

6.0 Capital Cost Projections and Funding

6.1 Capital Cost Projections

Table 6.1 provides a preliminary, conceptual budget for the project in a rough order of magnitude in the \$24M (twenty-four million) range, exclusive of consultant fees, development charges, permits, site remediation and miscellaneous FFE items such as a Zamboni. Understanding this project is only at an initial, diagrammatic concept stage, there are a variety of both direct and indirect factors that will influence facility construction (e.g., schedule, industry and market conditions at the time of development, detailed design development, etc.). This budget assumes normal foundations (e.g., no special foundations such as caissons or piles), and we have included a soft cost allowance at 15% of total hard costs. Costs are based on the final 116,040 square foot concept plan.

Table 6.1: Cobourg Multi-Use Community Centre Preliminary Capital Budget	
Budget Item	Projected Cost
General Conditions	\$ 1,693,630.00
Sitework	\$ 1,709,577.00
Concrete	\$ 2,018,608.00
Masonry	\$ 1,792,975.00
Metals	\$ 3,178,928.00
Woods and Plastics	\$ 438,065.00
Thermal and Moisture Protection	\$ 1,313,844.00
Doors and Windows	\$ 908,792.00
Finishes	\$ 1,376,816.00
Specialties	\$ 327,679.00
Furnishings Sub-total	\$ 12,602.00
Special Construction Sub-total	\$ 1,414,821.00
Mechanical	\$ 3,954,455.00
Electrical	\$ 2,373,626.00
Allowance Sub-total	\$ 237,556.00
Insurance, Bonding, Fees	\$ 1,103,279.00
Total Hard Construction Costs Budget	\$ 23,855,254.00
15% Soft Costs	\$ 3,578,250.00
Total Budget	\$ 27,433,504.00

6.2 Capital Funding

The Building Canada Fund is currently the major source of capital funding in Ontario for projects of this type. The Town has applied for Building Canada funding for the projected capital costs of the CCC and, if the application is granted, the building costs discussed in the previous section will be covered. If the application fails, or only a portion of the funding is granted, there are several options - either alone or combined - available to the Town to raise the required financing. These are discussed briefly below.

Debenture Financing: The municipality can issue a debenture for the capital cost of the CCC, and retire the debt over time through available revenue streams.

Community Capital Campaign: Fundraising in the general community around special events, specific contributions (e.g., Buy-a-Brick). Fundraising strategies can be built around the graphic building concept developed by the community in the Design Charrette.

Regardless of the potential for government grants, funds will still be required for equipment, furnishings etc. and these are ideally suited to targeted fundraising initiatives, responsibility for which can be tied to the ultimate user group(s).

Private Donors/Sponsors: As an identifiable but relatively small part of a complex, there may be potential to engage a local company to provide the indoor track in exchange for naming rights. An example of this type of arrangement is the Triton Engineering Services Limited Walking Track, which is located in one of the Town of Orangeville's recreation complex arenas.

Should an aquatic centre be added to the complex at some point in the future, the hospital would be a likely candidate to consider for a contribution to developing a therapeutic pool, in return for which they would receive guaranteed access for their programs.

Capital Surcharges: Major user groups contribute an agreed upon contribution to capital - a capital surcharge - based on hours of use or number of teams. This is quite a common approach to fundraising for arenas, likely due to the level of demand for prime ice time relative to identifiable and organized groups. Assuming, for example, an arena is used for at least 65 prime-time hours for 30 weeks annually, a capital surcharge of \$15/prime-time hour of ice use would generate \$29,250 annually that could be directed toward capital debt-repayment. Increasing that to \$25/per prime-time hour would generate close to \$48,750 annually. Surcharges are discontinued once the debt is retired.

Foundations: Foundations are also a potential funding source for community projects. There are many foundations in Canada, and their involvement in funding varies by agency.

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8.2 Operating Costs for a Town Operated CCC

8.2.1 Arena Costs and Revenues

In both scenarios, the Town operates the arenas and its costs are the same. Table 8.1 shows a five year operating projection for the arenas, which is based on budget data provided by the Town for 2009, and projections using this baseline. Ice revenues were increased by 3% annually, according to the Town's annual fee increase. Non-ice revenues were increased by 10% annually with the exception of arena floor rentals, which were increased by 20% per year in anticipation of expanded use of the 2,000 seat pad. Municipal staff is interested in increasing floor rentals in the 2,000 seat arena by hosting major trade shows, concerts, performances, etc. We understand, however, that the Town has not yet undertaken market studies to confirm the extent of potential use. Opportunities to attract more of these types of uses to Cobourg should be explored in consultation with promoters in the entertainment industry.

Salaries were increased by 3%. Other costs were increased using a 2% per annum inflation rate⁸, while recognizing that certain, specific costs are difficult to anticipate with confidence. Energy costs are particularly difficult to project due to market volatility and fluctuations in price. At the same time, these costs comprise a significant component of overall operating costs in recreation complexes. As shown below, these calculations produce a net operating cost to the Town for the arena that decreases somewhat over time, from about \$218,000 in Year 1 to \$176,000 in Year 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUES					
TOTAL ICE	\$525,075.20	\$540,767.46	\$556,930.48	\$573,578.39	\$590,725.75
TOTAL NON-ICE	87,849.50	97,318.45	107,871.10	119,643.16	132,789.43
TOTAL REVENUES	\$612,924.70	\$638,085.91	\$664,801.57	\$693,221.56	\$723,515.18
EXPENSES					
TOTAL SALARIES AND BENEFITS	\$467,035.89	\$481,015.35	\$495,413.55	\$510,243.06	\$525,516.80
TOTAL ADMINISTRATION	\$51,365.16	\$52,392.46	\$53,440.31	\$54,509.12	\$55,599.30
TOTAL BUILDING	\$236,150.40	\$240,873.41	\$245,690.88	\$250,604.69	\$255,616.79
TOTAL EQUIPMENT	\$17,238.00	\$17,582.76	\$17,934.42	\$18,293.10	\$18,658.97
TOTAL CHARGES AND TRANSFERS	\$63,487.86	\$64,757.62	\$66,052.77	\$67,373.82	\$68,721.30

⁸ the Bank of Canada's average rate for upcoming years

TOTAL EXPENSES	\$830,773.68	\$847,389.15	\$864,336.94	\$881,623.68	\$899,256.15
NET OPERATING COSTS	\$217,848.98	\$209,303.25	\$199,535.36	\$188,402.12	\$175,740.97

8.2.2 Non-Arena Costs

Costs for the program spaces at a new CCC will largely comprise staff, at an estimated \$450,000 to \$500,000 per year over five years. CCC staff will continue to report to the Director of Public Works, as is the case with the existing arenas. In addition to transferring existing arena staff to the CCC, an expanded facility will require several new positions including a facility manager, an administrative assistant, and additional operations/maintenance and cleaning staff. It is expected that the facility manager's position will be responsible for new indoor facilities and will also assume responsibility for outdoor fields and related services. The current arena manager's position will remain unchanged, with the exception of tasks that will be transferred to new support staff. The administrative assistant will provide support for all CCC facilities and services.

Table 8.2: Municipal Staff Expenses for Non-Arena Facilities

	Year 1	Year 2	Year 3	Year 4	Year 5
FACILITY MANAGER	90,125.00	92,828.75	95,613.61	98,482.02	101,436.48
PROGRAM CO-ORDINATOR	64,375.00	66,306.25	68,295.44	70,344.30	72,454.63
ADMINISTRATIVE ASSISTANT	64,375.00	66,306.25	68,395.44	70,344.30	72,454.63
OPERATIONS/MAINTENANCE	183,340.00	188,840.20	194,505.41	200,340.57	206,350.79
CLEANING	47,380.00	48,801.40	50,265.44	51,773.41	53,326.61
TOTAL SALARIES AND BENEFITS	\$449,595.00	\$463,082.85	\$476,975.34	\$491,284.60	\$506,023.13

Additional expenses will be incurred to operate the non-arena components, and these can be expected to be about \$321,000 in Year 1, increasing to \$346,700 in Year 5 based on a per square foot cost to operate the arenas.

8.2.3 Non-Arena Revenues

The following section presents projected revenues for the non-arena components of the CCC. Projections are based on the transfer of existing arena use to a new facility and the additional need for hours that was reported by the respondents to the user group survey. These two components comprise the use of program spaces. Projected revenues do not include use that might occur as a result of facility development alone (e.g., use of the complex lobby area for activities such as receptions, awards presentations, etc.) or through formal program development. Use of new, non-recreation facilities such as lobby space areas and workshops to accommodate arts activities is difficult to anticipate and will, to a large extent, depend on the manner in which these spaces are equipped, the extent to which

they are promoted, and the community's response - especially in the area of volunteer-based programs related to the arts. We have also included revenues from the indoor track, at \$2 per visit with an increase of 10% per year.

Rental fees for program spaces are based on a review of comparable facilities, and an expectation that fees will increase. For the purposes of the projections, annual increases have been used. Table 8.3 lists Year 1 rental rates for various types of program space, each of which was increased by \$1 per year over the five-year period.

	Adult	Minor
Warm Viewing/MP Space	16	15
Gym (single)	24	18
Multi-purpose Room (single)	12	10
Meeting Room	8	8

As shown in Table 8.3, program space rentals have the potential to generate increasing revenues that are projected to be over \$90,000.00 in year 1, increasing to \$144,000 in Year 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
WARM VIEWING/MPS ROOM RENTALS	3,840.00	5,632.00	7,888.00	8,928.00	9,728.00
GYM RENTALS	51,660.00	57,137.00	61,778.00	66,591.00	71,576.00
MULTI-PURPOSE ROOM RENTALS	11,526.00	14,738.00	17,016.00	19,317.00	21,758.00
MEETING ROOM RENTALS	4,000.00	5,400.00	7,000.00	8,800.00	9,600.00
A/V RENTALS	1,000.00	1,200.00	1,400.00	1,600.00	1,800.00
INDOOR TRACK	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00
TOTAL PROGRAM SPACES REVENUES	\$92,026.00	\$106,107.00	\$119,292.00	\$131,856.00	143,744.00

8.2.4 Summary of Operating Costs for a Municipally Operated CCC

Our projections indicate that in Year 1, expenses for a municipally operated CCC will total approximately \$1.6m, and revenues will total about \$704,950, for a net operating cost of \$895,000. By year 5 of its operation, the net operating cost will be in the order of \$883,000.

8.2 Operating Costs for a Town-YMCA CCC Partnership

Table 8.5 presents the information on operating costs for the CCC's non-arena facilities that was provided by the YMCA. In a partnership arrangement whereby the YMCA operates these facilities in partnership with the municipality, it will reduce the Town's projected costs as shown in the figures below - with the exception of the staff costs for a facility manager, as shown in Table 8.2 above.

The YMCA would program and operate the gym, multi-purpose and meeting spaces. Programs would include various group fitness classes for select groups (seniors, youth) scheduling/registration/hosting of recreational leagues (basketball, volleyball, floor hockey, and other indoor recreational pursuits), scheduling/registration/hosting of classes including Karate, first aid, pre/post natal, art, social, health clinics etc. These facilities would also be available for rental by community groups.

	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries/Wages/Benefits	191,136	197,047	203,142	209,424	215,901
Supplies	12,000	12,308	12,624	12,948	13,280
Telephone/Fax etc.	3,600	3,692	3,787	3,884	3,984
Postage/Courier	1,800	1,846	1,893	1,942	1,992
Occupancy (utilities)	94,720	97,149	99,640	102,195	104,815
Repairs/Maintenance/cleaning	107,000	109,744	112,558	121,030	124,773
Marketing	6,000	6,154	6,312	6,473	6,639
Travel/meals	3,000	3,077	3,156	3,237	3,320
Staff/Vol. Development	8,000	8,205	8,415	8,631	8,853
Insurance	30,000	30,769	31,558	32,367	33,197
Bank Fees	1,800	1,846	1,893	1,942	992
Association Services	45,905	47,183	47,498	50,407	51,774
Total YMCA Expense	\$504,961	\$519,020	\$532,476	\$554,480	\$569,520
Town Expense for Facility Manager	\$90,125.00	\$92,828.75	\$95,613.61	\$98,482.02	\$101,436.48
Net Arena Operating Costs	\$217,848.98	\$209,303.25	\$199,535.36	\$188,402.12	\$175,740.97
Program Space Rental Revenues	\$92,026.00	\$106,107.00	\$119,292.00	\$131,856.00	\$143,744.00
Net Town Expense	\$215,947.98	\$196,025.00	\$175,856.97	\$155,028.14	\$133,433.50

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Town of Cobourg BUSINESS PLAN

Arenas Department - Public Works Division

1 BACKGROUND

1.1 General

In July 2009, the Corporation of the Town of Cobourg was successful in gaining Federal/Provincial funding for a new 27.4 million dollar community centre. Development of the centre was directed by Council to follow guidelines as outlined in the Community Centre Facility Needs Study received by Council in June 2009. General guidelines for operational financial requirements were provided to Council in a staff report dated June, 2009. Further direction was provided by the Cobourg Community Centre Operating Advisory Committee. A request for development of a full business plan was passed by resolution of the committee. The business plan included in this document will examine a wide area of review to provide overarching recommendations on the operation of both the new Cobourg Community Centre (CCC) building and existing facilities operated by the Arenas Department. It is important that a full review of existing operations be included in the review to provide the framework for recommendations.

Recommendation #1

It is recommended that the business operating plan be for all areas of oversight for the Arenas Department including the Heenan Arena, Memorial Arena and the new Cobourg Community Centre.

