

A proposal to the Anthem Community Council:

A Multi-purpose Performing Arts Center in Anthem, Arizona

Overview

This is a proposal to provide the greater Anthem community with a multi-functional performing arts and entertainment venue that services the needs of the local residents, businesses and non-profits, and promotes a vibrant and diverse cultural arts experience.

“Something familiar! Something peculiar!
Something for everyone - a comedy tonight!”
-A Funny Thing Happened on the Way to the Forum

These well-known lyrics from the Broadway show is a good starting point for this proposal, as the project really does offer “something for everyone”.

With a growing and diverse populace and economy, the multi-functional performing arts center (“MPAC”) will provide Anthem with a needed venue that will serve and enhance the entire community. From local productions and civic uses, to youth programs, concerts, comedies, Broadway plays and traveling entertainers, the project will be able to accommodate all events, limited only by the imagination.

The site selected for the proposed facility is located in the Outlets at Anthem. The 12,500sf space is located directly west Interstate 17, has excellent parking, use of the video signage on the freeway, and existing/future restaurant and shopping. In short, this is a dream site for the proposed venue.

The facility proposed would be based on a 10-year lease (with two 5-year options), which the Outlets has already presented to us. Facility design/improvements/completion are projected to take 18 months predicated on funding, and we envision the new MPAC opening its doors in mid-2023.

Our coalition of Anthem residents and local business owners includes the following:

- o T2 Presents (Tim and Sonya Flaherty; Terry Davies).
T2 Presents (T2P) is a privately owned, fully integrated production company that creates, acquires, manages, and produces a broad spectrum of over 400 acts of first-class entertainment in venues around the globe. T2P has recently expanded into facility management to bring all aspects of the live events industry under one roof: artist management, facility management, production, casting, creative and technical elements. T2P continues to seek global partnerships with individual theaters and Performing Arts Centers to meet a growing need for objective evaluation and management of small-to-medium-sized performing arts facilities in geographically diverse locations. T2P’s mission is to bring a wide variety of programming to the broadest audience while maintaining financial responsibility and sensitivity to local

constituency needs. This mission has guided T2P to success and promises future growth. Presently, T2P holds management/booking contracts in ten facilities located in eight states.

- o Anthem Law (Sam Crump, Esq.)
Local attorney and owner of Anthem Law and Sam's Frozen Yogurt, Sam was recently named Business Person of the Year by the Anthem Area Chamber of Commerce. Mr. Crump also served as a member of the Arizona House of Representatives, and has resided in Anthem for the better part of 20 years.
- o ProMusica Arizona
A beloved local non-profit that has been providing quality choral and orchestral performances to our area for over 20 years. Headquartered in Anthem, ProMusica Arizona has provided valuable experience to our group on the need for additional performing venues in the area.
- o GreenBilt Construction (Hud Reiersgaard)
Mr. Reiersgaard has been a critical member of our coalition as we evaluated the feasibility of the proposed space at the Outlets. His experience in commercial development has allowed us to move forward quickly with this proposal.
- o Kim Zeledon
A seasoned project manager with decades of experience in large operations. Kim has been instrumental in pulling the many pieces of this concept together into this final proposal.

Demographics

The very detailed demographics of the Anthem area have been provided by the Outlets at Anthem (see Exhibit A). A few key details in support of our proposal include the following:

The ages of the population in the 10-mile radius reflect a broad spectrum from young to old:

<u>Age</u>	<u>Percentage</u>
0-4	7.1%
5-9	7.8%
10-14	7.8%
15-24	10.4%
25-34	12.3%
35-44	16.4%
45-54	12.8%
55-64	11.3%
65-74	9.1%
75-84	4.1%
85+	0.9%

In 2000, the population in a 10-mile radius was 14,000. In 2020, that population was 90,000!

In 2020, in a 10-mile radius:

- the median household income was \$100,000;
- the median age was 37;
- 43% had a college degree or higher;
- 64% of households had husbands & wives;
- spending on entertainment & recreation was \$140 million (total) and \$4,500 average per household.

Architectural Concept

As stated, the proposed project will be developed in a 12,500sf space within the Outlets at Anthem. Our team has met with ADM Architects at the property and evaluated its feasibility as a MPAC. The preliminary plan includes a large lobby/reception area; a 350 seat theater with retractable seating, allowing the 10,000sf area to be used for banquets, conferences and more.

The facility would be outfitted with large restrooms, a kitchen, storage, dressing rooms, and an audio/visual control booth. The theater would have a large stage measuring 70'x50'.

