



June 2017 (Final)

GYMNASTICS FEASIBILITY STUDY





EXECUTIVE SUMMARY

The City of Fort Saskatchewan commissioned the development of the Gymnastics Feasibility Study to explore the costs and impacts of developing a dedicated gymnastics facility. The Fort Saskatchewan Gymnastics Club is currently facing uncertainty regarding its current facility situation, which is also limited to meet the increasing growth of its current program offerings. The City has not made a decision on whether to support such a facility and the Study is intended to inform future discussions and decision making.

The Study included a number of research inputs which were used to assess the current state, anticipate future demand and identify trends and leading practices. Identified as follows are key findings from the research.

- Growth of the children and youth cohorts in Fort Saskatchewan over the past decade has been significant. Growth projections suggest that the population of Fort Saskatchewan may double over the next 15 – 20 years.
- Local and provincial data and trends suggest that gymnastics will continue to grow, driven largely by young children and recreational programming.
- A number of municipalities of a similar size to Fort Saskatchewan have supported the development of gymnastics facilities.
- Given the relatively small amount of net revenue generated annually by the Club, any increases in building related expenditures (rent/lease or utilities) would most likely need to be recouped through increased registration fees or ongoing municipal support.
- The inclusion of a day care offering in a new facility may provide the opportunity to generate revenue during non-peak hours. This model has been successful in the market area.
- Club staffing expenditures generally increase in lockstep with registration numbers/revenue. Should the Club move into an expanded facility, detailed operational analysis will need to further clarify operational implications and the ideal program mix.

Four potential approaches were identified that could potentially meet community needs for a dedicated gymnastics facility. Cost analysis and floor plans were developed for each of the specific options. With the exception of Option 2A, the options were conceived with the intent of meeting the need for 15,000 – 20,000 ft² of functional space.

* Some fluctuation does occur due to the characteristics of the existing spaces that would be retrofitted (e.g. size of the existing structure, support amenities, etc.).

Option	Description	Potential Sites/ Locations	Estimated Capital Cost ^A (\$)	Total Building Size
New Facility Construction (Option 1)	Development of a new dedicated gymnastics facility.	• TBD	• \$7,681,825 (excluding land purchase)	20,290 ft ²
Repurposing of a Municipal Facility (Option 2) ^B	Existing municipal facility retrofitted to a gymnastics specific facility.	• Dow Centennial Centre Gymnasium (DCC) • Harbour Pool	• Option 2A (DCC Gymnasium retrofit using the existing footprint): \$2,678,188 • Option 2B (DCC Gymnasium retrofit and building footprint expansion): \$3,765,570 • Option 2C (Harbour Pool retrofit): \$5,726,500	2A: 7,939 ft ² 2B: 15,336 ft ² 2C: 23,229 ft ²
Purchase and Repurposing of a Facility (Option 3)	Purchase of facility (owned by a private or public sector entity) and retrofit into a gymnastics specific facility.	• TBD	• Estimated purchase cost: \$1,000,000 – \$3,000,000 • Estimated renovation cost: \$2,000,000 – \$3,000,000	~15,000 – 20,000 ft ²
Lease and Repurposing of a Facility (Option 4)	Lease of facility space suitable for conversion to a gymnastics facility.	• TBD	• Estimated monthly lease cost: \$16 – \$22 ft ² (\$20,000+per month) • Estimated renovation cost: \$2,000,000 – \$3,000,000	~15,000 – 20,000 ft ²

A Capital costs identified are to the value of $\pm 20\%$.

B Option 2 is only deemed viable if the function(s) served by these existing spaces is replaced as part of a future project (i.e. new aquatics facility or field house). The capital costs identified for Option 2 do not reflect the costs associated with replacement of the Harbour Pool or DCC Gymnasium. See Appendix A for this information.

Further analysis was conducted on each of the options considering a variety of important factors, including:

- Financial considerations
- Implications on existing City provided recreation spaces and amenities (e.g. requirements for relocation)
- Potential synergies with existing City provided recreation facilities and amenities
- Suitability of each option to meet gymnastics programming needs

A scoring metric was also developed to conduct a preliminary ranking of the potential options. Based on the preliminary scoring, the options have been ranked as follows:

#1—New Build (Option 1)

#2—DCC Gymnasium retrofit and building footprint expansion (Option 2B)

#3—Harbour Pool Retrofit (Option 2C)

#T4—DCC Gymnasium retrofit using the existing footprint (Option 2A)

#T4—Lease and repurposing of a facility (Option 4)

#6—Purchase and Repurposing of a facility (Option 3)

However while this ranking may provide a preliminary basis for further discussion, it is important to note that other factors have yet to be considered or are unknown (i.e. lease cost to the Club, responsibilities for maintenance and upkeep, capital reserve contributions, etc.). The City will additionally need to determine the potential impacts of this potential project on the 2015 Recreation and Parks Facility Master Plan Update.

Examples also exist in the region of municipally supported gymnastics facilities that operate at a break even or better position. As such, the City may wish to proceed with this potential project differently than the traditional approach of providing subsidized facility time to sport and recreation user groups.



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INTRODUCTION AND PROJECT CONTEXT

SECTION ONE

INCLUDED IN THIS SECTION:

- Overview of the project scope.
- Purpose of the feasibility study.

The City of Fort Saskatchewan is exploring the costs and impacts of developing a dedicated gymnastics facility in the community. The Fort Saskatchewan Gymnastics Club is currently leasing space at the Life Church building; however uncertainty exists regarding the future availability of the building. The current space (approximately 7,500 ft²) is also limited and does not fully meet the needs of the Club.

This feasibility study document investigates the current and future demand for a gymnastics facility in the community and outlines a spectrum of options that could be further pursued, which include:

- Development of a new facility
- Repurposing of an existing municipally owned facility
- Purchase and repurposing of a building
- Lease and repurposing of a building

It is important to note that the City has not made a decision on future support for the provision of this recreation facility type. This decision and future actions will need to consider the financial impacts of such an undertaking in the context of other municipal priorities and projects, including those outlined in the 2015 Recreation Facility and Parks Master Plan Update. The information provided by this document will assist City Council and Administration with further analysis and decision making.



THE STATE OF GYMNASTICS IN FORT SASKATCHEWAN

SECTION TWO

INCLUDED IN THIS SECTION:

- Analysis of historical participation (registration) data.
- Future demand indicators.
- Analysis of Club financials.

FACILITY CONTENT

The Fort Saskatchewan Gymnastics was originally located at the Old Fort Jail gymnasium. In 2004, the club relocated into the new Dow Centennial Centre gymnasium with an agreement to set-up and take-down equipment after each class. However due to a lack of volunteers to assist with this after each class, the club relocated in 2013 to Life Church in order to have a facility that allowed for equipment to remain in place at all times. The Club has explored other options for a facility but has not been able to secure a suitable building within its financial means.

CURRENT PARTICIPATION

Identified in the adjacent and following charts is registration data provided by the Fort Saskatchewan Gymnastics Club. As reflected in the charts, the Club has experienced growth in most seasonal semesters over the past 3 – 4 years. From 2015 to 2016 the Club experienced a 22% spike in overall registrations. As is consistent with the majority of regional and provincial clubs (see Section 3) the growth of gymnastics participation in Fort Saskatchewan has been largely driven by recreational levels and programs geared towards younger children.

Total (2014 to 2016)

**Complete years of data*

Season	2014	2015	2016
Summer	101	152	52
Fall	291	152	368
Winter	263	273	305
Spring	236	275	311
Total	891	852	1,036

Fall Season

(2013 to 2016)

Category	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Parent and Baby	10	12	—	8
Parent and Tot	50	32	—	27
Tiny Tot	—	5	—	17
Tot	56	63	11	42
Junior Recreational	—	6	—	20
Recreational	79	87	95	173
Tumble	14	12	22	15
Teen Recreational	4	—	—	6
Acro	30	44	11	40
Under 7 Team/ Levels 1 – 2	6	9	—	6
Pre-Competitive/ Levels 3 – 4	8	11	7	8
Competitive/Level 5+	9	10	6	6
Total	266	291	152	368

Winter Season <i>(2014 to 2017)</i>				
Category	Winter 2014	Winter 2015	Winter 2016	Winter 2017 <i>* To date</i>
Parent and Baby	14	—	14	6
Parent and Tot	33	21	20	11
Tiny Tot	9	5	5	18
Tot	48	50	45	26
Junior Recreational	10	6	20	17
Recreational	74	93	104	139
Tumble	21	17	17	16
Teen Recreational	—	8	—	7
Acro	30	44	51	40
Under 7 Team/Levels 1 – 2	6	9	7	8
Pre-Competitive/Levels 3 – 4	8	10	12	7
Competitive/Level 5+	10	10	10	5
Total	263	273	305	300

Spring Season <i>(2014 to 2017)</i>				
Category	Spring 2014	Spring 2015	Spring 2016	Spring 2017
Parent and Baby	7	7	10	2
Parent and Tot	26	12	16	15
Tiny Tot	7	5	9	13
Tot	42	56	40	38
Junior Recreational	12	10	16	13
Recreational	73	88	119	137
Tumble	15	18	20	13
Teen Recreational	—	6	2	7
Acro	30	44	51	40
Under 7 Team/Levels 1 – 2	6	9	7	7
Pre-Competitive/Levels 3 – 4	8	10	11	7
Competitive/Level 5+	10	10	10	6
Total	236	275	311	298

Summer Season <i>(2013 to 2016)</i>				
Category	Summer 2013	Summer 2014	Summer 2015	Summer 2016
Parent and Baby	—	—	—	—
Parent and Tot	19	—	—	—
Tiny Tot	—	—	—	—
Tot	28	—	11	7
Junior Recreational	—	—	—	—
Recreational	24	84	95	10
Tumble	—	—	22	—
Teen Recreational	—	—	—	—
Acro	10	7	11	15
Under 7 Team/Levels 1 – 2	—	—	—	6
Pre-Competitive/Levels 3 – 4	7	5	7	8
Competitive/Level 5+	6	5	6	6
Total	94	101	152	52

FUTURE DEMAND INDICATORS

Data from the 2016 Statistics Canada Census of the Population highlights the significant growth of Fort Saskatchewan over the past number of years. From 2011 to 2016, the population of Fort Saskatchewan increased by 26.8% (19,051 to 24,149 residents). Since 2006, the population of Fort Saskatchewan has increased by 38% (14,957 to 24,149 residents).

More specifically, the children and youth population in the community has experienced high levels of growth in recent years. The following chart reflects the growth in the 0 to 14 year age categories from 2011 to 2016. As reflected in the chart, there were 1,241 more children and youth in Fort Saskatchewan in 2016 as compared to five years earlier in 2011. This rate of growth (~34%) was higher than that of the general population.

Category	2016	2011	Change (increase in children/ youth from 2011 to 2016)
0 to 4 years	1,840	1,344	496
5 to 9 years	1,650	1,170	480
10 to 14 years	1,415	1,150	265
Total (Ages 0 to 14)	4,905	3,664	1,241

The 2015 Recreation Facility and Parks Master Plan Update identified population projections for the city. As illustrated by the following graphic, population projections anticipate that

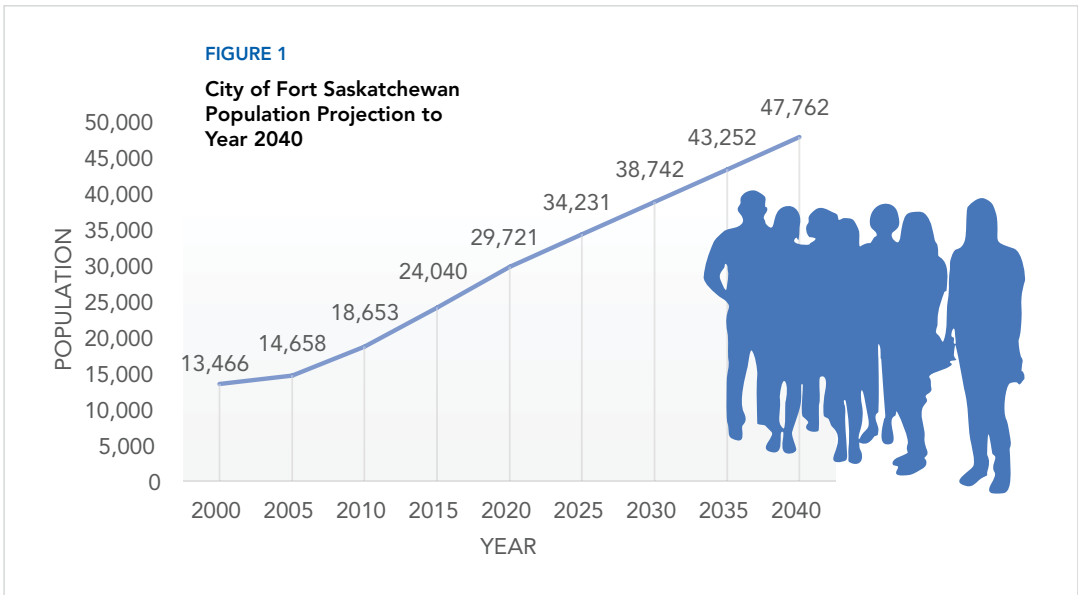
the population of Fort Saskatchewan will nearly double by 2040, growing at a rate of approximately 5,000 residents every five years.

The population projections can be used to anticipate the future demand for gymnastics programming in Fort Saskatchewan. The following chart extrapolates the current (2016) Fort Saskatchewan Gymnastics Club registrations over the next 17 years using the overall rate of growth suggested by the population projections. Using this methodology, it is estimated that registrations could increase by approximately 200 every five years.

