



Business Plan

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II. Executive Summary

In 1998 three young Western New York residents invested in their hometown by declining out-of-state job offers and forming Algonquin Studios, Inc. They had no physical location and \$500 dollars in the bank. Today, these gentlemen share ownership in 5 Buffalo based companies with almost 100 employees and five million dollars in annual sales. Since 2001, they have contributed over \$100,000 in cash to other organizations (and thousands more “in-kind” work and volunteer time) that assist children and other less fortunate people regardless of age, race, gender or faith.

In 2005, Algonquin Studios, Inc, along with Buffalo Niagara Soccer (now Buffalo United Soccer) developed and ran eight (8) soccer clinics over a four week period. The clinics were held at the Johnny B. Wiley sports complex on Best Street (the geographical midpoint of the City of Buffalo) during the months of July and August. The goal of the clinics was to gauge the level of interest in a sport with little or no presence in the central and eastern portions of the city. Expectations were that a few dozen children would show up. By the end of the eighth session, more than one hundred and fifty (150) children between the ages of 4 and 12 participated and hopeful seeds were sown to begin the long term development of a strategy to bring this sport and all of its benefits to a targeted group of children.

Historically, youth sports programs have developed successfully in the Western New York market when there is a presence of a strong volunteer network (family and friends) and sufficient amounts of money to provide the basic needs of the organization. As the towns of Amherst, Clarence, Tonawanda and Hamburg have shown, this usually happens in the first ring suburbs where parents and income are readily (if not easily) available. Over 40,000 children participate in youth soccer programs in WNY. Virtually none of those children live on the east or lower west side of Buffalo.

Some of this is due to the fact that soccer is not a core community activity, where football and basketball have long been the staple youth sports programs. Many of these have in fact led to the development of a few long tenured organizations designed to provide volunteer support and financing to those activities. Unfortunately, participation is limited and geared mostly to boys.

The soccer clinics revealed a significant interest by children in the sport of soccer and highlighted problems that needed time to understand and resolve. It was evident that parent participation was sparse. Successful programs in the first ring suburbs are

successful because of the presence of volunteers (mostly parents) to effectively run the programs. Parents coach, referee, maintain fields and provide transportation among dozens of other vital tasks. In addition, many of those programs have a few “paid” positions that result in at least one individual dedicated to the administrative needs of the organization. Of course, this requires a dedicated source of revenue that is hard to develop in an already struggling community.

In 2007 Algonquin Studios, Inc decided to pursue a dedicated approach to the development of youth sports programs in the City of Buffalo.

Step one was creating the position of Director of Community Initiatives (DCI). This position was immediately offered to Tom Garigen, the director of coaching for the largest premier soccer club in WNY. Tom has a proven track record developing and administering youth soccer programs. Tom’s acceptance of the position is a tremendous initial win for the program. Since joining in April of 2007, Tom has been researching existing programs around the country and developing the blueprint for the first programs to be offered by the organization under the banner of Buffalo Soccer Club.

Step two was to form a not-for-profit organization and assemble a board of directors that would achieve of the goals of the organization. That organization, Algonquin Sports Inc. (Algonquin Sports for Kids) has been formed and the board consists of Stephen Kiernan (CEO, Algonquin Studios), L. Nathan Hare (CEO/Executive Director of Community Action Organization), Peter Amos (Head Coach Rochester Rhino’s Woman’s Professional Team) and Daniel Suhr, (CPA, Szymkowiak & Associates).

We are finalizing the appointment of a local attorney to serve as secretary and neither the secretary or treasurer position will be filled by an individual who has children involved in the organization in order to avoid any issues of bias.

The final step will be to develop sources of revenue for the programs. Algonquin Studios is currently supporting the position of DCI within Algonquin Studios and will continue to support Tom when he fills the role of Executive Director inside Algonquin Sports, Inc. Algonquin Sports, Inc. will be pursuing grant money from regional and national soccer organizations, local business and government leaders and Foundations. In addition, all programs developed will be priced at “break even” prices with hardship requests expected to be a predictable occurrence.

Program details, budgets and timelines are provided in the body of the plan.

III. General Overview

Algonquin Sports, Inc. (AS for Kids) is a not for profit organization created to provide activities and opportunities for young people, regardless of race, religion or economic status, in urban communities. AS for Kids will design and implement youth sports programs with academic and social standards that will develop young people into well rounded members of our community. In addition to the programs that will take form in the City of Buffalo, we will create a robust business plan that will be made available to other urban communities.

Mission Statement:

To enhance the lives of young people living in urban communities through sports and activities that are rooted in fun, educational, and ethical principles. Through our programming we hope to give our children the discipline, knowledge, and opportunities to be successful in their adult lives.

Goals:

1. Create a robust, sustainable set of programs in Buffalo for kids of all ages, races, genders, income levels.
2. Enhance the lives of people in urban communities through sports.
3. Develop a business plan for the privatization of urban sports programs by mobilizing and unifying all community resources.

Objectives:

1. Create a soccer house league for the city by the fall of 2008
2. Create a travel soccer league for the city by the spring of 2009
3. Create an after school soccer program by the fall of 2009
4. Create a soccer complex in the city of Buffalo
5. Integrate non-athletic components into all programs such as educational assistance, counseling, medical evaluation and referral and community service.

