



City of
Peterborough

To: Members of the Committee of the Whole

From: Ken Doherty, Director of Community Services

Meeting Date: October 13, 2015

Subject: CSD15-021 – New Arena Development Strategy

Purpose

A report to recommend a strategy to commence the development of a new arena complex on the east bank of lands provided to the City by Trent University.

Recommendations

That Council approves the recommendations outlined in Report CSD15-021 dated October 13, 2015, of the Director of Community Services, as follows:

- a) That the Northcrest replacement facility, containing the following features, be approved:
 - i. A twin pad arena with 500 seats on each pad;
 - ii. An elevated walking/running track;
 - iii. 12 team change rooms and 2 official rooms;
 - iv. A team training centre;
 - v. Office / Administration / Customer Service space for City staff;
 - vi. Office space leased to sport group(s);
 - vii. Commercial space to include a “brand” restaurant and a smaller concession;
 - viii. Three multipurpose rooms;
 - ix. Public washrooms, elevator and storage;
 - x. Landscaping and parking;
 - xi. LEED certified construction standard;
- b) That a competitive pool not be included in the first phase of facility development;

- c) That an environmental impact study and schematic design process commence immediately;
- d) That staff report back to Council in spring 2016 with a schematic design plan for Council consideration.

Budget and Financial Implications

Approval of the recommendations will commit Council to fund only the schematic design phase. Subsequent approvals will be sought in future to commence detailed design, tendering and construction.

The environmental impact study and schematic design is expected to cost \$450,000 and can be funded within the approved 2015 Capital budget (Project #6-6.03) of \$500,000.

Background

Council has approved a series of Staff reports over the past 20 months for the development of a new complex to replace Northcrest Arena. Report CSD15-004 dated April 20, 2015 was approved by Council with the following recommendations:

- a) That an arena update presentation by the Manager of Facilities and Special Projects on the new facility project be received;
- b) That the replacement facility for Northcrest Arena be designed and constructed by the traditional design, bid, build procurement and operated by the municipality and not as a private-public partnership;
- c) That Morrow Park not be considered as the location of the community arena and that this site be reserved for a facility of greater scale and significance;
- d) That the locations at Fleming College North and Fleming College South and Trent University remain as potential sites for further investigation;
- e) That the OHL Facility Study, scheduled for 2018 in the Development Charges Background Study, be moved up to 2016 and that no further initiation of the Morrow Park Master Plan be undertaken until the OHL Facility Study is complete and presented to Council;
- f) That the building program be narrowed down to include a twin pad arena, an elevated running track, off-ice training centre, sport office space, administrative, multi-purpose and meeting facilities and commercial opportunities;
- g) That a small practice ice surface (e.g., 100' x 50') and a goalie/shooting ice training lane (e.g., 50' x 25') not be included in the building program;

- h) That further investigation take place into the viability of the competitive pool for Phase 1 development; and
- i) That staff report back at a later date with a recommended location, final facility plan and partners for a new community arena.

The April report was followed by report CSD15-019 dated June 29, 2015 that addressed the site of the new arena facility. Council approved the following recommendations:

- a) That Trent University be approved as the site for a replacement facility for Northcrest Arena;
- b) That a by-law be passed to authorize the Mayor and City Clerk to enter into the requisite agreements including the transfer of land at no cost;
- c) That Staff develop a financing plan in the 2016 Capital budget for servicing the Trent endowment lands on the east bank of the University that will benefit both the new arena facility site and the Trent Research and Innovation Park, and
- d) That Staff bring back a financial plan for the new arena complex that will detail the estimated capital costs and operating plan for the facility.

Staff have spent the last two months developing the capital and operating forecasts for the Trent site so that a more detailed budget estimate can be provided to Council.

Project Capital Costs

Staff recently engaged a cost consultant experienced with arena and aquatic facilities to update the capital budget numbers for the new facility. Turner & Townsend has completed similar work for a number of facilities including Bradford-West Gwillimbury Leisure Centre, the Pan Am Games Venues (Markham and Scarborough), Gravenhurst Centennial Centre, Gore Meadows Centre, and the Trent Athletic Centre expansion, to name a few. The City had previous experience with this cost consultant in 2003 with the Peterborough Sport and Wellness Centre, which was delivered on budget.

Construction costs of a new facility are only one element - other project costs must be considered as they can add up to 20% on top of construction costs, depending upon the type of project and size of development.

