#### **Market Analysis**

Ballard\*King & Associates (B\*K) has completed a market analysis for a possible new Healthier Together Center to be located in Port Townsend, Washington.

#### **Demographics**

The following is a summary of the demographic characteristics for geographic areas around Port Townsend, Washington. The Primary Area is approximately 88 square miles and extends south past Chimacum. The Secondary Service Area includes the same area but extends south to Hood Canal and east past Port Ludlow.

B\*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2020 Census data and their demographers for 2022-2027 projections. In addition to demographics, ESRI also provides data on housings, recreation, and entertainment spending and adult participation in activities. B\*K also uses information produced by the National Sporting Goods Association (NSGA) to overlay onto the demographic profile to determine potential participation in various activities.

**Service Areas:** The information provided includes basic demographic data for the Primary and Secondary Service Areas with comparison data for the State of Washington and the United States.

Primary Service Areas are defined as the distance people will travel on a regular basis (a minimum of once a week) to utilize recreation programs and facilities. Use by individuals outside of this area will be more limited and will focus more on special activities or events.

Service areas can flex or contract based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can influence participation, membership, daily admissions and the associated penetration rates for programs and services.

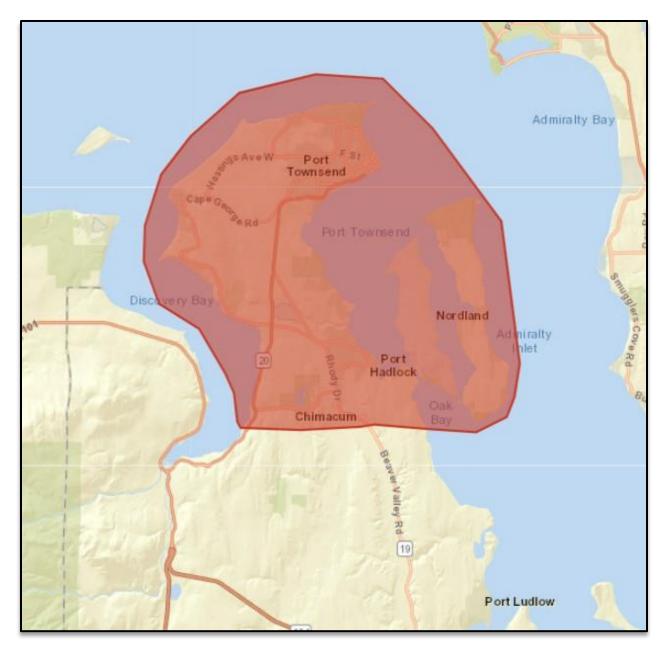
Service areas can vary in size with the types of components in the facility.



#### **Service Area Maps**

The following maps identify the service areas for the center.

Primary Service Area Map

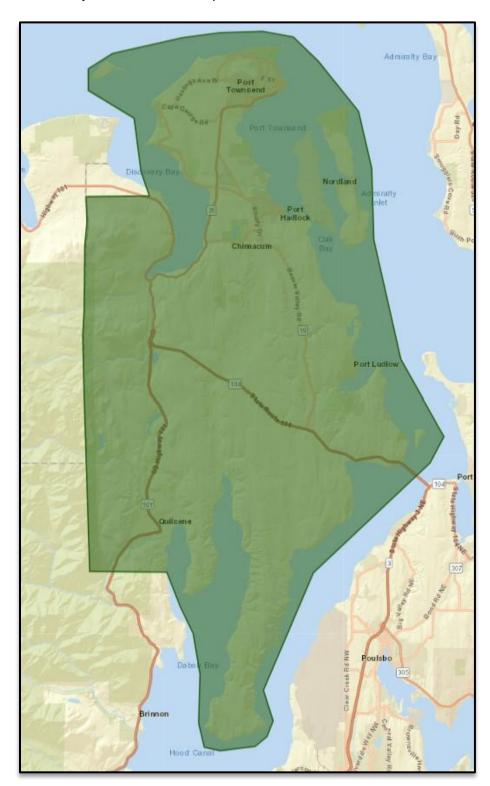


• Red Boundary - Primary Service Area



# Healthier Together Center Study PORT TOWNSEND, WA

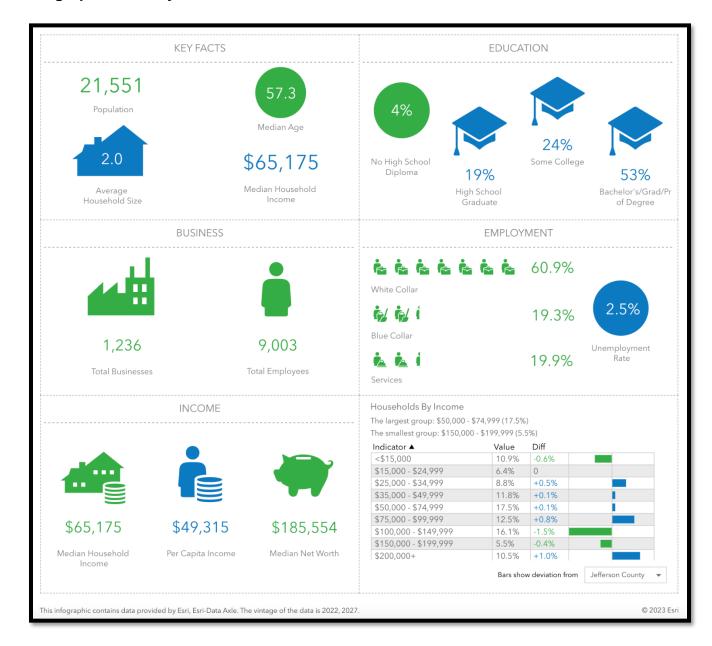
#### Secondary Service Area Map



• Green Boundary – Secondary Service Area



#### **Infographic Primary Service Area**



 Household by Income comparison uses the Primary Service Area and compares it to Jefferson County.



#### **Demographic Summary**

	Primary Service Area	Secondary Service Area
Population:		
2020 Census	21,081 <sup>1</sup>	30,4422
2022 Estimate	21,551	30,982
2027 Estimate	22,200	31,784
Households:		
2020 Census	10,207	14,669
2022 Estimate	10,422	14,943
2027 Estimate	10,740	15,346
Families:		·
2020 Census	5,590	8,541
2022 Estimate	5,771	8,717
2027 Estimate	5,955	8,959
Average Household Size:		·
2020 Census	2.04	2.05
2022 Estimate	2.04	2.05
2027 Estimate	2.04	2.05
Ethnicity (2022 Estimate):		
Hispanic	4.1%	4.0%
White	86.8%	87.1%
Black	0.5%	0.5%
American Indian	1.2%	1.1%
Asian	1.5%	1.6%
Pacific Islander	0.2%	0.2%
Other	1.6%	1.6%
Multiple	8.2%	7.9%
Median Age:		
2020 Census	55.0	56.2
2022 Estimate	57.3	58.6
2027 Estimate	58.3	60.0
Median Income:		
2022 Estimate	\$65,175	\$66,186
2027 Estimate	\$77,762	\$78,072

<sup>&</sup>lt;sup>1</sup> From the 2010-2020 Census, the Primary Service Area experienced a 1.07% increase in population. <sup>2</sup> From the 2010-2020 Census, the Secondary Service Area experienced a 1.06% increase in population.



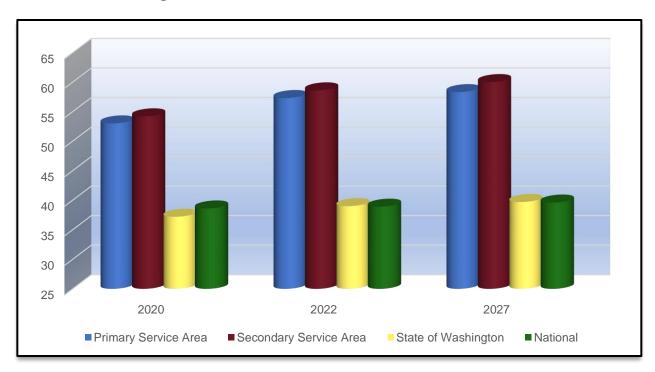
\*

**Age and Income:** The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table A - Median Age:

	2020 Census	2022 Projection	2027 Projection
Primary Service Area	53.0	57.3	58.3
Secondary Service Area	54.2	58.6	60.0
State of Washington	37.2	39.0	39.7
Nationally	38.6	38.9	39.6

#### Chart A - Median Age:



The median age in the Primary and Secondary Service Areas is much higher than the State of Washington and the National number (+ over 15 years). A lower median age typically points to the presence of families with children. A higher median age often reflects an older community with a high number of retirees.

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**Households with Children:** The following chart provides the number of households and percentage of households in the Primary and Secondary Service Area with children.

Table B - Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
Primary Service Area	1,584	15.7%
Secondary Service Area	2,247	15.6%
State of Washington		30.4%

The information contained in Table B indicates a low number of families with children. As a point of comparison in the 2020 Census, 30.7% of households nationally had children present. Both the primary and secondary service areas reflect about half the state and national level of households with children.



#### **Median Age by Census Tract Map**

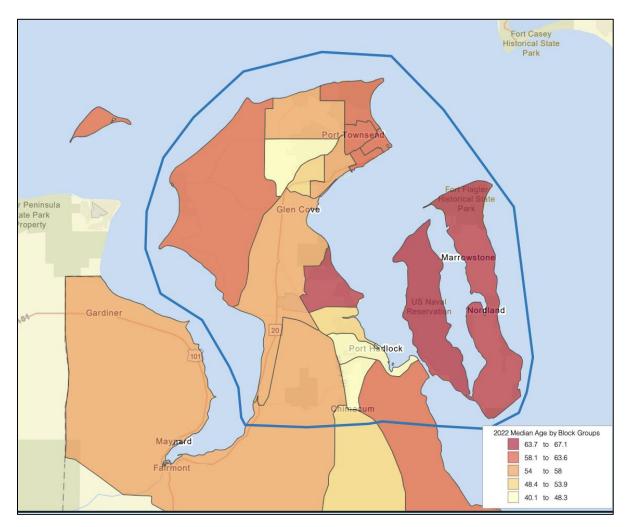
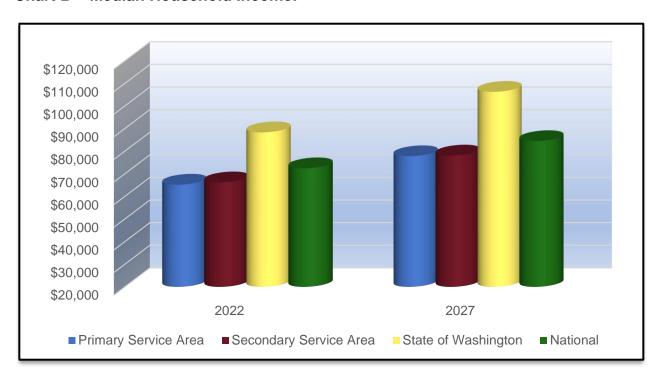




Table C - Median Household Income:

	2022 Projection	2027 Projection
Primary Service Area	\$65,175	\$77,762
Secondary Service Area	\$66,186	\$78,072
State of Washington	\$88,312	\$106,259
Nationally	\$72,414	\$84,445

Chart B - Median Household Income:



Based on 2022 projections for median household income the following narrative describes the service areas:

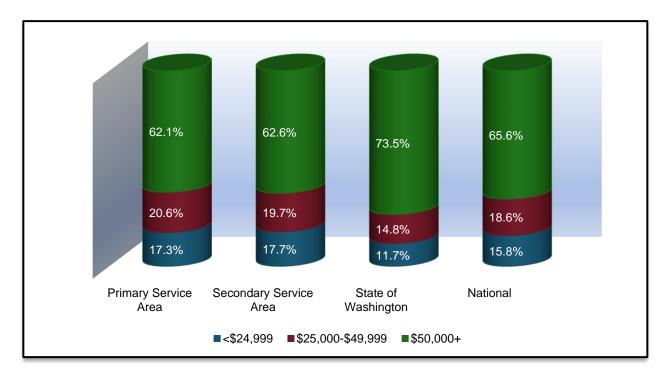
In the Primary Service Area, the percentage of households with median income over \$50,000 per year is 62.1% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 17.3% compared to a level of 18.0% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 62.6% compared to 61.6% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 17.7% compared to a level of 18.0% nationally.