Business Philosophy:

We want to empower the children we service to grow up to be successful citizens, leaders and parents in their community. Offering hope and opportunity for a better future for everyone is what drives our organization.

Current Landscape:

Sustainable sports activities for young people, especially the underprivileged, are few and far between in Buffalo. Soccer programming, our initial activity of choice, is especially underserved. Most of the opportunities that the school systems provide are losing momentum due to funding issues. Some people believe that as the need for the school systems to spend more of its revenue on teacher salaries increases athletics programs and after school programs will have an even greater difficulty existing. Our organization is rooted in the idea that the businesses, government and community agencies should and will provide the resources needed to sustain these vital programs for the kids.

Competitive Advantage:

'AS for Kids' has assembled a diverse group of successful people and organizations who are willing to commit time and financial resources to the development of the programs. Algonquin Studios and the CAO, along with their respective leaders, Stephen Kiernan and L. Nathan Hare are respected and successful members of the Buffalo business and civic community. They both have a long track record of financial success and community service and will work cooperatively to encourage their significant relationships to participate in this venture both from a financial and volunteer perspective.

Peter Amos is a successful businessman in his own right and together with Tom Garigen they create a formidable and respected team of soccer experts who possesses the knowledge and skills required to guide the growth of the first operational segment of the organization.

Legal form of ownership:

AS for Kids is a not for profit 501c3 corporation. Successful programming will require funding from private corporations, government and foundation grants, and individual contributions.

IV. Programs

Buffalo Soccer Club will be the initial organization under AS for Kids that programming will begin with. Once firmly rooted in the community the same business plan will be used to begin programming in other activities or areas of interest. Besides programming for soccer and other activities there will be efforts to develop infrastructure in the city to support the programs developed.

The soccer club will begin with some single day soccer activities for the kids in the fall and spring. These programs will be mobile and will operate in different areas of the city. The intent is to generate knowledge and interest for the traditional house league program we plan on starting in the fall of 2008.

Timeline...

- Street Clinics - Begins in the spring of 2008
- Street Cups - Begins in the spring of 2008
- Indoor Street Clinics - Begins in winter of 2008
- Buffalo United S.C. Recreational Summer Camp - Begins in summer of 2008
- Buffalo Soccer Club House League Programs - Begins in the fall of 2008
- Buffalo Soccer Club Travel Teams - Begins in the spring of 2009
- Buffalo Soccer Club presents America Scores - Begins in the fall of 2009
- Creation of the business template used to create additional "legs" of AS for Kids – spring 2010
- Begin development of a soccer complex to be the home of the Buffalo Soccer Club – spring 2010

Street Clinics - A single day soccer events that are run at various locations throughout the city. Street Camps are open to everyone and include introductory teaching of basic skills and rules of the game along with small sided games at the end.

Registration Occurs 45 minutes prior to scheduled event!

Under 6 & Under 8 - (1.0 hour long)

- 30 minutes of basic soccer instruction
- 30 minutes small sided soccer games

Under 10 & Under 12 – (1.5 hours long)

- 45 minutes of basic soccer instruction
- 45 minutes of small sided soccer games

Each participant will receive

- a free Buffalo Soccer Club t-shirt
- information on the BSC House Program scheduled for the fall of 2008
- information on other BSC programs coming their way

Equipment needed

- Cones
- Scrimmage vests
- Soccer balls
- Soccer nets and/or soccer sticks for goals

Coaches needed

- 2 volunteers per group of 15 kids
- 1 coordinator to oversee sight

Street Cups – A single day mini soccer tournament for anyone who previously attended a Street Camp. These events culminate a series of Street Camps in a given area of the city. Participants get to play three small sided games during a three hour period.

Registration Occurs 45 minutes prior to scheduled event!

Under 6 & Under 8 Boys and Girls - (~2.0 hours long)

- 3v3 games
- 3, 20 minute games
- All participants get a prize
- Teams are scrambled each game

Under 10 & Under 12 - (~3.0 hours long)

- 4v4 games
- 3, 30 minute games
- Each participant gets a prize
- U10 Only
 - teams scrambled each game
 - coed
- U12 Only
 - top team gets an additional prize
 - girls and boys separate if possible

Each participant will also receive

- a coupon for a free hot dog and drink
- information on the BSC House Program scheduled for the fall of 2008
- information on other BSC programs coming their way

Equipment needed

- Cones
- Scrimmage vests
- Soccer balls

- Soccer nets and/or soccer sticks for goals

Field marshals needed

- 2 volunteers per field (1 for each “team”)
- 1 coordinator to oversee sight

Street Festival – This is a single day event capping off the season of Street Camps and Street Cups. There will be special events such as exhibition soccer matches, professional or famous persons, food, drink, awards, games, and of course small sided pick up soccer matches for the kids.

Indoor Street Clinics – A single day soccer clinic held indoors at a number of the community centers in Buffalo. The clinic will be designed much like the Street Camps. There will be some instruction and some small sided game play.

Registration Occurs 45 minutes prior to scheduled event!

