

Beaver Area Indoor Recreation Center Feasibility Study



Prepared for: Borough of Beaver
Beaver County, PA

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FEBRUARY 2011

Borough of Beaver, Beaver County
RESOLUTION NO. XX-XX-2011
A RESOLUTION OF THE BOROUGH OF
BEAVER, BEAVER COUNTY
ADOPTING FEASIBILITY STUDIES

WHEREAS, the Pennsylvania Municipalities Planning Code authorizes the Borough Council of Beaver Borough to prepare Feasibility Studies, hereafter referred to as the Studies, addressing the potential for construction of an indoor recreation center as well as potential renovation of the Borough's Community swimming pool and bathhouse.

WHEREAS, the Borough's appointed Council has reviewed and recommended the approval of each Study that addresses community recreation goals, existing recreation conditions, and the potential for future indoor recreation and Community swimming pool facilities; and

WHEREAS, completion of the Studies was done in accordance with the PA DCNR Grant Agreement; and

WHEREAS, the project expenditures have been made and were in accordance with the Grant Agreement; and

WHEREAS, the Studies and related materials are acceptable to the Borough; and

WHEREAS, the Studies and related materials will be used to guide future recreation and conservation decisions.

NOW, THEREFORE, be it resolved by the Borough Council of the Borough of Beaver, Beaver County that the Studies as attached hereto be adopted.

RESOLVED AND ADOPTED this 21st day of February, 2011.

ATTEST

BOROUGH OF BEAVER, BEAVER COUNTY

Borough Manager/Ex-Officio

Joe Zagorski

President, Borough Council

BEAVER RECREATION FEASIBILITY STUDY:

INDOOR RECREATION CENTER

EXECUTIVE SUMMARY

INTRODUCTION/PURPOSE

Beaver Borough has provided a high quality of life to its residents for over two hundred (200) years, a major component of which is the Borough's strong tradition of providing and maintaining public open space and recreational amenities. These amenities not only service Borough residents, but the greater Beaver Area School District, which includes Brighton, Vanport and Bridgewater. While the School District's communities have a collective abundance of outdoor open space and active/passive recreational amenities, one thing that the communities lack is an indoor recreational facility. Recognizing this, Beaver Borough approached the Pennsylvania Department of Conservation and Natural Resources (DCNR) and Beaver County in 2009 to initiate a feasibility study to assess the possibility of enhancing recreation opportunities within the Borough through the development of an indoor recreation center.

The Feasibility Study's Purpose

- Evaluate the nature, scale and economics of constructing an indoor recreation center within the Area
- Identify the potential audience/supporting membership of an indoor recreation center within the Area
- Assess what amenities/programming would be most logical to provide as part of a recreation center
- Explore the physical characteristics of various sites on which the recreation center could be constructed

- Outline the associated administration, maintenance and operations associated with the recreation center's potential construction and programming
- Evaluate potential funding sources available to support short-term and long-term Recreation Center alternatives

PUBLIC PARTICIPATION/INPUT

Over the course of the project, the community residents were able to contribute their thoughts about the positive and challenging aspects of constructing a Beaver Area Indoor Recreation Center. Four (4) methods for collecting community feedback were provided and included Study Committee Meetings, a Resident Survey, Key Person Interviews and Public Meetings.

While there were understandably varied viewpoints regarding the amenities a potential indoor recreation center should provide, the general consensus gained from the community was that if a facility were to be constructed it should include amenities that are typically associated with a fitness center. These amenities include a weight room, fitness/aerobics area, restrooms/locker rooms, concessions and a multi-purpose room. There were also discussions, particularly with the Study Committee, and limited support for a potential indoor multi-purpose field that could be utilized for general community rentals, including use by the school district, or organized youth and adult sports leagues.

COMPETITIVE ANALYSIS

An evaluation of the Area's demographics and existing recreational facilities, particularly indoor facilities, was conducted to determine potential facility needs/demand, recreational market opportunities, as well as potential sources of competition for any new indoor recreation center to be located in the Beaver Area. While there are several public, semi-public and private indoor recreation opportunities available, the evaluation identified a distinct market opportunity for the development of a large indoor synthetic turf multi-purpose field facility focused on providing a venue for various organized sports programming.

Currently the primary facilities for indoor sports activities in the beaver Area include several indoor (hard court) gymnasiums and the Tri-County Soccer & Sports Center (an indoor “astro-turf” facility for youth soccer only). One must travel over thirty (30) minutes from downtown Beaver to the nearest large indoor synthetic turf multi-purpose facility. (While only 15-20 minutes away, the Tri-County Soccer & Sports Center does not accommodate older youth groups, adults and large groups.)

As previously noted, the feedback received from the community indicated that there was demand for a new fitness center-type indoor facility to be located in the Beaver Area. The competitive analysis, however, identified an abundance of existing similar facilities, such as the Beaver County YMCA and several private fitness centers. Many of these facilities are currently within close proximity to downtown Beaver and would compete against any potential new facility for members/revenues.

Initial Recommendations

- Given the Area’s demographics and the Area’s other existing indoor recreational facilities, it is recommended that the considerations first focus on the construction of a “Fieldhouse” with a large multi-purpose synthetic turf field. Such a facility (approximately 45,000 square feet) would fill the community’s core indoor recreational need, as well as provide a potential competitive advantage in the region with respect to other indoor recreational facilities.
- Other supporting facilities, such as the fitness center-type amenities identified in the community feedback (totaling approximately 20,000 square feet), could be constructed as ancillary facilities or in future phases of development to provide additional sources or membership/revenue.

SITE SELECTION

Based upon initial facility and programming assumptions, several potential development sites located within the Beaver Area School District were evaluated to identify two (2) “optimal” sites for further consideration. Each potential site was given a

numerical rating based upon the combined “ease” of development related to the following factors:

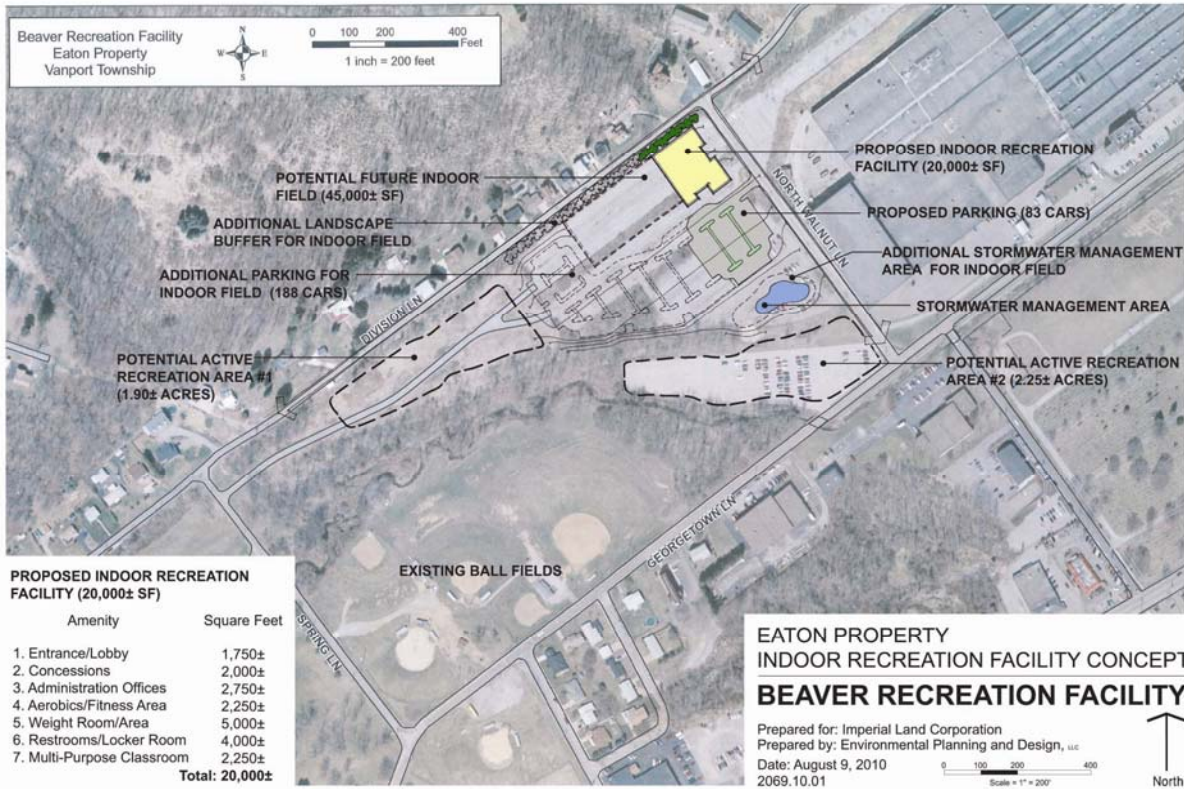
- Existing Utilities;
- Relative Grading/Earthwork;
- Vehicular Access;
- Visibility;
- Relative Site Improvement Costs;
- Centralized Location;
- Long-term Flexibility;
- Other Funding Potential;
- Relative Land Acquisition Costs; and
- Current Zoning/Adjacent Land Uses

