

# OCEAN STATE CURLING CLUB

Dedicated Ice Initiative

*A Community Enhancement*



**The Ocean State Curling Club** (OSCC) is an arena ice curling club, playing two nights per week in Cranston, RI.

OSCC is the **largest arena ice curling club** in the New England region and one of the largest arena curling clubs in the country, having grown to nearly 80 members in 5 short years. OSCC is a leader in rapidly training new curlers and expanding the sport across a diverse and eager population. Since inception, OSCC members have travelled and performed strongly in regional, national and international competitions. OSCC has developed innovative community outreach programs to sustain and grow its membership.

OSCC is poised to continue and expand these and more programs – ***but we are out of available ice.***



Curling in the “Bubble” – 2012

To serve its members and its mission, the OSCC is now raising \$700,000 over 2 phases to build Rhode Island’s first facility for dedicated curling ice to broaden the base of recreational and competitive curlers in the southern New England area.

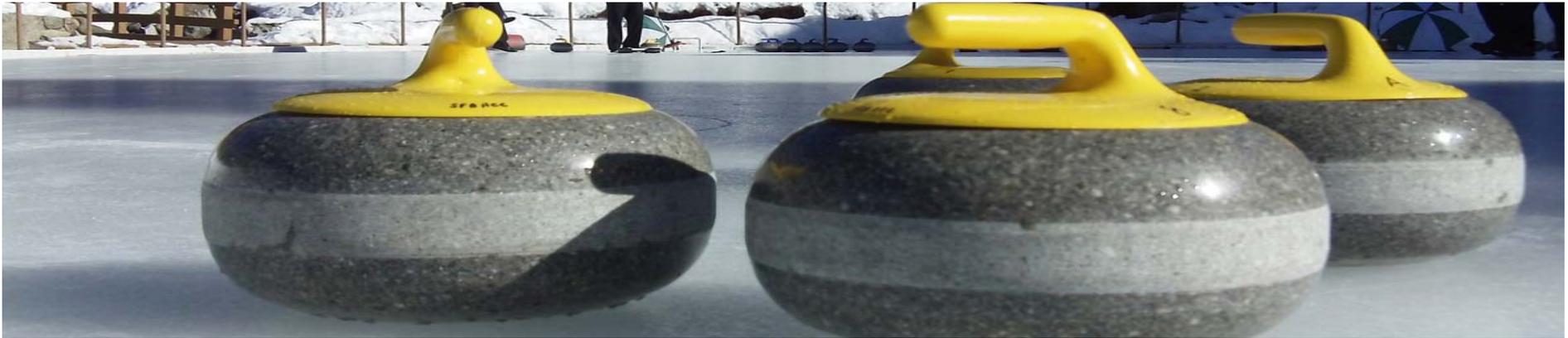
Curling is an international sport dating back to the 16th century and is steeped in traditions of sportsmanship, fair play and camaraderie. Curling can be played by nearly anybody with modest physical ability ages 5 – 80+. The U.S. is relatively new to the curling landscape compared to neighboring Canada, which has over one million curlers, but it is one of the

fastest growing curling countries in the world with about 20,000 curlers and 167 clubs in 40 states. Curling has been an official **Olympic sport** since the 1998 Winter Olympics.

Curling can be played on two types of ice, **Arena Ice and Dedicated Curling Ice**.

**Arena Ice** serves a multitude of ice sports such as ice hockey, figure skating, and speed skating.

**Dedicated Curling Ice** is single-purpose and groomed specifically for the sport. The primary difference is **availability** of ice to play and the **quality** of the ice surface.



## The Sport of Curling

Curling is a sport of precision: it demands that a team deliver a curling stone across more than 140 feet of ice to come to rest in a very specific location, where mere inches often make the difference between success and defeat. As such, much care is put into the playing surface to ensure that it is perfectly level, clean, free of impurities, and at an ideal temperature for curling. Even the air humidity level is critical to the ice surface.

- Curling ice is initially flooded and frozen over several layers, using distilled water to eliminate any impurities, to build up a perfectly level foundation.
- The ice is then “pebbled”, again using distilled or de-ionized water, creating droplets of frozen water on the surface that make it easier for the stone to move across ice.
- A ‘nipper’ with a precise, level blade is then used to remove any inconsistency in the ice created by pebbling.
- The pebble/nip process is relatively quick and repeated several times across the entire surface until no ice remains untouched.
- Contact with the ice is limited to what is necessary in game play: players keep their shoes and brooms clean, and are even discouraged from having hands, knees, etc. in contact with the ice for any unnecessary period of time as body heat can affect the ice surface.
- A third process used to maintain the ice is called scraping. A specialized machine is used to scrape off all pebbling and get down to the foundation ice. The ice is then checked for imperfections; repairs are made, and then the ice is re-pebbled and nipped to get ready for play. This process is done on a daily basis. A Zamboni is never used on curling ice.

