

# Canby Community Center Feasibility Analysis Findings

November 24th, 2009



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# Meeting Objectives

- Share preliminary results market and feasibility assessment
- Discuss results
- Discuss strategies for moving forward
  - Community center
  - Sports fields



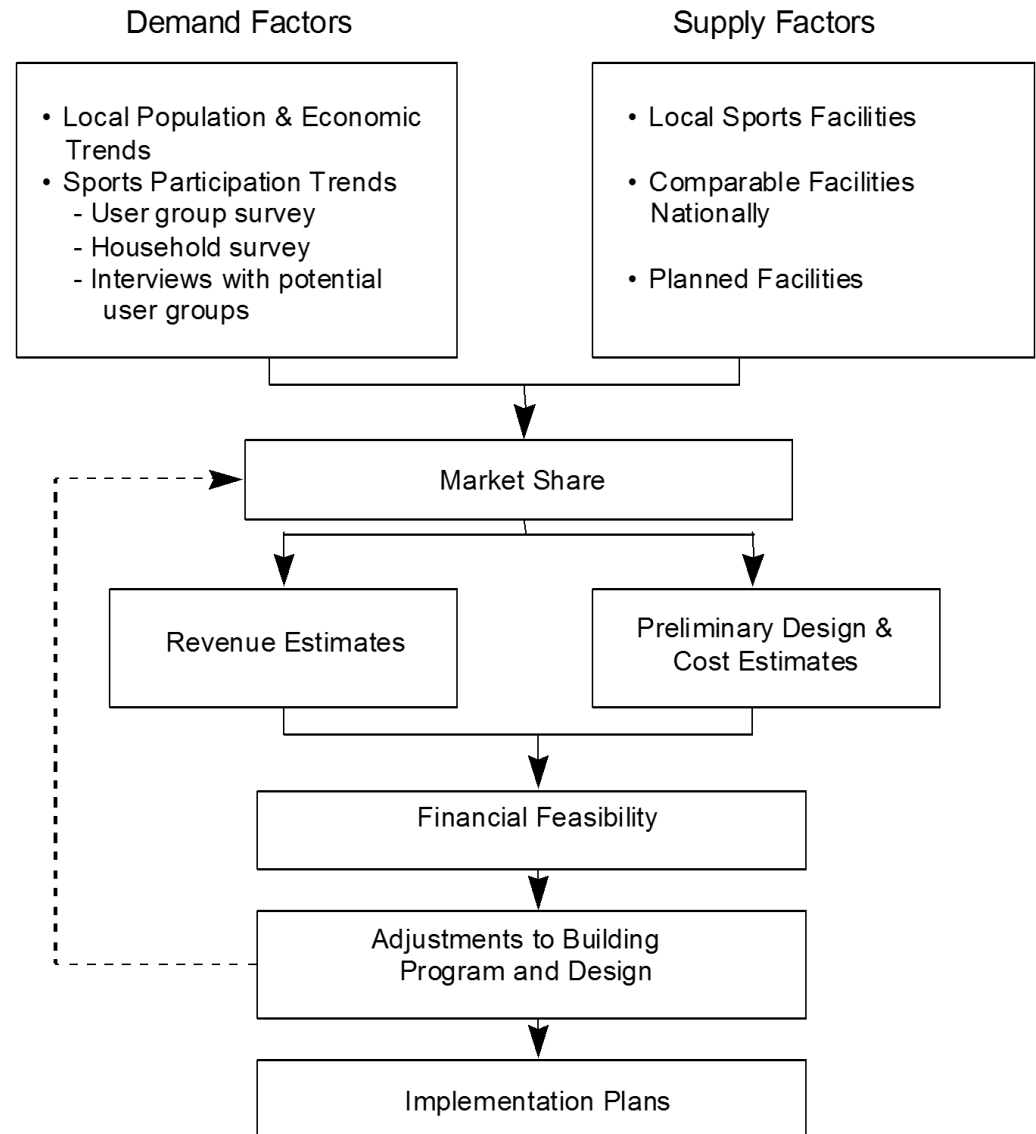
# What this project is about

- Parks Master Plan last updated in 2000
- Parks Acquisition Plan completed in January 2002
- This project includes :
  1. An update of selected chapters of the Park Master Plan and Park Acquisition Plan, and
  2. A preliminary feasibility assessment of a community center/sports field complex



# Approach

- Market analysis
  - Supply
  - Demand
- Feasibility assessment
  - Facility concept
  - Cost estimates
  - Revenue estimates
  - Financial feasibility