Under 6 & Under 8 - (1.0 hour long)

- 30 minutes of basic soccer instruction
- 30 minutes small sided soccer games

Under 10 & Under 12 – (1.5 hours long)

- 45 minutes of basic soccer instruction
- 45 minutes of small sided soccer games

Each participant will receive

- information on the BSC House Program scheduled for the fall of 2008
- information on other BSC programs coming their way

Equipment needed

- Cones

- Scrimmage vests
- Soccer balls
- Soccer nets and/or soccer sticks for goals

Coaches needed

- 2 volunteers per group of 15 kids
- 1 coordinator to oversee sight

Buffalo United S.C. Summer Camps – a week long summer soccer day camp some time in early to mid July. The camp is a traditional summer soccer camp run by BUSC. It will be open to children both inside and outside of the city. The camp will be the last soccer event offered before we begin registration for the Buffalo Soccer Club house league programming.

- ½ Day Camp will run 8:30am to 12:00pm for age 6 to 10.
- Full Day Camp will run 8:30am to 4:00pm for ages 10 to 16.

Buffalo Soccer Club House League - A traditional soccer program where players learn and grow in the game with consistency and discipline. All events occur within the city. Coaches are volunteers who get guidance and assistance from coaches of the parent club, Buffalo United SC.

Season will run starting in July and ending in October.

Young Heroes – (Boys and Girls 5 to 8 years old)

- One hour long sessions
- No coaches, just facilitators
- Lesson plans provided
- Modeled after Webster Soccer Association's Micro-Soccer Program

Junior Heroes – (Boys and Girls 9 to 10 years old)

- Meet twice a week
 - One hour long sessions

- One hour small sided game (players still scrambled)
- No coaches, just facilitators
- Lesson plans provided
- BUSC coaches assistance in training
- Split genders groups if possible

Heroes – (Boys and Girls 11 to 12 years old)

- Meet twice a week
 - One hour long sessions
 - One hour small sided game (set teams)
- Each team gets a volunteer coach
- BUSC coaches assistance in training
- Split gender groups if possible

Each player gets...

- a uniform
- a soccer ball
- shin guards
- soccer bag

Each coach gets...

- A BUSC mentor coach
- A coaching book
- A coaching bag
- Scrimmage vests
- Cones
- First Aid

Buffalo Soccer Club Travel Teams – A traditional soccer program with set teams who play under USYSA soccer guidelines and who compete in the Buffalo Western New York travel leagues against other local suburban teams.

- Boys and Girls ages 12 to 16
- One to two training sessions a week and one game
- Buffalo United coaching staff assisting in training
- Compete in developmentally appropriate level of BWNY Junior Soccer League
- Tryouts and training will be held in April
- Season begins in May, ends in early August
- One tournament at the beginning of the season per team
- Complete uniforms and a ball is provided

Buffalo Soccer Club presents America Scores – An after school program centered around literacy and soccer.

Factors for a Competitive Advantage:

There are no other organizations in the Buffalo area that are putting such focus and resources behind programming of this nature. There are soccer clubs currently operating in small areas of the city, but none that have aspirations or the resources to take their programs to where we are headed. In a way this makes us the only show in town competing for market share.

We are taking a slow, methodical approach to the creation of our infrastructure and our programs. The foundation for all of this will be solid and deeply rooted in the community. Most efforts for helping the underprivileged get caught up in the emotion of it and move forward too quickly. The sustainability of these types of programs is where they fail. Our approach in and of itself will help to ensure the success in the short and long term.

In addition, the strong relationship to Buffalo United Soccer Club (BUSC) that exists between the two organizations ensures that the Buffalo Soccer Club will have access to the most qualified coaching staff available in Western New York. BUSC has a staff consisting of the best collegiate and youth soccer coaches available. Those coaches are managed by Tom Garigen, Director of Coaching. Tom's position with AS for Kids makes the reciprocal relationship inevitable.

Thankfully, because of the relationship between Steve Kiernan and leading members of the Community Action Organization (CAO) there is strong support for this program through the CAO and other established community programming. This will help facilitate the rooting of AS for Kids into the Buffalo area.

Running youth programming, specifically soccer programs, is not a new undertaking for the current Director of Community Initiatives with Algonquin Studios. Tom has been developing and running successful soccer programming in the greater Buffalo area for over a decade. His expertise and knowledge will be a key ingredient to making this successful.

Funding

All of the programming for AS for Kids will have a fee assigned for the participants that will be calculated on a break even basis. In other words, what does it cost to run this particular program for AS for Kids? However, the actual fee that will be paid by the

participant will be extremely flexible. Program planning will assume that the participants will not be contributing anything. All costs will be covered by grants, corporate donations, and individual contributions. The participant contributions will be used to generate new programming in the future. No child shall be excluded from any AS for Kids programming based on the ability to pay.

V. Marketing Plan

General City Children Demographics

In 2000 there were approximately 60,000 children in the city of Buffalo between the ages of 5 and 18. In 2005 there were approximately 52,000 children between those ages. Amherst Soccer Association has about 2300 children registered in its soccer programs and the combined population of the area it services (Amherst and Williamsville) is about 25,000 children.

Marketing Plan

We are working with a population of people that are unique to organized soccer. Most of the suburban soccer operates in a very efficient world of website registrations and information, emailing distributions lists, and phone trees. The underprivileged families we are attempting to reach will not have access to some or all of the traditional mediums. In order to communicate with them about our program and then within the program we are going to look at a variety of secondary resources. The aim is to deliver the messages within multiple venues to ensure that we reach most of the potential members.

