



CITY OF BANGOR
PARKS & RECREATION

SPECIAL COMMITTEE ON THE
FUTURE OF A CONSOLIDATED

PARKS and RECREATION
FACILITY

FINAL REPORT

July 10, 2025

COMMITTEE MEMBERS

Gretchen Schaefer - Chair

Carolyn Fish

Nichi Farnham

Michael Furrow

Mike Jandreau

John Rohman

Ben Sprague

Christopher Grotton

Mary Rush

Jonathan DiCentes

Tracy Willette - P&R Director

Debbie Gendreau - P&R Asst. Director

Joe Nelson - P&R Sawyer Arena Manager

INTRODUCTION

In February 2025, the City Council established a Special Committee to explore the future of a consolidated Parks and Recreation facility and Sawyer Ice Arena. The committee's primary role was to review the Parks & Recreation Feasibility Study and evaluate how any facility—whether new or existing—could best serve the entire community both now and in the future. This included identifying opportunities to strengthen the concept through partnerships, confirming cost estimates, and analyzing both the financial impact of moving forward with the project and the potential consequences of not developing a new facility.

Committee members were appointed by the City Council in March. The group held its first meeting in April and continued to meet through June, with a final meeting scheduled for July.

Berry Dunn along with CHA was available and agreed to assist the City with this purpose and provide follow up information as needed throughout the process.

PROCESS TIMELINE

- **2021** – Parks and Recreation Facilities Master Plan Completed and Accepted.
 - Included recommendation to complete a Feasibility Study to renovate or replace the Parks and Recreation Center and Sawyer Ice Arena.
- **2023/2024** – The consultant started the study process in February, 2023 and presented the completed study to the City Council in February, 2025 when it was accepted by the City Council.
- **2024** – McLaughlin Management and Design assessed the refrigeration and floor at Sawyer Arena. They provided several recommendations including repairing the ice mat.
- **2025** – In April, the City Council appointed the Special Community on The Future Of A Consolidated Parks and Recreation Facility. The Committee began meeting every two weeks until July 3rd.

REVIEW OF 2024 FEASIBILITY STUDY

The Committee's first task was to review the 2024 Parks and Recreation Feasibility Study. They began by examining the presentation made to the City Council in 2024 and focused on several key areas of the study.

Current Conditions at the Parks and Recreation Center and Sawyer Arena

The 2024 study included a comprehensive evaluation of both facilities. It concluded that renovation was not a viable option due to the current state of the buildings. The Committee reviewed and updated these findings in coordination with City staff:

- **Parks and Recreation Center:** The facility is aging with several issues.
 - The building is a repurposed Army National Guard Armory that was retrofitted for the Parks and Recreation Department in 1996/1997.
 - The building is not completely accessible from the first floor to the top floor.
 - The childcare program is located on multiple floors and does not have adequate space for the program.
 - The exterior is aging and significant brickwork will be needed.

- The Parks Maintenance area has limited functional space and not adequate.
- **Sawyer Arena:** This facility also has challenges:
 - The facility started as a seasonal/outdoor rink and never intended to be a long-term solution.
 - The rink boards/dasher lean outward during the season. Repairs have been attempted with little success.
 - Equipment that has an intended twenty-year life span is approaching thirty years old including the ice making equipment such as chiller and ice mat.
 - The locker rooms are not adequate for the arena use.

The Committee confirmed the study's recommendation that the current facilities are no longer adequate for long-term use.

Proposed Location

The 2024 study analyzed six City-owned sites, highlighting the strengths and challenges of each:

- Griffin Road
- Grandview Avenue
- Hayford Park
- Cleveland Street
- Bass Park
- Current Parks and Recreation Center site

The Committee reviewed the study recommendation to locate the new facility on **Griffin Road**. Key factors influencing this decision included the site's favorable topography, the potential for future outdoor recreational amenities, its central location, and its proximity to Husson University. A formal letter of support from Husson University was submitted and is included in this report.

Recommended Spaces and Elements

The Committee also reviewed the additional programmatic elements proposed in the 2024 study. These include:

- **A dedicated childcare area**
- An **ice arena** with a larger sheet suitable for high school games, plus a second sheet for practice and youth games, which could be adapted for multi-use purposes
- **Multi-generational spaces** designed for flexible programming across different age groups and community needs
 - Senior programming and social events
 - Teen and young adult activities
 - Health and Community Services programming and clinics
 - Available space for community group use
- **Basketball courts** designed for multiple other uses for age groups ranging from 1 to 99.
- Raised **walking track** above the courts for additional exercise.
- Indoor **playground** for kids of all ages
- A **maintenance building** to house both Parks and School Department maintenance functions

After discussion, the Committee agreed these elements should be included in the proposed combined facility.

Recommended Additions to the 2024 Report

Two new features were discussed and recommended for inclusion:

1. **Fitness Space:** Based on input from staff and the consulting team (Berry Dunn/CHA), the Committee supported adding a fitness component. This addition would generate revenue, expand program offerings, and meet a recognized community need. Details can be found attached to this report.
2. **Outdoor Multi-purpose Turf Fields:** While the 2024 study proposed adding two turf fields in a future project phase, the Committee emphasized the immediate need for outdoor multi-use space. They recommend including these fields as part of the initial combined facility project.

NEW BANGOR Y PROJECT

The Committee also discussed the planned new facility by the Bangor Y. Topics included potential overlap in services, community needs, and awareness of both projects.

Berry Dunn/CHA confirmed that the Bangor Y's project was known and considered throughout the feasibility study process. They noted that in many communities, municipal recreation centers and YMCAs operate successfully side by side, offering complementary services. The consulting team expressed confidence that Bangor could achieve similar results.

To ensure continued coordination, staff from Bangor Parks and Recreation met with the Executive Director of the Bangor Y. The discussion covered:

- Overviews of both the Parks and Recreation and Y facility projects
- Project timelines and current status
- Anticipated programming in each facility
- Community feedback and survey results
- Next steps and the importance of future collaboration

Feedback from both studies indicated strong public interest in many of the amenities proposed by both organizations. While some overlap in programming exists, this has historically benefited residents by offering choice and flexibility. Both organizations have a proven track record of partnership and agreed that ongoing communication will be essential moving forward.

UPDATED CONSTRUCTION COST

The Committee discussed concerns about the construction estimates presented in the 2024 report. Berry Dunn/CHA subsequently reviewed and updated the cost projections to reflect the addition of the fitness component. The updated cost estimate is included in an attached summary.

