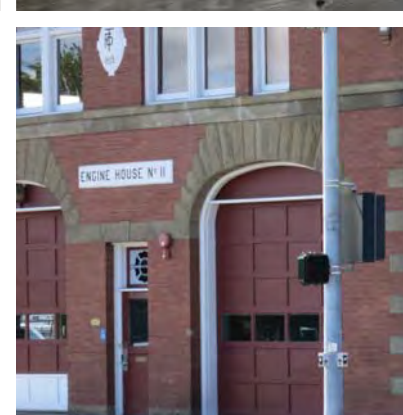
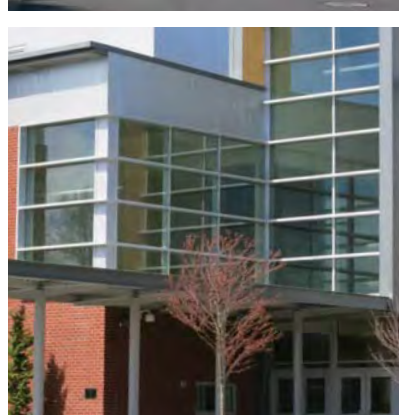
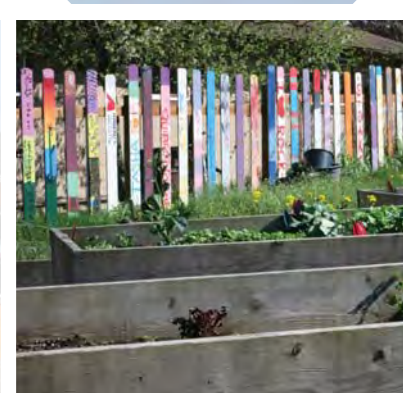
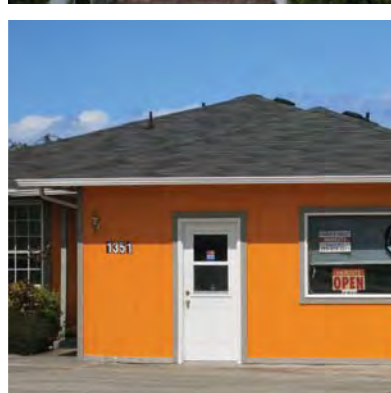
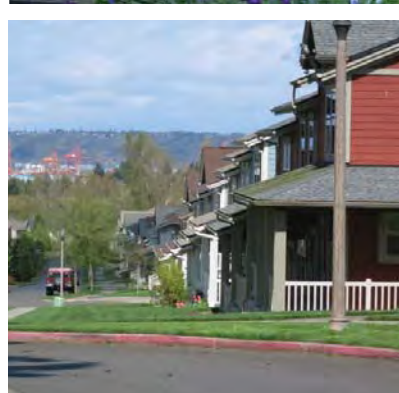
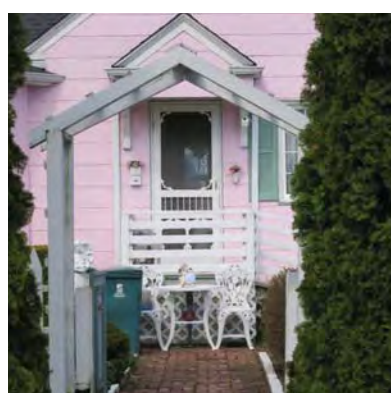
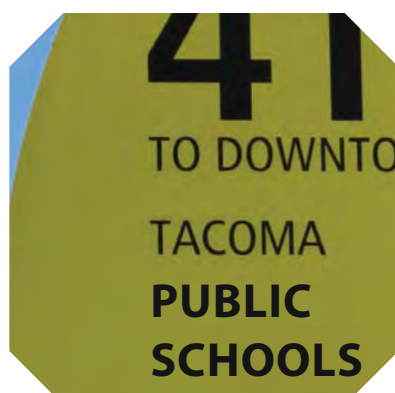
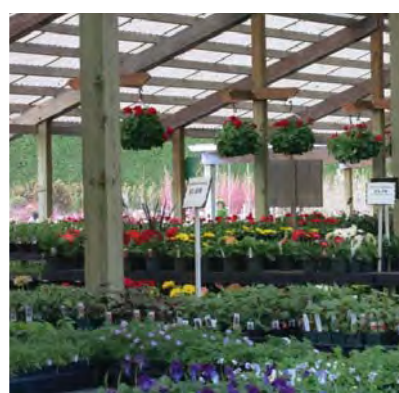




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with BALLARD*KING
AND ASSOCIATES



Eastside Community Center Feasibility Study

FEBRUARY 2014

CITY OF TACOMA
TACOMA SCHOOL DISTRICT
TACOMA HOUSING AUTHORITY
METRO PARKS TACOMA

PLANNING PARTNERS

Metropolitan Parks Tacoma
City of Tacoma
Tacoma School District
Tacoma Housing Authority

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EXECUTIVE SUMMARY

one

INTRODUCTION

ARC Architects, in collaboration with Ballard*King and Associates, was hired in June 2013 by a partnership of public agencies that included Tacoma Public Schools (TPS), Tacoma Housing Authority (THA), City of Tacoma (CoT) and Metropolitan Park District of Tacoma (MPT). The partnership was formed to guide a feasibility study for a potential new community center in East Tacoma. The goals of the study were to:

- Engage stakeholders in developing criteria for building and site uses
- Describe current and future demographic characteristics of East Tacoma
- Define the market needs that reflect these characteristics
- Develop a site and building use program
- Identify possible sites and test them against the site selection criteria
- Suggest a recommended site based on meeting the site selection criteria
- Test the potential of the recommended site with concept architectural studies
- Provide a statement of probable project costs
- Develop a cost recovery model comparing expenditures and revenues
- Identify potential funding sources and strategies

A variety of settings and opportunities allowed for stakeholder input to develop and discuss ideas and criteria and to work toward consensus about programming and site selection:

- There were three well-attended public meetings: the first focused on site and building use criteria; the second on site selection; the third on the recommended site, project financials, and concept design ideas.
- The steering committee - which included liaison representatives from each of the four partners, the community and elected officials - helped structure the format and content of the feasibility study. They met prior to each public meeting to comment on the presentation content and goals.
- Staff from each of the partner agencies met with the consul-

tant team to provide input on program, site, community, and the partnership.

- Potential program public partners had opportunities to present their needs at three meetings hosted by MPT. Program partners included those providing or wishing to provide services to the community.
- An on-line survey – separate from the feasibility study – was posted on MPT’s web page and ran parallel to the study. The uses and needs identified in the survey aligned with those from this study’s outreach efforts.
- The status of this study and summary of input and findings were presented on a regular basis to the Joint Municipal Action Committee.

The use program that evolved from this input reflects the multi-generational and diverse make-up of the community. Notably, it supports programs, uses, and services for youth, an age-group that is significantly underserved in East Tacoma. It fills many of the service gaps created after other providers left the community, with the exception of the Tacoma Public Library, which is working with THA on branch library options. The range of needs served include:

- Health and Recreation: gymnasium, outdoor sports, exercise, aquatics
- Education / Learning: music, parenting, nutrition, college preparation, financial literacy, life-long learning, educational resources
- Social: multi-generational, serves groups (like the Young Black Men Program), skill building, late-night activities, parties, weddings, dances, job fairs, performances
- Culture and Arts: cooking classes, cultural space to celebrate community diversity, performing arts, recording studio, visual arts, movies
- Services: community based non-profits, health services, tax assistance, financial readiness, senior services, daycare, driver education

CONCLUSIONS

The program results in a building of approximately 58,400 square feet, including community center and aquatic center uses.

The recommended site is the First Creek Middle School site which allows for connections between the new center, the school and its sports fields, Swan Creek Park, transit, and the Army Reserve Center (which will eventually be surplus by the Army). The site can be designed and programmed to create a “Community Campus.”

The estimated project cost – construction plus soft costs – for a new center is \$29,350,000 to \$30,750,000, exclusive of costs to develop the Army Reserve site, should it be obtained.

There are public and private sources to help fund the project, for example, bonds, leveraged funds through the Washington State Recreation and Conservation Office, CDBG funds, and private and philanthropic grants. Of note, \$400,000 has already been dedicated to the project from the State of Washington based on the efforts of Team Billy Ray.

The estimated cost recovery rate – revenues divided by expenditures – is 52% for a community center without aquatics and 64% for a community center that includes aquatics.

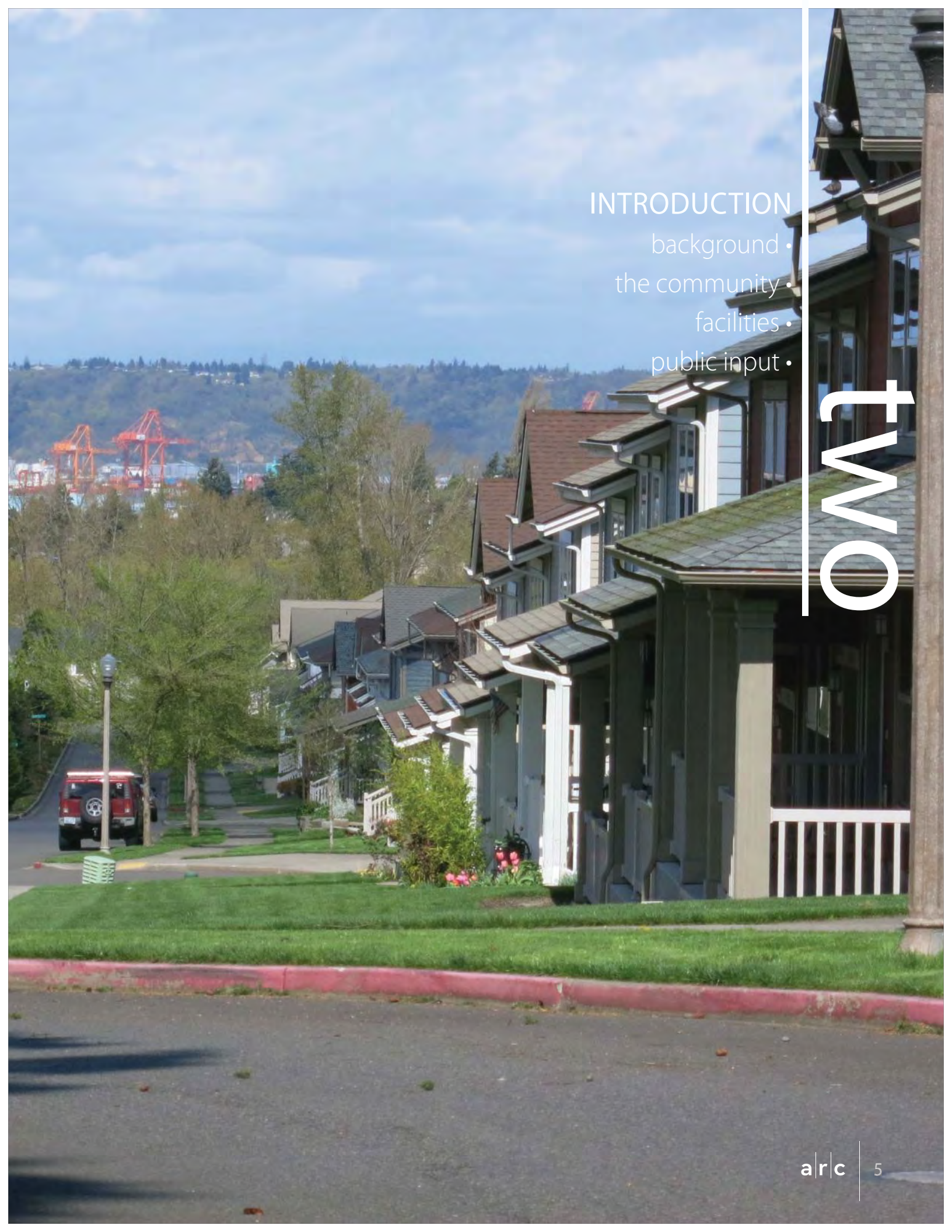
The estimated annual difference between expenditures and revenues for a community center without aquatics is approximately \$630,464 and for a community center with aquatics \$777,441. Transferring existing operations and maintenance expenditures for other facilities can offset these costs.



Rainier Beach Community Center Gymnasium



Rainier Beach Community Center Leisure Pool

A photograph of a row of colorful Victorian houses on a hillside. The houses have various colored roofs (red, grey, brown) and siding (white, blue, green). In the background, there are trees and a port with large red cranes. The sky is blue with some clouds.

INTRODUCTION

- background •
- the community •
- facilities •
- public input •

two

INTRODUCTION

BACKGROUND

East Tacoma is a diverse, relatively low-income community that is recognized by citizens, city staff and elected officials to be in need of facilities that support additional programs and services. East Tacoma has suffered from an exodus of providers including a branch of the Tacoma Public Library, the Boys and Girls Club facility (programs are still provided at Bethlehem Baptist Church), and the South End Neighborhood Center. There is a strong feeling within the community that East Tacoma is not being well taken care of in terms of services and, in fact, has taken a step backward.

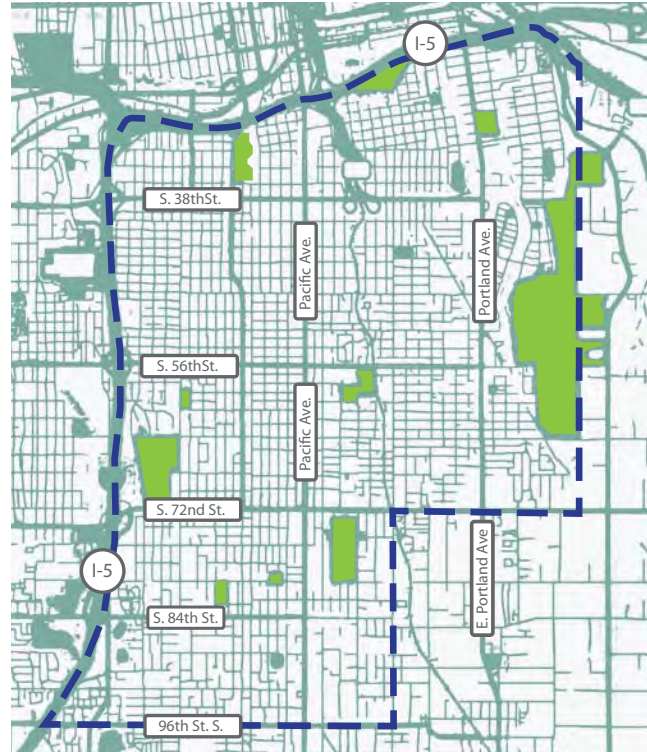
A government partnership was formed to address the community's needs. The partnership includes the Tacoma Public Schools (TPS), the Tacoma Housing Authority (THA), the City of Tacoma (CoT) and the Metropolitan Park District of Tacoma (MPT). To address community needs, the partners framed a feasibility study that would define building and site uses, consider available sites, and provide financial information on the cost of developing and operating the facility.

Much of the genesis for the feasibility study came from Team Billy Ray, a community group that formed after the shooting death of 17 year old Billy Ray Shirley III. Billy Ray had immense interest in community welfare and had, for many years, dreamed of a new community center in East Tacoma that would contribute to the quality of life of his friends, family and others.

THE COMMUNITY

The population of East Tacoma is relatively young and diverse with a median income less than the State of Washington, the nation as a whole, and the City of Tacoma.

The geographic area defined by the boundaries of I-5 to the west and north and the city limits to the east and south is the Primary Service Area for the center. Within the Primary Service Area, a smaller and more focused market has been designated as the East Tacoma neighborhood and is the Immediate Service Area. It is defined by Pacific Avenue on the west, I-5 on the north, the city boundaries on the east and East 72nd Street on the south. It is recognized that a significant indoor community center may draw users from beyond the City of Tacoma's boundaries, especially to the east in Puyallup and to the south. These areas would be considered as part of a Secondary Service Area.



Primary Service Area



Immediate Service Area

FACILITIES

Despite the loss of some service providers from East Tacoma, there are a number that remain that supply aquatic, recreation, fitness, and sports activities.

Public

The four public agencies that partnered for this study operate facilities and programs in East Tacoma.

Metro Parks Tacoma:

- Portland Avenue Community Center – an older center located at the north end of the Immediate Service Area. The center is small and has community rooms and classroom spaces.
- Eastside Community Pool – an aquatic center that contains a 6 lane, 25 yard pool with a one meter board. It is older and lacks the appeal of modern, comprehensive aquatic centers.
- MPT operates a significant outdoor aquatic center at Stewart Heights Park.

City of Tacoma:

- Lighthouse Activity Center – This building serves as a senior center in East Tacoma and provides a variety of senior programs including lunch during the week.

Tacoma Public Schools:

- TPS has a variety of school gyms and other amenities that can be utilized for recreation and community purposes.
- MPT has an Intergovernmental Agreement with TPS to utilize their facilities, but the priority is for school programs and functions.

Tacoma Housing Authority:

- THA plans to build a community center in Salishan (the Core Building) that will support education and job skills, a credit union, possibly a branch library, and other community functions.
- The final program for the Core Building depends in part on the program and site for the East Tacoma Community Center, and whether the new center is funded and built.

Non-Profit

There are also non-profit recreation providers in Southeast Tacoma.

Boys & Girls Club:

- The Boys & Girls Club closed its building a number of years ago but continues to offer a limited level of programs and services through Bethlehem Baptist Church.

Places of Worship:

- The many places of worship in the community provide a variety of community, recreation and social service programs. The spaces are often small and not always designed for the uses that they serve.

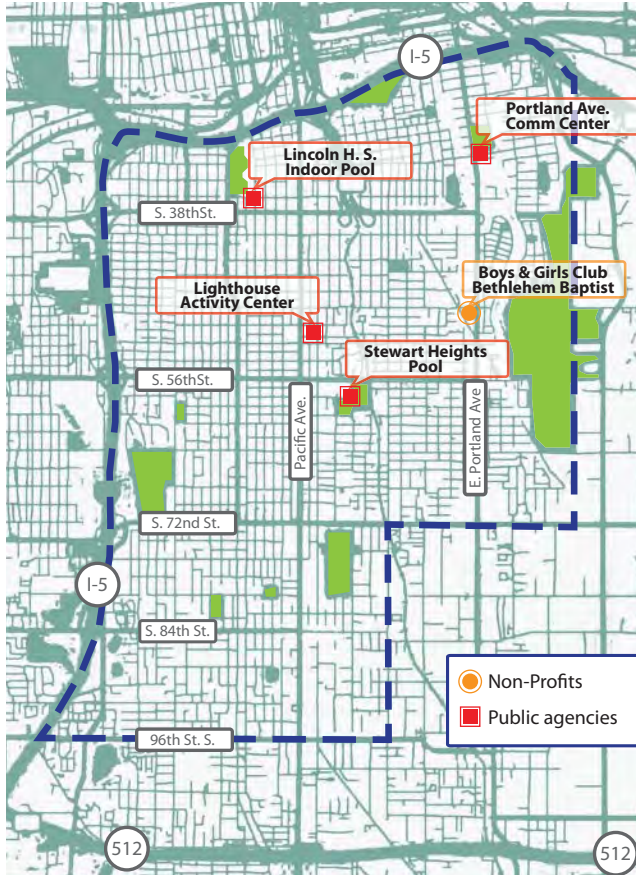
Private

There are no substantial private sector providers in East Tacoma. Considering the size of the population, this is unusual but, with lower household income levels in East Tacoma, the traditionally higher user fees that private facilities charge are not easily supported.

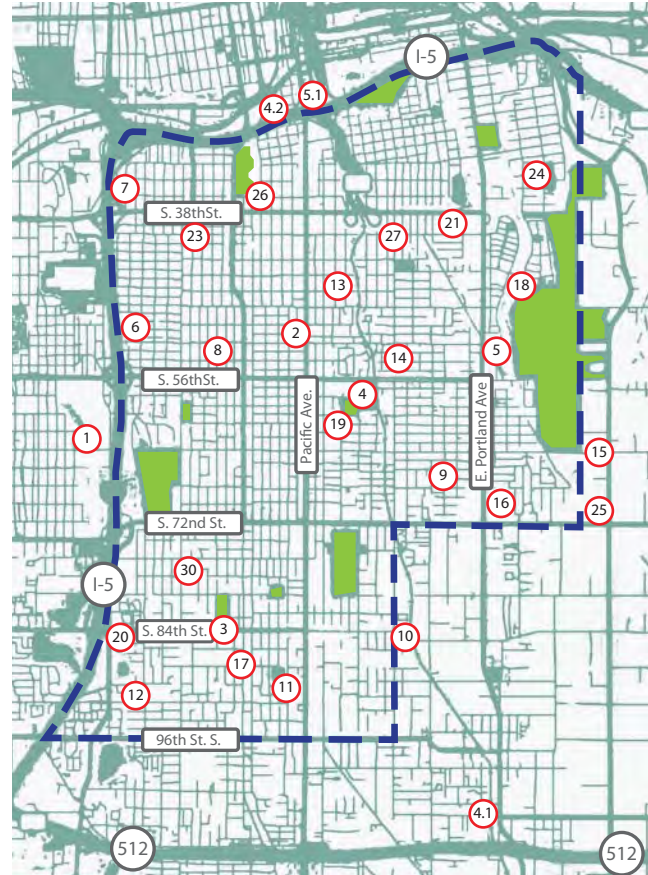
Conclusion

The primary provider is MPT with the Portland Avenue Community Center and the Eastside Community Pool. These are older facilities that plan to be repurposed if and when the East Tacoma Community Center is constructed.

With a population base of approximately 70,000 in the Primary Service Area, and the general lack of other providers, there is a strong market area for a new community center.



Primary Locations of Services



Local Schools

Schools within Project Vicinity:

1. Tacoma Baptist High School
2. Stewart Middle School
3. Baker Middle School
4. Concordia Lutheran School
- (4.1) Ford Middle School
- (4.2) Holy Rosary School
5. First Creek Middle School
- (5.1) Grace Christian Academy
6. Gaudrone Middle School
7. Jennie Reed Elementary School
8. Mann Elementary School
9. Boze Elementary School
10. Harvard Elementary School
11. Larchmont Elementary School

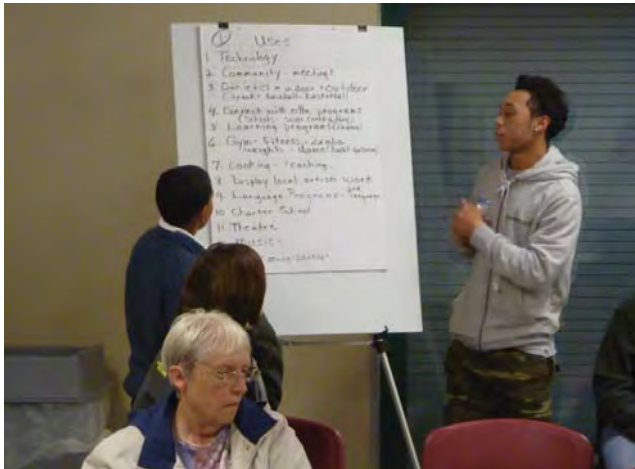
12. Stafford Elementary School
13. Lyon Elementary School
14. Sheridan Elementary School
15. Waller Rd. Elementary School
16. Tacoma Elementary School
17. Fernhill Elementary School
18. Lister Elementary School
19. Fawcett Elementary School
20. Puget Sound Christian School
21. Blix Elementary School
22. Birney Elementary School
23. Whitman Elementary School
24. Roosevelt Elementary School
25. Mount Rainier Lutheran High School
26. Lincoln High School
27. McKinley Elementary School



PUBLIC INPUT

Broad input was necessary to frame the feasibility study. Representatives from the four partners, Team Billy Ray, and community groups formed a steering committee that guided information gathering and public relations.

- The committee and consultant team met with representative staff from each partner organization. The staff provided insights on program needs, site selection, partnership issues, and community insights.
- There were three public outreach meetings to provide the community opportunities to define program uses, have input on site selection, and be given background information on design options and project finances.
- A separate design charrette was attended by approximately 100 youth.
- Presentations were made to the Joint Municipal Action Committee (JMAC) to provide information to decision makers.
- On a separate track, and not part of this study, was a survey on MPT's web page for desired activities and services in East Tacoma. The outcome of the survey aligned in most ways with the needs identified in this study.



MARKET ANALYSIS

- immediate & primary service areas •
- demographic overview •
- sports participation •
- facility trends •
- the east tacoma market •

three

FLORISSIA STARTS
\$1.69

SPECIALTY ANNUALS
\$3.79
INCLUDES SPECIALTY PLANTS

IMMEDIATE & PRIMARY SERVICE AREAS

As noted in the Introduction, the geographic area defined by the boundaries of I-5 to the west and north and the city limits to the east and south is the Primary Service Area for the center. Within the Primary Service Area, a smaller and more focused market has been designated as the East Tacoma neighborhood and is the Immediate Service Area. It is defined by Pacific Avenue on the west, I-5 on the north, the city boundaries on the east and East 72nd Street on the south.

It is recognized that a significant indoor community center may draw users from beyond the City of Tacoma's boundaries, especially to the east in Puyallup and to the south. These areas would be considered as part of a Secondary Service Area.

children, and has a low income level, while the Immediate Service Area is younger still and has an even lower income level.

- Both service areas consist of a large number of families with children.
- The cost of living in the area is lower than most other areas of Washington and the level of expenditures for entertainment and recreation are considerably lower as well.
- The two service areas are racially and culturally diverse.
- It is anticipated that 500 market rate homes will be built within a one mile radius of E. 48th St. and Portland Ave.

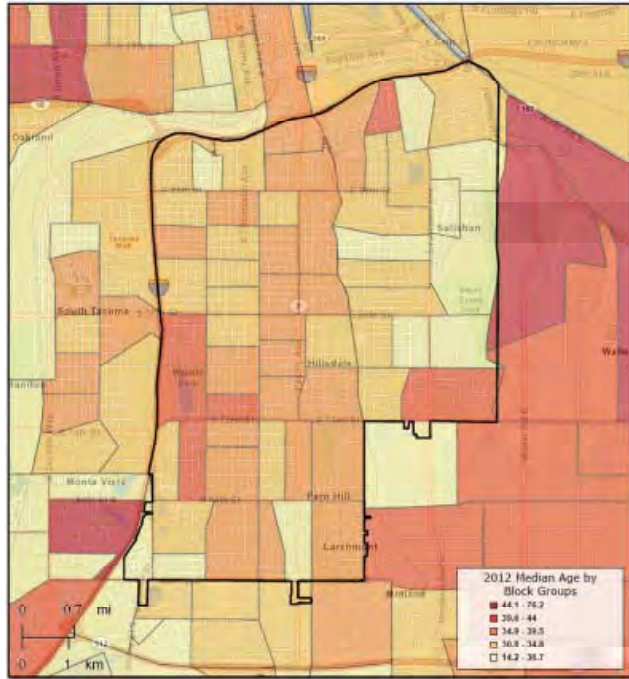
DEMOGRAPHIC OVERVIEW

In the Immediate Service Area, the percentage of households with median income over \$50,000 per year is 37.5% compared to 50.1% nationally and 45.1% for Tacoma. The percentage of the households in the service area with median income less than \$25,000 per year is 30.2% compared to 24.7% nationally and 27.4% for Tacoma.

