

Meredith Centre Business Plan - RINK COMPONENT  
Version 5.5 - February 15, 2009

Schedule A

**RINK COMPONENT Business Plan**

The RINK COMPONENT Business Plan feeds the three highlighted rows in the overall P&L for the Meredith Centre below.

OVERALL P&L FOR MEREDITH CENTRE

Component	Area in Sq. Ft.	Base Op Costs	Cleaning & Maint. Costs	Salaries	Salary Costs	Other Operating Cost	Total Op. Costs	Gross revenue	Surplus (Loss)
<b>Rink</b>	<b>28,000</b>	236,440	15,000	Executive Director	40,000		386,440	450,000	\$63,560
				Operations	85,000				
				Assistant	10,000				
<b>Gym</b>	<b>9,150</b>	28,914	16,563	Executive Director	5,000	42,500	97,977	102,000	\$4,023
				Assistant	5,000				
<b>Community Centre</b>	<b>15,500</b>	57,660	41,952	Executive Director	20,000	25,700	165,312	171,000	\$5,688
				Assistant	20,000				
<b>TOTALS</b>	<b>52,650</b>	<b>\$323,014</b>	<b>\$73,515</b>		<b>\$185,000</b>	<b>\$68,200</b>	<b>\$649,729</b>	<b>\$723,000</b>	<b>\$73,271</b>

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**Version 5.5 - February 15, 2009**

**PROJECT OVERVIEW**

This overview covers a general description of the rink component, comments on revenue & break-even, primary & secondary markets, pricing, hours of operation, energy efficiency measures, and energy related fund-raising opportunities.

**General Description**

MRIF Building Surface 22,300 sq. ft.  
 Actual Arena Building Surface 28,000 sq.ft. including 4 change rooms, 2 unisex rooms, 1 referee room, storage, seating, offices  
 Seating for 350 -- total surface area of rink and bleachers 21, 500 sq/ft  
 Exterior -- self supporting steel structure with curved roof  
 85 operational hours per week estimated  
 33 weeks winter season (Sept 1 - April 30) - estimated  
 13 weeks summer season (May 1 - Aug 31) - estimated



**Operations**

Seasons	Winter (Sept 1 - April 30) (33 weeks)	
	Summer (May 1 - Aug 31) (13 weeks)	
Daily Schedule	Mon - Fri	6:30am - 12:30pm
	Sat - Sun	6:30am - 12:30pm

**Revenue & break even**

Revenue depends primarily on prime-hour rental during winter hours.  
 The business case assumes **72% of capacity** for prime-hours in winter.  
 Break even is at **58% of capacity** for prime-hours in winter.

**Primary Market**

Growth of hockey in Chelsea is objective of facility  
 Usage of the facility by Chelsea residents will be 50-60% of total usage.

**Secondary Market**

The balance of revenue will come from communities north of Chelsea, Gatineau and Ottawa. Val des Monts has demonstrated that pricing of \$145 / hr will draw customers from across the river in Ottawa. Men's leagues will represent the strongest demand for ice time



**Pricing**

Rates at Carleton, Ottawa U, and Kinburn arenas are \$200-\$220 / hr.  
 Rates charged at La Peche and Vale des Monts are \$135-\$145 / hr.  
 Meredith Centre pricing of **\$175 / hr** will fall between these two rates, attracting men's leagues from across the river while not competing on price with La Peche or Val des Monts.



