\$27,607		\$4,354	18.7
Agg hshld income (M)	\$2,325.06		\$2,675.05		\$350.00	15.1
Average family income	\$35,898		\$42,972		\$7,074	19.7
Median family income	\$29,472		\$35,819		\$6,347	21.5
Agg family income (M)	\$1,939.60		\$2,180.48		\$240.88	12.4
Average non-family income	\$15,598		\$18,342		\$2,744	17.6
Median non-family income	\$13,314		\$16,562		\$3,247	24.4
Agg non-family income (M)	\$385.46		\$494.57		\$109.11	28.3
Household Size						
1 person	20,815	26.4	21,284	27.4	468	2.2
2 persons	25,742	32.7	25,372	32.7	-370	-1.4
3-4 persons	25,434	32.3	24,876	32.0	-558	-2.2
5 persons	4,453	5.7	4,042	5.2	-411	-9.2
6+ persons	2,298	2.9	2,132	2.7	-166	-7.2
Average household size	2.5		2.5		0.0	-0.8
Vehicles available	127,390		128,938		1,548	1.2
Average vehicles per HH	1.6		1.7		0	2.6
Vehicles per household						
0 vehicles	9,841	12.5	9,215	11.9	-626	-6.4
1 vehicle	29,189	37.1	28,886	37.2	-303	-1.0
2+ vehicles	39,712	50.4	39,605	51.0	-108	-0.3
Total Housing Units	87,499		86,822		-677	-0.8
Owner occupied	59,112	67.6	58,140	67.0	-971	-1.6
Renter occupied	19,631	22.4	19,565	22.5	-66	-0.3
Vacant	8,756	10.0	9,117	10.5	361	4.1



LEGEND

	State Route		Population Center		Railroad
	Geo Feature		Street, Road		River
	Town, Small City		Hwy Ramp		Intermittent River
	US Highway		Major Street/Road		Airfield
	Airfield		State Route		Open Water
	County Boundary		US Highway		Contours

SITE MAP

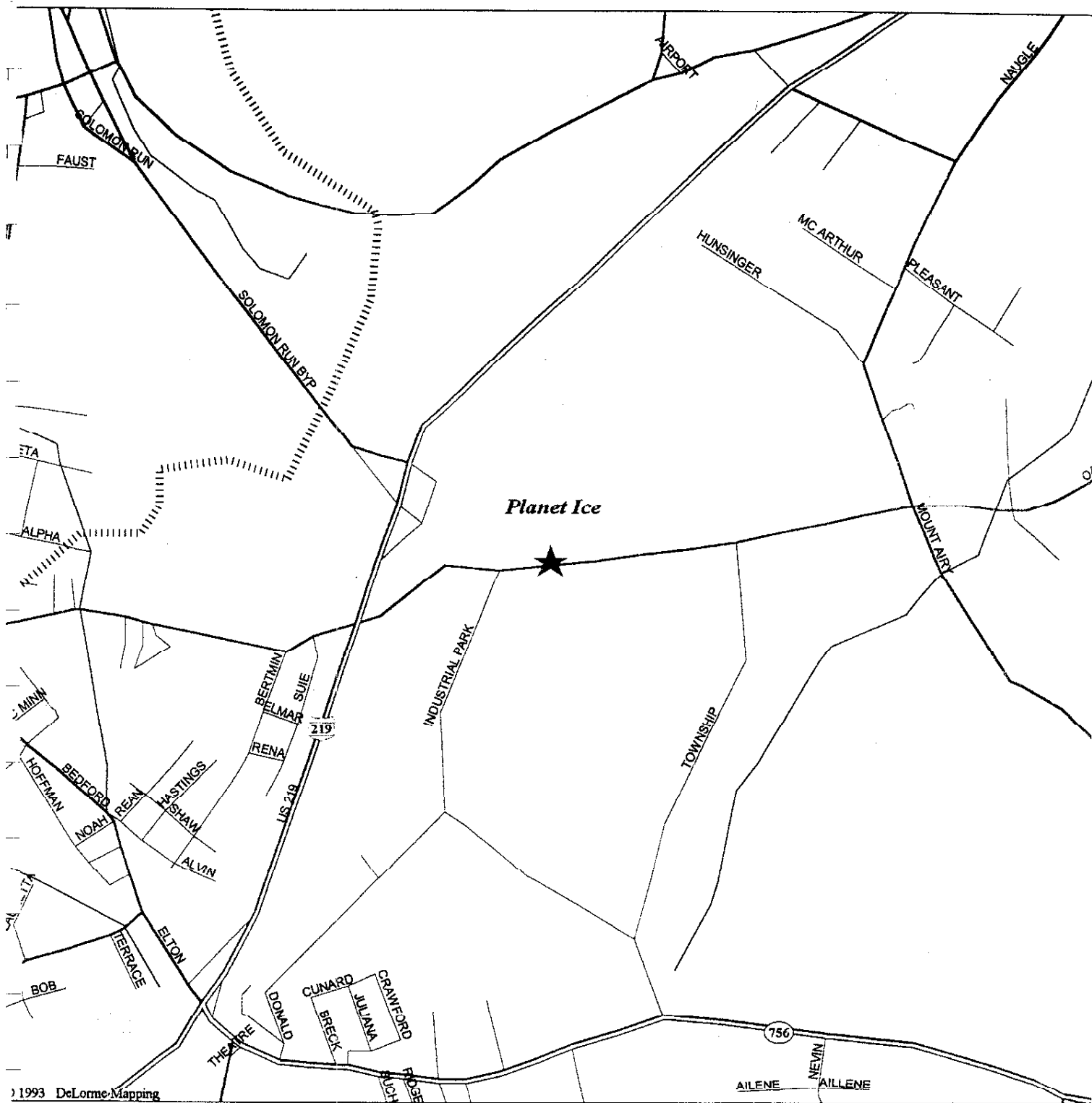
Mag 13.00

Wed Mar 05 16:09:01 1997

Scale 1:62,500 (at center)

1 Miles

2 KM



LEGEND

- State Route
- US Highway
- Street, Road
- Hwy Ramp
- Major Street/Road
- State Route

- US Highway
- River
- Contours

Scale 1:15,625 (at center)

1000 Feet

500 Meters

SITE MAP

Mag 15.00

Wed Mar 05 16:04:23 1997



LEGEND

- | | | | |
|--|-------------------|--|-------------------|
| | State Route | | Street, Road |
| | Geo Feature | | Hwy Ramp |
| | Town, Small City | | Major Street/Road |
| | US Highway | | State Route |
| | Airfield | | US Highway |
| | Population Center | | Railroad |

- | | |
|--|------------|
| | River |
| | Airfield |
| | Open Water |
| | Contours |

SITE MAP

Mag 14.00

Wed Mar 05 16:05:59 1997

Scale 1:31,250 (at center)

2000 Feet

1000 Meters

SECTION 7

**Planet Ice
March 6, 1997**

Industry Information

VSC Sports Consultants - Sherman Oaks, California

Industry Information

USA HOCKEY

USA Hockey is the official governing body for amateur ice hockey. Beginning as far back as 1936, USA Hockey has remained true to its goal to promote the growth of ice hockey in America, and to provide the best possible experience for all participants by encouraging, developing, advancing and administering the sport.

Recently, USA Hockey announced the acquisition of the National In-Line Hockey Association (NIHA). USA Hockey In-Line is the official in-line hockey program of USA Hockey. USA Hockey In-Line is the world's largest in-line hockey organization, with the potential of serving more than 80,000 registered players, coaches, referees and league administrators, and 600 sanctioned leagues.

USA HOCKEY - Individual Registration History

Year	Players	Coaches	Officials	Total	Change
1995-96	363,259	43,094	16,422	422,775	+20,242
1994-95	350,007	38,688	13,838	402,533	+55,519
1993-94	303,611	30,985	12,418	347,014	+49,296
1992-93	263,873	23,057	11,788	297,718	+56,237
1991-92	230,201	N/A	11,280	241,481	+36,040
1991-90	195,125	N/A	10,316	205,441	

USA HOCKEY - Team Registration History

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total	Change
1995-96	3,948	132	20,385	710	1,727	26,902	+2,347
1994-95	3,641	127	18,865	498	1,424	24,555	+3,405
1993-94	3,434	186	16,046	352	1,132	21,150	+2,513
1992-93	3,089	133	14,026	269	1,120	18,637	+1,966
1991-92	2,663	141	12,646	232	989	16,671	+1,702
1990-91	2,335	204	11,602	149	883	14,969	-325
1989-90	2,093	136	11,304	153	1,608	15,294	+88
1988-89	2,256	139	11,128	188	1,495	15,206	+859
1987-88	2,341	159	9,858	169	1,263	14,317	+1,969
1986-87	1,637	144	9,624	131	842	12,378	+462
1985-86	987	161	9,788	142	838	11,916	

*Note - Each team represents an average of 15 registered players.

VSC Sports Consultants
Specializing in the skating industry
USA Hockey - District Team Registration

ATLANTIC DISTRICT TEAM
(Delaware, Eastern Pennsylvania, New Jersey)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	233	6	1,011	20	217	1,487	20,876	+495
1994-95	231	7	877	17	180	1,312	20,381	+2,737
1993-94	255	15	730	13	149	1,162	17,644	+1,481
1992-93	258	8	565	10	131	972	16,163	+2,301
1991-92	248	10	586	7	120	971	13,862	-1,024
1990-91	226	12	606	5	164	1,013	14,886	
1989-90	206	9	586	5	204	1,010		
1988-89	229	5	550	7	138	929		
1987-88	213	7	451	6	72	749		
1986-87	267	15	519	5	82	888		
1985-86	163	15	460	5	67	710		

CENTRAL DISTRICT TEAM
(Illinois, Iowa, Kansas, Missouri, Nebraska, Wisconsin)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	470	15	2,492	54	410	3,441	47,083	+2,352
1994-95	474	17	2,392	35	332	3,250	44,731	+7,564
1993-94	392	22	2,063	19	323	2,819	37,167	+3,811
1992-93	425	12	1,783	13	268	2,501	33,356	+5,782
1991-92	307	18	1,596	8	231	2,160	27,574	+8,803
1990-91	153	10	1,420	7	218	1,808	18,771	
1989-90	203	2	1,437	1	271	1,914		
1988-89	264	3	1,618	6	264	2,155		
1987-88	300	0	1,420	2	302	2,024		
1986-87	196	7	1,217	5	210	1,634		
1985-86	127	10	1,289	0	203	1,629		

