

AD-HOC COMMUNITY CENTER COMMITTEE

Final Report

Presented to the Scarborough, Maine Town Council
January 31, 2020

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1. Executive Summary

1.1 Introduction

The Town of Scarborough is evaluating the feasibility of a potential community center to be built in connection to, and partnership with, a private facility. The community center would support programs, events, and activities for a wide range of ages, abilities, and community needs through joint partnering of community-based organizations.

The Town appointed an Ad-Hoc Community Center Committee to assist the Town Council (the “Council”) in determining the community’s need and desire for a community center, and to evaluate opportunities and constraints for a community center facility in partnership with the private facility through a deliberate process of investigation, analysis, and concept development.

1.2 Public/Private Arrangement Proposal

A local developer (the “Developer”) has begun to develop the Crossroads Planned Development District (“CPDD”), a 400-acre parcel near the center of Scarborough, into a mixed-use development. The purpose of the CPDD is to allow a mix of uses, guided by design standards and a conceptual master plan, which results in a vibrant center for development in the heart of Scarborough.

The Town and the Developer entered into a financial partnership through a Credit Enhancement Agreement (“CEA”) to advance the CPDD in a mutually beneficial manner. This CEA contemplates housing a community center in the downtown portion of the development.

The Developer has partnered with Edge Sports Group (“Edge” or “ESG”) for the construction of a commercial sports complex and approached the Town as a potential lease tenant in the facility. As part of this proposal, the Developer requested that the Town indicate interest in a public/private arrangement as soon as possible.

1.3 Ad-Hoc Committee Development

In order to facilitate the independent evaluation of the lease opportunity, the Council formed an Ad-Hoc Committee. Voting members included nine Scarborough residents, with additional participation by Town Council members, School Board members, and support from Town staff.

The purpose of the Ad-Hoc Committee was to draw upon the collective skills and expertise of committee members and to work with staff in an effort to advise the Council on the financial and practical viability of a public/private arrangement for a community center.

1.4 Committee Tasks

Based up on the Committee Charge provided by the Council, the Ad-Hoc Community Center Committee completed the following tasks:

1. Reviewed historical data regarding demand/interest among Scarborough residents for a community center;
2. Conducted a survey to determine public interest for a community center;
3. Created a building program for a community center using survey data to determine desired amenities;
4. Submitted the building program to the Developer for lease pricing;
5. Obtained pricing quotes from two independent construction firms for a self-built cost comparison;
6. Gathered market data on potential membership, including commissioning a third-party market analysis (the results of which are pending as of this Report);
7. Created a comprehensive pro-forma financial analysis, with detailed revenue and expense data, to compare a 30-year lease to a self-built community center;
8. Investigated potential funding methods for a community center; and
9. Provided suggestions to the Council regarding next steps.

1.5 Conclusion

The Ad-Hoc Community Center Committee believes there is sufficient evidence, resident support, and rationale to continue studying the opportunity to build a community center in Scarborough, provided that lease terms advantageous to the Town can be negotiated.

2. Ad Hoc Community Center Committee

2.1 Introduction

The Council formed an Ad Hoc Community Center Advisory Committee (the “Committee”) to explore the opportunity to develop a community center in Scarborough. The stated purpose of the Committee was to draw upon the collective skills and expertise of the committee and to work with staff in an effort to advise the Council on the financial and practical viability of a public/private arrangement for a community center. The Town created a Committee Charge to explain the purpose of the Committee and desires of the Council (See **Appendix A**).

2.2 Committee Charge

Per the Council’s Committee Charge (see **Appendix A**), the Committee considered the following discussion points, expectations, and deliverables in arriving at its recommendation:

- Review of Prior Efforts—The Committee familiarized itself with prior efforts and ideas regarding a community center.
- Community Center Interest—The Committee solicited information about public interest in a community center within the town of Scarborough.
- Components—The Committee solicited public input on desired components in a community center, with particular emphasis on gauging community support for an indoor swimming pool.
- Design and Layout—Based upon public response, the Committee created a final schematic and layout designed to maximize recreational opportunities, while at the same time recognizing the importance of limiting expense and maximizing revenue potential.
- Financial Analysis—The Committee conducted a detailed financial analysis to assess whether a public/private partnership made financial sense for the Town. Elements of this analysis included:
 - Expected lease/build/capital costs;
 - Estimated operating costs;
 - Projected revenue forecast;
 - Combined analysis of the above components (to identify any funding gaps); and
 - Baseline comparison of public/private arrangement to a self-built and owned facility.

2.3 Committee Composition

The Committee was an active working group and included individuals who possess specific expertise to the task at hand. The Committee was comprised of thirteen (13) total members and nine (9) voting members as follows:

- Nine (9) Residents At-Large
- Two (2) Members of the Town Council*
- Two (2) Members of the Board of Education*

*Ex-Officio, Non-voting Committee members

Town Council members, Scarborough Community Services staff, and other town members and stakeholders supported the committee in its efforts.

Voting Members

- Sarah Boone
- Esia Do
- Kevin Freeman
- Amelia Kurtz
- Stacey Neumann (Vice-Chair)
- Patrick O'Reilly
- Matthew Sither
- Denise Smith
- Matthew Tonello (Chair)

Non-Voting Members

- John Cloutier, Town Council
- Paul Johnson, Town Council
- Leanne Kazilionis, Board of Education
- Sara Leighton, Board of Education

2.4 Committee Timeline

Initially, the Council charged the Committee to complete its work by December 15, 2019. However, based on the level of diligence required to satisfactorily complete its task, the Town agreed upon request to extend the Committee's deadline to January 17, 2020. Thereafter, the Town allowed for an additional requested two-week extension. This final report is dated January 31, 2020.

3. Scarborough Committee Center History

3.1 Introduction

As part of its charge, the Committee explored the history of a community center or equivalent structure in Scarborough. Based upon collective knowledge and research, the Committee discovered that Scarborough has a lengthy history of expressed public support of and exploration for a community center of some nature. Consideration of and/or support for a Scarborough community center may have begun even before 1978.

3.2 Historical Efforts

March 1978

In 1978, the Town Council signed a contract with Hunter-Ballew Associates to establish a plan for the town's 110 acres of land on the municipal campus. The Steering Committee associated therewith created a questionnaire for residents to fill out to get a better understanding of what they would like to see on the campus, including parks, library, tennis courts, basketball courts, nature study areas, outdoor ice skating, little league playfields, swimming pool, and others amenities.

November 2001

The Town of Scarborough proposed a 30,000ft² community center for \$5.7 million in November 2001, but the bond was not approved.

The proposed community center would have been built in two phases. The first phase would have included a senior center, teen center, multipurpose rooms, kitchen, lobby, office space, gym with walking track, locker rooms, park structures, pond, playground, trail system, and maintenance building. The second phase would have included a swimming pool, therapy pool, courts, fitness and aerobics area.

April 2005

The Cumberland County YMCA unveiled plans to renovate the Bessey School for \$8-\$10 million. The renovation would have included 30-40 senior citizen apartments and a 25-yard pool with the potential of expanding to a 50-yard pool. The project did not go forward.

November 2005

The Town of Scarborough proposed to construct and equip a Community Senior Center for \$1.2 million in November 2005, but the bond was not approved. There was an in-depth "Senior Needs" study conducted in relation to this proposal to determine what the 55+ population most valued in terms of senior-focused services and programming, anticipated usage of potential programs and services, and the presently available programs and services. At the time, the majority of seniors identified exercise opportunities as the program/service they were most likely to use.

July 2006

The Cumberland County YMCA presented their sketch plans to the Town Council for a 65,000ft² building at Lincoln Avenue and Route One. The project did not solidify adequate funding to move forward.

August 2014

Friends of Scarborough Hockey (“FOSH”) proposed a 37,000ft² ice rink to be built next to the high school. FOSH hoped to raise \$5.5 million to build the arena for Scarborough and surrounding communities struggling to get ice time. The Town Council put a temporary freeze on the plans due to concerns primarily about the proposed location. Most councilors and residents supported the project, but wished it offered more amenities since there was equal publicly expressed need and desire for a swimming pool and community center.

February 2016

In 2016, using the past 2006 Public Facilities Inventory and the 2000 Growth and Services Report as background and a baseline, the Town Manager, Town Departments and the Long-Range Planning Committee participated in an assessment of Scarborough’s existing municipal facilities as they related to current and future demands. This included assessing the current capacity for facilities to adequately accommodate personnel, meetings, customers, the public, files, equipment, vehicles, activities and the like. Further, this assessment anticipated future facility needs and demands based on likely growth and development both town-wide and by geographic area.

In the 2016 Town of Scarborough Municipal Facilities Plan that resulted from the assessment, a community center was identified as a medium-term need (5-15 years). This center was envisioned to accommodate athletic facilities, such as a pool, gym, and exercise rooms, as well as space for seniors and other age and interest groups.

The plan noted that “the size, activities accommodated, and programming of a community center could vary widely depending on what the community’s priorities are as well as any partnership opportunities that present themselves.”

4. Survey

4.1 Survey Objective

The Committee's first priority was to gather information from the public regarding the level of interest in a potential community center in Scarborough. The Committee formed a Survey Sub-Committee (the "Survey Committee") to lead the efforts in drafting survey questions and determining various methods for distribution. The survey questions were drafted with several objectives, including:

- 1) Gauge level of support for a community center in Scarborough;
- 2) Collect data related to the demographics of potential members;
- 3) Collect data on desired amenities, particularly level of interest for a pool; and
- 4) Determine what funding options (e.g. membership fees) would be supported.

As the Committee was still in the initial stages of gathering information for its financial modeling, certain financial questions in the survey were imprecise. The intention was to get a sense of the level of support among community members, not a financial commitment from respondents. In addition, the Committee did not have any data on specific costs to include in the survey, as those costs would largely be based on particular amenities, which the survey was designed to assess.

In creating the survey, the Survey Committee reviewed numerous similar surveys, including the Town of Windham Community Center Survey, and received input from other Committee members to draft the survey questions. Once the survey was finalized, Scarborough Community Services assisted the Survey Committee with creating an online survey using the Survey Planet tool, and printed paper copies for distribution.

The survey requested that respondents only submit one survey per adult in the household. Online respondents were asked to include email addresses in an attempt to deter multiple submissions from the same respondent¹.

The survey was distributed also to non-residents in order to assess interest from residents of surrounding towns who might be willing to pay a higher fee for membership. The survey required non-residents to indicate their zip code. All analyses were done both including and excluding non-residents. Additional detail is provided below on Results and Data Analysis. See **Appendix B** for the final survey distributed.

4.2 Distribution

The Survey Committee, with the help of the full Committee, carefully considered ways to distribute the survey in order to gather as many responses as possible from all the demographic groups within Scarborough. Below are the various methods that were used to distribute the survey.

- Town of Scarborough website linked to the online survey and linked to download and print paper copies;

¹ There were 23 duplicate email addresses used in the online survey. Three of the email addresses appeared to be actual duplicate responses while the remaining 20 appeared to be two adults from the same household utilizing the same email address. However, when removing these 46 responses from the results, the percentage of supporters vs. non-supporters is not impacted.

- Town of Scarborough e-newsletter linked to the online survey;
- Paper copies were distributed at various locations including Town Hall, Scarborough Public Library, Southern Maine Agency on Aging, and area assisted-living facilities;
- A link to the survey was posted on several Facebook pages including Town of Scarborough/Community Services, Scarborough Moms, Concerned Taxpayers of Scarborough, Scarborough Public Schools, and Scarborough PTAs;
- Committee members sent direct emails/texts to local residents, friends, colleagues, childcare facilities, sports teams, and Scarborough Booster Clubs. These recipients were asked to forward to others who might be interested in completing the survey; and
- Flyers with a QR code to access the survey online were posted in several locations including St. Joe's Café, Piper Shores, and Scarborough Grounds.

The survey was distributed to the public on October 11, 2019 through the methods listed above. The survey was open for two weeks through October 25, 2019.

4.3 Results and Data Analysis

At the end of the survey period a total of 1,804 people responded to the survey: 1,689 residents and 115 non-residents. (For comparison, during Scarborough's most recent Comprehensive Plan development process, the Town received 564 survey responses over a period of approximately one month.)

The resident respondents represent approximately 11% of the total adult population² in Scarborough. Seventy-nine (79%) percent of the residents who responded to the survey have lived in Scarborough 5 or more years. The non-residents who responded generally were from bordering cities or towns such as Cape Elizabeth, Gorham, Portland, South Portland, and Westbrook. Sixty-two percent (62%) of total respondents live in households with children 18 years old or younger.

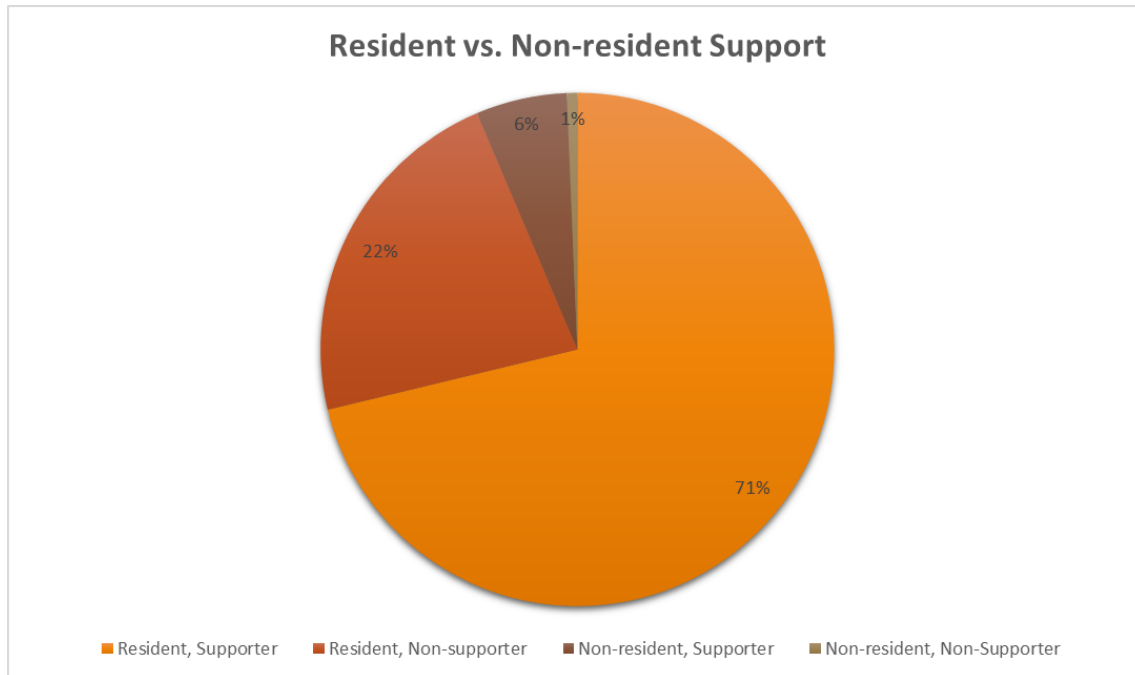
Most of the responses were received through the online survey created through Survey Planet; 1,794 responded via the online survey and 90 responded via paper survey.

To gauge the level of support for a community center, Question #5 in the survey provided the following statement: "The Town of Scarborough is considering the construction of a Community center which, at a minimum, would include the following amenities: fully accessible flexible community space for meetings, parties, etc.; space for seniors, teens and childcare; and a multi-purpose gymnasium."

Respondents were asked if they were supportive of a community center as defined (above): 77% of total respondents answered yes. Of the 77% who supported of a community center, 71% of the respondents were Scarborough residents. See **Figure 1** below.

² Karen Martin, SEDCO Director, provided Scarborough population data via a memorandum dated October 7, 2019. Data included population by age in Scarborough in 2017. In 2017, the total Scarborough population was 19,620: 14,870 were aged 20 and above. Scarborough Ad-Hoc Community Center Committee
Final Report as of January 31, 2020

Figure 1: Resident Versus Non-Resident Support

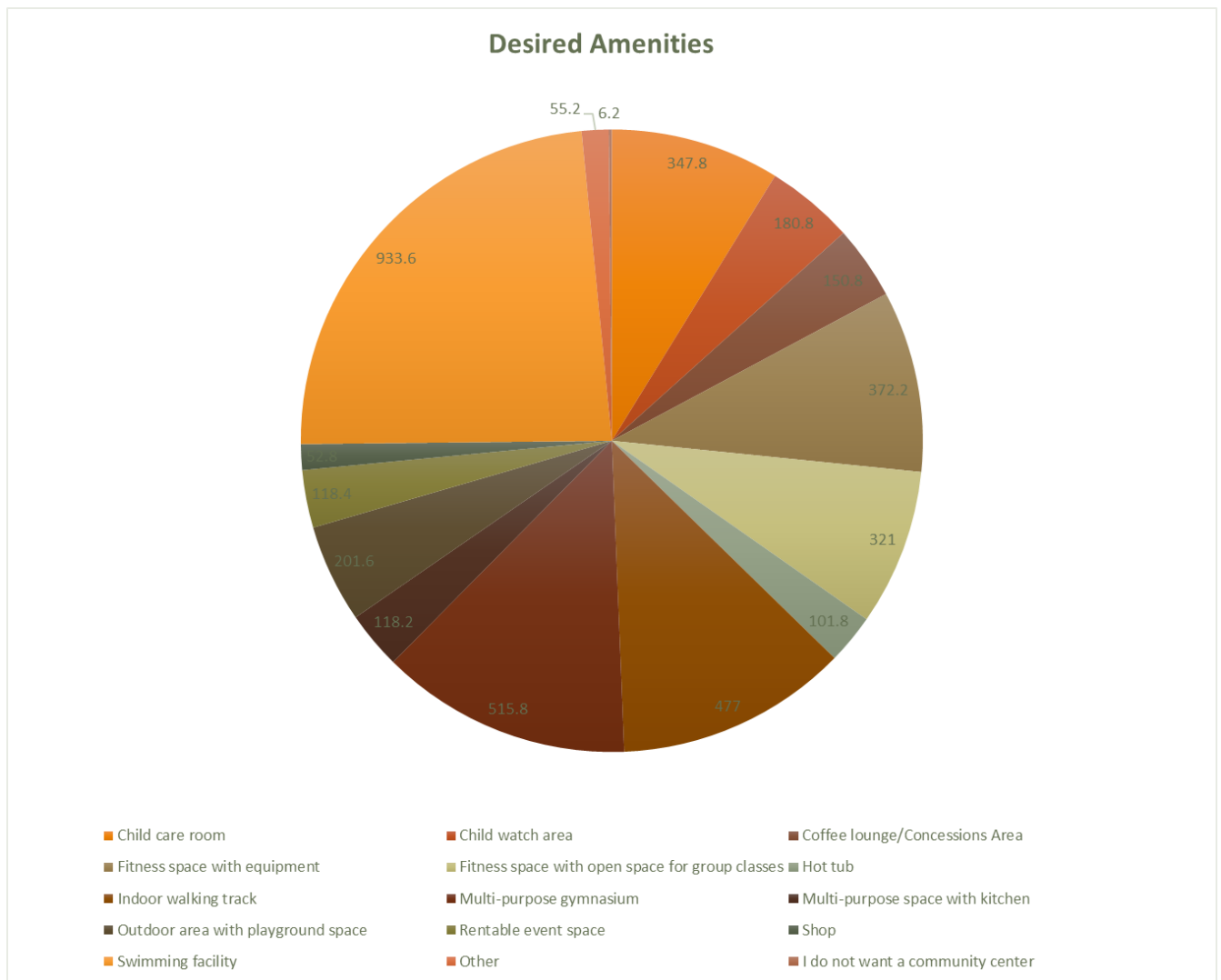


The Committee further analyzed the data from the respondents who supported a community center in order to identify desired amenities and opinions on funding options.

To determine the amenities that the respondents desired in a potential community center, respondents were asked to rank five items from a list of amenities and were given an opportunity to add additional desired amenities in an “other” field, as well as a “comment” field.

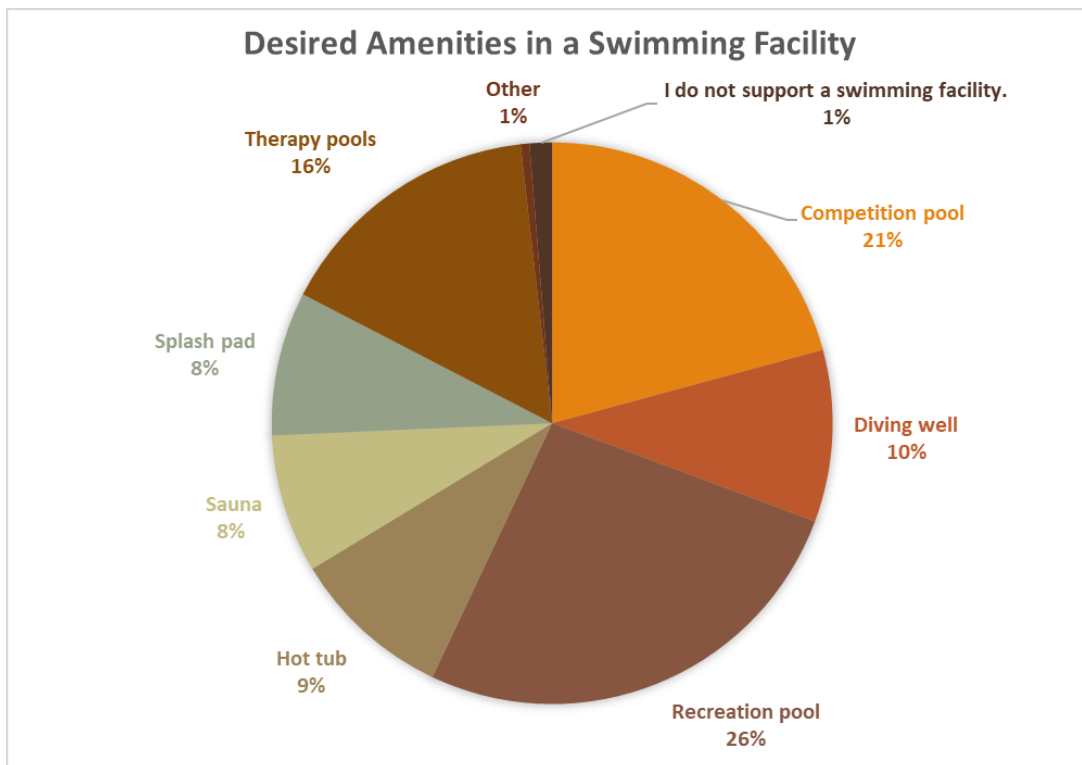
The top five selected amenities (listed in order of frequency selected) included a swimming facility, multi-purpose gymnasium, indoor walking track, fitness space with equipment and childcare room (before/aftercare). See **Figure 2** below.

Figure 2: Desired Amenities in a Community Center



The survey requested further details regarding a potential swimming facility/aquatic center. Respondents indicated a desire for a recreational pool, competition pool and therapy pool most frequently. See **Figure 3** below.

Figure 3: Desired Amenities in a Swimming Facility



Respondents were asked if they were willing to pay a membership fee. 92% of resident supporters said yes.

Respondents were asked to select their preferred funding method. As the Committee was still in the early stages of gathering information, it was not possible to provide the dollar amounts of potential membership fees in incorporate into the survey. Rather, the Survey Committee utilized the terms “lower,” “moderate” and “relatively higher” to assess the level of support for user fees.

To attempt to anchor the fees at some level and to relay that the different levels of user fees could potentially impact property taxes, the Survey Committee indicated the potential impact in each statement in reference to property tax/mill rates. The two funding methods selected most often were 1) lower relative user fees with maximum .30 added to the mill rate (43% selected) and 2) moderate user fees with minimal impact to property taxes (44% selected). See **Figure 4** below.

Figure 4: Preferred Funding Methods for a Community Center

- ▶ When asked what funding methods are preferred
 - ▶ 43% of resident supporters prefer to have low user fees with a maximum .30 added to the mil rate
 - ▶ 44% of resident supporters prefer to have moderate user fees with minimal impact on property taxes
- ▶ 92% of resident supporters are willing to pay a membership fee to access certain amenities

For respondents who did not support a community center, opportunities were provided in each question to indicate a lack of support either through an “I do not support” option, a comment option, or both. See **Figure 5** below.

Figure 5: Non-Supporter Reasons

| | Resident (404) | Non- Resident (12) |
|--|-------------------|--------------------------|
| The Town has other needs that should be a priority. | 35% | 32% |
| I believe the cost would be greater than the benefit. | 33% | 32% |
| I would not use a Community Center. | 14% | 21% |
| I belong to another facility that has similar amenities. | 3% | 5% |
| Other (Describe in comments) | 15% | 11% |

Over 2,000 comments were submitted. 1,100 comments were from respondents who indicated they did not support a community center (based on the answer to Question #5); ~900 comments were from respondents who indicated they did support a community center (based on the answer to Question #5).

Several common themes arose from respondents who did not support a community center:

- Concerns that the Developer’s proposal was unclear and there was not enough information on which to make a decision;³

³ The survey was distributed before the Downs had provided a formal proposal. Some comments that referenced a purported proposal likely derived from a withdrawn proposal the Downs presented in August 2019.

- Concerns around already-high property taxes, especially after the 2019 tax reassessment;
- Concerns that no proposal proceed without referendum;
- Concerns regarding the Town spending levels and current level of debt. These included references to the public safety building currently under construction;
- Preferences for resources to be devoted to other priorities such as the primary schools and library expansion; and
- Concerns around the rapid growth of the town and increased traffic.

Common themes arose from respondents who did support a community center included:

- General support;
- Additional amenity suggestions;
- Support with conditions or feedback; and
- Questions.

See **Appendix C** for the Community Center Survey – Final Results presentation for more details.

5. Market Analysis

5.1 Introduction

The Committee formed a Finance Sub-Committee (the “Finance Committee”) to develop a comprehensive financial analysis comparing the Developer’s proposal to a self-built option.

5.2 Historical Market Analysis

The Finance Committee studied numerous feasibility studies from centers previously built around the country. The Finance Committee also considered the following local sources of information:

1. Community Center/Recreation Center Study, May 2019
2. National Recreation and Park Association (“NRPA”) Facility Market Report: Community Profile, November 2019

During the spring of 2019, the Town conducted a Scarborough Community Center/Recreation Center Study. The final report based on this study was submitted to the Town on May 17, 2019. This resulting report was intended to assist in executing the initial stages of a development process for a proposed municipal community/recreation center in Scarborough. Intern Marguerite Fleming conducted the research required to complete the study. See **Appendix D** for the Community Center/Recreation Center study.

The study included fifteen (15) municipalities with a population similar to the Town of Scarborough that had established municipal community and/or recreational centers. The towns were located across the country and included Maine (3) and other New England states (7). Notably, results indicated that the desire to fill a community need was the most common reason to build a community center. The results also highlighted the need for specific senior and teen space.

The Finance Committee also considered the following specific comparable information reported in the study:

- Cost to Build
- Funding Sources
- Operating Costs
- User Fee Structures

While none of the communities explored exactly match the demographics of Scarborough, this study was very useful in providing data, other models to study, and “Would Have Done Differently” information.

NRPA provided a Facility Market Report in November 2019 to the Town to provide specific information on residents of Scarborough, including their habits and interests. These studies are based on US Census data, as well as Environmental Systems Research Institute and American Community Survey data.

The NRPA study provided information on residents living within a 30-minute drive of Memorial Park in Scarborough. (NRPA reports are based on specific geographic locations, and Memorial Park

represents a location point sufficiently close to the Downs to provide relevant statistics.) See **Appendix E** for the NRPA study.

The NRPA report includes demographics of the included population and provides detailed data on:

- Residents who live within a 30-minute drive
 - Households
 - Race and ethnicity
 - Forecasted age trends
- Personal interests, activities and spending habits
 - Weekly exercise habits
 - Recreational activity participation rates
 - Social media usage
 - Spending habits

The Finance Committee considered all of the information as relevant and important and particularly noted that the report illustrated a strong emphasis on exercise and recreational activities in the Scarborough area. Out of 247,846 residents within the area, 67.3% exercise between 1 and 7 hours a week. Additionally, **\$57,789,719** is spent annually on fees for participant sports, recreational lessons and membership fees for Social/Recreational/Civic clubs. This spending potential is above the average spending among U.S households.

5.3 Current Market Analysis

The Committee requested an additional feasibility study, specific to the Town of Scarborough, to be conducted by Berry Dunn's Parks & Recreation Practice (the "Consultant"). This work commenced December 16, 2019 and has not been completed as of this writing. The Committee believes this study will be essential for the Town to consider when determining whether or not, and how, to move forward. The scope of this feasibility study is as follows:

1. The Consultant will complete a Needs Assessment for the Scarborough community. This will include further analysis of the demographic trends of Scarborough and surrounding communities that may utilize the facility. Industry trends, as well as potential user profiles will be identified and completed in order to provide revenue projections.
2. The second phase will be a Market Analysis to focus on projected use of the facility. By analyzing existing recreation opportunities, as well as defining the potential market through detailed demographic data, recommendations of specific program spaces can be provided.
3. The feasibility report provided to the Town will include specific information and recommendations on:
 - Staffing
 - Operations and Maintenance
 - Revenue Strategies
 - Partnership Opportunities
 - Draft Pro Forma

This report is expected to be completed during February 2020 and will be available for the Council's review at that time.

6. Facility Concepts

6.1 Introduction

Following the completion of the survey, the next priority of the Committee was to develop a basis of design upon which a financial model and pricing estimate(s) would be based. To complete this task, the Committee formed a Programming and Design Sub-Committee (the “Design Committee”). The Design Subcommittee had three primary objectives:

1. Develop a Building Program⁴ to deliver to the Developer for pricing;
2. Develop a comparable Building Program for a Town of Scarborough self-built facility; and
3. Develop a Total Project Cost model for the Town of Scarborough self-built facility to be utilized as a baseline to compare with the Developer Lease Proposal.

6.2 Development of Building Program

In developing the initial program description for the community center, the Design Committee utilized data gathered from the Community Center Survey. The program was populated with the list of spaces the survey results indicated to be the most desired in a community center. The Design Committee developed sizes of the component elements based on a number of similar precedent facilities, review of similar town-owned spaces and initial target square footages. The square footages of the program areas were generated on a “net square footage” basis (inside face of wall dimensions). The Design Committee issued the total net area requirements to the Developer anticipating that the Developer would maximize the efficiency of space in order to deliver the most efficient design of the center.

The Design Committee, and the full Committee, recognized that the initial program list, space requirements and quantity of space were not the final design schematic. The Committee chose a path of utilizing survey data and constructing an outline program as an iterative process to meet the directives of the charge in a condensed time frame.

Prior to delivering the program description/requirements to the Developer, the Design Committee issued the initial program to the entire Committee and received feedback. The Design Committee incorporated that feedback and developed an overall block diagram showing the relative size of spaces and also an overall program organized by types of uses. The program was issued to the Developer on November 8, 2019. (See **Appendix F** for the Building Program issued to the Developer.)

1. The program was created based on the community survey responses and included the areas voted to be most desired in a community center.
2. The program excluded common area spaces that would be constructed by the Developer in the proposed Edge facility.
3. The request did not include parking or site-related requests as it was assumed that the Developer would provide necessary parking and construct the facility to meet code and zoning ordinance requirements for exterior features.

⁴ Building Program or “program”: a brief or list of spaces, sizes of spaces and uses (sometimes including required adjacencies or locations within a building) developed through research, survey and/or based on needs or wishes of a building user/owner.

Additional detail on the methodology used to generate the size and square footage of each space is below. (See **Appendix F** for Design Layout for below program.)

6.3 Component Spaces

Child Care Space

The childcare space was designed to accommodate 50 children to supplement existing childcare that is provided in the current primary, elementary and middle schools. The roughly 2,000ft² space meets the minimum 35 square footage per child state requirement and includes 3 bathrooms. This dedicated space also includes a child watch (babysitting) area to provide supervised care on a short-term basis for parents utilizing the community center facilities. In addition to the dedicated childcare space, other areas of the community center could be used for childcare such as the multi-purpose gymnasium and fitness spaces. In total, the community center could support over 200 children at any given time.

Community Meeting Space

The large multi-purpose meeting space was designed to accommodate up to 125 people at one time or be divided into three rooms for smaller events. Total square footage was requested at 3,750ft² with multiple points of entry to the space. This space would include a stage at the front of the room; a large coat room; and enough storage closets for a minimum of 15 large round tables, 10 bridge tables, six large banquet tables, and 150 folding chairs. This room also would include a pass-thru warming kitchen with a full-size refrigerator, full-size sink, counter and cabinets, etc.

Senior/Teen Lounge Space

The program included a lounge space located nearby the dedicated reception area for ease of access. The area is anticipated to be used in rotation between seniors, teens or other groups who would have demand for the space at different times of day.

Reception/Administration Space

It is anticipated that there will be a dedicated small central reception area, to be situated in easy proximity to the front door, as well as in view of the elevator to the second floor. Additionally, there would be town administration space of approximately 1,000ft² where various town administration offices could be located. The reception area will include three bathrooms - Men's, Women's, and ADA compliant/Family.

Multi-Purpose Gymnasium

The size of the gymnasium was programmed to be approximately equivalent to the size of the gymnasium in the Wentworth Elementary School in order to accommodate a single full court in one direction and two side-by-side reduced courts in the cross direction. The long side of the gymnasium would be sized for retractable bleachers. The floor of the gymnasium would be striped for multiple uses such as pickleball, volleyball, and other indoor sports.

An additional gymnasium of similar size was included in the program request to be priced as an optional added space. The Committee requested this additional space to be priced separately in order for the Finance Sub-Committee to analyze opportunities for additional revenue streams.

Indoor Walking Track

A walking/running track is envisioned as a three-lane track suspended above the gymnasium for year-round use, especially during winter months. This area would also double as an observation area for use during tournaments, etc. in the gymnasium below.

Fitness Area

A 4,000ft² area, to be located on the second floor, would house various exercise equipment, strength/cardio equipment, and include open floor space for classes, yoga, etc. This space is not designed to compete with private fitness centers that exist in the Town of Scarborough, but rather to provide residents with the ability to engage in light exercise while utilizing the community center (for example, a parent may wish to participate while a child is taking a swim lesson). The hallway outside the Fitness Area would have various lockers, and cubbies for coats, clothes, etc.

Function Rooms

The design includes two 500ft² rooms that can be used for multiple purposes. It is envisioned that one of these rooms will be upstairs, next to the fitness room, and one will be adjacent to the recreation pool. The upstairs room would be used for additional fitness classes, e.g. yoga, chair yoga, balance, aerobics, etc. The room adjacent to the recreation pool would be used for private events such as birthday parties. Each room could be used for various senior programs such as art classes, music classes, bingo, games, crafts, dance, balance, yoga, etc. The rooms could also be used for classroom or meeting space. Both rooms are intended to include practical space for things like hanging coats or storing shoes.

Locker Rooms/Showers/Changing Area

Entrance to the pool area will be through a Men's Locker Room, a Women's Locker Room, or a Family Locker Room. Each locker room will be ADA compliant and have a shower area, as well as bathrooms, changing cubicles, and lockers. The shower area should be closest to the entrance to the pool area. Entrance to the pools will be through the locker rooms only.

Parking

The Design Committee did not consider parking as part of its design work. It advised the Developer as to the necessity of having enough parking spaces near the main entrance for town residents (parking that would be available during town events), as well as the necessity of extra handicapped spaces and space for bus drop off/pickup.

Aquatic Center/Natatorium

The Community center Survey and associated comments identified several types of desired pools, including Competition Pool (50 meters), Competition Pool (25 yards), Recreation Pool, Therapy Pool, Splash Pad/shallow water pool for children with a zero-entry option for accessibility. The Committee further discussed and considered a Diving Well as an additional pool component.

The option for a 50-meter pool and diving well was eliminated due to the size of the building footprint required, the lack of specific mentions or requests in the survey results, and the lack of need for a pool of that size for local swim programs (such as area school swim teams). Furthermore, a 50-meter pool's long-term operational and energy requirements are significant. The Committee also eliminated the diving well due to limited use potential and lack of demand.

The Design Committee chose to model the competition pool on the size of the facility that ESG recently constructed in Wellesley, Massachusetts, in order for the Developer to be able to more quickly provide costs for its construction based on this familiarity. The Design Committee included a supplementary warm water pool in order to achieve maximum rentable time and use of the overall aquatics program.

The rationale for programming two pools (a 25-yard Competition Pool, and a 3-4 lane Recreation Pool) was to generate the maximum revenue from a combination membership model and private swim club rental along with accommodating the needs of the Middle School and High School swim teams. The management of pool revenue revolves around the filling of lanes for the maximum number of hours per day, at the maximum rental rate per lane. The needs of most swim groups are similar: they would like their own dedicated lanes at convenient times. As such, during the highly demanded hours of 3:00 PM to 7:00 PM, a single 25-yard pool cannot accommodate the great demand for lane space. The two-pool option allows the operator to accommodate membership lap swim at any time of the day (albeit sometimes in a warmer water pool). The usual temperature of the Competition Pool is 78 to 80 degrees, while the usual temperature in the Recreation Pool is 86 degrees.

The two-pool option allows the operator (the Town) to maximize rental revenue, while maintaining available for community members (thereby limiting the risk of ostracizing the community membership subscriber base). Members typically expect lap and/or recreational swimming availability during the hours that the school swim teams and private revenue-producing swim teams are renting the lap pool. Of course, it is anticipated that needs of Scarborough Middle School, Scarborough High School, and other Scarborough-based swim teams and clubs will take precedence over other area swim clubs.

Swim meets, which could represent significant rental income to a competition pool, typically eliminate the available pool time for 10-hour time slots over multiple days, often on weekends. In a single-pool model, this substantially limits the ability of the community center to accommodate members. (Most local and regional swim meets occur over a two-day window and typically require an entire pool facility dedicated to the swimmers for 8-10-hours on both weekend days.)

In addition to the pools, the design includes a pool deck area with enough bleachers to accommodate visitors, especially during swim meets. The pool area will have a filtration/pump room; ample storage space; a small Lifeguard office, a small management office, and two coaches' offices.

Figure 6: Sample 25-Yard Recreation Pool with Zero Entry and Splash Area



7. The Downs Proposal

7.1 Introduction

On December 9, 2019, the Developer provided a lease proposal to the Committee, based upon the building program provided by the Design Committee (see **Section 6**).

7.2 Ownership Structure

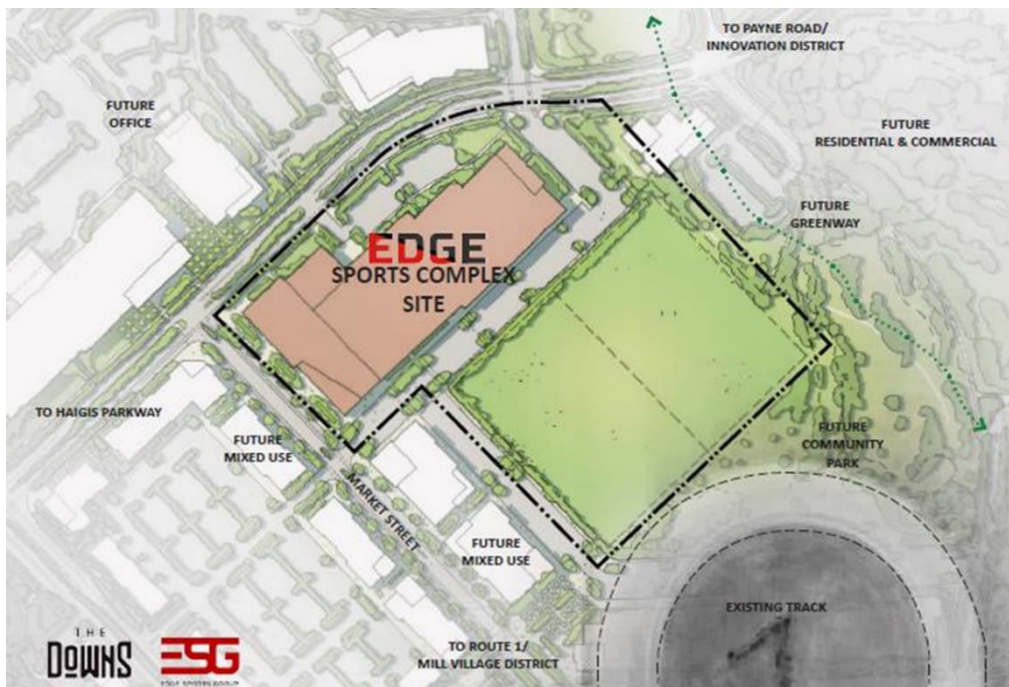
For the sake of simplicity, this Report names the Downs/Developer as the Lessor/counterparty to a lease agreement. However, should the Town elect to pursue a lease, the legal entity that the town enters into the lease with will be the entity that owns the facility. The land will be transferred into this entity and all construction costs will be incurred within this development and holding company. The Town would then lease the space directly from this entity.

ESG the building manager and operator of the other facility surfaces and spaces. The Town would be a building tenant and ESG would coordinate shared building services and maintenance as needed or requested by the Town. Otherwise, the Town and ESG will operate separately within the facility.

7.3 Site Location

The Developer presented a site location adjacent to the existing Scarborough Downs track, co-located with the Edge site, as shown in **Figure 7** below.

Figure 7: Proposed Location of Leased Facility



7.4 Schematic Layout

Based upon the list of amenities requested by the Committee, the Developer proposed a conceptual layout of approximately 71,000ft² on two floors. The first and second-floor schematic layouts are shown below in **Figures 8 and 9**.

Figure 8: First Floor Schematic Layout

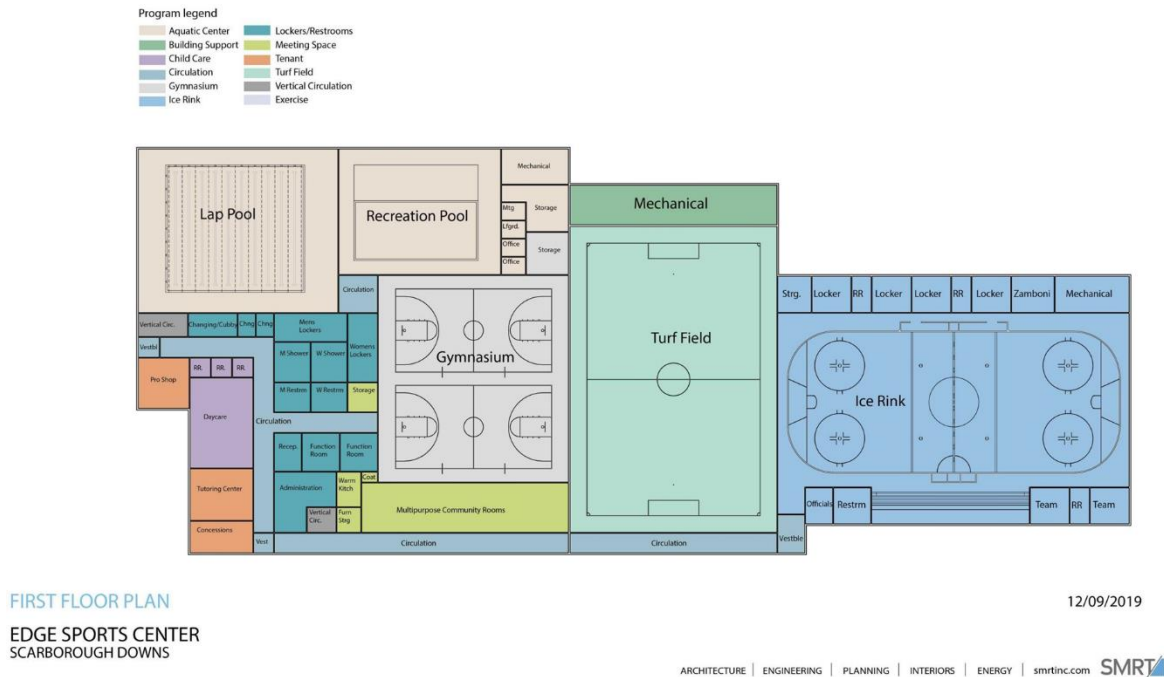
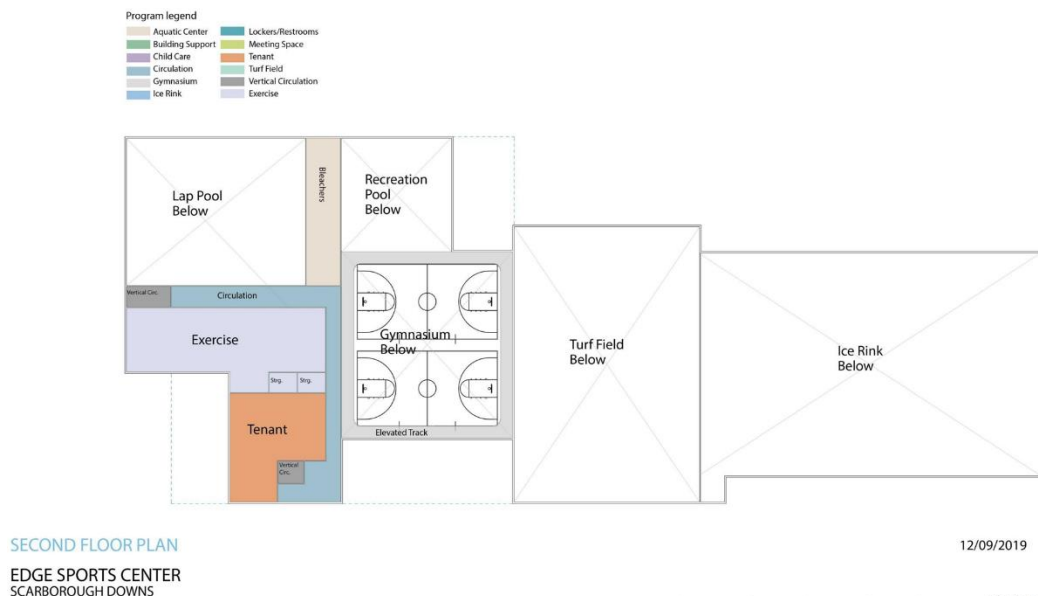


Figure 9: Second Floor Schematic Layout



7.5 Lease Rates

The Developer provided an initial estimate of lease rates for the proposed spaces, as shown below in **Figure 10**. As presented, the rates do not include Operating Costs, CAM charges, escalation, revenue projections and offsets, or other charges. The lease rates are based on approximate square footage, estimated annually.

The full presentation from the Downs is attached as **Appendix G**.

Figure 10: Projected Annual Lease Rate

| Estimated Lease Rates of Requested Spaces | | | | | |
|---|---------------|-----------------|-------------------|---------------------|--|
| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> | |
| Pool | 30,400 | \$ 37.00 | \$ 93,733 | \$ 1,124,800 | |
| Gymnasium | 24,800 | \$ 30.00 | \$ 62,000 | \$ 744,000 | |
| Child Care | 2,800 | \$ 31.00 | \$ 7,233 | \$ 86,800 | |
| Meeting Space | 5,700 | \$ 26.00 | \$ 12,350 | \$ 148,200 | |
| Exercise | 9,100 | \$ 27.00 | \$ 20,475 | \$ 245,700 | |
| Total | 72,800 | \$ 32.27 | \$ 195,792 | \$ 2,349,500 | |

8. Building Program and Operational Budget

8.1 Overall Budget for Proposed Leased Facility in Public-Private Partnership

The Finance Committee provided a full operational budget pro-forma in **Appendix H** to show in detail the projected expenses and revenues for a leased facility under a public-private partnership between the Town (the “Lessee”) and the Downs (the “Lessor”).

