



Prospect Heights Park District
Feasibility Study July 2020 - DRAFT



ACKNOWLEDGEMENTS

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I. THE PLANNING CONTEXT

A. Purpose of this Plan

This feasibility study was designed to assess the current condition of the Gary Morava Recreation Center and determine if the recreational needs of the Prospect Heights Park District (identified in the 2017 Master Plan) can be met by renovating/replacing and/or expanding the Gary Morava Recreation Center, or building a new recreation center at another location.

The purpose of this study was to determine the appropriate mix of programs and amenities at the recreation center that could be accommodated within the financial range provided by the District; to determine the costs associated with renovating/rebuilding the recreation center; and to determine the new staffing needed, new operating and maintenance costs, and potential cost recovery. This study analyzed three sites to determine the best location.

The following Critical Success Factors and Performance Measures were developed by the project team to guide this study:

CRITICAL SUCCESS FACTORS

1. Identify recreational programs, activities, services, and facility elements desired by Prospect Heights Park District residents based on 2017 Master Plan.
2. Evaluate the need for repurposed, expanded or new recreation facilities and amenities.
3. Identify Facility Plan for repurposed, expanded or new recreation facilities and amenities. The Plan will provide a vision for recreation facilities and establish strategic direction for the District.
4. Identify proforma budget projections to include a range for renovation/constructions along with a cost analysis with a targeted cost recovery goal.

PERFORMANCE MEASURES

1. Develop a list of programs, activities, and services, and mock schedules, along with a list of facility elements and amenities that will allow the District to deliver the programs and services the community expressed a desire and a need for through the 2017 Master Plan.
2. Determine the feasibility of renovating/replacing and/or expanding the Gary Morava Recreation Center, and/or repurposing the center and building a new recreation center at another location.
3. Develop conceptual layout plans for recreation facilities that will allow the District to deliver the programs and services the community expressed a desire and a need for through the 2017 Master Plan.
4. Develop Proforma Budget will include projected construction costs for capital planning and projected operation and maintenance costs including staffing and non-staffing operational costs as well as projected revenues including user, program and rental fees.

B. Methodology of this Planning Process

This project has been guided by the GreenPlay team, including Williams Architects, and Christina Ferraro, Executive Director of the Prospect Heights Park District (PHPD). Christina, her staff, and PHPD Board members provided input to the GreenPlay consulting team throughout the planning process. This collaborative effort creates a plan that fully utilizes the consultant's expertise and incorporates the local knowledge and institutional history that only the PHPD staff and Board can provide. The project consisted of the following tasks:

STRATEGIC KICK-OFF MEETING

- Series of calls between the GreenPlay Project Manager and the PHPD Project Manager, culminating in a conference call with the entire project team to discuss the scope of the project and expectations

REVIEW OF INFORMATION GATHERED

GreenPlay collected and reviewed all information provided by the Prospect Heights Park District staff along with the 2017 Master Plan to help determine the largest recreational needs in the community that could create the conceptual design of the recreational center. Some of the information reviewed is listed below.

- Prospect Heights Park District Master Plan Study 2017
- Facility specific information related to the Gary Morava Recreation Center

ONSITE PROJECT TEAM MEETING AND FACILITY TOUR

- Meeting with PHPD Staff
 - Facility tours (Gary Morava Recreation Center, Old Orchard Country Club)
 - Tour of potential sites for recreation center (Gary Morava Recreation Center, Old Orchard Country Club, JFH property near Muir Park)
- Stakeholder Meetings
 - Conducted small group sessions involving approximately 30 participants
 - ◆ Users, users' groups (baseball, swimming, basketball, camp, NWRSA, School District 23, Board members)
 - Conducted several individual stakeholder interviews
 - Conducted staff interviews

MARKET ASSESSMENT

- Review of information developed during the 2017 Master Plan

CONFIRMATION OF NEEDED RECREATIONAL CENTER AMENITIES

- Rank and prioritization of building amenities identified in the 2017 Master Plan

RECOMMENDATIONS FOR RENOVATING/REPLACING AND/OR EXPANDING THE GARY MORAVA RECREATION CENTER

- A listing of priority amenities to include in the recreational center
- Conceptual plans
- Site analysis
- Operating & maintenance costs analysis
- Cost recovery goal analysis

DRAFT REPORT AND PRESENTATION

- A Draft Report for review, edits, and comments to be included in the Final Report

FINAL REPORT

- Deliver Final Report

Figure 1: The Planning Process



C. Prospect Heights Park District Overview

The Prospect Heights Park District, located about 20 miles northwest of Chicago, includes 11,224 individuals (as identified during the 2017 Master Plan per Esri Business Analyst). The District primarily serves residents of the City of Prospect Heights, and small portions of the three surrounding Villages of Arlington Heights, Mount Prospect, and Wheeling. The District provides recreation services and opportunities to all residents of the District. To accomplish this, the District follows a written mission statement.

PROSPECT HEIGHTS PARKS DISTRICT MISSION STATEMENT

“To enhance the quality of life for all residents of the District through the development and maintenance of park lands and facilities utilizing available resources, as well as to promote community involvement through a variety of recreation programs, educational opportunities, and special events.”

Based on the mission, the District provides recreational programs, park management, capital development, and general administration. Facilities operated by the District includes the Gary Morava Recreation Center, 14 park sites totaling 70 acres of park land, the Old Orchard Country Club totaling 100 acres, one outdoor swimming pool, and an assortment of baseball/softball diamonds, football/soccer fields, tennis courts, playgrounds, and picnic areas. The District participates in the Northwest Special Recreation Association (NWSRA) to provide programs for residents with special needs. The District partners with School District 23 (SD32) and several local organizations and clubs to provide youth and adult programming. Additionally, the District maintains intergovernmental/cooperative agreements with Prospect Heights City; Police and Fire Departments; the Village of Mount Prospect; and the three surrounding Park Districts – River Trails, Mount Prospect, and Wheeling.

The District operates 14 park sites, a country club/golf course, a recreation center, an outdoor swimming pool, and various sports fields and facilities.

The Gary Morava Recreation Center was opened in 1979 and has served the community well. The center is now 40 years old and is reaching the end of its life expectancy. The center is outdated and in need of upgrades or replacement. Many programs have changed and the facility elements desired by the community today are different than what was desired in 1979.

National and regional trends indicate an increase in recreational program participation when appropriate facilities are accessible and available. GreenPlay’s observations and experience validates that communities experience a significant increase in recreational program participation when agencies are able to provide a variety of appropriate recreational spaces.

Knowing the history of the District helped guide the development of the process and the final recommendations.



D. Information Extracted from the 2017 Master Plan and Identified by Stakeholders and Staff

The following is a listing of programs and activities identified as desired by the community to be included in this feasibility study (listed in alphabetical order) This list may not be all-inclusive:

- Adult day programming
- Adult exercise classes
- Aquatics/swimming
- Arts & crafts
- Badminton, table tennis
- Banquets
- Baseball
- Basketball
- Batting practice
- Before and After Care
- Birthday parties
- Camps
- Cheerleading
- Clubs
- Community gathering
- Computer/IT
- Dance
- Dances
- Debate
- Dodgeball/Kickball
- Educational
- Escape Rooms
- Fitness/cardio
- Flashlight tag
- Floor hockey
- Food service
- Gathering space
- General recreation programs
- Group exercise/fitness classes
- Healthy minds, Healthy bodies (injured veterans)
- Indoor lacrosse
- Indoor soccer
- Indoor track - walking/jogging
- Kids' day off
- Kinderstop
- Laser tag
- Life skills
- Lightning Athletics - Special Olympics
- Lock-ins
- More basketball
- More inclusive programs (Mom and Tot, Sibling Pair)
- Ninja Warrior
- One off events
- Organization
- Paralympics
- Parkour
- Pickleball
- Preschool
- Pre-school (KinderStop)
- Recreation programs (jewelry making classes, etc.)
- Rentals/meetings
- Reverse inclusion
- Rock climbing
- Safe running/walking/biking
- Senior/teen activities
- Soccer
- Softball
- Special events
- Spinning
- Stem maker
- Summer camp
- Summer swim team
- T-ball
- Table top gaming (RISK, etc.)
- Taekwondo
- Teen activities (pottery classes, babysitting courses, career counseling, crafting, etc.)
- Veteran programming
- Video gaming
- Volleyball
- Walking/jogging
- Watching TV
- Weight training
- Yoga
- Zumba

The following is a listing of facility spaces and elements identified as desired by the community to be included in this feasibility study (separated into basic needs, ad/alternates, and wish list). This list may not be all-inclusive:

