

Alta Canyon Sports Center

Feasibility Analysis – **EXECUTIVE SUMMARY**

October 2021

AECOM Economics

Project Overview

AECOM was retained by the City of Sandy, a Utah municipality, in March 2021 to conduct a feasibility analysis for a proposed updated ACSC.

Phase 1: Initial Planning

- Gather historic operating information for the existing ACSC, including programming, fee structures, financial operating statements, participation trends, and other relevant information to establish a baseline for the proposed updated facility
- Assess the local market's current and potential future demand and capacity to attract patrons to the proposed updated ACSC
- Compare the Sandy market to selected peer and benchmark markets to assess the Sandy market's position among these markets

Phase 2: Market Demand Analysis

- Develop estimates of demand and utilization for the proposed improvements to the ACSC (possibly including, but not limited to a new multi-purpose gymnasium space, a walking track, teenager activity space, and childcare / after school program space)

Phase 3: Financial Analysis

- Develop a detailed financial model for each recommended configuration

Phase 4: Site Analysis & Conceptual Plan

- Develop a preliminary, conceptual plan for the proposed improvements to the ACSC that reflects the market demand and program recommendations outlined in Phase 2

Phase 5: Construction Cost Estimate & Return on Investment Analysis

- Develop a preliminary construction cost estimate for the conceptual plans identified in Phase 4 and assess return on investment potential for each

Located in Sandy, UT, the Alta Canyon Sports Center (ACSC) originally opened in 1984. No major improvements have been completed at the center since. Two major expansion / renovation plans were drafted over the years, but neither were fully implemented.

Sandy City administration has hosted a series of town hall meetings and gathered public input about the future of the sports center. The administration has identified the center's continuing weaknesses of 1) lack of space and 2) undersupply of amenities, as well as the 3) aging infrastructure of the facility.

During the community outreach and surveys conducted, patrons identified key reasons why they visit ACSC. The following were top-ranking components and facility strengths recognized:

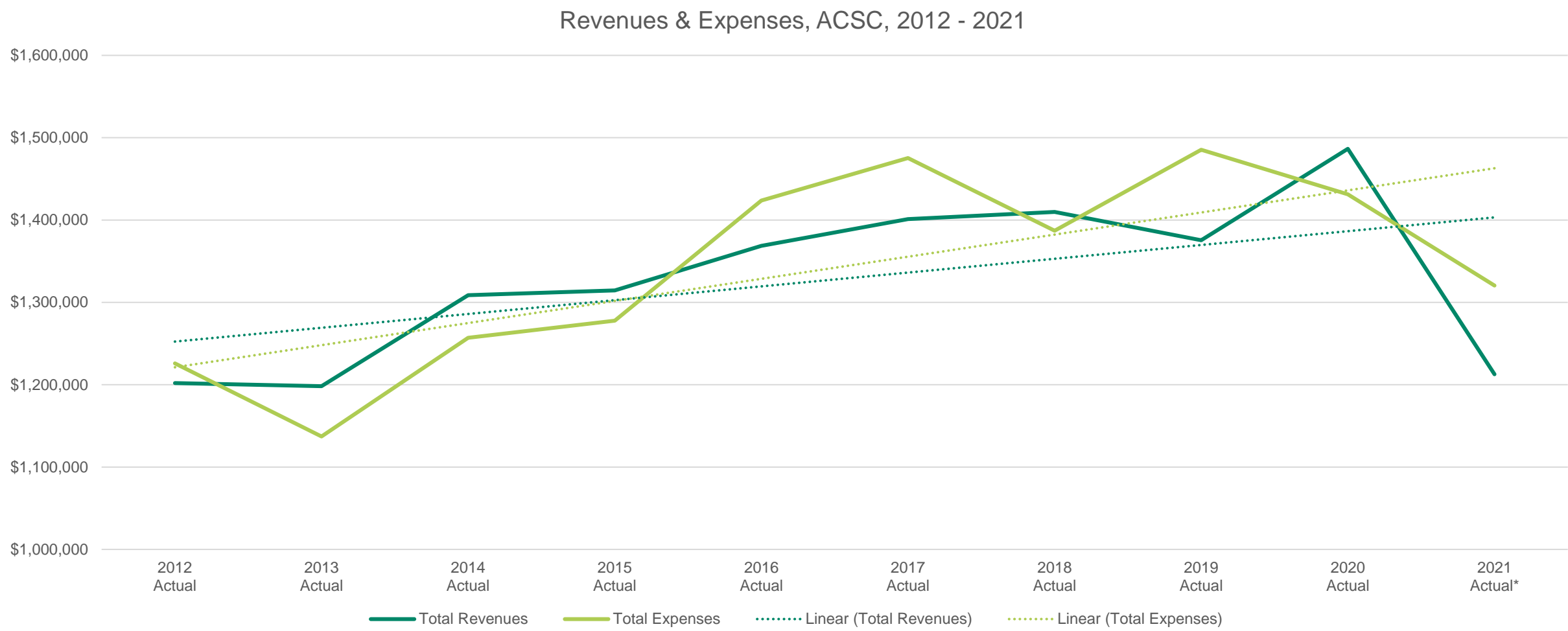
- Pool
- Weight room
- Fitness classes
- Cardio equipment
- Racquetball



Existing Operations – Key Survey Result Quotes

Strengths	Weaknesses
<i>“The pool and baseball fields are nice”</i>	<i>“We live close to the facility and previously went there, but the facilities were terrible, so now we pay more to go to Cottonwood”</i>
<i>“We love the pool. It has been a fun place for our family to go in the summers. We have also taken swim lessons there every year for seven years”</i>	<i>“...old, rundown, too far away from everything else, doesn’t offer anything that County rec centers don’t already offer”</i>
<i>“We use the racquetball courts most frequently; Alta is one of the few places that has them”</i>	<i>“We used the facility for years but due to the continually deteriorating equipment and unfilled promises to update and upgrade, we gave up”</i>
<i>“Pool, fitness classes, drop-in childcare”</i>	<i>“I would use the gym and a pickleball court if the gym were better and if there were courts. I would also use an indoor pool”</i>
<i>“Gym, swimming pool, before and after school programs, summer camps”</i>	<i>“I only use the pool. Some of the workout rooms are too small and claustrophobic for me”</i>
<i>“Pool, cardio, weights, and I used to use the preschool and childcare so I could exercise”</i>	<i>“...the workout room is small, old, and outdated. I live close enough to walk, but would rather pay and drive to Dimple Dell for better amenities”</i>
<i>“Aerobic classes, aqua classes, pool and locker rooms, surrounding park areas”</i>	<i>“I rarely go anymore because the facility is small and not open feeling”</i>
<i>“Pool, summer camp, before / after school care, exercise and lift equipment”</i>	<i>“Despite living close to Alta Canyon, we ended up with a membership to Cottonwood Heights because of the swim team program, but we love the facility, pools, and classes there and would love to see something similar at Alta Canyon”</i>

Historic & Existing Operations Review – Revenues & Expenses Change



NOTE: 2020 and 2021 revenues include general fund transfers of \$285,000 and \$150,000, respectively, to accommodate shortfalls in operating revenues due to the COVID-19 pandemic.

*The revenues and expenses for FY 2021 are unaudited and are subject to change.

Historic & Existing Operations Review – Memberships

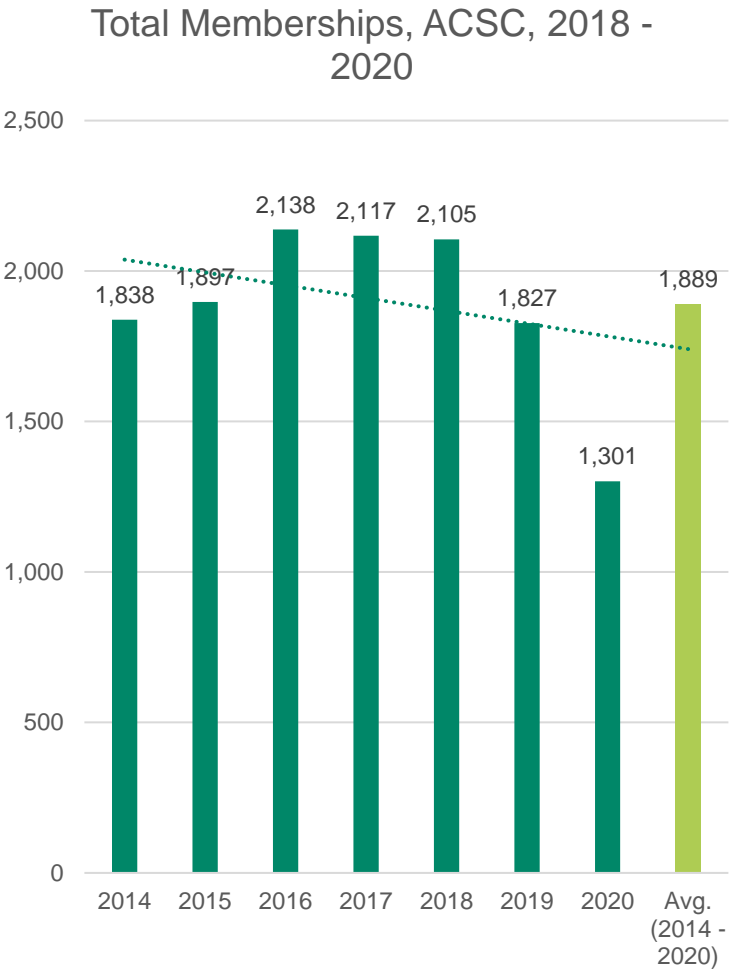
Total membership has generally decreased over recent years, ranging from a low of 1,301 members in 2020 to a peak of 2,138 in 2016. Average annual membership was approximately 1,890 members from 2013 to 2020.

In 2021, which was heavily impacted by the COVID-19 pandemic, memberships were down to 520.

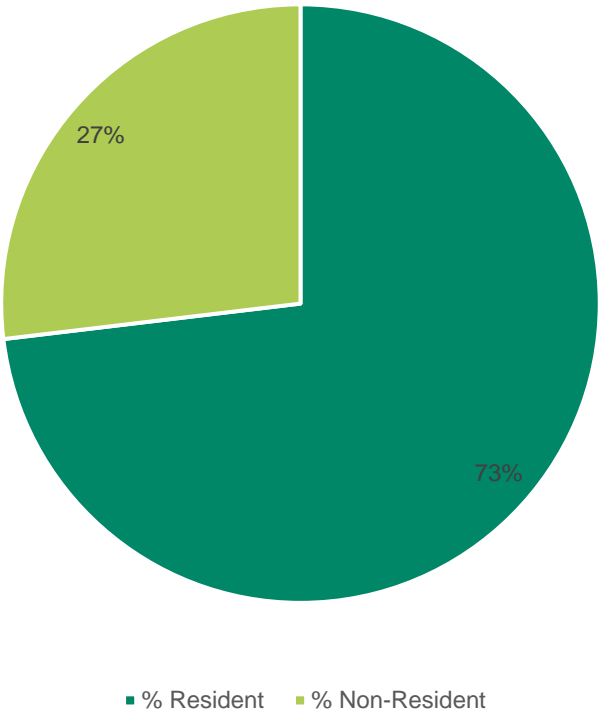
Typically, the largest proportion of membership types are:

- 1. Annual family
- 2. Summer family
- 3. Monthly pass

From 2014 to 2020, the average distribution of resident versus nonresident memberships was approximately 73% residents and 27% nonresidents; ACSC relies heavily on resident utilization.



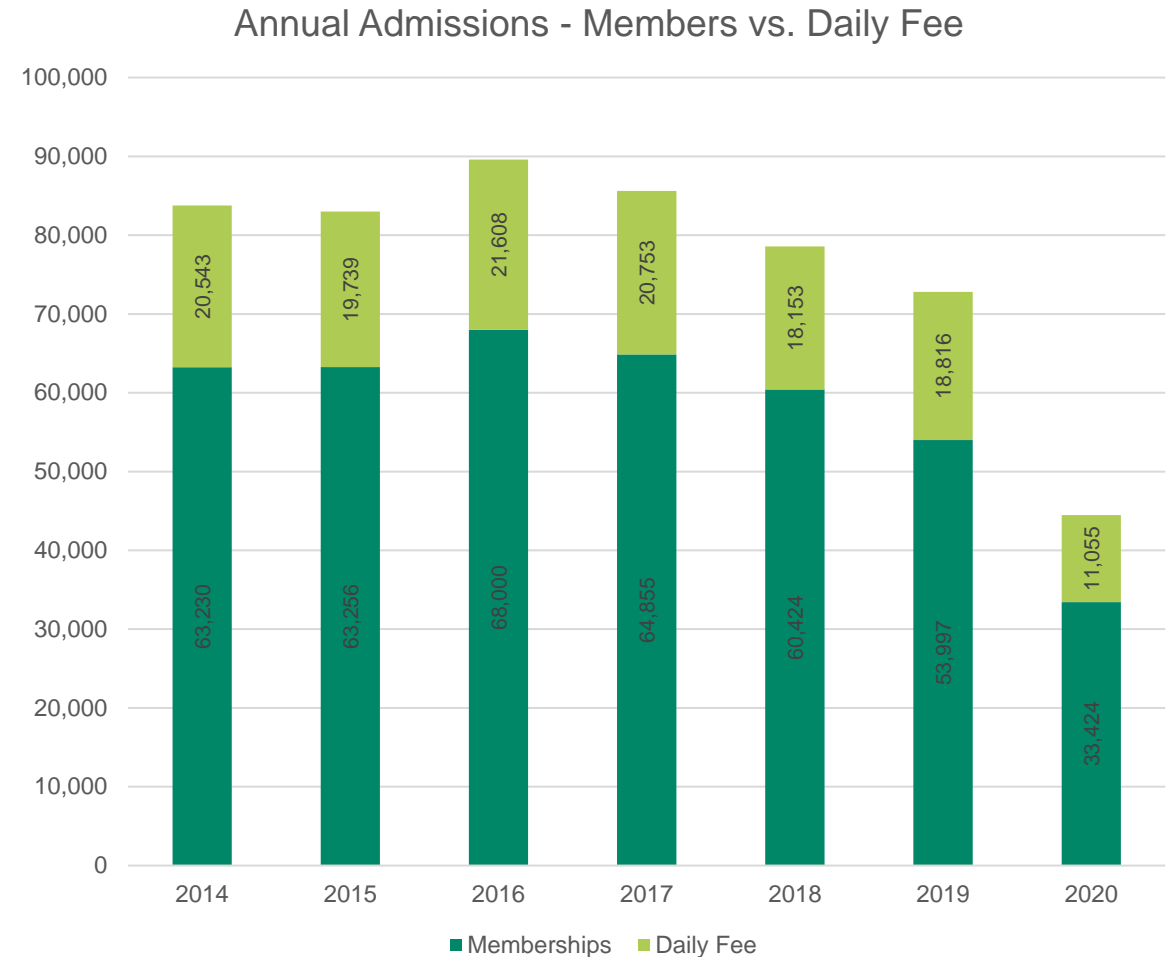
Distribution of Resident vs. Non-Resident Memberships, Average 2014 - 2020



1/ Information as of Thursday March 26, 2021.
2/ Summer passes are Memorial Day to Labor Day.

Historic & Existing Operations Review – Admissions

- Total annual admissions have followed the general membership trends, with a high in 2016 of just under 90,000 admissions
- Since 2016, annual admissions have decreased each year by approximately 5,000 per year, to approximately 73,000 in 2019
- 2020 admissions reflect the impact of COVID and facility attendance restrictions
- The ratio of daily fee admissions to membership admissions has remained relatively consistent, comprising approximately 24 percent to 25 percent of total admissions annually



Resident Market – Population

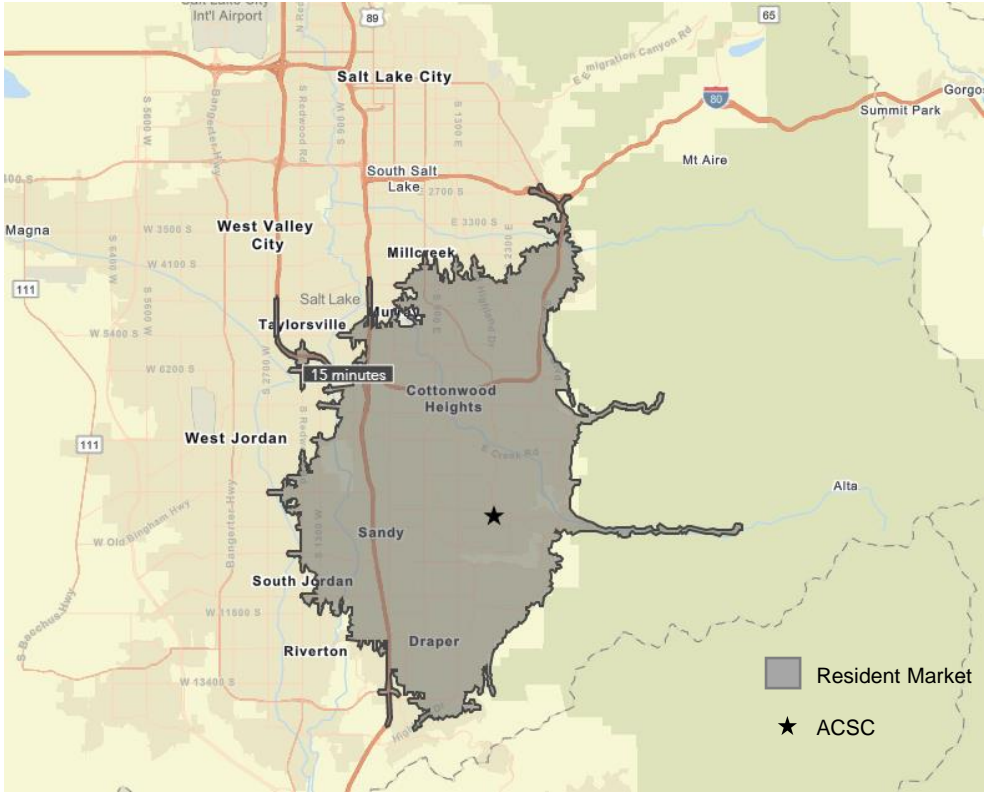
For the purpose of this report, AECOM has defined the total resident market as the population within a 0-to-15-minute drive time towards ACSC. Boundaries of this area are seen in the map at right.

Based on data provided by Esri, the resident market has grown at a steady rate over recent years, with an increase of approximately 37,000 persons between 2000 and 2021, a compound annual growth rate (CAGR) of 0.6 percent. In 2021, there were 306,000 residents.

Esri forecasts that the total resident market population will continue to grow, reaching approximately 324,000 persons in 2026, equal to an additional 18,000 persons over the 2020 population and a CAGR from 2021 to 2026 of 1.1 percent.

It is understood that Highland Drive is planned to be extended – the corridor from 9400 South to the Sandy/Draper border, potentially expanding the resident market population for ACSC due to better transit. Sandy City most recently mentioned that construction for this project will not start likely until 2030. For the purpose of this analysis, AECOM has not taken this infrastructure improvement into consideration.

Market	2000	2010	2021	2026
Resident Market	269,000	277,000	306,000	324,000



Source: Esri, AECOM; Aug. 2021.

Resident Market – Sports Participation

Across most metrics reviewed at right, the ACSC resident market had the largest percentage of participation compared to the other geographies reviewed.

The ACSC resident market had notably high participation in:

- Ice skating
- Pilates
- Swimming
- Walking
- Yoga

The only metrics that were lower for ACSC than another geography were:

- Participated in basketball in last 12 months. ACSC resident market was 8.4% versus the high of 8.7% in SLC MSA
- Participated in jogging / running in last 12 months. ACSC resident market (12.7%) was slightly lower than in SLC MSA (12.9%)
- Participated in Zumba in last 12 months. ACSC resident market (3.5%) versus high of 3.8% in SLC MSA

Metric	Res. Mkt.	SLC MSA	UT	USA
Participated in aerobics in last 12 months	8.3%	8.1%	7.8%	7.3%
Participated in basketball in last 12 months	8.4%	8.7%	8.4%	7.7%
Participated in ice skating in last 12 months	3.1%	2.8%	2.8%	2.6%
Participated in jogging/running in last 12 months	12.7%	12.9%	12.6%	10.9%
Participated in Pilates in last 12 months	3.6%	3.2%	3.1%	3.0%
Participated in swimming in last 12 months	18.8%	17.6%	17.7%	15.8%
Participated in tennis in last 12 months	4.1%	4.0%	4.0%	3.7%
Participated in volleyball in last 12 months	3.4%	3.4%	3.4%	3.2%
Participated in walking for exercise in last 12 months	28.6%	25.9%	26.3%	25.4%
Participated in weightlifting in last 12 months	12.9%	12.6%	12.4%	10.7%
Participated in yoga in last 12 months	10.5%	9.6%	9.4%	9.0%
Participated in Zumba in last 12 months	3.5%	3.8%	3.6%	3.4%

Regional Recreation Centers

AECOM reviewed a collection of regional recreation centers to gain a greater understanding of what similar properties currently exist in the market. Specific attention was given to what types of amenities are available and any recent renovations completed at these properties.

