



Regional Park.....

Master/Concept Plan



Appendix G

Business Plan

JUNE 2016

Kimley»Horn

Expect More. Experience Better.





Gilbert Regional Park - Business Plan

DRAFT Report

June 2016



Acknowledgements

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 (A) IMPLEMENTATION PLAN.....	7
1.8 PHASE TWO (B) IMPLEMENTATION PLAN	9
1.9 PHASE THREE IMPLEMENTATION PLAN.....	10
1.10 PHASE FOUR IMPLEMENTATION PLAN	12
1.11 FULL BUILD OUT SUMMARY.....	14
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 (A) IMPLEMENTATION	37
7.1 PHASE TWO (A) - CONCEPTUAL MAP	37
7.2 PHASE TWO (A) - FACILITY/AMENITY MATRIX.....	37
7.3 PHASE TWO (A) - SAMPLE PROGRAM PLAN	38

7.4 PHASE TWO (A) - MAINTENANCE STANDARDS.....	41
7.5 PHASE TWO (A) - SAMPLE STAFFING MODEL	41
7.6 PHASE TWO (A) - MEMBERSHIP AND ADMISSIONS ASSUMPTIONS.....	42
7.7 PHASE TWO (A) - FINANCIAL MODEL.....	43
CHAPTER EIGHT - PHASE TWO (B) IMPLEMENTATION.....	46
8.1 PHASE TWO (B) - CONCEPTUAL MAP.....	46
8.2 PHASE TWO (B) - FACILITY/AMENITY MATRIX.....	46
8.3 PHASE TWO (B) - PROGRAM PLAN	47
8.4 PHASE TWO (B) - MAINTENANCE STANDARDS.....	47
8.5 PHASE TWO (B) - STAFFING MODEL	47
8.6 PHASE TWO (B) - FINANCIAL MODEL.....	48
CHAPTER NINE - PHASE THREE IMPLEMENTATION.....	56
9.1 PHASE THREE - CONCEPTUAL MAP.....	56
9.2 PHASE THREE - FACILITY/AMENITY MATRIX.....	56
9.3 PHASE THREE - PROGRAM PLAN.....	57
9.4 PHASE THREE - MAINTENANCE STANDARDS	57
9.5 PHASE THREE - STAFFING MODEL.....	57
9.6 PHASE THREE - FINANCIAL MODEL.....	58
CHAPTER TEN - PHASE FOUR IMPLEMENTATION.....	61
10.1 PHASE FOUR - CONCEPTUAL MAP.....	61
10.2 PHASE FOUR - FACILITY/AMENITY MATRIX.....	61
10.3 PHASE FOUR - SAMPLE PROGRAM PLAN.....	62
10.4 PHASE FOUR - MAINTENANCE STANDARDS	62
10.5 PHASE FOUR - SAMPLE STAFFING MODEL.....	62
10.6 PHASE FOUR - FINANCIAL MODEL	63
CHAPTER ELEVEN - STAFFING AND OPERATIONAL FISCAL SUMMARY.....	66
11.1 FULL-TIME STAFFING REQUIREMENTS SUMMARY	66
11.2 OPERATIONAL FISCAL SUMMARY	68
CHAPTER TWELVE - CONCLUSION.....	69
APPENDIX A – FEASIBILITY STUDY SCOPE.....	70
TASK 1 - DATA COLLECTION AND MARKET ANALYSIS	70
TASK 2 – COMMUNITY AND STAKEHOLDER PUBLIC INPUT	70
TASK 3 – PROGRAM IDENTIFICATION	71
TASK 4 – FACILITY BUILDING PROGRAM.....	71
TASK 5 – CAPITAL AND OPERATING COST.....	72
APPENDIX C – MAINTENANCE STANDARDS – PHASE ONE.....	73
APPENDIX D – MAINTENANCE STANDARDS – PHASE TWO (B).....	84
APPENDIX E – MAINTENANCE STANDARDS – PHASE THREE.....	88
APPENDIX F - OPERATING THE GILBERT REGIONAL PARK.....	90

MANAGEMENT MODEL	90
CORE PROGRAMS AND SERVICES.....	90
PROGRAM AND SERVICE CLASSIFICATION	94
APPENDIX G - FINANCIAL SUSTAINABILITY	98
INTRODUCTION.....	98
TOPICS OF IMPORTANCE.....	98
FUNDING AND REVENUE OPPORTUNITIES.....	101

CHAPTER ONE - EXECUTIVE SUMMARY

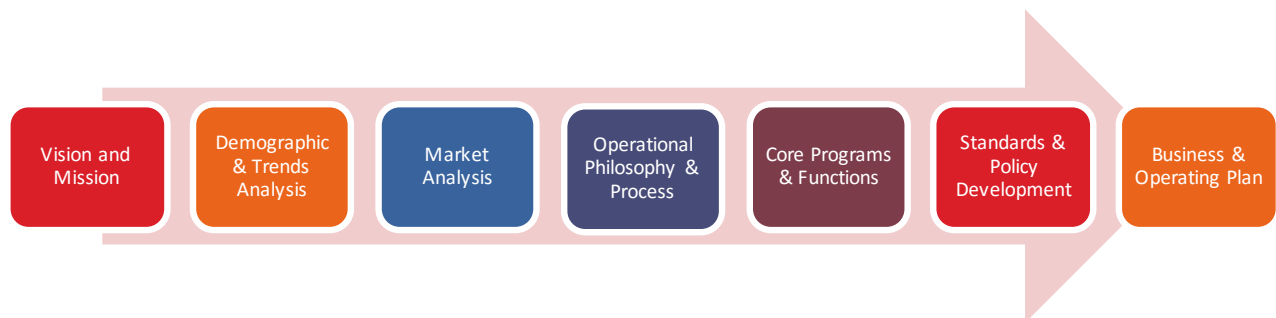
1.1 PROJECT OVERVIEW

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. Summarize impact on programming

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 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

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

Gilbert Regional Park			FULL BUILD-OUT
Concept Quantities			
<i>Facility/Amenity</i>		<i>Unit</i>	<i>Qty</i>
Facilities	Aquatic Center	SF	50,000*
	Recreation Center	SF	50,000*
	Multi-Use Center	SF	120,000
	Maintenance Building/ Yard	EA	3
	Amphitheater	SF	15,000
	Retail	SF	30,000
	Restroom Building	EA	7
	Shaded Event Area	EA	0
	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	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	

NOTE: * Aquatic Center and Recreation Center are One Building

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 (30 acres)
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Maintenance Building/ Yard	EA	1
Restroom Building	EA	1
Parking (Total Parking Spaces)	EA	300
Pickleball Court	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

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

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.

1.6.4 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 (A) IMPLEMENTATION PLAN

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

1.7.1 PHASE TWO (A) - CONCEPTUAL MAP



1.7.2 PHASE TWO (A) - FACILITY/AMENITY MATRIX

Gilbert Regional Park		
Concept Quantities		
		PHASE 2A (7 acres)
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Aquatic Center	SF	50,000*
Recreation Center	SF	50,000*
Parking (Total Parking Spaces)	EA	300

*NOTE: * Aquatic Center and Recreation Center are One Building*

1.7.3 PHASE TWO (A) – FULL-TIME EMPLOYEE STAFFING SUMMARY

AQUATIC/RECREATION CENTER OPERATIONS	# OF POSITIONS	PHASE OF HIRE
CENTER DIRECTOR	1	Phase 2a
ASSISTANT CENTER MANAGER	1	Phase 2a
AQUATICS SUPERVISOR	1	Phase 2a
AQUATICS PROGRAM COORDINATOR	1	Phase 2a
FACILITY MAINTENANCE SUPERVISOR	1	Phase 2a
CUSTOMER SERVICE PROFESSIONAL	1	Phase 2a
FACILITY MAINTENANCE COORDINATOR	1	Phase 2a
CUSTODIANS	3	Phase 2a
FACILITY RENTAL COORDINAOR	1	Phase 2a
FITNESS COORDINATOR	1	Phase 2a
RECREATION COORDINATOR	2	Phase 2a

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.

