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# Community Center Operation Budget Overview

Leon Younger  
PROS Consulting, Inc.





# Overview

- What programmatic features are we assuming will be in the facility?
- What business model should be used for the facility?
  - Membership
  - Program Based
  - Hybrid



# Program Assumptions

- Athletics
  - 3 gymnasiums: 24,000 sq. ft. to support basketball, volleyball, pickleball, league play, and pick up play for youth and adults
  - Running/Walking Track: 6,000 sq. ft.
- Aquatics
  - 14,470 sq. ft. including locker rooms, deck space, potential storage
  - Zero-Depth Entry Pool for general play water for youth and adults
  - Water Slide
  - Four, 25 yard lap lanes for learn to swim programs and exercise swim programs
- Group Fitness
  - 10,600 sq. ft. of exercise floor and Group X space - including storage



# Program Assumptions

continued

- Senior/Shared Use Space
  - Social Lounge 1500 sq. ft.
  - Billiards 1200 sq. ft.
  - Customer Service/Reception 400 sq. ft.
  - Café 250 sq. ft.
  - Culinary/Catering/Serving Kitchen 800 sq. ft.
  - Multi-Use Rm 5700 sq. ft.
  - Technology Area 600 sq. ft.
  - Arts, Crafts, Ceramics 850 sq. ft.
  - General Program Rm 1600 sq. ft.
  - Child Watch Area 750 sq. ft.
  - Indoor Play 1000 sq. ft.
  - Facility Administration 4500 sq. ft.
  - Common Space 13,870 sq. ft. (restrooms, storage)



# Membership Model

OR....

# Program Based Model

- Membership Model typically relies on 60% of annual revenues coming from memberships
- Program model relies heavily on programming all spaces within the center with revenue producing activities. This model includes low cost membership that makes up 30% of the cost of the operational cost of the facility

*Survey data and overall community appears to point toward the membership model*



# Operational and Pricing Philosophy

- Assumption that the community center will be a combination of a program driven and membership based facility
- Revenues stem from memberships, drop-in/daily fees, rentals, childcare services, program fees, and concession services
- All member pricing includes differential pricing for residents/non-residents
- Variable rate passes for individuals, youth, seniors, and families
- City currently treats persons who work in Upper Arlington as residents for recreation programs and memberships (pool, tennis, and senior center)
- Members can register earlier for programs.



## Other Assumptions

- Utility Costs estimated at \$3.50 sq. ft.
- Equipment and supplies included to provide programs and maintain the facility on an annual basis
- Maintenance costs included in assumptions
- Ongoing asset management/lifecycle replacement costs of 5% of the Gross Revenue
- Furniture Fixtures & Equipment factored into upfront capital development costs
- Common spaces for storage, utilities, lobby, and restrooms estimated at 12% or 15,850 sq. ft. of facility

**Slide 7**

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**PP1**

Philip Parnin, 4/28/2020





# Operational Details

- Discussions with staff are needed to identify:
  - Operating hours based on market trends
  - Staff compliment for operations and programs
  - Existing department positions
  - Current recreation expenses attributed to facility
  - Revenue generated and subsidized
  - Subsidy for senior center services
  - Existing programs to transition to center



# Operational Proforma

- Operating Proforma will be based on:
  - Revenue potential based on operating philosophy
  - Membership fee structure and anticipated market share
  - Program revenue from existing programs and new program capacity
  - Limited revenue involvement from a potential partner involved the building
  - Expenses based on operating hours and staff levels
  - Cost recovery result
  - Philosophy on senior center subsidy that includes a social club membership, non-prime membership and full membership will be available for seniors
  - Capital Reserves goal

Thank You for Joining Us Virtually!



Questions and  
Comments?

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