



RAPRD
Redmond Area Park and Recreation District
"Always Ready To Play..."

Recreation Center Feasibility Study

January 2018



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ACKNOWLEDGEMENTS

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Executive Summary

Purpose of this Plan

This plan provides recommendations which help determine how the Redmond Area Parks and Recreation District can meet identified needs while maintaining the level of access and affordability District residents have come to expect. The Redmond Area Park and Recreation District is looking at the feasibility of developing a community recreation center to expand facilities and add programming to address unmet needs in the community. The District anticipates that some of the programs offered at the current swim facility will be transferred to the new facility, but it is intended that the current swim facility remain open for other activities until no longer usable.

The purpose of this study was to determine the appropriate mix of programs and amenities at the new center; to determine the costs associated with building the center; and to determine the staffing needed, operating and maintenance costs, and potential cost recovery. This study also analyzed several sites to determine the best location. The following preliminary set of programs were considered in the initial conceptual design:

- Leisure pool with a zero-depth entry
- Lazy river
- Spray pads
- Slides
- Other types of aquatic based amenities
- Child care
- Fitness equipment
- Fitness classes
- Gymnasium
- Walking/jogging track
- Office space

To complete this project, GreenPlay, along with Opsis Architecture, engaged the community to determine gaps in programming and service needs, create a market analysis of the center's service area, and determine potential conceptual capital and operating costs associated with the facility. The team also evaluated potential sites, potential funding opportunities (including partnerships and other alternatives), and potential avenues for recovering costs.

Methodology of this Planning Process

The project consisted of the following tasks:

- Strategic Kick-Off Meeting
- Review of Information Gathered
- Facilities Tour
- Stakeholder Meetings and Focus Groups
- Public Forum
- Tour of Potential Sites for a New Recreation Center
- Market Assessment
- Identification of Indoor Recreational Facility Amenities
- Recommendations for an Indoor Recreational Center
- Draft Report
- Final Report and Presentation

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 confirm Redmond Area Park and Recreation District residents' desire for a community recreation center. The GreenPlay Team, including Opsis Architecture, recommends Site A (the school property adjacent to the existing Cascade Swim Center) as the preferred site for the Center. This location provides for an exceptional recreation experience all in one place, and takes advantage of proximity to the current Cascade Swim Center, allowing for maximum operational efficiency and use of an existing, successful location.

1. A land swap with:
 - a. the School District exchanging the property identified in Site A, which includes the land the current Cascade Swim Center is situated on and is currently owned by the School District;
 - b. in exchange for the land owned by RAPRD identified in Site B;
 - c. and relocation of the High School Bus Parking/Warehouse building;

is recommended in order to place a new community recreation center next to the Cascade Swim Center. This would allow the Cascade Swim Center to continue to operate until its life expectancy runs out, at which time an expansion to the new community recreation center would be recommended.

Potential budget implication total: \$2,683,000 – includes estimated costs replace asphalt parking lot, warehouse building, office building, and fencing.

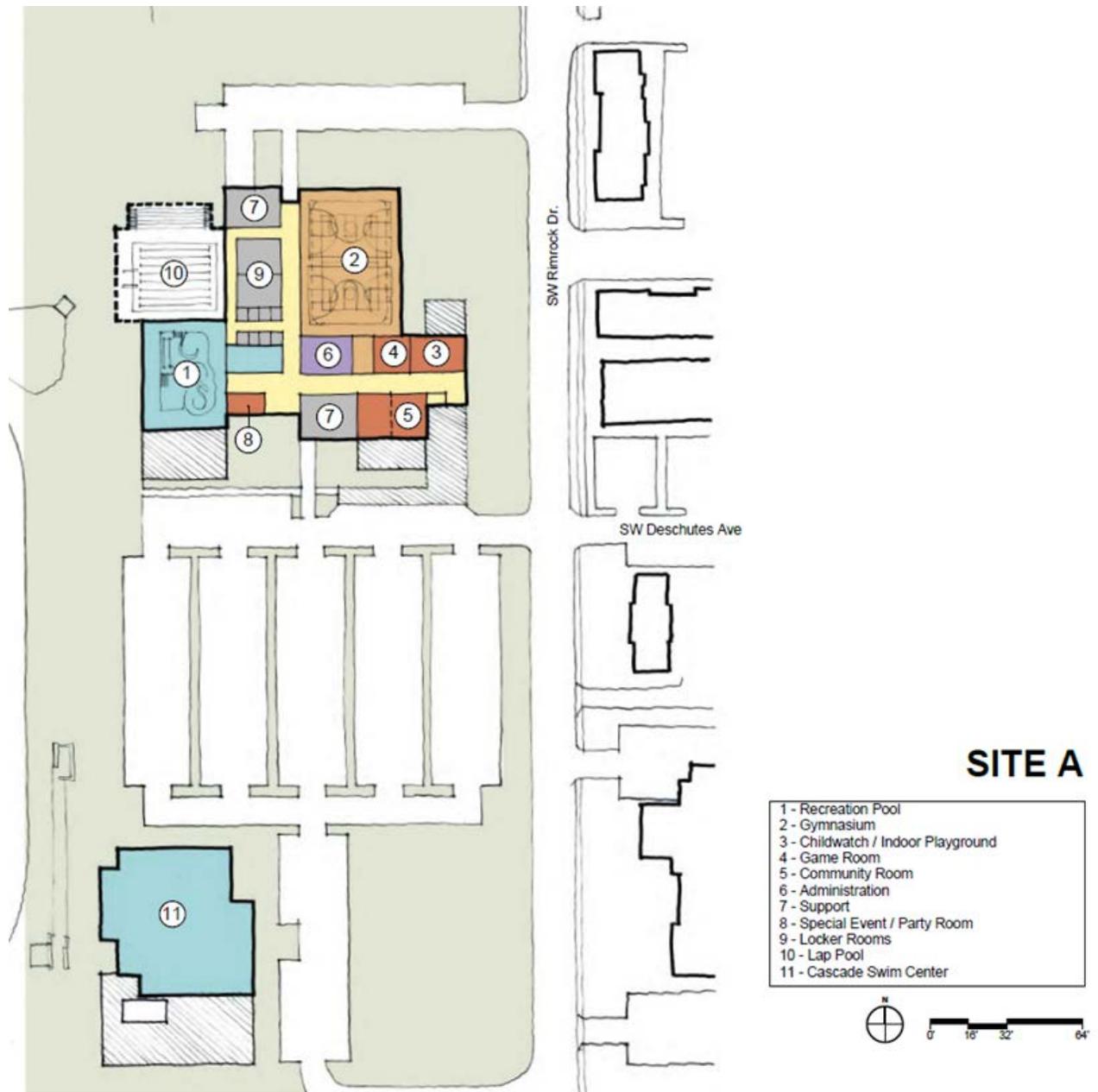
2. Build a new community recreation center on Site A. The projected cost for the base program and add-alternate is estimated to be \$22.9M in construction costs/\$32.7M total project costs in 2017 dollars. The conceptual plans have been developed so that the existing Cascade Swim Center can be replaced as an addition to the new community recreation center when the Cascade Swim Center reaches its life expectancy.

Potential budget implications total: One-time cost of \$32.7M for total project costs for construction of new community recreation center and annual costs of \$675,240 subsidy for operations and maintenance costs.

Estimated Cost recovery is 50%.

<p align="center">Redmond Area Park and Recreation District Preliminary Draft Operational Budget for Recreation Center Preliminary Draft Operational Budget Projections - Budget developed to determine the expenses and revenues that may be achieved with a new Recreation Center. Number of daily entrances needed to be sold to reach cost recovery target identified by RAPRD staff. No guarantee is being implied by GreenPlay that these entrance totals will be obtained.</p>					
	Estimated Cost Recovery	50%	Goal 55%		
STAFFING PROJECTIONS				\$958,878	70.88%
Full time staff	<u>Number</u>	<u>Unit Cost</u>	\$240,570		
Part time staff	<u>Hours</u>	<u>Unit Cost</u>	\$718,308		
OPERATING EXPENSES					
Contractual Services	<u>Multiplier</u>	<u>Unit Cost</u>	\$239,124	17.68%	
Commodities			\$154,800	11.44%	
	TOTAL EXPENSES			\$1,352,802	
REVENUE					
Passes			\$549,562	\$549,562	
	Customer Service Total Revenue		<u>\$128,000</u>		
	TOTAL REVENUE			\$677,562	
	TOTAL NET COST RECOVERY			-\$675,240	
				50%	Goal 55%

RAPRD - Redmond Community Recreation Center						
Space Program						
				Base Program	Add-Alternate	Future Expansion
A. Operations - Building Support						
	Subtotal: Building Support Spaces			5,020	0	0
B. Operations - Facility Administration						
	Subtotal: Facility Administration			1,420	0	0
C. Aquatic Spaces						
	Subtotal: Aquatic Spaces			10,010	0	9,900
D. Activity Spaces						
	D.03	Elevated Walk / Jog Track w/ Stretching		0	4,500	
	D.04	Rock Climbing / Bouldering		0	800	
	Subtotal: Activity Spaces			21,350	5,300	0
E. Community Spaces						
	Subtotal: Community Spaces			6,100	0	0
	Net Square Feet			7,200	5,300	0
	Efficiency Factor (Target 75%)			14,633	1,766	3,300
	Total Gross Square Footage			58,533	7,066	13,200
				Total	65,599	





I. The Planning Context

Purpose of this Plan

This plan provides recommendations which help determine how the Redmond Area Parks and Recreation District can meet identified needs while maintaining the level of access and affordability District residents have come to expect. The Redmond Area Park and Recreation District is looking at the feasibility of developing a new community recreation center that would include aquatic and non-aquatic amenities and add programming to address unmet needs in the community. The District anticipates that some of the programs offered at the current swim facility will be transferred to the new facility, but it is intended that the current swim facility remain open for other activities until no longer usable.

The purpose of this study was to determine the appropriate mix of programs and amenities at the new center; to determine the costs associated with building the center; and to determine the staffing needed, operating and maintenance costs, and potential cost recovery. This study also analyzed several sites to determine the best location. The following preliminary set of programs were considered in the initial conceptual design:

- Leisure pool with zero-depth entry
- Lazy river
- Spray pads
- Slides
- Other types of aquatic based amenities
- Child care
- Fitness equipment
- Fitness classes
- Gymnasium
- Men's and women's shower/locker rooms
- Administrative office space
- Storage rooms
- Pool pump/mechanical equipment area and chemical storage areas
- Other necessary building spaces (lobby, hallways, etc.)
- Walking/jogging track
- Therapy pool, if financially feasible

Feasibility Study Objectives as stated in the February 2017 Request for Proposal:

The goal of the feasibility study was to determine the mix of amenities and programming, aquatic and non-aquatic, to reach an operational budget that is cost neutral.

- Conduct a feasibility study that includes a financial analysis for the center and its baseline amenities. The study will include a fee and rate study for annual passes and drop-in patrons as well as the projected annual operations costs for the baseline facility.
- Identify the methodology used to determine recommended rates for the fee and rates and provide a comparison of any similar facilities within Central Oregon and the State of Oregon.
- Prepare an inventory of aquatic programs that would reduce the operations subsidy of the center.
- Prepare an inventory of non-aquatic programs (classroom space, fitness, etc.) that would reduce the operations subsidy of the center.
- Research and provide a financial analysis for a therapy pool to be located in the center. As part of this effort, provide projected annual operations costs and fee and rate schedule.
- Based on the determination of the aquatic and non-aquatic programming study, determine the size of the facility that can adequately accommodate the programming needs as well as the supporting functions (parking, etc.).
- Explore potential financing options available.

Facility Site Analysis

- Prepare a Facility Site Analysis that is based on the proposed amenities and adequately sized to accommodate those amenities. While a complete architectural study is not necessary, a building analysis is required to determine the most appropriate site based on overall size of the facility.
- The consultant shall prepare a cost estimate for relocation of a current structure if a site has an existing structure on it.

To complete this project, GreenPlay, along with Opsis Architecture, engaged the community to determine gaps in programming and service needs, create a market analysis of the center's service area, and determine potential conceptual capital and operating costs associated with the facility. The consultant team also evaluated potential sites, potential funding opportunities (including partnerships and other alternatives), and potential avenues for recovering costs.

Methodology of this Planning Process

This project has been guided by the GreenPlay team, including Opsis Architecture, and Katie Hammer, Executive Director of the Redmond Area Park and Recreation District (RAPRD). Katie, her staff, and RAPRD constituents 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 RAPRD community can provide. The project consisted of the following tasks:

Strategic Kick-Off Meeting

- Series of calls between the GreenPlay Project Manager and the RAPRD Project Manager, culminating in a conference call with Park District staff to discuss the scope of the project and expectations

Review of Information Gathered

GreenPlay collected and reviewed all information gathered by the Redmond Area Park and Recreation District to help determine the largest recreational needs in the community that could inform the conceptual design of a new recreational center. Some of the information reviewed is listed below.

- Redmond Family Recreation Center Feasibility Study 2014
- RAPRD Organizational Chart
- RAPRD Communication Plan
- RAPRD Strategic Plan January 2016 – June 2019

Information Gathering Visit and Facility Tour

- Meeting with RAPRD Staff
 - Facility tours
 - SWOT analysis
 - Tour of potential sites for new recreation center
- Stakeholder Focus Group
 - Conducted four focus groups
 - Conducted several stakeholder interviews
 - Conducted staff interviews

Public Forum

- Community meeting to discuss the support, needs, and desires for an indoor multipurpose recreational facility

Market Assessment

- Analysis of information to determine potential programs
- Analysis of other service provider facilities and usage

Identification of Needed Indoor Recreational Center Amenities

- Rank and prioritization of building amenities

Recommendations for an Indoor Recreational Center

- A listing of priority amenities to include in a new indoor 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

Redmond Area Parks and Recreation District Overview



RAPRD was incorporated on July 8, 1975 for the purpose of providing park and recreation facilities for the residents residing within the boundaries of the District. RAPRD is an Oregon Special District that provides recreation programming and park services. The District is governed by a Board of Directors comprised of five elected directors. The Board acts as the Local Contract Review Board for the District.

Redmond is located in Deschutes County, with a service population of approximately 43,000. Currently, RAPRD offers recreational programs for the greater Redmond, Oregon community, serving the communities of Redmond, Terrebonne, and Tumalo. The City of Redmond maintains a small-town ambience. The RAPRD is comprised of approximately 16,645 households.

The District's facilities include:

Cascade Swim Center

The Cascade Swim Center (CSC) was constructed in 1979 through a bond measure and donations that were collected and distributed by the Redmond Kiwanis Club. The CSC provides very specialized aquatic amenities, and competitive and leisure swimming. Facility amenities include:

- A 25-meter lap pool
- Spa
- Locker rooms
- Administrative offices and reception area
- Shallow outdoor pool and splash pad that are used during the summer

High Desert Sports Complex

The High Desert Sports Complex is a 40-acre park just outside of the Redmond urban growth boundary that was donated to RAPRD in 1987. This property was donated to the District for preservation and public use. The property contains:

- Four softball fields
- One multi-purpose field
- A radio-controlled model plane airstrip
- A BMX track
- Trailhead to the Radlands Trail Complex

The field space is used for adult softball play while the outfields can be used for youth soccer. The BMX track, and the RC (radio controlled) car field are operated by private non-profit organizations.