The total project costs reviewed by the cost consultant are as follows:

- Consultant design and contract administration
- Environmental assessment, geo-technical and archaeological investigation
- Site development and site condition expenses
- Building construction and landscaping
- Testing and Inspection and building commissioning (during and post construction)
- Furniture, Fixtures and Equipment

- Permit fees

The cost consultant reviewed the building program. The twin pad complex (Scenario 1 in Chart 1) includes the following:

1. A twin pad arena with 500 seats on each pad
2. An elevated walking/running track
3. 12 team change rooms and 2 official rooms,
4. A team training centre
5. Office / Administration / Customer Service space for City staff
6. Office space leased to sport group(s)
7. Commercial space to include a “brand” restaurant and a smaller concession
8. Three multipurpose rooms
9. Public washrooms, elevator and storage
10. Landscaping and parking
11. Constructed to a LEED certified standard.

The LEED rating system offers four certification levels for new construction - Certified, Silver, Gold and Platinum. These levels correspond to the number of credits accrued in five green design categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources and indoor environmental quality. Currently, the City does not have a LEED facility and the arena facility would be the first. The advantages of constructing a facility to a LEED standard are the efficiencies and energy cost savings over the life of the facility. Depending on the options selected, the capital costs to enhance a LEED facility can see a return on investment as quickly as the first 2-10 years.

Multiple scenarios for new facilities were analyzed by Turner & Townsend, for Council's consideration, and are included in Chart 1. Council directed Staff to review a twin pad operation for consideration (CSD15-004) and investigate the viability of a competitive pool.

The first three scenarios in Chart 1 were analyzed with a 2017 construction start. The fourth scenario represents delaying the construction of the aquatic centre by five years. This scenario demonstrates the cost impact of phased construction in terms of cost escalation and additional costs when renovating/expanding an existing facility.

Chart 1: Capital Cost Scenarios – Total Estimated Project Costs

#	Description	2017 Construction Start	Additional Cost over Twin Pad (#1)
1	Twin Pad Complex (as identified above)	\$33,500,000	n/a
2	Twin Pad Complex with Aquatic Centre (includes 25m 8-lane pool and a warm up pool)	\$48,800,000	\$15,300,000
3	Twin Pad Complex with Aquatic Centre (includes 25m 10-lane pool and warm up pool)	\$49,500,000	\$16,000,000
#	Description	2023 Construction Start	Additional Cost over Twin Pad Complex (#1)
4	Addition of Aquatic Centre (item 3 above) constructed in a second phase in 2023	\$20,452,000	\$20,452,000

Aquatic Centre Facility Consideration

Discussions with the local competitive swim clubs took place in terms of their facility requirements. Initially, the clubs determined an 8-lane, 25-metre competition pool with a warm up tank would address their needs. However, the Kawartha Trent Synchro Club has specific requirements for a competition facility. For this club to host regional and invitational meets, they must have a pool that has a consistent deeper end for the swimmers to undertake their routines, which includes a large proportion of underwater work to do “lifts”. The traditional shallow to deep end pool does not work for this club. They have also reported they are aware of athletes who have sustained head injuries in pools with traditional shallow ends during competitions.

Constructing a competitive pool to accommodate the synchronized swim club, where the shallow end is 2 m (6.6 feet) deep and the deep end is 3 m (9.8 feet) deep, limits the pool for other community activities which would be programmed around the competitive swim club training and events (e.g., swim lessons, aqua-fitness, public swims, etc.). These additional community activities would be essential to finance some of the annual operating costs of the pool.

One option to accommodate synchronized swimming is a moveable floor in the shallow end that can adjust from 1 m deep (3 feet) for community activities to 2 m (6.6 feet) deep for training and competitions. The cost and functionality of a moveable pool bottom, that changes the pool depth, is problematic for operations (i.e., constant changing of depths for different functions) and costly to install and maintain. Staff could find few examples in Ontario of this type of facility.

Staff reviewed a second option for the competition pool - construct a pool tank with 10-lanes, rather than 8-lanes (Scenario #3 and #4 in Chart 1). The additional 2 lanes

provide more space for synchronized swim teams to present their routines in the deep end. It would also accommodate the Trent Swim Club with additional future capacity for both training and hosting meets.