8.2 Hours of Operation

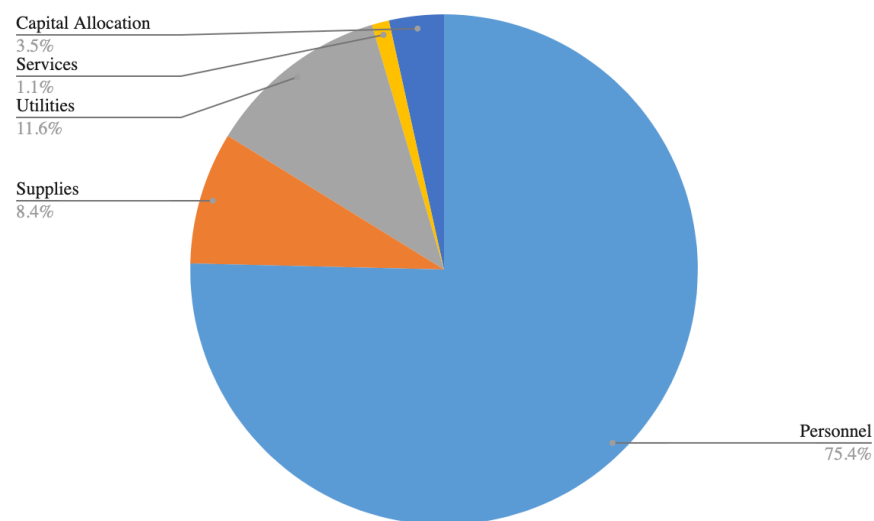
Currently, the expectation is that the community center will offer 98 operating hours per week, as follows: Monday through Friday: 5:00AM - 9:00PM; Saturday: 7:00AM - 7:00PM; Sunday: 1:00PM - 7:00PM. Hours are subject to change based on Berry Dunn’s final report (see **Section 6**). The Consultant will explore the potential advantages of extending hours to include Sunday mornings, as well as public interest and demand.

The financial model assumes the facility will operate 361 days per year and be closed on major holidays. Rentals of multi-purpose rooms, the pool(s), and the gym could extend beyond normal hours of operation on a case-by-case basis.

8.3 Expenditures

Personnel represents the single greatest operational expense. Such costs represent up to 60% of all operational expenses in comparable facilities. The community center’s projected operational expenses are **\$1,134,458** annually broken down as seen in **Figure 11**: 75.4% for personnel; 11.6% for utilities; 8.4% for supplies; 3.5% for capital equipment allocation; 1.1% for contracted services.

Figure 11: Breakdown of Operational Expenditures

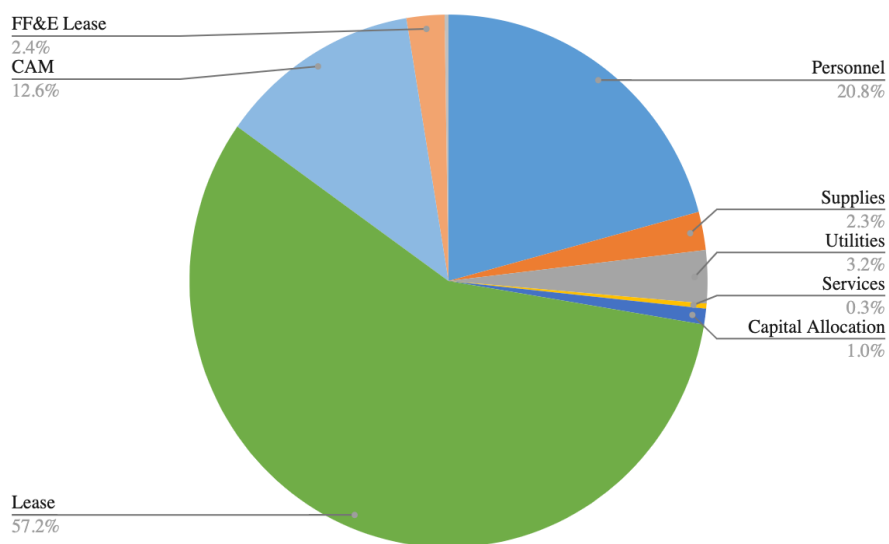


In addition to operational costs, the Lessor has requested a lease payment of \$2,349,500 annually, escalating 10% every 5 years. The Lessor specified Common Area Maintenance (“CAM”) charges of \$515,803 annually and the Finance Committee estimates an increase of 2% per year.

For Furniture, Fixtures, and Equipment (“FF&E”), the Finance Committee estimates approximately \$800,000 to be leased for 10 years at 4%, followed by a refresh of \$200,000 after 10 years and 20 years. The Finance Committee also estimates an additional \$10,000 for miscellaneous capital costs, such as replacement of pool pumps and other non-leased capital equipment.

Total estimated annual expenditures, including operations, lease, CAM, FF&E, and capital replacement, are **\$4,106,956** in the first year, increasing in subsequent years. First-year breakdown is illustrated below in **Figure 12**.

Figure 12: First-Year Breakdown of Total Annual Expenditures



8.3.1 Personnel

The community center is expected to require the following full-time staff:

- 1 Community Center Manager (Redesignated Position)
- 1 Marketing Manager (Redesignated Position)
- 1 Aquatics Supervisor (New Position)
- 1 Aquatics Coordinator (New Position)
- 1 Maintenance Supervisor (New Position)
- 2 Custodians (New Position)
- 1 Secretary/Finance Assistant (Redesignated Position)

The community center is expected to require the following part-time staff (these are assumed to be a mixture of redesignated and new positions):

- Facility Assistants/Guest Services
- Fitness Attendants
- Gym Attendants

- Custodians
- Child Watch Attendants
- Swim Instructors
- Fitness Instructors
- Lifeguards

Please refer to the operating budget in **Appendix H** for detailed pay rates and expected number of part-time staff hours per week.

8.3.2 Utilities

An initial utility cost of **\$132,000** per year is estimated, based on estimates of sewer, water, gas/oil, electricity, and propane.⁵ Utilities would be metered separately between the ESG facility and the community center facility.

There is an opportunity for significant savings by using a heat exchanger to transfer heat from the ice rink in the Edge facility to the aquatic space in the community center facility. This should provide utility savings in both facilities.

8.3.3 Supplies

Annual supplies cost is estimated at **\$92,275**. This accounts for miscellaneous supplies, such as custodial supplies, postage, office supplies, and pool chemicals.

8.3.4 Capital Equipment Allocation

The Finance Committee allocated **\$39,576** for capital equipment replacement, roughly 75% of which is for equipment in the fitness area. The Council should expect to receive further guidance on this figure from Berry Dunn's report.

8.3.5 Contracted Services

As the smallest expense category, contracted services are estimated to be **\$12,500**. This would include contracted instructional services that are not provided by community center staff, as well as marketing, advertising, and publishing.

8.3.6 Lease

The Developer has proposed an operational triple net ("NNN") lease with a 30-year term, at an initial annual payment of **\$2,349,500**, and an escalation rate of 10% every 5 years. Because the lease is NNN, there is a separate CAM charge that includes the Town's contribution to the property's maintenance expenses, insurance, and real estate taxes. The Developer estimates maintenance to be \$175,000, insurance to be \$50,000, and real estate taxes (at the current mill rate and an estimated valuation of \$52,000,000) to be \$764,400. Prorated by space, the Town's CAM obligation is **\$515,803** (see **Appendix I**).

⁵ At the time of creating the financial model the Committee did not have an estimate for the utility costs from the developer. The Committee expects to make a revision to the financials upon receiving the Consultant's prediction of utility cost for the facility.
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8.4 Revenues

Revenues are expected to come from membership and admission passes. Other revenue sources include rental fees (e.g. events, parties, leagues, etc.) and Community Services programming. Total revenues from the community center are estimated to be **\$2,418,350**, with 56% from memberships and admissions, 41% from Community Services programming, and 3% from rentals. For additional details, please refer to the pro-forma in **Appendix H**.

Membership rates are based on rates at similar facilities serving communities with comparable demographics. Membership counts are more difficult to predict, as the Finance Committee had limited access to membership data in other communities. The Finance Committee's projected counts are based on the results of the survey, the NRPA report (see **Appendix E**), and by "scaling up" the counts obtained from the Boothbay YMCA. The Finance Committee encourages the Council to validate these projections using the pro-forma provided in the Consultant's report.

The Finance Committee proposed a fee structure that differentiates between residents and non-residents, and offers flexibility for different age groups and payment periods, as illustrated in **Table 1** below.

Table 1: Membership/Admission Fees

| | Annual (Resident) | Annual (Non-Resident) | Monthly (Resident) | Monthly (Non-Resident) | Daily (Resident) | Daily (Non-Resident) |
|---------------|----------------------|--------------------------|-----------------------|---------------------------|---------------------|----------------------|
| Family | \$900 | \$1,200 | \$110 | \$150 | \$20 | \$25 |
| Adult | \$500 | \$800 | \$62 | \$100 | \$10 | \$18 |
| Young Adult | \$400 | \$640 | \$50 | \$80 | \$8 | \$14 |
| Youth | \$300 | \$400 | \$38 | \$50 | \$5 | \$9 |
| Senior | \$300 | \$400 | \$38 | \$50 | \$5 | \$9 |
| Senior Couple | \$500 | \$600 | \$62 | \$75 | \$8 | \$14 |

The Consultant's final report should include guidance on the fee structure, which will be reflected in their pro-forma. Some additional options could include per-amenity (pool-only or gym-only) memberships, "early bird" or "twilight" memberships, and seasonal memberships.

8.5 Cost Recovery

The cost recovery is projected to be 59%, recovering **\$2,418,350** in revenues of **\$4,106,956** in expenditures. This leaves a projected gap of **\$1,688,606** to be covered by other funding sources, which could include tax revenues, capital campaigns, or sponsorships (see **Section 9**).

8.5.1 Tax Impact

It should be noted that many of the Community Services' existing expenses and revenues would be absorbed by the community center's operating budget. In order to measure tax impact of the community center, the Finance Committee compared the projected deficit with a community center

to the current deficit without one. The current deficit is **\$259,533**, so the community center's impact would yield a deficit increase of **\$1,376,246**. At the Town's current valuation, this would require a **\$0.29** increase to the mill rate, should the deficit be covered by taxes.

8.6 Alternative Lease Options

While the operational lease described herein is the one option the Committee analyzed, the Committee recommends that the Council evaluate other potentially more favorable options as well. Regardless of which, if any, option the Council pursues, the Committee feels strongly that the selected option should include a path to ownership of the facility by the Town. Alternative options are described in more detail below.

8.6.1 Lease-to-Condo Option

A lease agreement with options for the Town to purchase the facility as part of a condo arrangement at optimal time frames could be agreed upon. The point at which the initial financing period of the Developer has elapsed (at year 10 or year 15) would be a likely option. This option could be built into the operating lease to allow the Town to bond a purchase of the remaining debt of the Developer and convert the property to a purchased condo. The Finance Committee estimates that the Developer's debt remaining at the 10-year mark would be approximately \$24.3 million and at year 15 would be approximately \$19.2 million. This strategy would cost the town up to \$6,000,000 less than the 30-year lease.

8.6.2 Bonded Condo Option

The Council may want to consider seeking a condo arrangement from the outset where the Town would bond the purchase of the potential space. This could dramatically decrease the overall cost since the Town's cost of borrowing is significantly lower than the Developer's, which is being passed through to the Town in a traditional operating lease arrangement.

8.6.3 Lease-to-Own

If the Town does enter into a 30-year operating lease and runs the full lease term, the Council could seek favorable terms to buy the space at that time. The Developer may agree to this since their debt would be paid and they are likely not interested in continuing to maintain a 30-year old building.

8.7 Limitations

The most significant uncertainty in the pro-forma is the projected membership sales. The Finance Committee made assumptions about this figure based on local market data of similar facilities and the Committee's survey results (see **Section 2**). The Consultant's report, which is due in February of 2020, should provide membership projections with a higher degree of confidence and accuracy.

9. Funding Options

9.1 Introduction

Operational revenue is expected to be insufficient to cover the combination of operational expense and lease payments, so additional sources of funding will need to be identified. What follows is a brief overview of funding sources that should be considered for closing any identified funding gap.

9.1.1 Property Taxes

The Community Center Survey asked respondents about their willingness to subsidize a community center through an increase in property taxes. 34.7% of town residents that responded to the survey indicated they would be willing to pay up to an additional .30 per \$1k of assessed value (or \$90 per year on a \$300k home). 35.7% of town residents that responded to the survey indicated they would support a small impact on property taxes, but “small” was not clearly defined.⁶ In total, roughly 70% of respondents support some increase to property taxes. A .30 increase amounts to **\$1.41M** initially and would increase approximately 1% per year due to growth in Scarborough’s assessed valuation.

9.1.2 Business Improvement District (“BID”)

Scarborough’s Draft Comprehensive Plan suggests that a BID would be a good fit for the CPDD. A BID is an additional assessment on commercial businesses in the district to cover unique expenses or services, such as a community center located in the heart of the district. Revenue from this source would start small but grow over time as the build-out within the CPDD nears completion. Proceeds could also be used to fund other “Downtown” public features or programming. A \$1 assessment per \$1k of commercial assessed value would result in initial funding of **\$100k** per year, growing substantially as commercial value in the CPDD grows.

9.1.3 Property Tax Credit/Edge CEA

Property taxes would be due on the Edge facility and shared with the Developer per the existing CEA. The Council could consider a Payment In Lieu Of Tax (“PILOT”) program or new CEA that would have the effect of waiving property taxes due on the Edge portion of the facility in exchange for a credit against any lease payments due for the community center. In addition, a PILOT program to eliminate the need for property taxes on the community center portion of the building could be considered. Assuming a \$50 million building, with the community center valued at \$30 million and the Edge facility at \$20 million, this could result in a credit against the lease payment of **\$470k** initially, increasing at 3% per year.

9.1.4 PILOT Program for Tax Exempt Properties

Scarborough has a number of tax-exempt non-profit properties and while these properties pay no property taxes due to their non-profit status, they do require services from the Town. Other

⁶ For the analysis of funding options, survey responses were narrowed to Scarborough residents only. Non-resident responses regarding tax impacts were not considered.
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communities have begun to enter PILOT programs with similar organizations as a means of compensating the local government for lost revenue caused by this exempt status. The Council could consider PILOT programs that would provide daytime pool hours for these groups while allowing a rental payment as part of the PILOT. The estimated benefit is **\$100k** initially, with potential to grow as additional partners are identified.

9.1.5 Amended Crossroads CEA

The Council could consider amending the existing Crossroads CEA in exchange for reduced lease payments. This would shift the burden for funding the construction costs of the community center to new assessed value that is created within the CPDD.

9.1.6 Tax Increment Financing District (“TIF” District)

The public/private partnership potentially has a unique funding opportunity for the project (or a portion of it) because the project is located within an existing Tax Increment Financing District (“TIF” District). **It is important to note that this option only exists for the lease option.**

The Council approved the creation of the “Scarborough Downtown Omnibus Municipal Development and Tax Increment Financing District” on November 28, 2018 and the Department of Economic and Community Development (“DECD”) approved the related Development Program on March 29, 2019. The designated Downtown TIF District includes both sites that have been considered as a part of this analysis/comparison.

Creation of the Downtown TIF District is governed and authorized by statute, Title 30-A M.R.S., Chapter 206. The Town specifically chose to create a “Downtown” TIF as it affords a unique opportunity that other TIFs do not allow. Specifically, 30-A M.R.S. §5225 (2) states:

Unauthorized project costs. Except as provided in subsection 1, paragraph D, the commissioner may not approve as a project cost the cost of facilities, buildings or portions of buildings used predominantly for the general conduct of government or for public recreational purposes, including, but not limited to, city halls and other headquarters of government where the governing body meets regularly, courthouses, jails, police stations and other state and local government office buildings, recreation centers, athletic fields and swimming pools.

As such, the Town does not have explicit authority to undertake those construction projects or improvement projects and qualify for the use of TIF revenues to fund the construction; however, the operative portion of this section that applies to financing for the community center is Paragraph D which states:

Costs of constructing or improving facilities or buildings leased by State Government or a municipal or plantation government that are located in approved downtown tax increment financing districts.

Guidance from DECD regarding whether this lease arrangement could qualify for the use of TIF revenues suggests that since the Downtown TIF meets the definition under 30-A M.R.S. §5222 (8) and since 30-A M.R.S. §5225 (2) states, “Unauthorized project costs, except as provided in subsection 1, paragraph D,” then as long as the proposed project meets 30-A M.R.S. §5225 (1)(d), it would be considered an allowable project cost.

The lease payments themselves are not part of the authorization in the statute for supporting these facilities; however, as a result of this qualification as an approved project cost, the Town could potentially enter into a CEA that would help defray the developer's costs or portion of the facility's construction cost. This CEA would be separate from the lease agreement.

10. Self-Built Comparison

10.1 Process for Evaluating Self-Built Option

The Design Committee prepared a comparable self-built program to the program issued to the Developer. The program developed for the self-built facility requires additional spaces including additional entry space, “back of house” space and reception and office administration space required for a building manager.

The Design Committee prepared two hypothetical footprints of the proposed self-built facility. The Design Committee was provided the Town of Scarborough Municipal Master Plan document and utilized the “Campus Master Plan” drawing produced by TJD&A dated May 2018. The committee was guided to two hypothetical locations for the facility to be constructed (see below for the “Ice Skating Pond Site” and the “Tennis Court Site”). The Design Committee’s effort focused on evaluating whether the program spaces could “fit” or be accommodated on the two hypothetical sites.

The Design Committee presented the Building Program for the self-built facility to the Committee for review (see **Appendix J**).

Figure 13: Annotated Plan from “Campus Master Plan” Showing Two Site Locations



Figure 14: Annotated Skating Pond Location from “Campus Master Plan”
(NOTE that “Ice Rink” is noted but not part of the self-built program)

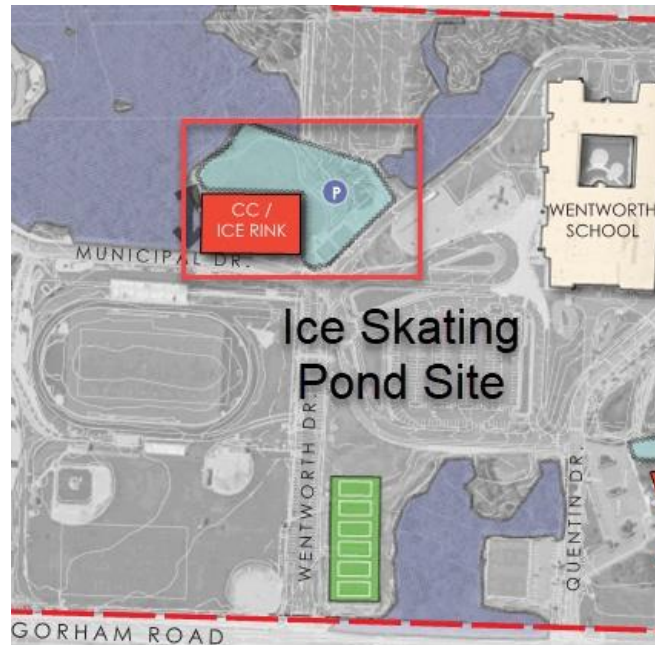


Figure 15: Annotated Tennis Court Location from “Campus Master Plan”
(NOTE that “Ice Rink” is noted but not part of the self-built program)

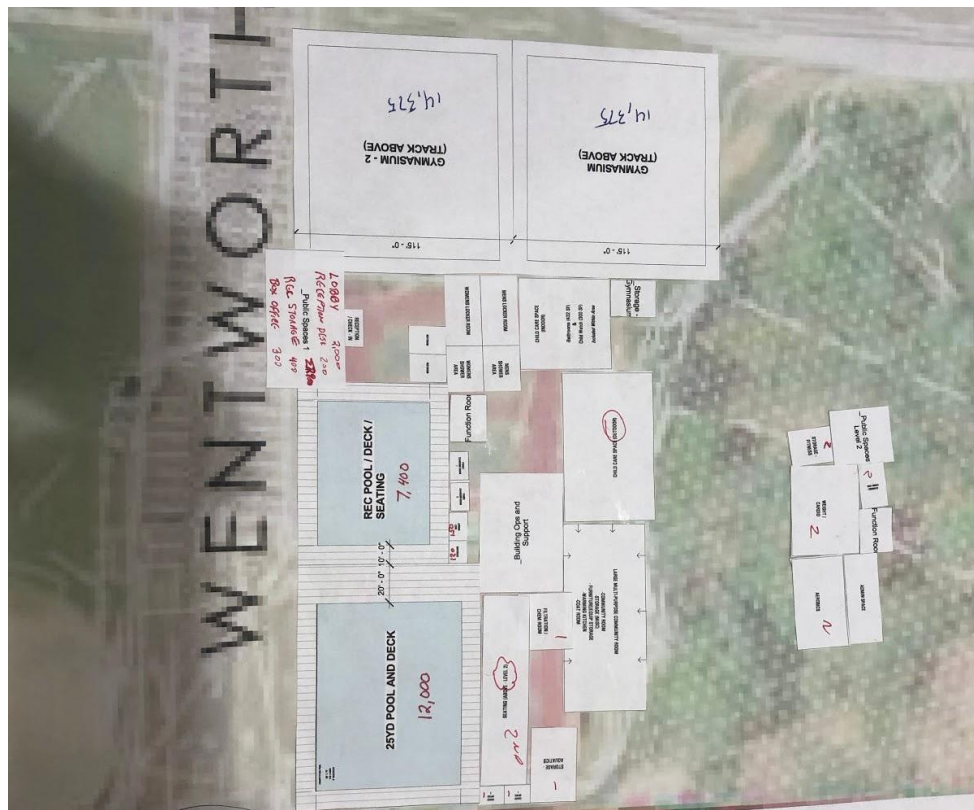
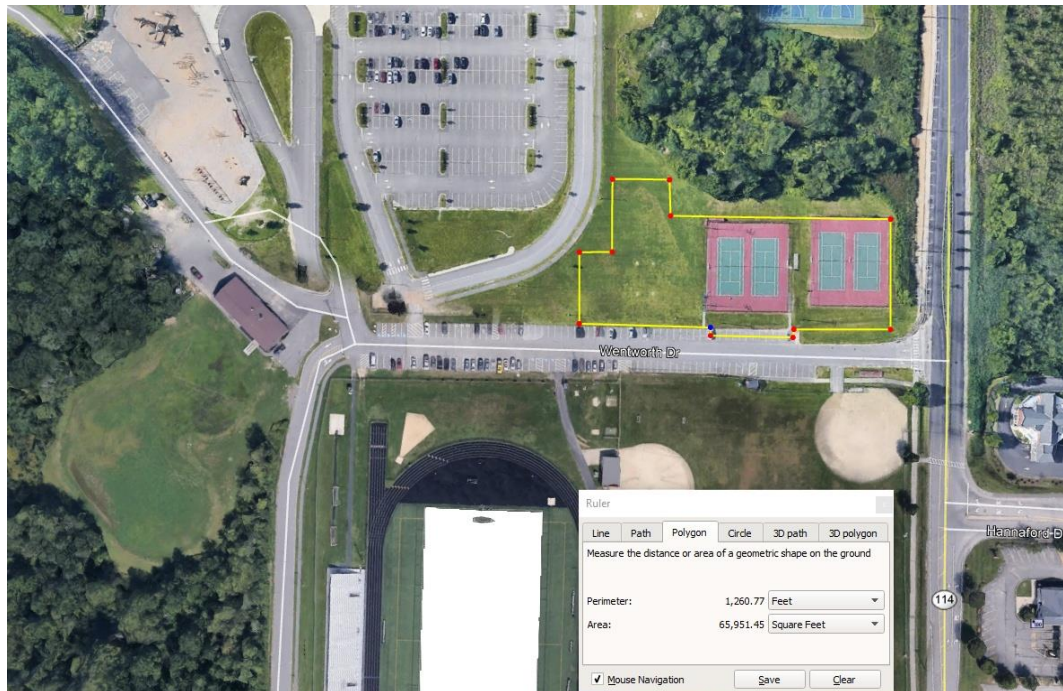


Figure 16: Skating Pond Location Footprint Size Validation

(Note that Gross Square Footage of footprint is 4,000ft² greater than the tennis court location to account for the construction of the replacement maintenance building)



Figure 17: Tennis Court Location Footprint Size Validation



10.2 Location-Based Factors

When evaluating various building sites for the location of a new building, there will be differences in site constraints and efficiency. The Design Committee focused on providing the same program at all sites that were considered, from the baseline program delivered to the Developer to the two options evaluated at the Municipal Campus.

The two self-built facility option sites were effectively the same cost due to the need to replicate existing site features at both locations.

There are more significant known differences between the Developer facility and the self-built facility. Each of the major differences is addressed below and is dealt with as indicated.

- The self-built facility must include additional square footage in order to complete a stand-alone community center (approximately 10% to 15% more square footage) to account for circulation space, stairways, mechanical shafts, elevators and wall thickness. Therefore, the facility priced by the Design Committee includes ~6,500ft² of additional space to construct and operate.
- The program developed for the Developer was based on net square footage of the program area. The Design Committee assumed that the Developer, working with an architect and ESG, would design the facility to accommodate the program areas as efficiently as could be achieved. The Design Committee assumed that the net program area requested will be accommodated in the lease proposal provided by the Developer.
- The program developed for the self-built facility utilized a “grossing factor” on the net square footage program area to account for circulation space, corridors etc. The Design Committee did not engage an architectural designer for the self-built option, so it is assumed that the program can be accommodated with the additional grossing factor.
- The self-built facility is based on two hypothetical sites. One would displace the tennis courts. The other would displace the seasonal ice-skating rink (along with the maintenance building at the ice-skating facility). The costs for replacing these displaced programs are excluded from the self-built facility pricing.
 - An additional estimate cost of \$500,000 can be assumed to accommodate either the reconstruction of the tennis courts or the 4,000ft² warming hut/maintenance building.
 - The maintenance building replacement can be accommodated in the footprint of the Skating Pond location.
 - The Design Committee did not evaluate the potential location for new replacement tennis courts.
- The self-built facility includes the assumption that parking is available on the municipal campus to accommodate the needs of the facility, assuming the anticipated peak parking demand for the community center would be opposite of the parking demands of the academic campus. A parking study would need to be completed to validate this assumption.
- The self-built facility may need an expanded concessions and food warming area to service tournaments and groups renting the facility. It is not anticipated that a commercial kitchen will be included. (This represents a revenue stream that will not be available to the facility in the Developer-constructed facility, as there will be third-party catering.)

10.3 Self-Built Cost Model

The Design Committee was tasked with developing a model of a facility, comparable to the facility on which the Developer’s proposal was based. The intent of this exercise was to develop a construction cost

for the facility that could be applied to a financial model under which the Town of Scarborough would secure design services, finance, construct and operate.

The Design Committee priced the construction cost using two construction cost estimators. Consigli Construction and Martini Northern independently priced the program information and delivered cost estimates for the Finance Committee to evaluate. The cost estimates from each cost estimator were similar and the average of the results from the two were utilized in the summary below.

10.3.1 Summary Results of Pricing

| Scarborough Community Center (Self-Built Project Cost) | |
|--|---------------------|
| Issued to Finance Committee | 11/16/2019 |
| Total Construction Cost | \$25,600,000 |
| Furniture Fixtures & Equipment | \$1,500,000 |
| Total Soft Cost | \$6,700,000 |
| Total Project Cost | \$33,800,000 |
| Alternate - Replace Maintenance Building | \$500,000 |
| Alternate - (4) Tennis Courts | \$500,000 |
| Alternate - Add Gymnasium #2 | \$3,100,000 |
| Alternate: Deduct Competition Pool | (\$6,400,000) |
| Alternate: Deduct Recreation Pool | (\$3,300,000) |
| Alternate: Deduct (2) Pools and 1/2 lockers. | \$ (10,900,000) |

Assumptions for the pricing of the self-built community center are as follows:

1. Located within the municipal campus on identified sites from the campus master plan
2. Will utilize existing parking available within the municipal campus (except for 10 accessible/barrier free parking spots to be provided adjacent to the front entry)
3. Will not impact setbacks or boundaries of existing wetlands
4. Will not incur the costs for the reconstruction of the tennis courts or outdoor seasonal ice rink or the maintenance building
5. Can be served by existing water, sewer, electrical and natural gas within 100 feet of the structure
6. Will require the construction of storm water filtration and mitigation due to the new impervious surface created by the building
7. Will be constructed consistent with the level of finish and durability of a Town of Scarborough public facility
8. Will be founded on spread footings and will not require piles or deep foundations
9. All excavated material from the site construction is clean unrestricted fill
10. Schedule assumed:
 1. Referendum June 2020
 2. Design Team Selection August 2020
 3. Construction Manager Selection September 2020
 4. Schematic Design: October 2020, Design Development January 2021, Construction Documents May 2021
 5. Construction Start September 2021
 6. Construction Completion December 2022
11. Escalation is carried at 5%

12. Design Contingency is carried at 8%
13. Unforeseen Conditions/Owner's Contingency is carried at 5%
14. Skating Pond Location - Requires 4,000ft² replacement maintenance building
 1. Space for a replacement maintenance building can be accommodated at the Skating Pond Location
 2. Space for a replacement skating pond is not part of the evaluation
15. Tennis Court Location - Requires (2) 13,500ft² tennis courts and storm water mitigation for impervious surface
 1. Space for the replacement tennis courts is not part of the evaluation

10.4 30-Year Cost Comparison

In order to more accurately compare the cost of a 30-year lease to the cost of a bonded self-built facility, the Finance Committee developed a pro-forma for the full Community Services operating budget for both models to compare them directly. While many factors are similar in both models, it is important to note some significant and quantifiable advantages to each one.

The most significant advantage to the self-built option is the cost to finance. The Developer's facility must be "bankable," and the Town can finance at a lower rate. Thus, the bond payments on a self-built facility are significantly lower. Additionally, the leased facility would carry a real estate tax bill, while the self-built facility would not.

The leased facility would have several quantifiable advantages in its operating budget. Among them, utility costs would likely be lower due to shared efficiencies, such as a heat exchanger that would transfer heat from the Edge ice rink to the community center pools. Additionally, the Finance Committee believes membership and admission revenue would be higher due to increased corporate and non-resident consumer traffic in the Downs.

It is also worth considering that both estimates are based on current pricing for a current project. If the Town were to move forward with the lease option, the associated costs would be determined in the near future. If the Town were to pursue a self-built option, it would take place later in the future when costs are likely to have increased over time. Annual construction costs typically increase between 5 - 20%, which can be expected in a strong overall economy.

10.4.1 Assumptions

The cost of the lease is driven primarily by three factors: the lease payment, CAM charges, and the FFE lease. The Finance Committee assumed a 30-year lease with an initial annual payment of \$2,349,500 and an escalation of 10% every 5 years. The Finance Committee estimated the Town's CAM charges to be \$515,803 and an annual increase of 2%. FFE is estimated to be \$97,195 for the first 10 years and \$24,300 thereafter.

The cost of the self-built option is driven primarily by the cost of the bond required to fund it, plus maintenance. The build cost is estimated to be \$33,800,000, which includes FFE, and would be bonded over a period of 30 years (see **Appendix K**). Standard maintenance cost is estimated at \$200,000 per year with a planned roof replacement for \$1,200,000 after 20 years.

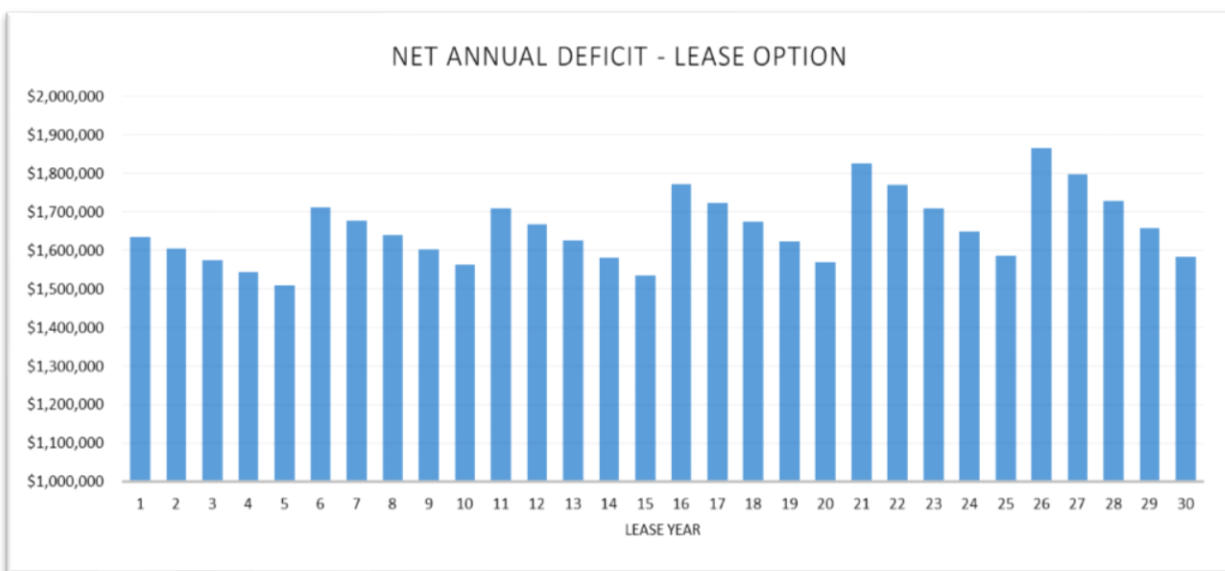
The self-built facility is assumed to be constructed on land that is already Town-owned. The primary municipal site the Committee considered would carry an additional cost of \$500,000 for the relocation of either tennis courts or the maintenance building that currently occupy the site.

10.4.2 Detailed Cost Comparison

The Finance Committee developed two parallel pro-formas for the Community Services budget (see **Appendix H**): one for the leased facility in the Downs and one for a self-built facility on the municipal campus.

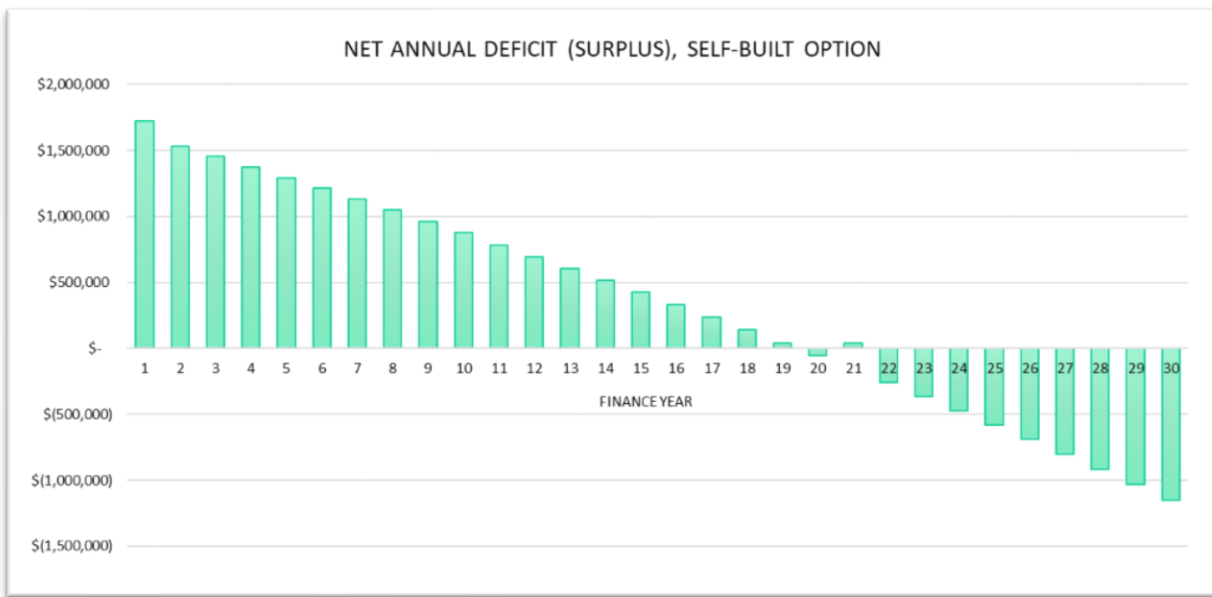
The lease option carries a 30-year deficit of **\$49,727,217** (average \$1,657,574 per year), as shown in **Figure 18** below.

Figure 18: 30-Year Deficit for Lease Option



The self-built option carries a 30-year deficit of **\$11,122,260** (average \$370,742 per year), as shown in **Figure 19** below. The self-built model yields a surplus around year 20.

Figure 19: 30-Year Deficit/Surplus for Self-Built Option



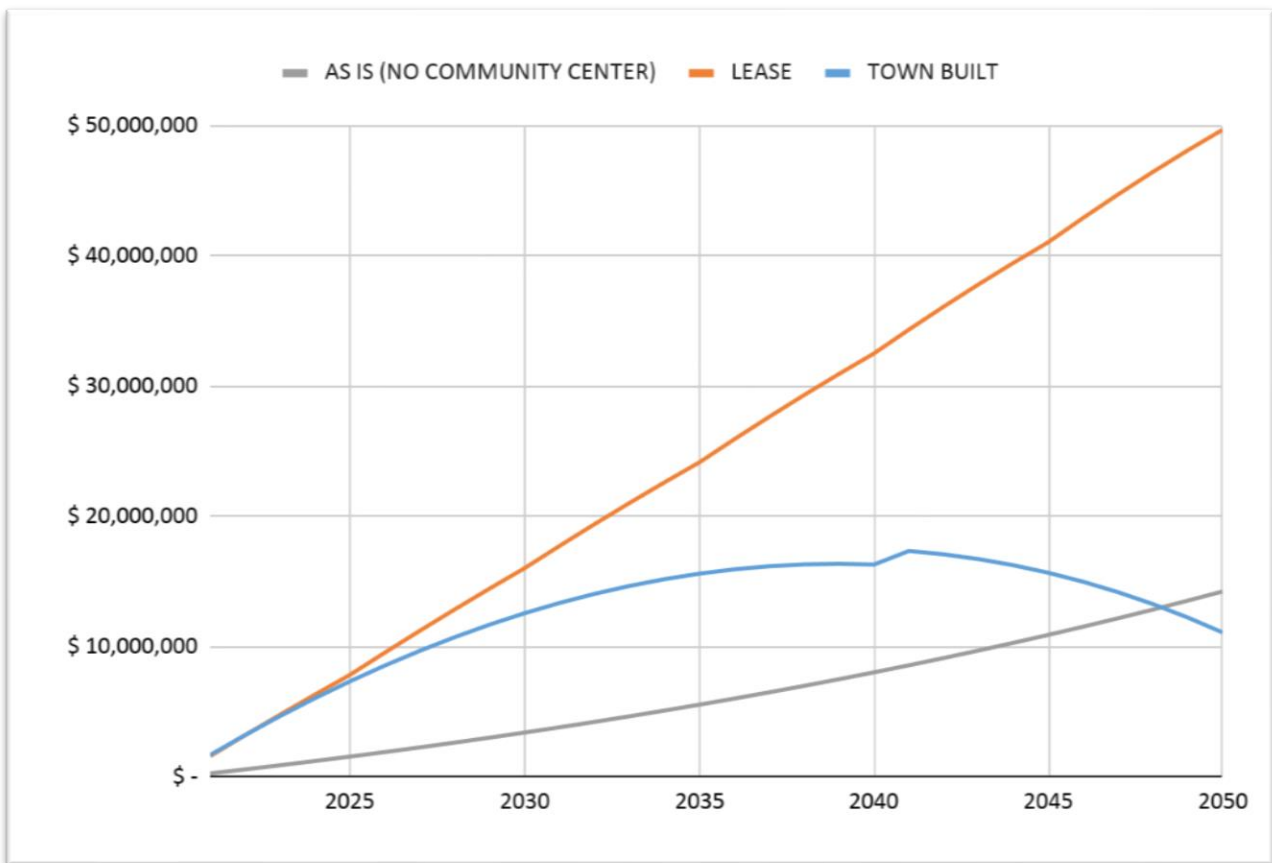
The difference between the total 30-year cost of the lease option and the self-built option is **\$38,604,957** (average \$1,286,832 per year).

Figure 20 shows the cumulative cost of each model, including an as-is model with no community center, over a 30-year period. Note that because the bond repayment schedule is front loaded, the self-built option starts out slightly more expensive in the first year but quickly becomes significantly less expensive. **The self-built model eventually yields a surplus around year 20, and finally recovers the investment at year 28 when it crosses below the as-is model.**

Currently, Scarborough Community Services is 90% self-funded through program revenue, which is assumed to continue in the community center model. For Fiscal Year 2020, the total operating budget for Scarborough Community Services is about \$2.6 million. The operating deficit of approximately \$260,000/year is taxpayer-funded.

Under the self-built community center option, the average annual deficit is approximately \$370,000.

Figure 20: 30-Year Cumulative Community Services Deficit: As-Is vs. Lease vs. Self-Built



Please note it is outside the purview of the Committee to quantify the intangible benefits of the lease option. The Committee leaves it to the Council to weigh those benefits against the cost difference described above.

11. Conclusion

11.1 Summary of Committee Charge

As previously stated, the Committee considered the following discussion points, expectations, and deliverables in arriving at its conclusions:

- Review of Prior Efforts
- Community Center Components
- Schematic Design and Layout
- Financial Analysis, including
 - Expected lease/build/capital costs;
 - Estimated operating costs;
 - Projected revenue forecast;
 - Combined analysis (to identify any funding gaps); and
 - Baseline comparison of public/private arrangement to a self-built and owned facility.

11.2 Committee Observations

Over the course of the Committee's work period, the Committee observed a number of common themes, important points of discussion, and items the Council should note as it determines how to proceed with its evaluation of this Report. These points are discussed below.

11.2.1 Ambiguity of Lease Proposal

As of this report, the Developer has presented a preliminary block diagram of the proposed leased space for the community center. It does not appear as though the functionality or flow of the space was considered in depth. This makes a direct comparison to the self-built option more challenging.

There have been no definitive statements made by the Developer or ESG about their plans for the facility should the Town decline the lease proposal. They may choose to include a pool or other elements without the Town's participation, in which case the Town may not have preferred access.

11.2.2 Accurate Comparison

As described in **Section 10**, the comparison between a self-built facility and a lease is based on today's building costs. Should the Town decline to move forward with either option at this time, and revisit the idea at a later date, the Town should not expect the cost estimates contained herein to continue to be accurate.

11.3 Limitations

The Committee was given a specific charge, as noted above, and remained faithful to that charge through the duration of this project. Accordingly, the Committee did not evaluate elements that were not contained specifically within its charge, including (but not limited to):

- Feasibility of utilizing other town spaces for some individual functions outside of a community center;

- Providing various cost estimates based on alternative configurations of community center space (for example, eliminating the pool);
- Opining on the necessity of a voter referendum for this project; or
- Stress-testing the financial model (for example, altering revenue numbers to simulate a downturn in the economy).

11.3.1 Timing

The Committee's charge specified a finite time period for the Committee to complete its work. Accordingly, some elements of the Committee's analysis were condensed in order to expedite the process.

The results of the independent market analysis conducted by Berry Dunn were not available as of this Report. The Consultant's report should be completed in February 2020. The Committee anticipates that the Council will evaluate that analysis along with this Report.

11.3.2 Alternative Options

The Committee's charge specified that the Committee's analysis be limited to a comparison between a 30-year lease with the Developer, versus a self-built option. Alternative lease options were briefly described in **Section 9**. However, the Town can consider other options beyond a lease arrangement. The Committee encourages the Council to thoroughly investigate these options.

11.4 Other Considerations

Beyond a financial analysis, the Committee discussed a number of intangible elements associated with a community center project. While these elements are not easily quantifiable and are therefore not included in the Committee's financial analysis, they should be considered by the Council.

- A community center could make Scarborough a more desirable community and therefore increase real estate and home values. This could be a positive element for many residents.
- A community center could help solidify a sense of community among residents of different age groups, particularly those who have felt marginalized in the past. Creating a social hub in the center of the town could promote health and wellness while allowing all age groups to enjoy common activities in a shared location.
- For athletes, including those in Scarborough schools, a community center could significantly improve access to athletic facilities. In particular, students who swim or play hockey would no longer need to be bussed to practices at facilities in other towns. This creates several benefits: it eliminates the expense and carbon footprint associated with transporting kids out-of-district; it provides relief from very late or very early practices; it allows more children to participate in activities that are easier to get to/from; and offers an opportunity for teams to become more competitive and increase participation.
- To the degree possible, elements of a community center should be designed to complement, not compete with, existing Scarborough businesses.

11.4.1 Possible Lease Intangibles

A community center located within the Crossroads District could create more demand for membership. Some Scarborough residents would be within walking distance. The nearby industrial park and business presence could generate additional membership opportunities.

Locating in the Crossroads District could also support growth of the Downtown area. People coming to the community center may be more likely to eat in a nearby restaurant or shop while they are in the area.

By partnering with a developer who is actively building out the site, there's a greater chance that the community center will be constructed, within a near-term time frame, than there may be with a self-built option which could take several more years to come to fruition. This could bring benefits to the community more quickly.

Engaging in a lease with a private entity carries risk. Contractual disputes; dissolution, failure, or bankruptcy of the counterparty; financial challenges, etc. are possible.

11.4.2 Possible Self-Built Intangibles

Locating on the municipal campus could provide better access for school and after-school programs. Community-based childcare is a significant need, which could be efficiently addressed by building a community center on the municipal campus.

A self-built facility could give the Town better control over the process and may offer some economy of scale should it be built concurrently with a new school or library expansion.

The Town would have complete control over the building process, and full ownership of the asset.

A location on the municipal campus could contribute to traffic issues, especially during times when kids are walking between buildings, such as immediately after school. This could be compounded with the construction of a new primary school or other buildings on the municipal campus.

11.5 Suggestions

The Ad-Hoc Community Center Committee believes there is sufficient evidence, resident support, and rationale to continue studying the opportunity to build a community center.

On January 13, 2020 by a vote of 7-1 (with one voting member absent), the Committee voted to recommend that the Council continue to discuss a potential lease arrangement with the Developer, provided that lease terms advantageous to the Town can be negotiated.

The committee member who voted no felt that the magnitude of the difference between the cost of a leased facility versus the self-built option was so dramatic that this member could not agree to the motion without knowing exactly what caveats would be part of the recommendation to continue discussions with the developer.

The Committee offers the following suggestions to the Council:

1. Continue to discuss this opportunity with the Developer, provided that lease costs can be advantageously negotiated. The financial results within this report, combined with the analysis expected from Berry Dunn, should provide a clear basis for continued discussions. Any lease option should include a path to ownership of the facility by the Town.
2. Should the project move forward, the Council should work closely with the Developer to develop a final space design/layout that meets the functional needs of a community center serving many different purposes, and accessible to all ages and ability levels.
3. The Council should pursue all available funding options to minimize the financial impacts to the Town and its residents, including private sponsorship, naming opportunities, etc. Creative financing options should be considered.
4. Should the Council elect not to pursue a lease, the Council should continue to work with the Developer to negotiate advantageous scheduling for Scarborough residents at a Developer-built/private-owned facility.
5. Should the Council decide to move forward, a separate Operations Agreement should be negotiated with ESG (and/or any other parties to the transaction), with terms favorable to the Town. Conflicts may arise between the community center and ESG, including matters like event scheduling, parking, etc. The Town should anticipate how to handle such conflicts in advance.

Appendix A: Ad-Hoc Community Center Committee Charge

Ad-Hoc Community Center Advisory Committee

Adopted September 4, 2019

WHEREAS, interest in a community center to meet the recreational and cultural needs of all demographics of the Town was previously explored and most recently was a consistent theme of the community conversations related to the update to the Comprehensive Plan; and,

WHEREAS, local developers have begun to develop the Scarborough Downs property into a mixed-use development, the center of which intends to be a "Downtown"; and,

WHEREAS, the Town and the developers have entered into a financial partnership through a Credit Enhancement Agreement to advance this development in a mutually beneficial manner and such agreement contemplates the potential siting of a community center in the downtown portion of the development; and,

WHEREAS, the developers have expressed interest in advancing the community center concept and have partnered with the Edge Sports Group for the construction of a commercial sports complex and they have approached the Town as a potential lease tenant in the facility; and,

WHEREAS, the developers have requested that the Town indicate interest in a public/private partnership as soon as possible following a public process and the Town is willing to enter into a Memorandum of Understanding to describe mutual expectations and responsibilities required to fully explore this option. Therefore, understanding the time sensitive circumstances of the Developer and in an effort to be responsive to this request, the Town Council wishes to prioritize and explore this opportunity, reserving for further review alternative opportunities for the development of a community center.