Activity Center

The District opened an Activity Center in 2008 in an effort to determine if the community would support a facility that offered fitness classes, drop in basketball, and toddler programming. In 2012, the District opened the new Activity Center on Canal Boulevard and Odem Medo in an existing building owned by the City of Redmond and leased to the District for a minimum of 10 years. The Activity Center has space for:

- Recreation programming
- Fitness area with treadmills
- Free-weights
- Exercise machines
- A racquetball/handball court
- Locker rooms
- Administrative offices

Borden Beck Wildlife Preserve

Borden Beck Park is a 26-acre natural park on the Deschutes River. This was another parcel of land donated to the District for preservation and public use. The park was constructed and developed entirely with private donations and gifts. It is primarily utilized for fishing on the Deschutes, hiking, and nature viewing.

Tetherow Crossing Park

The park at Tetherow Crossing was donated to RAPRD by Deschutes County in 2004. This site served as one of only three Deschutes River crossings during the settlement days of Central Oregon. RAPRD desires to preserve the original 12' x 25' original homestead. This would require demolition and removal of the various add-ons to the house. An addition is planned to be built to make the original homestead more functional for community uses.

The District offers numerous types of programs for all ages, including aquatics, before and after school activities, art, gymnastics, fitness, and adult and youth sports, with over 150 different course offerings annually. The aquatics program provides swimming lessons to more than 1,600 participants each year, and youth sports have approximately 1,000 participants each year.

Following is a sampling of current programs:

Art/Craft Classes	Lap Swim
Adaptive Recreation	Martial Arts
Adult Field Trips	Music
Adventure Quest	Racquetball
Aqua Aerobics	Recreation Swim
Archery	Science
Basketball - Adult	Soccer - Youth
Basketball - Youth	Sports Camps
Cheerleading	Swim Lessons - Adaptive
Cooking	Swim Lessons - Adult
Dance	Swim Lessons - Youth
Day Camps	Tennis
Golf	Tumbling/Gymnastics
Group Fitness Classes	Water Polo
Horseback Riding	Youth Field Trips

RAPRD also operates the Redmond Ice Skating Rink in partnership with the City of Redmond.

The District is currently experiencing two different scenarios regarding capacity for existing facilities.

The Cascade Swim Center was specifically designed to host aquatic programs and activities and is currently operating at close to capacity for aquatic programs.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Year Total	Demographic Breakdown		
ALL PROGRAMS													ALL PROGRAMS	A	44%	21009
Capacity	11139	9840	2490	3681	3270	3261	3470	3460	3398	4147	3486	5600	57242	C	45%	21609
Attendance	9942	7930	1904	2942	2669	2331	3103	2935	2888	3649	3009	4718	48020	S/D	21%	10204
% of capacity	89%	81%	76%	80%	82%	71%	89%	85%	85%	88%	86%	84%	84%	F	3%	1453
Masters / Lap Swim													Masters / Lap Swim	A	60%	5795
Capacity	1266	1102	775	1138	1000	988	988	988	984	984	1030	950	12193	C	2%	193
Attendance	977	777	677	984	800	687	830	776	773	777	855	746	9659	S/D	11%	1062
% of capacity	77%	71%	87%	86%	80%	70%	84%	79%	79%	79%	83%	79%	79%	F	1%	97
Aqua Aerobics													Aqua Aerobics	A	38%	3890
Capacity	1302	1226	510	976	960	916	960	954	932	1035	980	995	11746	C	5%	512
Attendance	1224	1065	397	795	854	641	881	849	822	964	878	866	10236	S/D	61%	6244
% of capacity	94%	87%	78%	81%	89%	70%	92%	89%	88%	93%	90%	87%	87%	F	0%	10
Individual Exercise													Individual Exercise	A	60%	3044
Capacity	716	662	280	462	400	387	515	506	478	460	485	380	5731	C	2%	101
Attendance	699	598	218	394	326	297	458	431	411	435	455	351	5073	S/D	11%	558
% of capacity	98%	90%	78%	85%	82%	77%	89%	85%	86%	95%	94%	92%	89%	F	1%	51
Swim Lessons													Swim Lessons	A	1%	71
Capacity	3320	2600	205	122	110	100	188	188	294	188	146	415	7876	C	99%	7020
Attendance	3055	2376	141	95	72	108	144	142	276	161	126	395	7091	S/D	0%	0
% of capacity	92%	91%	69%	51%	65%	69%	77%	76%	94%	86%	86%	95%	90%	F	0%	0
Recreation Swim													Recreation Swim	A	16%	2457
Capacity	4425	4140	630	740	740	760	760	760	780	1420	760	2780	18695	C	72%	11057
Attendance	3909	3039	395	523	577	570	743	698	698	1260	614	2331	15357	S/D	2%	307
% of capacity	88%	73%	63%	71%	78%	75%	98%	92%	89%	89%	81%	84%	82%	F	10%	1536

The Activity Center was not specifically designed to host a large variety of recreational programs and activities, and is currently not operating at close to capacity for recreational programs.

	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
All Rooms												
Capacity	34047	34047	34047	34047	34047	34047	36666	33600	36666	36666	36666	36666
Attendance	723	725	757	908	918	1101	1086	1243	1030	966	1140	1223
% of Capacity	2%	2%	2%	3%	3%	3%	3%	4%	3%	3%	3%	3%
Rec Building												
Capacity (30)	10530	10530	10530	10530	10530	10530	11340	10080	11340	11340	11340	11340
Attendance	497	530	488	567	602	440	688	819	727	690	846	806
% of Capacity	5%	5%	5%	5%	6%	4%	6%	8%	6%	6%	7%	7%
Multipurpose Room												
Capacity (20)	7020	7020	7020	7020	7020	7020	7560	7560	7560	7560	7560	7560
Attendance	34	0	0	27	0	6	15	7	0	0	5	93
% of Capacity	0.48%	0.00%	0.00%	0.38%	0.00%	0.09%	0.20%	0.09%	0.00%	0.00%	0.07%	1.23%
Child Acty Room												
Capacity (20)	7020	7020	7020	7020	7020	7020	7560	6720	7560	7560	7560	7560
Attendance	29	13	2	6	0	0	9	0	8	2	0	5
% of Capacity	0.41%	0.19%	0.03%	0.09%	0.00%	0.00%	0.12%	0.00%	0.11%	0.03%	0.00%	0.07%
Weight Room												
Capacity	5265	5265	5265	5265	5265	5265	5670	5040	5670	5670	5670	5670
Attendance	65	97	119	147	146	109	126	126	92	93	119	157
% of Capacity	1.2%	1.8%	2.3%	2.8%	2.8%	2.1%	2.2%	2.5%	1.6%	1.6%	2.1%	2.8%
Cardio												
Capacity	2808	2808	2808	2808	2808	2808	3024	2688	3024	3024	3024	3024
Attendance	76	77	138	134	91	98	123	166	129	122	128	120
% of Capacity	2.7%	2.7%	4.9%	4.8%	3.2%	3.5%	4.1%	6.2%	4.3%	4.0%	4.2%	4.0%
Raquetball Court												
Capacity	1404	1404	1404	1404	1404	1404	1512	1512	1512	1512	1512	1512
Attendance	22	8	10	27	79	448	125	125	74	59	42	42
% of Capacity	2%	1%	1%	2%	6%	32%	8%	8%	5%	4%	3%	3%

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.

Mission

RAPRD leads our community to health and well-being by providing fun, high-quality recreational experiences and activities for all.

Vision

RAPRD is valued as a partner and recognized as key asset in our community, enhancing the quality of life with innovative and inclusive programs, facilities, parks and open spaces.

District’s Core Values:

- Customer Service
- Quality programs and facilities
- Safety
- Inclusive
- Diverse

District’s Core Services Statements (Guiding Principles):

- RAPRD is committed to providing the best customer service at all levels of the organization.
- RAPRD offers the highest quality recreation programs.
- RAPRD operates clean, safe facilities and programs.
- RAPRD is committed to the concept of inclusion both for people with disabilities and people who may struggle to afford access to recreation opportunities.
- RAPRD offers diverse recreation opportunities to meet the needs of the greater Redmond Community.
- RAPRD is committed to recognizing and rewarding excellence.
- RAPRD is committed to developing lifelong relationships with recreation among our community.

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

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II. Our Community and Identified Needs

A. Redmond Area Park and Recreation District Demographic Profile

Gaining a clear understanding of the existing and projected demographic character of the Park District is an important component of the planning process for the RAPRD Recreation Center Feasibility Study. By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of public parks, recreation amenities, and open spaces.

Key areas were analyzed to identify current demographic statistics and trends that can impact the planning and provision of public parks and recreation services. Community characteristics analyzed and discussed consist of:

- Existing and projected total population
- Age and gender distribution
- Ethnic/Racial diversity
- Employment
- Housing and household information
- Educational attainment
- State and Local Health Ranking

This demographic profile was completed using the most current data available (as of July 2017) from Esri Business Analyst, the U.S. Census Bureau data, and U.S. Census Bureau’s American Community Survey. A summary of demographic highlights is noted in **Table 1** below, followed by a more detailed demographic analysis.

Table 1: 2017 Redmond Area Park and Recreation District General Demographic Profile

Population	43,391
Median Age	39.9
Households	16,645
Median Household Income	\$52,548

Source: Esri Business Analyst

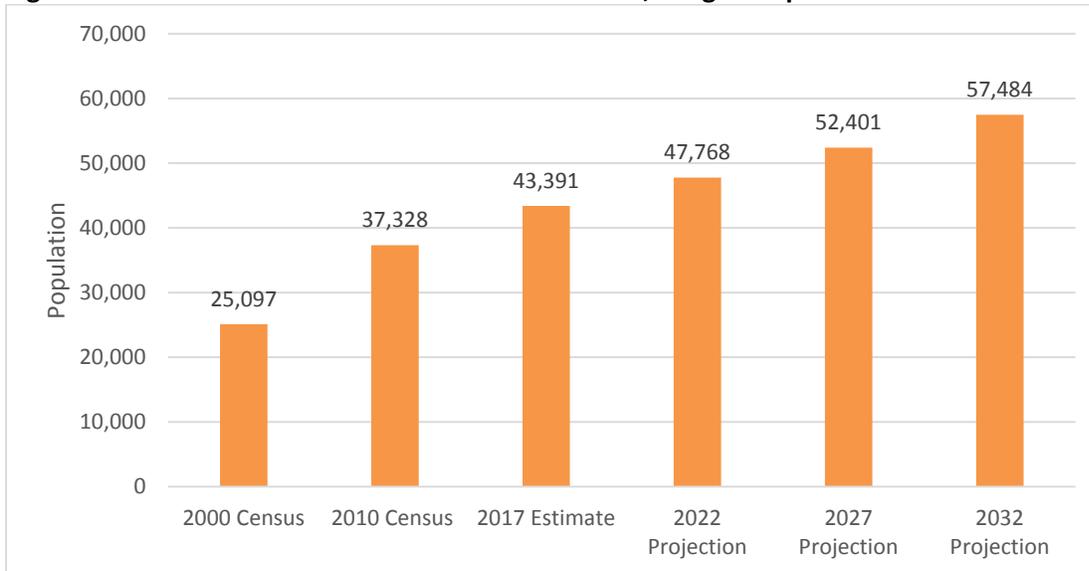
Key general 2017 demographic comparisons – Park District, State, and National:

- The estimated median age of RAPRD residents was 39.9 years, higher than both the median age for Oregon (39.6) and the United States (38).
- The median household income for the District in 2017 was estimated to be \$52,548. This is lower than the median household income of \$55,012 in Oregon, and the national median household income of \$54,149.
- Redmond Area Park and Recreation District’s estimated population was almost evenly split between the sexes, with slightly more female (51.00%) than male (48.99%) residents. The populations of Oregon and the United States, are also roughly evenly divided between the sexes.

Redmond Area Park and District Population Projections

Although future population growth cannot be predicted with certainty, it is helpful to make growth projections for planning purposes. **Figure 1** contains actual population figures based on the 2000 and 2010 U.S. Census for RAPRD and the Esri 2017 estimated population and 2022 projected population. Generally, RAPRD’s population grew slightly between 2000 and 2010. Based on current Esri estimates and projections, an annual growth rate of 1.94 percent from 2017 to 2022 is anticipated. This growth rate was used to estimate the population until 2032.

Figure 1: Redmond Area Park and Recreation District, Oregon Population Growth Trend



Source: U.S. Census Bureau and Esri Business Analyst Population Projection based on 1.94% Growth Rate

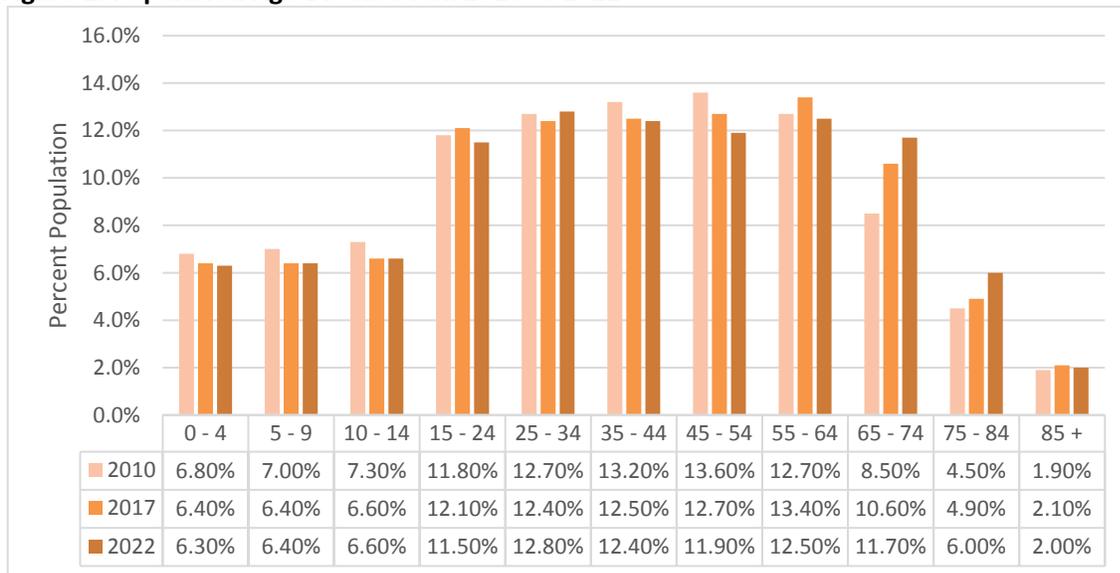
Population Age Distribution

The existing and projected population of different age groups, or cohorts, within RAPRD is illustrated in the following series of figures. **Figure 2** illustrates the 2017 population by age cohort.