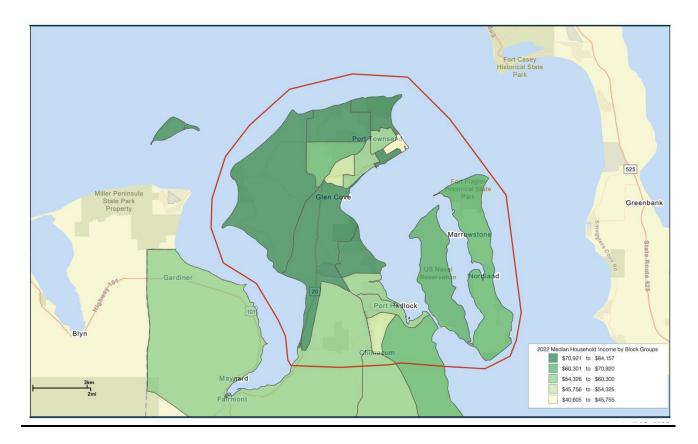
While there is no perfect indicator of use of a recreation facility, the percentage of households with more than \$50,000 median income is a key indicator. Therefore, those numbers are significant and balanced with the overall cost of living.

**Chart C – Median Household Income Distribution** 





#### **Household Income by Census Tract Map**





**Household Budget Expenditures:** In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular, reviewing housing information, shelter, utilities, fuel and public services along with entertainment & recreation can provide a snapshot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D - Household Budget Expenditures<sup>3</sup>

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	96	\$27,549.88	31.5%
Shelter	96	\$21,932.21	25.0%
Utilities, Fuel, Public Service	99	\$5,617.67	6.4%
Entertainment & Recreation	100	\$3,658.38	4.2%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	96	\$27,335.51	31.3%
Shelter	95	\$21,748.60	24.9%
Utilities, Fuel, Public Service	99	\$5,586.91	6.4%
Entertainment & Recreation	99	\$3,647.79	4.2%

State of Washington	SPI	Average Amount Spent	Percent
Housing	119	\$34,023.85	32.0%
Shelter	120	\$27,427.54	25.8%
Utilities, Fuel, Public Service	117	\$6,596.30	6.2%
Entertainment & Recreation	118	\$4,319.39	4.1%

**SPI:** Spending Potential Index as compared to the National number of 100.

**Average Amount Spent:** The average amount spent per household.

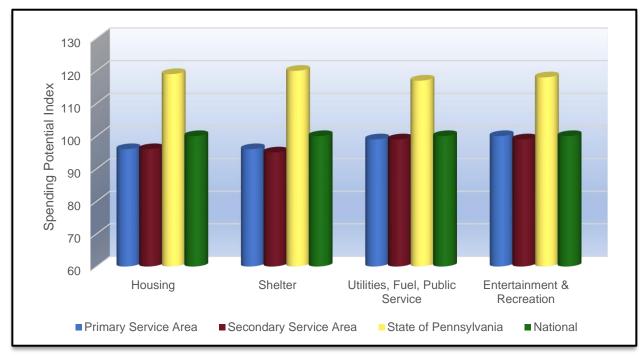
**Percent:** Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

<sup>&</sup>lt;sup>3</sup> Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2022 and 2027.



#### Chart D - Household Budget Expenditures Spending Potential Index:



The correlation between the median household income and household budget expenditures is important. The percentage of household income in the primary service area represents a 10% decrease from the national level. Additionally, the household budget expenditures are 1-4% below the national level.

The total number of housing units in the Primary Service Area is 11,605 and 88.0% are occupied, or 10,207 housing units. The total vacancy rate for the service area is 13%. As a comparison, the vacancy rate nationally is 11.6%. Of the available units:

•	For Rent	0.6%
•	Rented, not Occupied	0.0%
•	For Sale	0.1%
•	Sold, not Occupied	0.8%
•	For Seasonal Use	6.1%
•	Other Vacant	5.2%

The total number of housing units in the Secondary Service Area is 17,200 and 85.3% are occupied, or 14,669 housing units. The total vacancy rate for the service area is 16%. As a comparison, the vacancy rate nationally was 11.6%. Of the available units:

•	For Rent	0.4%
•	Rented, not Occupied	0.1%
•	For Sale	0.1%
•	Sold, not Occupied	0.9%
•	For Seasonal Use	7.7%
•	Other Vacant	6.4%



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Recreation Expenditures Spending Potential Index: Finally, through ESRI, it is possible to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index<sup>4</sup>:

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	98	\$128.03
Fees for Recreational Lessons	89	\$142.90
Social, Recreation, Club Membership	95	\$267.00
Exercise Equipment/Game Tables	95	\$59.39
Other Sports Equipment	99	\$7.98

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	101	\$131.95
Fees for Recreational Lessons	88	\$140.18
Social, Recreation, Club Membership	95	\$268.09
Exercise Equipment/Game Tables	94	\$59.13
Other Sports Equipment	102	\$8.24

State of Washington	SPI	Average Spent
Fees for Participant Sports	120	\$157.11
Fees for Recreational Lessons	119	\$190.91
Social, Recreation, Club Membership	120	\$339.14
Exercise Equipment/Game Tables	119	\$74.74
Other Sports Equipment	120	\$9.67

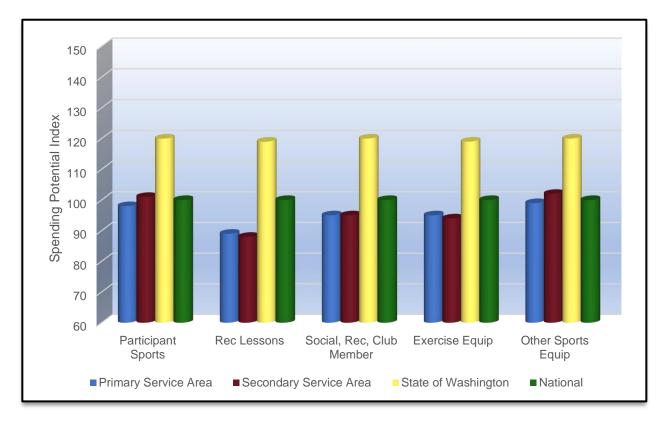
Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

<sup>&</sup>lt;sup>4</sup> Consumer Spending data are derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics.



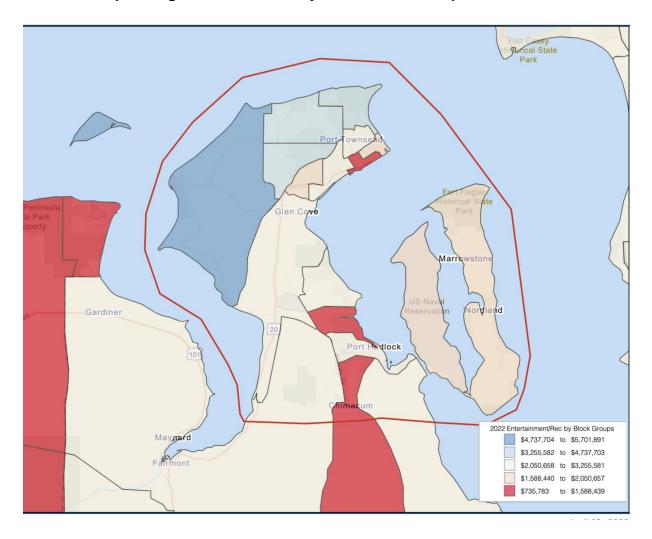
#### **Chart E – Recreation Spending Potential Index:**



Despite the lower median household level, the recreation spending potential is not significantly lower than the national number of 100. This indicates that residents of the two service areas value recreation activities and are willing to potentially spend more for these purposes.



#### **Recreation Spending Potential Index by Census Tract Map**





**Population Distribution by Age:** Utilizing census information for the Primary and Secondary Service Areas, the following comparisons are possible.

**Table F – 2022 Primary Service Area Age Distribution** (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	720	3.3%	5.8%	-2.5%
5-17	2,193	10.2%	15.9%	-5.7%
18-24	1,008	4.7%	9.2%	-4.5%
25-44	3,704	17.2%	26.8%	-9.6%
45-54	2,336	10.8%	12.0%	-1.2%
55-64	4,147	19.3%	12.8%	6.5%
65-74	4,608	21.4%	10.2%	11.2%
75+	2,834	13.2%	7.2%	6.0%

**Population:** 2022 census estimates in the different age groups in the Primary Service Area.

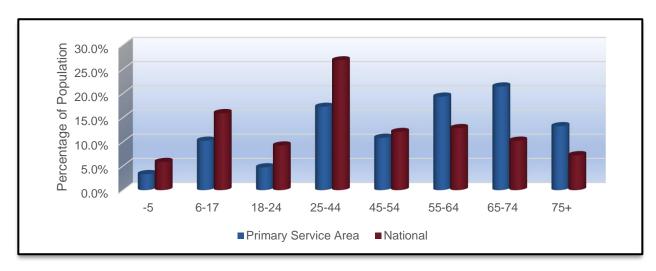
**% of Total:** Percentage of the Primary Service Area population in the age group.

**National Population:** Percentage of the national population in the age group.

**Difference:** Percentage difference between the Primary Service Area population and the national

population.

Chart F – 2022 Primary Service Area Age Group Distribution



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 55-64, 65-74 and 75+ age groups and a smaller population in the 0-5, 6-17, 18-24, 25-44, and 45-54 age groups. The greatest positive variance is in the 65-74 age group with +11.2%, while the greatest negative variance is in the 25-44 age group with -9.6%.



Table G – 2022 Secondary Service Area Age Distribution (ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
0-5	953	3.1%	5.8%	-2.7%
5-17	2,982	9.6%	15.9%	-6.3%
18-24	1,369	4.4%	9.2%	-4.8%
25-44	5,033	16.2%	26.8%	-10.6%
45-54	3,286	10.6%	12.0%	-1.4%
55-64	6,041	19.5%	12.8%	+6.7%
65-74	6,982	22.5%	10.2%	+12.3%
75+	4,336	14.0%	7.2%	+6.8%

Population: 2022 census estimates in the different age groups in the Secondary Service Area.

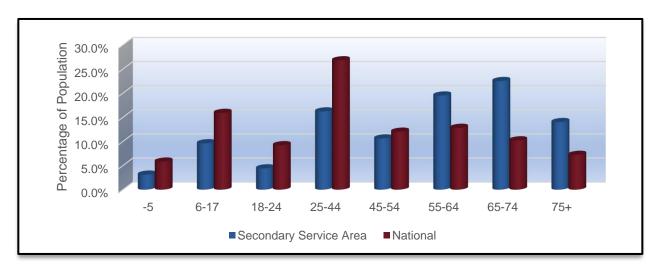
% of Total: Percentage of the Secondary Service Area population in the age group.

**National Population:** Percentage of the national population in the age group.

Difference: Percentage difference between the Secondary Service Area population and the

national population.

Chart G – 2022 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 55-64, 65-74 and 75+ age groups and a smaller population in the 0-5, 6-17, 18-24, 25-44 and 45-54 age groups. The greatest positive variance is in the 65-74 age group with +12.3%, while the greatest negative variance is in the 25-44 age group with a -10.6%.



