



"By failing to prepare, you are preparing to fail"
- Benjamin Franklin



Indoor Recreation Space Feasibility Study

Consulting Team:





40% Nationally



50% Nationally



PROS Consulting (Full-Service) Practice

Master Planning, Strategic Planning, Community Needs Assessment, Operations, Maintenance and Organizational Development, Financial Planning and Management, Feasibility Studies and Business Planning, Revenue & Partnership Development, Land Use and Sustainable Practices

- 1 National, full-service management consulting and planning firm specializing in government and not-for-profit agencies
- 2 Offices in Indianapolis, IN / Dallas, TX / Phoenix, AZ
- 3 Partnered with agencies in 45 states and 7 foreign countries through 1,200+ projects
- 4 Working all over the US including specifically in Washington and the intermountain west for the last 29 years
- 5 Over 400 master plans successfully implemented and driven over \$5 billion worth of capital investment





ETC Institute is a National Leader in Market Research for Local Governmental Organizations

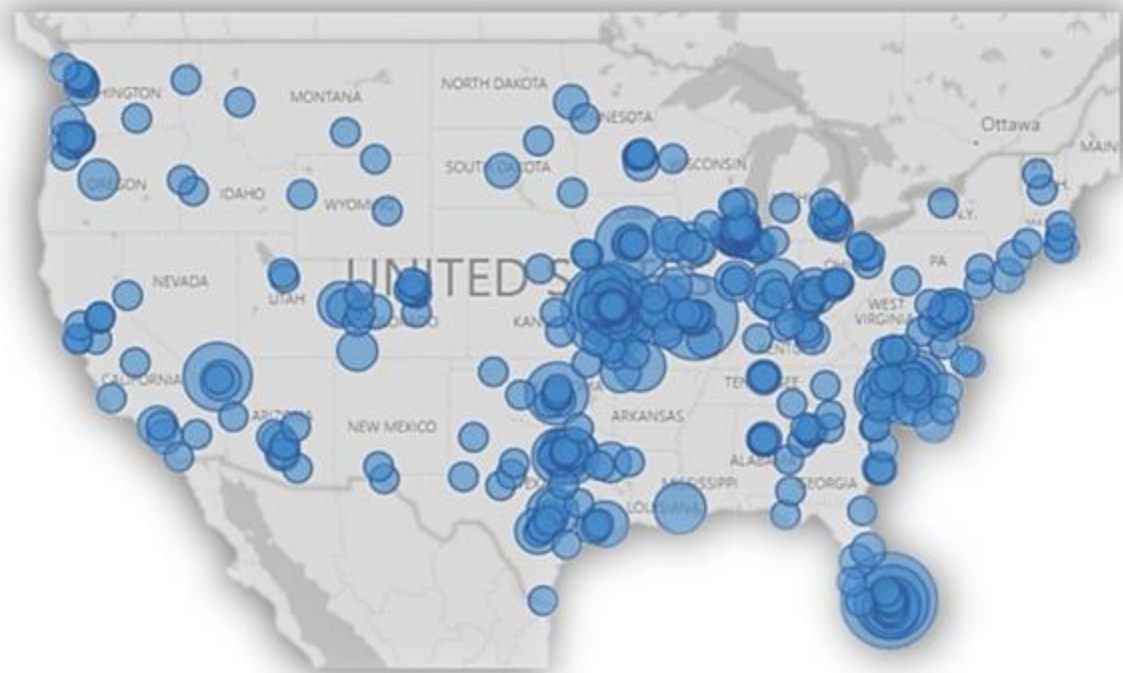
For more than 40 years, our mission has been to help city and county governments gather and use survey data to enhance organizational performance.