CONCLUSION

The 2024 Feasibility Study recommended replacing the existing Parks and Recreation Center and Sawyer Arena with a new, consolidated facility on Griffin Road. This recommendation was based on:

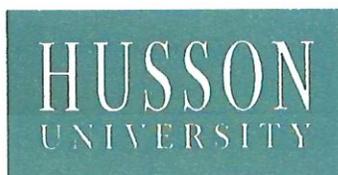
- The poor condition of the current facilities
- Strong public support identified in the community survey
- Consistent recommendations from stakeholder groups
- Opportunities to better meet the community's current and future needs
- The ability to expand and enhance childcare services
- Improved programming options for all ages

The Committee recommends:

- Inclusion of the **multi-purpose turf fields** in the initial project phase
- **Health and Community Services Building** included in a future phase
- **Total Phase 1 Project Cost: \$68,216,000**
- **The Bangor City Council consider placement of a ballot initiative in the November 2025 election.**

ATTACHMENTS

- LETTER FROM HUSSON UNIVERSITY
- CHA UPDATE SITE PLAN
- CHA UPDATED FLOOR PLAN
- CHA UPDATED RENDERINGS
- BERRY DUNN EXECUTIVE SUMMARY
- UPDATED OPERATING COSTS



Gretchen Schaefer
Chair, Special Committee on the Future of a Consolidated Parks & Recreation Facility
City of Bangor
73 Harlow Street
Bangor, ME 04401

June 25, 2025

Dear Chair Schaefer,

On behalf of Husson University, I am writing to express our strong support for the City of Bangor's proposed recreation center on Griffin Road. As a longstanding educational partner and proud member of the Bangor community, we believe this initiative holds significant promise for enriching the quality of life in our region and creating meaningful opportunities for our students.

This proposed facility would provide valuable recreation and wellness resources that enhance the overall student experience at Husson. In addition to supporting physical and mental health, it would offer employment opportunities for our students, both during their time at Husson and potentially after graduation.

We also see great potential for academic integration. The recreation center could serve as a site for internships and fieldwork across a wide range of disciplines including Physical Therapy, Occupational Therapy, Exercise Science, Sport Management, Counseling, and Business Administration. These real-world experiences are essential to preparing our students for successful professional careers and provide tangible benefit to the center.

Moreover, we welcome the opportunity to explore future partnerships with the City in support of community programming, workforce development, and service-learning initiatives. The proposed location's proximity to our campus makes collaboration both practical and promising.

Thank you for your leadership and the thoughtful work of the Special Committee on the Future of a Consolidated Parks & Recreation Facility.

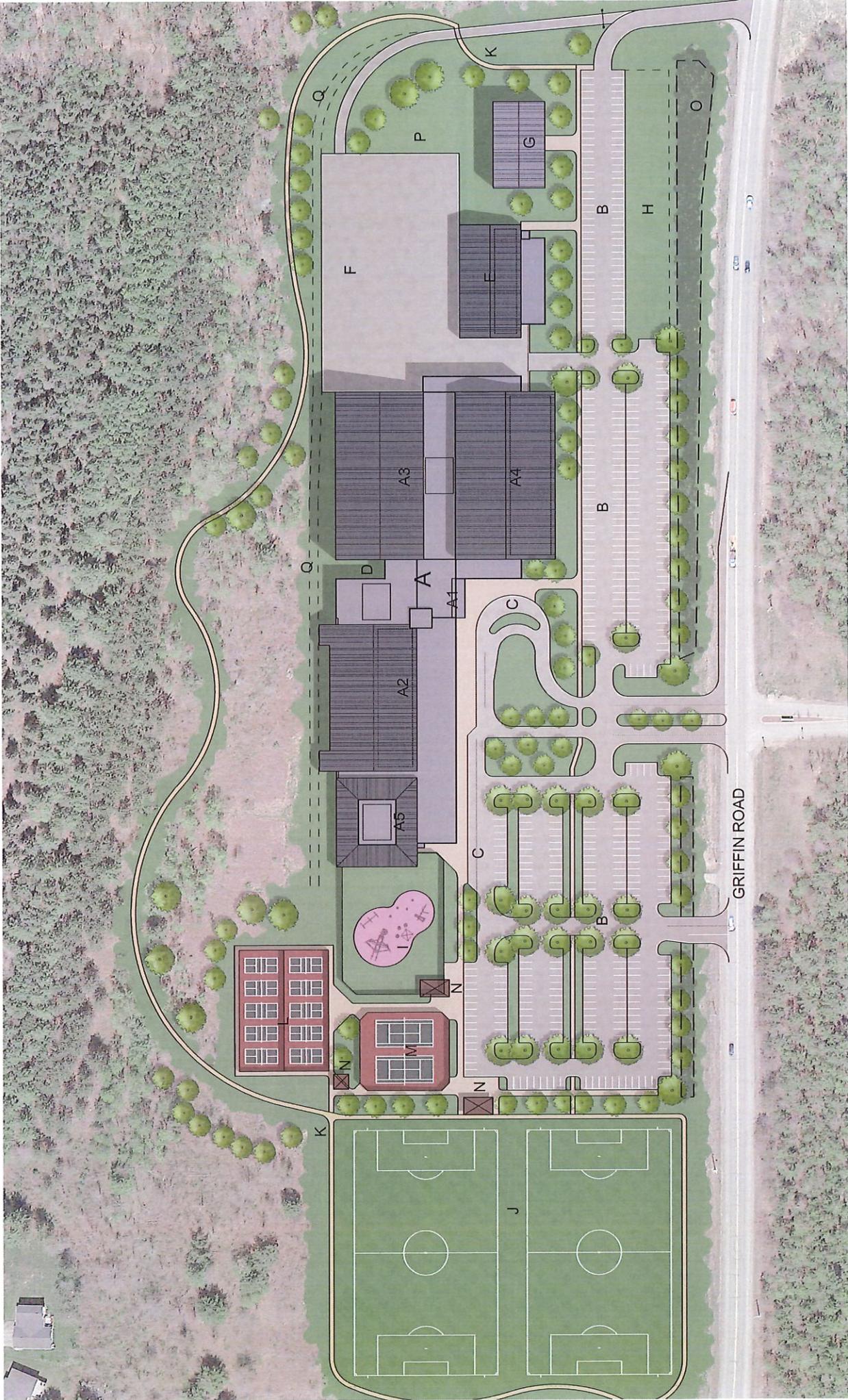
Best Regards,

A handwritten signature in black ink that reads "Lynne Coy-Ogan, Ed.D." in a cursive style.