Church groups are strong influences in the urban community. The congregational boundaries in the city are pretty well defined. Setting up a communication channel through these church groups will help us to reach children within those defined areas.

School systems are also an obvious way to reach children in the city. The boundaries for schools are not as clearly defined within the city, but setting up communication channels with as many of the schools as possible will help us to reach a large portion of the children.

There are numbers of pre-existing community organizations that are already working with children, the Boys and Girls Club, YMCA, YWCA, Boy and Girl Scouts, etc. Building a relationship with them not only allows for access to the children but also helps in securing alternate venues for some of the future programming.

Traditional media will also be used when economically feasible. TV, newspapers, direct mail, and websites will all be considered as we grow stronger financially or as we develop connections within those organizations to provide free press.

The actual design of the programs within Buffalo Soccer Club and AS will help to market the program as well. Traditional soccer programs have registration that begins and ends in time period before programming starts. Once things begin it is difficult to integrate large numbers of new applicants into the current programming. Buffalo Soccer Club's house program will be designed to allow for new applicants at any point in the season. Teams are not rigid with their rostering, but instead will be fluid in more of a pick-up style which will allow us to continually adjust to new applications. This will ensure that we do not have to turn away any interested parties and will help with word or mouth advertising.

Other Models Nationally

America Scores (<http://www.americascotes.org>) – a great after school program that combines literacy and soccer. America Scores runs affiliate sites across the country and BSC will be applying to be accepted as an affiliate site to launch in the fall of 2009.

After School All-Stars – (<http://www.afterschoolallstars.org>) – another after school entity that we have contacted to share expertise.

Soccer in the Streets – (<http://www.soccerstreets.org/>) – non-traditional soccer programming in Atlanta, GA. This is a very successful program that we have studied and consulted with in the planning stages of AS for Kids.

Economics

Current Demands in Target Market

The New York State Teachers Union is tackling the issue of retirement and benefits for its members. That and higher pay in general for teachers is making it more and more difficult to justify using money in the school system to fund athletics and other after school activities. The ability of private organizations like AS for Kids to help or to fully fund these “extra” puts less of a burden on the school systems to keep funding these programs.

Youth soccer programs in the area are growing everywhere, except in the city of Buffalo. There is no reason to believe that the trend that is occurring outside the city can't occur inside the city if the right opportunities are available.

Other sporting opportunities for the kids targeted by AS for Kids programming are few and far between. Football and basketball have dominated inner city activities for almost a century in the United States. The expense of playing football and the competitiveness and lack of opportunities in general to play professionally in these two arenas is opening the door for less expensive alternatives. Soccer offers less million dollar opportunities, but far more educational and lower level opportunities for kids.

Growth Potential

The soccer program in and of itself has limited growth potential. After all, there are only so many children in the city of Buffalo. It will not take too long to reach every kid in the city. They will all not want to participate in soccer, but they will be aware of the opportunity to do so if they chose. The real growth potential is in the “idea” of AS for Kids. A private organization that is funded in large part by the community in which it operates for the purposes of offering opportunities to young people has enormous growth potential.

There is also anticipation that families in the suburbs surrounding the city will be drawn into the city to have their kids participate in the Buffalo Soccer Club programs. This will be a result of the high level of expertise that Buffalo United Soccer Club is hoping to provide to the Buffalo Soccer Club program. In addition, the programming model that Buffalo Soccer Club will be employing is quite unique in its nature. It is grounded in educational research on child developmental psychology and developmentally appropriate soccer programming as per US Soccer. In time, with measurable results and word of mouth, this will be enticing to near by suburban families.

Obstacles to the Market

There are some unique marketing challenges due to the economic standing of the population we are targeting. Traditional marketing that the typical suburban communities rely on can not be counted on here. We will have to reach the families and the kids through other means (See Marketing Plan).

The biggest obstacle from a branding and consumer acceptance standpoint is the track record of community programs in the past. Many good intentioned volunteers have big ideas, but rarely deliver. Most are in for a short period of time and after their “good deed” is over they are never to be heard from again. This has created a certain level of skepticism and distrust in the population. AS for Kids is going to have to show over

time that it is committed to programming that is robust and sustainable. The infrastructure needs to outlast the personnel. This will be a tough sell, but with time and the support of credible organizations like the CAO and Algonquin Studios, BSC will eventually prove its merits.

Buffalo United will be a strong resource for expertise in soccer and player development, but in the end there is not enough man power available in BUSC to make BSC work. BSC will have to create and develop its own “staff” of volunteer coaches and managers. These volunteers will need training and development themselves to make sure the product of BSC is of the highest quality. There will be different levels of volunteers based on training and experience and those different levels will be compensated based on their respective level. In the long term this will not be a problem. In the short term it will likely be one of the bigger challenges. BSC has already begun to solicit help from the local community. Soccer help will come from BUSC and many other local soccer communities. From inside the city organizations like the CAO have begun spreading the word and have agreed to be major players in finding volunteer help where needed.

The final barrier to the BSC programs will be the local political layers. Buffalo is notorious for its “over government”. BSC will have to navigate the waters of local politics to secure proper facilities and other key resources for the organization. Algonquin Studios has been a long standing and well respected member of the local business community and has committed to provide funding and manpower to help facilitate all AS for Kids programs.