Table H – 2022 Primary Service Area Age Distribution Over Time (U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	827	720	727	-12.1%	-8.3%
5-17	2,496	2,193	2,260	-9.5%	-8.5%
18-24	1,111	1,008	956	-14.0%	-8.9%
25-44	3,620	3,704	3,780	+4.4%	+3.3%
45-54	3,217	2,336	2,334	-27.4%	-17.8%
55-64	4,577	4,147	3,599	-21.4%	+2.5%
65-74	3,075	4,608	4,854	+57.9%	+58.2%
75+	2,150	2,834	3,688	+71.5%	+46.3%

Chart H – Primary Service Area Age Distribution Over Time

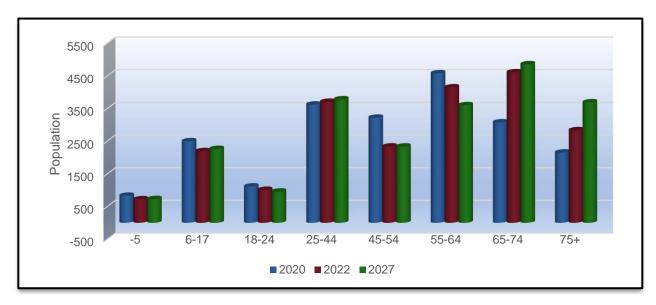


Table-H illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Table I – 2022 Secondary Service Area Age Distribution Over Time (U.S. Census Information and ESRI)

Ages	2020 Census	2022 Projection	2027 Projection	Percent Change	Percent Change Nat'l
-5	1,111	953	961	-13.5%	-8.3%
5-17	3,479	2,982	3,045	-12.5%	-8.5%
18-24	1,519	1,369	1,258	-17.2%	-8.9%
25-44	4,983	5,033	5,125	+2.8%	+3.3%
45-54	4,560	3,286	3,252	-28.7%	-17.8%
55-64	6,673	6,041	5,277	-20.9%	+2.5%
65-74	4,898	6,982	7,202	+47.0%	+58.2%
75+	3,221	4,336	5,663	+75.8%	+46.3%

Chart I - Secondary Service Area Age Distribution Over Time

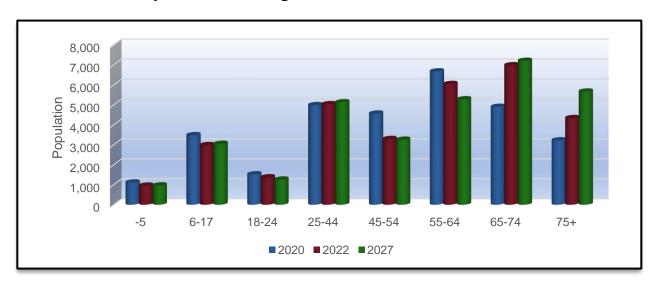


Table-I illustrates the growth or decline in age group numbers from the 2020 census until the year 2027. It is projected age categories 25-44, 65-74 and 75+ will see an increase in population. The population of the United States as a whole is aging, and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

**Ethnicity and Race:** Below is listed the distribution of the population by ethnicity and race for the Primary and Secondary Service Areas for 2022 population projections. These numbers were developed from 2020 Census Data.

**Table J – Primary Service Area Ethnic Population and Median Age 2022** (Source – U.S. Census Bureau and ESRI)

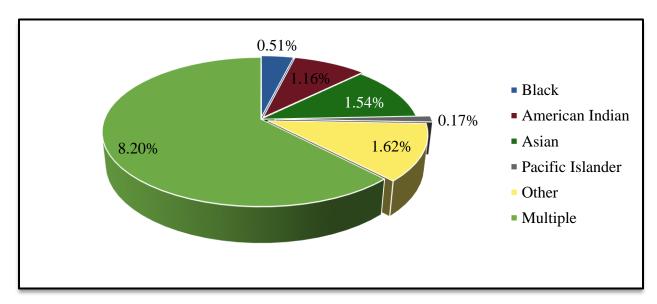
Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic	876	33.4	23.6%	13.8%

**Table K – Primary Service Area by Race and Median Age 2022** (Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WA Population
White	18,706	59.1	86.8%	66.0%
Black	110	41.6	0.51%	4.0%
American Indian	251	52.1	1.16%	1.6%
Asian	331	49.6	1.54%	9.7%
Pacific Islander	36	37.5	0.17%	0.9%
Other	349	38.3	1.62%	6.8%
Multiple	1,768	32.6	8.20%	11.1%

2022 Primary Service Area Total Population: 21,551 Residents

Chart J – 2022 Primary Service Area Population by Non-White Race







#### Table L – Secondary Service Area Ethnic Population and Median Age 2022

(Source - U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic	1,225	34.9	3.95%	13.8%

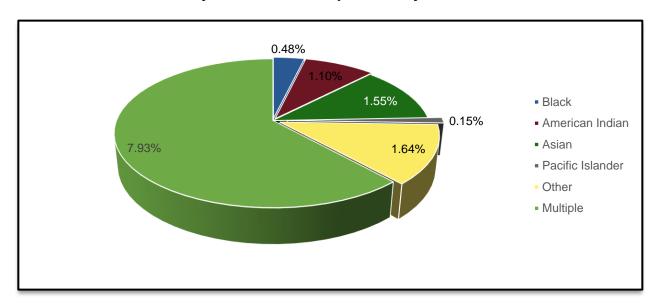
Table M – Secondary Service Area by Race and Median Age 2022 (Source - U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WA Population
White	26,998	60.2	87.14%	66.0%
Black	150	43.1	0.48%	4.0%
American Indian	340	53.5	1.10%	1.6%
Asian	481	54.0	1.55%	9.7%
Pacific Islander	48	47.5	0.15%	0.9%
Other	507	39.9	1.64%	6.8%
Multiple	2,457	34.1	7.93%	11.1%

2022 Secondary Service Area Total Population:

30,982 Residents

#### Chart K – 2022 Secondary Service Area Population by Non-White Race



#### **Tapestry Segmentation**

Tapestry segmentation represents the 4<sup>th</sup> generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

The following tables outline the top 5 tapestry segments in each of the service areas and provide a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Primary and Secondary Service Area looks to serve with programs and services.

For comparison purposes the following are the top 10 Tapestry segments, along with percentage in the United States:

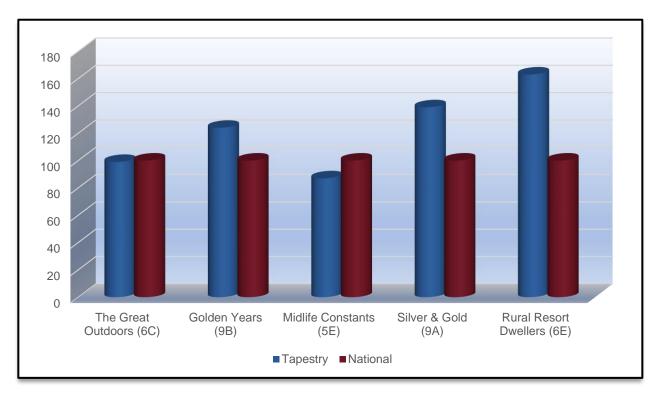
2. 3. 4.	Green Acres (6A) Southern Satellites (10A) Savvy Suburbanites (1D) Soccer Moms (4A) Middleburg (4C)	3.2% 3.1% 3.0% 2.9% <u>2.9%</u> <b>15.1%</b>
7. 8. 9.	Salt of the Earth (6B) Up and Coming Families (7A) Midlife Constants (5E) Comfortable Empty Nesters (5A) Old and Newcomers (8F)	2.9% 2.5% 2.5% 2.4% <u>2.3%</u> <b>12.6%</b>



**Table N – Primary Service Area Tapestry Segment Comparison** (ESRI estimates)

	Primary Service Area		Demographics	
		Cumulative	Median	Median HH
	Percent	Percent	Age	Income
The Great Outdoors (6C)	29.4%	29.4%	47.4	56,400
Golden Years (9B)	15.9%	45.3%	52.3	71,700
Midlife Constants (5E)	14.5%	59.8%	47.0	53,200
Silver & Gold (9A)	12.5%	72.3%	63.2	72,100
Rural Resort Dwellers (6E)	12.2%	84.5%	54.1	50,400

**Chart L – Primary Service Area Tapestry Segment Entertainment Spending:** 



**The Great Outdoors (6C) –** Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Enjoy outdoor activities such as hiking and hunting.

**Golden Years (9B)** – Independent and active seniors. Some still working to allow them to pursue leisure interests such as travel, sports, dining out, museums and concerts. Involved and physically fit.



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**Midlife Constants (5E)** – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.

**Silver & Gold (9A) –** The second oldest Tapestry segment although over half are still earning wages or salaries. Have free time and resources to pursue their interests, which are home remodeling, participating in clubs and playing golf. They enjoy classical music performances and are avid readers.

**Rural Resort Dwellers (6E)** – This group is centered around resort areas. Retirement is near but many postpone to maintain their lifestyle. Passionate about their hobbies, hunting, and fishing.

**Table O – Secondary Service Area Tapestry Segment Comparison** (ESRI estimates)

	Secondary	Service Area	Demographics	
		Cumulativ	Median	Median HH
	Percent	e Percent	Age	Income
The Great Outdoors (6C)	28.5%	28.5%	47.4	56,400
Silver & Gold (9A)	27.0%	55.5%	63.2	72,100
Rural Resort Dwellers (6E)	12.5%	68.0%	54.1	50,400
Golden Years (9B)	11.1%	79.1%	52.3	71,700
Midlife Constants (5E)	10.1%	89.2%	47.0	53,200



#### 150 130 110 90 70 50 30 10 The Great Silver & Gold Rural Resort Golden Years Midlife Constants -10 Outdoors (6C) (9A) Dwellers (6E) (9B) (5E)

**Chart M – Secondary Service Area Tapestry Segment Entertainment Spending:** 

**The Great Outdoors (6C) –** Living a modest lifestyle, these empty nesters are very do-it-yourself oriented and cost conscious. Enjoy outdoor activities such as hiking and hunting.

■Tapestry
■National

**Silver & Gold (9A)** – The second oldest Tapestry segment although over half are still earning wages or salaries. Have free time and resources to pursue their interests, which are home remodeling, participating in clubs and playing golf. They enjoy classical music performances and are avid readers.

**Rural Resort Dwellers (6E) –** This group is centered around resort areas. Retirement is near but many postpone to maintain their lifestyle. Passionate about their hobbies, hunting, and fishing.

**Golden Years (9B)** – Independent and active seniors. Some still working to allow them to pursue leisure interests such as travel, sports, dining out, museums and concerts. Involved and physically fit.

**Midlife Constants (5E)** – Seniors at or approaching retirement. Although they are generous, they are attentive to price. Prefer outdoor activities and contributing to the arts/service organizations.



#### **Demographic Summary**

The following summarizes the demographic characteristics of the service areas.

- The population level of 21,551 people within the Primary Service Area is only adequate to support an indoor aquatic/recreation facility. However, adding another 9,000 plus people in the Secondary Service Area will help.
- The population in the primary service area is projected to be relatively stable over the next five years, with a 3% increase in the population level to 22,200 in 2027. The Secondary Service Area will also see an increase of 3% in the population level to 31,784 in 2027.
- The median age in the Primary and Secondary Service Areas is much higher than the State of Washington and the National number (+ over 15 years). A lower median age typically points to the presence of families with children. A higher median age typically reflects a community with a large number of retirees.
- The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with a larger population in the 55-64, 65-74 and 75+ age groups and a smaller population in the 0-5, 6-17, 18-24, 25-44, and 45-54 age groups. The Secondary Service Area is similar.
- The under 5 through 25-44 age groups are projected to decline in both the Primary and Secondary Service areas by 3%-10% in 2027. This is of note as it may reflect a reduction in youth to participate in recreation options in coming years. Conversely the 65-75+ age groups are expected to increase in both the primary and secondary service areas from 58%-75% by 2027. This growth may represent opportunities or need for increased senior programming.
- Household income in the Primary Service Area is significantly lower than the state level (by more than \$20,000) and the national level (about -10%). In the Primary and Secondary Service Areas, the percentage of households with median income over \$50,000 per year is similar to the national level (61.6%), with 62.1% and 62.6% respectively. Furthermore, the percentage of households in the primary and secondary service areas with median income less than \$25,000 per year is 17.3%-17.7% compared to a level of 18% nationally. This indicates a local population that should have the ability to utilize discretionary income for recreation activities. Household income is another one of the primary determining factors that drives participation in recreation and sports.
- There is very little cultural diversity in the Primary or Secondary Service Area.
- The tapestry segments indicate an older, but active population.