We were advised by ADM Architects that they have recently completed a very similar project to this proposal, both in size and cost. We have provided images showing the retractable seating, stage, lobby and a construction cost sheet (see Exhibit B). The cost sheet shows that a 12,500sf space can be converted into a theater and lobby space for approximately \$3 million - consistent with this proposal.

It should be noted, it is rare that a space of this size becomes available in Anthem. Add the fact that this is in such an ideal location, it becomes clear that this a unique opportunity to bring a much needed MPAC to Anthem.

Economic Development - Cause and Effect

The Anthem area is booming; are we ready?

It is no secret that Taiwan Semiconductor (TSCM) is constructing a massive project at I-17 and the 303 highway. This is a \$35 billion project (\$12 billion phase I is underway) being built in three phases. This will produce 1,900 high-paying new jobs.

The ripple effect of this economic development is already being seen as Sunlit Chemical recently demonstrated as it broke ground on a \$100 million, 900,000sf project at 7th Avenue and Happy Valley Road. This company is in direct support to TSCM.

Along with the industrial and commercial development comes major residential growth. This means more parents, children and seniors, all living, working and playing in the greater

Anthem area. Smart business people are preparing for this opportunity, and the Anthem community should lead the way.

This proposal for a MPAC at the Outlets is an innovative idea that can be ready to open its doors in 2023. Due to the availability of the Enhancement Fund dollars, the space at the outlets, and the vision of our coalition, this project can be serving the needs of arts, culture, non-profits, businesses and every age group almost immediately. The alternative of buying property and building something from the ground up is just not feasible, as it would require \$15 million+, and many years of effort.

It is also important to recognize the economic development that this project can generate in direct benefit to Anthem. When word gets out that a MPAC is opening at the Outlets, we will see restaurants, wine tasting shops, coffee houses, boutique stores, cultural groups, service clubs, civic groups and schools all begin to identify opportunities to participate in this new venue.

The future has arrived in the Anthem area and we need to establish this exciting new facility to serve the needs of the community.

Operational Budget

The MPAC will be a self-sufficient economic engine for the Anthem Community Council (ACC). Correctly managed, this facility will generate significant income for the ACC on an annual basis, and the economic activity it will bring to the community will touch every resident and business owner in Anthem.

The budget summary in (see Exhibit C) is a macro – high level – projection on the income this venue can generate based on 150 commercial nights of performances at 60 percent capacity. At 350 seats in a community of our size, which will increase by 1,900 new homes currently being developed along the I-17 corridor from Jomax to Anthem to accommodate the Taiwan Chip Manufacturing Plant, this is a conservatively low projected threshold. Adding ancillary revenue streams such as food & beverage sales, performance concessions, box office facility fees, educational classes, and rentals will all make the MPAC a beehive of activity. This activity will bring in significant revenue to the ACC, revitalize the Anthem Outlets, and make Anthem a destination to visit.

We anticipate that MPAC will draw minimally 31,500 people attending the commercial performances in the evening annually. An additional 20,800 people attend evenings when there is no commercial production. An additional 36,500 attend classes and other daily activities at the venue during the day annually. Based on these very conservative estimates, we expect approximately 250 visitors to utilize the facility a day. This is a rare once-in-a-generation opportunity that will enrich the lives of every resident in Anthem.

Ongoing Fundraising

This proposal has outlined a solid plan to develop the MPAC by using the \$3 million of Enhancement Fund dollars (estimated by January 2023). This will be sufficient to renovate the 12,500 space at the Outlets with a lobby, kitchen, theater, stage, seating, FFE and basic audio/visual technology. However, we realize more will be needed to fully realize the vision for this project.

If this proposal is approved by the ACC, our coalition would immediately begin a fundraising campaign. This would include donations from individuals and corporate stakeholders in the area. We would also enlist the expertise of professional grant writers to tap into the matrix of funding available to support the performing arts.

These additional funds would be used for expansion of audio/visual technology and enhancement of the kitchen facilities, as examples.

Summary

We know that a MPAC in Anthem is needed and this proposal shows how it can be done now rather than many years down the road. The time is now to start serving a huge cross-section of our community, from children's theater, dance troupes, civic groups, to seniors and veterans. All will enjoy the MPAC for learning, entertainment, banquets, conferences, and more.

We encourage the Enhancement Fund committee and the Anthem Community Council to approve this proposal, fill the need, and make this vision a reality.

Thank you for your consideration.

