



**Paradise Recreation and Park District
Board of Directors - Special Meeting**
Terry Ashe Recreation Center, Room D
Thursday, January 18, 2024, 9:00 a.m.

Members of the public may submit comments prior to the meeting via email to BODclerk@paradisepprd.com before 8:00 a.m. on the day of the meeting or they may comment on Agenda items during the time the item is presented. Speakers may comment on items not listed on the Agenda under Public Comment. Comments should be limited to a maximum of three (3) minutes. State Law prohibits the PRPD Board of Directors from acting on items not listed on the agenda. Please notify the meeting clerk before the start of the meeting if you wish to be heard.

1. CALL TO ORDER

- 1.1. Pledge of Allegiance
- 1.2. Roll Call
- 1.3. Welcome Guests:

2. PUBLIC COMMENT

3. OLD BUSINESS

- 3.1. Consideration of Synthetic Ice Rink Purchase and 2024-25 Ice Rink Season. – The Paradise Ice Rink has been an iconic recreational activity that drew participants from inside and outside the District since 2012 (except for COVID year 2020 - 2021). While sponsorship has been up for the last few years, the net loss associated with the program continues to be a significant concern. Staff sought out synthetic and real ice rink quotes, with the synthetic product allowing us to keep ticket prices down, while providing a similar experience. In May 2023, the BOD provided direction to engage in a lease of a synthetic Ice Rink (District staff had recommended a purchase). The District has the option of the potential discounted purchase of the synthetic ice rink, however there are significant concerns about the public reception and visitor experience. Staff will review those alternatives. **Recommendation:** *Staff will review alternatives and potential action.*

4. BOARD COMMENT

5. ADJOURNMENT

Adjourn to the next regular meeting on 2/14/2024 at 6:00 p.m., in Conference Room B, at the Terry Ashe Recreation Center (6626 Skyway, Paradise, California).



In accordance with the Americans with Disabilities Act, if you need a special accommodation to participate in the meeting, please contact the District Administrative Office at 530-872-6393 or info@paradisepprd.com at least 48 hours in advance of the meeting.

This institution is an equal opportunity provider and employer.

If you wish to file a Civil Rights program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, found online at http://www.ascr.usda.gov/complaint_filing_cust.html, or at any USDA office, or call (866) 632-9992 to request the form. You may also write a letter containing all of the information requested in the form. Send your completed complaint form or letter to us by mail at U.S. Department of Agriculture, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202) 690-7442 or email at program.intake@usda.gov.

Staff Report

January 18, 2024



DATE: 1/16/2024
 TO: PRPD Board of Directors (BOD)
 FROM: Dan Efseaff, District Manager
 Kristi Sweeney, Assistant District Manager
 Staff
 SUBJECT: 2024-2025 Ice Rink Considerations

Summary

The Paradise Ice Rink has been a beloved winter recreational activity since 2012 (except for COVID year 2020 - 2021). While sponsorship has been up for the last few years, the net loss associated with the program and decreasing participation continues to be a significant concern. Staff sought out synthetic ice as an option to keep ticket prices down, while providing a similar experience. In May 2023, the BOD provided direction to engage in a lease of a synthetic Ice Rink (District staff had recommended a purchase). Many in the public responded negatively to the new surface and challenges with the vendor to provide key equipment and supplies exacerbated negative perceptions. The District has the option to purchase the synthetic Glice rink and all associated equipment (skates, sharpeners, etc.) at a discounted price. However, staff have significant concerns about the public's perception of synthetic ice and the visitor experience. Staff will review alternatives, criteria and considerations for potential Board action.

1. Background

The district provided a recreational holiday activity for nearly a decade through the rental agreement with Magic Ice. The ice rink program offers residents a sense of pride and tradition. This program also aligns well with District goals of being a destination park and recreation district. The ice rink provides entertainment and recreation for thousands of participants each season and provides employment for approximately 30 staff (for many of whom, is their first job).

For two years post Camp Fire (seasons of Fiscal Year (FY) 2019-2020 and FY 2021-2022) Magic Ice honored the original contract rental agreement price only raising costs for transportation in FY 2021-2022. However, in 2022 Magic Ice was sold to new owners and the rental agreement for the FY 2022-2023 fiscal year increased by 59% over FY 2021-2022 prices.