The capital cost difference to add two more lanes is \$700,000 (Chart 1 – difference between Scenario 2 and 3). The cost is not significant when you consider the following:

1. The capital cost would be amortized over the life of the facility, anticipated at 50 years.
2. The increased tank size would mean 25% more capacity for the clubs to expand programs and services to community youth in the future
3. The larger pool tank would mean both the Kawartha-Trent Synchro Club and the Trent Swim Club could host a wider variety of meets, which would have economic benefits for the community

Should Council consider the aquatic centre in any phase of the project, the 25-metre, 10-lane competitive pool is recommended as the preferred option by Staff and community. However, Trent University is currently providing community aquatic activities and serving the City's north end market. By adding a new aquatic centre to the arena twin pad, the new facility would impact the University's operations at the Athletic Complex in terms of community users. Typically, new facilities with modern features are attractive to facility users. There may not be enough demand for two aquatic facilities – Trent's and the City's – to serve the community market. Either one or both will suffer and not fill all the available pool hours, affecting the financial sustainability of these facilities.

Operating Costs and Revenues

Staff undertook an analysis of operating costs and revenues for a new facility. Some of the assumptions made developing the operating budgets included the following:

1. The operating projection for future arena revenue is based upon the 2013 Arena Needs Assessment Study prepared by the RETHINK GROUP.
2. The new facility would commence construction in first quarter 2017 and be completed by fourth quarter 2018, opening late 2018 or January 2019.
3. From 2016 – 2021, the cost of living increases are factored at 2.0% annually to determine future projections on costs.
4. The City operates the facility and unionized staff makes up the majority of the staffing complement.
5. The facility is constructed to a LEED certified level and would result in energy savings.
6. The inclusion of a pool with the twin pad would see transfer of waste energy from one element to the other.
7. The community revenues from the aquatic facility are modest given the operations of the existing pool at Trent University that currently serves the community.

8. All Operating Budget Scenarios are direct costs and do not include the debenture costs for the new facility.
9. Potential loss of revenues at other arena facilities is not factored into this budget (i.e. summer ice programs moving to the new complex and the Evinrude Centre reverting operations from ice provision to floor rentals).

A: Operating Budget Scenario #1 - Twin Pad Complex

The projected operating expenses and revenues are summarized below in Chart 2. This reflects the period of 2019-2021. The detailed financial plan is included in Attachment 1.

Chart 2: 2019 – 2021 Projected Operating Summary for Twin Pad Complex

Description	2019	2020	2021
Expenses	\$1,282,385	\$1,324,307	\$1,351,895
Revenues	(\$1,311,480)	(\$1,340,450)	(\$1,376,000)
Net Requirement (Surplus) for Twin Pad	(\$29,095)	(\$16,143)	(\$24,105)

The projected net position for the new facility is a surplus in 2019 of \$29,095. The 2014 net cost to the City for the Northcrest Arena was \$108,550. This represents an improved position in the Arena Division of \$137,645 in 2019, \$124,693 in 2020, and \$132,654 in 2021 using 2014 Northcrest actuals as a baseline.

B: Operating Budget Scenario #4 - Twin Pad and 10-lane, 25m Competitive Pool

The projected operating expenses and revenues are summarized below in Chart 3. This reflects the period of 2019-2021. The detailed financial operating plan for this Scenario is included in Attachment 3.

Chart 3: 2019 – 2021 Projected Operating Summary for Twin Pad and 10-lane, 25m Competitive Pool with Warm-up Pool

Description	2019	2020	2021
Expenses	\$2,257,485	\$2,340,718	\$2,389,836
Revenues	(\$1,707,164)	(\$1,744,047)	(\$1,787,669)
Net Requirement for Twin Pad and Competitive Pool	\$550,321	\$596,671	\$602,167

The projected net position for the new facility (twin pad and 10-lane, 25m competitive pool) will be a deficit between \$550,321 to \$602,167 over 2019 - 2021. The 2014 net cost to the City for the Northcrest Arena was \$108,550. This facility scenario represents an increase to the taxpayer subsidy for new recreation facilities of \$441,771 in 2019, \$488,121 in 2020, and \$493,616 in 2021 using 2014 actuals as a baseline.

The competitive pool would result in an annual financial deficit. The revenue projections show limited community use, with the Trent University pool still operating.

Phase 1 Building Recommendations

The original capital budget to fund the arena project was prepared with a \$27.0 million estimate taken from the 2013 Arena Needs Assessment report. This estimate has been updated to include all features in the twin pad complex and the current cost assessment is \$33.5 million. The 2015 capital budget was prepared with an expectation that an infrastructure program would be announced. With the Federal election pending, there are no indications in 2015 that an eligible infrastructure program will be available to fund the project.

