



*The professional journal for the ice skating industry*

# Ready, Set ... **GO!**

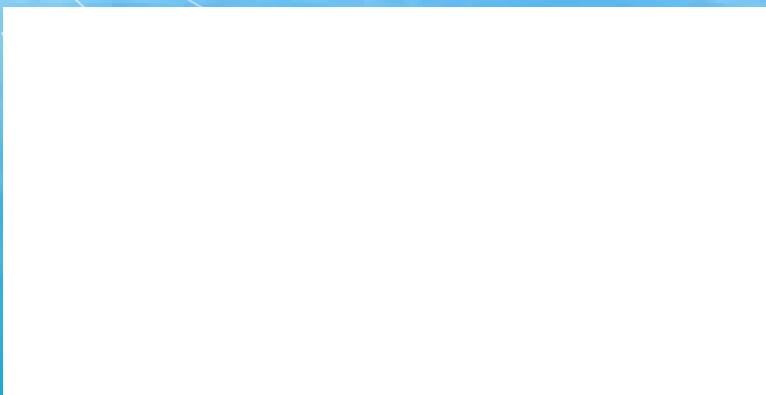
Marketing for a Successful Season

**Easy Money  
ISI Membership  
Rewards Program**

**Tournament Tips**

**Employee or  
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**6**

*Easy Money  
ISI Launches  
Membership  
Rewards  
Program*

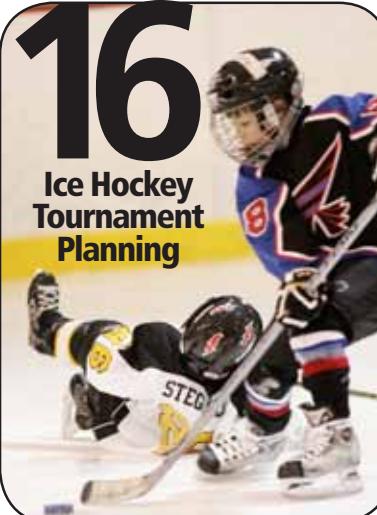
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Dedicated to providing leadership, education and services to the ice skating industry.

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# Announcements

## ISI Welcomes Dawn Malone as Director of Member Services



PLANO, Texas — Dawn Malone has joined the ISI national headquarters team as director of member services. She is responsible for promoting and supervising all aspects of Individual and Professional membership services; sales and promotion of ISI membership, programs and services to non-members; promoting and coordinating weSKATE programs with arena managers and skating directors; and assisting in the promotion and administration of ISI events and activities.

A native of Atlanta, Malone brings a lifetime of skating and 30 years of coaching experience to her new position. She has studied with Barbara Taplin and Freddy Mesot, and counts the late Robert Unger and Erika Amundsen among her mentors. She established the skating school at Iceland of Chattanooga and served as skating director for both the Ice Capades' Plaza of the Americas in Dallas and University Town Center in La Jolla, Calif., where she later became rink manager.

Malone's team from Stone Mountain Ice Chalet in Atlanta was the ISI National Team Champion for two consecutive years in the 1980s. She is an ISI Gold-certified judge, national referee, former board and standards committee member, and holds two PSA master ratings.

Her passions include her daughter Whitney, a junior at the University of South Carolina; her volunteer work with the Special Olympics; and ISI's philosophy of "participation, not elimination."

## Zanova and Bietak Among World Figure Skating Hall of Fame Inductees

LOS ANGELES — Aja Zanova and Willy Bietak are among the 2009 inductees to the World Figure Skating Hall of Fame. Zanova, the first world figure skating champion to defect from the Soviet Bloc, was a four-time Czechoslovakian champion (1947-50), three-time European medalist (including gold in 1950) and two-time World champion (1949-50), and placed fifth in the 1948 Olympic Winter Games. She went on to star in the Ice Follies and Ice Capades, and in recent years has been a successful restaurateur and a recognized spokesperson in the Czech Republic.

Austrian Willy Bietak is a former national, world, European and Olympic pairs competitor. He is the founder of Willy Bietak Productions, which produces ice shows and portable rinks for special events, including the 2002 Olympic Winter Games' opening and closing ceremonies. He pioneered skating shows in legitimate theaters and theme parks and on cruise ships.



## Zamboni Inducted Into U.S. Hockey Hall of Fame

PARAMOUNT, Calif. — USA Hockey has announced that Zamboni Co. founder Frank J. Zamboni will be posthumously honored by the United States Hockey Hall of Fame alongside the 1998 Olympic Women's Ice Hockey Team, Tony Amonte, Tom Barrasso and John LeClaire as the Class of 2009.

## NEISMA-ISI Joint Committee Announces First Action Item

READING, Mass. — The recently formed NEISMA-ISI Joint Committee has made air quality its first action item. The committee will meet quarterly at a location designated by the chairman. Tom Morton of NEISMA is the current chair, and the position will be rotated annually.

**Please send announcements to editor@skateisi.org.**



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# EASY MONEY

**T**here are exceptions to every rule. Like that one about things that seem too good to be true. The Ice Skating Institute is ready to offer an exception to that one with an exceptional new program designed to improve your bottom line, both short- and long-term. And it's easy!

Registering your skaters as ISI Individual members has always made good business sense. The members' excess accident and liability insurance coverage protects your facility. The weSKATE program, test registration and badges, ISI

skating events and Recreational Ice Skating magazine all drive your business and keep skaters motivated and coming back.

Now there is another great reason to register your skaters: The new ISI Membership Rewards Program. It's ISI's way of providing a valuable service to Administrative and Professional members during these challenging economic times.

Quite simply, not participating in this program is like throwing away money. Easy money. Give it a try, and see how ISI works for you!



## How It Works

ISI Administrative members can now enjoy substantial returns by registering class or recreational skaters with ISI. This new three-phase Membership Rewards Program is available for the membership term beginning Sept. 1, 2009 and ending Aug. 31, 2010.

### Phase 1

### Wholesale Membership Rate

- Register your Individual skaters as ISI members using the \$15 retail membership rate that becomes effective on Sept. 1, 2009.
- Send your membership registrations in bulk to the ISI office using the easy registration process. Memberships may be submitted electronically, by fax or by mail.
- ISI will process the memberships and bill your arena/club at the wholesale rate of \$13 per membership, providing an immediate reward of \$2 per Individual skater registered. (Note: You have the option of passing the savings on to your skater members by offering them the \$13 registration rate.)

### Phase 2 Threshold Rewards

- Administrative members that increase their number of registered skaters by targeted percentages of 25%, 50% and 100% will receive additional rewards. This includes skaters registered to the arena/club by any method (individually or in bulk).
- Rewards for this phase will be in the form of "ISI Bucks," which may be used as credits toward any ISI program, service or publication (not applicable toward annual membership fees).
- Your arena/club must have a minimum starting registration of 25 members to be eligible for the first level of Threshold Rewards. For instance, if you begin with 0 registered members, you must register 25 PLUS 7 more members to reach the 25% increase goal.
- Minimum total registration applies at each level. To reach the 50% goal, you must achieve a total registration of 100 skaters. To reach the 100% goal, you must achieve a total registration of 250 skaters.

- Threshold Rewards are calculated as follows:
  - » 25% registration increase earns \$100 in ISI Bucks (minimum 32 skaters)
  - » 50% registration increase earns \$250 in ISI Bucks (minimum 100 skaters)
  - » 100% registration increase earns \$500 in ISI Bucks (minimum 250 skaters)
- Each Administrative member will be notified in writing of the number of skaters they registered during the past season and the number needed to reach each reward level for the next season.
- Each Administrative member will also receive a comprehensive report listing all skaters who were registered during the current term and information on sending memberships electronically via spreadsheet.
- All ISI Bucks rewarded during the 2009-10 membership term will expire on Aug. 31, 2011.

### Phase 3    ISI Honor Roll

- Administrative members with 250 or more ISI skater member registrations on August 31, 2010 will be rewarded at these levels:
  - » Bronze Level - 250 or more skaters registered earns \$250 in ISI Bucks
  - » Silver Level - 500 or more skaters registered earns \$500 in ISI Bucks

- » Gold Level - 750 or more skaters registered earns \$750 in ISI Bucks
- » Platinum Level - 1000 or more skaters registered earns \$1000 in ISI Bucks

## Skating Director Incentives

ISI skating directors can earn rewards for registering Individual skater members to their arena/club as well as registering NEW Professional members for the Sept. 1, 2009 through Aug. 31, 2010 membership term. This incentive program provides these rewards:

### District Reward Program

In each of the 17 ISI districts, the skating director who has generated the largest increase in the number of Individual skater members during the previous season (Sept. 1-Aug. 31) will receive a free ISI conference registration. The prize may be transferred if the winner is unable to attend that year.

### Professional Member Referral Program

For every NEW Professional member whom a skating director refers to ISI, the director will receive \$25 in ISI Bucks.

*For more information, see the packet recently mailed to your facility or call the ISI office at (972) 735-8800.*

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# Safe Resurfacing

by Michael Damas

**"Safe operation"** is the most critical, yet perhaps least understood, phrase associated with the ice resurfacer.

Section 1 of the operator's manual provided with each resurfacer purchase describes general safety practices. *"Read and understand all safety precautions and warnings before operating or performing lubrication and maintenance on this machine."* But how many of us actually read the operation manual from cover to cover prior to using a new resurfacer? How many of us require ALL operators and drivers to read the manual from cover to cover? And have you used the colorful safety stickers that the manufacturer provided as visual reminders for your equipment operators?

The ice resurfacer should be treated as a piece of heavy equipment. The resurfacer in our facility weighs approximately 8,680 pounds including liquids and operator. (Note: I did not include additional rider weight, as the manufacturer clearly states in the safety section, "Do not permit rides on the ice resurfacer at any time.") By comparison, a 2009 Ford F-150, depending on accessories, weighs between 6,200 and 8,200 pounds, and a Yale forklift with a lifting capacity of 3,200 to 5,000 pounds has a vehicle weight of 9,138 pounds.

Like motor vehicles, industrial vehicles carry specific training requirements. We teach our teenagers how to operate a motor vehicle through classroom work as well as driver's education classes based on state laws. Likewise, OSHA requires forklift training based on Regulation 1910.178(l)(1)(i), which reads "The employer shall ensure that each powered industrial truck operator is competent to operate a powered industrial truck safely, as demonstrated by the successful completion of the training and evaluation specified in this paragraph (l)."

It is a rink manager's responsibility to require comprehensive safety training prior to ice resurfacer operation. As building managers and operators, we must place the safety of our guests, staff and equipment at the top of our priority list. None of us wants someone to be injured in our building, nor do we want to be the lead story on the evening news.