1.2 Existing Operational Model

The Arenas Department presently operates two facilities at 206 Furnace Street. These facilities include two ice surfaces being the Memorial Arena and the Jack Heenan Arena.

The Memorial Arena was built in 1949. Facilities include a 77' x 177' ice surface, four change rooms, a warm auditorium with a rated capacity of 123 persons and ice seating of approximately 1,200 with full building capacity of 1,786. Mechanical equipment and outfit is outlined on Attachment "A" with 100 hp of refrigeration capacity. Heat exchange is carried out through a plate and frame heat exchanger recently installed in 2004. Structural adequacy of the building is assessed as required under provincial legislation. The most recent inspection was carried out in 2010. This indicated no deterioration in structural members (see Attachment "B"). Upcoming capital requirements include roof refurbishment and block work on the north wall of building.

The Jack Heenan Arena was built under a Wintario grant in 1976. Facilities include an 85' x 185' ice surface, four change rooms, a warm auditorium with a rated capacity of 97 persons and ice

seating of approximately 250 with full building capacity of 500. Mechanical equipment is as outlined in Attachment "A" with 100 hp of refrigeration capacity. Heat exchange is carried out through a plate and frame heat exchanger installed at the same time as the unit in the Memorial Arena. Structural adequacy of the building is assessed as required under Provincial Legislation and indicates no deterioration in structural members (see Attachment "B"). Upcoming capital requirements include slab replacement within the next 10 years.

Common characteristics of both buildings include low E- energy efficient ceilings and water treatment for flood water with an RO system. Full ice making automation of both plants through a LONSPEC computer control systems. Rolling stock inventory for these facilities are indicated in Attachment "C".

1.2.1 Utility Management

After staffing costs, the largest single expenditure variable is the cost of utilities. Utility conservation efforts include such items as low E-ceilings and plate and frame glycol heat exchangers (as opposed to water). This conversion reduced water use by approximately 1.2 million gallons on an annual basis vs. conventional operation schemes. Innovative operating models that adjust ice plant set points continually take into consideration ice usage and weather.

These adjustments have seen kilowatt hour usage drop from 1.26 million kilowatts in 1999 to .95 million kilowatts in 2010 with more usage and longer seasonal run times (see Attachment "D"). It is felt that these facilities have achieved maximum efficiency with existing physical assets in place. These facilities are within the top 3% efficiency of operations within the province.

Natural gas usage is for Zamboni operation and heat through existing Roberts Gordon tub heaters. These uses are fixed and generally run at approximately \$30,000 per year (see attachment "E").

1.2.2 Operational Management

1.2.2.1 Staffing

The Memorial and Heenan complexes are presently staffed through a Facilities Manager, a working foreman, three operators, one cleaner and occasional casual students (rink rats). Operating parameters are governed through a collective bargaining agreement through Local 25 Canadian Union of Public Employees (CUPE) which defines rates of pay, benefit requirements, hours of work and other compensation. The working foreman and all operators are required to carry certified Ice Technician Certificates as certified through the Ontario Recreational Facilities Association (ORFA). Due to the nature of operations (7 days/week with extended hours), the union agreement allows for shifting with management adjustment rights.

1.2.2.2 Scheduling

Scheduling of the facilities is carried out under the direction of the Facilities Manager. Prime time is considered 4:00 p.m. to 12:00 midnight, Monday to Friday, and 8:00 a.m. to 12:00 midnight, Saturday and Sunday with usage at a premium.

Scheduling times are set by staff to ensure equitable distribution through all user groups including: Cobourg Community Hockey League (CCHL), West Northumberland Girls Hockey Association (WNGHA), Cobourg Cougars, over 50 and over 35 Men's Hockey Leagues, Cobourg Figure Skating Club and miscellaneous ice rentals. Utilization averages 60 hours per arena/week for prime time usage.

1.2.3 Capital Management

A review of Tangible Capital Assets was carried out through the Engineering Department as a component of PSAB asset assessments. At this point no life cycle costing has been carried out on Arena assets. Past process has seen an annual review of capital requirements with inclusion in the corporate budget process. As outlined in *Section 1.2*, physical assets are in good condition. Upcoming capital expenditures include:

Memorial Arena:	Now - Roof Renewal (shingles and deck)	\$ 240,000
	Now - North Wall	\$ 70,000
Heenan Arena:	5-10 - Slab Replacement	\$ 500,000

Note: Now 0- 2 years
 2- 5 2- 5 years
 5-10 5-10 years

2 HEENAN AND MEMORIAL ARENAS – OPTIONS WITH CCC OPERATION

2.1 Review of Needs Study

In June 2009, Mehak, Kelly and Associates Inc., in association with CCI-MMC Recreation Design Alliance, presented the final report of the Cobourg Multi-Use Community Centre (CCC) Feasibility Study. The development of this report was a year long process that included extensive community involvement, open houses and a facility design charrette. This report also provided recommendation on use of existing facilities. It was recommended that dryland facilities be investigated as a potential use for one of the existing facilities.

2.2 Review of Options Pad 1 and 2

Direction has been provided for the purpose of this review by the Operating Advisory Committee to firstly consider Heenan for facility conversion.

Recommendation #2

It is recommended for the purposes of dryland facility use review that the Heenan Arena be the subject of the review.

Therefore, options for consideration include:

a) Memorial Arena

1. Mothball Memorial Arena to reduce operating cost exposure;
2. Operated for existing ice use;
3. Other: sale, storage, other departmental usage.

b) Heenan Arena

1. Mothball Heenan to reduce operating cost exposure;
2. Operate as existing use;
3. Operate for other ice use;
4. Operate as dryland facility;
5. Other: sale, storage, other departmental usage.

2.2.1 Review

Memorial Arena:

The Operating Advisory Committee has indicated a preference for the facility to remain for existing use due to the arena history. The existing facility is in a good state of repair with mechanical systems requiring little work other than annual maintenance for the foreseeable future. Some block and roof work will be required regardless of use.

1. It is projected (see Attachment L) that 54.5 hours of prime time usage in excess of existing usage is available. This will allow for 85% prime time booking in this facility. Therefore, there is projected need that precludes mothballing of this facility at this time. There may be some opportunity for dryland shoulder season use.
2. As discussed, demand indicates a need for operation of one of the two pads. Review by Town Arena staff indicates that the Memorial Arena operationally is more efficient to operate from a utilities point due to the depressed elevation of the slab.

3. The Memorial Arena is an integral heritage site in the Town of Cobourg. Sale of this facility is not felt appropriate at this time. A review of the site for use as a Public Works Depot was carried out. A previous Public Works facility study indicates a need for approximately 8 acres of site requirements for building, winter control storage and outside storage. This site is less than half of the required size (3.01 acres), therefore, it is not suitable. Proximity to existing residential neighbourhoods would also be a concern.

Recommendation #3

It is recommended that the Memorial Arena be retained for skating use.

A discussion was carried out with regards to the composition of users for ice rentals, i.e. local or regional. This is difficult to ascertain at this time. It is recommended that the composition of users be tracked for a one year trial period as it is felt that it is not in the Town's best interest to subsidize out of Town users.

Recommendation #4

It is recommended that the composition of users and arena use be tracked for a two year trial period with an annual review.

Heenan Arena:

1. The Heenan Arena is in good physical condition with mechanical systems requiring little work other than annual maintenance. Due to the presence of this asset, options to mothball would only be considered if no other financially viable option was available.
2. Review of requests for usage precludes use of this facility for ice hockey and figure skating at this time. Future use may be required, but this is not seen as realistic in the near future.

Recommendation #5

It is recommended that the Heenan Arena is not required for skating use at this time based on projected booking times.

3. The Town of Cobourg has been approached by the West Northumberland Curling Club requesting consideration of the Heenan Arena for use as a curling facility (see Attachment "1"). Staff review indicates, that based on present curling usage at their Dalewood facility, this facility could be run at a full cost recovery basis. A review of typical facility operations indicates a requirement of approximately \$5,000/week for 28 weeks, or \$135,000. A detailed review will be carried out in *Section 2.3.4* of this report.

4. A review of potential users indicates the use of this facility could accommodate in-house soccer and tennis uses. Staff have met with the Cobourg Soccer Club and reviewed needs and potential retrofits. As recommended by the Operating Advisory Committee, AECOM was commissioned to review costs to cover the facilities (see Attachment "J"). These reports indicate cost to convert Heenan to be approximately \$200,000 with the Memorial Arena substantially more expensive at \$600,000. This additional cost is due to the recessed pad at this location. In meetings with Cobourg Soccer Club, the executive reviewed turf specifications and indicated requirement of a turf that precluded tennis use. Further interest for soccer use was received from Matthew Vaughan with the Cavan Football Club. A review of typical facility operation indicates a requirement of approximately \$3,000/week for 25 weeks during the season, or \$75,000. It is anticipated that rental costs could be \$50/hr. Usage has been provided through correspondence from the club (see Attachment "K"). Further communication with the Cobourg Soccer Club has confirmed these usage levels. Based on existing or even future requirements (maximum 20-30 hrs/week) cost recovery would barely reach 50% of costs (\$37,500 at \$50/25 weeks).
5. Sale of this facility is not felt appropriate at this time. A review of the site for use as a Public Works Depot was carried out. A previous Public Works facility study indicates a need for approximately 8 acres of site requirements for building, winter control storage and outside storage. This site is less than half of the required size (3.01 acres), therefore, it is not suitable. Proximity to existing residential neighbourhoods would also be a concern.

2.2.2 Conclusion

A review of possible uses for existing facilities indicates the requirement for use of the Memorial Arena for existing ice use. Demand indicates approximately full use of this facility. A review of uses for the Heenan Arena indicates that use of the facility for curling would result in cost recovery of operating expenses. Dryland use at this time would have a net cost to the town. Full review of cost recovery is included in Section 2.3.4 of this report.

Recommendation #6

It is recommended that the Town of Cobourg enter into a five year contract for the lease of the Heenan Arena to the West Northumberland Curling Club subject to successful negotiations regarding operating conditions and financial return based on a full cost recovery model including the cost of any capital improvements.

2.3 Operational Model Pad 1 and 2

2.3.1 Philosophy of Booking CCC vs. Pad 1 and 2

Based on discussions as outlined in this report, hockey and figure skating bookings will be accommodated on 2 pads at the new CCC facility and the Memorial Arena at 206 Furnace Street. The operating scenario will see the majority of existing bookings transferred to the new facility with new overflow bookings directed to the Memorial Arena. All current users were given the option of staying at the Memorial Arena or moving to the new facility. In discussions with potential new bookings, ice time at the Memorial Arena will be used by CCHL and WNGHA for practice times. Other bookings include previous users of the existing 2 arenas that have moved to other out of town facilities due to the lack of ice time.

2.3.2 Operating Model Pad 1, Memorial Arena

It is anticipated that Arena Department management will be moving into the new facility with Furnace Street facilities operating as a satellite facility. Staffing levels will be minimal based on usage. A general comment that includes operations of both pads is that minimum staffing levels adjust very little if one or both pads are operated. This is due to the requirement of the equipment to have oversight on a periodic basis throughout its running cycle. Simply stated, there is no incidental staffing cost recovery from operating one vs. 2 pads. Therefore, at this time it is anticipated that staffing levels will be 3 FTE (full time equivalents) for both locations. If Pad 2 was not operated, staffing levels would be 2.5 FTE. Operation of the Memorial Arena is initially anticipated to be 52 prime time hours per week.

Recommendation #7

It is recommended that management shall occupy offices in the new community centre with Furnace Street facilities operating as satellite facilities.

2.3.3 Operating Model Pad 2, Jack Heenan Arena

As stated above, no management function will be at the Furnace Street location. Heenan Arena operation as a curling facility will see utilization of the 3 town staff FTE to operate basic facility functions including building maintenance and ice equipment functions. Through discussions with the Curling Club a minimum of 45.5 hours of weekly base use is anticipated with additional use including youth, senior curling bonspiels and rentals. Operation of the canteen stand/or bar would be the responsibility of the club with all permitting /policing the responsibility of the club. It is anticipated that rental fees would be in line with present fees experienced by club members (240 existing members). This would allow for full cost recovery at this facility.

2.3.4 Financial Model

Past policy has been that arena operational costs are fully recoverable by fees charged if charged at full rates. Rates for minors are below full rates and create the deficit (tax subsidy) that the arenas budget experiences. Based on this principal a budget was prepared that includes 100% of operating cost recovery at the Heenan Arenas for curling and 100% of operating cost recovery for Memorial Arena at full rate. It is anticipated that more hockey usage of Memorial Arena will account for a recovery reduction of approximately \$33,000. Usage charts and detail budgets are included (see Attachment "L and "M").

2.3.5 Capital Expenses / Reserves Pad 1 and 2

It is recommended that the existing policy of capital allocation be continued in the short term for the Memorial Arena. It is suggested that long term life-cycle cost analysis be carried out for all facilities. Use of the Heenan Arena by curling will be at full cost recovery. It is suggested that a contract with a term of 5 years be considered. An additional capital reserve payment should be included in the fee structure to cover any anticipated facility capital requirements.

The memorial arena is a historic treasure in the Town of Cobourg. Review of the structural integrity of the building indicates that the building is sound and available for many years of service based on any future use model. Two repairs are required at this time. These repairs are for the replacement of roof shingles and deck, and, repair of a crack in the masonry of the rear wall. This work will maintain the building in pristine condition. It is recommended that regardless of future use envisioned, these repairs occur. Failure to carry out repairs could see the rapid deterioration of the structure.