MASSACHUSETTS DISTRICT TEAM
(Massachusetts)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	74	10	2,838	74	27	3,023	40,176	+2,811
1994-95	81	15	2,408	53	15	2,572	37,365	+4,719
1993-94	59	31	2,033	47	5	2,175	32,646	+2,310
1992-93	113	13	1,872	45	21	2,064	30,336	+2,634
1991-92	106	15	1,645	45	46	1,857	27,702	+1,801
1990-91	65	5	1,535	28	30	1,663	25,901	
1989-90	28	8	1,429	25	135	1,625		
1988-89	21	14	1,331	26	72	1,464		
1987-88	73	19	1,261	27	32	1,412		
1986-87	23	9	1,167	27	4	1,230		
1985-86	2	16	1,334	27	30	1,409		

MICHIGAN DISTRICT TEAM
(Michigan)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	1,233	48	2,752	85	64	4,182	47,163	+3,942
1994-95	1,126	35	2,439	65	52	3,717	43,221	+5,191
1993-94	994	52	2,172	38	50	3,306	38,030	+4,417
1992-93	998	40	1,839	28	113	3,018	33,613	+3,121
1991-92	952	64	1,716	24	72	2,828	30,492	+5,898
1990-91	822	66	1,555	16	63	2,522	24,594	
1989-90	812	45	1,471	14	70	2,412		
1988-89	787	48	1,277	15	68	2,195		
1987-88	694	50	1,192	21	62	2,019		
1986-87	386	27	914	12	29	1,368		
1985-86	328	30	947	20	23	1,348		

MID-AMERICAN DISTRICT TEAM
(Indiana, Kentucky, Ohio, Western Pennsylvania, West Virginia)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	178	5	1,679	30	320	2,212	27,507	+3,412
1994-95	123	6	1,592	20	307	2,048	24,095	+3,821
1993-94	101	9	1,120	14	194	1,438	20,274	+3,909
1992-93	75	8	1,179	11	195	1,468	16,365	+2,556
1991-92	42	3	795	6	174	1,020	13,809	+2,547
1990-91	29	3	682	1	141	856	11,262	
1989-90	50	2	716	5	158	931		
1988-89	45	4	672	5	174	900		
1987-88	69	8	633	0	114	824		
1986-87	38	9	618	0	101	766		
1985-86	13	2	643	0	104	762		

MINNKOTA DISTRICT TEAM
(Minnesota, North Dakota, South Dakota)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	33	7	2,680	189	149	3,058	47,336	+2,271
1994-95	19	9	2,745	119	74	2,966	45,065	+3,258
1993-94	43	15	2,791	75	58	2,982	41,807	+2,593
1992-93	24	8	2,382	41	60	2,515	39,214	+2,265
1991-92	17	1	2,301	33	53	2,405	36,949	+898
1990-91	39	56	2,232	27	12	2,366	36,501	
1989-90	25	14	2,165	29	155	2,388		
1988-89	49	15	2,225	25	181	2,495		
1987-88	50	14	2,067	40	212	2,383		
1986-87	71	15	1,981	33	190	2,290		
1985-86	48	14	1,957	35	207	2,261		

NEW ENGLAND DISTRICT TEAM

(Connecticut, Maine, New Hampshire, Rhode Island, Vermont)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	79	1	1,871	94	31	2,076	30,516	+343
1994-95	131	4	1,781	67	23	2,006	30,173	+3,520
1993-94	156	2	1,567	48	11	1,784	26,353	+2,809
1992-93	146	2	1,436	49	11	1,644	23,544	+1,593
1991-92	136	6	1,448	47	19	1,656	21,951	+5,566
1990-91	171	2	1,233	20	16	1,442	16,085	
1989-90	197	3	1,199	17	45	1,461		
1988-89	165	13	1,139	44	91	1,452		
1987-88	167	13	1,172	12	70	1,434		
1986-87	76	8	1,149	4	5	1,242		
1985-86	49	18	1,055	8	3	1,133		

NEW YORK DISTRICT TEAM

(New York)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	662	18	2,013	73	315	3,081	45,353	+2,767
1994-95	562	11	1,953	55	289	2,870	42,586	+4,113
1993-94	555	16	1,645	44	202	2,462	38,473	+6,780
1992-93	481	9	1,449	33	160	2,132	31,693	+4,834
1991-92	398	8	1,280	31	139	1,856	26,859	+5,627
1990-91	337	30	1,214	23	123	1,727	21,232	
1989-90	311	18	1,195	28	188	1,740		
1988-89	376	15	1,192	31	196	1,810		
1987-88	392	18	1,153	33	168	1,764		
1986-87	281	23	1,125	32	126	1,587		
1985-86	101	20	1,103	31	124	1,379		

PACIFIC DISTRICT TEAM

(Alaska, California, Nevada, Northern Idaho, Oregon, Washington)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	574	14	1,407	66	28	2,089	27,431	+460
1994-95	486	14	1,239	47	35	1,821	26,971	+2,941
1993-94	577	8	982	36	36	1,639	24,030	+6,212
1992-93	319	21	787	26	38	1,191	17,818	+3,786
1991-92	223	11	667	21	45	967	14,032	+2,745
1990-91	132	14	557	18	34	755	11,287	
1989-90	94	16	515	20	196	841		
1988-89	135	14	510	21	166	846		
1987-88	103	12	475	16	145	751		
1986-87	111	12	408	11	25	567		
1985-86	71	14	452	15	21	573		

VSC Sports Consultants
Specializing in the skating industry

ROCKY MOUNTAIN DISTRICT TEAM

(Arizona, Colorado, Montana, New Mexico, Oklahoma, Southern Idaho, Texas, Utah, Wyoming)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	229	7	988	17	98	1,336	16,930	+417
1994-95	271	9	874	14	80	1,248	16,513	+2,947
1993-94	190	14	644	14	66	928	13,566	+3,757
1992-93	144	11	473	11	83	722	9,809	+1,589
1991-92	145	4	375	8	72	604	8,220	+916
1990-91	107	5	372	2	67	553	7,304	
1989-90	108	5	358	3	109	583		
1988-89	120	8	365	7	97	597		
1987-88	150	14	355	6	58	583		
1986-87	113	15	330	1	55	514		
1985-86	72	21	351	0	50	494		

SOUTHEASTERN DISTRICT TEAM

(Alabama, Arkansas, District of Columbia, Florida, Georgia, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia)

Year	Senior Adult	Junior	Youth	Women Girls	Secondary College	Total Teams	Total Players	Change
1995-96	183	1	654	8	71	917	16,705	+1,409
1994-95	137	1	564	6	37	745	15,296	+4,654
1993-94	112	2	299	4	38	455	10,642	+587
1992-93	106	1	264	2	40	410	10,055	+3,337
1991-92	89	1	237	2	18	347	6,718	+2,257
1990-91	50	1	196	2	15	264	4,462	
1989-90	73	1	240	2	73	389		
1988-89	65	0	249	1	48	363		
1987-88	146	0	241	1	16	404		
1986-87	75	4	196	1	15	291		
1985-86	13	1	197	1	6			

USA HOCKEY - Girl's/Women's Registration Report

NUMBER OF FEMALE PLAYERS*

YEAR	TOTAL
1990-91	5,573
1991-92	6,805
1992-93	8,991
1993-94	12,577
1994-95	17,537
1995-96 (as of 5/21/96)	20,214

NUMBER OF GIRL'S / WOMEN'S TEAMS

YEAR	TOTAL
1990-91	149
1991-92	232
1992-93	269
1993-94	352
1994-95	498
1995-96	710

NUMBER OF FEMALES REGISTERED BY AGE GROUPING BY SEASON*

SEASON	SENIOR	19 & UNDER	15 & UNDER	12 & UNDER	9 & UNDER	TOTAL
1992-93	1,002	762	1,283	1,610	3,334	8,991
1993-94	2,569	1,042	1,965	2,509	4,492	12,577
1994-95	3,096	1,547	3,174	3,674	6,046	17,537
1995-96 (as of 5/21/96)	3,365	2,003	3,950	4,462	6,434	20,214

*These figures represent all females - whether playing on a girl's / women's team or a men's team.

NATIONAL SPORTING GOODS ASSOCIATION - 1995

The NSGA was founded in 1929, in order to provide efficient and effective communication among all members of the sporting goods industry. Today, the NSGA has grown to be the largest sporting goods trade association in the world, representing more than 22,000 retail outlets and 3,000 product manufacturers, suppliers, and agents.

The latest statistics from the National Sporting Goods Association for 1995, show that participation in roller hockey and in-line skating is up considerably from previous years. Hockey (both roller and ice) was reportedly the fastest growing of the 54 sports surveyed.

According to Thomas B. Doyle, NSGA Vice President of Information and Research, "The continued growth of in-line skating is impressive. It has shown major growth every year since first surveyed by the association in 1990. In five years, it has grown more than 550%. It has certainly contributed to the growth of roller hockey and perhaps ice hockey as well."

The chart below lists the top 10 sports with the biggest increases in participation, according to the 1995 sport growth survey by the NSGA.

Participated more than once (in millions) - Seven (7) years of age and older.

<u>Sports Activity</u>	<u>Total</u>	<u>% Change</u>
1. Roller Hockey	3.2	43.0
2. Ice Hockey	2.5	29.0
3. In-Line Skating	23.9	22.0
4. Mt./Rock Climbing	4.0	10.8
5. On Road Mtn. Biking	10.5	16.5
6. Cycling	56.3	13.0
7. Bowling	42.2	12.2
8. Snowboarding	2.3	9.6
9. Calisthenics	9.3	9.4
10. Tennis	12.6	8.5

SOURCES: **NATIONAL SPORTING GOODS ASSOCIATION
AND THE ROLLER SKATING ASSOCIATION**

UNITED STATES FIGURE SKATING ASSOCIATION - Memberships Statistics

The USFSA is the governing body for the sport of amateur figure skating on ice in the United States. Since 1921, the USFSA has directed and encouraged the development of figure skating skills instruction and supervised the competitive aspects of the sport.

SUMMARY OF REGISTRATIONS

	1991-92	1992-93	1993-94	*1994-95
Eastern	19,856	20,917	21,759	20,312
Pacific Coast	18,184	20,025	20,820	20,230
Individuals	6,542	7,084	7,194	6,746
Basic Skills	57,135	60,621	74,023	57,680
Honorary	8	8	7	7
Total	102,265	109,662	125,068	105,806

* Registrations shown are as of 2/28/95.