Lynne Coy-Ogan, Ed.D.
President
Husson University

OFFICE OF THE PRESIDENT

1 COLLEGE CIRCLE | BANGOR ME 04401-2929 | 207.941.7000 | HUSSON.EDU



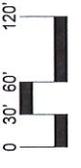
LEGEND: A. Community Center Building; A1. Lobby A2. Gymnasium A3. Ice Sheet 1 A4. Ice Sheet 2 A5. Childcare B. +/-480 Space Parking Lot C. Drop-Off Lane D. Courtyard
 Intenance Building F. Service Yard G. Health and Community Services Building H. Overflow Grass Parking I. Playground / Play Yard J. (2) 195' x 330' Soccer Field or (1) 225'x360' Soccer
 or Small Sided Youth Play K. Trail L. Pickleball Courts M. Tennis Courts N. Shelter O. Stormwater Management P. Open Space for Future Growth Q. Fire Lane Reinforced Lawn Route



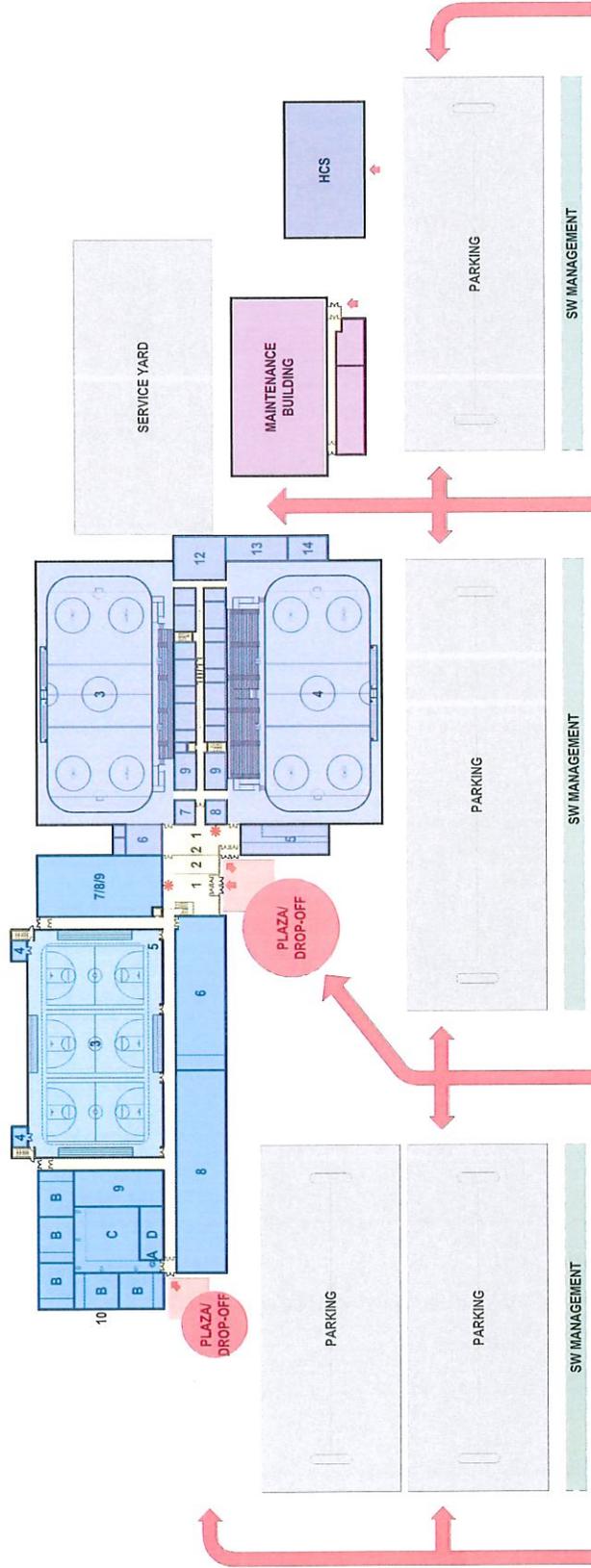
Bangor Recreation Complex

Site Concept Plan

Bangor, Maine
 May 2025



- RECREATION CENTER**
1. LOBBY/CONTROL
 2. LOUNGE SEATING
 3. OFFICE
 4. GYMNASIUM STORAGE
 5. 3-LANE SUSPENDED WALK/JOG TRACK ABOVE
 6. 500 SF FITNESS SUITE
 7. 500 SF FITNESS SUITE
 8. ACTIVITY PROGRAM SPACES:
 - MULTIPURPOSE ROOMS
 - ARTS & CRAFTS
 - GYMNASIUM LUNGE
 - LOCKER ROOMS
 - INDOOR PLAYGROUND
 - SPORTS SUITE
 - ACTIVITY WALL
 9. RESTROOMS
 10. CHILD CARE
 11. CLASSROOM
 12. ATRIUM/PLAY SPACE
 13. SUPPORT
- SKATING CENTER**
1. LOBBY/CONTROL
 2. LOUNGE SEATING
 3. ICE SHEET #1 (250 SEATS)
 4. ICE SHEET #2 (850 SEATS)
 5. ADMINISTRATION SUITE
 6. RESTROOMS
 7. SKATE SHARPENING
 8. CONCESSIONS
 9. RESTROOMS
 10. MEDIA ROOM
 11. MEDIA ROOM SUITE ABOVE
 12. ZAMBONI
 13. REFRIGERATION
 14. BUILDING SERVICES





81-1012
1843





Bangor Recreation Complex

Conceptual Perspective View



Bangor, Maine

May 2025

Executive Summary

Facility Concepts, Recommendations, and Capital Costs

Based on the program plan developed following the conclusion of the public engagement, the CHA consulting team developed a facility concept. Working with the Parks and Recreation project team, the layout was refined several times to create the final draft design.

The final building plan features a new recreation center with a wing that includes a fitness center, three-court gymnasium, walking/jogging track, childcare areas, multipurpose space, staff offices, and locker rooms. The shared lobby then attaches to a second wing that features two sheets of ice, spectator seating, a multipurpose space, team locker rooms, a media space, staff offices, and a support space.

