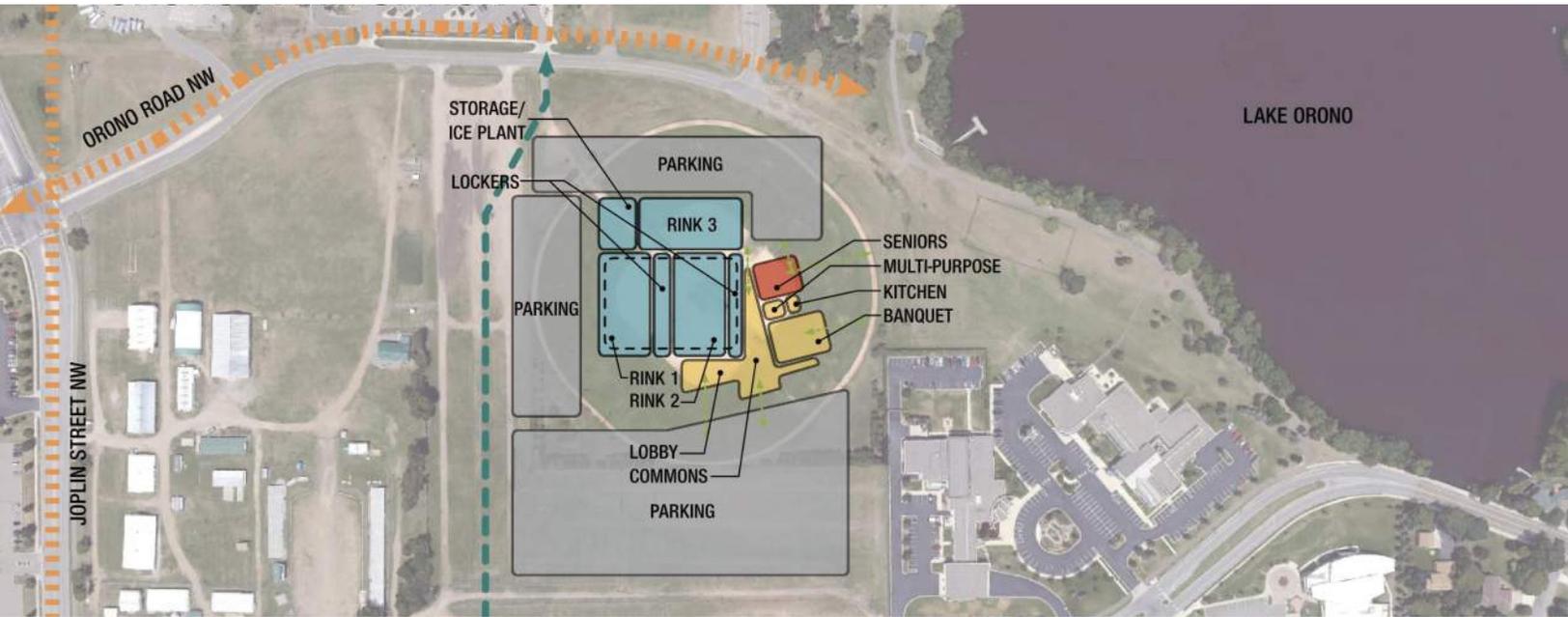


ELK RIVER COMMUNITY CENTER FEASIBILITY STUDY



ADOPTED BY ELK RIVER CITY COUNCIL ON JULY 18, 2016

ACKNOWLEDGMENTS

The Elk River Community Center Feasibility Study has been a team effort led by a dedicated group of individuals consisting of numerous members of the City of Elk River staff and other members of the public.

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- JLG Architects
- Ballard*King & Associates LTD

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PROJECT INFORMATION

ELK RIVER COMMUNITY CENTER FEASIBILITY STUDY

INTRODUCTION

In December 2015, JLG Architects, along with Ballard*King & Associates were contracted by the City of Elk River to conduct a feasibility study that would consist of two phases. Phase One of the study process included gathering information on the existing facilities currently managed by the Parks and Recreation Department (Elk River Arena, Senior Activity Center, Lion's Park Center, and Trott Brook Barn). The process included on-site visits by the study team, discussions with the facilities staff, meetings with primary stakeholders, and meeting with members of the community. This information was analyzed in terms of physical building condition and spatial and programmatic issues. Phase Two involved analyzing the program of needs to develop possible project solutions that would address the needs and deficiencies that were identified in phase one. Conceptual solutions and cost estimates were developed with solutions varying from modifying existing buildings to developing and constructing a new facility at a new project site in Elk River. Ballard*King Associates were included on the study team in order to provide a market analysis indicating the viability of new or enhanced activity space in the community, as well as provide an Operations Analysis to align with the final study recommended solution. The summary of this study and its process are included in this final report and recommendation document.

EXECUTIVE SUMMARY

The city of Elk River has had a long standing tradition for valuing nature and the associated amenities it provides within its community. While historically the city's focus has been on its exterior assets, they have recently decided to explore the options of beginning to upgrade their current facilities operated by the Parks and Recreation Department. Through the process of this study, the team has reached the following conclusions regarding the city's existing facilities:

- Senior Activity Center - This facility has served its purpose to the community however it is no longer capable for functioning to meet the needs of a growing senior community. The facility is plagued by building envelope issues, mechanical and electrical systems deterioration, and most importantly programmatic space deficiencies. The costs required to upgrade the facility are not justifiable considering the facility is already 47 years old.
- Elk River Arena - The Barn portion of this facility has more issues than the value of the structure, and will continue to deteriorate rapidly unless a large investment takes place to fix the growing list of physical deficiencies. The arena volume within the Olympic portion is in good shape and could possibly be re-purposed to support other functions. The support space for this entire facility is grossly undersized with inadequate amenities, and the spatial layouts and circulation are not accommodating for events. The facility as a whole also requires costly upgrades to the mechanical systems as well costly replacements of the outdated refrigeration systems. This facility is extremely inferior to comparable facilities in the metro area and should undergo a massive upgrade or be replaced.
- Lion's Park Center - Although this building is the most newly constructed of the city's facilities, is still suffers a list of deficiencies. The issues range from thermal and moisture issues, inadequate mechanical and electrical services, mold, and insect infestations. Programatically the building has been adequate as the headquarters and meeting venue for the local Lions Club, however the lack of space greatly limits the opportunity for large event rentals, and the quality of space is a deterrent for attracting small to medium sized events. This facility will continue to have problems and not meet the city's rental space needs.
- Trott Brook Barn - The Trott Brook Barn is a very small building with meeting space for small groups or events. The facility lacks the capability to prepare food nor is set up for presentations involving technology. The Barn structure has a unique character and is able to support small gatherings effectively. This building should remain in service as it can meet the rental needs for small events, and does so in a unique and charming way.

PROJECT INFORMATION

EXECUTIVE SUMMARY (cont.)

From the information gathered in Phase 1, it is clear the city's existing facilities cannot adequately meet the needs and demands of the community. Program space and associated amenities are deficient, and the physical condition of the buildings is degrading rapidly as they approach the end of their useful lives. The city has gotten the most out of these current facilities up to now, but as this community looks to grow programs and population, it needs facilities or a facility that can bring the community together and meet the needs of today and tomorrow. The city of Elk River has the opportunity to fulfill a need in the region for a large event space, and the meet need for quality small and medium scale meeting space in Elk River. The city could provide top of the line activity space for its seniors and youth, and create an ice facility to meet all of its program needs and become a hockey destination for the metro area. For these reasons and the information that is presented throughout this report, the study team recommends the City of Elk River move forward with the planning process to develop a plan to construct a new community center that would integrate all the program space and services currently offered in their three primary existing facilities. When compared to the cost of fixing and replacing deficient portions of the city's existing buildings, the cost of constructing a new facility is only 25-33% greater. The end result is also a new facility that will last 50 years or more, versus continuing the process of slowly and costly extending out the life of the existing facilities, which may only be five or ten years. Operationally, one new facility that combines program space under one roof would also operate almost ten percent more efficient than the current model of three separate facilities.

The spaces and amenities in the proposed new facility were derived directly from those identified in the program of needs, and the spatial deficiencies found to exist in the city's three primary buildings. A brief summary of these proposed amenities include:

- Activity Space - The activity functions proposed would function to serve the seniors, but could also serve other demographics. Proposed activity amenities include a Gaming Room, Art Room, Walking Track, Multi-Purpose Room, Fitness/Training Room, Group Fitness space, meeting rooms of various sizes, and an open commons area for coffee and socialization space.
- Arena Space - The arena space in the proposed facility would meet the needs of all ice users in the community and include the following: two standard NHL-size ice sheets (with the potential for an outdoor ice sheet or future 3rd ice sheet), boys and girls high school hockey locker rooms with toilets and showers, coaches offices, figure skating locker room space, figure skating office, four changing rooms per ice sheet for multi-team events, 1,800 spectator seats in the primary rink, 300 seat in the secondary rink, ample storage space, concessions space, and multiple meeting rooms, and dry-land/fitness training space.
- Community/Meeting Space - Although the entire facility would be used by the community, the primary meeting space amenities include: a large event space that could support 400 people and be divided into smaller medium sized rooms for 200 people, adjacent commercial or catering kitchen, multi-purpose room, smaller meeting rooms for 15-100 people, and a large commons space the could host smaller events and could serve as pre-function space for any other events in the building.

Support spaces for all of these functions would also be included, such as office and administration space, building systems and maintenance space, custodial space, toilet rooms, storage, and vertical circulation.

The proposed location for the new community center would be the current Dave Anderson Athletic Complex, with the existing softball fields being reconstructed at the Youth Athletic Complex site. The new facility would tie in nicely with the neighboring campus of city buildings (library, city hall, fire and police station, YMCA) as well as have direct connections to the city's outdoor amenities at Lake Orono Park and potential access to the city's trail system. The facility would be designed to take advantage of desirable views towards Lake Orono, and also have some exterior space directly facing the lake. This site also has some potential for shared parking access on the neighboring county land that could be utilized for larger events. The county could also utilize some parking or indoor facility space for their County Fair activities. The initial construction of the facility would be a tremendous upgrade from the current facilities but would still not necessarily meet the all the program needs of the community.

PROJECT INFORMATION

EXECUTIVE SUMMARY (cont.)

The study team recommends that the city consider future phases of the project consisting of additions to the building. These future phases could be planned for in the initial design, but constructed at a later date. The proposed Phase 2 on the new facility would add a third sheet of ice and the necessary support space. If funding allowed, the support space could be constructed in phase one and provide changing rooms that could serve a potential outdoor ice sheet. Outdoor ice could be utilized in the location of the Phase 2 rink until phase 2 was completed. The proposed Phase 3 would be to add an inflatable dome on to the initial building construction. The inflatable dome would help suffice to meet the demand for indoor turf space in the community for youth activities such as soccer, lacrosse, football, baseball, and softball. The dome would be considered temporary, and only be in place six months of the year, when the Minnesota climate is not conducive to outdoor activity (roughly November-April).

The study team has estimated the proposed new facility project could be completed for approximately **\$30M - \$33.5M***, depending on the final size and scope of the building and its site development. The project could largely be funded by a general obligation bond, with potential to reduce the amount bonded by other non-tax based revenues such as sponsorships or donations. With proper planning and effort from the city staff and community members, the proposed project could go to a public vote as early as November 2016, with the project beginning in the spring of 2017.

* Estimated is for the total project cost (construction costs + soft costs) for the new building only. This figure does not consider the cost to replace the Dave Anderson Complex softball fields. Refer to the Summary of Options Cost Table near the end of this report for a complete summary of costs for all options explored in this study.

PROJECT INFORMATION

PROJECT INFORMATION

INFORMATION GATHERING AND ANALYSIS

PHASE I

FACILITIES CONDITIONS ASSESSMENT

ELK RIVER ACTIVITY CENTER

The current Elk River Senior Activity Center is an 11,000 square foot building that was originally constructed in the early 1970's, with an addition that doubled its size being completed in the mid-nineties. The facility is a single story masonry building with glue-laminated structural beams. The building was originally constructed to serve as the Elk River Library, and in 2007 was re-purposed as the Elk River Senior Activity Center. The physical and programmatic deficiencies observed and discussed with city staff are summarized below. The estimated cost to repair the building and systems is approximately **\$975,000**. This cost does not include any solutions to the programmatic and functional issues of the space.

PHYSICAL BUILDING DEFICIENCIES/CORRECTIONS:

- Moisture Intrusion/Condensation in exterior wall assemblies
- Need roof repairs/replacement
- Repair/replacement of windows
- Repair/replacement of damaged wood siding
- Toilet rooms do not meet accessibility code
- Replacement of damaged or outdated finishes (carpet, ceilings)



Deteriorating windows need replacing.



Efflorescences caused from moisture within the wall assembly is visible on the exterior masonry.



Damage wood siding needs to be replaced.

FACILITIES CONDITIONS ASSESSMENT

BUILDING SYSTEM DEFICIENCIES/CORRECTIONS:

- Insulate existing plumbing piping to meet energy code
- Replace Original AHU, zone dampers, controls, and condensing unit
- Replace existing gas fired boilers with high efficiency condensing boilers
- Replace controls, dampers, actuators, VAV boxes and duct leaks associated with AHU-2 (1994 addition)
- Upgrade electrical system, panels, lighting for efficiency

PROGRAMMATIC/SPATIAL DEFICIENCIES:

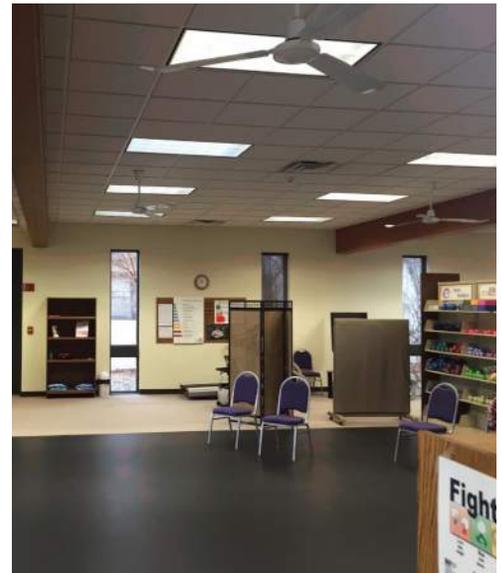
- Lack of defined spaces/rooms creates heating/cooling conflicts and acoustic conflicts between loud and quiet activities
- Insufficient bathroom space, not ADA compliant
- Fitness space is too small and inadequate in terms of sound system, flooring, storage, and cooling
- Insufficient parking area, especially when vehicles are parked multiple days (i.e. senior trips)
- Lack of classroom/meeting space restricts program offerings
- Community room is too small
- No sufficient kitchen area for baking or cooking
- No technology area
- No secure or private staff offices
- Some space in the facility is underutilized do to layout and access



Example of dated, damaged existing interior finishes.



Inadequately sized, and ADA non-compliant toilet rooms.



Lack of spatial separation creates acoustical and heating/cooling issues while various activities are taking place simultaneously.

FACILITIES CONDITIONS ASSESSMENT

ELK RIVER ARENA

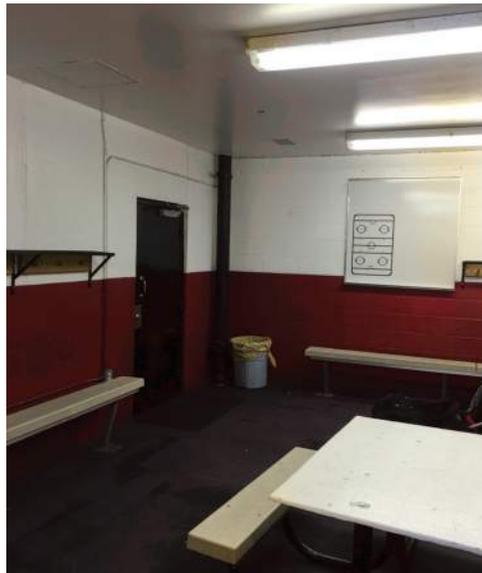
The Elk River Arena facility consists of two ice rinks that were constructed in two different eras. The original “Barn” is a pre-engineered metal building that was constructed by volunteers in 1971. In 1996, the city added on to the Barn by constructing an addition that housed another ice sheet (Olympic sized), locker room space, a lobby, and additional support space, of which the support space was largely undersized to meet budget constraints. The addition was constructed out of precast concrete wall panels and steel structure, and is referred to as the “Olympic”. The physical and programmatic deficiencies observed and discussed with city staff are summarized below. The estimated cost to repair the building and systems is approximately **\$7,735,000**. This cost does not include any solutions to the programmatic and functional issues of the space.

PHYSICAL BUILDING DEFICIENCIES/CORRECTIONS:

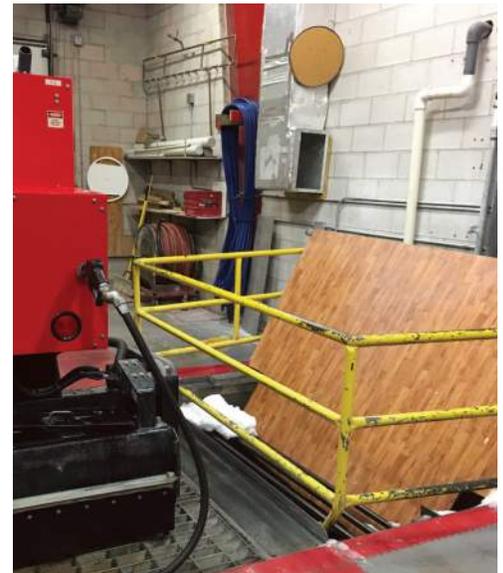
- Replace Barn roof and walls with new insulated panel systems (current roof leaks, and insulation on roof and walls deteriorating)
- Inadequate operation of overhead doors and access
- Seating egress stairs do not meet code
- No accessible seating area in the Barn
- Roof leaking/condensation issues where low roof ties into Olympic concrete wall panels
- Slight cracking in concrete wall panels on Olympic
- Un-level flooring in locker rooms
- Corrosion on metal structure in Barn



Toilet rooms are laid out awkwardly, and have non-matching compartments.



Sample locker room with inadequate space and amenities



Staff-modified ice melt area due to system not performing properly.

FACILITIES CONDITIONS ASSESSMENT

BUILDING SYSTEM DEFICIENCIES/CORRECTIONS:

- Insulate existing plumbing piping to meet energy code
- Replace HVAC system in the Barn locker rooms
- Replace infrared heating system in Barn
- New exhaust system for make-up air in Zamboni room
- Provide a split ductless system for cooling in concession area during heavy operation
- Install Freon detector in Barn ice plant room
- Replace both existing R-22 ice plants with one central ice plant for both ice sheets

PROGRAMMATIC/SPATIAL DEFICIENCIES:

- Lobby is too small,
- Toilet rooms outdated, finishes and fixtures
- Lack of off-ice training space
- Inadequate locker room spaces, no dedicated locker rooms
- Lack of storage space
- No banquet or team/meeting rooms
- Lack of sufficient office space for staff and coaches
- No elevator, does not fully meet ADA



Damage ceiling, inadequate storage, and too low ceiling height within concessions area.



Staff office areas are undersized.



Example of damaged ceiling occurring in various space from condensation or moisture intrusion.

FACILITIES CONDITIONS ASSESSMENT

LION'S PARK CENTER

Lion's Park Center is a small structure located in Lion John Weicht Park, that consists of office space, storage space and a larger multi-purpose/meeting space. The facility was originally built by the Lions in 2002 and later donated to the city. The building is constructed of concrete block walls and wood framed roof structure. The physical and programmatic deficiencies observed and discussed with city staff are summarized below. The estimated cost to repair the building and systems is approximately **\$464,000**. This cost does not include any solutions to the programmatic and functional issues of the space.

PHYSICAL BUILDING DEFICIENCIES/CORRECTIONS:

- Lack of proper building insulation/wall envelope assembly
- Moisture intrusion/condensation issues in walls (efflorescence)
- History of ice-damming on roof
- Numerous cracks on exterior in the concrete block
- Need repairs to interior finishes (sheetrock, painting)
- Inadequate exterior lighting
- Know infestation of insects
- Issue with freezing plumbing pipes in toilet rooms
- Need proper insulation of mechanical refrigerant lines
- Upgrade HVAC systems and electrical service
- Constructed on poor soils with high water table

PROGRAMMATIC/SPATIAL DEFICIENCIES:

- City-owned space is shared with non-City group
- Meeting room is too small for large functions
- Meeting room is not sufficient for athletic activities
- Kitchen space is deemed unusable by fire marshal
- Poor utilization of space
- Inadequate vehicle access to building
- Parking is insufficient for large events
- Building has insufficient security



Damaged finishes need to be replaced throughout the facility.



Unfinished/damaged walls in back of house area.



Example of cracking on exterior concrete masonry occurring through building.

FACILITIES CONDITIONS ASSESSMENT

TROTT BROOK BARN

The Trott Brook Barn is a quaint little barn that the city owns and uses for rental space for small scale events. Opened in 2002, the approximately 30' x 48' interior space is very limited to hosting a small number of people. The facility does have adequate bathroom facilities but does not have any kitchen type space, but only a small counter and sink. Currently the only parking available off-street is the two or three stalls directly in front of the barn. It appeared that the barn has upper level space, although the space cannot be accessed by the public, and is assumed to be storage space only. Physically and systematically, this facility seems to be in good shape with no observable deficiencies. For the sake of this study, it would be recommended that this facility continue to be open for rentals and operated by the city to serve small meeting type events.

RECOGNIZED BUILDING DEFICIENCIES:

- Poorly located, and only seems to serve local surrounding neighborhood
- Lack of storage space
- No usable kitchen space
- Insufficient off-street parking
- Upstairs not accessible
- Not a highly secure building



Small, open meeting area, with services and amenities located in back corner.



Minimal counter and preparation space, along with minimal plumbing fixtures.



Exterior finishes are in good shape, and fit with with "Barn-like" quality of the building character.

COMMUNITY ENGAGEMENT SESSIONS

COMMUNITY ENGAGEMENT: BUILDING THE PROGRAM

The process for defining the program of needs for the project involved multiple methods of collecting information. The information then got analyzed and vetted with the steering committee in order to generate the final program that best fits the community, and the services the city parks and recreation program wish to offer. Building upon the observations and analysis of the existing facilities conditions assessments, the process of community engagement is the key piece to really hear and understand first hand the needs and concerns of the users of the facilities. The process for community engagement for the Elk River Community Center Feasibility Study involved two separate community sessions. The first was smaller group meetings where the study team met directly one-on-one with the key stakeholder groups in the community. The second and final community engagement session was designed to cast a larger net and get as much input from anyone in the community with an interest to the project. The processes and methods for each of the methods, along with the input results are broken down on the following pages in this section

SESSION 1: STAKEHOLDERS

Working with the steering committee, the study team identified a lengthy list of project stakeholders to interview. The list of stakeholders was then broken down into two tiers of user level based on their level of use with their associated community facilities. The Tier-One users were interviewed on a one-to-one basis with the study team. The Tier-Two groups were interviewed in small groups in a more open forum setting. The organizations were grouped with similar organizations as much as possible. Below shows the list of tier groups that were invited to come to interview sessions.

TIER ONE PROJECT STAKEHOLDERS:

- Youth Hockey
- High School Hockey Teams
- Figure Skating Club
- Arena Commission
- Senior Citizens (Activity Center Users)
- Senior Activity Center Staff
- Lion's Club Members/Leadership
- Recreation Programming Staff

COMMUNITY ENGAGEMENT SESSIONS

TIER TWO PROJECT STAKEHOLDERS:

- All Athletic Associations
 - Baseball
 - Softball
 - Soccer
 - Youth Lacrosse
 - Youth Football
 - Boys Basketball*
 - Girls Basketball*
 - Youth Volleyball*
 - Youth Wrestling*
 - Elk River Tennis*
 - Mid-Minnesota Gymnastics*
- Boys and Girls Club of Elk River*
- Elk River YMCA
- Community Education
- Elk River Area Chamber of Commerce
- Elk River Arts Alliance
- Sherburne County Fair*
- Elk River Community Theatre
- Land of Lakes Choir Boys*
- Boy Scouts of Central Minnesota*
- Girl Scouts of Minnesota and Wisconsin River Valleys
- Area Churches*
 - Abiding Savior Lutheran Church
 - Burns Evangelical Free Church
 - Central Lutheran Church
 - Cornerstone Baptist Church
 - Elk River United Methodist Church
 - Emmanuel Lutheran Church
 - Gateway Church
 - Holy Trinity Episcopal Church
 - Living Waters Church
 - Lord of Glory Lutheran Church
 - River of Life
 - Saint John Lutheran Church
 - Twin Lakes Christian
 - Faith Fellowship Church
 - Prairie Oak Community Church
 - Christ Lutheran Church
 - Church of St. Andrew Parish
 - Solid Rock Church

* Members of this organization were reached out to via email, phone or both. Despite the invitation, they did not have any representatives participate in the stakeholder interviews.

Stakeholder groups that responded to the initial invite that could be reached via email or in person were delivered preliminary questionnaires to prepare them for the interviews with the project study team. The questions that were distributed focused on background information of the organization, including number of participants, and what facilities their organizations currently utilize. Other questions pertained to their organization's future growth in the next five to twenty years, challenges to organization growth, program or space deficiencies that currently exist in the facilities they use and what changes could help them build a better program. The questionnaire for the senior community had similar questions but also had questions focusing on specific spaces or programs in their current facility, and how they could be improved upon, and what new opportunities would they like in their facility now or a new facility. Discussion with the senior community was the most challenging, as they are mostly satisfied with their current facility and its offerings. However, through discussion many of them were able to open up and start to recognize some of the existing programmatic and spatial shortcomings of their current Activity Center.

COMMUNITY ENGAGEMENT SESSIONS

TIER-ONE MEETINGS

SENIOR CITIZEN/ACTIVITY CENTER STAFF OUTCOMES

The current Elk River Senior Activity Center is a very highly utilized facility, and popular among its users. The center averages 110 seniors per day with an average age of 75, with peak times being between 8:00 am and 4:30 pm. The senior demographic is very unique in that they are very territorial and like their own space and privacy. Although many seniors like the openness and visibility of their facility, they recognize that it is too open and there is a need for separate, designated spaces within the building. There are currently many issues in the facility with the open space when different activities are taking place simultaneously. For example when there are billiard games or card games taking place it can get noisy due to the lack of acoustic separation. When there is a fitness program taking place, the rest of the facility can get too cold as the HVAC system is working to cool down the space and users engaging in the physical activity. One benefit of the openness that the seniors appreciate is that it contributes to the social interactions that take place within the building between its users. Being able to walk into the facility and see what is going on and who is there benefits the seniors greatly. The center staff however, would appreciate the ability to have more privacy which would allow them fewer distractions during the day when they are working. Aside from just the socialization component that the center offers, there are a great number of program activities that the seniors utilize now or would like to see expanded. Various gaming activities appeal to a large number of center users. Gaming activities vary, but include the following: pool, poker, bridge, Mahjong, Bingo, and various other card games. The current facility has two pool tables which is sufficient enough to handle tournaments. The 8 card tables in the facility are not enough to support the growing number of game opportunities. Another large sector of the center users would like to see a creation space that would be designed to accommodate activities such as wood carving, drawing, coloring, painting, ceramics, and quilting. This space needs to be able to get messy but also have storage for the various activities that would occur. Of the center users, a large portion also take advantage of fitness classes or activities either in the Activity Center or other facilities. These activities include walking, pickle ball, yoga, chair yoga, weights, and various group fitness classes. One benefit of the city constructing a new facility would be the opportunity to get all of these activities under one roof which would offer enhanced accessibility and convenience for the seniors. Other activities that the seniors currently participate in, or would like to see new opportunities include cooking and cooking classes, day trips and overnight trips, dancing, technology and related classes, origami, writing classes, and reading/quiet activities. Issues that occur at the existing facility that were recognized by both the seniors and staff include lack of parking, inadequate and non-accessible bathroom space, lack of a nice quiet space, lack of a large meeting space for large events that all seniors could use at once, and acoustic and HVAC issues. Aspects of the center that are appreciated include the openness and sense of community it creates, the sense of ownership for its users, and the visibility to the exterior.

ARENA/ICE RINK USER OUTCOMES

Between the Elk River Arena Commission, Youth Hockey, Figure Skating Club, and Boys and Girls High School Hockey, we received a lot of similar feedback in regards to current issues and deficiencies with the current facility, as well as similar wants and needs for improvement. The Elk River youth programs currently have 31 youth hockey teams and 170 kids in the learn to skate programs. For the youth programs the biggest facility issues currently are the locker rooms being insufficient in size, as well as the lobby being too small to accommodate the number of people in the building during large events. Another large unfulfilled need for the youth programs is the lack of meeting space in the building and inadequate amount of parking for large events outside the building. In terms of ice, the Olympic sheet is too large for youth of certain ages. Like all users of this facility, the youth programs feel they could benefit from an additional ice sheet (or two) to better accommodate the number of participants in their programs and to be able to operate and use ice at better times throughout the day and evening. Additional ice could also open up greater opportunities for hosting larger tournaments and summer camps. Lastly, the youth programs expressed the need for more storage space throughout the building, and also brought up building deficiencies such as leaky roofs and inadequate HVAC systems.

COMMUNITY ENGAGEMENT SESSIONS

Discussion with the Figure Skating Club was a bit more unique than the other ice users. Unlike the other ice users, having additional ice available would not necessarily greatly benefit the Figure Skating Club as the growth of the organization has plateaued, and more developed skaters eventually move on to better training and coaching. Similar to other organizations, the figure skating group felt that the locker room space they use is inadequate, and would like their own locker room of adequate size, with storage space for their own equipment and attire. With the locker room, they would also prefer a separate coaches room, and potentially a club room. In terms of ice, the figure skating club prefers the North American sheet size over the Olympic size. More importantly than ice size, the figure skaters prefer a space with a warmer air temperature than the current facility is kept. The last program item discussed by the Figure Skating Club which would improve their organization would be better off-ice training space. This space would require mirrors similar to a dance studio, but also need height and structure adequate to mount and practice from a harness.

For both the High School hockey organizations, the current facility is greatly inadequate in multiple facets. Perhaps the largest issue is that neither organization has its own dedicated locker room space with lockers and showers. For the coaches, the office space provided is nearly unusable with oddly shaped and undersized spaces, located in the bowels of the building. Similar to the locker room issues, the high school organizations also struggle with the lack of storage. Most of the equipment currently resides in bins at the high school, with athletes keeping gear and skates in their cars during the school day or laying unsecured in the arena. In terms of spectators for the high school events, the current facility performs fairly well to accommodate the number of spectators in terms of seating, however the lobby is still poorly laid out and creates congestion. The high school organizations do like the horseshoe shaped arena bowl. In terms of access and circulation, it would be ideal for student athletes to be able to access their locker rooms without walking through the entire facility as well as having a bus pick-up and drop-off directly adjacent to the high school locker rooms. It would also be beneficial for the home team benches to be located in close proximity as much as possible to the home locker rooms. Overall a new facility should also consider wider corridors and doorways. Other program space that the high school organizations would like to see include: better dry land training space, weight space, a laundry room, a training room, and a meeting room that could be used for boosters or team /parent meetings.

The Elk River Arena Commission discussion differed slightly from the other direct users of the facility as they had a broader perspective on the arena, its programs, and their development. The commission believes there is a strong importance to plan any new facility or option for future growth in the ice related programs. With this perspective, they also felt an increase in the number of ice sheets to be one of the more important considerations with three to four ice sheets desired. They pointed out that the district is currently renting 400-500 hours of ice time, and that an increase in ice would also allow the city to rent ice time to other communities such as Big Lake and Becker. Additional ice space could also benefit other athletic organizations such as lacrosse, soccer, gymnastics, baseball, softball, and volleyball if the space could be re-purposed for these organizations' needs when the demand for ice time is down in certain times of the year. The arena commission also indicated a strong need for more adequate meeting space, and pointed out that the school district currently rents meeting space in Rogers three to four times a year. Currently there is no where in Elk River to host large end of the year banquets or season kick-off meetings. The arena commission also brought up the inadequate locker rooms, and made a final point that any new facility should be a high quality destination venue that can draw and support large ice events.

COMMUNITY ENGAGEMENT SESSIONS

LION'S CLUB

The Elk River Lion's Club organization is a local service group of roughly 50 members that is the primary user of the Lion's Park Center facility. The Lion's originally built the facility for meetings and office space and storage for pull tab operations, and later donated the building to the city. The Lion's currently rent the facility at a very reasonable rate. The Lion's meet twice a month, and hold 2 pancake breakfasts annually at Lion's Park Center. Aside from the Lion's, the Lion's Park Center facility is currently used for other meetings, weddings, birthday parties, boy scouts, and Park and Recreation classes (in inclement weather conditions). The facility's large meeting space is hindered by its 250 maximum number of occupants, and only handles 200 in a table and chair setting. Although the building functions well for the Lions, they did recognize a number of issues with the building. One of the biggest challenges is that the current kitchen is undersized, and not allowed by the fire marshal to actually be used for preparation, only catering. The facility has had a history of HVAC issues, as well as inadequate electrical service/distribution. The bathrooms are also poorly laid out and can have issues with pipes freezing in the winter. The large meeting space, although sized for weddings and other reasonably sized events, it struggles to draw certain groups as the interior finishes and quality of the space are poor, with multiple items needing maintenance or repair. Other notable issues discussed with the Lions include a recent mold problem, ant issues within the building throughout the year, lack of technology to accommodate certain events, and overcrowded parking lot for larger events.

RECREATION PROGRAM STAFF

The Elk River Recreation staff currently operate a successful programming that results in over 3,000 registrations a year. Some challenges that they identified include their facilities being too spread out and a lack of centralization, along with the challenge of working with and coordinating with other community groups. They believe that if community organizations would work together and better coordinate everyone could better serve the community. One of the biggest programming drawbacks the rec staff face is the lack of meeting and program space. There are a number of organizations in town that have expressed a need for meeting space to the rec staff. Currently the rec program utilizes Lion's Park Center and Trott Brook Barn for enrichment classes, however both spaces are inadequate. The rec staff also expressed the need for additional gym space. Currently they utilize a number of spaces from the school district however this is costly and comes with security and access issues. The rec department would also like to offer expanded group fitness and training programs, although they face space challenges along with political challenges between other organizations in the community offering similar programs. The rec program staff indicated a need for more and better sport activity spaces, including turf for soccer, rugby, lacrosse, flag football and softball, more pool space and a deep pool for swimmers, an indoor playground, and more ice space with spectator seating. Some non-sports related space needs that were discussed include a youth/teen center with gaming and hang out space, a large, high quality banquet space, a space for an indoor farmers market, and additional space for performing arts programs.

COMMUNITY EDUCATION

The Community Education program serves the 8th largest school district in the state of Minnesota. The program offers 1,500 classes annually and sees 14,000 registrations per year with 500-600 kids in summer programs. Community Ed gets over 3,000 request for facility rentals per year and currently meets all of them. The Community Ed group feels that there is potential for collaboration with the city Parks and Recreation organization with an intent to not duplicate services, however this would be very challenging to develop and achieve. The Community Ed program currently gets 11% of its revenues from the state, and 89% through fees and charges for facility use and programming. In terms of new community space in Elk River, they feel the current gym space, fields, ice sheets and pool are all operating at capacity. For meeting and class space they offer two rooms that can hold 70-80 people, and for larger events they offer the school gyms, cafeteria, and auditoriums. Community Education also rents the district theatre space to community programs. They have one large theatre and one small theatre, and also pointed out that new theaters are being constructed currently in Zimmerman and Rogers.

COMMUNITY ENGAGEMENT SESSIONS

TIER-TWO MEETINGS

YOUTH SOCCER

Youth soccer currently has 250 kids participating from ages 9-18. The soccer organization operates year round, with November to April renting indoor facilities. The biggest challenges the youth soccer organization faces is the lack of community field space and the quality of fields. A large portion of field time and facility use for this program is being used by renting facilities in other communities. They would prefer local field space, and preferably lighted field space, which would allow them to expand their hours of field usage. Along with higher utilization of fields also comes maintenance. Overall, they would like to see better maintained fields.

LACROSSE

The Elk River Youth Lacrosse program has approximately 180 kids. The program has been around for 6 years and is slowly growing in popularity. The Lacrosse program's struggle is also its need for space. They have limited use of outdoor field space as they are competing with other outdoor field sports. One opportunity for them is the possibility of indoor lacrosse. Although gym space is not adequate for indoor lacrosse, the program would benefit from space the size of an ice sheet. There is even a particular indoor sport known as box lacrosse which utilizes turf within an ice arena. The lacrosse program feels 3 ice sheets are necessary in Elk River and would open up the opportunity for their program and other youth sports programs to have indoor space.

YOUTH SOFTBALL

The Elk River Youth Softball organization has approximately 350 participants, ages 6-18. The biggest challenge for the softball organization is the lack of field space in Elk River. With the lack of fields, the group struggles with the amount of time wasted by traveling to get to available fields that are outside of Elk River. When available, they are using the Youth Athletic Complex fields, and the district fields between the high school and middle school. Most of the time the park fields are booked and unavailable. In the off-season, the group utilizes space on the balcony at the middle school, or rents dome space in other metro communities.

YOUTH BASEBALL

Although the growth of the Elk River Youth Baseball program has plateaued, the program still serves approximately 580 with ages ranging from four years old up to eighteen years of age. The youth baseball organization was not as concerned with a shortage of field space in the community but felt their program could be better served by more adequate facility amenities. For example, the availability of bathrooms and water at the current facilities could open up new opportunities for large tournaments. If the current fields were illuminated, it would allow playing/practice times later into the evening. In terms of indoor space, the program is currently renting a 60' x 60' facility in their early season. The program would like more indoor space with more convenient training items such as drop down netting for batting cages, pitching, and fielding exercises.

COMMUNITY ENGAGEMENT SESSIONS

YMCA

Representatives from the local YMCA were invited to the tier-two level meetings to discuss their relationship with the city, the programs they currently offer, and deficiencies that they feel currently exist with the city in terms of facilities and program offerings. The local YMCA was built seven years ago in a partnership with the city. Currently the city has access to gym space only for programming, and coordinates with the YMCA on scheduling. Although there may be some perception of competition between the YMCA and the city park and recreation programming, the YMCA does not offer youth sports programs as they feel the city currently runs very successful programs. It was noted however that there exists a challenge between the YMCA, Community Ed, and Parks and Recreation competing for outdoor space. Currently the YMCA has 2,500 memberships with approximately 7,000 visits per week. The peak times of use at the Y are in the mornings and evenings with a lull in the middle of the day. The current YMCA facility is not at capacity but at certain times could use more space. 93 classes per week are offered in their two studio spaces, and they are considering adding a third studio. Other program space includes two pools, multi-purpose rooms for group fitness activities, and space for club activities such as book club or knitting, with many offerings for the senior community. Facility needs that the YMCA feels the community could utilize include indoor tennis space, large event space, more gymnasium space, quality multi-purpose rooms with access to amenities, and indoor turf space. The YMCA does feel that the Elk River area has an adequate amount of fitness facilities to serve the community.

HIGH SCHOOL CROSS COUNTRY/TRACK AND FIELD

One representative from the high school Cross Country program was able to participate in a second-tier meeting. Although little background information on the program was discussed, a number of needs and desires were included in the conversation. A high importance was expressed for the walking track at the current Elk River Arena, and it was noted that whatever new facilities arise that a walking track be included as it greatly benefits the health of a lot of the population. The program also feels the community needs a large field house with an indoor track, (300m-400m preferably), as it would provide value to a great number of programs and people. Another facility amenity discussed was a climbing wall or bouldering station. A need was also expressed for the city's trails to offer sufficient access to any new facility that could get built.

GIRL SCOUTS

In Elk River, there are 30 girl scout troops with approximately ten girls in each troop. The local Girl Scouting organization utilizes many different facilities now, as small as groups leaders' basements up to renting space at local elementary or middle schools. They have a need for event space that could accommodate 300-400 people once a year, and multiple events annually that host around 150 people. Many of the troops are meeting in churches, however some pay to meet in school district space. This organization could benefit from additional space in the community for their larger events, and possibly small to medium sized events.

COMMUNITY ENGAGEMENT SESSIONS

CHAMBER OF COMMERCE

The Elk River Chamber of Commerce has a great number of different sized meetings throughout the year. These vary from weekly meetings with 12-25 people, up to larger quarterly or annual meetings with 75-80 people. Most smaller meetings are held at member facilities. The largest event that the chamber hosts is a Community Business Expo, which has over 150 vendors and happens annually. Currently the Chamber is headquartered in a space that is rented from the city located at Highway Ten and Main Street. Although the location is nice and the rent is affordable, they group is looking for a new location with more space. The Chamber is anticipating growth in their organization as the community continues to grow.

THEATRE/PERFORMING ARTS

Currently Elk River is home to two theatre groups, North Start Family Theater and Elk River Community Theater. With over 500 cast members the two groups reach audiences of 8,000-9,000 people annually. The biggest challenge that the Community Theater programs face is that they do not have any home theatre space that they have priority over. Currently they utilize outdoor performing space (which requires them to rent a cover to protect against inclement weather), and the two theaters in the high school, an 800 seat space and a 250 seat space. The challenge with renting the high school facilities is the high cost and the lack of their own space for set design, costumes, etc. The small theatre rents for \$2,000 for two months (rehearsal and performance) and the large space rents for \$5,000 for two months. Even at the high school theaters, the space is inadequate with only one dressing room to serve both genders of adults and children. The theatre groups have a desire for a "home" theatre that would have tiered seating for 700 patrons, as well as a black box theatre with adequate support space. The biggest hurdle the theatre groups face with achieving this is funding.

