

Handout

DOVER ARENA Financial Information

The Recreation Department and the Dover Arena staff have been working on improving the financial performance of the facility and programs over the last several years. Many of the changes that have been made were based on the Firland Report produced in 2003 and other information from staff and the status of the ice program market.

One of the significant changes recommended was the renegotiating of the ice rental contracts for many of the major ice customers. The four main customers were in 5 year contract that limited the ability of the Arena to increase revenue from rentals. With the subsequent changes in the contracts ice rental rates and revenues have increased substantially.

The ice rates have changed as follows:

Year	General	Donor
FY03	\$ 148	\$ 148
FY04	\$ 160	\$ 148
FY05	\$ 180	\$ 163
FY06	\$ 220	\$ 198
FY07	\$ 260	\$ 234
FY08 (projected)	\$ 325	\$ 292

Attached are excerpts of the original recommendations made in the 2003 Firland Report, the FY03 to FY06 Cash Flows, the FY05 to FY07 to date Firland projections and actual budget results compared to the Firland projections. Also attached are the rate comparisons with other Arena's, a list of ice events that we have added and the comparison of hours rented and used FY04 to FY07 to date by Arena Programs and major users.

Options that are being considered include the following:

- a) Significant hourly rate increases in excess of \$300/hr will be implemented effective immediately with all new ice rentals.
- b) Develop and solicit proposals for contracted Arena operations by third party to identify opportunities that may ensure a minimum fixed payment to cover debt service along with provisions to protect capital investment and fulfill existing contractual obligations with major user groups.

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Firland Management has assessed these options and we feel that the third option is the most feasible at this point. The options of closing all or both sheets of ice simply does not make sense at this point: the facility has been operated in the same manner for over 15 years, under the same municipally-oriented philosophies. This facility can succeed if a proper business plan based on our recommendations is implemented and followed. It will require some significant changes, but the result will be a facility that the residents of Dover are proud of and which is self-sufficient.

Regarding the option of hiring a private management company to operate the facility under this plan or using existing staff and training; Firland recommends that the City consider which option would accomplish these goals in the fastest time frame possible.

Therefore, Firland Management makes the following recommendations with the projected savings shown both beside each area and in the attached Projected Improvements exhibit in the appendix:

Ice Scheduling & Utilization (Projected Improvement: \$150-200K):

1. The current ice schedule is inflexible to the users and does not appear to be consistent from week to week. Design a template ice schedule that is consistent and allows the best possible utilization of ice; must also accommodate some in-house programs and public skating. This may mean moving some adult and older youth groups to later hours than currently scheduled.
2. The current ice rental rates are too low to expect profitability for any ice rink. The long term agreements were made for relatively small capital donations to the project, and yet they guarantee almost all of the prime time ice at a significant discount, which limits the chances of the Dover Arena becoming successful. These agreements must be renegotiated. Firland Management recommends that the hourly ice rental rate for all users (including long-term donors) be increased by 10% for the upcoming 2003-04 season and another 10% for the next season. Very few users will be able to find ice to rent at even those rates at other facilities, and there is enough demand for ice to recover from any user groups' departure. Based on our interviews with the users, we believe that they are willing to work with the Arena to ensure its success.

Public Skating & Programs (Projected Improvement - \$25-40K)

1. Public Skating admission prices are well below average for a facility of this quality and size. Currently, there are different rates for adults and children, which is also not typical for these facilities. Firland Management recommends that the Dover Arena increase public skating admission fees to similar rates charged at twin sheet facilities: \$5 for all non-residents and \$4 for residents (adults and children).
2. As noted in the analysis, the Dover Arena is lacking in a formal program structure and progression for new customers. In addition, the programs that it does offer are in competition with those offered by the major user groups. Rink-operated programs are absolutely necessary to the profitability of a

3. Also, with regard to public skating and the use of non-prime ice, Firland recommends that the Dover Arena design and implement a plan to market public skating to groups, particularly during the day-time hours, but also birthday parties during weekend public skating sessions. With the support of the Parks and Recreation department, the Dover Arena should be able to market its programs to every resident of Dover and surrounding areas. Firland has succeeded in significantly increasing public skating revenues by implementing the following:
 - Using the current participant database, mail out birthday postcards promoting the arena's parties to the children with birth dates in the coming month.
 - Hire a primarily commissioned group sales person to focus on these parties and contacting all church groups, girl & boy scout troops, school organizations and other local groups about having parties and outings at the rink. (Or an existing staff member can be given this responsibility.)
 - Contact all home schools in the area and offer a special weekday learn to skate for their children.
 - Contact all summer camps in the area and book field trips at the rink.
 - Contact local schools about bringing classes to tour the rink and learn about ice making and/or get skating lessons during the day.
 - Contact local schools about bring physical education classes to the rink.
 - Contact boy and girl scouts about programs to earn their skating-related badges.
 - Implement 'bring a friend day' in all introductory programs once per session to encourage existing customers to bring new customers to the building.

