



City of Huntington Beach Community Development Department
STAFF REPORT

TO: Planning Commission
FROM: Scott Hess, AICP, Director of Community Development
BY: Jill Arabe, Associate Planner *JA*
DATE: November 10, 2015

SUBJECT: CONDITIONAL USE PERMIT NO. 15-052 (ANYTIME FITNESS CLUB)

APPLICANTS: James Adamitis, 4119 Via Marina #S101, Marina del Rey, CA 90292
Jacob Saldana, 74 Park Ave. #B, Long Beach, CA 90803

PROPERTY

OWNER: Meadowlark Plaza Trust, c/o August Vogel and Associates, P.O. Box 1804, Carlsbad, CA 92018

LOCATION: 5341 Warner Avenue, 92649 (north side of Warner Ave., east of Airport Cir. – Meadowlark Plaza)

STATEMENT OF ISSUE:

- ◆ Conditional Use Permit (CUP) No. 15-052 is a request for the following:
 - To permit the establishment of an approximately 5,805 sq. ft., 24-hour commercial recreation and entertainment use (health club) within a vacant tenant space (formerly Blockbuster Video) in an existing shopping center.
- ◆ Staff's Recommendation:
 - Approve Conditional Use Permit No. 15-052 based upon the following:
 - Complies with the General Plan goals, objectives, and policies encouraging a diversity of commercial uses that is oriented to the needs of local residents and visitors to the City.
 - Compatible with surrounding commercial and residential uses.
 - Contributes to the economic viability of an existing shopping center.

RECOMMENDATION:

Motion to:

“Approve Conditional Use Permit No. 15-052 with suggested findings and conditions of approval (Attachment No. 1)”



VICINITY MAP
CONDITIONAL USE PERMIT NO. 15-052
(ANYTIME FITNESS CLUB – 5341 WARNER AVENUE)

ALTERNATIVE ACTION(S):

The Planning Commission may take alternative actions such as:

- A. “Deny Conditional Use Permit No. 15-052 with findings for denial.”
- B. “Continue Conditional Use Permit No. 15-052 and direct staff accordingly.”

PROJECT PROPOSAL:

Conditional Use Permit No. 15-052 represents a request for the following:

- To permit the establishment of an approximately 5,805 sq. ft., 24-hour commercial recreation and entertainment use (health club) within a vacant tenant space (formerly Blockbuster Video) in an existing shopping center pursuant to Huntington Beach Zoning & Subdivision Ordinance (HBZSO) Section 211.04.

The proposed fitness club will have an open floor plan consisting of equipment areas for cardio, strength training, and free weights. There will also be a multipurpose room for group instruction and personal training. Proposed hours of operation are 24-hours per day. Staff hours will be 10:00 a.m. – 7:00 p.m. (Monday – Friday) and 10:00 am – 2:00 p.m. (Saturday/Sunday). Personal trainers, as employees of the fitness club, will be onsite from 6:00 a.m. – 10:00 p.m.

The subject site is located in Meadowlark Plaza, which is on the north side of Warner Avenue between Plaza Lane and Airport Circle. Other commercial uses in the shopping center consist of eating and drinking establishments, a grocery store, and other retail uses.

ISSUES:

Subject Property And Surrounding Land Use, Zoning And General Plan Designations:

LOCATION	GENERAL PLAN	ZONING	LAND USE
Subject Property:	M-sp (Mixed Use – Specific Plan Overlay)	SP8 (Meadowlark Specific Plan)	Commercial
North of Subject Property:	M-sp	SP8	Residential
East (across Plaza Lane) of Subject Property:	M-sp	SP8	Commercial
South of Subject Property (across Warner Ave.):	RMH-25 (Residential Medium High Density- 25 du/ac) and RL-7 (Residential Low Density – 7 du/ac)	RMH and RL	Commercial/ Residential
West of Subject Property (across Airport Cir.):	CG-F1 (Commercial General – 0.35 Max. FAR) and RMH-25	CG and RMH	Commercial/ Residential

General Plan Conformance:

The General Plan Land Use Map designation on the subject property is currently M-sp (Mixed Use – Specific Plan Overlay). The proposed project is consistent with the General Plan land use designation of Mixed Use and the goals, objectives, and policies of the City’s General Plan as follows:

A. Land Use Element

Goal LU 10: Achieve the development of a range of commercial uses.

Objective LU 10.1: Provide for the continuation of existing and the development of a diversity of retail and service commercial uses that are oriented to the needs of local residents, serve the surrounding region, serve visitors to the City, and capitalize on Huntington Beach’s recreational resources.

Goal LU 11: Achieve the development of projects that enable residents to live in proximity to their jobs, commercial services, and entertainment, and reduce the need for automobile use.

The proposed use is compatible with the existing commercial uses in the shopping center such as retail and eating and drinking establishments. It provides recreational opportunities and services to residents and visitors in the vicinity. It is located along a major corridor and will not generate significant impacts to affect surrounding residential uses.

B. Economic Development Element

Objective ED 2.4: Revitalize, renovate and expand the existing Huntington Beach commercial facilities while attracting new commercial uses.

Policy ED 2.4.3: Encourage the expansion of the range of goods and services provided in Huntington Beach to accommodate the needs of all residents in Huntington Beach and the market area.

The health club is a commercial use that promotes an active lifestyle and recreational services. It will help revitalize the center by occupying a vacant space on the property. The proposed use will contribute to the economic viability of the shopping center and the responsible growth of the City.

Zoning Compliance:

This project complies with the requirements of the Meadowlark Specific Plan. The use is permitted in the zone, subject to conditional use permit review and approval by the Planning Commission. The onsite parking requirement for the health club use is one parking space per 200 square-feet, except that areas designated for group instruction shall be parked at a ratio of one parking space per 100 square-feet. The proposed health club requires six (6) more parking spaces than the prior commercial use of a video rental store (i.e., retail). Based upon the existing commercial uses and proposed health club use, the zoning code requires 664 spaces. The current onsite parking supply is 666 spaces. The parking matrix (Attachment

No. 5) demonstrates that the existing parking supply of 666 spaces will adequately accommodate the required parking for the center. In addition, a list of City Code Requirements of the applicable provisions of the HBZSO and Municipal Code has been provided to the applicant (Attachment No. 4).

Urban Design Guidelines Conformance: Not applicable.

Environmental Status:

The proposed project is categorically exempt pursuant to Class 1, *Existing Facilities*, Section 15301 of the California Environmental Quality Act (CEQA) Guidelines, which identifies the operation of existing structures involving negligible or no expansion of use beyond that previously existing as exempt from the provisions of CEQA.

Coastal Status: Not applicable.

Design Review Board: Not applicable.

Subdivision Committee: Not applicable.

Other Departments Concerns and Requirements:

The Departments of Public Works, Police, Fire, and Community Development have reviewed the project and identified a list of code requirements (Attachment No. 4) applicable to the project.

Public Notification:

Legal notice was published in the Huntington Beach Wave on October 29, 2015, and notices were sent to property owners of record and tenants within a 500 ft. radius of the subject property, individuals/organizations requesting notification (Planning Division's Notification Matrix), applicant, and interested parties. As of November 3, 2015, no comments have been received.

Application Processing Dates:

<u>DATE OF COMPLETE APPLICATION:</u>	<u>MANDATORY PROCESSING DATE(S):</u>
September 22, 2015	November 22, 2015

Conditional Use Permit No. 15-052 was filed on August 21, 2015, and deemed complete on September 22, 2015. The application is scheduled for public hearing before the Planning Commission on November 10, 2015.

ANALYSIS:

Compatibility

The subject site is located within an existing multi-tenant commercial shopping center along a major corridor and surrounded by commercial and residential uses. The building was formerly occupied by a video rental store (Blockbuster Video) which closed in 2014. The proposed health club use will be compatible with existing uses because it offers recreational services such as personal training, group instruction, and a variety of exercise equipment for residents and visitors in the vicinity. The closest

Anytime Fitness health clubs are located in Seal Beach and Fountain Valley. The primary entrance to the facility is oriented north towards the parking lot.

Although the proposed hours of operation are 24-hours daily, the facility will be secured with proprietary access software, security, and surveillance technology, so that the facility can still operate even when staff is not onsite. Entry into the facility is by a security key fob that is provided to each club member and linked to membership information/photo. Direct contact information of the business owners is also available to all members. Security cameras are strategically installed throughout the club and can be remotely viewed at any time by the owners/employees. The cameras will record activity when movement is detected at the entrance and throughout the club to ensure safe practices. Additionally, the fitness club contains emergency response buttons and security lanyards, for individual members to wear, that can dispatch emergency services in the event that members feel unsafe. The dispatch services will first contact the owners/employees for confirmation of the emergency prior to contacting the Police or Fire Departments. With the recommended conditions, proposed security measures with a recording system are acceptable and staff supports the use.

The nearest residential use is located to the south approximately 125 ft. from the existing building and separated by landscaping and Warner Avenue. Residential uses to the east and north are located more than 300 ft. and 500 ft. from the tenant space and separated by streets, parking lots, and buildings. Significant noise, traffic, and safety impacts are not anticipated above existing conditions. However, staff recommends conditions related to the health club use, video surveillance system, and obtaining an alarm permit to ensure that potential impacts are further minimized. Staff supports the proposed health club which will help revitalize the commercial center and attract new and existing nearby health club members to the site.

Parking

According to the HBZSO, the parking requirements for a health club use are 1 space per 200 sq. ft. and areas for group instruction require 1 space per 100 sq. ft. Based upon the health club use proposed at 4,775 sq. ft. and group instruction at 1,030 sq. ft., the health club use requires 35 parking spaces. The total amount of parking required with the existing and proposed uses per the HBZSO is 664 stalls. The existing parking supply at the subject site is 666 spaces. Staff supports the proposed use because it complies with parking requirements pursuant to the HBZSO.

SUMMARY:

Staff recommends approval of Conditional Use Permit No. 15-052 based upon the following:

- Complies with the General Plan goals, objectives, and policies encouraging a diversity of commercial uses that is oriented to the needs of local residents and visitors to the City.
- Compatible with surrounding commercial and residential uses.
- Contributes to the economic viability of an existing shopping center.

ATTACHMENTS:

1. Suggested Findings and Conditions of Approval for Conditional Use Permit No. 15-052
2. Site Plan and Floor Plan dated and received August 21, 2015
3. Narratives dated August 21, 2015 and October 7, 2015

4. Code Requirements Letter (for informational purposes only) dated October 21, 2015
5. Meadowlark Plaza Shopping Center Parking Matrix dated September 24, 2015
6. Anytime Fitness Community Information Guide received and dated October 21, 2015
7. Anytime Fitness Business Plan received and dated October 21, 2015

SH:JJ:JA

ATTACHMENT NO. 1

SUGGESTED FINDINGS AND CONDITIONS OF APPROVAL

CONDITIONAL USE PERMIT NO. 15-052

SUGGESTED FINDINGS FOR PROJECTS EXEMPT FROM CEQA:

The Planning Commission finds that the project will not have any significant effect on the environment and is exempt from the provisions of the California Environmental Quality Act (CEQA) pursuant to Section 15301, Class 1, of the CEQA Guidelines, which states that operation and minor alteration to existing structures involving negligible or no expansion are exempt from further environmental review.

SUGGESTED FINDINGS FOR APPROVAL - CONDITIONAL USE PERMIT NO. 15-052:

1. Conditional Use Permit No. 15-052 for the establishment of an approximately 5,805 sq. ft., 24-hour health club consisting of personal training, group instruction, and exercise equipment will not be detrimental to the general welfare of persons working or residing in the vicinity or detrimental to the value of the property and improvements in the neighborhood. The proposed use is located within an existing multi-tenant commercial center with other commercial uses. Residential uses are located around the shopping center. However, significant impacts associated to noise, safety, and traffic are not anticipated to negatively affect existing residential uses. The building entrance for the health club is oriented north toward the parking lot. Buildings, parking lots, or streets separate the proposed use from noise-sensitive uses. Although the proposed hours of operation are 24-hours daily, business operations will be conducted indoors only. In conjunction with proposed security measures, conditions are imposed that will further minimize potential safety impacts. The supply of parking will adequately accommodate the proposed and existing uses. The parking requirement for the center including the health club is 664 spaces, which is less than code required parking of 666 spaces.
2. The conditional use permit will be compatible with surrounding residential and commercial uses. The proposed use is located in an existing multi-tenant commercial center with other commercial uses. The interior remodel of the vacant space will help revitalize the center. Additional parking is not required for the use. The business operations will occur indoors only.
3. The proposed use will comply with the provisions of the base district and other applicable provisions in Titles 20-25 of the Huntington Beach Zoning and Subdivision Ordinance and any specific condition on the project. It complies with applicable HBZSO requirements. Although the proposed hours of operation are 24-hours daily, business operations will be conducted indoors only and proposed security measures, in conjunction with imposed conditions, will adequately minimize potential safety impacts.
4. The granting of the conditional use permit will not adversely affect the General Plan. The proposed project is consistent with the General Plan land use designation of Mixed Use and the goals, objectives, and policies of the City's General Plan as follows:

A. Land Use Element

Goal LU 10: Achieve the development of a range of commercial uses.

Objective LU 10.1: Provide for the continuation of existing and the development of a diversity of retail and service commercial uses that are oriented to the needs of local residents, serve the surrounding region, serve visitors to the City, and capitalize on Huntington Beach's recreational resources.

Goal LU 11: Achieve the development of projects that enable residents to live in proximity to their jobs, commercial services, and entertainment, and reduce the need for automobile use.

The proposed use is compatible with the existing commercial uses in the shopping center such as retail and eating and drinking establishments. It provides recreational opportunities and services to residents and visitors in the vicinity. It is located along a major corridor and will not generate significant impacts to affect surrounding residential uses.

B. Economic Development Element

Objective ED 2.4: Revitalize, renovate and expand the existing Huntington Beach commercial facilities while attracting new commercial uses.

Policy ED 2.4.3: Encourage the expansion of the range of goods and services provided in Huntington Beach to accommodate the needs of all residents in Huntington Beach and the market area.

The health club is a commercial use that promotes an active lifestyle and recreational services. It will help revitalize the center by occupying a vacant space on the property. The proposed use will contribute to the economic viability of the shopping center and the responsible growth of the City.