NOW, THEREFORE, BE IT RESOLVED, by the Scarborough Town Council in Town Council assembled, that there is hereby an Ad Hoc Community Center Advisory Committee created, and the membership, terms, offices and duties shall be as follows:

1. **Purpose.** The purpose of the Advisory Committee is to draw upon the collective skills and expertise of committee members, the public and to work with staff in an effort to advise Town Council on the financial and practical viability of a public/private partnership for a community center. The following is a general overview of the discussion points, expectations and deliverables the Advisory Committee should consider in arriving at its recommendations:

- **Review of Prior Efforts**-The Advisory Committee shall familiarize itself with the prior efforts regarding a community center. Although prior efforts considered a different ownership and operational arrangement it will be important to learn from this experience.

- **Schematic Design and Layout-** The first priority shall be to solicit public input on the proposed schematic design, with particular emphasis on gauging community support for an indoor swimming pool. Review the proposed schematic design prepared by staff to determine the appropriateness of amenities to be included in the premises to be leased by the Town and to modify the staff proposed schematic as appropriate. Final design and layout should maximize recreational opportunities, while at the same time recognizing the importance of limiting expense and maximizing revenue potential. A complete understanding of the space and what recreational amenities it includes must be accomplished before an accurate financial analysis can be performed.
- **Financial Analysis-** The Town's involvement in a public/private partnership must make financial sense to the Town; therefore the Committee's work and final recommendation(s) should specific financial analyzes.
 1. **Analysis of Expected Lease/Build/Capital Costs-**The Committee shall work with the developer to finalize the design of the space and obtain a lease/build/capital cost from the developer;
 2. **Analysis of Estimated Operational Costs-** A complete evaluation of expected operational costs is essential for this analysis;
 3. **Projected Revenue Forecast-** Prepare an analysis of the likely projected revenue that can be expected through membership, rentals and contractual relationships. This analysis should consider a reasonable rate structure that is consistent with similar facilities in the region in consultation with subject matter experts, experienced with the services and amenities agreed to by the committee;
 4. **Combined Analysis -** The lease/build/capital and operational expenses should be considered against the expected revenue so as to identify any gap that may need to be covered by other sources of revenue. The Committee shall offer recommendations regarding potential other revenue sources (i.e. fundraising, sponsorships or general tax support).
 5. **Baseline Comparison-** The analysis for the public/private partnership shall be compared to a traditional approach whereby the Town would issue debt and construct a facility on town-owned land and operate it as a municipal facility. The baseline option should consider a facility (size and amenities) generally consistent with those considered for the public/private option so as to ensure the comparison is of similar sized and appointed facilities.

These analyzes shall be shared with the Town Finance Committee for review and input.

- **Recommendations and Optional Analysis-** If the recommendation is to pursue this public/private relationship, it is anticipated that the Committee will offer specific recommendation(s)

regarding the preferred lease/build/capital terms and conditions. The Committee is not limited to a financial analysis on a conventional lease relationship with triple-net terms, and the Committee is encouraged to consider other variations such as "lease-to-own" and make recommendations as may be advantageous to the Town.

- **Energy Efficiency-Life-Cycle Costs Considered-** To the extent possible the Advisory Committee shall consider and evaluate the expected life-cycle costs of proposed systems and consider energy efficiency so the analysis of operational costs is as accurate as possible.
- **Public Involvement** - The Committee shall incorporate public input into the process, which will culminate in a public presentation of its findings and recommendations to the Town Council. Specifically, public input should be solicited regarding the inclusion of an indoor swimming pool.
- **Best Practices** - Review of the Community Center/Recreation Center Study prepared in May 2019 by Intern Marguerite Fleming. Research and review other similar projects to determine best practices that may be incorporated into the project. Tours of similar facilities is encouraged.

The Committee's powers and duties shall not exceed those prescribed, herein or otherwise restricted by Town Council Rules, Policies and Charter.

2. **Membership.** The membership intends to provide fair representation of key stakeholders and unique expertise in the construction or development field. The Committee is expected to be an active working group, with all members actively participating and contributing to task. Given the limited and specific charge to the Committee, membership should include individuals whom possess specific expertise to the task at hand, in particular representing professions in recreation/community services, business/financial business/financial analysis and design/construction. The Committee shall be appointed by the Town Council and shall be comprised of thirteen (13) members, only nine (9) of which are voting members as follows:

Nine (9) Residents At-Large

Two (2) Members of the Town Council*

Two (2) Members of the Board of Education*

*Ex-Officio, Non-voting

Although official membership is limited to nine (9) voting members, the Committee is encouraged to draw upon other resources and invite other key stakeholders to participate in their proceeding as they feel appropriate.

3. **Timeframe.** The Committee Report is to be done by December 15, 2019. In the event that the Committee is unable to complete its task by this date, the Town Council will consider a reasonable extension of time. Once the Committee has completed its work it shall cease to exist unless otherwise extended by the Town Council.

4. **Expanded Charge.** If in the opinion of the Committee the public/private partnership is not worthy of consideration by the Town, Town Council will consider expanding the charge to the Committee to consider other alternatives for a community center.
5. **Staff Resources Available.** The Director of Community Services will serve as support to this Committee and other Town and School resources will be made available as may be necessary for the Committee to complete its task. In particular, it is anticipated that the Committee will involve the Town Manager, Town Engineer, Planning Director, Sustainability Coordinator, School Facilities Director and Athletic Director to supplement their efforts.
6. **Consulting Support.** If in the opinion of the Committee that outside consulting support is required to accomplish the task, the Committee is encouraged to advise the Town Council immediately, with specific detail of the type of support required and an approximate cost for these services. The Town Council will consider all reasonable requests for assistance.
7. **Vacancies and Removal.** Any vacancies shall be filled by the Town Council. The Town Council may remove any member of the Committee by vote of a majority of its members for misconduct or non-performance.
8. **Officers.** The Committee shall elect a Chair and Recording Secretary from among its voting members. The Chair shall be counted to determine a quorum and shall have the same rights as other members of the Committee, including the right to vote.
9. **Quorum and Voting.** A quorum shall consist of five (5) members. The concurrence of a majority of the members present and voting shall be necessary to decide any question before the Committee.
10. **Meeting and Records.** The Committee shall meet often enough to complete its responsibilities within the deadline set and shall strive to meet at least bi-weekly on a date and time specified by a vote of the majority of the Committee at its first organization meeting. Other meetings may be called by the Chair, provided that the Chair shall call a meeting of the Committee upon the request of at least five (5) voting members. The Committee shall keep minutes of its meetings and submit them to the Town Clerk's Office.

Appendix B: Community Center Survey



Survey can also be completed online:
www.scarboroughmaine.org/ccsurvey

FMI: 207-730-4150
communitycenteradhoccommittee@scarboroughmaine.org

COMMUNITY CENTER SURVEY

DEADLINE FOR RESPONSES IS OCTOBER 25, 2019

To return by mail:

Town of Scarborough
P.O. Box 360
Scarborough, ME 04070-0360

To return in person:

Scarborough Municipal Building
259 U.S. Route 1
Scarborough, ME 04074

Introduction

The Scarborough Ad-Hoc Community Center Advisory Committee is tasked with assessing the level of interest in a community center and evaluating the available options for building such a center in Scarborough. The Committee evaluation will include understanding desired amenities, anticipated operational costs, and associated construction costs.

The Downs and Edge Sports Group is planning to build a private facility that would include an **indoor ice rink, and indoor and outdoor turf**. They have proposed partnering with Scarborough in some capacity to include a community center into the recreational facility they are planning to build. This proposal shows potential options that the Ad-Hoc Committee is currently analyzing.

Survey Objective

The objective of this survey is to gauge the level of interest in a Scarborough Community Center from the residents of Scarborough and neighboring towns and gather information regarding amenities and fees. This information will assist in the Committee's analysis.

Please complete the survey below. **One response per adult in household, please.**

Demographics

1. Are you a resident of Scarborough? ____Yes ____No
2. If you're a resident, how many years have you lived in Scarborough?
____Under one year ____10-19 years
____1-4 years ____More than 20 years
____5-9 years
3. If you're not a Scarborough resident, what is your zip code?_____
4. Please provide the number of household members that fall into the following categories.
____under 5 years ____ages 51-70 years
____ ages 5-18 years ____ages 71 and above
____ages 19-50 years

Community Center

The Town of Scarborough is considering the construction of a Community Center which, at a minimum, would include the following amenities: fully accessible flexible community space for meetings, parties, etc.; space for seniors, teens and childcare; and a multi-purpose gymnasium.

5. Do you support constructing a Community Center, as defined above, in Scarborough? __Yes__No

Other amenities, including a Swimming Facility, are also under consideration for the Community Center if one is built.

6. **Please rank the 5 MOST important amenities** you would like to see in a Community Center, with “1” being most important.

- ☐ Child care room (used for before/aftercare, playgroups, and enrichment activities)
- ☐ Child watch area (used for short term care while at the center)
- ☐ Coffee lounge/Concessions Area
- ☐ Fitness space with equipment
- ☐ Fitness space with open space for group classes
- ☐ Hot Tub
- ☐ Indoor walking track
- ☐ Multi-purpose gymnasium (for court games, pickle ball, community events)
- ☐ Multi-purpose space with kitchen (dividable for meetings, parties)
- ☐ Outdoor area with playground space
- ☐ Rentable event space
- ☐ Shop (Scarborough memorabilia, swim gear/sports gear)
- ☐ Swimming facility
- ☐ Other (Describe_____)
- ☐ I do not want a community center

7. Please choose the **3 amenities LEAST necessary or desired** in a Community Center.

- ☐ Child care room (used for before/aftercare, playgroups, and enrichment activities)
- ☐ Child watch area (used for short term care while at the center)
- ☐ Coffee lounge/Concessions Area
- ☐ Fitness space with equipment
- ☐ Fitness space with open space for group classes
- ☐ Hot Tub
- ☐ Indoor walking track
- ☐ Multi-purpose gymnasium (for court games, pickle ball, community events)
- ☐ Multi-purpose room space with kitchen (dividable for meetings, parties)
- ☐ Outdoor area with playground space
- ☐ Rentable event space
- ☐ Shop (Scarborough memorabilia, swim gear/sports gear)
- ☐ Swimming facility
- ☐ Other (Describe_____)

Swimming Facility

8. If a swimming facility is included in a Community Center, what amenities would you like to have?

Please check all that apply.

- ☐ Competition pool (i.e. meeting design standards for swim team competitions)
- ☐ Diving well
- ☐ Recreation pool (for swim lessons, recreational lap swimming, etc.)
- ☐ Hot tub
- ☐ Sauna
- ☐ Splash pad
- ☐ Therapy pools (for aqua-aerobics, rehabilitation, etc.)
- ☐ Other (Describe _____)
- ☐ I do not support a swimming facility included in the community center

9. If you or a family member would use the swimming facility, which activities would you participate in?

Please check all that apply.

- ☐ Personal/Recreation (open swim)
- ☐ Fitness classes/Swim lessons
- ☐ Organized sports/Competition
- ☐ Other (Describe _____)

Funding

10. If you support the construction of a Community Center, which of the following funding methods would you prefer? **Please check all that apply.**

- ☐ Low user and membership fees that are set to make the facility accessible to all residents. (This could result in up to .30 added to your tax rate, or \$90 per year for a \$300k home.)
- ☐ Moderate user and membership fees that are set to cover most operating costs, with minimal impact on property taxes.
- ☐ Relatively high user and membership fees that are set to cover most operating costs, with no impact on property taxes.
- ☐ I do not support a community center.

11. If you support the construction of a Community Center, would you be willing to pay a membership fee to access certain amenities? ☐ Yes ☐ No

12. Within the past 5 years, have you or anyone in your household paid for services (swim lessons, swim team, court time, etc.) in another facility? ☐ Yes ☐ No

13. If you answered yes to Question 12, would you prefer to do those activities in a Scarborough community center if possible? ☐ Yes ☐ No

14. If you do not support the construction of the Community Center, why?

- ☐ The Town has other needs that should be a priority.
- ☐ I believe the cost would be greater than the benefit.
- ☐ I would not use a Community Center.
- ☐ I belong to another facility that has similar amenities.
- ☐ Other (Describe _____)
- ☐ Not applicable

Other Comments: Is there anything else you would like to discuss with the Committee Regarding the community center? Please describe:

Appendix C: Presentation of Survey Results

Scarborough Community Center Survey- Final Results

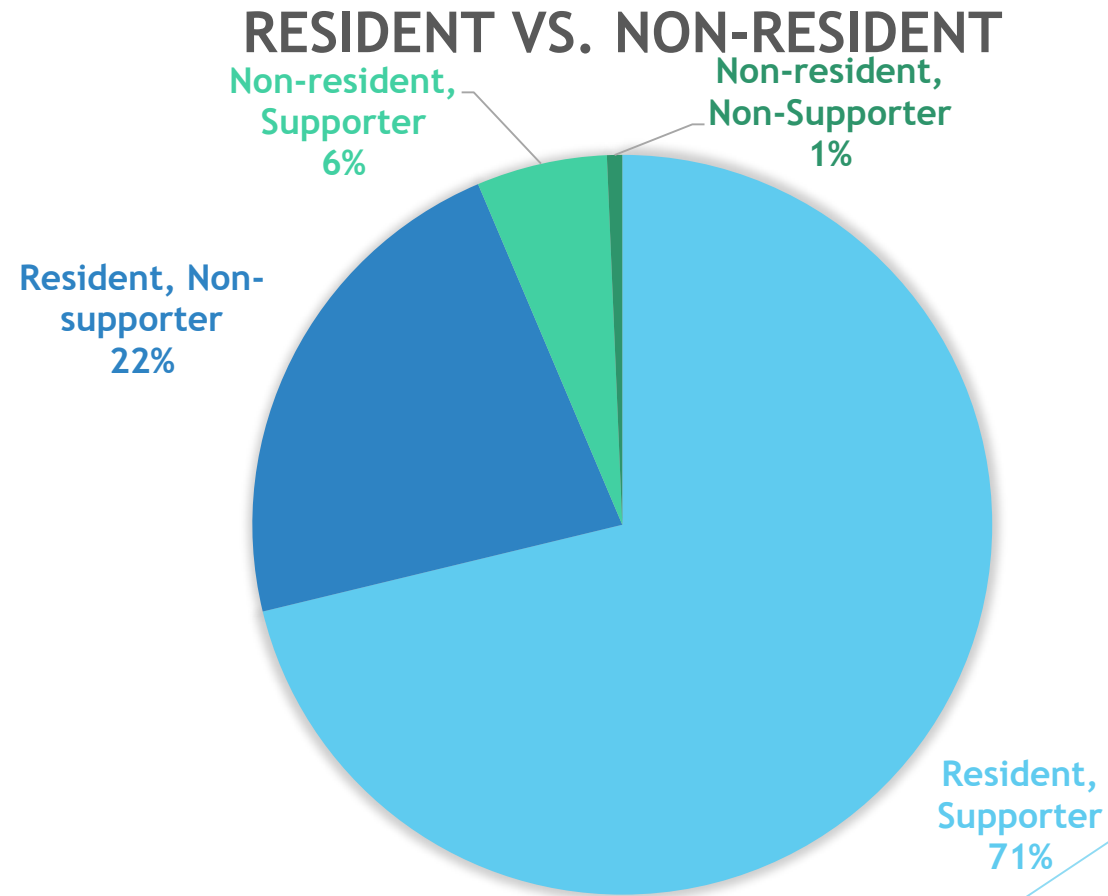
Updated November 4, 2019

Presentation and analysis of results subject to further
review by the committee.

Data based on results as of October 25, 2019 4:30pm.

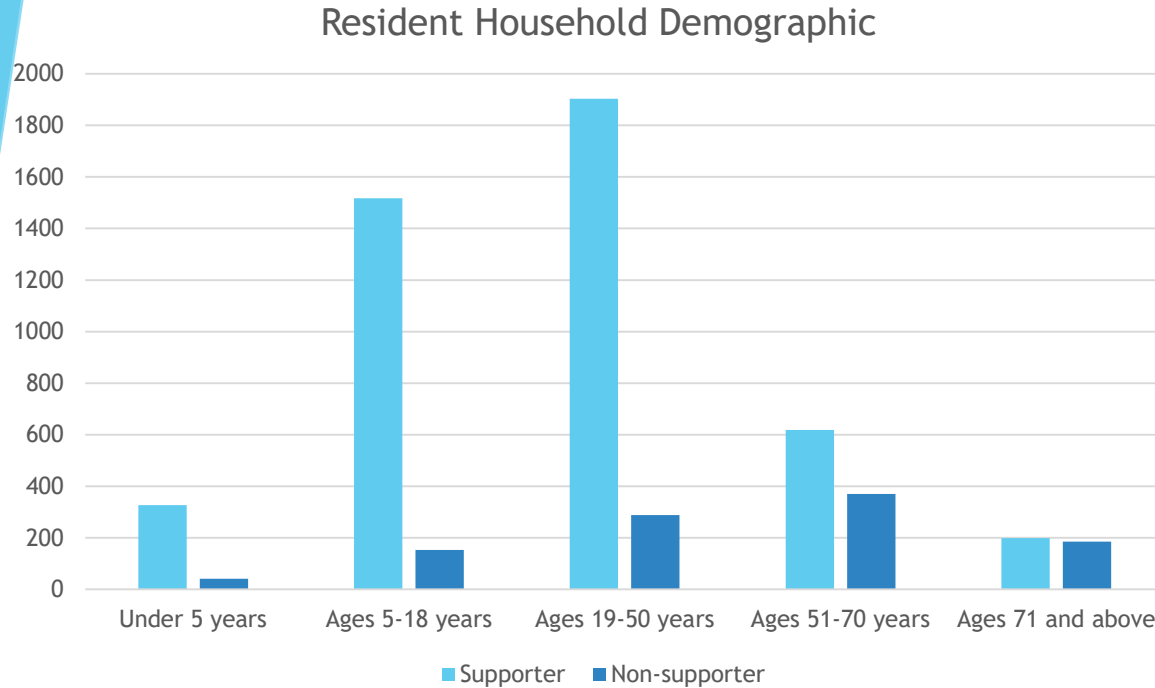
Respondent breakdown

- ▶ Total respondents - 1804
 - ▶ Residents - 1689
 - ▶ Supportive - 1285
 - ▶ Non-supportive - 404
 - ▶ Non-Residents - 115
 - ▶ Supportive - 103
 - ▶ Non-supportive - 12
 - ▶ See Appendix for zip codes



Data based on results as of October 25, 2019 4:30pm.

Demographic Breakdown of Resident Respondents



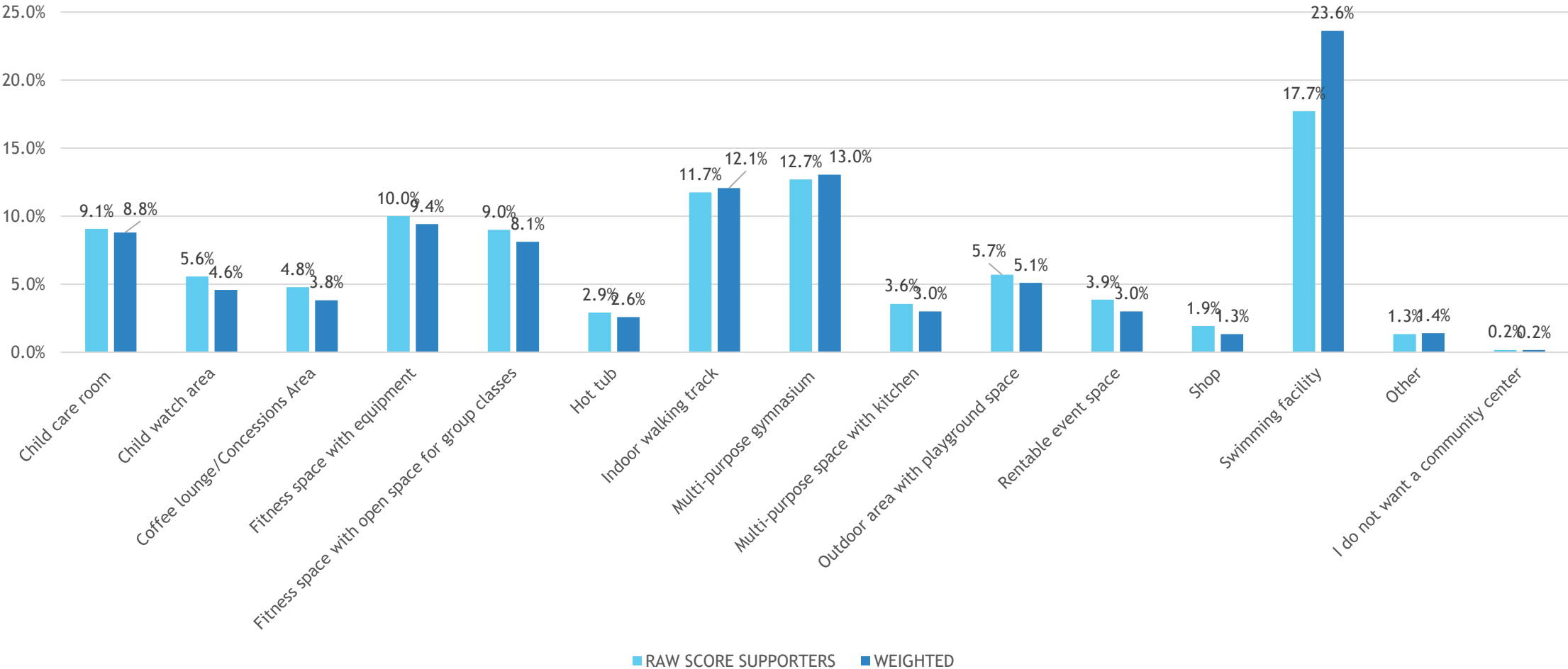
Note: One survey per adult in household was permitted. There could be duplication if two adults in family of 4 completed the survey.

Data based on results as of October 25, 2019 4:30pm.

77% of 1804
respondents answered
yes to Q#5 supporting
the construction of a
Community Center as
described - flex space
for meetings, parties;
space for seniors,
teens and childcare;
and multi-purpose
gymnasium.

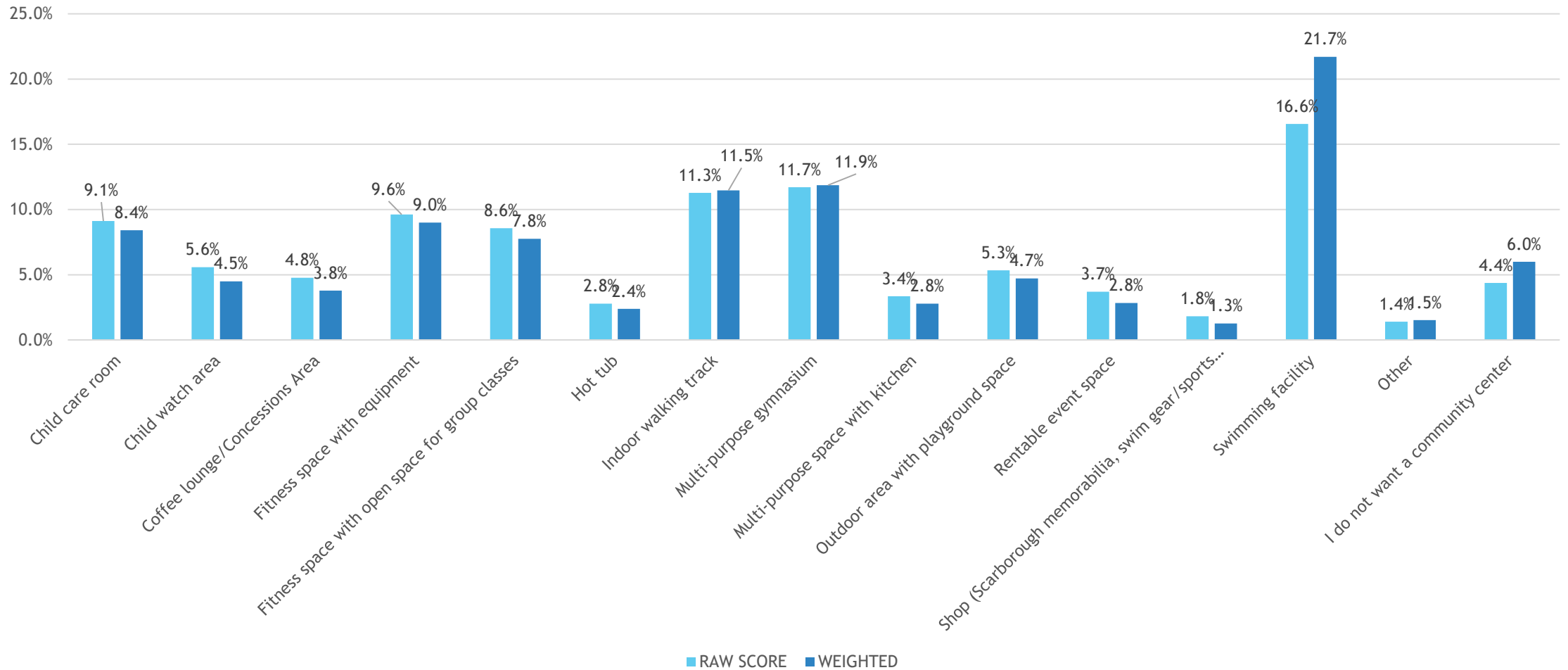
- ▶ Top 5 amenities selected were the same based on raw scores and applying weighted factors.
 - ▶ Swimming facility
 - ▶ Multi-purpose gymnasium
 - ▶ Indoor walking track
 - ▶ Fitness space with equipment
 - ▶ Childcare room (before/aftercare)

Q#6 RANK TOP 5 AMENITIES DESIRED BY SUPPORTERS



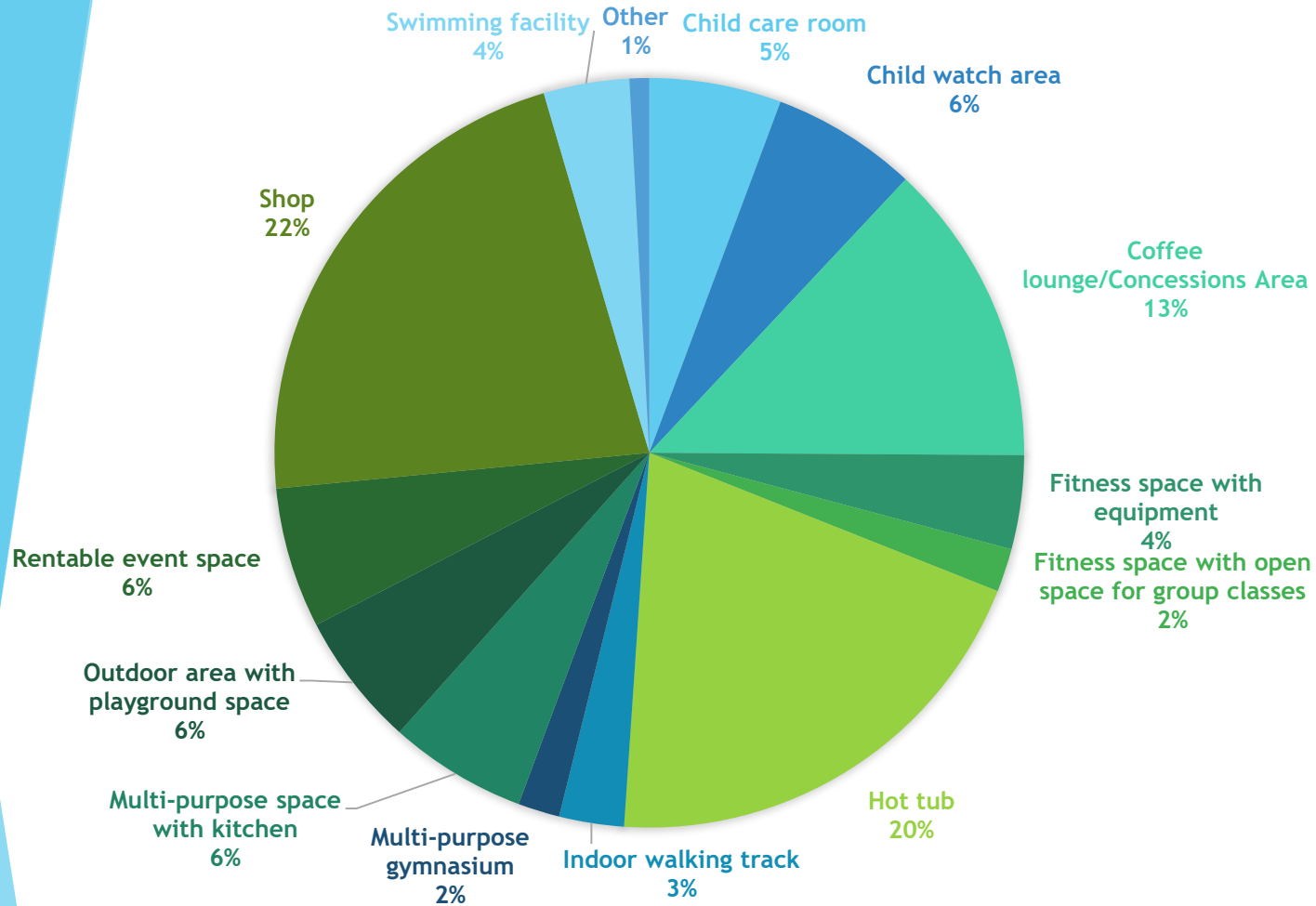
See appendix for weight factors applied.

Q#6 RANK TOP 5 AMENITIES DESIRED BY ALL RESPONDENTS



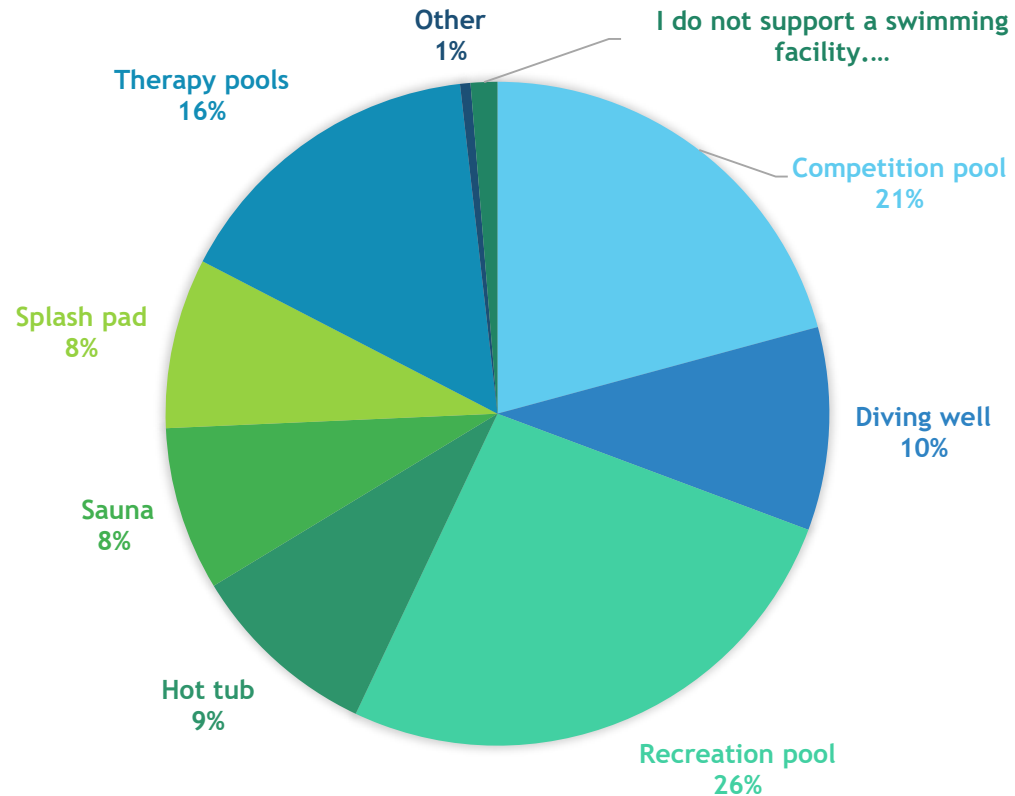
See appendix for weight factors applied.

Q#7 LEAST DESIRED AMENITIES



Shop, Hot tub and Lounge/Concessions area were the top 3 least desired amenities.

Q#8 AMENITIES IN A SWIMMING FACILITY



When asked what amenities would be desired in a swimming facility, supporters of a community center selected recreation pool, competition pool and therapy pools most frequently.

Preferred funding methods



- ▶ When asked what funding methods are preferred
 - ▶ 43% of resident supporters prefer to have low user fees with a maximum .30 added to the mil rate
 - ▶ 44% of resident supporters prefer to have moderate user fees with minimal impact on property taxes
- ▶ 92% of resident supporters are willing to pay a membership fee to access certain amenities.

| | Resident (404) | Non- Resident (12) |
|--|-------------------|--------------------------|
| The Town has other needs that should be a priority. | 35% | 32% |
| I believe the cost would be greater than the benefit. | 33% | 32% |
| I would not use a Community Center. | 14% | 21% |
| I belong to another facility that has similar amenities. | 3% | 5% |
| Other (Describe in comments) | 15% | 11% |

Reasons provided
by respondents
who do not
support the
construction of a
Community
Center

Almost 2,000 comments received from the survey.

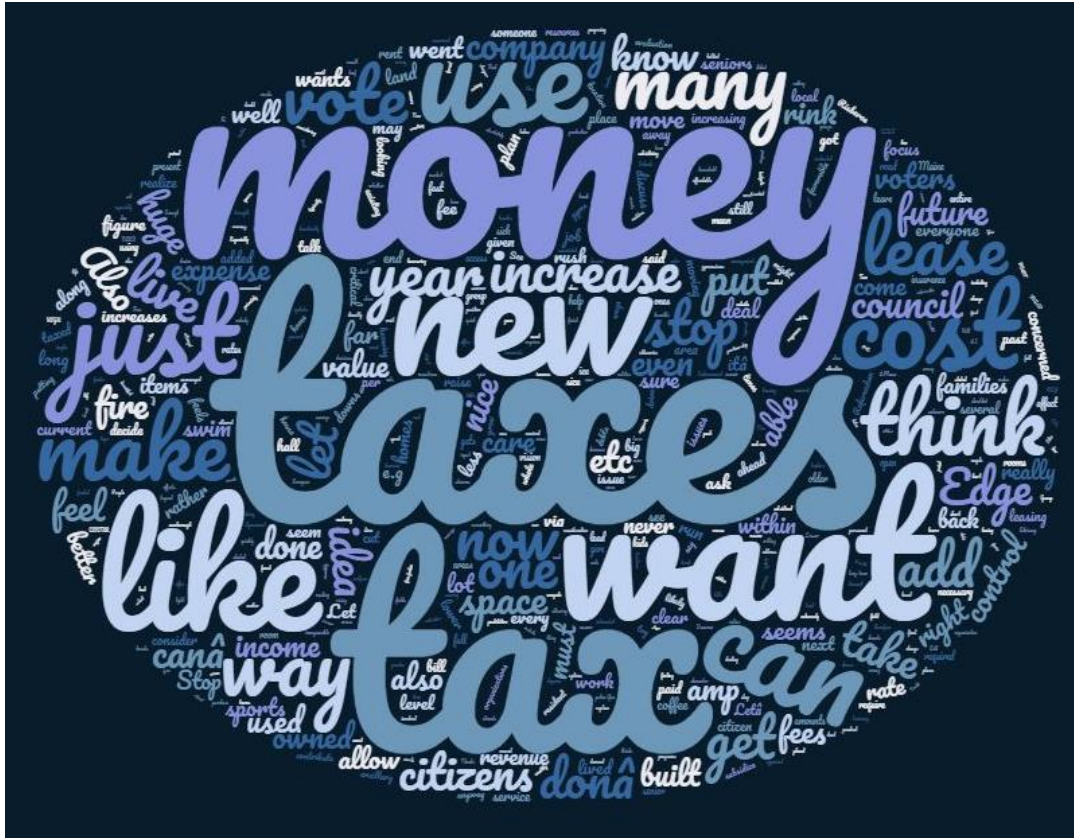
- ▶ Of the 2,000 comments, ~1,100 from non-supporters and 900 were from supporters.
- ▶ Comments were analyzed in several different ways.
- ▶ Comment analysis combined answers from Q14 and Q15.

Comment themes among non-supporters

| Theme | # of Comments | Example Comment |
|--|---------------|--|
| Proposal is unclear/not enough information/rushed decision | 21 | "These decisions need to be made with ample time and opportunity for tax payers to become informed and participate in decision-making. The town should not cede to pressure from so called developer deadlines and other unreasonable requirements." |
| Taxes/taxpayer burden | 86 | "Taxes are too high and the town has too many bond obligations as is. The town needs to live within its means financially. People on a fixed income can not afford the increases that are being proposed." |
| Vote/referendum | 53 | "As the cost will affect all Scarborough tax payers, I think the issue of a community center should come before the voters as a referendum." |
| Debt/town spending | 82 | "Our town has spun out of control with spending. This debt needs to decrease before we take on a project like this." |
| School/library/other town priorities | 29 | "Primary schools are a higher priority. Town can not afford to build primary school, expand library and get involved in a community center. Primary school should be the priority at this time." |
| Not opposed | 21 | "We really need the pool in Scarborough. Also, Scarborough residents should have a much cheaper membership rate than surrounding towns." |
| References to private development | 29 | "I think it is a horrible idea to let an out of state company build a private facility and have Scarborough lease it through them. Cut out that middle man. Build it ourselves." |
| All others | 40 | "Growth in the town is too rapid. Traffic on Route One is worse every year. Too much growth with little consideration of affect in town amenities and services." |

- Themes were identified as the **primary point** in a comment.
- "See previous comment" comments were not included in the analysis.

Non-supportive comment Word Cloud



- ▶ The top 4 words were eliminated: “town, community, center, will”
- ▶ Words that appeared once were eliminated

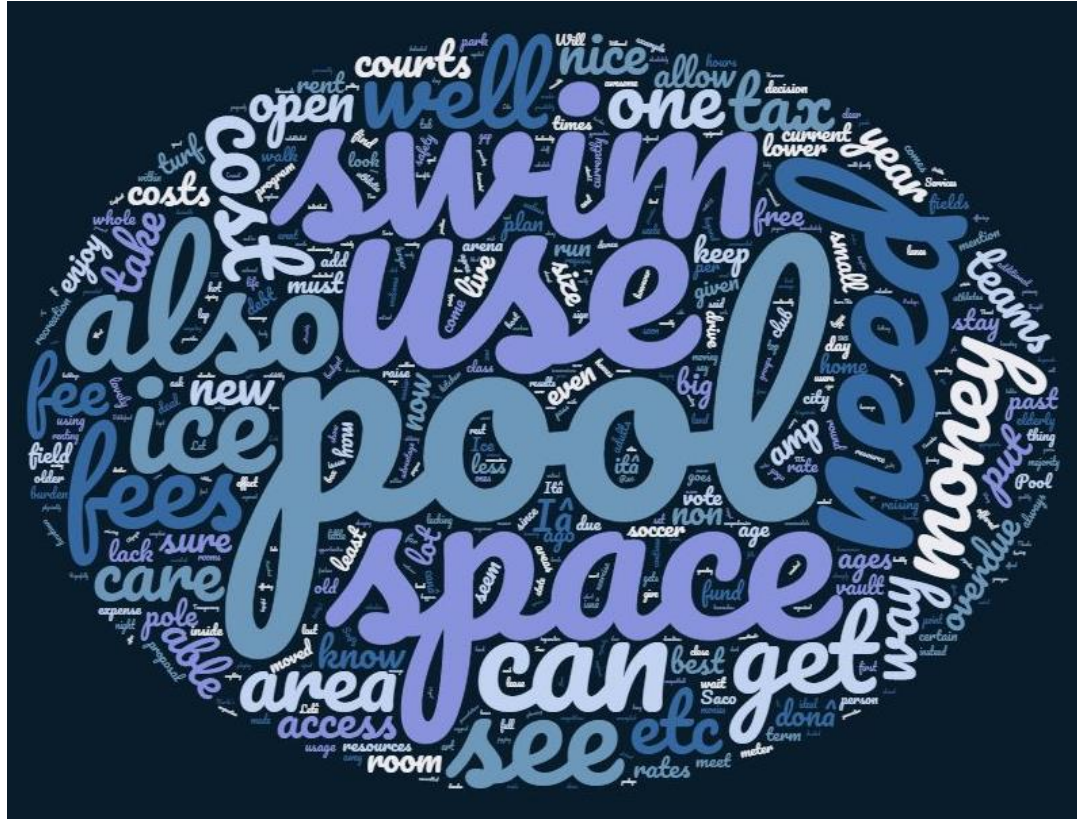
Data based on results as of October 25, 2019 4:30pm.

Comment themes among supporters

| Theme | # of Comments | Example Comment |
|-------------------------------------|---------------|--|
| General support | 170 | "This is long overdue in Scarborough...this is a huge benefit to the town and all of its residents." |
| Support with conditions or feedback | 62 | "I think it would be important to have Scarborough resident and non-resident fees be different, to offset cost for residents and make it more affordable. Non-residents would come to the facility, without question." |
| Amenity suggestion | 160 | "Having an athletic facility with multiple courts (basketball, tennis, racquetball, etc.) when I was young was a catalyst to my athletic career and I would very much like to have something like this available for my children." |
| Don't support/critical | 11 | "The manner in which this proposal has been put forth, with no need for a vote, is less than transparent. Do not agree with the expense and the method." |
| Support behind other priorities | 5 | "While I agree there is a need for a community center, some schools in town are bursting at the seams with the influx of new homes and developments, such as the downs development. I would like to see that issue prioritized." |
| Other | 32 | "More information is needed to clearly outline this process, dates, relationship with the private Edge sports facility, what can be done to work together. Transparency of this proposal needs to happen and not rushed to make a decision." |
| Questions | 14 | "Have you contacted the YMCA to see if they would support the town and make the center a YMCA?." |

- ▶ Themes were identified as the **primary point** in a comment.
- ▶ "See previous comment" comments were not included in the analysis.
- ▶ Most common amenity suggestions were "pool" (57) and "ice rink" (35). Comments that suggested both a pool and ice rink were counted toward the general amenity number.

Supportive comment Word Cloud



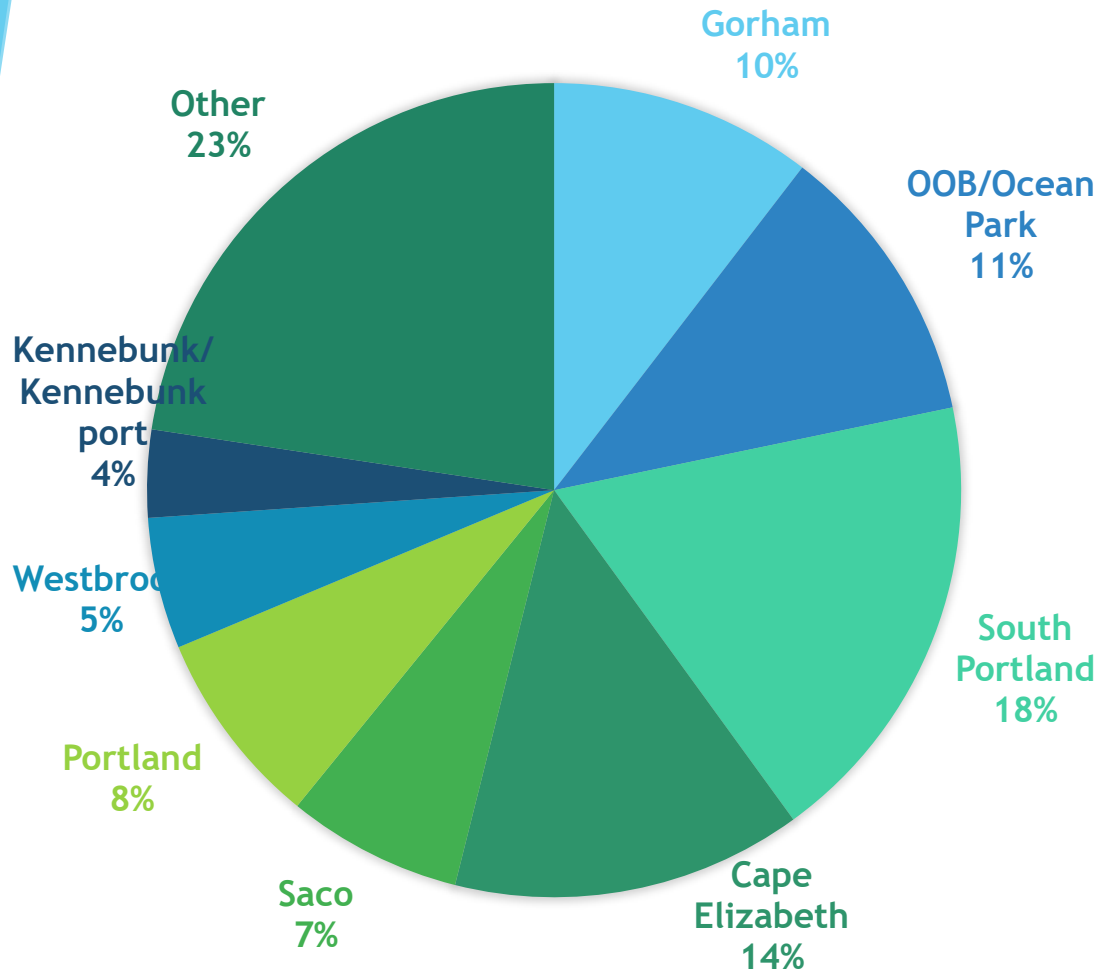
- ▶ The top 4 words were eliminated: “community, center, town, Scarborough”
- ▶ Words that appeared once were eliminated

Data based on results as of October 25, 2019 4:30pm.

Appendix

Data based on results as of October 25, 2019 4:30pm.

Q#3 115 Non-residents responded from these towns.



“Other” - made up of towns with 2 or less respondents per town.