Staffing & Organizational Structure (Projected Savings = Projected Added Costs)

1. The payroll expense for the Dover Arena would not be considered high if it were within the normal ranges of gross revenue percentage. Increases in revenue will bring this figure into a more reasonable light. However, in order to achieve these increases, the entire organizational structure and job functions must be altered. This can be done either by training existing staff on new job descriptions and work hours; or new employees could be hired. Alternatively, a private management company could be hired to accomplish this.

Regardless of the approach, the manager of the Arena must take a more active role in sales, marketing and programs. In addition, the manager must have the flexibility to be on site during peak hours for customer use: evenings and weekends. The manager must also have another individual who can be responsible for the building when they are not there. New job descriptions for management staff should be created to allow for a General Manager with a program and marketing focus, outlined in Appendix 4. They will also need to be approved by the union. The organizational structure should be based on the sample in this report for a typical twin sheet facility, but it too will have to be modified as needed to keep payroll costs relative to revenues.

2. Scheduling of maintenance staff is a major issue at the Dover Arena. Currently, there are 2 mainte-

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Utilities & Energy Consumption (Projected Savings - \$90-100K)

With respect to the technical operations of the building and its energy consumption, Firland Management makes the following recommendations, based on our experience and consultation with the contractors involved with the equipment and an independent refrigeration consultant :

1. Reconfigure the Siemens control system to include all refrigeration and dehumidification systems and allow full responsibility for monitoring and control to a fully-trained Arena Supervisor.
2. Set the parameters to only allow the second refrigeration system to operate if the gas-fired system fails.
3. Set parameters to have Munters AM30 system move from occupied to unoccupied to off modes as needed.
4. Have pump valves fully open so as to not inhibit the flow of glycol.
5. Have Commercial Refrigeration's recommendations reviewed and implemented.
6. Add methanol to the glycol to ease the flow throughout the system.
7. Insulate the cold glycol tank to inhibit any heat encroachment.
8. Check lighting level in new rink to ensure it does not exceed 75 foot candles at ice level.
9. Ensure full time maintenance staff are fully trained in technical equipment and basic repairs.

Ancillary Revenues - Skate Rental, Food Service, Arcade (Projected Improvement - \$15-20K)

1. The Food Service lease is not at all a benefit to the Arena. Recommend renegotiating the lease to a minimum rent of \$1,500 per month or operating this department in-house.
2. As mentioned, the rental skate inventory is inadequate. Recommend purchasing more rental skates (new or used) to allow for use by large groups and increased public skating attendance. Estimated cost of 200 pairs of new skates - \$12,000.
3. Add video games to higher traffic areas near the lobby and rink entrances to increase visibility and use.
4. Consider different layout options for the front desk/admissions and pro shop/skate rental areas. Combining all of these services will reduce labor cost and improve efficiency and customer service. For example, the pro shop area could be renovated so that it served as the front desk and skate rental area. Some renovation will be required; estimate \$10,000.

Financial Impact of Recommendations

As shown in the attached Appendix 5, these recommendations can significantly improve the net income of the Dover Arena. If these changes are made within the timeline indicated below, the facility can demonstrate a net operating income in the first year of improvement. The 5-year pro forma shows that the facility will be able to meet interest requirements on the bonds in the third year. Therefore, this facility

Timeline and Implementation of Recommendations

This is a critical point in time for the Dover Ice Arena. Most of these recommendations must be implemented immediately so as to impact the upcoming fiscal year and the new fall/winter skating season. Therefore, the timeline for implementation is within the next 30-90 days, with the ice schedule and employee changes being the most urgent.