SUGGESTED CONDITIONS OF APPROVAL - CONDITIONAL USE PERMIT NO. 15-052:

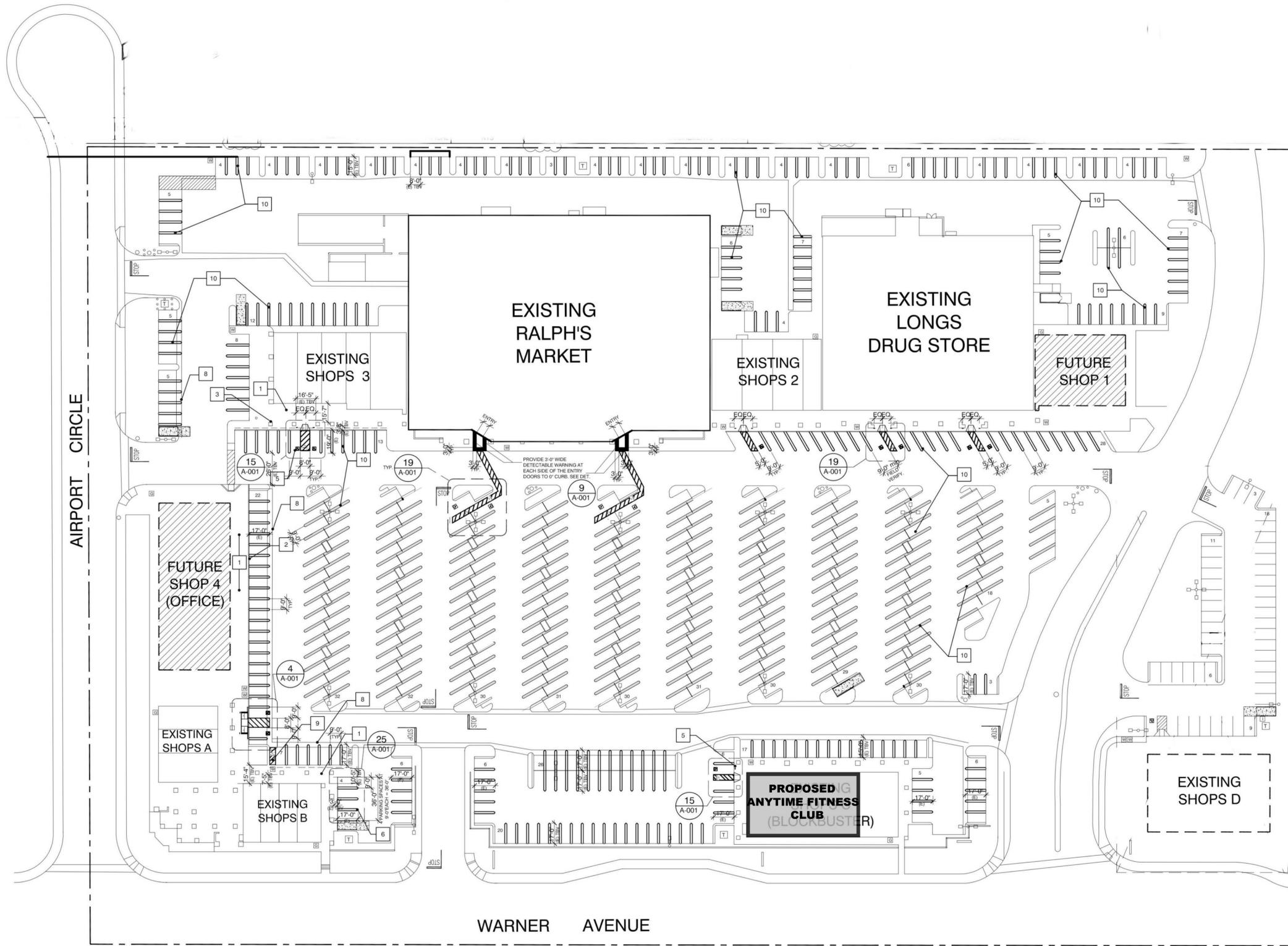
1. The site plan and floor plan received and dated August 21, 2015, shall be the conceptually approved layout.
2. The use shall comply with the following:
 - a. Only the uses and security measures described in the project narrative received and dated August 21, 2015, and October 7, 2015, shall be permitted.
 - b. The establishment shall employ a video surveillance security system and a one-month video library. The minimum requirements for the cameras will be: color, digital recording to DVR and able to record in low light. The business shall ensure all doors, hallways, and workout areas are covered by video surveillance. Electronic copies of video must be made available to the Huntington Beach Police Department within 48 hours of request pursuant to a police investigation. Digital recordings shall be made available for viewing on-scene upon request by police officers conducting investigations when circumstances indicate immediate review of

the video is necessary to an investigation. You are required to have someone able to access and operate this system during normal staff hours. (PD)

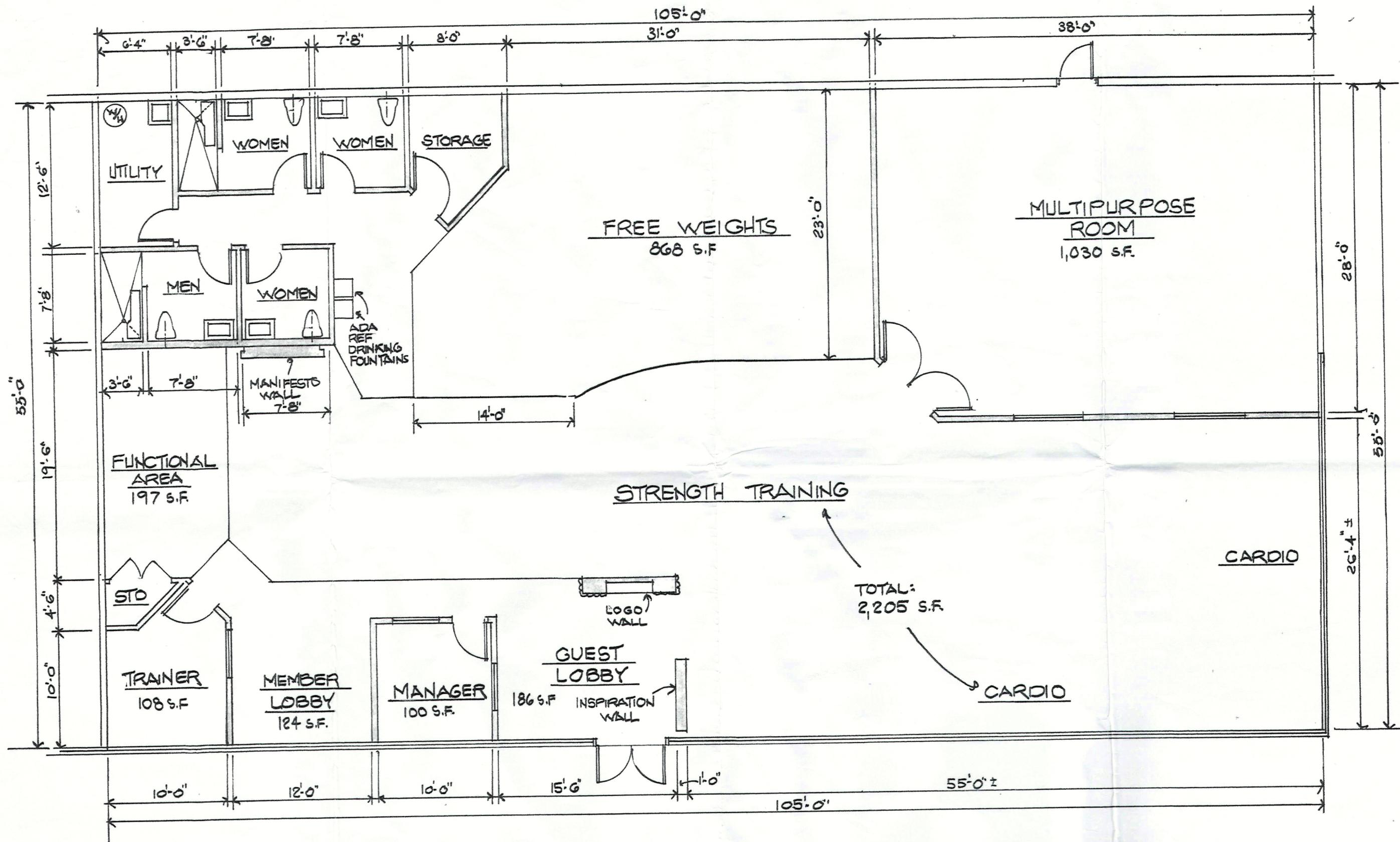
- c. Due to the emergency response buttons and lanyards readily accessible to patrons, Anytime Fitness must obtain an Alarm Permit per Huntington Beach Municipal Code Chapter 5.56 and remain in compliance. Because of the unique business model employed by the applicant, Chapter 5.56 HBMC is not an exact fit, so some flexibility is required. Any alarm activation that results in a public safety response that is later determined by the Police or Fire Chief to have been inappropriate, will constitute a “false alarm” for the purposes of Chapter 5.56 HBMC. (PD)
3. The Development Services Departments (Community Development, Fire, and Public Works) shall be responsible for ensuring compliance with all applicable code requirements and conditions of approval. The Director of Community Development may approve minor amendments to plans and/or conditions of approval as appropriate based on changed circumstances, new information or other relevant factors. Any proposed plan/project revisions shall be called out on the plan sets submitted for building permits. Permits shall not be issued until the Development Services Departments have reviewed and approved the proposed changes for conformance with the intent of the Planning Commission’s action. If the proposed changes are of a substantial nature, an amendment to the original entitlement reviewed by the Planning Commission may be required pursuant to the provisions of HBZSO Section 241.18.
4. Conditional Use Permit No. 15-052 shall become null and void unless exercised within two (2) years of the date of final approval or such extension of time as may be granted by the Director pursuant to a written request submitted to the Community Development Department a minimum 30 days prior to the expiration date.
5. The applicant and/or applicant’s representative shall be responsible for ensuring the accuracy of all plans and information submitted to the City for review and approval.
6. Incorporating sustainable or “green” building practices into the design of the proposed structures and associated site improvements is highly encouraged. Sustainable building practices may include (but are not limited to) those recommended by the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Program certification (<http://www.usgbc.org/DisplayPage.aspx?CategoryID=19>) or Build It Green’s Green Building Guidelines and Rating Systems (<http://www.builditgreen.org/green-building-guidelines-rating>).

INDEMNIFICATION AND HOLD HARMLESS CONDITION:

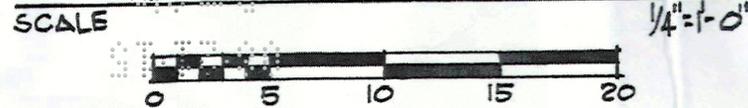
The owner of the property which is the subject of this project and the project applicant if different from the property owner, and each of their heirs, successors and assigns, shall defend, indemnify and hold harmless the City of Huntington Beach and its agents, officers, and employees from any claim, action or proceedings, liability cost, including attorney’s fees and costs against the City or its agents, officers or employees, to attack, set aside, void or annul any approval of the City, including but not limited to any approval granted by the City Council, Planning Commission, or Design Review Board concerning this project. The City shall promptly notify the applicant of any claim, action or proceeding and should cooperate fully in the defense thereof.