Recommendation #8

It is recommended that regardless of future uses of the Memorial Arena that repairs occur to ensure structural integrity of the building.

The 2011 capital equipment replacement bylaw indicated the need to replace a zamboni at the Furnace Street site. It is recommended that this replacement be deferred and be part of the Year 1 review process.

Recommendation #9

It is recommended that the 2011 zamboni replacement be deferred and reviewed for replacement in 2012.

Recommendation #10

It is recommended that existing policy of capital allocation be continued in the short term with long term life-cycle cost analysis to be carried out for all facilities in the department.

2.3.6 Summary

It is recommended that the following actions be taken with regard to the Heenan and Memorial Arenas:

1. The Memorial Arena be operated for hockey and figure skating with a minimum of 54.5 hours per week on a two year trial basis with a Year 1 (2011) budget as proposed;
2. The Jack Heenan Arena be used for curling under contract to the West Northumberland Curling Club at a fee that will allow for full operational cost recovery. An additional capital expenditure fee will be assessed. It is further recommended that the contract be for a period not to exceed 5 years. A further renewal clause allowing for opting out for both parties should be included. It is recommended that Council direct staff to proceed with negotiations on this basis.

3 Cobourg Community Centre Operational Model

3.1 Location Specific Operational Review

3.1.1 Youth Centre

The operating model for youth is the provision of a youth centre hub of 1,000 square feet with spill out through bookings of multi-use areas. Bookings will be facilitated by staff through a central booking system. It is recommended that a permanent youth advisory committee be formed to coordinate youth activities (See Attachment N). It is further recommended that the chair of this committee be invited to be a youth representative on the Parks and Recreation Advisory Committee to liaise and advocate on behalf of Cobourg youth.

Recommendation #11

It is recommended that a permanent CCC Youth Advisory Committee be formed to co-ordinate youth activities. It is further recommended that the Chair of this committee be invited to be a youth representative on the Parks and Recreation Advisory Committee.

3.1.2 Senior Centre

The operating model for seniors is the provision of a seniors centre hub of 1,700 square feet with a spill out through bookings of multi-purpose areas. Bookings will be facilitated by staff through contact with the new Seniors' Coordinator. The Senior Advisory Committee will provide direction to the Coordinator. Requests for policy action with regards to the CCC and seniors would be presented to the Parks and Recreation Advisory Committee for recommendation to Council.

Presently, Seniors' activities are held in the Cobourg Market Building. The new Cobourg Community Centre will see transfer of many of these activities. Some trepidation exists among seniors regarding moving of seniors from their present location. This concern arose during interviews with user groups by committee members. Therefore,

Recommendation #12

It is recommended that a transition period of two years be established with full access provided to both buildings as needed. If it is found that all seniors groups transfer before this time, it is recommended that the building be repurposed at that time.

3.1.3 Child Minding Centre

It is anticipated that the program manager will be tasked with oversight of operations of this area.

Operating Committee members reviewed child minding at the McLean Centre in Whitby. This operation limited child minding to less than 3 hours to reduce conflicts with existing day care establishments. This also reduces supervisory requirements under the Day Care Act.

It is recommended that the room be available on a 'first come first serve' basis with supervision by parents. A list of certified ECEs (Early Childhood Educators) will be maintained by staff. Organizations holding events at the centre may contact individuals on this list to provide child minding services. The cost of the room to be provided for these booked events will be set at \$20/hr.

Recommendation #13

It is recommended that the room be available on a first come first serve basis with supervision by parents. A list of certified ECEs (Early Childhood Educators) will be maintained by staff. Organizations holding events at the centre may contact individuals on this list to provide child minding services. The cost of the room to be provided for these booked events will be set at \$20/hr. The committee recommends further investigation of the McLean Centre (Whitby) model if demand arises for further child minding services.

3.1.4 Reservations

Reservations review will be carried out based on the allocation policy as adopted by the Operating Committee and reviewed by Council (see Attachment "O").

3.1.5 Ticket Sales

It is recommended that ticket sales occur during regular business hours out of the main administration areas. Ticket sales and receipts will occur at ticket booths located adjacent to the two main bowl entry points preceding events. On line ticket sales will be available to users of the community centre.

3.1.6 Warm Side Programming

The Operating Advisory Committee of the Cobourg Community Centre has solicited prospective community group clients for use of the warm side. A program review meeting will review requests submitted as of January 1, 2011. A casual program position has been retained by staff to provide further programming suggestions for further utilization of the centre (see Attachment "Q"). Based on this information, continued use of the facilities will occur. Staffing philosophy will be to provide general program guidance through the Facility Manager and Program Manager. Further specific programming requirements will be staffed by contract on an activity-by-activity basis and will be based on full cost recovery. It is deemed advantageous to utilize the YMCA skill set for program delivery.

Recommendation #14

It is recommended that staff will provide general programming, scheduling and guidance as per Program Delivery Chart (See Attachment Q) with specific programming to be staffed by contract on an activity by activity basis based on full cost recovery.

3.1.7 Café

Two attempts have been made to solicit a private firm to carry out café operations at the new CCC. User groups were contacted and an overwhelming response was received indicating a large interest in staffing a café complex in return for reduction of usage fees. Based on input, it is recommended that staff review capital needs to outfit café and canteen at the new CCC with operation carried out through management by staff and the use of volunteers. It is further recommended that a café operating committee be established and include representation of staff, volunteer groups and the local Health Unit to oversee training, staffing and operation of the facilities.

Recommendation #15

It is recommended that staff review capital needs to outfit café and canteen at the new CCC with operation carried out through management by staff and the use of volunteers. It is further recommended that a café operating committee be established as indicated in Attachment N and include representation of staff, volunteer groups and the local Health Unit to oversee training, staffing and operation of the facilities.

On March 7, 2011, Council passed a resolution endorsing the operation of the CCC Café by volunteer staff under the management of the Town. It is recommended that this process of equipping, staffing, and setting of menus be the subject of a separate business plan with a target opening of fall 2011. It is recommended that the following steps be taken in this process:

1. Establishment of CCC Volunteer and Café Committee;
2. Establishment of café physical requirements through review of menu and operation;
3. Establishment of volunteer roster;
4. Establishment of capital budget, capital payback scheme and volunteer remuneration scheme;
5. Presentation of café business plan to include all information from Steps 1 to 4 to Council;
6. Construction and commissioning by fall 2011.

Recommendation #16

It is recommended that equipping and operation of the volunteer operated café be the subject of a business plan to be prepared by the CCC Café Committee for presentation for Council.

3.2 Human Resources

3.2.1 Town Staffing

The new Cobourg Community Centre is anticipated to be open April 2011. Hours of operation will be as follows:

7:00 a.m. - 11:00 p.m. MON - SAT
7:00 a.m. - 6:00 p.m. SUN*

*Excluding extended hours for cold side operation.

Staffing for all facilities in the Arenas Department is anticipated as follows:

Management -	1 Facilities Manager
	1 Program Manager
Unionized Staff -	1 Working Foreman
	1 Assistant Programmer
	2 Cleaners
	6 Operators
	Casuals
	PT Attendants

Recommendation #17

It is recommended that the hours of operation be as follows:

7:00 a.m. to 11:00 p.m. MON – SAT

7:00 a.m. to 6:00 p.m. SUN*

****Excluding extended hours for cold side operation.***

Operation of the cold side will occur to existing service levels as carried out by arenas staff. Warm side operation will include front desk staffing of program manager and an assistant for coverage during 80% of building operation. Job descriptions are structured to ensure programming needs are met (see Attachment "P"). Cleaning and operator complements will ensure availability of cleaning and maintenance staff during all hours of warm side operations. Northumberland CFDC has indicated that internship programs may be available for a programming assistant position for the initial 12 month staffing period. Staffing levels indicated will achieve all necessary coverage at existing service levels for cold side CCC and Furnace Street operations with staffing of warm side at levels as indicated above.

Recommendation #18

It is recommended that 100% coverage during hours of operation be used as a base line for staffing for maintenance and cleaning purposes. It is further recommended that all cleaning products be green certified to achieve LEEDS requirements for the building.

3.2.2 Volunteers

It is recommended that a volunteer program be initiated to assist in operations of the above noted facility. It is further recommended that a CCC volunteer member be established to recruit, train and schedule volunteers. Training, background reviews (police checks) would be a requirement of this process.

Recommendation #19

It is recommended that Council establish a CCC Volunteer Committee as indicated in Schedule N.

3.2.3 Seniors Coordinator

The Seniors Advisory Committee was successful in 2010 in obtaining funding for 23 hours/week for a seniors coordinator. This position reports to town staff and is coordinated through a Seniors Advisory Committee representative (see Attachment "R"). Work includes coordination of existing and new activities for seniors. It is anticipated that this position will be provided an office space at the community centre and will work closely with the Programming Manager to coordinate seniors bookings. A portion of the budget provided by the province includes cost recovery for maintenance and utilities for the centre (see Attachment "S").

3.2.4 Marketing and Special Events

It is anticipated that a major use of the new Cobourg Community Centre will be for tournaments, concerts, conventions and other related large venue activities. A special committee for the CCC was formed by the Mayor and consists of Mayor, CAO, heads of the three advisory committees, Teresa Behan, Lara Scott and Harry Jeschke. This committee authorized the release of an RFP to solicit vendors to perform the task of Marketing and Event Planning Services. The scope of work was as follows:

- Wednesday, April 13, 2011 - Town staff, reception, by Town staff
- Thursday, April 14, 2011 – Gala and Donor Opening Event – by Town staff
- Saturday, April 16, 2011 - daytime tours and club displays
- Sunday, April 17, 2011 – daytime tours & donors appreciation reception, by Town staff

Adjustments and additions may be made in consultation with Special Events Committee Annual major special events, concerts, conventions, etc. There will be a target of six events to be held a minimum of one each fiscal quarter:

- January – March
- April – June
- July – September
- October – December

All events must comply with existing by-laws and be subject to Council review if required. All events shall be reviewed by the CCC Special Events Committee (See Attachment N) consisting of the Manager of Facilities, Special Events Coordinator and Council Coordinator of Special Events.

The event contractor shall provide a business plan for review by the CCC Special Events Committee outlining marketing, set up, tear down, ticket sales, timing, facility requirements, security plan, etc. for review. Any activity that will utilize CCC facilities beyond the building will be the subject of a special events application. The Tourism and Special Events department reserves the right to schedule community events in the facility.

Scheduling for the facility will be carried out by the Town of Cobourg through the Manager of Facilities. All major events will be scheduled well in advance to avoid any conflicts. The Manager of Facilities will have the final say in all scheduling conflicts.

Council may approve other special event vendors at their discretion.

The committee was unsuccessful in obtaining a successful bidder for this work. Staff are investigating available funding through the Northumberland Communities Futures Development Corporation (NCFDC). This would allow for the liaising of a contract position to set up a Marketing and Special Events program as defined in the RFP. Further funding is being investigated to staff a position on an ongoing basis.

3.3 Physical Plant Management CCC

3.3.1 Utilities

The Cobourg Community Centre building program RFP required the successful builder to submit an energy use document for the new centre as a condition of tender. This review indicated all utility use for the centre (see Attachment "T"). Staff review, based on previous operation experience, indicates concern with the final budget numbers. Based on operation of Heenan and Memorial Arenas, staff are recommending an increase in these projected costs as shown in the budget previously mentioned as Attachment "M".

3.3.2 Maintenance

Town staff have reviewed maintenance requirements for the new CCC. Staffing principles include cross staffing between warm side and cold side to achieve 100% coverage during hours of operation. Cleaning supplies are budgeted for both sides to achieve a high level of service. All products will be green certified and fit into LEEDS requirement for the building. All costs for maintenance have been included in the 2011 budget projections. The new centre will be covered by an all inclusive guarantee for two (2) years from the date of substantial performance. Therefore, major capital renewal is not included in the 2011 budget. A full life-cycle cost analysis is recommended for consideration beginning in year three (3) of operation.

4 ARENAS DEPARTMENT – ALL FACILITIES

4.1 Human Resources Management

Staff have reviewed all facilities within the Arenas department as part of the formulation of a Business Plan. Staffing levels are based on synergies created by operation of like facilities. The Heenan and Memorial Centre will be operated as satellite facilities with management residing in the new CCC. New positions beyond existing levels of staffing include:

- 1 Programming Manager
- 1 Programming Assistant
- 2 Cleaners
- 3 Operators

Therefore total staffing of the department is:

- 1 Facilities Manager
- 1 Programming Manager
- 1 Working Foreman
- 1 Program Assistant
- 2 Cleaners
- 6 Operators
- Casuals and Attendants

This staffing is based on full utilization of the facility. Staffing acquisition will be staged during Year 1 as the facility is booked. This staging is reflected in the draft budget document.

Recommendation #20

It is recommended that staffing levels for all Arena Department be as follows:

- ***1 Facilities Manager***
- ***1 Programming Manager***
- ***1 Working Foreman***
- ***1 Program Assistant***
- ***2 Cleaners***
- ***6 Operators***
- ***Casuals and Attendants***

Staffing to be staged in Year One as the facility is booked.

4.2 Revenues/Expenditures Summary

Existing tax base cost to operate the Arenas Department at Furnace Street is presently \$128,000 net expenditure above revenues. This cost is based on a total expenditure of \$717,000. Budget projections for all operations in 2011 indicate a net loss of \$327,000 or an increase in net loss of \$200,000 based on a total Arena Department budget of \$1,154,000. 2011 is seen as the critical year as it is the start-up year for the centre.

