

Feasibility Study: Ice Rink SWOT Analysis
Interactive Qualifying Project
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by
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Chapter 1 - Introduction

I loved skating by myself, the feeling of exhaustion before bed that comes from a good hard workout. I loved the sounds one person could make on a rink: the crunching of the ice beneath your blades; the clang of a puck hitting the post; the echoing of a shot off the boards; the crisp slap of a slap shot, as the blade of the stick smacks the ice, then, a millisecond later, makes contact with the puck. I loved the swishing sound of the puck hitting into the net. That's what I remember best when I think of those nights alone on the rink: the sounds. Hockey sounds.

~Travis Roy, Eleven Seconds

Travis Roy was a young man who achieved his dream of playing Division I college hockey in 1995, only to have that dream cut short just eleven seconds into his first shift, when he fell head first into the boards, cracking his fourth vertebrae, leaving him paralyzed from the neck down (<http://www.travisroyfoundation.org/pages/travis-bio.html>). Travis' father, Lee Roy, managed rinks while Travis grew up as a young hockey player in Yarmouth, Maine (Roy 1998). Travis loved the sport of hockey, and he skated whenever he could, sometimes alone before his father closed the rink at the end of the night (Roy 1998). Travis Roy's love for the sport of hockey introduced an incredible idea that helped me select my preferred career. I have been able to experience the same "hockey sounds" while being alone on the ice on rare occasions, and I feel that I have a similar passion for the game of hockey as that demonstrated by Travis Roy.

I hope to be able to create a similar career to that of Lee Roy for myself in the ice rink industry. It has been a dream of mine to own and operate an arena where local hockey teams can practice, play games, and host tournaments. The world of sports is a large part of my life, as I have participated in athletics for the majority of my life, and I hope to become increasingly involved in the economy of sports throughout my career. To make this happen, I need to grasp knowledge about the ice rink industry and its operations. With that in mind, I hope this project can serve as an important initial step towards understanding the issues involved in building the ice rink in my hometown.

This project will also allow me to improve many of my academic skills. I will learn how to properly apply and execute a SWOT analysis to the ice rink industry as well as the ice hockey industry that I hope to be a part of in the future. To execute the SWOT analysis, I will need to develop questionnaires as well as conduct interviews with industry experts. My personal and social skills will be improved through this interviewing process. I will also improve my writing and presentation skills through the completion of this project. Networking will be another great advantage that completing this project will have for me. As I am hoping to become involved in this industry, this project will give me the opportunity to meet important members of the industry and their experience will deepen my understanding of the feasibility of the project.

This project would also greatly benefit the community of Agawam by creating a new opportunity for children to become active in athletics. I believe that participating in athletics as a child builds social skills that are crucial in today's business environment. Generation Y (Americans born between 1977 and 2002) has a reputation for lacking social skills due to the development of the computers and cellular phones in recent years

(<http://www.usatoday.com/educate/college/firstyear/articles/20051113.htm>). It is more important now than ever before that children become involved in group activities that force them to interact with peers to help them develop extremely important social and leadership skills.

Chapter 2 - Current Status of the Industry

The ice rink industry is a difficult industry to track and analyze due to the fact that many ice rink facilities are owned and operated by private parties. The growth of the ice arena industry can be linked, however, to the development of the ice hockey industry in the United States, since they are closely linked. As such, I will first examine the hockey industry in order to evaluate the ice rink industry and understand the pattern of the co-development of these two industries and obtain the implications on the ice rink industry.

Section 2.1 will be introducing the ice hockey industry in the United States, starting with the history of ice hockey leagues as they developed in the United States. The growth and competition levels of the leagues will also be discussed and the focus is on the local hockey industry in Agawam and surrounding cities. In section 2.2 I will focus on the national, regional, and local ice rink industry development and especially explore the pattern of the co-movement along the history. The purpose is to grasp the pattern and to use it to infer the local ice rink potential in my hometown. The third section of this chapter (2.3) will introduce the hockey teams currently established in the greater Springfield area, which is the target market for the proposed ice rink. Section 2.4 will be a quick introduction to the planned ice rink to be built as a result of this study.

Section 2.1 - Characteristics of the Ice Hockey Industry

The characteristics of the ice hockey industry greatly influence the characteristics of the ice rink industry. Teams need a place to practice, develop, and play games, creating a demand for ice time. Section 2.1.1 explains the history of the industry, based around the history of the hockey industry. Section 2.1.2 will discuss many different

aspects of the current hockey industry, including team locations and the financial performance of these teams.

Section 2.1.1 - History

The history of ice hockey in North America dates back to the 1800s. The game was invented in Canada, but the exact location is debatable (http://proicehockey.about.com/od/history/a/history_timelin.htm). The first rules of the game were published in 1877, allowing for the first hockey association to be formed in 1888, the Amateur Hockey Association of Canada. This association began with six teams, four in Montreal, Quebec, one in Ottawa, Ontario, and one in Quebec City, Quebec (http://proicehockey.about.com/od/history/a/history_timelin.htm). In 1893, Frederick Arthur, also known as Lord Stanley of Preston, donated the Dominion Hockey Challenge Cup to be a trophy to be given yearly to the champion of the Amateur Hockey Association of Canada. Eventually, this cup would become known as the Stanley Cup (http://proicehockey.about.com/od/history/a/history_timelin.htm).

After years of development, the Amateur Hockey Association of Canada eventually became the National Hockey League, and in 1942, the "Original Six" teams comprise the league. These teams are the Boston Bruins, the Montreal Canadiens, the Toronto Maple Leafs, the New York Rangers, the Detroit Red Wings, and the Chicago Black Hawks (http://proicehockey.about.com/od/history/a/history_timelin.htm). For over two decades, the N.H.L. maintained its dominance as the primary professional hockey league in North America with these six teams. In the late 1960s and early 1970s the N.H.L. tripled in size, adding twelve new franchises throughout the United States and

Canada (http://proicehockey.about.com/od/history/a/history_timelin.htm). In 1972, the World Hockey Association (W.H.A.) commenced play, becoming a rival to the N.H.L. by recruiting players from the N.H.L. by offering players more money to play in the W.H.A. (http://proicehockey.about.com/od/history/a/history_timelin.htm). Although the league soon folded in 1979, player's salaries had been driven up substantially (Frascatore 1999). When the W.H.A. folded in 1979, four W.H.A. teams joined the N.H.L.: the Quebec Nordiques, the New England Whalers, the Winnipeg Jets, and the Edmonton Oilers (http://archives.cbc.ca/version_print.asp?page=1&IDLan=1&IDClip=11345&IDDossier=0&IDCat=375&IDCatPa=263). From 1991 to 2000, the N.H.L. added nine new franchises, to create the thirty team league that presently exists (http://proicehockey.about.com/od/history/a/history_timelin.htm).

Current NHL Teams:

Anaheim Ducks	Montreal Canadiens
Atlanta Thrashers	Nashville Predators
Boston Bruins	New Jersey Devils
Buffalo Sabres	New York Islanders
Calgary Flames	New York Rangers
Carolina Hurricanes	Ottawa Senators
Chicago Blackhawks	Philadelphia Flyers
Colorado Avalanche	Phoenix Coyotes
Columbus Blue Jackets	Pittsburgh Penguins
Dallas Stars	San Jose Sharks
Detroit Red Wings	St. Louis Blues
Edmonton Oilers	Tampa Bay Lightning
Florida Panthers	Toronto Maple Leafs
Los Angeles Kings	Vancouver Canucks
Minnesota Wild	Washington Capitals

The Olympics have had a great affect on the popularity of the sport of hockey. John McKormick from Amelia Park Ice Arena states that participation in the sport of

hockey increases during years of the Winter Olympics. Ice hockey was incorporated into the Olympics for the first time in 1920

(<http://proicehockey.about.com/od/olympichockey/a/olympictimeline.htm>). The United States Olympic hockey team did not allow professional players to compete until the 1988 Olympics (<http://proicehockey.about.com/od/olympichockey/a/olympictimeline.htm>).

During the Amateur years, the United States team is made primarily of graduating college students, usually from Boston and Minnesota primarily

(<http://www.factmonster.com/spot/winter-olympics-1960-us-hockey.html>). The United States was rather successful in the Olympics in the 1950s, winning silver medals in 1952 and 1956, but in 1960 they were still expected to be tremendous underdogs to the Canadians, the Czechoslovakians, and the Russians

((<http://proicehockey.about.com/od/olympichockey/a/olympictimeline.htm>). The United States team shocked the world, winning all seven games they played, giving the United States the first gold medal in ice hockey ever. The semi-final game between the United States and the Soviet Union was attended by over ten-thousand fans

(<http://proicehockey.about.com/od/olympichockey/a/olympictimeline.htm>). The United States team won the game 3-2 to advance to the finals against the Czechoslovakians. The U.S. team trailed the Czechs 4-3 after two periods, but in the third period the U.S. scored six goals to win the game 9-3, claiming the first gold medal in United States hockey history (<http://proicehockey.about.com/od/olympichockey/a/olympictimeline.htm>).

The 1980 Winter Olympics were also incredibly helpful to hockey in the United States. Sports Illustrated stated that the results of the 1980 Winter Olympics hockey tournament "...may just be the single most indelible moment in all of U.S. sports

history." The United States hockey team was expected to finish well out of medal contention at the 1980 Olympics. The team had gained a reputation for not being tough enough, physically or mentally, to succeed in the Olympic tournaments (http://proicehockey.about.com/cs/history/a/miracle_on_ice.htm). Coach Herb Brooks spent well over a year scouting and selecting the best collegiate hockey players to play on his Olympic Team, knowing that the U.S. team was not expected to perform very well at the games. The U.S. team began tentatively when they finally reached the Olympics, as they scored a late goal to salvage a tie with the Swedes (http://proicehockey.about.com/cs/history/a/miracle_on_ice.htm). The U.S. team then gained confidence from a 7-3 win over the Czechoslovakians, who were regarded as the second-best team in the world, behind the Soviets. The U.S. ended the preliminary round undefeated, with wins over Norway, Romania, and Germany, setting up a cold war match up between the U.S. and the Soviets (http://proicehockey.about.com/cs/history/a/miracle_on_ice.htm).

The Soviets had won the gold medal in the Olympics in 1964, 1968, 1972, and 1976, as well as beating the N.H.L. all-star team 6-0 just months before the 1980 Olympics. The Soviets were tremendous favorites to win the gold medal once again in 1980. Some members of the Soviet team had been playing together for as much as fifteen years, while the United States team was a group of college students with an average age of 21 years old. Given the state of affairs between the United States and the Soviet Union at the time, as the countries were on opposing sides of the bitter "Cold War," the game was viewed as much more than just a hockey game by citizens of both nations. The Soviets dominated play for much of the game, but were unable to create a

lead greater than one goal. After two periods, the Soviets had a 3-2 lead, which was much closer than anyone had predicted. In the third period, the U.S. would score two goals, and hang on to win the game 4-3, backed by an amazing goaltending performance by Jim Craig. The United States team would beat Finland 4-2 two days later to claim the gold medal (http://proicehockey.about.com/cs/history/a/miracle_on_ice.htm).

This Olympic success popularized the sport of ice hockey in the United States during the 1980s. "In 1980, there were 10,490 hockey teams in the United States. In 1990, the total was up to 14,969 (http://proicehockey.about.com/cs/miracleonice/a/miracle_legacy.htm)." This dramatic increase was due in large part to the "Miracle on Ice", as it is affectionately called by American hockey fans and players. The number of teams in the U.S. continued to grow throughout the 1990s as well, which is a great sign for the future of hockey in the new millennium. "By 1997, USA Hockey had registered 29,479 teams and 449,168 players (http://proicehockey.about.com/cs/miracleonice/a/miracle_legacy.htm)."

Section 2.1.2 - Current Characteristics of the Hockey Industry

"USA Hockey, Inc., founded in 1936-37, is the National Governing Body for the sport of ice hockey in the United States. Its mission is to promote the growth of hockey in America and provide the best possible experience for all participants by encouraging, developing, advancing and administering the sport (http://usahockey.com/Template_Usahockey.aspx?NAV=AU&id=184132)." USA Hockey provides additional insurance for players registered with USA Hockey; therefore most hockey organizations register their players with USA Hockey. Since a majority of young hockey players in the United States are registered with USA Hockey, the

registration statistics of USA Hockey members reflect the growth of the ice hockey industry. During the 2006-2007 season, there were 457,038 registered participants in USA Hockey programs

(http://www.usahockey.com//Template_Usahockey.aspx?NAV=ME_03&ID=29074).

Figure 1: USAHockey Registrations by Region

DISTRICT	P=Paid Players	PY=Unpaid 6 & Younger	Total Players	Coaches	Officials	Total Players, Coaches, Officials
ATLANTIC	31,391	1,169	32,560	3,821	2,179	38,560
CENTRAL	45,703	5,323	51,026	6,417	3,718	61,161
MASSACHUSETTS	37,470	6,457	43,927	6,667	1,787	52,381
MICHIGAN	48,187	4,017	52,204	7,755	2,830	62,789
MID-AMERICAN	26,299	2,343	28,642	3,498	1,753	33,893
MINNKOTA	48,133	8,033	56,166	9,627	3,258	69,051
NEW ENGLAND	29,382	4,586	33,968	4,799	2,006	40,773
NEW YORK	37,924	4,305	42,229	4,919	2,490	49,638
PACIFIC	35,542	1,824	37,366	2,358	1,510	41,234
ROCKY MOUNTAIN	39,229	2,081	41,310	3,906	2,387	47,603
SOUTHEASTERN	35,889	1,751	37,640	2,616	2,060	42,316
TOTALS	415,149	41,889	457,038	56,383	25,978	539,399

(http://www.usahockey.com/uploadedFiles/USAHockey/Menu_Membership/Menu_Membership_Statistics/0607%20final.pdf)

Figure 2 displays the number of USAHockey's registered members divided into regions. The northeast region that we are interested in is broken into four regions on this chart: Atlantic, Massachusetts, New England, and New York. As seen in Figure 5, The Atlantic section includes Delaware, New Jersey, and Eastern Pennsylvania. The New England section includes Maine, New Hampshire, Vermont, Rhode Island, and Connecticut. Over one-third, 33.4% of the total hockey players registered with USAHockey are registered in this Northeast region.

Massachusetts has a tremendous market for the sport of hockey. Many current N.H.L. players grew up in Massachusetts on some of the most successful teams in the country. Of the 457,038 participants registered in USA Hockey, 43,927 (9.61%) players are registered in Massachusetts

(http://www.usahockey.com/uploadedFiles/USAHockey/Menu_Membership/Menu_Membership_Statistics/0607%20final.pdf). High school students from around New England as well as other parts of the country often travel to Massachusetts to attend some of the best college preparatory schools in the country for the sport of hockey. Travis Roy, from Yarmouth, ME came to Massachusetts during his high school years in order to chase his dream of becoming a Division I hockey player (Roy 1998). He played a majority of his high school career at Tabor Academy in Marion, MA (<http://www.taboracademy.org/>).

The number of children currently registered with USA Hockey is a great sign for the future. As shown in the Figure 3, 353,505 of the 457,038 registered players are under the age of twenty

(http://www.usahockey.com/uploadedFiles/USAHockey/Menu_Membership/Menu_Membership_Statistics/0607%20final.pdf). With over seventy-five percent of the registered players under the age of twenty, the future of hockey appears to be incredibly strong.

Figure 4: USAHockey Registration by Age

**USA HOCKEY
ICE
REGISTRATION
2006-2007
by Age**

Division	Members
6 and Under	41,889
Age 7 & 8	49,843
Age 9 & 10	57,946

Age 11 & 12	62,130
Age 13 & 14	60,015
Age 15 & 16	46,333
Age 17 & 18	29,523
Age 19	5,826
Age 20 & over	103,533
Total	457,038

(USAHockey.com)

Attendance is a key factor for the hockey industry, as hockey is widely viewed as the most dependent team sport on ticket sales and revenue generated by the audience attending the game. This is due in large part to the lackluster television ratings received by nationally broadcast hockey games, particularly in the United States. In recent years, the television ratings of the National Hockey League have been decreasing in the United States. The 2007 Stanley Cup finals drew an average rating of 1.6, a twenty percent decrease from the 2006 Stanley Cup finals

(<http://sports.espn.go.com/nhl/news/story?id=2897126>).

Although the television ratings of the N.H.L. have been dropping in recent years, the attendance has been increasing in America's top hockey league. After the N.H.L. lost a season in 2004-2005 due to a dispute between the N.H.L. and the N.H.L. players association, the leagues attendance records have rebounded rather successfully. The year following the lockout, 2005-2006, drew a 2.54% increase in attendance, with an average attendance of 16,954 fans per game (<http://www.mib.org/~lennier/hockey/leagueatt.cgi>). The following season attendance remained almost identical, with an average of 16,957.4 fans in attendance at each contest (<http://www.mib.org/~lennier/hockey/leagueatt.cgi>). The 2007-2008 regular season drew an increase in ticket sales, as an average game was attended by 17,306.5 fans, a boost of 2.08%

(<http://www.mib.org/~lennier/hockey/leagueatt.cgi>).

Section 2.1.3 - Growth of The Ice Hockey Industry

The growth of the ice hockey industry in the United States since the 1970s is important to this document. The success of an ice rink depends on many different factors, but the ice hockey industry is one of the most important aspects in determining a facilities success as a business. The 10,490 teams in 1980 registered with USA Hockey have since grown to over 29,000 teams and 450,000 hockey players

(http://www.usahockey.com/uploadedFiles/USAHockey/Menu_Membership/Menu_Membership_Statistics/0607%20final.pdf). This amazing growth has continued in recent years, with the 2006-2007 season adding over fourteen thousand players to the 2005-2006 total player memberships

(http://www.usahockey.com//Template_Usahockey.aspx?NAV=ME_03&ID=29074).

Section 2.2 - The Ice Rink Industry

Section 2.2 will focus directly on the correlation between the ice hockey industry and the ice rink industry. Section 2.2.1 will compare the history of the hockey industry with the history of the ice rink industry, section 2.2.2 will examine recent growth of the ice rink industry as well as evaluate competitors in the local area, and section 2.2.3 will evaluate the affect the sport of hockey has had on the development of ice rinks.

Section 2.2.1 - History

The first artificial ice rink ever was the Glaciarium, built in 1867 by John Gamgee in London, England (<http://inventors.about.com/library/inventors/bliceskates.htm>).

The success of modern ice rinks owes a lot to Lester and Joe Patrick, two brothers who created hockey leagues in Canada in the early 1900s. On Christmas Day 1912, the brothers opened Canada's first indoor ice rink in Victoria, Canada. The arena cost \$110,000 to build and seated 4,000 people. Three days later, the Patrick brothers opened another arena in Vancouver, Canada. This was a more expensive arena -- \$210,000 to build -- and it could hold more than 10,000 people. Underneath the ice was the world's then-largest refrigeration and ice-making system.

Over the next few decades, the Patricks were responsible for creating arenas all across the northwest United States and throughout western Canada. Today, the United States has more than 1,700 ice rinks. New arenas today can cost hundreds of millions of dollars to build.