Projection Source	2020	2025	2030
Population Growth Projections	29,721	34,231	38,742
Estimated Gymnastics Participants	1,285	1,477	1,669

However if data from the 2016 Statistics Canada Census is used as a future predictor it is likely that demand could increase more rapidly than the above figures suggest. As previously identified, the growth of the children and youth age cohort (0 to 14 years) in Fort Saskatchewan has outpaced general population growth.

Note: It is important that the above projections are based solely on population indicators and do not take into account a number of other factors which impact demand (e.g. popularity and trends, access to spaces/facilities, introduction of other programs to the market area, availability of instructors, etc.).



FINANCIALS

Finances for the Fort Saskatchewan Gymnastics Club are managed by the Fort Saskatchewan Minor Sports Association (MSA). The adjacent chart provides an overview of the Club's financial situation over the past four fiscal years (including the projected 2017 budget).

Year	Net Operations
2014	\$28,259
2015	\$29,790
2016	\$42,884
2017	\$30,275
Average	\$32,802

Registrations comprise the largest source of Club revenues (60% in 2017) and staff wages/honorariums are the largest source of expenditures. As reflected by the following chart, both of these items generally increase in lockstep with each other due to the need for more program instructors/coaches as registration numbers increase.

Year	Registration Revenue	Staffing Wages/Honorariums
2014	\$160,440	\$100,974
2015	\$182,206	\$104,556
2016	\$224,664	\$155,848
2017*	\$250,000	\$156,147

* Budgeted

Facility and related expenses (e.g. utilities) comprise approximately 10% of the Club's annual operating expenditures. The chart below summarizes rental and utility expenditures over the past four fiscal years. As reflected in the chart, expenditures have increased slightly on a year to year basis.

Year	Facility Rental/Lease Expenditures	Utilities	Total
2014	\$36,225	N/A	\$36,225
2015	\$36,309	\$724	\$37,033
2016	\$37,359	\$1,459	\$38,818
2017	\$38,000	\$2,000	\$40,000



TRENDS AND MUNICIPAL BENCHMARKING

SECTION THREE

INCLUDED IN THIS SECTION:

- Regional, provincial and national trends in gymnastics participation.
- Benchmarking research on municipal support for gymnastics facilities in Alberta.



TRENDS IN GYMNASTICS PARTICIPATION

The **Alberta Recreation Survey**, fielded every four to five years by Alberta Culture and Tourism, broadly measures participation rates for a variety of activities. The chart below identifies findings from the past three Alberta Recreation Surveys pertaining to gymnastics and other pertinent activities.

Participation by Alberta Households			
Activity	2013	2008	2004
Gymnastics	6.0%	7.1%	7.0%
Aerobics/Fitness	47.0%	37.7%	33.6%
Yoga/Pilates	29.3%	N/A	N/A
Trampoline	0.1%	N/A	N/A

In 2014, the **Canadian Youth Sport Report** was published and provides interesting insight into current sport participation trends in Canada. As reflected in the chart below, gymnastics is the seventh most participated in sport among Canadian children and youth ages 3 – 17.

Top 10 Sports and Activities in Canada Among Youth 3 – 17 (by current organized participation)	
Activity	Participants
Swimming	1,120,000
Soccer	767,000
Dance	625,500
Hockey	531,000
Skating	436,000
Basketball	354,000
Gymnastics	336,000
Track and Field: Running	330,000
Ballet	277,300
Karate	230,000



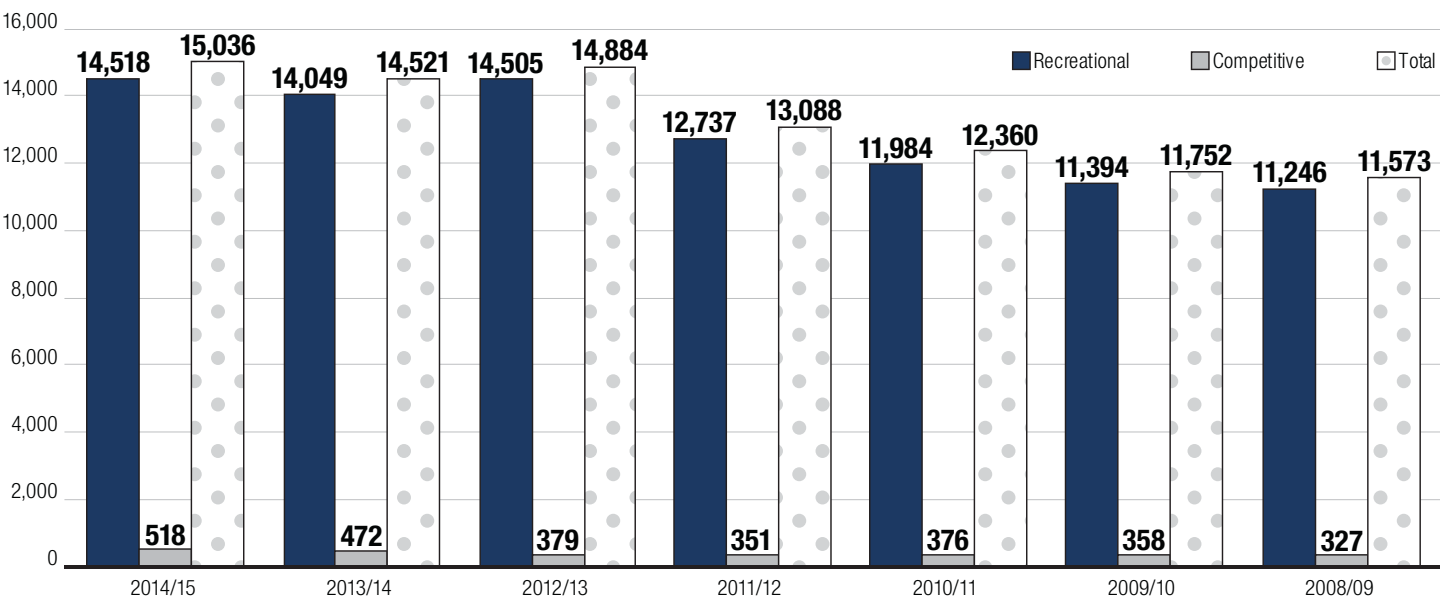
Alberta Gymnastics Federation sanctioned programs in the Edmonton area have experienced consistent and steady growth over the past 7 complete years. The number of recreational level participants has grown by 3,272 individuals (>20%) and the number of competitive participants has grown by 191 individuals (37%). In total, overall participation has increased by 3,463 individuals (23%). This growth is generally consistent with overall provincial figures which reflect growth from 39,254 to 54,445 participants (28%) over the past 7 complete years.

Over the past decade there has been increasing attention paid to developing fundamental movement skills and physical literacy in children and youth. Schools, provincial and national sport organizations, and municipal program providers have all worked towards further ingraining fundamental movement skills into programming and curriculum. Increased public support for gymnastics programs and infrastructure has in many instances been justified based on a strong alignment with physical literacy. Alignment with the **Canadian Sport for Life (CS4L)** and the **Long-Term Athlete Development model (LTAD)** has also become a requirement for national and provincial sport organizations. There are seven stages within the basic LTAD model:

- Stage 1: Active Start (0 – 6 years)*
- Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)*
- Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)*
- Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)*
- Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)*
- Stage 6: Train to Win (girls 18+, boys 19+)*
- Stage 7: Active for Life (any age participant)*

EDMONTON GYMNASTICS PARTICIPATION

2008 TO 2015



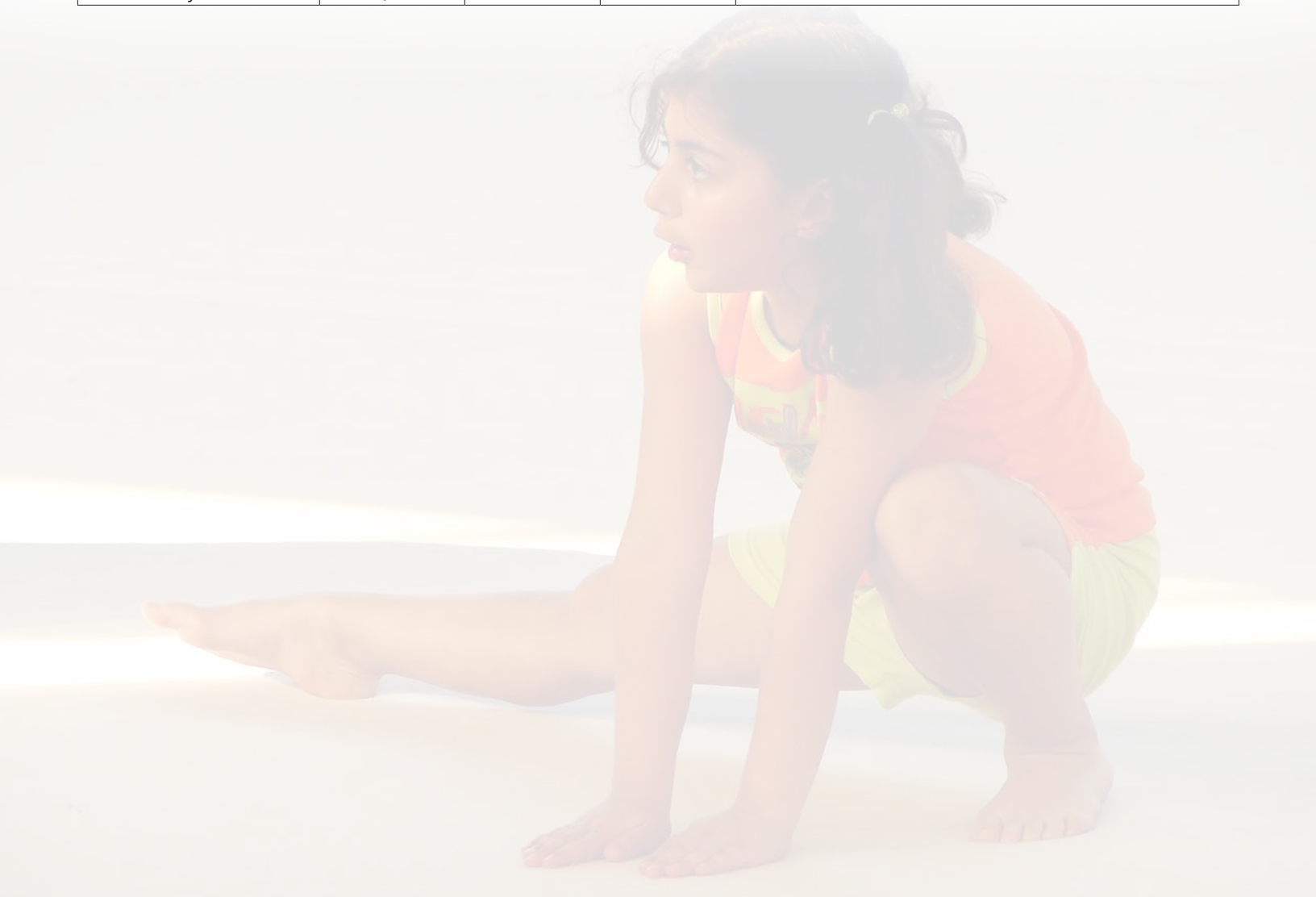
MUNICIPAL BENCHMARKING

Research was undertaken into municipal support for gymnastics clubs in Alberta. More specifically, this research was intended to identify urban municipalities in Alberta that support the provision of dedicated gymnastics facilities in their community. As reflected in the following charts, seven of the thirteen larger urban municipalities provide dedicated gymnastics space in municipally owned facilities to gymnastics clubs. Three of nine medium sized municipalities provide space to their local gymnastics club. The majority of these agreements are structured as leases and often include child care facilities within the scope of the lease arrangement.

Note: The City of Edmonton has also supported gymnastics facility provision through its Capital Partner Facility Grant Program (e.g. North Edmonton Gymnastics Club) and role in the development of the Saville Community Sports Centre (Ortona Gymnastics Club).