**Market Potential Index for Adult Participation:** In addition to examining demographic characteristics, ESRI provides information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in a variety of activities.

Table P – Market Potential Index (MPI) for Participation in Activities in Primary Service Area

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,377	7.4%	88
Basketball	794	4.3%	63
Exercise Walking	6,749	36.2%	116
Running/Jogging	1,627	8.7%	78
Pilates	564	3.0%	97
Swimming	3,008	16.1%	103
Volleyball	410	2.2%	84
Weight Lifting	2,167	11.6%	92
Yoga	1,625	8.7%	84
Zumba	436	2.3%	72

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Primary

Service Area.

**Percent of Population:** Percent of the service area that participates in the activity.

**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in activities is lower than the national number of 100.



### Table Q – Market Potential Index (MPI) for Participation in Activities in Secondary Service Area

Adults participated in:	Expected Percent of Number of Population Adults		MPI
Aerobics	1,971	7.3%	87
Basketball	1,130	4.2%	62
Exercise Walking	10,319	38.2%	122
Running/Jogging	2,206	8.2%	73
Pilates	866	3.2%	102
Swimming	4,447	16.4%	105
Volleyball	572	2.1%	80
Weight Lifting	3,163	11.7%	93
Yoga	2,275	8.4%	81
Zumba	589	2.2%	67

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Service

Area.

**Percent of Population:** Percent of the service area that participates in the activity.

**MPI:** Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in activities is lower than the national number of 100.



**Physical Activity Analysis:** ESRI also provides input on how often and where adults participate in physical activity.

Table R - Physical Activity in Primary Service Area

Activity	Somewhat Agree	Completely Agree	
Exercise Regularly	39.1%	31.2%	
More Fit and Active Than Others My Age	41.0%	20.7%	
Seek New Exercise Routines	39.4%	10.0%	
Seek New Ways to be More Healthy	39.4%	27.4%	

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	ours of Exercise Per Week Percent of Population	
1-3 hours	23.6%	98
4-6 hours	21.7%	100
7+ hours	25.1%	108

Exercise Location 2+ Times Per Week	Percent of Population	MPI
Home	42.8%	106
Club	12.2%	89
Other Facility (Not Club)	7.3%	92

Fitness Club/Gym Membership	Percent of Population	MPI	
LA Fitness	1.3%	64	
Planet Fitness	4.1%	84	
YMCA	3.0%	101	

Self Care	Percent of Population	MPI
Visited Physical Therapist	7.0%	124
Professional Massage	5.7%	85

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

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#### Table S - Physical Activity in Secondary Service Area

Activity	Somewhat Agree	Completely Agree
Exercise Regularly	38.8%	32.3%
More Fit and Active Than Others My Age	41.3%	21.1%
Seek New Exercise Routines	38.7%	9.7%
Seek New Ways to be More Healthy	51.0%	27.9%

ESRI measures the likely demand for service in the area. Exercise is defined by the user in the survey.

Hours of Exercise Per Week	rs of Exercise Per Week Percent of Population	
1-3 hours	23.4%	97
4-6 hours	21.9%	101
7+ hours	26.5%	114

Exercise Location 2+ Times Per	Percent of Population	MPI
Week		
Home	43.2%	107
Club	13.2%	96
Other Facility (Not Club)	7.4%	93

Fitness Club/Gym Membership Percent of Popular		MPI
LA Fitness	1.3%	64
Planet Fitness	3.8%	79
YMCA	2.8%	96

Self Care	Percent of Population	MPI
Visited Physical Therapist	7.3%	128
Professional Massage	5.8%	86

Survey Data is derived from ESRI and MRI-Simmons and provides the expected percentage of population and the Market Potential Index.

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#### **Recreation Participation, Trends & Providers**

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

**Participation Numbers:** On an annual basis, the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. The data is collected in one year and the report is issued in June of the following year. This information provides the data necessary to overlay rate of participation onto the Immediate, Primary and Secondary Area to determine market potential.

The information contained in this section of the report, utilizes the NSGA's 2019 & 2021 data. The COVID-19 Pandemic had a significant impact on participation on sports and activities. Many indoor facilities were closed for a substantial part of the year, team sports and leagues did not operate and individuals sought different ways to fill their time. As a result, participation from 2020 to 2021 varied widely in nearly all activities tracked. Many of the activities bounced back from the 2020 participation, however not all have. Some of this may be a trend while some of it is still a reflection on reduced offerings by departments.

B\*K takes the national average and combines that with participation percentages of the Immediate, Primary and Secondary Area based upon age distribution, median income, region and National number. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Immediate, Primary and Secondary Service Area then provides an idea of the market potential for outdoor recreation.



Table A - Participation Rates in the Primary Service Area

	Age	Income	Region	Nation	Average
Aerobics	16.8%	18.4%	18.5%	15.8%	17.4%
Basketball	4.9%	8.6%	5.3%	7.5%	6.6%
Cheerleading	0.6%	1.0%	0.8%	1.0%	0.8%
Exercise Walking	47.7%	44.1%	42.0%	41.4%	43.8%
Exercise w/ Equipment	20.1%	21.8%	16.7%	18.9%	19.4%
Gymnastics	1.1%	1.7%	1.6%	1.7%	1.5%
Martial Arts/MMA	1.1%	1.6%	1.3%	1.7%	1.4%
Pickleball	1.1%	0.8%	1.1%	1.2%	1.1%
Pilates	1.7%	1.5%	2.4%	1.9%	1.9%
Running/Jogging	11.8%	16.8%	16.4%	14.9%	15.0%
Swimming	14.8%	15.5%	12.8%	15.6%	14.7%
Volleyball	2.5%	3.6%	3.1%	3.6%	3.2%
Weight Lifting	11.5%	13.1%	12.6%	12.4%	12.4%
Workout at Clubs	7.6%	9.3%	7.4%	8.1%	8.1%
Wrestling	0.6%	0.9%	0.9%	1.0%	0.9%
Yoga	8.8%	10.2%	10.3%	10.2%	9.9%
Did Not Participate	20.5%	20.4%	22.4%	20.6%	21.0%

**Age:** Participation based on individuals ages 7 & Up of the Primary Service Area.

Income: Participation based on the 2022 estimated median household income in the Primary

Service Area.

**Region:** Participation based on regional statistics (Mid-Atlantic).

National: Participation based on national statistics.

**Average:** Average of the four columns.



Table B – Participation Rates in the Secondary Service Area

	Age	Income	Region	Nation	Average
Aerobics	16.8%	18.4%	18.5%	15.8%	17.4%
Basketball	4.7%	8.6%	5.3%	7.5%	6.5%
Cheerleading	0.5%	1.0%	0.8%	1.0%	0.8%
Exercise Walking	48.2%	44.1%	42.0%	41.4%	43.9%
Exercise w/ Equipment	20.2%	22.3%	16.7%	18.9%	19.5%
Gymnastics	1.0%	1.7%	1.6%	1.7%	1.5%
Martial Arts/MMA	1.1%	1.6%	1.3%	1.7%	1.4%
Pickleball	1.1%	0.8%	1.1%	1.2%	1.0%
Pilates	1.7%	1.5%	2.4%	1.9%	1.9%
Running/Jogging	11.5%	16.8%	16.4%	14.9%	14.9%
Swimming	14.7%	15.5%	12.8%	15.6%	14.6%
Volleyball	2.4%	3.6%	3.1%	3.6%	3.2%
Weight Lifting	11.4%	13.1%	12.6%	12.4%	12.4%
Workout at Clubs	7.5%	9.3%	7.4%	8.1%	8.1%
Wrestling	0.6%	0.9%	0.9%	1.0%	0.8%
Yoga	8.7%	10.2%	10.3%	10.2%	9.8%
Did Not Participate	20.5%	20.4%	22.4%	20.6%	21.0%

**Age:** Participation based on individuals ages 7 & Up of the Secondary Service Area.

**Income:** Participation based on the 2022 estimated median household income in the Secondary

Service Area.

**Region:** Participation based on regional statistics (Mid-Atlantic).

National: Participation based on national statistics.

**Average:** Average of the four columns.





**Anticipated Participation Number:** Utilizing the average percentage from Table A and B above plus the 2020 census information and census estimates for 2022 and 2027 (over age 7) the following comparisons are available.

Table C – Participation Growth/Decline for Indoor Activities in Primary Service Area

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobics	17.4%	3,459	3,565	3,675	216
Basketball	6.6%	1,310	1,350	1,392	82
Cheerleading	0.8%	168	173	179	10
Exercise Walking	43.8%	8,723	8,989	9,267	544
Exercise w/ Equipment	19.4%	3,857	3,975	4,098	241
Gymnastics	1.5%	304	313	322	19
Martial Arts/MMA	1.4%	286	295	304	18
Pickleball	1.1%	209	216	222	13
Pilates	1.9%	375	386	398	23
Running/Jogging	15.0%	2,982	3,073	3,168	186
Swimming	14.7%	2,921	3,010	3,103	182
Volleyball	3.2%	636	656	676	40
Weight Lifting	12.4%	2,468	2,543	2,622	154
Workout at Clubs	8.1%	1,611	1,660	1,711	101
Wrestling	0.9%	170	176	181	11
Yoga	9.9%	1,968	2,028	2,090	123
Did Not Participate	21.0%	4,177	4,305	4,438	261

**Note:** These figures do not necessarily translate into attendance figures for various activities or programs at a new center. The "Did Not Participate" statistics refers to all 58 activities outlined in the NSGA 2021 Survey Instrument.



Table D – Participation Growth or Decline for Indoor Activities in Secondary Service Area

	Average	2020 Population	2022 Population	2027 Population	Difference
Aerobics	17.4%	5,020	5,150	5,287	266
Basketball	6.5%	1,884	1,932	1,984	100
Cheerleading	0.8%	241	248	254	13
Exercise Walking	43.9%	12,685	13,013	13,358	673
Exercise w/ Equipment	19.5%	5,636	5,781	5,935	299
Gymnastics	1.5%	436	448	459	23
Martial Arts/MMA	1.4%	411	422	433	22
Pickleball	1.0%	303	311	319	16
Pilates	1.9%	542	556	571	29
Running/Jogging	14.9%	4,302	4,413	4,530	228
Swimming	14.6%	4,229	4,338	4,453	224
Volleyball	3.2%	915	939	964	49
Weight Lifting	12.4%	3,571	3,663	3,760	189
Workout at Clubs	8.1%	2,332	2,393	2,456	124
Wrestling	0.8%	245	251	258	13
Yoga	9.8%	2,843	2,917	2,994	151
Did Not Participate	21.0%	6,057	6,213	6,378	321

Note: These figures do not necessarily translate into attendance figures for various activities or programs at a new center. The "Did Not Participate" statistics refers to all 58 activities outlined in the NSGA 2022 Survey Instrument.



**National Summary of Sports Participation:** The following chart summarizes participation in sports activities utilizing information from the 2021 National Sporting Goods Association survey.

**Table E - Sports Participation Summary** 

Sport	Nat'l Rank <sup>5</sup>	Nat'l Participation (in millions)
Exercise Walking	1	125.0
Cardio Fitness	2	86.1
Strength Training	3	68.9
Exercising w/ Equipment	4	57.2
Hiking	5	48.8
Swimming	6	47.2
Running/Jogging	7	45.0
Bicycle Riding	8	42.8
Weight Lifting	9	37.5
Yoga	10	30.7
Fishing (fresh water)	11	29.5
Workout @ Club	13	24.6
Basketball	14	22.5
Golf	16	19.0
Target Shooting (live ammunition)	17	18.8
Hunting w/ Firearms	18	16.4
Boating (motor/power)	19	14.6
Soccer	20	14.5
Tennis	22	13.8
Kayaking	24	11.5
Baseball	26	11.3
Volleyball	27	10.8
Fishing (salt water)	29	9.6
Softball	30	9.3
Football (touch)	32	8.2
Canoeing	33	7.8
Hunting w/ Bow & Arrow	34	6.9
Football (tackle)	35	6.7
Mountain Biking (off road)	38	6.0
Football (flag)	41	5.4
Target Shooting (airgun)	43	5.1
Water Skiing	49	3.8
Pickleball	50	3.6

**Nat'l Rank:** Popularity of sport based on national survey.

**Nat'l Participation:** Population that participate in this sport on national survey.

<sup>&</sup>lt;sup>5</sup> This rank is based upon the 58 activities reported on by NSGA in their 2021 survey instrument.