Several key age characteristics of the existing and projected District population include:

- The median age of residents is increasing. The U.S. Census Bureau reported the median age of RAPRD residents to be 38.4 years in 2010. Esri estimates the median age of the 2017 population to be 39.9 years, and projects the median age to increase to 40.2 years by 2022.
- As illustrated in **Figure 2**, generally the population of age cohorts between 15 to 24, 35 to 44, 45 to 54, and 55 to 64 are all projected to decrease in 2022. Over the same time period, the age cohorts of 65 to 74 and 75 to 84 are expected to increase.
- The age cohort expected to change the most from 2010 to 2022 is the 65 to 74-year-old population. During this time, the age cohort is expected to grow by over three percent.

Figure 2: Population Age Distribution: 2010 to 2022



Source: U.S. Census Bureau and Esri Business Analyst

Race/Ethnicity

Overall, the racial and ethnic composition of RAPRD has not significantly changed since 2010, and it is not anticipated to change to a high degree through 2022. The majority of the District’s population identified as Caucasians.

Household Information

As reflected in **Table 2**, the total number of housing units and households in the District is projected to continue to increase quickly through 2022. The average household size is also increasing over time, from 2.56 in 2010 to 2.96 in 2022. The majority of homes in the District are projected to continue to be owner occupied, and just over 33 percent of housing units are renter occupied in 2017. Rates of homeownership and housing vacancy have decreased from 2010 but are projected to remain relatively stable at 13 percent.

Table 2: Redmond Area Park and Recreation District Housing Profile 2010 to 2022

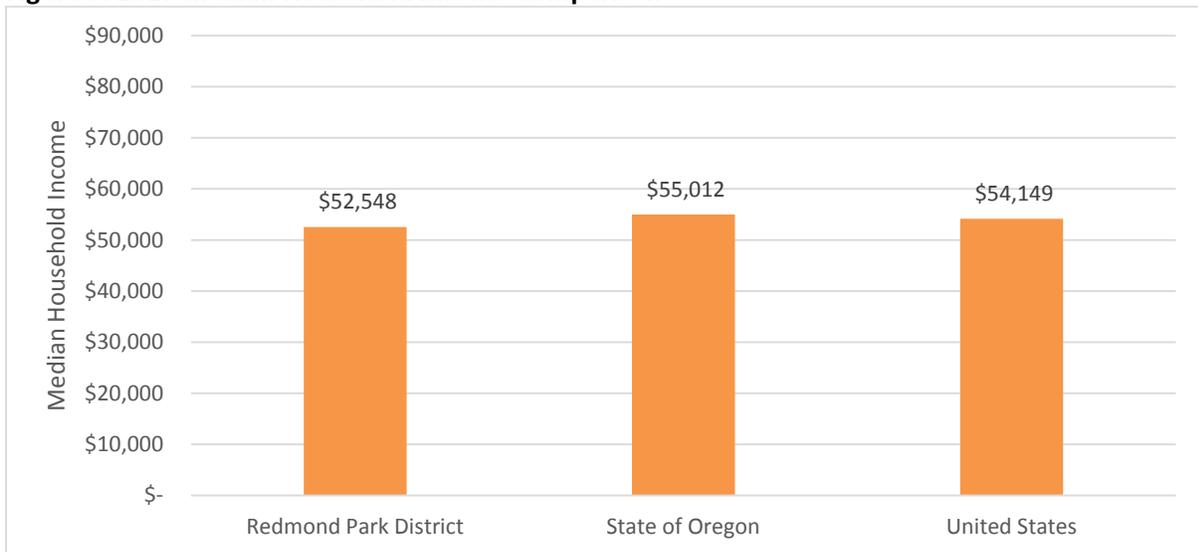
	2010	2017	2022
Total Housing Units	16,986	19,128	21,038
Number of Households	14,475	16,645	18,304
Average Household Size	2.56	2.59	2.96
Owner Occupied Housing Units	54.70%	54.00%	54.00%
Renter Occupied Housing Units	30.50%	33.00%	33.00%
Vacant Housing Units	14.80%	13.00%	13.00%

Source: Esri Business Analyst

Household Income

Data from Esri Business Analyst, illustrated in **Figure 3**, indicates that the 2017 median household income in Redmond Area Park and Recreation District was relatively similar to the median household incomes in Oregon and the United States. In 2017 the State of Oregon had the highest median income of the three at \$55,012.

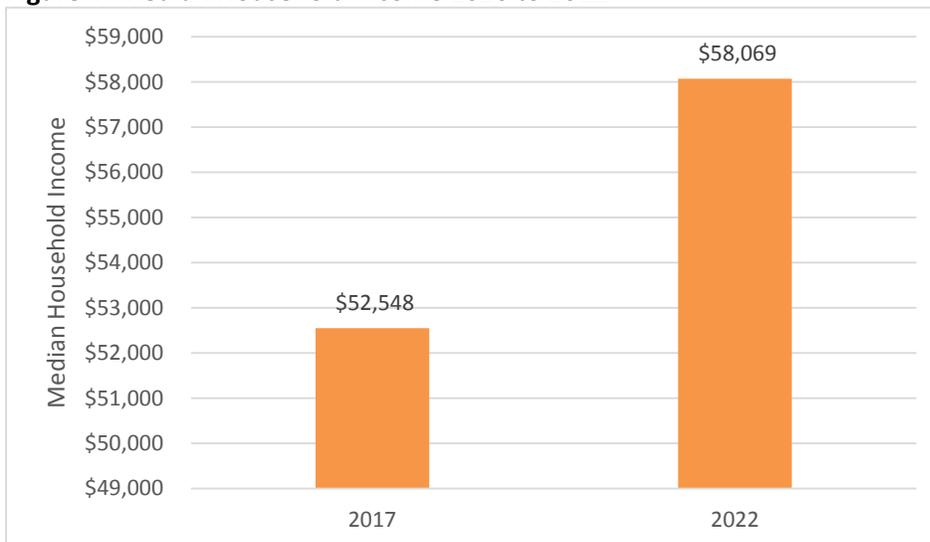
Figure 3: 2017 Median Household Income Comparison



Source: Esri Business Analyst

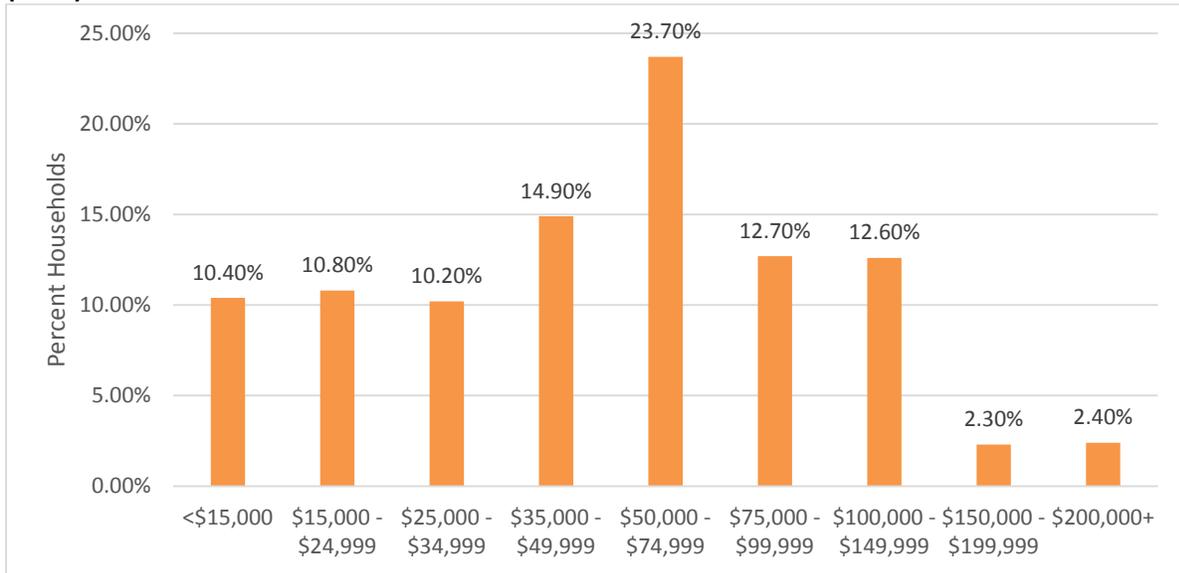
As **Figure 4** illustrates, the median income of Redmond Area Park and Recreation District households is predicted to rise by six percent through 2022 to \$58,069. **Figure 5** illustrates the distribution of household median income by earnings bracket in Redmond Area Park and Recreation District in 2017. The largest income bracket was between \$50,000 and \$74,999 with over 23 percent of the population earning this income. Only five percent of the population made over \$150,000.

Figure 4: Median Household Income 2010 to 2022



Source: U.S. Census Bureau and Esri Business Analyst

Figure 5: Distribution of Median Household Income in Redmond Area Park and Recreation District (2017)



Source: Esri Business Analyst

Employment

The eligible working population of RAPRD residents (those ages 16+) was estimated to be 17,977 in 2017. Of these potential workers, 92.8 percent were estimated to be employed.

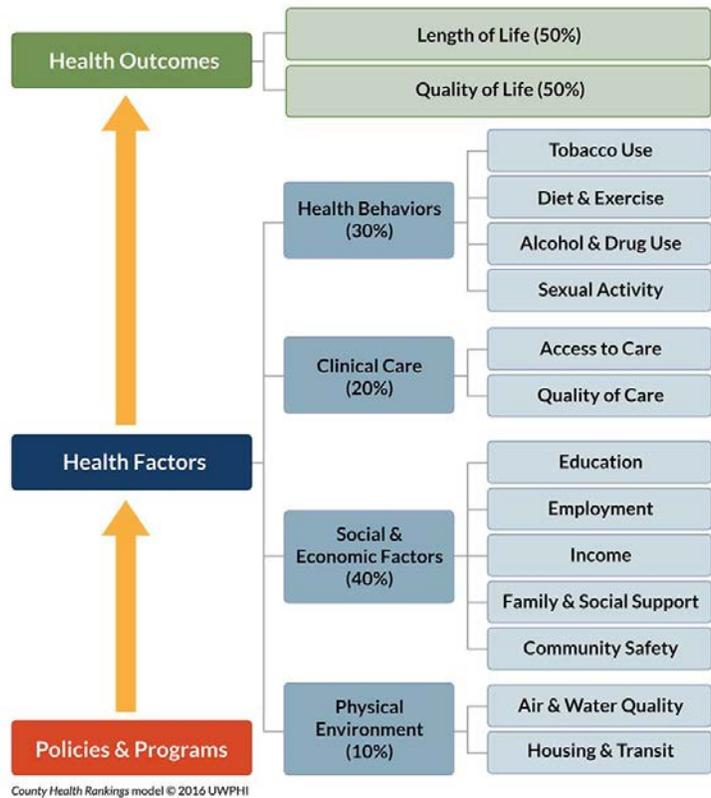
Health Ranking

Robert Wood Johnson Foundation’s County Health Rankings and Roadmaps provide annual insight on the general health of national, state, and county populations. According to the Foundation, its modeling of population health “emphasizes many factors that, if improved can help make communities healthier places to live, learn, work, and play.” The 2017 Rankings model shown in **Figure 6** highlights the topic areas reviewed by the Foundation. Redmond lies within Deschutes County, Oregon.

The health ranking for Deschutes County, Oregon gauged the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors. Out of the 62 Oregon counties reviewed, Deschutes County was ranked as 5th for overall health outcomes, and 6th for health factors. Several significant social challenges impacting the public health in the county included excessive drinking, adult smoking, and air pollution. Deschutes County had a lower prevalence of common health issues such as physical inactivity, teen births, and poor/fair health than the State of Oregon and the United States average.

In 2017 the United Health Foundation’s “America’s Health Rankings Annual Report” ranked Oregon as the 21st healthiest state nationally. The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations.

Figure 6: County Health Ranking Model



Source: Robert Wood Johnson Foundation

Oregon’s public health ranking strengths and highlights included:

- Low prevalence of physical inactivity
- Low rate of cardiovascular deaths
- Low prevalence of low birthweight

Challenges for Oregon include:

- Low percentage of high school graduation
- Low immunization coverage among children
- High prevalence of frequent mental distress

B. Park and Recreation Influencing Trends

The provision of public parks and recreation services can be influenced by a wide variety of trends, including the desires of different age groups within the population, community values, and popularity of a variety of recreational activities and amenities. Within this section of the plan, a number of local and national trends are reviewed that should be considered by RAPRD when determining where to allocate resources toward the provision of parks, recreational facilities, and recreational programming to its residents and visitors.

This Report is generally organized into two sections:

1. Review of estimated RAPRD household participation in, and spending on, a variety of recreational, sports, fitness, and leisure activities. Opportunities for participation in many of the activities analyzed are provided through District facilities and programs.
2. Overview of key national recreation trends pertinent to the provision of parks, recreation facilities, and open spaces relevant to the population of the park district.

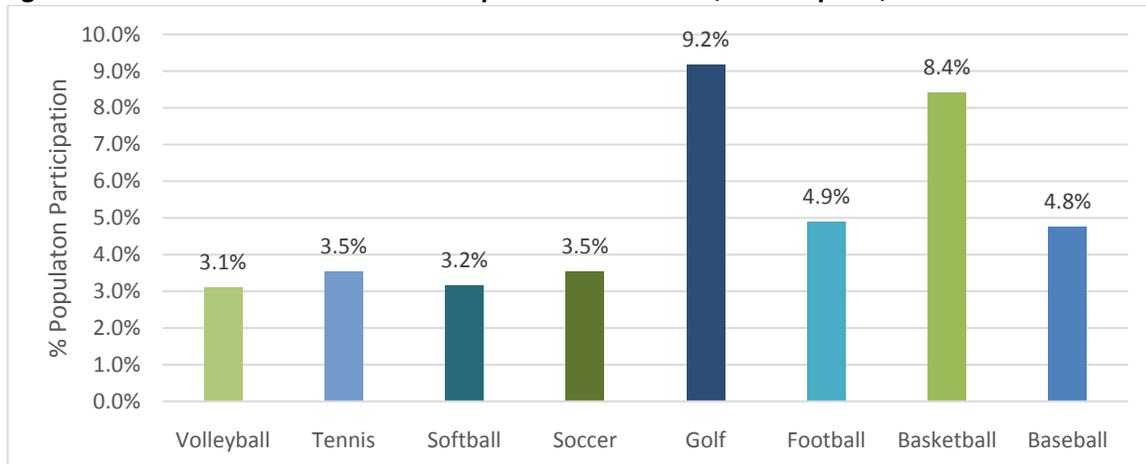
Estimated Household Participation Rates and Spending

Through Esri Business Analyst, a combination of information from the U.S. Census Bureau, Bureau of Labor Statistics, and other data sources that gauge national tendencies to participate and spend on various recreation, fitness, and leisure activities, is weighed against current Esri local demographic characteristics including population, age, and household income to yield an estimate (July 2017) of household participation in recreation, fitness, and leisure activities in the District, and of the household spending on fees, equipment, and other typical costs associated with participation.