The pool was discussed during the 2014 development charges study. In the report, there is a “complementary” element that was discussed for expansion and priced at \$13.5 million. The Study reflected \$4.1 million available as a growth element from development charges. The Trent Swim Club committed a further \$1.0 million fundraising for the competitive pool project. The current pool cost is \$16.0 million on top of the twin pad complex at \$33.5 million. The balance of costs to fund the pool, at \$10.9 million, is not within the current municipal funding capacity.

Given the volume of municipal capital projects, Staff are not recommending advancing the competitive pool in phase 1 construction.

The risk of delaying the construction of the competitive pool by five years will mean an increase in the capital cost of this element by \$4.45 million (Line 5 in Chart 1) to \$20.45 million.

Staff are recommending the following Steps leading up to the provision of a new twin pad facility:

Step 1: That Council approves the twin pad complex as the foundation of Phase 1 building construction.

Step 2: That an environmental impact assessment for the Trent Lands and a schematic design commence upon approval of this report.

Following the results of an environmental impact assessment, Staff will issue an RFP for an architect team to start the design of the new facility on the Trent site. The architect’s work will be priced in three phases:

Phase 1: Schematic Design

Phase 2: Design Development and Detailed Drawings/Costing and Tendering

Phase 3: Construction/Contract Administration

Phase 1 will proceed upon approval of this report and will include public consultation. When complete, the design will be presented to Council seeking

approval to commence Phase 2. Prior to Phase 3, the capital budget will be reviewed by Council and it will be determined at that time if the construction will proceed. Should Council not support construction, the architectural contract, represented by Phase 3 – Construction/Contract Administration will be cancelled.

In the schematic design phase, the twin pad complex will be developed but the design will also show the orientation of an aquatic centre, two additional ice pads, an indoor fieldhouse and other support facilities. The latter facilities will be laid out to demonstrate the long-term “fit” of the site for a fully developed facility that can be constructed over time. It will be essential to consider this in Phase 1 in order to plan for an appropriate layout on the property, to plan for entrances/exits from the three adjacent roadways, and distribute parking on site. The schematic design would likely qualify the project as “shovel ready” for an infrastructure grant if one becomes available.

Step 3: The Mayor and City Staff meet with the MP and MPP after the federal election to determine availability of infrastructure funding for this project.

This step will determine if there will be a senior government funding opportunity to finance the project. The discussion will explore all potential funding options. If there is an opportunity available, Staff would report back to Council to seek direction on the detailed design phase for the new facility.

Step 4: Staff will report back to Council in the spring of 2016 with a schematic design for Council’s consideration.

The draft capital budget for this project, which is based on the twin pad complex, proposes a funding strategy in Chart 4. As demonstrated, the twin pad facility will be dependent upon an infrastructure funding program that would finance at least \$6.0 million identified on line 4 of Chart 4. If there are opportunities to seek more than \$6.0 million in infrastructure funding (Line 4), the impact would lessen the requirement of capital levy and tax supported debentures (Line 5). If infrastructure funding is not available, then the dependency on the other funding sources will increase substantially.

Chart 4: New Arena Complex Draft Capital Budget Sources of Project Funding

Line #	Description	Amount
1	Community Sponsors	\$1,000,000
2	User Contributions (\$5.00/hour surcharge on ice)	\$2,000,000
3	Development Charges	\$219,000
4	Development Charges supported through Debentures	\$12,156,000
5	Infrastructure Grant	\$6,000,000
6	City Contribution (i.e., capital levy and debentures)	\$12,125,000
	Total Proposed Sources of Capital Funding	\$33,500,000

Chart 4 also identifies that \$3.0 million will have to be sourced from the community (Lines 1 & 2). This includes \$1.0 million in sponsorships (naming rights, advertising).

Currently, the City is working with a consultant to determine the feasibility of individual and corporate sponsorships for this project.

A second community contribution is the \$2.0 million from users. The latter category would require meeting with ice users to seek their input on an extension of the \$5.00/hour surcharge on ice fees and \$2.50/hour on floor time for a 21-year period (2018-2038). Staff would be recommending this surcharge for an additional 21 years. The ice surcharge is currently being applied on all arena time rented by users and was put in place in 1997 to assist the capital funding of the Evinrude Centre. This surcharge was set for a 20-year period and is expected to expire in 2017.