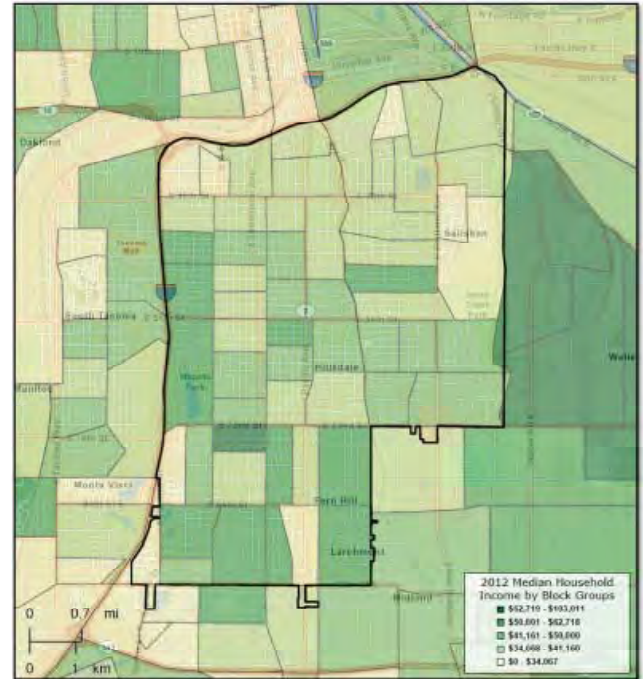
The median age for the Immediate and Primary Service Areas, as with the rest of the City of Tacoma, is lower than the State of Washington, while the State number is slightly higher than the National number. This lower median age points to young families with children, which would be primary users of an indoor community center.

The following summarizes the demographic characteristics of the service areas.

- The Primary Service Area's population at approximately 70,000 (2012 estimate) can support a new community center.
- The Immediate Service Area population at approximately 30,000 (2012) is relatively small and will have difficulty supporting a comprehensive community center by itself.
- The population in both of the service areas is expected to grow at a considerable pace in the next five years which will add additional recreation participants to the market.
- The population of the two service areas is similar. The Primary Service Area population is young, made up of families with



Median Age By Census Block Group



Median Household Income by Census Block Group

SPORTS PARTICIPATION

The demographic make-up of East Tacoma combined with information from the National Sporting Goods Association helps to determine market potential. This analysis leads to the following projections for the Primary Service Area.

Sport	Primary Service Area	Primary Service Area	Nat'l Rank ⁱ	Nat'l Participation (in millions)
Exercise Walking	1	36.4%	1	95.8
Exercising w/ Equipment	2	19.4%	2	55.3
Swimming	3	16.1%	3	51.9
Aerobic Exercising	4	15.6%	5	38.5
Running/Jogging	5	14.0%	8	36.3
Workout @ Club	7	9.1%	10	35.5
Weightlifting	6	10.8%	12	31.5
Basketball	8	8.8%	14	26.9
Yoga	9	8.6%	15	20.2
Volleyball	10	3.4%	29	10.1

Sports Participation Summary

Primary Service Rank:

The rank of the activity within the Primary Service Area.

Primary Service %:

Ranking of activities based upon consultant team analysis.

National Rank:

Popularity of sport based on national survey.

National Participation:

Percent of population that participate in this sport based on a national survey.

Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. Information is available for Hispanic and African Americans, but not other minorities. This information informed the projections in this table.

FACILITY TRENDS

Multi-Generational Facilities

The success of most recreation departments is dependent on meeting the recreation needs of a variety of individuals. The fastest growing segment of society is the senior population. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time, the desire to remain fit, and disposable income to pay for services. Youth programming is a cornerstone for recreation services with an increased emphasis on teen needs and in deterring juvenile crime. Single parent households and two working parent families increase the need for before and after school child care.

Multi-Functioning Centers

One of the big changes in community center design is the full-service center that has aquatic, fitness, sports and community based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of both the aquatic and “dry-side” portions of facilities.

Many communities include a variety of amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is in high demand and provides a facility with the potential to generate significant revenues. Due to the increasing recreational demands there has been a shortage in most communities of the following spaces:

- Gymnasiums
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior program space
- Pre-school and youth space
- Teen use areas

Aquatic Trends

A big change in aquatic design and programming is the leisure pool, which incorporates slides, current channels, fountains, zero depth entry and other water features. These pools appeal to younger children and families, attract larger crowds, and people tend to come from a further distance and stay longer, all of which increase the potential for revenues.

Another trend is raised temperature therapy pools for rehabilitation programs, usually in association with a local health care organization or physical therapy clinic that either provides capital dollars for construction or agrees to purchase so many hours of pool time.

The life safety issues associated with teaching children how to swim is a critical concern in most communities. Competitive swim team programs through USA Swimming, high schools, and other community-based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last ten years with the realization of the benefits of water-based exercise.

Partnerships

There has been strong growth in the number of partnerships between the public, private, and non-profit sectors to bring the best recreation amenities to a community and to benefit from shared development of facilities to reduce capital and operational costs.

THE EAST TACOMA MARKET

The market opportunities and challenges for a new East Tacoma community center include:

Opportunities

- The demographic characteristics of the Primary and Immediate Service Areas indicate households with children.
- There is a large population base that will continue to grow at a steady pace.
- There is not a comprehensive, public community center in the southeast quadrant of the city. There are very few other providers of indoor recreation services.
- Existing older, MPT facilities are not able to adequately meet the indoor recreation needs within the southeast area.

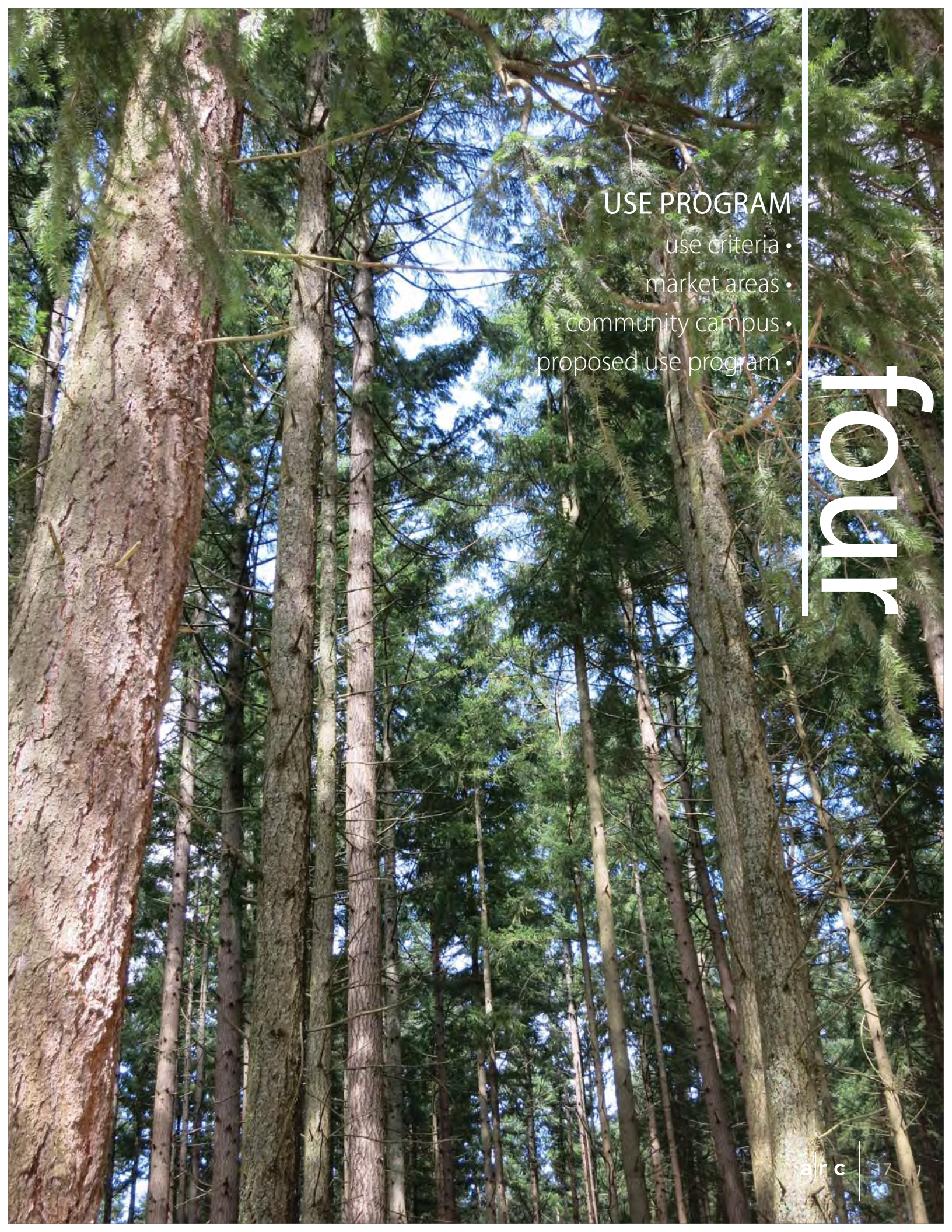
- There are a number of possible partners that have been identified for the project. Bringing equity partners to the community center project can potentially expand the scope and magnitude of the facility.
- An indoor community center improves the quality of life in a community and often serves to bring more unity to a diverse community.

Challenges

- The demographics of the Primary Service Area show a population that has a lower median household income level. This typically reduces the rate of participation in sports and cultural arts activities and limits the fees that can be charged for use of a center.
- A new East Community Center will have to meet a vast variety of recreation needs and expectations.
- Funding and responsibilities for the construction and operation of an indoor community center will have to be clearly defined.



Rainier Beach Community Center Social Hall



USE PROGRAM

- use criteria •
- market areas •
- community campus •
- proposed use program •

four

USE CRITERIA

The site and building use program reflects input from the public, partner agencies, public partners, and the steering committee, and has been further informed by the expertise of the consulting team. The categories of uses included in the program are:

Community Center Uses

- Health and Recreation
- Education / Learning
- Social
- Culture and Arts
- Services

Site Uses

- Parking
- Outdoor Sports
- Environmental Education
- Play
- Gardening
- Sustainable Design Features

MARKET AREAS

If the decision is to move forward with a new community center, it will be important to address specific market areas that reflect East Tacoma's demographic makeup and the trends in indoor recreation. These market areas include:

General

- Drop-in recreation activities - Critical to the basic operation of any community center is the availability of drop-in use. The sale of annual passes and daily admissions - potential strong revenue sources for a center - requires access to drop-in use.
- Instructional programming - The primary emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction for a broad base of users.

- Special events – This includes kid's birthday parties, community organization functions, sports tournaments and other special activities. Providing for these will generate additional revenues.
- Community rentals - Gyms and multi-purpose rooms can be used for large community gatherings like seminars, parties, receptions, arts and crafts sales and other events.
- Social welfare programs –Special population activities, teen and senior assistance programs, childcare and other similar uses are now common in many facilities.

Specific

- Families - The ability to have family members of different ages participate in a variety of activities together or individually should be a goal.
- Pre-school children - The needs of pre-school age children can be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed.
- School age youth - This group needs to be emphasized with a wide variety of programs and activities that are available after school, during the summer, and on weekends.
- Teens - A major focus of many community centers is on meeting the needs of teens, which will require the use of many areas of the center at certain "teen" times of use, including after school and late night.
- Seniors - Social programs, weight training and cardiovascular conditioning have proven to be popular with seniors. They usually use a facility during the slower use times - early to mid-day - which helps with scheduling.
- Business/corporate - This market has a variety of needs from fitness/wellness and instruction, to recreation and social.
- Special needs population - The proposed variety of program and recreation uses provides opportunities to develop programs for special populations. Association with health care providers and social service agencies will be necessary to fully reach this market.
- Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups including school functions, social service organizations and adult and youth sports teams.

COMMUNITY CAMPUS

The driving force for the partnership between Tacoma Public Schools, Tacoma Housing Authority, City of Tacoma and Metropolitan Parks Tacoma is an understanding that a well programmed, more economically viable community center is possible when partners can share facilities, reducing both capital and operational costs. Acknowledged early in the process of this study was the significant benefit of locating a new center near a middle school, for shared use of facilities and service to middle-school aged kids, a market segment that is lacking services and opportunity; this perspective avoids duplication of capital investments.

The concept that evolved – described in detail under Design Concepts – is that of a Community Campus where shared use of the center, certain rooms at the school, the school's sports fields, and both facilities' parking and passive outdoor spaces would allow the program (and therefore costs) of the new center to be reduced. For example, use of the school spaces would mean that a black box theatre, stage and additional multi-use spaces wouldn't need to be built at the center. Students would be able to use the center's gym, pools, classroom/meeting room and fitness center. Everyone would benefit from shared parking (more parking would be needed if the center was stand-alone), and there could be shared use of the school's sports fields and future sports fields if the Army Reserve site is acquired and developed for this use.

The program reflects this opportunity and meets the needs that emerged from the process of this study. Additionally, it aligns well with the needs that were identified in MPT's on-line survey, independent of this study.

PROPOSED USE PROGRAM

COMMUNITY CENTER			
	square feet	subtotal	notes
ADMINISTRATION			
Lobby / Lounge	300		
Reception	200		
Center Admin - Private Offices	400		
Center Admin - Open Offices	500		
Small Conference Room	150		
Workroom / Storage	150		
COMMUNITY SPACES			
Social Hall	3,300		includes storage
Kitchen	750		
Games	1,000		
Arts & Crafts	1,000		
Child Care	1,000		
Café/Food Service	500		
Community Partners	1,000		to be confirmed
Classroom / Meeting	0		accommodated in social hall
Computer / Technology	0		spread throughout, WI-FI
Educational Resource Center	0		assume with adjacent school
Black Box Theatre	0		assume with adjacent school
Music Recording	0		assume with adjacent school
FITNESS			
Gym	7,900		includes storage
Weights / Cardio	4,700		includes storage
Dance / Aerobics / Exercise	2,200		includes storage
SUPPORT			
Restrooms / Family Changing	1,100		
Storage / Custodial	700		
Mechanical / Electrical / IT	1,350		
Subtotal		28,200	
Net to Gross	12.5%	3,525	halls, walls, etc.
Estimated Community Ctr Area		31,725	
AQUATICS			
	square feet	subtotal	notes
Natatorium	16,000		
Party	800		
Manager and Lifeguards	850		work areas and storage
Lockers and Family Changing	3,400		
Pool Mechanical and Storage	2,750		
Subtotal		23,800	
Net to Gross	12.5%	2,975	halls, walls, etc.
Estimated Aquatics Area		26,775	
Total Estimated Area		58,500	

SITE SELECTION

- site selection criteria •
- sites considered •
- recommended site •

five

SITE SELECTION CRITERIA

The partner representatives, public and partner staff each had opportunities to help establish site selection criteria: the partner representatives at four steering committee meetings, the public at three public outreach meetings, and staff at individual partner-only programming meetings.

Specific Partner Criteria

- For THA, a preferred site would be east of Portland Avenue to provide pedestrian safety for Salishan residents, by eliminating the need to cross Portland Avenue
- For TPS, some school sites that might be considered are either too small and/or undergoing renovations and expansions that limit their use for a community center
- For CoT, it was important that the community help develop the site criteria, with an understanding that site selection would have to be by the agencies
- For MPT, as well as the other partner agencies, there was a desire to be near a school for the shared use potential, and for a site connected to other community assets to help create a “community campus”

Shared Partner Criteria

- Easily accessible for youth ages 13-18 years old (primary population of focus) via walking, bike, transit, etc.
- Co-located with other public facilities in order to capitalize on public sector partnerships and avoid duplicating indoor and outdoor spaces
- A project that is competitive for public and private funding
- Proximity and connectivity to outdoor recreation space and activities
- An understanding that additional programs, similar to programs that used to be provided at Gault Middle School, may be required depending on location of the community center

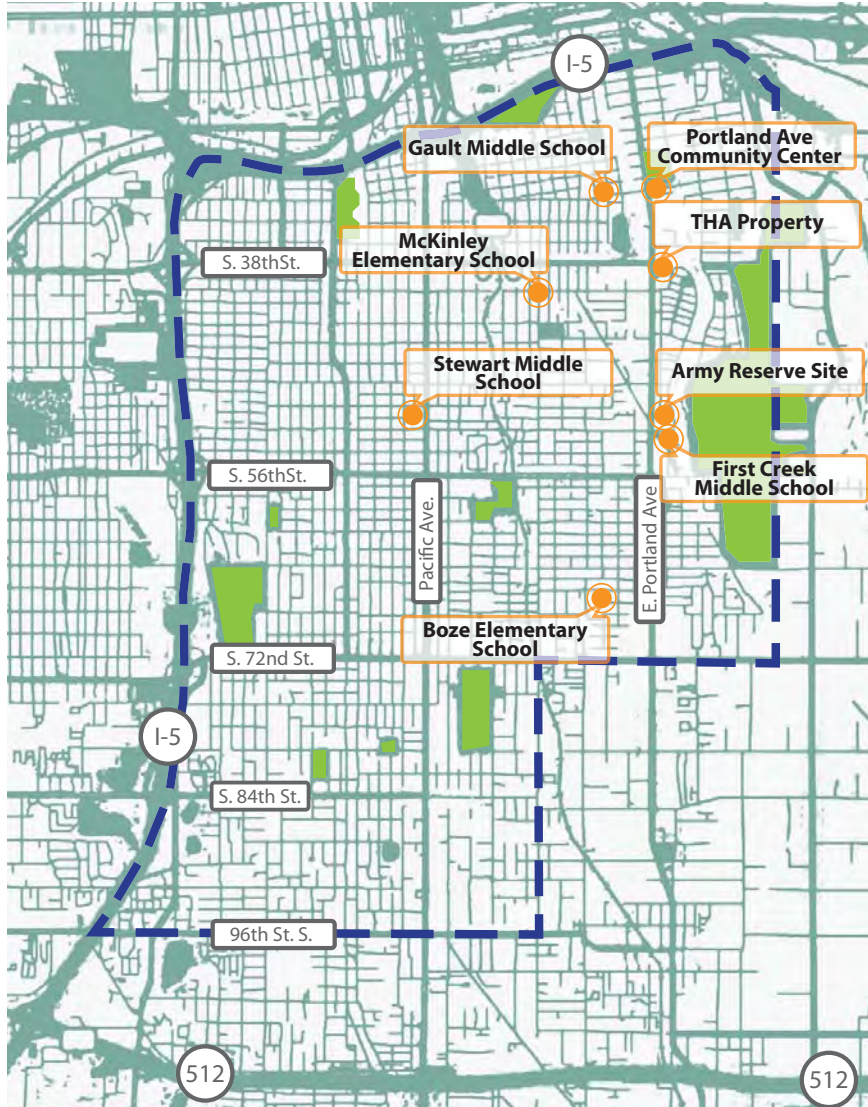
Public Site Criteria

- Centralized – easily accessed, mass transit availability, serving Salishan
- Multi-Use – spaces for gardens, gatherings, and arts and culture

- Parking – enough, accessible
- Safety – sidewalks, crosswalks, and lighting for pedestrians, bikes, skateboarders and others
- Incubator – spin-off benefits for other businesses
- Visible - an easily recognized, prominent public facility
- Affordable – existing building

Site Use Program

- Parking
- Outdoor sports
- Environmental education
- Play
- Gardening
- Sustainable design features



SITES CONSIDERED

The sites noted on the adjacent map were identified from various sources, evaluated against the criteria above, and tested with an approximately 58,000 square foot building and 275 parking spaces. The parking spaces are based on the city's municipal code, with a 25% reduction based on access to mass transit and shared parking with an adjacent building. The comments related to each site reflect partner, steering committee, public and consultant observations.

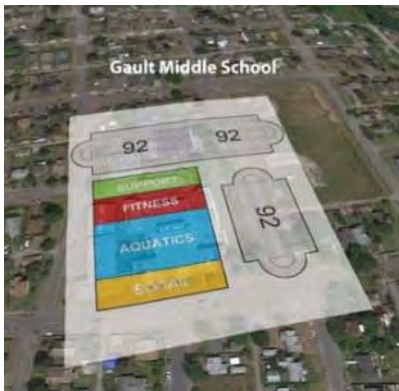
Potential Sites

- Boze Elementary School
- Gault Middle School
- McKinley Elementary School
- Stewart Middle School
- Portland Avenue Community Center
- Army Reserve Site
- First Creek Middle School
- THA Property at Intersection of Portland Ave. and East 38th Street



Boze Elementary School

- TPS is renovating and expanding the school
- Site is too small for the proposed building and parking



Gault Middle School

- Existing gym, pool, fields, and auditorium meet many program needs
- Relatively central to East Tacoma, and gentrification of the neighborhood would be beneficial
- The pool is well used but old and inadequate for the proposed aquatic program
- TPS has an interested buyer
- Renovating schools to meet community center needs and efficient staffing is challenging, and there are typically substantial costs in meeting current energy, ADA, seismic and building codes



McKinley Elementary School

- TPS will be using McKinley as a swing school for the next two or three years
- Site is too small for the proposed building and parking
- A historic structure that might end up on a historic register, which could limit renovation options



Stewart Middle School

- TPS is renovating and expanding the school
- Site is too small for the proposed building and parking
- Site is not in "East Tacoma"



Portland Avenue Community Center

- Site can accommodate the proposed building and parking
- Not located near a school; shared uses more difficult
- Doesn't feel connected to East Tacoma
- MPT is considering other uses for the site
- Pedestrian safety is accommodated, particularly with internal paths that could connect to Salishan



Army Reserve Center, Victor & Kandle

- Site can accommodate the proposed building and parking
- Shared uses with school are possible
- Pedestrian safety needs to be accommodated; Salishan well accommodated in this regard
- Wetlands mitigation may be required, but will be limited based on wetlands classification
- Transfer of ownership scheduled to begin 2017 at the earliest
- Site could be future sports fields, helping in development of a community campus



First Creek Middle School

- Site can accommodate the proposed building and parking
- Shared uses with school are possible
- Pedestrian safety needs to be accommodated; Salishan well accommodated in this regard
- Safety at the intersection of E. 56th Street and Portland Avenue needs study
- Wetlands mitigation will be required, but should be relatively easy based on wetland classifications
- Impacts on school access and parking need study and written agreements
- location not central to East Tacoma; may need to consider additional programming at other sites

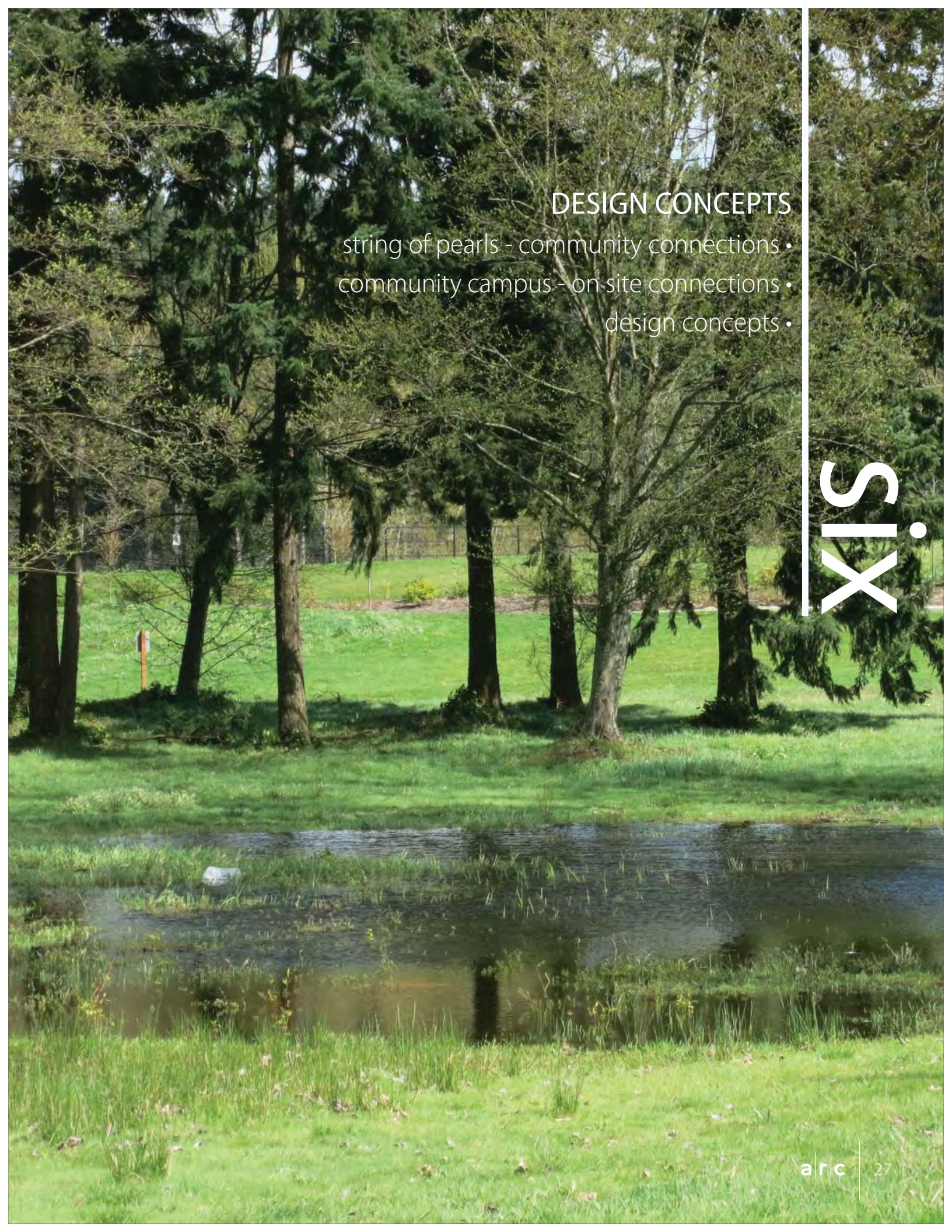


THA Property at intersection of Portland Avenue and East 38th

- Site can accommodate the proposed building and parking
- Not located near a school; shared uses more difficult
- THA has other plans for the site
- Pedestrian safety is accommodated for Salishan, particularly with internal paths that could connect to Salishan

RECOMMENDED SITE

The consultant team's recommendation is the First Creek Middle School site, for reasons and observations noted in the next section "Design Concepts."



DESIGN CONCEPTS

string of pearls - community connections •
community campus - on site connections •
design concepts •

six.

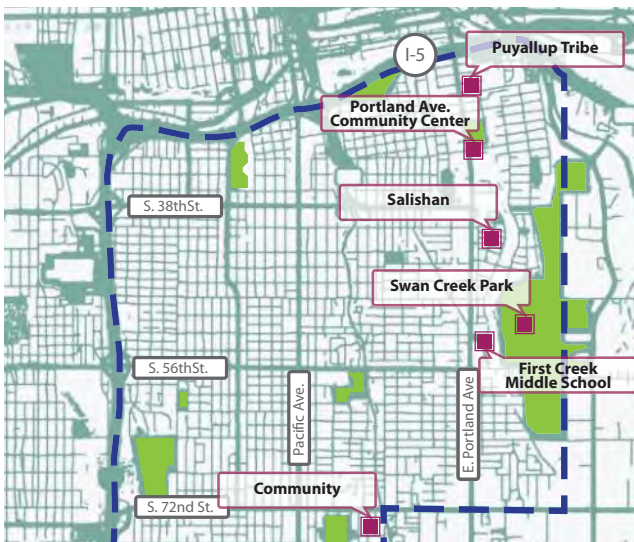
DESIGN CONCEPTS

The program and the concept of “community campus” were used to develop two concept designs on the recommended site - west of First Creek Middle School - on property owned by TPS.

