



# Gilbert Regional Park - Business Plan

DRAFT Report

August 2016





## Table of Contents

|                                                               |    |
|---------------------------------------------------------------|----|
| CHAPTER ONE - EXECUTIVE SUMMARY .....                         | 1  |
| 1.1 PROJECT OVERVIEW.....                                     | 1  |
| 1.2 PROJECT PROCESS.....                                      | 1  |
| 1.3 DEMOGRAPHIC ANALYSIS.....                                 | 1  |
| 1.4 RECREATION TRENDS.....                                    | 2  |
| 1.5 CONCEPTUAL MASTER PLAN.....                               | 3  |
| 1.6 PHASE ONE IMPLEMENTATION PLAN.....                        | 5  |
| 1.7 PHASE TWO IMPLEMENTATION PLAN.....                        | 7  |
| 1.8 PHASE THREE IMPLEMENTATION PLAN.....                      | 8  |
| 1.9 PRIVATE PUBLIC PARTNERSHIP (PPP) IMPLEMENTATION PLAN..... | 10 |
| 1.10 FULL BUILD OUT SUMMARY.....                              | 12 |
| 1.11 TOWN RUN MAJOR AMENITIES.....                            | 13 |
| 1.12 CONCLUSION.....                                          | 14 |
| CHAPTER TWO - INTRODUCTION.....                               | 15 |
| 2.1 PROJECT OVERVIEW.....                                     | 15 |
| 2.2 PROJECT PROCESS.....                                      | 15 |
| CHAPTER THREE - DEMOGRAPHIC ANALYSIS .....                    | 16 |
| 3.1 METHODOLOGY.....                                          | 16 |
| 3.2 SERVICE AREA POPULACE.....                                | 17 |
| 3.3 SUMMARY.....                                              | 20 |
| CHAPTER FOUR - RECREATION TRENDS.....                         | 21 |
| 4.1 NATIONAL PARTICIPATORY TRENDS IN RECREATION.....          | 21 |
| 4.2 OUTDOOR RECREATION PARTICIPATION TRENDS .....             | 26 |
| 4.3 LOCAL TRENDS.....                                         | 29 |
| 4.4 RECREATION TRENDS SUMMARY.....                            | 29 |
| CHAPTER FIVE - CONCEPTUAL MASTER PLAN.....                    | 30 |
| 5.1 CONCEPTUAL MASTER PLAN MAP.....                           | 30 |
| 5.2 CONCEPTUAL MASTER PLAN MATRIX .....                       | 31 |
| CHAPTER SIX – PHASE ONE IMPLEMENTATION.....                   | 32 |
| 6.1 PHASE ONE - CONCEPTUAL MAP .....                          | 32 |
| 6.2 PHASE ONE - FACILITY/AMENITY MATRIX .....                 | 32 |
| 6.3 PHASE ONE - SAMPLE PROGRAM PLAN.....                      | 33 |
| 6.4 PHASE ONE - MAINTENANCE STANDARDS.....                    | 33 |
| 6.5 PHASE ONE - STAFFING MODEL.....                           | 33 |
| 6.6 PHASE ONE - FINANCIAL MODEL .....                         | 34 |
| CHAPTER SEVEN - PHASE TWO IMPLEMENTATION.....                 | 37 |
| 7.1 PHASE TWO - CONCEPTUAL MAP.....                           | 37 |
| 7.2 PHASE TWO - FACILITY/AMENITY MATRIX.....                  | 37 |
| 7.3 PHASE TWO - PROGRAM PLAN .....                            | 38 |

|                                                                                                                |           |
|----------------------------------------------------------------------------------------------------------------|-----------|
| 7.4 PHASE TWO - MAINTENANCE STANDARDS .....                                                                    | 38        |
| 7.5 PHASE TWO - STAFFING MODEL .....                                                                           | 38        |
| 7.6 PHASE TWO - FINANCIAL MODEL .....                                                                          | 39        |
| <b>CHAPTER EIGHT - PHASE THREE IMPLEMENTATION .....</b>                                                        | <b>47</b> |
| 8.1 PHASE THREE - CONCEPTUAL MAP .....                                                                         | 47        |
| 8.2 PHASE THREE - FACILITY/AMENITY MATRIX .....                                                                | 47        |
| 8.3 PHASE THREE - PROGRAM PLAN .....                                                                           | 48        |
| 8.4 PHASE THREE - MAINTENANCE STANDARDS .....                                                                  | 48        |
| 8.5 PHASE THREE - STAFFING MODEL .....                                                                         | 48        |
| 8.6 PHASE THREE - FINANCIAL MODEL .....                                                                        | 49        |
| <b>CHAPTER NINE – PRIVATE PUBLIC PARTNERSHIP IMPLEMENTATION .....</b>                                          | <b>52</b> |
| 9.1 PRIVATE PUBLIC PARTNERSHIP - CONCEPTUAL MAP .....                                                          | 52        |
| 9.2 PRIVATE PUBLIC PARTNERSHIP - FACILITY/AMENITY MATRIX .....                                                 | 52        |
| 9.3 MULTI-USE CENTER SAMPLE PROGRAM PLAN IF TOWN WERE TO DEVELOP AND<br>OPERATE .....                          | 53        |
| 9.4 MULTI-USE CENTER MAINTENANCE STANDARDS .....                                                               | 53        |
| 9.5 MULTI-USE CENTER SAMPLE STAFFING MODEL .....                                                               | 53        |
| 9.6 MULTI-USE CENTER FINANCIAL MODEL .....                                                                     | 54        |
| 9.7 AQUATICS CENTER & RECREATION CENTER - SAMPLE PROGRAM PLAN IF THE TOWN<br>WERE TO DEVELOP AND OPERATE ..... | 57        |
| 9.8 AQUATIC CENTER & RECREATION CENTER - MAINTENANCE STANDARDS .....                                           | 60        |
| 9.9 AQUATIC CENTER & RECREATION CENTER - SAMPLE STAFFING MODEL .....                                           | 60        |
| 9.10 AQUATIC CENTER & RECREATION CENTER - MEMBERSHIP AND ADMISSIONS<br>ASSUMPTIONS .....                       | 61        |
| 9.11 AQUATIC CENTER & RECREATION CENTER - FINANCIAL MODEL .....                                                | 62        |
| <b>CHAPTER TEN - STAFFING AND OPERATIONAL FISCAL SUMMARY .....</b>                                             | <b>65</b> |
| 10.1 FULL-TIME STAFFING REQUIREMENTS SUMMARY .....                                                             | 65        |
| 10.2 OPERATIONAL FISCAL SUMMARY .....                                                                          | 66        |
| <b>CHAPTER ELEVEN - CONCLUSION .....</b>                                                                       | <b>68</b> |
| <b>APPENDIX A – SAMPLE FEASIBILITY STUDY SCOPE .....</b>                                                       | <b>69</b> |
| TASK 1 - DATA COLLECTION AND MARKET ANALYSIS .....                                                             | 69        |
| TASK 2 – COMMUNITY AND STAKEHOLDER PUBLIC INPUT .....                                                          | 69        |
| TASK 3 – PROGRAM IDENTIFICATION .....                                                                          | 70        |
| TASK 4 – FACILITY BUILDING PROGRAM .....                                                                       | 70        |
| TASK 5 – CAPITAL AND OPERATING COST .....                                                                      | 71        |
| <b>APPENDIX B – MAINTENANCE STANDARDS – PHASE ONE .....</b>                                                    | <b>72</b> |
| MAINTENANCE SCOPE AND STANDARDS .....                                                                          | 72        |
| RAMADAS .....                                                                                                  | 72        |
| RESTROOMS .....                                                                                                | 72        |
| BERMUDA GRASS .....                                                                                            | 73        |
| BERMUA .....                                                                                                   | 73        |

|                                                               |           |
|---------------------------------------------------------------|-----------|
| ORNAMENTAL – ENTRYWAY/SIGNAGE PLANTING .....                  | 73        |
| TRASH CAN .....                                               | 74        |
| PLAYGROUNDS.....                                              | 74        |
| PICKLEBALL/BASKETBALL AND TENNIS COURTS .....                 | 74        |
| DOG WASTE BAG DISPENSER.....                                  | 75        |
| HERBICIDE APPLICATION .....                                   | 75        |
| TREE MAINTENANCE.....                                         | 75        |
| SHRUB MAINTENANCE .....                                       | 75        |
| PAVED TRAIL .....                                             | 75        |
| <b>APPENDIX C – MAINTENANCE STANDARDS – PHASE TWO .....</b>   | <b>76</b> |
| MAINTENANCE SCOPE AND STANDARDS .....                         | 76        |
| SKATE PARK.....                                               | 76        |
| UNPAVED TRAIL .....                                           | 76        |
| BMX PARK .....                                                | 77        |
| MOUNTAIN BIKE SKILLS PARK.....                                | 77        |
| DISC GOLF COURSE .....                                        | 78        |
| <b>APPENDIX D – MAINTENANCE STANDARDS – PHASE THREE .....</b> | <b>79</b> |
| MAINTENANCE SCOPE AND STANDARDS .....                         | 79        |
| AMPHITHEATER .....                                            | 79        |
| WATER FEATURE.....                                            | 79        |
| ATHLETIC FIELDS .....                                         | 80        |
| CONCESSION BUILDING .....                                     | 80        |
| MAINTENANCE BUILDING .....                                    | 81        |
| IRRIGATION PUMP HOUSE.....                                    | 81        |
| RAMADA .....                                                  | 82        |
| RESTROOMS .....                                               | 82        |
| STORAGE BUILDING .....                                        | 82        |
| BRIDGE .....                                                  | 83        |
| FENCE.....                                                    | 83        |
| GATES.....                                                    | 83        |
| PLAYGROUND.....                                               | 84        |
| PAVED TRAIL .....                                             | 84        |
| PICKLEBALL, TENNIS, BASKETBALL COURTS.....                    | 84        |
| SAND VOLLEYBALL COURTS .....                                  | 85        |
| BENCH AND BIKE RACK .....                                     | 85        |
| DRINKING FOUNTAIN.....                                        | 85        |
| PICNIC TABLE.....                                             | 85        |
| <b>APPENDIX E – OPERATING THE GILBERT REGIONAL PARK .....</b> | <b>86</b> |
| MANAGEMENT MODEL .....                                        | 86        |
| CORE PROGRAMS AND SERVICES.....                               | 86        |
| PROGRAM AND SERVICE CLASSIFICATION .....                      | 90        |
| <b>APPENDIX F - FINANCIAL SUSTAINABILITY .....</b>            | <b>94</b> |
| INTRODUCTION.....                                             | 94        |

|                                         |    |
|-----------------------------------------|----|
| TOPICS OF IMPORTANCE .....              | 94 |
| FUNDING AND REVENUE OPPORTUNITIES ..... | 97 |

## CHAPTER ONE - EXECUTIVE SUMMARY

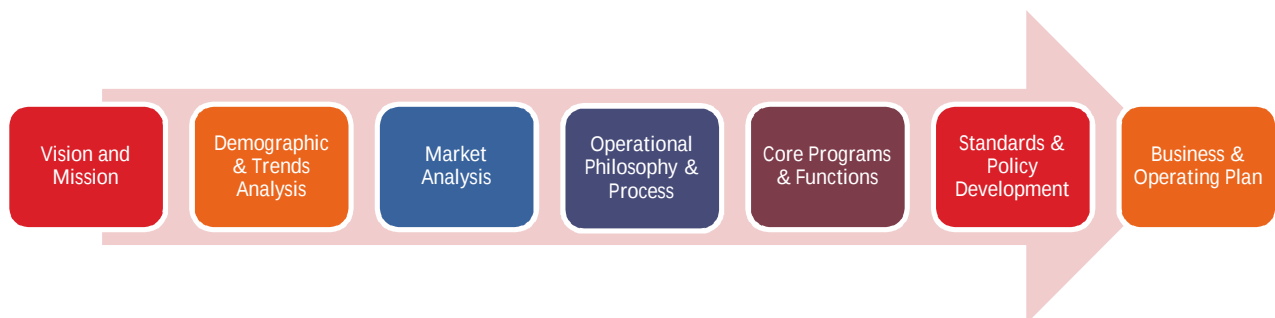
### 1.1 PROJECT OVERVIEW

The Town of Gilbert (TOG) was granted a Non-Exclusive Recreational Use Easement from the Flood Control District of Maricopa County for approximately 225 acres of designated property within the Chandler Heights Regional Basin. The 225 acre site is contiguous with 47 acres of TOG owned property and is located between Higley Road and East Maricopa Floodway and south of Queen Creek Road. This new 272 acre area within the basin is being considered for recreational enhancements and when developed would be the largest park in Gilbert. Proposed recreational and park enhancements would not adversely impact hydraulic functions of the flood control features and would take under consideration the completed design for ultimate 100-year level of protection based on the future planned land use of the watershed.

The goal of the TOG Park Master /Concept Plan is to develop a conceptual site plan with a preliminary estimate of probable implementation costs for identified improvements. Improvements could include, but not limited to elements such as: parking, sports fields, ramadas, playgrounds, restrooms, storage areas, picnic/event/festival spaces, concessions, sports courts, recreation center, aquatic center/pool, multi-use center, splash pad, lake, skate park, bike park and major infrastructure.

### 1.2 PROJECT PROCESS

PROS Consulting, LLC was hired in the fall of 2015 to develop the Business Plan for the future Gilbert Regional Park. The process of developing the Business Plan followed a logical planning path, as described below:



The intent of performing the Business Plan is to evaluate the opportunities for the operations and management of the Gilbert Regional Park. The staff involved in this Business Plan worked diligently to provide the Consulting Team the necessary information to assess the park's master plan as well as providing their time to explain the potential approaches in managing of the park. The following sections provide an overview of the Business Plan developed for Gilbert Regional Park.

### 1.3 DEMOGRAPHIC ANALYSIS

The service area of the Gilbert Regional Park's affluent population is projected to grow. This growth (2.5-3%) outpaces that of national averages (1% annually) over the next fifteen years. It is anticipated that the unique makeup of the Gilbert Regional Park's service area population will change only in that it is expected to age slightly. The diversity in the community is not projected to change significantly.

Despite the affluence of the service area, it will still be important to provide offerings focused on a value for money proposition while offering a good quality product with exceptional customer service.

## 1.4 RECREATION TRENDS

Environmental Systems Research Institute analyzes the participation in recreation activities to determine a Market Potential Data (MPI). The MPI measures the probable demand for a product or service in the target area and communicates the likelihood that a resident of the service area will exhibit certain consumer behaviors when compared to the US National average. The national average is 100, therefore above 100 would represent a higher than average participation rate. The following chart illustrates the index of the sport and leisure market potential in the 15-minute drive time service area of Gilbert Regional Park and the correlating programmatic and facility needs. Please note: behaviors listed below are those that could be offered at the Gilbert Regional Park. Activities such as salt water fishing, auto racing and bowling have been omitted from the chart.

| Consumer Behavior     | Market Potential Index | Program Need           | Facility Need                           |
|-----------------------|------------------------|------------------------|-----------------------------------------|
| Jogging/running       | 144                    | Fitness and Exercise   | Trails and Indoor Track                 |
| Weight lifting        | 136                    | Fitness and Exercise   | Fitness Center                          |
| Tennis                | 131                    | Fitness and Exercise   | Tennis Courts                           |
| Bicycling (mountain)  | 130                    | Outdoor Recreation     | Mountain Bike Skills Park               |
| Yoga                  | 130                    | Fitness and Exercise   | Group Exercise Studios                  |
| Hiking                | 129                    | Outdoor Recreation     | Trails                                  |
| Aerobics              | 128                    | Fitness and Exercise   | Group Exercise Studios                  |
| Swimming              | 124                    | Fitness and Exercise   | Aquatic Center                          |
| Pilates               | 118                    | Fitness and Exercise   | Group Exercise Studios                  |
| Soccer                | 117                    | Youth and Adult Sports | Soccer Fields                           |
| Walking for exercise  | 113                    | Fitness and Exercise   | Trails and Indoor Track                 |
| Bicycling (road)      | 112                    | Fitness and Exercise   | Bike Lanes                              |
| Football              | 108                    | Youth and Adult Sports | Multi-Purpose Fields                    |
| Softball              | 107                    | Youth and Adult Sports | Softball Fields                         |
| Volleyball            | 106                    | Youth and Adult Sports | Gymnasium and Sand Volleyball Courts    |
| Frisbee/disc golf     | 105                    | Outdoor Recreation     | Disc Golf Course                        |
| Baseball              | 103                    | Youth and Adult Sports | Baseball Fields                         |
| Basketball            | 98                     | Youth and Adult Sports | Gymnasium and Outdoor Basketball Courts |
| Fishing (fresh water) | 94                     | Outdoor Recreation     | Lake or Pond                            |
| Archery               | 89                     | Outdoor Recreation     | Archery Range                           |

It is critically important for the TOG to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycles of recreation programs (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities for residents. Locally, participation in fitness and exercise, outdoor recreation, swimming and team sports are strong and indicate an opportunity to provide these programs and correlating facilities at Gilbert Regional Park.

## 1.5 CONCEPTUAL MASTER PLAN

Upon completion of the community engagement process, the Consulting Team developed three conceptual master plans for review by the community during three “Presenting the Vision” workshops held in March, 2016. The outcome of these workshops, attended by 103 residents, was to identify a “preferred” conceptual master plan for the future Gilbert Regional Park.

The following sections provides an overview of the preferred conceptual master plan as desired by the community.

### 1.5.1 CONCEPTUAL MASTER PLAN MAP

The following graphic details the preferred master plan concept for the Gilbert Regional Park.



## 1.5.2 CONCEPTUAL MASTER PLAN MATRIX

The following matrix quantifies the elements included in the conceptual master plan.

|                               | Category                        | FINAL CONCEPT |         |
|-------------------------------|---------------------------------|---------------|---------|
|                               |                                 | Unit          | Qty     |
| Facilities                    | Aquatic/Recreation Center*      | SF            | 100,000 |
|                               | Multi-use Center*               | SF            | 120,000 |
|                               | Maintenance Building/Yard       | EA            | 3       |
|                               | Amphitheater                    | SF            | 15,000  |
|                               | Retail*                         | SF            | 30,000  |
|                               | Restroom Building               | EA            | 7       |
|                               | Parking (Total Parking Spaces)  | EA            | 4,075   |
| Fields, Courts, and Amenities | Baseball Field (Lighted)        | EA            | 4       |
|                               | Basketball Court (Lighted)      | EA            | 4       |
|                               | Disc Golf Hole                  | EA            | 18      |
|                               | Dog Park - Off leash area       | AC            | 3       |
|                               | Mountain Bike Skills Park       | EA            | 1       |
|                               | Multi-Purpose Field (Lighted)   | EA            | 5       |
|                               | Pickleball Court (Lighted)      | EA            | 8       |
|                               | Playground (Iconic)             | EA            | 1       |
|                               | Playground (Shaded)             | EA            | 2       |
|                               | Ramada (Small)                  | EA            | 49      |
|                               | Ramada (Medium)                 | EA            | 4       |
|                               | Ramada (Large Group)            | EA            | 1       |
|                               | Ropes Course*                   | EA            | 1       |
|                               | Signage (Monument-Park Name)    | EA            | 3       |
|                               | Skate Park                      | EA            | 1       |
|                               | BMX Park                        | EA            | 1       |
|                               | Splash Pad                      | EA            | 1       |
|                               | Soccer Field (Lighted)          | EA            | 4       |
|                               | Softball Field (Lighted)        | EA            | 4       |
|                               | Tennis Court (Lighted)          | EA            | 6       |
|                               | Multi-Use Path (Paved)          | Miles         | 7.1     |
|                               | Trail (Unpaved)                 | Miles         | 4.0     |
|                               | Great Lawn                      | AC            | 24.0    |
|                               | Volleyball Court (Sand) Lighted | EA            | 6       |

The following sections summarize the proposed phasing of the construction of the Gilbert Regional Park as well as the proposed full-time employee staffing model and operating financial plan for each phase. *Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.*

## 1.6 PHASE ONE IMPLEMENTATION PLAN

The following improvements are recommended for phase one of the construction of Gilbert Regional Park. It is expected that all phase one improvements will be completed as a single construction project.

### 1.6.1 PHASE ONE - CONCEPTUAL MAP



### 1.6.2 PHASE ONE - FACILITY/AMENITY MATRIX

| Gilbert Regional Park           |       |                       |
|---------------------------------|-------|-----------------------|
| Concept Quantities              |       |                       |
|                                 |       | Phase 1<br>(30 Acres) |
| Facility/Amenity                | Unit  | Qty                   |
| Maintenance Building/Yard       | EA    | 1                     |
| Restroom Building               | EA    | 1                     |
| Parking (Total Parking Spaces)  | EA    | 300                   |
| Pickleball Court (Lighted)      | EA    | 8                     |
| Playground (Iconic)             | EA    | 1                     |
| Ramada (Small)                  | EA    | 22                    |
| Signage (Monument-Park Name)    | EA    | 1                     |
| Tennis Court (Lighted)          | EA    | 6                     |
| Multi-Use Path (Paved)          | Miles | 1.0                   |
| Volleyball Court (Sand) Lighted | EA    | 6                     |

### 1.6.3 PHASE ONE – FULL-TIME EMPLOYEE STAFFING SUMMARY

Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.

| PARK OPERATIONS               | # OF POSITIONS | PHASE OF HIRE |
|-------------------------------|----------------|---------------|
| FIELD SUPERVISOR              | 1              | Phase 1       |
| PARK RANGER                   | 1              | Phase 1       |
| CUSTOMER SERVICE PROFESSIONAL | 1              | Phase 1       |
| GROUNDS MAINTENANCE WORKERS   | 1              | Phase 1       |

### 1.6.4 PHASE ONE – FINANCIAL SUMMARY

| PHASE                     | REVENUE   | EXPENDITURES | SUBSIDY     | COST RECOVERY |
|---------------------------|-----------|--------------|-------------|---------------|
| PHASE 1 - PARK OPERATIONS | \$142,625 | \$445,531    | (\$302,906) | 32%           |

## 1.7 PHASE TWO IMPLEMENTATION PLAN

The following improvements are recommended for phase two of the construction of Gilbert Regional Park. It is expected that all phase two improvements will be completed as a single construction project.

### 1.7.1 PHASE TWO - CONCEPTUAL MAP



### 1.7.2 PHASE TWO - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b>     |              |                                |
|----------------------------------|--------------|--------------------------------|
| <b>Concept Quantities</b>        |              |                                |
|                                  |              | <b>PHASE 2B<br/>(75 Acres)</b> |
| <b>Facility/Amenity</b>          | <b>Unit</b>  | <b>Qty</b>                     |
| Restroom Building                | EA           | 2                              |
| Parking (Total Parking Spaces)   | EA           | 600                            |
| Basketball Court (Lighted)       | EA           | 4                              |
| <b>Disc Golf Hole</b>            | <b>EA</b>    | <b>18</b>                      |
| Dog Park - Off leash area        | AC           | 3                              |
| <b>Mountain Bike Skills Park</b> | <b>EA</b>    | <b>1</b>                       |
| <b>Playground (Shaded)</b>       | <b>EA</b>    | <b>1</b>                       |
| Ramada (Small)                   | EA           | 7                              |
| <b>Ramada (Medium)</b>           | <b>EA</b>    | <b>2</b>                       |
| * <b>Ropes Course</b>            | <b>EA</b>    | <b>1</b>                       |
| Signage (Monument-Park Name)     | EA           | 1                              |
| <b>Skate Park</b>                | <b>EA</b>    | <b>1</b>                       |
| BMX Park                         | EA           | 1                              |
| <b>Multi-Use Path (Paved)</b>    | <b>Miles</b> | <b>3.0</b>                     |
| Trail (Unpaved)                  | Miles        | 2.0                            |

\*Note: The Ropes Course is an opportunity for a potential private public partnership.

### 1.7.3 PHASE TWO – FULL-TIME EMPLOYEES STAFFING SUMMARY

Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.

| PARK OPERATIONS             | # OF POSITIONS | PHASE OF HIRE |
|-----------------------------|----------------|---------------|
| GROUNDS MAINTENANCE WORKERS | 2              | Phase 2       |

### 1.7.4 PHASE TWO – FINANCIAL SUMMARY

| PHASE                     | REVENUE  | EXPENDITURES | SUBSIDY     | COST RECOVERY |
|---------------------------|----------|--------------|-------------|---------------|
| PHASE 2 - PARK OPERATIONS | \$84,900 | \$363,724    | (\$278,824) | 23%           |

Note: Financial Summary does not include potential private public partnership for the ropes course.

## 1.8 PHASE THREE IMPLEMENTATION PLAN

The following improvements are recommended for phase three of the construction of Gilbert Regional Park. It is expected that all phase three improvements will be completed as a single construction project.

### 1.8.1 PHASE THREE - CONCEPTUAL MAP



## 1.8.2 PHASE THREE - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b>   |             |                                |
|--------------------------------|-------------|--------------------------------|
| Concept Quantities             |             |                                |
|                                |             | <b>PHASE 3<br/>(150 acres)</b> |
| <i>Facility/Amenity</i>        | <i>Unit</i> | <i>Qty</i>                     |
| Maintenance Building/ Yard     | EA          | 2                              |
| Amphitheater                   | SF          | 15,000                         |
| Restroom Building              | EA          | 4                              |
| Shaded Event Area              | EA          | 1                              |
| Parking (Total Parking Spaces) | EA          | 1,955                          |
| Baseball Field (Lighted)       | EA          | 4                              |
| Multi-Purpose Field (Lighted)  | EA          | 5                              |
| Playground (Shaded)            | EA          | 1                              |
| Ramada (Small)                 | EA          | 20                             |
| Ramada (Medium)                | EA          | 2                              |
| Ramada (Large Group)           | EA          | 1                              |
| Signage (Monument-Park Name)   | EA          | 1                              |
| Soccer Field (Lighted)         | EA          | 4                              |
| Softball Field (Lighted)       | EA          | 4                              |
| Multi-Use Path (Paved)         | Miles       | 3.0                            |
| Trail (Unpaved)                | Miles       | 2.0                            |
| Great Lawn                     | AC          | 24.0                           |

## 1.8.3 PHASE THREE – FULL-TIME EMPLOYEES STAFFING SUMMARY

| PARK OPERATIONS                         | # OF POSITIONS | PHASE OF HIRE |
|-----------------------------------------|----------------|---------------|
| SENIOR GROUNDS MAINTENANCE WORKER       | 1              | Phase 3       |
| ADMINISTRATIVE ASSISTANT                | 1              | Phase 3       |
| MARKETING/REVENUE DEVELOPMENT MANAGER   | 1              | Phase 3       |
| GROUNDS MAINTENANCE WORKERS             | 3              | Phase 3       |
| RECREATION COORDINATOR - SPECIAL EVENTS | 1              | Phase 3       |
| CUSTOMER SERVICE PROFESSIONAL           | 1              | Phase 3       |
| PARK RANGER                             | 2              | Phase 3       |

Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.

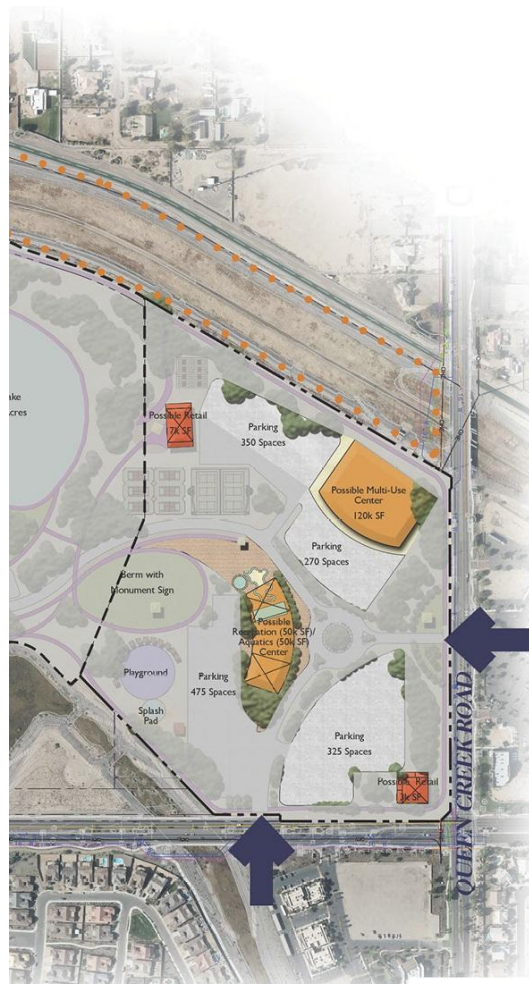
### 1.8.4 PHASE THREE – FINANCIAL SUMMARY

| PHASE                     | REVENUE   | EXPENDITURES | SUBSIDY     | COST RECOVERY |
|---------------------------|-----------|--------------|-------------|---------------|
| PHASE 3 - PARK OPERATIONS | \$711,940 | \$1,291,100  | (\$579,160) | 55%           |

## 1.9 PRIVATE PUBLIC PARTNERSHIP (PPP) IMPLEMENTATION PLAN

The following improvements have been identified for potential public private partnership opportunities for the construction within the Gilbert Regional Park. It is expected that all improvements will be completed when timing is optimal. Please note that the information has been developed based on best practices and not as part of a feasibility study in which space programs have been fully developed. The consulting team recommends that a feasibility study be conducted prior to TOG making a final decision on the go/no-go of this phase of the Gilbert Regional Park. A sample scope of services for a feasibility study has been provided in Appendix A of the plan.