In addition, lax practices can result in down time for your ice resurfacer, and down time means lost time on the ice. As we all know, time is money, in any business. A good operator always checks the ice resurfacer prior to operating and carefully scans the path for people, open dasher doors and foreign objects. A hockey puck picked up by an ice resurfacer can wreak havoc with your vertical auger, which could be both costly and time-consuming.

The size, weight and complexity of the ice resurfacer must be respected. A motor vehicle's basic controls include a steering wheel, gas pedal and brake pedal, gear shift and possibly a clutch. A forklift has a steering wheel, gear shift, gas, brake and fork controls. The ice resurfacer operator, by comparison, must be trained on a lengthy list of controls, including steering, gas, brake, forward/reverse, throttle, vertical and horizontal conveyors, conditioner lift, dump tank, snow break, ice making water, wash water, blade adjustment, board brush and wash water pump.

Basic manual motor vehicle operation requires one hand on the steering wheel and the other for shifting, and one foot for the gas and the other for the clutch. The forklift operator uses one hand for the steering wheel and the other for shifting and fork controls, and one foot for the gas and the other for the brake.

Basic ice resurfacer operation, however, requires one hand for the steering wheel, board brush and wash water pump while the other hand controls forward/reverse, throttle for rpm, vertical conveyor, horizontal conveyor, conditioner lift, dump tank, snow break, ice making water, wash water and blade adjustment. Typically only one foot is used for both gas and brake due to the hydrostatic control.

Planning, budgeting and scheduling safety and operations training can be tricky for managers. Rarely is there true "free time" for on-ice training. We need to find new and inventive ways to train and retrain, keeping safety at the forefront.

Using other operators to "judge" a run on the resurfacer is an option. Judge a run just like an Olympic event. Start running the clock as the operator is preparing for his run and time the process through parking and shutting down the resurfacer. Take "deductions" and explain "violations" that need to be addressed: too close to the dasher boards, too much water in the corners, running tire wash water onto the ice surface, etc. As manager of the ice system, have a checklist of your expectations that you have reviewed with the operators and judge them accordingly. This exercise involves minimal cost or lost time to review an operator's skill level.

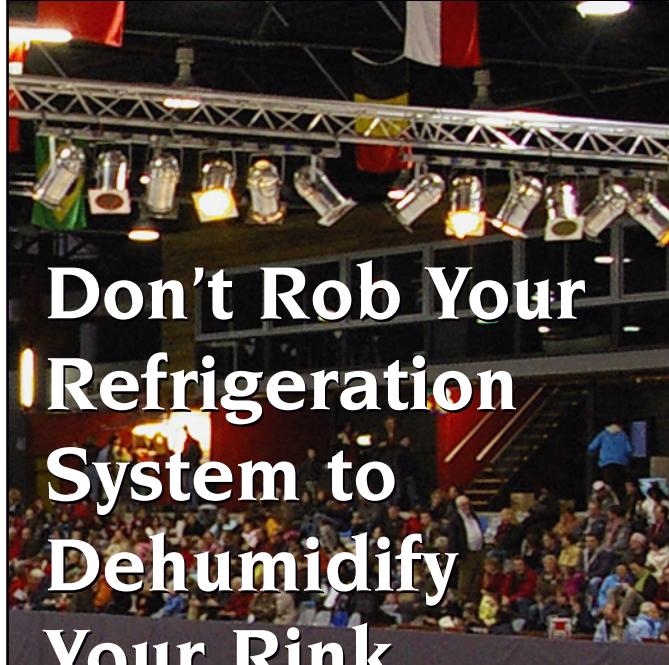
An annual review of on-ice skills is a great way to train as well as learn new ideas from other operators.



**Michael Damas** is the building engineer at The Ohio State University's Jerome Schottenstein Center, the 19,000-seat home of the Ohio State Buckeyes.

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by Sean Flynn,  
CAM, CAP, CAO  
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# Chicago **Management and Programming Schools**

## Draw Students from Far and Wide

**D**espite this year's travel budget cuts, 22 people from across the country took advantage of the 2009 iAIM certification schools Aug. 16-20 in Chicago. The operations and programming tracks brought together arena managers, skating directors, operations personnel and skating instructors.

The attendees completed a rigorous week filled with more than 25 hours of classroom instruction. Each evening was highlighted by a sponsored social and study sessions. The graduation ceremony featured a luncheon and a compelling speech by Dr. Jack Vivian encouraging the attendees to be the best they can be. One of his messages was, "If what you did yesterday looks good to you today, then you haven't done much today!" — reminding everyone that you must always keep striving to be the very best.

The Windy City was the perfect backdrop for this year's school, providing a convenient destination for attendees from

both coasts and all points between. Teresa Foy from the Athletic Arts Academy in Las Vegas was pleased with the quantity of the content and the quality of instructors at this year's school and said she is looking forward to earning her remaining iAIM certifications in the coming year. Gene Katz of the Danbury Ice Center in Danbury, Conn. was "amazed at the networking opportunities as well as the educational content."

**The iAIM program has played an instrumental role in the professional development of many ice arena employees for the past 10 years.**

The iAIM program's operations, programming and management schools have played an instrumental role in the professional development of many ice arena employees for the past 10 years. Participants have learned the finer points of public session management, human resources, financial management, emergency preparedness and refrigeration, to name only a few of the skills included in the comprehensive curriculum. iAIM's hands-on training and networking opportunities make it the premier ice arena education program in the country. ☺

## Sponsors

The iAIM board of regents thanks the 2009 sponsors for their generous support.

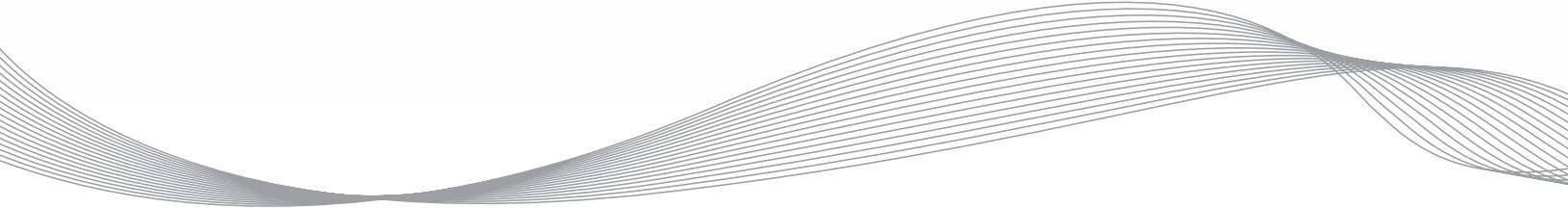
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Twenty-two ice arena professionals received programming and management certifications at the 2009 iAIM schools in Chicago.



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# Ready, Set...GO!

## Marketing for a Successful Season

by Lori Fairchild

Every four years, the ice arena industry eagerly anticipates an automatic boost in interest and participation as a direct result of the Olympic Winter Games coverage. This year, with the Games back in our own hemisphere, Americans will be viewing the coverage in real time during normal waking hours. It's a guaranteed formula for ice arena success in 2010, right?

Not quite. Sure, the Olympics promise free promotion of ice sports, but the quadrennial enthusiasm, alone, is not sufficient to generate a significant increase in sustainable ice rink business. Even in the best of times, a degree of preparedness is required to take full advantage of this cyclical interest.

But it's no secret that this year has not been the best of times — for any industry, much less ours. The combination of an economic recession, increased competition from a multitude of entertainment and recreation options and the lack of an obvious U.S. Olympic "star" to captivate viewers and drive them into the nearest ice arena means that it's going to take some extra effort to make the most of this Olympic year. Use it to your advantage, but don't expect magic without adding your own pixie dust to bring new patrons through your doors. And by "pixie dust," we mean *marketing*.

### The basics

Do you know your target audience? For marketing purposes, this does not simply refer to the actual patrons of your facility, but to those your message must reach — the decision-makers who hold the purse strings and provide the transportation for the skaters and players. Without their support, you will have a very quiet rink.

"Our target audience is moms age 32 to 41 with a household income of \$50,000 or more, with children between the ages of 5 and 11 in the household," says Don Baldwin, general manager of Lloyd Center Ice Rink in Portland, Ore.

San Diego Ice Arena's Gaston Larios says his facility targets households with children in this same age range, within a 10-mile radius of the rink.

Once you've identified your target audience, devise a plan for reaching it, beginning with your budget. Both Lloyd Center and San Diego have dedicated marketing budgets. San Diego commits 4 percent of its gross profits to marketing, with half going toward staff and training and the other half to advertising and promotion.

Lloyd Center also utilizes a part-time group salesperson. Having a sales/marketing director to represent your facility can increase

gross sales by 5 to 20 percent and enhance your image in the community, notes Bill Carlson, founder of The Profit Mentors. He says the ideal candidate is a stay-at-home mom with previous sales experience who is motivated by commissions. "Your future success will be determined by how well you sell, market and deliver memorable experiences to your customers. Creating a dedicated sales/marketing position could be the key to that success."

The Yerba Buena Ice Skating Center in downtown San Francisco does not have a marketing director, but manager Paige Scott says her staff brainstorms as a group on marketing matters.

Many — perhaps most — ice rinks have neither a marketing budget nor a director. Some can justify this due to market domination, local popularity of ice sports or collateral marketing benefits from municipality or sports team publicity.

A dedicated budget, even a minimal one, is ideal and can serve as a catalyst to make marketing an ongoing priority. But even without a budget, effective communication and promotion are vital to the health and future of your business, and entirely achievable with a bit of strategy, energy and creativity.

## Techno-trends

Local print and broadcast media still have marketing value, but facilities that are not keeping pace with electronic communication trends are missing the boat. These tools require regular monitoring and updating, but are incredibly cost-effective.

"We are trending away from the more traditional methods of advertising and going into 'permission-based' marketing," Baldwin



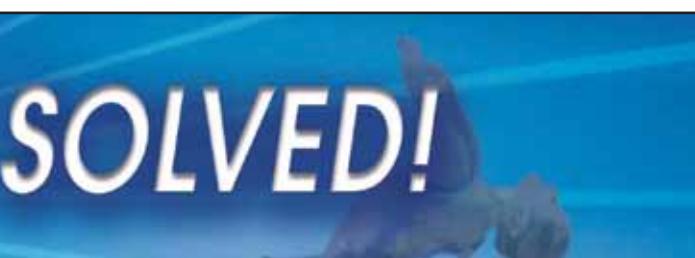
**Group activities such as the "Sombrero Train" make the ice a fun and friendly place for public session skaters and party guests.**

says. "We have a very successful e-mail campaign program that educates skaters on what is happening at the rink, and this is leading to more sign-ups."

Lloyd Center started its e-mail campaign in January 2005, and has built a database of 4,100 addresses by asking everyone who signs up for any rink program or activity to provide their e-mail address. Those who join the list — and most do — receive a monthly e-newsletter with five activities to choose from, and instructions on how to register or participate.