Recommendation #21

It is recommended that the 2011 operating budget for the Arenas Department be \$1,154,000 with projected revenues of \$826,460 with a net tax base requirement of \$327,900. Budget details are outlined in Attachment "M", Arenas Department Business Plan.

4.3 Conclusion

The Cobourg Community Centre operating in conjunction with ice hockey at the Memorial Arena and curling at the Heenan Arena will allow for operation of the Arenas Department at a net tax base contribution of \$327,000 (\$200,000 new funds required). The cost will allow for full programming of the new centre and sustained operations of the Furnace Street facilities.



**Cobourg Multi-Use Community Centre (CCC)
Feasibility Study**

Draft Design Concept & Business Plan

Submitted by:

Mehak, Kelly & Associates Inc.
CEI-MMC Recreation Design Alliance

June 2009

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Appendices

1.0 Introduction

This report presents a design concept and related capital and operating cost projections for a Cobourg Multi-Use Community Centre. The concept and capital costs are the outcomes of a community-based Design Charrette that was held in the Town of Cobourg on March 27 and March 28, 2009. The Design Charrette, which was facilitated by the consultants, provided a venue for community members to participate directly in developing a concept drawing for a recreation centre that incorporates needed indoor recreation facilities, as established in previous stages of the study.

The building program, as outlined in Section 3.0 of this report, was determined on the basis of recommendations contained in a service needs assessment¹, and provided the framework or starting point for the Design Charrette. The final sections of the report discuss potential sources of capital funding, opportunities for facility partnerships, and present a five-year operating cost projection for the proposed community centre.

The report is presented under the following major headings:

- Facilities Recommended for a Cobourg Multi-use Community Centre
- Recommended Building Program and Site for Design Charrette
- Design Charrette
- Design Concept for a Cobourg Multi-use Community Centre
- Cost Projections and Funding for a Cobourg Multi-use Community Centre
- Facility Partnerships
- Operating Cost Projection for a Cobourg Multi-use Community Centre

¹ See Mehak, Kelly & Associates Inc. and CEI-MMC Recreation Design Alliance. *Cobourg Multi-Use Community Centre Feasibility Study Service Needs 2038*. March 2009.

2.0 Facilities Recommended for a Cobourg Multi-Use Community Centre

2.1 Introduction

This section outlines the recommendations that emerged from the service needs assessment, which are detailed in the *Service Needs 2038* (March 2009) report. This document provided the basis for Town Council to verify the need for a multi-use community centre in Cobourg, and allow the study to move forward and propose a building program that incorporated the required facilities in a single complex.² It is important to note that the process that translated recommendations into a facility concept was iterative, and reflects the evolution of thought and discussion between the consultants and the community. As such, there are some discrepancies between specifics outlined in these initial recommendations and later stages in developing a facility concept. .

2.2 Recommendations on Multi-use Community Centre and Facility Components

Indoor recreation facility requirements in the Town of Cobourg to the year 2038 support the development of a multi-use community centre. Short-term facility requirements include a twin pad arena, a gymnasium, multi-purpose program and meeting space, limited dedicated space for seniors, youth and a lawn bowling clubhouse, and an indoor track.

Long-term facility needs may include a third ice pad and an aquatic centre. These facility requirements, however, need to be confirmed by monitoring the use of existing and future new facilities, and trends in participation in relation to population growth and changes in the larger market of recreation services. The following lists the Report's initial recommendations by facility type, which was submitted to the CCC project Steering Committee for review and approval before going to Council.

Arena

- A new twin pad arena should be developed in the short-term. Seating capacity should be 1,100 to 1,500 for one pad³ and 200 to 400 for the second pad, to support regular season activities, tournaments, meets, etc., and dry floor uses such as concerts, trade shows, and fairs.

² Appendix A contains recommendations from the *Service Needs 2038* Report that were not directly related to preparing a building program and design concept for facilities required in the short-term at a multi-use community centre.

³ The final design concept included 500 additional seats, for a total of 2,000.

- The community should plan for the possible addition of a third pad to the twinned facility in the long-term and monitor arena demand to determine if a third ice surface is required around 2028 when Cobourg's population is projected to be 25,700.

Gymnasium

- A regulation double gym should be provided to meet short and long-term community programming and activity requirements.
- The large space should be divisible into two single gyms and should include retractable bleacher seating.

Multi-purpose/Meeting Space

- Two divisible multi-purpose program spaces should be provided - a large multi-purpose room and a small multi-purpose room - designed and equipped to accommodate a range of recreation, arts, social, educational and meeting programs/activities for all age groups
- Two multi-use workshops should be provided for visual arts, crafts and for multi-media programming.
- The gym and the large multi-purpose room should share a kitchen, and washroom/change facilities.

Indoor Track

- An indoor track should be provided as part of the proposed twin pad arena, and should be incorporated in the concourse area of one of the arenas
- The track should be designed to meet recreational needs for jogging and walking.

Seniors' Centre

- A dedicated seniors' centre should be provided as part of a multi-use community centre.
- The Centre should focus on facilities and opportunities for casual socializing among seniors, and services that are not available elsewhere in the complex.
- The facilities and their relationship to the rest of the community centre should support multi and shared use.

Lawn Bowling Facility

- A lawn bowling clubhouse should be provided in the short-term as part of a multi-use community centre, to replace the Victoria Park facility.
- The Clubhouse should be located adjacent to the Seniors' Centre and should include a dedicated club room, and share kitchen facilities with the Seniors' Centre.
- Mid to long term requirements would include completion of the outdoor components, some of which could be shared with other centre users.

Youth Lounge

- a dedicated youth "lounge" should be provided as a place for informal socializing away from the programmed components of the centre.

3.0 Recommended Building Program and Site for Design Charrette

3.1 Recommended Building Program for a Cobourg Multi-use Community Centre

Recommendation from Service Needs 2038 Report: *The preferred CCC building program that was recommended for use in developing a facility concept in the Part Three Design Charrette totalled 100,040 square feet and incorporates the following key components: 2 NHL-size arenas; warm viewing/multi-purpose room; full arena support facilities; double gymnasium; large multi-purpose room; meeting room; limited, dedicated space for child-minding, seniors, lawn bowling, and youth; community kitchen; shared office space; community centre support facilities.*

Discussion: Based on the recommendations shown in Section 2.0, the consultants prepared a preliminary building program that described the minimum and maximum options of facility amenities to satisfy these requirements. Upon considering the facility components, sizes and the range in projected capital costs for two building program options, the Steering Committee passed a motion that Council approve the findings of the study on the need to develop a multi-use community centre in Cobourg, and its recommended facility components. The motion contained a revision to the initial recommendation on seating capacity, by which fixed seating capacity at one pad was increased to 2,500. Expanded seating would allow the facility to accommodate larger ice and non-ice events, and there is interest among some groups in the community in providing this feature in a new facility. Based on this direction, the consultants developed the building program shown in Table 3.1 to use as a **starting point** for the Design Charrette. Collectively, the components described in the building program satisfy the community programming and activity requirements that emerged in foregoing study tasks, and are in keeping with the types and scale of facilities that are typical in communities similar to Cobourg. As a result of the additional seating, the final building program for the Design Charrette totalled 116,040 square feet.

It is important to note that the building program described in Table 3.1 established the parameters within which the Design Charrette concept was developed. The facility components respond to identified needs and, as such, the building program does not include additional facilities that might be desirable but could not be supported based on the community's interests and our assessments. For the purposes of the Design Charrette, therefore, the facility's components were relatively fixed unless the community expressed interest in, and was able to make adjustments and/or trade-offs within, its overall scope.

The building program incorporates Cobourg's short-term facility requirements. As our assessment indicated, there are other facility needs that will likely emerge over the 30-year timeframe addressed by the Feasibility Study (see Appendix A for other recommendations). The detailed design phase for a multi-use community centre will address the need to anticipate future building expansion, and our site review, as discussed below, anticipated the need for land to accommodate this possibility.

Table 3.1: Preferred Building Programs for Cobourg Multi-use Community Centre(CCC)

Ref.	Program Space	Net Area (sq. ft)	Description
1.0	Key Arena Components		
1.1	Rink 1 (NHL Size)	21000	
1.2	Rink 2 (NHL Size)	21000	
1.2	Dressing Rooms	7300	4-20 person rooms + 2-10 person flex rooms/ rink
1.4	Referees Rooms	370	1-3 Person Room/ rink
1.5	Home Team Facilities	1220	
1.5.1	• Dressing Room	800	Suitable for 20- 24 players
1.5.2	• Office	120	
1.5.3	• Trainer Room	200	
1.5.4	• Storage	100	
1.6	Rink 1 Seating Area	2850	
1.7	Rink 2 Seating Area	17900	
1.8	Warm Viewing/ MP Room	1500	Warm area for viewing onto ice/ can serve as multi use room
2.0	Arena Service/Support Spaces		
2.1	Arena Storage	1000	
2.2	Music Room	70	
2.3	Arena Maintenance	150	
2.4	Arena Washrooms	1340	For use by spectators & non-players (est. 7 male, 13 female fixtures)
2.5	First Aid	80	
2.6	Concession & Storage	400	
2.7	User Group Storage	600	
2.8	Pro Shop/Skate Rental	400	
2.9	Ice Resurfacers	800	
2.10	Refrigeration Room	1500	
2.11	Arena Circulation Space	4116	

Building Program continued on next page...

Table 6.1: Preferred Building Programs for Cobourg Multi-use Community Centre(CCC) cont'd

Ref.	Program Space	Net Area (sq. ft)	Description
3.0	Shared Arena Components		
3.1	Building Lobby	2200	
3.2	Administration	1674	
3.2.1	• Staff Room	200	
3.2.2	• Reception	120	
3.2.3	• 3 Offices	324	
3.2.4	• Manager Office	130	
3.2.5	• General Admin Area	400	
3.2.6	• Volunteer Room	200	
3.2.7	• Meeting Room	300	
3.3	Mechanical Room	1600	
3.4	Electrical Room	1100	
4.0	Key Community Centre Components		
4.1	Twin Gymnasium	12500	
4.2	Multi Purpose Room	3000	Divisible into 3 rooms/usable for social/sport/arts/crafts
4.3	Meeting Room	250	
4.4	Child Minding Room	1000	Includes internal storage; w/c; can include small kitchenette
4.5	Seniors Room	1000	Includes internal storage; can include small kitchenette
4.6	Youth Room	1000	Includes internal storage; can include small kitchenette
4.7	Lawn Bowling Room	1000	Includes internal storage; can include small kitchenette
4.8	Community Kitchen	400	Connected to one or more multi-use rooms
4.9	Users Shared Office Space	220	Office stations with lockable cabinets
5.0	Community Centre Support		
5.1	Change Rooms/W/Cs	1500	
5.2	Storage	1500	
5.3	Circulation	2500	
Total Area		116,040	

3.2 Recommended Site for a Cobourg Multi-use Community Centre

Recommendation from *Service Needs 2038 Report*: The D'Arcy Street site is the preferred site for a CCC. It is owned by the Town of Cobourg, has sufficient space to provide recommended facilities, and related parking and

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transit requirements. This location lends itself to encouraging community growth to the east and has convenient access from most residential areas by car or transit. The site is also large enough to handle future growth and expansion of recreation facilities (either indoor or outdoor). This site would allow the Town to develop a recreation precinct and plan programs in such a fashion that outdoor summer activities would be complementary in user needs (i.e., parking) with indoor, winter uses. The D'Arcy Street site presents significant advantages over the other sites reviewed.

Discussion: Seven sites were considered as possible locations for a multi-use community centre. The sites were as follows, in no particular order:

- Depalma Street Site
- Kerr Street Site
- Kraft Site
- Tannery Site
- D'Arcy Street Site
- Elgin Street East Site
- Lucas Industrial Park Site

The long list of possible locations for a multi-use community centre was generated through discussions with the Town of Cobourg. The general criteria used to compare the sites reflected our experience in other communities and locally relevant factors. Information on the sites was gathered through site visits, and supplemented by meetings/interviews with municipal staff and operators of facilities on these properties (where applicable).

As a result of this preliminary site review, the D'Arcy Street site emerged as the best fit for the proposed CCC and was recommended as the site to be used for the Design Charrette on which the building image, layout and massing would be explored. Based on the criteria used in this process, therefore, D'Arcy Street is the preferred site. Further review and investigation of the site will be required in subsequent stages of design and development stages of the project.

4.0 Design Charrette

4.1 Purpose and Approach

The preferred building program and site described in Section 3.0 provided the information needed to proceed to a Design Charrette, the goal of which was to produce a visual concept of the Community Centre in relation to the selected D'Arcy Street site. Cobourg's Design Charrette was a two-day event and each day was organized so that the two morning sessions comprised full participation by the design team, the Town and its invited guests. These sessions were fully interactive, and ideas were tested and discussed in an open forum that led to further investigating preferred directions. A mid-afternoon session followed, in which the design team concentrated on graphically representing, with 3D computer models and drawings, the progress of the day. Although these sessions were open to anyone who wanted to watch things unfold, debate was limited since the goal was to visually document the ideas that participants were enthusiastic about in the allotted time, so that they could be examined in more detail. Each day ended with a presentation of the progress to date, an open discussion about the advantages and disadvantages of the schemes, and - at the end of the first day - a preview of the challenges that needed to be addressed on Day 2.

4.2 Participants

In order to be productive and manageable, it was desirable to limit participation at the Design Charrette to one participant from each stakeholder group identified in earlier project consultations. Given this limitation, it was important to ensure that those who the Town invited to participate represented as broad a range of community interests as possible. A total of 25 stakeholders participated in the two-day event. The following lists the participants, their affiliate organizations, and the days on which they were able to attend.

