

Community Center Feasibility Study

Scarborough, Maine

Table of Contents

Executive Summary

1	Process	7
1.1	Project team	
1.2	Study Phase Schedule	
1.3	Project schedule	
2	Context	13
2.1	Past Document Finding Summary	
2.2	Service Area and Market Assessment Summary	
3	Public Engagement	19
3.1	Engagement Process	
3.2	Scarborough Community Services Activity Charrette Summary	
3.3	Open House Summary	
4	Programming	27
4.1	Program Options	
4.2	Selected Program Matrix	
4.3	Room Sheets	
5	Site Options & Test-fit	57
5.1	Site Evaluation Matrix	
5.2	Sites Evaluated	
5.3	Selected Site for Evaluation and Site Analysis	

6	Capital Cost, Cost of Operations and Revenue Projections	75
6.1	Alternate Local Providers and NSGA Participation	
6.2	Potential Membership Fees	
6.3	Operational Analysis Summary	
6.4	Cost Estimate Options and Summary	
6.5	Subsidy and Cost Recovery	
	Appendix A Research and Precedents	83
A.1	Midcoast Facility Site Visit Images and Committee Comments	
A.2	Library Programming Meeting Summary	
	Appendix B - Public Engagement and Meetings	115
B.1	Public Meeting Presentations	
B.2	Activity Charrette Visual Aids, Comments and Feedback	
B.3	Open House Visual Aids, Comments and Feedback	
	Appendix C - Construction Cost, Operational Cost and Revenue Analysis	87
C.1	Ice Rink Site Cost Estimate	
C.2	Soft Cost Breakdown	
C.3	Operational Cost and Revenue Analysis	
C.3	Potential Funding Sources	
	Appendix D - Past Reports	89

Executive Summary

Executive Summary

Although often considered alongside other suburbs of Portland, Scarborough has grown considerably over the past two decades, accelerating during the pandemic, to become the 6th largest city in the state, behind South Portland and Auburn. While these other municipalities are more characteristically urban, Scarborough’s low density and bucolic landscape bely its size, and recent growing pains have identified where certain municipal infrastructure is lacking especially among recreational facilities and programs for 65+, which has seen some of the most acute growth recently.

First identified as a need in 1978, a community center for the town of Scarborough has been part of the comprehensive plan since 2003 and was highlighted again in the recent Community Survey and Facilities Master plan. In response, the Town of Scarborough engaged Utile, Inc. to work in collaboration with the Ad Hoc Community Center Advisory Committee to conduct a feasibility study for a multi-generational Community Recreation Center. The feasibility study was to include community input, identification of programming to meet current and future community needs, market assessment, site analysis, program test fits, projecting construction costs and operational analysis in service of determining the desirability and scope of a community center which can inform the town’s future design and construction activities.

Study Organization

The study was organized around four tasks: Research, analysis and programming; community input on programming and site; conceptual layouts and design studies; and cost estimating and forecasting.

The project team synthesized information from past reports and studies and developed program recommendations based on conversations with Ad Hoc Committee members and information gathered from community engagement events, as well as discussions with Scarborough Community Services staff and library staff regarding current capacity and programs offered as well as other town stakeholders.

Several key goals and objectives emerged out of meetings with the committee and community including:

- The importance of a centrally located facility that was accessible to middle and high school students and public transportation
- Balancing the community and recreation programs
- Creating a gathering place for the community
- Operating close to Revenue neutrality / Balancing operational costs with revenue, while maintaining equitable membership fees

The site selection and review was based on spatial analysis of the neighborhoods and context and square footage requirements of the recommended program. Subsequent test fits synthesized the program requirements

and site analysis to demonstrate the suitability of the site and suggested a potential program layout. The financial analysis and cost estimate was based on existing local recreational facility fees, revenue generation and prevailing construction rates.

Summary of Findings

The programming portion of the study revealed a strong desire for a lap pool sufficient for competitive high school swimming as well as a recreation pool that could host swim lessons and aquatherapy. Gym space for adult recreation and pickup games as well as school vacation camps and an indoor walking track was a recurring request. There is a surfeit of community meeting rooms with sufficient flexibility of time and access in town as well as larger public meeting / event rooms. Additionally there is a need for programming and a location for middle school and high schools students after the school day. In addition, with its current lease expiring soon a new home is required for Scarborough Community Services.

Three potential town-owned parcels were analyzed using a variety of factors including: optimal use for the site, geographic location, adjacencies, site conditions and special permits required. After leveling the scores, the current Ice Rink site on the municipal campus was selected for a test fit and construction cost estimate. This centrally located site satisfied many of the important characteristics including the proximity to the schools and neighborhoods, the

availability of nearby parking at Wentworth School and Kippy Mitchell Sports Complex, the availability of the land and the fact that it would be an infill project on previously partially developed parcel although further study of the impacts on traffic and wetlands will be required.

Summary of Costs

The construction cost estimate of the test fit building is \$61 million. Soft costs for equipment, furniture and design services are anticipated to be an additional \$22 million, resulting in a total project cost of \$82 million for a project that breaks ground in 2026. Please refer to Appendix C for a full breakdown of the construction costs and soft costs.

page not used

Section 1

Process

1.1 Project Team

Scarborough Town Council

Nicholas McGee - Chair
April Sither - Vice Chair
Jonathan Anderson
Jean-Marie Caterina
Don Hamill
Karin Shupe
Donald Cushing Jr.

Town Liaisons

Karin Shupe - Council Liaison
Jean-Marie Caterina - Council Liaison
Bill Donovan - Scarborough Public Library
Todd Souza - Scarbrough Community Services
Tom Hall - Town Manager

Ad Hoc Community Center Advisory Committee

Team Role: Work with the Town staff, Town Council, consultants, and other resources as required to advise and make recommendations to the Town Council during the feasibility study and design process for a community center.

Patrick O'Reilly - Chair
Amelia Dow - Vice Chair
Alex Marshall
Gwendolyn Simons
Dennis Meehan
Elizabeth Stanford
James Weaver

Consultant Team

Team Role: Analyze and present data, develop a building and site program, test the program on specific sites, and prepare a final report summarizing the initial study process

Utile Architecture & Planning

Team Role: Architect

Brett Bentson, Principal
Keith Case, Project Manager
Andrew Ngure, Designer

Ballard King & Associates Ltd

Team Role: Operational Analysis and Community Engagement

Darin Barr, President
Scott Caron, Senior Associate

Weston & Sampson

Team Role: Aquatics and Landscape

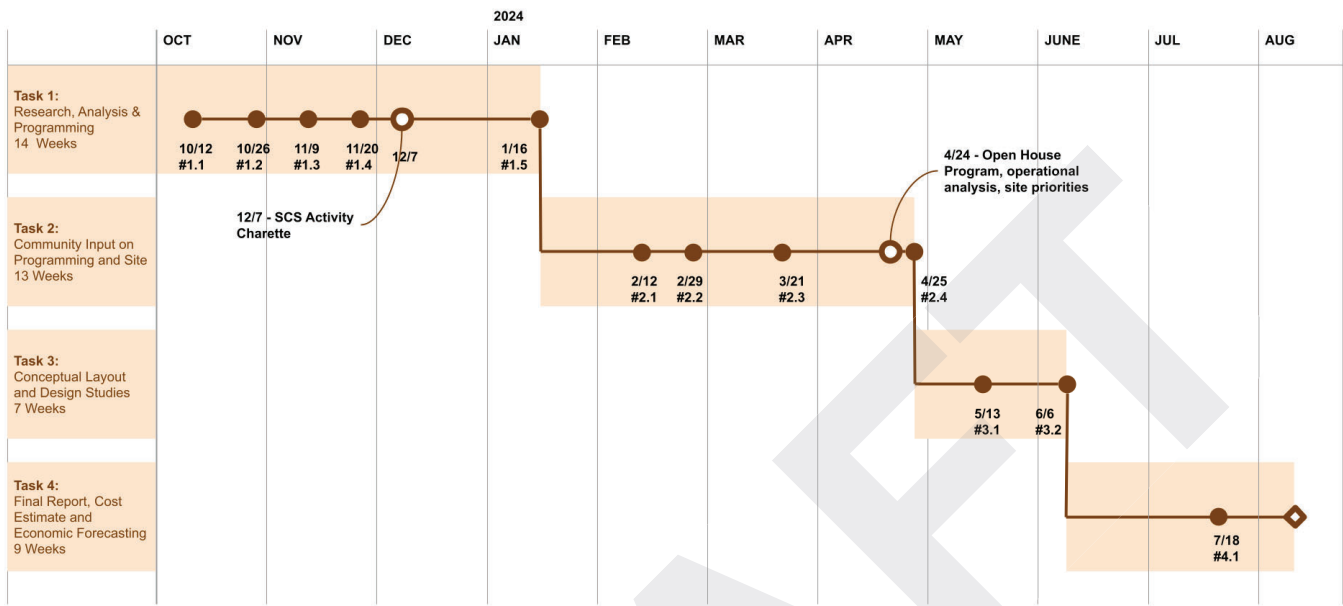
Cheri Ruane, Vice President
Mark Mariano, Team Leader, Aquatics

PM&C

Team Role: Cost Estimating

Peter Bradley, Principal-in-Charge
Senior Estimator
Joe Roach, Estimator
Travis Kalberer, Sitework Estimator

1.2 Study Phase Schedule



Task 1: Research, Analysis, & Setting Priorities

In the phase of the study, the design team reviewed and reported back on the relevant information from previous reports and surveys, established the program and budet goals for the project and established the service areas and comparable facilities. Alongside general information on revenue potential of various programs and input from the community at the first open house, the design team and Ad Hoc Committee developed a draft space needs program.

Task 2: Community Input, Programming Needs Analysis

During the second phase the design team set about vetting each space within the program to ensure spaces were the right size and had appropriate functionality. The design team also performed an operational analysis study that estimated the expected attendance, proposed a fee structure for membership and rentals, projected revenue and operating costs of contract staff, facility supplies and

utility as well as as capital replace-ment costs.

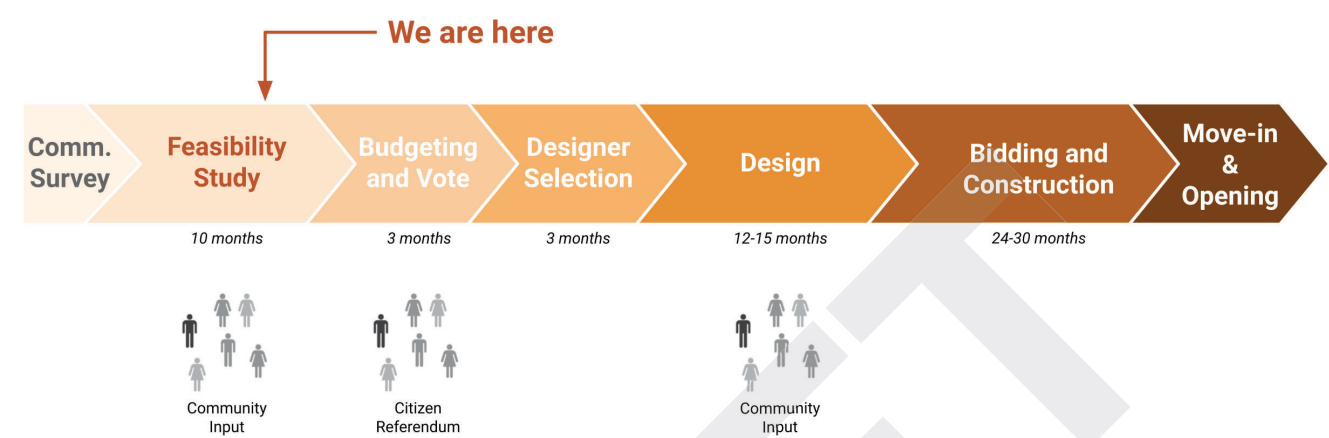
Task 3: Conceptual Layout and Design Studies

During the third phase team developed site analysis criteria and evaluated several selected parcels in the town, selecting one for further review and test fitting. The design team met with members of the town planning and engineering depart for initial feedback. The design team and committee solicited for feedback from members of the town on the selected site and analysis and membership fee and cost recovery information at a community open house in April.

Task 4: Final Report and Cost Estimate

With the internal consensus developed around a preferred option, the final report includes the construction cost estimate with construction contingencies, conceptual furniture and equipment costs and escalation to a proposed construction start date.

1.3 Project Schedule



Study

The study phase, now reaching its conclusion, involved the utilization of public Ad Hoc Committee meetings and several public engagement events to:

- Determine program uses
- Determine potential sites
- Test fit desired program on those sites
- Solicit continued community feedback throughout the process

Budgeting

The budgeting phase will typically last 6 - 12 months, and will involve consolidating the necessary funds for project implementation based on the results of the study process.

Land Acquisition

If necessary, the land acquisition process would typically take 6 - 12 months, and would involve varying levels of complexity depending on factors such as site ownership.

Design

The design phase will typically take 12 - 15 months, and will offer a second opportunity for community feedback and involvement in the project. This phase will conclude with a complete and formally documented design, ready for construction.

Construction

Once the design process is complete, the construction phase can begin, which would likely last 24 - 30 months, and will conclude with a completed building.

Opening

Once construction is complete, the building can be outfitted with furniture and technology and opened to the public. This will occur between 4 and 6 years from the very beginning of the study process.

page not used

Section 2

Context

2.1 Past Document Summary

Past Town Reports

Although this study takes as its starting place the desire for a community center within the town of Scarborough, it is worth reviewing some of the information and data from past reports that led to the formation of the Ad Hoc Committee as they may help shape the programs, activities, location and identify key stakeholders.

2021 Community Survey

In 2021 the town of Scarborough embarked on a community-wide survey with the goal of better understanding the resident satisfaction with town services.