EXHIBIT A

DEMOGRAPHICS



Market Profile

Outlets at Anthem
4250 W Anthem Way, Phoenix, Arizona, 85086
Rings: 3, 5, 10 mile radii

Prepared by Esri
Latitude: 33.87405
Longitude: -112.14978

	3 miles	5 miles	10 miles
Population Summary			
2000 Total Population	3,392	6,926	14,292
2010 Total Population	23,099	36,601	70,721
2020 Total Population	27,625	43,471	90,751
2020 Group Quarters	1,389	1,563	1,804
2025 Total Population	29,348	46,446	98,231
2020-2025 Annual Rate	1.22%	1.33%	1.60%
2020 Total Daytime Population	24,377	37,621	77,607
Workers	9,451	14,011	30,582
Residents	14,926	23,610	47,025
Household Summary			
2000 Households	818	2,216	4,843
2000 Average Household Size	2.87	2.57	2.63
2010 Households	7,419	12,273	24,703
2010 Average Household Size	2.98	2.89	2.81
2020 Households	8,550	14,154	31,193
2020 Average Household Size	3.07	2.96	2.85
2025 Households	9,033	15,057	33,700
2025 Average Household Size	3.10	2.98	2.86
2020-2025 Annual Rate	1.11%	1.24%	1.56%
2010 Families	5,960	9,803	18,971
2010 Average Family Size	3.33	3.23	3.18
2020 Families	6,781	11,169	23,647
2020 Average Family Size	3.45	3.32	3.25
2025 Families	7,154	11,863	25,481
2025 Average Family Size	3.48	3.35	3.26
2020-2025 Annual Rate	1.08%	1.21%	1.51%
Housing Unit Summary			
2000 Housing Units	1,201	2,992	5,865
Owner Occupied Housing Units	62.8%	68.2%	76.4%
Renter Occupied Housing Units	5.3%	5.9%	6.2%
Vacant Housing Units	31.9%	25.9%	17.4%
2010 Housing Units	8,671	14,350	28,296
Owner Occupied Housing Units	66.7%	68.6%	68.5%
Renter Occupied Housing Units	18.9%	16.9%	18.8%
Vacant Housing Units	14.4%	14.5%	12.7%
2020 Housing Units	9,746	15,968	33,998
Owner Occupied Housing Units	68.3%	70.3%	70.6%
Renter Occupied Housing Units	19.4%	18.3%	21.2%
Vacant Housing Units	12.3%	11.4%	8.3%
2025 Housing Units	10,260	16,924	36,503
Owner Occupied Housing Units	68.9%	70.9%	71.4%
Renter Occupied Housing Units	19.1%	18.1%	20.9%
Vacant Housing Units	12.0%	11.0%	7.7%
Median Household Income			
2020	\$102,443	\$100,774	\$100,728
2025	\$110,912	\$108,500	\$108,372
Median Home Value			
2020	\$345,145	\$354,924	\$365,426
2025	\$365,304	\$374,287	\$386,044
Per Capita Income			
2020	\$40,074	\$41,590	\$43,381
2025	\$45,276	\$46,828	\$49,056
Median Age			
2010	35.9	37.2	36.3
2020	37.7	38.9	37.8
2025	37.8	39.2	37.8

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population.

Source: U.S. Census Bureau, Census 2010 Summary File 1; Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

June 28, 2021



Market Profile

Outlets at Anthem
 4250 W Anthem Way, Phoenix, Arizona, 85086
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Prepared by Esri
 Latitude: 33.50405
 Longitude: -112.14928