The sites with the highest combined rating (the Eaton and Brighton Road Properties) were identified as those where the development of a potential indoor recreation center were most suited

CONCEPTUAL DEVELOPMENT & COSTS

Utilizing the findings of the Site Selection process, the Eaton and Brighton Road Properties were further evaluated with respect to the conceptual physical development of an indoor recreation facility with those amenities identified in the Competitive Analysis. In addition, a “Ballpark” Opinion of Development Costs was developed for each site itemizing the major site improvements and their associated costs, as well as estimated design fees and construction contingencies.

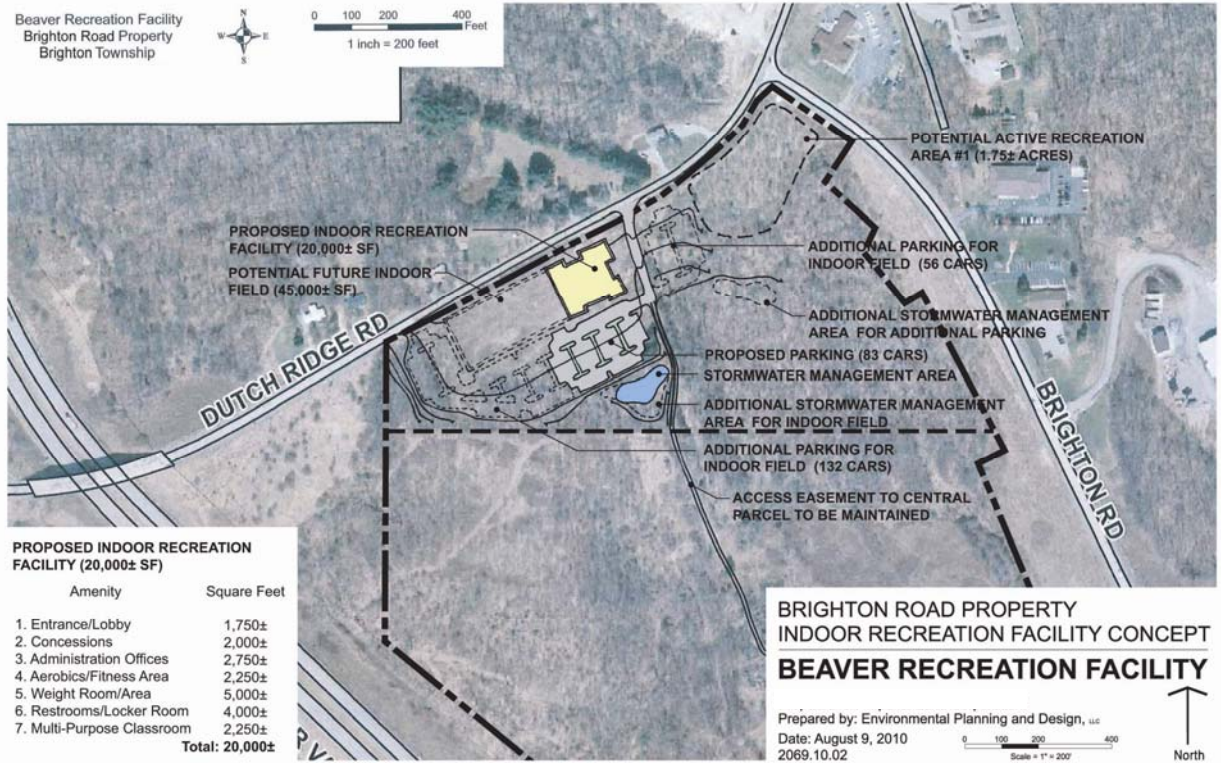
A. Eaton Property



GRAND TOTAL DEVELOPMENT COSTS	\$5,748,850.00
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- While no land owners were contacted as part of this Study, real estate professionals contacted have estimated the Eaton Property land value to be approximately \$85,000 per acre.
- Zoning and Utilities are not considered to be “real” issues at the Eaton site.
- A detailed traffic study was not conducted as part of this Study, however it is anticipated that there will be traffic impacts on Walnut Lane, Georgetown Lane and 3rd Street that may require additional traffic improvements, such as additional signalization, turn lanes, etc. The current development estimate includes \$250,000 for these improvements.
- The total costs assume \$2.58 million for the “Fieldhouse” and an additional \$1 million for the fitness center-type facilities. These building costs include air conditioning for summertime use.

B. Brighton Road Interchange Property



GRAND TOTAL DEVELOPMENT COSTS	\$6,108,240.00
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- While no land owners were contacted as part of this Study, real estate professionals contacted have estimated the Brighton Road Property land value to be approximately \$150,000 per acre.
- Zoning is not considered to be a “real” issue at the Brighton Road site, however there are significant costs associated with the extension of adjacent utilities to service this site.
- Due to the close proximity to Rt. 60, and adjacent land uses, traffic is not considered to be a “real” issue at the Brighton Road site.
- The total costs assume \$2.58 million for the “Fieldhouse” and an additional \$1 million for the fitness center-type facilities. These building costs include air conditioning for summertime use.

OPERATIONS & MANAGEMENT

Based upon facility and programming assumptions, as well as current typical market conditions, projected revenues and expenditures were estimated for the first five (5) years of facility operation. In addition, multiple management strategies were evaluated including public/private partnerships.

A. Revenues

Projected Revenues						
Revenue Area	Description/ Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Weight Room / Aerobics / Fitness Area	500 memberships @ \$250 per year	\$125,000	\$131,250	\$137,813	\$144,703	\$151,938
Concessions Rental	1 concessionaire @ \$500 per month; winter season only	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Sponsor Fees	100 sponsorships at \$100 per sponsor	\$10,000	\$10,500	\$11,025	\$11,576	\$12,155
Vending Machines	4 machines per month @ \$50 per month	\$2,400	\$2,520	\$2,646	\$2,778	\$2,917
Multi-Purpose/ Community Room Rental	100 rentals @ \$250 per 4-hour rental	\$37,500	\$39,375	\$41,344	\$43,411	\$45,581
Winter Season Fieldhouse Rental ¹	93 hours per week @ 60% occupancy @ \$300 per hour	\$435,240	\$457,002	\$525,552	\$551,830	\$579,421
Summer Season Fieldhouse Rental	81 hours per week @ 40% occupancy @ \$200 per hour	\$168,480	\$176,904	\$185,749	\$195,037	\$204,788
Total Revenue		\$781,620	\$820,701	\$907,436	\$952,808	\$1,000,448

Notes:

- 1 Assumes a "significant" increase in occupancy in year three (3) due to increased market awareness