Estimated Participation

Esri models and resulting data indicate that RAPRD households included members that participated in a number of recreation, sports, fitness, and leisure activities in the past year. The activities reviewed are representative of those that are often offered through parks and recreation facilities, and programs throughout the country. **Figures 7 and 8** review estimated participation rates of the District’s households in team and individual sports and fitness activities. This level of local participation generated over \$12.1 million in associated spending in 2017. **Figures 9 and 10** provide insight into the various fees and costs District residents paid to participate in sports, recreation, fitness, and leisure activities.

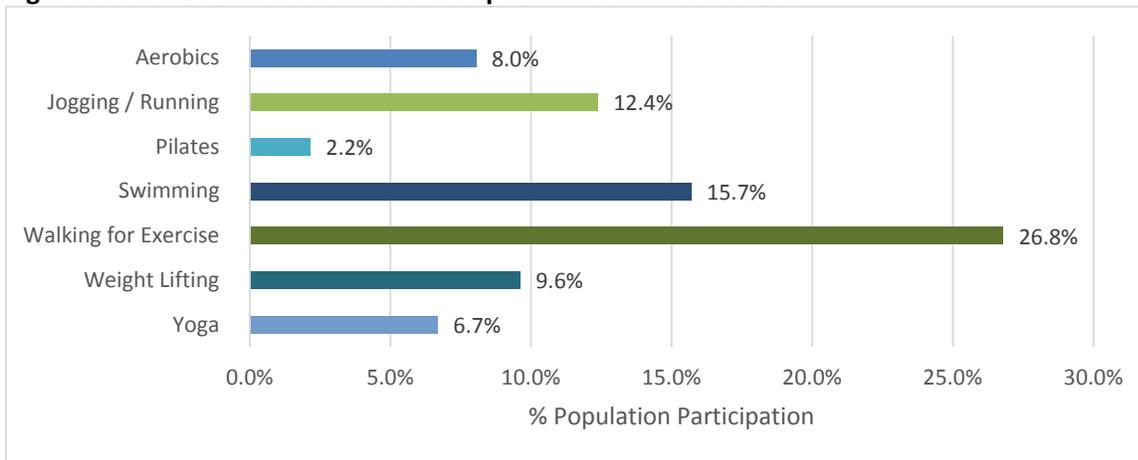
Figure 7: Park District Household Participation in Individual, Team Sports, and Fitness Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, July 2017

As illustrated in **Figure 7**, golf was the sport with the most participation in 2017; 9.2 percent of households were estimated to have included members. In comparison, only 8.4 percent of households had a member that played basketball; all other team or individual sports had participation rates of five percent or lower. Although these household participation figures for organized sports may appear low, it should be noted that in general, households with children tend to have higher rates of participation in these types of sports through organized youth and school leagues. Access to these types of activities for youth is often very important for such households.

Figure 8: Park District Household Participation in Fitness Activities



Source: Esri Business Analyst, Sports and Leisure Market Potential, July 2017

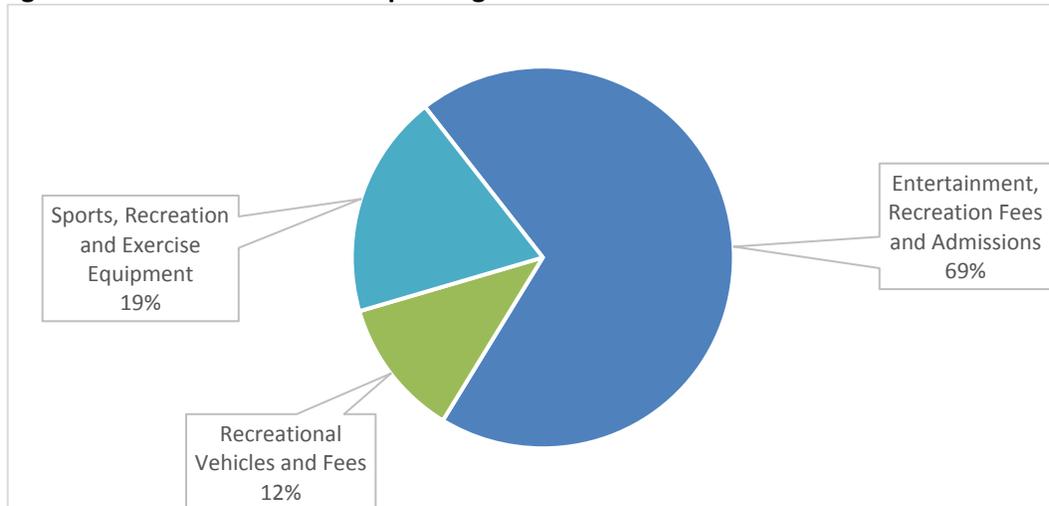
As illustrated in **Figure 8**, Esri estimated that walking for fitness was the fitness activity with the highest level of participation among RAPRD households. Nearly 27 percent of households included members that walked for fitness in 2017. Swimming had significant household participation at almost 16 percent; jogging/running were also popular fitness activities, with a participation rate of 12.4 percent. Over 1 in 10 households participated in either aerobics and/or weight lifting for fitness in 2017.

Estimated Spending

The strong participation in various recreation, sports, fitness, and leisure activities of RAPRD households was also likely of benefit to the local economy. **Figure 9** illustrates that of the \$12.1 million in total Park District household spending on recreation, nearly 70 percent of this total, or almost \$8.4 million, was spent on admissions and other fees associated with participation in entertainment and recreation activities. The estimated spending on entertainment, recreation fees, and admissions is further detailed in **Figure 10**.

2017 City Household Spending on Recreation
\$12.1 Million
 Estimated total spending of all households
\$728
 Estimated average spending per household

Figure 9: General Recreational Spending of Redmond Area Park and Recreation District Households



Source: Esri Business Analyst, Recreation Expenditures, July 2017

Figure 10: Park District Household Spending on Entertainment, Recreation Fees, and Admissions



Source: Esri Business Analyst, Recreation Expenditures, July 2017

Table 3 provides a detailed breakdown of the average household spending, total spending of all households, and the Spending Potential Index for RAPRD. The Spending Potential Index figures represent the amount the average Park District household spent for a product or service relative to a national index average of 100 in 2017.

“The Spending Potential Index compares the average expenditure made locally for a product to the average amount spent nationally. An index of 100 is average. An index of 120 shows that average spending by local consumers is 20 percent above the national average.”

Esri Consumer Spending Methodology 2016

Table 3: Redmond Area Park and Recreation District Household Spending on Recreation, Fitness, and Leisure Activities

	Spending Potential Index	Average Amount Spent	Total
Entertainment, Recreation Fees, and Admissions	\$79	\$504	\$8,394,914
Tickets to Theatre, Operas, and Concerts	\$77	\$46	\$765,255
Tickets to Movies, Museums, and Parks	\$81	\$62	\$1,034,988
Admission to Sporting Events, excl. Trips	\$77	\$43	\$718,873
Fees for Participant Sports, excl. Trips	\$83	\$82	\$1,364,104
Fees for Recreational Lessons	\$78	\$104	\$1,724,112
Membership Fees for Social, Recreation, and Civic Clubs	\$79	\$167	\$2,776,925
Recreational Vehicles and Fees	\$84	\$85	\$1,418,762
Docking and Landing Fees for Boats and Planes	\$83	\$9	\$147,547
Camp Fees	\$82	\$26	\$439,823
Payments on Boats, Trailers, Campers, and RVs	\$86	\$36	\$595,996
Rental of RVs or Boats	\$80	\$14	\$235,397
Sports, Recreation and Exercise Equipment	\$81	\$138	\$2,298,289
Exercise Equipment, Gear, and Game Tables	\$79	\$47	\$786,289
Bicycles	\$81	\$23	\$382,805
Camping Equipment	\$80	\$13	\$220,527
Hunting and Fishing Equipment	\$83	\$35	\$584,987
Winter Sports Equipment	\$75	\$4	\$74,264
Water Sports Equipment	\$81	\$5	\$76,320
Other Sports Equipment	\$82	\$9	\$144,213
Rentals and Repairs of Sports, Recreation, and Exercise Equipment	\$80	\$2	\$28,882
Total Overall Spending in All Categories		\$728	\$12,111,965

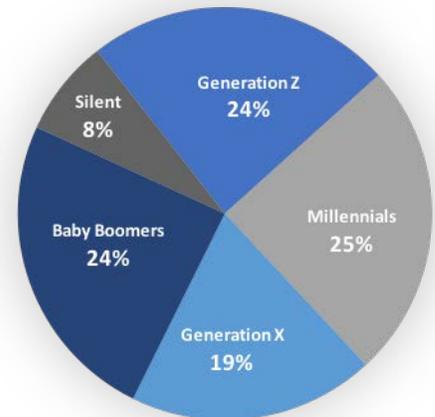
Source: Esri Business Analyst, Recreation Expenditures, July 2017

National Demographic Trends in Recreation

RAPRD Generation Trends

Four major age groups, Generation X, the Baby Boomers, Millennials, and Generation Z, are having significant impacts in the planning and provision of parks and recreation services nationwide. In 2017, approximately 92 percent of RAPRD residents fell into one of these age groupings. Roughly 19 percent of the population were members of Generation X, 24 percent were members of Generation Z, 25 percent were Millennials, and 24 percent were Baby Boomers.

Generation X made up five percent less of the population than Generation Z and the Baby Boomers. The Silent Generation, those 72 and older, only made up eight percent of the population.



The 2017 “Participation Report”¹ from the Physical Activity Council characterized generational participation in recreation, sports, fitness, and other physical activities as:

BABY BOOMERS	GENERATION X	MILLENNIALS	GENERATION Z
<ul style="list-style-type: none"> • Least Active Generation • Top 3 activity preferences: <ul style="list-style-type: none"> ▪ Fitness Sports ▪ Outdoor Sports ▪ Individual Sports 	<ul style="list-style-type: none"> • Varied Activity Levels • Top 3 activity preferences: <ul style="list-style-type: none"> ▪ Fitness Sports ▪ Outdoor Sports ▪ Individual Sports 	<ul style="list-style-type: none"> • Moderately Active • Top 3 activity preferences: <ul style="list-style-type: none"> ▪ Fitness Sports ▪ Outdoor Sports ▪ Individual Sports 	<ul style="list-style-type: none"> • Most Active Generation • Top 3 activity preferences: <ul style="list-style-type: none"> ▪ Outdoor Sports ▪ Team Sports ▪ Fitness Sports

Adults – Baby Boomers

Baby Boomers are defined as individuals born between 1946 and 1964, as stated in “Leisure Programming for Baby Boomers.”² They are a generation that consists of nearly 76 million Americans, and comprised 25 percent of Redmond Area Park and Recreation District’s population in 2017. Boomers are not the largest age cohort in the District, but only trail behind Millennials by one percent.

¹ Physical Activity Council, *2017 Participation Report*, <http://www.physicalactivitycouncil.com/PDFs/current.pdf>; accessed June 2017

² Linda Cochran, Anne Roshchadl, and Jodi Rudick, “Leisure Programming For Baby Boomers,” *Human Kinetics*, 2009.

Generation X

This generational group is comprised of individuals in the 37 to 52-year-old age range. In 2017, the median age of RAPRD residents was 39.9 years, and 19 percent of the Park District's population was a member of Generation X. Many members of this generation are in the peak of their careers, raising families, and growing their connections within the community.

As suggested by the "2017 Participation Report" from the Physical Activity Council, members of Generation X were "all or nothing" in terms of their levels of physical activity, with 37 percent reported as highly active, and 27 percent reported as completely inactive. As further noted in the report, over 50 percent of Generation X was likely to have participated in fitness and outdoor sports activities. An additional 37 percent participated in individual sports.

Adult – The Millennial Generation

The Millennial Generation is generally considered those born between about 1980 and 1999, and in April 2016, the Pew Research Center reported that this generation had surpassed the Baby Boomers as the nation's most populous age group.³ Millennials comprised approximately 25 percent of the District's 2017 total population. Millennials are the largest age cohort in the District. Having an understanding of some of their general characteristics can help guide decision making in the provision of parks and recreation services to this significant segment of the local population.

In a 2011 study of the Millennial Generation,⁴ Barkley Advertising Agency made the following observations about Millennials and health/fitness:

- Sixty percent (60%) of Millennials say they try to work out on a regular basis. Twenty-six percent (26%) consider themselves health fanatics.
- Millennials are also fans of relaxation and rejuvenation, as 54 percent regularly treat themselves to spa services.

Youth – Generation Z

In a July 2012 article for *Parks and Recreation* magazine titled "Five Trends Shaping Tomorrow Today," author Emilyn Sheffield indicates that the proportion of youth is smaller than in the past, but still essential to our future. As of the 2010 Census, the age group under age 18 forms about a quarter of the U.S. population. Nationwide, nearly half of the youth population is ethnically diverse and 25 percent is Hispanic. In Redmond Area Park and Recreation District, roughly 24 percent of the population was under the age of 19 in 2017.

With regard to physical activity, a 2013 article published by academics at Georgia Southern University noted that the prevalence of obesity in Generation Z (which they describe as individuals born since the year 2000) is triple that of Generation X (born between 1965 and 1979). It suggests that due to increased use of technology, Generation Z spends more time indoors, is less physically active, and more obese compared to previous generations. The researchers noted that Generation Z seeks social support from peers more so than any previous generation. This is the most competent generation from a technological standpoint, but Generation Z also tends to fear, and often struggles with, some basic physical activities and sports.

³ Richard Fry, "Millennials overtake Baby Boomers as America's Largest Generation," *Pew Research Center Fact Tank*, April 25, 2016, <http://www.pewresearch.org/fact-tank/2016/04/25/millennials-overtake-baby-boomers/>, accessed May 2015

⁴ American Millennials: Deciphering the Enigma Generation, <https://www.barkleyus.com/AmericanMillennials.pdf>, accessed May 2015

Facilities

According to *Recreation Management* magazine's "2016 State of the Industry Report,"⁵ an annual survey of parks and recreation facility operators and service providers, current national trends influencing recreation facilities included:

- Partnerships – The popularity of partnering with outside organizations to share facility spaces to extend programming capabilities or potentially increase funding is continuing to grow in popularity nationally. Over 87 percent of agencies reported partnering with another agency in 2016. Of these partnerships, nearly 3/5 were with local schools, and nearly 52 percent with local government agencies.
- Cost Recovery – More recreation, sports, and fitness providers are being tasked to recover higher percentages of their operating costs through increasing revenues. The average level of cost recovery from public organizations nationwide was approximately 43 percent, with levels of cost recovery varying widely between different types of providers and facilities. The most common operating cost reduction action taken by parks and recreation providers was to improve the energy efficiency of facilities. Over half of agencies surveyed reported investing in energy efficiencies as an overall cost reduction strategy.
- Memberships and Usage Fees – Nearly 60 percent of service providers surveyed charged membership or usage fees for their facilities. The vast majority of YMCAs (93.1%), health clubs (90.6%), and community recreation centers (69.3%) charged fees for memberships or facility use.
- Facility Use – In 2014 and 2015, the majority (59.8%) of survey respondents reported they had expected use of their facilities to increase. In 2016 over 54 percent of survey respondents reported increased facility usage in the previous two years. Providers in urban areas were 10 percent more likely to have reported increased usage of their facilities when compared to rural providers.
- Existing Facilities – Park agencies reported providing a variety facilities and amenities. Compared to other recreation providers, parks agencies were more likely to provide:
 - Playgrounds
 - Picnic shelters
 - Outdoor sport courts
 - Community centers
 - Bike trails
 - Skate parks
 - Dog parks
 - Community gardens
 - Disc golf courses
 - Fitness trails or outdoor fitness equipment
 - Splash play areas
 - Golf courses
 - Water parks
 - Ice rinks
 - Bikes/BMX parks

The average age of the "main" recreation facility operated by survey respondents increased from 27.5 years in 2013 to 32.6 years in 2016. Over 60 percent of respondents noted that their main facility was at least 21 years old.