# Comparables

- East Portland
- SW Portland
- Federal Way, WA
- Sherwood YMCA
- Lincoln City



# Size of comparable facilities

- Facilities range from 45,000 to 65,000 sq. ft.
- Sites range from 5 to 10 acres

Name	Square Feet	Site Size (acres)
East Portland CC	45,000	5.7
Federal Way CC	72,000	10
Lincoln City CC	65,000	3
Sherwood YMCA	55,000	5
Southwest Portland CC	48,000	Not available
<b>Average</b>	<b>57,000</b>	<b>5.9</b>



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# Capital costs

- Lots of variability
- Difficult to compare due to time and unique characteristics of facilities
- Current costs range from \$300/sf and up

Name	Original Cost	Adjusted Cost <sup>1</sup>	Cost per Sq. Ft.	Year Built
East Portland CC	\$4,500,000 (1998), \$9,500,000 (2009)	\$15,454,714	\$343	1998/2009
Federal Way CC	\$20,500,000	\$21,325,664	\$296	2007
Lincoln City CC	\$1,800,000 (1979), \$2,200,000 (2004)	\$7,859,801	\$121	1979/2004
Sherwood YMCA	Not available	Not available	Not available	1998
Southwest Portland CC	\$9,500,000	\$12,299,420	\$256	1999
<b>Average</b>	<b>\$12,000,000</b>	<b>\$14,234,900</b>	<b>\$254</b>	<b>-</b>



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# Visitation

- Again, lots of variability—both in the market area definitions and in visitation

Name	Market Area	Visitation (2008)	Visitation (per capita)
East Portland CC	320,000	253,500	0.8
Federal Way CC	83,000	Not Available	Not Available
Lincoln City CC	10,000	81,000	8.1
Sherwood YMCA	16,000	288,000	18.0
Southwest Portland CC	150,000	432,000	2.9
<b>Average</b>	<b>115,800</b>	<b>263,625</b>	<b>7.4</b>





# Operating costs

- Lots of variability; it was not always clear what costs were being measured
- Operating costs averaged about \$50/sf

Name	Operating Costs (2008)	Operating Costs per Sq. Ft.
East Portland CC	\$2,481,635	\$55
Federal Way CC	Not available	Not available
Lincoln City CC	\$965,000	\$15
Sherwood YMCA	\$2,600,000	\$47
Southwest Portland CC	\$3,617,575	\$75
<b>Average</b>	<b>\$2,416,053</b>	<b>\$48</b>



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# Employment

- Not a lot of variability on full-time employment: average of 10
- Lots of variability on part-time employment; this is a reflection of programming

Name	Full-time	Part-time
East Portland CC	8	Not available
Federal Way CC	Not available	Not available
Lincoln City CC	16	16
Sherwood YMCA	8	175
Southwest Portland CC	9	250
<b>Average</b>	<b>10</b>	<b>147</b>



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# Revenue and cost recovery

- Better data on revenues
  - Avg. revenue: \$1.6 M
  - Avg. revenue/visit: \$6
  - Avg. cost recovery: 64%

Name	Revenue (2008)	Per Visit Revenue	Cost Recovery (2008)
East Portland CC	\$1,422,595	\$6	57%
Federal Way CC	Not available	Not available	Not available
Lincoln City CC	\$380,000	\$5	39%
Sherwood YMCA	\$2,600,000	\$9	100%
Southwest Portland CC	\$2,105,808	\$5	58%
<b>Average</b>	<b>\$1,627,101</b>	<b>\$6</b>	<b>64%</b>



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# Outline of Findings



- Design Program
- Building Cost
- Visitation
- Revenue
- Expenses
- Cost Recovery
- Implications