Larger Urban Municipalities (population of 20,000 to ~100,000)				
Municipality	Population (2016)	Municipal Support for a Dedicated Facility		Nature of Support
		Yes	No	
Sherwood Park (Strathcona County)	98,044	1		Dedicated gymnastics facility leased to the Salto Gymnastics Club.
City of St. Albert	65,589		1	—
City of Spruce Grove	34,066	1		Dedicated gymnastics facility recently constructed (Border Paving Centre) and leased to the Aerials Gymnastics Club.
City of Leduc	29,993		1*	* City has provided grants for capital upgrades and equipment purchase to the Club's facility.
City of Airdrie	61,581	1		Dedicated gymnastics facility at the Genesis Centre (municipally owned recreation centre) leased to the Airdrie Edge Gymnastics Club.
City of Grande Prairie	63,166	1		Dedicated gymnastics facility at the Eastlink Centre (municipally owned recreation centre) leased to the Grande Prairie Gymnastics Club.
City of Medicine Hat	63,260		1	—
Town of Cochrane	25,853	1		Dedicated gymnastics facility at the Spray Lake Family Sports Centre (municipally owned recreation centre) leased to the University of Calgary Gymnastics Club.
Fort McMurray (Regional Municipality of Wood Buffalo)	66,573		1	—
City of Lloydminster	31,400		1	—
City of Red Deer	100,418	1		Dedicated gymnastics facility at the Collicutt Centre (municipally owned recreation centre) leased to the Exelta Gymnastics Club.
City of Lethbridge	92,729	1		City (along with the Province) provided partial support for a facility.
Town of Okotoks	28,881		1	—

Medium-Sized Urban Municipalities <i>(population of 10,000 to ~20,000)</i>				
Municipality	Population (2016)	Municipal Support for a Dedicated Facility		Nature of Support
		Yes	No	
City of Lacombe	13,057		1	—
City of Cold Lake	14,961	1		Gymnastics Centre being constructed as part of the Energy Centre Expansion (Phase 3).
City of Wetaskiwin	12,655	1		City facilitated part of the curling club being retrofitted into a gymnastics facility.
City of Brooks	14,436		1	—
City of Camrose	18,742		1	—
Town of Canmore	13,992	1		Decommissioned pool retrofitted for gymnastics and leased to the Canmore Illusions Gymnastics Club.
Town of High River	13,584		1	—
Town of Strathmore	13,756		1	—
Town of Sylvan Lake	14,816		1	—



OPTIONS

SECTION FOUR

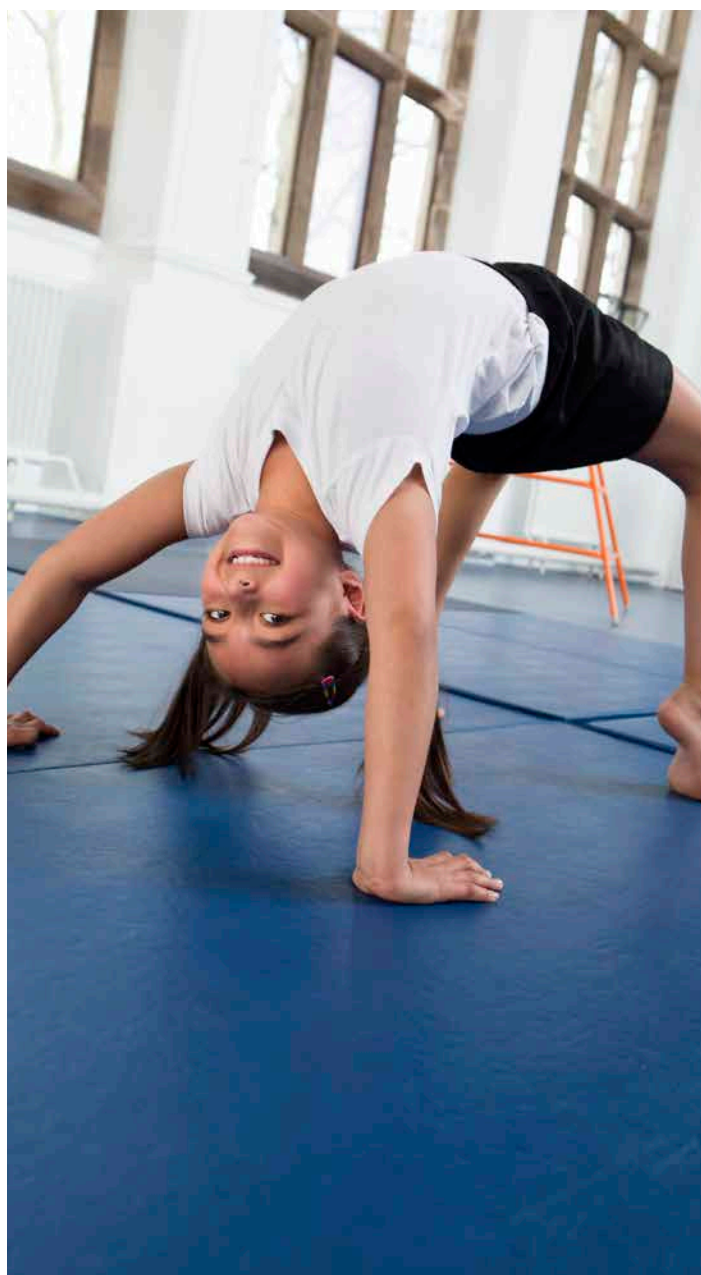
INCLUDED IN THIS SECTION:

- Overview of required amenity and component spaces.
- Description of potential options.
- Floor plans and cost estimates for each potential option.

General spatial needs for a gymnastic facility were identified based on a review of other facilities in the market area and discussions with the Fort Saskatchewan Gymnastics Club. Outlined below is an overview of the base components and amenities required in a potential Fort Saskatchewan Gymnastics facility.

- ~15,000 – 20,000 ft² of functional space
- Main program/floor space that can accommodate pits, trampoline and tumbling apparatus, separate parent and tot space and large matted areas
- Suitable ceiling height of at least 25 feet (preferably 30 – 35 feet)
- Ability to access separate program rooms for dance, yoga, fitness and birthday parties
- Change rooms
- Lobby and circulation space
- Administration and staff areas
- Suitable seating areas

* Space for child-care was also identified as being desirable and could be a source of additional revenue for the Club.



A range of options have been identified that could potentially meet community needs for a gymnastics facility. These options are summarized in the chart below and profiled in additional detail on the following pages and in the appendices. With the exception of Option 2A, these spaces have been developed to meet the needs for 15,000 – 20,000 ft² of functional space. However some fluctuation does occur due to the characteristics of the existing spaces that would be retrofitted (e.g. size of the existing structure, support amenities, etc.).

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B Option 2 is only deemed viable if the function(s) served by these existing spaces is replaced as part of a future project (i.e. new aquatics facility or field house). The capital costs identified for Option 2 do not reflect the costs associated with replacement of the Harbour Pool or DCC Gymnasium. See Appendix A for this information.

OPTION 1: NEW FACILITY CONSTRUCTION

Estimated Capital Cost: \$7,681,825*

Total Building Size: 20,290 ft²*

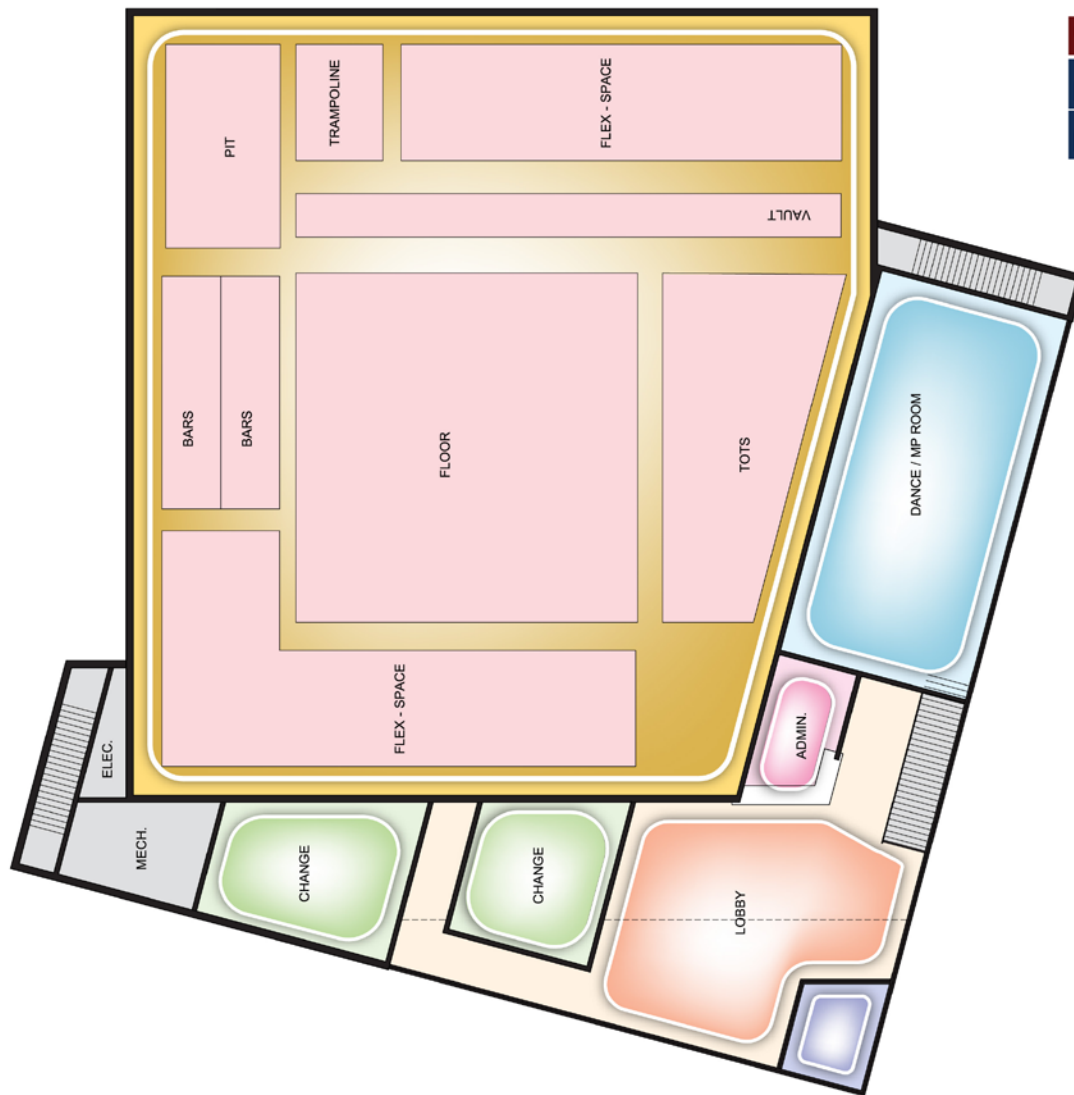
Other Requirements/Pre-Requisites:

- Requires a serviced site in the range of 5 acres (2 ha.).
- Sufficient vehicular access and on-site or adjacent parking.

* See appendices for detailed spaces and costs.

FLOOR PLAN—OPTION 1: NEW FACILITY CONSTRUCTION

MAIN FLOOR



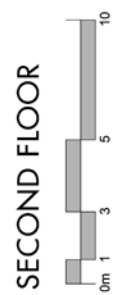
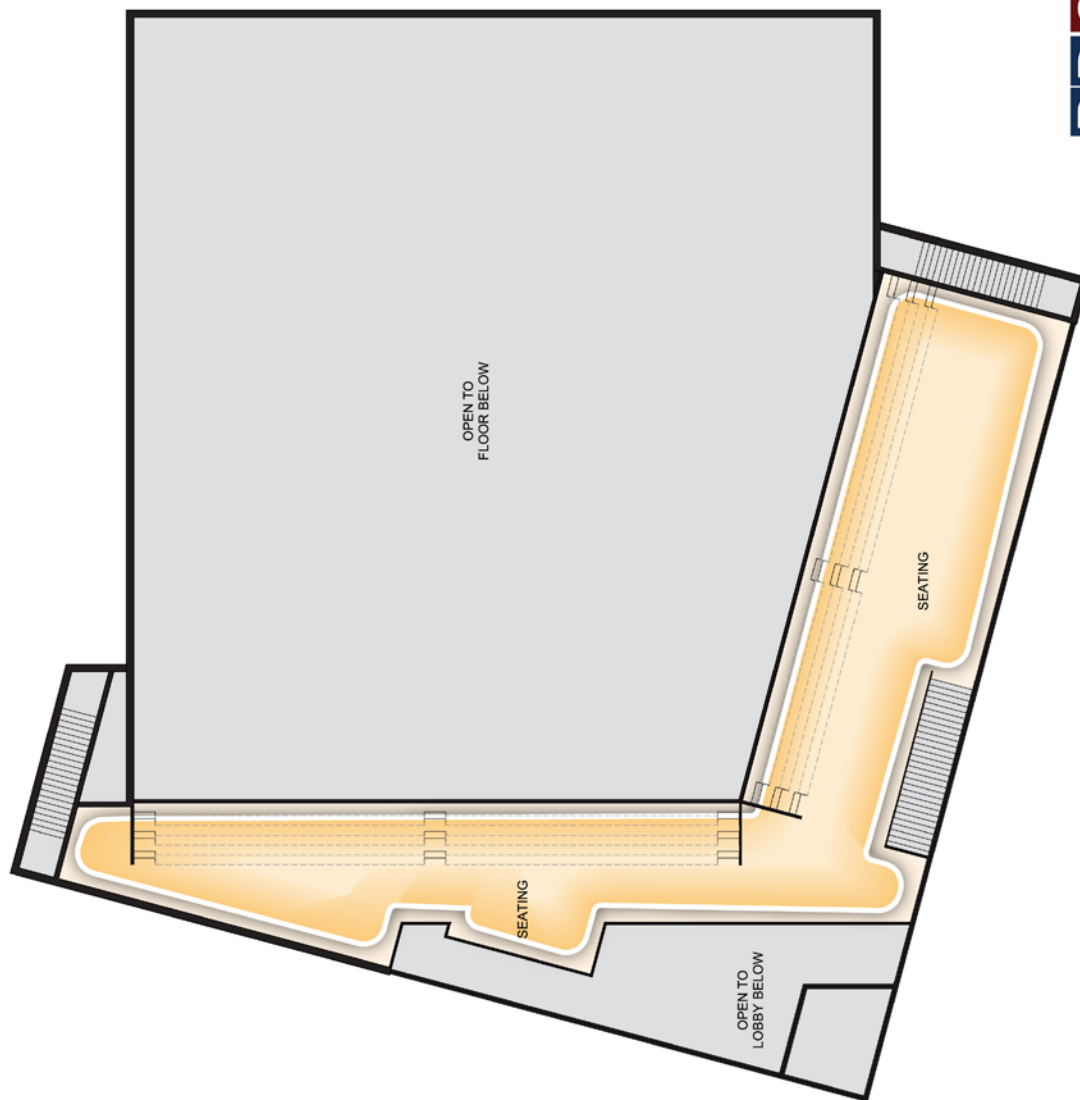
MAIN FLOOR

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FLOOR PLAN—OPTION 1: NEW FACILITY CONSTRUCTION

SECOND FLOOR



OPTION 2: REPURPOSING OF A MUNICIPAL FACILITY

DOW CENTENNIAL CENTRE GYMNASIUM (OPTION 2A: DCC GYMNASIUM RETROFIT USING THE EXISTING FOOTPRINT)

Estimated Capital Cost: \$2,678,188*

Total Building Size: 7,939 ft²*

Other Requirements/Pre-Requisites:

- Only viable if community needs for gymnasium and Flexhall space can be accommodated elsewhere (e.g. future DCC expansion phase).
- Assumes gymnastics club can access existing multi-purpose rooms and support spaces at the DCC as this option would only retrofit the gymnasium space into active program space.