"We use a commercial e-mail provider who keeps track of our list, and we've added a list builder to our home page so visitors can sign up for our newsletter, which is published in both text and HTML format," Baldwin explains. ➤

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Many facilities and clubs are also discovering the benefits of having a presence on Facebook, Twitter and other social networking vehicles, which reach multitudes of "fans" instantly and at virtually no cost.

It should go without saying that an appealing, well-maintained, user-friendly Web site is no longer an option but an absolute necessity in today's marketplace. The Web has become the primary information resource for consumers of all ages. If they can't find you there, they will likely look no further. And a site that is hopelessly out of date is almost as bad as not having one at all.

Lloyd Center has experienced success driving new customers to its site with ads on Google and Yahoo, Baldwin reports. (Do a search for "ice skating Portland" using either of these two search engines, and lloydcenterice.com appears at the top of the screen as a sponsored link.)

## Low budget, high return

When it comes to marketing, the guerilla is nothing to fear. Loosely defined as a method of generating "buzz" by promoting products and services through unconventional means, guerilla marketing is more about imagination and follow-through than money. It must be backed up with service that meets or exceeds the promise, because negative feedback is even more contagious than the "viral" marketing message.

"Go with guerilla marketing," Baldwin urges. With a reputation for being accessible to local media, the mall-based Lloyd Center Ice Rink has been the scene of remote promotions including a radio station's give-away of a house and a frozen salmon toss with another station's "Survivor" show. Local companies have been allowed to film advertisements on the ice, and The Shins even filmed a music video at the rink.

Burbank Ice Arena in Reading, Mass. sought permission to dump a snow pile in the center of the town square in the middle of August, with a sign advertising "This Cool Spot Courtesy of Burbank Ice Arena. Skate at the Burbank!" The "buzz" lasted longer than the snow, and the stunt required no expense and little time or effort.

"Plan some large-scale non-skating events to increase your local visibility," adds Silvana Clark, a professional speaker and author who has led sessions at the annual ISI conference. "Offer to let your center be the drop-off point for a food drive, or let a club or organization use a section of your parking lot to sell Christmas trees in December or fireworks for the Fourth of July. Sponsor a kids' toy sale, where kids sign up for a space in your parking lot to sell their used toys; you'll get a large turnout of families looking to get toys at a bargain price.

"These events all give your arena free public awareness and stimulate interest in what's inside," Clark explains. "Be sure to distribute flyers and alert the local media. A strong community image is vital to the success of a recreational facility, and it doesn't necessarily require a huge budget."

## Spread the word, share the fun

Don't underestimate the power of a coupon, especially in the current economy.

Yerba Buena Ice Skating Center has teamed up with the local zoo to offer a sheet of coupons. The rink's offerings include a free skate rental and discounts for a birthday party and skating school enrollment. Thousands of zoo patrons received the coupons over the summer, at a minimal cost to the ice arena.

Add fun with friends to the coupon for double the impact —



**A strong brand, such as San Diego Ice Arena's Mr. Qub, can distinguish your facility and programs both on and off the ice.**

ISI's *weSKATE* program kit provides a template for "Bring a Friend Along FOR FREE" coupons. Current students get to share their sport with friends, who often want to sign up for the class, too.

In fact, the ISI program provides innumerable opportunities for new-skater recruitment. Students in the *weSKATE* program often inspire school field trips and also invite their friends to the ice arena for public sessions and birthday parties.

Larios says San Diego Ice Arena has been successful attracting new customers with its fun public sessions, birthday parties and hockey booster club.

"One of our public session themes is Super Hero Day, when skaters are invited to bring their super hero costume and skate for free. Our staff and mascot also get into the act," he says.

The facility's birthday parties have been among its most profitable programs for the past seven years. "You market to one family and they bring 10 other families you might not have otherwise reached," says Larios. "This has resulted in increased public session revenue, new skating school enrollments, repeat parties and increased awareness of our facility.

The party program is promoted through in-house flyers, and advertising at local events and in targeted family publications. "However, the most effective marketing happens with every action that takes place during the day-to-day operation of the arena," Larios notes.

## Branding bonus

Branding is another marketing tool that can provide a major boost for your facility's image. San Diego's mascot is "Mr. Qub," a human-size skating ice cube with a perpetual grin, unlimited energy and Pied Piper charisma for getting kids on the ice for fun activities during public sessions and parties.

But the impact of a strong brand extends far beyond the arena walls. Your brand should be used to distinguish your print and electronic messages, signage and specialty items sold or distributed in your facility, including stickers, patches, T-shirts, caps and

bags. These items then serve as “free” advertising for your facility wherever their owners wear or carry them and give you a friendly, recognizable presence in your community.

## The Olympic effect

There may be a temptation to cut back on or even forego marketing efforts during an Olympic year, since the Winter Games are perceived to provide a free advertising bonanza for ice sports. The problem with this approach is twofold.

First, the anticipated Olympic fever just might fall short of expectations — especially in the absence of an American superstar or a high-profile scandal. In this case, effective marketing measures and planning will help compensate for a lackluster Olympic response.

Second, if the excitement does reach fever pitch, facilities must be prepared with programs to attract and welcome new skaters. Consider publicizing and hosting a mini Olympics competition, offering opportunities for skaters to sample Olympic sports during special public sessions or open clinics, stepping up your school field trip program or scheduling school speaking engagements for staff professionals who are qualified to speak and answer questions about ice sports.

## Marketing matters

“While it’s true that word of mouth is important advertising for an ice arena, it cannot completely replace other forms of marketing, promotions, publicity and media relations,” Clark says.



**Summer camp programs  
keep existing skaters interested during the summer,  
and introduce others to a new sport they might not otherwise try.**

Regardless of your budget, put your imagination to work and put your facility on the map. Read marketing articles and books. Make friends with the local media, and send them press releases and event items for their community calendars. Get into your local schools. Use the World Wide Web to its maximum advantage. Stage a stunt. Whatever you do ... do something.

As Baldwin says: “No marketing, no success.”

**Editor’s Note:** Once you get new skaters in your door, how do you keep them coming back? Read about it in the next issue of the EDGE. Do you have your own success story to share? Send a note to [editor@skateisi.org](mailto:editor@skateisi.org).

The logo for SP-Teri features the brand name in a large, flowing cursive script font. To the right of the text is a small illustration of a female figure skater in mid-air, performing a jump. Below the illustration, the word "Inc." is written in a smaller, sans-serif font.



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# Ice Hockey Tournament Planning Managing the Experience

by Lloyd Ney,  
CAP, CAM, CAO

Part 1 of a 2-part series

by Lloyd Ney,  
CAP, CAM, CAO

**F**ew programs in an ice sport facility can generate the excitement and possibilities that can come from operating a successful hockey tournament. From generating economic impact on the local tourism industry to taking advantage of opportunities to increase the reputation of a facility and its hockey

program, tournaments provide an environment to display the best attributes of your community.

In order to take full advantage of a hockey tournament and its potential benefits, facility professionals need to have a firm understanding of the planning and execution details that make

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a successful event. Here is some common-sense information on the reasons and incentives for facilities to operate tournaments, the economics of a good event, planning tips and the most important aspect of hockey tournaments: *managing the experience*.

## Why run a tournament?

From a financial and customer service perspective, there is an abundance of reasons to operate hockey tournaments. First and foremost, tournaments provide a great means to improve facility usage and ice sales because of the facility's flexibility in scheduling events during a time frame beneficial to existing programming. Holiday weekends, low-demand weekends in season and off-season weekends are perfect candidates for an event. By paying careful attention to the timing of a tournament, facilities can realize increased revenues without cannibalizing existing programming.

Satisfying customer need is another reason to host an event. Some youth hockey associations are large enough to draw teams from surrounding cities based on the reputation of the club alone, and they want "home team" events throughout the season. Others still want the facility to host events as part of a league requirement. A perfect example of this is the Tier I Elite League based out of Detroit that offers league members showcases to display the talents of a team in a tournament atmosphere in front of college and professional scouts.

Tournaments also provide the host arena a great way to raise its profile in the community and in the hockey community at

large. A well-run tournament creates good public relations and marketing opportunities because of the exposure the event can provide to the general business community. When run properly, the greatest benefit to the facility may be that of recurring business because "events create events," usually on a larger scale each time as the reputation of a building as a tournament-friendly venue increases.

## Child's play: The economics of hockey tournaments

Through effective collaboration and cooperation between the host facility and the community, tournaments can create tremendous economic impact, in some cases large enough to justify the cost of developing and constructing a facility. Economic impact is typically defined as any action that creates a net change in the economy of a community. For an ice arena, it may be a simpler statement to say that economic impact is the total spending that occurs because of the existence of a facility. Lodging, travel, dining and retail shopping are all sources of the "direct" economic impact a tournament can have on the surrounding community. The consumer spending during these types of events has a ripple effect on the economy referred to as "indirect economic impact." Creation of jobs and new businesses, improvement of community vibrancy and new construction can all potentially be identified as examples of indirect economic impact that result from the direct economic impact of a facility. ➤

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## Tournament planning: Before going public

The success of a youth hockey tournament can be directly linked to the amount and the quality of planning that the tournament management team puts into the event. When deciding to take on the task of operating an event, facility managers and hockey directors must take several factors into account before announcing a tournament, including:

- **Identification of an annual tournament calendar** - Facility management needs to plan a tournament well ahead of time, being aware of facility need, conflict with the facility programming statement and competition from other tournaments and community events. Targeting the proper age group and skill level based on local and market needs can be accomplished by communicating directly with the local hockey association to determine needs. Once these steps are complete, the tournament management team can create an annual calendar to integrate with the rest of the facility's programming.
- **Build your tournament team** - Creating the tournament management team is the most important role of the tournament director. Choosing staff based on the unique strengths and skill sets they can bring to a tournament is critical. Consider whether or not to use volunteer assistance or to run the tournament with arena staff, or use a mix of both. In any case, the tournament director needs to clearly identify the role of each person on the tournament committee and explain the chain of command associated with the event. Choose staff that can understand the importance of deadlines and are committed to sharing the common vision of the event.
- **Creating the event** - This is where the tournament staff gets the opportunity to use creativity in combination with sound budgeting and planning. When the team creates the event, the sky is the limit when it comes to the bells and whistles that make the tournament special. In addition to using this time to make the event special, it's also an opportunity to make sure that the details and pitfalls of the event are considered. First, the tournament team needs to consider the basics. The size of the tournament, skill level, structure and how these factors play into the ice schedule are the important first steps. After these basics have been established, it's time to give the tournament a unique image through a unique name or sponsor. Sources of sponsorship for tournaments include local businesses, individuals (active or in memoriam) or charitable organizations. Some of the largest tournaments in North America are sponsored by the Kiwanis Club, Rotary Club or local trade unions. Giving the tournament a unique image will lead to better name recognition and a chance to make a lasting impression on potential teams just through the name of the event. Other opportunities to give a tournament a distinctive image include creating a logo,

a special Web site and print materials. Once the image of the event has been established, the tournament staff is ready to identify marketing and distribution channels.