OVERALL SITE PLAN



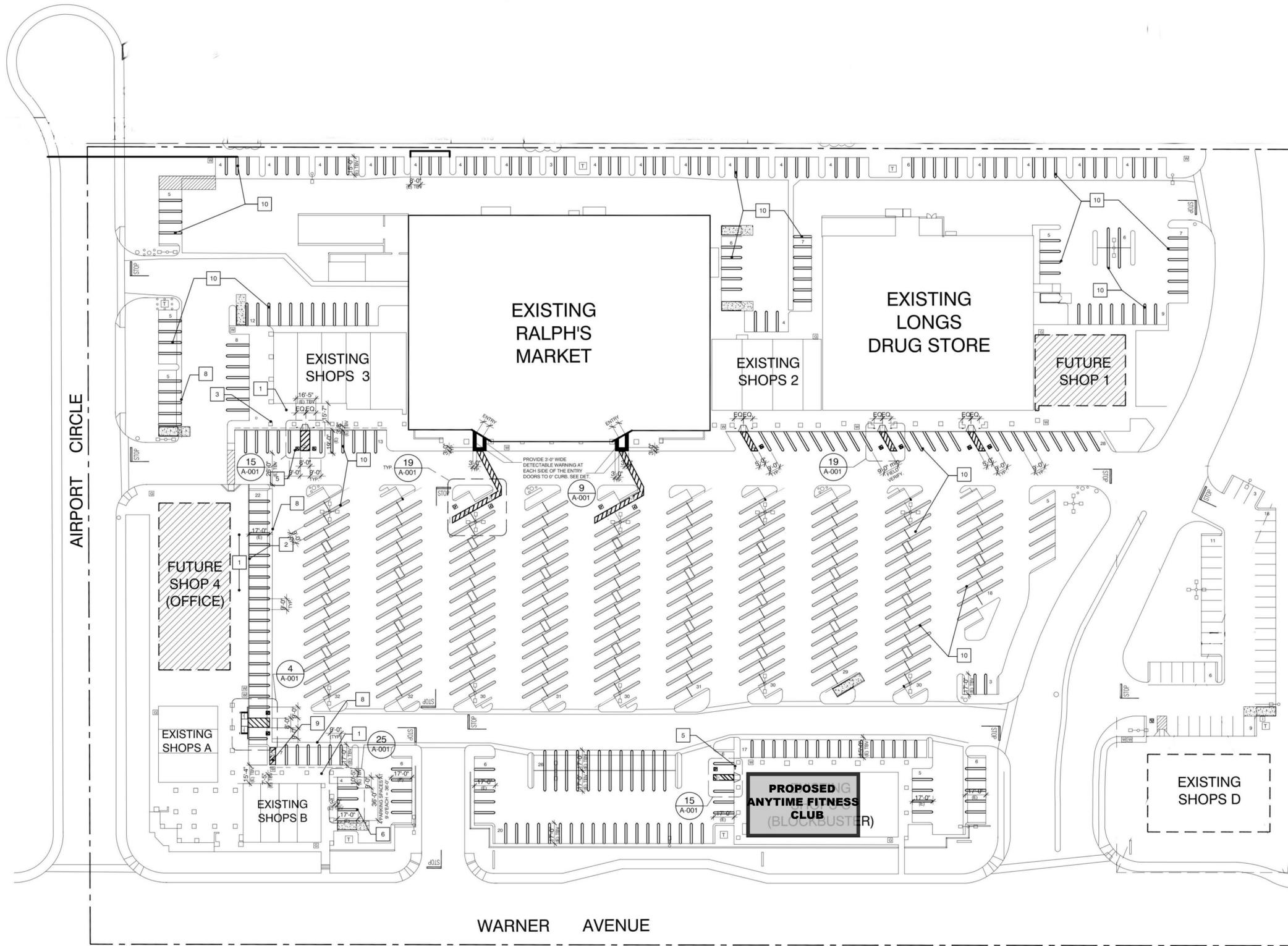
FLOOR PLAN



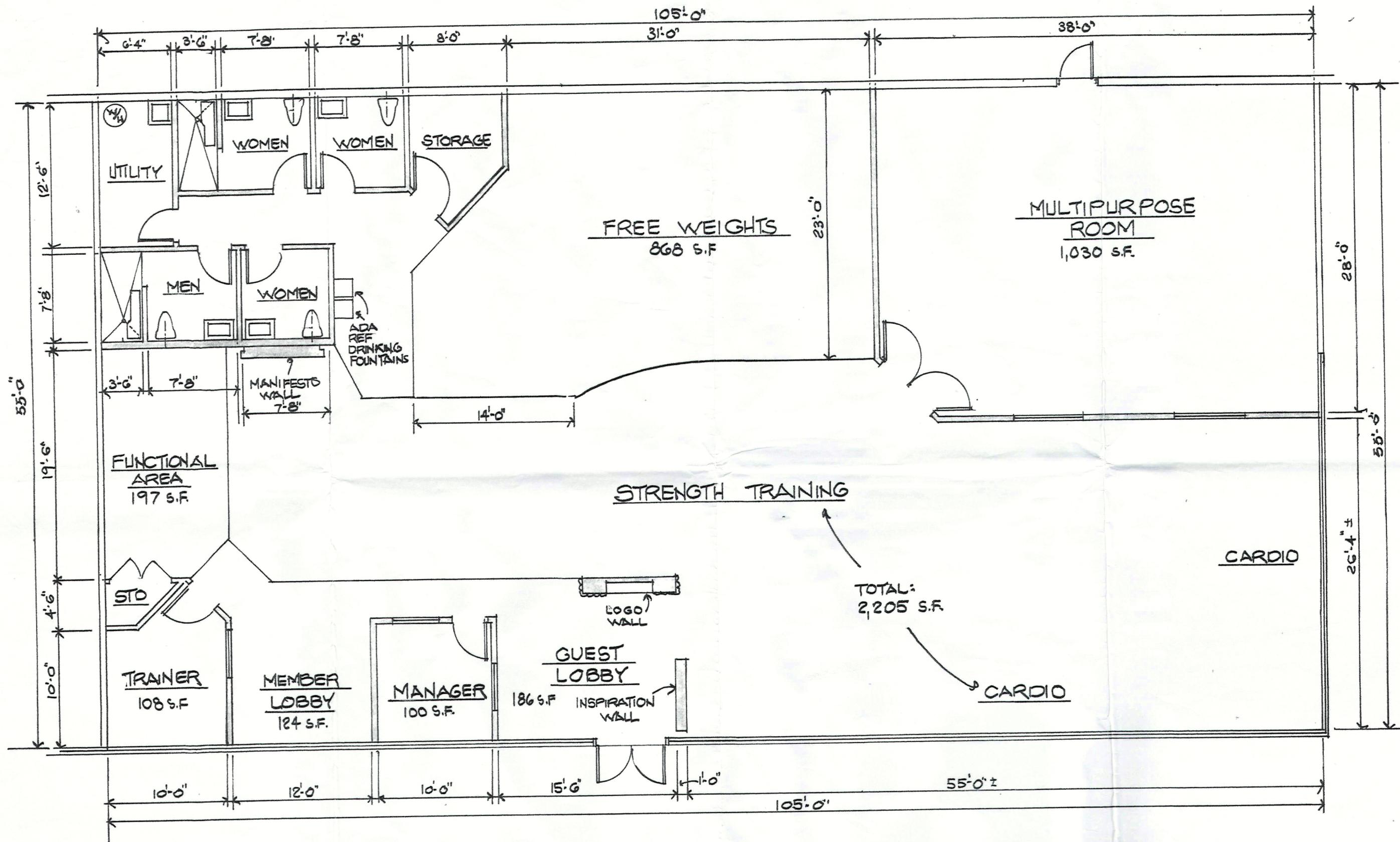
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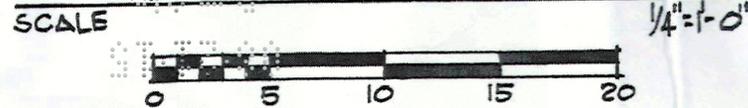
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OVERALL SITE PLAN



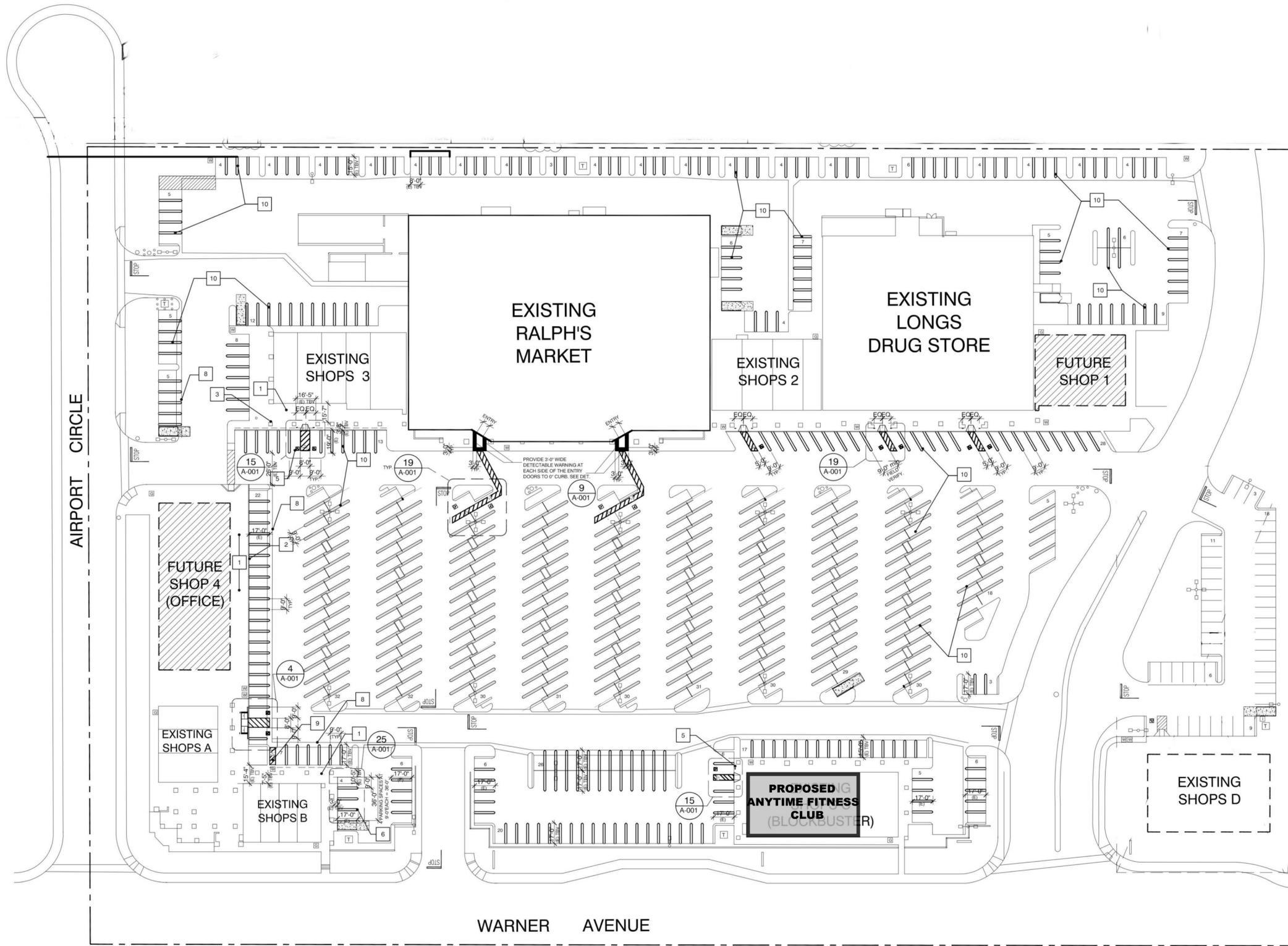
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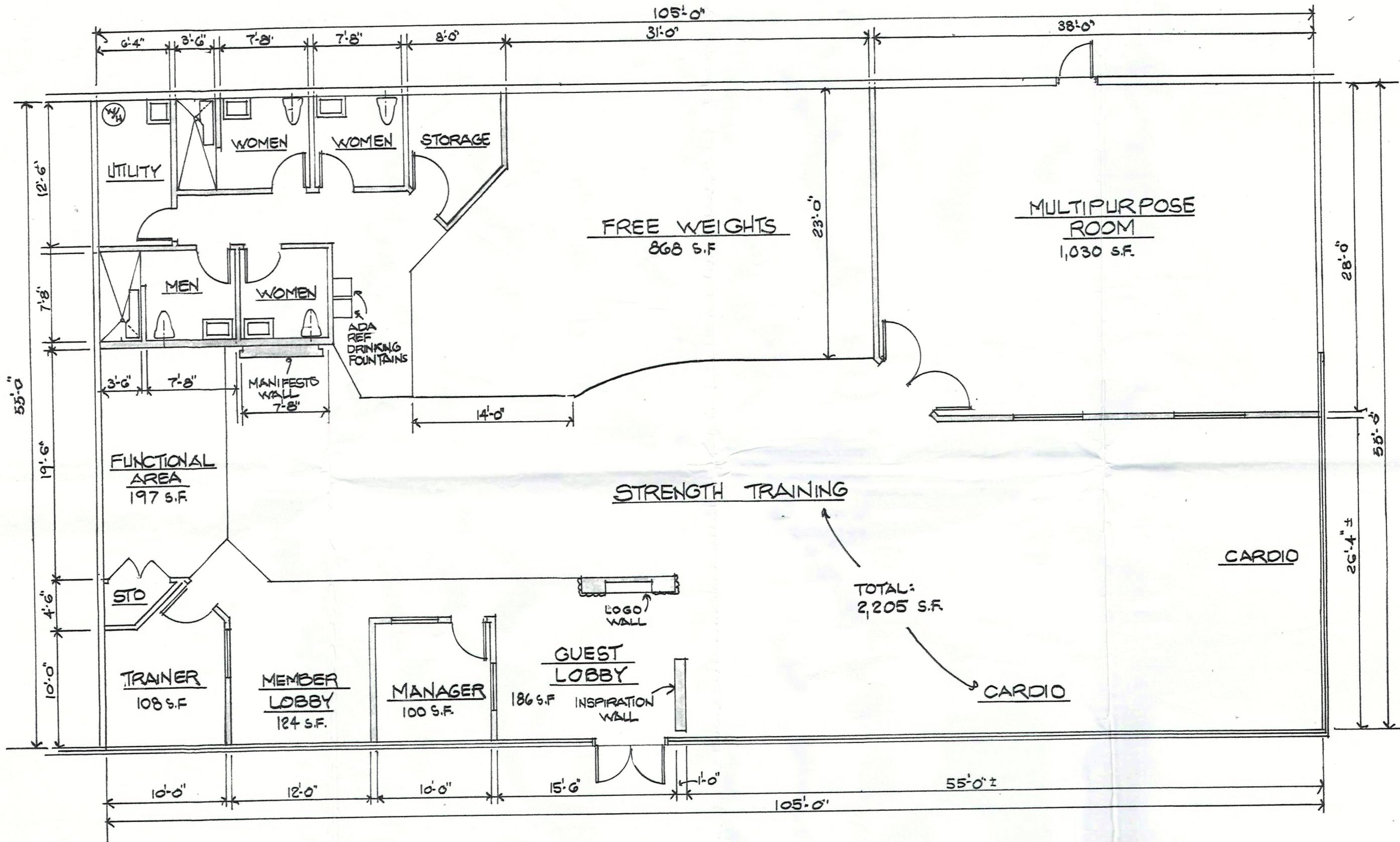
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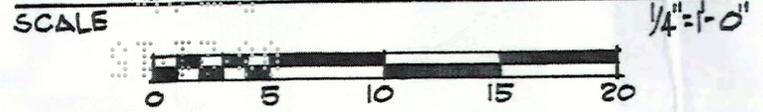
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OVERALL SITE PLAN



FLOOR PLAN



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Narrative of Proposed Use

A) As Entrepreneur Magazine's #1 ranked fitness franchise of 2015, Anytime Fitness is well on its way to actualizing its vision 'to improve the self-esteem of the world.' While this message is cascaded from the franchisor, we find the combination of its simplicity and power a perfect match for how we plan to operate our business. This vision will be carried out in our club every day by providing each member and potential member with a world-class experience.

Our company will be a franchise of Anytime Fitness located in Huntington Beach, CA, with us, James Adamitis and Jacob Saldaña as operating owners. Our customers will be at the forefront of our business, and because of this, a large factor in choosing staff, from managers, to personal trainers, will be focused on their ability to provide outstanding customer service.

Our business will feature the most prevalent cardio and resistance equipment in a clean, safe, and convenient gym. We will have "Multi-Purpose Room" that will be utilized for our personal training services. We will offer Team Training (10 or less clients) and also Small Group Personal Training (4 clients or less). Our personal training service will have a focus on helping our members move better. Every member will receive a free movement screening as well as monthly follow-ups to ensure that they are progressing and being held accountable.

In addition to maintaining the physical environment, we will focus on providing a world-class level of customer service. The Anytime Fitness customer service standards have been fully developed by the franchisor and are an extensive component of our training as franchisees. We will fully implement and execute this service vision in our club in order to create a personable experience and a non-intimidating environment.

Hours: Standard staffed office hours will be 10-7 M-F and 10-2 Sat/Sun. Personal Trainers will be on-site from 6am-10pm

The facilities are secured with proprietary access software, security, and surveillance technology. The exclusive access system allows a club to be open on a 24 hour basis. The system, which includes remote monitoring of a closed circuit television system and personal safety devices, allows members to feel safe and secure, even when a club is not staffed.

B) Our reason for submitting this application is to receive approval to operate Anytime Fitness Huntington Beach as a 24 hour fitness facility in place of an old Blockbuster video, which has been vacant for over 2 years.

C) **Descriptions of surrounding use.** The proposed space for Anytime Fitness Huntington Beach is located within Meadowlark Plaza. Meadowlark Plaza is home to several businesses that would co-exist well with our business.

Juice It UP! is located adjacent to our proposed space. They feature a healthy alternative to quick, convenient foods with juices, smoothies and other healthy snacks.

GNC is also located in the Plaza. GNC focuses on sports supplements to assist in living a healthy lifestyle.

Ralphs is the main anchor in the Plaza. They are currently under going a remodel and provide a convenient grocery option for the community.

One Stop Beauty is a store focusing on personal care products for your hair, skin, and nails.

Fantastic Sam's is a franchised salon that provides haircuts and styling.

AIM Mail provides a packaging and shipping services. They also make sell office supplies and offer copy and printing services.

The Nail & Spa Company is a salon that provides manicures and pedicures.

Harbour Dental provides both family and cosmetic dentistry services.

Meadowlark Cleaners provides dry cleaning services.