- <http://www.howstuffworks.com/ice-rink.htm/printable>

Tracking the number of ice rinks in the United States since the Patrick brothers is a difficult task. To track the amount of rinks in America, we will track the number of professional teams in the N.H.L., the W.H.A., and the A.H.L. throughout the past century. In 1926, the N.H.L. had expanded to ten teams, seven of which were located in the United States; the A.H.L. also had five professional teams in the United States (<http://www.answers.com/topic/american-hockey-association-1926-42>). The Great Depression caused the N.H.L. to contract to six teams and the A.H.L., which had become

a minor league organization to the N.H.L., had eight teams in the 1941-1942 season.

When the W.H.L. was inaugurated in 1972, the twelve-team A.H.L. suffered severely from the rising player salaries, causing the league to come close to folding (<http://www.answers.com/topic/american-hockey-association-1926-42>). The number of teams had increased from twenty-six (twelve A.H.L. and fourteen N.H.L.) to thirty-eight between the three leagues. This led to a distinct drop in the number of rinks supporting professional teams, as the W.H.L. would eventually fold with several teams joining the N.H.L., and the A.H.L. decreasing to only six teams at one point in the late 1970s.

Since the over-population of the hockey industry in the 1970s, the N.H.L. and the A.H.L. have become the dominant professional hockey leagues in the United States today. The United States has gained many teams throughout the 1990s through expansion as well as team relocation. The Winnipeg Jets and the Quebec Nordiques both moved from Canada to the United States in the 1990s, while the league expanded with nine new American teams. Currently there are twenty-four American cities with rinks that are home to N.H.L. teams, as well as twenty-six American markets supporting A.H.L. teams.

The New England region has always been one of the leading areas of the United States for the sport of ice hockey. Currently, the region supports one N.H.L. team as well as eight A.H.L. teams. If the state of New York is included, the N.H.L. has rinks in: Buffalo, NY, New York, NY, Long Island, NY, and Boston, MA (<http://www.nhl.com>).

Springfield, MA has a long history with the American Hockey League, as the league offices are currently located in the city; the league has been involved in the Springfield area since its inception in 1936. Professional hockey has been in Springfield

almost every single year since the creation of the A.H.L.

(<http://www.answers.com/topic/american-hockey-league>). The Springfield Indians played for many years in West Springfield, as the Eastern States Coliseum, but have since moved to the MassMutual Center in Springfield due to the closing of the Coliseum.

Section 2.2.2 – Growth and Competition

Section 2.2.2.1 will discuss the single surface ice rinks that our rink will need to compete with, while section 2.2.2.2 will introduce the multiple ice surface competitors in the greater Springfield area.

Section 2.2.2.1 - Single Surface Ice Rinks

The majority of the competitive rinks in the local area are single surface rinks. This simply means that each rink has one ice surface. An interesting note about the local single surface rinks is that these rinks are owned by either non-profit organizations, or they are part of the FMC state rink system, explained in the next chapter.

Section 2.2.2.1.1 - FMC Supported Rinks

The Facility Management Corporation is a corporation that bids on the rights to operate state-owned rinks throughout Massachusetts. The FMC group operates twenty-two ice rinks in Massachusetts, with contracts to replace rent payments with money put into improvements in the rink (<http://www.fmcarenas.com/old/index.htm>). FMC takes care of all financial responsibilities of the rink, and also spends an agreed amount every year on rink improvements (Frank Gramolini). The state of Massachusetts does not

charge FMC rent as long as the expenses of the improvements match the agreed amount in the original bid (Frank Gramolini). Local FMC supported rinks include Cyr Arena and Smead Arena in Springfield, MA, as well as Fitzpatrick Arena in Holyoke, MA (<http://www.fmcarenas.com/old/index.htm>).

Cyr Arena is located 2.7 miles from the Agawam border, in Springfield, Massachusetts. This rink has recently been remodeled, but is considered one of the least favorite rinks to skate on in the area by local hockey players. The rink itself is smaller than regulation NHL rinks, as it is only one-hundred-eighty-five feet in length, as opposed to the two-hundred foot rinks that are becoming increasingly popular. The seating in the rink consists of wooden bleachers on one side of the rink, opposite the benches and locker rooms.

Smead Arena is located 8 miles from the Agawam border, also in Springfield, MA. Smead's greatest advantage is its location, as it is easily accessed from the interstate-90, also known as the Mass Pike (Frank Gramolini). The FMC has made great improvements to the rink in the recent years, replacing the boards and plexi-glass that surrounds the ice surface to create a much more enjoyable viewing experience from the newly renovated bleachers (Frank Gramolini). The ice surface at Smead Arena is also one-hundred-eighty-five feet, smaller than the recently popular N.H.L. sized two-hundred foot rinks. Another advantage of Smead Arena over some other local rinks is the newly renovated locker rooms. Frank Gramolini was very proud of these large dressing rooms that local college teams greatly enjoy.

The Fitzpatrick Ice Arena is located 9.3 miles from the border of Agawam, in Holyoke, Massachusetts. This rink is also operated by the Facility Management

Corporations. The rink is very similar to Cyr and Smead Arenas, and is home to several local youth hockey teams (<http://www.fmcarenas.com/public/locations/holyoke.htm>).

The Fitzpatrick Ice Arena is also a less desirable rink to local players.

Section 2.2.2.1.2 - Non-Profit Rinks

Amelia Park Ice Arena is the newest of the local rinks, as it was built in 1998 (<http://www.ameliapark.org/>). Amelia is located within ten miles of Agawam, in the neighboring town of Westfield, Massachusetts. This arena has quickly attracted a reputation as the most desirable location for local hockey players, and it is my personal favorite place to play. The rink itself is a full NHL size, and the quality of the ice is unmatched in the area. The locker rooms are spacious and very clean.

Amelia is owned by the town of Westfield, and is currently the home of the Westfield High School hockey team. The Westfield State Owls also use Amelia as their home rink. During the summer months, many hockey schools are run out of Amelia, as the park located behind the arena is great for off-ice portions of these camps. Amelia also offers a skate sharpening service.

Section 2.2.2.2 - Multiple Surface Ice Rinks

The Olympia Ice Center is the only multiple-surface ice arena in the greater Springfield area. It is also located within five miles of Agawam, in the city of West Springfield. This arena boasts three full-size ice surfaces, as well as a full skate shop (<http://www.olympiaicecenter.com/>). Having three surfaces allows the Olympia to compete with the much larger Facility Management Corporation (Barry Tabb Jr.). Each

of the three FMC rinks in the Springfield area has single ice surfaces (<http://www.fmcarenas.com/old/index.htm>). The skate shop at Olympia offers a skate sharpening service that is extremely desirable to local hockey players. Hockey players need to have their skates sharpened very often, sometimes after just one practice, so providing this service is a major advantage for this competitor.

Currently, the Olympia Ice Center is the choice for a majority of the local hockey teams. This includes the only division one hockey team in the Springfield area, which is located at American International College. AIC practices and plays their home games at Olympia. The local American Hockey League team, the Springfield Falcons, also play a number of pre-season exhibitions at Olympia. Olympia is also the home to the MIAA high school western Massachusetts tournaments, as well as many local high school teams.

The rinks at Olympia are among the most popular in the area. The reasons for this popularity include the quality of the ice and the size of the locker rooms. Ice quality depends on the way a rink is built, as well as how it is maintained. The ice at Olympia is consistently hard and well kept, making it a popular choice.

Section 2.3 - Local Teams

The number of competitors within the local area is a key factor to any business. Trying to start a business without first studying the competitors is a terrible mistake that often leads to the failure of a start-up company. Locating competitors is relatively simple in the ice rink industry. In the local area, which is the city of Agawam and the surrounding towns and cities, there are currently 5 local competitors. These competitors are Cyr Arena, Smead Arena, Fitzpatrick Arena, Olympia Ice Center, and Amelia Park

Ice Arena. The city of Agawam and surrounding towns and cities provide teams for hockey players of all ages. Children play in youth leagues as discussed in section 2.3.1, while teenagers have the opportunity to choose between high school teams, section 2.3.2, and junior teams, section 2.3.3. The city of Springfield, which borders Agawam, is home to multiple college teams and the Springfield Falcons, of the professional American Hockey League.

Section 2.3.1 - Youth Teams

Youth hockey provides a great opportunity for an ice rink, as youth programs are comprised of several teams divided into age groups. One such team, The Holy Name Stars, have ten different teams divided throughout seven age groups. The Stars are a member of the Greater Springfield League (GSL), which is a local league affiliated with sixteen developmental teams (<http://www.holynamehockey.org/index.htm>). The Stars have teams in each of seven different age groups: mini mites are children born after 2002, mites are children born in 2001 or 2000, squirts are children born in 1999 and 1998, PeeWees are children born in 1997 and 1996, Bantams are children born in 1995 and 1994, and Midgets are children born in 1993 or before (<http://www.juniorfalcons.com/DevelopmentalMain.htm>). Youth teams are a great opportunity for an ice rink due to the fact that each team needs to rent several hours of ice each week during the season.

Figure 3: Youth hockey rink locations

Amelia Park Arena	Cyr Arena	Fitzpatrick Arena	Olympia Ice Center	Smead Arena
Westfield Youth Hockey	Springfield Capitals	Tri-City Thunder	Bay West Hockey Ludlow Hockey Assoc. Holy Name Stars Wilbraham Twin Meadows	Ludlow Hockey Assoc. Springfield Capitals

The Greater Springfield League is the predominant youth league in the Springfield area. The league supports teams centered at each of the local rinks: Westfield youth hockey plays at Amelia Ice Arena (<http://www.westfieldhockey.org/custpage.php?cid=377>); Bay West hockey plays at the Olympia Ice Center (<http://www.baywesthockey.com/>); the Ludlow Hockey Association plays at both the Olympia Ice Center and Smead Arena in Springfield (<http://www.eteamz.com/ludlowhockey/>); the Holy Name Stars play at the Olympia Ice Center (<http://www.holynamhockey.org/first%20prax.pdf>); the Springfield Capitals youth hockey organization plays at Cyr Arena and Smead Arena (<http://www.eteamz.com/springfielddhockey/index.cfm?>); the Tri-City Thunder skate primarily at Fitzpatrick Arena (<http://www.tricityhockey.org/MasterGameSchedule.asp?snid=61055511&org=tricityhockey.org>); and the Wilbraham Twin Meadows youth hockey association skates primarily at the Olympia Ice Center (<http://www.wtmhockey.org/Mar%2028%20to%20Apr%2012.pdf>). Each of these teams has several levels of competition, creating a great demand for ice time during their hockey seasons.

Section 2.3.2 - High School Teams

Athletics are extremely popular for high school students, as shown by the large amount of high school sports teams throughout the country. High school hockey has a very strong base in the Springfield area. The Massachusetts Interscholastic Athletic

Association (MIAA) links 368 high schools throughout Massachusetts in a wide variety of sports (<http://miaa.net/>). Each local rink is home to at least one local high school hockey team. Currently, the Agawam High School hockey team practices and plays home games at the Olympia Ice Center in West Springfield (Lou Conte).

Figure 4: High School rink locations

Amelia Park Arena	Cyr Arena	Fitzpatrick Arena	Olympia Ice Center	Smead Arena
Westfield High St. Mary's High	Longmeadow High Minnechaug High	Holyoke High Chicopee High Chicopee Comp. High	Agawam High Cathedral High East Longmeadow High Ludlow High West Springfield High	Central High

Section 2.3.3 - Junior Teams

Junior teams are a unique opportunity for hockey players. Most people new to hockey do not know much about these teams, which are often used as a bridge between high school and college competition. Junior teams are available to players under the age of 21 who wish to continue to develop their hockey skills

(<http://www.nahl.com/about/whatisjuniorhockey.cfm>). Junior teams compete on many different levels, from Tier I to Tier III. Each Tier has a different level of competition, with the top Tiers producing numerous professional athletes. The only two Junior "A" leagues certified by USA Hockey are the United States Hockey League and the North American Hockey League (<http://www.nahl.com/about/whatisjuniorhockey.cfm>). Figure 5 displays the location of junior teams that are registered with USAHockey, divided into the levels of competition in which they participate.

Figure 5:

USA HOCKEY ICE REGISTRATION Junior Teams 2006-07

District	State	Tier I	Tier II A	Tier III A	Tier III B	Tier III C	Tier III D	Major	TOTAL
Atlantic	DE								0
Atlantic	NJ			2	6	3	1		12
Atlantic	E. PA			1	8	5		1	15
Central	IA	5	1		2				8
Central	IL	1	1		2				4
Central	KS								0
Central	MO		1		2				3
Central	NE	2							2
Central	WI	1			1				2
Massachusetts	MA			10	11	1	1		23
Michigan	MI		4		5			2	11
Mid-American	IN	1							1
Mid-American	KY								0
Mid-American	OH	1	1		4				6
Mid-American	W. PA								0
Mid-American	WV								0
Minnkota	MN		2						2
Minnkota	ND		2						2
Minnkota	SD	1			4				5
New England	CT			1	2				3
New England	ME			1	1			1	3
New England	NH			3	1				4
New England	RI								0
New England	VT			1	1				2
New York	NY			6	10	5	3		24
Pacific	AK		2			1			3
Pacific	CA				4				4
Pacific	HI								0
Pacific	NV								0
Pacific	OR				2			1	3
Pacific	WA				4			4	8
Rocky Mtn	AZ				2				2
Rocky Mtn	CO								0
Rocky Mtn	ID				1				1
Rocky Mtn	MT				4				4
Rocky Mtn	NM		1						1
Rocky Mtn	OK				1				1
Rocky Mtn	TX		2		3				5
Rocky Mtn	UT								0
Rocky Mtn	WY				1				1
Southeastern	AL								0
Southeastern	AR								0
Southeastern	DC								0
Southeastern	FL					4			4
Southeastern	GA								0
Southeastern	LA				1				1
Southeastern	MD			1	1				2
Southeastern	MS								0
Southeastern	NC					2			2
Southeastern	SC								0
Southeastern	TN								0
Southeastern	VA				3	2			5
	TOTAL	12	17	26	87	23	5	9	179

The Northeast Region has eighty-six registered junior teams, which is almost half the total of registered junior teams in the country (48%). However, none of the twelve Tier I teams or the seventeen Tier II teams are located in the northeast.

Massachusetts has twenty-three junior teams registered with USAHockey, which is second most of any state in the country. The New England Junior Falcons are most well-known junior team in the Agawam area, but many other junior teams exist in the area, including: the Mass Conn Braves, the Bay State Buccaneers, and the Western Mass Blades (<http://www.olympiaicecenter.com/programs.htm>).

Section 2.3.4 - Collegiate Teams

College hockey is a great opportunity for student-athletes to continue playing hockey while studying to earn degrees. The NCAA organizes three divisions of men's hockey, including 59 Division I men's teams located throughout the country. The American Collegiate Hockey Association, or the ACHA, has developed five divisions of club hockey leagues as well: three men's divisions, and two women's divisions.

Another great opportunity for the local ice rink industry is the number of collegiate teams in the area. The city of Springfield is home to a number of colleges, including American International College and Springfield College. American International College supports a Division I NCAA hockey program, while Springfield College has an ACHA division II men's club team (<http://www.achahockey.org/index.php>). Other collegiate teams in Western Massachusetts include the University of Massachusetts NCAA Division I men's team (<http://umassathletics.cstv.com/index-main.html>) and Westfield State's brand new NCAA

Division III men's team

(<http://www.westfieldstateowls.com/index.aspx?tab=icehockey&path=mhock>).

Section 2.3.5 - Professional Teams

The Springfield Falcons have become the latest team to continue the incredible history between the city of Springfield and the American Hockey League, which is the top developmental league for players working to reach the National Hockey League. When the American Hockey League was formed in 1936, Springfield was home to one of the original eight teams (<http://www.theahl.com/theahl/history/#>). Throughout the history of the league, Springfield has hosted a team competing in the AHL almost every season (<http://www.theahl.com/theahl/history/#>). The Springfield Falcons replaced the long-time Springfield Indians, who moved to Worcester in 1994 (<http://falconsahl.com/>). The Falcons are currently the only professional hockey franchise in the Springfield area, as they are in their fourteenth season of competition at the MassMutual Center (<http://falconsahl.com/>). The average attendance for the Falcons is on pace to increase from just under 3,300 fans per game in the 2006-2007 season to just over 3,418 fans per game this season (<http://www.mib.org/~lennier/hockey/leagueatt.cgi>).

Figure 6: Details of Teams

	Number of Teams (local)	Age Range	Attendance	Number of Games per season
Youth Teams	over 25	4-17	< 1,000	20-40
High School Teams	13	14-18	< 4,000	20
Junior Teams	< 10	< 21	< 4,000	over 50
College teams	< 10	18-24	< 4,000	20-50
Professional Teams	1	18+	< 6,043	80-100

Chapter 3 - Methodology

Chapter three of this report will focus on the methodology, or the way this project will gather information and use it to decide whether or not an ice rink is a feasible business venture in the city of Agawam. Section 3.1 will explain what a SWOT analysis is as well as how the framework can be used to explore and analyze the feasibility of a proposed project. Section 3.2 will discuss how information will be gathered in order to apply the SWOT analysis to this project. Section 3.3 will specifically discuss how the SWOT analysis will be applied to discover the feasibility of building an ice rink in Agawam.

Section 3.1 – SWOT Analysis

SWOT stands for "Strengths, Weaknesses, Opportunities, and Threats" and a SWOT analysis evaluates the internal and external factors affecting an organization (<http://www.alertnet.org/thenews/fromthefield/219824/116601042148.htm>). The internal factors examined in a SWOT analysis are the company's Strengths (S) and Weaknesses (W), while the external factors are Opportunities (O) and Threats (T) (<http://www.quickmba.com/strategy/swot/>). "The SWOT framework was described in the late 1960's by Edmund P. Learned, C. Roland Christiansen, Kenneth Andrews, and William D. Guth in *Business Policy, Text and Cases* (<http://www.netmba.com/strategy/swot/>). Strengths and Weaknesses of a company are key factors when analyzing how a company competes in the current market (Charney 2006). Opportunities and threats allow a company to objectively view the external factors that will affect the project.

The first step in performing a SWOT analysis is to identify the pertinent strengths, weaknesses, opportunities, and threats for the specific project (Formisano 2004). Creating a grid of the four sections is the most popular way to gather the information, as shown in figure 3.1 (<http://www.businessballs.com/swotanalysisfreetemplate.htm>). The information for the four factors of a SWOT analysis can be obtained through a number of methods, including archive searching, interviews with experts, interviews with competitors, or through a survey. Therefore, the identification of the specific questions within each factor is critical. The questions demonstrated in Figure 3.1 are meant to distinguish the specific factors within each SWOT category. Due to the nature of the project, the questions will sometimes vary dramatically for each project.

To demonstrate these different questions, two examples of SWOT analyses will be explained. The first example is a study executed by professors at the University of Alaska Anchorage to create strategies for the Engineering Management program at the school. The following figure is the results of the SWOT analysis for this study.

Strengths:

- Long history with good reputation in spite of sit-and-wait habit in recruiting students
- Large alumni body
- Cost effective operation without expensive equipment

Weaknesses:

- Small size faculty leading to heavy teaching loads and restricting student opportunities to have different learning experiences

Opportunities:

- Local and national growing demand for management of engineering
- Lack of advanced educational programs for local engineers

Threats:

- National, state, and local budget cuts
- Restructuring efforts of the UAA's MBA program.