Data for Slide 5 Bar Graph - Supporters

| Amenities selected by Supporters (Resident & Non-resident) | | | | | | | |
|--|------------|------------|------------|------------|------------|--------|--------|
| RAW SCORE | | | | | | | |
| Ranking | TOTAL 1 | TOTAL 2 | TOTAL 3 | TOTAL 4 | TOTAL 5 | TOTAL | % |
| Child care room | 135 | 106 | 108 | 78 | 160 | 587 | 9.1% |
| Child watch area | 24 | 72 | 57 | 118 | 89 | 360 | 5.6% |
| Coffee lounge/Concessions Area | 32 | 33 | 70 | 77 | 98 | 310 | 4.8% |
| Fitness space with equipment | 74 | 146 | 158 | 164 | 105 | 647 | 10.0% |
| Fitness space with open space for group classes | 58 | 109 | 157 | 149 | 110 | 583 | 9.0% |
| Hot tub | 12 | 52 | 41 | 34 | 50 | 189 | 2.9% |
| Indoor walking track | 135 | 186 | 176 | 174 | 90 | 761 | 11.7% |
| Multi-purpose gymnasium | 137 | 215 | 207 | 150 | 113 | 822 | 12.7% |
| Multi-purpose space with kitchen | 26 | 30 | 56 | 55 | 63 | 230 | 3.6% |
| Outdoor area with playground space | 27 | 101 | 74 | 80 | 87 | 369 | 5.7% |
| Rentable event space | 15 | 35 | 55 | 67 | 78 | 250 | 3.9% |
| Shop | 8 | 14 | 19 | 27 | 57 | 125 | 1.9% |
| Swimming facility | 676 | 174 | 107 | 81 | 109 | 1147 | 17.7% |
| Other | 35 | 10 | 7 | 6 | 28 | 86 | 1.3% |
| I do not want a community center | 3 | 2 | 1 | 0 | 5 | 11 | 0.2% |
| Total | 1398 | 1287 | 1296 | 1264 | 1247 | 6477 | 100.0% |
| WEIGHTED | | | | | | | |
| Ranking | 1 | 0.8 | 0.6 | 0.4 | 0.2 | TOTAL | % |
| Child care room | 135 | 84.8 | 64.8 | 31.2 | 32 | 347.8 | 8.8% |
| Child watch area | 24 | 57.6 | 34.2 | 47.2 | 17.8 | 180.8 | 4.6% |
| Coffee lounge/Concessions Area | 32 | 26.4 | 42 | 30.8 | 19.6 | 150.8 | 3.8% |
| Fitness space with equipment | 74 | 116.8 | 94.8 | 65.6 | 21 | 372.2 | 9.4% |
| Fitness space with open space for group classes | 58 | 87.2 | 94.2 | 59.6 | 22 | 321 | 8.1% |
| Hot tub | 12 | 41.6 | 24.6 | 13.6 | 10 | 101.8 | 2.6% |
| Indoor walking track | 135 | 148.8 | 105.6 | 69.6 | 18 | 477 | 12.1% |
| Multi-purpose gymnasium | 137 | 172 | 124.2 | 60 | 22.6 | 515.8 | 13.0% |
| Multi-purpose space with kitchen | 26 | 24 | 33.6 | 22 | 12.6 | 118.2 | 3.0% |
| Outdoor area with playground space | 27 | 80.8 | 44.4 | 32 | 17.4 | 201.6 | 5.1% |
| Rentable event space | 15 | 28 | 33 | 26.8 | 15.6 | 118.4 | 3.0% |
| Shop | 8 | 11.2 | 11.4 | 10.8 | 11.4 | 52.8 | 1.3% |
| Swimming facility | 676 | 139.2 | 64.2 | 32.4 | 21.8 | 933.6 | 23.6% |
| Other | 35 | 8 | 4.2 | 2.4 | 5.6 | 55.2 | 1.4% |
| I do not want a community center | 3 | 1.6 | 0.6 | 0 | 1 | 6.2 | 0.2% |
| Total | 1397 | 1028 | 775.8 | 504 | 248.4 | 3953.2 | 100.0% |

Data based on results as of October 25, 2019 4:30pm.

Data for Slide 6 Bar Graph - All Respondents

| All Respondents - even if selected NO for #5 | | | | | | | RAW SCORE | | | | | | WEIGHTED | | | | | |
|--|------|------|------|------|------|-------|-----------|--------|-------|------|-------|----------|----------|--------|-------|------|-------|----------|
| Ranking | 1 | 2 | 3 | 4 | 5 | TOTAL | 1 | 0.8 | 0.6 | 0.4 | 0.2 | SUBTOTAL | 1 | 0.8 | 0.6 | 0.4 | 0.2 | SUBTOTAL |
| Child care room | 149 | 113 | 116 | 84 | 213 | 675 | 149 | 90.4 | 69.6 | 33.6 | 42.6 | 385.2 | 149 | 90.4 | 69.6 | 33.6 | 42.6 | 385.2 |
| Child watch area | 26 | 82 | 62 | 143 | 100 | 413 | 26 | 65.6 | 37.2 | 57.2 | 20 | 206 | 26 | 65.6 | 37.2 | 57.2 | 20 | 206 |
| Coffee lounge/Concessions Area | 35 | 36 | 89 | 87 | 106 | 353 | 35 | 28.8 | 53.4 | 34.8 | 21.2 | 173.2 | 35 | 28.8 | 53.4 | 34.8 | 21.2 | 173.2 |
| Fitness space with equipment | 81 | 168 | 172 | 177 | 114 | 712 | 81 | 134.4 | 103.2 | 70.8 | 22.8 | 412.2 | 81 | 134.4 | 103.2 | 70.8 | 22.8 | 412.2 |
| Fitness space with open space for group classes | 71 | 121 | 170 | 155 | 116 | 633 | 71 | 96.8 | 102 | 62 | 23.2 | 355 | 71 | 96.8 | 102 | 62 | 23.2 | 355 |
| Hot tub | 13 | 53 | 47 | 36 | 57 | 206 | 13 | 42.4 | 28.2 | 14.4 | 11.4 | 109.4 | 13 | 42.4 | 28.2 | 14.4 | 11.4 | 109.4 |
| Indoor walking track | 149 | 207 | 193 | 187 | 98 | 834 | 149 | 165.6 | 115.8 | 74.8 | 19.6 | 524.8 | 149 | 165.6 | 115.8 | 74.8 | 19.6 | 524.8 |
| Multi-purpose gymnasium | 142 | 224 | 225 | 158 | 117 | 866 | 142 | 179.2 | 135 | 63.2 | 23.4 | 542.8 | 142 | 179.2 | 135 | 63.2 | 23.4 | 542.8 |
| Multi-purpose space with kitchen | 30 | 32 | 57 | 58 | 71 | 248 | 30 | 25.6 | 34.2 | 23.2 | 14.2 | 127.2 | 30 | 25.6 | 34.2 | 23.2 | 14.2 | 127.2 |
| Outdoor area with playground space | 29 | 108 | 80 | 85 | 93 | 395 | 29 | 86.4 | 48 | 34 | 18.6 | 216 | 29 | 86.4 | 48 | 34 | 18.6 | 216 |
| Rentable event space | 15 | 40 | 62 | 73 | 83 | 273 | 15 | 32 | 37.2 | 29.2 | 16.6 | 130 | 15 | 32 | 37.2 | 29.2 | 16.6 | 130 |
| Shop (Scarborough memorabilia, swim gear/sports gear | 9 | 15 | 22 | 30 | 58 | 134 | 9 | 12 | 13.2 | 12 | 11.6 | 57.8 | 9 | 12 | 13.2 | 12 | 11.6 | 57.8 |
| Swimming facility | 718 | 186 | 112 | 91 | 118 | 1225 | 718 | 148.8 | 67.2 | 36.4 | 23.6 | 994 | 718 | 148.8 | 67.2 | 36.4 | 23.6 | 994 |
| Other | 42 | 17 | 9 | 8 | 28 | 104 | 42 | 13.6 | 5.4 | 3.2 | 5.6 | 69.8 | 42 | 13.6 | 5.4 | 3.2 | 5.6 | 69.8 |
| I do not want a community center | 248 | 13 | 5 | 7 | 51 | 324 | 248 | 10.4 | 3 | 2.8 | 10.2 | 274.4 | 248 | 10.4 | 3 | 2.8 | 10.2 | 274.4 |
| | 1758 | 1417 | 1424 | 1383 | 1428 | 7395 | 1758 | 1132.8 | 853.2 | 552 | 284.8 | 4577.8 | 1758 | 1132.8 | 853.2 | 552 | 284.8 | 4577.8 |

Data based on results as of October 25, 2019 4:30pm.

Appendix D: 2019 Scarborough Rec Center Study

Community Center/Recreation Center Study

Submitted to:

Town of Scarborough, Maine

Larissa Crockett, Assistant Town Manager

Todd Souza, C.P.R.P., Community Services Director

Submitted by:

Marguerite Fleming

Spring 2019 Intern

Date of Submission:

Friday, May 17, 2019

Introduction

This report outlines the findings of a Spring 2019 Community/Recreation Center study aimed at assessing the processes and outcomes of local, regional, and national peer communities that have built municipal community/recreation centers. The study was undertaken to assist the Town of Scarborough, Maine Community Services Director, Town Manager, Town Council, and anticipated resident ad-hoc building committee in executing the initial stages of the development process for the Town's proposed municipal community/recreation center.

Methodology

This study employed survey research. Municipal parks and recreation department directors as well as recreation/community center directors were interviewed via phone over a period of fifteen weeks from January thru May 2019. The process of identifying peer communities for the study sample was conducted in multiple stages. Maine towns with municipal community/recreation centers were sent requests for interviews via email and phone. A Government Finance Officers Association (GFOA) reference set of New England municipalities with populations ranging from 10,000-30,000 people, used by Scarborough for a prior budget survey, was employed to identify regional peer communities. Towns in the reference set with community/recreation centers were contacted. The population of U.S. cities 19,000-21,000 list from NYdatabases.com was used to identify national peer communities.¹ The list was narrowed to only include municipalities with community/recreation centers. The municipalities' U.S. Census Bureau QuickFacts were then compared with those of Scarborough with special attention paid to the "persons under 18 years," "persons 65 years and over," "Race and Hispanic origin," "median value of owner-occupied housing units, 2013-2017," and "median household income, 2013-2017" categories.

Several challenges arose during the process of selecting peer communities that should be acknowledged as they influenced the final sample. First, the identification process revealed that only a limited number of towns with populations of around 20,000 have full-service community centers. In New England especially, many centers' amenities were limited to multipurpose rooms and gymnasiums. The Town of Scarborough Assistant Town Manager and Community Services Director approved increasing the population cap to 40,000 to mitigate this challenge. 40,000 was deemed appropriate in consideration of Scarborough's day-time and regional populations. Additionally, several difficulties arose in the process of identifying national peer communities. First, the most used and reputable identification tool, the Federal Reserve Bank of Chicago Peer Identification Tool only includes the larger Maine cities of Portland and Lewiston. It was also difficult to find peer communities with similar population and demographics to those of

¹ <http://rochester.nydatabases.com/database/population-us-cities>

Scarborough, particularly the age distribution, median income and median housing value categories. The age of centers, especially those of the Maine and GFOA reference set municipalities, also posed challenges including current directors not being able to provide historical information or centers no longer serving communities' needs. Finally, several identified peer communities did not respond to requests for interviews. The documents folder accompanying this report includes a "potential additional site visits list" of identified centers that were not included in the sample.

Ultimately, fifteen individuals representing fifteen Maine, New England, and national municipal community/recreation centers were interviewed for this study.

- Maine²
 - Chris Beaulieu, Director of Recreation and Parks-Sargent Family Community Center, Presque Isle (2017 pop. 9,078)
 - Lucky D'Ascanio, Director of Parks and Community Programs-Mason-Motz Activity Center, Falmouth (2012 pop. 22,285)
 - Anthony Johnson, Recreation Operations Manager-South Portland Community Center, South Portland (2017 pop. 25,483)
- New England
 - Rus Wilson, Recreation Director-Connie Bean Community Center and Spinnaker Point Recreation Center, Portsmouth, New Hampshire (2017 pop. 21,796)
 - Jon Straggas, Former General Manager-Beede Swim and Fitness Center, Concord, Massachusetts (2010 pop. 17,669)
 - Dennis DiPinto (administrative assistant-Jane Byrnes), Director of Parks and Recreation-Ridgefield Recreation Center, Ridgefield, Connecticut (2010 pop. 24,638)
 - Rick Maynard, Director of Parks, Recreation, and Seniors-Nathanael B. Greene Community Center, Guilford, Connecticut (2017 pop. 22,283)
 - Mary Thibeault, Recreation Supervisor II and Martin Sitler, Director, Vernon, CT Parks and Recreation (former Wethersfield administrator) -Wethersfield Community Center, Wethersfield, Connecticut (2017 pop. 26,195)
 - Craig Bowman, Director of Parks and Recreation-Rocky Hill Community Center, Rocky Hill, Connecticut (2017 pop. 20,105)
 - Curt Vincente, Director of Parks and Recreation-Mansfield Community Center, Mansfield, Connecticut (2010 pop. 26,543)
- National
 - Nate Lami, Recreation Center Coordinator-Fairhope Recreation Center & Municipal Pool, Fairhope, Alabama (2017 pop. 20,935)

² Wiscasset, Westbrook, and Brunswick were identified as towns having municipal community centers. The Wiscasset Community Center was not included in the study because the Town of Scarborough Community Services Director formerly managed the center. Staff members at the Westbrook Community did not respond to phone and email requests for interviews. After an initial discussion with the Brunswick Recreation Center director, it was determined that the center was not a good model as it was acquired through federal conveyance after the naval air station closed.

- David Ford, Recreation Manager-Don Umerley Civic Center, Rocky River, Ohio (2017 pop. 20,216)
- Kimberly Dasbach, Superintendent of Recreation- Bartlett Community Center, Bartlett, Illinois (2017 pop. 41,149)
- Paul Besterman, Director of Recreation and Leisure Services-Community & Recreation Center at Boyce Mayview Park, Upper St. Clair, Pennsylvania (2017 pop. 19,692)

Each of the directors was asked the following questions: (1) Community/recreation center size? (2) Community/recreation center amenities? (3) What was the philosophy/motivation for the community center? (4) What public process did the community use at different stages of the project? (5) Was a needs assessment conducted? If so, was it conducted internally or did the community contract an external firm? (6) Did the community include school department sports teams in the design? (7) Did the community consider public/private partnerships in the design? (8) Community/recreation center cost to build? (9) What funding structure/sources were used? (10) Community/recreation center operating cost? (11) Community/recreation center user fee structure? (12) Community resource or self-sustaining? (13) What elements of the process or outcome would the community like to have done differently?

Interview Findings

Community/Recreation Center Size

The fifteen centers range in size from 13,400 square feet to 130,000 square feet. Three centers are less than 25,000 square feet, five centers are between 30,000 and 38,000 square feet, and four centers are between 55,000 and 130,000 square feet.

Amenities

The study raised the important design distinction between community center and recreation center models. Four centers follow the community center model-Guilford, CT, Falmouth, ME, Rocky Hill, CT, and the Portsmouth, NH Connie Bean Center. The amenities at these centers are largely limited to small gymnasiums, multipurpose rooms, meeting rooms, classrooms and offices. After receiving feedback from the Scarborough Assistant Town Manager and Community Services Director, the criteria for identifying centers for the study sample was shifted to prioritize full-service centers.

All of the centers with the exception of the Beede Swim & Fitness Center feature a gymnasium space. Directors' discussed the functionality of having a regulation gymnasium with multiple courts. Specifically, "with an indoor regulation gym, you can run your whole basketball program in one facility" and having multiple courts allows for multiple sports to be played at once. Five of the centers have gymnasiums that can be subdivided into at least two basketball

courts. Seven of the centers also feature walking tracks. Additional gymnasium amenities include regulation volleyball courts, pickleball courts, racquetball courts, bocce ball courts, futsal (hard court) soccer goals, and bleacher seating.

Directors' responses also highlight the need for separate spaces for sports activities and for fitness activities. Nine of the centers have fitness spaces with cardio equipment. Several centers also include studio rooms for fitness classes and a few centers feature locker rooms and saunas. In discussing the decision not to include a fitness center in the Sargent Family Community Center, the Presque Isle, ME director asserted the important consideration of not wanting to compete with private gyms.

Eight of the centers include aquatic facilities. Directors discussed the functionality of indoor pools in that they can be used to train lifeguards and swim instructors in advance of the summer season as well as to provide year round swim instruction. Six of the centers feature multi-lane lap pools, three feature diving wells, and four feature therapy pools. Directors also conveyed the desirability of recreation pools. Four centers have indoor recreation pools with features such as zero entry pools, spray bays, slides, lazy rivers, and tumble buckets. Three centers have outdoor aquatic facilities with additional recreational amenities including sand-play areas, aquatic ziplines, lily pads, underwater benches, concession stands, lounge chairs, pavilions, and outdoor changing rooms.

Additional center amenities include senior, teen, and preschool rooms, game rooms, playgrounds, arts and crafts rooms, kitchens, offices, conference rooms, auditoriums, banquet halls, computer rooms, and sitting areas with free Wi-Fi-access.

Philosophy/Motivation for Centers

The most frequently cited motivation for the building the centers was to fill a community need. Directors discussed how towns' comprehensive plans identified the lack of a community center and the need for a multi-generational community resource. Several communities lacked specific amenities such as aquatic facilities, fitness centers, and meeting and event spaces. Additionally, directors indicated the need for dedicated senior and teen spaces and programming. Another commonly cited motivation was older centers that were in poor condition and/or no longer meeting communities' needs. More specific motivations included the presence of abandoned buildings that could be repurposed and existing facilities that could no longer be supported by private organizations. The Presque Isle, ME director cited the unique motivation of promoting community development. He described the center's importance to the City's downtown redevelopment efforts in that it reconnects the downtown to the riverfront and has incentivized redevelopment in nearby neighborhoods.

Public Processes

The public processes employed by peer communities during their center development processes is another area in which it was difficult to gather specific information due to directors' limited historical knowledge. The most frequently cited public process used by communities was the establishment of committees. Most communities established overarching community/recreation committees and then added additional sub-committees as projects progressed including design, construction, program, fee structure, fundraising, and public relations committees. Seven communities conducted needs assessments. Four of these communities conducted needs assessments internally. The other three communities hired external consulting firms. Additionally, three communities hired architectural firms to create conceptual designs for public review. Communities also held several rounds of public hearings, forums, focus groups, and meetings with key stakeholders. Two communities created visioning surveys and one community conducted informal polling. Seven communities used the referendum process to approve funding for their centers. Two communities-Concord, MA and Presque Isle, ME funded the majority of their centers' construction costs through private donations. Presque Isle's fundraising campaign included the hiring of a capital campaign consulting firm and a management analyst/intern as well as the establishment of a campaign committee. Finally, several communities engaged in public relations efforts such as posting frequent project updates and announcements on their websites and social media, sending mailers, and distributing press releases. Additionally, Presque Isle established a public relations committee. The documents folder accompanying this report includes links to websites for on-going center development projects.

Design Consideration of School Department Sports Teams and Public/Private Partnerships

The majority of the municipalities in the study sample did not include school sports teams in the design of their centers because their schools have adequate athletic facilities. The Bartlett, IL Park District uses school facilities after hours in addition to the space at its center. The Upper St. Clair, PA center director stated the additional reason for not including school sports teams in the design that, "the center was built for the community not for the school department." The Concord, MA, Fairhope, AL, South Portland, ME, and Mansfield, CT centers are regularly used by school sports teams. Three of the four centers' pools are used by high school swim teams. The Mansfield high school swim team's need for practice space helped generate support for the center. The use of the Mansfield center pool by swim teams also generates significant rental revenue. South Portland High School teams use the South Portland Community Center for practices and games. The City of South Portland does not charge the school department to use the community center. Along with being used for school athletics, the Fairhope center's color scheme includes Fairhope High School's colors and numerous youth and high school team

posters are hung throughout the facility. Additional points of note regarding the consideration of school athletics in center design processes are that Presque Isle took inventory of the school athletic facilities as a component of the needs assessment for its center, Portsmouth's Connie Bean Center is used jointly by middle school students and the community as it was funded in conjunction with a middle school construction project, and in expanding its center Rocky Hill, CT is considering creating an afterschool program. Additionally, directors noted that because of security concerns it is becoming increasingly difficult for community members to utilize school facilities.

Seven of the community/recreation centers in the study sample currently or have previously engaged in public/private partnerships. The most common forms of partnerships are renting space to private fitness instructors and physical therapists. Portsmouth's Spinnaker Point rents space to outside fitness instructors to provide fitness activities. The director stated that this arrangement is beneficial because it provides revenue and expertise. The Rocky River, OH center leases space to Cleveland Clinic for therapy for autistic children. The Bartlett, IL center originally leased space to a physical therapist and a massage therapist but these arrangements are no longer in place. The Concord, MA and Mansfield, CT centers both have agreements with aquatic therapists. The Concord center has a three year lease agreement with the monthly rate based on how many clients the therapist sees during the month. The Mansfield agreement is a non-monetary exchange with the therapists encouraging patients to continue using the center. The Concord center also rents the pool on weeknights and Saturday mornings to a competitive diving team and has made accommodations for surrounding communities when their aquatic facilities are under renovation. The Falmouth, ME center rents space to Falmouth Corner Preschool Co-Operative. Additionally, in designing the expansion of its center, Rocky Hill, CT is considering renting rooms to small businesses such as a driving school. The most frequently cited reason by directors for not considering public/private partnerships was the desire to preserve maximum use for residents.

Cost to Build/Funding Sources/Operating Cost

The below chart lists the year completed, construction cost, funding sources used, and current operating cost for each center. Some of the information was not provided or is not available because recently hired directors did not know historical information, several centers are additions or renovations to previously constructed buildings, and/or centers' operating costs could not be broken out from Parks and Recreation Department budgets. Individual centers' construction and operating budgets are included in the documents folder accompanying this report.

| Center Name | Year Completed | Cost | Funding Sources | Operating Cost |
|---|--|--|--|---|
| Bartlett Community Center | 1998 | \$18 million | Bond | Could not be broken out |
| Aquatic center renovation | | \$6 million | | |
| Beede Swim and Fitness Center | 2006 | \$11 million | <ul style="list-style-type: none"> • Parks and Recreation Department was holding previously donated funds. • Alfred Sawyer Trust-\$6 million • Beede Family-\$1 million • Additional donations | FY20-\$2,471,594 |
| Community & Recreation Center at Boyce Mayview Park | 2009 | \$16 million | 30 year bond | \$5 million |
| Connie Bean Community Center (Renovation-created center within middle school) | 2012 | \$2.2 million | <ul style="list-style-type: none"> • \$512,700-bond premiums from sale of bond related to a middle school construction project • Remainder-unassigned fund balance | FY19-\$362,691 |
| Don Umerley Civic Center | 2001 2007-42,000 square foot addition | addition-\$8.4 million | bond | Could not be broken out |
| Fairhope Recreation Center & Municipal Pool (Expansion) | 2009 | \$2,275,000 (recreation center was added to existing pool and gym) | General obligation bond | Not provided |
| Mansfield Community Center | 2003 | \$7,675,000 | <ul style="list-style-type: none"> • \$400,000 school renovation appropriation | Most of department budget is for the center, FY18-\$2.4 |

| | | | | |
|--|---------|---|---|--|
| | | | <ul style="list-style-type: none"> • \$4,715,000-State payment in lieu of public university property tax revenue • \$2.5 million bond • \$340,114 donations | million |
| Mason-Motz Activity Center (Renovation-old school) | 2015 | \$996,000 (Added heating and HVAC and separated two attached buildings) | Not provided | FY18 Department Total-\$511,500 (38% is for community center and programming) |
| Nathanael B. Greene Community Center | 1993 | \$1.7 million | 20 year bond | Could not be broken out |
| Ridgefield Recreation Center | 2002 | \$14-\$15 million | Part of \$90 million appropriation- also used to convert the old recreation center back into an elementary school and to fund renovations at several schools | FY18-\$2,600,000 |
| Rocky Hill Community Center | unknown | Currently working on 9,650 square foot addition-\$10,500,000 | expansion-bond | Could not be broken out |
| Sargent Family Community Center | 2017 | \$10 million | <ul style="list-style-type: none"> • Debt Service (25 years at 4%)- \$5,250,000 • Federal Brownfield Grant Funds • Sale of old center building-4245,000 • Private Donations-\$3.5 million | Not provided |
| South Portland Community Center (Expansion) | 2000 | \$4,200,000 (community center was an addition to existing pool built in 1978) | Part of a \$6,700,000 bond issue that also included purchase and development of Wainwright Recreation Complex | <ul style="list-style-type: none"> • FY18 pool-\$356,385 (general fund) • FY18 center-\$786,934 (general fund) • Enterprise funds for programming (self-sustaining) |

| | | | | |
|---|------|--|--|--|
| Spinnaker Point Recreation Center (Renovation) | 2001 | \$750,000 (added gym, additional lockers, bathrooms, and a multipurpose room) | Municipally appropriated through capital improvements budget | FY19-\$273,378 |
| Wethersfield Community Center (Renovation-old school) | 1978 | cosmetic improvements, added air conditioning and commercial kitchen | Federal funds | Could not be broken out. Department budget was \$431,301 in FY18 |
| 9/11 Memorial Sports Center Addition | | Added gym, fitness room, and meeting room with wireless internet access, laptop computers and a Smart Board. | The Richard M. Keane Foundation and additional \$60,000 in grant funds | |

User Fee Structure

Centers generate revenue through membership fees, program fees, renting rooms, gym, track, and pool fees, and providing childcare. Individual centers' membership fees, program costs, room rental pricing, childcare pricing, and membership agreements are included in the documents folder accompanying this report. For facilities rentals, commonly used pricing strategies include higher prices for non-residents, non-profit rates, special event and business packages, and the use of security deposits. The majority of the survey sample centers charge programming fees. Common structures for program fees include higher fees for non-residents and priority registration for registrations as well as senior citizen rates and fee discounts for center members. Some centers allow residents to use gyms and walking tracks for free while charging small fees for non-residents. The centers with aquatic facilities offer daily and annual/seasonal passes with different rates for members/non-members, age categories, and single/couples/families. The Bartlett, IL center offers early-bird, regular, and mid-season pool passes as well as twilight rates. Centers provide several different membership options depending on the level of amenities accessible, resident/non-resident, single/couple, and age categories. Additional rate offerings include free one year memberships for veterans, nanny/caretaker rates, neighboring town rates, business owner rates, and business benefits package partnerships. As the Portsmouth, NH Spinnaker Point Recreation Center is located within in a condominium complex, condominium owners receive two free memberships. Additionally, several centers offer trial membership options such as single day, ten visit, one month, and guest passes. The Rocky Hill, CT and South Portland centers also offer financial aid. Use of a few centers is restricted to certain populations. Portsmouth restricts access to the Connie Bean Center to youth

and Spinnaker Point to individuals 18 years and older. Spinnaker Point and the Rocky River, OH center both originally limited membership to residents but have since expanded to non-residents to increase fee revenue.

Community Resource or Self-Sustaining

Most of the centers operate as community resources in that they do not rely solely upon fee revenue for funding. Two of the centers are fully self-sustaining. The Beede Swim and Fitness Center is operated as a self-supported enterprise fund which is financed solely through membership and program fees. The Community & Recreation Center at Boyce Mayview Park is self-sustaining, generating approximately \$6 million in annual revenues. Three centers are primarily self-sustaining. The Mansfield Community Center is self-supporting with the exception of some staff positions and programming that receive general fund support. The Ridgefield Recreation Center is “substantially self-supporting.” Finally, the Bartlett Community Center membership fees sustain “a larger portion” of the center operating cost resulting in “very little” taxpayer funding needed.

Directors’ responses to the community resource or self-sustaining question and media articles revealed the importance of maintaining fee affordability and market competitiveness while adjusting for economic fluctuations. Several communities conducted pricing studies as a component of the design processes for their centers and many also conduct fee increase reviews annually or every few years. In adjusting fees, the Beede Center aims to avoid “shock increases” and to “encourage a use of the facility that is appropriate for its capacity.” In 2017, after several years of declines in family and couple memberships, the center introduced shorter term membership options, eliminated the non-resident rate, reduced the joining fee, and switched to requiring monthly recurring billing.

Elements of the Process or Outcome that Would Have Done Differently

The most frequently cited outcome that directors would have done differently is providing increased parking spaces as centers’ parking lots become full during peak times. Directors also stated that their communities are outgrowing their centers’ available programming space. Several directors specifically discussed their desires to have regulation/multi-court gymnasiums and larger fitness centers with separate studio spaces. A third frequently mentioned challenge is inadequate storage and office space. The Directors discussed how, while necessary, storage and office space are often minimized during design processes as they are not appealing features to residents. A fourth set of outcome challenges were related to centers’ locker rooms. The Ridgefield, CT and Rocky River, OH directors stated a need for larger locker rooms, the Upper St. Clair, PA center operations audit cited the unacceptability of the locker rooms’ original

carpeted floors, and the Wethersfield director desires to upgrade the center's bathrooms. Fifth, several directors discussed issues related to flow. The Rocky River and Bartlett, IL centers' front desk configurations allow patrons to bypass checking-in. Sixth, several directors discussed aquatic facility issues such as the need for larger lap pools and/or leisure pools and filtration systems improvements. An article on the Concord, MA center discussed the lack of pool deck space for families to gather and socialize.³ A seventh set of outcomes that directors would have done differently involve center technology. The Rocky Hill, CT director desires for the expansion of the Rocky Hill Community Center to include technology upgrades. The Wethersfield, CT center director described how the center's outdated technology has impeded renovation projects as the required technology upgrades expand projects' scale. Conversely, the Presque Isle, ME director stated that the Sargent Family Community Center's technology is more state of the art than was needed. For example, the center lighting is computerized and only one technician in the entire state is able to adjust it. Additional center specific challenges noted by directors include the underestimation of custodian costs and the desires for a turf field, batting facility, bleachers, larger kitchen, heating/cooling improvements, as well as improved signage. A comprehensive recreation needs study commissioned by Portsmouth, NH stated that one multi-generational center would better serve the community's needs than the two existing centers.

In terms of process, the Presque Isle director described how he would like to have conducted the process by which the resident versus non-resident program rates were determined differently. Presque Isle wanted the four surrounding communities included in the school district to contribute towards funding the center but there was a rupture in the negotiation process due to miscommunication and complicated paperwork. Presque Isle decided to institute a higher non-resident rate which has negatively impacted usage by residents of the surrounding towns. Finally, directors responses to the question of what processes or outcomes they would like to change as well as centers' cut back lists highlighted the caution that value engineering can result in future space limitations.

Other Findings

An important topic given Scarborough's increasing 65 years and older population that arose during the study is the question of whether and to what extent to include senior citizen programming in community/recreation center design. The Presque Isle, ME, Guilford, CT, Falmouth, ME, South Portland, ME, Wethersfield, CT, and Rocky Hill, CT centers include dedicated spaces for seniors. The Presque Isle senior center is 1,400 square feet and includes a television, billiards table, seating, a full kitchen, and game tables. The multi-purpose space/gymnasium at the Guilford center also serves as a senior center and includes a full kitchen.

³ <https://concord.wickedlocal.com/article/20160310/NEWS/160319709>

The center originally had a senior lounge that has since been converted into a multigenerational game room. The Wethersfield center has a four room senior center. The Falmouth center has a senior room and the South Portland center has a senior wing. Rocky Hill's senior center is a major component of its center expansion and Portsmouth, NH is currently building a new senior center.

The interviews revealed challenges with balancing senior residents' desired center amenities and unique needs with those of the rest of the community. The Guilford center director described criticism during the center design process that it would be a "Taj Mahal for seniors." However, he believes that it has become as center for everyone and that the intergenerational nature of the shared multipurpose space works well. The former Wethersfield center director similarly stated that senior residents lobbied intensely during the public outreach process for a dedicated senior center but that the town was able to strike a balance. The Rocky Hill center expansion arose as a result of a 2017 senior survey and a groundswell of senior residents who desired a dedicated senior center. While the project was expanded to a community center addition during the public engagement process, managing the expectations of a group of senior residents who continue to push for a dedicated senior space has proven difficult. A National Recreation and Park Association article describes necessary compromises that must be made in providing senior spaces,

Any new senior center under consideration today must be versatile to justify its use. Since older adults will use the facility mostly during weekdays, it can be rented for other uses...The other alternative in this scenario is to add on to an existing community center or just incorporate older adult activities into the community center...A bit of creative scheduling is required to accommodate everyone, but since most older adult use is during the weekday morning to afternoon time, it does have less of an impact on total members.⁴

A second finding identified over the course of the study is the importance of post-completion marketing efforts especially for the self-supporting centers. The Mansfield, CT and Upper St. Clair, PA centers and likely others contracted firms to develop marketing plans and the Bartlett, IL Park District Recreation Department employs a marketing manager. The process of identifying centers for the study sample and researching selected centers also highlighted the effectiveness of informative and easy to navigate websites. Example websites are included in the documents folder accompany this report. Best practice website features include comprehensive lists of amenities, program, membership, and facilities rental information, facility hours, staff contact information (including emails), information on the center's history, and virtual tour videos.

⁴ <https://www.nrpa.org/parks-recreation-magazine/2018/january/senior-center-vs.-community-center/>

Conclusion

This report has described the findings of a survey research study conducted over fifteen weeks from January thru May 2019 aimed at assessing the processes and outcomes of local regional, and national peer communities that have built municipal community/recreation centers. Interviews were conducted with fifteen community/recreation center directors and parks and recreation department directors representing fifteen municipal community/recreation centers. The report has outlined the directors' responses to the thirteen interview questions as well as additional topics identified over the course of the study.

Key findings include:

- Most peer communities were motivated to build community/recreation centers by an identified community need
- Majority of peer communities established committees to oversee center development processes
- Design differences between community and recreation centers
- Value of space maximization and multi-use spaces
- Functionality of regulation gymnasiums, separate fitness spaces, and indoor pools
- Majority of peer communities did not include school departments in center design processes but many have engaged in public/private partnerships
- Majority of centers were at least partially funded through bonds
- Most centers offer different membership and program rates based on the level of accessible amenities and resident/non-resident, age, and marital/family status
- The majority of centers are not self-sustaining
- Top three outcomes that directors would like to have done differently:
 - Increased parking
 - Increased programming space
 - Increased storage and office space
- Importance of balancing senior residents' needs with those of the larger community in conceptualizing center design
- Importance of marketing efforts

It is hoped that this report will assist in informing the initial stages of the development process for the Town of Scarborough, Maine's proposed community/recreation center.

Appendix E: NRPA Study

NRPA Facility Market Report: Community Profile

**Analysis of:
Memorial Park
5 Durant Drive
Scarborough, ME 04074**

Park and recreation agencies offer a diverse set of offerings and program activities to meet the needs of their communities. But the offerings that work well for one agency, or even one part of an agency's service area, may not be the best fit elsewhere. As a result, park and recreation professionals seek information and insights that empower them to make decisions on the optimal program and service offerings for their communities.

In your hands is the **NRPA Facility Market Report** for Memorial Park. This report offers an array of data that provides your agency with a greater understanding of the residents served by the facility, with a particular focus on their habits and interests.

Key Findings About Memorial Park:

247,846

Number of residents living within a 30-minute drive of the facility per Census 2010

40.6

Median age of residents living within a 30-minute drive of the facility per Census 2010

22.3%

Percentage of adult population living within a 30-minute drive of the facility that exercise at least seven hours per week

Figure 1: Map of Ten, Twenty and Thirty Minute Drives from the Facility

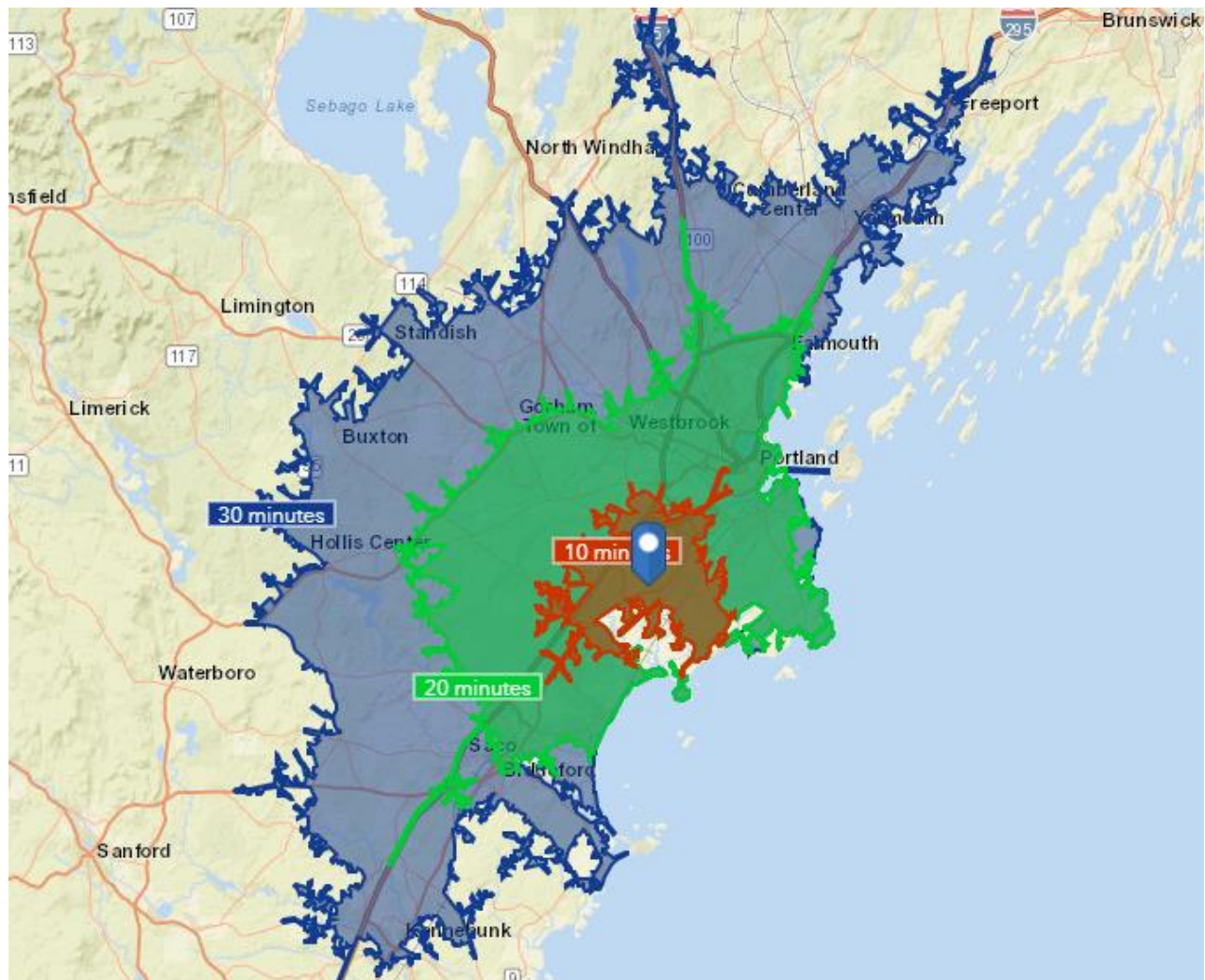


Figure 1 illustrates the physical accessibility, in terms of driving times, of Memorial Park. The highlighted areas show the driving times of the facility, broken down into ten (brown), twenty (green) and thirty (blue) minute estimated drive time intervals. Although usage and constituent population will vary by the facility type, the 30-minute drive time area is presented as a *general* guideline on the size of the population most likely to visit the facility. That is, those residing within the area shaded blue may represent the most likely users of common facilities such as recreation and community centers, athletic fields, playgrounds, tennis courts, senior centers and aquatic facilities.

About the Residents Who Live Within a 30 Minute Drive of the Facility

Figure 2: 2010 Census Data and 2019 & 2024 Forecast Data of People Residing Within a 30 Minute Drive of the Facility

| Summary | Census 2010 | 2019 Forecast | 2024 Forecast |
|--------------------------------|-------------|---------------|---------------|
| Population | 247,846 | 268,409 | 280,384 |
| Households | 105,277 | 113,692 | 118,696 |
| Families | 60,880 | 64,038 | 66,267 |
| Average Household Size | 2.29 | 2.30 | 2.30 |
| Owner Occupied Homes | 64,886 | 71,382 | 75,433 |
| Renter Occupied Homes | 40,391 | 42,310 | 43,263 |
| Median Age | 40.6 | 42.3 | 42.9 |
| Median Household Income | | \$66,377 | \$77,355 |

| Race and Ethnicity | Census 2010 | | 2019 Forecast | | 2024 Forecast | |
|-----------------------------------|-------------|---------|---------------|---------|---------------|---------|
| | Number | Percent | Number | Percent | Number | Percent |
| White Alone | 228,694 | 92.3% | 243,165 | 90.6% | 250,279 | 89.3% |
| Black Alone | 6,524 | 2.6% | 8,836 | 3.3% | 10,885 | 3.9% |
| American Indian Alone | 844 | 0.3% | 979 | 0.4% | 1,068 | 0.4% |
| Asian Alone | 5,643 | 2.3% | 6,923 | 2.6% | 7,873 | 2.8% |
| Pacific Islander Alone | 76 | 0.0% | 101 | 0.0% | 113 | 0.0% |
| Some Other Race Alone | 1,478 | 0.6% | 1,966 | 0.7% | 2,346 | 0.8% |
| Two or More Races | 4,588 | 1.9% | 6,440 | 2.4% | 7,821 | 2.8% |
| Hispanic Origin (Any Race) | 4,585 | 1.8% | 6,585 | 2.5% | 8,161 | 2.9% |

Figure 2 summarizes Census data of the residents living within a 30-minute drive of the facility, including population, household formation and home ownership status. The 2010 data represents actual United States Census data, while the 2019 and 2024 figures are projections developed by Esri. The projections are based on forecasts for births, deaths, international and domestic migration and other factors that influence population shifts. These projections, which naturally are subject to revision, assist your agency in its planning of future programming at the facility over the coming years.

Figure 3: Forecasted Age Trends of People Residing Within a 30-Minute Drive of the Facility

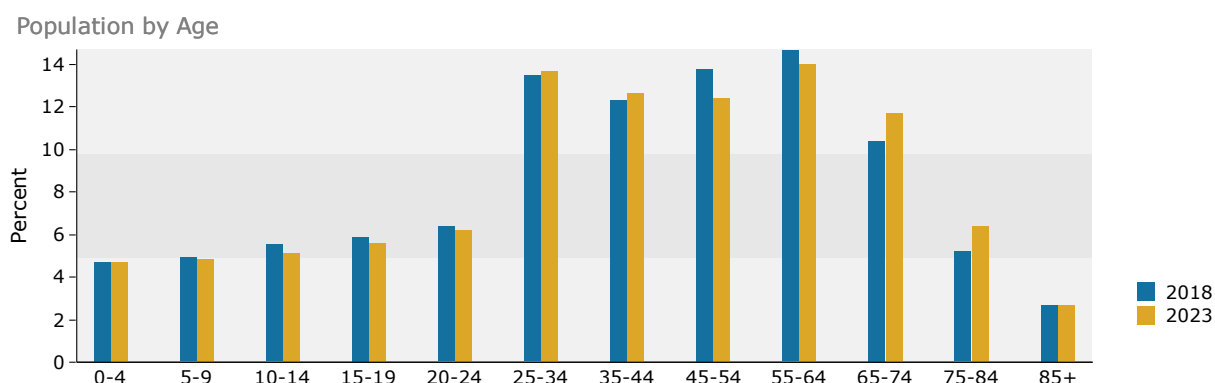


Figure 4: Census 2010 Data and Forecasted Age Trends of People Residing Within a 30-Minute Drive of the Facility

| Population by Age | Census 2010 | | 2019 Forecast | | 2024 Forecast | |
|-------------------|-------------|---------|---------------|---------|---------------|---------|
| | Number | Percent | Number | Percent | Number | Percent |
| 0 - 4 | 12,959 | 5.2% | 12,484 | 4.7% | 13,177 | 4.7% |
| 5 - 9 | 13,995 | 5.6% | 13,282 | 4.9% | 13,372 | 4.8% |
| 10 - 14 | 14,784 | 6.0% | 14,639 | 5.5% | 14,220 | 5.1% |
| 15 - 19 | 15,662 | 6.3% | 15,957 | 5.9% | 15,791 | 5.6% |
| 20 - 24 | 16,082 | 6.5% | 17,135 | 6.4% | 17,377 | 6.2% |
| 25 - 34 | 32,030 | 12.9% | 36,160 | 13.5% | 38,459 | 13.7% |
| 35 - 44 | 34,573 | 13.9% | 33,097 | 12.3% | 35,369 | 12.6% |
| 45 - 54 | 40,103 | 16.2% | 36,939 | 13.8% | 34,875 | 12.4% |
| 55 - 64 | 32,335 | 13.0% | 39,565 | 14.7% | 39,297 | 14.0% |
| 65 - 74 | 17,374 | 7.0% | 27,933 | 10.4% | 32,735 | 11.7% |
| 75 - 84 | 11,866 | 4.8% | 13,873 | 5.2% | 18,057 | 6.4% |
| 85+ | 6,084 | 2.5% | 7,346 | 2.7% | 7,655 | 2.7% |

Figures 3 and 4 provide an age distribution of the population living with a 30-minute drive of the facility by age groups, as reported in United States Census and American Community Survey (ACS) data.

Note that the age ranges are not of equal size. The age groups ranging from birth to 24 years old are grouped into five-year increments, ages 25 to 84 are grouped into ten-year increments and individuals 85 years and older are placed into a single age group.

From a recreation programming and planning perspective, the classification of youth and young adults into small age groups aid your agency with programing decisions for children and young adults. Whereas adults within a ten-year age range (e.g., ages 35 to 44) may likely share similar recreation interests, the similarly large size age groups may not make as much sense for children and young adults. For example, recreation interests of five year olds have few similarities of those of 15 year olds. Hence, the five-year age ranges for the younger age groupings provide your agency with more valuable insights about the relative size of the youth population when considering their recreation needs.

Personal Interests, Activities and Spending Habits

Figures 5 - 8 summarize the personal interests, activities, and spending habits of residents living within a 30-minute drive of the facility. These tables include predictors of recreation activity and spending that better inform programming decision making for your facility.

Pay particular attention to the Market Potential Index, or MPI. The MPI represents the relative likelihood of adults living near your facility to engage in a particular activity in comparison to the U.S. average. This measure is indexed to 100, so that an MPI greater than 100 indicates a greater than average likelihood (relative to the whole U.S.) to participate in the activity while an MPI less than 100 suggests a less than average likelihood to engage in the activity.

Figure 5: Weekly Exercise Habits of People Residing Within a 30-Minute Drive of the Facility

| | Expected Number of Adults | Percent | MPI |
|---|--|----------------|------------|
| Spends 7+ hours exercising per week | 48,872 | 22.3% | 110 |
| Spends 4-6 hours exercising per week | 46,543 | 21.3% | 109 |
| Spends 1-3 hours exercising per week | 51,915 | 23.7% | 102 |

Figure 5 shows the weekly exercise habits for people within a 30-minute drive of your facility. The percentages are the proportion of adults living within a ten-minute drive of the facility that exercise one to three, four to six or seven-plus hours a week. An MPI value greater of 100 indicates a greater percentage of the adult population living within a 30-minute drive of the facility exercises one to two, three to five or six-plus hours a week versus the U.S. as a whole.

Figure 6: Participation Rates of Select Recreation Activities of People Residing Within a 30-Minute Drive of the Facility

| | Expected Number of Adults | Percent | MPI |
|---|--|----------------|------------|
| Participated in aerobics in last 12 months | 19,612 | 9.0% | 118 |
| Participated in basketball in last 12 months | 17,881 | 8.2% | 102 |
| Participated in yoga in last 12 months | 21,947 | 10.0% | 124 |
| Participated in weight lifting in last 12 months | 26,740 | 12.2% | 118 |
| Participated in tennis in last 12 months | 8,743 | 4.0% | 116 |
| Participated in soccer in last 12 months | 9,300 | 4.3% | 106 |

Figure 6 presents data on the level of adult participation in select recreation activities among residents living within a 30-minute drive of the facility. Using this data, you can estimate the interests of residents in your facility's service area, helping inform programming planning decisions.

Figure 7: Social Media Usage of People Residing Within a 30-Minute Drive of the Facility

| | Expected Number of Adults | Percent | MPI |
|-----------------|--|----------------|------------|
| Facebook | 145,470 | 66.5% | 105 |
| YouTube | 116,500 | 53.3% | 105 |
| Twitter | 35,307 | 16.1% | 117 |

Figure 7 shows the level of social media usage of adult residents that reside within a 30-minute drive of your facility. Understanding the social media habits of the residents living near the facility informs your agency on the potential efficacy of social media channels in supporting marketing strategies for the facility's programming and services.

Figure 8: Spending Habits on Recreation Activities of People Residing Within a 30-Minute Drive of the Facility

| | Spending Potential Index | Average Annual Amount Spent | Total |
|--|---|--|--------------|
| Total Spent on Entertainment/Recreation Fees and Admissions | 104 | \$743.97 | \$84,583,753 |
| - Tickets to Theatre/Operas/Concerts | 108 | \$80.96 | \$9,204,314 |
| - Tickets to Parks or Museums | 101 | \$32.76 | \$3,724,790 |
| - Admission to Sporting Events | 102 | \$64.06 | \$7,283,271 |
| - Fees for Participant Sports | 104 | \$111.79 | \$12,709,258 |
| - Fees for Recreational Lessons | 104 | \$148.57 | \$16,890,845 |
| - Membership Fees for Social/Recreation/Civic Clubs | 105 | \$247.95 | \$28,189,616 |

Figure 8 summarizes the spending habits of nearby residents on recreation activities by presenting the Spending Potential Index (SPI) and average annual spending on select recreation and leisure activities. Similar to the MPI, the SPI is indexed such that a reading of 100 represents average spending among all U.S. households. Hence, a reading above 100 means residents living within a 30-minute drive of the facility spends more on average on the particular activity relative to the U.S. as a whole.