Full-service market research firm of nearly 100 people

Partners with PROS on over 450 surveys over the past 28 years

Extensive experience conducting services in English and Spanish

Over \$2 billion of voter approved initiatives



More Than 2,300,000 Person's Surveyed Since 2013 for More Than 1,000 Communities in 50 States





Core Strategies of the Study



Objective Analysis - an objective approach that demonstrates to all interested and affected parties that the outcome is based on good data, sound analysis, and valid assumptions



Market Focus - All market recommendations are strategically developed to support public needs and operational success




Financial Sustainability and Economic Viability - Activating the facility with new and exciting programming will responsibly generate revenue to sufficiently support operational



PROCESS OVERVIEW



Market Analysis

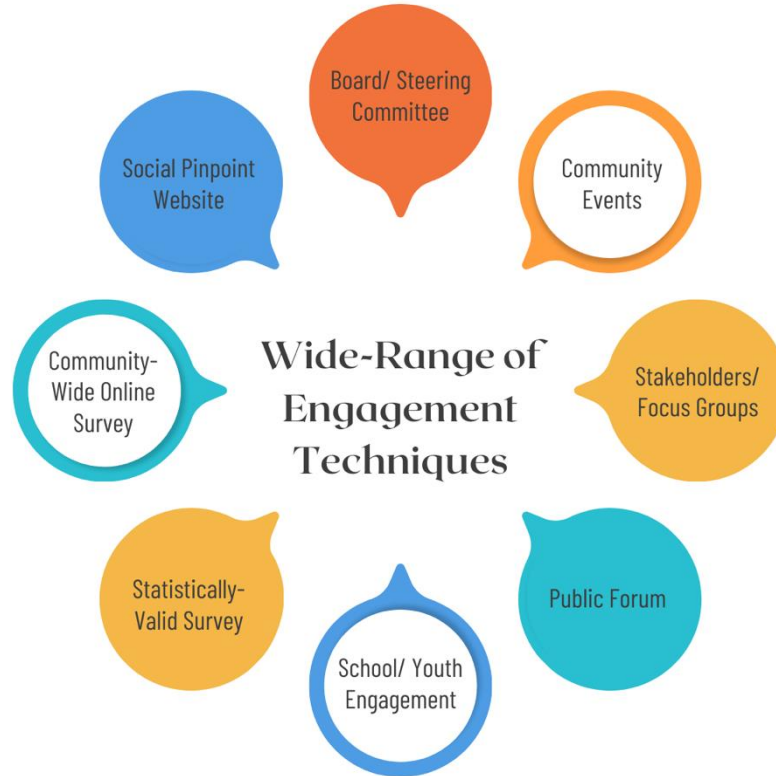
	FACILITIES WITH GYM, TURF AND EVENT SPACE AMENITIES																				
	Amenities	Soccer Fields	Basketball Courts	Playground	Badminton	Pickleball	Volleyball Courts	Cricket Cages	Studio Space	Swimming Pool	Fieldhouse	MP Rooms	Lecture Hall	Gyms	Auditorium	Indoor Athletic Facilities	Classrooms	Turf	Batting Cages	Practice Space	Indoor Baseball
FACILITIES																					
Naperville Yard	●	●	●																		
TOCA	●																				
The Matrix Club (Play and Thrive Club)				●	●	●	●														
Illinois Basketball Academy		●				●															
Fry YMCA		●						●													
CUSD 203 (NCHS)		●							●	●	●	●	●	●	●						
CUSD 203 (NNHS)		●							●	●	●	●	●	●	●						
IPSD 204 (Metea)		●							●	●	●	●	●	●	●						
IPSD 204 (Waubonsie)		●							●	●	●	●	●	●	●						
IPSD 204 (Neuqua)		●							●	●	●	●	●	●	●						
North Central College													●			●					
ARC (Woodridge Park District)		●																●	●		
Bulls/Sox Academy (West Suburban Complex)		●				●													●		●
Bolingbrook Rec and Aquatic Complex		●									●										
Central Athletic Complex		●				●					●								●		
Wheatland Athletic Assoc.		●			●	●												●			
Supreme Courts Basketball		●			●																
Community Sportsplex		●			●	●		●				●									





Community Engagement

MEET PEOPLE WHERE THEY ARE!





Social Pinpoint Website



SCAN ME

Our Fundamental Community Input Philosophy - Holistic and Continuous Public Engagement



Welcome to our Community Engagement site! Help us create a vision for parks and recreation in Washtenaw County.