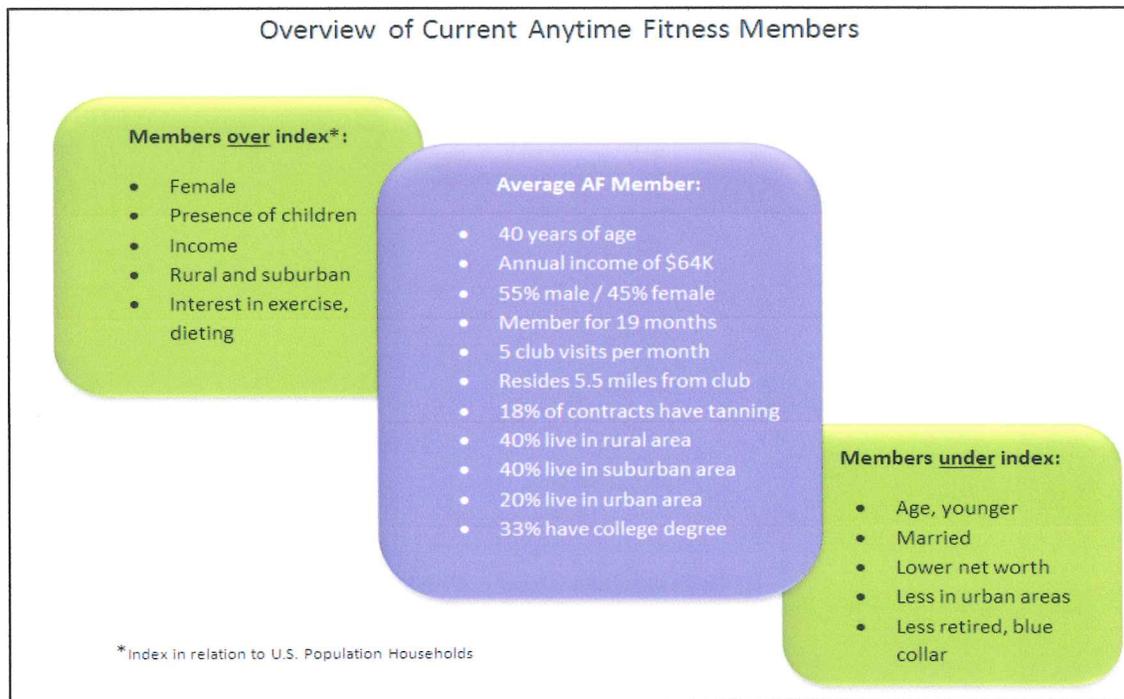
Hoag Hospital is an urgent care location and part of not-for-profit regional health care network.

Wells Fargo is a large national financial institution.

Starbucks is arguably the most popular coffee house in the world. They also provide convenient food options.

Meadowlark Plaza also host the following restaurants; Que Pasta, Pick Up Stix, Sammy's Burgers Subs and Tacos, and Dairy Queen.

D) In order to strategically define our target market and assess their needs, it's key to understand what demographics have historically been drawn to Anytime Fitness clubs. Now that the franchise is over ten years old, an average member profile has been established. The average Anytime Fitness Member is 40 years of age, has an annual income of \$64k, 55% Male/45% Female and lives within 5 miles of the gym. The demographics of the Meadowlark Plaza reflect that of the average Anytime Fitness Member except for a higher average income (analysis chart below).

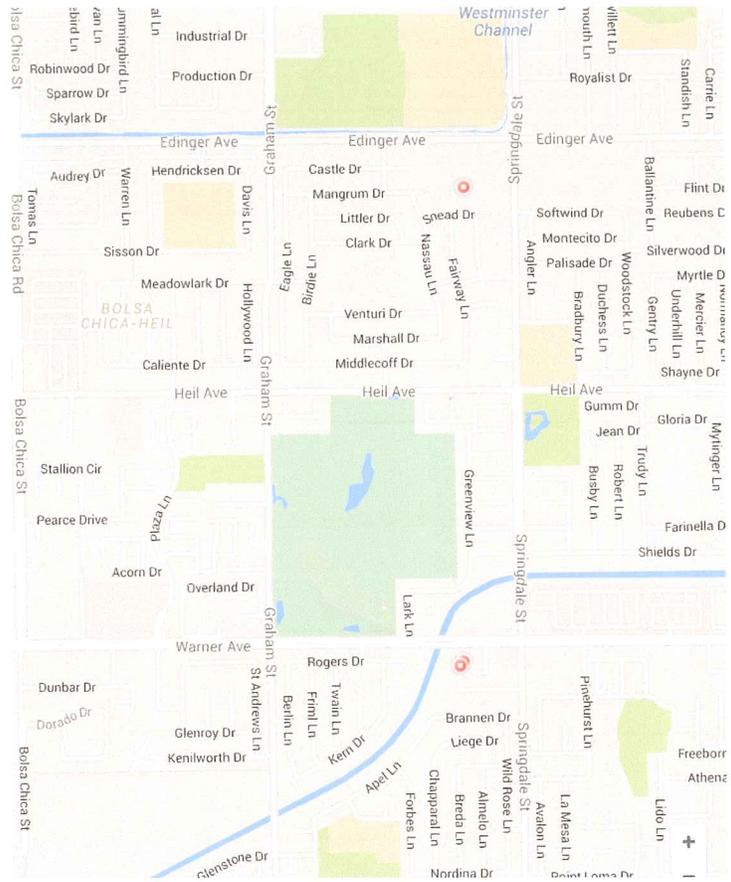


Source: Acxiom Member Analysis 2013

Studies have very well shown the benefits of an active lifestyle and how it can help fight obesity rates. Anytime Fitness helps fit a niche that will only help keep Huntington Beach below the CA obesity average (CA = 38%, Huntington Beach = 26.4%). Currently, there are only 2 fitness centers that offer similar amenities as Anytime Fitness in a 3 mile radius of our facility. With a population being served of 83,995 in that radius, the only fitness center options within that radius for the community are two 20,000 sq. foot type clubs. In contrast, we offer a more boutique type feel, 5,775 sq. feet, less intimidating and more focused on convenience. Since we focus on a member base of roughly 800-1,000 rather than 5,000+ members the bigger facilities need to make a profit, we are the more convenient option, currently not available in the city of Huntington Beach. With successful Anytime Fitness clubs in the surrounding areas of Seal Beach, Cypress, Long Beach and Fountain Valley, proof is in the formula that there is a need for our niche. The population and demographics, coupled with the 5341 Warner Ave. location, are a perfect fit for Huntington Beach's first ever Anytime Fitness!

(Picture below, will be detailed of what gym is crunch/24 hour and us)

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Security

Anytime Fitness has created a proprietary security system that allows for the safe access of members on a 24/7 basis. Anytime Fitness clubs feature a "Tailgate" system, security cameras to capture all angles of the club, emergency response lanyards and buttons, an AED, remote-viewing for owners, and 24/7 monitoring from API monitoring.

Tailgate System: This is one of the key features of the Anytime Fitness Security System. All members receive a security key fob that is linked to their membership information and photo. When the club is unstaffed the entire space is locked down. The only way to access is with one of our unique security fobs.

The tailgate system monitors movement at the door that triggers an alarm if someone enters the club without swiping a key. This also starts a recording process for the cameras to monitor the activity at the front door as well as throughout the club. The tracker recognizes multiple people that come in with one key swipe and the recording process as well. This prevents members from sneaking in friends and unscreened individuals as well. As owners, we can set up alerts to be notified when any member enters the club as well.

These door alerts are tracked daily and then stored in our dvr for further review if necessary.

In addition to the Tailgate system we emphasize with all of our members the Security policies and consequences associated with security violations. Emphasizing this on the front end really establishes the awareness.

Security Cameras

The Club has an open layout that prevents many unseen corners. Security Cameras are placed through the club and can be remotely viewed 24/7. Cameras are placed outside as well to monitor parking lot movement and the surrounding building. The cameras record when movement is detected to ensure safe practices.

Emergency response buttons and lanyards

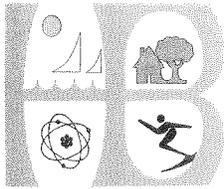
The Club also is outfitted with emergency response buttons that immediately dispatches emergency services if needed. We have security lanyards hanging in the club that are mobile and they can be carried throughout the club if the member would like. The lanyard has a button that if held will also dispatch emergency services. This provides the member with an extra level of security if for any reason they feel insecure. The mobile lanyards have a range of 50 yards so they can even take them to their cars, late at night to feel more comfortable.

We also provide members with direct contacts for ourselves for non-emergencies. We make ourselves available 24/7. In the event that the Emergency buttons are pressed the monitoring company first reaches out to us and if no answer on their first call, they dispatch the Police.

The Security devices that dispatch Emergency services are rarely used. I don't have the data in regards to the over 3,000 unstaffed Anytime Fitness clubs open across the U.S. and internationally however at my other clubs it has been very minimal. We have 3 open clubs and since 2011 we have only had the Emergency buttons press 5 times. Every time it has been a members curiosity to see if the buttons actually worked. In Seattle, a \$250 fee is assessed to us every time the police are dispatched.

AED

The Club will provide a very visible AED to provide immediate support in the unlikely chance that someone goes into cardiac arrest while we're unstaffed. The AED we'll provide has verbal step by step instructions to ensure nearly anyone can use it.



City of Huntington Beach

2000 MAIN STREET

CALIFORNIA 92648

DEPARTMENT OF PLANNING AND BUILDING

www.huntingtonbeachca.gov

Planning Division

714.536.5271

Building Division

714.536.5241

October 21, 2015

James Adamitis
4119 Via Marina #S101
Marina del Rey, CA 90292

**SUBJECT: CONDITIONAL USE PERMIT NO. 15-052 (ANYTIME FITNESS) – 5341
WARNER AVENUE
PROJECT IMPLEMENTATION CODE REQUIREMENTS**

Dear Applicant,

In order to assist you with your development proposal, staff has reviewed the project and identified applicable city policies, standard plans, and development and use requirements, excerpted from the City of Huntington Beach Zoning & Subdivision Ordinance and Municipal Codes. This list is intended to help you through the permitting process and various stages of project implementation.

It should be noted that this requirement list is in addition to any "conditions of approval" adopted by the Planning Commission. Please note that if the design of your project or site conditions change, the list may also change.

If you would like a clarification of any of these requirements, an explanation of the Huntington Beach Zoning & Subdivision Ordinance and Municipal Codes, or believe some of the items listed do not apply to your project, and/or you would like to discuss them in further detail, please contact me at jarabe@surfcity-hb.org or 714-374-5357 and/or the respective source department (contact person below).

Sincerely,

Jill Arabe
Associate Planner

Enclosures

cc: Khoa Duong, Building Division – 714-872-6123
James Brown, Fire Department – 714-374-5344
Jane James, Planning Manager
Meadowlark Plaza Trust, c/o August Vogel and Associates, P.O. Box 1804, Carlsbad, CA 92018
Project File



HUNTINGTON BEACH BUILDING DIVISION

PROJECT IMPLEMENTATION CODE REQUIREMENTS

DATE: SEPTEMBER 11, 2015
PROJECT NAME: ANYTIME FITNESS
PLANNING APPLICATION NO.: PLANNING APPLICATION NO. 2015-195
ENTITLEMENTS: CONDITIONAL USE PERMIT NO CUP 15-052

DATE OF PLANS: AUGUST 21, 2015
PROJECT LOCATION: 5341 WARNER AVENUE
PROJECT PLANNER: JILL ARABE, ASSOCIATE PLANNER
PLAN REVIEWER: KHOA DUONG, P.E
TELEPHONE/E-MAIL: (714) 872-6123 / KHOA@CSGENGR.COM

PROJECT DESCRIPTION: TO PERMIT A 24-HOUR PERSONAL FITNESS GYM WITHIN A FORMER BLOCKBUSTER VIDEO TENANT SPACE AT AN EXISTING COMMERCIAL CENTER. INTERIOR TI ONLY –NO EXTERIOR IMPROVEMENTS EXCEPT FOR NEW SIGNS (ANYTIME FITNESS)

The following is a list of code requirements deemed applicable to the proposed project based on plans stated above. The list is intended to assist the applicant by identifying requirements which must be satisfied during the various stages of project permitting and implementation. A list of conditions of approval adopted by the Planning Commission in conjunction with the requested entitlement(s), if any, will also be provided upon final project approval. If you have any questions regarding these requirements, please contact the Plan Reviewer.

. **REQUIREMENT:**
None.

I. CODE REQUIREMENTS BASED ON PLANS & DRAWINGS SUBMITTED:

0. Project shall comply with the current state building codes adopted by the city at the time of permit application submittal. Currently they are 2013 California Building Code (CBC), 2013 California Mechanical Code, 2013 California Plumbing Code, 2013 California Electrical Code, 2013 California Energy Code, 2013 California Green Building Standards Code, and the Huntington Beach Municipal Code (HBMC). Compliance to all applicable state and local codes is required prior to issuance of building permit.

1. Provide Project Data to show:
 - Type of building construction
 - Occupancy group(s)
 - Building with fire sprinkler system?
 - Provide building code analysis including type of construction, allowable area and height, occupancy group requirements.
2. Provide complete Site plan –
 - Identify location of accessible paths of travel from accessible parking stalls/public sidewalk to the building entrances along with maximum slope of 5%; and cross slope of 2%.
 - Identify location of all curb ramps/truncated domes within the accessible paths of travel.
 - Label the use/occupancy classification of all areas directly adjacent to the proposed work/tenant improvement areas.
3. Provide egress plan –
 - Provide occupant load calculations showing the occupant load in each room/area along with occupant load factors.
 - Show the exit paths of travel along with distances of travel.
 - All required exterior exit doors must be accessible to disabled persons. Please show the exit paths of travel from exterior exit doors to the public way along with maximum slope of 5%; and cross slope of 2%.
 - Panic hardware is required at all required exit doors serving group A occupancy group.
4. Provide compliance to disabled accessibility requirements of Chapter 11B of the 2013 CBC.
 - All areas must be accessible to disabled persons.
 - Restrooms must be accessible to disabled persons.
 - Existing accessible parking stalls must comply with current 2013 CBC. At least one van accessible parking stall is required.
5. Review and provide compliance with Title 17 of the City of Huntington Beach Municipal Code, Building and Construction. This document can be found online on the city's website.
6. For projects that will include multiple licensed professions in multiple disciplines, i.e. Architect and professional engineers for specific disciplines, a Design Professional in Responsible Charge will be requested per the 2013 CBC, Section 107.3.4.
7. In addition to all of the code requirements of the 2013 California Green Building Standards Code, specifically address Construction Waste Management per Sections 4.408.2, 4.408.3, 4.408.4, 5.408.1.1, 5.408.1.2, and 5.408.1.3 and Building Maintenance and Operation, Section 5.410. Prior to the issuance of a building permit the permittee will be required to describe how they will comply with the sections described above. Prior to Building Final Approval, the city will require a Waste Diversion Report per Sections 4.408.5 and 5.408.1.4.
8. The City of Huntington Beach has adopted the 2013 California Green Building Standards Code Appendices for Electric Vehicle Charging. This adopted Code may be found in the Huntington Beach Municipal Code under; Chapter 17.06.030 Residential Electric Vehicle (EV) Charging and 17.06.040 Non-Residential Electrical Vehicle (EV) Charging

II. COMMENTS:

0. Planning and Building Department encourage the use of pre-submittal building plan check meetings.
1. Separate Building, Mechanical, Electrical and Plumbing Permits will be required for all exterior accessory elements of the project, including but not limited to: fireplaces, fountains, sculptures, light poles, walls and fences over 42" high, retaining walls over 2' high, detached trellises/patio covers, gas piping, water service, backflow anti-siphon, electrical, meter pedestals/electrical panels, swimming pools, storage racks for industrial/commercial projects. It will be the design professional in charge, responsibility to coordinate and submit the documents for the work described above.
2. Provide on all plan submittals for building, mechanical, electrical and plumbing permits, the Conditions of Approval and Code Requirements that are associated with the project through the entitlement process. If there is a WQMP, it is required to be attached to the plumbing plans for plan check.