STRING OF PEARLS - COMMUNITY CONNECTIONS

The selection of First Creek as the preferred site was informed in part by its visibility, adequate size, and access to mass transit. Its location fostered the idea of a “string of pearls” that links important community features and assets:

- Portland Avenue Community Center which will likely be repurposed if a new East Tacoma Community Center is built
- The Puyallup Tribe, a long-term, strong voice in the community
- Swan Creek Park, which provides opportunities for a variety of recreation and educational uses
- Salishan, the diverse, mixed income neighborhood developed and managed by the THA



COMMUNITY CAMPUS - ON SITE CONNECTIONS

The creation of a community campus that links on-site uses is accommodated at the First Creek Middle School site, including connections between the school, the center, the school's fields, and potentially, future sports fields that could be built at the Army Reserve

site. Four locations for the new center were considered on the site:

- On Portland Avenue - good street presence but too far from the school and possible future fields, and in the middle of the wetlands
- On 56th Street - poor street presence, too far from the school and possible future fields, and in the middle of the wetlands
- Middle of the Access Drive - poor street presence, closer to the school and possible future fields, parking in the middle of the wetlands
- North End of Access Drive – the preferred location given potentially good street presence, and location close to the school and possible future fields



ON PORTLAND AVE



ON 56TH STREET



MIDDLE OF ACCESS DRIVE



NORTH END OF ACCESS DRIVE

DESIGN CONCEPTS

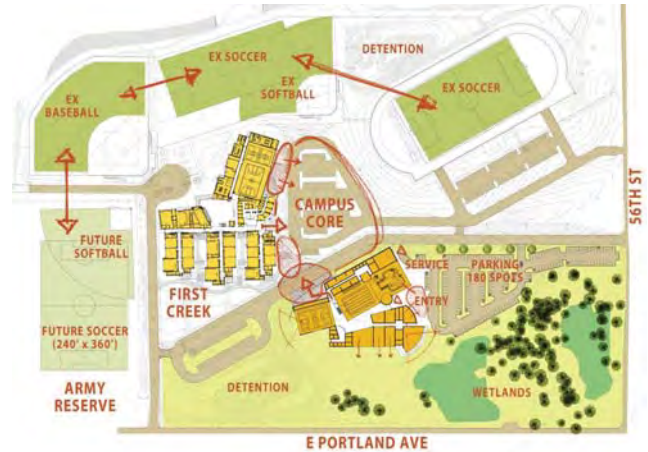
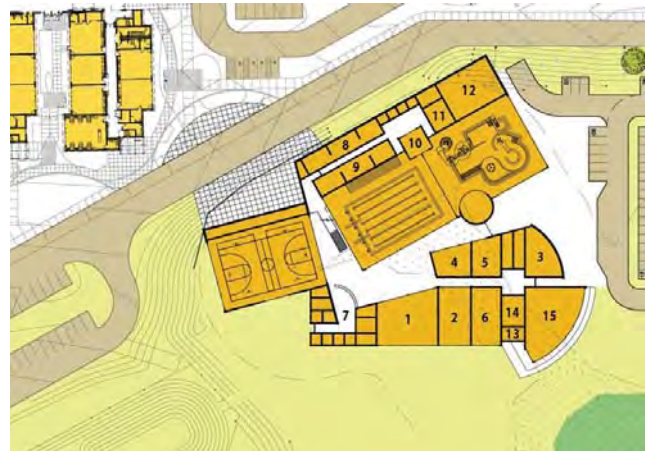
One story and two story design concepts were developed at the north end of the access drive. While different, they do have shared attributes:

- Parking along the access drive with minimal impact on the wetlands
- A community center entrance near the school's main entrance that connects the two buildings with a series of shared outdoor areas
- Logical connections of existing school sports fields to possible future sports fields on the Army Reserve site
- Opportunities to develop outdoor areas for gardening, environmental learning, play, and arts and culture, including planned and spontaneous performances

One Story, Urban Lodge

This design could reflect the architecture of the Northwest and the building traditions of Native American and Japanese architecture: exposed structure, wood, simple forms.

- There are two entrances, one for those using the parking lot and drop-off area, the other linking the center and the school
- A grand entry court announces the entrance from the parking area and has views into the leisure pool
- The entry near the school is a two story dramatic space between the large volumes of the lap pool and gym, with views into each
- There is a café / lobby space for informal gathering, or for working alone or in small groups
- The multi-purpose, dance, fitness and classrooms face Portland Avenue and have views of landscaped areas
- Repetitive structure, natural daylight, and brick (making a connection to the middle school architecture) define the building's aesthetic. A garden roof is a possibility
- The location of the pools results in a service area visible at the main entry

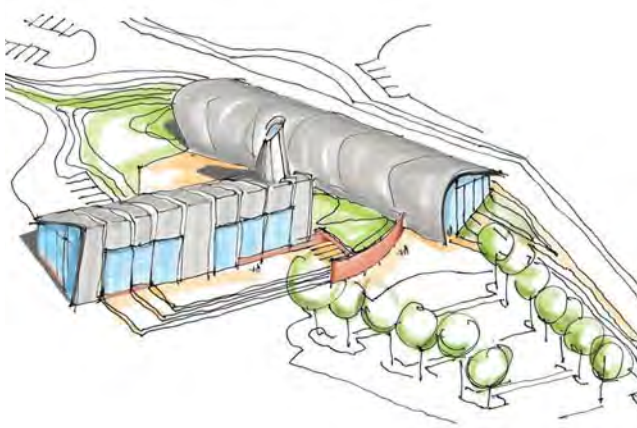
**One Story - Image****One Story - Campus****One Story - Plan**

- | | |
|----------------------------|---------------------|
| 1. Fitness | 11. Pool Storage |
| 2. Dance | 12. Pool Mechanical |
| 3. Childcare | 13. Storage |
| 4. Arts/Crafts | 14. Kitchen |
| 5. Games | 15. Social Hall |
| 6. Education/Learning | |
| 7. Administration | |
| 8. Women's Lockers/Toilets | |
| 9. Men's Lockers/Toilets | |
| 10. Pool Staff | |

Concept - Two Story, City Icons

This option's form and architecture might reflect three Tacoma architectural icons: the Tacoma Art Museum, the Museum of Glass, and the Lemay / America's Car Museum.

- A grand entry court announces the main entrance. The progression from main entry to reception is a two story space that is overlooked by the fitness and dance areas on the second floor
- There are views into the gym and fitness area from the school
- The leisure pool is visible from the café / lobby
- The multi-purpose room has access to an outdoor terrace with views of the wetlands
- The two pools face south with views of the wetlands. The south orientation helps heat the pool rooms
- Metal siding and roofing make an aesthetic connection to the three museums
- The location of the pools results in a service area not visible at the main entry



Two Story - Image



Two Story - Campus



Two Story - Plan

1. Fitness
2. Dance
3. Childcare
4. Arts/Crafts
5. Education/Learning
6. Games
7. Administration

8. Women's Lockers/Toilets
9. Men's Lockers/Toilets
10. Pool Staff
11. Pool Storage
12. Pool Mechanical
13. Storage
14. Kitchen
15. Social Hall

FINANCIALS

- opinion of project costs •
- pro-forma & cost recovery: expenses & revenues •

sewer

OPINION OF PROJECT COSTS

The estimated construction costs for a new East Tacoma Community Center are presented below. They are presented as a range to account for program assumptions that might change, unknown subsurface conditions, wetland mitigation, and traffic mitigation. Costs are presented in two categories - Community Center and Aquatic Center - since the costs to develop them are significantly different.

Direct construction costs are based on similarly scaled projects completed in the Puget Sound area and are in 2014 dollars. Soft costs include architecture and engineering fees, furniture and equipment, testing, surveying, permitting, owner management, sales tax and construction contingencies. Project costs are the sum of direct construction costs and soft costs. Not included in the costs below are potential future fields at the Army Reserve site, which are estimated to cost between \$3,000,000 and \$4,000,000.

Community Center – 31,600 square feet

Construction Costs	\$10,000,000 - \$10,500,000
<u>Soft Costs</u>	<u>\$4,000,000 - 4,200,000</u>
Total	\$14,000,000 – \$14,700,000

Aquatic Center – 26,800 square feet

Construction	\$10,250,000 - \$10,750,000
<u>Soft Costs</u>	<u>\$4,100,000 – 4,300,000</u>
Total	\$14,350,000 – \$15,050,000

Creating a Campus

First Creek Middle School	\$250,000
Wayfinding	\$250,000
Wetland Mitigation	\$300,000
<u>Soft Costs</u>	<u>\$200,000</u>
Total	\$1,000,000

Estimated Project Costs *\$29,350,000 – 30,750,000*

- Two facility options are shown, one with an indoor pool and one without
- The first year of operation will be 2017
- This operational budget represents total expenses and revenues for the center
- The presence of other providers in the market will remain the same
- The community center will be operated by Metro Parks Tacoma
- Food service will be provided by an outside vendor
- This operations estimate is based on a program and basic concept plan for the center and its various components only
- No partnerships with other organizations have been shown in this operations plan
- No ongoing use or rental of space in the center has been shown
- An aggressive approach to estimating use and revenues from programs and services taking place at the center has been used for this pro-forma

PRO-FORMA & COST RECOVERY: EXPENSES & REVENUES

A detailed operations analysis has been completed for a new East Tacoma Community Center and is included in the Appendix of this study. The following are the basic parameters for the project, followed by summary findings from the detailed operations analysis.

Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of community center. The figures are based on the size of the facility, the specific components of the center and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in the area. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

- Option 1 Community Center – A center with a social hall, kitchen, game room, arts & crafts room, café, gym, weight/CV area, group exercise room, child care room, community partner space, lobby, rest rooms/changing area and administration area. – Approximately 31,600 SF
- Option 2 Community Center w/Aquatic Area – The center contains the same amenities as Option 1 but adds a 6 lane lap pool and leisure pool to the facility. Locker rooms and party rooms and other support spaces have also been added. – Approximately 58,400 SF

Operation Cost Models:

All Categories	Option 1	Option 2
Personnel	\$930,748	\$1,529,737
Commodities	\$128,000	\$199,000
Contractual	\$203,000	\$415,500
Capital	\$20,000	\$35,000
TOTAL EXPENSE	\$1,281,748	\$2,179,237

Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar parks and facilities and the competition for recreation services in the area. Actual figures will vary based on the final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

All Categories	Option 1	Option 2
Fees	\$428,555	\$943,892
Programs	\$222,219	\$391,904
Other	\$29,500	\$66,000
TOTAL REVENUE	\$680,274	\$1,401,796

Projected Cost Recovery

The chart below summarizes the differences between expenditures and revenues for the two options. Note that transferring existing operations and maintenance expenditures for other facilities will offset the “difference” amounts in the chart.

Category	Option 1	Option 2
Expenditures	\$1,310,738	\$2,179,237
Revenues	\$680,274	\$1,401,796
Difference	(\$630,464)	(\$777,441)
Recovery Rate	52%	64%

POTENTIAL FUNDING STRATEGIES
AND MOVING FORWARD

funding strategies & opportunities •
moving forward •

dition

FUNDING STRATEGIES & OPPORTUNITIES

This feasibility study includes a strategy to help the four partner agencies work together to potentially locate funds that will jointly build a community center for the citizens of East Tacoma and beyond. All agencies have acknowledged a need for additional programs and services for the community and recognize that a center would benefit children, families and the community at-large.

There is also an opportunity to use this public-public partnership and capitalize on each agency's ability to separately tap into different funding sources uniquely tailored to those institutions - a park district has different grant and funding options than school districts, than local city government, etc. This collaboration is potentially a powerful tool to help secure funding.

Listed below are funding recommendations based on research from similar municipalities; however, it is not an exhaustive list. We recommend the four agencies use this as a starting point to brainstorm additional options with executive leadership and governmental affairs departments. The goal is to develop an equitable financial strategy that works for all parties.

Capital

As mentioned in the "Financials" section of this study, the estimated project cost for the comprehensive campus (community center & pool, sports fields/outdoor space, and upgrades to First Creek Middle School) should cost approximately \$30 - \$35 million dollars based on which portion of the project can be completed in its entirety. From interviews and conversations with staff, the consultant team has identified a range of opportunities for the executive leadership of each agency to discuss and analyze in terms of potential sources of funds:

- Funding a portion of the center through a local park capital bond measure/general obligation bonds
- Property and sales tax
- Portion of sale proceeds of surplus Eastside properties (i.e. Gault Middle School and pool property)
- Pros/cons of surplus and selling Portland Avenue Center once a replacement center is built
- State funding: Currently the City of Tacoma has secured \$400,000 from the state towards this project for master planning, design development and site preparation
- Leverage funds through the Washington State Recreation and Conservation Office (RCO)

- Real estate excise tax (REET)
- Funding from other potential public and private partners.
- Community development block grants; economic development grants
- Private Funding: Starbucks Neighborhood Park grant program; other private Northwest park funding grant programs for outdoor space upgrades and renovations
- HUD funding via Capital Fund Education and Training Community Facilities grants
- Philanthropic sources, utilizing the Greater Metroparks Foundation, Team Billy Ray, and other Eastside support to launch a capital campaign and donor program

Operations

Staff indicated the importance of understanding the on-going budget impact and looking into revenue options to help leverage and create a more sustainable model:

- Leverage existing operating budgets and transfer them to the new center: MPT and COT could transfer funding for the Eastside Pool into the new pool operations; general fund operations of existing programs located in the Eastside could be delivered from this new location; COT could offer more robust senior programming by moving to this state-of-the-art center; Tacoma Housing Authority could offer social service programs
- Partner with the South Puget Sound Boys and Girls Club to operate all youth and teen services
- There are funds identified to help expand the length of the school day and increase access to school facilities through community school grants
- Offer designated space for tenants and collect lease revenue
- Fees & charges from individuals receiving the benefit of the programs
- Transfer existing operations and maintenance expenditures to help offset the same for a new community center.

MOVING FORWARD

Agency executives now have the general parameters for a new potential center and can begin formulating and negotiating their respective responsibilities. The City has secured \$400,000 from the State of Washington to help fund the next phase of this project. The consulting team would recommend the following steps in order to continue to move the project forward:

Defining Roles

It is paramount to next define the key partners' roles and responsibilities. It will be important to work with each agency's executive leadership and elected officials to decide on the level of financial commitment and potential governance for this community center. An inter-local agreement should be developed to help define each agency's obligation and commitment.

For consideration:

- COT has shared with the consulting team a desire to ensure that there are enough social services and recreation programs being delivered on the Eastside, as well as an obligation to provide a safe place for youth and teens to participate in constructive activities. This goal reinforces the city's commitment to: 1) help reduce gang violence and provide a community where youth can reach their full potential; 2) provide a barrier free community where all residents can participate fully, accessing needed services and activities; 3) ensure comprehensive wellness and nutritional opportunities for citizen over 50; and 4) safeguard that all residents have access to affordable child care for all working families.

The City may want to consider funding 1/3 of the capital construction for a new center; they also may want to work with Metro Parks Tacoma to see if the district has bonding capacity and COT could develop a long-term agreement to repay via an annual debt service payment. Additionally, COT may want to inventory existing funding contracts/programs and consider re-directing a portion toward the annual operating budget for the center.

- MPT indicated that a community center and sport playing fields are needed in the southeast quadrant of the city according to their strategic plan. These community assets would help fill gap in service and provide opportunities to deliver necessary programs to the Eastside residents.

MPT could consider providing 1/3 of the capital funding for construction and become the owner and primary center operator. Responsibilities of day-to-day operations could be

shared in partnership with the South Sound Boys & Girls Club. Like the COT, the park district should move existing funds to help cover the operating costs.

- THA, and other public partners, such as Pierce County and the Tribe could help provide the remaining 1/3 of capital funding, in conjunction with Team Billy Ray and the MPT Foundation with a capital campaign; an endowment fund could also be set-a-side to assist with operations.
- Additionally, TPS could contribute the land and help fund the development of sport playing fields and potential upgrades to First Creek Middle school to secure the building while still increasing access by the public to identified areas.

Master Planning

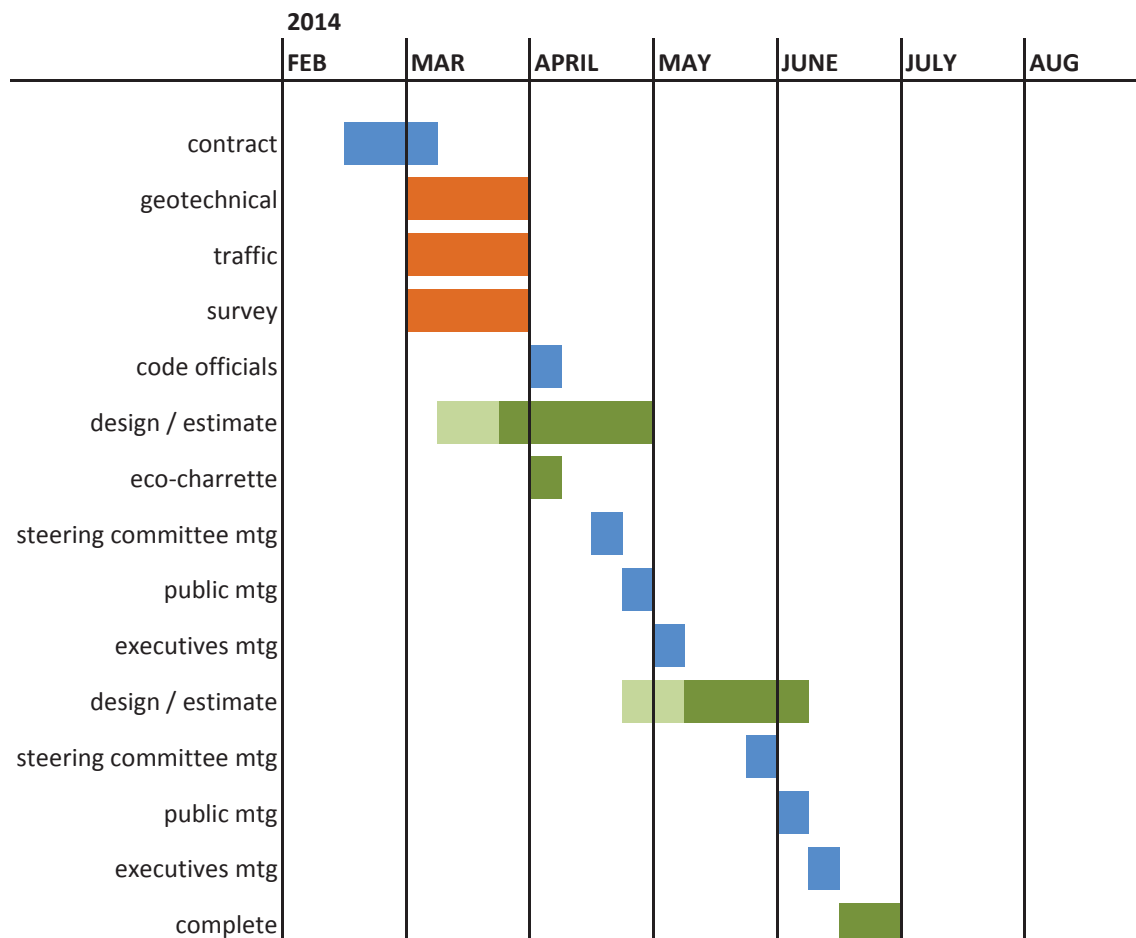
Many ideas have been discussed and a couple of early design concepts have been presented. These are early ideas that need development. Architectural and site design should progress to provide the community and key partner's with a clear idea of the potential of this site to fulfill the needs identified in this feasibility study. The \$400,000 state grant for a new East Tacoma community center offers a unique opportunity to advance the project through schematic design with program, design, and costs refinements. This effort should include the following:

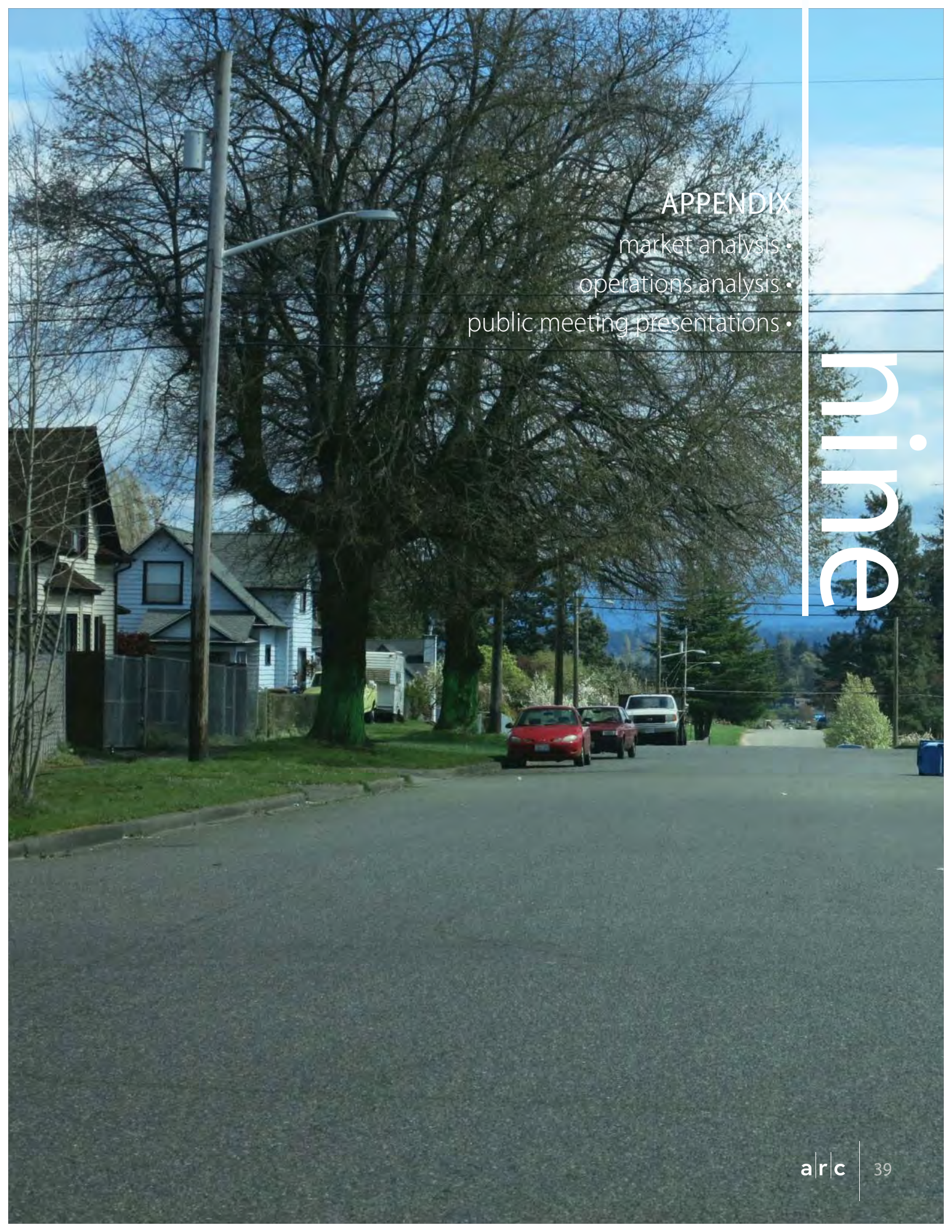
- Defining wetland mitigation options based on the existing mapping and categorization of wetlands and input from jurisdictions having authority.
- Geotechnical analysis to see whether there are soils conditions that will affect foundation, retaining wall and traffic surface sections, all of which can affect cost estimating assumptions.
- Traffic studies to address traffic impacts, assumptions about parking quantities, and pedestrian safety. As noted, pedestrian safety is of concern for the public and the participating agencies.
- Civil engineering to establish grading and floor finish elevations coordinated with the site's topography. Cut and fill calculations will inform the cost estimate.
- Site design to look at connections between the center, middle school, middle school fields, outdoor areas (for arts, environmental learning, events, informal gathering), and possible future acquisition of the Army Reserve property.
- An eco-charrette to establish the project's environmental design goals, for example whether silver, gold or platinum LEED certification is desired

- Building design to establish a recommended design concept to meet program needs and fits well on the site and within the community. Design options in this study are preliminary.
- Building engineering – structural, mechanical, electrical, AV, acoustical – to provide an understanding of each system's parameters and recommendations. Structural design in particular, needs to include structural analysis and system details given its significant effect on costs.
- Project cost estimating including construction and soft costs.

Ideally the schematic design effort would be complete by late spring, 2014 in order to align with the State Legislature's budget discussions. A preliminary schedule for this effort follows.

EAST TACOMA COMMUNITY CENTER SCHEMATIC DESIGN SCHEDULE





APPENDIX

market analysis •
operations analysis •
public meeting presentations •

nine

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



Section I – Demographic Summary & Market Review

Ballard*King & Associates as part of the ARC Architecture project team, has completed a market analysis to guide the development of a new East Tacoma Community Center, in Tacoma, Washington.

The following is a summary of the basic demographic characteristics of the identified service areas along with recreation and leisure participation standards as produced by the National Sporting Goods Association and with participation statistics developed by the National Endowment of the Arts.

Service Areas: The intent of the proposed new community center is to serve the residents of the eastern section of the City of Tacoma. Metro Parks Tacoma has identified the boundaries of this geographic area by I-5 to the west and north and the city limits to the east and south. This quadrant has been identified as the Primary Service Area for the center. Within the Primary Service Area, a smaller and more focused market has been determined as the East Side neighborhood and it is marked by Pacific Ave. on the west, I-5 on the north, the city boundaries on the east and E. 72nd Street on the south. It is recognized that a significant indoor community center may also draw users from beyond the City of Tacoma's boundaries, especially to the east in Puyallup and to the south. These areas would be considered as part of a secondary service area.

Primary service areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a facility or its programs. Use by individuals outside of this area will be much more limited and will focus more on special activities or events (tournaments, etc.).

Service areas can vary in size with the types of components that are included in a facility. A center with active elements (pool, weight cardiovascular equipment area, gym, track, etc.) will generally have a larger service area than a more passively oriented facility. Specialized facilities such as a sports field house, ice arena or large competitive aquatic venue will have even larger service areas that make them more of a regional destination.

Service areas can also be based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the service area. Alternative service providers can have an impact upon membership, daily admissions and the associated penetration rates for programs and services.

MARKET ANALYSIS

East Tacoma Community Center

Feasibility Study



Table A – Service Area Comparison Chart:

	Immediate Service Area	Primary Service Area	City of Tacoma
Population:			
2010 Census	28,860	68,637	198,397
2012 Estimate	29,677	69,692	202,421
2017 Estimate	31,363	72,322	209,674
Households:			
2010 Census	9,516	24,127	78,541
2012 Estimate	9,741	24,399	79,609
2017 Estimate	10,292	25,334	82,887
Families:			
2010 Census	6,494	15,926	45,716
2012 Estimate	6,581	15,928	45,656
2017 Estimate	6,963	16,569	47,478
Average Household Size:			
2010 Census	3.01	2.82	2.44
2012 Estimate	3.02	2.82	2.44
2017 Estimate	3.02	2.82	2.43
Ethnicity:			
Hispanic	20.4%	17.3%	11.9%
White	48.9%	53.0%	64.4%
Black	12.7%	12.2%	11.3%
American Indian	3.8%	2.8%	1.9%
Asian	13.2%	12.4%	8.3%
Pacific Islander	1.5%	1.8%	1.1%
Other	10.1%	8.4%	4.8%
Multiple	9.8%	9.5%	8.1%
Median Age:			
2010 Census	32.1	33.2	35.1
2012 Estimate	32.2	33.4	35.3
2017 Estimate	32.6	33.8	35.8
Median Income:			
2012 Estimate	\$39,064	\$40,887	\$44,386
2017 Estimate	\$44,091	\$46,512	\$51,479
Household Budget Expenditures¹:			
Housing	73	77	89
Entertainment & Recreation	72	76	86

¹ This information is placed on an index with a reference point being the National average of 100.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study

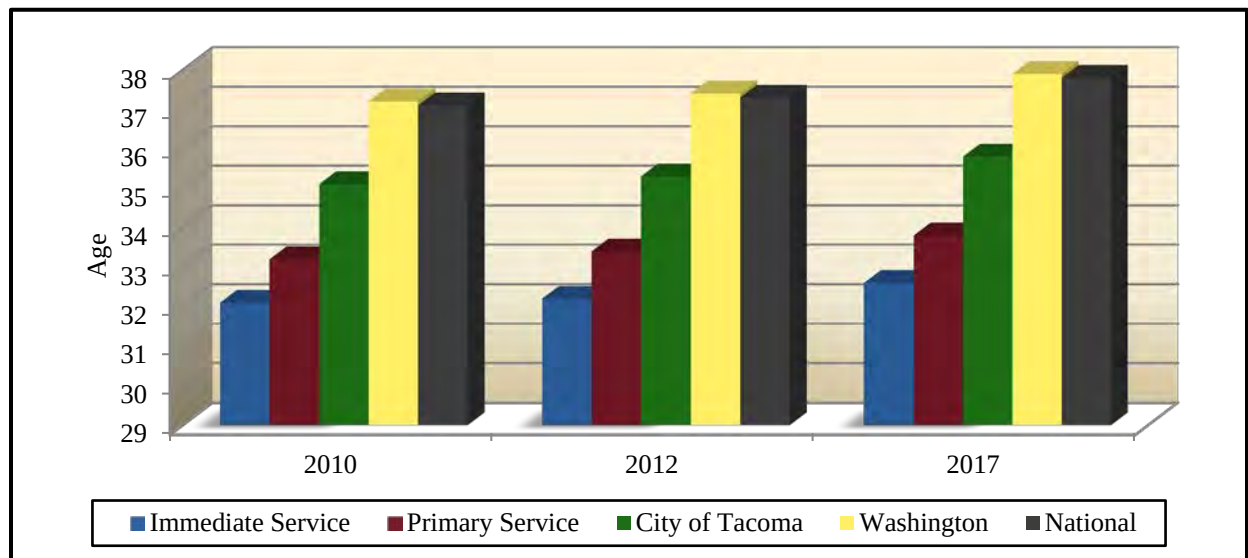


Age and Income: The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table B – Median Age:

	2010 Census	2012 Projection	2017 Projection
Immediate Service Area	32.1	32.2	32.6
Primary Service Area	33.2	33.4	33.8
City of Tacoma	35.1	35.3	35.8
State of Washington	37.2	37.4	37.9
Nationally	37.1	37.3	37.8

Chart A – Median Age



The median age for the Immediate and Primary Service Area along with the City of Tacoma is lower than the State of Washington, while the State number is equal to and slightly higher than the National number. This lower median age points to young families with children, which would be primary users of an indoor community center.