1.7.4 PHASE TWO (A) – FINANCIAL SUMMARY

PHASE	REVENUE	EXPENDITURES	SUBSIDY	COST RECOVERY
PHASE 2A - AQUATIC & RECREATION CENTER	\$2,579,068	\$2,611,262	(\$32,194)	99%

1.8 PHASE TWO (B) IMPLEMENTATION PLAN

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

1.8.1 PHASE TWO (B) - CONCEPTUAL MAP



1.8.2 PHASE TWO (B) - FACILITY/AMENITY MATRIX

Gilbert Regional Park		
Concept Quantities		
		PHASE 2B (75 Acres)
<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
Disc Golf Hole	EA	18
Dog Park - Off leash area	AC	3
Mountain Bike Skills Park	EA	1
Playground (Shaded)	EA	1
Ramada (Small)	EA	7
Ramada (Medium)	EA	2
Ropes Course	EA	1
Signage (Monument-Park Name)	EA	1
Skate Park	EA	1
BMX Park	EA	1
Multi-Use Path (Paved)	Miles	3.0
Trail (Unpaved)	Miles	2.0

1.8.3 PHASE TWO (B) – FULL-TIME STAFFING SUMMARY

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

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 TWO (B) – FINANCIAL SUMMARY

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

1.9 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.

1.9.1 PHASE THREE - CONCEPTUAL MAP



1.9.2 PHASE THREE - FACILITY/AMENITY MATRIX

Gilbert Regional Park		PHASE 3 (150 acres)
Concept Quantities		
<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

1.9.3 PHASE THREE – FULL-TIME 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.

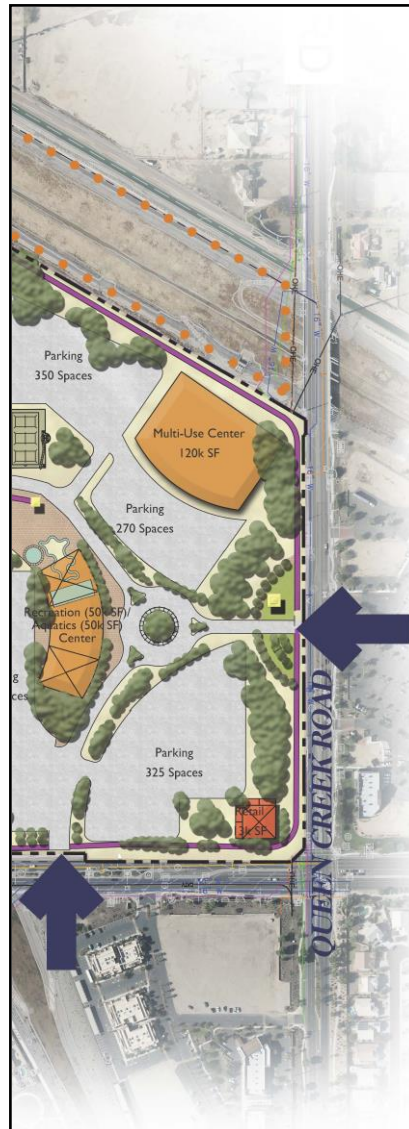
1.9.4 PHASE THREE – FINANCIAL SUMMARY

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

1.10 PHASE FOUR IMPLEMENTATION PLAN

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

1.10.1 PHASE FOUR - CONCEPTUAL MAP



1.10.2 PHASE FOUR - FACILITY/AMENITY MATRIX

Gilbert Regional Park		
Concept Quantities		
		PHASE 4
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Multi-Use Center	SF	120,000
Parking (Total Parking Spaces)	EA	620

1.10.3 PHASE FOUR – FULL-TIME EMPLOYEE STAFFING SUMMARY

MULTI-USE CENTER OPERATIONS	# OF POSITIONS	PHASE OF HIRE
CENTER DIRECTOR	1	Phase 4
ASSISTANT CENTER MANAGER	1	Phase 4
CUSTOMER SERVICE MANAGER	1	Phase 4
FACILITY MAINTENANCE SUPERVISOR	1	Phase 4
FACILITY MAINTENANCE COORDINATOR	1	Phase 4
CUSTODIANS	3	Phase 4
FACILITY RENTAL COORDINAOR	1	Phase 4
RECREATION COORDINATOR	1	Phase 4

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.

1.10.4 PHASE FOUR – FINANCIAL SUMMARY

PHASE	REVENUE	EXPENDITURES	SUBSIDY	COST RECOVERY
PHASE 4 - MULTI-USE CENTER	\$1,407,900	\$1,411,123	(\$3,223)	99%

1.11 FULL BUILD OUT SUMMARY

1.11.1 FULL-TIME STAFFING SUMMARY

PHASE	FULL-TIME STAFF
PHASE 1 - PARK OPERATIONS	4
PHASE 2A - AQUATIC & RECREATION CENTER	14
PHASE 2B - PARK OPERATIONS	2
PHASE 3 - PARK OPERATIONS	10
PHASE 4 - MULTI-USE CENTER	10
TOTAL	40

1.11.2 FINANCIAL SUMMARY

PHASE	REVENUE	EXPENDITURES	SUBSIDY	COST RECOVERY
PHASE 1 - PARK OPERATIONS	\$142,625	\$445,531	(\$302,906)	32%
PHASE 2A - AQUATIC & RECREATION CENTER	\$2,579,068	\$2,611,262	(\$32,194)	99%
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PHASE 4 - MULTI-USE CENTER	\$1,407,900	\$1,411,123	(\$3,223)	99%
TOTAL	\$4,926,433	\$6,122,740	(\$1,196,307)	80%

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

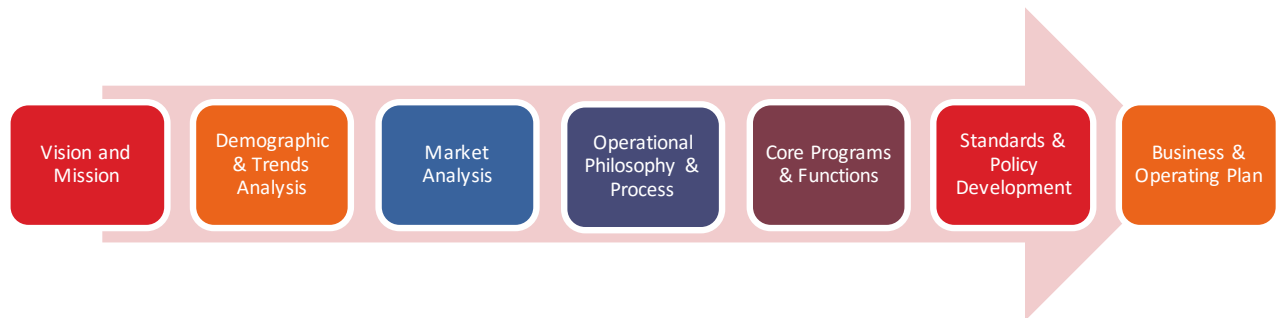
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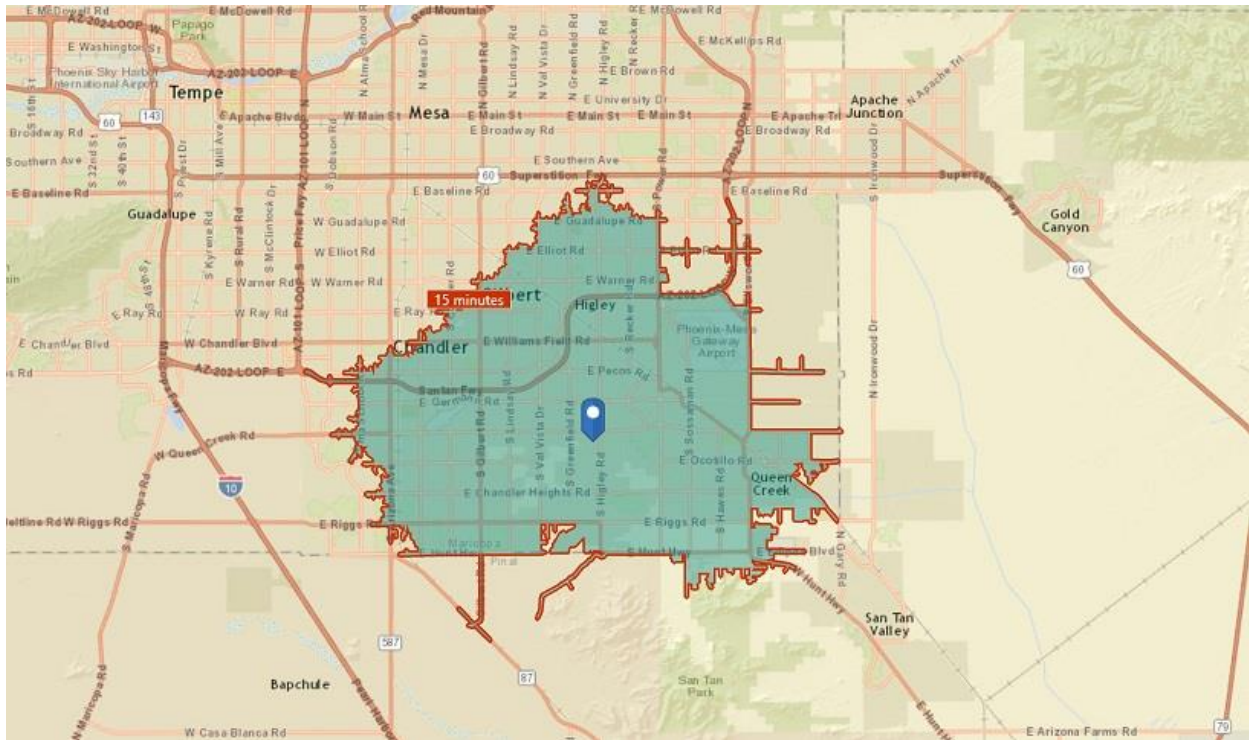
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CHAPTER THREE - DEMOGRAPHIC ANALYSIS