STUDIO/VISUAL ARTS

The Elk River community and surrounding area is home to over 400 artists, producing expressions in varying types of media from painting to sculpture, ceramics, photography, textiles, wood working, and mixed medias. The artists feel that they could benefit greatly from a community based workshop space that could support these artists and allow them an adequate facility to create and generate great pieces of art. The challenge of this however would be securing and protecting individuals property and productions. Aside from a creation space, the artists feel that there is a need in the community for a dedicated quality gallery and display space. Although they feel a dedicated space is ideal, the concept of displaying works of art in varying facilities throughout the community could provide an opportunity to reach more members of the community and expose them to the great talent that resides in the area.

COMMUNITY ENGAGEMENT SESSIONS

SESSION 2: COMMUNITY AT LARGE

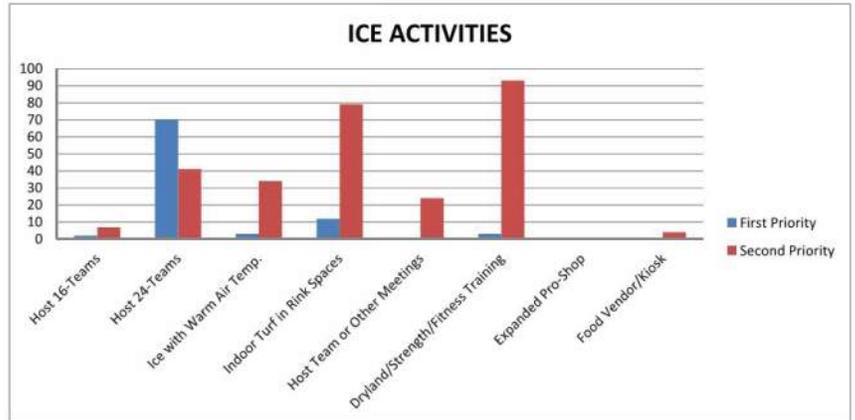
The second community engagement session was designed to obtain a larger amount of information from a larger sample of people than what was gleaned at the smaller meeting sessions with the stakeholders. The format for this session was an open house where community members could come and go over the course of four hours. The meeting was held at City Hall, and was set up to include three stations. The first station was design to greet the community members and give them a verbal introduction to the purpose of the study as well as convey the process for giving input at this session. The second station had information on the city's current Park and Recreation facilities (Elk River Arena, Lion's Park Center, and the Senior Activity Center) showing some photos and highlighting some of the current issues and deficiencies that currently exist at these facilities. Paired with this information were boards that showed a large table of potential new spaces or programming opportunities (relating to those that are in place at the existing facilities) that could be offered or occur with a new facility. Community members were given a set number of colored dot stickers and asked to place them on these tables in the categories that they felt were most important or represented the greatest opportunity for the community. The community participants received four equally weighted stickers and one sticker that represented their highest priority. The community members then read through all of the information presented and placed their "votes" as they saw fit. The third and final station included a written questionnaire that asked for their input on 3 certain issues facing the community and their current facilities and also had one additional question that allowed them to voice their concerns on any topics they saw fit in terms of community opportunities offered by the Parks and Recreation Program.

RESULTS: DOT SURVEY

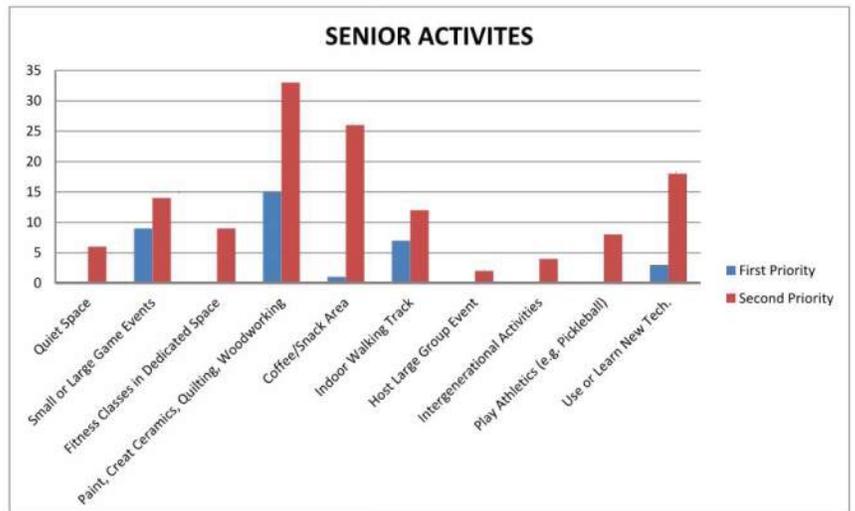
The second community engagement session yielded approximately 140 people. Of all the voting options, the Ice Activities board received the most attention with a total of 372 votes. The greatest amount of votes were directed toward adding more ice sheets, indicated by the want to be able to host 24 teams for an event. The other two ice activities that received the most votes included the opportunity to have indoor turf in a rink space, and also better improved Dry land/Strength/Fitness Training. The activity area receiving the second largest amount of votes was the senior activity board with 167 total votes. The category with the highest amount of votes was the desire for a creativity space for activities such as painting, ceramics, quilting and woodworking. An indoor walking track and dedicated game space both tied for the second most votes along with a Coffee/Snack area being next in priority. The board receiving the third largest amount of votes was a Miscellaneous Activities board that covered some community opportunity options that don't currently exist in any of the Park and Recreation facilities. This board received a total of 135 votes, with the most votes going toward a domed athletic space and an indoor turf field house. Gymnasium space and indoor tennis also both received a large number of votes. The fourth board was titled "Community Activities" and was geared toward getting input a the need for meeting space. This board received 76 total voted, with the most votes going toward being able to host an event with food catering. A need for youth and family space was also indicated by a number of votes, as well as a need for meeting space that could serve 100-400 people.

COMMUNITY ENGAGEMENT SESSIONS

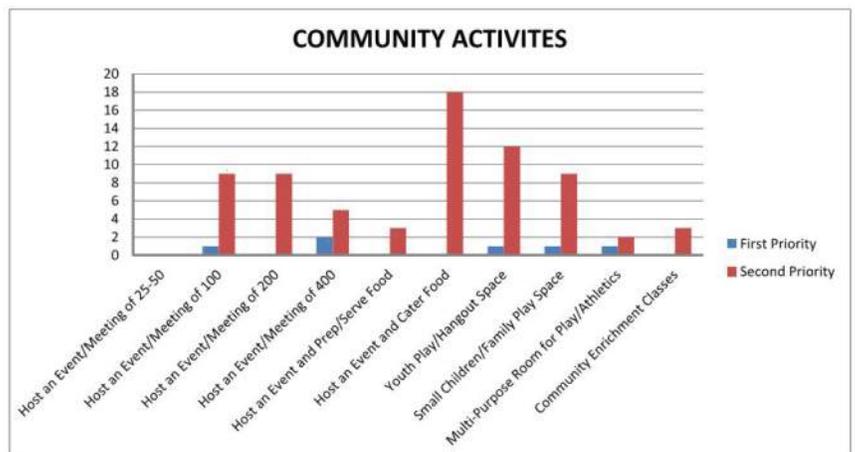
ICE ACTIVITIES	First Priority	Second Priority
Host 16-Teams	2	7
Host 24-Teams	70	41
Ice with Warm Air Temp.	3	34
Indoor Turf in Rink Spaces	12	79
Host Team or Other Meetings	0	24
Dryland/Strength/Fitness Training	3	93
Expanded Pro-Shop	0	0
Food Vendor/Kiosk	0	4
Total Dots on Board	90	282



SENIOR ACTIVITIES	First Priority	Second Priority
Quiet Space	0	6
Small or Large Game Events	9	14
Fitness Classes in Dedicated Space	0	9
Paint, Creat Ceramics, Quilting, Woodworking	15	33
Coffee/Snack Area	1	26
Indoor Walking Track	7	12
Host Large Group Event	0	2
Intergenerational Activities	0	4
Play Athletics (e.g. Pickleball)	0	8
Use or Learn New Tech.	3	18
Total Dots on Board	35	132

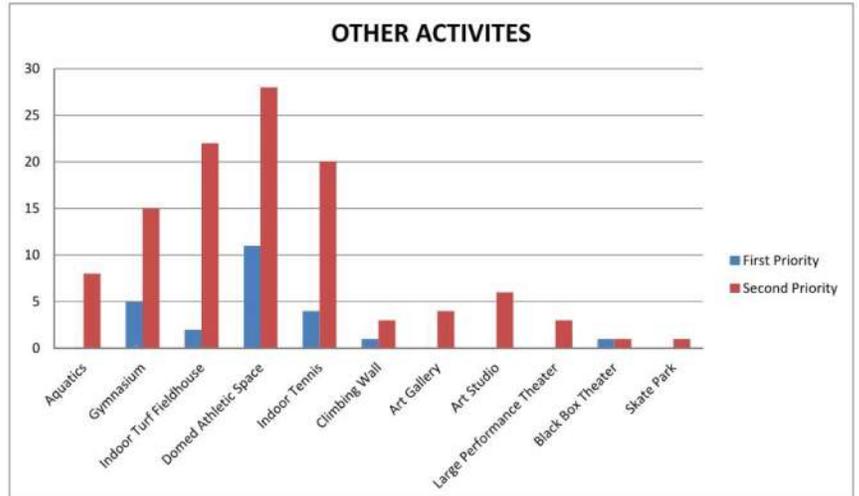


COMMUNITY ACTIVITIES	First Priority	Second Priority
Host an Event/Meeting of 25-50	0	0
Host an Event/Meeting of 100	1	9
Host an Event/Meeting of 200	0	9
Host an Event/Meeting of 400	2	5
Host an Event and Prep/Serve Food	0	3
Host an Event and Cater Food	0	18
Youth Play/Hangout Space	1	12
Small Children/Family Play Space	1	9
Multi-Purpose Room for Play/Athletics	1	2
Community Enrichment Classes	0	3
Total Dots on Board	6	70



COMMUNITY ENGAGEMENT SESSIONS

OTHER ACTIVITIES	First Priority	Second Priority
Aquatics	0	8
Gymnasium	5	15
Indoor Turf Fieldhouse	2	22
Domed Athletic Space	11	28
Indoor Tennis	4	20
Climbing Wall	1	3
Art Gallery	0	4
Art Studio	0	6
Large Performance Theater	0	3
Black Box Theater	1	1
Skate Park	0	1
Total Dots on Board	24	111
		135



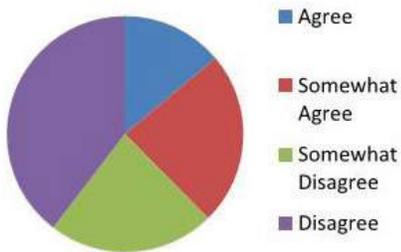
SESSION 2: COMMUNITY AT LARGE

The final station at the second community engagement session included a questionnaire that posed three questions. The questions were designed to be very general in nature, with the results hopefully being able to give some general indication at whether or not the community feels that change or improvement is necessary in terms of the facilities being ran by the Parks and Recreation Department. The results showed that the majority of people who answered the questionnaire feel that the current Park and Recreation facilities do not meet the community's needs. Similarly, even more people believe the current facilities will not adequately meet the needs of the community in the next five to ten years. Lastly, the participants were asked about access to the current facilities. Almost two-thirds of the people surveyed believe that parking or access to the current facilities are an issue. The final write-in question stated "What are some opportunities to expand the current mission of the Parks and Recreation indoor facilities?". Results for this question seemed to parallel the results of the dot survey pretty closely with a lot of the responses reflecting a need for ice space or indoor athletics space. A number of comments also indicated Elk River needing a strong "community center" facility for all people and families to utilize. Some comments indicated an appreciation for the current facilities and some people don't see any changes needed. Lastly, some people wrote in comments that didn't pertain to the Park and Recreation facilities at all. For the complete list of write-in comments, please refer to Appendix D of this document.

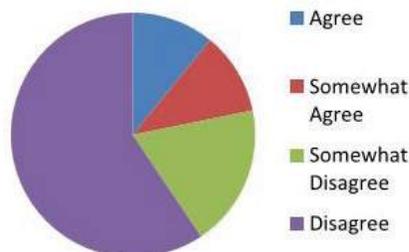
COMMUNITY ENGAGEMENT SESSIONS

QUESTIONNAIRE RESULTS:

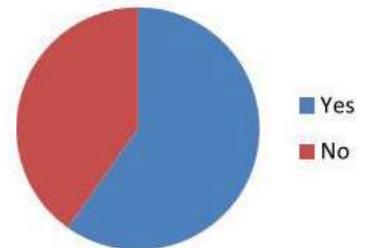
The current Parks and Recreation facilities adequately meet the community's need for their intended purposes.



The current Parks and Recreation buildings will continue to meet the needs of the community in five to ten years.



Of the facilities provided by the parks and Recreation Department, do you consider access to the facility or parking to be an issue?



PROGRAM OF SPATIAL NEEDS

PROPOSED PROGRAM NEEDS

In order to develop a program of needs that fit the community of Elk River, the study team needed to compile information from the community as well as the existing facilities the Parks and Recreation program currently operate. Information and data was collected from the community and stakeholders through the community engagement sessions. Information on the existing facilities was collected via existing building drawings, on-site survey and existing facilities conditions analysis, and discussion with the various facility's staff. The information produced from Ballard*King's Market Analysis was also utilized to validate the program of needs (refer to Appendix B for full Analysis). The information gathering and program development process of the overall study completed the Phase 1 portion of work. The proposed program of needs was developed by analyzing the information gathered in phase 1 and vetted through meetings with the steering committee. Although the community expressed needs for a wide variety of activity space (including indoor turf, outdoor fields, gymnasium space, and aquatics space), the focal point of this study is rooted in addressing the three main facilities currently operated by the Parks and Recreation Department. Each of these three buildings (Elk River Arena, Lion's Park Center, Senior Activity Center) are reaching a point in their lifespan where the city can either invest large sums of money in building repair and maintenance costs to upgrade these old buildings, which do not adequately meet program needs, or the owner can look to invest in a new project. Therefore, the proposed program of needs directly focuses on improving program space currently offered with the city's existing three facilities. The city does recognize a need for additional program space in the community that would serve to meet other programs and organizations not served by their existing facilities. Any proposed conceptual solutions considered by this study would be aimed to meet the needs of as many community members as possible, while staying focused on the original scope of programs served by the Park and Recreation facilities. The final proposed program of needs that was developed for the study is shown on the following page. Preliminary cost estimates to complete a project (new facility) that aligns with this program were approximately **\$43,000,000 - \$48,000,000**. This figure is total project cost, which includes building construction, site construction, and all associated soft costs. Through the Phase 2 portion of this study, multiple conceptual options are explored to meet these program needs but also have a viable project that the city and community can afford.

PROGRAM OF SPATIAL NEEDS

Arena Space

Space Name	Existing		Proposed Program		Notes
Locker Rooms	4,000	s.f.	7,400	s.f.	4 per rink, plus two dedicated
Public Toilets	800	s.f.	1,500	s.f.	
Lobby	1,500	s.f.	1,800	s.f.	Include coffee area, soft seating
Meeting/Community Room			800	s.f.	Team room or birthday parties
Ice Sheets	48,011	s.f.	72,000	s.f.	3 Sheets
Removable turf					price 20,000 SF for 1 ice sheet
Spectator Seating	4,400	s.f.	9,000	s.f.	1500-2000 seats, above locker rooms?
Running/Walking Track	3,995	s.f.	8,000	s.f.	Mezzanine level
Multi-purpose dryland/group fitness	0	s.f.	3,000	s.f.	Could be used during day for senior fitness, dedicated fitness
Concessions	527	s.f.	850	s.f.	
Coachs' Offices	0	s.f.	600	s.f.	2-4 Offices
Official's Locker	119	s.f.	600	s.f.	2 per ice sheet
Skate/Pro Shop	0	s.f.	400	s.f.	
Ice Plant	616	s.f.	1,200	s.f.	
Resurfacing/Maintenance	900	s.f.	1,400	s.f.	
SubTotal	63,968	s.f.	108,550	s.f.	
Storage	0	s.f.	1,000	s.f.	
Parking	650	Stalls	700	Stalls	
TOTAL	63,968	s.f.	109,550	s.f.	

Senior Activity Center

Space Name	Existing		Proposed Program		Notes
Coffee/Kitchenette	620	s.f.	600	s.f.	Main building commons
Meeting Space	900	s.f.	800	s.f.	Could be doubled up
Game Room	1,400	s.f. s.f.	1,500	s.f.	Billiards, Cards,
Workout Room	800	s.f. s.f.	1,400	s.f.	Shared with arena fitness
Creating Studio	0		1,800	s.f.	Wood working, painting, quilting, crafting, etc
Technology Room	0		180	s.f.	6 computers, alcove off commons
Administration Space	800		0	s.f.	Office in Administrative
Toilets	100		350	s.f.	
SubTotal	4,620	s.f. s.f.	6,630	s.f.	
Storage	0	s.f. s.f.	600	s.f.	
Parking	30	Stalls	75	Stalls	
TOTAL	4,620	s.f. s.f.	7,230	s.f.	

Community

Space Name	Existing		Proposed Program		Notes
Banquet Space	0	s.f. s.f.	7,500	s.f.	Banquet seating for 350-400
Commercial Kitchen	0	s.f. s.f.	1,800	s.f.	
Multi-Purpose Room	2,400	s.f. s.f.	3,000	s.f.	2 pickle ball courts, rubberized floor surface
Commons	0	s.f. s.f.	2,600	s.f.	coffee
Small Meeting Rooms	1,280	s.f. s.f.	800	s.f.	2 Rooms, classroom style or conference room
SubTotal	3,680	s.f. s.f.	15,700	s.f.	
Parking	65	Stalls	150	Stalls	
TOTAL	3,680	s.f. s.f.	15,700	s.f.	

Administration

Space Name	Existing		Proposed Program		Notes
Administrative Offices		s.f. s.f.	1,400	s.f.	6 Offices plus resource area
SubTotal	0	s.f. s.f.	1,400	s.f.	
Storage	0	s.f. s.f.		s.f.	
TOTAL	0	s.f. s.f.	1,400	s.f.	

Site Design

Item	Existing		Proposed Program		Notes
Concrete Walks/Plaza		s.f.		s.f.	TBD
Utilities					TBD
Site Elec					TBD
Landscaping					TBD
Parking			925		

TOTALS

Program Component	Existing		Proposed Program		Notes
Hockey	63,968	s.f. s.f.	109,550	s.f.	
Senior Activity Center	4,620	s.f. s.f.	7,230	s.f.	
Community	3,680	s.f. s.f.	15,700	s.f.	
Administration	0	s.f. s.f.	1,400	s.f.	
Site Development					
SubTotal	72,268	s.f. s.f.	133,880	s.f.	
Planning Factor(30% Target)	0	s.f.	40,164	s.f.	walls, circulation, closets, unassigned storage. Target Range of 25-35%
TOTAL	72,268	s.f. s.f.	174,044	s.f.	
Parking Area			300,625	s.f.	Number of Stalls x 325 s.f.
Building Footprint			157,044	s.f.	Area of Building - mezzanine level space
Total Site Area Required			457,669	s.f.	
					11 acres

CONCEPTUAL SOLUTIONS

SOLVING THE PROBLEM

PHASE II



CONCEPTUAL SOLUTIONS

EXISTING FACILITIES: ADDITION/RENOVATION OPTIONS

Once a program of space needs and deficiencies was established in terms of the current facilities that the city Parks and Recreation department own and operate, conceptual solutions could be developed. In lieu of proposing an all new facility, there are a number of options that the city could consider that involve renovating or adding on to their existing facilities. The options that were explored are presented on the following pages, along with a summary of what is included in each option and an estimated cost for each option. Each option was developed to a point that could clearly illustrate the amenities and revisions to each facility as well allow for an accurate cost estimate to be developed. Although these options would help the current facilities meet the program needs expressed by the community and program stakeholders, they all are ultimately short term solutions (10-20 years). All other options presented include keeping a portion of the existing building, which means that there would still be a building (or portion thereof) that is already 20-40 years old in each solution and it would be expected that these portions of each option would continue their rapid deterioration and could lead to larger maintenance costs in the immediate future.

When the addition/renovation options of the existing facilities is considered against the option of a new facility, it is apparent that a new facility would be a much better investment option and a true long-term solution. A new facility of this nature would be expected to last 40-50 years with standard maintenance and replacements. The proposed addition/renovation options would likely result with the city asking the same question they are now of what to do with their old, outdated, and depreciating facilities. Further sections in this report will outline the proposed new facility option(s) that would serve an expanding and more vibrant Elk River community for many years to come.

CONCEPTUAL SOLUTIONS

SENIOR ACTIVITY CENTER

The biggest challenges currently facing the senior activity center are all derived from the lack of well-defined program spaces. The proposed option includes creating individual spaces within the facility that would be dedicated to program activities such as group fitness, art/creative activities, and gaming (cards, billiards) activities. By isolating these functions they would each have acoustical separation from the open areas of the facility as well as have their own climate control capabilities. The addition portion of this option would include adding approximately 4,600 square feet which would consist of multi-purpose space and meeting space. The multi-purpose room could function as a space for small athletic activities like pickle ball or perhaps shooting baskets, but could also serve to host large events like a quilt sale or something similar. The meeting room could be used for senior groups for activities such as book club or planning upcoming field trips. Other highlights to this option would be providing an expanded kitchen area and larger, code compliant toilet rooms. By creating separate spaces within the building and adding space, the whole facility could potential be utilized by senior citizens in the mornings/afternoons and possibly be used by youth or teens in the evenings and weekends which would result in a much more utilized building that has expanded services for multiple demographics in the community. **Estimated option cost: \$3,627,000**

SENIOR ACTIVITY CENTER - SITE:

Option Includes:

- Purchase two adjacent lots
- Addition of 35 parking stalls
- 5000 sf of building addition



CONCEPTUAL SOLUTIONS



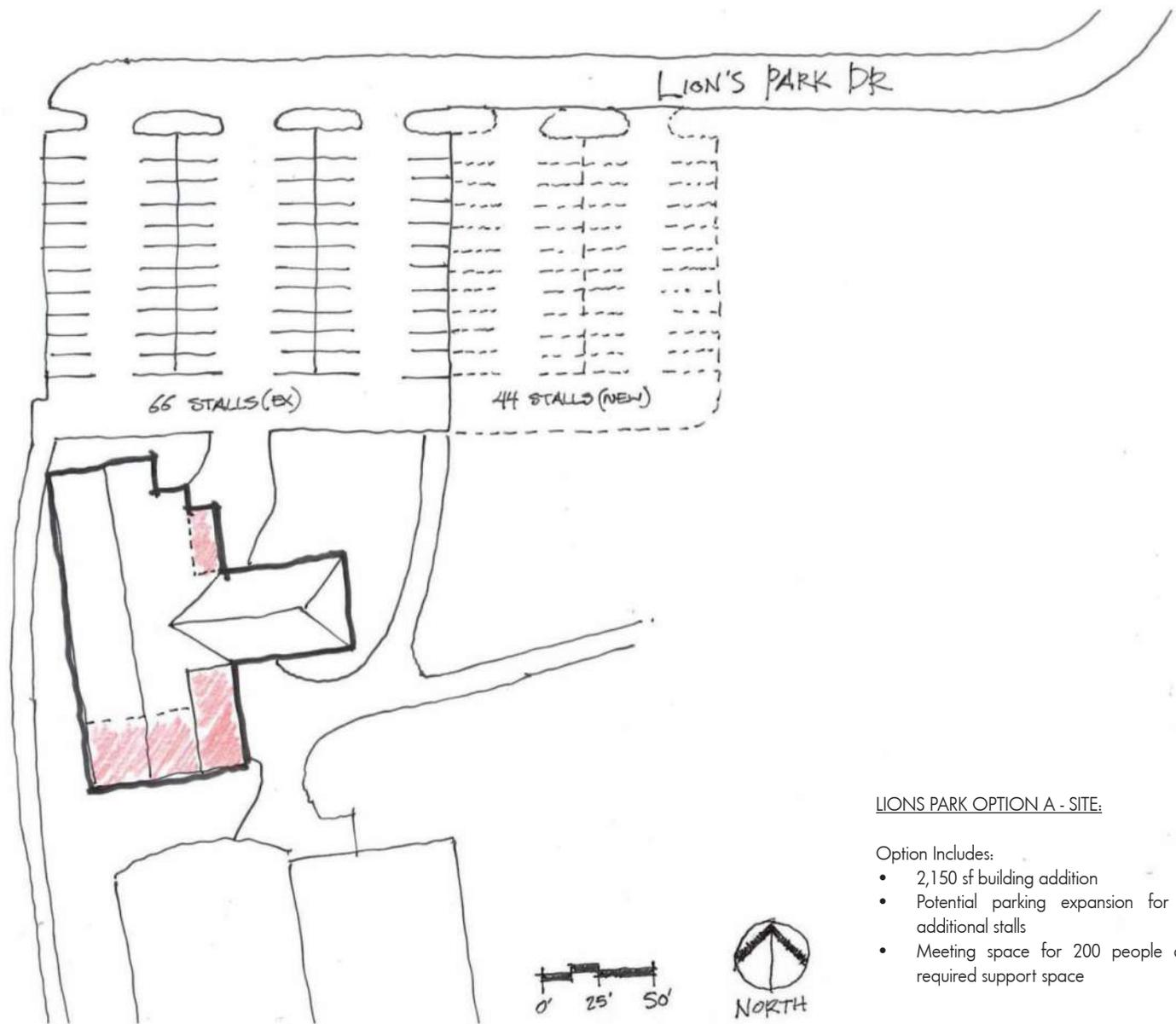
SENIOR ACTIVITY CENTER - PLAN:

- Option Includes:
 3,800 sf multi-use addition
 800 sf meeting space addition
- Build-out of existing for:
- Fitness room
 - Creative space
 - Game room
 - Expanded toilet rooms
 - Kitchen space

CONCEPTUAL SOLUTIONS

LION'S PARK CENTER - OPTION 'A'

The existing Lion's Park Center building is currently utilized by a lot of different groups for a lot of different functions, however it does not serve any one group or purpose very well. The proposed addition/renovation option 'A' for this facility aims to focus the facility as a true meeting space or banquet facility that could adequately support up to 200 patrons. This option would achieve this by expanding the existing undersized assembly space, add some storage space to serve the larger assembly area, and also renovate the existing kitchen to increase it in size and provide adequate equipment to support events such as a wedding banquet or the Lion's Pancake feed. Along with these modifications, a small addition would be added to expand the restrooms so they could accommodate the larger occupant load in the building as well as solve current plumbing issues at the existing facility. **Estimated option cost: \$1,630,000**



LIONS PARK OPTION A - SITE:

Option Includes:

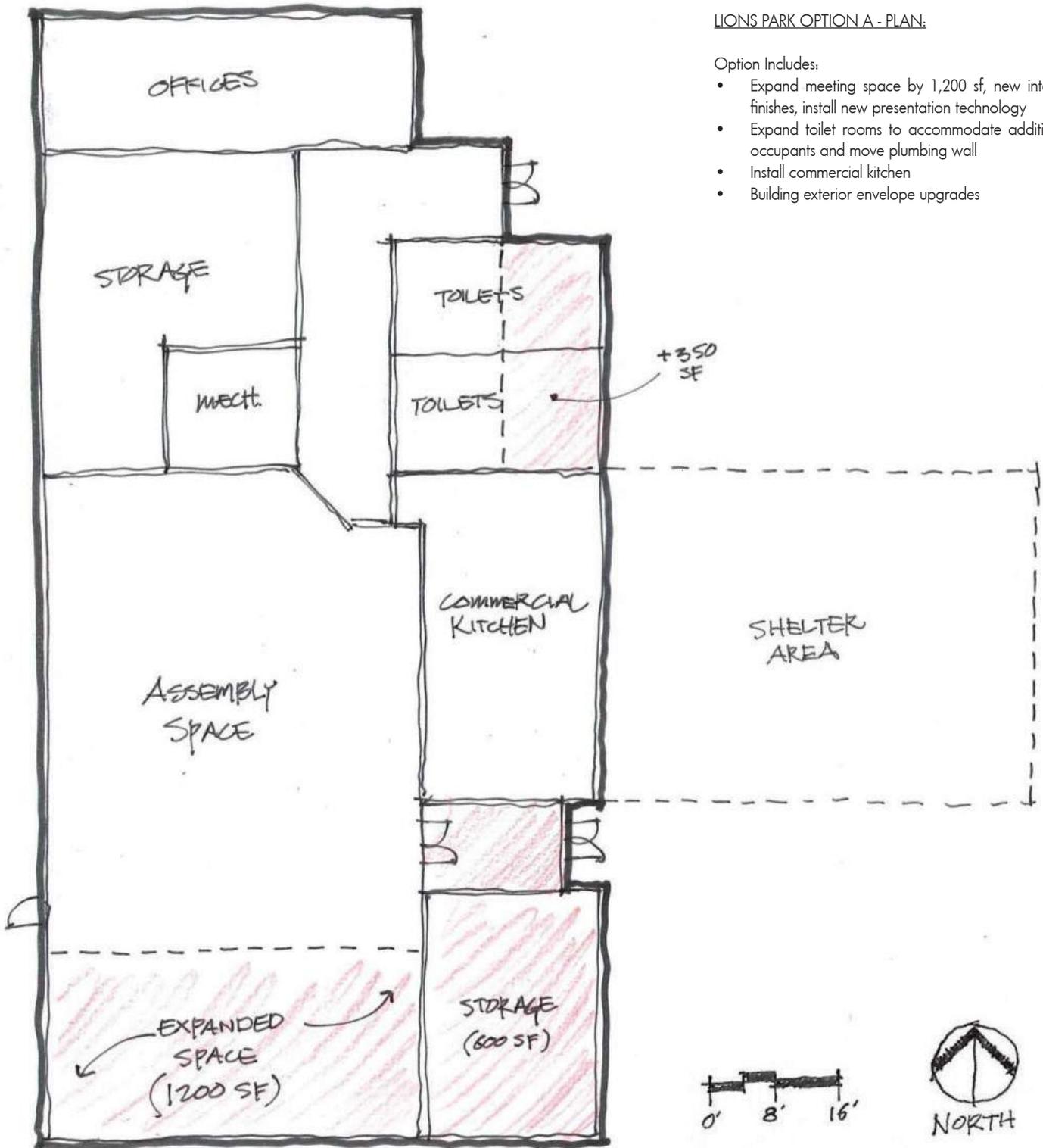
- 2,150 sf building addition
- Potential parking expansion for 44 additional stalls
- Meeting space for 200 people and required support space

CONCEPTUAL SOLUTIONS

LIONS PARK OPTION A - PLAN:

Option Includes:

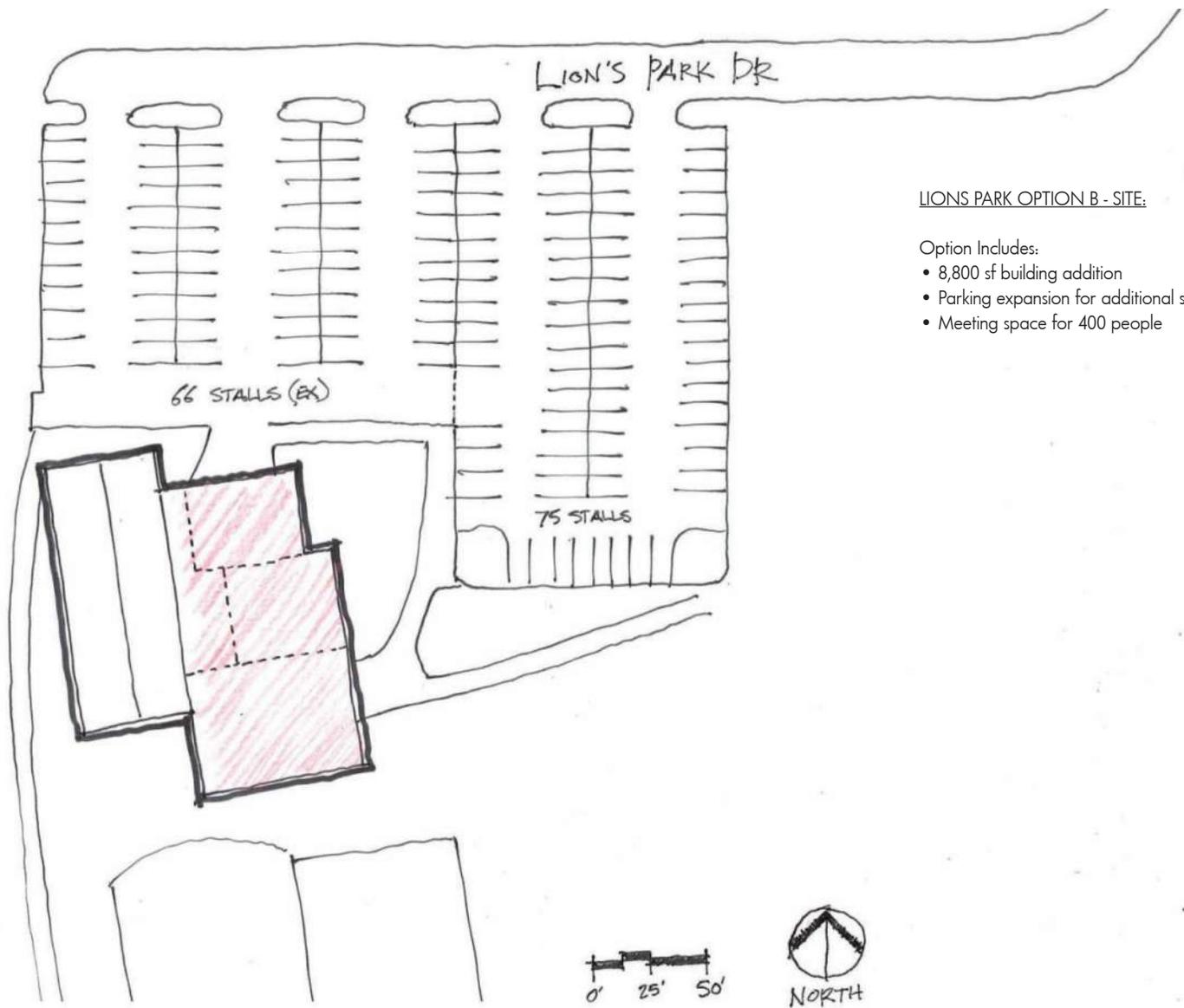
- Expand meeting space by 1,200 sf, new interior finishes, install new presentation technology
- Expand toilet rooms to accommodate additional occupants and move plumbing wall
- Install commercial kitchen
- Building exterior envelope upgrades



CONCEPTUAL SOLUTIONS

LION'S PARK CENTER - OPTION 'B'

Similar to option 'A' at the Lion's Park Center, the option 'B' addition renovation aims to improve the existing facility to function at a very high level for one purpose. Option 'B' focuses on creating a meeting/banquet facility that could accommodate large events with up to 400 guests. In order to achieve this, a very large addition of a banquet hall would be added to the facility, along with a lobby that would provide enough queuing space for people at an event this large. The kitchen area and toilet rooms would also be increased in size to be able to support such large events. Along with modifications to the existing facility, a large expansion would also be needed to the existing parking lot that could provide enough parking stalls to meet the city's requirements for a facility that would serve this number of occupants. **Estimated option cost: \$3,295,000**



LIONS PARK OPTION B - SITE:

Option Includes:

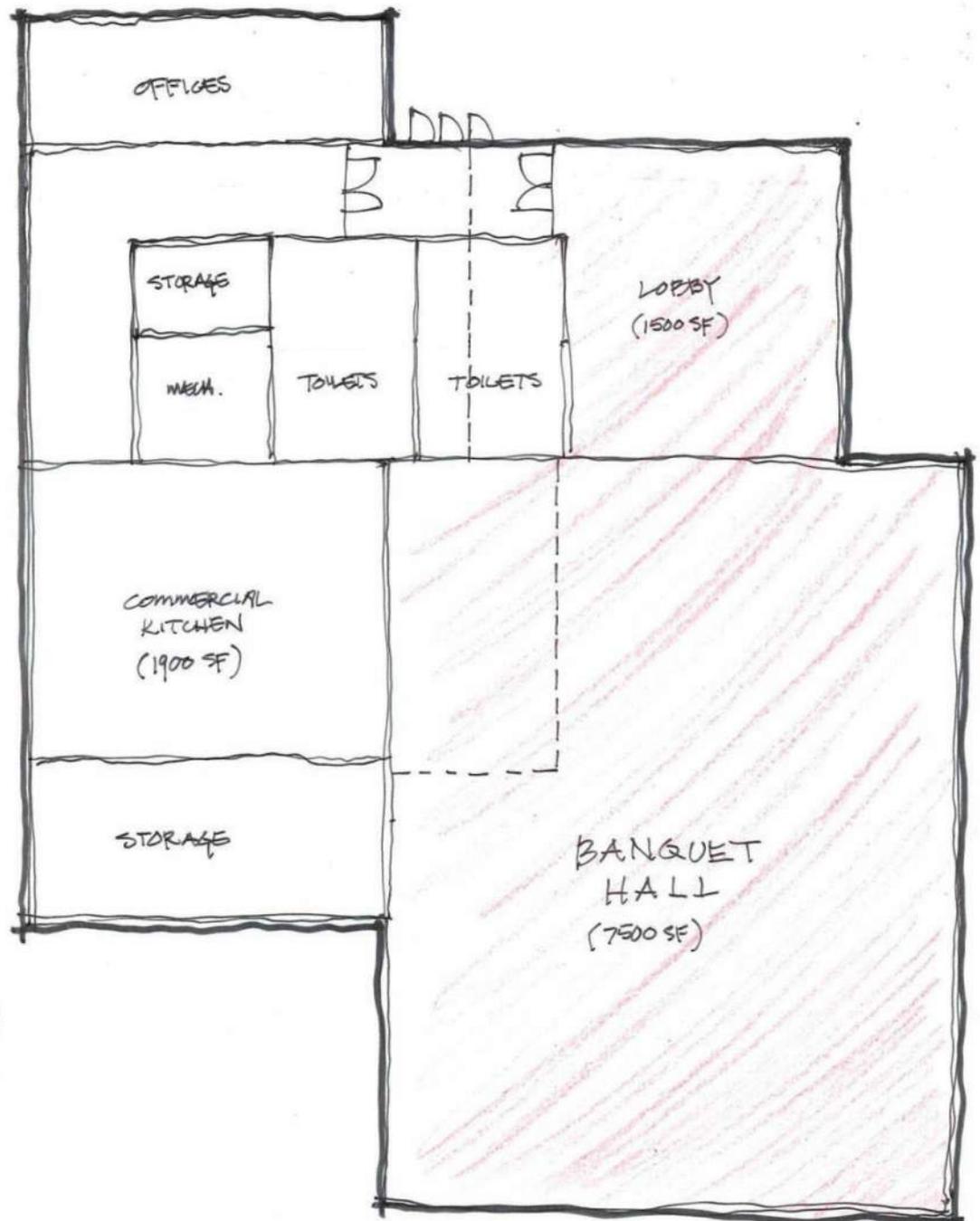
- 8,800 sf building addition
- Parking expansion for additional stalls
- Meeting space for 400 people

CONCEPTUAL SOLUTIONS

LIONS PARK OPTION B - PLAN:

Option Includes:

- New 400 seat banquet hall, new lobby
- Expanded toilet rooms to accommodate additional occupants
- Installed commercial kitchen
- Building exterior envelope upgrades



CONCEPTUAL SOLUTIONS

ELK RIVER ARENA - OPTIONS 'A' & 'B'

The existing Elk River Arena facility has a number of issues both with the building itself as well as programmatic deficiencies. The largest of the issues is primarily with the largely exhausted "Barn" building, or west rink and with its outdated pre-engineered building structure, along with the portion of space between the "Barn" and the "Olympic" (east) ice sheet. The existing support spaces within this area are undersized, poorly laid out, and deficient in finishes, and amenities. Both the addition/renovation options 'A' and 'B' begin with the premise of demolishing the aging Barn rink and central connecting space to the Olympic rink and re-building these portions of the building with a precast concrete structure to match the Olympic rink and provide much better adequate support space. Both options also include reducing the size of the Olympic ice sheet from an International width of 100' to the more standard American width of 85'. This modification would allow for some additional changing rooms on the east side of the Olympic ice sheet. Each option would also include mezzanine space over the central support spaces on the main level. The mezzanine space would include dry land training space, general workout space, and also provide elevated viewing of the ices sheets. The primary difference between the two options is that option 'A' only provides a total of two ice sheets whereas option 'B' would provide three sheets. Each option would pose challenges of fitting all of the modified facility on the existing landlocked site. Option 'B' would be even more challenging and would require a displacement of the District's current tennis courts and one ball diamond. **Estimated option 'A' cost: \$12,050,000 | Estimated option 'B' cost: \$17,450,000**

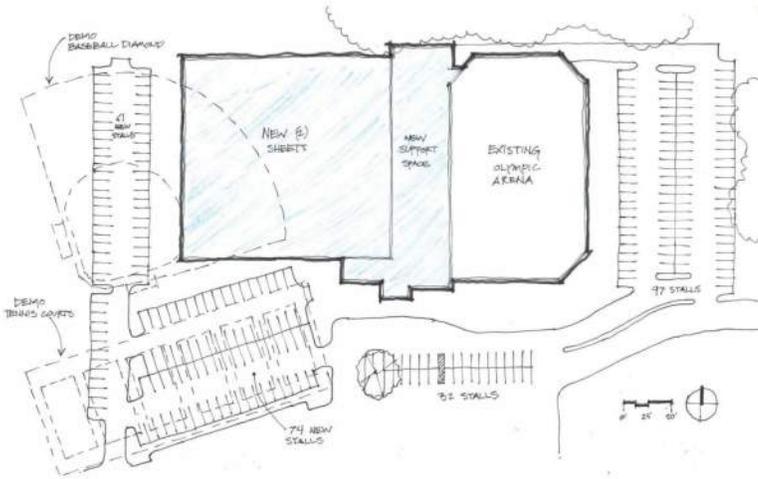
ARENA OPTION A - PLAN:

Option Includes:

- Demolish existing pre-engineered metal building (the barn)
- Re-construct new precast concrete rink addition 20' west
- New infill space between ice sheets consisting of locker space, dry land training (mezz. level), and support space
- Install new standard size ice at existing east rink, and new locker rooms



CONCEPTUAL SOLUTIONS



ARENA OPTION B - SITE:

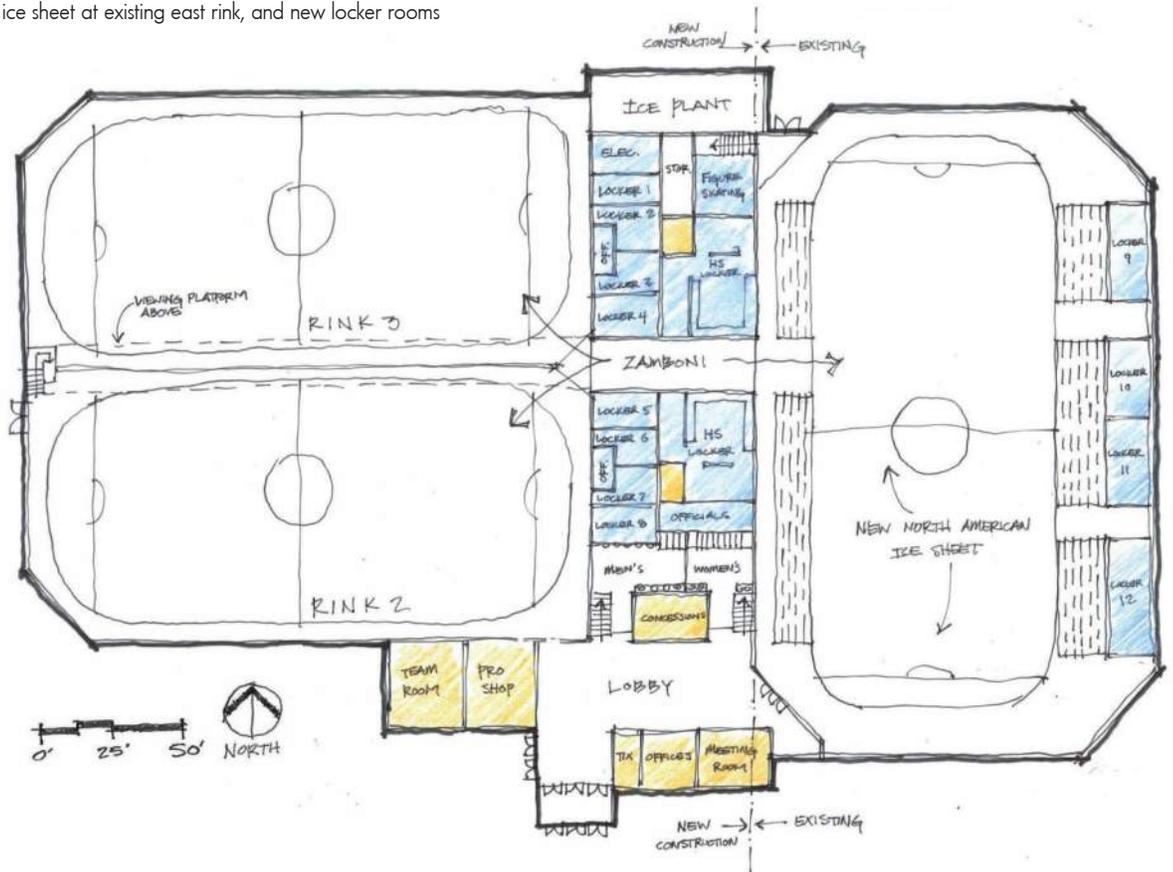
Option Includes:

- Demolish existing baseball diamond and tennis courts; demolish existing barn ice rink for new addition
- Construct new 77,500 sf addition with two ice sheets and support space
- New parking for 135 vehicles

ARENA OPTION B - PLAN:

Option Includes:

- Demolish existing pre-engineered metal building (the barn)
- Construct new precast concrete rink addition that would house two new ice sheets
- New infill space between new and existing ice sheets consisting of locker space, lobby space, dry land training (mezz. level), and support space
- Viewing area for new ice sheets at mezzanine above lockers and center spine between rinks
- Install new standard size ice sheet at existing east rink, and new locker rooms



CONCEPTUAL SOLUTIONS

NEW BUILDING SITE OPTIONS: SITE ANALYSIS

The process of selecting a proposed site suitable for a new facility began with the completion of finalizing the program of spatial needs for the project. Using this program information as the guideline for what would shape a new facility, we were able to determine the approximate amount of space a site would require in order to contain a building sized to meet the program needs as well as support the parking requirements a facility of that size would need. The total available site area needed for this project is around 10 acres (building footprint plus parking lot and exterior support space). Narrowing in on acceptable sites within the City of Elk River proved to be challenging based on some of the unique attributes that shape the city. Identifying sites that met the size requirement but also worked around multiple rail lines, two significant vehicle arterial roads (MN State Highway 10, MN State Highway 101/169) as well as the Mississippi River made the site selection process even more difficult.