BASIC

- Gym - 3 court high school size (6 baskets)
- Indoor Playground
- Fitness center - cardio, selectorized, free weight
- 4 classrooms pre-school kinder stop with bathroom (dedicated space)
- 4 large multipurpose rooms, dividable
- 3 fitness studios (2 – 3,000 sq. ft., 1 for dance - 1,600 sq. ft)
- Lobby/gathering space with food service option
- Staff/administration/office area (15 offices)
- Catering kitchen
- Locker rooms

AD/ALTERNATES

- 8 classrooms for SD23 - classrooms (6-8, plus 4 spaces for offices/meeting space/nurse/kitchen prep) sink, restroom, secure location) desire to lease/rent school district, stage/assembly large group 500 people - bus dropping/parking 24 for staff - district provide all furniture and equipment - dedicated space
- 2 classrooms for NWSRA (2,000 sq. ft.) NWSRA - adult day programming - need two programming rooms for 21 participant, 6 staff and wheelchairs, accessible kitchen, accessible bathrooms with adult changing table, storage closets, desires separate secure entrance, parking for 1 accessible 14 passenger bus that must stay onsite, and other buses will drop off, parking for 6 staff, need an office space, rent space - 5 years, passed experience \$250,000, dedicated space - year round
- NWSRA (programming anytime of the day) needs access to pool - zero depth entry, splash pads, wall climbing, parkour, gymnasium (basketball, volleyball, floor hockey) - high school - 6-8 pm Tuesdays

WISH LIST

- Indoor turf (batting cages, parkour, soccer, lacrosse, boot camp, summer camps)
- Small theater

GENERAL FACILITY ASSUMPTIONS:

- No indoor pool
- Adequate storage, circulation, gathering/holding spaces
- Consider LEED - garden/landscape element throughout any design, possible community garden space, green roof, internal and external planters, small green islands, etc,
- Facility would include the following at a minimum:
 - Janitor room 20x30
 - Tool room/workshop
 - Parks Maintenance building 60x60 w/ 12' overhead door

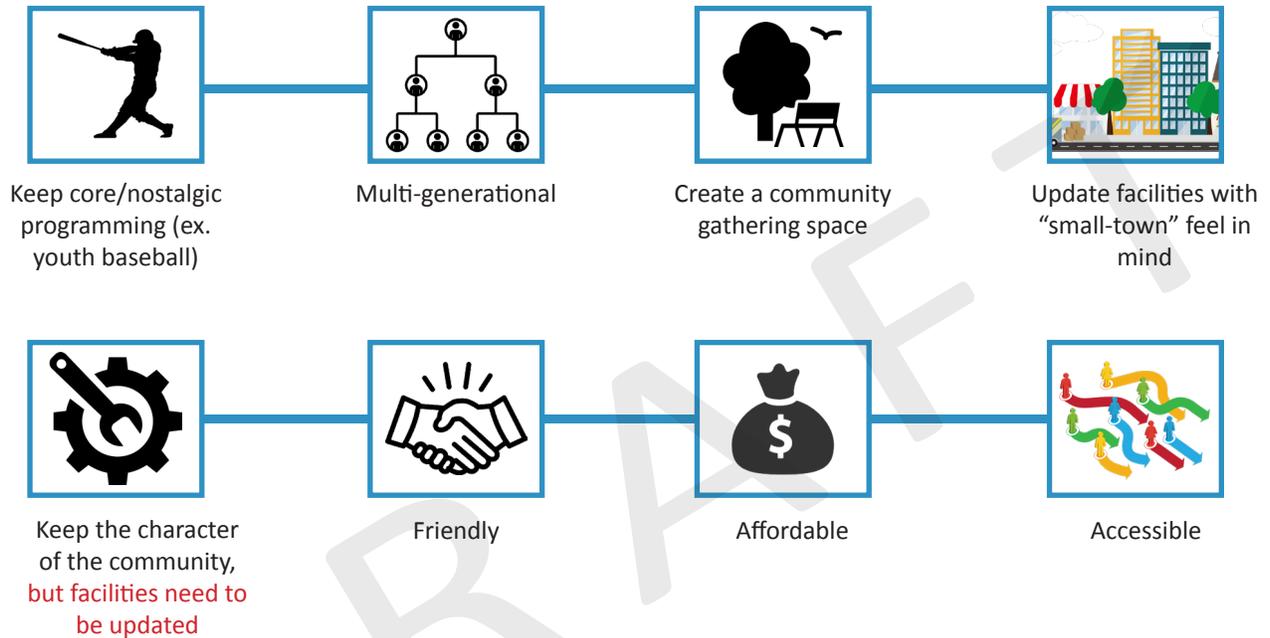
ADDITIONAL INFORMATION

- Current GMRC approximately 39,500 sq. ft. Including second floor mechanical space.
 - Current Gym 85' X 65" included in above sq. ft.
- Administration Building/house 1,500 sq. ft w/o basement.

The District requested that the ballfield and outdoor aquatic center remain as part of the future site.

To complete this project, GreenPlay, along with Williams Architects, engaged the stakeholders and staff to confirm programming, activity, and service needs, along with facility elements identified in the 2017 Master Plan. Potential conceptual plans, capital and operating costs associated with the proposed facility were developed. The team also evaluated three potential sites, potential funding opportunities (including partnerships and other alternatives), and potential avenues for recovering costs.

Figure 2: Key Issues and Values



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II. FINDINGS AND VISIONING WORKSHOP (FEBRUARY 13, 2019)

This workshop was a report of staff, stakeholders and users input; info was compiled and concepts have been put together for the sake of conversation to begin decision making process: what do we need? What can we afford to build and then operate? No decisions have been made – this workshop is to clarify vision for the recreation center.

The current building is 39,500 sq. ft.

The needs heard for a new recreation center were refined during the Visioning Workshop to include:

- Two gyms, with a suspended track
- Fitness rooms for (1) for equipment and (2) for classes (20 students per class (dance and exercise) any larger can use gym)
- Interactive play areas
- Three multipurpose rooms
- Administrative offices (with break room, conference room, and restrooms)
- Four preschool rooms with teachers' offices and bathrooms in the rooms
- Catering kitchen
- Café area
- Locker rooms
- Space for Parks Department staff and operations

The needs assessment yielded a 75,000 sq. ft. building with 225 parking spaces. There are an additional 50 stalls at McDonald Field and SD23 may build more near the Eisenhower School; the library now has two parking lots. SD23 requested 24,000 sq. ft. (8 classrooms, storage, 4 offices, kitchen, assembly for 500 with stage and AV room, separate bathrooms for staff and students, and 25 parking spaces) – no discussion of construction costs but a lease agreement would be in place. This does not seem feasible on this site. NWSRA requested 3300 sq. ft. (two rooms, kitchenette, adult toilet/changing room, storage, office and one parking for bus) – the discussion is for construction within their walls and a lease agreement. NWSRA informed the District at the conclusion of this study that they no longer needed this space.

Option 1 - 75,000 sq. ft., 175 parking stalls – keeps recreation center on existing footprint.

This option shows garage Parks Maintenance building possibly being located closer to Olive Street and a separate bathhouse for pool; eliminates three tennis courts.

First Floor - 41,500 square feet include:

- Preschool
- NWSRA
- Three multipurpose rooms with kitchen for banquets
- Board room
- Art rooms
- Senior
- Indoor playground and party room
- Café
- Express lockers in hallway
- Gym is two full-size high school regulation courts with bleachers and storage, which can hold 8 basketball teams at a time plus volleyball, pickleball, etc.
- Elevator and stairs leading to second floor

Second floor - 28,000 square feet includes:

- Suspended track
- Fitness room
- Group fitness
- Dance room
- Administrative area
- Locker rooms

Option 2 - 74,100 sq ft, 165 parking stalls – moves recreation center to the east (on admin lot) and puts more parking on existing foot print; this option puts all activity together and reduces pedestrian traffic crossing the parking lot; eliminates three tennis courts; some concern about increased traffic on Elm Street. Garage for Parks Department (5,500 sq. ft.) possibly located closer to Olive Street, a separate bathhouse for pool will remain.