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

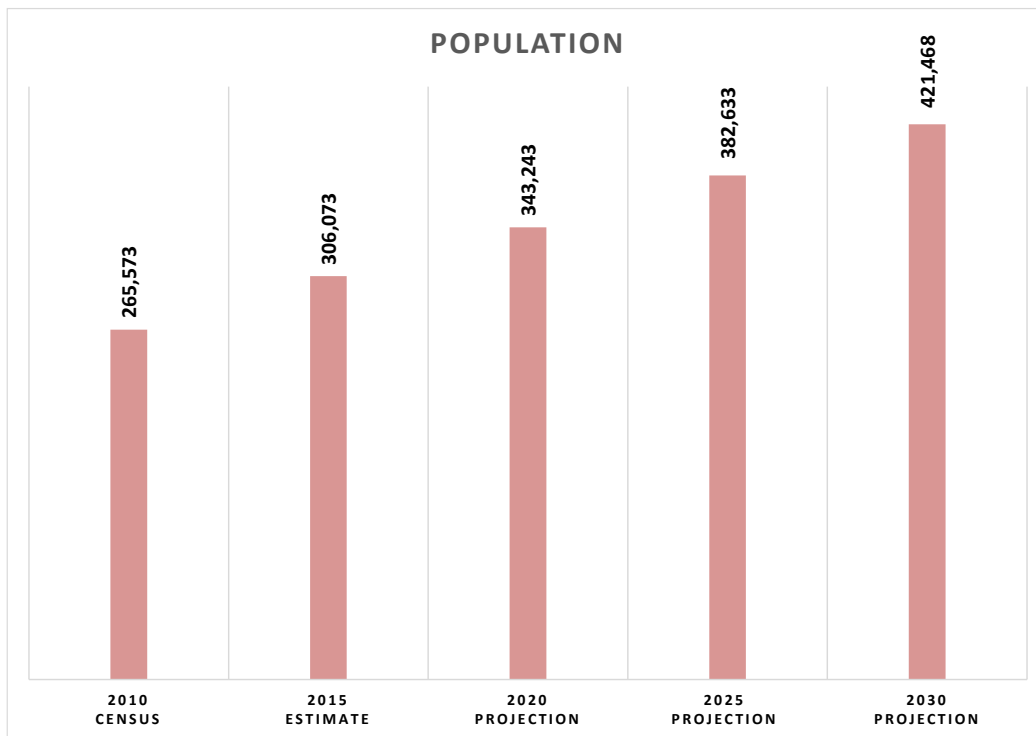
Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. 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

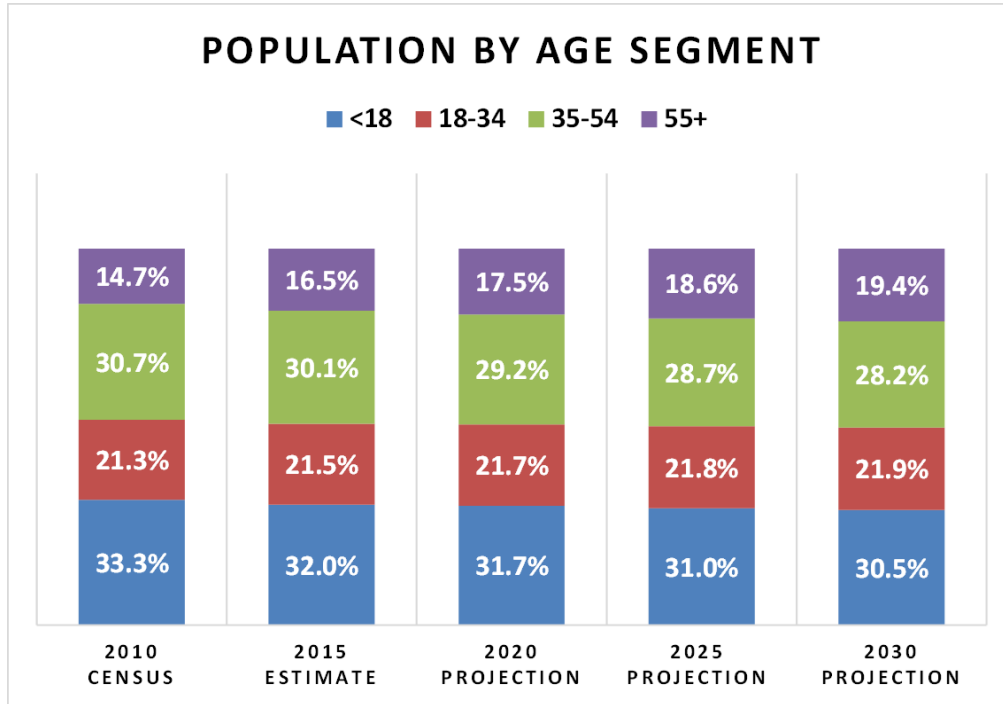
The population of the Gilbert Regional Park 15 minute drive time service area has increased at a fast pace over the last half decade. From 2010 to 2015, the service area’s total population increased by 15% or an annual rate of 3%. This is considerably greater than national growth averages which were 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

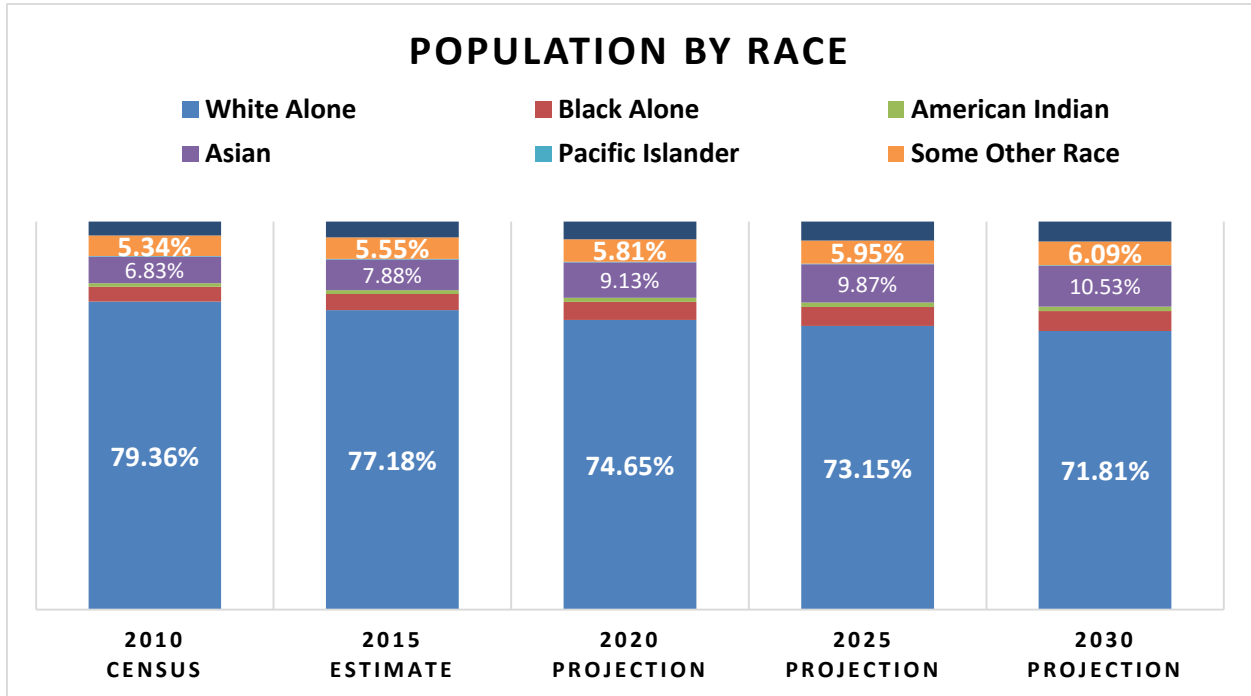
Evaluating the distribution by age segments, the service area is currently balanced between youth, families, active adult, and senior populations. The highest segment by population is the under 18 with 32% and the lowest is the 55+ population with 16.5%.