In this example the questions to gather information for the strengths and weaknesses of the organization focus on the company's history, as well as the course loads for professors teaching in the program (Ra and Eschenbach 1992).

Our second example is a study on the safety of bulk chemicals as they are transported on cargo ships across the ocean. These chemicals often times need to be stored in a specific way, as to not cause problems such as fires or destruction of the chemicals. The SWOT analysis results for this study are briefly provided below.

Strengths:

- Lectures and training provided by Maritime Training and Education (MET) Institutions about tanker and chemical tanker operations*
- High standards for chemical tankers*
- Equipping chemical tankers with high-technology loading/discharging systems and automated systems*
- Increasing team awareness and contribution*
- Increasing safety culture on board*
- Continuous internal/external inspections*

Weaknesses:

- Fire hazards, health hazards, pollution hazards, reactivity hazards, toxicity hazards, corrosive hazards, and explosive hazards*
- Fatigue*

New technology needs new skills and education
New procedures bring more paperwork
Low quality of crew resources
Low-level satisfaction of crew with their occupation and their comfort on board

Opportunities:

Improvements in maritime education, especially simulator-based tanker training
High-quality measurement devices and safety equipment
Shortening of crew's contracts
Ergonomic design of new ships
Internal and external inspections
Improvements in technology
Revision of MARPOL Annex II

Threats:

Terror threats and ISPS application
Worldwide officer shortage
Intensive ship traffic
Trend of decreasing number of crew members on board
Extra workloads for navigation officers
Port stay days and continual inspections on restricted port days
Construction of new ports and terminals far away from city centers
Bad weather
Currents, tides, and darkness

In this example, strength and weakness questions are asked about the standards for these chemical tankers as well as the likelihood of fires or other hazards occurring (Arslan 2008). The strengths and weaknesses of this company focus on the safety of the chemicals as they cross the ocean. This differs from the first example, which is focused on the efficiency of the college's program, and not based on safety.

These specific examples show that even when using the same framework for analysis, the information pertinent to each category of the SWOT analysis can be vastly different. These variations depend on the nature of the project, the market conditions, industry competitors, the purpose of the project, the stakeholders that may be influenced,

the current conditions of the project initiators, and the dynamics of the possible changes during the time period that the project is being built. Such complexity involved in the analysis makes the process of identifying the pertinent questions and the information collection a critical step for successful SWOT analysis. The specificity of the project determines the specific question and the information needed to be considered.

Figure 3.1 – SWOT Analysis Template

SWOT Analysis Template			
State what you are assessing here _____ (This particular example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.)			
<p>criteria examples</p> <ul style="list-style-type: none"> Advantages of proposition? Capabilities? Competitive advantages? USP's (unique selling points)? Resources, Assets, People? Experience, knowledge, data? Financial reserves, likely returns? Marketing - reach, distribution, awareness? Innovative aspects? Location and geographical? Price, value, quality? Accreditations, qualifications, certifications? Processes, systems, IT, communications? Cultural, attitudinal, behavioural? Management cover, succession? Philosophy and values? 	strengths	weaknesses	<p>criteria examples</p> <ul style="list-style-type: none"> Disadvantages of proposition? Gaps in capabilities? Lack of competitive strength? Reputation, presence and reach? Financials? Own known vulnerabilities? Timescales, deadlines and pressures? Cashflow, start-up cash-drain? Continuity, supply chain robustness? Effects on core activities, distraction? Reliability of data, plan predictability? Morale, commitment, leadership? Accreditations, etc? Processes and systems, etc? Management cover, succession?
<p>criteria examples</p> <ul style="list-style-type: none"> Market developments? Competitors' vulnerabilities? Industry or lifestyle trends? Technology development and innovation? Global influences? New markets, vertical, horizontal? Niche target markets? Geographical, export, import? New USP's? Tactics: eg, surprise, major contracts? Business and product development? Information and research? Partnerships, agencies, distribution? Volumes, production, economies? Seasonal, weather, fashion influences? 	opportunities	threats	<p>criteria examples</p> <ul style="list-style-type: none"> Political effects? Legislative effects? Environmental effects? IT developments? Competitor intentions - various? Market demand? New technologies, services, ideas? Vital contracts and partners? Sustaining internal capabilities? Obstacles faced? Insurmountable weaknesses? Loss of key staff? Sustainable financial backing? Economy - home, abroad? Seasonality, weather effects?

© Alan Chapman 2005-08. Free PDF version of this tool and information about SWOT analysis methods are available at www.businessballs.com/swotanalysisfreetemplate.htm. This is a free resource from www.businessballs.com, which contains lots more useful tools, diagrams and materials. Not to be sold or published.

Furthermore, the information gathered within the strength segment must be proven. It is easy to say something is a strength for your company without verifying the fact, which can lead to a skewed SWOT analysis (Formisano 2004). A skewed analysis is an analysis that is biased due to inaccurately identified strengths. Before any information is placed on a SWOT analysis chart, it should be based on facts, rather than

opinions. In his book: Manager's Guide to Strategy, Roger Formisano suggests many areas in which strengths can be found:

- Current Performance Review
 - Results compared with goals
 - Results compared with history
 - Results compared with competitors
 - Results compared with benchmarks
 - Results compared with customer expectations
- Environmental Analysis
 - Social factors and trends
 - Economic factors and trends
 - Political/regulatory factors and trends
 - Technology factors and trends
- Industry Analysis
 - Structure and size
 - Competition
- Customer Analysis
 - Who are our customers?
 - Why do they buy from us?
 - Who buys from the competitors and why?
 - Are they satisfied and, if so, why?
- Internal Audit
 - Results
 - People
 - Functions and processes
 - Relationships

After reviewing each of these areas, a company should have a solid list of strengths for their SWOT analysis.

Finding weaknesses within a company can be done in a similar fashion as finding the strengths. Along with finding strengths while examining a company's current performance, the environment, the industry, customers, and the company itself, weaknesses within the company will be exposed. Finding these weaknesses will allow the company to see where it may be vulnerable to attacks from competitors (Formisano 2004).

In the University of Anchorage Alaska example, the weakness discovered refers to the amount of faculty at the university. This lack of faculty creates heavy teaching loads. In contrast, the study of chemical storage safety found weaknesses involving dangers such as fire hazards and pollution, as well as worries about the crew. Weaknesses can vary drastically depending on the goal of the SWOT analysis.

Susan C. Awe describes opportunities as "...favorable situations or characteristics within the larger marketplace that could create benefits or competitive advantage to your company if pursued (Awe 2006 p. 193)." Although opportunities are usually seen to be only available externally for a company, it is possible for opportunities to be found internally as well, as discussed by Formisano, "For example, unused space may be capable of generating revenue by leasing it to vendors (Formisano 2004 p. 106)." Finding the greatest opportunities for a business is extremely important if the business plans to grow. Market and population trends often reveal the best opportunities available to a business. These trends can show who is spending money as well as where they are spending it. Another way to discover opportunities is through researching news articles in the industry (<http://www.webpronews.com/topnews/2004/04/12/conducting-a-proper-swot-analysis-going-beyond-the-book>). Ranking the opportunities found will allow the company to decide which of these opportunities to pursue.

In the example involving the University of Alaska Anchorage, the professors evaluating the Engineering Management program found two specific opportunities that the college could use to their advantage. These opportunities: "Local and national growing demand for management of engineering" and "Lack of advanced educational

programs for local engineers" are supportive of the program growing along with the external growing demands for engineers.

The SWOT results from the other example, the study on chemical storage safety, focus the opportunities in a more specific manner. The first opportunity involves the training of crewmen who will be working with the chemical containers. Other opportunities turn to the financial aspects of the company, looking into new equipment, as well as modifying the contracts of crew members.

Threats are found through external analysis, similar to opportunities. These threats are gathered through tracking competitors as well as market trends and other external negative factors (<http://www.webpronews.com/topnews/2004/04/12/conducting-a-proper-swot-analysis-going-beyond-the-book>). These potential problems can often be found as a company's competitors try to increase profit. Without knowing these possible threats, a company will be incredibly vulnerable to losing market share to competitors (Awe 2006).

The University of Alaska Anchorage was well aware of many threats to the Engineering Management department, but the two biggest threats found are exposed by the results of the SWOT analysis. "National, state, and local budget cuts" and "Restructuring efforts of the UAA's MBA program" are the two biggest threats as determined by this study.

Alternatively, the threats discovered by the chemical shipping study turn once again to safety first. Other threats involve lack of available officers and ship traffic. These two studies have used a SWOT analysis to analyze the given situation, but the questions asked and the results of the studies vary dramatically.

After compiling the lists of the strengths, weaknesses, opportunities, and threats; the next step of the SWOT analysis is to create strategies based on the information provided in these lists. Creating both active and passive strategies will provide a variety of strategies to choose from. Active strategies combine strengths and opportunities, while passive strategies primarily focus on weaknesses and threats. This will create several different strategies, allowing the company to decide which strategy will create the best improvements.

Section 3.2 – Application of SWOT Analysis to the Ice Rink Industry

Applying a SWOT analysis to this new business idea will provide us with an understanding of the pros and cons of the potential business venture. The process will allow both the positive opportunities and the negative threats of a new ice rink to be seen. The results of this process will allow us to create a potential business strategy for building the ice rink.

As explained in section 3.1, the first step in a SWOT analysis is to create an outline of strengths, weaknesses, opportunities, and threats. In order to create this outline, we must focus on each section, and decide what information needs to be discovered. We will then develop corresponding questions that must be answered to produce the required information. Once these questions are formulated, I will use interviews with experts in the necessary field to generate the needed information. The reason for using interviews in this project is that finding information about these privately owned ice rinks is very difficult without speaking with the managers of the rinks. Interviews with government officials, such as the mayor, will also be helpful in

introducing the idea to these officials. This interview process is crucial to the success of the project as it is the only way to obtain information needed to analyze the ice rink industry. Generating the proper questions for these interviews is critical, as general questions will not generate the desired information to be used in this SWOT analysis. In order to gather information about local competitors, I will interview the managers of other ice rinks in the area. The information gained by interviewing competitors will be some of the most valuable information, as they are the experts of the local ice rink industry. "It is often the people at risk who know most about their situation and have the greatest insight into the threats against them."

(<http://www.alertnet.org/thenews/fromthefield/219824/116601042148.htm>) The second step in the SWOT analysis is to create a chart of all the gathered information, and create several business strategies from the resulting list of strengths, weaknesses, opportunities, and threats.

Section 3.2.1 - Gathering Information

Generating proper questions to satisfy the requirements of this study is an important process. The first step of the process is to focus on one section of the SWOT analysis to create information about. For each section, it is then necessary to develop proper, specific questions that will create desired responses that will demonstrate strengths, weaknesses, opportunities, or threats to the new ice rink. We will use the question, "What is your ice rink's best source of income?" as an example. This question is designed to discover the best opportunities that competitive rinks are taking advantage of; or the strengths of the competitive rinks.

Since the strengths and weaknesses of a SWOT analysis normally focus around the internal factors of the company being analyzed, the strengths and weaknesses of this business opportunity will be discovered through questions about the ice hockey industry, the local economy, and local government. The questions used to discover the strengths of the idea to build an ice rink in Agawam are:

Desired Information	Questions Strengths
best income generator	What is your ice rinks best source of income?
number of teams needed to support an ice rink	How many teams currently play full seasons at your rink?
alternative income	What are other sources of income?
discover the strengths of each local rink	What is the greatest advantage of this rink over other local rinks?
discover how rinks produce profits in the summer	How do you create income during hockey off seasons?
marketing techniques used by each rink	How do you attract teams to commit to your ice rink?
discover the strengths of the FMC ice rink management	How does FMC operate? Does this allow the rinks to be more profitable?
discover the strength of having 3 ice surfaces versus 1	Does having three ice surfaces create an advantage for your rink over other local rinks?

The answers to these questions will provide a list of the strengths of the competing ice rinks. A list of the weaknesses of these rinks will be important to find possible opportunities for a new ice rink to succeed in the current ice hockey market. The questions we will be asking to determine these weaknesses are:

Desired Information	Questions Weaknesses
discover what each rink feels is their own weakness	Are there any areas where you feel your rink could improve?
discover what weaknesses are presented through daily operations	What is the biggest challenge with operating a rink on a daily basis?
discover what challenges are presented financially to ice rinks	What are the biggest expenses of the ice rink industry?
discover possible niches that could be filled by a new ice rink	Is there an area in which a majority of the local rinks have a weakness?
discover whether any of the local rinks are feeling threatened by the slowing of the economy	Do any of the local rinks feel that they are not selling enough ice time to stay competitive?

The rest of the information to be gathered will focus primarily on the external factors of the chosen ice rink market. The potential opportunities and threats of the market will be important to note when developing a business plan. The questions we will need to answer to discover the greatest opportunities within the industry are:

Desired Information	Questions Opportunities
discover the amount of local rinks owned by individual owners, non-profit organizations, or larger corporations	Who currently owns this ice rink?
discover how aggressively local single surface rinks are thinking about expanding to multiple surface rinks	Have you thought about building a second ice surface to increase profits?
discover the price of developing an ice rink	How much of an investment would it take to add a second surface to a single-surface ice arena?
discover whether any other rinks are involved in selling hockey equipment	Is the hockey shop in your rink operated and owned by the rink?
discover how non-FMC rinks compete with the 22 rink organization	How do you compete with the FMC ice rink facilities?
discover how the mayor feels about the idea of developing the town of Agawam	What are your goals for the town of Agawam? Do these goals include developing new businesses?
discover current locations that would be zoned properly for an ice rink in Agawam	How would an ice rink be zoned in Agawam?

discover how the mayor of Agawam feels about developing specific areas of the town	Are there any locations in Agawam that you are looking to develop?
discover the steps necessary to begin developing a project such as an ice rink	What is the process needed to develop a project like this with regards to permits and necessary paperwork?
discover how members of the town feel that an ice rink would be supported by the town	Do you feel that having an ice rink in Agawam would help to get children involved in athletics?
discover how the town supports the development of an ice rink	Do you feel that the town of Agawam would support an ice rink in town?

Once the opportunities of the industry have been discovered, it will be critical to discover and examine any potential threats to a developing organization. The questions that will be used to find these threats are:

Desired Information	Questions Threats
discover how rink operators feel the ice hockey industry is developing	How do you feel the hockey industry is developing in Western Massachusetts?
discover whether or not the town of Agawam will compete by developing a publicly owned ice rink	Do you feel that the town of Agawam would ever get involved in building a public ice rink facility?
discover how the economy effects participation in ice hockey	Does the current economy threaten the number of children playing hockey?
discover whether or not a new ice rink needs to have financing to support the ice rink during its first summer, when ice is not as easily sold	How does the seasonality of the ice hockey industry affect the financial success of new ice rinks?
discover whether there will be teams that will decide to play at the new rink due to lack of ice availability, or whether teams will have to be drawn away from current rinks	Are the number of teams in the area increasing or decreasing?
discover whether or not there will be enough support now and in the future to support an additional ice rink	Does the current state of the economy greatly affect the ice hockey industry?

After the information is gathered from these questions, we will then be able to completely fill out the SWOT chart. This chart will allow us to develop strategies that

can be used to decide whether or not an ice rink would be a profitable business venture, as well as what characteristics could make an ice rink more profitable.

In addition, since this project is a feasibility study for a new facility, we expect that the opportunities and threats to be more important than the strengths and weaknesses simply because the legitimacy of the project may manifest itself, whereas the development and competition are crucial for its survival. We realize the complementary effects between strengths and opportunities and between weaknesses and threats. For instance, a strength such as creativity of a new product may bring in many development opportunities and customers. An internal weakness such as insufficiency of initial capital may become a potential threat from the competitors as they may use price wars to deplete our limited financial resources and drive us out completely. In our analysis in Chapter 4, we will elaborate on these effects.

Section 3.3 - Applying SWOT Results

The final step in the SWOT analysis is to create strategies based on each of the sections. Active strategies combine strengths and opportunities, while passive strategies combine weaknesses and threats (Ra and Eschenbach 1992). An example of a passive strategy in the University of Alaska Anchorage example is the first strategy developed: "Class Format Renovation: Given one professor teaches multiple courses under limited budget, courses should be taught in various formats (Ra and Eschenbach 1992)." This strategy is based on the weakness of a small amount of faculty "...restricting student opportunities to have different learning opportunities" and the threats of budget cuts. An example of an active strategy from the same source is the fourth strategy created from the

SWOT analysis, which states "Seek external funds: From research and seminars to fund additional travel to meetings, Hire part-time instructors, create a third faculty position (Ra and Eschenbach 1992)." This strategy was created from the strengths and opportunities. Once these strategies are created, they can then be combined to develop the best strategy for the new ice rink. Section 3.3.1 will examine how the previously mentioned SWOT analyses were analyzed to create strategies. Section 3.3.2 will explain how this project will use the SWOT analysis to create the best strategy for developing an ice rink in Agawam.

Section 3.3.1 - Examples of SWOT Applications

The first example we will examine is the example involving the engineering and science management program at the University of Alaska Anchorage. After conducting the SWOT analysis, four strategies were created, one passive, and three active. The first strategy focuses on the current weaknesses of the organization, as well as external threats. The next three ideas all focus on the current strengths of the school as well as external opportunities available to the school.

The second example to be looked at is the case involving how to safely move chemicals across the ocean on ocean liners. The new strategies include continuously monitoring the movement of the containers, which focuses on the weaknesses and threats. Since the prevention of problems is the main focus of this problem, it makes sense that a passive strategy would be the primary result.

Section 3.3.2 - Application of Ice Rink SWOT Results

With regards to building an ice rink, there will be many different strategies to be considered. Since the process of building the rink has yet to be started, it is easier to create a strategy based on taking advantage of as many opportunities as possible. Passive strategies will not be very helpful, as action needs to be taken in order to initiate the construction of the ice rink.

After reviewing how the University of Alaska Anchorage and the Journal of Hazardous Material developed strategies resulting from SWOT analyses, a general set of rules can be used to be applied to other situations, such as building an ice rink. The first requirement is to determine the goal of the project. The University of Alaska Anchorage was only looking to continue a program of study with some changes to have the program run smoother, while the Journal of Hazardous Material looked into safer methods to track chemical containers as they move throughout the world. Once the goal of the project is defined, passive and active strategies can then be generated from the SWOT results. If the goal of the project is to create action, then active strategies will most likely be followed through. Given that the goal of this SWOT analysis is to produce an ice rink, an active strategy will most likely be the one selected.

In order to develop a strategy for this project, a similar system will be used. First, the goal of the project will be defined. The goal of this project is to develop the most effective strategy to construct an ice rink. Given this goal, passive and active strategies will then be developed. These strategies can then be ranked and modified to create the best plan possible.

For example, the strategy "Develop a strong base of hockey teams that will commit to playing at this rink, including one professional or junior A hockey team" could be supported by a strength such as "our rink's best income is hockey teams that are committed to play in our rink" and an opportunity such as "professional and junior A hockey programs will draw a dependable fan base."

Chapter 4: SWOT Results and Analysis

This chapter is the focal point of this project, which is to elaborate on the information we collect from the interviews and analyze this information to construct the corresponding strategy for the ice rink. In section 4.1, I will briefly summarize the transcripts of my interviews, which is attached in Appendix A. In section 4.2, I will proceed to analyze these responses with the SWOT analysis framework in section 3 and deduct strategies based on the interview results. Section 4.3 will complement our analysis by discussing how potential uncertainty and fluctuations of external factors may affect our conclusions.