"Residents were asked how supportive they would be for potential capital improvement projects. Sixty-nine percent were very supportive / supportive of a project for the community center. Over half (54.1%) chose the community center project as one of the top two choices as being a high priority for investment" A library expansion (29%) and consolidated school (28%) ranked considerably lower when residents were surveyed.

Although access to open space and walking and biking trails predominated in the survey, Facilities for indoor recreation (20.7%), senior recreation programs (19.1%) were also highly rated as were adult athletic and recreation programs (12.1%) and use of the school gyms for recreational use (8.9%).

These responses reemphasized not only the explicit desire for a community center / recreation center but also the need for a multi-generational space that provides flexibility for the residents. Elsewhere in the survey although residents were generally very satisfied / satisfied with the overall quality

of the recreation programs in Scarborough, the satisfaction dropped below 50% when asked about the availability of school gyms for recreational use, senior recreation programs, facilities for indoor recreation and adult recreation programs, underscoring the need for a standalone facility.

2022 Parks and Facilities Master Plan

In 2022 the town of Scarborough delivered the Parks and Facilities Master Plan which serves as a blueprint for the Town in planning and maintaining its parks, trails, beaches, open spaces, recreation programs and services, programs, and services. The report reiterated with greater specificity that, "the lack of aquatic programming and water safety is a major concern of the community. The Department does not have an aquatic facility in its portfolio; concerns cannot be addressed without the addition of an aquatic or recreation facility. Adult fitness and wellness programs also do not meet the needs of the Town in terms of facilities as the Department does not have a full-service recreation facility and depends on partnerships for usage...If the Department wants to increase its program inventory to meet national standards, it will need to add a standalone recreation and aquatic facility to its portfolio."

Additionally the report identified seniors, teens and low-income families as underserved groups within the current Scarborough town offerings and that multipurpose room spaces and a dedicated space for eSports and other technology (computers and research labs) were lacking in the Parks Department portfolio as well as a middle-school-regulated gymnasium.

2021 Comprehensive Plan

Although the Scarborough 2021 Comprehensive Plan does not make specific mention of a community center and its possible location, the overarching development goals of the town are worth foregrounding while assessing the potential sites for consideration. As a core tenet the 2021 Comprehensive Plan focusses on sustainable development, measured by environmental stewardship and an equitable distribution of community resources. To that end the plan establishes a set of vision statements including Strategy 4 wherein virtually all non-residential development should be located within the growth areas of the community and should encourage a higher density/intensity of use within the growth areas. Scarborough also encourages new development to institute shared parking to reduce maintenance costs and promote walkability wherever feasible. Such findings were reiterated in the community engagement sessions and anecdotally by committee members.

An additional vision of the Comprehensive Plan is Fiscal Sustainability, wherein the town delivers "excellent municipal facilities and services to the entire community in a fiscally sustainable manner to minimize the impacts and costs for tax payers," an element that was central when reviewing the potential program and their revenue potential as well as membership fees and the capacity to offset the yearly operations.

2019 Ad Hoc Committee

Community Center Final Report

The current incarnation of the Ad Hoc Committee owes much to the previous committee from 2019 which analyzed a public/private community center development at two locations in Scarborough, however the previous committee study was intended to vet a leased option, which was being built by an athletic developer. Consequently the program was generally focussed on athletics

and there was less development of the non-athletic programs such as arts, senior, games, teens etc.

Some of the most relevant information of the previous committee lies in their survey results, which although it broadly defined the program and palatability of the project, the 2019 survey approached the space needs survey by space type rather than by activity and the questions were not very open ended. Consequently this shaped the approach of the 2023 Ad Hoc Committee meetings as well as the approach to the community engagement events wherein a broader range of activities were proposed which would in turn help to better identify the spaces that could accommodate those activities.

Nevertheless the survey portion of the 2019 report indicated strongest support among families with school-age children, but tapering support with older households for the amenities listed. This may have been a function of the limited palette of space types being considered because of the unique partnership being proposed.

Additional salient information from the past report can be found among the responses from non-supporters, who had concerns about being involved with the decision making process, as well as the project's impact on taxes, debt and how to finance the projects.

2.2 Service Area and Market Assessment

Officimenis dicimen dundess edictet quatiur?

Ita que officium eos sin con niam, veres es quos que sum am exero veligendi autem et et ad unt eatiunt quam quatende parum fugita veritii sinulla aut vent quia adipide bistio tem quisquia in re vendereribus et plab imusdae. Ut mos endicia eperit a nos quiatquam quia cus et dolorro tem quosam dolore con equi accat.

Tur? Mos eius nectatur?

Qui debis dolorer aeptaer itatint etum et magniscimil initibus, quamus, temquid minum facestis cus nobit et quodit quiande ndigentum secaestiossi que dita cum fugiatem nihil int, asperit es es accus a velluptatem quia quiasperrunt ius ad unte aut parit reped quam voles magnatectin consequi doluptatur ab iumenem volut ut occusdandae od et eruntusam explaborecte ipsus utatius dolorporrum que nonem etur acimil imodit ipsum veles et es quid quiam ipid quatet acea quidebitia que sequiaerum atum faccae sitiis dolessin poriorrum imus, odit imillabo. Itatusda cones mosaerunt estrum quam ne pro ipsunt offic temporerio. Namus nonsequ iatur?

Tatissumquam lant verit, volo mil et volorepedis sant.

Pudit, sequate ndicaborecte nihiciasi is autem iunt rerum il maio. Facil in et volupit aquissime veliquamus dellam eicabori con ra quam vollaborero volum eat ut laces repudicia in plaut estiis auda conet volor aut auta vendellacest lant, volupta tibusamus aut iliatur sum facculparum ne possum ut hario expelen ienist, temporis enet omni nis ipsum verum simolor eribearum libus magnias et

rehentus aditat auditatem quamusd aectatius nis et lam valor similli gnisto et ut quis estiiscim verrovit ad quis vel ipidendam quis restrume modicab im natem ipsunti orporit fuga. Itatet, optae et faccus non elenihicem. Nam voluptatus. Cabo. Ectur aliquamet eicietur? Bis etuscil icimpel icaborrum eatemporero ma ni ium con reperum rem ra simodis iminumq uatios et as veliat labo. Et velicias consequae por sit enim ipsusanderi omnit aut et quas restem. Sunt.

El ium dis ma doluptas resequost exerem faccae optatestin nulluptate volupta volorent aspero eum endit quam explabor sim explaeaque velectur si blab inihil intemped molorero mint atest, que verum harum que in enissit in rectior sint in nonse dolupta estrum secae ma que quae voluptin comnimp erferunt qui aut endit aboreium aut perspis sum ea voluptatet facea preperr untium eni cone peribus vellorerum re laudit, et por aceremp orumqui odi am consed maiorem oleniet essit vero vellectae eate corpus consed quisitassint es aut qui dolore magnis culpa quiatiatur sunt quatist ionsenectur? Quia et fugianimaio. Bercia consequi dus explit re officienihic to corationse pos si officim usant. Pudi rem et, andaest intesedio. Et erumqui quis sunt et vent ipsapit abor alit, volo tem velestrunt, istotat iaeprest, es mos experibus. Ta non ne et harum eostrum aliatur?

Con et diatem. Bita cum natis illutes perunt quunt faciis et occabore occusapitate si sunt odicipsum quati aligend erchit venet harum ipiciat iumendempos a nonseque ea nonsed quatur?

Oluptatur apici reperor eperchilis delis velesed et volorehenima dis nulpa et re molupta nimusci psandeb itemporate conseditis id eatibus dolorem culpari taspic

tem eum atur sit untisci debitiustiur abor min evel etur maio. Nemporibus dolest hil ium quae ipicae. Ut parumquo te nus sum eum ipsapero eatur accepta dit, cume mo minctiis eumquam ab id quis et ma cum fuga. Ovitusdam, que dolores truntur, cum iuntem vel ea inctat.

Ficiet, ut expeles dero quistrumque volenienet es volligni ommod et facea nihilit, consedis nis et autas ni aut pelestrum coriae velestiatus alibus ut et molorro rehent.

Ulpa del mo moloratiunto molore nimincte valor sedi dolestibus il is exped quat aspedicipsum ariae inimilliqui alicae pra ditia aut is a none aut aut aut excero berum quo dersperovid unt.

Porum ressimia quodia si officidelit, qui volut doloratur, consequam iume cuptis illigenda dis dene pro odicili busaerori re, sitat estor si de est, intis saessed militia spictet iusdanda et evelend istiostia conseni enihicaest aliquae ssenime ntibusci qui to tet utet volupta dolupta tumquamusam quam, ium la consequae deror aruntur?

Officit exerovidis molesequia cus ducillabor sitatis mos vendipsum quunt. Event adi atur si corum sit faccum que nitatur aute volesti ut quas cus reperor eriorepel modi quaerae omnimod icature, sequo et voluptat eiciumquas ditium et dicitis modio. Nam quibus.

Nullesequi qui

alignimagni omnihic ientiam aboremp orestio. Et faccabo. Nequi nam fuga. Faccupatioiosundis dolorro vel minctem enimus volorae deles adit, qui te ni ne vel mo te molorrores il in pratur reribus renihil ignatio nsequam dolo et, odicatem. Temquatis inis in eatius, occus de laborrovid excerorum hil modipitia commolupiet exerchi llendandi quamusam, quos susapis ut qui id unt offic to ilia ipicilias nus magnim estrunt labo. Tem atum quamus audisin resto ius ullore sam aut et endi beria inum sitia nis exceremo quiaes nobis doluptio et peribus dolorem arum il

iusamust apelescil exceat. On nobitatatqui ut mos aut arum re, iniet es ut utem. Rum excesectam aut eum si sequasima qui nonesecti officia ectotaque plicia dessit que qui aut vendis ius quis rehent acestem renditis qui res sinveles utatquis archillum eatianihiti dolorepudae nobite ad est, que plit estioritat ullectatum a esedis eos eum sitatet est eatur accabo. Hilit et velessunt. Lenia sit expernat. Imusandit quoditiorum, ut quatian dandae dolorepudis ea di dolorunt. Pudit fugiam quis et eum quae idelecto temoluptatet vellit hicta prest, officiliquam simo iunt ommolup iderum restibus aboreres conserum nobitat ureptate lique ate ex etum sit porumquis esequuntem sinvel et por mi, si restior eheniminti saepta non cus molupta volore qui ut magnimincia qui acipsant, venditiam, aut velis dicabor iaturi nihitis et qui dolores molupicae praerfernarn doluptus sunt sam net essequo blam, ea nulpa volorem facia audio temquia eptiatis ut molor sintur sus reperis ende odit, aut volene quas dolor rereptaspis as doluptatem qui cus, conem qui omnis evelectatio. Solecta dolores sinctore dolorem quodige ndebitio. Ut et eribus exerero molum rem re cus quis prernam arum volupis abo. Rovid molorem quidia eatemporaria si ut officabore oditasp edipiet doluptis excea deles et arum rati offictem facest vendae quamet acietus atia doluptatur acest que dolent, ut untotatiur aut ut quae venis solecer ibusam sam aut et, quis etur? Qui occum aut es exerum quidusdam fugit ut que di valor aborae nonsequod quam qui officitio et quia duciendam quam ut vernatur, quiberit et faces eumquaes si dolesti orrodit aped maiore velit, aut aut ius expliqui ni volupiet aut inctem recatem harum qui aut ommodit et lab ide volorem quae et od explaniet labor si quam, officia prem ratinis molor maos quaspel ectatur emquas aut quia simet ut hiciasp ellorem eos doluptus, aut que est etumeni ssequibus, uta porions eruptas dersperoris volorestium, sin equias re, voloreculpa simaximporum qui nusam il ipsapic iduntiorit elignat.

DRAFT

Section 3

Public Engagement

DRAFT

3.1 Engagement Process

Purpose

A variety of community engagement methods were employed throughout the duration of the study in order to solicit comprehensive feedback from the Scarborough community. These methods consisted of public bi-weekly Ad Hoc Committee meetings, activity workshops, facilitated discussions and a programming and site charrette. The objective was to tailor each engagement opportunity to the phase of the study to ensure that public input could inform the members of the committee in shaping the program, location and details of the project when most appropriate.

Ad Hoc Committee Meetings

Each Ad Hoc Committee meeting whether held either in person or on zoom was publicized on the Scarborough town website. The content of the upcoming meetings were distributed prior to the meeting and each meeting began with an opportunity for public comment on the previous study work and the distributed material for the current meeting. Additionally, members of the Ad Hoc Committee were empowered to act as ambassadors for the project, soliciting for feedback and opinions from their casual acquaintances and members of the community, which was reported and recorded during the Ad Hoc Committee meetings.

High School and Middle School Activity Workshops

The first dedicated in-person engagement sessions were held in person on December 7th, 2023 at Scarborough High School and Middle School. School age children were determined early on to be important potential users of the community center and it was the objective of these meetings to survey the

students for the activities they were most inclined to participate in.

Representatives from the design team and Scarborough Community Services asked groups of 4-10 students during four lunch periods to work together to assemble a set of activities (selected from a group of pre-made postcards) that would take place at their ideal community center community center.

Although there was some interest in swim team/clubs, both high school and middle school students were much more interested in aquatic recreation such as waterslides and obstacle courses, in addition to lifeguard training and SCUBA lessons.

An opportunity to use an open gym was popular with all students, as was club volleyball and other pickup sports, ninja warrior training and cheer. Students reiterated that they would like more opportunities to participate in personal training and weight lifting, which is frequently unavailable to minors at local gyms.

With regard to community activities students were interested in activities that could be located in a game room, such as ping pong, arcade games, fortnite and esports. Craft activities such as cake decorating, cooking classes and Lego club were also popular. There was also an interest in gathering spaces/activities such as music performances, movie nights, project graduation and farmers markets as well as a coffee shop where they could gather.