While all of the leisure activities presented in the table may not be relevant to your facility, these data provide your agency with guidance on the leisure interests of your patrons, as well as their ability/willingness to pay for those experiences. For example, a population that has a higher than average SPI for "Fees for Recreational Lessons" may indicate a significant opportunity—and/or a greater willingness to pay—for high quality fee-based recreation programs at your facility.

Final Thoughts

While the information within this report is not intended to be indicative of the entire population served by Memorial Park, it gives your agency insights on the potential market for the facility with a particular focus on those living within a 30-minute drive. One note of caution: the analysis provided within this report is meant to be for informational purposes only and does not represent a recommendation by NRPA for the facility's operations.

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- Access to approximately \$4.5 million in grant opportunities annually.
- Member discounts on insurance, background screenings, accessibility audits and more.

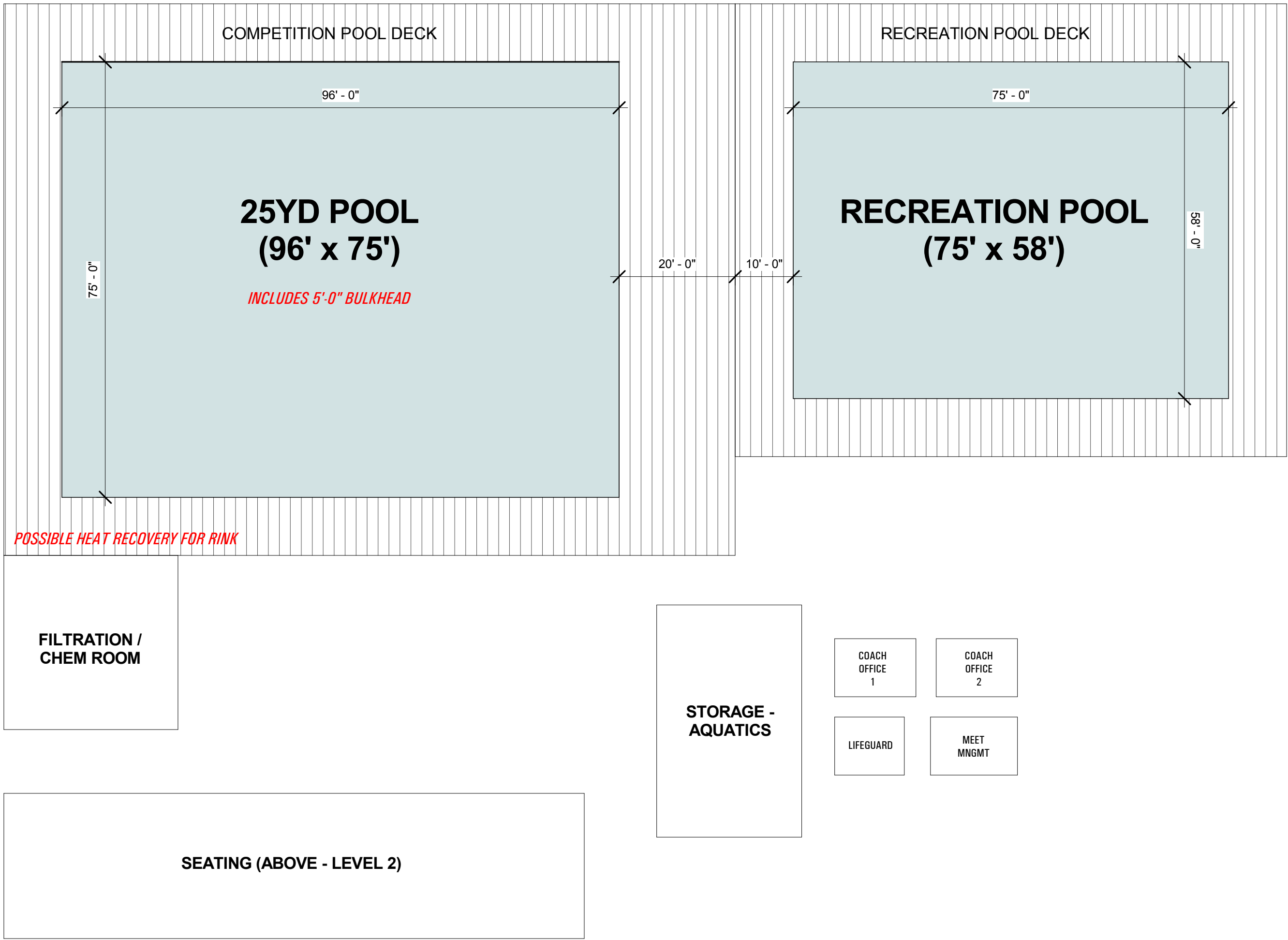
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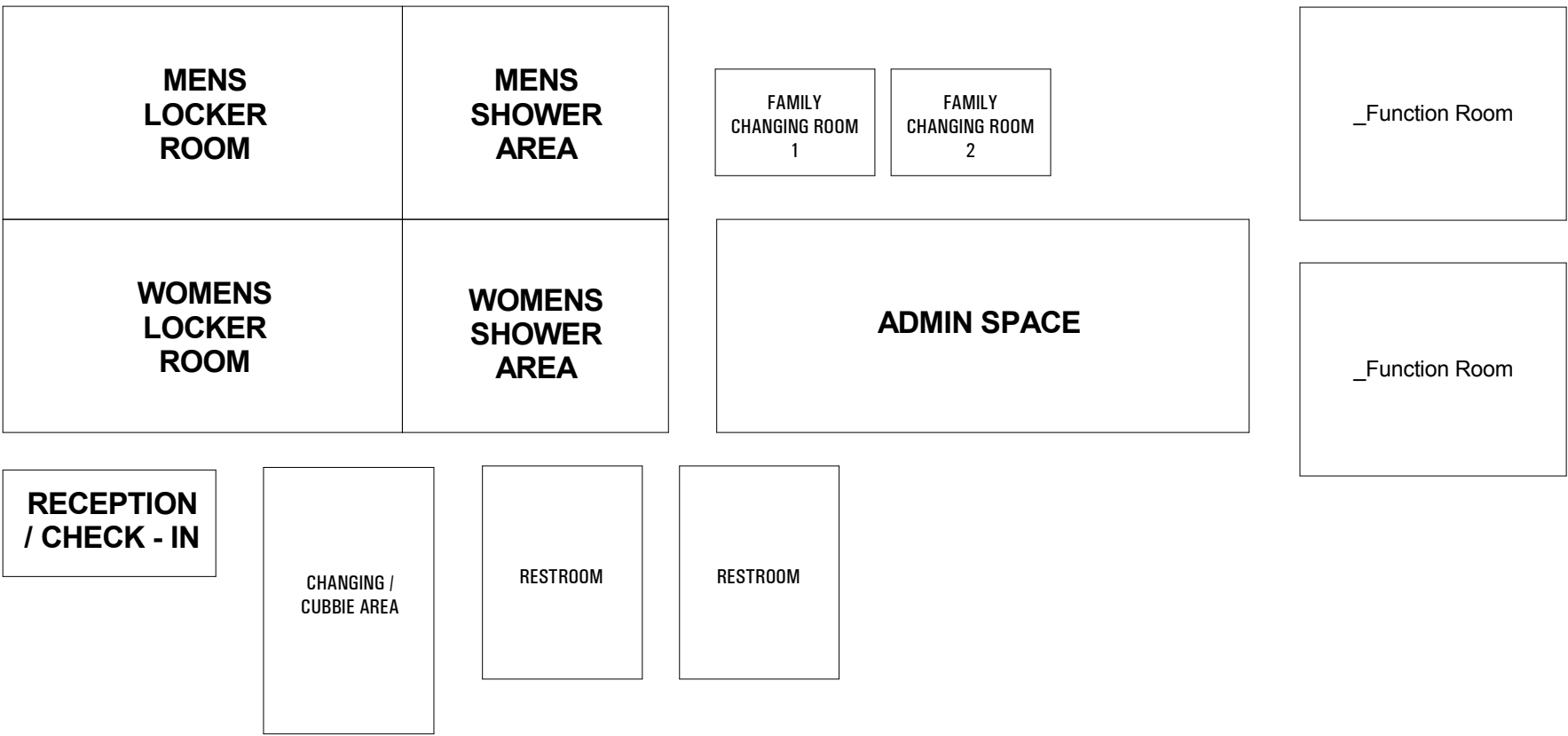
Appendix F: Building Program Provided to Developer

AQUATIC CENTER - NATATORIUM

0 ENTRY - 4' DEPTH



COMMON SPACE - LOCKERS / RESTROOMS

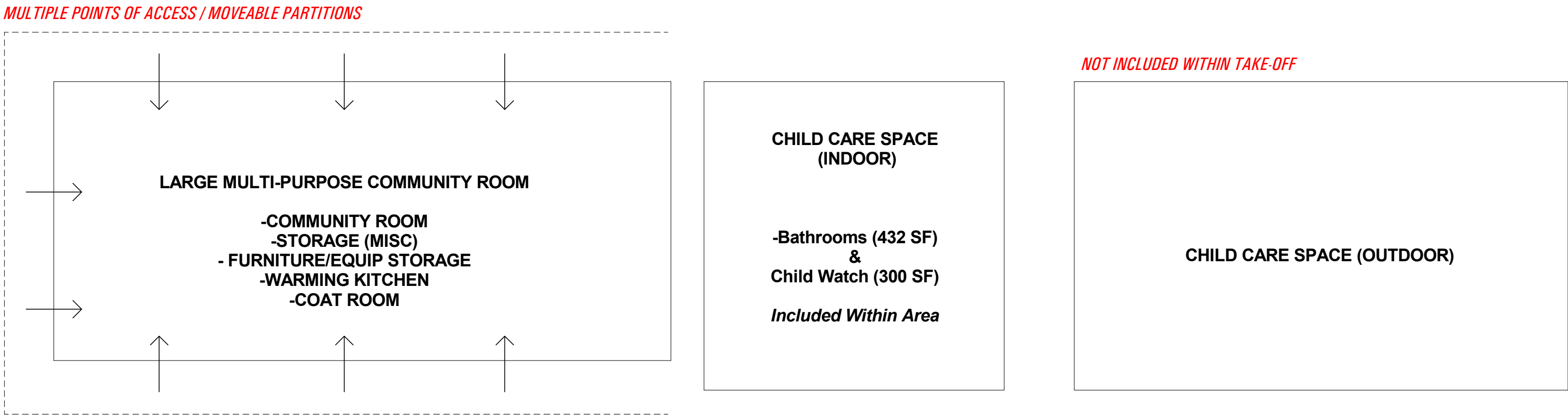


| Program Planning Schedule | | |
|---------------------------|------------------------------------|----------|
| Program | Room | Area |
| AQUATICS | | |
| AQUATICS | Floor: 25m Pool | 7200 SF |
| AQUATICS | Floor: Competition Pool Deck | 4770 SF |
| AQUATICS | Floor: Filtration/Chem Room | 900 SF |
| AQUATICS | Floor: Storage - Aquatics | 1000 SF |
| AQUATICS | Floor: Coach Office 2 | 140 SF |
| AQUATICS | Floor: Coach Office 1 | 140 SF |
| AQUATICS | Floor: Seating | 2500 SF |
| AQUATICS | Floor: Recreation Pool | 4350 SF |
| AQUATICS | Floor: Recreation Pool Deck | 3060 SF |
| AQUATICS | Floor: Meet Management Room | 150 SF |
| AQUATICS | Floor: Lifeguard Office | 120 SF |
| COMMON SPACE | | |
| COMMON SPACE | Floor: Restroom | 300 SF |
| COMMON SPACE | Floor: Restroom | 300 SF |
| COMMON SPACE | Floor: Mens Shower Area | 500 SF |
| COMMON SPACE | Floor: Womens Shower Area | 500 SF |
| COMMON SPACE | Floor: Family Changing Room 1 | 150 SF |
| COMMON SPACE | Floor: Family Changing Room 2 | 150 SF |
| COMMON SPACE | Floor: Admin Space | 1000 SF |
| COMMON SPACE | Floor: Reception / Check-in | 200 SF |
| COMMON SPACE | Floor: Changing / Cubbies | 400 SF |
| COMMON SPACE | Floor: Mens Locker Room | 750 SF |
| COMMON SPACE | Floor: Womens Locker Room | 750 SF |
| COMMON SPACE | Floor: Function Room | 500 SF |
| COMMON SPACE | Floor: Function Room | 500 SF |
| FITNESS / MULTI | | |
| FITNESS / MULTI | Floor: Weight / Cardio | 2000 SF |
| FITNESS / MULTI | Floor: Aerobics | 1500 SF |
| FITNESS / MULTI | Floor: Storage - Fitness | 500 SF |
| GYMNASIUM | | |
| GYMNASIUM | Floor: Gymnasium | 14375 SF |
| GYMNASIUM | Floor: Running Track | 3584 SF |
| GYMNASIUM | Floor: Storage - Gymnasium | 500 SF |
| MEETING / CHILD CARE | | |
| MEETING / CHILD CARE | Floor: Multipurpose Community Room | 4520 SF |
| MEETING / CHILD CARE | Floor: Child Care (Indoor) | 2432 SF |
| Grand total: 32 | | 59741 SF |

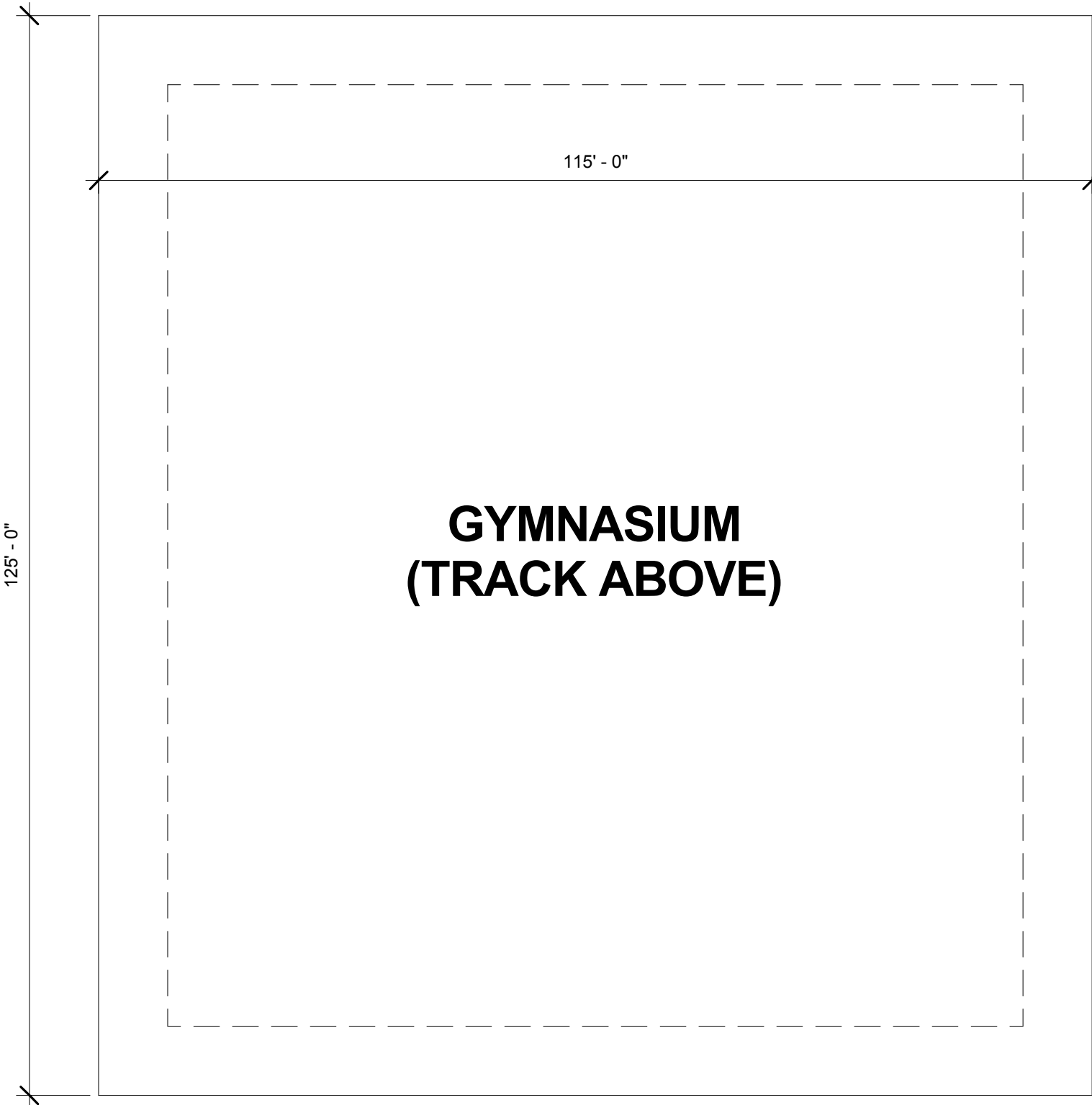
SPACE FOR FITNESS - MULTI PURPOSE STUDIO SPACE



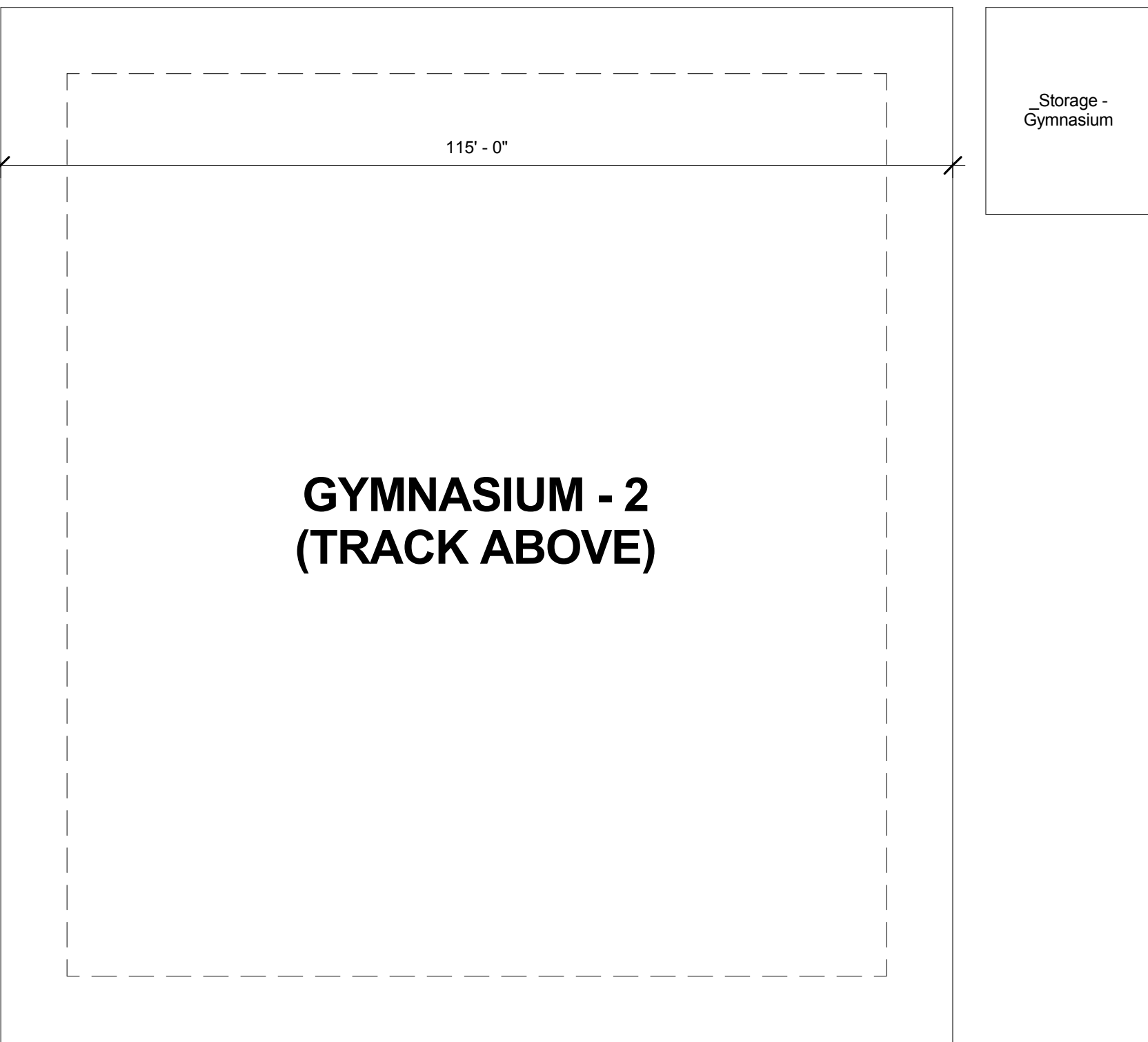
MEETING / CHILD CARE



GYMNASIUM



GYMNASIUM - 2 (OPTIONAL ADD)



NOTE: AREA NOT INCLUDED IN TOTALS

| PROPOSED ROOM TYPE | | PRELIMINARY DESIGN PROGRAM | | | | COMMENTS | NOTES |
|--|-----------------------------------|----------------------------|------------|--------|---------------|--|--|
| Space Type | Room Description | Occupant Count | Room Count | NSF | TOTAL NSF | | |
| TOWN OF SCARBOROUGH COMMUNITY CENTER | | | | | | | |
| AQUATIC CENTER - NATATORIUM | | | | | | | Length Width |
| 25 Yd Competition Pool | Pool | | 1 | 7,200 | 7,200 | Pool (25yd +1 Bulkhead @ 5' + (2) 8' lanes x 25yards/75') | Depth per USA Swimming requirements Entry to include stair outside of minimum size requirements Seating Elevated Above - Level 2 |
| | Pool Deck | | 1 | 4,770 | 4,770 | | |
| | Seating | 500 | | 5 | 2,500 | | |
| | | | | | | | |
| Recreation Pool | Pool | | 1 | 4,350 | 4,350 | Warm Water Pool with zero entry / splash pad with 3 lanes of lap swim at 4' depth | 75 58 |
| | Pool Deck | | 1 | 3,060 | 3,060 | | |
| | | | | | | | |
| Support | Storage - Aquatics | | 1 | 1,000 | 1,000 | | |
| | Meet Management | | 1 | 150 | 150 | | |
| | | | | | | | |
| Pool Mechanical | Filtration/Chemical room | | 3 | 300 | 900 | | |
| | | | | | | | |
| Swimming Offices | Coach's Offices | | 2 | 140 | 280 | One swim/dive coach for both men and women? | |
| | Lifeguard Office | | 1 | 120 | 120 | | |
| | | | | | 24,330 | | |
| LOCKERS / RESTROOMS | | | | | | | Length Width |
| Common Space | Function Rooms | | 2 | 500 | 1,000 | | |
| | Men's Locker Room | 50 | 1 | 15 | 750 | | |
| | Women's Locker Room | 50 | 1 | 15 | 750 | | |
| | Men's Shower Area | | 1 | 500 | 500 | | |
| | Women's Shower Area | | 1 | 500 | 500 | | |
| | Family Changing Room 1 | | 1 | 150 | 150 | | |
| | Family Changing Room 2 | | 1 | 150 | 150 | | |
| | Receptionist / Check-in | | 1 | 200 | 200 | | |
| | Changing / Cubbie Area | | 1 | 400 | 400 | | |
| | Admin Space | | 1 | 1,000 | 1,000 | | |
| | Restrooms | | 2 | 300 | 600 | | |
| | | | | | 6,000 | | |
| GYMNASIUM | | | | | | | Length Width |
| Gymnasium | Basketball Courts | | 1 | 14,375 | 14,375 | Surface is to be specified by Edge Sports to allow for multi-sport play. The surface that is ideal for basketball is not ideal for tennis and vice / versa. Some sports prefer floors with prefer floors with grit (to make a tennis ball spiin), some sports prfer wood floors so that when diving for balls (basketball / volleyball) you can slide - which is terrible for tennis... There will ba compromise with a multi-purpose floor surface, Edge can provide more detail High School court size - 94'x50' (plus 10' at each end) (Net area of dual courts with HS court long way = 115'x125') Not Included in Totals Not Included in Totals No Permanent observation seating at court level | 115 125 |
| Running Track | Located above Gymnasium | | 1 | 3,584 | 3,584 | | |
| Gymnasium - 2 (Optional) | Basketball Courts | | 1 | 14,375 | 14,375 | | 115 125 |
| Running Track - 2 (Optional) | Located above Gymnasium - 2 | | 1 | 3,584 | 3,584 | | |
| Seating | | | 0 | - | | | |
| Storage - Gymnasium | | | 1 | 500 | 500 | | |
| | | | | | 18,459 | | |
| Space for Fitness / Multi-purpose studio space | | | | | | | Length Width |
| Fitness Area | Aerobics | | 1 | 1,500 | 1,500 | Need definition of the floor system / Ceiling Height 25 feet for cheering purposes | 25 40 |
| | Weight / Cardio | | 1 | 2,000 | 2,000 | | |
| | | | | | | | |
| Support | Storage - Fitness | | 2 | 250 | 500 | | |
| | | | | | 4,000 | | |
| MEETING SPACE | | | | | | | Length Width |
| Meeting Rooms | Large Multipurpose community Room | 125 | 1 | 30 | 3,750 | Large Meeting Space for community usage. Folding dividers within space and multiple points of access for concurrent events Request to add stage to portion of room | |
| | Storage | | 1 | 200 | 200 | | |
| | Furniture/Equipment Storage | | 1 | 200 | 200 | | |
| | Warming Kitchen | | 1 | 300 | 300 | | |
| | Coat Room | | 1 | 70 | 70 | | |
| | | | | | 4,520 | | |
| Child Care Space | | | | | | | Length Width |
| Child Care Spaces | Child Care Space (Indoor) | | 48.57 | 35 | 1,700 | Child watch area may be included within child care (TBD) Not included in overall SF. Need to define functionality and usage for space | 50 80 |
| | Child Watch | | 1 | 300 | 300 | | |
| | Bathrooms | | 3 | 144 | 432 | | |
| | Outdoor play area | | 1 | - | - | | |
| | | | | | 2,432 | | |
| TOTAL TOWN OF SCARBOROUGH COMMUNITY CENTER SPACE | | | | | 59,741 | | |
| Add 20% for Circulation | | | | | NSF 11,948.19 | | |
| Total: | | | | | 71,689.14 | | |

Net Square footage requested from Development team - Subsequent supplemental request was issued via email to include two spaces that were erroneously excluded from this program.
A 100 Square foot lactation room
A 1,500 Square foot senior / teen room
For a total Net Square footage of 61,341

Appendix G: The Downs Proposal

Scarborough Community Center

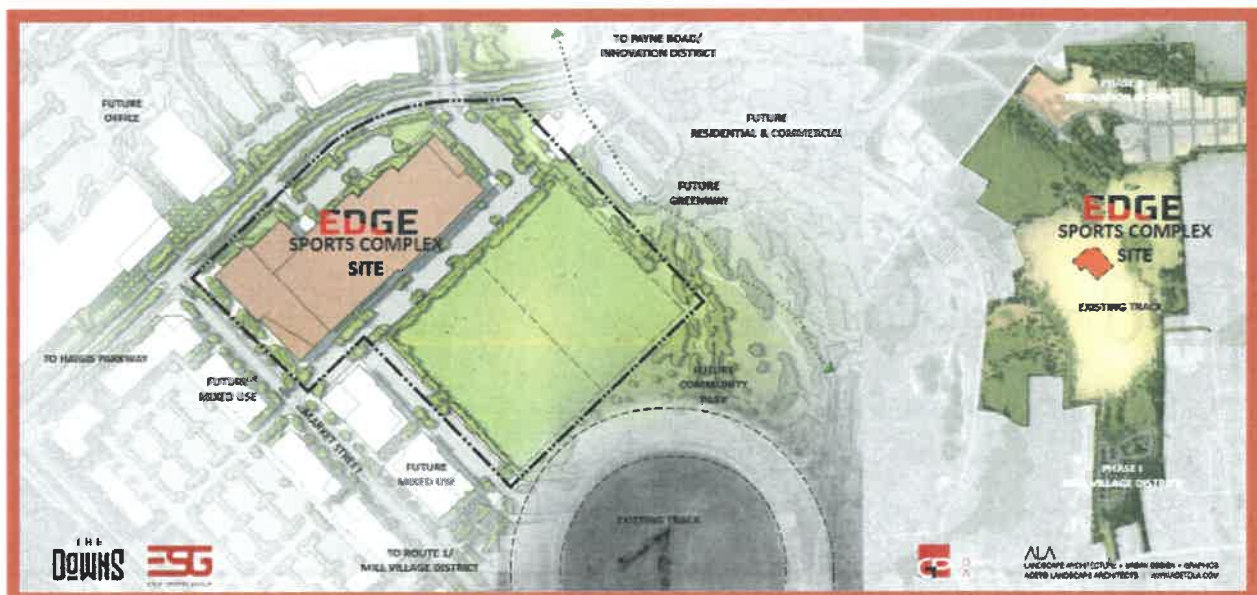


Presentation Overview

- Review Building Program
- Lease Rate - Overall & Modular
- Funding Mechanisms
- Summary & Next Steps
- Q & A

The Building Program

Site Location



Activity Center



Committee Asks

Aquatic Center

- 25 yd Competition Pool
- Recreation Pool
- Pool Support
- Pool Mechanical
- Swimming Offices

Total: 24,330 NSF

Gymnasium

- 2 Gymnasium's
- Basketball Courts
- 2 Running Track's
- Storage
- Seating

Total: 18,459 NSF

Meeting Space

- Multipurpose Community Room
- Warming Kitchen
- Coat Room
- Storage

Total 4,520 NSF

Lockers/Restroom

- Common Space
- Men's Locker Room
- Women's Locker Room
- 2 Family Changing Rooms
- Reception Area
- 2 Function Rooms
- Restrooms
- Admin Space

Total: 6,000 NSF

Fitness/ Multipurpose Studio

- Aerobics/ Weights/ Cardio space
- Storage

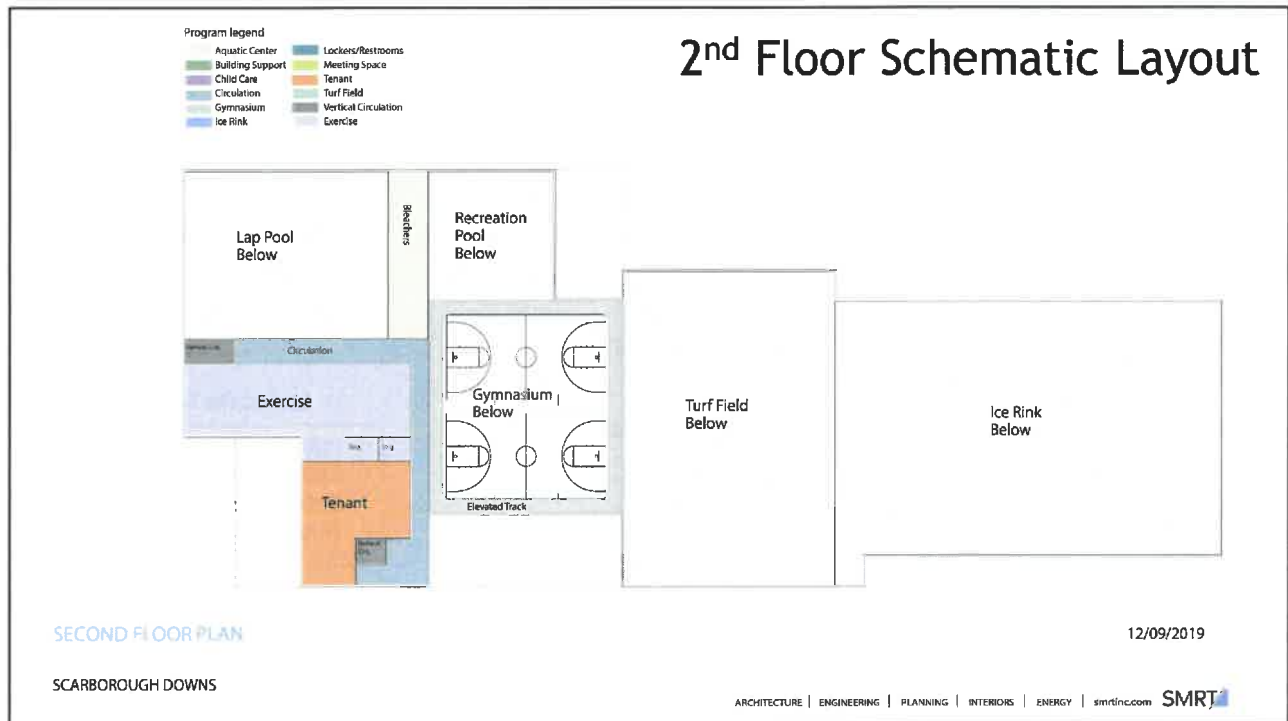
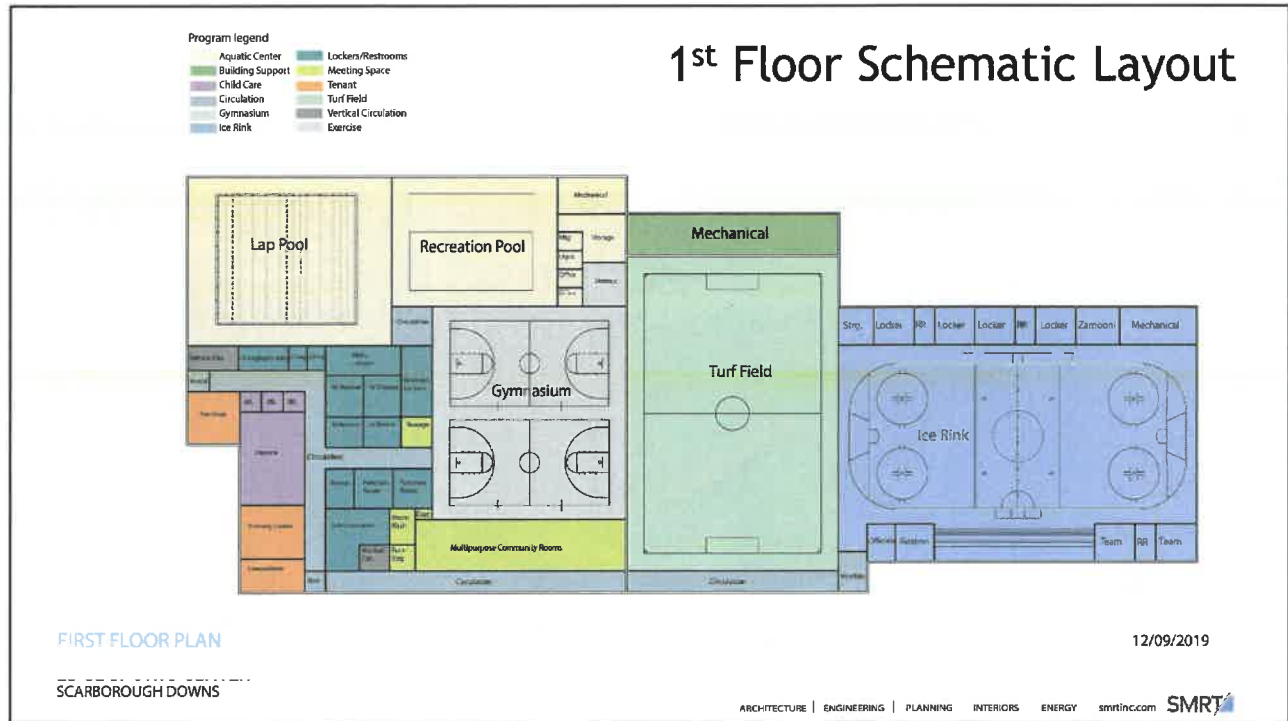
Total: 4,000 NSF

Childcare Space

- Indoor space
- Child Watch
- Bathrooms
- Outdoor space

Total: 2,432 NSF

Total: 59,741 NSF
Add 20% for circulation
Total: 71,689 NSF



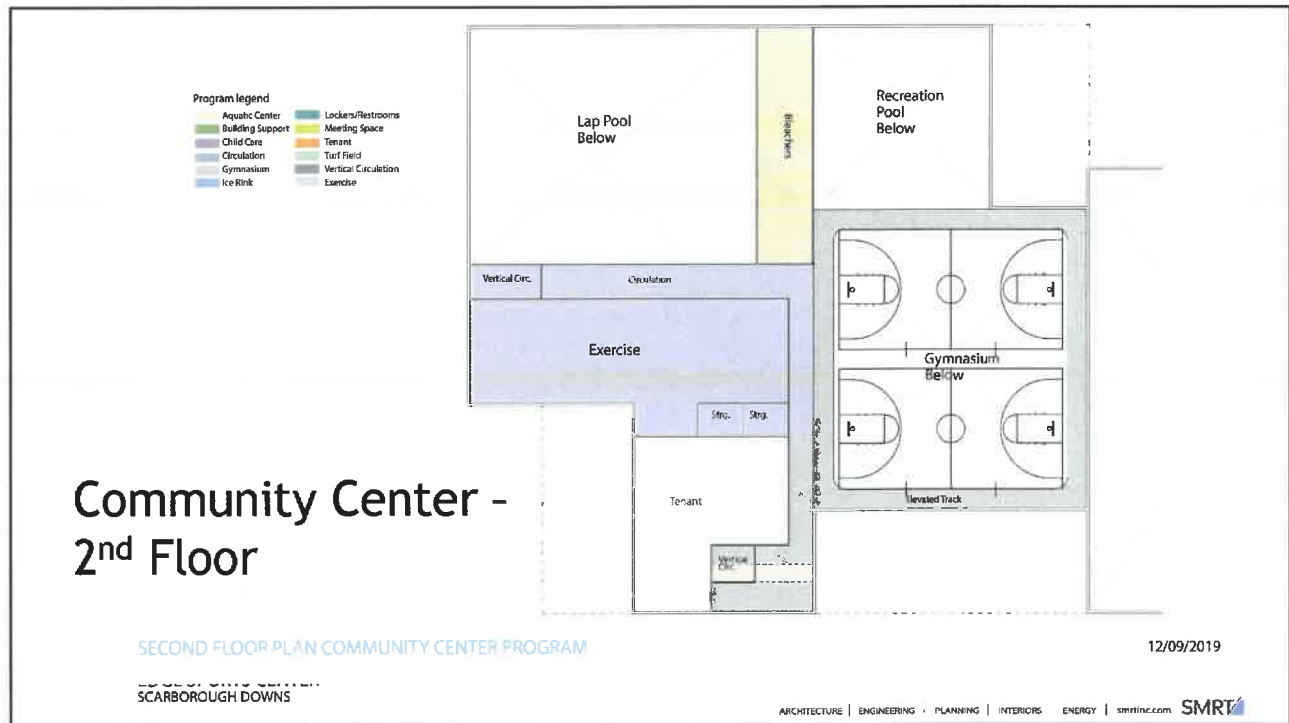
Program legend

| | |
|------------------|----------------------|
| Aquatic Center | Lockers/Restrooms |
| Building Support | Meeting Space |
| Child Care | Tenant |
| Circulation | Turf Field |
| Gymnasium | Vertical Circulation |
| Ice Rink | Exercise |



12/09/2019

ARCHITECTURE ENGINEERING PLANNING INTERIORS ENERGY smrtinc.com SMRT



Lease Rate

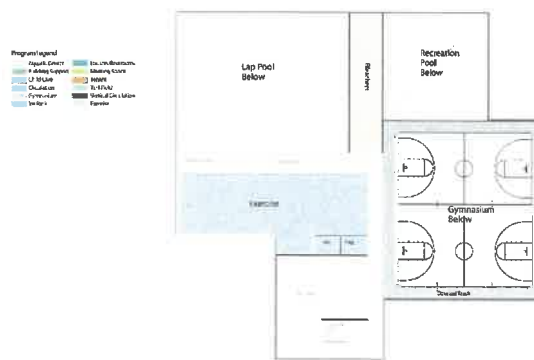
Lease Rates

Estimated Lease Rates of Requested Spaces

| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> |
|---------------|---------------|-----------------|-------------------|---------------------|
| Pool | 30,400 | \$ 37.00 | \$ 93,733 | \$ 1,124,800 |
| Gymnasium | 24,800 | \$ 30.00 | \$ 62,000 | \$ 744,000 |
| Child Care | 2,800 | \$ 31.00 | \$ 7,233 | \$ 86,800 |
| Meeting Space | 5,700 | \$ 26.00 | \$ 12,350 | \$ 148,200 |
| Exercise | 9,100 | \$ 27.00 | \$ 20,475 | \$ 245,700 |
| Total | 72,800 | \$ 32.27 | \$ 195,792 | \$ 2,349,500 |

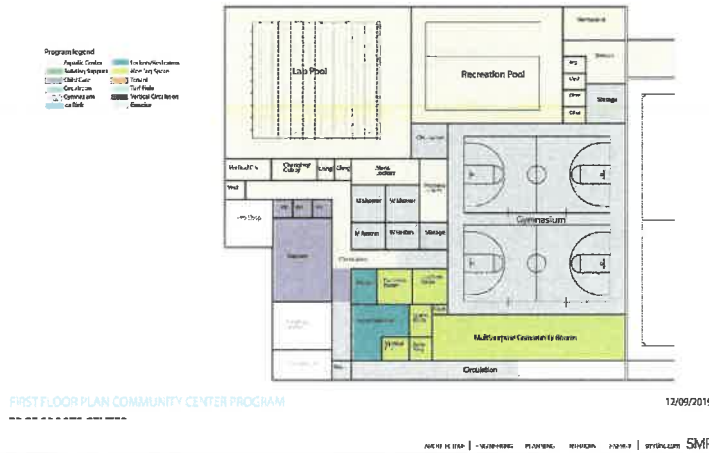
Estimated Lease Rate - Pool

| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> |
|--------------|---------------|---------------|----------------|---------------|
| Pool | 30,400 | \$ 37.00 \$ | 93,733 | \$ 1,124,800 |



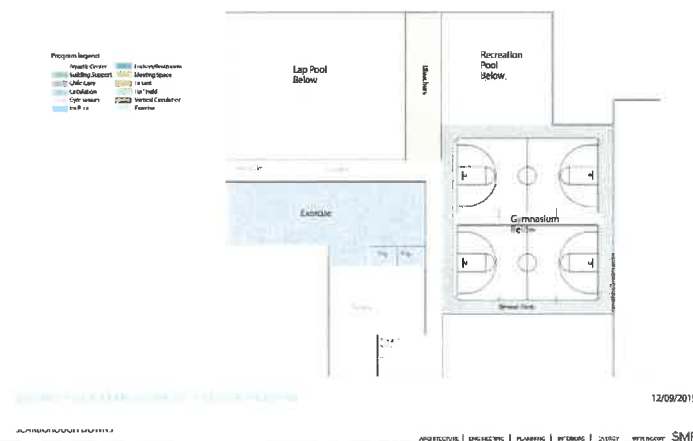
Estimated Lease Rate - Meeting Rooms

| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> |
|---------------|---------------|---------------|----------------|---------------|
| Meeting Space | 5,700 | \$ 26.00 | \$ 12,350 | \$ 148,200 |



Estimated Lease Rate - Exercise

| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> |
|--------------|---------------|---------------|----------------|---------------|
| Exercise | 9,100 | \$ 27.00 | \$ 20,475 | \$ 245,700 |



Lease Rates - 30 Year Term

Estimated Lease Rates of Requested Spaces

| <u>Space</u> | <u>Sq. Ft</u> | <u>Per SF</u> | <u>Monthly</u> | <u>Annual</u> |
|---------------|---------------|-----------------|-------------------|---------------------|
| Pool | 30,400 | \$ 37.00 | \$ 93,733 | \$ 1,124,800 |
| Gymnasium | 24,800 | \$ 30.00 | \$ 62,000 | \$ 744,000 |
| Child Care | 2,800 | \$ 31.00 | \$ 7,233 | \$ 86,800 |
| Meeting Space | 5,700 | \$ 26.00 | \$ 12,350 | \$ 148,200 |
| Exercise | 9,100 | \$ 27.00 | \$ 20,475 | \$ 245,700 |
| Total | 72,800 | \$ 32.27 | \$ 195,792 | \$ 2,349,500 |

Lease Rate - Comparisons

Lease Rate Per Square Foot (Actual & Projected)



Funding Mechanisms

Memberships & User Fee Opportunity

New Revenue Generators

- Memberships
- Facility Rentals (Third Party Renters)
- Partner Programs (Tournaments/Events/Camps)
- Space Rentals (Meetings)
- Child Care Programs
- Others

Expense Offsets & Town TIF Revenue

Offsets

- Redirect Current Fees for Off-site Facilities
- Redirect Off-site Transportation Costs

TIF Revenue

- Edge Facility & Downs Mixed Use Development = Positive Tax Revenue
- Downtown TIF Structured for Partnership Programs

Summary and
Next Steps

Summary

- Designed & Priced All Requested Spaces & Amenities
- Opportunity to Shape Program & Reduce Cost with Collaboration & Modular Pricing
- Membership Fees, New Programs, Cost Offsets & TIF Revenue Can be Structured to Fund Lease
- Purchase Option Can Provide Future Ownership Opportunity
- Delivers Highly Sought After Community Center within Recreation Ecosystem - Without Town Borrowing & Debt Service

Open Items & Next Steps

- A Work in Progress
- Further Refine Plans with Committee
- Establish Operating Costs for Building
- Establish CAM Charges
- Firm Up Revenue Projections & Offsets
- Work with Committee As Needed to Deliver Report By 1/17

