



Indoor Sports Facility and Indoor Aquatic Facility Feasibility Study

BerryDunn

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Project Team

| | |
|---|---|
|  | <p>Pat O'Toole, Manager</p> |
|  | <p>Zach Bisek, Principal, Operations Partner</p> |
|  | <p>Steve Crocker, Director of Sports Swimming</p> |
|  | <p>Brandon Bochenski, Mayor Todd Feland , City Administrator</p> |
|  | <p>George Hellyer, Executive Director Jeff Lancaster, Director of Finance & Administration Jill Nelson, Director of Operations & Community Relations Mike Orr, Director of Facilities & Programs Wes Colborn, Facilities Manager Chris Langei, Fitness Manager Lisa Rollefstad, Sports & Recreation Manager</p> |

Annual O&M Budget Projections and Five-Year Pro Formas

BerryDunn developed annual operational and maintenance budget projections for the combined indoor sports and 50-meter aquatic facility to include all annual expenses and revenues associated with the facility and operated by the Grand Forks Park District.

The operating budget is driven by the overall service philosophy, which should define the facility's purposes, including whom the facility is going to serve and at what level the service is going to be provided.

An operating budget developed in this preliminary stage serves several purposes:

- Assists in helping to establish goals and expectations with operations to match the desire to obtain a reasonable cost recovery.
- Provides a foundation for understanding what will be necessary to meet budget expectations and guides how marketing plans and strategies are developed and implemented.
- Offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- Demonstrates potential overall impacts to the Grand Forks Park District's budget.

BerryDunn also created a five-year pro forma projecting the expenses, revenues, and cost recovery anticipated over the next five years of operating the combined facility. These figures will project increases in participation as well as estimated inflationary costs and/or price changes.

Indoor Sports and Aquatic Facility Annual O&M Budget and Five-Year Pro Forma

Overall Indoor Sports and Aquatic Facility Budget

It is a goal to minimize the amount of tax subsidy necessary to operate the indoor sports and aquatic facility. It is extremely difficult for public indoor sports and aquatic facilities to operate without subsidy and solely from the collection of fees and charges and alternative funding such as grants, philanthropic gifts, or volunteers. The operational budget planning for this facility uses a conservative approach to estimating reasonable expenses and moderate approach to projecting revenues. Since recovering all the operating expenses through revenues generated by the facility is not the norm and the envisioned outcome, revenues should be viewed as "goals" as much as they are considered "projections."

There is no guarantee that the estimates and projections will be met, and there are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process.

O&M Budget Assumptions

The 182,353 square foot new Indoor Sports and Aquatic Facility includes:

- Indoor Turf
 - 1 high school football field or
 - 6 U6 soccer fields or
 - 3 U9 soccer fields or
 - 1 U10/U11/U12 soccer fields or
 - 2 modified high school/NCAA baseball/softball and
 - 4 suspended batting cages
 - Sports training space
 - Indoor sprint training track
 - 3 lanes X 100 meters
 - 8 pickleball courts
 - Indoor playground
 - 50-meter x 25-yard pool with bulkheads
 - 4-lane x 25-yard warm water program pool
 - Dry and wet locker rooms
 - team, men's, women's, gender neutral
 - Dry and wet multipurpose rooms
 - Spectator seating
 - Concessions room
 - Spectator restrooms
 - men's, women's, gender neutral
 - Storage
 - Lobby and administration space
- Budget is calculated in 2023 figures
 - The Indoor Sports and Aquatic Facility is open year-round, approximately 50 total weeks per year excluding Easter Sunday, July 4th, Thanksgiving, Christmas and there will be reduced hours on Memorial Day, Labor Day and Christmas Eve
 - Portions of the facility will be closed at various times during the year for deep cleaning and maintenance without closing the entire facility
 - September - May hours of operation:
 - 5:30 am – 10:00 pm Monday – Thursday
 - 5:30 am – 8:00 pm Friday
 - 8:00 am – 8:00 pm Saturday
 - 9:00 am – 8:00 pm Sunday
 - June - August hours of operation:
 - 5:30 am – 9:00 pm Monday – Thursday
 - 5:30 am – 8:00 pm Friday
 - 8:00 am – 7:00 pm Saturday
 - 9:00 am – 7:00 pm Sunday
 - Annual open hours total approximately 5200 hours per year

Expenditures

For this initial operating budget, personnel costs are projected to be approximately 41%. For this facility, contractual services are estimated to be 53% and supplies will be 6% of the total expenditures.