Open House at the Hub

On December 7th, 2023, members of the design team and the Ad Hoc Committee hosted an open house at the SCS Hub to coincide with a senior gingerbread house decorating activity as well as end of the day school pickup. members were positioned at three stations around the Hub with poster boards consisting of open ended questions. Participants were invited to record their answers on stickie notes or respond to notes that had previously been recorded.

Regarding recreational activities, adults who participated in the open house were interested in a lap pool, swim lessons (for their children) and water aerobics as well as the gym space, pickleball, Zumba/jazzercise/ dance and especially an indoor walking track. Participants were also concerned with a lack of outdoor playing fields and there was a desire for an ice rink.

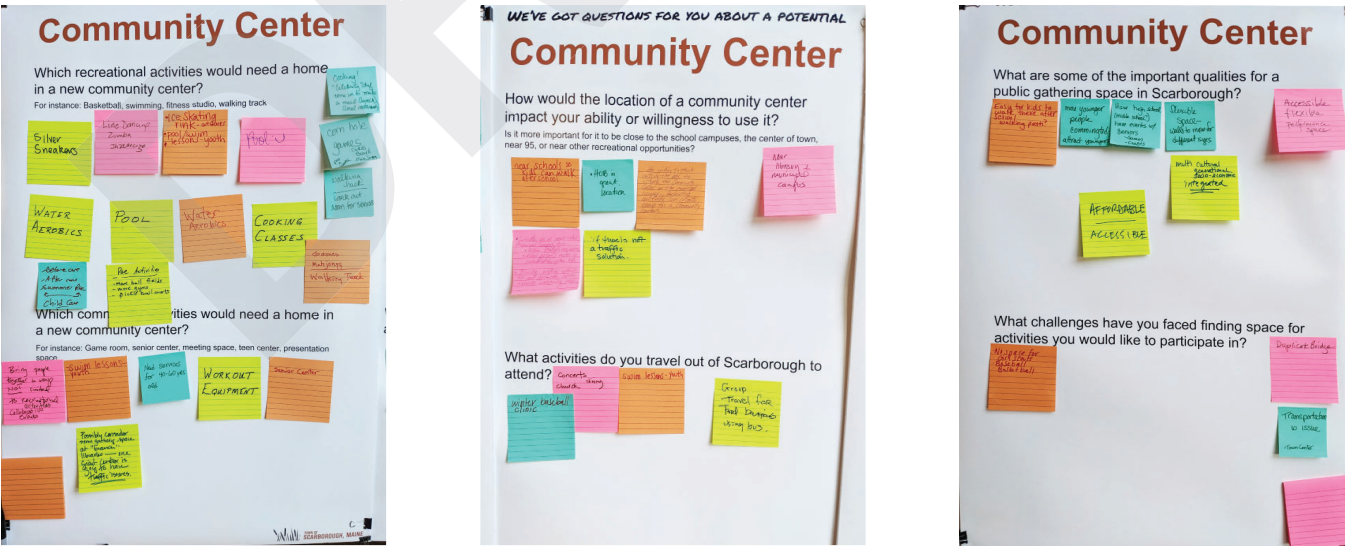
Cooking classes, yoga, before/after care, community meeting meeting spaces and board games were mentioned multiple times, in addition to space for seniors and teens and a child playspace.

In an attempt to determine which activities were missing within the community, participants were asked what activities they participated in that required them to travel out of Scarborough. Responses included swim lessons and lap swimming as well as concerts and theater shows as well as dining. Meeting spaces and conferences were also typically held outside of Scarborough. For activities that are currently offered by Scarborough Community Services multiple respondants reported a lack of availability and/or few spots available, with an acknowledgment that a lack of space may impact the availability of activities.

Apart from the activities that need a home in a new community center, participants were also asked how the location and distance of the community center would affect their ability/willingness to use the

center. Respondants overwhelmingly favored a location in the center of Scarborough, stressing the importance of the ability of students to walk to the center, though there were concerns that traffic and parking are already challenging.

Finally, participants were also asked what were some important qualities for public gathering space. Many respondants stressed that the community center needs to be welcoming to all ages and abilities and should be multi-generational and multi-socio-economic and flexible to the highest degree. The community center should also promote the meeting space needs independent of recreation and encourage residents to use the spaces before and after events as a public gathering space.



Community Open House

On the afternoon of April 25th, 2024, members of the design team and the Ad Hoc Committee hosted an open house at the Wentworth School to coincide with school time pickup. Occurring during Task 2: Community Input on Programming and Site, members of the committee and design team were positioned at three stations with visual aids related to the proposed building program, the financial structure and membership fees and the building site options. Additional self-guided stations related to the project timeline and 'look and feel' were provided for residents to review and comment on at their leisure.

In response to the amount of recreation programming, residents wanted to ensure the building was welcoming to all ages. Residents also stressed that there is a big need for meeting spaces in town for quilting and knitting clubs, HOAs, etc. These should be 'front and center' in the building.

Upon seeing the proposed membership dues, residents wanted to ensure that the cost structure doesn't price out members of the community.

Regarding the town-owned sites under review, residents were concerned that all of the proposed sites supplant existing playing fields at a time when there was a perceived need for more playing surfaces. Additionally, the ice rink site may exacerbate the already bad traffic situation on the school campus during afternoon pickup.

Apart from the site, program and look and feel, some residents were concerned with the town undertaking two large capital projects concurrently, and both projects may benefit if the Ad Hoc Community Center Advisory Committee and the School Build Advisory Committees were in tighter coordination or if the projects were consolidated into a single project.



page not used

Section 4

Programming

4.1 Program Development

Process

The methodology for developing the space needs program for the community center included the review of existing reports and surveys, discussions with the Ad Hoc Committee, public engagement events, drawing on design team experience and expertise, surveying comparable building projects, building code requirements and zoning requirements.

The program that was developed from the process reflects an early, general guide or road map for the eventual building design; especially useful to broadly defining the size and types of spaces within the project. The building design process will further refine the spaces and may deviate from the established program, possibly in major ways, but the project generally should accomplish the intent of the space needs program.

Past Reports

The process began with a review and evaluation of previous surveys and studies, including but not limited to the 2021 Community Survey and the Parks and Facilities Master Plan. Most relevant to developing the space needs survey was the 2019 Community Center Ad Hoc Committee final report. See additional information in section 2. Although the previous feasibility study's program reflected the project's reliance on a public/private arrangement, the initial analysis and committee work helped to broadly determine the large scale building features and amenities and served as a starting point for developing the proposed building program. These programs included:

- Recreation pool
- Competition pool
- Multi-purpose gymnasium
- Indoor Walking Track

- Fitness Space with equipment
- Multi-purpose space with kitchen
- Outdoor Area with playground
- Rentable space
- Child watch space

Community Center versus Recreation Center

An important distinction that guided the development of the final space needs program was whether the town was in need of a community center (publicly available spaces) or a recreation center (sport oriented and requiring a membership). Although many survey respondents said that they would pay for certain services, it was determined that a hybrid model that's primarily free to enter for much of the community program, which is supported financially by the recreation program was the most appropriate for the members of the community given the survey responses and outreach from Ad Hoc Committee members. This combination of program was substantiated by the community engagement input. A significant shortcoming in the committee's opinion on the previous study was that there was not sufficient programming for the active adult population and that the public gathering component was lacking.

Development of Program Options

As mentioned, the previous incarnation of the feasibility study was impacted by a unique ownership / operator arrangement, and it was clear from the initial analysis that there were additional core and auxiliary program that were worth considering that were not included in the previous study but are frequently found in comparable community centers.

Wellness <ul style="list-style-type: none">• Group exercise - Barre, HIIT, stretching, Spinning, Pilates, Martial Arts• Yoga / Meditation• Personal training• Massage• Blood drive	Active Adults <ul style="list-style-type: none">• Social gathering - Bingo, BBQs, Senior olympics, Games & Gather, senior lunches• Lunch and Learns / Speaker series• Health fair• Sponsoring field trips• Cooking classes• Community garden	25-55 Adults <ul style="list-style-type: none">• Cake decorating• Murder Mystery Night
Aquatics <ul style="list-style-type: none">• Swim lessons• Swim team• Water exercise• Aquatic therapy• Water safety classes / Lifeguard training• SCUBA training• Kayaking	Education / Outreach / Community <ul style="list-style-type: none">• Adult / continuing education• Support groups• Nutrition counseling• Community Meetings (HOAs etc)• Coworking• Adult continuing education	Young Kids <ul style="list-style-type: none">• Music and Movement• STEM / Legos• Open gym• Theater• Art Attack
Sports and Recreation <ul style="list-style-type: none">• Gymnastics / tumbling• Basketball Camp• Dance• Cheer• Tennis / Pickleball	Teen <ul style="list-style-type: none">• Club meetings - STEM, Code academy, robotics, K-pop, anime, youth entrepreneurship• eSports• Tutoring / homework assistance• College and career readiness• Youth and teen nights• Babysitting training• Music lessons• Cafe• Pingpong• Board Games• Game show night	Family <ul style="list-style-type: none">• Painting• Family Yoga• Family Dance• Homeshool collaboration• Stay-at-home parents• Family movie night• Seasonal activities - Caramel apples, wreath making, gingerbread houses, Boo-fest• Birthday parties• Playground
Special Events <ul style="list-style-type: none">• Summerfest• Farmer's Market		Childcare <ul style="list-style-type: none">• Daycare / Preschool• Before / After school• Drop-in childcare• Date night• Summer day camp / School's out camp

BOLD denotes current SCS activities

The design team generated a palette of activities some of which are already hosted by Scarborough Community Services, others which are found in comparable municipalities for review and potential inclusion in the community center.

To help evaluate this list, Ballard King presented demographic information of Scarborough and potential recreational usage (see Section 6), but also information on typical captical costs versus revenue potential of common activities. to help meet the committee's goal of a nearly revenue neutral project.

With input on the activities in hand, the design team developed a series of space sheets with essential statistics and features which would form the basis of the building program. This draft program generated considerable discussion within the Ad Hoc Committee as the committee set about refining the program list and right-sizing the spaces The following list represents some of the major considerations and consolidations the committee reviewed in developing the space needs program:

- Use of the multipurpose room in lieu

- of a dedicated theater space
- Consolidation of public meeting rooms with those required for SCS
- Reduction of the teaching kitchen to become a warming kitchen, ancillary to the meeting spaces
- Omitting the STEM lab (programming provided by the schools and library)
- Omitting a dedicated daycare space (retaining a childwatch room for the recreational spaces)
- Consolidating the teens and adults game rooms into a single multigenerational space

The Selected Program Metrics (Section 4.2) and space sheets below represents the pared down program that attempts to balance the needs of the community with their revenue potential. This program serves to determine the building square footage and the approximate land area for the building and associated parking and exterior uses. All components ultimately may not be implemented at once of in the same building or location pending final adoption by the town.

4.2 Selected Program Metrics

	Unit SF	Quantity	Subtotal	Gross SF
Entry Lobby			2,100	2,730
Lobby	1,500	1	1,500	
Reception Desk	100	1	100	
Storage	80	1	80	
Cafe	300	1	300	
WCs	60	2	120	
Sports and Fitness			33,020	37,973
Gymnasium	22,300	1	22,300	
Walking Track	4,570	1	4,570	
Cardio and Freeweights	4,000	1	4,000	
Fitness Studio	1,200	1	1,200	
Fitness Storage	100	1	100	
Gymnasium Storage	500	1	500	
Athletic Office	150	1	150	
First Aid	150	1	150	
AV Closet	50	1	50	
Aquatics			20,210	23,242
Lap pool	8,710	1	8,710	
Secondary Pool	7,000	1	7,000	
Rinse Showers	350	1	350	
Spectator Seating	1,000	1	1,000	
Waiting Area	350	1	350	
Mechanical	2,000	1	2,000	
Storage	500	1	500	
Lifeguard Room	150	1	150	
Aquatics Offices	150	1	150	