Through discussion with the Steering Committee, the process began by looking at six or seven various sites scattered around the Elk River community. The initial criteria for narrowing down the number of potential sites was largely based upon a potential site's size (with the target of 10 acres) and also whether or not the potential site already had existing city service infrastructure (sewer, water, gas, electrical services). Using these two primary criterion, the design team and the Steering Committee were able to shortlist the number of potential sites down to five: Oak Knoll Athletic Complex, Pinewood Golf Course, Elk River Golf Club, Lion's Park, and Orono Park/Athletic Complex. These four sites were then analyzed on a more in-depth level that started with the design team generating some conceptual site layout options, or "bubble diagrams" that focused on the main program elements of the potential building and how they could be organized on each potential site. Once these conceptual layouts were developed the options were discussed in depth with the Steering Committee. The more detailed analysis at this point included factors such as site access, vehicular and pedestrian circulation, building orientation, building visibility, overall site location within the city, relocation of existing site amenities, as well as some additional characteristics unique to individual sites.

The following pages contain the overall summaries of each of the four shortlisted sites, including the conceptual layout option diagrams, along with a breakdown of the pros and cons of each site, as discussed through multiple meeting sessions with the Steering Committee. There are very likely other factors that may be considered for each site option however items listed were believed to be the most critical and influential in analyzing when trying to determine the most suitable site for a new facility, as agreed upon by the design team and steering committee.

CONCEPTUAL SOLUTIONS

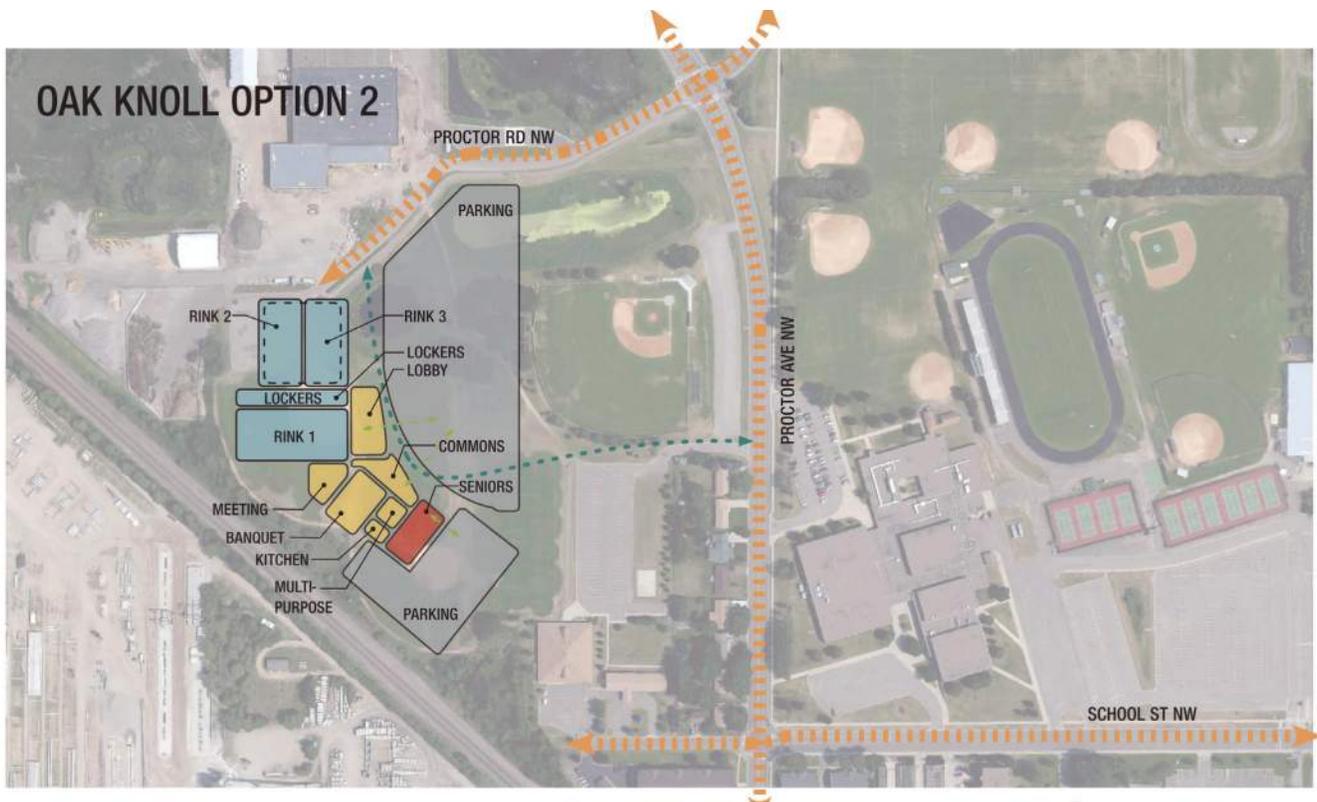
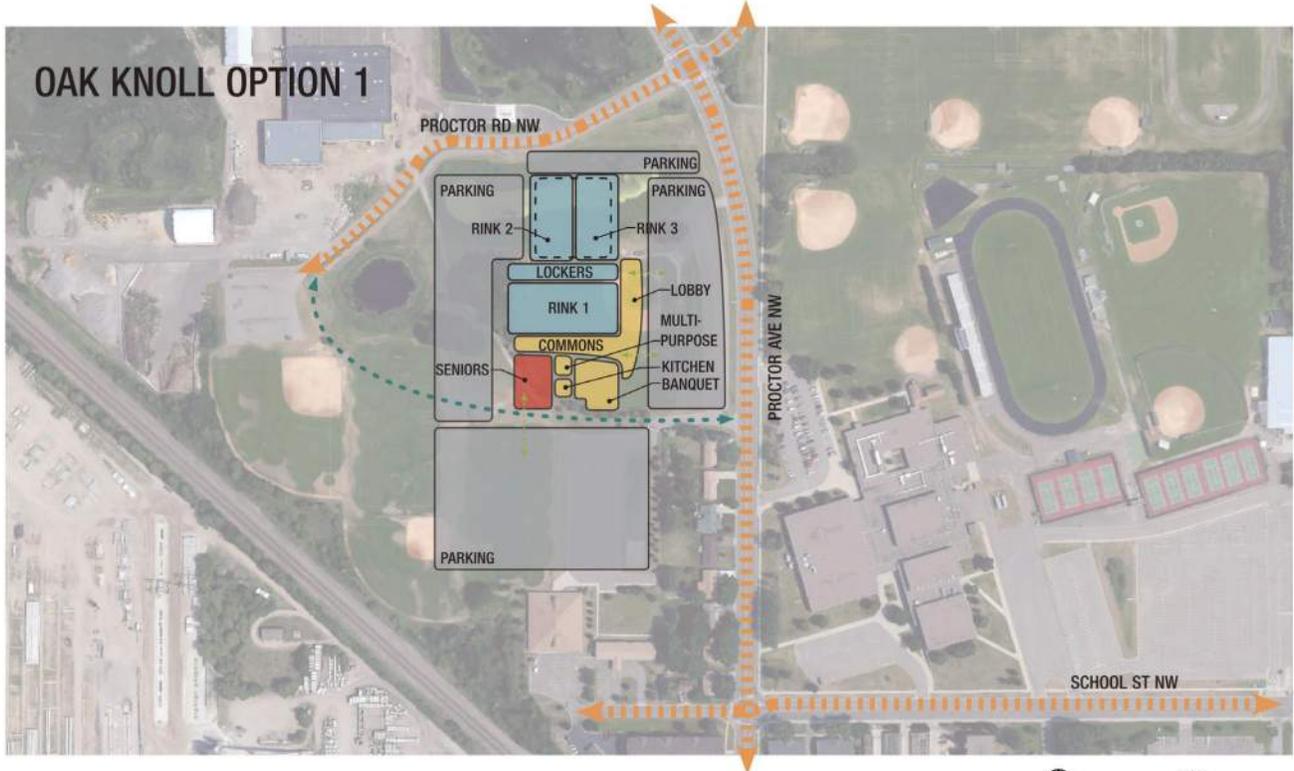
SITE OPTION 1: OAK KNOLL



The Oak Knoll site, although being large enough to handle the proposed program building footprint and required parking, has an additional list of challenges that make it one of the least preferred options by the design team and Steering Committee. The initial challenge for this site is trying to locate a building and parking lots while trying to have the least impact on the existing ballfields currently on the site. The Option 1 concept would require relocating a number of fields (with some belonging to the district) at a proposed cost of around **\$700,000***. Option 2 would manage to retain the existing Varsity baseball field but will still carry an approximate cost of **\$500,000*** to rebuild the youth fields elsewhere. One positive of this site is that it is somewhat centrally located in town and also located at a close proximity to a number of schools, including the Elk River High School. The site has adequate access with potential for two access points and intersections with existing stoplights. There is potential for decent building visibility on Proctor Avenue with Option 1, however Option 2, although retaining the varsity baseball field, would push the new facility and parking further from the main access street. Other large drawbacks for the Oak Knoll site include the unpleasant surroundings on largely 3 sides of the site. These include a main railway on the south and west sides of the site as well as a number of unsightly city maintenance structures and lots, including the compost site, immediately north of the potential site. Taking into account these factors as well as the issue of potentially displacing school district fields, the Oak Knoll site is not a viable option for a potential new city facility.

* Proposed cost figures are based on the cost to reconstruct ballfields of similar size and scope, on new green field sites that are fairly level and ready to develop for this purpose. Costs also do not include land acquisition costs. It was discussed that the city would likely have land available if needed to relocate existing ballfields.

CONCEPTUAL SOLUTIONS



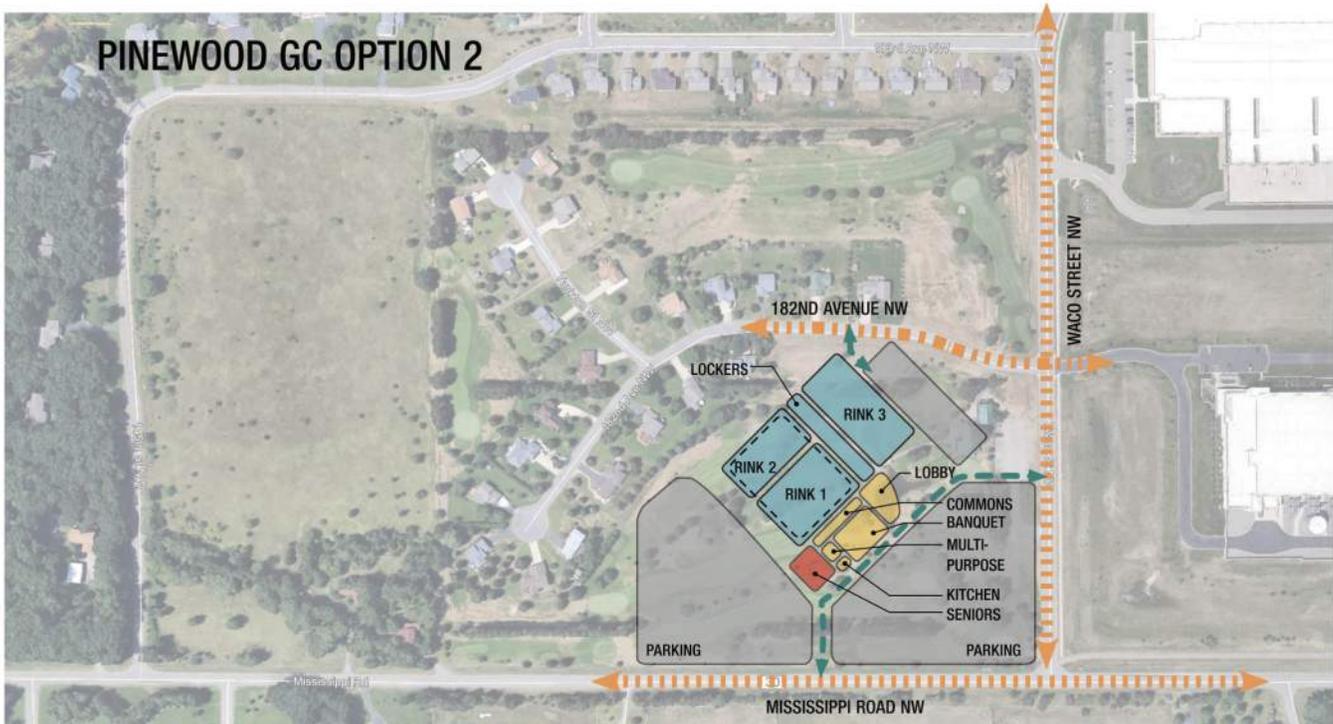
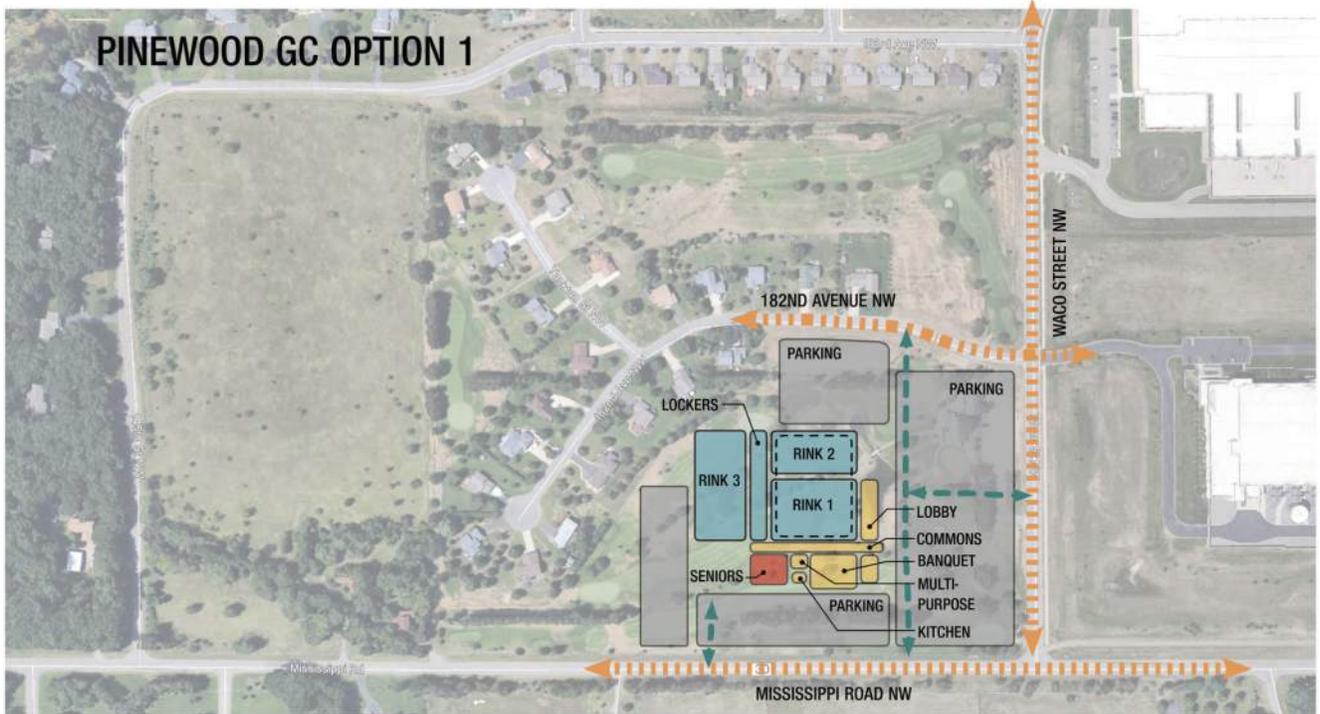
CONCEPTUAL SOLUTIONS

SITE OPTION 2: PINWOOD GOLF COURSE



The Pinewood Golf Course site made the shortlist of sites as it is a large parcel of land that the city already owns, and also has existing infrastructure and services on or near the site. The biggest hurdle with the Pinewood site is that, although it is a large parcel of land, it is bisected by a residential street, meaning that the parcel is not contiguous but rather broken into two parts. The two conceptual layout options explored using the southernmost section as it is the larger of the two. Being that the land is two smaller halves, it makes fitting the required building footprint and parking onto one section rather tight. The resulting building would encroach quite close to the existing residential neighborhood properties. The fact that the project would need to be shoehorned onto the land makes the Pinewood site a poor candidate for a potential site. Other negatives to this site include the fact that it is the farthest site from the center of the community and the project here would not fit in well with the surrounding buildings. One positive aspect of the site is that since it rests on a corner, the site could have multiple access points which would be convenient for vehicles and pedestrians. However with the residential neighborhood consuming the west and north borders of the site any large building here would really only be able to put its main entrance facing east as shown in the option 1 layout. This layout works well for the entry but does not fit in well with the angular border of the residential neighborhood. Option 2 better aligns with the residential neighborhood but faces the primary entrance and community spaces toward the southeast, which would reduce their visibility from the north and reduce the effective accessibility.

CONCEPTUAL SOLUTIONS



CONCEPTUAL SOLUTIONS

SITE OPTION 3: ELK RIVER GOLF CLUB



The Elk River Golf Club/Woodland Trails site was considered because of its location within the city, and for the fact the additional land at the golf course could be purchased for a reasonable price (much less than other potential site refinement costs such as relocating ball fields or soils corrections). This land is also adjacent to the already city owned Woodland Trails park. At first glance this site seems to have many opportunities: it's location is fairly close to the existing schools and arena, additional park functions such as an interpretive center could be a part of the project, and the golf course could be run by the city with management taking place on the same site as a new community center. Additional support for this site as a new home for a community center include the fact that the new banquet space would be located to the already existing banquet space at the country club facility. Locating the project here could also lead to some synergies between the two sites in terms of parking, storage, and maintenance. Although there are numerous positives to locating a new project on this site, there are also some important arguments against this site. The first challenge for locating a project on this site is the lack of city services and infrastructure. Currently city services do not reach this far out from the existing municipal facilities. Furthermore, the services that head from the city toward this site are not sized appropriately to accommodate a new facility of this size, thus all new service lines would need to be run from this site back to the main distribution locations. This would be a very costly and disruptive undertaking for the city. The second challenging aspect to this site is that it is not conducive to the potential size of the new project. Although the site boasts a large amount of land, locating a new community center with all potential phases on it would mean that some space would need to be sacrificed either in the park or the golf course, or potentially both. The golf course would ultimately give up their existing driving range and likely 2-3 holes, meaning the course would likely have to operate as a 9-hole course. The steering committee was in agreement that if the Golf Club course would be reduced to only 9 holes, it would be a great detriment to the city and this already highly successful 18-hole course. It is for these two primary challenges at this site that it would not be considered a viable site option for the project.

CONCEPTUAL SOLUTIONS



CONCEPTUAL SOLUTIONS

SITE OPTION 4: LION JOHN WEICHT PARK



View of Lion John Weicht Park from atop the existing sledding hill.

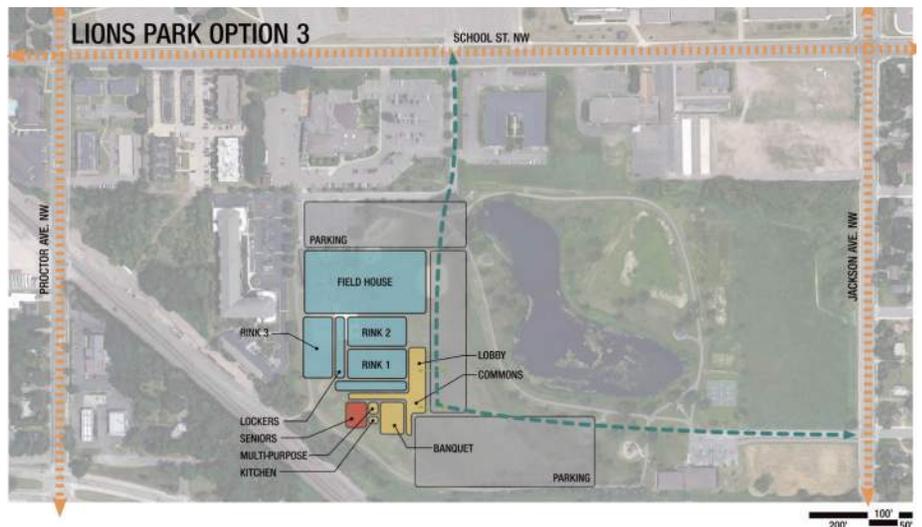
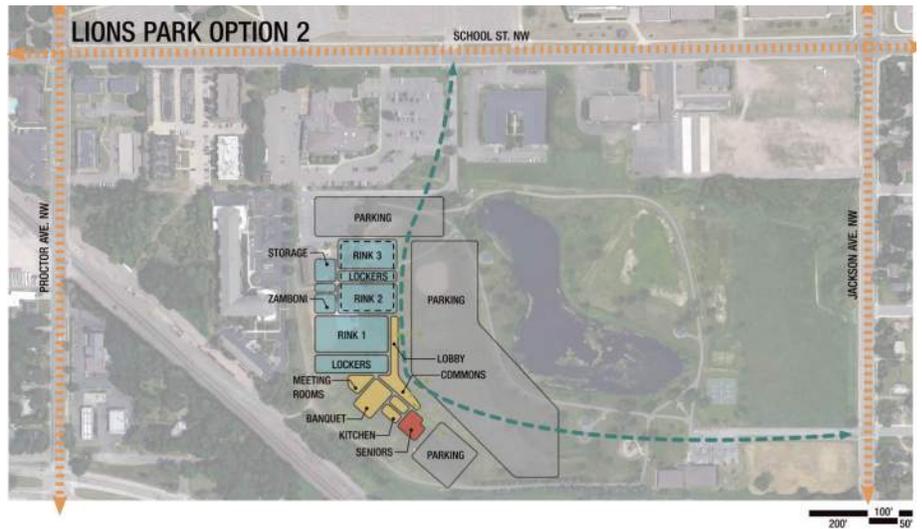


The Lion John Weicht Park site is a very valuable piece of land for the city. It is the most centrally located site for the community and is in very close proximity to existing schools, churches, and other amenities. The site has a well developed trail system and offers some of the community's most desirable green space. The existing pond and green space on the site offer great opportunities for desirable views from a potential new facility, especially for the senior and community spaces. This opportunity is better reflected in the Option 2 layout for this site, where the building is laid out in a linear fashion, parallel to the pond to allow as many spaces in the building a good view. Both options are sited to have the primary entrance facing eastward. This site also has great opportunities for vehicular and pedestrian access and circulation. Vehicle access to the building could occur from both School Street on the north and Jackson Avenue on the east. Both layout options are shown to capitalize on this flow of traffic. Each option takes advantage of the large ice sheet volumes being placed on the north west which would help buffer the colder northwest winter winds from the rest of the building and the entrance side. Locating the ice program spaces on the north side of the building also offers some convenience for access to student athletes coming from the schools directly to the north of the site.

The Lion John Weicht Park Site does come with one major drawback that cannot be overlooked. The existing soils are predominantly soft and organic, and ultimately are considered unable to carry the loads of a modern building. Preliminary cost estimates for soils corrections were completed by the design team utilizing existing outdated data provided by the city. In order to more accurately analyze the soils issue on this site, the city procured a geotechnical team to conduct soil borings to supplement this study. Results of the soil borings came back with the soils being poorer for supporting a building than initially considered. Poor soils exist throughout the site at depths varying from 6.5' to 15', which equates to approximately 200,000-250,000 cubic yards of poor soil material that would need to be removed from the site and replaced with select granular material. Based on these approximate volumes, the cost to complete the soils corrections would be between **\$4.8M and \$7.6M**, depending on the final size and scope of the project. One potential option to mitigate some of the corrections cost would be to find a contractor willing to harvest the poor material and donate the suitable fill. This option could save up to 1/3 of the overall corrections costs but would only cover the cost of the waste and new material (additional costs include equipment, hauling, mobilization, and dewatering). Another site issue that would need to be addressed is the existing sledding hill on the west side of the site. All 3 of the layout options greatly encroach on this hill. This would require the hill (constructed of rubble from an old highway) to be removed and regraded to accommodate the project. Although the hill's material could potentially be re-used on site for fill beneath parking lots, there would still be costs associated with moving and crushing this material (costs associated with the sledding hill were not estimated as a part of this study).

CONCEPTUAL SOLUTIONS

Although the Lion John Weicht Park site boasts a number of strong attributes for a potential facility, and the multiple options presented have some advantageous characteristics, our recommendation would be to avoid building on this site. This recommendation is based on the extremely poor soils conditions and high water table that currently exist on this site. Even undergoing a costly soils correction process still will not mitigate the risks of the soil and water conditions on this site. The risk of this site is extremely high, especially when one considers that one of the predominant program items of the building is multiple ice sheets, which require extremely flat and technically designed and constructed slabs and sub-grade. Building on this site could compromise the long term performance of the building components and result in costly corrections in the future and should be avoided.



Lion's Park Option 3 was laid out to include all potential phases of the project: three sheets of ice, and a field house. This layout represents the largest footprint that the project would include on this site.



CONCEPTUAL SOLUTIONS

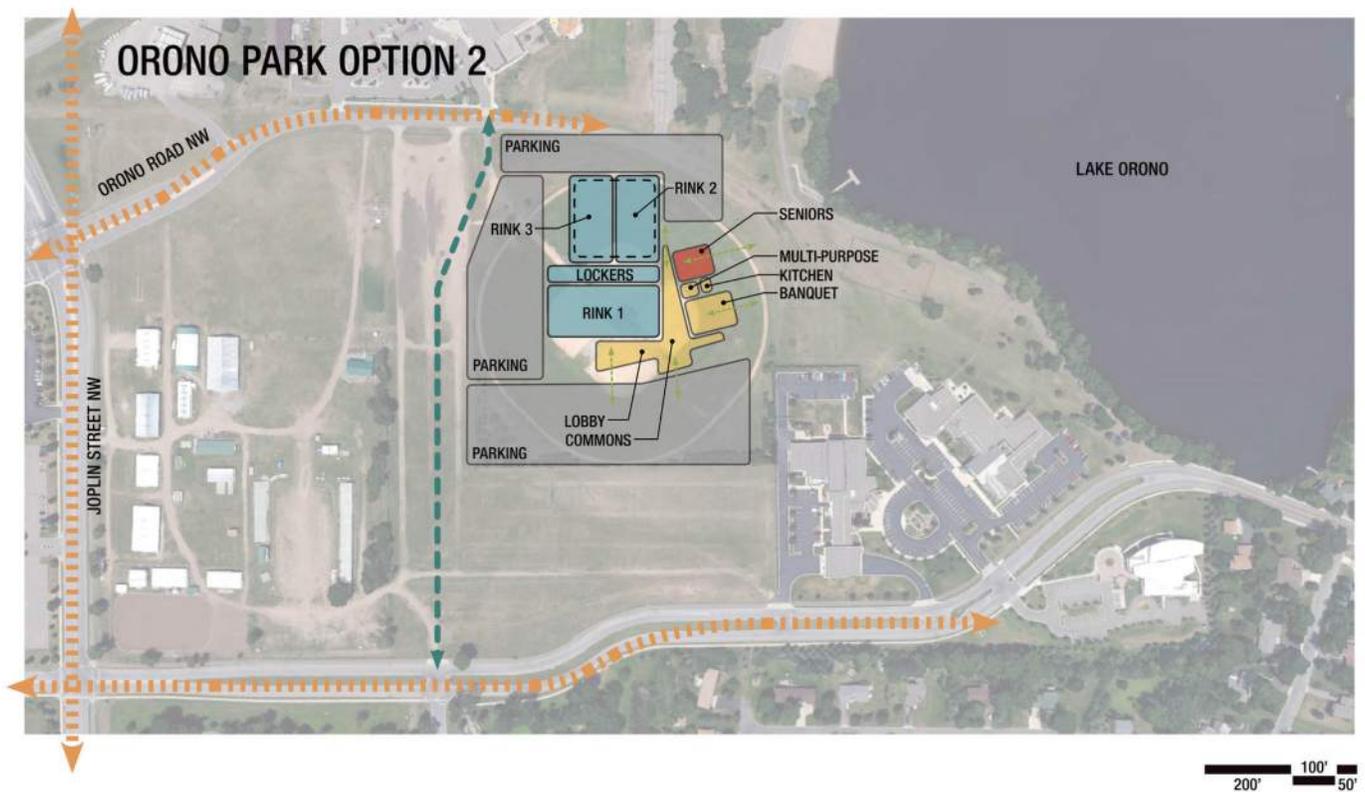
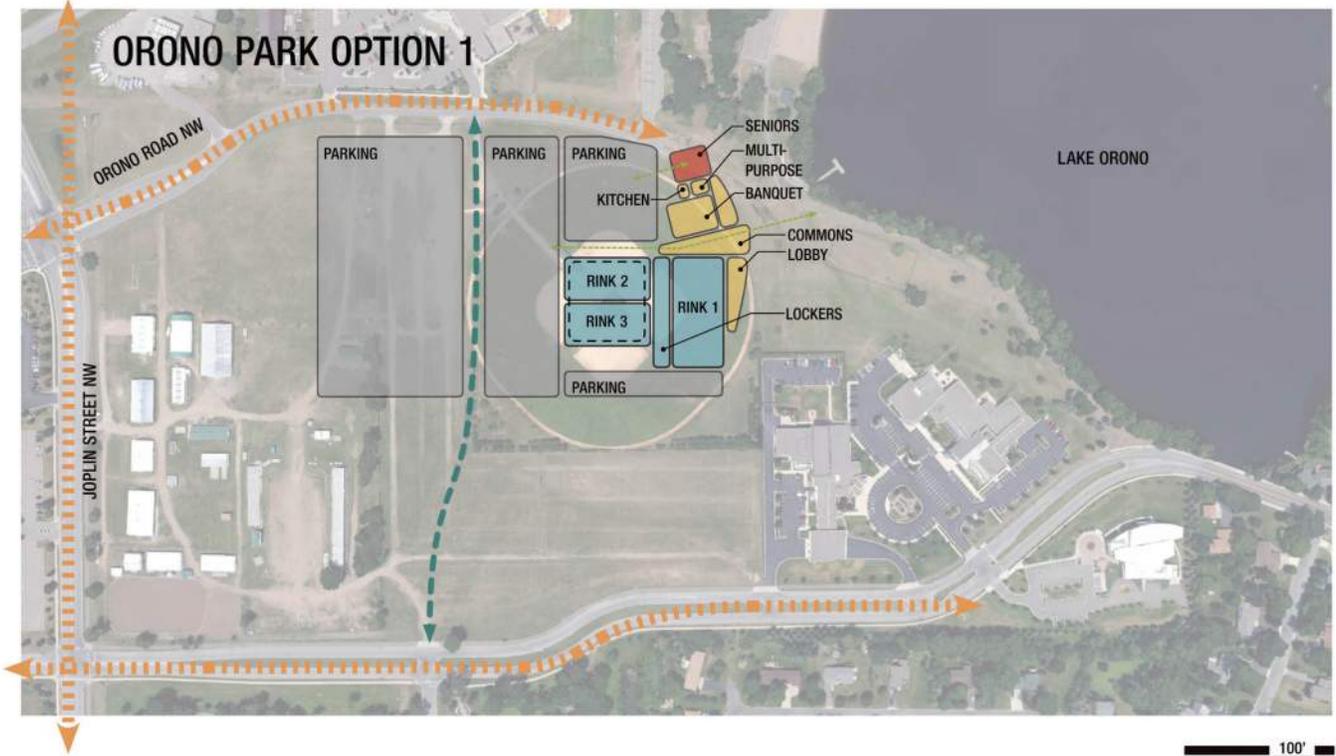
SITE OPTION 5: ORONO PARK - DAVE ANDERSON ATHLETIC COMPLEX



The Orono Park site offers a great multitude of opportunity for a potential new facility in many regards. Although it is not as centrally located as Lion John Weicht Park, it is largely accessible by vehicles and pedestrians alike, with access to Highway Ten from both Joplin Street and Gary Street. The site is located directly adjacent to Lake Orono and would have access to the park amenities currently in place at the beach side Orono Park. Pedestrian access to the site will be improved in the future as the city constructs the trunk Highway Ten trail that will connect Orono Park to Proctor Avenue. The Orono Park site also provides convenient proximity to other existing city owned community buildings including City Hall, The Library, Police/Fire Department, and the YMCA. Locating the facility here would continue to develop a 'campus' of city owned and ran community buildings.

Perhaps the greatest advantage to this site is it's proximity to Orono Park and Lake Orono. This could be captured in the facility by taking advantage of the views eastward toward the lake and even including some outdoor patio or garden space off the building that could tie the building to it's adjacent exterior community spaces. Both concept options 1 and 2 would provide views of the lake from the community and commons spaces. The site's flatness and expansiveness make it prime and ready for building construction (pending the relocation and new construction of existing ballfields) which could save money on site development costs. The site also provides opportunities in the future for other development on or near the site in the open area to the south, and the existing county fairground property to the east. The existing openness on the site and adjacent fairgrounds could also save money upfront by allowing the potential for the new facility to use existing open space for large event parking. The fact that the site doesn't have a lot of existing constraints translates to multiple opportunities and options for orienting the facility. Option 1 explores the idea of aligning a main entry commons to be focused on the Lake as one enters the building. The negative to this is that it puts the largest and tallest volumes of the building (the ice spaces) on the south side of the building thus shading the entry during the winter months. Option 2 is optimally sited with a south facing entry which capitalizes on the southern daylight and exposure in the winter months but would still allow the commons and the community spaces views of the lake and park to the east. The openness around the building provides greater opportunity in laying out the parking, building access and drop-off points.

CONCEPTUAL SOLUTIONS



CONCEPTUAL SOLUTIONS

SITE OPTION 5: ORONO PARK - DAVE ANDERSON ATHLETIC COMPLEX (cont.)



The Orono Park site, although having a wealth of support for being the preferred site of a potential new facility, does have one primary drawback. This drawback however can be viewed as an additional opportunity for the city and community of Elk River. Currently the Orono Park is home to the Dave Anderson Softball Field complex, which is an array of 4 softball fields complete with lighting, bleacher seating, support buildings and a gravel parking lot. If the Orono Park site were selected to be the future home of a new Community Center facility this complex would need to be relocated. Preliminary budget estimates determined a cost of approximately **\$1.2 million*** to recreate the existing fields at a new site. The proposed location for the Dave Anderson complex to move would be the current Youth Athletic Complex (YAC) located in the southeast portion of the city. Relocating the complex would provide a new opportunity for the community to have access to newer, larger, better constructed fields, dugouts, and support buildings. The YAC site also provides opportunity to create an additional fifth field to better serve the community and accommodate larger tournament and competitive events. Additional upgrades to the softball fields at the YAC site could include a paved access road, a paved parking lot and support buildings as required. Relocating the existing Dave Anderson softball fields to the YAC site not only provides immediate opportunity for improved community field space, but would be another piece in the overall development of the YAC site in becoming one of the premiere outdoor athletic complexes in the region.