Table 4.1: Design Charrette Participants

Organization Affiliation	Name of Participant	Attended Friday Mar. 27	Attended Saturday Mar. 28
Cobourg Cougars	Perry Bowles	X	X
Town of Cobourg & Feasibility Study Steering Committee	Steven Peacock, Public Works	X	X
	Neil Stewart, Public Works	X	X
	Harry Jeschke, Arenas	X	X
Art Gallery / CAPS	Dorette Carter	X	X
Planning & Environmental	Ken Jansen	X	X
Youth	Trevor Green	X	X
	Kate Hunter	X	X
Access Committee	Don UBell	X	X
Basketball	Gord Kelly	X	X
HKPR Disability and Health Unit	Heather Grundy	X	X
Seniors	Donna Kent	X	X
Volleyball	Gord Lay	X	X
Northumberland Orchestra & Choir, Stitchery Guild, Arts Council, Parks & Recreation Advisory Board	Sheila McCoy	X	X
YMCA	Jim Proskos	X	X
	Kyle Barber	X	X
Feasibility Study Steering Committee	John Hayden	X	X
	John Vickers (Community Soccer Chair, P&R Advisory Committee Chair)	X	X
Cobourg Legion Minor Softball Organization	Rory Quigley	X	X
	Jay Marriott	X	X
Lawn Bowling	Bob Reed	X	X
Town Planning	Glenn McGlashon	X	X
	Rob Franklin	X	X
West Northumberland Girls Hockey Association	Dale Orleck		X
Cobourg Community Hockey	Phil Beatty		X

4.3 Activities and Outcomes

Design Charrette Day 1: Site Review with Design Team

Overview of Day 1: Reviewed the building program, discussed project objectives/concerns, and investigated opportunities and constraints presented by the D'Arcy Street site.

Open Working Group Session (morning):⁴

The highlights of this session were:

- a review of the program approved by the Town, to be explored during the charrette
- a round table discussion with all participants exploring and identifying project objectives and concerns
- identification by the consultants of current recreation facility trends and standards that may be applicable to Cobourg. (NOTE: Notes from this section of the charrette are contained in Appendix B)
- considerable discussion concerning the parking needs of field users, as well as added demand from potential new indoor facilities. In this discussion, it was pointed out that there is considerable existing parking and that summer sport needs and winter sport needs do not necessarily conflict, and could perhaps result in parking efficiencies over the course of the year. Optimizing the use of land for parking purposes, therefore, was identified as a design team objective to explore.

Design Team Working Session (afternoon): The design team prepared drawings to represent the opportunities and constraints identified in the morning session. The basic site conditions and responses were developed with a focus on the proposed complex being located on the central west part of the site, near the existing buildings. Key considerations were preserving as much of the existing infrastructure of soccer fields as possible, and not impacting existing buildings in this initial phase (while allowing that, within a 30-year period, potential expansion of the arenas might replace one or more of the existing structures).

Presentation (evening): The design team and the Town presented the work achieved to date and received feedback from the public at an open meeting. Work and objectives for the next day were identified, given the focus would shift to building massing opportunities and concept planning. (NOTE: Notes from this section of the charrette are contained in Appendix B)

⁴ Notes from this section of the charrette are contained in Appendix B

Design Charrette Day 2: Building Planning with Design Team

Overview of Day 2: Recapped Day 1 developed building concept, reviewed Charrette outcomes and work still to be completed.

Recap: Day 1's progress was briefly reviewed to provide an opportunity for participants' insights or comments, and for new participants to see what had unfolded the previous day. (NOTE: Notes from this section of the charrette are contained in Appendix B)

Open Working Group Session (morning): The site was developed with a building footprint and massing ideas. This session allowed participants to discuss special relationships of key building program components to each other and the site. More site specific considerations were also discussed, including the fact that the existing line of large trees on the site is not considered precious, and could be removed if it allowed for effective building siting.

Design Team Working Session (afternoon): The design team prepared drawings with a focus on a site plan drawing and building massing. The team also started a basic floor plan that showed the sizes and relationships of various component facilities and program spaces.

Presentation (evening): The design team and the Town presented the work completed and received feedback. Key outcomes from the two days were:

- - building siting arranged such that the line of trees was not impacted.
- - parking for the facility developed as two zones - one focusing on community centre needs, and one focusing on arena needs. It was also demonstrated that current parking serving the playing fields could be made more efficient and expanded with significant numbers of additional stalls without negatively impacting playing fields.
- - a "building massing" facing D'Arcy Street and allowing for the larger masses of the building to step back into the site and present a more human scale perspective to the street. The Planning Department contributed to this massing development, noting that the scale of building being proposed and their concept aesthetics were contextual with the large commercial/industrial buildings across D'Arcy Street
- - concept plans evolved, in response to the site plan and massing, that were focused on providing ease of access from either approach along D'Arcy Street, and allowing for joint or separate functioning/operations between the community centre and arena components.
- - concept plans also briefly explored the ability to allow for future expansion to accommodate a new third arena and/or an expansion to include aquatic and fitness facilities (that may be the result of ongoing discussions between the Town and YMCA).

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- work that the design team would complete at their offices to finalize the charrette's products was discussed.

Next Steps: Design team to refine the concept plan and develop preliminary magnitude of cost projections to assist the Town in determining the next steps to be taken by the municipality, as appropriate

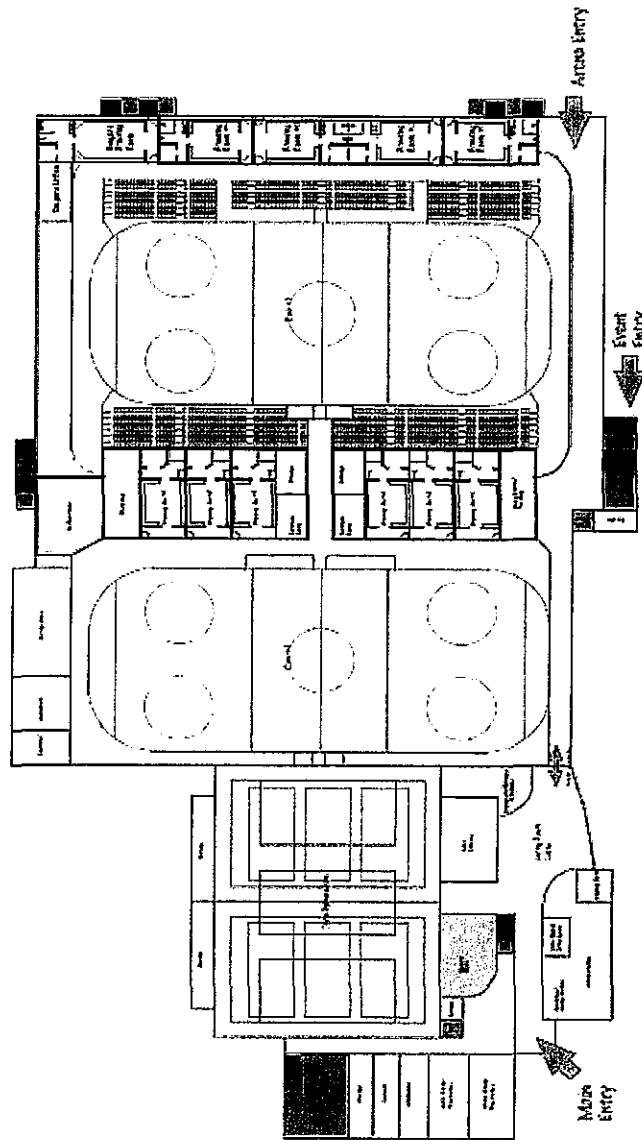
YMCA Interest in Recreation Facility Development

As noted above, the YMCA is planning to redevelop its facilities, due to its advanced age and limitations in serving its membership. In the weeks preceding the Design Charrette, the YMCA expressed its potential interest in co-locating new facilities with a Community Centre, either as a separate facility on the same site or as integrated components in a CCC. The YMCA identified its facility needs as follows: aquatics centre, fitness/weight room, gym, multi-program/meeting space/workshops, squash courts, lockers/change facilities, daycare and childminding space, storage and administrative space.

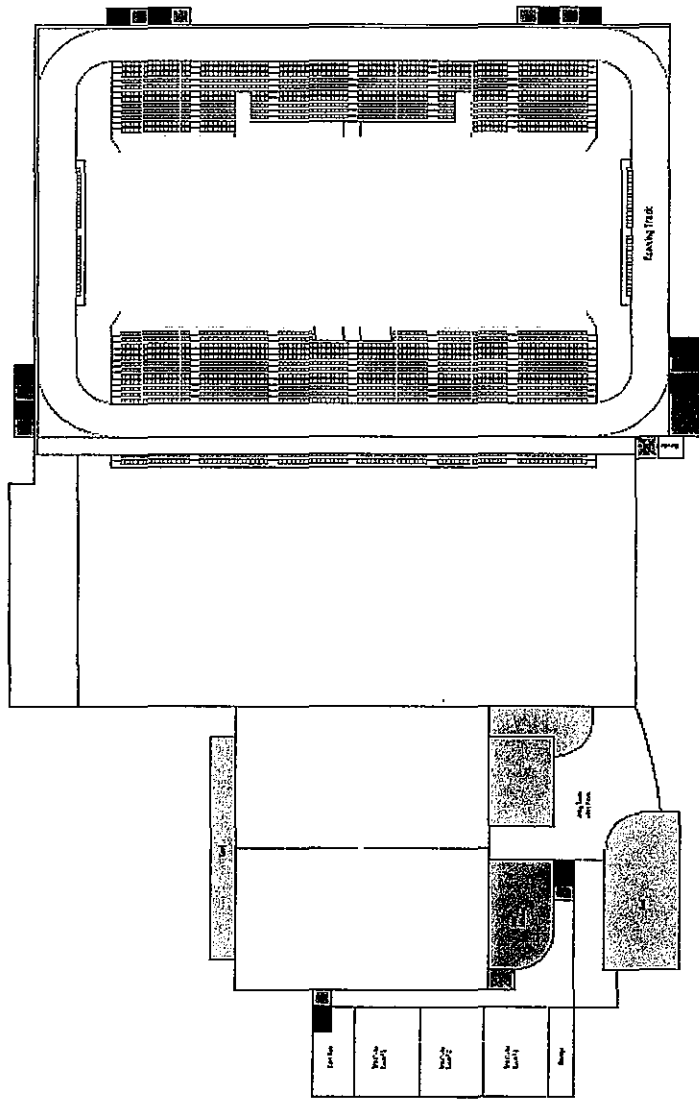
While further exploration of the YMCA's potential integration into the project is outside of the scope of this study, a preliminary concept study was done during the charrette to determine and confirm that siting the approved program explored during charrette would not preclude the ability of the Town to add a YMCA facility in the near or distant future.

5.0 Design Concept for a Multi-use Cobourg Community Centre

The two concept drawings shown below are the result of refinements to the outcomes of the Design Charrette, based on the 116,040 square foot building described in Section 3.1. The drawings convey the lower and upper floors of the proposed building, and the relationships of the various facility components in the CCC. The final result of the charrette was a concept plan that meets the major objectives of the program, and includes provision for 2,000 seats at one pad, or 500 less than the preferred building program. Variations from the preferred building program that served as its framework (especially in areas) should be considered typical at this stage of the project, and can be fine tuned when the Town determines an approved budget to move forward.



Main Floor Plan



Upper Floor Plan

6.0 Capital Cost Projections and Funding

6.1 Capital Cost Projections

Table 6.1 provides a preliminary, conceptual budget for the project in a rough order of magnitude in the \$24M (twenty-four million) range, exclusive of consultant fees, development charges, permits, site remediation and miscellaneous FFE items such as a Zamboni. Understanding this project is only at an initial, diagrammatic concept stage, there are a variety of both direct and indirect factors that will influence facility construction (e.g., schedule, industry and market conditions at the time of development, detailed design development, etc.). This budget assumes normal foundations (e.g., no special foundations such as caissons or piles), and we have included a soft cost allowance at 15% of total hard costs. Costs are based on the final 116,040 square foot concept plan.

Budget Item	Projected Cost
General Conditions	\$ 1,693,630.00
Sitework	\$ 1,709,577.00
Concrete	\$ 2,018,608.00
Masonry	\$ 1,792,975.00
Metals	\$ 3,178,928.00
Woods and Plastics	\$ 438,065.00
Thermal and Moisture Protection	\$ 1,313,844.00
Doors and Windows	\$ 908,792.00
Finishes	\$ 1,376,816.00
Specialties	\$ 327,679.00
Furnishings Sub-total	\$ 12,602.00
Special Construction Sub-total	\$ 1,414,821.00
Mechanical	\$ 3,954,455.00
Electrical	\$ 2,373,626.00
Allowance Sub-total	\$ 237,556.00
Insurance, Bonding, Fees	\$ 1,103,279.00
Total Hard Construction Costs Budget	\$ 23,855,254.00
15% Soft Costs	\$ 3,578,250.00
Total Budget	\$ 27,433,504.00

6.2 Capital Funding

The Building Canada Fund is currently the major source of capital funding in Ontario for projects of this type. The Town has applied for Building Canada funding for the projected capital costs of the CCC and, if the application is granted, the building costs discussed in the previous section will be covered. If the application fails, or only a portion of the funding is granted, there are several options - either alone or combined - available to the Town to raise the required financing. These are discussed briefly below.