# Why Dedicated Ice?

**Quality:** Instructors sometimes apologetically explain to new curlers that playing on arena ice is like learning to play golf on a miniature golf course, on the side of a mountain. Arena ice is not flat but a tilted landscape of peaks, plateaus and valleys. Forever wracked by Zamboni ridges, figure skates' toe picks, and uneven wear from hockey practices, rocks cannot be counted on to “curl” consistently with each shot. Practicing putting uphill against windmills will never prepare a competitor for Pebble Beach.

Even as the club's training programs expand, its competitors will always be at a disadvantage due to the lack of quality home ice.

**Quantity:** Curling time on arena ice is constrained by having to share with hockey players, figure skaters, speed skaters, and others. OSCC has been lucky to have secured 2.5 hours of ice time for league play on Thursdays and Fridays. Let's face it, in this area, hockey rules and curling takes a back seat. When the club can secure only two draws (time slots) per week, its programs are limited to only 80 curlers, with little time for training at any level.

If OSCC is to serve its mission of expanding the sport, training athletes of all ages and abilities, and playing the game as it was meant to be played, it needs quality ice, and much more ice time.

**The solution is a dedicated ice facility.**

# The Ocean State Curling Club History

Curling is not new to the Ocean State. Outdoor “pond” curling was played in RI many years ago in Westerly, Burrillville, and Cranston.

Founded in 2009 as a **501(c)(3) community charity**, OSCC is the first arena curling club in Rhode Island. After a very successful open house in the spring of 2009, the club raised enough money to build, buy and lease all the equipment necessary to begin play that fall. The club secured ice time at the St. George’s School in Middletown, RI and after two years moved to the Cranston, RI Veteran’s Memorial Ice Rink and has just completed its sixth year of operation. OSCC had organizational help by members of the Cape Cod Curling Club, the Grand National Curling Club and is a member of the United States Curling Association.



Club founder Kathy Brady – foreground.



# Curling In the Winter Olympics

When curling became an official Olympic sport at the 1998 Nagano Olympics, a new generation of Americans discovered curling. After the USA won bronze in the 2006 Turin winter games, they became fascinated with it. After the 2010 winter games in Vancouver, demand for curling exploded in the USA. OSCC's leagues were filled to capacity and we had to turn away potential members.

After the 2014 winter games, OSCC held 4 learn-to-curl (LTC) sessions with a total of roughly 150 students. OSCC had to **turn away** upwards of 100 prospective LTC attendees due to lack of ice time. Initial surveys indicate that a third of those attending want to join a league. This, along with other exposure from the Olympics and our normal outreach activities could nearly double the membership!

**Sadly, that demand can not be met. Ice time is not available. No ice – no curling.**



# Current Programs and Activities

**Recreational Leagues:** The heart of OSCC is its mixed leagues, where recreational and competitive curlers play side-by-side weekly. Currently, about 80 members curl in leagues offered twice per week, mid-October through mid-March. OSCC would like to offer instructional leagues for novice curlers, and competitive leagues for advanced curlers. Also men's, women's, youth, senior and even wheelchair leagues have been requested many times.

**Learn-to-Curl Clinics:** Learn-to-curl clinics (LTCs) are offered on a regular basis throughout the year. These two hour on-ice clinics introduce participants to the basics of the game and end with them playing in a mini-game. Through our limited arena ice LTCs, OSCC is able to introduce curling to only about 128 folks each year.

**Corporate Events:** Similar to LTCs, the OSCC offers two-hour sessions to corporations and private parties to experience curling. Last year, OSCC conducted only 5 corporate events, introducing approximately 40 individuals to curling. With dedicated ice, we could do 10 times that.

**Lessons:** OSCC would like to offer three-to-five week lesson series for novice players to develop the basic curling skills and experience needed to play in our leagues. OSCC would also like to offer advanced shot-making and skip training. Without dedicated ice, this is not an option.