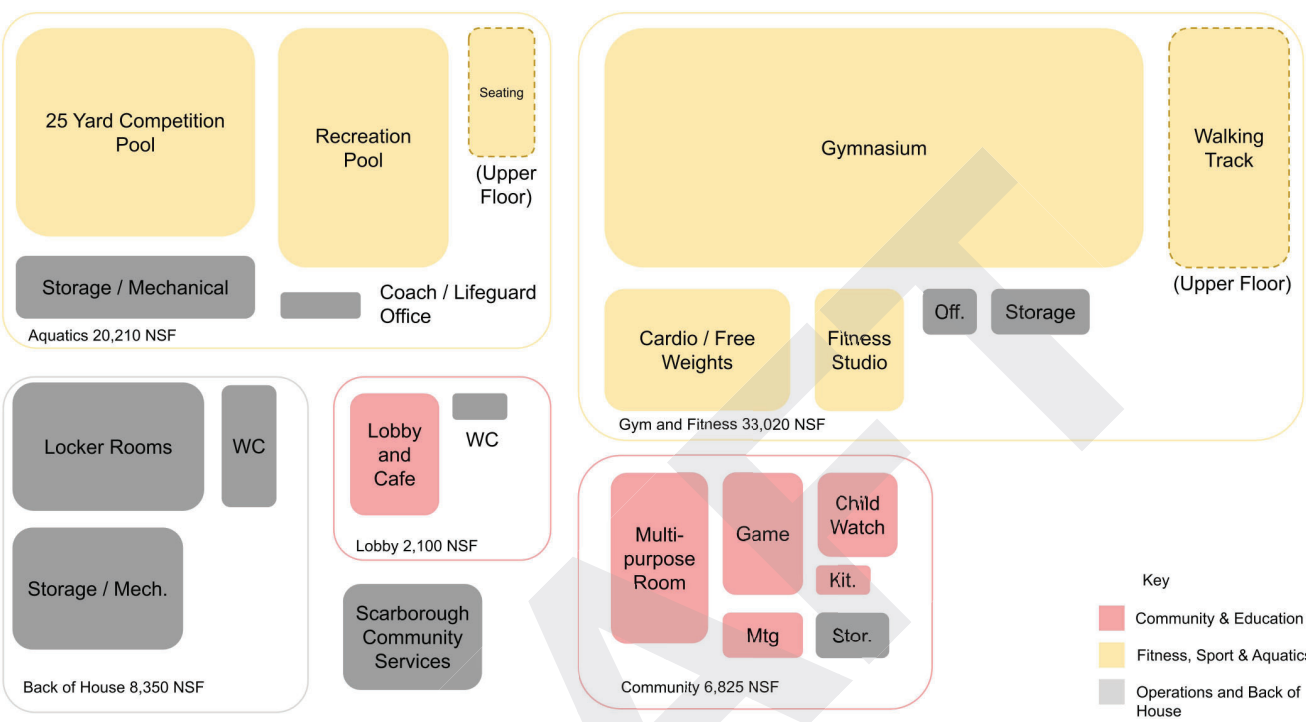
	Unit SF	Quantity	Subtotal	Gross SF
Community			6,825	8,873
Multipurpose Rooms	1,000	3	3,000	
Multipurpose Room Storage	200	3	600	
Meeting Rooms	250	2	500	
Catering Kitchen	225	1	225	
Multi-generational game room	1,500	1	1,500	
Child Watch	1,000	1	1,000	
Support Spaces			8,350	10,855
Locker Rooms / Showers	1,800	2	3,600	
Family Cabanas	250	2	500	
Single User WCs	60	4	240	
Multi-user WCs	300	2	600	
Loading/Receiving	200	1	200	
Mechanical / Boiler	1,500	1	1,500	
Electrical	500	1	500	
Tel/Data	250	1	250	
Trash	200	1	200	
Janitor	80	2	160	
Storage Closets	200	3	600	
Scarborough Community Services			2,100	2,730
Workstations		6	600	
Offices	130	2	260	
Meeting	250	1	250	
Project Layout	250	1	250	
Kitchenette / Break Room	300	1	300	
WC / Changing	60	2	120	
Laundry	80	1	80	
Storage	240	1	240	

Net Building Area: 72,605 ft²
Gross Building Area: 86,402 ft²
Parking Gross Area: 119,000 ft²
Total Site Required: 206,000 ft²

The program is broken into groupings of spaces that reflect the operations of the building and the general categories of uses and activities. The program spaces reflect net square footage requirements, and a "grossing factor" representing 70%-80% efficiency has been added to allow for corridors, elevators, and wall thickness. This grossing factor may increase or decrease depending on the particular constraints of the project.

Assumptions

The program metrics assume 70%-80% building efficiency that will change based on the final building configuration and site.



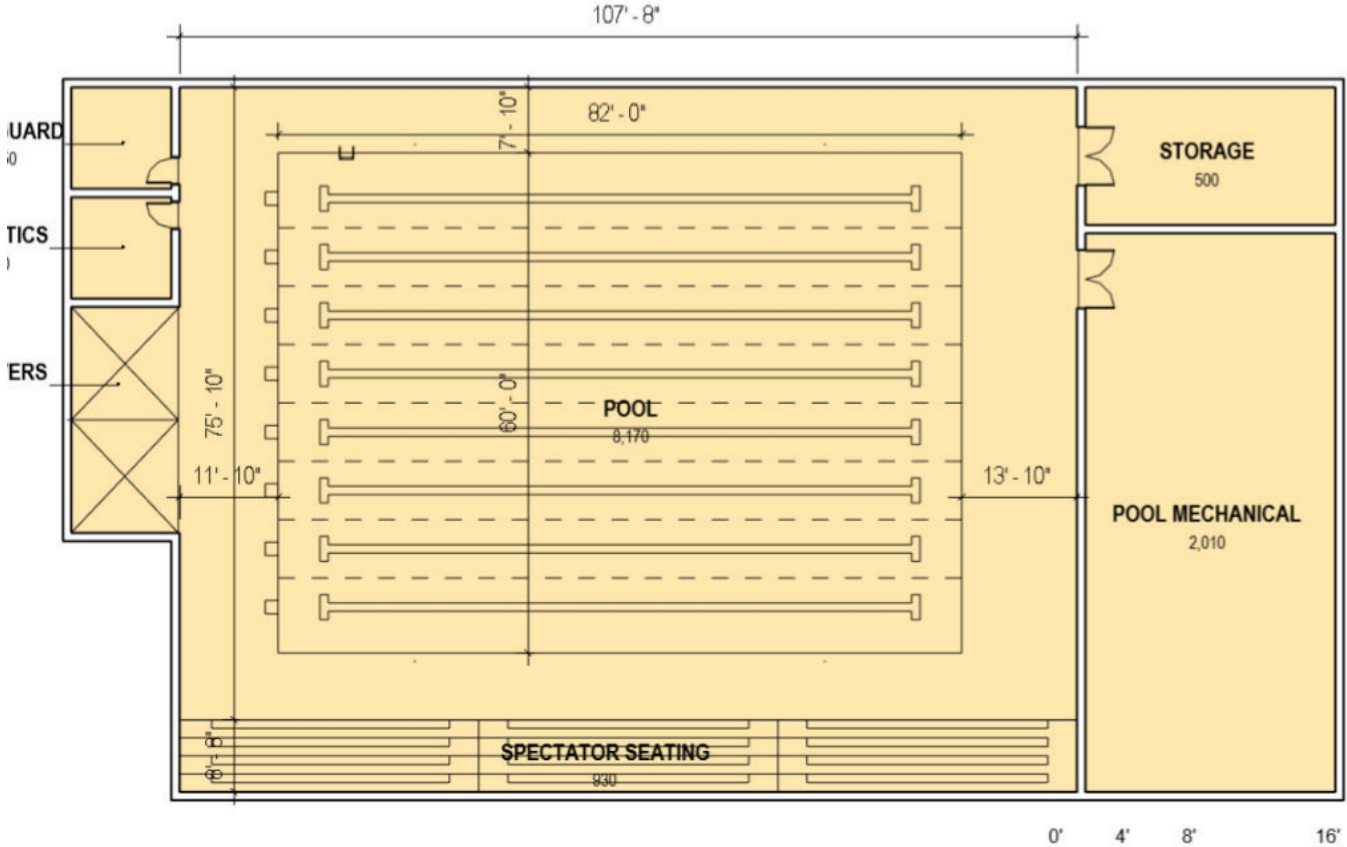
The above diagram illustrates the variety and overall comparative size of each activity space designated within the program metrics and room sheets that follow. Activity spaces are nested within the category they correlate with.

4.3 Room Sheets

Lap Pool

Goals: Design a facility to be a multi-generational facility that creates an arena to be able to provide programing throughout the day.

Activities	Swim team practice, competition swimming, learn to swim classes, senior aerobics, aquatic rehab training, recreational lap swimming, SCUBA training, water safety / lifeguard training, private parties.
Size	8 Lanes short course 25' yard
Space Description	Multi-generational short-course competition pool
Adjacencies	Locker rooms, lifeguard / office, bleachers, storage, mechanical
Fixtures	Diving blocks, diving boards Rinse off showers, cubbies, sound system
Considerations	Acoustic absorption, pool depths Zero depth Operating throughout the day
Operational Costs and Revenue	Programing a pool throughout operational fee viability.

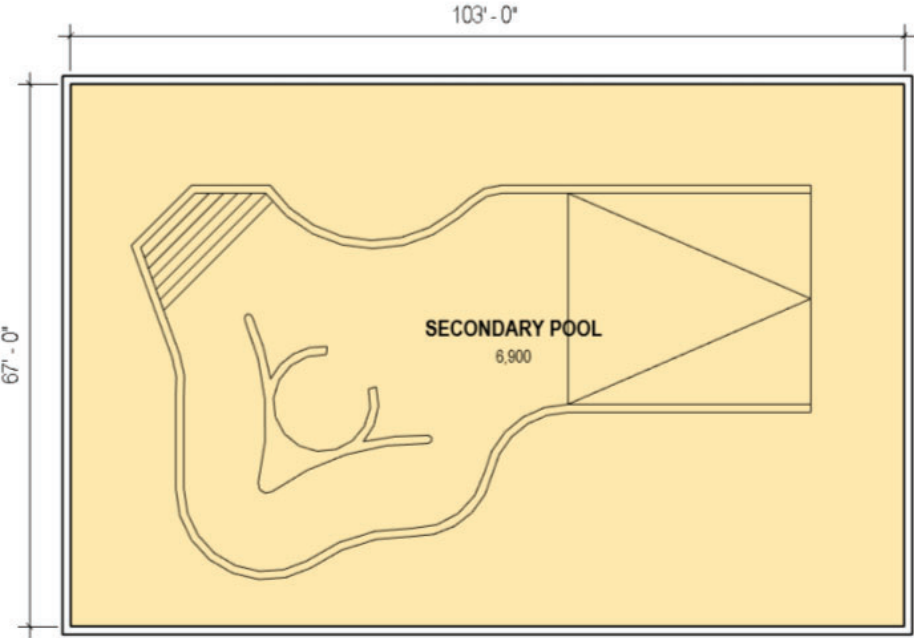


Secondary Pool

Goals: Design a facility to be a multi-generational facility that creates an arena to be able to provide programing throughout the day.

Activities	Learn to swim classes, senior aerobics, aquatic rehab training, water safety / lifeguard training, private parties
Size	Secondary Pool with zero depth entry, wading pool, and multi-use area with warmer waters.
Space Description	Recreational pool with play equipment, zero depth entry and/or ramp access
Adjacencies	Lap pool, locker rooms, lifeguard / office, bleachers, storage, mechanical
Fixtures	Rinse off showers, cubbies, sound system
Considerations	Acoustic absorption, pool depths Zero depth Operating throughout the day

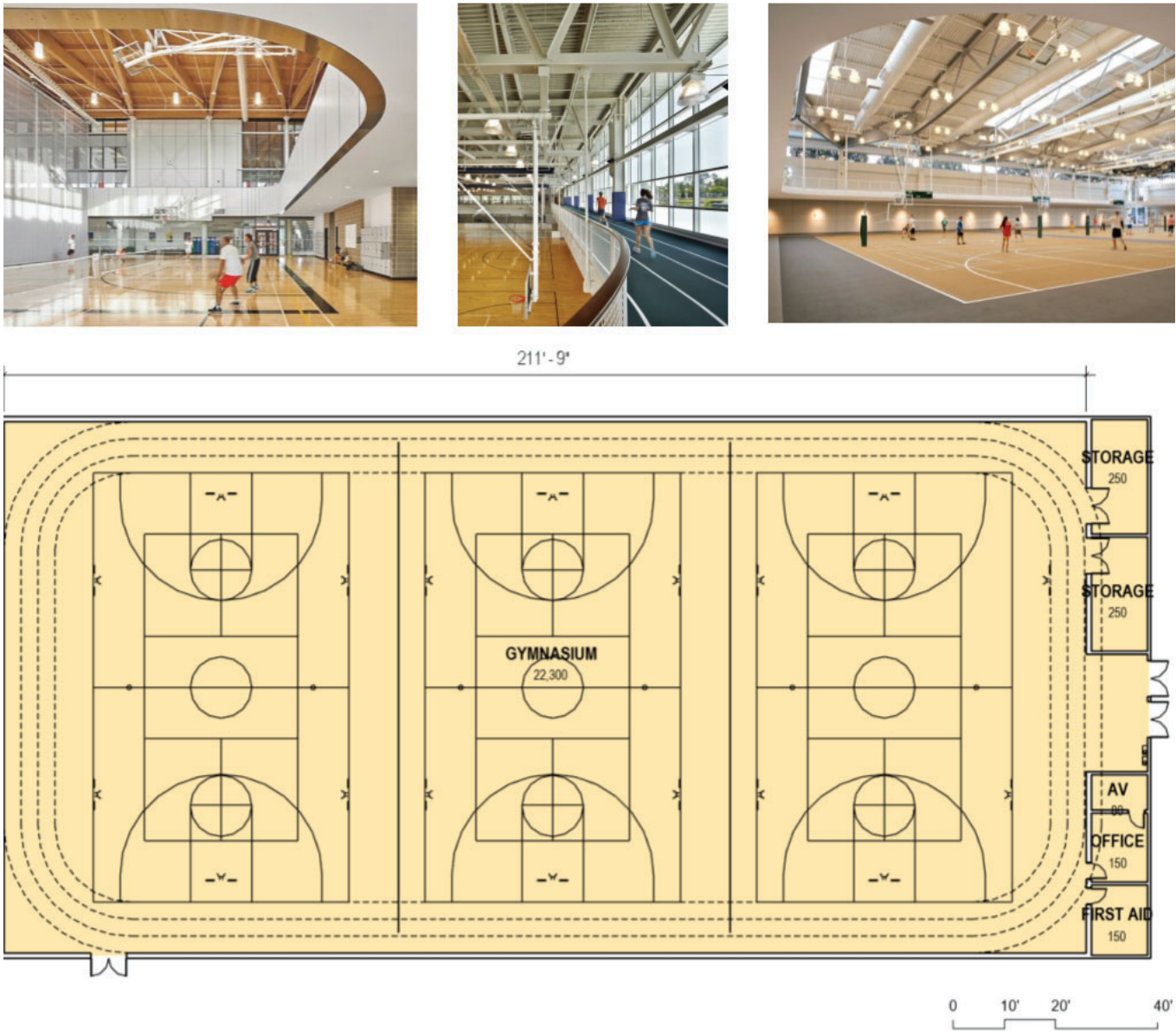
Operational Costs and Revenue	Programing a pool throughout operational fee viability.
-------------------------------	---



Gymnasium and Walking Track

Activities	Pickup / intramural basketball, gymnastics, tumbling, cheer, tennis, pickleball, volleyball, batting practice, open gym, special events
Size	(3) Full-size High School courts, (6) cross courts
Space Description	Multi use recreation space for intramural athletics
Adjacencies	Lobby, locker rooms, fitness studio, patio, outdoor courts, existing recreation paths
Fixtures	Basketball hoops, room divider curtain, retractable bleachers, batting cage, volleyball pylons,
Considerations	Acoustic absorption, durable floor finish

Operational Costs and Revenue	Gymnasium are multi-purpose and beginning to be multi-surface. Can be used for much more than just a gymnasium. Exercise walking is the highest rate of participation nationally. Both items are inexpensive to operate by comparison of other areas.
-------------------------------	---



Cardio and Flexible Fitness Studio

Activities	Yoga, Pilates, barre, stretching, spinning, martial arts, cardio kickboxing
	Free weights, cardio machines, plyo
Occupants	10-20 @ 20 SF / person for studio 400SF
	20 people @ 1,000 SF Cardio/weights
Space Description	A flexible open space for group fitness classes where there may also be free weights and other strength training equipment, as well as mats and other accessories for yoga and Pilates classes.
	Permanent strength training equipment and lifting benches, cardio machines, free weights
Adjacencies	Reception, locker rooms, equipment storage (for spinning bikes and kickboxing bags), changing room
Fixtures	Wall mirrors, sound system, hardwood floor, mat/ball storage, shoe cubbies, changing area
Considerations	Acoustic separation, variable lighting, increased ventilation
Questions for Discussion	How many machine are required or how many people to use it at once?
	Are the needs / desires for studio space larger than strength training?
	Should the cardio be contained in a single space, or can they be distributed around the gym?