Section 4.1 - Responses to SWOT Analysis Questions

This section will introduce the responses to the questions that have been posed in each of the SWOT sections: Strengths, Weaknesses, Opportunities, and Threats. Section 4.1.1 will demonstrate the primary data collected through interviews. This is the majority of the data that has been collected for this project. The remaining secondary data will be displayed in section 4.1.2. This data includes supplementary data gathered to fill in any holes left by the interview process.

Section 4.1.1 - Primary Data

The first interview to be discussed is an interview with Mr. Lou Conte, the athletic director at Agawam High School. His responsibilities include deciding at which rinks the Agawam High School hockey team practices and plays home games. Before the 2007-2008 season started, Mr. Conte changed the team's home rink from Cyr Arena

in Springfield to the Olympia Ice Center in West Springfield. When I asked Mr. Conte about the reasons for this change, he replied:

"After talking to our varsity coach, it seemed as though, in the past, the condition of the ice at Cyr was in somewhat poor condition. Even though it seemed to be a lesser price, probably about 10-15% lower than the surrounding facilities, it was very tough at times, even non-skatable at times, so we felt for the safety of our student athletes, and to give them the best, we changed sites to the Olympia."

-Lou Contie

This response displays the fact that price does not always prove to be the defining factor in the decision of where teams choose to skate. It also displays the weaknesses of Cyr Arena's ice conditions when compared to the Olympia's ice conditions.

Mr. Contie would continue to mention that, due to high demand for ice time during the high school hockey season, the team was forced to practice just forty-five minutes after the school day ends in Agawam. This increases the cost for the hockey team, as busses from school are required to transport student-athletes to and from practice. This high demand season could be an opportunity for a new ice rink facility.

The next question posed to Mr. Contie was "Is the Agawam team committed to the Olympia for multiple seasons?" To this he replied that there is no commitment, but the team will likely return to the Olympia. This lack of commitment from teams could be a threat for a developing facility, as a lack in immediate quality could cause teams to skate at another rink.

In order to gain information on the tournament, I then asked Mr. Conte about the role played by the Massachusetts Interscholastic Athletic Association (MIAA) in the scheduling of hockey events. "Once the tournament comes into play, then [the MIAA] control[s] it." This displays another opportunity for a multiple surface facility, as the

MIAA western Massachusetts tournament attracts thousands of fans to the most popular games.

When asked about the idea of building an ice rink facility in Agawam, Mr. Contie was supportive, stating that a facility similar to the Amelia Park rink in Westfield would be great for the town. "I think without a doubt it would be great for our community." He would go on to explain that "...we're always looking for gym space. We have no gym space realistically, that would be a great combination, a hockey rink with a basketball/gymnastic gym space." This insight creates a new idea for the ice rink facility, which is including gym space to make the facility available for multiple sports.

The biggest threat to the project, according to Mr. Contie, is the financial funding for the construction. "The only major problem would be the funding. It would probably be a private venture by someone that had a good financial basis. I believe that if things are run properly it could make it."

Figure 4.1: Mr. Lou Conte interview results

Strengths	Weaknesses
Olympia - ice condition	Cyr - ice condition
Opportunities	Threats
high demand for ice during high school hockey season increased cost due to travel expenses for AHS MIAA tournament include gym space as well as an ice rink	very little commitment to rinks - teams are free to change rinks funding the project will be difficult

The second, third, and fourth interviews conducted were with ice rink managers in the geographic area where this project is focused. John McKormick runs the Amelia Ice Arena in Westfield, MA, Frank Gramolini runs Smead Arena in Springfield, MA, and Patrick Tabb Jr. runs the Olympia Ice Center in West Springfield, MA. These managers

are experts in the industry, as they have over thirty years of experience in the industry combined.

The first question posed to each of these rink managers was "What is the best source of income for the rink?" This is a key question to discover the key source of income for the ice rink industry. As expected, renting ice time to hockey teams is the best source of income for all three of these rinks. John McKormick best explained what is defined as "prime-time ice." Prime-time ice is the ice times that are easiest to sell for the ice rinks, and can be sold for the greatest profit due to the high demand for the ice during these time periods. "It's a 30 week season, September 1 through April 15th. This is the prime time ice, when no matter what hours you have for ice, you can sell it. Mostly prime time is 5 PM until 11 PM, and on the weekends from 7 AM until 10 PM, it's about 50 hours a week." Selling out all of these prime time ice hours is necessary for a rink's survival. Selling supplementary hours allows rinks to break even and make profits.

"What do you feel is the advantage of this rink over the other local rinks?" was the second question asked to each of these rink managers. John McKormick stated that the mission statement of the non-profit organization that owns the Amelia Park ice rink is the biggest advantage for the rink. This rink was built by Mr. Albert First as a memorial for his late wife. This allows the rink to operate as a non-profit organization with a goal of helping children and the community. The fact that the rink is a non-profit organization allows it to help support local teams with a goal of breaking even instead of making a profit. Frank Gramolini of Smead Arena stated that the strengths of his arena included the quality of the ice and the location of the rink. "Our location is great because the Mass Pike is close by, and we are centrally located in Springfield, where as other rinks are

located in the outskirts, so it's easier for teams to get here." Patrick Tabb Jr. of the Olympia Ice Center feels that his rink also provides a high quality ice surface, as well as larger locker rooms and a cleaner facility.

Another question presented to each of the rink managers was "How many hockey teams do you currently have committed to playing at your rink?" The goal of this question was to discover the necessary amount of hockey programs needed to support an ice rink facility. John McKormick explained that his rink, in Westfield, is supported by the Westfield Youth Hockey Association, Westfield State College, and Westfield High School. Frank Gramolini explained that his rink was home to Ludlow Youth Hockey, WTM Youth Hockey, and Central High School. Patrick Tabb Jr. states that the Olympia Ice Center is home to a number of teams during the winter months, including: Holy Name Youth Hockey, the MassConn Braves, the New England Junior Falcons, Cathedral High School, Agawam High School, Ludlow High School, American International College, and Springfield College.

The support of at least one youth program is integral to the survival of an ice rink, as these programs often reserve several hours of ice each and every night due to the fact that each program is comprised of teams in several age brackets. The Olympia Ice Center has a much larger number of teams due to the fact that the rink has three ice surfaces, which allows the rink to have three times the number of prime-time hours than the other local rinks.

Discovering what each manager felt was the biggest weakness for their rink was the goal of the next question: "What area do you feel your rink could most improve upon?" John McKormick suggested an increase in community service efforts, as the rink

was built with the intention of helping Westfield and other non-profit organizations in the area. Frank Gramolini stated that new compressors would help to maintain the current ice quality that he mentioned as one of the rinks biggest strengths. Patrick Tabb Jr. explained that the Olympia owners make improvements to the facility on a consistent basis, and therefore the rink had no immediate areas for improvement.

The topic of building a second ice surface was discussed with both Frank Gramolini and John McKormick, as each of their rinks currently operate with only one ice surface. I asked John McKormick if the board of trustees that owns the Amelia Park rink was planning on building a second ice surface. His reply was "It has been talked about...but right now adding a second rink might be too strenuous to the foundation." John would go on to explain that having a second ice surface "...only increases your expenses between 30% and 40% to run the second surface." This would make it easy for the second surface to pay for itself. The problem with having a second ice surface, however, is selling the non-prime-time hours. The demand during prime time hours is high, but the demand for late night and mid-day ice time would be very low. Having a second surface would also be helpful if one surface had a problem, as you could switch to the other surface, according to Frank Gramolini. When asked how much of an investment would be needed to construct an addition including a second ice surface, John McKormick said "...in the range of 3 million dollars in this particular facility, because in this facility you would want to maintain the architectural value of the building."

Tournaments are an incredible source of income for an ice rink due to the fact that a tournament demands a large quantity of ice time to be completed (John McKormick). Patrick Tabb Jr. from the Olympia Ice Center claims that the ability to hold tournaments

at his three-surface facility as a great advantage. "With three surfaces you can run a whole tournament out of this one rink, you don't have to travel to three different rinks." The advantage of holding a tournament is that the rink will sell multiple hours of ice. For example, a small eight-team single-elimination tournament will require eight games (including consolation game for third place). Each of these games would need two hours of ice, making the total tournament sixteen hours of ice time.

Both John McKormick and Frank Gramolini agreed that utilities accounted for the majority of the expenses. The water, electric, gas, and heating bills make up the majority of these expenses. Frank would continue to say "Another expense is the general maintenance of the building when things get broken."

The current state of the hockey industry is a concern for Patrick Tabb Jr. When asked if he felt the hockey industry was growing, he stated "No, I think it's actually declining, judging on the learn to skate program and the number of kids that Bay West has, it seems that every year there are fewer and fewer kids." This is a definite threat to the ice rink industry, as it is heavily based on the support of the hockey industry.

Figure 4.2 - Rink Manager Interview Results

Strengths	Weaknesses
Renting ice to hockey programs Amelia Park - Non-Profit organization Smead - Quality ice and great location Olympia - Quality ice, nice and clean facility Olympia - Supported by 8 programs Olympia - 3 ice surfaces during prime season Olympia - Ability to run tournaments	Smead - only supported by 2 youth programs Smead and Amelia - Operate with only 1 ice surface
Opportunities	Threats
A second ice surface increases costs by only 30-40%	Rising utility costs Currently declining hockey industry

Susan Dawson, the mayor of Agawam, was the next person I interviewed for this project. Mayor Dawson took over the position in 2008, after defeating the previous

mayor in the election. Gaining her support is imperative due to the complexity of this potential project, as well as the involvement I would have with the town in carrying out the development of an ice rink facility.

The first question I had for Mayor Dawson was intended to discover whether she was looking to increase the presence of commercial industries in the town. Her response was supportive in that she is looking into continuing the town's development on the industrial level. I then asked if there were any locations in town that are available for development. Mayor Dawson explained that there were areas available, but right now several of these areas are not zoned for commercial use, and the zoning would need to be changed before building an ice rink on these properties.

The next few questions asked were to gauge how Mayor Dawson feels an ice rink would be supported by the town. When asked if she felt an ice rink in town would help the community by getting more children involved in athletics, Mayor Dawson replied, "Yes, I feel that is a very important area for Agawam to improve. I feel that we don't have enough, we don't have a community center, Games and Lanes [a former arcade and bowling hall] has gone out of business, the smaller bowling alley doesn't support much activity. So we have a lot of things to look at in development as we want to continue to draw people to our community. We have to have something for young people or families to do." This response is a positive for this project, as it shows that Mayor Dawson would support a new ice rink facility due to the fact that there are currently very few locations for family activities in Agawam. I then asked if she felt that the people of Agawam would support an ice rink being built in town. Mayor Dawson started by mentioning the support given to the Agawam High School hockey team, which had just reached the

finals of the Western Massachusetts hockey tournament. She also stated that it would be great for the town to have family skate nights at a rink in town, which would be a great opportunity for the new rink.

The final question that I asked Mayor Dawson was whether the town of Agawam would ever be interested in developing a publicly owned town rink. She replied "currently is not in the 5 year capital plan, so we would be looking at six years from now before we could even consider the possibility. We are also heading into a recession, so the idea of raising people's taxes to build an ice rink doesn't seem feasible." This answer eliminates the possibility of a publicly owned rink.

Figure 4.3 - Mayor Susan Dawson Interview Results

Strengths	Weaknesses
Opportunities	Threats
Agawam is interested in growing economically Mayor Dawson would support the idea A rink would give families something to do in Agawam	

The final interview I conducted was through e-mail with Mark Frankenfeld, the president of the NAHL, which is a Tier I junior program that sends many players to professional hockey teams and Division I colleges. The league currently does not have any teams in the eastern part of the United States, and Mr. Frankenfeld says that "Expansion east would take at least six owners and six venues to create their own division." The possibility of making this happen is rather slim currently, but could be a long-term goal for the arena. The requirements for a rink to support an NAHL team could be general rules for developing a rink that could attract a Tier I or Tier II junior

program, or a lower-level professional team. These characteristics are "...a minimum of 1500 seats, ability for an ownership group to sell advertising and share in other revenues such as concession, parking, merchandise, and beer sales." Having a rink with a large number of seats can help attract these higher-level teams that may bring in more money through advertisements and ticket sales.

Figure 4.4 - Mark Frankenfeld Interview Results

Strengths	Weaknesses
Opportunities	Threats
Long-term expansion of the NAHL Advertising income	

Section 4.1.2 - Secondary Data

Several other strengths, weaknesses, opportunities, and threats can be discovered through other sources as well. Information about the United States Hockey League, which is a Junior 'A' program, was not gathered in the interviewing process. However, attracting a team from this league to an ice rink would be extremely helpful to that rink. Currently, the USHL has twelve teams throughout the United States, and an average attendance of 2,716 people (<http://www.mib.org/~lennier/hockey/leagueatt.cgi>). During the 2007-2008 season, the total league attendance was over one million people with an average of 2,942 people at each game.

Figure 4.5 - Secondary Data Results

Strengths	Weaknesses
Opportunities	Threats
Attracting a Junior A program will increase the attention given to the rink, through advertising and ticket sales	

Section 4.2 - Analysis of SWOT results

The first step in analyzing all of these collected SWOT results is to compile one list of all the different interviews and data. The next step is to rank each section in order of importance to this project. For example, the largest threat for current ice rinks is most likely the declining hockey industry since the N.H.L. lost a season in 2004, but the largest threat to this project is the funding of the project. Creating enough capital to construct an ice rink facility will be an extremely difficult process.

Figure 4.6 - Complete SWOT Table

Strengths	Weaknesses
Renting ice to hockey programs	Smead and Amelia - Operate with only 1 ice surface
Olympia - 3 ice surfaces during prime season	Cyr - ice condition
Olympia - Supported by 8 programs	Smead - only supported by 2 youth programs
Olympia - Ability to run tournaments	
Olympia and Smead - Ice conditions	
Amelia Park - Non-Profit organization	
Smead - Quality ice and great location	
Olympia - nice and clean facility	
Opportunities	Threats
A second ice surface increases costs by only 30-40%	funding the project will be difficult
increased cost due to travel expenses for AHS	Currently declining hockey industry
Tournaments, including the MIAA high school hockey tournament	Rising utility costs
include gym space as well as an ice rink	very little commitment to rinks - teams are free to change rinks
high demand for ice during high school hockey season	
Attracting a Junior A program will increase the attention given to the rink, through advertising and ticket sales	
Agawam is interested in growing economically	
Mayor Dawson would support the idea	
A rink would give families something to do in Agawam	
Long-term expansion of the NAHL	

Once these results have been ranked and listed, the next step is to define the goal of the project. The goal of this project is to construct an ice rink that will be a successful part of the Agawam community.

The first active strategy (Strategy 1) would be to construct a three-surface facility with two full-size basketball gymnasiums. This strategy was developed from the strength of having three ice surfaces, as well as the opportunity presented by Lou Contie of having gym space available for other local sports teams. Based on the fact that the Amelia Park Ice Arena was a six-million dollar building when it was built, this project would cost at least fifteen-million dollars. A single-surface facility similar to Amelia would cost approximately seven and a half million dollars to build today, due to inflation. This higher initial cost would cause the pay-back period to be much longer than that of a single or double surface facility, if the same amount of ice was rented.

Having three ice surfaces will allow the facility to maximize income during the prime-time season, and one or two of these rinks could be shut down for the summer months to minimize costs. The three ice surfaces would also allow the rink to hold tournaments, which would help the economy throughout Agawam as teams would be staying in the city throughout the tournament weekend. Attracting a Junior 'A' program to Agawam before constructing the rink would help support the immense initial cost of this strategy. Having a Junior 'A' program committed to playing in the rink would create an opportunity for raising funds for construction. This could be a difficult task, however, because there currently are no Junior 'A' programs in the northeast, so attracting a Junior 'A' program would likely require other cities in the northeast to create teams as well, to minimize travel expenses for the teams.

In order to make the rink construction strategy more flexible over time, another strategy (Strategy 2) is to purchase enough land to support the three-surface facility, but build a two-surface rink with gym space available for other sports. This would decrease the initial investment to ten or eleven million dollars, allowing the pay-back period to be shorter. If the rink is successful in the future and finds an opportunity to support a collegiate, junior, or semi-pro level organization, then a third, larger rink could be built specifically for this organization.

Each of these strategies has its advantages and disadvantages, as shown in figure 4.7. In order to decide which strategy would be the better choice, some external factors must be examined.

Figure 4.7 - Strategy Comparison

	Strategy 1	Strategy 2
Advantages	<ul style="list-style-type: none"> Ability to maximize profit with three ice surfaces, shortening pay-back period Diverse income generated by having gym space as well as ice Easily able to support tournaments by having three games played simultaneously 	<ul style="list-style-type: none"> Strong profit generated from having two ice surfaces Diverse income generated by having gym space as well as ice Lower initial cost and cost of operation Initial investment of around \$11 million Ability to grow, given the opportunity or the necessity
Disadvantages	<ul style="list-style-type: none"> Initial investment of around \$15 million Greater risk of being affected by a slowing hockey economy due to higher operating costs 	<ul style="list-style-type: none"> not able to run large tournaments in a short amount of time longer pay-back period

Section 4.3 - Influence of External Factors

When deciding between these two possible business strategies, it is important to take into account many external factors. Most important to this project is the affect that this project will have on the community. I want to build this rink as a help to the community, and avoid problems that would anger the citizens of Agawam. One important issue in the town of Agawam has always been traffic. When a shopping center was planned to be built in Agawam, it was voted against heavily by the community, causing the plan to be halted. Another key factor would be parking. When attracting thousands of people to an ice rink for a tournament, often times there is a need for a large parking lot. Citizens of Agawam will not be pleased if cars are being parked on the streets because the parking lot is not adequate. Another factor to take into account is the incremental benefits for Agawam. The local shops and stores in Agawam will benefit from having outside customers coming to the community. The success of the ice rink could lead to new hotels, restaurants, hockey shops, and many other new businesses being developed in the town.

The first strategy is definitely the more difficult of the two strategies to carry out. This is not only due to the fact that the initial cost is much higher than that of the second strategy. Gaining support for a facility this large would be much more difficult, as the community would worry about traffic problems and parking. Having a team that attracts several thousand fans would definitely help the rink in terms of being profitable, but would also have a likelihood of causing traffic problems before and after the teams' games. Parking would also be a likely problem, given that a flat parking lot for this many cars would take up several acres of land. The incremental benefits of this project would

be greater, however, than those that would be created by the two-surface facility. Having a popular team in town would draw spectators from surrounding communities, allowing Agawam's businesses to take advantage of these potential customers.

The second strategy would likely gain more support, as the rink would be viewed as being built for the community, and not for a hockey team that has recently been attracted to the city. This smaller design would not create as much controversy as a fifteen-million dollar facility would. Traffic could still be a problem, but could be managed much more easily. Not having a team that draws in spectators would cut the number of cars dramatically, which would help with both the traffic and parking issues. Unfortunately, the incremental benefits for Agawam would also be diminished by the lack of a spectator-based organization. Youth hockey tournaments would, however, bring outside consumers to Agawam, allowing local businesses to grow.