Appendix H: Full Operational Pro-Forma

| Community Services Total Budget with Edge Facility Lease | | | | | | | | | | Community Services Total Budget with Town Built Facility | | | | | | | | | | Difference | |
|--|--------------------------------------|----------------|---------------|------------------|------------------------|-------------------------|--------------------------|--------------------------------------|---------------|--|------------------------|-------------------------|--------------------------|----|-------------------------------------|--|--|--|--|------------|--|
| | Comm. Serv. Operating Expenses | Lease Costs | CAM Costs | FF & E Leases | Other Capital Costs | Comm. Serv. Revenues | NET DEFICIT (SURPLUS) | Comm. Serv. Operating Expenses | Bond Costs* | Maintenance Costs | Other Capital Costs | Comm. Serv. Revenues | NET DEFICIT (SURPLUS) | | Difference Between Two Models | | | | | | |
| Year | | | | | | | | | | | | | | | | | | | | | |
| 1 | \$ 3,596,130 | \$ 2,349,500 | \$ 515,803 | \$ 97,195 | \$ 10,000 | \$ (4,932,850) | \$ 1,635,779 | \$ 3,609,330 | \$ 2,572,067 | \$ 200,000 | \$ 15,000 | \$ (4,675,015) | \$ 1,721,382 | \$ | \$ 85,603 | | | | | | |
| 2 | \$ 3,704,014 | \$ 2,349,500 | \$ 526,119 | \$ 97,195 | \$ 10,000 | \$ (5,080,836) | \$ 1,605,993 | \$ 3,717,610 | \$ 2,414,200 | \$ 200,000 | \$ 15,000 | \$ (4,815,265) | \$ 1,531,544 | \$ | \$ (74,449) | | | | | | |
| 3 | \$ 3,815,134 | \$ 2,349,500 | \$ 536,642 | \$ 97,195 | \$ 10,000 | \$ (5,233,261) | \$ 1,575,211 | \$ 3,829,138 | \$ 2,369,000 | \$ 200,000 | \$ 15,000 | \$ (4,959,723) | \$ 1,453,415 | \$ | \$ (121,796) | | | | | | |
| 4 | \$ 3,929,588 | \$ 2,349,500 | \$ 547,375 | \$ 97,195 | \$ 10,000 | \$ (5,390,258) | \$ 1,543,400 | \$ 3,944,012 | \$ 2,233,800 | \$ 200,000 | \$ 15,000 | \$ (5,108,515) | \$ 1,374,297 | \$ | \$ (169,103) | | | | | | |
| 5 | \$ 4,047,476 | \$ 2,349,500 | \$ 558,322 | \$ 97,195 | \$ 10,000 | \$ (5,551,966) | \$ 1,510,527 | \$ 4,062,333 | \$ 2,278,600 | \$ 200,000 | \$ 15,000 | \$ (5,261,771) | \$ 1,294,162 | \$ | \$ (216,365) | | | | | | |
| 6 | \$ 4,168,900 | \$ 2,584,450 | \$ 569,489 | \$ 97,195 | \$ 10,000 | \$ (5,718,525) | \$ 1,711,509 | \$ 4,184,203 | \$ 2,233,400 | \$ 200,000 | \$ 15,000 | \$ (5,419,624) | \$ 1,212,979 | \$ | \$ (498,530) | | | | | | |
| 7 | \$ 4,293,967 | \$ 2,584,450 | \$ 580,878 | \$ 97,195 | \$ 10,000 | \$ (5,890,081) | \$ 1,676,410 | \$ 4,309,729 | \$ 2,188,200 | \$ 200,000 | \$ 15,000 | \$ (5,582,212) | \$ 1,130,716 | \$ | \$ (545,694) | | | | | | |
| 8 | \$ 4,422,786 | \$ 2,584,450 | \$ 592,496 | \$ 97,195 | \$ 10,000 | \$ (6,066,783) | \$ 1,640,144 | \$ 4,439,021 | \$ 2,143,000 | \$ 200,000 | \$ 15,000 | \$ (5,749,679) | \$ 1,047,342 | \$ | \$ (592,802) | | | | | | |
| 9 | \$ 4,555,470 | \$ 2,584,450 | \$ 604,346 | \$ 97,195 | \$ 10,000 | \$ (6,248,787) | \$ 1,602,674 | \$ 4,572,191 | \$ 2,097,800 | \$ 200,000 | \$ 15,000 | \$ (5,922,169) | \$ 962,822 | \$ | \$ (639,852) | | | | | | |
| 10 | \$ 4,692,134 | \$ 2,584,450 | \$ 616,433 | \$ 97,195 | \$ 10,000 | \$ (6,436,250) | \$ 1,563,962 | \$ 4,709,357 | \$ 2,052,600 | \$ 200,000 | \$ 15,000 | \$ (6,099,834) | \$ 877,123 | \$ | \$ (686,839) | | | | | | |
| 11 | \$ 4,832,898 | \$ 2,842,895 | \$ 628,761 | \$ 24,300 | \$ 10,000 | \$ (6,629,338) | \$ 1,709,516 | \$ 4,850,638 | \$ 2,002,500 | \$ 200,000 | \$ 15,000 | \$ (6,282,828) | \$ 785,308 | \$ | \$ (924,208) | | | | | | |
| 12 | \$ 4,977,885 | \$ 2,842,895 | \$ 641,337 | \$ 24,300 | \$ 10,000 | \$ (6,828,218) | \$ 1,668,198 | \$ 4,996,157 | \$ 1,957,500 | \$ 200,000 | \$ 15,000 | \$ (6,471,314) | \$ 697,343 | \$ | \$ (970,856) | | | | | | |
| 13 | \$ 5,127,221 | \$ 2,842,895 | \$ 654,163 | \$ 24,300 | \$ 10,000 | \$ (7,033,065) | \$ 1,625,515 | \$ 5,146,042 | \$ 1,912,500 | \$ 200,000 | \$ 15,000 | \$ (6,665,454) | \$ 608,088 | \$ | \$ (1,017,427) | | | | | | |
| 14 | \$ 5,281,038 | \$ 2,842,895 | \$ 667,247 | \$ 24,300 | \$ 10,000 | \$ (7,244,057) | \$ 1,581,423 | \$ 5,300,423 | \$ 1,867,500 | \$ 200,000 | \$ 15,000 | \$ (6,865,417) | \$ 517,506 | \$ | \$ (1,063,917) | | | | | | |
| 15 | \$ 5,439,469 | \$ 2,842,895 | \$ 680,592 | \$ 24,300 | \$ 10,000 | \$ (7,461,378) | \$ 1,535,877 | \$ 5,459,435 | \$ 1,822,500 | \$ 200,000 | \$ 15,000 | \$ (7,071,380) | \$ 425,556 | \$ | \$ (1,110,322) | | | | | | |
| 16 | \$ 5,602,653 | \$ 3,127,185 | \$ 694,203 | \$ 24,300 | \$ 10,000 | \$ (7,685,220) | \$ 1,773,121 | \$ 5,623,219 | \$ 1,777,500 | \$ 200,000 | \$ 15,000 | \$ (7,283,521) | \$ 332,197 | \$ | \$ (1,440,924) | | | | | | |
| 17 | \$ 5,770,733 | \$ 3,127,185 | \$ 708,087 | \$ 24,300 | \$ 10,000 | \$ (7,915,776) | \$ 1,724,529 | \$ 5,791,915 | \$ 1,732,500 | \$ 200,000 | \$ 15,000 | \$ (7,502,027) | \$ 237,388 | \$ | \$ (1,487,140) | | | | | | |
| 18 | \$ 5,943,855 | \$ 3,127,185 | \$ 722,249 | \$ 24,300 | \$ 10,000 | \$ (8,153,249) | \$ 1,674,339 | \$ 5,965,673 | \$ 1,687,500 | \$ 200,000 | \$ 15,000 | \$ (7,727,087) | \$ 141,085 | \$ | \$ (1,533,254) | | | | | | |
| 19 | \$ 6,122,171 | \$ 3,127,185 | \$ 736,694 | \$ 24,300 | \$ 10,000 | \$ (8,397,847) | \$ 1,622,502 | \$ 6,144,643 | \$ 1,642,500 | \$ 200,000 | \$ 15,000 | \$ (7,958,900) | \$ 43,243 | \$ | \$ (1,579,259) | | | | | | |
| 20 | \$ 6,305,836 | \$ 3,127,185 | \$ 751,428 | \$ 24,300 | \$ 10,000 | \$ (8,649,782) | \$ 1,568,966 | \$ 6,328,982 | \$ 1,597,500 | \$ 200,000 | \$ 15,000 | \$ (8,197,667) | \$ (56,185) | \$ | \$ (1,625,151) | | | | | | |
| 21 | \$ 6,495,011 | \$ 3,439,903 | \$ 766,457 | \$ 24,300 | \$ 10,000 | \$ (8,909,276) | \$ 1,826,394 | \$ 6,518,851 | \$ 1,552,500 | \$ 400,000 | \$ 15,000 | \$ (8,443,597) | \$ 42,754 | \$ | \$ (1,783,640) | | | | | | |
| 22 | \$ 6,689,861 | \$ 3,439,903 | \$ 781,766 | \$ 24,300 | \$ 10,000 | \$ (9,176,554) | \$ 1,769,295 | \$ 6,714,417 | \$ 1,507,500 | \$ 200,000 | \$ 15,000 | \$ (8,696,905) | \$ (259,988) | \$ | \$ (2,029,284) | | | | | | |
| 23 | \$ 6,890,557 | \$ 3,439,903 | \$ 797,421 | \$ 24,300 | \$ 10,000 | \$ (9,451,851) | \$ 1,710,330 | \$ 6,915,850 | \$ 1,462,500 | \$ 200,000 | \$ 15,000 | \$ (8,957,812) | \$ (364,463) | \$ | \$ (2,074,793) | | | | | | |
| 24 | \$ 7,097,274 | \$ 3,439,903 | \$ 813,370 | \$ 24,300 | \$ 10,000 | \$ (9,735,406) | \$ 1,649,440 | \$ 7,123,325 | \$ 1,417,500 | \$ 200,000 | \$ 15,000 | \$ (9,226,547) | \$ (470,722) | \$ | \$ (2,120,162) | | | | | | |
| 25 | \$ 7,310,192 | \$ 3,439,903 | \$ 829,637 | \$ 24,300 | \$ 10,000 | \$ (10,027,468) | \$ 1,586,563 | \$ 7,337,025 | \$ 1,372,500 | \$ 200,000 | \$ 15,000 | \$ (9,503,343) | \$ (578,818) | \$ | \$ (2,165,382) | | | | | | |
| 26 | \$ 7,529,498 | \$ 3,783,893 | \$ 846,230 | \$ 24,300 | \$ 10,000 | \$ (10,328,292) | \$ 1,865,628 | \$ 7,557,135 | \$ 1,327,500 | \$ 200,000 | \$ 15,000 | \$ (9,788,443) | \$ (688,808) | \$ | \$ (2,554,436) | | | | | | |
| 27 | \$ 7,755,383 | \$ 3,783,893 | \$ 863,155 | \$ 24,300 | \$ 10,000 | \$ (10,638,141) | \$ 1,798,589 | \$ 7,783,850 | \$ 1,282,500 | \$ 200,000 | \$ 15,000 | \$ (10,082,097) | \$ (800,747) | \$ | \$ (2,599,336) | | | | | | |
| 28 | \$ 7,988,044 | \$ 3,783,893 | \$ 880,418 | \$ 24,300 | \$ 10,000 | \$ (10,957,285) | \$ 1,729,369 | \$ 8,017,365 | \$ 1,237,500 | \$ 200,000 | \$ 15,000 | \$ (10,384,559) | \$ (914,694) | \$ | \$ (2,644,064) | | | | | | |
| 29 | \$ 8,227,685 | \$ 3,783,893 | \$ 898,026 | \$ 24,300 | \$ 10,000 | \$ (11,286,004) | \$ 1,657,900 | \$ 8,257,886 | \$ 1,192,500 | \$ 200,000 | \$ 15,000 | \$ (10,696,096) | \$ (1,030,710) | \$ | \$ (2,688,611) | | | | | | |
| 30 | \$ 8,474,516 | \$ 3,783,893 | \$ 915,987 | \$ 24,300 | \$ 10,000 | \$ (11,624,584) | \$ 1,584,111 | \$ 8,505,623 | \$ 1,147,500 | \$ 200,000 | \$ 15,000 | \$ (11,016,979) | \$ (1,148,857) | \$ | \$ (2,732,968) | | | | | | |
| Totals | \$ 171,087,380 | \$ 90,639,128 | \$ 20,925,149 | \$ 1,457,949 | \$ 300,000 | \$ (234,682,389) | \$ 49,727,217 | \$ 171,715,375 | \$ 54,172,667 | \$ 6,200,000 | \$ 450,000 | \$ (222,415,782) | \$ 10,122,260 | \$ | \$ (39,604,957) | | | | | | |
| | | | | | | Average | \$ 1,657,574 | | | | | Average | \$ 337,409 | | | | | | | | |
| | | | | | | | | | | | | | | | \$*FFE Purchase Included in Bond | | | | | | |

*FF&E Purchase included in Bond

SCARBOROUGH COMMUNITY SERVICES PRO FORMA

| | | | |
|----------------------------------|---------------------|--------------|---------------|
| OPENING DATE: | 2021 | | |
| | | LOW ESTIMATE | HIGH ESTIMATE |
| FACILITY SIZE (SQ FT): | | 78,082 | 92,457 |
| HOURS OF OPERATIONS - WEEK DAYS: | MON-FRI: 5AM-9PM | HRS | 80 |
| HOURS OF OPERATIONS - WEEKENDS: | SAT: 7AM-7PM | HRS | 12 |
| | SUN: 1PM-7PM | HRS | 6 |
| | TOTAL WEEKLY HRS | | 98 |
| ANNUAL PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$900.00 | \$1,200.00 |
| | ADULT (27-55) | \$500.00 | \$800.00 |
| | YOUNG ADULT (18-26) | \$400.00 | \$640.00 |
| | YOUTH | \$300.00 | \$400.00 |
| | SENIOR (55+) | \$300.00 | \$400.00 |
| | SENIOR COUPLE | \$500.00 | \$600.00 |
| MONTHLY PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$110.00 | \$150.00 |
| | ADULT (27-55) | \$62.00 | \$100.00 |
| | YOUNG ADULT (18-26) | \$50.00 | \$80.00 |
| | YOUTH | \$38.00 | \$50.00 |
| | SENIOR (55+) | \$38.00 | \$50.00 |
| | SENIOR COUPLE | \$62.00 | \$75.00 |
| DAY PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$20.00 | \$25.00 |
| | ADULT (27-55) | \$10.00 | \$18.00 |
| | YOUNG ADULT (18-26) | \$8.00 | \$14.00 |
| | YOUTH | \$5.00 | \$9.00 |
| | SENIOR (55+) | \$5.00 | \$9.00 |
| | SENIOR COUPLE | \$8.00 | \$14.00 |

| REVENUES | | |
|---------------------------------|----|-------------------|
| ADMINISTRATION | \$ | (292,000.00) |
| RECREATION | \$ | (200,000.00) |
| INTERGENERATIONAL | \$ | (1,429,000.00) |
| GROUND & PARKS | \$ | (43,000.00) |
| BEACHES | \$ | (390,500.00) |
| COMMUNITY CENTER | \$ | (2,578,350.00) |
| | \$ | (4,932,850.00) |
| EXPENDITURES | | |
| ADMINISTRATION | \$ | 299,885.00 |
| RECREATION | \$ | 225,707.00 |
| INTERGENERATIONAL | \$ | 1,013,104.00 |
| GROUND & PARKS | \$ | 634,416.00 |
| BEACHES | \$ | 288,560.00 |
| COMMUNITY CENTER | \$ | 1,134,458.00 |
| | \$ | 3,596,130.00 |
| TOTAL SURPLUS/DEFICIT | | \$ (1,336,720.00) |
| TOTAL OPERATIONAL COST RECOVERY | | -137% |

| REVENUES-COMMUNITY CENTER | SCS ESTIMATE |
|---------------------------|-------------------|
| ADMISSION PASS REVENUE | \$ (1,350,950.00) |
| COMMUNITY CENTER PROGRAMS | \$ (1,000,900.00) |
| FACILITY OPERATIONS | \$ (46,500.00) |
| SUPPORT | \$ (180,000.00) |
| | \$ (2,578,350.00) |

| EXPENDITURES-COMMUNITY CENTER | SCS ESTIMATE |
|-------------------------------|---------------|
| ADMINISTRATION | |
| STAFF (FT/PT) | \$ 218,152.00 |
| BENEFITS (FT/PT) | \$ 112,972.00 |
| SUPPLIES | \$ 5,000.00 |

| | | |
|-------------|----|-------------------|
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 12,500.00 |
| SERVICES | \$ | 500.00 |
| EQUIPMENT | \$ | 1,676.00 |
| | \$ | 350,800.00 |

| | | | |
|-------------------------------|---------------------|--|--|
| FITNESS & WELLNESS | SCS ESTIMATE | | |
|-------------------------------|---------------------|--|--|

| | | |
|------------------|----|------------------|
| STAFF (FT/PT) | \$ | 57,200.00 |
| BENEFITS (FT/PT) | \$ | 4,375.00 |
| SUPPLIES | \$ | 2,000.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | - |
| SERVICES | \$ | - |
| EQUIPMENT | \$ | 30,000.00 |
| | \$ | 93,575.00 |

| | | | |
|--------------------|---------------------|--|--|
| CHILD WATCH | SCS ESTIMATE | | |
|--------------------|---------------------|--|--|

| | | |
|------------------|----|------------------|
| STAFF (FT/PT) | \$ | 21,840.00 |
| BENEFITS (FT/PT) | \$ | 4,421.00 |
| SUPPLIES | \$ | 2,250.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 1,525.00 |
| SERVICES | \$ | 1,000.00 |
| EQUIPMENT | \$ | 900.00 |
| | \$ | 31,936.00 |

| | | | |
|-------------------|---------------------|--|--|
| FACILITIES | SCS ESTIMATE | | |
|-------------------|---------------------|--|--|

| | | |
|------------------|----|-------------------|
| STAFF (FT/PT) | \$ | 97,249.00 |
| BENEFITS (FT/PT) | \$ | 45,468.00 |
| SUPPLIES | \$ | 25,500.00 |
| COMMODITIES | \$ | 132,000.00 |
| OPERATIONS | \$ | 18,500.00 |
| SERVICES | \$ | 7,000.00 |
| EQUIPMENT | \$ | 5,000.00 |
| | \$ | 330,717.00 |

| | | | |
|-----------------|---------------------|--|--|
| AQUATICS | SCS ESTIMATE | | |
|-----------------|---------------------|--|--|

| | | |
|------------------|----|-------------------|
| STAFF (FT/PT) | \$ | 233,915.00 |
| BENEFITS (FT/PT) | \$ | 59,515.00 |
| SUPPLIES | \$ | 8,000.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 20,000.00 |
| SERVICES | \$ | 4,000.00 |
| EQUIPMENT | \$ | 2,000.00 |
| | \$ | 327,430.00 |

| | | |
|--|----|---------------------|
| | \$ | 1,134,458.00 |
|--|----|---------------------|

SCARBOROUGH COMMUNITY SERVICES PRO FORMA

| | | | |
|----------------------------------|---------------------|--------------|---------------|
| OPENING DATE: | 2021 | | |
| | | LOW ESTIMATE | HIGH ESTIMATE |
| FACILITY SIZE (SQ FT): | | 78,082 | 92,457 |
| HOURS OF OPERATIONS - WEEK DAYS: | MON-FRI: 5AM-9PM | HRS | 80 |
| HOURS OF OPERATIONS - WEEKENDS: | SAT: 7AM-7PM | HRS | 12 |
| | SUN: 1PM-7PM | HRS | 6 |
| | TOTAL WEEKLY HRS | | 98 |
| ANNUAL PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$900.00 | \$1,200.00 |
| | ADULT (27-55) | \$500.00 | \$800.00 |
| | YOUNG ADULT (18-26) | \$400.00 | \$640.00 |
| | YOUTH | \$300.00 | \$400.00 |
| | SENIOR (55+) | \$300.00 | \$400.00 |
| | SENIOR COUPLE | \$500.00 | \$600.00 |
| MONTHLY PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$110.00 | \$150.00 |
| | ADULT (27-55) | \$62.00 | \$100.00 |
| | YOUNG ADULT (18-26) | \$50.00 | \$80.00 |
| | YOUTH | \$38.00 | \$50.00 |
| | SENIOR (55+) | \$38.00 | \$50.00 |
| | SENIOR COUPLE | \$62.00 | \$75.00 |
| DAY PASS FEE SCHEDULE: | | RESIDENT | NON-RESIDENT |
| | FAMILY | \$20.00 | \$25.00 |
| | ADULT (27-55) | \$10.00 | \$18.00 |
| | YOUNG ADULT (18-26) | \$8.00 | \$14.00 |
| | YOUTH | \$5.00 | \$9.00 |
| | SENIOR (55+) | \$5.00 | \$9.00 |
| | SENIOR COUPLE | \$8.00 | \$14.00 |

| REVENUES | | | |
|---------------------------------|----|----------------|-------------------|
| ADMINISTRATION | \$ | (292,000.00) | |
| RECREATION | \$ | (200,000.00) | |
| INTERGENERATIONAL | \$ | (1,429,000.00) | |
| GROUND & PARKS | \$ | (43,000.00) | |
| BEACHES | \$ | (390,500.00) | |
| COMMUNITY CENTER | \$ | (2,320,515.00) | |
| | \$ | (4,675,015.00) | |
| EXPENDITURES | | | |
| ADMINISTRATION | \$ | 299,885.00 | |
| RECREATION | \$ | 225,707.00 | |
| INTERGENERATIONAL | \$ | 1,013,104.00 | |
| GROUND & PARKS | \$ | 634,416.00 | |
| BEACHES | \$ | 288,560.00 | |
| COMMUNITY CENTER | \$ | 1,147,658.00 | |
| | \$ | 3,609,330.00 | |
| TOTAL SURPLUS/DEFICIT | \$ | - | \$ (1,065,685.00) |
| TOTAL OPERATIONAL COST RECOVERY | | | -130% |

| REVENUES-COMMUNITY CENTER | SCS ESTIMATE |
|---------------------------|-------------------|
| ADMISSION PASS REVENUE | \$ (1,215,855.00) |
| COMMUNITY CENTER PROGRAMS | \$ (900,810.00) |
| FACILITY OPERATIONS | \$ (41,850.00) |
| SUPPORT | \$ (162,000.00) |
| | \$ (2,320,515.00) |

| EXPENDITURES-COMMUNITY CENTER | SCS ESTIMATE |
|-------------------------------|---------------|
| ADMINISTRATION | |
| STAFF (FT/PT) | \$ 218,152.00 |
| BENEFITS (FT/PT) | \$ 112,972.00 |
| SUPPLIES | \$ 5,000.00 |

| | | |
|-------------|----|-------------------|
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 12,500.00 |
| SERVICES | \$ | 500.00 |
| EQUIPMENT | \$ | 1,676.00 |
| | \$ | 350,800.00 |

| | | | |
|-------------------------------|---------------------|--|--|
| FITNESS & WELLNESS | SCS ESTIMATE | | |
|-------------------------------|---------------------|--|--|

| | | |
|------------------|----|------------------|
| STAFF (FT/PT) | \$ | 57,200.00 |
| BENEFITS (FT/PT) | \$ | 4,375.00 |
| SUPPLIES | \$ | 2,000.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | - |
| SERVICES | \$ | - |
| EQUIPMENT | \$ | 30,000.00 |
| | \$ | 93,575.00 |

| | | | |
|--------------------|---------------------|--|--|
| CHILD WATCH | SCS ESTIMATE | | |
|--------------------|---------------------|--|--|

| | | |
|------------------|----|------------------|
| STAFF (FT/PT) | \$ | 21,840.00 |
| BENEFITS (FT/PT) | \$ | 4,421.00 |
| SUPPLIES | \$ | 2,250.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 1,525.00 |
| SERVICES | \$ | 1,000.00 |
| EQUIPMENT | \$ | 900.00 |
| | \$ | 31,936.00 |

| | | | |
|-------------------|---------------------|--|--|
| FACILITIES | SCS ESTIMATE | | |
|-------------------|---------------------|--|--|

| | | |
|------------------|----|-------------------|
| STAFF (FT/PT) | \$ | 97,249.00 |
| BENEFITS (FT/PT) | \$ | 45,468.00 |
| SUPPLIES | \$ | 25,500.00 |
| COMMODITIES | \$ | 145,200.00 |
| OPERATIONS | \$ | 18,500.00 |
| SERVICES | \$ | 7,000.00 |
| EQUIPMENT | \$ | 5,000.00 |
| | \$ | 343,917.00 |

| | | | |
|-----------------|---------------------|--|--|
| AQUATICS | SCS ESTIMATE | | |
|-----------------|---------------------|--|--|

| | | |
|------------------|----|-------------------|
| STAFF (FT/PT) | \$ | 233,915.00 |
| BENEFITS (FT/PT) | \$ | 59,515.00 |
| SUPPLIES | \$ | 8,000.00 |
| COMMODITIES | \$ | - |
| OPERATIONS | \$ | 20,000.00 |
| SERVICES | \$ | 4,000.00 |
| EQUIPMENT | \$ | 2,000.00 |
| | \$ | 327,430.00 |

| | | |
|--|----|---------------------|
| | \$ | 1,147,658.00 |
|--|----|---------------------|

Edge Lease

Escalator: 10%
Years: 5

Principal: \$ 800,000
Rate: 4.00%
Years: 10

| Year | Payment | FF & E Lease |
|------|------------|-------------------------------|
| 1 | 2,349,500 | 97,195 |
| 2 | 2,349,500 | 97,195 |
| 3 | 2,349,500 | 97,195 |
| 4 | 2,349,500 | 97,195 |
| 5 | 2,349,500 | 97,195 |
| 6 | 2,584,450 | 97,195 |
| 7 | 2,584,450 | 97,195 |
| 8 | 2,584,450 | 97,195 |
| 9 | 2,584,450 | 97,195 |
| 10 | 2,584,450 | 97,195 |
| 11 | 2,842,895 | 24,300 Additional \$200k @ 4% |
| 12 | 2,842,895 | 24,300 |
| 13 | 2,842,895 | 24,300 |
| 14 | 2,842,895 | 24,300 |
| 15 | 2,842,895 | 24,300 |
| 16 | 3,127,185 | 24,300 |
| 17 | 3,127,185 | 24,300 |
| 18 | 3,127,185 | 24,300 |
| 19 | 3,127,185 | 24,300 |
| 20 | 3,127,185 | 24,300 |
| 21 | 3,439,903 | 24,300 Additional \$200k @ 4% |
| 22 | 3,439,903 | 24,300 |
| 23 | 3,439,903 | 24,300 |
| 24 | 3,439,903 | 24,300 |
| 25 | 3,439,903 | 24,300 |
| 26 | 3,783,893 | 24,300 |
| 27 | 3,783,893 | 24,300 |
| 28 | 3,783,893 | 24,300 |
| 29 | 3,783,893 | 24,300 |
| 30 | 3,783,893 | 24,300 |
| | 90,639,128 | 1,457,949 |

Town Bonding

Date: 4/1/2022
Delivery: 4/1/2022

| Date | Principal | Coupon | Interest | Period Total | Fiscal Total |
|-----------|--------------|--------|------------|--------------|--------------|
| 11/1/2022 | 1,130,000.00 | 4.00% | 788,666.67 | 1,918,666.67 | |
| 5/1/2023 | | | 653,400.00 | 653,400.00 | 2,572,066.67 |
| 11/1/2023 | 1,130,000.00 | 4.00% | 653,400.00 | 1,783,400.00 | |
| 5/1/2024 | | | 630,800.00 | 630,800.00 | 2,414,200.00 |
| 11/1/2024 | 1,130,000.00 | 4.00% | 630,800.00 | 1,760,800.00 | |
| 5/1/2025 | | | 608,200.00 | 608,200.00 | 2,369,000.00 |
| 11/1/2025 | 1,130,000.00 | 4.00% | 608,200.00 | 1,738,200.00 | |
| 5/1/2026 | | | 585,600.00 | 585,600.00 | 2,323,800.00 |
| 11/1/2026 | 1,130,000.00 | 4.00% | 585,600.00 | 1,715,600.00 | |
| 5/1/2027 | | | 563,000.00 | 563,000.00 | 2,278,600.00 |
| 11/1/2027 | 1,130,000.00 | 4.00% | 563,000.00 | 1,693,000.00 | |
| 5/1/2028 | | | 540,400.00 | 540,400.00 | 2,233,400.00 |
| 11/1/2028 | 1,130,000.00 | 4.00% | 540,400.00 | 1,670,400.00 | |
| 5/1/2029 | | | 517,800.00 | 517,800.00 | 2,188,200.00 |
| 11/1/2029 | 1,130,000.00 | 4.00% | 517,800.00 | 1,647,800.00 | |
| 5/1/2030 | | | 495,200.00 | 495,200.00 | 2,143,000.00 |
| 11/1/2030 | 1,130,000.00 | 4.00% | 495,200.00 | 1,625,200.00 | |
| 5/1/2031 | | | 472,600.00 | 472,600.00 | 2,097,800.00 |
| 11/1/2031 | 1,130,000.00 | 4.00% | 472,600.00 | 1,602,600.00 | |
| 5/1/2032 | | | 450,000.00 | 450,000.00 | 2,052,600.00 |
| 11/1/2032 | 1,125,000.00 | 4.00% | 450,000.00 | 1,575,000.00 | |
| 5/1/2033 | | | 427,500.00 | 427,500.00 | 2,002,500.00 |
| 11/1/2033 | 1,125,000.00 | 4.00% | 427,500.00 | 1,552,500.00 | |
| 5/1/2034 | | | 405,000.00 | 405,000.00 | 1,957,500.00 |
| 11/1/2034 | 1,125,000.00 | 4.00% | 405,000.00 | 1,530,000.00 | |
| 5/1/2035 | | | 382,500.00 | 382,500.00 | 1,912,500.00 |
| 11/1/2035 | 1,125,000.00 | 4.00% | 382,500.00 | 1,507,500.00 | |
| 5/1/2036 | | | 360,000.00 | 360,000.00 | 1,867,500.00 |
| 11/1/2036 | 1,125,000.00 | 4.00% | 360,000.00 | 1,485,000.00 | |
| 5/1/2037 | | | 337,500.00 | 337,500.00 | 1,822,500.00 |
| 11/1/2037 | 1,125,000.00 | 4.00% | 337,500.00 | 1,462,500.00 | |
| 5/1/2038 | | | 315,000.00 | 315,000.00 | 1,777,500.00 |
| 11/1/2038 | 1,125,000.00 | 4.00% | 315,000.00 | 1,440,000.00 | |
| 5/1/2039 | | | 292,500.00 | 292,500.00 | 1,732,500.00 |
| 11/1/2039 | 1,125,000.00 | 4.00% | 292,500.00 | 1,417,500.00 | |
| 5/1/2040 | | | 270,000.00 | 270,000.00 | 1,687,500.00 |
| 11/1/2040 | 1,125,000.00 | 4.00% | 270,000.00 | 1,395,000.00 | |
| 5/1/2041 | | | 247,500.00 | 247,500.00 | 1,642,500.00 |
| 11/1/2041 | 1,125,000.00 | 4.00% | 247,500.00 | 1,372,500.00 | |
| 5/1/2042 | | | 225,000.00 | 225,000.00 | 1,597,500.00 |
| 11/1/2042 | 1,125,000.00 | 4.00% | 225,000.00 | 1,350,000.00 | |

| | | | | | |
|-----------|---------------|-------|---------------|---------------|---------------|
| 5/1/2043 | | | 202,500.00 | 202,500.00 | 1,552,500.00 |
| 11/1/2043 | 1,125,000.00 | 4.00% | 202,500.00 | 1,327,500.00 | |
| 5/1/2044 | | | 180,000.00 | 180,000.00 | 1,507,500.00 |
| 11/1/2044 | 1,125,000.00 | 4.00% | 180,000.00 | 1,305,000.00 | |
| 5/1/2045 | | | 157,500.00 | 157,500.00 | 1,462,500.00 |
| 11/1/2045 | 1,125,000.00 | 4.00% | 157,500.00 | 1,282,500.00 | |
| 5/1/2046 | | | 135,000.00 | 135,000.00 | 1,417,500.00 |
| 11/1/2046 | 1,125,000.00 | 4.00% | 135,000.00 | 1,260,000.00 | |
| 5/1/2047 | | | 112,500.00 | 112,500.00 | 1,372,500.00 |
| 11/1/2047 | 1,125,000.00 | 4.00% | 112,500.00 | 1,237,500.00 | |
| 5/1/2048 | | | 90,000.00 | 90,000.00 | 1,327,500.00 |
| 11/1/2048 | 1,125,000.00 | 4.00% | 90,000.00 | 1,215,000.00 | |
| 5/1/2049 | | | 67,500.00 | 67,500.00 | 1,282,500.00 |
| 11/1/2049 | 1,125,000.00 | 4.00% | 67,500.00 | 1,192,500.00 | |
| 5/1/2050 | | | 45,000.00 | 45,000.00 | 1,237,500.00 |
| 11/1/2050 | 1,125,000.00 | 4.00% | 45,000.00 | 1,170,000.00 | |
| 5/1/2051 | | | 22,500.00 | 22,500.00 | 1,192,500.00 |
| 11/1/2051 | 1,125,000.00 | 4.00% | 22,500.00 | 1,147,500.00 | |
| 5/1/2052 | | | | - | 1,147,500.00 |
| | 33,800,000.00 | | 20,372,666.67 | 54,172,666.67 | 54,172,666.67 |

SCS - FY2022

| | | EXPENSES | REVENUES | NET | % NON-TAX SUPPORTED |
|---|-------------------|-----------------|-------------------|-------------------|---------------------|
| 1 | ADMINISTRATION | \$ 299,885.00 | \$ (292,000.00) | \$ 7,885.00 | -97% |
| 2 | RECREATION | \$ 225,707.00 | \$ (200,000.00) | \$ 25,707.00 | -89% |
| 3 | INTERGENERATIONAL | \$ 1,013,104.00 | \$ (1,429,000.00) | \$ (415,896.00) | -141% |
| 4 | GROUNDS & PARKS | \$ 634,416.00 | \$ (43,000.00) | \$ 591,416.00 | -7% |
| 5 | BEACHES | \$ 288,560.00 | \$ (390,500.00) | \$ (101,940.00) | -135% |
| 6 | COMMUNITY CENTER | \$ 1,134,458.00 | \$ (2,578,350.00) | \$ (1,443,892.00) | -227% |
| | | \$ 3,596,130.00 | \$ (4,932,850.00) | \$ (1,336,720.00) | -137% |

OPERATIONAL & DEBT

EXPENSE

| | | |
|--------------------|----|--------------|
| FY22 EXPENSES | \$ | 3,596,130.00 |
| FACILITY LEASE | \$ | 2,349,500.00 |
| CAM FEES | \$ | 515,803.30 |
| CAPITAL INVESTMENT | \$ | 50,000.00 |

EXPENSE TOTAL \$ **6,511,433.30**

REVENUE

FY22 REVENUES \$ (4,932,850.00)

REVENUE TOTAL \$ **(4,932,850.00)**

PROJECT NET \$ **1,578,583.30**

SCS - FY2022

| | EXPENSES | | REVENUES | | NET | % NON-TAX SUPPORTED |
|---|-------------------|-------------------|-------------------|-------------------|-------|---------------------|
| 1 | ADMINISTRATION | \$ 299,885.00 | \$ (292,000.00) | \$ 7,885.00 | -97% | |
| 2 | RECREATION | \$ 225,707.00 | \$ (200,000.00) | \$ 25,707.00 | -89% | |
| 3 | INTERGENERATIONAL | \$ 1,013,104.00 | \$ (1,429,000.00) | \$ (415,896.00) | -141% | |
| 4 | GROUNDS & PARKS | \$ 634,416.00 | \$ (43,000.00) | \$ 591,416.00 | -7% | |
| 5 | BEACHES | \$ 288,560.00 | \$ (390,500.00) | \$ (101,940.00) | -135% | |
| 6 | COMMUNITY CENTER | \$ 1,147,658.00 | \$ (2,320,515.00) | \$ (1,172,857.00) | -202% | |
| | \$ 3,609,330.00 | \$ (4,675,015.00) | \$ (1,065,685.00) | -130% | | |

| Organization | Object | Project | Account Description | 2022 | 2020 | Difference | NOTES |
|--------------|--------|---------|--------------------------------|-------------------|-------------------|-------------------|-------|
| | | | | | | | |
| 06255200 | 036000 | | COMM SERV MISC REVENUES | \$ (400.00) | \$ (400.00) | \$ - | |
| 06259300 | 034142 | | PASSPORT PROCESSING | \$ (20,000.00) | \$ (20,000.00) | \$ - | |
| 06259200 | 031180 | | CABLE FRANCHISE FEE REVENUES | \$ (208,100.00) | \$ (208,100.00) | \$ - | |
| 06259300 | 034712 | | CS CABLE TV REVENUES | \$ (500.00) | \$ (500.00) | \$ - | |
| 06259300 | 034701 | | CS DRAGON FLIES (MOSQUITO) REV | \$ (4,000.00) | \$ (4,000.00) | \$ - | |
| 06259300 | 034702 | | CS COMMUNITY PROG REVENUES | \$ (24,000.00) | \$ (24,000.00) | \$ - | |
| 06259300 | 034713 | | CS PROGRAM FIELD TRIPS | \$ (20,000.00) | \$ (20,000.00) | \$ - | |
| 06259300 | 036450 | 069020 | CS SPEC EVENTS DONATIONS | \$ (15,000.00) | \$ (15,000.00) | \$ - | |
| | | | | \$ (292,000.00) | \$ (292,000.00) | \$ - | |
| | | | | | | | |
| 06259300 | 034705 | | CS SKI PROGRAM | \$ (25,000.00) | \$ (25,000.00) | \$ - | |
| 06259300 | 034706 | | CS BASKETBALL PROGRAM | \$ (30,000.00) | \$ (23,000.00) | \$ (7,000.00) | |
| 06259300 | 034707 | | CS SOCCER PROGRAMS | \$ (50,000.00) | \$ (50,000.00) | \$ - | |
| 06259300 | 034709 | | CS YOUTH PROGRAM REVENUES | \$ (90,000.00) | \$ (90,000.00) | \$ - | |
| 06259360 | 034703 | | CS ADULT RECREATION | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| | | | | \$ (200,000.00) | \$ (193,000.00) | \$ (7,000.00) | |
| | | | | | | | |
| 06259300 | 034708 | | CS FEB VACATION EXPERIENCE | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| 06259300 | 034711 | | CS CHILD CARE REVENUES | \$ (925,000.00) | \$ (925,000.00) | \$ - | |
| 06159300 | 034700 | | CS SENIOR MISC | \$ (2,000.00) | \$ (2,000.00) | \$ - | |
| 06159300 | 034713 | | SENIOR FIELD TRIPS | \$ (35,000.00) | \$ (35,000.00) | \$ - | |
| 06159300 | 034714 | | SENIOR'S FOOD REIMBURSEMENT | \$ (12,000.00) | \$ (12,000.00) | \$ - | |
| 06259360 | 034704 | | CS SUMMER PROGRAMS | \$ (450,000.00) | \$ (450,000.00) | \$ - | |
| | | | | \$ (1,429,000.00) | \$ (1,429,000.00) | \$ - | |
| | | | | | | | |
| 06259300 | 034090 | | GAWRON/LIBRARY GROUNDS MAINT | \$ (11,900.00) | \$ (11,900.00) | \$ - | |
| 06259320 | 034740 | | ATHLETIC FIELD/MEM'L PARK CONC | \$ (3,500.00) | \$ (3,500.00) | \$ - | |
| 06259320 | 034755 | | FIELD USE FEES NON TURF | \$ (25,000.00) | \$ (25,000.00) | \$ - | |
| 06259320 | 034760 | | OH FIELD LIGHTING USER FEES | \$ (2,600.00) | \$ (2,600.00) | \$ - | |
| | | | | \$ (43,000.00) | \$ (43,000.00) | \$ - | |
| | | | | | | | |
| 06259350 | 034740 | | CS-HURD PARK CONCESSION STAND | \$ (5,500.00) | \$ (5,500.00) | \$ - | |
| 06286100 | 039320 | | HIGGINS BEACH LEASE | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| 06259300 | 034730 | | CS-FERRY PARKING LOT REV. | \$ (380,000.00) | \$ (380,000.00) | \$ - | |
| | | | | \$ (390,500.00) | \$ (390,500.00) | \$ - | |
| | | | | | | | |
| | | | ADMISSION PASS REVENUE | \$ (1,350,950.00) | \$ - | | |
| | | | CC PROGRAMS | \$ (1,000,900.00) | \$ - | | |
| | | | FACILITY OPERATIONS | \$ (46,500.00) | \$ - | | |
| | | | SUPPORT | \$ (180,000.00) | \$ - | | |
| | | | | \$ (2,578,350.00) | \$ - | | |
| | | | | | | | |
| | | | REVENUE TOTAL | \$ (4,932,850.00) | \$ (2,347,500.00) | \$ (2,585,350.00) | |
| | | | | | | | |

| Organization | Object | Project | Account Description | 2022 | 2020 | Difference | NOTES |
|--------------|--------|---------|--------------------------------|-------------------|-------------------|-------------------|-------|
| 06255200 | 036000 | | COMM SERV MISC REVENUES | \$ (400.00) | \$ (400.00) | \$ - | |
| 06259300 | 034142 | | PASSPORT PROCESSING | \$ (20,000.00) | \$ (20,000.00) | \$ - | |
| 06259200 | 031180 | | CABLE FRANCHISE FEE REVENUES | \$ (208,100.00) | \$ (208,100.00) | \$ - | |
| 06259300 | 034712 | | CS CABLE TV REVENUES | \$ (500.00) | \$ (500.00) | \$ - | |
| 06259300 | 034701 | | CS DRAGON FLIES (MOSQUITO) REV | \$ (4,000.00) | \$ (4,000.00) | \$ - | |
| 06259300 | 034702 | | CS COMMUNITY PROG REVENUES | \$ (24,000.00) | \$ (24,000.00) | \$ - | |
| 06259300 | 034713 | | CS PROGRAM FIELD TRIPS | \$ (20,000.00) | \$ (20,000.00) | \$ - | |
| 06259300 | 036450 | 069020 | CS SPEC EVENTS DONATIONS | \$ (15,000.00) | \$ (15,000.00) | \$ - | |
| | | | | \$ (292,000.00) | \$ (292,000.00) | \$ - | |
| 06259300 | 034705 | | CS SKI PROGRAM | \$ (25,000.00) | \$ (25,000.00) | \$ - | |
| 06259300 | 034706 | | CS BASKETBALL PROGRAM | \$ (30,000.00) | \$ (23,000.00) | \$ (7,000.00) | |
| 06259300 | 034707 | | CS SOCCER PROGRAMS | \$ (50,000.00) | \$ (50,000.00) | \$ - | |
| 06259300 | 034709 | | CS YOUTH PROGRAM REVENUES | \$ (90,000.00) | \$ (90,000.00) | \$ - | |
| 06259360 | 034703 | | CS ADULT RECREATION | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| | | | | \$ (200,000.00) | \$ (193,000.00) | \$ (7,000.00) | |
| 06259300 | 034708 | | CS FEB VACATION EXPERIENCE | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| 06259300 | 034711 | | CS CHILD CARE REVENUES | \$ (925,000.00) | \$ (925,000.00) | \$ - | |
| 06159300 | 034700 | | CS SENIOR MISC | \$ (2,000.00) | \$ (2,000.00) | \$ - | |
| 06159300 | 034713 | | SENIOR FIELD TRIPS | \$ (35,000.00) | \$ (35,000.00) | \$ - | |
| 06159300 | 034714 | | SENIOR'S FOOD REIMBURSEMENT | \$ (12,000.00) | \$ (12,000.00) | \$ - | |
| 06259360 | 034704 | | CS SUMMER PROGRAMS | \$ (450,000.00) | \$ (450,000.00) | \$ - | |
| | | | | \$ (1,429,000.00) | \$ (1,429,000.00) | \$ - | |
| 06259300 | 034090 | | GAWRON/LIBRARY GROUNDS MAINT | \$ (11,900.00) | \$ (11,900.00) | \$ - | |
| 06259320 | 034740 | | ATHLETIC FIELD/MEM'L PARK CONC | \$ (3,500.00) | \$ (3,500.00) | \$ - | |
| 06259320 | 034755 | | FIELD USE FEES NON TURF | \$ (25,000.00) | \$ (25,000.00) | \$ - | |
| 06259320 | 034760 | | OH FIELD LIGHTING USER FEES | \$ (2,600.00) | \$ (2,600.00) | \$ - | |
| | | | | \$ (43,000.00) | \$ (43,000.00) | \$ - | |
| 06259350 | 034740 | | CS-HURD PARK CONCESSION STAND | \$ (5,500.00) | \$ (5,500.00) | \$ - | |
| 06286100 | 039320 | | HIGGINS BEACH LEASE | \$ (5,000.00) | \$ (5,000.00) | \$ - | |
| 06259300 | 034730 | | CS-FERRY PARKING LOT REV. | \$ (380,000.00) | \$ (380,000.00) | \$ - | |
| | | | | \$ (390,500.00) | \$ (390,500.00) | \$ - | |
| | | | ADMISSION PASS REVENUE | \$ (1,215,855.00) | \$ - | | |
| | | | CC PROGRAMS | \$ (900,810.00) | \$ - | | |
| | | | FACILITY OPERATIONS | \$ (41,850.00) | \$ - | | |
| | | | SUPPORT | \$ (162,000.00) | \$ - | | |
| | | | | \$ (2,320,515.00) | \$ - | | |
| | | | REVENUE TOTAL | \$ (4,675,015.00) | \$ (2,347,500.00) | \$ (2,327,515.00) | |