National Participation by Age Group: Within the NSGA survey, participation is broken down by age groups. As such B\*K can identify the top 3 age groups participating in the activities reflected in this report.

**Table F – Participation by Age Group:** 

Activity	Largest	Second Largest	Third Largest
Aerobics	35-44	25-34	45-54
Basketball	12-17	25-34	18-24
Cheerleading	12-17	7-11	18-24
Exercise Walking	55-64	65-74	45-54
Exercise w/ Equipment	25-34	45-54	55-64
Gymnastics	7-11	12-17	25-34
Martial Arts MMA	7-11	25-34	12-17
Pickleball	12-17	65-74	18-24
Pilates	25-34	35-44	45-54
Running/Jogging	25-34	35-44	45-54
Swimming	55-64	12-17	7-11
Volleyball	12-17	25-34	18-24
Weight Lifting	25-34	45-54	35-44
Workout at Clubs	25-34	35-44	45-54
Wrestling	12-17	25-34	7-11
Yoga	25-34	35-44	45-54
Did Not Participate	45-54	55-64	65-74

Age group with the highest rate of participation. Largest:

Second Largest: Age group with the second highest rate of participation. Age group with the third highest rate of participation. Third Largest:





**National Sports Participation Trends:** Below are listed a number of sports activities and the percentage of growth or decline that each has experienced nationally over the last ten years (2012-2021).

Table G - National Activity Trend (in millions)

	2012 Participation	2021 Participation	Percent Change
Kayaking	7.2	11.5	+59.7%
Hunting w/ Bow & Arrow	5.1	6.9	+35.3%
Yoga	22.9	30.7	+34.1%
Skateboarding	5.4	6.7	+24.1%
Exercise Walking	102.1	125	+22.4%
Weight Lifting	31.1	37.5	+20.6%
Hiking	42.2	48.8	+15.6%
Running/Jogging	40	45	+12.5%
Wrestling	2.8	3.1	+10.7%
Mountain Biking (off road)	5.5	6	+9.1%
Bicycle Riding	39.3	42.8	+8.9%
Backpack/Wilderness Camping	11.7	12.4	+6.0%
Soccer	13.7	14.5	+5.8%
Water Skiing	3.6	3.8	+5.6%
Volleyball	10.3	10.8	+4.9%
Target Shooting (airgun)	4.9	5.1	+4.1%
Tennis	13.6	13.8	1.5%
Exercising w/ Equipment	57.7	57.2	-0.9%
Swimming	48.6	47.1	-3.1%
Fishing (fresh water)	30.8	29.5	-4.2%
Baseball	12.1	11.3	-6.6%
Golf	21.1	19	-10.0%
Fishing (salt water)	10.7	9.6	-10.3%
Softball	10.5	9.3	-11.4%
Football (touch)	9.3	8.2	-11.8%
Basketball	25.6	22.5	-12.1%
Target Shooting (live ammunition)	21.7	18.8	-13.4%
Boating (motor/power)	17	14.6	-14.1%
Football (tackle)	7.9	6.7	-15.2%
Hunting w/ Firearms	19.4	16.4	-15.5%
Football (flag)	6.7	5.4	-19.4%
Workout @ Club	35.2	24.6	-30.1%

**2012 Participation:** The number of participants per year in the activity (in millions) in the United States.

The number of participants per year in the activity (in millions) in the United States.

**Percent Change:** The percent change in the level of participation from 2012 to 2021.



#### **Market Review**

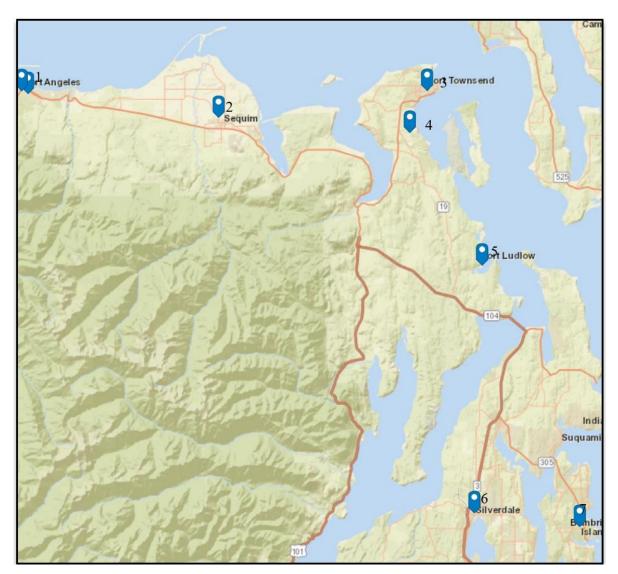
In addition to the demographic characteristics and sports participation trends, one of the greatest impacts on the market for a possible Healthier Together Center in Port Townsend is the presence of other similar providers in the area.

Within the greater market area there are a number of indoor aquatic, recreation and fitness facilities to serve the population base.



#### **Public/Non-Profit Aquatic and Recreation Facilities**

There are a number of indoor public/non-profit aquatic and recreation facilities in the area. This includes full-service YMCA's in Port Angeles, Sequim, and Silverdale (Hazelwood) and the Mountain View Pool and Olympic Peninsula YMCA in Port Townsend. The William Shore Memorial Pool in Port Angeles and the Bainbridge Island Aquatic Center are the public aquatic centers. There are also two non-profit HOA facilities in the area as well. This is a significant number of other similar facilities that are primarily located on the fringes of the market area.



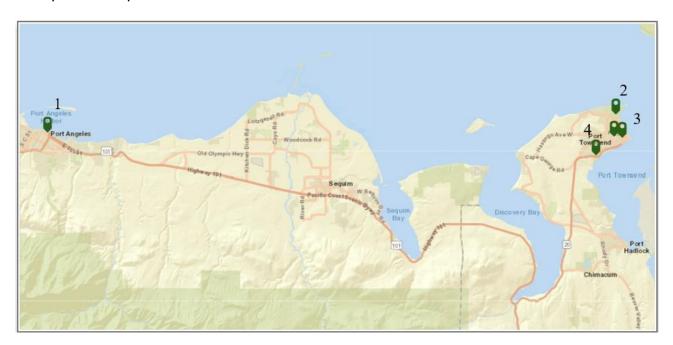
- William Shore Memorial Pool & YMCA of Port Angeles
- YMCA of Sequim
- 3. Olympic Peninsula YMCA
- Mountain View Pool
- Kala Point Clubhouse & Pool
- Port Ludlow Beach Club
- Hazelwood Family YMCA
- Bainbridge Island Aquatic Center



#### Public/Non-Profit Recreation Facilities (no pool)

Besides the facilities that include aquatic amenities there are also other community-based facilities located in Port Townsend and Port Angeles. These include Fort Worden Conference and Events Center and the Jefferson County Community Center/Senior Center that are both located in Port Townsend but serve different needs than what is planned for the Healthier Together Center. There is also a similar facility (Field Arts & Events Center) in Port Angeles that will be opening soon.

In addition to these providers there are two other facilities in Port Townsend, the Jefferson County Healthcare/Wellness Center and the Port Townsend High School weight room that are open to the public and serve some of the fitness needs of the area.



- 1. Field Arts & Events Hall
- 2. Fort Worden Conference & Events Center
- Jefferson County Community Center/Senior Center & Port Townsend High School Weight Room
- 4. Jefferson County Healthcare/Wellness Center



### \*

#### **Private**

Within Port Townsend itself as well as the immediate surrounding area, there a number of private fitness clubs and smaller boutique type providers. The private sector is the greatest provider of fitness space in the market.



- 1. S3 Training
- 2. Madrona Mind Body Institute
- 3. Jen Freeman Pilates
- 4. Anchor Gym NW Yoga & Fitness Hand to Hand Fitness
- 5. Port Townsend Athletic Club
- 6. Energy Stretch
- 7. Pilates Gig

- 8. Salish Sea Judo
- Mystic Monkey Yoga SBG Martial Arts
- 10. Next Level Athletics
- 11. Fyzical Therapy & Balance
- 12. Evergreen Fitness
- 13. Twister Gymnastics Pop-Up Movement
- 14. All Points Pilates
  Dancing Sky Studio



Note: This is a representative listing of the indoor aquatic, fitness and recreation facilities in the area and is not meant to be a total accounting of all facilities. There may be other providers located within the service areas that have an impact on the market as well.

Other Indoor Recreation, Aquatics and Fitness Facility Providers Conclusion: In the greater Port Townsend market area there are a number of aquatic, recreation and fitness facilities in place.

The YMCA is a major provider of aquatic and recreation facilities in the area and there are two major public indoor pools. There are also two non-profit HOA facilities in the market area.

There are several other public and non-profit facilities in the area, but these serve more passive recreation needs, meetings, and other events.

While there are private clubs in the area that provide fitness and sports amenities, these facilities serve very different market needs than a public center. As a result, their impact on the market is much less. There is a strong trend nationally with the development of small private boutique or specialty type fitness studios. These facilities have eroded some of the market for the larger more comprehensive private fitness centers in many communities but have had less impact on public centers. This is due to the differences in the market segments that are served by these types of facilities.

After analyzing these other existing providers and considering the fact that one of the major goals of the project is to replace the existing Mountain View Pool, there is a market for a new indoor aquatic center and possibly other amenities such as fitness space and a gymnasium if they appeal to an older demographic group and a larger market area.

#### **Market Conclusion:**

Below are listed some of the market opportunities and challenges that exist with the Healthier Together Center project.

#### Opportunities:

- The Secondary Service Area, with a population of almost 31,000, is large enough to support a comprehensive aquatic/recreation center. The ability to draw potential users from the second home and tourist market area could add even more users.
- The project would replace the existing Mountain View pool which already has an established market for aquatics.
- The demographic characteristics show a market area with an active population that is willing to spend money on recreation activities and services.

#### Challenges:



- The population of the Primary Service Area is relatively small at just over 21,500 and the growth in population over the next 5 years is expected to be rather small.
- The demographic characteristics show a much older population with a lower median household income level.
- There are a significant number of other indoor aquatic, recreation, and fitness providers in the Secondary Service Area.
- Funding not only the development but the operation of a new center will have to be clearly defined.



#### **Operations Analysis**

The following operations analysis has been developed for the proposed Healthier Together Center.

#### **Assumptions**

These are the basic assumptions for the operations analysis.

An operations budget has been completed for the following center options.

Base - This option includes a 6-lane lap pool, 3,000 SF leisure pool with lazy river, spa, sauna and party room. There is also a hospital wellness room. Approximate SF – 29,700

Base & Gym – This option adds a gymnasium to the Base Option. Approximate SF – 38,200

Full Build Out - This option has the same basic components as the Base Option but adds weight/cardio space and a gymnasium. Approximate SF – 40,200

- The first year of operation will be 2026 or later but the figures represent the second full year of operation which is more representative of the true costs and revenues.
- These operational budgets represent all expenses and revenues for the center and all anticipated programs.
- The presence of other providers in the market will remain the same.
- The center will be managed by a public agency including the weight/cardio area.
- This operations plan is based on a program and basic concept plan for the facility.
- Part-time wage scales reflect an anticipated \$18.00 minimum wage for the state of Washington that could be in place by 2026. It also should be realized that the minimum wage is likely to continue to increase yearly.
- A reasonably aggressive estimate of revenues generated from admission fees and passes has been utilized for each of the options.
- There will be a high level of aquatic and other programming in the center. Most all programs and services will be offered by center staff on an hourly or contract basis.