Recreation Center	City	Year Opened	Est. Total Building Area (sqft)	Distance from ACSC
Orem Family Fitness Center	Orem	2021	135,000	30 miles / 35 min. drive
Cottonwood Heights Recreation Center	Cottonwood Heights	1971	160,000	4 miles / 11 min. drive
Provo Recreation Center	Provo	2013	160,000	36 miles / 40 min. drive
The Park Center	Murray	2002	65,000	8 miles / 19 min. drive
Dimple Dell Recreation Center	Sandy	2000	75,000	3 miles / 9 min. drive
Holladay Lions Recreation Center	Holladay	2000	60,000	7 miles / 17 min. drive
Kearns Oquirrh Park Fitness Center	Kearns	1962	400,000	14 miles / 26 min. drive
South Davis Recreation Center	Bountiful	2008	185,000	27 miles / 32 min. drive
JL Sorenson Recreation Center	Herriman	2011	108,000	15 miles / 30 min. drive
Draper Recreation Center	Draper	2020	65,000	8 miles / 18 min. drive

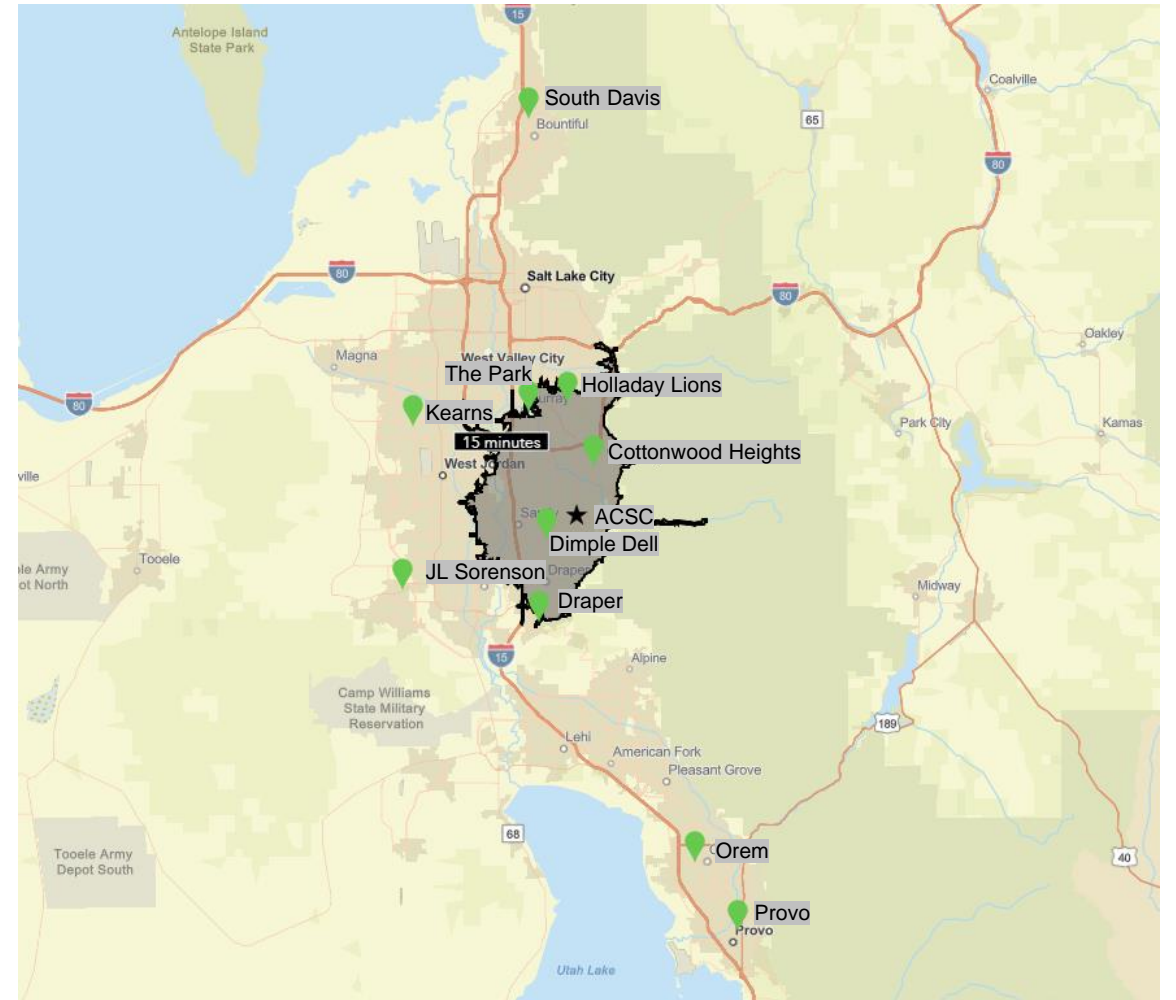
Source: Google Maps Directions, Aug. 2021.

Primary Market Recreation Centers Overlap

For the purpose of this analysis, AECOM has identified that the primary market supporting recreation centers in the region is within a 0-to-15-minute drive time area.

As seen in the map at right, the recreation centers located within ACSC's resident market include:

- Dimple Dell Recreation Center
- Cottonwood Heights Recreation Center
- Holladay Lions Recreation Center
- The Park Center
- Draper Recreation Center



Source: Esri, AECOM; Aug. 2021.

Primary Market Recreation Centers – Major Amenities Overlap

AECOM further analyzes the amenities available at each of the five locations within ACSC's resident market. This analysis helps identify any likely cannibalization or overlap between centers based on amenities offered. It also shows where there is saturation and gaps / opportunities in the market.

Component	Alta Canyon Sports Center	Cottonwood Heights Recreation Center	The Park Center	Dimple Dell Recreation Center	Holladay Lions Recreation Center	Draper Recreation Center	Total # of Recreation Centers
Basketball Court(s)		x	x	x	x		4
Volleyball Court(s)			x	x	x		3
Racquetball Court(s)	x	x					1
Pickleball Court(s)		x	x	x	x		4
Badminton Court(s)				x			1
Baseball / Softball	x				x		2
Outdoor Tennis Court(s)	x	x					1
Fieldhouse						x	1
Indoor Soccer						x	1
Indoor Ice Rink		x					1
Indoor Track (walking track)		x	x	x	x		4
Indoor Pool(s)		x	x	x	x	x	5
Outdoor Pool(s)	x	x	x			x	3
Spa		x					1
Gym / Fitness Center	x	x	x	x	x	x	5
Fitness Studio(s)	x	x	x	x	x	x	5
Multipurpose Room(s)	x	x	x	x	x	x	5
Batting Cages						x	1
Childcare	x	x	x	x	x	x	5
Climbing Wall / Bouldering				x			1
Game Room			x				1

Primary Market Recreation Centers – Amenity Popularity

Out of the five recreation centers reviewed within ACSC's resident market, the following amenities were found at all five properties:

- Indoor pool(s), of which ACSC does not have
- Gym(s)
- Fitness studio(s)
- Multipurpose room(s)
- Childcare services

Four out of the five recreation centers had the below, of which ACSC does not have any:

- Basketball court(s)
- Pickleball court(s)
- Indoor track

In terms of less popular amenities identified at the five centers within ACSC's resident market area:

- ACSC and Cottonwood Heights are the only centers with racquetball courts
- Dimple Dell has badminton courts
- ACSC and Holladay Lions have a baseball / softball facility
- ACSC and Cottonwood Heights are the only centers with tennis courts (outdoor courts)
- Draper has a fieldhouse onsite and thus can offer indoor field sports such as soccer
- Cottonwood Heights has the only indoor ice rink
- Cottonwood Heights has the only spa
- Draper has batting cages
- Dimple Dell has a climbing wall
- The Park Center has a game room

Regional Recreation Centers – Estimated Market Penetration

Compared to the other regional recreation centers reviewed, ACSC has few members and substantially lower attendance per year.

Estimated membership penetration for ACSC is in line with Draper's and slightly lower than both The Park Center and Holladay Lions, however, it is substantially lower than the average (4.0%) and median (3.2%) of the group.

Estimated attendance penetration for ACSC is substantially lower than all other reviewed facilities, at 23.8%. The average is approximately 223.4% and median is 104.5% for the group.

Facility	Est. # of Members	Est. Visits per Year / Attendance	Est. Res. Mkt. Size (0-to-15-min. DT)	Membership Mkt. Penetration	Attendance Mkt. Penetration
Orem Family Fitness Center	17,000	1,200,000	364,000	4.7%	329.7%
Cottonwood Heights Recreation Center	13,850	350,000	428,000	3.2%	81.8%
Provo Recreation Center	25,000	2,035,000	271,000	9.2%	750.9%
The Park Center	5,000	330,000	621,000	0.8%	53.1%
Dimple Dell Recreation Center	N/A	N/A	402,000	N/A	N/A
Holladay Lions Recreation Center	4,000	293,000	454,000	0.9%	64.5%
Kearns Oquirrh Park Fitness Center	18,633	458,430	439,000	4.2%	104.4%
South Davis Recreation Center	22,344	682,918	229,000	9.8%	298.2%
JL Sorenson Recreation Center	8,000	297,000	284,000	2.8%	104.6%
Draper Recreation Center	1,800	N/A	299,000	0.6%	N/A
Alta Canyon Sports Center	1,827	72,813	306,000	0.6%	23.8%

Stakeholder Interviews – Sandy City Council

Goals of ACSC Renovation Effort	Key Council “Success” Factors	Amenities to Consider	Benchmark / Aspirational Facilities
Provide asset that draws from entire City, across all demographics	Expand draw area across entire City	Heavy demand for pickleball in area	Cottonwood Heights Recreation Center (indoor pool, ice rink)
Provide community gathering space	Increase revenues, with goal of break-even operations	Need more indoor sports facilities	Provo Recreation Center
Ensure facility is sustainable for future generations	Consider renovation vs. new construction	New/improved pool (consider indoor pool)	Murray Recreation Center
Provide new location for Parks and Recreation department offices	Leverage partners, donors and investors to support ACSC	Indoor tennis	Crestwood Recreation Center (community gathering place)
Modernize ACSC, lighten and brighten the space, “bring the outside inside”	Provide connectedness between physical and overall wellness	Indoor track (walking and running)	Dimple Dell Recreation Center
Focus on local users first; visitor	Serve all ages through all seasons	Multiple attractions... “don’t want to be a one-trick pony”	Holiday Lions Recreation Center
		Think “outside the box” (i.e., health clinic/classes, nature-based activities, computer lab/gaming area)	South Davis Recreation Center
			Oquirrh Recreation Center (unique funding/operations model)

Stakeholder Interviews – ACSC Board of Directors

Goals of ACSC Renovation Effort	How does Board define “Success?”	Amenities to Consider	Benchmark / Aspirational Facilities
Provide updated and expanded facility	Maintain break-even operations	Indoor track (recreational walking/jogging)	Bountiful / South Davis Recreation Center
Increase accessibility beyond existing base (expand classes, before and after school programming, etc.)	Maximize local utilization, visitors secondary	Pickleball and tennis facilities	Herriman Recreation Center (Salt Lake County facility)
Make facility family oriented with unique individual components and activities that appeal across generations	Expand revenue generating programming (childcare, summer camps)	Indoor pool (include waterpark features)	Provo Community Recreation center
Make facility more year-round, consider indoor pool and track (walking/jogging)	Become a place that members return to regularly	Indoor multi-purpose courts (basketball, volleyball, pickleball, etc.)	Draper Recreation Center
Consider expanding Special Service District to increase funding and support		Expanded childcare space	
Increase gathering space, provide social rooms		Improved entrance/security/check-in space, improve overall flow of facility	
Provide more open feel, bring outside inside			

Stakeholder Interviews – Public Input Session

ACSC is a “hidden jewel” that needs to be developed and improved	Consider unique funding opportunities, understand funding mechanisms for regional facilities	Expand the tax base to entire City (multiple similar comments)	Future considerations, flexibility and adaptability are important going forward	People would be willing to pay higher fees for more offerings/amenities	Need basketball courts available for youth leagues	Consider building new vs. renovation
Treat the ACSC and surrounding area as “sacred”	Increase fitness classes, expand weight room, spin room and fitness center	Needs to be a true community center	Have membership at other rec centers due to lack of amenities at ACSC; would consider returning to ACSC with renovation	Expand already successful childcare programming; programs need more space	Expand offerings for teenagers, provides foundation for healthy lifestyle as they grow older	Esports is growing and should be considered as offering
Facility should be available for everyone to enjoy	More windows, too dark inside, low ceilings, bad air conditioning	Consider covering pool for winter months to make year-round?	Pool and fitness classes are most important offerings	Outdoor lighted tennis/pickleball courts would be great	Indoor tennis is needed in the area	Expand operating hours
No commercial development (rumors about commercialization and high-density housing)	Keep the outdoor pool, views are best in the region	Pickleball in heavy demand	Improve security in parking lots, lighting important, safe drop-off areas	Offer outdoor classes	Indoor walking/jogging track	Create something new, something we don’t have, unique to Sandy

Survey Results – What is ACSC Missing?

Based on survey results from ACSC community outreach, the top amenities recognized as missing from / users would like to see at the facility included:

- Indoor pool
- Better weight room
- More courts (basketball and pickleball)
- More area / larger rooms
- Updated equipment
- Running / walking track

The amenities identified above present potential opportunities for improvement at the existing ACSC, which could help better align the facility with the competition in the region.



Recommended Improvements

Based on the conducted analysis, in order to better the offering at ACSC, AECOM has identified a collection of recommended improvements at the facility.

AECOM recommends:

- Increasing the size of the **fitness and weight areas**, and generally upgrading the equipment
- Adding **basketball courts**
- Adding **pickleball courts**
- Adding **outdoor tennis courts**
- Adding **multipurpose / flex space** for programming
- Adding designated space for **teens and seniors**
- Adding a unique, “**out of the box**”, or “**wow**” component
- Improving the **childcare areas**
- Improving the **office spaces**

Although an indoor pool was repeatedly identified as a preferred improvement by users, based on the competition in the immediate market, the hefty cost associated, and talks with industry professionals regarding the cost basis of this construction, AECOM does not recommend enclosing the existing outdoor pool or adding an indoor pool at this time. AECOM suggests, however, to upgrade or renovate the existing pool support spaces and remove the spa / sauna, to be replaced with additional locker (gender-neutral) space.

Recommendation – Unique Experience – Example: Stacked Aerial Course

AECOM also recommends some kind of added unique experience.

A stacked aerial course, also sometimes referred to as high ropes or vertical adventure course, is a modular climbing attraction.

- They are typically up to four levels tall
- They have a small footprint, approximately 1,000 to 10,000 square feet. Can be indoors or outdoors. Estimated at ACSC around 2,500 square feet
- The attraction capacity can reach up to 160 persons

Due to their flexible nature, these constructions can be easily extended; add-ons may include a course specific for kids, a giant swing, an abseiling station, zip lines, mini golf, and more.

This use type may work very well at ACSC given:

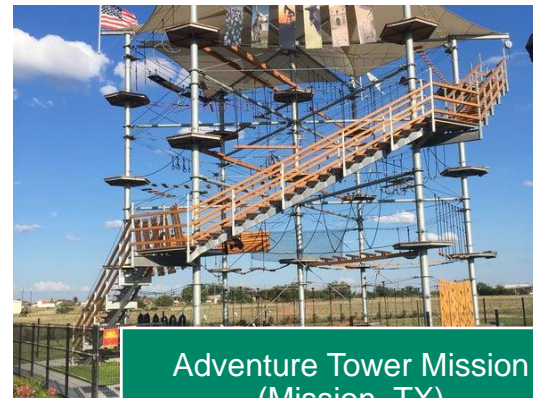
- The target market is large; there are climbing paths for both young and old
- Stacked aerial courses also offer event opportunities. They are often used for birthday party or corporate teambuilding rentals
- These attractions support health and wellness, adventure and thrill, and solution-based challenges



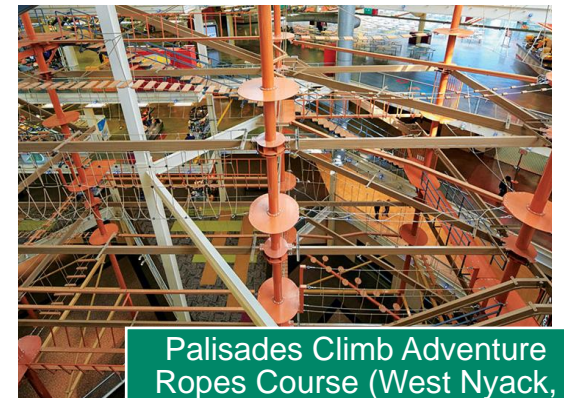
Epic Sky Trek (Castle Rock, CO)



Howlers Peak Ropes Course (Minneapolis, MN)



Adventure Tower Mission (Mission, TX)



Palisades Climb Adventure Ropes Course (West Nyack, NY)

Recommendation – Unique Experience – Example: Surf Attraction

Another example of a unique experience is a surf attraction.

There are many types of small-scale surf attractions now available in the market. These attractions provide users with a customizable, engineered wave to surf or boogieboard on.

- They come in wide range of sizes, from compact to multi-user layouts
- They have a small footprint, approximately 1,000 to 1,700 square feet
- The attraction capacity can reach up to approximately 500 rides per hour

Given their standalone construction, these products can easily be positioned at an existing facility.

This use type may work very well at ACSC given:

- The target market is large; mainly targeted at children, teenagers, and young adults, but that could also be done by other adults
- Wave machines also offer event opportunities. They are often used for birthday party or community event showcases and rentals
- These attractions support health and wellness, adventure and thrill, and can be used as a training system



WaveOz



FlowRider Double



FlowRider Compact



FlowRider Inflatable Mobile



- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 3. POOL SUPPORT
- 4. PUBLIC SUPPORT
- 5. OPERATIONS/SUPPORT
- 6. CIRCULATION

Level 1 SF: 22,900
Total Gross SF: 24,000





6. CIRCULATION

Level 2 SF: 1,130
Total Gross SF: 24,000



A

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 65,200
Total Gross SF: 74,850

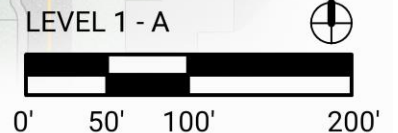
- Optional 25yd, 6 Lane Indoor Pool (+9000 SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Programming on one level
- High visibility to main entrance with new climbing feature
- Allows exterior access to pool area
- Maintains existing locker facilities (with modernization)

Cons:

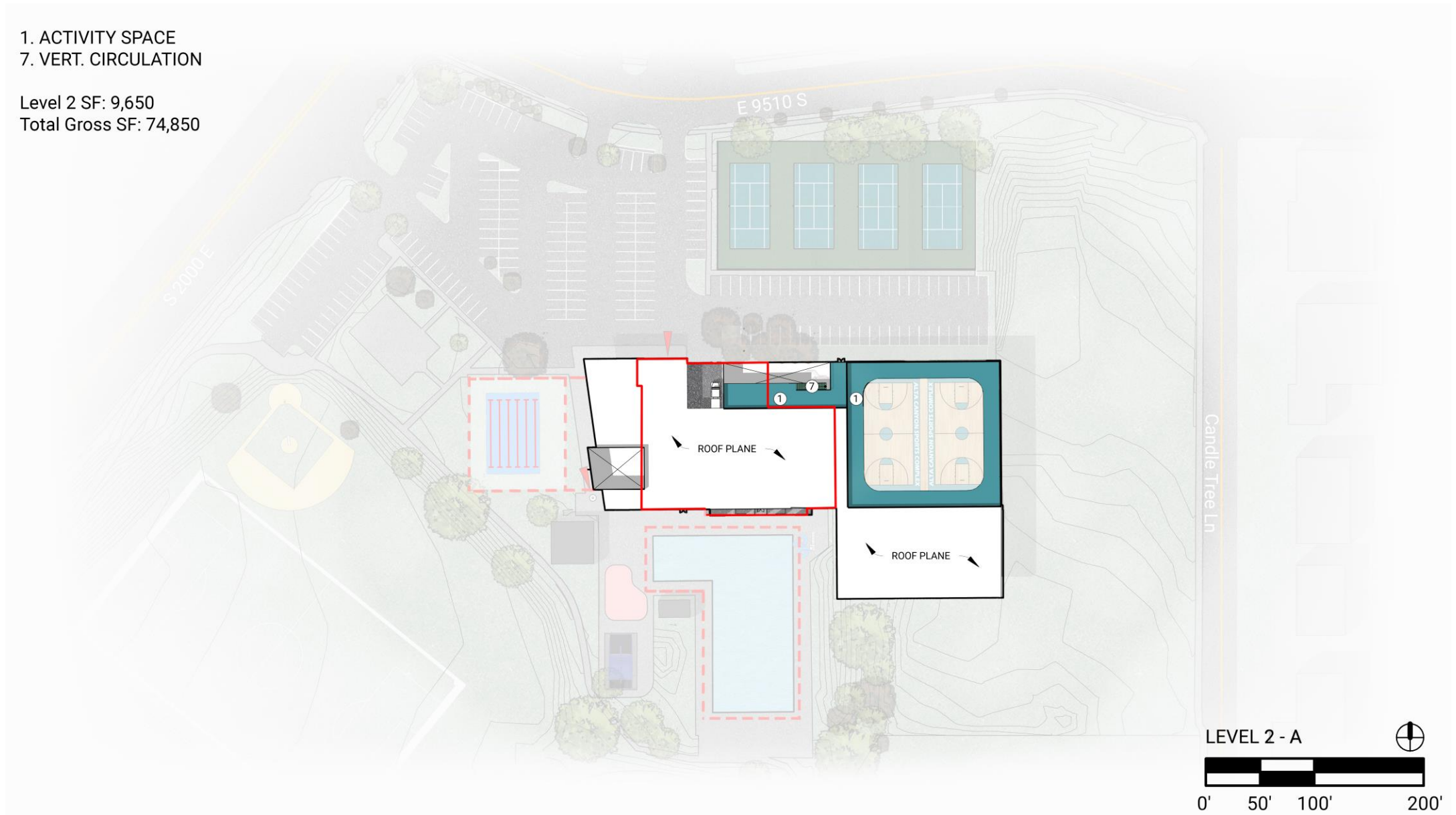
- Extensive excavation/grading for addition to east
- Dock location screened but still adjacent to main entrance
- Office accessibility only through building, no separate entrance near parking