HUNTINGTON BEACH FIRE DEPARTMENT

PROJECT IMPLEMENTATION CODE REQUIREMENTS

DATE: SEPTEMBER 14TH, 2015
PROJECT NAME: ANYTIME FITNESS TENANT IMPROVEMENT
PA NUMBER: PLANNING APPLICATION NO. 2015-195
ENTITLEMENTS: CONDITIONAL USE PERMIT NO. 2015-052
PROJECT LOCATION: 5341 WARNER AVENUE
PLANNER: JILL ARABE, ASSOCIATE PLANNER
PLAN REVIEWER-FIRE: JAMES BROWN, FIRE PROTECTION ANALYST
TELEPHONE/E-MAIL: (714) 374-5344/ jbrown@surfcity-hb.org

PROJECT DESCRIPTION: TO PERMIT A 24-HOUR PERSONAL FITNESS GYM WITHIN A FORMER BLOCKBUSTER VIDEO TENANT SPACE AT AN EXISTING COMMERCIAL CENTER. INTERIOR TI ONLY –NO EXTERIOR IMPROVEMENTS EXCEPT FOR NEW SIGNS (ANYTIME FITNESS)

The following is a list of code requirements deemed applicable to the proposed project based on plans received and dated AUGUST 21ST, 2015. The list is intended to assist the applicant by identifying requirements which must be satisfied during the various stages of project permitting and implementation. A list of conditions of approval adopted by the Planning Commission in conjunction with the requested entitlement(s), if any, will also be provided upon final project approval. The review comments below are not to be construed as being all inclusive. **The project is required to comply with all of the adopted Building, Fire, and Municipal Codes in effect at the time of grading and building plan submittal for permit issuance.** If you have any questions regarding these requirements, please contact the Plan Reviewer- Fire: JAMES BROWN, FIRE PROTECTION ANALYST.

PRIOR TO DEMOLITION, GRADING, SITE DEVELOPMENT, ISSUANCE OF GRADING PERMITS, BUILDING PERMITS, AND/OR CONSTRUCTION, THE FOLLOWING SHALL BE REQUIRED:

Fire Suppression Systems

The following items shall be completed and approved prior to issuance of a certificate of occupancy.

Fire Protection Systems

Fire Extinguishers shall be installed and located in all areas to comply with California Fire Code standards found in *City Specification #424*. The minimum required dry chemical fire extinguisher size is 2A 10BC and shall be installed within 75 feet travel distance to all portions of the building. Extinguishers are required to be serviced or replaced annually. (FD)

Fire Alarm System is required. The building will require a building fire alarm system due to an assembly use occupant load exceeding 300. For approval, shop drawings shall be submitted to the Fire Department as separate plans for permits and approval. Reference and demonstrate compliance with CFC Chap. 9 and NFPA 72 on the plans. A C-10 electrical contractor, certified in fire alarm systems, must certify the system is operational annually. (FD)

Automatic Fire Sprinklers are required to be modified / extended with the tenant improvement. The installation must be in compliance with the CFC and NFPA 13. Separate plans (two sets) shall be submitted to the Fire Department for permits and approval. Fire Code standards can be found in *City Specification #420*. (FD)

Fire Personnel Access

The following items shall be completed and approved prior to issuance of a certificate of occupancy.

Main Secured Building Entries and Vehicle Gates shall utilize a KNOX® Fire Department Access Key Box, installed and in compliance with *City Specification #403*, Fire Access for Pedestrian or Vehicular Security Gates & Buildings. Please contact the Huntington Beach Fire Department Administrative Office at (714) 536-5411 for information. Reference compliance with *City Specification #403 - KNOX® Fire Department Access* in the building plan notes. (FD)

Fire Apparatus Access

The following items shall be completed and approved prior to building plan approval.

Fire Lanes, as determined by the Fire Department, shall be posted, marked, and maintained per *City Specification #415, Fire Lanes Signage and Markings on Private, Residential, Commercial and Industrial Properties*. The site plan shall clearly identify all red fire lane curbs, both in location and length of run. The location of fire lane signs shall be depicted. No parking shall be allowed in the designated 24 foot wide fire apparatus access road or supplemental fire access per *City Specification # 415*. For Fire Department approval, reference and demonstrate compliance with *City Specification # 401 Minimum Standards for Fire Apparatus Access* on the plans. (FD)

Addressing and Street Names

The following items shall be completed and approved prior to issuance of a certificate of occupancy.

Commercial Building Address Numbers shall be installed to comply with City Specification #428, Premise Identification. Building address number sets are required on front and rear of the structure and shall be a minimum of ten inches (10") high with one and one half inch (1 ½") brush stroke. Note: Units shall be identified with numbers per City Specification # 409 Street Naming and Address Assignment Process. Unit address numbers shall be a minimum of four inches (4") affixed to the units front and rear door. All address numbers are to be in a contrasting color. For Fire Department approval, reference compliance with City Specification #428 Premise Identification in the plan notes and reflect the address location on the building. **(FD)**

Building Construction

The following items shall be completed and approved prior to issuance of a certificate of occupancy.

Egress Illumination/Emergency Exit Lighting with emergency back-up power is required. Provide means of egress illumination per the CFC and CBC. **(FD)**

Components of egress must meet all requirements of CFC Chapter 10. This includes all door hardware, exit signage, travel distance, etc. **(FD)**

Posting of Room Occupancy is required. Any room having an occupant load of 50 or more where fixed seats are not installed, and which is used for assembly purposes, shall have the capacity of the room posted in a conspicuous place near the main exit per CFC sec. 1004.3 **(FD)**

THE FOLLOWING CONDITIONS SHALL BE MAINTAINED DURING CONSTRUCTION:

- a. Fire/Emergency Access And Site Safety shall be maintained during project construction phases in compliance with CFC Chapter 33, Fire Safety During Construction And Demolition. **(FD)**

OTHER:

- a. Discovery of additional soil contamination or underground pipelines, etc., must be reported to the Fire Department immediately and the approved work plan modified accordingly in compliance with City Specification #431-92 Soil Clean-Up Standards. **(FD)**
- b. Outside City Consultants: The Fire Department review of this project and subsequent plans may require the use of City consultants. The Huntington Beach City Council

approved fee schedule allows the Fire Department to recover consultant fees from the applicant, developer or other responsible party. **(FD)**

Fire Department City Specifications may be obtained at:

Huntington Beach Fire Department Administrative Office

City Hall 2000 Main Street, 5th floor

Huntington Beach, CA 92648

or through the City's website at

http://www.huntingtonbeachca.gov/government/departments/Fire/fire_prevention_code_enforcement/fire_dept_city_specifications.cfm

If you have any questions, please contact the Fire Prevention Division at (714) 536-5411.



HUNTINGTON BEACH PLANNING AND BUILDING DEPARTMENT PROJECT IMPLEMENTATION CODE REQUIREMENTS

DATE: October 21, 2015
PROJECT NAME: Anytime Fitness
PLANNING APPLICATION NO. 2015-195
ENTITLEMENTS: Conditional Use Permit No. 15-052
DATE OF PLANS: August 21, 2015
PROJECT LOCATION: 5341 Warner Avenue, 92649 (north side of Warner Ave., east of Bolsa Chica St. – Meadowlark Plaza)
PLAN REVIEWER: Jill Arabe, Associate Planner
TELEPHONE/E-MAIL: 714-374-5357/ jarabe@surfcity-hb.org
PROJECT DESCRIPTION: To permit the establishment of an approximately 5,805 sq. ft., 24-hour commercial recreation and entertainment use (health club) within a vacant tenant space (formerly Blockbuster Video) in an existing shopping center.

The following is a list of code requirements deemed applicable to the proposed project based on plans stated above. The list is intended to assist the applicant by identifying requirements which must be satisfied during the various stages of project permitting and implementation. A list of conditions of approval adopted by the Planning Commission in conjunction with the requested entitlement(s), if any, will also be provided should final project approval be received. If you have any questions regarding these requirements, please contact the Plan Reviewer.

CONDITIONAL USE PERMIT NO. 15-052:

1. The site plan, floor plans, and elevations approved by the Planning Commission shall be the conceptually approved design.
2. The structure(s) cannot be occupied until the following has been completed:
 - a. A Certificate of Occupancy must be approved by the Planning and Building Department and issued by the Building and Safety Department. **(HBM 17.04.036)**
3. The use shall comply with the following:
 - a. Outdoor storage and display of merchandise, materials, or equipment, including display of merchandise, materials, and equipment for customer pick-up, shall be subject to approval of Conditional Use Permit. **(HBZSO Section 230.74)**

4. The Development Services Departments (Planning and Building, Fire, and Public Works) shall be responsible for ensuring compliance with all applicable code requirements and conditions of approval. The Director of Planning may approve minor amendments to plans and/or conditions of approval as appropriate based on changed circumstances, new information or other relevant factors. Any proposed plan/project revisions shall be called out on the plan sets submitted for building permits. Permits shall not be issued until the Development Services Departments have reviewed and approved the proposed changes for conformance with the intent of the Planning Commission's action. If the proposed changes are of a substantial nature, an amendment to the original entitlement reviewed by the Planning Commission may be required pursuant to the provisions of HBZSO Section 241.18. **(HBZSO Section 241.18)**
5. CUP 15-052 shall become null and void unless exercised within one year of the date of final approval, or as modified by condition of approval. An extension of time may be granted by the Director pursuant to a written request submitted to the Planning and Building Department a minimum 30 days prior to the expiration date. **(HBZSO Section 241.16.A)**
6. CUP 15-052 shall not become effective until the appeal period following the approval of the entitlement has elapsed. **(HBZSO Section 241.14)**
7. The Planning Commission reserves the right to revoke CUP 15-052 pursuant to a public hearing for revocation, if any violation of the conditions of approval, Huntington Beach Zoning and Subdivision Ordinance or Municipal Code occurs. **(HBZSO Section 241.16.D)**
8. The project shall comply with all applicable requirements of the Municipal Code, Planning and Building Department and Fire Department, as well as applicable local, State and Federal Fire Codes, Ordinances, and standards, except as noted herein. **(City Charter, Article V)**
9. Construction shall be limited to Monday – Saturday 7:00 AM to 8:00 PM. Construction shall be prohibited Sundays and Federal holidays. **(HBMC 8.40.090)**
10. The applicant shall submit a check in the amount of \$50.00 for the posting of the Notice of Exemption at the County of Orange Clerk's Office. The check shall be made out to the County of Orange and submitted to the Planning and Building Department within two (2) days of the Planning Commission's approval of entitlements. **(California Code Section 15094)**



CITY OF HUNTINGTON BEACH

PROJECT IMPLEMENTATION CODE REQUIREMENTS

DATE: October 21, 2015

PROJECT NAME: ANYTIME FITNESS

PLANNING APPLICATION NO.: PLANNING APPLICATION NO. 2015-195

ENTITLEMENTS: CONDITIONAL USE PERMIT NO CUP 15-052

DATE OF PLANS: AUGUST 21, 2015

PROJECT LOCATION: 5341 WARNER AVENUE

PROJECT PLANNER: JILL ARABE, ASSOCIATE PLANNER

PLAN REVIEWER: Michelle Boldt #2842

TELEPHONE/E-MAIL: (714) 536-5991/ mboldt@hbpd.org

PROJECT DESCRIPTION: TO PERMIT A 24-HOUR PERSONAL FITNESS GYM WITHIN A FORMER BLOCKBUSTER VIDEO TENANT SPACE AT AN EXISTING COMMERCIAL CENTER. INTERIOR TI ONLY –NO EXTERIOR IMPROVEMENTS EXCEPT FOR NEW SIGNS (ANYTIME FITNESS)

Additional PD conditions:

1. The establishment shall employ a video surveillance security system and a one-month video library. The minimum requirements for the cameras will be: color, digital recording to DVR and able to record in low light. The business shall ensure all doors, hallways, and workout areas are covered by video surveillance. Electronic copies of video must be made available to the Huntington Beach Police Department within 48 hours of request pursuant to a police investigation. Digital recordings shall be made available for viewing on-scene upon request by police officers conducting investigations when circumstances indicate immediate review of the video is necessary to an investigation. You are required to have someone able to access and operate this system during normal staff hours.
2. Due to the emergency response buttons and lanyards readily accessible to patrons, Anytime Fitness must obtain an Alarm Permit per Huntington Beach Municipal Code Chapter 5.56 and remain in compliance. Because of the unique business model employed by the applicant, Chapter 5.56 HBMC is not an exact fit, so some flexibility is required. Any alarm activation that results in a public safety response that is later determined by the Police or Fire Chief to have been inappropriate, will constitute a “false alarm” for the purposes of Chapter 5.56 HBMC.

Meadowlark Plaza Shopping Center

Address	Business	Classification	Square footage	Parking Rate	Required Parking	
5255	Warner	GNC	RETAIL	1500	1/200	7.50
5259	Warner	ONE STOP BEAUTY	RETAIL	1500	1/200	7.50
5263	Warner	SUPERCUTS	RETAIL	1200	1/200	6.00
5267	Warner	AIM MAIL	RETAIL	1200	1/200	6.00
5205	Warner	QUE PASTA	RESTAURANT	2480	1/100	24.80
5209	Warner	TRAVEL AGENT OFFICE	OFFICE	720	1/250	2.88
5215	Warner	THE NAIL AND SPA CO	RETAIL	1200	1/200	6.00
5219	Warner	HARBOUR DENTAL	MEDICAL	1300	1/175	7.43
5223	Warner	MEADOWLARK CLEANERS	RETAIL	1950	1/200	9.75
5141	Warner	STARBUCKS	RESTAURANT	1250	1/100	12.50
5143	Warner	PICK UP STIX	RESTAURANT	2000	1/100	20.00
5171	Warner	SAMMY BURGERS	RESTAURANT	2000	1/100	20.00
5183	Warner	DAIRY QUEEN	RESTAURANT	1250	1/100	12.50
5341	Warner	ANYTIME FITNESS	HEALTH CLUB	4775	1/200	23.88
5341	Warner	ANYTIME FITNESS GROUP	HEALTH CLUB	1030	1/100	10.30
5353	Warner	JUICE IT UP	RETAIL	1100	1/200	5.50
5355 #101	Warner	WELLS FARGO	RETAIL	3625	1/200	18.13
5355 #102	Warner	HOAG HOSPITAL	MEDICAL	2875	1/175	16.43
5241	Warner	RALPHS	RETAIL	46008	1/200	230.04
		RALPHS	WAREHOUSE	6702	1/1000	6.70
5295	Warner	VACANT	RETAIL	27482	1/200	137.41
Shop 1	Warner	TBD	RETAIL	4500	1/200	22.50
Shop 4	Warner	TBD	RETAIL	8400	1/200	42.00
Shop 4	Warner	TBD	OFFICE	2000	1/250	8.00

Required Parking 663.74
 Provided Parking 666



 **ANYTIME
FITNESS®**

**Nearly 3,000 Gyms
and 2 Million Members**



IMPROVING PUBLIC HEALTH

Most recognize the need for exercise, but few actually make it happen. Convenience is often cited as a hurdle, and finding a club that is affordable is just as important. It seems that many are still looking for that perfect fit. Anytime Fitness, the world's first 24-hour fitness, tanning, and reciprocal membership franchise offers the convenience and affordability many people are seeking.