Understanding that the District must balance the costs of programs and providing recreational opportunities. In May 2023, staff presented to the BOD, lower cost options to provide skating using synthetic ice instead of the traditional ice rink. Though the cost savings were evident, Staff presented it as an experiment as public response to the change could alter revenues or perception of the program. Staff presented options including lease or purchase of either a synthetic or traditional ice rink, or an alternative (non-skating event or series of events).

On 1/10/2024, Staff conducted a (lively) Rink Review to examine the issues and help develop some information for the BOD. While we will not have all the information available that we would like, we did want to document some of the issues and explore areas with limited information. While certain aspects of kicking off the rink went well (i.e. setting it up), the District worked through challenges such as, staff changes, lack of critical equipment and supplies from the vendor (for the first couple of weeks), initial public reception (and sometimes rude behavior or social comments of guests). While some members of the public seemed to understand the attempt to reduce costs (and maintain ticket prices) with the rink, others were less charitable and were offended that "ice" remained in our branding information rather than synthetic ice or "Glice". Despite some of the well-attended events over the past couple of years, participation has decreased due to a whole host of identified confounding variables (lower population of the District, competition from Chico's rink, loss of novelty, inflation reducing consumer entertainment budgets, etc.).

Staff provided good insight and we will have them provide those perspectives at the meeting. Staff also discussed useful criteria and a full set of potential alternatives such as the following:

- 1) Alternative 1
 - a) No action alternative
 - b) No action – 1 year pause to weigh options.
- 2) Alternative 2 - Synthetic Ice Rink

- a) Lease
- b) Buy
- 3) Alternative 3 - Traditional Ice Rink
 - a) Lease
 - b) Buy
- 4) Alternative Winter Events or Features

Staff have considered alternatives to the ice rink that would attract the same number of participants, spectators, field trips, private rentals, and sponsors as the ice rink but have yet to come up with a viable alternative.

2. Fiscal Impact

A Profit and Loss statement associated with the Skating Rink is provided in Attachment A.

Staff initiated additional events this year in conjunction with the ice rink, which were very popular with residents, such as Taylor Swift night. Event income failed to meet expectations however, because of event cancelation due to weather and loss of beer and wine sales at an event because staff had nobody available to pour. Though income from these events is not included in the cost analysis for the ice rink program, they generated a total of \$2,015 (down from \$5,781 last year).

Analysis of the ice rink income over the seasons presents some concerning trends. Admission sales have been the primary driver of revenue associated with the rink, with the exception of the previous fiscal year (2022-2023), where donations exceeded admission revenue. This nods to the “novelty effect” of the rink diminishing over time. Now with the introduction of the Chico ice rink and the public’s less than stellar review of the synthetic ice rink experience, it’s difficult to project that revenue could ever bounce back to that of the first season of the rink on the Ridge. The loss of former ice rink manager, Lorrennis Leeds, also took a heavy toll on donation income this season. In-kind donations were higher this year compared to last (\$20,526 this year, \$15,505.86 last year), but cash donations were significantly less than the previous three years.

Historically the most significant costs associated with the ice rink program have been attributed to rink rental and payroll. The first six seasons of the ice rink payroll costs are dubious, which can be explained in part by the fact that maintenance staff time was not coded to the ice rink for the first six seasons. Almost a full crew of maintenance staff working two weeks to set up the traditional ice rink and another two weeks to dismantle at the end of the season now coded to the rink helps explain the cost escalation beginning in fiscal year 2019-2020. While minimum wage rates have risen substantially since 2012, the initial six seasons of the rink payroll costs seem too low. Payroll costs over the past three seasons reflect more accurate accounting of staff time associated with the rink.

The synthetic ice rink substantially lowers the rental cost (\$69,502 for rental and transportation versus \$150,000 rental cost for a traditional ice rink going forward). There are also cost savings associated with labor since maintenance staff time associated with setup/takedown of the rink is approximately one week overall compared to the traditional four weeks. Staff also anticipate less damage to the basketball/pickleball court with the new synthetic rink versus the traditional rink, which necessitated the removal of a semi-truck load of sand to be removed with heavy equipment, which ultimately scraped much of the paint lines off the sport court.