The site layout also includes the maintenance area (with space for Parks and Recreation and the schools) and a new structure for the Health and Human Services Building.

The estimated construction costs for the new facilities included in the plan are:

- Recreation Center: \$14,434,800 – \$15,156,540
- Skating Center: \$17,491,020 – \$18,411,600
- Maintenance Building: \$6,918,615 – \$7,337,925
- Health and Human Services Building: \$2,730,000 – \$2,870,000

Following building design, the plan for the outdoor space surrounding the facility was determined, including parking, a walking path, athletic fields, tennis courts, pickleball courts, and a couple of shelters.

The estimated cost for the site design is \$7,334,250 – \$9,707,250

Facility Concept, Recommendations, and Capital Costs

Facilities

Recreation Center and Ice Arena

The new 76,000 square-foot recreation center (in Figure 8.1) is anticipated to be primarily a single-story facility to minimize cost and enhance accessibility. The proposed suspended walk-jog track would be the only component on an upper level, which will require two egress stairs and a two-stop hydraulic elevator. The recreation center program comprises public/activity spaces, an administrative suite, childcare areas, and building support spaces.

The public/activity spaces include entrance and reception areas, a fitness center,

lounge spaces, multipurpose spaces, a three-court gymnasium, an indoor playground, and changing rooms. Strength training was eliminated from the program to prevent competition with other existing facilities in the city. The administration suite anticipates future growth and includes offices and meeting space. The childcare component comprises five classrooms and associated support spaces.

The 97,000 square-foot ice arena is also anticipated to be primarily a single-story structure with multipurpose and media space over a locker/changing room core centered between the two ice sheets. This overlooking

mezzanine will require elevator access and two staircases. The locker core will have 12 locker changing rooms, with half of them featuring shower facilities.

The two ice sheets have spectator seating, with planned seating for 250 and 750 spectators. The facility will also have spaces to maintain the ice sheets, a refrigeration plant, two Zambonis, and storage. An administrative suite is programmed, as is a lobby/entrance, concessions, and skate rental/sharpening. An ice-level multipurpose room is planned for events and parties.

The proposed design envisions a shared single main entrance plaza serving both lobbies. The lobbies would be interconnected but could also be separated to accommodate different schedules. A separate entrance would be provided for childcare. Simple linear circulation routes have been developed to avoid circuitous and difficult wayfinding. The single-story and large linear footprint could allow for significant solar collection on the south-facing roofs.

Proposed Maintenance Building

The 42,000 square-foot maintenance building is programmed to combine the municipal and school needs in one shared facility. A pre-engineered, single-story steel building with support wing/headhouse is anticipated to be the most cost-effective solution. The pre-engineered building would contain work space and storage; the support wing would house the offices, break room, restrooms, and lockers. A large outdoor fenced area would be included with secure/roofed material bins. Similar to the recreation center and ice arena, the large footprint could allow for significant solar collection on the south-facing roof.

Estimated Construction Costs

The budget summary below identifies potential cost breakdowns associated with various building components. All costs are based on 2025 dollars, rounded, and estimated based on the preferred master plan designs developed for the community.

1. Recreation Center: 75,923 GSF
 - Construction Costs: $\$220 - \$230/\text{SF} \times 75,923 \text{ GSF} = \$16,703,060 - \$17,462,290$
 - Soft Costs: 30% Construction = $\$5,010,918 - \$5,238,687$
 - **Total: $\$21,713,978 - \$22,700,977$**

2. Skating Center: 96,896 GSF
 - Construction Costs: $\$210 - \$220/\text{SF} \times 96,896 \text{ GSF} = \$20,348,160 - \$21,317,120$
 - Soft Costs: 20% Construction = $\$4,069,632 - \$4,263,424$
 - **Total: $\$24,417,792 - \$25,580,544$**

3. Maintenance Building: 41,931 GSF
 - Construction Costs: $\$185 - \$195/\text{SF} \times 41,931 \text{ GSF} = \$7,757,235 - \$8,176,545$
 - Soft Costs: 20% Construction = $\$1,551,447 - \$1,635,309$
 - **Total: $\$9,308,682 - \$9,811,854$**

4. Health & Human Services: 14,000 GSF
 - Construction Costs: $\$215 - \$225/\text{SF} \times 14,000 \text{ GSF} = \$3,010,000 - \$3,150,000$
 - Soft Costs: 35% Construction = $\$1,053,500 - \$1,102,500$
 - **Total: $\$4,063,500 - \$4,252,500$**

Soft costs, contingencies, and escalation costs have been added to develop the Total Building Construction Cost and Total Project Cost. Suggested percentages for these are as follows:

A. Total Construction Cost:

1. Insurance: 2.5%
2. Bonds: 0.5%
3. Permits: 2.0%
4. Construction Management Fee: 3.0%
5. Construction Design Contingency: 10% – 12%

B. Total Project Cost:

1. Escalation (to midpoint of construction): 5.5% – 6.0% annually
2. Owner's Construction Contingency: 5%
3. Soft Costs* (Design, Fees, Furniture, Fixtures, Equipment): 25% – 30%

*Soft costs typically include engineering and project management services, public hearings, pre-construction permits, printing and advertising, and other project implementation efforts.

Site

There is a great opportunity to incorporate passive and active outdoor recreational facilities, as well as other features at the proposed Bangor community/recreation center. This section identifies the basic scope of recommended outdoor recreation facility improvements. The range of improvements has been informed through a public engagement and feedback process, as well as from discussions with Parks and Recreation Department leadership and staff.

Parking Lot and Circulation

New parking areas—comprising four parking lots—are proposed for the site: Two at the community center building, one at the ice arena, and one at the maintenance and Health and Community Services building. These parking areas are not proposed to be dedicated to each facility; they are intended for shared use. There are three drop-off/pickup areas proposed: one at the community center/ice arena combined entrance, one at the childcare center and playground, and one at the multiuse athletic field.

The new parking lot will accomplish the following:

- Provide 480 parking spaces including multiple ADA-compliant parking spaces
- Provide ADA-compliant access points and pathways that allow connections to each new facility
- New lighting along parking lot edges for improved pedestrian comfort, security, and safety
- New shade tree plantings within and adjacent to the parking zone
- Resilient, green infrastructure is recommended for handling drainage runoff of the parking areas

The new parking lot would be surfaced with asphalt for maximum use, accessibility, and ease of maintenance, with some porous pavement areas where practical. New shade trees would be strategically located within parking lot islands to offer shade and improve aesthetics.