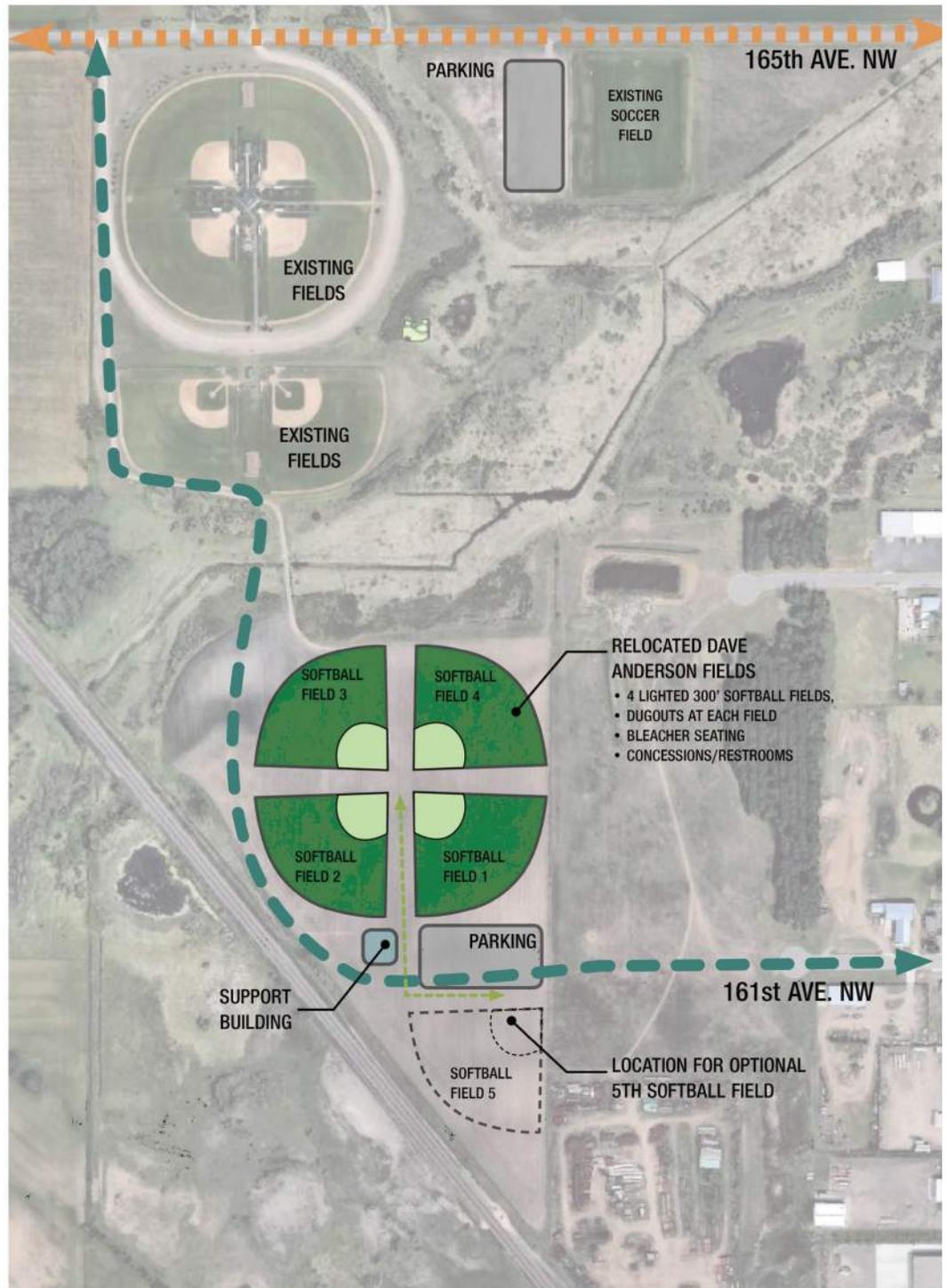
* Proposed cost figure is based on the cost to reconstruct ballfields only of similar size and scope, on a new green field site that is fairly level and ready to develop for this purpose. The proposed cost does not include any land acquisition or asset transfer costs, or the costs for additional site upgrades. These costs could be determined in the future when additional project scope can be defined.

SITE ANALYSIS SUMMARY

Through the process of analyzing and studying conceptual layouts at each site option and at-length discussion with the Steering Committee, it is recommended that the best site for a future potential Community Center facility be the Orono Park/Dave Anderson Athletic Complex site. The Oak Knoll site and the Pinewood site would both accommodate a new facility adequately, however both these sites have limited opportunity based on location, site surrounding character, and limited building/site layout opportunity. The Lion's Park site, the Elk River Golf Club site, and the Orono Park site all have strong support as options for housing a future facility, including site access, site surroundings and character, and layout opportunities. The lack of infrastructure and required downsizing of the golf course make the Golf Club site a non-viable option. The biggest issue with the Lion's Park site is the inadequate soils and poor subsurface water conditions, and the associated costs to remediate them. Due to the large up-front cost of soils corrections, and the unpredictability of how soil corrections would perform over time, the risk of investing a large sum of money on a new facility at this site is too great. The Orono Park site is therefore the location with the most opportunity for a long-term successful building project, with great site access and surrounding amenities, and would be a step in developing a strong complex of community buildings and park space in this part of the city. The relocation of the Dave Anderson fields also becomes a new opportunity to provide an additional asset to the community in new and improved ball fields, and further develop the Youth Athletic Complex.

CONCEPTUAL SOLUTIONS

The concept diagram at right shows a potential layout for relocating the Dave Anderson softball fields to the current YAC site. Access to the site could come from 165th Avenue or 161st Avenue. The new layout could add a fifth field as well as paved parking and drives, and necessary support structures for the new fields.



YOUTH ATHLETIC COMPLEX



CONCEPTUAL SOLUTIONS

CONCEPT BUILDING PLAN - FLOOR PLANS

In order to develop a project concept that was feasible for the city to fund, the steering committee and design team evaluated the program of needs to try and identify some space synergies (see diagrams on the following pages) that could result in saving space and project cost. The result of this study is a building concept that is approximately 120,000 square feet. The concept adequately replaces all of the space the city currently has in their existing three facilities, along with some upgrades, and potential for additional phases to better meet additional program needs. The base facility concept includes 2 sheets of ice, along with eight changing rooms and two dedicated varsity locker rooms complete with showers and toilets. The competition ice sheet would have spectator seating for 1,500-2,000 people, with storage space below the fixed seating. A new lobby would contain ticketing, offices, concessions, public toilets, and also a meeting room. The lobby could also be opened up to the larger commons space in the facility if the additional space was needed for large tournament team queuing space or intermission times during largely attended ice events.

MAIN FLOOR PLAN

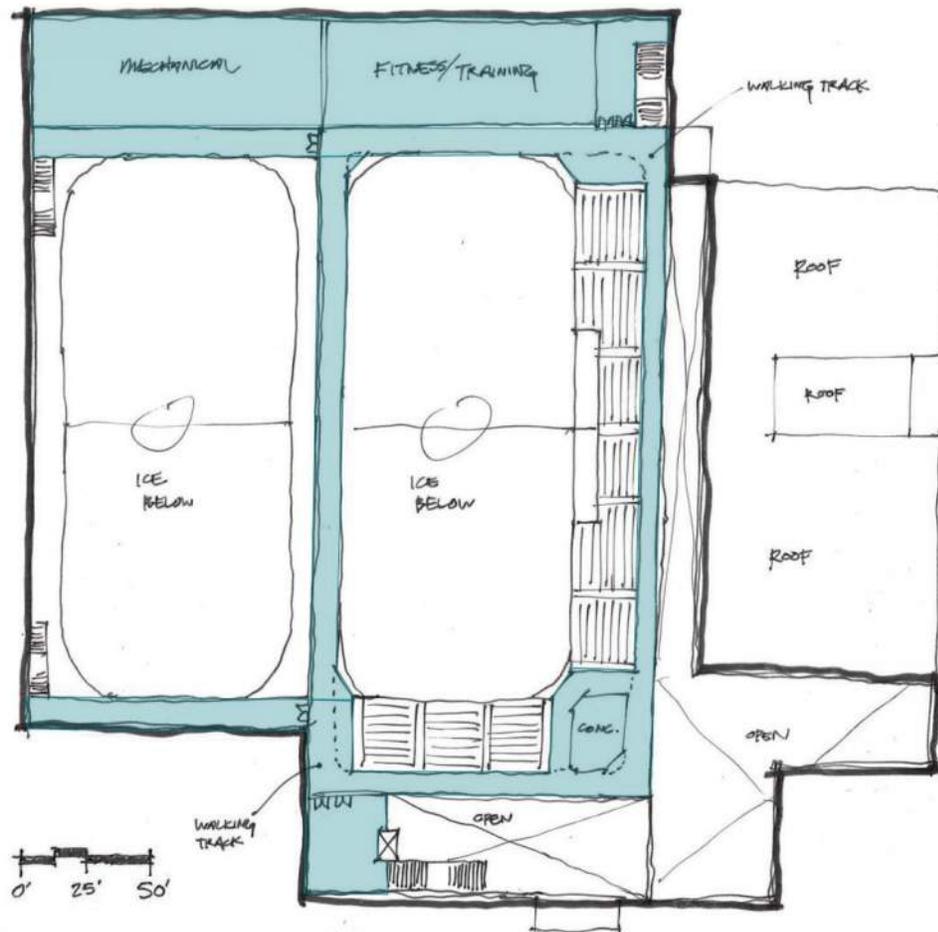


CONCEPTUAL SOLUTIONS

Also on the main level would be program space for senior activities as well as meeting and banquet space including a large kitchen area. Dedicated program space for the seniors includes rooms for gaming (billiards, cards, etc.) and arts/crafts/creative activities. The seniors would also be able to utilize the kitchen area for cooking or food preparation, the meeting rooms for smaller quiet group activities, the multi-use area (for activities such as pickle ball), the larger banquet room (for events such as quilt shows, craft fairs, or bake sales), the building commons area for social and lounge type space, and also the walking track and fitness space located on the upper level. The dedicated senior spaces for gaming and creative endeavors, along with the multi-purpose space could also be programmed for youth or teen spaces along with other areas in the building in the evenings or on weekends when the senior population would not be using them.

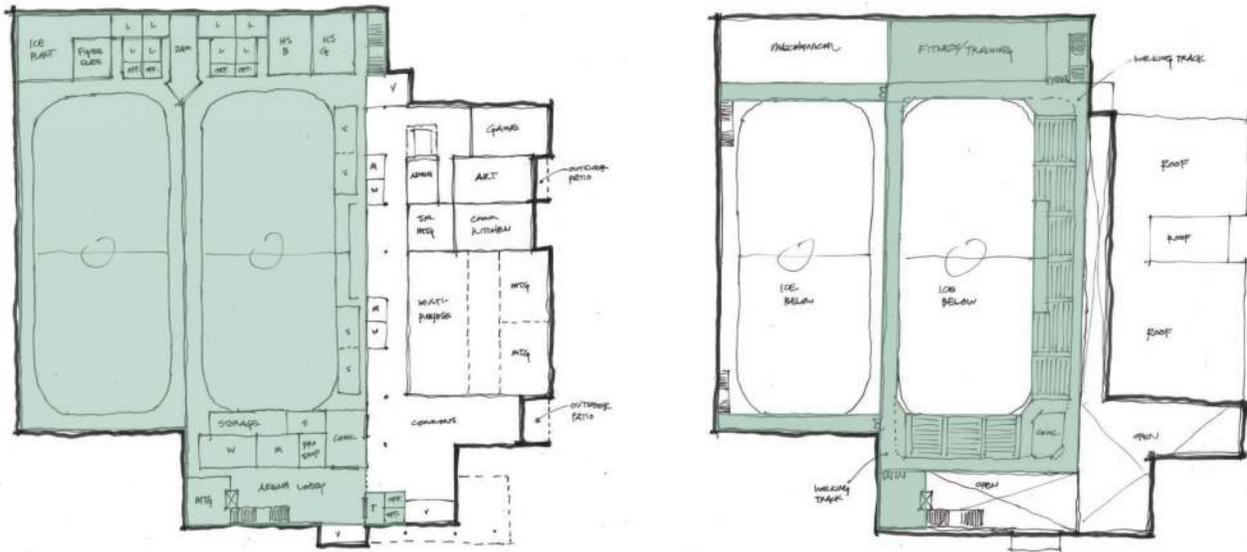
Other spaces within the facility that would largely be available for community use include two small meeting rooms, as well as the large multi-use/banquet room. This space could host an event with up to 400 people, but also be divided to smaller meeting rooms and a separate multi-use area. These spaces are located directly adjacent to the kitchen to allow catering or food preparation for large events. The facility would also include small outdoor patio areas on the east side overlooking Orono Park. One would be located off the seniors' area and the other off of the commons and banquet area. **Estimated option cost: \$30,000,000 - \$33,500,000**

UPPER FLOOR PLAN



CONCEPTUAL SOLUTIONS

CONCEPT BUILDING PLAN - SPACE SYNERGIES AND EFFICIENCY



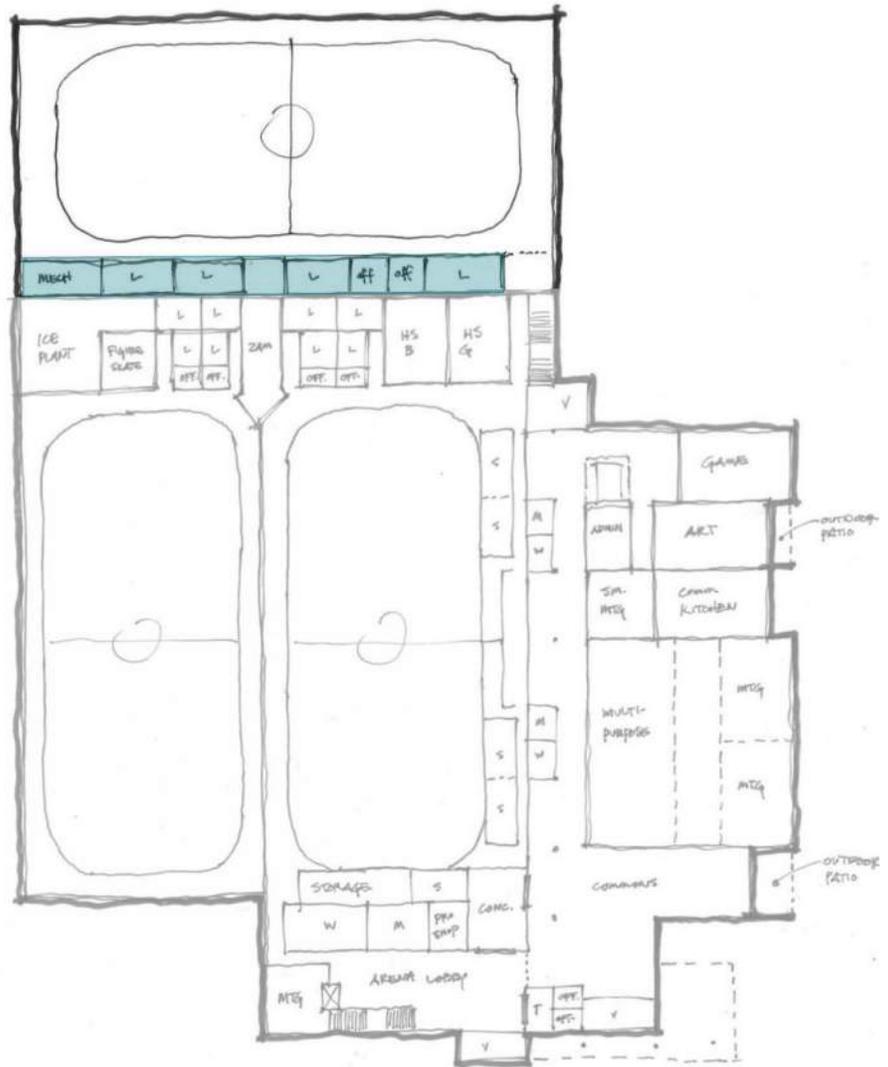
ICE/ARENA SPACE FUNCTIONS

In order to develop a project concept that would be more efficient and have a lower up front price tag, a number of space synergies were identified by the study team and the steering committee. The diagrams above and at right indicate the space function groups and the spaces within the building that would typically be used for those function groups. Ice and Arena functions would largely occur on the west half of the building. For the senior activity groups, and potentially youth or teens, the primary spaces of use occur on the east half of the building, along with the fitness area and walking track on the upper level. For generally community use, the primary spaces include the large multi-purpose/banquet space, the kitchen, and the smaller meeting rooms. Also utilized for both community use and seniors or youth would be the large open commons area on the south end of the building. This area could be fit out with areas of soft seating, a fireplace, coffee bar, or any other amenities. This space would also have large views out toward Lake Orono. By identifying these shared space synergies (and scope reduction/future phasing), the concept of the building was able to be reduced in size by almost twenty percent compared to the original list of program needs.

CONCEPTUAL SOLUTIONS

CONCEPT BUILDING PLAN - FUTURE EXPANSION OPPORTUNITIES

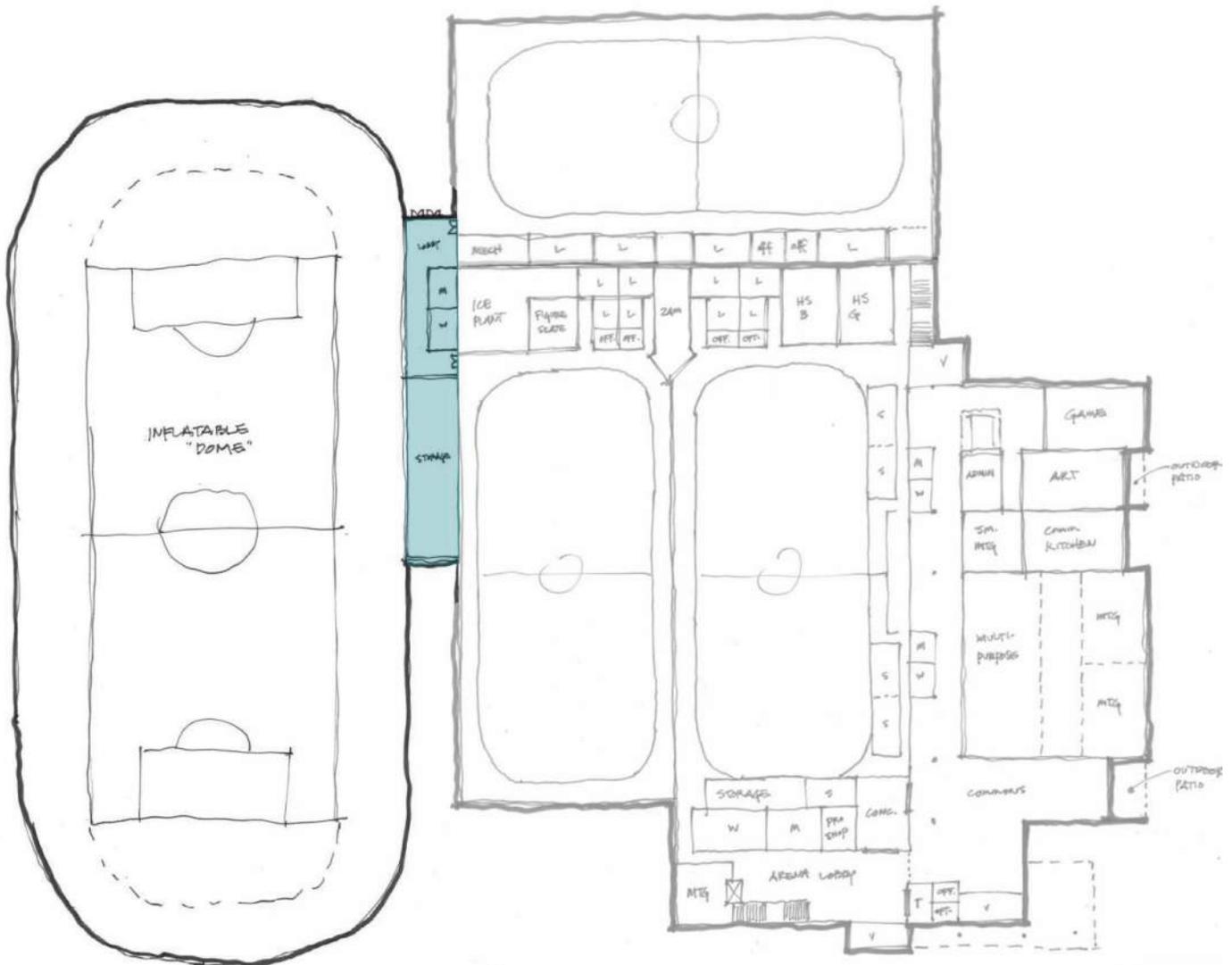
Although the proposed building concept plan adequately replaces the program and space functions that currently exist in the current Elk River Arena, Activity Center, and Lion’s Park Center facilities, it does not necessarily fulfill all of the program needs and requirements that were expressed by the stakeholders and community members. The proposed building concept does provide a number of improvements and upgrades from the city’s existing facilities (i.e.. locker room space, community meeting space, a functioning kitchen, larger banquet space, dedicated senior group activities rooms, etc.) however, in order to better fulfill the needs of the community, the proposed solution would be to add additional program space in potential future phases. Phase 2, following the initial building construction (shown at right) proposes to add an additional third sheet of ice and additional locker room and support space on the north end of the facility. One benefit of the proposed initial building concept is that it could utilize an outdoor sheet of ice in the winter months in the location of the Phase 2 sheet at minimal cost, until the city has enough funding to fully construct the Phase 2, third ice sheet addition. **Estimated option cost: \$6,000,000**



PHASE 2 - 3RD ICE SHEET ADDITION

CONCEPTUAL SOLUTIONS

During the stakeholder meetings and community engagement process, a recurring need that arose from multiple groups and individuals was the need for more turf space in the community. An increase in turf space would appeal to youth soccer, football, baseball, softball, and lacrosse, and would allow for practice and competition to occur in the six months of the year when the weather outdoors is not conducive to outdoor turf activities. A proposed Phase 3 future addition would be to add a 95,000 square foot inflatable dome to the building. This addition could take advantage of locker space within the original building but would contain a separate entry, toilet rooms, and storage space. The dome would have a synthetic turf field and would be inflated for six months of the year, and thus be considered a temporary structure which helps reduce building code requirements and construction costs. There would however likely be annual costs to cover the install and removal of the dome roof structure. **Estimated option cost: \$5,000,000**



PHASE 3 - INFLATABLE TEMPORARY DOME ADDITION

CONCEPTUAL SOLUTIONS

CONCEPT BUILDING PLAN - EXISTING FACILITY OPPORTUNITIES

With the option of building a new community center facility comes the question of what should be done with the existing facilities that the city currently owns. As shown, these facilities have served their purpose for the community and have reached the end of the lifespan for the purposes that they have been utilized for. Some options for these facilities that have been discussed included the following:

ELK RIVER ARENA

The current location of the Elk River Arena facility with its proximity to the High School and neighboring schools, would suggest that it could provide value to the school district, either for re-use or just as land value. The district could expand their outdoor sports complex, or continue to expand its existing building. Although this is a valid option, there is question to the amount of value the district would consider for this facility. A better option for this facility, which would allow the city to meet further needs of the community in court and turf space, would be for the city to retain the property and re-purpose the building as a youth sports complex. This could be achieved by demolishing the current "Barn" rink and upgrade the rest of the facility and support space to include a multi-purpose sports floor over a new concrete slab, with removable turf. This would occur within the existing Olympic Rink. Changing rooms could remain or be used for storage, and the lobby could be modified to include office space for each sports organization that would utilize the facility. This option would provide court space and turf space to the community and could be considered an option in lieu of adding a future inflatable dome to a new community center building. A concept plan for the option is shown on the following page. **Estimated option cost: \$4,000,000***

LION'S PARK CENTER-

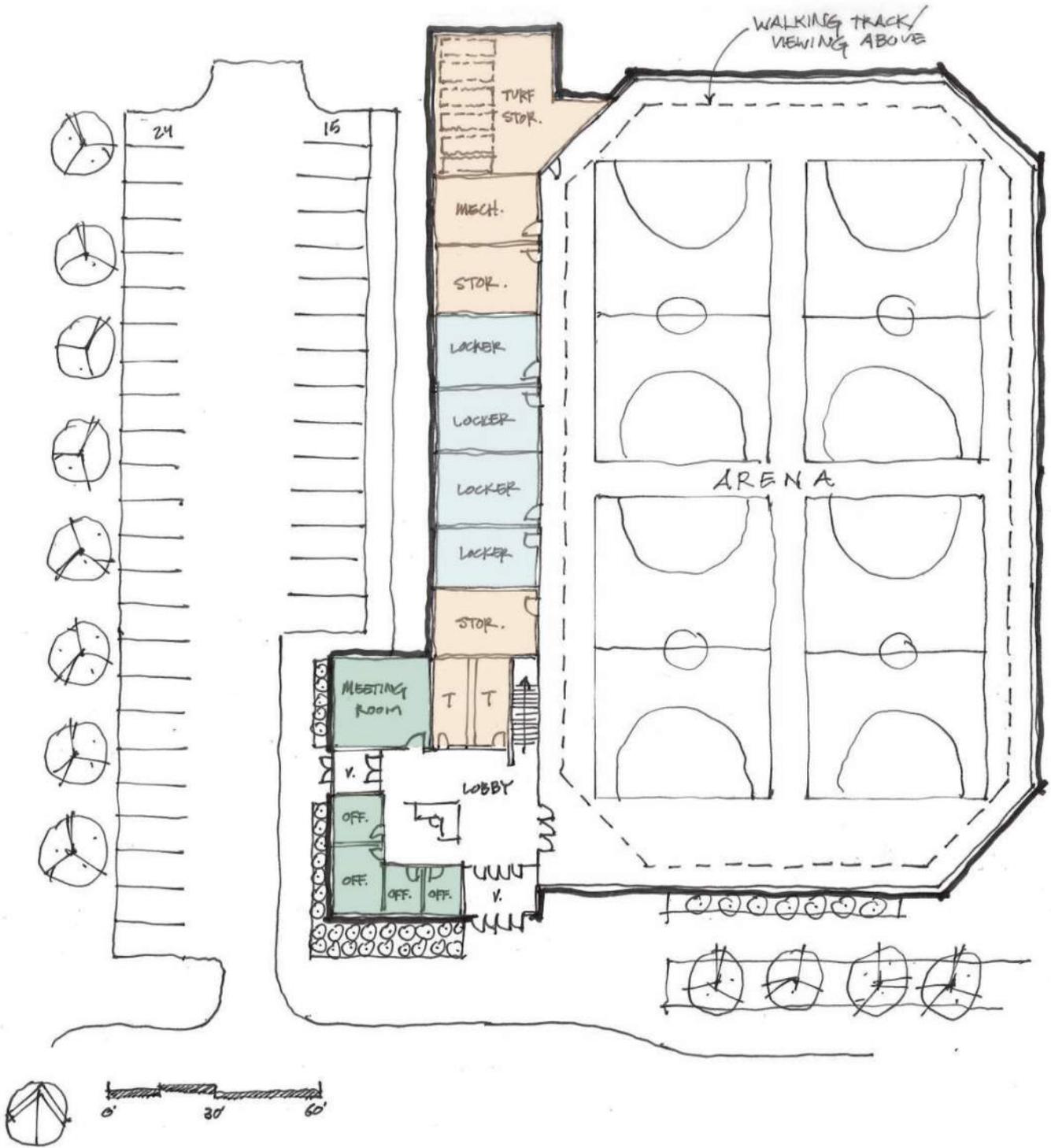
The Lion's Park Center building, although having a number of construction and programmatic issues, still retains value to the community, primarily to the Elk River Lion's Club. The best option for this facility would likely be for the city to sell it back to the Lion's or donate it back to their organization. The Lion's Club still holds the building in high regard as it was originally constructed by the Lion's and donated to the city for operations. The Lion's could continue to utilize the facility for office space, storage space and hosting small events.

SENIOR ACTIVITY CENTER

The current senior activity center as a building still has some value, although with its large, expansive open plan from its initial days as a library, make it challenging to re-program for other uses. One option for this asset would be to sell it outright, or perhaps work with a developer to construct a new facility on the site that could better serve the community (housing, or other public space). A similar option that could arise would be to negotiate the property's transfer over to the potential contractor of the proposed new community center for development by their organization, which in turn could reduce contractor costs on the new project.

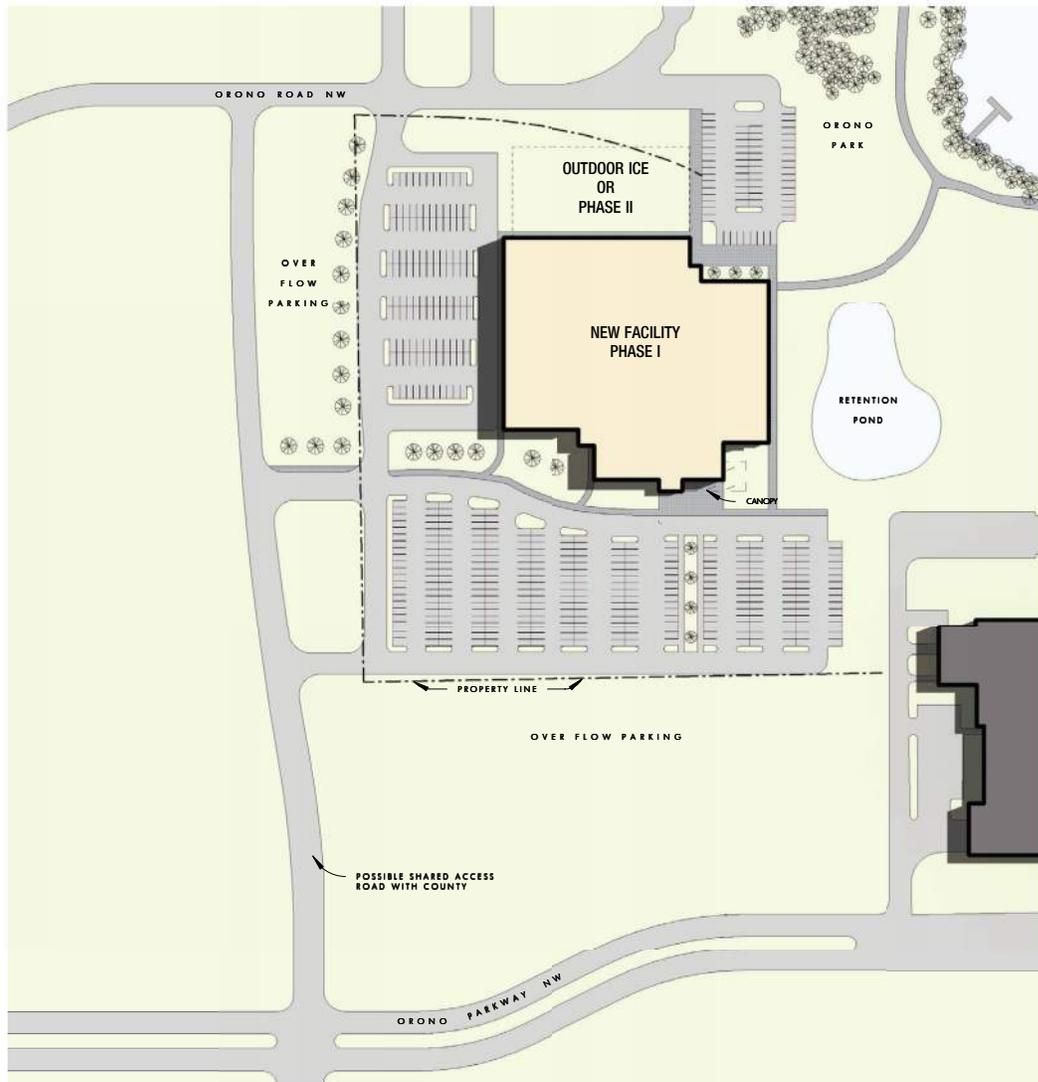
* Figure includes all construction and project costs, but does not account for any upgrades to the HVAC system in the arena volume.

CONCEPTUAL SOLUTIONS



CONCEPTUAL SOLUTIONS

PROPOSED PROJECT: FINAL PLANS



PROPOSED NEW FACILITY: SITE PLAN

SITE DESIGN INCLUDES APPROXIMATELY 550 PARKING STALLS

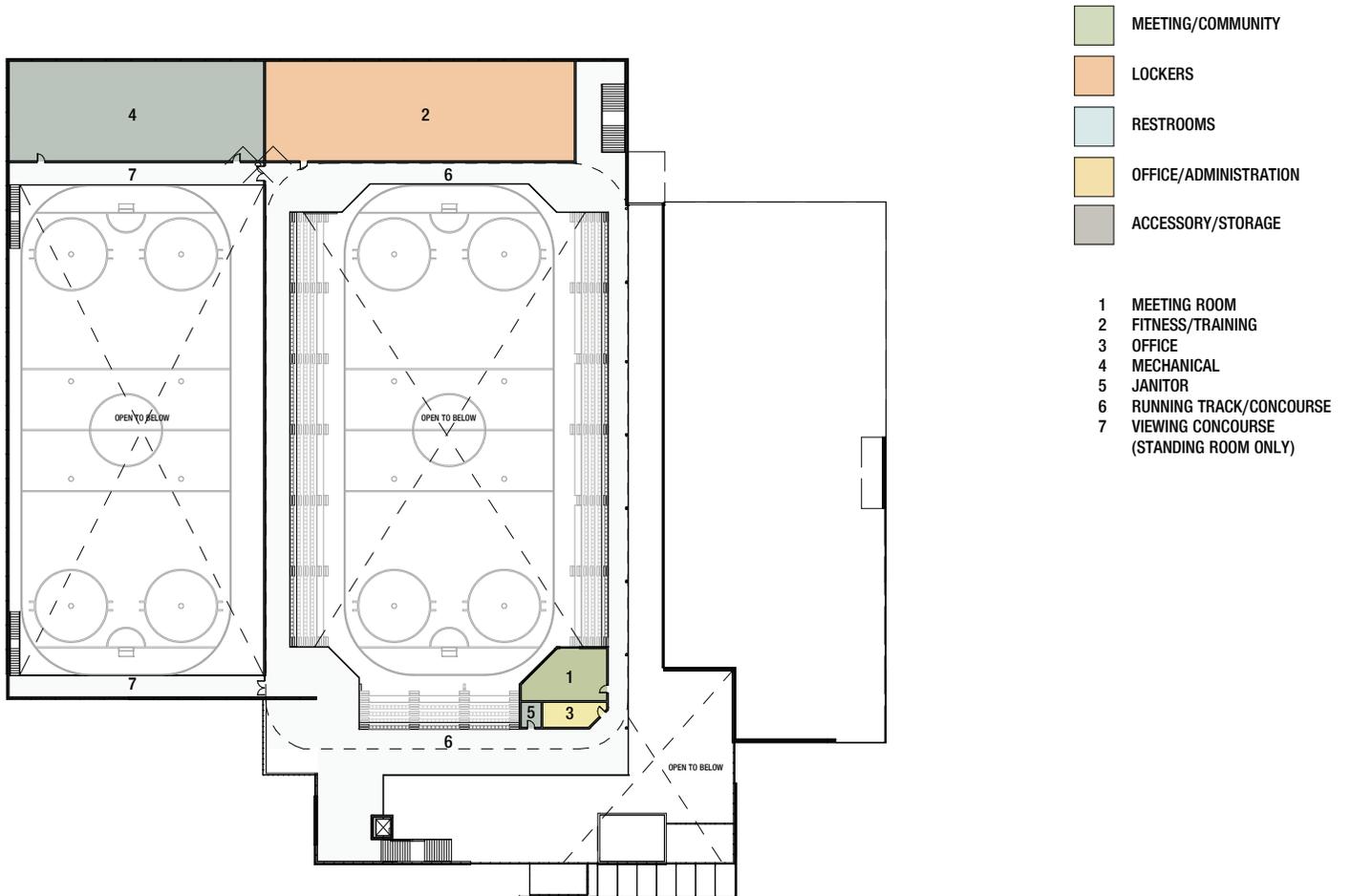
CONCEPTUAL SOLUTIONS



**PROPOSED NEW FACILITY:
FIRST FLOOR PLAN**



CONCEPTUAL SOLUTIONS



**PROPOSED NEW FACILITY:
MEZZANINE FLOOR PLAN**

CONCEPTUAL SOLUTIONS



PROPOSED NEW FACILITY: BUILDING ENTRANCE VIEW

PROPOSED BUILDING EXTERIOR MATERIALS:

- TRADITIONAL BRICK UNIT MASONRY
- CLEAR/FROSTED GLAZING
- TRANSCUENT PANELS
- PRECAST CONCRETE

CONCEPTUAL SOLUTIONS



**PROPOSED NEW FACILITY:
AERIAL VIEW**

CONCEPTUAL SOLUTIONS

SUMMARY OF OPTIONS COST TABLE

EXISTING FACILITY MAINTENANCE COST

• SENIOR ACTIVITY CENTER	\$975,000
• ELK RIVER ARENA	\$7,735,000
• LION'S PARK CENTER	\$464,000

FEASIBILITY STUDY BUILDING OPTIONS

• NEW FACILITY AS PROGRAMMED	\$43M - \$48M
• ADDITION/RENOVATION IMPROVEMENTS TO EXISTING FACILITIES (LOW)	\$23M
• ADDITION/RENOVATION IMPROVEMENTS TO EXISTING FACILITIES (HIGH)	\$32.2M
• NEW FACILITY (BASE BUILDING)	\$30M - \$33.5M
ADD PHASE 2 - 3RD ICE SHEET	\$6M
ADD PHASE 3 - INFLATABLE DOME	\$5M
• ELK RIVER ARENA REFURBISH OPTION	\$4M

SITE OPTION COSTS

• LION JOHN WEICHT PARK - SOILS CORRECTIONS	\$4.8M - \$7.6M
• OAK KNOLL A - REPLACE VARSITY FIELD, TWO SOCCER FIELDS, YOUTH BASEBALL	\$700,000 [†]
• OAK KNOLL B - REPLACE TWO SOCCER FIELDS, TWO YOUTH BASEBALL FIELDS	\$500,000 [†]
• DAVE ANDERSON COMPLEX FIELDS REPLACEMENT COST	\$1.2M [†]
• COST FOR YAC UPGRADES NOT INCLUDING FIELDS	NOT ESTIMATED
• COST FOR ELK RIVER GOLF CLUB LAND ACQUISITION AND NEW INFRASTRUCTURE COSTS	NOT ESTIMATED

* Figure includes Activity Center Addition, Lion's Park Option 'B' Addition, and Elk River Arena Option 'B' Addition.

† Proposed cost figures are based on the cost to reconstruct ballfields of similar size and scope, on new green field sites that are fairly level and ready to develop for this purpose. Figures also do not include land acquisition costs. It was discussed that the city would likely have land available if needed to relocate existing ballfields.

CONCEPTUAL SOLUTIONS

PROJECT FUNDING OPTIONS

One goal that was a part of the study was to discuss and determine potential methods for funding a large civic project, the size and scope of a community center type facility. The study team brought multiple specialists to the table to engage in the project funding discussion. The specialists that participated in the finding discussion included: John Staley of Staley Consulting out of Grand Forks, ND, Lonnie Laffen Principal and founder of JLG Architects and a North Dakota State Senator, and finally Terri Heaton from Springsted Financial Groups (The city of Elk River's financial consultant).

STALEY CONSULTING - NON-TAX BASED FUNDING OPPORTUNITIES

John Staley, and Staley Consulting, have been involved on a number of project teams working with owners to develop and execute plans for finding non-tax based revenues to be used toward community improvement facilities and projects. Most notably has been his work in Grand Forks with the team that produced the Choice Financial Wellness Center. The project was a community center complete with pool space, gym space, indoor tennis space, and group and general fitness space. The project was around \$22,000,000 and was constructed with no tax-based income. John's message to the steering committee and study team highlighted five primary ways to get non-tax based funds to contribute to a project. The five methods are:

- Fee-based revenues - these include fees for outside groups to use space within the building or project
- Sponsorships - this would include contracting with businesses who in turn get advertising on or in the building
- Net Revenue Enterprises - this involves leasing out un-used assets when they are not otherwise in use
- Partnerships - this includes a collaboration with an outside group in a symbiotic relationship
- Annual Giving - this options involves identifying passionate people or groups who care about the project, and give repeatedly

John indicated the most projects will employ a combination of these methods to provide additional funding for a project without increase the tax burden of the community members. John also made a key point that any community project should be marketed in a way that it identifies a community need and shows how the project can solve the problem. Staley Consulting is available as a consultant to help communities plan and execute these additional funding methods.

LONNIE LAFFEN - KEYS TO A SUCCESSFUL REFERENDUM VOTE

With the size and scope of this project, the steering committee and city have the expectation that at least some portion a potential project would be funded by community tax dollars, and would need to pass a bond referendum vote. For this reason, Lonnie Laffen and Terri Heaton were brought in to speak with the steering committee. Lonnie Laffen brings years of experience of being involved with community projects and seeing the referendum vote process play out. His political experience over the last four years also provide him with an expertise of political systems. Lonnie focused on the things that a community can do per-referendum to better improve their odds of a successful vote. First off, the community should find some people who are passionate about the project to head up a Vote Yes committee that works to market the project and track down other yes voters to help get the message out to the community. Lonnie also stressed the point that the city should have a project site selected before going into the vote.

CONCEPTUAL SOLUTIONS

This removes a big variable in people's minds that would otherwise lean them to vote no if the site selection was unknown. Another point that Lonnie stressed is that in recent years, bond referendum votes have seen more success when they were on the ballot of a major election. This point bodes well for the city of Elk River with a major election occurring this fall. Communities should also have the financial information as it pertains to the tax payers, and share that with the community before the vote. Lonnie suggested that a vote has a better chance of passing if the property taxes on a \$100,000 home increase by less than \$100 per year. Anything higher than that becomes a little harder for more property owners to accept. Lastly, Lonnie recommends holding a community open house set up with multiple information giving stations as a good way to inform the public about the project prior to the vote. At this session the public should get information about the selected site and why it was chosen, what amenities are part of the project and why, and how the project and a yes vote will affect them financially. It is also recommended to have a station at the end allowing community members to write down their thoughts or questions on the project and post them on a board for others to see.