**Completion Date:**

Aug 2010\*  
 \* Rink must open in August to take advantage of full season

**Operations**

Seasons	Winter (Sept 1 - April 30) (33 weeks)	
	Summer (May 1 - Aug 31) (13 weeks)	
Daily Schedule	Mon - Fri	6:30am - 12:30pm
	Sat - Sun	6:30am - 12:30pm

**Operational Hours**

85 hours per week  
 Executive Director - Rink revenues are prime responsibility  
 Salary \$60,000 base plus performance bonus  
 Facility management  
 Sales and customer relations  
 Organise and manage leagues  
 ~40 hrs/wk - Mon - Fri 8am - 5 pm

Operations Manager  
 \$45,000 annual salary  
 Establish system for monitoring of arena performance to optimize efficiency  
 Review control systems and fine tune for energy efficiency  
 Janitorial, ice maintenance, general maintenance and repairs  
 ~40 hrs/wk - Mon-Fri 6am - 4pm

Part Time Workers / Zamboni Drivers  
 \$12/hr  
 Drive zamboni, clean dressing rooms, other general maintenance  
 1 shift weeknights (4pm - 1am)  
 2 shifts weekends (6am - 4pm, 4pm - 1 am)

Meredith Centre Business Plan - RINK COMPONENT  
PROJECT SUMMARY PAGE 2

**Energy Efficiency**

Heating and Cooling Facility (Heat Recovery) -- Geothermal

Plant - Ice making system (Heat Recovery)

CIMCO <http://www.cimcorefrigeration.com/>

Ice Kube Systems <http://www.icekubesystems.com/>

Roof insulation Low emissivity ceiling

Building Automation Controls refrigeration plant, heating & cooling, lighting, and ventilation based on occupancy and activity requirements

Wall insulation

Dehumidifying

Window Glazing

Lighting Engineered natural daylight to illuminate ice surface (Port Hawkesbury)

High Intensity discharge (HID) lamps controlled by BAS

Water conservation/recycling -- Rain water recycling from roof, ice melt pit, gray water recycling, shower sensors

**Energy-related Financing**

Federal FCMOs Green Municipal Fund (GMF) (<http://www.sustainablecommunities.fcm.ca/GMF/>)

Provincial Hydro Quebec- Empower Program (<http://www.hydroquebec.com/energywise/>)

Other NHLPA - Goals and Dreams Fund (<http://nhlpa.com/GoalsAndDreams/Fundraising.asp>)

Up to \$500, 000 to improve energy efficiency of building

**Meredith Centre Business Plan - RINK COMPONENT**  
**Version 5.5 - February 15, 2009**

**CAPITAL COSTS**

<b>General Structure</b>	MRIF application
Infrastructure (foundation, structure basics)	676000
Superstructure envelope (insulation and exterior finish)	475000
Interior construction (offices, dressing rooms)	240000
Pumbing, dehumidifier and control, service options	180000
Heating and cooling systems	150000
General equipment (Zamboni, score board, nets, etc	485000
Proportion of landscaping, parking, taxes, design fees, contingency, and "autre frais".	1094000
Proportion of Common Area	\$916,667
<b>Subtotal</b>	\$4,216,667
GST (5%)	\$21,083
PST (7.5%)	\$31,625
<b>TOTAL</b>	<b>\$4,269,375</b>

Notes:

Represents square foot building cost of \$191.45/sq/ft (22, 300sq/ft)

**Comparative Operating Costs**

This spreadsheet shows the Operating Costs for Val des Monts that would NOT apply to the Meredith Centre -- suggesting we could operate the rink for \$315,387 annually. The Meredith Centre forecast for rink operating costs is \$386,440. Salaries are higher at Val des Monts because they also manage other revenue streams. They are lower at the Meredith Centre because the only a portion of the Executive Director salary is allocated to the rink.