### 1.9.1 PRIVATE PUBLIC PARTNERSHIP - CONCEPTUAL MAP



## 1.9.2 PRIVATE PUBLIC PARTNERSHIP - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b>          |      |         |
|---------------------------------------|------|---------|
| Concept Quantities                    |      |         |
| Facility                              | Unit | Qty     |
| Multi-Use Center*                     | SF   | 120,000 |
| Retail*                               | SF   | 30,000  |
| Aquatic and Recreation Center*        | SF   | 100,000 |
| Ropes Course*                         | EA   | 1       |
| *Potential Private Public Partnership |      |         |

## 1.9.3 PUBLIC PRIVATE PARTNERSHIP – FULL-TIME EMPLOYEES STAFFING SUMMARY

| Private Public Partnership Opportunities<br>Multi-Use Center, Aquatic & Recreation Center | No. of Positions<br>(Town Operates) | Timing of Hire   |
|-------------------------------------------------------------------------------------------|-------------------------------------|------------------|
| Admin                                                                                     | 1                                   | To Be Determined |
| Ranger                                                                                    | 1                                   | To Be Determined |

## 1.9.4 PUBLIC PRIVATE PARTNERSHIP – FINANCIAL SUMMARY

| Facility                              | Revenue   | Expenitures | Subsidy | Cost Recovery |
|---------------------------------------|-----------|-------------|---------|---------------|
| Multi-Use Center*                     | \$ 50,000 | N/A         | N/A     | N/A           |
| Retail*                               | \$ 50,000 | N/A         | N/A     | N/A           |
| Aquatic and Recreation Center*        | \$ 50,000 | N/A         | N/A     | N/A           |
| Ropes Course*                         | \$ 50,000 | N/A         | N/A     | N/A           |
| *Potential Private Public Partnership |           |             |         |               |

## 1.10 FULL BUILD OUT SUMMARY

### 1.10.1 FULL BUILD OUT - CONCEPTUAL MAP



### 1.10.2 FULL BUILD OUT - FULL-TIME STAFFING SUMMARY

| Phase                                  | Full-Time Staff |
|----------------------------------------|-----------------|
| Phase 1 Park Operations                | 4               |
| Phase 2 Park Operations                | 2               |
| Phase 3 Park Operations                | 10              |
| Multi-Use Center*                      | -               |
| Retail*                                | -               |
| Aquatic and Recreation Center*         | -               |
| Ropes Course*                          | -               |
| <b>TOTAL</b>                           | <b>16</b>       |
| * Potential Private Public Partnership |                 |

## 1.10.1 FINANCIAL SUMMARY

| Phase                                    |                   | Revenue          | Expenditures       | Subsidy              | Cost Recovery |
|------------------------------------------|-------------------|------------------|--------------------|----------------------|---------------|
| Phase 1 - Park Operations                |                   | \$142,625        | \$445,531          | (\$302,906)          | 32%           |
| Phase 2 - Park Operations                |                   | \$84,900         | \$363,724          | (\$278,824)          | 23%           |
| Phase 3 - Park Operations                |                   | \$711,940        | \$1,291,100        | (\$579,160)          | 55%           |
| <b>Total</b>                             |                   | <b>\$939,465</b> | <b>\$2,100,355</b> | <b>(\$1,160,890)</b> | <b>45%</b>    |
| Public/Private Partnership Opportunities | Aquatic           | \$50,000         | ---                | (\$50,000)           | 100%          |
|                                          | Recreation Center | \$50,000         | ---                | (\$50,000)           | 100%          |
|                                          | Multi-use Center  | \$50,000         | ---                | (\$50,000)           | 100%          |
|                                          | Ropes Course      | \$50,000         | ---                | (\$50,000)           | 100%          |
|                                          | Retail            | \$50,000         | ---                | (\$50,000)           | 100%          |

## 1.11 TOWN RUN MAJOR AMENITIES

The following summaries provide the financial and full-time employee staffing if the town were to operate the Multi-Use Center and the Aquatic Center / Recreation Center if the Town were to operate.

## 1.11.1 MULTI-USE CENTER - TOWN TO OPERATE – FINANCIAL SUMMARY

| Facility         | Revenue      | Expenitures  | Subsidy    | Cost Recovery |
|------------------|--------------|--------------|------------|---------------|
| Multi-Use Center | \$ 1,407,900 | \$ 1,411,123 | \$ (3,223) | 99%           |

## 1.11.2 MULTI-USE CENTER – FULL-TIME EMPLOYEE STAFFING SUMMARY IF TOWN TO OPERATE

| Multi-Use Center Operations      | No. of Positions (Town Operates) | Phase of Hire    |
|----------------------------------|----------------------------------|------------------|
| Center Director                  | 1                                | To Be Determined |
| Assistant Center Manager         | 1                                | To Be Determined |
| Customer Service Manager         | 1                                | To Be Determined |
| Facility Maintenance Supervisor  | 1                                | To Be Determined |
| Facility Maintenance Coordinator | 1                                | To Be Determined |
| Custodians                       | 3                                | To Be Determined |
| Facility Rental Coordinator      | 1                                | To Be Determined |
| Recreation Coordinator           | 1                                | To Be Determined |
| Multi-Use Center Totals          | 10                               |                  |

Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.

### 1.11.3 AQUATIC / RECREATION CENTER - TOWN TO OPERATE – FINANCIAL SUMMARY

| Facility                      | Revenue      | Expenitures  | Subsidy     | Cost Recovery |
|-------------------------------|--------------|--------------|-------------|---------------|
| Aquatic and Recreation Center | \$ 2,579,068 | \$ 2,611,262 | \$ (32,194) | 99%           |

### 1.11.4 AQUATIC / RECREATION CENTER – FULL-TIME EMPLOYEE STAFFING SUMMARY IF TOWN TO OPERATE

| Aquatic & Recreation Center Operations | No. of Positions (Town Operates) | Phase of Hire    |
|----------------------------------------|----------------------------------|------------------|
| Center Director                        | 1                                | To Be Determined |
| Assistant Center Manager               | 1                                | To Be Determined |
| Customer Service Manager               | 1                                | To Be Determined |
| Facility Maintenance Supervisor        | 1                                | To Be Determined |
| Facility Maintenance Coordinator       | 1                                | To Be Determined |
| Custodians                             | 3                                | To Be Determined |
| Facility Rental Coordinator            | 1                                | To Be Determined |
| Fitness Coordinator                    | 1                                | To Be Determined |
| Recreation Coordinator                 | 2                                | To Be Determined |
| Aquatic Supervisor                     | 1                                | To Be Determined |
| Aquatic Coordinator                    | 1                                | To Be Determined |
| Aquatic & Recreation Center Totals     | 14                               |                  |

Please note, a number of part-time employees will be necessary to supplement full-time staff in the management, maintenance and operation of the park and facilities.

## 1.12 CONCLUSION

The Gilbert Regional Park marks a milestone in the history and development of the parks in the Town of Gilbert. The resulting business plan is designed to address the opportunities of the park that affect not only the desert environment, but public enjoyment of the park as well. The purpose of this business plan is to develop a shared set of objectives, policies, and goals that meet the needs of the park and have the strength and clarity to direct utilization, growth and management appropriately.

These objectives, policies, and goals were developed from a process that encouraged public involvement through use of a website and public workshops, interviews of stakeholders and focus groups, input from staff, and executive committees. This strategically planned program provides a flexible “road map”, for future decision making. This business plan, and its many parts, have the ability to provide all the tools required to make Gilbert Regional Park a world class community amenity.

The Gilbert Regional Park will serve as a one of the jewels in the crown of TOG’s assets that links the visitors to the great outdoors. The community recognizes these opportunities and has envisioned a cohesive plan to create Gilbert Regional Park into an iconic and vibrant public amenity.

## CHAPTER TWO - INTRODUCTION

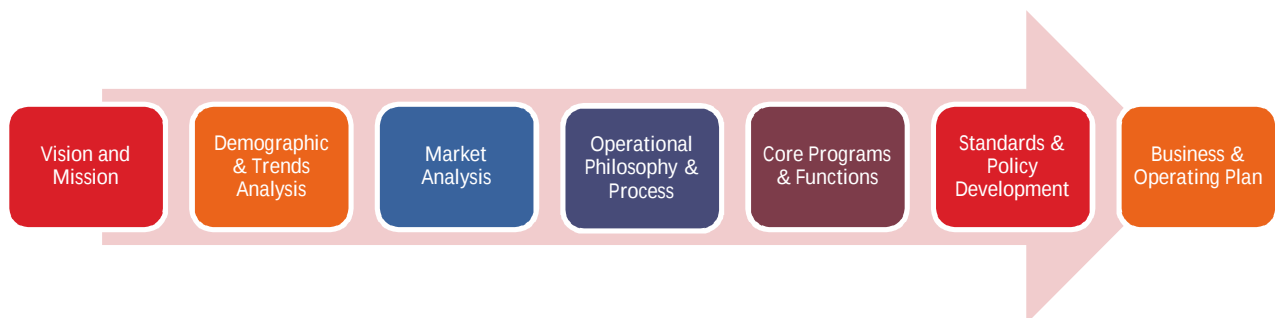
### 2.1 PROJECT OVERVIEW

The Town of Gilbert (TOG) was granted a Non-Exclusive Recreational Use Easement from the Flood Control District of Maricopa County for approximately 225 acres of designated property within the Chandler Heights Regional Basin. The 225 acre site is contiguous with 47 acres of TOG owned property and is located between Higley Road and East Maricopa Floodway and south of Queen Creek Road. This new 272 acre area within the basin is being considered for recreational enhancements and when developed would be the largest park in Gilbert. Proposed recreational and park enhancements would not adversely impact hydraulic functions of the flood control features and would take under consideration the completed design for ultimate 100-year level of protection based on the future planned land use of the watershed.

The goal of the TOG Park Master /Concept Plan is to develop a conceptual site plan with a preliminary estimate of probable implementation costs for identified improvements. Improvements could include, but not limited to elements such as: parking, sports fields, ramadas, playgrounds, restrooms, storage areas, picnic/event/festival spaces, concessions, sports courts, recreation center, aquatic center/pool, multi-use center, splash pad, lake, skate park, bike park and major infrastructure.

### 2.2 PROJECT PROCESS

PROS Consulting, LLC was hired in the fall of 2015 to develop the Business Plan for the future Gilbert Regional Park. The process of developing the Business Plan followed a logical planning path, as described below:



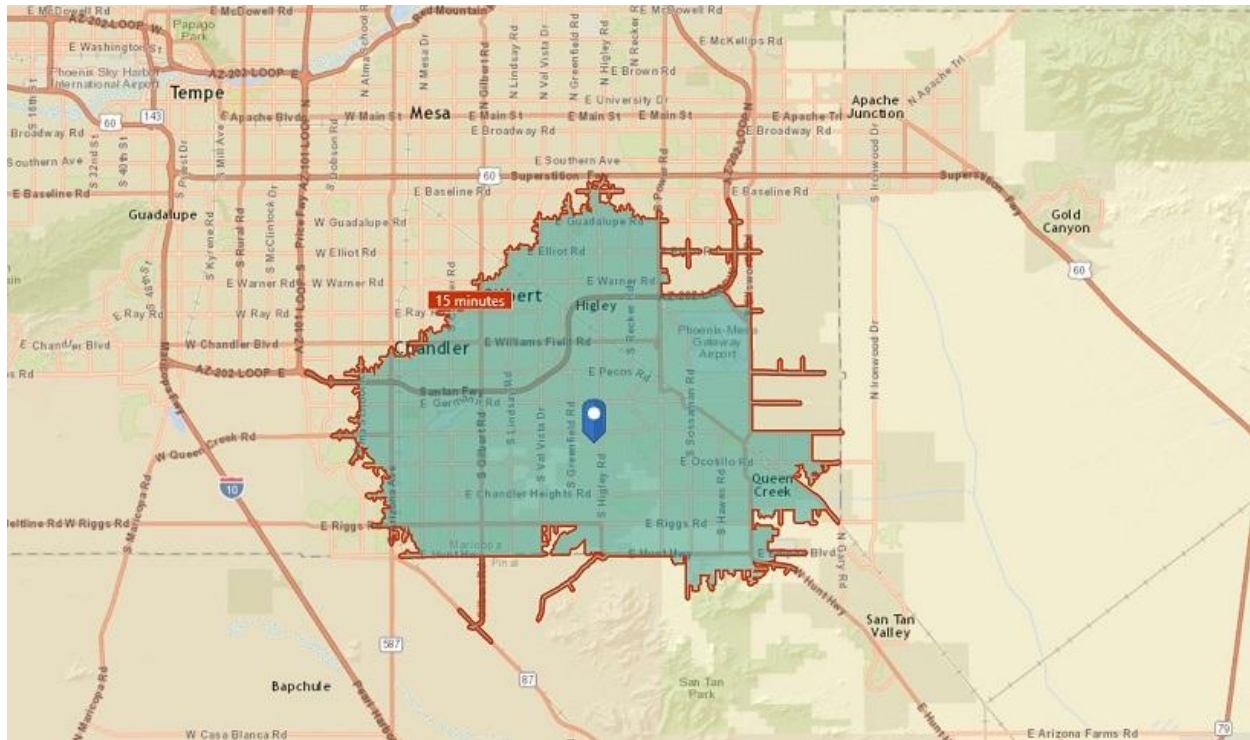
The intent of performing the Business Plan is to evaluate the opportunities for the operations and management of the Gilbert Regional Park. The staff involved in this Business Plan worked diligently to provide the Consulting Team the necessary information to assess the park's master plan as well as providing their time to explain the potential approaches in managing of the park.

## CHAPTER THREE - DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the current and projected population within a 15 minute drive time service area of the Gilbert Regional Park. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race and ethnicity.

### 3.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in December 2015 (i.e. Source: ESRI; 2015), and reflects actual numbers as reported in the 2010 Census and estimates for future years as obtained by ESRI. Straight line linear regression was utilized for projected 2020 and 2025 demographics. A service area of a 15 minute drive time was utilized as the demographic analysis boundary shown below.

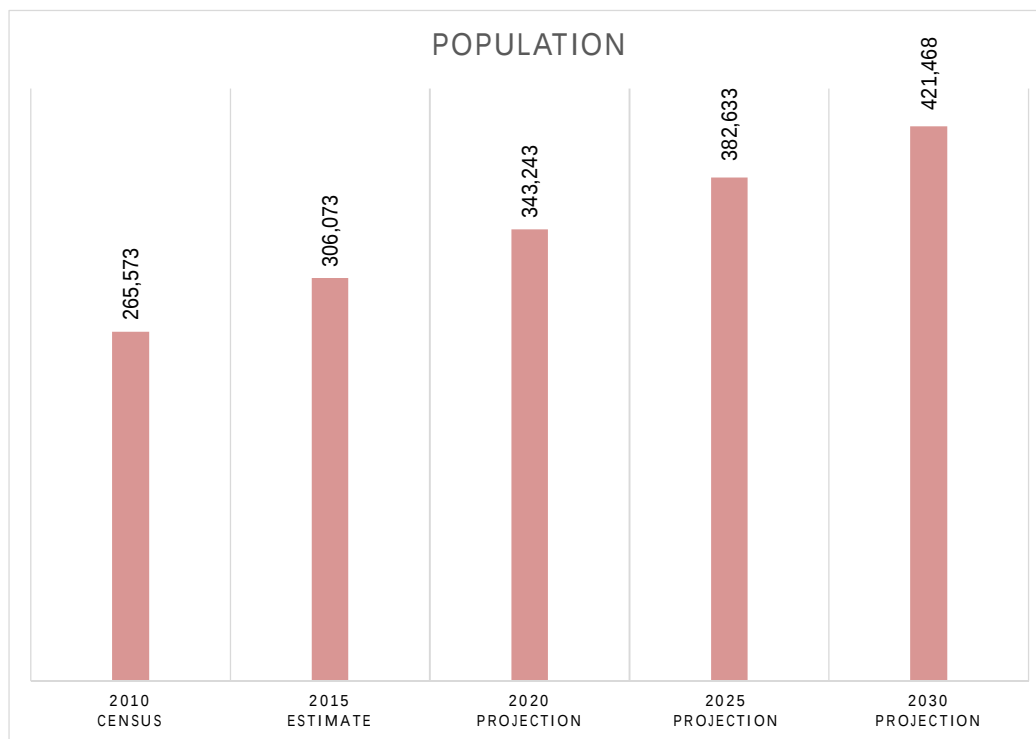


## 3.2 SERVICE AREA POPULACE

### 3.2.1 POPULATION

The population of the Gilbert Regional Park 15-minute drive time service area has increased at a fast pace over the last half decade. From 2010 to 2015, the service area's total population increased by 15% or an annual rate of 3%. This is considerably greater than national growth averages which were just over 1% annually. Projecting ahead, the annual growth rate is expected to decrease slightly from 3% to 2.5% for the next 15 years. Based on the projections through 2030, the service area is expected to have approximately 421,468 residents.

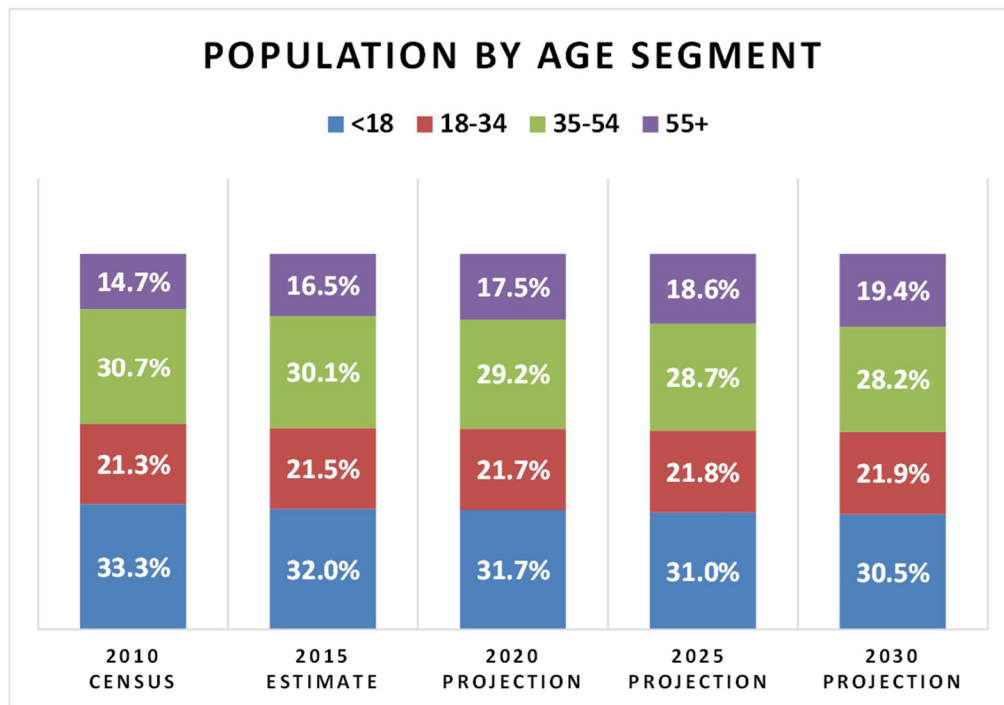
These projections do not include non-resident employees and visitors that may be users of the park,



### 3.2.2 AGE SEGMENT

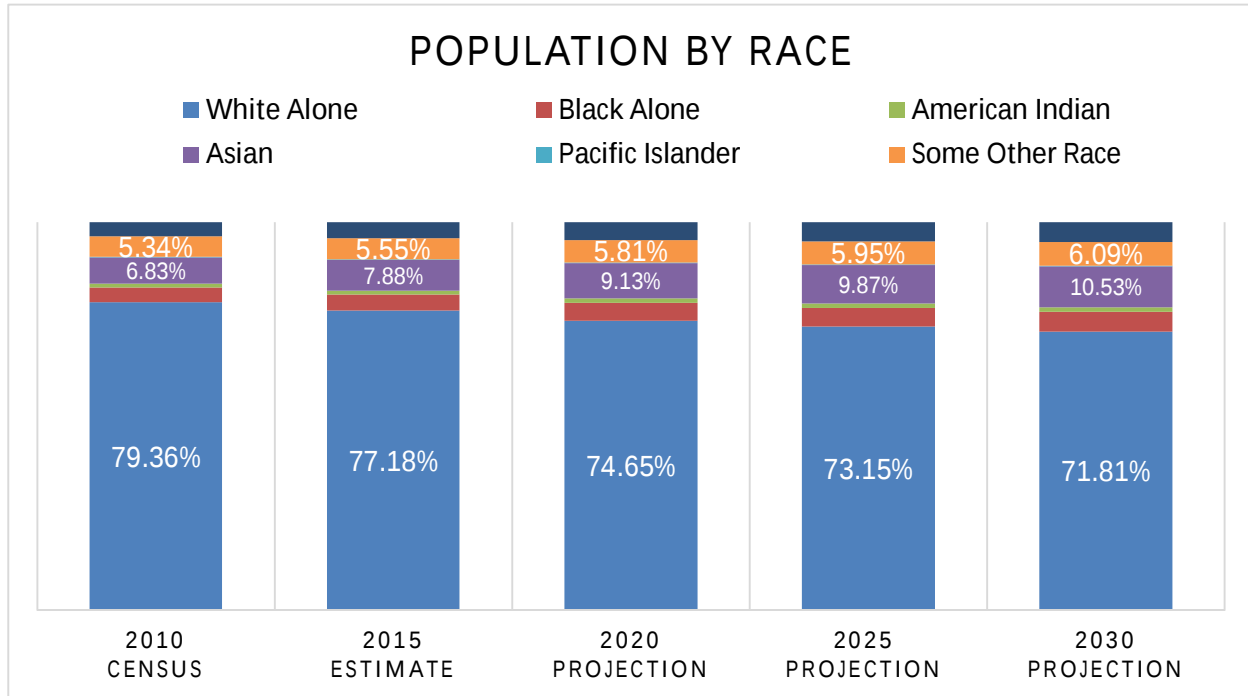
Evaluating the distribution by age segments, the service area is currently balanced between youth, families, active adult, and senior populations. The highest segment by population is the under 18 with 32% and the lowest is the 55+ population with 16.5%.

Over time, there is projected to be a slight aging trend with the active adult (55+ population) growing from 16.5% in 2015 to 19.4% by 2030.

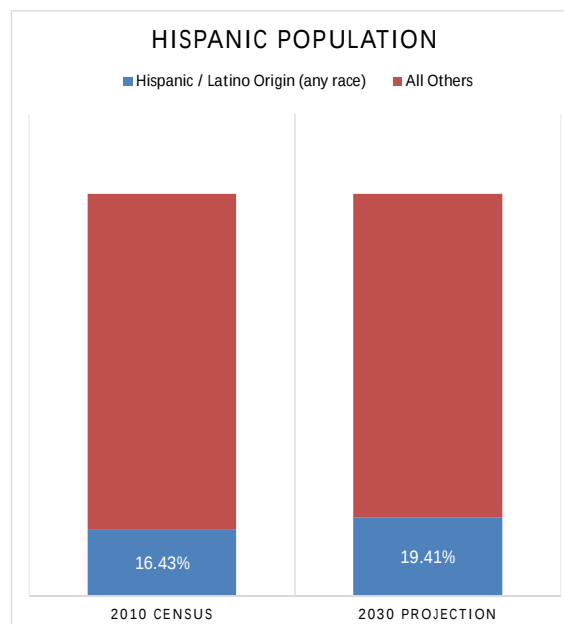


### 3.2.3 RACE AND ETHNICITY

From a race standpoint, the service area has a limited diverse landscape. The diversity in the community is projected to stay relatively the same through the next 15 years. Hispanic/Latino is not a separate ethnicity category per the US Census.

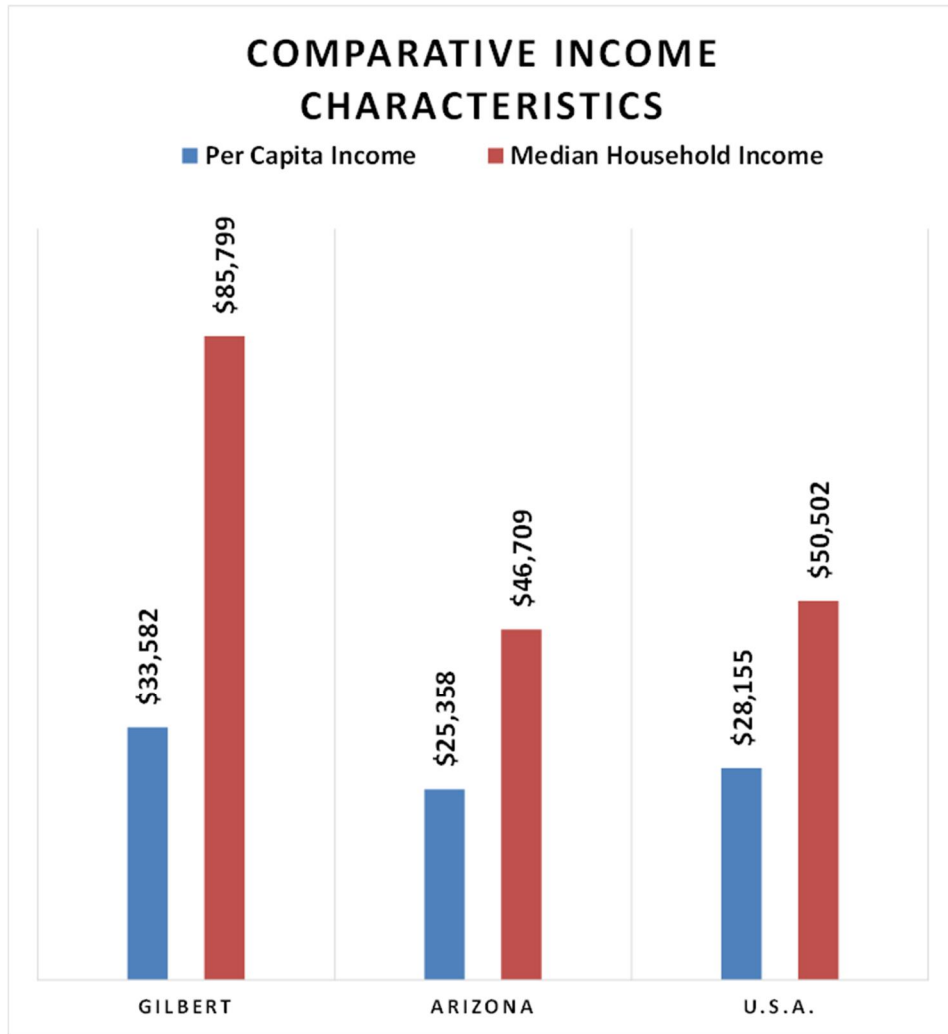


A slight shift, and one that will have a bearing on the nature of recreation offerings in the service area, is witnessed in the change in ethnicities. Those being classified as being of Hispanic/Latino origin of any race are expected to increase by only 3% from 2010 to 2030.



### 3.2.4 HOUSEHOLDS AND INCOME

The service area's median household and per capita income is considerably higher than State and National averages.



### 3.3 SUMMARY

The service area of the Gilbert Regional Park's affluent population is projected to grow. This growth (2.5-3%) outpaces that of national averages (1% annually) over the next fifteen years. It is anticipated that the unique makeup of the Gilbert Regional Park's service area population will change only in that it is expected to age slightly. The diversity in the community is not projected to change significantly.

Despite the affluence of the service area, it will still be important to provide offerings focused on a value for money proposition while offering a good quality product with exceptional customer service.

## CHAPTER FOUR - RECREATION TRENDS

### 4.1 NATIONAL PARTICIPATORY TRENDS IN RECREATION

Information released by Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Activities Topline Participation Report reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of their social application. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Fitness walking participation last year was reported to be nearly 110 million Americans. Although fitness walking has the highest level of participation, it did report a 2.4% decrease in 2015 from the previous year. This recent decline in fitness walking participation paired with upward trends in a wide variety of other activities, especially in fitness and sports, suggests that active individuals are finding new ways to exercise and diversifying their recreational interests. In addition, the popularity of many outdoor adventure and water-based activities has experienced positive growth based on the most recent findings; however, many of these activities' rapid increase in participation is likely a product of their relatively low user base, which may indicate that these sharp upward trends may not be sustained long into the future.

From a traditional team sport standpoint, basketball ranks highest among all sports, with approximately 23.4 million people reportedly participating in 2015. In general, nearly every sport with available data experienced an increase in participation, which is a reversal from the five-year trend of declining participation in sports. Sports that have experienced significant growth in participation are squash, boxing, lacrosse, rugby, roller hockey, and field hockey – all of which have experienced growth in excess of 30% over the last five years. More recently, roller hockey, racquetball, indoor soccer, boxing, and flag football were the activities with the most rapid growth during the last year.

According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any physical activity. Over the last five years, the number of inactive individuals has increased 7.4% from 76 million in 2010 to 81.6 million in 2015. However, looking at just the past year, from 2014 to 2015, the US saw a slight decrease of 0.6% from 82.7 to 81.6 million individuals. Although this recent shift is very promising, inactivity remains a dominant force in society, evidenced by the fact that 27.7% of the population falls into this category.