The estimated utility costs for the new Indoor Sports and Aquatic Facility accounts for a high percentage of the services budget and is based on current usage at Choice Health & Fitness as well as industry standards on a square footage basis.

Other typical services include contracted instructional services, marketing and advertising, printing, and publishing, telephone, bank charges, equipment maintenance, other contracted services (custodial services, security/fire system monitoring, trash removal, snow removal, etc.), utilities, property and liability insurance, building maintenance and repair.

Expenditure estimates are based on the type and size of the activity and support spaces in the facility and the anticipated hours of operation. When possible and wherever available, calculations are based on actual best practice or methodology. All other expenses are estimated based on our research and reported experience at similar facilities.

- Personnel costs is approximately 41% of the operational budget.

| Full Time Staffing Annual Salaries | |
|--|----------|
| Facility Manager | \$75,000 |
| Aquatic Coordinator | \$55,000 |
| Facility Supervisor | \$50,000 |
| Maintenance Coordinator | \$50,000 |
| Aquatic Specialist | \$45,000 |
| Sports Coordinator (.5 FTE w/ .5 @ Choice) | \$45,000 |
| Part Time Staff Hourly Rates | |
| Lifeguards | \$13.50 |
| Custodial/Maintenance (Lifeguards) | \$13.50 |
| Facility Supervisors (1.5 FTEs) | \$13.50 |
| Customer Service Associates (2.56 FTEs) | \$13.50 |
| Scheduling/Administrative Associates | \$13.50 |
| Maintenance Associates (1.83 FTEs) | \$13.50 |

- Benefits are included for the full-time staff at 15% plus health insurance at \$21,250 each
- Benefits are included for the part-time staff at 7.65%
- A Customer Service Associate staff member is always on duty when the facility is open.
- Facility Supervisors are calculated at 3,225 hours per year (approximately 62% of annual facility open hours) mostly during the prime-time hours.

- Scheduling and Administrative Associates are calculated at 3,225 hours per year (approximately 62% of annual facility open hours) mostly during the day-time hours.
- Maintenance is performed as necessary and calculated at 3,800 hours per year (approximately 73% of annual facility open hours) in addition to the full-time Maintenance Coordinator.
- Lifeguard staffing is assumed at capacity for 3-4 guards due to bather load at prime time: and at non-prime time 2 guards: and 1 guard during morning hours with minimal lap swimmers equal to approximately 14,000 hours per year.
- Swim instructors are each calculated at 7216 annual hours at \$13.50 per hour.
- Fee Based Class Instructors are each calculated at 12 hours per week X 50 weeks at \$16 per hour.
- Fitness Instructors are each calculated at 192 annual hours at \$25 per hour for boot camps and group fitness on the turf and not to compete with the Choice Health & Fitness classes.
- Athletic Development Trainers are each calculated at 30 hours per week X 50 weeks at \$25 per hour
- Sports Clinics and Camp Instructors are each calculated at 86 hours per year at and accumulative \$120 per hour to be split by all instructors for each one-day clinic or camp
- Bank Fees are calculated at 3% of all credit card transactions estimated at approximately \$825,000
- A Capital Replacement and Replacement Fund has been added to the budget at \$100,000 which if accumulated annually can be used to purchase capital replacement items and/or repair of items for the facility when necessary
- All computers, registrations system, software, etc. will be included in the Furniture, Fixtures, and Equipment (FFE) list and funded through the capital budget and are not included in the operational and maintenance budget.

Revenues

Revenues are forecast based on rental fees, admissions, passes, program fees, and concessions. Revenue projections consider program and facility components, number of hours sports groups and swim teams requested and regional market rental rates realities.