Following is the timeline and benchmark system recommended to achieve these results:

At September 15, 2003 (3 months):

- All ice contracts for 2003-04 should be finalized which will enable the Arena to project this revenue category for the year - compare this projection to the \$778,461 in the projections to ensure that it will be met.
- Food lease should be renegotiated at this point.
- Learn to Skate & Introductory Hockey Programs - fall/winter session information should be published and no competing programs should be offered by user groups at this point.
- General Manager (new) should be hired and trained at this point.
- Utility/Energy management #1 & #2 recommendations at a minimum should be implemented.
- Pro shop/skate rental/front desk reconfigurations should be complete.
- List of schools, groups, participants to contact with group outing promotions should be prepared and group sales person should be beginning to make contacts and bookings.
- New fees should be in place for public skate and ice rental.

At December 15, 2003 (6 months):

- Rental skates should be purchased.
- Group sales person and promotional steps (from recommendations) should be underway—should have list of groups and parties booked through March.
- Public skating revenues—should be at 50% of projections by this point.
- Begin preparing spring information—clinics, leagues, etc.

At March 15, 2004 (9 months)

- Spring ice rental agreements should be prepared.
- Summer programs should be set and mailed out—camps, dry floor.
- Summer camp field trips should be booked or in the process of finalizing bookings.

Once the recommendations are implemented, the Arena must have an annual business plan and outline goals for each segment of the business. The progress towards these goals must be tracked on a monthly, even weekly, basis with the management of the Arena. This is a significant change from a parks and recreation setting to an private-sector or entrepreneurial philosophy. It is critical that the management of the Arena commit to making this change, because it is the only way for the business to succeed.

Firland Management firmly believes, and has experienced, that making these changes will bring a rink

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Receipts

FY04	FY05	FY06	Cumulative
5,919	68,351	54,022	206,668
4,796	73,576	115,834	245,794
7,088	33,014	217,223	308,070
3,763	97,986	130,647	387,336
9,836	136,833	155,613	483,549
4,363	67,911	233,092	518,109
0,686	252,016	199,297	732,288
5,301	144,410	126,044	497,464
9,201	200,413	165,084	624,297
7,869	198,167	126,700	504,908
3,862	90,403	95,158	283,047
3,936	93,102	107,237	303,372
31,620	1,456,181	1,725,951	5,094,902

Disbursements

	FY03	FY04	FY05	FY06	Cumulative
July	74,613	70,857	107,431	103,339	356,240
August	79,939	81,464	88,348	143,197	392,948
September	69,773	80,850	81,465	128,475	360,563
October	79,363	90,807	97,290	82,379	349,839
November	68,609	64,258	81,817	147,993	362,678
December	180,227	168,108	176,120	224,535	748,991
January	110,913	146,512	164,363	197,337	619,125
February	74,763	84,120	147,640	126,448	432,971
March	60,157	63,330	125,180	164,677	413,344
April	53,418	106,045	106,033	162,701	428,197
May	78,090	71,932	112,759	101,396	364,177
June	338,929	345,762	390,464	400,069	1,475,224
Totals	1,268,794	1,374,045	1,678,911	1,982,546	6,304,296

Net Cash Flow

FY04	FY05	FY06	Cumulative
1,938	(39,080)	(49,317)	(149,572)
3,668	(14,773)	(27,363)	(147,155)
3,762	(48,450)	88,748	(52,493)
956	696	48,269	37,497
1,578	55,015	7,620	120,871
3,745	(108,210)	8,557	(230,882)
1,174	87,653	1,960	113,163
1,181	(3,230)	(404)	64,493
5,871	75,233	407	210,953
3,176	92,134	(36,001)	76,712
3,070	(22,356)	(6,238)	(81,129)
5,826	(297,362)	(292,832)	(1,171,852)
2,425	(222,730)	(256,595)	(1,209,394)

Due to General Fund

	FY03	FY04	FY05	FY06
Begin Bal	(944,236)	(1,381,880)	(1,674,305)	(1,897,035)
July	(990,473)	(1,396,818)	(1,713,385)	(1,946,352)
August	(1,048,824)	(1,443,486)	(1,728,158)	(1,973,715)
September	(1,077,853)	(1,507,248)	(1,776,608)	(1,884,967)
October	(1,092,276)	(1,504,292)	(1,775,913)	(1,836,698)
November	(1,089,618)	(1,448,714)	(1,720,897)	(1,829,079)
December	(1,167,102)	(1,502,459)	(1,829,107)	(1,820,522)
January	(1,167,726)	(1,478,285)	(1,741,453)	(1,818,562)
February	(1,120,780)	(1,457,104)	(1,744,684)	(1,818,959)
March	(1,101,337)	(1,341,233)	(1,669,451)	(1,818,559)
April	(1,062,582)	(1,359,409)	(1,577,317)	(1,854,560)
May	(1,087,048)	(1,387,479)	(1,599,673)	(1,860,798)
June	(1,381,880)	(1,674,305)	(1,897,035)	(2,153,630)