**Competition:** Regional and national competitions are held throughout the year at other dedicated facilities. OSCC typically fields as many as six men's, two women's, and four mixed teams for these events. This is equal to any arena club in the eastern United States. Most of the OSCC's competitive curlers have less than five years of experience, and although they compete well, no OSCC team has gone on win an event. Without training often on dedicated ice, the jump from arena ice to dedicated curling ice is very difficult. It's a little like asking a slow-pitch softball player to hit a MLB fastball.

**Juniors:** The OSCC is currently trying to work with area high schools, to develop programs for kids ages 16 and older. Even though there is great demand, it is apparent that without after-school ice time, this has to be put on hold. OSCC would also like to develop a junior program for all ages. For children under 10 years of age, we would offer the "Little Rocks" program using stones half the weight of a regular. For older children and young adults OSCC has done a number of events for elementary and high school students, and youth groups. We have the demand, but do not have the ice time.

**Ocean State Open Bonspiel:** The OSCC would love to host this curling tournament every June. The "QuahogSpiel"! Up to thirty-two teams (128 curlers) from across North America would compete in this 4-day event.

**Community Outreach:** From visiting schools to hosting girl scout youth groups to doing travelling curling demonstrations, OSCC raises awareness of the sport and brings the values of curling to the community at events throughout the year.

**Our only limitation is getting would-be curlers on the ice.**

**Recognition:** OSCC is a nationally recognized recipient of USA Curling's inaugural Darwin Curtis Fund grant in 2012, which was established to "support and encourage participation by the general public in the sport of curling."

**Diversity:** *Curling is built for promoting diversity!* Curlers are widely known to be some of the friendliest and most welcoming people in the sporting world.

**Curling is a Lifetime Sport.** Much like golf, curling is one of those few sports that you can play your whole life. Unlike golf, you do not need ANY personal equipment to play. The club provides all that is necessary. Just show up and play!

**Curling is an Intergenerational Sport.** Curling is a finesse sport where skill wins most of the time. The whole family can participate together and it tends to become a family tradition.

**Curling is Recreational.** Steeped in traditions of sportsmanship and fair play, curling is easy to learn, and a very social activity. It's inexpensive and a great way to meet new people and have fun!



## OSCC's Curling Community

OSCC's membership peaked in 2012-2013, reaching just over 80 members. Since then, the membership has leveled off, due solely to lack of ice time. Anticipated demand for 2015-2016 could easily grow the club to over 100 members. With dedicated ice, which would be available 7 days per week, we could quickly *double that*. Our current members come from all walks of life, and all over North America. This is one of the greatest aspects of curling, and part of what makes it fun and interesting. The member age range is from teens into the 70s, with the bulk of members in the 30s-40s. OSCC's members work and reside throughout Rhode Island, southeastern Massachusetts and eastern Connecticut. Several members drive upwards of an hour to get to the rink.

## Growth Potential

Sometimes referred to as “chess on ice,” curling is a sport with a unique combination of strategy, finesse, teamwork and camaraderie, very well suited to the area's educated and athletic population. The closest dedicated ice facilities to OSCC are in nearby Massachusetts. Broomstone's Curling Club in Wayland, about 1 hour 15 minutes to the north, has a 4 sheet club with a *waiting list of over 300*. Our mentor club, where several of our founding members came from, is the Cape Cod Curling Club in Falmouth, about 1.5 hours away.

In a metropolitan area of over 1 million people, the OSCC is ideally located to continue its legacy of growing the sport in the eastern United States. With its focus on recreational and competitive development, and aspirations to developing youth, senior and wheelchair curling programs, Rhode Island is slated to become a curling destination.

# Dedicated Ice Facility

OSCC seeks a dedicated ice facility that can support both its current and future programs. Dedicated ice will enable OSCC to start its junior and senior programs right away, provide the practice ice and training programs necessary for the development of competitive curlers, and provide additional league times for all club members.

The design objective of the dedicated ice facility is to provide an ADA-compliant curling facility with an excellent playing surface and the basic necessities to be able to run a successful curling club.

The goal is to support at least 200 members curling on 3 “sheets” - each sheet accommodates 8 curlers for a game. With 3 sheets, this facility will be able to easily support 240 curlers in recreational and competitive leagues. This capacity will also serve the needs of junior, senior and wheelchair programs as well as practice ice for members. Additionally, the club will be able to hold revenue generating events such as corporate team-building and curling tournaments known as bonspiels.