A

- 1. ACTIVITY SPACE
- 7. VERT. CIRCULATION

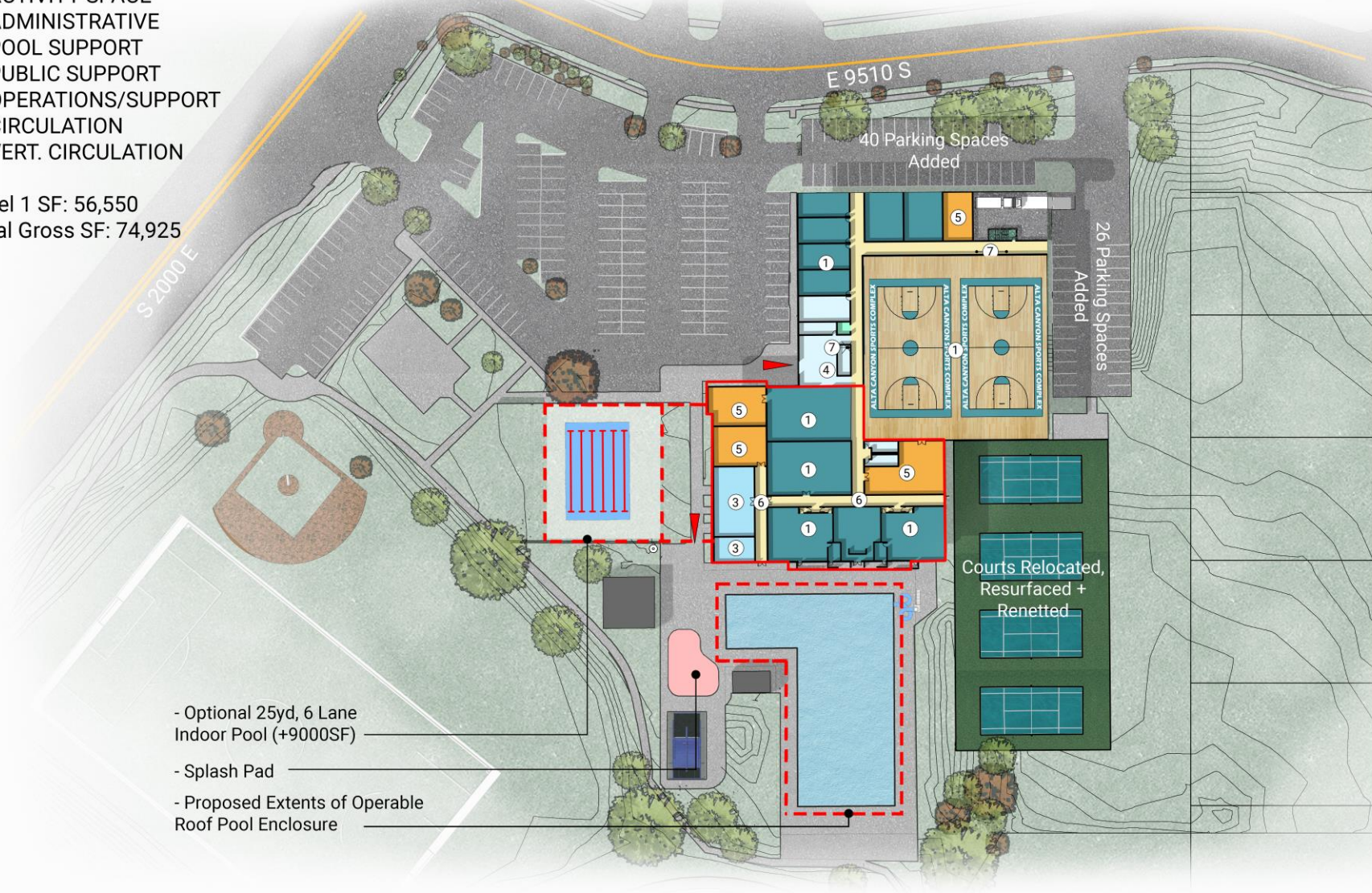
Level 2 SF: 9,650
Total Gross SF: 74,850



B

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 56,550
Total Gross SF: 74,925



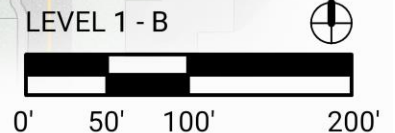
- Optional 25yd, 6 Lane Indoor Pool (+9000SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Two story entrance with climbing feature creates attraction
- Maintain existing locker facilities (with modernization)
- Office program moved to second level, allows direct access from exterior
- Loading dock relocated to east, away from patron areas
- Exterior access to pool area maintained

Cons:

- Dock location may require new curb cut on E 9510 S
- Tennis courts tucked to rear of site, require significant grading/excavation and addition of new parking to east side



B

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 6. CIRCULATION
- 7. VERT. CIRCULATION

Level 2 SF: 18,425
Total Gross SF: 74,925



C

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 53,500
Total Gross SF: 72,730



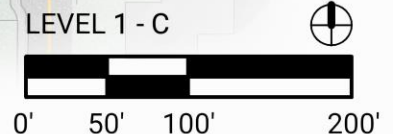
- Optional 25yd, 6 Lane Indoor Pool (+9000SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Two story linear entrance creates dynamic exterior presence with views to interior, including climbing feature
- Existing tennis courts remain in place, resurfaced and improved
- Potential pool enclosure can be fully integrated with new construction
- Existing pool equipment maintained with new locker and support spaces
- Minimal excavation required
- Office program segregated to second level with direct access from main lobby

Cons:

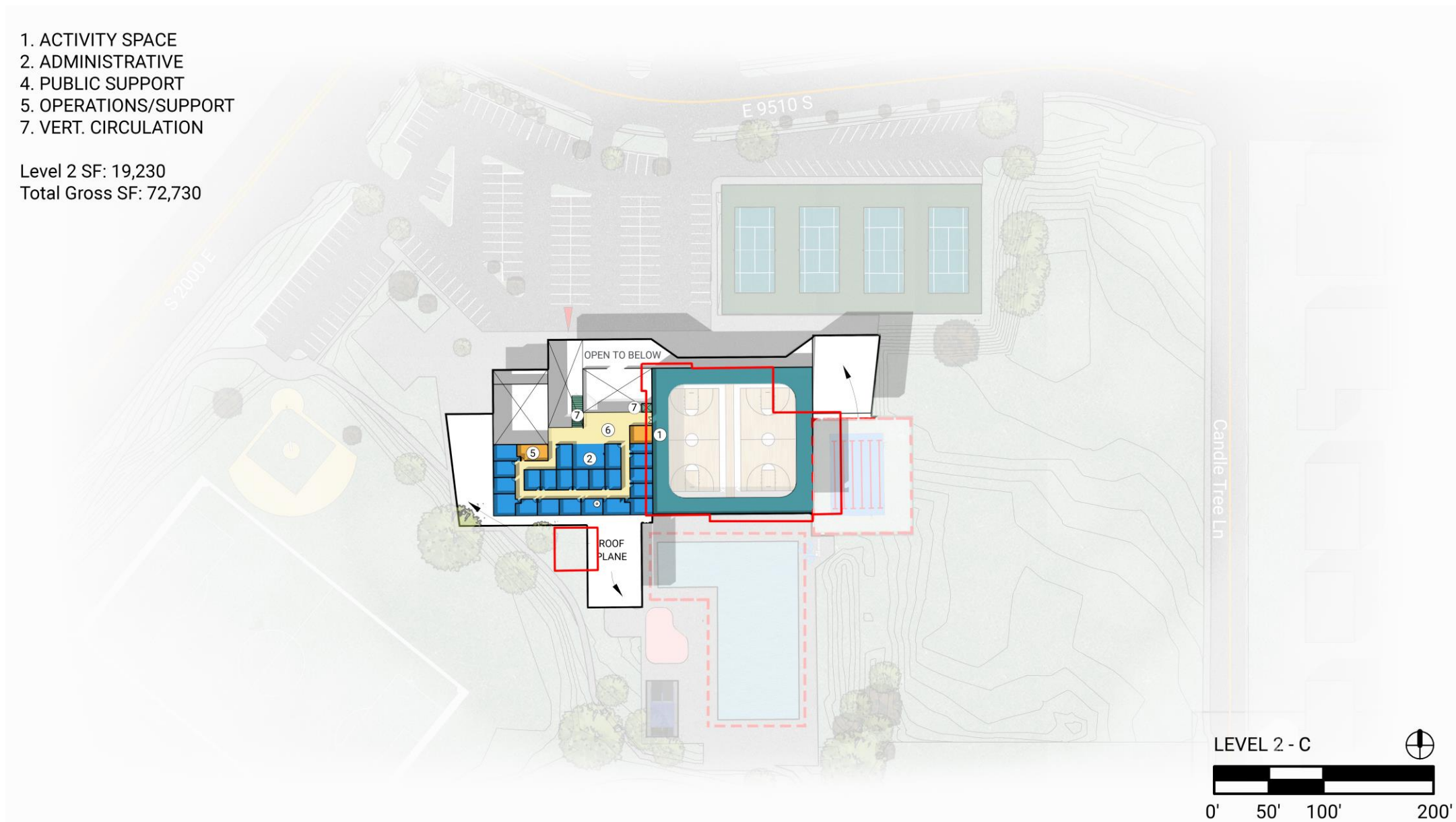
- Fill/retaining wall required at west near loading dock
- Pool accessible only through building, no exterior access



C

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 4. PUBLIC SUPPORT
- 5. OPERATIONS/SUPPORT
- 7. VERT. CIRCULATION

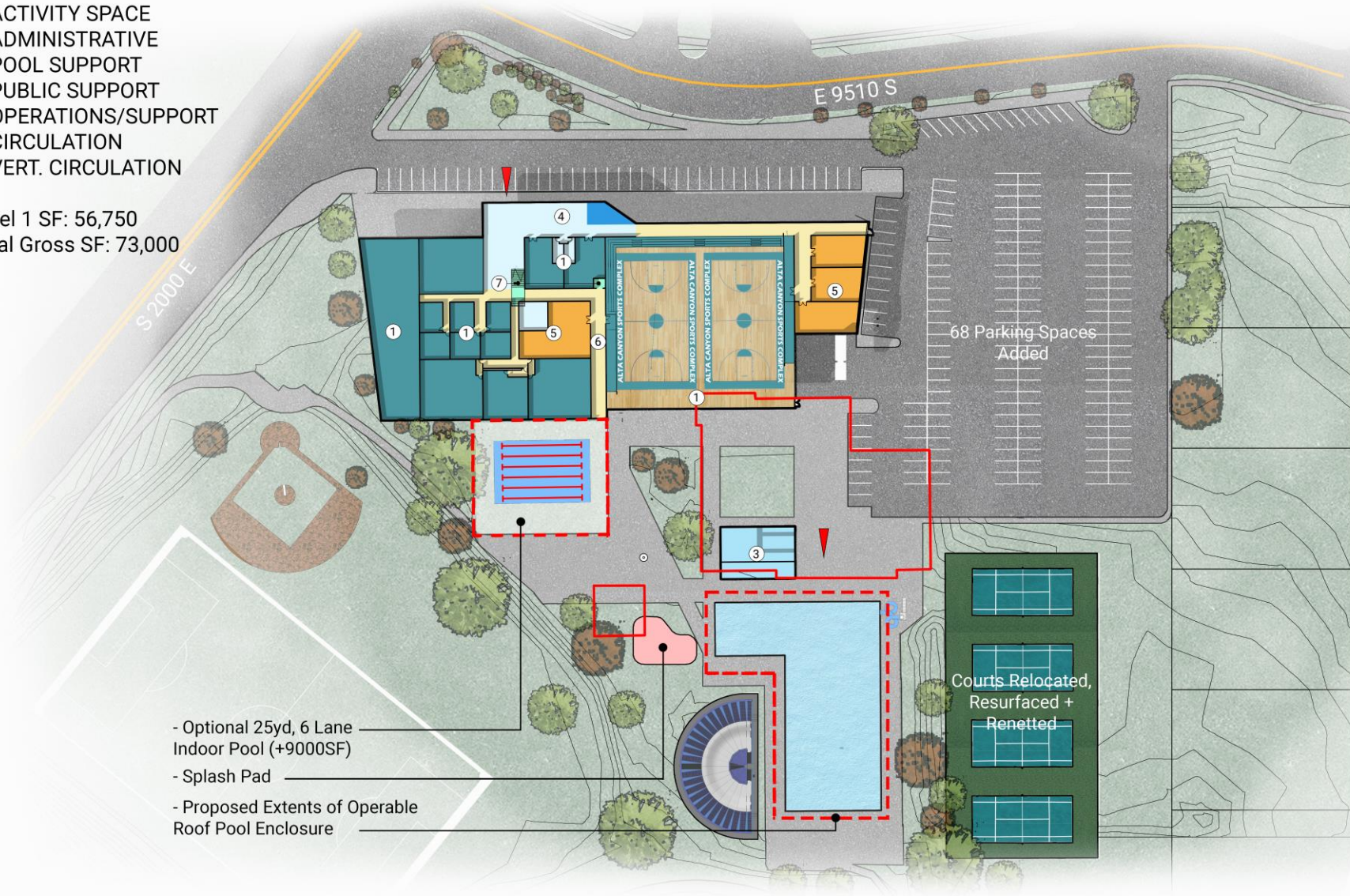
Level 2 SF: 19,230
Total Gross SF: 72,730



D

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 56,750
Total Gross SF: 73,000

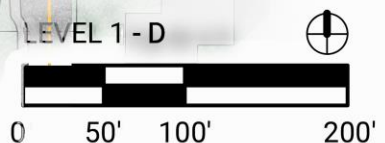


Pros:

- Two story linear entrance creates dynamic exterior presence with views to interior, including climbing feature
- Building has strong presence at NW corner of site at vehicular intersection
- Office program segregated to second level with direct access from main lobby
- Pool is accessible from Exterior & Interior
- Building placement allows for expansive "Plaza" connecting the pool & program spaces

Cons:

- Pool is separated from the main facility
- Reconstruction of main parking area required, possibly at higher elevation than facility main floor



D

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 6. CIRCULATION
- 7. VERT. CIRCULATION

Level 2 SF: 18,250
Total Gross SF: 73,000



Construction Cost Estimate – OUTDOOR POOL w/Optional Enclosure

AECOM developed preliminary Range of Magnitude cost estimates for each of the scenarios presented herein. It is important to note that these estimates are based on the preliminary conceptual program developed as part of this analysis. Due to the conceptual nature of the program and design at this stage, these estimates are presented purely for informational purposes. As the design process commences, these estimates are likely to change as the program and design are refined.

OUTDOOR POOL - W/OPTIONAL ENCLOSURE								
Description of Area	Option A - Renovation		Option B - Renovation		Option C - New Build		Option D - New Build	
	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost
Public Support	2,940	\$979,200	2,940	\$871,200	2,940	\$992,700	2,940	\$992,700
Administrative	10,050	2,351,700	10,050	2,351,700	10,050	3,437,100	10,050	3,437,100
Activity Space	47,424	19,964,400	47,424	19,040,400	47,424	20,606,400	47,424	20,606,400
Pool Support	3,240	444,000	3,240	444,000	3,240	444,000	3,240	710,400
Operations/Support	6,900	654,300	6,900	654,300	6,900	1,246,200	6,900	1,246,200
Vertical Circulation	3,240	259,200	3,240	259,200	3,240	388,800	3,240	388,800
Subtotal	73,794	\$24,652,800	73,794	\$23,620,800	73,794	\$27,115,200	73,794	\$27,381,600
Other								
Demolition	12,990	233,800	12,990	207,800	18,990	475,700	78,990	917,700
Parking/Infrastructure	27,439	451,700	28,032	459,400	23,104	420,400	88,994	1,428,400
Relocate Tennis Courts	0	0	28,000	560,000	28,000	140,000	28,000	560,000
Total Construction Costs		\$25,338,300		\$24,848,000		\$28,151,300		\$30,287,700
Soft Costs (30%)	30%	7,601,500		7,454,400		8,445,400		9,086,300
Total Project Cost		\$32,939,800		\$32,302,400		\$36,596,700		\$39,374,000
OPTIONAL: Pool Enclosure		3,900,000		3,900,000		3,900,000		3,900,000
Total Project Cost - W/Optional Pool Enclosure		\$36,839,800		\$36,202,400		\$40,496,700		\$43,274,000
Estimated Debt Service (a)		\$1,879,500		\$1,847,000		\$2,066,100		\$2,207,800

a) Debt service assumes 3% interest and a 30-year term

Note: Square footage may differ slightly from totals noted on previous pages due to conceptual nature of the cost estimate and building program

Construction Cost Estimate – INDOOR AND OUTDOOR POOL

AECOM developed preliminary Range of Magnitude cost estimates for each of the scenarios presented herein. It is important to note that these estimates are based on the preliminary conceptual program developed as part of this analysis. Due to the conceptual nature of the program and design at this stage, these estimates are presented purely for informational purposes. As the design process commences, these estimates are likely to change as the program and design are refined.

INDOOR AND OUTDOOR POOL								
Description of Area	Option A - Renovation		Option B - Renovation		Option C - New Build		Option D - New Build	
	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost
Public Support	2,940	\$979,200	2,940	\$871,200	2,940	\$992,700	2,940	\$992,700
Administrative	10,050	2,351,700	10,050	2,351,700	10,050	3,437,100	10,050	3,437,100
Activity Space	47,424	19,964,400	47,424	19,040,400	47,424	20,606,400	47,424	20,606,400
Pool Support	16,590	6,556,500	16,590	6,556,500	16,590	6,466,500	16,590	6,777,900
Operations/Support	6,900	654,300	6,900	654,300	6,900	1,246,200	6,900	1,246,200
Vertical Circulation	3,240	259,200	3,240	259,200	3,240	388,800	3,240	388,800
Subtotal	87,144	\$30,765,300	87,144	\$29,733,300	87,144	\$33,137,700	87,144	\$33,449,100
Other								
Demolition	12,990	233,800	12,990	207,800	18,990	475,700	78,990	917,700
Parking/Infrastructure	27,439	451,700	28,032	459,400	23,104	420,400	88,994	1,428,400
Relocate Tennis Courts	0	0	28,000	560,000	28,000	140,000	28,000	560,000
Total Construction Costs		\$31,450,800		\$30,960,500		\$34,173,800		\$36,355,200
Soft Costs (30%)	30%	9,435,200		9,288,200		10,252,100		10,906,600
Total Project Cost		\$40,886,000		\$40,248,700		\$44,425,900		\$47,261,800
Estimated Debt Service (a)		\$2,086,000		\$2,053,500		\$2,266,600		\$2,411,300

a) Debt service assumes 3% interest and a 30-year term

Note: Square footage may differ slightly from totals noted on previous pages due to conceptual nature of the cost estimate and building program

Key Operating Assumptions

REVENUE ASSUMPTIONS – OUTDOOR POOL ONLY

Memberships – increase from average of approximately 2,000 memberships per year to 3,100 memberships per year

- Includes blended average of membership types/levels based on historic allocation
- Represents increase in penetration percentage (memberships as percent of population) from 0.6% to 1.0%, which is consistent with other similarly sized facilities in comparable markets
- Assumes blended average of \$100 per membership, compared to \$95 per membership historically

Daily Admissions – increase from approximately 20,000 to 40,000 per year

- Assumes ratio of daily admissions to membership admissions consistent with historical average
- Assumes daily admission rate of \$7.00 per admission, consistent with locally competitive venues

Total Admissions – increase from historic average of approximately 82,000 to 215,000

- Assumes average visits per membership increases from historic average of 32 visits per year to 48 visits per year (blended average across all membership types/levels)

Instruction Revenue – increase from historic average of \$600,000 per year to \$1.5 million per year

- Based on average instruction revenue per visit, historically \$7.32 per visit
- Assumes \$7.00 per visit

Surf Attraction Revenue

- Assumes operational from May through September
- Assumes total of 10,000 users per year (400 users per week)
- Assumes \$10.00 per user fee in addition to membership/daily pass fee

Key Operating Assumptions cont.

REVENUE ASSUMPTIONS – OUTDOOR POOL ONLY (CONT.)

Climbing Attraction Revenue

- Assumes 24,000 total visitors (approximately 2,000 users per month/460 users per week)
- Assumes \$10.00 per user fee in addition to membership/daily pass fee

Food and Beverage Revenue – increases from historical average of \$82,000 to \$195,000

- Assumes per visitor spending increases from historic average of \$0.32 to \$1.00
- Assumes improved food and beverage offerings

Other Revenues

- Rental Revenue – increase from \$20,000 historical average to \$40,000; includes birthday/private parties/corporate events, etc.
- Other Revenue – assumed to remain consistent with historical averages of \$35,000 per year

REVENUE ASSUMPTIONS – INDOOR AND OUTDOOR POOL

Memberships – assume 3,500 total memberships compared to 3,100 with outdoor pool only

Surf Attraction – assumes indoor facility with year-round operations, estimated 24,000 annual users

Other Assumptions

- All other revenue assumptions consistent with Outdoor Pool only scenario
- Attendance-based revenues adjusted accordingly with same per visitor spending assumptions

Key Operating Assumptions cont.