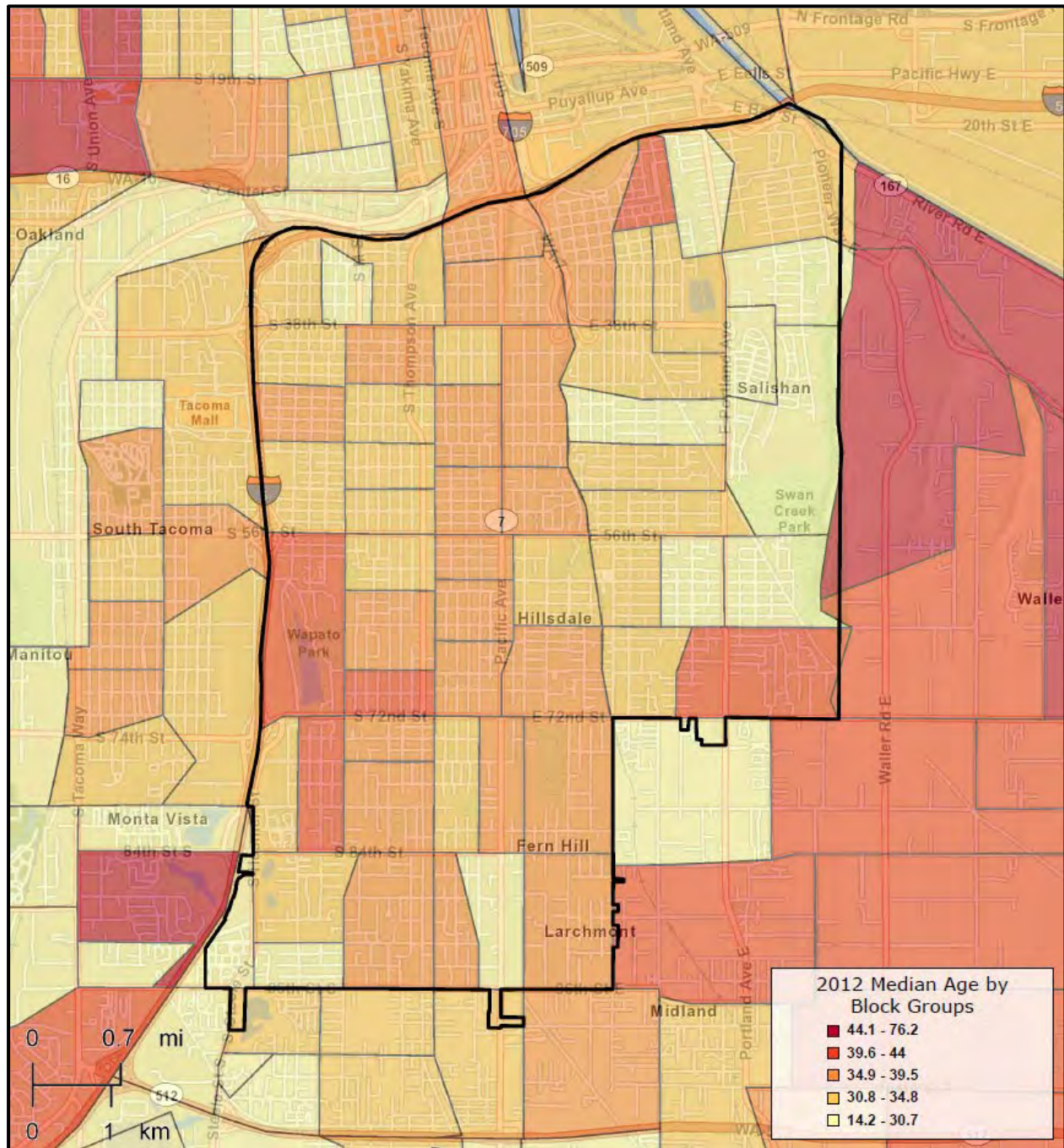
MARKET ANALYSIS

East Tacoma Community Center

Feasibility Study



Map A – Median Age by Census Block Group



MARKET ANALYSIS

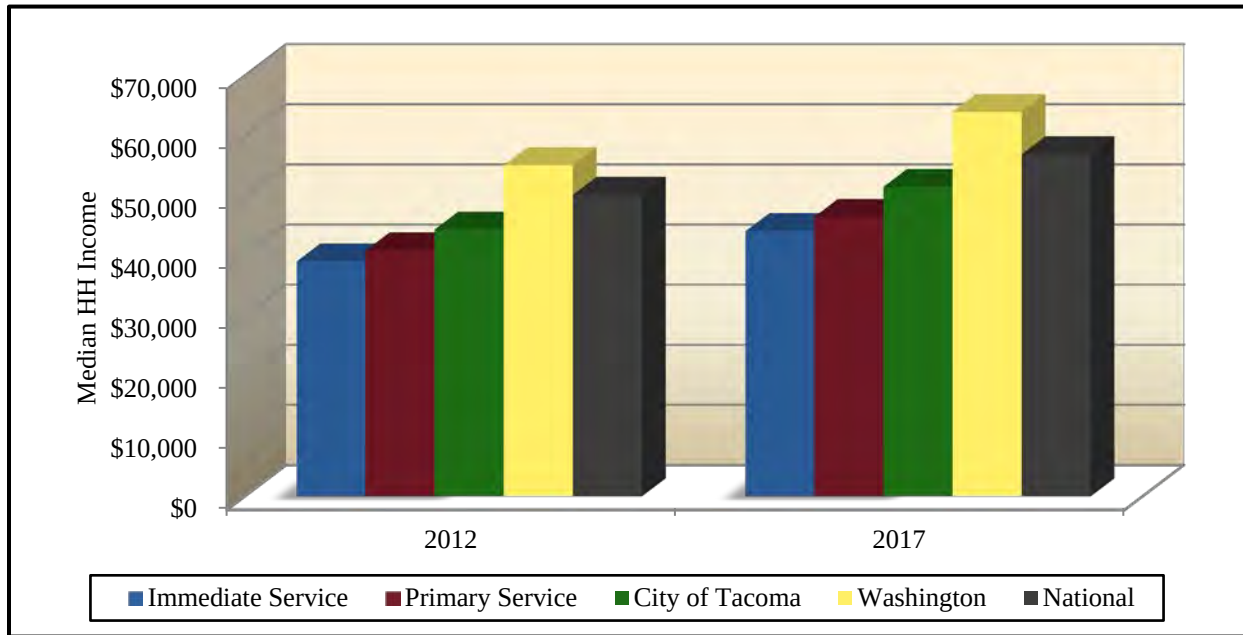
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Table C – Median Household Income:

	2012 Estimate	2017 Projection
Immediate Service Area	\$39,064	\$44,091
Primary Service Area	\$40,887	\$46,512
City of Tacoma	\$44,386	\$51,479
State of Washington	\$55,073	\$63,975
Nationally	\$50,157	\$56,895

Chart B – Median Household Income



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Based upon 2012 projections the following narrative can be provided the service areas:

In the Immediate Service Area the percentage of households with median income over \$50,000 per year is 37.5% compared to 50.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 30.2% compared to a level of 24.7% nationally.

In the Primary Service Area the percentage of households with median income over \$50,000 per year is 40.1% compared to 50.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 27.4% compared to a level of 24.7% nationally.

In the City of Tacoma the percentage of households with median income over \$50,000 per year is 45.1% compared to 50.1% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 27.3% compared to a level of 24.7% nationally.

The median household income level for the State of Washington is greater than the National number. In contrast the Immediate and Primary Service Areas along with the City of Tacoma are less than the National number and the State of Washington. This indicates that residents of both the Immediate and Primary Service Areas would potentially have fewer dollars available to spend on recreation and leisure services.

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In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table D – Household Budget Expenditures²

Immediate Service Area	SPI	Average Amount Spent	Percent
Housing	73	\$14,761.47	31.8%
Shelter	74	\$11,344.10	24.4%
Utilities, Fuel, Public Service	71	\$3,417.37	7.4%
Entertainment & Recreation	72	\$2,231.14	4.8%

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	77	\$15,559.11	31.8%
Shelter	78	\$11,978.92	24.5%
Utilities, Fuel, Public Service	75	\$3,580.19	7.3%
Entertainment & Recreation	76	\$2,356.09	4.8%

City of Tacoma	SPI	Average Amount Spent	Percent
Housing	89	\$17,477.90	31.4%
Shelter	90	\$13,716.85	24.6%
Utilities, Fuel, Public Service	86	\$3,761.04	6.8%
Entertainment & Recreation	86	\$2,702.54	4.9%

State of Washington	SPI	Average Amount Spent	Percent
Housing	108	\$21,253.66	31.0%
Shelter	109	\$16,675.22	24.3%
Utilities, Fuel, Public Service	104	\$4,578.45	6.7%
Entertainment & Recreation	109	\$3,394.40	4.9%

SPI: Spending Potential Index as compared to the National number of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

² Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2012 and 2017.

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Chart C – Household Budget Expenditures Spending Potential Index

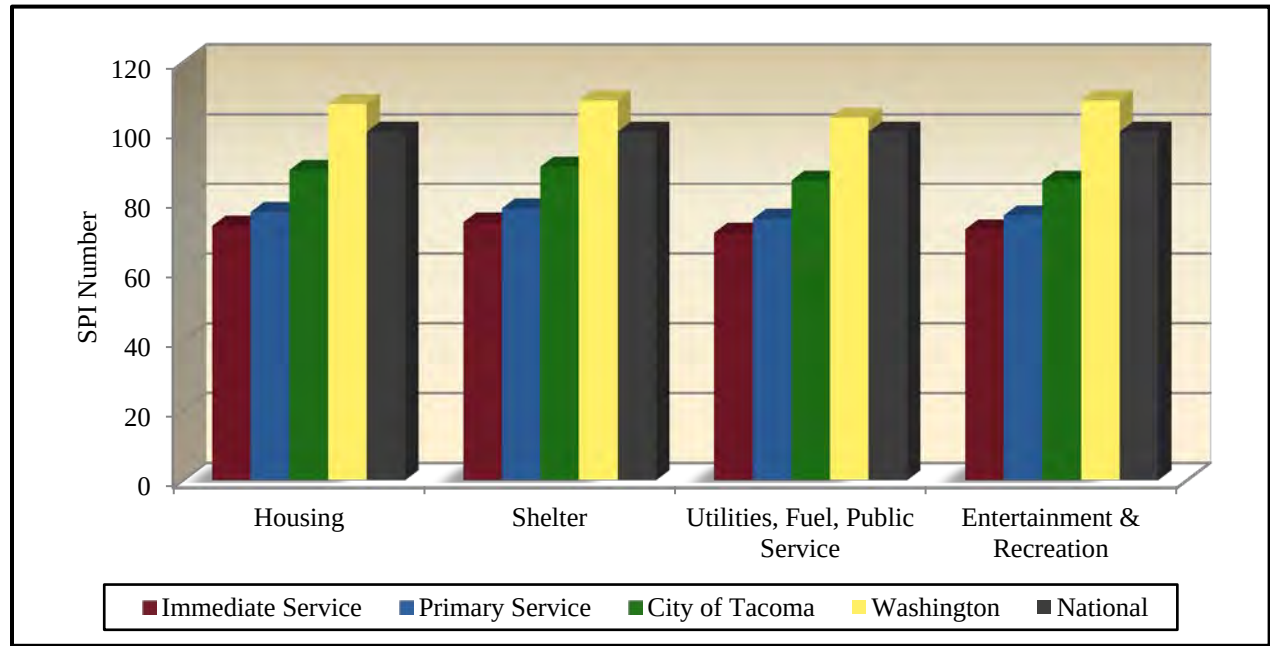


Chart C, illustrates the Household Budget Expenditures Spending Potential Index in the service areas. The index in the State of Washington is higher than the National number while the Immediate and Primary Service Areas along with the City of Tacoma are less than the National number with the Immediate and Primary Service Areas being lower than the City of Tacoma. This information points to the fact that the cost of living in both services areas is less than the State and National level. However, considerably fewer dollars are also being spent on entertainment and recreation than the State and National levels.

It will be important to keep this information in mind when developing a fee structure and looking at an appropriate cost recovery philosophy for the community center.

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Recreation Expenditures Spending Potential Index: Finally, through the demographic provider that B*K utilizes for the market analysis portion of the report, we are able to examine the overall propensity for households to spend dollars on recreation activities. The following comparisons are possible.

Table E – Recreation Expenditures Spending Potential Index³

Immediate Service Area	SPI	Average Spent
Fees for Participant Sports	73	\$81.40
Fees for Recreational Lessons	71	\$83.78
Social, Recreation, Club Membership	69	\$108.56
Exercise Equipment/Game Tables	69	\$44.27
Other Sports Equipment	69	\$5.57

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	76	\$85.39
Fees for Recreational Lessons	77	\$90.81
Social, Recreation, Club Membership	74	\$116.41
Exercise Equipment/Game Tables	73	\$47.12
Other Sports Equipment	72	\$5.87

City of Tacoma	SPI	Average Spent
Fees for Participant Sports	86	\$89.09
Fees for Recreational Lessons	85	\$113.09
Social, Recreation, Club Membership	87	\$137.80
Exercise Equipment/Game Tables	70	\$55.33
Other Sports Equipment	85	\$7.77

State of Washington	SPI	Average Spent
Fees for Participant Sports	109	\$112.98
Fees for Recreational Lessons	110	\$145.73
Social, Recreation, Club Membership	109	\$173.38
Exercise Equipment/Game Tables	89	\$70.97
Other Sports Equipment	106	\$9.77

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

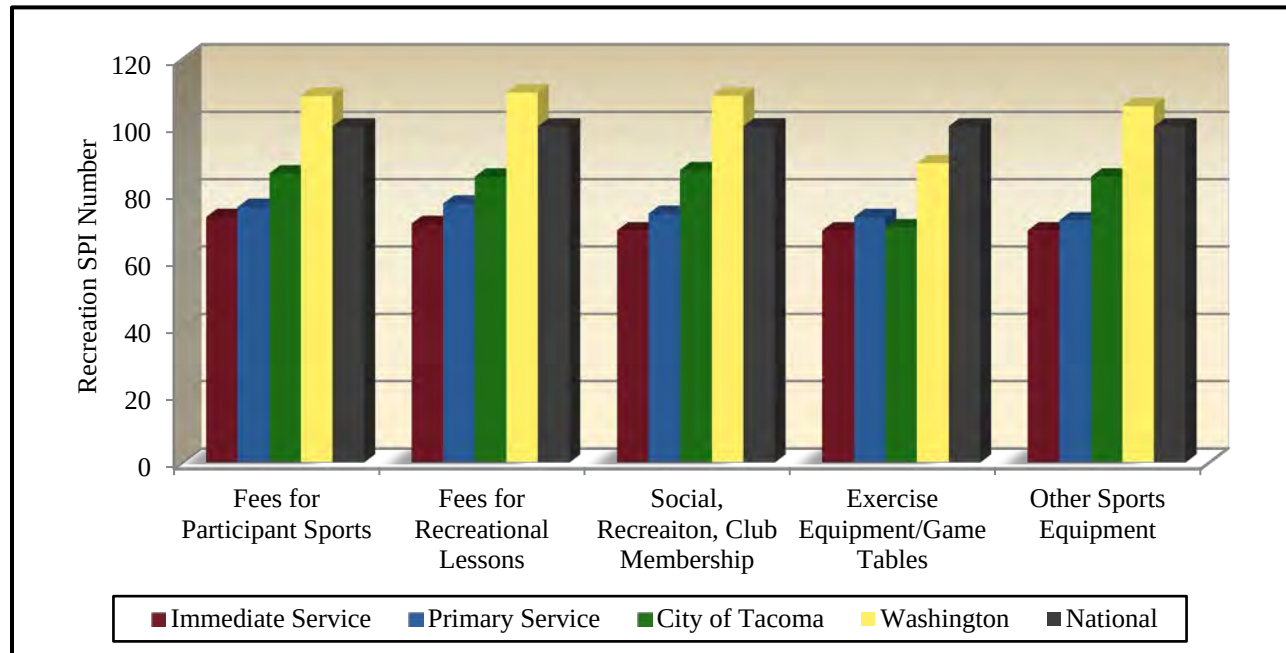
³ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

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Chart D – Recreation Spending Potential Index



The SPI distribution for Entertainment & Recreation Services is almost identical to the SPI for Household Budget Expenditures. The State of Washington SPI is higher than the National number, while the Immediate and Primary Service Areas along with the City of Tacoma are less than the National number.

It is also important to note that these dollars are currently being spent, so the identification of alternative service providers and the ability of another facility to capture a portion of these dollars will be important.

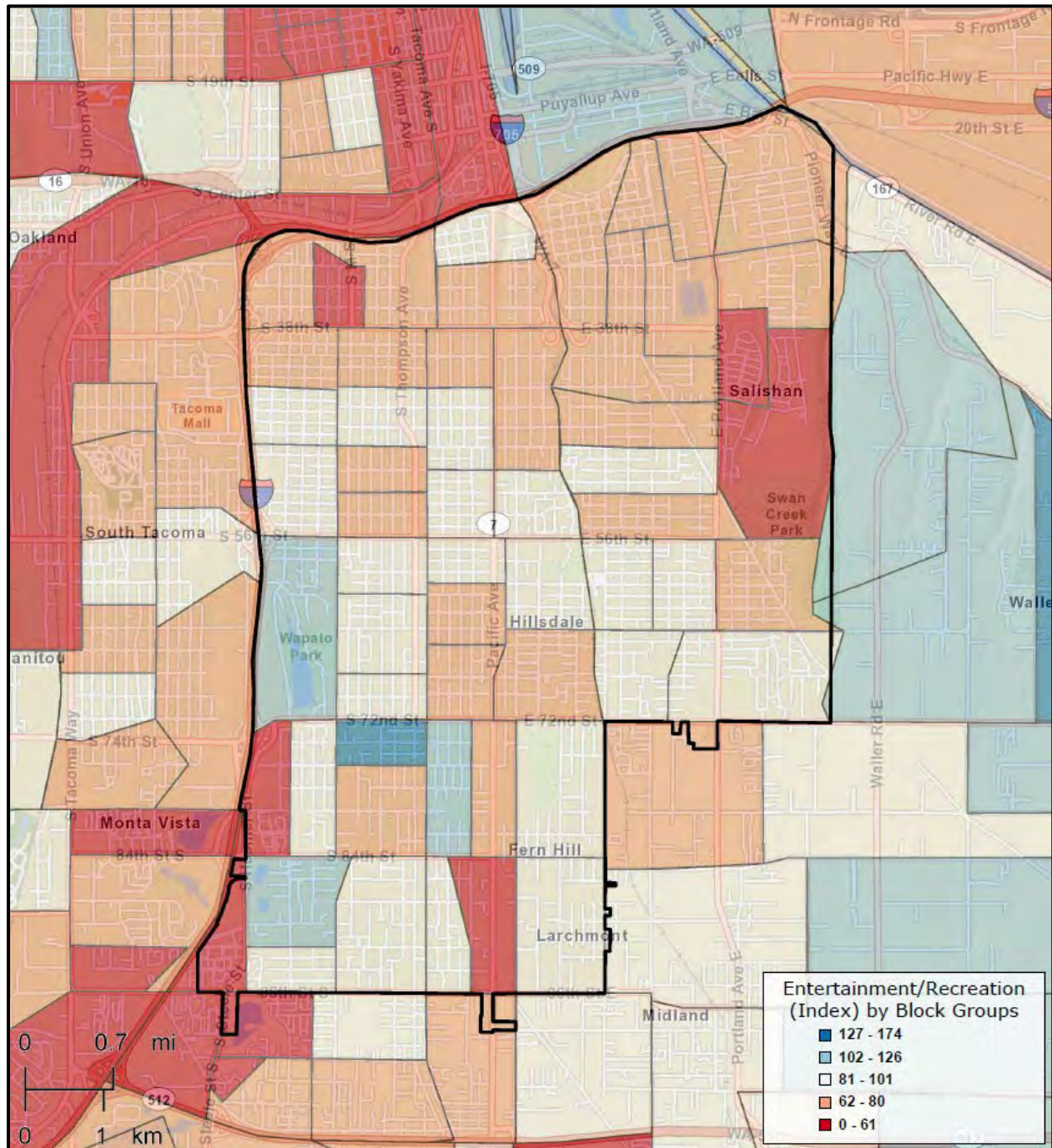
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Map C – Entertainment & Recreation Spending Potential Index by Census Block Groups



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Service Area Analysis

Each of the identified service area's demographic characteristics is now analyzed individually.

Immediate Service Area - The East Side neighborhood that it is marked by Pacific Ave. on the west, I-5 on the north, the city boundaries on the east, and E. 72nd Street on the south.

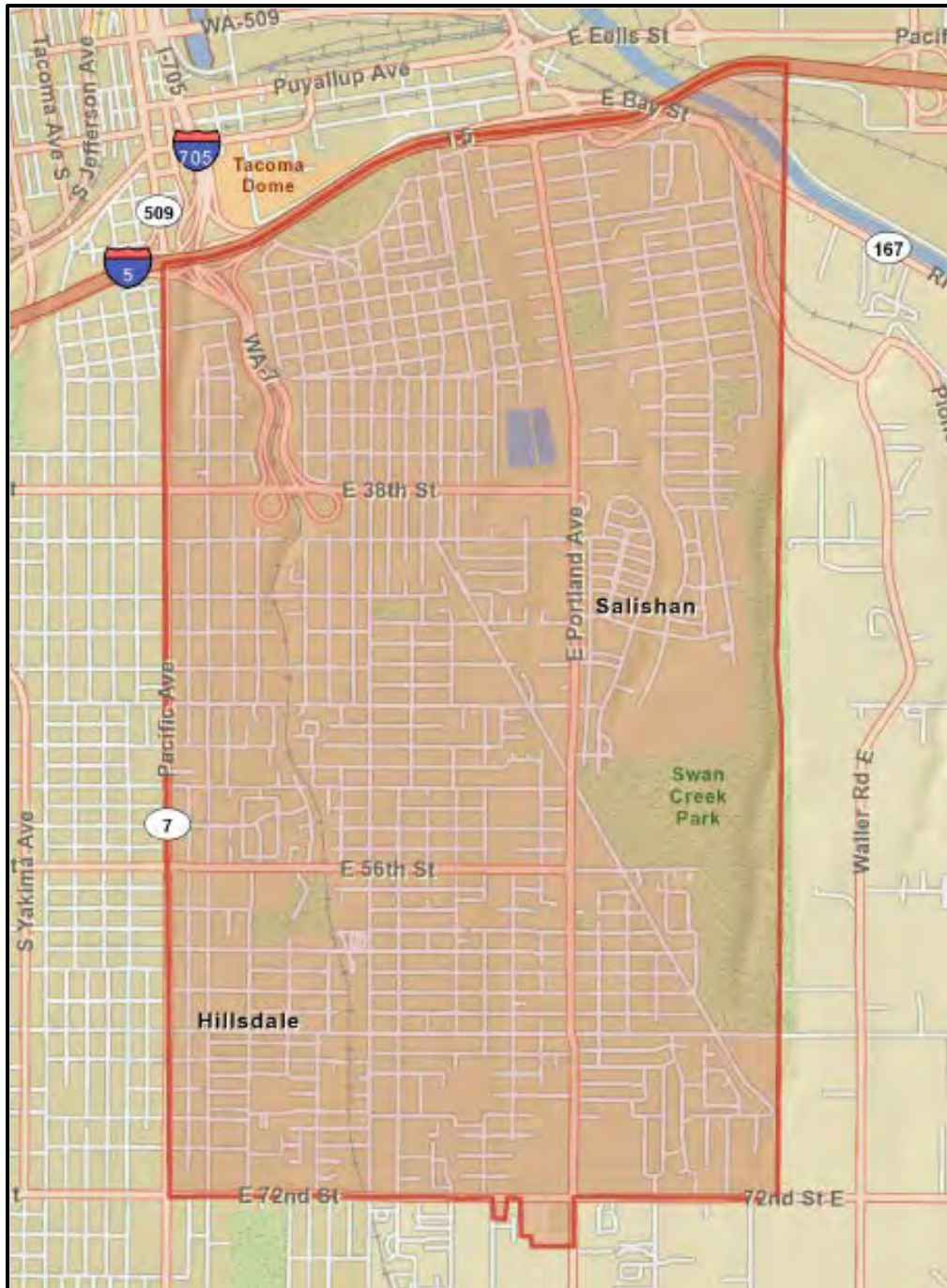
Primary Service Area – The southeast quadrant of the City of Tacoma that is identified by I-5 to the west and north and the city limits to the east and south.

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Map D – Immediate Service Area Map



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Population Distribution by Age: Utilizing census information for the Immediate Service Area, the following comparisons are possible.

Table F – 2012 Immediate Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	2,651	8.8%	6.5%	+2.3%
5-17	6,080	20.5%	17.2%	+3.3%
18-24	2,735	9.2%	9.8%	-0.6%
25-44	8,563	28.8%	26.5%	+2.3%
45-54	3,760	12.6%	14.1%	-1.5%
55-64	2,949	9.9%	12.3%	-2.4%
65-74	1,585	5.4%	7.5%	-2.1%
75+	1,355	4.5%	6.1%	-1.6%

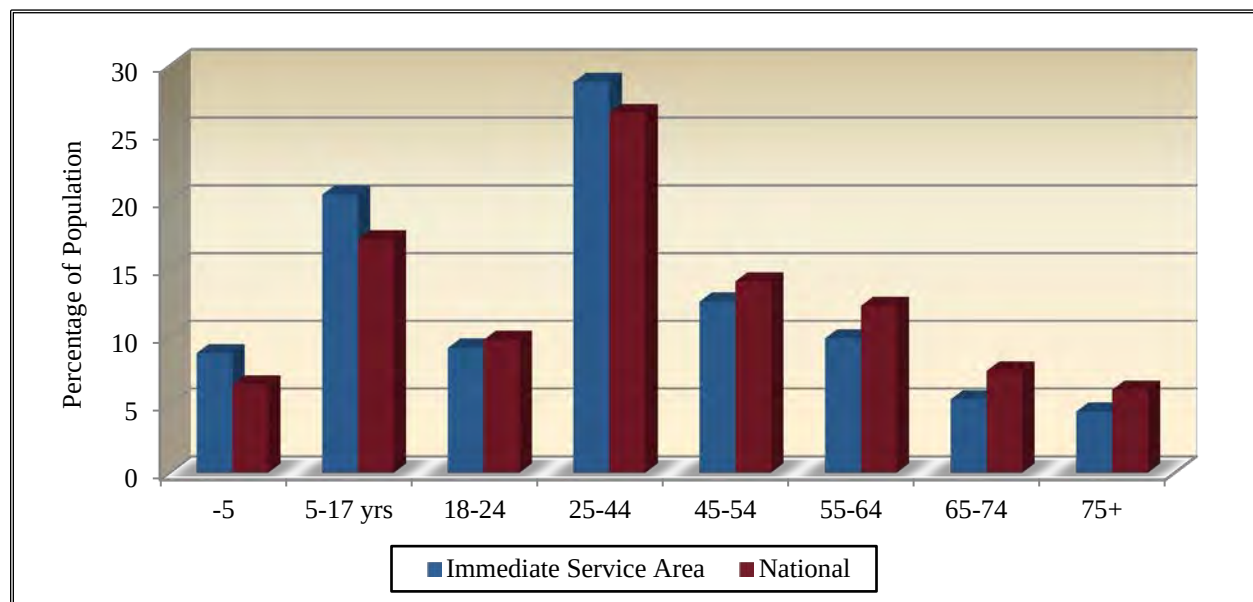
Population: 2012 census estimates in the different age groups in the Immediate Service Area.