Debenture Financing: The municipality can issue a debenture for the capital cost of the CCC, and retire the debt over time through available revenue streams.

Community Capital Campaign: Fundraising in the general community around special events, specific contributions (e.g., Buy-a-Brick). Fundraising strategies can be built around the graphic building concept developed by the community in the Design Charrette.

Regardless of the potential for government grants, funds will still be required for equipment, furnishings etc. and these are ideally suited to targeted fundraising initiatives, responsibility for which can be tied to the ultimate user group(s).

Private Donors/Sponsors: As an identifiable but relatively small part of a complex, there may be potential to engage a local company to provide the indoor track in exchange for naming rights. An example of this type of arrangement is the Triton Engineering Services Limited Walking Track, which is located in one of the Town of Orangeville's recreation complex arenas.

Should an aquatic centre be added to the complex at some point in the future, the hospital would be a likely candidate to consider for a contribution to developing a therapeutic pool, in return for which they would receive guaranteed access for their programs.

Capital Surcharges: Major user groups contribute an agreed upon contribution to capital - a capital surcharge - based on hours of use or number of teams. This is quite a common approach to fundraising for arenas, likely due to the level of demand for prime ice time relative to identifiable and organized groups. Assuming, for example, an arena is used for at least 65 prime-time hours for 30 weeks annually, a capital surcharge of \$15/prime-time hour of ice use would generate \$29,250 annually that could be directed toward capital debt-repayment. Increasing that to \$25/per prime-time hour would generate close to \$48,750 annually. Surcharges are discontinued once the debt is retired.

Foundations: Foundations are also a potential funding source for community projects. There are many foundations in Canada, and their involvement in funding varies by agency.

Other potential sources for grants to the municipality⁵ include:

- Human Resources and Skills Development Canada *Enabling Accessibility Fund, Major Projects Enabling Accessibility*. The most recent call for this funding program closed on April 30, 2008 and no proposals are currently being accepted. The Town should monitor the status of this program for re-opening and, depending on timing and eligibility guidelines, funding may be available for a portion of the CCC's capital costs. The HRSDC website notes that "Major Projects Enabling Accessibility provides contribution funding of between \$1 million and \$15 million for participatory abilities centres, subject to an agreement with Human Resources and Skills Development Canada. Participatory abilities centres assist people with varying abilities, supporting social and labour-market integration. These centres enrich quality of life and help clients to achieve their goals. They encourage the pursuit of knowledge, skills development, and physical and mental health. Centres may offer services and programs ranging from fitness instruction to educational activities to art therapy."⁶
- Hydro One *Power Play Program* provides grants of up to \$25,000 for community centre capital projects, and is open to municipalities in which Hydro One is the local electricity supplier. Additional funding may be available where energy efficiency measures are incorporated in the project. The facility must be open and accessible to the community at large. Applications will be reviewed throughout the year. The next submission deadline is: June 30, 2009.⁷

⁵ Grants programs may also be available to groups using the CCC and, if applicable, these could be used to provide needed equipment etc. to support groups' use of the facility.

⁶ Human Resources and Skills Development Canada. www.hrsdc.gc.ca

⁷ Hydro One. www.hydroone.com

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7.0 Facility Management and Operations

7.1 Introduction

Partnerships in municipal recreation facilities can range from simple guaranteed access agreements to full capital and operating partnerships. This discussion focuses on a potential Town-YMCA partnership in managing and operating the non-arena components of the CCC. An effective partnership brings together complementary service providers and capitalizes on what each does best, to the benefit of both parties. Other potential options to managing and operating the facility are not likely as promising:

- as discussed in Section 8.0, a wholly-municipally managed and operated facility has implications for operating costs;
- a wholly-YMCA managed and operated facility would preclude the Town's expertise in arena operations, and the benefits this brings to a partnership.

7.2 Municipal-YMCA Partnership

Historically, the Town has recognized and partially funded the Cobourg branch of the Northumberland YMCA to assist in providing its recreation service to the community. Along with the municipality, the YMCA has been a key provider of recreation services to Town residents, and has operated programs and services (e.g., outdoor swim lessons) for the Town through purchase-of-service agreements. The YMCA model with the Town of Cobourg was the first of its kind in Ontario and is now used as a template for partnerships in other municipalities. The YMCA currently operates in a Town-owned facility that is approaching the end of its lifecycle, and is interested in developing new, replacement facilities in conjunction with the CCC. The YMCA, therefore, is the most likely candidate for partnership with the Town in developing and/or operating new recreation facilities.

There are many types of agreements between YMCAs and municipalities across Canada. A very recent partnership that may apply to Cobourg's proposed community centre is the Town of Innisfil's operating agreement with the YMCA at its newly completed Innisfil Recreation Complex. This complex comprises a leisure pool, a 6-lane lap pool, a fitness centre, a twin pad arena with an overhead running track, a gymnasium, multi-purpose rooms, lobby area, and ancillary facilities. Outdoor facilities include a soccer pitch and baseball diamond. The operating agreement with the YMCA covers the so-called "warm side" of the complex, which includes everything except the arenas and the outdoor fields. The "cold side" is operated by the Town, and the entire complex is municipally owned.

Given the facilities the Cobourg YMCA is interested in replacing (i.e., all the above-noted "warm" side components) and the proposed CCC facilities (i.e., both "cold" and "warm" side components with the exception of a pool), the Town of Innisfil agreement may be a model to consider for Cobourg. An operating partnership of this type for the non-arena

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components of the CCC is reflected in cost projections in Section 8.0. In any partnership agreement, however, the municipality should ensure that its mandate and service priorities are reflected in the operation and programming of any facilities it owns. The Town recognizes the need to accommodate the casual program and facility user at reasonable rates. To this end, the Town should consider the extent to which the mandate of the YMCA is, or can be, compatible with municipal objectives related to:

- service pricing/cost recovery;
- direct vs. indirect service provision, which has implications for staffing and, therefore, costs;
- providing membership-based vs. "a la carte" services;
- ensuring service affordability/access through subsidization;
- serving general vs. specialized markets;
- governance, accountability.

Although the Town is not now interested in supporting a municipal recreation function, future population growth may ultimately require the introduction of a small recreation department. The Town should ensure, therefore, that shorter-term decisions with respect to facility development and partnership agreements do not preclude future options in municipal service provision.

8.0 Operating Cost Projection for a Cobourg Multi-use Community Centre

8.1 Introduction

This section presents a five-year operating cost projection for the Cobourg Multi-use Community Centre. Section 8.2 discusses the operating costs for a CCC that is operated exclusively by the Town. Section 8.3 considers the operating costs for a facility in which the Town operates the arenas and the YMCA operates the non-arena components of the CCC. Detailed tables on projected costs and revenues are contained in Appendix C. The following points describe a number of general assumptions and limitations related to the projections.

- The projections are limited to costs associated with the new multi-use community centre. They do not address costs to keep operating the Jack Heenan Arena as a third ice pad. While there is potential to use Heenan Arena for "overflow" prime-time use, total operating costs would exceed those shown here if Heenan Arena continues to operate once the new twin pad facility opens. In addition, the cost-benefit of operating the Heenan Arena for minimal prime-time use should be considered. It might be more efficient to extend operating hours at the new facility and shift some of its prime-time use into non-prime time, until such time as there is sufficient "overflow" demand to make it financially feasible to operate Heenan as a third pad. At that time, operating costs will increase accordingly.
- Projections are based on Cobourg-specific information for the existing arenas, and operations data for "comparable" municipally-run complexes Ontario facilities. While there are facilities that are similar to that being proposed for the Town of Cobourg, none are directly comparable in size, components, etc. and particularly in their approach to operations, which is driven by individual municipalities' policies in service provision, administrative structures, and accounting practices. As a result, there is a wide range in the operating costs of similar complexes.
- Expenses for YMCA operations were provided by the YMCA.
- The projections are only for the indoor recreation complex and do not include associated outdoor sports fields at the proposed D'Arcy Street site.
- Revenue projections are largely grounded in actual use and estimates based on requests for facility time. As such, there is likely potential to increase revenues, as discussed in Section 8.3.

8.2 Operating Costs for a Town Operated CCC

8.2.1 Arena Costs and Revenues

In both scenarios, the Town operates the arenas and its costs are the same. Table 8.1 shows a five year operating projection for the arenas, which is based on budget data provided by the Town for 2009, and projections using this baseline. Ice revenues were increased by 3% annually, according to the Town's annual fee increase. Non-ice revenues were increased by 10% annually with the exception of arena floor rentals, which were increased by 20% per year in anticipation of expanded use of the 2,000 seat pad. Municipal staff is interested in increasing floor rentals in the 2,000 seat arena by hosting major trade shows, concerts, performances, etc. We understand, however, that the Town has not yet undertaken market studies to confirm the extent of potential use. Opportunities to attract more of these types of uses to Cobourg should be explored in consultation with promoters in the entertainment industry.

Salaries were increased by 3%. Other costs were increased using a 2% per annum inflation rate⁸, while recognizing that certain, specific costs are difficult to anticipate with confidence. Energy costs are particularly difficult to project due to market volatility and fluctuations in price. At the same time, these costs comprise a significant component of overall operating costs in recreation complexes. As shown below, these calculations produce a net operating cost to the Town for the arena that decreases somewhat over time, from about \$218,000 in Year 1 to \$176,000 in Year 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUES					
TOTAL ICE	\$525,075.20	\$540,767.46	\$556,930.48	\$573,578.39	\$590,725.75
TOTAL NON-ICE	87,849.50	97,318.45	107,871.10	119,643.16	132,789.43
TOTAL REVENUES	\$612,924.70	\$638,085.91	\$664,801.57	\$693,221.56	\$723,515.18
EXPENSES					
TOTAL SALARIES AND BENEFITS	\$467,035.89	\$481,015.35	\$495,413.55	\$510,243.06	\$525,516.80
TOTAL ADMINISTRATION	\$51,365.16	\$52,392.46	\$53,440.31	\$54,509.12	\$55,599.30
TOTAL BUILDING	\$236,150.40	\$240,873.41	\$245,690.88	\$250,604.69	\$255,616.79
TOTAL EQUIPMENT	\$17,238.00	\$17,582.76	\$17,934.42	\$18,293.10	\$18,658.97
TOTAL CHARGES AND TRANSFERS	\$63,487.86	\$64,757.62	\$66,052.77	\$67,373.82	\$68,721.30

⁸. the Bank of Canada's average rate for upcoming years

TOTAL EXPENSES	\$830,773.68	\$847,389.15	\$864,336.94	\$881,623.68	\$899,256.15
NET OPERATING COSTS	\$217,848.98	\$209,303.25	\$199,535.36	\$188,402.12	\$175,740.97

8.2.2 Non-Arena Costs

Costs for the program spaces at a new CCC will largely comprise staff, at an estimated \$450,000 to \$500,000 per year over five years. CCC staff will continue to report to the Director of Public Works, as is the case with the existing arenas. In addition to transferring existing arena staff to the CCC, an expanded facility will require several new positions including a facility manager, an administrative assistant, and additional operations/maintenance and cleaning staff. It is expected that the facility manager's position will be responsible for new indoor facilities and will also assume responsibility for outdoor fields and related services. The current arena manager's position will remain unchanged, with the exception of tasks that will be transferred to new support staff. The administrative assistant will provide support for all CCC facilities and services.

Table 8.2: Municipal Staff Expenses for Non-Arena Facilities

	Year 1	Year 2	Year 3	Year 4	Year 5
FACILITY MANAGER	90,125.00	92,828.75	95,613.61	98,482.02	101,436.48
PROGRAM CO-ORDINATOR	64,375.00	66,306.25	68,295.44	70,344.30	72,454.63
ADMINISTRATIVE ASSISTANT	64,375.00	66,306.25	68,395.44	70,344.30	72,454.63
OPERATIONS/MAINTENANCE	183,340.00	188,840.20	194,505.41	200,340.57	206,350.79
CLEANING	47,380.00	48,801.40	50,265.44	51,773.41	53,326.61
TOTAL SALARIES AND BENEFITS	\$449,595.00	\$463,082.85	\$476,975.34	\$491,284.60	\$506,023.13

Additional expenses will be incurred to operate the non-arena components, and these can be expected to be about \$321,000 in Year 1, increasing to \$346,700 in Year 5 based on a per square foot cost to operate the arenas.

8.2.3 Non-Arena Revenues

The following section presents projected revenues for the non-arena components of the CCC. Projections are based on the transfer of existing arena use to a new facility and the additional need for hours that was reported by the respondents to the user group survey. These two components comprise the use of program spaces. Projected revenues do not include use that might occur as a result of facility development alone (e.g., use of the complex lobby area for activities such as receptions, awards presentations, etc.) or through formal program development. Use of new, non-recreation facilities such as lobby space areas and workshops to accommodate arts activities is difficult to anticipate and will, to a large extent, depend on the manner in which these spaces are equipped, the extent to which

they are promoted, and the community's response - especially in the area of volunteer-based programs related to the arts. We have also included revenues from the indoor track, at \$2 per visit with an increase of 10% per year.

Rental fees for program spaces are based on a review of comparable facilities, and an expectation that fees will increase. For the purposes of the projections, annual increases have been used. Table 8.3 lists Year 1 rental rates for various types of program space, each of which was increased by \$1 per year over the five-year period.

	Adult	Minor
Warm Viewing/MP Space	16	15
Gym (single)	24	18
Multi-purpose Room (single)	12	10
Meeting Room	8	8

As shown in Table 8.3, program space rentals have the potential to generate increasing revenues that are projected to be over \$90,000.00 in year 1, increasing to \$144,000 in Year 5.