Council will have an opportunity to review the new arena complex draft budget during the 2016 budget deliberations later this fall. The arena project can be reviewed in comparison to the other capital needs for the rest of the City. Currently, the design process can commence with the approved \$500,000 in the 2015 capital budget for a new arena complex (Project #6-6.03).

Summary

In an ideal situation, constructing a twin pad arena with a competitive pool in Phase 1 construction would be the optimal course of action. Unfortunately, the capital financing for such an endeavour is significant and beyond the current capacity of the City's capital resources without major senior government infrastructure funding.

The most prudent course of action is to commence work on the twin pad facility in Phase 1 as the replacement facility for Northcrest Arena. In time, the building can be expanded when funding is available for other facilities such as additional ice pads, pool facilities and other elements as needed by the Peterborough community.

Submitted by,

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Attachments:

Attachment 1: 2019-2021 Projected Operating Budget for Twin Pad Complex
Attachment 2: 2019-2021 Projected Operating Budget for Competitive Pool

Attachment 1: 2019 – 2021 Projected Operating Budget for Twin Pad Complex

2019 - 2021 Twin Pad Complex Expenses

Twin Pad Arena, Track, MP Rooms, Team Training, Commercial

#	Item	2019 Amount	2020 Amount	2021 Amount
A1	Salaries Full Time	\$115,146	\$117,449	\$119,798
A2	Wages Full Time	\$392,888	\$400,746	\$408,761
A3	Part Time Employees	\$169,565	\$172,956	\$176,415
A4	Benefits - FT/PT	\$164,286	\$167,572	\$170,924
A5	Telephone - Data	\$8,200	\$8,364	\$8,531
A6	Promotions and Advertising	\$15,000	\$10,000	\$10,200
A7	Sponsor Advertising Expenses	\$10,000	\$10,000	\$10,000
A8	Utilities - Heat	\$75,000	\$78,000	\$81,120
A9	Utilities - Water and Electricity	\$260,000	\$265,200	\$270,504
A10	Postage	\$500	\$400	\$400
A11	Contractual Services	\$15,000	\$15,300	\$15,606
A12	Office Expenses	\$5,000	\$5,100	\$5,202
A13	Clothing and Uniforms	\$5,000	\$5,000	\$5,000
A14	Vending Expense	\$26,000	\$26,520	\$27,050
A15	Rep & Main Equipment	\$4,000	\$4,080	\$4,162
A16	Rep & Main Grounds	\$5,000	\$5,100	\$5,202
A17	PM Buildings	\$0	\$0	\$0
A18	Bank Charges	\$8,000	\$8,160	\$8,300
A19	Collection Fees	\$0	\$500	\$750
A20	Transfer to Reserves	\$0	\$20,000	\$20,000
A21	Business Travel	\$800	\$800	\$850
A22	Memberships	\$1,000	\$1,020	\$1,040
A23	Staff Training	\$2,000	\$2,040	\$2,081
A24	Twin Pad Expense Summary	\$1,282,385	\$1,324,307	\$1,351,895

Attachment 1: 2019 – 2021 Projected Operating Budget for Twin Pad Complex (cont'd)

2019 - 2021 Twin Pad Complex Revenues

Twin Pad Arena, Track, MP Rooms, Team Training, Commercial

#	Item	2019 Amount	2020 Amount	2021 Amount
A25	Ice Rentals	(\$1,008,980)	(\$1,029,160)	(\$1,049,743)
A26	Program Revenues	(\$50,000)	(\$55,000)	(\$60,000)
A27	Annual Advertising	(\$30,000)	(\$30,000)	(\$30,000)
A28	Sponsorship	(\$4,000)	(\$2,000)	(\$2,000)
A29	Room Rentals	(\$20,000)	(\$22,000)	(\$24,000)
A30	Team Training Room	(\$15,000)	(\$16,000)	(\$18,000)
A31	Sport Office Lease	(\$37,500)	(\$38,250)	(\$39,015)
A32	Commercial Lease	(\$102,000)	(\$104,040)	(\$109,242)
A33	Vending Revenues - Gross	(\$44,000)	(\$44,000)	(\$44,000)
A34	Revenue Summary	(\$1,311,480)	(\$1,340,450)	(\$1,376,000)

2019 - 2021 Projected Operating Summary for Twin Pad Complex

Twin Pad Arena, Track, MP Rooms, Team Training, Commercial

#	Description	2019	2020	2021
A35	Total Operating Expenses from all sources	\$1,282,385	\$1,324,307	\$1,351,895
A36	Total Revenue from all sources	(\$1,311,480)	(\$1,340,450)	(\$1,376,000)
A37	Net Operating Budget for Arena Complex (surplus)	(\$29,095)	(\$16,143)	(\$24,105)