⁵ *Recreation Management*, 2016 "State of the Industry Report," <http://recmanagement.com/state-of-the-industry/>; accessed June 2017

- **Construction Plans** – With aging facilities being commonplace, and general increases of facility usage reported nationally, the majority (66.4%) of 2016 survey respondents reported having plans to renovate existing facilities or construct new ones to enhance service provision. This percentage of recreation service providers planning capital investments increased 3.7 percent from 2013 to 2016. The average planned capital improvement budget for public organizations in 2016 was expected to be \$3,887,000.

Nationally, there has been a trend by public parks and recreation agencies toward the construction of “one-stop” indoor recreation facilities to serve all age groups. These facilities are typically large, multipurpose regional centers that have been observed to help increase operational cost recovery, promote user retention, and encourage cross-use. Parks and recreation agencies across the United States are generally working toward increasing revenue production and cost recovery. Providing flexible or multiple use space allows for one area to be adapted to serve programming and free-play opportunities. “One-stop” facilities often attract young families, teens, and adults of all ages. In addition to their large indoor recreation spaces, the sites of regional recreation centers are often developed with outdoor recreation amenities such as sports fields and courts, or playgrounds. In many communities that have them, these regional recreation centers frequently serve as a major community hub.

Aquatics/Water Recreation Trends

According to the National Sporting Goods Association (NSGA), swimming ranked third nationwide among recreational activities in terms of participation in 2014.⁶ Nationally, there is an increasing trend toward indoor leisure and therapeutic pools. Swimming for fitness is the top aspirational activity for inactive individuals in all age groups, according to the Sports & Fitness Industry Association (SFIA) 2016 “Sports, Fitness and Leisure Activities Topline Participation Report,” representing a significant opportunity to engage inactive populations.

Aquatic amenities such as splash pads, shallow spray pools, and interactive fountains are becoming increasingly popular attractions in the summer, and if designed for such, can be converted into ice rinks during the winter. These features can also be designed to be ADA-compliant, and are often cheaper alternatives to build and maintain than community swimming pools. Trends in the architectural design for splash parks can be found in *Recreation Management* magazine articles in 2014 and 2015.⁷

Current National Trends in Public Parks and Recreational Programming

According to *Recreation Management* magazine’s 2016 State of the Industry Report, 96.5 percent of survey respondents provided recreation, sports, fitness, and leisure programs of some kind. The most common programming offered included:

- | | |
|---------------------------|--|
| 1. Holiday/special events | 6. Mind-body/balance programs |
| 2. Fitness programs | 7. Sports tournaments and races |
| 3. Educational programs | 8. Swimming programs |
| 4. Day and summer camps | 9. Adult sports teams |
| 5. Youth sports teams | 10. Active senior/older adult programs |

⁶ National Sporting Goods Association, “2014 Participation – Ranked by Total,”

⁷ Dawn Klingensmith “Make a splash: Spraygrounds Get (Even More) Creative”, *Recreation Management*, April 2014 (and April 2015 updates), http://recmanagement.com/feature_print.php?fid=201404fe01

Approximately 31 percent of survey respondents indicated that they were planning to expand programming over the next several years. According to the 2016 “State of the Industry Report,” the most commonly planned program new or expanded programs planned included:

1. Educational programs
2. Fitness programs
3. Mind-body/balance programs
4. Teen programs
5. Active senior/older adult programs
6. Environmental education
7. Arts and crafts
8. Day camps and summer camps
9. Sports tournaments and races
10. Holiday events and other special events

Fitness Programming

Fitness programming, and popularity of various activities has significantly evolved over the past 15 years. The American College of Sports Medicine (ACSM) *Health and Fitness Journal* has conducted annual surveys since 2007 to gauge trends that would help inform the creation of standards for health and fitness programming. The survey focuses on trends in the commercial, corporate, clinical, and community health and fitness industry. **Table 4** compares the results of ACSM’s original 2007 survey, and findings from its survey conducted for 2017, showing preferences in fitness programming change over time. Some trends first identified in 2007 have remained popular, while other activities and associated programs were widely popular for short durations. For example, Zumba was a top 10 fitness trend/activity in 2012 but quickly declined in popularity. Two years later, in 2014, it failed to register in the top 20. Body weight training and high-intensity interval training were highly popular in 2015. Fitness programs for older adults had been in the top 10 for a decade, but ranked as 11th in the 2017 survey.⁸

⁸ Walter R. Thompson, Ph.D., “Worldwide Survey of Fitness Trends for 2017,” *Health & Fitness Journal*, Volume 20, Issue 6, American College of Sports Medicine, November/December 2016

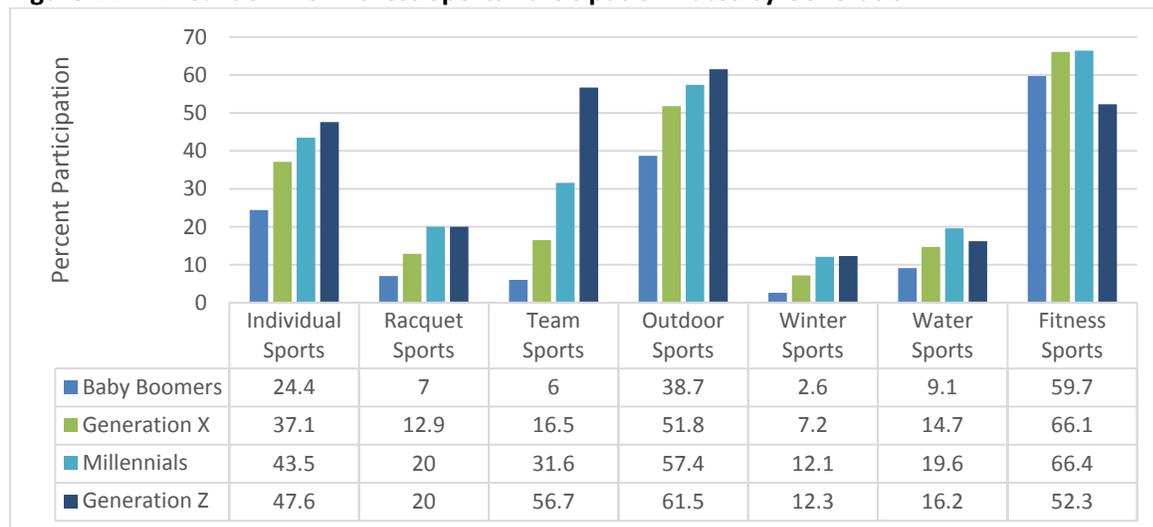
Table 4: Top 10 National Fitness Trends – 2007 and 2017

2007 Trends	2017 Trends
1. Children and obesity	1. Wearable technology
2. Fitness programs for older adults	2. Body weight training
3. Educated and experienced fitness professionals	3. High-intensity interval training
4. Functional fitness	4. Educated and experienced fitness professionals
5. Core training	5. Strength training
6. Strength training	6. Group training
7. Personal training	7. Exercise is Medicine
8. Mind/body exercise	8. Yoga
9. Exercise and weight loss	9. Personal training
10. Outcome measurements	10. Exercise and weight loss

Source: American College of Sports Medicine Health and Fitness Journal

According to the 2017 “Participation Report” by the Physical Activity Council, over half of each generation participates in fitness sports; with roughly 2/3 of Millennials and Generation Xers participating in fitness activities. Generation Z, those generally under the age of 18, participated at higher rates than their older peers in individual, team, and outdoor sports. Baby Boomers participated the least; however, roughly 1/4 of this generation participated in individual sports, more than 1/3 participated in outdoor sports, and nearly 60 percent participated in fitness sports. **Figure 11** illustrates participation rates by generation.⁹

Figure 11: A Breakdown of Fitness Sports Participation Rates by Generation



Source: Physical Activity Council 2017 Participation Report

⁹ 2017 Participation Report”, Physical Activity Council, 2017

Older Adults and Senior Programming

Many older adults and seniors are choosing to maintain active lifestyles and recognize the health benefits of regular physical activities. With the large number of adults in these age cohorts, many communities have found a need to offer more programming, activities, and facilities that support the active lifestyle this generation desires. Public parks and recreation agencies are increasingly expected to be significant providers of such services and facilities. The American Academy of Sports Medicine issues a yearly survey of the top 20 fitness trends.¹⁰ It ranks senior fitness programs eighth among most popular fitness trends for 2015. Programs including Silver Sneakers, a freestyle low-impact cardio class, and water aerobics are increasing in popularity as more Americans are realizing the many benefits of staying active throughout life.

Health and Obesity

According to the Centers for Disease Control and Prevention (CDC), obesity continues to be a serious issue in America, growing at an epidemic rate—almost tripling since 1990. Overall, more than one-third (35.7%) of adults and 17 percent of children in the United States are obese.¹¹ These statistics illustrate the importance of intervention and curbing of the epidemic in youth. As obesity in the United States continues to be a topic of interest for legislators and our government, there continues to be research suggesting that activity levels are stagnant among all age groups. For example, the CDC has reported that:

- Only 25 percent of adults and 27 percent of youth (grades 9-12) engage in recommended levels of physical activity.
- Fifty-nine percent (59%) of American adults are sedentary.
- Children nationally spend between 4.5 to 8 hours daily (30 to 56 hours per week) in front of a screen (television, computer, or other electronic devices).

General Sports and Recreation Trends

The National Sporting Goods Association (NSGA) statistical survey on sports participation in the United States 2015 edition tracked participation in 54 different sports and activities for 2014. A summary of the survey results is noted in **Figure 12**, with several highlights below¹²:

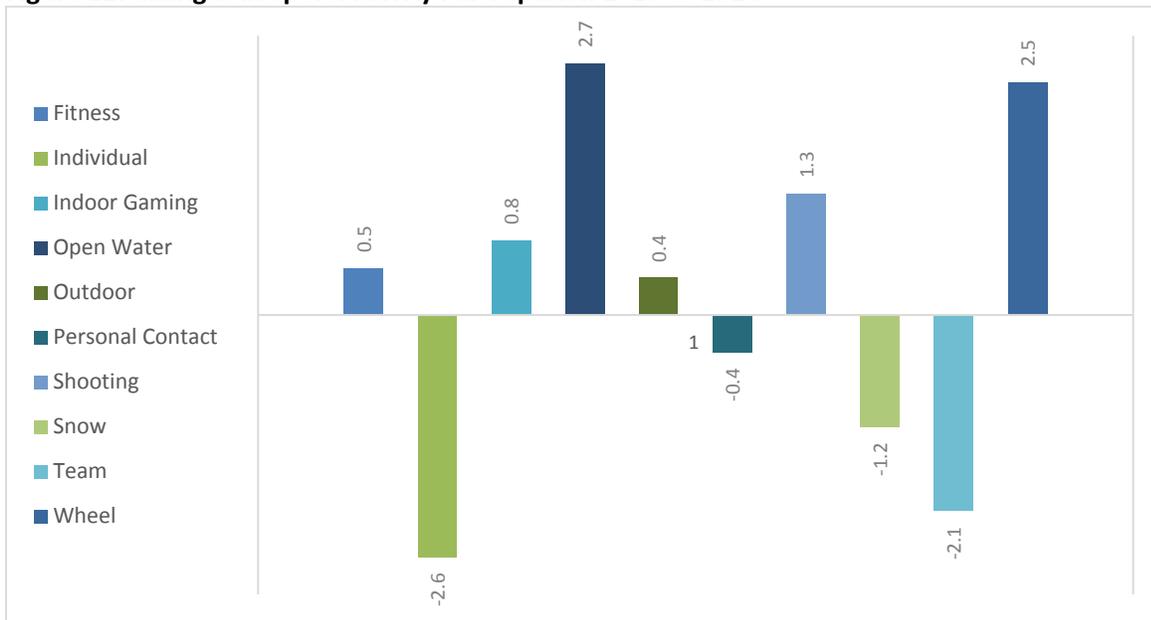
- Participation increased in 33 sports and activities in 2014 over the previous year. Roughly half that number (17) of sports and activities saw increases in 2013 compared to 2012.

¹⁰ American College of Sports Medicine, "Survey Predicts Top 20 Fitness Trends for 2015", <http://www.acsm.org/about-acsm/media-room/news-releases/2014/10/24/survey-predicts-top-20-fitness-trends-for-2015>, accessed January 2015.

¹¹ Center for Disease Control and Prevention, "Obesity and Overweight – Facts", <http://www.cdc.gov/obesity/data/facts.html>, accessed on October 3, 2012.

¹² Irwin Broh Research, "Sports Participation in the United States 2015 Edition", National Sporting Goods Association, 2015

Figure 12: Changes in Sport Activity Participation 2013 to 2014



Source: National Sporting Goods Association

Trends in Adult and Youth Recreation

Adult Recreation: Pickleball

No adult recreational sport is taking off faster than pickleball.¹³ Pickleball is a racquet sport played on a badminton court with a lowered net, perforated plastic ball and wood paddles. While it originated in the Pacific Northwest in the 1960s, it has grown exponentially since 2000. The USA Pickleball Association (USAPA) estimates that there were about 500 pickleball players in 2000, with that number growing to 125,000 in 2013. It is especially popular with the 50+ crowd because it is low impact but gets the heart rate pumping.¹⁴ Pickle ball is an attractive programming option for recreation managers, because it is adaptable to a variety of existing facilities – four pickleball courts fit in one tennis court.

Adult Sport Teams In and After the Work Place

Adult sports teams of all sorts, from competitive volleyball to local flag football teams to casual kickball, are becoming more and more popular around the country, especially among Millennials who grew up with a full extra-curricular schedule of team sports. While adult team sport participation is not limited to the Millennial generation by any means, a recent survey conducted on behalf of the Sports Fitness Industry Association (SFIA) found that Millennials are twice as likely as Generation Xers (born between 1965 and 1979) to participate in team sports as adults.¹⁵

¹³ Chris Gelbach, “Never Stop Playing: Trends in Adult Recreational Sports” *Recreation Management*, September 2013, http://recmanagement.com/feature_print.php?fid=201309fe02, accessed January 2015

¹⁴ David Crumpler, “Pickleball a fast-growing sport, especially for the 50 and older crowd,” *Florida Times Union*, January 26, 2015, <http://jacksonville.com/prime-time/2015-01-26/story/pickleball-fast-growing-sport-especially-50-and-older-crowd>, accessed January 2015

¹⁵ Sarah M. Wojcik, “Millennials Fuel Rise of For-profit Recreation Leagues,” *The Morning Call*, <http://www.mcall.com/news/local/mc-millennials-adult-sports-leagues-20190727-story.html>, July 27, 2015, accessed July, 2015

Adult team sports are attractive as ways to be social, get exercise, or just for something to do after work. Instead of the bar scene, this provides a more comfortable form of interaction for many.¹⁶

Sports teams in the work place are also a growing trend in the United States as companies look for new ways to keep their employees healthy and happy.