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- No partnerships with other organizations has been shown in this operations plan other than Jefferson Healthcare for the wellness space.
- The pools will be guarded at all times by facility lifeguards.

Projected Hours of Operation:

#### <u>Base</u>

Days			Hours		
Monda	y – Frida	у	7:00am – 7:00pm		
Saturd	ay		9:00am – 6:00pm		
Sunda	у		Closed		
Total	Hours	Per	69		
Week					

#### Base & Gym and Full Plan

Days	Hours
Monday – Friday	6:00am – 8:00pm
Saturday	8:00am - 6:00pm
Sunday	Closed
Total Hours Per	80
Week	

BALLARD \*KING

& ASSOCIATES LTD

Projected Fee Schedule for 2026:

The fee differential between resident and non-resident is approximately 10%.

#### Base

Classification	Da	ily	10 Visi	it Pass
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$7.00 \$8.00		\$63.00	\$72.00
Youth (3-18)	\$5.00 \$5.50		\$45.00	\$50.00
Senior (60+)	\$6.00 \$6.50		\$54.00	\$59.00
Household	\$17.00	\$19.00	N/A	N/A

Note: 10 visit passes are a 10% discount over the daily fee.

Classification	Anr	nual	Month to	o Month
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$600	\$660	\$50	\$55
Youth (3-18)	\$250 \$275		\$21	\$23
Senior (60+)	\$400	\$440	\$34	\$37
Household	\$900	\$990	\$75	\$83

Note: Month to month is based on automatic withdrawal (auto renew) from a bank account or credit card. Household includes 2 adults and up to 3 youth. Annual/Month to Month fees include any basic water-based fitness classes and child watch.

Base & Gym (approximately 5% higher than the Base rates)

Classification	Daily		10 Visi	it Pass
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$7.50	\$8.50	\$68.00	\$77.00
Youth (3-18)	\$5.50	\$6.00	\$50.00	\$54.00
Senior (60+)	\$6.50	\$7.00	\$59.00	\$63.00
Household	\$18.00	\$20.00	N/A	N/A

Note: 10 visit passes are a 10% discount over the daily fee.

Classification	Annual		Month t	o Month
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$630	\$695	\$53	\$58
Youth (3-18)	\$265 \$295		\$23	\$25
Senior (60+)	\$420 \$465		\$35	\$39
Household	\$945	\$1,040	\$79	\$87

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Note: Month to month is based on automatic withdrawal (auto renew) from a bank account or credit card. Household includes 2 adults and up to 3 youth. Annual/Month to Month fees include any basic water-based fitness classes and child watch.

Full Plan (approximately 20% higher than the Base rates)

Classification	Da	ily	10 Visi	it Pass
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$8.50 \$9.50		\$77.00	\$86.00
Youth (3-18)	\$6.00 \$6.50		\$54.00	\$59.00
Senior (60+)	\$7.50 \$8.50		\$68.00	\$77.00
Household	\$21.00	\$23.00	N/A	N/A

Note: 10 visit passes are a 10% discount over the daily fee.

Classification	Anr	nual	Month to	o Month
	Res. N. Res		Res.	N. Res
Adult (18-60)	\$720 \$790		\$60	\$66
Youth (3-18)	\$300 \$330		\$25	\$28
Senior (60+)	\$480	\$530	\$40	\$44
Household	\$1,080	\$1,188	\$90	\$99

Note: Month to month is based on automatic withdrawal (auto renew) from a bank account or credit card. Household includes 2 adults and up to 3 youth. Annual/Month to Month fees include any basic land/water-based fitness classes and child watch.

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#### **Operations Analysis Summary:**

The following figures summarize the anticipated operational expenses and projected revenues for the operation of the Healthier Together Center.

	29,700 SF		38,200 SF		40,200 SF	
Category	Base		Base & Gym		Full Build Out	
Expenses	\$ 1,268,557	\$	1,617,810	\$	2,084,333	
Revenues	\$ 834,466	\$	1,214,795	\$	1,731,761	
Difference	\$ (434,091)	\$	(403,015)		(352,572)	
Recovery %	66%		75%		83%	

This represents the second full year of operation.

This operations analysis was completed based on general information and a basic understanding of the project with a preliminary program and concept plan for the center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.



#### **Expenses:**

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities. All expenses were calculated as accurately as possible, but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

Category	Base	Base & Gym	Full Build Out
Personnel (new positions)			
Full-time	369,260	423,280	603,100
Part-time	571,182	758,016	947,494
Total	\$ 940,442	\$ 1,181,296	\$ 1,550,594
Commodities			
Office supplies	4,500	6,000	8,000
Chemicals (pool)	30,000	30,000	30,000
Maintenance/repair/materials	10,000	13,000	18,000
Janitor supplies	8,000	10,000	13,000
Recreation supplies	3,000	30,000	45,000
Uniforms	3,500	5,000	5,500
Printing/postage	18,000	22,000	28,000
(Program/Facility Catalog)			
Items for Resale	5,000	7,000	10,000
Other misc. expenses	2,500	3,500	5,000
Total	\$ 84,500	\$ 126,500	\$ 162,500



#### **Expenses Continued:**

Category	Base	Base & Gym	Full Build Out
Contractual			
Utilities (\$3.50 SF minus PT)	99,750	129,500	136,500
Water/sewer	19,000	22,000	27,000
Insurance	15,000	17,000	20,000
(property & liability-Public Policy)			
Communications	4,000	4,500	5,000
(phone/data/WiFi)			
Contract services	38,000	42,000	47,000
(mechanical, alarm, legal, software)			
Rental equipment	3,000	3,000	3,000
Advertising	10,000	12,000	15,000
Training	3,000	4,500	5,500
Conference	2,000	2,500	3,000
Trash pickup	3,000	3,500	3,500
Dues/subscriptions	1,000	2,000	2,750
Bank charges (80% of fees x 3.5%)	23,365	34,014	48,489
Other	2,500	3,500	4,500
Total	\$ 223,615	\$ 280,014	\$ 321,239
Capital			
Replacement fund	20,000	30,000	50,000
Total	\$ 20,000	\$ 30,000	\$ 50,000
Grand Total	\$ 1,268,557	\$ 1,617,810	\$ 2,084,333



#### Revenues:

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service areas as well as comparing them to state and national statistics and other similar facilities in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.



Category	Base	Base & Gym	Full Build Out
Fees			
Daily admissions	69,885	103,923	158,962
10 Visit passes	11,750	20,732	34,588
Month to month	332,504	466,712	729,717
Annual	101 500	254 174	200 249
Alliudi	181,522	254,174	399,348
Group/Corporate	5,000	7,000	9,000
3.00p/corporate	0,000	7,000	3,000
Aquatic rentals	48,700	48,700	48,700
	·	·	·
General facility rentals	7,360	22,360	22,360
	_	_	_
Total	\$ 656,721	\$ 923,601	\$ 1,402,675
Drograma			
Programs Aquatic programs	89,499	89,499	89,499
Aquatic programs	09,499	09,499	09,499
Fitness/General	60,996	161,446	190,087
. 111.000/ 001.0101	00,000		.00,00.
Total	\$ 150,495	\$ 250,944	\$ 279,586
<u>Other</u>			
Resale items	6,250	8,750	12,500
Chariel avente	4 000	F 000	0.000
Special events	1,000	5,000	6,000
Child watch	0	5,000	8,000
Office Water		0,000	0,000
Vending (Percent of Gross Contract)	2,000	3,500	5,000
<u> </u>	·	·	
Total	\$ 9,250	\$ 22,250	\$ 31,500
Lease payment	40.000	40.000	40.000
Hospital Wellness (\$1.25/SF/Month)	18,000	18,000	18,000
Total	\$ 18,000	\$ 18,000	\$ 18,000
			. 5,550
Operations payment			
City operations payment	\$ -	\$ -	\$ -
Grand Total	\$ 834,466	\$ 1,214,795	\$ 1,731,761



#### Staff:

The determination of full-time and part-time staff positions was developed based on the expected use of the center, the hours of operation, the key amenities that are contained in the center and operational practices of the facility. These figures contain expected instructors for a variety of recreation and aquatic programs that may be occurring at the facility.

#### Full-Time

		E	Base		Base	& Gy	m	Full E	Build	Out
Full Time Staff	Salary	Positions		Total	Positions		Total	Positions		Total
Facility Manager	\$ 85,000	0	\$	-	0	\$	-	1	\$	85,000
Aquatic/Program Supervisor	\$ 70,000	1	\$	70,000	1	\$	70,000	1	\$	70,000
Sports/Fitness Program Supervisor	\$ 65,000	0	\$	-	0	\$	-	0	\$	-
Aquatic Specialist/Lifeguard	\$ 60,000	1	\$	60,000	1	\$	60,000	1	\$	60,000
Admin Assistant/Front Desk	\$ 58,500	1	\$	58,500	1	\$	58,500	1	\$	58,500
Facilities Coordinator (Maintenance)	\$ 73,000	0	\$	-	0.5	\$	36,500	1	\$	73,000
Maintenance Worker	\$ 61,000	1	\$	61,000	1	\$	61,000	1	\$	61,000
Positions		4			4.5			6		
Salaries			\$	249,500		\$	286,000		\$	407,500
Benefits	48.00%		\$	119,760		\$	137,280		\$ 1	95,600.00
Total Full-Time Staff			\$	369,260		\$	423,280		\$	603,100



#### Part-Time

			Base			Base & Gyn	n			Full Build	Out	
Part-Time	Rate	Hours	Weeks	Total	Hours	Weeks		Total	Hours	Weeks		Total
Front Desk Supervisor	\$ 20.00	0	52	\$ -	35	52	\$	36,400	35	52	\$	36,400
Front Desk Attend	\$ 18.50	69	52	\$ 66,378	35	52	\$	33,670	80	52	\$	76,960
Head Lifeguard	\$ 20.00	26	52	\$ 26,960	35	52	\$	36,400	35	52	\$	36,400
Lifeguard	\$ 19.00	310	52	\$ 306,584	361	52	\$	356,896	361	52	\$	356,896
Fitness Center Attendant	\$ 18.50	0	52	\$ -	0	52	\$	-	80	52	\$	76,960
Gym Attendant	\$ 18.50	0	30	\$ -	37	30	\$	20,535	37	30	\$	20,535
Child Watch Attendant	\$ 18.50	0	52	\$ -	20	52	\$	19,240	30	52	\$	28,860
Custodian	\$ 19.00	11	52	\$ 10,868	20	52	\$	19,760	31	52	\$	30,628
Total		416		\$ 410,790	543		\$	522,901	689		\$	663,639
F.T.E.		10.4			13.6				17.2			
Aquatic Programs				\$ 43,001			\$	43,001			\$	43,001
General Programs				\$ 22,194			\$	65,778			\$	82,938
Total				\$ 475,985			\$	631,680			\$	789,578
Benefits	20.0%			\$ 95,197			\$	126,336			\$	157,916
Total				\$ 571,182			\$	758,016			\$	947,494



#### **Admission Revenue:**

The following spreadsheets identify the expected use numbers for each form of admission that the center will offer (see projected fee schedule).