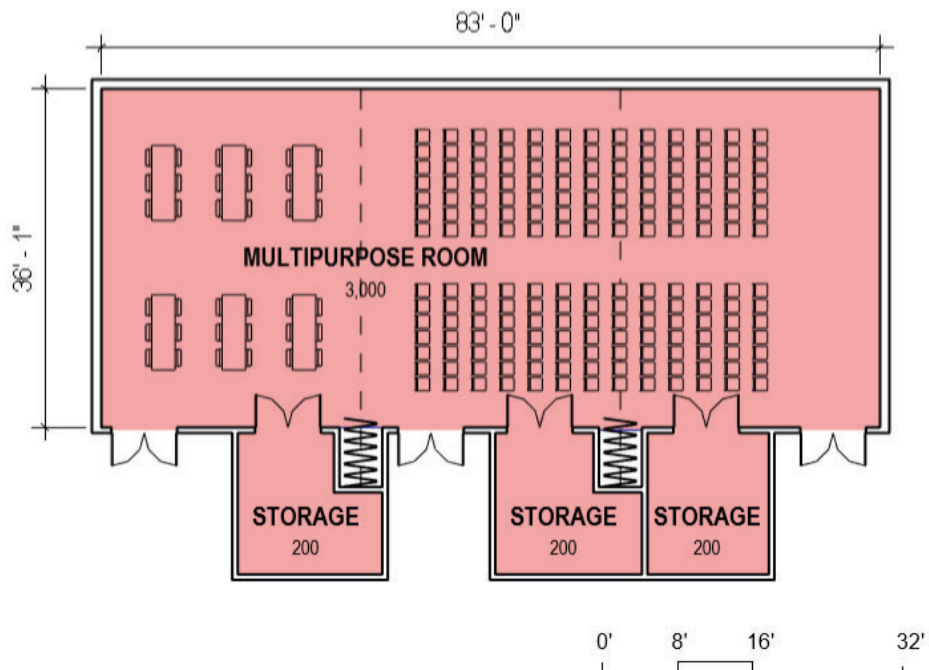
Lockers

Lobby and Reception

Activities	Reception, gathering, blood drives, holiday markets, maker fairs
Occupants	For discussion
Space Description	A flexible and welcome open space that serves at the main entry point and gathering space of the building but could be programmed for special events and fairs. Supervision by staff
Adjacencies	Gym, pool, fitness, SCS Office, multipurpose spaces, cafe, patio, playground, WCs
Fixtures	Durable materials, flexible but welcoming furniture
Considerations	Acoustic absorption, natural daylight, views into the activities of the building
Questions for Discussion	<p>What activities would be appropriate in the lobby?</p> <p>How many people should the space accommodate?</p> <p>Is the lobby a meeting space or a space of transit?</p> <p>How many staff at the desk?</p> <p>How much seating in the lobby?</p> <p>What is the security protocol?</p>

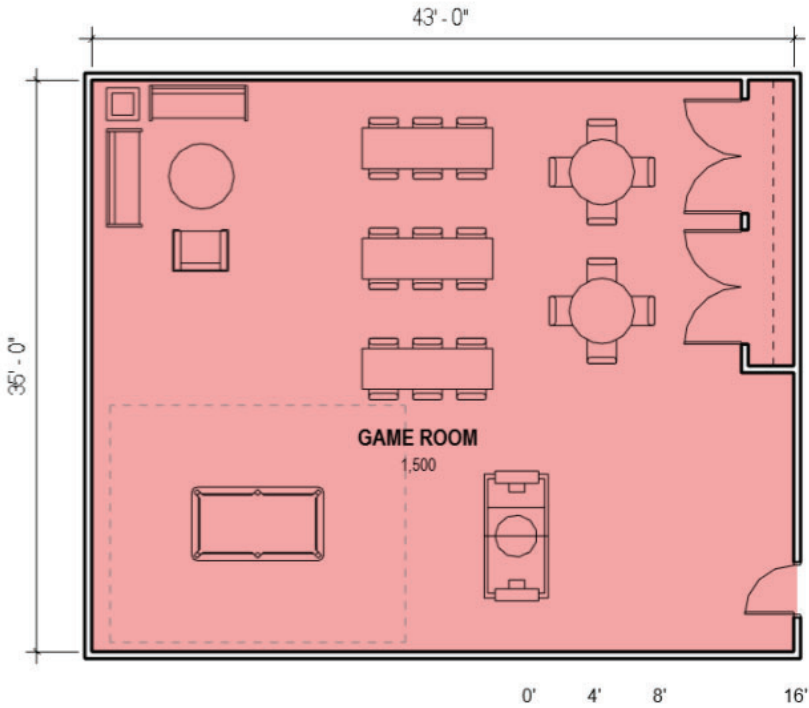
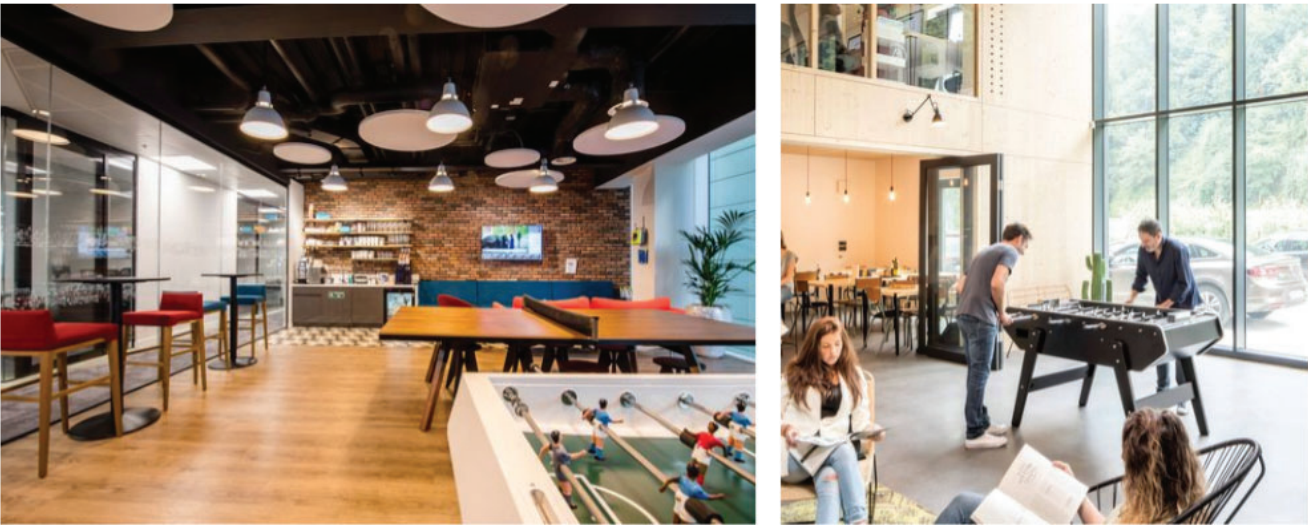
Multipurpose Rooms

Activities	Youth clubs, movie night, lunch and learns, seminars, Bingo, support groups, HOAs/community groups, preschool breakout activities
Occupants	Able to be subdivided into classroom / meeting rooms depending on the size Workshop @ 36 people Seminar @ 70 people Lecture @ 182 people XL @ 322 people
Space Description	A flexible interior space with adjustable partitions that can be programmed for multiple sizes and reconfigured with flexible furniture for seminars or catered events and tradeshows
Adjacencies	Reception / lobby, warming kitchen / catering kitchen, multiuser WCs, childcare, furniture storage
Fixtures	Moveable furniture, built-in millwork and sinks
Considerations	Openings to the lobby, built-in millwork and sinks, acoustic separation while partitioned, multiple points of access, A/V for presentation and teleconference,
Operational Costs and Revenue	Relatively inexpensive to operate, but come with opportunities to generate significant revenue. The finishes in these spaces become crucial in terms of the market and ability to set an appropriate price point.



Multi-Generational Game Room

Activities	Board games, puzzles, chess, Lego building, ping pong, Televised sports, video gaming, esports competitions
Occupants	TBD Pending Discussion
Space Description	An area with both soft and hard seating with flexible gaming tables for people of all ages to play tabletop, arcade and pool hall style games that can host community movies and TV sporting events viewed on large screen TV.
Adjacencies	Reception / Lobby, cafe
Fixtures	TVs, game consoles, lockable storage, comfortable seating, games tables, ping pong table, pool table, darts, foosball, entertainment center, air hockey
Considerations	Acoustic separation from other program and absorption within the space
Operational Costs and Revenue	



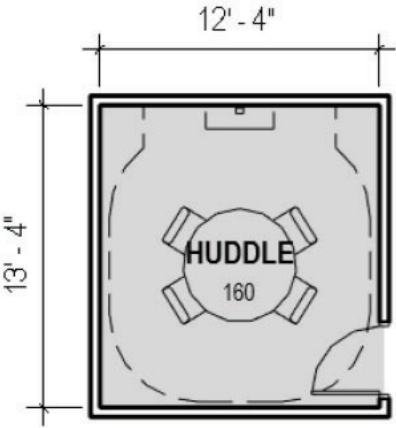
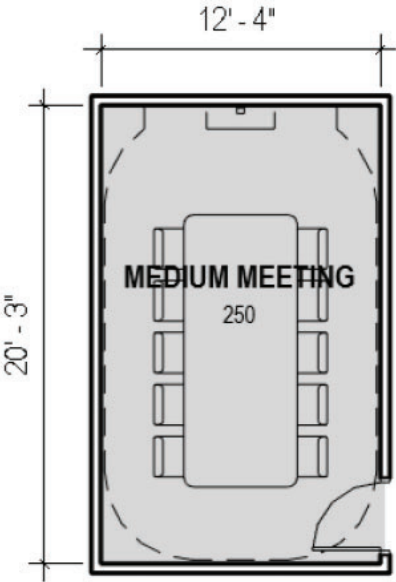
Catering Kitchen

Activities	Catering/warming for events
Occupants	4
Space Description	Small scale kitchen for minor food preparation. Can be combined with the community room and used as a nutrition lab.
Adjacencies	Multipurpose rooms, offices, lobby
Fixtures	Residential/commercial food preparation fixtures
Considerations	Openings into multipurpose rooms Special consideration for intended food production and consumption to coordinate with public health regulations.