ADMINISTRATION

| 25500 ADMINISTRATION | | | | | | | |
|------------------------|--------|---------|--------------------------------|------------------------|-------|------------------------|----------------|
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT BUDGET | DIFFERENCE |
| 06255000 | 041110 | | ADMINISTRATOR FULL TIME PAY | \$ 94,578.00 | | \$ 94,578.00 | \$ - |
| 06255000 | 041113 | | CS OFFICE MANAGER | \$ - | | \$ 51,480.00 | \$ (51,480.00) |
| 06255000 | 041114 | | EXECUTIVE ASST FT REGULAR PAY | \$ 36,359.00 | | \$ 36,359.00 | \$ - |
| 06255000 | 041122 | | CS ADMIN CELL PHONE STIPEND | \$ 600.00 | | \$ 600.00 | \$ - |
| 06255000 | 041200 | | FICA TAX | \$ 8,118.00 | | \$ 10,251.00 | \$ (2,133.00) |
| 06255000 | 041205 | | MEDICARE TAX | \$ 1,898.00 | | \$ 2,398.00 | \$ (500.00) |
| 06255000 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ 530.00 | | \$ 530.00 | \$ - |
| 06255000 | 041220 | | LONGTERM DISABLTY INS STANDARD | \$ 327.00 | | \$ 913.00 | \$ (586.00) |
| 06255000 | 041230 | | HEALTH INSURANCE | \$ 7,276.00 | | \$ 36,378.00 | \$ (29,102.00) |
| 06255000 | 041240 | | PENSION (MSRS/ICMA) | \$ 13,093.00 | | \$ 18,313.00 | \$ (5,220.00) |
| 06255000 | 041300 | | OVERTIME PAY | \$ 500.00 | | \$ 500.00 | \$ - |
| 06255000 | 042910 | | CS-ADMIN TUITION | \$ 200.00 | | \$ 200.00 | \$ - |
| 06255000 | 042910 | 62010 | CS-NRPA-STAFF TRAINING | \$ 1,350.00 | | \$ 1,350.00 | \$ - |
| 06255000 | 042910 | 62011 | CS-REC DEV EMP'EE TRAINING | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06255000 | 042910 | 62012 | CS-NYSICA FEES-EMP'EE TRAINING | \$ 1,500.00 | | \$ 1,500.00 | \$ - |
| 06255000 | 043225 | | CONTRACTUAL SERVICES | \$ 500.00 | | \$ 500.00 | \$ - |
| 06255000 | 043465 | | CREDIT CARD SERVICES | \$ 10,000.00 | | \$ - | \$ 10,000.00 |
| 06255000 | 043500 | | PROFESSIONAL DUES | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06255000 | 045302 | | CS-ADMIN TELEPHONES | \$ - | | \$ 1,000.00 | \$ (1,000.00) |
| 06255000 | 045310 | | POSTAGE | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06255000 | 045311 | | PASSPORT POSTAGE | \$ 2,000.00 | | \$ 2,000.00 | \$ - |
| 06255000 | 045500 | | BROCHURE PRINTING | \$ 6,000.00 | | \$ 6,000.00 | \$ - |
| 06255000 | 045800 | | TRAVEL EXPENSE | \$ 2,750.00 | | \$ 2,750.00 | \$ - |
| 06255000 | 046000 | | OFFICE SUPPLIES & MATERIALS | \$ 2,500.00 | | \$ 2,500.00 | \$ - |
| 06255000 | 046015 | | MISCELLANEOUS SUPPL & MATERL | \$ 2,500.00 | | \$ 2,500.00 | \$ - |
| 06255000 | 046260 | | VEHICLE FUEL-GASOLINE-COMM SRV | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06255000 | 047400 | | NEW EQUIPMENT | \$ 1,676.00 | | \$ 1,676.00 | \$ - |
| | | | | \$ 198,255.00 | | \$ 278,276.00 | \$ (80,021.00) |
| 26030 CABLE TV | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260300 | 041112 | | STAFF FULL TIME REGULAR PAY | \$ - | | \$ 42,703.00 | \$ (42,703.00) |
| 06260300 | 041122 | | CS CABLE TV CELL PHONE STIPEND | \$ 600.00 | | \$ 600.00 | \$ - |
| 06260300 | 041150 | | CABLE TV PART TIME PAY | \$ 11,456.00 | | \$ 11,456.00 | \$ - |
| 06260300 | 041157 | | PROGRAM DIRECTOR | \$ 14,165.00 | | \$ 14,165.00 | \$ - |
| 06260300 | 041200 | | FICA TAX | \$ 935.00 | | \$ 3,582.00 | \$ (2,647.00) |
| 06260300 | 041205 | | MEDICARE TAX | \$ 220.00 | | \$ 839.00 | \$ (619.00) |
| 06260300 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ - | | \$ 265.00 | \$ (265.00) |
| 06260300 | 041220 | | LONGTERM DISABLTY INS STANDARD | \$ - | | \$ 214.00 | \$ (214.00) |
| 06260300 | 041230 | | HEALTH INSURANCE | \$ - | | \$ 14,551.00 | \$ (14,551.00) |
| 06260300 | 041240 | | PENSION (MSRS/ICMA) | \$ - | | \$ 4,341.00 | \$ (4,341.00) |
| 06260300 | 041300 | | OVERTIME PAY | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260300 | 042910 | | EMPEE TRAINING | \$ 200.00 | | \$ 200.00 | \$ - |
| 06260300 | 043225 | | CONTRACTUAL SERVICES | \$ 6,500.00 | | \$ 6,500.00 | \$ - |
| 06260300 | 043500 | | PROFESSIONAL DUES | \$ 350.00 | | \$ 350.00 | \$ - |
| 06260300 | 044351 | | CS-CTV EQUIPMENT MAINT | \$ 750.00 | | \$ 750.00 | \$ - |
| 06260300 | 046020 | | SPECL PROGRM SUPPL & MATERL | \$ 250.00 | | \$ 250.00 | \$ - |
| 06260300 | 047400 | | NEW EQUIPMENT | \$ 750.00 | | \$ 750.00 | \$ - |
| | | | | \$ 36,676.00 | | \$ 102,016.00 | \$ (65,340.00) |
| 26090 MOSQUITO CONTROL | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |

| 06260900 | 046021 | | CS LARVAE (MOSQUITOES) | \$ 3,454.00 | | \$ 3,454.00 | \$ - |
|--------------------------|--------|---------|--------------------------------|------------------------|------------|------------------------|-----------------|
| | | | | \$ 3,454.00 | | \$ 3,454.00 | \$ - |
| 26025 COMMUNITY PROGRAMS | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260250 | 046022 | | CS TICKETS PURCHASED | \$ 16,500.00 | | \$ 16,500.00 | \$ - |
| 06260250 | 048100 | | CPRGM SPECIAL EVENTS | \$ 30,000.00 | | \$ 30,000.00 | \$ - |
| 06260250 | 048102 | | CPRGM FIELD TRIPS | \$ 15,000.00 | | \$ 15,000.00 | \$ - |
| | | | | \$ 61,500.00 | | \$ 61,500.00 | \$ - |
| | | | | \$ 299,885.00 | | \$ 445,246.00 | \$ (145,361.00) |
| RECREATION | | | | | | | |
| 25505 RECREATION MANAGER | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06255500 | 041111 | | CS RECREATION MANAGER | \$ 62,026.00 | | \$ 62,026.00 | \$ - |
| 06255500 | 041118 | | SITE SUPERVISOR/REC LEADER | \$ 2,700.00 | | \$ 2,700.00 | \$ - |
| 06255500 | 041122 | | CS RM CELL PHONE STIPEND | \$ 600.00 | | \$ 600.00 | \$ - |
| 06255500 | 041200 | | FICA TAX | \$ 3,732.00 | | \$ 3,732.00 | \$ - |
| 06255500 | 041205 | | MEDICARE TAX | \$ 873.00 | | \$ 873.00 | \$ - |
| 06255500 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ 265.00 | | \$ 265.00 | \$ - |
| 06255500 | 041220 | | LONGTERM DISABLTY INS STANDARD | \$ 310.00 | | \$ 310.00 | \$ - |
| 06255500 | 041230 | | HEALTH INSURANCE | \$ 14,551.00 | | \$ 14,551.00 | \$ - |
| 06255500 | 041240 | | PENSION (MSRS/ICMA) | \$ 6,204.00 | | \$ 6,204.00 | \$ - |
| 06255500 | 041300 | | OVERTIME PAY | \$ - | | \$ - | \$ - |
| 06255500 | 045800 | | TRAVEL EXPENSE | \$ 250.00 | | \$ 250.00 | \$ - |
| | | | | \$ 91,511.00 | | \$ 91,511.00 | \$ - |
| 26000 YOUTH PROGRAMS | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260000 | 041156 | | YOUTH REC PART TIME PAY | \$ 35,500.00 | | \$ 35,500.00 | \$ - |
| 06260000 | 041200 | | FICA TAX | \$ 2,201.00 | | \$ 2,201.00 | \$ - |
| 06260000 | 041205 | | MEDICARE TAX | \$ 515.00 | | \$ 515.00 | \$ - |
| 06260000 | 046020 | | YOUTH REC SUPPLIES | \$ 2,500.00 | | \$ 2,500.00 | \$ - |
| 06260000 | 048101 | | CONTRACTED PROGRAMS | \$ 30,000.00 | | \$ 30,000.00 | \$ - |
| 06260010 | 043225 | | BASKETBALL CONTRACTUAL SERV | \$ 2,000.00 | | \$ 2,000.00 | \$ - |
| 06260010 | 046020 | | BASKETBALL SUPPL & MATERL | \$ 9,750.00 | | \$ 9,750.00 | \$ - |
| 06260040 | 043225 | | SOCCER CONTR SERVICES | \$ 3,500.00 | | \$ 3,500.00 | \$ - |
| 06260040 | 046020 | | YOUTH SOCCER SUPPL & MATERL | \$ 18,000.00 | | \$ 18,000.00 | \$ - |
| 06260050 | 046020 | | SPECIAL PROGRAM SUPPLIES | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260050 | 048101 | | CPMTRACTED PRPGRAMS | \$ 25,000.00 | Shanee Ski | \$ 25,000.00 | \$ - |
| | | | | \$ 129,466.00 | | \$ 129,466.00 | \$ - |
| 26010 ADULT PROGRAMS | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260160 | 041150 | | ADULT REC PART TIME PAY | \$ 3,000.00 | | \$ 3,000.00 | \$ - |
| 06260160 | 041200 | | FICA TAX | \$ 186.00 | | \$ 186.00 | \$ - |
| 06260160 | 041205 | | MEDICARE TAX | \$ 44.00 | | \$ 44.00 | \$ - |
| 06260160 | 046015 | | MISCELLANEOUS SUPPL & MATERL | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260160 | 048000 | | MISCELLANEOUS EXPENSES | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260160 | 048101 | | CONTRACTED PROGRAMS | \$ 500.00 | | \$ 500.00 | \$ - |
| | | | | \$ 4,730.00 | | \$ 4,730.00 | \$ - |
| | | | | \$ 225,707.00 | | \$ 225,707.00 | \$ - |

| INTERGENERATIONAL | | | | | | | |
|-----------------------|--------|---------|--------------------------------|------------------------|-------|------------------------|------------|
| 26040 CHILD CARE | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260400 | 041111 | | MANAGER FULL TIME REGULAR PAY | \$ 62,026.00 | | \$ 62,026.00 | \$ - |
| 06260400 | 041112 | | STAFF FULL TIME REGULAR PAY | \$ 101,047.00 | | \$ 101,047.00 | \$ - |
| 06260400 | 041122 | | CHILD CARE CELL PHONE STIPEND | \$ 1,800.00 | | \$ 1,800.00 | \$ - |
| 06260400 | 041150 | | CHILD CARE PART TIME PAY | \$ 208,000.00 | | \$ 208,000.00 | \$ - |
| 06260400 | 041160 | | INCENTIVE PAY | \$ 2,500.00 | | \$ 2,500.00 | \$ - |
| 06260400 | 041200 | | FICA TAX | \$ 22,409.00 | | \$ 22,409.00 | \$ - |
| 06260400 | 041205 | | MEDICARE TAX | \$ 5,241.00 | | \$ 5,241.00 | \$ - |
| 06260400 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ 795.00 | | \$ 795.00 | \$ - |
| 06260400 | 041220 | | LONGTERM DISABLTY INS STANDARD | \$ 817.00 | | \$ 817.00 | \$ - |
| 06260400 | 041230 | | HEALTH INSURANCE | \$ 43,653.00 | | \$ 43,653.00 | \$ - |
| 06260400 | 041240 | | PENSION (MSRS/ICMA) | \$ 16,460.00 | | \$ 16,460.00 | \$ - |
| 06260400 | 041300 | | OVERTIME PAY | \$ 1,500.00 | | \$ 1,500.00 | \$ - |
| 06260400 | 042910 | | EMPEE TRAINING | \$ 2,000.00 | | \$ 2,000.00 | \$ - |
| 06260400 | 042950 | | INFECTIOUS DISEASE CONTROL | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260400 | 043225 | | CONTRACTUAL SERVICES | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06260400 | 043600 | | LICENSING FEES | \$ 200.00 | | \$ 200.00 | \$ - |
| 06260400 | 044320 | | MISC MAINTENANCE AND REPAIRS | \$ 625.00 | | \$ 625.00 | \$ - |
| 06260400 | 044410 | | LEASES LAND | \$ 30,000.00 | | \$ 30,000.00 | \$ - |
| 06260400 | 045400 | | ADVERTISEMENTS | \$ 200.00 | | \$ 200.00 | \$ - |
| 06260400 | 045800 | | TRAVEL EXPENSE | \$ 750.00 | | \$ 750.00 | \$ - |
| 06260400 | 046000 | | OFFICE SUPPLIES & MATERIALS | \$ 250.00 | | \$ 250.00 | \$ - |
| 06260400 | 046001 | | FOOD | \$ 32,000.00 | | \$ 32,000.00 | \$ - |
| 06260400 | 046020 | | SPECL PROGRM SUPPL & MATERL | \$ 6,000.00 | | \$ 6,000.00 | \$ - |
| 06260400 | 047400 | | CS CC NEW EQUIPMENT | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260400 | 047430 | | NEW FURNITURE | \$ 400.00 | | \$ 400.00 | \$ - |
| 06260400 | 048102 | | FIELD TRIPS | \$ 4,000.00 | | \$ 4,000.00 | \$ - |
| | | | | \$ 544,673.00 | | \$ 544,673.00 | \$ - |
| 26020 SENIOR PROGRAMS | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260420 | 041112 | | SENIOR PROGRAM COORDINATOR | \$ 50,191.00 | | \$ 50,191.00 | \$ - |
| 06260420 | 041122 | | CS SR PROG CELL PHONE | \$ 1,200.00 | | \$ 1,200.00 | \$ - |
| 06260420 | 041155 | | MINI BUS TRANSPORTATION | \$ 21,408.00 | | \$ 21,408.00 | \$ - |
| 06260420 | 041200 | | FICA TAX | \$ 4,420.00 | | \$ 4,420.00 | \$ - |
| 06260420 | 041205 | | MEDICARE TAX | \$ 1,035.00 | | \$ 1,035.00 | \$ - |
| 06260420 | 041210 | | DENTAL INSURANCE | \$ 265.00 | | \$ 265.00 | \$ - |
| 06260420 | 041220 | | LONG TERM DISABILITY | \$ 252.00 | | \$ 252.00 | \$ - |
| 06260420 | 041230 | | HEALTH INSURANCE | \$ 7,276.00 | | \$ 7,276.00 | \$ - |
| 06260420 | 041240 | | PENSION (401/457/MPERS) | \$ 5,572.00 | | \$ 5,572.00 | \$ - |
| 06260420 | 041300 | | CS SENIOR PROGRAM OT PAY | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260420 | 042910 | | EMPLOYEE TRAINING | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260420 | 045321 | | CS SR PROG PUBLIC INFO | \$ 500.00 | | \$ 500.00 | \$ - |
| 06260420 | 046001 | | CS SR FOOD | \$ 10,000.00 | | \$ 10,000.00 | \$ - |
| 06260420 | 046260 | | SR PRG MINI-BUS GAS | \$ 4,500.00 | | \$ 4,500.00 | \$ - |
| 06260420 | 048000 | | MISC. EXPENSES | \$ 1,000.00 | | \$ 1,000.00 | \$ - |
| 06260420 | 048102 | | FIELD TRIPS | \$ 18,000.00 | | \$ 18,000.00 | \$ - |
| 06260420 | 048103 | | SENIOR PROGRAMMING | \$ 6,000.00 | | \$ 6,000.00 | \$ - |
| | | | | \$ 132,619.00 | | \$ 132,619.00 | \$ - |
| 260410 SUMMER DAY | | | | | | | |
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
| 06260410 | 041150 | | SUMMER REC WAGES PART TIME PAY | \$ 208,000.00 | | \$ 208,000.00 | \$ - |

| | | | | | | | | | |
|----------|--------|--|------------------------------|----|--------------|----|--------------|----|---|
| 06260410 | 041200 | | FICA TAX | \$ | 12,896.00 | \$ | 12,896.00 | \$ | - |
| 06260410 | 041205 | | MEDICARE TAX | \$ | 3,016.00 | \$ | 3,016.00 | \$ | - |
| 06260410 | 042910 | | EMPEE TRAINING | \$ | 3,500.00 | \$ | 3,500.00 | \$ | - |
| 06260410 | 042950 | | INFECTIOUS DISEASE CONTROL | \$ | 500.00 | \$ | 500.00 | \$ | - |
| 06260410 | 043225 | | SCHL BUS DRIVER CONT SERV | \$ | 30,000.00 | \$ | 30,000.00 | \$ | - |
| 06260410 | 046015 | | MISCELLANEOUS SUPPL & MATERL | \$ | 8,400.00 | \$ | 8,400.00 | \$ | - |
| 06260410 | 047400 | | NEW EQUIPMENT | \$ | 1,000.00 | \$ | 1,000.00 | \$ | - |
| 06260410 | 048100 | | IN-HOUSE PROGRAMS | \$ | 3,500.00 | \$ | 3,500.00 | \$ | - |
| 06260410 | 048103 | | SPECIAL EVENTS/FIELD TRIPS | \$ | 65,000.00 | \$ | 65,000.00 | \$ | - |
| | | | | \$ | 335,812.00 | \$ | 335,812.00 | \$ | - |
| | | | | \$ | 1,013,104.00 | \$ | 1,013,104.00 | \$ | - |

26060 GROUNDS MAINTENANCE

| 26060 GROUNDS MAINTENANCE | | | | | | | | |
|---------------------------|--------|---------|---------------------------------|------------------------|-------|------------------------|------------|--|
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE | |
| 06260600 | 041111 | | FACILITIES MANAGER FT PAY | \$ 59,738.00 | | \$ 59,738.00 | \$ - | |
| 06260600 | 041112 | | STAFF FULL TIME REGULAR PAY | \$ 111,093.00 | | \$ 111,093.00 | \$ - | |
| 06260600 | 041122 | | MAINT CELL PHONE STIPENDS | \$ 1,800.00 | | \$ 1,800.00 | \$ - | |
| 06260600 | 041150 | | GROUNDS PART TIME PAY | \$ 27,840.00 | | \$ 27,840.00 | \$ - | |
| 06260600 | 041200 | | FICA TAX | \$ 11,945.00 | | \$ 11,945.00 | \$ - | |
| 06260600 | 041205 | | MEDICARE TAX | \$ 2,794.00 | | \$ 2,794.00 | \$ - | |
| 06260600 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ 927.00 | | \$ 927.00 | \$ - | |
| 06260600 | 041220 | | LONGTERM DISABLT Y INS STANDARD | \$ 803.00 | | \$ 803.00 | \$ - | |
| 06260600 | 041230 | | HEALTH INSURANCE | \$ 40,329.00 | | \$ 40,329.00 | \$ - | |
| 06260600 | 041240 | | PENSION (MSRS/ICMA) | \$ 18,351.00 | | \$ 18,351.00 | \$ - | |
| 06260600 | 041300 | | OVERTIME PAY | \$ 3,000.00 | | \$ 3,000.00 | \$ - | |
| 06260600 | 042910 | | EMPEE TRAINING | \$ 1,000.00 | | \$ 1,000.00 | \$ - | |
| 06260600 | 043225 | | CONTRACTUAL SERVICES | \$ 7,000.00 | | \$ 7,000.00 | \$ - | |
| 06260600 | 043225 | 69000 | HSF CONTRACTUAL SERVICES | \$ 5,000.00 | | \$ 5,000.00 | \$ - | |
| 06260600 | 043225 | 69002 | PTF CONTRACT SERV | \$ 4,500.00 | | \$ 4,500.00 | \$ - | |
| 06260600 | 043225 | 69003 | WF CONT SERV GROUNDS | \$ 5,000.00 | | \$ 5,000.00 | \$ - | |
| 06260600 | 043225 | 69004 | SBP CONTRACT SERVICES | \$ 6,000.00 | | \$ 6,000.00 | \$ - | |
| 06260600 | 043225 | 69010 | CONTRACTED SERV MEM PARK | \$ 6,000.00 | | \$ 6,000.00 | \$ - | |
| 06260600 | 043225 | 69011 | CONTR SERV BLACK PT PARK | \$ 5,500.00 | | \$ 5,500.00 | \$ - | |
| 06260600 | 043225 | 69012 | EASTERN TRAIL CONTR SERVICE | \$ 744.00 | | \$ 744.00 | \$ - | |
| 06260600 | 043227 | | LINING PASTE AND LIME | \$ 9,000.00 | | \$ 9,000.00 | \$ - | |
| 06260600 | 043228 | | ATHLETIC FIELDS | \$ 70,000.00 | | \$ 70,000.00 | \$ - | |
| 06260600 | 043230 | | OUTDOOR COURT SURFACES | \$ 12,000.00 | | \$ 12,000.00 | \$ - | |
| 06260600 | 044100 | 69000 | HSF SEWER UTILITY | | | | \$ - | |
| 06260600 | 044100 | 69003 | WF SEWER UTILITY | \$ 4,000.00 | | \$ 4,000.00 | \$ - | |
| 06260600 | 044100 | 69010 | SEWER MEMORIAL PARK | \$ 1,500.00 | | \$ 1,500.00 | \$ - | |
| 06260600 | 044100 | 69011 | SEWER BLACK PT PARK | \$ - | | \$ - | \$ - | |
| 06260600 | 044110 | 69000 | HSF WATER UTILITY | \$ 6,000.00 | | \$ 6,000.00 | \$ - | |
| 06260600 | 044110 | 69002 | PTF WATER UTILITIES | \$ 2,400.00 | | \$ 2,400.00 | \$ - | |
| 06260600 | 044110 | 69003 | WF WATER UTILITY | \$ 3,500.00 | | \$ 3,500.00 | \$ - | |
| 06260600 | 044110 | 69004 | SBP WATER UTILITY | \$ - | | \$ - | \$ - | |
| 06260600 | 044110 | 69010 | WATER MEMORIAL PARK | \$ 4,000.00 | | \$ 4,000.00 | \$ - | |
| 06260600 | 044110 | 69011 | WATER BLACK POINT PARK | \$ 2,200.00 | | \$ 2,200.00 | \$ - | |
| 06260600 | 044252 | | INFIELD PREPARATION | \$ 28,000.00 | | \$ 28,000.00 | \$ - | |
| 06260600 | 044253 | | TRIM/PRUNE | \$ 2,000.00 | | \$ 2,000.00 | \$ - | |
| 06260600 | 044254 | | PROPERTY MAINTENANCE | \$ 40,000.00 | | \$ 40,000.00 | \$ - | |
| 06260600 | 044300 | 69010 | BLDG REPAIRS MEM PARK | \$ - | | \$ - | \$ - | |
| 06260600 | 044300 | 69011 | BLDG MAINT BLACK PT PARK | \$ - | | \$ - | \$ - | |
| 06260600 | 044310 | | VEH MAINT & REP-PARTS | \$ 30,000.00 | | \$ 30,000.00 | \$ - | |

| | | | | | | | | | |
|----------|--------|-------|-----------------------------------|----|------------|----|------------|----|---|
| 06260600 | 044320 | | MISC MAINTENANCE AND REPAIRS | \$ | 10,000.00 | \$ | 10,000.00 | \$ | - |
| 06260600 | 044320 | 69002 | PTF MISC REPAIRS | \$ | 500.00 | \$ | 500.00 | \$ | - |
| 06260600 | 044320 | 69003 | WF MISC REPAIRS | \$ | 200.00 | \$ | 200.00 | \$ | - |
| 06260600 | 044320 | 69004 | SBP MISC REPAIRS | \$ | 200.00 | \$ | 200.00 | \$ | - |
| 06260600 | 044320 | 69010 | MISC MAINTENANCE AND REPAIRS | \$ | 450.00 | \$ | 450.00 | \$ | - |
| 06260600 | 045302 | 69003 | WF TELEPHONES | \$ | 800.00 | \$ | 800.00 | \$ | - |
| 06260600 | 045800 | | TRAVEL EXPENSE | \$ | 500.00 | \$ | 500.00 | \$ | - |
| 06260600 | 046000 | | OFFICE SUPPLIES & MATERIALS | \$ | 200.00 | \$ | 200.00 | \$ | - |
| 06260600 | 046015 | | MISCELLANEOUS SUPPL & MATERL | \$ | 15,500.00 | \$ | 15,500.00 | \$ | - |
| 06260600 | 046015 | 69002 | PTF SUPPLIES & MATERIAL | \$ | 100.00 | \$ | 100.00 | \$ | - |
| 06260600 | 046015 | 69003 | WF MISC SUPPL & MATERL | \$ | 200.00 | \$ | 200.00 | \$ | - |
| 06260600 | 046015 | 69004 | SBP MISC SUPPL & MATERL | \$ | 400.00 | \$ | 400.00 | \$ | - |
| 06260600 | 046210 | 69000 | HSF GAS UTILITIY | \$ | 2,300.00 | \$ | 2,300.00 | \$ | - |
| 06260600 | 046210 | 69010 | GAS MEMORIAL PARK | \$ | 2,150.00 | \$ | 2,150.00 | \$ | - |
| 06260600 | 046220 | 69000 | HSF ELECTRICITY UTILITY | \$ | 17,202.00 | \$ | 17,202.00 | \$ | - |
| 06260600 | 046220 | 69003 | WF ELECTRICITY UTILITY | \$ | 800.00 | \$ | 800.00 | \$ | - |
| 06260600 | 046220 | 69004 | SBP ELECTRICITY UTIL | \$ | 850.00 | \$ | 850.00 | \$ | - |
| 06260600 | 046220 | 69010 | ELECTRICITY MEMORIAL PARK | \$ | 3,500.00 | \$ | 3,500.00 | \$ | - |
| 06260600 | 046220 | 69011 | ELECTRICITY BLACK PT PARK | \$ | 400.00 | \$ | 400.00 | \$ | - |
| 06260600 | 046260 | | GROUPS MAIN GAS/DIESEL | \$ | 8,500.00 | \$ | 8,500.00 | \$ | - |
| 06260600 | 046261 | 69003 | WF PROPANE UTILITY | \$ | 2,000.00 | \$ | 2,000.00 | \$ | - |
| 06260600 | 046261 | 69004 | SBP PROPANE UTILITY | \$ | 1,500.00 | \$ | 1,500.00 | \$ | - |
| 06260600 | 047150 | 69005 | CS-S RIVER WLDLFE IMPROV | \$ | 2,000.00 | \$ | 2,000.00 | \$ | - |
| 06260600 | 047400 | | NEW EQUIPMENT | \$ | 14,000.00 | \$ | 14,000.00 | \$ | - |
| 06260700 | 043225 | | MAINT. BUILD CONTRACTUAL SERVICES | \$ | 1,000.00 | \$ | 1,000.00 | \$ | - |
| 06260700 | 044100 | | MAINT. BUILDING SEWER | \$ | 5,000.00 | \$ | 5,000.00 | \$ | - |
| 06260700 | 044110 | | MAINT. BUILDING WATER | \$ | 3,000.00 | \$ | 3,000.00 | \$ | - |
| 06260700 | 046015 | | MAIN. BUILD MISC SUPPL & MATERL | \$ | 200.00 | \$ | 200.00 | \$ | - |
| 06260700 | 046210 | | MAINT. BUILDING GAS | \$ | 3,000.00 | \$ | 3,000.00 | \$ | - |
| 06260700 | 046220 | | MAINT. BUILDING ELECTRICITY | \$ | 4,000.00 | \$ | 4,000.00 | \$ | - |
| | | | | \$ | 634,416.00 | \$ | 634,416.00 | \$ | - |
| | | | | \$ | 634,416.00 | \$ | 634,416.00 | \$ | - |
| | | | | | | | | | |

BEACHES

| 26100 BEACH ACCOUNTS | | | | | | | | | |
|----------------------|--------|---------|--------------------------------|------------------------|-----------|------------------------|------------|----|---|
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE | | |
| 06261030 | 041112 | | BEACH CARE FULL TIME PAY | \$ | 56,160.00 | \$ | 56,160.00 | \$ | - |
| 06261030 | 041122 | | BEACH CARE CELL STIPEND | \$ | 600.00 | \$ | 600.00 | \$ | - |
| 06261030 | 041200 | | FICA TAX | \$ | 3,644.00 | \$ | 3,644.00 | \$ | - |
| 06261030 | 041205 | | MEDICARE TAX | \$ | 853.00 | \$ | 853.00 | \$ | - |
| 06261030 | 041210 | | DENTAL INSURANCE (MMEHT) | \$ | 265.00 | \$ | 265.00 | \$ | - |
| 06261030 | 041220 | | LONGTERM DISABLY INS STANDARD | \$ | 281.00 | \$ | 281.00 | \$ | - |
| 06261030 | 041230 | | HEALTH INSURANCE | \$ | 7,276.00 | \$ | 7,276.00 | \$ | - |
| 06261030 | 041240 | | PENSION (MSRS/ICMA) | \$ | 5,737.00 | \$ | 5,737.00 | \$ | - |
| 06261030 | 041300 | | OVERTIME PAY | \$ | 1,200.00 | \$ | 1,200.00 | \$ | - |
| 06261030 | 045800 | | TRAVEL EXPENSE | \$ | 250.00 | \$ | 250.00 | \$ | - |
| 06261040 | 043225 | | FERRY BEACHCONTRACTUAL SERV | \$ | 4,000.00 | \$ | 4,000.00 | \$ | - |
| 06261040 | 044100 | | FERRY BEACH UTILITIES SEWER | \$ | 1,500.00 | \$ | 1,500.00 | \$ | - |
| 06261040 | 044110 | | FERRY BEACH UTILITIES WATER | \$ | 600.00 | \$ | 600.00 | \$ | - |
| 06261040 | 046015 | | FERRY BEACH MISC SUPPLIES | \$ | 1,500.00 | \$ | 1,500.00 | \$ | - |
| 06261040 | 046220 | | FERRY BEACH UTILITY ELECTRICTY | \$ | 500.00 | \$ | 500.00 | \$ | - |
| 06261050 | 043225 | | HURD PARK CONTRACTUAL SERVICES | \$ | 13,000.00 | \$ | 13,000.00 | \$ | - |
| 06261050 | 044100 | | HURD PARK UTILITIES SEWER | \$ | 3,000.00 | \$ | 3,000.00 | \$ | - |
| 06261050 | 044110 | | HURD PARK UTILITIES WATER | \$ | 400.00 | \$ | 400.00 | \$ | - |

| | | | | | | | | | |
|----------|--------|--|--------------------------------|----|------------|----|------------|----|---|
| 06261050 | 045302 | | HURD PARK TELEPHONES | \$ | 1,400.00 | \$ | 1,400.00 | \$ | - |
| 06261050 | 046015 | | HURD PARK MISC SUPPLIES | \$ | 3,000.00 | \$ | 3,000.00 | \$ | - |
| 06261050 | 046220 | | HURD PARK UTILITY ELECTRICITY | \$ | 2,200.00 | \$ | 2,200.00 | \$ | - |
| 06261050 | 047400 | | HURD PARK NEW EQUIPMENT | \$ | 2,000.00 | \$ | 2,000.00 | \$ | - |
| 06261060 | 043225 | | HB CONTRACTUAL SERV | \$ | 4,000.00 | \$ | 4,000.00 | \$ | - |
| 06261060 | 043465 | | CREDIT CARD SERVICES | \$ | - | \$ | - | \$ | - |
| 06261060 | 044100 | | HB UTILITIES SEWER | \$ | 3,000.00 | \$ | 3,000.00 | \$ | - |
| 06261060 | 044110 | | HB UTILITIES WATER | \$ | 600.00 | \$ | 600.00 | \$ | - |
| 06261060 | 045302 | | HB PHONES | \$ | - | \$ | - | \$ | - |
| 06261060 | 046015 | | HB MISC SUPPLIES | \$ | 2,000.00 | \$ | 2,000.00 | \$ | - |
| 06261060 | 046220 | | HB UTILITIES ELECTR | \$ | 600.00 | \$ | 600.00 | \$ | - |
| 06261060 | 046261 | | HB PROPANE | \$ | 1,100.00 | \$ | 1,100.00 | \$ | - |
| 06261060 | 047400 | | HB NEW EQUIPMENT | \$ | 1,500.00 | \$ | 1,500.00 | \$ | - |
| 06261080 | 041112 | | BEACH CARE REGULAR PAY | \$ | 21,112.00 | \$ | 21,112.00 | \$ | - |
| 06261080 | 041122 | | CS BEACHES CELL PHONE STIPEND | \$ | - | \$ | - | \$ | - |
| 06261080 | 041150 | | BEACH CARE PART TIME PAY | \$ | 50,904.00 | \$ | 50,904.00 | \$ | - |
| 06261080 | 041200 | | FICA TAX | \$ | 4,581.00 | \$ | 4,581.00 | \$ | - |
| 06261080 | 041205 | | MEDICARE TAX | \$ | 1,071.00 | \$ | 1,071.00 | \$ | - |
| 06261080 | 041210 | | DENTAL INSURANCE | \$ | 132.00 | \$ | 132.00 | \$ | - |
| 06261080 | 041220 | | LONG TERM DISABILITY INSURANCE | \$ | 106.00 | \$ | 106.00 | \$ | - |
| 06261080 | 041230 | | HEALTH INSURANCE | \$ | 3,638.00 | \$ | 3,638.00 | \$ | - |
| 06261080 | 041240 | | PENSION (MSRS/ICMA) | \$ | 3,245.00 | \$ | 3,245.00 | \$ | - |
| 06261080 | 041300 | | OVERTIME PAY | \$ | 2,000.00 | \$ | 2,000.00 | \$ | - |
| 06261080 | 043223 | | CONTRACTUAL SERVICE | \$ | 12,252.00 | \$ | 12,252.00 | \$ | - |
| 06261080 | 043225 | | BEACH CARE BEACH CLEANING | \$ | 55,203.00 | \$ | 55,203.00 | \$ | - |
| 06261080 | 045800 | | BEACH CARE TRAVEL EXPENSE | \$ | 750.00 | \$ | 750.00 | \$ | - |
| 06261080 | 046015 | | BEACH CARE MISC SUPPLIES | \$ | 6,000.00 | \$ | 6,000.00 | \$ | - |
| 06261080 | 046260 | | BEACH CARE GAS | \$ | 1,000.00 | \$ | 1,000.00 | \$ | - |
| 06261080 | 047400 | | BEACH CARE NEW EQUIPMENT | \$ | 1,800.00 | \$ | 1,800.00 | \$ | - |
| 06261080 | 048000 | | MISCELLANEOUS EXPENSES | \$ | 2,600.00 | \$ | 2,600.00 | \$ | - |
| | | | | \$ | 288,560.00 | \$ | 288,560.00 | \$ | - |
| | | | | \$ | 288,560.00 | \$ | 288,560.00 | \$ | - |

COMMUNITY CENTER

| ADMINISTRATION | | | | | | | | | |
|----------------|--------|---------|------------------------------------|------------------------|-------|------------------------|------------|-----------|--|
| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE | | |
| | 41113 | | COMMUNITY CENTER MANAGER | \$ 65,167.00 | | \$ - | \$ | 65,167.00 | |
| | 41114 | | MEMBERSHIP/MARKETING COORDINATOR | \$ 42,224.00 | | \$ - | \$ | 42,224.00 | |
| | 41115 | | OPERATIONS COORDINATOR | \$ 50,191.00 | | \$ - | \$ | 50,191.00 | |
| | 41116 | | GUEST SERVICES ATTENDANT | \$ 32,490.00 | | \$ - | \$ | 32,490.00 | |
| | 41150 | | GUEST SERVICES ATTENDANT PART TIME | \$ 28,080.00 | | \$ - | \$ | 28,080.00 | |
| | 41122 | | CS ADMIN CELL PHONE STIPEND | \$ 1,200.00 | | \$ - | \$ | 1,200.00 | |
| | 41200 | | FICA TAX | \$ 12,511.00 | | \$ - | \$ | 12,511.00 | |
| | 41205 | | MEDICARE TAX | \$ 2,927.00 | | \$ - | \$ | 2,927.00 | |
| | 41210 | | DENTAL INSURANCE (MMEHT) | \$ 1,060.00 | | \$ - | \$ | 1,060.00 | |
| | 41220 | | LONGTERM DISABLT INS STANDARD | \$ 520.00 | | \$ - | \$ | 520.00 | |
| | 41230 | | HEALTH INSURANCE | \$ 58,044.00 | | \$ - | \$ | 58,044.00 | |
| | 41240 | | PENSION (MSRS/ICMA) | \$ 26,610.00 | | \$ - | \$ | 26,610.00 | |
| | 41300 | | OVERTIME PAY | \$ 5,000.00 | | \$ - | \$ | 5,000.00 | |
| | 42910 | | STAFF TRAINING | \$ 1,350.00 | | \$ - | \$ | 1,350.00 | |
| | 43225 | | CONTRACTUAL SERVICES | \$ 500.00 | | \$ - | \$ | 500.00 | |
| | 43500 | | PROFESSIONAL DUES | \$ 1,000.00 | | \$ - | \$ | 1,000.00 | |
| | 45302 | | ADMIN TELEPHONES | \$ 1,000.00 | | \$ - | \$ | 1,000.00 | |

| | | | | | | | | | | |
|--|-------|--|------------------------------|----|------------|--|----|---|----|------------|
| | 45310 | | POSTAGE | \$ | 1,000.00 | | \$ | - | \$ | 1,000.00 |
| | 45500 | | PRINTING | \$ | 500.00 | | \$ | - | \$ | 500.00 |
| | | | ADVERTISING | \$ | 10,000.00 | | \$ | - | \$ | 10,000.00 |
| | 45800 | | TRAVEL EXPENSE | \$ | 2,750.00 | | \$ | - | \$ | 2,750.00 |
| | 46000 | | OFFICE SUPPLIES & MATERIALS | \$ | 2,500.00 | | \$ | - | \$ | 2,500.00 |
| | 46015 | | MISCELLANEOUS SUPPL & MATERL | \$ | 2,500.00 | | \$ | - | \$ | 2,500.00 |
| | 47400 | | NEW EQUIPMENT | \$ | 1,676.00 | | \$ | - | \$ | 1,676.00 |
| | | | | \$ | 350,800.00 | | \$ | - | \$ | 350,800.00 |

FITNESS & WELLNESS

| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
|--------------|--------|---------|--|------------------------|-------|------------------------|--------------|
| | 41150 | | FITNESS COORDINATOR | \$ 20,800.00 | | \$ - | \$ 20,800.00 |
| | 41150 | | PERSONAL TRAINERS | \$ 13,000.00 | | \$ - | \$ 13,000.00 |
| | 51150 | | GROUP CLASS INSTRUCTORS | \$ 23,400.00 | | \$ - | \$ 23,400.00 |
| | 41200 | | FICA TAX | \$ 3,546.00 | | \$ - | \$ 3,546.00 |
| | 41205 | | MEDICARE TAX | \$ 829.00 | | \$ - | \$ 829.00 |
| | | | MISCELLANEOUS SUPPL & MATERL | \$ 2,000.00 | | \$ - | \$ 2,000.00 |
| | | | EQUIPMENT RENTAL/LEASE (Weight/Cardio) | \$ 30,000.00 | | \$ - | \$ 30,000.00 |
| | | | | | | | |
| | | | | \$ 93,575.00 | | \$ - | \$ 93,575.00 |

CHILD WATCH

| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
|--------------|--------|---------|------------------------------|------------------------|-------|------------------------|--------------|
| | 41150 | | CHILD WATCH PART TIME PAY | \$ 21,840.00 | | \$ - | \$ 21,840.00 |
| | 41200 | | FICA TAX | \$ 1,354.00 | | \$ - | \$ 1,354.00 |
| | 41205 | | MEDICARE TAX | \$ 317.00 | | \$ - | \$ 317.00 |
| | 42910 | | EMPEE TRAINING | \$ 2,000.00 | | \$ - | \$ 2,000.00 |
| | 42950 | | INFECTIOUS DISEASE CONTROL | \$ 500.00 | | \$ - | \$ 500.00 |
| | 43225 | | CONTRACTUAL SERVICES | \$ 1,000.00 | | \$ - | \$ 1,000.00 |
| | 43600 | | LICENSING FEES | \$ 200.00 | | \$ - | \$ 200.00 |
| | 44320 | | MISC MAINTENANCE AND REPAIRS | \$ 625.00 | | \$ - | \$ 625.00 |
| | 45400 | | ADVERTISEMENTS | \$ 200.00 | | \$ - | \$ 200.00 |
| | 45800 | | TRAVEL EXPENSE | \$ 750.00 | | \$ - | \$ 750.00 |
| | 46000 | | OFFICE SUPPLIES & MATERIALS | \$ 250.00 | | \$ - | \$ 250.00 |
| | 46020 | | SPECL PROGRM SUPPL & MATERL | \$ 2,000.00 | | \$ - | \$ 2,000.00 |
| | 47400 | | NEW EQUIPMENT | \$ 500.00 | | \$ - | \$ 500.00 |
| | 47430 | | NEW FURNITURE | \$ 400.00 | | \$ - | \$ 400.00 |
| | | | | | | | |
| | | | | \$ 31,936.00 | | \$ - | \$ 31,936.00 |

FACILITIES

| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
|--------------|--------|---------|----------------------------------|------------------------|-------|------------------------|--------------|
| | 41114 | | LEAD CUSTODIAN | \$ 36,359.00 | | \$ - | \$ 36,359.00 |
| | 41115 | | CUSTODIAN | \$ 32,490.00 | | \$ - | \$ 32,490.00 |
| | 41122 | | FACILITIES CELL PHONE STIPEND(S) | \$ 600.00 | | \$ - | \$ 600.00 |
| | 41150 | | CUSTODIAN(S) PART TIME PAY | \$ 23,400.00 | | \$ - | \$ 23,400.00 |
| | 41200 | | FICA TAX | \$ 5,514.00 | | \$ - | \$ 5,514.00 |
| | 41205 | | MEDICARE TAX | \$ 1,290.00 | | \$ - | \$ 1,290.00 |
| | 41210 | | DENTAL INSURANCE (MMEHT) | \$ 530.00 | | \$ - | \$ 530.00 |
| | 41220 | | LONGTERM DISABTY INS STANDARD | \$ 345.00 | | \$ - | \$ 345.00 |
| | 41230 | | HEALTH INSURANCE | \$ 29,102.00 | | \$ - | \$ 29,102.00 |

| | | | | | | | | | |
|--|-------|------------------------------|----|-----------|-----------|-----------|----|----|-----------|
| | 41240 | PENSION (MSRS/ICMA) | \$ | 5,587.00 | | \$ | - | \$ | 5,587.00 |
| | 41300 | OVERTIME PAY | \$ | 5,000.00 | | \$ | - | \$ | 5,000.00 |
| | 42910 | EMPEE TRAINING | \$ | 1,500.00 | 110% | \$ | - | \$ | 1,500.00 |
| | 43225 | CONTRACTUAL SERVICES | \$ | 7,000.00 | TB Factor | \$ | - | \$ | 7,000.00 |
| | 44100 | SEWER UTILITY | \$ | 10,000.00 | \$ | 11,000.00 | \$ | - | 10,000.00 |
| | 44110 | WATER UTILITY | \$ | 20,000.00 | \$ | 22,000.00 | \$ | - | 20,000.00 |
| | 44215 | REFUSE COLLECTION | \$ | 3,000.00 | | | \$ | - | 3,000.00 |
| | 44254 | PROPERTY MAINTENANCE | \$ | 1,000.00 | | | \$ | - | 1,000.00 |
| | 44300 | BUILDING MAINTENANCE REPAIRS | \$ | 10,000.00 | | | \$ | - | 10,000.00 |
| | 44320 | MISC MAINTENANCE AND REPAIRS | \$ | 2,000.00 | | | \$ | - | 2,000.00 |
| | 45302 | TELEPHONES | \$ | 2,500.00 | | | \$ | - | 2,500.00 |
| | 45800 | TRAVEL EXPENSE | \$ | 1,000.00 | | | \$ | - | 1,000.00 |
| | 46015 | MISCELLANEOUS SUPPL & MATERL | \$ | 15,500.00 | | | \$ | - | 15,500.00 |
| | 46029 | CUSTODIAL SUPPLIES | \$ | 10,000.00 | | | \$ | - | 10,000.00 |
| | 46210 | GAS/OIL UTILITIY | \$ | 60,000.00 | \$ | 66,000.00 | \$ | - | 60,000.00 |
| | 46220 | ELECTRICITY UTILITY | \$ | 40,000.00 | \$ | 44,000.00 | \$ | - | 40,000.00 |
| | 46261 | PROPANE UTILITY | \$ | 2,000.00 | \$ | 2,200.00 | \$ | - | 2,000.00 |
| | 47400 | NEW EQUIPMENT | \$ | 5,000.00 | | | \$ | - | 5,000.00 |

| | | | | | | | | | | |
|--|--|--|----|------------|----|------------|----|---|----|------------|
| | | | \$ | 330,717.00 | \$ | 343,917.00 | \$ | - | \$ | 330,717.00 |
|--|--|--|----|------------|----|------------|----|---|----|------------|

AQUATICS

| Organization | Object | Project | Account Description | 2022 DEPARTMENT BUDGET | NOTES | 2020 DEPARTMENT Budget | DIFFERENCE |
|--------------|--------|---------|--------------------------------|------------------------|-----------------|------------------------|--------------|
| | 41114 | | AQUATICS SUPERVISOR | \$ 50,191.00 | | \$ - | 50,191.00 |
| | 41115 | | AQUATICS COORDINATOR | \$ 42,224.00 | | \$ - | 42,224.00 |
| | 41124 | | AQUATICS CELL STIPEND | \$ 1,200.00 | | \$ - | 1,200.00 |
| | 41150 | | LIFE GUARD PART TIME PAY | \$ 105,300.00 | | \$ - | 105,300.00 |
| | 41150 | | WSI PART TIME PAY | \$ 31,200.00 | | \$ - | 31,200.00 |
| | 41200 | | FICA TAX | \$ 13,541.00 | | \$ - | 13,541.00 |
| | 41205 | | MEDICARE TAX | \$ 3,167.00 | | \$ - | 3,167.00 |
| | 41210 | | DENTAL INSURANCE (MMEHT) | \$ 530.00 | | \$ - | 530.00 |
| | 41220 | | LONGTERM DISABLTY INS STANDARD | \$ 232.00 | | \$ - | 232.00 |
| | 41230 | | HEALTH INSURANCE | \$ 29,102.00 | | \$ - | 29,102.00 |
| | 41240 | | PENSION (MSRS/ICMA) | \$ 9,243.00 | | \$ - | 9,243.00 |
| | 41300 | | OVERTIME PAY | \$ 5,000.00 | | \$ - | 5,000.00 |
| | 42910 | | EMPEE TRAINING | \$ 1,500.00 | | \$ - | 1,500.00 |
| | 45800 | | TRAVEL EXPENSE | \$ 1,000.00 | | \$ - | 1,000.00 |
| | 43225 | | CONTRACTUAL SERVICES | \$ 4,000.00 | | \$ - | 4,000.00 |
| | 46015 | | MISC SUPPLIES | \$ 8,000.00 | | \$ - | 8,000.00 |
| | 47400 | | NEW EQUIPMENT | \$ 2,000.00 | | \$ - | 2,000.00 |
| | 48000 | | POOL CHEMICALS | \$ 20,000.00 | | \$ - | 20,000.00 |
| | | | | \$ 327,430.00 | | \$ - | 327,430.00 |
| | | | | \$ 1,134,458.00 | \$ 1,147,658.00 | \$ - | 1,134,458.00 |

| | | | | | | | | |
|--|--|--|----|--------------|----|--------------|----|------------|
| | | | \$ | 3,596,130.00 | \$ | 2,607,033.00 | \$ | 989,097.00 |
|--|--|--|----|--------------|----|--------------|----|------------|

SCS - COMMUNITY CENTER REVENUE

ADMISSION PASS REVENUE

| | |
|------------------------|----------------|
| Annual Pass Revenue | \$ (1,154,000) |
| Monthly Pass Revenue | \$ (143,250) |
| Day Pass Revenue | \$ (22,200) |
| Corporate Pass Revenue | \$ (31,500) |

\$ (1,350,950)

CC PROGRAMS

| | |
|---------------------|--------------|
| Child Watch | \$ (25,200) |
| Child Care | \$ (236,250) |
| Summer Day Camp | \$ (128,000) |
| Fitness Programs | \$ (92,050) |
| Aquatic Programs | \$ (478,400) |
| Recreation Programs | \$ (31,000) |
| Special Events | \$ (10,000) |

\$ (1,000,900)

FACILITY OPERATIONS

| | |
|------------------|-------------|
| Facility Rentals | \$ (6,500) |
| Vending | \$ (5,000) |
| MOU Agreements | \$ (25,000) |
| Lease Agreements | \$ (10,000) |

\$ (46,500)

SUPPORT

| | |
|----------------------|--------------|
| Program Sponsorships | \$ (20,000) |
| Foundation | \$ (10,000) |
| Endowment | \$ (100,000) |
| Naming Rights | \$ (50,000) |

\$ (180,000)

\$ (2,578,350)

SCS - COMMUNITY CENTER REVENUE**ADMISSION PASS REVENUE****90%**
TB Factor

| | | |
|------------------------|-----------------------|-----------------------|
| Annual Pass Revenue | \$ (1,154,000) | \$ (1,038,600) |
| Monthly Pass Revenue | \$ (143,250) | \$ (128,925) |
| Day Pass Revenue | \$ (22,200) | \$ (19,980) |
| Corporate Pass Revenue | \$ (31,500) | \$ (28,350) |
| | \$ (1,350,950) | \$ (1,215,855) |

CC PROGRAMS

| | | |
|---------------------|-----------------------|---------------------|
| Child Watch | \$ (25,200) | \$ (22,680) |
| Child Care | \$ (236,250) | \$ (212,625) |
| Summer Day Camp | \$ (128,000) | \$ (115,200) |
| Fitness Programs | \$ (92,050) | \$ (82,845) |
| Aquatic Programs | \$ (478,400) | \$ (430,560) |
| Recreation Programs | \$ (31,000) | \$ (27,900) |
| Special Events | \$ (10,000) | \$ (9,000) |
| | \$ (1,000,900) | \$ (900,810) |

FACILITY OPERATIONS

| | | |
|------------------|--------------------|--------------------|
| Facility Rentals | \$ (6,500) | \$ (5,850) |
| Vending | \$ (5,000) | \$ (4,500) |
| MOU Agreements | \$ (25,000) | \$ (22,500) |
| Lease Agreements | \$ (10,000) | \$ (9,000) |
| | \$ (46,500) | \$ (41,850) |

SUPPORT

| | | |
|----------------------|---------------------|---------------------|
| Program Sponsorships | \$ (20,000) | \$ (18,000) |
| Foundation | \$ (10,000) | \$ (9,000) |
| Endowment | \$ (100,000) | \$ (90,000) |
| Naming Rights | \$ (50,000) | \$ (45,000) |
| | \$ (180,000) | \$ (162,000) |