* Does not include costs associated with the replacement of the DCC Gymnasium. The capital cost of developing a new field house facility (which would replace the DCC Gymnasium) is estimated at \$18,500,000. See Appendix A for additional detail on estimated operating costs and debenture borrowing implications.

DOW CENTENNIAL CENTRE GYMNASIUM (OPTION 2B: DCC GYMNASIUM RETROFIT AND BUILDING FOOTPRINT EXPANSION)

Estimated Capital Cost: \$3,765,570*

Total Building Size: 15,336 ft²*

Other Requirements/Pre-Requisites:

- Only viable if community needs for gymnasium and Flexhall space can be accommodated elsewhere (e.g. future DCC expansion phase).

* Does not include costs associated with the replacement of the DCC Gymnasium. The capital cost of developing a new field house facility (which would replace the DCC Gymnasium) is estimated at \$18,500,000. See Appendix A for additional detail on estimated operating costs and debenture borrowing implications.

HARBOUR POOL (OPTION 2C: HARBOUR POOL RETROFIT)

Estimated Capital Cost: \$5,726,500*

Total Building Size: 23,229 ft²*

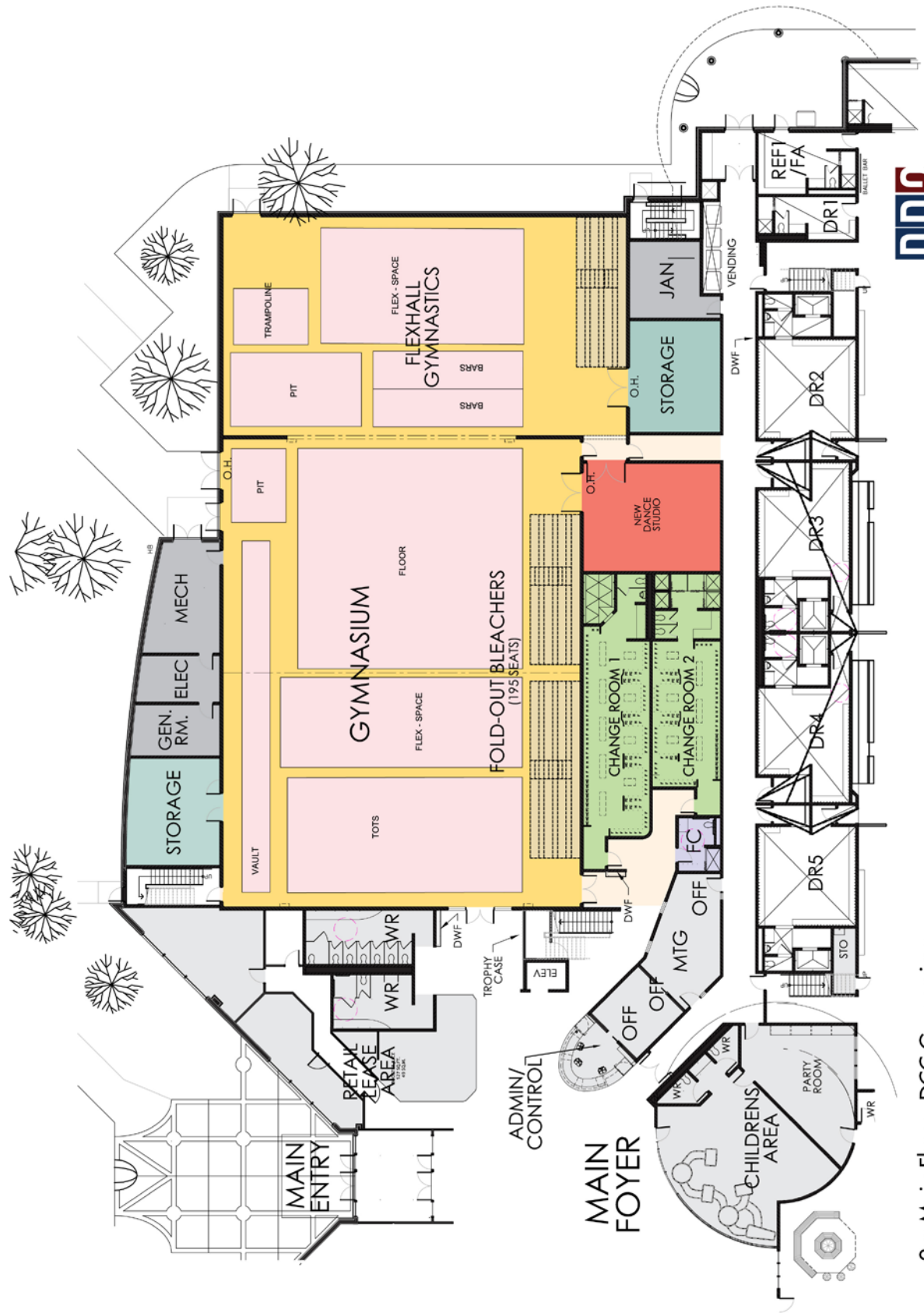
Other Requirements/Pre-Requisites:

- Only viable if aquatics can be sufficiently provided for the community at a new facility.
- Detailed facility condition assessment of the Harbour Pool building is required to further confirm costs.

* Should this option be pursued, the scope of the potential new aquatics facility at the DCC would need to increase in order to meet community needs. The additional capital cost of increasing the scope of the new Aquatics Facility is estimated to be \$10,000,000. See Appendix A for additional detail on estimated operating and debenture borrowing implications.

FLOOR PLAN—OPTION 2A: REPURPOSING OF A MUNICIPAL FACILITY

DOW CENTENNIAL CENTRE GYMNASIUM RETROFIT (MAINTAINING THE SAME FOOTPRINT)



BR2
ARCHITECTURE

2a: Main Floor - DCC Gymnasium



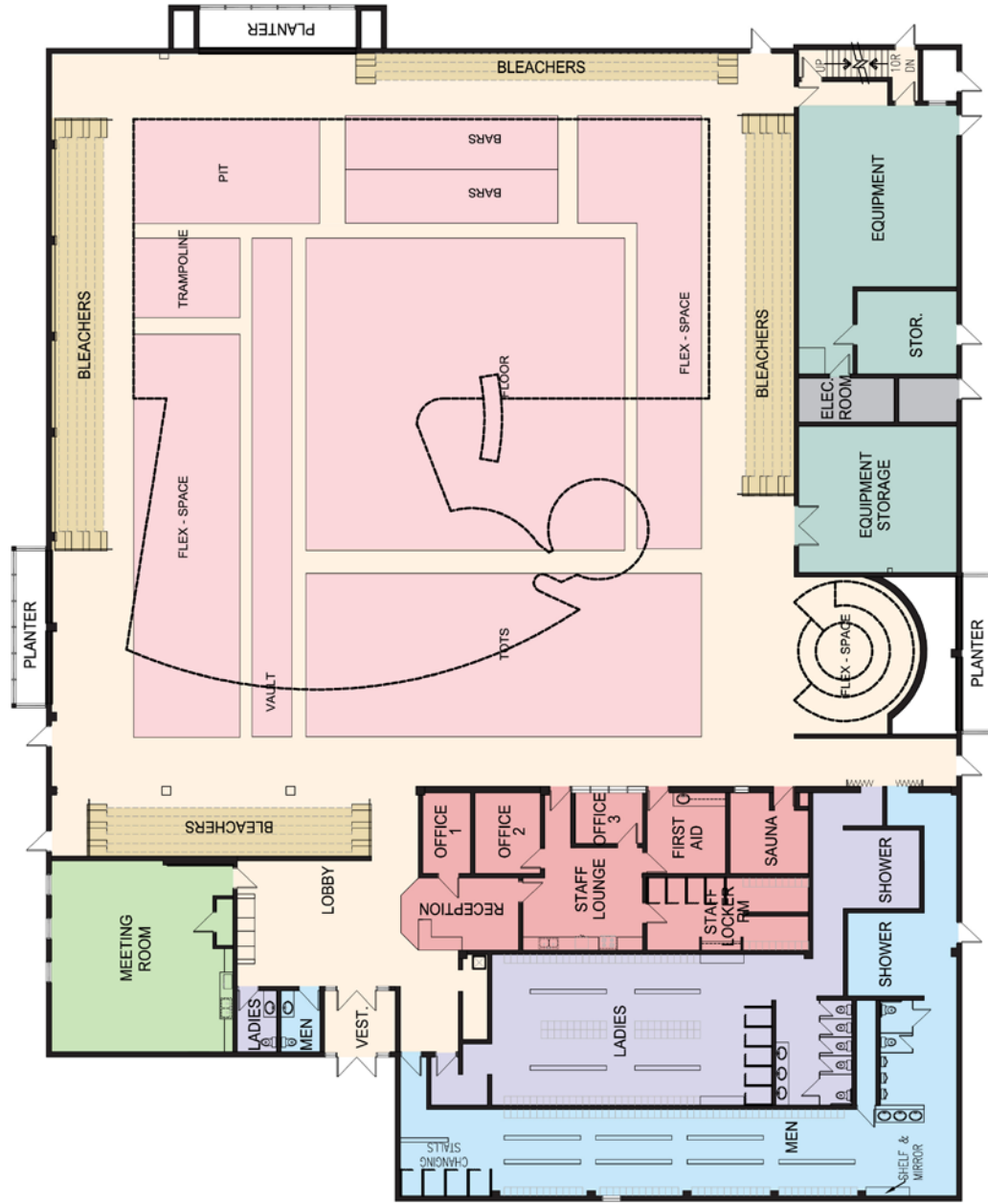
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CITY OF FORT SASKATCHEWAN GYMNASTICS FEASIBILITY STUDY



FLOOR PLAN—OPTION 2C: REPURPOSING OF A MUNICIPAL FACILITY

HARBOUR POOL



2c: Main Floor - Harbour Pool

OPTION 3: PURCHASE AND REPURPOSING OF A FACILITY

Building Requirements:

- Building size of approximately 15,000 ft² – 20,000ft².
- Sufficient parking and vehicular access.
- Ceiling height of 25 ft (30 – 25 ft preferred).
- Shell space that can easily be fitted for gymnastics.
- No or minimal beams/pillars.

Estimated Costs:

- Estimated purchase cost: \$1,000,000 – \$3,000,000*
- Estimated renovation cost: \$2,000,000 – \$3,000,000*

* Quality and condition of the building purchased is likely to have a significant impact on the renovation cost.

OPTION 4: LEASE AND REPURPOSING OF A FACILITY

Building Requirements:

- Building size of approximately 15,000 ft² – 20,000ft².
- Sufficient parking and vehicular access.
- Ceiling height of 25 ft (30 – 25 ft preferred).
- Shell space that can easily be fitted for gymnastics.
- No or minimal beams/pillars.

Estimated Costs:

- Estimated monthly lease cost: \$16 – \$22 ft² (\$20,000+ per month)
- Estimated renovation cost: \$2,000,000 – \$3,000,000



SUMMARY AND IMPACTS

SECTION FIVE

INCLUDED IN THIS SECTION:

- Overview of key research findings.
- Analysis of potential options.
- Impacts on the priorities outlined in the 2015 Recreation Facility and Parks Master Plan Update.



KEY RESEARCH FINDINGS

Identified as follows are key research findings as presented in this document which may impact the need and viability of developing a gymnastics facility in the community.

- Growth of the children and youth cohorts in Fort Saskatchewan over the past decade has been significant. Growth projections suggest that the population of Fort Saskatchewan may double over the next 15 – 20 years.
- Local and provincial data and trends suggest that gymnastics will continue to grow, driven largely by young children and recreational programming.
- A number of municipalities of a similar size to Fort Saskatchewan have supported the development of gymnastics facilities.
- Given the relatively small amount of net revenue generated annually by the Club, any increases in building related expenditures (rent/lease or utilities) would most likely need to be recouped through increased registration fees or ongoing municipal support.
- The inclusion of a day care offering in a new facility may provide the opportunity to generate revenue during non-peak hours. This model has been successful in the market area.
- Club staffing expenditures generally increase in lockstep with registration numbers/revenue. Should the Club move into an expanded facility, detailed operational analysis will need to further clarify operational implications and the ideal program mix.

OPTIONS ANALYSIS

The following chart provides an analysis of the strengths and challenges of each potential option.