Youth Sports

The Sports & Fitness Industry Association (SFIA) produces a yearly report on sports, fitness, and leisure activities in the United States. The following findings regarding youth and sports were highlighted in the 2016 report.¹⁷ In 2015 youth aged 6 to 16 (Generation Z) participation was highest for outdoor (62%), team (59%), and fitness sports (51%).

Therapeutic Recreation

The Americans with Disabilities Act of 1990 (ADA) established that persons with disabilities have the right to the same access to parks and recreation facilities and programming as those without disabilities. Many park and recreation departments around the country are offering specific programming for people with disabilities, but not as many offer inclusion services.

Role and Response of Local Government

Collectively, these trends have created profound implications for the way local governments conduct business. Some local governments are now accepting the role of providing preventative health care through parks and recreation services. The following concepts are from the International City/County Management Association.¹⁸

- Parks and recreation departments should take the lead in developing communities conducive to active living.
- There is growing support for recreation programs that encourage active living within the community.

In summary, the United States, its states, and its communities share the enormous task of reducing the health and economic burden of obesity. While numerous programs, policies, and products have been designed to address the problem, there is no magic bullet to make it go away. The role of public parks and recreation as a health promotion and prevention agency has come of age. What matters is refocusing efforts to ensure the health, well-being, and economic prosperity of communities and citizens.

¹⁶ Liz Butterfield, "Adult Sport Leagues: The New After Work Social Scene", *RVA News*, <http://rvanews.com/sports/adult-sport-leagues-the-new-after-work-social-scene/100639>, August 8, 2013, accessed July, 2015

¹⁷ Sports and Fitness Industry Association, *2016 Sports, Fitness and Leisure Activities Topline Participation Report*, <http://www.sfia.org/reports/all/>.

¹⁸ International City/County Management Association, www.icma.org, accessed June 2012.

Administration Trends for Recreation and Parks

Municipal parks and recreation structures and delivery systems have changed, and more alternative methods of delivering services are emerging. Certain services are being contracted out, and cooperative agreements with non-profit groups and other public institutions are being developed. Newer partners include the health care system, social services, the justice system, education, the corporate sector, and community service agencies. These partnerships reflect both a broader interpretation of the mandate of parks and recreation agencies and the increased willingness of other sectors to work together to address community issues. The relationship with health agencies is vital in promoting wellness.

The traditional relationship with education and the sharing of facilities through joint-use agreements is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

Listed below are additional administrative national trends:

- Level of subsidy for programs is lessening, and more “enterprise” activities are being developed, thereby allowing subsidy to be used where deemed appropriate.
- Information technology allows for better tracking and reporting.
- Pricing is often determined by peak, off-peak, and off-season rates.
- More agencies are partnering with private, public, and non-profit groups.

Funding

According to *Recreation Management* magazine’s 2015 “State of the Industry Report,” survey respondents from parks and recreation departments/districts reporting about their revenues from 2012 through 2014 indicated a continued recovery from the impact of the recession of 2008. From 2013 to 2014, 44.1 percent of respondents reported that their revenues had increased, and another 44.1 percent reported revenues staying steady. About 48.7 percent of respondents said they expected revenues to continue to increase in 2015, while 44 percent expected no change.

Trends in Marketing by Parks and Recreation Providers

Active Network offers expertise in activity and participation management. Its mission is to make the world a more active place. In its blog, the organization offered the following marketing mix ideas which came out of a meeting with park and recreational professionals in the Chicago area.¹⁹

- Updated booths and community event presence – Utilization of a tablet or laptop to show programs you offer and provide event participants the opportunity to register on the spot.
- Facebook redirect app – This application automatically redirects people to the link you provide. Add it to your Facebook page.
- Instagram challenge – Think about how you can use mobile and social tools at your next event. It could be an Instagram contest during an event set up as a scavenger hunt with participants taking pictures of clues and posting them on Instagram.
- Social media coupons – Research indicates that the top reason people follow an organization on a social network is to receive discounts or coupons. Consider posting an event discount on your social networks redeemable by accessing on phone or printing out.

¹⁹ Active Network, <http://www.activenetwork.com>, accessed May 2014

Mobile marketing is a growing trend. Social websites and apps are among the most used features on mobile phones. Popular social media marketing tools include Facebook, Twitter, YouTube, Snapchat, Instagram, and LinkedIn. Private messaging apps such as Snapchat and WhatsApp are being used more and more for live media coverage.²⁰

Ninety-one percent (91%) of Americans own a cell phone, and most use the devices for much more than phone calls. Young adults engage in mobile data applications at much higher rates than adults ages 30 and older. Usage rates trends indicate that Millennials tend to get information most frequently using mobile devices such as smartphones. For example, 97 percent of cell phone owners ages 18 to 29 send and receive text messages, compared to 94 percent of ages 30 to 49, 75 percent of ages 50 to 64, and 35 percent of those 65 and older. In 2016, the vast majority of the population in the United States has access to a smartphone, computer, or other device, and is nearly always “connected.”

²⁰ Jacqueline Woerner, “The 7 Social Media Trends Dominating 2015,” Emarsys Blog, <http://www.emarsys.com/en/resources/blog/the-7-social-media-trends-dominating-2015/>, accessed February 26, 2015.

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III. Public Input

Focus Group and Public Forum Input Summary

GreenPlay facilitated four focus groups and one public forum open to residents, most of whom frequently use the sports facilities and/or programs. The information gathered is very important to identify the indoor community recreational center facility needs of the community. The following is a summary of the focus groups and public forum input which was used to develop the indoor multipurpose recreational facility recommendations.

GreenPlay conducted four focus groups over a two-day period. The length of residency of the focus group participants in the District is listed below.

Less than 5 years	17%
Between 5 and 9 years	17%
Between 10 and 19 years	22%
Over 20 years	35%
Not a resident, use programs	9%

When asked which building program amenities they would like to see offered in the future, participants gave these responses (in order of how many times it was mentioned):

- Leisure & activity pools
- Gymnasiums – Two 90' x 50' (4 cross courts) with dividable curtains
- Elevated walking track
- Large multipurpose classroom, dividable
- Caterer/teaching kitchen
- Large fitness/cardio workout room
- Fitness studio for classes
- Common area with WiFi
- Concessions/vending
- Babysitting room
- Indoor playground
- Restrooms
- Locker rooms
- Support areas
- Parking
- Future expansion

When asked which potential activities they would like to see offered in the future, participants gave these responses (in order of how many times it was mentioned):

- Fitness classes
- Rock climbing
- Swimming
- Pickleball
- Weight training
- Fitness/cardio
- Yoga
- Children's programs
- Hobby classes
- Arts & crafts
- Birthday parties
- Dance
- Water fitness
- Spinning
- Volleyball
- Batting practice
- Adaptable programs
- Summer camps
- Events
- Instructional sports
- Performing arts
- Cultural arts
- Tournaments
- Soccer
- Baseball
- Softball
- Indoor tennis
- Tumbling

- Gymnastics
- Indoor roller hockey
- Wallball
- Roller skating
- Bicycling safety program
- CrossFit
- Specialized fitness programs for 20-30 somethings
- Water physical therapy
- Archery

All of the ideas that came out of the public focus groups are an extremely important part of the process to determine the amenities needs for a new indoor community recreational center facility. Most of the ideas that were heard many times throughout the focus group process are included in the recommendations, although a few of the ideas are beyond the indoor recreation feasibility study realm. It does not diminish the importance of the ideas and they should be investigated and potentially implemented as future operational changes.

IV. Market Assessment

Potential Program Analysis

GreenPlay worked with the RAPRD Director to analyze the existing indoor recreational facilities in the District. The assessment consisted of an analysis of the general ability to provide the desired indoor recreational programs, facilities, and services identified by the RAPRD community.

Currently, the existing providers and associated facilities cannot meet the expressed desires and needs of the community. Additionally, it is the consultant’s opinion that a new indoor community recreation center would not adversely affect the other service providers, but instead provide additional opportunities to expose residents to the entry level programs and services they provide, acting as a feeder system to others service providers.

Redmond OR RAPRD Recreation Center Feasibility Study				
Recreation Site (Standard Name)	Available Amenities or Components	Programs Offered	Program Pricing Structure	Public/Private
Youth Sports Associations - Use of City Facilities				
REACH	Classroom, activity rooms (Club setting)	Before/Afterschool and Non-school day activities	Before School – \$100/mo. After School – \$75/Mo. Summer \$100/week	Private (non-profit)
Central Oregon Basketball Organization (use local schools)		Youth Basketball League		Private
Juniper Volleyball (Use Local School)		Youth Volleyball League		
City of Redmond	Meeting Rooms			Public
Redmond School District	Meeting Rooms, gymnasiums			Public
Redmond Senior Center	Meeting Room, Multipurpose room			Private
Deschutes Public Library - Redmond	Meeting Room			Public

Alternative Providers				
Redmond Athletic Club (RAC)	Group Fitness Room, Spin Room, Weight room, Cardio Theatre, showers & locker rooms, dry sauna, PT, Massage Therapy, Tanning, Drop in day care, 24 hr. access	Group Fitness Classes, Personal Training, Physical Therapy	\$25-30 monthly/contract	Private
1440	Group Fitness Room, Zen Room, Weight room, Cardio Theatre	Group Fitness Classes, Personal Training	\$19.99-\$38.99 per month/contract	Private/Chain
Anytime Fitness	Weight room, Cardio Theatre, Small Group Fitness Room, Bathrooms, 24 hr. access, Chain Fitness Center	Personal Training, Small Group Classes, Fitness Consultations	\$29.00 per month/contract	Private/Chain
Triumph Fitness/CrossFit Redmond	Bootcamp & CrossFit Classes, Childcare for classes	Bootcamp & CrossFit classes, Personal Training	Starting @ \$99.00 per month	Private
C. O. CrossFit	CrossFit Classes	CrossFit Classes	\$99.00 per month	Private
Dynacore Fitness	Bootcamp, Weight Room; Cardio Theatre	Fitness Classes, Personal Training, Nutrition Consultations	Starting @ \$25.00 a month	Private
The Box Fitness 541	CrossFit, Weight Training Classes	CrossFit, Weight Training Classes, Personal Training	Starting @ \$99.00 per month	Private
Body Smart	24 hr. access weight room, cardio theatre	Weight room	Starting @ \$10.00 per month	Private
Renew Fitness	Circuit Weight Room with machines	30-minute circuit weight room with machines for ages 55 and up		Private
CrossFit Breakthrough	CrossFit Classes	CrossFit Classes	\$99-135.00 per month	Private
Fearghal CrossFit	CrossFit Classes	CrossFit Classes	\$99.00 & up per month	Private
Dojo Conditioning	Multi-Purpose Room with Boxing & Fitness Equipment	Bootcamp, Yoga, Kickboxing, Brazilian Jiu-Jitsu, MMA Boxing	\$69-\$89 per month	Private
Namaspa Yoga Studio	Yoga Fitness Room	Yoga Fitness Room	\$39.00 monthly/contract	Private

V. Community Recreation Center Program Elements and Site Analysis

The following building program was developed to address the desired needs for programs and activities for RAPRD residents.

Potential Building Components:

- Leisure & activity pools
- Gymnasiums
- Elevated walking track
- Multipurpose classroom
- Fitness/cardio workout rooms
- Fitness studio for classes
- Childcare/indoor playground
- Common area
- Concessions/vending
- Support areas
- Parking
- Future expansion





Additional recreational activity areas will allow RAPRD to greatly expand and enhance program offerings. Potential Activity Space Schedules (mock sample schedule, would need further development once facility element design was finalized):

Recreation Pool													
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday						
6am		Aqua Aerobics	Current Walking/Ind/Ex.	Aqua Aerobics	Current Walking/Ind/Ex.	Aqua Aerobics	Current Walking/Ind/Ex.	Aqua Aerobics	Current Walking/Ind/Ex.	Aqua Aerobics	Current Walking/Ind/Ex.		
6:30am													
7am		Warm Water		Warm Water		Warm Water		Warm Water		Warm Water			
7:30am													
8am												Warm Water	Aqua Aerobics
8:30am													
9am		Aqua Aerobics		Aqua Aerobics		Aqua Aerobics		Aqua Aerobics		Aqua Aerobics			Warm Water Lap
9:30am													
10am	Warm Water Lap	Mid Day Open Swim	Warm Water Lap	Preschool/Waterbabies Program	Warm Water Lap	Mid Day Open Swim							
10:30am													
11am													
11:30am													
12pm													
12:30pm													
1pm													
1:30pm													
2pm													
2:30pm													
3pm													
3:30pm													
4pm													
4:30pm													
5pm													
5:30pm													
6pm													
6:30pm													
7pm													
7:30pm													
8pm													
8:30pm													
9pm													

Cascade Swim Center												
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday					
6am		Cool Water Lap	Masters Swim Team									
6:30am												
7am												
7:30am												
8am												
8:30am			Indep. Ex.	Indep. Ex.	Indep. Ex.	Indep. Ex.	Indep. Ex.	Indep. Ex.	Indep. Ex.		Cool Water Lap	Indep. Ex.
9am												
9:30am												
10am	Cool Water Lap											
10:30am		Indep. Ex.										
11am			RSD	RSD	RSD	RSD	RSD	RSD	RSD	RSD	RSD	
11:30am												
12pm												
12:30pm												
1pm												
1:30pm												
2pm												
2:30pm			RSD Swim Teams	RSD Swim Teams	RSD Swim Teams							
3pm												
3:30pm												
4pm			RACE Practices	RACE Practices	RACE Practices							
4:30pm												
5pm												
5:30pm												
6pm												
6:30pm												
7pm												
7:30pm			Indep. Ex.	Cool Water Lap	Indep. Ex.	Cool Water Lap						
8pm												
8:30pm												
9pm												

		Gymnasium Court 1					
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6am		Drop In Basketball					
6:30am							
7am							
7:30am							
8am							Open Gym
8:30am							Potential
9am		Pickleball	Open Gym	Pickleball	Open Gym	Pickleball	Rentals
9:30am							Tournaments
10am	Open Gym						Special
10:30am							Events
11am	Potential						
11:30am	Rentals						
12pm	Tournaments Special Events	Lunchtime Basketball League	Lunchtime Basketball League	Lunchtime Basketball League	Lunchtime Basketball League	Lunchtime Basketball League	
12:30pm							
1pm							
1:30pm		Sport camp/Clinic		Sport camp/Clinic		Sport camp/Clinic	
2pm							
2:30pm		Open Gym					
3pm							
3:30pm							
4pm							
4:30pm							
5pm		Baskeball League	Volleyball	Baskeball League	Volleyball	Baskeball League	
5:30pm							
6pm							
6:30pm							
7pm							
7:30pm							
8pm		Drop In Basketball	Open Gym	Drop In Basketball	Open Gym	Drop In Basketball	
8:30pm							
9pm							
9:30pm							