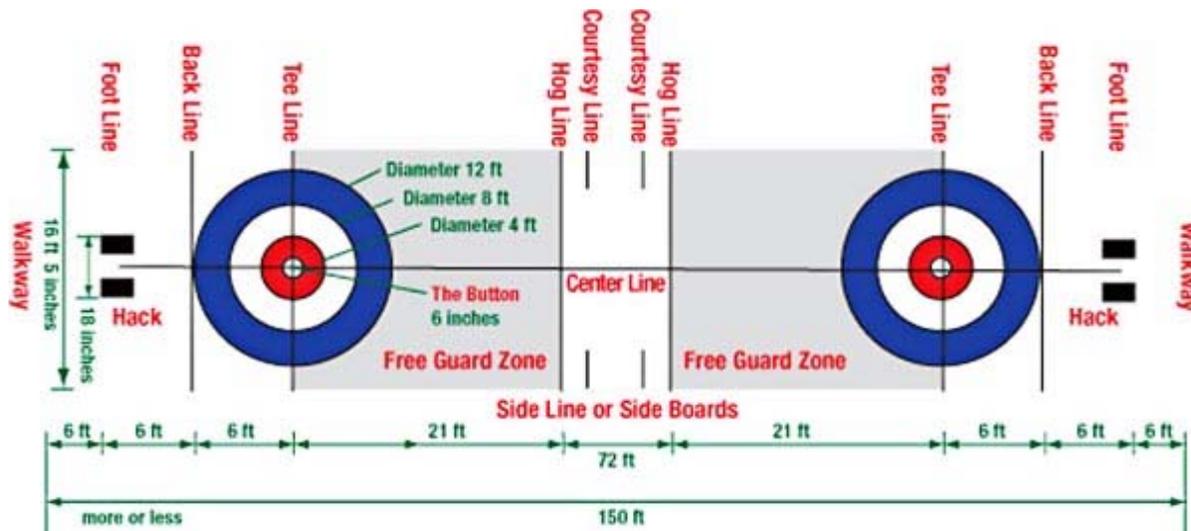
To enable these objectives, a 13,000-14,000 square foot facility is needed with a daily parking capacity of approximately 35 cars and special events parking capacity of approximately 75 cars.

Space	Square Footage
Curling Ice	7,800
Mechanical & Electrical	600
Ice Maintenance Equipment	600
Warm Room (Viewing Area)	1,500
Bar & Bar Storage	200
2 Rest Rooms-ADA	500
Kitchen/Snack Bar	700
2 Locker Rooms	600
Reception/Office	500
Total	13,000