OPERATING EXPENSE ASSUMPTIONS – OUTDOOR POOL ONLY

Payroll, Wages and Benefits – increase from historic average of \$760,000 per year to \$1.1 million per year

- Assumes addition of two recreation coordinators, two FTE custodians, two FTE reception clerks and two FTE instructors
- Benefits consistent with historical average of 30% of total wages (blended for FT and PT positions)

Operating Expense – increases from historical average of \$82,000 to \$195,000

- Assumes per visitor spending increases from historic average of \$0.32 to \$1.00
- Assumes improved food and beverage offerings

Other Revenues

- Rental Revenue – increase from \$20,000 historical average to \$40,000; includes birthday/private parties/corporate events, etc.
- Other Revenue – assumed to remain consistent with historical averages of \$35,000 per year

ASSUMPTION ADJUSTMENTS – INDOOR AND OUTDOOR POOL SCENARIOS

Memberships – assume 3,500 total memberships compared to 3,100 with outdoor pool only

Surf Attraction – assumes indoor facility with year-round operations, estimated 24,000 annual users

Other Revenue Assumptions

- All other revenue assumptions consistent with Outdoor Pool only scenario
- Attendance-based revenues adjusted accordingly with same per visitor spending assumptions

Payroll – Assumes addition of two recreation coordinators and part-time lifeguards

Operating Expenses – increase square footage for indoor pool, increase expense per square foot to \$25/sf to account for indoor pool operations

Operating Pro Forma – OUTDOOR POOL ONLY

Operating Revenues											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Memberships	\$190,000	\$310,000	\$319,300	\$328,900	\$338,700	\$348,900	\$359,400	\$370,200	\$381,300	\$392,700	\$404,500
Daily Admissions	93,000	280,000	288,400	297,100	306,000	315,100	324,600	334,300	344,400	354,700	365,300
Instruction Fees	600,000	1,365,000	1,406,000	1,448,100	1,491,600	1,536,300	1,582,400	1,629,900	1,678,800	1,729,100	1,781,000
Surf Attraction	n/a	100,000	103,000	106,100	109,300	112,600	115,900	119,400	123,000	126,700	130,500
Climbing Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Food and Beverage	26,000	195,000	200,900	206,900	213,100	219,500	226,100	232,800	239,800	247,000	254,400
Rental Revenue	20,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200
Other Revenue	35,000	35,000	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700
Total Operating Revenue	\$964,000	\$2,565,000	\$2,642,100	\$2,721,300	\$2,803,000	\$2,886,900	\$2,973,600	\$3,062,800	\$3,154,800	\$3,249,300	\$3,346,700

Operating Expenses											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages	\$760,000	\$1,140,000	\$1,174,200	\$1,209,400	\$1,245,700	\$1,283,100	\$1,321,600	\$1,361,200	\$1,402,000	\$1,444,100	\$1,487,400
Benefits	184,000	342,000	352,300	362,900	373,800	385,000	396,600	408,500	420,800	433,400	446,400
Operating Expenses	440,000	1,480,000	1,524,400	1,570,100	1,617,200	1,665,800	1,715,700	1,767,200	1,820,200	1,874,800	1,931,100
Total Operating Expenses	\$1,384,000	\$2,962,000	\$3,050,900	\$3,142,400	\$3,236,700	\$3,333,900	\$3,433,900	\$3,536,900	\$3,643,000	\$3,752,300	\$3,864,900
Net Operating Surplus/(Deficit)	(\$420,000)	(\$397,000)	(\$408,800)	(\$421,100)	(\$433,700)	(\$447,000)	(\$460,300)	(\$474,100)	(\$488,200)	(\$503,000)	(\$518,200)

OPTION A

Estimated Debt Service	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)
Net Surplus/(Deficit)	(\$2,276,500)	(\$2,288,300)	(\$2,300,600)	(\$2,313,200)	(\$2,326,500)	(\$2,339,800)	(\$2,353,600)	(\$2,367,700)	(\$2,382,500)	(\$2,397,700)	

OPTION B

Estimated Debt Service	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)
Net Surplus/(Deficit)	(\$2,244,000)	(\$2,255,800)	(\$2,268,100)	(\$2,280,700)	(\$2,294,000)	(\$2,307,300)	(\$2,321,100)	(\$2,335,200)	(\$2,350,000)	(\$2,365,200)	

OPTION C

Estimated Debt Service	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)
Net Surplus/(Deficit)	(\$2,463,100)	(\$2,474,900)	(\$2,487,200)	(\$2,499,800)	(\$2,513,100)	(\$2,526,400)	(\$2,540,200)	(\$2,554,300)	(\$2,569,100)	(\$2,584,300)	

OPTION D

Estimated Debt Service	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)
Net Surplus/(Deficit)	(\$2,604,800)	(\$2,616,600)	(\$2,628,900)	(\$2,641,500)	(\$2,654,800)	(\$2,668,100)	(\$2,681,900)	(\$2,696,000)	(\$2,710,800)	(\$2,726,000)	

NOTE: Revenues do not include subsidy from property taxes, vehicle taxes, CARES funding or other sources, which have historically averaged approximately \$400,000 per year

Operating Pro Forma – INDOOR AND OUTDOOR POOL

Operating Revenues											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Memberships	\$190,000	\$350,000	\$360,500	\$371,300	\$382,500	\$393,900	\$405,700	\$417,900	\$430,500	\$443,400	\$456,700
Daily Admissions	93,000	280,000	288,400	297,100	306,000	315,100	324,600	334,300	344,400	354,700	365,300
Instruction Fees	600,000	1,505,000	1,550,200	1,596,700	1,644,600	1,693,900	1,744,700	1,797,000	1,851,000	1,906,500	1,963,700
Surf Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Climbing Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Food and Beverage	26,000	215,000	221,500	228,100	234,900	242,000	249,200	256,700	264,400	272,400	280,500
Rental Revenue	20,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200
Other Revenue	35,000	35,000	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700
Total Operating Revenue	\$964,000	\$2,905,000	\$2,992,300	\$3,082,000	\$3,174,600	\$3,269,500	\$3,367,600	\$3,468,700	\$3,573,000	\$3,680,100	\$3,790,300

Operating Expenses											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages	\$760,000	\$1,340,000	\$1,380,200	\$1,421,600	\$1,464,200	\$1,508,100	\$1,553,300	\$1,599,900	\$1,647,900	\$1,697,300	\$1,748,200
Benefits	184,000	402,000	414,100	426,500	439,300	452,500	466,100	480,100	494,500	509,300	524,600
Operating Expenses	440,000	2,100,000	2,163,000	2,227,900	2,294,700	2,363,600	2,434,500	2,507,500	2,582,700	2,660,200	2,740,000
Total Operating Expenses	\$1,384,000	\$3,842,000	\$3,957,300	\$4,076,000	\$4,198,200	\$4,324,200	\$4,453,900	\$4,587,500	\$4,725,100	\$4,866,800	\$5,012,800
Net Operating Surplus/(Deficit)	(\$420,000)	(\$937,000)	(\$965,000)	(\$994,000)	(\$1,023,600)	(\$1,054,700)	(\$1,086,300)	(\$1,118,800)	(\$1,152,100)	(\$1,186,700)	(\$1,222,500)

OPTION A

Estimated Debt Service	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)
Net Surplus/(Deficit)	(\$3,023,000)	(\$2,494,800)	(\$2,507,100)	(\$2,519,700)	(\$2,533,000)	(\$2,546,300)	(\$2,560,100)	(\$2,574,200)	(\$2,589,000)	(\$2,604,200)	

OPTION B

Estimated Debt Service	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)
Net Surplus/(Deficit)	(\$2,990,500)	(\$2,462,300)	(\$2,474,600)	(\$2,487,200)	(\$2,500,500)	(\$2,513,800)	(\$2,527,600)	(\$2,541,700)	(\$2,556,500)	(\$2,571,700)	

OPTION C

Estimated Debt Service	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)
Net Surplus/(Deficit)	(\$3,203,600)	(\$2,675,400)	(\$2,687,700)	(\$2,700,300)	(\$2,713,600)	(\$2,726,900)	(\$2,740,700)	(\$2,754,800)	(\$2,769,600)	(\$2,784,800)	

OPTION D

Estimated Debt Service	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)
Net Surplus/(Deficit)	(\$3,348,300)	(\$2,820,100)	(\$2,832,400)	(\$2,845,000)	(\$2,858,300)	(\$2,871,600)	(\$2,885,400)	(\$2,899,500)	(\$2,914,300)	(\$2,929,500)	

NOTE: Revenues do not include subsidy from property taxes, vehicle taxes, CARES funding or other sources, which have historically averaged approximately \$400,000 per year

Alta Canyon Sports Center

Feasibility Analysis
October 2021

AECOM Economics

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General Limiting Conditions

AECOM devoted effort consistent with (i) the level of diligence ordinarily exercised by competent professionals practicing in the area under the same or similar circumstances, and (ii) the time and budget available for its work, to ensure that the data contained in this report is accurate as of the date of its preparation. This study is based on estimates, assumptions and other information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with the client and the client's representatives. No responsibility is assumed for inaccuracies in reporting by the Client, the Client's agents and representatives, or any third-party data source used in preparing or presenting this study. AECOM assumes no duty to update the information contained herein unless it is separately retained to do so pursuant to a written agreement signed by AECOM and the Client.

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This document may include "forward-looking statements". These statements relate to AECOM's expectations, beliefs, intentions or strategies regarding the future. These statements may be identified by the use of words like "anticipate," "believe," "estimate," "expect," "intend," "may," "plan," "project," "will," "should," "seek," and similar expressions. The forward-looking statements reflect AECOM's views and assumptions with respect to future events as of the date of this study and are subject to future economic conditions, and other risks and uncertainties. Actual and future results and trends could differ materially from those set forth in such statements due to various factors, including, without limitation, those discussed in this study. These factors are beyond AECOM's ability to control or predict. Accordingly, AECOM makes no warranty or representation that any of the projected values or results contained in this study will actually be achieved.

This study is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

Project Background

Alta Canyon Sports Center

Feasibility Analysis

Project Overview

AECOM was retained by the City of Sandy, a Utah municipality, in March 2021 to conduct a feasibility analysis for a proposed updated ACSC.

Phase 1: Initial Planning

- Gather historic operating information for the existing ACSC, including programming, fee structures, financial operating statements, participation trends, and other relevant information to establish a baseline for the proposed updated facility
- Assess the local market's current and potential future demand and capacity to attract patrons to the proposed updated ACSC
- Compare the Sandy market to selected peer and benchmark markets to assess the Sandy market's position among these markets

Phase 2: Market Demand Analysis

- Develop estimates of demand and utilization for the proposed improvements to the ACSC (possibly including, but not limited to a new multi-purpose gymnasium space, a walking track, teenager activity space, and childcare / after school program space)

Phase 3: Financial Analysis

- Develop a detailed financial model for each recommended configuration

Phase 4: Site Analysis & Conceptual Plan

- Develop a preliminary, conceptual plan for the proposed improvements to the ACSC that reflects the market demand and program recommendations outlined in Phase 2

Phase 5: Construction Cost Estimate & Return on Investment Analysis

- Develop a preliminary construction cost estimate for the conceptual plans identified in Phase 4 and assess return on investment potential for each

Project Background

The following report utilizes AECOM's proprietary processes to provide Sandy City with an honest, unbiased evaluation of the existing Alta Canyon Sports Center (ACSC) and the potential for renovation, expansion, and/or replacement.

This analysis includes an actionable plan with which the City can move forward and enhance sports and recreation opportunities for the City's residents.

Additional supporting reference details and data are included in the Appendix of this report.



Initial Planning

Alta Canyon Sports Center

Feasibility Analysis

Initial Planning – Introduction

In this section, AECOM first reviews the current facility, programming, and finances at ACSC, including historical trends.

Next, AECOM reviews the local market, identifying historic, current, and projected demographic and socioeconomic trends and characteristics.

This is followed by an assessment of the existing inventory of sports and recreation facilities in the greater Sandy market area, including public and private indoor and outdoor sports complexes and recreation centers.

Then, AECOM summarizes inventory of comparable selected sports and recreation centers and compares these to the Sandy market to help identify potential gaps in terms of sports and recreation facility offerings.



Historic & Existing Operations Review

Alta Canyon Sports Center

Feasibility Analysis

Located in Sandy, UT, the Alta Canyon Sports Center (ACSC) originally opened in 1984. No major improvements have been completed at the center since. Two major expansion / renovation plans were drafted over the years, but neither were fully implemented.

Sandy City administration has hosted a series of town hall meetings and gathered public input about the future of the sports center. The administration has identified the center's continuing weaknesses of 1) lack of space and 2) undersupply of amenities, as well as the 3) aging infrastructure of the facility.

During the community outreach and surveys conducted, patrons identified key reasons why they visit ACSC. The following were top-ranking components and facility strengths recognized:

- Pool
- Weight room
- Fitness classes
- Cardio equipment
- Racquetball



Existing Operations – Key Survey Result Quotes

Strengths	Weaknesses
<i>“The pool and baseball fields are nice”</i>	<i>“We live close to the facility and previously went there, but the facilities were terrible, so now we pay more to go to Cottonwood”</i>
<i>“We love the pool. It has been a fun place for our family to go in the summers. We have also taken swim lessons there every year for seven years”</i>	<i>“...old, rundown, too far away from everything else, doesn’t offer anything that County rec centers don’t already offer”</i>
<i>“We use the racquetball courts most frequently; Alta is one of the few places that has them”</i>	<i>“We used the facility for years but due to the continually deteriorating equipment and unfilled promises to update and upgrade, we gave up”</i>
<i>“Pool, fitness classes, drop-in childcare”</i>	<i>“I would use the gym and a pickleball court if the gym were better and if there were courts. I would also use an indoor pool”</i>
<i>“Gym, swimming pool, before and after school programs, summer camps”</i>	<i>“I only use the pool. Some of the workout rooms are too small and claustrophobic for me”</i>
<i>“Pool, cardio, weights, and I used to use the preschool and childcare so I could exercise”</i>	<i>“...the workout room is small, old, and outdated. I live close enough to walk, but would rather pay and drive to Dimple Dell for better amenities”</i>
<i>“Aerobic classes, aqua classes, pool and locker rooms, surrounding park areas”</i>	<i>“I rarely go anymore because the facility is small and not open feeling”</i>
<i>“Pool, summer camp, before / after school care, exercise and lift equipment”</i>	<i>“Despite living close to Alta Canyon, we ended up with a membership to Cottonwood Heights because of the swim team program, but we love the facility, pools, and classes there and would love to see something similar at Alta Canyon”</i>

Historic & Existing Operations Review – Financial Summary

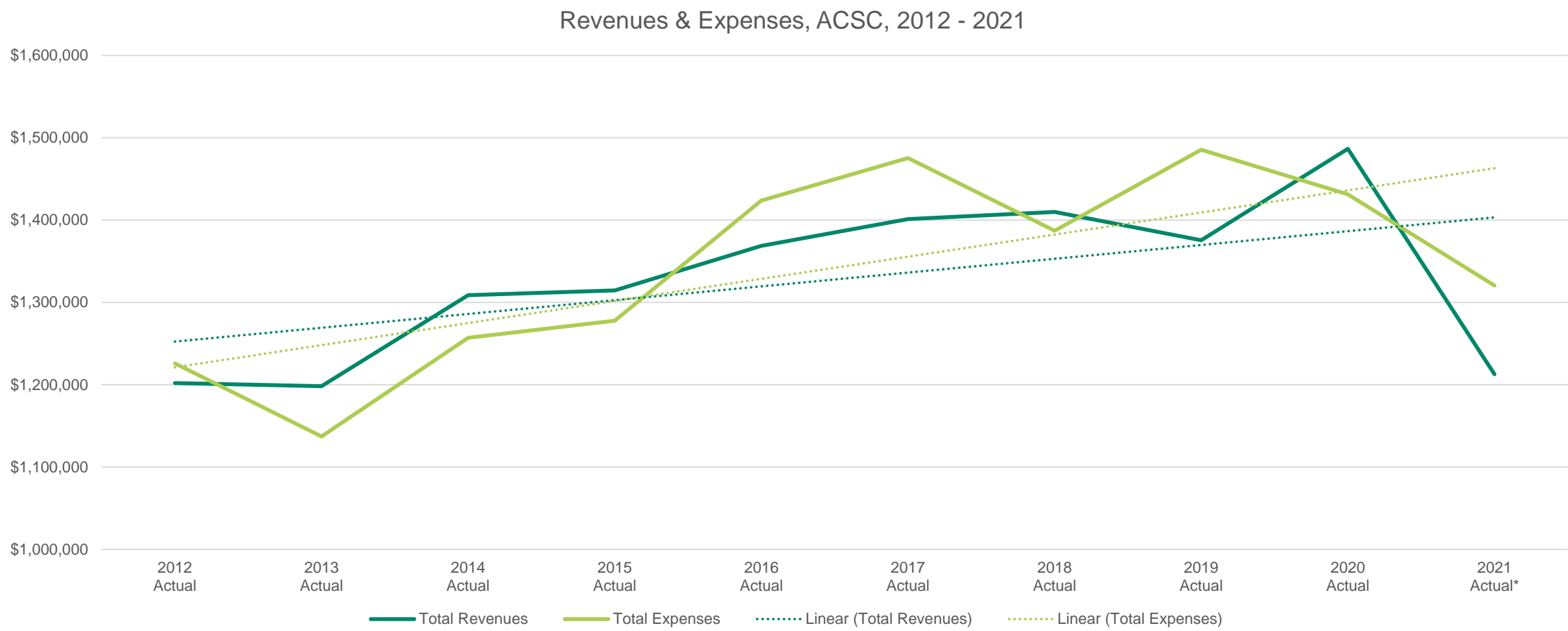
From 2012 to 2021, total revenues ranged from approximately \$1.2 to \$1.5 million, with an average of \$1.3 million. Revenues generally increased over this timeframe, but only slightly.

Over the past ten years, total expenses ranged from approximately \$1.1 to \$1.5 million, with an average of \$1.3 million. Expenses also generally increased during this duration.

In 2019 (before the COVID-19 pandemic), the estimated operational expense per square foot at ACSC was approximately \$62 (using an existing building area of 24,000 square feet).

ACSC (FY)	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual*
Total Revenues	\$1,202,042	\$1,198,232	\$1,308,727	\$1,314,584	\$1,368,679	\$1,401,090	\$1,409,839	\$1,375,506	\$1,486,463	\$1,212,659
Total Expenses	\$1,225,884	\$1,137,229	\$1,256,963	\$1,277,730	\$1,423,670	\$1,475,257	\$1,387,083	\$1,485,417	\$1,431,179	\$1,320,397
Gross Profit	-\$23,842	\$61,003	\$51,764	\$36,855	-\$54,991	-\$74,167	\$22,756	-\$109,911	\$55,284	-\$107,738
Accrual Adjustment	\$21,231	-\$1,521	\$41,473	\$12,003	\$30,788	-\$10,454	\$22,319	-\$8,436	-\$115,371	\$114,593
Balance (Beginning)	\$132,204	\$129,593	\$189,075	\$282,312	\$331,170	\$306,966	\$222,346	\$267,421	\$149,074	\$88,987
Balance (Ending)	\$129,593	\$189,075	\$282,312	\$331,170	\$306,966	\$222,346	\$267,421	\$149,074	\$88,987	\$95,842

Historic & Existing Operations Review – Revenues & Expenses Change



NOTE: 2020 and 2021 revenues include general fund transfers of \$285,000 and \$150,000, respectively, to accommodate shortfalls in operating revenues due to the COVID-19 pandemic.

*The revenues and expenses for FY 2021 are unaudited and are subject to change.

Historic & Existing Operations Review – Memberships

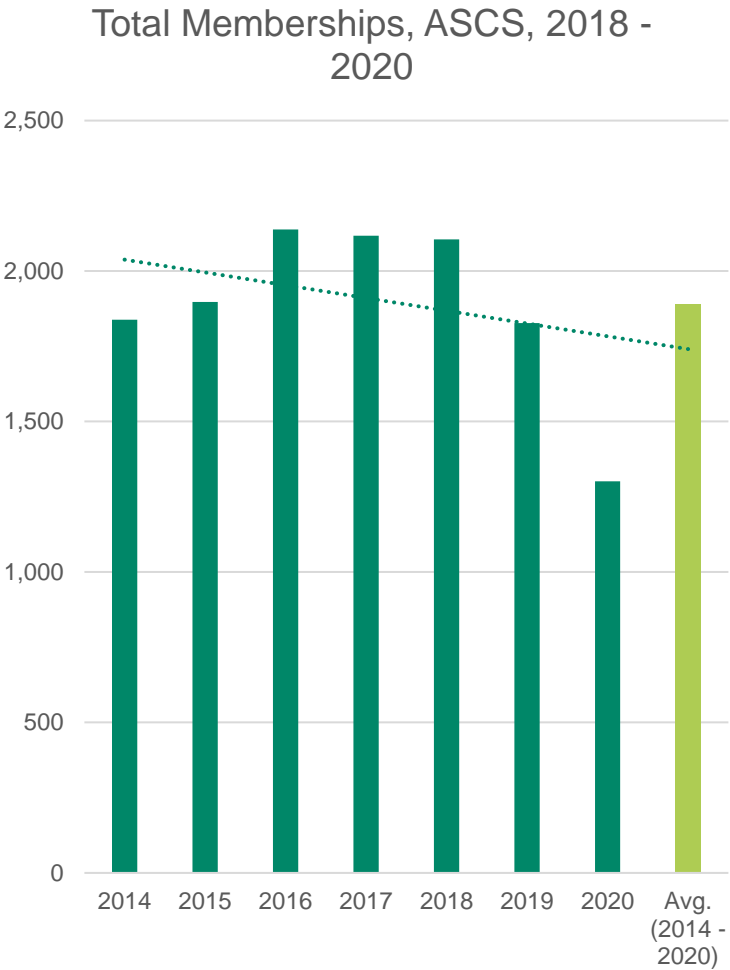
Total membership has generally decreased over recent years, ranging from a low of 1,301 members in 2020 to a peak of 2,138 in 2016. Average annual membership was approximately 1,890 members from 2013 to 2020.

In 2021, which was heavily impacted by the COVID-19 pandemic, memberships were down to 520.

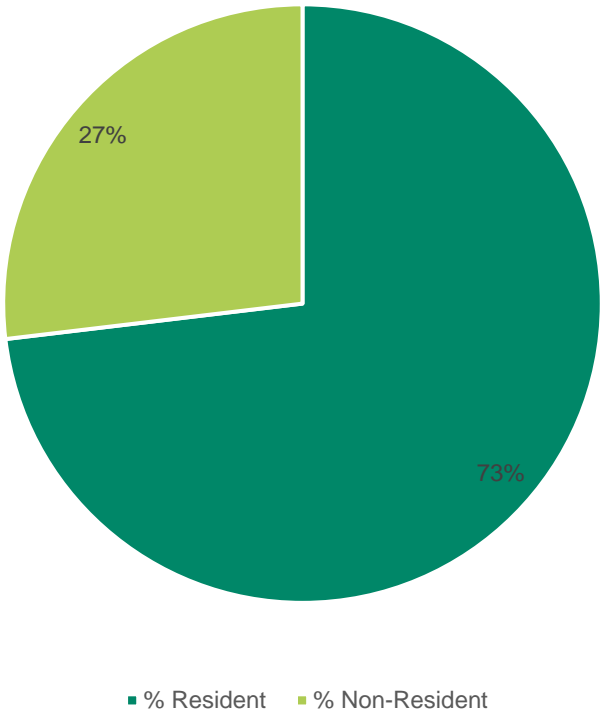
Typically, the largest proportion of membership types are:

- 1. Annual family
- 2. Summer family
- 3. Monthly pass

From 2014 to 2020, the average distribution of resident versus nonresident memberships was approximately 73% residents and 27% nonresidents; ACSC relies heavily on resident utilization.