	3 miles	5 miles	10 miles
2020 Households by Income			
Household Income Base	8,550	14,154	31,193
<\$15,000	2.4%	2.7%	2.4%
\$15,000 - \$24,999	2.7%	2.7%	2.4%
\$25,000 - \$34,999	4.7%	4.2%	4.9%
\$35,000 - \$49,999	8.5%	8.8%	9.0%
\$50,000 - \$74,999	17.1%	16.7%	15.4%
\$75,000 - \$99,999	12.8%	14.4%	15.3%
\$100,000 - \$149,999	24.2%	23.6%	23.8%
\$150,000 - \$199,999	13.4%	12.9%	12.7%
\$200,000+	14.3%	14.2%	14.1%
Average Household Income	\$128,071	\$127,194	\$126,012
2025 Households by Income			
Household Income Base	9,033	15,057	33,700
<\$15,000	2.1%	2.3%	2.1%
\$15,000 - \$24,999	2.3%	2.3%	2.0%
\$25,000 - \$34,999	3.9%	3.5%	4.1%
\$35,000 - \$49,999	7.2%	7.6%	8.0%
\$50,000 - \$74,999	15.0%	14.9%	13.7%
\$75,000 - \$99,999	11.9%	13.5%	14.3%
\$100,000 - \$149,999	24.5%	23.9%	24.0%
\$150,000 - \$199,999	15.3%	14.6%	14.4%
\$200,000+	17.8%	17.4%	17.5%
Average Household Income	\$145,490	\$143,873	\$142,757
2020 Owner Occupied Housing Units by Value			
Total	6,660	11,232	24,002
<\$50,000	1.0%	1.0%	0.6%
\$50,000 - \$99,999	0.2%	0.2%	0.2%
\$100,000 - \$149,999	0.8%	0.7%	0.6%
\$150,000 - \$199,999	3.0%	3.0%	2.7%
\$200,000 - \$249,999	13.4%	11.0%	9.1%
\$250,000 - \$299,999	15.9%	16.3%	16.6%
\$300,000 - \$399,999	34.6%	32.4%	31.0%
\$400,000 - \$499,999	15.5%	17.7%	20.5%
\$500,000 - \$749,999	13.6%	15.1%	15.6%
\$750,000 - \$999,999	1.4%	1.7%	2.2%
\$1,000,000 - \$1,499,999	0.1%	0.2%	0.3%
\$1,500,000 - \$1,999,999	0.1%	0.4%	0.3%
\$2,000,000 +	0.2%	0.3%	0.4%
Average Home Value	\$377,785	\$394,563	\$407,180
2025 Owner Occupied Housing Units by Value			
Total	7,073	11,997	26,063
<\$50,000	0.3%	0.2%	0.2%
\$50,000 - \$99,999	0.1%	0.1%	0.1%
\$100,000 - \$149,999	0.3%	0.3%	0.2%
\$150,000 - \$199,999	1.1%	1.1%	1.0%
\$200,000 - \$249,999	8.7%	7.2%	5.8%
\$250,000 - \$299,999	14.5%	14.9%	14.6%
\$300,000 - \$399,999	38.4%	35.4%	32.7%
\$400,000 - \$499,999	18.5%	20.7%	23.7%
\$500,000 - \$749,999	16.4%	17.9%	18.8%
\$750,000 - \$999,999	1.4%	1.6%	2.0%
\$1,000,000 - \$1,499,999	0.1%	0.2%	0.3%
\$1,500,000 - \$1,999,999	0.1%	0.3%	0.2%
\$2,000,000 +	0.2%	0.2%	0.3%
Average Home Value	\$401,039	\$414,865	\$427,201

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony.
 Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

June 28, 2021



Market Profile

Outlets at Anthem
 4250 W Anthem Way, Phoenix, Arizona, 85086
 Rings: 3, 5, 10 mile radii

Prepared by Esri
 Latitude: 33.47105
 Longitude: -112.14978

	3 miles	5 miles	10 miles
2010 Population by Age			
Total	23,100	36,602	70,721
0 - 4	7.4%	7.1%	7.9%
5 - 9	9.8%	9.3%	8.7%
10 - 14	9.9%	9.2%	8.1%
15 - 24	10.0%	9.7%	10.2%
25 - 34	11.3%	10.7%	12.8%
35 - 44	19.1%	18.6%	18.2%
45 - 54	13.3%	14.4%	14.7%
55 - 64	9.9%	11.2%	11.0%
65 - 74	6.8%	7.1%	6.0%
75 - 84	2.2%	2.2%	1.8%
85 +	0.5%	0.5%	0.5%
18 +	68.2%	69.8%	71.1%
2020 Population by Age			
Total	27,623	43,471	90,751
0 - 4	6.6%	6.3%	7.1%
5 - 9	8.2%	7.9%	8.1%
10 - 14	8.8%	8.4%	8.2%
15 - 24	10.7%	10.5%	10.6%
25 - 34	11.4%	10.9%	11.5%
35 - 44	16.7%	15.9%	16.4%
45 - 54	13.1%	13.7%	14.1%
55 - 64	10.7%	11.8%	11.8%
65 - 74	9.4%	9.8%	8.5%
75 - 84	3.7%	4.0%	3.1%
85 +	0.7%	0.8%	0.7%
18 +	72.1%	73.0%	72.6%
2025 Population by Age			
Total	29,348	46,446	98,230
0 - 4	6.6%	6.4%	7.1%
5 - 9	7.9%	7.7%	7.8%
10 - 14	8.6%	8.1%	7.8%
15 - 24	10.0%	9.9%	10.4%
25 - 34	12.5%	11.6%	12.3%
35 - 44	16.7%	16.0%	16.4%
45 - 54	11.7%	12.5%	12.8%
55 - 64	10.3%	11.3%	11.3%
65 - 74	10.0%	10.4%	9.1%
75 - 84	4.7%	5.2%	4.1%
85 +	0.9%	1.0%	0.9%
18 +	72.7%	73.8%	73.2%
2010 Population by Sex			
Males	11,701	18,494	35,517
Females	11,398	18,107	35,204
2020 Population by Sex			
Males	14,069	21,999	45,607
Females	13,556	21,472	45,143
2025 Population by Sex			
Males	14,960	23,510	49,365
Females	14,388	22,936	48,866

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

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Market Profile

Outlets at Anthem
4250 W Anthem Way, Phoenix, Arizona, 85086
Rings: 3, 5, 10 mile radii

Prepared by Esri
Latitude: 33.52405
Longitude: -112.13978

Table with 4 columns: Race/Ethnicity, 3 miles, 5 miles, 10 miles. Rows include 2010 and 2020 Population by Race/Ethnicity and 2010 Population by Relationship and Household Type.