B. Expenditures

Projected Expenditures					
Expense Areas	Year 1	Year 2	Year 3	Year 4	Year 5
Programming/ Event Administration	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Facility Advertising ¹	\$30,000	\$31,500	\$33,075	\$15,000	\$15,000
Staffing					
Facility Director ²	\$60,000	\$63,000	\$66,150	\$69,458	\$72,930
Program Assistant/ Receptionist ³	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
Building Maintenance / Part-time Staff ⁴	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Capital Improvements/ Sinking Fund	\$0	\$0	\$0	\$25,000	\$26,250
Daily Maintenance/Repairs	\$24,000	\$25,200	\$26,460	\$27,783	\$29,172
Program Supplies	\$18,000	\$18,900	\$19,845	\$20,837	\$21,879
Equipment Fund ⁵	\$0	\$0	\$0	\$35,000	\$36,750
Total Operating Expenditures	\$217,000	\$227,850	\$239,243	\$291,476	\$305,300
Debt Service	\$389,817	\$389,817	\$389,817	\$389,817	\$389,817
Total Expenditures	\$606,817	\$617,667	\$629,060	\$681,293	\$695,117

Notes:

- 1 Assumes a drop in advertising expenditures in year four (4) once a consistent client base has been established
- 2 Assumes one (1) full-time employee responsible for general facility operations/management and programming.
- 3 Assumes one (1) part-time employee
- 4 Assumes two (2) part-time employees
- 5 Assumes an increase in equipment expenditures starting in year four (4) due to standard equipment upgrades and expanded programming

C. Management

Scenario 1-Beaver Borough

This management scenario is centered on the assumption that the four (4) Beaver Area School District municipalities will work together to develop Intergovernmental Cooperative Agreements (ICAs) in order to fund and pay for the development costs associated with the land

acquisition, infrastructure and site improvements for a potential indoor recreation facility. In this scenario, debt service would be paid on a per household basis within the overall School District, and operations expenditures would be paid through hourly fees, memberships, facility rentals and other revenue sources. Furthermore, Beaver Borough and the other municipalities within the Beaver Area School District would be responsible for setting membership rates, rental fees, etc., as well as general oversight of the facility's operation.

Scenario 2-Beaver Borough and Beaver Area School District

This assumes that the four (4) School District municipalities again develop ICAs to pay for the land acquisition and infrastructure improvements. Through an agreement with the School District, the District would construct and operate the building and lease the land for \$1/year. The School District in turn, would split the facility's available use fifty-fifty with the general public and provide the municipalities with an annual PILOT of \$100,000 to pay debt service. The School District would pay for operations expenditures through memberships, facility rental, etc.

Scenario 3-Beaver Borough and Quasi Public/Private-Sector Operator

This management strategy again assumes that the four (4) School District municipalities again develop ICAs to pay for the land acquisition and infrastructure improvements. However, this scenario assumes that an agreement is reached with a private-sector operator to construct and operate the building. The operator would lease the land from the municipalities and lease terms could stipulate guidelines for reduced School District resident user fees, etc. Under this management strategy, and due to the multi-purpose field being the primary source of revenue, it is most likely that the field would have limited availability for "open" public use.

FACILITY SUSTAINABILITY

In order to determine the feasibility and sustainability of an indoor recreation center, proformas were developed and run for each of the selected sites and each management scenario in conjunction with the projected annual revenues and expenditures.

A. Eaton Property

Scenario 1 - Borough Only

\$722,500	Land acquisition (assumes \$85,000 per acre)
\$1,497,000	Site improvements
\$3,580,000	Building improvements
\$5,799,500	Total capital outlay
\$5,799,500	Principal
20	Year bond
3%	Bond rate
(\$389,817)	Annual debt service
\$7,796,350	Total debt service
(\$217,000)	Year 1 operating expenditures
(\$606,817)	Total Year 1 expenditures
\$781,620	Year 1 operating revenues
\$174,803	Difference
6,013	Total households within the School District
(\$101)	Annual household (within the School District) cost

Scenarios 2 and 3 - Borough and Quasi-Public/Private-Sector Partnership

\$722,500	Land acquisition (assumes \$85,000 per acre)
\$1,497,000	Site improvements
\$0	Building improvements
\$2,219,500	Total capital outlay
\$2,219,500	Principal
15	Year bond
4%	Bond rate
(\$199,624)	Annual debt service
\$2,994,364	Total debt service
\$0	Year 1 operating expenditures
(\$199,624)	Total Year 1 expenditures
\$0	Year 1 operating revenues
(\$199,624)	Difference
6,013	Total households within the School District
(\$33)	Annual household (within the School District) cost

B. Brighton Road Property

Scenario 1 - Borough Only

\$1,275,000	Land acquisition (assumes \$150,000 per acre)
\$1,747,000	Site improvements
\$3,580,000	Building improvements
\$6,602,000	Total capital outlay
\$6,602,000	Principal
20	Year bond
3%	Bond rate
(\$443,758)	Annual debt service
\$8,875,162	Total debt service
(\$789,750)	Year 1 operating expenditures
(\$1,233,508)	Total Year 1 expenditures
\$781,620	Year 1 operating revenues
(\$451,888)	Difference
6,013	Total households within the School District
(\$205)	Annual household (within the School District) cost

Scenarios 2 and 3 - Borough and Quasi-Public/Private-Sector Partnership

\$1,275,000	Land acquisition (assumes \$150,000 per acre)
\$1,747,000	Site improvements
\$0	Building improvements
\$3,022,000	Total capital outlay
\$3,022,000	Principal
15	Year bond
4%	Bond rate
(\$271,802)	Annual debt service
\$4,077,030	Total debt service
\$0	Year 1 operating expenditures
(\$271,802)	Total Year 1 expenditures
\$0	Year 1 operating revenues
(\$271,802)	Difference
6,013	Total households within the School District
(\$45)	Annual household (within the School District) cost

RECOMMENDATIONS

The following is a summary of the key recommendations based upon the outcomes of the facility sustainability proformas:

- With respect to land acquisition and site improvement costs, the Eaton Property appears to be the more financially feasible development site. The land acquisition costs for Eaton, based on past discussions with the Borough are expected to be considerably less than the Brighton Road property. In addition, this

location is conveniently located in close proximity to the High School in the event that some form of partnership is developed with the School District.

- While not providing the lowest annual cost to community households, it appears as though management Scenario 1 in which the four (4) School District municipalities are the primary owners and operators should be the preferred management strategy. Based upon the proformas, this is the only strategy that breaks even and actually provides anticipates a positive revenue stream that could be utilized to pay down additional debt, reduce user fees, etc.
- The key next step is for Beaver Borough to reach out to the other School District municipalities to gauge interest in a potential joint venture.

Beaver Borough Indoor Recreation Center

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Appendix A: Comparable Facilities Data Table

Appendix B: Resident Survey

Beaver Borough Indoor Recreation Center

Acknowledgements

Funders

This project has been funded in part by a grant from the Community Conservation Partnerships Program, Keystone Recreation, Park and Conservation Fund, under the administration of the Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation Grant #BRC-TAG-13.3-457.

Additional funding has been made available from the PA Department of Community and Economic Development and U.S. Department of Housing and Urban Development.

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Beaver County Representative

Rocco Bianco

Purpose and Goals

Recreation and parks services in 1968 were viewed by many municipal officials as desirable “if the budget could afford it.”

Municipal philosophy today holds that a recreation and parks system must be a basic component of the community's infrastructure, along with streets, sewer and water.

Community Recreation and Parks - A Handbook for Pennsylvania Municipalities 2nd Edition. 2004

Beaver Borough has provided a high quality of life to its residents for over 200 years, a major component of which is the Borough's strong tradition of providing and maintaining public open space and recreational amenities. These amenities not only service Borough residents, but the greater Beaver Area School District, which includes Brighton and Vanport Townships as well as Bridgwater Borough. While the School District's communities have a collective abundance of outdoor open space and active/passive recreational amenities, one improvement that the communities currently lack is an indoor recreational facility. Recognizing this, Beaver Borough approached the Pennsylvania Department of Conservation and Natural Resources (DCNR) and Beaver County in 2008 to initiate a feasibility study to assess the possibility of enhancing recreation opportunities within the Borough through the development of an indoor recreation center.