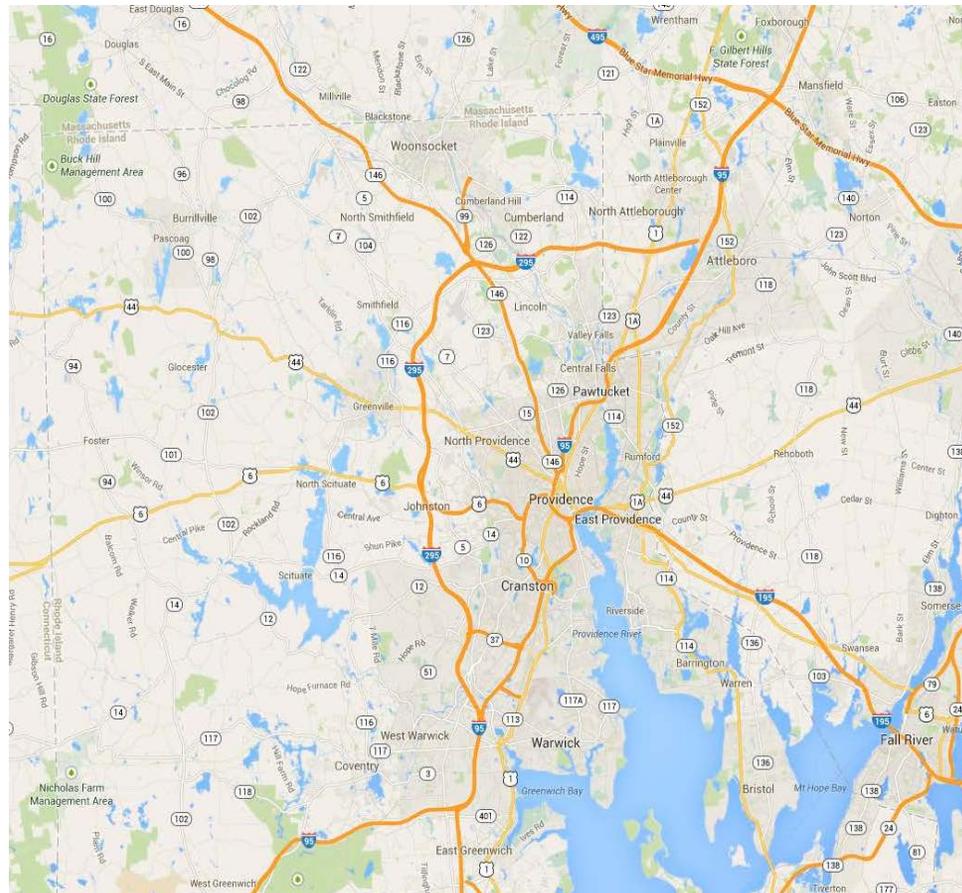
## The Ideal Facility

The OSCC anticipates leasing a warehouse or similar building with a level concrete floor, ceiling heights of 16-20 feet, sufficient electrical power (600 amps with 480 volts) to run the ice plant, and an existing structural configuration that can accommodate the features described above. All of the other features we anticipate will involve some level of tenant improvements depending on the specific building, such as ADA improvements and insulation.