Washtenaw County Parks and Recreation Commission is conducting a comprehensive community engagement process that will create a community driven vision for parks and recreation in Washtenaw County.

To help us create this vision, please take 10 to 15 minutes, and complete the following exercises.

[Fill Out the Survey](#)


Click here to fill out the survey. Tell us about your thoughts on parks, recreation, and amenities in Washtenaw County.

[Mapping Activity](#)

Click here for the Mapping Activity. Drop comments directly onto a Washtenaw County map to tell us your ideas about specific areas.



Community Meetings

 **Tuesday, December 12, 2023 6:00 pm to 7:30 pm**

First Public Forum

Location: Learning Resource Center, 4135 Washtenaw Ave., Ann Arbor





Statistically-Valid Survey

Accessible

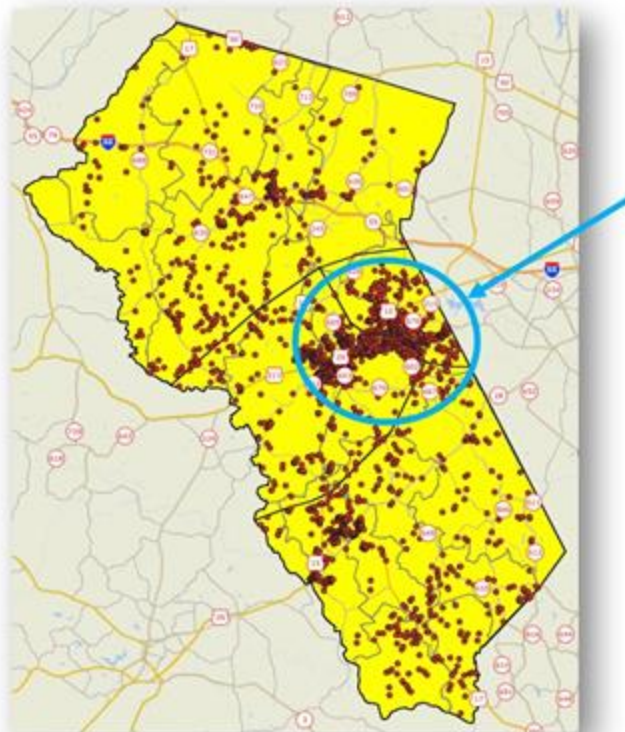
Produced in English and other languages as needed

Defensible Results

The only scientific and defensible method to understand the District's community needs

High Return Rate

Administered by mail/online/phone and methodology allows high return rate (25%-35%)



Geographic Distribution Validity

Areas with greater population will inherently return more surveys

Community Representation

All areas of the Park District will be accurately represented based on their relative proportion to the District's overall population

