



Community Center Feasibility Study Task Force

City Council Presentation
16 December 2020



City of **Upper
Arlington**[®]

Introductions

Consultant Team



Community Center Feasibility Task Force

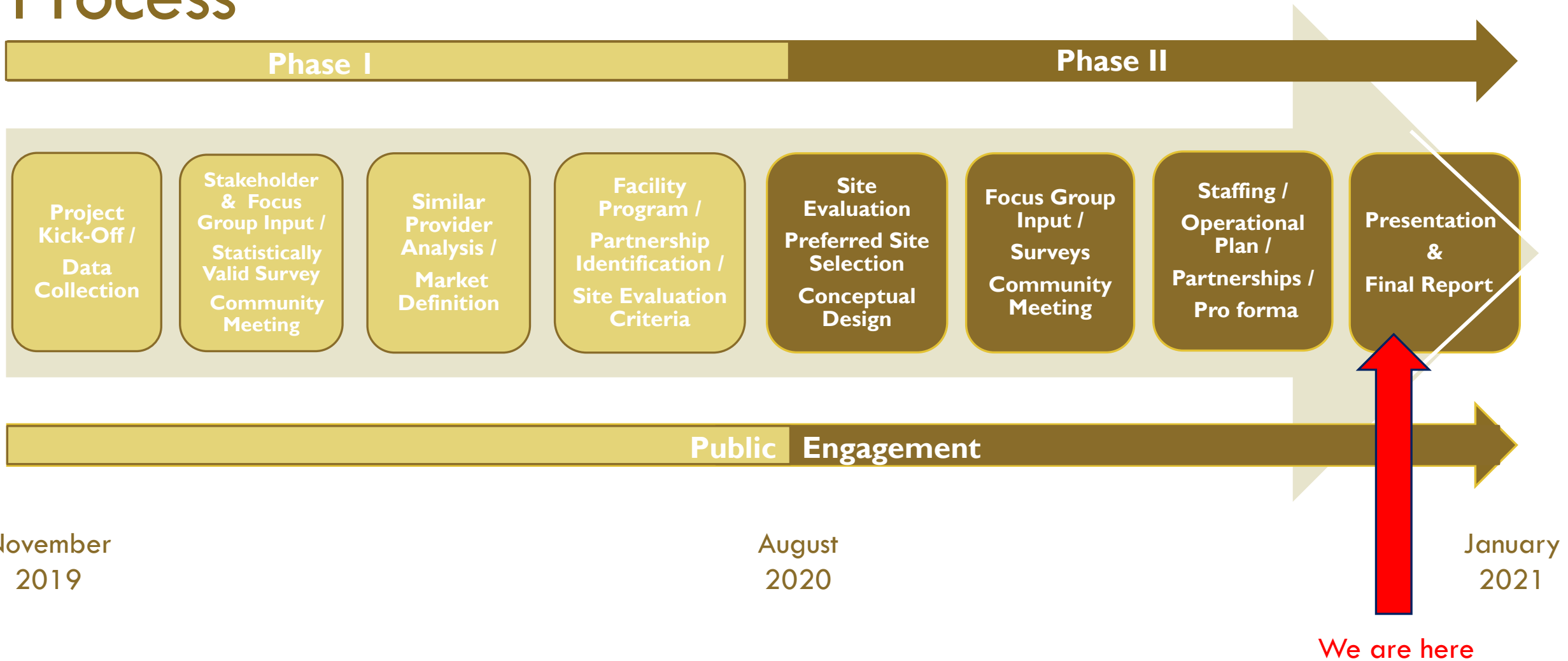


Front Row (from left): Chuck Manofsky, Matt Rule, Bill Westbrook, Greg Comfort, Nick Lashutka (Co-Chair)
Back Row: Todd Walter, Kelly Boggs-Lape, Supen Bowe, Margie Pizzuti (Co-Chair), Linda Mauger, Merry Hamilton, Linda Moulakis, Wendy Gomez, Brian Perera
Not Pictured: Dianne Albrecht, Yanitza Brongers-Marrero

The Charge to the Task Force from City Council

- Review history of previous efforts to develop a community center;
- Review findings of the 2018 UA Parks & Recreation Comprehensive Plan;
- Review of our existing facilities and programs, including options for the replacement of the Senior Center;
- Review possible locations for a community center;
- Review of indoor recreation/community gathering centers outside UA;
- Examine prospective cost scenarios, including possible amenities and associated costs, public/private partnerships, and funding strategies for capital/operating costs;
- Involve community participation in feasibility study;
- Provide a recommendation to City Council based on Feasibility Study findings to consider proceeding with a community center for Upper Arlington

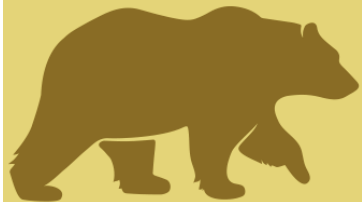
Process





Community Center Feasibility Study Task Force

Community Engagement
Sub-Committee



City of **Upper
Arlington**[®]

Community Engagement Outreach Campaign

- A dedicated Task Force website (11,884 total views)
- Regular updates in the **UA Insight** resident newsletter
- E-newsletter updates to more than **14,000** community members (average of 14,364 recipients with a 34.7% average open rate)
- Promotions on City and Parks & Recreation Department social media platforms
 - 85 Facebook posts
 - 30 Tweets (avg. impression of 3,100/tweet)
 - 94 Instagram stories (462 avg reach/story)
- Advertisements, postcards and posters



Community Engagement Phase 1

- Pop-ups: 12 events engaging ~460 residents
- Focus Groups: 8 focus groups, ~70 participants (including 2 senior groups)
- Interviews: 27 interviews with 41 stakeholders representing 15 organizations
- Statistically Valid Survey: 632 responses
- Community Meeting, November 2019: ~40 attendees
- City Council Meeting, June 2020



Community Engagement Phase 2

- Focus Groups: 3 focus groups, ~16 participants
- Statistically Valid Survey: 300 responses
 - 25% respondents were age 60+
- Online Survey: 1,609 responses
- Community Meeting, October 2020: ~40 attendees
- Community Meeting, December 2020: ~75 attendees



Community Engagement Outreach to Seniors

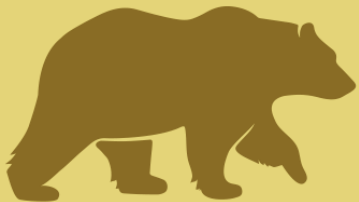
- 32% of respondents in March 2020 survey were age 55+. (Consistent with census projections that 30% of UA residents are age 55+)
- 25% of respondents in Nov. 2020 survey were age 60+
- Meetings with Senior Center Current Affairs group (Nov. 2019) and Senior Advisory Council (Dec. 2020)
- Senior Focus Groups: ~21 participants Feb. 2020 and ~8 participants Oct. 2020. Included both Senior Center members and non-members
- Information promoted in monthly newsletters and e-news updates: 6 Sentinel newsletters (1,456 copies per month, 8,736 total), 8 Sentinel e-news letters (2,248 subscribers), 8 Activity Link e-news letters (8,956 subscribers)





Community Center Feasibility Study Task Force

Facilities Sub-Committee



City of Upper
Arlington®

Programming & Design Considerations

- Create a multi-generational / inter-generational Community Center that serves all age groups and a variety of interests
- Incorporate program space for seniors - replacing the existing Senior Center
- Create a Community Center that serves as a central gathering space for the community (more than just a recreational facility)
- Residents expressed a strong preference for a location that is central to the City and is accessible by pedestrians, bicycles, cars and mass transit.
- Residents expressed a strong preference that existing park or greenspace not be used for the Community Center building or parking
- In the statistically valid survey, the top supported activities household would use were exercise and fitness, classes, aquatics, drop-in activities, lifelong learning classes and senior activities



Pickleball



Swim Lessons



Basketball



Exercise & Fitness



Community Events



Senior Activities



Meetings/Classes










Arts & Crafts



Youth/Teen Activities

Building Space Program Summary

BUILDING PROGRAM CATEGORY	AREA (S.F.)
 ATHLETICS (GYMS, WALKING TRACK, EQUIP. STORAGE)	33,800
 AQUATICS (ACTIVITY/PLUNGE/LAP POOL, LOCKERS)	12,000
 FITNESS & WELLNESS (WEIGHTS, MACHINES, GROUP EXERCISE)	12,500
 SENIORS / MULTI-USE (LOUNGE, BILLIARDS, ARTS/CRAFT, MULTI-USE)	15,500
 CHILD WATCH, INDOOR PLAY, TEEN	4,000
 FACILITY ADMINISTRATION	4,500
 COMMON SPACE, CIRCULATION	13,000
TOTAL	95,300