Due to these external factors, I feel that it is best to construct a smaller facility with the ability to grow than to construct a much larger facility that needs to be supported by a spectator-based organization. Based on my speaking with the town's Mayor and Athletic Director, I feel that the town would much rather support a rink that is built for the community with less traffic and parking issues than a huge arena built for an outside organization, as the larger rink would be viewed. The goal of this project is to build a profitable rink, but also a rink that the community would be proud of, and I feel that a smaller facility with the ability to grow would be a better fit than a larger static facility.

Chapter 5 - Conclusion

The reason I decided to carry out this project is that I would like to have a career in an industry involved with sports, and I really loved high school sports in Agawam. I feel that high school sports are more pure than college or professional sports because you are playing with the people you grew up with. It is a special bond between teammates on high school teams that isn't always found at other levels. I want to make sure that children in Agawam always have the opportunity to participate in these team sports, including hockey.

Having a rink in Agawam would support the high school hockey team by giving the team a place to practice and play games that is closer to the high school than the current rinks they use. The rink would also give children in Agawam a place to learn how to skate, and a place that will introduce figure skating and ice hockey to them. Another benefit that this rink will have is the creation of jobs, and potentially the creation of new shops or restaurants due to the attraction of people to the ice rink for public skates or hockey games.

The first step of this project was for me to learn about SWOT analyses and discover what I could gain from performing one. After deciding that a SWOT analysis was the best idea for this project, I had to formulate a system to gather the necessary information about the ice rink industry in and around Agawam. In order to do this, I decided that interviews with experts in the ice rink industry, as well as potential customers and the Mayor of Agawam would generate the most useful information. I then collected all of this gathered data and compiled it into a useful SWOT chart, which was then used as a guide in creating two executable strategies.

The next step for this project is to take our suggested plan of action, the building of a two-rink facility with room to build a third rink if it becomes necessary, and introduce it to possible investors. The biggest obstacle to this process is gathering the necessary finances to begin construction. Deciding on a specific location for this sports complex will be another of the first steps. Many locations exist in the town of Agawam where a rink like this could be built, but gaining access to these locations may be difficult. It is important to have a specific location for this project in order to give investors a clear picture.

Once a location has been selected and the finances have been gathered, the next step is to read through the "Town of Agawam Permitting Guidebook" (Appendix B). This guidebook outlines the entire process of constructing a new building in the town of Agawam. The guidebook lists all the necessary permits, as well as who must be contacted in order to apply for each permit.

Throughout the completion of this project, I have personally learned many new skills that will benefit me in the future. The first of these is organization. The process of organizing this paper was a challenge that I had not faced before. While gathering data, I learned how to effectively ask questions, and listen to the responses respectfully. This definitely increased my public speaking skills as well, as I was able to speak with many experts in the ice rink industry and the Mayor of the town of Agawam.

Learning to apply a model to a specific problem was another lesson of this project. I had to examine how SWOT analyses had been done in the past, and decide which would be the most effective way to apply it to my situation. Using personal

interviews was a great way to gather the information needed for this project, and I feel that it was a good decision to base my SWOT analysis on this form of primary data.

Networking with all the people involved with the sport of ice hockey in my local area was also a benefit of this project. Since it is my goal to become a member of this industry, it helps that I now know several ice rink managers in the area. Speaking with Mayor Dawson was also a great experience for me. I had known the previous mayor, but had never met or spoken with Mayor Dawson until our interview. She seems very supportive and would be a great reference when applying these strategies to construct this ice rink.

The next step in the process would be to develop a business plan to present to potential investors. The biggest challenge to this project being carried out is the financial aspect of developing capital. As stated, a two-surface ice rink would likely cost over ten million dollars to build, and with the economy currently in a recession, it will be difficult to raise that much capital.

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Appendix A: transcripts

Lou Conte (Agawam High School Athletic Director)

J.W.: What were the factors involved in changing the Agawam High School hockey team's home rink from Cyr Arena to the Olympia Ice Center?

L.C.: After talking to our varsity coach, it seemed as though, in the past, the condition of the ice at Cyr was in somewhat poor condition. Even though it seemed to be a lesser price, probably about 10-15% lower than the surrounding facilities, it was very tough at times, even non-skatable at times, so we felt for the safety of our student athletes, and to give them the best, we changed sites to the Olympia.

J.W.: What characteristics of Olympia do you prefer over Cyr Arena?

L.C.: There's pros and cons, the quality of the ice is good. Some of the negative parts, which was happening at Cyr also, they moved our times up, we get out of school at quarter to 2, and they made practices at 2:30. So that made it very difficult in terms of transportation. Basically we had the same times at the Olympia, 2:30 or 3 o'clock. What also cost us was that now we had to transport kids via bus, and that was an added cost. The cost for ice hockey this year was much higher.

J.W.: Is the Agawam team committed to the Olympia for multiple seasons?

L.C.: No, it seems to be that with very little choices, that Cyr, the Olympia, Fitzpatrick in Holyoke, or Smead. It seems like the Olympia is the best, it's where we play our games, so it's good for our athletes to practice there but nothing is ever cast in stone. At this point, it seems like we'll return there next season.

J.W.: Does the MIAA get involved in any decisions on where teams play?

L.C.: The MIAA basically just sets rules and regulations for the year. Once the tournament comes into play, then they control it. The tournament director then takes over to find ice times for the tournament. They don't really dictate what we do as long as we play within the guidelines of the rules they set for us.

J.W.: As I stated, my idea is to build an ice rink in Axzgawam, do you think that this would help to get children in the area more involved in athletics?

L.C.: Yes, I think anything. Take a look at Westfield, they have Amelia Park there. We have used that also, they have Amelia Park right there. I think it was Bill first who was very generous where he paid for the building, and I think it's very good for the youth of Westfield and you have to pay for the ice, you have to keep it updated, but I think without a doubt it would be great for our community. Not just for hockey, but for recreation, and I think other towns would also be involved with it.

J.W.: Do you see any major problems with building an ice rink in Agawam?

L.C.: No, the only major problem would be the funding. It would probably be a private venture by someone that had a good financial basis. I believe that if things are run properly it could make it.

J.W.: My last question is that if a rink were to be built do you think the Agawam High School team would be interested in playing in that rink?

L.C.: Without a doubt, I think that would be great. There's nothing better than ownership, getting the kids involved, maybe getting the kids to work there. I think any time that you build community with the high school it makes your town and community stronger. Any time you make people feel a sense of belonging it creates a team atmosphere. I think having something like that in a town, if the owner was willing to let the kids help, maybe work for pay, or something like that. I think it would be great. Something like that could be a combination, because we're always looking for gym space. We have no gym space realistically, that would be a great combination, a hockey rink with a basketball/gymnastic gym space.

John McKormick (Amelia Park Ice Rink Manager)

J.W.: What is your best source of income?

J.M.: Hockey teams.

J.W.: What would other sources be?

J.M.: There's some figure skating, but not a lot. Ironically, the busiest times for skating rinks are during Olympic years. That's when it's the most publicized and advertised. People are thinking hockey and thinking figure skating, and usually the year of an Olympic event is when we get more participation. Then it dies off after 2 years, so you get 2 years where participation is pretty strong, then two slower years. But hockey is definitely, in our facility, the most popular.

J.W.: What do you feel is the advantage of this rink over other local rinks?

J.M.: I think because it was built for the city of Westfield, mostly for the kids. It was built in memory of Albert First's late wife. It was not a matter of money or income for him when he built it. Primarily the mission statement was to have it for the kids and the community, to help those who couldn't afford to skate. As well as the sled hockey which is sponsored by various businesses throughout the city. We aren't looking specifically for it to be profitable because we are a non-profit organization.

J.W.: How many hockey teams do you currently have committed to playing full seasons at your rink?

J.M.: Basically you have 4 seasons: Westfield Youth Hockey which goes 30 weeks full time; then you have from September to October is Westfield Youth Hockey Association; then in October starts [Westfield State] College which runs 12-14 weeks; then in December starts [Westfield] High School which runs 12-14 weeks; then the High School and the College drop off in February and you're back to Westfield Youth Hockey. Primarily it's a 30 week season, September 1 through April 15th. This is the prime time ice, when no matter what hours you have for ice, you can sell it. Mostly prime time is 5 PM until 11 PM, and on the weekends from 7 AM until 10 PM, it's about 50 hours a week.

As far as year round, the summer-time is supported by men's league teams and youth organizations having their kids come in to do clinics, camps and schools. That's primarily what supports the summer.

J.W.: Are there any areas that you feel your rink needs to improve upon?

J.M.: Because we're a non-profit, what we are trying to do is to reach out to those people who can either not afford to skate or to the handicapped, to get them on the ice. So I think that that's a strength in that it is something we have started to do, but it is a weakness in that we need to do more of it. Unfortunately in this economy, where we go for the money to support these efforts is the local businesses, and due to the state of the economy its not the easiest thing to do. I think any and all rinks, to sell the non-prime time ice, first you must find a group that is available at that time, such as a special needs organization, since they have special school programs that need an activity. That's what we're trying to do, to hook up with these organizations and make skating and hockey that activity for the organization.

J.W.: Who owns the rink?

J.M.: It is owned by a board of trustees, about ten board members, including Albert First, the builder of the rink.

J.W.: Are you planning to build a second ice surface?

J.M.: It has been talked about...but right now adding a second rink might be too strenuous to the foundation. I think the board is happy right now to get by with what we have currently. If the opportunity arose where a second rink would be viewed as a necessity, then I think it's a definite possibility, but for right now I feel we are best suited to operate with what we currently have. I'm sure for the prime time hours during the 30 week season would sell, but then you would have a multi-million dollar facility not being used for the rest of the year. Usually when you have 2 surfaces, during the summer you shut down one surface and only use one surface, like the Olympia does. With 2 surfaces, it only increases your expenses between 30% and 40% to run the second surface. This

gives you the extra 60% to 70% profitability. There aren't too many single-surface facilities around that survive without some sort of assistance, like the state rinks. If we had a mortgage, it would be a huge struggle for us to stay alive. That's why you don't see too many single-surface facilities be constructed. Especially on a 6.5 million dollar building like this one.

J.W.: What kind of an investment would it take to add a second surface?

J.M.: I would say in the range of 3 million dollars in this particular facility, because in this facility you would want to maintain the architectural value of the building. You could easily put a bubble out there but that would take away from the architectural value of the building, which was built as a memorial to Albert First's wife, so you would have to maintain the value of the building.

Frank Gramolini (Smead Arena Manager)

J.W.: What is your best source of income?

F.G.: Our best source of income is the organizations renting the ice, whether it be Ludlow Youth Hockey or WTM Youth Hockey. Those groups book the most ice time during the season. Those groups book from August 23rd until April 13th and it's guaranteed every week whether they skate or not.

J.W.: What do you feel is your greatest advantage over other local rinks?

F.G.: Our rink here has great ice, which people love. Our location is great because the Mass Pike is close by, and we are centrally located in Springfield, where as other rinks are located in the outskirts, so it's easier for teams to get here.

J.W.: How do you attract teams to this rink?

F.G.: Basically they all want prime time ice (5-9PM) which is easy ice to sell. Plus demand for ice, because there aren't a lot of rinks in the area. If 2 or 3 rinks were to pop up around the area, everyone would have the 5-9 slots sold, but it would be hard to sell the hours before and after prime time ice.

J.W.: What do you feel is the greatest need for this ice rink?

F.G.: I would say new compressors for the ice. The boards and glass are only 4 years old, and our locker rooms are huge. A college team can come in and use locker room 4 and the whole team fits comfortably.

J.W.: What is the biggest challenge in operating a rink on a daily basis?

F.G.: The parents, keeping the parents and the kids in line. As well as getting the groups on and off the ice.

J.W.: How do the FMC rinks run?

F.G.: The state gives a 25 year lease, and instead of paying the state rent, they put that money back into the rink. The biggest thing that they did was to buy a new electric zamboni. This situation has saved a few of the rinks.

J.W.: Do you feel that a two surface facility would be more profitable?

F.G.: Sometimes 2 sheets could be profitable. A single sheet is tough because you're booked, but several groups would take another hour of ice, especially between 5 and 9 PM. The problem would be the after hours, getting those hours sold. If you had 2 sheets you could run one all the time and the other only prime time hours and it would probably pay for itself, and then after so many years it would be paid off and it would all be profit. If something happened on one surface you could switch to the other, but we don't have that luxury here.

J.W.: Would you agree that utilities are your biggest expense?

F.G.: Yes, utilities are a big expense: the water for the zamboni and the showers, as well as the gas to run the compressors and the heaters for the locker rooms. Another expense is the general maintenance of the building when things get broken.

Patrick Tabb Jr. (Olympia Ice Center Manager)

J.W.: Is the pro shop profitable for your rink?

P.T.: No, the pro shop is owned by Gateway Hardware, which is based in Springfield and they have a small shop here, it's a completely different business.

J.W.: Do you feel that with three surfaces you are more profitable than the other rinks that are around?

P.T.: Yes, having three surfaces makes this the premier rink in the area because we can support more, such as a tournament. With three surfaces you can run a whole tournament out of this one rink, you don't have to travel to three different rinks.

J.W.: How do you compete with the FMC rinks, since they currently own 22 rinks across the state?

P.T.: I feel that this rink is in better condition, I have heard that we have better ice conditions, the facility is cleaner, the locker rooms are better. We compete with them just by keeping up the rink as a better facility than the FMC rinks.

J.W.: How many teams operate out of this rink as their home rink?

P.T.: Home organizations, there's 3 high school teams: Cathedral High School, Agawam High School, and Ludlow High School. Other organizations, we have Holy Name, MassConn Braves (AAA Tier I), the New England Junior Falcons (Junior A and Junior B), we also have AIC which is Division I college hockey, Springfield College club hockey, Western Mass Braves (district 6 selects).

Many of these organizations rent 2 or 3 hours a night, not just one hour. During the week they rent at least 15 hours of ice.

J.W.: What is your best source of income?

P.T.: Renting out the ice to hockey teams.

J.W.: What do you feel is the greatest need for this rink?

P.T.: I really don't think there's anything...we just put new compressors in, the ice is in pretty good shape. Every year we're always making new improvements to help improve the surface of the ice.

J.W.: Do you think the hockey industry is currently growing in Western Massachusetts?

P.T.: No, I think it's actually declining, judging on the learn to skate program and the number of kids that Bay West has, it seems that every year there are fewer and fewer kids.

Mayor Susan R. Dawson (Town of Agawam)

J.W.: What are your goals for the town of Agawam? Are you looking to develop new businesses?

S.D.: Yes we are, we are looking for additional economic development that will allow us to increase tax revenue.

J.W.: How do you think an Ice Rink would be zoned in Agawam?

S.D.: Probably commercial unless it was a public ice rink.

J.W.: Are there any locations in Agawam that you are looking to develop currently?

S.D.: Yes, there are definitely areas. In a generic way, we just got a grant from the state to do an economic development study. Agawam historically has had a good amount of industrial and commercial land. We have the Agawam regional industrial park, which is over 240 acres of land and 2 smaller parks in town. This economic development study will look at all the remaining land in town, find out what is served with utilities, locate the adjacent neighborhoods, do some consensus building, try to find areas for future development.

J.W.: Do you feel that having an ice rink in town would benefit the community and get more children involved in athletics?

S.D.: Yes, I feel that is a very important area for Agawam to improve. I feel that we don't have enough, we don't have a community center, Games and Lanes has gone out of business, the smaller bowling alley doesn't support much activity. So we have a lot of things to look at in development as we want to continue to draw people to our community. We have to have something for young people or families to do.

J.W.: Do you think that the people of Agawam would support an ice rink being built in town?

S.D.: Well if you went over to the Mass Mutual Center and saw how well our High School team did then you would see the support and the crowds that they played in front of. We have to find a way to not just make it the competitive level, but also, I remember family skate nights in the town where I came from. And you went out as a family and went skating together. Amelia Park has done very well so it sounds like the idea has a lot of opportunity to work.

J.W.: Do you think the town of Agawam would ever get involved in a public venture to build an ice rink and gymnasium facility, as was suggested by Lou Contie?

S.D.: When you are looking to build a public facility, you look at a particular percentage of people that would use the facility. I would look for 75% of the people to use the particular place. We definitely need a track, and with a hockey rink you have a lot of opportunities. It currently is not in the 5 year capital plan, so we would be looking at six years from now before we could even consider the possibility. We are also heading into a recession, so the idea of raising people's taxes to build an ice rink doesn't seem feasible. I would support it if a private person was doing it. But as a public venture I don't see it being a possibility in the near future.

Mark Frankenfled (NAHL President)

1- How do you decide which rinks your teams play in?

Arena's have to have a minimum amount of seating and space for a junior team. We usually are approached by a group that wants to bring a team into our league.

2- What does it take to attract a team from your league to a new market?

We are now starting to work with new buildings and arenas that are in our geographic foot print to bring new ownership groups in some cases.

3- What is the process to develop a new team in the NAHL?

Ownership group submits application, passes minimum due diligence standards, executes lease with an approved arena, then could be granted approval.

4- Is the NAHL looking to expand? possibly in New England?

The NAHL would expand if it were to strengthen our footprint. Expansion east would take at least six owners and six venue's to create their own division.

5- What characteristics must an ice rink have to attract an NAHL team?

Minimum of 1500 seats, ability for an ownership group to sell advertising and share in other revenue's ie: concession, parking, merchandise, beer sales.

6- Do you believe that NAHL teams promote the sport of hockey in their local area, making it more popular to children?

Junior hockey is key to the local youth players - kids can dream, develop, then actually play for their local teams in most areas.

TOWN OF AGAWAM
PERMITTING GUIDEBOOK

Last updated:
October 2008

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INTRODUCTION

The purpose of this guidebook is to summarize for you the various staff persons, departments and boards involved with the development process in the Town of Agawam. The development process requires a number of permits, approvals and licenses be obtained for nearly every development project. If at any time, before and during your application process you may have questions, please do not hesitate to contact the appropriate staff person.

We hope this guidebook is a valuable tool for anyone pursuing residential, commercial or industrial development. For more detailed information, please contact the appropriate staff person.

Disclaimer: The General Ordinance, Zoning Ordinance, and Subdivision Rules and Regulations of the Town of Agawam, as applicable, take precedence over any information contained within this guidebook in any conflict between them.