USFSA - Membership Registration Totals

Month	1991-92	1992-93	1993-94	1994-95	1995-96
January	39,097	3,443	2,791	3,790	2,881
February	1,960	1,897	1,514	2,483	2,183
March	1,065	1,372	1,470	1,388	1,425
April	1,268	839	890	1,013	1,048
May	620	819	746	650	659
June	808	776	697	691	777
July	449	588	513	628	596
August	245	292	389	411	348
September	11,777	11,724	10,588	16,534	22,814
October	16,980	18,784	16,483	19,988	15,461
November	7,229	7,911	8,515	7,244	6,492
December	3,218	3,649	6,310	3,750	4,584
TOTALS	84,716	52,094	50,906	58,570	54,684

USFSA - Basic Skills Registration Totals

Month	1995-96	1996-97
<i>January</i>	10,747	9,768
<i>February</i>	7,245	8,461
<i>March</i>	5,947	4,905
<i>April</i>	1,921	2,833
<i>May</i>	1,479	2,184
<i>June</i>	769	944
<i>July</i>	1,453	1,260
<i>August</i>	974	1,974
<i>September</i>	4,286	6,553
<i>October</i>	13,423	11,888
<i>November</i>	12,574	10,034
<i>December</i>	7,495	7,097
TOTALS	68,313	67,901

ICE SKATING INSTITUTE - Membership Statistics

The ISI is an international organization "dedicated to providing leadership, education, and services for management and the participants in recreational ice skating and related activities." The ISI is responsible for the regulation of a series of universally recognized ice skating tests.

SUMMARY OF REGISTRATIONS

<i>Facilities</i>	1994	1995	1996	% of change
Public Owned	176	189	199	+ 5.29
Community Owned	168	191	222	+ 16.23
Shopping Malls	25	25	25	+ 0
Schools & Colleges	24	22	26	+ 18.18
Skating Schools/Clubs	33	49	56	+ 14.28
International	17	20	33	+ 65

<i>Totals</i>	443	496	561	+ 13.1
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Services

Related Services	63	81	108	+ 33.33
Related Services - International	17	25	27	+ 8
Retail Merchants	8	4	23	+ 475
Retail Merchants - International	2	3	1	- 66

<i>Total</i>	90	113	159	+ 45.89
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Other

Associates	2,419	2,488	2,689	+ 8.08
Individual Skaters	30,425	27,389	32,798	+ 19.75
Tests Received	57,045	52,121		- 8.6
Tests Processed	46,401	50,165	44,708	- 10.9
Tests Returned	6,880	7,413		+ 7.7

NATIONAL HOCKEY LEAGUE - Attendance Rises

The NHL is the premiere regulatory organization for all professional Ice Hockey Leagues in the United States.

"In the season after the lockout¹, [1995-96] the NHL set an attendance record, with more than 17 million fans. The league should surpass that mark this season. At the All-Star break, attendance had grown 5.2 percent over the last season. And attendance usually goes up as the Stanley Cup playoffs near.", affirms a 1997 article on January 20th, from the Associated Press.

The NHL announced on May 5, 1995 that its attendance rose by 3.5 percent for the 1994-95 regular season, in spite of the lockout. (The increase compares the 624 League games played in 1994-95, to the first 624 of the 1993-94 season.) Gary Cooper, president of the Sharks' fan club, The Hammerheads Booster Club, explains the increase, "Hockey is fast and sexy and trendy and I think that helped it a lot. And you never got the feeling the players were alienating the fans. That seemed to happen in baseball, but it didn't happen to hockey."

For the first time in the 1994-95 season, a team averaged more than 20,000 fans per game, with the Chicago Blackhawks at 20,833. The Tampa Bay Lightning has the second highest average attendance with 19,933. In fact, eight of the 26 NHL teams played to crowds at or above stadium capacity throughout the season:

- Montreal - 104% capacity
- Detroit - 103% capacity
- Chicago - 102% capacity
- St. Louis - 101% capacity
- Toronto - 101% capacity
- Anaheim - 100% capacity
- NY Rangers - 100% capacity
- San Jose - 100% capacity

The Associated Press article goes on to state that, "Sponsors also realized hockey's trendiness. Three years ago, Bettman [(NHL Commissioner)] has said, the NHL had only \$20 million in corporate sponsorships and promotions. That figure has grown to \$200 million. Meanwhile, the Fox network is in its third season of NHL broadcasts, and ratings on ESPN are higher this year."

¹ The beginning of the 1994-95 season was postponed by a "lockout", which lasted 103 days while players and owners debated over a new contract.

NATIONAL HOCKEY LEAGUE - Attendance Figures

Regular Season			Playoffs		Total Attendance
Season	Games	Attendance	Games	Attendance	Total
1960-61	210	2,317,142	17	242,000	2,559,142
1961-62	210	2,435,424	18	277,000	2,712,424
1962-63	210	2,590,574	16	220,906	2,811,480
1963-64	210	2,732,642	21	309,149	3,041,791
1964-65	210	2,822,635	20	303,859	3,126,494
1965-66	210	2,941,164	16	249,000	3,190,184
1966-67	210	3,084,759	16	248,336	3,333,095
1967-68	444	4,938,043	40	495,089	5,433,132
1968-69	456	5,550,613	33	431,739	5,982,352
1969-70	456	5,992,065	34	461,694	6,453,759
1970-71	546	7,257,677	43	707,633	7,965,310
1971-72	546	7,609,368	36	582,666	8,192,034
1972-73	624	8,575,651	38	624,637	9,200,288
1973-74	624	8,640,978	38	600,442	9,241,420
1974-75	720	9,521,536	51	784,181	10,305,717
1975-76	720	9,103,761	48	726,279	9,830,040
1976-77	720	8,563,890	44	646,279	9,210,169
1977-78	720	8,563,564	45	686,634	9,213,198
1978-79	680	7,758,053	45	694,521	8,452,574
1979-80	840	10,533,623	63	976,699	11,510,322
1980-81	840	10,726,198	68	966,390	11,692,588
1981-82	840	10,710,894	71	1,058,948	11,769,842
1982-83	840	11,020,610	66	1,088,222	12,028,832
1983-84	840	11,359,386	70	1,107,400	12,466,786
1984-85	840	11,633,730	70	1,107,500	12,741,230
1985-86	840	11,621,000	72	1,152,503	12,773,503
1986-87	840	11,855,880	87	1,383,967	13,239,847
1987-88	840	12,117,512	83	1,336,901	13,454,413
1988-89	840	12,417,969	83	1,327,214	13,745,183
1989-90	840	12,579,651	85	1,355,593	13,935,244
1990-91	840	12,579,651	92	1,442,203	13,786,100
1991-92	880	12,769,676	86	1,327,920	14,097,596
1992-93	1,008	14,158,177	83	1,346,034	15,504,211
1993-94	1,092	16,105,177	90	1,440,095	17,545,699
* 1994-95	624	9,233,884	81	1,329,130	10,563,014
1995-96	1,066	17,041,614	86	1,540,140	18,581,754

* The beginning of the 1994-95 season was postponed due to problems with contract negotiations.

SECTION 8

**Planet Ice
March 6, 1997**

Pre-Opening Consideration List

VSC Sports Consultants - Sherman Oaks, California

Pre-Opening Consideration List

- Some of these items may be included in the construction phase of your facility.
- Total Pre-Opening and additional equipment, fees, and expenses may come to \$300,000 to \$500,000.
- Some of these items may not be applicable to your facility, they are listed for your consideration.
- This list is provided as "food for thought" and a check list for the start-up of a new facility.

PRE-OPENING AND TEMPORARY EXPENSES

Pre-opening services are those that would help indicate to potential clientele the prospect of their patronage once the facility is opened, as well as services for the Grand Opening events. These would include things such as a "Grand Opening" banner.

Temporary services are those that are necessary to the start-up of the Grand Opening events, and overall performance of the facility before it is functional and open to the public. These would include things such as a temporary office trailer, telephone expenses, etc.

BUILDING

The check-list for building supplies includes all equipment that is vital to the operation of the facility, and depends on the type of facility as well as the services that the facility plans to offer. These would include things such as display boards, a phone system, rental skate racks, etc.

INSURANCE

The extent of insurance coverage that a rink needs to have should include most aspects of the facility. It should include coverage for everything from natural disasters to employee protection services, as well as all types of insurance specified by law in your particular area.

CASH HANDLING

The pre-opening check-list for cash handling should include those things that are necessary to ensure accurate bookkeeping and accounting practices. These would include things such as deposit books, cash boxes, etc.

FIRST AID ROOM

The supplies needed to maintain a well-stocked first aid room include all items that would be needed in case of any injury or emergency, minor and major. These would include a range of supplies, from Band-Aids and medical ointment all the way to air splints, a stretcher, and so on.

LICENSES - PERMITS - TAXES

All permits and licenses should be prepared, obtained, and on-hand before the facility opens. These include all regulatory paper-work, permits, licenses and forms necessary to legally and efficiently satisfy all county, state and federal regulations.

ICE SUPPORT

Any equipment that will be needed to support all ice skating-related activities should be taken care of as a pre-opening project. On your list will be things as major as the refrigeration system, to as seemingly minor as shop towels, and so on.

ICE MAKING

Projects that should be completed before the facility's opening with regards to ice making, would include all things concerned with color prints and painting on the ice and around the rink, as well as any maintenance needed to be done on existing print. These would include all things needed to color the ice and to make appropriate measurements, such as a tape measure, and ice paint.

SUPPLIES

All supplies needed to operate the facility on a day-to-day basis should be obtained, and an ample stock should be on hand before the facility becomes open to the public. These would include things such as brooms, paper towels, trash cans and so on.

MUSIC

There are many things necessary to have installed and set up concerning the musical accompaniment for public sessions before the facility opens. CDs and TV monitors are an example of the types of things you will need to have prepared for the Music section of your pre-opening list.

OFFICE

Appropriate office equipment needs to be in place and ready-for-use by all staff prior to the Grand Opening. These would include things such as chairs, a time clock, etc.

OFFICE SUPPLIES

In addition to office equipment, there are various supplies that should be on your pre-opening list also. These include necessities such as accounting software, an answering machine, as well as things like rubber bands and envelopes.

PRINTING

All your printing needs should be handled and ready-for-use before the facility is operational. Printing supplies include such standard items as admission cards and flyers.

SKATE REPAIR

The pre-opening list needs to include all tools, equipment, and various other items for the repair of skates and the maintenance of the skate repair area. These would include things such as drill bits, extra rental laces, water proofing material, etc.

SNACK BAR

Your pre-opening list also needs to include all things pertinent to running the snack bar. This list should have things as obvious as a menu board to items such as add rolls.

PRO SHOP

Be sure to have on hand all supplies to be sold or for use by the staff in the Pro Shop. These would be items for instance, that would be used to display merchandise, for maintenance and upkeep of the pro shop, and pricing of the items for sale.

SERVICES

Additional services to be considered for your pre-opening check-list are those concerned with regular day-to-day maintenance and operation of the facility. Things like an alarm service and restroom sanitation should be included.

SKATING SCHOOL

All equipment and supplies necessary to operating the Skating School should be purchased and accounted for before the facility is open to the public. Your check-list should include items for use in testing, scheduling, conducting class activities, etc.