Potential Sites Evaluation

Site control

Protects existing parkland

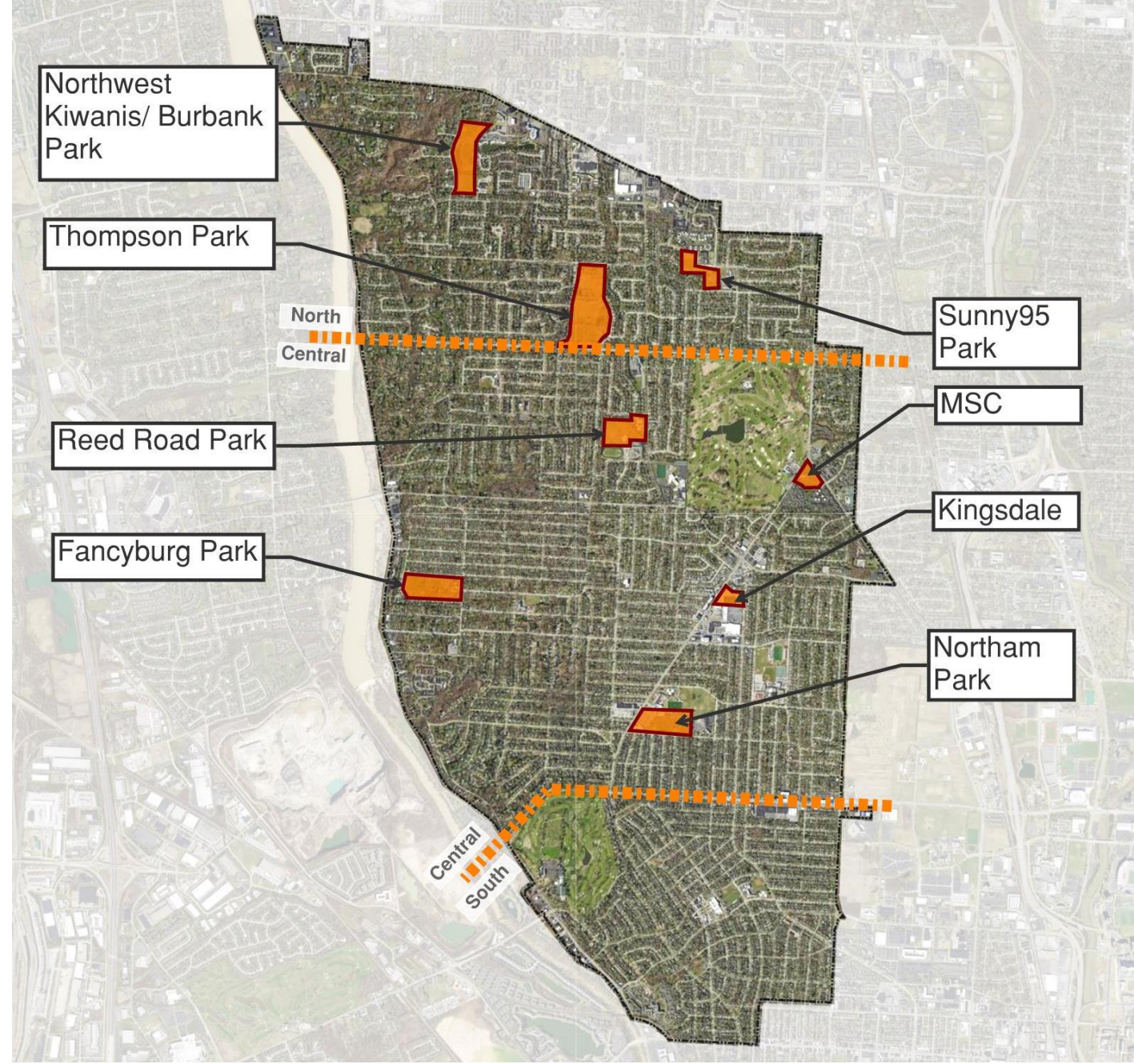
Ability for creative funding

Accessible to all modes of transportation

Supports multigenerational use

- Seniors
- Middle & high school students

Central location



Preferred Sites Selection

1. Kingsdale: 43 pts.

2. MSC: 38.5 pts.



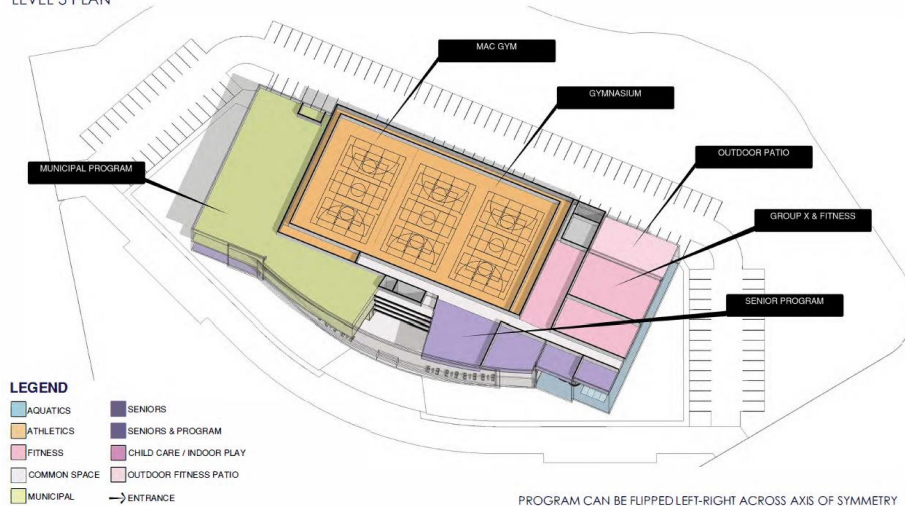
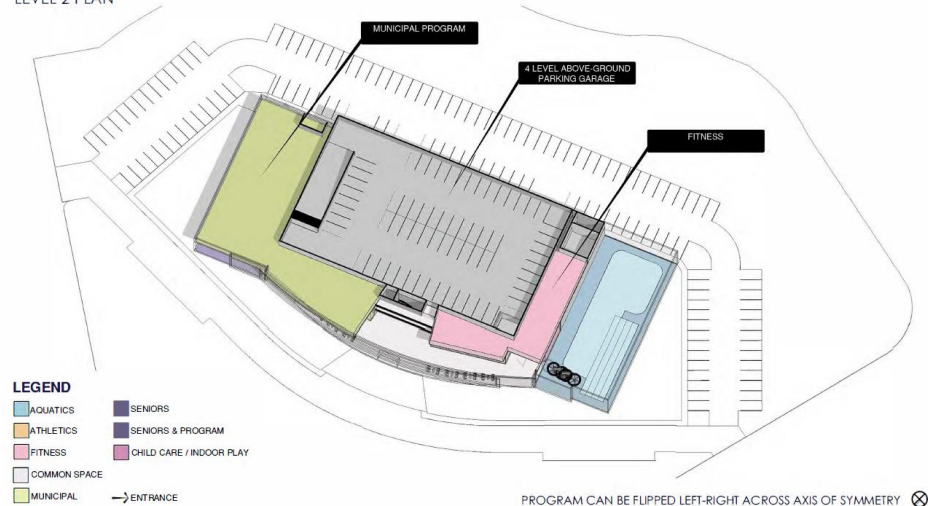
Preliminary Concept Development MSC