The District has the option to purchase the Glice rink at a significantly discounted price, largely because of all the logistical problems the District experienced at the beginning of the season, the vendor is willing to fully discount the rental cost at 100% against the cost to purchase the rink. The full cost to purchase the Glice rink and all associated equipment would total \$85,729 (**Attachment E**). The District currently has \$171,411.83 as a designated fund with Butte County under the donations Designated Treasury Funds. This money can only be used for ice rink related expenses. Should the Board direct staff to purchase the Glice rink and associated equipment, the cost of the purchase could be drawn from this designated treasury fund account at the County.

There were approximately 1,635 skaters and 817 spectators, two private rentals and six field trips this season. Gross revenue (as determined to date) from skate admission sales equates to \$24,413.56. Field trip income brought in \$3,600 and private parties brought in \$940 for a total skating revenue of \$28,953.56. Adding the \$21,500 in cash donations results in total income of \$50,453.56. As seen in Attachment F expenses to date total \$186,127, leading to a net loss of \$135,674 for the season.

Continuing the synthetic Glice rink season as it exists currently, the one-time purchase cost would reduce expenses. However, even without the rental cost the rink would still not be profitable unless sources of income were higher and we realized cost savings in other areas.

3. Discussion

While staff will have more complete information in a few weeks, the time sensitive action is related to the purchase of this year's leased synthetic rink this season and have it available for future events or recreational programs. While a purchase (at full price) could still be on the table, the opportunity to purchase the current rink would fall from a possibility. In other words, the action before the BOD is whether to act on this option in the affirmative or drop it from consideration. The other actions can be deferred to a future date, but staff would encourage timely action to move forward with timely planning.

Typically, Staff will provide a recommendation based on District goals and analysis. In this case, information is quickly developing, and staff will provide a framework for BOD decision making and to provide staff direction. Staff will provide a verbal recap of the season based on the following:

- Overview, purpose, Staff approach, what was supposed to happen?
- Perspectives from Maintenance, Recreation/Programming (Operations Staffing/Scheduling, Public Responses, and changes over season), Admin, Financial (revenue and expenses in comparison to past years), Public reaction.
- Alternatives – Options for the next season and beyond.
- Criteria and additional information.

As staff shares insight into these options, we wanted to point out the difficult challenge of balancing multiple objectives that the District values. Cost considerations are important, but not at the expense of a poor visitor experience. The converse is also true, a great visitor experience without consideration of costs will diminish our other responsibilities.

Public perception and experience are important. Staff provided information to the public on the new rink a couple of weeks into the season (once we received the various parts that were needed) (Attachment B). One of the areas that staff wanted to collect some basic information was in public attitudes and staff developed and published a survey (n=259) (Attachment C).

a. Options for 2023 (and beyond)

Alternative 1 – a) No action alternative or b) 1 year Hiatus to weigh options.

No ice rink this season and beyond. No event or activity related to the ice rink or other seasonal activity. Some staff suggested that the rink or other events go on a one-year hiatus, which would provide staff with a breather and a chance to thoroughly examine options. Even with the absence of an ice rink, the community has been clear about the importance and participation in wintertime events and the District will likely develop a substitute event (Alternative 4).

Staff also discussed options of future locations, but clearly in the short term, TARC is likely the best option (notably because the infrastructure is in place for events). Some staff had suggested that the rink or other events go on a one-year hiatus, which would provide staff with a breather and a chance to thoroughly examine options.

- **Pros:** Cost reduction, reduced maintenance time on ice rink, adds time to focus on other projects, program areas, or examine issues for a return of the event.
- **Cons:** Disrupts or Interrupts a long-standing event; Community loss of a signature annual event; loss of resident and visitor engagement; Potential loss of momentum, institutional knowledge, the public and sponsors.

Alternative 2 –Synthetic Ice Rink a) Lease or b) Buy.