- **Hotels** - Prior to announcing the tournament, hotel contracts need to be completed. When choosing hotels, keep in mind the image of your tournament and the needs of potential teams. Most teams want a pool in the hotel and a lounge for parents to enjoy the evening time. Other amenities such as a fitness club, complimentary breakfast and proximity to local attractions, are also important. Remember that hotels are partners in your event, so a detailed understanding of your event will only help the hotels and the tournament in achieving the goals of the event. Hotels are also a good source of revenue for a tournament. Based on the type of tournament the arena is operating, hotels will either pay an upfront sponsorship fee or a rebate per room used by the tournament.



## Tournament budget preparation

Preparing the budget for an event is similar to any other budgeting process in determining revenues and identifying expenses to arrive at gross profit. When preparing the budget, the tournament director needs to pay special attention to variable costs, as they can have a significant impact on the bottom line of the tournament. Merchandise, player gifts and special events are all great touches to a tournament, but most need to be ordered and paid for upfront, regardless of the number of teams in the tournament. For this reason, it would be fiscally sound for tournament directors

to run three budget scenarios to gauge a pessimistic, expected and capacity operating budget. Performing this exercise will help tournament directors make the best decision regarding variable expenses.

## Managing the experience

Now that the tournament staff has spent countless hours preparing the perfect event, it's time to hit the streets and get teams lined up. Once teams register, make sure you use all of the planning and event creation to give them the experience of a lifetime. For the event to be a memorable occasion for teams, coaches, and families, tournament staff must understand that they are doing more than operating games — they are managing an experience. Properly managing the experience means creating an environment in the rink where participants and families feel that they are part of something bigger. Vendor booths, hospitality tents and event-specific signage all create an experience that will result in a lasting memory and a return to the facility the following year.

*Editor's Note: Please see the November/December EDGE for Part 2, which will focus on tournament operations.*

**Lloyd Ney, general manager of The Hardee's Iceplex in Chesterfield, Mo., has directed national championship and regional tournaments, and is the tournament director for the 2010 and 2011 College Hockey Icebreaker Tournament.**

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# What's In a Name?

## Avoid IRS Penalties with Correct Worker Classification

by Clarice Tunison

*Every kid knows the saying "Sticks and stones will break my bones, but names will never hurt me." That might be true on the playground, but in business, naming workers as employees or independent contractors must be done correctly, or business owners risk penalties imposed by the Internal Revenue Service.*

*Classification differences are significant. Employees get a paycheck with certain taxes deducted, and a Form W 2 at the end of the year; independent contractors get checks with no taxes deducted, and a Form 1099 that states how much they were paid for the year. Classifying workers as contractors saves money for employers, because businesses don't incur payroll taxes — such as Social Security and unemployment insurance — and don't pay for employee benefits or workers' compensation insurance.*

*While the temptation may be great to save on those items, there are serious drawbacks for employers who incorrectly classify workers as independent contractors. In fact, the IRS penalties for misclassifying workers can be severe.*

### Who's in control here?

To satisfy the IRS, the key question is "To what extent does the business have the right to direct and control the worker?" Businesses generally have the right to control how employees perform their work, but independent contractors determine for themselves how the work is to be performed.

In deciding worker-classification cases, the courts have looked at facts in three main categories: behavioral control, financial control and the relationship of the parties.

Behavioral control factors include any instructions that the employer gives the worker about when, where and how to work and any training the worker receives. Independent contractors

ordinarily control their own work schedule and any necessary learning or training.

Financial control might include: the extent of unreimbursed business expenses, which are likely to occur more often with independent contractors; how much the worker invests in facilities or equipment; and the extent to which the worker can realize a profit or incur a loss.

The relationship of employers and workers can be defined by contracts that are in place and by whether the business provides the worker with employee-type benefits such as insurance, vacation pay or a retirement plan.

### Crime and punishment

The liability for an employer that unintentionally misclassifies an employee is limited to 1.5 percent of the employee's wages for income tax withholding and 20 percent of the employee's portion of FICA tax. However, intentionally misclassifying a worker exposes the employer to more severe measures. The range of disciplinary actions can include the full amount of income tax that should have been withheld, the full amount of the employer's and employee's FICA payments, interest and penalty amounts, and possible civil and criminal penalties, including jail time for the worst offenders.

To take the safest route, when in doubt, employers should classify workers as employees. If a worker is classified as an independent contractor, the hiring firm has the burden of proving that it had no control over the work or the worker.

Government agencies can find other reasons to look at an employer's classifying practices. When a former worker files an unemployment insurance claim, for example, an investigation is automatically triggered to determine the status of the employee.

### Take the IRS test

The IRS uses a 20-factor test to determine proper classification, but also will look at written contracts for independent contractor classification. Contracts can include important language, stipulating that the independent contractor is not entitled to employee benefits programs and acknowledging that the independent contractor is free to work elsewhere at any time.

Employers should not feel that they are secure simply because certain conditions exist. A hiring firm should not assume it is safe under any of these situations:

- The worker wanted to be treated as an independent contractor
- The worker signed a contract



- The worker does assignments sporadically, inconsistently or is on call
- The worker is paid commission only
- The worker does assignments for more than one company
- Congress has established “safe-harbor,” or defense, provisions for employers that misclassify workers as independent contractors. An employer’s defense could be based on:
- Judicial precedent, published rulings, technical advice with respect to the taxpayer or an IRS letter ruling to the taxpayer
- Past IRS audits, which applies only if there was no penalty assessment related to the treatment of individuals holding similar positions in the business
- Long-standing, recognized practice of a significant portion of the industry

An employer may be denied the protection of safe harbor if it has inconsistently classified workers who are doing the same tasks, or if the employer has not filed the appropriate tax forms consistent with the treatment of a worker as an independent contractor.

When business owners understand the rules and correctly classify their employees, they can save time and avoid penalties. Sticks and stones may not figure in the punishment, but the possibility of fines and jail time should be enough to get anyone’s attention.

***Clarice Tunison is a premier HR national manager for Rochester, N.Y.-based Paychex Inc., which provides payroll and human resources products and services to approximately 554,000 businesses nationwide.***

# Independence on Thin Ice

by Gerry Lane

We began employing our staff coaches 17 years ago, just before I started as director at South Suburban Parks and Recreation District. We charge a 15 percent commission for private lessons taught by our staff instructors. Out of that 15 percent, we pay the employer contribution to their taxes, workers’ compensation and unemployment, so the district, in effect, collects approximately a net 2.8 percent commission.

We also have guest instructors who pay a straight commission to the facility. Our freestyle, pairs, dance and field moves sessions are broken down by test level and all our skaters must have passed that level to be in the session. We demonstrate no control over the guest coaches as long as their skaters are test-appropriate for those sessions. We provide no special considerations or amenities for these instructors as we do for our staff instructors and we do not place any controls over where else they may teach.

Over the years, we have conducted several comparisons to other facilities in our region and across the country with regard to rates, policies and tax interpretations, and we have decided to continue our employment policy.

The benefit that we have seen is the ability to attract and retain quality staff in-

structors. We seldom experience turnover and we are still able to set high standards for attracting quality instructors.

It is important to know that many agencies besides the IRS will take an interest in how a person is classified. Unemployment agencies, immigration, workers’ compensation and agencies charged with enforcing the Fair Labor Standards Act and the National Labor Relations Act all may have differing interpretations of how an instructor is classified.

I have witnessed and known of several nightmare situations with regard to independent vs. employee classifications.

Many years ago, an instructor filed a workers’ compensation claim against a facility, and even though the IRS had deemed that the facility had an independent contractor relationship with that instructor, the state ruled that there was an employee relationship. They held the facility liable and fined the facility for non-payment of premiums.

On another occasion, an instructor who was considered an independent contractor by the rink where she worked had not been paying taxes. When the IRS pursued this instructor, they determined that the relationship with the arena was an employee relationship and went after the rink for the back taxes. Subsequently, all the skating

instructors in this metropolitan area were audited by the IRS to determine if this arena had a similar relationship.

More recently, another interpretation ruled that instructors could not be ruled employees for class lessons and independent contractors for their private lessons. The number of students taught simultaneously had no bearing on the determination; rather, it was based on the nature of the control exhibited over the instructors in their activities.

A person is an independent contractor if the company utilizing the services of the worker has the right to control or direct only the result of the work and not the means or method of accomplishing the result.

David Shulman, legal counsel for the Professional Skaters Association, has written many articles for The Professional Skater magazine over the years on this issue, and his opinion has consistently been that most of the instructors in the United States are not independent contractors as they cannot pass enough of the qualifying points from the IRS checklist.

***Gerry Lane is the skating director for the South Suburban Parks and Recreation District in Centennial, Colo.***



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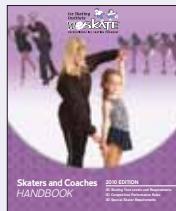
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## Free ISI Seminars Under Way

As part of ISI's ongoing dedication to providing leadership, education and services, the Institute is again offering free seminars for instructors and managers. These seminars provide valuable education and unique networking opportunities for industry newcomers as well as seasoned veterans. The seminars and their companion manuals, also free to attendees, are essential tools for career advancement.

At the instructor seminars, skating instructors and directors discuss the latest in coaching techniques and share helpful hints and teaching tips. Instructors learn about new ISI programs and up-to-date rule revisions for testing and competition events. Some seminars also offer the chance to participate in video judging exercises along with numerous other topics. Many of the instructor seminars will conveniently include *weSKATE* Instructor Training. See the listings below for the training level being offered in each district.

At the management seminars, arena managers and staff members review the latest information regarding management issues and practices; arena program planning, promotion and delivery; and facility and equipment maintenance and operations. The seminars include knowledgeable guest speakers in addition to open and interactive discussions among attendees.

For those who are unable to attend one of ISI's free seminars, manuals will be available after Dec. 1 for \$10 each, plus postage and handling. To order copies, call (972) 735-8800, Ext. 314.

The following list will be updated on the ISI Web site as details become available from ISI district directors. In the meantime, please contact them directly for information.