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

June 28, 2021



Market Profile

Outlets at Anthem
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	3 miles	5 miles	10 miles
2020 Population 25+ by Educational Attainment			
Total	18,169	29,086	59,957
Less than 9th Grade	1.5%	1.5%	1.4%
9th - 12th Grade, No Diploma	3.3%	2.9%	2.3%
High School Graduate	15.0%	15.6%	14.6%
GED/Alternative Credential	3.6%	3.6%	2.6%
Some College, No Degree	25.9%	26.2%	26.1%
Associate Degree	11.0%	10.6%	9.6%
Bachelor's Degree	27.3%	26.7%	29.4%
Graduate/Professional Degree	12.4%	12.9%	13.9%
2020 Population 15+ by Marital Status			
Total	21,119	33,634	69,591
Never Married	27.6%	24.1%	23.5%
Married	59.0%	61.3%	61.7%
Widowed	4.7%	4.9%	4.6%
Divorced	8.7%	9.7%	10.2%
2020 Civilian Population 16+ in Labor Force			
Civilian Population 16+	12,966	20,885	47,248
Population 16+ Employed	89.0%	89.8%	90.5%
Population 16+ Unemployment rate	11.0%	10.2%	9.5%
Population 16-24 Employed	11.1%	10.7%	10.7%
Population 16-24 Unemployment rate	20.2%	19.2%	17.6%
Population 25-54 Employed	69.7%	67.7%	69.0%
Population 25-54 Unemployment rate	9.4%	8.0%	8.3%
Population 55-64 Employed	14.2%	15.8%	15.1%
Population 55-64 Unemployment rate	11.3%	10.0%	9.5%
Population 65+ Employed	5.0%	5.8%	5.2%
Population 65+ Unemployment rate	8.2%	7.9%	7.7%
2020 Employed Population 16+ by Industry			
Total	11,546	18,754	42,739
Agriculture/Mining	0.2%	0.3%	0.4%
Construction	4.4%	5.9%	5.7%
Manufacturing	5.2%	7.4%	7.4%
Wholesale Trade	2.2%	2.3%	2.6%
Retail Trade	11.4%	11.0%	9.7%
Transportation/Utilities	3.9%	5.1%	5.8%
Information	3.4%	2.8%	2.2%
Finance/Insurance/Real Estate	12.0%	11.5%	13.6%
Services	53.7%	50.3%	47.9%
Public Administration	3.6%	3.4%	4.5%
2020 Employed Population 16+ by Occupation			
Total	11,548	18,754	42,740
White Collar	79.0%	77.2%	77.2%
Management/Business/Financial	23.7%	22.4%	24.1%
Professional	27.7%	25.7%	26.8%
Sales	14.4%	14.7%	12.5%
Administrative Support	13.2%	14.3%	13.9%
Services	10.5%	11.0%	11.2%
Blue Collar	10.5%	11.8%	11.7%
Farming/Forestry/Fishing	0.0%	0.0%	0.0%
Construction/Extraction	1.6%	2.0%	2.3%
Installation/Maintenance/Repair	2.4%	2.9%	2.1%
Production	1.6%	1.9%	2.3%
Transportation/Material Moving	4.9%	5.0%	5.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.



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Market Profile

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Latitude: 33.87405
Longitude: -112.34978