*The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2016* was utilized to evaluate national sport and fitness participatory trends. The study is based on survey findings by the Physical Activity Council from a total of 32,658 online interviews carried out in 2015. The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the US.

#### 4.1.1 NATIONAL TRENDS IN GENERAL SPORTS

The most heavily participated in sports for 2015 were golf (24.1 million) and basketball (23.4 million), which have participation figures well in excess of the other activities in the general sports category. The popularity of golf and basketball can be attributed to the ability to compete with relatively small number of participants. Golf also benefits from its wide age segment appeal, and is considered a life-long sport. Basketball's success can be attributed to the limited amount of equipment needed to participate and the limited space requirements

necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2010, squash and other niche sports, like boxing, lacrosse and rugby, have seen strong growth. In the general sports category, squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by 66% over the last five years as noted in the table below. Based on the five-year trend, boxing (59%), rugby (44%), lacrosse (47%), roller hockey (39%), and field hockey (32%) have also experienced significant growth. In the most recent year, the fastest growing sports were roller hockey (10%), racquetball (8%), squash (7%), indoor soccer (6%), and boxing (6%). During the last five years, the sports that are most rapidly declining include touch football (-25%), wrestling (-22%), slow pitch softball (-16%), and racquetball (24.9% decrease).

Overall, activities in the general sports categories show very promising growth in the most recent year. Only three activities experienced a dip in participation, but none of these declined by more than 3%. In general, the strong recent growth in sports is a reversal of the five-year trends, as nearly every activity declining in the long run has tipped the scale to show positive growth in the past year.

| National Participatory Trends - General Sports                                 |                                      |                                  |                                   |                                    |        |
|--------------------------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity                                                                       | Participation Levels                 |                                  |                                   | % Change                           |        |
|                                                                                | 2010                                 | 2014                             | 2015                              | 14-15                              | 10-15  |
| Golf                                                                           | 26,122                               | 24,700                           | 24,120                            | -2.3%                              | -7.7%  |
| Basketball                                                                     | 25,156                               | 23,067                           | 23,410                            | 1.5%                               | -6.9%  |
| Tennis                                                                         | 18,719                               | 17,904                           | 17,963                            | 0.3%                               | -4.0%  |
| Baseball                                                                       | 14,198                               | 13,152                           | 13,711                            | 4.3%                               | -3.4%  |
| Soccer (Outdoor)                                                               | 13,883                               | 12,592                           | 12,646                            | 0.4%                               | -8.9%  |
| Badminton                                                                      | 7,645                                | 7,176                            | 7,198                             | 0.3%                               | -5.8%  |
| Softball (Slow Pitch)                                                          | 8,477                                | 7,077                            | 7,114                             | 0.5%                               | -16.1% |
| Football, Touch                                                                | 8,663                                | 6,586                            | 6,487                             | -1.5%                              | -25.1% |
| Volleyball (Court)                                                             | 7,315                                | 6,304                            | 6,423                             | 1.9%                               | -12.2% |
| Football, Tackle                                                               | 6,850                                | 5,978                            | 6,222                             | 4.1%                               | -9.2%  |
| Football, Flag                                                                 | 6,660                                | 5,508                            | 5,829                             | 5.8%                               | -12.5% |
| Soccer (Indoor)                                                                | 4,920                                | 4,530                            | 4,813                             | 6.2%                               | -2.2%  |
| Volleyball (Sand/Beach)                                                        | 4,752                                | 4,651                            | 4,785                             | 2.9%                               | 0.7%   |
| Gymnastics                                                                     | 4,418                                | 4,621                            | 4,679                             | 1.3%                               | 5.9%   |
| Ultimate Frisbee                                                               | 4,571                                | 4,530                            | 4,409                             | -2.7%                              | -3.5%  |
| Track and Field                                                                | 4,383                                | 4,105                            | 4,222                             | 2.9%                               | -3.7%  |
| Racquetball                                                                    | 4,603                                | 3,594                            | 3,883                             | 8.0%                               | -15.6% |
| Cheerleading                                                                   | 3,134                                | 3,456                            | 3,608                             | 4.4%                               | 15.1%  |
| Ice Hockey                                                                     | 2,140                                | 2,421                            | 2,546                             | 5.2%                               | 19.0%  |
| Pickleball                                                                     | N/A                                  | 2,462                            | 2,506                             | 1.8%                               | N/A    |
| Softball (Fast Pitch)                                                          | 2,513                                | 2,424                            | 2,460                             | 1.5%                               | -2.1%  |
| Lacrosse                                                                       | 1,423                                | 2,011                            | 2,094                             | 4.1%                               | 47.2%  |
| Wrestling                                                                      | 2,536                                | 1,891                            | 1,978                             | 4.6%                               | -22.0% |
| Roller Hockey                                                                  | 1,374                                | 1,736                            | 1,907                             | 9.9%                               | 38.8%  |
| Squash                                                                         | 1,031                                | 1,596                            | 1,710                             | 7.1%                               | 65.9%  |
| Field Hockey                                                                   | 1,182                                | 1,557                            | 1,565                             | 0.5%                               | 32.4%  |
| Boxing for Competition                                                         | 855                                  | 1,278                            | 1,355                             | 6.0%                               | 58.5%  |
| Rugby                                                                          | 940                                  | 1,276                            | 1,349                             | 5.7%                               | 43.5%  |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                                      |                                  |                                   |                                    |        |
|                                                                                | Large Increase<br>(greater than 25%) | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |        |

#### 4.1.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced participation growth among the American population. In 2015, fitness swimming is the absolute leader in overall participation (26 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (7%) among aquatic activities, followed by fitness swimming (4%) and aquatic exercise (1%). It should be noted, in 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise also has a strong participation base, and has experienced steady growth since 2010. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land based exercises, including aerobic fitness, resistance training, flexibility, and better balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

| National Participatory Trends - Aquatics                                       |                                      |                                  |                                   |                                    |       |
|--------------------------------------------------------------------------------|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity                                                                       | Participation Levels                 |                                  |                                   | % Change                           |       |
|                                                                                | 2010                                 | 2014                             | 2015                              | 14-15                              | 10-15 |
| Swimming (Fitness)                                                             | N/A                                  | 25,304                           | 26,319                            | 4.0%                               | N/A   |
| Aquatic Exercise                                                               | 8,947                                | 9,122                            | 9,226                             | 1.1%                               | 3.1%  |
| Swimming (Competition)                                                         | N/A                                  | 2,710                            | 2,892                             | 6.7%                               | N/A   |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                                      |                                  |                                   |                                    |       |
|                                                                                | Large Increase<br>(greater than 25%) | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |       |

#### 4.1.3 NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had nearly 110 million participants in 2015, which represents a 2.4% decrease from the previous year. Other leading fitness activities based on total number of participants include treadmill (50 million), running/jogging (48 million), hand weights (43 million), stretching (36 million), and stationary cycling (36 million).

Over the last five years, the activities growing most rapidly are non-traditional / off-road triathlons (119%), trail running (63%), traditional road triathlons (57%), high impact aerobics (41%), and yoga (20%). In the last year (2014-15), activities with the largest gains in participation included non-traditional / off-road triathlons (24%), traditional / road triathlons (13%), barre (12%), and trail running (8%). It should be noted that many of the activities growing most rapidly have a relatively low user base, which allows for more drastic shifts in

terms of percentage. The recent decline in the extremely popular activities of fitness walking and running / jogging paired with widespread growth in activities with lower participation levels, may suggest that those engaging in fitness activities are actively looking for new forms of exercise.

| National Participatory Trends - General Fitness                                |                      |                                  |                                   |                                    |        |
|--------------------------------------------------------------------------------|----------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity                                                                       | Participation Levels |                                  |                                   | % Change                           |        |
|                                                                                | 2010                 | 2014                             | 2015                              | 14-15                              | 10-15  |
| Fitness Walking                                                                | 112,082              | 112,583                          | 109,829                           | -2.4%                              | -2.0%  |
| Treadmill                                                                      | 52,275               | 50,241                           | 50,398                            | 0.3%                               | -3.6%  |
| Running/Jogging                                                                | 46,650               | 51,127                           | 48,496                            | -5.1%                              | 4.0%   |
| Free Weights (Hand Weights) under 15 lbs                                       | N/A                  | 41,670                           | 42,799                            | 2.7%                               | N/A    |
| Stretching                                                                     | 35,720               | 35,624                           | 35,776                            | 0.4%                               | 0.2%   |
| Stationary Cycling (Recumbent/Upright)                                         | 36,036               | 35,693                           | 35,553                            | -0.4%                              | -1.3%  |
| Weight/Resistant Machines                                                      | 39,185               | 35,841                           | 35,310                            | -1.5%                              | -9.9%  |
| Free Weights (Dumbbells) over 15 lbs                                           | N/A                  | 30,767                           | 31,409                            | 2.1%                               | N/A    |
| Elliptical Motion Trainer                                                      | 27,319               | 28,025                           | 27,981                            | -0.2%                              | 2.4%   |
| Free Weights (Barbells)                                                        | 27,194               | 25,623                           | 25,381                            | -0.9%                              | -6.7%  |
| Yoga                                                                           | 20,998               | 25,262                           | 25,289                            | 0.1%                               | 20.4%  |
| Calisthenics/Bodyweight Exercise                                               | N/A                  | 22,390                           | 22,146                            | -1.1%                              | N/A    |
| Choreographed Exercise                                                         | N/A                  | 21,455                           | 21,487                            | 0.1%                               | N/A    |
| Aerobics (High Impact)                                                         | 14,567               | 19,746                           | 20,464                            | 3.6%                               | 40.5%  |
| Stair Climbing Machine                                                         | 13,269               | 13,216                           | 13,234                            | 0.1%                               | -0.3%  |
| Cross-Training Style Workout                                                   | N/A                  | 11,265                           | 11,710                            | 4.0%                               | N/A    |
| Stationary Cycling (Group)                                                     | 7,854                | 8,449                            | 8,677                             | 2.7%                               | 10.5%  |
| Pilates Training                                                               | 8,404                | 8,504                            | 8,594                             | 1.1%                               | 2.3%   |
| Trail Running                                                                  | 4,985                | 7,531                            | 8,139                             | 8.1%                               | 63.3%  |
| Cardio Cross Trainer                                                           | N/A                  | 7,484                            | 7,982                             | 6.7%                               | N/A    |
| Boot Camp Style Cross-Training                                                 | N/A                  | 6,774                            | 6,722                             | -0.8%                              | N/A    |
| Cardio Kickboxing                                                              | 6,287                | 6,747                            | 6,708                             | -0.6%                              | 6.7%   |
| Martial Arts                                                                   | 6,002                | 5,364                            | 5,507                             | 2.7%                               | -8.2%  |
| Boxing for Fitness                                                             | 4,788                | 5,113                            | 5,419                             | 6.0%                               | 13.2%  |
| Tai Chi                                                                        | 3,193                | 3,446                            | 3,651                             | 5.9%                               | 14.3%  |
| Barre                                                                          | N/A                  | 3,200                            | 3,583                             | 12.0%                              | N/A    |
| Triathlon (Traditional/Road)                                                   | 1,593                | 2,203                            | 2,498                             | 13.4%                              | 56.8%  |
| Triathlon (Non-Traditional/Off Road)                                           | 798                  | 1,411                            | 1,744                             | 23.6%                              | 118.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                      |                                  |                                   |                                    |        |
| Legend:                                                                        |                      |                                  |                                   |                                    |        |
| Large Increase<br>(greater than 25%)                                           |                      | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |        |

#### 4.1.4 ASPIRATIONAL INTEREST

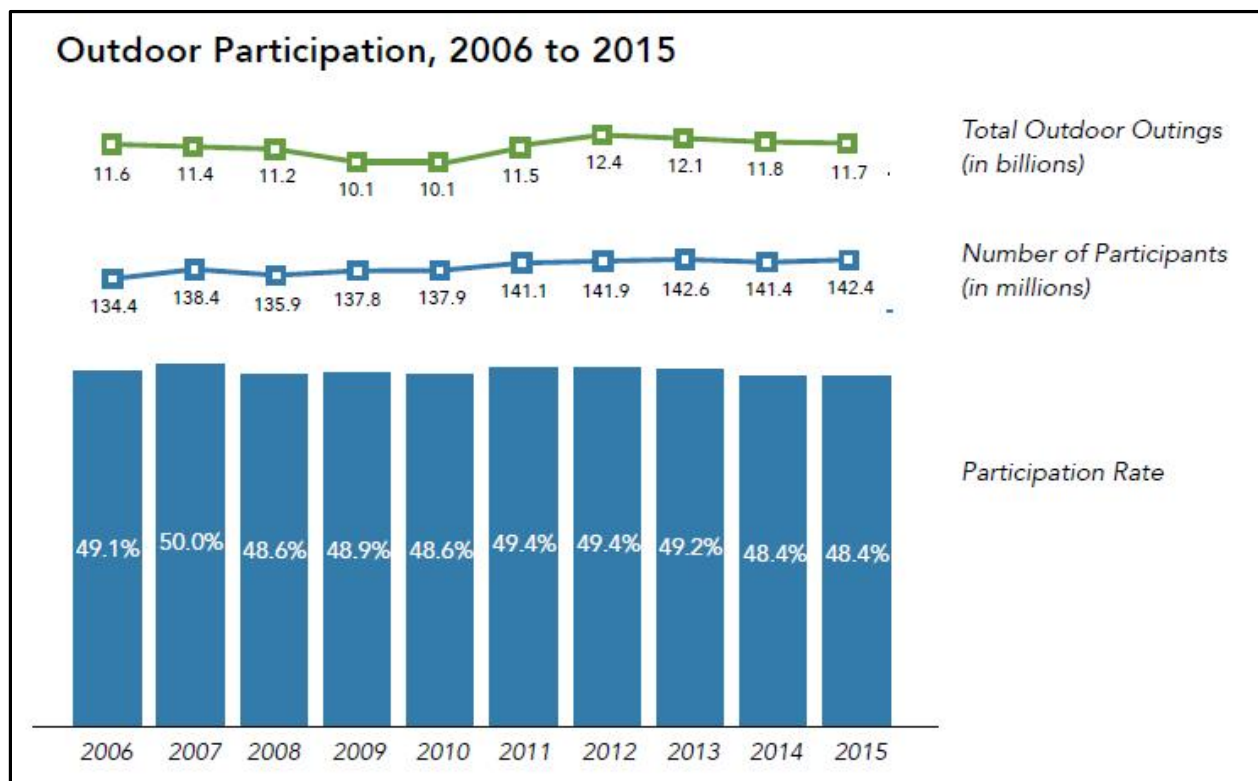
Though it is important to understand the trends of participants in all activities, it is equally if not more important to understand the interest of nonparticipants. Sports & Fitness Industry Association's (SFIA) 2016 Study of Sports, Fitness, and Leisure Participation reveals swimming for fitness continues to be the most popular "aspirational" sport amongst most age groups.

| Aspirational Trends Analysis |                            |                            |                            |
|------------------------------|----------------------------|----------------------------|----------------------------|
| Ages 6-12                    | Ages 13-17                 | Ages 18-24                 | Ages 25-34                 |
| Swimming for Fitness         | Swimming for Fitness       | Swimming for Fitness       | Swimming for Fitness       |
| Bicycling                    | Camping                    | Bicycling                  | Bicycling                  |
| Camping                      | Bicycling                  | Hiking                     | Camping                    |
| Hiking                       | Working Out with Weights   | Trail Running              | Hiking                     |
| Running/Jogging              | Working Out using Machines | Running/Jogging            | Working Out with Weights   |
| Ages 35-44                   | Ages 45-54                 | Ages 55-64                 | Ages 65+                   |
| Hiking                       | Swimming for Fitness       | Swimming for Fitness       | Swimming for Fitness       |
| Working Out with Weights     | Working Out Using Machines | Bicycling                  | Working Out using Machines |
| Swimming for Fitness         | Bicycling                  | Working Out with Weights   | Hiking                     |
| Camping                      | Hiking                     | Hiking                     | Fitness Classes            |
| Bicycling                    | Camping                    | Working Out using Machines | Working Out with Weights   |

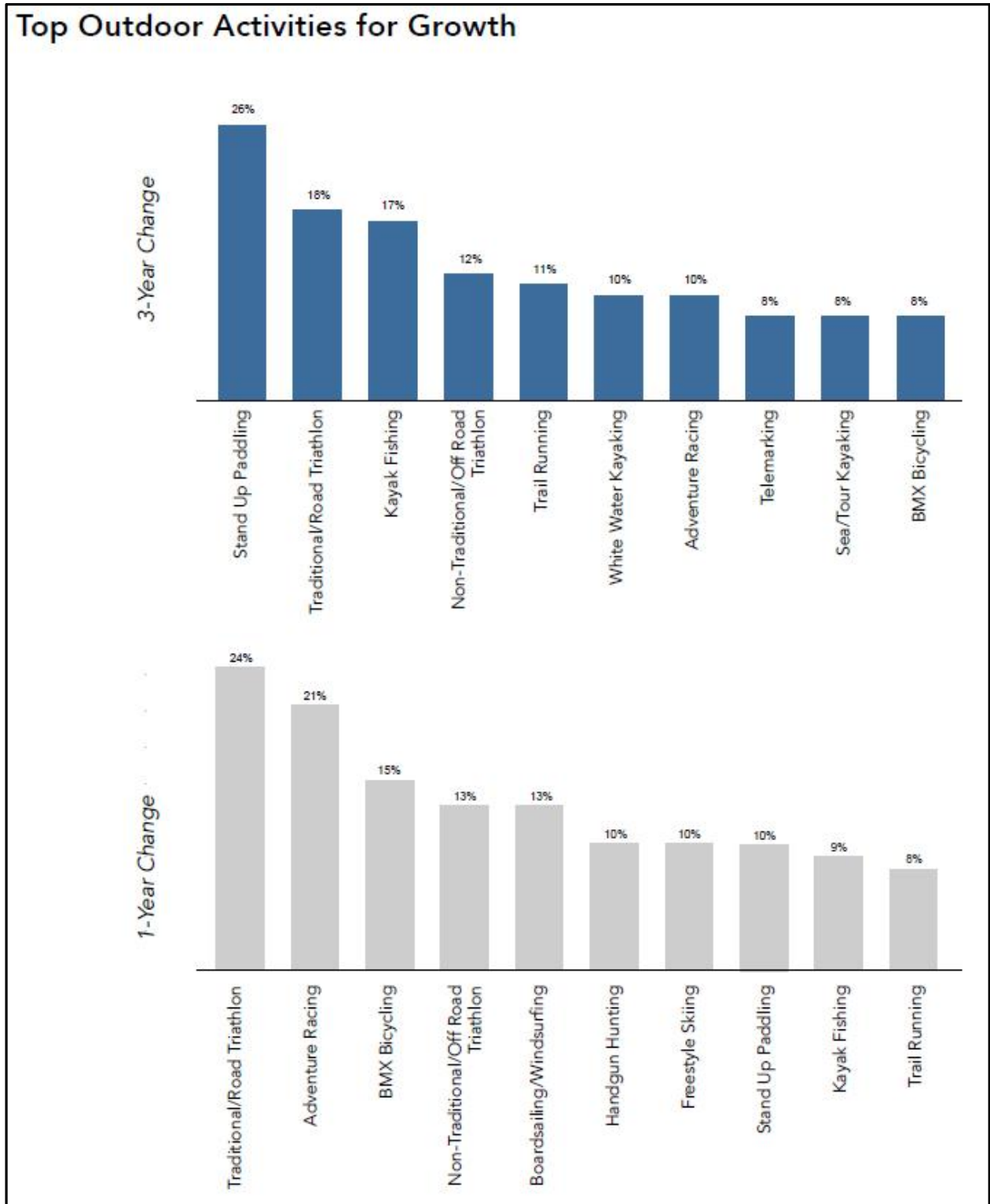
## 4.2 OUTDOOR RECREATION PARTICIPATION TRENDS

Every year, the Outdoor Foundation publishes the Outdoor Recreation Participation Topline Report, which is a special report that provides a snapshot of participation in outdoor activities among Americans. The information analyzed for this report is derived from a nationwide online survey of nearly 33,000 Americans age 6 and older. These are the same survey results utilized for the SFIA's 2016 Study of Sports, Fitness, and Leisure Participation Report, except that results are narrowed to only analyze activities taking place outdoors, with a heavy focus on youth and young adult participants.

Survey results show that nearly half (48.4%) of all Americans participated in at least one outdoor activity in 2015, which represents 142.4 million participants totaling 11.7 billion outdoor outings. While the total number of outdoor participants increased by one million in the most recent year, the overall rate of participation remained flat due to population increase. The chart below describes the total number of outdoor outings, number of participants, and participation rates for outdoor activities since 2006.



The chart below reveal the top outdoor activities in terms of participation growth in recent years by assessing the 3-year average and 1-year change. Over the last three years, racing activities and water sports have emerged as the fastest growing outdoor activities; while the most recent year has seen strong growth from a variety of racing activities.



By segmenting results from the survey, we can distinguish between youth / young adult (ages 6-24) and adult (ages 25+) participation in outdoor activities during 2015. Data from the study shows the top five most popular outdoor activities by participation rate and the top five favorite outdoor activities by participation frequency for youth / young adult and adult age segments.

Youth / young adult participants were reported to have engaged in 4.7 billion outdoor outings in 2015, which equates to 96.5 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for youth ages 6-24.

| Most Popular Youth Outdoor Activities (ages 6-24) |            |                          |
|---------------------------------------------------|------------|--------------------------|
| Activity                                          | % Of Youth | Total Youth Participants |
| Running, Jogging, Trail Running                   | 24.2%      | 19.9 million             |
| Bicycling (Road, Mountain, BMX)                   | 20.6%      | 16.9 million             |
| Camping (Car, Backyard, RV)                       | 18.2%      | 15.0 million             |
| Fishing (Fresh, Salt, Fly)                        | 18.0%      | 14.8 million             |
| Hiking                                            | 13.1%      | 10.8 million             |

| Favorite Youth Outdoor Activities (ages 6-24) |                              |                     |
|-----------------------------------------------|------------------------------|---------------------|
| Activity                                      | Avg. Outings per Participant | Total Youth Outings |
| Running, Jogging, Trail Running               | 97.4                         | 1.9 billion         |
| Bicycling (Road, Mountain, BMX)               | 76.5                         | 1.3 billion         |
| Skateboarding                                 | 62.4                         | 285.9 million       |
| Fishing (Fresh, Salt, Fly)                    | 17.9                         | 265.1 million       |
| Camping (Car, Backyard, RV)                   | 12.2                         | 182.0 million       |

Adult participants were reported to have engaged in 7 billion outdoor outings in 2015, which equates to 74.9 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for adults over the age of-24.

| Most Popular Adult Outdoor Activities (ages 25+) |             |                          |
|--------------------------------------------------|-------------|--------------------------|
| Activity                                         | % Of Adults | Total Adult Participants |
| Running, Jogging, Trail Running                  | 14.9%       | 31.6 million             |
| Fishing (Fresh, Salt, Fly)                       | 14.6%       | 30.9 million             |
| Hiking                                           | 12.5%       | 26.4 million             |
| Bicycling (Road, Mountain, BMX)                  | 12.3%       | 26.1 million             |
| Camping (Car, Backyard, RV)                      | 11.8%       | 25.0 million             |

| Favorite Adult Outdoor Activities (ages 25+) |                              |                     |
|----------------------------------------------|------------------------------|---------------------|
| Activity                                     | Avg. Outings per Participant | Total Adult Outings |
| Running, Jogging, Trail Running              | 87.1                         | 2.8 billion         |
| Bicycling (Road, Mountain, BMX)              | 54.2                         | 1.4 billion         |
| Fishing (Fresh, Salt, Fly)                   | 20.1                         | 621.5 million       |
| Birdwatching                                 | 40.6                         | 422.3 million       |
| Wildlife Viewing                             | 26.4                         | 413.4 million       |

### 4.3 LOCAL TRENDS

Environmental Systems Research Institute analyzes the participation in recreation activities to determine a Market Potential Data (MPI). The MPI measures the probable demand for a product or service in the target area and communicates the likelihood that a resident of the service area will exhibit certain consumer behaviors when compared to the US National average. The National average is 100, therefore above 100 would represent a higher than average participation rate. The following charts illustrates the index of the sport and leisure market potential in the 15 minute drive time service area of Gilbert Regional Park and the correlating programmatic and facility needs. Please note: Behaviors listed below are those that will be offered at the Gilbert Regional Park. Activities such as salt water fishing, auto racing and bowling have been omitted from the chart.

| Consumer Behavior     | Market Potential Index | Program Need           | Facility Need                           |
|-----------------------|------------------------|------------------------|-----------------------------------------|
| Jogging/running       | 144                    | Fitness and Exercise   | Trails and Indoor Track                 |
| Weight lifting        | 136                    | Fitness and Exercise   | Fitness Center                          |
| Tennis                | 131                    | Fitness and Exercise   | Tennis Courts                           |
| Bicycling (mountain)  | 130                    | Outdoor Recreation     | Mountain Bike Skills Park               |
| Yoga                  | 130                    | Fitness and Exercise   | Group Exercise Studios                  |
| Hiking                | 129                    | Outdoor Recreation     | Trails                                  |
| Aerobics              | 128                    | Fitness and Exercise   | Group Exercise Studios                  |
| Swimming              | 124                    | Fitness and Exercise   | Aquatic Center                          |
| Pilates               | 118                    | Fitness and Exercise   | Group Exercise Studios                  |
| Soccer                | 117                    | Youth and Adult Sports | Soccer Fields                           |
| Walking for exercise  | 113                    | Fitness and Exercise   | Trails and Indoor Track                 |
| Bicycling (road)      | 112                    | Fitness and Exercise   | Bike Lanes                              |
| Football              | 108                    | Youth and Adult Sports | Multi-Purpose Fields                    |
| Softball              | 107                    | Youth and Adult Sports | Softball Fields                         |
| Volleyball            | 106                    | Youth and Adult Sports | Gymnasium and Sand Volleyball Courts    |
| Frisbee/disc golf     | 105                    | Outdoor Recreation     | Disc Golf Course                        |
| Baseball              | 103                    | Youth and Adult Sports | Baseball Fields                         |
| Basketball            | 98                     | Youth and Adult Sports | Gymnasium and Outdoor Basketball Courts |
| Fishing (fresh water) | 94                     | Outdoor Recreation     | Lake or Pond                            |
| Archery               | 89                     | Outdoor Recreation     | Archery Range                           |

### 4.4 RECREATION TRENDS SUMMARY

It is critically important for the TOG to understand the national participation trends in recreation activities. In doing so, the department can gain general insight into the lifecycles of recreation programs (emerging, stable and declining) and thereby anticipate potential changes in need and demand for the programs and activities for residents. Locally, participation in fitness and exercise, outdoor recreation, swimming and team sports are strong and indicate an opportunity to provide these programs and correlating facilities at Gilbert Regional Park.

## CHAPTER FIVE - CONCEPTUAL MASTER PLAN

Upon completion of the community engagement process, the Consulting Team developed three conceptual master plans for review by the community during three “Presenting the Vision” workshops held in March, 2016. The outcome of these workshops, attended by 103 residents, was to identify a “preferred” conceptual master plan for the future Gilbert Regional Park.

The following sections provides an overview of the preferred conceptual master plan as desired by the community.

### 5.1 CONCEPTUAL MASTER PLAN MAP

The following graphic details the preferred master plan concept for the Gilbert Regional Park.



## 5.2 CONCEPTUAL MASTER PLAN MATRIX

The following matrix quantifies the elements included in the conceptual master plan

|                               | Category                        | FINAL CONCEPT |         |
|-------------------------------|---------------------------------|---------------|---------|
|                               |                                 | Unit          | Qty     |
| Facilities                    | Aquatic/Recreation Center*      | SF            | 100,000 |
|                               | Multi-use Center*               | SF            | 120,000 |
|                               | Maintenance Building/Yard       | EA            | 3       |
|                               | Amphitheater                    | SF            | 15,000  |
|                               | Retail*                         | SF            | 30,000  |
|                               | Restroom Building               | EA            | 7       |
|                               | Parking (Total Parking Spaces)  | EA            | 4,075   |
| Fields, Courts, and Amenities | Baseball Field (Lighted)        | EA            | 4       |
|                               | Basketball Court (Lighted)      | EA            | 4       |
|                               | Disc Golf Hole                  | EA            | 18      |
|                               | Dog Park - Off leash area       | AC            | 3       |
|                               | Mountain Bike Skills Park       | EA            | 1       |
|                               | Multi-Purpose Field (Lighted)   | EA            | 5       |
|                               | Pickleball Court (Lighted)      | EA            | 8       |
|                               | Playground (Iconic)             | EA            | 1       |
|                               | Playground (Shaded)             | EA            | 2       |
|                               | Ramada (Small)                  | EA            | 49      |
|                               | Ramada (Medium)                 | EA            | 4       |
|                               | Ramada (Large Group)            | EA            | 1       |
|                               | Ropes Course*                   | EA            | 1       |
|                               | Signage (Monument-Park Name)    | EA            | 3       |
|                               | Skate Park                      | EA            | 1       |
|                               | BMX Park                        | EA            | 1       |
|                               | Splash Pad                      | EA            | 1       |
|                               | Soccer Field (Lighted)          | EA            | 4       |
|                               | Softball Field (Lighted)        | EA            | 4       |
|                               | Tennis Court (Lighted)          | EA            | 6       |
|                               | Multi-Use Path (Paved)          | Miles         | 7.1     |
|                               | Trail (Unpaved)                 | Miles         | 4.0     |
|                               | Great Lawn                      | AC            | 24.0    |
|                               | Volleyball Court (Sand) Lighted | EA            | 6       |

The following chapters detail the proposed phasing of the construction of the Gilbert Regional Park as well as the proposed staffing model, program plan, maintenance standards and operating financial plan for each phase.