Potential Site Improvement Cost

The budget summary below identifies the potential breakdown of costs associated with various Phase 1 site improvements. All costs are based on 2025 dollars, rounded, and estimated based on the preferred feasibility study designs developed for the community.

1. General Site Work:
 - Main Sidewalks, pathways, drop off, parking areas, fencing, lighting, bike racks, landscaping.
 - **Total: \$3,960,000 - \$4,950,000**
2. Demolition, Earthwork:
 - Erosion control, site clearing, earthwork
 - **Total: \$176,000 - \$252,500**
3. Site Utilities:
 - Utility installation - anticipated
 - **Total: \$330,000 - \$385,000**
4. Playground:
 - Play area, surfacing, play lawn, fencing, amenities, shade shelter
 - **Total: \$275,000 - \$330,000**

Total Budgeted Probable Cost: \$4,741,000 - \$5,917,500

Note: All anticipated costs include contractor general conditions, contingencies, and soft costs*

*Soft costs equal approximately 25% of the total construction cost and typically include engineering and project management services, public hearings, permits, printing and advertising, etc. and other efforts associated with implementation of a project.

Future Site Additions

The costs for future additions to the site are estimated as follows:

1. Turf Multi-Purpose Fields:
 - 2 Junior Fields, one full size field, either natural turf or synthetic turf, associated walkways, shade shelter or storage building with potential restrooms.
 - **Total: \$1,760,000 - \$2,750,000**
2. Pickleball Courts (10):
 - Asphalt or post-tension concrete, surfacing, fencing, amenities, associated walkways and amenities.
 - **Total: \$550,000 - \$660,000**
3. Tennis Courts (2):
 - Asphalt or post-tension concrete, surfacing, fencing, associated walkways and amenities.
 - **Total: \$440,000 - \$520,000**
4. Shelters/Storage/Restrooms:
 - Tennis and Pickleball Shade Shelter
 - **Total: \$55,000 - \$75,000**

5. Amenities:

- Miscellaneous amenities
- **Total: \$125,000 - \$200,000**

Total Budgeted Probable Cost: \$2,930,000 - \$4,205,000

Total Estimated Project Costs

Proposed Phase 1 Project Cost:

Phase 1 Project Costs - Site

- Site Items 1-4; General Site Work, Demolition and Earthwork, Site Utilities, Playground:
- \$4,741,000 - \$5,917,500

Phase 1 Project Costs – Facilities

- Items 1-3; Recreation Center, Skating Center, and Maintenance Building:
- \$55,440,452 - \$58,093,375

Total Phase 1 Project Cost – Facilities and Site (Rounded)

- **\$60,181,000 - \$64,011,000**

Future Project Costs:

Future Project Costs –Site

- Turf Multi-Purpose Fields, Pickleball Courts (10), Tennis Courts (2), Shelters/Storage/Restrooms, Miscellaneous Amenities
- \$2,930,000 - \$4,205,000

Future Project Costs – Facilities

- Health & Human Services Building
- \$4,063,500 - \$4,252,500

Total Future Project Costs – Facilities and Site

- **\$6,994,000 – \$8,458,000**

Total Full (Phase 1 and Future) Project Cost (Rounded)

- **\$67,175,000 – \$72,469,000**

Table 1.1 depicts a five-year proforma resulting in a potential first year 54% cost recovery. The potential cost recovery increases to 71% in year five.

Table 1.1: Five-Year Proforma

Bangor Maine Recreation Center Five-Year Proforma 54% First Year - 71% Fifth Year					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
EXPENSES					
Personnel	\$2,613,387	\$2,691,789	\$2,772,543	\$2,855,719	\$2,941,391
Contractual Services	\$886,747	\$904,482	\$931,617	\$959,565	\$988,352
Commodities	\$137,300	\$140,046	\$142,847	\$145,704	\$148,618
TOTAL EXPENSES	\$3,637,435	\$3,736,317	\$3,847,006	\$3,960,988	\$4,078,361
REVENUES					
Fitness Center Memberships/Passes	\$665,660	\$732,226	\$805,449	\$885,993	\$974,593
Recreation Center Revenue	\$400,150	\$440,165	\$484,182	\$532,600	\$585,860
Ice Center Revenue	\$288,301	\$317,131	\$348,844	\$383,729	\$422,101
Childcare	\$606,360	\$666,996	\$733,696	\$807,065	\$887,772
Customer Services	\$7,860	\$8,646	\$9,511	\$10,462	\$11,508
TOTAL REVENUE	\$1,968,331	\$2,165,164	\$2,381,681	\$2,619,849	\$2,881,833
NET	(\$1,669,104)	(\$1,571,153)	(\$1,465,326)	(\$1,341,139)	(\$1,196,527)
COST RECOVERY	54%	58%	62%	66%	71%
Based on 2025 Figures					
Preliminary Draft Operational Budget Projections - No guarantee is being implied by BerryDunn that these projections will be obtained					

Expenses were increased annually by a factor of 3% to account for increased costs.

Revenues were increased annually by a factor of 10% to account for additional programs/rentals/fitness center memberships that would be sold as the operations became more efficient and more popular.

Table 1.2 depicts a one-year summary including all expenses and revenue, resulting in a potential cost recovery of 54%.

Table 10.2: One-Year Summary

Bangor Maine Recreation Center One Year Executive Summary Operations & Maintenance Summary		
TOTAL EXPENSES		\$3,637,435
	Full-time staffing	\$1,750,320
	Part-time staffing	\$863,067
	Contractual Services	\$886,747
	Commodities	\$137,300
TOTAL REVENUE		\$1,968,331
	Fitness Center Memberships/Passes	\$665,660
	Recreation Center Revenue	\$400,150
	Ice Center Revenue	\$288,301
	Childcare	\$606,360
	Customer Services	\$7,860
TOTAL NET		(\$1,669,104)
COST RECOVERY		54%
COST RECOVERY GOAL		
Preliminary Draft Operational Budget Projections - No guarantee is being implied by BerryDunn that these projections will be obtained		

Table 1.3 outlines the color coding for the details in Table 1.4. Table 11.4 depicts the details for expenses—including staffing, contractual services, and commodities totaling \$3,367,4356.