The Feasibility Study's Purpose

- ❖ Evaluate the nature, scale and economics of constructing an indoor recreation center within the Area;
- ❖ Identify the potential audience/supporting membership of an indoor recreation center within the Area;
- ❖ Assess what amenities/programming would be most logical to provide as part of an indoor recreation center;
- ❖ Explore the physical characteristics of various sites on which an indoor recreation center could be constructed;
- ❖ Outline the associated administration, maintenance and operations associated with the indoor recreation center's potential construction and programming; and
- ❖ Evaluate potential funding sources available to support short-term and long-term recreation center alternatives.

Feasibility Study

Goals

As part of exploring the feasibility of constructing an indoor recreation center, the communities of the Beaver Area School District aim to:

- ❖ Develop a potential indoor recreation center whose construction, operations and maintenance have minimal impact on the Borough's tax base.
- ❖ Plan for a potential indoor recreation center whose programming and facilities does not compete with existing public, private or quasi-public resources.
- ❖ Conceptualize an indoor recreation center whose programming and fee structure are self sustaining from a long-term operations and maintenance perspective.

The Project's Three Fundamental Planning Questions:

- 1. Is there a market for an Indoor Recreation Center in the Beaver Area?**
- 2. What are the development and operating costs for an Indoor Recreation Center?**
- 3. How do you pay for an Indoor Recreation Center?**

Community Involvement Process

Over the course of the planning effort, the Study Committee, the EPD Planning Team and Area residents were able to express their thoughts about the positive and challenging aspects of constructing a Beaver Area Indoor Recreation Center. Four venues for collecting feedback included Study Committee meetings, a resident survey, key person interviews and public meetings

Study Committee Meetings

The EPD Planning Team met regularly with a 20-member Study Committee to discuss roles and responsibilities, initial thoughts, concerns and visions regarding the potential Indoor Recreation Center. All Study Committee meetings were open to the general Public. Ultimately the Study Committee meetings established the project's initial goals regarding the planning process outcomes. These goals served as the foundation of planning/conceptual design activities and were continuously refined as new facts were revealed and new ideas emerged. Study Committee meetings were also held to review work completed to date, work through and build consensus regarding planning issues, and discuss future planning schedules, directions and activities.

Resident Survey

The Planning Team worked with the Study Committee early in the planning process to develop a Resident Survey. The survey included questions pertaining to the respondent's general demographic information, thoughts regarding a potential indoor recreation center, as well as perceptions regarding potential renovations to the community swimming pool and bathhouse. Surveys were distributed to all Borough households through the Borough's quarterly newsletter. A summary of the Resident Survey Responses is included in a subsequent section of this Report.

Key Person Interviews

In conjunction with the DCNR grant requirements, the EPD Planning Team worked with the Study Committee to identify a group of "key persons", or stakeholders, who could potentially provide additional insights/information regarding the potential development of a Beaver Borough Indoor Recreation Center. The identified individuals represent a "cross-section" of the Beaver community, and include elderly

Feasibility Study

residents, families, youth athletics, youth programs, business owners, etc. A summary of the Key Person Interview Responses is included in a subsequent section of this Report.

Public Meetings

Two public meetings were conducted throughout this planning process. The first meeting was conducted to present background information and initial design/feasibility considerations with regards to both a potential indoor recreation center and the community swimming pool/bathhouse. The second meeting was used to present the final concept plans for both the swimming pool/bathhouse as well as the indoor recreation center. Additionally, the projected cash flow for expenditures and revenues was presented at this second meeting, as well as potential indoor recreation center management strategies.

Beaver Borough Indoor Recreation Center

Demographic Context

As part of Study Committee discussions and public comments, the following population characteristics were considered. Notably, the community's proportion of children, adults in their family formation years, middle aged and seniors are all about equal.

At the beginning of the last decade, Brighton Township's population has increased. At the same time, Beaver, Bridgewater and Vanport's population declined. Collectively, the Area has maintained the same overall population unlike the County's 2.5% decline.

The Southwestern Pennsylvania Commission projects that Brighton Township's population will continue to increase; adding population between 2000 & 2010. Similarly, the population pattern of the three other communities will remain relatively stable.

2000 Demographic Analysis													
		Beaver Borough		Bridgewater Borough		Brighton Township		Vanport Township		Total		% of Total	
Median Family Income		\$57,208		\$42,500		\$58,895		\$39,688					
Per Capita Income		\$24,003		\$19,695		\$22,437		\$19,088					
Gender		M	F	M	F	M	F	M	F	M	F	M	F
		2,280	2,495	350	389	3,756	4,268	622	829	7,008	7,981	47%	53%
Persons	Age 0-4	235		36		397		41		709		4.73%	
	Age 5-19	783		126		1,613		165		2,687		17.93%	
	Age 20-24	222		42		245		52		561		3.74%	
	Age 25-44	1,275		207		1,911		292		3,685		24.58%	
	Age 45-64	1,206		198		2,069		388		3,861		25.76%	
	Age 65+	1,054		130		1,789		513		3,486		23.26%	
Ethnicity	White	4,605		658		7,860		1,423		14,546		97.04%	
	Black	126		65		86		20		297		1.98%	
	Amer. Ind.	6		1		4		0		11		0.07%	
	Asian	13		3		35		2		53		0.35%	
	Other	25		12		39		6		82		0.55%	

Source: U.S. Census Bureau 2000 Census

Note: 2010 Census information was not yet available at the time of this study's completion.

Feasibility Study

Initial Studies and Analyses

Legal Feasibility

As part of the Study Committee discussions and public comments throughout the planning process, a number of considerations have focused on the legal feasibility for the planning and potential construction of an indoor recreation center. In summary, the Borough has the following authority:

1. Beaver Borough has the legal authority to perform the feasibility study;
2. Beaver Borough also has the legal authority to acquire land to develop/construct a facility;
3. The Borough has the authority to raise funds for the planning/development, construction, operation and management of a potential facility. These funds can legally be raised by one or more of the following ways:
 - Typical fundraising activities such as public/private grants, private donations, fundraising events, etc;
 - Creation of a bond issue that can be approved by a vote of council; and
 - Levy a public tax which is approved through a public vote.
4. Beaver Borough has the legal authority to own, operate and manage an indoor recreation center facility within its own municipality, or that of another community; and
5. The Borough has the legal authority to form a cooperative partnership with other public and/or private entities to plan/develop, construct, operate and manage a facility. These partnerships can be formed by:
 - Inter-governmental Cooperative Agreements (ICAs);
 - The development of a public Commission or Authority that would have authority to raise funds but not to levy taxes; and/or
 - Lease/Management Agreements.

The partnership scenarios are inherently complicated to implement due to the need for inter-entity cooperation and the need to have agreement from all parties prior to taking action.

Beaver Borough Indoor Recreation Center

Area Recreation Activities

The following existing recreation activities are pertinent to the following Indoor Recreation Center feasibility assessment.



Beaver Borough has a financial relationship with the Beaver Area School District to provide summer recreation programming. The Borough also owns and operates an outdoor swimming pool that Area residents use. User fees for Borough residents and non-residents are different. Swimming lessons are the primary programmed activity at the pool. Other special Borough-sponsored recreation activities include an annual Community Picnic and Community Festival. Brighton Township's 7-member Park and Recreation Board oversees the community's park facilities and programming. Highlights of recreation programming include:

- Easter Egg Hunt
- Pittsburgh Pirate Game Trips
- Community-wide Yard Sale
- Benedum Center Trips
- Autumn Fest – 2000 Attendance 365 persons
- Christmas Holiday Field Trip
- Cooperation with the Beaver Area School District for summer recreation program

Residents within the Borough and Township participate in Beaver area sports organizations. Although no formal programming is offered, the communities own park facilities. Along with the County, the four communities own or manage 23 park, playground or green spaces including:

Beaver Borough – 11

Playgrounds, open space, sledding hill, bandstand, riverfront, shelter, trails.

Brighton Township – 5

Trails, horseshoe pits, basketball courts, playgrounds, shelters, lodge, sports, fields, open space.

Vanport Township – 3

Basketball court, ballfield, tennis courts, playgrounds.