#### DISTRICT 1

**Instructor Seminar:** Oct. 4, 8:30 a.m.-4 p.m.

Rockland Ice Rink • Rockland, MA

**Speakers:** Dawn Malone, Toni Cooper, Jimmie Santee

**District Director:** Tiesha Potvin Coale (860) 608-0855 tieshask8@yahoo.com

#### DISTRICT 2

**Instructor Seminar:** Oct. 25, 8 a.m. - 2 p.m.

Tenney Ice Pavilion • Syracuse, NY

**Speakers:** TBA, Dawn Malone

**weSKATE Instructor Training:** Core Level

**District Director:** Robyn Bentley (315) 685-1678 or 315-447-8887 RobynBSK8R@hughes.net

#### DISTRICT 3

**Instructor Seminar:** Dec. 7, 8 a.m.-5 p.m.

Sport-O-Rama • Monsey, NY

**Speaker:** David Santee

**weSKATE Instructor Training:**

Intermediate Level

**District Director:** Lisa Fedick (203) 576-8118 lafwonder@aol.com

#### DISTRICT 4

**Instructor Seminar:** Sept. 27, 8:30 a.m.-6 p.m.

Bowie Ice Arena • Bowie, MD

**Speakers:** Ron Ludington, Dawn Malone, Patti Feeney, Peter Martell

**weSKATE Instructor Training:**

Core Level

**District Director:** Christine Wilson Brinton (301) 809-3090 chris@sk8brinton.com

#### DISTRICT 5

**Instructor Seminar:** Sept. 19, 8 a.m.-5 p.m. Pelham Civic Complex • Pelham, AL

**Speakers:** Larry Laborde, Dawn Malone, Peter Martell

**weSKATE Instructor Training:** Core Level

**District Director:** Larry LaBorde (865) 386-6869 llaborde@bellsouth.net

#### DISTRICT 6

**Instructor Seminar:** TBA, 9 a.m.

Plymouth Cultural Center • Plymouth, MI

**Speaker:** Shane Douglas

**weSKATE Instructor Training:** High Level

**District Director:** Toni Cooper (313) 429-1085 tcooper@dyntraining.com

## DISTRICT 7

**Instructor Seminar:** Aug. 29, 12:30-7 p.m.  
Indiana World Skating Academy  
Indianapolis, IN  
**Speakers:** Margy Bennett & Kelley Morris Adair  
**weSKATE Instructor Training:**  
Core level  
**District Director:** Jamie Baringer  
(740) 349-6784  
jbaringer@newarkicearena.com

## DISTRICT 8

**Instructor Seminar:** Sept. 27, 9 a.m.-1 p.m.  
Northbrook Sports Center  
Northbrook, IL  
**Speaker:** Randy Winship  
**District Director:** Susan D'Aquila  
(630) 766-8888  
sdaquila@bensenville.il.us

## DISTRICT 9

**Instructor Seminar:** Oct. 18, 10 a.m.-5 p.m.  
Webster Groves Ice Arena  
**Speakers:** Dawn Malone, Sean Flynn  
**District Contact:** Heather Hyatt  
(314) 322-4245  
hhhyatt72@yahoo.com

## DISTRICT 10

**Instructor Seminar:** Oct. 4, 9 a.m.-4 p.m.  
Schwan Super Rink • Blaine, MN  
**Speakers:** Barb Yackel, Nick Perna, Char Martin  
**District Director:** Char Martin  
(612) 386-9619  
sk8charlyn@aol.com

## DISTRICT 11

**Instructor Seminar:** Oct. 18, 8 a.m.-5 p.m.  
ICE at the Parks • Arlington, TX  
**Speakers:** Randy Winship, Dawn Malone  
**weSKATE Instructor Training:**  
Core level  
**District Director:** John Kanicka  
(214) 720-8080  
john.kanicka@icesk8aig.com

## DISTRICT 12

**Instructor Seminar:** Jan. 8, 8 a.m.-4 p.m.  
South Suburban Family Sports Center  
Centennial, CO  
**Speakers:** Jimmie Santee, Peter Martell  
**Manager Seminar:** Jan. 8, 8 a.m.-4 p.m.  
South Suburban Family Sports Center

Centennial, CO

**Speakers:** Peter Martell, Jimmie Santee  
**District Director:** Debbie Lane  
(303) 798-7881  
gdjl@qwest.net

## DISTRICT 13

**Instructor Seminar:** Sept. 13, 8 a.m.-4 p.m.  
Sprinker Recreation Center  
Tacoma, WA  
**Speaker:** Randy Winship  
**weSKATE Instructor Training:**  
Intermediate Level  
**District Director:** Allison Petsch  
(541) 682-3615  
allison@laneeventscenter.org

## DISTRICT 14

**Instructor Seminar:** Sept. 28, 10 a.m.-2 p.m.  
Yerba Buena Ice Skating Center  
San Francisco, CA  
**Speaker:** Jimmie Santee  
**District Director:** Paige Scott  
(415) 820-3527  
rinkmanager@skatebowl.com

## DISTRICT 15

**Instructor Seminar:** Oct. 8, 9 a.m.-3 p.m.  
Glacier Garden Skating Arena  
Lakewood, CA  
**Speakers:** Randy Winship, Peter Martell  
**District Director:** Bert Blanchette  
(818) 501-7252  
bertb@vscsports.com

## DISTRICT 16

**Instructor Seminar:** Oct. 3-4, time TBA  
Brett Memorial Ice Arena • Wasilla, AK  
**Speaker:** TBA  
**weSKATE Instructor Training:** Yes, level TBA  
**District Director:** Cindy Solberg  
907-694-7328  
cmsolberg@hotmail.com

## DISTRICT 18

**Instructor Seminar:** Feb. 21, time TBA  
RDV Sportsplex Ice Den • Orlando, FL  
**Speaker:** Larry LaBorde  
**weSKATE Instructor Training:** Core Level  
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## Coaches' Corner

by Randy Winship  
ISI Director of Skating  
Programs & Events

# Update and Get Informed Today!

The beginning of a new season reminds us that it's time to update and get informed. The new 2010 Rule Revisions along with a revised duration chart are printed on pages 26 and 27. Since there have been some significant changes over the past two years, it's time for newly updated books — and time for the 2010 Update Test.

The new 2010 combined edition of the *Skater, Coach and Judge Handbook* will soon be available. Check out the "Stocking Stuffer Specials" on page 22 and pick up the latest and greatest book edition for a special discounted price after Oct. 1.

*All coaches who have passed any level of ISI Judge Certification exams prior to Jan. 1, 2010 must pass the 2010 Update Test to keep their certification current.* All judges for all ISI competition events must have passed the 2010 Update Test beginning Jan. 1, 2010.

*All tests received before Dec. 31, 2009 are FREE OF CHARGE.* Starting Jan. 1, 2010, there will be a \$15 Update Test fee. The test can be taken online or printed off the ISI Web site and sent by fax or mail to the ISI office.

The Update Test will focus on the new rule revisions and clarifications since 2008, along with some misunderstood judging examples. True/false and multiple-choice questions comprise the 30-question test.

All online Judge Certification tests (Bronze, Silver, Gold and Synchro) are currently based on the 2009 Rule Revisions. All questions will be updated to include the 2010 Rule Revisions on Jan. 1, 2010. The fee for online certification tests starting Jan. 1 is \$40 per test.

All tests are open-book. This exam style is used to test the candidate's knowledge of the maneuver requirements, competition events, event levels, penalties and where to find the correct information in current ISI publications.

The Bronze, Silver and Gold tests must be taken in order, but the Synchro test can be taken at any time. When you pass any level of certification exam, you will automatically receive a complimentary certification pin that can be proudly displayed on your coaching jacket. Collect all four, and watch for the new Referee Certification in the near future! ☺

## ISI Judge Certification Tests

Congratulations to the following instructors who have recently passed ISI judge certification tests

### GOLD

Viktors Bariss  
Jeffrey Carstensen  
Karen Fenstermaker  
Kelsey Himmel  
Cindy Johnson  
Kayla Johnson  
Elaine Jurun  
Bre Ocegueda  
Catherine Parker  
Clive Phipson

### SILVER

Viktors Bariss  
Jeffrey Carstensen  
Jeffrey Crandell  
Melissa Fortin  
Alicia Grabel  
Laura Hucek  
Cindy Johnson  
Kayla Johnson  
Elaine Jurun  
Rachel Landers  
Bre Ocegueda  
Svetlana Serkeli  
Megan Wendt  
Jaimie Zimmerman

### BRONZE

Viktors Bariss  
Jennifer Bradley  
Jeffrey Crandell  
Hannah Cunningham  
Ian Diaz  
Sara Elliott  
Melissa Fortin  
Lyndsay Gardner  
Linda Huber  
Cindy Johnson  
Kayla Johnson  
Caitlin Mahoney  
Keauhunani Malama  
Christine Morris  
Christine Mullen  
Gabriella Robb

Cherylynn Sebastian  
Tiffany Shih  
Terry Tonius  
Andrew Tsuchida  
Karen Watson

### SYNCHRO

Amy Koland  
Alyssa Lewis  
Karen Watson



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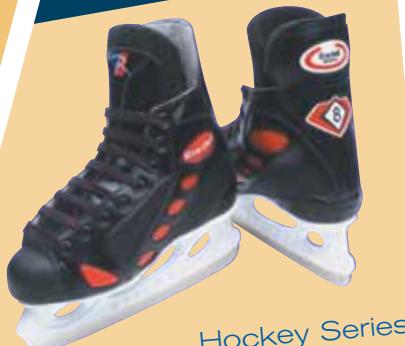
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# **2010 ISI TEST & COMPETITION REVISIONS**

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The following 2010 Test & Competition Revisions are *optional for ISI competitions after Sept. 1, 2009 and mandatory for all events after Jan. 1, 2010*. Competition directors should inform all participants and judges if they will follow these new revisions for events from Sept. 1-Dec. 31, 2009.

## **1. Competition Event Revisions & Clarifications:**

- **Couples Spotlight Medium Duration** for Freestyle 1-3 / Open Bronze is increased to 1:30.
- **Rhythmic Skating Duration** (Ball, Hoop & Ribbon) for Freestyle 1-3 is increased to 1:30.
- **Uncaptured Spins** – The back sit spin and back camel spin can be performed on either edge.
- **Synchronized Formation Shoulder Hold Position** requires that both shoulders be held.
- **Against the Book Judging** – Skaters will receive either 1st or 2nd place. The judging panel should discuss and agree on the placement, whenever possible.

The skater must still receive 80% of the total possible points for 1st place. If the skater receives an average total of 79.9% or below, they will receive 2nd place.

For events with technical criteria, the skater should get 1st place if the required maneuvers are completed to the passing test standard for their age and ability level.

## **2. Ice Dancing Test Levels have been revised as follows:**

<b>Ice Dancing Tests 1-4:</b>	No change
<b>Ice Dancing Test 5:</b>	Hickory Hoedown, Willow Waltz, Ten Fox
<b>Ice Dancing Test 6:</b>	14-Step, European Waltz, Foxtrot
<b>Ice Dancing Test 7:</b>	American Waltz, Tango, Rocker Foxtrot
<b>Ice Dancing Test 8:</b>	Kilian, Blues
<b>Ice Dancing Test 9:</b>	Paso Doble, Starlight Waltz, Quickstep
<b>Ice Dancing Test 10:</b>	Westminster Waltz, Argentine Tango, Viennese Waltz

## **3. Special Skater Test Requirements have been revised as follows:**

Special Skater tests 3, 5, 7 and 9 have a stop requirement for these levels. Skaters can do *any stop at any level* – 2-foot or 1-foot snowplow, left or right T-stop or hockey stop.