A Partnership

Survey is crafted in partnership with the Park District





Prioritized Program Identification

Citizen Survey Ranking	Amenity	Age Segments Served											Guiding Principles			Costs		Partnership / Sponsorship
		YOUTH				ADULT				SENIOR			Local Need	Revenue Potential	Multi-jurisdictional Draw	Cost to Develop	Cost to Operate	Partnership / Sponsorship Potential
		2-5 years	6-8 years	9-12 years	13-15 years	16-18 years	19-30 years	31-45 years	46-60 years	61-70 years	71-75 years	77+ years						
Community Fieldhouse Amenities																		
1	Indoor running/walking track	•	•	•	•	•	•	•	•	•	•	•	High	Medium	Low	Medium	Low	High
2	Leisure pool zero depth entry	•	•				•	•	•	•			High	Medium	Medium	High	High	High
3	Weight room/cardio equipment area					•	•	•	•	•	•	•	High	Medium	High	Low	Low	Medium
4	Multipurpose courts	•	•	•	•	•	•	•	•	•	•	•	High	High	High	High	High	High
5	Indoor pool, lap lanes					•	•	•	•	•	•	•	High	Medium	Medium	High	High	High
6	Areobics/fitness/martial arts/dance space	•	•	•	•	•	•	•	•	•			High	Medium	High	Medium	Medium	Medium
7	Lap lanes for exercise swimming					•	•	•	•	•	•	•	High	Medium	Medium	High	High	High
8	Arts and crafts rooms		•	•	•	•	•	•	•	•	•	•	High	Medium	Low	Medium	Medium	Medium
9	Culinary arts demonstration kitchen			•	•	•	•	•	•	•			High	Medium	Low	Medium	Medium	Medium
10	Warm water area for therapeutic purposes	•	•	•	•	•	•	•	•	•	•	•	High	Medium	Medium	High	High	High
11	Multipurpose space for classes/meetings/parties	•	•	•	•	•	•	•	•	•	•	•	High	Medium	Medium	Medium	Low	Medium
12	Meeting and event space	•	•	•	•	•	•	•	•	•	•	•	High	Medium	Medium	Medium	Medium	High
13	Rock climbing wall		•	•	•	•	•	•	•				High	Low	Low	Low	Low	Low
14	Indoor turf field	•	•	•	•	•	•	•	•				High	High	High	High	High	High
15	Unstructured indoor gathering space	•	•	•	•	•	•	•	•	•	•	•	Medium	Low	Low	Low	Low	Low





Capital Costs

Examples of FF&E

- ✓ Desk Chairs
- ✓ Lobby Furniture
- ✓ Computers
- ✓ Electronic Equipment
- ✓ Conference Tables
- ✓ Decorative Objects
- ✓ Drapery
- ✓ Desks



Items NOT Considered FF&E

- ✗ Consumable Products (Food, Drink, or Paper Products)
- ✗ Windows
- ✗ Doors
- ✗ Flooring & Tiling
- ✗ Wall Coverings
- ✗ Plumbing Fixtures
- ✗ Built-In Reception Desks
- ✗ Other Built-in Millwork



Recent Estimated Costs (Sq. Ft.)

Factors	Low	High
Cost per Sq. Ft.	\$650.00	\$750.00
Cost of 120,600 Sq. Ft.	\$78,390,000.00	\$90,450,000.00

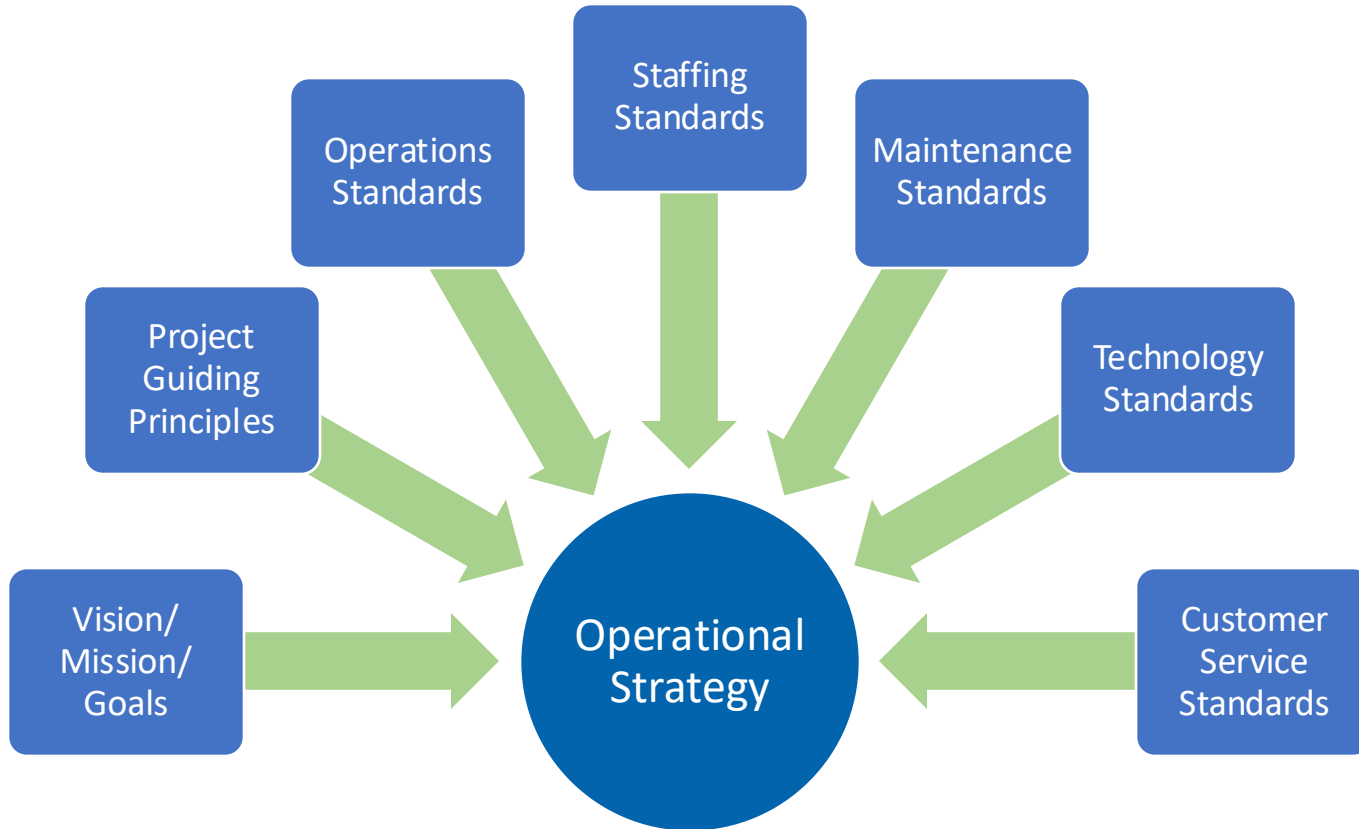
NOTES:

1. Costs are all-in (hard and soft costs).
2. Cost are anticipated to fluctuate based on future economic predictions.
3. Cost per sq. ft. depends on when constructed, size and type of spaces included, and quality of furnishings and fixtures.





Operational Plan





Financial Plan / Pro Forma

**SUSTAINABLE
OPERATIONS**




**PRICING &
REVENUE
STRATEGY**



**OPERATIONS &
MAINTENANCE
COSTS**



**LIFECYCLE
REPLACEMENT**

 Pro Forma Revenues & Expenditures - KCC City of Kentwood - Community Center Business Planning BASELINE: REVENUES AND EXPENDITURES					
Revenues	1st Year	2nd Year	3rd Year	4th Year	5th Year
Membership Pass /Daily Admission (Combined KCC & KAC)	\$1,252,617.23	\$1,302,721.92	\$1,354,830.80	\$1,409,024.03	\$1,451,294.75
Gym Programs / Events (Combined KCC & KAC)	\$181,488.00	\$168,549.20	\$173,605.68	\$178,813.85	\$184,178.26
Group Fitness Programs / Events (KCC)	\$113,068.00	\$116,460.04	\$119,953.84	\$123,552.46	\$127,259.03
Multipurpose Room Programs / Events (KCC)	\$96,544.00	\$99,440.32	\$102,423.53	\$105,496.24	\$108,661.12
Community Room Programs / Rentals (KCC)	\$47,672.00	\$49,102.16	\$50,575.22	\$52,092.48	\$53,655.26
Rentals / Reservations (Combined KCC & KAC)	\$423,950.00	\$436,668.50	\$449,768.56	\$463,261.61	\$477,159.46
Classroom / Dance (KAC)	\$16,240.00	\$16,727.20	\$17,229.02	\$17,745.89	\$18,278.26
Kitchen - (KAC)	\$20,576.00	\$21,193.28	\$21,829.08	\$22,483.95	\$23,158.47
Lobby / Café (KCC)	\$43,256.12	\$44,553.81	\$45,890.42	\$47,267.13	\$48,685.15
Simulator (KCC)	\$138,200.00	\$142,346.00	\$146,616.38	\$151,014.87	\$155,545.32
Child Watch (KCC)	\$17,568.00	\$18,095.04	\$18,637.89	\$19,197.03	\$19,772.94
Other (KCC)	\$47,637.20	\$61,928.36	\$80,506.87	\$104,658.93	\$136,056.61
Total	\$2,398,816.55	\$2,477,785.83	\$2,581,867.28	\$2,694,608.46	\$2,803,704.62
Expenditures	1st Year	2nd Year	3rd year	4th year	5th year
Personnel Services - Combined	\$1,505,239.02	\$1,550,396.19	\$1,596,908.08	\$1,644,815.32	\$1,694,159.78
Operations - Combined	\$434,839.97	\$446,704.80	\$455,192.20	\$463,840.85	\$472,653.82
Other Services & Charges - Combined	\$454,335.97	\$467,735.40	\$477,090.11	\$486,631.91	\$496,364.55
Total	\$2,394,414.96	\$2,464,836.40	\$2,529,190.38	\$2,595,288.08	\$2,663,178.15
Net Income	\$4,401.59	\$12,949.43	\$52,676.90	\$99,320.38	\$140,526.47
Total Cost Recovery	100.2%	100.5%	102.1%	103.8%	105.3%