Base					
Daily Fees	Fees		Revenue		
Adult	\$7.00	10	\$70		
Youth	\$5.00	7	\$35		
Senior	\$6.00	9	\$54		
Household	\$17.00	2	\$34		
Total		28	\$193		
			x 355 days/yr.		
Total			\$68,515		
	% of Users	% Increase			
Non-Resident	20%	10%	\$1,370		
Grand Total			\$69,885		
10 Visit	Fees	Number	Revenue		
Adult	\$63.00	90	\$5,670		
Youth	\$45.00	40	\$1,800		
Senior	\$54.00	75	\$4,050.00		
Octiloi	φο-1.00	7.5	Ψ+,030.00		
Total		205	\$11,520		
	% of Users	% Increase	)		
Non-Resident	20%	10%	\$230		
Grand Total			\$11,750		
Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$50.00	131	\$6,554	12	\$78,649
Youth	\$21.00	26	\$551	12	\$6,607
Senior	\$34.00	105	\$3,565	12	\$42,785
Household	\$75.00	262	\$19,662	12	\$235,948
Total	Ψ10.00	524	\$30,332	12	\$363,989
Non-Resident	% of Users	% Increase			
Tron recoldent	15%				\$5,460
Adjusted Total					\$369,449
					<b>***</b>
Loss	10%				\$36,945
Grand Total					\$332,504



Annual	Fees	Number	Revenue			
Adults	\$600	65	\$38,738			
Youth	\$250	13	\$3,228			
Senior	\$400	52	\$20,660			
Household	\$900	129	\$116,213			
Total		258	\$178,839			
Non-Resident	% of Users	% Increase				
	15%	10%	\$2,683			
Grand Total			\$181,522			
Revenue Summary			Passes			
Daily	\$69,885					
10 Visit	\$11,750					
Monthly	\$332,504		524			
Annual	\$181,522		258			
Total	\$595,661		783			
Total Annual Passas or	qual 6% of the households	(2027) in Dr	imary Sarvica Araa	(10.740)		
	olds in the Secondary Serv		-	(10,740)		
570 01 1110 11000011	old in the decemany con					
783						
	ave been divided with 2/3 b	eina month t	o month and 1/3 pre	e-naid annua	Lpasses	



D 0.0					
Base & Gym					
D. T. E	F	N. I.	D		
Daily Fees	Fees	Number	Revenue		
Adult	\$7.50	15	\$113		
Youth	\$5.50	11	\$61		
Senior	\$6.50	12	\$78		
Household	\$18.00	2	\$36		
Total		40	\$287		
			x 355 days/yr.		
Total			\$101,885		
	% of Users	% Increase			
Non-Resident	20%	10%	\$2,038		
Grand Total			\$103,923		
10 Visit	Fees	Number	Revenue		
Adult	\$68.00	150	\$10,200		
Youth	\$50.00	55	\$2,750		
Senior	\$59.00	125	\$7,375.00		
Cornor	ψ00.00	120	ψ1,010.00		
Total		330	\$20,325		
Total	% of Users	% Increase			
Non-Resident	20%	10%	\$407		
Grand Total			\$20,732		
Granu Total			φ <b>2</b> 0,732		
Monthly	Fees	Number	Revenue	Months	Total Revenue
Adults	\$53.00	175	\$9,263	12	\$111,158
Youth	\$23.00	35	\$804	12	\$9,648
Senior	\$35.00	140	\$4,894	12	\$58,725
Household	\$79.00	350	\$27,615	12	\$331,376
Total	Ψ13.00	699	\$42,575	12	\$510,906
Total		033	Ψ+2,373		ψ510,900
Non-Resident	% of Users	% Increase			
	15%	10%			\$7,664
Adjusted Total					\$518,569
-					
Loss	10%				\$51,857
Grand Total					\$466,712



Annual	Fees	Number	Revenue			
Adults	\$630	86	\$54,233			
Youth	\$265	17	\$4,562			
Senior	\$420	69	\$28,924			
Household	\$945	172	\$162,698			
Total		344	\$250,418			
Non-Resident	% of Users	% Increase				
	15%	10%	\$3,756			
Grand Total			\$254,174			
Revenue Summary			Passes			
Daily	\$103,923					
10 Visit	\$20,732					
Monthly	\$466,712		699			
Annual	\$254,174		344			
Total	\$845,541		1,043			
Total Annual Passes equal 8	% of the households	(2027) in P	rimary Service Area	(10,740)		
Plus 4% of the households in	the Secondary Serv	rice Area (4,	(606)			
1043						
Total annual passes have been	en divided with 2/3 b	eing month	to month and 1/3 pre	-paid annua	passes	



Full Build Out					
			_		
Daily Fees	Fees		Revenue		
Adult	\$8.50	22	\$187		
Youth	\$6.00	15	\$90		
Senior	\$7.50	16	\$120		
Household	\$21.00	2	\$42		
Total		55	\$439		
			x 355 days/yr.		
Total			\$155,845		
	% of Users	% Increase	Э		
Non-Resident	20%	10%	\$3,117		
Grand Total			\$158,962		
10 Visit	Fees	Number	Revenue		
Adult	\$77.00	220	\$16,940		
Youth	\$54.00	75	\$4,050		
Senior	\$68.00	190	\$12,920.00		
Total		485	\$33,910		
Total	% of Users	% Increase			
Non-Resident	20%		\$678		
Non-ivesident	2070	10 70	ΨΟΙΟ		
Grand Total			\$34,588		
			5		T D
Monthly	Fees		Revenue	Months	Total Revenue
Adults	\$60.00	240	\$14,419	12	\$173,028
Youth	\$25.00	48	\$1,202	12	\$14,419
Senior	\$40.00	192	\$7,690	12	\$92,282
Household	\$90.00	481	\$43,257	12	\$519,085
Total		961	\$66,568		\$798,815
Non-Resident	% of Users	% Increase			
	15%	10%			\$11,982
Adjusted Total					\$810,797
Loss	10%				\$81,080
Grand Total					\$729,717



Annual	Fees	Number	Revenue			
Adults	\$720	118	\$85,223			
Youth	\$300	24	\$7,102			
Senior	\$480	95	\$45,452			
Household	\$1,080	237	\$255,669			
Total		473	\$393,446			
Non-Resident	% of Users	% Increase				
	15%	10%	\$5,902			
Grand Total			\$399,348			
Revenue Summary			Passes			
Daily	\$158,962					
10 Visit	\$34,588					
Monthly	\$729,717		961			
Annual	\$399,348		473			
Total	\$1,322,615		1,435			
Total Annual Passes equal 1			•	a (10,740)		
Plus 5.5% of the households	in the Secondary Se	rvice Area (	4,606)			
1435						
Total annual passes have be	en divided with 2/3 b	eing month	to month and 1/3 pre	e-paid annu	al passes	



#### **Programs:**

The following worksheets indicate representative aquatic and general programs that could take place at the center, the costs of providing the service and the expected revenue.

These are representative programs only.

### **Aquatic Programs**

Learn to Swim Classes (1/2 Hr.)	Rate/Class	Classes/Day	Days	Sessions	Total	
Summer	\$ 9.50	18	8	4	\$ 5,472	
Fall	\$ 9.50	12	8	3	\$ 2,736	
Winter/Spring	\$ 9.50	12	8	4	\$ 3,648	
Total					\$ 11,856	
Water Exercise	Rate/Class	Classes/Wk	Weeks	Total		
Summer	\$ 20.00	12	14	\$ 3,360		
Fall	\$ 20.00	12	12	\$ 2,880		
Winter/Spring	\$ 20.00 \$ 20.00	12	26	\$ 6,240		
Total				\$ 12,480		
Other	Rate/Class	Classes/Wk	Weeks	Total		
Private Lessons	\$ 19.00	8	45	\$ 6,840		
Lifeguard Training	\$ 25.00	33	1	\$ 825		
Misc. (Therapy)	\$ 25.00	8	50	\$ 10,000		
Total				\$ 17,665		
Contract/Other						\$ 1,0
Grand Total						\$ 43,0
Program Calculations - Royanues						· · · · · · · · · · · · · · · · · · ·
Program Calculations - Revenues	Classas/Work		Participante	Specions	Total	
Learn to Swim	Classes/Week	Fee	Participants  4	Sessions	Total	
<b>Learn to Swim</b> Summer	18	\$ 65.00	4	4	\$ 18,720	
Learn to Swim Summer Fall	18 12	\$ 65.00 \$ 65.00	4 4	4 3	\$ 18,720 \$ 9,360	
Learn to Swim Summer Fall Winter/Spring	18 12 12	\$ 65.00 \$ 65.00 \$ 65.00	4 4 4	4 3 4	\$ 18,720 \$ 9,360 \$ 12,480	
Learn to Swim Summer Fall Winter/Spring	18 12	\$ 65.00 \$ 65.00	4 4	4 3	\$ 18,720 \$ 9,360	
Learn to Swim  Summer Fall  Winter/Spring  Private Lessons	18 12 12	\$ 65.00 \$ 65.00 \$ 65.00	4 4 4	4 3 4	\$ 18,720 \$ 9,360 \$ 12,480	
Learn to Swim Summer Fall Winter/Spring Private Lessons	18 12 12 8	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00	4 4 4 1	4 3 4 45	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360	
Learn to Swim Summer Fall Winter/Spring Private Lessons Total Water Aerobics	18 12 12 8 8	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00	4 4 4 1	4 3 4 45 Sessions	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal Water Aerobics Summer	18 12 12 12 8 <b>Classes/Week</b>	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00	4 4 4 1 1 Participants	4 3 4 45 Sessions	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall	18 12 12 8 8	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00	4 4 4 1	4 3 4 45 Sessions	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360	
Learn to Swim Summer Fall Winter/Spring Private Lessons Total  Water Aerobics Summer Fall Winter/Spring	18 12 12 12 8 Classes/Week 12 12	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 <b>Fee</b> \$ 8.00 \$ 8.00	4 4 4 1 1 1 Participants 2 2 2	4 3 4 45 Sessions 14 12	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall Winter/Spring	18 12 12 12 8 Classes/Week 12 12	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 <b>Fee</b> \$ 8.00 \$ 8.00	4 4 4 1 1 1 Participants 2 2 2	4 3 4 45 Sessions 14 12	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall Winter/Spring	18 12 12 12 8 Classes/Week 12 12	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 <b>Fee</b> \$ 8.00 \$ 8.00	4 4 4 1 1 1 Participants 2 2 2	4 3 4 45 Sessions 14 12	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall Winter/Spring Fotal  Fotal  Fotal  Fotal  Other	18 12 12 8 8 Classes/Week 12 12 12	\$ 65.00 \$ 65.00 \$ 30.00 \$ 30.00 \$ 8.00 \$ 8.00 \$ 8.00	4 4 4 1 1 1 Participants 2 2 2 2	4 3 4 45 Sessions 14 12 26	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984	
Learn to Swim Summer Fall Winter/Spring Private Lessons Total  Water Aerobics Summer Fall Winter/Spring Total  Other Lifeguard Training	18 12 12 8  Classes/Week 12 12 12 12 Classes/Week	\$ 65.00 \$ 65.00 \$ 30.00 \$ 30.00 \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 2 Participants	4 3 4 45 Sessions 14 12 26	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall Winter/Spring Fotal  Other Lifeguard Training Wisc. (Therapy)	18 12 12 8  Classes/Week 12 12 12 12 12 12 Classes/Week 1	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 Fee  \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 Participants  6	4 3 4 45 Sessions 14 12 26 Sessions 1	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984	
Learn to Swim Summer Fall Winter/Spring Private Lessons Fotal  Water Aerobics Summer Fall Winter/Spring Fotal  Other Lifeguard Training Misc. (Therapy)	18 12 12 8  Classes/Week 12 12 12 12 12 12 Classes/Week 1	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 Fee  \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 Participants  6	4 3 4 45 Sessions 14 12 26 Sessions 1	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984 Total \$ 900 \$ 24,000	
Learn to Swim Summer Fall Winter/Spring Private Lessons Total  Water Aerobics Summer Fall Winter/Spring Total  Other Lifeguard Training Wisc. (Therapy) Total  Contract/Other	18 12 12 8  Classes/Week 12 12 12 12 12 12 Classes/Week 1	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 Fee  \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 Participants  6	4 3 4 45 Sessions 14 12 26 Sessions 1	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984 Total \$ 900 \$ 24,000	\$ 1,5
Learn to Swim Summer Fall Winter/Spring Private Lessons Total  Water Aerobics Summer Fall Winter/Spring Total  Other Lifeguard Training Misc. (Therapy) Total  Contract/Other Sub-Total	18 12 12 8  Classes/Week 12 12 12 12 12 12 Classes/Week 1	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 Fee  \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 2 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	4 3 4 45 Sessions 14 12 26 Sessions 1 50	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984 Total \$ 900 \$ 24,000	\$ 1,5 \$ 87,7
Program Calculations - Revenues  Learn to Swim  Summer Fall Winter/Spring Private Lessons  Total  Water Aerobics Summer Fall Winter/Spring  Total  Other  Lifeguard Training Misc. (Therapy)  Total  Contract/Other Sub-Resident Grand Total	18 12 12 8  Classes/Week 12 12 12 12 12 12 Classes/Week 1	\$ 65.00 \$ 65.00 \$ 65.00 \$ 30.00 Fee  \$ 8.00 \$ 8.00 \$ 8.00	Participants  Participants  2 2 2 Participants  6	4 3 4 45 Sessions 14 12 26 Sessions 1	\$ 18,720 \$ 9,360 \$ 12,480 \$ 10,800 \$ 51,360 Total \$ 2,688 \$ 2,304 \$ 4,992 \$ 9,984 Total \$ 900 \$ 24,000	\$ 1,5