\$ (2,578,350) **\$ (2,320,515)**

MEMBERSHIP MODEL SHEET

| Annual Resident | Rate | Monthly | # Sold | Revenue |
|---------------------|------------|----------|--------|-------------------|
| Family | \$900.00 | \$75.00 | 400 | \$ (360,000.00) |
| Adult (27-55) | \$500.00 | \$41.67 | 200 | \$ (100,000.00) |
| Young Adult (18-26) | \$400.00 | \$33.33 | 200 | \$ (80,000.00) |
| Youth | \$300.00 | \$25.00 | 100 | \$ (30,000.00) |
| Senior (55+) | \$300.00 | \$25.00 | 200 | \$ (60,000.00) |
| Senior Couple | \$500.00 | \$41.67 | 100 | \$ (50,000.00) |
| | | | 1200 | \$ (680,000.00) |
| Annual Non-Resident | Rate | Monthly | # Sold | Revenue |
| Family | \$1,200.00 | \$100.00 | 200 | \$ (240,000.00) |
| Adult (27-55) | \$800.00 | \$66.67 | 100 | \$ (80,000.00) |
| Young Adult (18-26) | \$640.00 | \$53.33 | 100 | \$ (64,000.00) |
| Youth | \$400.00 | \$33.33 | 50 | \$ (20,000.00) |
| Senior (55+) | \$400.00 | \$33.33 | 100 | \$ (40,000.00) |
| Senior Couple | \$600.00 | \$50.00 | 50 | \$ (30,000.00) |
| | | | 600 | \$ (474,000.00) |
| TOTAL PROJECTION | | | 1800 | \$ (1,154,000.00) |

| Monthly Resident | Rate | Sold | Revenue |
|---------------------|----------|------|-----------------|
| Family | \$110.00 | 400 | \$ (44,000.00) |
| Adult (27-55) | \$62.00 | 200 | \$ (12,400.00) |
| Young Adult (18-26) | \$50.00 | 200 | \$ (10,000.00) |
| Youth | \$38.00 | 100 | \$ (3,800.00) |
| Senior (55+) | \$38.00 | 200 | \$ (7,600.00) |
| Senior Couple | \$62.00 | 100 | \$ (6,200.00) |
| | | 1200 | \$ (84,000.00) |
| Resident | Rate | Sold | Revenue |
| Family | \$150.00 | 200 | \$ (30,000.00) |
| Adult (27-55) | \$100.00 | 100 | \$ (10,000.00) |
| Young Adult (18-26) | \$80.00 | 100 | \$ (8,000.00) |
| Youth | \$50.00 | 50 | \$ (2,500.00) |
| Senior (55+) | \$50.00 | 100 | \$ (5,000.00) |
| Senior Couple | \$75.00 | 50 | \$ (3,750.00) |
| | | 600 | \$ (59,250.00) |
| TOTAL PROJECTION | | 1800 | \$ (143,250.00) |

| Day Passes | Res Rate | NR Rate | # Sold | Revenue |
|---------------------|----------|---------|--------|----------------|
| Family | \$20.00 | \$25.00 | 600 | \$ (12,000.00) |
| Adult (27-55) | \$10.00 | \$18.00 | 400 | \$ (4,000.00) |
| Young Adult (18-26) | \$8.00 | \$14.00 | 300 | \$ (2,400.00) |
| Youth | \$5.00 | \$9.00 | 500 | \$ (2,500.00) |
| Senior (55+) | \$5.00 | \$9.00 | 100 | \$ (500.00) |
| Senior Couple | \$8.00 | \$14.00 | 100 | \$ (800.00) |
| TOTAL PROJECTION | | | 2000 | \$ (22,200.00) |

| \$ (1,350,950.00) | | | | |
|--------------------|-------|----------|--------|----------------|
| Corporate Passes | ACC | Discount | # Sold | Revenue |
| 0 - 20 Employees | 500 | 10/20% | 10 | \$ (10,000.00) |
| 20 - 50 Employees | 100 | 10/20% | 3 | \$ (6,300.00) |
| 50 - 100 Employees | ,000 | 10/20% | 2 | \$ (7,200.00) |
| 100+ Employees | 0,000 | 10/20% | 1 | \$ (8,000.00) |
| TOTAL PROJECTION | | | 16 | \$ (31,500.00) |

CC PROGRAMS

| | | |
|--|----|--------------|
| Child Watch | \$ | (25,200.00) |
| Child Care | \$ | (236,250.00) |
| Summer Day Camp | \$ | (128,000.00) |
| Fitness Programs | | |
| Spin Classes | \$ | (22,680.00) |
| Martial Arts | \$ | (40,800.00) |
| TRX | \$ | (15,120.00) |
| Personal Training | \$ | (6,250.00) |
| Dance Classes | \$ | (7,200.00) |
| | \$ | (92,050.00) |
| Aquatic Programs | | |
| Swim Lessons - Youth | \$ | (95,400.00) |
| Swim Lessons - Adult | \$ | (10,000.00) |
| Masters Swim Program | \$ | (20,000.00) |
| USA Youth Swim Club | \$ | (200,000.00) |
| Host Swim Meets | \$ | (50,000.00) |
| School PE Lessons (In/Out District) | \$ | (20,000.00) |
| HS Swim Team | \$ | (10,000.00) |
| Red Cross Training - Lifeguard, WSI & WSI Instruct | \$ | (20,000.00) |
| Public Safety Traing - Water Rescue | \$ | (5,000.00) |
| Scuba Diving Lessons | \$ | (10,000.00) |
| Special Events "Dive in Movie & Movie in Pool" | \$ | (2,000.00) |
| Water Polo | \$ | (1,000.00) |
| Certified Pool Operator (CPO) Trainings | \$ | (1,500.00) |
| Kayak Training | \$ | (3,000.00) |
| SUP Training | \$ | (3,000.00) |
| SUP Yoga | \$ | (1,500.00) |
| Unified Swimming | \$ | (1,000.00) |
| Special Services/Needs Programs | \$ | (5,000.00) |
| Water Therapy & Rehabilitation | \$ | (20,000.00) |
| | \$ | (478,400.00) |
| Recreation Programs | | |
| Adult BB League | \$ | (5,000.00) |
| Pickleball | \$ | (5,000.00) |
| Walking Club | \$ | - |
| Unified Sports | \$ | (5,000.00) |
| Flag Football - Youth | \$ | (3,000.00) |
| Flag Football - Adult | \$ | (3,000.00) |
| Volleyball League - Co-Ed | \$ | (1,000.00) |

| | | |
|---|----|-----------------------|
| Corn Hole League | \$ | (500.00) |
| Floor Hockey League | \$ | (500.00) |
| Clubs - Chess, Cribbage | \$ | - |
| Classes - Knitting, Painting, Cake Decorating | \$ | (5,000.00) |
| Dance Classes - Hip Hop, Line, Ball Room | \$ | (3,000.00) |
| | \$ | (31,000.00) |
| Special Events | \$ | (10,000.00) |
| | \$ | (1,000,900.00) |

FACILITY OPERATIONS

| | | |
|------------------|----|--------------------|
| Facility Rentals | \$ | (6,500.00) |
| Vending | \$ | (5,000.00) |
| MOU Agreements | \$ | (25,000.00) |
| Lease Agreements | \$ | (10,000.00) |
| | \$ | (46,500.00) |

Partnerships

Scarborough High School
Scarborough Middle School
Scarborough Elementary Schools
Neighbor School Districts
USA Swim Clubs
Home School Groups
Special Services: Medical & Wellness
Local Youth Groups
Local Youth Athletic Groups
Travel Athletic Clubs
Local Business

SUPPORT

| | | |
|----------------------|----|---------------------|
| Program Sponsorships | \$ | (20,000.00) |
| Foundations | \$ | (10,000.00) |
| Endowment | \$ | (100,000.00) |
| Naming Rights | \$ | (50,000.00) |
| | \$ | (180,000.00) |

Appendix I: Common Area Maintenance Charges

Community Center at The Downs
NNN and CAM Estimate

| | | | | | | | | | | | | | |
|----------------------------|--|---------|--|--|--|------------|--|-----------|--|-------------------------|--|-------------------------|--|
| Gross First Floor | | 119,085 | | | | Total | | Total | | CAM | | Overall | |
| Gross Second Floor | | 20,558 | | | | RE Tax**** | | Insurance | | to be prorated by space | | Operational Costs Items | |
| Gross Total Square Footage | | 139,643 | | | | \$ 764,400 | | \$ 50,000 | | \$ 175,000 | | \$ 175,000 | |
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* Costs are based on current operations of Wellesley facility. Specific operations in Scarborough to be discussed in detail as part of lease negotiations

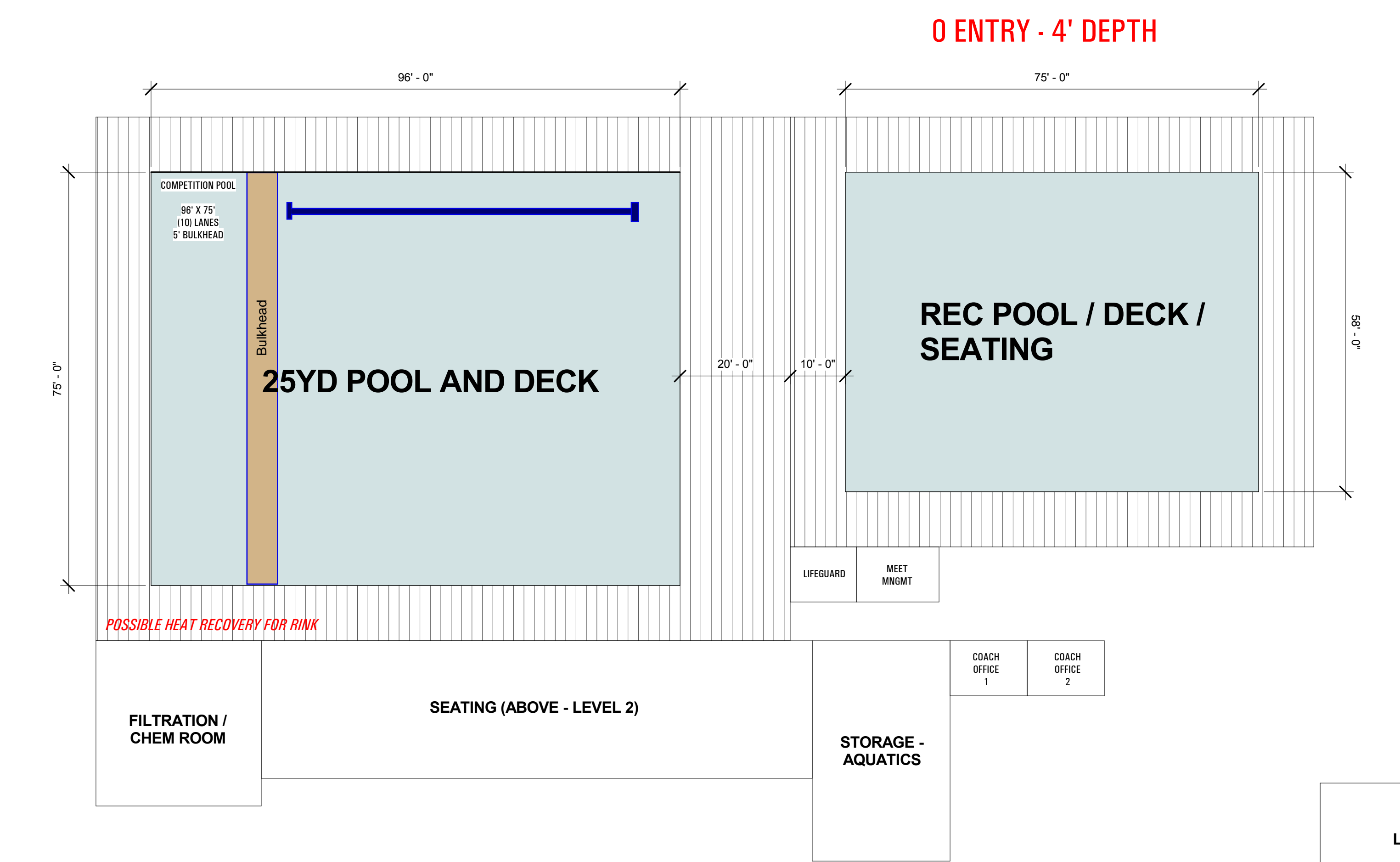
** All utilities assumed to be metered separately, water to be submetered. Utility consumption details will be provided by 1/6 to enable Town cost forecasting

***Cleaning, garbage, facility management of Town space is assumed to be responsibility of Community Services

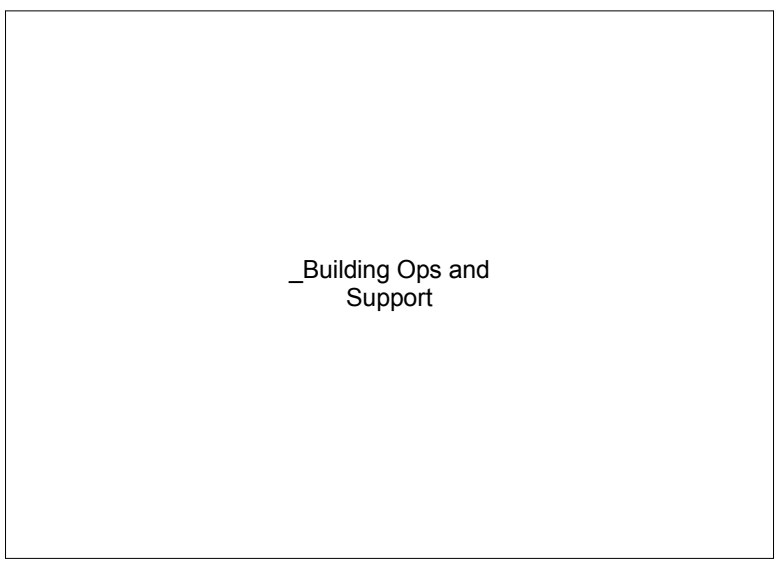
****Real Estate Tax amount based on estimated \$52M project value. This amount will vary based on final design, facility value and tax rate

Appendix J: Building Program for Self-Built Option

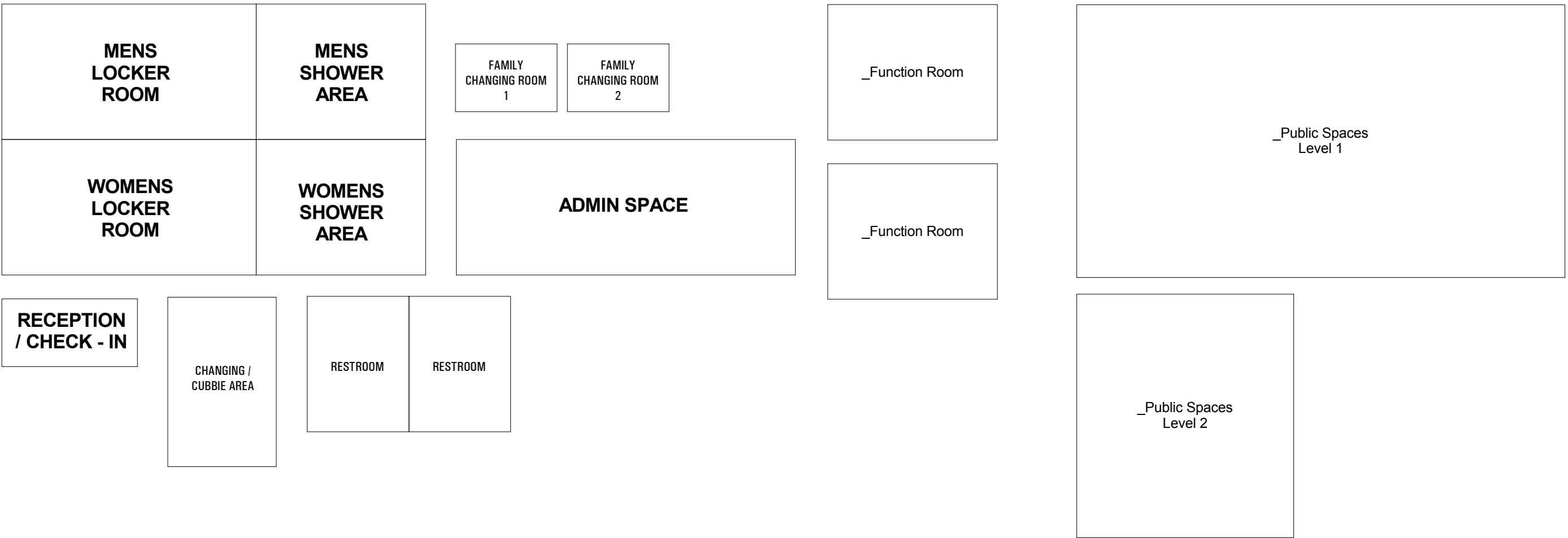
AQUATIC CENTER - NATATORIUM



BUILDING OPS AND SUPPORT

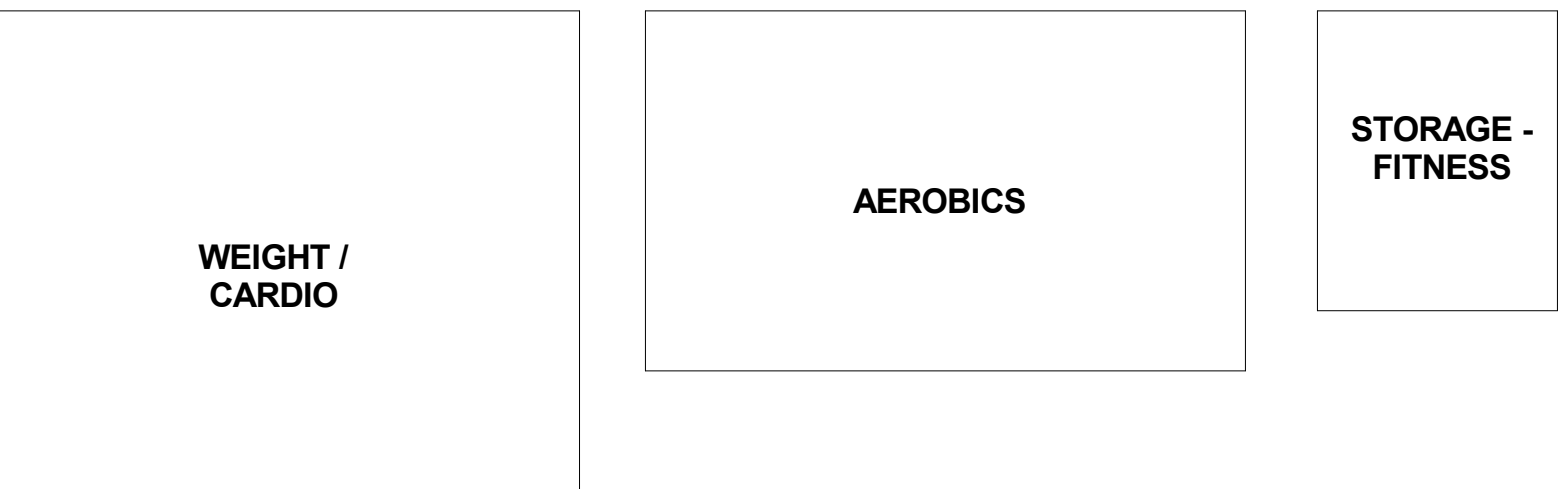


COMMON SPACE - LOCKERS / RESTROOMS

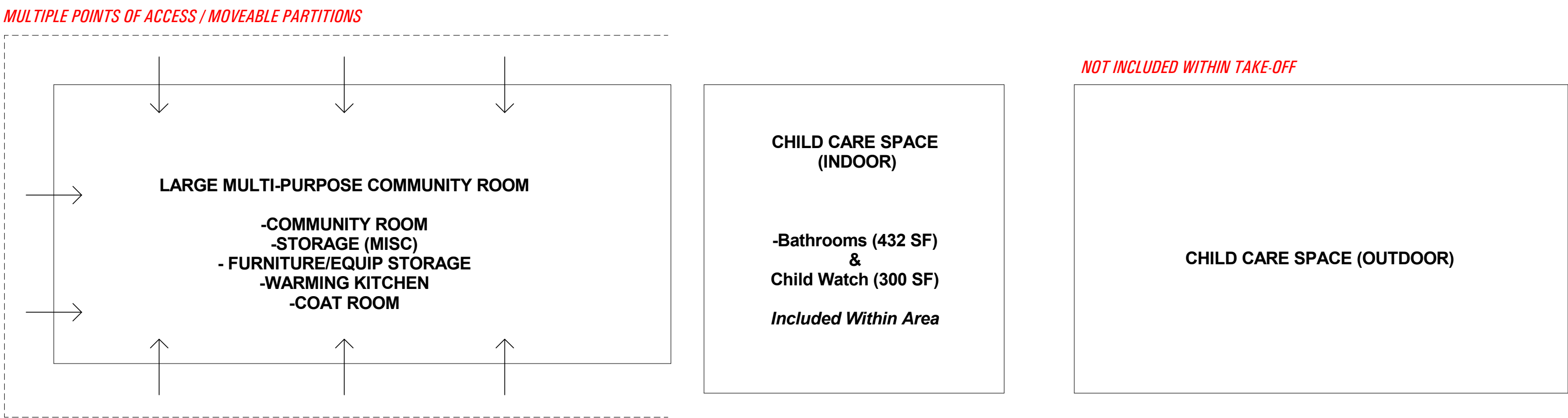


| Program Planning Schedule | | |
|---------------------------|-------------------------------------|----------|
| Program | Room | Area |
| AQUATICS | | |
| AQUATICS | Floor: _25m Pool | 7200 SF |
| AQUATICS | Floor: _Competition Pool Deck | 4770 SF |
| AQUATICS | Floor: _Filtration/Chem Room | 900 SF |
| AQUATICS | Floor: _Storage - Aquatics | 1000 SF |
| AQUATICS | Floor: _Coach Office 2 | 140 SF |
| AQUATICS | Floor: _Coach Office 1 | 140 SF |
| AQUATICS | Floor: _Seating | 2500 SF |
| AQUATICS | Floor: _Recreation Pool | 4350 SF |
| AQUATICS | Floor: _Recreation Pool Deck | 3060 SF |
| AQUATICS | Floor: _Meet Management Room | 150 SF |
| AQUATICS | Floor: _Lifeguard Office | 120 SF |
| BUILDING OPS AND SUPPORT | | |
| BUILDING OPS AND SUPPORT | Floor: _Building Ops and Support | 2920 SF |
| COMMON SPACE | | |
| COMMON SPACE | Floor: _Restroom | 300 SF |
| COMMON SPACE | Floor: _Restroom | 300 SF |
| COMMON SPACE | Floor: _Mens Shower Area | 500 SF |
| COMMON SPACE | Floor: _Womens Shower Area | 500 SF |
| COMMON SPACE | Floor: _Family Changing Room 1 | 150 SF |
| COMMON SPACE | Floor: _Family Changing Room 2 | 150 SF |
| COMMON SPACE | Floor: _Admin Space | 1000 SF |
| COMMON SPACE | Floor: _Reception / Check-in | 200 SF |
| COMMON SPACE | Floor: _Changing / Cubbies | 400 SF |
| COMMON SPACE | Floor: _Mens Locker Room | 750 SF |
| COMMON SPACE | Floor: _Womens Locker Room | 750 SF |
| COMMON SPACE | Floor: _Function Room | 500 SF |
| COMMON SPACE | Floor: _Function Room | 500 SF |
| COMMON SPACE | Floor: _Public Spaces Level 1 | 2900 SF |
| COMMON SPACE | Floor: _Public Spaces Level 2 | 1150 SF |
| FITNESS / MULTI | | |
| FITNESS / MULTI | Floor: _Weight / Cardio | 2000 SF |
| FITNESS / MULTI | Floor: _Aerobics | 1500 SF |
| FITNESS / MULTI | Floor: _Storage - Fitness | 500 SF |
| GYMNASIUM | | |
| GYMNASIUM | Floor: _Gymnasium | 14375 SF |
| GYMNASIUM | Floor: _Track | 3584 SF |
| GYMNASIUM | Floor: _Storage - Gymnasium | 500 SF |
| MEETING / CHILD CARE | | |
| MEETING / CHILD CARE | Floor: _Multipurpose Community Room | 4520 SF |
| MEETING / CHILD CARE | Floor: _Child Care (Indoor) | 2432 SF |
| Grand total: 35 | | 66711 SF |

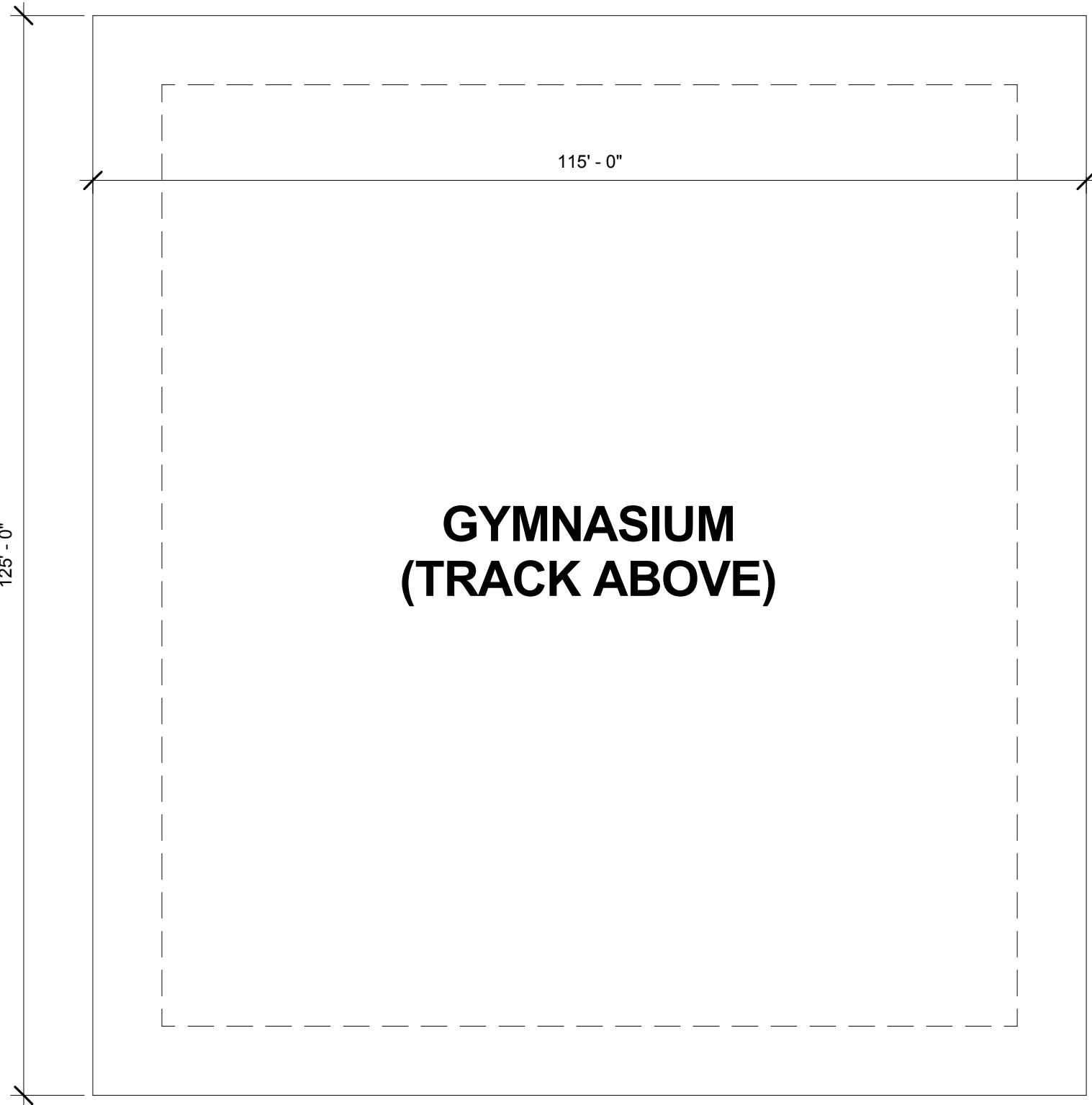
SPACE FOR FITNESS - MULTI PURPOSE STUDIO SPACE



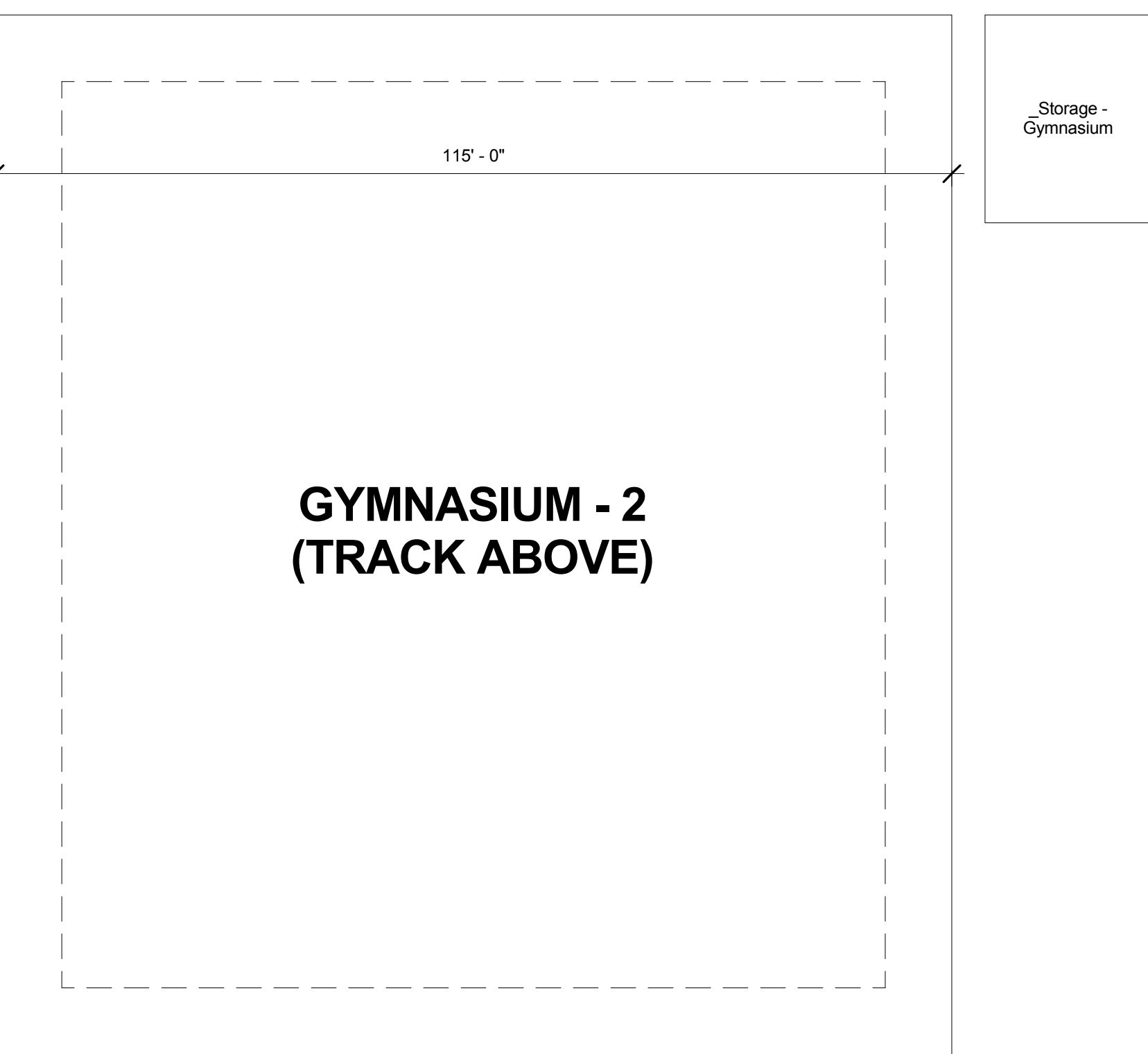
MEETING / CHILD CARE



GYMNASIUM



GYMNASIUM - 2 (OPTIONAL ADD)



NOTE: AREA NOT INCLUDED IN TOTALS

| PROPOSED ROOM TYPE | | PRELIMINARY DESIGN PROGRAM | | | | | | | COMMENTS | NOTES | | | |
|---|--|----------------------------|------------|--------|-----------|-------|-------------------|-----------|--|--|-------|-----|--|
| Space Type | Room Description | Occupant Count | Room Count | NSF | TOTAL NSF | Floor | Layout Efficiency | Total GSF | | | | | |
| COMMON AREA PROGRAM (Required for Self Built Facility) | | | | | | | | | | | | | |
| PUBLIC SPACES | | | | | | | | | | | | | |
| Main Entry | Ground Floor Lobby | 2 | 1 | 2,000 | 2,000 | 1 | | | | | | | |
| | Reception/Control Desk | | 1 | 200 | 200 | 1 | | | | | | | |
| | Recreation Equipment Issue | | 1 | 400 | 400 | 1 | | | | | | | |
| | Management Office | 4 | 4 | 250 | 1,000 | 2 | | | | | | | |
| | Restroom (single) | | 1 | 150 | 150 | 2 | | | | | | | |
| General Building | Box Office/Registration/Membership | | 1 | 300 | 300 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (PUBLIC / ENTRY / ADMINISTRATIVE) | | | | | 4,050 | | | | | | | | |
| BUILDING OPERATIONS AND SUPPORT | | | | | | | | | | | | | |
| Building Support | Building Operations/Facilities Storage | | 1 | 1,000 | 1,000 | 1 | | | | | | | |
| | Repair Room | | 1 | 500 | 500 | 1 | | | | | | | |
| | Building Management Office | | 1 | 120 | 120 | 1 | | | | | | | |
| | Maintenance Storage | | 1 | 500 | 500 | 1 | | | | | | | |
| | Trash Room / Loading Dock | | 1 | 600 | 600 | 1 | | | | | | | |
| Loading | Recycling Room | | 1 | 200 | 200 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (BUILDING OPERATIONS) | | | | | 2,920 | | | | | | | | |
| Total Common Area Space (Required for Self Built Facility) | | | | | 6,970 | 80% | 8,713 | | | | | | |
| AQUATIC CENTER - NATATORIUM | | | | | | | | | | | | | |
| 25 Yd Competition Pool | Pool | | 1 | 7,200 | 7,200 | 1 | | | Pool (25yd +1 Bulkhead @ 5' + (2) 8' lanes x 25yards/75') | Length | Width | | |
| | Pool Deck | | 1 | 4,770 | 4,770 | 1 | | | | 96 | 75 | | |
| | Seating | 500 | | 5 | 2,500 | 2 | | | | | | | |
| Recreation Pool | Pool | | 1 | 4,350 | 4,350 | 1 | | | Warm Water Pool with zero entry / splash pad with 3 lanes of lap swim at 4' depth | 75 | 58 | | |
| | Pool Deck | | 1 | 3,060 | 3,060 | 1 | | | | | | | |
| Support | Storage - Aquatics | | 1 | 1,000 | 1,000 | 1 | | | | | | | |
| | Meet Management | | 1 | 150 | 150 | 2 | | | | | | | |
| Pool Mechanical | Filtration/Chemical room | | 3 | 300 | 900 | 1 | | | | | | | |
| SwimmingOffices | Coach's Offices | | 2 | 140 | 280 | 1 | | | One swim/dive coach for both men and women? | | | | |
| | Lifeguard Office | | 1 | 120 | 120 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (AQUATICS) | | | | | 24,330 | 90% | 27,033 | | | | | | |
| LOCKERS / RESTROOMS | | | | | | | | | | | | | |
| Common Facility Space | Function Room (first floor) | | 1 | 500 | 500 | 1 | | | | Length | Width | | |
| | Function Room (second floor) | | 1 | 500 | 500 | 2 | | | | | | | |
| | Men's Locker Room | 50 | 1 | 15 | 750 | 1 | | | | | | | |
| | Women's Locker Room | 50 | 1 | 15 | 750 | 1 | | | | | | | |
| | Men's Shower Area | | 1 | 500 | 500 | 1 | | | | | | | |
| | Women's Shower Area | | 1 | 500 | 500 | 1 | | | | | | | |
| | Family Changing Room 1 | | 1 | 150 | 150 | 1 | | | | | | | |
| | Family Changing Room 2 | | 1 | 150 | 150 | 1 | | | | | | | |
| | Receptionist / Check-in | | 1 | 200 | 200 | 1 | | | | | | | |
| | Changing / Cubbie Area | | 1 | 400 | 400 | 1 | | | | | | | |
| | Admin Space | | 1 | 1,000 | 1,000 | 2 | | | | | | | |
| | Restrooms | | 2 | 300 | 600 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (COMMON FACILITY SPACE) | | | | | 6,000 | 85% | 7,059 | | | | | | |
| GYMNASIUM | | | | | | | | | | | | | |
| Gymnasium | Basketball Courts | | 1 | 14,375 | 14,375 | 1 | | | High School court size - 94'x50' (plus 10' at each end) (Net area of dual courts with HS court long way = 115'x125') | Wood Floors | 115 | 125 | |
| Running Track | Located above Gymnasium | | 1 | 3,584 | 3,584 | 2 | | | | | | | |
| Seating | | 0 | | - | | 2 | | | No Permanent observation seating at court level | | | | |
| Storage - Gymnasium | | 1 | | 500 | 500 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (GYMNASIUM AND WALKING TRACK) | | | | | 18,459 | 90% | 20,510 | | | | | | |
| Space for Fitness / Multi-purpose studio space | | | | | | | | | | | | | |
| Fitness Area | Aerobics | | 1 | 1,500 | 1,500 | 2 | | | | Need definition of the floor system / Ceiling Height 25 feet for cheering purposes | 25 | 40 | |
| | Weight / Cardio | | 1 | 2,000 | 2,000 | 2 | | | | | | | |
| Support | Storage - Fitness | | 2 | 250 | 500 | 2 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (MULTIPURPOSE FITNESS ANS SUPPORT) | | | | | 4,000 | 85% | 4,706 | | | | | | |
| MEETING SPACE | | | | | | | | | | | | | |
| Meeting Rooms | Large Multipurpose community Room | 125 | 1 | 30 | 3,750 | 1 | | | Large Meeting Space for community usage. Folding dividers within space and multiple points of access for concurrent events | Request to add stage to portion of room - 11/25 Workshop moved this room from 2nd floor to 1st floor | | | |
| | Storage | | 1 | 200 | 200 | 1 | | | | | | | |
| | Furniture/Equipment Storage | | 1 | 200 | 200 | 1 | | | Not incl. in original issued program to developer-added by email Not incl. in original issued program to developer-added by email | 11/25 Workshop moved this room from 2nd floor to 1st floor | | | |
| | Warming Kitchen | | 1 | 300 | 300 | 1 | | | | | | | |
| | Lactation Room | | 1 | 100 | 100 | 1 | | | | | | | |
| | Lounge - Community | | 1 | 1,500 | 1,500 | 1 | | | | | | | |
| | Coat Room | | 1 | 70 | 70 | 1 | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (MEETING SPACE) | | | | | 6,120 | 85% | 7,200 | | | | | | |
| Child Care Space | | | | | | | | | | | | | |
| Child Care Spaces | Child Care Space (Indoor) | | 48.57 | 35 | 1,700 | 1 | | | Child watch area may be included within child care (TBD) | | 50 | 80 | |
| | Child Watch | | 1 | 300 | 300 | 1 | | | | | | | |
| | Bathrooms | | 3 | 144 | 432 | 1 | | | | | | | |
| | Outdoor play area | | 1 | | | | | | | | | | |
| SUBTOTAL FOR SPACE ABOVE (CHILD CARE) | | | | | 2,432 | 85% | 2,861 | | | | | | |
| TOTAL TOWN OF SCARBOROUGH COMMUNITY CENTER SPACE | | | | | 68,311 | | 78,082 | | | | | | |
| Summary Totals | | 1st Floor sf | 1 | 55,427 | 85% | | | 65,208 | | | | | |
| Summary Totals | | 2nd floor sf | 2 | 12,884 | 85% | | | 15,158 | | | | | |
| Alternate | | | | | | | | | | | | | |
| Gymnasium - 2 (Optional) | Basketball Courts | | 1 | 14,375 | 14,375 | 1 | | | | | 115 | 125 | |
| Running Track - 2 (Optional) | Located above Gymnasium - 2 | | 1 | 3,584 | 3,584 | 2 | | | | | | | |
| Alternate - Required for Self Built Location at Skating Pond Site | | | | | | | | | | | | | |
| Replacement Storage Facility for displaced Maintenance Building | | | 1 | 4,000 | 4,000 | 1 | | | | | 115 | 125 | |
| Alternate - Required for Self Built Location at Tennis Courts | | | | | | | | | | | | | |
| Replace Tennis Courts at undetermined location | | | 2 | 13,500 | 27,000 | | | | | | 115 | 125 | |
| Storm Water Mitigation for additional Impervious | | | | | - | | | | | | | | |

Total Net Square footage required for Self Built facility exceeds the developer facility RFP requirements by 6,970 square feet. This is due to the need for back of house space and additional space at at top of page in bubble.

Appendix K: Amortization Schedule

Town of Scarborough, Maine
2022 General Obligation Bonds
Community Center Project (30 Years)

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Debt Service Schedule

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| Date | Principal | Coupon | Interest | Period Total | Fiscal Total |
|----------|---------------|----------|---------------|---------------|--------------|
| 11/ 1/22 | 1,130,000.00 | 4.000000 | 788,666.67 | 1,918,666.67 | |
| 5/ 1/23 | | | 653,400.00 | 653,400.00 | 2,572,066.67 |
| 11/ 1/23 | 1,130,000.00 | 4.000000 | 653,400.00 | 1,783,400.00 | |
| 5/ 1/24 | | | 630,800.00 | 630,800.00 | 2,414,200.00 |
| 11/ 1/24 | 1,130,000.00 | 4.000000 | 630,800.00 | 1,760,800.00 | |
| 5/ 1/25 | | | 608,200.00 | 608,200.00 | 2,369,000.00 |
| 11/ 1/25 | 1,130,000.00 | 4.000000 | 608,200.00 | 1,738,200.00 | |
| 5/ 1/26 | | | 585,600.00 | 585,600.00 | 2,323,800.00 |
| 11/ 1/26 | 1,130,000.00 | 4.000000 | 585,600.00 | 1,715,600.00 | |
| 5/ 1/27 | | | 563,000.00 | 563,000.00 | 2,278,600.00 |
| 11/ 1/27 | 1,130,000.00 | 4.000000 | 563,000.00 | 1,693,000.00 | |
| 5/ 1/28 | | | 540,400.00 | 540,400.00 | 2,233,400.00 |
| 11/ 1/28 | 1,130,000.00 | 4.000000 | 540,400.00 | 1,670,400.00 | |
| 5/ 1/29 | | | 517,800.00 | 517,800.00 | 2,188,200.00 |
| 11/ 1/29 | 1,130,000.00 | 4.000000 | 517,800.00 | 1,647,800.00 | |
| 5/ 1/30 | | | 495,200.00 | 495,200.00 | 2,143,000.00 |
| 11/ 1/30 | 1,130,000.00 | 4.000000 | 495,200.00 | 1,625,200.00 | |
| 5/ 1/31 | | | 472,600.00 | 472,600.00 | 2,097,800.00 |
| 11/ 1/31 | 1,130,000.00 | 4.000000 | 472,600.00 | 1,602,600.00 | |
| 5/ 1/32 | | | 450,000.00 | 450,000.00 | 2,052,600.00 |
| 11/ 1/32 | 1,125,000.00 | 4.000000 | 450,000.00 | 1,575,000.00 | |
| 5/ 1/33 | | | 427,500.00 | 427,500.00 | 2,002,500.00 |
| 11/ 1/33 | 1,125,000.00 | 4.000000 | 427,500.00 | 1,552,500.00 | |
| 5/ 1/34 | | | 405,000.00 | 405,000.00 | 1,957,500.00 |
| 11/ 1/34 | 1,125,000.00 | 4.000000 | 405,000.00 | 1,530,000.00 | |
| 5/ 1/35 | | | 382,500.00 | 382,500.00 | 1,912,500.00 |
| 11/ 1/35 | 1,125,000.00 | 4.000000 | 382,500.00 | 1,507,500.00 | |
| 5/ 1/36 | | | 360,000.00 | 360,000.00 | 1,867,500.00 |
| 11/ 1/36 | 1,125,000.00 | 4.000000 | 360,000.00 | 1,485,000.00 | |
| 5/ 1/37 | | | 337,500.00 | 337,500.00 | 1,822,500.00 |
| 11/ 1/37 | 1,125,000.00 | 4.000000 | 337,500.00 | 1,462,500.00 | |
| 5/ 1/38 | | | 315,000.00 | 315,000.00 | 1,777,500.00 |
| 11/ 1/38 | 1,125,000.00 | 4.000000 | 315,000.00 | 1,440,000.00 | |
| 5/ 1/39 | | | 292,500.00 | 292,500.00 | 1,732,500.00 |
| 11/ 1/39 | 1,125,000.00 | 4.000000 | 292,500.00 | 1,417,500.00 | |
| 5/ 1/40 | | | 270,000.00 | 270,000.00 | 1,687,500.00 |
| 11/ 1/40 | 1,125,000.00 | 4.000000 | 270,000.00 | 1,395,000.00 | |
| 5/ 1/41 | | | 247,500.00 | 247,500.00 | 1,642,500.00 |
| 11/ 1/41 | 1,125,000.00 | 4.000000 | 247,500.00 | 1,372,500.00 | |
| 5/ 1/42 | | | 225,000.00 | 225,000.00 | 1,597,500.00 |
| 11/ 1/42 | 1,125,000.00 | 4.000000 | 225,000.00 | 1,350,000.00 | |
| 5/ 1/43 | | | 202,500.00 | 202,500.00 | 1,552,500.00 |
| 11/ 1/43 | 1,125,000.00 | 4.000000 | 202,500.00 | 1,327,500.00 | |
| 5/ 1/44 | | | 180,000.00 | 180,000.00 | 1,507,500.00 |
| 11/ 1/44 | 1,125,000.00 | 4.000000 | 180,000.00 | 1,305,000.00 | |
| 5/ 1/45 | | | 157,500.00 | 157,500.00 | 1,462,500.00 |
| 11/ 1/45 | 1,125,000.00 | 4.000000 | 157,500.00 | 1,282,500.00 | |
| 5/ 1/46 | | | 135,000.00 | 135,000.00 | 1,417,500.00 |
| 11/ 1/46 | 1,125,000.00 | 4.000000 | 135,000.00 | 1,260,000.00 | |
| 5/ 1/47 | | | 112,500.00 | 112,500.00 | 1,372,500.00 |
| 11/ 1/47 | 1,125,000.00 | 4.000000 | 112,500.00 | 1,237,500.00 | |
| 5/ 1/48 | | | 90,000.00 | 90,000.00 | 1,327,500.00 |
| 11/ 1/48 | 1,125,000.00 | 4.000000 | 90,000.00 | 1,215,000.00 | |
| 5/ 1/49 | | | 67,500.00 | 67,500.00 | 1,282,500.00 |
| 11/ 1/49 | 1,125,000.00 | 4.000000 | 67,500.00 | 1,192,500.00 | |
| 5/ 1/50 | | | 45,000.00 | 45,000.00 | 1,237,500.00 |
| 11/ 1/50 | 1,125,000.00 | 4.000000 | 45,000.00 | 1,170,000.00 | |
| 5/ 1/51 | | | 22,500.00 | 22,500.00 | 1,192,500.00 |
| 11/ 1/51 | 1,125,000.00 | 4.000000 | 22,500.00 | 1,147,500.00 | |
| 5/ 1/52 | | | | | 1,147,500.00 |
| ----- | | | | | |
| | 33,800,000.00 | | 20,372,666.67 | 54,172,666.67 | |
| ACCRUED | | | | | |
| | 33,800,000.00 | | 20,372,666.67 | 54,172,666.67 | |
| ===== | | | | | |

Dated 4/ 1/22 with Delivery of 4/ 1/22
Bond Years 509,316.667
Average Coupon 4.000000
Average Life 15.068540