Revenue forecasts are influenced by:

- the space components included in the facility
- the demographics of the local service area
- the fact there are no other similar indoor sports or aquatic amenities in Grand Forks

Actual figures could vary based on:

- the final design of the facility
- the activity spaces included
- the market at the time of opening
- the designated facility operating philosophy
- the aggressiveness of fees
- use policies adopted
- the type of marketing effort undertaken to attract potential users to the facility
- The revenue forecast will require a developed marketing approach to meet revenue goals
- The pool general admission and pass rates are within the range of the market rates within the city for aquatic amenities.

| | | |
|------------------------------|-------------------------------|--------------|
| <u>Swim 10-Punch Card</u> | | <u>Price</u> |
| | Adult | \$72 |
| | 16 & Under | \$48 |
| | UND Student, Senior, Military | \$64 |
| <u>Pool Daily Admissions</u> | | <u>Price</u> |
| | Adult | \$9 |
| | 16 & Under | \$6 |
| | UND Student, Senior, Military | \$8 |
| | Family (6 passes) | \$28 |

- These Rental Rates are within the range of the market rates within the region for similar indoor sports and aquatic amenities.

| | | | |
|--|----------|--------------------------------|----------------|
| FULL POOL FACILITY RENTAL | | | Per day |
| Full competitive pool space w/ hospitality rooms | | | \$1,800 |
| Pool Rental | | | Per hr. |
| Full pool | Option A | (15) - 25 yd. lanes | \$180 |
| | Option B | (10) - 25 yd. or 25 m + diving | |
| | Option C | (10) 33 m lanes | |
| Per lane | | 25 yd. | \$12 |

| | | |
|--------------------|----------|-------|
| Diving area only | 3 boards | \$60 |
| Ninja Cross rental | | \$120 |

| FULL INDOOR TURF FACILITY RENTAL | | | \$1,000/hr. (4 hr. minimum) | Per day (8+ hrs.) |
|---|-----------|-------------------|--|----------------------------------|
| | | | \$4,000 | \$6,000 |
| INDOOR TURF RENTAL | | | | |
| | | Size (yd.) | Per hr. | Per day (8+ hrs.) |
| Football | Full turf | | \$240 | \$1,800 |
| | 2/3 turf | | \$160 | N/A |
| | 1/2 turf | | \$120 | \$900 |
| | 1/3 turf | | \$80 | N/A |
| Lacrosse | Full turf | | \$240 | \$1,800 |
| | 2/3 turf | | \$180 | N/A |
| | 1/2 turf | | \$120 | \$900 |
| | 1/3 turf | | \$60 | N/A |
| Soccer | Full turf | | \$240 | \$1,800 |
| | U12 | | \$160 | N/A |
| | 1/2 turf | | \$120 | \$900 |
| | U10 | | \$80 | N/A |
| | U8 | | \$40 | N/A |
| Baseball/Softball | | Size | Per hr. | Per day (8+ hrs.) |
| | Full turf | 2 modified fields | \$240 | \$1,800 |

| | | | | |
|----------------------|----------|------------------|----------------|--------------------------|
| | 1/2 turf | 1 modified field | \$120 | \$900 |
| Batting cages | | | Per hr. | Per day (8+ hrs.) |
| | 1 cage | | \$40 | N/A |

| PICKLEBALL RENTAL | | | | | |
|---------------------------|------------|-------------------------|----------------|--------------------------|------------------|
| | | | Per hr. | Per day (8+ hrs.) | |
| Pickleball | Full space | 8 courts | \$120 | \$820 | |
| | 1/2 space | 4 courts | \$60 | \$480 | |
| | | 1 court | \$15 | N/A | |
| TRAINING SPACE | | | | | |
| Training turf | | Sports Performance Area | Per hr. | Per day (8+ hrs.) | |
| | | | \$160 | \$1,100 | |
| Sprint track | | | Per hr. | Per day (8+ hrs.) | |
| | 100m | 3 lanes | \$45 | \$300 | |
| | | 1 lane | \$15 | N/A | |
| HOSPITALITY ROOMS* | | | Per hr. | 2-4 hr. | >4 hr. |
| | | | \$100 | \$150 | \$250 |