		Gymnasium Court 2						
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
6am		Open Gym	Open Gym	Open Gym	Open Gym	Open Gym		
6:30am								
7am								
7:30am								
8am								Open Gym
8:30am								Potential
9am			Pickleball	Open Gym	Pickleball	Open Gym		Pickleball
9:30am							Tournaments	
10am	Open Gym		Pre School Sports camp		Pre School Sports camp	Pre School Sports camp	Special Events	
10:30am	Potential	Pre School Sports camp		Pre School Sports camp			Events	
11am	Rentals							
11:30am	Tournaments							
12pm	Special Events	Parent/Child programs	Parent/Child programs	Parent/Child programs	Parent/Child programs	Parent/Child programs		
12:30pm								
1pm								
1:30pm		Sport camp/Clinic		Sport camp/Clinic		Sport camp/Clinic		
2pm								
2:30pm		Open Gym	Open Gym	Open Gym	Open Gym	Open Gym		
3pm								
3:30pm								
4pm								
4:30pm								
5pm		Baskeball League	Volleyball	Baskeball League	Volleyball	Baskeball League		
5:30pm								
6pm								
6:30pm								
7pm								
7:30pm								
8pm		Drop In Basketball	Open Gym	Drop In Basketball	Open Gym	Open Gym		
8:30pm								
9pm								
9:30pm								

GROUP FITNESS ROOM								
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
6am		P90X	Spinning	Kickstart Conditioning	Spinning	P90X		
6:30am								
7am								
7:30am								
8am		Fitness 4 Life	Zumba Gold	Fitness 4 Life		Zumba Gold		Martial Arts
8:30am								Martial Arts
9am								Group Fitness Class
9:30am		Powercut Plus	Balance & Core	Powercut Plus	Balance & Core	Cardio Combo		
10am		Martial Arts						
10:30am			Spinning	Fit N Strong	Spinning	Fit and Strong		
11am								
11:30am								
12pm		YOGA	Spinning	YOGA	Spinning			
12:30pm								
1pm								
1:30pm								
2pm	Martial Arts							
2:30pm	Martial Arts							
3pm	Martial Arts							
3:30pm	Martial Arts							
4pm	Martial Arts							
4:30pm	Martial Arts	Mixedfit Dance Fitness	PiYo	Mixedfit Dance Fitness	PiYo			
5pm								
5:30pm		P90X	Step & Abs	Powercut plus	Step & Abs	Mixedfit Dance Fitness		
6pm								
6:30pm								
7pm			YOGA		YOGA			
7:30pm								

		Multi Purpose Room						
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
6am								
6:30am								
7am		Pre School	Pre School	Pre School	Pre School	Pre School		
7:30am		Pre School	Pre School	Pre School	Pre School	Pre School		
8am		Pre School	Pre School	Pre School	Pre School	Pre School		Potential
8:30am		Child Care	Child Care	Child Care	Child Care	Child Care		Rentals
9am		Child Care	Child Care	Child Care	Child Care	Child Care		Tournaments
9:30am						Special		
10am						Events		
10:30am								
11am								
11:30am		Special Events	Special Events	Special Events	Special Events	Special Events		
12pm	Potential							
12:30pm	Rentals							
1pm	Tournaments							
1:30pm	Special							
2pm	Events							
2:30pm		After School	After School	After School	After School	After School		
3pm								
3:30pm								
4pm								
4:30pm								
5pm								
5:30pm		Evening Programs	Evening Programs	Evening Programs	Evening Programs	Evening Programs		
6pm								
6:30pm								
7pm								
7:30pm								
8pm								
8:30pm								
9pm								

		Indoor Playground					
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6am							
6:30am							
7am		Child Watch					
7:30am							
8am							
8:30am							Drop In Play time
9am							
9:30am							
10am	Drop In Play time						
10:30am							
11am							
11:30am		Drop In Play time					
12pm							
12:30pm							
1pm							
1:30pm							
2pm							
2:30pm							
3pm							
3:30pm							
4pm							
4:30pm		Child Watch					
5pm							
5:30pm							
6pm							
6:30pm		Drop In Play time					
7pm							
7:30pm							
8pm							

RAPRD - Redmond Community Recreation Center Space Program & Conceptual Budget

Version 2 edited 8/21/2017

A. Operations - Building Support	Wishlist Program	Base Program	Cost / SF Range	Program Cost Range
A.01 Entry Lobby	1,200	900	\$300 - \$350	\$270,000 - \$315,000
A.02 Reception / Access Control / Registration	300	200	\$300 - \$350	\$60,000 - \$70,000
A.03 Vending Allow	120	80	\$250 - \$300	\$20,000 - \$24,000
A.04 Locker Room / Cabanas - Men's	1,000	900	\$400 - \$450	\$360,000 - \$405,000
A.05 Locker Room / Cabanas - Women's	1,200	1,100	\$400 - \$450	\$440,000 - \$495,000
A.06 Family Changing Locker Vestibule	300	300	\$350 - \$400	\$105,000 - \$120,000
A.07 Family Changing Rooms (10 @ 90sf ea)	900	630	\$350 - \$400	\$220,500 - \$252,000
A.08 Gender Neutral Changing (2 @ 90 sf ea)	180	90	\$350 - \$400	\$31,500 - \$36,000
A.09 Public Restroom - Unisex (80sf ea)	120	120	\$350 - \$400	\$42,000 - \$48,000
A.10 General Building Storage	400	400	\$200 - \$250	\$80,000 - \$100,000
A.11 Custodial Maintenance Office	120	0	\$200 - \$250	\$0 - \$0
A.12 Maintenance / Receiving / Storage	500	300	\$200 - \$250	\$60,000 - \$75,000
Subtotal: Building Support Spaces	6,340	5,020		1,689,000 - 1,940,000
				\$336 \$386

Add-On	Program Cost Range	Expansion
0		0

B. Operations - Facility Administration	Wishlist Program	Base Program	Cost Range	Program Cost Range
B.01 RPRD Director	160	120	\$300 - \$350	\$36,000 - \$42,000
B.02 Facility Manager Office	120	100	\$300 - \$350	\$30,000 - \$35,000
B.03 Assistant Facility Manager / Operations	120	100	\$300 - \$350	\$30,000 - \$35,000
B.04 Program Coordinator's Office (120sf ea)	240	200	\$300 - \$350	\$60,000 - \$70,000
B.05 Program Staff Offices (80sf ea)	320	240	\$300 - \$350	\$72,000 - \$84,000
B.06 Meeting / Conference Room (20 person)	600	400	\$300 - \$350	\$120,000 - \$140,000
B.07 Staff Breakroom	300	0	\$300 - \$350	\$0 - \$0
B.08 Staff Restroom - Unisex	60	60	\$400 - \$450	\$24,000 - \$27,000
B.09 Workroom / Storage / Supplies	300	200	\$300 - \$350	\$60,000 - \$70,000
Subtotal: Facility Administration	1,920	1,220		432,000 - 503,000
				\$354 \$412

Add-On	Program Cost Range	Expansion
0		0

C. Aquatic Spaces	Wishlist Program	Base Program	Cost Range	Program Cost Range
C.01 Recreation Pool (water 3,500sf = 7,500sf)	0	7,500	\$550 - \$600	\$4,125,000 - \$4,500,000
C.02 Recreation Pool (water 4,500sf = 10,000sf)	10,000	0	\$550 - \$600	\$0 - \$0
C.03 Recreation Pool (water 6,000sf = 13,500sf)	0	0	\$550 - \$600	\$0 - \$0
C.04 8-Lane 25 Yard Pool (water 4,500sf = 7,600sf)	0	0	\$550 - \$600	\$0 - \$0
C.05 Spectator Seating (200 seats - 1,600sf)	0	0	\$550 - \$600	\$0 - \$0
C.06 Outdoor Splashpad (2,000 sf - included, not interior sf)	0	0	\$550 - \$600	\$0 - \$0
C.07 Therapy Pool (20 person)	700	0	\$550 - \$600	\$0 - \$0
C.08 Whirlpool/Spa (includes deck, 10-12 person)	250	200	\$600 - \$650	\$120,000 - \$130,000
C.09 Sauna (150sf)	0	0	\$500 - \$550	\$0 - \$0
C.10 Aquatic Supervisor's Office	120	100	\$275 - \$325	\$27,500 - \$32,500
C.11 Aquatic's Office (2 staff)	150	140	\$275 - \$325	\$38,500 - \$45,500
C.12 First Aid Room	80	80	\$275 - \$325	\$22,000 - \$26,000
C.13 Lifeguard Changing / Breakroom	400	350	\$275 - \$325	\$96,250 - \$113,750
C.14 Pool Storage (general / team)	500	400	\$200 - \$250	\$80,000 - \$100,000
C.15 Pool Mechanical & Heater Rooms	1,100	1,100	\$200 - \$250	\$220,000 - \$275,000
C.16 Pool Sanitation Storage Room	140	140	\$200 - \$250	\$28,000 - \$35,000
Subtotal: Aquatic Spaces	13,440	10,010		\$4,757,250 - \$5,257,750
				\$475 \$525

Add-On	Program Cost Range	Expansion
0		9,900

Area	Cost Range	Program Cost Range
10,000	\$550 - \$600	\$5,500,000 - \$6,000,000

D. Activity Spaces	Wishlist Program	Base Program	Cost Range	Program Cost Range
D.01 Multi-Purpose Gymnasium (2 courts @ 50 x 74)	13,000	12,000	\$350 - \$400	\$4,200,000 - \$4,800,000
D.02 Gymnasium Storage	800	600	\$200 - \$250	\$120,000 - \$150,000
D.03 Elevated Walk / Jog Track w/ Stretching	4,500	0	\$0 - \$0	\$0 - \$0
D.04 Rock Climbing / Bouldering	1,200	0	\$0 - \$0	\$0 - \$0
D.05 Childwatch / Indoor Playground	2,400	1,200	\$300 - \$350	\$360,000 - \$420,000
D.06 CW / IP Storage	300	100	\$200 - \$250	\$20,000 - \$25,000
D.07 CW / IP Restroom	100	100	\$350 - \$400	\$35,000 - \$40,000
D.08 Multi-Purpose Exercise (Large with folding partition)	2,800	2,800	\$300 - \$350	\$840,000 - \$980,000
D.09 MP Large Storage	300	200	\$200 - \$250	\$40,000 - \$50,000
D.10 Multi-Purpose Exercise (Small)	1,200	0	\$300 - \$350	\$0 - \$0
D.11 MP Small Storage	150	0	\$200 - \$250	\$0 - \$0
D.12 Cardio / Weight Room	3,600	3,600	\$300 - \$350	\$1,080,000 - \$1,260,000
D.13 Fitness Coordinator Office	120	0	\$300 - \$350	\$0 - \$0
D.14 Assessment Room	120	0	\$300 - \$350	\$0 - \$0
Subtotal: Activity Spaces	30,470	20,600		\$6,695,000 - \$7,725,000
				\$325 \$375

Add-On	Program Cost Range	Expansion
4,500	\$675,000 - \$900,000	
800	\$300,000 - \$350,000	
120	\$36,000 - \$42,000	
5,420	\$1,011,000 - \$1,292,000	0

E. Community Spaces	Wishlist Program	Base Program	Cost Range	Program Cost Range
E.01 Casual Activities Lounge (multi-generational)	800	400	\$300 - \$350	\$120,000 - \$140,000
E.02 Game Room (multi-generational)	1,400	800	\$300 - \$350	\$240,000 - \$280,000
E.03 GR Storage	150	100	\$200 - \$250	\$20,000 - \$25,000
E.04 Community Room - 100 Seated (Divisible into 2 Rooms)	2,400	2,400	\$350 - \$400	\$840,000 - \$960,000
E.05 CR Storage (tables, chairs)	500	300	\$200 - \$250	\$60,000 - \$75,000
E.06 CR Activities Storage	300	300	\$200 - \$250	\$60,000 - \$75,000
E.07 CR Caterer's / Teaching Kitchen	800	700	\$400 - \$450	\$280,000 - \$315,000
E.08 CR Public Restroom - Men	300	200	\$350 - \$400	\$70,000 - \$80,000
E.09 CR Public Restroom - Women	300	200	\$350 - \$400	\$70,000 - \$80,000
E.10 Special Events / Birthday Party Room (30 person)	800	700	\$300 - \$350	\$210,000 - \$245,000
E.11 Special Events / Birthday Party Room (15 person)	350	0	\$300 - \$350	\$0 - \$0
E.12 SE/BP Room Storage	100	0	\$200 - \$250	\$0 - \$0
Subtotal: Community Spaces	8,200	6,100		\$1,970,000 - \$2,275,000
				\$323 \$373

Add-On	Program Cost Range	Expansion
350	\$105,000 - \$122,500	
350	\$105,000 - \$122,500	0

Net Square Feet	60,370	42,950	\$362 - \$412	\$15,543,250 - \$17,700,750
Efficiency Factor (Target 75%)	20,123	14,317	\$250 - \$300	\$3,579,167 - \$4,295,000
Total Gross Square Footage	80,493	57,267	\$334 - \$384	\$19,122,417 - \$21,995,750

5,770	\$1,116,000 - \$1,414,500
1,923	\$480,833 - \$577,000
7,693	\$1,596,833 - \$1,991,500

AVERAGE BUILDING COST	\$359	\$20,559,083
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\$233	\$1,794,167
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SITE DEVELOPMENT COST	
Utilities / Infrastructure	\$750,000 - \$1,000,000
Site Circulation / Parking	\$1,000,000 - \$1,250,000
Landscape / Site Furnishings	\$500,000 - \$750,000
AVERAGE SITE DEVELOPMENT COST	\$46

\$385	\$24,978,250
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TOTAL AVERAGE CONST. COST	\$405	\$23,184,083
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\$749,475	\$7,493,475
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Project Soft Costs (30%)	\$6,955,225
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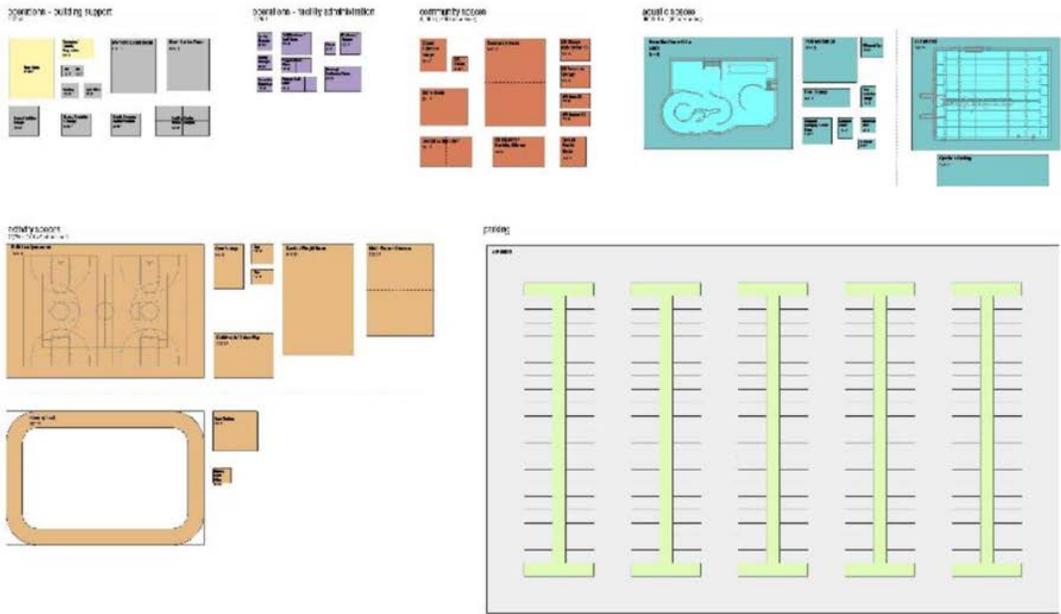
\$500	\$32,471,725
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TOTAL PROJECT COST	\$526	\$30,139,308
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\$500	\$32,471,725
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Total project cost w/ Add-Ons

Graphic Space Program



RAPRD - Redmond Community Recreation Center							
Space Program							
				Wishlist Program	Base Program	Add-Alternate	Future Expansion
A. Operations - Building Support							
Subtotal: Building Support Spaces				6,340	5,020	0	0
B. Operations - Facility Administration							
Subtotal: Facility Administration				2,220	1,420	0	0
Subtotal: Building Support Spaces				4,440	2,840	0	0
C. Aquatic Spaces							
Subtotal: Aquatic Spaces				13,440	10,010	0	9,900
D. Activity Spaces							
Subtotal: Activity Spaces				30,190	21,350	5,300	0
E. Community Spaces							
Subtotal: Community Spaces				8,200	6,100	0	0
Net Square Feet				10,220	7,700	5,300	0
Efficiency Factor (Target 75%)				20,130	14,633	1,766	3,300
Total Gross Square Footage				80,520	58,533	7,066	13,200

The projected cost for the Wishlist Program is estimated to be \$28.1M in construction costs/\$40.1M total project costs in 2017 dollars.