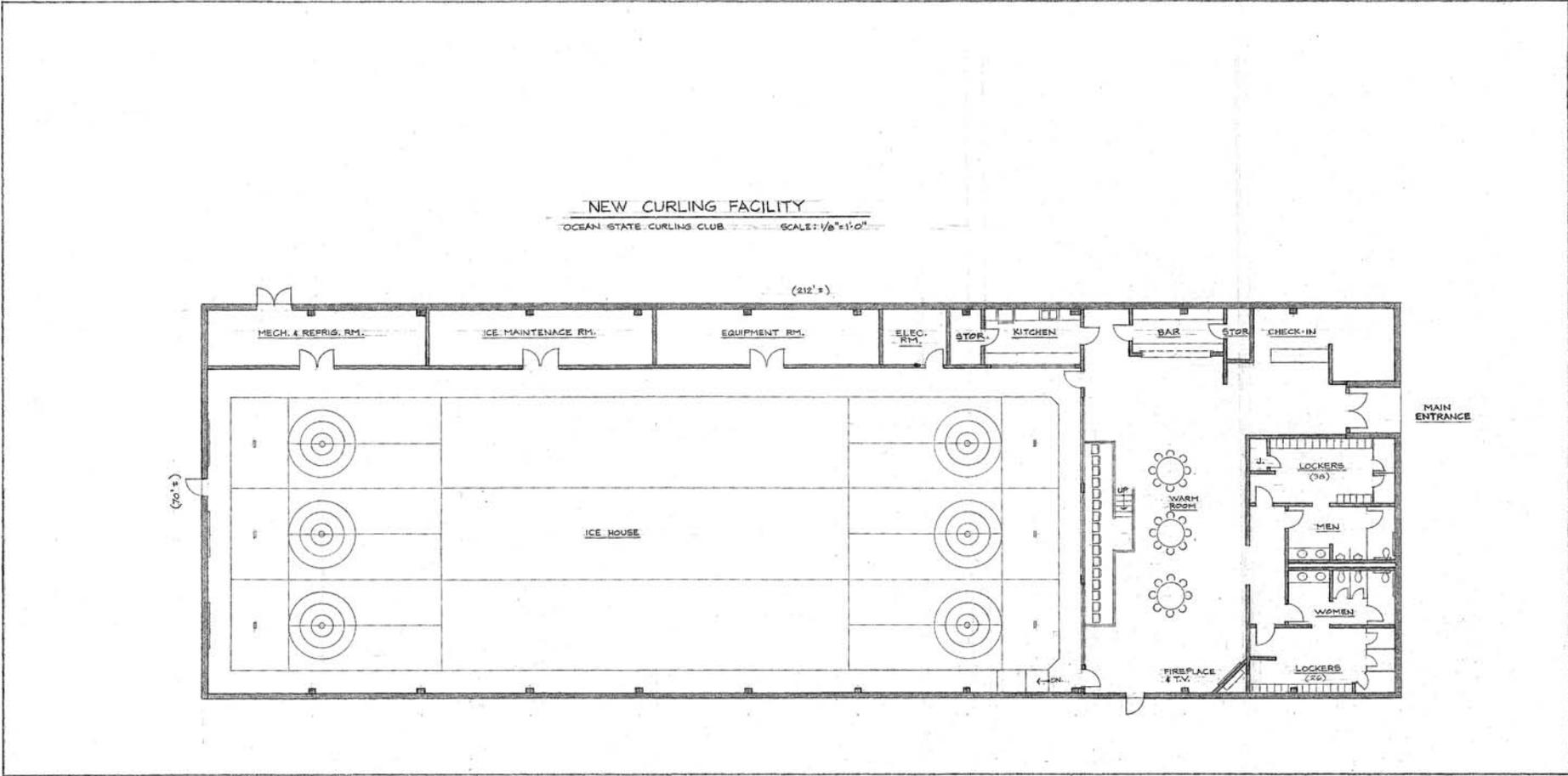
# Dedicated Ice Facility Location

After two years in Middletown, the club recognized that to grow, it would be necessary to locate on the more densely populated west bay side of the state. We moved and it worked! Membership more than doubled. Now to continue that growth, the club has targeted the centrally located area between the convergence of routes 95 and 295 to the south and the convergence of routes 295 and 146 to the north. While this corridor is considered “prime”, the club will consider locations outside that area based upon the overall suitability of the building. The most appropriate facility is a clean warehouse space in a commercial or industrial area, offering a 5-year lease with 5-year options.



# The Facility Plan

This is one example of a facility layout. Other than the ice house and warm room location, there is significant flexibility in the size and locations for equipment, storage, kitchen, bar, locker rooms, rest rooms, etc.





## Expansion of Curling in Rhode Island

With dedicated ice, the OSCC will be able to expand its current program offerings, and introduce new programs for junior, senior and wheelchair curlers.

**Recreational and Competitive Leagues** - The OSCC will be able to provide 2 leagues per evening Sunday through Friday for both recreational and competitive curlers. With growth of its junior program, the OSCC can also offer afternoon leagues for school programs and daytime leagues for seniors.

**Training** - The facility will be open for club member practice use during all hours of operation when no other planned activities are scheduled. Lessons and skills clinics will be offered on a periodic basis to introduce new curlers to the skills needed to become active curlers and to develop curling skills and strength conditioning for current members.

**Introduction to Curling** - The OSCC will continue to offer a variety of events to introduce the Rhode Island community to curling, including:

- Learn-to-Curl (LTC) sessions on at least a monthly basis to the general public.
- LTCs targeted to specific groups, such as disadvantaged youths or schools, on a periodic basis to broaden OSCC's outreach in the community.
- Corporate events will be offered to companies and community groups wishing to host team-building activities.

**Special Events** - Upon opening a dedicated ice facility, OSCC would have the only dedicated ice facility in Rhode Island and one of only three facilities in the region. The OSCC will open its facility to other clubs and curling organizations to host a variety of special events, including regional and national competitions throughout the year for men, woman, and juniors.



**Competitive Development** - The OSCC currently provides limited opportunities for development of competitive players due to the lack of available ice time and quality ice surfaces on which to practice. The competitive development goals of the club are to provide a regular menu of advanced lessons in delivery, sweeping, strategy and team dynamics in addition to coaching member teams that wish to play out of the club in a competitive environment. In addition, the OSCC plans to provide competitive youth programs to foster the necessary skills and competitive advantage needed to advance teams to a high level of competition year after year.

**Wheelchair Development** - Curling is among the limited number of sports included in the Winter Paralympic games, and a game in which people with disabilities can play alongside their able-bodied

counterparts. Dedicated ice will allow OSCC to develop a wheelchair curling (WCC) program with the following goals:

1. To provide an inclusive venue where persons whose mobility is restricted to wheelchair use, can participate alongside able-bodied friends and other disabled athletes in the game of skill and camaraderie.
2. To develop a competitive wheelchair curling team to enter in competitions to represent our country in future Paralympic games. A specific thrust of the WCC program will be to reach out to our Veteran wounded warriors to provide them with a recreational and competitive outlet as they try to re-assimilate into society upon return from serving their country.