Changes That Could Affect AS for Kids

Because AS for Kids wants it’s programming to be deeply rooted in the local communities it is important to look at how changes could affect the company. If AS for Kids programming is going to be successful it will need support from the public school systems, local community centers and organizations, local politicians, and local businesses. The model of the Buffalo Soccer Club and other AS for Kids programs is diverse enough to withstand large amounts of community changes. Programming is being designed with multiple revenue streams, multiple facilities, and multiple levels of local leadership support. This should allow the organization to overcome changes in local government, changes in the local economy, and changes in the industry as a whole.

Services

Buffalo Soccer Club will run a number of different events and will offer a number of different opportunities for a large number of children.

Street Clinics - Begins in the fall of 2007 – A one single day opportunity for kids to learn about soccer and to become familiar with the Buffalo Soccer Club as brand for a soccer program available to them in the city. It is a perfect way for kids who have never been exposed to soccer to get a taste of what it is like without having to commit a lot of time and money.

Street Cups - Begins in the fall of 2007 – A single day soccer tournament for kids to compete and show their new skills they have learned from participation in a Street Clinic. Again, a chance to compete with kids their age in a game that will likely be foreign to many of them. The hope is to hook as many kids on the game as possible so they are excited about the formal start in the fall of 2009.

Indoor Street Clinics - Begins in winter of 2008 -

Buffalo United S.C. Recreational Summer Camp - Begins in summer of 2008 – a week long traditional style summer soccer camp that offers players instruction in the fundamentals of the game and will be the last soccer opportunity before the fall house program begins.

Buffalo Soccer Club House League Programs - Begins in the fall of 2008 – finally a house league program for the kids in the city of Buffalo. Players 5 years of age to 12 can enjoy the great game of soccer in a fun and safe environment. Programming will run all fall long.

Buffalo Soccer Club Travel Teams - Begins in the spring of 2009 – the next logical step for players who are a little more serious about the game. Most youth soccer clubs have a travel program that is supported by the house league program. The best and most dedicated players in the house leagues can begin competing in the travel leagues in and around Buffalo at the age of 12. Travel teams will only be formed if the interest and the level of the players demand it.

Buffalo Soccer Club presents America Scores - Begins in the fall of 2009 – this is a full grown after school soccer and literacy program. BSC will apply to America Scores to be an affiliate site of the program. The activities run after school Monday through Friday

and combine soccer instruction with a literacy curriculum developed by school teachers.

Begin development of a soccer complex to be the home of the Buffalo Soccer Club – spring 2010 - if we don't have something started already, by this time BSC will concentrate a portion of its efforts and resources towards the development of a soccer complex right in the city.

Customers

We will start by focusing on the younger kids, 12 years of age and younger. The programming focus is long-term and the objective to reach kids early enough to provide appropriate and healthy activities as alternatives to “hanging out” on street corners.

A successful program five years from now will have older kids involved as the ones we reach begin to age out. Too young will be determined by the individual involved. Sometimes four year olds are ready cognitively and emotionally to handle a youth soccer experience. Sometimes they are not. We will begin programming at 5, but that will be a flexible marker.

Gender will not be an issue with any of our programming. One of the many beautiful things about soccer is that it transcends genders as well. While we will separate the girls from the boys starting around 10 years of age, programs will be identical for both throughout. As there are more opportunities for boys to play basketball and football within the city, BSC does anticipate a large turnout of girls for the program.

From an economic viability standpoint, AS for Kids programming will function under the assumption that the participants will not be able to contribute to the funding of all of its programs. There will be consistent opportunities for any child who wishes to participate. Their ability to pay will not come into play.

Competition

There are a few soccer programs in and around the city of Buffalo that serve some of the children Buffalo Soccer Club hopes to reach. Each is listed below. All target a very small area of the city and have been around long enough to demonstrate either an inability or unwillingness to grow into a full service soccer club. The major focus of the first three clubs listed is to run a traditional soccer program for people in the city who

can afford to participate. Only Queen City has the mission of providing soccer opportunities to families who can't afford the traditional programming of youth soccer clubs. While we will be operating in the same geographic areas, the fact that we are reaching out to a different population with different types of programming we do not believe we are competitors.

Riverside – is a travel team program with typically three to four teams maximum. The club is run by Hector Vasquez. Hector will be asked to participate with Buffalo Soccer Club, but we expect him to decline as we believe he makes his living from the teams he coaches in Riverside. Riverside is a very expensive program and caters to the more privileged players in the area.

South Buffalo Soccer Club – Tom Finn and his wife run this soccer club. They are primarily a house league program that operates out of the Cazenovia Park area south of the city. They have been around for quite a while but service only a couple hundred children. They have a low operating cost and serve the middle to lower income families in the south Buffalo area.

Delaware Soccer Club (<http://www.delawaresoccerclub.com/>) – This is the largest of the four clubs in Buffalo. They have house and travel programs with some pretty successful teams. They operate mostly out of Delaware Park north of the city. They have a higher operating cost than the South Buffalo Soccer Club and cater to the higher income families north of the city.

Queen City Soccer Club (<http://www.queencityfc.com/>) – this club was created initially to provide Buffalo with a semi-professional men's soccer team. The youth portion and the inner city portion of the club were created to support the men's program in money and in presence. The inner city branch of Queen City has focused itself on the west side of the city. It has less than 50 participants despite being active since 2006 and getting a Soccer Start grant, along with Delaware Soccer Club, from US Soccer.