## CHAPTER SIX – PHASE ONE IMPLEMENTATION

The following improvements are recommended for phase one of the construction of Gilbert Regional Park. It is expected that all phase one improvements will be completed as a single construction project.

### 6.1 PHASE ONE - CONCEPTUAL MAP



### 6.2 PHASE ONE - FACILITY/AMENITY MATRIX

| <u>Gilbert Regional Park</u>    |       |                       |
|---------------------------------|-------|-----------------------|
| Concept Quantities              |       |                       |
|                                 |       | Phase 1<br>(30 Acres) |
| Facility/Amenity                | Unit  | Qty                   |
| Maintenance Building/Yard       | EA    | 1                     |
| Restroom Building               | EA    | 1                     |
| Parking (Total Parking Spaces)  | EA    | 300                   |
| Pickleball Court (Lighted)      | EA    | 8                     |
| Playground (Iconic)             | EA    | 1                     |
| Ramada (Small)                  | EA    | 22                    |
| Signage (Monument-Park Name)    | EA    | 1                     |
| Tennis Court (Lighted)          | EA    | 6                     |
| Multi-Use Path (Paved)          | Miles | 1.0                   |
| Volleyball Court (Sand) Lighted | EA    | 6                     |

### 6.3 PHASE ONE - SAMPLE PROGRAM PLAN

The following table provides a sample plan for the expected programming and utilization that the Parks and Recreation Department will directly facilitate at the Gilbert Regional Park upon completion of phase one.

| PROGRAM PLAN<br>Gilbert Regional Park - Phase 1 |                               |           |                    |                   |                                                                                  |
|-------------------------------------------------|-------------------------------|-----------|--------------------|-------------------|----------------------------------------------------------------------------------|
| PARK SPACE                                      | PROGRAM                       | INVENTORY | NUMBER OF SESSIONS | NUMBER OF RENTALS | NOTES                                                                            |
| Ramadas                                         | Ramada Reservations           | 22        |                    | 2,150             | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum |
| Pickleball Courts                               | Pickleball Leagues            | 8         | 18                 |                   | 3 leagues every two months; morning; evening; weekend                            |
| Pickleball Courts                               | Pickleball Court Rentals      | 8         |                    | 400               | 1% of court time will be rented annually; 1 hour minimum                         |
| Sand Volleyball Courts                          | Sand Volleyball Leagues       | 6         | 18                 |                   | 3 leagues every two months; 2 in evenings; 1 weekend                             |
| Sand Volleyball Courts                          | Sand Volleyball Court Rentals | 6         |                    | 300               | 1% of court time will be rented annually; 1 hour minimum                         |
| Tennis Courts                                   | Tennis Leagues                | 6         | 18                 |                   | 3 leagues every two months; 2 in evenings; 1 weekend                             |
| Tennis Courts                                   | Tennis Court Rentals          | 6         | 12                 | 300               | 1% of court time will be rented annually; 1 hour minimum                         |

### 6.4 PHASE ONE - MAINTENANCE STANDARDS

In keeping with current Parks and Recreation Department practices, it is expected that the general maintenance and landscaping associated with phase one will be provided to ensure a safe and enjoyable experience. Recommended maintenance standards for phase one can be found in Appendix C of the business plan.

### 6.5 PHASE ONE - STAFFING MODEL

To operate phase one of the Gilbert Regional Park in alignment with the hybrid management model and classification of services as recommended, the four primary goals will be to:

1. Implement a standards-based maintenance program for both contracted and in-house work. This effort will ensure a high quality and consistent experience for visitors to Gilbert Regional Park.
2. Oversee the maintenance work performed by third party contractors.
3. Deliver a high level of customer service that is necessary to facilitate the reservations of ramadas and pickleball, tennis and sand volleyball courts.
4. Develop recreation opportunities for visitors to Gilbert Regional Park.

To meet these goals, the Consulting Team recommends the addition of the following staff:

- 1 Full-time Field Supervisor
- 1 Full-time Grounds Maintenance Worker
- 3 Part-time Grounds Maintenance Workers
- 1 Full-time Customer Service Professional
- 1 Full-Time Park Ranger
- 1 Part-time Recreation Leader

## 6.6 PHASE ONE - FINANCIAL MODEL

The consulting team utilized the following set of assumptions to create a financial model for the development of the 30-acre, phase one Gilbert Regional Park:

- Primary programs and services of phase one will be:
  - o Reservations
  - o Sport Court Programs and Leagues
- Reservation income will equal approximately \$70,000 – the primary source of revenue for phase one.
  - o Ramadas: 22 ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
  - o Sand Volleyball Courts: 1% of court time will be rented annually; 1 hour minimum
  - o Pickleball Courts: 1% of court time will be rented annually; 1 hour minimum
  - o Tennis Courts: 1% of court time will be rented annually; 1 hour minimum
- Three full-time employees will be required for the operation of the park.
- Part-time staffing (recreation leader, grounds maintenance workers) will account for 25% of the nearly \$250,000 personnel budget needed to operate the park.
- A third party contractor will be responsible for the routine landscape maintenance in the park at a cost of \$2,000 per acre.
- Operational partnerships were not considered as part of the pro forma development.

From these assumptions, PROS Consulting projects that phase one of the Gilbert Regional Park will operate at a 32% cost recovery and require a subsidy from the general fund to offset the operating loss (\$248,000).

### 6.6.1 BASIC PRO FORMA - PHASE ONE

| Pro Forma Revenues & Expenditures   |                       |
|-------------------------------------|-----------------------|
| Gilbert Regional Park - Phase 1     |                       |
| BASELINE: REVENUES AND EXPENDITURES |                       |
| Revenues                            | 1st Year              |
| Programs and Rentals                | \$142,625.00          |
| <b>Total</b>                        | <b>\$142,625.00</b>   |
| Expenditures                        | 1st Year              |
| Operations & Maintenance            | \$445,530.50          |
| <b>Total</b>                        | <b>\$445,530.50</b>   |
| <b>Annual Net Gain/Loss</b>         | <b>(\$302,905.50)</b> |
| <b>Total Cost Recovery</b>          | <b>32%</b>            |

## 6.6.2 REVENUE MODEL - PHASE ONE

| Pro Forma Revenue Model<br>Gilbert Regional Park - Phase 1 |                               |          |                      |               |              |                                                                                              |
|------------------------------------------------------------|-------------------------------|----------|----------------------|---------------|--------------|----------------------------------------------------------------------------------------------|
| DIVISION                                                   | ACCOUNT TITLE                 | PRICE    | HOURS/# of OFFERINGS | PARTICIPATION | REVENUES     | EXPLANATION                                                                                  |
| REVENUES                                                   |                               |          |                      |               |              |                                                                                              |
| Ramadas                                                    | Ramada Reservations           | \$15.00  | 2                    | 2150          | \$64,500.00  | 22 ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum |
| Pickleball Courts                                          | Pickleball Leagues            | \$35.00  | 18                   | 45            | \$28,350.00  | 3 leagues every two months; morning, evening; weekend; 45 participants                       |
| Pickleball Courts                                          | Pickleball Court Rentals      | \$5.00   | 1                    | 400           | \$2,000.00   | 1% of court time will be rented annually; 1 hour minimum                                     |
| Sand Volleyball Courts                                     | Sand Volleyball Leagues       | \$200.00 | 18                   | 12            | \$43,200.00  | 3 leagues every two months; 2 in evenings; 1 weekend; 8 teams per league                     |
| Sand Volleyball Courts                                     | Sand Volleyball Court Rentals | \$5.00   | 1                    | 300           | \$1,500.00   | 1% of court time will be rented annually; 1 hour minimum                                     |
| Tennis Courts                                              | Tennis Leagues                | \$35.00  | 1                    | 45            | \$1,575.00   | 3 leagues every two months; 2 in evenings; 1 weekend; 45 participants                        |
| Tennis Courts                                              | Tennis Court Rentals          | \$5.00   | 1                    | 300           | \$1,500.00   | 1% of court time will be rented annually; 1 hour minimum                                     |
| TOTAL REVENUES                                             |                               |          |                      |               | \$142,625.00 |                                                                                              |

### 6.6.3 EXPENDITURE MODEL – PHASE ONE

|                                             |                           |                                                     |
|---------------------------------------------|---------------------------|-----------------------------------------------------|
| <b>Pro Forma Expenditures</b>               |                           |                                                     |
| Gilbert Regional Park - Phase 1             |                           |                                                     |
| <b>PERSONNEL SERVICES</b>                   |                           |                                                     |
| Field Supervisor                            | \$60,000.00               |                                                     |
| Grounds Maintenance Worker                  | \$35,000.00               |                                                     |
| Park Ranger                                 | \$40,000.00               |                                                     |
| Customer Service Professional               | \$45,000.00               |                                                     |
| Part-time Grounds Maintenance Workers       | \$36,000.00               | 3 staff; 20 hours per week; 3000 hours total x \$12 |
| Part Time Recreation Leader                 | \$17,000.00               | \$17 x 20 hours per week                            |
| Overtime                                    | \$2,500.00                |                                                     |
| Employer's Share of FICA                    | \$3,370.80                | 6.36% of PT Salaries and Wages                      |
| Employer's Share of Medicare                | \$789.70                  | 1.49% of PT Salaries and Wages                      |
| Full-Time Benefits                          | \$57,870.00               | 32.15% of FT wages                                  |
|                                             |                           |                                                     |
| <b>Total</b>                                | <b>Personnel Services</b> | <b>\$297,530.50</b>                                 |
| <b>NON-PERSONNEL SERVICES &amp; CHARGES</b> |                           |                                                     |
| Contracted Services                         | \$60,000.00               | 30 acres x \$2000/acre                              |
| Medical Fees (Drug Tests)                   | \$1,000.00                | Quarterly random screenings for all employees       |
| Training Travel & Lodging                   | \$2,000.00                |                                                     |
| Cellular Phone Fees                         | \$1,000.00                |                                                     |
| Electricity                                 | \$40,000.00               |                                                     |
| Water & Sewer                               | \$6,000.00                | 12 mon X \$500                                      |
| Equipment Repairs & Maint.                  | \$2,500.00                |                                                     |
| Field Maintenance                           | \$0.00                    | \$18,000 per engineered field                       |
| Trash Collection                            | \$3,000.00                | \$250 / Mon Dumpster                                |
| Staff Clothing                              | \$2,000.00                | 17 @ \$200 ea.                                      |
| Participant Clothing                        | \$2,000.00                |                                                     |
| Irrigation Materials                        | \$5,000.00                |                                                     |
| Repair Parts                                | \$5,000.00                | Plumbing, Hardware, Electrical, Lighting, etc...    |
| Small Tools & Minor Equip.                  | \$5,000.00                | Misc. and Specialty Tools                           |
| Other Maint. Supplies                       | \$12,000.00               | Lubricants, light bulbs, etc.                       |
| Safety Supplies                             | \$1,500.00                | Safety Glasses, Gloves, Harness, etc...             |
| <b>Total</b>                                | <b>Other Services</b>     | <b>\$148,000.00</b>                                 |
|                                             |                           |                                                     |
| <b>TOTAL EXPENSES</b>                       |                           | <b>\$445,530.50</b>                                 |

## CHAPTER SEVEN - PHASE TWO IMPLEMENTATION

The following improvements are recommended for phase two of the construction of Gilbert Regional Park. It is expected that all phase two improvements will be completed as a single construction project.

### 7.1 PHASE TWO - CONCEPTUAL MAP



### 7.2 PHASE TWO - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b>     |              |                                |
|----------------------------------|--------------|--------------------------------|
| <b>Concept Quantities</b>        |              |                                |
|                                  |              | <b>PHASE 2B<br/>(75 Acres)</b> |
| <i>Facility/Amenity</i>          | <i>Unit</i>  | <i>Qty</i>                     |
| Restroom Building                | EA           | 2                              |
| Parking (Total Parking Spaces)   | EA           | 600                            |
| Basketball Court (Lighted)       | EA           | 4                              |
| <b>Disc Golf Hole</b>            | <b>EA</b>    | <b>18</b>                      |
| Dog Park - Off leash area        | AC           | 3                              |
| <b>Mountain Bike Skills Park</b> | <b>EA</b>    | <b>1</b>                       |
| <b>Playground (Shaded)</b>       | <b>EA</b>    | <b>1</b>                       |
| Ramada (Small)                   | EA           | 7                              |
| <b>Ramada (Medium)</b>           | <b>EA</b>    | <b>2</b>                       |
| * <b>Ropes Course</b>            | <b>EA</b>    | <b>1</b>                       |
| Signage (Monument-Park Name)     | EA           | 1                              |
| <b>Skate Park</b>                | <b>EA</b>    | <b>1</b>                       |
| BMX Park                         | EA           | 1                              |
| <b>Multi-Use Path (Paved)</b>    | <b>Miles</b> | <b>3.0</b>                     |
| Trail (Unpaved)                  | Miles        | 2.0                            |

\*Note: The Ropes Course is an opportunity for a Public Private Partnership

### 7.3 PHASE TWO - PROGRAM PLAN

The following table provides a plan for the expected programming and utilization that the Parks and Recreation Department will directly facilitate at the Gilbert Regional Park upon completion of phase two(b). Given the facilities and amenities being proposed for phase two (b), it is expected that the park will be utilized primarily through self-directed activity.

| <b>PROGRAM PLAN</b><br>Gilbert Regional Park - Phase 2 |                                  |                  |                           |                          |                                                                                  |
|--------------------------------------------------------|----------------------------------|------------------|---------------------------|--------------------------|----------------------------------------------------------------------------------|
| <b>PARK SPACE</b>                                      | <b>PROGRAM</b>                   | <b>INVENTORY</b> | <b>NUMBER OF SESSIONS</b> | <b>NUMBER OF RENTALS</b> | <b>NOTES</b>                                                                     |
| Ramadas                                                | Ramada Reservations              | 9                |                           | 900                      | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum |
| Basketball Courts                                      | Outdoor Basketball Leagues       | 4                | 6                         |                          | 1 league every two months                                                        |
| Mountain Bike Skills Park                              | Private Instruction (contracted) | 1                | 200                       |                          | Private Instruction                                                              |
| Mountain Bike Skills Park                              | Reservations (Group)             | 1                |                           | 50                       | Group reservations                                                               |
| Mountain Bike Skills Park                              | Reservations (Events)            | 1                |                           | 1                        | Event Reservation                                                                |
| Mountain Bike Skills Park                              | Summer Camp                      | 1                | 6                         |                          | Clinics contracted out;                                                          |
| BMX Park                                               | Private Instruction (contracted) | 1                | 200                       |                          | Private Instruction                                                              |
| BMX Park                                               | Reservations (Group)             | 1                |                           | 50                       | Group reservations                                                               |
| BMX Park                                               | Reservations (Events)            | 1                |                           | 1                        | Event Reservation                                                                |
| BMX Park                                               | Summer Camp                      | 1                | 6                         |                          | Clinics contracted out;                                                          |
| Skate Park                                             | Private Instruction (contracted) | 1                | 200                       |                          | Private Instruction                                                              |
| Skate Park                                             | Reservations (Group)             | 1                |                           | 50                       | Group reservations                                                               |
| Skate Park                                             | Reservations (Events)            | 1                |                           | 1                        | Event Reservation                                                                |
| Ropes Course                                           | Hourly Rentals                   | 1                |                           | 1000                     | Hourly Rentals                                                                   |
| Ropes Course                                           | 1/2 Group Reservation            | 1                |                           | 26                       | Group Rentals                                                                    |
| Skate Park                                             | Summer Camp                      | 1                | 6                         |                          | Clinics contracted out;                                                          |
| Disc Golf                                              | Reservation (Events)             | 1-18 holes       | 6                         |                          | Event Reservation                                                                |

### 7.4 PHASE TWO - MAINTENANCE STANDARDS

The maintenance standards for Phase two are *IN ADDITION* to the maintenance standards presented in Chapter Five for phase one. It is expected that the standards presented in phase one will be utilized to maintain the general park and landscaping associated with phase two.

In keeping with current Parks and Recreation Department practices, it is expected that the general maintenance and landscaping associated with phase two (b) will be provided to ensure a safe and enjoyable experience. Recommended maintenance standards for phase two (b) can be found in Appendix D of the business plan.

### 7.5 PHASE TWO - STAFFING MODEL

To operate phase two of the Gilbert Regional Park in alignment with the hybrid management model and classification of services as recommended, the two primary goals will be to:

1. Implement a standards-based maintenance program for both contracted and in-house work. This effort will ensure a high quality and consistent experience for visitors to Gilbert Regional Park.
2. Oversee the maintenance work performed by third party contractors.

To meet these goals, the Consulting Team recommends the addition of the following staff:

- 2 Full-time Grounds Maintenance Workers – General park maintenance
- 2 Part-time Grounds Maintenance Workers – BMX/Skate Park
- 2 Part-time Grounds Maintenance Workers – Mountain Bike Skills Park
- 1 Part-time Grounds Maintenance Worker – Disc Golf

## 7.6 PHASE TWO - FINANCIAL MODEL

Given the various elements associated with phase two, the consulting team will provide separate financial models for this phase. This will provide the TOG the flexibility to explore different operating models for each element of this phase. Financial models are provided as follows:

1. General Park including general landscaping and maintenance, basketball courts, skate park
2. Mountain Bike Skills Park
3. BMX Bike
4. Disc Golf
5. Ropes Course

### 7.6.1 GENERAL PARK FINANCIAL MODEL

- Primary programs and services of phase two will be:
  - o Reservations
  - o Programs
- Reservation income will equal approximately \$29,000 – the primary source of revenue for phase two (b) is as follows:
  - o Small Ramadas: 7 additional ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
  - o Medium Ramadas: 2 medium ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
- Two full-time employees will be required for the operation of this phase of the park.
- A third party contractor will be responsible for the routine landscape maintenance in the park at a cost of \$2,000 per acre.

From these assumptions, PROS Consulting projects that the general park area of phase two of the Gilbert Regional Park will operate at a 14% cost recovery and require a subsidy from the general fund to offset the operating loss (\$248,000).

#### 7.6.1.1 BASIC ONE PRO FORMA FOR PHASE TWO – GENERAL PARK

| Pro Forma Revenues & Expenditures   |                |
|-------------------------------------|----------------|
| Gilbert Regional Park - Phase 2b    |                |
| BASELINE: REVENUES AND EXPENDITURES |                |
| Revenues                            | 1st Year       |
| Programs and Rentals                | \$41,000.00    |
| Total                               | \$41,000.00    |
| Expenditures                        | 1st Year       |
| Operations & Maintenance            | \$288,255.00   |
| Total                               | \$288,255.00   |
| Annual Net Gain/Loss                | (\$247,255.00) |
| Total Cost Recovery                 | 14%            |

### 7.6.1.2 REVENUE MODEL FOR PHASE TWO – GENERAL PARK

| <b>Pro Forma Revenue Model</b>  |                                               |          |      |               |                    |                                                                                             |
|---------------------------------|-----------------------------------------------|----------|------|---------------|--------------------|---------------------------------------------------------------------------------------------|
| Gilbert Regional Park - Phase 2 |                                               |          |      |               |                    |                                                                                             |
| DIVISION                        | ACCOUNT TITLE                                 | PRICE    | UNIT | PARTICIPATION | REVENUES           | EXPLANATION                                                                                 |
| <b>REVENUES</b>                 |                                               |          |      |               |                    |                                                                                             |
| Small Ramadas                   | Small Ramada Reservations                     | \$15.00  | 2    | 700           | \$21,000.00        | 7 ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum |
| Medium Ramadas                  | Medium Ramada Reservations                    | \$20.00  | 2    | 200           | \$8,000.00         | 2 ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum |
| Basketball Courts               | Basketball Leagues                            | \$200.00 | 6    | 8             | \$9,600.00         | 6 leagues annually; 8 teams per league                                                      |
| Skate Park                      | Skate Park Summer Camp (1/2 day) - contracted | \$100.00 | 6    | 10            | \$2,400.00         | 6 camps; 10 kids each; TOG receive 40% of revenue                                           |
| <b>TOTAL REVENUES</b>           |                                               |          |      |               | <b>\$41,000.00</b> |                                                                                             |

### 7.6.1.3 EXPENDITURE MODEL FOR PHASE TWO – GENERAL PARK

| <b>Pro Forma Expenditures</b>               |                           |                                                                    |
|---------------------------------------------|---------------------------|--------------------------------------------------------------------|
| Gilbert Regional Park - Phase 2             |                           |                                                                    |
| <b>PERSONNEL SERVICES</b>                   |                           |                                                                    |
| Grounds Maintenance Worker                  | \$70,000.00               | 2 additional FT grounds maintenance workers @ \$35,000 each        |
| Overtime                                    | \$2,500.00                |                                                                    |
| Full-Time Benefits                          | \$22,505.00               | 32.15% of FT wages                                                 |
| <b>Total</b>                                | <b>Personnel Services</b> | <b>\$95,005.00</b>                                                 |
| <b>NON-PERSONNEL SERVICES &amp; CHARGES</b> |                           |                                                                    |
| Contracted Services                         | \$100,000.00              | 50 acres x \$2000/acre (less 25 acres for BMX, Mountain Bike, etc) |
| Medical Fees (Drug Tests)                   | \$1,000.00                | Quarterly random screenings for all employees                      |
| Training Travel & Lodging                   | \$2,000.00                |                                                                    |
| Cellular Phone Fees                         | \$1,000.00                |                                                                    |
| Electricity                                 | \$25,000.00               |                                                                    |
| Water & Sewer                               | \$12,000.00               | 12 mon X \$1000                                                    |
| Equipment Repairs & Maint.                  | \$2,500.00                |                                                                    |
| Trash Collection                            | \$3,000.00                | \$250 / Mon Dumpster                                               |
| Staff Clothing                              | \$1,000.00                |                                                                    |
| Participant Clothing                        | \$250.00                  |                                                                    |
| Irrigation Materials                        | \$10,000.00               |                                                                    |
| Repair Parts                                | \$10,000.00               | Plumbing, Hardware, Electrical, Lighting, etc...                   |
| Small Tools & Minor Equip.                  | \$12,000.00               | Misc. and Specialty Tools                                          |
| Other Maint. Supplies                       | \$12,000.00               | Lubricants, light bulbs, etc.                                      |
| Safety Supplies                             | \$1,500.00                | Safety Glasses, Gloves, Harness, etc...                            |
| <b>Total</b>                                | <b>Other Services</b>     | <b>\$193,250.00</b>                                                |
| <b>TOTAL EXPENSES</b>                       | <b>TOTAL EXPENSES</b>     | <b>\$288,255.00</b>                                                |

### 7.6.2 MOUNTAIN BIKE SKILLS PARK FINANCIAL MODEL

- Primary programs and services of the Mountain Skills Bike Park of phase two (b) will be:
  - o Reservations
  - o Programs
- Two part-time employees will be required for the operation of this phase of the park.

From these assumptions, PROS Consulting projects that the Mountain Bike Skills Park of phase two (b) of the Gilbert Regional Park will operate at a 45% cost recovery and require a subsidy in the form of a general fund subsidy to offset the operating loss (\$18,000).

#### 7.6.2.1 ONE YEAR PRO FORMA FOR PHASE TWO – MOUNTAIN BIKE SKILLS PARK

| Pro Forma Revenues & Expenditures                 |             |
|---------------------------------------------------|-------------|
| Gilbert Regional Park - Mountain Bike Skills Park |             |
| BASELINE: REVENUES AND EXPENDITURES               |             |
| Revenues                                          | 1st Year    |
| Rentals and Sales                                 | \$14,400.00 |
| Total                                             | \$14,400.00 |
| Expenditures                                      | 1st Year    |
| Maintenance                                       | \$32,207.20 |
| Total                                             | \$32,207.20 |
| Total Cost Recovery                               | 45%         |

#### 7.6.2.2 REVENUE MODEL FOR PHASE TWO – MOUNTAIN BIKE SKILLS PARK

| Pro Forma Revenues & Expenditures                 |                             |          |                |       |             |                                                   |
|---------------------------------------------------|-----------------------------|----------|----------------|-------|-------------|---------------------------------------------------|
| Gilbert Regional Park - Mountain Bike Skills Park |                             |          |                |       |             |                                                   |
| DIVISION                                          | ACCOUNT TITLE               | PRICE    | PRICE UNIT     | UNITS | REVENUES    | EXPLANATION                                       |
| REVENUES                                          |                             |          |                | Sales |             |                                                   |
| Donations                                         | Voluntary Annual Membership | \$10.00  | per membership | 500   | \$5,000.00  |                                                   |
| Rentals & Sales                                   | Group Outing Rentals        | \$100.00 | per 3 hour     | 50    | \$5,000.00  |                                                   |
| Rentals & Sales                                   | Summer Camp (1/2 day)       | \$100.00 | 6              | 10    | \$2,400.00  | 6 camps; 10 kids each; TOG receive 40% of revenue |
| Rentals & Sales                                   | Private Instruction         | \$25.00  | 1              | 200   | \$2,000.00  | TOG receive 40% of revenue                        |
| TOTAL RENTALS & SALES REVENUES                    |                             |          |                |       | \$14,400.00 |                                                   |

### 7.6.2.3 EXPENDITURE MODEL FOR PHASE TWO – MOUNTAIN BIKE SKILLS PARK

|                                                   |                          |                                                                 |  |
|---------------------------------------------------|--------------------------|-----------------------------------------------------------------|--|
| <b>Pro Forma Expenditures</b>                     |                          |                                                                 |  |
| Gilbert Regional Park - Mountain Bike Skills Park |                          |                                                                 |  |
| <b>PERSONNEL SERVICES</b>                         |                          |                                                                 |  |
| Part-time Maintenance Staff                       | \$19,200.00              | approximately \$8000 per acre to maintain bike park (60% labor) |  |
| Overtime                                          | \$0.00                   |                                                                 |  |
| Employer's Share of FICA                          | \$1,221.12               | 6.36% of Salaries and Wages                                     |  |
| Employer's Share of Medicare                      | \$286.08                 | 1.49% of Salaries and Wages                                     |  |
| Additional Full-Time Benefits                     | \$0.00                   | 32.15% of Full Time Regular                                     |  |
| <b>Total</b>                                      | <b>Personnel Service</b> | <b>\$20,707.20</b>                                              |  |
| <b>SUPPLIES</b>                                   |                          |                                                                 |  |
| Building Materials                                | \$5,000.00               |                                                                 |  |
| Repair Parts                                      | \$0.00                   |                                                                 |  |
| Small Tools & Minor Equip.                        | \$1,000.00               |                                                                 |  |
| Other Maint. Supplies                             | \$5,000.00               |                                                                 |  |
| <b>Total</b>                                      | <b>Supplies</b>          | <b>\$11,000.00</b>                                              |  |
| <b>OTHER SERVICES &amp; CHARGES</b>               |                          |                                                                 |  |
| Staff Clothing                                    | \$500.00                 |                                                                 |  |
| <b>Total</b>                                      | <b>Other Services</b>    | <b>\$500.00</b>                                                 |  |
| <b>TOTAL EXPENSES</b>                             |                          | <b>\$32,207.20</b>                                              |  |

### 7.6.3 BMX PARK FINANCIAL MODEL

- Primary programs and services of the BMX Park of phase two will be:
  - o Reservations
  - o Programs
- Two part-time employees will be required for the operation of this phase of the park.

From these assumptions, PROS Consulting projects that the BMX Park of phase two (b) of the Gilbert Regional Park will operate at a 45% cost recovery and require a subsidy from the general fund to offset the operating loss (\$18,000).