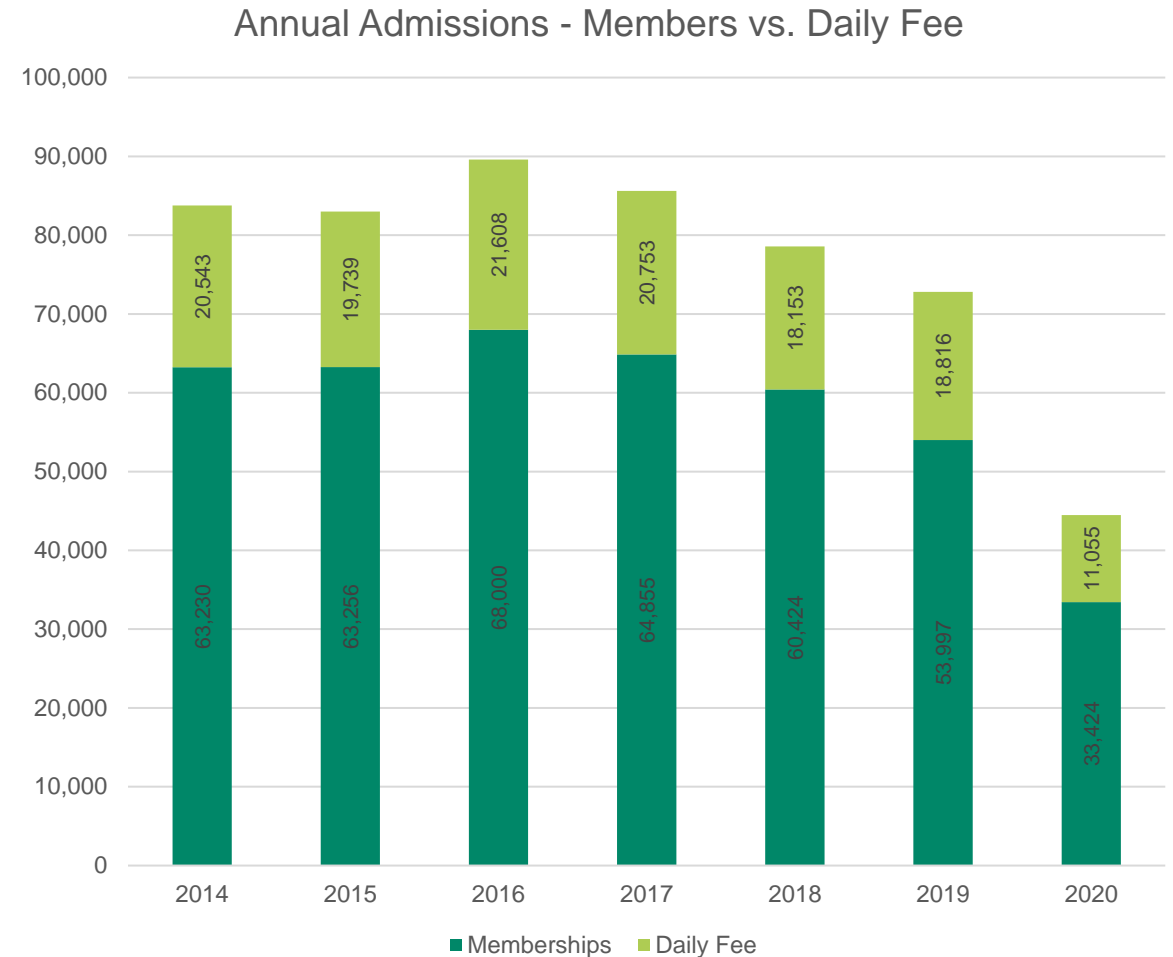
Distribution of Resident vs. Non-Resident Memberships, Average 2014 - 2020



1/ Information as of Thursday March 26, 2021.
2/ Summer passes are Memorial Day to Labor Day.

Historic & Existing Operations Review – Admissions

- Total annual admissions have followed the general membership trends, with a high in 2016 of just under 90,000 admissions
- Since 2016, annual admissions have decreased each year by approximately 5,000 per year, to approximately 73,000 in 2019
- 2020 admissions reflect the impact of COVID and facility attendance restrictions
- The ratio of daily fee admissions to membership admissions has remained relatively consistent, comprising approximately 24 percent to 25 percent of total admissions annually



Historic & Existing Operations Review – Key Takeaways

Alta Canyon Sports Center has a longstanding history in the market and has a well-established user base. However, over the years, due to lack of reinvestment and increased competition in the market, membership and daily user volumes, as well as revenue have substantially decreased.

The facility has many strengths, notably including the outdoor pool and availability of childcare. It provides users with many workout options (classes, weight room, aquatics, etc.). However, in order to keep up with market demand and changing user preferences, reinvestment is essential.



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Local Market Analysis

Alta Canyon Sports Center

Feasibility Analysis

Resident Market – Population

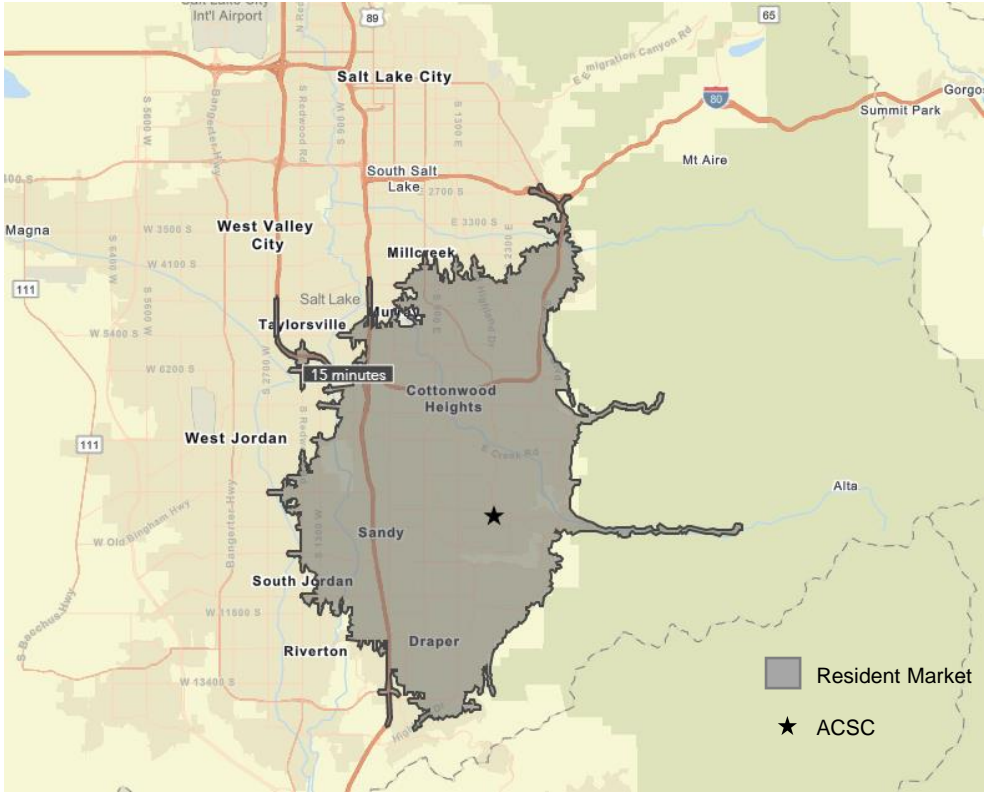
For the purpose of this report, AECOM has defined the total resident market as the population within a 0-to-15-minute drive time towards ACSC. Boundaries of this area are seen in the map at right.

Based on data provided by Esri, the resident market has grown at a steady rate over recent years, with an increase of approximately 37,000 persons between 2000 and 2021, a compound annual growth rate (CAGR) of 0.6 percent. In 2021, there were 306,000 residents.

Esri forecasts that the total resident market population will continue to grow, reaching approximately 324,000 persons in 2026, equal to an additional 18,000 persons over the 2020 population and a CAGR from 2021 to 2026 of 1.1 percent.

It is understood that Highland Drive may potentially be extended, potentially expanding the resident market population for ACSC due to better transit. Sandy City most recently mentioned that construction for this project will not start likely until 2030. For the purpose of this analysis, AECOM has not taken this infrastructure improvement into consideration.

Market	2000	2010	2021	2026
Resident Market	269,000	277,000	306,000	324,000



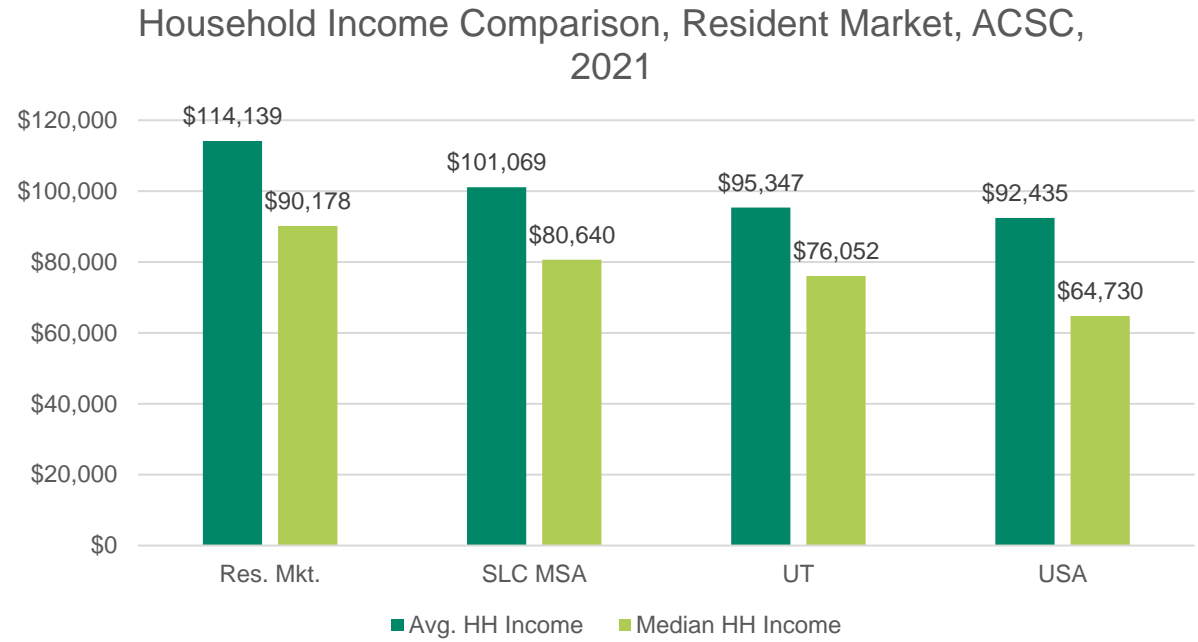
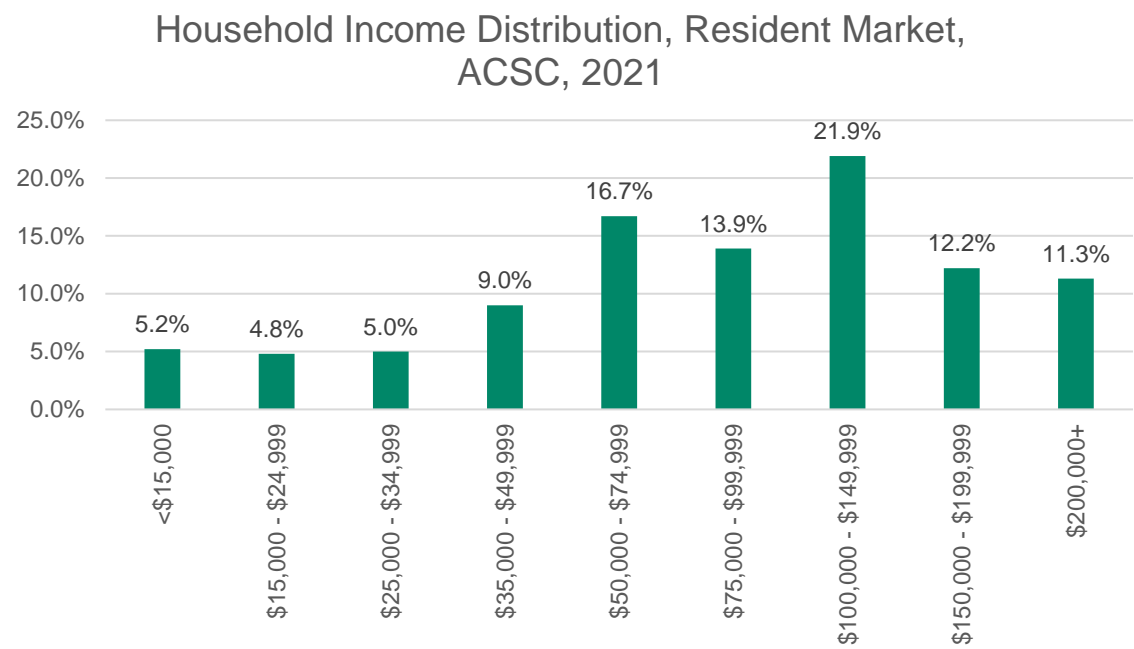
Source: Esri, AECOM; Aug. 2021.

Resident Market – Household Income

The resident market population has healthy household income levels.

Almost half of the resident market households (45%) have household incomes over \$100,000.

The 2021 resident market average household income was approximately \$114,000, with a median household income of approximately \$90,000. Both the resident market average and median household incomes are higher than in the Salt Lake City Metropolitan Statistical Area (SLC MSA), Utah, and the USA.



Resident Market – Age Distribution

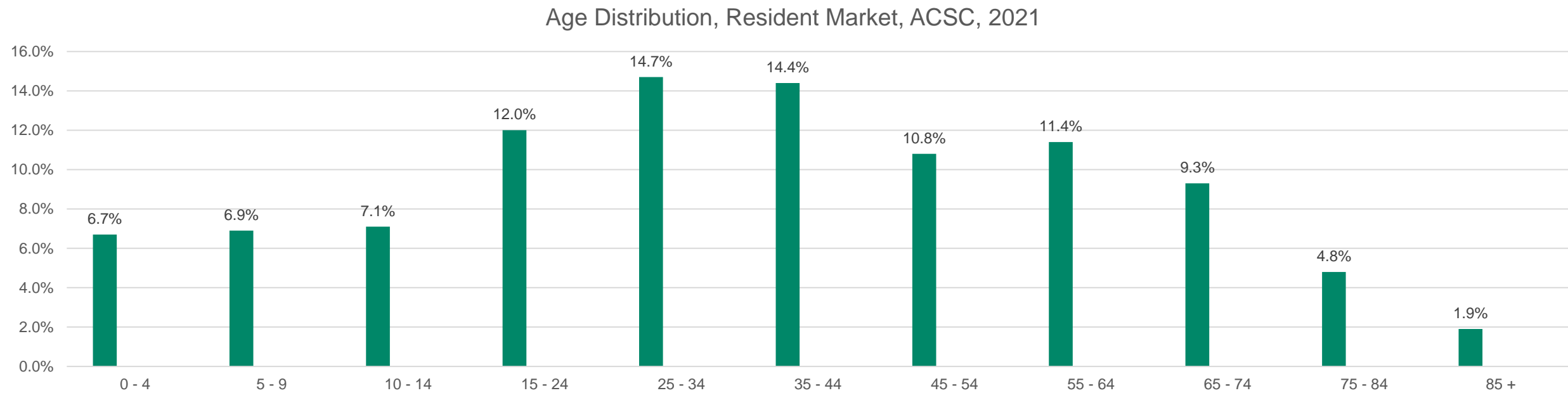
The largest proportion of residents are between 25 and 44 years old, comprising about 30% of the total population.

Approximately 20% of the resident market population is under the age of 15.

Approximately 16% of the resident market population is 65 years old or older.

The resident market median age in 2021 was 36.6 years old.

Approximately 36.3% of resident market households have children.



Source: Esri, AECOM; Aug. 2021.

Resident Market – Sports Participation

Across most metrics reviewed at right, the ACSC resident market had the largest percentage of participation compared to the other geographies reviewed.

The ACSC resident market had notably high participation in:

- Ice skating
- Pilates
- Swimming
- Walking
- Yoga

The only metrics that were lower for ACSC than another geography were:

- Participated in basketball in last 12 months. ACSC resident market was 8.4% versus the high of 8.7% in SLC MSA
- Participated in jogging / running in last 12 months. ACSC resident market (12.7%) was slightly lower than in SLC MSA (12.9%)
- Participated in Zumba in last 12 months. ACSC resident market (3.5%) versus high of 3.8% in SLC MSA

Metric	Res. Mkt.	SLC MSA	UT	USA
Participated in aerobics in last 12 months	8.3%	8.1%	7.8%	7.3%
Participated in basketball in last 12 months	8.4%	8.7%	8.4%	7.7%
Participated in ice skating in last 12 months	3.1%	2.8%	2.8%	2.6%
Participated in jogging/running in last 12 months	12.7%	12.9%	12.6%	10.9%
Participated in Pilates in last 12 months	3.6%	3.2%	3.1%	3.0%
Participated in swimming in last 12 months	18.8%	17.6%	17.7%	15.8%
Participated in tennis in last 12 months	4.1%	4.0%	4.0%	3.7%
Participated in volleyball in last 12 months	3.4%	3.4%	3.4%	3.2%
Participated in walking for exercise in last 12 months	28.6%	25.9%	26.3%	25.4%
Participated in weightlifting in last 12 months	12.9%	12.6%	12.4%	10.7%
Participated in yoga in last 12 months	10.5%	9.6%	9.4%	9.0%
Participated in Zumba in last 12 months	3.5%	3.8%	3.6%	3.4%

Regional Recreation Centers

AECOM reviewed a collection of regional recreation centers to gain a greater understanding of what similar properties currently exist in the market. Specific attention was given to what types of amenities are available and any recent renovations completed at these properties.

Recreation Center	City	Year Opened	Est. Total Building Area (sqft)	Distance from ACSC
Orem Family Fitness Center	Orem	2021	135,000	30 miles / 35 min. drive
Cottonwood Heights Recreation Center	Cottonwood Heights	1971	160,000	4 miles / 11 min. drive
Provo Recreation Center	Provo	2013	160,000	36 miles / 40 min. drive
The Park Center	Murray	2002	65,000	8 miles / 19 min. drive
Dimple Dell Recreation Center	Sandy	2000	75,000	3 miles / 9 min. drive
Holladay Lions Recreation Center	Holladay	2000	60,000	7 miles / 17 min. drive
Kearns Oquirrh Park Fitness Center	Kearns	1962	400,000	14 miles / 26 min. drive
South Davis Recreation Center	Bountiful	2008	185,000	27 miles / 32 min. drive
JL Sorenson Recreation Center	Herriman	2011	108,000	15 miles / 30 min. drive
Draper Recreation Center	Draper	2020	65,000	8 miles / 18 min. drive

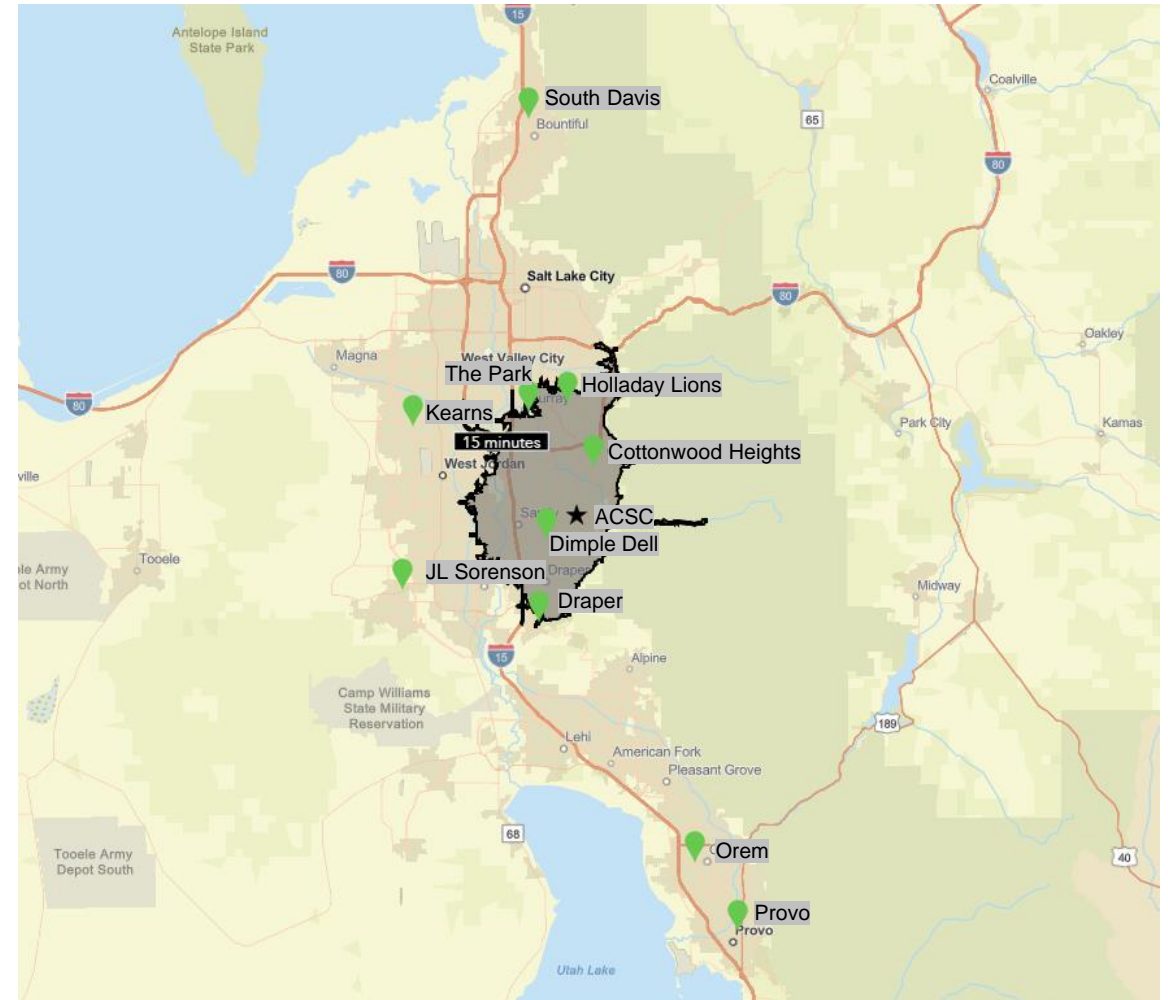
Source: Google Maps Directions, Aug. 2021.

Primary Market Recreation Centers Overlap

For the purpose of this analysis, AECOM has identified that the primary market supporting recreation centers in the region is within a 0-to-15-minute drive time area.

As seen in the map at right, the recreation centers located within ACSC's resident market include:

- Dimple Dell Recreation Center
- Cottonwood Heights Recreation Center
- Holladay Lions Recreation Center
- The Park Center
- Draper Recreation Center



Source: Esri, AECOM; Aug. 2021.