% of Total: Percentage of the Immediate Service Area/population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Immediate Service Area population and the national population.

Chart E – 2012 Immediate Service Area Age Group Distribution



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The demographic makeup of the Immediate Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the -5, 5-17 and 25-44 age groups and a smaller population in the 18-24, 45-54, 55-64, 65-74 and 75+ age groups. The largest positive variance is in the 5-17 age group with +3.3%, while the greatest negative variance is in the 55-64 age group with -2.4%. This indicates a population of families with children.

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Population Distribution Comparison by Age: Utilizing census information from the Immediate Service Area, the following comparisons are possible.

Table G – 2012 Immediate Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2012 Projection	2017 Projection	Percent Change	Percent Change Nat'l
-5	2,577	2,651	2,809	+9.0%	+4.7%
5-17	6,012	6,080	6,403	+6.5%	+1.8%
18-24	2,657	2,735	2,693	+1.4%	-2.4%
25-44	8,371	8,563	9,018	+7.7%	+10.4%
45-54	3,763	3,760	3,692	-1.9%	-6.2%
55-64	2,747	2,949	3,258	+18.6%	+13.7%
65-74	1,449	1,585	2,012	+38.9%	+32.9%
75+	1,286	1,355	1,479	+15.0%	+9.5%

Chart F – Immediate Service Area Population Growth

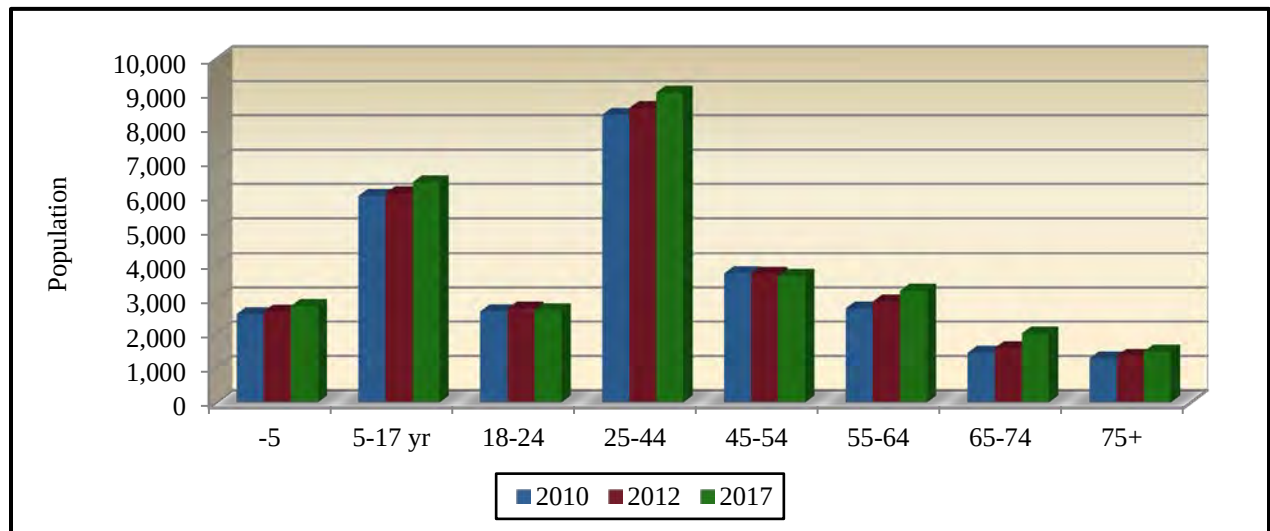


Table-G, illustrates the growth or decline in age group numbers from the 2010 census until the year 2017. It is projected that all of the age categories, except 45-54 will see an increase in population or static growth. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Below is listed the distribution of the population by race and ethnicity for the Immediate Service Area for 2012 population projections. Those numbers were developed from 2010 Census Data.

Table H – Immediate Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic	6,058	21.6	20.4%	11.8%

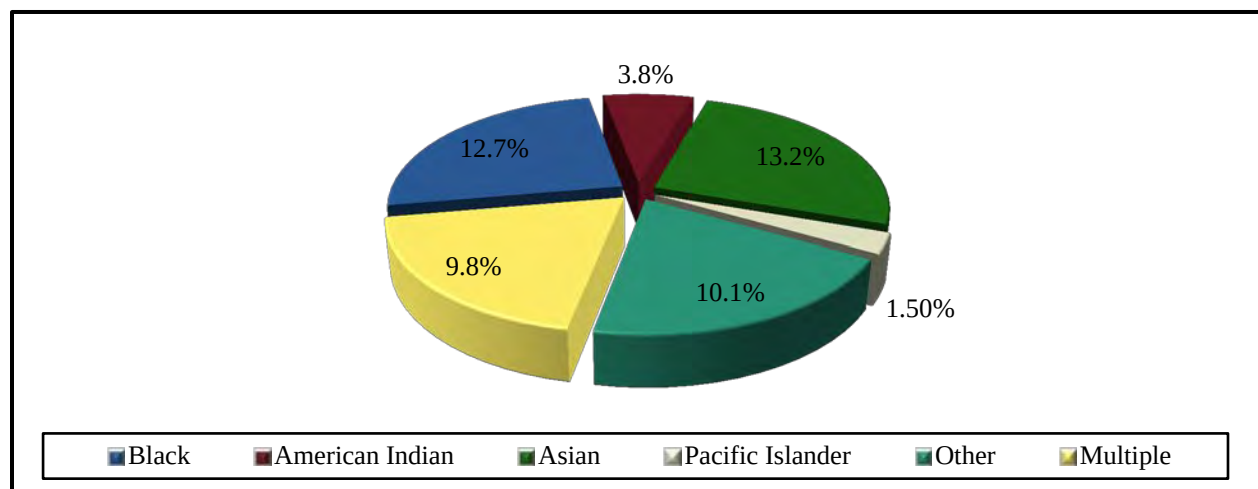
Table I – Immediate Service Area Population by Race and Median Age

(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WA Population
White	14,502	38.1	48.9%	76.5%
Black	3,759	32.3	12.7%	3.7%
American Indian	1,129	29.1	3.8%	1.5%
Asian	3,930	34.2	13.2%	7.4%
Pacific Islander	454	24.5	1.5%	0.6%
Other	3,004	23.1	10.1%	5.4%
Multiple	2,899	15.1	9.8%	4.8%

2012 Immediate Service Area Total Population: 29,677 Residents

Chart G – Immediate Service Area Non-White Population by Race



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Tapestry Segments: In addition to exploring the age group distribution, population growth along with ethnicity and race of the service area, B*K can further study the service area by examining the various tapestry segments. The following table outlines the top 5 tapestry segments within the Immediate Service Area and provides definitions for each of the tapestries.

Table J – Immediate Service Area Tapestry Segment Comparison

(ESRI estimates)

	Immediate Service Area		U.S. Households	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Industrious Urban Fringe (38)	32.0%	32.0%	1.7%	1.7%
Main Street USA (24)	28.7%	60.6%	2.2%	4.0%
Rustbelt Traditions (32)	9.9%	70.5%	2.4%	6.4%
Great Expectations (48)	8.2%	78.8%	1.7%	8.1%
City Commons (64)	4.8%	83.6%	0.7%	8.8%

Industrious Urban Fringe (38) – Family is central to this tapestry; slightly more than half of the households have children and 54% are married couple families, 17% are single parents. The high proportion of children contributes to the relatively low median age of 28.8 years. More than ¼ are foreign born, bringing rich, diverse cultures to these urban outskirts neighborhoods.

Main Street USA (24) – These neighborhoods are a mix of household types similar to the U.S. distribution. Approximately ½ of the households are composed of married couple families, nearly one third are single person or shared households.

Rustbelt Traditions (32) – These neighborhoods are primarily a mix of married-couple families, single parents, and singles who live alone. There is little diversity in these communities. For years these residents sustained the manufacturing industry but now the service industry predominates.

Great Expectations (48) – Young singles who live alone and married couple families dominate this market, although all household types are represented. Some residents are just beginning their careers or family lives. The ethnic diversity and racial composition of this segment are similar to the U.S. levels.

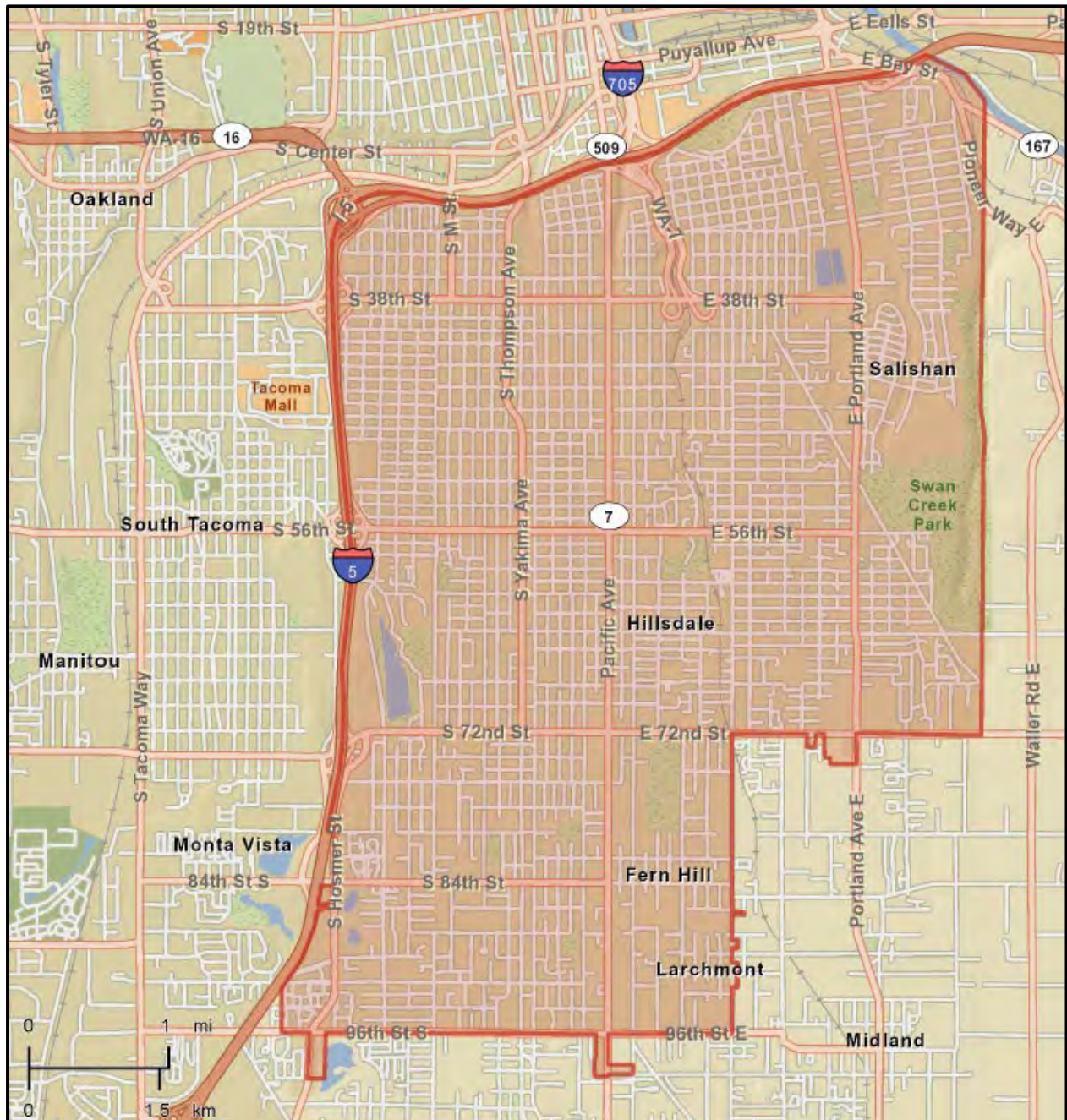
City Commons (64) – Single-parent families or singles who live alone comprise most of these very young households and this tapestry is one of the youngest segments. Approximately ½ of the households have children, some household are multigenerational, with adults still living at home or grandparents who provide child care. These neighborhoods are not ethnically diverse.

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Map E – Primary Service Area Map



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Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

Table K – 2012 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	5,727	8.2%	6.5%	+1.7%
5-17	12,849	18.3%	17.2%	+1.1%
18-24	6,764	9.8%	9.8%	+0.0%
25-44	20,292	29.2%	26.5%	+2.7%
45-54	9,315	13.3%	14.1%	-0.8%
55-64	7,493	10.7%	12.3%	-1.6%
65-74	3,970	5.7%	7.5%	-1.8%
75+	3,283	4.7%	6.1%	-1.4%

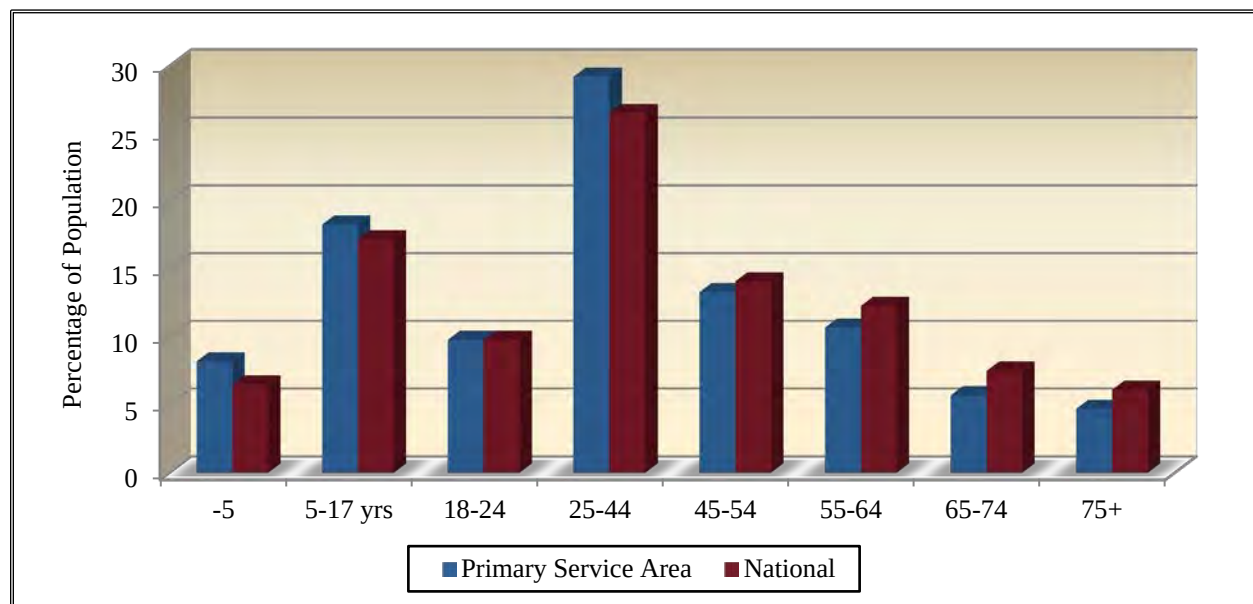
Population: 2012 census estimates in the different age groups in the Primary Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Primary Service Area population and the national population.

Chart H – 2012 Primary Service Area Age Group Distribution



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The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the -5, 5-17, 18-24 and 25-44 age groups and a smaller population in the 45-54, 55-64, 65-74 and 75+ age groups. The largest positive variance is in the 25-44 age group with +2.7%, while the greatest negative variance is in the 65-74 age group with -1.8%. This is similar in many ways to the Immediate Service Area but the overall population is slightly older.

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Population Distribution Comparison by Age: Utilizing census information from the Primary Service Area, the following comparisons are possible.

Table L – 2012 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2012 Projection	2017 Projection	Percent Change	Percent Change Nat'l
-5	5,670	5,727	5,946	+4.9%	+4.7%
5-17	12,914	12,849	13,251	+2.6%	+1.8%
18-24	6,664	6,764	6,533	-2.0%	-2.4%
25-44	20,110	20,292	20,963	+4.2%	+10.4%
45-54	9,426	9,315	8,982	-4.7%	-6.2%
55-64	7,054	7,493	8,142	+15.4%	+13.7%
65-74	3,655	3,970	4,954	+35.5%	+32.9%
75+	3,145	3,283	3,551	+12.9%	+9.5%

Chart I – Primary Service Area Population Growth

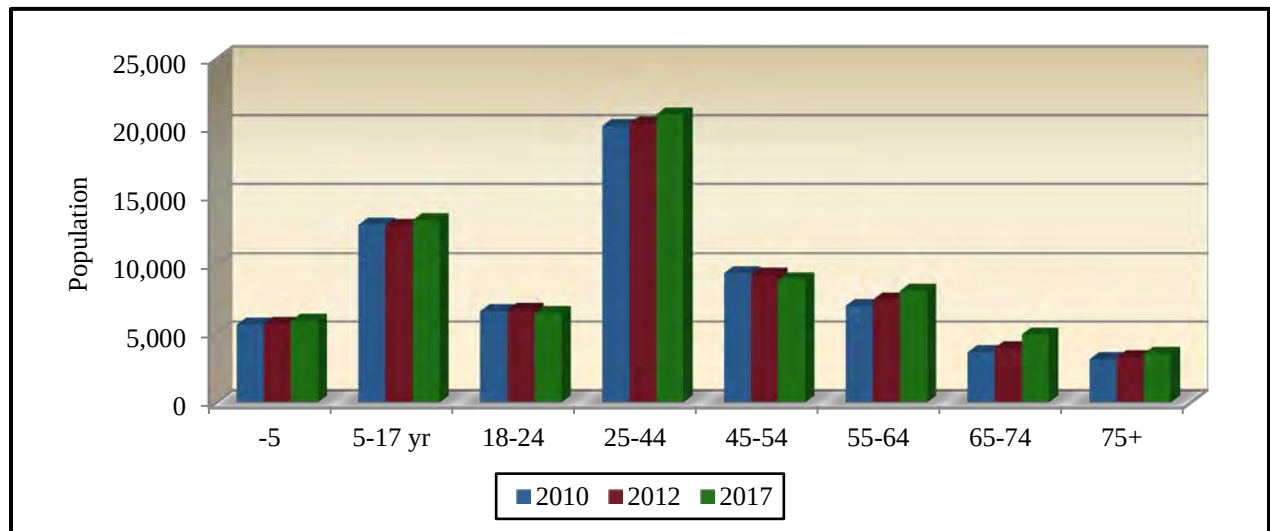


Table-L, illustrates the growth or decline in age group numbers from the 2010 census until the year 2017. It is projected that all of the age categories, except 18-24 and 45-54 will see an increase in population or static growth. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

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Below is listed the distribution of the population by race and ethnicity for the Primary Service Area for 2012 population projections. Those numbers were developed from 2010 Census Data.

Table M – Primary Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of WA Population
Hispanic	12,025	22.3	17.3%	11.8%

Table N – Primary Service Area Population by Race and Median Age

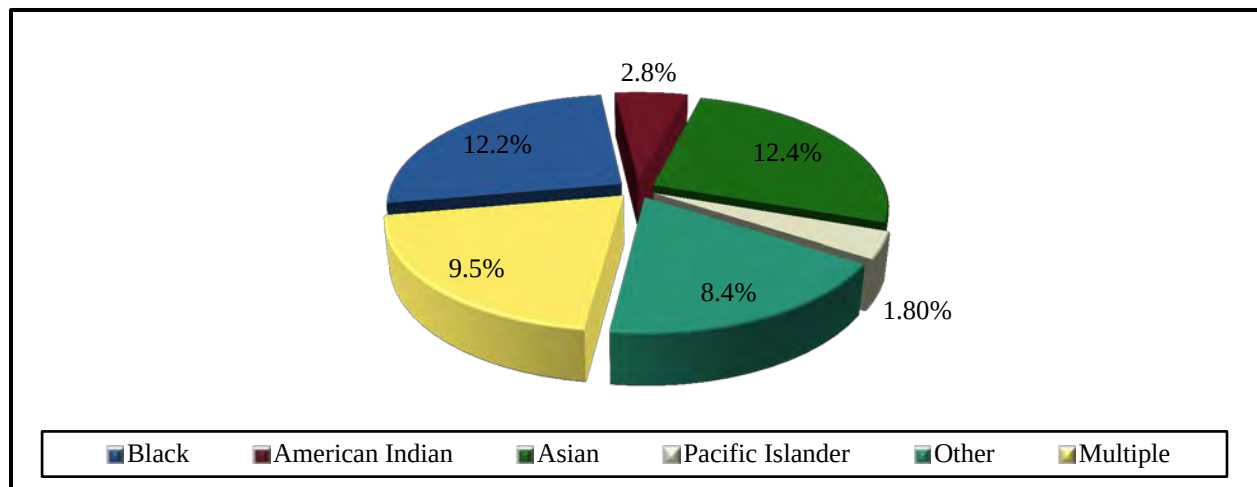
(Source – U.S. Census Bureau and ESRI)

Race	Total Population	Median Age	% of Population	% of WA Population
White	36,903	39.1	53.0%	76.5%
Black	8,468	33.3	12.2%	3.7%
American Indian	1,974	28.9	2.8%	1.5%
Asian	8,613	36.6	12.4%	7.4%
Pacific Islander	1,256	25.9	1.8%	0.6%
Other	5,874	23.7	8.4%	5.4%
Multiple	6,602	15.9	9.5%	4.8%

2012 Primary Service Area Total Population:

69,692 Residents

Chart J – Primary Service Area Non-White Population by Race



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Tapestry Segments: In addition to exploring the age group distribution, population growth along with ethnicity and race of the service area B*K can further study the service area by examining the various tapestry segments. The following table outlines the top 5 tapestry segments within the Primary Service Area and provides definitions for each of the tapestries.

Table O – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		U.S. Households	
	Percent	Cumulative Percent	Percent	Cumulative Percent
Main Street USA (24)	37.1%	37.1%	2.2%	2.2%
Industrious Urban Fringe (38)	12.8%	49.8%	1.7%	4.0%
Great Expectations (48)	10.4%	60.2%	1.7%	5.7%
Rustbelt Traditions (32)	8.8%	69.0%	2.4%	8.1%
Inner City Tenants (52)	5.9%	74.9%	1.4%	9.5%

Main Street USA (24) – These neighborhoods are a mix of household types similar to the U.S. distribution. Approximately ½ of the households are composed of married couple families, nearly one third are single person or shared households.

Industrious Urban Fringe (38) – Family is central to this tapestry; slightly more than half of the households have children and 54% are married couple families, 17% are single parents. The high proportion of children contributes to the relatively low median age of 28.8 years. More than ¼ are foreign born, bringing rich, diverse cultures to these urban outskirts neighborhoods.

Great Expectations (48) – Young singles who live alone and married couple families dominate this market, although all household types are represented. Some residents are just beginning their careers or family lives. The ethnic diversity and racial composition of this segment are similar to the U.S. levels.

Rustbelt Traditions (32) – These neighborhoods are primarily a mix of married-couple families, single parents, and singles who live alone. There is little diversity in these communities. For years these residents sustained the manufacturing industry but now the service industry predominates.

Inner City Tenants (52) – These residents are a microcosm of urban diversity; their population is represented primarily by white, black and Hispanic cultures. Household types are mixed; 34% are singles, 28% are married-couples families, 21% are single parents and 10% share housing.

Demographic Summary

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The following summarizes the demographic characteristics of the service areas.

- The Primary Service Area's population at approximately 70,000 individuals (2012 estimate) is more than large enough to support a new community center.
- The Immediate Service Area population at approximately 30,000 individuals (2012) is relatively small and will have difficulty supporting a comprehensive community center by itself.
- The population in both of the service areas is expected to grow at a considerable pace in the next five years which will add additional recreation participants to the market.
- The population of the two service areas is similar. The Primary Service Area population is younger, made up of families with children, and has a lower income level while the Immediate Service Area is even younger and has a lower income level.
- Both service areas consist of a large number of families with children.
- The cost of living in the area is lower than most other areas of Washington but the level of expenditures for entertainment and recreation are considerably lower as well.
- There is a significant Hispanic populace in the area as well as a diverse minority population.
- The two service areas have relatively similar tapestry segments.
- It is anticipated that 500 market rate homes will be built within a one mile radius of E. 48th St. and Portland Ave.

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Sports Participation Numbers:

In addition to analyzing the demographic realities of the service areas, it is possible to project possible participation in recreation and sport activities.

Participation Numbers: On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential.

B*K takes the national average and combines that with participation percentages of the Primary Service Area based upon age distribution, median income and region. Those four percentages are then averaged together to create a unique participation percentage for the service area. This participation percentage when applied to the population of the Primary Service Area then provides an idea of the market potential for various activities.

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Community Recreation Related Activities Participation: These activities are typical components of an active community recreation center.

Table P – Recreation Activity Participation Rates for the Primary Service Area

Activity	Age	Income	Region	Nation	Average
Aerobics	15.9%	14.0%	16.6%	15.7%	15.6%
Basketball	9.6%	8.2%	8.3%	9.0%	8.8%
Exercise Walking	34.9%	36.8%	38.0%	35.8%	36.4%
Exercise w/ Equipment	20.1%	18.0%	19.1%	20.2%	19.4%
Running/Jogging	14.8%	12.3%	15.0%	14.0%	14.0%
Swimming	17.4%	14.2%	15.7%	17.0%	16.1%
Volleyball	3.8%	3.0%	3.0%	3.6%	3.4%
Weight Lifting	11.1%	9.4%	11.6%	10.9%	10.8%
Workout @ Clubs	12.2%	10.2%	13.2%	1.0%	9.1%
Yoga	8.2%	7.9%	10.1%	8.0%	8.6%

	Age	Income	Region	Nation	Average
Did Not Participate	19.0%	18.8%	17.8%	21.9%	19.4%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.

Income: Participation based on the 2012 estimated median household income in the Primary Service Area.

Region: Participation based on regional statistics (Pacific).

National: Participation based on national statistics.

Average: Average of the four columns.

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Anticipated Participation Numbers by Activity: Utilizing the average percentage from Table-P above plus the 2010 census information and census estimates for 2012 and 2017 (over age 7) the following comparisons can be made.

Table Q – Participation Rates Primary Service Area

Activity	Average	2010 Part.	2012 Part.	2017 Part.	Difference
Aerobics	15.6%	9,476	9,629	9,990	514
Basketball	8.8%	5,343	5,429	5,633	290
Exercise Walking	36.4%	22,151	22,507	23,353	1,202
Exercise w/ Equipment	19.4%	11,790	11,980	12,430	640
Running/Jogging	14.0%	8,546	8,684	9,010	464
Swimming	16.1%	9,798	9,955	10,329	532
Volleyball	3.4%	2,045	2,078	2,156	111
Weight Lifting	10.8%	6,548	6,653	6,903	355
Workout @ Clubs	9.1%	5,572	5,662	5,875	302
Yoga	8.6%	5,214	5,298	5,497	283

	Average	2010 Part.	2012 Part.	2017 Part.	Difference
Did Not Participate	19.4%	11,804	11,994	12,444	640

Note: The estimated participation numbers indicated above are for indoor and outdoor activities and do not translate into attendance figures for a new community center that is being proposed for the Primary Service Area. It should also be noted that the “Did Not Participate” statistics refers to all 50 activities outlined in the NSGA 2012 Survey Instrument.