	3 miles	5 miles	10 miles
2010 Households by Type			
Total	7,419	12,274	24,703
Households with 1 Person	15.1%	15.3%	16.8%
Households with 2+ People	84.9%	84.7%	83.2%
Family Households	80.3%	79.9%	76.8%
Husband-wife Families	66.9%	67.4%	64.1%
With Related Children	38.1%	35.7%	33.0%
Other Family (No Spouse Present)	13.4%	12.5%	12.7%
Other Family with Male Householder	4.4%	4.4%	4.5%
With Related Children	3.4%	3.2%	3.2%
Other Family with Female Householder	9.0%	8.1%	8.1%
With Related Children	6.9%	6.1%	5.9%
Nonfamily Households	4.6%	4.8%	6.4%
All Households with Children	48.9%	45.4%	42.5%
Multigenerational Households	3.2%	3.4%	3.4%
Unmarried Partner Households	5.8%	5.9%	7.0%
Male-female	5.1%	5.1%	6.1%
Same-sex	0.7%	0.8%	0.9%
2010 Households by Size			
Total	7,419	12,274	24,704
1 Person Household	15.1%	15.3%	16.8%
2 Person Household	32.6%	34.9%	35.3%
3 Person Household	17.0%	16.7%	17.1%
4 Person Household	20.6%	19.7%	18.5%
5 Person Household	9.9%	9.0%	8.0%
6 Person Household	3.1%	2.9%	2.8%
7 + Person Household	1.7%	1.6%	1.5%
2010 Households by Tenure and Mortgage Status			
Total	7,419	12,273	24,703
Owner Occupied	77.9%	80.2%	78.5%
Owned with a Mortgage/Loan	67.3%	68.8%	69.4%
Owned Free and Clear	10.6%	11.4%	9.1%
Renter Occupied	22.1%	19.8%	21.5%
2020 Affordability, Mortgage and Wealth			
Housing Affordability Index	168	162	159
Percent of Income for Mortgage	14.1%	14.7%	15.2%
Wealth Index	156	160	149
2010 Housing Units By Urban/ Rural Status			
Total Housing Units	8,671	14,350	28,296
Housing Units Inside Urbanized Area	91.1%	85.5%	81.7%
Housing Units Inside Urbanized Cluster	0.0%	0.0%	0.0%
Rural Housing Units	8.9%	14.5%	18.3%
2010 Population By Urban/ Rural Status			
Total Population	23,099	36,601	70,721
Population Inside Urbanized Area	87.3%	85.6%	83.1%
Population Inside Urbanized Cluster	0.0%	0.0%	0.0%
Rural Population	12.7%	14.4%	16.9%

Data Note: Households with children include any households with people under age 18, related or not. Multigenerational households are families with 3 or more parent-child relationships. Unmarried partner households are usually classified as nonfamily households unless there is another member of the household related to the householder. Multigenerational and unmarried partner households are reported only to the tract level. Esri estimated block group data, which is used to estimate polygons or non-standard geography.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

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Market Profile

Outlets at Anthem
 4250 W Anthem Way, Phoenix, Arizona, 85086
 Rings: 3, 5, 10 mile radii

Prepared by Esri
 Latitude: 33.87405
 Longitude: -112.14978

	3 miles	5 miles	10 miles
Top 3 Tapestry Segments			
1.	Up and Coming Families (7A)	Boomburbs (1C)	Up and Coming Families (7A)
2.	Boomburbs (1C)	Up and Coming Families (7A)	Boomburbs (1C)
3.	Top Tier (1A)	Exurbanites (1E)	Green Acres (6A)
2020 Consumer Spending			
Apparel & Services: Total \$	\$26,398,642	\$42,814,339	\$95,072,159
Average Spent	\$3,087.56	\$3,024.89	\$3,047.87
Spending Potential Index	144	141	142
Education: Total \$	\$20,857,056	\$35,301,978	\$76,075,257
Average Spent	\$2,439.42	\$2,494.13	\$2,438.86
Spending Potential Index	136	139	136
Entertainment/Recreation: Total \$	\$38,945,507	\$63,952,355	\$139,893,926
Average Spent	\$4,555.03	\$4,518.32	\$4,484.79
Spending Potential Index	140	139	138
Food at Home: Total \$	\$62,227,508	\$101,435,459	\$224,391,480
Average Spent	\$7,278.07	\$7,166.56	\$7,193.65
Spending Potential Index	136	134	135
Food Away from Home: Total \$	\$45,765,240	\$74,291,998	\$164,689,449
Average Spent	\$5,352.66	\$5,248.83	\$5,279.69
Spending Potential Index	142	139	140
Health Care: Total \$	\$68,141,178	\$112,005,870	\$244,878,070
Average Spent	\$7,969.73	\$7,913.37	\$7,850.42
Spending Potential Index	139	138	137
HH Furnishings & Equipment: Total \$	\$27,584,483	\$44,981,236	\$98,779,680
Average Spent	\$3,226.26	\$3,177.99	\$3,166.73
Spending Potential Index	148	145	145
Personal Care Products & Services: Total \$	\$11,522,361	\$18,732,703	\$41,306,621
Average Spent	\$1,347.64	\$1,323.49	\$1,324.23
Spending Potential Index	147	144	144
Shelter: Total \$	\$228,607,099	\$375,389,000	\$822,912,687
Average Spent	\$26,737.67	\$26,521.76	\$26,381.33
Spending Potential Index	138	137	136
Support Payments/Cash Contributions/Gifts in Kind: Total \$	\$30,573,369	\$49,703,284	\$107,722,710
Average Spent	\$3,575.83	\$3,511.61	\$3,453.43
Spending Potential Index	153	150	147
Travel: Total \$	\$30,015,562	\$49,780,423	\$106,868,081
Average Spent	\$3,510.59	\$3,517.06	\$3,426.03
Spending Potential Index	146	146	142
Vehicle Maintenance & Repairs: Total \$	\$13,675,287	\$22,323,180	\$49,370,144
Average Spent	\$1,599.45	\$1,577.16	\$1,582.73
Spending Potential Index	138	136	137