## 7.6.3.1 ONE YEAR PRO FORMA FOR PHASE TWO – BMX PARK

| Pro Forma Revenues & Expenditures   |             |
|-------------------------------------|-------------|
| Gilbert Regional Park - BMX Park    |             |
| BASELINE: REVENUES AND EXPENDITURES |             |
| Revenues                            | 1st Year    |
| Rentals and Sales                   | \$14,400.00 |
| Total                               | \$14,400.00 |
| Expenditures                        | 1st Year    |
| Rentals and Sales                   | \$32,207.20 |
| Total                               | \$32,207.20 |
| Total Cost Recovery                 | 45%         |

## 7.6.3.2 REVENUE MODEL FOR PHASE TWO – BMX PARK

| Pro Forma Revenues & Expenditures |                             |          |                |       |             |                                                   |
|-----------------------------------|-----------------------------|----------|----------------|-------|-------------|---------------------------------------------------|
| Gilbert Regional Park - BMX Park  |                             |          |                |       |             |                                                   |
| DIVISION                          | ACCOUNT TITLE               | PRICE    | PRICE UNIT     | UNITS | REVENUES    | EXPLANATION                                       |
| REVENUES                          |                             |          |                | Sales |             |                                                   |
| Donations                         | Voluntary Annual Membership | \$10.00  | per membership | 500   | \$5,000.00  |                                                   |
| Rentals & Sales                   | Group Outing Rentals        | \$100.00 | per 3 hour     | 50    | \$5,000.00  |                                                   |
| Rentals & Sales                   | Summer Camp (1/2 day)       | \$100.00 | 6              | 10    | \$2,400.00  | 6 camps; 10 kids each; TOG receive 40% of revenue |
| Rentals & Sales                   | Private Instruction         | \$25.00  | \$1.00         | 200   | \$2,000.00  | TOG receive 40% of revenue                        |
| TOTAL RENTALS & SALES REVENUES    |                             |          |                |       | \$14,400.00 |                                                   |

## 7.6.3.3 EXPENDITURE MODEL FOR PHASE TWO – BMX PARK

| Pro Forma Expenditures           |                    |                                                                 |
|----------------------------------|--------------------|-----------------------------------------------------------------|
| Gilbert Regional Park - BMX Park |                    |                                                                 |
| PERSONNEL SERVICES               |                    |                                                                 |
| Part-time Maintenance Staff      | \$19,200.00        | approximately \$8000 per acre to maintain bike park (60% labor) |
| Overtime                         | \$0.00             |                                                                 |
| Employer's Share of FICA         | \$1,221.12         | 6.36% of Salaries and Wages                                     |
| Employer's Share of Medicare     | \$286.08           | 1.49% of Salaries and Wages                                     |
| Additional Full-Time Benefits    | \$0.00             | 32.15% of Full Time Regular                                     |
| Total                            | Personnel Services | \$20,707.20                                                     |
| SUPPLIES                         |                    |                                                                 |
| Building Materials               | \$5,000.00         |                                                                 |
| Repair Parts                     | \$0.00             |                                                                 |
| Small Tools & Minor Equip.       | \$1,000.00         |                                                                 |
| Other Maint. Supplies            | \$5,000.00         |                                                                 |
| Total                            | Supplies           | \$11,000.00                                                     |
| OTHER SERVICES & CHARGES         |                    |                                                                 |
| Staff Clothing                   | \$500.00           |                                                                 |
| Total                            | Other Services     | \$500.00                                                        |
| TOTAL EXPENSES                   |                    | \$32,207.20                                                     |

#### 7.6.4 DISC GOLF FINANCIAL MODEL

- Primary programs and services of the Disc Golf of phase two (b) will be:
  - o Reservations
  - o Programs
- One part-time employee will be required for the operation of this phase of the park.

From these assumptions, PROS Consulting projects that the BMX Park of phase two (b) of the Gilbert Regional Park will operate at a 73% cost recovery and require a subsidy in the form of a general fund subsidy to offset the operating loss (\$2,800).

##### 7.6.4.1 ONE YEAR PRO FORMA FOR PHASE TWO – DISC GOLF COURSE

| Pro Forma Revenues & Expenditures   |             |
|-------------------------------------|-------------|
| Gilbert Regional Park- Disc Golf    |             |
| BASELINE: REVENUES AND EXPENDITURES |             |
| Revenues                            | 1st Year    |
| Rentals and Sales                   | \$7,500.00  |
| Total                               | \$7,500.00  |
| Expenditures                        | 1st Year    |
| Rentals and Sales                   | \$10,294.55 |
| Total                               | \$10,294.55 |
| Total Cost Recovery                 | 73%         |

##### 7.6.4.2 REVENUE MODEL FOR PHASE TWO – DISC GOLF

| Pro Forma Revenues & Expenditures |                             |         |                |       |            |             |
|-----------------------------------|-----------------------------|---------|----------------|-------|------------|-------------|
| Gilbert Regional Park- Disc Golf  |                             |         |                |       |            |             |
| DIVISION                          | ACCOUNT TITLE               | PRICE   | PRICE UNIT     | UNITS | REVENUES   | EXPLANATION |
| REVENUES                          |                             |         |                | Sales |            |             |
| Donations                         | Voluntary Annual Membership | \$10.00 | per membership | 500   | \$5,000.00 |             |
| Rentals & Sales                   | Group Outing Rentals        | \$50.00 | per 3 hour     | 50    | \$2,500.00 |             |
| TOTAL RENTALS & SALES REVENUES    |                             |         |                |       | \$7,500.00 |             |

## 7.6.4.3 EXPENDITURE MODEL FOR PHASE TWO – DISC GOLF

|                                              |                          |                                                                     |
|----------------------------------------------|--------------------------|---------------------------------------------------------------------|
| <b>Pro Forma Revenues &amp; Expenditures</b> |                          |                                                                     |
| Gilbert Regional Park- Disc Golf             |                          |                                                                     |
| <b>PERSONNEL SERVICES</b>                    |                          |                                                                     |
| Part-time Maintenance Staff                  | \$6,300.00               | approximately \$500-\$600 per hole annually to maintain (70% labor) |
| Overtime                                     | \$0.00                   |                                                                     |
| Employer's Share of FICA                     | \$400.68                 | 6.36% of Salaries and Wages                                         |
| Employer's Share of Medicare                 | \$93.87                  | 1.49% of Salaries and Wages                                         |
| Additional Full-Time Benefits                | \$0.00                   | 32.15% of Full Time Regular                                         |
| <b>Total</b>                                 | <b>Personnel Service</b> | <b>\$6,794.55</b>                                                   |
| <b>SUPPLIES</b>                              |                          |                                                                     |
| Building Materials                           | \$500.00                 |                                                                     |
| Repair Parts                                 | \$1,000.00               |                                                                     |
| Small Tools & Minor Equip.                   | \$1,000.00               |                                                                     |
| Other Maint. Supplies                        | \$500.00                 |                                                                     |
| <b>Total</b>                                 | <b>Supplies</b>          | <b>\$3,000.00</b>                                                   |
| <b>OTHER SERVICES &amp; CHARGES</b>          |                          |                                                                     |
| Staff Clothing                               | \$500.00                 |                                                                     |
| <b>Total</b>                                 | <b>Other Services</b>    | <b>\$500.00</b>                                                     |
| <b>TOTAL EXPENSES</b>                        |                          | <b>\$10,294.55</b>                                                  |

## 7.6.5 ROPES COURSE FINANCIAL MODEL

Though it is recommended that TOG issue a solicitation through proper procurement procedures to enter into an agreement with a private investor for the construction and operation of the ropes course, there is still opportunity for TOG to generate revenue through the development of this amenity in Gilbert Regional Park. Included in this agreement, the private investor will assume all responsibility for the proper maintenance and safe operations of the ropes course.

- The primary program of the Ropes Course phase two (b) development will be:
  - o Reservations
- It is assumed that TOG will receive 10% of gross revenues generated by the Ropes Course operation

From these assumptions, PROS Consulting projects that the Ropes Course development of phase two (b) of the Gilbert Regional Park will generate a profit of \$7,000 annually.

## 7.6.5.1 ONE YEAR PRO FORMA FOR PHASE TWO – ROPES COURSE

|                                      |                   |
|--------------------------------------|-------------------|
| <b>Pro Forma</b>                     |                   |
| Gilbert Regional Park - Ropes Course |                   |
| BASELINE: REVENUES AND EXPENDITURES  |                   |
| Revenues                             | 1st Year          |
| Rentals & Sales                      | \$7,600.00        |
| <b>Total</b>                         | <b>\$7,600.00</b> |
| Expenditures                         | 1st Year          |
| Contract Management (10% of revenue) | \$760.00          |
| <b>Total</b>                         | <b>\$760.00</b>   |
| <b>Net Revenue</b>                   | <b>\$6,840.00</b> |

## 7.6.5.2 REVENUE MODEL FOR PHASE TWO – ROPES COURSE

|                                      |                                            |            |           |                             |            |                           |
|--------------------------------------|--------------------------------------------|------------|-----------|-----------------------------|------------|---------------------------|
| <b>Pro Forma</b>                     |                                            |            |           |                             |            |                           |
| Gilbert Regional Park - Ropes Course |                                            |            |           |                             |            |                           |
| REVENUE MODEL                        |                                            |            |           |                             |            |                           |
| DIVISION                             | ACCOUNT TITLE                              |            |           | UNITS                       | REVENUES   | EXPLANATION               |
|                                      | REVENUES                                   | Avg Price  | Number    | Participants/Groups/Rentals |            |                           |
| Rentals & Sales                      | Ropes Course                               | \$50.00    | per hour  | 1000                        | \$5,000.00 | TOG receives 10% of sales |
| Rentals & Sales                      | Full Day Ropes Course (Groups of up to 25) | \$1,000.00 | per group | 26                          | \$2,600.00 | TOG receives 10% of sales |
| TOTAL REVENUES                       |                                            |            |           |                             | \$7,600.00 |                           |

## CHAPTER EIGHT - PHASE THREE IMPLEMENTATION

The following improvements are recommended for phase three of the construction of Gilbert Regional Park. It is expected that all phase three improvements will be completed as a single construction project. This phase is dependent on removal of all dirt by FCDMC as reference on the approved FCDMC Chandler Heights Detention Basin phase 3 plan - PCN 121-03-33.

### 8.1 PHASE THREE - CONCEPTUAL MAP



### 8.2 PHASE THREE - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b><br>Concept Quantities |       |                        |
|----------------------------------------------------|-------|------------------------|
|                                                    |       | PHASE 3<br>(150 acres) |
| Facility/Amenity                                   | Unit  | Qty                    |
| Maintenance Building/ Yard                         | EA    | 2                      |
| Amphitheater                                       | SF    | 15,000                 |
| Restroom Building                                  | EA    | 4                      |
| Shaded Event Area                                  | EA    | 1                      |
| Parking (Total Parking Spaces)                     | EA    | 1,955                  |
| Baseball Field (Lighted)                           | EA    | 4                      |
| Multi-Purpose Field (Lighted)                      | EA    | 5                      |
| Playground (Shaded)                                | EA    | 1                      |
| Ramada (Small)                                     | EA    | 20                     |
| Ramada (Medium)                                    | EA    | 2                      |
| Ramada (Large Group)                               | EA    | 1                      |
| Signage (Monument-Park Name)                       | EA    | 1                      |
| Soccer Field (Lighted)                             | EA    | 4                      |
| Softball Field (Lighted)                           | EA    | 4                      |
| Multi-Use Path (Paved)                             | Miles | 3.0                    |
| Trail (Unpaved)                                    | Miles | 2.0                    |
| Great Lawn                                         | AC    | 24.0                   |

### 8.3 PHASE THREE - PROGRAM PLAN

The following table provides a plan for the expected programming and utilization that the Parks and Recreation Department will directly facilitate at the Gilbert Regional Park upon completion of phase three.

| PROGRAM PLAN                    |                                             |           |                    |                   |                                                                                     |
|---------------------------------|---------------------------------------------|-----------|--------------------|-------------------|-------------------------------------------------------------------------------------|
| Gilbert Regional Park - Phase 3 |                                             |           |                    |                   |                                                                                     |
| PARK SPACE                      | PROGRAM                                     | INVENTORY | NUMBER OF SESSIONS | NUMBER OF RENTALS | NOTES                                                                               |
| Ramadas                         | Ramada Reservations                         | 23        |                    | 2,200             | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum    |
| Amphitheater                    | Amphitheater Rentals                        | 1         |                    | 12                | Minimum of 4 hour rental                                                            |
| Amphitheater                    | Community Special Events (Free)             | 1         | 24                 |                   | 2 per month; community concerts, movies in the park, festivals, fishing derby, etc) |
| Amphitheater                    | Specialty Special Events (Registration Fee) | 1         | 12                 |                   | 1 mile fun runs; 5k races etc. TOG to receive \$5 for every registrant              |
| Multi-Purpose Fields            | Multi-Purpose Fields (coalition - peak)     | 5         |                    | 2,800             | 40% utilization                                                                     |
| Multi-Purpose Fields            | Multi-Purpose Fields (coalition - non-peak) | 5         |                    | 320               | 2% utilization                                                                      |
| Multi-Purpose Fields            | Multi-Purpose Fields (other - peak)         | 5         |                    | 1,400             | 20% utilization                                                                     |
| Multi-Purpose Fields            | Multi-Purpose Fields (other - non-peak)     | 5         |                    | 160               | 1% utilization                                                                      |
| Multi-Purpose Fields            | Multi-Purpose Field Lights                  | 5         |                    | 2,100             | 50% of peak hour use                                                                |
| Soccer Fields                   | Soccer Fields (coalition - peak)            | 4         |                    | 2,240             | 40% utilization                                                                     |
| Soccer Fields                   | Soccer Fields (coalition - non-peak)        | 4         |                    | 240               | 2% utilization                                                                      |
| Soccer Fields                   | Soccer Fields (other - peak)                | 4         |                    | 1,120             | 20% utilization                                                                     |
| Soccer Fields                   | Soccer Fields (other - non-peak)            | 4         |                    | 120               | 1% utilization                                                                      |
| Soccer Fields                   | Soccer Field Lights                         | 4         |                    | 1,680             | 50% of peak hour use                                                                |
| Softball Fields                 | Softball Fields (coalition - peak)          | 4         |                    | 2,240             | 40% utilization                                                                     |
| Softball Fields                 | Softball Fields (coalition - non-peak)      | 4         |                    | 240               | 2% utilization                                                                      |
| Softball Fields                 | Softball Fields (other - peak)              | 4         |                    | 1,120             | 20% utilization                                                                     |
| Softball Fields                 | Softball Fields (other - non-peak)          | 4         |                    | 120               | 1% utilization                                                                      |
| Softball Fields                 | Softball Field Lights                       | 4         |                    | 1,680             | 50% of peak hour use                                                                |
| Baseball Fields                 | Baseball Fields (coalition - peak)          | 4         |                    | 2,240             | 40% utilization                                                                     |
| Baseball Fields                 | Baseball Fields (coalition - non-peak)      | 4         |                    | 240               | 2% utilization                                                                      |
| Baseball Fields                 | Baseball Fields (other - peak)              | 4         |                    | 1,120             | 20% utilization                                                                     |
| Baseball Fields                 | Baseball Fields (other - non-peak)          | 4         |                    | 120               | 1% utilization                                                                      |
| Baseball Fields                 | Baseball Field Lights                       | 4         |                    |                   | 50% of peak hour use                                                                |
| Multi-Purpose Fields            | Tournament Rental                           | 5         |                    | 1,800             | 12 times year; 20 hours per time                                                    |
| Soccer Fields                   | Tournament Rental                           | 4         |                    | 1,440             | 12 times year; 20 hours per time                                                    |
| Softball Fields                 | Tournament Rental                           | 4         |                    | 1,440             | 12 times year; 20 hours per time                                                    |
| Baseball Fields                 | Tournament Rental                           | 4         |                    | 1,440             | 12 times year; 20 hours per time                                                    |
| Active Senior Programs          | Baseball Fields (other - peak)              | 4         | 12                 | 1,120             | 12 programs annually, 10 people per class                                           |
| Adaptive Sports Programs        | Baseball Fields (other - non-peak)          | 4         | 12                 | 120               | 12 programs annually, 10 people per class                                           |

### 8.4 PHASE THREE - MAINTENANCE STANDARDS

The maintenance standards for phase three are *IN ADDITION* to the maintenance standards presented in Chapter Five for phase one and Chapter Seven for phase two (b). It is expected that the standards presented in phase one will be utilized to maintain the general park and landscaping associated with phase three.

### 8.5 PHASE THREE - STAFFING MODEL

To operate phase three of the Gilbert Regional Park in alignment with the hybrid management model and classification of services as recommended, the four primary goals will be to:

1. Implement a standards-based maintenance program for both contracted and in-house work. This effort will ensure a high quality and consistent experience for visitors to Gilbert Regional Park.
2. Oversee the maintenance work performed by third party contractors.
3. Develop, administrate and facilitate special event programming.
4. Manage the reservations of athletic fields.

To meet these goals, the Consulting Team recommends the addition of the following staff:

- 1 Senior Grounds Maintenance Worker
- 3 Full-time Grounds Maintenance Workers
- 5 Part-time Grounds Maintenance Workers
- 1 Customer Service Professional for Athletic Field Rentals
- 1 Administrative Assistant
- 1 Recreation Coordinator – Special Events
- 2 Park Rangers
- 1 Marketing/Revenue Development Manager

## 8.6 PHASE THREE - FINANCIAL MODEL

The consulting team utilized the following set of assumptions to create a financial model for the development of the 150-acre, phase three Gilbert Regional Park:

- Primary programs and services of phase three will be:
  - o Reservations
  - o Sport Court Programs and Leagues
  - o Special Events
- Reservation income will equal approximately \$517,740 – the primary source of revenue for phase one.
  - o Athletic Field Rentals - \$442,540
  - o Ramada Rentals - \$75,200
- This phase of the park, when combined with phase one and two will have the opportunity to operate in a business model and customer service will be at a premium given the volume of reservations and rentals for the ramadas and athletic fields.
- Part-time staffing (recreation leader, grounds maintenance workers) will account for 25% of the nearly \$250,000 personnel budget needed to operate the park.
- A third party contractor will be responsible for the routine landscape maintenance in the park at a cost of \$2,000 per acre with primary focus on the great lawn.
- Operational partnerships were not considered as part of the pro forma development.

From these assumptions, PROS Consulting projects that phase three of the Gilbert Regional Park will operate at a 55% cost recovery and require a subsidy from the general fund to offset the operating loss (\$597,000).

## 8.6.1 ONE YEAR PRO FORMA FOR PHASE THREE

| Pro Forma Revenues & Expenditures   |                |
|-------------------------------------|----------------|
| Gilbert Regional Park - Phase 3     |                |
| BASELINE: REVENUES AND EXPENDITURES |                |
| Revenues                            | 1st Year       |
| Core Revenue                        | \$711,940.00   |
| Total                               | \$711,940.00   |
| Expenditures                        | 1st Year       |
| Operations & Maintenance            | \$1,291,100.00 |
| Total                               | \$1,291,100.00 |
| Annual Net Loss                     | (\$579,160.00) |
| Total Cost Recovery                 | 55%            |

## 8.6.2 REVENUE MODEL FOR PHASE THREE

| Pro Forma Revenues & Expenditures |                                             |          |      |                           |              |                                                                                     |
|-----------------------------------|---------------------------------------------|----------|------|---------------------------|--------------|-------------------------------------------------------------------------------------|
| Gilbert Regional Park - Phase 3   |                                             |          |      |                           |              |                                                                                     |
| DIVISION                          | ACCOUNT TITLE                               | PRICE    | Unit | Volume (# of Times/Hours) | REVENUES     | EXPLANATION                                                                         |
| REVENUES                          |                                             |          |      |                           |              |                                                                                     |
| Small Ramadas                     | Small Ramada Reservations                   | \$10.00  | 2    | 1900                      | \$38,000.00  | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum    |
| Medium Ramadas                    | Medium Ramada Reservations                  | \$25.00  | 2    | 200                       | \$10,000.00  | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum    |
| Large Ramadas                     | Large Ramada Reservations                   | \$100.00 | 2    | 100                       | \$20,000.00  | 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum    |
| Amphitheater/Great Lawn           | Amphitheater Rentals                        | \$150.00 | 4    | 12                        | \$7,200.00   | Minimum of 4 hour rental                                                            |
| Amphitheater                      | Community Special Events (Free)             | \$0.00   | 24   | 500                       | \$0.00       | 2 per month; community concerts, movies in the park, festivals, fishing derby, etc) |
| Park                              | Specialty Special Events (Registration Fee) | \$5.00   | 12   | 300                       | \$18,000.00  | 1 mile fun runs! 5k races etc TOG to receive \$5 for every registrant               |
| Multi-Purpose Fields              | Multi-Purpose Fields (coalition peak)       | \$7.25   | 1    | 2800                      | \$20,300.00  | 40% utilization of total available hours                                            |
| Multi-Purpose Fields              | Multi-Purpose Fields (coalition non-peak)   | \$7.00   | 1    | 320                       | \$2,240.00   | 2% utilization of total available hours                                             |
| Multi-Purpose Fields              | Multi-Purpose Fields (other- peak)          | \$10.50  | 1    | 1400                      | \$14,700.00  | 20% utilization of total available hours                                            |
| Multi-Purpose Fields              | Multi-Purpose Fields (other- non peak)      | \$10.00  | 1    | 160                       | \$1,600.00   | 1% utilization of total available hours                                             |
| Multi-Purpose Fields              | Multi-Purpose Field Lights                  | \$15.00  | 1    | 2100                      | \$31,500.00  | 50% of peak hour use                                                                |
| Soccer Fields                     | Soccer Fields (coalition peak)              | \$7.25   | 1    | 2240                      | \$16,240.00  | 40% utilization of total available hours                                            |
| Soccer Fields                     | Soccer Fields (coalition - non-peak)        | \$7.00   | 1    | 240                       | \$1,680.00   | 2% utilization of total available hours                                             |
| Soccer Fields                     | Soccer Fields (other - peak)                | \$10.50  | 1    | 1120                      | \$11,760.00  | 20% utilization of total available hours                                            |
| Soccer Fields                     | Soccer Fields (other - non-peak)            | \$10.00  | 1    | 120                       | \$1,200.00   | 1% utilization of total available hours                                             |
| Soccer Fields                     | Soccer Field Lights                         | \$15.00  | 1    | 1680                      | \$25,200.00  | 50% of peak hour use                                                                |
| Softball Fields                   | Softball Fields (coalition peak)            | \$7.25   | 1    | 2240                      | \$16,240.00  | 40% utilization of total available hours                                            |
| Softball Fields                   | Softball Fields (coalition - non-peak)      | \$7.00   | 1    | 240                       | \$1,680.00   | 2% utilization of total available hours                                             |
| Softball Fields                   | Softball Fields (other - peak)              | \$10.50  | 1    | 1120                      | \$11,760.00  | 20% utilization of total available hours                                            |
| Softball Fields                   | Softball Fields (other - non-peak)          | \$10.00  | 1    | 120                       | \$1,200.00   | 1% utilization of total available hours                                             |
| Softball Fields                   | Softball Field Lights                       | \$15.00  | 1    | 1680                      | \$25,200.00  | 50% of peak hour use                                                                |
| Baseball Fields                   | Baseball Fields (coalition peak)            | \$7.25   | 1    | 2240                      | \$80,000.00  | 40% utilization of total available hours                                            |
| Baseball Fields                   | Baseball Fields (coalition - non-peak)      | \$7.00   | 1    | 240                       | \$32,000.00  | 2% utilization of total available hours                                             |
| Baseball Fields                   | Baseball Fields (other - peak)              | \$10.50  | 1    | 1120                      | \$8,000.00   | 20% utilization of total available hours                                            |
| Baseball Fields                   | Baseball Fields (other - non-peak)          | \$10.00  | 1    | 120                       | \$1,200.00   | 1% utilization of total available hours                                             |
| Baseball Fields                   | Baseball Field Lights                       | \$15.00  | 1    |                           | \$55,000.00  | 50% of peak hour use                                                                |
| Multi-Purpose Fields              | Tournament Rental                           | \$15.00  | 1    | 1800                      | \$14,000.00  | 12 times year; 20 hours per tournament per field                                    |
| Soccer Fields                     | Tournament Rental                           | \$15.00  | 1    | 1440                      | \$21,600.00  | 12 times year; 20 hours per tournament per field                                    |
| Softball Fields                   | Tournament Rental                           | \$15.00  | 1    | 1440                      | \$21,600.00  | 12 times year; 20 hours per tournament per field                                    |
| Baseball Fields                   | Tournament Rental                           | \$15.00  | 1    | 1440                      | \$21,600.00  | 12 times year; 20 hours per tournament per field                                    |
| Multi-Purpose Fields              | Tournament Field Prep                       | \$35.00  | 1    | 12                        | \$420.00     | 1 prep per tournament                                                               |
| Soccer Fields                     | Tournament Field Prep                       | \$35.00  | 1    | 12                        | \$420.00     | 1 prep per tournament                                                               |
| Softball Fields                   | Tournament Field Prep                       | \$35.00  | 5    | 12                        | \$2,100.00   | 5 preps per tournament                                                              |
| Baseball Fields                   | Tournament Field Prep                       | \$35.00  | 5    | 12                        | \$2,100.00   | 5 preps per tournament                                                              |
| Adaptive Programs                 | Adaptive Sports Programs                    | \$5.00   | 12   | 10                        | \$600.00     | 12 programs annually, 10 people per class                                           |
| Senior Programs                   | Active Seniors Programs                     | \$5.00   | 12   | 10                        | \$600.00     | 12 programs annually, 10 people per class                                           |
| Concession/Food Truck             | Concession Sales                            | \$1.00   | 1    | 75000                     | \$75,000.00  | \$1 per cap for 75000 transactions                                                  |
| Revenue Development               | Earned Income, Sponsorships, Donations      |          |      |                           | \$100,000.00 |                                                                                     |
| TOTAL REVENUES                    |                                             |          |      |                           | \$711,940.00 |                                                                                     |

## 8.6.3 EXPENDITURE MODEL – PHASE THREE

|                                       |                           |                                                  |
|---------------------------------------|---------------------------|--------------------------------------------------|
| <b>Pro Forma Expenditures</b>         |                           |                                                  |
| Gilbert Regional Park - Phase 3       |                           |                                                  |
| <b>EXPENDITURES</b>                   |                           |                                                  |
| <b>PERSONNEL SERVICES</b>             |                           |                                                  |
| Asst Field Supervisor                 | \$40,000.00               |                                                  |
| Grounds Maintenance Workers           | \$105,000.00              | 3 Grounds Maintenance Workers @\$35,000          |
| Customer Service Professional         | \$45,000.00               | Athletic Field Reservations                      |
| Administrative Assistant              | \$35,000.00               |                                                  |
| Recreation Coordinator Special Events | \$45,000.00               |                                                  |
| Park Rangers                          | \$80,000.00               | 2 park rangers                                   |
| Revenue Development Manager           | \$50,000.00               |                                                  |
| Part-time Grounds Maintenance Workers | \$60,000.00               | 5 @ \$12 per hour, 1000 hours per year           |
| Employer's Share of FICA              | \$3,816.00                | 6.36% of PT Wages                                |
| Employer's Share of Medicare          | \$894.00                  | 1.49% of PT Wages                                |
| Full Time Benefits                    | \$147,890.00              | 32.15% of FT Wages                               |
| <b>Total</b>                          | <b>Personnel Services</b> | <b>\$612,600.00</b>                              |
| <b>SUPPLIES AND SERVICES</b>          |                           |                                                  |
| Contracted Services                   | \$60,000.00               | 30 acres x \$2000/acre                           |
| Medical Fees (Drug Tests)             | \$2,500.00                | Quarterly random screenings for all employees    |
| Training Travel & Lodging             | \$5,000.00                |                                                  |
| Cellular Phone Fees                   | \$2,500.00                |                                                  |
| Electricity                           | \$75,000.00               |                                                  |
| Water & Sewer                         | \$18,000.00               | 12 mon X \$1500                                  |
| Equipment Repairs & Maint.            | \$5,000.00                |                                                  |
| Rectangular Field Maintenance         | \$198,000.00              | \$22,000 per engineered field                    |
| Diamond Field Maintenance             | \$200,000.00              | \$25,000 per engineered field                    |
| Trash Collection                      | \$6,000.00                | \$250 / Mon Dumpster; 2 Dumpsters                |
| Staff Clothing                        | \$4,000.00                |                                                  |
| Participant Clothing                  | \$2,000.00                |                                                  |
| Irrigation Materials                  | \$12,000.00               |                                                  |
| Repair Parts                          | \$15,000.00               | Plumbing, Hardware, Electrical, Lighting, etc... |
| Small Tools & Minor Equip.            | \$10,000.00               | Misc. and Specialty Tools                        |
| Office Supplies                       | \$10,000.00               |                                                  |
| Office Equipment Leases               | \$12,000.00               |                                                  |
| Other Maint. Supplies                 | \$15,000.00               | Lubricants, light bulbs, etc.                    |
| Safety Supplies                       | \$1,500.00                | Safety Glasses, Gloves, Harness, etc...          |
| Marketing                             | \$25,000.00               |                                                  |
| <b>Total</b>                          | <b>Other Services</b>     | <b>\$678,500.00</b>                              |
| <b>TOTAL EXPENSES</b>                 |                           | <b>\$1,291,100.00</b>                            |

## CHAPTER NINE – PRIVATE PUBLIC PARTNERSHIP IMPLEMENTATION

The following improvements have been identified for potential public private partnership opportunities for the construction within the Gilbert Regional Park. It is expected that all improvements will be completed when timing is optimal. Please note that the information has been developed based on best practices and not as part of a feasibility study in which space programs have been fully developed. The consulting team recommends that a feasibility study be conducted prior to TOG making a final decision on the go/no-go of this phase of the Gilbert Regional Park. A sample scope of services for a feasibility study has been provided in Appendix A of the plan.

### 9.1 PRIVATE PUBLIC PARTNERSHIP - CONCEPTUAL MAP



### 9.2 PRIVATE PUBLIC PARTNERSHIP - FACILITY/AMENITY MATRIX

| <b>Gilbert Regional Park</b>          |      |         |
|---------------------------------------|------|---------|
| Concept Quantities                    |      |         |
| Facility                              | Unit | Qty     |
| Multi-Use Center*                     | SF   | 120,000 |
| Retail *                              | SF   | 30,000  |
| Aquatic and Recreation Center*        | SF   | 100,000 |
| Ropes Course*                         | EA   | 1       |
| *Potential Private Public Partnership |      |         |

### 9.3 MULTI-USE CENTER SAMPLE PROGRAM PLAN IF TOWN WERE TO DEVELOP AND OPERATE

The following table provides a plan for the expected utilization that the Parks and Recreation Department will directly facilitate at the 120,000 sq. ft. Multi-Use Center at Gilbert Regional Park. The plan identifies the development of the multi-use center to be an opportunity for a public private partnership which can occur when timing is optimal.