Bridgewater Borough – 3

Playground, batting cages, riverfront.

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Beaver County – 1

Playgrounds, shelters, lodge, horseshoe pits, trails, fishing/boating lake, basketball courts, picnic areas.

Beaver Borough Indoor Recreation Center

Needs Assessment and Competitive Analysis

Community Recreation Centers

There are several Indoor Recreation Centers in neighboring counties, but there are only two major indoor recreation facilities in Beaver County. Both are located in the Beaver area. They are the Beaver County YMCA and County owned Four Winds Recreation Center.

Beaver County YMCA

In 2002, the Beaver County YMCA opened a brand new 40,000 square foot recreation center. Located in New Brighton, the facility is approximately a ten-minute drive from the majority of the residents in the Beaver Area. The YMCA offers the following amenities:

- 6-lane swimming pool
- Wellness Center – approximately 100 pieces of state of the art fitness equipment
- Child Care Center
- Meeting Rooms
- Teen Center
- Multi-purpose Room
- Gymnasium – approximately 8000 sq. ft. – with elevated walking/running track
- Aerobics Studio
- Racquetball Courts (2)
- Specialty Studio
- Lockers
- Steam Room
- Whirlpool



Membership and attendance at the YMCA has grown significantly since it opened. In addition to the specific amenities, the facility offers programs for swimming, sports leagues, sports camps, special events, aerobics and fitness, teen activities, education, arts and crafts, senior programming, summer day camps, summer playground program, youth sports instruction, after-school programming, health events, pre-school activities, and many others.

In addition to the New Brighton YMCA facility, other YMCA based programming is offered throughout Beaver County. The YMCA also

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operates the outdoor municipal swimming pools in Aliquippa, Beaver Falls, Chippewa, Ellwood City and Midland. Membership fees for the YMCA are typical of those found in most smaller communities. The YMCA distributes approximately \$80,000 in scholarships to those who could not afford membership or programming fees. In addition to the membership fees, there is a program fee for many YMCA programs. Most programming is available to members at a discounted rate.

Four Winds Recreation Center

The Four Winds Recreation Center is a County owned facility located in Brady's Run County Park in Brighton Township. The indoor facility includes:

- Ice arena with spectator seating and locker facilities for four teams
- Tennis courts
- Indoor walking track

Fees are charged for facility usage (excluding use of the walking track and programming, but there is no annual membership fee. Programming includes a variety of ice hockey and figure skating programs for all ages, as well as tennis leagues and lessons. Most programming is provided by local sports organizations rather than by the County.

Gymnasiums and Other Outdoor Recreational Amenities

While there are a number of gymnasiums in the area, including Beaver Area High School's two (2) gymnasiums, most are either not available for general public use, or are available only for limited use. Other facility alternatives require travel outside the community.

- Community use is permitted but school use leaves little available time for the community usage demands:
- Brighton Elementary School – one (1) gymnasium available for limited use by the community.
- Beaver Area Middle School – one (1) gymnasium available for limited use by the community

Beaver Borough Indoor Recreation Center

- St. Peter and Paul Catholic Church – one (1) gymnasium. Not available for public use.
- Penn State, Beaver Campus – gymnasium space not available for public use.
- Beaver County Community College – located in a different community. Distance is a factor.

Indoor Track

There are two indoor tracks in the immediate area, one at the Beaver County YMCA and the other at Brady's Run Park Recreation Facility. Based on the public input, these are apparently not meeting the needs of local residents as an indoor walking track ranked high among the desired facilities. Please see the subsequent section, *Public Input*.

Indoor or Outdoor Swimming Pool

The following is a listing of area swimming pools as well as their availability for use by Beaver Area residents.



- Beaver Area High School – available for use by the community during non-school hours.
- Beaver County YMCA – available for YMCA members
- Beaver Community Swimming Pool – outdoor pool operated in the summer for Beaver area residents.
- Windemere Estates Homeowners Association – a small outdoor pool for residents only;
- Seven Oaks Country Club – pool available to members and guests only; and
- All other area swimming pools are outside the community and require too great a distance of travel

Based on the current number of pool facilities available, there does not appear to be a need for a new facility, either indoors or out, to be constructed in conjunction with a potential indoor recreation center.

Teen/Youth Center

A small teen center is located within the Beaver County YMCA.

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Fitness/Wellness Center

Beaver County YMCA – a major fitness/wellness center with over one hundred pieces of equipment. It is generally filled to capacity throughout the day.

Youth Sports Organizations

Beaver Area Booster Club - Youth Softball, Baseball and Football

Brighton Township Baseball Club - T-Ball, Knothole, Minor and Little Leagues

Areas served include but are not limited to Brighton Township, Beaver, Vanport, Bridgewater, Ohioville, Rochester, Enon Valley, and industry. About 80% of the kids are from Brighton and the remainder from other areas. Facilities utilized are Dawson Fields off Birch Street.

Beaver County United Co-Ed Softball League

In the early part of the decade, the league had 25 teams with approximately 25 people per team. The area served is diverse – there are no area limitations. Ages served are 18 and older. The teams utilize Brady's Run Park baseball/softball complex.



Regional Recreation Centers

As previously mentioned, there are several indoor recreation centers in Beaver's neighboring counties which provide programming generally in line with the types of programming discussed by the Study Committee, as well as identified through the Resident Survey and Key Person Interviews. Several of these facilities were surveyed to glean strategies that may provide insight into the needs and successful operations of a potential indoor recreation center in the Beaver Area. These facilities include both public non-profit and private entities, and were surveyed with respect to four (4) key facility considerations:

- Amenities and Programming;
- Revenue Structure;
- Management; and
- Budget.

Amenities and Programming

The overall sizes of the facilities surveyed varied greatly from as little as 30,000 sq. ft. to over 100,000 sq. ft. The overall size of the facilities is directly associated with the facility need of their primary users (for example, a market based on indoor soccer will

Beaver Borough Indoor Recreation Center

Facilities Surveyed

- *The 422 SportsPlex*
- *Greentree Sportsplex*
- *Iceoplex & Soccer @ Southpointe*
- *Pittsburgh Indoor Sports Area (PISA)*
- *Southpointe Fieldhouse*
- *Tri-County Soccer Center*
- *Vernon C. Neal Sportsplex*

have larger facility requirements than a market driven by youth basketball). The majority of the facilities surveyed included a multi-purpose synthetic turf field, often with an optional hard court overlay. These were independent of the synthetic turf field. A few of the facilities did include traditional hard court facilities. Ancillary amenities also varied, however, supporting amenities such as locker rooms, concessions and a rental room were fairly common among all facilities.

Programming for these facilities is typically focused around organized athletic leagues which dominate facility time. However, a few of the facilities surveyed did not provide any structured programming organized/managed by the facility, and merely provide a facility which can be rented for use by a group or organization.

Revenue Structure

Revenue for these facilities is generated from several sources. The primary revenue stream of the majority of the facilities surveyed is through fees collected from organized athletic leagues. As mentioned above, other facilities generate their primary revenue from hourly rentals of the facility, without any organized programming of their own. Although these facilities lacked a traditional membership based revenue structure, some facilities provided memberships for ancillary facilities such as fitness centers. Other ancillary sources of revenue often included concessions, room rentals and arcade games. Some facilities also collected extra revenue from non-traditional sources such as selling advertising space on the interior walls of the buildings.

Management

Typical among the facilities surveyed was the presence of a full-time facility manager who is in charge of programming, day-to-day operations and general maintenance. The facility manager then has a support staff of part-time employees who fill numerous roles including receptionist, janitor, referee, camp counselor, etc. The number of supporting part-time staff members is dictated by the size of the facility and programming offered, as well as the time of year.

Budget

The majority of the facilities surveyed were privately owned and operated. The facility managers of these facilities were reluctant to provide any detailed

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information with respect to the initial costs of construction or current operating expenses. However, a general “ballpark” number that seemed to be relatively common was approximately \$3,000,000 for the construction of a “bare bones” steel construction facility with a multi-purpose synthetic turf field. This number can vary greatly however, depending upon all the amenities included in the overall facility.

