

**Glenview Community Ice Center Projected Financial Pro Forma**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>Revenue</b>										
Programs and Instruction	\$987,047	\$1,011,723	\$1,037,016	\$1,062,942	\$1,089,515	\$1,116,753	\$1,144,672	\$1,173,289	\$1,202,621	\$1,232,686
Special Events	\$35,497	\$36,384	\$37,294	\$38,226	\$39,181	\$40,161	\$41,165	\$42,194	\$43,249	\$44,330
Admissions	\$73,080	\$74,907	\$76,780	\$78,699	\$80,667	\$82,683	\$84,750	\$86,869	\$89,041	\$91,267
Membership	\$23,650	\$24,241	\$24,847	\$25,468	\$26,105	\$26,758	\$27,427	\$28,112	\$28,815	\$29,536
Facility Rental	\$1,363,185	\$1,397,265	\$1,432,196	\$1,468,001	\$1,504,701	\$1,542,319	\$1,580,877	\$1,620,399	\$1,660,909	\$1,702,431
Sales	\$32,288	\$33,095	\$33,922	\$34,770	\$35,639	\$36,530	\$37,444	\$38,380	\$39,339	\$40,323
Sales Lease	\$10,951	\$11,225	\$11,505	\$11,793	\$12,088	\$12,390	\$12,700	\$13,017	\$13,342	\$13,676
Other Income	\$10,609	\$10,874	\$11,146	\$11,425	\$11,711	\$12,003	\$12,303	\$12,611	\$12,926	\$13,249
<b>Total Revenues</b>	<b>\$2,536,307</b>	<b>\$2,599,714</b>	<b>\$2,664,706</b>	<b>\$2,731,324</b>	<b>\$2,799,607</b>	<b>\$2,869,597</b>	<b>\$2,941,338</b>	<b>\$3,014,871</b>	<b>\$3,090,242</b>	<b>\$3,167,498</b>
<b>Expenses</b>										
Salary and Wages	\$938,433	\$961,894	\$985,941	\$1,010,590	\$1,035,855	\$1,061,751	\$1,088,295	\$1,115,502	\$1,143,390	\$1,171,974
Contractual Services	\$222,551	\$228,115	\$233,818	\$239,664	\$245,655	\$251,797	\$258,091	\$264,544	\$271,157	\$277,936
Professional Services	\$26,161	\$26,815	\$27,485	\$28,172	\$28,876	\$29,598	\$30,338	\$31,097	\$31,874	\$32,671
Utilities	\$271,658	\$278,450	\$285,411	\$292,546	\$299,860	\$307,356	\$315,040	\$322,916	\$330,989	\$339,264
Commodities	\$166,890	\$171,062	\$175,339	\$179,722	\$184,215	\$188,821	\$193,541	\$198,380	\$203,339	\$208,423
Other Expenses	\$214,064	\$219,416	\$224,901	\$230,524	\$236,287	\$242,194	\$248,249	\$254,455	\$260,816	\$267,337
Maintenance and Repairs	\$146,448	\$150,109	\$153,862	\$157,709	\$161,651	\$165,693	\$169,835	\$174,081	\$178,433	\$182,894
Professional Training and Engagement	\$15,346	\$15,730	\$16,123	\$16,526	\$16,940	\$17,363	\$17,797	\$18,242	\$18,698	\$19,166
Capital Replacement			\$79,941	\$81,940	\$83,988	\$86,088	\$88,240	\$90,446	\$92,707	\$95,025
General & Administration	\$195,671	\$200,572	\$205,576	\$210,716	\$215,984	\$221,383	\$226,918	\$232,591	\$238,406	\$244,366
Shut Down During Construction Estimate	\$ 153,595									
<b>Total Ice Center Operations</b>	<b>\$2,350,817</b>	<b>\$2,252,163</b>	<b>\$2,388,397</b>	<b>\$2,448,109</b>	<b>\$2,509,311</b>	<b>\$2,572,044</b>	<b>\$2,636,344</b>	<b>\$2,702,254</b>	<b>\$2,769,809</b>	<b>\$2,839,056</b>
<b>Net Operating Income</b>	<b>\$185,490</b>	<b>\$347,551</b>	<b>\$276,309</b>	<b>\$283,215</b>	<b>\$290,296</b>	<b>\$297,553</b>	<b>\$304,994</b>	<b>\$312,617</b>	<b>\$320,433</b>	<b>\$328,442</b>
<b>BUILD UP OF RESERVES</b>										
Operating Expenses	\$2,197,222	\$2,252,163	\$2,308,456	\$2,366,169	\$2,425,323	\$2,485,956	\$2,548,104	\$2,611,808	\$2,677,102	\$2,744,031
Community Ice Center's Reserves	\$84,392	\$431,943	\$708,252	\$991,467	\$1,281,763	\$1,579,316	\$1,884,310	\$2,196,927	\$2,517,360	\$2,845,802
Reserves as a Percentage of Operating Expenses	4%	19%	31%	42%	53%	64%	74%	84%	94%	104%

\* Currently starting with a **-\$101,098** Reserves balance