As with many items under consideration here, the primary question is whether to go with a Synthetic Ice Rink (Glice) vs a traditional system, and secondarily whether to lease/rent or buy that system. Last year, Staff suggested that if costs are less than 3 times the rental costs, then a purchase will be the best strategy. The BOD decided to lease the system and directed staff to develop a purchase option with the vendor. Staff developed a lease to own option with the vendor, which has been since discounted. The deals can be summarized as follows:

- Lease - \$75,662.20 (Glice, Inc for 60 days)
- Buy - \$85,729.00 (Glice, Inc., total is \$157,441.20, with \$71,712.20 rental credit and transport cost discount)

In 2023, the District also received a quote from PolyGlide Ice which was over \$30K higher as a rental, other vendors did not respond. While equipment will need to be replaced, the life of the surface is approximately 10 years with proper storage (flat). Purchase of the synthetic ice also opens other "out of season" recreational opportunities and timing of the set-up and take down. While the costs and maintenance are attractive, the public's perception (fueled by vendor delivery challenges at the beginning of the season) were generally negative.

- **Pros:** Reduced energy use and costs (no chiller required), which also reduces noise; anticipated less time for set up; reduced labor to maintain and prepare the synthetic rink; the District could extend the season; may be easier for the average skater to use (maintains first time experience for users); overall aesthetics are similar to current set-up. Cost analysis may result in maintaining current pricing. Cost savings may be invested in other budget areas, programs (even into the event itself for decorations or activities), or infrastructure.
- **Cons:** Ice quality and experience, some residents and visitors may choose not to participate in the ice rink because the surface is synthetic (however, for many visitors it is a first-time experience).

There are other rental vs purchase pros and cons (purchase: annual costs reduced over time; more flexibility for season (or even outside of season); reduced uncertainty for future years, rental: reduced initial costs; no storage issues; replacement costs) and cons (purchase: storage; replacement over time; rental: higher costs over time).

Alternative 3 - Traditional Ice Rink a) Lease or b) Buy.

Last year, the District had the option to buy option from Magic Ice to purchase the used ice rink package (Chiller, Ice Rink, and Accessories) from has expired (for \$88 K). While this option is off the table, it is instructive in that it supplies some cost estimates.

- Lease - approximately \$150,000 or more. Last year Magic Ice proposed a 5-year lease option, starting at \$144,900 (season 1) and escalating \$7,000 each year to \$158,715 (season 5) .
- Buy - approximately \$160K (estimated last year). Staff initiated quotes for new real ice rink packages (including same-sized rink, dasher boards, chiller, skates, etc.) but did not receive responses to the requests. The estimate above reflects the cost from staff based on 2023 prices to purchase pieces “a la carte” (i.e. buy/lease Chiller, antifreeze, coils, Zamboni, ice skates, blades, dasher boards, etc.).

We suspect that an open bid process for a lease would be at least \$150-200 K annually. Staff time for the RFP (draft, disseminate, review proposals, recommend, and develop agreement for BOD approval) - likely require two months at minimum.

- **Pros:** Returns the traditional ice rink experience long-time residents have come to expect. Uses familiar set-up and equipment; maintains good quality ice.
- **Cons:** High cost of operations and rental escalation in comparison to synthetic ice; high energy use; demand for ice skating.

As outlined above, there are other rental vs purchase pros (purchase: annual costs reduced over time; more flexibility for season (or even outside of season); reduced uncertainty for future years, rental: reduced initial costs; no storage needs; replacement costs) and cons (purchase: storage; replacement over time; rental: higher costs over time):

Alternative 4 - Winter Events or Features

Over the past couple of years (and seeking a differentiator and to buoy interest), staff have leaned into developing a series of events related to the ice rink and even a few years ago added the moniker “Winter Wonderland”. During COVID, staff hosted a drive-in movie theater. Staff had no shortage of substitute event ideas (a lighted experience, competition for business and individuals in decorations at TARC, winter events, games, return to snow sports, shifting to events throughout the year). After the fire, the District explored some options to add professional grade lights and set-up TARC, the costs were estimated over \$50K. This alternative can certainly

- **Pros:** Potential to differentiate PRPD programs from others in Butte County.
- **Cons:** Additional planning for new approaches, costs with additional decorations may be comparable to an ice rink rental.

b. Criteria

Staff suggested the following criteria in which to judge these options:

- Financial: Net revenue or losses and leveraging activities to provide the most benefit to citizens. Ensuring that the activity is favorable to a wide spectrum of the community at a low cost.
- Recreational: long-term recreational programs and promotion of health and positive activities.