# Core assumptions

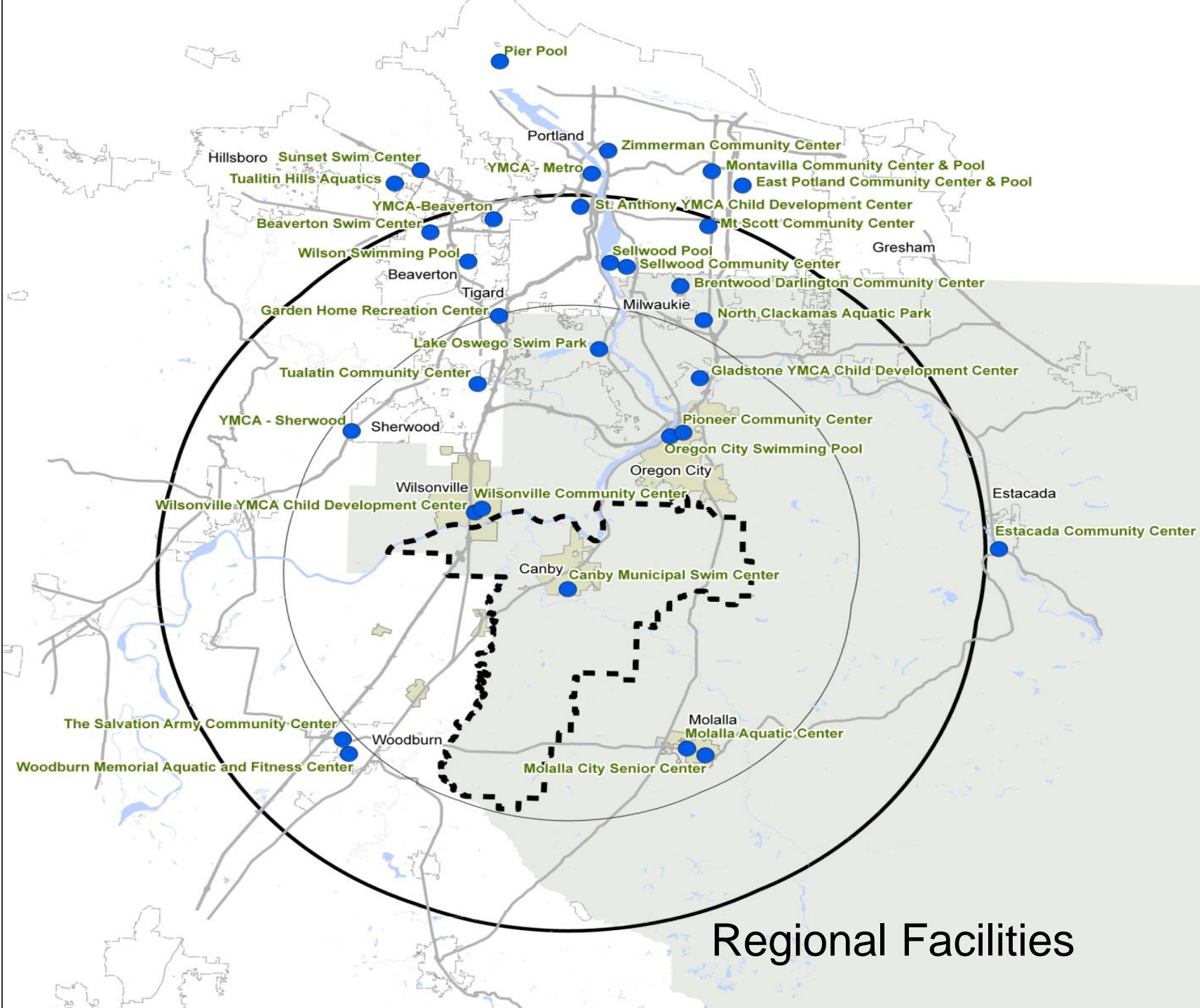
## Canby Community Center will:

- Perform like comparable facilities
- Adhere to preliminary design program
- Be well-managed and well-maintained
- Be on a site that is accessible
- Provide a range of programming that is attractive to residents