- The number of rented hours per sports group and swim team are the number of hours each group responded to a questionnaire inquiring how much they would use the facility
- Athletic Development revenues are assumed at \$100,000 per year based on the current program capacities and fees
- Participants in self-directed activities including swim lessons and fee-based classes will require separate program fees.

| Programs | Fees |
|-------------------|----------------|
| Swim Lessons | \$90 |
| Fee-based Classes | \$100 |
| Birthday Parties | \$100 per hour |

| Programs | Fees |
|------------------|----------------|
| Boot Camp | \$75 |
| Fitness Classes | \$50 |
| Birthday Parties | \$100 per hour |

O&M Budget Projection Summary

| | |
|-----------------------|--------------------|
| Total Expenses | \$2,156,769 |
| Total Revenue | \$1,449,608 |
| Net | (\$707,161) |
| Cost Recovery | 59% |

Operations and Maintenance Budget Projections

Indoor Sports and Aquatic Facility

| Grand Forks Indoor Sports and Aquatic Facility | | | | | | |
|--|---|------------|-----------|-------------|-----------|--------------------|
| Operations & Maintenance Projections | | | | | | |
| EXPENSES | | | | | | Totals |
| STAFFING PROJECTIONS | | | | | | \$887,888 |
| Full Time Staff | | FTE | Salary | Annual Cost | | |
| | Facility Manager | 1 | \$75,000 | \$75,000 | \$459,000 | |
| | Aquatic Coordinator | 1 | \$55,000 | \$55,000 | | |
| | Facility Supervisor | 1 | \$50,000 | \$50,000 | | |
| | Maintenance Coordinator | 1 | \$50,000 | \$50,000 | | |
| | Aquatic Specialist | 1 | \$45,000 | \$45,000 | | |
| | Sports Coordinator (.5 FTE w/ .5 @ Choice) | 0.5 | \$45,000 | \$22,500 | | |
| | Benefit Percentage | 15.00% | | \$44,625 | | |
| | Health Insurance | 5.5 | \$21,250 | \$116,875 | | |
| Part Time Staff | | Hours | Hrly Rate | | \$428,888 | |
| | Lifeguards | 14000 | \$13.50 | \$189,000 | | |
| | Custodial/Maintenance (Lifeguards) | 750 | \$13.50 | \$10,125 | | |
| | Facility Supervisors (1.5 FTE) | 3225 | \$13.50 | \$43,538 | | |
| | Customer Service Associates (2.56 FTE) | 5560 | \$13.50 | \$75,060 | | |
| | Scheduling/Administrative Associates (1.5 FTE) | 3225 | \$13.50 | \$43,538 | | |
| | Maintenance Associates (1.83 FTE) | 3800 | \$13.50 | \$51,300 | | |
| | Benefit Percentage | 7.65% | | \$16,328 | | |
| OPERATING EXPENSES | | | | | | |
| Contractual Services | | Multiplier | Unit Cost | | | \$1,134,882 |
| | Sports Clinic/Camps Instructors | 86 | \$120 | \$10,320 | | |
| | Athletic Development Trainers | 1,500 | \$25 | \$37,500 | | |
| | Fitness Instructors | 192 | \$25 | \$4,800 | | |
| | Swim Lesson Instructors | 7,216 | \$13.50 | \$97,416 | | |
| | Fee Based Class Instructors | 600 | \$16.00 | \$9,600 | | |
| | Pool Chemicals | | | \$27,000 | | |
| | Utilities: Water/Sewer/Electrical/Gas | 182,353 | \$3.50 | \$638,236 | | |
| | Security/ Fire Alarm Service | | | \$1,000 | | |
| | Telephone/Internet/WiFi/Cable | | | \$8,000 | | |
| | Trash Removal | | | \$3,500 | | |
| | Insurance (\$0.25/sq ft.) | | | \$70,760 | | |
| | Elevator (maintenance agreement) | | | \$4,500 | | |
| | HVAC & fire protection maintenance agreement | | | \$6,500 | | |
| | Pest Control | | | \$3,000 | | |
| | Administrative Services Overhead (payroll/billing/vendor invoices/contracts/etc.) | | | \$15,000 | | |
| | Snow Removal and Sanding | | | \$30,000 | | |
| | Equipment Maintenance | 12 | \$1,500 | \$18,000 | | |
| | Other Contractual Services | | | \$25,000 | | |
| | Bank Fees - Credit Card Charges/Registration Merchant Fee (3%) | | | \$24,750 | | |
| | Repair and Replacement (deferred maintenance reserves) | | | \$100,000 | | |
| Commodities | | | | | | \$134,000 |
| | Supplies (Building Maintenance, Office, First Aid, Misc.) | | | \$61,500 | | |
| | Marketing/Printing | | | \$40,000 | | |
| | Travel, Meals, Training | | | \$25,000 | | |
| | Uniforms | | | \$7,500 | | |
| TOTAL EXPENSES | | | | | | \$2,156,769 |