A detailed Comparable Facility Data Table can be found in Appendix A.

Public Input

During the planning process, the public was able to provide valuable insights into the potential development of an indoor recreation facility. These insights were voiced primarily through the Resident Survey and Key Person Interviews.

Resident Survey Response Summary

As previously mentioned, a Resident Survey was conducted in order to identify the public’s perceptions regarding the potential development of an indoor recreation center in the Beaver Area. Over 125 completed surveys were received, which represented 294 individuals, 48% of which are male and 52% female. Additionally, of the households represented by the survey responses, 19% were children age 0-19, 16% adults age 20-39, 41% adults age 40-64, and 24% adults age 65 and older. A summary of the results pertaining to the potential indoor recreation center are outlined below, and complete results can be found in Appendix B.

1. Residents were asked what should be the most important factor in determining a suitable location for a potential indoor recreation center with respect to school district residents, other school and recreation facilities, as well as ease of access for non-school district residents. The most important factor was to have a potential site situated for convenient vehicular access from the majority of school district residents. This was followed closely by the desire to have a potential site located in close proximity to other school and/or recreation amenities.
2. When asked to rank the importance of incorporating various amenities into a potential indoor recreation center, (1=Very Important;

Beaver Borough Indoor Recreation Center

2=Important; 3=Somewhat Important; 4=No Opinion; 5=Not Important) there was clear consensus among respondents that the primary role of a potential indoor recreation center should be a fitness center-type facility. The most desired features included a fitness track, free weights and exercise equipment, fitness programs and locker rooms, as well as space for teen nights and summer programs.

3. When asked what should be the target market area, either the school district, greater Beaver region or Beaver County, 68% of residents felt as though a potential facility should only be marketed to school district residents. Desire for a more regional or County based membership lagged far behind, garnering only 15% and 17% support respectively.
4. There was an overwhelming 87% consensus that school district residents should receive preferential treatment, with regards to fees, priority, etc., compared to other non-school district users.
5. Any potential indoor recreation center development could be financed through a variety of means. Residents were asked to indicate their preferred method for the Borough to pursue financing the potential indoor recreation center by ranking six methods with #1 being the most desired and #6 being the least desired method. Based upon a composite ranking, foundation grants, private donations and State and Federal grants were determined to be the most desirable funding methods.
6. Finally, residents were asked how much they would be willing to pay for an annual membership to the potential indoor recreation center. These fees would help finance the construction and operation of the facility. 87% of respondents said that they would be willing to pay the lowest listed annual fee of \$360 for an individual and \$660 for a family of (4).

Key Person Interview Summary

The EPD Planning Team conducted and facilitated more than fifteen (15) stakeholder interviews. These

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anonymous phone interviews were based upon a series of questions designed to:

- Focus the participants on current and potential recreation opportunities and challenges facing the Borough and Beaver Area School District municipalities;
- Identify community interest in the development and programming of an Indoor Recreation Center as per the Resident Survey, as well as anticipated participation if constructed;
- Gauge interest/acceptance of additional Indoor Recreation Center amenities/programming not identified in the Resident Survey that may increase memberships and revenue to help support the facility;
- Discuss potential management and operational strategies for the Indoor Recreation Center to optimize community benefit;
- Generate ideas for pursuing opportunities and addressing challenges; and to
- Discuss potential funding strategies that may be acceptable to the community for any acquisition, development and/or improvement costs.

The interviews were conducted over the course of several weeks, and given the diversity of stakeholders who participated in the interview process, one might expect a divergence of opinions. Surprisingly, several common themes emerged regarding specific subject matter. The following summary report attempts to capture those common themes and to present the interview findings without judgment.

Current Community Recreation Opportunities

When asked whether or not individuals felt as though there were any recreational amenities/facilities that were over or under represented within the community, there was a distinct consensus that no amenity/facility was over represented. Additionally, the perception among the majority of individuals interviewed was that no recreational amenity/facility was under represented. In general, interviewees felt as though the Borough and other school district municipalities have provided adequate recreational facilities and maintenance. However, a couple of individuals noted a lack of indoor recreational opportunities during winter and inclement weather, as well as a perceived lack of playground equipment within the Borough's various parks.

Beaver Borough Indoor Recreation Center



Proposed Facility (as per the Resident Survey)

Individuals were presented with the findings of the Resident Survey to establish their individual and family interest in utilizing such a facility. As previously summarized, the Resident Survey indicated that there was community interest in an indoor recreational facility that would provide fitness oriented amenities such as free weights, aerobics area, cardio machines, etc. When presented with this information, the interviewees were divided with regards to their anticipated use of such a facility. Roughly half of respondents stated that they and/or their families would utilize a fitness center-type of facility such as this at least a couple of times per week. These same respondents indicated that convenience was the primary factor in utilizing a new facility versus other facilities in the region that offer similar amenities. Conversely, those respondents who stated that they were unlikely to utilize/support a new facility indicated that these same amenities are available at other regional facilities, such as the Beaver County YMCA and Heritage Valley Health Center. This availability negated the need for a new facility, and many of these respondents were already loyal patrons of these competing facilities.

Potential Revenue Generating Amenities

Based upon prior experience working with other municipalities, the EPD Planning Team is aware that municipal based fitness center-type recreation facilities are often difficult to profitably manage and operate. In other words, it is difficult to cover the facility's operating expenses based largely on fitness center-type membership revenues. Often times to be fiscally sustainable, these types of facilities become ancillary amenities to a unique type of "anchor" revenue generator such as a multi-purpose field. The difficulties of operating a sustainable fitness center-type facility in the Beaver Area is made even more difficult due to existing competition from established facilities such as the Beaver County YMCA and the Heritage Valley Health Center, which was previously pointed out by several interviewees. Both of these facilities offer fitness center-type amenities, as well as others, and maintain high levels of membership.

Due to these facts, it was suggested to interviewees that an indoor multi-purpose field, to be used primarily for organized athletics, may need to be included in order to generate enough revenue to sustain the multi-

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purpose field as well as the fitness center-type amenities desired as per the Resident Survey. One third (1/3) of individuals stated that the inclusion of an amenity such as a multi-purpose field would increase their support/interest in a potential Indoor Recreation Center. This was gleaned primarily from individuals with families that included children who participated in organized sports that would benefit from an indoor field in the area, an amenity that some noted did not really exist within a convenient distance. The other two thirds (2/3) of individuals stated that the inclusion of a multi-purpose field would not affect their support/interest in a potential Indoor Recreation Center.

Potential Indoor Recreation Center Funding and Management Strategies

Contrary to the finding of the Resident Survey which indicated that individuals strongly supported financing a potential Indoor Recreation Center through private donations and grants of various types above other methods, the “key persons” interviewed were much more open to the implementation of financing strategy that relied upon a combination of funding sources. Over sixty percent (60%) of individuals approved of funding a potential facility through admission fees, memberships, grants and donations, as well as tax dollars. While these individuals would accept some form of reasonable tax increase to support the development and construction of an indoor facility, there was an overall consensus that once opened, the facility would need to be self-sustaining through its admissions and membership fees. Twenty-five percent (25%) of individuals indicated that any increase in taxes to fund a potential facility would be unacceptable, and that a facility should be funded through other means such as grants, donations and admission/membership fees only.

Comparable Facility Tours

From the comparable facilities surveyed, the Study Committee identified two (2) facilities whose amenities, programming and management structure were most “in line” with what the community had discussed, and which should be investigated further through a site tour. The two (2) facilities chosen for site tours were the Southpointe Fieldhouse and Vernon C. Neal Sportsplex. Each tour was hosted by the respective facility’s manager, and attendees had the opportunity to ask any questions regarding the facility, operations, construction, management, staffing, etc.

Beaver Borough Indoor Recreation Center

Southpointe Fieldhouse

The Southpointe Fieldhouse, located in northern Washington County immediately adjacent to I-79, is a private for-profit facility. The facility was developed with a 99 year land lease that included site preparation completed by the land owner and construction of the facility, including extension of utilities, completed by the facility operator. Should the operator ever default on the lease, the facility becomes the property of the land owner. The cost for construction of the facility alone was \$3,000,000, and was completed in three months (not including grading and infrastructure work).