Current Soccer Venues

In the short term we have secured usage of a couple of the leading soccer venues in and around the city. The Johnny B. Wiley and the J.F.K. Center are going to be initial home bases for most of the Buffalo Soccer Club programming.

All High Stadium – located behind Bennett High School on Main Street near the University at Buffalo South Campus. This is an all turf field that services football, lacrosse, and soccer in a nice stadium atmosphere. It is controlled by the Buffalo Public Schools. It is a nice venue that is too far north of the city to be useful in most scenarios.

Johnny B. Wiley – located near City Honors High School close to the city of Buffalo. A nice complex that could support one to two full sized soccer fields along with other areas for training and meetings. There are two hard structures that could support some office staff and/or classroom facilities. The current full sized soccer field is surrounded by a track and has stadium seating. It also shares usage with football and lacrosse and is currently run by the Buffalo Board of Education.

J.F.K. Center – located right in the city of Buffalo. It has the largest capacity possibilities of the three venues with two full sized soccer fields and one half sized training areas. There is plenty of room for additional training and meeting areas. It is located adjacent to some elementary schools and has a community center on site with a small gymnasium and some small classrooms.

Other Sports Programming

There are other youth sports organizations that have been around and prospering for years.

Western New York Youth Tackle Football Association –
(http://wnyfootball.org/member_leagues/)

Buffalo Inner City Youth Fan Club for Golfing Inc. –
(www.buffaloinnercityyouthgolf.org)

Competitive Analysis

It is very difficult to do a competitive analysis of our company. There is nobody in the area who is taking on the task of servicing the under privileged children of Buffalo at the same level as AS for Kids. Below is a little organizer to help clarify this.

Advantages of AS for Kids

- Nobody has the funding of a local business to make sure the program is developed methodically and organically. Algonquin Studios has made sure that someone has the ability to focus time and energy to create a strong foundation for a set of youth programs. The funding provided by Algonquin studios has already allowed for the following.
 - Having an employee who is responsible for getting this started.
 - Office backroom support legally and logistically
 - Infrastructure or an interim office to call home
- Connections/relationships in the business community that have been developed over time. This always means a higher level of trust from a branding standpoint to give credibility to a new program.
- Connections/relationships in the soccer community that have also been developed over time. This means access to resources and support that might not normally be available.
- Expertise of a business that has a leader who has already started multiple companies from the ground up.
- Expertise of a soccer administrator who is already a leader in the soccer community both at local, state, regional, and even national levels.
- A business plan that will create a fully funded youth program for children. All other local initiatives for kids in the city are too small in vision and scope to be able to provide a product at no cost to the participant if necessary.

Disadvantages

- The biggest problem we are going to face is the size of the dream and the impact on the community will inevitably be noticed by everyone. The problem with that is now political interests will be certain to get involved which can make things easier or more difficult depending on who gains and who loses from our presence.
- A new program will take time to build trust with its members that it is not here as a community service requirement that once fulfilled will be abandoned. We

are going to have to show that over time that the programs created here are designed to outlive all who currently are involved.

Pricing

The cost for each child to participate will be determined on a break even basis. All this means is we are going to charge the participants whatever it costs to run the programs. There are no margins in the cost structures. Every program will have a fixed cost per player and a variable cost. What makes AS for Kids special is the actual fee to participate will be collected on a pay what you can basis. If a family is unable to pay the full amount they can negotiate the cost down to what is affordable to them. No child will be turned away because they are unable to contribute money to their registration.

The trick here is going to be the tracking of the negotiations to monitor who is paying in full and who is not. The hope is to turn credits for participation into some sort of service. For example Mrs. Smith's child can register for the Buffalo Soccer Club house league program without paying any of the \$95.00 registration fee, but she will be required to help pass out uniforms on the first Saturday of the league.

The tracking technology will be provided by the Algonquin Studios technical staff. Each program created by AS for Kids will have to be tracked in a central database and maintained over time.

Proposed Location

The first year of AS for Kids will be focused on Buffalo Soccer Club. Initially Algonquin Studios will supply the office space for AS for Kids and BSC. BSC events will take place at various different venues throughout the city as it tries to market soccer to the children in the city. In the short term BSC will identify and enhance a few of the current venues in the city for a core of its programs. As soon as office space is available in or near one of those core venues the BSC office will move there. In the long term BSC will be looking to create a new soccer complex that will take the place of the temporary venues. This new complex will be built with classroom and office space on site and will be the permanent home of AS for Kids and BSC.

Membership Forecast

Membership in year one amounts to participation in any one of our single day events. As we move about the city we hope to touch at least 500 different children with the game of soccer. This will be through Street Clinics, Street Cups, Street Festivals, or any of our summer camps.

Year two will bring with it a more permanent program with the kick off of the BSC House League. Because we will be seeking a more long term membership we don't expect the total number of participants to grow substantially. The single day events will still occur with less frequency as we target specific areas of the city that we are not seeing members come from in the permanent programming.

By the third full year we are anticipating the largest jump in membership we develop a history and the BSC brand takes root in the city. In addition we will also begin adding programming in addition to the house program. America Scores, the after school soccer and literacy program, should launch in the fall of 2009 bringing with it a large growth potential as well as the first BSC Travel programs.