Option	Strengths	Challenges	Capital Costs ^A (\$M 2017)
New Facility Construction	<ul style="list-style-type: none"> • Purpose built facility would most optimally meet design and functional requirements for gymnastics. • Site flexibility. • Would incrementally add to the inventory of recreation facilities in the city. • A new facility is likely to have the longest tenure of all the options before requiring significant capital reinvestment (e.g. upgrades to building mechanical and structural systems). 	<ul style="list-style-type: none"> • Significant capital expenditure. • Site location and requirements are unknown (would require the acquisition of a new site or use of existing City land inventory). 	<ul style="list-style-type: none"> • \$7,681,825 (excluding land purchase)
Repurposing of a Municipal Facility ^B	<ul style="list-style-type: none"> • May present the opportunity to sustain and refresh an existing municipal facility. • Integrating a gymnastics facility into an existing City recreation facility could provide opportunities for operational synergies and efficiencies. • Option 2C (Harbour Pool retrofit) has sufficient space to fully accommodate a gymnastics retrofit and could utilize existing amenity spaces. 	<ul style="list-style-type: none"> • Only a viable option if the current use (e.g. aquatics, judo use of the Flex Hall, and gymnasium space) is enhanced through new development elsewhere (e.g. future DCC phases). • While the DCC Gymnasium/ Flex Hall area could be added onto with relative ease to provide needed amenity and support spaces (as suggested by Option 2B), expanding the main program space is challenging. • Capital costs for this option could increase if any additional issues are found during the retrofit construction. • Aligning the retrofit project with the replacement of the existing spaces is likely to be challenging. 	<ul style="list-style-type: none"> • Option 2A (DCC Gymnasium retrofit using the existing footprint): \$2,678,188 • Option 2B (DCC Gymnasium retrofit and building footprint expansion): \$3,765,570 • Option 2C (Harbour Pool retrofit): \$5,726,500

Option	Strengths	Challenges	Capital Costs ^A (\$M 2017)
Purchase and Repurposing of a Facility	<ul style="list-style-type: none"> • Would add to the inventory of City owned recreation facilities in the community. • Would not require an existing City provided recreation space to be accommodated elsewhere. 	<ul style="list-style-type: none"> • Facility would not be purpose built (some design limitations may exist) • Quality and condition of potential buildings available for purchase may be unknown and will require detailed assessment to mitigate risk. • No opportunity to capitalize on synergies with other City recreation facilities. • Limited inventory of suitable buildings available for purchase in the city. • Total cost of purchase and retrofit is similar to other options. 	<ul style="list-style-type: none"> • Estimated purchase cost: \$1,000,000 – \$3,000,000 • Estimated renovation cost: \$2,000,000 – \$3,000,000
Lease and Repurposing of a Facility	<ul style="list-style-type: none"> • Lowest capital cost option. • Provides future flexibility. • Lease to own option may exist. 	<ul style="list-style-type: none"> • Ongoing lease cost is significant. • Facility would not be purpose built (some design limitations may exist). • May not provide a permanent solution (the same situation currently being faced by the Club could occur again near the end of the lease). • Capital investment would still be required for a facility that is not City or Club owned. • Limited inventory of suitable buildings available for lease in the city. • No opportunity to capitalize on synergies with other City recreation facilities. 	<ul style="list-style-type: none"> • Estimated monthly lease cost: \$16 – \$22 ft² (\$20,000+ per month) • Estimated renovation cost: \$2,000,000 – \$3,000,000

A Capital costs identified are to the value of $\pm 20\%$.

B Option 2 is only deemed viable if the function(s) served by these existing spaces is replaced as part of a future project (i.e. new aquatics facility or field house). The capital costs identified for Option 2 do not reflect the costs associated with replacement of the Harbour Pool or DCC Gymnasium. See Appendix A for this information.

OPTIONS SCORING AND RANKING

The following scoring metric has been developed to assist with the preliminary analysis of the options presented. This metric takes into account a number of the considerations outlined in this study document and is intended to rank the options in a logical and transparent manner. Based on this preliminary scoring of the options, the New Build (Option 1) ranks as the most preferable option. However the DCC Gymnasium retrofit and building footprint expansion (Option 2B) and Harbour Pool retrofit (Option 2A) also score highly.

It is important to note that this analysis does not currently take into account any ongoing operational considerations as these are currently unknown (i.e. lease cost to the Club, responsibilities for maintenance and upkeep, capital reserve contributions, etc.). Should the City decide to move forward with supporting a gymnastics facility, these inputs will require further discussion, clarification, and analysis before a final preferred approach can be identified.

* Weighting for each consideration is assumed to be the same at this time. However, as the potential project evolves the City may wish to adapt this model by adjusting the weighting for considerations that are more/less important.

Consideration	Scoring Criteria	Option 1 (New Build)	Option 2A (DCC Gymnasium retrofit using the existing footprint)	Option 2B (DCC Gymnasium retrofit and building footprint expansion)	Option 2C (Harbour Pool Retrofit)	Option 3 (Purchase and Repurposing of a Facility)	Option 4 (Lease and Repurposing of a Facility)
Capital Cost (as a stand alone option)	<p>3 points: Total estimated capital cost required for purchase, development and/or retrofit is <\$2M dollars.</p> <p>2 points: Total estimated capital cost required for purchase, development and/or retrofit is estimated between \$2 M and \$5M dollars.</p> <p>1 point: Total estimated capital cost required for purchase, development and/or retrofit is estimated between \$ 5M and \$7M dollars.</p> <p>0 points: Total estimated capital cost required for purchase, development and/or retrofit is estimated to exceed \$7 M dollars.</p>	0	2	2	1	1	2
Impacts on Current City-provided Recreation Amenities	<p>3 points: Option does not require another City recreation facility amenity to be relocated.</p> <p>0 points: Option requires another City recreation facility amenity to be relocated.</p>	3	0	0	0	3	3

Consideration	Scoring Criteria	Option 1 (New Build)	Option 2A (DCC Gymnasium retrofit using the existing footprint)	Option 2B (DCC Gymnasium retrofit and building footprint expansion)	Option 2C (Harbour Pool Retrofit)	Option 3 (Purchase and Repurposing of a Facility)	Option 4 (Lease and Repurposing of a Facility)
Capacity	<p>3 points: The option would completely meet the long-term spatial needs of gymnastics in Fort Saskatchewan.</p> <p>2 points: The option would meet short and medium-term needs for gymnastics in Fort Saskatchewan but may have limitations in the long-term.</p> <p>1 points: The option would help address immediate needs but may be challenged to meet medium and long-term needs for gymnastics space in Fort Saskatchewan.</p> <p>0 Points: The ability to secure a suitably sized space is currently uncertain.</p>	3	1	2	3	0	0
Quality and Functionality of the Space <i>* For options 2 and 3 assumes the ability to secure a suitable space.</i>	<p>3 points: The option would provide an optimal facility for gymnastics and related programming.</p> <p>2 points: The option would provide a facility that is well suited for gymnastics and related programming with minor functional or amenity limitations.</p> <p>1 point: The option would provide a facility that is functional for gymnastics and related programming, however limitations are likely.</p> <p>0 points: The option would provide a facility that has significant limitations.</p>	3	1	2	2	2	2

Consideration	Scoring Criteria	Option 1 (New Build)	Option 2A (DCC Gymnasium retrofit using the existing footprint)	Option 2B (DCC Gymnasium retrofit and building footprint expansion)	Option 2C (Harbour Pool Retrofit)	Option 3 (Purchase and Repurposing of a Facility)	Option 4 (Lease and Repurposing of a Facility)
Synergies With Other City-provided Recreation Facilities and Amenities	<p>3 points: The option is directly co-located with existing City provided recreation amenities/facilities and would provide operational efficiencies, synergies and programming opportunities.</p> <p>2 points: The option may be a stand alone building but located on a recreation focused site and could include amenities and spaces that are available for City and non-gymnastics community programming.</p> <p>0 points: The option is likely to be a stand alone building and not on a recreation focused site, with minimal or no spaces available for City and non-gymnastics community programming.</p>	2	3	3	2	0	0
Operational Viability	<p>2 points: The option would not require an ongoing City subsidy and can self fund a reserve.</p> <p>1 point: The option would not require an ongoing City subsidy but will require a reserve contribution from the City.</p> <p>0 points: The option would require an ongoing City subsidy.</p>	TBD	TBD	TBD	TBD	TBD	TBD
Total Points		11	7	9	8	6	7
Preliminary Rank (1 – 6)		1	T4	2	3	6	T4

GYMNASTICS FEASIBILITY STUDY

FINANCIAL IMPACTS

APPENDIX A

Gymnastics Feasibility Study Financial Impacts

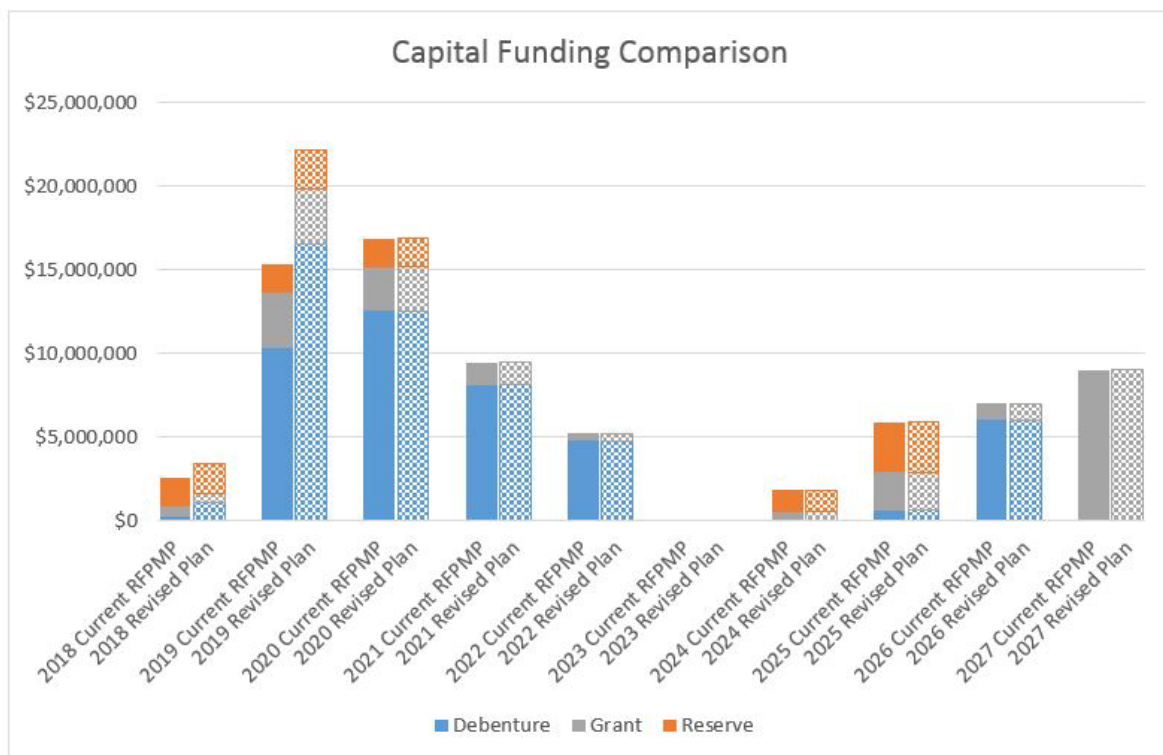
Assumptions:

- No costs for land purchase, assumed the new facility would be built at the Dow Centennial centre location.
- No rent was built in to offset operating costs as lease agreement would need to be negotiated
- Tax impact based on tax split of 41% resident and 59% non-resident and estimated assessment growth rates are based on past trends and averages; any increase or decrease in assessment growth will change the tax impact

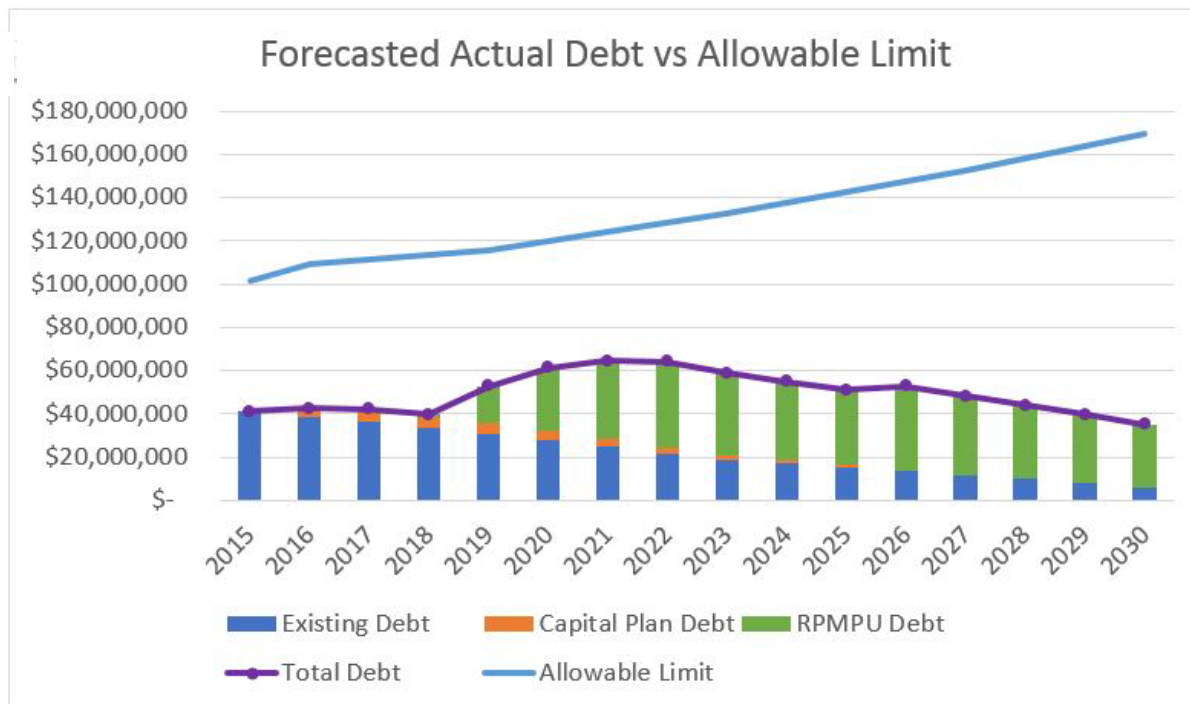
Option 1: Current Recreation Facility and Parks Master Plan Update (RFPMPU) with new Gymnastics Facility (2018 - 2019)