The program plan is based on the following space program assumptions for the 120,000 sq. ft. facility with 620 parking spaces.

- 6 volleyball courts
- 4 basketball courts
- 2 indoor soccer fields
- 4000 sq. ft. Multi-Purpose Room
- 1 Concession/Restaurant facility – privately managed
- 2500 sq. ft. of leased space to sports rehab business

| Sample Program Plan      |                            |                     |                         |                                                                |
|--------------------------|----------------------------|---------------------|-------------------------|----------------------------------------------------------------|
| Gilbert Multi-Use Center |                            |                     |                         |                                                                |
| DIVISION                 | ACCOUNT TITLE              |                     | UNITS                   | EXPLANATION                                                    |
|                          |                            | Sessions/<br>Events | Participants<br>/ Teams |                                                                |
|                          | REVENUES                   |                     |                         |                                                                |
| Fieldhouse               | Tournaments Volleyball     | 16                  | 32                      | 16 tournaments a year with an average of 32 teams a tournament |
| Fieldhouse               | Tournaments Basketball     | 16                  | 32                      | 16 tournaments a year with an average of 32 teams a tournament |
| Fieldhouse               | Tournaments Soccer         | 16                  | 32                      | 16 tournaments a year with an average of 32 teams a tournament |
| Fieldhouse               | Cherleading Events         | 1                   | 60                      | Two events a year with 60 teams                                |
| Fieldhouse               | Showcases                  | 6                   | 1                       | Showcases - 3 showcases for each sport a year                  |
| Fieldhouse               | Court Rentals              | 200                 | 1                       | 200 court rentals                                              |
| Fieldhouse               | Field Rentals              | 200                 | 1                       | 200 field rentals                                              |
| Fieldhouse               | Soccer Clinics             | 8                   | 200                     | 8 soccer clinics per year 200 kids in each clinic              |
| Fieldhouse               | Basketball Clinics         | 4                   | 200                     | 4 basketball clinics a year with 200 kids in each clinic       |
| Fieldhouse               | Volleyball Clinics         | 4                   | 200                     | 4 volleyball clinics a year with 200 kids in each clinic       |
| Fieldhouse               | Multi-Purpose Room Rentals | 100                 | 1                       | 100 rentals 2 hour minimum                                     |
| Fieldhouse               | Rehab Center Lease         | 3,000               | 1                       | \$12 a square foot at 3,000 square feet                        |

### 9.4 MULTI-USE CENTER MAINTENANCE STANDARDS

The maintenance standards for a Multi-Use Center are dependent upon the design, materials and system specifications that are developed during the design and construction document phases of the project. The Consulting Team recommends that operating manuals for the components of the facility be compiled into a Standard Operating Procedure Manual during the last three months of construction and prior to the recreation center opening for utilization by the public. It is critical for staff to be trained and in some cases, certified, to operate and perform maintenance on the systems of the facility.

### 9.5 MULTI-USE CENTER SAMPLE STAFFING MODEL

Staffing the facility requires a delicate balancing act of resource allocation to the core areas and the bottom line. This will necessitate that the Multi-Use Center facility staff have a keen understanding of all operations and understand the value of programming and maintaining the site. Staffing assumptions include:

- Center staffing is a direct result of the requirement of the operating hours and program plan to be approximately net revenue neutral.

- Center staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential.
- As the Multi-Use Center reaches operational and programmatic maturity, additional staff persons will most likely be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry and in-line with current wages.
- General benefits for full-time staff have been generally calculated.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits.

Many large scale multi-use center operations operate with staffing levels at 60% of the direct cost or more of the operational budget. The Multi-Use Center will require a total of at least 10 full-time positions. These position categories and/or titles are subject to change as operations are further refined in the feasibility study planning phase. These include a full-time staff of the following:

- Center Director – (1)
- Center Assistant Director – (1)
- Customer Service Manager – (1) Part-time staff operate the front desk but a position is needed who will oversee the front office, registration, facility rentals, and other monitoring needs..
- Facility Maintenance Supervisor – (1)
- Facility Maintenance Coordinator – (1)
- Custodial – (3)
- Facility Rental Coordinator – (1)
- Recreation Program Coordinator – (1)

A number of part-time staff including front desk staff, custodians and recreation program instructors are included in the staffing projections.

## 9.6 MULTI-USE CENTER FINANCIAL MODEL

The financial plan for the facility is outlined in the pro forma presented in this chapter of the report.

A list of pro forma assumptions was established in order to depict a dynamic operation in a static environment. These assumptions are presented on the following pages of this report. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could be material. These assumptions outline how the facility could be operated and maintained, as well as how the services should be priced.

### 9.6.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the financial model focused on developing a clear set of assumptions. The end product focuses on determining operating costs and revenue streams of the assumed facility. This included

developing an operational budget and a pricing strategy to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

#### 9.6.1.1 GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the proposed facility will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

#### CAPITAL INVESTMENT ASSUMPTIONS

- Capital investment for the facility is based on the concept plan and components as detailed in program spaces identified to date.
- Capital costs for the proposed facility is projected to be \$36 million in total costs based on 100,000 square feet of facility.
- An annual maintenance endowment fund equal to 3% of the construction cost of the facility should be established for future capital repair and replacement.

#### PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other facilities in the area were used for guidelines while developing the pricing schedule. However, the ultimate goal of value provided was utilized for developing the pro forma.

#### GENERAL EXPENSE AND REVENUE ASSUMPTIONS FOR YEAR ONE

- Expenses are projected to be \$1,411,123 beginning in the modeled year "Operating Year 1" with annual increases of a set percent per year, each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to cover 99% of projected cost beginning in the modeled year "Operating Year 1" with annual increases of a set percent per year, each year thereafter as based on Expenditure and Revenue Growth Inputs.
- The percentage of cost recovery is based on the assumed market participation and value/market based pricing. This can change with pricing changes.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model.

- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions and programming tailored to the customer base.
- The Pro forma program is based on a very aggressive program offering 70% of total available space that will require detailed scheduling to allow for successive usages on a regular basis.
- The administration and management costs associated with the operation of the facility are assumed to be the indirect costs in the pro forma.
- Pro forma assumptions for instructors are based on a combination of TOG staff and contracted instructors.

#### OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category.
  - o Revenues are projected to grow annually by an average 2.9% through growth in users and fee adjustments.
  - o Salaries and benefit growth rates are calculated at 4.0% annual growth due to the potential volatility of insurance/pension fund requirements.
  - o Supplies growth rate is calculated at 3.0% annual growth due to inflation.
  - o Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector.
  - o Capital expenditure and revenue categories average a growth rate of 3.0%.
  - o Transfers vary with increases in revenues.
- The percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

#### 9.6.2 MULTI-USE CENTER - ONE YEAR PRO FORMA

Based on all operating assumptions set forth within this report and excluding any unforeseen circumstances, the facility is projected to have a base full year of operations cost recovery of 99% at market rate pricing.

| Pro Forma Revenues & Expenditures |                |                |                                          |                               |
|-----------------------------------|----------------|----------------|------------------------------------------|-------------------------------|
| Gilbert Multi-Use Center          |                |                |                                          |                               |
| Baseline Revenue and Expenditures |                |                |                                          |                               |
| SERVICE TITLE                     | Revenues       | Expenditures   | Revenues<br>Over (Under)<br>Expenditures | Cost<br>Recovery -<br>Percent |
| Multi-Use Center                  | \$1,407,900.00 | \$1,411,123.20 | (\$3,223.20)                             | 99.8%                         |
| Total                             | \$1,407,900.00 | \$1,411,123.20 | (\$3,223.20)                             | 99.8%                         |

## 9.7 AQUATICS CENTER & RECREATION CENTER - SAMPLE PROGRAM PLAN IF THE TOWN WERE TO DEVELOP AND OPERATE

The following tables provide a plan for the expected programming and utilization that the Parks and Recreation Department will directly facilitate at the 100,000 sq. ft. Aquatic and Recreation Center at Gilbert Regional Park. The plan identifies the development of an aquatic center and recreation center to be an opportunity for a public private partnership which can occur when timing is optimal.

The program plan is based on the following space program assumptions for the 100,000 sq. ft. facility with 600 parking spaces.

- Fitness Center
- Indoor and Outdoor Aquatic Facilities
- Two Group Exercise Studios
- Two Gymnasiums
- Two Meeting/Party Rooms and One Large Multi-Purpose Room
- Child Watch Center
- Indoor Walking Track
- Full Service Kitchen

### 9.7.1 RECREATION PROGRAMS

| Sample Program Plan<br>Gilbert Aquatic and Recreation Center |                        |          |
|--------------------------------------------------------------|------------------------|----------|
| DIVISION                                                     | ACCOUNT TITLE          |          |
|                                                              | PROGRAM                | Sessions |
| Recreation                                                   | Tumbling Classes       | 6        |
| Recreation                                                   | Martial Arts           | 6        |
| Recreation                                                   | Wildfire Dance Classes | 6        |
| Recreation                                                   | Preschool Ballet       | 6        |
| Recreation                                                   | Cheerleading           | 6        |
| Recreation                                                   | Pom Pom Club           | 6        |
| Recreation                                                   | Hip Hop Dance          | 6        |
| Recreation                                                   | Ballet 1               | 6        |
| Recreation                                                   | Ballet 2               | 6        |
| Recreation                                                   | Mighty Mites           | 6        |
| Recreation                                                   | Mini Mites             | 6        |
| Recreation                                                   | Beginning Gymnastics   | 6        |
| Recreation                                                   | Folk Dancing           | 6        |

### 9.7.2 CHILD WATCH

| Sample Program Plan<br>Gilbert Aquatic and Recreation Center |                                       |              |
|--------------------------------------------------------------|---------------------------------------|--------------|
| DIVISION                                                     | ACCOUNT TITLE                         | Participants |
| REVENUES                                                     |                                       |              |
| Child Care                                                   | Child Watch Offered 50 hours per week | 1            |

### 9.7.3 FITNESS PROGRAMS

| Sample Program Plan                   |                           |          |
|---------------------------------------|---------------------------|----------|
| Gilbert Aquatic and Recreation Center |                           |          |
| DIVISION                              | ACCOUNT TITLE             |          |
|                                       | PROGRAM                   | Sessions |
| Fitness                               | Personal Trainer Sessions |          |
| Fitness                               | Kettlebell                | 32       |
| Fitness                               | Iron Circuit              | 24       |
| Fitness                               | Zumba                     | 24       |
| Fitness                               | Weight Training           | 24       |
| Fitness                               | TRX                       | 24       |
| Fitness                               | Simply Sculpt             | 24       |
| Fitness                               | Pilates                   | 24       |
| Fitness                               | Yoga                      | 24       |
| Fitness                               | Youth Fitness Classes     | 24       |
| Fitness                               | Pole Fitness Classes      | 25       |
| Fitness                               | Kick Boxing Classes       | 25       |
| Fitness                               | Boxercise                 | 25       |
| Fitness                               | Physical Therapy Sessions | 144      |
| Fitness                               | Hot Yoga                  | 25       |
| Fitness                               | Family Fitness Classes    | 12       |
| Fitness                               | Boot Camp                 | 50       |
| Fitness                               | Tae Kwon Do               | 12       |

### 9.7.4 EVENT CENTER AND PARTY ROOM RENTALS

| Sample Program Plan                   |                          |         |
|---------------------------------------|--------------------------|---------|
| Gilbert Aquatic and Recreation Center |                          |         |
| DIVISION                              | ACCOUNT TITLE            | Rentals |
|                                       | RENTALS                  |         |
| Rentals                               | Community Room Rentals   | 400     |
| Rentals                               | Facility Premium Rentals | 52      |
| Rentals                               | Caterer Commissions      | 52      |
| Rentals                               | School Lock-In           | 4       |

## 9.7.5 GYMNASIUM PROGRAMS

| Sample Program Plan                   |                                              |          |
|---------------------------------------|----------------------------------------------|----------|
| Gilbert Aquatic and Recreation Center |                                              |          |
| DIVISION                              | ACCOUNT TITLE                                |          |
|                                       | PROGRAM                                      | Sessions |
| Gymnasium                             | Gym Rental - 2 hr. minimum                   | 20       |
| Gymnasium                             | Rookie Basketball                            | 1        |
| Gymnasium                             | Instructional Basketball                     | 1        |
| Gymnasium                             | Me & Mini Me Basketball                      | 1        |
| Gymnasium                             | Adult Basketball                             | 1        |
| Gymnasium                             | Youth Basketball                             | 1        |
| Gymnasium                             | Adult Coed Volleyball                        | 1        |
| Gymnasium                             | Youth Volleyball Leagues                     | 1        |
| Gymnasium                             | Summer Basketball Camps                      | 3        |
| Gymnasium                             | Summer Volleyball Camps                      | 3        |
| Gymnasium                             | Winter Break Day Camp                        | 3        |
| Gymnasium                             | Spring Break Day Camp                        | 3        |
| Gymnasium                             | Summer Day Camp                              | 3        |
| Gymnasium                             | Indoor Soccer Leagues                        | 3        |
| Gymnasium                             | Kickball Leagues                             | 3        |
| Gymnasium                             | Futsal Leagues                               | 3        |
| Gymnasium                             | Competitive Cheerleading                     | 2        |
| Gymnasium                             | Pickleball Leagues                           | 2        |
| Gymnasium                             | Sports Training for People with Disabilities | 2        |
| Gymnasium                             | Indoor Lacrosse Leagues                      | 1        |
| Gymnasium                             | Indoor baseball training times               | 10       |
| Gymnasium                             | Tumbling times                               | 12       |
| Gymnasium                             | Ball Hockey                                  | 4        |
| Gymnasium                             | Teen dances                                  | 4        |
| Gymnasium                             | Adult Dodgeball League                       | 12       |

### 9.7.6 AQUATICS PROGRAMS

| Sample Program Plan<br>Gilbert Aquatic and Recreation Center |                                   |          |
|--------------------------------------------------------------|-----------------------------------|----------|
| DIVISION                                                     | ACCOUNT TITLE                     |          |
|                                                              | PROGRAM                           | Sessions |
| Aquatics                                                     | Learn to Swim Classes             | 200      |
| Aquatics                                                     | Private Swim Lessons              | 90       |
| Aquatics                                                     | USA Swim Team Practices (Monthly) | 12       |
| Aquatics                                                     | USA Dive Team (Monthly)           | 12       |
| Aquatics                                                     | Swim and Dive Meets               | 12       |
| Aquatics                                                     | Lifeguard Training                | 3        |
| Aquatics                                                     | Shallow Water Exercise Classes    | 45       |
| Aquatics                                                     | Deep Water Exercise Classes       | 45       |
| Aquatics                                                     | Water Safety Instructor           | 3        |
| Aquatics                                                     | Summer Recreation Swim Team       | 1        |
| Aquatics                                                     | Arthritis Classes                 | 26       |
| Aquatics                                                     | SCUBA Training                    | 12       |
| Aquatics                                                     | Kayak and Canoe Training          | 12       |
| Aquatics                                                     | Warm Water Therapy Classes        | 26       |

### 9.8 AQUATIC CENTER & RECREATION CENTER - MAINTENANCE STANDARDS

The maintenance standards for an Aquatic and Recreation Center are dependent upon the design, materials and system specifications that are developed during the design and construction document phases of the project. The Consulting Team recommends that operating manuals and material safety data sheets for the components of the facility be compiled into a Standard Operating Procedure Manual during the last three months of construction and prior to the recreation center opening for utilization by the public. It is critical for staff to be trained and in some cases, certified, to operate and perform maintenance on the systems of the facility.

### 9.9 AQUATIC CENTER & RECREATION CENTER - SAMPLE STAFFING MODEL

Staffing the facility with revenue from passes requires a delicate balancing act of resource allocation to the core areas and the bottom line. This will necessitate that the Aquatic and Recreation Center facility staff have a keen understanding of all operations and understand the value of programming and maintaining the site. Staffing assumptions include:

- Center staffing is a direct result of the requirement of the operating hours and program requirements to be approximately net revenue neutral
- Center staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential

- As the Aquatic and Recreation Center reaches operational and programmatic maturity, additional staff persons will most likely be required
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry and in-line with current wages
- General benefits for full-time staff have been generally calculated.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits

Many large scale multi-generational recreation center operations operate with staffing levels at 60% of the direct cost or more of the operational budget. The Aquatic and Recreation Center will require a total of at least 14 full-time positions. These position categories and/or titles are subject to change as operations are further refined in the final business planning phase. These include a full-time staff of the following:

- Center Director – (1)
- Center Assistant Director – (1)
- Customer Service Manager – (1) Part-time staff operate the front desk but a position is needed who will oversee the front office, registration, facility rentals, and other monitoring needs..
- Aquatics Supervisor – (1)
- Aquatics Program Coordinator – (1)
- Facility Maintenance Supervisor – (1)
- Facility Maintenance Coordinator – (1)
- Custodial – (3)
- Facility Rental Coordinator – (1)
- Fitness Coordinator – (1)
- Recreation Program Supervisor – (2)

A number of part-time staff including lifeguards, water safety and recreation program instructors, fitness personnel and front desk staff are included in the staffing projections.

#### 9.10 AQUATIC CENTER & RECREATION CENTER - MEMBERSHIP AND ADMISSIONS ASSUMPTIONS

Depending on the business model that TOG chooses, memberships and admissions generally account for 45% or more of all revenue generation in a multi-generational recreation center of this type with the hope to recover at least 70% of operational revenues. Due to the operational impact of memberships on sustainability, membership structure is vital. Based on the pro-forma, it can be assumed that the membership fee is covering approximately 45% of the total revenue. This requires the building to be programmed at approximately 70% to achieve the cost recovery goal desired. This limits the amount of open non-programmed activity to the walking track, fitness center, gymnasium free time and open swim time.

Many public facilities utilize a multi-tiered pass structure that provides access to specific areas. This access dilution effectively deteriorates the revenue generating capabilities of the operation because one feature typically outdraws and outperforms the other. It is recommended to only provide space specific passes to

achieve product differentiation when a significant market threat is posed by a like service provider. In addition, the facility concept design and operational model should not be conducive to stand alone “silo” operations. Ultimately, the inability of most complementary assets (i.e. indoor pool, program spaces and gymnasium) to attract a frequent user base that can consistently offset operational costs results in the necessity of shifting the burden of sustainability to the primary attraction – the fitness area.

It is assumed that the membership configuration consist of the following categories, each providing access to all areas of the facility. These categories include:

- |                               |                               |
|-------------------------------|-------------------------------|
| • Residents                   | • Non-Residents               |
| o Family Household Membership | o Family Household Membership |
| o Couples Membership          | o Couples Membership          |
| o Individual Membership       | o Individual Membership       |
| o Punch Passes (20 Visits)    | o Punch Passes (20 Visits)    |
| o Daily Pass                  |                               |

## 9.11 AQUATIC CENTER & RECREATION CENTER - FINANCIAL MODEL

The financial plan for the facility is outlined in the pro forma presented in this chapter of the report.

A list of pro forma assumptions was established in order to depict a dynamic operation in a static environment. These assumptions are presented on the following pages of this report. The validity of the pro forma and financial plan is based on these assumptions being met in their entirety. Although it is believed the information and assumptions constitute a reasonable basis for preparation of the projections, the achievements of any financial projection may be affected by fluctuating economic conditions and are dependent upon the occurrence of future events that cannot be assured. Therefore, actual results may vary from the projections and such variations could be material. These assumptions outline how the facility could be operated and maintained, as well as how the services should be priced.

### 9.11.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the financial model focused on developing a clear set of assumptions. The end product focuses on determining operating costs and revenue streams of the assumed facility. This included developing an operational budget and a pricing strategy to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions should be carefully read and considered when reviewing the schedules.

#### 9.11.1.1 GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the proposed facility will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

### CAPITAL INVESTMENT ASSUMPTIONS

- Capital investment for the facility is based on the concept plan and components as detailed in program spaces identified to date.
- Capital costs for the proposed facility is projected to be between \$35-\$40 million total costs based on 100,000 square feet of facility.
- An annual maintenance endowment fund equal to 3% of the construction cost of the facility should be established for future capital repair and replacement.

### PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other recreational facilities in the area and related type of fitness facilities were used for guidelines while developing the pricing schedule. However, the ultimate goal of value provided was utilized for developing the pro forma.

### GENERAL EXPENSE AND REVENUE ASSUMPTIONS FOR YEAR ONE

- Expenses are projected to be \$2,611,612 beginning in the modeled year "Operating Year 1" with annual increases of a set percent per year, each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to cover 99% of projected cost beginning in the modeled year "Operating Year 1" with annual increases of a set percent per year, each year thereafter as based on Expenditure and Revenue Growth Inputs.
- The percentage of cost recovery is based on the assumed market participation and value/market based pricing. This can change with pricing changes.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model.
- Pro forma assumptions beginning in "Operating Year 1" are based on management and staff performing extensive lead-in/pre-opening marketing, promotions and programming tailored to the customer base.
- The Pro forma program is based on a very aggressive program offering 70% of total available space that will require detailed scheduling to allow for successive usages on a regular basis.
- The administration and management costs associated with the operation of the facility are assumed to be the indirect costs in the pro forma.
- Pro forma assumptions for instructors are based on a combination of TOG staff and contracted instructors and are outlined as follows:
  - o Recreation Program Instructors: TOG staff earning \$16-\$20 per hour
  - o Fitness Program Instructors: Contracted earning 60% of base (resident) rate charged

- o Aquatic Instructors: TOG staff earning \$10-\$20 per hour
- o Gymnasium Program Instructors: Contracted earning 60% of revenue

#### OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category
  - o Revenues are projected to grow annually by an average 2.9% through growth in users and fee adjustments.
  - o Salaries and benefit growth rates are calculated at 4.0% annual growth due to the potential volatility of insurance/pension fund requirements.
  - o Supplies growth rate is calculated at 3.0% annual growth due to inflation.
  - o Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector.
  - o Capital expenditure and revenue categories average a growth rate of 3.0%.
  - o Transfers vary with increases in revenues.
- The percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

#### 9.11.2 AQUATIC CENTER & RECREATION CENTER - BASIC ONE YEAR PRO FORMA

Based on all operating assumptions set forth within this report and excluding any unforeseen circumstances, the facility is projected to have a base full year of operations cost recovery of 99% at market rate pricing.

| Pro Forma Revenues & Expenditures     |                |                |                                          |                               |
|---------------------------------------|----------------|----------------|------------------------------------------|-------------------------------|
| Gilbert Aquatic and Recreation Center |                |                |                                          |                               |
| BASELINE: REVENUES AND EXPENDITURES   |                |                |                                          |                               |
| SERVICE TITLE                         | Revenues       | Expenditures   | Revenues<br>Over (Under)<br>Expenditures | Cost<br>Recovery -<br>Percent |
| Passes                                | \$1,268,800.00 | \$52,200.00    | \$1,216,600.00                           | 2431%                         |
| Administration                        | \$0.00         | \$727,110.05   | (\$727,110.05)                           | 0%                            |
| Building Maintenance                  | \$0.00         | \$158,410.00   | (\$158,410.00)                           | 0%                            |
| Building Services (Custodial)         | \$0.00         | \$192,833.38   | (\$192,833.38)                           | 0%                            |
| Recreation Programs                   | \$42,924.00    | \$137,482.20   | (\$94,558.20)                            | 31%                           |
| Fitness                               | \$213,471.00   | \$271,475.96   | (\$58,004.96)                            | 79%                           |
| Aquatics                              | \$562,425.00   | \$859,628.34   | (\$297,203.34)                           | 65%                           |
| Gymnasium                             | \$321,298.00   | \$114,309.80   | \$206,988.20                             | 281%                          |
| Parties                               | \$48,900.00    | \$33,425.40    | \$15,474.60                              | 146%                          |
| Rentals                               | \$107,250.00   | \$25,785.00    | \$81,465.00                              | 416%                          |
| Child Care                            | \$14,000.00    | \$36,202.24    | (\$22,202.24)                            | 39%                           |
| Kitchen                               | \$0.00         | \$2,750.00     | (\$2,750.00)                             | 0%                            |
| Total                                 | \$2,579,068.00 | \$2,611,612.37 | (\$32,544.37)                            | 99%                           |

## CHAPTER TEN - STAFFING AND OPERATIONAL FISCAL SUMMARY

The initial development of the business plan focused on developing a clear set of assumptions. The end product focuses on determining the staffing requirements, operating costs and revenue streams for the Gilbert Regional Park. It must be noted that the consulting team recommends that feasibility studies be conducted for the indoor facilities (aquatic/recreation center and multi-use events center) that are included in the master concept plan. A sample scope of work for conducting a feasibility study is included in Appendix A of this report.

### 10.1 FULL-TIME STAFFING REQUIREMENTS SUMMARY

The following table provides a summary of the full-time staffing requirements for phases one through three of the Gilbert Regional Park. *It is expected that a number of part-time staffing, including but not limited to front desk staff, grounds maintenance workers, recreation leaders, recreation instructors, custodians, lifeguards, water safety instructors, etc. will be required to supplement the work of full-time staff to provide high quality experiences to the visitors of Gilbert Regional Park.*

#### 10.1.1 PARK OPERATIONS

| PARK OPERATIONS                         | # OF POSITIONS | PHASE OF HIRE |
|-----------------------------------------|----------------|---------------|
| FIELD SUPERVISOR                        | 1              | Phase 1       |
| PARK RANGER                             | 1              | Phase 1       |
| CUSTOMER SERVICE PROFESSIONAL           | 1              | Phase 1       |
| GROUNDS MAINTENANCE WORKERS             | 1              | Phase 1       |
| GROUNDS MAINTENANCE WORKERS             | 2              | Phase 2       |
| SENIOR GROUNDS MAINTENANCE WORKER       | 1              | Phase 3       |
| ADMINISTRATIVE ASSISTANT                | 1              | Phase 3       |
| MARKETING/REVENUE DEVELOPMENT MANAGER   | 1              | Phase 3       |
| GROUNDS MAINTENANCE WORKERS             | 3              | Phase 3       |
| RECREATION COORDINATOR - SPECIAL EVENTS | 1              | Phase 3       |
| CUSTOMER SERVICE PROFESSIONAL           | 1              | Phase 3       |
| PARK RANGER                             | 2              | Phase 3       |
| PARK OPERATIONS TOTAL                   | 16             |               |

## 10.1.2 FULL BUILD OUT STAFFING SUMMARY

| Phase                                  | Full-Time Staff |
|----------------------------------------|-----------------|
| Phase 1 Park Operations                | 4               |
| Phase 2 Park Operations                | 2               |
| Phase 3 Park Operations                | 10              |
| Multi-Use Center*                      | -               |
| Retail*                                | -               |
| Aquatic and Recreation Center*         | -               |
| Ropes Course*                          | -               |
| <b>TOTAL</b>                           | <b>16</b>       |
| * Potential Private Public Partnership |                 |

## 10.2 OPERATIONAL FISCAL SUMMARY

The following table provides a summary of the general expenditure and revenue projections for phases one through four of the Gilbert Regional Park as conceptualized in the master plan.

| Phase                                    | Revenue           | Expenditures       | Subsidy              | Cost Recovery |
|------------------------------------------|-------------------|--------------------|----------------------|---------------|
| Phase 1 - Park Operations                | \$142,625         | \$445,531          | (\$302,906)          | 32%           |
| Phase 2 - Park Operations                | \$84,900          | \$363,724          | (\$278,824)          | 23%           |
| Phase 3 - Park Operations                | \$711,940         | \$1,291,100        | (\$579,160)          | 55%           |
| <b>Total</b>                             | <b>\$939,465</b>  | <b>\$2,100,355</b> | <b>(\$1,160,890)</b> | <b>45%</b>    |
| Public/Private Partnership Opportunities | Aquatic           | \$50,000           | ---                  | 100%          |
|                                          | Recreation Center | \$50,000           | ---                  | 100%          |
|                                          | Multi-use Center  | \$50,000           | ---                  | 100%          |
|                                          | Ropes Course      | \$50,000           | ---                  | 100%          |
|                                          | Retail            | \$50,000           | ---                  | 100%          |

## 10.2.1 AQUATIC AND RECREATION CENTER OPERATIONS IF TOWN OPERATES

| Facility                      | Revenue      | Expenitures  | Subsidy     | Cost Recovery |
|-------------------------------|--------------|--------------|-------------|---------------|
| Aquatic and Recreation Center | \$ 2,579,068 | \$ 2,611,262 | \$ (32,194) | 99%           |

| Aquatic & Recreation Center Operations | No. of Positions (Town Operates) | Phase of Hire    |
|----------------------------------------|----------------------------------|------------------|
| Center Director                        | 1                                | To Be Determined |
| Assistant Center Manager               | 1                                | To Be Determined |
| Customer Service Manager               | 1                                | To Be Determined |
| Facility Maintenance Supervisor        | 1                                | To Be Determined |
| Facility Maintenance Coordinator       | 1                                | To Be Determined |
| Custodians                             | 3                                | To Be Determined |
| Facility Rental Coordinator            | 1                                | To Be Determined |
| Fitness Coordinator                    | 1                                | To Be Determined |
| Recreation Coordinator                 | 2                                | To Be Determined |
| Aquatic Supervisor                     | 1                                | To Be Determined |
| Aquatic Coordinator                    | 1                                | To Be Determined |
| Aquatic & Recreation Center Totals     | 14                               |                  |

## 10.2.2 MULTI-USE CENTER OPERATIONS IF TOWN OPERATES

| Facility         | Revenue      | Expenitures  | Subsidy    | Cost Recovery |
|------------------|--------------|--------------|------------|---------------|
| Multi-Use Center | \$ 1,407,900 | \$ 1,411,123 | \$ (3,223) | 99%           |

| Multi-Use Center Operations      | No. of Positions (Town Operates) | Phase of Hire    |
|----------------------------------|----------------------------------|------------------|
| Center Director                  | 1                                | To Be Determined |
| Assistant Center Manager         | 1                                | To Be Determined |
| Customer Service Manager         | 1                                | To Be Determined |
| Facility Maintenance Supervisor  | 1                                | To Be Determined |
| Facility Maintenance Coordinator | 1                                | To Be Determined |
| Custodians                       | 3                                | To Be Determined |
| Facility Rental Coordinator      | 1                                | To Be Determined |
| Recreation Coordinator           | 1                                | To Be Determined |
| Multi-Use Center Totals          | 10                               |                  |

## CHAPTER ELEVEN - CONCLUSION

The Gilbert Regional Park marks a milestone in the history and development of the parks in the Town of Gilbert – where the community came together to develop a long-range vision for the future development and management of the park. The resulting business plan is designed to address the opportunities of the park that effect not only the desert environment, cultural and biological resources, but public enjoyment of the park as well. The purpose of this business plan is to develop a shared set of objectives, policies, and goals that meet the needs of the park and have the strength and clarity to direct utilization, growth and management appropriately.