### **General Programs**

#### Base

Birthday Parties	Raf	te/Class	Classes/Week	Number of Hours	Weeks		Total	
Parties	\$	18.50	6	2	52	\$	11,544	
Total						\$	11,544	
						Ť	,	
General Recreation Classes	Ra	te/Class	Classes/Week	Number of Staff	Weeks		Total	
Youth Classes	\$	20.00	4	1	36	\$	2,880	
Senior Classes	\$	20.00	4	1	48	\$	3,840	
Misc. Classes	\$	20.00	4	1	36	\$	2,880	
Total						\$	9,600	
Contract/Other								\$ 1,050
Grand Total								\$ 22,194
Program Calculations - Reve Birthday Parties		Rate	Number	Weeks	Total			
Parties	\$	150.00	6	52	\$ 46,800			
	T.				· ,			
Total					\$ 46,800			
General Recreation Classes	Ra	te/Class	Classes/Week	Participants Participants	Weeks/sessions		Total	
Variable Olarana	\$	35.00	4	5	4	\$	2,800	
Youth Classes			4	5	6	\$	4,200	
Youth Classes Senior Classes	\$	35.00	7	5	-			
Senior Classes		35.00 50.00	4	5	4	\$	4,000	
Senior Classes	\$					\$	4,000 11,000	
Senior Classes Misc. Classes Total	\$					Ť		
Senior Classes Misc. Classes  Total  Contract/Other	\$					\$	11,000	
Senior Classes Misc. Classes	\$			5		\$	2,000	



#### Base & Gym

Program Calculations - Exper							
Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks		Total
Basketball	Official	2	\$25.00	2	12	\$	1,20
	Scorer	1	\$18.50	2	12	\$	44
Volleyball	Official	1	\$25.00	3	12	\$	90
Futsal-Soccer	Official	1	\$25.00	3	18	\$	1,35
			,				,
Total						\$	3,89
Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours		Total
Basketball	Coaches	2	\$25.00	2	16	\$	1,600
Volleyball	Coaches	2	\$25.00	2	16	\$	1,600
Futsal	Coaches	2	\$25.00	2	16	\$	1,600
		_	Ψ20.00				.,
Total						\$	4,800
Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours		Total
Basketball	Coaches	2	\$25.00	2	4	\$	400
Volleyball	Coaches	2	\$25.00	2	4	\$	400
Futsal	Coaches	2	\$25.00	2	4	\$	400
ruisai	Coaches	2	φ <b>2</b> 5.00		4	Φ	400
Total						\$	1,200
Total						<u> </u>	1,200
Fitness	Rate/Class	Classes/Week	Number of Staff	Weeks	Total		
Group Fitness Classes	\$ 25.00	10	1	52	\$ 13,00	0	
Total					\$ 13,00	0	
Total					ψ 10,00		
Divide day Davisa	Rate/Class	Classes/Mesk	Number of Hours	Weeks	Total		
Birthday Parties		Classes/Week				4	
Parties	\$ 18.50	6	2	52	\$ 11,54	4	
Total					\$ 11,54	4	
<b>General Recreation Classes</b>	Rate/Class	Classes/Week	Number of Staff	Weeks	Total		
Summer/Break Day Camp							
Supervisor	\$ 20.00	40	1	8	\$ 6,40	0	
Leader	\$ 18.50	40	2	8	\$ 11,84		
Youth Classes	\$ 20.00	4	1	36	\$ 2,88		
Senior Classes	\$ 20.00	4	1	48	\$ 3,84		
Misc. Classes	\$ 20.00	4	1	36	\$ 2,88	0	
Total					\$ 27,84	0	
						1	
Contract/Other						\$	3,500



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Program Calculations - Rev	3000								
Adult Leagues	-	<b>Feams</b>		Fee	Seasons		Total		
Basketball		4	\$	400	2	\$	3,200		
Volleyball		6	\$	200	2	\$	2,400		
Futsal		6	\$	200	3	\$	3,600		
Total						\$	9,200		
Youth Sports Camps	Par	ticipants		Fee	Seasons		Total		
Basketball		20	\$	100	2	\$	4,000		
Volleyball		20	\$	100	2	\$	4,000		
Futsal		20	\$	100	2	\$	4,000		
Total						\$	12,000		
Youth Sports Clinics	Par	ticipants		Fee	Number		Total		
Basketball		20	\$	35	2	\$	1,400		
Volleyball		20	\$	35	2	\$	1,400		
Futsal		20	\$	35	2	\$	1,400		
Total						\$	4,200		
							,		
Fitness	Ra	te/Class	Clas	ses/Week	Participants	We	eks/sessions		Total
Group Fitness Classes	\$	8.00		10	3		52	\$	12,480
Total								\$	12,480
								Ť	1_, 100
Birthday Parties		Rate	N	lumber	Weeks		Total		
Parties	\$	150.00		6	52	\$	46,800		
				-		,	-,		
Total						\$	46,800		
General Recreation Classes	s Ra	te/Class	Clas	ses/Week	Participants	We	eks/sessions		Total
Pickleball	\$	8.00	<u> </u>	3	30		30	\$	21,600
Summer/Break Camp	\$	150.00		1	30		8	\$	36,000
Youth Classes	\$	35.00		4	5		4	\$	2,800
Senior Classes	\$	35.00		4	5		6	\$	4,200
Misc. Classes	\$	50.00		4	5		4	\$	4,000
Total								\$	68,600
								\$	5,000
Contract/Other									
Contract/Other  Total								\$	158,280



#### **Full Build Out**

Program Calculations - Expe	11363						
Adult Leagues	Position	Staff	Rate/Game	Game/Wk	Weeks		Total
Basketball	Official	2	\$25.00	2	12	\$	1,20
	Scorer	1	\$18.50	2	12	\$	444
Volleyball	Official	1	\$25.00	3	12	\$	900
Futsal-Soccer	Official	1	\$25.00	3	18	\$	1,350
			¥=5100	-		Ť	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Total						\$	3,894
Youth Sports Camps	Position	Staff	Rate/Hr	Number	Hours		Total
Basketball	Coaches	_	\$25.00	2	16	\$	1,600
Volleyball	Coaches		\$25.00	2	16	\$	1,600
Futsal	Coaches		\$25.00	2	16	\$	1,600
i disai	Ocaciics		Ψ20.00		10	Ψ	1,000
Total						\$	4,800
Youth Sports Clinics	Position	Staff	Rate/Hr	Number	Hours		Total
Basketball	Coaches		\$25.00	2	4	Φ.	400
Volleyball	Coaches		\$25.00	2	4	\$ \$	400
Futsal	Coaches		\$25.00	2	4	\$	400
Fuisai	Coacnes		\$25.00		4	Ф	400
Total						\$	1,200
Total						Ψ	1,200
Fitness	Rate/Clas	s Classes/Week	Number of Staff	Weeks	Total		
Group Fitness Classes	\$ 25.0	0 10	1	52	\$ 13,000		
Personal Training	\$ 35.0	0 8	1	52	\$ 14,560		
Small Group Training	\$ 25.0	0 2	1	52	\$ 2,600		
Total					\$ 30,160		
Birthday Parties	Rate/Clas	s Classes/Week	Number of Hours	Weeks	Total		
Parties	\$ 18.5		2	52	\$ 11,544		
Total					\$ 11,544		
General Recreation Classes	Rate/Clas	s Classes/Week	Number of Staff	Weeks	Total		
Summer/Break Day Camp							
Supervisor	\$ 20.0		1	8	\$ 6,400		
Leader	\$ 18.5		2	8	\$ 11,840		
Youth Classes	\$ 20.0		1	36	\$ 2,880		
Senior Classes	\$ 20.0	0 4	1	48	\$ 3,840		
Misc. Classes	\$ 20.0	0 4	1	36	\$ 2,880		
Total					\$ 27,840		
Contract/Other						\$	3,500
Outract/Oute						ψ	3,500
Grand Total						\$	82,938





Adult Leagues	Т	eams		Fee		Seasons		Total	
Basketball	1	4	\$		400	2	\$	3,200	
Volleyball		6	\$		200	2	\$	2,400	
Futsal		6	\$		200	3	\$	3,600	
ı uısaı		0	Ψ	•	200	3	Ψ	3,000	
Total							\$	9,200	
Youth Sports Camps	Part	<mark>icipants</mark>		Fee		Seasons		Total	
Basketball		20	\$	•	100	2	\$	4,000	
Volleyball		20	\$		100	2	\$	4,000	
Futsal		20	\$	•	100	2	\$	4,000	
Total							\$	12,000	
Youth Sports Clinics	Part	<mark>icipants</mark>		Fee	0.5	Number	•	Total	
Basketball		20	\$		35	2	\$	1,400	
Volleyball		20	\$		35	2	\$	1,400	
Futsal		20	\$		35	2	\$	1,400	
Total							\$	4,200	
10101							<u> </u>	1,200	
Fitness		e/Class	Clas	ses/We	ek	Participants	We	eks/sessions	Total
Group Fitness Classes	\$	8.00		10		3		52	\$ 12,480
Personal Training	\$	45.00		8		1		52	\$ 18,720
Small Group	\$	30.00		2		3		52	\$ 9,360
Total									\$ 40,560
Dieth day Darting	<u> </u>	Data		li inala a u		Manta		Tatal	
Birthday Parties		Rate	ľ	lumber		Weeks	¢.	Total	
Parties	\$	150.00		6		52	\$	46,800	
Total							\$	46,800	
								•	
General Recreation Classes	_	e/Class	Clas	ses/We	ek	Participants	We	eks/sessions	Total
Pickleball	\$	8.00		3		30		30	\$ 21,600
Summer/Break Camp	\$	150.00		1		30		8	\$ 36,000
Youth Classes	\$	35.00		4		5		4	\$ 2,800
Senior Classes	\$	35.00		4		5		6	\$ 4,200
Misc. Classes	\$	50.00		4		5		4	\$ 4,000
Total									\$ 68,600
Contract/Other									\$ 5,000
Total									\$ 186,360
Non Resident			20% (	of Rever	nue	10% Increase			\$ 3,727
Grand Total									\$ 190,087



#### **Rental Revenue:**

This worksheet indicates the expected revenue that will be obtained through the rental of the center and amenities.

#### Aquatic Rentals (all options)

Rentals	F	Rate/Hr.	Number of Hrs.	Weeks	Total
Leisure Pool	\$	150	2	30	\$ 9,000
Lazy River	\$	75	2	30	\$ 4,500
6 lane Lap Pool Only (swim team rental)	\$	70	10	46	\$ 32,200
Swim Meets (half day)	\$	75	4	4	\$ 1,200
Swim Meets (full day)	\$	75	8	3	\$ 1,800
Total					\$ 48,700

#### **General Rentals**

#### Base

Rentals	Rate/H		Number of Hrs.	Weeks	-	Total
Party/Meeting Room	\$	40	4	46	\$	7,360
Total					\$	7,360

#### Base & Gym and Full Build Out

Rentals	Rate/Hr.	Number of Hrs.	Weeks	Total	
Party/Meeting Room	\$ 40	4	46	\$ 7	,360
Gymnasium (full-court)	\$ 50	10	30	\$ 15	,000
Total				\$ 22	,360

BALLARD \* KING

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