Capital:

The capital cost of the new facility is estimated to be \$7,681,825 and would be debenture funded and reserve funded. The impact of this additional capital on the current RFPMPU is:



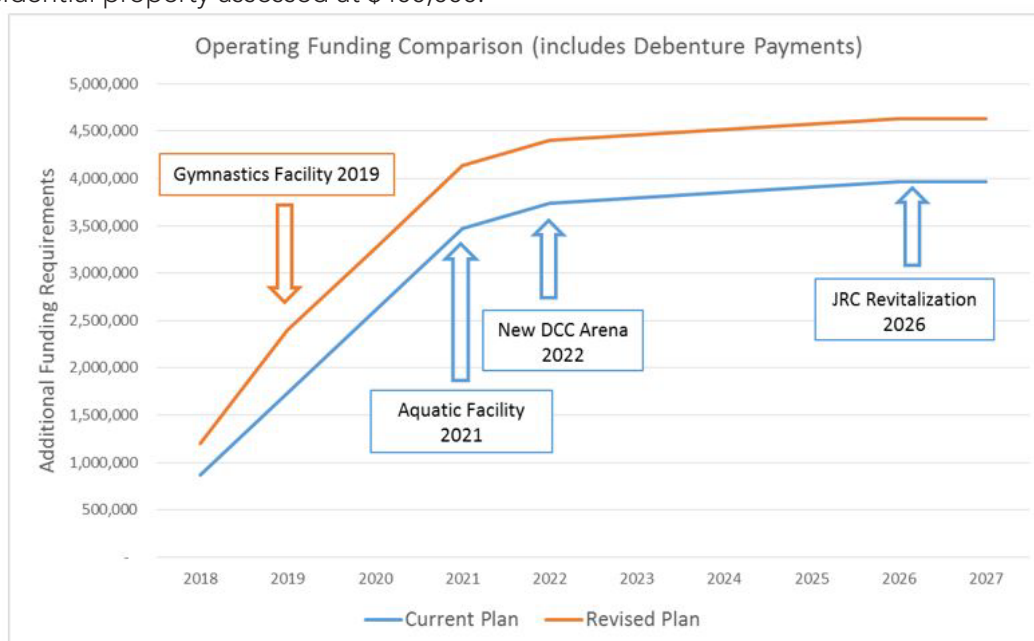
With the added debt, the City's allowable total debt limit would peak at 52% in 2021 (versus 47% with the current RFPMPU).



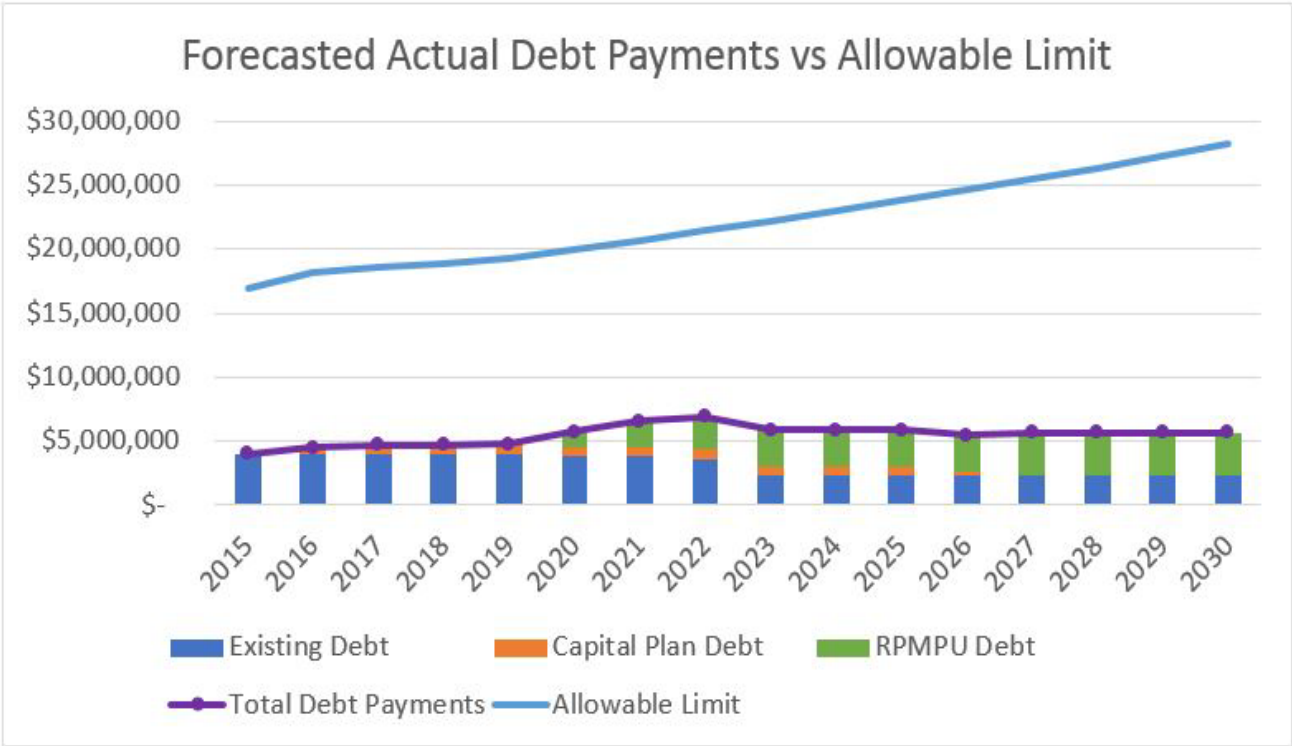
Operating:

The estimated operating costs of the new facility are \$663,500 which includes \$207,500 to operate and maintain the building at an average cost of \$10.25 per sq.ft and \$456,000 for the debenture payment.

To smooth the tax impact, \$332,000 will be added to the budget each year in 2018 & 2019. The incremental tax impact of adding a Gymnastics facility is an estimated increase of \$16.00 per year for a residential property assessed at \$400,000.



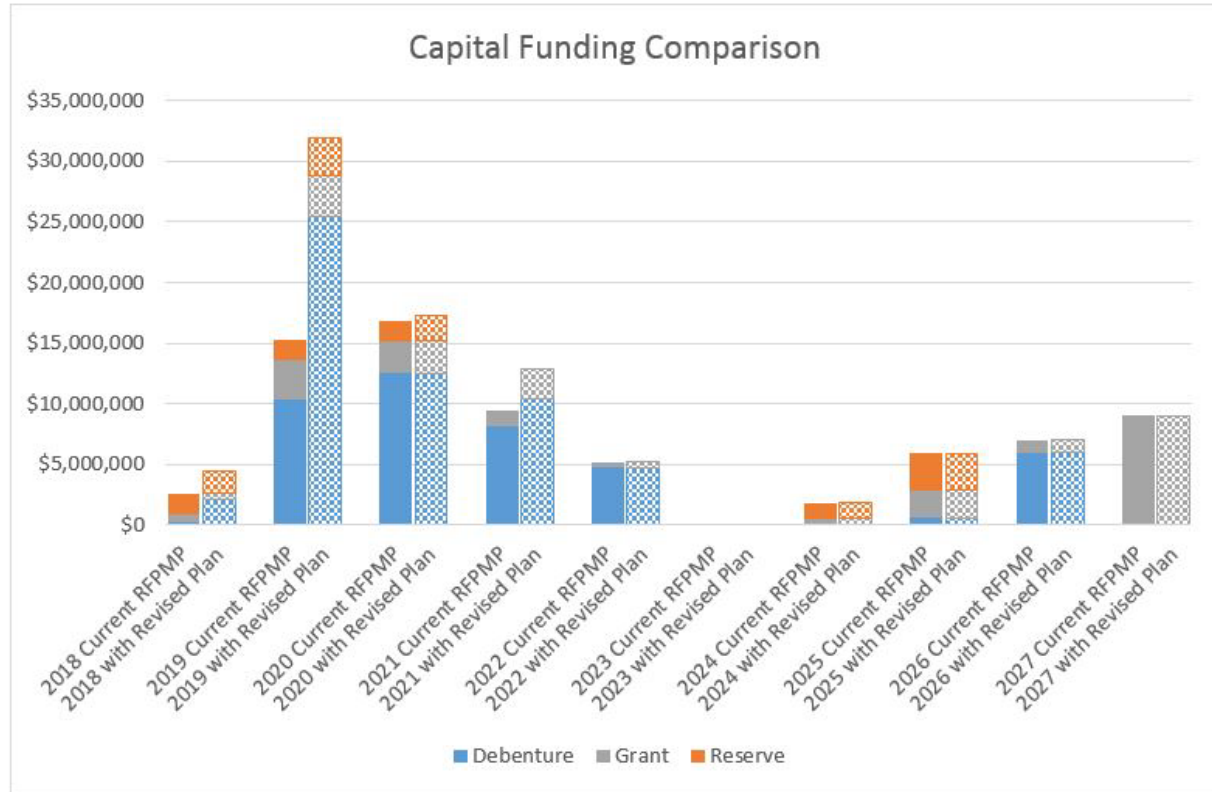
With the added debt, the City's allowable service on debt limit would peak at 32% in 2022 (versus 30% with the current RFPMPU).



Option 2B: Current RFPMPU with new Field House in 2018 - 2019 & Expanding the DCC in 2020 - 2021

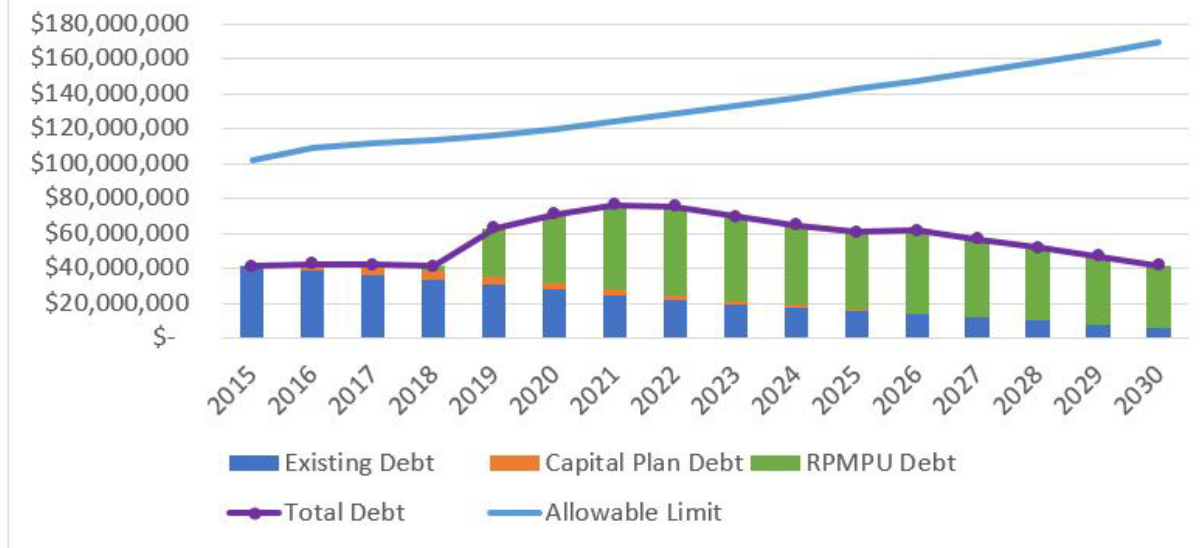
Capital:

The capital cost of the new field house is estimated to be \$18,500,000 and would be debenture funded and reserve funded. To retrofit and expand the current gymnasium and Flexhall at the DCC is estimated to cost \$3,765,570 and would be debenture funded, MSI grant funded, and reserve funded. The impact of this additional capital on the current RFPMPU is:



With the added debt, the City's allowable total debt limit would peak at 61% in 2021 (versus 47% with the current RFPMPU).