ASSOCIATION R CR ATIVE DE VAL-DES-MONTS BUDGET 2008		
	Etats financiers au 31 d'c. 2007	Budget 2008
<b>REVENUS</b>		
Location de glace	374,874.60	380,000.00
Publicit'		6,000.00
v'nements sp'ciaux	1,805.00	1,500.00
Total	376,679.60	387,500.00
<b>D PENSES</b>		
	Etats financiers au 31 d'c. 2007	Budget 2008
Salaires et avantages sociaux	183,418.89	200,400.00
Charge de A-E	3,984.32	4,281.28
Charge du RRQ	5,654.03	6,167.94
Charge de RQAP	1,210.26	1,271.97
Charge du FSS	5,604.60	5,926.06
Charge CSST	3,650.25	3,579.83
Charges Normes du travail	166.35	
Syst_me d'alarme	-	420.00
Location d'quipement	1,405.81	1,200.00
Achat d'quipement	17,706.83	10,000.00
Frais de poste	213.84	300.00
Frais de d'placement / repr'sentation	1,067.31	1,000.00
T'l'phone	2,148.56	2,500.00
Satellite	432.26	500.00
Internet	1,110.68	1,200.00
lectricit'	67,268.24	70,000.00
Analyse bact'riologique	861.27	800.00
Honoraires prof. - v'rification	2,750.00	2,750.00
Assurance	-	2,730.00
Formation	1,546.15	2,000.00
Zamboni - entretien et r'parations	4,003.91	4,000.00
Zamboni - propane	4,593.90	4,080.00
Entretien et r'parations - Glace	2,559.86	
Entretien et r'paration - Restaurant	2,012.93	2,000.00
Entretien et r'paration - B'otiment	32,710.20	20,000.00
Pompage - Fosse septique	22,220.00	20,000.00
Am'nagement paysager	1,153.00	
Taxes, licences et permis	30.00	30.00
Frais de publicit' et promotion	3,196.04	1,000.00
Cotisations / abonnements	346.67	350.00
Article de nettoyage		5,000.00
Fournitures de bureau	1,394.51	2,000.00
quipement de bureau		1,000.00
quipement informatique		2,000.00
Frais bancaire	1,382.46	1,300.00
quipement restaurant		1,000.00
Total	373,902.92	380,787.08
Exc'dent des produits sur les charges	2,776.68	6,712.92

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Total	373,902.92	315,387.08
Exc'dent des produits sur les charges	2,776.68	72,112.92

Pr'par' par : Pauline Lafreni, re  
V'rifi' par : Mario Pich'

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Version 5.5 - February 15, 2009

**Comparative Operating Costs**

This spreadsheet shows the Operating Costs for La Peche that would NOT apply to the Meredith Centre -- suggesting we could operate the rink for \$333,180 annually. The Meredith Centre forecast for rink operating costs is \$386,440.

LA PECHE OPERATING COSTS	MONTHLY	YEARLY	MEREDITH CENTRE OPERATING COSTS	MONTHLY	YEARLY
Electricity Plant	7,208	86,500	Electricity Plant	7,208	86,500
Heating	917	11,000	Heating	917	11,000
Water & Sewer			Water & Sewer		
Waste Disposal			Waste Disposal		
Salaries and Benefits	11,435	137,221		8,038	97,000
Professional Services (Accountant, Legal)	375	4,500	Professional Services (Accountant, Legal)	375	4,500
Telecommunications	557	6,686	Telecommunications	557	6,686
Office Expenses	479	5,750	Office Expenses	479	5,750
Snow Removal & Ground Maintenance	833	10,000	Snow Removal & Ground Maintenance	833	10,000
Support Agreements (CIMCO)	2,450	29,402	Support Agreements (CIMCO)	2,450	29,402
Alarm cost	117	1,400	Alarm cost	117	1,400
Maintenance and Repairs	2,699	32,382	Maintenance and Repairs	2,699	32,382
Equipment Purchase	83	1,000	Equipment Purchase	83	1,000
Marketing and Promotions	292	3,500	Marketing and Promotions	292	3,500
Septic pumping	1,083	13,000	Septic pumping	1,083	13,000
Insurance	1,888	22,650	Insurance	1,888	22,650
Extra costs	701	8,410	Extra costs	701	8,410
Taxes (\$1.50sq/ft)	2,833	34,000	Taxes (\$1.50sq/ft)	0	0
Loan Repayment			Loan Repayment		
<b>TOTAL OPERATING LA PECHE</b>	<b>33,950</b>	<b>407,401</b>	<b>TOTAL OPERATING MEREDITH CENTRE</b>	<b>27,720</b>	<b>333,180</b>