First Floor - 48,100 sq. ft.; same as Option 1 it includes administrative area and locker-room on first floor; same as option 1:

- Preschool
- NWSRA
- Three multipurpose rooms with kitchen for banquets
- Board room
- Art rooms senior
- Indoor playground and party room
- Café
- Express lockers in hallway
- Gym is two full-size high school regulation courts with bleachers and storage, which can hold 8 basketball teams at a time plus volleyball, Pickleball, etc.
- Elevator and stairs leading to second floor

Second Floor - 21,000 sq. ft. same as Option 1 except the administrative area offices are not on the second floor and the administrative area and locker rooms are smaller since larger ones are on first floor – include:

- Suspended track
- Fitness room
- Group fitness
- Dance room
- Administrative area
- Locker rooms

OTHER TOPICS OF DISCUSSION INCLUDED:

- Racquetball hasn't been in the needs assessment nor have architects built one in 20 years
- The pool is old and getting older – nearer end of life
- There is lots of flooding near GMRC; do we change the footprint of Lions Park?
- Do we have an indoor pool with lap lanes and add outdoor splash pad?
- Will an indoor pool negatively affect summer camp?
- The tennis courts are in flood zone? Should those be changed/moved?
- It's all about dollars. These options are about \$32 million and it provides storm detention underground which is required for MWRD; destruction costs are included which included asbestos removal; the design to construction phase is 3 years and includes 18 months in actual construction time

DECISION:

No decisions were made; it was suggested that a conversation be held with Speer Financial as a financial advisor regarding debt issuance capabilities for future.

- The list of activities we presented to the Board was received as inclusive of what the community desires and the Board supports
- The proposed facility elements were well received by the Board
- The Board expressed concern with the potential for additional traffic on Elm St with option 2
- Losing three tennis courts is an option
- Losing the baseball field is not an option
- An indoor pool is not fully supported
- The initial proposed cost range seemed realistic for the size of the proposed facility and the elements included

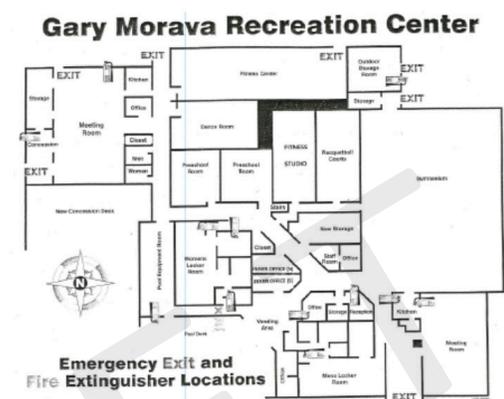
Figures 3 - 5 are select slides from the Findings Presentation.

Figure 3: Agenda Slide

Agenda

- Process
- Review of Recommendation from previous Master Plan
- Recurring Themes
- **Preliminary Recommendations**
- Capital and Operational Costs
- Final Report
- Q & A

Color Key
 Black – previous
 Red – this presentation
 Blue – still to come



Gary Morava Recreation Center

Emergency Exit and Fire Extinguisher Locations

Current GMRC approximately 39,500 sq. ft. Including second floor mechanical space. Current Gym 85' X 65"
 Administration Building/house 1,500 sq. ft w/o basement.

Figure 4: Facilities & Parks Inventory Analysis Slide

Facilities & Parks Inventory & Analysis

Initial Findings and Recommendations (cont.)

Park Visibility

- Increase signage, entrance access, wayfinding

Park Planning

- Create a Master Plan for each park
- Look to diversify elements – theming, WOW factor
- Create a playground replacement schedule
- Durable/longer lasting products
 - Site Furnishings
 - Site building materials

Recreation Center

- Full assessment or initiate a feasibility study for a new multi-purpose facility.



Figure 5: Facilities & Parks Inventory Analysis Slide

Key Issues and Values

- Keep core/nostalgic programming (ex. youth baseball)
- Multi-generational
- Create a community gathering space
- Update facilities with 'small-town' feel in mind
- Keep the character of the community, **but facilities need to be updated**
- Friendly
- Affordable
- Accessible

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Figures 6 - 12 show the options discussed and considered during the Findings Presentation.

Figure 6 shows the existing site conditions with the dotted line depicting the area of potential renovation.

Figure 6: Existing Site Conditions and Potential Renovation

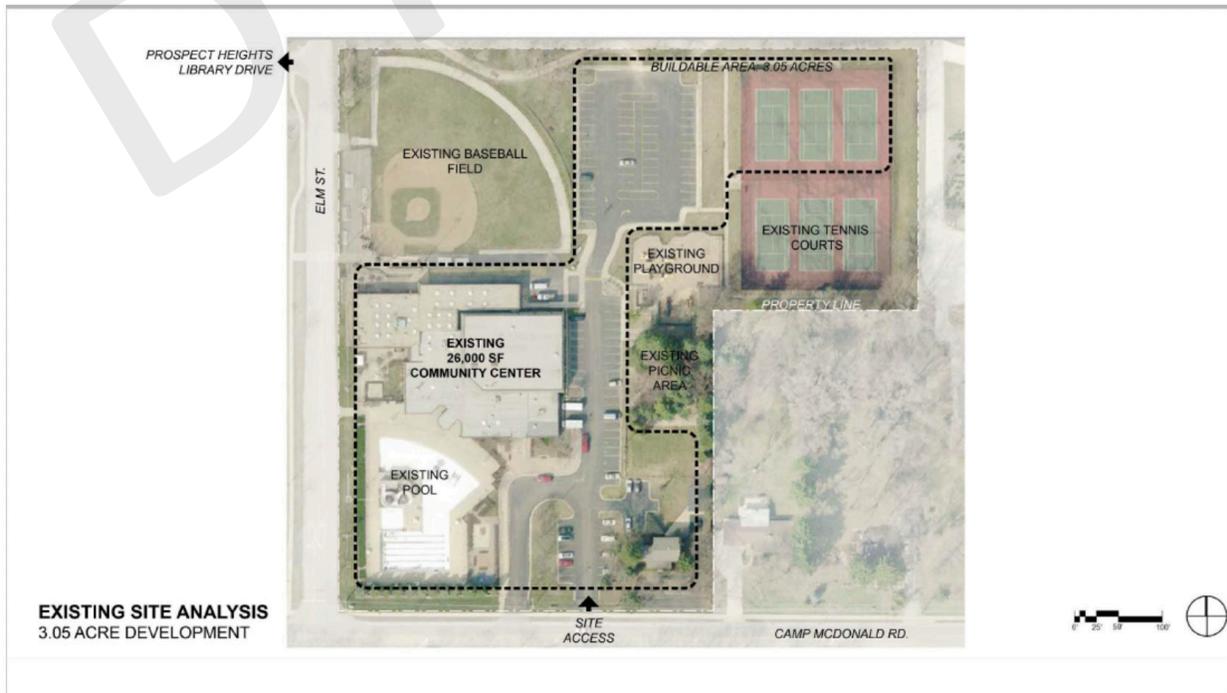


Figure 7 shows the existing site conditions with the dotted line depicting the area of potential renovation, inclusive of a new bath house and Parks Maintenance building, for a 75,000 sq. ft. facility.

Figure 7: Potential Renovation for a 75,000 sq. ft. facility

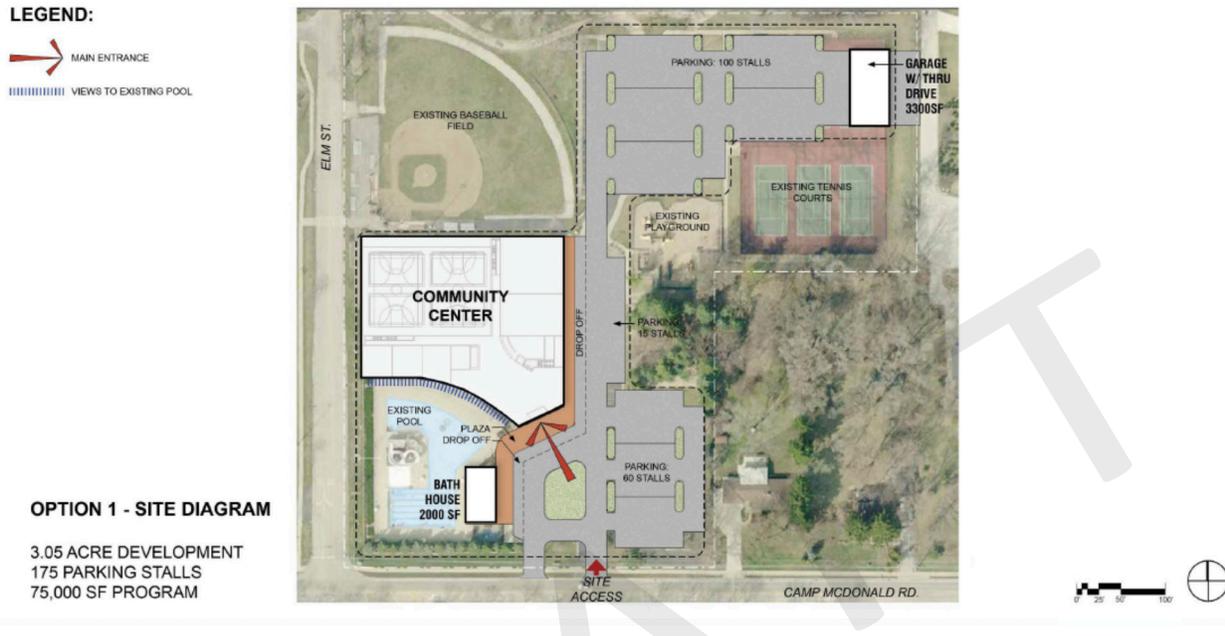


Figure 8 shows the potential first floor plan for the renovation resulting in a 75,000 sq. ft. facility.