| REVENUE | | | | | | Total Revenue | \$1,449,608 |
|---|--|---------------|------------------|-------------------|----------------|----------------------|--------------------|
| Pool Admissions | | | | | | | \$190,000 |
| Swim 10-Punch Card | | | | | | | \$72,000 |
| | Adult | <u>Number</u> | <u>Price</u> | <u>Revenue</u> | | | |
| | 16 & Under | 400 | \$72 | \$28,800 | | | |
| | UND Student, Senior, Military | 500 | \$48 | \$24,000 | | | |
| | | 300 | \$64 | \$19,200 | | | |
| Pool Daily Admissions | | | | | | | \$118,000 |
| | Adult | <u>Number</u> | <u>Price</u> | <u>Revenue</u> | | | |
| | 16 & Under | 4000 | \$9 | \$36,000 | | | |
| | UND Student, Senior, Military | 5000 | \$6 | \$30,000 | | | |
| | Family (6 passes) | 3000 | \$8 | \$24,000 | | | |
| | | 1000 | \$28 | \$28,000 | | | |
| Rentals | | | | | | | \$826,928 |
| Pool Rentals | | | | | | | |
| | | <u>Weeks</u> | <u>Price</u> | <u>Seasons</u> | <u>Revenue</u> | | |
| Grand Forks Schools (GFC & GFRR) | | | | | | | \$126,400 |
| | Boys Swim Team Practice | 12 | \$1,800 | 2 | \$43,200 | | |
| | Girls Swim Team Practice | 12 | \$1,800 | 2 | \$43,200 | | |
| | | # | | | | | |
| | Boys Swim Meets | 5 | \$750 | 2 | \$7,500 | | |
| | Girls Swim Meets | 5 | \$750 | 2 | \$7,500 | | |
| | Annual Pool Support Partnership | | | | \$25,000 | | |
| Grand Forks Wahoo Swim Club | | | | | | | \$58,920 |
| | Swim Club Practice | 40 | \$1,248 | 1 | \$49,920 | | |
| | | # | | | | | |
| | Swim Club Meets | 5 | \$1,800 | 1 | \$9,000 | | |
| Masters Swim Club | | | | | | | \$5,400 |
| | | # | | | | | |
| | Swim Club Meets (3 half-day) | 3 | \$1,800 | 1 | \$5,400 | | |
| UND Swim Club | | | | | | | \$13,320 |
| | Swim Club Practice | 40 | \$288 | 1 | \$11,520 | | |
| | | # | | | | | |
| | Swim Club Meets | 1 | \$1,800 | 1 | \$1,800 | | |
| Ninja Crossfit Course | | | | | | | \$5,760 |
| | Ninja Crossfit Course Hourly Exclusive Use Fee | <u>#/Year</u> | <u>Hrly Rate</u> | <u># Hrs.</u> | <u>Revenue</u> | | |
| | | 24 | \$120 | 2 | \$5,760 | | |
| Indoor Turf Rentals | | | | | | | |
| Soccer | | | | | | | \$87,840 |
| | Winter Practices | <u>Weeks</u> | <u>Price</u> | <u>Seasons</u> | <u>Revenue</u> | | |
| | Spring Practices | 20 | \$2,160 | 1 | \$43,200 | | |
| | | 6 | \$5,040 | 1 | \$30,240 | | |
| | | <u>Days</u> | | <u>#</u> | | | |
| | Tournaments | 4 | \$1,800 | 2 | \$14,400 | | |
| Youth Football | | | | | | | \$55,080 |
| | Winter Practices | <u>Weeks</u> | <u>Price</u> | <u>Seasons</u> | <u>Revenue</u> | | |
| | Spring Practices | 20 | \$1,920 | 1 | \$38,400 | | |
| | | 4 | \$1,920 | 1 | \$7,680 | | |
| | | <u>Days</u> | | <u>#</u> | | | |
| | Tournaments | 2.5 | \$1,800 | 2 | \$9,000 | | |
| Baseball | | | | | | | \$60,360 |
| | Winter Practices | <u>Weeks</u> | <u>Price</u> | <u>Seasons</u> | <u>Revenue</u> | | |
| | Spring Practices | 20 | \$2,280 | 1 | \$45,600 | | |
| | | 6 | \$960 | 1 | \$5,760 | | |
| | | <u>Days</u> | | <u>#</u> | | | |
| | Tournaments | 2.5 | \$1,800 | 2 | \$9,000 | | |
| Fastpitch Softball | | | | | | | \$8,640 |
| | Spring Practices | <u>Weeks</u> | <u>Price</u> | <u>Multiplier</u> | <u>Revenue</u> | | |
| | | 4 | \$720 | 3 | \$8,640 | | |
| Flag Football | | | | | | | \$7,680 |
| | | <u>Weeks</u> | <u>Price</u> | <u>Multiplier</u> | <u>Revenue</u> | | |
| | | 8 | \$240 | 4 | \$7,680 | | |
| Lacrosse | | | | | | | \$37,800 |
| | Spring Practices | <u>Weeks</u> | <u>Price</u> | <u>#</u> | <u>Revenue</u> | | |
| | | 12 | \$120 | 20 | \$28,800 | | |
| | | <u>Days</u> | | | | | |
| | Tournaments | 2.5 | \$1,800 | 2 | \$9,000 | | |