**PRO FORMA STATEMENT OF INCOME**  
One year of operations Sep 1 to Aug 30

		ARENA OPERATIONS												TOTAL
		WINTER WEEKS						SUMMER WEEKS						
		Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
REVENUES	wks/mo. days/mo.	5 30	5 31	4 30	3 28	5 28	4 28	4 31	3 30	2 31	2 30	5 31	4 31	46
Monthly Revenue		\$52,875	\$52,875	\$42,300	\$31,725	\$52,875	\$42,300	\$42,300	\$31,725	\$11,550	\$11,550	\$28,875	\$23,100	\$424,050
		Winter Subtotal						Summer Subtotal						\$75,075
		WINTER WEEKLY REVENUES						SUMMER WEEKLY REVENUES						
		\$10,575						\$5,775						
		33 wks						13 wks						
								RINK-RENTAL REVENUES						\$424,050
								ADVERTISING REVENUE						\$25,950
								TOTAL RINK REVENUE						\$450,000
<b>EXPENSES</b>														
TOTAL														
Electricity Plant		5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	5583.33	67,000.00
Heating		3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	40,000.00
Water & Sewer		803.33	803.33	803.33	803.33	803.33	803.33	803.33	803.33	803.33	803.33	803.33	803.33	9,640.00
Waste Disposal		333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	4,000.00
Sales & Marketing Manager		3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	40,000.00
Snow Removal & Ground Maintenance		1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	1666.67	20,000.00
Support Agreements (Plant, Heating, Zamboni blades, HVAC)		3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	45,000.00
Operations Manager		3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	3333.33	40,000.00
Part Time Salaries (\$12/hr)		3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	3750.00	45,000.00
Professional Services (Accountant, Legal)		333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	4,000.00
Office Expenses		833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	10,000.00
Alarm cost		25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	300.00
Maintenance and Repairs		1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	15,000.00
Equipment Purchase		291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	291.67	3,500.00
Marketing and Promotions		833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	10,000.00
Septic pumping		1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	1083.33	13,000.00
Insurance		1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	1250.00	15,000.00
Zamboni propane		416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.00
<b>MONTHLY EXPENSE</b>		\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$32,203	\$386,440
ICE-RENTAL REVENUE		\$52,875	\$52,875	\$42,300	\$31,725	\$52,875	\$42,300	\$42,300	\$31,725	\$11,550	\$11,550	\$28,875	\$23,100	\$424,050
ADVERTISING REVENUE		\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$2,163	\$25,950
<b>TOTAL REVENUE</b>		\$55,038	\$55,038	\$44,463	\$33,888	\$55,038	\$44,463	\$44,463	\$33,888	\$13,713	\$13,713	\$31,038	\$25,263	\$450,000
<b>CUMULATIVE SURPLUS/LOSS</b>		\$22,834	\$45,668	\$57,928	\$59,612	\$82,446	\$94,705	\$106,964	\$108,648	\$90,158	\$71,667	\$70,501	\$63,560	\$63,560