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Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2012 survey, the following comparisons are possible.

Table R – Comparison of National, African American and Hispanic Participation Rates

	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	15.6%	14.9%	14.0%	13.9%
Basketball	8.8%	9.3%	14.5%	12.2%
Exercise Walking	36.4%	19.7%	15.9%	18.5%
Exercise w/ Equipment	19.4%	34.6%	28.2%	31.0%
Running/Jogging	14.0%	13.8%	11.0%	15.9%
Swimming	16.1%	16.4%	6.8%	12.9%
Volleyball	3.4%	3.6%	2.1%	5.7%
Weight Lifting	10.8%	10.4%	9.2%	10.0%
Workout @ Clubs	9.1%	12.3%	9.5%	12.3%
Yoga	8.6%	7.7%	4.6%	8.2%

Primary Service Part: The unique participation percentage developed for the Primary Service Area.

National Rate: The national percentage of individuals who participate in the given activity.

African American Rate: The percentage of African Americans who participate in the given activity.

Hispanic Rate: The percentage of Hispanics who participate in the given activity.

Based on the fact that there is a significant Hispanic and a reasonable African American population in the Primary Service Area those participation rates become more relevant to the impact on overall participation percentages. It should be noted that no participation rates are available for Asian or other minority populations.

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Summary of Sports Participation: The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2012 National Sporting Goods Association survey.

Table S – Sports Participation Summary

Sport	Nat'l Rank ⁴	Nat'l Participation (in millions)	Primary Service Area	Primary Service Area
Exercise Walking	1	95.8	1	36.4%
Exercising w/ Equipment	2	55.3	2	19.4%
Swimming	3	51.9	3	16.1%
Aerobic Exercising	5	38.5	4	15.6%
Running/Jogging	8	36.3	5	14.0%
Workout @ Club	10	35.5	7	9.1%
Weightlifting	12	31.5	6	10.8%
Basketball	14	26.9	8	8.8%
Yoga	15	20.2	9	8.6%
Volleyball	29	10.1	10	3.4%

Nat'l Rank: Popularity of sport based on national survey.

Nat'l Participation: Percent of population that participate in this sport on national survey.

Primary Service Rank: The rank of the activity within the Primary Service Area.

Primary Service %: Ranking of activities based upon average from Table-P.

In Table-S the participation percentages for the nation and the Primary Service Area are consistent with one another.

⁴ This rank is based upon the 51 activities reported on by NSGA in their 2012 survey instrument.

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In addition to examining the participation numbers for various indoor activities through the NSGA 2012 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

Table T – Market Potential Index for Adult Participation in Activities

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	4,229	8.3%	83
Basketball	4,171	8.2%	87
Jogging/Running	4,399	8.6%	81
Pilates	1,385	2.7%	82
Swimming	9,788	19.1%	98
Volleyball	1,568	3.1%	88
Walking for Exercise	14,615	28.6%	96
Weight Lifting	5,339	10.4%	88
Yoga	2,591	5.1%	87

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity in the Primary Service Area.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the various activities listed is lower than the national number of 100 in every instance. This can be attributed to a number of factors; with access to facilities and ability to pay being two of the most common.

Note: Information is only available for adult sports participation from this source.

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Comparison of State Statistics with National Statistics: Utilizing information from the National Sporting Goods Association, the following charts illustrate the participation numbers in selected sports in the State of Washington.

State of Washington participation numbers in selected indoor and outdoor sports - As reported by the National Sporting Goods Association in 2012.

Table U – Washington Participation Rates

Sport	Washington Participation (in thousands)	Age Group	Largest Number
Exercise Walking	2,302	55-64	45-54
Exercising w/ Equipment	1,275	25-34	25-34
Swimming	843	7-11	35-44
Aerobic Exercising	973	25-34	25-34
Running/Jogging	858	18-24	25-34
Workout @ Club	728	18-24	45-54
Weightlifting	562	18-24	25-34
Basketball	525	12-17	12-17
Yoga	438	25-34	25-34
Volleyball	126	12-17	12-17

WA Participation: The number of people (in thousands) in Washington who participated more than once in the activity in 2012 and are at least 7 years of age.

Age Group: The age group in which the sport is most popular or in other words, where the highest percentage of the age group participates in the activity. (Example: The highest percent of an age group that participates in exercise walking is 55-64.) **This is a national statistic.**

Largest Number: The age group with the highest number of participants. Example: The greatest number of exercise walkers is in the 45-54 age group. (Note: This statistic is driven more by the sheer number of people in the age group than by the popularity of the sport in the age span.) **This is a national statistic.**

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Washington sport percentage of participation compared with the population percentage of the United States:

Washington's population represents 2.2% of the population of the United States (based on 2012 Estimates).

Table V – Washington Participation Correlation

Sport	Participation Percentages
Exercise Walking	2.3%
Exercising w/ Equipment	2.2%
Aerobic Exercising	2.2%
Running/Jogging	2.1%
Workout @ Club	2.1%
Basketball	2.1%
Yoga	1.9%
Weightlifting	1.8%
Swimming	1.7%
Volleyball	1.2%

Note: Sports participation percentages refer to the total percent of the national population that participates in a sport that comes from the State of Washington's population. The fact that only three sports have a rate of participation equal to or above the percentage of the population indicates a lower level of participation in sports activities.

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Non-Sport Participation Statistics: It is recognized that most community centers are more than just sports oriented facilities. Participation in a wide variety of passive activities and cultural pursuits is common and essential to a well-rounded center. This information is useful in determining some of the program participation and revenue in the operations section of the report.

While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States, and it is conducted in partnership with the U.S. Census Bureau. The large number of survey respondents – similar in make-up to the total U.S. adult population – permits a statistical snapshot of American's engagement with the arts by frequency and activity type. The survey has taken place five times since 1982, allowing researchers to compare the trends not only for the total adult population, but also for demographic subgroups.⁵

⁵ National Endowment for the Arts, *Arts Participation 2008 Highlights from a National Survey*.

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Table W – Percentage of U.S. Adult Population Attending Arts Performances: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Jazz	9.6%	10.6%	10.8%	7.8%	-28%	-19%
Classical Music	13.0%	12.5%	11.6%	9.3%	-20%	-29%
Opera	3.0%	3.3%	3.2%	2.1%	-34%	-30%
Musical Plays	18.6%	17.4%	17.1%	16.7%	-2%	-10%
Non-Musical Plays	11.9%	13.5%	12.3%	9.4%	-24%	-21%
Ballet	4.2%	4.7%	3.9%	2.9%	-26%	-31%

Smaller percentages of adults attended performing arts events than in previous years.

- Opera and jazz participation significantly decreased for the first time, with attendance rates falling below what they were in 1982.
- Classical music attendance continued to decline – at a 29% rate since 1982 – with the steepest drop occurring from 2002 to 2008
- Only musical play saw no statistically significant change in attendance since 2002.

Table X – Percentage of U.S. Adult Population Attending Art Museums, Parks and Festivals: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Art Museums/Galleries	22.1%	26.7%	26.5%	22.7%	-14%	+3%
Parks/Historical Buildings	37.0%	34.5%	31.6%	24.9%	-21%	-33%
Craft/Visual Arts Festivals	39.0%	40.7%	33.4%	24.5%	-27%	-37%

Attendance for the most popular types of arts events – such as museums and craft fairs – also declined.

- After topping 26% in 1992 and 2002, the art museum attendance rate slipped to 23 percent in 2008 – comparable to the 1982 level.
- The proportion of the U.S. adults touring parks or historical buildings has diminished by one-third since 1982.

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Table Y – Median Age of Arts Attendees: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
U.S. Adults, Average	39	41	43	45	+2	+6
Jazz	29	37	43	46	+4	+17
Classical Music	40	44	47	49	+2	+9
Opera	43	44	47	48	+1	+5
Musicals	39	42	44	45	+1	+6
Non-Musical Plays	39	42	44	47	+3	+8
Ballet	37	40	44	46	+2	+9
Art Museums	36	39	44	43	-1	+7

Long-term trends suggest fundamental shifts in the relationship between age and arts attendance.

- Performing arts attendees are increasingly older than the average U.S. adult.
- Jazz concert-goers are no longer the youngest group of arts participants.
- Since 1982, young adult (18-24 year old) attendance rates have declined significantly for jazz, classical music, ballet, and non-musical plays.
- From 2002 to 2008, however, 45-54 year olds – historically a large component of arts audiences – showed the steepest declines in attendance for most arts events.

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Table Z – Percentage of U.S. Adult Population Performing or Creating Art: 1992-2008

				Rate of Change	
	1992	2002	2008	2002-2008	1982-2008
Performing:					
Jazz	1.7%	1.3%	1.3%	+0.0%	-0.4%
Classical Music	4.2%	1.8%	3.0%	+1.2%	-1.2%
Opera	1.1%	0.7%	0.4%	-0.3%	-0.7%
Choir/Chorus	6.3%	4.8%	5.2%	+0.4%	-1.1%
Musical Plays	3.8%	2.4%	0.9%	-1.5%	-2.9%
Non-Musical Plays	1.6%	1.4%	0.8%	-0.6%	-0.8%
Dance	8.1%	4.3%	2.1%	-2.2%	-6.0%
Making:					
Painting/Drawing	9.6%	8.6%	9.0%	+0.4%	-0.6%
Pottery/Ceramics	8.4%	6.9%	6.0%	-0.9%	-2.4%
Weaving/Sewing	24.8%	16.0%	13.1%	-2.9%	-11.7%
Photography	11.6%	11.5%	14.7%	+3.2%	+3.1%
Creative Writing	7.4%	7.0%	6.9%	-0.1%	-0.5%

Adults generally are creating or performing at lower rates – despite opportunities for displaying their work line.

- Only photography increased from 1992 to 2008 – reflecting, perhaps, greater access through digital media.
- The proportion of U.S. adults doing creative writing has hovered around 7.0 percent.
- The rate of classical music performance slipped from 1992 to 2002 then grew over the next six years.
- The adult participation rate for weaving or sewing was almost twice as great in 1992 as in 2008. Yet this activity remains one of the most popular forms of art creation.

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Table AA – Percentage of U.S. Adult Population Viewing or Listening to Art Broadcasts or Recordings, 2008 (online media included)

	Percentage	Millions of Adults
Jazz	14.2%	31.9
Classical Music	17.8%	40.0
Latin or Salsa Music	14.9%	33.5
Opera	4.9%	11.0
Musical Plays	7.9%	17.8
Non-Musical Plays	6.8%	15.3
Dance	8.0%	18.0
Programs about the visual arts	15.0%	33.7
Programs about books/writers	15.0%	33.7

As in previous years, more Americans view or listen to broadcasts and recordings of arts events than attend them live.

- The sole exception is live theater, which still attracts more adults than broadcasts or recordings of plays or musicals (online media included).
- Classical music broadcasts or recordings attract the greatest number of adult listeners, followed by Latin or salsa music.
- 33.7 million Americans listened to or watched programs or recordings about books.

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Recreation Activity and Facility Trends: There continues to be very strong growth in the number of people participating in recreation and leisure activities. The Physical Activity Council in its 2013 study indicated that 33% of Americans (age 6 and older) are active to a healthy level. However, the study also indicated that 28% of Americans were inactive. It is estimated that one in five Americans over the age of six participates in some form of fitness related activity at least once a week. American Sports Data, Inc. reported that membership in U.S. health clubs has increased by 10.8% from 2009 to 2010, and memberships in health clubs reached an all-time high of 50.2 million in 2010. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12%) belong to a health club. On the other side most public recreation centers attract between 20% and 30% of a market area (more than once) during the course of a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases the American population as a whole continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (according to The Center for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also showing particularly strong growth numbers are ice hockey and running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association.

Below are listed those sports activities that would often take place either in an indoor community recreation facility, or in close proximity to, and the percentage of growth or decline that each has experienced nationally over the last 10 years (2003-2012).

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Table AB – National Activity Trend (in millions)

Sport/Activity	2012 Participation	2003 Participation	Percent Change
Yoga ⁶	22.9	6.3	+263.5%
Wrestling ⁷	2.8	1.3	+115.4%
Running/Jogging	40.0	22.9	74.7%
Aerobic Exercising	44.8	28.0	60.0%
Gymnastics	5.7	3.9	46.2%
Exercise Walking	102.1	79.5	28.4%
Weight Lifting	31.1	25.9	20.1%
Workout @ Club	35.2	29.5	19.3%
Exercising w/ Equipment	57.7	48.6	18.7%
Swimming	48.6	47.0	3.5%
Volleyball	10.3	10.5	-1.0%
Basketball	25.6	27.9	-8.2%
Cheerleading	3.3	4.1	-19.5%
Billiards/Pool	21.8	30.5	-28.5%

2012 Participation: The number of participants per year in the activity (in millions) in the United States.

2003 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2003 to 2012.

Aquatic Activity and Facility Trends: Without a doubt the hottest trend in aquatics is the leisure pool concept. This idea of incorporating slides, current channels, fountains, zero depth entry and other water features into a pool's design has proved to be extremely popular for the recreational user. The age of the conventional pool in most recreational settings has been greatly diminished. Leisure pools appeal to the younger children (who are the largest segment of the population that swim) and to families. These types of facilities are able to attract and draw larger crowds and people tend to come from a further distance and stay longer to utilize such pools. This all translates into the potential to sell more admissions and increase revenues. It is estimated conservatively that a leisure pool can generate up to 20% to 25% more revenue than a comparable conventional pool and the cost of operation, while being higher, has been offset through increased revenues. Of note is the fact that patrons seem willing to pay a higher user fee at a leisure pool than a conventional aquatics facility.

⁶ Since 2007 growth rate.

⁷ Since 2007 growth rate.

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Another trend that is growing more popular in the aquatic's field is the development of a raised temperature therapy pool for rehabilitation programs. This has usually been done in association with a local health care organization or a physical therapy clinic. The medical organization either provides capital dollars for the construction of the pool or agrees to purchase so many hours of pool time on an annual basis. This form of partnership has proven to be appealing to both the medical side and the organization that operates the facility. The medical sector receives the benefit of a larger aquatic center, plus other amenities that are available for their use, without the capital cost of building the structure. In addition, they are able to develop a much stronger community presence away from traditional medical settings. The facility operators have a stronger marketing position through an association with a medical organization and a user group that will provide a solid and consistent revenue stream for the center. This is enhanced by the fact that most therapy use times occur during the slower mid-morning or afternoon times in the pool and the center.

Despite the recent emphasis on recreational swimming and therapy, the more traditional aspects of aquatics (including swim teams, instruction and aqua fitness) remain as the foundation for many aquatic centers. The life safety issues associated with teaching children how to swim is a critical concern in most communities and competitive swim team programs through USA Swimming, high schools, and other community based organizations continue to be important. Aqua fitness, from aqua exercise to lap swimming, has enjoyed strong growth during the last ten years with the realization of the benefits of water-based exercise.

The multi-function indoor aquatic center concept of delivering aquatics services continues to grow in acceptance with the idea of providing for a variety of aquatics activities and programs in an open design setting that features a lot of natural light, interactive play features and access to an outdoor sundeck. The placing of traditional instructional/competitive pools, with shallow depth/interactive leisure pools and therapy water, in the same facility has been well received in the market. This idea has proven to be financially successful by centralizing pool operations for recreation service providers and through increased generation of revenues from patrons willing to pay for an aquatics experience that is new and exciting. Indoor aquatic centers have been instrumental in developing a true family appeal for community-based facilities. The keys to success for this type of center revolve around the concept of intergenerational use in a quality facility that has an exciting and vibrant feel in an outdoor like atmosphere.

Also changing is the orientation of aquatic centers from stand-alone facilities that only have aquatic features to more of a full-service recreation center that has fitness, sports and community based amenities. This change has allowed for a better rate of cost recovery and stronger rates of use of the aquatic portion of the facility as well as the other "dry side" amenities.

Due to the increasing recreational demands there has been a shortage in most communities of the following spaces:

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- Gymsnasiums
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas
- Fieldhouses

As a result, many communities have attempted to include these amenities in public community recreation facilities. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues.

The success of most recreation departments is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

As more and more communities attempt to develop community recreation facilities the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice IHRSA. The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also JCC's, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often

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expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

Community Center Benchmarks: Based on market research conducted by Ballard*King & Associates at community centers across the United States, the following represents the basic benchmarks.

- The majority of community centers that are being built today are between 65,000 and 75,000 square feet. Most centers include three primary components A) A pool area usually with competitive and leisure amenities, B) Multipurpose gymnasium space, and C) Weight/cardiovascular equipment area. In addition, most centers also have group exercise rooms, drop-in childcare, and classroom and/or community spaces.
- For most centers to have an opportunity to cover all of their operating expenses with revenues, they must have a service population of at least 50,000 and an aggressive fee structure.
- Most centers that are between 65,000 and 75,000 square feet have an operating budget of between \$1,500,000 and \$1,800,000 annually. Nearly 65% of the operating costs are from personnel services, followed by approximately 25% for contractual services, 8% for commodities, and 2% for capital replacement.
- For centers that serve a more urban population and have a market driven fee structure, they should be able to recover 70% to 100% of operating expenses. For centers in more rural areas the recovery rate is generally 50% to 75%. Facilities that can consistently cover all of their operating expenses with revenues are rare. The first true benchmark year of operation does not occur until the third full year of operation.
- The majority of centers of the size noted (and in an urban environment) above average daily paid attendance of 800 to as much as 1,000 per day. These centers will also typically sell between 800 and 1,500 annual passes (depending on the fee structure and marketing program).
- It is common for most centers to have a three-tiered fee structure that offers daily, extended visit (usually punch cards) passes, and annual passes. In urban areas it is common to have resident and non-resident fees. Non-resident rates can cost 25% to 50% higher than the resident rate and are usually a topic of discussion amongst elected officials. Daily rates for residents average between \$3.00 and \$6.00 for adults, \$3.00 and \$4.00 for youth and the same for seniors. Annual rates for residents average between \$200 and \$300 for adults, and

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\$100 and \$200 for youth and seniors. Family annual passes tend to be heavily discounted and run between \$350 and \$800.

- Most centers are open an average of 105 hours a week, with weekday hours being 5:00 am to 10:00 pm, Saturdays 8:00 am to 8:00 pm and Sundays from noon to 8:00 pm. There is now a trend to open earlier on Sundays as well. Often hours are shorter during the summer months.

Note: These statistics vary by regions of the country.

Recreation Facilities Market Orientation: Based on the demographic makeup of the service areas and the trends in indoor recreation amenities, there are specific market areas that need to be addressed with such community facilities. These include:

General:

1. Drop-in recreation activities - Critical to the basic operation of any community center is the availability of the facility for drop-in use by the general public. This requires components that support drop-in use and the careful scheduling of programs and activities to ensure that they do not dominate the center and exclude the drop-in user. The sale of annual passes and daily admissions, potential strong revenue sources for a center, requires a priority for drop-in use.

2. Instructional programming - The other major component of a community center's operation is a full slate of programs in a variety of disciplines. The center should provide instruction for a broad based group of users in a number of program areas. The primary emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction.

3. Special events - There should be a market for special events including kid's birthday parties, community organization functions, sports tournaments and other special activities. The development of this market will aid significantly in the generation of additional revenues and these events can often be planned for before or after regular operating hours or during slow use times of the year. Care should be taken to ensure that special events do not adversely impact the everyday operations of the center.

4. Community rentals - Another aspect of a center's operation is providing space for rentals by civic groups or organizations as well as the general public. Gyms and multi-purpose rooms can be used as a large community gathering space and can host a variety of events from seminars, parties, receptions, arts and crafts sales and other events. It is important that a well-defined rental fee package is developed and the fee schedule followed closely. Rentals should not be done at the expense of drop-in use or programming in the center.

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5. Social welfare programs – An emerging area for many centers is the use of space for social service activities and programs. Special population activities, teen and senior assistance programs, childcare and other similar uses are now common in many facilities.

Specific market segments include:

1. Families - Within most markets an orientation towards family activities is essential. The ability to have family members of different ages participate in a variety of activities together or individually, is the challenge.

2. Pre-school children - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. It is significant that this market usually is active during the mid-morning time frame, providing an important clientele to the facility during an otherwise slow period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.

3. School age youth - Recreation programming has tended to concentrate on this market segment and this age group should be emphasized at a center as well. This group requires a wide variety of programs and activities that are available after school, during the summer, or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.

4. Teens - A major focus of many community center projects is on meeting the needs of teenagers in the community. There is a great debate among recreation providers throughout the country on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities and approach that is more important. Serving the needs of this age group will often require the use of many areas of the center at certain “teen” times of use.

5. Seniors - As the population of the United States and the service areas continue to age, continuing to meet the needs of an older senior population will be essential. As has been noted, a more active and physically oriented senior is now demanding services to ensure their continued health. Social programs as well as weight training and cardiovascular conditioning have proven to be popular with this age group. Again, the fact that this market segment will usually utilize a facility during the slower use times of early to mid-day also is appealing. Providing services for this age group should be more of a function of time than space.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



6. Business/corporate - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.

7. Special needs population - This is a secondary market, but with the A.D.A. requirements and the existence of a number of recreation components, the amenities will be present to develop programs for this population segment. Association with health care providers and/or other social service agencies will be necessary to fully reach this market.

8. Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions, social service organizations and adult and youth sports teams. While the needs of these groups can be great, their demands on a center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

Service Area Providers: There are a limited number of facilities in the southeast Tacoma area that are supplying aquatic, recreation, fitness, and sports activities. The following is a brief review of each of the major providers in the area.

Public

Metro Parks Tacoma currently has two indoor facilities in the southeast quadrant of the city. These are:

Portland Avenue Community Center – this is an older center that is located at the far north end of the Immediate Service Area. The center is small and has community rooms and classroom spaces.

Eastside Community Pool – the aquatic center contains a 6 lane 25 yard pool with a one meter board. This is an older pool that lacks the appeal of more modern and comprehensive aquatic centers.

In addition, Metro Parks Tacoma does operate a significant outdoor aquatic center at Stewart Heights Park.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



Portland Avenue Community Center



Eastside Community Pool



Lighthouse Activity Center – owned and operated by the City of Tacoma, this building serves as a senior center in the east Tacoma area. The center provides a variety of senior programs and also serves lunch during the week.

Tacoma Public Schools – the school district has a variety of school gyms and other amenities that can be utilized for recreation and community purposes. Metro Parks Tacoma has an IGA with the school district to utilize their facilities but the priority is for school programs and functions before community use. One of the primary facilities in the southeast is the indoor swimming pool at Lincoln High School.

Tacoma Housing Authority – there are long range plans to build a community center in Salishan (Core Building) but this depends in part on what and where a new Southeast Community Center is built. The Core Building is seen as a facility that would support education and job skills among other community functions.

Non-Profit

There are a limited number of non-profit recreation providers in southeast Tacoma.

Boys & Girls Club - the Boys & Girls Club closed its building a number of years ago but continues to offer a limited level of programs and services through Bethlehem Baptist Church.

Churches – the many churches in the southeast area provide a variety of basic community, recreation and social service programs. However, the spaces are small and not always designed for the uses that they must serve.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



Private

There are really no substantial private sector providers located in southeast Tacoma. Considering the size of the population in the area, this is unusual, but with lower household income levels the traditionally higher user fees that private facilities charge are not easily supportable.

Other

One of the significant factors that has occurred over the last few years is the actual loss of facilities in the area that supplied basic community services. This included the South End Neighborhood Center and the East Side Boys & Girls Club. In addition the area also lost its library. There is a feeling in the local community that the southeast portion of the city and the eastside in particular is not being well taken care of and in fact has taken a step backward.

This is a representative listing of alternative aquatic/recreation facilities in the southeast portion of Tacoma and is not meant to be a total accounting of all service providers. There may be other facilities located in the area that have an impact on the market as well.

Other Providers Conclusion: After analyzing the existing indoor recreation providers in southeast Tacoma, the primary provider is Metro Parks Tacoma with the Portland Avenue Community Center and the Eastside Community Pool. However, these are both older facilities that plan to be closed when the Southeast Community Center is constructed. Beyond these facilities there is a senior center and a Boys & Girls Club and a few other providers. With a population base of approximately 70,000 in the Primary Service Area (and the general lack of other providers) there is a strong market area for a new community center.

Market for a Community Center: With any proposed community center the issue of the size and qualification of the market for such a facility comes to the forefront.

Reviewing the characteristics of the various markets indicates:

The population of the Primary Service Area is just below 70,000 (2012 population estimate) which is more than adequate to support a comprehensive indoor recreation facility. Approximately 27,500 are located in the Immediate Service Area.

The population of the area is expected to show steady growth for the next five years which will help to contribute a significant number of potential additional users for a new facility.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



The population of the Primary Service Area has a median age that is lower than the national (and state) median age and there are a greater number of families with children while the median household income level is lower. The Immediate Service Area has a population that is much the same with larger households, more ethnic diversity, and slightly lower incomes.

For a comprehensive indoor facility that includes a pool, fitness amenities, gym, and other active recreation amenities, the private sector hopes to capture between 10% and 15% of a market area (generally in a 3 to 5 mile radius of the club) while the public sector facilities target a market of 20% to 30% of an area within a 10 to 15 minute driving distance. Non-profits will have a market draw that is somewhere between the two. These differences are directly related to the business practices of the three types of entities. Private facilities are generally a membership based operation where revenues are almost exclusively derived from membership revenues and from program and service expenditures generated from these same individuals. As such it is relatively easy to project market dynamics (distance, eligible households, etc.) for this type of facility. The non-profit sector (primarily YMCA's) takes the market a bit further, while still being largely membership based; they often have some limited daily admissions and actively pursue program only members. Program and service options also extend well beyond the sports and fitness area to include everything from child care, to cultural arts and social programs. This expands the market for recreation services to the 15% to 20% range. Public facilities on the other hand generally have readily accessible daily admissions, some form of extended passes as well as annual passes. In addition there are usually a large number of programs (again in areas beyond sports and fitness) that can be accessed without a membership and also a number of community functions and activities where no fee may be collected at all. Most community recreation centers operate on an ala carte system which greatly expands the market to a broader spectrum of users based on age, income and travel time. As a result the 20% to 30% market penetration rate is obtainable and the geographic area served is generally much larger. It is not inconceivable that over the course of a year's time over 50% of a community's population will have come to a community recreation center for some use, function or activity. However, due to the variety of program and service options offered by the public sector, fewer annual passes (memberships) are generally sold than private or non-profit facilities.

The market realities put public and private facilities at the opposite end of the market spectrum with the non-profits in the middle but closer to the public market.

The ability of a community center to capture a market share is based in large part on the amenities that are included in a center, the variety of amenities available, the size of the facility and the fees that are going to be charged.

Based on the information noted above the following estimates are possible.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



There are estimated to be approximately 70,000 individuals in the Primary Service Area. If 10% are captured by other providers of some sort (a relatively low percentage since there are very few other providers in the area) this would result in approximately 7,000 users.

Figuring that 10% of the market is being satisfied with the existing providers that still leaves a new public facility with a substantial market draw. That potentially leaves the market at 20% for a Southeast Community Center. Capturing 20% of the Primary Service Area market would convert to approximately 14,000 users that could be potential pass holders.

Another method to analyze possible participation numbers is to look at the pre-qualified population that is likely to participate in sports activities and look at the realistic percentage of that market that can be captured by a facility. Weekly participation in active recreation activities from individuals in the Primary Service Area can be expected to be somewhere in the range of 15% to 20% of the population which equals approximately 10,500 to 14,000 individuals, (based on 2012 population estimates). If a new center were able to capture 80% of this pre-qualified market this would convert to 8,400 to as many as 11,200 potential annual pass holders. Participation rates for more passive oriented facilities (cultural arts amenities, teen centers, etc.,) are more difficult to project due to the lack of reliable utilization rates for such activities, but the level of use is below that of a more active facility and the potential service area is also considerably smaller as well.