HEALTH DEPARTMENT

Department:	Health Department Town Hall 36 Main Street
Staff Liaison:	Randall White, <i>Director</i> (413) 786-0400 Ext 208 E-mail: health@agawam.ma.us
Office Hours:	8:30 am- 4:30 pm, Monday - Friday
Board/Commission/Committee:	Board of Health
Meeting Schedule:	Meetings scheduled as needed.
Members:	F. William Euliano, Chair Debra Sanchez
Description of Board/ Commission/Committee:	The mission of the Board of Health is to educate, promote, improve, and protect the health and well being of the citizens of Agawam, while contributing to building a healthy community and environment in which to live.
Permits Issued:	Mobile Food Unit Disposal Works Construction Swimming Pools Retail Food Establishment Milk Pasteurization Food Service Establishment Funeral Director Hotel/Motel/Trailers Recreational camps Temporary Food Establishment Percolation test Septic Installers Bunel Catering Body Art Tanning Bottled Water Transportation of refuse
Process for Obtaining Permit(s):	Applications available at Department of health during regular business hours.
Advertising Requirements:	Not applicable
Time Frame for Public Hearing:	Not applicable
Time Frame for Decision:	Dependent on permit type.
Fee Schedule:	See table on following page.
Applicable Local, State, and Federal Statutes:	MGL Chapter 94 Sec 65H, MGL Chapter 114, Sec 45, Massachusetts Sanitation Code Article 5 and 10, MGL Chapter 111, Sec 122

HEALTH DEPARTMENT FEE SCHEDULE
 (Check with department for recent fee amendments)

Permit/ Service	Fee
Body Art- Technicians / Establishments	\$ 50.00
Burial Permit	\$ 15.00
Bottled Water	\$100.00
Catering Establishment	\$ 50.00
Church Food Permit	No charge
Disposal Works Construction	\$100.00
Food Service Establishment	\$ 50.00 less than 80 seats \$ 100.00 More than 80 seats
Funeral Director	\$ 50.00
Hotel/Motel	\$ 50.00
Mobile Food Service	\$ 50.00
Pasteurization of Milk	\$ 25.00
Percolation Test (April 1- June 15 th)	\$100.00 new / \$ 50.00 repair
Recreational Camp	\$ 50.00
Retail Food Establishment	\$ 50.00 Less than 2,500 sq ft \$ 100.00 Greater 2,500 sq ft
Sewage Disposal Installer	\$ 50.00
Six Flags New England Food permit	\$50.00-\$100.00 per concession, based on total sq ft
Semi -Public Swimming Pool	\$ 50.00
Special Food Service	\$ 50.00
Tanning Facilities	\$ 50.00
Temporary Food Service	\$ 25.00
Trailers	\$ 50.00
Transportation of aerbaeae#luent#ubbish	\$ 50.00

BUILDING DEPARTMENT

Department:	Inspection Services Department Public Works & Municipal Annex 1000 Suffield Street
Staff Liaison:	Barbara Brizzolari, <i>Principal Clerk</i> Linda Cusson <i>Administrative Assistant</i> (413) 821-0632
Office hours, Main Office:	8:30 am- 4:30 pm, Monday -Friday
Inspectors/Contact Information:	Dominic Urbaniś, Building Inspector (413) 821-0634 Robert Meloni, Plumbing Inspector (413) 821-0636 Richard Bosini, Electrical Inspector, (413) 821-0635 John Stone, Code Enforcement Officer, (413) 821-0633
Individual office hours	
Permits Issued:	Building Permits Demolition Permits Electrical Permits Certificate of Occupancy Gas Permits Sign Permits Plumbing Permits
Process for Obtaining Permit(s):	Applicant must file one set of building plans and completed application. Applications can be obtained in the Building Department during regular business hours. <u>Application must include:</u> Legal description, Plot Plan, Cost of project, Site Plan (Drawn to 1"=8') that includes: curb cuts, adjacent streets, parking layout and driveways, existing structures and proposed new structures or additions (including dimensions), and setbacks from property lines. <u>Building Plans must include:</u> Dimensional floor plan showing exits, door and window sizes, window types and interior partition layout, Foundation plan, Ridge layout, Ceiling and floor joist layout, and Beam size and supports.
Advertising Requirements:	Not applicable
Time Frame for Public Hearing:	Not applicable
Time Frame for Decision:	Once the application has been submitted, the Building Permit will be issued within 30 days. During this period the Building Department will be responsible for verifying the information contained in the application (see next page for details).
Fee Schedule:	See table on following page.
Applicable Local, State and Federal Statutes:	Massachusetts Building Code 780 C.M.R. 7 th Edition, Massachusetts Electrical Code 527 C.M.R. 1200. Massachusetts Plumbing Code 248 C.M.R. 1200.

BUILDING DEPARTMENT FEE SCHEDULE

Permit/ Service	Fee
Residential Building Permits	
Single & Two-Family Dwellings: New Construction	\$ 400.00
Single & Two-Family Dwellings : Alterations, additions, repairs	\$ 75.00
Access building under 200 sq ft	\$ 30.00
Pool- above ground	\$ 30.00
Pool- above ground with deck	\$ 50.00
Pool- in-ground	\$ 75.00
Residential Electrical Permit	
New construction	\$ 100.00 Plus \$ 30.00 for service
Renovations, additions	\$ 60.00
Pool above & in-ground	\$ 30.00 above ground, \$ 60.00 in ground
Service change/temporary service	\$ 30.00
Permits requiring 1 inspection	\$ 30.00
Residential Plumbing/Gas Fitting Permit	
Gas-New construction	\$ 55.00
Plumbing- New construction	\$100.00
Gas- Renovations, additions	\$ 30.00
Plumbing- Renovations, additions	\$ 60.00
Permits requiring 1 inspection	\$ 30.00
Commercial Building Permits	
New Construction	
Business	Minimum \$ 300.00
Multifamily Residential	\$ 0.40 /sq ft
	\$ 0.30/sq ft
Alterations and repairs	
Business	Minimum \$ 200.00
Multifamily Residential	\$ 0.30 /sq ft
	\$ 0.25 /sq ft (Min \$ 150.00)
Commercial Electrical Permit: New construction & additions	
Alterations & repairs	Minimum \$ 200.00
Service change	Minimum \$ 100.00
	\$ 30.00 200 amps, \$ 75.00 over 200 amps
Permits requiring 1 inspection	\$ 30.00
Commercial Plumbing/Gas Fitting Permit	
Gas-New construction, additions, alterations	\$ 55.00
Gas- Replacement and repairs	\$ 55.00
Plumbing- New construction	Minimum \$ 200.00 includes 1 fixture, \$5.00 each additional fixture.
Plumbing- Replacement and repairs	Minimum \$ 100.00 includes 1 fixture, \$5.00 each additional fixture.
Permits requiring 1 inspection	\$ 30.00

Application and Plan Review

Once the required application has been submitted, the statutes require that the Building Permit be issued within 30 days (usually takes 5-10 days).

The Inspector of Buildings and/or a Designee Reviews the Following:

1. Submitted plans for compliance with the Building Code for light and ventilation, exiting, minimum room size, stairway construction, maximum spans for structural members, smoke detectors, etc.
2. Use and Site Plan for compliance with Zoning Ordinance, including required setbacks, yards, lot size, maximum heights, parking spaces, minimum required open space, location and occupation of rear yard area for accessory buildings, etc.
3. Flood Plain Map to determine if development permit for location of improvements within the flood plain is required. If so, an Application for such permit may be filed by the applicant with the Board of Appeals on furnished forms.
4. Legal description.
5. Calculates fees based on White Form returned from other departments.

The Building Permit is issued when the Building Department:

1. Completes its review.
2. Receives the applicant's "White Form" from the Department of Public Works, confirming that all other applicable Town permits and approvals have been obtained.
3. Receives required fees from applicant.

Application Tips:

- All dimensions on plot plans must be measured from legal property lines (marked by property pins.) Measurements based on sidewalks or curbs are not acceptable.
- Site and building plans must be true construction drawings, and include all proposed structures and/or additions (including outdoor structures, such as decks.)

OFFICE OF PLANNING & COMMUNITY DEVELOPMENT

Department:	Office of Planning & Community Development Town Hall 36 Main Street
Public Liaison:	Deborah Dechios, Director (413) 786-0400 ext 263 Email: planning@agawam.ma.us
Office Hours:	8:30 am – 4:30 pm Monday – Friday
Board/Commission/Committee:	Planning Board
Meeting Schedule:	1 st & 3 rd Thursday of each month at the Agawam Public Library 750 Cooper Street.
Members:	Trevi Ward- Chairman Violet Baldwin Mark Paleologopoulos Michael Moresi Elaine Award
Description of Board:	The Agawam Planning Board was established in accordance with M.G.L. Chapter 41 and is governed by MGL Chapter 41, 40a, and the Agawam Zoning Ordinance & Subdivision Rules & Regulations.
Permits Issued:	Subdivision Preliminary Subdivision Definitive Site plan review ANR Review
Process for Obtaining Permit(s):	The Planning Department procedure for plan submission can be obtained from the office. Applicants are required to schedule a Pre-Application Meeting prior to submittal of site plan reviews. For Site Plan Review apply at Inspection Services Department.
Advertising Requirements:	The Applicant must pay for publishing the Public Hearing notice.
Time Frame for Public Hearing:	Please refer to the plan submission procedure.
Time Frame for Decision:	Decisions are filed within 21 days for ANR's, 45 days for Preliminary Subdivision Review, and 90 days for Definitive Subdivision Review after the date of application submission. Extensions may be requested by the applicant.

Appeal Process:	Any person aggrieved by the decision of the Board or by their failure to take final action concerning such a plan within the required time, may appeal to the county superior court or land court. This appeal must be recorded with the Town Clerk within 20 days of the decision in question.
Fee Schedule:	See table below.
Applicable Local, State and Federal Statutes:	M.G.L. Chapters 40A & 41 Agawam Zoning Ordinance, Subdivision Rules & Regulations

OFFICE OF PLANNING & COMMUNITY DEVELOPMENT FEE SCHEDULE
(Check with department for recent fee amendments)

Permit	Fee
Subdivision Review	
Approval Not Required Plans (ANRs)	\$ 50.00 + \$20.00/per lot
Preliminary	\$250.00 + \$25.00/per lot
Definitive	\$500.00 + \$75.00/per lot
Site Plan Review	No charge

Multi-Department Team Meeting

To assist applicants with the complex procedures and considerations involved in larger construction projects, the Town of Agawam has Multi-Department Team Meetings. These meetings bring together representatives from different Town departments to guide, advise, and troubleshoot potential problems before the permitting process is substantially underway.

Projects requiring Multi-Department Team Meetings include all commercial and industrial projects, as well as proposed residential projects of five (5) or more family dwellings.

Applicants must request and schedule a Team Meeting by contacting the Office of Planning and Community Development. Team meetings are held the second and fourth Tuesday of the month at 1:00 p.m. at the Department of Public Works Annex 1000 Sufield Street. Plan submission guidelines can be obtained from the Office of Planning and Community Development.

OFFICE OF PLANNING & COMMUNITY DEVELOPMENT (continued)

Permit Process:

Plans Not Requiring Approval (ANR) – Form A: The applicant must submit two original and three copies of the proposed plans to record to the Planning Board accompanied by the necessary evidence to show that the plan does not require approval. A notice stating the date of the submission and accompanying copy of the application shall be filed by delivery or registered mail with the Town Clerk. A copy of the Form A, that must accompany the filing, can be obtained from the Agawam Planning Office. The plan shall be:

1. At a scale no smaller than 1"=40' and shall show all existing structures and their relationship to the proposed property lines.
2. Of such sheet size and layout so as to conform to the regulations of the Registry of Deeds.
3. Enclosed by a block space, 3 1/2" wide by 4" high, adjacent to the right on the bottom margin, available for endorsement of the Planning Board.

If the Board determines that the plan does not require approval, it shall at a public meeting and within 21 days of submission endorse on the plan the words "Planning Board Approval under Subdivision Control Law Not Required." Said plan shall be returned to the applicant and the Board shall notify the Town Clerk of its actions. Any plan so endorsed shall be recorded with the Registry of Deeds within six months. Failure to do so will negate the action of the Board.

Preliminary Subdivision Approval (Form B)-

All Preliminary Subdivision plans must conform to the requirements set forth in Agawam's Subdivision Rules and regulations, Chapter 159 with exception of the following: 9 full sets of plans, application forms and environmental studies shall be submitted to the Office of Planning and Community Development. The plans will be placed on a Planning Board agenda based upon the length of time anticipated for review as follows:

Type of Review	Utilities/Drainage Issues***	Traffic Issues	Approximate Review Times*
Prelim. Subdivision	Minor-Significant	Minor-Significant	1-2 Weeks

* Review times based on typical plans. Incomplete or inadequate designs may require additional review times.

** Times based on initial review.

*** Submittal of stormwater calculations in digital HydroCAD format to the Agawam Engineering Department will greatly help in reducing review times.

If the application is deemed incomplete, the Board may vote to reject the plan and take no further action until it is resubmitted in an amended form. In such case, the filing fee will be returned. The Planning Board will notify submitters of the proposed project and have the submission available for review at the Town Hall. Within 45 days after submission, the Board shall approve, approve with amendments, or disapprove the plan. The Town Clerk will be notified of the Board's decision and the applicant will be apprised by certified mail.

Definitive Subdivision Approval (Form C)

All Definitive Subdivision Plans must conform to the requirements set forth in Agawam's Subdivision Rules and Regulations, Chapter 159 with exception of the following: 9 full sets of plans, application forms and environmental studies shall be submitted to the Office of Planning and Community Development. The plans will be placed on a Planning Board agenda based upon the length of time anticipated for review as follows:

OFFICE OF PLANNING & COMMUNITY DEVELOPMENT (continued)

Type of Review	Utilities/Drainage Issues***	Traffic Issues	Approximate Review Times**
Definitive Plan	Minor	Minor	1-3 Weeks
Definitive Plan	Minor-Significant	Minor-Significant	2-4 Weeks
Definitive Plan	Significant	Significant	3-4+ Weeks

* Review times based on typical plans. Incomplete or inadequate designs may require additional review times.
 ** Times based on initial review.
 *** Submittal of stormwater calculations in digital HydroCAD format to the Agawam Engineering Department will greatly help in reducing review times.

The Planning Board will hold a public hearing prior to the approval of the plans. Public notice must be given at least 14 prior to the hearing date. A copy of the notice will be mailed to the applicant and abutters.

The Board will approve, approve with modifications, or disapprove the plan, file their decision with the Town Clerk, and notify the applicant by registered mail.

If after 20 days, no appeal has been filed, final approval is granted. The applicant must then furnish the Board with 2 full original sets of plans. One full set shall be recorded with the Town and one full set shall be recorded at the Registry of Deeds or Land Court. Recorded information must be provided to the Planning Office. Final endorsement requires that the applicant file a performance guarantee in the form of a covenant or bond and all necessary easements be filed.

Site Plan

All Site Plan submissions must conform to the requirements set forth in Agawam's Zoning Ordinance, Sec. 180-13 through Sec. 180-16. 10 full sets of the complete plans and Form D (application form) must be submitted to the Inspection Services Department located at 1000 Suffield Street. The plans are reviewed to determine conformance with zoning requirements and forwarded to the Office of Planning and Community Development. The Community Development Department will distribute the plans to the following Departments for review: Police, Fire, Engineering and ADA committee. Review of a Site Plan will vary based upon complexity. The approximate review times are as follows:

Type of Review	Utilities/Drainage Issues***	Traffic Issues	Approximate Review Times**
Site Plan	None	None	1 Week
Site Plan	Minor	Minor	1-2 Weeks
Site Plan	Significant	Significant	2+ Weeks

* Review times based on typical plans. Incomplete or inadequate designs may require additional review times.
 ** Times based on initial review.
 *** Submittal of stormwater calculations in digital HydroCAD format to the Agawam Engineering Department will greatly help in reducing review times.

ZONING BOARD OF APPEALS

Board/Commission/Committee:	Zoning Board of Appeals Inspection Services- Office of Planning and Community Development 36 Main Street
Staff Liaison:	Jennifer Bonfiglio, Senior Clerk (413) 786-0400 ext 253 Email: ZBA@agawam.ma.us
Office hours, Main Office:	9:00 am- 3:00 pm, Monday, Wednesday, Friday
Meeting Schedule:	Zoning Board of Appeals meets the 2 nd and 4 th Monday of each month at 6:30 pm in the Agawam Public Library (Pierce conference room) located at 750 Copper Street.
Members:	Doreen Prouty, Committee Chairperson James Marmo, Vice Chairperson Joseph Conte, Clerk Gary Sufriti, Alternate Member Larry Hoague, Alternate Member
Description of Board/ Commission/Committee:	The Zoning Board of Appeals is a quasi-judicial administrative board that interprets and enforces the Zoning Bylaws of the Town of Agawam and hears and decides zoning related matters pursuant to MGL c. 40A. The Board is made up of 3 members and 2 alternates who are appointed by the City Council for a term of 3 years.
Permits Issued:	Variance Special Permits
Process for Obtaining Permit(s):	Submit application to Building Department, applications can be obtained at the Building Department in the Public Works & Municipal Annex building during business hours.
Advertising Requirements:	Notice of these hearings must be published 14 days before the hearing and all owners of property within 300 feet must be notified.
Time Frame for Public Hearing:	After the application is submitted, the Board of Appeals will set a hearing date, not less than 14 days after the publication of the legal advertisement. The applicant or his duly authorized agent must be present at the public hearing.
Time Frame for Decision:	Variance decisions are filed with the Town Clerk within 100 days (90 days for Special Permit) after the date of filing the application.

Appeal Process:	After a decision is written, signed and filed with the Town Clerk, there is a 20-day appeal period. An appeal must be filed with the Town Clerk.
Fee Schedule:	Applicant submits 3 copies of: complete application, plans, and 9 sets of the certified copy of deed of ownership to the Zoning Officer (Inspector of Buildings) along with an application fee of \$250.00.
Applicable Local, State and Federal Statutes:	Town of Agawam Zoning Bylaws MGL Chapter 40A Section 10
Application Tips:	All documents submitted in application for a variance or special permit must be submitted in triplicate. Businesses applying for special permits must provide 19 copies of the site plan.

CONSERVATION COMMISSION

Board/Commission/Committee:	Conservation Commission Town Hall 36 Main Street
Public Liaison:	Henry A. Kozloski, <i>Chairman</i> (413) 786-0400 Ext. 245
Office Hours:	8:30 am – 4:30 pm, Monday - Friday
Meeting Schedule:	The Commission meets the 2 nd and 4 th Thursday of the month.
Members:	Henry A. Kozloski, Chairman Steven Douglas Jill Messick Mark Soticheck Sheryl Becker Fred Harpin Magda Galotzas
Description of Commission:	The Commission's mission is to protect wetlands and resources in Agawam through acquisition, management, education, and regulations; to act as a liaison between the public and other governmental agencies in protecting our natural resources and to become an environmental /educational resource for citizens, groups, organizations, and local, State and Federal agencies.
Permits Issued:	Request for Determination of Applicability Notice of Intent Certificates of Compliance
Process for Obtaining Permit(s):	<p><u>Determination of Applicability:</u> File a request with sufficient information to enable the Conservation Commission to find and view the area and determine whether the proposed work will alter an area subject to protection under the Wetlands Protection Act. Within 21 days, commission will issue a determination at a public meeting.</p> <p><u>Notice of Intent:</u> Upon a positive determination, work may not proceed until such determination is reversed or until a Notice of Intent has been filed, a final order has been issued and recorded, and all administrative appeal periods have elapsed. The applicant is required to apply for all applicable permits prior to filing. The commission will make a determination either that the proposed work is not significant to the interests identified in the Wetland Protection Act, or that it is significant to one or more of these interests. In the latter case, the Conservation Commission will issue an Order of Conditions. This order will impose conditions on the work to be done or prohibit it all together.</p>

Advertising Requirements:	Legal notice must be published at least seven business days prior to a hearing.
Time Frame for Public Hearing:	Within 21 days of the receipt of the submission, a public hearing is held for Notice of Intent.
Time Frame for Decision:	Determination of Applicability decisions within 30 days of request. Notice of Intent decision within 21 days after the close of the public hearing.
Appeal Process:	Appeals may be filed with the State Department of Environmental Protections.
Fee Schedule:	Determination of Applicability Fee \$ 25.00. Notice of Intent Fee minimum \$55.00.
Applicable Local, State and Federal Statutes:	M.G.L. Chapter 131, Section 40; Massachusetts Wetlands Protection Act & Rivers Protection Act

TOWN COUNCIL

Board/Commission/Committee:	Council Office Town Hall 36 Main Street
Public Liaison:	Barbara Bard, <i>Administrative Assistant</i> (413) 786-0400 ext 233 Email: bbard@agawam.ma.us
Office Hours:	9:00 am- 3:00 pm, Monday – Friday
Meeting Schedule:	1 st and 3 rd Monday of the month, with only one meeting in July and August.
Members:	Gina M. Letellier, President Cecilia P. Calabrese, VP Robert M. Young Jill S. Messick Dennis J. Perry Robert E. Rossi George Bitzas Paul C. Cavello Joseph Mineo Donald M. Rheault Jill P. Simpson
Description of Board/Commission/Committee:	The Town Council consists of eleven members, elected at large by the voters and is the legislative branch of the town government.
Permits Issued:	Zone Change
Process for Obtaining Permit(s):	Petition can be obtained and submitted through the Building Department during normal business hours. (See next page for process details)
Advertising Requirements:	Town Council must advertise twice. First notice shall not be less than 14 days prior to public hearing.
Time Frame for Public Hearing:	Within 65 days from the request from Town Council.
Time Frame for Decision:	Within 90 days of the public hearing.
Appeal Process:	Within 20 days after decision is filed.
Fee Schedule:	Zone Change fee \$500.00.
Applicable Local, State and Federal Statutes:	MGL Chapters 40A Section 5

TOWN COUNCIL (continued)

Permit Process:

The applicant must first present his plans to the Building and Zoning Department who will review them for compliance to regulations. The applicant must accurately submit all data called for:

1. Applicant must file petition to the Town Council stating present zone and proposed zone (Apply through Building Dept.)
2. General Location of land must be included in petition.
3. Legal description of property must be included.
4. All petitions shall be accompanied by plans of the land (38 copies). Such plans shall be drawn to scale 1"=60', shall show the North arrow as well as the actual dimension, radii, and angles.
5. A fee of \$500.00 for each petition shall be submitted, a portion of which will pay for legal advertising.
6. All above conditions must be satisfied before the petition will be accepted for processing.