Budget 2007	Study 2007	Actual 2007	Actual 2007 Nov	Budget to Actual Over (Under)			Budget 2005	Study 2005	Actual 2005	Budget to Actual Over (Under)
				Budget 2006	Study 2006	Actual 2006				
1,006,200	908,456	455,977	455,977	817,041	881,996	775,755	890,929	856,307	763,074	(127,855)
5,000		1,999	1,999	8,400		4,753				0
19,000	36,220	2,260	2,260	7,500		2,742	3,000		3,997	997
283,285	186,785	3,917	3,917	27,000	35,165	16,994	27,000	34,141	16,822	(10,178)
83,700	25,462	103,745	103,745	283,360	181,345	285,982	213,230	169,342	245,824	32,594
48,400		27,012	27,012	60,000	24,720	86,455	50,000	24,000	83,771	33,771
1,445,585	1,156,923	8,894	8,894	48,000		38,191	48,000		39,680	(8,320)
		603,805	603,805	1,251,301	1,123,226	1,210,812	1,232,159	1,083,790	1,153,168	(78,991)
15,600	39,253	0	0	15,000	38,110	15,237	15,000	37,000	16,288	(15,000)
		888	888	600		1,535	600		1,329	15,688
30,200		10,888	10,888	64,000	37,162	37,162	64,000		25,289	(38,711)
45,800	39,253	11,776	11,776	79,600	38,110	53,994	79,600	37,000	42,906	(36,694)
0	0	0	0	0	0	17,000	0	0	0	0
491,385	1,196,176	615,581	615,581	1,330,901	1,161,336	1,281,746	1,311,759	1,120,790	1,186,074	(115,685)
482,021	371,315	211,519	211,519	467,978	360,500	478,790	495,332	350,000	463,631	(31,701)
107,104		55,789	55,789	100,390		100,653	88,161		99,741	11,580
402,589	212,180	157,129	157,129	343,495	206,000	419,276	336,350	200,000	344,864	8,514
145,364	106,040	60,568	60,568	12,600	106,040	524	145,000	106,040	142,364	(2,636)
111,000	371,315	41,382	41,382	105,280	360,500	117,771	95,380	350,000	104,798	9,418
148,405	229,307	4,194	4,194	158,703	229,307	158,703	154,990	229,307	154,990	0
396,483	1,290,157	530,582	530,582	1,333,446	1,262,347	1,418,250	1,315,213	1,235,347	1,310,388	(4,825)
94,902	(93,981)	84,998	84,998	(2,545)	(101,011)	(136,504)	(3,454)	(114,557)	(114,315)	(110,861)

City of Dover

Arena Ice Rental Rate Comparisons December, 2006

Arena	Prime	Surfaces	Year Built	Year Renovated	Floor	Refrigeration	Municipal
The Rinks @ Exeter	310.00	2	1998		Sand/Sand		
Tri Town Hooksett	275.00	2			Concrete		
Dover Arena	260.00	2	1977	2000-01	Concrete	R22	m
The Ice Den	255.00	1	2001		Sand	Amonia	
Salem The Ice Center	250.00	2	1999		Concrete &	R22	
Laconia Ice Arena	236.00	1	1998	2000	Concrete	Amonia	
Whittemore Center	215.00	1	1995		Concrete	Amonia	
Concord Everett Arena	200.00	1	1965	2000	Concrete	Amonia	m
New England College	200.00	1	1991		Concrete		
Rochester Arena	196.00	1	1970	2001	Concrete	R22	m
Manchester, JFK	195.00	1	1963		Concrete	Amonia	m
Manchester, Westside Arc	195.00	1	1975		Concrete	R22	m
Berlin Arena	185.00	1	1970	1998	Concrete	Amonia	
Cheshire Arena	180.00	1	1973	1997	Concrete	Amonia	
Dartmouth College	180.00	1	1975	1998	Concrete	Freon	
Phillips Exeter Academy	180.00	2	1968	2001	Sand	Amonia	
Ham Arena, N. Conway	170.00	1	1998		Concrete	R22	
Waterville Valley	165.00	1	1986	1996	Concrete	Amonia	
Jackson's Landing	150.00	1	1995	1998	Concrete	Amonia	
James Campion, Hanover	150.00	1	1989		Sand	Amonia	
Average	207.35						