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.

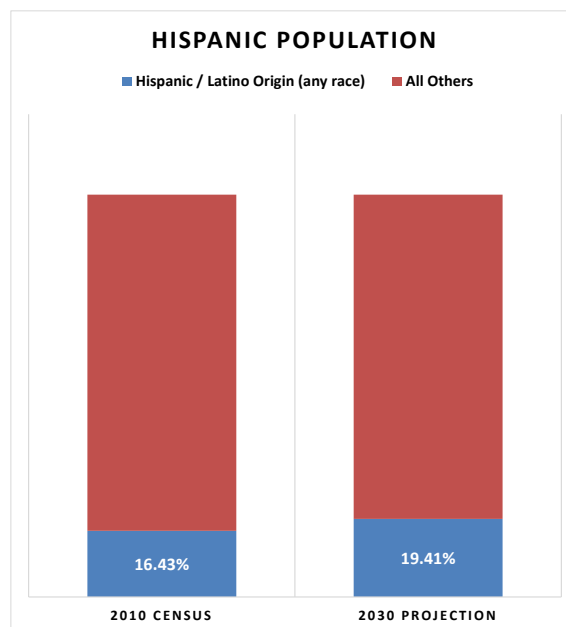


3.2.3 RACE AND ETHNICITY

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.

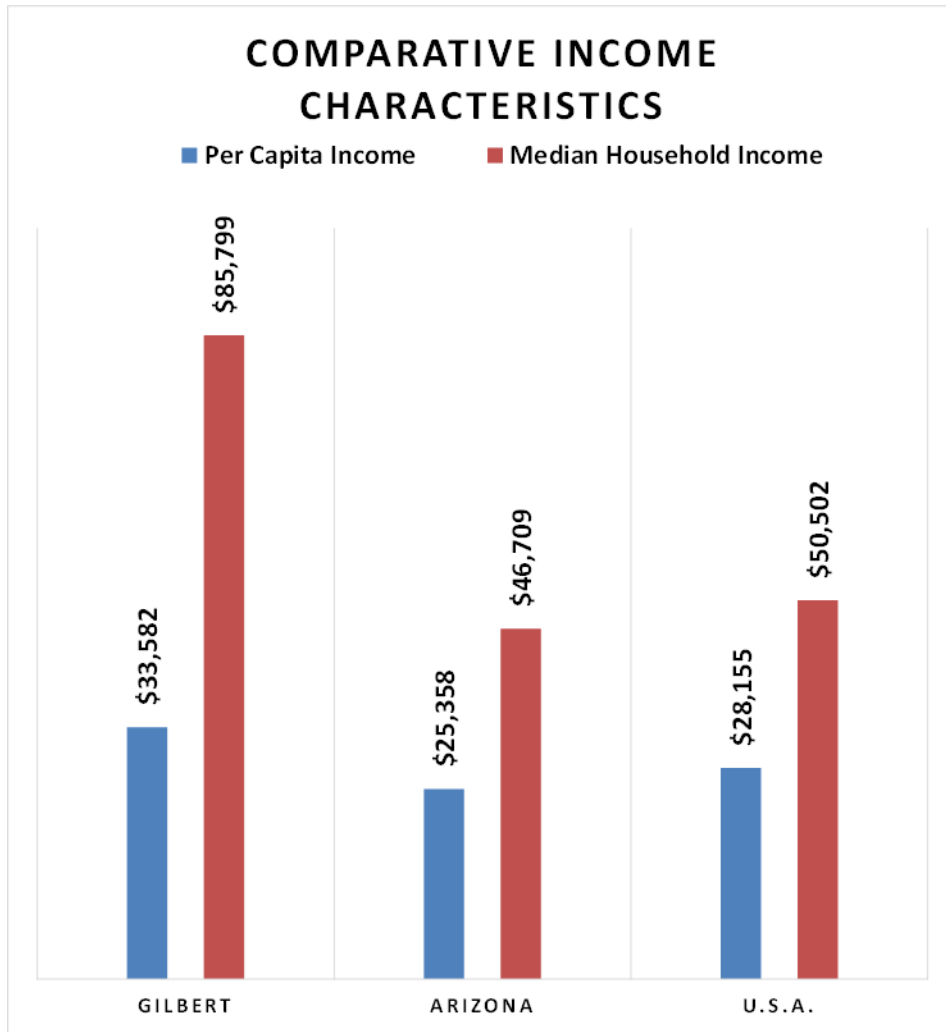


A slight shift, and one that will have a bearing on the nature of recreation offerings in the service area, is witnessed in the change in ethnicities. Those being classified as being of Hispanic/Latino origin of any race are expected to increase by only 3% from 2010 to 2030.



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 (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (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 (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (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 (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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4.1.4 ASPIRATIONAL INTEREST

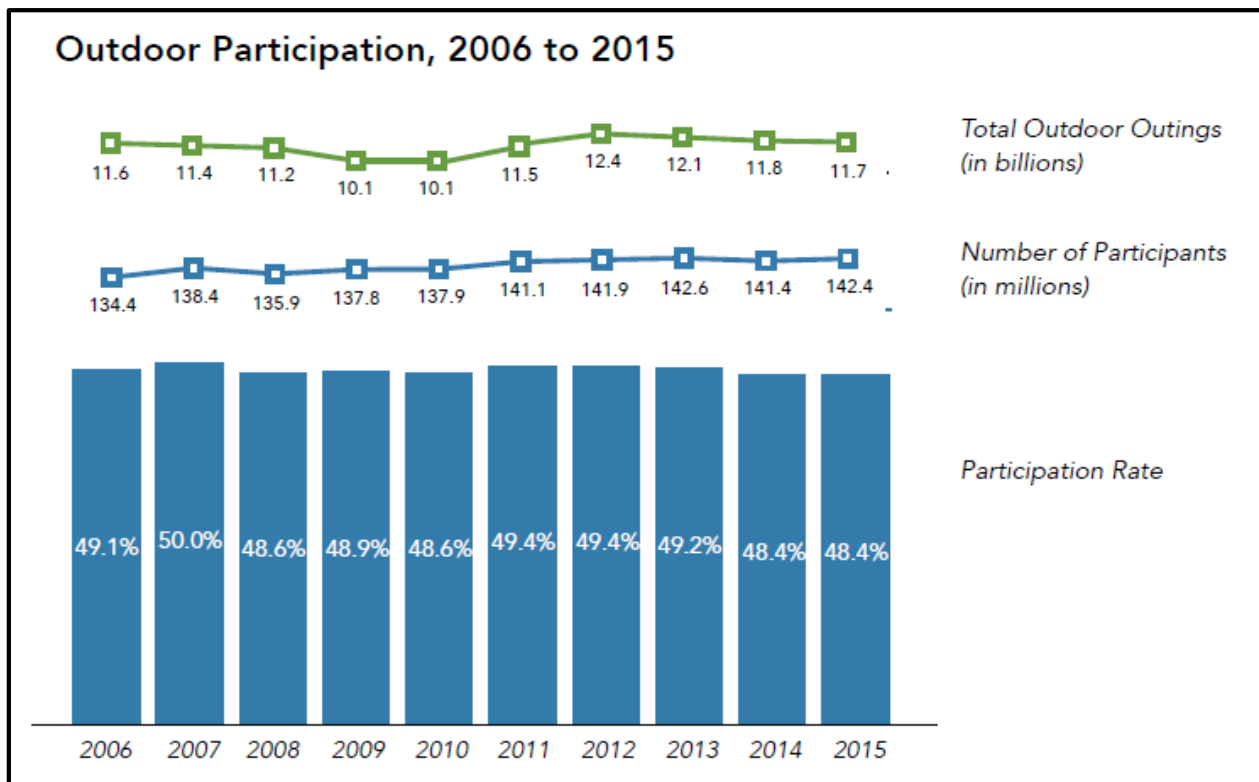
Though it is important to understand the trends of participants in all activities, it is equally if not more important to understand the interest of nonparticipants. Sports & Fitness Industry Association’s (SFIA) 2016 Study of Sports, Fitness, and Leisure Participation reveals swimming for fitness continues 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