Figure 8: First Floor Plan, 75,000 sq. ft. facility

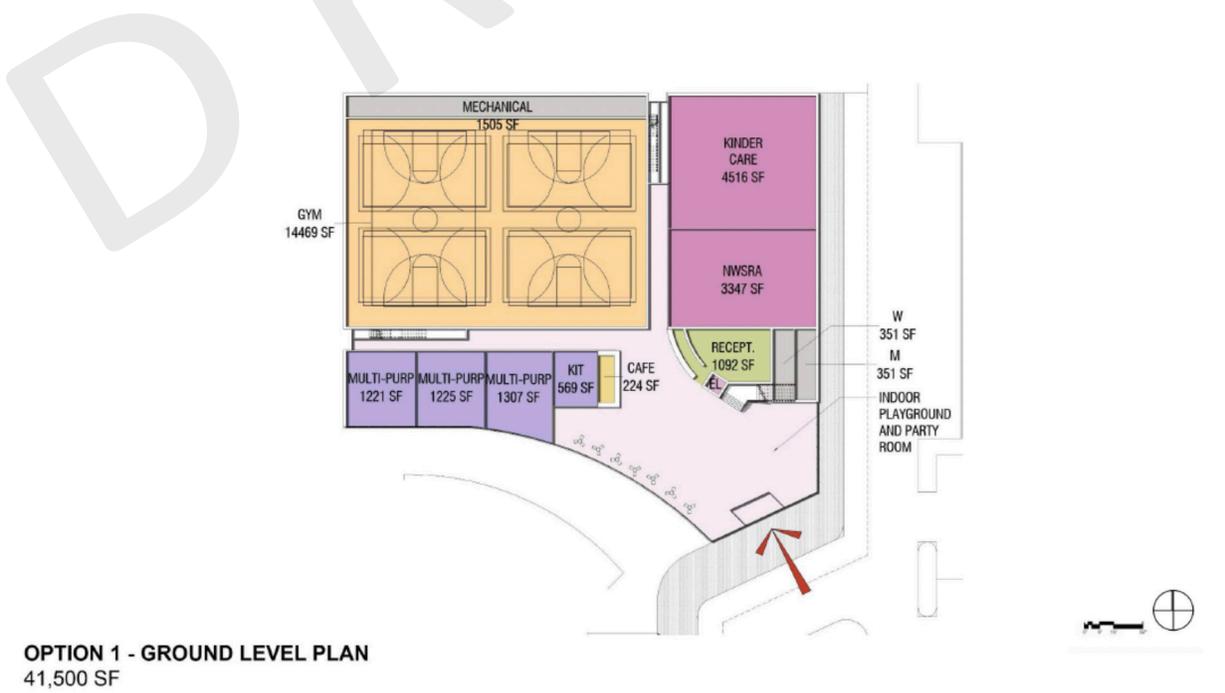
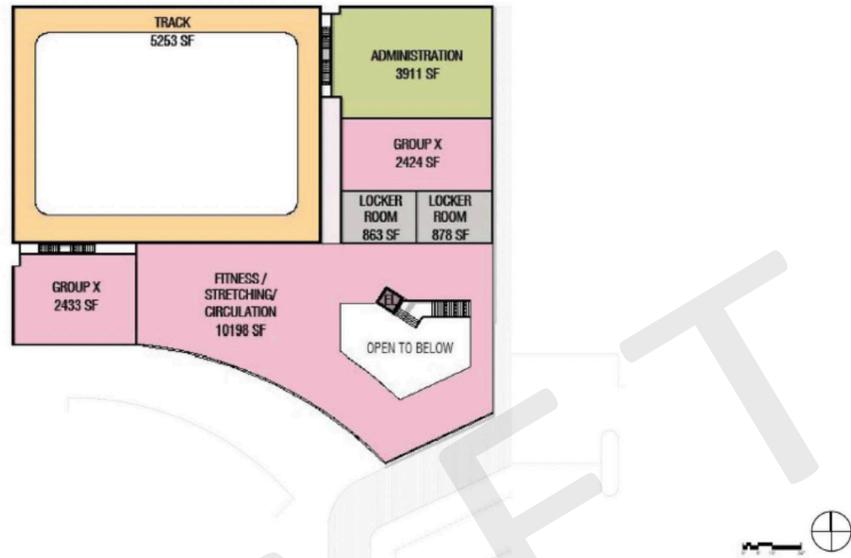


Figure 9 shows the potential second floor plan for the renovation resulting in a 75,000 sq. ft. facility.

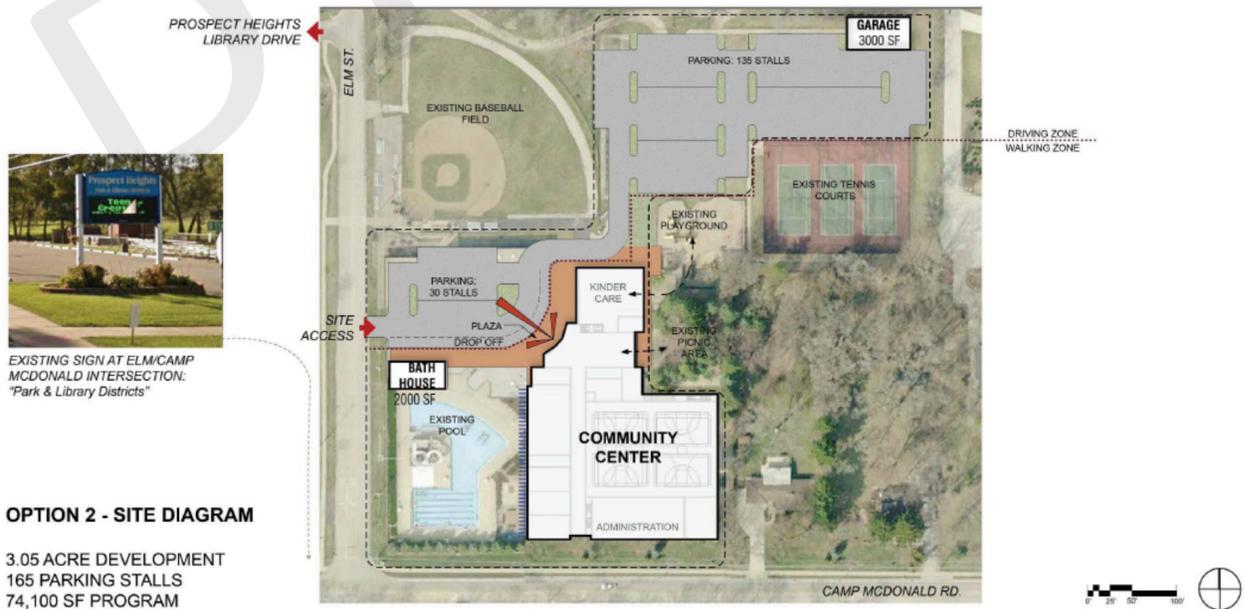
Figure 9: Second Floor Plan, 75,000 sq. ft. facility



OPTION 1 - UPPER LEVEL PLAN
28,000 SF

Figure 10 shows the existing site conditions with the dotted line depicting the area of potential renovation, inclusive of a new bath house and Parks Maintenance building, for a 74,100 sq. ft. facility.

Figure 10: Potential Renovation for a 74,100 sq. ft. facility



OPTION 2 - SITE DIAGRAM

3.05 ACRE DEVELOPMENT
165 PARKING STALLS
74,100 SF PROGRAM

Figure 11 shows the potential first floor plan for the renovation resulting in a 74,100 sq. ft. facility.