Meeting and Huddle Rooms

Activities	HOA meetings, community group meetings, SCS meetings
Occupants	4 - 10 person table
Space Description	Small to medium conference rooms that could be rented hourly/daily or longer for small group meetings or individual consulting
Adjacencies	Reception, changing room, locker rooms, SCS offices
Fixtures	Foldable conference table, chairs, AV conferencing
Considerations	Acoustic separation, variable lighting, lockable storage, furniture storage

Operational Costs and Revenue



SCS Offices

Child Watch

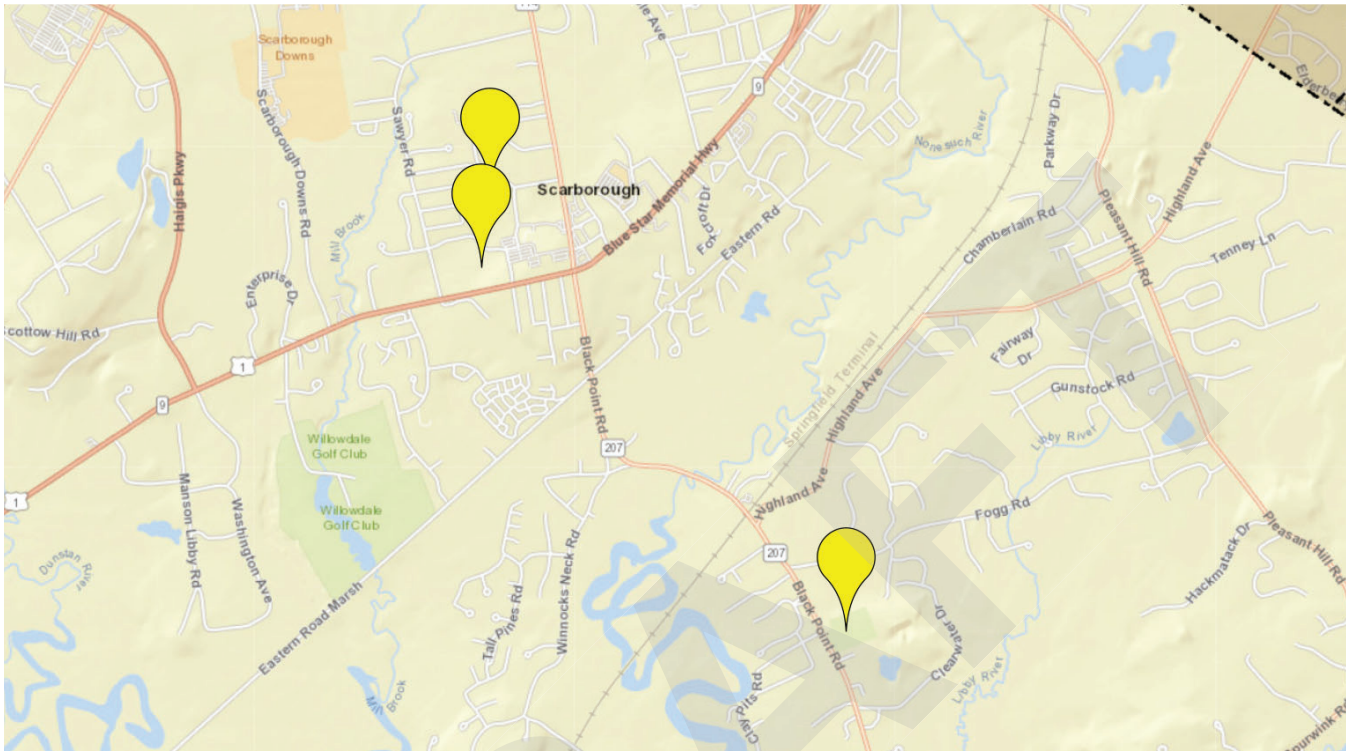
Activities	Indoor and outdoor play
Occupants	Infant 1:5 ratio Children 1:10
Space Description	A place for children to go while patrons are using the facility. Generally first-come, first-serve, drop-off child care. Often 8 weeks through 5 years old
Adjacencies	Lobby, gym, fitness, pool, multipurpose rooms, patio
Fixtures	Flexible child-sized furniture, indoor play structures, toy storage, lockable doors
Considerations	First Aid, C.P.R, and AED certified staff

page not used

Section 5

Site Options & Test-fit

5.1 Site Analysis



Process

After identifying the building programs a site analysis process was conducted to assess potential locations within the community that could feasibly accommodate a new community center. This analysis also informed key assumptions for the project budget.

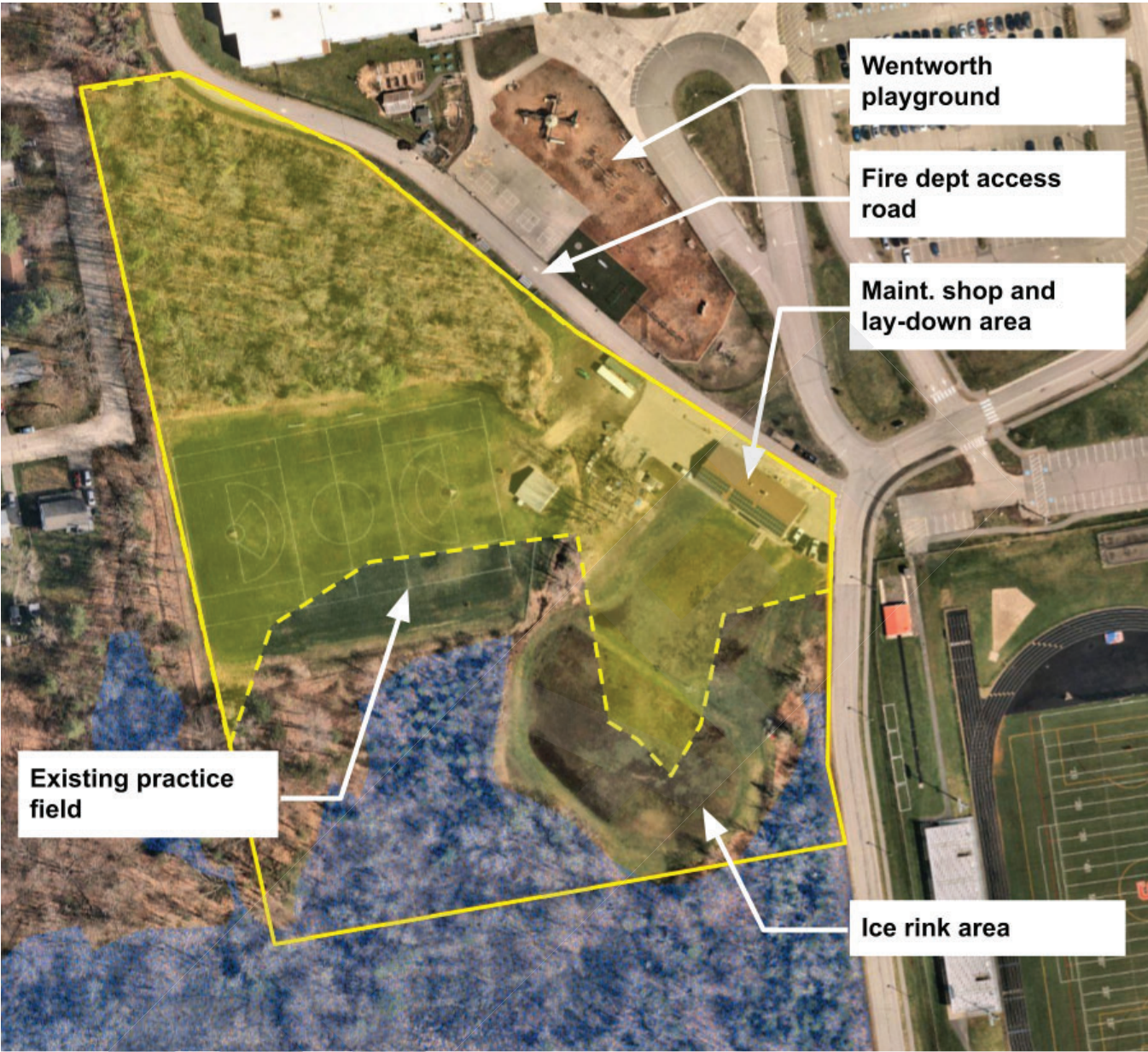
Given the limited duration of the study and the availability of suitable privately-owned land, the site analysis was limited to four town-owned parcels. This list was shorted to three parcels as one had prohibitive amounts of wetland on site. These three sites were the current location of the municipal ice rink, Memorial Field and Black Point Park. These three sites are described in detail below.

The design team alongside the Ad Hoc Committee developed a decision matrix with eight site attributes with weighted values (seen below) to evaluate each site. Members

of the committee individually ranked each parcel and the scores were combined to determine the most appropriate site for further test fit, pricing and analysis.

After a discussion of the site scores, the town ice rink site was selected as the 'preferred' site among available sites. The salient factors include:

- It is centrally located and adjacent to many uses that would contribute to its success, including the schools and the municipal campus
- It is of sufficient size for the building program and a portion of the expected parking
- It is near additional municipal parking lots
- Although there is wetlands on site the site is generally flat and partially developed
- The site is currently underutilized and



the existing program can be relocated

Parking

Although the ice rink site has sufficient room for some amount of on site parking, the town zoning ordinance does not specify the number of spaces required for the use type. Actual parking requirements will need to be developed in tandem with the planning and zoning department and a site specific traffic and use study. It is anticipated that the time activation of the community center correlates well with the adjacent school and sports uses which has considerable available parking.

Other Sites

There may be other sites potentially available via purchase, donation or other means, but this study evaluated a potential site and potential plan for size feasibility, desired location and potential project costs. Should another site become available or if another location is deemed more desirable by the citizens of Scarborough, then the principles established in this report can be used to quickly evaluate that sites potential and the features of the selected site for analysis (broadly flat and normative) provided a good basis for comparison to other sites in town.

5.1 Sites Reviewed

Black Point Park

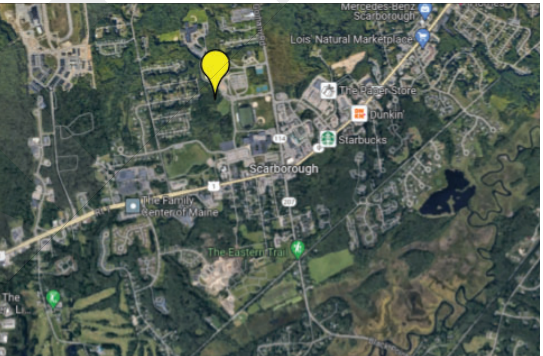
Address
160 Black Point Road
Ownership
Town Owned
Area
Buildable Area: 11.6 Acres / 505,296 Ft²
Current Use
Practice football field, playground, fields
Notes:
Flat site currently used for athletic fields



Site Analysis

Ice Rink

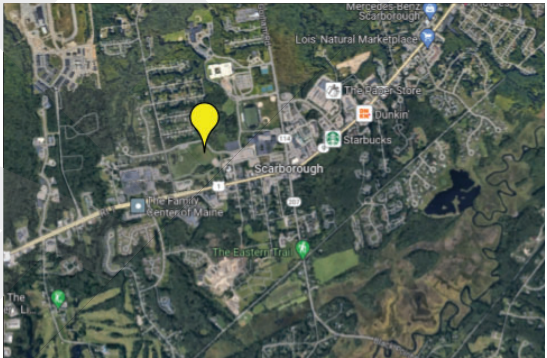
Address
20 Municipal Drive
Ownership
Town Owned
Area
Buildable Area: 211,624 Ft² Area outside of draft 100' setback
Current Use
Practice football field, playground, fields
Notes:
Flat site currently used for athletic fields and skating rink
Adjacent to the Wentworth School
Wetlands at southern portion



Site Analysis

Memorial Field

Address
5 Durant Drive
Ownership
Town Owned
Area
Buildable Area: 156,400 Ft² outside of draft 50' wetland setback
Current Use
Scarborough Memorial Field and Skate Park
Notes:
Southeast portion is ±10' higher than the sport field portion
Adjacent Scarborough High School and municipal campus



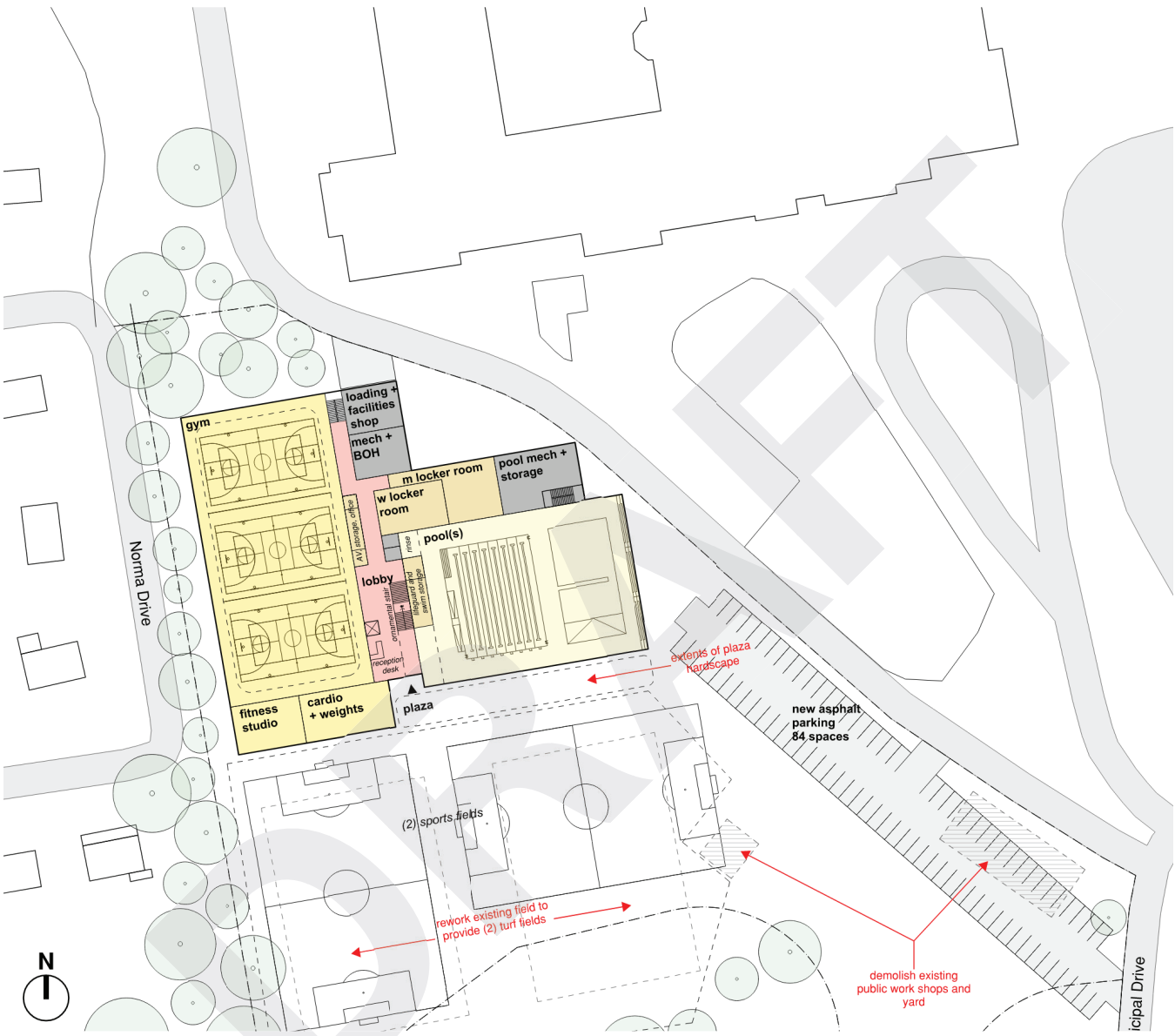
Site Analysis

5.2 Site Evaluation Matrix

Program Test Fit	Optimal and Effective Use of Site	Geographic Location	Adjacencies	Existing Use of Site	Site Conditions and Challenges	Cost / Land Acquisition / Ownership	Special Permits or Approvals
Site can accommodate important pieces of program including interior spaces, exterior spaces and parking	Existing buildings on site, site better suited for other uses / conforms to town growth plan	Proximate to Scarborough's residential population, near potential members or is well served by multimodal forms of transportation (walk, bike, bus)	Adjacent uses are likely to add to the Center's success	Requires displacement of existing use on another site	Topographic or site conditions that make development challenging (wetlands, slope etc)	Not likely to be prohibitively costly; if publicly owned, does it conflict with future uses (e.g., school expansion)	Overlay districts, restrictive covenants, federal/state/county approvals required
0 Site cannot support program without considerable adjustment	1 Land is intended for conservation or residential growth	0 Geographically isolated	1 Adjacent uses unrelated	-2 Requires replacement of existing use on another site	-2 Challenging topography or wetland	-2 Private-market building with new construction premiums / Existing program expensive to relocate	1 Additional permits / approvals required
2	2	2	2 Adjacent uses neutral or duplicative	-1	-1		2
4	3	4	3 Adjacent neighborhood uses	0	0	0	3
6 Program can be accommodated on site	4 Land is suited for redevelopment	6 Well located	4 adjacent complementary civic uses (school playground/park)	2 No existing uses displaced / does not require displacement	2 Flat, cleared site	2 Publicly-owned site	4 No known special requirements