| REVENUE (continued) | | | | | | |
|--|--|---------------------|------------------|--------------------|----------------|--------------------|
| Indoor Turf Rentals (continued) | | | | | | |
| Grand Forks Schools (GFC & GFRR) | | <u>Weeks</u> | <u>Price</u> | <u>Multiplier</u> | <u>Revenue</u> | \$10,800 |
| | Spring Practices | 3 | \$240 | 15 | \$10,800 | |
| Pickleball Courts | | <u>Weeks</u> | <u>Price</u> | <u>Hours</u> | <u>Revenue</u> | \$261,928 |
| | Winter Rentals | 13 | \$16 | 456 | \$94,848 | |
| | Spring Rentals | 13 | \$16 | 304 | \$63,232 | |
| | Summer Rentals | 13 | \$16 | 152 | \$31,616 | |
| | Fall Rentals | 13 | \$16 | 304 | \$63,232 | |
| | | <u>Days</u> | | <u>#</u> | | |
| | Tournaments | 2.5 | \$1,800 | 2 | \$9,000 | |
| Random Rentals/User Groups | | <u>Hrs</u> | <u>Price</u> | <u>#</u> | <u>Revenue</u> | \$19,200 |
| | | 2 | \$240 | 40 | \$19,200 | |
| Batting Cages | | <u>#/Year</u> | <u>Hrly Rate</u> | <u># Hrs.</u> | <u>#</u> | \$24,000 |
| | Batting Cage Hourly Exclusive Use Fee | 75 | \$40 | 2 | 4 | |
| Special Event Rentals | | <u>#/Year</u> | <u>Cost</u> | <u>Multiplier</u> | | \$43,800 |
| | Birthday Parties (\$200 for 2 hrs) | 150 | \$100 | 2 | \$30,000 | |
| | Hospitality Rooms | 12 | \$150 | 1 | \$1,800 | |
| | Entire Indoor Sports Complex After Hours (Lock-in) | 2 | \$6,000 | 1 | \$12,000 | |
| Programs | | <u>Participants</u> | <u>Cost</u> | <u>#/Year</u> | <u>Revenue</u> | \$402,680 |
| | Athletic Development | | | | \$100,000 | |
| | Fitness Classes | 30 | \$50 | 8 | \$12,000 | |
| | Boot Camp | 30 | \$75 | 4 | \$9,000 | |
| | | <u>#/Year</u> | <u>Price</u> | <u>Multiplier</u> | <u>Revenue</u> | |
| | Swim Lessons | 2016 | \$90 | \$181,440 | \$181,440 | |
| | Fee Based Aquatic Classes | 10 | \$100.00 | 10 | \$10,000 | |
| Youth Sports Camps/Clinics | | | | | | |
| | Soccer | 100 | \$60.00 | 4 | \$24,000 | |
| | Flag Football | 60 | \$60.00 | 2 | \$7,200 | |
| | Football | 60 | \$60.00 | 2 | \$7,200 | |
| | Baseball | 100 | \$60.00 | 4 | \$24,000 | |
| | Softball | 100 | \$60.00 | 4 | \$24,000 | |
| | Lacrosse | 20 | \$30.00 | 2 | \$1,200 | |
| | Pickleball | 20 | \$30.00 | 2 | \$1,200 | |
| Adult Sports Clinics | | | | | | |
| | Pickleball | 24 | \$30.00 | 2 | \$1,440 | |
| Concessions/Vending (net profit) | | | <u>%</u> | <u>Gross Sales</u> | | \$30,000 |
| | 15% Gross Sales of from Vendor | | 15% | \$200,000 | \$30,000 | |
| | | | | | | |
| | | | | | | |
| | TOTAL REVENUE | | | | | \$1,449,608 |
| | TOTAL NET | | | | | -\$707,161 |
| | COST RECOVERY | | | | | 67% |