TOOLS

Various tools needed to make minor or major repairs to the facility and its equipment should be obtained and on-hand as a pre-opening requisite. These tools are for use as well as, to complete any future projects that may come up later on. These would include things to repair and hang signs, such as hammers and screwdrivers. Also, to be included on your check-list should be things such as carbon monoxide testers and extension cords.

SECTION 9

Planet Ice
March 6, 1997

Job Descriptions

VSC Sports Consultants - Sherman Oaks, California

Job Descriptions

MANAGER

The principal goal of the Ice Arena Manager is to carry out the day-to-day operations of the Facility. The Manager works for the **Board of Directors / Owners** of the "Arena".

Principal Responsibilities:

- *Finances* - The Manager will be accountable for all monies and assets of the arena. He will keep daily records of transactions and a cash fund, making bank transactions as appropriate.
- *Personnel* - The Manager will interview, hire and terminate all part-time personnel. The Manager will have total supervisory responsibility and authority of all Arena Personnel. He will do performance appraisals for all arena personnel. The Manager along with the School Director will interview, hire and terminate Class and Private Lesson Teachers. The Manager will make and maintain a personal file on all rink personnel and document every interview, review, complimentary and disciplinary meeting with each person.
- *Concession Stand* - The Manager will staff, order supplies and keep financial records for the Concession Stand and Pro Shop.
- *Schedule of Ice Time* - The Manager will schedule ice time for all activities at the Arena in an equitable manner.
- *Operations* - The Manager will monitor and maintain the building, grounds and equipment. Routine maintenance will be performed by the Manager or a designated employee. The Manager will purchase routine supplies and approve maintenance expenditures up to a specified amount.
- *Arena Programs* - The Manager will support the programs planned for the arena, using good judgment and giving input relative to scheduling compatibility and facility management.
- *Marketing and Fund Raising* - The Manager is considered to be the representative of the arena and the Board of Directors to the arena users and the public. The Manager will act in a professional, business-like manner and use good judgment when dealing with people. The Manager will maintain the physical premises and atmosphere in such a way that the public will be encouraged to use it on a frequent and regular basis.

****** Until the arena is staffed and operating smoothly (6-12 months), the Arena Manager will concentrate on activities relevant to operation. The Manager's role in marketing will then increase and include such responsibilities as speaking to community groups, searching out new markets for the Arena and developing and carrying out special marketing campaigns.

- **Record Keeping** - The Manager will maintain employee records, payroll records, insurance records, tax records, income and expense records, as directed by the Managing Entity.
- **Law** - The Manager will keep abreast of all local, state, and federal laws that are applicable to the operation of the business(es) that he / she is responsible for and as directed by the Managing Entity.
- **Liability** - The Manager will maintain the facility and the operation to conform to all local, state, federal and insurance requirements as necessary to ensure a safe facility as directed by the Managing Entity.
- **Service** - The Manager will ensure that service to the customers is of the highest standard. This will be done through fairness in hiring, training, supervision, and termination (if necessary). **¹Note:**
- **Assistance** - With the approval of the Managing Entity, assignment of some of the duties is recommended for the sake of continuity and personnel development. It is necessary for the Manager to understand that if a job function is delegated to another individual such as the Assistant Manager, Bookkeeper, etc. it is still the Managers responsibility to make sure that it is done and done correctly and in a timely manner.

¹Note: The management of a facility such as this, in most cases, is a 7 day a week job. It is important for the Manager to recognize that for this facility to be successful, it is to be run as a business. Many times Volunteer BOD's look at the facility as a place to have fun and play. This is true for the customers, not for the staff. The Managers effectiveness is encumbered when he/she is "obligated to hire" personnel related to his or her superiors (Board of Directors, Owners, and in some cases City Personnel in the case of Municipal Facilities).

ASSISTANT MANAGER

Manages a force of several Supervisors and rink employees and is responsible for the safe operation and maintenance of an operating Ice Rink / Arena.

Responsibilities may include maintenance of miscellaneous rink equipment and main compressors and related equipment. The Assistant Manager may be responsible for other things such as the sport shop, snack bar, etc.

Principal Responsibilities:

Assist the Manager in the following:

- Monitor entire Ice Rink operation, insuring that company policies are being adhered to in every area.
- Assume primary responsibility for the maintenance of the ice surface and all of the ice related equipment. Maintenance of the facility and all of it's operating equipment. Cleanliness, appearance and safety is of the utmost importance for a successful ice rink / arena. It is the responsibility of the Assistant Manager to assume responsibility for these items whether they are directly delegated to him / her or not.
- Demonstrate exceptional skill in handling unusual or emergency situations.
- Demonstrate exceptional inter-personal skills in dealing with employees and customers.
- Assume primary responsibility for training employees. Including teaching them to be aware of cleanliness, maintenance, and safety. It is the responsibility of the Assistant Manager to set an example to all employees. It is important for the Assistant Manager to demonstrate and teach all personnel that they favor no one form of skating. They are there to support and promote all uses of the ice and facility regardless of their personal interests and participation. It is the staff's responsibility, under the direction and example of the Manager and Assistant Manager, that the Facility maintain a high image as a place for the "Family" to come and have a safe, enjoyable time. It is important that the facility does not "get a name" such as a "Hockey Rink" or a "Figure Skating Rink" or a "Hang Out". It is important to make and maintain an image as a clean, fun, safe, "Johnstown Ice Skating Center".
- Assume primary responsibility for employee work schedules and job assignments.
- Assume primary responsibility for reserved-ice sales and accounts receivable. Contact local schools, organizations, businesses and media for use of the facility. Assist with press releases and special promotions.
- Demonstrate exceptional ability in operation of entire facility during absence of General Manager.
- Perform other duties as assigned by the General Manager.

- Interacts with other Managers and Supervisors to ensure all required work is completed accurately and on time.
- Maintenance of Rental Skates and related equipment.
- Assist the Manager in performing accounting functions including, but not limited to, coding of invoices, daily close-out account reimbursements, bank deposits, collection of NSF checks, inventory control, promotions, group sales, private parties, ice rental, hockey leagues, skating clubs, broomball, etc.
- Recommend to the Manager policies and procedures changes regarding building, use, and operations.
- Assist the Manager in staff evaluation, duty assignment, emergency preparedness, and the discrimination of information amongst the staff.
- Perform other duties as required to maintain a safe, clean, successful operation.
- Coordinate Hockey related programs, ice rentals, clinics, games, tournaments, etc. as they relate to the overall programs and schedules of the Rink / Arena.
- Stress the importance, with the entire staff, that all programs on or off the ice MUST start and end on time. The staff MUST always plan ahead and be ready with equipment, register change, materials, staff, supplies, to start on time, end on time, and not inconvenience the customers by waiting.

ADMINISTRATIVE ASSISTANT / OFFICE MANAGER

Responsible for secretarial and office services for the main office of a working Ice Rink. Responsibilities include the maintenance of all office and personnel records including payroll. Provide basic bookkeeping and maintain slush fund check book for C.O.D. payout.

Principal Responsibilities:

- Coordinate secretarial and office services as requested by Management staff.
- Coordinate bookkeeping and financial services as requested by Management staff.
- Act as liaison between Management staff and customer, or other employees.
- Monitor office supplies on hand, procuring additional supplies when needed.
- Maintain such personnel records as requested by Management or required by statute.
- Perform other such duties as requested by the Assistant Manager or General Manager.
- Perform duties of Assistant Manager in his / her absence.
- Set up a system of employee review based upon service date and provide confidential maintenance of these reviews.
- Maintain and supervise petty cash, change funds, register drawer funds, etc.
- Make bank deposits, prepare payroll, maintain accurate financial records, sort and distribute mail through proper channels, do data entry into the computer, provide secretarial service as needed, maintain mailing lists, maintain monthly locker rental accounts, answer telephones and direct calls, be knowledgeable of all programs in the facility and discriminate information to all staff members.
- Service customers, ensure that all policies and procedures are adhered to, inform through publication, that all staff members are notified, maintain the policy and procedures manual and employee manuals.
- Maintain an adequate supply of all supplies including, employment applications, employee manual, withholding forms, tax forms, deposit slips, sales slips, contracts, registration forms, accident reports, insurance forms, etc.

SKATING SCHOOL DIRECTOR / PROGRAM DIRECTOR

(The Program Director position title may be synonymous with the position of Skating School Director.) The Skating School Director / Program Director manages a force of Instructors who teach the art of ice skating. Responsibilities include curriculum set-up for each instructional period, and coordination for competitions and skating shows.

Principal Responsibilities:

- Ensure that each Instructor provides instruction in a non-threatening, non-discriminatory manner.
- Assume primary responsibility for selection, hiring, training and discipline of Skating School Instructors.
- Interact with other Managers and Supervisors to ensure open lines of communication between the Skating School and rink operations.
- Assume primary responsibility for class scheduling, curriculum and instructional coverage.
- Responsible for performing work evaluations on Skating School Instructors and submitting them in a timely manner to upper Management according to a pre-arranged schedule.
- Continue Instructor education in regards to rules and regulations of I.S.I. and U.S.F.S.A. organizations.
- Demonstrate knowledge of company policies and programs. Administer the same and lead by example.
- Set up a system of employee review based upon service date and provide confidential maintenance of these reviews.
- Coordinate promotions, advertising, semester and class scheduling, class teacher schedules, training session, registration, re-enrollments, school parties, shows, competitions, etc.
- Solicit and participate in external sales and promotions, communicate with group leaders, supervise phone inquires and information given out about rink / arena programs.
- Record and maintain all statistical and financial information about Skating School Lessons, Private Lessons, Payroll, Patch / Freestyle / Dance Sessions, Attendance, re-enrollment, etc.
- Maintain high class averages, accurate school records, maximum number of classes per hour on the ice, and control costs and payroll.

SKATING SCHOOL INSTRUCTOR

Teaches the art of ice skating in a professional manner to all interested persons who have contracted with the rink for lessons. Responsible for seeing that each student is equipped with the best fitting skates and equipment possible to ensure the safest possible instructional period conceivable.