- Visitor experience/Responsiveness to Community: overall experience and producing authentic, high-quality experiences.
- Maintenance: actual and opportunity costs.
- Staff Morale and capacity: this is largely related to public perception, workload (and conversely), employment opportunities also come into play.
- Long-term goals: taking a longer-term view change some of the issues that are apparent from a short-term perspective.

4. Recommendation

Staff encourages a full discussion of this item based on our current, imperfect knowledge. While some aspects of a decision can be made later, the BOD action boils down to the purchase of the synthetic rink at the discounted rate. Inaction or untimely decision means that the synthetic system is returned, and the lease/transportation discount option expires. The selection should be based on anticipating District needs, quality of product, aesthetics, customer service, completeness, environmental sustainability, in addition to cost.

Attachments:

- A. Profit and Loss Report
- B. Statement on Synthetic Ice Rink
- C. Survey Results
- D. Ice Rink Organizational Memo
- E. Glice Rink Rent to Buy Calculator
- F. Cost Analysis of the Skating Rink

https://paradisepd.sharepoint.com/sites/BODMeeting/Shared Documents/_BOD/2022/22.0525 SPECIAL MEETING/2022.Ice.Rink.Considerations.Staff.Report_22.0525.docx
1/17/2024

Profit & Loss by Job

July 1, 2023 through January 17, 2024

	EV1 Ice Rink (Events)	Total Events	TOTAL
Ordinary Income/Expense			
Income			
4300 · Program Income	29,167.56	29,167.56	29,167.56
4400 · Donation & Fundraising Income	21,500.00	21,500.00	21,500.00
Total Income	<u>50,667.56</u>	<u>50,667.56</u>	<u>50,667.56</u>
Gross Profit	50,667.56	50,667.56	50,667.56
Expense			
5000 · Payroll Expenses			
5010 · Wages & Salaries	73,619.74	73,619.74	73,619.74
5020 · Employer Taxes	5,685.76	5,685.76	5,685.76
5030 · Employee Benefits	2,700.75	2,700.75	2,700.75
Total 5000 · Payroll Expenses	<u>82,006.25</u>	<u>82,006.25</u>	<u>82,006.25</u>
5100 · Program Expenses			
5110 · Concession & Merchandise Exp.	1,093.30	1,093.30	1,093.30
5120 · Program Contract Labor	800.00	800.00	800.00
5130 · Program Supplies	10,243.12	10,243.12	10,243.12
Total 5100 · Program Expenses	<u>12,136.42</u>	<u>12,136.42</u>	<u>12,136.42</u>
5200 · Advertising & Promotion	1,245.00	1,245.00	1,245.00
5240 · Copying & Printing	1,480.32	1,480.32	1,480.32
5260 · Dues, Mbrshps, Subscr, & Pubs	24.95	24.95	24.95
5280 · Equip., Tools & Furn (<\$5k)			
5286 · Small Tools & Equipment	301.17	301.17	301.17
Total 5280 · Equip., Tools & Furn (<\$5k)	<u>301.17</u>	<u>301.17</u>	<u>301.17</u>
5290 · Equipment Rental	78,843.63	78,843.63	78,843.63
5330 · Professional & Outside services			
5338 · Other Prof. & Outside Labor	9,649.00	9,649.00	9,649.00
Total 5330 · Professional & Outside services	<u>9,649.00</u>	<u>9,649.00</u>	<u>9,649.00</u>
5360 · Repair & Maintenance			
5363 · General R&M	20.76	20.76	20.76
5364 · Grounds R&M	395.32	395.32	395.32
5367 · Janitorial	32.41	32.41	32.41
Total 5360 · Repair & Maintenance	<u>448.49</u>	<u>448.49</u>	<u>448.49</u>
5370 · Supplies - Consumable			
5372 · Office Supplies	33.55	33.55	33.55
Total 5370 · Supplies - Consumable	<u>33.55</u>	<u>33.55</u>	<u>33.55</u>
5400 · Transportation, Meals & Travel			
5406 · Meals	163.17	163.17	163.17
Total 5400 · Transportation, Meals & Travel	<u>163.17</u>	<u>163.17</u>	<u>163.17</u>
Total Expense	<u>186,331.95</u>	<u>186,331.95</u>	<u>186,331.95</u>
Net Ordinary Income	<u>-135,664.39</u>	<u>-135,664.39</u>	<u>-135,664.39</u>
Net Income	<u><u>-135,664.39</u></u>	<u><u>-135,664.39</u></u>	<u><u>-135,664.39</u></u>