The Southpointe Fieldhouse includes a 150' x 300' multi-purpose synthetic turf field, as well as concessions, lounge and bathroom facilities. The facility is operated based on per hour rentals of the facility, with all programming being done by others. With the programming being done by other entities, roughly 80% of their current rentals are dedicated to practice/training for local sports teams, with soccer and lacrosse teams being the primary users.

The facility is the newest in the region, opening in 2009, and includes one (1) full-time facility manager and four (4) additional staff members during peak hours in the peak season.



When asked what recommendations would be given to a new facility, the facility manager said:

- Do not include dasher boards around a field area. Today, teams tend to prefer to play in the same conditions as they would encounter during the regular outdoor season.
- Include air conditioning in the facility to permit more programming and flexibility in the summer months.
- The demand is there, so build bigger if possible for more flexibility.

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Vernon C. Neal Sportsplex

The Vernon C. Neal Sportsplex is owned and operated by a non-profit foundation that leases the land from Washington, PA for a nominal fee. The facility was constructed in 6 months for approximately \$1,500,000. Of the construction costs, approximately \$700,000-\$800,000 was provided through partial funding from DCNR grants and loans.

The facility includes a 110' x 200' multi-purpose synthetic turf field, concessions area, rental room, arcade, spectator seating, as well as bathroom facilities. The multi-purpose field also includes dasher boards and a removable hard surface court. The Sportsplex provides all of its own programming, and offers various athletic leagues as well as individual rentals. The primary users of the facility are organized soccer leagues.

The facility employs one (1) full-time and two to three (2-3) part-time employees. However, there is typically only one employee on-site at a time. In addition to league/rental fees, the facility leases the concessions area to a private operator who is open during league play and special events. Other facility expenses, such as utilities total approximately \$25,000 per year.

When asked what recommendations would be given to a new facility, the facility manager said:

- In order to maximize efficiency and profitability, incorporate as many amenities as possible into the facility without increasing spatial, staff or operating requirements.
- Plan for a market area that assumes people will drive ½ an hour to the facility at least once a week.
- Develop a good relationship with area schools and provide rental time during rain and poor weather.
- Include a glass clearstory to reduce overall lighting needs.



Beaver Borough Indoor Recreation Center

Development Program

The building and amenities in an indoor recreation center are intended to encourage active participation in various activities. The overall effect of the design should be to provide sufficient space for vigorous activities while providing adequate buffers between and active and passive pursuits. It should also be designed to allow for many activities to coexist in a safe environment within and adjacent to the center.

Some of the factors that should be considered include:

1. Rapid changes in technologies associated with the construction and operation of recreation facilities.
2. The need to meet current program demands while retaining the flexibility to adapt to future needs without significant alterations of the site or facilities.
3. Design of facility improvements should take into account the building footprint and orientation; traffic flow for bikes, pedestrians, buses and vehicles; exterior lighting, security and safety; and landscaping.
4. A single story building is preferable for supervision, security and safety purposes to a multi-story center. Multi-storied buildings, in general increase costs.

Recommendations

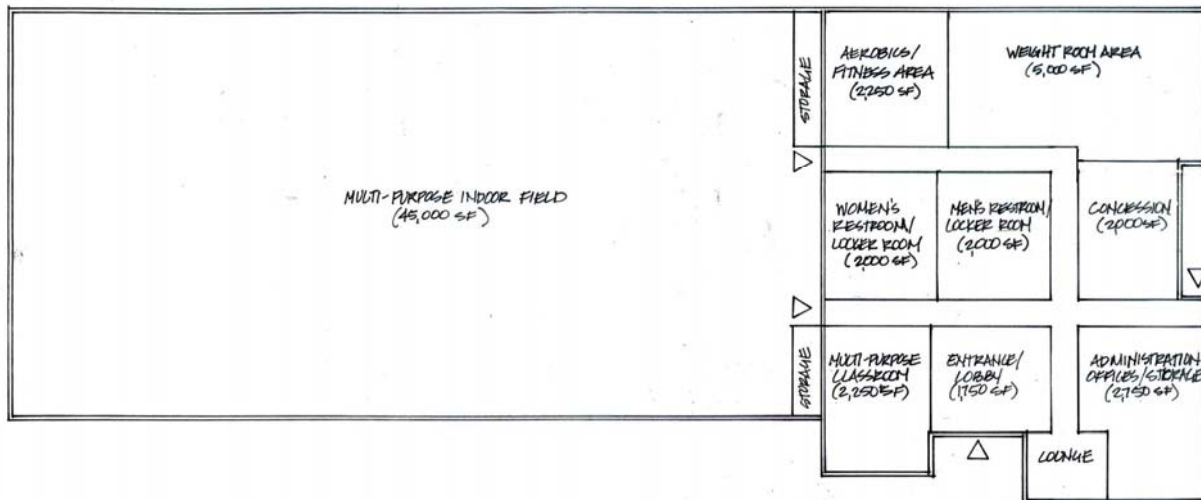
- Priority should focus on a 45,000 sq. ft. fieldhouse with a multi-purpose synthetic turf field.
- Additional 15,000 sq. ft. fitness center-type facility should be a secondary priority.

Although contrary to the resident survey given the Beaver Area's demographics, other existing recreation facilities, the community's input as well as the potential sites for development, it is recommended that the consideration for an indoor recreation center first focus on the construction of a fieldhouse with a multi-purpose synthetic turf field. This 45,000 square foot facility is the communities' core recreation need.

In addition to the fieldhouse, other supporting facilities which could be constructed in future phases include those associate with a fitness center-type facility as identified by the community.

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General Recreation Center Space Requirements	
Programmed Space	Recommended Floor Space Allocation (net square feet)
Entrance / Lobby	1,750
Concessions	2,000
Administration Offices	2,750
Aerobics / Fitness Area	2,250
Weight Room Area	5,000
Restrooms / Changing Room	4,000
Multi-Purpose / Community Room	2,250
Fieldhouse Multi-Purpose Synthetic Field; includes storage room; combination football / soccer / lacrosse field, etc.	45,000
Total	65,000



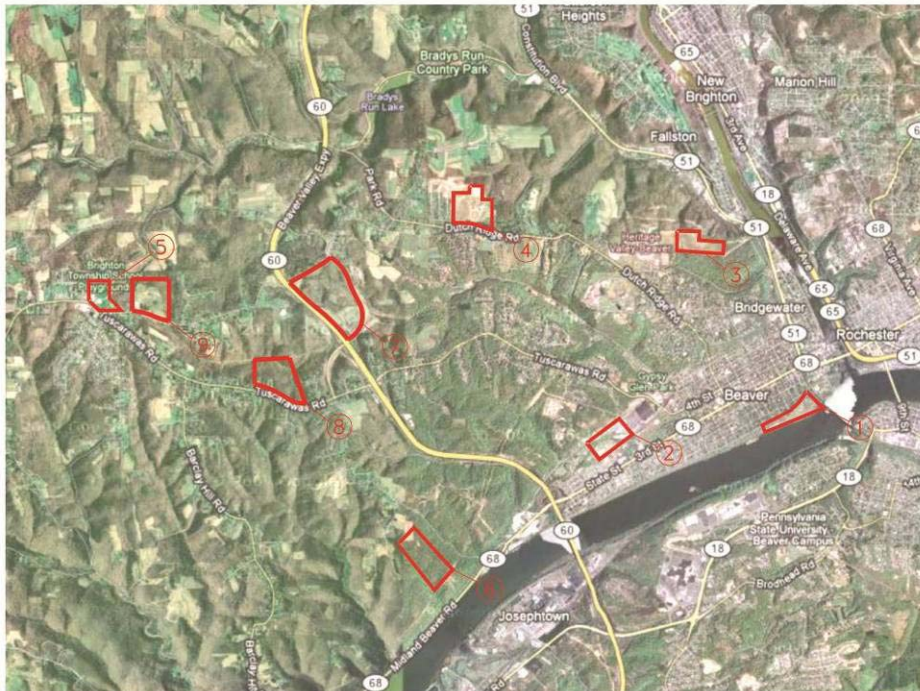
Potential Indoor Recreation Facility Floor Plan

The total costs assume \$2,580,000 for a “Fieldhouse” constructed of steel, and an additional \$1,000,000 for concrete unit masonry construction to accentuate the fitness center-type facilities. These building costs include air conditioning to permit summertime use.