**WINTER DAILY REVENUES (33 weeks)**  
August till April

TIME		MON	TUES	WED	THURS	FRID	SAT	SUN			
6:30-7:20											
7:30-8:20			\$100/hr	SUB PRIME "C"							
8:30-9:20											
9:30-10:20			\$130/hr	SUB PRIME "B"							
10:30-11:20											
11:30-12:20			\$150/hr	SUB PRIME "A"							
12:30-1:20											
1:30-2:20			\$130/hr	SUB PRIME "B"							
2:30-3:20											
3:30-4:20			\$150/hr	SUB PRIME "A"							
4:30-5:20											
5:30-6:20											
6:30-7:20			\$175/hr			\$175/hr					
7:30-8:20											
8:30-9:20			PRIME "A" HOURS MEN'S HOCKEY			PRIME "C" HOURS MEN'S HOCKEY					
9:30-10:20											
10:30-11:20											
11:30-12:20			\$100/hr	SUB PRIME "C"							
Available Hrs / Wk	Hourly Rate	<b>DAILY HOURS SOLD</b>							Hrs Sold Per Wk	Revenue Per Wk	Percent Capacity
ICE TIME											
PRIME "A"	40 \$175	4	4	4	5	5	4	4	30	\$5,250	75%
PRIME "B"	24 \$175							8	8	\$1,400	67%
PRIME "B" SUBSIDIZED	\$135										
SUB PRIME "A"	20 \$135	2	2	2	2	2			10	\$1,350	50%
SUB PRIME "B"	20 \$115	1	1	1	1	1			5	\$575	25%
SUB PRIME "C"	20 \$100	1	1	1	1	1		1	6	\$600	30%
<b>TOTALS</b>	<b>124</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>13</b>	<b>12</b>	<b>67</b>	<b>\$10,575</b>	

**DAILY REVENUES**

\$1,185	\$1,185	\$1,185	\$1,360	\$1,360	\$2,200	\$2,100
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**\$10,575**  
**WEEKLY**

**WINTER REVENUE**      **\$348,975** (weekly revenue x 33 weeks)  
**% PRIME HOURS**      **72%**

**WINTER REVENUE**      **\$348,975**  
**SUMMER REVENUE**      **\$75,075**  
**ADVERTISING**            **\$25,950**  
**TOTAL REVENUE**        **\$450,000**

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Version 5.5 - February 15, 2009

Assumption:  
13 out of 17 weeks, 4 weeks maintenance

**SUMMER WEEKLY REVENUES (13 weeks)**  
May-August

TIME		MON	TUES	WED	THURS	FRID	SAT	SUN					
6:30-7:20													
7:30-8:20			\$100/hr	SUB PRIME "C"									
8:30-9:20													
9:30-10:20			\$130/hr	SUB PRIME "B"									
10:30-11:20													
11:30-12:20			\$150/hr	SUB PRIME "A"									
12:30-1:20													
1:30-2:20			\$130/hr	SUB PRIME "B"									
2:30-3:20													
3:30-4:20			\$150/hr	SUB PRIME "A"									
4:30-5:20													
5:30-6:20													
6:30-7:20			\$175/hr			\$175/hr							
7:30-8:20													
8:30-9:20			PRIME "A" HOURS MEN'S HOCKEY			PRIME "C" HOURS MEN'S HOCKEY							
9:30-10:20													
10:30-11:20													
11:30-12:20			\$100/hr	SUB PRIME "C"									
Available Hrs / Wk	Hourly Rate	DAILY HOURS SOLD							Hrs Sold Per Wk	Revenue Per Wk	Percent Capacity		
PRIME "A"	40	\$150	3	3	3	3	2	3	3	20	\$3,000	50%	
PRIME "B"	24	\$150							4	4	8	\$1,200	33%
PRIME "B" SUBSIDIZED		\$115											
SUB PRIME "A"	20	\$115	1	1	1	1	1	1		5	\$575	25%	
SUB PRIME "B"	20	\$115	1	1	1	1	1	1		5	\$575	25%	
SUB PRIME "C"	20	\$85	1	1	1	1	0	1		5	\$425	25%	
<b>TOTALS</b>	<b>124</b>		<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>4</b>	<b>8</b>	<b>7</b>	<b>43</b>	<b>\$5,775</b>		

<b>DAILY REVENUES</b>	\$765	\$765	\$765	\$765	\$530	\$1,135	\$1,050	\$5,775 <b>WEEKLY</b>
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SUMMER REVENUE \$75,075 (weekly revenue x 13 weeks)  
% PRIME HOURS 44%

A