Table 10.3: Expenses Color-Coding Legend

Legend		
Recreation Center	Kids Cave Before- and After-School Program	Ice Center
Maintenance Building	Health and Human Services	Recreation Department

Table 10.4: Expenses

Bangor Maine Recreation Center Detailed Operations & Maintenance Projections							54%	
Estimated Cost Recovery								
BerryDunn Recommendations with Fitness Memberships								
							Sub total	Total
STAFFING PROJECTIONS								
				Number	Salary	Annual Cost		
	Recreation Center	Recreation Center Manager		1	\$88,000.00	\$88,000		
		Operations Manager		1	\$88,000.00	\$88,000		
		Athletic Events Specialist/Maintenance		2	\$71,500.00	\$143,000		
		Senior Programmer		1	\$60,500.00	\$60,500		
		Recreation Programmer		1	\$60,500.00	\$60,500		
		Youth/Teen Programmer		1	\$60,500.00	\$60,500		
		Marketing/Special Events		1	\$60,500.00	\$60,500		
		Fitness Center Supervisor		1	\$60,500.00	\$60,500		
		Custodians		5	\$60,500.00	\$302,500		
		Front Office Receptionist		1	\$60,500.00	\$60,500		
	Kids Cave Before & After School Program	Childcare Coordinator		1	\$73,700.00	\$73,700		
		Assistant Childcare Coordinator		1	\$60,500.00	\$60,500		
	Ice Rink Staff	Rink Manager		1	\$79,200.00	\$79,200		
		Ice Maintenance Worker		3	\$49,500.00	\$148,500		
			Total # FTEs	21				
			Benefit Percentage included in wages	30.00%		\$403,920		
	Part Time Staff with Benefits				Hours	Hourly Cost	\$863,067	33.02%
	Recreation Center	Customer Service Staff (Recreational Specialist 1)		2000	\$16.50	\$33,000		
		Customer Service Staff (Recreational Specialist 1)		4950	\$16.50	\$81,675		
	Peak hours	Customer Service Staff (Recreational Specialist 1)		1650	\$16.50	\$27,225		
		Assistant Fitness Coordinator/Personal Trainer		1040	\$22.00	\$22,880		
		Fitness Center Staff		6800	\$16.50	\$112,200		
	Kids Cave Before & After School Program (20 = Part Time Employees (Counselors)			20	\$7,800.00	\$156,000		
	Summer Camp (temporary payroll...28 part time summer camp counselors)			28	\$5,357.14	\$150,000		
	exclusive of (temporary payroll...28 part time summer camp counselors)		Total # part Time Staff Hours	14488				
			Benefit Percentage included in wages	0.00%		\$0		
	Ice Rink Staff	Customer Service Staff (Recreational Specialist 1)		5775	\$16.50	\$95,288		
	skate sharpening	Customer Service Staff (Recreational Specialist 1)		2800	\$16.50	\$46,200		
		Maintenance Worker		8400	\$16.50	\$138,600		
			Total # part Time Staff Hours	16975				
			Benefit Percentage included in wages	0.00%		\$0		
OPERATING EXPENSES								

Contractual Services		Multiplier	Unit Cost	Sq. Ft.	\$886,747
Building Maintenance Expenses to include those highlighted below					
Recreation Center	Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	57,085	\$57,085
Recreation Center	Utilities: Heating (Gross Square Footage Cost)	1.00	\$1.00	57,085	\$57,085
Recreation Center	Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$0.50	57,085	\$28,543
Recreation Center	Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	57,085	\$14,271
Recreation Center	Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	57,085	\$5,709
Recreation Center	Buildings and Structures Maintenance	0.25	\$1.00	57,085	\$14,271
Recreation Center	Equipment Maintenance	0.25	\$1.00	57,085	\$14,271
Ice Rink	Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00	82,115	\$82,115
Ice Rink	Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	82,115	\$82,115
Ice Rink	Utilities: Heating (Gross Square Footage Cost)	1.00	\$0.50	82,115	\$41,058
Ice Rink	Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	82,115	\$20,529
Ice Rink	Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	82,115	\$8,212
Ice Rink	Buildings and Structures Maintenance	0.25	\$1.00	82,115	\$20,529
Ice Rink	Equipment Maintenance	0.25	\$1.00	82,115	\$20,529
Ice Rink	Snow Removal	0.50	\$1.00	82,115	\$41,058
Maintenance Building	Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00	35,535	\$35,535
Maintenance Building	Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	35,535	\$35,535
Maintenance Building	Utilities: Heating (Gross Square Footage Cost)	1.00	\$0.50	35,535	\$17,768
Maintenance Building	Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	35,535	\$8,884
Maintenance Building	Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	35,535	\$3,554
Maintenance Building	Buildings and Structures Maintenance	0.25	\$1.00	35,535	\$8,884
Maintenance Building	Equipment Maintenance	0.25	\$1.00	35,535	\$8,884
Maintenance Building	Snow Removal	0.50	\$1.00	35,535	\$17,768
Health & Human Services	Utilities: Water & Sewer (Gross Square Footage Cost)	1.00	\$1.00	0	\$0
Health & Human Services	Utilities: Electrical (Gross Square Footage Cost)	1.00	\$1.00	0	\$0
Health & Human Services	Utilities: Heating (Gross Square Footage Cost)	1.00	\$0.50	0	\$0
Health & Human Services	Repair and Reserve Roof, Floor, HVAC	0.25	\$1.00	0	\$0
Health & Human Services	Repair and Reserve Equipment (tables, chairs)	0.10	\$1.00	0	\$0
Health & Human Services	Buildings and Structures Maintenance	0.25	\$1.00	0	\$0
Health & Human Services	Equipment Maintenance	0.25	\$1.00	0	\$0
Health & Human Services	Snow Removal	0.50	\$1.00	0	\$0
	Telephone / Internet / Cable (15 connections)	12	\$680.00		\$8,160
	Annual cable fee	1	\$850.00		\$850
	Trash Service	1	\$4,500.00		\$4,500
	Security/Fire Alarm Service	1	\$1,800.00		\$1,800
	Bank Fees - Credit Card Charges/Registration (2% registration fee, current \$20,000 3% credit card)	0.03	\$1,968,331.00		\$59,050
	Community Activity Insurance	0.001	\$1.00		\$0
	Gymnasium Insurance	0.001	\$1.00		\$0
	Ice Rink Insurance	0.001	\$1.00		\$0
Kids Cave Before & After School Program	(all other expenses...Busing, travel, supplies, clothing, food, departmental)	1	\$20,000.00		\$20,000
Kids Cave Before & After School Program	Bus transportation	1	\$30,000.00		\$30,000
Kids Cave Before & After School Program	Food	1	\$6,200.00		\$6,200
Summer Camp	(all other expenses...Busing, travel, supplies, clothing, food, departmental)	1	\$30,000.00		\$30,000
Recreation Program	Misc Supplies (all other expenses...)	1	\$32,000.00		\$32,000
	Professional and Technical Services	1	\$50,000.00		\$50,000
		1	\$0.00		\$0
		1	\$0.00		\$0
OPERATING EXPENSES continued					\$137,300
Commodities					
	Office Supplies	1	\$5,000.00		\$5,000
	Community Programs	1	\$10,000.00		\$10,000
	First Aid Equipment	12	\$200.00		\$2,400
	First Aid Supplies	12	\$200.00		\$2,400
	Building Maintenance Supplies	12	\$500.00		\$6,000
	Marketing/Printing	1	\$18,000.00		\$18,000
	Custodial Supplies	12	\$1,250.00		\$15,000
	Education/Training	1	\$10,000.00		\$10,000
	Uniforms	1	\$2,500.00		\$2,500
Ice Rink	Gas/Oil				\$3,000
	Uniforms				\$1,000
	Refrigeration Plant Maintenance				\$12,000
	Capital Replacement Fund				\$25,000
	Zamboni Annual Maintenance (2)				\$10,000
	Misc. Expenses				\$15,000
	Operating exclusive of staffing				\$1,024,047
	TOTAL EXPENSES				\$3,637,435