Figure 11: First Floor Plan, 74,100 sq. ft. facility

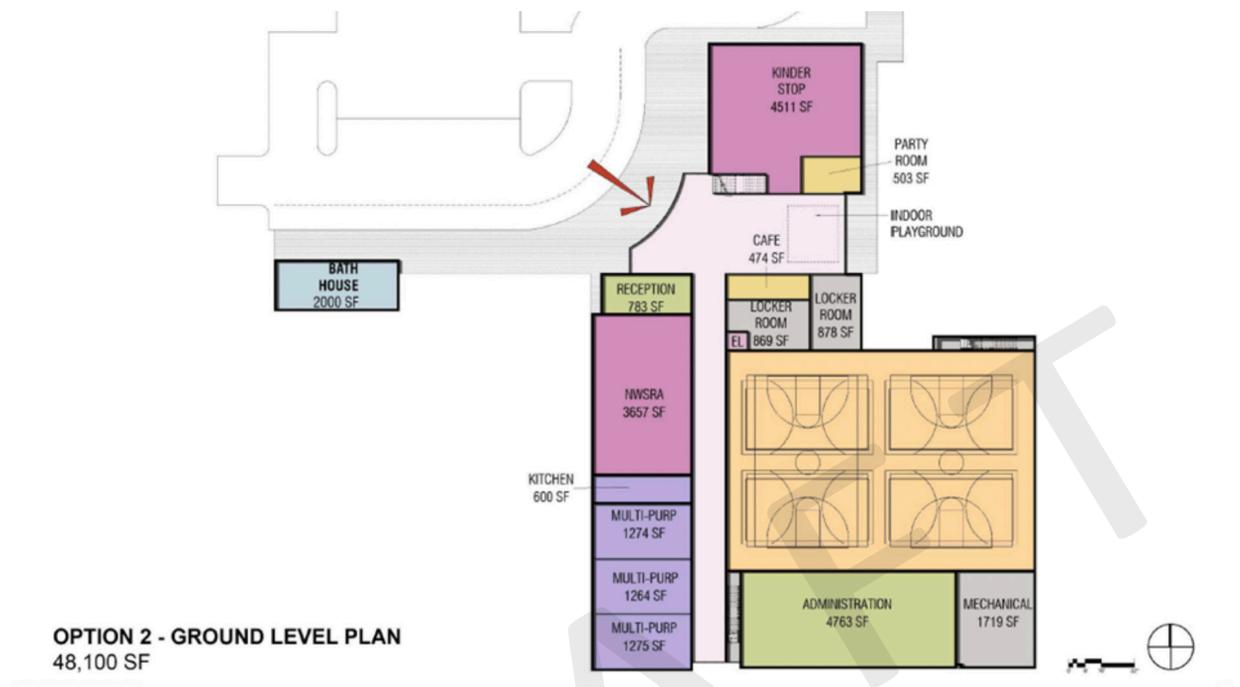
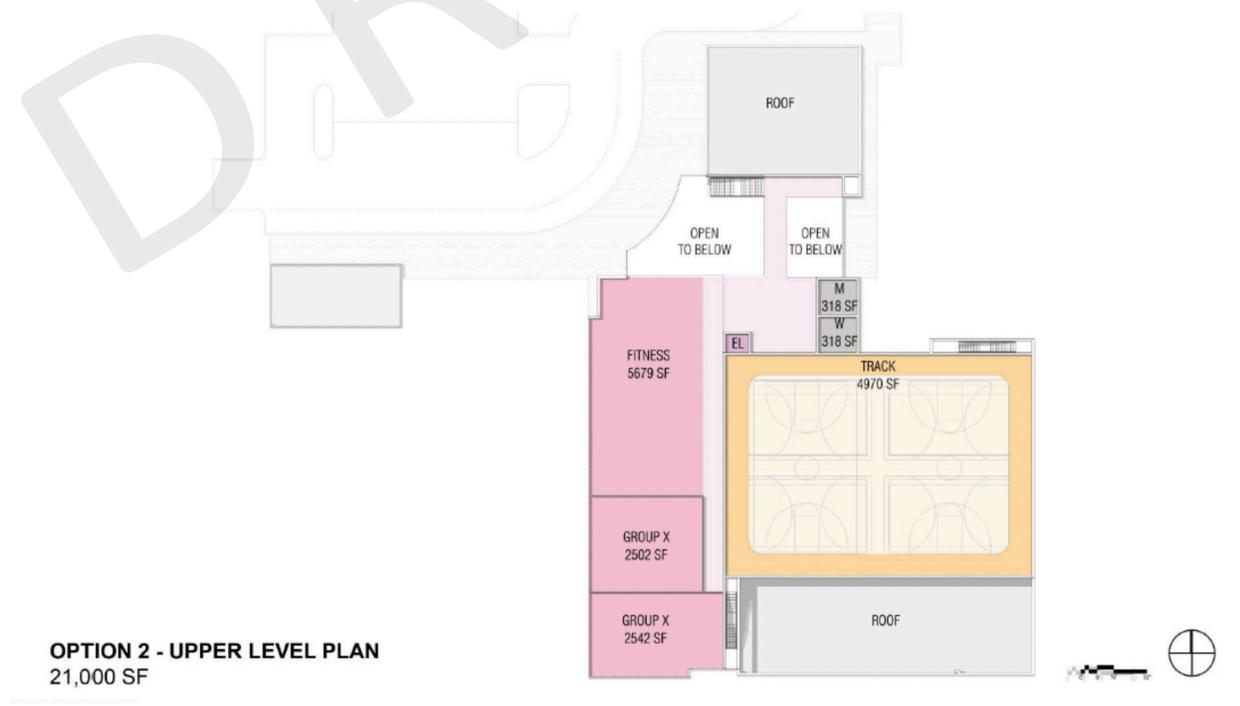


Figure 12 shows the potential second floor plan for the renovation resulting in a 74,100 sq. ft. facility.

Figure 12: Second Floor Plan, 74,100 sq. ft. facility



III. RECREATION CENTER PROGRAM ELEMENTS AND CONCEPTUAL PLANS

After the Findings and Visioning Workshops conducted in February 2019, the District consulted with Speer Financial regarding debt issuance capabilities for future renovations or additions for facilities. The District and Williams Architects toured several recreation centers in the surrounding communities.

The Prospect Heights Park District Board has determined that the District may consider a referendum for the options presented in this plan. The project team evaluated all the information collected during the study and developed the following building plans.

New Building Program Summaries was developed for a 37,000 sq. ft., 45,000 sq. ft., and 47, 000 sq. ft facilities and is shown **Table 1**.

Table 1: New Building Program Summaries

Core Program Component/Space Type	37,000 SF	45,000 SF	47,000 SF
Athletics	9,898	17,718	16,766
Health & Fitness	8,550	8,550	10,750
Pre-School / Kinder Stop	3,000	3,000	3,000
Interactive Playground	0	0	0
Hospitality	2,950	2,950	3,353
Facility Administration	1,604	1,604	1,148
Central Administration	1,350	1,350	1,300
Parks Administration	370	370	370
Common Space	8,288	8,468	9,423
Utility Space	990	990	890
Total Recreation Center Square Footage	37,000	45,000	47,000
Renovation	18,800	18,800	13,300
New Construction	18,200	26,200	33,700

- 37,000 sq. ft. is simply updating the space more efficiently without a lot of rental opportunity or new revenue opportunities
- 45,000 sq. ft. adds 2 courts, 2 group exercise rooms which will allow for more revenue generation
- 47,000 sq. ft. adds 2 courts, 2 group exercise rooms, more hospitality and fitness space which will allow for more revenue generation
- We need to consider displacing programs (Kinderstop, Preschool, dance, fitness, etc.) during construction; only one pool season may be affected with locker-rooms
- We have not shown exterior toilet rooms at this time.
- NWSRA or SD23 are no longer included in sq. ft.