## Dedicated Ice Financials

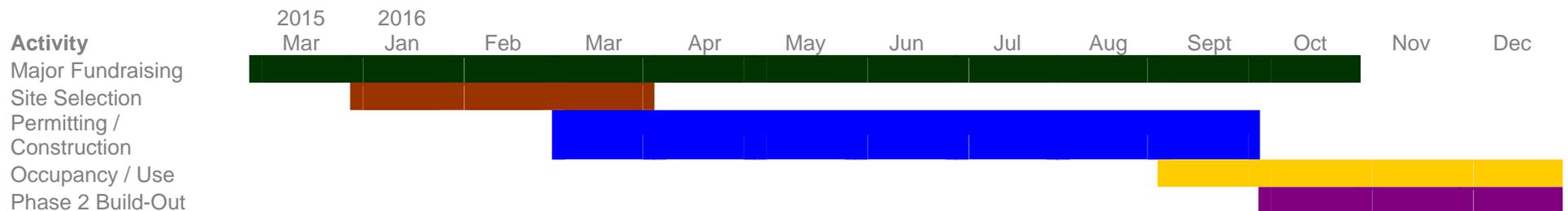
The capital budget required to build a 3 sheet curling facility with the features listed above is presented below. This budget is derived from estimates received from vendors and individuals familiar with construction of similar facilities. The project is divided into 2 phases, the first phase representing the minimum capital requirements for the facility to be operational in September, 2016. Phase 2 represents the remaining build-out of the facility providing all the amenities needed to support the mission and goals of OSCC.

<b>Capital Item</b>	<b>Phase 1 Cost</b>	<b>Phase 2 Cost</b>
Refrigeration Equipment & Installation	\$300,000	
Ice House and Building Improvements	\$150,000	\$50,000
Architect, Engineering & Permits	\$20,000	\$10,000
Curling Equipment	\$10,000	\$5,000
Ice Making Equipment	\$10,000	
Computer & Video Equipment		\$25,000
Furniture & Fixtures	\$10,000	\$25,000
Pre-Opening Expenses	\$50,000	
Contingency	\$25,000	\$10,000
<b>Total</b>	<b>\$575,000</b>	<b>\$125,000</b>

# Implementation Plan Timeline

The OSCC is committed to opening a basic facility and curling on dedicated ice as early as October 2016 and no later than December 2016. Selection of a building will be based, in part, on its potential for building and infrastructure improvements as additional funds are raised to fulfill the OSCC's long-term vision. The table depicts the anticipated timeline. Upon groundbreaking of the dedicated ice facility, a second phase of fundraising will commence to raise additional funds to complete phase 2, pay off all debts and to fund growth of OSCC's junior, senior, competitive and wheelchair development programs.

Major fundraising will be an ongoing process, however it is anticipated that until the site is selected and plans are made, it will be mainly communicating our goals and laying groundwork. Grass roots fundraising will continue as normal.



# Dedicated Ice Operating Revenues

The largest source of operating revenue comes from member fees. They are comprised of both league fees (i.e., ice use) and member annual dues. Other major revenue sources include bonspiels, and special program grants and donations.

**League Fees:** Members will be charged a fee for each league they play in per season (fall or winter). OSCC anticipates holding Fall, Winter, and Spring leagues each year.

**Member Dues:** Annual Membership Dues are projected to be \$125, \$56 of which is for USCA (United States Curling Association) and GNCC affiliation.

**Bonspiels and Special Events:** The OSCC plans to hold at least 3 bonspiels per year and rent the facility (supervised) for other organizations to hold bonspiels, competitions and other curling events.

**Learn-to-Curl & Corporate Events:** Currently OSCC charges \$35 per person for LTCs. For Corporate Events the estimated fee will be \$40-\$50 per person.

**Grants/Donations:** With growth of the OSCC's junior and wheelchair development programs, the OSCC anticipates raising funds for "scholarships" for participants in these programs.

**Bar:** The OSCC will operate a bar for members and their guests during normal operating hours and during special events such as bonspiels and Corporate Events.

**Lessons:** Lessons will be primarily offered to new curlers interested in joining the OSCC. Upon completion of lessons, these curlers will then be offered to join the OSCC and register for a novice league, paying the same fees as all members. In addition to lessons, we will also offer advanced lessons and clinics for all members to advance their curling skills.

# Pro Forma Operating Revenues

The operating revenue estimates are derived from a number of sources. OSCC historical averages and surveys have been used and supplemented with data received from other curling clubs operating dedicated ice facilities.