TERRI HEATON - CITY FINANCIAL SITUATION

Terri Heaton from Springsted Financial, was invited to attend two steering committee meetings to provide insight to the group on the city's current financial situation. Currently the city's bonding capacity is \$34 million, which is determined based on 3% of market value, calculated from an approximate \$2 billion tax base in Elk River. Although the city's bonding capacity is at \$34M, the city has a number of other general obligation bonds that will be paid off in the next 5-10 years which would also free up additional bonding capacity. If the city were to grow in population, it would also increase the tax base and lower the burden per individual household. Terri also discussed the city's credit rating. They currently have a AA+ credit rating, but their goal is to reach a AAA rating. Terri recognized that this is a great financial goal, however the city should weigh the value of having the increased credit rating versus pursuing a new project that could be a great community asset. Although she recognized the value of a potential project for the community, Terri did not recommend maxing out the city's bonding capacity. At the second meeting with Terri present, she was able to calculate some bonding scenarios (G.O. bond of amounts \$10M, \$20M, and \$35M over 20 years) and provided the group with statistic sheets for each. The first set of statistics was a table showing principal and interest values for each scenario. The second set of stat sheets were tax impact sheets showing what the tax impact would be for property owners, sorted by property value, for each of the three General Obligation value scenarios. Overall the tax impact numbers were positive, for example on a \$35M bond, a property owner whose property is valued at \$100,000 would have their property tax increase by \$80 annually. The numbers Terri presented need to be considered as a reflection of a snapshot in time, as the values will fluctuate based on the overall tax base and the population. To close the discussion, Terri discussed the bond length. It was discussed that the bond length can be shortened based on payments, with another option being to back load the bond amount. This option would increase the bond amount to be larger in the future. This could be advantageous to keep the initial payment amounts low with the assumption that as the payment amounts go up, so would increase the tax base and the payment increase would ideally be unnoticeable. Terri pointed out that this approach is very risky, and she would not recommend it.

APPENDIX A

Executive Summary

Market Analysis:

The primary goal of this study was to explore the community need and feasibility of a new community recreation facility in the City of Elk River through market analysis, stakeholder meetings, community meetings, and operations analysis.

The Elk River service area population is growing at a moderate rate with the population projected to grow about 2.6% over the next five years to reach a population of 24,175 people by the year 2020. The demographic profile of the community indicates that the age group distribution is somewhat mixed. There is a higher concentration of under 5, 5-17, 25-44 and 45-54 age groups than the national level. This points to a large number of families with young children in the service area. The median age of Elk River service area is younger than the national level while the median household income is significantly higher. Age and household income are two determining factors that drive participation in sports and wellness activities. The demographic profile suggests that there will be continued support and demand for recreation activities and programs in the future.

There are limited recreation and fitness providers in the service area and the other service providers have a narrow business focus on the adult fitness market while the wellness and recreation opportunity for young people, seniors and athletic teams are underserved in the community. The City of Elk River has addressed many community needs through a partnership with the YMCA. The need for improved ice skating facilities along with the need for more meeting room and banquet space, senior activities and group fitness component was validated through the extensive public input process used during the market analysis phase to assess community needs. Over 50 people were involved with the stakeholder meetings representing youth sports groups, health care, School District, students, seniors, Chamber of Commerce, elected officials, major employers, coaches, and community members.

Statistics from the National Sporting Goods Association (NSGA) were overlaid on to the demographic profile of the service areas to determine the market potential for various activities that can take place within a community recreation center. The market analysis concluded that the Elk River area is underserved for recreation swimming, fitness and recreation opportunities, especially for family activities, youth fitness and senior citizens. These groups are also the same groups that have a significant concentration represented in the age group distribution.

Program:

A primary concern in the development of a new community center is replacing and upgrading the existing recreation facilities in the City of Elk River. These include the Ice Arena, Activity Center and Lion's Park facility. These facilities have become aged and require significant improvements while the City loses some operation efficiency by operating three separate recreation facilities. The program recommendations for the City of Elk River were driven by the information gathered during the market analysis, including the demographic profile of the community, statistical data from the National Sporting Goods Association, stakeholder input, competitive analysis of other recreation and banquet facilities in the area and community input meetings. During the program phase of the study, different options were explored before developing a phasing plan. The first phase of the project reflects the most pressing needs in the community. Based on the market analysis, program assessment and budgetary considerations the following program summary was generated. Refer to the program section of the primary document for the full program breakdown.

Operations:

An operation analysis was conducted to examine facility costs and revenues for a new recreation facility that was developed during the programming phase of the study. The operating pro-forma developed represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the project. Fees and charges utilized for this study were generated from the existing rate structure and assessment of market value in the Elk River area.

The results of the operations analysis indicate that the proposed facility will not recover 100% of its operating costs through revenue but represents an upgrade over the current operating model through improved efficiency of combining three operations into one and increased revenue opportunities. The operating efficiency increase by adding a third sheet of ice in phase two and a sports dome in phase three resulting is a cost recovery rate of 86% and 91% respectively. The operating pro-forma does not include debt service since the funding for this project is yet to be determined. Most community centers in urban areas around the country recover 75% to 95% of their operating expenses through fees and charges.

Expenditure – Revenue Comparison

Category	Existing Facilities ¹	New Facility	Phase 2	Phase 3
Expenditures	\$1,203,340	\$1,271,622	\$1,443,051	\$1,691,452
Revenue	\$823,762	\$972,530	\$1,236,610	\$1,545,030
Difference	(\$379,578)	(\$299,092)	(\$206,441)	(\$146,422)
Recovery percentage	68%	77%	86%	91%

Without question, a new community recreation will enhance the quality of life in Elk River while improving recreation, sport and leisure opportunities. A new center will become a source of tremendous community pride and will bring the community together along with making Elk River a more attractive place to live and work. The center will also help establish and recognize the facility as a contributor to the economic health of the community by providing jobs, through the purchase of local goods and services and by generating tourism trade for the City of Elk River.

¹ Includes Ice Arena, Activity Center and Lion's Park facilities



Section II – Demographic Summary & Market Review

Ballard*King & Associates (B*K) as part of a larger project team led by JLG, has been contracted by the City of Elk River to complete a Feasibility Study for Community Recreation Center.

The following is a summary of the demographic characteristics of the service areas along with recreation and leisure participation standards as produced by the National Sporting Goods Association (NSGA), also included in participation information provided by the National Endowment of the Arts (NEA).

B*K accesses demographic information from Environmental Systems Research Institute (ESRI) who utilizes 2010 Census data and their demographers for 2015-2020 projections. In addition to demographics, ESRI also provides data on housings, recreation and entertainment spending and adult participation in activities. All of this data helps describe the community of the City of Elk River. B*K utilizes information from the NSGA and NEA as they are some of the thorough reports available on activities that could take place in a community recreation center. B*K receives no financial gain by citing these sources or using their services.

Service Areas: A community recreation center that located in and funded by the City of Elk River should serve the residents. As such a primary service area has been identified as the boundaries of City of Elk River proper. In addition, to the primary service area a secondary service area has been identified by the steering committee

Primary Service Areas are defined as 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 in the facility. A center with active elements (pool, weight cardiovascular equipment area, gym, track, etc.) will have a larger service area than a more passively oriented facility. Specialized facilities such as a sports field house, ice arena or competitive aquatic venue will have a bigger service area, making them more of a regional destination.

Service areas can flex or contract based on 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 effect on membership, daily admissions and the associated penetration rates for programs and services.

MARKET ANALYSIS

City of Elk River, MN
Feasibility Study



Table A – Service Area Comparison Chart:

	City of Elk River	Secondary Service Area
Population:		
2010 Census	22,974 ¹	205,334 ²
2015 Estimate	23,545	212,661
2020 Estimate	24,175	221,264
Households:		
2010 Census	8,080	71,277
2015 Estimate	8,353	74,609
2020 Estimate	8,602	77,893
Families:		
2010 Census	6,050	55,075
2015 Estimate	6,209	57,347
2020 Estimate	6,368	59,696
Average Household Size:		
2010 Census	2.76	2.86
2015 Estimate	2.74	2.83
2020 Estimate	2.74	2.82
Ethnicity (2015 Estimate):		
Hispanic	3.6%	2.8%
White	93.0%	91.6%
Black	2.2%	2.6%
American Indian	0.4%	0.5%
Asian	1.6%	2.3%
Pacific Islander	0.1%	0.04%
Other	0.7%	0.8%
Multiple	1.9%	2.2%
Median Age:		
2010 Census	34.9	35.5
2015 Estimate	35.2	36.4
2020 Estimate	36.1	37.1
Median Income:		
2015 Estimate	\$78,305	\$80,829
2020 Estimate	\$86,198	\$89,401

¹ From the 2000-2010 Census the City of Elk River experienced a 38.9% decrease in population.

² From the 2000-2010 Census the Secondary Service Area experienced a 25.1% decrease in population.

MARKET ANALYSIS

City of Elk River, MN
Feasibility Study

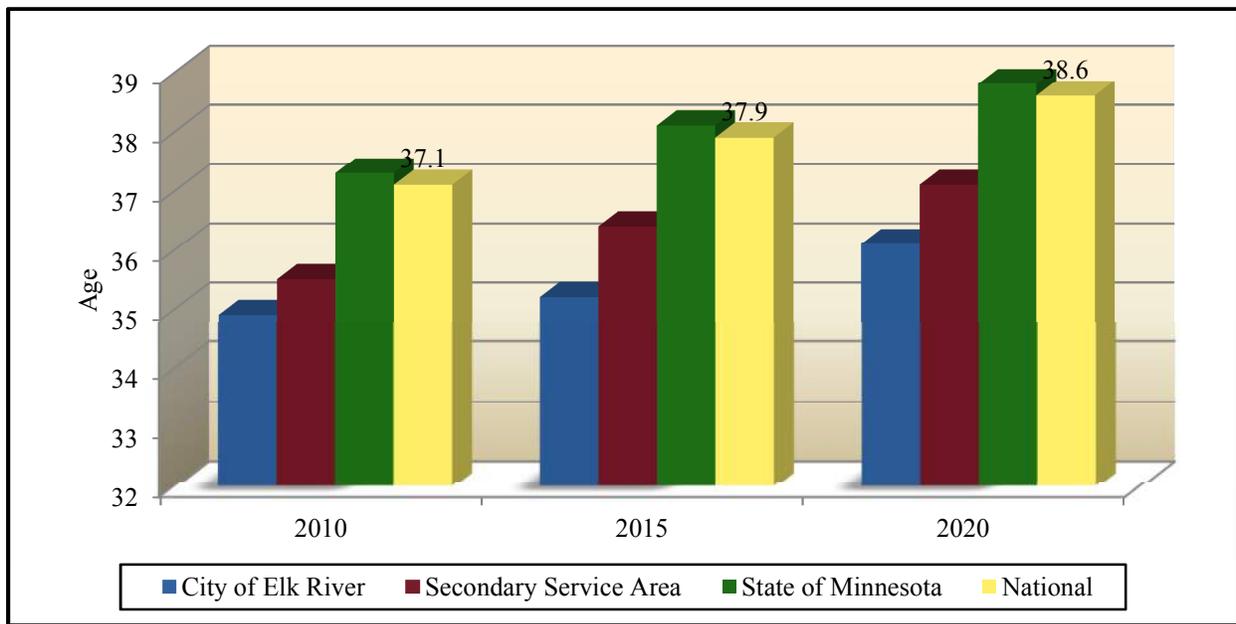


Age and Income: It is important to compare the median age and median household income levels to the national levels. Age and income are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table B – Median Age:

	2010 Census	2015 Projection	2020 Projection
City of Elk River	34.9	35.2	36.1
Secondary Service Area	35.5	36.4	37.1
State of Minnesota	37.3	38.1	38.8
Nationally	37.1	37.9	38.6

Chart A – Median Age:



The median age in the State of Minnesota is similar to the National number while the median age in the City of Elk River and the Secondary Service Area are lower than both the State and National numbers. The median age in the City of Elk River and the Secondary Service Area points to a wide variety of ages such as retirees, families with children and young professionals. It will be important for the City of Elk River to look at facility components that address the needs of all age groups.

MARKET ANALYSIS

*City of Elk River, MN
Feasibility Study*



The following chart provides the number of households and percentage of households in the City of Elk River and the Secondary Service Area with children.

Table C – Households w/ Children

	Number of Households w/ Children	Percentage of Households w/ Children
City of Elk River	3,404	42.1%
Secondary Service Area	30,909	42.2%

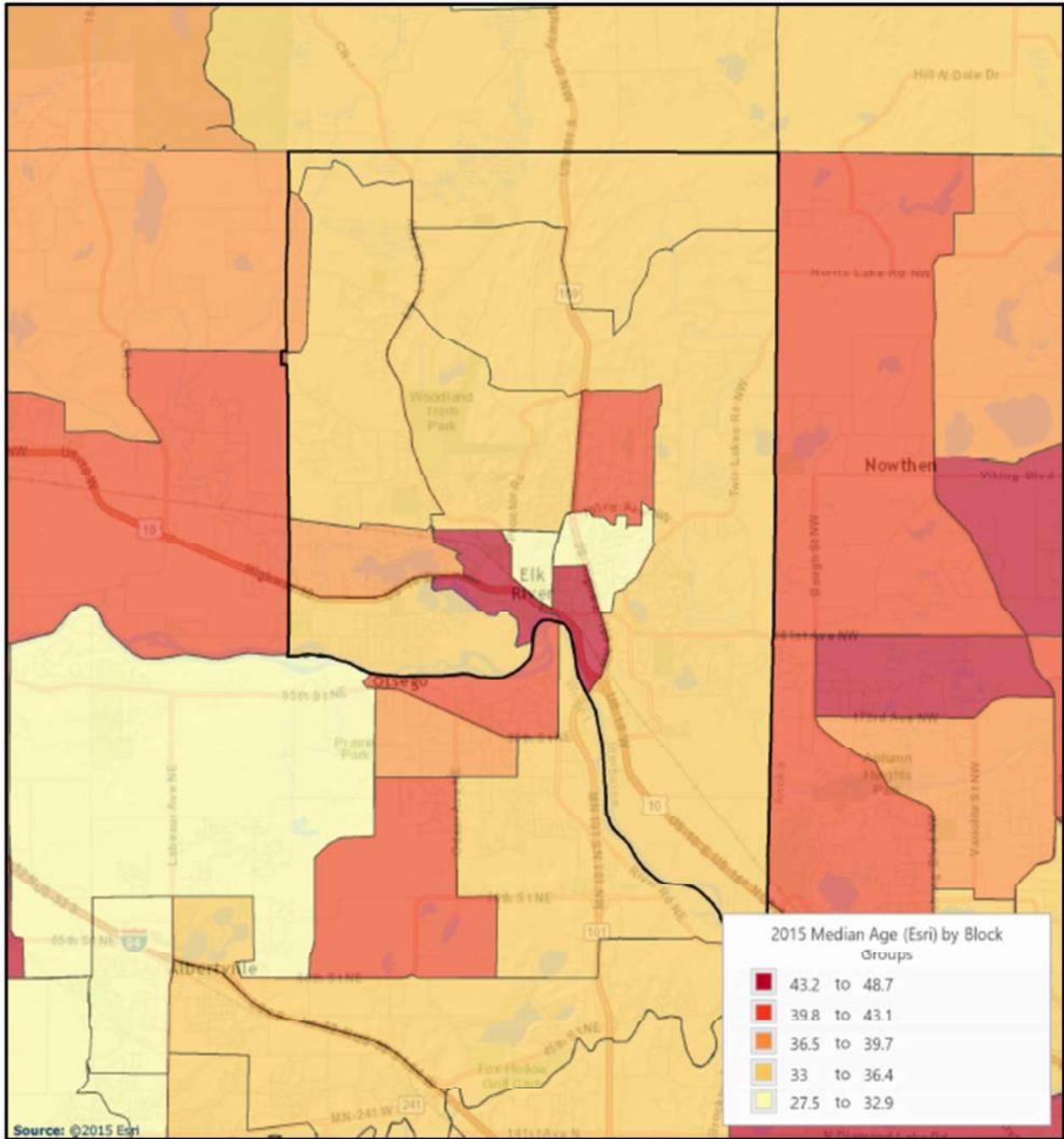
The information contained in Table-C further defines the low median age reflected in each service area in Table-B.

MARKET ANALYSIS

City of Elk River, MN
Feasibility Study



Map A – Median Age by Census Tract



MARKET ANALYSIS

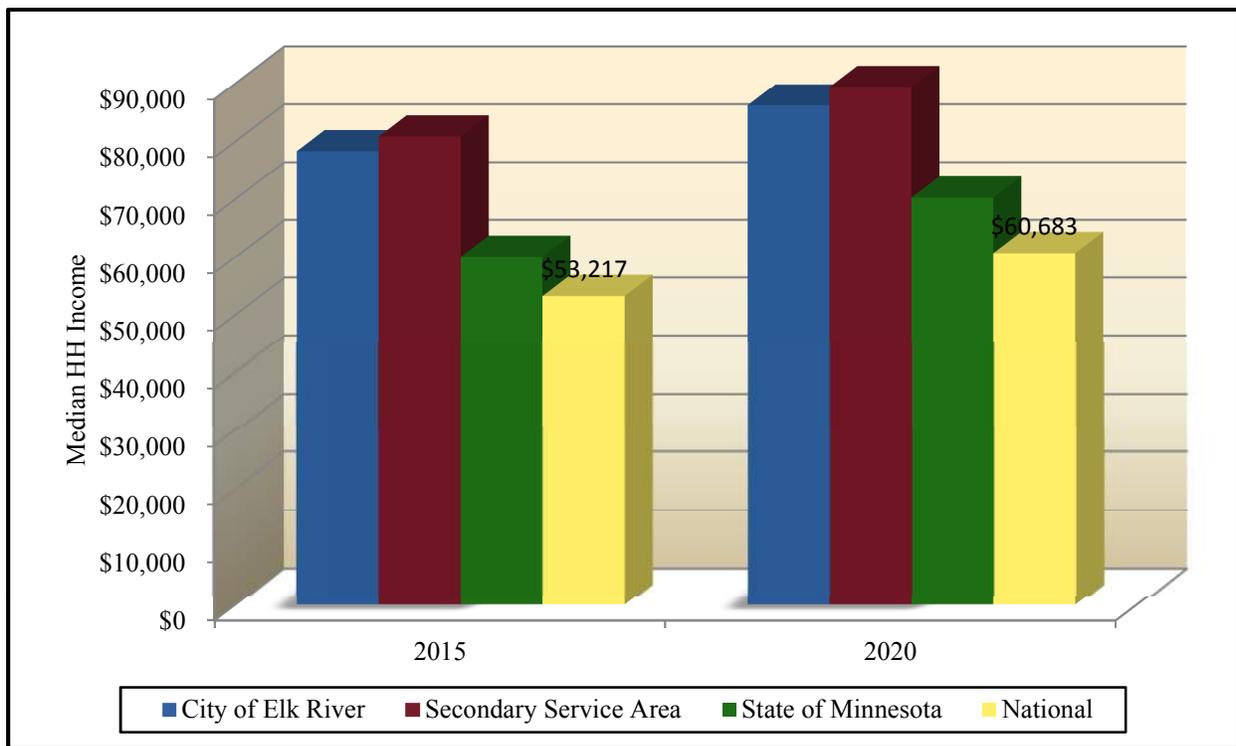
City of Elk River, MN
Feasibility Study



Table D – Median Household Income:

	2015 Projection	2020 Projection
City of Elk River	\$78,305	\$86,198
Secondary Service Area	\$80,829	\$89,401
State of Minnesota	\$60,056	\$70,243
Nationally	\$53,217	\$60,683

Chart B – Median Household Income:



MARKET ANALYSIS

City of Elk River, MN
Feasibility Study



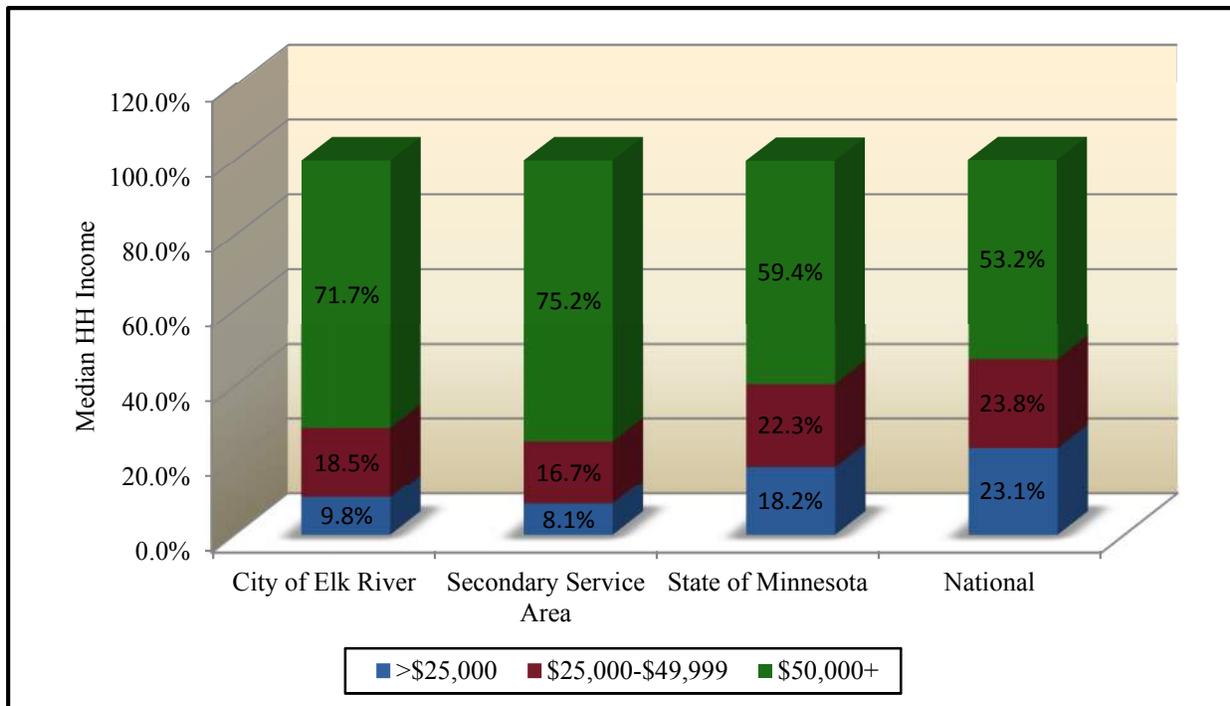
Based upon 2015 projections for median household income the following narrative is available:

In the City of Elk River, the percentage of households with median income over \$50,000 per year is 71.7% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 9.8% compared to a level of 23.1% nationally.

In the Secondary Service Area, the percentage of households with median income over \$50,000 per year is 75.2% compared to 53.2% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 8.1% compared to a level of 23.1% nationally.

The median income in the State of Minnesota is greater than the National number. The income level in the City of Elk River is higher than the National and State number while the Secondary Service Area is slightly larger than the City of Elk River. The income level must be balanced with the overall cost of living to determine ability to pay for entertainment and recreation services.

Chart C – Median Household Income Distribution



MARKET ANALYSIS

*City of Elk River, MN
Feasibility Study*

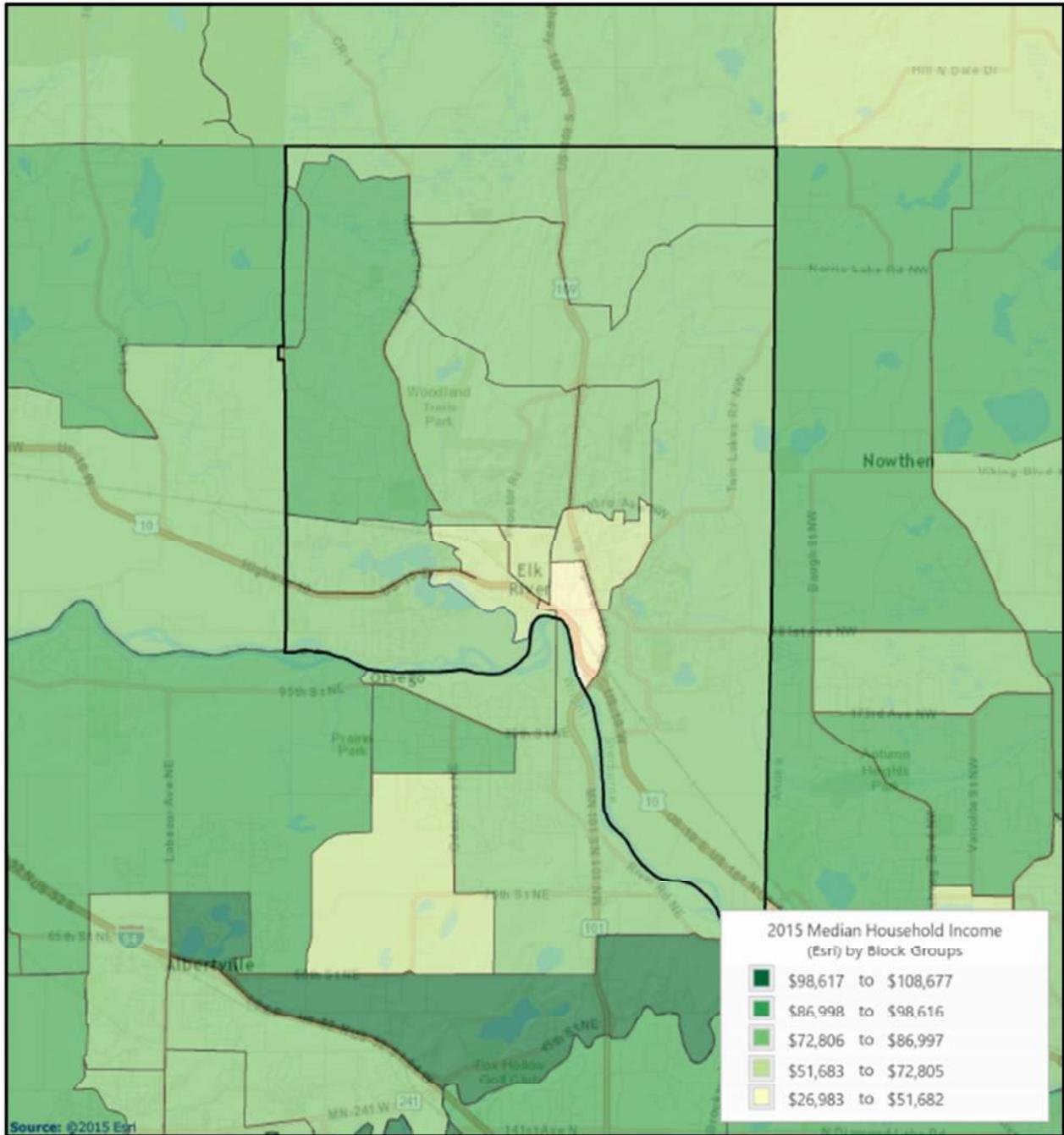


MARKET ANALYSIS

City of Elk River, MN
Feasibility Study



Map B – Median Household Income by Census Tract



MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



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 snapshot of the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas.

Table E – Household Budget Expenditures³:

City of Elk River	SPI	Average Amount Spent	Percent
Housing	114	\$24,542.84	29.7%
<i>Shelter</i>	115	\$18,893.16	22.9%
<i>Utilities, Fuel, Public Service</i>	112	\$5,649.69	6.8%
Entertainment & Recreation	115	\$3,808.63	4.6%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	123	\$26,478.30	29.6%
<i>Shelter</i>	124	\$20,377.43	22.8%
<i>Utilities, Fuel, Public Service</i>	121	\$6,100.87	6.8%
Entertainment & Recreation	125	\$4,140.23	4.6%

State of Minnesota	SPI	Average Amount Spent	Percent
Housing	105	\$22,630.17	29.6%
<i>Shelter</i>	105	\$17,237.74	22.6%
<i>Utilities, Fuel, Public Service</i>	107	\$5,392.43	7.1%
Entertainment & Recreation	107	\$3,543.69	4.6%

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.

³ Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2015 and 2020.



Chart D – Household Budget Expenditures Spending Potential Index:

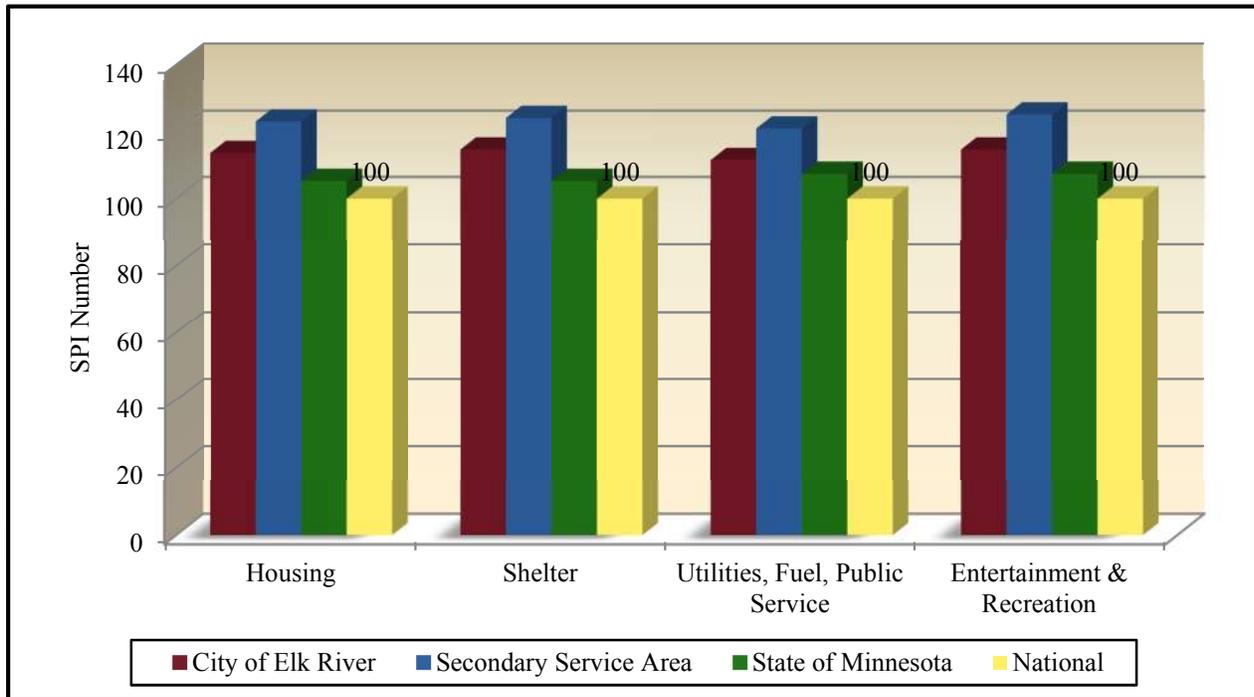


Chart C, illustrates the Household Budget Expenditures Spending Potential Index (SPI) in the service areas. The Household Budget Expenditures SPI follows the same pattern as the median household income. This consistency is important because it indicates a population that can afford to spend money on recreation facilities and programs.

Further Narrative on Housing:

The total number of housing units in the City of Elk River, according to the 2010 Census, is 8,542 and 94.6% of those are occupied, or 8,080 housing units. Of the available units the bulk is for rent, 2.3%.

The total number of housing units in the Secondary, according to the 2010 Census, is 74,581 and 95.7% of those are occupied, or 71,277 housing units. Of the available units, the bulk is for sale, 1.4%.

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



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

Table F – Recreation Expenditures Spending Potential Index⁴:

City of Elk River	SPI	Average Spent
Fees for Participant Sports	128	\$154.85
Fees for Recreational Lessons	123	\$150.63
Social, Recreation, Club Membership	122	\$209.67
Exercise Equipment/Game Tables	127	\$97.36
Other Sports Equipment	107	\$8.54

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	139	\$167.63
Fees for Recreational Lessons	138	\$169.35
Social, Recreation, Club Membership	135	\$231.82
Exercise Equipment/Game Tables	135	\$103.54
Other Sports Equipment	115	\$9.22

State of Minnesota	SPI	Average Spent
Fees for Participant Sports	105	\$126.70
Fees for Recreational Lessons	104	\$128.04
Social, Recreation, Club Membership	105	\$180.80
Exercise Equipment/Game Tables	108	\$82.81
Other Sports Equipment	110	\$8.81

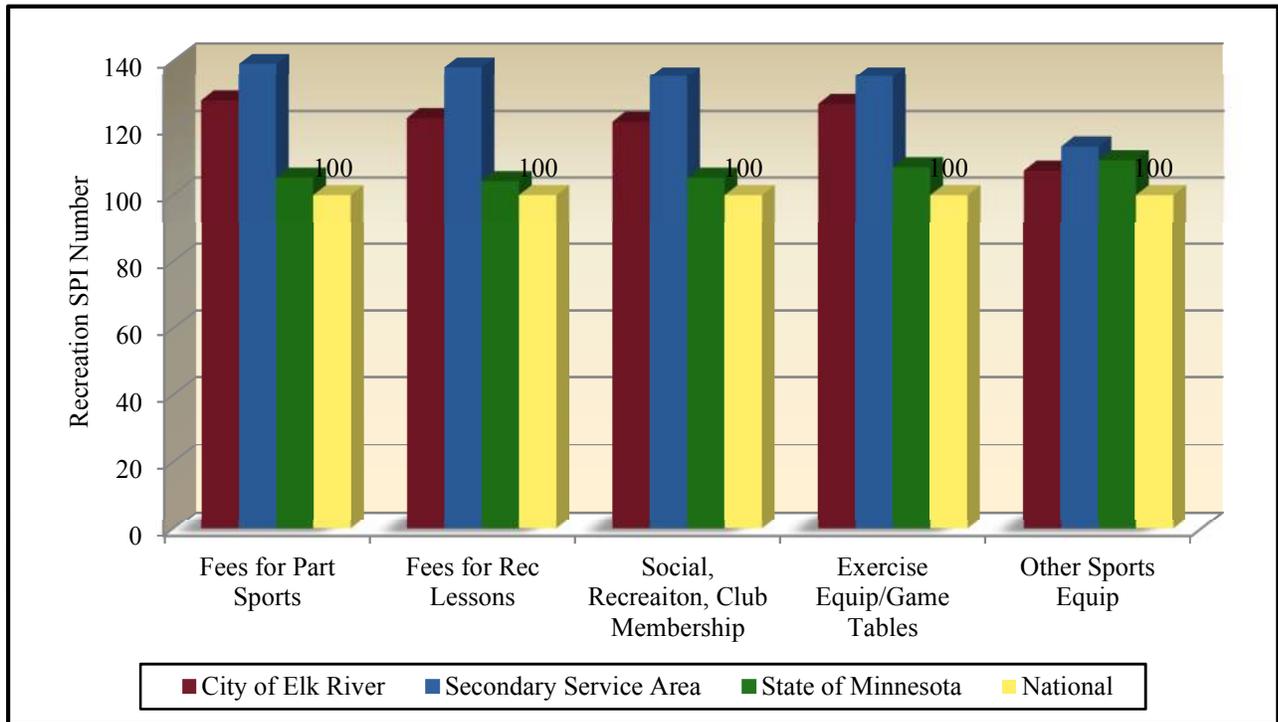
Average Amount Spent: The average amount spent for the service or item in a year.

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

⁴ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.



Chart E – Recreation Spending Potential Index:



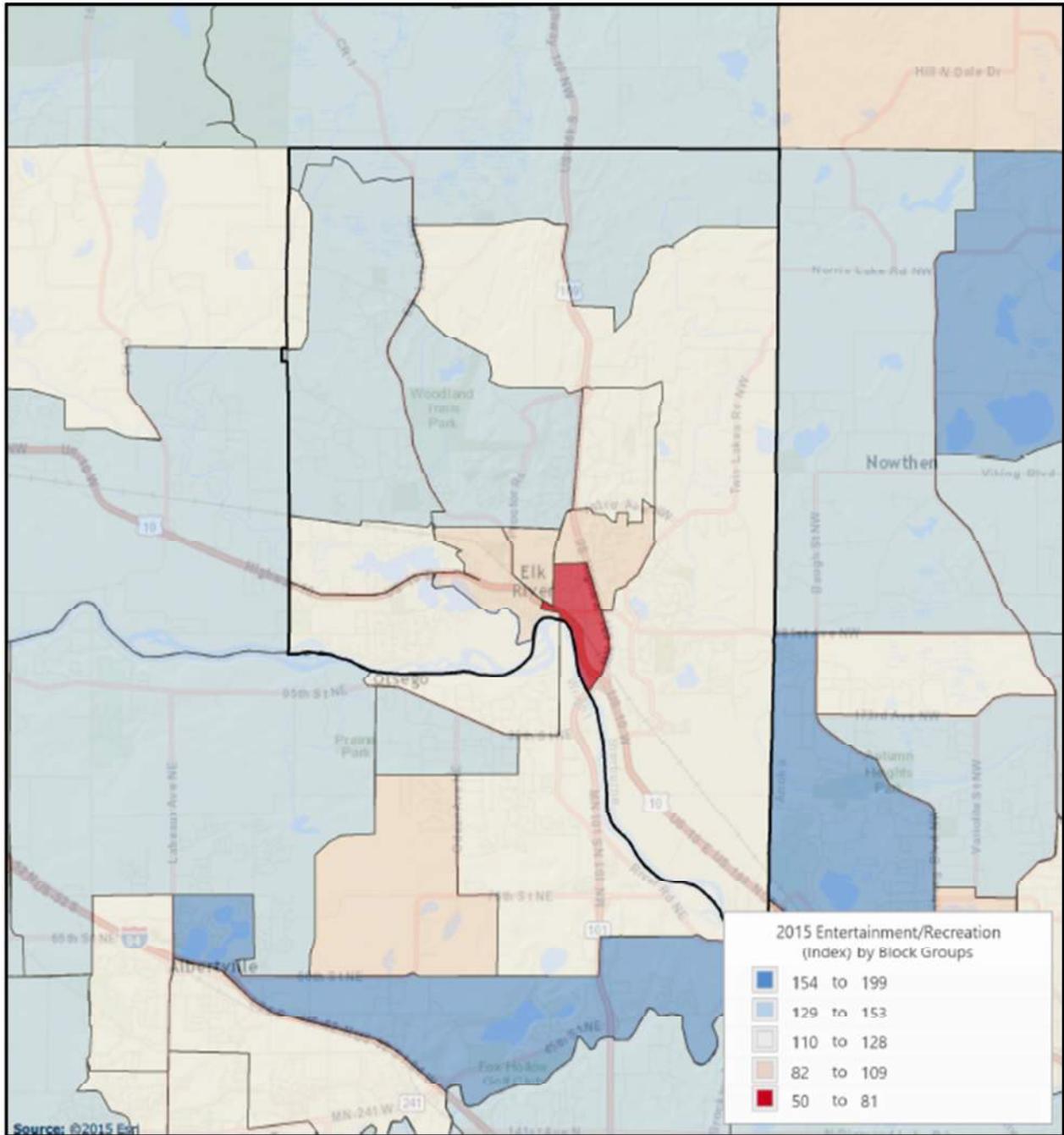
The Spending Potential Index for Recreation is very similar to the Household Budgetary Spending. It is also important to note that these dollars are currently spent.