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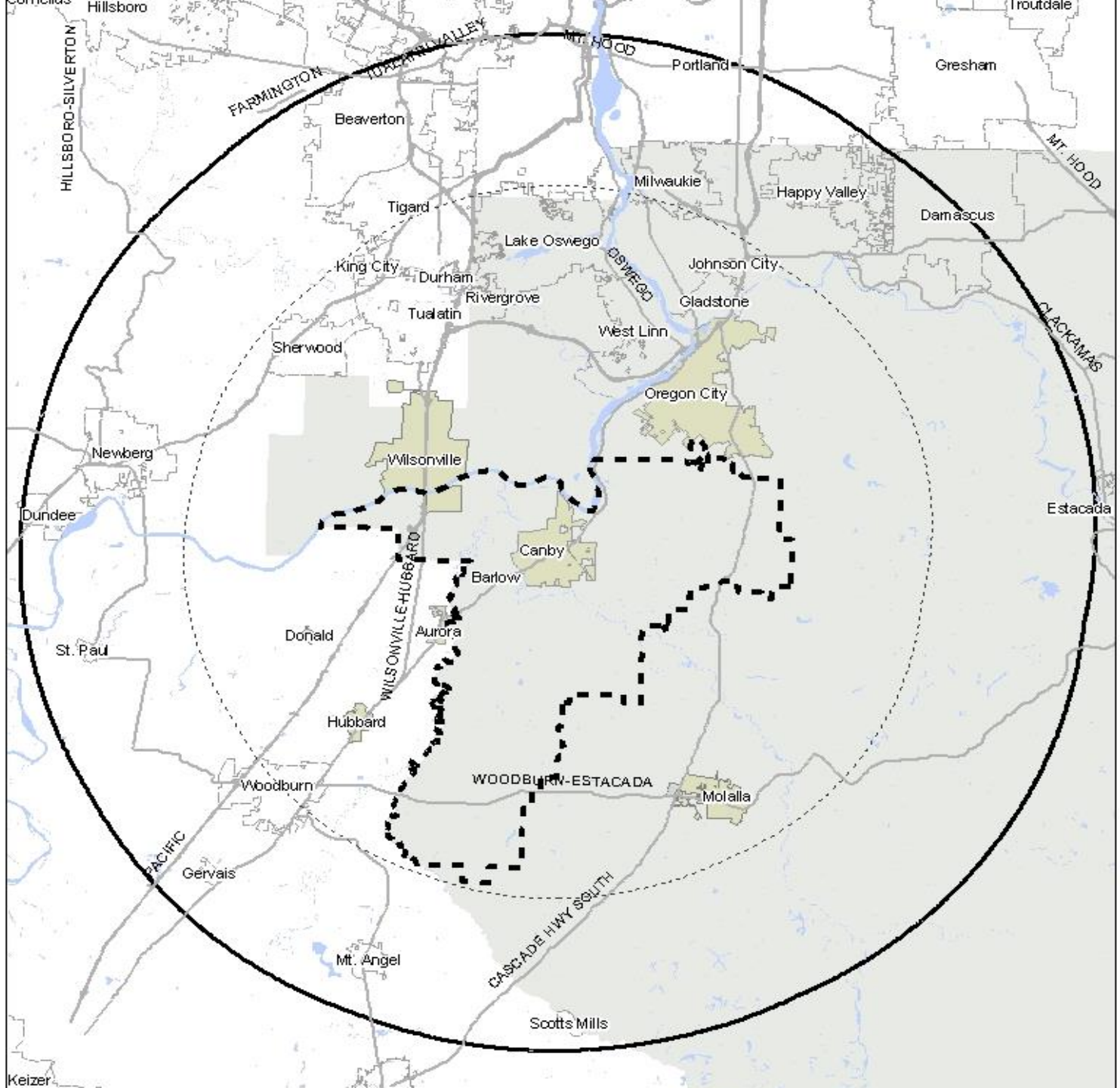




Regional Facilities



# Market Area



# Local public facilities

<b>Facility Name</b>	<b>Amenities</b>	<b>Programs Offered</b>	<b>Additional Information</b>
Canby Swim Center	Indoor 25-yard pool with ADA lift, dressing room with toilets and showers, lobby, bleachers	Open swim, swim lessons, lap swim, adult and senior swim, masters swimming, water exercise, scuba lessons, youth swim team	Facility is scheduled to close
Canby Adult Center	Billiards room, cafeteria, library, computer room, exercise room, multi-purpose room, library, video lounge	Meals-on wheels services, adult classes, tax preparation assistance, health & legal consultation, transportation services	Facility does not offer exercise space/equipment





# Local Market Area

- Market area population: ~27,000
- Use rate range: 30%-70% (from survey)
- Potential users: 8,000-19,000

	Scenario A	Scenario B	Scenario C
	High Participation	Medium Participation	Low Participation
2000 Canby School District Population	27,431	27,431	27,431
Estimated Market Area Population	27,431	27,431	27,431
Reported Use Rate	70%	50%	30%
<b>Estimated Market Area Participants</b>	<b>19,202</b>	<b>13,716</b>	<b>8,229</b>



# Facility Design

## Key Features:

- 50,000 sq.ft.
- Aquatic Center
- Gymnasium
- Exercise Room
- Multi-purpose Rooms
- Kitchen
- Locker Rooms