12/1/2023

PRPD Statement on Start of 2023-24 Rink Season

Welcome Skating Enthusiasts!

The Paradise Recreation and Park District (District) welcomes you as we embark on a new chapter in our winter tradition. Since its inception in 2012, the ice rink has become a source of pride and joy for Butte County residents, fostering a sense of community and shared winter experiences.

In our commitment to providing an enriching skating experience, the District shifted this year towards an experiment to use a synthetic ice surface at the Terry Ashe Recreation Center. Our drive to maintain the beloved winter skating tradition on the ridge required us to balance the challenges in recent years of decreased participation and sponsorships. The District explored synthetic ice to manage costs effectively and ensure continued affordability for families. These realities required the District to explore innovative options.

While some people cherish traditional ice rinks, they come with substantial expenses in terms of setup, maintenance, and resource consumption. The synthetic ice rink offers a sustainable alternative, as it is one third of the cost of conventional rinks and requires no additional electricity, water, nor refrigerant chemicals.

Beyond the economic benefits, the new surface enhances the overall atmosphere at the Terry Ashe Recreation Center. It operates quietly, allowing the festive ambiance and music to take center stage, creating a more enjoyable and immersive experience.

We acknowledge that the initial delivery and set-up of the new rink faced challenges, impacting the overall experience of our skaters. Due to unforeseen supply and equipment issues with our vendor, we initially lacked the materials necessary for optimal cleaning, treatment of the surface, and sharpening of skates. As of 11/29/23, these issues have been rectified, and the rink is now fully operational and allows skaters to glide through the remainder of the season. We will be offering free or discounted passes to those inconvenienced by the previous short-coming in the experience early in the season.

We invite the community to actively participate in shaping the future of our winter recreation by sharing your thoughts on the improved skating experience. Your feedback is invaluable, and to express our gratitude for your patience, we will be offering free and discounted skate days to gather fair and comprehensive input.

Looking ahead, the District is enthusiastic about the potential for expanded programming throughout the year. If the response to the synthetic ice rink is positive, we envision offering additional skate-related activities, including lessons, hockey leagues, and perhaps even summer skating.

However, if the community's preference leans elsewhere, the District is committed to exploring alternative winter recreation options. Your opinion matters, and together, we can ensure the Terry Ashe Recreation Center remains a vibrant winter hub for community engagement and shared joy.

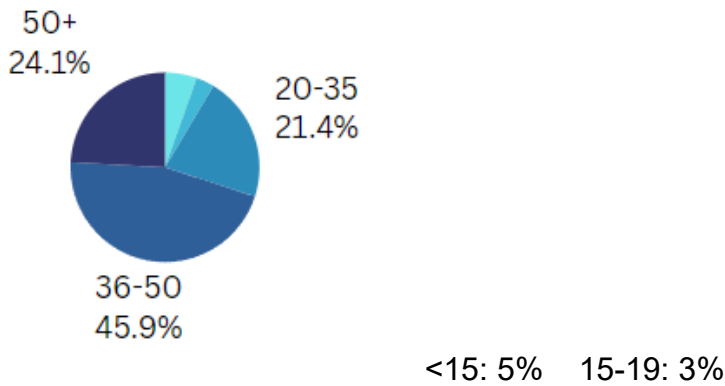
Thank you for your continued support and enthusiasm as we embark on this exciting journey.