The applicant will be notified of the date, time and place of the public hearing to be held on his or her petition. The applicant or his duly authorized agent should be present at the public hearing.

The applicant must be aware that certain statutory time limits must be complied with. The following is a general resume of zone change procedures:

1. The application will be presented to the Town Council for processing. The Council shall within 14 days of receipt submit to the Planning Board for review.
2. The Town Council must request the Planning Board to give notice, hold a public hearing and give recommendations to the Council within 65 days of the first notice from the Council.
3. The Planning board must advertise twice. The first publishing of the legal advertisement shall be not less than 14 days prior to the date of the public hearing.
4. The Town Council cannot act on a petition until the Planning Board had made recommendations or 21 days have elapsed since the Planning Board public hearing.
5. Upon receiving recommendations of the Planning Board or 21 days having elapsed after the public hearing, the Town Council may proceed to take action on the petition.
6. The Town Council must act within 90 days of the public hearing. Failure to act shall require the Town Council to re-advertise for a new public hearing before action can be taken.

Application Tips:

- Applicants must have a registered architect, engineer, or land surveyor certify all plans of land submitted to the Building Department prior to submission.

TOWN CLERK'S OFFICE

Department:	Clerk's Office Town Hall 36 Main Street
Staff Liaison:	Richard Theroux, <i>TOWN CLERK</i> (413) 786-0400 ext 215 Email:
Office Hours:	8:30 am to 4:30 pm, Monday - Friday
Board/Commission/Committee:	Not applicable
Permits Issued:	Business Certificates Hunting License Marriage License Fishing License Birth Certificates Raffle/Bizarre permits Amusement Auctioneer Car Dealers License Junk Dealers License Trapping Gas Storage Permit
Process for Obtaining Permit(s):	Applications are available at Clerk's Office during normal business hours.
Advertising Requirements:	Not applicable.
Time Frame for Public Hearing:	Please provide information
Time Frame for Decision:	Please provide information
Appeal Process:	Please provide information
Fee Schedule:	See table on following page.
Applicable Local, State and Federal Statutes:	MGL Chapters 138 & 140

TOWN CLERK PERMIT FEE SCHEDULE
(Check with department for recent fee amendments)

Permit/ License	Fee
Amusement -Weekly	\$ 35.00
Auctioneer License	\$15.00
Automatic Amusement	\$ 40.00 /each
Birth Certificate	\$ 5.00
Business License	\$17.00
Car Dealer Class 1-2	\$100.00
Copy of Certificate/License	\$ 5.00
Death Certificate	\$ 5.00
Fishing License	\$ 28.50 Adult
Hunting License	\$ 28.50 Adult
Junk Dealer's License	\$ 20.00
Marriage License	\$15.00
Raffle/Ezame Permit	\$10.00
Gas Storage Permit	\$ 52.50
Sporting License (Hunting & Fishing)	\$46.00 Adult
Trapping Permit	\$ 28.50

DEPARTMENT OF PUBLIC WORKS

Department:	Department of Public Works Public Works & Municipal Annex 1000 Suffield Street
Staff Liaisons:	John Stone, <i>Superintendent</i> (413) 821-0623 Michael Chase, <i>Town Engineer</i> (413) 821-0625 Christopher Golbs, <i>Deputy Superintendent Water & Sewer</i> (413)821-0627 Michael Picoin, <i>Deputy Superintendent Highway & Grounds</i> <i>Maintenance</i> (413) 821-0626 Email: dpw@agawam.ma.us
Office Hours:	8:30 am- 4:30 pm, Monday- Friday
Board/Commission/Committee:	Not applicable
Meeting Schedule:	Not applicable
Description of Board/Commission/Committee:	Not applicable
Permits Issued:	Driveway/Curb Cuts* Yard & Waste Disposal Pass Sewer Connection** Water Meters Water Connection Road Opening Drain Layers License StormWater** Back Flow Prevention Device Permit
Process for Obtaining Permit(s):	Applications may be obtained at DPW offices during regular business hours. ** Applications and standards available online at: http://agawam.ma.us/filestorage/80/78/168/Stormwater_Permit_FINAL.pdf http://agawam.ma.us/filestorage/80/78/132/res_con sewer connection_app.pdf *Applications available online at http://agawam.ma.us/sonlrb/80/78/130/default.aspx
Advertising Requirements:	Not applicable
Time Frame for Public Hearing:	Not applicable
Time Frame for Decision:	Not applicable
Fee Schedule:	See table on following page.
Applicable Local, State and Federal Statutes:	M.G.L. Chapter 84

DEPARTMENT OF PUBLIC WORKS PERMIT FEE SCHEDULE
(Check with department for recent fee amendments)

Permit/ Service	Fee
As Built Grading Plan Review (required for Occupancy Permit)	No Charge
Back Flow Prevention Device Permit	\$ 45.00
Back Flow Device Testing	\$ 25.00 per test per device
Drain layers License	\$ 5.00 annually
Driveway / Curb Cut Permit	\$ 5.00
Large Town Map	\$ 1.50
Road Opening	\$ 20.00
Recycling Bin	Free 1/household
Sanitary Sewer Connection Fee	(effective 1/1/09)
Single family home- (4" main to street)	\$ 1,536.00 Minimum
2-4 family - (6" main to street line)	\$ 1,600 Minimum
Renewals/repairs	\$ 850 + \$30.00/ft over 10 feet
Sewer Entrance Fee	\$ 807.00 per dwelling / business unit
Plan Copies	\$ 5.00 sheet (24"X36")
Sewer Extension (State Permit)	No Charge for approval of State application
Storm Water Permit	Varies by Area
Water Connection (minimum connection 3/4")	\$ 1,150.00 Minimum
Water meter- Single family	\$315.00 Minimum
Yard Waste Disposal Passes	Free for residents
Zoning Map	\$ 1.50

FIRE DEPARTMENT

Department:	Fire Department (Headquarters) 800 Main Street
Staff Liaison:	Stephen Martin, <i>Fire Chief</i> (413) 821-0612 Business (413) 786-0657 Administration
Office hours:	8:30 am- 4:30 pm, Monday- Friday.
Permits Issued:	Registration of Underground Tanks Gun Powder Permits Fire Reports from Insurance Company Rocket Permits L.P. Gas Permits Power Bumer Permits Cutting and Welding Operations Flammable Fluid Permits Transportation of Flammable Fluid/Tank Trucks Home inspections Review Prints/New Home (smoke detectors) Fireworks Smoke Detector Inspection/New Homes/Resale Blasting Permits
Process for Obtaining Permit(s):	Permit applications can be obtained at Fire Headquarters, administration office, or directly from the Massachusetts Department of Fire Service website. www.mass.gov/dfs
Time Frame for Decision:	Not applicable
Appeal Process:	Not applicable
Fee Schedule:	See table on following page.
Applicable Local, State and Federal Statutes:	M.G.L Section 13: 527 C.M.R; Board of Fire Prevention

FIRE DEPARTMENT (continued)

Permit Process: Flammable Liquid, Solid, and Gas Storage:

Massachusetts General Law requires that a permit or license be held for the storage or transportation of explosive or flammable liquids, solids and gases. It is the intent of the legislation to protect the health and safety, and welfare of the general public by ensuring that these potentially dangerous substances are monitored, and held safely.

Permits are required for:

- The storage of all fuel oil up to 10,000 gallons and the installation of all oil burners.
- Storage of liquefied petroleum gases up to 2000 gallons.
- Storage of up to 10,000 gallons of gasoline.
- Storage of Class A fluids (any flammable fluid having a flashpoint over 100° F) up to 10,000 gallons.
- Storage of Class B fluids (any flammable fluids having a flashpoint between 100-187° F) up to 10,000 gallons.
- Storage of Class C fluids (any flammable fluids having a flashpoint over 187° F) up to 10,000 gallons.
- Storage of flammable solids up to 100 pounds.
- Storage of flammable gases not over 10,000 R³.
- Transportation of all flammable liquids.
- Storage and manufacture of ammunition.

Procedure and Requirements:

Storage of above materials in amounts greater than specified above requires a license. The Licensing and Permitting application procedure follows:

1. Applicant must obtain Certificate of Occupancy form from the Building Department; this form must accompany two copies of the plot plan and be signed and approved by the Inspector of Buildings.
2. Complete Storage Application specifying if application for permit is for private use or for resale, and bring application and plot plans to the Fire Chief or Fire Inspector for approval and signature.
3. Once signed by Fire Chief or Fire Inspector, return application, plot plan copies and Certificate of Occupancy form to Town and Council Clerk's Office.
4. After submission of papers, applicant will be notified by Town and Council Clerk's Office of date of scheduled public hearing for proposed license. (Not required for permit thresholds.)
5. Applicant is responsible for obtaining typed legal advertisement for publication in newspaper from Town and Council Clerk's Office and placing same in newspaper. Applicant is responsible for newspaper fee.

FIRE DEPARTMENT (continued)

6. Applicant is responsible for obtaining list of legal abutters from Assessor's Office and notifying legal abutters of public hearing. Notification of legal abutters is done by clipping legal advertisement from newspaper (applicant purchases a many newspapers as necessary) and sending to legal abutters by registered mail, return receipt requested.
7. The return receipts returned to applicant must be submitted to Council Clerk at public hearing. Applicant is responsible for attending public hearing.
8. Applicant will then be advised by letter of decision of Town Council regarding license approval or disapproval.

FIRE DEPARTMENT PERMIT FEE SCHEDULE

(Check with department for recent fee amendments)

Permit/ Service	Fee
Ammunition Permit	\$10.00
Black Powder	\$10.00
Blasting Permit	\$10.00
Clinic Inspection	\$ 25.00 /annually
Copy of Permit / documents for Underground Storage Tank	\$ 10.00
Day Care Center Inspection	\$ 25.00 /annually
Fire Reports	\$ 5.00
Fireworks	\$10.00
Flammable Fluids	\$10.00
Flammable Gas	\$10.00
Innkeeper's Inspection	\$ 25.00 /quarterly
Movie Theater Inspection	\$ 25.00 /annually
Nursing Home Inspection	\$ 25.00 /quarterly
Oil Burner	\$10.00
Plan Approval	\$ 30.00
Smoke Detector/Carbon Monoxide Certificates	\$30.00 /per unit
Storage LP Propane	\$10.00
Tanker Truck Inspection	\$10.00
Underground Tank Removal / Inspection	\$ 25.00 /per tank

POLICE DEPARTMENT

Department: Police Department
681 Springfield Street
Feeding Hills, MA, 01030

Staff Liaison: Robert Campbell, *Police Chief*
(413) 786-4767
(413) 786-4821 Fax

Office hours: Records Bureau 8:00 am -12:00 pm / 1:00 pm - 4:00 pm
Monday – Friday.

Permits Issued: F.I.D. Cards Gunsmith License
Dog License Police Reports
Accident Report License to Carry
Alarm Permit Machine gun
Tag Sales Ammunition

Process for Obtaining Permit(s): Obtain permit at the Agawam Police Station Records Bureau during regular business hours.

Fee Schedule: See table below.

Applicable Local, State and Federal Statutes: M.G.L. Chapter 140, Sections 121-136

POLICE DEPARTMENT PERMIT FEE SCHEDULE
(Check with department for recent fee amendments)

Permit/ Service	Fee
Accident Report	\$ 5.00
Alarm Permits	No Charge
Ammunition	\$100.00
Dealer/Gunsmith (valid 3 years)	\$100.00
Dog License	
Spay/Neutered	\$ 4.00
Intact	\$10.00
License to Carry (valid 6 years)	\$100.00
Firearms Identification card (valid for 6 years)	\$100.00
F.I.D. Restricted Cards (mace) (pepper)	\$ 25.00 1 st Issue / Free on renewal
Machine Gun	\$100.00
Police Reports	\$ 0.50/Page if in person
Police Reports	\$ 1.00/ Page if mailed
Tag Sales	No Charge
Turkey Shoot Permit	\$ 2.00 Day

STAFF LIAISONS

Building Department	Steve Reno	Building Commissioner	(413) 322-8600
	Richard Bosini	Electrical Inspector	(413) 821-0635
	Robert Meloni	Plumbing Inspector	(413) 821-0636
	John C. Stone	Code Enforcement Officer	(413) 821-0633
Clerk's Office	Richard Theroux	Town Clerk	(413) 786-0400 x214
Council Office	Berbara Bard	Council Clerk	(413) 786-0400 x233
Department of Public Works	John Stone	Superintendent	(413) 821-0623
	Michael Chase	Town Engineer	(413) 821-0625
	Christopher Golbe	Deputy Superintendent Water & Sewer Division	(413) 821-0627
	Michael Picoin	Deputy Superintendent Highway & Ground Maintenance	(413) 821-0626
Fire Department	Steve Martin	Fire Chief	(413) 821-0612
	James Deming	Fire Inspector	(413) 821-0612
Health Department	Randall White	Director	(413) 821-0400 x208
Mayor's Office	Susan R. Dawson	Mayor	(413) 786-0400
Planning & Conservation	Deborah Dechros	Director	(413) 786-0400 x283
Police Department	Robert Campbell	Police Chief	(413) 821-0609
Zoning Board of Appeals	Jennifer Bonfiglio	Senior Clerk	(413) 786-0400 x253

PERMIT MATRIX

	Town Council	Public Department	Town Clerk	Construction Commission	Zoning Board of Appeals	Fire	Health Department	Planning Department/Board	Police	Public Works
Accident Report									X	
Alarm Permit		X							X	
Ammunition						X				
Auctioneers' licenses	X	X	X							
Automatic Amusements		X	X							
Back Flow Prevention Device										X
Birth/Death Certificate			X							
Blessing Permits						X				
Body Art Establishment / Technician	X						X			
Bottled Water Manufactured							X			
Building Permits	X									
Burial Permit							X			
Business License	X	X					X			
Car Dealer License Class 1-2			X							
Celater							X			
Certificate of Occupancy	X									
Church Food Permit							X			
Clinic/Nursing Home/Daycare/Movie Theater Inspection					X					
Curb Cut/Driveway										X
Definitive Subdivision approval							X			X
Determination of Applicability										
Disposal Works Construction Permit							X			
Dog License									X	
Drain Layers Permit										X
Electrical Permits	X									
F.I.D. Cards									X	
Fire Flow Test										X
Fire Reports from Insurance Company						X				

PERMIT MATRIX (continued)

	Town Council	Building Department	Town Clerk	Comprehensive Commission	Zoning Board of Appeals	Fire	Health Department	Planning Department/Board	Police	Public Works
Fireworks						X				
Fishing License			X							
Flammable Fluid Permits						X				
Food Service							X			
Funeral Director							X			
Gas Permits		X								
Grading Plan Approval (Final)										X
Gas Storage, Initial fee & Annual renewal			X							
Gun Powder Permits		X				X				
Home inspections (all types)						X				
Hotel/Motel							X			
Hunting License			X							
Innkeeper/Lodging House		X				X				
Junk Dealer's License/ Dealer in Secondhand Articles			X							
License to Carry									X	
L.P. Gas Permits		X				X				
Machine Gun									X	
Marriage License			X							
Mobile Food Service							X			
MRVP Housing							X			
Notice of Intent				X						
Oil Burner Permit						X				
Order of Conditions										
Pasteurization of Milk							X			
Percolation Test							X			

PERMIT MATRIX (continued)

	Town Council	Public Department	Town Clerk	Conservation Commission	Zoning Board of Appeals	Fire	Health Department	Planning Department/Board	Police	Public Works
Pistol Permits									X	
Plumbing Permits	X									
Police Reports									X	
Power Burner Permits						X				
Preliminary Subdivision approval								X		X
Reflex/Bizarras		X								
Recreational Camps							X			
Registration of Underground Tanks						X				
Removal of Underground Storage Tanks						X				
Retail Food Service							X			
Review Prints/New Home (smoke detectors)	X					X				
Septic Tank							X			
Sewage Disposal Installer							X			
Sewer Connection										X
Sewer Entrance fee										X
Sign Permit	X									
Site plan approval	X					X		X		
Smoke Detector Inspection/New Homes/Reseal						X				
Special Permits	X				X					
Sporting License (Hunting & Fishing)			X							
Street Closing										X
Stormwater Permit										X
Subdivision Approval Not Required (ANR) endorsement								X		

PERMIT MATRIX (continued)

	Town Council	Building Department	Town Clerk	Communications	Zoning Board of Appeals	Fire	Health Department	Planning Department/Board	Police	Public Works
Swimming Pools		X					X			
Tag Sales								X		
Tanker Truck Inspection						X				
Tenning							X			
Temporary Food Service							X			
Trailers							X			
Transportation of Flammable Fluid/Tank Trucks						X				
Transportation of Garbage							X			
Trapping			X							
Turkey Shoot								X		
Underground Tank Removal / Inspection						X				
Variences		X			X					
Water Meter										X
Water Service Installation On/Off										X
Yard Waste Disposal Passes										X
Zone change	X	X						X		

LIST OF FEDERAL AND STATE PERMITS AND/OR APPROVALS

The following list was adapted from the North Andover Development Guidebook. The list is by no means exhaustive, and if any question exists you are encouraged to seek legal counsel. The majority of small development projects will not have need for any federal or state permits or approvals, but as projects increase in size and complexity, the applicant should be aware of the potential applicability of any one or more of the following:

Federal Permits

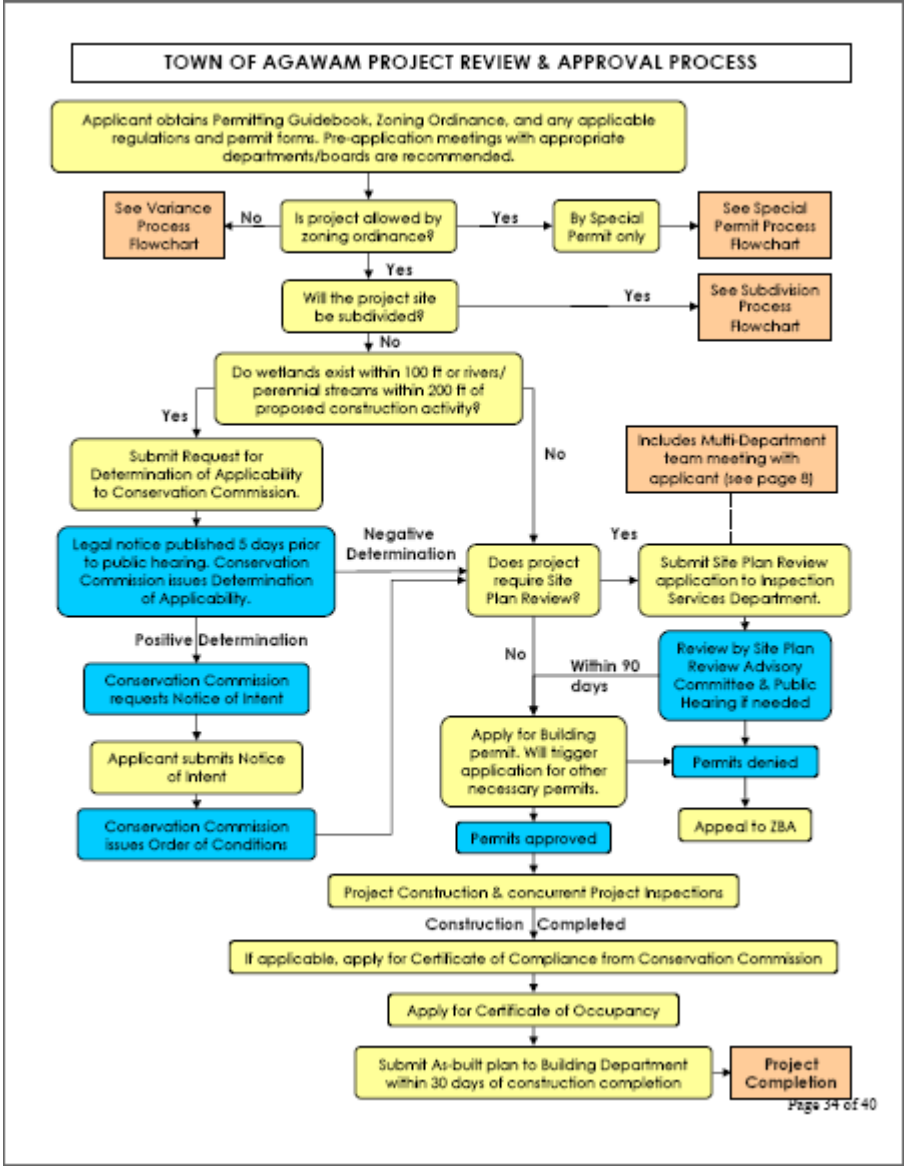
1. **National Environmental Policy Act, or "NEPA"** requires the preparation of an environmental impact statement (EIS) to assess the impact of a major federal action, i.e. projects and programs entirely or partly financed, assisted, conducted, regulated or approved by federal agencies, that may have a significant impact on the quality of the human environment. Major federal actions are either defined by statute or determined by agency officials.
2. **Clean Water Act, Section 404 Permit** requires a project involving the discharge of dredged or fill material into waters of the United States (including federally defined wetlands) to obtain a permit from the Army Corps of Engineers. The permit may be a programmatic general permit, an individual permit or an official letter of permission.
3. **Clean Water Act, Water Quality Certification Approval** requires the state to determine whether certain activities meet state water quality standards; if they don't, the Corps of Engineers is prohibited from issuing a Section 404 permit for the activity.
4. **Rivers and Harbors Act of 1899, Section 10 Permit** requires a federal permit from the Army Corps of Engineers for dredging, filling or obstruction of navigable waters; the Section 10 permit is often applied for in conjunction with a Section 404 permit.
5. **National Flood Insurance Act and Flood Disaster Protection Act Certification** requires that banks not make, extend or renew any loan secured by improved real estate located in an area having flood hazards, and in which flood insurance is available, unless the building securing the loan is covered by flood insurance. This usually requires architectural or engineering review and certification of building plans to the lender.
6. **Clean Air Act Permits or Approvals** may be required directly from the Environmental Protection Agency for certain emissions and hazardous air pollutants from new sources of these regulated air pollutants; most of the federal requirements, however, are incorporated by Massachusetts in its State Implementation Plan, or SIP (see State Clean Air Act).
7. **National Historic Preservation Act Section 106 Review** requires that certain federally assisted, permitted and licensed activities that might have an adverse effect on properties listed with or eligible for listing with, the National Register of Historic Places be reviewed concerning that effect and its consequences; Section 106 review is accomplished by submitting a Project Notification Form to the Historical Commission.
8. **Environmental Protection Agency Stormwater Notices of Intent and/or NPDES Permits** are required for stormwater discharges associated with certain industrial activities. Industrial activity was recently redefined to include construction activity including clearing, grading, and excavation activities except operations that result in the disturbance of less than five acres of total land area which are not part of a larger common plan of development or sale. The project owner and operator are required to file a Notice of Intent and pollution statement plan with the Environmental Protection Agency.

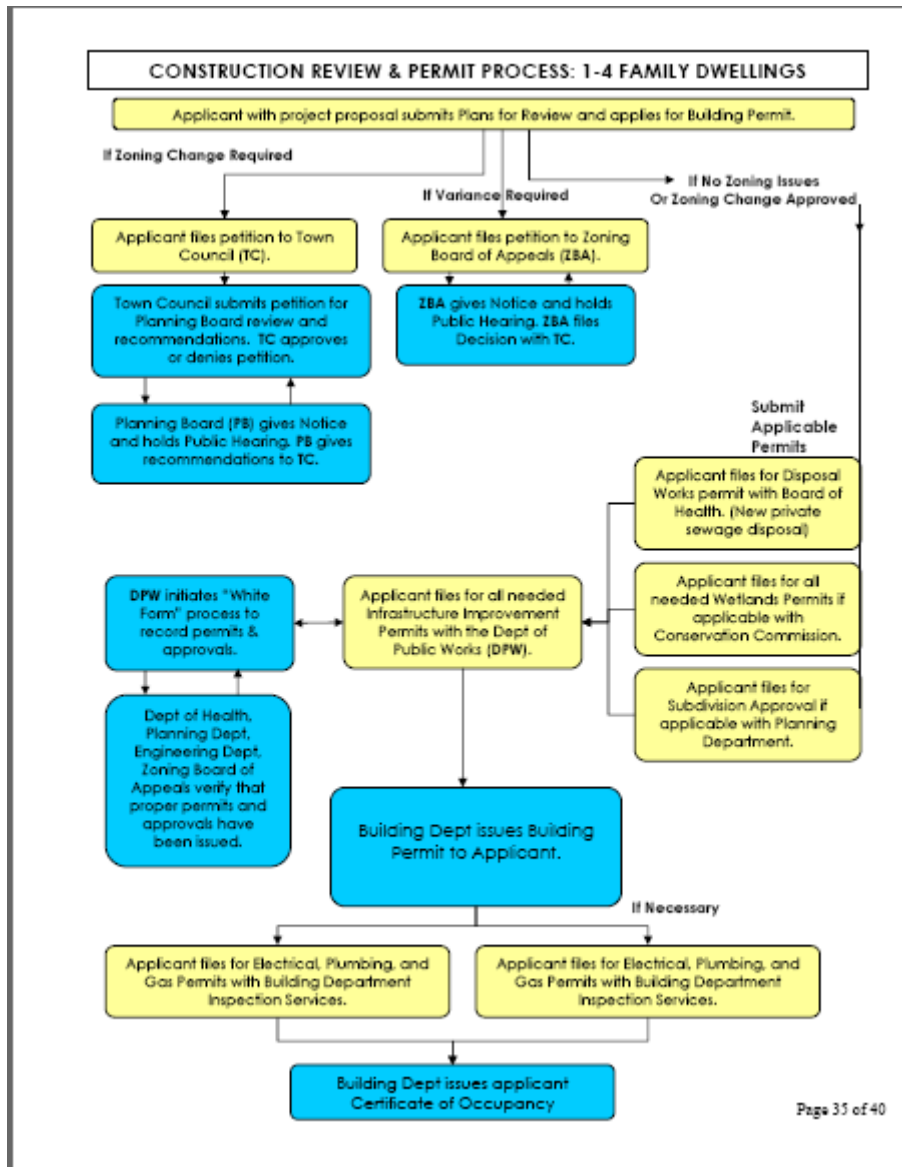
State Permits

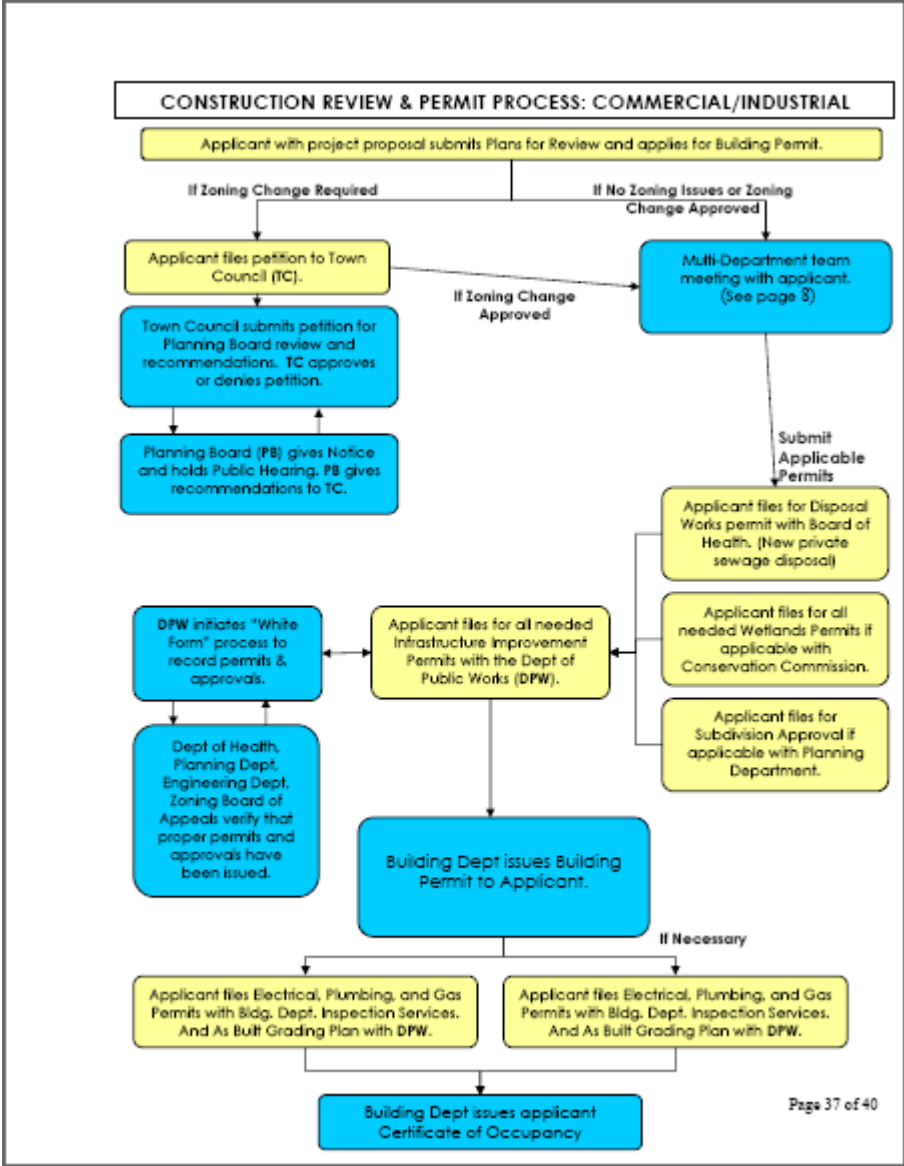
1. **Massachusetts Environmental Policy Act or 'MEPA'** requires state agencies to evaluate the environmental impact of all projects or activities undertaken by state agencies, and of private projects seeking state funding or permits. An Environmental Notification Form must be filed if the project meets one or more of the thresholds specified in the regulations, whereas certain activities automatically require the preparation of an Environmental Impact Report.
2. **Massachusetts Clean Waters Act, Sewer Extension/Connection Permits** are required for the connection of a project to a sewer system unless exempted. There are pretreatment requirements for industrial users, which must be coordinated with the permitting requirements of the Marlborough Wastewater Treatment Plant.
3. **Massachusetts Clean Waters Act, Surface Water and/or Groundwater Discharge Permits:** Surface Water Discharge Permits, administered jointly by the federal Environmental Protection Agency and the Massachusetts Department of Environmental Protection, are required for point source discharges to U.S. Waters and application should be made simultaneously to both agencies. A permit may also be required for stormwater discharges where runoff is substantially contaminated or if contamination exists because the discharge is located within an industrial area or is associated with industrial activity. If the project is in an unsewered area, a Disposal Works Construction Permit must be obtained from the local board of Health in accordance with Title 5 of the State Environmental Code. If a sewage disposal system with capacity in excess of 15,000 gallons per day will be constructed, a groundwater discharge permit must be obtained.
4. **Waterways, Great Ponds and Tidelands Construction License** must be obtained from the Department of Environmental Protection, Wetlands and Waterways Division, for any construction below the high water line of state waterways, great ponds (ponds over 10 acres in their natural state) and tidelands.
5. **Massachusetts Clean Air Act Approval** must be obtained in writing from the Department of Environmental Protection for the plans, specifications, and proposed operating procedures for the construction, substantial reconstruction or alteration of any stationary source of air pollution, unless specifically exempted. Stationary sources emitting certain pollutant levels must register with DEP as well. Anyone constructing or demolishing a commercial building, or residential building with 20 or more units, must notify DEP at least 10 working days prior to starting work, if it will create emissions that cause or contribute to a condition of air pollution.
6. **Massachusetts Endangered Species Act** prohibits taking or possession of any plant or animal species listed in the federal Endangered Species Act, or the alteration of a significant habitat. A project developer should review the list of endangered species available from the Division of Fisheries and Wildlife, and habitat maps available for inspection at Town Hall from the Conservation Commission.
7. **Hazardous Waste Management Permits** may be required from the federal Environmental Protection Agency or state Department of Environmental Protection if any wastes generated by the project are hazardous, depending on the types of quantities generated; contact the Agawam Fire Department for information.
8. **Massachusetts Historical Commission Approval** must be obtained if a designated historical or archeological landmark will be altered or effected by a project undertaken by a state agency or any private party seeking any state funding, permits or licenses for the project.
9. **State Highway Access Permit** must be obtained in writing from the Massachusetts Highway Department if a project will involve the creation, alteration, expansion or substantial impact upon an opening onto a state highway. This includes property which has access directly onto state highways and property which abuts a state highway layout.

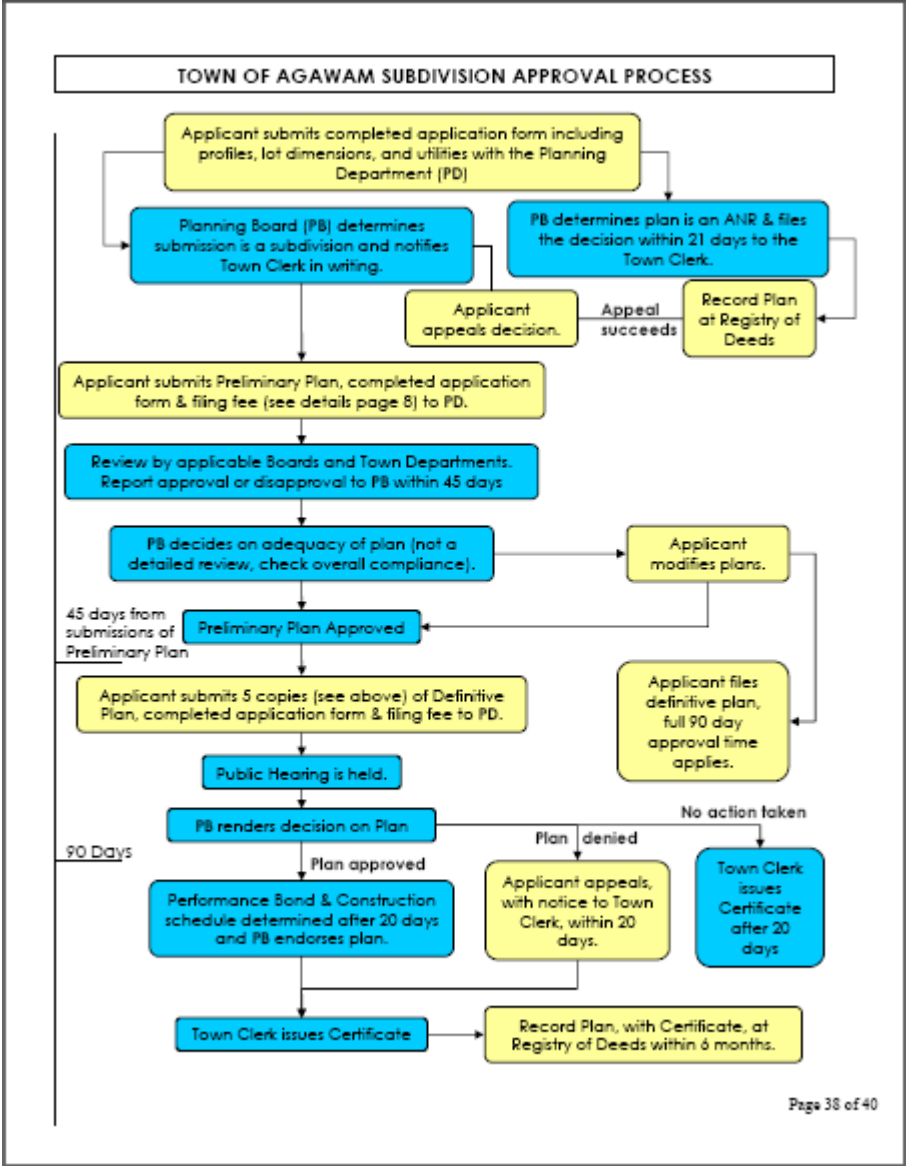
Flowchart Key (All Flowcharts in guide, see following pages)

Rounded Rectangles (Yellow) with Thick Border = Actions/Determinations by Applicant
Rounded Rectangles (Blue) with Thin Border = Actions/Determinations by Town
Rectangles (Orange) = Notes









TOWN OF AGAWAM SPECIAL PERMIT PROCESS