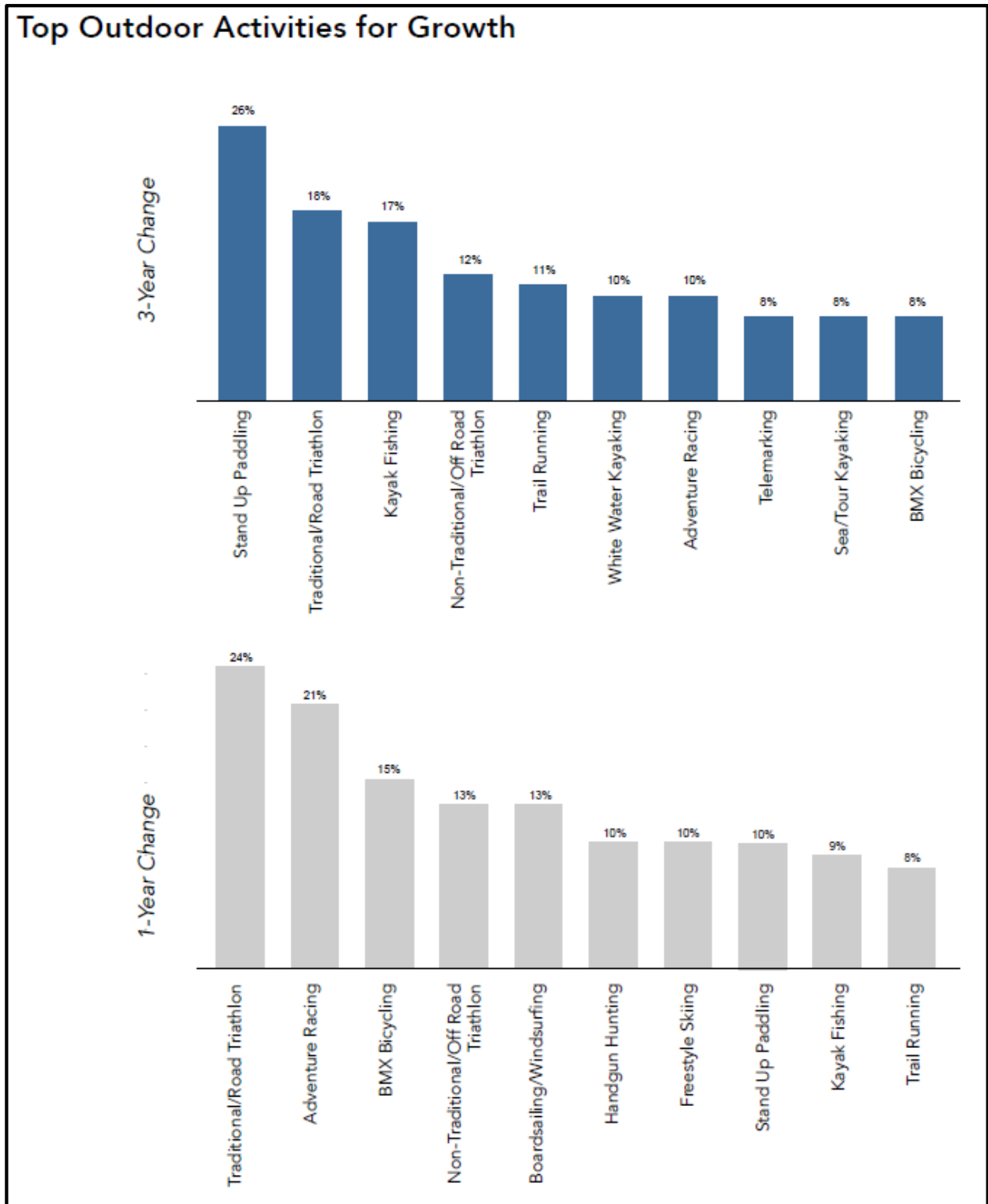
4.2 OUTDOOR RECREATION PARTICIPATION TRENDS

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 charts 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

Gilbert Regional Park		
Concept Quantities		
		FULL BUILD-OUT
	<i>Facility/Amenity</i>	<i>Unit Qty</i>
Facilities	Aquatic Center	SF 50,000*
	Recreation Center	SF 50,000*
	Multi-Use Center	SF 120,000
	Maintenance Building/ Yard	EA 3
	Amphitheater	SF 15,000
	Retail	SF 30,000
	Restroom Building	EA 7
	Shaded Event Area	EA 0
	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	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	

NOTE: * Aquatic Center and Recreation Center are One Building

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

Gilbert Regional Park		
Concept Quantities		
		PHASE 1 (30 acres)
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Maintenance Building/ Yard	EA	1
Restroom Building	EA	1
Parking (Total Parking Spaces)	EA	300
Pickleball Court	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					
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:
 - Reservations
 - Sport Court Programs and Leagues
- Reservation income will equal approximately \$70,000 – the primary source of revenue for phase one.
 - Ramadas: 22 ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
 - Sand Volleyball Courts: 1% of court time will be rented annually; 1 hour minimum
 - Pickleball Courts: 1% of court time will be rented annually; 1 hour minimum
 - Tennis Courts: 1% of court time will be rented annually; 1 hour minimum
- Three fulltime 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
Total	\$142,625.00
Expenditures	1st Year
Operations & Maintenance	\$445,530.50
Total	\$445,530.50
Annual Net Gain/Loss	(\$302,905.50)
Total Cost Recovery	32%

6.6.2 REVENUE MODEL - PHASE ONE

Pro Forma Revenue Model						
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

Pro Forma Expenditures		
Gilbert Regional Park - Phase 1		
PERSONNEL SERVICES		
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
Total	Personnel Services	\$297,530.50
NON-PERSONNEL SERVICES & CHARGES		
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...
Total	Other Services	\$148,000.00
TOTAL EXPENSES		\$445,530.50

CHAPTER SEVEN - PHASE TWO (A) IMPLEMENTATION

The following improvements are recommended for phase two (a) of the construction of Gilbert Regional Park. It is expected that all phase two (a) improvements will be completed as a single construction project. This chapter will discuss program plans, maintenance standards, staffing levels, and membership/admission assumptions. **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 feasibility studies 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.

7.1 PHASE TWO (A) - CONCEPTUAL MAP



7.2 PHASE TWO (A) - FACILITY/AMENITY MATRIX

Gilbert Regional Park		
Concept Quantities		
		PHASE 2A (7 acres)
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Aquatic Center	SF	50,000*
Recreation Center	SF	50,000*
Parking (Total Parking Spaces)	EA	300

*NOTE: * Aquatic Center and Recreation Center are One Building*

7.3 PHASE TWO (A) - SAMPLE PROGRAM PLAN

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 upon completion of phase two (a).

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

- 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

7.3.1 RECREATION PROGRAMS

Sample Program Plan		
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

7.3.2 CHILD WATCH

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

7.3.3 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

7.3.4 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

7.3.5 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

7.3.6 AQUATICS PROGRAMS

Sample Program Plan		
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

7.4 PHASE TWO (A) - 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.

7.5 PHASE TWO (A) - 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 fulltime 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.

7.6 PHASE TWO (A) - 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**
 - Family Household Membership
 - Couples Membership
 - Individual Membership
 - Punch Passes (20 Visits)
 - Daily Pass
- **Non-Residents**
 - Family Household Membership
 - Couples Membership
 - Individual Membership
 - Punch Passes (20 Visits)
 - Daily Pass

7.7 PHASE TWO (A) - 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.

7.7.1 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.