Special Skater Test 9: The Mohawk requirement is for one forward to backward Mohawk on either foot or edge. This requirement is *NOT* the same as the 7-step Mohawk combination in the Gamma test.

## **4. Test Scoring Clarification and National Test Registration** – All ISI tests may be scored using the numerical scale of 5-10 for a passing score on each requirement or may be scored as Pass/Retry. Each test requirement must be performed to the passing test standard described in the *Skaters and Coaches Handbook* in order to officially pass the test. The test registration spreadsheet (available from ISI) will accept either method of scoring the tests.

# 2010 ISI COMPETITION EVENT CHART

TEST LEVELS	Freestyle Duration	Freestyle Maneuvers	Artistic Duration	Artistic Maneuvers	Footwork Duration	Spotlight Duration	Spotlight Maneuvers
Tots	1.0	<i>Tot level maneuvers</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
Pre-Alpha	1.0	<i>PreAlpha &amp; below*</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
Alpha	1.0	<i>Alpha &amp; below*</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
Beta	1.0	<i>Beta &amp; below*</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
Gamma	1.0	<i>Gamma &amp; below*</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
Delta	1.0	<i>Delta &amp; below*</i>	n/a	n/a	n/a	1.0	<i>FS1 &amp; below</i>
FS 1	1.5	<i>FS1 &amp; below</i>	1.5	<i>FS4 &amp; below</i>	1.0	1.5	<i>FS4 &amp; below</i>
FS 2	1.5	<i>FS2 &amp; below</i>	1.5	<i>FS4 &amp; below</i>	1.0	1.5	<i>FS4 &amp; below</i>
FS 3	1.5	<i>FS3 &amp; below</i>	1.5	<i>FS4 &amp; below</i>	1.0	1.5	<i>FS4 &amp; below</i>
Open Bronze	2.0	<i>FS3 &amp; below</i>	1.5	<i>FS4 &amp; below</i>	1.0	1.5	<i>FS4 &amp; below</i>
FS 4	2.0	<i>FS4 &amp; below</i>	1.5	<i>FS6 &amp; below</i>	1.0	1.5	<i>FS6 &amp; below</i>
FS 5	2.0	<i>FS5 &amp; below</i>	1.5	<i>FS6 &amp; below</i>	1.0	1.5	<i>FS6 &amp; below</i>
Open Silver	2.0	<i>FS5 &amp; below</i>	1.5	<i>FS6 &amp; below</i>	1.0	1.5	<i>FS6 &amp; below</i>
Open Gold	3.0	<i>FS6 &amp; below</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
FS 6	2.5	<i>FS6 &amp; below</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
FS 7	3.0	<i>FS7 &amp; below</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
FS 8	3.5	<i>FS8 &amp; below</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
FS 9	4.0	<i>FS9 &amp; below</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
FS 10	4.0	<i>Any maneuvers</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>
Open Platinum	4.0	<i>Any maneuvers</i>	2.0	<i>Any maneuvers</i>	1.0	2.0	<i>Any maneuvers</i>

\* Must include one maneuver from FS1

TEST LEVELS	Rhythmic Duration	Rhythmic Maneuvers	Interpretive Maneuvers	Couple Spotlight Levels	Couple Spotlight Duration	Couple Spotlight Maneuvers
Tots	n/a	n/a	n/a	Low	1.0	<i>FS1 &amp; below</i>
Pre-Alpha	n/a	n/a	<i>FS1 &amp; below</i>	Low	1.0	<i>FS1 &amp; below</i>
Alpha	n/a	n/a	<i>FS1 &amp; below</i>	Low	1.0	<i>FS1 &amp; below</i>
Beta	n/a	n/a	<i>FS1 &amp; below</i>	Low	1.0	<i>FS1 &amp; below</i>
Gamma	n/a	n/a	<i>FS1 &amp; below</i>	Low	1.0	<i>FS1 &amp; below</i>
Delta	n/a	n/a	<i>FS1 &amp; below</i>	Low	1.0	<i>FS1 &amp; below</i>
FS 1	1.5	<i>FS4 &amp; below</i>	<i>FS4 &amp; below</i>	Medium	1.5	<i>FS4 &amp; below</i>
FS 2	1.5	<i>FS4 &amp; below</i>	<i>FS4 &amp; below</i>	Medium	1.5	<i>FS4 &amp; below</i>
FS 3	1.5	<i>FS4 &amp; below</i>	<i>FS4 &amp; below</i>	Medium	1.5	<i>FS4 &amp; below</i>
Open Bronze	1.5	<i>FS4 &amp; below</i>	<i>FS4 &amp; below</i>	Medium	1.5	<i>FS4 &amp; below</i>
FS 4	1.5	<i>FS6 &amp; below</i>	<i>FS6 &amp; below</i>	Intermediate	1.5	<i>FS6 &amp; below</i>
FS 5	1.5	<i>FS6 &amp; below</i>	<i>FS6 &amp; below</i>	Intermediate	1.5	<i>FS6 &amp; below</i>
Open Silver	1.5	<i>FS6 &amp; below</i>	<i>FS6 &amp; below</i>	Intermediate	1.5	<i>FS6 &amp; below</i>
Open Gold	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
FS 6	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
FS 7	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
FS 8	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
FS 9	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
FS 10	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>
Open Platinum	2.0	<i>Any maneuvers</i>	<i>Any maneuvers</i>	High	2.0	<i>Any maneuvers</i>

# ISI SKATERS ARE GOING PLACES in 2010



**Feb. 12-14**  
Anaheim ICE - Anaheim, CA  
Entry & Test Deadline: Dec. 1



**March 26-28**  
Miami University - Oxford, OH  
Entry Deadline: Jan. 15



**July 26-31**  
New England Sports Center - Marlboro, MA  
Entry & Test Deadline: May 1



**Oct. 8-10**  
Las Vegas Ice Center - Las Vegas, NV  
Entry & Test Deadline: Aug. 15



**Dec. 10-12**  
Northbrook Sports Center - Northbrook, IL  
Entry & Test Deadline: Oct. 15



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FORMS AND ADDITIONAL EVENT DETAILS

# *Control Fan Behavior with* Culture Keepers

by David Jacobson

One of the most important roles in a Positive Coaching environment is the “Culture Keeper.” In the 1,000-plus live group workshops Positive Coaching Alliance presents each year to schools and youth sports organizations nationwide, “culture” is defined simply as “the way we do things here.” So, your culture keepers maintain the way you do things there!

For example, your organization’s leaders may decide, “The way we do things here (in our rink) is to have skaters bow or curtsy to officials.” Or, “The way we do things here, hockey teams shake hands with each other after games.”

But it is not enough for organizational leaders or coaches to simply proclaim a culture. You need “culture keepers,” whose job, in part, may require reminding others of appropriate fan behavior at your rink.

Each rink is different, so the role of culture keeper will develop and manifest uniquely. Essentially, though, culture keepers cultivate and reinforce the desired behavioral norms in an organization, and, when necessary, they work to correct outlying behavior.

In an ideal skating community, everyone would be a culture keeper in his or her own way, because that would indicate an extreme level of mental and emotional “buy-in” to your organization’s adoption of a Positive Coaching culture. Initially, your organization may need to designate a few individuals to help the notion of “culture keeper” take root and to establish culture-keeper practices that meet your organizational needs. Those first few designated culture keepers must be respected and trusted by others in your organization.

Understanding that culture keepers will show themselves differently in each organization, here are some ideas for practically implementing the culture keeper role in your organization.

Culture keepers can scan the stands, looking for positive acts to praise and encourage while also watching for less desirable behavior that may need to be corrected. The praise part of that equation is important, because if culture keepers can positively reinforce the desired behavior, especially within earshot of others, then that behavior more likely will become the cultural norm.

Culture keeper is not an easy job. It is not for the faint of heart, especially if your organization is transitioning away from a “win-at-all-cost” approach. Those within your organization who prefer old ways may obstruct the establishment and maintenance of a Positive Coaching culture, and your culture keepers must face those obstructions courageously, diplomatically and persistently.

In most cases, however, culture keepers just gently remind spectators that they are there for the competitors’ benefit. Often, the mere appearance of those known as culture keepers reminds other parents and fans to maintain decorum.

It will help culture keepers to have signs, cards or stickers to hand out to spectators, reminding them to “Honor the Game.”

Some culture keepers even hand out lollipops to give spectators something better to do with their mouths than speak ill of players, coaches or officials.

Even when everyone knows what is expected of them, emotions can get out of control, and intervention becomes necessary. Here’s how culture keepers can proceed.

## Step 1: Handouts

Hand the offending party a card or sticker. You need not say anything yet. It’s just a low-key reminder of “the way we do things here.”

## Step 2: Questioning

If the handout doesn’t do the job, a statement, such as “You seem pretty upset,” will often get them talking to you rather than venting inappropriately at officials.

## Step 3: Assertive Statement

Absent an appropriate response to your first steps, explicitly say something like, “That’s not the way we do things here.” By the time you have reached this stage, stand back to avoid invading the fan’s personal space, to ensure the matter does not escalate and to keep yourself from harm in case the person gets even more upset. If tension escalates, simply withdraw and go to Step 4 (below).

## Step 4: Official Warnings

Contact rink officials or leaders for help. If necessary, have the competition stop action until they arrive to help resolve the issue. That may mean warning coaches or other fans to manage behavior or risk penalties.

## Step 5: Physical Removal

In the event that physical removal becomes warranted, ask the objectionable fan to leave. Even if an escort becomes necessary, make sure the fan leaves. People watch to see how organizations deal with misbehavior and will improve their own behavior when they see that the organization means business.

These steps will help your culture keepers keep the Positive Coaching culture you want!



**David Jacobson** is the marketing communications manager for Positive Coaching Alliance. To learn more about how the ISI-PCA national partnership benefits your organization, contact PCA at (866) 725-0024 or [PCA@PositiveCoach.org](mailto:PCA@PositiveCoach.org). To request information on partnering your organization with PCA, please visit [positivecoach.org/inforequest.aspx](http://positivecoach.org/inforequest.aspx).

# Association Reports

## NorthEast Ice Skating Managers' Association (NEISMA)

by Ed Peduto, President



I am honored to have recently been elected president of NEISMA. I tip my cap to outgoing president Tom Morton, who performed yeoman's work during his eight years as helmsman of NEISMA.