Primary Market Recreation Centers – Major Amenities Overlap

AECOM further analyzes the amenities available at each of the five locations within ACSC's resident market. This analysis helps identify any likely cannibalization or overlap between centers based on amenities offered. It also shows where there is saturation and gaps / opportunities in the market.

Component	Alta Canyon Sports Center	Cottonwood Heights Recreation Center	The Park Center	Dimple Dell Recreation Center	Holladay Lions Recreation Center	Draper Recreation Center	Total # of Recreation Centers
Basketball Court(s)		x	x	x	x		4
Volleyball Court(s)			x	x	x		3
Racquetball Court(s)	x	x					1
Pickleball Court(s)		x	x	x	x		4
Badminton Court(s)				x			1
Baseball / Softball	x				x		2
Outdoor Tennis Court(s)	x	x					1
Fieldhouse						x	1
Indoor Soccer						x	1
Indoor Ice Rink		x					1
Indoor Track (walking track)		x	x	x	x		4
Indoor Pool(s)		x	x	x	x	x	5
Outdoor Pool(s)	x	x	x			x	3
Spa		x					1
Gym / Fitness Center	x	x	x	x	x	x	5
Fitness Studio(s)	x	x	x	x	x	x	5
Multipurpose Room(s)	x	x	x	x	x	x	5
Batting Cages						x	1
Childcare	x	x	x	x	x	x	5
Climbing Wall / Bouldering				x			1
Game Room			x				1

Primary Market Recreation Centers – Amenity Popularity

Out of the five recreation centers reviewed within ACSC's resident market, the following amenities were found at all five properties:

- Indoor pool(s), of which ACSC does not have
- Gym(s)
- Fitness studio(s)
- Multipurpose room(s)
- Childcare services

Four out of the five recreation centers had the below, of which ACSC does not have any:

- Basketball court(s)
- Pickleball court(s)
- Indoor track

In terms of less popular amenities identified at the five centers within ACSC's resident market area:

- ACSC and Cottonwood Heights are the only centers with racquetball courts
- Dimple Dell has badminton courts
- ACSC and Holladay Lions have a baseball / softball facility
- ACSC and Cottonwood Heights are the only centers with tennis courts (outdoor courts)
- Draper has a fieldhouse onsite and thus can offer indoor field sports such as soccer
- Cottonwood Heights has the only indoor ice rink
- Cottonwood Heights has the only spa
- Draper has batting cages
- Dimple Dell has a climbing wall
- The Park Center has a game room

Regional Recreation Centers – Unique Amenities Offered in Region

Outside of the somewhat more typical recreation center amenities offered, the regional centers offer a few unique experiences, including the below. Unique amenities may draw populations from a larger area, potentially from beyond a 15-minute drive time.



Indoor Water Park
(The Park Center)



Movie Area (Kearns)



NEOS Wall (Provo)



Library / Computer
Lab (Provo)



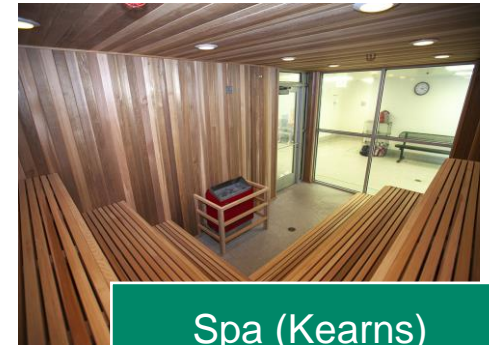
Skate Park (Provo)



Fieldhouse (Draper)



Dedicated Senior
Facilities (Provo)



Spa (Kearns)

Regional Recreation Centers – Recent Renovations

Three of the regional recreation centers underwent recent renovations.

- Cottonwood and Provo both added pickleball courts
- Provo’s renovation included a unique NinjaCross indoor obstacle course
- Kearns greatly expanded its offering, adding multiple fitness and training areas

Cottonwood Heights (2018)	Provo (2020)	Kearns (2018)
The outdoor dive tank was completely rebuilt in 2018. 6 pickleball courts were added adjacent to the facility over the last 5 years. HVAC upgrades and replacements and a new Zamboni.	Installed the first indoor NinjaCross obstacle course; added 3rd fitness studio; new amenities added to outdoor activity pool; converted 1 of the outdoor tennis courts to pickleball courts; 3 basketball courts were redesigned to feature official Utah Jazz replica courts; expanded membership to the Triple Play Membership which gives amenity access to members at Golf Course, Ice Arena, and Fieldhouse Fitness facilities.	<p>The new construction added nearly 13,000 square feet to the facility. It connects the Kearns Oquirrh Park Fitness Center and the Utah Olympic Oval. It also houses an athlete training area for Olympic athletes. There is over 10,000 square feet of cardio and weight equipment inside the new building.</p> <p>The first floor has weight and strength equipment, and the second floor has the cardio machines. It is furnished with all new equipment. Center management is in the process of selling a parcel of land to finance its new machines.</p>

Regional Recreation Centers – Estimated Market Penetration

Compared to the other regional recreation centers reviewed, ACSC has few members and substantially lower attendance per year.

Estimated membership penetration for ACSC is in line with Draper's and slightly lower than both The Park Center and Holladay Lions, however, it is substantially lower than the average (4.0%) and median (3.2%) of the group.

Estimated attendance penetration for ACSC is substantially lower than all other reviewed facilities, at 23.8%. The average is approximately 223.4% and median is 104.5% for the group.

Facility	Est. # of Members	Est. Visits per Year / Attendance	Est. Res. Mkt. Size (0-to-15-min. DT)	Membership Mkt. Penetration	Attendance Mkt. Penetration
Orem Family Fitness Center	17,000	1,200,000	364,000	4.7%	329.7%
Cottonwood Heights Recreation Center	13,850	350,000	428,000	3.2%	81.8%
Provo Recreation Center	25,000	2,035,000	271,000	9.2%	750.9%
The Park Center	5,000	330,000	621,000	0.8%	53.1%
Dimple Dell Recreation Center	N/A	N/A	402,000	N/A	N/A
Holladay Lions Recreation Center	4,000	293,000	454,000	0.9%	64.5%
Kearns Oquirrh Park Fitness Center	18,633	458,430	439,000	4.2%	104.4%
South Davis Recreation Center	22,344	682,918	229,000	9.8%	298.2%
JL Sorenson Recreation Center	8,000	297,000	284,000	2.8%	104.6%
Draper Recreation Center	1,800	N/A	299,000	0.6%	N/A
Alta Canyon Sports Center	1,827	72,813	306,000	0.6%	23.8%

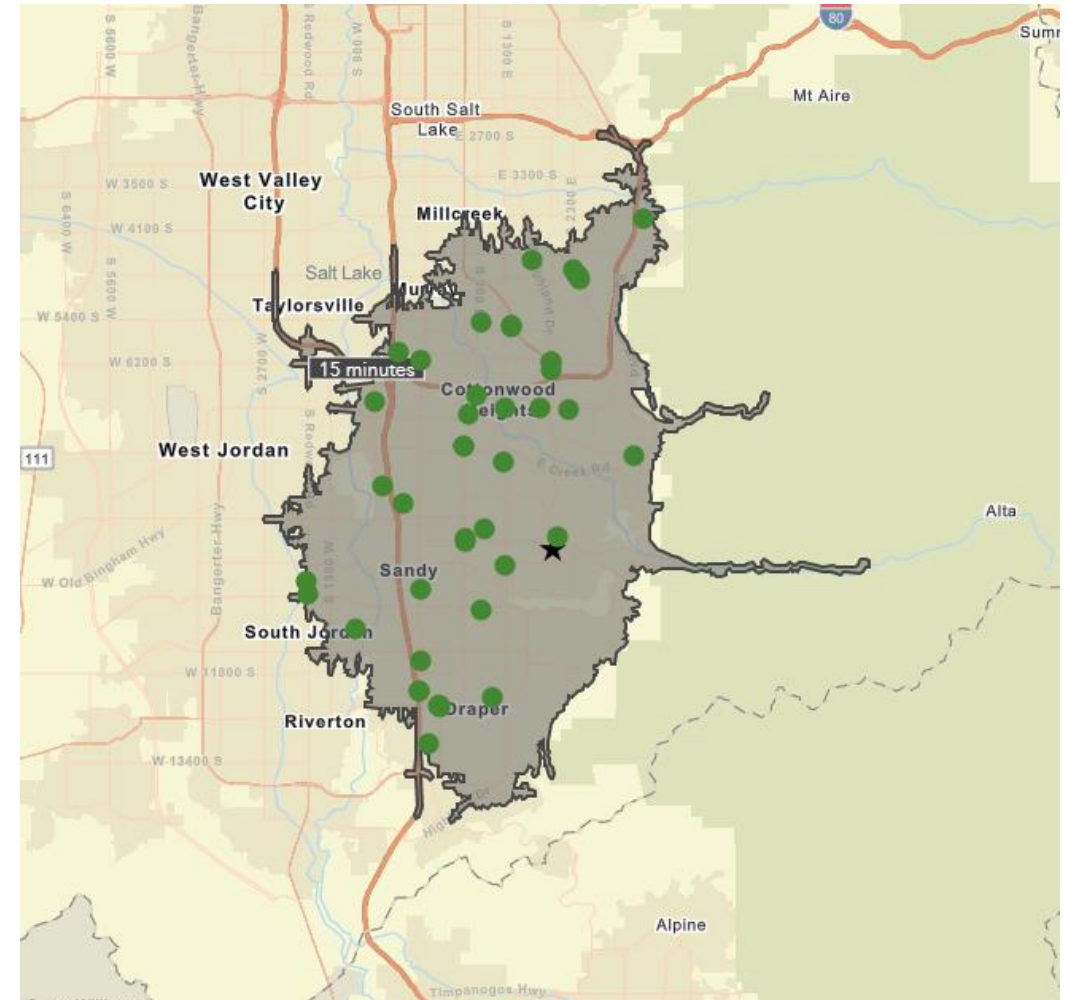
Regional Competitive Private Facilities

As seen in the map at right, within a 15-minute drive time of ACSC, Esri identifies 47 health clubs, studios, and gymnasiums (a detailed list can be found in the Appendix).

The range of basic amenities offered by these facilities includes:

- Group classes (HIIT, CrossFit, aerobics, Pilates, kickboxing, etc.)
- Personal training
- Cardio machines
- Weights
- Showers
- Massage and physical therapy
- Senior facilities and classes
- Cafés / juice and smoothie bars
- Childcare
- Nutrition coaches
- Community events

The private facilities market within ACSC's resident market is highly saturated and competitive.



Source: Esri, AECOM; Aug. 2021.

Local Market Analysis – Key Takeaways

The resident market population supporting attendance at ACSC is growing and has healthy household income levels. It is also generally very active and has high levels of sports participation.

The regional market is saturated in terms of comparable recreation centers; within a 15-minute drive of ACSC, there are five other facilities.

Most all the regional comparable facilities have an indoor pool, gyms, fitness studios, multipurpose rooms, and childcare services.

A few facilities in the area have undergone recent renovations or recently opened. Pickleball courts, parkour obstacle courses, and bigger, better fitness offerings were among the newly-added components at these.

Some facilities in the area also offer more unique experiences, such as dedicated senior facilities, a skate park, and a movie area; these unique amenities may draw populations from a larger area than the 15-minute drive time area.

The surrounding area is also saturated with private gym facilities.

In general, ACSC currently penetrates the resident market far less than the other regional facilities. Estimated membership and total annual attendance penetration rates are significantly below average and median levels for the reviewed group. This implies that there may be room for improvement at ACSC.



Market Demand Analysis

Alta Canyon Sports Center

Feasibility Analysis

Market Demand Analysis – Introduction

In this section, AECOM identifies key trends in the industry, potential gaps and opportunities in the regional market, and possible recommendations for the renovation and updating of ACSC.

As part of this research, AECOM conducted a series of interviews with the Sandy City Council and Alta Canyon Sports Center Board of Directors as well as a public input session. In addition, AECOM and the City conducted an online interview to gather insights into potential improvements that could be made to the Sports Center.



Stakeholder Interviews – Sandy City Council

Goals of ACSC Renovation Effort	Key Council “Success” Factors	Amenities to Consider	Benchmark / Aspirational Facilities
Provide asset that draws from entire City, across all demographics	Expand draw area across entire City	Heavy demand for pickleball in area	Cottonwood Heights Recreation Center (indoor pool, ice rink)
Provide community gathering space	Increase revenues, with goal of break-even operations	Need more indoor sports facilities	Provo Recreation Center
Ensure facility is sustainable for future generations	Consider renovation vs. new construction	New/improved pool (consider indoor pool)	Murray Recreation Center
Provide new location for Parks and Recreation department offices	Leverage partners, donors and investors to support ACSC	Indoor tennis	Crestwood Recreation Center (community gathering place)
Modernize ACSC, lighten and brighten the space, “bring the outside inside”	Provide connectedness between physical and overall wellness	Indoor track (walking and running)	Dimple Dell Recreation Center
Focus on local users first; visitor	Serve all ages through all seasons	Multiple attractions... “don’t want to be a one-trick pony”	Holiday Lions Recreation Center
		Think “outside the box” (i.e., health clinic/classes, nature-based activities, computer lab/gaming area)	South Davis Recreation Center
			Oquirrh Recreation Center (unique funding/operations model)

Stakeholder Interviews – ACSC Board of Directors

Goals of ACSC Renovation Effort	How does Board define “Success?”	Amenities to Consider	Benchmark / Aspirational Facilities
Provide updated and expanded facility	Maintain break-even operations	Indoor track (recreational walking/jogging)	Bountiful / South Davis Recreation Center
Increase accessibility beyond existing base (expand classes, before and after school programming, etc.)	Maximize local utilization, visitors secondary	Pickleball and tennis facilities	Herriman Recreation Center (Salt Lake County facility)
Make facility family oriented with unique individual components and activities that appeal across generations	Expand revenue generating programming (childcare, summer camps)	Indoor pool (include waterpark features)	Provo Community Recreation center
Make facility more year-round, consider indoor pool and track (walking/jogging)	Become a place that members return to regularly	Indoor multi-purpose courts (basketball, volleyball, pickleball, etc.)	Draper Recreation Center
Consider expanding Special Service District to increase funding and support		Expanded childcare space	
Increase gathering space, provide social rooms		Improved entrance/security/check-in space, improve overall flow of facility	
Provide more open feel, bring outside inside			

Stakeholder Interviews – Public Input Session

ACSC is a “hidden jewel” that needs to be developed and improved	Consider unique funding opportunities, understand funding mechanisms for regional facilities	Expand the tax base to entire City (multiple similar comments)	Future considerations, flexibility and adaptability are important going forward	People would be willing to pay higher fees for more offerings/amenities	Need basketball courts available for youth leagues	Consider building new vs. renovation
Treat the ACSC and surrounding area as “sacred”	Increase fitness classes, expand weight room, spin room and fitness center	Needs to be a true community center	Have membership at other rec centers due to lack of amenities at ACSC; would consider returning to ACSC with renovation	Expand already successful childcare programming; programs need more space	Expand offerings for teenagers, provides foundation for healthy lifestyle as they grow older	Esports is growing and should be considered as offering
Facility should be available for everyone to enjoy	More windows, too dark inside, low ceilings, bad air conditioning	Consider covering pool for winter months to make year-round?	Pool and fitness classes are most important offerings	Outdoor lighted tennis/pickleball courts would be great	Indoor tennis is needed in the area	Expand operating hours
No commercial development (rumors about commercialization and high-density housing)	Keep the outdoor pool, views are best in the region	Pickleball in heavy demand	Improve security in parking lots, lighting important, safe drop-off areas	Offer outdoor classes	Indoor walking/jogging track	Create something new, something we don’t have, unique to Sandy

Based on survey results from ACSC community outreach, the top amenities recognized as missing from / users would like to see at the facility included:

- Indoor pool
- Better weight room
- More courts (basketball and pickleball)
- More area / larger rooms
- Updated equipment
- Running / walking track

The amenities identified above present potential opportunities for improvement at the existing ACSC, which could help better align the facility with the competition in the region.



South Davis Recreation District recently conducted a survey to see what types of amenities residents are interested in. It was found that residents were interested in increased opportunities and improved facilities for:

1. Outdoor pools
2. A recreation center
3. Pickleball
4. Tennis courts (indoor and outdoor)
5. Senior facilities

Kearns Oquirrh Park Fitness Center also recently conducted a survey to see what types of amenities residents are interested in. It was found that residents were interested in increased opportunities and improved facilities for:

1. More fitness classes (yoga, Zumba, aerobics, etc.)
2. Rock climbing
3. Racquetball facilities
4. Better pool facilities



Industry Trends



According to the Sports & Fitness Industry Association Topline Participation Report and Sport and Recreation Alliance studies, over recent years there has been increased engagement in all activity categories due to a heightened awareness of the value of fitness to overall health and wellbeing. General participation in health and fitness categories has significantly increased.



Top ranking activities included class-based exercises, outdoor activities, and cardio-based activities.



Of specific mention are the increased participation rates in basketball (casual participation increased 6% over a five-year period) and cardio tennis and pickleball are both up 10%.



According to the 2021 National Sporting Goods Association, fitness activities have shown consistent growth since the 1990s, driven by exercise walking and running. Hiking also continues to increase in popularity.

Recommended Improvements

Based on the conducted analysis, in order to better the offering at ACSC, AECOM has identified a collection of recommended improvements at the facility.

AECOM recommends:

- Increasing the size of the fitness and weight areas, and generally upgrading the equipment
- Adding basketball courts
- Adding pickleball courts
- Adding outdoor tennis courts
- Adding multipurpose / flex space for programming
- Adding designated space for teens and seniors
- Adding a unique, “out of the box”, or “wow” component
- Improving the childcare areas
- Improving the office spaces

Although an indoor pool was repeatedly identified as a preferred improvement by users, based on the competition in the immediate market, the hefty cost associated, and talks with industry professionals regarding the cost basis of this construction, AECOM does not recommend enclosing the existing outdoor pool or adding an indoor pool at this time. AECOM suggests, however, to upgrade or renovate the existing pool support spaces and remove the spa / sauna, to be replaced with additional locker (gender-neutral) space.

Recommendation – Fitness & Weight Room Areas

The existing fitness areas and weight room at ACSC are very outdated and noted to be cramped. AECOM recommends increasing the size and space available for general fitness equipment and weights. AECOM also recommends updating the weight room equipment available to patrons.

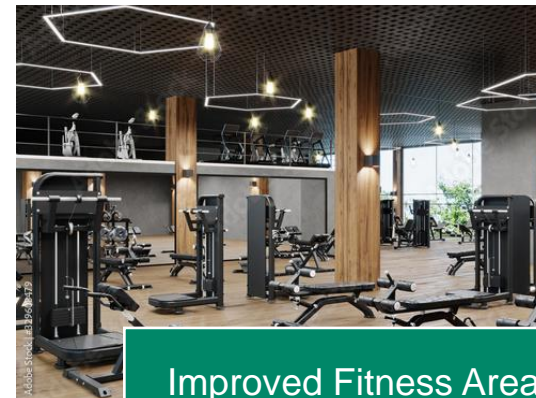
Regional recreation centers have fitness areas ranging in size from approximately 3,000 to 10,000 square feet. By increasing the fitness area to approximately 5,000 square feet and updating the equipment, ACSC's offering will be more competitive in the market.



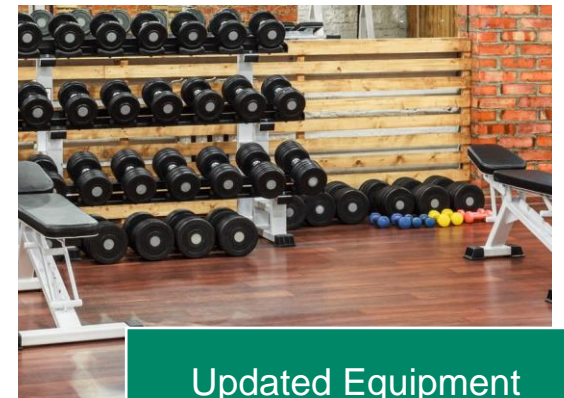
ACSC Cardio



ACSC Weights



Improved Fitness Area



Updated Equipment

Recommendation – Basketball / Volleyball Courts & Indoor Track

ACSC currently does not have any basketball courts. Typically, these types of courts can be configured for all forms of basketball (high school, junior high, elementary, etc.) and can also function as volleyball courts or other indoor sport courts.

Within the region, most facilities have between two and four available basketball courts.

AECOM recommends two indoor basketball courts be added at ACSC. A single basketball court is typically around 8,000 square feet, while a double basketball court takes up closer to 14,000 square feet.

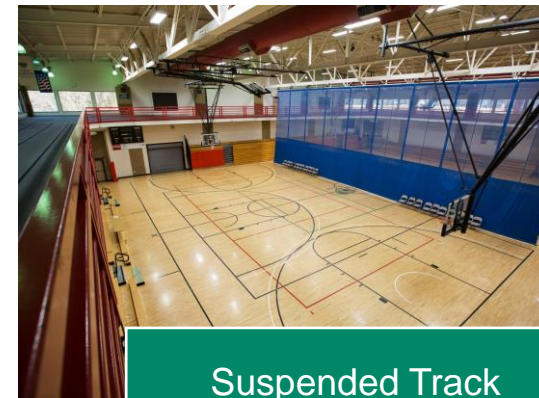
AECOM also recommends adding a suspended walking track above the courts.



Basketball Courts



Volleyball Conversion



Suspended Track

Recommendation – Tennis & Pickleball Courts

AECOM recommends the addition of four outdoor tennis courts at ACSC. These can potentially be enclosed or partially enclosed to extend the season.

Given the increasing demand for the sport, AECOM also recommends that these courts be marked for pickleball as well.



Recommendation – Multipurpose / Flex Space / Teen & Senior Area

ACSC currently has a multipurpose room that is used for fitness classes and rentals.

There is increasing demand for flexible gathering and community space.

AECOM recommends adding more multipurpose area in the form of an approximately 3,000 square foot room, divisible into 600 and 700 square foot blocks.

Programming types may include senior programming, additional space for after school programs, leisure classes, game room or lounge, STEM classes, etc.