LEVEL 2 PLAN

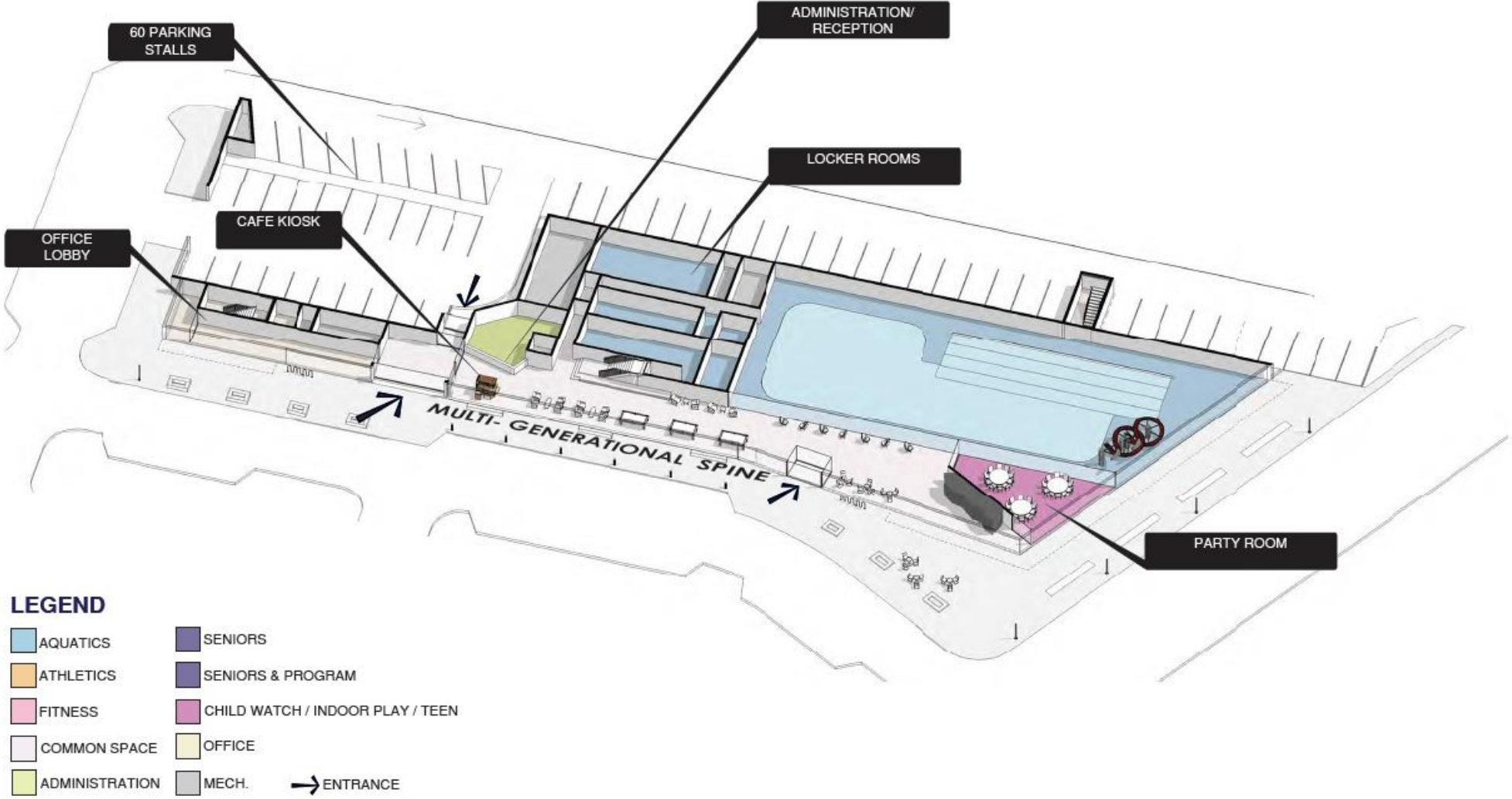


LEVEL 3 PLAN

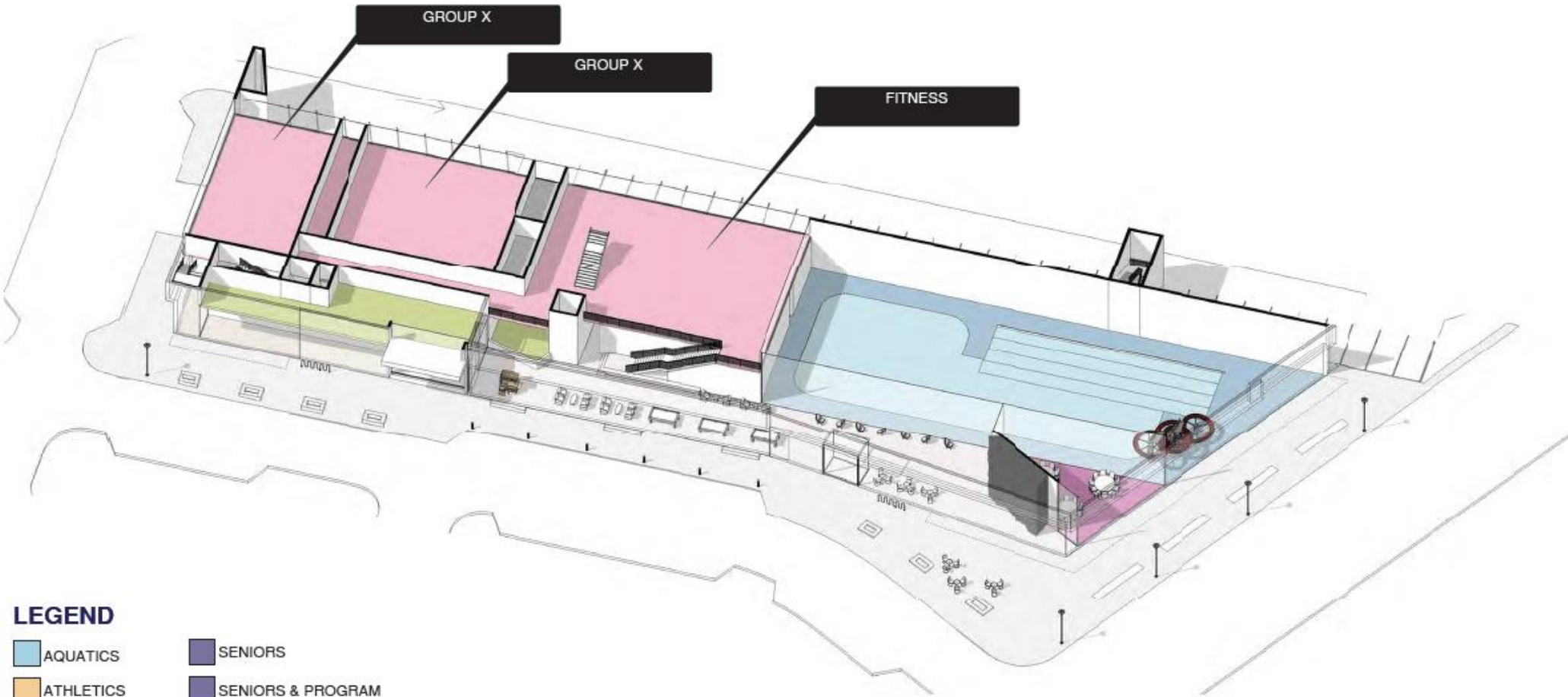




Ground Level Plan



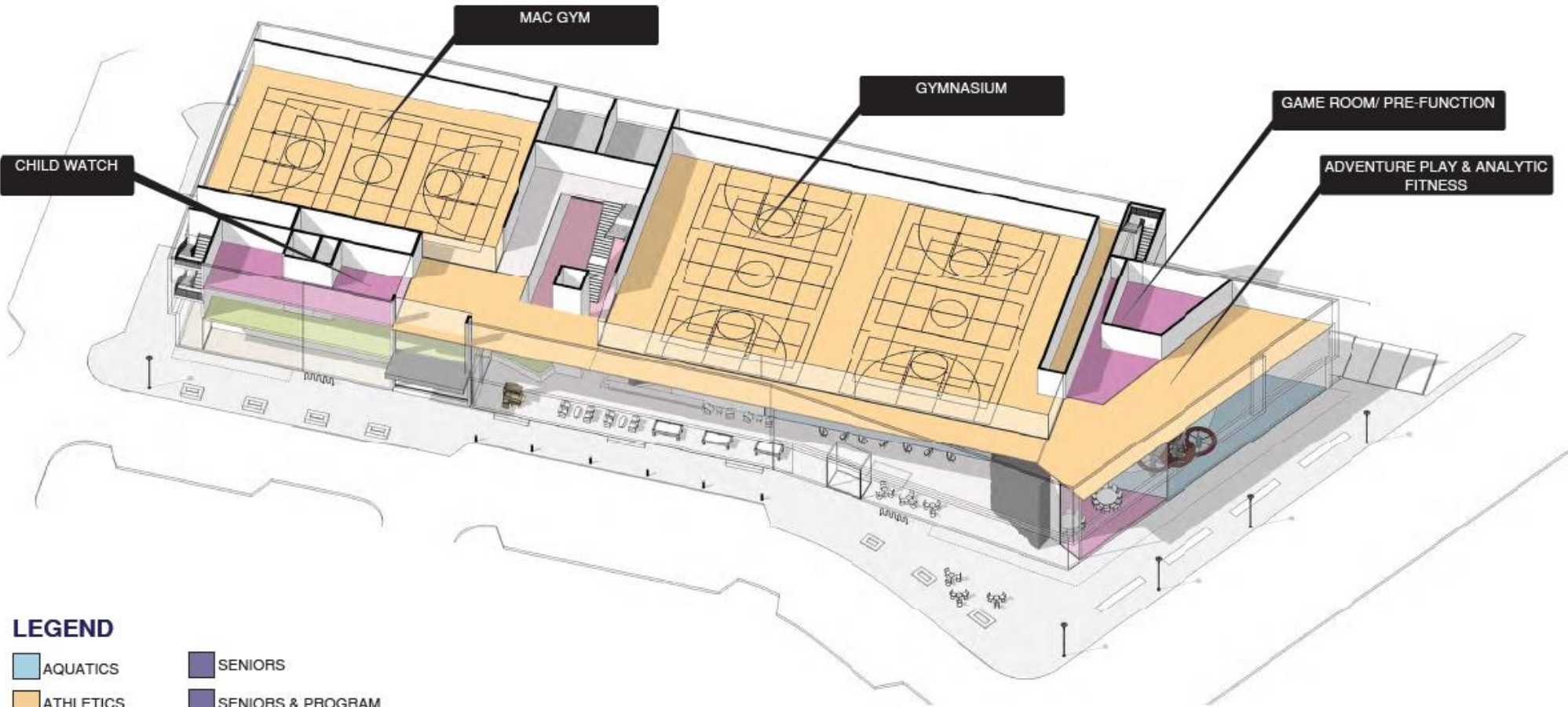
Level 2



LEGEND

- | | |
|----------------|----------------------------------|
| AQUATICS | SENIORS |
| ATHLETICS | SENIORS & PROGRAM |
| FITNESS | CHILD WATCH / INDOOR PLAY / TEEN |
| COMMON SPACE | OFFICE |
| ADMINISTRATION | RESTROOMS |
| | ENTRANCE |