These objectives, policies, and goals were developed from a process that encouraged public involvement through use of a website and public workshops, interviews of stakeholders and focus groups, input from staff, ad hoc, participants and executive committees. This strategically planned program provided a flexible, yet foundational plan or “road map”, for future decision making to streamline the process and assist in implementation. This master plan, and its many parts, have the ability to provide all the tools required to make Gilbert Regional Park a World Class community amenity. The management of the park will play a large role in the success of the parks identity, connectivity, and education.

The Gilbert Regional Park will serve as a one of the jewels in the crown of TOG's assets that links the visitors to the great outdoors. The community recognizes these opportunities and has envisioned a cohesive plan to create Gilbert Regional Park into an iconic and vibrant public amenity.

## APPENDIX A – SAMPLE FEASIBILITY STUDY SCOPE

The following provides the framework for the creation of feasibility studies to fully vet the development of signature facilities within the Gilbert Regional Park, including the amphitheater, recreation center, aquatic center and event center. Feasibility studies should be conducted no more than three years prior to the anticipated ground breaking date for each facility.

### TASK 1 - DATA COLLECTION AND MARKET ANALYSIS

The first task will establish the framework and outcome expectations associated with the Facility Feasibility Study. Included in this task will be a kick-off meeting; the kick-off meeting could be attended by the key stakeholders and staff members to confirm project goals, objectives, and expectations that will help guide actions and decisions. Steps of this task include:

- Kick-off Meeting/Data Collection – Collect, log, and review potential data and information required in order to facilitate a thorough understanding of the project background.
  - o Review Existing Information and Reports
- Demographic Analysis – Complete a demographic trends analysis which is based on Census, 2010 reported data, and projected populations for next ten and fifteen years. Demographic characteristics analyzed and reported on will include population, age and gender distribution, households, and income characteristics. Also, the effect of demographic changes for senior facilities will be researched. This analysis will provide an understanding of the demographic environment for the following reasons:
  - o To understand the market areas which are potential served by the existing facility
  - o To determine changes and assist in making proactive decisions to accommodate those shifts
- Service Provider Analysis – Analyze all major direct and indirect service providers. Direct and indirect service providers will be based on typical services/programs administered in like senior centers. This data will be utilized to compare against the activities and programs identified in the Market Definition. An inventory of comparable facilities will be performed on a local basis to attempt to quantify market share. An analysis of competition will include: location, service offering, pricing, and attractions.
- Market Definition – Confirm the size of the market by age segment and race/ethnicity for the study area. Detailed demographic analysis will be compared to potential recreational activities to estimate potential participation per national and local trends, as documented in the SGMA and National Sporting Goods Association market research data, as well as ESRI. This will help to determine the size of the activity market by age segment and frequency rates that can be applied to the facility. These figures will serve as the basis for participation and revenue projections of the Center.

### TASK 2 – COMMUNITY AND STAKEHOLDER PUBLIC INPUT

- Utilize contacts and relationships of the Town of Gilbert to identify stakeholders and leaders to gather input in order to gain consensus on key operational strategies and programs.
  - o Key Leadership and Stakeholder Interviews
  - o Focus Group Meetings
  - o Electronic Survey
  - o Statistically Valid Needs Analysis Survey (OPTIONAL)

### TASK 3 – PROGRAM IDENTIFICATION

- Visioning and Core Program – Identify the recommended core programs for the facility. This will include key activities and programs for participants, as well as the potential size of the core program and market positioning. Program identification could include:
  - o Recreation
  - o Therapy
  - o Enrichment
  - o Fitness and wellness
  - o Education
  - o Aquatics
  - o Library services
  - o Adults, boomers and seniors
  - o Events

### TASK 4 – FACILITY BUILDING PROGRAM

Translate the market and corresponding program derived from the community input and market assessment into a conceptual facility design including spatial relationship. This task will be performed in conjunction with the program and operations tasks. This collaborative planning process where program and space are jointly formulated provides a representative model where the interrelationship of program and space and associated choices and consequences can be directly illustrated.

If deemed a goal of the Town, the conceptual facility design will include the analysis and assimilation of LEED design standards so that the Town fully understands the benefits achieved from these design standards.

It is important to note that sustainability – whether fully sustainable or only limited cost recovery is desired – and aspirations of responsible stewardship in administering and providing a public asset is directly related to the synergy of the business/operations model, space utilization and design alternatives, levels of service provided, and program. The space allocation process is as follows:

- Space Allocation – Translate the program plan into a space allocation in unison with the minimum operating standards and feasibility alternatives and components as defined in the core programs and operation tasks. Unique space requirements necessary for safety and value of experience as well as storage needs, meeting needs, and any other special space needs as stipulated by key management and staff will be represented. The comprehensive building program for the facility will be prepared in a room-by-room format that includes required sizes, finish materials, special equipment, HVAC and adjacencies.

Establish a criteria including land availability and cost, land compatibility, vehicular and pedestrian access, utility infrastructure access, visibility and aesthetics. This will include parking lots, court yards, sidewalks/trails, green space, natural areas and other site improvements will be identified. Also, acreage requirements will be identified for the facility and ADA accessibility.

- Concept Validation/Development – Translate the core program market and facility needs into a space allocation plan including sizing requirements and component relationships and interaction including site analysis.

The concepts will be vetted with key management and staff to address facility space needs and any potential site concerns in conjunction with the management model and operational philosophies (levels of service, etc.) for optimal “go-live” operational efficiencies. This process demonstrates that the solution achieved is thorough, and will best serve the needs of the community.

- Conceptual Building Design Illustration – Prepare a conceptual building design illustration. This will include a detailed space analysis by square footage and a detailed cost estimate for the proposed solution which addresses:
  - o Site prepared and infrastructure costs
  - o Building construction costs
  - o Equipment costs
  - o Recommendations and directive of renovating/re-purposing

## TASK 5 – CAPITAL AND OPERATING COST

- Capital Cost Development – Prepare an estimate of construction cost based on upon the building program that includes the following, minus the cost of land:
  - o Cost of the building
  - o Site improvements
  - o Professional fees
  - o Miscellaneous expenses
  - o Identify the cost of special equipment to be placed in the building such as exercise equipment, information technology, and healthcare equipment.
- Operational Plan – Develop an operational plan that includes the following:
- Organizational Assessment.
- Operational Standards.
- Financial Plan/Pro-Forma – Based on the program, operations, and conceptual plan for the facility, a detailed financial plan illustrating a pricing strategy for each of the programs and services will be developed. The detail financial plan will include a space utilization summary based on detailed line item projections and detailed participation by program area.
  - o Expenditure detail.
  - o Revenue and participation detail.
  - o Pricing strategies will be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan will be included as a deliverable to provide management and staff the ability to affectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

## APPENDIX B – MAINTENANCE STANDARDS – PHASE ONE

In keeping with current Parks and Recreation Department practices, it is expected that the general maintenance and landscaping associated with phase one will be provided to ensure a safe and enjoyable experience.

### MAINTENANCE SCOPE AND STANDARDS

The following charts summarize the tasks and frequency of the maintenance work that could be performed by asset/area of the park either by a third-party contractor or staff.

#### Ramadas

| Task                                                   | Frequency              |
|--------------------------------------------------------|------------------------|
| <b>Ramada</b>                                          |                        |
| Goal: To provide a quality picnic or outing experience |                        |
| Clean and sweep                                        | Weekends and as needed |
| Wash (picnic tables)                                   | 1x/week and as needed  |
| Inspect electrical system                              | 1x/year                |
| Inspect picnic tables                                  | 1x/week or as needed   |
| Inspect/remove debris from roof                        | As needed              |
| Remove graffiti                                        | 1x/week or as needed   |
| Remove and/or replace garbage bags and trash cans      | 5x/week                |
| Trim and landscape                                     | 1x/2 weeks             |
| Clean grills                                           | As needed              |
| Check / spray for hornets, wasps                       | As needed              |

#### Restrooms

| Task                                                          | Frequency             |
|---------------------------------------------------------------|-----------------------|
| <b>Restroom</b>                                               |                       |
| Goal: To provide a clean, hygienic facility for people to use |                       |
| Clean and restock                                             | Evenings and weekends |
| Odor removal                                                  | 5x/week               |
| Repair vandalism                                              | As needed             |
| Wash aprons                                                   | 1x/week               |
| Remove and/or replace garbage bags and trash cans             | 1x/day                |
| Monthly mechanical inspection                                 | 1x/monthly            |
| Schedule lighting, mechanical systems                         | 1x/week               |

## Bermuda Grass

| Task                                                                      | Frequency  |
|---------------------------------------------------------------------------|------------|
| <b>General park - bermuda grass</b>                                       |            |
| Goal: Provide a quality park look that is green, safe and enticing to use |            |
| Mow/trim (1 1/2") March 1 through March 31                                | 1x/14 days |
| Mow/trim (2") April 1 through October 31                                  | 1x/week    |
| Mow/trim (2") November 1 through November 30                              | 1x/14 days |
| Mow/trim (2") December 1 through February 28                              | 1x/month   |
| Fertilize                                                                 | As needed  |
| Apply weed control                                                        | As needed  |
| Pick up trash prior to mowing                                             | Every mow  |

## Grill

| Task                                                                                                        | Frequency |
|-------------------------------------------------------------------------------------------------------------|-----------|
| <b>Grill</b>                                                                                                |           |
| Goal: Ensure grills are in good condition, are updated, safe and offer an enjoyable experience to the users |           |
| Inspect, clean, remove coals                                                                                | 5x/week   |

## Ornamental – Entryway/Signage Planting

| Task                                                                                                                             | Frequency               |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Ornamental - entryway/signage planting</b>                                                                                    |                         |
| Goal: To provide a positive image of a park and / or a hospitality facility that promotes the Gilbert parks and recreation brand |                         |
| Plant landscape flowers (annuals)                                                                                                | 2x/year                 |
| Perennial plants/shrub maintenance                                                                                               | 3x/year                 |
| Flowerbed preparation                                                                                                            | 1-2x/year               |
| Mulch                                                                                                                            | 1x/year and as needed   |
| Aeration, fertilizer, weed control                                                                                               | 1x/2 weeks or as needed |
| Create floral display                                                                                                            | 3x/year                 |
| Clean weeds from beds                                                                                                            | 1x/week or as needed    |
| Prune and deadhead flowers                                                                                                       | 1x/week or as needed    |
| Repaint signs                                                                                                                    | 1x/year                 |
| Water                                                                                                                            | As needed               |
| Trim trees                                                                                                                       | 1x/year                 |
| Inspect and adjust irrigation heads                                                                                              | 1x/week                 |
| Replace/supplement bulbs                                                                                                         | 1x/2 years              |
| Inspect, adjust accent lighting (and timers)                                                                                     | 1x/month and as needed  |

## Trash Can

| Task                                                                                                      | Frequency |
|-----------------------------------------------------------------------------------------------------------|-----------|
| <b>Trash Can</b>                                                                                          |           |
| Goal: Ensure they are in good condition, are updated, safe and offer an enjoyable experience to the users |           |
| Empty                                                                                                     | 5x/week   |
| Clean                                                                                                     | 1x/week   |

## Playgrounds

| Task                                                               | Frequency    |
|--------------------------------------------------------------------|--------------|
| <b>Playgrounds and equipment - (all types)</b>                     |              |
| Goal: To adhere to and exceed national playground safety standards |              |
| Inspect and document                                               | 1x/month     |
| Major annual inspection                                            | 1x/year      |
| Repair                                                             | Immediately  |
| Clean and pickup trash                                             | 1x/day       |
| Remove vandalism                                                   | As needed    |
| Inspect water fountains, where applicable                          | 1x/day       |
| Mow areas around playground                                        | 1x/week      |
| Inspect playground, parking lot, and picnic tables                 | 1x/week      |
| Rake sand, woodchips, gravel, fiber mulch                          | 1x/week      |
| Seal rubberized, poured in place                                   | 1x/year      |
| Remove/repair fiber mulch                                          | 1x/3-5 years |
| Replace                                                            | 1x/15 years  |
| Inspect for pests/bees/etc.                                        | 1x/2 weeks   |

## Pickleball/Basketball and Tennis Courts

| Task                                                                                | Frequency |
|-------------------------------------------------------------------------------------|-----------|
| <b>Playing courts - pickleball/tennis/basketball</b>                                |           |
| Goal: To provide a safe and quality surface for practice or competitive type events |           |
| Inspect striping                                                                    | 1x/year   |
| Inspect fences                                                                      | 1x/month  |
| Inspect nets and pole, where applicable                                             | 1x/week   |
| Repair                                                                              | As needed |
| Inspect lighting                                                                    | 1x/week   |
| Major inspection                                                                    | 1x/year   |

## Dog Waste Bag Dispenser

| Task                                                                                                               | Frequency |
|--------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Dog Waste Bag Dispenser</b>                                                                                     |           |
| Goal: Ensure they are in good condition, are updated, stocked, safe and offer an enjoyable experience to the users |           |
| Inspect, restock                                                                                                   | 5x/week   |
| Replace                                                                                                            | As needed |

## Herbicide Application

| Task                                                | Frequency               |
|-----------------------------------------------------|-------------------------|
| <b>Herbicide application</b>                        |                         |
| Goal: Provide a quality park look that is weed-free |                         |
| Pre-emergent weed control in non lawn areas         | 2x/year Spring and Fall |
| Post-emergent weed control                          | As needed               |

## Tree Maintenance

| Task                                                    | Frequency |
|---------------------------------------------------------|-----------|
| <b>Tree maintenance</b>                                 |           |
| Goal: Ensure proper growth and preserve health of trees |           |
| Clearance pruning                                       | As needed |
| Waterspout, sucker growth                               | As needed |
| General trimming                                        | 3x/year   |

## Shrub Maintenance

| Task                                                     | Frequency                  |
|----------------------------------------------------------|----------------------------|
| <b>Shrub maintenance</b>                                 |                            |
| Goal: Ensure proper growth and preserve health of shrubs |                            |
| Removal of frost damaged plants                          | Between March 1 - March 31 |
| General trimming                                         | 3x/year                    |

## Paved Trail

| Task                                                                                                                   | Frequency                         |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| <b>Paved trail</b>                                                                                                     |                                   |
| Goal: Hard Surface - To provide a quality surface for walking, running or bicycling for all ages and types of visitors |                                   |
| Surface repair                                                                                                         | 1x/month and as needed            |
| Inspection                                                                                                             | 1x/week and following major storm |
| Major inspection                                                                                                       | 1x/year                           |
| Inspect/change way-finding signage                                                                                     | 3x/year                           |
| Clean/blow paved trails                                                                                                | 1x/week or as needed              |

## APPENDIX C – MAINTENANCE STANDARDS – PHASE TWO

The maintenance standards for phase two are *IN ADDITION* to the maintenance standards presented Appendix B - phase one. It is expected that the standards presented in phase one will be utilized to maintain the general park and landscaping associated with phase two.

In keeping with current Parks and Recreation Department practices, it is expected that the general maintenance and landscaping associated with phase two will be provided to ensure a safe and enjoyable experience.

### MAINTENANCE SCOPE AND STANDARDS

The following charts summarize the tasks and frequency of the maintenance work that could be performed by asset/area of the park either by a third-party contractor or staff.

#### Skate Park

| Task                                                                                | Frequency            |
|-------------------------------------------------------------------------------------|----------------------|
| <b>Skate park</b>                                                                   |                      |
| Goal: To provide a safe and quality surface for practice or competitive type events |                      |
| Inspect concrete                                                                    | 1x/month             |
| Inspect skate park features                                                         | 1x/month             |
| Clean surface                                                                       | 1x/month             |
| Inspect fencing and lighting                                                        | 1x/month             |
| Repair                                                                              | As needed            |
| Trash pick-up                                                                       | 1x/day               |
| Major inspection                                                                    | 1x/year              |
| Seal                                                                                | 1x/2 years           |
| Inspect for pests/bees/etc                                                          | 1x/week              |
| Fill cracks                                                                         | 1x/year or as needed |

#### Unpaved Trail

| Task                                                                                                                                       | Frequency                         |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| <b>Unpaved trail</b>                                                                                                                       |                                   |
| Goal: Soft surface: To provide a reasonable level of trail quality for walking, running or biking that does not have to meet ADA standards |                                   |
| Surface repair                                                                                                                             | 1x/month and as needed            |
| Inspection                                                                                                                                 | 1x/week and following major storm |
| Major inspection                                                                                                                           | 1x/year                           |
| Seasonal maintenance and event preparation                                                                                                 | As needed                         |
| Inspect/change way-finding signage                                                                                                         | 3x/year                           |

## BMX Park

| Task                                                                                                                                           | Frequency           |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>BMX area</b>                                                                                                                                |                     |
| Goal: To provide a safe area for riders and spectators that is well maintained and provides an enjoyable experience for participants and users |                     |
| Track is dragged for regular use and (competitions)                                                                                            | 1x/daily (2x/daily) |
| Holes filled in                                                                                                                                | 1x/daily            |
| Site flags and course marking are checked during competitions                                                                                  | As needed           |
| Trash is picked up during regular use and (competitions)                                                                                       | 1x/daily (2x/daily) |
| Restrooms cleaned once a day during regular use and (competitions)                                                                             | 1x/daily (2x/daily) |
| Informational boards inspected and updated                                                                                                     | 1x/week             |
| Course guidelines and rules are posted                                                                                                         | As needed           |
| Schedule of events posted                                                                                                                      | 1x/week             |
| Sound system checked                                                                                                                           | As needed           |
| Safety personnel on site during competitions                                                                                                   | As needed           |
| Track watered once weekly for regular use and before the start of events during (competitions)                                                 | 1x/week (as needed) |
| Maintenance staff are trained yearly on how to provide maintenance during events and on a weekly basis                                         | 1x/yearly           |

## Mountain Bike Skills Park

| Task                                                                                                                                           | Frequency           |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Mountain bike skills park area</b>                                                                                                          |                     |
| Goal: To provide a safe area for riders and spectators that is well maintained and provides an enjoyable experience for participants and users |                     |
| Track is dragged for regular use and (competitions)                                                                                            | 1x/daily (2x/daily) |
| Holes filled in                                                                                                                                | 1x/daily            |
| Site flags and course marking are checked during competitions                                                                                  | As needed           |
| Trash is picked up during regular use and (competitions)                                                                                       | 1x/daily (2x/daily) |
| Restrooms cleaned once a day during regular use and during (competitions)                                                                      | 1x/daily (2x/daily) |
| Informational boards inspected and updated                                                                                                     | 1x/week             |
| Course guidelines and rules are posted                                                                                                         | As needed           |
| Schedule of events posted                                                                                                                      | 1x/week             |
| Sound system checked                                                                                                                           | As needed           |
| Safety personnel on site during competitions                                                                                                   | As needed           |
| Track watered once weekly for regular use and before the start of events during (competitions)                                                 | 1x/week (as needed) |
| Maintenance staff are trained yearly on how to provide maintenance during events and on a weekly basis                                         | 1x/yearly           |

## Disc Golf Course

| Task                                                                                                               | Frequency |
|--------------------------------------------------------------------------------------------------------------------|-----------|
| Disc golf course                                                                                                   |           |
| Goal: To provide a safe area for users and spectators that is well maintained and provides an enjoyable experience |           |
| Baskets are inspected for damage and replaced                                                                      | 1x/week   |
| Tee boxes inspected and repaired                                                                                   | As needed |
| Signage inspected and repaired                                                                                     | 2x/daily  |
| Garbage picked up                                                                                                  | 1x/daily  |
| Restrooms cleaned                                                                                                  | 1x/daily  |
| Information signs inspected and updated                                                                            | 1x/week   |

## APPENDIX D – MAINTENANCE STANDARDS – PHASE THREE

The maintenance standards for phase three are *IN ADDITION* to the maintenance standards presented in Appendix B for phase one and Appendix C for Phase two. It is expected that the standards presented in phase one and phase two will be utilized to maintain the general park and landscaping associated with phase three.

In keeping with current Parks and Recreation Department practices, it is expected that the general maintenance and landscaping associated with phase three will be provided to ensure a safe and enjoyable experience.

### MAINTENANCE SCOPE AND STANDARDS

The following charts summarize the tasks and frequency of the maintenance work that could be performed by asset/area of the park either by a third-party contractor or staff.

#### Amphitheater

| Task                                                                                                          | Frequency |
|---------------------------------------------------------------------------------------------------------------|-----------|
| <b>Amphitheater</b>                                                                                           |           |
| Goal: Present a neat and clean environment for spectators to enjoy an educational or entertainment experience |           |
| Clean and sweep                                                                                               | As needed |
| Remove and/or replace garbage bags and trash cans                                                             | 1x/week   |
| Mow                                                                                                           | 1x/week   |
| Edge                                                                                                          | 1x/week   |
| Wash seats                                                                                                    | As needed |
| Portable sound system                                                                                         | As needed |
| Clean parking lot area                                                                                        | 1x/day    |
| Clean and stock restrooms                                                                                     | 1x/day    |
| Remove graffiti                                                                                               | 1x/week   |
| Stack/store picnic tables                                                                                     | 1x/year   |
| Inspect seating and decking                                                                                   | 1x/year   |
| Repair/replace seating and decking                                                                            | As needed |
| Weed control                                                                                                  | 2x/year   |

#### Water Feature

| Task                                                                                                 | Frequency            |
|------------------------------------------------------------------------------------------------------|----------------------|
| <b>Water feature</b>                                                                                 |                      |
| Goal: Provide a working, functional water spray feature to eliminate algae and improve water quality |                      |
| Open/close (nature center pond)                                                                      | 2x/year              |
| Apply aqua control                                                                                   | 2x/year or as needed |
| Remove/replace aerators                                                                              | 2x/year              |
| Set up/remove water control devices                                                                  | 2x/year              |
| Inspect water level pump                                                                             | 1x/week              |

## Athletic Fields

| Task                                                                                                                                | Frequency |
|-------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>Athletic fields - baseball/softball/soccer /multi-use</b>                                                                        |           |
| Goal: To provide a high-quality and safe field that encourages greater use among the community for practices, games and tournaments |           |
| Mow/trim (1 1/2") March 1 through March 31                                                                                          | 1x/week   |
| Mow/trim (2") April 1 through October 31                                                                                            | 1x/week   |
| Mow/trim (2") November 1 through November 30                                                                                        | 1x/week   |
| Mow/trim(2") December 1 through February 28                                                                                         | 1x/week   |
| Overseed                                                                                                                            | 1x/year   |
| Fertilizer                                                                                                                          | 3x/year   |
| Aerate                                                                                                                              | 3x/year   |
| Drag/line fields for games                                                                                                          | 1x/day    |
| Pick up trash and clean during events                                                                                               | 1x/day    |
| Inspect bleachers/scoreboards/security lighting                                                                                     | 1x/week   |
| Water (1 inch/week)                                                                                                                 | As needed |

## Concession Building

| Task                                                          | Frequency |
|---------------------------------------------------------------|-----------|
| <b>Concession building</b>                                    |           |
| Goal: Provide a clean, inviting area to eat                   |           |
| Clean, sweep, vacuum                                          | 1x/day    |
| Remove and/or replace garbage bags and trash cans             | 1x/day    |
| Clean and stock restrooms                                     | 1x/day    |
| Clean windows                                                 | 1x/week   |
| Check lighting                                                | 1x/day    |
| Check heating/cooling                                         | 1x/day    |
| Clean and wipe tables                                         | 1x/day    |
| Check and clean storage areas                                 | 1x/week   |
| Wash areas outside concession stands                          | 1x/day    |
| Update and paint signage                                      | 1x/year   |
| Clean patio                                                   | 1x/day    |
| Major mechanical system inspection (preventative maintenance) | 1x/month  |
| Seasonal mechanical system startup/closing                    | 2x/year   |
| Schedule lighting, mechanical systems                         | 1x/week   |
| Inspect furniture                                             | 1x/week   |

## Maintenance Building

| Task                                                                   | Frequency           |
|------------------------------------------------------------------------|---------------------|
| <b>Maintenance building</b>                                            |                     |
| Goal: Create a maintenance area that is neat, clean, and efficient     |                     |
| Clean and sweep                                                        | 1x/week             |
| Store equipment                                                        | 1x/day              |
| Replace tool in original location                                      | 1x/day              |
| Clean and stock restrooms                                              | 1x/day              |
| Store supplies                                                         | As needed           |
| Winterize stored equipment                                             | As needed           |
| Check lighting                                                         | 1x/day              |
| Check Heating / Cooling                                                | 1x/day              |
| Junk removal and disposal                                              | 1x/week             |
| Clean and wash driveways                                               | 1x/week             |
| Clean and maintain parking lots                                        | 1x/week             |
| Major mechanical/chemical system inspection (preventative maintenance) | 1x/month            |
| Seasonal mechanical system startup                                     | 2x/year             |
| Inspect lifts/elevators                                                | 1x/year             |
| Inspect fuel tanks                                                     | 1x/week             |
| State inspection of fuel tanks                                         | 1x/year             |
| Inspect used oil tanks                                                 | 1x/monthly          |
| Remove used oil and recycle filters                                    | As needed           |
| Inspect/clean wash pads                                                | 1x/day or as needed |
| Inspect/clean mix/load pads                                            | 1x/day or as needed |
| Inspect chemical storage areas                                         | 1x/day              |
| Review/update emergency response plans (OSHA, MDEQ)                    | 1x/year             |

## Irrigation Pump House

| Task                                                               | Frequency                  |
|--------------------------------------------------------------------|----------------------------|
| <b>Irrigation pump house</b>                                       |                            |
| Goal: Create a maintenance area that is neat, clean, and efficient |                            |
| Critical pump inspection                                           | 1x/5years (to be verified) |
| Annual preventative maintenance/inspection                         | 1x/year                    |
| Monthly preventative maintenance/inspection                        | 1x/month                   |
| Open/close                                                         | 2x/year                    |
| Inspect flow rate/timing                                           | 3x/week                    |

## Ramada

| Task                                                   | Frequency              |
|--------------------------------------------------------|------------------------|
| <b>Ramada</b>                                          |                        |
| Goal: To provide a quality picnic or outing experience |                        |
| Clean and sweep                                        | Weekends and as needed |
| Wash (picnic tables)                                   | 1x/week and as needed  |
| Inspect electrical system                              | 1x/year                |
| Inspect picnic tables                                  | 1x/week or as needed   |
| Inspect/remove debris from roof                        | As needed              |
| Remove graffiti                                        | 1x/week or as needed   |
| Remove and/or replace garbage bags and trash cans      | 5x/week                |
| Trim and landscape                                     | 1x/2 weeks             |
| Clean grills                                           | As needed              |
| Check/spray for hornets, wasps                         | As needed              |

## Restrooms

| Task                                                          | Frequency             |
|---------------------------------------------------------------|-----------------------|
| <b>Restroom</b>                                               |                       |
| Goal: To provide a clean, hygienic facility for people to use |                       |
| Clean and restock                                             | Evenings and weekends |
| Odor removal                                                  | 5x/week               |
| Repair vandalism                                              | As needed             |
| Wash aprons                                                   | 1x/week               |
| Remove and/or replace garbage bags and trash cans             | 1x/day                |
| Monthly mechanical inspection                                 | 1x/monthly            |
| Schedule lighting, mechanical systems                         | 1x/week               |