Outreach is my motto for this term as president. As a longtime member and director of NEISMA, I believe strongly in the benefits of association membership, participation and stewardship. It is clear to me that the newest generation of workers relies on its technological prowess to investigate and solve dilemmas. They get their problem solved, but often not in the most efficient manner. A keyboard and monitor will never replace the education, personal relationships and industry knowledge available at industry association meetings.

I am concerned about the health of NEISMA and all arena industry associations. Our recent conference in New Hampshire had few rinks from New Hampshire and Maine in attendance, yet Penn State University's arena manager was there! I pledge

to contact local arenas and ask them why they are or are not participating in NEISMA events.

The upcoming year promises to be an exciting one for NEISMA. Our fall meeting is tentatively planned for Oct. 14 at the New England Sports Center in Marlborough. This facility was impressive when we had our meeting there shortly after it opened with four sheets of ice. Amazingly, it now has five! Among the planned topics are: "Dealing with the Media," so arena employees do not get hoodwinked by savvy (sleazy?) investigative reporters; "Indoor Air Quality," to discuss the ultrafine particle issue recently raised by ESPN; and an open forum where managers can bring their issues to other managers' attention.

The NHL Winter Classic is finally making its way, after many years of rumors, to Boston's Fenway Park. The latest rumor has Boston College and Boston University also playing a men's ice hockey game on the temporary sheet of ice. I hope that NEISMA will be able to arrange a tour of the ice plant and rink that make the Winter Classic playable.

NEISMA's Spring 2010 Conference & Trade Show will be back at the Mystic, Conn. Hilton in early May. This location hosted a very well-attended 2008 show. We hope to make use of the Mystic Seaport for a reception as well as the alluring bells of the slot machines at Mohegan Sun Resort & Casino.

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## Minnesota Ice Arena Managers Association (MIAMA)

by Joseph M. Balzer, President



That's a wrap! This is my final column as MIAMA president. I have been honored to serve two one-year terms. I hope that I have been helpful over these last two years in bringing you a little taste of MIAMA and what we are about.

During this time we have seen many changes in our industry and in our area of the country.

We are fighting a lousy economy and diminishing state, county and local aid to assist us in meeting our bottom line. In some cases, we have reduced staffing, services and operating hours to adjust our balance sheet. On the positive side, we continue to be a leader in our industry. We have partnered with ISI on a three-year journey to bring an exceptional educational opportunity to our members with iAIM certification opportunities. In the first year, we had 42 participants and look forward to a large group for our second annual four-day school this fall in northern Minnesota.

I would like to thank our board of directors, especially Dean Mulso, our secretary/treasurer/administrative assistant and my official chief of staff. Dean is an unsung member of our board who has carried on the tradition of administrative assistant, a title that has been held by only two others in the entire history of our association. Thanks, too, to the members of MIAMA, an outstanding group of industry pros who read like a Who's

Who in our world — including Mike Mattson, Gary Pietig, Larry Thayer and Craig Panning — as well as the many up-and-coming young leaders who will be the future stars of MIAMA. Congrats to Andy Baltgalvis, winner of the 2009 ISI Benton H. Wilcoxon Award for leadership, creativity and innovation in arena management.

On a personal note, being the president of MIAMA has been a rare privilege. I am honored to even be mentioned in the same sentence with industry greats — among them, my mentor and boss, the late Alan K. Payne. Thanks to my current boss, Brandon Klement, who has been helpful and cooperative during my service. Thanks to my children, Sam and Paige, who don't mind sharing their dad with others.

## Arena Managers of the Mid Atlantic (AMMA)

by Trudy Ivory



AMMA's new co-directors for the 2009-10 ice season are Terri Rosenwald of Mentor, Ohio; Erin Schopf of Shaker Heights, Ohio; and Colleen Thomas of Mentor, Ohio.

Our fall mini-conference is planned for Sept. 22-23 at Oglebay Resort and Conference Center in Wheeling, W.Va. We will have a social on the 22nd, and our meeting on the 23rd will consist of speakers from USFS, ISI/iAIM and Becker Arena Products. We also will have a presentation on energy saving ideas by Siemens. ➤

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Once again, our annual fall conference is always informative, fun and worth leaving your building to attend! Please mark your calendar to save the date.

For more information, please contact Terri Rosenwald in Mentor at (440) 974-5730.

## Wisconsin Ice Arena Management Association (WIAMA)

by Craig Petersen, 2nd Vice President



The Wisconsin Ice Arena Management Association recently completed its annual Fall Fire-Up at the Oregon Community Sports Arena in Oregon, Wis. Attendees from Wisconsin, Minnesota, Illinois and Iowa attended the one-day workshop featuring sessions in preventive dehumidification maintenance, refrigeration system trouble-shooting and ways to save money around the arena, as well as an ice resurfacer operations safety course.

Next up for WIAMA is our annual spring conference April, 21-23 at the Kalahari Resort in Wisconsin Dells. The format of the conference will consist of our annual golf networking tournament, seminars by top instructors, the vendor trade show, and roundtables to discuss individual member needs. Interested participants are encouraged to check out the information at our Web site, [www.wiama.com](http://www.wiama.com). We hope to see you there!

## Metropolitan Ice Rink Managers Association (MIRMA)

by Lisa Fedick, Secretary



MIRMA is pleased to welcome the Heritage Foundation of 9/11 as an ISI Administrative member of District 3. The organization's annual *Stars, Stripes, and Skates ICEtravaganza* will be held Sept. 26 at the Danbury Ice Arena. ISI skaters may audition via YouTube or submitted DVD. For more information, contact [starsstripesandskates@gmail.com](mailto:starsstripesandskates@gmail.com).

We would also like to welcome the NHL franchise New York Rangers Hockey Club as a new MIRMA member. The club has demonstrated a commitment to grow the sport of hockey in our tri-state area with initiatives such as the "Future Rangers" learn-to-play program, which will pilot in six MIRMA member facilities this fall.

I have been re-elected to serve as your District 3 representative to the ISI board of directors. Rick Nadeau, formerly FMC's hockey director and now director of fan development for the New York Rangers Hockey Club, will serve as the District 3 vice chair.

MIRMA is in the final planning stages for our Fall 2009 manager's meeting, which will take place in late October in Long Island. The 2009 instructor seminar, featuring David Santee will take place in early December at the Sport-O-Rama facility in Monsey, N.Y. Watch for updates at [www.skateMIRMA.org](http://www.skateMIRMA.org). ☺

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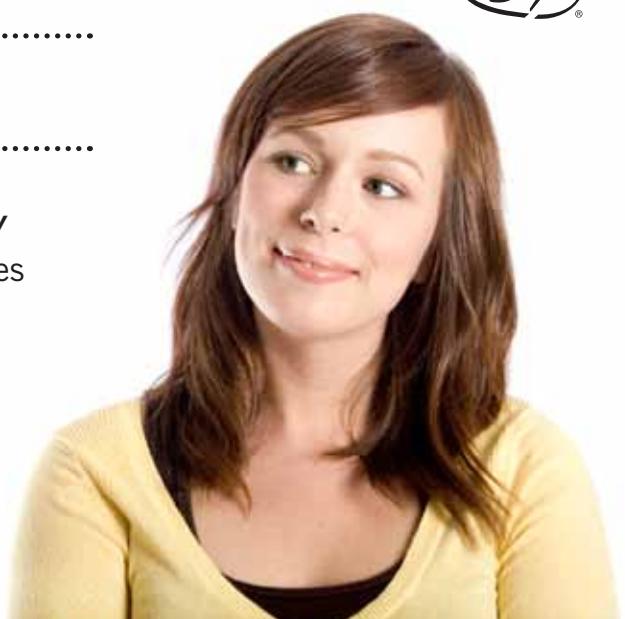
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In addition to coverage for your rink operations, we also provide coverage for special events, teams, leagues, camps & clinics, instructors, and many other rink-related insurance products that your business may need. Call us today to find out more!

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# CALENDAR

ISI-endorsed competitions & shows/exhibitions  
 Deadline for the next EDGE calendar: Sept. 15  
 For regular calendar updates, see  
[www.skateisi.org](http://www.skateisi.org), Event Info

## COMPETITIONS

### SEPTEMBER

- |                                     |                      |
|-------------------------------------|----------------------|
| <b>11-13</b>                        | <b>Clearwater FL</b> |
| Clearwater Ice Arena                |                      |
| District 18 Championships           |                      |
| <b>18-20</b>                        | <b>Arlington TX</b>  |
| ICE at The Parks                    |                      |
| 6th Annual Open Competition         |                      |
| <b>26</b>                           | <b>Escondido CA</b>  |
| Iceplex Escondido                   |                      |
| Falling Leaves ISI Open Competition |                      |
| <b>26-27</b>                        | <b>Valencia CA</b>   |
| Ice Station Valencia                |                      |
| 4th Annual Autumn Classic           |                      |

### OCTOBER



- 2-4 Lake Placid NY**  
 Olympic Center  
 ISI Adult Championships

- |                                  |                        |
|----------------------------------|------------------------|
| <b>9-10</b>                      | <b>Springdale AR</b>   |
| Jones Center for Families        |                        |
| Ozark Invitational               |                        |
| <b>10</b>                        | <b>Newark OH</b>       |
| Lou & Gib Reese Ice Arena        |                        |
| 2009 District 7 Championships    |                        |
| <b>10-11</b>                     | <b>Redwood City CA</b> |
| Nazareth Ice Oasis               |                        |
| October Challenge                |                        |
| <b>16-18</b>                     | <b>Aliso Viejo CA</b>  |
| Aliso Viejo Ice Palace           |                        |
| 14th Annual ISI Open Competition |                        |
| <b>17</b>                        | <b>Roseville CA</b>    |
| Skatetown                        |                        |
| Octoberfest Open                 |                        |
| <b>23-24</b>                     | <b>Woodbury MN</b>     |
| Bielenberg Sports Center         |                        |
| Skate Woodbury ISI Classic       |                        |
| <b>24</b>                        | <b>Simi Valley CA</b>  |
| Iceplex Simi Valley              |                        |
| 7th Annual ISI Open Competition  |                        |

- 24-25** **Rockland MA**  
 Winterland Skating School  
 23rd Annual Halloween Classic

### NOVEMBER

- |  |                      |
|--|----------------------|
| <b>6-8</b>                               | <b>Northbrook IL</b> |
| Northbrook Sports Center                 |                      |
| Falling Leaf Open                        |                      |
| <b>6-8</b>                               | <b>Montgomery AL</b> |
| K Lynn Skating School                    |                      |
| 1st Annual Competition                   |                      |
| <b>7-8</b>                               | <b>Yorktown VA</b>   |
| Hampton Roads IcePlex                    |                      |
| 8th Annual Fall Classic Open             |                      |
| <b>8</b>                                 | <b>Anaheim CA</b>    |
| Anaheim ICE                              |                      |
| 9th Annual Synchronized Team Competition |                      |
| <b>28-29</b>                             | <b>Skokie IL</b>     |
| Skatium                                  |                      |
| All America Competition                  |                      |