At Anytime Fitness, members can workout any time of the day or night. They use a security-access key fob to enter the club, even when it is not staffed.

Convenience is the number one member benefit at Anytime Fitness. With a territory structure that allows clubs to be placed every three miles in densely populated areas, 90% of club members live within 0.5 to 5 miles of their home club – an advantage for all members, especially seniors. Many members can walk to their club from home or work, reducing their dependence on driving or using mass transit.

Inside each club, members will find top-notch equipment that is easy-to-use. Our strength-training equipment use plate-loaded systems, which allow for solo workouts. While increasing safety and reducing injuries, this type of equipment also spans the varying fitness levels of our members, which ranges from beginner to elite.

With membership dues typically less than \$49 dollars a month, our clubs offer an affordable fitness option for everyone. Despite the low cost of membership, Anytime Fitness clubs are bright and clean, with expertly-designed workout areas that offer a full view of the club's external surroundings.

Plus, Anytime Fitness offers private restrooms and changing areas.

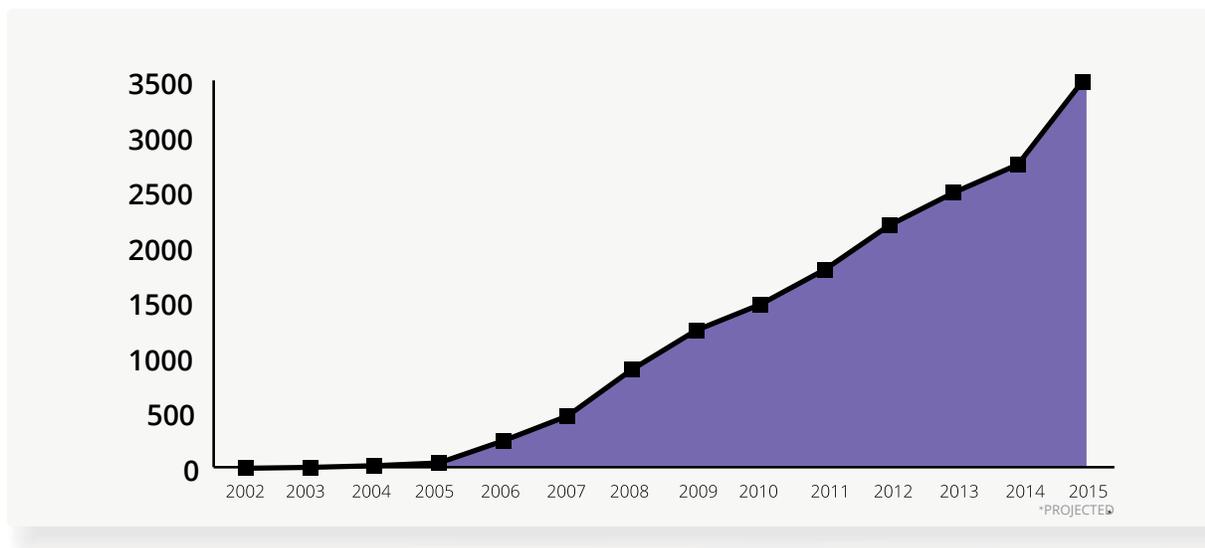


OVERVIEW

FAST FACTS

- Founded in 2002
- The first gym opened May 30, 2002 in Cambridge, MN
- Nearly 3,000 gyms are now open in 50 states and more than 20 countries
- The worlds “fastest-growing fitness club” and “largest co-ed fitness franchise”
- An average of 300 new gyms each year for the past eight years

ACTIVE LOCATIONS



Empathy | [LINK](#)

Results | [LINK](#)



ACCOLADES

HONORS

One of "America's Most Promising Companies" | [LINK](#)

One of "10 Great Franchise Bets" | [LINK](#)

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HEADLINES

Meet the World's Fastest-Growing Fitness Club Chain | [LINK](#)

Anytime Fitness Looks Past Body Image In National Campaign | [LINK](#)

The Netflix of Gyms? Why Anytime Fitness Thinks the Future of Gyms is Online | [LINK](#)

Anytime Fitness: Beyond ROI | [LINK](#)

Brand Loyalty: Why More Than 2,000 People Have Anytime Fitness Tattoos | [LINK](#)

Anytime Fitness Grows into a Global Franchise | [LINK](#)

Anytime Fitness CEO Chuck Runyon's 4 rules for Tattoo-Level Loyalty | [LINK](#)



TESTIMONIALS

Safety is the #1 priority at Anytime Fitness, which is why every club is equipped with the latest access, security, and surveillance systems, as noted by well-respected safety officials:

ALLEN EASON *Lieutenant, Jacksonville Sheriff's Office*

Multiple Club Owner, Anytime Fitness

"As a lieutenant with the local police department, I certainly understand the concerns for some individuals who may come in after staffed hours. We have been in business now for several years and we have not had one incident concerning security.

The security that is in place in the Anytime Fitness facilities is second-to-none. The security system alone has sold many memberships for our club. Just as important as the integrated security system is to the club, it is also the 'security' your members give to the club. My members will notify me if there is someone that tries to come into the club after hours. They act, in conjunction with the cameras, as an extra set of eyes in the facility."

TINA KILL *Sergeant, St. Paul Police Department*

"I compared Anytime Fitness with other available clubs in the area, and we ultimately chose Anytime Fitness for several reasons. I believe the facility has taken necessary and reasonable precautions to protect the safety of patrons, particularly during non-staffed hours.

As a police officer, I cannot make official endorsements. However, my husband and I feel that the Anytime Fitness club in St. Paul does provide members with a reasonable degree of safety and security during non-staffed hours."



TESTIMONIALS

JAMES BUSSELL *Patrol Sergeant/Shift Commander, Traverse City Police Department*
Multiple Club Owner, Anytime Fitness

"I have been a full-time law enforcement officer for over 15-years. Criminals are like water, they take the path of least resistance. Anytime Fitness Clubs not only have security systems in place, but state-of-the-art security systems that are functional, effective, and user friendly.

I'm not aware of any other fitness center in Northern Michigan with security systems and procedures even remotely close to what Anytime Fitness offers. We've been in operation for several years now. In that time, we've had NO thefts, NO assaults, [and] NO injuries.

It's 1:11am as I write this letter (I'm working late again). I have one 25 year old female in the gym right now. She's here 3 nights a week around this time. I just asked her how this is working for her. She said she loves it. She works afternoons and goes to college during the day. If it wasn't for our facility, she'd have nowhere to workout. I asked her if she's ever felt vulnerable in our club. She laughed and said no. I asked her why. She said because of all the security we have. Everything is on camera."

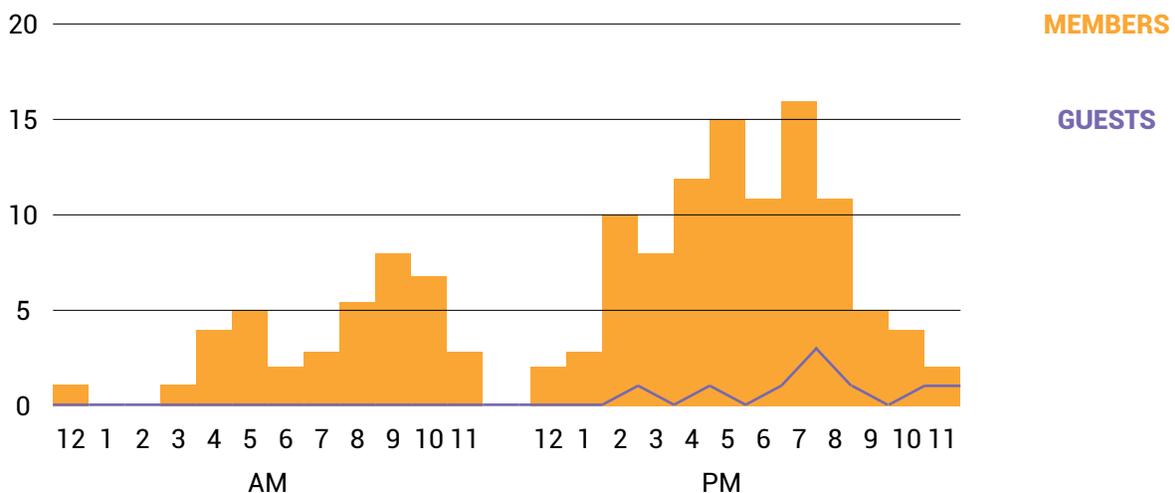


USAGE PATTERNS

Anytime Fitness provides round-the-clock convenience to accommodate the busy lifestyles of our members. Although most of our members workout between 8:00am and 9:00pm, it's important that clubs remain open 24-hours a day to meet the needs of nurses, police officers, and others who work unusual hours.

Our study concludes that relatively few members visit the clubs between 10:00pm and 5:00am. Thus, noise and traffic during nighttime hours are not an issue.

Because many of our members visit the clubs in pairs, arriving together, our clubs do not require many parking spaces – typically 10 or fewer – even during peak hours.





SECURITY

Using a proprietary access system, Anytime Fitness clubs are open to their members on a 24-hour basis. The access system is fully-integrated with our member check-in software and on-site security systems, which include closed-circuit television and tailgate detection for entry doors.

On average, our clubs have 800 members, and approximately 10% occasionally choose to workout between 10:00pm and 5:00am. Using advanced member tracking software, we know there is rarely only one person in the club during those hours. Even so, the use of personal security devices is strongly encouraged by club owners during non-staffed hours.

We are proud to state that with thousands of clubs in operation across the nation, the custom-designed security and surveillance systems within our clubs have worked to ensure member safety. The following information details the typical procedures for entry, remote monitoring, security, tanning, and exit.

CLUB ENTRY

The member entrance door is equipped with a proximity access control system. To gain entrance, the member holds their key fob in front of the proximity reader, which gathers information from the member's key fob and transmits it to a computer inside the fitness center. The computer system will then determine if the key is valid and if the member should be admitted to the club.

If valid, the computer transmits an "OK" signal back to the proximity access controller. The receipt of an "OK" signal triggers a release mechanism in the door, either a door strike or a magnetic lock.

continued ...

SECURITY

CLUB ENTRY, CONT.

As members enter, they pass by a mechanism called a tailgate detection system. This system allows only one person to enter the facility at a time. If more than one person tries to enter the facility, an audible alarm is triggered by the tailgate system to notify the member that someone has entered the facility behind them.

The tailgate system also triggers another alarm on the Digital Video Recorder (DVR), which will speed up the images per second on the member entrance door camera. The DVR then creates an alarm log within itself to notify the club owner that a tailgate violation had occurred, allowing for easier review.

Each club is equipped with a number of surveillance cameras. They offer adaptable camera positions using a three-axis system. For added security, a smoke-colored dome is placed over each camera to conceal the direction its lens is pointing. A dedicated high resolution camera is positioned by the member entrance door for added security.

REMOTE MONITORING (CCTV & DVR)

The main purpose of the CCTV (Closed Circuit Television) system is for the member's safety and piece-of-mind. The components of the CCTV system are the Digital Video Recorder (DVR), security cameras, and software/hardware integration with the club's computer system.

Typically, member activities are recorded over each day, unless an incident or emergency requires further review or investigation. If this is the case, the owner of a facility will have the ability to review selected video footage and extract it from the DVR for future reference. No audio recordings of any kind are used in our facilities.

SECURITY

SECURITY SYSTEM

Anytime Fitness clubs make use of a multi-zone security system. These 24-hour zones are active at all times, and burglary zones are armed manually. A 24-hour zone is continuously active, and can secure areas of your club that are vulnerable during your operating hours or supply immediate help in case of emergency or injury.

The 24-hour zone includes wired and wireless personal security devices (PSD). PSDs offer instant emergency notification in the event of a serious accident or illness. When a PSD button is pressed, the security monitoring company will immediately call local authorities, and next they will contact the facility/club owner. If emergency personnel are dispatched to the club when it is not staffed, they may obtain a key from a knock box – a small box installed on the exterior of the club, near the entry door.

The burglary zone includes the motion detector, wireless door contacts, and glass break detectors. The exterior doors of the club are protected with wireless door contacts. Installing this type of detector will deter club members from opening a service or employee entrance door to allow nonmembers into the club when it is not staffed. The club's business office is secured using a passive infrared motion detector. This type of detector will not register movement from outside a window, eliminating false alarms. When a burglary zone is tripped, the security monitoring company will call the facility/club owner first, followed by a call to local authorities, if requested by club personnel.

TYPICAL TANNING PROCEDURES

Members enter the tanning suite (without use of their key-fob) and lock the door from inside. Once inside, a member can begin their tanning session by scanning their key fob at the proximity reader, which is located inside the tanning suite. Our computer systems will verify their eligibility for tanning services. This system will also verify that the member has not made-use of this service within the past 24-hours*. Following these checks, the system will activate the tanning bed and allow it to run for a predetermined amount of time.

SECURITY

CLUB EXIT

Members exit through the same door from which they enter. As they leave, a free-exit mechanism will engage. Examples of this mechanism include a paddle or crash bar. Regardless of the type of mechanism that is installed, it will be a mechanical device, not an electrical one, which means that a loss of power will not affect a member's ability to exit the facility.

The tailgate system is also equipped with a free-exit control, which means that a member does not have to use their key fob to exit.

EMERGENCY EQUIPMENT

Anytime Fitness, LLC, requires all locations to have an Automated External Defibrillator (AED) installed on-site in such a manner that it is accessible to and in clear view of all members.

In-addition to the security system components, the following items must be installed at all of our clubs:

- A telephone for 911/Emergency calls and a sign that labels it as such A sign in plain view with an advisory warning that indicates members of a non-staffed health spa should be aware that working out alone may pose risks to their health and safety
- A sign in plain view providing instruction in the use of the Automated External Defibrillator (AED) and cardiopulmonary resuscitation





SUCCESS STORIES

SANDY SIMMERS

The first time Sandy went on a diet, she was just six years old. “I’ve always been heavy, never healthy,” Sandy said. She dreamed of having a child, but didn’t think she was fit to be a mother because she was too heavy and taking antidepressants. When Sandy found the supportive staff at Anytime Fitness in Hermitage, PA, she began running 150 miles a month – both inside and outside – even while pregnant. She quit taking meds, lost 100 pounds, and recently gave birth to Miles – her healthy baby boy.

[VIDEO](#)

ROY DAVIS

After suffering a serious illness that left him without legs or fingertips, Roy was turned away from several gyms because staff members didn’t think they could help. At Anytime Fitness in West Carrollton, OH, Roy found compassionate trainers and staff who found creative ways to help Roy rebuild his strength and get the most out of life. Together, they recently participated in two “mud-runs” that you must see to believe.