Basic Responsibilities:

- Provide instruction in a non-threatening, non-discriminatory manner.
- Demonstrate basic first aid skills and reporting procedures.
- Show an interest in each students progress.
- Promote advancement in skating skills for all students.
- Act as ambassador for the ice rink at any other skating functions you may attend by maintaining a professional attitude at all times.
- Keep accurate records of attendance for each of your students.
- Demonstrate basic knowledge of company policies and programs.
- Perform other such duties as requested by Skating School Director.
- Maintain a visible and high profile image. Set an example for students to emulate, because most students have a high regard for their teachers.
- Assist students with their equipment when necessary and support the policies and procedures of the rink / arena and the Pro Shop.
- Prepare adequately for lessons, both class and private.
- For the benefit of the lesson programs and future income, it is important that the instructors report early for lessons. They should be prepared to go on the ice and be available to talk to students and parents at least 15 minutes before lesson time.
- Maintain an attentive posture during lessons and keep the student moving. They want to learn maneuvers and are not necessarily interested in lectures.
- Help with setting up lesson time with setting out and removing cones, buckets and other teaching aids. Participate in class warm-ups. Assist in handing out rental skates if necessary. Make sure your class and private lessons start and end on time.
- Keep good communications with students and parents. Inform them of upcoming events, such as, tests, competitions, shows, Pro Shop Sales, clinics, etc. This will help with continued income for the Instructor and Skating School.
- Maintain personal records of when you work at the rink / arena and whether you taught class or private lessons or if you are there for competitions, tests, seminars, staff meetings, etc. It is important to keep records of all income and tax deductible expenses. It is equally important to keep current with professional associations, local business licenses, permits, and liability insurance.

MAINTENANCE SUPERVISOR

The Maintenance Supervisor is responsible for repair and maintenance of the entire rink facility, and is empowered to recruit assistance from the Skate Guard and Sport Shop employee pool for assistance when needed. Responsibilities include, but are not limited to, all rink walls, doors, lights, scheduled and unscheduled maintenance on the rink Zamboni machine and the rink compressor unit, and ensuring the best possible ice conditions at all times.

Principal Responsibilities:

- Identify and prioritize repair and maintenance needs.
- Demonstrate skill in accomplishing needed repairs and maintenance in a timely and cost efficient manner.
- Demonstrate skill in supervising other employees who may be assigned to assist in maintenance chores.
- Demonstrate a high degree of skill in accomplishing emergency repairs to company equipment and property.
- Demonstrate knowledge and concern regarding routine housekeeping requirements.
- Monitor housekeeping supplies on hand, procuring additional supplies when needed.
- Perform other such duties as requested by Assistant Manager or General Manager.
- Maintain complete and accurate records of compressor status on a day to day basis. Maintain complete and accurate records of repairs and maintenance of the building, grounds, equipment, and supplies and materials.
- Responsible for all safety items within the rink facility ensuring the operation of all safety equipment including fire extinguisher's and losses.
- Responsible for the cleanliness and basic emergency supplies for the first aid room, ordering items when necessary to keep basic items on hand.
- Responsible for all routine and non-routine maintenance of the Ice Resurfacing machine and other ice maintenance equipment. Keep detailed records of CO² levels in the building. Monitor ice thickness, level and temperature, and temperature and humidity inside and outside the building. Maintain an adequate supply of fuels, oils, sharpened resurfacers blades, and emergency parts and accessories.
- Responsible for compressor operations and maintenance in accordance to manufactures specifications.
- Conduct safe equipment use as directed by the Manager, and keep a log of same.
- Maintain the facility in a safe and clean condition including the integrity of the dasher boards, protective glass, netting, goals, and score keeping equipment.

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- Direct all custodial, housekeeping, janitorial tasks to ensure a clean facility.
- Do regular safety inspections and log all information, permits, certificates, citations, etc.
- Be knowledgeable and sharpen and keep in good repair all rental skates and related equipment.
- Be knowledgeable and sharpen, mount and repair customer skates.

SKATE GUARD

The Skate Guard performs basic duties around rink, is responsible for the cleanliness of floor, and maintains the skate rental area by handing out rentals and receiving rentals back. Helps maintain order on the ice during Public Sessions. Notifies Supervisor or Manager of any irregularities for appropriate action.

Principal Responsibilities:

- Monitor refrigeration equipment, reporting any irregularity to Manager on duty.
- Learn and demonstrate basic first aid skills and reporting procedures as required by rink / arena policies.
- Assist in maintaining control of ice to insure customer satisfaction, fun and safety. Be aware of the conditions on the ice and watch out for holes, ruts, buttons, trash, hair pins, coins, rivets, screws, and other foreign items.
- Issue rental skates to customers as needed, replacing skates on proper racks when returned. Assure proper fit of skates and that they are tied properly.
- Control and entertain the crowd, with the proper use of music, fun and games, ladies only, men only, couples, trios, reverse skate, etc. Make sure that all skaters observe the rules of the rink / arena (Lead by example). When skating while not on duty, observe the rules, policies and procedures... set an example and people will respect and obey your directive while you are on duty, thus making your job easier.
- Make sure that an Ice Supervisor is on the ice BEFORE any Public Session Skater. You are to check the ice for any possible hazards, not "hot dog" around to show off. As an Ice Supervisor / Rink Guard, your job is to enforce regulations with a polite and courteous manner no matter what the difficulty. Never touch or restrain a person for misconduct. Use a quiet, firm voice in issuing a caution or directive. Call for Management assistance if necessary. An Ice Supervisor should always be the last person off of the ice, whether it is before resurfacing intermission or the end of the session (and close all gates). The on Ice Supervisor should assist the resurfacing machine operator with the removal of excess water and "snow" at the end of resurfacing. **NO ONE SHOULD BE ON THE ICE WHILE IT IS BEING RESURFACED OR WHILE THE RESURFACING MACHINE GATES ARE STILL OPEN (Exceptions: Ice Supervisor, or Referee)**
- Participate and / or assist in the promotions and fun and games that may take place during the public sessions. Beware of what is going on around you. Your position is a very important one. Your job is to supervise and make sure that EVERYONE is having a SAFE, enjoyable time. Your dispensation of directions and cautions should be non-discriminatory, no prejudice must be shown to figure skaters, hockey skaters, speed skaters, public skaters, etc. regardless of your personal skating preference.

- Assist in maintaining cleanliness of facility. Perform maintenance chores as requested by Shift Supervisor, Maintenance Supervisor, or Manager on duty.
- Sharpen rental skates as time permits. (After appropriate training). Learn how to sharpen customers skates, and how to do skate repair and mounting.
- Resurface ice, (after appropriate training), according to posted schedule.
- Operate sound system, maintaining appropriate music selections for the type of session and volume.
- Have and demonstrate basic knowledge of company policies and programs.
- While on duty, wear appropriate clothing (and name tag) for a business and as required by rink / arena policies.
- Perform other such duties as requested by Shift Supervisor or Manager on duty.

SUGGESTED ICE RULES TO IMPLEMENT (Possibly made into a sign and posted in various parts of the rink / arena)

SKATE AT YOUR RISK

1. For every ones safety and pleasure, the following rules will be enforced:
2. Everyone must wear skates on the ice
3. Report all injuries to rink / arena personnel
4. No skates in bleachers
5. No whips or chain skating
6. No playing of tag or keep-away
7. No fast skating
8. The center of the ice is for figure skating practice only
9. Skate in one direction only
10. No food or drink on the ice
11. No running in the building
12. Do not carry anyone or anything on the ice
13. Vandalism will be subject to arrest
14. Do not sit on or climb over the rail at anytime
15. No more than two skating abreast
16. No smoking in the building at anytime
17. Skaters must keep moving on the ice Roughness, fast skating, weaving in and out, is prohibited
18. Disruptive
19. The directions of the Ice Supervisors must be obeyed
20. behavior will be grounds for ejection from the facility

SHIFT SUPERVISOR

The Shift Supervisor is responsible for entire rink operations during assigned shift. Responsibilities vary from shift to shift depending upon various factors such as whether or not the Sport Shop and / or Snack Bar is open, or if other Supervisors are present. This person must have the ability to make responsible decisions in all areas, in place of missing Managers / Directors. **This position can be a training position for a person who shows interest and ability to become part of the ice rink / arena Management staff in the future.**

Principal Responsibilities:

- Demonstrate supervisory skills and ability to operate facility whenever assigned, or in Manager on duty's absence.
- Demonstrate a high degree of competence in handling emergency situations, such as injury to customers or employees, or equipment failure, reporting same to Management at earliest opportunity.
- Assist in training other employees in Ice Rink skills.
- Demonstrate a high degree of skill in operation of ice resurfacing machine and other rink equipment. Make sure there are no "Riders" during resurfacing or that no one is on the ice during resurfacing.
- Demonstrate willingness to assist other employees in performance of their duties.
- Demonstrate a high degree of knowledge concerning rink programs and skill in communicating this information to customers.
- Perform other such duties as requested by Manager on duty.
- Demonstrate the ability to recognize immediate problem areas and immediately correct them. Know when to refer problems that may not be able to be handled immediately to Management or the Maintenance Supervisor for correction.
- Keep Rink Guard / Ice Supervisor on ice.
- Be responsible to keeping music volume and variety under control.
- Be available to open and close facility.
- Responsible for taking first aid classes at the request of the General Manager.
- Responsible for keeping the compressor chart current.
- MAKE SURE NO ONE IS ON THE ICE DURING RESURFACING, THIS INCLUDES SITTING ON OR HANGING OVER THE RAIL.
- Know how to sharpen customers skates, hockey, figure, freestyle, dance, speed, recreation.
- Know how to repair skates, rental and customer.
- Know how to mount skates, hockey and figure.

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- Become more active in the promotions and marketing of the ice rinks programs.
- Learn more about Sales in the Pro Shop, fitting of clothing, equipment, skates, etc. Learn how to sell ice rink programs.
- Learn all Pro Shop procedures.
- Learn all Snack Bar procedures.
- Learn all ice maintenance procedures.
- Learn all building maintenance procedures.
- Learn about all rink programs.

SPORT SHOP SUPERVISOR / HEAD CASHIER

The Sport Shop Supervisor / Head Cashier supervises a force of several rink employees responsible for the operation of the Sport Shop facility in a working Ice Rink. Responsibilities include monitoring cash flow, merchandise inventory and sales, and admission and skate rental sales.

Principal Responsibilities:

- Monitor merchandise levels, obtaining additional inventory as appropriate.
- Monitor pricing and promotion policies of resale items.
- Participate in selection, hiring and training of new Sport Shop employees.
- Assume primary responsibility for scheduling Sport Shop staff.
- Act as liaison between Management staff and Sport Shop staff, insuring that accurate information is available, and being transmitted correctly to customers.
- Assume responsibility for on-going training of Sport Shop staff.
- Monitor cleanliness, organization, and neatness of sales and storage areas and merchandise displays.
- Monitor Sport Shop staff in areas of speed, accuracy, and courtesy in dealing with customers.
- Perform other duties as assigned by the General Manager.
- Interacts with other Managers and Supervisors to ensure all required work is completed accurately and on time.
- Maintain inventory and other records required for functioning of Sport Shop operation.
- Responsible for performing work evaluations on Sport Shop employees and submitting them in a timely manner to Management as per a prearranged schedule.
- Keep abreast of all new items on the market for the skaters. Know how to market merchandise and rink services. Know how to fit skates, clothing and equipment. Teach Sport Shop staff salesmanship.