Five-Year Proforma

| Grand Forks Indoor Sports and Aquatic Facility Operations & Maintenance Projections | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Five-Year Pro-forma | | | | | |
| Grand Forks Park District to Operate | | | | | |
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| EXPENSES | | | | | |
| Personnel | \$887,888 | \$914,524 | \$941,960 | \$970,219 | \$999,326 |
| Contractual Services | \$1,134,882 | \$1,157,579 | \$1,192,307 | \$1,228,076 | \$1,264,918 |
| Commodities | \$134,000 | \$136,680 | \$139,414 | \$142,202 | \$145,046 |
| | | | | | |
| TOTAL EXPENSES | \$2,156,769 | \$2,208,784 | \$2,273,680 | \$2,340,497 | \$2,409,289 |
| REVENUES | | | | | |
| Pool Admissions | \$190,000 | \$195,700 | \$201,571 | \$207,618 | \$213,847 |
| Rentals | \$826,928 | \$851,736 | \$877,288 | \$903,607 | \$930,715 |
| Programs | \$402,680 | \$414,760 | \$427,203 | \$440,019 | \$453,220 |
| Concessions | \$30,000 | \$30,900 | \$31,827 | \$32,782 | \$33,765 |
| TOTAL REVENUE | \$1,449,608 | \$1,493,096 | \$1,537,889 | \$1,584,026 | \$1,631,547 |
| | | | | | |
| NET | -\$707,161 | -\$715,687 | -\$735,791 | -\$756,471 | -\$777,743 |
| | | | | | |
| COST RECOVERY | 67% | 68% | 68% | 68% | 68% |
| Based on 2023 Figures | | | | | |