[VIDEO](#)



SUCCESS STORIES

DANIELL NIELSEN

As the mother of five children, Daniell's life was completely turned upside down when her husband – a police officer – was killed in the line of duty. While still grieving, Daniell realized she needed to be strong for her kids – and she found that strength at Anytime Fitness in Destrehan, LA. “I knew that she had lost her place and we had the team here to help her heal,” said club co-owner Michelle Oubre. “I wanted her to know that she was loved here,” added co-owner Jennifer Perkins. “We’re here to help, whatever she needs.”

[VIDEO](#)

MADDIE AUGUSTIN

More than 350,000 people worldwide suffer from serious depression. As a young teenager, Maddie Augustin says she felt “worthless and hopeless.” Instead of medication, Maddie's mother asked her to try 30 days of regular exercise at Anytime Fitness in New Ulm, MN. In no time at all, Maddie got physically stronger and both her mood and self-esteem improved dramatically. She's now thriving in college as a student and an elite athlete.

[VIDEO](#)



PERMITS AND ZONING

Many municipalities use terms like “gymnasium” or “health club” to define certain facilities for usage permit and/or zoning classification purposes. Issues may arise if those definitions presume that the applicant gym or health club is a large facility, occupying tens of thousands of square feet, serving thousands of members, and requiring dozens or hundreds of parking spaces.

Anytime Fitness clubs typically occupy less than 6,000 square feet, serve approximately 800 members, and require less than a dozen parking spaces. Thus, care should be taken so that appropriate usage permits and zoning classifications are applied.

We recommend using terms like “studio” or “boutique,” being that the customer profile, time spent in the facility, and foot-traffic are similar to that of a personal spa or salon.

To avoid unnecessary confusion or delays, these factors should be considered and discussed before a usage permit is completed and filed with municipal officials.

COMMENDATION

INSURANCE PROGRAM FOR ANYTIME FITNESS FRANCHISEES

Dear Mr. Runyon,

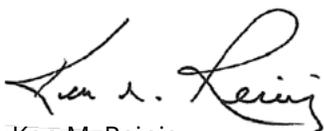
I wanted to take this opportunity to thank you and your team for the fantastic work you do with your franchisees regarding training and systems. The Anytime Fitness model has not only proven to be an excellent business opportunity for a future club owner, it has also developed into one of the safest business operations this industry has ever known.

We have been able to track the claims activity for the Anytime Fitness franchisees for several years now and we are happy to report that claim frequency and claim severity are both extremely low. This has enabled us to restructure the premium pricing with the insurance company underwriters on behalf of your franchisees which has translated into premium savings amounting to several hundred and, in some cases, thousands of dollars in insurance costs.

The combination of a smaller health club physical plant, minimal wet areas, easy to use equipment, and digital surveillance enables us to provide you with the best insurance policy available at a very low cost to your franchisees.

We are committed to continue to provide your club owners with excellent coverage, great premium pricing, and the very best customer service for many years to come. Thank you again for your support and please let me know if there is anything you need from us to help your franchisees going forward.

Sincerely,



Ken M. Reinig,

Senior Vice President, EI Advisors



MARK DALY | NATIONAL MEDIA DIRECTOR

800-704-5004 | MARK.DALY@ANYTIMEFITNESS.COM



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Jacob Saldana

James Adamitis

Franchise Owners of:



BUSINESS PLAN

September, 2015

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Executive Summary

As Entrepreneur Magazine's #1 ranked fitness franchise of 2015, Anytime Fitness is well on its way to actualizing its vision 'to improve the self-esteem of the world.' While this message is cascaded from the franchisor, we find the combination of its simplicity and power a perfect match for how we plan to operate our business. This vision will be carried out in our club every day by providing each member and potential member with a world-class experience.

Our company will be a franchise of Anytime Fitness located in Huntington Beach, CA, with us, Jacob Saldana and James Adamitis, as owners. Our customers will be at the forefront of our business, and because of this, a large factor in choosing staff, from managers, to personal trainers, will be focused on their ability to provide outstanding customer service.

Our business will feature the most prevalent cardio and resistance equipment in a clean, safe, and convenient gym. In addition to maintaining the physical environment, we will focus on providing a world-class level of customer service. The Anytime Fitness customer service standards have been fully developed by the franchisor and are an extensive component of our training as franchisees. We will fully implement and execute this service vision in our club in order to create a personable experience and a non-intimidating environment.

Our growth strategy will leverage our club culture, focusing on referrals from existing members. As our club develops a non-intimidating, service-oriented culture, current members will be very likely to refer their friends and family to our club. Additionally, we will use the marketing campaigns that are developed by the franchisor. These campaigns are developed by marketing field experts and are designed to reach the market when consumers are most likely to join fitness facilities.

The franchisor provides extensive training tools to support franchisees with regard to execution of the brand strategy and daily operations. These resources include a team of franchise consultants, online tools including a Dashboard intranet and operations manual, and formal classroom training including new franchisee training, Vitals, and the annual conference. As the franchisor's brand strategy evolves, these tools are regularly modified and updated to reflect the current direction of the brand.

The final section of this business plan contains a ProForma statement illustrating our current financial situation. The financial obligations and expectations were thoroughly explained to us by our Anytime Fitness sales consultant. We have also taken the time to complete our own analysis of our financial position and our future projections and obligations.

Company Description

Anytime Fitness is the world's fastest growing fitness club with 2,700 clubs and two million members worldwide. The company has displayed resilience and continuous growth even in times of economic downturn. The growth and resilience of the company has landed it on both Entrepreneur Magazine's top 500 Franchises and Fastest-Growing Franchises lists for five straight years, among many other accolades.

The company is a franchise system designed to offer members a convenient and affordable option for meeting individual fitness goals. By providing 24 hour, 7 day a week, 365 day a year access in a convenient and secure location, Anytime Fitness is an ideal option for the consumer looking for a no-nonsense solution for their fitness goals. Plus, we offer the exclusive benefit of Anywhere Club Access, which allows members to use all Anytime Fitness clubs worldwide with one standard membership.

Locating fitness clubs where consumers already frequent, locations that feature grocery stores, discount stores, and coffee shops, allows members a one stop convenience. Offering a no-frills fitness club in convenient locations, members can come in, get in an efficient workout, and get on to the other responsibilities in their lives.

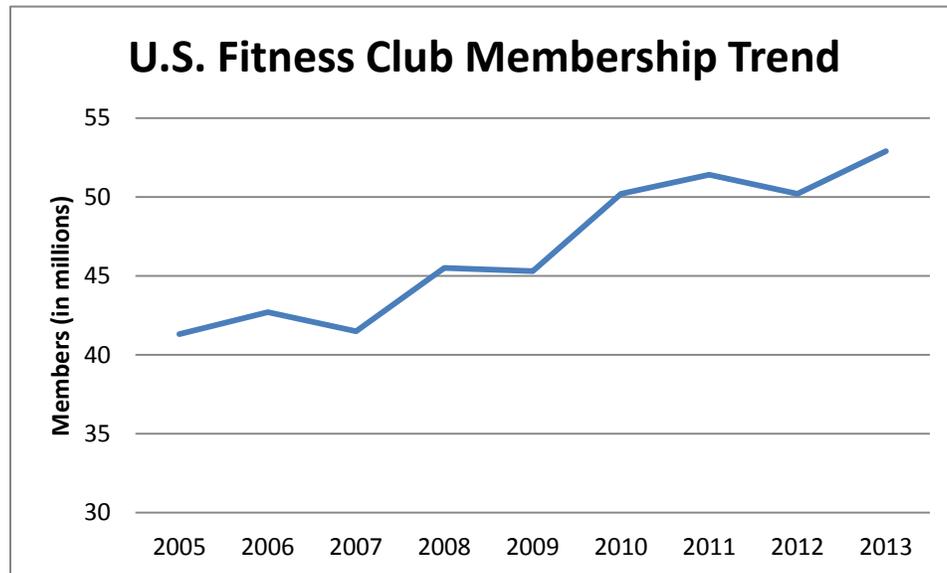
The facilities are secured with proprietary access software, security, and surveillance technology. The exclusive access system allows a club to be open on a 24 hour basis. The system, which includes remote monitoring of a closed circuit television system and personal safety devices, allows members to feel safe and secure, even when a club is not staffed.

Where the Anytime Fitness model stands out is its emphasis on customer service. Anytime Fitness has developed a customer service vision, which is to provide every guest with a personable experience. This service vision is executed with a well designed service vision strategy, service pillars, and service standards, that when combined, result in a personable experience.

Market Analysis

Industry Description

The number of health clubs in the United States has been on a steady increase over recent years; and rightly so, because consumers are in the marketplace for fitness club memberships. The latest reports show that membership has been trending upward in the past few years, and currently there are 52.9 million fitness club members in the United States.



Source: www.ihrsa.org/about-the-industry
Source: 2014 IHRSA Profiles of Success

The fitness club industry sees a spike in membership sales in January of each year, continuing through the end of the first quarter. When looking at the number of visits, January is a very busy month for fitness clubs, but it's the second busiest month behind March. *

Industry Outlook

Recent reports by IHRSA state that the key to operating a successful fitness club is growing long-term member base. These members take the pressure off of continuously selling a high volume of new memberships, they are more likely to have higher disposable income to which they use to purchase ancillary services at the club, and they are an excellent referral base for getting new members.**

*Source: US News & World Report

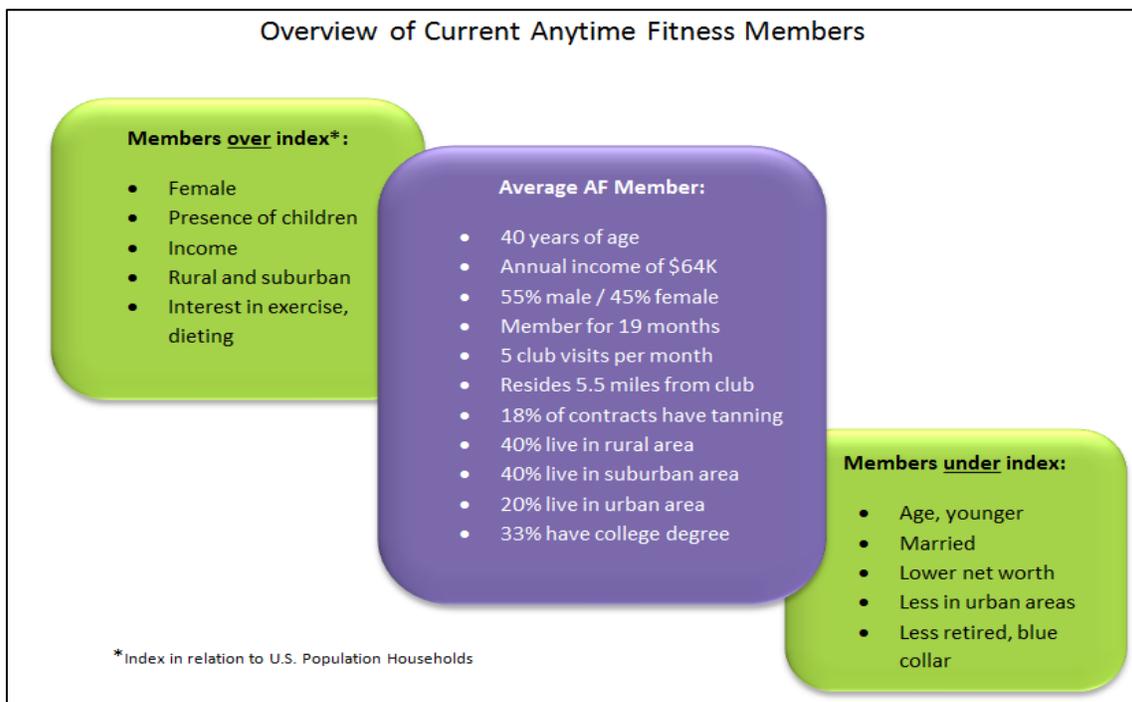
**Source: 2013 IHRSA Health Club Consumer Report

Target Market

Anytime Fitness Target Market

As a franchisee of Anytime Fitness, we have obtained an exclusive territory that provides promising population and income demographics for marketing purposes. Furthermore, we will be following a proven site selection process in order to secure a site that will allow us to leverage the demographics in our territory to the fullest and provide maximum benefit under the Anytime Fitness model.

In order to strategically define our target market and assess their needs, it's key to understand what demographics have historically been drawn to Anytime Fitness clubs. Now that the franchise is over ten years old, an average member profile has been established and modeled against index.



Source: Acxiom Member Analysis 2013

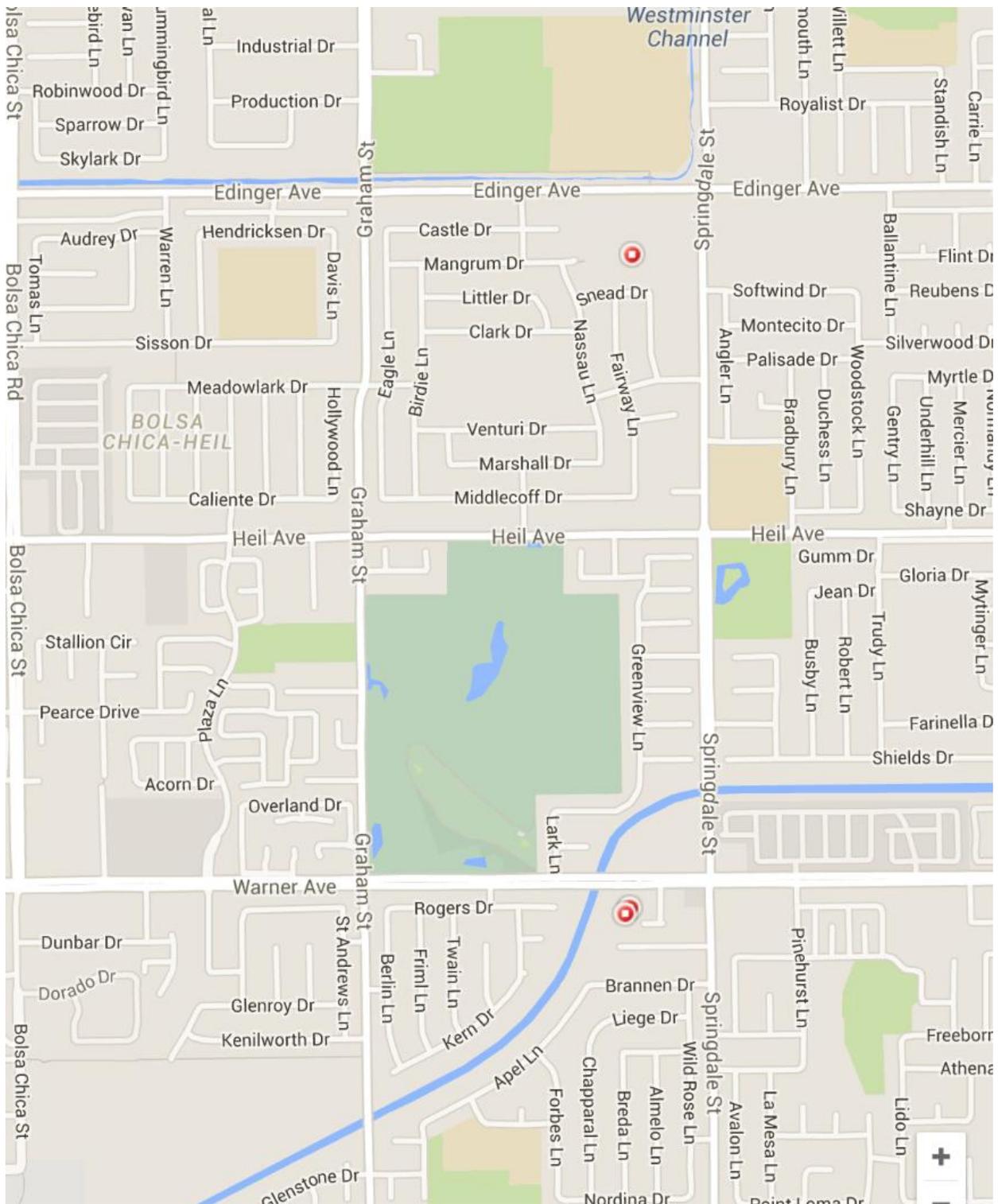
Pricing

We have found that after analyzing our market and receiving reliable guidance from the franchisor, our pricing structure will be as follows:

Fee	Amount
Enrollment Fee	\$0
Key Fob Fee	\$79.99
Monthly Fee	\$44.99

Competition

As a 24 hour fitness facility, Anytime Fitness' main competition is other 24 hour, mid-size fitness facilities. In our market we have one 24 hour fitness and a Crunch Fitness that we will be directly competing against. The map below outlines the location of our competition as it relates to our club.