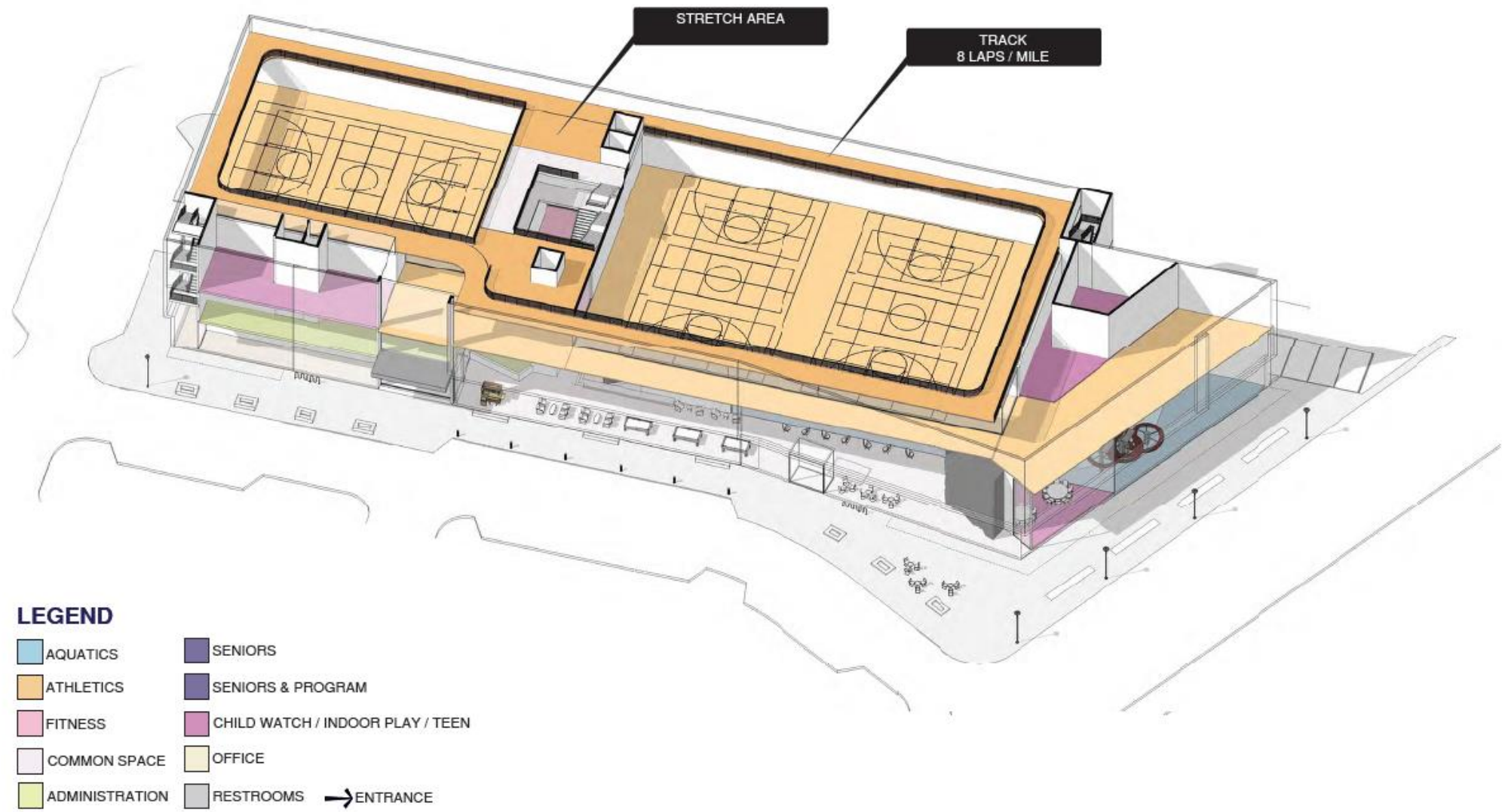
Level 3



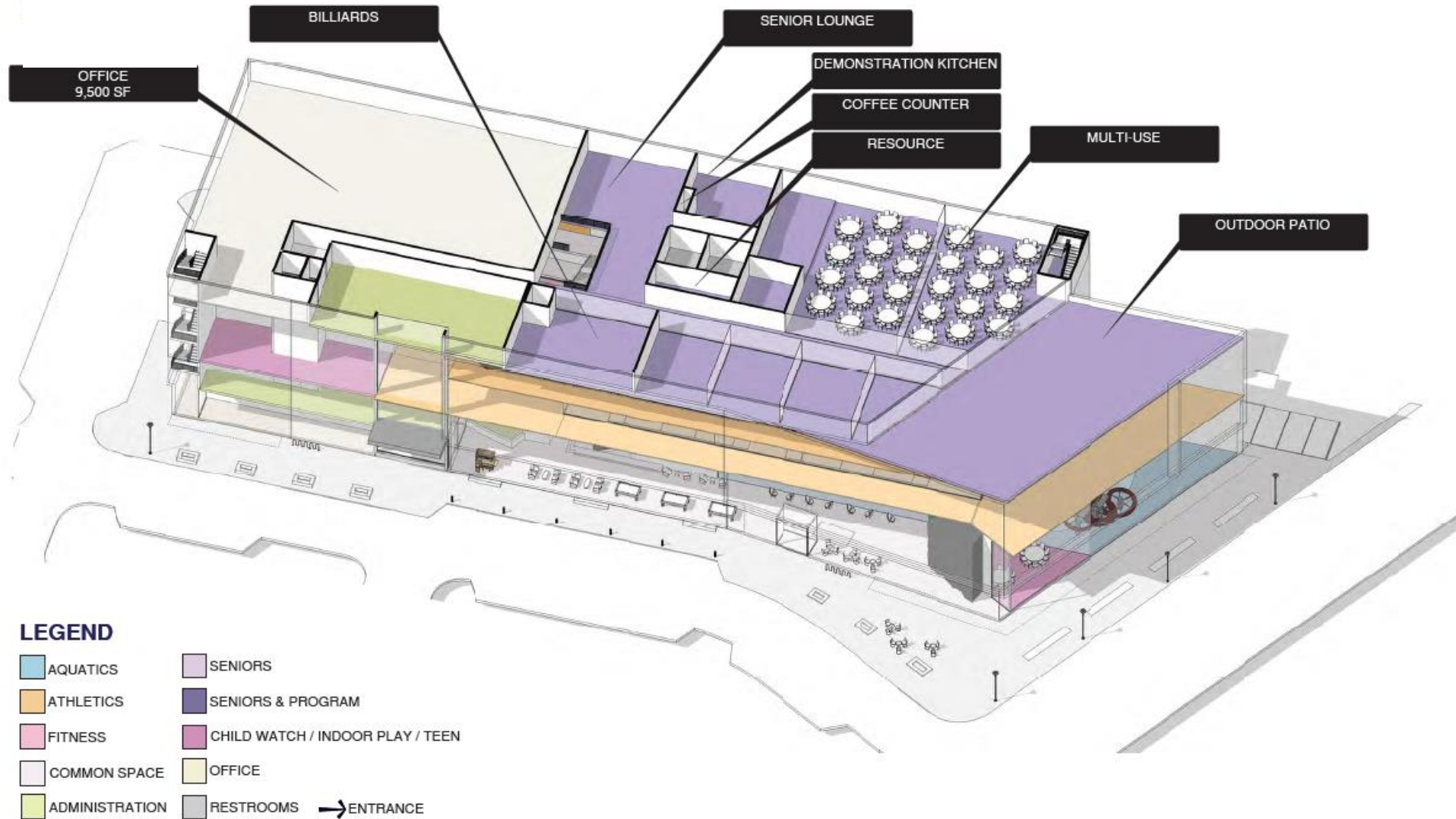
LEGEND

- | | |
|--|--|
|  AQUATICS |  SENIORS |
|  ATHLETICS |  SENIORS & PROGRAM |
|  FITNESS |  CHILD WATCH / INDOOR PLAY / TEEN |
|  COMMON SPACE |  OFFICE |
|  ADMINISTRATION |  RESTROOMS/ LOCKER ROOMS |