CASHIERS / RECEPTIONIST

The duties of this individual vary depending on the physical layout of the Ice Rink / Arena. If the Sport Shop is part of the Ice Rink Operation and is efficiently utilized as part of the admissions area, the Cashier has many important and integrated functions.

Principal Responsibilities:

- Distribution of information to the public on all programs that are conducted in the facility or directing inquires to the right person or source for more information.
- Answering the phone to give out information or directing the calls to the right person.
- Collecting monies for, such things as, admissions, skate rental, class and private lesson fees, patch, freestyle, dance session fees, clinic fees, monthly locker rental fees, merchandise purchases, ice rental fees, etc. The Sport Shop should be the center of all money transactions. The customers should have one convenient place to go to, to pay for everything and also to get information.
- Assist in the sale of all merchandise, and register skaters for all ice rink run programs.
- Learn to fit clothing, equipment and skates.
- Be responsible for collected monies and do appropriate paperwork as required.
- Keep merchandise stocked and available for resale. Keep Sport Shop neat and clean and supplied with necessary products, materials and cash register change to be able to service customers without delay or inconvenience to them.
- If the Sport Shop is not part of ice rink / arena operations or is not physically laid out to be integrated with an admission window, then the ice rink Cashier(s) duties will be more that of a person who will sell admission tickets and probably skate rental tickets and direct people to other departments for more information about products and services. This Cashier will have the responsibility to account for monies collected, balancing with sold admission and skate rental tickets, and doing the appropriate paperwork as required. This persons duties may also include answering the phone and directing the calls to the appropriate person or department.

SNACK BAR MANAGER

Food service in Ice Rinks / Arenas varies greatly. The range is from, no food or drink at all to a full service restaurant. Some ice rinks / arenas have just vending machines that are owned and serviced by the rink staff, or owned and serviced by a vending company and the ice rink / arena collects a commission on sales. Some ice rink / arenas have a combination of vending machines and a snack bar. The Snack Bar may be owned and operated by the ice rink / arena or leased to an operator, with the ice rink / arena collecting rent and percentage rent. There are many combinations of food service in ice rinks / arenas. The following job descriptions would be for a typical ice rink / arena owned and operated Snack Bar with vending machines.

Principal Responsibilities:

- The overall duties of a Snack Bar / Food Service Department Manager vary. One basic description of duties is the total responsibility for staff, hours of operation, inventories, money, local health codes, operation knowledge of all equipment, training the staff, ordering, profitability, CLEANLINESS, SERVICE, hiring, firing, menus, prices, etc. All of these duties are subject to approval of the ice rink / arena Manager. This department should be a profitable cost center of its own.

SALES REPRESENTATIVE

A good outside Sales Representative can be the difference between a marginal ice rink / arena and really profitable Ice Skating Center as an asset to the community.

Job Description:

The Outside Group Sales Representative should sell "Planet Ice" and services to outside groups under the supervision of the General Manager. The Outside Group Sales Representative will work directly under the General Manager.

The Outside Group Sales Representative should contact schools, colleges, day care centers, churches, service associations, companies and other groups with a view to selling:

- A group public skating.
- A group private ice party.
- Birthday Parties and / or other special event celebrations.
- Group Skating lessons.
- Other group activities such as Broomball.
- Supervise groups when they visit "Planet Ice".

The special qualifications of an Outside Sales Representative require the individual to be sales oriented and:

- Like people.
- Outgoing.
- Aggressive.
- Possess a pleasant and appealing personality.
- Have the ability to work alone and to work externally.
- Be mobile.
- Pleasantly and professional dressed.
- Possess good moral character to represent a family oriented activity.
- Self motivated to seek out new sales and promote return sales, is indispensable to this position.

Principal Responsibilities:

1. REPORTS Weekly to General Manager

Daily Activity Sheet

Contact Sheet

Revenue Sheet

Commission Sheet

Copy of upcoming sales orders

2. SALES REPRESENTATIVE Packet

- Information brochure / flyer
- Skating School flyer
- Business Cards
- Calendar of Events
- Two for one passes
- Special class and group rate flyer
- Field trip flyer schools
- Complimentary Passes (GM Signed)
- Any other special promotion flyers
- Birthday flyer
- Broomball flyer
- Hockey flyer

3. INQUIRY CARD - Kept at the admissions counter. To be filled out and given to Sales Rep. when a customer phones in a group or wants to talk to the sales rep. This gives the Sales Rep. a new contact to call back for repeat business.

4. SALES DATA CARD - Every sales contact should have a contact card. This card is very important! Put all pertinent information on it especially prices quoted! This card is to be either in your regular sales data file under a specific category or in your call back file.

5. CALL BACK FILE - Monthly / Daily. Used on a daily basis. This enables you to know everyday who you have to "Call Back" either to follow up or close a sale or to check in with a customer for repeat business. If you have a working call back file, you will not miss out on the repeat business which is a greater part of what our sales are.

6. FLYERS & LETTERS - To be generic. Used year round (except summer specials).

7. SALES ORDERS - To be filled out for every sale made by Sales Rep. One copy to the General Manager, one copy for the Sales Rep., and one copy to be left at the admissions counter. When the group arrives, the admissions copy will be validated and filled out by the Cashier, when the money is rung into the register. A copy is to be turned in with the commission sheet weekly.

8. CALENDAR - We keep a master calendar at the admissions counter. This way anyone who takes a group sale over the phone can put it in the "Red Book" immediately. This book must be kept up, it is the only way everyone will know what is booked and going on and when.

9. THANK YOU NOTES - Send to each group leader a thank you note after they spend a day at "Planet Ice".

10. BIRTHDAY PARTIES - Sales Representatives do not get credit for groups or parties that called in on their own, but the Sales Representative will get a follow-up card for repeat parties. If a customer asks for the Sales Representative, then the Sales Representative will get credit for the sale.

Occasionally a Sales Rep. will have difficulty in gaining access to schools in an area, for field trips. Here are some approach ideas.

Approach Skating School students, or their mothers, either in person at the rink or by phone. Explain that we have a very educational field trip that we would like to introduce to their child's teacher. Ask them for her name. One teacher's name is usually all that is needed to get the ball rolling! Follow up with a phone call, and / or a letter and packet of information, followed by another phone call. Or visit the teacher in person. The best time to reach a teacher by phone seems to be very early in the morning before classes begin or during lunch recess. The school secretary (get to know her!) will usually have a schedule of all the teachers' classes and when they break. Sometimes they will let you leave a message or packet in their box at school.

Have an interesting program available. A video or lecture presentation given the same morning or day before their scheduled field trip is effective. Explain however, that the presentation is only available along with a planned field trip.

For Junior Highs and High Schools, we found that contacting the Student Activity Director or the Student Body President is helpful in planning a presentation for a Career Day / Week. This will also give you access to teachers' names.

After one visit from a school group, call with your "thank you" and ask the teacher for other teachers' names that may be interested or have her recommend us to them.

With some school districts, we found that the teachers like to be called at the beginning of the Fall semester and also the Spring as a reminder to book ahead. Sometimes they book trips as an incentive for their honor students, and as a reward for specific accomplishments during the school year. Suggest these in your initial sales call.

It helps to follow through on a personal level by being at the rink to greet your new school group. The children love it and the teacher appreciates having someone they "know" available for questions or help if necessary.

SAMPLE "PLANET ICE" SALES REPRESENTATIVE WORK AGREEMENT

As a Sales Representative for "Planet Ice", you will receive a commission of ____% on all documented group sales you bring in and that are paid for. Your commission will be paid weekly after being approved by the General Manager.

Group Sales are defined as sales to outsiders in the following areas:

- Group ice skating parties (15 persons or more) to be conducted during public sessions.
- Group ice skating parties to be conducted on private ice.
- Group ice skating lessons (10 or more at one time), to be conducted in conjunction with the skating school.
- Birthday parties (10 or more) to be conducted during public sessions.
- Private ice rentals for broomball, or other types of parties initiated by the Sales Rep.
- Credit will be given to you when all of the above is acquired, paid for and documented as afore mentioned. No commission will be paid on regular phone in's or walk in's.
- In all of the above, it is necessary to confer with the General Manager regarding scheduling.

SOURCES FOR GROUP SALES

- Colleges - Continuing Education - Set up classes for summer, fall, and winter seasons (with the School director).
- Board of Education - Go and see them for approval of field trips.
- Girl Scout Days - Set for October or March.
- Library / Phone Book for lists of Day Camps, School, Youth Groups, Recreation Clubs, Churches, Day Care Centers, After School Care, etc.
- Day Camp lists are top priority to be booked.
- Boy Scouts - Try to set up special days (Merit Badges)
- After School groups - Check out places other than Day Care Centers.
- Day Care - Nursery School - Call on all large ones for summer outings.
- Churches - Obtain lists from all areas and start contacting - if not for summer - for fall - qualify their needs and put in follow up file. Most churches have a youth counselor who is always looking for wholesome activities. "Lock in's" are very popular for youth groups.

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- Private Schools - Obtain lists and set up on cards to begin calling in September.
- Ask for leads when you finish a personal call over the phone.
- Home Schools - Find out who to contact to set up a program for the summer, fall and winter.
- Birthday Party Club - Call two months in advance to sell party and send out Birthday Cards month of birthday.
- Try to fill up the "Red Book" and fill in the days that there are not any groups booked.
- All Inquiry Cards, lists, names, phone number remain the property of "Planet Ice".
- Chain Stores / Restaurants - Inter-Store / Chain competition playing broomball is very popular and allows mixed play that everyone can participate in. It is also a good way to sell late night ice time after the stores and restaurants close.
- Radio and TV stations - Inter-Station competition in broomball, also coverage of games is free publicity.

OTHER JOB TITLES

DISC JOCKEY

A DJ may be an employee of the ice rink / arena or may be an independent contractor. A DJ can be an asset to the ice rink / arena or can be a liability. Just because the DJ has knowledge of music and / or has the music library and equipment, does not mean that she/he will be good at DJ'ing a Public Session. The DJ not only has to have the "fun" skills of playing music and the personality that the crowd wants, but also knowledge of how to run a public session and control the skaters. The DJ must be able to control the skaters speed with the tempo of the music, varying the temp and direction. Also play appropriate games and activities depending on the age of the skaters and the type of session it is. An untrained DJ, one who is not familiar with DJ'ing for skaters, can cause skater injuries and unruly crowds. This can be libelous for the ice rink / arena.