## Storage Building

| Task                                                                                                          | Frequency               |
|---------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>Storage Building</b>                                                                                       |                         |
| Goal: Provide a safe, clean and accessible storage facility to maximize the Town's equipment and supply value |                         |
| Inventory and removed unused materials                                                                        | 1x/year                 |
| Clean                                                                                                         | 1x/monthly or as needed |
| Check electricity                                                                                             | 1x/year                 |
| Paint                                                                                                         | 1x/5 years              |
| Spray for insects                                                                                             | As needed               |
| Major mechanical/chemical system inspection (preventative maintenance)                                        | 1x/monthly              |

## Fence

| Task                                                                     | Frequency                    |
|--------------------------------------------------------------------------|------------------------------|
| <b>Fence</b>                                                             |                              |
| Goal: Support the asset for security, image, boundaries, and play areas. |                              |
| Inspect                                                                  | 1x/year and following storms |
| Repair                                                                   | As needed                    |
| Replace                                                                  | As needed                    |
| Repaint (potentially through electrostatic technique)                    | As needed                    |

## Gate

| Task                                                                     | Frequency                    |
|--------------------------------------------------------------------------|------------------------------|
| <b>Gate</b>                                                              |                              |
| Goal: Support the asset for security, image, boundaries, and play areas. |                              |
| Inspect                                                                  | 1x/year and following storms |
| Repair                                                                   | As needed                    |
| Replace                                                                  | As needed                    |
| Repaint (potentially through electrostatic technique)                    | As needed                    |

## Bridge

| Task                                                                         | Frequency  |
|------------------------------------------------------------------------------|------------|
| <b>Bridge</b>                                                                |            |
| Goal: To provide a safe high quality amenity for people to walk, bike or run |            |
| Inspect                                                                      | 1x/week    |
| Repair                                                                       | As needed  |
| Structural Inspection                                                        | 1x/5 years |
| Repaint (potentially through electrostatic technique)                        | As needed  |

## Playground

| Task                                                                | Frequency    |
|---------------------------------------------------------------------|--------------|
| <b>Playgrounds and equipment - (all types)</b>                      |              |
| Goal: To adhere to and exceed National Playground Safety Standardss |              |
| Inspect and document                                                | 1x/month     |
| Major annual inpection                                              | 1x/year      |
| Repair                                                              | Immediately  |
| Clean and pickup trash                                              | 1x/day       |
| Remove vandalism                                                    | As needed    |
| Inspect water fountains, where applicable                           | 1x/day       |
| Mow areas around playground                                         | 1x/week      |
| Inspect playground parking lot and picnic tables                    | 1x/week      |
| Rake sand, woodchips, gravel, fiber mulch                           | 1x/week      |
| Seal rubberized, poured in place                                    | 1x/year      |
| Remove/repair fiber mulch                                           | 1x/3-5 years |
| Replace                                                             | 1x/15 years  |
| Inspect for pests/bees/etc.                                         | 1x/2 weeks   |

## Paved Trail

| Task                                                                                                                   | Frequency                         |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| <b>Paved trail</b>                                                                                                     |                                   |
| Goal: Hard Surface - To provide a quality surface for walking, running or bicycling for all ages and types of visitors |                                   |
| Surface repair                                                                                                         | 1x/month and as needed            |
| Inspection                                                                                                             | 1x/week and following major storm |
| Major inspection                                                                                                       | 1x/year                           |
| Inspect/change way-finding signage                                                                                     | 3x/year                           |

## Pickleball, Tennis, Basketball Courts

| Task                                                                                | Frequency |
|-------------------------------------------------------------------------------------|-----------|
| <b>Playing courts - pickleball/tennis/basketball</b>                                |           |
| Goal: To provide a safe and quality surface for practice or competitive type events |           |
| Inspect striping                                                                    | 1x/year   |
| Inspect fences                                                                      | 1x/month  |
| Inspect nets and pole, where applicable                                             | 1x/week   |
| Repair                                                                              | As needed |
| Inspect lighting                                                                    | 1x/week   |
| Major inspection                                                                    | 1x/year   |

## Sand Volleyball Courts

| Task                                                                                | Frequency |
|-------------------------------------------------------------------------------------|-----------|
| <b>Playing courts - volleyball</b>                                                  |           |
| Goal: To provide a safe and quality surface for practice or competitive type events |           |
| Inspect nets, ropes, pole protectors where applicable                               | 1x/year   |
| Set up/take down nets                                                               | 2x/year   |
| Major inspection                                                                    | 1x/year   |
| Install/remove pole protectors                                                      | 2x/year   |
| Inspect net post sprinklers                                                         | 1x/week   |
| Inspect lighting                                                                    | 1x/week   |

## Bench and Bike Rack

| Task                                                                                                     | Frequency            |
|----------------------------------------------------------------------------------------------------------|----------------------|
| <b>Bench and bike rack</b>                                                                               |                      |
| Goal: Ensure they are in good condition, are updated safe and offer an enjoyable experience to the users |                      |
| Inspect                                                                                                  | 3x/year              |
| Paint, refinish                                                                                          | 1x/year or as needed |

## Drinking Fountain

| Task                                                                                                      | Frequency |
|-----------------------------------------------------------------------------------------------------------|-----------|
| <b>Drinking fountain</b>                                                                                  |           |
| Goal: Ensure they are in good condition, are updated, safe and offer an enjoyable experience to the users |           |
| Inspect                                                                                                   | 1x/day    |
| Repair                                                                                                    | As needed |

## Picnic Table

| Task                                                                                                      | Frequency |
|-----------------------------------------------------------------------------------------------------------|-----------|
| <b>Picnic table</b>                                                                                       |           |
| Goal: Ensure they are in good condition, are updated, safe and offer an enjoyable experience to the users |           |
| Inspect                                                                                                   | 1x/year   |
| Repair                                                                                                    | As needed |
| Stack/distribute                                                                                          | 2x/year   |

## APPENDIX E – OPERATING THE GILBERT REGIONAL PARK MANAGEMENT MODEL

There are two basic management models utilized by public parks and recreation systems: the social management model and the business management model. The social management model is where decisions are made predominantly based on the social benefit or social good that result in undervaluing experiences and creating a sense of entitlement. This has been the traditional framework in which decision making is made in the parks and recreation industry for the last 40 years. The market is changing and Gilbert Parks and Recreation has embraced this change in how the department is managed. Consequently, decisions made in the social model context do not place high value on the “business” aspects of managing these public facilities and services. For example, the decision to hold user fees low is made from a social model perspective, while decisions to increase fees to support operational costs are made primarily from a business model perspective.

Business management model principles for the Gilbert Regional Park does not imply that facilities and programs should strive to make a profit or should fully adopt private-sector values for making decisions. Rather, the business management model for public parks establishes financial outcomes and goals for appropriate areas of operations. In most cases, proper decisions made from a business perspective are designed to improve the financial performance and sustainability of the park and its operations.

Both a business and social context may be needed for the Gilbert Regional Park to make decisions in these dynamic economic times, which could require a strategic blend of these two models to maintain the balanced outcomes desired in the park’s overall performance.

### CORE PROGRAMS AND SERVICES

The Consultant Team formulated recommended core programs and services in Gilbert’s Regional Park Master/Concept Plan Project based upon the following criteria and elements:

- Community Engagement from previous plans
- Interviews with key stakeholders and potential park user groups
- Public feedback from workshops
- Industry best practices and emerging trends

These core programs and services are organized into the three major categories – Health and Fitness, Natural and Cultural Resource Appreciation and Stewardship, and Outdoor Recreation. These core programs are designed to achieve the following for Gilbert Regional Park:

- Engagement and appeal of Gilbert Regional Park to future users
- Develop the framework in which operational partners can seek collaborative opportunities
- Create new and reliable, sustainable sources of non-tax revenues
- Provide the ability of Gilbert Regional Park to meet the unique vision, mission and goals of community.

The following descriptions provide a detailed list of recommended programs and services to be considered by the municipalities and operational partners of Gilbert Regional Park.

## HEALTH AND FITNESS PROGRAMS AND SERVICES

Develop programs that feature health and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

1. Guided and unguided fitness walks and runs at Gilbert Regional Park trails.
2. Fitness guides for Gilbert Regional Park trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.
3. Adventure races or race series: trail running, mountain biking, sprints, 5 and 10k's, triathlon or multi-sport.
4. Outdoor health challenge that feature unguided opportunities for visitors to earn "miles" toward discounts at future park visits or prizes supported by private sector sponsors.
5. Indoor recreation programs such as yoga, Pilates, weight lifting, and aerobics.

## OUTDOOR RECREATION PROGRAMS AND SERVICES

Develop programs that feature outdoor recreation themes. Examples of programs include, but are not limited to:

1. Skill builder outings and clinics focused on acquiring and/or mastering outdoor recreation skills including fishing, field sports, or horseback riding.
2. Innovative skill builder workshops that focus on subjects such as fly-tying, or geo caching.
3. Adventure races or race series: trail running, BMX biking, or multi-sport (swimming, biking, running).
4. Adventure sport festivals that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment.

## ACTIVE SENIORS PROGRAMS

The goal of the active senior's program is to create experiences that engage active retirees and seniors to participate in programs and services at Gilbert Regional Park more aggressively than the status quo. This specifically is designed to be an active recreation program plan for senior adults over the age of 55 for the next ten years. The following recommendations are a targeted framework for developing and delivering programs for active seniors at Gilbert Regional Park.

1. Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to wildlife viewing, fishing, health and wellness, and low-intensity action sports.
2. Identify key media outlets to promote and market programs and services uniquely designed for seniors provided at Gilbert Regional Park (i.e. magazines, websites, etc.)
3. Establish "working" partnerships with organizations and associations that have membership that is primarily focused around retirees and seniors to provide programs and services that are aligned with the unique criteria and focus of each organization.
4. Plan programs serving active seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

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## FAMILY PROGRAMS

The goal of the family program is to create experiences that engage families to participate in programs and services at Gilbert Regional Park. This specifically is designed to increase programs targeted towards family recreation services to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs for families at Gilbert Regional Park.

1. Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to wildlife viewing, fishing, horseback riding, health and wellness, and action sports.
2. Identify key media outlets to promote and market programs and services uniquely designed for families provided at Gilbert Regional Park (i.e. magazines, websites, etc.)
3. Promote kid-focused attractions such as playgrounds with shade and spraygrounds
4. Develop official adventure/extreme sport venues including biking skill course.
5. Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

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## ADAPTIVE SPORTS PROGRAMS

The goal of the adaptive sports program is to create experiences and opportunities for people with disabilities to participate in programs and services at Gilbert Regional Park.

The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs at Gilbert Regional Park.

1. Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to wildlife viewing, fishing, health and wellness, trail sports, and low intensity action sports.
2. Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided at Gilbert Regional Park (i.e. magazines, websites, etc.)
3. Establish “working” partnerships with organizations and associations that have membership that is primarily focused around people with disabilities to provide programs and services that are aligned with the unique criteria and focus of each organization.
4. Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.
5. Plan programs serving adaptive participants a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

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## SPECIAL EVENTS

It is important to utilize special events and competitions at Gilbert Regional Park to invigorate the position of the park in the local communities, energize the park for users, and introduce Gilbert Regional Park among its national peers of large urban parks. The following recommendations are a targeted framework for developing and delivering special events at Gilbert Regional Park.

1. Create at least one event per year that celebrates the amenities associated with the park (i.e. desert oasis party, etc.).
2. Create at least one event per year that centers on art, entertainment, and music.
3. Create at least one event per year that is cause-related event (i.e. fundraiser, health initiatives, cancer research, etc.).
4. Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

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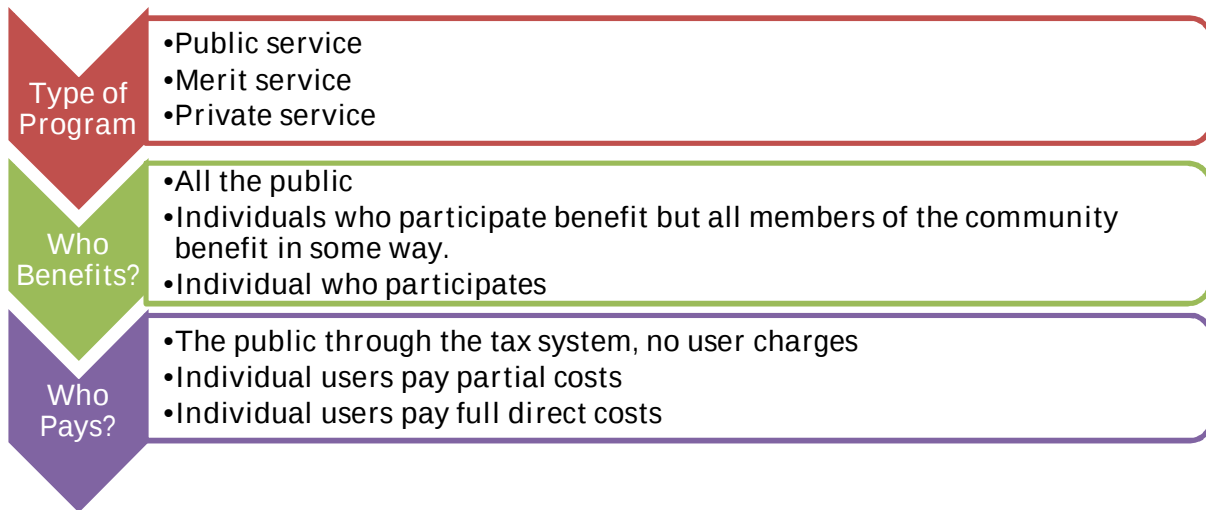
#### YOUTH AND ADULT SPORTS PROGRAMS

The goal of the youth and adult sports program is to create experiences and opportunities for the community to participate in sports instruction programs, leagues and tournaments at Gilbert Regional Park.

1. Establish a program plan to develop and facilitate sports programs and services that meet the current and emerging needs of people with disabilities including, but not limited to basketball, soccer, lacrosse, football, tennis, volleyball, basketball and disc golf.
2. Identify key media outlets to promote and market programs and services uniquely designed for people interested in sports provided at Gilbert Regional Park (i.e. magazines, websites, etc.)
3. Establish “working” partnerships with organizations and associations that have membership that is primarily focused around sport association participants to provide programs and services that are aligned with the unique criteria and focus of each organization.
4. Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs.
5. Plan sports programs serving a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

## PROGRAM AND SERVICE CLASSIFICATION

Classifying programs and services is an important process for an agency to follow in order to remain aligned with the community's interests and needs, the mission of the organization, and to sustainably operate within the bounds of the financial resources that support it. The criteria utilized and recommended in program classification stems from the foundation's concept detailed by Dr. John Crompton and Dr. Charles Lamb. In Marketing Government and Social Services, they purport that programs need to be evaluated on the criteria of type, who benefits, and who bears the cost of the program. This is illustrated as follows:



The approach taken in this analysis expands classifying services in the following ways:

- For whom the program is targeted
- For what purpose
- For what benefits
- For what cost
- For what outcome

### PARAMETERS FOR CLASSIFYING PROGRAM TYPES

The first milestone is to develop a classification system for the services and functions of the Gilbert Regional Park. These systems need to reflect the statutory obligations of the agency, the support functions performed, and the value-added programs that enrich both the customer's experience and generate earned revenues in mission-aligned ways to help support operating costs. In order to identify how the costs of services are supported and by what funding source, the programs are to be classified by their intended purpose and what benefits they provide. Then funding source expectations can then be assigned and this data used in future cost analysis. The results of this process is a summary of classification definitions and criteria, a preliminary classification of programs and services to be offered at the Gilbert Regional Park and recommended cost recovery targets for each service based on these assumptions.

Program classification is important as financial performance (cost recovery) goals are established for each category of services. This is then linked to the recommendations and strategies for each program or future site business plan. These classifications need to be organized to correspond with cost recovery expectations defined for each category. In this section of the needs assessment, each program area will be assigned specific cost recovery targets that align with these expectations.

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#### SERVICE CLASSIFICATION PROCESS

The service classification process consists of the following steps:

1. Develop a definition for each program classification that fits the intent and expectations of the community; and the ability of the park to meet public needs within the appropriate areas of service;
2. Develop criteria that can be used to evaluate each program and function within the park, and determine the classification that best fits.

## PROGRAM CLASSIFICATION DESCRIPTIONS

The program classification matrix was developed as a guide for the division staff to follow when classifying programs, and how that program needs to be managed with regard to cost recovery. By establishing clarification of what constitutes a “Essential Public Service”, “ Important Public Service”, and “Value Added Service” will provide the division and its stakeholders a better understanding of why and how to manage each program area as it applies to public value and private value.

Additionally, the effectiveness of the criteria linked to performance management expectations relies on the true cost of programs (direct and indirect cost) being identified. Where a program falls within this matrix can help to determine the most appropriate cost recovery rate that should be pursued and measured. This includes being able to determine what level of public benefit and private benefit exists as they apply to each program area. Public benefit is described as, “everyone receives the same level of benefit with equal access”. Private benefit is described as “the user receives exclusive benefit above what a general taxpayer receives for their personal benefit”.

| CRITERIA TO CONSIDER                                                                          | ESSENTIAL PUBLIC SERVICES                                                     | IMPORTANT PUBLIC SERVICES                                                                            | VALUE ADDED SERVICES                                                                 |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Public interest or developmental importance as well as mandated by law and is mission aligned | High Public Expectation                                                       | High Public Expectation                                                                              | High Individual and Interest Group Expectation                                       |
| Financial sustainability                                                                      | Free, Nominal or Fee Tailored to Public Needs<br>—<br>Requires Public Funding | Fees Cover Some Direct Costs<br>—<br>Requires a Balance of Public Funding and a Cost Recovery Target | Fees Cover Most Direct and Indirect Costs<br>—<br>Some Public Funding as Appropriate |
| Benefits – i.e. health, safety, and protection of a valuable asset.                           | Substantial Public Benefit (negative consequence if not provided)             | Public and Individual Benefit                                                                        | Primarily Individual Benefit                                                         |
| Competition in the market                                                                     | Limited or No Alternative Providers                                           | Alternative Providers Unable to Meet Demand or Need                                                  | Alternative Providers Readily Available                                              |
| Access                                                                                        | Open Access by All                                                            | Open Access / Limited Access to Specific Users                                                       | Limited Access to Specific Users                                                     |

## CLASSIFICATION OF SERVICES - KEY RECOMMENDATIONS

In order to meet the expectations of operating the Gilbert Regional Park, the fiscal performance and delivery of programs and services, the consulting team makes the following recommendation.

- Implement the Classification of Services and Cost Recovery Goals: The consulting team has classified programs and services for the Gilbert Regional Park based on the criteria established in the previous section of the plan. This process included determining which programs and services fit into each classification criteria. Then cost recovery goals were established based on the guidelines included in this plan. The percentage of cost recovery is based on the classification of services and will typically fall within these ranges, *although anomalies will exist*:
  - Essential: 0-35%
  - Important: 35-75%
  - Value Added: 75%+

The below table represents a summary of programs and services, the classification of those programs, as well as recommended cost recovery goals.

| Programming Lines of Service      | Classification | Benefit Level | Pricing Strategy       | Recommended Total Cost Recovery |
|-----------------------------------|----------------|---------------|------------------------|---------------------------------|
| Active Senior (recent Retirees)   | Important      | Merit         | User Fees              | 50%                             |
| Adaptive Sports Programs          | Essential      | Community     | General Fund           | 25%                             |
| Adult Enrichment                  | Value Added    | Individual    | User Fees              | 100%                            |
| Adult Fitness and Wellness        | Value Added    | Individual    | User Fees              | 100%                            |
| Adult Sports                      | Value Added    | Individual    | User Fees              | 100%                            |
| Aquatic Drop-In Lap and Fitness   | Value Added    | Individual    | User Fees              | 100%                            |
| Aquatic Learn to Swim             | Important      | Merit         | User Fees              | 75%                             |
| Aquatic Open Swim (group outings) | Important      | Merit         | User Fees              | 50%                             |
| Aquatic Private Swim Lessons      | Value Added    | Individual    | User Fees              | 100%+                           |
| Aquatic Specialty Classes         | Value Added    | Individual    | User Fees              | 100%                            |
| Community Group Reservations      | Important      | Merit         | User Fees              | 50%                             |
| Community Special Events          | Essential      | Community     | Donations/Sponsorships | 25%                             |
| Environmental Programs            | Essential      | Community     | Donations/Sponsorships | 25%                             |
| External Reservations             | Value Added    | Individual    | User Fees              | 100%                            |
| Family Programs                   | Essential      | Community     | General Fund           | 25%                             |
| Maintenance                       | Essential      | Community     | General Fund           | 0%                              |
| Outdoor Recreation                | Value Added    | Individual    | User Fees              | 100%                            |
| Traditional Senior                | Essential      | Community     | Donations/Sponsorships | 25%                             |
| Youth Afterschool and Camps       | Important      | Merit         | User Fees              | 50%                             |
| Youth Enrichment (2-17)           | Important      | Merit         | User Fees              | 75%                             |
| Youth Sports                      | Important      | Merit         | User Fees              | 75%                             |

## APPENDIX F - FINANCIAL SUSTAINABILITY

To help Gilbert Regional Park create strategies to achieve financial success, the following sustainability principles have been developed.

### INTRODUCTION

In order to professionally manage the public or private business elements of Gilbert Regional Park, the park and recreation staff must be proficient in specific areas of emphasis. These areas include:

- Fundraising
- Understanding and nurturing partnering
- Government Finance
- Cost Recovery / Subsidy Reduction
- Enterprise Management
- Operational Management

### TOPICS OF IMPORTANCE

#### FUNDRAISING

- Utilize the Gilbert Parks and Recreation Foundation to raise funding to enhance Gilbert Regional Park operations and amenities.
- Identify philanthropists in the community to encourage support as an investment through a park foundation or friends group. The benefit of these relationships will support users that do not have the ability to pay for services.

#### PARTNERING

- It needs to be understood that private or not-for-profit group cannot make money from Gilbert Regional Park without the agreement incorporated into the use that a share of the gross revenue is to be distributed to Gilbert Regional Park. The distribution must recover the true costs of delivering the facilities to the user. Desired revenue needs to be based on an operating pro-forma from the event when using the park and recreation facilities.
- Consider privatizing services to a desired level with excellent outside organizations when the park and recreation organization does not have the capital dollars to develop, operate and maintain the facility or service.
- Have working, signed agreements with all types of partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies for each type of partnership.
- Do not partner with any single group unless direct and indirect costs desired in that operation have been determined. Understand the equitable investment the partner or partners need to commit to when establishing the relationship.
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every two years.

- Ask the private sector to develop team building days such as cleanup and fixup days in the parks and facilities. This strategy builds community support and will enhance your park or facility to a much higher level in a short period of time. The relationship also promotes a selling point to the corporate partner when communicating their value in the community.
- Determine sponsorship opportunities and levels of sponsorships for Gilbert Regional Park every five years. Use a private sponsorship contractor who knows the value of sponsorships. Distribute a percentage of the total amount raised to the contractor instead of doing it with in-house staff.

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## GOVERNMENT FINANCE

- Know the value of the park system assets. What stage those assets are in their life cycle is critical to understand. This practice allows for the determination of where capital improvements need to be committed to and helps to establish the cost benefit of those improvements to the system.
- Find dedicated funding sources that can be counted on annually to support operational and capital needs.
- Develop a Business Development division within the Department to pursue grants, establish effective partnerships and to create earned income. Develop business plans with staff managing revenue producing facilities to maximize earned income capability.
- Set up business enterprise systems for revenue producing facilities and programs.
- Develop a cost benefit analysis prior to developing all capital improvement projects to determine the creation of the amenity is financially feasible.
- Develop an annual revenue plan for the park.
- Review current financing options sometimes create big savings. Agencies need to have access to inexpensive capital and refinance if necessary to free up needed debt service capabilities.
- Understand the real details of "Capital." What are the carrying costs of land, facilities, and equipment? Do not burden the agency with capital projects that cost the agency more to own than the value of the land holding.

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## COST RECOVERY / SUBSIDY REDUCTION

- Budget 3-5% of the total operating budget to support and maintain existing capital improvements and assets.
- Replace revenue-producing equipment every 5-15 years to keep the user experience relevant and competitive.
- Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all improved parks and facilities to ensure the design is aligned with organizational maintenance operating budget.
- Acquire additional land to establish land leases for concession operations to aid operational costs of the park.
- Know costs (direct and indirect) to deliver program services, maintain parks, trails and facilities, to determine true costs of services on a unit cost basis.

- Develop business plans on program services or facility operated by the agency that cost more than \$100,000 a year with a goal to deliver a cost recovery goal.
- Classify the park's services based on "essential", "important" and "value added" criteria. Price services that are furthest away from your mission at full cost recovery levels.

## ENTERPRISE MANAGEMENT

- Set up business enterprise systems for revenue producing facilities and programs.
- Design parks and recreation facilities for efficiency, productivity to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Bid services every three years when costs are higher than the private sector to keep organization costs competitive in the market place.
- Develop an annual revenue plan for the park.
- Find dedicated funding sources that can be counted on annually.
- Create an annual depreciation line item of 3-5% of the operating budget to support existing capital improvements in the park
- After the park is built, calculate the appropriate amount of operational funding to ensure these facilities will be maintained once developed. This will keep undue pressure away from the agency budget. Staff needs to develop an operational impact cost for each capital improvement developed for the park.
- Budget 3-5% of the total operating budget for marketing and branding of revenue producing facilities. Signage is not included in this "line item" as this asset is considered to be an upfront capital investment.
- Price services to the 80% of users who can pay versus the 20% who are unable to pay.
- Do not give any group in the community a larger than necessary discount because of their age, occupation, military service etc. All citizens are valuable and need to be treated the same. Understand the size of the market for core programs and facilities and how much of the market your agency controls. Is there opportunity to penetrate the market further?
- Continually conduct market analyses to align offerings in Gilbert Regional Park with the greatest needs of potential users of the park. In doing so, investments – both capital and operational – will be positioned to achieve the greatest economic return.
- Inform users and partners of the true costs to operate a given function so they appreciate the value placed into the facility or service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often the system is being used by patrons.
- Understand concession management, what it takes to make it worth the time and investment to provide the service versus an outside contractor. Don't allow special interest groups to have exclusive rights to concession operations without paying the agency some level of gross revenue.

## OPERATIONAL MANAGEMENT

- Manage by standards and track costs to implement each type of standard.
- Train staff, regularly on business principles, cost recovery, cost of service and customer service.
- Understand the size of the market for core programs and facilities and how much of the market the agency controls.
- Know the demographics of users to determine their needs and capability of supporting programs and capital costs.
- Track population trends to determine how demographic changes will affect the agency and park in the future.
- Agencies need to know how to properly “right size.” Have a flexible workforce so that there is little or no carrying costs when the peak seasons are over. Know true direct and indirect costs to deliver program services, maintain parks, trails and facilities.
- Hold staff accountable to cost recovery goals for programs, facilities and elements in parks with revenue to support those services.
- Track employee costs of similar sized parks every five years. Determine if the organization is below an acceptable level, equal to, or above the standard desired for wages and benefits. The goal needs to be no more than 60-65% of total operational costs.
- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefit to the agency. Learn and apply the correct function and desired productivity of key positions.
- Reward employees for efficiency and productivity.
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- Develop annual revenue and efficiency work sessions with staff.
- Properly train staff in business management of concession operations.
- Hold employees accountable to productivity standards and cost recovery levels. Give them measurable outcomes to manage and report quarterly or every six months.
- Hold all divisions working in the park accountable by developing sustainable performance outcomes for employees within those divisions.
- Understand all available revenue sources used by parks and recreation agencies within a given region, state or on a national level that applies best to park operations. Know the terminology and how to implement them into the system.
- Develop a cost benefit analysis on all capital improvements prior to development to determine if it is worth the financial and operational commitment to the agency.

## FUNDING AND REVENUE OPPORTUNITIES

Park and Recreation systems across the United States have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality based system on the limited availability of tax dollars. Park and Recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of agencies have developed policies on pricing of services, cost recovery rates and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

In some parks, some of these policies and management practices are not in place and should be considered for the future as well as new revenue sources. PROS has outlined several options for Gilbert Regional Park to consider. In any event, it is the conviction of PROS that some, if not all, of these sources should be considered as an option to support the operational needs of Gilbert Regional Park.

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### OPERATIONAL FUNDING SOURCES

**Land Leases/Concessions:** Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, lodging, cell towers, to full management of recreation attractions. Leases usually pay back to the TOG a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant, lodge or attractions. They also pay sales tax and employee income taxes to the TOG which supports the overall government system in the TOG.

**User Fees:** User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the Department in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has been instilled in the community by Parks staff for what benefits the system is providing to the user. As the Department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for Gilbert Regional Park. For services where the TOG feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

**Corporate Naming Rights:** In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to regional park amenities, sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the Gilbert Regional Park.

**Corporate Sponsorships:** Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors,

presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the Gilbert Regional Park to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered for Gilbert Regional Park to support operational costs.

**Maintenance Endowment Fund:** This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

**Park and Recreation Revenue Revolving Fund:** This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. Gilbert Regional Park could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.

**Permit Fees:** This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by Gilbert Regional Park for competition tournaments held in the Gilbert Regional Park by other organizations who make a profit off of TOG owned facilities. Permit fees include a base fee for all direct and indirect costs for Gilbert Regional Park to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate more dollars for Gilbert Regional Park for these special use areas. These dollars could be applied to the Park and Recreation Revolving Fund to help support park improvements and operations.