7.7.1.1 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:
 - Recreation Program Instructors: TOG staff earning \$16-\$20 per hour
 - Fitness Program Instructors: Contracted earning 60% of base (resident) rate charged
 - Aquatic Instructors: TOG staff earning \$10-\$20 per hour
 - 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
 - Revenues are projected to grow annually by an average 2.9% through growth in users and fee adjustments.
 - Salaries and benefit growth rates are calculated at 4.0% annual growth due to the potential volatility of insurance/pension fund requirements.
 - Supplies growth rate is calculated at 3.0% annual growth due to inflation.
 - Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector.
 - Capital expenditure and revenue categories average a growth rate of 3.0%.
 - Transfers vary with increases in revenues.
- The percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

7.7.2 PHASE TWO (A) - 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 Over (Under) Expenditures	Cost Recovery - 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 EIGHT - PHASE TWO (B) IMPLEMENTATION

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

8.1 PHASE TWO (B) - CONCEPTUAL MAP



8.2 PHASE TWO (B) - FACILITY/AMENITY MATRIX

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

8.3 PHASE TWO (B) - 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.

PROGRAM PLAN					
Gilbert Regional Park - Phase 2b					
PARK SPACE	PROGRAM	INVENTORY	NUMBER OF SESSIONS	NUMBER OF RENTALS	NOTES
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

8.4 PHASE TWO (B) - MAINTENANCE STANDARDS

The maintenance standards for Phase two (b) 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 (b),

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.

8.5 PHASE TWO (B) - STAFFING MODEL

To operate phase two (b) 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

8.6 PHASE TWO (B) - FINANCIAL MODEL

Given the various elements associated with phase two (b), 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

8.6.1 GENERAL PARK FINANCIAL MODEL

- Primary programs and services of phase two (b) will be:
 - Reservations
 - Programs
- Reservation income will equal approximately \$29,000 – the primary source of revenue for phase two (b) is as follows:
 - Small Ramadas: 7 additional ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
 - Medium Ramadas: 2 medium ramadas; 50% occupancy on Friday-Sunday and 10% occupancy Monday-Thursday; 2 hour minimum
- Two fulltime 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 (b) 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).

8.6.1.1 BASIC ONE PRO FORMA FOR PHASE TWO (B) – 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%

8.6.1.2 REVENUE MODEL FOR PHASE TWO (B) – GENERAL PARK

Pro Forma Revenue Model						
Gilbert Regional Park - Phase 2b						
DIVISION	ACCOUNT TITLE	PRICE	UNIT	PARTICIPATION	REVENUES	EXPLANATION
REVENUES						
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
TOTAL REVENUES					\$41,000.00	

8.6.1.3 EXPENDITURE MODEL FOR PHASE TWO (B) – GENERAL PARK

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

8.6.2 MOUNTAIN BIKE SKILLS PARK FINANCIAL MODEL

- Primary programs and services of the Mountain Skills Bike Park of phase two (b) will be:
 - Reservations
 - 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).

8.6.2.1 ONE YEAR PRO FORMA FOR PHASE TWO (B) – 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%

8.6.2.2 REVENUE MODEL FOR PHASE TWO (B) – 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	

8.6.2.3 EXPENDITURE MODEL FOR PHASE TWO (B) – MOUNTAIN BIKE SKILLS PARK

Pro Forma Expenditures		
Gilbert Regional Park - Mountain Bike Skills 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 Service	\$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

8.6.3 BMX PARK FINANCIAL MODEL

- Primary programs and services of the BMX Park of phase two (b) will be:
 - Reservations
 - 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).

8.6.3.1 ONE YEAR PRO FORMA FOR PHASE TWO (B) – 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%

8.6.3.2 REVENUE MODEL FOR PHASE TWO (B) – 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	

8.6.3.3 EXPENDITURE MODEL FOR PHASE TWO (B) – 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

8.6.4 DISC GOLF FINANCIAL MODEL

- Primary programs and services of the Disc Golf of phase two (b) will be:
 - Reservations
 - 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).

8.6.4.1 ONE YEAR PRO FORMA FOR PHASE TWO (B) – 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%

8.6.4.2 REVENUE MODEL FOR PHASE TWO (B) – 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	

8.6.4.3 EXPENDITURE MODEL FOR PHASE TWO (B) –DISC GOLF

Pro Forma Revenues & Expenditures		
Gilbert Regional Park- Disc Golf		
PERSONNEL SERVICES		
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
Total	Personnel Service	\$6,794.55
SUPPLIES		
Building Materials	\$500.00	
Repair Parts	\$1,000.00	
Small Tools & Minor Equip.	\$1,000.00	
Other Maint. Supplies	\$500.00	
Total	Supplies	\$3,000.00
OTHER SERVICES & CHARGES		
Staff Clothing	\$500.00	
Total	Other Services	\$500.00
TOTAL EXPENSES		\$10,294.55

8.6.5 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:
 - 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.

8.6.5.1 ONE YEAR PRO FORMA FOR PHASE TWO (B) – ROPES COURSE

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

8.6.5.2 REVENUE MODEL FOR PHASE TWO (B) – ROPES COURSE

Pro Forma						
Gilbert Regional Park - Ropes Course						
REVENUE MODEL						
DIVISION	ACCOUNT TITLE			UNITS	REVENUES	EXPLANATION
				Participants/Groups/Rentals		
	REVENUES	Avg Price	Number			
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 NINE - 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.

9.1 PHASE THREE - CONCEPTUAL MAP



9.2 PHASE THREE - FACILITY/AMENITY MATRIX

Gilbert Regional Park		PHASE 3 (150 acres)
Concept Quantities		
<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

9.3 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

9.4 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.

9.5 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

9.6 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:
 - Reservations
 - Sport Court Programs and Leagues
 - Special Events
- Reservation income will equal approximately \$517,740 – the primary source of revenue for phase one.
 - Athletic Field Rentals - \$442,540
 - Ramada Rentals - \$75,200
- This phase of the park, when combined with phase one and two (b) 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).

9.6.1 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%

9.6.2 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 run/sl 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		

9.6.3 EXPENDITURE MODEL – PHASE THREE

Pro Forma Expenditures		
Gilbert Regional Park - Phase 3		
EXPENDITURES		
PERSONNEL SERVICES		
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
Total	Personnel Services	\$612,600.00
SUPPLIES AND SERVICES		
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	
Total	Other Services	\$678,500.00
TOTAL EXPENSES		\$1,291,100.00

CHAPTER TEN - PHASE FOUR IMPLEMENTATION

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

10.1 PHASE FOUR - CONCEPTUAL MAP



10.2 PHASE FOUR - FACILITY/AMENITY MATRIX

Gilbert Regional Park		
Concept Quantities		
		PHASE 4
<i>Facility/Amenity</i>	<i>Unit</i>	<i>Qty</i>
Multi-Use Events Center	SF	120,000
Parking (Total Parking Spaces)	EA	620

10.3 PHASE FOUR - SAMPLE PROGRAM PLAN

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 upon completion of phase four.

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

- 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 / Events	Participants / 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	Cheering Leading Events	1	60	Two events a year with 60 teams
Fieldhouse	Showcases	6	1	Showcases-3 show cases 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	Baseketball 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

10.4 PHASE FOUR - 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.

10.5 PHASE FOUR - 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 fulltime 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.

10.6 PHASE FOUR - 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.

10.6.1 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.

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

10.6.2 PHASE FOUR - 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 Over (Under) Expenditures	Cost Recovery - 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%

CHAPTER ELEVEN - 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.

11.1 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.*

11.1.1 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 2b
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	

11.1.2 AQUATIC AND RECREATION CENTER OPERATIONS

AQUATIC/RECREATION CENTER OPERATIONS	# OF POSITIONS	PHASE OF HIRE
CENTER DIRECTOR	1	Phase 2a
ASSISTANT CENTER MANAGER	1	Phase 2a
AQUATICS SUPERVISOR	1	Phase 2a
AQUATICS PROGRAM COORDINATOR	1	Phase 2a
FACILITY MAINTENANCE SUPERVISOR	1	Phase 2a
CUSTOMER SERVICE PROFESSIONAL	1	Phase 2a
FACILITY MAINTENANCE COORDINATOR	1	Phase 2a
CUSTODIANS	3	Phase 2a
FACILITY RENTAL COORDINAOR	1	Phase 2a
FITNESS COORDINATOR	1	Phase 2a
RECREATION COORDINATOR	2	Phase 2a
AQUATIC/RECREATION CENTER TOTAL	14	

11.1.3 MULTI-USE CENTER OPERATIONS

MULTI-USE CENTER OPERATIONS	# OF POSITIONS	PHASE OF HIRE
CENTER DIRECTOR	1	Phase 4
ASSISTANT CENTER MANAGER	1	Phase 4
CUSTOMER SERVICE MANAGER	1	Phase 4
FACILITY MAINTENANCE SUPERVISOR	1	Phase 4
FACILITY MAINTENANCE COORDINATOR	1	Phase 4
CUSTODIANS	3	Phase 4
FACILITY RENTAL COORDINAOR	1	Phase 4
RECREATION COORDINATOR	1	Phase 4
MULTI-USE CENTER TOTAL	10	