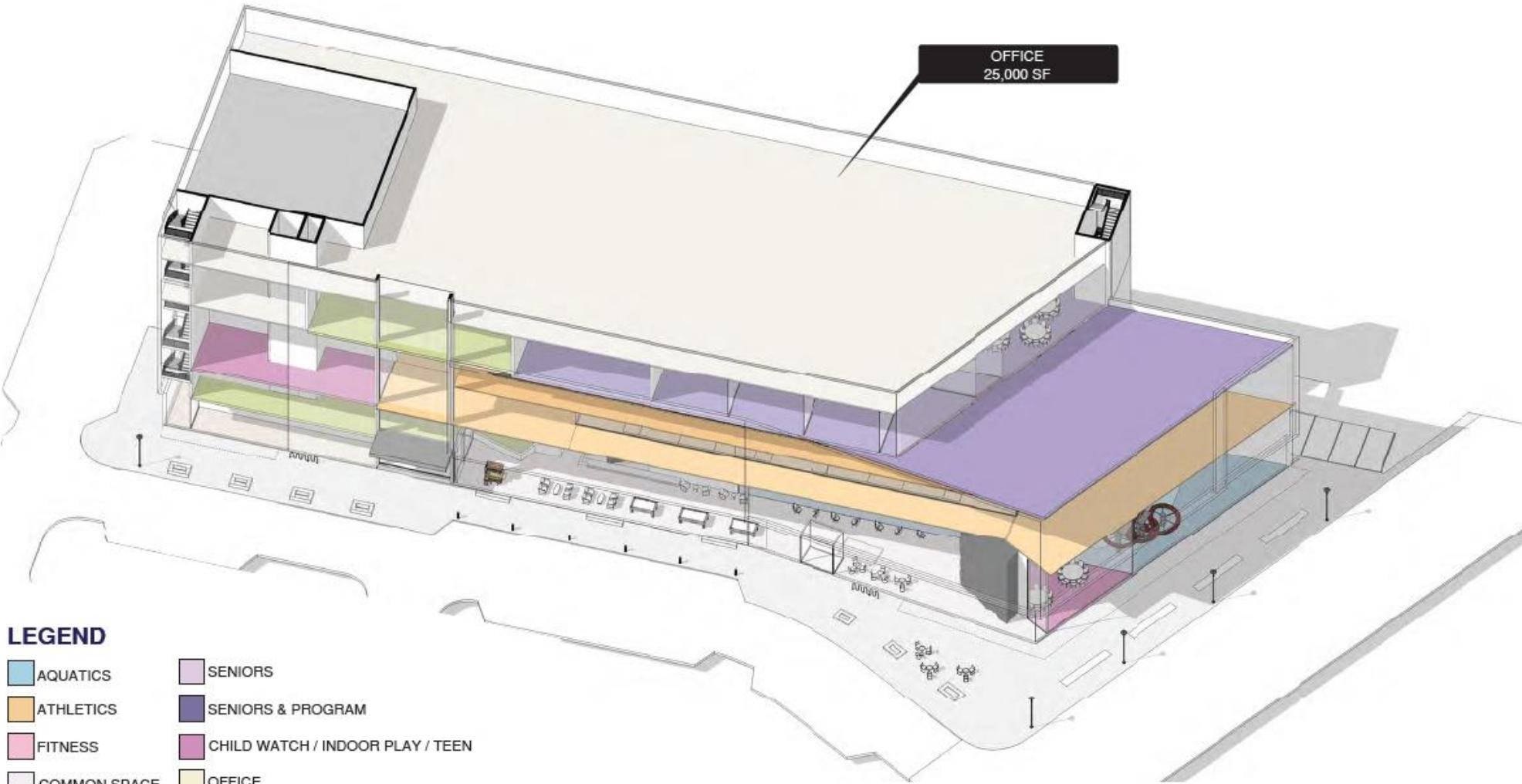
Level 4



Level 5



Level 6

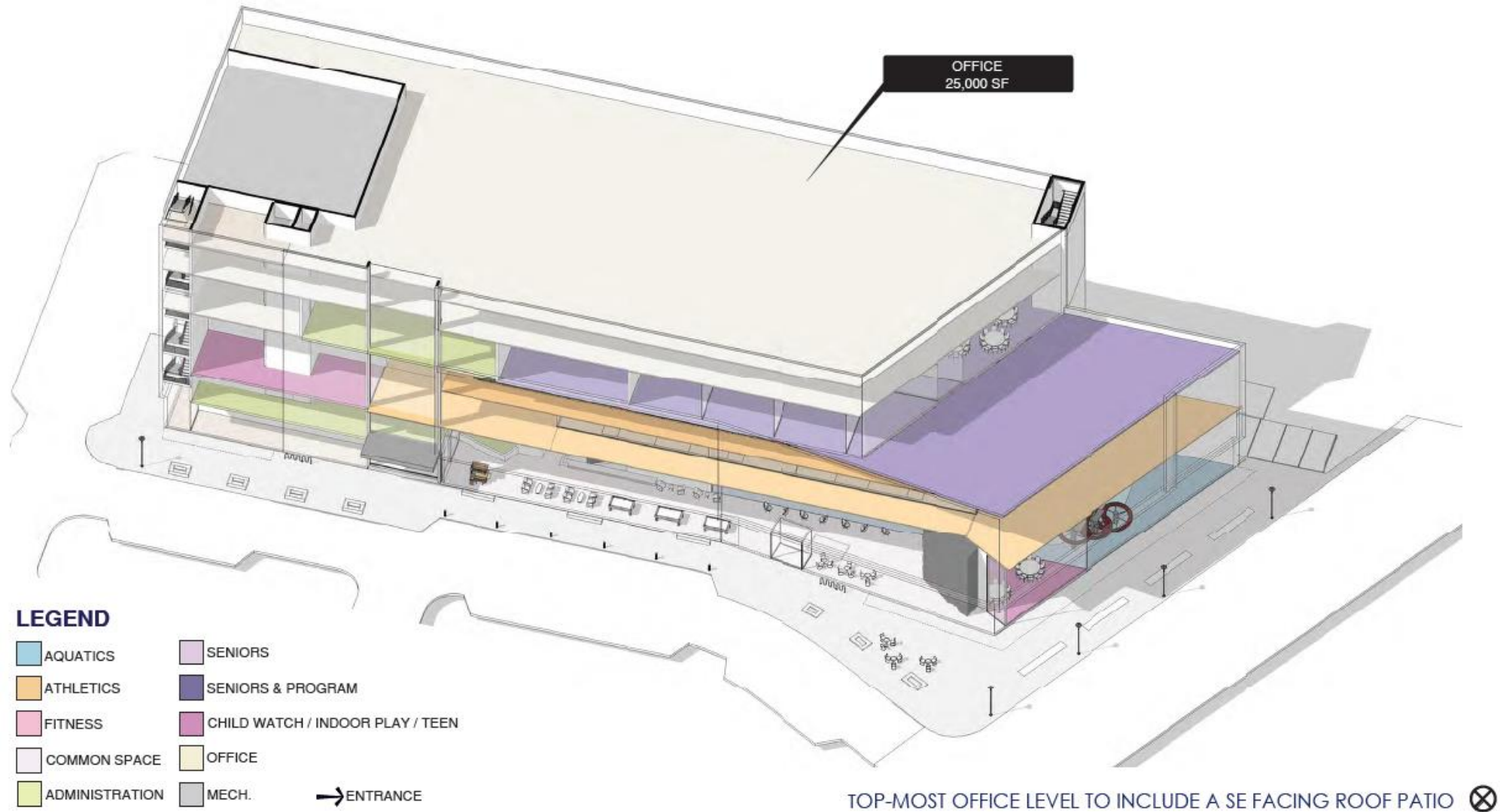


LEGEND

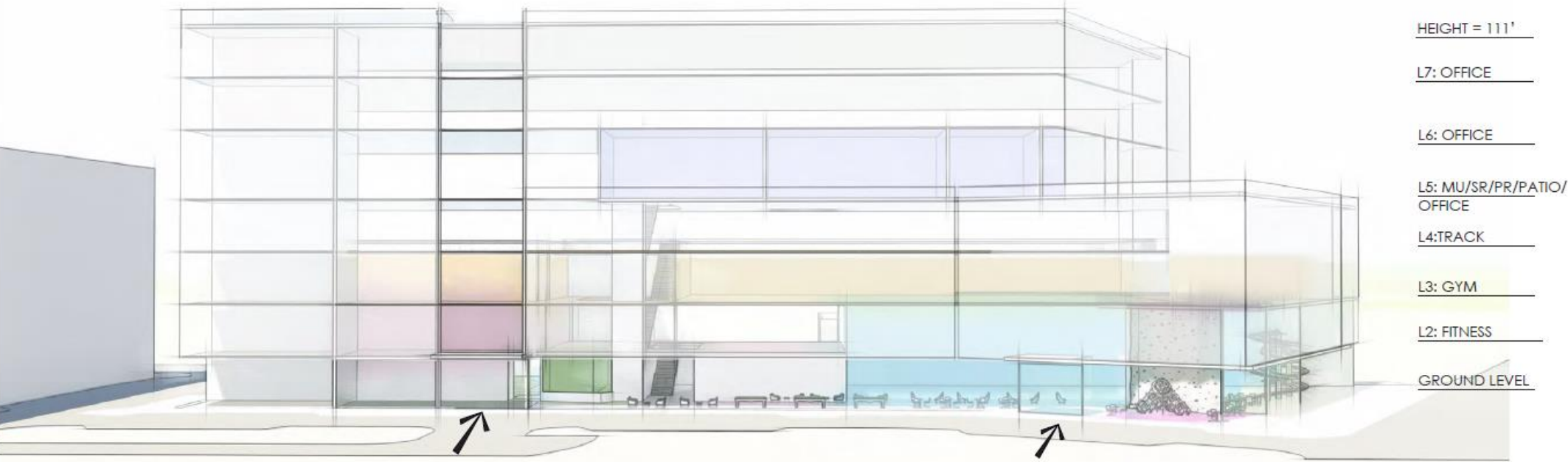
- AQUATICS
 - ATHLETICS
 - FITNESS
 - COMMON SPACE
 - ADMINISTRATION
 - SENIORS
 - SENIORS & PROGRAM
 - CHILD WATCH / INDOOR PLAY / TEEN
 - OFFICE
 - MECH.
- ENTRANCE



Level 7



Massing Model



LEGEND

- AQUATICS
- ATHLETICS
- OFFICE
- ADMINISTRATION
- FITNESS
- SENIORS & PROGRAM
- CHILD WATCH / INDOOR PLAY / TEEN
- ENTRANCE



Community Center Proposed Amenities

Lobby



Community Center Proposed Amenities

Combination Pool



Community Center Proposed Amenities

Gym, Track and Adventure Play



Community Center Proposed Amenities

Gym, Track and Adventure Play



Community Center Proposed Amenities

Senior Program



Community Center Proposed Amenities

Multi-Use Room



Community Center Proposed Amenities

Outdoor Patio



Preliminary Project Budget – Comparison

PRELIMINARY ORDER OF MAGNITUDE BUDGET - MSC SITE & KINGSDALE SITE

12/2/2020

DESCRIPTION	MSC SITE (COMMUNITY CENTER, CITY ADMINISTRATION, POLICE)	KINGSDALE SITE (COMMUNITY CENTER)
AREA - SQUARE FEET	128,700	95,300
TOTAL HARD CONSTRUCTION COST	\$68,291,400	\$43,858,900
SOFT COSTS (1)	\$8,195,000	\$6,578,900
TOTAL PROJECT BUDGET (2)	\$76,486,400	\$50,437,800
ESCALATION (3)	\$5,736,480	\$3,782,835
TOTAL PROJECT BUDGET WITH ESCALATION	\$82,222,880	\$54,220,635

FOOTNOTES:

1. Soft Costs include Professional Services Fees (architects/engineers, specialty consultants, legal, etc.), Furnishings and Equipment, and Owner Contingency.