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2017 and 2018 Consumer Expenditure Surveys, Bureau of Labor Statistics, Esri.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2020 and 2025 Esri converted Census 2000 data into 2010 geography.

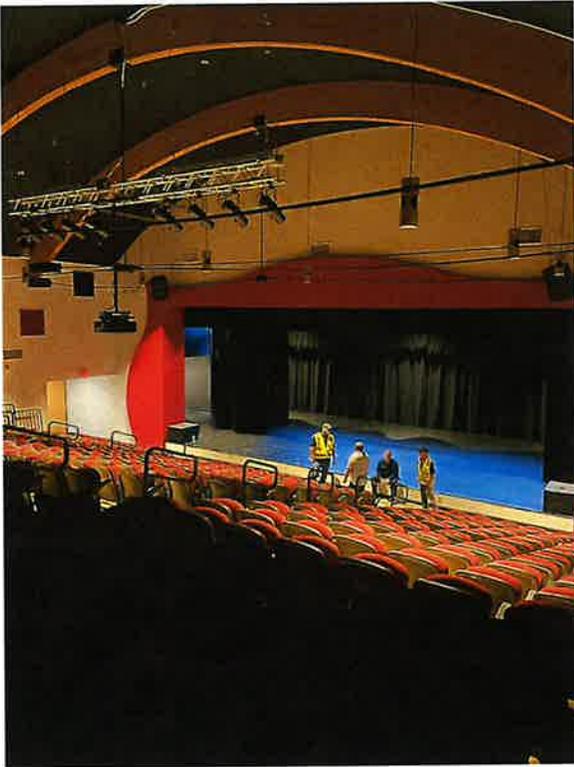
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EXHIBIT B