	Year 1	Year 2	Year 3	Year 4	Year 5
WARM VIEWING/MP ROOM RENTALS	3,840.00	5,632.00	7,888.00	8,928.00	9,728.00
GYM RENTALS	51,660.00	57,137.00	61,778.00	66,591.00	71,576.00
MULTI-PURPOSE ROOM RENTALS	11,526.00	14,738.00	17,016.00	19,317.00	21,758.00
MEETING ROOM RENTALS	4,000.00	5,400.00	7,000.00	8,800.00	9,600.00
A/V RENTALS	1,000.00	1,200.00	1,400.00	1,600.00	1,800.00
INDOOR TRACK	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00
TOTAL PROGRAM SPACES REVENUES	\$92,026.00	\$106,107.00	\$119,292.00	\$131,856.00	143,744.00

8.2.4 Summary of Operating Costs for a Municipally Operated CCC

Our projections indicate that in Year 1, expenses for a municipally operated CCC will total approximately \$1.6m, and revenues will total about \$704,950, for a net operating cost of \$895,000. By year 5 of its operation, the net operating cost will be in the order of \$883,000.

8.2 Operating Costs for a Town-YMCA CCC Partnership

Table 8.5 presents the information on operating costs for the CCC's non-arena facilities that was provided by the YMCA. In a partnership arrangement whereby the YMCA operates these facilities in partnership with the municipality, it will reduce the Town's projected costs as shown in the figures below - with the exception of the staff costs for a facility manager, as shown in Table 8.2 above.

The YMCA would program and operate the gym, multi-purpose and meeting spaces. Programs would include various group fitness classes for select groups (seniors, youth) scheduling/registration/hosting of recreational leagues (basketball, volleyball, floor hockey, and other indoor recreational pursuits), scheduling/registration/hosting of classes including Karate, first aid, pre/post natal, art, social, health clinics etc. These facilities would also be available for rental by community groups.

Table 8.5: YMCA Operating Costs for Non-Arena Facilities and Net Expense Town for CCC

	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries/Wages/Benefits	191,136	197,047	203,142	209,424	215,901
Supplies	12,000	12,308	12,624	12,948	13,280
Telephone/Fax etc.	3,600	3,692	3,787	3,884	3,984
Postage/Courier	1,800	1,846	1,893	1,942	1,992
Occupancy (utilities)	94,720	97,149	99,640	102,195	104,815
Repairs/Maintenance/cleaning	107,000	109,744	112,558	121,030	124,773
Marketing	6,000	6,154	6,312	6,473	6,639
Travel/meals	3,000	3,077	3,156	3,237	3,320
Staff/Vol. Development	8,000	8,205	8,415	8,631	8,853
Insurance	30,000	30,769	31,558	32,367	33,197
Bank Fees	1,800	1,846	1,893	1,942	992
Association Services	45,905	47,183	47,498	50,407	51,774
Total YMCA Expense	\$504,961	\$519,020	\$532,476	\$554,480	\$569,520
Town Expense for Facility Manager	\$90,125.00	\$92,828.75	\$95,613.61	\$98,482.02	\$101,436.48
Net Arena Operating Costs	\$217,848.98	\$209,303.25	\$199,535.36	\$188,402.12	\$175,740.97
Program Space Rental Revenues	\$92,026.00	\$106,107.00	\$119,292.00	\$131,856.00	\$143,744.00
Net Town Expense	\$215,947.98	\$196,025.00	\$175,856.97	\$155,028.14	\$133,433.50

8.3 Potential Revenue Sources

There are other potential revenue sources that the Town might consider including in a CCC. Some of these would best be accommodated at the detailed design development stages of the project:

- Food service operator: providing leased space to a food service operator (e.g., Tim Horton's) located within the complex to serve both facility users, and provide walk-to or drive-through service to the community at large. There are examples of this type of an arrangement in other, similar facilities. The need for, or viability of, retaining vending machines could be addressed in relation to a contract with a permanent operator.
- ATM machine: revenue-generating service that is also convenient for facility users.
- Additional storage, as discussed above, for organized complex users (including field users).
- Climbing walls and arcade games are of interest to youth, and offer additional revenues streams.
- Auto-share self-serve parking in rented spaces in CCC parking lot

9.0 Implementation Program

Typically, it can take up to four years to complete a complex of this type - from project initiation to completion and opening. The Building Canada funding program, however, requires a completion date of March 31, 2011 for the Cobourg Community Centre, which provides only 22 months from now (beginning of June 2009) to undertake a full implementation program. This timetable is extremely tight, and we do not believe a traditional RFQ-RFP process allows sufficient time for completion before the required date of March 31, 2011. This process alone can take up to six months to complete, as it involves a number of sequential steps including: preparing a request for architects qualifications; evaluating the submissions of Expressions of Interest; short-listing a number of firms (typically 5) from which to request a detailed proposal; preparing the Request for Proposal for the short-listed architects and allowing time for the firms to respond; evaluating the proposals; selecting and hiring the architect to design the facility. The architectural work typically takes several more months to complete, while tendering the work and selecting a contractor to build the facility requires an additional two months. Collectively and assuming absolutely no delays, these activities will put the construction start date at about a year from now, which will allow only 10 months for construction.

Given this situation, we recommend that the Town consider adopting either a Design-Build or Construction Management implementation process for the CCC. Both approaches have the advantage of advancing the construction and design process, which will provide more certainty regarding meeting project deadlines. Design-Build allows a construction budget to be established early, but is less flexible to change. Construction Management is a more open process with more control of the budget through a sequential tendering process. Given the real time constraints to meeting deadlines, we encourage the Town to further investigate the advantages of these two alternatives with a qualified professional, in view municipal of procurement policies. Table 9.1 outlines a implementation program for tasks concurrent to design and construction, which are discussed below.

Table 9.1: Implementation Schedule for Tasks Concurrent with Design and Construction

	Concurrent Tasks			Start and Finish Dates
A	Feasibility Study Approved July 20, 2009	- establish responsibility for project tasks		July-mid to end August 2009 (5 weeks)
B	- confirm fundraising requirements/targets	- consult with/confirm potential partners and their facility requirements		August 2009 to end-September (2 months)
C	- initiate fundraising	- initiate partnership negotiations	- initiate grant applications for capital funding (other than Building Canada)	September 2009 to end October 2009 (2 months)
D	- negotiate draft partnership agreements - plan promotion strategy			end October 2009 to end June 2010 (8 months)
E	- finalize partnership agreements - put management/staffing structure in place - develop/revise operating policies - promote/advertise new facility			end June 2010 to end February 2011 (8 months)
F	- prepare for official opening			January 2011 to Opening
G	Facility Completion & Official Opening CCC			end-March 2011

- A. Feasibility Study Approval by Council: Council's approval of the study and its directive to move ahead with the project is needed in the very short-term to initiate other tasks.

Establish Responsibility for Project Tasks: The project will involve a number of tasks over the course of its design and construction that require planning, execution and evaluation, including fundraising, design and development, grant applications, construction project management, negotiating partnership agreements,

advertising/promotion, and opening celebrations. Ad hoc working committees should be established for each task, with accountability and a regular reporting schedule to Council.

- B. Consult with/confirm Potential Partners and their Facility Requirements: This step is important to ensuring that any specific facilities/design features required to support or enable relevant agreements are identified early in the design development stages, for inclusion in the final building plans. These features could be part of the current construction program or potential future expansions - both of which must be incorporated in the design development process, to facilitate their integration in a single plan for both short and long-term development. An outside food service provider, for example, will likely have specifications for its facility that will be necessary to its operation in the CCC. Over the long-term, facility additions such as an aquatic centre should be anticipated at this point to optimize its design and functional relationship to other building components. Even if the Township decides not to further investigate other facilities, the design of the CCC and its location and configuration on the site, should clarify the potential to accommodate future facilities/expansion.

Confirm Fundraising Requirements/Targets: Although fundraising targets will depend on financing that flows from available grants, there will likely be specific items that the community wants included the CCC that will not be covered by grants and that the Town cannot finance (e.g., special equipment for organized user groups). The need for the community to finance certain components of the CCC should be established to prepare fundraising goals aimed at supplementing available funding. A strategy should be developed at this time to target and guide fund-raising activities.

- C. Initiate Grant Applications, Fundraising, and Partnership Negotiations: These are key tasks to be initiated at the outset of the project. Funding that might be available for the project through other grant programs should be researched and pursued, where applicable. Timing grant applications is important to maximizing their contributions to the project, and to planning the work for these submissions. Regardless of available grants, community fundraising can offset costs and increase community participation in the project. For example, user groups could assume fund raising responsibility for specific items such as kitchen equipment, AV equipment, lobby furnishings etc., and targets could be set for these smaller campaigns.

Planning and negotiation around relevant partnership agreements must start early in the process to allow sufficient time to arrive at a mutually satisfactory arrangement. Other structures related to management and staffing, and operating policies, will depend on overarching agreements that must be settled first.

- D. Negotiate Partnership Agreements and Plan Promotion Strategy: Partnership agreements will take time to prepare, review and re-draft, if necessary. If more than one agreement is to be established, separate committees could be struck for each one to spread the workload and fast-track the process. These agreements will provide the framework for more detailed policy and operating procedures related to the facility. A promotion strategy will be important to optimizing levels of use (both organized and casual) from

the outset of the CCC's operation, and should include a variety of methods to excite and inform the community about the facility.

- E. Finalize Agreements, Management/Staffing, Operating Policies, and Advertising
The management and staffing structure will flow from any partnership agreements, and operating policies will flow from finalized agreements in at this stage. Sufficient time must be left to ensure these details are organized to facilitate a smooth opening and day-to-day operations. To the extent possible, advertising should include details regarding facilities, community use vs. programming (if applicable), rental fees, hours of operation, etc. to inform the community and encourage immediate use.
- F. Prepare for Official Opening: As a major community project and anticipated social hub, the official opening of the Cobourg Community Centre will be cause for a great celebration, and should be planned as such.

APPENDIX A

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Appendix A: Additional Facility Recommendations from the Service Needs 2038 Report

The following summarizes the recommendations of the *Cobourg Service Needs 2038* Report that are not directly related to preparing a building program and design concept for facilities required in the short-term at a multi-use community centre.

Aquatic Facilities

- An aquatic center should not be developed in the short-term.
- A full-facility aquatic centre should be planned for development after 2021, and patterns and trends in resident participation in aquatics/use of all area aquatic facilities should be monitored to confirm the point at which a new facility will be required

The following new facilities are not required in the Town of Cobourg:

Fitness Centre

- In keeping with its economic development objectives, and its interest in not duplicating the services of other providers, the Town of Cobourg should not provide specialized fitness facilities.

Banquet Hall

- A banquet hall should not be included in a multi-use community centre, as this will result in a duplication and oversupply of this type of space in Cobourg.

Existing Facilities Assessment and Re-use

Market Building Assessment

- The Market Hall is a landmark historic building in the Town of Cobourg and, despite several limitations to its use, it can continue to play a role in providing multi-use space for a variety of community functions.

Memorial Arena

- Memorial Arena should continue to function as an ice arena only until a plan for a replacement facility is implemented. At that time, Memorial should be decommissioned as an ice arena and re-purposed to house dry-floor, indoor field activities such as soccer and field hockey.

Jack Heenan Arena

- Built in 1976, and excellently maintained, the building still has a serviceable lifespan within limitations that do not warrant extensive renovations over replacing the facility in a new twin pad arena. The arena could supplement ice-time at a new twin pad facility during the winter for training, practices etc., until such time as

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the building's lifespan concludes. Summer could best focus on dry floor activities such as ball hockey, and children's soccer and box lacrosse.

YMCA

- Given the facility's age and limitations in serving its membership, the YMCA is planning the expansions/redevelopment of the building, although no specific plans have yet been determined. The eventual redevelopment of the YMCA may result in re-purposing of existing spaces within the present structure. Any potential changes, however, will be made to provide an improved YMCA facility, and will not change the overall purpose/function of the facility

APPENDIX B

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Appendix B: Charrette Notes

Comments, Wishes & Concerns of Design Charrette Participants from Day 1 Morning Session:

Town of Cobourg/Steering Committee

- community centre to be a community centre.
- eating area = gathering area
- ownership and buy-in by multi-users... i.e.: seniors & youth
- use 12 month per year.
- infrastructure will impact needs.
- spectator arena to have seating all around.
- dressing rooms below (10 total)
- walking track
- adequate parking
- run one rink 12 months per year.
- facility to have a "WOW" factor!
- extremely impressed with Legend Centre in Oshawa

Town of Cobourg Planning

- east/north wall with lighting & indoor/outdoor washrooms
- good street presence
- campus type environment.
- tie indoor/outdoor together
- ice use 12 months per year
- warm inviting lobby to act as social hub
- outside public space, possible courtyard and/or public art.
- "Wow" factor! building with a striking appearance. Have people remember the facility for the right reasons.
- adequate parking.
- strong way finding... identifying entrances.
- site is good, nice tie in to the East.
- transit

Concern: Unimaginative box that does not get built.

Art Gallery / CAPS

- concerns about the esthetics.
- façade
- landscaping
- interior / exterior
- public transit- accessibility
- lack of trees & shade

YMCA

- concerned about population growth.
- expansion of program facilities

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- too many current needs
- sustainability is important
- think green
- look at entire site plan
- 4 change rooms not enough, due to increased interest in girls' hockey.
- need 5 per arena
- no therapeutic pool
- makes sense to have community facility and YMCA side by side.
- traffic is an issue

Concern: Long-term vision might be off, what does 30 years away look like?