2. Project Budget includes 10% Design Contingency, 3% Construction Contingency, and 3% Owner Contingency.
3. Escalation is factored at 7.5% (2.5 years at 3% per year)



City of **Upper
Arlington**[®]

Community Center Feasibility Study

Finance Sub-Committee

Capital Funding Sources (preliminary)

Funding Source	Amount	Total
City Bonds	\$40,000,000	\$40,000,000
10% Private Fundraising	\$5.42M	\$45,440,000
City Cash Contribution	\$8.79M	\$54,220,635
Total Cost		\$54,220,635

Note: Size of bond issuance relative to cash contribution may change based on market conditions

Annual Debt Funding Sources (preliminary)

Source	Annual Amount	Gap
TIF	\$1,586,000	
Gap After TIF Resources		715,000/yr
Net Office Lease	\$264,512	\$450,488
Bed Tax	\$500,000	(\$49,512)
Office Income Tax from Site	\$450,000	(\$499,512)

Assumptions:

- City will need \$2.3M annually to cover debt payments
- 30-year bonds
- 3.15% rate of interest (above market)
- Annual debt payments for office space covered by lease revenues and are considered separately

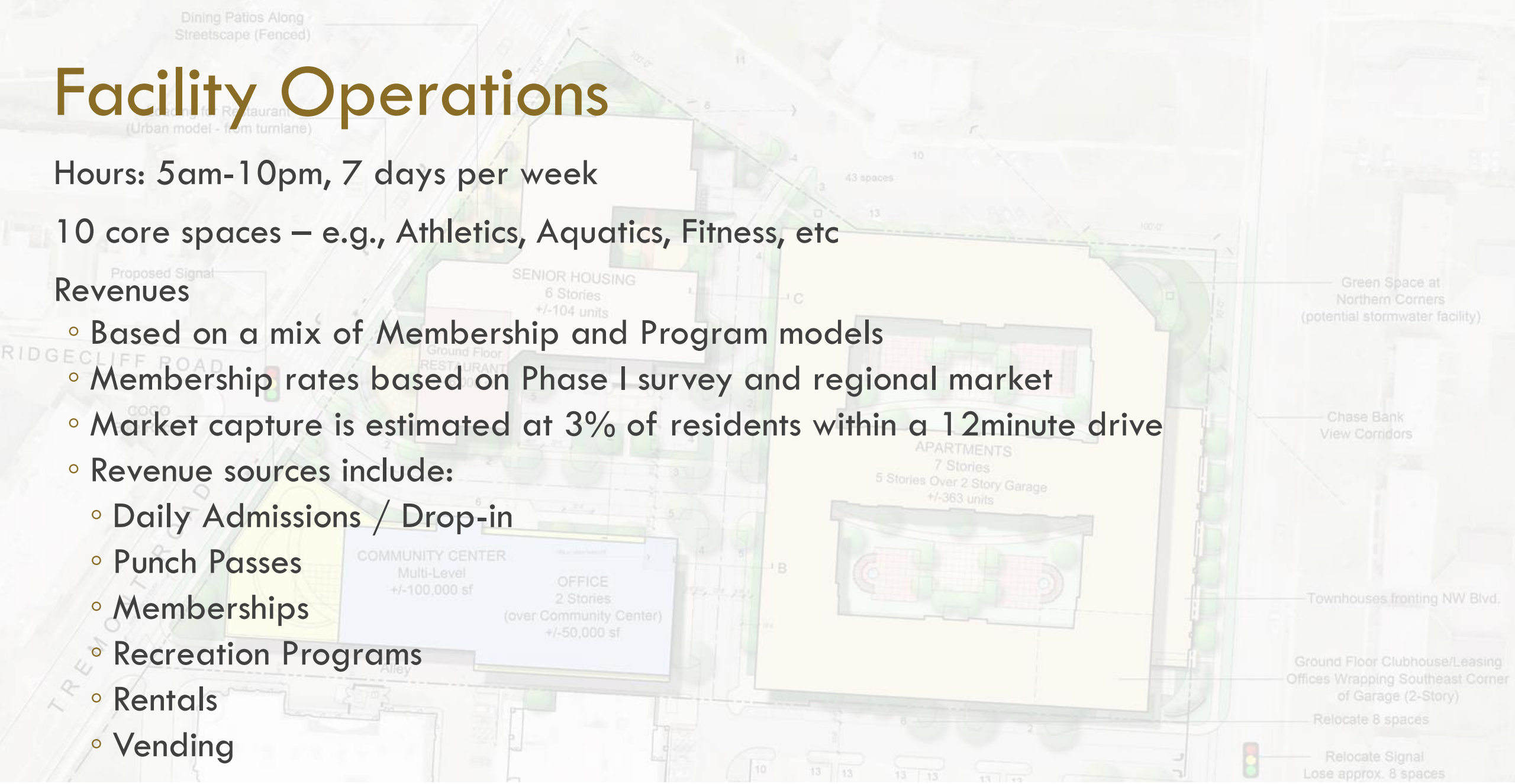
Facility Operations

Hours: 5am-10pm, 7 days per week

10 core spaces – e.g., Athletics, Aquatics, Fitness, etc

Revenues

- Based on a mix of Membership and Program models
- Membership rates based on Phase I survey and regional market
- Market capture is estimated at 3% of residents within a 12minute drive
- Revenue sources include:
 - Daily Admissions / Drop-in
 - Punch Passes
 - Memberships
 - Recreation Programs
 - Rentals
 - Vending



Facility Operations, Cont.