The way in which our club fits into our market is illustrated in the table below. In some instances, we will be able to leverage our two main competitive advantages, our 24-hour access model and providing exceptional member experience, to gain market share in our area.

Facility	Specialty	Level of Competition	Monthly Membership (\$)	Anytime Fitness Leverage
24 Hour Fitness	24-hour big box gym	High	\$44.99	Clean facilities with exceptional customer service, not as crowded
Crunch	Low Cost	Moderate	\$29.99	24-hour access, core fitness needs

Organization and Management

Organizational Structure

We recognize that intimidation on the part of a potential member can be a huge factor in whether or not they actually walk through the doors of a fitness club. Therefore, we understand that making the customer comfortable is a key to success and that will be at the forefront during our hiring process. Our organizational structure is as follows:



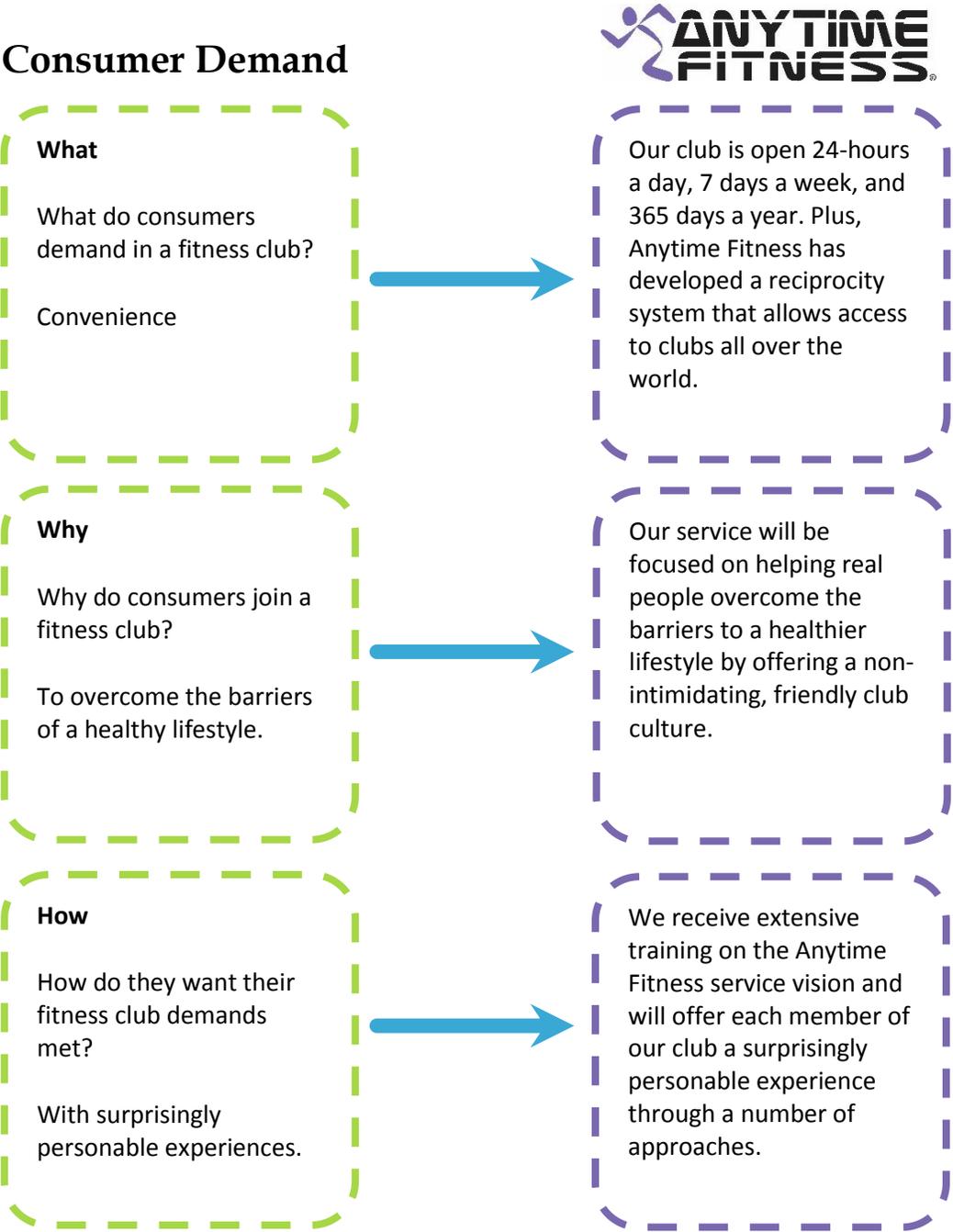
Management Profiles

[See resumes](#)

Service and Product Line

Club Overview

The graphic below depicts how our club will meet customer demands on the foundation of three strategy components: what, why, and how.



We believe that our members will pay for convenience. Accordingly, the Anytime Fitness model provides convenient gyms that feature an 'always open' access system and a state of the art security system. Further, each member has reciprocity to thousands of Anytime Fitness clubs domestically and internationally.

The franchisor has provided us a model for our members that is non-intimidating, affordable, and beneficial, in that it provides specific benefits to its members in order to overcome barriers to a healthy lifestyle. Our fitness club will have a mix of the most popular fitness equipment as reported by IHRSA, including treadmills and other cardiovascular machines, resistance equipment, and free weights.*

Because group fitness can increase member accountability and foster a captivating culture, our club will have a group fitness room, which will aid in marketing to new members, as well as retaining existing members. A group fitness room can facilitate many of the most popular group exercise activities as identified by IHRSA, including:*

- Yoga
- Barre
- Boot camp
- Cardio kickboxing
- Pilates
- Spin/Cycling classes

In order to help our members reach their goals faster and more effectively, we will offer personal training as an ancillary service to members. According to IHRSA 5% of club members are defined as 'core' users of personal training. In order to grow the core users of personal training in our club, it is critical to not only hire effective personal trainers, but to also promote the personal training program within the club. Member success stories are a great means of overcoming the price-value equation that often times keeps members from using personal training on a consistent basis.**

*2014 IHRSA Health Club Consumer Report

**2013 IHRSA Health Club Consumer Report

Competitive Advantages

The main component of the model that will differentiate our club from others in the market is our service vision. Members can find the equipment and services that Anytime Fitness offers at many other fitness clubs, but it's the culture and *how* the service is delivered that will lower attrition rates and keep membership figures strong. The franchisor has developed a world class customer service vision based on the premise that all customers should have a surprisingly personable experience. We will receive comprehensive training from the franchisor on how to implement and execute this service vision in our club. After all, the competition can copy *what* you do, but they can't copy *how* you do it.

Additionally, it's undoubtedly important to use time effectively while working out in the club in order to achieve results; however it's just as important and arguably more important, to focus on lifestyle outside of the club. Therefore, Anytime Fitness has developed a health and wellness

website, Anytime Health, which is available to all members. This website offers vast information on fitness, nutrition, and other aspects of living a healthy lifestyle. This site also has many features that can help members stay motivated to continue working toward their goals, including: health assessment, diet tracker, activity tracker, and workout planner.

Franchisor Support and Development

The franchisor has developed an excellent support system that does more than simply walk franchisees through the various processes; it is designed to help franchisees develop their business while providing support at every stage of the business life cycle. The essentials of the support structure are illustrated in the graphic below.



Just after a franchise agreement is signed each franchisee is assigned to a franchise consultant. This franchise consultant has a thorough understanding of the Anytime Fitness model and the fitness industry as a whole. Each franchise consultant specializes in a stage of the life cycle of Anytime Fitness clubs. Therefore, as franchisees progress through the life cycle of the Anytime Fitness model, they have a group of franchise consultants that specialize in that stage of the life cycle.

The first formal training program that we will go through is New Franchisee Training hosted by the franchisor. This training is a required, week-long seminar held at the corporate headquarters. The training is extensive and includes the following topics:

- Service vision
- Marketing and brand strategy
- Software systems
- Hiring and leading
- Vendor partnerships
- Managing and converting leads
- Emotional intelligence

The franchisor has developed a system-wide extranet known as the Dashboard. This extranet has volumes of information that can be accessed whenever an internet connection is accessible. Some of the resource topics on the Dashboard are:

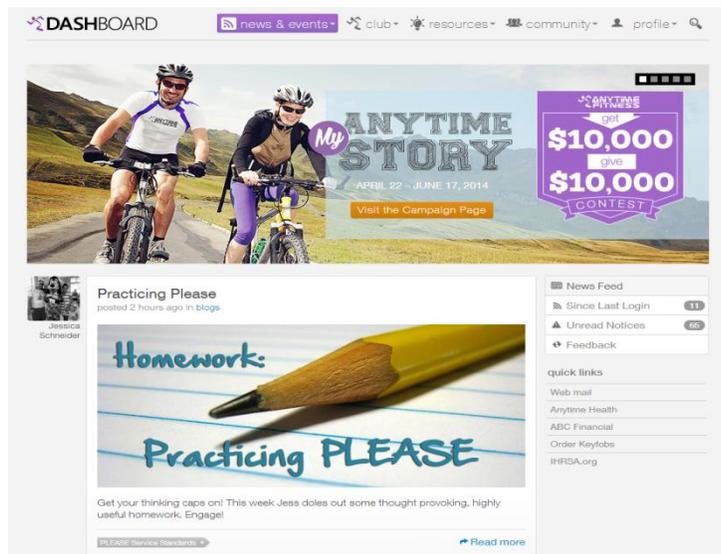
- News and events – important and timely communications from the corporate office.
- Club – club reporting, website management tools, member feedback, and staff management
- Resources – various resource topics can be found here including: marketing, technology, member experience, personal training, wellness resource center, emotional intelligence, and vendors
- Community – a franchisee forum, videos and podcasts, and franchise advisory council information

In order to provide quick and efficient operations reference material, the franchisor has developed an online operations manual known as The Phase Program. This operations manual is comprehensive with the following features:

- Designed for use by both new and existing franchisees
- Provides a chronological, phased layout
- Key word searchable content

Vitals training is a two-day regional training seminar that focuses on the essential aspects of daily club operations. The franchisor offers approximately eight vitals trainings throughout the year at different locations across the United States to offer flexibility and ease of attendance for franchisees and their staff. The format features a dedicated team of presenters, guest speakers, and up-to-date curriculum.

The Anytime Fitness annual conference is designed to communicate and educate franchisees and their staff on the current strategy of the brand and club operations. It is a full two-day event packed with seminars, professional speakers, and networking.



Business Life Cycle

As time passes, design and architecture trends change, as do the mechanics, functionality and quality of fitness equipment, therefore we plan to undertake a club reinvention approximately every five years. Fortunately, the franchisor provides a detailed design book by which each Anytime Fitness club should be modeled after. By allowing some decisions to be made by each club and keeping other factors consistent from club-to-club, it allows for a seamless reinvention process that keeps existing members excited for what's to come, and allows for new marketing to an existing market.

Marketing and Sales

Presale Marketing

To effectively enter a new market, we must leverage the expertise of the franchisor by using the marketing strategies and materials provided. The franchisor has put together a presale marketing package that is available for purchase. This package is cost-effective and contains all of the marketing materials that are instrumental for a well-marketed presale. The package includes the following:

- Banner
- Business cards
- Door hangers
- Fliers
- Pocket folders
- New member profile
- Referral sheets
- Stationary

Grand Opening

We will be hosting a grand opening event after our club has been open and running for 3-4 weeks. This timeframe will allow us to have our operations running efficiently and give us the opportunity to get to know our member base. Our grand opening event will consist of the following:

- Grand opening press release
- Ribbon cutting ceremony
- Grand opening pricing specials
- Referral incentive program
- Hosted gathering at the club

Sales Strategy

The franchisor offers thorough training of the company's 9-step sales process with the service vision standards weaved into each step. We intend to follow this sales process with a strong focus on the service aspect by providing each prospect with a surprisingly personable experience.

Furthermore, the club operating software is designed to effectively manage prospects with its Lead Management module. Prospects that inquire via the public facing website are automatically populated in the Lead Management module, and those prospects that are generated from telephone inquiries, walk-ins, or email, can be manually entered. Once entered in Lead Management, each prospect profile has the following elements used for tracking:

- Calendar appointment

- Activity history
- Notes

Lastly, we understand the importance of properly training our sales staff in order to grow our membership base. We will train on the 9-step sales process and the service vision standards, along with how to use the club operating software to manage prospects. Along with proper sales training, we will affirm the importance of creating an unmatched club culture through developing relationships with members in order to grow and sustain long-term members.

Growth Strategy

Our growth strategy will largely focus on referrals from current members. The franchisor has developed a process for encouraging current members to provide referrals. This is a cost effective and less intimidating way to market our club, gain new prospects/members, and help club attrition rates. As our club develops a welcoming, non-intimidating, service oriented culture, current members will be very likely to refer their friends and family to our club.

Along with referrals, we will also use the marketing campaigns that are developed by the franchisor. These campaigns are designed to hit the market at opportune times when consumers are looking to join fitness facilities: at the start of the New Year, heading into spring, and at the start of fall. Because consumers respond best when they are presented with a savings, the majority of these campaigns will be designed on the premise of offering a sale price to the consumer.

Financial Projections

See Pro-forma