Market Conclusion:

Below are listed some of the market opportunities and challenges that exist with this community center project.

Opportunities

- The demographic characteristics of the Primary Service Area indicate households with children but with lower income levels.
- There is a large population base that will continue to grow at a steady pace.
- There is not a comprehensive, public, community center in the southeast quadrant of the City of Tacoma. There are also very few other providers of indoor recreation services.
- The existing Metro Parks Tacoma facilities are not able to adequately meet the indoor recreation needs within the southeast area. They are older facilities that are in need of being replaced.

MARKET ANALYSIS

East Tacoma Community Center Feasibility Study



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- There are a number of possible partners that have been identified for the project. Bringing equity partners to the community center project can potentially expand the scope and magnitude of the facility.
 - An indoor community center improves the quality of life in a community and often serves to bring more unity to a diverse population base.

Challenges

- The demographics of the Primary Service Area show a population that has a lower median household income level. This typically reduces the rate of participation in sports and cultural arts activities and limits the fees that can be charged for use of a center.
- The population of the southeast quadrant of Tacoma covers a large geographic area and finding a central location that can adequately service the entire area will be challenging.
- With a large and ethnically diverse population, a new Southeast Community Center will have to meet a vast variety of recreation needs and expectations.
- Funding not only the development but the operation of the indoor community center will have to be clearly defined.

appendix

MARKET ANALYSIS

appendix

OPERATIONS ANALYSIS

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Operations Analysis

The following operations analysis has been completed for the proposed new East Tacoma Community Center. The following are the basic parameters for the project.

- Two facility options are shown, one with an indoor pool and one without.
- The first year of operation will be 2017.
- This operational budget represents total expenses and revenues for the center.
- The presence of other providers in the market will remain the same.
- The community center will be operated by Metro Parks Tacoma.
- Food service will be provided by an outside vendor.
- This operations estimate is based on a program and basic concept plan for the center and its various components only.
- No partnerships with other organizations have been shown in this operations plan.
- No ongoing use or rental of space in the center has been shown.
- An aggressive approach to estimating use and revenues from programs and services taking place at the center has been used for this pro-forma.

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Division I - Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of community center. The figures are based on the size of the facility, the specific components of the center and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in the area. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

Option 1 Community Center – A center with a social hall, kitchen, game room, arts & crafts room, café, gym, weight/CV area, group exercise room, child care room, community partner space, lobby, rest rooms/changing area and administration area. – **Approximately 32,000 SF**

Option 2 Community Center w/Aquatic Area – The center contains the same amenities as Option 1 but adds a 6 lane lap pool and leisure pool to the facility. Locker rooms and party rooms and other support spaces have also been added. – **Approximately 58,500 SF**

Operation Cost Models:

Personnel	Option 1	Option 2
Full-Time	\$221,000	\$279,500
Part-Time Benefitted	\$240,000	\$280,000
Part-Time	\$498,738	\$970,237
TOTAL	\$959,738	\$1,529,737

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Commodities	Option 1	Option 2
Office Supplies (forms, paper, etc.)	\$6,000	\$10,000
Chemicals (pool)	\$0	\$25,000
Maintenance/Repair/Materials	\$10,000	\$20,000
Janitor Supplies	\$10,000	\$18,000
Rec. Supplies	\$80,000	\$95,000
Uniforms	\$3,000	\$6,000
Printing/Postage	\$10,000	\$10,000
Items for Resale (pro-shop items)	\$6,000	\$12,000
Other	\$3,000	\$3,000
TOTAL	\$128,000	\$199,000

Contractual	Option 1	Option 2
Utilities (electric and gas) ¹	\$96,000	\$234,000
Water/Sewer	\$10,000	\$20,000
Insurance (property & liability)	\$20,000	\$40,000
Communications (phone/radios)	\$5,000	\$7,000
Contract Services ²	\$30,000	\$50,000
Rent Equipment	\$2,000	\$4,000
Marketing/Advertising	\$10,000	\$15,000
Training (staff time)	\$2,000	\$5,000
Conference	\$2,000	\$3,000
Trash Pickup	\$5,000	\$6,000
Dues & Subscriptions	\$1,000	\$1,500
Bank Charges (charge cards, EFT)	\$15,000	\$25,000
Other	\$5,000	\$5,000
TOTAL	\$203,000	\$415,500

Capital	Option 1	Option 2
Replacement Fund	\$20,000	\$35,000
TOTAL	\$20,000	\$35,000

¹ Rates are \$3.00 SF for Option 1 and \$4.00 for Option 2. This includes electric and natural gas. It should be noted that rates for gas and electricity has been very volatile and could result in a substantially higher cost for utilities over time.

² Contract services cover maintenance contracts, control systems work, alarm, and other items.

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



All Categories	Option 1	Option 2
Personnel	\$959,738	\$1,529,737
Commodities	\$128,000	\$199,000
Contractual	\$203,000	\$415,500
Capital	\$20,000	\$35,000
TOTAL EXPENSE	\$1,310,738	\$2,179,237

NOTE: *Line items not included in this budget are any vehicle costs.*

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Staffing Levels:

Option 1

Full-Time Positions	Positions	Total
Center Supervisor	1	\$80,000
Custodian	2 @ \$45,000 ea	\$90,000
Salaries		\$170,000
Benefits (30%)		\$51,000
TOTAL	3	\$221,000

Part-Time Benefitted Positions	Positions	Total
Rec. Tech Memberships	1	\$30,000
Rec. Tech Rentals	1	\$30,000
Rec. Tech Youth Service	1	\$30,000
Rec. Tech Fitness	1	\$30,000
Rec. Tech Athletics	1	\$30,000
Rec. Tech Customer Service	1	\$30,000
Salaries		\$180,000
Benefits (\$10,000 per position)		\$60,000
TOTAL	6	\$240,000

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Option 2

Full-Time Positions	Positions	Total
Center Supervisor	1	\$80,000
Custodian	3 @ \$45,000 ea	\$135,000
Salaries		\$215,000
Benefits (30%)		\$64,500
TOTAL	4	\$279,500

Part-Time Benefitted Positions	Positions	Total
Rec. Tech Memberships	1	\$30,000
Rec. Tech Rentals	1	\$30,000
Rec. Tech Youth Service	1	\$30,000
Rec. Tech Fitness	1	\$30,000
Rec. Tech Aquatics	1	\$30,000
Rec. Tech Athletics	1	\$30,000
Rec. Tech Customer Service	1	\$30,000
Salaries		\$210,000
Benefits (\$10,000 per position)		\$70,000
TOTAL	7	\$280,000

Note: Pay rates were determined based on Metro Parks Tacoma job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the center's operation. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2017.**

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Option 1

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Clerk	\$13.00	64
Front Desk Attendant	\$11.00	104
Weight/CV Room Attendant	\$11.00	104
Gym Attendant ³	\$11.00	37
Custodian	\$13.00	60
Child Care Worker	\$11.00	153
Game Room Attendant	\$11.00	37
Program Instructors ⁴		
Aquatics	Variable	\$0
General	Variable	\$131,336
Salaries		\$453,398
Benefits (10%)		\$45,340
TOTAL		\$498,738

³ Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

⁴ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. Aquatics includes lessons, fitness and other activities. General programs consist of sports leagues, fitness, instructional classes, and other activities.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Option 2

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Clerk	\$13.00	64
Front Desk Attendant	\$11.00	139
Weight/CV Room Attendant	\$11.00	104
Gym Attendant ⁵	\$11.00	37
Custodian	\$13.00	90
Child Care Worker	\$11.00	153
Game Room Attendant	\$11.00	37
Lifeguard	\$13.00	506
Program Instructors ⁶		
Aquatics	Variable	\$39,680
General	Variable	\$137,936
Salaries		\$882,034
Benefits (10%)		\$88,203
TOTAL		\$970,237

⁵ Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

⁶ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. Aquatics includes lessons, fitness and other activities. General programs consist of sports leagues, fitness, instructional classes, and other activities.

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Division II - Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar parks and facilities and the competition for recreation services in the area. Actual figures will vary based on the final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Revenue Projection Models:

Fees	Option 1	Option 2
Daily Fees	\$70,200	\$180,000
Month/Annual Passes ⁷	\$258,472	\$562,697
Set-Up Fees	\$29,383	\$43,995
Corporate/Group	\$10,000	\$20,000
Rentals ⁸	\$60,500	\$137,200
TOTAL	\$428,555	\$943,892

⁷ Figures are based on an active program to promote the sale of monthly and annual passes.

⁸ Rentals are based on the following:

Center	Game Room	\$50/hr x 20 hrs =	\$1,000
	Social Hall	\$70x 4/wk x 40 wks =	\$11,200
	Social Hall	\$900 x 1/wk x 30 wks =	\$27,000
	Gymnasium	\$75 x 2/wk x 26 wks =	\$3,900
	Group Exercise	\$70 x 20/hrs =	\$1,400
	Kitchen	\$50 x 4/wk x 30 wks =	\$6,000
	Arts & Crafts Room	\$50 x 40/hrs =	\$2,000
	Entire Center (Option 1)	\$800 x 10/hrs =	\$8,000
	Entire Center (Option 2)	\$1,000 x 10/hrs =	\$10,000
Aquatic	Lap Pool	\$150 x 10/wk x 40 wks =	\$60,000
	Lap Pool (Meets)	\$150 x 6/hrs x 8 =	\$7,200
	Leisure Pool	\$250 x 30/hrs =	\$7,500

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Programs	Option 1	Option 2
Aquatics	\$0	\$84,515
General	\$217,219	\$299,389
Contract Programs	\$5,000	\$8,000
TOTAL	\$222,219	\$391,904

Other	Option 1	Option 2
Resale Items	\$7,500	\$15,000
Special Events	\$2,000	\$4,000
Concession	\$10,000	\$25,000
Vending	\$5,000	\$15,000
Drop-in Child Care	\$5,000	\$7,000
TOTAL	\$29,500	\$66,000

All Categories	Option 1	Option 2
Fees	\$428,555	\$943,892
Programs	\$222,219	\$391,904
Other	\$29,500	\$66,000
TOTAL REVENUE	\$680,274	\$1,401,796

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Division III - Expenditure - Revenue Comparison

Category	Option 1	Option 2
Expenditures	\$1,310,738	\$2,179,237
Revenues	\$680,274	\$1,401,796
Difference	(\$630,464)	(\$777,441)
Recovery Rate	52%	64%

This operations pro-forma was completed based on general information and a basic program and concept plan for the community center and aquatic center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future Years: Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Division IV - Fees and Attendance

Projected Fee Schedules: Revenue projections and center use numbers were calculated from these fee models.

Option 1 - Community Center

Category	Set-up	Monthly	Annual
Adults	\$59.00	\$26.00	\$296.00
Adult Add-on	\$29.00	\$15.00	\$171.00
Young Adult (18-29)	\$59.00	\$23.00	\$262.00
Young Adult Add-on	\$29.00	\$13.00	\$148.00
Teen (13-17 yrs)	\$0	\$17.00	\$194.00
Teen Add-on	\$0	\$10.00	\$114.00
Youth (12 under)	\$0	\$10.00	\$114.00
Youth Add-on	\$0	\$6.00	\$68.00
Family	\$79.00	\$78.00	\$889.00

Category	Daily
Ages 9 and Up	\$5.00
Ages 8 and Under	\$2.00
Family	\$15.00

Option 2 - Community Center w/Aquatics

Category	Set-up	Monthly	Annual
Adults	\$65.00	\$38.00	\$433.00
Adult Add-on	\$32.00	\$21.00	\$239.00
Young Adult (18-29)	\$65.00	\$34.00	\$388.00
Young Adult Add-on	\$32.00	\$17.00	\$194.00
Teen (13-17 yrs)	\$0	\$32.00	\$365.00
Teen Add-on	\$0	\$16.00	\$182.00
Youth (12 under)	\$0	\$27.00	\$308.00
Youth Add-on	\$0	\$13.00	\$148.00
Family	\$89.00	\$110.00	\$1,254.00

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Category	Daily
Ages 9 and Up	\$6.00
Ages 8 and Under	\$3.00
Family	\$17.00

Basic fitness classes (land and water) will be included with all annual/monthly passes. Discounts will also be given to all classes.

Fitness \$6.00/class

Corporate	10% discount	5 or more monthly/annuals
	15% discount	10 or more monthly/annuals
	20% discount	15 or more monthly/annuals

Rentals	\$50/hr	Game Room
	\$50/hr	Arts & Crafts Room
	\$70/hr	Social Hall (Per Section, non prime time)
	\$900/4 hr	Social Hall (all sections, 4 hour minimum, prime time)
	\$75/hr	Gymnasium
	\$70/hr	Exercise Room
	\$50/hr	Kitchen
	\$800/hr	Entire Center (Option 1)
	\$150/hr	Lap Pool
\$250/hr	Leisure Pool	
\$1,000/hr	Entire Center (Option 2)	

Child Care \$2.00/per hour (Free for annual pass holders)

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Admission Rate Comparisons: The above rates were determined based on the rates paid at similar Metro Parks Tacoma facilities in the area.

STAR Center

Category	Set-up	Monthly	Annual
Adults	\$59.00	\$26.00	\$296.00
Adult Add-on		\$24.00	
Teen (13-17 yrs)	\$59.00	\$17.00	\$194.00
Teen Add-on		\$15.00	
Kids Urban Advent.	\$59.00	\$10.00	\$114.00
Kids Add-on		\$9.00	
Family Set-up	\$89.00		
Non-Resident Fee	\$36.00		

Category	Daily
Individual	\$5.00
Family	\$15.00

Center at Norpoint

Category	Set-up	Monthly	Annual
Adults (30+)	\$65.00	\$38.00	\$433.20
Adult Add-on	\$32.00	\$21.00	\$239.40
Young Adult (18-29)	\$65.00	\$34.00	\$387.60
Young Adult Add-on	\$32.00	\$17.00	\$193.80
Teen (13-17 yrs)	\$0	\$32.00	\$364.80
Teen Add-on	\$0	\$16.00	\$182.40
Youth (12 under)	\$0	\$27.00	\$307.80
Youth Add-on	\$0	\$13.00	\$148.20
Family (2 ad/2+ you)	\$0	\$110.00	\$1,254.00

Category	Daily
Ages 9 and Up	\$5.00
Ages 8 and Under	\$2.00
Family	\$16.00

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Eastside Pool

Category	Daily	10 Pass
Adults	\$3.50	\$31.50
Youth (5-17 yrs)	\$2.50	\$22.50
Tot (4 and Under)	Free	Free

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Attendance Projections: The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in the area. These are averages only and the yearly figures are based on 360 days of operation for the community center.

Option 1

Yearly Paid Admissions	Description	Facility Use
Daily	35 admissions/day	12,600
Month/Annual Passes	760 sold annually	79,040
Total Yearly		91,640
Total Daily		255

NOTE: The 760 base monthly/annual passes are based on selling to approximately 3% of the households (25,334 in 2017) in the Primary Service Area. Passes are based on 104 admissions a year.

Option 2

Yearly Paid Admissions	Description	Facility Use
Daily	80 admissions/day	28,800
Month/Annual Passes	1,013 sold annually	105,352
Total Yearly		134,152
Total Daily		373

NOTE: The 1,013 monthly/annual passes are based on selling to approximately 4% of the households (25,334 in 2017) in the Primary Service Area. Passes are based on 104 admissions a year.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Hours of Operation: The projected hours of operation for the East Tacoma Community Center are:

Community Center:

Monday – Friday	5:00am-9:00pm
Saturday	7:00am-9:00pm
Sunday	8:00am-6:00pm

Hours per week: 104

Hours usually vary some with the season, by programming needs, use patterns and special event considerations.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Appendix

Part-Time Staff Hours

Program Revenue Projections

Fee Revenue Projections

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Part-Time Staff Hours:

Option 1

Front Desk - 2 scheduled to work any hours that the center is open. The one full-time Front Desk Customer Service position will handle 40 hours of the front desk schedule (split between evenings and weekends).

Gym Attendant/Drop-in

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00-9:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
TOTAL					37

NOTE: *This position is 26 weeks only during the winter months.*

Weight/Cardio Room Supervisor

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00-10:00A	5	1	5	25
	10:00A-4:00P	6	1	5	30
	4:00P-9:00P	5	1	5	25
Saturday	7:00A-2:00P	7	1	1	7
	2:00-9:00P	7	1	1	7
Sunday	8:00A-1:00P	5	1	1	5
	1:00P-6:00P	5	1	1	5
TOTAL					104

Custodian

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:00P	6	1	5	30
Sat & Sun	7:00-11:00A	4	1	2	8
	11:00A-3:00P	4	1	2	8
	3:00-10:00P	7	1	2	14
TOTAL					60

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-1:00P	5	3	5	75
	4:00-8:00P	4	3	5	60
Saturday	10:00A-4:00P	6	3	1	18
TOTAL					153

Game Room Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00-8:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
TOTAL					37

Option 2

Front Desk - 2 scheduled to work any hours that the center is open plus 3 staff from 4 to 9 pm on weekdays and 1 to 6 pm on weekends.. The full-time Front Desk Customer Service position will handle 40 hours of the front desk schedule (split between evenings and weekends).

Gym Attendant/Drop-in

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00-9:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
TOTAL					37

NOTE: This position is 26 weeks only during the winter months.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Weight/Cardio Room Supervisor

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00-10:00A	5	1	5	25
	10:00A-4:00P	6	1	5	30
	4:00P-9:00P	5	1	5	25
Saturday	7:00A-2:00P	7	1	1	7
	2:00-9:00P	7	1	1	7
Sunday	8:00A-1:00P	5	1	1	5
	1:00P-6:00P	5	1	1	5
TOTAL					104

Custodian

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:00P	6	1	5	30
Sat & Sun	7:00-11:00A	4	2	2	16
	11:00A-3:00P	4	2	2	16
	3:00-10:00P	7	2	2	28
TOTAL					90

Game Room Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	3:00-8:00P	5	1	5	25
Sat & Sun	Noon-6:00P	6	1	2	12
TOTAL					37

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Lifeguard Staffing

Summer Season (June, July, August & Holidays, 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00-9:00A	4	2	5	40
	9:00A-1:00P	4	3	5	60
	1:00-7:00P	6	8	5	240
	7:00-9:00P	2	6	5	60
Saturday	7:00-9:00A	2	3	1	6
	9:00A-1:00P	4	4	1	16
	1:00-6:00P	5	8	1	40
	6:00-9:00P	3	6	1	18
Sunday	8:00A-1:00P	5	4	1	20
	1:00-6:00P	5	8	1	40
TOTAL					540

Fall, Winter, & Spring Seasons (September – May, 37wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:00-8:00A	3	2	5	30
	8:00-11:30A	3.5	3	5	52.5
	11:30A-1:00P	1.5	2	5	15
	1:00-3:00P	2	3	5	30
	3:00-8:00P	5	8	5	200
	8:00-9:00P	1	5	5	25
Saturday	7:00-9:00A	2	3	1	6
	9:00A-1:00P	4	4	1	16
	1:00-6:00P	5	8	1	40
	6:00-9:00P	3	6	1	18
Sunday	8:00A-1:00P	5	4	1	20
	1:00P-6:00P	5	8	1	40
TOTAL					492.5

NOTE: *This schedule is based on the pool's basic configuration, schedule and estimated use patterns, this level of lifeguard staffing will be necessary to ensure adequate protection for swimmers. This is an estimate of anticipated guard hours only and actual needs could vary depending on the final pool design, actual use patterns, and hours of operation.*

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Community Center Programs

This is a representative sample of possible general programming in the Community Center.

Option 1

Adult Leagues (basketball & volleyball) – 2 eight week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$25.00	3	16	\$2,400
	Scorer	1	\$11.00	3	16	\$528
Volleyball	Off/Scorer	1	\$11.00	3	16	\$528
TOTAL						\$3,456

Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	16	\$1,600
Volleyball	Coaches	2	\$25.00	2	16	\$1,600
Other	Coaches	2	\$25.00	2	16	\$1,600
TOTAL						\$4,800

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$25.00	21	52	\$27,300
Tue, Thu	1	\$25.00	16	52	\$20,800
Weekend	1	\$25.00	6	52	\$7,800
TOTAL					\$55,900

Functional Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$25.00	9	52	\$11,700
TOTAL				\$11,700

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Personal Training

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	10	52	\$13,000
TOTAL				\$13,000

Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	9	36	\$4,860
TOTAL				\$4,860

Summer Day Camp

Staff	Staff Rate/Hour	Hours/Week	Weeks	Total
1	\$13.00	40	10	\$5,200
4	\$11.00	40	10	\$17,600
TOTAL				\$22,800

Senior Activities (new)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	6	36	\$3,240
TOTAL				\$3,240

Birthday Parties

Staff	Staff Rate/Party	Parties/Week	Weeks	Total
1	\$15.00	4	40	\$2,400
TOTAL				\$2,400

Arts & Crafts

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	8	36	\$4,320
TOTAL				\$4,320

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	9	36	\$4,860
TOTAL				\$4,860

General Programs

Category	
Adult Leagues	\$3,456
Youth Sports Camps	\$4,800
Fitness/Functional Training	\$67,600
Personal Training	\$13,000
Youth/Teen Activities	\$4,860
Summer Day Camp	\$22,800
Senior Activities	\$3,240
Birthday Parties	\$2,400
Arts & Crafts	\$4,320
Miscellaneous	\$4,860
TOTAL	\$131,336

NOTE: Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Option 2

Adult Leagues (basketball & volleyball) – 2 eight week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$25.00	3	16	\$2,400
	Scorer	1	\$11.00	3	16	\$528
Volleyball	Off/Scorer	1	\$11.00	3	16	\$528
TOTAL						\$3,456

Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$25.00	2	16	\$1,600
Volleyball	Coaches	2	\$25.00	2	16	\$1,600
Other	Coaches	2	\$25.00	2	16	\$1,600
TOTAL						\$4,800

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$25.00	21	52	\$27,300
Tue, Thu	1	\$25.00	16	52	\$20,800
Weekend	1	\$25.00	6	52	\$7,800
TOTAL					\$55,900

Functional Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$25.00	9	52	\$11,700
TOTAL				\$11,700

Personal Training

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	10	52	\$13,000
TOTAL				\$13,000

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	9	36	\$4,860
TOTAL				\$4,860

Summer Day Camp

Staff	Staff Rate/Hour	Hours/Week	Weeks	Total
1	\$13.00	40	10	\$5,200
4	\$11.00	40	10	\$17,600
TOTAL				\$22,800

Senior Activities (new)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	6	36	\$3,240
TOTAL				\$3,240

Birthday Parties

Staff	Staff Rate/Party	Parties/Week	Weeks	Total
1	\$15.00	12	50	\$9,000
TOTAL				\$9,000

Arts & Crafts

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	8	36	\$4,320
TOTAL				\$4,320

Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	9	36	\$4,860
TOTAL				\$4,860

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



General Programs

Category	
Adult Leagues	\$3,456
Youth Sports Camps	\$4,800
Fitness/Functional Training	\$67,600
Personal Training	\$13,000
Youth/Teen Activities	\$4,860
Summer Day Camp	\$22,800
Senior Activities	\$3,240
Birthday Parties	\$9,000
Arts & Crafts	\$4,320
Miscellaneous	\$4,860
TOTAL	\$137,936

NOTE: Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Aquatics Program Staffing

This is a representative sample of possible aquatic programming at the Community Center.

Swim Lessons

Season	Staff Rate/Class	Classes/Day	Days	Weeks	Total
Summer	\$6.50	24	5	8	\$6,240
Spring/Fall	\$6.50	18	2	20	\$4,680
Winter	\$6.50	12	2	10	\$1,560
TOTAL					\$12,480

Note: Instructors are paid \$13/hour classes are 30 minutes in length.

Water Aerobics

Season	Staff Rate/Class	Classes/Week	Weeks	Total
Summer	\$25.00	18	14	\$6,300
Spring/Fall	\$25.00	15	26	\$9,750
Winter	\$25.00	15	12	\$4,500
TOTAL				\$20,550

Private Swim Lessons

Lessons/Week	Staff Rate/Lesson	Weeks	Total
4	\$13.00	45	\$2,340
TOTAL			\$2,340

Lifeguard Training

Staff	Staff Rate/Class	Hours/Class	Sessions	Total
1	\$20.00	33	2	\$1,320
TOTAL				\$1,320

OPERATIONS ANALYSIS

East Tacoma Community Center Feasibility Study



Miscellaneous

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$20.00	3	50	\$3,000
TOTAL				\$3,000

Aquatic Program Staffing

Category	
Swim Lessons	\$12,480
Water Aerobics	\$20,550
Private Swim Lessons	\$2,340
Lifeguard Training	\$1,320
Miscellaneous	\$3,000
TOTAL	\$39,690

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Community Center Program Revenue Estimates

This is a representative sample of possible programming and revenue at the Community Center.

Option 1

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$450.00	2 seasons	\$5,400
<i>Volleyball</i>	6 teams	\$250.00	2 seasons	\$3,000
TOTAL				\$8,400

Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$100.00	2 camps	\$4,000
<i>Volleyball</i>	20 kids	\$100.00	2 camps	\$4,000
<i>Other</i>	20 kids	\$100.00	2 camps	\$4,000
TOTAL				\$12,000

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	43 classes/2 per class	\$6.00/cl.	52 weeks	\$25,832
<i>Functional Training</i>	9 classes/2 per class	\$6.00/cl.	52 weeks	\$5,616
<i>Personal Training</i>	10 sessions	\$50.00	52 weeks	\$26,000
TOTAL				\$57,448

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/10 per class	\$50.00/sess.	4 sessions	\$6,000
<i>Summer Day Camp</i>	50 per week	\$150/wk.	10 weeks	\$75,000
<i>Senior Activities</i>	3 classes/10 per class	\$25.00/sess.	4 sessions	\$3,000
<i>Birthday Parties</i>	4 per week	\$180/pty.	40 weeks	\$28,800
<i>Arts & Crafts</i>	4 classes/8 per class	\$90.00/sess.	4 sessions	\$11,520
<i>Misc.</i>	3 classes/8 per class	\$75.00/sess.	4 sessions	\$7,200
TOTAL				\$131,520

Total General Program Revenue	\$209,368
Non-Resident (15% of registrants x 25%)	\$7,851
Total	\$217,219

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Option 2

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$450.00	2 seasons	\$5,400
<i>Volleyball</i>	6 teams	\$250.00	2 seasons	\$3,000
TOTAL				\$8,400

Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$100.00	2 camps	\$4,000
<i>Volleyball</i>	20 kids	\$100.00	2 camps	\$4,000
<i>Other</i>	20 kids	\$100.00	2 camps	\$4,000
TOTAL				\$12,000

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	43 classes/2 per class	\$6.00/cl.	52 weeks	\$25,832
<i>Functional Training</i>	9 classes/2 per class	\$6.00/cl.	52 weeks	\$5,616
<i>Personal Training</i>	10 sessions	\$50.00	52 weeks	\$26,000
TOTAL				\$57,448

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	3 classes/10 per class	\$50.00/sess.	4 sessions	\$6,000
<i>Summer Day Camp</i>	50 per week	\$150/wk.	10 weeks	\$75,000
<i>Senior Activities</i>	3 classes/10 per class	\$25.00/sess.	4 sessions	\$3,000
<i>Birthday Parties</i>	12 per week	\$180/pty.	50 weeks	\$108,000
<i>Arts & Crafts</i>	4 classes/8 per class	\$90.00/sess.	4 sessions	\$11,520
<i>Misc.</i>	3 classes/8 per class	\$75.00/sess.	4 sessions	\$7,200
TOTAL				\$210,720

Total General Program Revenue	\$288,568
Non-Resident (15% of registrants x 25%)	\$10,821
Total	\$299,389

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Aquatic Program Revenue Estimates

This is a representative sample of possible aquatic programming and revenue at the center.