### DECEMBER

- 4-6 Fort Myers FL**  
**Fort Myers Skatium**  
**ISI Artistic Challenge**



### 2010 FEBRUARY

- 12-14 Anaheim CA**  
**Anaheim ICE**  
**ISI Winter Classic**



### MARCH

- 26-28 Oxford OH**  
**Miami University**  
**ISI Synchronized Skating Championships**



### JULY

- 26-31 Marlboro MA**  
**New England Sports Center**  
**30th Annual ISI World Recreational Team Championships**



## SHOWS & EXHIBITIONS

### SEPTEMBER

- 26** **Danbury CT**  
 Danbury Ice Arena  
 Heritage Foundation of 9/11  
 Stars, Stripes & Skates

### DECEMBER

- |                               |                     |
|-------------------------------|---------------------|
| <b>6</b>                      | <b>Nashville TN</b> |
| Centennial Sportsplex         |                     |
| Annual Holiday Ice Show       |                     |
| <b>6</b>                      | <b>Newark OH</b>    |
| Lou & Gib Reese Ice Arena     |                     |
| 2009 Holiday Exhibition       |                     |
| <b>7</b>                      | <b>Luverne MN</b>   |
| Blue Mound Ice Arena          |                     |
| We'll Skate, You Donate       |                     |
| <b>8-12</b>                   | <b>Knoxville TN</b> |
| Ice Chalet                    |                     |
| 22nd Annual Nutcracker on Ice |                     |

- |                                     |                       |
|-------------------------------------|-----------------------|
| <b>11-12</b>                        | <b>St Peters MO</b>   |
| St. Peters Rec-Plex                 |                       |
| Winter Wonderland on Ice            |                       |
| <b>11-13</b>                        | <b>Evanston IL</b>    |
| Robert Crown Ice Center             |                       |
| 35th Anniversary Nutcracker on Ice  |                       |
| <b>13</b>                           | <b>Pittsburgh PA</b>  |
| BladeRunners Ice Complex            |                       |
| Holiday Skate                       |                       |
| <b>18-19</b>                        | <b>Simi Valley CA</b> |
| Iceplex Simi Valley                 |                       |
| Lion Kings on Ice                   |                       |
| <b>19</b>                           | <b>Arlington TX</b>   |
| ICE at The Parks                    |                       |
| Holiday in The Parks                |                       |
| <b>20</b>                           | <b>Yonkers NY</b>     |
| E.J. Murray Memorial Skating Center |                       |
| Holiday Ice Show 2009               |                       |

### 2010 MAY

- |                        |                     |
|------------------------|---------------------|
| <b>16</b>              | <b>Nashville TN</b> |
| Centennial Sportsplex  |                     |
| Annual Spring Ice Show |                     |
| <b>21-23</b>           | <b>Glenview IL</b>  |
| Glenview Ice Center    |                     |
| 37th Annual Ice Show   |                     |

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**Who are our best customers?**  
*How well did the rink do on Friday night?*  
**When do we have open ice?**  
*What's our most profitable item?*  
**How do we stop double booking ice?**  
*How is our facility being utilized?*  
**Who owes us money?**

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---

"I consider my ice scheduling software to be the third most important asset in my arena; right behind my refrigeration system and ice resurfacer."

- Mark Vaughan, Eagan Civic Arena

"Maximum Solutions has been great to work with the past 5 1/2 years. Whenever we needed any assistance their tech support staff has been right there to help. All their staff is extremely friendly and always willing to go that extra step. We look forward to many more years with Maximum Solutions!"

- Jackie Edwards, RACC Manager

## **Applications Include:**

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- League Scheduling
  - Adult leagues, youth associations, etc.
- Activity Registration
  - Skating programs, league registrations
- Online Registration
- Membership Management
  - Punch passes, member cards, fitness passes
- Point of Sale and Inventory
  - Front desk, kiosks, concessions, proshop
- Locker Management
- Equipment Rental
  - Check in/out and reserving of equipment.
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# ISI Artistic Challenge

Fort Myers Skatium • Fort Myers, Fla.

Dec. 4-6

Entry deadline: Oct. 15

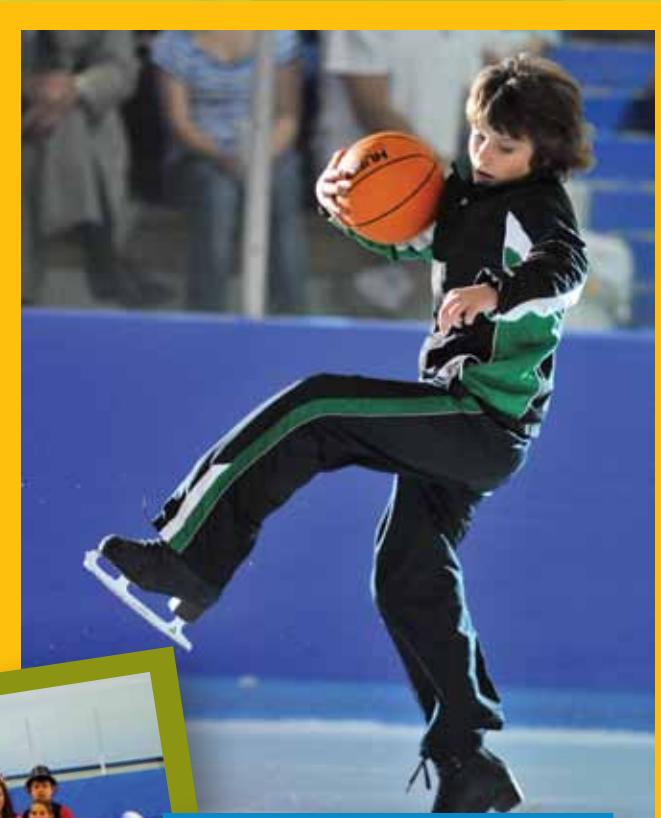
## Showcasing Creativity and Celebrating the Art of Ice Skating

The freedom of personal expression without technical scores has made Artistic Challenge a popular event for skaters who love the opportunity to focus on showmanship, costumes and creativity. It's a low-pressure environment with a high fun factor! The fifth annual Challenge will be staged in Fort Myers, Fla., the "City of Palms." Here you'll find white sand beaches, exotic tropical wildlife and marine life, and the Fort Myers Skatium, a family entertainment facility featuring laser tag, a video arcade and an inline rink, in addition to its NHL-size ice surface.



## FOR MORE INFORMATION

[skateisi.org](http://skateisi.org)  
[fortmyers.org](http://fortmyers.org)  
[fortmyers-sanibel.com](http://fortmyers-sanibel.com)  
[visitflorida.com](http://visitflorida.com)  
[fmskatium.com](http://fmskatium.com)



# Classified Advertising

**Figure Skating Coach** — Help advance a growing, 5-year-old ISI Club located in NW suburban Minneapolis area. Certified to coach advanced levels (ISI 4 & above). Call (763) 221-2912 or (763) 682-6209.

**Assistant Manager** — Floyd Hall Arena seeks energetic, hard-working individual with experience in all areas of the ice arena industry. iAIM certifications a plus. Full-time position with benefits. Send résumé to bmiller@floydhallarena.com or manager@floydhallarena.com.

**For Sale** — (1) Model 500 Zamboni with Fuel Management System; (1) Model 440 Zamboni; (80) 16" metal halide aluminum lights, including ballasts and bulbs; (1) Model 821F Blademaster Single Wheel Custom Radius Skate Sharpening Machine with Fan BR300 and cover. Contact Nick Flaskey at Flaskey@hotmail.com or (813) 240-6065.

**Ice Show Service** — Let me put your skaters on center stage and boost your rink's popularity! I produce, direct and choreograph ice shows for rinks. E-mail: NJO620@comcast.net or call (973) 376-4068.

**Instructors** — Ice skating facilities in Indianapolis need instructors for the upcoming season. PSA, USFS and/or ISI experience preferred. Junior coaches also may be needed to assist with group lessons. E-mail résumé to jobs@skateisi.org or fax to ISI office at (972) 735-8815, with "RESUME" on the subject line.

For Classified advertising information contact Carol Jackson at cjackson@skateisi.org.

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## And Another Thing...

by Peter Martell  
ISI Executive Director

# What Happens When Preparation Meets Opportunity?

**A**s we enter another skating and hockey season — one that we hope brings an improving economy and renewed interest in ice sports — we should ask ourselves: "Are we *doing* everything we can to generate new interest and continued participation, or are we just *waiting* for things to improve and people to return to the ice arena?"

The adage "Build it and they will come" no longer applies to our business (if it ever did) and those who subscribe to it are destined for disappointment — at best.

Ice skating and hockey are nontraditional activities in most of America and we, as rink operators and skating professionals,

must understand and accept the fact that we have to aggressively promote and sell ice sports to the general public if we are to grow (or even sustain) the business. This is more important than ever in today's economic climate as families look for ways to recreate more economically and closer to home.

With the 2010 Winter Olympics just around the corner, we should already be planning, promoting and scheduling activities designed to stimulate and capture new or renewed interest in skating and hockey. We cannot afford to wait for self-motivated participants to show up on our doorsteps. We need to be out *selling* the fun and excitement of ice sports to individuals and community groups in advance of any external event that might stimulate their interest. In addition, every staff member must be trained and encouraged to be a salesperson for all of the arena's programs and events to turn *impulse* customers into *repeat* and *regular* customers.

Now is the time to re-evaluate your sales and marketing program, or, if you don't already have one, create and implement one immediately. Every facility should have at least one individual responsible for planning and administering a marketing plan that includes paid advertising, promotion (they are different), internal and external (group) sales — that means getting out of the building to make sales calls! And once you get them into your building, make sure that you *entertain, entertain, entertain* them so they return.

In the words of legendary football coach Darrell Royal, "Luck is what happens when preparation meets opportunity." So get out there and make it happen! ☺

## Improve your bottom line, both short- and long-term!



ISI **Administrative members** can enjoy substantial returns by registering class or recreational skaters with ISI. ISI **skating directors** can earn rewards for registering Individual skater members to their arena/club as well as registering NEW Professional members.

**It's easy money. Give it a try, and see how ISI works for YOU!**

For more information, see the packet recently mailed to your facility or call the ISI office at (972) 735-8800.

# ISI and Vegas *A Sure Bet for 2010!*



June 1-4  
.....  
Caesars Palace

Room Rate: \$119  
Reservations: (866) 227-5944  
Group Rate Deadline: April 29



[www.skateisi.org](http://www.skateisi.org)

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ECO CHILL is modular in nature, allowing the designer to choose those com-

ponents that best match the needs of your facility. In all cases, quality ice is the number one priority of an ECO CHILL system, ensuring your facility users' satisfaction while you benefit from greatly reduced energy costs.

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