VI. Operational Plan

Programming

All programming created by BSC will be grounded in research on developmentally appropriate activities for respective age groups. The United States Soccer Federation has resources available that were created to help guide soccer programming all across the country. AS for Kids also has spent a great deal of time researching other programming across the country that has attempted similar programming before. There are very few programs that lasted more than a year.

To ensure quality control of all of its programs BSC will rely heavily on the expertise of professional coaches from the Buffalo United Soccer Club program. BUSC has a staff of over 30 coaches who are all licensed, experienced, professional coaches who are leaders in the soccer community. Most of the thirty plus staff members are busy making a living in the game, but almost all have agreed to help in some capacity with the BSC program.

Curriculum, lesson plans, and other guides will be developed to ensure the consistency across the board within the BSC programs. This is the advantage of having a Director of Coaching running the AS for Kids Corporation. There are adult education programs created by US Soccer to help the volunteer parents understand how to be effective coaches. These classes can be taught and modified to be appropriate for the inner city volunteers. As a result there will be three levels of BSC coaches, licensed coaches, certified staff, and volunteers. Each will be given appropriate levels of responsibility and compensation as well.

Customer service at the youth sporting level comes down to parental/coach lines of communication. Children who have an opportunity to have fun and play will not require much customer service efforts. Making sure their parents are satisfied is another animal all together. Chains of commands and multiple avenues for parent to coach and parent to administrator communication will be established. Parent education is a large part of youth sports and BSC will concentrate a large amount of its resources to this endeavor.

Inventory levels for all AS for Kids programs will come down to uniforms. Everything else going out to the customers is services, no inventory required. Uniform packages

will come into play when the house league begins in the fall of 08. Until then “uniform” will be nothing more than a free t-shirt with the Buffalo Soccer Club branding on it.

Once up and running BSC will continue to add new programs to the list of soccer opportunities for the kids in the city. By year two BSC would like to become an affiliate of the America Scores after school and literacy program. In addition to adding new programs BSC will continue to expand the services within each preexisting program. For example the house league program might begin offering educational, medical, and counseling services to the players and the families.

Location

The location of the events is the critical area to focus on. Office space and identity is going to be more important at the executive and logistical level where we are branding the AS for Kids and soliciting donations and grants to help run the program of AS for Kids.

The location of the events has to be thought out as many children we are looking to include do not have access to transportation from mom or dad. Many will need to access the events on foot or with public transportation. Close proximity also brings with it safety issues. The venues used by AS for Kids and BSC need to be safe, clean, and size appropriate. The BSC House League will need to be large enough to handle large groups of small sided fields all at once. Venues like JFK Community Center and the Johnny B. Wiley Stadium are satisfactory for the first couple of years of the program. The BSC Travel Program will need full sized soccer fields for home games and for training for each one of its teams. These fields can be spread out a little more throughout the city if necessary. The America Scores program operates right on participating school premises. For this program the home office is more critical since the schools are providing the “playing” space.

The planned soccer complex should be developed to include enough green space to accommodate both the BSC house and travel programs.

One of the key components to any outdoor youth program is the grounds crews and the maintenance of the fields. A cut lawn is critical to the quality of the programming, especially for the youngest participants. Lined fields and appropriately located soccer nets are also big components. City and county park and recreation employees will have to be coordinated. If this is not possible or efficient enough for the BSC programs a private grounds crew may have to be employed.

Legal Environment

Algonquin Sports, Inc. is the name of the not for profit 501c3 company created. The branding for Algonquin Sports will be Algonquin Sports for Kids. Buffalo Soccer Club is a DBA that operates under Algonquin Sports, Inc.

All venues utilized by the BSC and other AS programs will require written consent and/or permits of operation. All publicly owned fields and green space will require permits for by the city and/or county. The CAO has agreed to help provide these permits for fields currently controlled by them.

Anyone associated with BSC who has direct contact with the children in the any of the programs will be required to submit a risk management form provided by New York State West Youth Soccer Association. This form authorizes a background check to ensure the children in the program are safe from sexual predators.

Any participant in a BSC event will be covered by the insurance company utilized by NYSWYSA and USYSA.

Personnel

Initial employment will be restricted to the executive director and some programming directors. As AS for Kids programs expand and multiply additional administrative staff will be expected. Job descriptions and expectations will be created when the need to begin employing staff occurs.

Volunteer staff is going to be the largest portion of the staffing issue for AS for Kids and BSC. There will be three levels of volunteer staff, all of whom will be compensated on an hourly basis for services rendered. The number of volunteer needed will be based on a ratio of volunteer help to participants.

The first level of volunteer will be called General Staff (GS). The GS members will be compensated at the lowest level. No certifications or licensing or experience will be required to be a GS member. Each group, regardless of age, will need a general staff member present at an approximate ratio of 1 GS member to 10 participants.