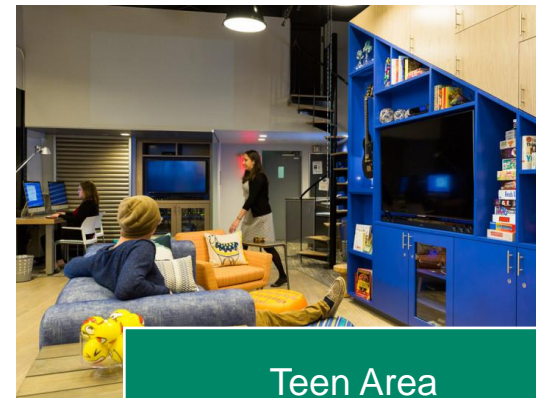
AECOM recommends having some designated space for teens and seniors, at approximately 500 square feet per use.



Multipurpose Fitness Area



Flex Event Space



Teen Area



Senior Facilities

Recommendation – Unique Experience – Example: Stacked Aerial Course

AECOM also recommends some kind of added unique experience.

A stacked aerial course, also sometimes referred to as high ropes or vertical adventure course, is a modular climbing attraction.

- They are typically up to four levels tall
- They have a small footprint, approximately 1,000 to 10,000 square feet. Can be indoors or outdoors. Estimated at ACSC around 2,500 square feet
- The attraction capacity can reach up to 160 persons

Due to their flexible nature, these constructions can be easily extended; add-ons may include a course specific for kids, a giant swing, an abseiling station, zip lines, mini golf, and more.

This use type may work very well at ACSC given:

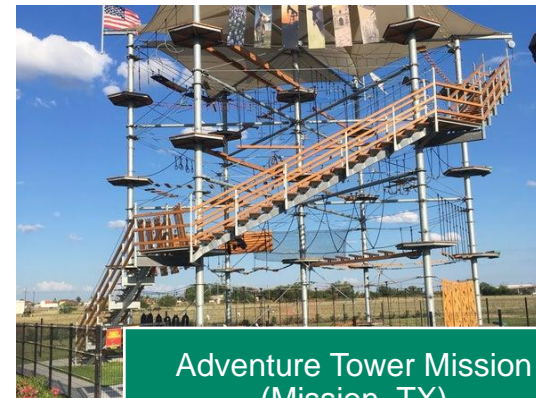
- The target market is large; there are climbing paths for both young and old
- Stacked aerial courses also offer event opportunities. They are often used for birthday party or corporate teambuilding rentals
- These attractions support health and wellness, adventure and thrill, and solution-based challenges



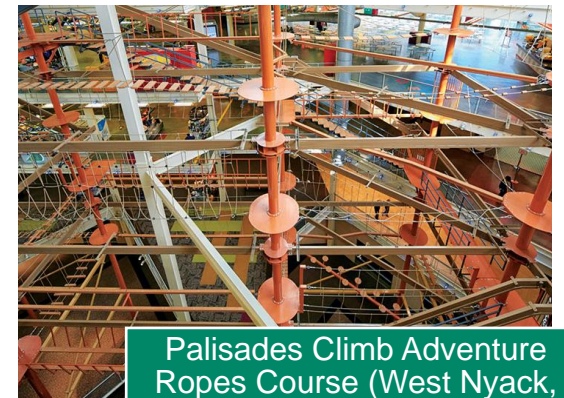
Epic Sky Trek (Castle Rock, CO)



Howlers Peak Ropes Course (Minneapolis, MN)



Adventure Tower Mission (Mission, TX)



Palisades Climb Adventure Ropes Course (West Nyack, NY)

Recommendation – Unique Experience – Example: Surf Attraction

Another example of a unique experience is a surf attraction.

There are many types of small-scale surf attractions now available in the market. These attractions provide users with a customizable, engineered wave to surf or boogieboard on.

- They come in wide range of sizes, from compact to multi-user layouts
- They have a small footprint, approximately 1,000 to 1,700 square feet
- The attraction capacity can reach up to approximately 500 rides per hour

Given their standalone construction, these products can easily be positioned at an existing facility.

This use type may work very well at ACSC given:

- The target market is large; mainly targeted at children, teenagers, and young adults, but that could also be done by other adults
- Wave machines also offer event opportunities. They are often used for birthday party or community event showcases and rentals
- These attractions support health and wellness, adventure and thrill, and can be used as a training system



WaveOz



FlowRider Double



FlowRider Compact



FlowRider Inflatable
Mobile

Recommendation – Childcare Area

ACSC currently provides a before and after school care program, a play and learn preschool care option, an hourly childcare center, and summer camps. The out of school time program has an estimated capacity of 135 children. Capacity is estimated for the hourly care around 30 children.

AECOM recommends adding to and improving these services; in the ACSC survey results, many users identified the importance of this offering. AECOM recommends adding 15 to 20% more space for this use type, maintaining a similar breakdown of spaces as the last renovation program.

Based on available data, most regional recreation centers have smaller childcare programs, with capacities ranging from 15 to 100 children. ACSC has one of the larger programs in the area.



Improved Childcare Spaces



Improved Childcare Spaces



Improved Childcare Spaces

Conceptual Plan Options

Alta Canyon Sports Center

Feasibility Analysis



- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 3. POOL SUPPORT
- 4. PUBLIC SUPPORT
- 5. OPERATIONS/SUPPORT
- 6. CIRCULATION

Level 1 SF: 22,900
Total Gross SF: 24,000





6. CIRCULATION

Level 2 SF: 1,130
Total Gross SF: 24,000

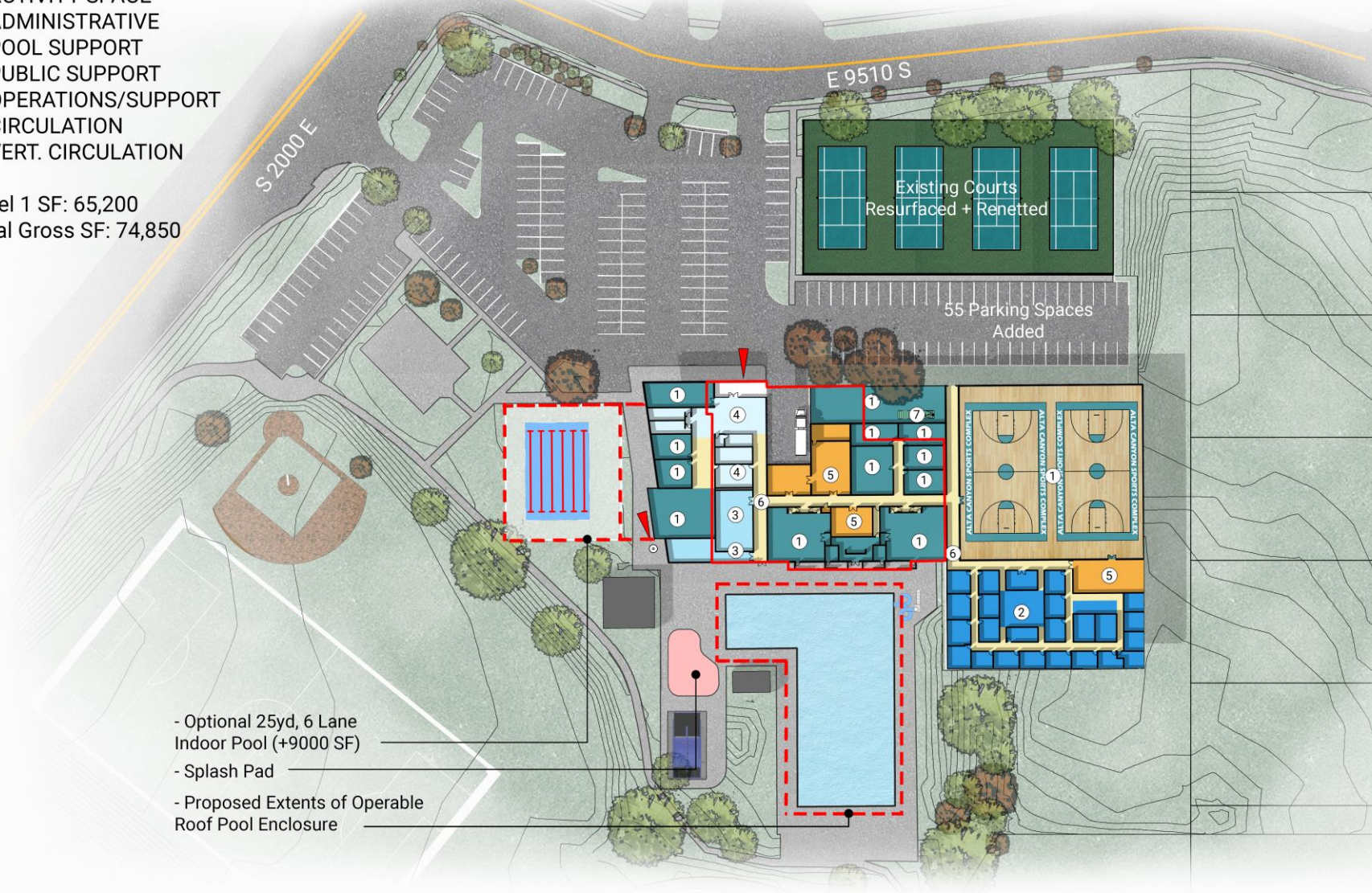


A

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 65,200
Total Gross SF: 74,850

- Optional 25yd, 6 Lane Indoor Pool (+9000 SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure



Pros:

- Programming on one level
- High visibility to main entrance with new climbing feature
- Allows exterior access to pool area
- Maintains existing locker facilities (with modernization)

Cons:

- Extensive excavation/grading for addition to east
- Dock location screened but still adjacent to main entrance
- Office accessibility only through building, no separate entrance near parking

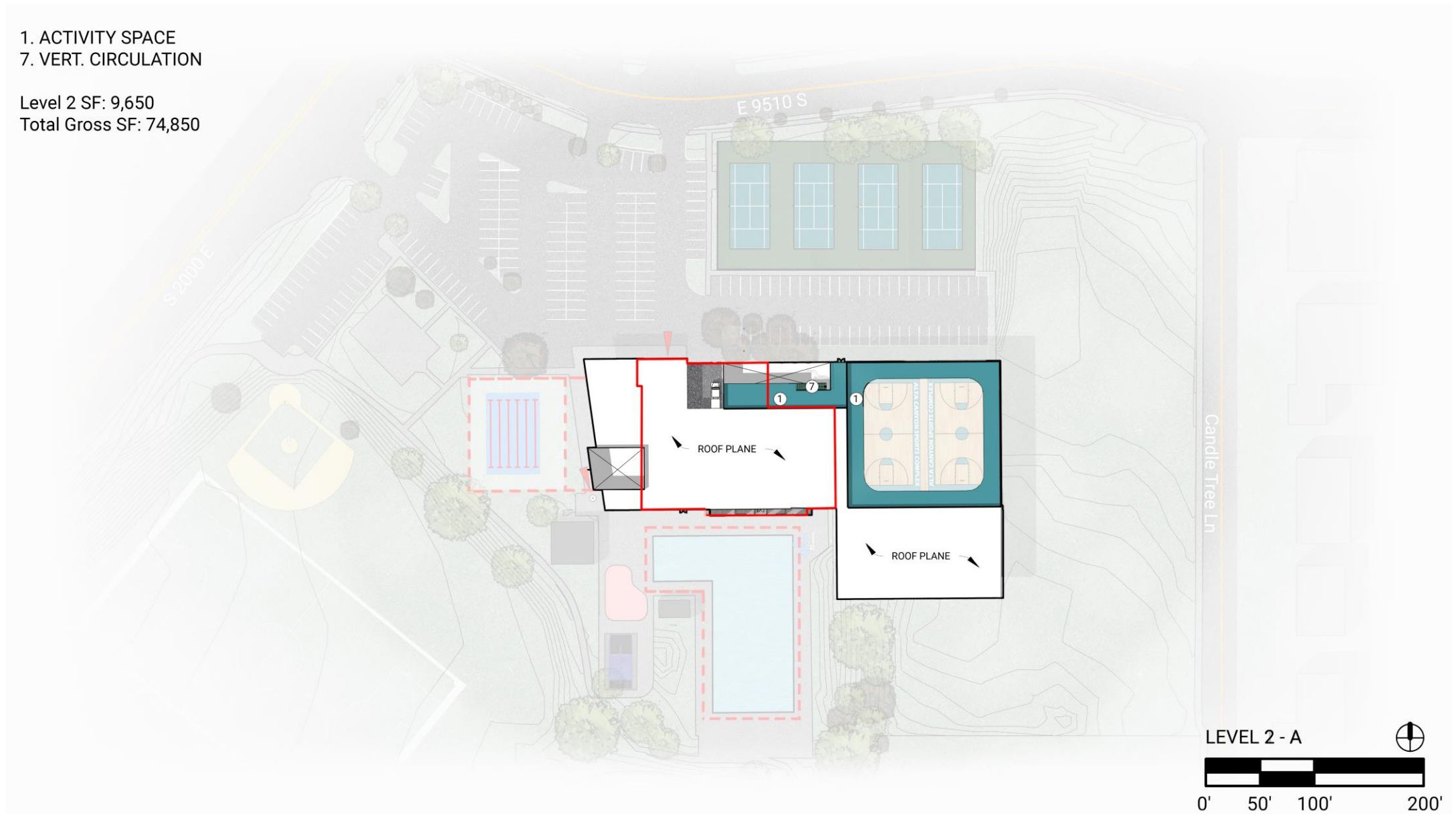
LEVEL 1 - A

0' 50' 100' 200'

A

1. ACTIVITY SPACE
7. VERT. CIRCULATION

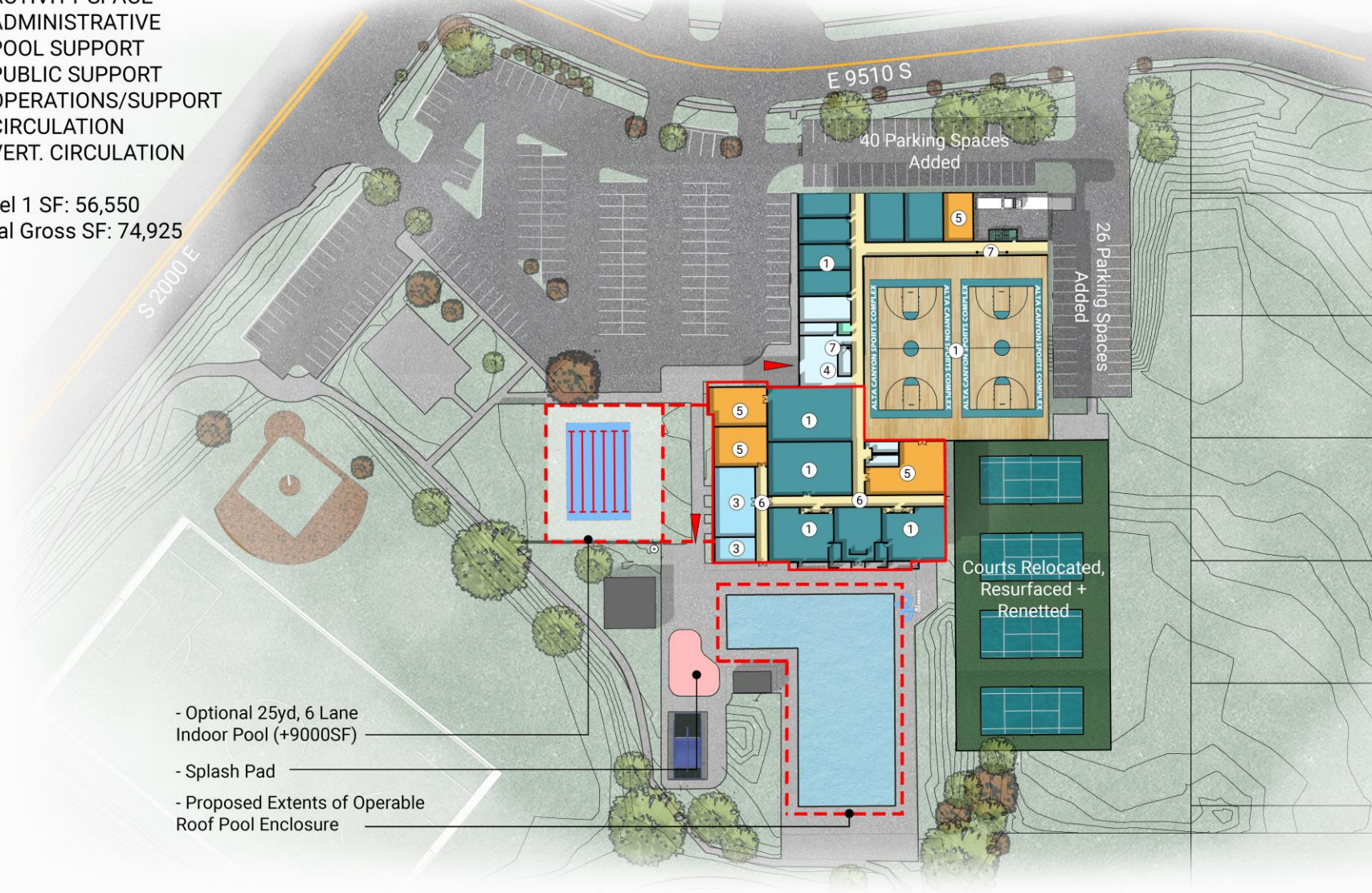
Level 2 SF: 9,650
Total Gross SF: 74,850



B

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 56,550
Total Gross SF: 74,925



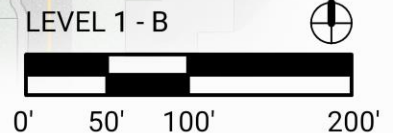
- Optional 25yd, 6 Lane Indoor Pool (+9000SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Two story entrance with climbing feature creates attraction
- Maintain existing locker facilities (with modernization)
- Office program moved to second level, allows direct access from exterior
- Loading dock relocated to east, away from patron areas
- Exterior access to pool area maintained

Cons:

- Dock location may require new curb cut on E 9510 S
- Tennis courts tucked to rear of site, require significant grading/excavation and addition of new parking to east side



B

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 6. CIRCULATION
- 7. VERT. CIRCULATION

Level 2 SF: 18,425
Total Gross SF: 74,925



C

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 53,500
Total Gross SF: 72,730



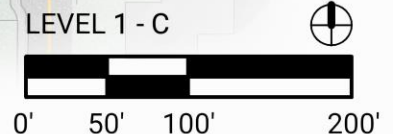
- Optional 25yd, 6 Lane Indoor Pool (+9000SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Two story linear entrance creates dynamic exterior presence with views to interior, including climbing feature
- Existing tennis courts remain in place, resurfaced and improved
- Potential pool enclosure can be fully integrated with new construction
- Existing pool equipment maintained with new locker and support spaces
- Minimal excavation required
- Office program segregated to second level with direct access from main lobby

Cons:

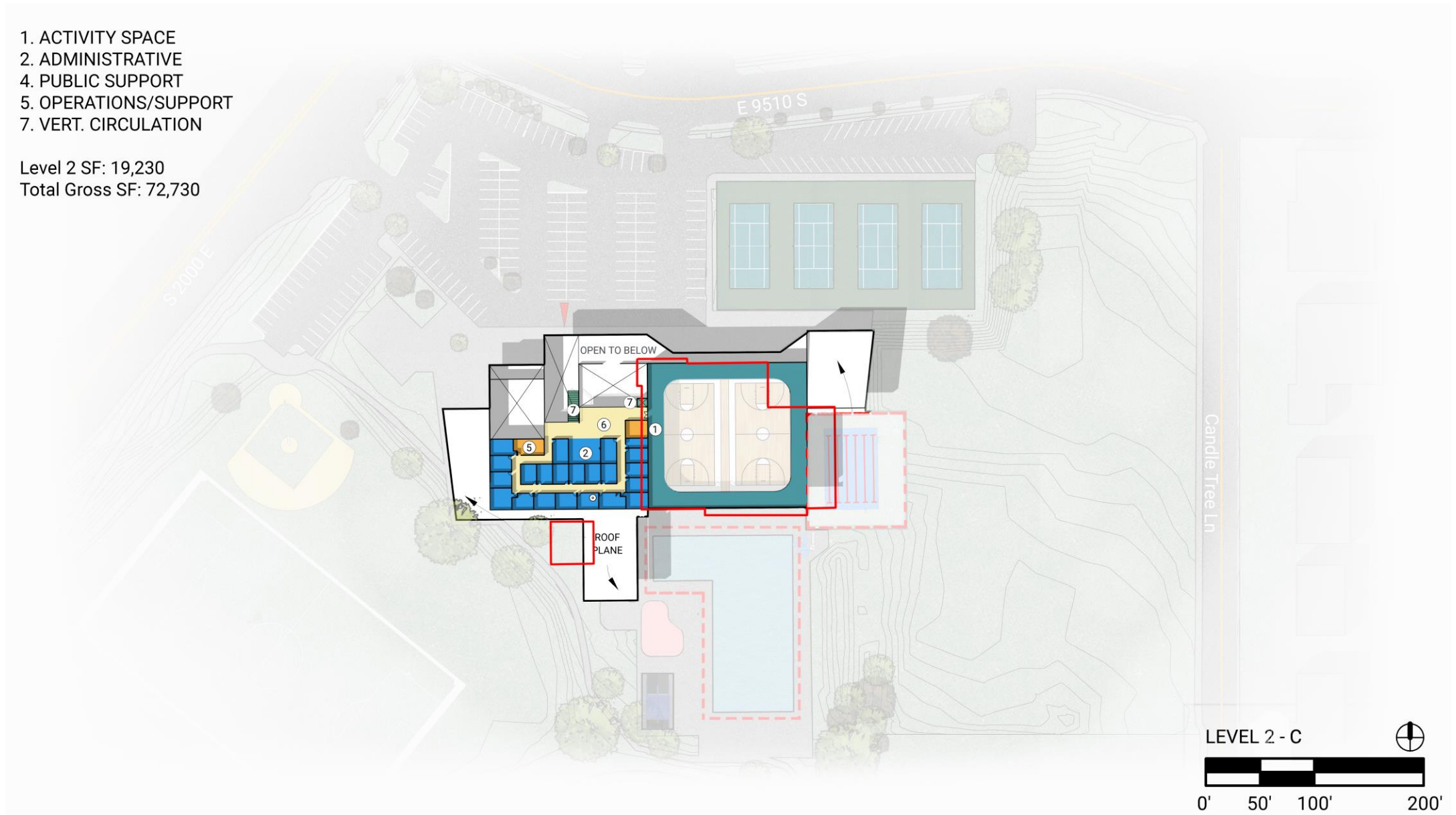
- Fill/retaining wall required at west near loading dock
- Pool accessible only through building, no exterior access