Capital Cost of Twin Pad Complex: \$33,500,000

Attachment 2: 2019-2021 Projected Operating Budget for Competitive Pool

2019-2021 Competitive Pool Expenses (pool as an addition to the twin pad complex)

25 metre, 10-lane complete pool and warm up pool

#	Item	2019 Amount	2020 Amount	2021 Amount
P1	Salaries Full Time	\$65,000	\$66,300	\$67,626
P2	Wages Full Time	\$60,000	\$61,200	\$62,424
P3	Part Time Employees	\$406,000	\$414,120	\$422,402
P4	Benefits - FT/PT	\$76,850	\$78,387	\$79,954
P5	Telephone - Data	\$1,000	\$1,020	\$1,040
P6	Promotions and Advertising	\$20,000	\$20,400	\$20,808
P7	Sponsor Advertising Expenses	\$0	\$0	\$0
P8	Utilities - Heat	\$65,000	\$67,600	\$70,304
P9	Utilities - Water and Electricity	\$235,000	\$239,700	\$244,494
P10	Postage	\$0	\$0	\$0
P11	Pool chemicals	\$35,000	\$35,700	\$36,414
P12	Office Expenses	\$3,000	\$3,060	\$3,121
P13	Clothing and Uniforms	\$1,200	\$1,224	\$1,249
P14	Vending Expense	\$0	\$0	\$0
P15	Rep & Main Equipment	\$500	\$510	\$520
P16	Rep & Main Grounds	\$0	\$0	\$0
P17	PM Buildings	\$0	\$0	\$0
P18	Bank Charges	\$5,000	\$5,100	\$5,202
P19	Collection Fees	\$0	\$500	\$750
P20	Transfer to Reserves	\$0	\$20,000	\$20,000
P21	Business Travel	\$200	\$210	\$220
P22	Memberships	\$350	\$360	\$370
P23	Staff Training	\$1,000	\$1,020	\$1,040
P24	Summary of Pool Expenses	\$975,100	\$1,016,411	\$1,037,940

Attachment 3: 2019-2021 Projected Operating Budget for Competitive Pool (cont'd)

2019 – 2021 Competitive Pool Revenues

25 metre, 10-lane competitive pool and warm up pool

#	Item	2019 Amount	2020 Amount	2021 Amount
P25	Trent Swim Club	(\$56,408)	(\$57,536)	(\$58,687)
P26	Kawartha Trent Synchro Club	(\$35,816)	(\$36,532)	(\$37,263)
P27	Meets	(\$13,560)	(\$13,831)	(\$14,108)
P28	Other Rentals - Year Round	(\$45,000)	(\$45,900)	(\$46,818)
P29	Public Swims - Year Round	(\$56,000)	(\$57,120)	(\$58,262)
P30	Swim Lessons	(\$80,400)	(\$82,008)	(\$83,648)
P31	Aquafit	(\$56,000)	(\$57,120)	(\$58,262)
P32	Aquatherapy	(\$40,000)	(\$40,800)	(\$41,616)
P33	Water Sports	(\$12,500)	(\$12,750)	(\$13,005)
P34	Summary of Pool Revenues	(\$395,684)	(\$403,598)	(\$411,670)

2019-2021 Projected Operating Summary for Competitive Pool

25 metre, 10-lane competitive pool and warm up pool

#	Description	2019	2020	2021
P35	Total Operating Expenses from all sources	\$975,100	\$1,016,411	\$1,037,940
P36	Total Revenue from all sources	(\$395,684)	(\$403,598)	(\$411,670)
P37	Net Budget for Pool Complex	\$579,416	\$612,813	\$626,270

2019 - 2021 Projected Operating Summary for Twin Pad Complex and Competitive Pool

Twin Pad Arena, Competitive Pool, Track, MP Rooms, Team Training, Commercial

#	Description	2019	2020	2021
AP1	Total Operating Expenses for both components	\$2,257,485	\$2,340,718	\$2,389,836
AP2	Total Revenue from all sources for both component	(\$1,707,164)	(\$1,744,047)	(\$1,787,669)
AP3	Net Budget for Arena and Pool Complex	\$550,321	\$596,671	\$602,167

Capital Cost of Twin Pad Complex and Competitive Pool: \$48,800,000