Planning & Environment

- green – grass roots planning
- more sidewalks through fields
- LEED building

Youth

- very pleased with proposed location.
- a place that offers a variety of activities that will appeal to everyone
- a variety of activities for youth e.g., climbing wall / skateboard park
- ability to play own music
- youth room to be designed for youth's interests

Concern: facility will be built and not utilized.

Access

- accessibility should be a cornerstone
- transit is an issue: City is getting 2 new buses to accommodate 6 wheel chairs.
- site works well.
- work on more funding
- healthy food
- floor plugs for computers
- backstage area needs to be adequate for events.
- good flat spot with power.

Basketball/Volleyball

- international size court
- access to teen change rooms
- team & visitor change rooms

Concern: Lack of court time

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From a volleyball perspective:

- based on measurements, 3 courts make sense.
- if windows in gym, be cautious of sun
- 2 full basketball courts: one court could accommodate 2 volleyball courts.
- high quality flooring
- ability to host events: canteen to host and use for fund raising.

Community standpoint:

- all interest groups compete for gym space
- have city coordinate user groups and have all current facilities being used.

HKPR Disability and Health Unit

- active communities perspective
- walking trail outside
- bike lane / sidewalks
- bike parking
- injury prevention: i.e., lighting and shade

Concern: Breaking barriers on access fees.

Seniors

- computer lab for senior computer lessons
- current market building is used from 9am to 4pm
- can only currently accommodate 5% of seniors in Cobourg
- a **Community Centre**.... Not just a **Recreation Centre**

Northumberland Orchestra & Choir, Stitchery Guild, Arts Council, Parks & Recreation Advisory Board

Music: approx 44 amateur musicians

- would like concert hall & stage
- storage under stage.

Stitchery Guild: 17-35 members

- fine needlework club
- if can't use current facility, use seniors area.
- need quiet space with good lighting

Dance Floor: approx 40 people

- tap dance space... maybe use stage?

Arts Council:

- currently don't have an office
- office space in centre
- Arts Council & Sports Councils offices
- central space to have art shows

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Recreation Parks Committee Advisory

- grounds can be used for seniors' programs e.g., gardening
- ramps verses stairs

Steering Committee

- 1,500 kids in soccer for 2.5 months
- soccer club needs access to change rooms outside
- wants to add indoor soccer pitch
- add 3rd ice pad
- also wants Memorial Arena converted to indoor soccer pitch
- outside building: bocce needs 15 for seniors
- where does lawn bowling pitch go?
- basketball courts outside?
- tennis courts?
- horseshoe Pits?
- walking/bike paths
- adequate parking
- transit
- canteen
- outside access of storage
- would like to see a multipurpose facility that would complement each interest group.
- GREEN
- integrated
- to be a "Centre Piece" of town and a tool for growth.
- facility could attract people to Cobourg and be something to brag about.

Concern: Soccer will be displaced

Minor Softball

- location: okay to demolish building
- cannot market year round for softball.
- height of ceilings in gym and arenas
- living room lobby should be community focused.
- i.e. facility with Town's long rich sports history
- rink, bring people down to rink level
- 5-6 dressing rooms per ice pad.
- outdoor access change rooms
- 6 change rooms per ice slab
- walking track along top
- side seating preferred, not end
- share change rooms with soccer & baseball.
- showers, no need for huge showers
- map of Cobourg with local business's and establishments in lobby.

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Jr. A Hockey

- Junior Hockey Club wants to provide a great experience for fans with both good hockey and a good facility.
- Cougars use the facility 6 days a week from August to the end of playoffs.
- new facility would need to accommodate:
 - Dressing rooms
 - Laundry
 - Equipment repairs
 - Direct access onto ice

Concern: Not enough ice time

Lawn Bowling

- Club currently uses Victoria Park; will need new facilities soon.
- existing facility does not accommodate new players.
- can play on an artificial turf
- need at least 2 greens

Comments Friday Evening with Stakeholders & Public

- have opportunities to the West, potential to share a facility with Port Hope?
- has a Junior Hockey Arena been explored? i.e., 4000 rinks to accommodate OHL Team.
- will soccer fields be lost?
- lawn bowling as part of seniors' facility.
- change rooms with showers for soccer.
- concession stand? keep opportunities for volunteers available.

Comments from Saturday Morning with Stakeholders:

- lawn bowling club would like their facilities in closer proximity to the seniors centre.
- control points & access for arenas, gyms, multi-purpose. i.e., single user pays, or annual team fees.
- change rooms for soccer: outside access? - bike parking?
- bike paths?
- community gardens on site?
- are people willing to pay more?
- stress... Multi use Community Centre – not Recreation Centre
- possible indoor skate park at old ice facilities.
- demo kitchens in facility?
- YWCA will follow aquatic needs & fitness needs of facility.

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APPENDIX C

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Appendix C: Five Year Operating Cost Projection for the CCC

	Year 1	Year 2	Year 3	Year 4	Year 5
ARENA					
REVENUES					
ICE					
CCHL HOCKEY	211,768.00	218,121.04	224,664.67	231,404.61	238,346.75
WNWH	93,713.52	96,524.93	99,420.67	102,403.29	105,475.39
FIGURE SKATING	21,157.23	21,791.95	22,445.71	23,119.08	23,812.65
COUGARS (PRIME)	26,833.56	27,638.57	28,467.72	29,321.76	30,201.41
OVER 35 HOCKEY	11,952.12	12,310.68	12,680.00	13,060.40	13,452.22
MISC. RENTALS	157,650.77	162,380.29	167,251.70	172,269.25	177,437.33
PUBLIC SKATING	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
TOTAL ICE	\$525,075.20	\$540,767.46	\$556,930.48	\$573,578.39	\$590,725.75
ARENA FLOOR RENTALS	6,840.00	8,208.00	9,849.60	11,819.52	14,183.42
ARENA BOARD ADVERTISING	33,984.50	37,382.95	41,121.25	45,233.37	49,756.71
CANTEEN RENTALS	4,125.00	4,537.50	4,991.25	5,490.38	6,039.41
CANTEEN	41,250.00	45,375.00	49,912.50	54,903.75	60,394.13
PRO SHOP, SKATE SHARPENING	1,650.00	1,815.00	1,996.50	2,196.15	2,415.77
TOTAL NON-ICE	87,849.50	97,318.45	107,871.10	119,643.16	132,789.43
TOTAL REVENUES	\$612,924.70	\$638,085.91	\$664,801.57	\$693,221.56	\$723,515.18
EXPENSES					
SALARIES FULL-TIME	353,799.85	364,413.85	375,346.26	386,606.65	398,204.85
BENEFITS FULL-TIME	88,450.22	91,103.73	93,836.84	96,651.94	99,551.50
SALARIES PART-TIME	18,086.80	18,629.40	19,188.29	19,763.93	20,356.85
BENEFITS PART-TIME	2,713.02	2,794.41	2,878.24	2,964.59	3,053.53
SALARIES OTHER	824.00	848.72	874.18	900.41	927.42
CLOTHING	2,295.00	2,340.90	2,387.72	2,435.47	2,484.18
BOOTS AND GLOVES	867.00	884.34	902.03	920.07	938.47
TOTAL SALARIES AND BENEFITS	\$467,035.89	\$481,015.35	\$495,413.55	\$510,243.06	\$525,516.80
OFFICE SUPPLIES	765.00	780.30	795.91	811.82	828.06
TELEPHONE	2,550.00	2,601.00	2,653.02	2,706.08	2,760.20
ADVERTISING	1,224.00	1,248.48	1,273.45	1,298.92	1,324.90
POSTAGE AND DELIVERY	102.00	104.04	106.12	108.24	110.41
MEMBERSHIPS AND SUBSCRIPTIONS	824.16	840.64	857.46	874.61	892.10
COURSES	2,040.00	2,080.80	2,122.42	2,164.86	2,208.16
TRAVEL	1,020.00	1,040.40	1,061.21	1,082.43	1,104.08
INSURANCE	41,820.00	42,656.40	43,509.53	44,379.72	45,267.31

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CONVENTIONS	1,020.00	1,040.40	1,061.21	1,082.43	1,104.08
TOTAL ADMINISTRATION	\$51,365.16	\$52,392.46	\$53,440.31	\$54,509.12	\$55,599.30
BUILDING MAINTENANCE	25,500.00	26,010.00	26,530.20	27,060.80	27,602.02
HEAT	40,616.40	41,428.73	42,257.30	43,102.45	43,964.50
UTILITIES	125,919.00	128,437.38	131,006.13	133,626.25	136,298.78
CLEANING SUPPLIES	7,956.00	8,115.12	8,277.42	8,442.97	8,611.83
ICE PLANT MAINTENANCE & SUPPLY	17,340.00	17,686.80	18,040.54	18,401.35	18,769.37
GARBAGE	5,763.00	5,878.26	5,995.83	6,115.74	6,238.06
ELECTRICAL REPAIRS	6,783.00	6,918.66	7,057.03	7,198.17	7,342.14
PLUMBING REPAIRS	5,661.00	5,774.22	5,889.70	6,007.50	6,127.65
CONTRACTS	612.00	624.24	636.72	649.46	662.45
TOTAL BUILDINGS	\$236,150.40	\$240,873.41	\$245,690.88	\$250,604.69	\$255,616.79
VEHICLE REPAIRS AND MAINTENANCE	7,650.00	7,803.00	7,959.06	8,118.24	8,280.61
GAS AND OIL	3,060.00	3,121.20	3,183.62	3,247.30	3,312.24
EQUIPMENT PURCHASES	2,550.00	2,601.00	2,653.02	2,706.08	2,760.20
EQUIPMENT REPAIRS	2,754.00	2,809.08	2,865.26	2,922.57	2,981.02
EQUIPMENT RENTALS	1,224.00	1,248.48	1,273.45	1,298.92	1,324.90
TOTAL EQUIPMENT	\$17,238.00	\$17,582.76	\$17,934.42	\$18,293.10	\$18,658.97
CONSUMABLE SUPPLIES	29,070.00	29,651.40	30,244.43	30,849.32	31,466.30
TRANSFER TO RESERVES	34,417.86	35,106.22	35,808.34	36,524.51	37,255.00
TOTAL CHARGES AND TRANSFERS	\$63,487.86	\$64,757.62	\$66,052.77	\$67,373.82	\$68,721.30
TOTAL EXPENSES	\$830,773.68	\$847,389.15	\$864,336.94	\$881,623.68	\$899,256.15
NET OPERATING COSTS	\$217,848.98	\$209,303.25	\$199,535.36	\$188,402.12	\$175,740.97

MUNICIPAL STAFF EXPENSES FOR NON-ARENA FACILITIES					
	Year 1	Year 2	Year 3	Year 4	Year 5
FACILITY MANAGER	90,125.00	92,828.75	95,613.61	98,482.02	101,436.48
PROGRAM CO-ORDINATOR	64,375.00	66,306.25	68,295.44	70,344.30	72,454.63
ADMINISTRATIVE ASSISTANT	64,375.00	66,306.25	68,395.44	70,344.30	72,454.63
OPERATIONS/MAINTENANCE	183,340.00	188,840.20	194,505.41	200,340.57	206,350.79
CLEANING	47,380.00	48,801.40	50,265.44	51,773.41	53,326.61
TOTAL SALARIES AND BENEFITS	\$449,595.00	\$463,082.85	\$476,975.34	\$491,284.60	\$506,023.13

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YMCA OPERATING EXPENSES FOR NON-ARENA FACILITIES					
	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries/Wages/Benefits	191,136	197,047	203,142	209,424	215,901
Supplies	12,000	12,308	12,624	12,948	13,280
Telephone/Fax etc.	3,600	3,692	3,787	3,884	3,984
Postage/Courier	1,800	1,846	1,893	1,942	1,992
Occupancy (utilities)	94,720	97,149	99,640	102,195	104,815
Repairs/Maintenance/cleaning	107,000	109,744	112,558	121,030	124,773
Marketing	6,000	6,154	6,312	6,473	6,639
Travel/meals	3,000	3,077	3,156	3,237	3,320
Staff/Vol. Development	8,000	8,205	8,415	8,631	8,853
Insurance	30,000	30,769	31,558	32,367	33,197
Bank Fees	1,800	1,846	1,893	1,942	992
Association Services	45,905	47,183	47,498	50,407	51,774
Total Non-Salary Expenses	\$313,825	\$321,973	\$329,334	\$345,056	\$353,619
Total YMCA	\$504,961	\$519,020	\$532,476	\$554,480	\$569,520

PROGRAM SPACES RENTAL REVENUES					
	Year 1	Year 2	Year 3	Year 4	Year 5
WARM VIEWING/MPS ROOM RENTALS	3,840.00	5,632.00	7,888.00	8,928.00	9,728.00
GYM RENTALS	51,660.00	57,137.00	61,778.00	66,591.00	71,576.00
MULTI-PURPOSE ROOM RENTALS	11,526.00	14,738.00	17,016.00	19,317.00	21,758.00
MEETING ROOM RENTALS	4,000.00	5,400.00	7,000.00	8,800.00	9,600.00
A/V RENTALS	1,000.00	1,200.00	1,400.00	1,600.00	1,800.00
INDOOR TRACK	20,000.00	22,000.00	24,200.00	26,620.00	29,282.00
TOTAL PROGRAM SPACES REVENUES	\$92,026.00	\$106,107.00	\$119,292.00	\$131,856.00	143,744.00

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