Swim Lessons

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Summer</i>	24 classes/4 per class	\$40.00	4 sessions	\$15,360
<i>Spring/Fall</i>	18 classes/4 per class	\$40.00	2 sessions	\$5,760
<i>Winter</i>	12 classes/4 per class	\$40.00	1 session	\$1,920
<i>Private Lessons</i>	4 classes/wk	\$20.00/cl.	45 weeks	\$3,600
TOTAL				\$45,300

Water Aerobics

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Summer</i>	18 classes/5 per class	\$6.00/cl.	14 weeks	\$7,560
<i>Spring/Fall</i>	15 classes/5 per class	\$6.00/cl.	26 weeks	\$11,700
<i>Winter</i>	15 classes/5 per class	\$6.00/cl.	12 weeks	\$5,400
TOTAL				\$24,660

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Lifeguard Training</i>	1 class/10 per class	\$200.00	2 sessions	\$4,000
<i>Misc.</i>	3 classes/5 per class	\$10.00/cl.	50 weeks	\$7,500
TOTAL				\$11,500

Aquatics Program Revenue	\$81,460
Non-Resident (15% of registrants x 25%)	\$3,055
Total Aquatics Program Revenue	\$84,515

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Revenue Worksheets:

Option 1

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Age 9+	\$5.00	20	\$100		
Age 8-	\$2.00	10	\$20		
Family	\$15.00	5	\$75		
		35	\$195	360	\$70,200
TOTAL					\$70,200

Monthly/Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$312	275	\$85,800
Adult Add-On	\$180	100	\$18,000
Young Adult	\$276	175	\$48,300
Young Ad. Add	\$156	63	\$9,828
Teen	\$204	25	\$5,100
Teen Add-On	\$120	8	\$960
Youth	\$120	10	\$1,200
Youth Add-On	\$72	4	\$288
Family	\$936	100	\$93,600
TOTAL			\$263,076
Payment in Full	35% of pass holders x 5% discount		(\$4,604)
TOTAL		760	\$258,472

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Set-Up Fees

Category	Fee	# Sold	Revenue
Adult	\$59	275	\$16,225
Adult Add-On	\$29	100	\$2,900
Young Adult	\$59	175	\$10,325
Young Ad. Add	\$29	63	\$1,827
Family	\$79	100	\$7,900
TOTAL			\$39,177
Marketing Red.	50% of pass holders x 50% discount		(\$9,794)
TOTAL		713	\$29,383

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



Option 2

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Age 9+	\$6.00	40	\$240		
Age 8-	\$3.00	30	\$90		
Family	\$17.00	10	\$170		
		80	\$500	360	\$180,000
TOTAL					\$180,000

Monthly/Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$456	340	\$155,040
Adult Add-On	\$252	113	\$28,560
Young Adult	\$408	200	\$81,600
Young Ad. Add	\$204	67	\$13,600
Teen	\$384	50	\$19,200
Teen Add-On	\$192	17	\$3,200
Youth	\$324	20	\$6,480
Youth Add-On	\$156	7	\$1,040
Family	\$1,320	200	\$264,000
TOTAL			\$572,720
Payment in Full	35% of pass holders x 5% discount		(\$10,023)
TOTAL		1,013	\$562,697

OPERATIONS ANALYSIS

*East Tacoma Community Center
Feasibility Study*



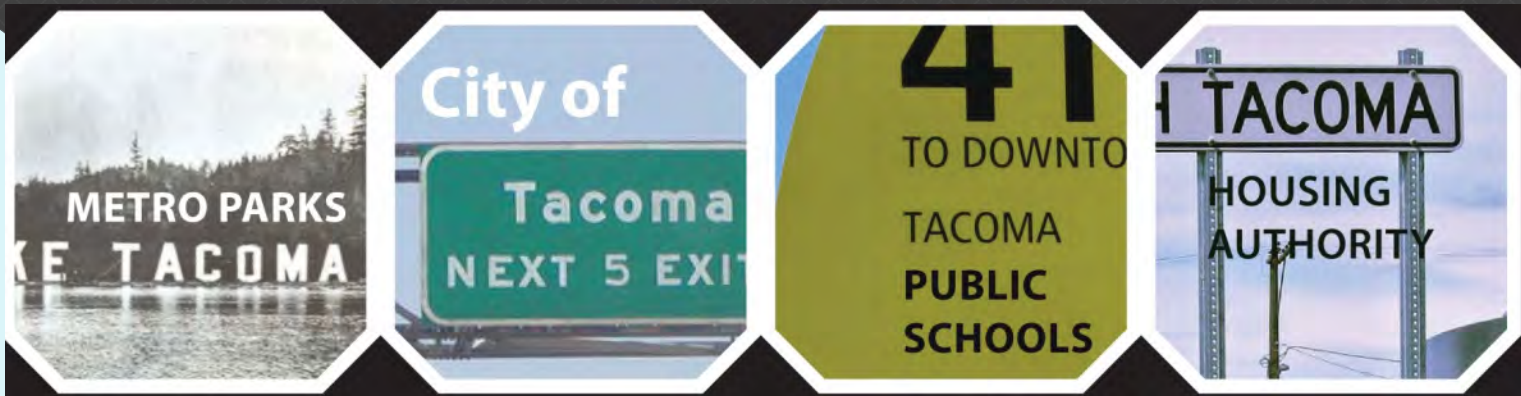
Set-Up Fees

Category	Fee	# Sold	Revenue
Adult	\$65	340	\$22,100
Adult Add-On	\$32	113	\$3,627
Young Adult	\$65	200	\$13,000
Young Ad. Add	\$32	67	\$2,133
Family	\$89	200	\$17,800
TOTAL			\$58,660
Marketing Red.	50% of pass holders x 50% discount		(\$14,665)
TOTAL		920	\$43,995

NOTE: *These work sheets were used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.*

appendix

PUBLIC MEETING PRESENTATIONS



EAST TACOMA COMMUNITY CENTER FEASIBILITY STUDY

OCTOBER 2, 2013

Tonight's Meeting

- ❑ Overview: goals of the feasibility study
- ❑ The Community of East Tacoma
- ❑ Community center uses
 - Health and recreation
 - Educational
 - Social
 - Cultural
 - Services
- ❑ Focus Groups – use and site criteria
- ❑ Share your ideas

Schedule

- ❑ Public Meeting #1: October 2, 2013
 - Overview
 - Community input on use and site criteria
- ❑ Public Meeting #2: 11/14/13
 - Sites, program, concepts
- ❑ Study complete: early next year

East Tacoma - Where

- ❑ Map

East Tacoma - Who

- ❑ Demographics
 - Who lives here
 - For how long
 - Diversity
 - Income
 - Spending

East Tacoma - What

□ What is Here

- Small community center
- Aging pool
- Schools
- Salishan
- Places of worship
- Parks
- Health center at Salishan
- Senior housing

East Tacoma - What

□ What is Missing

- Library
- Newer facilities
- Grocery stores
- Programs and places for younger people
- Banks / credit unions
- Community meeting rooms
- Services
- Higher education
- Vocational training

Health and Recreation

□ Gymnasiums

- Basketball
- Badminton
- Volleyball
- Events



Health and Recreation

□ Outdoor Sports

- Baseball
- Soccer
- Tennis
- Basketball
- Skatepark



Health and Recreation

□ Exercise

- Aerobics
- Dance
- Cardio / weights
- Zumba
- Martial Arts



Health and Recreation

▪ Aquatics

- Lessons
- Therapy
- Exercise
- Lap swim
- Parties/movies
- Spraygrounds



Education

□ Learning

- Music making and recording
- Technology
- Childcare
- Nutrition
- Culinary arts
- Parenting



Education

□ Learning

- Summer reading
- College prep
- Financial literacy
- Language learning



Social

□ Events

- Weddings
- Job fairs
- Dances
- Parties
- Performances



Social

□ Informal

- Games
- Vendor
- Coffee shop
- Late night programs
- Movies



Culture and Arts

□ Celebrate Diversity

- Art
- Food
- Dance & music
- Celebrations



Site Activities

□ Gatherings

- Music
- Movies
- Farmers market
- Festivals
- Weddings



Site Activities

□ Learning

- Environmental Education
- Gardening
- Play



Services

□ Services

- Health
- Education
- Counseling
- Financial
- Taxes
- Guidance about available services



Focus Groups

□ Rules of the Road

- All comments and ideas welcome
- Assign a spokesperson and a note taker
- Report back

□ What to Discuss

- Site characteristics
- Uses
 - Health and Recreation
 - Education
 - Social
 - Cultural
 - Services

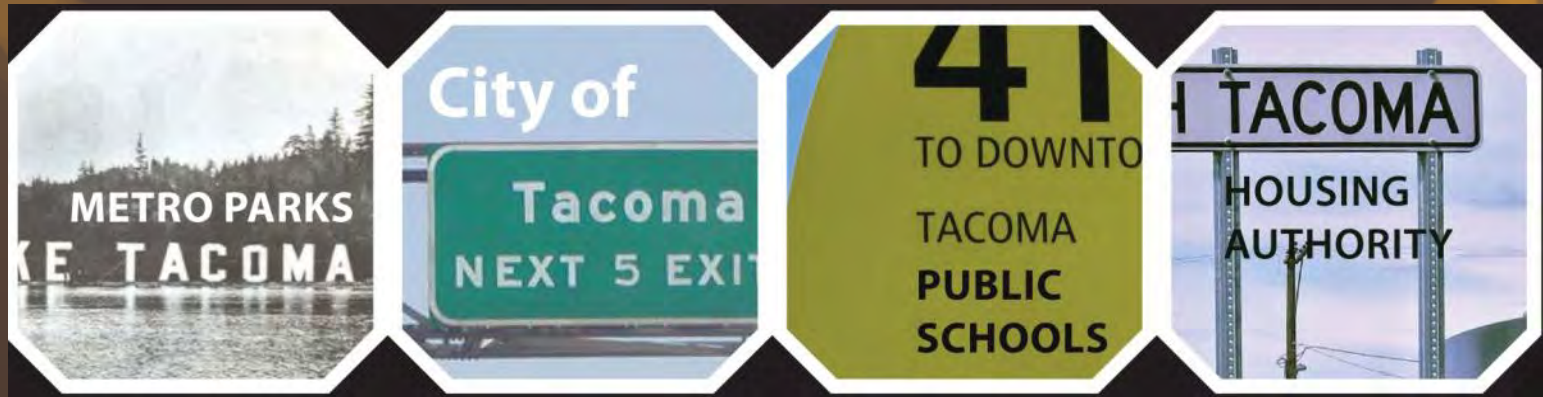
Report Back

- Site Characteristics – 1 - 2 minutes
- Activities to Include – 1 – 2 minutes
- Anything else that stood out? 1 minute

Thank You

- ❑ **Next Meeting**
 - **November 14, 2013**
 - **6:30 – 8:30 PM**
- ❑ **How to keep in touch**





EAST TACOMA COMMUNITY CENTER FEASIBILITY STUDY

**Public Meeting #2
November 14, 2013**

The Study

- ❑ Public Meeting #1: October 2, 2013
 - Site and use criteria
- ❑ Public Meeting #2: November 14, 2013
 - Site evaluation and use program
- ❑ Public Meeting #3: January 9, 2014
 - Design concepts
- ❑ Study Complete: End of January

Public Meeting #1

Goals of the feasibility study

Community center uses

- ❑ Health and recreation
- ❑ Educational
- ❑ Social
- ❑ Culture and arts
- ❑ Services

Focus Groups – use and site criteria

Program Partners input

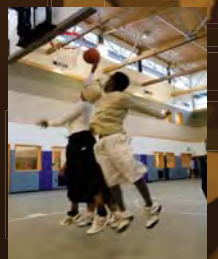
Site Criteria

- ❑ Centralized – access, transit, Salishan
- ❑ Multi-Use – gardens, gathering
- ❑ Parking – enough, accessible
- ❑ Safety – sidewalks, crosswalks
- ❑ Incubator – spin-off benefits
- ❑ Visible
- ❑ Affordable – existing building



Health & Recreation

- ❑ Site – soccer, baseball, track, kickball, dodge ball, skatepark
- ❑ Aquatics – Share w/ School District
- ❑ Fitness – cardio, weights, Zumba, self-defense, kettlebells, boxing, fencing
- ❑ Gym
- ❑ Climbing wall



Educational

- ❑ Educational Resource Center – technology, computers, classroom areas
- ❑ Business center with conferencing
- ❑ Tutoring, Mentoring – youth and seniors
- ❑ Life Enhancement
- ❑ Life-long learning
- ❑ Auto and bike repair



Social

- ❑ Multi-generational – youth, adults, advisory boards
- ❑ Young Black Men Program
- ❑ Skill building – etiquette, speech
- ❑ Community meetings
- ❑ Coffee bar, café
- ❑ Late-night activities



Culture and Arts

- ❑ Cooking classes / teaching kitchen
- ❑ Dedicated cultural space(s)
- ❑ Performing arts: theatre/stage, recording studio
- ❑ Visual arts: classes, community art gallery
- ❑ Movies



Services

- ❑ Community-based non-profits
- ❑ Health services
- ❑ Tax assistance
- ❑ Financial readiness
- ❑ Senior services
- ❑ Daycare
- ❑ Drivers education



Proposed Program

SOCIAL, CULTURAL, EDUCATIONAL

Social Hall	3,300
Kitchen	1,200
Classroom / Meeting	900
Educational Resource Center	1,500
Satellite Library	200
Media Center / Music Recording	700
Games	1,000
Arts & Crafts Room	1,200
Child Care	1,000
Café/Food Service	600
Community Partners Space	1,000

12,600

Proposed Program

FITNESS

Gym	8,000
Weights / Cardio	4,700
Dance / Aerobics / Exercise	1,750
Dance / Aerobics / Exercise	1,200

15,650

AQUATICS

Staff/Workroom/Storage	1,400
Locker Rooms / Family Changing	3,600
Lap and Leisure Pools	20,000
Pool Mechanical and Storage	3,500
Party	800

29,300

Proposed Program

SUPPORT AREAS

Lobby / Lounge / Reception	700
Offices/Meeting/Workroom	1,300
Restrooms / Family Changing	1,200
Mech, Elec, IT	1700
Custodial / Laundry / Storage	800
Halls and Walls	8,000

13,700

TOTAL ESTIMATED AREA

71,250

Possible Site Uses

SITE

Parking
Outdoor Sports
Environmental Education
Play
Gardening
Sustainable Design Features

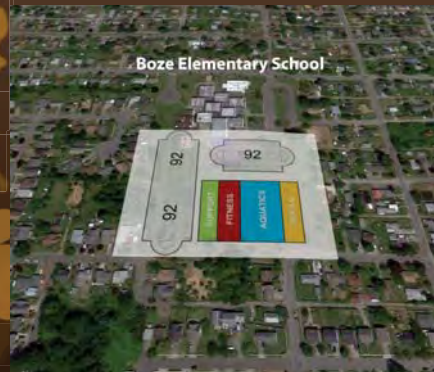
Stewart Middle School



Observations

- ❑ School District is renovating and expanding
- ❑ Site size inadequate for proposed center
- ❑ Not in "East Tacoma"

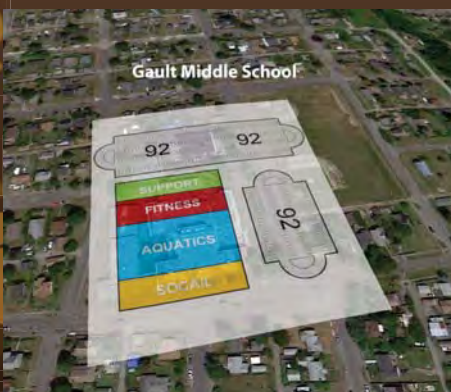
Boze Elementary School



Observations

- ❑ School District is renovating and expanding
- ❑ Site size inadequate for proposed center

Gault Middle School



Observations

- ❑ Existing gym, pool, fields, auditorium
- ❑ Pool is inadequate
- ❑ School District has an interested buyer
- ❑ Pedestrian safety, crossing Portland Ave
- ❑ Renovating schools for community center uses is challenging

McKinley Middle School



Observations

- ❑ School will be a swing school during renovation / expansion of other schools
- ❑ Historic character, historic register
- ❑ Site size inadequate for proposed center

THA Portland Ave Site



Observations

- ☐ Adequate size
- ☐ Shared uses with school more difficult
- ☐ THA has other plans for the site
- ☐ Good for pedestrian safety if internal paths to Salishan developed

First Creek Middle School



Observations

- ☐ Adequate size
- ☐ Shared school and center uses
- ☐ Good for pedestrian safety
- ☐ Wetlands mitigation
- ☐ School parking impacts
- ☐ Intersection safety

Army Reserve



Observations

- ☐ Adequate size
- ☐ Shared school and center uses
- ☐ Good for pedestrian safety
- ☐ School parking impacts
- ☐ Transfer won't start before 2017

Portland Ave Community Center



Observations

- ☐ Adequate size
- ☐ Doesn't feel connected to East Tacoma
- ☐ No shared school and center uses
- ☐ Other uses being considered

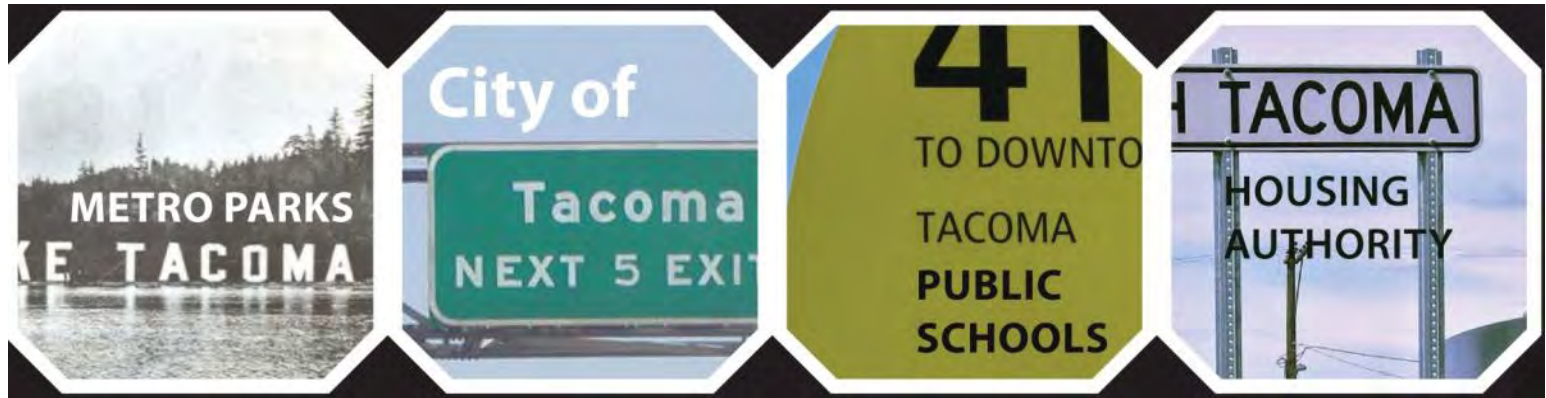
Thank you

❑ Summary Comments

❑ Next Meeting: January 9, 2014, 6:30 – 8:30 PM

❑ How to keep in touch





EAST TACOMA COMMUNITY CENTER FEASIBILITY STUDY

Public Meeting #3

January 8, 2014

Study Schedule

Public Meeting #1: October 2, 2013

Site and Use Criteria

Public Meeting #2: November 14, 2013

Site Evaluation and Use Program

Public Meeting #3: January 8, 2014

Design Concepts

Study Complete:

End of January / First of February

Program – Building and Site

Community Center Uses

- Health and Recreation
- Education / Learning
- Social
- Culture and Arts
- Services

Site Uses

- Parking
- Outdoor Sports
- Environmental Education
- Play
- Gardening
- Sustainable Design Features

Survey

- Results Align with Public and Partner Input

Content of the Study

- **Who:** public, partners, consultants
- **Process:** outreach and meetings
- **Needs:** community center, aquatics, benefit of the partnerships
- **Market:** demographics, use trends, local vs. national
- **Financials:** expenses and revenues
- **Sites:** considered and recommended
- **Design Concepts:** site size, topography
- **Costs:** estimated construction and project costs

Community Center Size and Costs

PROGRAM

• Social, Cultural, Education/Learning	8,500
• Fitness	14,750
• Support	4,850
• Other	<u>3,500</u>
Total	31,600 sf

ESTIMATED COSTS

• Construction	\$10,000,000 - \$10,500,000
• Other	<u>\$4,000,000 – 4,200,000</u>
Total	\$14,000,000 – \$14,700,000

Aquatic Center Size and Costs

PROGRAM

• Aquatic Uses	23,800
• Other	<u>3,000</u>
Total	26,800 sf

ESTIMATED COSTS

• Construction	\$10,250,000 - \$10,750,000
• Other	<u>\$4,100,000 – 4,300,000</u>
Total	\$14,350,000 – \$15,050,000

Costs to Create a Campus

First Creek Middle School	\$250,000
Wayfinding	\$250,000
Other Costs	<u>\$200,000</u>
Total	\$700,000

Estimated Project Costs

\$29,050,000 – \$30,450,000

Other Costs

Future Fields	\$2,800,000 - \$3,500,000
Wetland Mitigation	?

Expenditures / Revenues

Community Center

Category	Low	High
Expenditures	\$1,000,000	\$1,200,000
Revenues	\$600,000	\$1,000,000
Difference	(\$400,000)	(\$200,000)
Recovery Rate	60%	83%

Community Center and Aquatic Center

Category	Low	High
Expenditures	\$1,800,000	\$2,200,000
Revenues	\$1,200,000	\$1,900,000
Difference	(\$600,000)	(\$300,000)
Recovery Rate	67%	86%

Possible Sites



BOZE



GAULT



McKINLEY



STEWART



PORTLAND AVE CENTER

Possible Sites



ARMY RESERVE



FIRST CREEK

Connections - String of Pearls



Locations - Create a Campus



ON PORTLAND AVE



ON 56TH



ON DRIVE - A

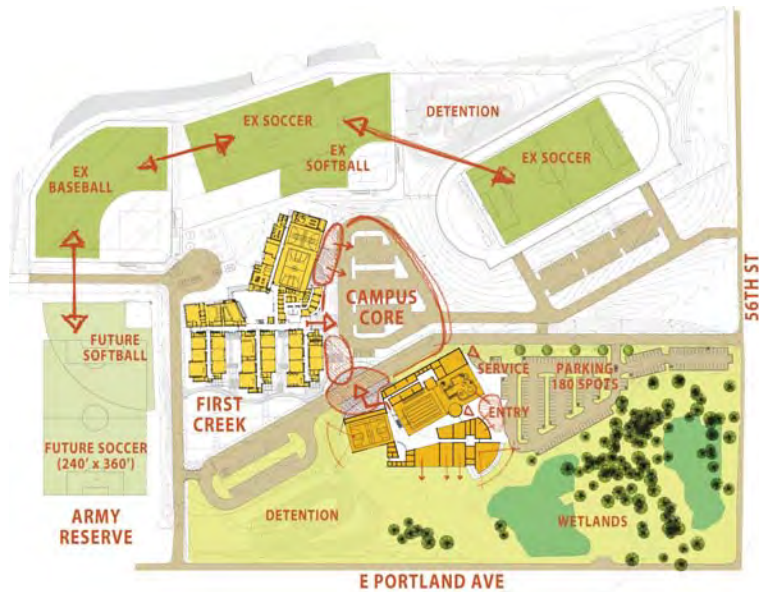


ON DRIVE - B

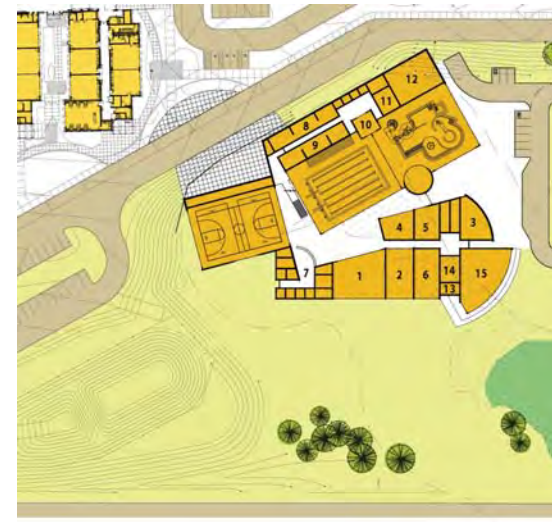
One Story, Urban Lodge



One Story, Urban Lodge



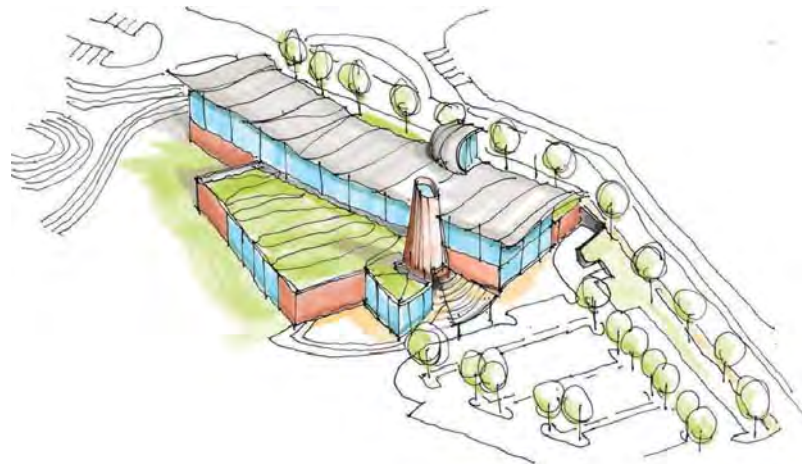
One Story, Urban Lodge



- gym
- pools / party
- 1 fitness
- 2 dance
- 3 childcare
- 4 arts / crafts
- 5 games
- 6 education / learning
- 7 administration
- 8 women's lockers/ toilets
- 9 men's lockers / toilets
- 10 pool staff
- 11 pool storage
- 12 pool mechanical
- 13 storage
- 14 kitchen
- 15 social hall

One Story, Urban Lodge

Northwest aesthetic
Wood, exposed structure, masonry



Two Story, City Icons



Two Story, City Icons



Two Story, City Icons

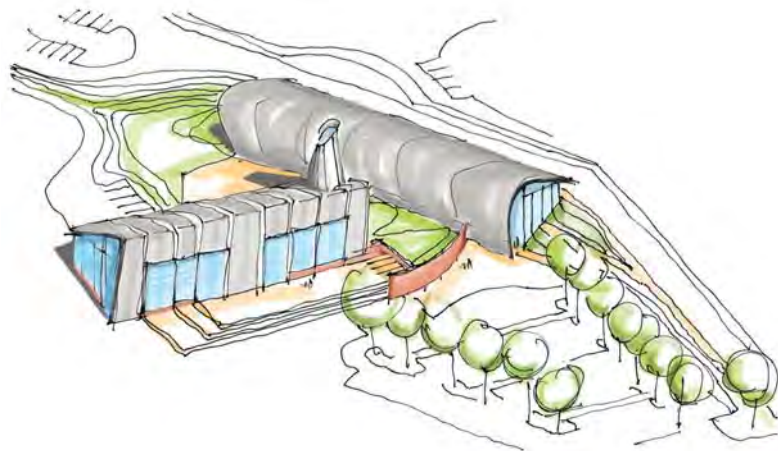


- gym
- pools / party
- 1 fitness
- 2 dance
- 3 childcare
- 4 arts / crafts
- 5 education/ learning
- 6 games
- 7 administration
- 8 women's lockers/ toilets
- 9 men's lockers / toilets
- 10 pool staff
- 11 pool storage
- 12 pool mechanical
- 13 storage
- 14 kitchen
- 15 social hall

Two Story, City Icons

Modern aesthetic

Metal – TAM, Glass Museum, Auto Museum



Thank you

- Summary
- Next Steps
- Staying in Touch

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