# Facility design program

<b>Features</b>	<b>Desired Design Elements</b>	<b>Approx. Sq. Ft.</b>
Indoor Pool Complex	leisure pool, slide, play features, spa, 9-foot depth, 6-lane lap pool, fixed poolside seating, family locker rooms	10,600 - 21,150
Gymnasium with Track	2 courts with divider, multi-use court, climbing wall, fixed seating, running/jogging track above gym	11,000 - 13,500
Fitness/Cardio Area	5,000 s.f. minimum, cardio/strength training machines, free weights, stretching/core training equipment	5,050 - 7,500
Group Exercise Rooms	cushioned hardwood floor, well-lit, well-ventilated, mirrored walls, dance bars, sound system	5,050 - 7,500
Multi-purpose Rooms	large room with dividers, kitchen, senior lounge, teen area, childcare/preschool, party rooms	3,400 - 6,500



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# Construction/Design Costs

- Approximately \$300/sq.ft.
- \$13.8 million - \$16.3 million
- Key considerations:
  - Size of aquatic area (up to \$700/sq.ft.)
  - Building materials
  - Energy efficiency / LEED certification



# Visitation

- Three visitation scenarios (low, medium, high)
- Range: 90,000 - 180,000 visits annually
- Average: 135,000 visits annually
  
- Drivers:
  - Strong demand for multi-use facility (survey data)
  - Lack of local supply



# Revenue

- Range: \$440,000 - \$1,040,000
- Average: \$740,000 (135,000 visits)
- Largest portion: Membership fees (approx. 40%)
- Key consideration: Fee Structure
  - \$5/person/visit
  - \$300/person/year



# Fee Structures

## Drop-in Admission

User Type	Average	Range
Toddlers	\$ -	\$0.00 - \$0.00
Children	\$ 3.60	\$1.75 - \$6.00
Teens	\$ 5.50	\$1.75 - \$12.00
Adults	\$ 7.00	\$3.50 - \$12.00
Seniors	\$ 5.80	\$3.25 - \$12.00
<b>Average</b>	<b>\$ 4.38</b>	
<b>Survey Average</b>	<b>\$ 5.00</b>	

## Annual Memberships

User Type	Average	Range
Toddlers	\$ -	\$0.00 - \$0.00
Children	\$ 226.80	\$152.00 - 245.00
Teens	\$ 292.00	\$152.00 - \$378.00
Adults	\$ 422.80	\$217.00 - \$540.00
Seniors	\$ 332.00	\$173.00 - \$468.00
<b>Average</b>	<b>\$ 318.40</b>	
<b>Survey Average</b>	<b>\$ 300.00</b>	



# Expenses

- Range: \$880,000 - \$1,330,000
- Average: \$1,215,000 (135,000 visits)
- Largest portion: Personal Services (approx. 60%)
- Key consideration: Staff Mix
  - FTE
  - Part-time/seasonal





# Cost Recovery

- Range: 45% - 86%
- Deficit: \$200,000 - \$500,000
  - Medium Scenario: 61% (\$470,000 deficit)
- Role of Economies of Scale:
  - As visitation increases, deficit decreases
  - Subsidy relies on visitation



# Summary Pro Forma

<b>Category</b>	<b>Scenario C (Low Participation)</b>	<b>Scenario B (Medium Participation)</b>	<b>Scenario A (High Participation)</b>
Visitation	80,000	135,000	190,000
Total Revenues	\$ 400,000	\$ 742,500	\$ 1,140,000
Total Expenses	\$ 880,000	\$ 1,215,000	\$ 1,330,000
Revenues - Expenses	\$ (480,000)	\$ (472,500)	\$ (190,000)
Cost Recovery	45%	61%	86%



# Funding Implications

- Capital costs: \$13.8 - \$16.3 million
- Subsidy: \$200,000 - \$500,000
- Estimated tax rates:
  - Capital costs: \$0.37/\$1000 of assessed valuation
    - Assumes \$15 M @ 20 years
  - Operating costs: \$0.12 - \$0.25/\$1000 of assessed valuation
- Based on ~\$2B of taxable valuation in CAPRD



# Recommendations

- Develop a concise project plan and schedule.
- Conduct focus groups with potential users to further refine facility design priorities.
- Using the conceptual design program, create a conceptual rendering of the floor plan, exterior, and site plan of the facility.
- Initiate fundraising for design and engineering as soon as possible.
- Prepare a request for proposals (RFP) for the design and engineering of the facility.
- Consider hiring a fundraising professional.



# Recommendations (cont)

- Establish a fundraising committee comprised of a broad cross-section of the local community.
- Identify a preferred site (or sites) for the facility.
- Develop a mechanism to cover operating and maintenance costs
- Use the survey results to develop preliminary programming for the facility.
- Continue working with a broad coalition of local groups.
- Design and site the facility in a manner that allows phased expansion.



# Discussion