**PHOTOS AND CONSTRUCTION COSTS
OF SIMILAR RIO RICO PROJECT**



CONTINUATION SHEET		APPLICATION NUMBER			One (1)					
Rio Rico HS PAC Renovations		APPLICATION DATE			2/26/2021					
SDC PROJECT NO. 2020-309		PERIOD TO:			2/28/2021					
PW 31365										
CODE	ACTIVITY	SCHEDULED VALUE	PREVIOUS DRAWS	THIS DRAW	STORED MATERIAL	COST TO DATE	BAL TO FINISH	% COMP	10% RETAIN	
1	General Conditions	217,138.00	0.00	13,500.00		13,500.00	203,638.00	6.2%	1350.00	
2	Saw Cutting Concrete	7,500.00	0.00	0.00		0.00	7,500.00	0.0%	0.00	
3	Abatement	4,500.00	0.00	4,500.00		4,500.00	0.00	100.0%	450.00	
4	Demolition	63,176.00	0.00	28,429.00		28,429.00	34,747.00	45.0%	2842.90	
5	Concrete	62,303.00	0.00	0.00		0.00	62,303.00	0.0%	0.00	
6	Masonry	29,700.00	0.00	0.00		0.00	29,700.00	0.0%	0.00	
7	Structural Steel	148,525.00	0.00	0.00		0.00	148,525.00	0.0%	0.00	
8	Misc. Metal Fabrications	7,000.00	0.00	0.00		0.00	7,000.00	0.0%	0.00	
9	Wrought Iron Fencing	25,825.00	0.00	0.00		0.00	25,825.00	0.0%	0.00	
10	Rough Carpentry	52,101.00	0.00	0.00		0.00	52,101.00	0.0%	0.00	
11	Millwork	49,188.00	0.00	0.00		0.00	49,188.00	0.0%	0.00	
12	Insulation	33,189.00	0.00	0.00		0.00	33,189.00	0.0%	0.00	
13	Roofing	21,648.00	0.00	0.00		0.00	21,648.00	0.0%	0.00	
14	Caulking/Sealants	4,646.00	0.00	0.00		0.00	4,646.00	0.0%	0.00	
15	Doors/Frames/Hardware	67,299.00	0.00	0.00		0.00	67,299.00	0.0%	0.00	
16	Ceiling/Overhead Doors	25,671.00	0.00	0.00		0.00	25,671.00	0.0%	0.00	
17	Glass/Glazing	18,727.00	0.00	0.00		0.00	18,727.00	0.0%	0.00	
18	Stucco/EIFS	15,967.00	0.00	0.00		0.00	15,967.00	0.0%	0.00	
19	Metal Studs/Drywall	330,093.00	0.00	0.00		0.00	330,093.00	0.0%	0.00	
20	Acoustical Ceilings/Wall Panels	50,788.00	0.00	0.00		0.00	50,788.00	0.0%	0.00	
21	Flooring/Ceramic Tile	104,798.00	0.00	0.00		0.00	104,798.00	0.0%	0.00	
22	Painting	48,022.00	0.00	0.00		0.00	48,022.00	0.0%	0.00	
23	Toilet Partitions/Accessories	9,815.00	0.00	0.00		0.00	9,815.00	0.0%	0.00	
24	FRP	10,695.00	0.00	0.00		0.00	10,695.00	0.0%	0.00	
25	Bleachers	221,000.00	0.00	0.00		0.00	221,000.00	0.0%	0.00	
26	Signage	3,985.00	0.00	0.00		0.00	3,985.00	0.0%	0.00	
27	Operable Partitions	16,250.00	0.00	0.00		0.00	16,250.00	0.0%	0.00	
28	Theater Equipment	262,488.00	0.00	0.00		0.00	262,488.00	0.0%	0.00	
29	Food Service Equipment	12,411.00	0.00	0.00		0.00	12,411.00	0.0%	0.00	
30	Window Coverings	14,981.00	0.00	0.00		0.00	14,981.00	0.0%	0.00	
31	Plumbing	110,875.00	0.00	5,544.00		5,544.00	105,331.00	5.0%	554.40	
32	HVAC	239,450.00	0.00	23,945.00		23,945.00	215,505.00	10.0%	2394.50	
33	Fire Sprinklers	45,892.00	0.00	0.00		0.00	45,892.00	0.0%	0.00	
34	Electrical	230,194.00	0.00	23,019.00		23,019.00	207,175.00	10.0%	2301.90	

CONTINUATION SHEET		APPLICATION NUMBER			One (1)					
Rio Rico HS PAC Renovations		APPLICATION DATE			2/26/2021					
SDC PROJECT NO. 2020-309		PERIOD TO:			2/28/2021					
PW 31365										
CODE	ACTIVITY	SCHEDULED VALUE	PREVIOUS DRAWS	THIS DRAW	STORED MATERIAL	COST TO DATE	BAL TO FINISH	% COMP	10% RETAIN	
35	Data Cabling	9,400.00	0.00	0.00		0.00	9,400.00	0.0%	0.00	
36	Owner's Contingency	77,246.00	0.00	0.00		0.00	77,246.00	0.0%	0.00	
37	Fee	152,497.00	0.00	9,400.00		9,400.00	143,097.00	6.2%	940.00	
38	Insurance	40,553.00	0.00	40,553.00		40,553.00	0.00	100.0%	4055.30	
39	Bonds	29,074.00	0.00	29,074.00		29,074.00	0.00	100.0%	2907.40	
40	Sales Tax	123,303.00	0.00	7,600.00		7,600.00	115,703.00	6.2%	760.00	
	PROJECT TOTAL	2,997,491.00	0.00	185,564.00		185,564.00	2,811,927.00	6.2%	18556.40	

EXHIBIT C

DRAFT OPERATING BUDGET

Income	
Ticket Sales after Discounts (60% Capacity)	\$ 1,732,500.00
Performance Concession & Misc Revenue	\$ 150,000.00
Facility Fees	\$ 94,500.00
Education	\$ 500,000.00
Contributed Revenue & Sponsorship	\$ 100,000.00
Food & Beverage	\$ 551,250.00
Rental Income	\$ 120,000.00
TOTAL REVENUES	\$ 3,248,250.00

Expenses	
Admin/Overhead	\$ 450,000.00
Rent	\$ 220,000.00
Utilities	\$ 48,000.00
Artistic/Production	\$ 1,485,000.00
Food & Beverage	\$ 157,500.00
Marketing	\$ 200,000.00
Education	\$ 175,000.00
Misc. Maintenance	\$ 32,000.00
Royalties	\$ 86,625.00
TOTAL EXPENSES	\$ 2,854,125.00

NET INCOME \$ 394,125.00
OPERATING SURPLUS \$ 394,125.00