The music that is played should be approved by the Management, so that nothing is played in the ice rink / arena that would be offensive to ANY of the skaters. It is important for the ice rink / arena to maintain a good wholesome image, even with the selection of the music. A poor choice of music can give an ice rink / arena a bad reputation and hurt business dramatically.

PARTY HOST / HOSTESS

This person would be responsible for all aspect of Birthday parties, etc.

Principal Responsibilities:

This person might be assigned the duties of:

- Greeting people as they come in to skate
- Directing them to the skate desk
- Answering questions
- Giving out printed information about ice rink / arena programs
- Checking the rest rooms periodically for supplies, cleanliness and vandalism
- Helping people with their skates
- Promote the ice rink / arenas programs
- Encourage people to join the skating school, hockey, figure skating programs
- Assist with "fun and games" and other promotions
- Provide roving eyes for safety and security.
- Be the extra person for when others go on "break"

SECURITY

Responsible for overall safety and security of the customers and the building. This person must be familiar with the policies and procedures of the ice rink / arena, and emergency and first aid.

SECTION 10

**Planet Ice
March 6, 1997**

Why Build an Ice Rink in Your Community?

VSC Sports Consultants - Sherman Oaks, California

Why Build an Ice Rink in Your Community?

INTRODUCTION

Why should you build a skating rink in your community? The skating industry professionals here at VSC Sports have done the research necessary to answer this question for you, and have included some statistics and data in support of this idea. This section will also explain the tremendous growth that the skating industry has experienced in the past several years. Certainly, many markets are large enough to support a skating facility, and the need for skating time is apparent with the interest and current growth rate in the sport of ice and roller/in-line skating. All industry indicators show strong, clear and continuous growth patterns in these areas, as the following report will demonstrate.

COMMUNITY BENEFITS

Consider this scenario; A group of people within a certain community decide to come together and build a skating rink. A local athletic coach, perhaps, who rallies the support of other school officials, having recognized the need of his/her young athletes for a rink in the area. Or maybe a few ardent parents come up with the idea, being interested in having a safe recreational haven for their children. They form committees, organize fund-raisers, obtain signatures for petitions-of-support, and spend countless hours on the phone with other citizens, discussing the idea of a rink in their town. Children spend their free time walking from business to business, asking for sponsors and donations. Hundreds of letters pour into the local politicians' office, requesting assistance. The local news interviews those involved who ask for community support. Soon the town leaders have committed their support. Local merchants, the media - everyone is behind this idea.

The community has never been as unified, as all involved await the completion of the rink. The facility finally opens, with all the regalia of any Grand Opening, with a ribbon cutting ceremony, free refreshments, flyers citing upcoming rink events and all of the other services available that includes skating classes, public skating sessions and special weekend sessions that feature a specific, fun theme.

As time passes, certain residents enroll themselves and/or their children in advanced figure skating and hockey classes. Amateur adult and children's hockey leagues form. All involved are serious about their performances and perhaps advancing into professional skating. Thus, many of the local leagues as well as the schools negotiate contracts with the rink to rent specific times on the floor for their practices as well as their games, which residents happily pay admission to see in the comfort of this brand new state-of-the-art facility.

Local merchants also show their support by sponsoring a youth or adult teams and purchasing advertising space in the rink, on dashboards or billboards. The rink schedules hockey games, figure skating competitions, tournaments, and numerous other activities. These attract not only local residents to spend their dollars on admission, rentals, in the snack bar and the pro shop, but also people from other communities, as far as 30 miles and

possibly up to 100, who come for the skating events and spend their money in local hotels, restaurants, shopping centers, etc., thus benefiting the entire town's economy.

In addition to the marketable entertainment and recreational value a rink offers, there is also significant benefit with the opportunity for new employment in the community. A community skating center will provide many jobs for professional adults as instructors and management, as well as part-time entry level jobs for the younger residents. The following is a list of jobs available at a typical skating rink:

- **Manager:** Responsible for overall general management of day-to-day activities at the facility.
- **Assistance Manager:** Responsible for assisting the Manager in running the facility.
- **Program/School Director:** Responsible for designing, implementing and directing all skating programs and classes.
- **Shift Manager:** Responsible for managing the staff and rink activities assigned to her/him during a specific work shift.
- **Sport Shop Supervisor:** Responsible for management of the Sport Shop and its employees. Includes monitoring finances, merchandise etc.
- **Outside Sales Representative:** Responsible for the selling of skating time to interested parties, such as school groups, hockey leagues, broomball teams, and for any other special event, as well as promoting the rink and any other events and programs associated with the facility.
- **Administrative Assistant/Office Manager:** Responsible for secretarial and office duties such as personnel records, payroll, basic bookkeeping, check book for C.O.D. payout, monitoring of office supplies, etc.
- **Skate Guard:** Responsible for cleanliness around the rink, the handing-out and return of skate rentals, as well as maintaining orders on the rink floor during public sessions.
- **Maintenance:** Responsible for repairs and maintenance around the facility.
- **Security:** Responsible for the overall safety and security of guests, employees and the facility in general.
- **Disc Jockey:** Responsible for coordination of the musical accompaniment at public and special skating sessions.
- **Hostess/Host:** Responsible for all aspects of a pre-scheduled birthday party event.
- **Cashier/Receptionist:** Responsible for answering phones and directing calls, the collection of admission and/or rentals fees, as well as fees for classes, private lessons and whatever else the rink may be charging for.

THE PARENTAL ATTRACTION

Building a rink in your community provides a safe, entertaining, recreational activity for people of all ages. Parents are always in search of safe and economical alternatives to keep their children busy, and free up their personal time. A family-oriented skating center can serve as one of those alternatives. Unlike a shopping mall, which has become the traditional place for young adults and adolescents to gather, a skating rink provides continual supervision and stresses the importance of safety. Parents can feel confident in dropping their children off at the skating rink while they run errands, knowing that not only will they be effectively entertained, but safely supervised as well. Similarly, the local rink will become the place for planned social events like birthday parties, or a post-hockey game get-together.

A survey conducted by an independent market research firm, The Matrix Group, found that of all rink patrons interviewed, at least 64% had attended a birthday party at a skating rink. Teenagers and younger children will meet their friends at the rink to spend the day skating, with parent's cash-in-hand for use at the snack bar and vending machines. This is the time when certain children, showing particular interest would be urging their parents to enroll them in a hockey or figure skating class.

Keep in mind also, that in this modern age of a larger singles population than ever before, your rink is the perfect place for "parents without partners" to meet each other. The same study by The Matrix Group reported that 60% of those interviewed felt that skating was, "[a] good way to meet people." A rink owner could capitalize on this and promote an over-thirty skate night, where the DJ plays "hits of the sixties", for example.

OVERALL POPULARITY

Through the years, many national and international skaters have brought pleasure to millions of Americans. Some personalities, such as Sonja Henie, Peggy Fleming, Dorothy Hamill, Tai and Randy, Toller Cranston, Torvill and Dean, Scott Hamilton, Brian Boitano and Nancy Kerrigan, to name only a few. These celebrities have risen from the ranks of champion amateur skaters to share their special gifts with the world, creating greater public awareness and giving figure skating a tremendous boost in popularity. In the past several years, there has been an immense amount of media attention given to the entire skating industry. One of the most significant factors was the Nancy Kerrigan and Tonya Harding incident. This unfortunate situation spotlighted a sport that previously had only been watched by the avid fan. In the year following this soap-operaesque event, skating's popularity has skyrocketed:

- In a bulletin recently issued by the United States Figure Skating Association (USFSA), it was reported that Figure Skating ranks as the most popular sport among American women and their teenage daughters.
- According to the National Sports Survey II, conducted by the National Sporting Goods Association (NSGA), the largest sports and lifestyle study ever conducted in the U.S., ladies' figure skating ranks as the second most popular sport in America. NFL football is number one.

- According to the Ice Skating Institute (ISI), more than 30 million people now skate between one and five times per year.
- A recent survey found that the average rink patron visits their local rink an average of 7.9 times a month.¹
- A few years ago, Sports Marketing Systems in Dallas did a study of the relative popularity of spectator sports in America. Out of the fourteen events ranked, Women's Figure Skating ranked eighth, Pairs Figure Skating ranked ninth, Pairs Ice Dancing was tenth, and Men's Figure Skating, eleventh. Overall, Ice events ranked even higher than college basketball.
- Between 1988 and 1993, the USFSA's membership doubled to 23,000. After the 1994 Olympics membership jumped up to 125,101.
- Membership within the Canadian Figure Skating Association went from 165,576 individuals in 1990, to 193,008 in 1996.
- In Canada, an average of 6 million people skate recreationally, per year.

A second important milestone for the current skating industry came with the 1994 Winter Olympics. Consider the following statistics:

- On Wednesday, February 23, 1994, nearly half of the television sets in American homes were tuned in to the 1994 Winter Olympics ladies' technical program. This incredibly high rating made television history as the fourth most-watched broadcast ever.
- On Friday, February 25, 1994, 12 million people were watching the ladies' long program. That broadcast was the sixth most-watched program in television history, and the highest rated broadcast on any Friday night, ever.

These historic ratings have paved the way for a more welcoming attitude from the networks. After the Norway Olympics, ABC signed a six-year, \$4.5 million contract with the USFSA to televise four events per year. Still basking in the glow from the ratings of this event, we are now turning our attention to the upcoming 1998 Winter Olympics to be held in Japan. According to Philip Hersh, Olympic sports writer for the Chicago Tribune, "CBS, which owns broadcast rights to the 1998 Olympics, will begin its buildup next year, which means it will be concentrating on events with Olympic-eligible skaters":

- According to Mark Mandel, Director of Media Relations for ABC Sports, "In 1990, there were only 18 total hours of figure skating on all the networks combined. Five years later, in 1995, there were 107 hours, which just shows you how popular it has become on the networks."

¹ This survey was conducted by The Matrix Group, and was prepared for SMART Marketing Group, a subsidiary of the Roller Skating Association.

- Events already scheduled for the 96' season: The World Professional Championships on NBC and The Challenge of Champions on ABC.
- The ratings for an NBC telecast of the 1994 World Championships beat CBS's NCAA basketball tournament telecast.
- A skating exhibition that aired on TBS matched that cable network's average rating for all of it's 1993 Atlanta Braves telecasts, a division-winning baseball team.
- Consider also the list of shows-on-ice currently scheduled for the public: Stars on Ice, Nutcracker on Ice, Disney on Ice, Disney's Beauty and the Beast, Symphony on Ice, the Kristi Yamaguchi special, the Torvill and Dean tour, the Nancy Kerrigan tour, and the Tom Collin's Tour of World and Olympic Champions.