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Map C – Entertainment & Recreation Spending Potential Index by Census Tract



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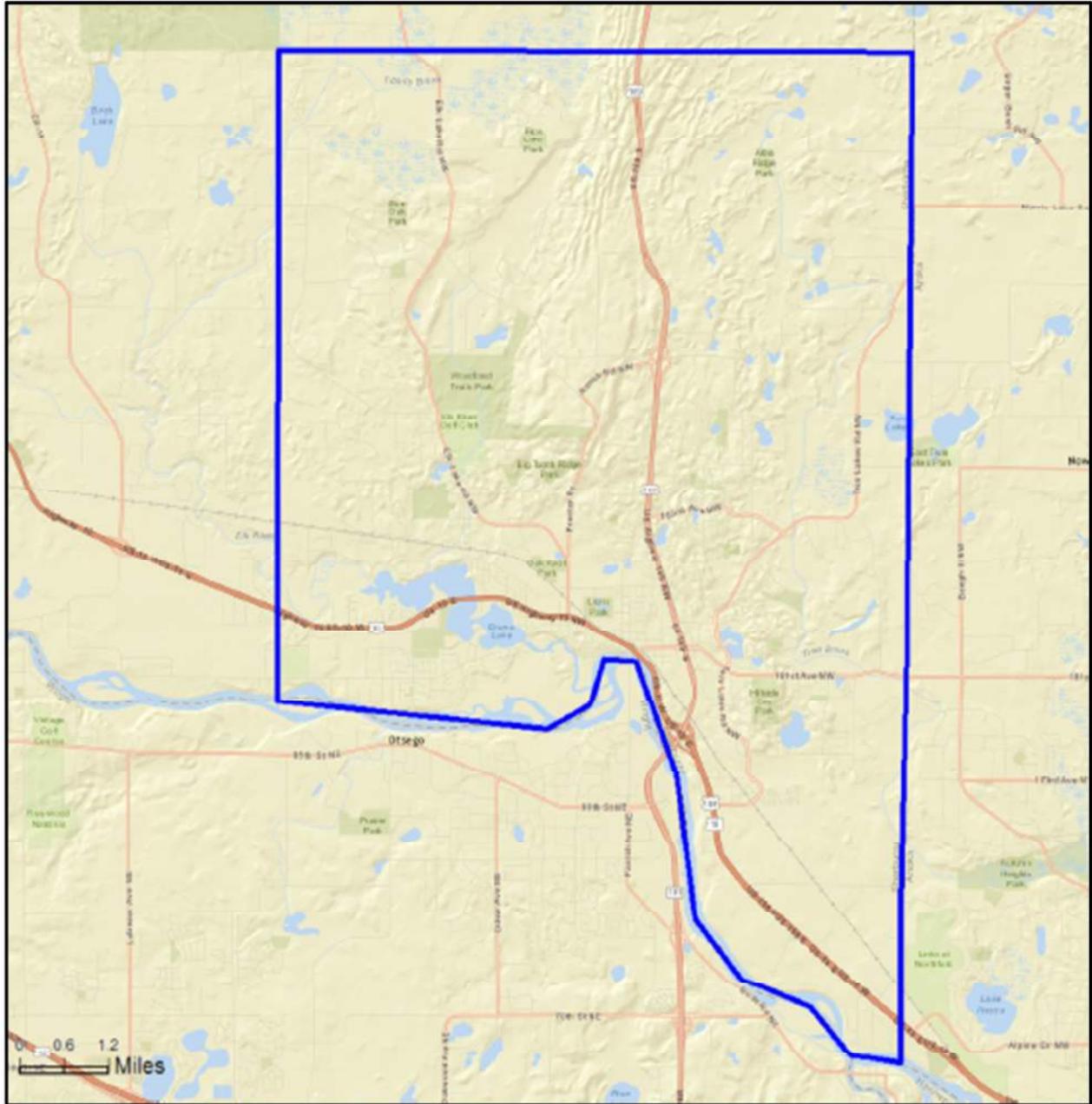
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Service Area Description:

Primary Service Area – The City of City of Elk River proper.

Map D – 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.

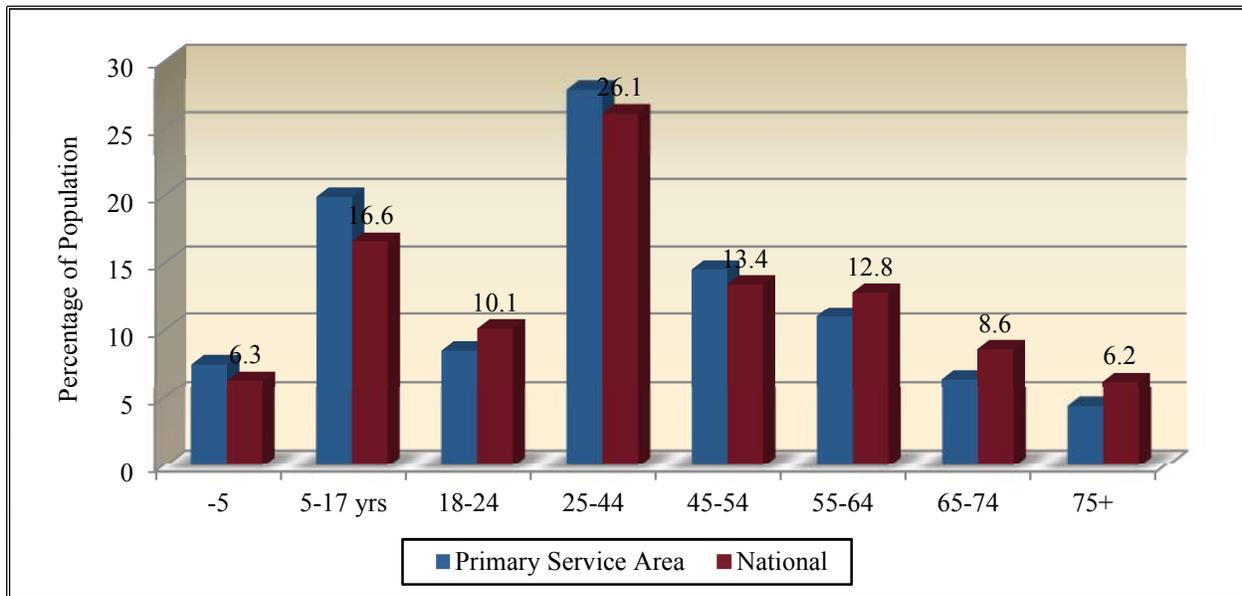
Table G – 2015 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	1,768	7.5%	6.3%	+1.2%
5-17	4,674	19.9%	16.6%	+3.3%
18-24	2,021	8.5%	10.1%	-1.6%
25-44	6,547	27.8%	26.1%	+1.7%
45-54	3,429	14.5%	13.4%	+1.1%
55-64	2,582	11.0%	12.8%	-1.8%
65-74	1,500	6.4%	8.6%	-2.2%
75+	1,024	4.4%	6.2%	-1.8%

- Population:** 2015 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 F – 2015 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, 25-44 and 45-54 age groups and a smaller population in the 18-24, 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 difference is in the 65-74 age group with -2.2%.



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

Table H – 2015 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	1,857	1,768	1,761	-5.2%	+0.3%
5-17	4,698	4,674	4,620	-1.7%	-0.7%
18-24	1,757	2,021	1,835	+4.4%	+1.7%
25-44	6,788	6,547	6,901	+1.7%	+7.1%
45-54	3,535	3,429	3,049	-13.7%	-9.7%
55-64	2,912	2,582	2,934	+33.9%	+17.4%
65-74	1,188	1,500	1,873	+57.7%	+50.1%
75+	959	1,024	1,201	+25.2%	+22.0%

Chart G – Primary Service Area Population Growth

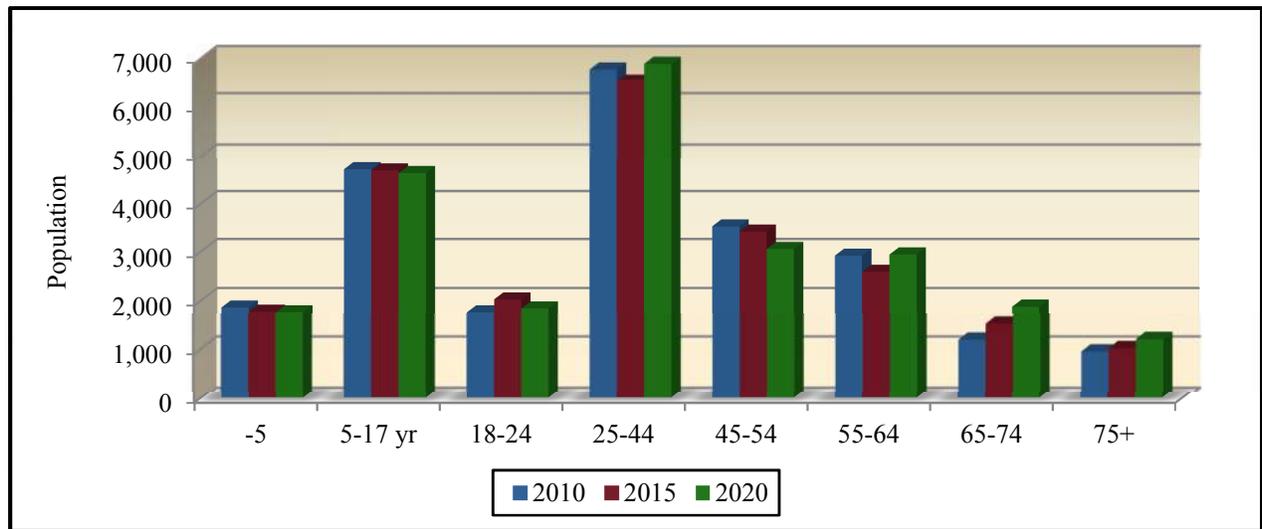


Table H illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. The majority of the age categories will see an increase, the category of -5, 5-17 and 45-54 age groups will see a decrease. The population of the United States as a whole is aging, and it is not unusual 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 2015 population projections. Those numbers were developed using 2010 Census Data.

Table I – Primary Service Area Ethnic Population and Median Age 2015

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

Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	843	26.0	3.6%	5.2%

Table J – Primary Service Area Population by Race and Median Age 2015

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

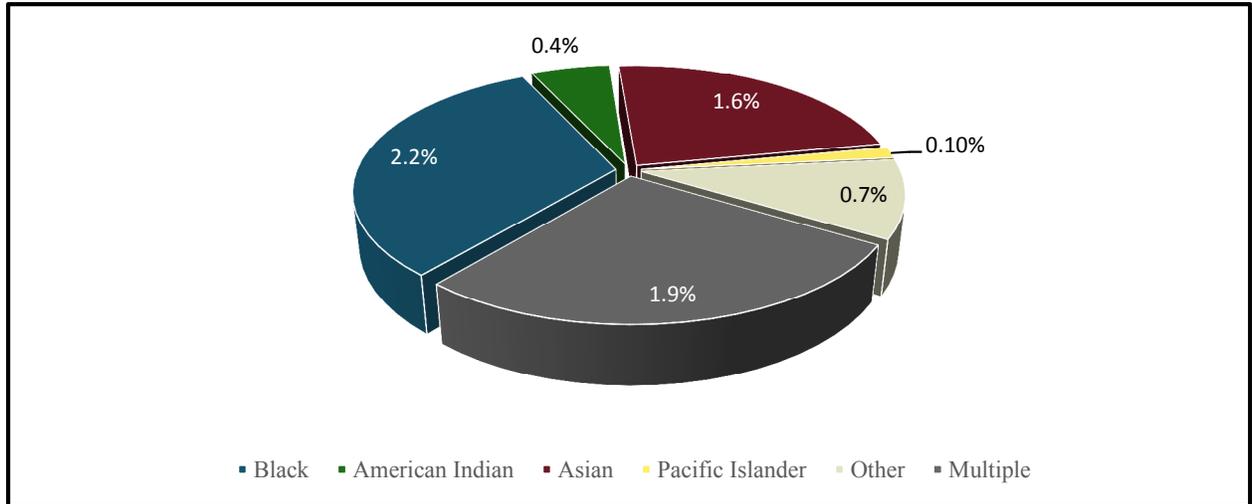
Race	Total Population	Median Age	% of Population	% of MN Population
White	21,904	36.3	93.0%	83.5%
Black	517	29.5	2.2%	5.8%
American Indian	103	31.8	0.4%	1.2%
Asian	374	26.5	1.6%	4.6%
Pacific Islander	12	28.8	0.1%	0.05%
Other	176	25.0	0.7%	2.1%
Multiple	458	13.2	1.9%	2.7%

2015 Primary Service Area Total Population: 23,545 Residents

Chart H – 2015 Primary Service Area Non-White Population by Race

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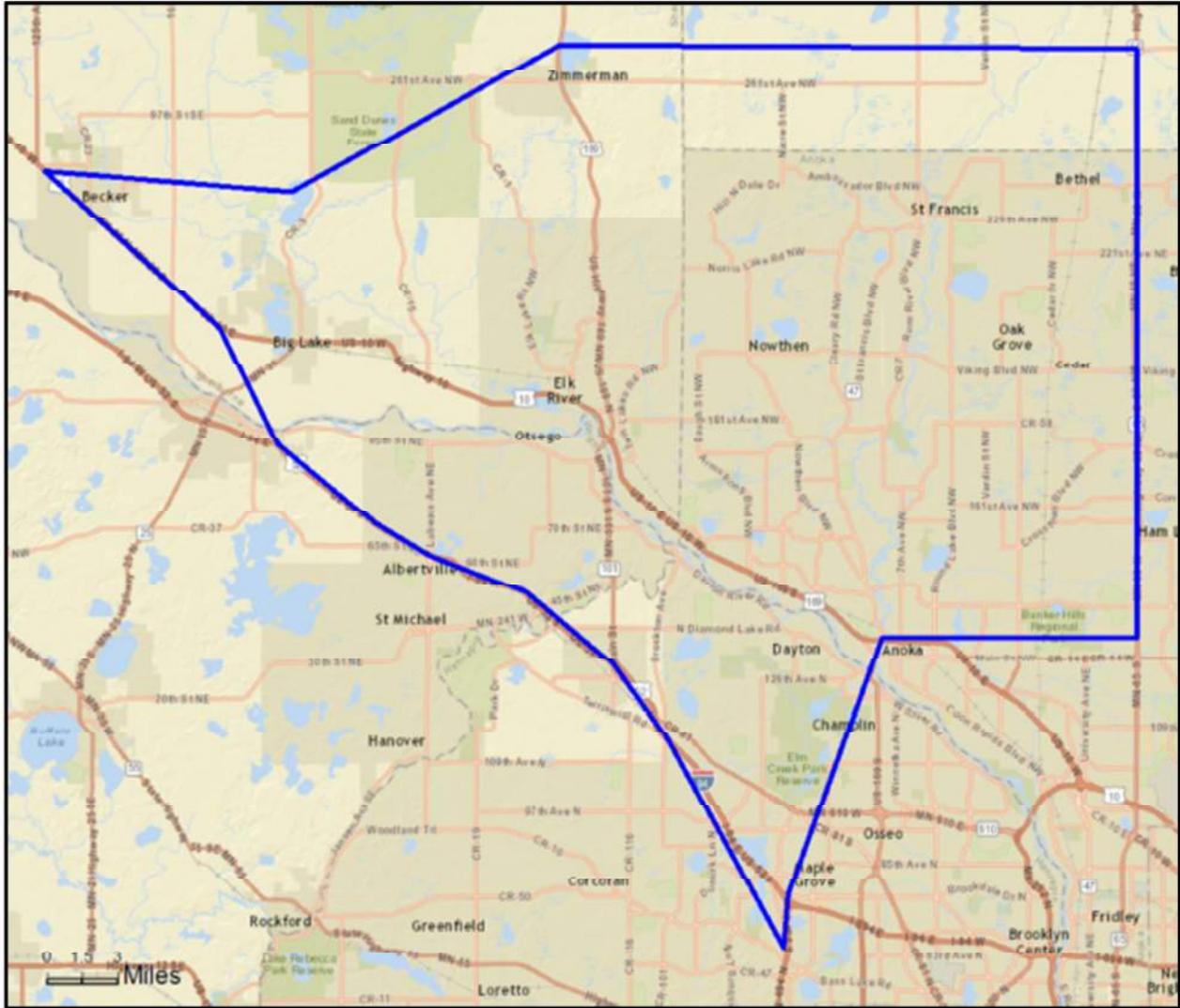
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Service Area Description:

Secondary Service Area – A hand drawn shape recommended by the steering committee.

Map E – Secondary Service Area Map:



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

Table K – 2015 Secondary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	14,459	6.8%	6.3%	+0.5%
5-17	41,751	19.6%	16.6%	+3.0%
18-24	18,264	8.6%	10.1%	-1.5%
25-44	57,470	27.0%	26.1%	+1.1%
45-54	33,890	15.9%	13.4%	+2.5%
55-64	26,209	12.3%	12.8%	-0.5%
65-74	14,119	6.6%	8.6%	-2.0%
75+	6,499	3.1%	6.2%	-3.1%

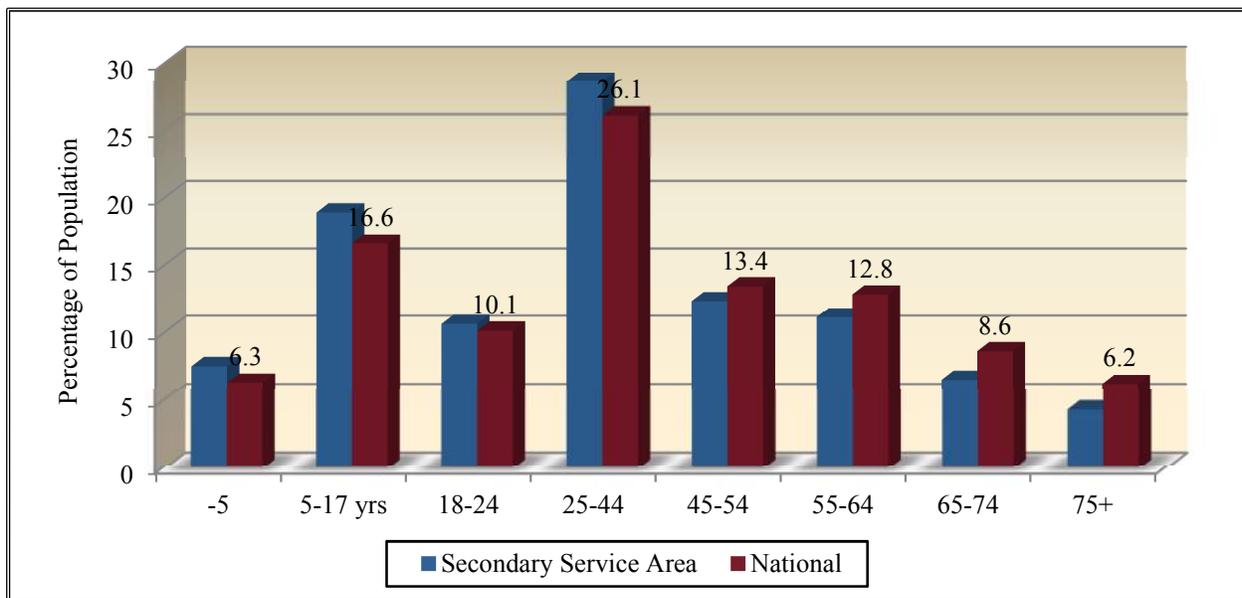
Population: 2015 census estimates in the different age groups in the Secondary Service Area.

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

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

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

Chart I – 2015 Secondary Service Area Age Group Distribution



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The demographic makeup of the Secondary 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, 25-44 and 45-54 age groups and a smaller population in the 18-24, 55-64, 65-74 and 75+ age groups. The largest positive variance is in the 5-17 age group with +3.0%, while the greatest negative difference is in the 75+ age group with -3.1%.

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

Table L – 2015 Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2015 Projection	2020 Projection	Percent Change	Percent Change Nat'l
-5	14,918	14,459	14,762	-1.0%	+0.3%
5-17	43,748	41,751	41,772	-4.5%	-0.7%
18-24	15,780	18,264	16,705	+5.9%	+1.7%
25-44	58,891	57,470	62,156	+5.5%	+7.1%
45-54	34,419	33,890	30,054	-12.7%	-9.7%
55-64	21,776	26,209	29,538	+35.6%	+17.4%
65-74	10,194	14,119	17,718	+73.8%	+50.1%
75+	5,607	6,499	8,563	+52.7%	+22.0%

Chart J – Secondary Service Area Population Growth

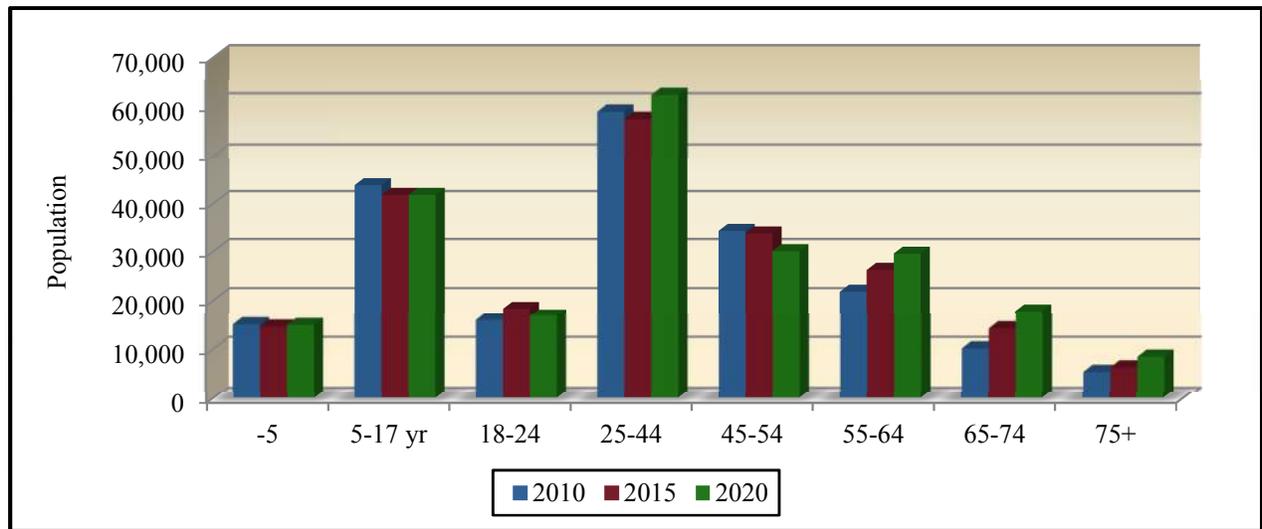


Table-L illustrates the growth or decline in age group numbers from the 2010 census until the year 2020. The majority of the age categories will see an increase, the categories -5, 5-17 and 45-54 age groups will see a decrease. The population of the United States as a whole is aging, and it is not unusual 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 Secondary Service Area for 2015 population projections. Those numbers were developed using 2010 Census Data.

Table M – Secondary Service Area Ethnic Population and Median Age 2015

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

Ethnicity	Total Population	Median Age	% of Population	% of MN Population
Hispanic	6,055	23.1	2.8%	5.2%

Table N – Secondary Service Area Population by Race and Median Age 2015

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

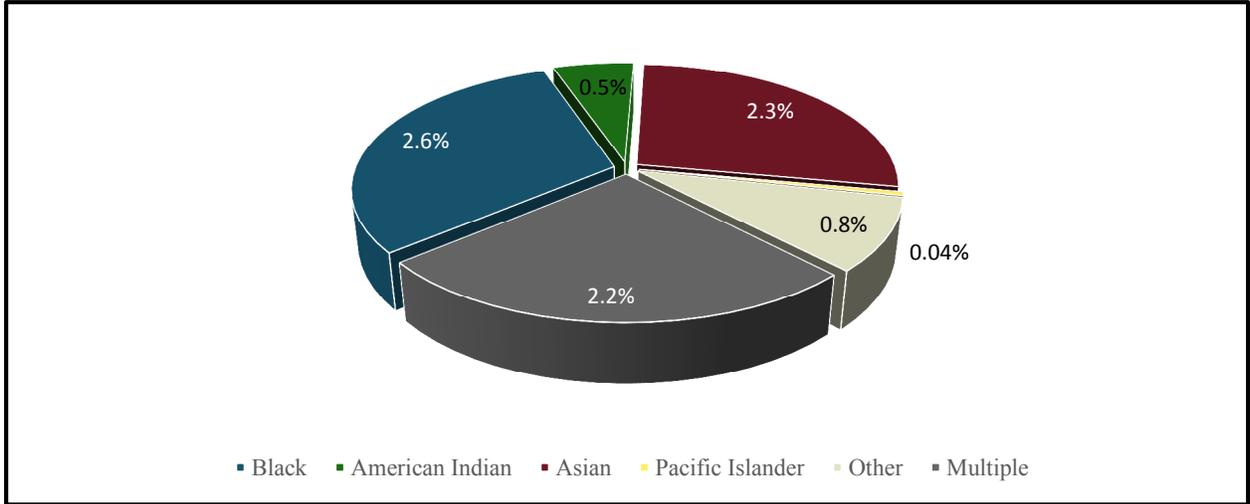
Race	Total Population	Median Age	% of Population	% of MN Population
White	194,842	37.7	91.6%	83.5%
Black	5,425	26.9	2.6%	5.8%
American Indian	969	34.7	0.5%	1.2%
Asian	4,893	29.5	2.3%	4.6%
Pacific Islander	87	32.3	0.04%	0.05%
Other	1,800	25.3	0.8%	2.1%
Multiple	4,644	14.6	2.2%	2.7%

2015 Secondary Service Area Total Population: 212,611 Residents

Chart K – 2015 Secondary Service Area Non-White Population by Race

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Tapestry Segmentation

Tapestry segmentation represents the 4th generation of market segmentation systems that began 30 years ago. The 65-segment Tapestry Segmentation system classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. While the demographic landscape of the U.S. has changed significantly since the 2000 Census, the tapestry segmentation has remained stable as neighborhoods have evolved.

The value of including this information for the Service Areas is that it allows the organization to understand better the consumers/constituents in their service areas and supply them with the right products and services.

The Tapestry segmentation system classifies U.S. neighborhoods into 65 individual market segments. More than 60 attributes including; income, employment, home value, housing types, education, household composition, age and other key determinates of consumer behavior are used to identify neighborhoods.

The following pages and tables outline the top 5 tapestry segments in each of the service areas and provides a brief description of each. This information combined with the key indicators and demographic analysis of each service area help further describe the markets that the Primary Service Area looks to serve with programs, services, and special events.

For comparison purposes, the following are the top 10 Tapestry segments, along with percentage in the United States. The Primary and Secondary Services may or may not reflect these segments:

1. Green Acres (6A)	3.2%
2. Southern Satellites (10A)	3.2%
3. Savvy Suburbanites (1D)	3.0%
4. Salt of the Earth (6B)	2.9%
5. Soccer Moms (4A)	<u>2.8%</u>
	15.1%
6. Middleburg (4C)	2.8%
7. Midlife Constants (5E)	2.5%
8. Comfortable Empty Nesters (5A)	2.5%
9. Heartland Communities (6F)	2.4%
10. Old and Newcomers (8F)	<u>2.3%</u>
	12.5%



Table O – Primary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Soccer Moms (4A)	38.9%	38.9%	36.6	\$84,000
Up & Coming Families (7A)	27.6%	66.5%	30.7	\$64,000
Old & Newcomers (8F)	8.6%	75.1%	38.5	\$39,000
Home Improvement (4B)	8.6%	83.7%	37.0	\$67,000
Middleburg (4C)	6.5%	90.2%	35.3	\$55,000

Soccer Moms (4A) – This is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Most households are married couples with children; average household size is 2.96. There is a significant Hispanic (11.2%) population. Outdoor activities and sports are characteristics of life; bicycling, jogging and golfing.

Up & Coming Families (7A) – This is a market in transition, residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. This is one of the fastest-growing markets in the country. There is a significant Hispanic (26.7%) and Black (14.8%) population. This segment finds leisure in family activities, sports, baseball-weight lifting-yoga.

Old & Newcomers (8F) – This market features singles’ lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Neighborhoods are populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. Age is not always apparent from their choices. There is a significant Hispanic (11.1%) and Black (10.5%) population.

Home Improvement (4B) – Married-couple families occupy well over half of these suburban households. Most residences are single-family homes that are owner occupied. Education and diversity levels are similar to the U.S. as a whole; Hispanic (18.9%) and Black (13.2%). When at home, weekends are consumed with home improvement and remodeling projects.

Middleburg (4C) – These neighborhoods transformed from the easy pace of country living to semi rural subdivisions in the last decade. Residents are conservative, family-oriented consumers. This market is younger but growing in size and assets. Young couples, many with children; average household size is 2.73. There is a significant Hispanic (10.5%) population.

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Table P – Secondary Service Area Tapestry Segment Comparison

(ESRI estimates)

	Primary Service Area		Demographics	
	Percent	Cumulative Percent	Median Age	Median HH Income
Soccer Moms (4A)	29.4%	29.4%	36.6	\$84,000
Up & Coming Families (7A)	15.9%	45.3%	30.7	\$64,000
Green Acres (6A)	13.3%	58.6%	43.0	\$72,000
Home Improvement (4B)	10.8%	69.4%	37.0	\$67,000
Middleburg (4C)	8.3%	77.7%	35.3	\$55,000

Soccer Moms (4A) – This is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Most households are married couples with children; average household size is 2.96. There is a significant Hispanic (11.2%) population. Outdoor activities and sports are characteristics of life; bicycling, jogging and golfing.

Up & Coming Families (7A) – This is a market in transition, residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. This is one of the fastest-growing markets in the country. There is a significant Hispanic (26.7%) and Black (14.8%) population. This segment finds leisure in family activities, sports, baseball-weight lifting-yoga.

Green Acres (6A) – This lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintain and remodeling their homes, with all the necessary power tools to accomplish the jobs. Outdoor living also features a variety of sports; hunting and fishing, motorcycling, hiking and camping, even golf. An older market primarily married couples, most with no children. These residents pursue physical fitness vigorously.

Home Improvement (4B) – Married-couple families occupy well over half of these suburban households. Most residences are single-family homes that are owner occupied. Education and diversity levels are similar to the U.S. as a whole; Hispanic (18.9%) and Black (13.2%). When at home, weekends are consumed with home improvement and remodeling projects.

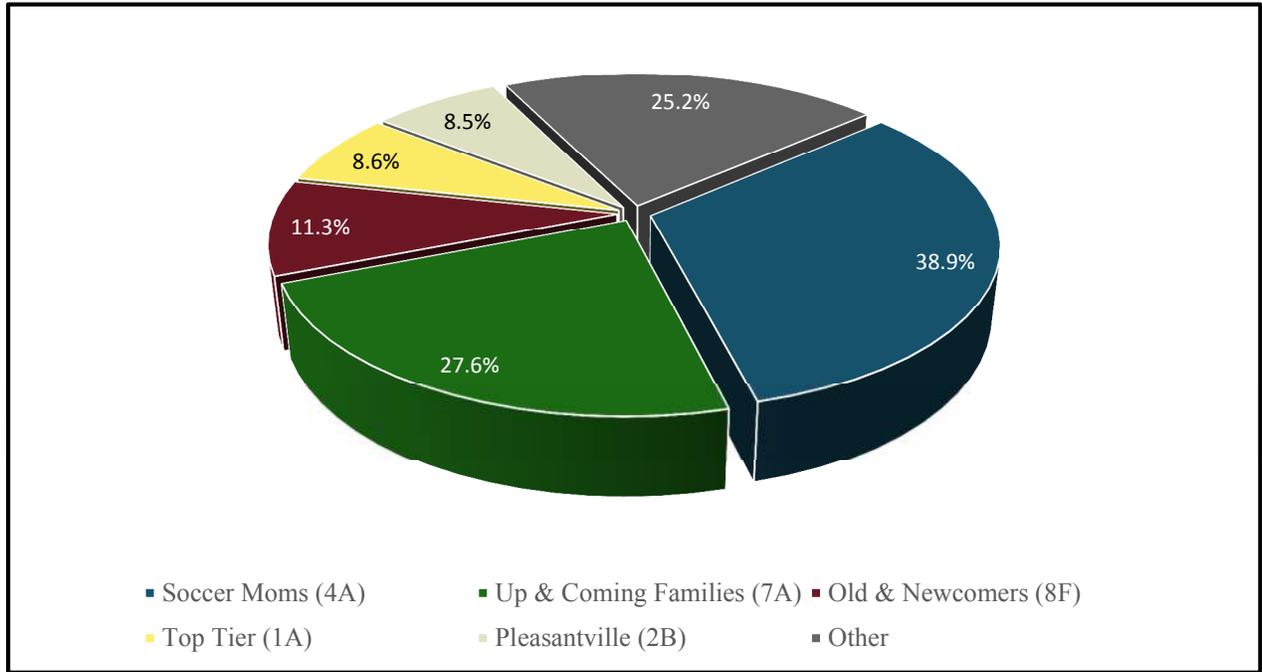
Middleburg (4C) – These neighborhoods transformed from the easy pace of country living to semi rural subdivisions in the last decade. Residents are conservative, family-oriented consumers. This market is younger but growing in size and assets. Young couples, many with children; average household size is 2.73. There is a significant Hispanic (10.5%) population.

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Chart L – Primary Service Area Tapestry Segment Representation by Percentage:





Demographic Summary

The following summarizes the demographic characteristics of the different service areas.

The Primary Service Area at 23,545 individuals (2015 estimate) is large enough to support a limited number of indoor recreation facilities. The Secondary Service Area adds another 189,116 to the population base.

The population of both the Primary and Secondary Service Areas is expected to increase in the next five years which will add additional recreation participants to the market. All age groups except the 18-24 and the over 55 age ranges will show an increase.

The population of the Primary and Secondary Service Areas is significantly younger than the national number. However, there are expected to be stronger growth numbers in the senior age categories in the future.

The youth population in both the Primary and Secondary Service Areas is smaller than the national numbers and there is an expected decrease in the primary service area over the next five years but the secondary service area is expected to see stronger growth numbers in this age category over the next 5 years.

The median household income level in both service areas is higher than the national number and is also higher than the State of Minnesota. The service areas household expenditures for entertainment and recreation are higher than the state and national number as a whole. The cost of living in the Elk River area is higher than most other areas of the country. The demographics of City of Elk River (total population and median household income) are sufficient to support an indoor multi-use facility.

A challenge with most recreation facilities with demographics similar to that of City of Elk River is to design a facility that can be multi-generational and multi-use.

There is very little ethnic diversity in the area with the largest non-white population being African Americans (2.2%).

Opportunities:

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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 sports 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, region and National number. 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.

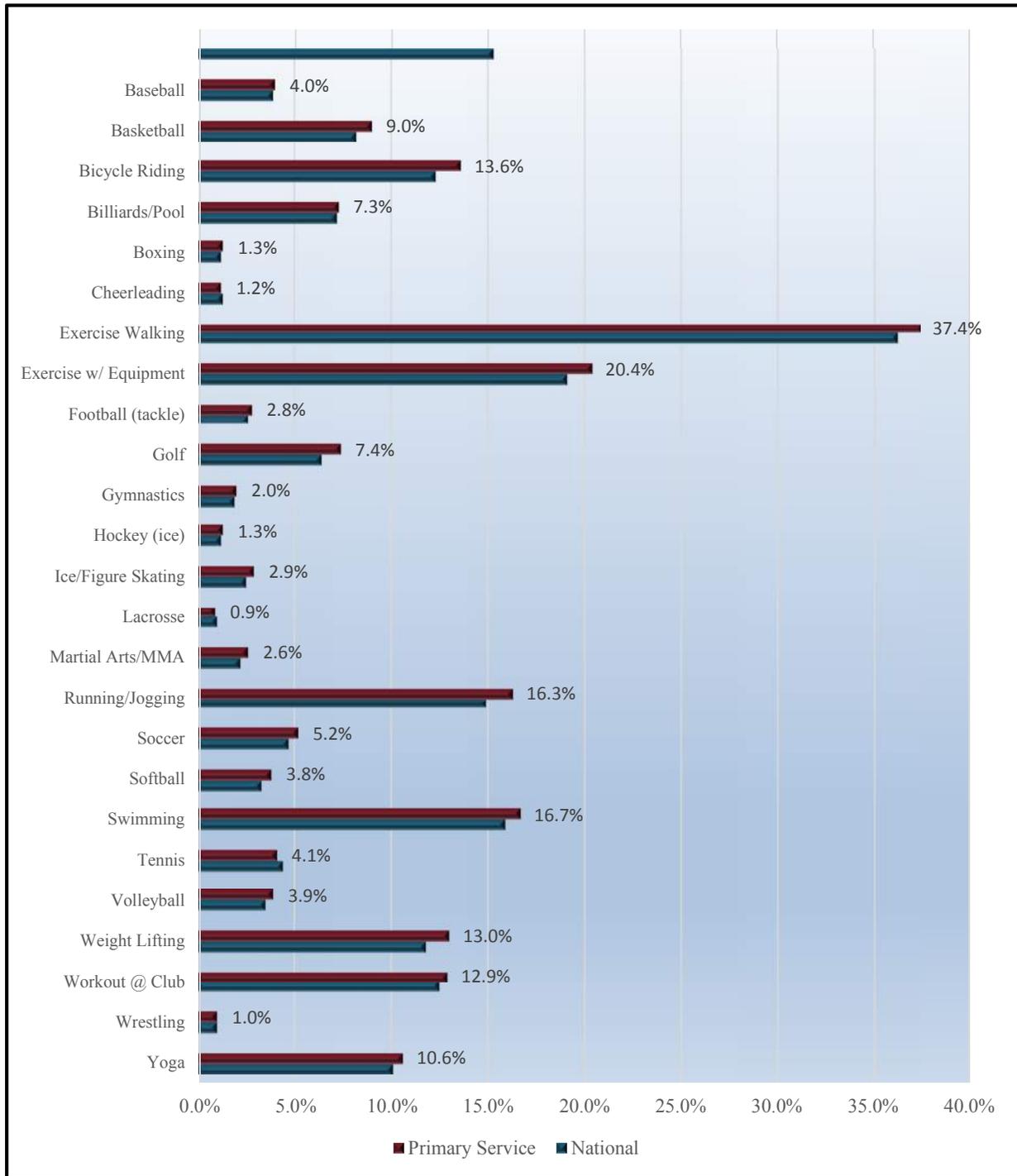
Table Q – Recreation Activity Participation Rates for the Primary Service Area

Indoor Activities	Age	Income	Region	Nation	Average
Aerobic	15.3%	18.5%	16.3%	15.3%	16.3%
Baseball	4.4%	4.8%	3.0%	3.9%	4.0%
Basketball	8.9%	11.0%	8.1%	8.2%	9.0%
Bicycle Riding	12.9%	15.4%	13.7%	12.3%	13.6%
Billiards/Pool	7.3%	6.9%	8.0%	7.2%	7.3%
Boxing	1.2%	1.5%	1.1%	1.2%	1.3%
Cheerleading	1.4%	1.6%	0.6%	1.3%	1.2%
Exercise Walking	30.0%	42.2%	41.2%	36.2%	37.4%
Exercise w/ Equipment	18.8%	23.8%	19.9%	19.1%	20.4%
Football (tackle)	2.9%	3.2%	2.6%	2.6%	2.8%
Golf	6.3%	8.7%	8.3%	6.4%	7.4%
Gymnastics	2.1%	2.2%	1.7%	1.9%	2.0%
Hockey (ice)	1.2%	1.6%	1.3%	1.2%	1.3%
Ice/Figure Skating	2.7%	3.3%	3.1%	2.5%	2.9%
Lacrosse	1.1%	1.2%	0.3%	1.0%	0.9%
Martial Arts/MMA	2.4%	3.7%	2.2%	2.2%	2.6%
Running/Jogging	15.5%	18.8%	16.0%	14.9%	16.3%
Soccer	5.2%	6.3%	4.7%	4.7%	5.2%
Softball	3.5%	4.4%	4.0%	3.3%	3.8%
Swimming	16.7%	19.7%	14.7%	15.9%	16.7%
Tennis	4.4%	5.0%	2.5%	4.4%	4.1%
Volleyball	3.7%	4.2%	4.3%	3.5%	3.9%
Weight Lifting	11.8%	14.9%	13.4%	11.8%	13.0%
Workout @ Clubs	12.3%	16.1%	10.9%	12.5%	12.9%
Wrestling	1.1%	1.0%	0.9%	1.0%	1.0%
Yoga	10.2%	12.3%	9.7%	10.1%	10.6%
	Age	Income	Region	Nation	Average
Did Not Participate	22.4%	19.2%	22.1%	22.6%	21.6%

Age: Participation based on individuals ages 7 & Up of the Primary Service Area.
Income: Participation based on the 2015 estimated median household income in the Primary Service Area.
Region: Participation based on regional statistics (West North Central).
National: Participation based on national statistics.
Average: Average of the four columns.



Chart M – Comparison of National & Primary Service Area Participation Percentage:



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Anticipated Participation Numbers by Activity: Utilizing the average percentage from Table-K above plus the 2010 census information and census estimates for 2015 and 2020 (over age 7) the following comparisons are available.

Table R – Participation Rates Primary Service Area

Indoor Activity	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Aerobics	16.3%	3,328	3,438	3,548	220
Baseball	4.0%	818	845	872	54
Basketball	9.0%	1,842	1,902	1,963	122
Bicycle Riding	13.6%	2,764	2,855	2,947	183
Billiards	7.3%	1,495	1,544	1,593	99
Boxing	1.3%	255	264	272	17
Cheerleading	1.2%	250	258	266	17
Exercise Walking	37.4%	7,612	7,863	8,116	504
Exercise w/ Equipment	20.4%	4,150	4,287	4,425	275
Football (tackle)	2.8%	573	592	611	38
Golf	7.4%	1,510	1,560	1,610	100
Gymnastics	2.0%	404	417	430	27
Hockey (ice)	1.3%	272	281	290	18
Ice/Figure Skating	2.9%	591	611	630	39
Lacrosse	0.9%	181	187	193	12
Martial Arts / MMA	2.6%	533	550	568	35
Running/Jogging	16.3%	3,317	3,426	3,536	219
Soccer	5.2%	1,062	1,097	1,132	70
Softball	3.8%	774	800	825	51
Swimming	16.7%	3,408	3,520	3,633	226
Tennis	4.1%	829	857	884	55
Volleyball	3.9%	801	828	854	53
Weight Lifting	13.0%	2,642	2,730	2,817	175
Workout @ Clubs	12.9%	2,635	2,721	2,809	174
Wrestling	1.0%	202	208	215	13
Yoga	10.6%	2,154	2,225	2,296	143

	Average	2010 Part.	2015 Part.	2020 Part.	Difference
Did Not Participate	21.6%	4,394	4,539	4,684	291

Note: The estimated participation numbers indicated above are for activities that could take place in and around an active community recreation center. These figures do not necessarily translate into attendance figures for various activities or programs. The “Did Not Participate” statistics refers to all 55 activities outlined in the NSGA 2014 Survey Instrument.

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Participation 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 2014 survey, the following comparisons are possible.