Table 1.5 depicts the details regarding potential revenue generation for the first year of operation, including rentals, programs, leagues, and special events, totaling \$1,968,331.

Table 10.5: Potential Revenue Generation for Year 1

REVENUE						\$665,660
Fitness Center Memberships/Passes		Projected Head Count	Projected Passes Sold Annually	Price	Revenue	
Population-31,753						
projected usage 3x a week for 50 weeks (150 visits per pass)	<u>Annual Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$385,000
	Adult: 29 – 61 years	75,000	500	\$418.00	\$ 209,000	
	Senior: 62+ years	30,000	200	\$352.00	\$ 70,400	
	Young Adult: 18 – 28 years	30,000	200	\$308.00	\$ 61,600	
	Student: 12 – 17 years	30,000	200	\$220.00	\$ 44,000	
		165,000	1100			
projected usage 3x a week for 50 weeks (150 visits per pass)	<u>Annual Non-Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$161,700
	Adult: 29 – 61 years	26,250	175	\$501.60	\$ 87,780	
	Senior: 62+ years	10,500	70	\$422.40	\$ 29,568	
	Young Adult: 18 – 28 years	10,500	70	\$369.60	\$ 25,872	
	Student: 12 – 17 years	10,500	70	\$264.00	\$ 18,480	
		57,750	385			
projected usage 3x a week for 4 weeks (12 visits per pass)	<u>Monthly Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$57,200
	Adult: 29 – 61 years	9,600	800	\$38.00	\$ 30,400	
	Senior: 62+ years	3,600	300	\$32.00	\$ 9,600	
	Young Adult: 18 – 28 years	4,800	400	\$28.00	\$ 11,200	
	Student: 12 – 17 years	3,600	300	\$20.00	\$ 6,000	
		21,600	1800			
projected usage 3x a week for 4 weeks (12 visits per pass)	<u>Monthly Non-Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$24,024
	Adult: 29 – 61 years	3,360	280	\$45.60	\$ 12,768	
	Senior: 62+ years	1,260	105	\$38.40	\$ 4,032	
	Young Adult: 18 – 28 years	1,680	140	\$33.60	\$ 4,704	
	Student: 12 – 17 years	1,260	105	\$24.00	\$ 2,520	
		7,560	630			
	<u>Daily Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$24,800
	Adult: 29 – 61 years	1,000	1000	\$10.00	\$ 10,000	
	Senior: 62+ years	600	600	\$8.00	\$ 4,800	
	Young Adult: 18 – 28 years	800	800	\$8.00	\$ 6,400	
	Student: 12 – 17 years	600	600	\$6.00	\$ 3,600	
		3,000	3000			
	<u>Daily Non-Resident Passes</u>		<u>Number</u>	<u>Price</u>	<u>Revenue</u>	\$12,936
	Adult: 29 – 61 years	560	560	\$12.00	\$ 6,720	
	Senior: 62+ years	210	210	\$9.60	\$ 2,016	
	Young Adult: 18 – 28 years	280	280	\$9.60	\$ 2,688	
	Student: 12 – 17 years	210	210	\$7.20	\$ 1,512	
		1,260	1260			
	Total Daily Admissions Visits	256,170				
	Total Visits	743				
Recreation Center Revenue						\$400,150
Programs			Fee Collected	Direct Program Expenses	Multiplier	
Special Events		#/Year	Price	Hours	Revenue	
Birthday Parties (include 10 participants) (\$200/hr. x 2 hrs.)		104	\$200.00	2	\$41,600	\$41,600 10.40%
Tournaments/Competitions (in-house)		#/Year	Price	Multiplier	Revenue	
Basketball Tournaments (32 teams, \$100 registration)		2	\$3,200.00	50%	\$3,200	\$3,200 4.80%
Pickleball Tournaments (64 teams, \$100 registration)		4	\$6,400.00	50%	\$12,800	\$12,800
Cheerleading Competitions (64 teams, \$100 registration)		1	\$6,400.00	50%	\$3,200	\$3,200
Programs		#/Year	Price	Multiplier	Revenue	\$185,125 46.26%
Drop In Gym Resident (Basketball/Volleyball/Pickleball)		10,000	\$5.00	100%	\$50,000	\$50,000
Drop In Playground resident		10,000	\$5.00	100%	\$50,000	\$50,000
Drop In Gym Non-Resident (Basketball/Volleyball/Pickleball)		500	\$8.00	100%	\$4,000	\$4,000
Drop In Playground Non-Resident		500	\$8.00	100%	\$4,000	\$4,000
Basketball Instruction		100	\$30.00	50%	\$1,500	\$1,500
Basketball Leagues		250	\$30.00	75%	\$5,625	\$5,625
Basketball Clinics		100	\$25.00	50%	\$1,250	\$1,250
Pickleball Instruction		100	\$30.00	50%	\$1,500	\$1,500
Pickleball Leagues		200	\$30.00	75%	\$4,500	\$4,500
Pickleball Clinics		100	\$25.00	50%	\$1,250	\$1,250
Arts & Crafts Programs		250	\$30.00	75%	\$5,625	\$5,625
Music Programs		250	\$30.00	75%	\$5,625	\$5,625
SPORTS Leagues		250	\$30.00	75%	\$5,625	\$5,625
SPORTS Clinics		100	\$25.00	50%	\$1,250	\$1,250
Boot Camp Classes		2,500	\$10.00	75%	\$18,750	\$18,750
Dance Classes		1,250	\$10.00	75%	\$9,375	\$9,375
Yoga		250	\$30.00	75%	\$5,625	\$5,625
Aerobics		100	\$25.00	50%	\$1,250	\$1,250
Life Skills		250	\$10.00	75%	\$1,875	\$1,875
Homeschoolers		100	\$10.00	75%	\$750	\$750
Wellness		200	\$30.00	75%	\$4,500	\$4,500
Theatre/Acting		100	\$25.00	50%	\$1,250	\$1,250
Rec Center Rentals		#/Year	Cost	Multiplier	Revenue	\$154,225 38.54%
Rec Center (4 hours)		12	\$1,000.00	75%	\$9,000	\$9,000
this would include 1 rentals per month Indoor Playground (2 hour min) (include 10 participants)		12	\$100.00	50%	\$600	\$600
this would include 1 rentals per month Entire Gym (three Courts) (per day)		250	\$1,500.00	50%	\$9,000	\$9,000
this would include 5 rentals per week Entire Gym (three Courts) (per hour)		750	\$200.00	50%	\$25,000	\$25,000
this would include only 15 rentals per week One Court (per hour)		250	\$75.00	50%	\$28,125	\$28,125
this would include 5 rentals per week Large Multipurpose room (2 hour rental)		250	\$100.00	50%	\$12,500	\$12,500
this would include 5 rentals per week Small Multipurpose room (2 hour rental)		250	\$50.00	50%	\$6,250	\$6,250
this would include 5 rentals per week Arts & Crafts room (2 hour rental)		250	\$50.00	50%	\$6,250	\$6,250
this would include only 2 rental per week Multigenerational Lounge (2 hour rental)		100	\$25.00	50%	\$1,250	\$1,250
this would include 5 rentals per week Esports room (2 hour rental)		250	\$90.00	50%	\$8,250	\$8,250
this would include 5 rentals per week Activity Wall (2 hour rental)		250	\$50.00	50%	\$6,250	\$6,250
this would include 5 rentals per week Group Exercise Studio (per hour) (non profit)		250	\$50.00	50%	\$6,250	\$6,250
this would include only 15 rentals per week Group Exercise Studio (per hour)		750	\$50.00	1	\$37,500	\$37,500