Figures 13 - 17 show potential program spaces:

Figure 13: Athletic and Recreation Program Spaces

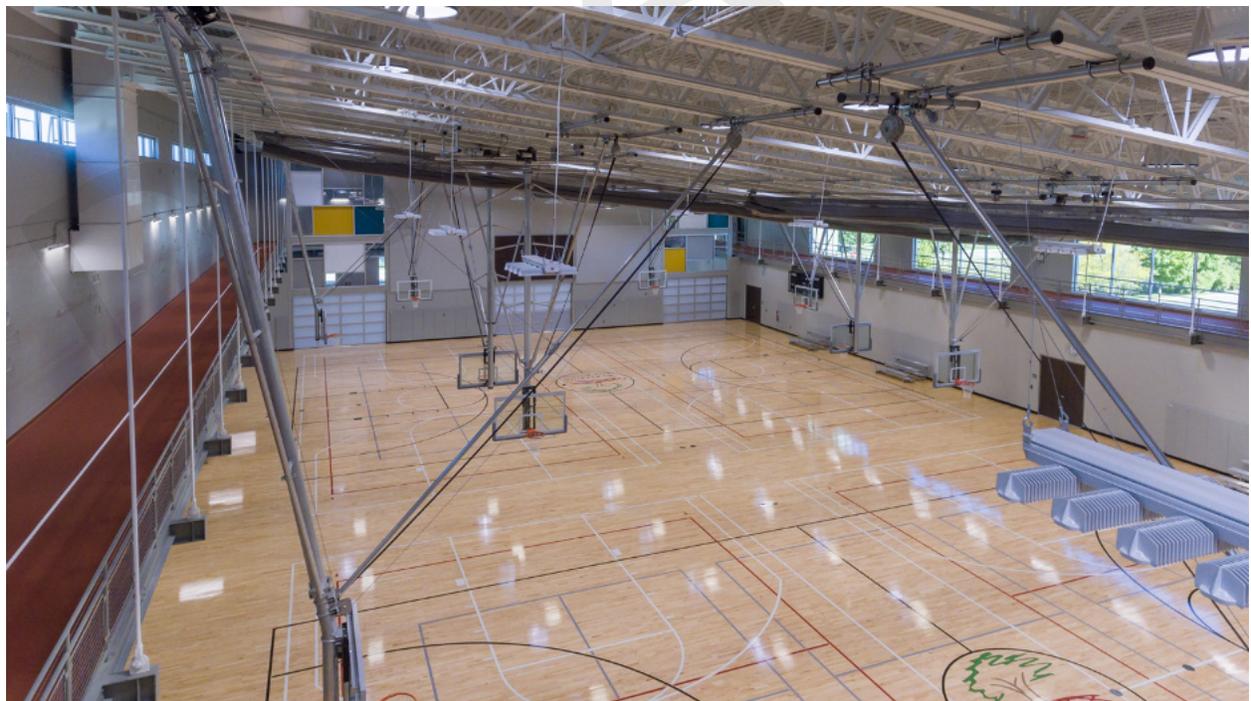
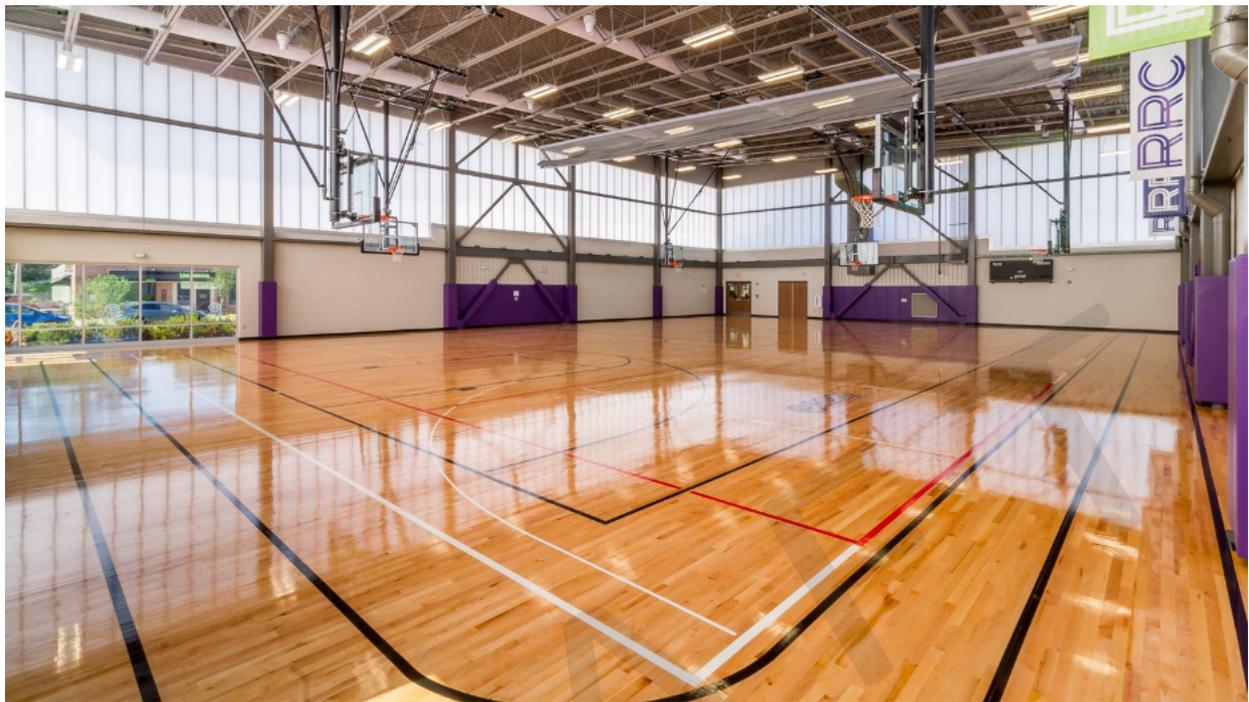


Figure 14: Health and Fitness Space



Figure 15: Preschool/Kinderstop Space



Figure 16: Hospitality Space



Figure 17: Common Space



EXISTING SITE ANALYSIS AND SITE CONCEPTS

Figure 18 shows the existing site depicting a 37,000 sq. ft. recreational facility with the new Park Maintenance building (3,000 sq. ft.) located in various locations.

Figure 18: 37,000 sq. ft. facility, Parks Maintenance building relocated

LEGEND:



37,000 sq. ft. - SITE DIAGRAM
 3.05 ACRE DEVELOPMENT
 118 PARKING STALLS
 37,000 SF PROGRAM

This option potentially eliminates up to three existing tennis courts and the existing Administration building.

The following conceptual plans to renovate the existing Gary Morava Recreation Center with projected construction costs was developed. The 37,000 SF Option includes renovations to the existing Gary Morava Recreation Center and the Parks Maintenance building (3,000 sq. ft.) located in various locations.

Figure 19 shows the potential first floor plan for the renovation resulting in a 37,000 sq. ft. facility.

Figure 19: First floor plan, 37,000 sq. ft. facility

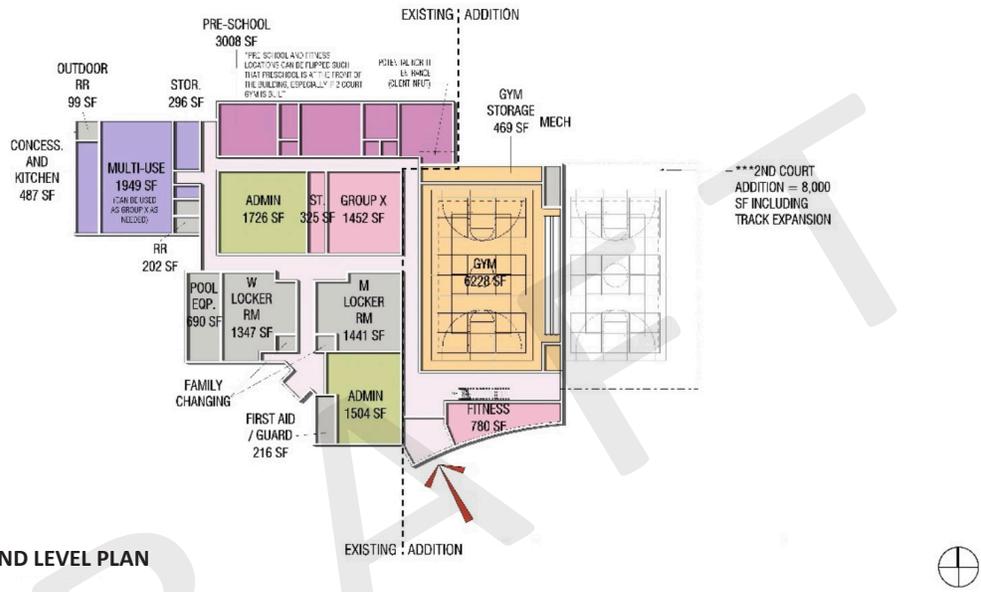


Figure 20 shows the potential second floor plan for the renovation resulting in a 37,000 sq. ft. facility.