Expenses: estimated based on staff input & comparable industry rates

- Expenses include 5% capital set aside for future needs
- Forecast:
 - Full Potential at 107% cost recovery
 - Market Stress Test at 79% cost recovery

UACC target cost recovery goal = 85% or better

- Financial Assistance/Scholarship program appears achievable using 2% of membership fees to fund program
- The operating budget for a community center should include a scholarship fund utilizing a dedicated annual line item of not less than 2% of membership revenue to assist residents facing financial barriers to participation

DRAFT Membership Rates

Membership Type	Rate Type	Resident		Non-Resident		Description
		Monthly	Annual	Monthly	Annual	
Basic Member	Individual	\$ 27.00	\$ 259.00	\$ 35.10	\$ 336.70	Unlimited use of facility during open recreation times Priority registration for most programs / classes (1 wk)
	Couple	\$ 46.00	\$ 442.00	\$ 59.80	\$ 574.60	
	Family of 4	\$ 70.00	\$ 672.00	\$ 91.00	\$ 873.60	
	Senior	\$ 20.00	\$ 192.00	\$ 26.00	\$ 249.60	
Premier Member	Individual	\$ 45.00	\$ 432.00	\$ 58.50	\$ 561.60	Unlimited use of the Facility during all open recreation times Priority registration on most programs/classes (1 wk) Premier member-only extended hours 10 free guest passes Free Child Watch package for children ages 2-12 Drop-in Group Fitness classes package
	Couple	\$ 78.00	\$ 749.00	\$ 101.40	\$ 973.70	
	Family of 4	\$ 119.00	\$ 1,142.00	\$ 154.70	\$ 1,484.60	
	Senior	\$ 34.00	\$ 326.00	\$ 44.20	\$ 423.80	
Senior Social	Senior	-	\$ 48.00	-	\$ 62.40	Access to senior lounge area for social activities
Senior Healthy Lifestyle	Senior	-	\$ 96.00	-	\$ 124.80	Use of full facility during off-peak times
Additional Child	Family	\$ 10.00	\$ 96.00	\$ 13.00	\$ 124.80	Each additional child added to family membership

DRAFT Proforma – Full Potential

Assumptions:

- Based on current size, design, partnerships and participation level
- 3% market capture for memberships
- 70% program capacity

Pro Forma Revenues & Expenditures

UPPER ARLINGTON COMMUNITY CENTER

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$2,282,644.20	\$2,396,776.41	\$2,492,647.47	\$2,592,353.37	\$2,670,123.97	\$2,750,227.68
Youth Programs	\$388,449.00	\$407,871.45	\$424,186.31	\$441,153.76	\$454,388.37	\$468,020.02
Adult Programs	\$124,665.00	\$130,898.25	\$136,134.18	\$141,579.55	\$145,826.93	\$150,201.74
Seniors	\$296,228.00	\$311,039.40	\$323,480.98	\$336,420.22	\$346,512.82	\$356,908.21
Aquatics	\$85,855.00	\$90,147.75	\$93,753.66	\$97,503.81	\$100,428.92	\$103,441.79
Health & Wellness	\$126,845.00	\$133,187.25	\$138,514.74	\$144,055.33	\$148,376.99	\$152,828.30
Therapeutic Recreation	\$8,070.00	\$8,473.50	\$8,812.44	\$9,164.94	\$9,439.89	\$9,723.08
Rental / Other	\$87,885.00	\$92,279.25	\$95,970.42	\$99,809.24	\$102,803.51	\$105,887.62
Total	\$3,400,641.20	\$3,570,673.26	\$3,713,500.19	\$3,862,040.20	\$3,977,901.40	\$4,097,238.45

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Personnel Services	\$1,846,572.23	\$1,920,435.12	\$1,997,252.53	\$2,077,142.63	\$2,160,228.34	\$2,246,637.47
Supplies	\$173,500.00	\$178,705.00	\$184,066.15	\$189,588.13	\$195,275.78	\$201,134.05
Other Services & Charges	\$1,118,476.62	\$1,163,215.69	\$1,209,744.32	\$1,258,134.09	\$1,308,459.45	\$1,360,797.83
Total	\$3,138,548.86	\$3,262,355.81	\$3,391,063.00	\$3,524,864.85	\$3,663,963.57	\$3,808,569.35

Capital Outlay	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Maintenance Endowment Fund (5% of revenue)	\$170,032.06	\$178,533.66	\$185,675.01	\$193,102.01	\$198,895.07	\$204,861.92
Total	\$170,032.06	\$178,533.66	\$185,675.01	\$193,102.01	\$198,895.07	\$204,861.92

Scholarship Fund	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Scholarships (2% of membership revenue)	\$44,522.54	\$46,748.67	\$48,618.62	\$50,563.36	\$52,080.26	\$53,642.67
Total	\$44,522.54	\$46,748.67	\$48,618.62	\$50,563.36	\$52,080.26	\$53,642.67

Total Gain / Loss (less Maint. Endowment Fund)	\$47,537.74	\$83,035.11	\$88,143.57	\$93,509.97	\$62,962.50	\$30,164.50
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Total Cost Recovery	101%	102%	102%	102%	102%	101%
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DRAFT Proforma – with Market Stress Test

Assumptions:

Reductions from Full Potential Proforma:

- 33% in memberships
- 50% daily admission
- 20% program capacity
- 33% - 50% in rentals

Pro Forma Revenues & Expenditures

UPPER ARLINGTON COMMUNITY CENTER

BASELINE: REVENUES AND EXPENDITURES

Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,514,569.60	\$1,590,298.08	\$1,653,910.00	\$1,720,066.40	\$1,771,668.40	\$1,824,818.45
Youth Programs	\$276,358.00	\$290,175.90	\$301,782.94	\$313,854.25	\$323,269.88	\$332,967.98
Adult Programs	\$88,383.00	\$92,802.15	\$96,514.24	\$100,374.81	\$103,386.05	\$106,487.63
Seniors	\$209,639.00	\$220,120.95	\$228,925.79	\$238,082.82	\$245,225.30	\$252,582.06
Aquatics	\$70,615.00	\$74,145.75	\$77,111.58	\$80,196.04	\$82,601.92	\$85,079.98
Health & Wellness	\$126,845.00	\$133,187.25	\$138,514.74	\$144,055.33	\$148,376.99	\$152,828.30
Therapeutic Recreation	\$5,610.00	\$5,890.50	\$6,126.12	\$6,371.16	\$6,562.30	\$6,759.17
Rental / Other	\$46,012.50	\$48,313.13	\$50,245.65	\$52,255.48	\$53,823.14	\$55,437.83
Total	\$2,338,032.10	\$2,454,933.71	\$2,553,131.05	\$2,655,256.30	\$2,734,913.98	\$2,816,961.40

Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Personnel Services	\$1,846,431.83	\$1,920,289.11	\$1,997,100.67	\$2,076,984.70	\$2,160,064.09	\$2,246,466.65
Supplies	\$156,500.00	\$161,195.00	\$166,030.85	\$171,011.78	\$176,142.13	\$181,426.39
Other Services & Charges	\$961,660.14	\$1,000,126.55	\$1,040,131.61	\$1,081,736.87	\$1,125,006.35	\$1,170,006.60
Total	\$2,964,591.98	\$3,081,610.66	\$3,203,263.13	\$3,329,733.35	\$3,461,212.56	\$3,597,899.65

Capital Outlay	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Maintenance Endowment Fund (5% of revenue)	\$116,901.61	\$122,746.69	\$127,656.55	\$132,762.81	\$136,745.70	\$140,848.07
Total	\$116,901.61	\$122,746.69	\$127,656.55	\$132,762.81	\$136,745.70	\$140,848.07

Scholarship Fund	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Scholarships (2% of membership revenue)	\$29,724.63	\$31,210.86	\$32,459.30	\$33,757.67	\$34,770.40	\$35,813.51
Total	\$29,724.63	\$31,210.86	\$32,459.30	\$33,757.67	\$34,770.40	\$35,813.51

Total Gain / Loss (less Maint. Endowment Fund)	(\$773,186.11)	(\$780,634.50)	(\$810,247.93)	(\$840,997.54)	(\$897,814.68)	(\$957,599.82)
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Total Cost Recovery	75%	76%	76%	76%	75%	75%
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Community Center Feasibility Study Task Force

Resolution of Support



City of Upper
Arlington®

Resolution of Support

UPPER ARLINGTON COMMUNITY CENTER FEASIBILITY TASK FORCE

RESOLUTION OF SUPPORT FOR THE FEASIBILITY OF A COMMUNITY CENTER FOR THE CITY OF UPPER ARLINGTON.