3 Year Hours Usage Report

July 2004 to June 2005

July 2005 to June 2006

July 2006 to June 2007

Contracted User Groups

	hrs rented		hrs rented		hrs rented
DYH	1340	DYH	1450.75	DYH	1699
GBFSC	591.41	GBFSC	527.5	GBFSC	474.83
Berwick Academy	306.25	Berwick Academy	293.25	Berwick Academy	246
St Thomas	223.5	St Thomas	231.75	St Thomas	200.25
Total Contracted Usage	2461		2503.3		2620.08

Programs and Public Usage

public skate	925.75	public skate	982.5	public skate	753.92
High School Stick	169.17	High School Stick	188.33	High School Stick	110
Adult Stick	392.67	Adult Stick	458.17	Adult Stick	300.25
Coed Hockey	166.42	Coed Hockey	201.33	Coed Hockey	201.5
Learn to Skate	127.83	Learn to Skate	147	Learn to Skate	88.5
Chix with Stix	86.92	Chix with Stix	60	Chix with Stix	48.25
Rock Night	83.17	Rock Night	327.8	Rock Night	244.85
Arena Spring League	70	Arena Spring League	72.5	Arena Spring League	0
Youth Stick	58.83	Youth Stick	103.67	Youth Stick	36.08
Intro to Hockey	35.33	Intro to Hockey	40	Intro to Hockey	15
Parent/tot Stick	33.33	Parent/tot Stick	41.83	Parent/tot Stick	21
Flex Figure	32.33	Flex Figure	65	Flex Figure	28
Girls League	27.5	Girls League	30.5	Girls League	20.25
Adult Intro	24.33	Adult Intro	40	Adult Intro	10.5
Arena Midget	16	Arena Midget	8	Arena Midget	0
Sled Hockey	12	Sled Hockey	0	Sled Hockey	2
Over 30	10.98	Over 30	40.5	Over 30	44.5
Alumni Jamboree	8.5	Alumni Jamboree	5	Alumni Jamboree	5
Open Skate	6.5	Open Skate	0	Open Skate	0
B League	3	B League	27	B League	0
Womens League	3	Womens League	0	Womens League	6
Speed Skating	2	Speed Skating	0	Speed Skating	0
Special Public Skate	1.42	Special Public Skate	2	Special Public Skate	1
Total Program Usage	2296.98		2841.13		1936.6
Seacoast Spartans	450.75	Seacoast Spartans	471.25	Seacoast Spartans	423
Dover High	142.5	Dover High	129.75	Dover High	111.5
Marshwood	74	Marshwood	111	Marshwood	57.5
Other Rentals	1293.99	Other Rentals	1221.74	Other Rentals	689.09
Total Regular Ice Usage	1961.24		1933.74		1281.09

Due	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Total
0%	5,000.00	5,000.00	5,000.00															15,000.00
3%	28,490.00	28,490.00	23,490.00	23,490.00	18,490.00	18,490.00	18,490.00	18,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00		136,940.00
6%	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	180,000.00	30,000.00	30,000.00	30,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00		2,700,000.00
0%	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00		445,000.00
	243,490.00	241,490.00	238,490.00	233,490.00	228,490.00	228,490.00	210,000.00	210,000.00	210,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00	205,000.00		3,296,940.00
0%	712.50	427.50	142.50															1,282.50
3%	7,533.00	5,894.54	4,564.08	3,295.62	2,015.42	1,007.70												24,410.36
5%	122,175.00	114,750.00	107,325.00	99,900.00	92,475.00	84,915.00	77,175.00	69,075.00	60,975.00	52,850.00	44,100.00	35,650.00	27,000.00	18,000.00	9,000.00			1,019,065.00
0%	19,156.00	18,100.00	16,875.00	15,775.00	14,575.00	13,337.50	12,062.50	10,787.50	9,512.50	8,200.00	7,075.00	5,925.00	4,750.00	3,562.50	2,375.00	1,187.50		163,350.00
	149,570.50	139,272.04	129,006.58	118,970.62	109,066.42	99,260.20	89,237.50	79,862.50	70,487.50	60,950.00	51,175.00	41,475.00	31,750.00	21,562.50	11,375.00	1,187.50		1,204,107.86
	383,060.50	380,762.04	367,496.58	352,460.62	337,555.42	327,750.20	299,237.50	289,862.50	280,487.50	265,950.00	256,175.00	246,475.00	236,750.00	226,562.50	216,375.00	25,187.50		4,503,047.86