The projected cost for the Base Program is estimated to be \$20.5M in construction costs/\$29.31M total project costs in 2017 dollars.

The projected cost for the Base Program and Add-Alternate is estimated to be \$22.9M in construction costs/\$32.7M total project costs in 2017 dollars.

The projected cost for the Future Expansion is estimated to be \$4.6M in construction costs/\$6.6M total project costs in 2017 dollars.

Three potential sites were evaluated and potential conceptual plans developed:

- Site A – property owned by the school district adjacent to the current Cascade Swim Center
- Site B – property owned by the Redmond Area Park and Recreation District along SW 35th Street
- Site C – a theoretical site in the City’s Downtown Urban Renewal Area – no specific property was identified as being available

Site A – property owned by the school district adjacent to the current Cascade Swim Center



Pros:

- Adequate Site Area
- Central Location
- Rimrock Dr. Site Access
- Bike Access
- Park Amenities
- Shared Parking
- Existing Pool Adjacency
- Operational Efficiencies

Cons:

- Bus Parking Relocation Cost
- Land Acquisition / Swap
- Potential Traffic Congestion



SITE A OVERALL





A land swap with:

- the School District exchanging the property identified in Site A, which includes the land the current Cascade Swim Center is situated on and is currently owned by the school district;
- in exchange for the land owned by RAPRD identified in Site B;
- and relocation of the High School Bus Parking/Warehouse building;

is recommended to place a new community recreation center next to the Cascade Swim Center. This would allow the Cascade Swim Center to continue to operate until its life expectancy runs out, at which time an expansion to the new community recreation center would be recommended.

The estimated replacement cost to replace the paving and warehouses in the High School bus parking area (based on lower range of cost, if you were to build the site amenities new; paving and fencing is old as are the buildings, so we would recommend RAPRD engage a commercial realtor for an appraisal to determine the true value) is as follows.

Replace Site Amenities for Transportation Area with New:

- 155,750sf asphalt parking x \$3.75/sf = \$584,000
- 6,500sf warehouse x \$200/sf = \$1,300,000
- 3,000sf office building x \$250/sf = \$750,000
- 1,740lf x \$28/lf = \$49,000

Total: \$2,683,000

Site B – property owned by the Redmond Area Park and Recreation District along SW 35th Street



Pros:

- Adequate Site Area
- Growing Residential
- Hwy 126 Access
- Bike Access

Cons:

- Edge Location
- Powerlines Limit Site Use
- Existing Pool Remote
- Operational Inefficiencies
- No Park Amenities



Site C – a theoretical site in the City’s Downtown Urban Renewal Area – no specific property was identified as being available

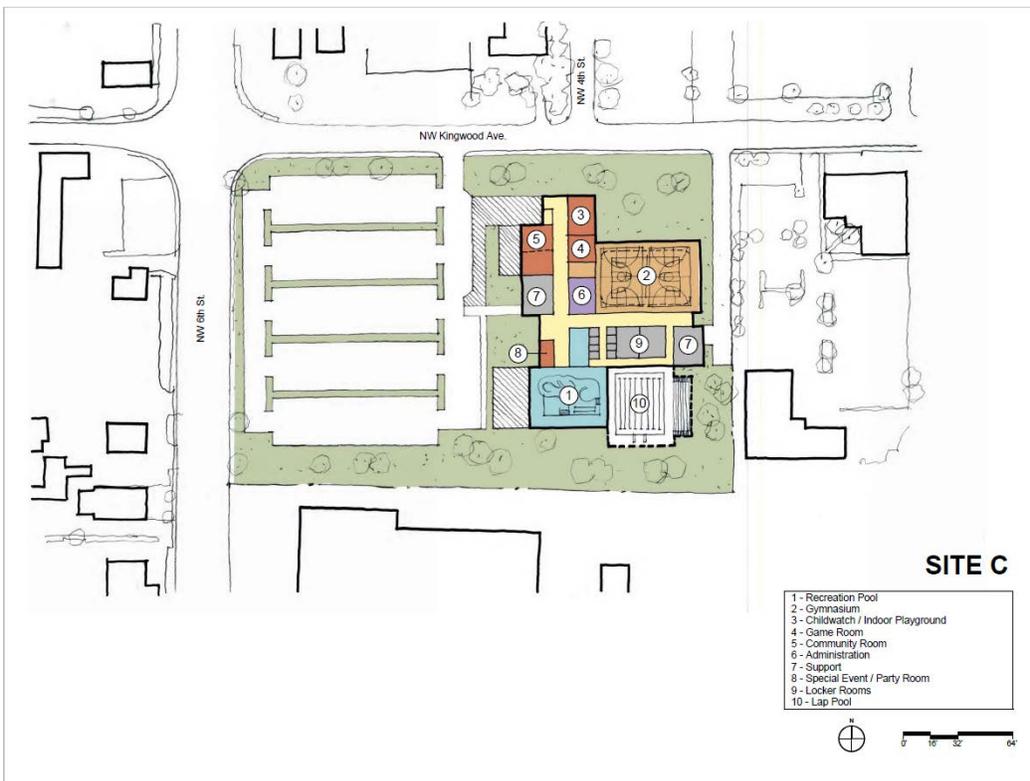


Pros:

- Hwy 97 Access
- Urban Renewal Zone
- Potential Urban Renewal Funds

Cons:

- Constrained Site Area
- Land Acquisition Cost
- Edge Location
- Commercial Area
- No Transit
- Limited Bike Access
- Safety Issues
- Existing Pool Remote
- Operational Inefficiencies



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VI. Operational Budget Estimates and Pro-Forma

GreenPlay conducted a financial analysis and developed operational budgets and pro-forma budgets for the proposed development of the community recreation center and the current Cascade Swim Center. Operating expenses include staffing, contractual services, and commodities. Revenue includes 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 community recreation center and the Cascade Swim 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 is no guarantee that the estimates and projections will be met, and 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.

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

- The current Cascade Swim Center will continue to operate and is included in this budget projection
- Budget is calculated in 2017 figures
- Facility is open
 - 5:00 am – 10:00 pm Monday – Friday
 - 7:00 am – 5:30 pm Saturday
 - 8:00 am – 4:30 pm Sunday
- Maintenance staff is on duty at all times
- Aquatic Supervisor role on duty at all times
- Fitness Center space not staffed
- Childcare area staffed 6 hours a day
- Current RAPRD staff assume responsibilities for the management of the new 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 volume of space within the facility accounts for a high percentage of the services budget and 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, punch card and pass sales, and rentals around anticipated scheduled programming. The preliminary budget projects structured/pre-registered program revenue at 100 percent cost recovery for direct costs (see detailed information below).

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.
- There will be no contracts, initiation fees, or registration fees associated with the daily passes.
- Automatic debits from checking accounts, savings accounts or credit cards may be an option and not mandatory for passes.
- Minimal merchandise resale items are to be sold at the front desk including swim caps, swim goggles, nose plugs, ear plugs, swim diapers, etc. Revenue is calculated at 200 percent of direct costs.
- Vending revenue is calculated at 200 percent of direct costs.
- All program revenues are calculated at 100 percent recovery of direct costs at approximately 60 percent capacity of prime-time programmable space. This figure might fluctuate, but will have minimal impact on the net cost recovery of the facility, because the cost is equal to revenues due to the 100 percent cost recovery of direct costs. The direct costs include all the specific, identifiable expenses (fixed and variable) associated with operating a facility, or providing a service or program. These expenses would not exist without the program or service and often increase exponentially. Direct costs include the following:
 - Contractual services for instructors, leaders, aides, officials, coaches, etc.
 - Hourly wages for programmers and supervisors per each program area.
 - Consumable equipment and supplies like balls, paper, crafts, and art supplies provided by instructor or agency.
 - Uniforms, tee shirts, etc. for participants.
 - Non-consumable equipment purchased only for the program that require periodic, continual replacement or are necessary for the start of the program.
 - Entry fees, tickets, admissions for participants and leaders/instructors.
 - Rental or professional fees for facilities, spaces, custodians, charge backs, etc.
 - Equipment rental or repair for programs or facilities.
 - Advertisement associated with a specific program.
 - Any other costs associated or attributed specifically with the program or service.

Total Revenue \$677,562
Total Expense \$1,352,802
Net (\$675,240)
Cost Recovery 50%

The original cost recovery goal of 55% was provided by the Executive Director. During the development of the potential operational and maintenance budget the consultant and the Executive Director determined that a 50% cost recovery was more realistic.

Redmond Area Park and Recreation District					
Preliminary Draft Operational Budget for Recreation Center					
Preliminary Draft Operational Budget Projections - Budget developed to determine the expenses and revenues that may be achieved with a new Recreation Center. Number of daily entrances needed to be sold to reach cost recovery target identified by RAPRD staff. No guarantee is being implied by GreenPlay that these entrance totals will be obtained.					
	Estimated Cost Recovery	50%	Goal 55%		
STAFFING PROJECTIONS				\$958,878	70.88%
Full time staff		<u>Number</u>	<u>Unit Cost</u>	\$240,570	
Part time staff		<u>Hours</u>	<u>Unit Cost</u>	\$718,308	
OPERATING EXPENSES					
Contractual Services		<u>Multiplier</u>	<u>Unit Cost</u>	\$239,124	17.68%
Commodities				\$154,800	11.44%
	TOTAL EXPENSES				\$1,352,802
REVENUE					
Passes				\$549,562	\$549,562
	Customer Service Total Revenue			<u>\$128,000</u>	
	TOTAL REVENUE				\$677,562
	TOTAL NET COST RECOVERY				-\$675,240
				50%	Goal 55%

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

VI. Recommendations

An analysis of input received in focus groups, stakeholder meetings, a staff interviews, facility and site tours, market analysis, and demographic and trends analysis confirms RAPRD residents' desire for a community recreation center. The GreenPlay Team, including Opsis Architecture, recommends Site A – the school property adjacent to the existing Cascade Swim Center as the preferred site for the community recreation center. This location provides for an all-in-one-place exceptional recreation experience, takes advantage of proximity to the current Cascade Swim Center allowing for maximum operational efficiency and use of an existing successful location.

1. A land swap with:
 - a. the School District exchanging the property identified in Site A, which includes the land on which the current Cascade Swim Center is situated and is currently owned by the school district;
 - b. in exchange for the land owned by RAPRD identified in Site B;
 - c. and relocation of the High School Bus Parking/Warehouse building;is recommended to place a new community recreation center next to the Cascade Swim Center. This would allow the Cascade Swim Center to continue to operate until its life expectancy runs out, at which time an expansion to the new community recreation center would be recommended.

Potential budget implication total: \$2,683,000 – includes estimated costs replace asphalt parking lot, warehouse building, office building, and fencing.

2. Build a new community recreation center on Site A. The projected cost for the Base Program and Add-Alternate is estimated to be \$22.9M in construction costs/\$32.7M total project costs in 2017 dollars. The conceptual plans have been developed so that the existing Cascade Swim Center can be replaced as an addition to the new community recreation center when the Cascade Swim Center reaches its life expectancy.

Potential budget implications total: One-time cost of \$32.7M for total project costs for construction of new community recreation center and annual costs of \$675,240 subsidy for operations and maintenance costs.

Estimated Cost recovery is 50%.

Redmond Area Park and Recreation District

Preliminary Draft Operational Budget for Recreation Center

Preliminary Draft Operational Budget Projections – Budget developed to determine the expenses and revenues that may be achieved with a new Recreation Center. Number of daily entrances needed to be sold to reach cost recovery target identified by RAPRD staff. No guarantee is being implied by GreenPlay that these entrance totals will be obtained.

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REVENUE					
Passes				\$549,562	\$549,562
	Customer Service Total Revenue			<u>\$128,000</u>	
	TOTAL REVENUE				\$677,562
	TOTAL NET COST RECOVERY				-\$675,240
				50%	Goal 55%

RAPRD - Redmond Community Recreation Center						
Space Program						
A. Operations - Building Support				Base Program	Add-Alternate	Future Expansion
Subtotal: Building Support Spaces				5,020	0	0
B. Operations - Facility Administration				Base Program	Add-Alternate	Future Expansion
Subtotal: Facility Administration				1,420	0	0
C. Aquatic Spaces				Base Program	Add-Alternate	Future Expansion
Subtotal: Aquatic Spaces				10,010	0	9,900
D. Activity Spaces				Base Program	Add-Alternate	Future Expansion
D.03	Elevated Walk / Jog Track w/ Stretching			0	4,500	
D.04	Rock Climbing / Bouldering			0	800	
Subtotal: Activity Spaces				21,350	5,300	0
E. Community Spaces				Base Program	Add-Alternate	Future Expansion
Subtotal: Community Spaces				6,100	0	0
Net Square Feet				7,200	5,300	0
Efficiency Factor (Target 75%)				14,633	1,766	3,300
Total Gross Square Footage				58,533	7,066	13,200
				Total	65,599	