Funding and Revenue Strategies

Norfolk Funding Sources Used or Currently Using					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Corporate Sponsorship		Program Fees	Civic and Community Center Financing Fund (Used for Johnson Park)		Pouring Rights
Partnerships		Fees / Charges	Nebraska Recreational Trails Program		Concession Management
Volunteerism		Admissions / Memberships	QCT Grants		Advertising Sales
		Permits (Special Use Permits)	LENRD Community Forestry Assistance Program		Interlocal Agreements
		Reservation / Rentals	Nebraska Forest Service Inflation Reduction Act		
		Equipment Rentals			

Norfolk Funding Sources to Consider					
External Funding Sources	Capital Funding Sources	User Fees	Grants	Taxes	Franchise/Licenses
Crowdfunding	P3 - Public Private Partnerships		Land & Water Conservation Fund	Local Food and Beverage Tax (Used Previously for AquaVenture)	Catering Permits and Services
Park Foundation / Gifts	Capital Fees		Nebraska Watchable Wildlife Grants	Local Lodging Tax (Used Previously for AquaVenture)	Trails/Greenway Utility
Irrevocable Remainder Trusts	Dedication / Development / Redevelopment Fees		State Park Road Account Program	Sales Tax (Used for Library Development)	Naming Rights
	Park Impact Fees		LENRD Recreation Areas Development Fund		
	Revenue Backed Bond		Outdoor Recreation Legacy Partnership Program		
			The Nebraska Statewide Arboretum (NSA)		