Please provide feedback or questions to info@paradisepprd.com or call (530)872-6393.

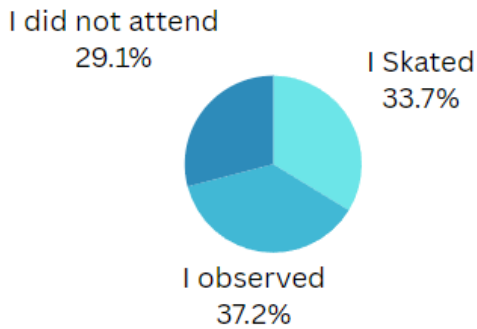
Ice Rink Survey Results

259 Responses as of January 17th, 2024

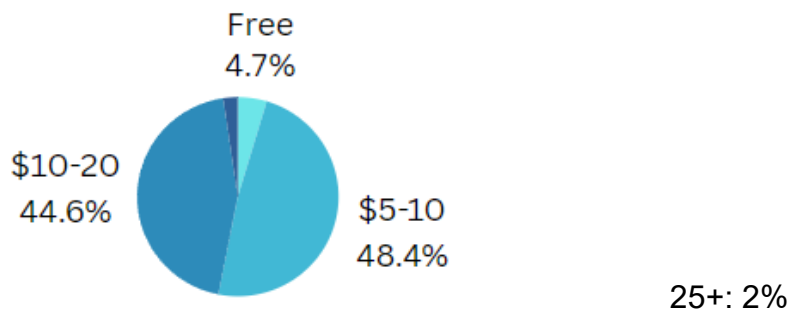
Age Demographics:



Did you attend the skating rink in the 2023-2024 season?



If attending a Winter Themed Event or attraction how much would you be willing to spend per person?



I would prefer to participate in one of the following Winter based activities at The Terry Ashe Recreation Center:

A new Winter Activity

13.2%



Ice Skating On Traditional Rink

85.7%

Synthetic Rink: 1.2%

What would be your ideal Winter Recreational Activity hosted by the District?

- Over 50% of the answers included “real ice skating”, or “bringing back the regular rink”.
- 18% included light show ideas, and large scale events surrounding the holidays.

Memo



Date: 8/31/2023
 To: Jeff, Scott, Mark, Kristi, Sarah, and other staff
 From: Dan Efseaff, District Manager
 CC:
 Subject: 2023 Skating Rink Set-up

I. Introduction

Here's an outline of a process to follow to open the outdoor synthetic ice rink on November 2023. Would like to discuss any changes to this as the team wishes. Remember that this is only an outline intended to take the temperature down (pun, yes, intended) to break this up in more digestible pieces. We'll plan what we can, stay flexible, and be prepared to adapt as needed, especially as the new staff comes on board.

1. Initial Planning (Start well in advance, around 6-12 months prior):

- **Define Your Vision:** Determine the size, layout, and design of the synthetic ice rink. Decide on any additional features you want to include, such as lighting, seating, and decorations.
- **Budget:** Calculate the overall cost of setting up and operating the rink, including renting the space, purchasing or renting the synthetic ice panels, equipment, staffing, marketing, and ongoing maintenance.
- **Permits and Regulations:** Research and secure any necessary permits or approvals from local authorities and follow regulations related to construction and operation of outdoor recreational facilities.
- **Location:** Choose a suitable location in Paradise, CA that is accessible, safe, and has adequate space for the rink and other amenities.
- **Define Organizational Structure:** follow an ICS like approach and assign key roles:
 - Jeff (as IC/overall manager—his role will be to facilitate the program, delegate, and solve resource problems), Scott (marketing/events), Forest (on the ground marketing/larger sponsors), Mark/Ray (Set-up and Maintenance), Ice Rink Manager/Rec Specialist (Operations/Social media and other items as they come on board—we may need to modify depending on timing and person's skills), other identified key staff: _____.
 - It's critical that we conduct this as a team providing support where we need to step up, ask for help where we need to. There are elements well established with our program, but others will be brand new for this year.

Status: Completed - Much from recent and past work. Org Structure in progress.