Revenue Source	Year 1	Year 2	Year 3
	120 Members	150 Members	180 Members
Member Dues	\$15,000	\$18,750	\$22,500
League Fees	\$45,000	\$56,250	\$67,500
Lessons	\$10,000	\$12,000	\$14,000
Learn-To-Curl	\$10,000	\$10,000	\$10,000
Corporate Events	\$5,000	\$6,000	\$8,000
Bar	\$40,000	\$50,000	\$60,000
Bonspiels	\$20,000	\$30,000	\$30,000
Grants	\$5,000	\$5,000	\$5,000
Total	\$150,000	\$188,000	\$217,000

# Annual Operating Budget

A detailed budget for operations of a dedicated ice facility has been developed based on review of market rates, research of other clubs and the industry, and projections of club growth over the next 3 years. The facility is anticipated to be open 9 months of the year (Sep-May).

**Pro Forma Operating Expenses** - The largest expense comes from the lease and utilities. The utilities estimate is based on utility usage from similar clubs and National Grid market rates. In the first year of operations, OSCC does not anticipate any employee or contractor expenses, as all operational needs of the club will be staffed by volunteers. With growth in membership, the OSCC anticipates adding some labor expenses in subsequent years, particularly for ice maintenance and bartending. Such labor expenses are not reflected below.

Expenses	Year 1	Year 2	Year 3
	120 Members	150 Members	180 Members
Lease	\$50,000	\$52,000	\$54,000
Utilities	\$10,000	\$11,000	\$12,000
Licenses and Permits	\$1,000	\$1,000	\$1,000
Insurance	\$5,000	\$6,000	\$7,000
Bar	\$24,000	\$30,000	\$36,000
Promotional	\$5,000	\$4,000	\$3,000
Repairs & Maintenance	\$5,000	\$5,000	\$5,000
Bonspiels	\$18,000	\$27,000	\$27,000
Miscellaneous	\$5,000	\$5,000	\$5,000
Computer / Website	\$2,000	\$2,000	\$3,000
<b>Total</b>	<b>\$125,000</b>	<b>\$143,000</b>	<b>\$153,000</b>

# Fundraising

The timeline above outlines the fundraising goals. In total, the OSCC anticipates raising \$700,000 over 2 phases from the following sources.

<b>Funding Source</b>	<b>Phase 1 Cash</b>	<b>Phase 1 In-Kind</b>	<b>Phase 2 Cash</b>	<b>Phase 2 In-Kind</b>
Member Promissory Notes*	\$120,000		\$25,000	
Corporate / Local Businesses	\$150,000	\$50,000	\$50,000	\$25,000
Foundations/Grants	\$150,000			
Fundraising Events	\$20,000			
Member Donations	\$10,000	\$25,000		\$25,000
Equipment Supplier Loan**	\$50,000			
World Curling Federation Loan***				
<b>Total</b>	<b>\$500,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$50,000</b>

\* Zero interest notes with no terms. Club to pay back as able.

\*\* Zero interest notes with 3 year flexible term.

\*\*\* Zero interest. Available to make up any shortfall.

The initial phase of fundraising will be focused on members and local companies. All in-kind donations will be for goods and services related to the construction of the dedicated ice facility. The OSCC will also draw upon members to provide loans at zero-interest and no less than 5 year terms. Phase Two will commence upon opening of the OSCC's Dedicated Ice facility and will primarily be focused on area corporations.

The second round of funding will be used to complete building of the elements of the facility not completed in Phase I, such as the locker rooms and kitchen.

This funding will also be used provide an operating cash cushion and to pay down the loans with the intent of being debt free within 3 years of opening.

# The Ocean State Curling Club Organization

The Ocean State Curling Club is dedicated to the promotion and development of curling as a recreational and competitive sport in the Rhode Island area. Supported in full by the ten-member Board of Directors, the dedicated ice initiative is being directed by six committees with oversight by a steering committee. At least one Board member sits on each committee.

**Steering Committee:** Provide the leadership and oversight to ensure the success of the dedicated ice initiative

**Finance Committee:** Develop a financial model for building the dedicated ice facility and managing its ongoing operations.

**Fundraising Committee:** Create and execute the fundraising strategy for the dedicated ice initiative.

**Building Committee:** Develop the plan to build the dedicated ice facility and oversee its construction.

**Operations Committee:** Develop the plan, including policies and processes, to operate the facility.

**Marketing/PR/Events Committee:** Provide the marketing support for the dedicated ice initiative.

**Legal Committee:** Review and approve all legal-related documents involved with the dedicated ice initiative.