CURRENT

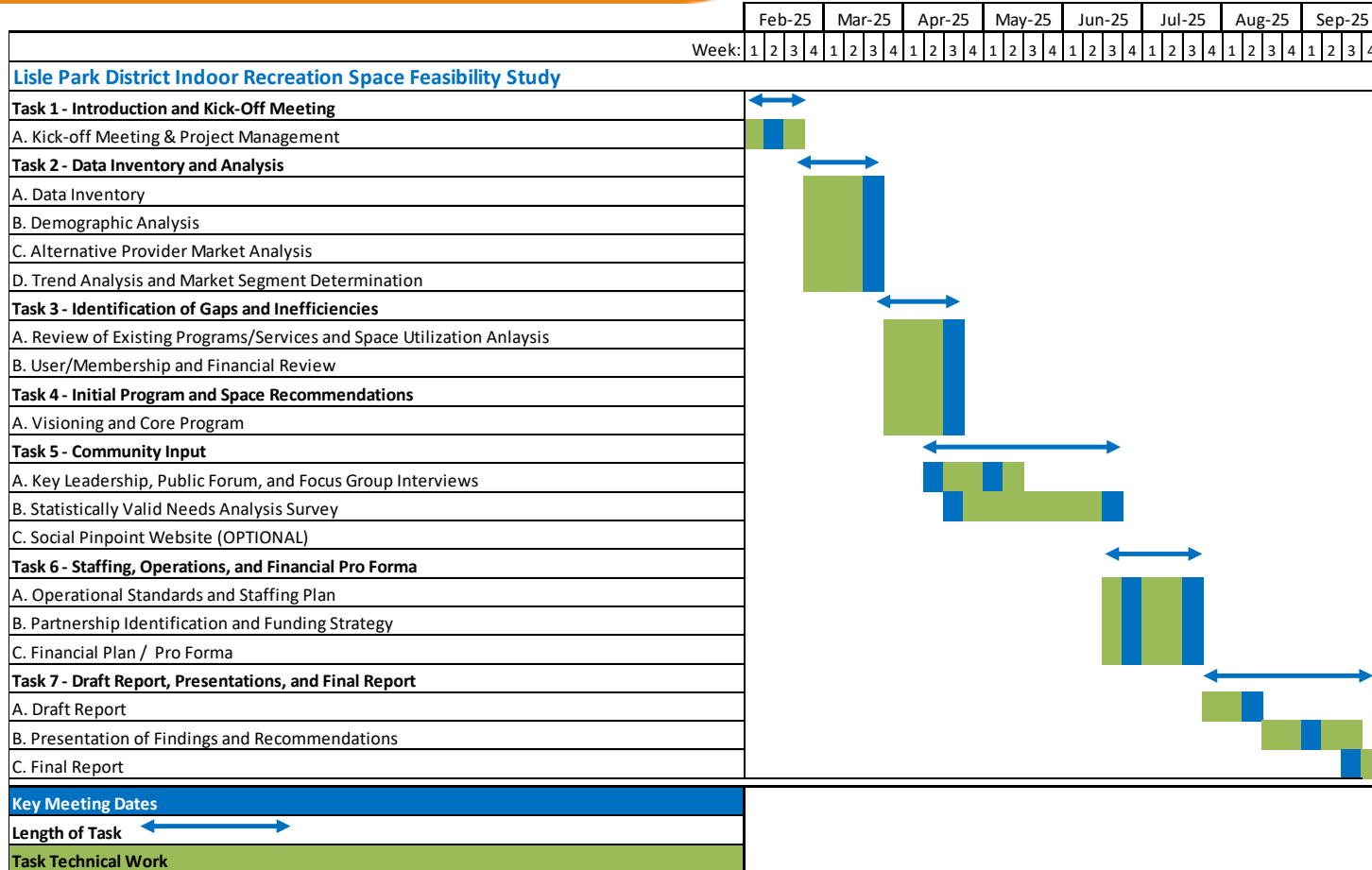
- General Fund
- Bonds
- Grants Impact Fees
- Enterprise Fund
- Fees

NEW

- Special Fees
- Public Private Partnerships
- Parks and Recreation District (Large Facility Needs)
- Special Improvement Districts
- Utility Corridor Easements
- and Many Others!



Project Schedule



Board Engagement



Board Engagement

Are you a user of the existing indoor recreation spaces of Lisle Park District (Lisle Recreation Center, Senior Center, Community Center, Gentle Learning (Preschool) Center)?

If so, what are the key components of the indoor spaces that you use most often?

Board Engagement

The District is considering developing new indoor recreation spaces that will meet the district resident needs. What types of spaces are most needed in a new indoor recreation spaces ?

Board Engagement

How do you feel about new indoor recreation spaces becoming Multigenerational whereby people of all ages are able to use the spaces, include older adults?

Board Engagement

Are there program opportunities that you would like to see offered that are not offered currently or existing programs that could be enhanced with new indoor recreation spaces?

Board Engagement

What potential partners should be considered for new indoor recreation spaces and what would be the role you see for them?

Board Engagement

What funding sources should be considered in potentially building new indoor recreation spaces?

Board Engagement

What will be the greatest obstacles that will have to be overcome to make new indoor recreation spaces a reality for residents within the Lisle Park District?

Board Engagement

Other comments, issues, or concerns regarding the project?



Thank You For Your Time



Questions?

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