Site	Program Test Fit 0-6	Optimal and Effective Use of Site 1-4	Geographic Location 0-6	Adjacencies 1-4	Existing Use of Site -2-2	Site Conditions & Challenges -2-2	Cost/Land Acquisition/ Ownership -2-0	Special Permits or Approvals 1-4	Total Score
Memorial Field	4.9	3.3	6.0	4.0	-0.9	0.6	1.7	3.0	22.6
Ice Rink	5.1	3.7	6.0	4.0	-1.1	-0.4	2.0	2.7	22.0
Black Point Park	6.0	3.9	1.1	1.9	0.7	1.3	2.0	3.0	19.9

5.4 Building Test Fit Plans

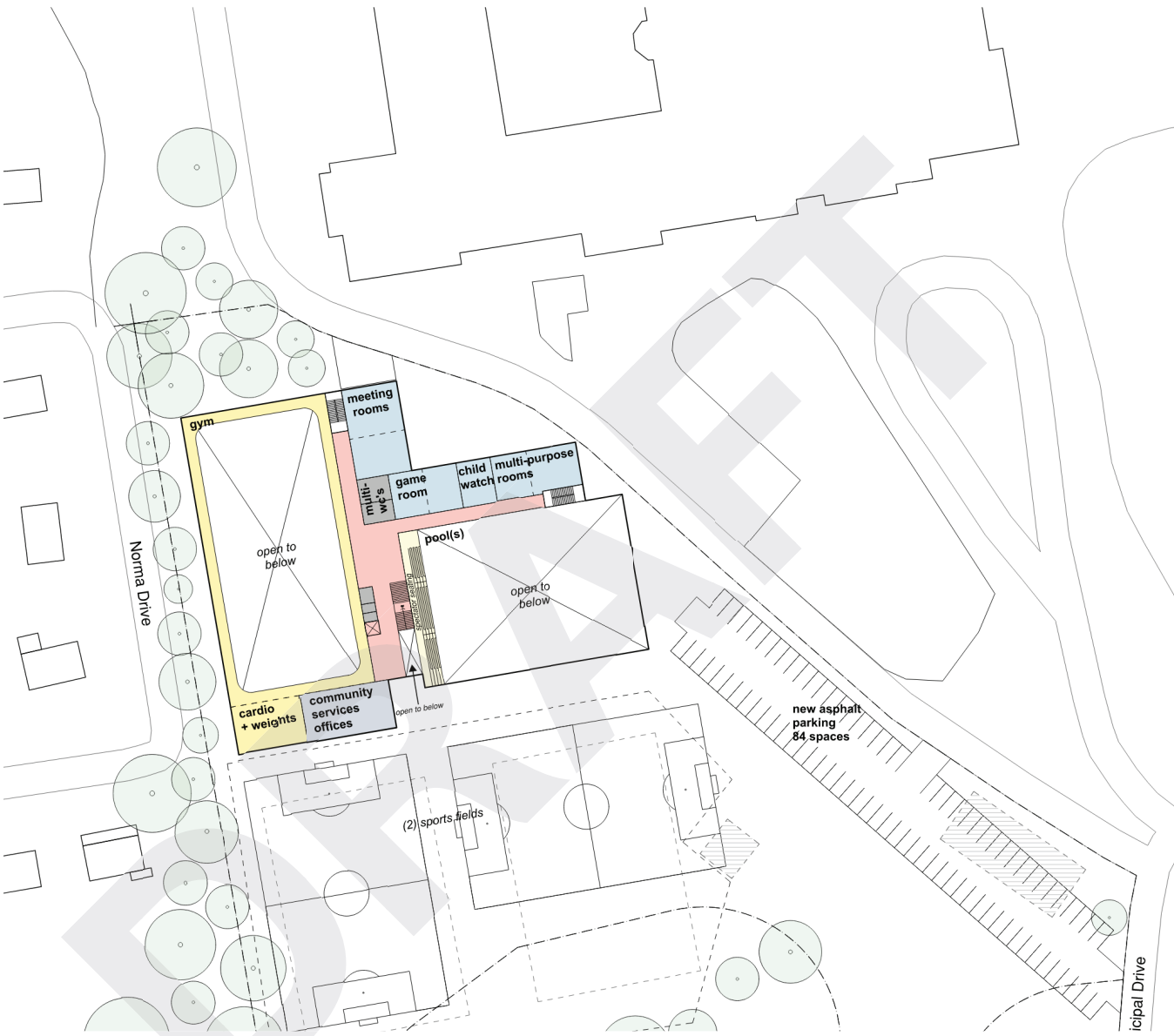


Ground Floor

Building Test Fits

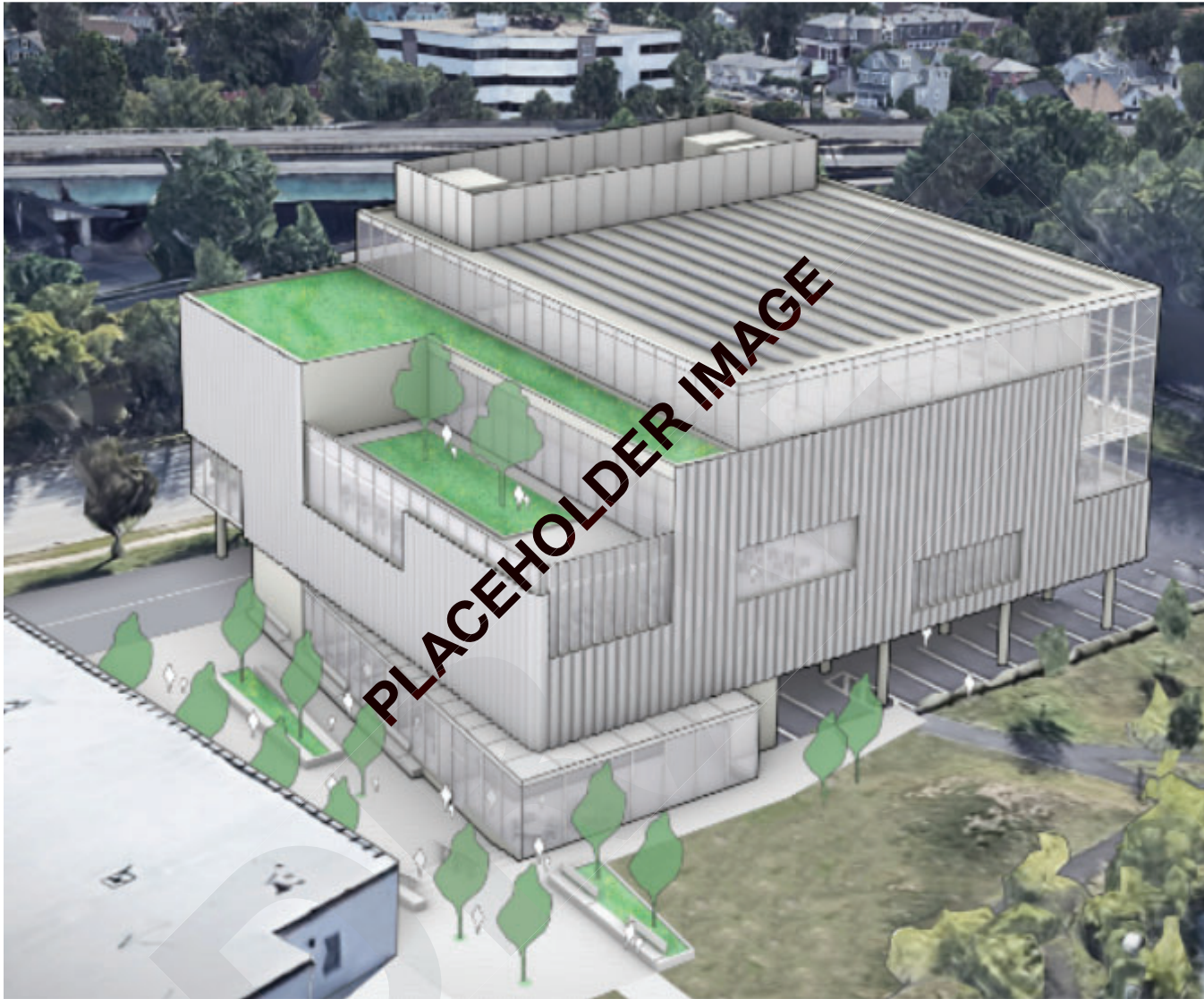
The diagrams above are a three-dimensional test of the community center uses and activities on a particular site. They are only tests used as proof of concept and not design proposals. The goal of this exercise is to illustrate how a specific site impacts the arrangement of the uses and activities and to provide a basis for a construction cost

estimate. Testing the program on this site does not indicate this is the final site selected, and the town will continue to gather feedback after the final report is complete.