2. Supplier and Equipment Selection (6-8 months prior):

- **Synthetic Ice Supplier:** Research and select a reliable synthetic ice panel supplier. Consider factors such as quality, durability, pricing, and customer reviews.
- **Equipment:** Purchase or rent equipment needed for setting up and maintaining the rink, including boards, lighting, sound systems, rental skates, skate sharpening equipment, etc.

Status: In progress/mostly complete – questions about equipment and other needs.

3. Construction and Setup (3-4 months prior):

- **Site Preparation:** Prepare the chosen location by leveling the ground, ensuring proper drainage, and installing a suitable base layer.
- **Installation of Synthetic Ice:** Follow the manufacturer's instructions to install the synthetic ice panels. This process may involve interlocking the panels and ensuring a smooth, even surface.
- **Dasher Board Installation:** Set up the perimeter boards to enclose the rink area and provide support for skaters.
- **Additional Amenities:** Install any additional amenities you planned, such as seating, lighting, sound systems, and signage.

Status: In progress. Need lighting options.

4. Marketing and Promotion (2-3 months prior):

- **Create a Marketing Plan:** Develop a marketing strategy to promote the opening of the synthetic ice rink. Utilize social media, local advertising, and partnerships to generate excitement and interest.
- **Online Presence:** Create a dedicated website or social media profiles for the rink. Use engaging content, images, and videos to showcase the rink's features and benefits.

Status: Not Started, some presence could happen with SM postings. Will be principal role of new Rec Specialist.

5. Staffing and Training (1-2 months prior):

- **Hiring:** Recruit and hire staff for various roles, such as rink attendants, skate rental attendants, maintenance personnel, and potentially instructors for skating lessons.
- **Training:** Provide thorough training to all staff members on safety protocols, customer service, emergency procedures, and rink operations.

Status: In-progress. Can start recruitment of ice rink staff.

6. Final Preparations (1-2 weeks prior):

- **Testing and Inspection:** Conduct thorough testing of the synthetic ice rink, lighting, sound systems, and other amenities. Ensure everything is working properly and adheres to safety standards.
- **Safety Measures:** Implement safety measures such as providing first aid kits, clearly marking emergency exits, and establishing protocols for handling accidents.

Status: not started.

7. Grand Opening (November 11, 2023):

- **Event Planning:** Organize a grand opening event to attract visitors. This could include live entertainment, giveaways, discounted skating sessions, and more. Set up events throughout the season.
- **Media Coverage:** Invite local media outlets to cover the opening event. Prepare press releases and media kits to distribute to journalists.

Status: In progress. Great start on events calendar and planning.

8. Ongoing Operations and Maintenance:

- **Regular Maintenance:** Establish a maintenance schedule to ensure the synthetic ice surface remains smooth and safe. Regularly inspect boards, lighting, and other equipment.
- **Staff Management:** Continuously manage and support your staff, addressing any concerns and ensuring high-quality customer service.
- **Marketing and Promotion:** Continue to market and promote the rink throughout the season to maintain interest and attract visitors.

Status: In progress.

Document3

Memo



Date: 1/16/2024
 To: Board of Directors
 From: Dan Efseaff, District Manager
 Kristi Sweeney, Assistant District Manager
 CC: CC Name
 Subject: **Glice Rink Rent to Buy Calculator**

In the most recent email from Mark Winter, CEO of Glice North America, he agrees to apply 100% of the rental cost as a credit against the purchase price of the Glice rink. The rent to buy calculation is presented below.

Rent to Buy Calculator

Client: Paradise CA
 77' X 48' ft - Glice Eco-Rink

Rental Fee	\$ 61,602.00
D&C Deposit	\$ 6,160.20
Transport	\$ 7,900.00
Sub-Total	\$ 75,662.20

Rental Credits

Rental Fee	\$ 61,602.00	100% (would have been 50%, but increased because of the numerous logistical problems experienced)
D&C Deposit	\$ 6,160.20	100%
Transport	\$ 3,950.00	50%
Total Credits	\$ 71,712.20	

Rink Cost	\$ 157,441.20	Pre-rented
Rental Credits	\$ 71,712.50	
Net Cost	\$ 85,729.00	

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