11.1.4 FULL BUILD OUT STAFFING SUMMARY

PHASE	FULL-TIME STAFF
PHASE 1 - PARK OPERATIONS	4
PHASE 2A - AQUATIC & RECREATION CENTER	14
PHASE 2B - PARK OPERATIONS	2
PHASE 3 - PARK OPERATIONS	10
PHASE 4 - MULTI-USE CENTER	10
TOTAL	40

11.2 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 2A - AQUATIC & RECREATION CENTER	\$2,579,068	\$2,611,262	(\$32,194)	99%
PHASE 2B - PARK OPERATIONS	\$84,900	\$363,724	(\$278,824)	23%
PHASE 3 - PARK OPERATIONS	\$711,940	\$1,291,100	(\$579,160)	55%
PHASE 4 - MULTI-USE CENTER	\$1,407,900	\$1,411,123	(\$3,223)	99%
TOTAL	\$4,926,433	\$6,122,740	(\$1,196,307)	80%

CHAPTER TWELVE - 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 – 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.
 - 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:
 - To understand the market areas which are potential served by the existing facility
 - 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.
 - Key Leadership and Stakeholder Interviews
 - Focus Group Meetings
 - Electronic Survey
 - 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:
 - Recreation
 - Therapy
 - Enrichment
 - Fitness and wellness
 - Education
 - Aquatics
 - Library services
 - Adults, boomers and seniors
 - 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:
 - Site prepared and infrastructure costs
 - Building construction costs
 - Equipment costs
 - 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:
 - Cost of the building
 - Site improvements
 - Professional fees
 - Miscellaneous expenses
 - 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.
 - Expenditure detail.
 - Revenue and participation detail.
 - 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 C – 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 – CONTRACTED SERVICES

The following charts summarize the tasks and frequency of the maintenance work that could be performed by asset/area of the park by a third party contractor. A detailed scope of services can be found in the Appendix of the business plan.

Ramadas

Task	Frequency
Ramada - Level 2 maintenance	
Goal: To provide a quality picnic or outing experience.	
Clean and sweep	1x/week
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
Remove Graffiti	1x/week or as needed

Restrooms

Task	Frequency
Restrooms - Level 2	
Goal: Provide a clean, hygienic facility for people to use	
Clean and restock	5x/day
Odor removal	5x/week
Repair vandalism	As needed
Wash aprons	1x/week
Remove and/or replace Garbage Bags and Trash cans	7x/week

Bermuda Grass

Task	Frequency
General Park - Bermuda Grass - Level 2	
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/7 days
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
Grill	
Goal: Ensure they 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
Ornamental - Entryway / Signage Planting: Level 1	
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
Create floral display	3x/year
Clean weeds from beds	1x/week or as needed
Prune and deadhead flowers	1x/week
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

Trash Can

Task	Frequency
Trash Cans	
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
Playgrounds and equipment - (All types) - Level 1 Maintenance	
Goal: To adhere to and exceed National Playground Safety Standards	
Clean and pickup trash	7x/week
Remove vandalism	As needed
Rake sand, woodchips, gravel, fiber mulch	1x/week
Inspect for Pests/Bees/etc	1x/2 weeks

Pickleball/Basketball and Tennis Courts

Task	Frequency
Playing Courts - Pickleball/ Tennis / Basketball - Level 1 Maintenance	
Goal: To provide a safe and quality surface for practice or competitive type events	
Clean and sweep	5x/week
Inspect fences	1x/month
Inspect nets and pole, where applicable	1x/week

Dog Waste Bag Dispenser

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

Herbicide Application

Task	Frequency
Herbicide Application	
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
Tree Maintenance	
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
Shrub Maintenance	
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
Trail	
Goal: Hard Surface - To provide a quality surface for walking, running or bicycling for all ages and types of visitors	
Clean/Blow Paved Trails	1x/week or as needed

MAINTENANCE SCOPE AND STANDARDS –DEPARTMENT STAFF

The following charts summarize the tasks and frequency of the maintenance work that could be performed by Parks and Recreation Department.

Maintenance Building

Task	Frequency
Maintenance Building - Level 2 maintenance	
Goal: Create a maintenance area that is neat, clean, and efficient.	
Clean and sweep	1x/week
Store equipment	7x/week
Replace tools in original location	7x/week
Clean and stock restrooms	7x/week
Store supplies	As needed
Winterize stored equipment	As needed
Check Lighting	7x/week
Check Heating / Cooling	7x/week
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	7x/week or as needed
Inspect/clean mix/load pads	7x/week or as needed
Inspect chemical storage areas	7x/week
Review/update emergency response plans (OSHA, MDEQ)	1x/year

Irrigation Pump House

Task	Frequency
Irrigation Pump House	
Goal: Create a maintenance area that is neat, clean, and efficient.	
Critical Pump Inspection	1x/5 years (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
Ramada - Level 2 maintenance	
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

Restrooms

Task	Frequency
Restrooms - Level 2	
Goal: Provide a clean, hygienic facility for people to use	
Clean	Evenings and Weekends
Monthly Mechanical Inspection	1x/month
Schedule Lighting, Mechanical Systems	1x/week

Storage Building

Task	Frequency
Storage Building- Level 3 Maintenance	
Goal: Provide a safe, clean and accessible storage facility to maximize the County'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 bugs	As needed
Major Mechanical/Chemical System Inspection (Preventative Maintenance)	1x/month

Fence

Task	Frequency
Fence - Level 3 Maintenance	
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
Gate - Level 3 Maintenance	
Goal: Support the asset for security, image, boundaries, and play areas.	
Inspect	1x/year and following storms
Repair	As needed
Replace	As needed

Bridge

Task	Frequency
Hardscape - Bridge	
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

Playground

Task	Frequency
Playgrounds and equipment - (All types) - Level 1 Maintenance	
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	7x/week
Remove vandalism	As needed
Inspect water fountains, where applicable	7x/week
Mow areas around the playground	1x/week
Inspect playground parking lot, picnic tables and	1x/week
Rake sand, woodchips, gravel, fiber mulch	1x/week
Seal rubberized, poured in place	1x/year
Remove/Replace Fiber Mulch	1x/3-5 years
Replace	1x/15 years
Inspect for Pests/Bees/etc	1x/2 weeks

Paved Trail

Task	Frequency
Trail	
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
Major Inspection	1x/year
Inspect/change way-finding signage	3x/year

Pickleball, Tennis, Basketball Courts

Task	Frequency
Playing Courts - Pickleball/ Tennis / Basketball - Level 1 Maintenance	
Goal: To provide a safe and quality surface for practice or competitive type events	
Inspect stripes	1x/year
Inspect fences	1x/month
Inspect nets and pole, where applicable	1x/week
Repair	As needed
Inspect lighting	1/x week
Major Inspection	1x/year

Sand Volleyball Courts

Task	Frequency
Playing Courts - Volleyball	
Goal: To provide a safe and quality surface for practice or competitive type events	
Inspect nets, ropes, pole protectors where applicable	1x/week
Set up/take down nets	2x/year
Major Inspection	1x/year
Install/Remove Pole Protectors	2x/year

Bench and Bike Rack

Task	Frequency
Bench and Bike Rack	
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
Drinking Fountain	
Goal: Ensure they are in good condition, are updated, safe and offer an enjoyable experience to the users	
Inspect	7x/week
Repair	As needed

Picnic Table

Task	Frequency
Picnic Table	
Goal: Ensure they are in good condition, are updated, safe and offer an enjoyable experience to the users	
Inspect	1x/year
Stack/Distribute	2x/year
Repair	As needed

APPENDIX D – MAINTENANCE STANDARDS – PHASE TWO (B)

The maintenance standards for Phase two (b) 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 (b),

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.

Skate Park

Task	Frequency
Skate Park	
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	7x/week
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
Trail	
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
BMX Area	
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 daily during competitions	1x/Daily
Holes filled in	1x/Daily
Site flags and course markings are checked during competitions	As needed
Trash is picked up during competitions	2x/Daily
Restrooms cleaned during competitions and once a day in non competitive days	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 before the start of events and once weekly for competitions	1x/week
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
Mountain Bike Skills Park Area	
Goal: To provide a safe area for riders and spectators that is well maintained and provides an enjoyable experience for participants and users	
Course is dragged daily during competitions	1x/Daily
Holes filled in	1x/Daily
Site flags and course markings are checked during competitions	As needed
Trash is picked up during competitions	2x/Daily
Restrooms cleaned during competitions and once a day in non competitive days	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 before the start of events and once weekly for competitions	1x/week
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
Informational signs inspected and updated	1x/week

APPENDIX E – MAINTENANCE STANDARDS – PHASE THREE

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 and phase 2 (b) 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.