C

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 4. PUBLIC SUPPORT
- 5. OPERATIONS/SUPPORT
- 7. VERT. CIRCULATION

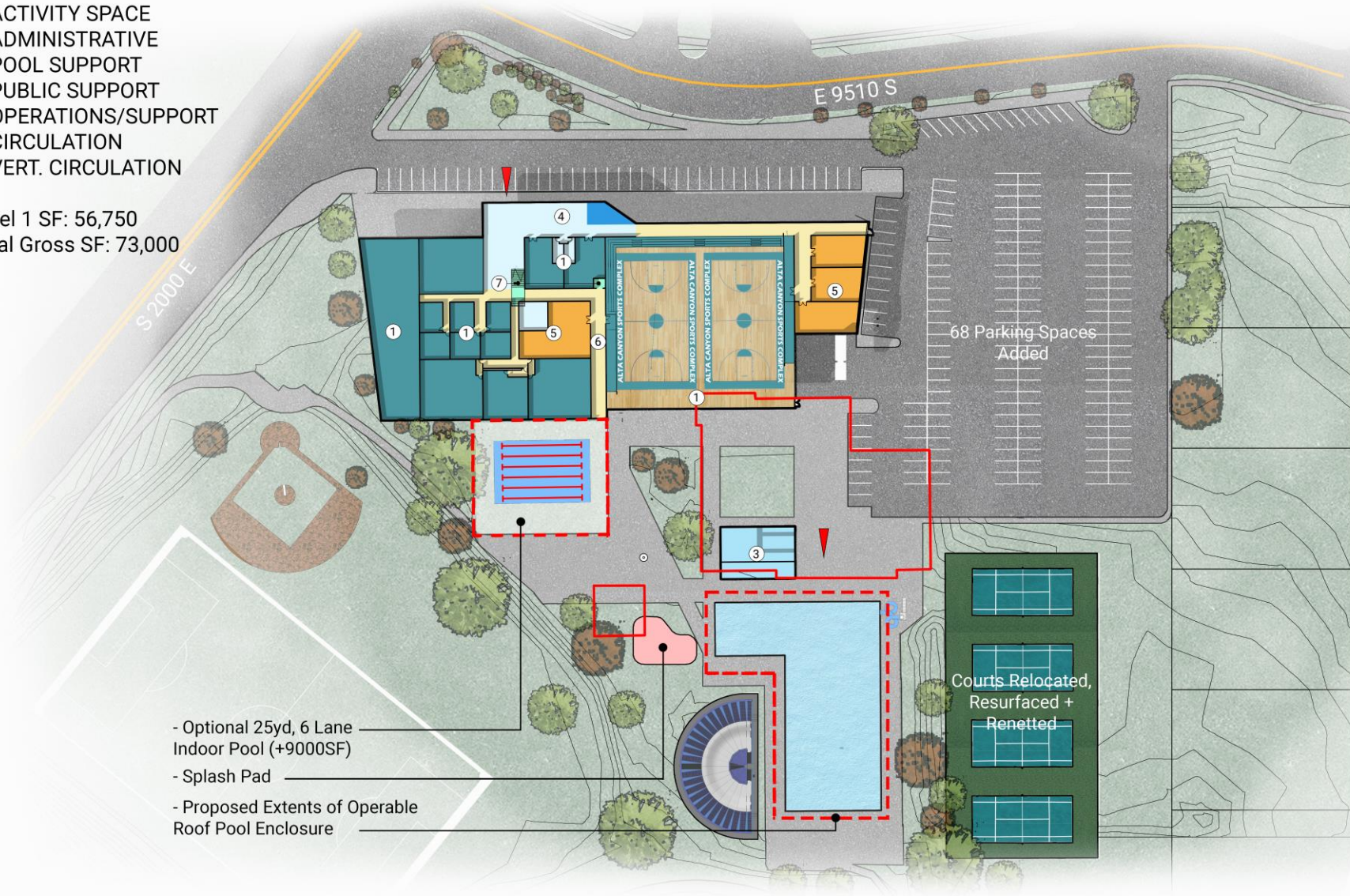
Level 2 SF: 19,230
Total Gross SF: 72,730



D

1. ACTIVITY SPACE
2. ADMINISTRATIVE
3. POOL SUPPORT
4. PUBLIC SUPPORT
5. OPERATIONS/SUPPORT
6. CIRCULATION
7. VERT. CIRCULATION

Level 1 SF: 56,750
Total Gross SF: 73,000



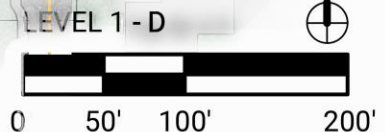
- Optional 25yd, 6 Lane Indoor Pool (+9000SF)
- Splash Pad
- Proposed Extents of Operable Roof Pool Enclosure

Pros:

- Two story linear entrance creates dynamic exterior presence with views to interior, including climbing feature
- Building has strong presence at NW corner of site at vehicular intersection
- Office program segregated to second level with direct access from main lobby
- Pool is accessible from Exterior & Interior
- Building placement allows for expansive "Plaza" connecting the pool & program spaces

Cons:

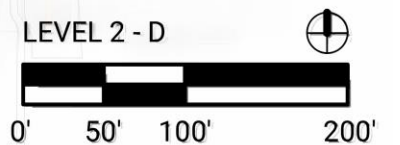
- Pool is separated from the main facility
- Reconstruction of main parking area required, possibly at higher elevation than facility main floor



D

- 1. ACTIVITY SPACE
- 2. ADMINISTRATIVE
- 6. CIRCULATION
- 7. VERT. CIRCULATION

Level 2 SF: 18,250
Total Gross SF: 73,000



Construction Cost Estimate – OUTDOOR POOL w/Optional Enclosure

AECOM developed preliminary Range of Magnitude cost estimates for each of the scenarios presented herein. It is important to note that these estimates are based on the preliminary conceptual program developed as part of this analysis. Due to the conceptual nature of the program and design at this stage, these estimates are presented purely for informational purposes. As the design process commences, these estimates are likely to change as the program and design are refined.

OUTDOOR POOL - W/OPTIONAL ENCLOSURE								
Description of Area	Option A - Renovation		Option B - Renovation		Option C - New Build		Option D - New Build	
	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost
Public Support	2,940	\$979,200	2,940	\$871,200	2,940	\$992,700	2,940	\$992,700
Administrative	10,050	2,351,700	10,050	2,351,700	10,050	3,437,100	10,050	3,437,100
Activity Space	47,424	19,964,400	47,424	19,040,400	47,424	20,606,400	47,424	20,606,400
Pool Support	3,240	444,000	3,240	444,000	3,240	444,000	3,240	710,400
Operations/Support	6,900	654,300	6,900	654,300	6,900	1,246,200	6,900	1,246,200
Vertical Circulation	3,240	259,200	3,240	259,200	3,240	388,800	3,240	388,800
Subtotal	73,794	\$24,652,800	73,794	\$23,620,800	73,794	\$27,115,200	73,794	\$27,381,600
Other								
Demolition	12,990	233,800	12,990	207,800	18,990	475,700	78,990	917,700
Parking/Infrastructure	27,439	451,700	28,032	459,400	23,104	420,400	88,994	1,428,400
Relocate Tennis Courts	0	0	28,000	560,000	28,000	140,000	28,000	560,000
Total Construction Costs		\$25,338,300		\$24,848,000		\$28,151,300		\$30,287,700
Soft Costs (30%)	30%	7,601,500		7,454,400		8,445,400		9,086,300
Total Project Cost		\$32,939,800		\$32,302,400		\$36,596,700		\$39,374,000
OPTIONAL: Pool Enclosure		3,900,000		3,900,000		3,900,000		3,900,000
Total Project Cost - W/Optional Pool Enclosure		\$36,839,800		\$36,202,400		\$40,496,700		\$43,274,000
Estimated Debt Service (a)		\$1,879,500		\$1,847,000		\$2,066,100		\$2,207,800

a) Debt service assumes 3% interest and a 30-year term

Note: Square footage may differ slightly from totals noted on previous pages due to conceptual nature of the cost estimate and building program

Construction Cost Estimate – INDOOR AND OUTDOOR POOL

AECOM developed preliminary Range of Magnitude cost estimates for each of the scenarios presented herein. It is important to note that these estimates are based on the preliminary conceptual program developed as part of this analysis. Due to the conceptual nature of the program and design at this stage, these estimates are presented purely for informational purposes. As the design process commences, these estimates are likely to change as the program and design are refined.

INDOOR AND OUTDOOR POOL								
Description of Area	Option A - Renovation		Option B - Renovation		Option C - New Build		Option D - New Build	
	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost	Square Feet	Cost
Public Support	2,940	\$979,200	2,940	\$871,200	2,940	\$992,700	2,940	\$992,700
Administrative	10,050	2,351,700	10,050	2,351,700	10,050	3,437,100	10,050	3,437,100
Activity Space	47,424	19,964,400	47,424	19,040,400	47,424	20,606,400	47,424	20,606,400
Pool Support	16,590	6,556,500	16,590	6,556,500	16,590	6,466,500	16,590	6,777,900
Operations/Support	6,900	654,300	6,900	654,300	6,900	1,246,200	6,900	1,246,200
Vertical Circulation	3,240	259,200	3,240	259,200	3,240	388,800	3,240	388,800
Subtotal	87,144	\$30,765,300	87,144	\$29,733,300	87,144	\$33,137,700	87,144	\$33,449,100
Other								
Demolition	12,990	233,800	12,990	207,800	18,990	475,700	78,990	917,700
Parking/Infrastructure	27,439	451,700	28,032	459,400	23,104	420,400	88,994	1,428,400
Relocate Tennis Courts	0	0	28,000	560,000	28,000	140,000	28,000	560,000
Total Construction Costs		\$31,450,800		\$30,960,500		\$34,173,800		\$36,355,200
Soft Costs (30%)	30%	9,435,200		9,288,200		10,252,100		10,906,600
Total Project Cost		\$40,886,000		\$40,248,700		\$44,425,900		\$47,261,800
Estimated Debt Service (a)		\$2,086,000		\$2,053,500		\$2,266,600		\$2,411,300

a) Debt service assumes 3% interest and a 30-year term

Note: Square footage may differ slightly from totals noted on previous pages due to conceptual nature of the cost estimate and building program

Utilization & Financial Model

Alta Canyon Sports Center

Feasibility Analysis

Key Operating Assumptions

REVENUE ASSUMPTIONS – OUTDOOR POOL ONLY

Memberships – increase from average of approximately 2,000 memberships per year to 3,100 memberships per year

- Includes blended average of membership types/levels based on historic allocation
- Represents increase in penetration percentage (memberships as percent of population) from 0.6% to 1.0%, which is consistent with other similarly sized facilities in comparable markets
- Assumes blended average of \$100 per membership, compared to \$95 per membership historically

Daily Admissions – increase from approximately 20,000 to 40,000 per year

- Assumes ratio of daily admissions to membership admissions consistent with historical average
- Assumes daily admission rate of \$7.00 per admission, consistent with locally competitive venues

Total Admissions – increase from historic average of approximately 82,000 to 215,000

- Assumes average visits per membership increases from historic average of 32 visits per year to 48 visits per year (blended average across all membership types/levels)

Instruction Revenue – increase from historic average of \$600,000 per year to \$1.5 million per year

- Based on average instruction revenue per visit, historically \$7.32 per visit
- Assumes \$7.00 per visit

Surf Attraction Revenue

- Assumes operational from May through September
- Assumes total of 10,000 users per year (400 users per week)
- Assumes \$10.00 per user fee in addition to membership/daily pass fee

Key Operating Assumptions cont.

REVENUE ASSUMPTIONS – OUTDOOR POOL ONLY (CONT.)

Climbing Attraction Revenue

- Assumes 24,000 total visitors (approximately 2,000 users per month/460 users per week)
- Assumes \$10.00 per user fee in addition to membership/daily pass fee

Food and Beverage Revenue – increases from historical average of \$82,000 to \$195,000

- Assumes per visitor spending increases from historic average of \$0.32 to \$1.00
- Assumes improved food and beverage offerings

Other Revenues

- Rental Revenue – increase from \$20,000 historical average to \$40,000; includes birthday/private parties/corporate events, etc.
- Other Revenue – assumed to remain consistent with historical averages of \$35,000 per year

REVENUE ASSUMPTIONS – INDOOR AND OUTDOOR POOL

Memberships – assume 3,500 total memberships compared to 3,100 with outdoor pool only

Surf Attraction – assumes indoor facility with year-round operations, estimated 24,000 annual users

Other Assumptions

- All other revenue assumptions consistent with Outdoor Pool only scenario
- Attendance-based revenues adjusted accordingly with same per visitor spending assumptions

Key Operating Assumptions cont.

OPERATING EXPENSE ASSUMPTIONS – OUTDOOR POOL ONLY

- **Payroll, Wages and Benefits** – increase from historic average of \$760,000 per year to \$1.1 million per year
 - Assumes addition of two recreation coordinators, two FTE custodians, two FTE reception clerks and two FTE instructors
 - Benefits consistent with historical average of 30% of total wages (blended for FT and PT positions)
- **Operating Expense** – increases from historical average of \$82,000 to \$195,000
 - Assumes per visitor spending increases from historic average of \$0.32 to \$1.00
 - Assumes improved food and beverage offerings
- **Other Revenues**
 - Rental Revenue – increase from \$20,000 historical average to \$40,000; includes birthday/private parties/corporate events, etc.
 - Other Revenue – assumed to remain consistent with historical averages of \$35,000 per year

ASSUMPTION ADJUSTMENTS – INDOOR AND OUTDOOR POOL SCENARIOS

- **Memberships** – assume 3,500 total memberships compared to 3,100 with outdoor pool only
- **Surf Attraction** – assumes indoor facility with year-round operations, estimated 24,000 annual users
- **Other Revenue Assumptions**
 - All other revenue assumptions consistent with Outdoor Pool only scenario
 - Attendance-based revenues adjusted accordingly with same per visitor spending assumptions
- **Payroll** – Assumes addition of two recreation coordinators and part-time lifeguards
- **Operating Expenses** – increase square footage for indoor pool, increase expense per square foot to \$25/sf to account for indoor pool operations

Operating Pro Forma – OUTDOOR POOL ONLY

Operating Revenues											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Memberships	\$190,000	\$310,000	\$319,300	\$328,900	\$338,700	\$348,900	\$359,400	\$370,200	\$381,300	\$392,700	\$404,500
Daily Admissions	93,000	280,000	288,400	297,100	306,000	315,100	324,600	334,300	344,400	354,700	365,300
Instruction Fees	600,000	1,365,000	1,406,000	1,448,100	1,491,600	1,536,300	1,582,400	1,629,900	1,678,800	1,729,100	1,781,000
Surf Attraction	n/a	100,000	103,000	106,100	109,300	112,600	115,900	119,400	123,000	126,700	130,500
Climbing Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Food and Beverage	26,000	195,000	200,900	206,900	213,100	219,500	226,100	232,800	239,800	247,000	254,400
Rental Revenue	20,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200
Other Revenue	35,000	35,000	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700
Total Operating Revenue	\$964,000	\$2,565,000	\$2,642,100	\$2,721,300	\$2,803,000	\$2,886,900	\$2,973,600	\$3,062,800	\$3,154,800	\$3,249,300	\$3,346,700

Operating Expenses											
	Historic Average 2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages	\$760,000	\$1,140,000	\$1,174,200	\$1,209,400	\$1,245,700	\$1,283,100	\$1,321,600	\$1,361,200	\$1,402,000	\$1,444,100	\$1,487,400
Benefits	184,000	342,000	352,300	362,900	373,800	385,000	396,600	408,500	420,800	433,400	446,400
Operating Expenses	440,000	1,480,000	1,524,400	1,570,100	1,617,200	1,665,800	1,715,700	1,767,200	1,820,200	1,874,800	1,931,100
Total Operating Expenses	\$1,384,000	\$2,962,000	\$3,050,900	\$3,142,400	\$3,236,700	\$3,333,900	\$3,433,900	\$3,536,900	\$3,643,000	\$3,752,300	\$3,864,900
Net Operating Surplus/(Deficit)	(\$420,000)	(\$397,000)	(\$408,800)	(\$421,100)	(\$433,700)	(\$447,000)	(\$460,300)	(\$474,100)	(\$488,200)	(\$503,000)	(\$518,200)

OPTION A

Estimated Debt Service	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)	(\$1,879,500)
Net Surplus/(Deficit)	(\$2,276,500)	(\$2,288,300)	(\$2,300,600)	(\$2,313,200)	(\$2,326,500)	(\$2,339,800)	(\$2,353,600)	(\$2,367,700)	(\$2,382,500)	(\$2,397,700)	

OPTION B

Estimated Debt Service	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)	(\$1,847,000)
Net Surplus/(Deficit)	(\$2,244,000)	(\$2,255,800)	(\$2,268,100)	(\$2,280,700)	(\$2,294,000)	(\$2,307,300)	(\$2,321,100)	(\$2,335,200)	(\$2,350,000)	(\$2,365,200)	

OPTION C

Estimated Debt Service	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)	(\$2,066,100)
Net Surplus/(Deficit)	(\$2,463,100)	(\$2,474,900)	(\$2,487,200)	(\$2,499,800)	(\$2,513,100)	(\$2,526,400)	(\$2,540,200)	(\$2,554,300)	(\$2,569,100)	(\$2,584,300)	

OPTION D

Estimated Debt Service	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)	(\$2,207,800)
Net Surplus/(Deficit)	(\$2,604,800)	(\$2,616,600)	(\$2,628,900)	(\$2,641,500)	(\$2,654,800)	(\$2,668,100)	(\$2,681,900)	(\$2,696,000)	(\$2,710,800)	(\$2,726,000)	

NOTE: Revenues do not include subsidy from property taxes, vehicle taxes, CARES funding or other sources, which have historically averaged approximately \$400,000 per year

Operating Pro Forma – INDOOR AND OUTDOOR POOL

Operating Revenues											
	Historic Average										
	2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Memberships	\$190,000	\$350,000	\$360,500	\$371,300	\$382,500	\$393,900	\$405,700	\$417,900	\$430,500	\$443,400	\$456,700
Daily Admissions	93,000	280,000	288,400	297,100	306,000	315,100	324,600	334,300	344,400	354,700	365,300
Instruction Fees	600,000	1,505,000	1,550,200	1,596,700	1,644,600	1,693,900	1,744,700	1,797,000	1,851,000	1,906,500	1,963,700
Surf Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Climbing Attraction	n/a	240,000	247,200	254,600	262,300	270,100	278,200	286,600	295,200	304,000	313,100
Food and Beverage	26,000	215,000	221,500	228,100	234,900	242,000	249,200	256,700	264,400	272,400	280,500
Rental Revenue	20,000	40,000	41,200	42,400	43,700	45,000	46,400	47,800	49,200	50,700	52,200
Other Revenue	35,000	35,000	36,100	37,200	38,300	39,400	40,600	41,800	43,100	44,400	45,700
Total Operating Revenue	\$964,000	\$2,905,000	\$2,992,300	\$3,082,000	\$3,174,600	\$3,269,500	\$3,367,600	\$3,468,700	\$3,573,000	\$3,680,100	\$3,790,300

Operating Expenses											
	Historic Average										
	2014-19	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages	\$760,000	\$1,340,000	\$1,380,200	\$1,421,600	\$1,464,200	\$1,508,100	\$1,553,300	\$1,599,900	\$1,647,900	\$1,697,300	\$1,748,200
Benefits	184,000	402,000	414,100	426,500	439,300	452,500	466,100	480,100	494,500	509,300	524,600
Operating Expenses	440,000	2,100,000	2,163,000	2,227,900	2,294,700	2,363,600	2,434,500	2,507,500	2,582,700	2,660,200	2,740,000
Total Operating Expenses	\$1,384,000	\$3,842,000	\$3,957,300	\$4,076,000	\$4,198,200	\$4,324,200	\$4,453,900	\$4,587,500	\$4,725,100	\$4,866,800	\$5,012,800
Net Operating Surplus/(Deficit)	(\$420,000)	(\$937,000)	(\$965,000)	(\$994,000)	(\$1,023,600)	(\$1,054,700)	(\$1,086,300)	(\$1,118,800)	(\$1,152,100)	(\$1,186,700)	(\$1,222,500)

OPTION A

Estimated Debt Service	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)	(\$2,086,000)
Net Surplus/(Deficit)	(\$3,023,000)	(\$2,494,800)	(\$2,507,100)	(\$2,519,700)	(\$2,533,000)	(\$2,546,300)	(\$2,560,100)	(\$2,574,200)	(\$2,589,000)	(\$2,604,200)	

OPTION B

Estimated Debt Service	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)	(\$2,053,500)
Net Surplus/(Deficit)	(\$2,990,500)	(\$2,462,300)	(\$2,474,600)	(\$2,487,200)	(\$2,500,500)	(\$2,513,800)	(\$2,527,600)	(\$2,541,700)	(\$2,556,500)	(\$2,571,700)	

OPTION C

Estimated Debt Service	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)	(\$2,266,600)
Net Surplus/(Deficit)	(\$3,203,600)	(\$2,675,400)	(\$2,687,700)	(\$2,700,300)	(\$2,713,600)	(\$2,726,900)	(\$2,740,700)	(\$2,754,800)	(\$2,769,600)	(\$2,784,800)	

OPTION D

Estimated Debt Service	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)	(\$2,411,300)
Net Surplus/(Deficit)	(\$3,348,300)	(\$2,820,100)	(\$2,832,400)	(\$2,845,000)	(\$2,858,300)	(\$2,871,600)	(\$2,885,400)	(\$2,899,500)	(\$2,914,300)	(\$2,929,500)	

NOTE: Revenues do not include subsidy from property taxes, vehicle taxes, CARES funding or other sources, which have historically averaged approximately \$400,000 per year

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