WHEREAS, in July of 2019, Upper Arlington City Council formed the Community Center Feasibility Task Force (CCFTF), which was comprised of 16 residents, to ask if the community wants and needs a community center and, if the answers were “yes,” to determine what facilities and programming should be included, explore possible locations and identify appropriate funding strategies; and

WHEREAS, with the professional guidance of a consultant team led by Williams Architects and support from City Staff, the CCFTF undertook an extensive, 18-month feasibility study process that included the following key elements to fulfill its charge from City Council:

1. A review of the history of previous efforts to develop a community center;
2. A review of the findings and recommendations of the 2018 Parks & Recreation Comprehensive Plan;

Resolution of Support

3. A review of existing facilities and programs, including options for the replacement of the Senior Center;
4. The identification of possible locations for a community center;
5. A review of the facilities and operations of indoor recreation/community gathering centers in other communities;
6. An examination of prospective cost scenarios, including possible amenities and associated costs; public/private partnerships and funding strategies for capital/operating costs;
7. A robust community engagement process at all stages of the study;
8. Based on the findings of the feasibility study, development of a recommendation to City Council on whether and how to proceed with the consideration of a community center for Upper Arlington; and

WHEREAS,

the Community Engagement Subcommittee developed and oversaw an extensive community engagement process that included two statistically valid surveys totaling 932 participants conducted in March and November, 2020, an online survey with 1,609 participants, community pop up events that reached more than 460 residents, stakeholder interviews and focus groups, and multiple public community meetings; and

WHEREAS,

Community awareness of the CCFTF study process was very high (70.5% from the November statistically valid survey); and

Resolution of Support

WHEREAS, support for a community center if funded without a tax increase was 79% and 74.8% respectively in the Phase I and Phase II statistically valid surveys (see Appendix A March and November surveys); and

WHEREAS, the second statistically valid survey demonstrated strong support for including Senior Center programming and facilities as part of a community center (69.6%); and

WHEREAS, in the Phase I statistically valid survey, the top activities households would use are:

1. Exercise & Fitness (80%)
2. Classes (67%)
3. Aquatics (62%)
4. Drop-in Activities (50%)
5. Lifelong Learning Classes (48%)
6. Senior Activities (37%); and

WHEREAS, in the Phase I statistically valid survey, the top features households would use are:

1. Weight Room/Cardio
2. Walking/Running Track
3. Aerobics/Dance
4. Aquatic Programming
5. Senior Programming; and

Resolution of Support

- WHEREAS,** in the March survey, 70.1% of residents believed that a community center should be geographically located as close to the middle of our community as possible; and
- WHEREAS,** the 2018 Parks and Recreation Comprehensive Plan documented that existing park land should be preserved since the City currently only offers 5.10 acres per 1,000 residents; and
- WHEREAS,** the Task Force, led by the Facilities Subcommittee, evaluated 14 sites across Upper Arlington and narrowed that list to two finalist sites through a rigorous scoring and qualitative evaluation process that considered factors such as site control, preservation of green space, centrality of location, access to alternate means of transportation and the ability to provide for creative financing. The two finalist sites were the Municipal Services Center and the former Macy's site at Kingsdale; and
- WHEREAS,** the former Macy's site at Kingsdale is centrally located and is accessible via pedestrian, bike or mass transit, and the roadway network is conducive for vehicular access; and
- WHEREAS,** development of a community center as part of the Kingsdale Mixed-Use Project would create an unparalleled level of synergy between and among the adjacent shops and restaurants, office and professional medical uses and residences; and

Resolution of Support

WHEREAS, a community center building at Kingsdale would cost approximately \$28,000,000 less to construct than an alternate option at the Municipal Services Center; and

WHEREAS, the former Macy's site at Kingsdale was the preferred location in the Phase II statistically valid survey (75%); and

WHEREAS, in the Phase II survey, respondent support for including office space to offset operating and maintenance costs was 68.3%; and

WHEREAS, the CCFTF will provide City Council with a report documenting all of the data and analysis behind these findings and recommendations in January 2021;

NOW, THEREFORE, BE IT RESOLVED by the Community Center Feasibility Task Force that it finds and recommends the following:

SECTION 1. It is feasible for the City of Upper Arlington to construct, operate and maintain a community center to serve the residents of Upper Arlington.

SECTION 2. The proposed community center should include program space for seniors, thereby replacing the current Senior Center on Ridgeview Road.

SECTION 3. The proposed facility should be more than just a recreational facility and should serve as a central gathering place for the whole community.

Resolution of Support

- SECTION 4.** The Kingsdale site is the preferred location for a community center.
- SECTION 5.** The total construction budget should be approximately \$54 million.
- SECTION 6.** In light of the current and projected availability of other funding sources, it is recommended that no increase in property taxes be pursued to fund construction costs, provided that Tax Increment Financing (TIF) funds are available, including but not limited to approximately \$17 million generated by the Kingsdale Mixed-Use Project on the balance of the former Macy's site.
- SECTION 7.** Leveraging TIF proceeds, community center office lease revenues and hotel/motel tax to pay off the debt for a community center appears to be an appropriate use of these ongoing funding streams.
- SECTION 8.** Utilizing existing excess City funds (reserves in excess of the 30% operating expenses threshold recommended by City Council) for capital funding would be appropriate, as long as it does not negatively impact other City services, including other capital improvement projects.
- SECTION 9.** Philanthropic dollars should be pursued to leverage debt proceeds, with a goal of 10% of total capital costs for a community center.

Resolution of Support

SECTION 10.

The operations and facility maintenance of the current Senior Center should discontinue as soon as a community center has been constructed, and funding for this facility should be redirected to the community center.

SECTION 11.

A business model should be pursued that is based on competitive and market rate membership fees and programming of spaces to meet cost recovery goals.

SECTION 12.

The City should aggressively pursue a cost recovery model of not less than 85% of total community center operating expenditures.

SECTION 13.

It is appropriate that the City's historical operating funding (approximately \$500,000 per annum) over and above revenue collected for recreation services remain as an investment in community services. Recreation services are components of the Parks & Recreation Department that provide programs in the community center, parks and other community locations. The operations of a community center would not negatively impact City services.

Resolution of Support

SECTION 14.

The community center pro forma should include significant annual contributions to a fund for future capital expenditures such as maintenance and equipment replacement.

SECTION 15.

Participation fee levels should be tiered, with a particular emphasis on options to accommodate senior residents.

SECTION 16.

The operating budget for a community center should include a scholarship fund utilizing a dedicated annual line item of not less than 2% of membership revenue to assist resident facing financial barriers to participation.

SECTION 17.

While the Task Force did not review financial modeling related to the leasing of City owned adjacent office space, the site appears to be an attractive amenity rich location and the City should work to ensure that third party market studies support underwritten office lease rates and make best efforts to secure office tenants prior to construction commencement.

SECTION 18.

Partnerships to enhance program offerings and operations funding are encouraged.

Resolution of Support

APPENDIX

Note: Preliminary Building Program, Building Massing and Stacking, and Preliminary Order of Magnitude Construction Budget Information are shown below to demonstrate the assumptions and initial recommendations of the CCFTF regarding the feasibility of a community center. All areas and cost estimates listed are preliminary and approximate and would be subject to change during the design development process.

Preliminary Building Program:

Athletics (gyms, walking/running track, storage).....	±33,800 sf
Aquatics (plunge pool, lap pool, activity pool, lockers).....	±12,000 sf
Fitness.....	±12,500 sf
Seniors, Multi Use.....	±15,500 sf
Child Care, Indoor Play, Teen.....	±4,000 sf
Facility, Common Space, Circulation.....	±17,500 sf
Total Building Area	±95,300 sf

Building Massing and Stacking:

5-story building at 95,000+/- sf with an additional 10,000+/- sf of potential partner space (possible future expansion) and an additional 2 stories of office space (50,000+/- sf) comprising the 6th and 7th floor of the building.

Resolution of Support

1 st Floor.....	Entry, pools and some under-structure parking
2 nd Floor.....	Fitness, group X space, etc.
3 rd & 4 th Floors.....	Three gyms, lockers, game room, adventure play area, running track.
5 th Floor.....	Dedicated senior space, event space, meeting rooms, demonstration kitchen, large outdoor terrace for multiple programming opportunities. The potential partner space is also included on the 5 th floor.

Preliminary Order of Magnitude Construction Budget:

Note: All budget numbers are tentative estimates based on preliminary order of magnitude assumptions.

Building Area.....approximately 95,300 SF

Total Hard Construction Costs.....	\$37,776,700
Professional Service Fees.....	\$4,385,900
Furnishings, Equipment, etc.....	\$1,754,400
Design and Construction Contingency.....	\$6,520,800
Total Project Budget.....	\$50,437,800

Escalation.....	\$3,782,835 (2.5 years at 3% per year)
Total Project Budget with Escalation.....	\$54,220,635

Estimate does not include the cost of the ±50,000 SF office space and the ±10,000 SF of partner space.

Upcoming Dates

City Council Presentation

January 11, 7:30 pm



Thank You

- Provide additional feedback at: parks@uaoh.net
- Find additional information at: uacommunitycenter.com



City of **Upper
Arlington**[®]