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

Indoor Activity	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobics	16.3%	15.3%	12.0%	15.4%
Baseball	4.0%	3.9%	2.3%	4.8%
Basketball	9.0%	8.2%	11.9%	7.2%
Bicycle Riding	13.6%	12.3%	6.7%	12.6%
Billiards	7.3%	7.2%	4.9%	7.6%
Boxing	1.3%	1.2%	1.7%	2.7%
Cheerleading	1.2%	1.3%	1.4%	1.2%
Exercise Walking	37.4%	36.2%	23.6%	30.3%
Exercise w/ Equipment	20.4%	19.1%	12.2%	16.1%
Football (tackle)	2.8%	2.6%	4.0%	3.5%
Golf	7.4%	6.4%	1.2%	5.0%
Gymnastics	2.0%	1.9%	3.4%	2.4%
Hockey (ice)	1.3%	1.2%	0.6%	0.8%
Ice/Figure Skating	2.9%	2.5%	1.4%	3.1%
Lacrosse	0.9%	1.0%	1.1%	1.1%
Martial Arts / MMA	2.6%	2.2%	1.7%	2.2%
Running/Jogging	16.3%	14.9%	10.3%	16.9%
Soccer	5.2%	4.7%	2.4%	6.3%
Softball	3.8%	3.3%	2.8%	3.4%
Swimming	16.7%	15.9%	5.9%	12.0%
Tennis	4.1%	4.4%	2.2%	3.1%
Volleyball	3.9%	3.5%	3.3%	3.4%
Weight Lifting	13.0%	11.8%	8.2%	12.3%
Workout @ Clubs	12.9%	12.5%	9.0%	12.0%
Wrestling	1.0%	1.0%	1.0%	1.9%
Yoga	10.6%	10.1%	6.5%	10.3%

Primary Service Part:

National Rate:

African American Rate:

Hispanic Rate:

The unique participation percentage developed for the Primary Service Area.

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

The percentage of African-Americans who participate in the particular activity.

The percentage of Hispanics who participate in the particular activity.

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There is a significant Hispanic and Black population in the City of Elk River and the Secondary Service Area. As such these numbers play more of a factor with regards to overall participation. **Summary of Sports Participation:** The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2014 National Sporting Goods Association survey.

Table Z – Sports Participation Summary

Sport	Nat'l Rank ⁵	Nat'l Participation (in millions)	Primary Service	Primary Service Area Percentage
Exercise Walking	1	104.3	1	37.4%
Exercising w/ Equipment	2	55.1	2	20.4%
Swimming	3	45.9	3	16.7%
Aerobic Exercising	4	44.2	4	16.3%
Running/Jogging	5	43.0	4	16.3%
Workout @ Club	8	35.9	8	12.9%
Bicycle Riding	9	35.6	6	13.6%
Weight Lifting	11	34.0	7	13.0%
Yoga	13	29.2	9	10.6%
Basketball	14	23.7	10	9.0%
Billiards/Pool	15	20.8	12	7.3%
Golf	17	18.4	11	7.4%
Soccer	20	13.4	13	5.2%
Tennis	21	12.4	14	4.1%
Baseball	23	11.3	15	4.0%
Volleyball	24	10.2	16	3.9%
Softball	27	9.5	17	3.8%
Football (tackle)	32	7.5	19	2.8%
Ice/Figure Skating	34	7.3	18	2.9%
Martial Arts / MMA	36	6.3	20	2.6%
Gymnastics	39	5.4	21	2.0%
Cheerleading	46	3.6	24	1.2%
Boxing	47	3.4	22	1.3%
Hockey (ice)	48	3.4	22	1.3%
Wrestling	50	2.9	25	1.0%
Lacrosse	51	2.8	26	0.9%

- Nat'l Rank:** Popularity of sport based on national survey.
- Nat'l Participation:** Percent of population that participate in this sport in national survey.
- Primary Service Rank:** The rank of the activity within the Primary Service Area.
- Primary Service %:** Ranking of activities based on average from Table-Q.

⁵ This rank is based upon the 54 activities reported on by NSGA in their 2014 survey instrument.

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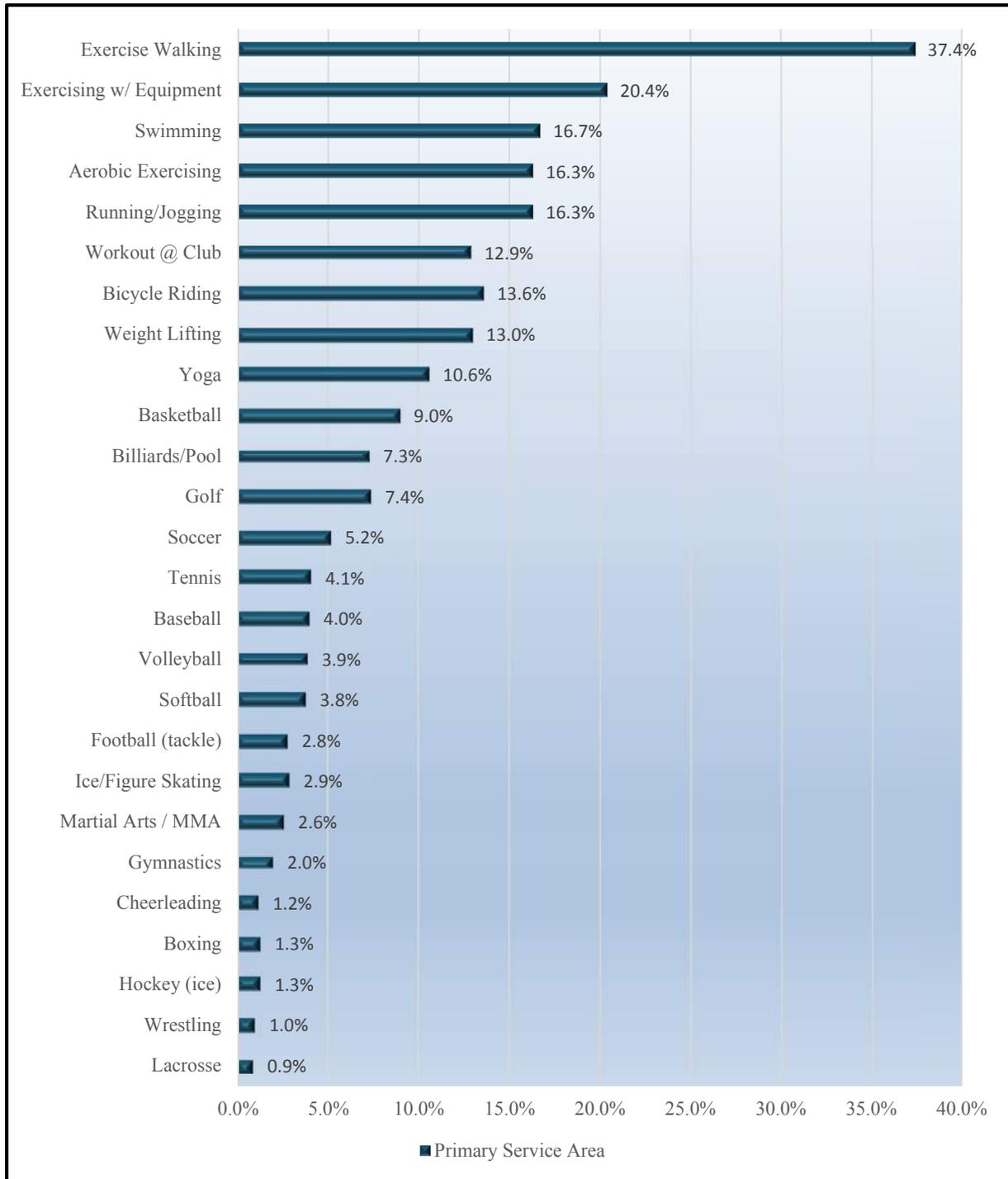
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Chart N – Sports Participation in Primary Service Area

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In addition to examining the participation numbers for various indoor activities through the NSGA 2014 Survey and the Spending Potential Index for Entertainment & Recreation, B*K can

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access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

Table AA – Market Potential Index for Adult Participation in Activities⁶

Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	1,861	10.9%	122
Baseball	836	4.9%	109
Basketball	1,455	8.5%	102
Bicycle (road)	1,924	11.2%	115
Football	936	5.5%	109
Ice Skating	485	2.8%	110
Jogging/Running	2,884	16.9%	132
Pilates	565	3.3%	118
Soccer	700	4.1%	109
Softball	678	4.0%	116
Swimming	3,089	18.1%	114
Tennis	879	5.1%	121
Volleyball	694	4.1%	115
Walking for Exercise	5,253	30.7%	110
Weight Lifting	2,372	13.9%	131
Yoga	1,447	8.5%	118

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 greater than the national number of 100 in all 16 instances. In many cases when a participation number is lower than the National number, primary factors include a lack of facilities or an inability to pay for services and programs.

Below are listed those sports activities that would often take place either in an indoor community recreation facility, aquatic facility, or near, and the percentage of growth or decline that each has experienced nationally over the last ten years (2005-2014).

⁶ The data is based upon national propensities to use various products and services, applied to local demographic composition. Usage data were collected by GfK MRI in a nationally representative survey of U.S. households. ESRI forecasts for 2015 and 2020.

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Table AB – National Activity Trend (in millions)

	2005 Participation	2014 Participation	Percent Change
Lacrosse ⁷	1.2	2.8	133.3%
Kayaking ⁸	5.9	9.0	52.5%
Running/Jogging	29.2	43.0	47.3%
Hockey (ice)	2.4	3.4	41.7%
Yoga ⁹	20.7	29.2	41.1%
Gymnastics ¹⁰	3.9	5.4	38.5%
Hiking	29.8	41.1	37.9%
Aerobic Exercising	33.7	44.2	31.2%
Exercise Walking	86.0	104.3	21.3%
Tennis	11.1	12.4	11.7%
Cheerleading	3.3	3.6	9.1%
Workout @ Club	34.7	35.9	3.5%
Canoeing ¹¹	7.1	7.3	2.8%
Exercising w/ Equipment	54.2	55.1	1.7%
Ice/Figure Skating ¹²	6.7	7.3	1.4%

⁷ Growth since 2007.

⁸ Growth since 2007.

⁹ Growth since 2007.

¹⁰ Growth since 2009.

¹¹ Growth since 2006.

¹² Growth since 2013.

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	2005 Participation	2014 Participation	Percent Change
Martial Arts / MMA ¹³	6.4	6.3	-1.6%
Weight Lifting	35.5	34.0	-4.2%
Soccer	14.1	13.4	-5.0%
Boxing ¹⁴	3.8	3.4	-10.5%
Camping	46.0	39.5	-14.1%
Bicycle Riding	43.1	35.6	-17.4%
Basketball	29.9	23.7	-20.7%
Swimming	58.0	45.9	-20.9%
Fishing (fresh water)	37.5	29.4	-21.6%
Baseball	14.6	11.3	-22.6%
Volleyball	13.2	10.2	-22.7%
Wrestling	0.0	2.9	-23.7%
Football (tackle)	9.9	7.5	-24.2%
Golf	24.7	18.4	-25.5%
Softball	14.1	9.5	-32.6%
Boating	27.5	14.1	-48.7%
Skateboarding	12.0	5.4	-55.0%

2014 Participation: The number of participants per year in the activity (in millions) in the United States.

2005 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 2005 to 2014.

¹³ Growth since 2013.

¹⁴ Growth since 2013.



Chart O – Participation in Hockey (ice):

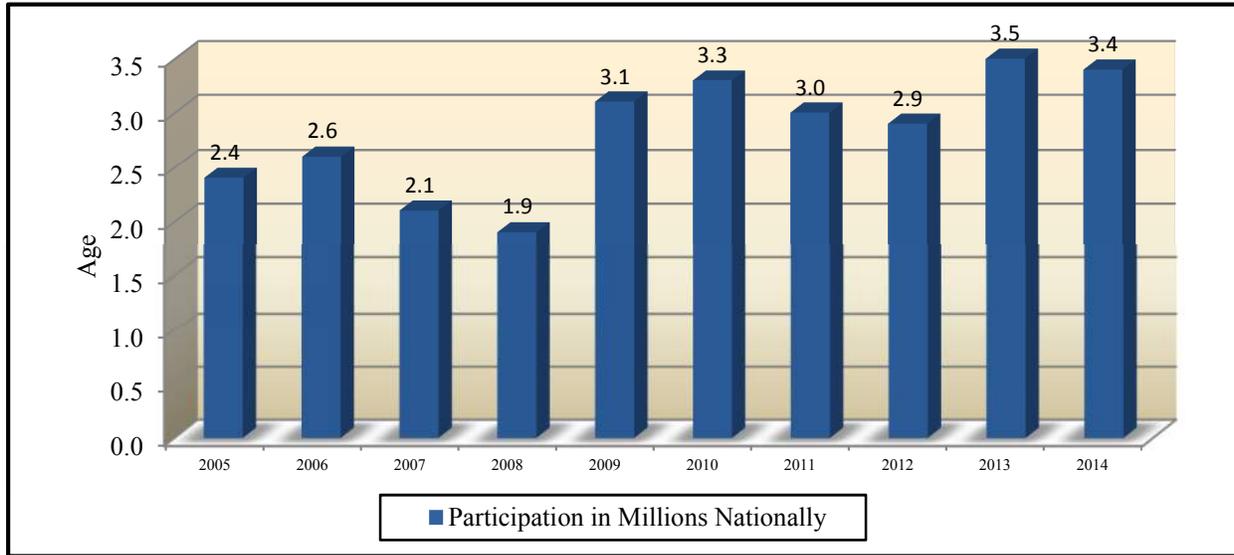
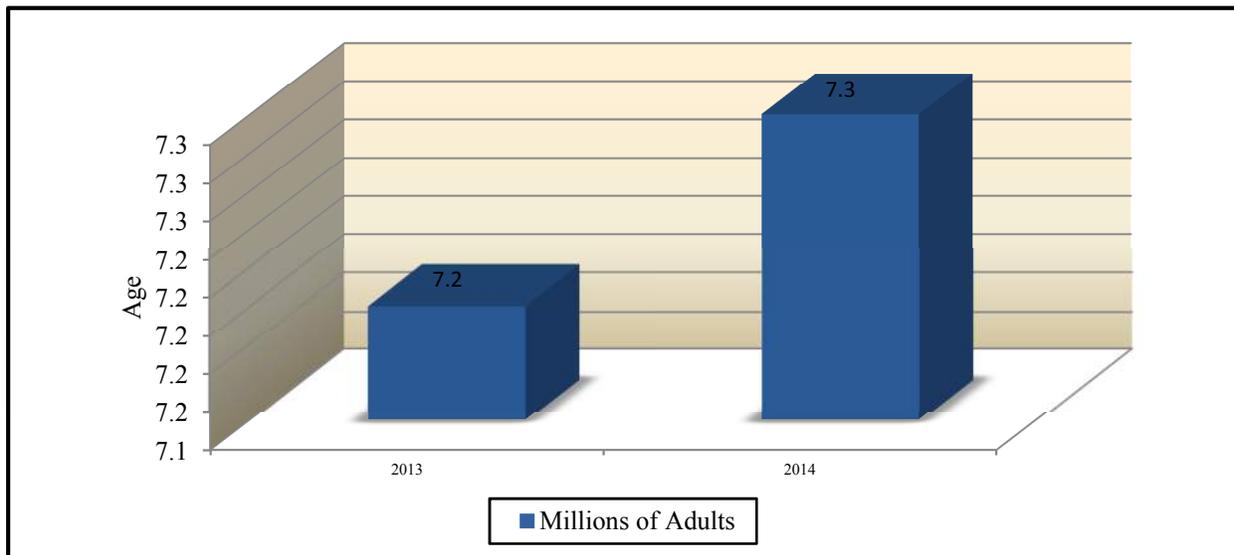


Chart P – Participation in Ice/Figure Skating:



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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. 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 76.1% between 1987 and 1999, and memberships in health clubs reached an all-time high of 32.8 million in 2010. The greatest increase in membership has occurred in the over 55 age group, followed by the under 18 and 35-54 age categories. Overall membership in the 35-54 age group increased while it actually decreased in the 18-34 age group. 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. Of note is that the City of Elk River has a partnership with the YMCA and the YMCA has a significant fitness component.

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

- Gymnasiums
- Pools (especially leisure pools)
- Ice arenas
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Community theater and events space
- Fieldhouse for turf and hard court sports
- Senior's program space
- Pre-school and youth space
- Teen use areas

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As a result, many communities have attempted to include these amenities in 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. More recently the demand for indoor turf areas to support more traditional outdoor team sports has grown exponentially. This has provided an important location for youth teams to train and play games to prepare for the traditional outdoor season and an opportunity to expand the market for adult sports leagues as well.

The multi-component concept of delivering recreation services continues to grow in acceptance with the idea of providing for a variety of activities and programs in a single location. This idea has proven to be financially successful by centralizing operations for operators and through increased generation of revenues from patrons able to participate in multiple and varied leisure needs under the same roof. These facilities have become identifiable centers for communities, and have promoted "family" recreation opportunities. The keys to success revolve around the concept of intergenerational use in a quality facility that has multi-use capabilities and the versatility and flexibility to meet ever-changing leisure needs.

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 role of the conventional pool (6 to 8 lane lap pools with deep and cooler water) in meeting the recreational needs of swimmers 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 between 20% and 30% 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.

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

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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 facility.

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 United States 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 placement of traditional instructional/competitive pools, with shallow depth/interactive leisure pools and warm water therapy pools in the same enclosure has been well received in the market. This idea has proven to be financially successful by centralizing pool operations for recreation services providers and through increased generation of revenues from patrons willing to pay for an aquatic experience that is new and exciting. For many centers, the indoor aquatic complex has become the focal point for the facility and has expanded markets and ultimately revenues. As with fitness, the City's partnership with the YMCA affords Elk River Residents access to an aquatic center and as a result there is no need to duplicate an aquatic center in the community.

Non-Sport Participation Statistics: The parks and recreation facility inventory in the Primary Service Area focuses on more active/physical pursuits. However, it is important to note that inclusion of non-sport activities is necessary to provide a community a well-rounded experience. Participation in a broad range of passive activities and cultural pursuits is universal 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 sports 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. A large number of survey respondents – similar in makeup 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

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taken place five times since 1982, allowing researchers to compare the trends not only for the total adult population but also for demographic subgroups.¹⁵

The participation numbers for these activities are national numbers.

Table AC – 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.

Chart R – Percentage of U.S. Adult Population Attending Arts Performances:

¹⁵ National Endowment for the Arts, *Arts Participation 2008 Highlights from a National Survey*.

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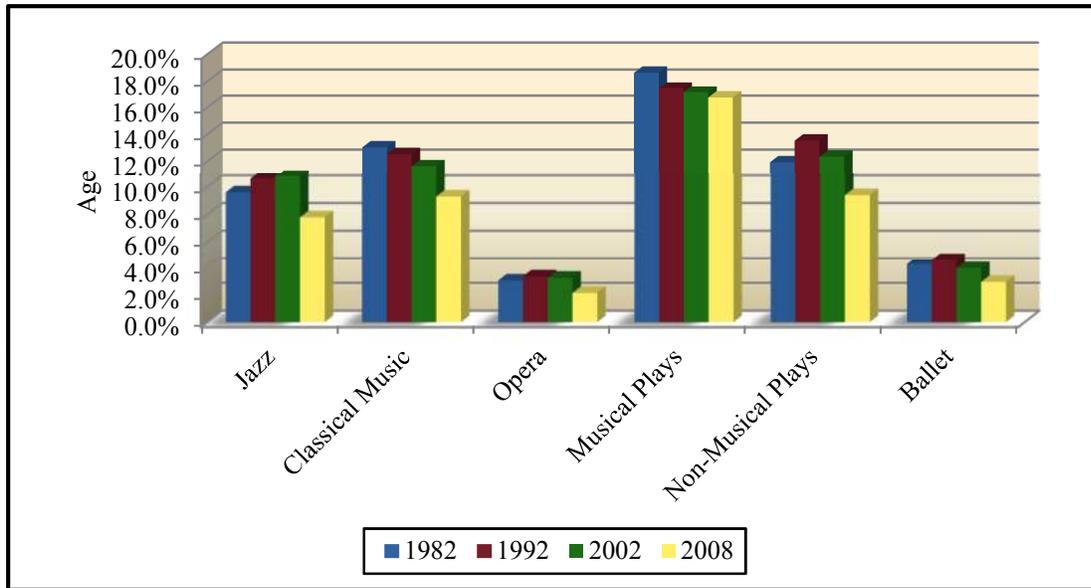


Table AD – Percentage of U.S. Adult Population Attending Art Museums, Parks, and Festivals: 1982-2008

	1982	1992	2002	2008	Rate of Change	
					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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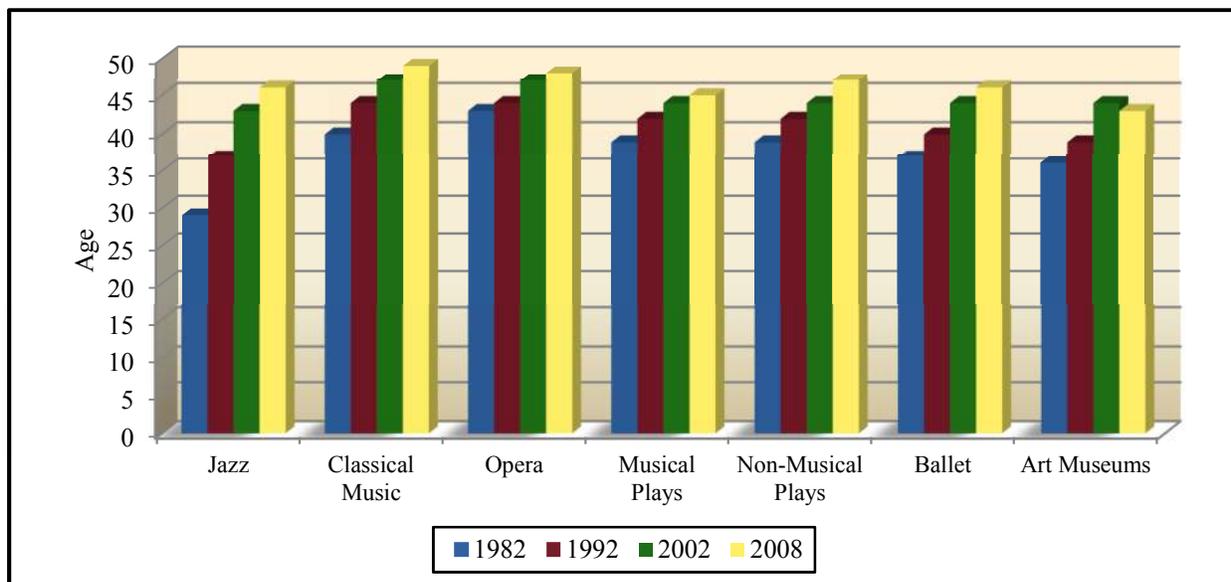
Table AE – Median Age of Arts Attendees: 1982-2008

					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 significant component of arts audiences – showed the steepest declines in attendance for most arts events.

Chart S – Percentage of U.S. Adult Population Attending Arts Performances:



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

	1992	2002	2008	Rate of Change	
				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 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 to 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. This activity remains one of the most popular forms of art creation.

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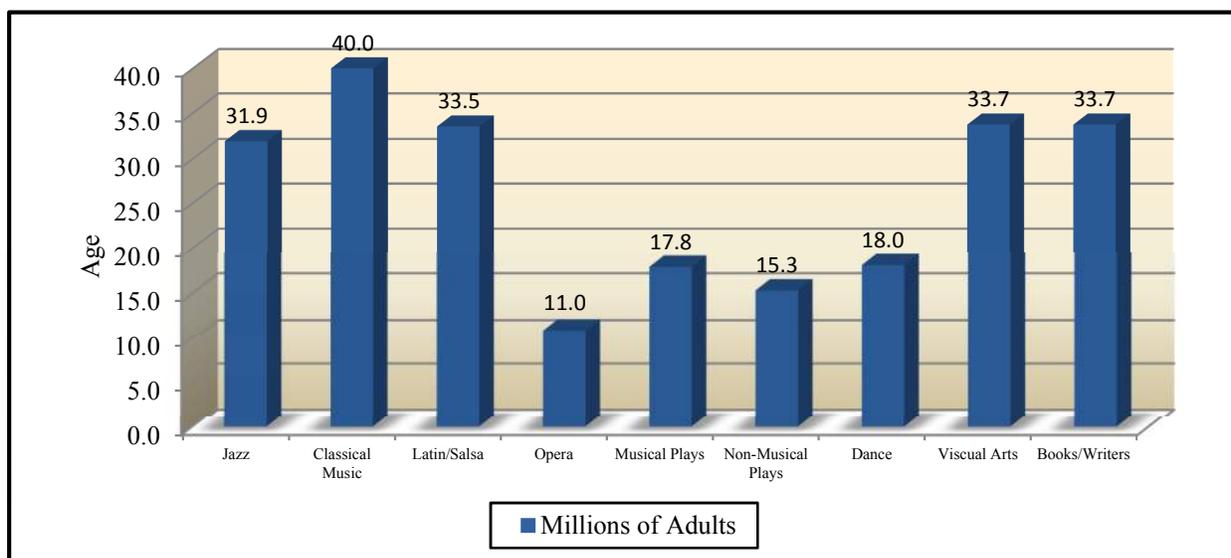
Table AG – Percentage of U.S. Adult Population Viewing or Listening to Art Broadcasts or Recordings, 2008 (online media included)

	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.

Chart T – Percentage of U.S. Adult Population Attending Arts Performances:





Section III – Other Indoor Sports, Recreation and Cultural Facilities

Service Area Providers: There are a number of facilities in the greater Elk River area that are supplying sports recreation, fitness, and cultural activities. The following is a brief review of each of the major providers in the public, non-profit and private sector.

Other than Activity Center for Seniors, the City of Elk River does not have any indoor recreation space. This limits the programs and services that can be offered.

School District 728 has a well-developed and extensive recreation program offered through the auspices of community education. Program areas include aquatics, sports, youth, early childhood, adult and technology class offerings. Despite the number of recreation amenities and programs offered by the School District in its buildings, there are limited times available for community drop-in use.

The Elk River Family YMCA is a major provider of indoor recreation, sports and fitness space in the community and has a collaborative partnership with the City of Elk River.

The Elk River Ice Rink serves the ice sports needs of the Elk River area.

There are a significant number of private fitness centers in the market area currently, including chain clubs and individually owned facilities



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The Elk River area is dotted with a wide variety of rental halls that are capable of hosting an event. On one end of the spectrum there are facilities like the American Legion to room rentals at Trott Brook Barn and Lion's Park to banquet facilities at the Elk River Golf Course to banquet centers like the Woods in Otsego.



American Legion



Elk River Golf Course



Ostego Banquet

One of the frequently heard comments during the stakeholder meetings was the need for more meeting room and banquet sized facilities in Elk River. Although there is a significant inventory of rental spaces in the community the size, cost and availability can be issues. The table below list some of the banquet facilities in the area.

Area Banquet Facilities

Facility	Banquet Capacity	Fee Range	Notes
Friendly Buffalo	150 people	\$625-\$950	Food requirements
Monticello Comm. Center	300 people	\$80 - \$151/hr	Does not include kitchen fees
Rockwoods	320 people	\$900-\$1,100	Food requirements
Holiday Inn	150 people	\$500 - \$600	Food requirements

MARKET ANALYSIS

*City of Elk River, MN
Feasibility Study*



As a result of the information gathered from the market analysis portion of the Elk River Community Facility study the following summary represents the basic findings.

City of Elk River Parks and Recreation

The City's first priority for recreation facilities in general is to complete the private recreation providers and partners.

There are numerous fitness providers in the area.

The City has a partnership with the YMCA. The YMCA has an indoor aquatic center, fitness component and gymnasium.

There is a need in the community for more meeting and banquet space. However, this type of facility will likely not be operationally self-sufficient.

Section IV – Program Assessment

The following section details specific recommendations for the proposed Community Recreation Center. Remarks are grouped by area of interest and components. When combining the results of the demographic analysis, stakeholder group information, community meeting and alternative service providers, the following preliminary program has been developed.

Community Recreation Center

Gymnasium: One of the most frequently heard comments during the many community stakeholder and public meetings are the need for more gymnasium space. The School District staff reported that the demand and request for gym space exceeds what the Schools can accommodate. As a result, a large gymnasium space that can be used for a variety of programs, including indoor soccer, in-line hockey, baseball batting cages, gymnastics, wrestling, basketball and volleyball. This space can also be used as trade show/convention space and collectively will provide for hosting events.

Indoor Walking/Jogging Track: Walking is rated as the top activities according to the NSGA (National Sporting Goods Association) and represents 3,311 people and running/jogging represents 1,264 people in the primary service area. Consequently, a track around the perimeter of the gymnasium and/or through other program spaces in the facility will meet the needs of several diverse groups of users. The multi-lane track allows runners, joggers and walkers to all use the track simultaneously.

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



Aquatics: Without doubt, a progressive and notable trend in aquatics continues to be the recreation pool concept. Incorporating water slides, current channels, fountains, zero depth entry and other water play features into a pool's design has proved to be extremely popular for the recreational user. Recreation 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 and explains in part, why the YMCA included a leisure pool design in the YMCA. Consequently, a competitive pool or recreation leisure pool is not recommended at this time for inclusion in a new center.

Fitness: The community input process suggests that the fitness needs of the community are being met by the existing service providers in Elk River. Obesity is becoming an epidemic in the United States, especially for youth. Youth fitness is one component that can help address this issue locally. The City of Elk River should help encourage health initiatives and wellness opportunities available in the community

Group fitness space is another supplemental area required for reaching the fitness and wellness market. The demand for Yoga, Zumba, Pilates, Spinning and group exercise is growing. Interest and participation in fitness classes are on the rise nationally, recording a 45% increase in participation over the past 10 years.

Meeting Room/Classroom/Multi-Purpose: Multi-purpose meeting room space was strongly supported through the stakeholder process. There were several different opinions as to what size this multi-purpose space should be. Multi-purpose space in centers provides support for other activities in a center, class room opportunities, meetings and small receptions. A sufficient amount of square footage is needed for meetings, multi-purpose and banquet space. Historically, meeting room space does not generate enough revenue to be a self-supporting component. However, these spaces are valuable as support spaces and the multi-use flexibility enables the facility to meet a wide variety of program needs. The classrooms are needed to meet a wide range for programs that have a multi-generational appeal and help meet the non-sport needs of the community.

Ice Arena: Some people within the stakeholder and community meetings indicated interest in another sheet of ice to meet the youth hockey needs in the future. Hockey is popular in the greater Elk River area but the number of participants is a relatively small number, especially when comparing hockey to other sports like baseball, football, basketball, soccer and volleyball. Indoor ice skating carries significant operating costs that drive program cost and fees for participants. It is not uncommon to hear youth hockey fees in the \$1,500 range per player. It should be noted that this fee does not include equipment, travel and tournaments. The high fees for youth hockey are a factor that limits participation.

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



Green Space: The community needs for spaces and programs were not limited to indoor spaces. Some stakeholders mentioned the need for more field space, trail system and green space. Many stakeholders felt that outdoor fields are important in the community and suggests that stakeholders and community are interested in seeing some adjacencies between the indoor and outdoor spaces. At the very least, any facility developed from this study should have connectivity with trails and access to green space.

Multi-use, flexibility of space and versatility of operation are important and the facility should not be seen as just a rental facility. The focus of the center's diverse market segments and activities should be a function of time rather than space. Intergenerational use and flexibility must be emphasized.

Elk River has a number of parks that have passive and active use elements as well as organized sports amenities. While there are a considerable number of playing fields there is a limit to the number of teams and programs that can be served, especially youth. The development of additional outdoor sports park will take collaboration with the City, School District and community sports group to develop and require a significant volume of space.

This being said it is still important to have trail connectivity and some green space around the proposed Douglas facility.

Support Spaces – There must be sufficient space and resources allocated for the following:

- Lobby/lounge space
- Front desk area
- Resource area
- Restrooms/Locker Rooms
- Concession and vending
- Office space
- Storage
- Mechanical systems



Section V – Operations Analysis

Operations Analysis

The operations analysis represents a conservative approach to estimating expenses and revenues and was completed based on the best information available and a basic understanding of the aquatic project. Fees and charges utilized for this study represent the current fee structure and market value and are subject to review, change, and approval by the City of Elk River. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process. The revenue and expense projections for 2017 provide an allowance for future operating costs and fees.

Expenditures

Expenditures have been formulated on the costs that were designated by the consultant to be included in the operating budget for the facility. The figures are based on the size of the aquatic center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by staff.

Revenues

The 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 national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and makeup of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use. All revenues were calculated conservatively as a result.

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



Expense Summary

	Ice Arena	Small Banquet	Large Banquet
Full-Time Staff	\$229,399	\$ 0	\$ 0
Part-Time Staff	\$128,800	\$ 36,704	\$105,552
Fringe	\$ 78,500	\$ 7,340	\$ 21,110
FICA	\$ 23,360	\$ 2,807	\$ 8,075
Utilities	\$222,450	\$ 16,250	\$ 22,500
Water/Sewer		\$ 3,500	\$ 4,500
Communication	\$ 3,850	\$ 1,800	\$ 1,800
Contract Services	\$ 13,450	\$ 2,000	\$ 3,500
Postage	\$ 175	\$ 150	\$ 150
Training/Conference	\$ 2,000	\$ 0	\$ 0
Rental Equipment	\$ 5,500	\$ 2,500	\$ 2,500
Advertising/Promotion	\$ 0	\$ 5,000	\$ 10,000
Building Repair	\$ 39,450		
Bank Charges	\$ 4,500	\$ 1,500	\$ 1,500
Trash		\$ 1,820	\$ 1,820
Insurance	\$ 1,750	\$ 10,000	\$ 10,000
Building and Structure		\$ 20,000	\$ 25,000
Equipment		\$ 10,000	\$ 10,000
Fuel	\$ 450	\$ 0	\$ 0
Operating Supplies	\$105,150	\$ 11,500	\$ 16,000
Uniforms	\$ 1,100	\$ 1,000	\$ 1,000
Printing	\$ 9,150	\$ 3,500	\$ 3,500
Maint/Repair Materials		\$ 2,500	\$ 4,000
Dues/Subsription/License	\$ 550	\$ 500	\$ 500
Soft Drinks	\$ 2,000	\$ 0	\$ 0
Merchandise Resale	\$ 40,000	\$ 0	\$ 0
Misc.	\$ 500	\$ 1,000	\$ 1,500
Total Expenses	\$912,084	\$141,371	\$254,507

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



Revenue Summary

	Ice Arena	Small Banquet	Large Banquet
Admissions	\$ 32,650		
Annual Passes	\$ 12,000		
Rentals	\$ 5,600		
Ice Rentals	\$751,570		
Recreation Fees	\$127,400		
Building Rents	\$ 2,600		
Skate Sharpening	\$ 6,300		
Special Events	\$ 0		
Vending	\$ 15,000		
Birthday Parties	\$ 0		
Advertising	\$ 34,400		
Contributions	\$ 6,700		
Dry Floor	\$ 21,800		
Concessions	\$110,750		
Meeting Room		\$ 5,100	\$ 15,300
Rentals		\$ 20,000	\$ 93,600
Recreation Fees		\$ 33,920	\$ 33,920
Commission/Hospitality Fee		\$ 0	\$ 29,700
Special Events		\$ 1,500	\$ 5,000
Vending		\$ 1,500	\$ 2,500
Ice Programs		\$ 0	\$ 0
Birthday Parties		\$ 0	\$ 5,400
Misc		\$ 500	\$ 1,500
Total Revenue	\$1,126,770	\$ 62,520	\$186,920
Difference	\$214,686	(\$78,851)	(\$67,587)

MARKET ANALYSIS

City of Elk River, MN

Feasibility Study



Staffing Plan

	Ice Rink	Small Banquet	Large Banquet
Program Supervisor	\$ 49,449	\$ 0	\$ 0
Maintenance Worker		\$ 0	\$ 0
Custodian		\$ 0	\$ 0
Salary	\$ 49,449	\$ 0	\$ 0
Total Full-Time Salary	\$ 49,449	\$ 0	\$ 0
Part-Time Staff			
Front Desk	\$ 19,380	\$ 0	\$ 25,704
Center Attendant	\$ 39,933	\$ 19,814	\$ 32,256
Program Supervisor	\$ 8,075		\$ 30,702
General		\$ 16,890	\$ 16,890
PT Salaries	\$ 67,388	\$ 36,704	\$105,552
Total Part-Time Salaries	\$ 67,388	\$ 36,704	\$105,552

MARKET ANALYSIS

City of Elk River, MN
Feasibility Study



Staff Worksheet

Front Desk		Hours	#Staff	Days	Wkly Total	Rate	Weeks	Amount
M-S	9am-4pm	7	1	6	42	\$12.00/hr	51	\$25,704
Program Lead								
M-F	3pm-10pm	7	1	5	35			
Sat	3pm-11pm	8	1	1	8			
					43	\$14.00/hr	51	\$30,702
Center Attendant								
Fri/Sat	3pm-11pm	8	4	2	64	\$10.50/hr	48	\$32,256
Small Center								
Center Attendant								
M-F	3pm-9pm	6	1	5	30			
Sat	3pm-9pm	6	1	1	6			
					37	\$10.50/hr	51	\$19,814
Rink Maintenance								
M-F	3pm-11pm	7	1	5	35			
Sat	7am-11pm	16	1	1	16			
Sun	7am-9pm	14	1	1	14			
					65	\$15.00/hr	28	\$27,300
M-F	3pm-11pm	7	1	5	35	\$15.00/hr	20	\$10,500

APPENDIX C

Operations

The operations analysis represents a conservative approach to estimating the operating budget and was completed based on the best information available and a basic understanding of the project. There is no guarantee that the expense and revenue projections outlined in the operations analysis will be met as there are many variables that affect such estimates that either cannot be accurately measured or are subject to change during the actual budgetary process.

Expenditures

Expenditures have been formulated on the costs that were designated by Ballard*King and Associates to be included in the operating budget for the facility. The figures are based on the size of the center, the specific components of the facility, and the hours of operation. All expenses were calculated to the high side and the actual cost may be less based on the final design, operational philosophy, and programming considerations adopted by the Client.

Elk River Community Recreation Center – A new community center with two ice skating rinks, senior center, activity center with banquet and meeting space with a serving kitchen, support offices, administration area and lobby. Approximately 118,000 square feet. Phase 2 includes all the component listed as part of the new facility plus a third sheet of ice. Phase 3 includes all the components listed as part of the new facility plus a third sheet of ice and a sports dome.

<u>Category</u>	<u>New Facility</u>	<u>Phase 2</u>	<u>Phase 3</u>
Personnel			
Full-time	\$ 525,200	\$ 525,200	\$ 525,200
Part-time	\$ 220,252	\$ 261,816	\$ 287,342
Total	<u>\$ 745,452</u>	<u>\$ 787,016</u>	<u>\$ 812,542</u>
Operating			
Utilities ¹ (gas & elect)	\$ 285,820	\$ 357,930	\$ 432,950
Telephone	\$ 3,950	\$ 4,130	\$ 4,310
Fuel/Lube	\$ 300	\$ 300	\$ 300
Contract services ²	\$ 12,450	\$ 15,000	\$ 20,000

¹ Rate factored at \$3.00/SF less circulation space of the building.

² Contract services includes HVAC, elevator, fire alarm system, music, office equipment, control systems and copy machine.

Operation Cost Model cont.

<u>Category</u>	<u>New Facility</u>	<u>Phase 2</u>	<u>Phase 3</u>
Training/Conference	\$ 2,500	\$ 2,500	\$ 2,500
Rental equipment	\$ 4,000	\$ 7,000	\$ 9,250
Soft Drinks	\$ 8,000	\$ 10,000	\$ 13,500
Merch. for resale	\$ 36,000	\$ 41,000	\$ 51,450
Printing/publishing	\$ 7,500	\$ 7,500	\$ 9,000
Postage	\$ 250	\$ 400	\$ 500
Operating supplies	\$ 80,000	\$ 105,250	\$ 140,000
Advertising/promotions	\$ 15,000	\$ 15,000	\$ 25,000
Bank charges ³	\$ 4,500	\$ 5,000	\$ 7,000
Uniforms	\$ 1,750	\$ 1,750	\$ 2,000
Insurance ⁴	\$ 6,500	\$ 8,750	\$ 9,500
Building repair/maint.	\$ 35,000	\$ 43,875	\$ 58,500
Dues/subscriptions	\$ 650	\$ 650	\$ 650
Building/Structure	\$ 7,500	\$ 10,000	\$ 70,000 ⁵
Equipment	\$ 12,000	\$ 17,500	\$ 20,000
Other	\$ 2,500	\$ 2,500	\$ 2,500
Total	\$ 526,170	\$ 656,035	\$ 878,910
Grand Total	\$1,271,622	\$1,443,051	\$1,691,452

³ Includes bank fees for processing credit card and electronic fund transfers (FTE)

⁴ Based on existing insurance level

⁵ Includes \$60,000 for set up and tear down of the dome.

Staffing levels:

<u>Positions</u>	<u>Salary</u>
Full-Time	
Facility Manager ⁶	\$ 80,000
Ice Supervisor ⁷	\$ 55,000
Senior Supervisor ⁸	\$ 55,000
Maintenance Supervisor	\$ 55,000
Program Coordinator ⁹	\$ 45,000
Maintenance Worker	\$ 40,000
MOD/Building Attendant ¹⁰	\$ 34,000
Secretary/Administration ¹¹	\$ 40,000
Salaries	\$404,000
Benefits (30% of salaries)	\$121,200
Total Full-Time Personnel	\$525,200

Note: Pay rates were determined based on the compensation plan for the City of Elk River. The positions listed are necessary to ensure adequate staffing and provide for a full-time staff member presence during all open hours of the facility. The wage scales for both the full-time and part-time staff positions reflect estimated wages for 2017.