The second level of volunteer will be called the Certified Staff (CS). The CS members will be compensated at the middle level. To be a CS member a volunteer will have to attend a four hour Youth Module developed by US Youth Soccer and modified by BSC

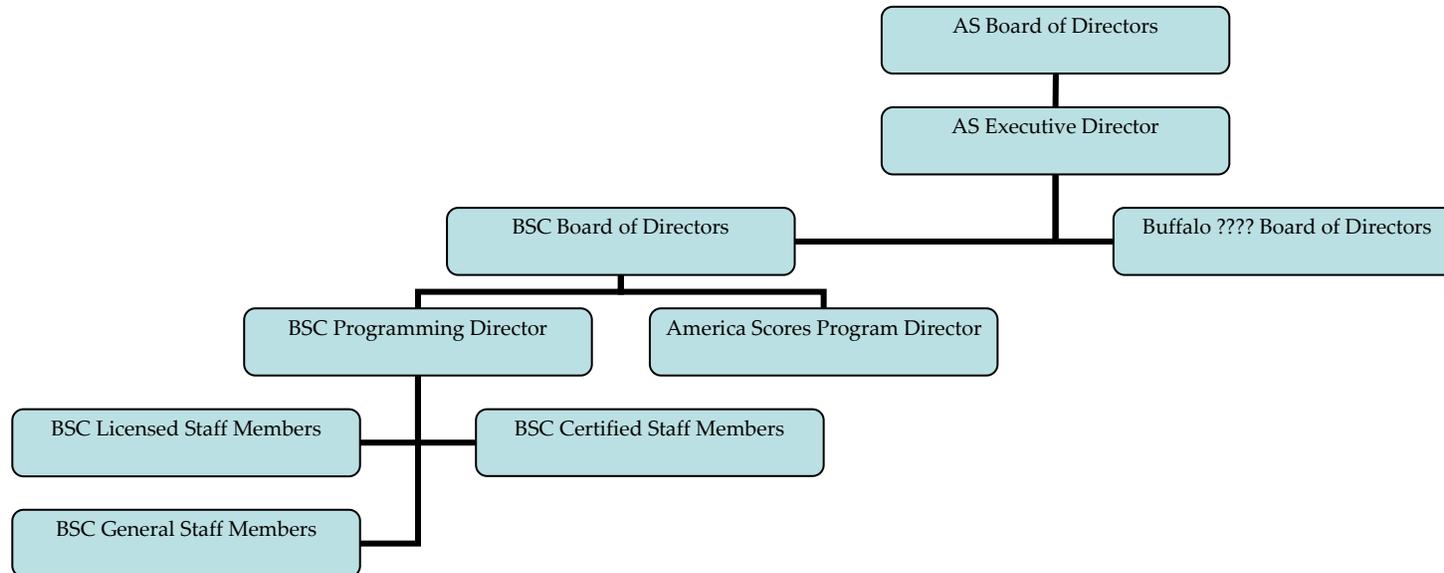
to be more relevant to the needs of the BSC volunteer. CS members will be present at a larger ratio of about 1 CS member to 30 participants.

The highest level of volunteer will be called the Licensed Staff (LS). The LS member will be the highest paid volunteer. They will have responsibilities that go beyond working with the children in the program. These volunteers will also be expected to work along with the GS members and CS members to help them improve their coaching abilities. To be a LS member a volunteer will be required to earn a minimum of a USSF National D License. LS members will be assigned to larger amounts of children and staff members and will be present in a ratio closer to 1 LS member to about 50 children and 7 staff members.

The LS members will likely come from the Buffalo United SC Program for the first couple of years. BUSC utilizes over 20 licensed staff members who will bring the level of experience and expertise required at that level. The CS members will likely come from current youth soccer coaches who selflessly volunteer some of their time to help the BSC program grow. Most preexisting travel and house programs around the city require a Youth Module to coach. These coaches tend to be volunteer moms and dads instead of professional soccer people. Initially there will be plenty of Youth Modules scheduled for the city volunteers to participate.

The GS members will come from the city and the families of the participants. BSC will encourage a health participation level from all of the parents and other adults of the participants. Buffalo United SC also has a large number of soccer players between the ages of 14 and 18 who will be called upon to volunteer at this level.

VII. Management and Organization



Leadership

Most of the day to day business will be handled by the Executive Director, Tom Garigen, and his eventual support staff. Since his first days out of college Tom has been a sports administrator in all types of capacities including but not limited to indoor sports venue management, summer camp director, and club soccer director. His expertise is in soccer which is one of the reasons why the first arm of Algonquin Sports is Buffalo Soccer Club. Tom's has a BS in Business Administration, an MA in Educational Psychology, and certifications in special education and elementary education. His United State Soccer Federation license adds to his qualifications, but also certifies him to teach youth modules and licensing courses essential to quality control in a soccer program.

Steve Kiernan is the initial president of Algonquin Sports and he brings to the table success in starting all types of companies in the city of Buffalo. His business and political savvy along with Tom's administrative and organizational skills makes them a formidable team.

Once the initial programs take root in the city a business model will be created to serve two purposes. The first is to make sure that the sustainability and longevity of AS and

BSC it there to take the programs beyond the life of the current members. The second reason for the model will be to market the concepts behind what and how AS works to other urban settings across the country. Algonquin Studios plans to act as a consultant to help other cities experience the same benefits that result from the AS model.

AS Board of Directors

AS Executive Director

BSC Board of Directors

BSC Programming Director

BSC Licensed Staff

BSC Certified Staff

BSC General Staff

America Scores Program Director

Advisory Support

Financing the effort (confidential)