Figure 20: Second floor plan, 37,000 sq. ft. facility

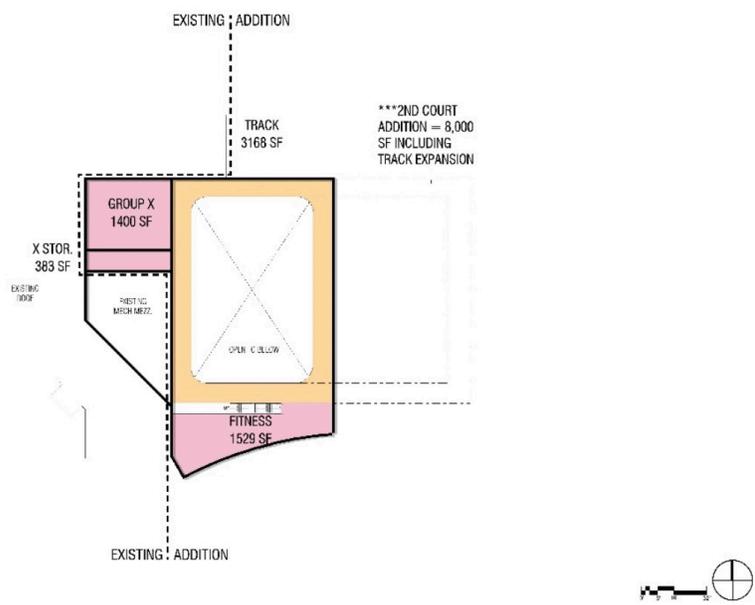


Figure 21 the existing site depicting a 45,000 sq. ft. facility with a gymnasium addition and the Parks Maintenance building (3,000 sq. ft.) located in various locations.

Figure 21: 45,000 sp. ft. Facility with Gymnasium

LEGEND:

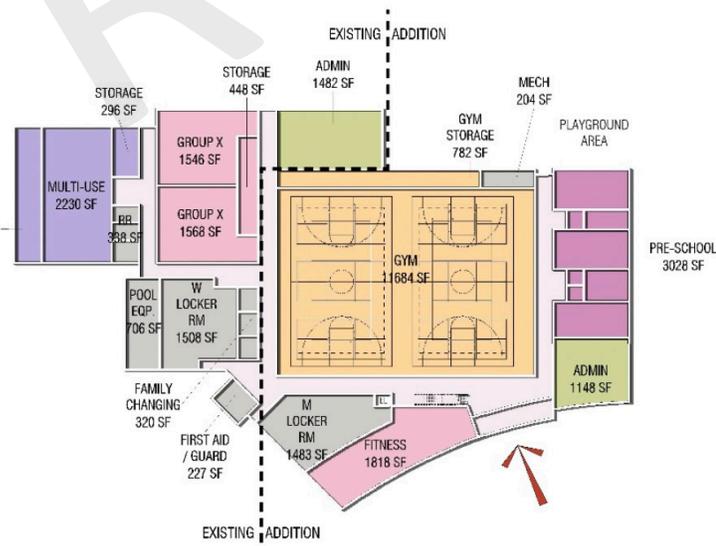


EXPANDED 37,000 sq. ft. OPTION - SITE DIAGRAM (45,000 sq. ft. program)

3.05 ACRE DEVELOPMENT
145 PARKING STALLS

Figures 22 - 23 shows the potential first floor and second floor plans for the renovation resulting in a 47,000 sq. ft. facility and the Parks Maintenance building (3,000 sq. ft.) located in various locations.

Figure 22: First Floor Plan, 47,000 sq. ft. Facility



47,000 sq. ft. - GROUND LEVEL PLAN
40,000 SF

Figure 23: Second Floor Plan, 47,000 sq. ft. Facility

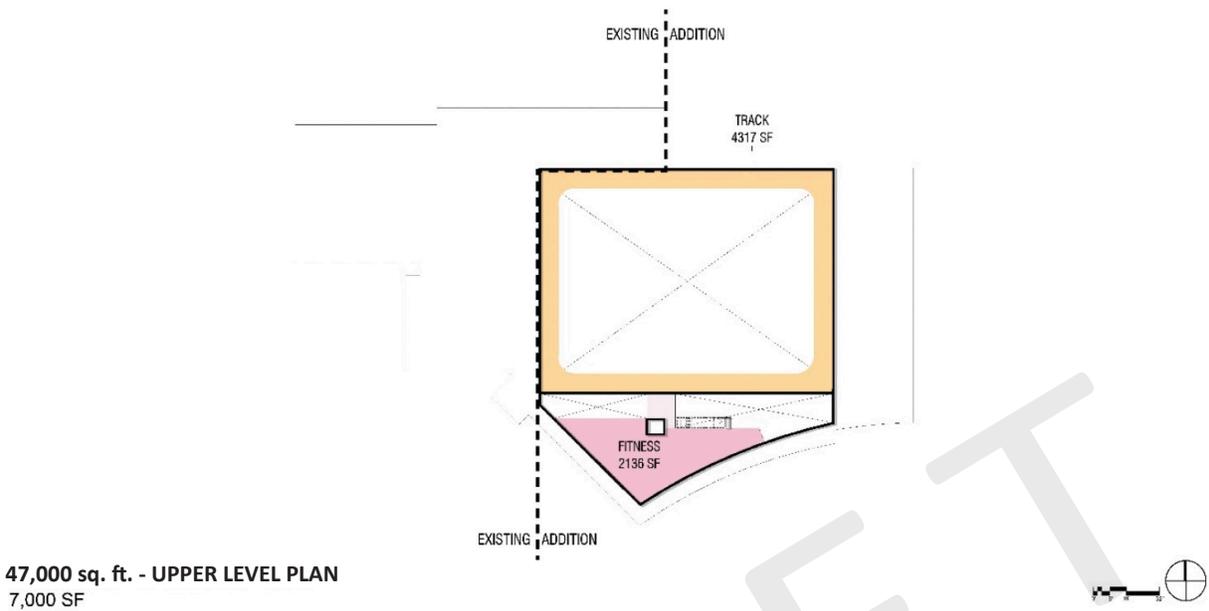


Figure 24 shows the potential total project cost ranges for the three options described above.

Figure 24: Opinion of Probable Total Project Cost Range



37,000 sq. ft. Option	\$14,772,400	to	\$15,511,000
45,000 sq. ft. Option	\$18,467,000	to	\$19,390,350
47,000 sq. ft. Option	\$20,327,700	to	\$21,343,350

IV. OPERATIONAL BUDGET ESTIMATES AND PRO-FORMA

GreenPlay conducted a financial analysis and developed operational budgets and pro-forma budgets for the proposed recreation center. Operating expenses include **only new** staffing, contractual services, and commodities. Revenue includes **projected new** daily user fees, memberships, rental fees, and program fees.

A. Operating Budget Purpose

The operating budget is driven by the overall service philosophy, which should define the District's facilities purposes, including who the facilities are going to serve and at what level the service is going to be provided. The operating budget has been developed for this project serves several purposes:

- It assists in helping to establish goals and expectations with operations to match the desire to obtain the highest cost recovery possible.
- It provides a foundation for understanding what will be necessary to meet budget expectations and guides how marketing plans and strategies are developed and implemented.
- It offers a guide for future project decisions by providing a framework for understanding the impact of decisions about fees, operation systems, staffing levels, etc.
- It demonstrates potential overall impacts to the District's budget.

B. Overall Budget

It is a goal to minimize the amount of tax subsidy necessary to operate the renovated Gary Morava Recreation Center. Normally, it is extremely difficult for public recreation facilities to be run without subsidy and solely from the collection of fees and charges and alternative funding such as grants, philanthropic gifts, or volunteers. With this mind, the operational budget planning for this facility uses a conservative approach to estimating reasonable expenses and moderate approach to projecting revenues. Since recovering all of the operating expenses through revenues generated by the facility is not the norm and the envisioned outcome, revenues should be viewed as "goals" as much as they are considered "projections."

While this initial budget provides a baseline during the initial operation, it is possible that revenues and expenses could change as this facility experiences several years of operations.

- Leading up to and during the first year of operation, marketing and promotion efforts and costs will be elevated to attract an expanded population.
- Particularly in year one and two, the attraction of the facility will be higher than in subsequent years, without a continual marketing effort.

There are many variables that cannot be accurately determined during this conceptual planning stage or may be subject to change during the actual design and implementation process that may affect the estimates and projections.

The budget estimates should be revisited in more depth after the first year of operation of the facility by building a ground-up costs and revenue projection using local experience.

ASSUMPTIONS

- Budget is calculated in 2019 figures
- Only new projected expenses and revenues were included in the O & M Budget Projections
- The newly renovated Gary Morava Recreation Center will be open:
 - 6:00 am – 10:00 pm Monday – Thursday
 - 6:00 am – 8:00 pm Friday
 - 8:00 am – 8:00 pm Saturday
 - 8:00 am – 5:00 pm Sunday
- Maintenance staff is on duty at all times
- Fitness Center will be staffed for extended hours
- Childcare area staffed 6 hours a day
- Current PHPD staff continues responsibilities for the management of the newly renovated facility

EXPENDITURES

- Generally, personnel costs make up the single highest expense for most multi-purpose recreation facilities, often up to 70 percent of the operational budget.