							\$289,301
Ice Center Revenue							
Ice Programs							
			Fee Collected	Direct Program Expenses	Multiplier		
Special Events		#/Year	Price	Hours	Revenue		
After Hours Skate (include 100 participants, \$10 each) (\$2000/hr. x 2 hrs.)		1	\$4,000.00	2	\$8,000	\$39,200	13.60%
Ice Skating Rink Birthday Parties (include 10 skate rentals) (\$300/hr. x 2 hrs.)		52	\$300.00	2	\$31,200	\$31,200	
Tournaments/Competitions (in-house)		#/Year	Price	Multiplier	Revenue	\$9,600	3.33%
Hockey Tournaments (32 teams, \$100 registration)		2	\$3,200.00	50%	\$3,200	\$3,200	
Skating Competitions / Tournaments 64 participants, \$100 registration)		2	\$6,400.00	50%	\$6,400	\$6,400	
Programs		#/Year	Price	Multiplier	Revenue	\$30,251	10.49%
Skating Instruction		500	\$30.00	50%	\$7,500	\$7,500	
Hockey Leagues		250	\$100.00	75%	\$18,750	\$18,750	
Hockey Clinics		100	\$25.00	50%	\$1,250	\$1,250	
Drop In Program		500	\$10.00	50%	\$2,500	\$2,500	
Free Style Ice		50	\$10.00	50%	\$250	\$250	
Speed Skating		1	\$1.00	50%	\$1	\$1	
Other		1	\$1.00	50%	\$1	\$1	
Ice Rink Rentals		Hours	Amount	Multiplier		\$209,250	72.58%
Rink (assumes 4 hours of rental Monday - Friday, 40 weeks a year)		800	\$225.00	50%	\$90,000	\$90,000	
Rink (assumes 12 hours of rental Saturday/Sunday, 40 weeks a year)		960	\$225.00	50%	\$108,000	\$108,000	
this would include 5 rentals per week Small Multipurpose room (2 hour rental)		250	\$50.00	50%	\$6,250	\$6,250	
this would include only 2 rental per week Media Mezzanine/Multipurpose Lounge (2 hour rental)		100	\$100.00	50%	\$5,000	\$5,000	
Childcare		# of Student	Amount	Multiplier		\$606,360	69.95%
Kids Cave Before & After School Program						\$424,200	
Before School Only (42 weeks)		31	\$50.00	42	\$65,100	\$65,100	
Before School Plus (42 weeks)		28	\$65.00	42	\$76,440	\$76,440	
After School Only (42 weeks)		26	\$80.00	42	\$87,360	\$87,360	
After School Plus (42 weeks)		20	\$95.00	42	\$79,800	\$79,800	
Before and After School Only (42 weeks)		10	\$130.00	42	\$54,600	\$54,600	
The Whole Enchilada (42 weeks)		10	\$145.00	42	\$60,900	\$60,900	
Summer Camp						\$182,160	30.04%
Summer Camp (8 weeks)		138	\$165.00	8	\$182,160	\$182,160	
Customer Services		#	Amount	Multiplier	Revenue	\$7,860	
Skate Sharpening/Repair		260	\$8.00	100%	\$2,080	\$2,080	
Skate Rental		260	\$3.00	100%	\$780	\$780	
General Admission Skating		1000	\$5.00	100%	\$5,000	\$5,000	
TOTAL REVENUE						\$1,968,331	
TOTAL NET						(\$1,669,104)	
COST RECOVERY						54%	

Preliminary Draft Operational Budget Projections - No guarantee is being implied by BerryDunn that these projections will be obtained

Summary

The proforma results in a cost recovery of 54% and a needed subsidy of \$1,669,104 in the first year and a cost recovery of 71% and a needed subsidy of \$1,196,527 in the fifth year of operations.