And last, but no where near least, is the incredible and continuously steady rise in popularity of the sport of hockey that the U.S. has been experiencing within this last decade. The most significant aspect of this, recently has been amateur In-line skating and Roller hockey:

- The National In-line Hockey Association found that 40% of its members who responded to a reader poll in their magazine, Hockeytalk, play roller hockey between three and four times a week. 30% said they play more than five times a week.
- In 1975, the USA Hockey Inc. member count was at 171,000, in 1995 it was 352,000.
- Just six years ago, there were only 30 minor league hockey teams in 11 states. In the 1991/1992 season, there were 50 teams in 32 states. Today there are 61 teams, that are projected to draw an attendance to their games of over 11 million people this season. That's a 379% increase in just over half a decade.
- The American Hockey League broke its all-time attendance record for the 1995/1996 season with a count of 3,756,921 fans who attended their games. This marked the ninth consecutive season that the League had broken this record.
- The Canadian Hockey League has over a half million registered members. This current membership has grown by 26% since 1991.
- CBS's Eye on Sports event, that featured a figure skating series, aired November 1994 thorough January 1995, was watched by 53 million people. Eye on Sports was the highest rated sports show, other than football and one NBA game, in the fourth quarter of 1994.
- A 1995 survey of sports participation, conducted by the National Sporting Goods Association (NSGA) found that out of 54 sports surveyed, In-line Skating has grown by 550% in the last five years.
- Director of Information and Research for the National Sports Association, Thomas B Doyle called In-line skating and roller hockey, sports with "staying power". In-line Skating, of course, is the precursory to Roller Hockey, which in turn can lead to Ice Hockey, or vice versa.

- In November of 1996, a one-hour primetime special introducing the new animated series the Mighty Ducks, appeared on ABC. This special featured the voices of real-life Mighty Ducks players Guy Herbert, Paul Kariya and Teemu Selanne, with guest "appearances" by Dennis Franz (NYPD Blue), Tim Curry and David Hyde-Pierce (Frasier). This, now favorite, children's series was prompted by the extreme popularity of the three "Mighty Ducks" motion pictures, produced by Disney. These films, of course, brought the world of Ice Hockey to millions of children throughout the world, as well as their parents, who previously, had not been exposed to this sport.
- Significant, also, will be the induction of women's ice hockey as an Olympic sport for the Nagano, Japan games in 1998. Since 1990, there has been a 321% increase in female hockey players registered with USA Hockey.

CONSUMER SPENDING

A further consideration when thinking of investing in a business is an analysis of where consumers are spending their money, and whether they will spend it at your particular place of business. In light of the undeniable popularity of skating-related sports, as was illustrated previously, it is not hard to see that this sport offers a lasting and widespread market potential.

"That elusive group of 18-to-34-year-olds, which buy a large portion [of] merchandise, are packing NHL² arenas, playing hockey on and off the ice and watching the NHL on TV. If that's the demographic you're targeting, take note: a higher percentage of 18-to-34-year-old males watch NHL games on TV than any other sport.", says Richard L. Dudley, Senior Vice President of the NHL Merchandise Directory. At the other end of the spectrum, you have the 18-to-34-year-old female. And what was the most popular sport among women of this age range, according to the USFSA? That's right, Figure Skating.

These known facts demonstrate that this is a sport that is at once feminine and masculine, it has appeal to people of all ages and both sexes. While your rink will be making money from the occasional recreational skater, on admissions, rentals, snack bar and so on, consider also that advanced figure and hockey skating are equipment intensive sports, and the equipment can get expensive. Equipment that will be readily available in your pro-shop:

- A survey conducted by The Matrix Group for the RSA³, found that of all rink patrons interviewed, 59% own their own skates.
- This same survey also showed that 23% of rink patrons spend at least \$25 on themselves per week. More than 50% of those interviewed said they spend between \$6 and \$25 per week. (Less than 25% reported having less than \$5 to spend on themselves per week.)

² NHL - National Hockey League

³ Roller Skating Association.

- The National In-line Hockey Association's 1996 reader poll (of its magazine "Hockeytalk") found that 54% of their readers/members spend at least \$300 per year on equipment. It was estimated from this survey that around 35% of members spend more than \$600 per year on equipment.
- In 1990, In-line skate sales totaled \$53 million. By 1994, sales had reached beyond the \$250 million mark.
- In 1993, 12 million people bought In-line skates, more than tripling the number recorded in 1990.
- More people spend money on In-line skating equipment than they do on recreational football, soccer, skiing or tennis.
- Middle to upper class families' children are the primary participants in skating-related sports. This is a group with a large amount of strong spending power.
- According to the Ice Skating Institute, (ISI) more than 30 million people now skate between one and five times per year.

Keep in mind, that In-line skating is considered the first step towards amateur hockey, roller and ice. A survey conducted by the National In-line Hockey Association found that 1/3 of all its readers who answered their poll, play both ice AND roller hockey. This information was provided by the National Sporting Goods Association (NSGA) and National In-line Hockey Association (NIHA).

It is also important to note that during economic depressions and recessions, the recreation and entertainment industries have historically always continued to do very well. According to a study conducted by the Tax Foundation, the money that families spend on recreation increased by 35% between 1984 and 1994. In that same ten year period, the money that families spent on taxes had only increased by 20% and the money spent on housing by 16%. In addition to this well-established fact, the cost of skating for a family is quite inexpensive compared to other activities.

Amusement parks will charge more than \$30.00 for one admission, and this does not include food or souvenirs. A day for a family at an amusement park can easily add up to over \$200.00. Skating, on the other hand is a moderately priced activity for the occasional recreation skater. In a recent study conducted by The Matrix Group, 43.6% of rink patrons interviewed said the primary reason they go skating is because, "it costs less than other activities". It is comparable with going to the movies, bowling, miniature golf, etc.

LASTING EFFECTS

The sport of skating is a lifetime activity. People of all ages and abilities can enjoy it, as often as they like, rain or shine. For the person who enjoys the rigors of competition, figure skating offers a challenge every bit as demanding as that found in ice hockey or speed skating. It is a medium for artistic expression, a sport of both solitude and sociability, in addition to

being healthful. Many skaters start when they are very young and keep active in the sport for their entire life. These individuals have realized the long term benefits of this sport:

- "Ice skating is a wonderful form of exercise. The benefits one gets from ice skating are cardiovascular benefits, improved muscle tone, and the overall benefits that anyone receives from participating in an activity that works the body.", reads one of the lines from an article in American Skating World, March 1994.
- A recent study done at the University of Massachusetts in Amherst shows that the aerobic benefits of In-line skating, at a moderate speed (12 m.p.h.) are far superior to those of stair climbing, as well, it actually rivals running as an excellent workout. A 130 pound woman skating at a moderate speed burns nearly 11 calories per minute, that's 330 calories per half hour.

There is always a large demand for private skate time from amateur roller and ice hockey teams, anywhere in the U.S. today. As well, for those who are looking to further advance their expertise in hockey, roller or figure skating, and those who have chosen to use the medium as part of their regular workout routine, a modern, well-kept, and well-located facility is extremely attractive.

The investment gains of a rink include:

- **SOCIAL** benefits; Skating is an activity that provides excellent opportunities for people of all ages to meet and socialize. Your rink can be a popular and fun gathering place for single adults, parents, children and teenagers, to meet new friends and "hang out" with old ones. From parents gathering to watch their children play a junior league game of hockey, to teenagers and children enjoying a public session that features their favorite music, your rink programs will cater to anyone's tastes.
- **RECREATIONAL** benefits; Skating is an activity that offers a very wide range of recreational options and advantages. It is something that can be enjoyed by an individual, or a group, indoors or out, one-in-a-while or year-round. It is healthful, artistic, challenging, and entertaining, either for the avid professional, or the recreational skater.
- **SAFETY** benefits; Both skating and hockey are rated as two of the safest sports. This may be difficult to believe, however, because of the potential for hazard the equipment that is required for these sports is very durable and extremely protective, thus increasing awareness and safety. As well, a skating rink is typically a secured area where parents can feel at ease leaving their children unattended in, as opposed to other popular "hang outs" like shopping malls and amusement parks.
- **ECONOMICAL** benefits; During times of economic depression, the recreation and entertainment industries suffer very little, if at all. Many people will choose a fun day of skating at the local rink over spending more in an amusement park or meandering aimlessly in a mall or park.

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Specializing in the skating industry

- **EMPLOYMENT** opportunities; A family skating center will provide many local jobs for the people of the community. It is the perfect first job for a young adult who is just entering the work force. Management positions are an alternative for an older adult who may be tired of their previous job, or for those who had retired early. This is advantageous because with local residents working in your rink, their friends and relatives are more likely to choose to frequent your establishment at the chance of seeing their favorite rink employee. As well, they will have an inside to information on all upcoming rink events and programs.
- **COMMUNITY** benefits; A rink will draws people from many miles away, in nearby communities, as far away as 30 miles and even more if there is a special event. This makes city strangers, as well as the uneducated resident, aware of other services and sights your neighborhood has to offer, which in turn creates more business for the whole

SECTION 11

**Planet Ice
March 6, 1997**

Sources of Information

VSC Sports Consultants - Sherman Oaks, California

Sources of Information

U.S. Census Bureau

Chamber of Commerce
Local Community

CACI
1100 N. Glebe Road
Arlington, VA 22201

Cendata - Compuserve
PO Box 20212
Columbus, OH 43220

Database America Companies
100 Paragon Drive
Montvale, NJ 07645

Digital Directory Assistance, Inc.
6931 Arlington Rd. #405
Bethesda, MD 20814

Equifax
539 Encinitas Blvd.
Encinitas, CA 92024

Ice Skating Institute of America
355 W. Dundee Rd.
Buffalo Grove, IL 60039

Marketing Decision Systems, Inc.
P.O. Box 9007
Encinitas, CA 92024

Melissa Data Company
3212 Paseo Adelanto
San Juan Capistrano, CA 92675

National Decision Systems
539 Encinitas Blvd.
Encinitas, CA 92024

National Sporting Goods Association
1699 Wall St.
Mt. Prospect, IL 60056-5780

Rand McNally Data Source
150 East 52nd St.
New York, NY 10017

Roller Skating Association
7301 Georgetown Rd. #123
Indianapolis, IN 46268

Scan/U.S.
2032 Armacost Ave.
Los Angeles, CA 90025

Street Atlas USA
Map 'N' Go
DeLorme Mapping
P.O. Box 298
Freeport, ME 04032

Supersite
CompuServe
5000 Arlington Centre Blvd.
Columbus, OH 43220

U.S. Atlas
The Software Toolworks, Inc.
60 Leveroni Court
Novato, CA 94949

United Figure Skating Association
20 First St.
Colorado Springs, CO 80906

USA Hockey
4965 N. 30th St.
Colorado Springs, CO 80919

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ZIP Select
3212 Paseo Adelanto
San Juan Capistrano, CA 92675