Amphitheater

Task	Frequency
Amphitheater - Level 2 Maintenance	
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	1/week
Wash Seats	As needed
Portable Sound System	As needed
Clean Parking Lot area	7x/week
Clean and stock restrooms	7x/week
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
Water feature	
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
Athletic Fields - Baseball / Softball / Soccer / Multi-use - Level 1	
Goal: To provide a high-quality and safe field that encourages greater use among the community for practice, games and tournaments	
Mow/Trim (1 1/2") March 1 through March 31	1x/7 days
Mow/Trim (2") April 1 through October 31	1x/7 days
Mow/Trim (2") November 1 through November 30	1x/7 days
Mow/Trim (2") December 1 through February 28	1x/ 7 days
Overseed	1x/year
Fertilizer	3x/year
Aerate	3x/year
Drag / Line fields for games	7x/week
Pick up trash and clean during events	7x/day
Inspect bleachers /scoreboards / security lighting	1x/week
Water (1 inch / week)	As needed

Concession Building

Task	Frequency
Concession Building - Level 1 Maintenance	
Goal: Provide a clean, inviting area to eat.	
Clean, sweep, vacuum	7x/week
Remove and/or replace Garbage Bags and Trash cans	7x/week
Clean and stock restrooms	7x/week
Clean windows	1x/week
Check Lighting	7x/week
Check Heating / Cooling	7x/week
Clean and wipe tables	7x/week
Check and clean storage areas	1x/week
Wash areas outside concession stands	7x/week
Update and paint signage	1x/year
Clean Patio	7x/week
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

APPENDIX F - 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 will need to embrace the 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 proper cases, 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 PROGRAM PLAN

The goal of the active senior's program plan 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.

FAMILY PROGRAM PLAN

The goal of the family program plan 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.

ADAPTIVE SPORTS PROGRAM PLAN

The goal of the adaptive sports program plan 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.

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.

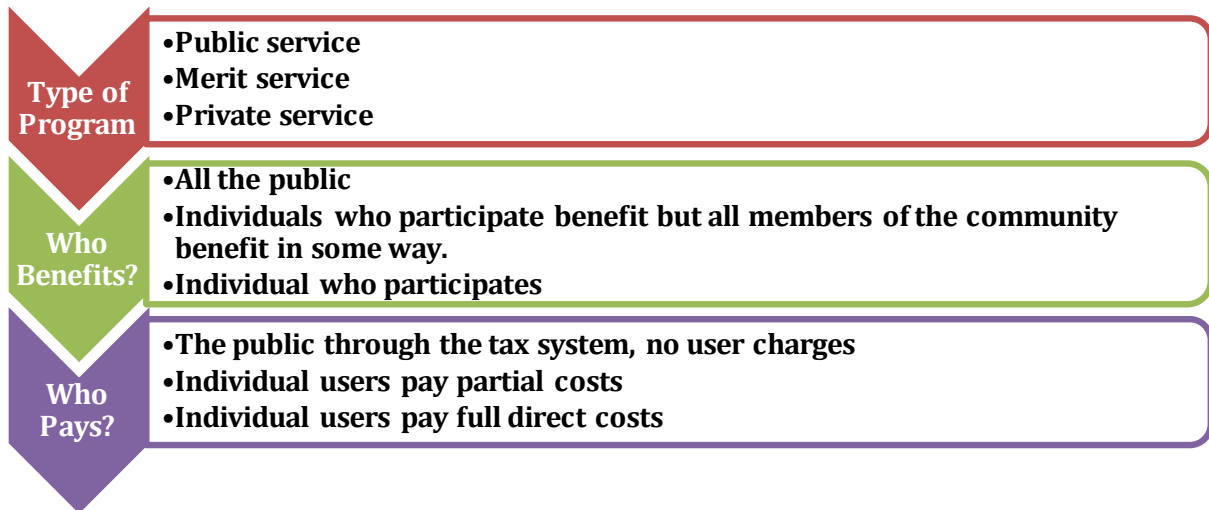
YOUTH AND ADULT SPORTS PROGRAM PLAN

The goal of the youth and adult sports program plan 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.

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 — Requires Public Funding	Fees Cover Some Direct Costs — Requires a Balance of Public Funding and a Cost Recovery Target	Fees Cover Most Direct and Indirect Costs — 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 G - 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
- 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 measureable 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.

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.

COST RECOVERY

- 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 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 today 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.

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.

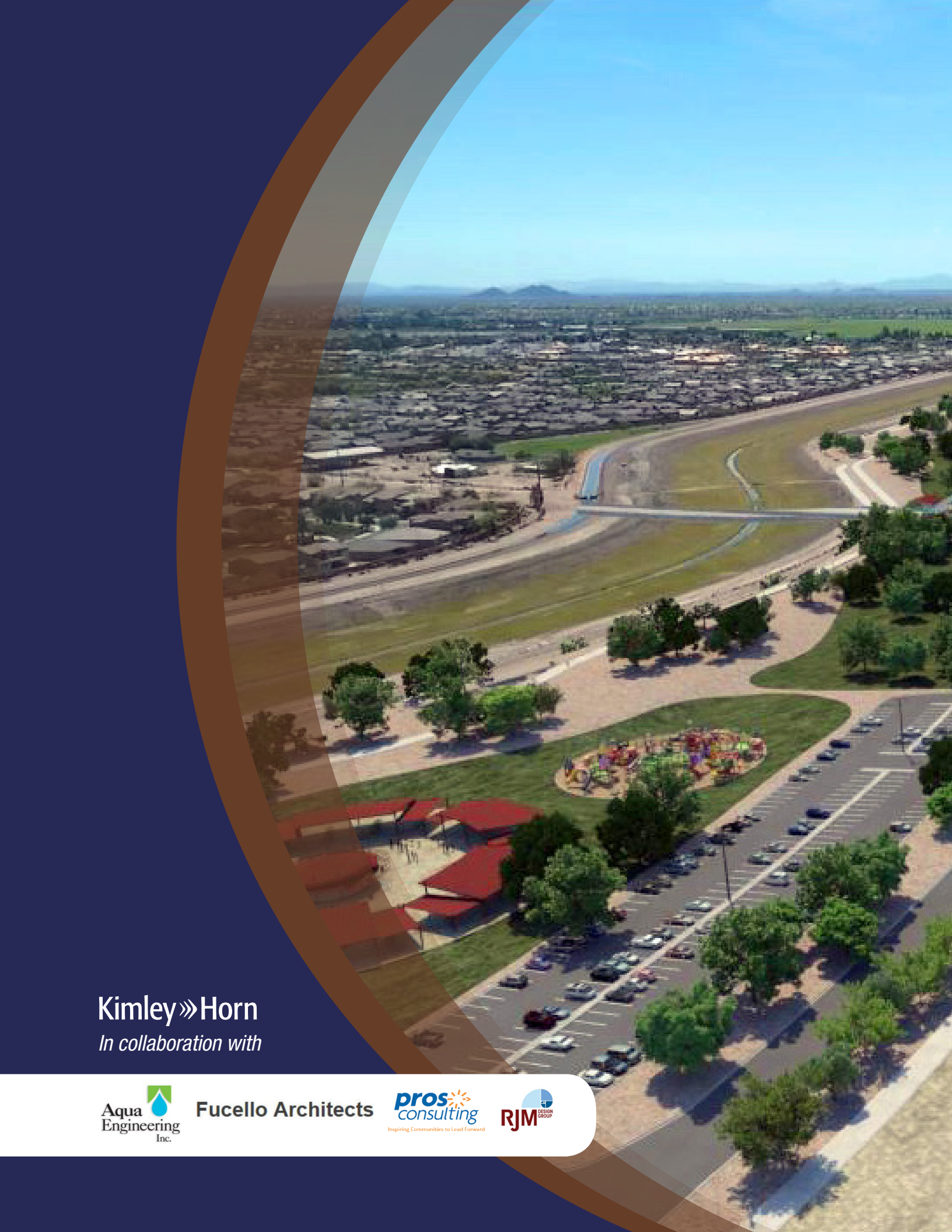
Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many 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 Recreation and Park Revolving Fund to help support park improvements and operations.



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