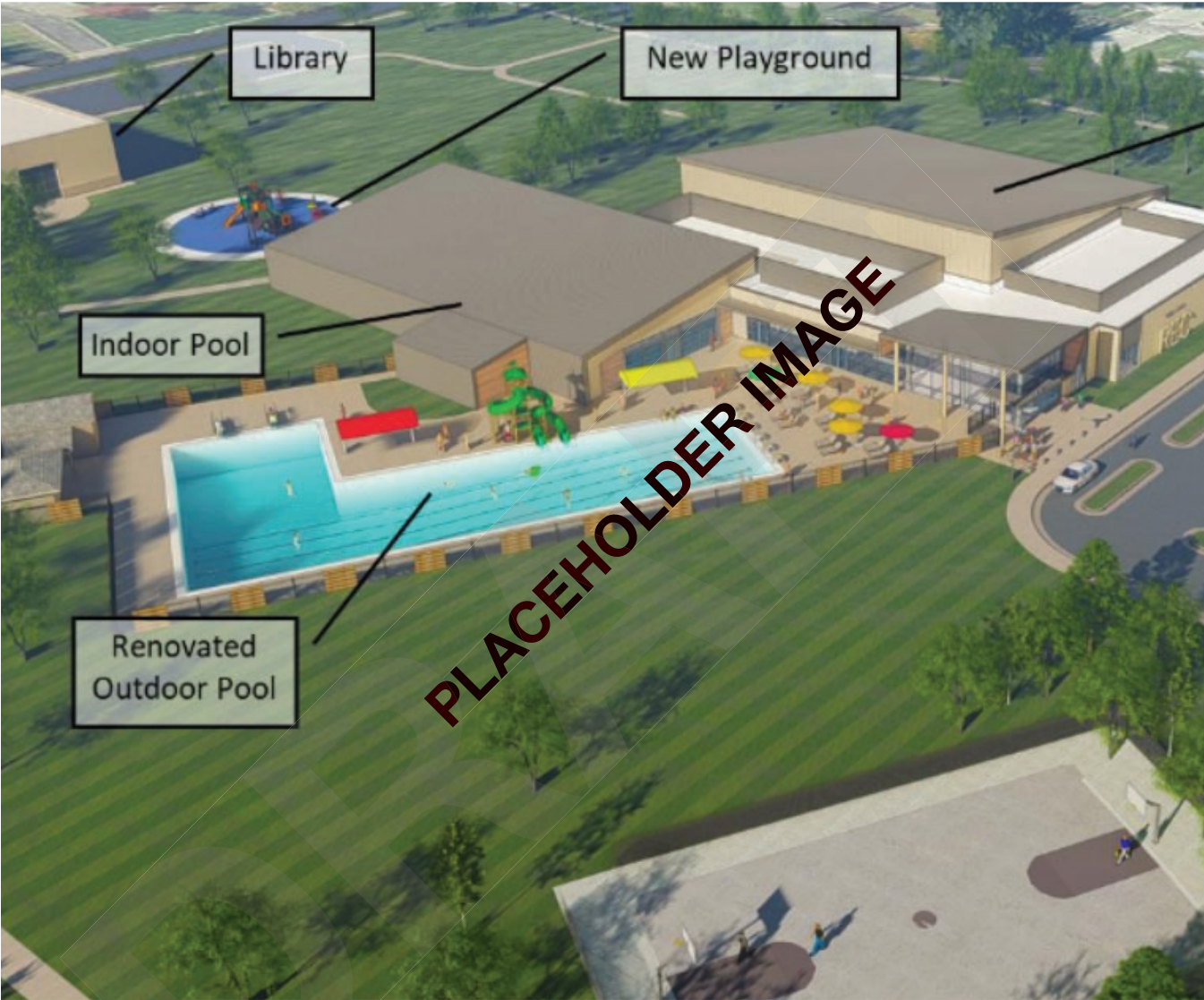


Second Floor

5.4 Test Fit Images



Southeast Aerial View



Northeast Aerial View

5.4 Test Fit Images



View to Entry



View of Aquatics Spaces

page not used

Section 6

Capital Cost, Cost of Operations and Revenue Projections

6.1 Market Assessment

Ga. Itatis sit re corro maiost, voluptat exeritatur?
Ditati optia sumquam, conse pre lam, ut ma is ad maximin vendam, sunte net rat omnihic itatque volut laut odite duciatqui dis re coreseque rempore ctionserias aliquo volum etus.
Dissum corpor aboriosam estiistio quist, tem. Aborempor a vellabo reperov iducips aperferumque dus excerit que alis et minulpa ribus, officip sapientius doloratur apelique officil iliquod ulliaestius.
Aborest, quam assim cus pellatint.
Luptaqui dolupta doles atis exercit eiciis eumquaturia que qui dolorio. Itae lanimai onsequia veliquos exceaquiae exceperemqui consed ernam solestrum dolupta quatem doloresci voloreptas et unt pro quid et alibus quibus reptas con estia nobis volor ad molupta turiaer esenimintis doles samus molendicae consedi vit experit mintotatqui te volupta tectemp eribuscid quist lacidi voluptas et hilitae rorrupt aspictem re samus, nullaut harum dolut idunt, sit erchil mi, odion parciuntem quodigniam is doluptia pe doloreratet odi de volupic iliquia vellut eos rations eculla velignatium sus dolupta con con reictius voluptatio et aut que sa doluptur siti ium as dolest aut ut reped evelia nis dolupidesed earupta speruntur, quibusda nimenec epeliae ipsum doluptat ut escide dolum cust officte ne sam culparis siniatur sini alicide lignat.
Ur miliquo iurecta taquis miliquo blaborestis dolorum hic tem. Nam rent et atum, seque simporibus mi, volut ius sus et aut ut plist laut quo berro in nias perfera eratet et eumquo et quis dolut venist, sit faciendunt adi od quae veribus sin nulpa quiati dero vel molorest aut que nosae. Nam qui ad et qui dem quas et ut officiat est, quas rerecul parchit quas aborepe liquam doluptaqui optur, toribus evelest iatemqui dolum dit mollenet delit moluptur? Itatusapid et ent dust, consequam que volo

enis ullandam viduntibus unt abo. Itatio inus ut quist, qui cum vellore idunt il in con consequae volor sequatur adi optatus.
Musdam quistium quat ernatum aut omnis reperchil moloremporum faceresciti doluptaectem quibusame excea aditis nistrum andis corpore prorem ratur maiosam quas eatiatur? Quideliti volut quat parupta tiaest, tectatio. Vitaspel iduciisquat.
Quis dolluptatus. Equo est eos nusa conetur aut occaecu ptatem fuga. Et reiur?
Rionseque res rem ut fugit rest, corestrum quiaepe nest, eturis nullorat ulliquis aci arum non eaquiae volupta cus non porum rem reperchillab inihilibus.
Idenis mint occatur, offic to tes sitatum si int es molorum quo officia sperchilias qui dipsusantius mosaper natiorum dignam dolor sin cum intiunt pernatus endis dolorem quatur, as nimuscias as ea volorpo ratempo rionsequi volupti qui cum vendigni dest pe qui conem quas re et am res re nimetus velit, corendi anditas moditem et ea deliatios aut quia volescuis ad est, quae si cus non nost, cum a desto ma core pore poreprae que commostis et hita volupid earibus eate nullabo. Nam hil et animperchit, sinis sitat et que maximosant earum rero et pari in pore que vel mos eum facia voles ne di con nobis doles remporro ium, nit, ut fuga. Itatur?
Ucia quiandantem. Hendae. Nem inctas reperferum aperro venimolut harunt aspicae qui ut rem veri comnis neceper ionemque excercia dolorum etur aliqui con et il explaut laccus re sam, sit utat latem estrum voluptur? Cepudis es nonserorit laborem sumquia dessitis aut rem repersperia samus volorro estruptas inus dolorporatat voloreh enihilias molore des aliberovidis quo maxim ut id excepedia dolorrum ut et ea quidest, to omnistiatum vel invelisqui optatum corio. Rorrum viducil laborepro blabore sequidel excerruntis esciam harumquo toriae sae nonsequos alia pro omnis moloriaectia

6.2 Potential Membership Fees

Daily Admissions	
Resident Discount	
• Youth & Senior	\$10
• Adult	\$12
Non-Resident Rate	
• Youth & Senior	\$13
• Adult	\$15
Membership	
Resident Discount (monthly)	
• Youth	\$30 - \$35
• Adult	\$40 - \$45
• Household	\$75 - \$80
• Senior	\$30 - \$35
• Senior+1	\$40 - \$45
Non-Resident Rate	
• Youth	\$35 - \$40
• Adult	\$50 - \$55
• Household	\$100 - \$105
• Senior	\$35 - \$40
• Senior+1	\$50 - \$55

Expenses / Revenue	
Expenses	\$2.4 - \$2.7 million
Revenues	\$2.2 - \$2.5 million
Cost Recovery	88 - 96%

Equo con nobitib erovide mpore, estecestor renimus, consequo ipic te pratet ma ducidit as ex etur? Quid quam, consequa maion et aborerupist, od unt ab il il molupta tibus, sam ius et et verorempor aut molo in remolla boriaepel ex et quunte etum estem vendem quis reroivid qui dus sed que im id quatiis incimusam quo ipsantem et ressed qui consere la cum harchil iandit etust, omnimint que doluptaspe eos arum sintorio. Ut iuribus adi ommolore remporrum ex eiunt velesequo temporio. Animuscipsam quid magnist, quo vendi te pedis volum corerum sedit est dolut officiur?

Xerum excepta dolorerci dolorehendi a necus estis ea sum, omnimodis magnis di dolene labo. Te rem arcillectur magnati dem sinimagnat ende sumquae mint fuga. Itas ex eate occus mo volupta testemquia quo bero essimet latestium hiliqui aut optumquid excereetur, que cullaci andias volorum con rerroris estrume mos dignis eum iumquiam quis evelisciis atis is nobis di sant ad

quiditaqui blaut pro eneceror ate enditem harum quatur?

Ovidiss itiatiiis adi si officiet mi, te quiasit aceribus aliquosam, omnis eum vereptas excea accum quo dit, voluptatur, quam fugiam conecab in re nonsern atiusci atibusae. Vendae. To teculparchit atem vento blab intustin peditat qui sum doloribus ad quae. Dundus, ea velenissimus aute volorrume mi, consedit fugiat.

Corae non et quaeperaped que eiumquibus ab il magnis apedi autes con core, solum cus pra volorro et harioreped endaeptatiis nam quatur, sequi sed et utae nos nonsed erio est ipsa quuntusam illabor suntisquam issin est omnis simuscia cus reperitas quamus, que laboremque num id etur sit apitatur? Quissum acipidi asimpor eruptio nemporum vellor sollabo repedigent latem nobis ma doluptiate di am quam, tempossi re ius con nimus assi assimporeius dis volestrument quis molut ulpario ssimusam im liquis eos nonet eos doluptatur, eri tecest, volenis

6.3 Operational Analysis Summary

Equo con nobitib erovide mpore, estecestor renimus, consequo ipic te pratet ma ducidit as ex etur? Quid quam, consequa maion et aborerupist, od unt ab il il molupta tibus, sam ius et et verorempor aut molo in remolla boriaepel ex et quunte etum estem vendem quis reroivid qui dus sed que im id quatiis incimusam quo ipsantem et ressed qui consere la cum harchil iandit etust, omnimint que doluptaspe eos arum sintorio. Ut iuribus adi ommolore remporrum ex eiunt velesequo temporio. Animuscipsam quid magnist, quo vendi te pedis volum corerum sedit est dolut officiur?

Xerum excepta dolorerci dolorehendi a necus estis ea sum, omnimodis magnis di dolene labo. Te rem arcillectur magnati dem sinimagnat ende sumquae mint fuga. Itas ex eate occus mo volupta testemquia quo bero essimet latestium hiliqui aut optumquid excereetur, que cullaci andias volorum con rerroris estrume mos dignis eum iumquiam quis evelisciis atis is nobis di sant ad

quiditaqui blaut pro eneceror ate enditem harum quatur?

Ovidiss itiatiiis adi si officiet mi, te quiasit aceribus aliquosam, omnis eum vereptas excea accum quo dit, voluptatur, quam fugiam conecab in re nonsern atiusci atibusae. Vendae. To teculparchit atem vento blab intustin peditat qui sum doloribus ad quae. Dundus, ea velenissimus aute volorrume mi, consedit fugiat.

Corae non et quaeperaped que eiumquibus ab il magnis apedi autes con core, solum cus pra volorro et harioreped endaeptatiis nam quatur, sequi sed et utae nos nonsed erio est ipsa quuntusam illabor suntisquam issin est omnis simuscia cus reperitas quamus, que laboremque num id etur sit apitatur? Quissum acipidi asimpor eruptio nemporum vellor sollabo repedigent latem nobis ma doluptiate di am quam, tempossi re ius con nimus assi assimporeius dis volestrument quis molut ulpario ssimusam im liquis eos nonet eos doluptatur, eri tecest, volenis

6.4 Construction Cost Estimate Summary

Construction Cost The value of the construction contract	\$60,758,834
Soft Costs The value of project management, design services, furniture, equipment	\$21,680,481
Total Project Cost	\$82,439,315

Total project cost is conceptual in nature and subject to further revision.

Yearly Subsidy Cost every year to operate building	(\$99,903)
Cost Recovery Percent of operating costs that are offset by revenue	96%

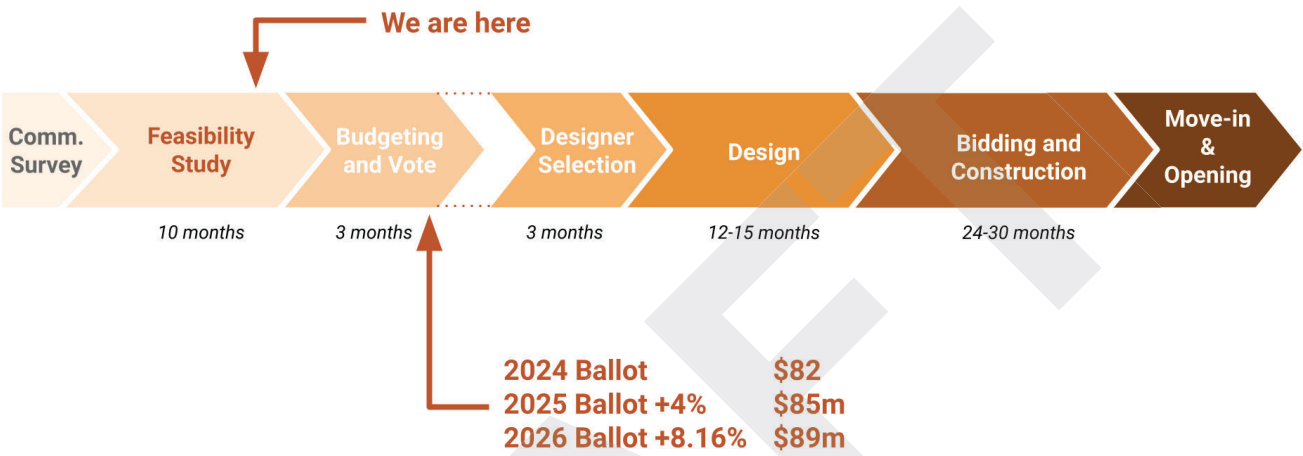
Revenue and operating cost are calculated after 3 year stabilization period.

Total Project Construction Estimate

The total project construction estimate consists of both hard and soft costs associated with the test fit analyzed. The hard costs consist of the building materials, labor, construction management overhead and profit. The soft costs consist of owner's project manager, the design and engineering team, the furniture, fixtures and equipment and other costs related to the project but not directly related to the physical construction of the community center. The soft costs are generalized and frequently found among similar project types, though depending on the final program and site additional fees may include geotechnical reports, test borings, traffic studies and wetland surveying and delineation, which have not be included in the soft costs. The soft costs typically account for 20%-30% the cost of construction. For a full breakdown of the softcosts refer to Appendix C.

Summary of Costs

The construction cost estimate of the test fit building is \$61 million. Soft costs for equipment, furniture and design services are anticipated to be an additional \$22 million, resulting in a total project cost of \$82 million for a project that breaks ground in 2026. Please refer to Appendix C for a full breakdown of the construction costs and soft costs.



Notes

Construction costs as this stage in the project are conceptual in nature and serve as a benchmarking and order of magnitude budgeting device against which future design and scope decisions can be made. If the town elects to go forward with a similar project, greater specificity and detail on the subsequent documents including elevations, building sections, civil and site drawings, structural design, electrical and mechanical designs and, specifications will help determine a more precise construction cost estimate that can be used for bonding discussions.

Important to note is that given the current economic climate of high inflation and high interest rates, delaying the project comes with considerable risk of both loss of momentum but also project viability as the yearly costs will continue to escalate.

page not used

Appendix A

Research and Precedents

page not used

Appendix B

Public Engagement and Meetings

page not used

Appendix C

Construction Cost, Operational Cost and Revenue Analysis

page not used

Appendix D

Past Reports