The estimated utility costs for the new volume of space within the facility needs to be verified by the design team. Other typical services include contracted instructional services, marketing and advertising, printing and publishing, travel and training, subscriptions and memberships, telephone, bank charges and administrative fees, miscellaneous service charges (permits, licenses, taxes, fees), building and equipment maintenance (contractual or rental services), other contracted services (custodial services, security and fire systems, elevator, garbage pick-up, etc.), utilities, property and liability insurance, building maintenance, and repair.

Expenditure estimates are based on the type and size of the activity and support spaces in the facility and the anticipated hours of operation. When possible and wherever available, calculations are based on actual best practice or methodology. All other expenses are estimated based on the consultant team's research and reported experience at similar facilities.

The consultants have the following recommendations:

- Capital Replacement Fund should be considered to be added to the budget at approximately two percent of expense budget to purchase capital replacement items for the facility when necessary.
- Equipment Replacement Fund should be considered to be added to the budget at approximately one percent of expense budget to purchase replacement or new fitness equipment for the facility when necessary.
- All computers, registrations system, software, etc. will be included in the Furniture, Fixtures, and Equipment (FFE) list and funded through the capital budget and are not included in the operational and maintenance budget.

REVENUES

Revenues are forecast based on anticipated drop-in fees, membership sales, and rentals around anticipated scheduled programming. Revenue projections take into account program and facility components, multiple admission and age discounts, and political and economic realities.

Revenue forecasts are based on the space components included in the facility, the demographics of the local service area, and the current status of alternative providers in the service area. Actual figures will vary based on the final design of the facility and the activity spaces included, the market at the time

of opening, the designated facility operating philosophy, the aggressiveness of fees and use policies adopted, and the type of marketing effort undertaken to attract potential users to the facility. The revenue forecast will require a developed marketing approach by staff in order to meet revenue goals.

- Pass holders can participate in self-directed activities, including group fitness, and may pay additionally for other activities.

Operations and Maintenance Budget Projections have been prepared for both the 37,000 sq. ft. option and the 45,000 sq. ft. option

37,000 sq. ft. Option New Revenues and New Expenses

Total Revenue \$49,036
Total Expense \$46,568
Net \$2,469
Cost Recovery 105%

Figure 25: Feasibility Study, 37,000 sq. ft. Option

Prospect Heights Park District Feasibility Study 37,000 Sq. Ft. Option		
Preliminary Draft Operational Budget With Coverage Provided by a Combination of Full-Time Staff and Part-Time Staff. Budget developed to determine the number of rentals and passes needed to be sold to reach cost recovery target identified by staff. No guarantee is being implied by GreenPlay that these totals will be obtained.		
Estimated Cost Recovery		105%
STAFFING PROJECTIONS	\$42,188	90.59%
OPERATING EXPENSES		
Contractual Services	\$1,380	2.96%
Commodities	\$3,000	6.44%
TOTAL EXPENSES		\$46,568
REVENUE		
Passes	\$ 21,005.00	
Special Event Rentals	\$ 700.00	
Facilities rentals	\$ 16,000.00	
Recreation Programs	\$ 11,331.35	
TOTAL REVENUE		\$49,036
TOTAL NET		\$2,469
COST RECOVERY		105%

Table 2: Five-year Pro-Forma, 37,000 sq. ft. Option

Prospect Heights Park District Feasibility Study					
37,000 Sq. Ft. Option					
Five-Year Pro-forma					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
EXPENSES					
Personnel	\$42,188	\$43,453	\$44,757	\$46,099	\$47,482
Contractual Services	\$1,380	\$1,408	\$1,450	\$1,493	\$1,538
Commodities	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
TOTAL EXPENSES	\$46,568	\$47,921	\$49,328	\$50,776	\$52,268
REVENUES					
Passes	\$21,005	\$21,635	\$22,284	\$22,953	\$23,641
Special Event Rentals	\$700	\$721	\$743	\$765	\$788
Programs	\$11,331	\$11,671	\$12,021	\$12,382	\$12,754
Rentals	\$16,000	\$16,480	\$16,974	\$17,484	\$18,008
TOTAL REVENUE	\$49,036	\$50,507	\$52,023	\$53,583	\$55,191
NET	\$2,469	\$2,587	\$2,695	\$2,807	\$2,923
COST RECOVERY	105%	105%	105%	106%	106%
Based on 2019 Figures					

A complete summary of the Projected Budgets and a Pro Forma Budget were provided as a Staff Resource document.

45,000 sq. ft. Option New Revenues and New Expenses

Total Revenue \$124,041
Total Expense \$62,348
Net \$61,694
Cost Recovery 199%

Figure 26: Feasibility Study, 45,000 sq. ft. Option

Prospect Heights Park District Feasibility Study 45,000 Sq. Ft. Option			
Preliminary Draft Operational Budget With Coverage Provided by a Combination of Full-Time Staff and Part-Time Staff. Budget developed to determine the number of rentals and passes needed to be sold to reach cost recovery target identified by staff. No guarantee is being implied by GreenPlay that these totals will be obtained.			
	Estimated Cost Recovery	199%	
STAFFING PROJECTIONS		\$42,188	67.67%
OPERATING EXPENSES			
Contractual Services		\$17,160	27.52%
Commodities		\$3,000	4.81%
	TOTAL EXPENSES		\$62,348
REVENUE			
Passes		\$ 23,010.00	
Special Event Rentals		\$ 700.00	
Facility rentals		\$ 89,000.00	
Recreation Programs		\$ 11,331.35	
	TOTAL REVENUE		\$124,041
	TOTAL NET		\$61,694
	COST RECOVERY		199%

Table 3: Five-year Pro-Forma, 45,000 sq. ft. Option

Prospect Heights Park District Feasibility Study					
45,000 Sq. Ft. Option					
Five-Year Pro-forma					
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
EXPENSES					
Personnel	\$42,188	\$43,453	\$44,757	\$46,099	\$47,482
Contractual Services	\$17,160	\$17,503	\$18,028	\$18,569	\$19,126
Commodities	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
TOTAL EXPENSES	\$62,348	\$64,016	\$65,906	\$67,852	\$69,856
REVENUES					
Passes	\$23,010	\$23,700	\$24,411	\$25,144	\$25,898
Special Event Rentals	\$700	\$721	\$743	\$765	\$788
Programs	\$11,331	\$11,671	\$12,021	\$12,382	\$12,754
Rentals	\$89,000	\$91,670	\$94,420	\$97,253	\$100,170
TOTAL REVENUE	\$124,041	\$127,763	\$131,595	\$135,543	\$139,610
NET	\$61,694	\$63,746	\$65,689	\$67,691	\$69,754
COST RECOVERY	199%	200%	200%	200%	200%
Based on 2019 Figures					

Due to similar program elements, the 45,000 sq. ft. concept and the 47,000 sq. ft. concept have similar proformas.

VI. RECOMMENDATIONS

An analysis of input received in focus groups, stakeholder meetings, staff interviews, facility and site tours, market analysis, as well as demographic and trends research during the 2017 Master Plan process confirmed Prospect Heights Park District residents' desire for an updated or new recreation center. The GreenPlay Team, including Williams Architects, recommends the board consider the three options provided.

Figure 27: Action Steps



**BOARD ACCEPTANCE
OF FEASIBILITY STUDY**



**BOARD
RECOMMENDATION
ON FACILITY SIZE AND
VALUE**

Figure 28: Next Steps



FUNDING



**PUBLIC
PARTICIPATION**



TIMELINE

FUNDING

The Park District will explore potential funding sources for the project. Considerations could be placed on multiple opportunities: Public/private partnerships, grants, and a tax increase through referendum. These all require quite lengthy research and effort, but they are possibilities.

PUBLIC PARTICIPATION

Upon determination of the facility size and the potential funding source, public participation is recommended for the community of Prospect Heights. Williams Architects, assisting the Prospect Heights Park District, would share the conceptual plans with the community, identifying the program opportunities of the new recreation center. The public participation is essential in communicating with the residents the need for a new recreation identified in the Master Plan and establishing a “buy-in” for the needed improvements.

TIMELINE

The proposed timeline provides durations for the process and identifies milestones for the completion of the facility

Award Design Contract:

Award of Design contract to architect. The selected architect assists the District with Pre- Referendum Services inclusive of the Public Participation in preparation for a referendum ballot and subsequently design the recreation center

Public Participation Board Recommendation- Referendum Ballot Assumes a Successful Referendum	3 - 6 Month Duration
Building Design Phase with Architect	12 - 14 Month Duration
Construction Phase	12 - 14 Month Duration

Grand Opening

- After successful referendum – the process from zoning, permits to turning key is 18 month

Figure 29: Timeline for Project Implementation