⁶ Responsible for the management of the community Center.

⁷ Responsible for ice arena operation and maintenance functions.

⁸ Responsible for senior programming

⁹ Program support for senior activities, ice skating programs, general activities and fitness.

¹⁰ Level of management support during the evenings and weekends. Assist with room set-up, clean up and programming on an as need basis.

¹¹ Responsible for coordinating the Community Center office including phone calls, program registration, room rentals, front desk support and supervision of the welcome desk operation.

<u>Positions</u>	<u>Hours/Wk</u>	<u>Facility Budget</u>
Part-Time – New Facility		
Front Desk (\$15.00/hr)	108 hrs/wk	\$ 82,620
Rink Worker (36) (\$13.00/hr)	70 hrs/wk	\$ 32,760
Rink Worker (15) (\$13.00/hr)	51 hrs/wk	\$ 9,945
Rink Attendant (36 wks) (\$10.00/hr)	39 hrs/wk	\$ 12,960
Building Attendant (\$11.50/hr)	12/hrs/wk	\$ 7,038
Lead Concession (36 wks) (\$13.00/hr)	30 hrs/wk	\$ 14,040
Concession Attendant (36 wks) (\$11.25/hr)	38 hrs/wk	\$ 15,390
Program Instructors ¹²		
General		\$ 16,320
Ice		\$ 13,528
Salaries		\$ 204,601
Benefits (7.65% of part-time wages)		\$ 15,652
Total Part-Time Salaries		\$ 220,252

¹² Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenue collected for the program. These programs have not been calculated in this budget at this time.

<u>Positions</u>	<u>Hours/Wk</u>	<u>Facility Budget</u>
Part-Time – Phase 2		
Front Desk (\$15.00/hr)	108 hrs/wk	\$ 82,620
Rink Worker (36) (\$13.00/hr)	140 hrs/wk	\$ 65,520
Rink Worker (15) (\$13.00/hr)	81 hrs/wk	\$ 15,795
Rink Attendant (36 wks) (\$10.00/hr)	39 hrs/wk	\$ 12,960
Building Attendant (\$11.50/hr)	12/hrs/wk	\$ 7,038
Lead Concession (36 wks) (\$13.00/hr)	30 hrs/wk	\$ 14,040
Concession Attendant (36 wks) (\$11.25/hr)	38 hrs/wk	\$ 15,390
Program Instructors ¹³		
General		\$ 16,320
Ice		\$ 13,528
Salaries		\$ 243,211
Benefits (7.65% of part-time wages)		\$ 18,605
Total Part-Time Salaries		\$ 261,816

¹³ Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenue collected for the program. These programs have not been calculated in this budget at this time.

<u>Positions</u>	<u>Hours/Wk</u>	<u>Facility Budget</u>
Part-Time – Phase 3		
Front Desk (\$15.00/hr)	108 hrs/wk	\$ 82,620
Rink Worker (36) (\$13.00/hr)	140 hrs/wk	\$ 65,520
Rink Worker (15) (\$13.00/hr)	81 hrs/wk	\$ 15,795
Rink Attendant (36 wks) (\$10.00/hr)	39 hrs/wk	\$ 12,960
Turf Worker (32 wks) (\$13.00/hr)	57 hrs/wk	\$ 23,712
Building Attendant (\$11.50/hr)	12/hrs/wk	\$ 7,038
Lead Concession (36 wks) (\$13.00/hr)	30 hrs/wk	\$ 14,040
Concession Attendant (36 wks) (\$11.25/hr)	38 hrs/wk	\$ 15,390
Program Instructors ¹⁴		
General		\$ 16,320
Ice		\$ 13,528
Salaries		\$ 266,923
Benefits (7.65% of part-time wages)		\$ 20,419
Total Part-Time Salaries		\$ 287,342

¹⁴ Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenue collected for the program. These programs have not been calculated in this budget at this time.

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 national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priority of use.

Revenue Projection Model:

<u>Category</u>	<u>New Facility</u>	<u>Phase 2</u>	<u>Phase 3</u>
Admissions	\$ 28,800	\$ 28,800	\$ 35,000
Building rentals	\$ 109,070	\$ 115,070	\$ 115,070
Ice rental ¹⁵	\$ 538,700	\$ 755,050	\$ 755,050
Dome rental	\$ 0	\$ 0	\$ 247,750
Recreation Fees	\$ 109,960	\$ 109,960	\$ 109,960
Skate sharpening ¹⁶	\$ 4,300	\$ 6,450	\$ 6,450
Vending ¹⁷	\$ 18,000	\$ 22,500	\$ 26,500
Birthday parties	\$ 6,000	\$ 12,000	\$ 18,000
Advertising ¹⁸	\$ 22,400	\$ 34,000	\$ 44,000
Contributions ¹⁹	\$ 6,700	\$ 6,700	\$ 6,700
Dry Floor	\$ 24,050	\$ 33,800	\$ 33,800
Concessions ²⁰	\$ 96,000	\$ 107,000	\$ 133,750
ATM	\$ 300	\$ 400	\$ 500
Special Events	\$ 1,500	\$ 3,000	\$ 5,000
Misc	\$ 6,500	\$ 7,000	\$ 7,500
Total	\$ 972,530	\$1,236,610	\$1,545,030

¹⁵ Calculation based on current ice rental level.

¹⁶ Calculation based on current level.

¹⁷ Calculation based on current level.

¹⁸ Calculation based on current level.

¹⁹ Calculation based on current level.

²⁰ Calculations based on 2.5 times food costs.

Expenditure – Revenue Comparison

Category	Existing Facilities ²¹	New Facility	Phase 2	Phase 3
Expenditures	\$1,203,340	\$1,271,622	\$1,443,051	\$1,691,452
Revenue	\$823,762	\$972,530	\$1,236,610	\$1,545,030
Difference	(\$379,578)	(\$299,092)	(\$206,441)	(\$146,422)
Recovery percentage	68%	77%	86%	91%

This operational pro-forma was completed based on the best information available and a basic understanding of the project. However, 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: Expenditures – Revenue Comparison: Operation expenditures are expected to increase by approximately 4% a year through the first 3 to 5 years of operation. Revenue growth is expected to increase by 5% to 10% a year through the first three years and then level off with only a slight growth (3% or less) the next two years. Expenses for the first year of operation should be slightly lower than projected with the facility being under warranty and new. 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. It is not uncommon to see the amount of tax support to balance the community center budget increase as the facility ages.

²¹ Includes Ice Arena, Activity Center and Lion’s Park facilities

Part-Time Staff Worksheets – New Facility

Part-Time Staff Hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
Front Desk				
<u>Mon-Fri</u>				
5:30am – 9:30pm	16	1	5	80
<u>Saturday/Sunday</u>				
7am – 9pm	14	1	2	28
Total				108 hours

Rink Worker (36 wks)

<u>Mon-Fri.</u>				
4pm-11pm	7	1	5	35
<u>Saturday</u>				
6am-1am	19	1	1	19
<u>Sunday</u>				
7am-11pm	16	1	1	16
Total				70 hours

Rink Worker (15 wks)

<u>Mon-Fri.</u>				
4pm-10pm	6	1	5	30
<u>Saturday</u>				
8am-8pm	12	1	1	12
<u>Sunday</u>				
2pm-11pm	9	1	1	9
Total				51 hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
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Rink Attendant (36 wks)

Tues-Thursday-Sat

4pm-10pm	6	2	3	36
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Sunday

1pm-4pm	3	1	1	3
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Total				39 hours
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Building Attendant

Friday-Saturday

10pm-1am	3	2	2	12
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Total				12 hours
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Concession Attendant (36 wks)

Mon-Fri

4pm-9pm	5	1	5	25
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Tues/Thursday

5pm-9pm	4	2	2	16
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Sat/Sun

8am-9pm	13	1	2	26
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1pm-7pm	6	1	2	12
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Total				38 hours
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Lead Concession (36 wks)

Tues-Thursday

3pm-9pm	6	1	2	12
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Friday

3pm-9pm	6	1	1	6
---------	---	---	---	---

Saturday

2pm-8pm	6	1	1	6
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Sunday

Noon-6pm	6	6	1	6
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Total				30 hours
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Program Staff Cost

General

Type	Hrs/wk	Weeks	Rate	Cost
Dance	4	48	\$15.00/hr	\$ 2,880
Martial Arts	4	48	\$15.00/hr	\$ 2,880
Senior Classes	4	48	\$15.00/hr	<u>\$ 2,880</u>
Fitness	8	48	\$20.00/hr	\$ 7,680
Total				<u>\$16,320</u>

Learn to Skate

Type	Classes	Sessions	Rate	Cost
Skate Instructors (36 wks)	128	3	\$14.00/hr	\$ 5,376
Lead Instructor	64	4	\$22.00/hr	\$ 5,632
Private Lessons	180	Annual	\$14.00/lessons	\$ 2,520
Total				<u>\$13,528</u>

Part-Time Staff Worksheets – Phase 2

Part-Time Staff Hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
Front Desk				
<u>Mon-Fri</u>				
5:30am – 9:30pm	16	1	5	80
<u>Saturday/Sunday</u>				
7am – 9pm	14	1	2	28
Total				108 hours

Rink Worker (36 wks)

<u>Mon-Fri</u>				
4pm-11pm	7	2	5	70
<u>Saturday</u>				
6am-1am	19	2	1	38
<u>Sunday</u>				
7am-11pm	16	2	1	32
Total				140 hours

Rink Worker (15 wks)

<u>Mon-Fri</u>				
4pm-10pm	6	2	5	60
<u>Saturday</u>				
8am-8pm	12	1	1	12
<u>Sunday</u>				
2pm-11pm	9	1	1	9
Total				81 hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
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Rink Attendant (36 wks)

Tues-Thursday-Sat

4pm-10pm	6	2	3	36
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Sunday

1pm-4pm	3	1	1	3
---------	---	---	---	---

Total				39 hours
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Building Attendant

Friday-Saturday

10pm-1am	3	2	2	12
----------	---	---	---	----

Total				12 hours
-------	--	--	--	----------

Concession Attendant (36 wks)

Mon-Fri

4pm-9pm	5	1	5	25
---------	---	---	---	----

Tues/Thursday

5pm-9pm	4	2	2	16
---------	---	---	---	----

Sat/Sun

8am-9pm	13	1	2	26
---------	----	---	---	----

1pm-7pm	6	1	2	12
---------	---	---	---	----

Total				38 hours
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Lead Concession (36 wks)

Tues-Thursday

3pm-9pm	6	1	2	12
---------	---	---	---	----

Friday

3pm-9pm	6	1	1	6
---------	---	---	---	---

Saturday

2pm-8pm	6	1	1	6
---------	---	---	---	---

Sunday

Noon-6pm	6	6	1	6
----------	---	---	---	---

Total				30 hours
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Program Staff Cost

General

Type	Hrs/wk	Weeks	Rate	Cost
Dance	4	48	\$15.00/hr	\$ 2,880
Martial Arts	4	48	\$15.00/hr	\$ 2,880
Senior Classes	4	48	\$15.00/hr	<u>\$ 2,880</u>
Fitness	8	48	\$20.00/hr	\$ 7,680
Total				<u>\$16,320</u>

Learn to Skate

Type	Classes	Sessions	Rate	Cost
Skate Instructors (36 wks)	128	3	\$14.00/hr	\$ 5,376
Lead Instructor	64	4	\$22.00/hr	\$ 5,632
Private Lessons	180	Annual	\$14.00/lessons	\$ 2,520
Total				<u>\$13,528</u>

Part-Time Staff Worksheets – Phase 3

Part-Time Staff Hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
Front Desk				
<u>Mon-Fri</u>				
5:30am – 9:30pm	16	1	5	80
<u>Saturday/Sunday</u>				
7am – 9pm	14	1	2	28
Total				108 hours

Rink Worker (36 wks)

<u>Mon-Fri</u>				
4pm-11pm	7	2	5	70
<u>Saturday</u>				
6am-1am	19	2	1	38
<u>Sunday</u>				
7am-11pm	16	2	1	32
Total				140 hours

Rink Worker (15 wks)

<u>Mon-Fri</u>				
4pm-10pm	6	2	5	60
<u>Saturday</u>				
8am-8pm	12	1	1	12
<u>Sunday</u>				
2pm-11pm	9	1	1	9
Total				81 hours

<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
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Rink Attendant (36 wks)

Tues-Thursday-Sat

4pm-10pm	6	2	3	36
----------	---	---	---	----

Sunday

1pm-4pm	3	1	1	3
---------	---	---	---	---

Total				39 hours
-------	--	--	--	----------

Building Attendant

Friday-Saturday

10pm-1am	3	2	2	12
----------	---	---	---	----

Total				12 hours
-------	--	--	--	----------

Concession Attendant (36 wks)

Mon-Fri

4pm-9pm	5	1	5	25
---------	---	---	---	----

Tues/Thursday

5pm-9pm	4	2	2	16
---------	---	---	---	----

Sat/Sun

8am-9pm	13	1	2	26
---------	----	---	---	----

1pm-7pm	6	1	2	12
---------	---	---	---	----

Total				38 hours
-------	--	--	--	----------

Lead Concession (36 wks)

Tues-Thursday

3pm-9pm	6	1	2	12
---------	---	---	---	----

Friday

3pm-9pm	6	1	1	6
---------	---	---	---	---

Saturday

2pm-8pm	6	1	1	6
---------	---	---	---	---

Sunday

Noon-6pm	6	6	1	6
----------	---	---	---	---

Total				30 hours
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<u>Time</u>	<u>Hours</u>	<u>Staff</u>	<u>Days</u>	<u>Total Hours/Wk</u>
Turf Worker (32 wks)				
<u>Mon-Fri</u>				
3pm-10pm	7	1	5	35
<u>Saturday</u>				
8am-10pm	12	1	1	12
<u>Sunday</u>				
10am-8pm	10	1	1	10
Total				57 hours

Program Staff Cost

General

<u>Type</u>	<u>Hrs/wk</u>	<u>Weeks</u>	<u>Rate</u>	<u>Cost</u>
Dance	4	48	\$15.00/hr	\$ 2,880
Martial Arts	4	48	\$15.00/hr	\$ 2,880
Senior Classes	4	48	\$15.00/hr	<u>\$ 2,880</u>
Fitness	8	48	\$20.00/hr	\$ 7,680
Total				<u>\$16,320</u>

Learn to Skate

<u>Type</u>	<u>Classes</u>	<u>Sessions</u>	<u>Rate</u>	<u>Cost</u>
Skate Instructors (36 wks)	128	3	\$14.00/hr	\$ 5,376
Lead Instructor	64	4	\$22.00/hr	\$ 5,632
Private Lessons	180	Annual	\$14.00/lessons	\$ 2,520
Total				<u>\$13,528</u>

Program Fees and Revenue Worksheet – New Facility

Admissions

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Daily Revenue</u>
Open Skate	7,200	\$4.00	\$ 28,800

General

<u>Category</u>	<u>Number</u>	<u>Sessions</u>	<u>Fee</u>	<u>Revenue</u>
Camps	35	8	\$130	\$36,400

Ice Rentals

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
Non-Prime ²²	50 hrs	\$145.00	\$8,700

Building Rentals

<u>Category</u>	<u>Number/wk</u>	<u>Fee</u>	<u>Weeks</u>	<u>Revenue</u>
Meeting Rooms	6	\$ 60.00	52	\$ 18,720
Banquet Room (prime)	60	\$ 850.00	Annual	\$ 51,000
Banquet Room (non-prime)	40	\$ 700.00	Annual	\$ 28,000
Hospitality Fee ²³				\$ 8,750
Hockey Locker Rooms				\$ 2,600
Total				<u>\$109,070</u>

Recreation Programs

<u>Type</u>	<u>Participants</u>	<u>Rate</u>	<u>Sessions</u>	<u>Revenue</u>
Dance	24	\$35.00	8	\$ 6,720
Martial Arts	32	\$40.00	8	\$10,240
Senior Classes	24	\$30.00	8	<u>\$ 5,760</u>
Fitness	48	\$35.00	8	\$13,440
Total				<u>\$36,160</u>

Birthday Parties

<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
40	\$150.00	\$6,000

²² Addition non-prime ice above the existing ice rental level. Increase in rentals can be attributed to newer facility, better locker rooms and comfortable environment.

²³ Calculation based on a hospitality fee of 5% of

Program Fees and Revenue Worksheet – Phase 2

Admissions

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Daily Revenue</u>
Open Skate	7,200	\$4.00	\$ 28,800

General

<u>Category</u>	<u>Number</u>	<u>Sessions</u>	<u>Fee</u>	<u>Revenue</u>
Camps	35	8	\$130	\$36,400

Building Rentals

<u>Category</u>	<u>Number/wk</u>	<u>Fee</u>	<u>Weeks</u>	<u>Revenue</u>
Meeting Rooms	5	\$ 60.00	52	\$ 15,600
Banquet Room (prime)	60	\$ 850.00	Annual	\$ 51,000
Banquet Room (non-prime)	40	\$ 650.00	Annual	\$ 26,000
Hospitality Fee ²⁴				\$ 8,750
Hockey Locker Rooms				\$ 2,600
Total				<u>\$103,950</u>

Ice Rentals (additional)

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
Prime time	1,000	\$190.00/hr	\$190,000
Non-prime	240	\$145.00/hr	\$ 34,800
Total			<u>\$224,800</u>

Recreation Programs

<u>Type</u>	<u>Participants</u>	<u>Rate</u>	<u>Sessions</u>	<u>Revenue</u>
Dance	24	\$35.00	8	\$ 6,720
Martial Arts	32	\$40.00	8	\$10,240
Senior Classes	24	\$30.00	8	<u>\$ 5,760</u>
Fitness	48	\$35.00	8	\$13,440
Total				<u>\$36,160</u>

Birthday Parties

<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
80	\$150.00	\$12,000

²⁴ Calculation based on a hospitality fee of 5% of

Program Fees and Revenue Worksheet – Phase 3

Admissions

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Daily Revenue</u>
Open Skate	8,750	\$4.00	\$ 35,000

General

<u>Category</u>	<u>Number</u>	<u>Sessions</u>	<u>Fee</u>	<u>Revenue</u>
Camps	35	8	\$130	\$36,400

Building Rentals

<u>Category</u>	<u>Number/wk</u>	<u>Fee</u>	<u>Weeks</u>	<u>Revenue</u>
Meeting Rooms	5	\$ 60.00	52	\$ 15,600
Banquet Room (prime)	60	\$ 850.00	Annual	\$ 51,000
Banquet Room (non-prime)	40	\$ 650.00	Annual	\$ 26,000
Hospitality Fee ²⁵				\$ 8,750
Hockey Locker Rooms				\$ 2,600
Total				\$103,950

Ice Rentals

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
Prime time	1,000	\$190.00/hr	\$190,000
Non-prime	240	\$145.00/hr	\$ 34,800
Total			\$224,800

Dome Rental

<u>Category</u>	<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
Dome/split field	650	\$185.00/hr	\$120,250
Dome/full field	425	\$300.00/hr	\$127,500
Total			\$247,740

Recreation Programs

<u>Type</u>	<u>Participants</u>	<u>Rate</u>	<u>Sessions</u>	<u>Revenue</u>
Dance	24	\$35.00	8	\$ 6,720
Martial Arts	32	\$40.00	8	\$10,240
Senior Classes	24	\$30.00	8	\$ 5,760
Fitness	48	\$35.00	8	\$13,440
Total				\$36,160

Birthday Parties

<u>Number</u>	<u>Fee</u>	<u>Revenue</u>
120	\$150.00	\$18,000

²⁵ Calculation based on a hospitality fee of 5% of

APPENDIX E

\$10,000,000

City of Elk River, Minnesota
General Obligation Bonds, Series 2017
Community Center Referendum

DEBT SERVICE SCHEDULE

Date	Principal	Coupon	Interest	Total P+I	105% Levy
02/01/2018	455,000.00	1.100%	181,952.08	636,952.08	668,799.68
02/01/2019	425,000.00	1.200%	213,337.50	638,337.50	670,254.38
02/01/2020	430,000.00	1.300%	208,237.50	638,237.50	670,149.38
02/01/2021	435,000.00	1.450%	202,647.50	637,647.50	669,529.88
02/01/2022	440,000.00	1.550%	196,340.00	636,340.00	668,157.00
02/01/2023	450,000.00	1.650%	189,520.00	639,520.00	671,496.00
02/01/2024	455,000.00	1.750%	182,095.00	637,095.00	668,949.75
02/01/2025	465,000.00	1.850%	174,132.50	639,132.50	671,089.13
02/01/2026	470,000.00	1.950%	165,530.00	635,530.00	667,306.50
02/01/2027	480,000.00	2.050%	156,365.00	636,365.00	668,183.25
02/01/2028	490,000.00	2.200%	146,525.00	636,525.00	668,351.25
02/01/2029	500,000.00	2.300%	135,745.00	635,745.00	667,532.25
02/01/2030	515,000.00	2.400%	124,245.00	639,245.00	671,207.25
02/01/2031	525,000.00	2.500%	111,885.00	636,885.00	668,729.25
02/01/2032	540,000.00	2.550%	98,760.00	638,760.00	670,698.00
02/01/2033	555,000.00	2.700%	84,990.00	639,990.00	671,989.50
02/01/2034	565,000.00	2.800%	70,005.00	635,005.00	666,755.25
02/01/2035	585,000.00	2.900%	54,185.00	639,185.00	671,144.25
02/01/2036	600,000.00	3.000%	37,220.00	637,220.00	669,081.00
02/01/2037	620,000.00	3.000%	19,220.00	639,220.00	671,181.00
Total	\$10,000,000.00		\$1,098,533.33	\$11,098,533.33	\$11,667,813.33

Preliminary

SIGNIFICANT DATES

Dated..... 4/01/2017
 Delivery Date..... 4/01/2017
 First Coupon Date..... 2/01/2018

Yield Statistics

Bond Year Dollars..... \$109,853.33
 Average Life..... 10.985 Years
 Average Coupon..... 2.5060114%
 Net Interest Cost (NIC)..... 2.6152480%
 True Interest Cost (TIC)..... 2.6077352%
 Bond Yield for Arbitrage Purposes..... 2.4782548%
 All Inclusive Cost (AIC)..... 2.6788096%

IRS Form 8038

Net Interest Cost..... 2.5060114%
 Weighted Average Maturity..... 10.985 Years

Interest rates are estimates. Changes in rates may cause significant alterations to this schedule. The actual underwriter's discount bid may also vary.



\$20,000,000
City of Elk River, Minnesota
General Obligation Bonds, Series 2017
Community Center Referendum

Sources & Uses

Dated 04/01/2017 | Delivered 04/01/2017

Sources Of Funds

Par Amount of Bonds..... \$20,000,000.00

Total Sources..... \$20,000,000.00

Uses Of Funds

Available for Project Costs..... 19,675,000.00

Total Underwriter's Discount (1.200%)..... 240,000.00

Costs of Issuance..... 85,000.00

Total Uses..... \$20,000,000.00

Preliminary

Series 2017 GO Bonds - Co | SINGLE PURPOSE | 4/13/2016 | 2:47 PM



\$35,000,000
City of Elk River, Minnesota
General Obligation Bonds, Series 2017
Community Center Referendum

Sources & Uses

Dated 04/01/2017 | Delivered 04/01/2017

Sources Of Funds

Par Amount of Bonds..... \$35,000,000.00

Total Sources..... \$35,000,000.00

Uses Of Funds

Available for Project Costs..... 34,460,000.00

Total Underwriter's Discount (1.200%)..... 420,000.00

Costs of Issuance..... 120,000.00

Total Uses..... \$35,000,000.00

Preliminary

Series 2017 GO Bonds - Co | SINGLE PURPOSE | 4/13/2016 | 2:46 PM



City of Elk River, Minnesota
Estimated Tax Impact - Based on Net Tax Capacity
General Obligation Bonds, Series 2017 - Community Center Referendum - 20-Years

Estimated Market Value	2012/2013 Net Tax	1st Year Levy		
		TNTC	Tax Rate Increase (b):	Homestead Residential
		\$10,000,000		
		\$668,800	\$22,031,258	3.036%
		\$20,000,000		
		\$1,398,278	\$22,031,258	6.347%
		\$35,000,000		
		\$2,448,403	\$22,031,258	11.113%
\$50,000	\$300	\$9	\$19	\$33
70,000	420	13	27	47
85,000	554	17	35	62
100,000	718	22	46	80
125,000	990	30	63	110
150,000	1,263	38	80	140
200,000	1,808	55	115	201
225,000	2,080	63	132	231
250,000	2,353	71	149	261
300,000	2,898	88	184	322
350,000	3,443	105	218	383
400,000	3,988	121	253	443
450,000	4,500	137	286	500
500,000	5,000	152	317	556
550,000	5,625	171	357	625
600,000	6,250	190	397	695
650,000	6,875	209	436	764
700,000	7,500	228	476	833
750,000	8,125	247	516	903
800,000	8,750	266	555	972
850,000	9,375	285	595	1,042
900,000	10,000	304	635	1,111
950,000	10,625	323	674	1,181
1,000,000	11,250	342	714	1,250
Commercial/Industrial				
\$100,000	\$1,500	\$46	\$95	\$167
150,000	2,250	68	143	250
250,000	4,250	129	270	472
500,000	9,250	281	587	1,028
1,000,000	19,250	584	1,222	2,139
3,000,000	59,250	1,799	3,760	6,585
5,000,000	99,250	3,013	6,299	11,030
7,000,000	139,250	4,227	8,838	15,475
10,000,000	199,250	6,049	12,646	22,143

City of Elk River, Minnesota
Estimated Tax Impact - Based on Net Tax Capacity
General Obligation Bonds, Series 2017 - Community Center Referendum - 20-Years

Estimated	2012/2013	1st Year Levy	\$10,000,000	\$20,000,000	\$35,000,000
Market Value	Net Tax	TNTC	\$668,800	\$22,031,258	\$22,448,403
		Tax Rate Increase (b):	3.036%	6.347%	11.113%

		Apartments (4 or More Units)			
\$50,000	\$625	\$19	\$40	\$69	\$99
75,000	938	28	60	104	144
100,000	1,250	38	79	139	199
200,000	2,500	76	159	278	398
500,000	6,250	190	397	695	995
1,000,000	12,500	379	793	1,389	1,990
3,000,000	37,500	1,138	2,380	4,167	5,946
5,000,000	62,500	1,897	3,967	6,946	9,946
7,000,000	87,500	2,656	5,553	9,724	13,892
10,000,000	125,000	3,795	7,933	13,892	19,942

		Seasonal/Recreational (Residential)			
\$30,000	\$300	\$9	\$19	\$33	\$44
40,000	400	12	25	44	59
45,000	450	14	29	50	67
50,000	500	15	32	56	75
75,000	750	23	48	83	111

		Agricultural Homestead			
Value per Acre	\$5,000				
Dwelling Est. Market (c)	Acres	Total EMV (d)	Net Tax Capacity		
\$100,000	80	\$500,000	\$2,718	\$82	\$172
	160	900,000	4,718	143	299
	320	1,700,000	10,550	320	670
	640	3,300,000	26,550	806	1,685

		Agricultural Non-Homestead			
	Acres	Total EMV (d)	Net Tax Capacity		
	80	\$400,000	\$4,000	\$121	\$254
	160	800,000	8,000	243	508
	320	1,600,000	16,000	486	1,015
	640	3,200,000	32,000	971	2,031

(a) Estimated market value is the basis from which the net tax capacity is calculated. This value is not necessarily the price the property would bring if sold.
 (b) The tax rate increase is derived by dividing the average debt service by the taxable net tax capacity. The dollar increase in taxes payable is derived by multiplying the net tax capacity by the tax capacity rate increase.

City of Elk River, Minnesota
Estimated Tax Impact - Based on Net Tax Capacity
General Obligation Bonds, Series 2017 - Community Center Referendum - 20-Years

	\$10,000,000	\$20,000,000	\$35,000,000
Estimated	\$668,800	\$1,398,278	\$2,448,403
Market Value	\$22,031,258	\$22,031,258	\$22,031,258
2012/2013 Net Tax	3.036%	6.347%	11.113%
Tax Rate Increase (b):			
1st Year Levy			
TNTC			

(c) Includes house, garage and one acre with an estimated market value of \$100,000.00
 (d) Estimated value per tillable acre is \$5,000.00

Note: Changes in interest rates, timing or size of the bond issue may cause significant alterations of this information.

Preliminary



Community Engagement Questionnaire Comments

Question: What are some opportunities to expand the current mission of the Parks and Recreation indoor facilities?

- ★ Further areas of opportunity for youth hockey
- ★ We love living in Elk River - would love to see a new facility for our community and for seniors to the younger age kids. We know it will be well deserve and used by all so let's make Elk River proud community. Please make sure we have elevators in the facility and things are handicapped accessible for everyone.
- ★ Indoor walking path
- ★ Indoor walking path
- ★ The biggest issue for our family is that we do not have a family community center, similar to what both Monticello and Maple Grove offer. The Y is prohibitive both in cost and demonstrated interest in serving as a community hub. We'd like to see the city offer a combined facility - gym, aquatic, ice, fitness, senior - that better meets the needs of all community members rather than specific segments
- ★ The current ice rink is old and outdated. We are traveling to other cities to find ice time during winter season. My family also participates in summer hockey in other cities better facilities. Other towns have modern ice sheets, host tournaments, and have a gathering spot for athletics. I spend a lot of money doing hockey and lacrosse activities, and would rather spend money in the town I live in. Children need a place to grow memories and train to best represent the town of Elk River.
- ★ *"Free money" - No free lunches! *Do appreciate activities currently provided, but question expansion based on additional tax revenue. *Expansion opportunities, if there, would be provided by private businesses. *Need vs. wants. Thank you!
- ★ These facilities need to be close to the inter city for elder persons to have good access to them.
- ★ More parking need for outside bus trips. Upgrade current facilities and provide a place other than activity center for out-of-town bus trips.
- ★ Gym space. The ISD 728 facilities do not meet the demand for space and time
- ★ Find a suitable location and build a facility that can accommodate all activities in one building.

- ★ As a coach/parent of youth hockey a lot of extra time/money is put into traveling to Anoka/Princeton to use extra ice. My team went to Anoka numerous times over the past few years. With a facility that could accommodate the ice need we could strengthen our program. Build it right the first time so you don't need to add to it later.
- ★ *Improve ice arenas to host large events. *Indoor turf (ice rink in winter) for LAX and soccer. *Dryland space/storage. *Meeting space for team event and formal meetings. *Improved common spaces
- ★ New ice sheets for the kids important
- ★ Not sure, but if we can bring a facility to town that will serve our community residents daily and bring in people from other communities to help support our businesses should be our overall goal.
- ★ Concentrate on facilities and services that cannot be provided by private business. Spend resources on improving services and offerings for seniors.
- ★ You should create an online survey for community members to take who are unable to attend today's meeting. You'll be able to target the people who don't attend public events. We would also like to see a dock/fishing pier be put in downtown Elk River for the community to enjoy!
- ★ *Digitize more documents, surveys, flyers, etc. *Dock on the river for community.
- ★ As far as the ice arena goes it does not meet the needs by 1.) not enough ice for youth, figure skating and high school. 2.) Youth teams travel to other communities for practice often. 3.) Youth teams practice until 11:00pm on school nights because of lack of ice. Bottom line we need more ice. This is a hockey town let's keep it that way. Thank you.
- ★ Update buildings
- ★ Given future near term projected growth of the school district and dilapidated condition of the ice arena the city needs to plan to support 4+ sheets in the near future. This keeps ER hockey dollars in the city and provides new revenue possibilities, connection. Indoor soccer and growing lacrosse teams, and hosting more and larger hockey tournaments.
- ★ Most things listed are already served. Many others can be or are served by the YMCA. If any building is done for the few things not already served, it could be added to the YMCA like many other community centers.
- ★ A larger facility would not be good for the seniors because it would be too far for them to walk to (example - Maple Grove's activity center.) It would be nice if able body people at the senior center for trips would park on the street so the other seniors who have trouble walking could park in the parking lot when there is heavier use (like trips).
- ★ It seems to me to be better to have the various facilities spread throughout town rather than in one giant building/complex
- ★ A domed indoor turf is need for soccer and related sports. There are 1,000s of people in our community playing soccer, football & baseball that could use an indoor facility. In addition outside organizations could use it as well as organized adult leagues.
- ★ We need more ice space and better parking. We have a young community that is growing. Would be nice to offer facility to help all sports. Hockey, lacrosse, tennis.

- ★ Upgrade, upgrade, upgrade. We are way behind the times for a community of our size!
- ★ Golf course.
- ★ The senior center is one of the best things Elk River has done for seniors and others please don't change it.
- ★ Would love to have an updated and bigger space for ice rink. Also community center for youth to play.
- ★ Large community center with 3 sheets of ice
- ★ Increase and improve ice arena(s), provide indoor turf in the form of a sports dome - only a dome is large enough to host indoor tournaments (soccer, lacrosse, and football) provide an indoor aquatic park for all - young and old. Green space/play space indoor park and walking path trails. Thank you!
- ★ A community center that can help meet needs of all citizens; seniors - place to gather; youth athletic associations better facilities; turf fields; aquatics center
- ★ What a waste of money to have put in the round about by the old post office. Isn't necessary at all!!!
- ★ Update existing facilities. No "community" type facility for multi-use. Similar to other community centers in other cities. Current Parks and Rec facilities run down and need to draw more residents.
- ★ As big as hockey is in our community, we need a better, larger facility with more opportunities to host tournaments, provide more ice for the kids so they don't need to drive to Anoka or Princeton, and have a facility that celebrates our hockey history. This can be combined with other community needs, so that kids from other sports and seniors have access to this facility.
- ★ Swimming pool. Snack bar.
- ★ We need an indoor soccer facility! This is a huge organization and there is no place in Elk River for the kids to play in the winter. This is a must! If a new arena is built we should keep the walking track above the ice.
- ★ #3 Increase youth/teenage facility for those not in organized sports. #2 Hockey rink expansion. #1 Pinewood golf course. Any facility purchased should allow for expansion in 10 years. Refurbishing buildings currently not allowing expansion is a waste of investment if high \$\$s are needed.
- ★ Indoor tennis courts please.
- ★ Additional sheets of ice that can be sold to surrounding communities/associations
- ★ Parking & lobby at arena is very bad. There should be a city outdoor pool. Everything should be done to save the historic ice arena as possible - catch up on maintenance - expand lobby add varsity locker rooms. More meeting rooms would be nice.
- ★ Senior activities such as indoor walking and other forms of exercise
- ★ Outdoor pool with the community center expansion
- ★ Hockey rink is big in the community

- ★ Aquatics - outdoor community pool. Indoor tennis courts
- ★ More ice rinks. Dryland and conditioning area. Indoor walking. Gathering activity room for up to 400 people. Move everything into 1 building.
- ★ Make more rinks and give better locker rooms meaning possible varsity locker rooms. Better dryland facility for sports.
- ★ Larger ice rink and more sheets. Indoor lacrosse as well.
- ★ Make more hockey rinks, better locker rooms with showers
- ★ Ice arena - additional sheets of ice, strength training and community rooms. Varsity, JV and figure skating only locker rooms. Make the facility a home base of many ER sorts. Add extra parking for handicap access and for specified groups.
- ★ A multi-purpose facility that would include 3 or 4 regulation basketball floors w/a track would be great. The gym space is totally inadequate in the city of Elk River. I would like the ability to speak with this group formally, as ERGYBA has not been engaged to my knowledge, and organizations like TRSA and ERBYBA have been formally engaged. This feels like a hockey only exercise. Ed O'Donnel 612.644.889, Elk River Girls Youth Basketball Association - Secretary.
- ★ I do like the idea of a multi-use facility from a few aspects. 1-multi generational interaction as well as 2 - leveraging one building to be primarily used by different groups at different times of day. Easy access from the central city is very important along with adequate parking for a safe environment.
- ★ Do not duplicate what school and community education is already doing. Do not operate alone in your own.
- ★ Indoor domed turf lacrosse, football, baseball all year round facility.
- ★ More ice sheets with modern amenities and locker room space is a must for our growing hockey program, please!
- ★ Need a facility with multiple uses for training multiple sports. Need locker rooms for the high school teams - (bigger rooms). Options for a bar and grill type restaurant in the building. Parents and families are always on the move with sports, we need options for meals.
- ★ Outdoor winter domes with turf!!! Look at the amount of use by other cities with domes. It would pay for itself within a couple years due to it being booked. We live in cold and snowy climate. Grass oriented sports like baseball, football, lacrosse, soccer, softball and other activities could keep it full every day/month it is in use.
- ★ We need domed turf in Elk River 4 ice rinks only helps 800 ERYHA players 167 Breakaway players doesn't sound like a community center to me. Lacrosse, baseball, softball, volleyball need an indoor space to help grow their programs.
- ★ Give us a new multi-purpose facility for the young and old alike. Make a place where our kids can practice and play multi sports in one complex. Where parties and events for local organizations can be held as well. With a restaurant bar/grill.

- ★ Youth sports currently do not have access to ice to support the needs at the current population. Some of the larger sports are purchasing ice outside of Elk River instead of keeping the money in the city.
- ★ Hockey is a deep rooted tradition of Elk River. If you took a poll of hockey families, many are not originally from Elk River. Many would probably say part of the reason they moved here was because of ER's hockey program. Many of our surrounding towns have now built better facilities to accommodate their programs, Rogers, Coon Rapids, Andover not to mention what Blaine has. If you, as a city, want to continue to be attractive to this demographic and be attractive to new families to move here, a substantial improvement in facilities will need to be made.
- ★ More ice sheets so we do not need to travel to Princeton and Anoka. Also make a sheet have turf in the spring for indoor lacrosse. All of this would help with the strong growth of these youth programs.
- ★ Need more sheets of ice. An indoor dome facility for spring sports like baseball, softball, lacrosse. Now if citizens of ER want that they have to drive 45 minutes
- ★ One large facility would be a nice thing for the community to use and promote our community pride and health.
- ★ We need more fields to support outdoor activities. I also feel we could use a dome/community center to support the needs of all kids in Elk River. We should not just one support sport, but we should support all sports. Lacrosse, hockey, baseball, soccer, etc. I think it is the opportunity to attract people to Elk River. Not only would we support our youth we would support our local businesses. Possibility for business growth.
- ★ Programs limited by facilities (lacrosse, hockey, soccer). Programs fractured by factions operating with separate, similar interests.
- ★ Enough facility spaces to keep Elk River teams to have to travel for practices. Space for year round soccer.
- ★ Pickleball
- ★ If more ice is needed - fine - but why take away the building from the senior citizens - the added ice vote should be included in a bond issue!!
- ★ Provide more opportunities for families to use facilities. Things our family would like to see: gym, meeting space, activity space, etc. Similar to what both Monticello and Maple Grove have. The Y does not fulfill this need - it's too expensive and does not offer any communal feel. Other types of things to offer that might give a sense of community; of keeping people here in Elk River rather than going elsewhere are a fun center, a "maker" space, indoor walking track (that's not in a cold arena), bathrooms and a concession stand at Orono Park. We love Elk River and would love to see more opportunities to stay in town rather than go elsewhere to have these needs met.
- ★ As a 19 year old ER resident with kids 5 and 7, I find our parks system to be great w/trails, etc. When it comes to Rec facilities for kids and adults, there are very little impressive things to say. Outdated and non-current facilities do not make our community appealing for current residents or new ones moving in. We need a community center for ALL to enjoy. Hockey, soccer, baseball, senior activities, etc. There needs to be a place like other cities have... Maple Grove, Andover, Monticello to name a few. I am a YMCA member and that facility lacks things as well. Really hopeful something happens FAST.
- ★ We need to build something like Andover Community Center that offers basketball courts, hockey arena. Our community continues to grow. We need to have space to offer our growing community so

more young families and old have room to grow. My older children played hockey. My younger play traveling basketball. We don't have enough gym time for each of the teams to practice more than a few hours a week. To stay competitive with other schools our teams need to have more gym space to practice every week. Plus, community education could use this to offer summer camps. Basketball, lacrosse, soccer, etc. We need a community pool. We need lighted fields for practice for football and lacrosse. My main concern for my family is basketball courts, volleyball, and gym space. Thanks.

- ★ Moving to 4 sheets of ice in a new multipurpose facility. Hockey and lacrosse have seen substantial growth in our community, publicly fund 3 sheets open the fourth to private funding. Indoor fields (Vadnais Heights). It would be a to young families the city has family-youth activities at the center of its mission. It would separate ER from surrounding communities, attract or could provide a very good reason for families of small kids to move here. When hockey looks at and how much ice is purchased outside of the community, I believe that moving to 4 sheets would allow for current participation levels and provide for future growth. Surrounding communities could use ice in a central location e.g. Big Lake, Rogers. Look to the city council to open of youth hockey for more locations in the city limits to help fund with private investments. Look at Coon Rapids single sheet is an example of a facility that utilized Federal money, on how to privately fund as well. I would be willing to donate \$10,000 over 2 years to help construct 4 sheets of ice to host, field house and community center in one location.

ELK RIVER COMMUNITY CENTER FEASIBILITY STUDY