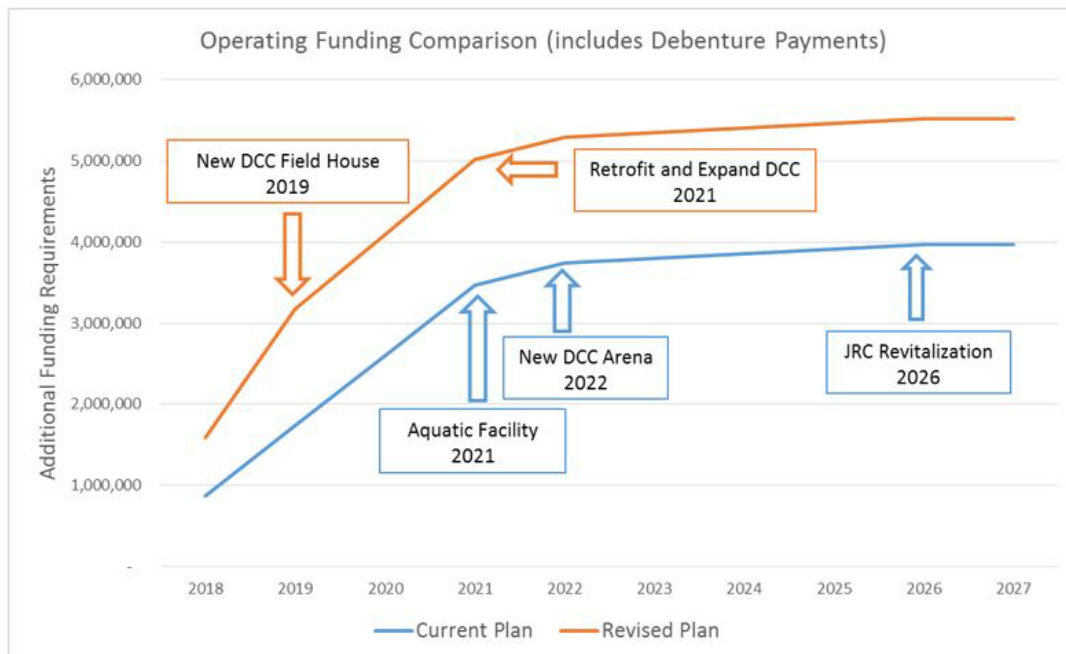
Forecasted Actual Debt vs Allowable Limit



Operating:

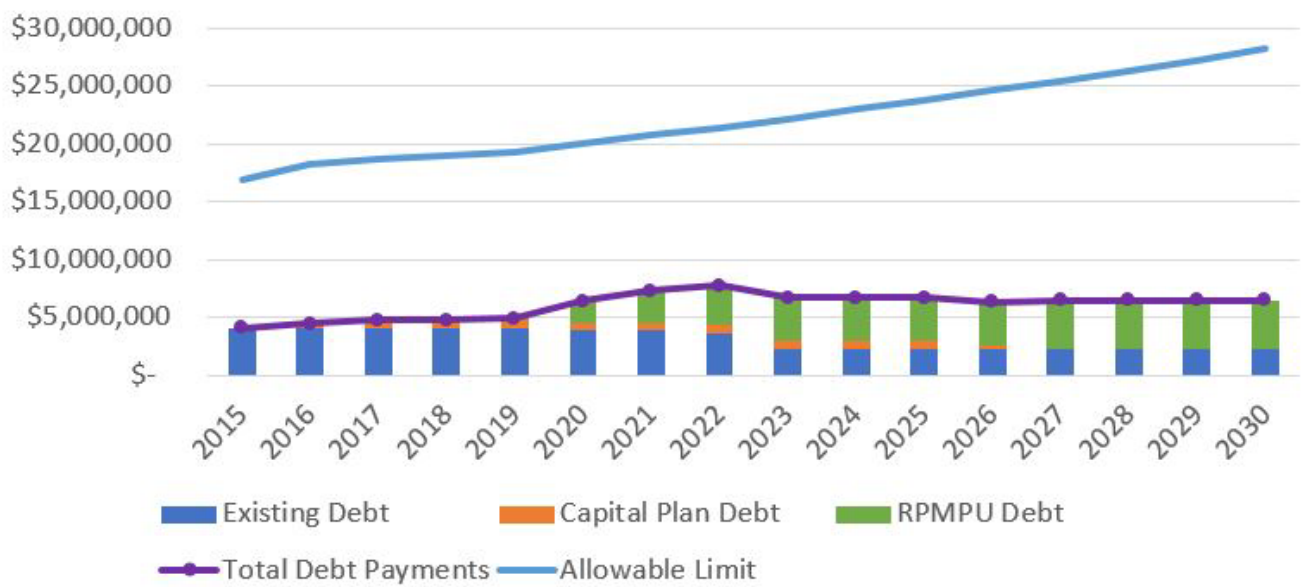
The estimated operating costs of the new field house is \$1,325,000 which includes \$215,000 to operate and maintain the building and \$1,110,000 for the debenture payment. The estimated operating costs of retrofitting and expanding the DCC is \$221,000; \$71,500 to operate and maintain the building at an average cost of \$10.25 per sq.ft and \$149,500 for the debenture payment.

To smooth the tax impact, \$720,300 will be added to the budget each year in 2018 & 2019 and \$55,300 in 2020 & 2021. The incremental tax impact of adding a field house and retrofitting and expanding the DCC is an estimated increase of \$34.00 per year for 2018 & 2019 and \$3.00 per year for 2020 & 2021 for a residential property assessed at \$400,000.



With the added debt, the City's allowable service on debt limit would peak at 36% in 2022 (versus 30% with the current RFPMPU).

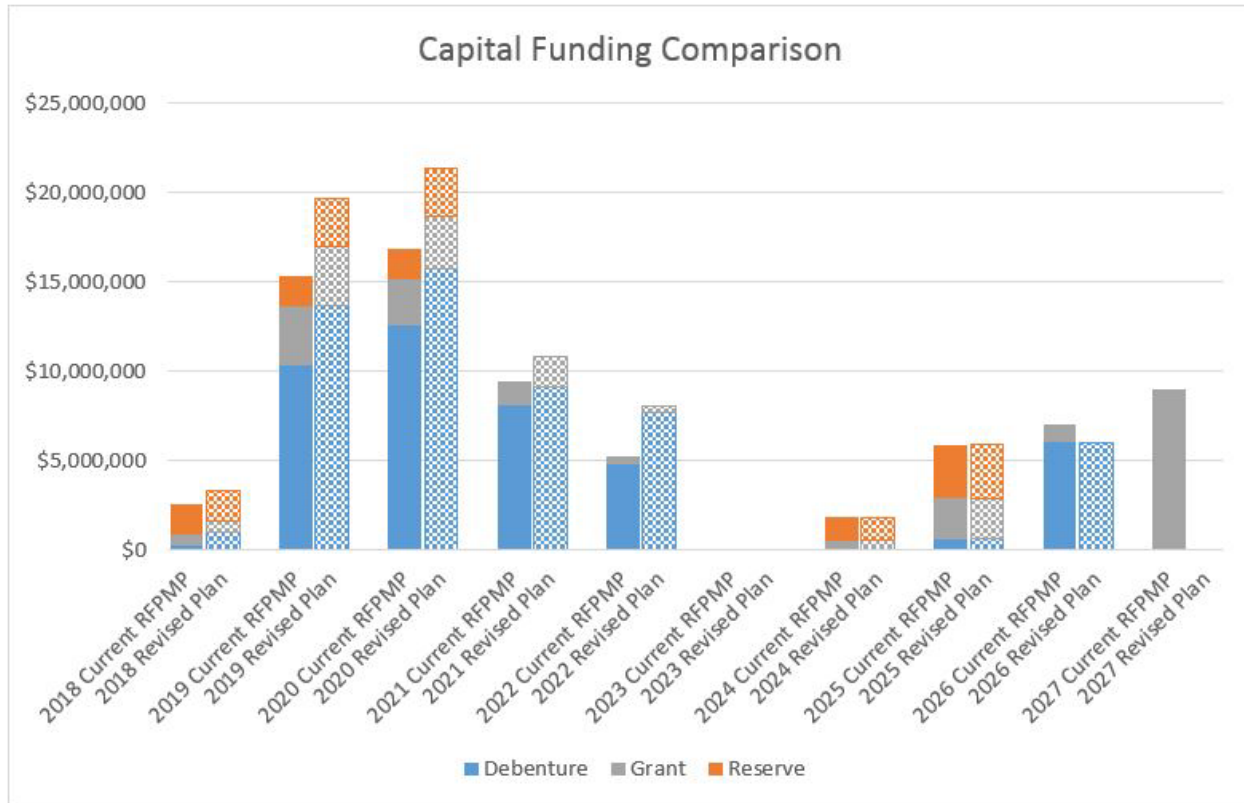
Forecasted Actual Debt Payments vs Allowable Limit



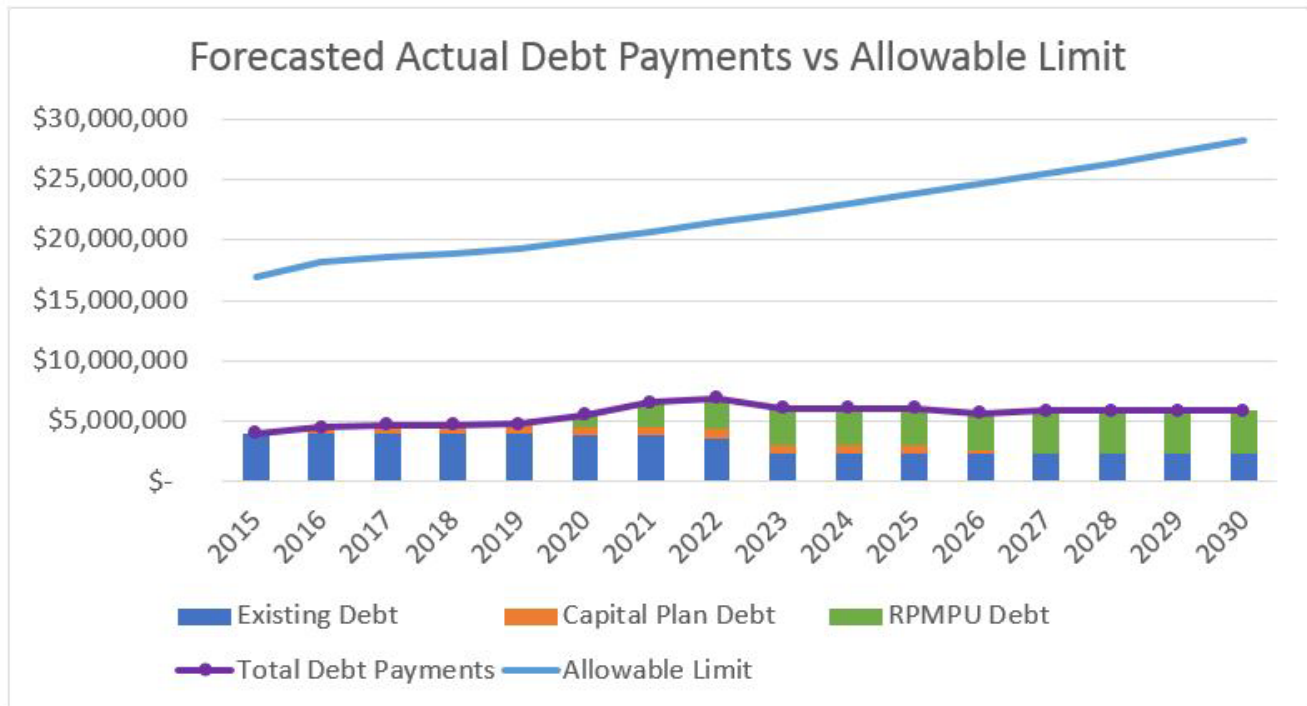
Option 2C: Increase Scope of New Aquatics Facility and Retrofit Harbour Pool in 2022 - 2023

Capital:

The additional capital cost of increasing the scope of the new Aquatics Facility is estimated to be \$10,000,000 and the cost to retrofit Harbour Pool is estimated to be \$5,726,500 both of which would be funded through a combination of debenture funding, MSI grant funding, and reserve funding. The revitalization of the Harbour Pool that was scheduled to occur in 2026 & 2027 will no longer be required; therefore freeing up \$10,000,000 in MSI grant funding. The impact of this additional capital on the current RFPMPU is:



With the added debt, the City's allowable total debt limit would peak at 53% in 2022 (versus 47% for the current RFPMPU).

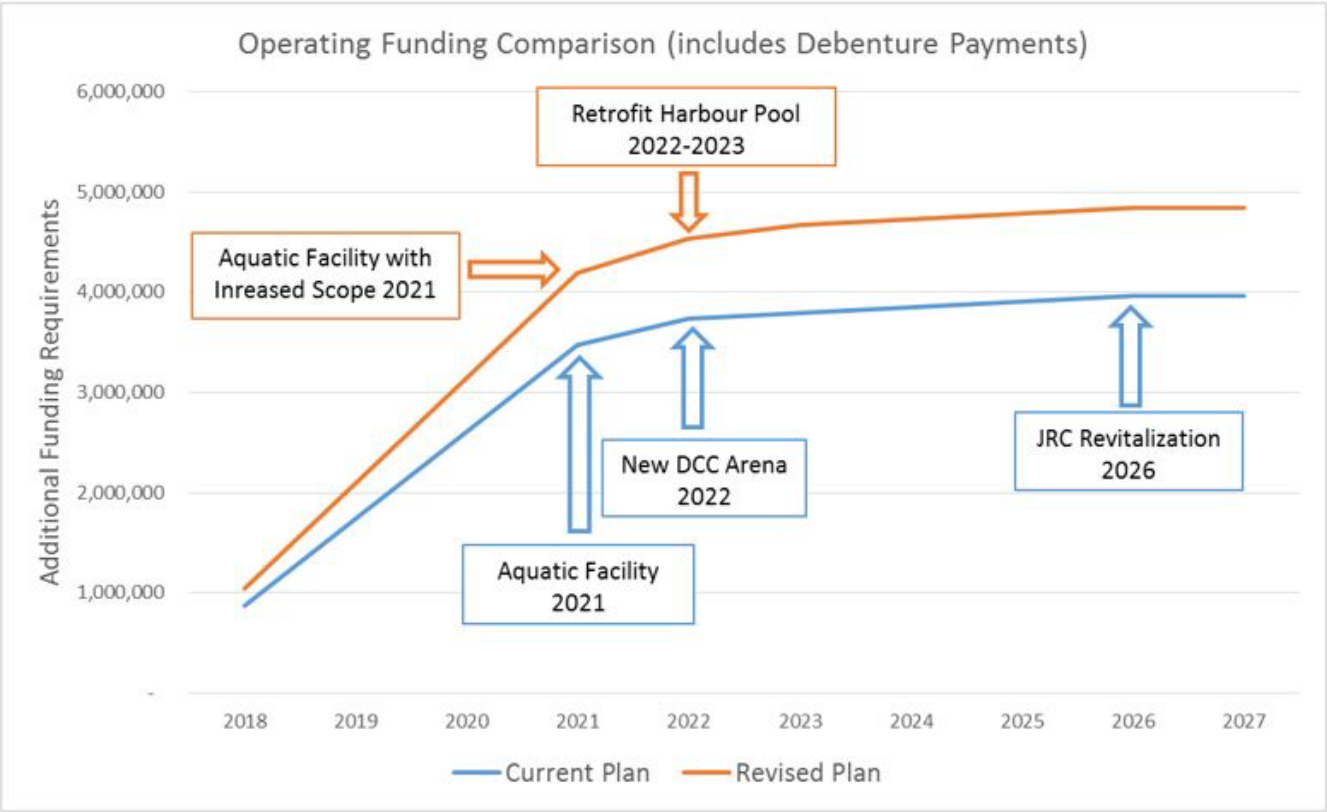


Operating:

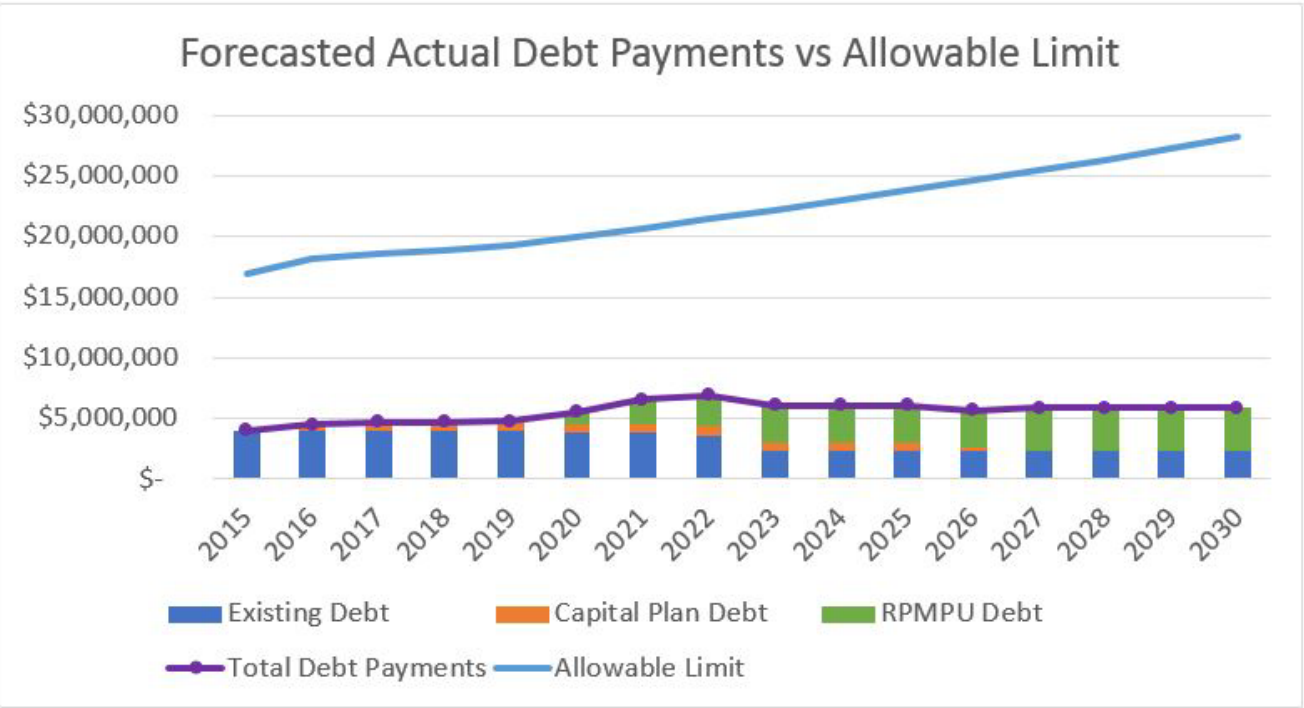
The estimated operating costs of increasing the scope of the new Aquatics Facility are \$4,500,000 which includes \$2,585,000 to operate and maintain the building and \$1,915,000 for the debenture payment. It was assumed in this scenario that the costs to operate the Harbour Pool would be transferred to the new Aquatics Facility, therefore no additional operating costs were added. There is potential for savings after combining aquatics into one facility however the amount is unknown at this time.

The estimated operating costs of the retrofit to Harbort Pool are \$462,500 which includes \$207,500 to operate and maintain the building at an average cost of \$10.25 per sq.ft and \$255,000 for the debenture payment.

To smooth the tax impact, an additional \$180,000 will be added to the budget each year in 2018 - 2021 and \$80,000 in 2022 & 2023. The incremental tax impact of increasing the scope of the new Aquatics Facility and retrofitting Harbour Pool is an estimated increase of \$9.00 per year for a residential property assessed at \$400,000.



With the added debt, the City’s allowable service on debt limit would peak at 32% in 2022 (versus 30% with the current RFPMPU).



COST SHEETS FOR FACILITY OPTIONS

APPENDIX B

OPTION 1: NEW FACILITY CONSTRUCTION

Performance Areas	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor		2,260	210.00	\$588,000
2. Vault Runway		296	27.50	\$77,000
3. Pits		662	61.50	\$172,200
4. Bars		893	83.00	\$232,400
5. Trampoline		194	18.00	\$50,400
6. Multi-purpose/Flex Space		2,271	211.00	\$590,800
7. Tot Bars		307	28.50	\$79,800
8. Above-Ground Pit		140	13.00	\$36,400
9. Beam Landing Mats/MP/Flex Space		915	85.00	\$238,000
10. Dance/Program Room		1,453	135.00	\$378,000
Subtotal Net Areas		9,392	872.50	
Component Budget (\$/m2)		\$2,800		\$2,443,000

Support Spaces	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Administration (2 – 3 work stations)		221	20.50	\$61,500
2. Change Room #1		409	38.00	\$114,000
3. Change Room #2		517	48.00	\$144,000
4. Lobby		936	87.00	\$261,000
5. Spectator Seating		3,767	350.00	\$1,050,000
6. Mechanical		242	22.50	\$67,500
7. Electrical		75	7.00	\$21,000
Subtotal Net Areas		6,168	573.00	
Component Budget (\$/m2)		\$3,000		\$1,719,000

Building Subtotal	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor Area Gross Up		4,731	439.50	\$1,098,750
Component Budget (\$/m2)		\$2,500		\$1,098,750

Site Development Costs	Type	Cost (\$ 2017)
1. Landscaping	Allowance	\$150,000
2. Site servicing	Allowance	\$750,000
3. Parking	Allowance	\$300,000
Total	—	\$1,200,000

Building Total	Area (ft²)	Area (m²)	Cost (\$ 2017)
Building Total	20,290	1,885	\$6,460,750
Building Cost Unit Rate	\$318.42	\$3,427.45	
Building Budget			\$6,460,750

<i>Construction Contingency (10%)</i>			\$646,075
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Project Soft Costs	Type	Cost (\$ 2017)
1. Consultant Fees	Allowance	\$550,000
2. Permits	Allowance	\$25,000
Total	—	\$575,000

Total Project Budget	\$7,681,825
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Costing does not include: equipment, furnishings, or material testing. Costs are to value of ±20%.

OPTION 2A: REPURPOSING OF A MUNICIPAL FACILITY

DOW CENTENNIAL CENTRE GYMNASIUM RETROFIT

Performance Areas <i>(Renovated Gym and Flexhall Areas)</i>	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor		2,260	210.00	
2. Vault Runway		296	27.50	
3. Pits (evacuated and installed)		662	61.50	
4. Bars		893	83.00	
5. Trampoline		194	18.00	
6. Multi-purpose/Flex Space		2,271	211.00	
7. Tot Bars		307	28.50	
8. Above-Ground Pit		140	13.00	
9. Beam Landing Mats/MP/Flex Space		915	85.00	
Subtotal Net Areas		7,939	737.50	
Component Budget (\$/m2)		\$1,500		\$1,106,250

Support Spaces <i>(Assumed No Substantial Renovations Needed)</i>	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Meeting Room (dance)				
2. Lobby				
3. Public Washrooms				
4. Administration/Staff Areas (locations to be confirmed)				
5. Change Room 1				
6. Change Room 2				
7. Additional Spectator Seating				
8. Convert Gymnastics Storage to Dance Studio				
Subtotal Net Areas			1,880.00	
Component Budget (\$/m2)		\$500		\$940,000

Additional Development Costs	Type	Cost (\$ 2017)
1. Landscaping	Allowance	\$0
2. Site servicing	Allowance	\$0
3. Parking	Allowance	\$0
Total	—	\$0

Building Total	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
Building Total				\$2,046,250
Building Cost Unit Rate				
Building Budget				\$2,046,250
<i>Construction Contingency (15%)</i>				\$306,938

Project Soft Costs	Type	Cost (\$ 2017)
1. Consultant Fees	Allowance	\$300,000
2. Permits	Allowance	\$25,000
Total	—	\$325,000
Total Project Budget		\$2,678,188

Costing does not include: equipment, furnishings, or material testing. Costs are to value of ±20%.

OPTION 2B: REPURPOSING OF A MUNICIPAL FACILITY

DOW CENTENNIAL CENTRE GYMNASIUM RETROFIT AND FOOTPRINT EXPANSION

Performance Areas <i>(Renovated Gym and Flexhall Areas)</i>	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor		2,260	210.00	
2. Vault Runway		296	27.50	
3. Pits (evacuated and installed)		662	61.50	
4. Bars		893	83.00	
5. Trampoline		194	18.00	
6. Multi-purpose/Flex Space		2,271	211.00	
7. Tot Bars		307	28.50	
8. Above-Ground Pit		140	13.00	
9. Beam Landing Mats/MP/Flex Space		915	85.00	
Subtotal Net Areas		7,024	652.50	
Total Existing Gymnasium Area		11,647	1,082.50	
Component Budget (\$/m2)		\$1,500		\$1,623,000

New Support Spaces	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Meeting Room (dance)		1,141	106.00	
2. Lobby		662	61.50	
3. Administration/Staff Areas (locations to be confirmed)		238	22.10	
4. Change Room 1		351	32.60	
5. Change Room 2		411	38.20	
6. Mechanical/Electrical Room		208	19.30	
Subtotal Net Areas		3,011	279.70	
Component Budget (\$/m2)		\$4,000		\$1,118,800

Additional Development Costs	Type	Cost (\$ 2017)
1. Landscaping	Allowance	\$50,000
2. Roofing Improvements	Allowance	\$0
3. Parking Lot Modifications	Allowance	\$200,000
Total	—	\$250,000

Building Subtotal	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor Area Gross Up		678	63.00	\$189,000
Component Budget (\$/m2)		\$3,000		\$189,000

Building Total	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
Building Total		15,336	1,425	\$2,991,800
Building Cost Unit Rate				
Building Budget				\$2,991,800

<i>Construction Contingency (15%)</i>				\$448,770
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Project Soft Costs	Type	Cost (\$ 2017)
1. Consultant Fees	Allowance	\$300,000
2. Permits	Allowance	\$25,000
Total	—	\$325,000
Total Project Budget		\$3,765,570

Costing does not include: equipment, furnishings, or material testing. Costs are to value of ±20%.

OPTION 2C: REPURPOSING OF A MUNICIPAL FACILITY

HARBOUR POOL RETROFIT

Performance Areas <i>(Renovated Pool Area)</i>	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Floor		2,260	210.00	\$420,000
2. Vault Runway		296	27.50	\$55,000
3. Pits		662	61.50	\$123,000
4. Bars		893	83.00	\$166,000
5. Trampoline		194	18.00	\$36,000
6. Multi-purpose/Flex Space		2,271	211.00	\$422,000
7. Tot Bars		307	28.50	\$57,000
8. Above-Ground Pit		140	13.00	\$26,000
9. Beam Landing Mats/MP/Flex Space		915	85.00	\$170,000
Subtotal Net Areas		7,939	737.50	
Component Budget (\$/m2)		\$2,000		\$1,475,000

Existing Support Spaces <i>(Renovated)</i>	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
1. Meeting Room (dance)				
2. Lobby				
3. Public Washrooms				
4. Administration/Staff Areas				
5. Change Room 1				
6. Change Room 2				
7. Existing Pool Area Finishes				
Subtotal Net Areas		20,237	1,880.00	
Component Budget (\$/m2)		\$1,250		\$2,350,000

Additional Development Costs	Type	Cost (\$ 2017)
1. Landscaping	Allowance	\$10,000
2. Roofing Improvements	Allowance	\$350,000
3. Parking Lot Surface Upgrades	Allowance	\$25,000
4. Mechanical Upgrades and Removal of Pool Equipment (decommission)	Allowance	\$400,000
Total	—	\$785,000

Building Total	Capacity	Area (ft²)	Area (m²)	Cost (\$ 2017)
Building Total		23,229	2,158	\$4,610,000
Building Cost Unit Rate		\$198.46	\$2,136.24	
Building Budget				\$4,610,000
<i>Construction Contingency (15%)</i>				
				\$691,500

Project Soft Costs	Type	Cost (\$ 2017)
1. Consultant Fees	Allowance	\$400,000
2. Permits	Allowance	\$25,000
Total	—	\$425,000
Total Project Budget		
		\$5,726,500

Costing does not include: equipment, furnishings, or material testing. Costs are to value of ±20%.





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