Site Assessment & Development Considerations

Potential Development Sites

Based upon initial facility and programming assumptions outlined in the previous section, several potential development sites located within the Beaver Area were evaluated to identify those which were best suited to the potential development of an indoor recreation center.



Development Site Score Card – 9 Potential Sites

Beaver Borough River Property	19
Eaton Property	23
Heritage Valley Health Sys. Property	16
BASD Elementary School	19
Former BASD Elementary School	18
BTMA Property	17
Brighton Rd. Interchange	22
Baker Property	19
High Tail Stables Property	17

Each potential site was given a numerical rating based upon the combined “ease” of development related to the following factors:

- Existing Utilities;
- Relative Grading/Earthwork;
- Vehicular Access;
- Visibility;
- Relative Site Improvement Costs;
- Centralized Location;
- Long-term Flexibility;
- Other Funding Potential;
- Relative Land Acquisition Costs; and
- Current Zoning/Adjacent Land Uses

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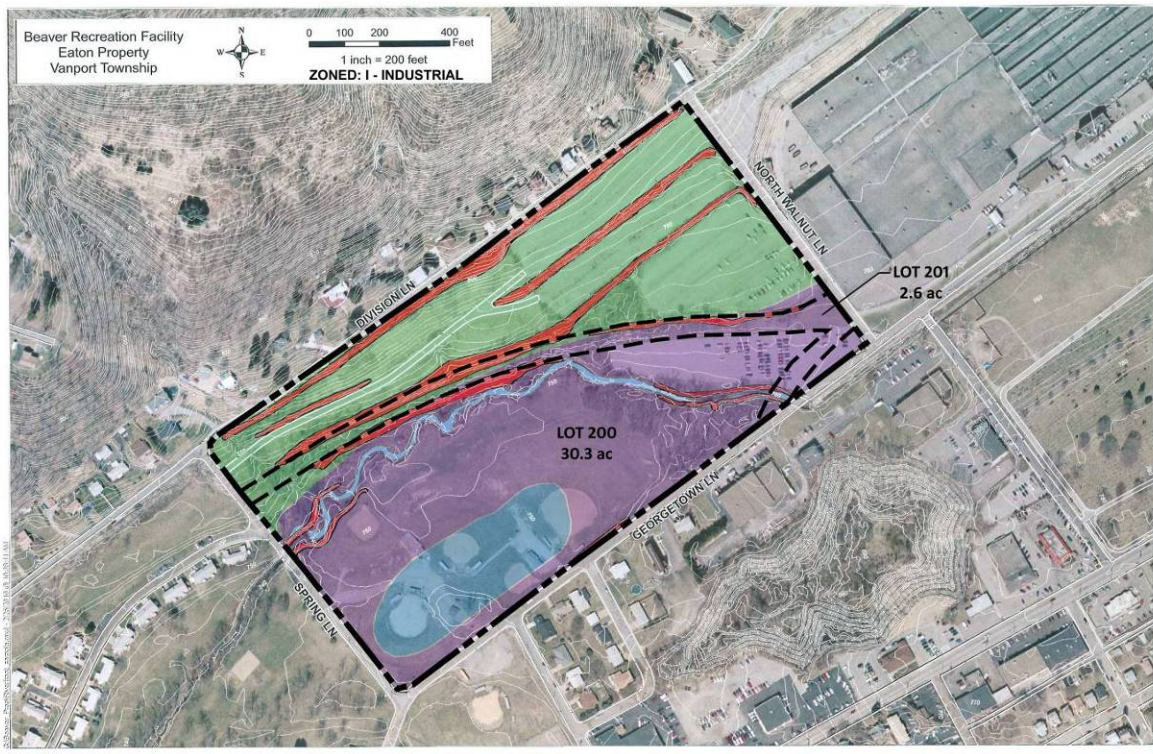
The sites with the highest combined rating, the Eaton and Brighton Road properties, were identified as the two (2) “optimal” sites for further consideration.

Utilizing the findings of the Site Selection process as a starting point, the Eaton and Brighton Road properties were further evaluated with respect to their physical limitations to development and the anticipated amenities/programming that is to be provided. From these analyses, subsequent conceptual development diagrams were defined for each of the two (2) sites (Note: Each Conceptual Development Diagram utilized the previously outlined facility diagram). In addition, a “Ballpark” Opinion of Development Costs was developed for each site itemizing the major site improvements and their associated costs, as well as estimated design fees and construction contingencies.

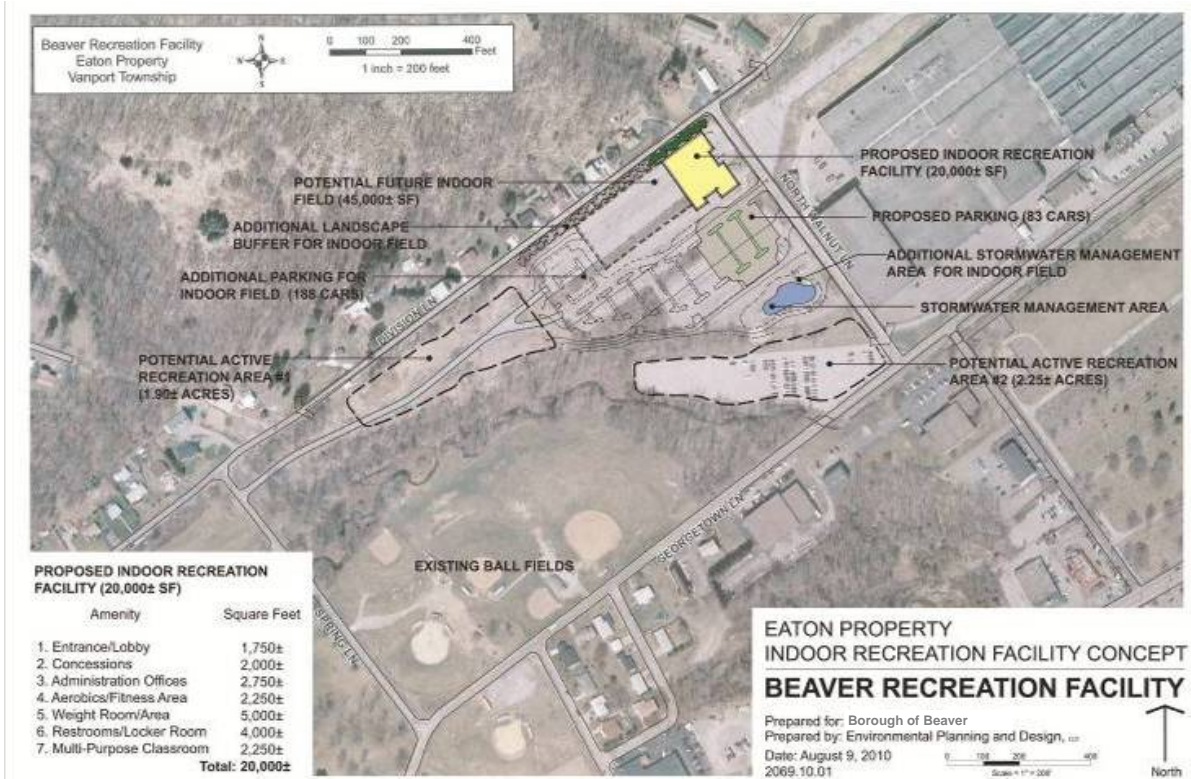
For each of the two (2) optimal sites, a series of additional characteristics were examined. Physiographic qualities included acreage, dimensions and boundaries, exposure, geological and soils features, steep slopes (in excess of 15%), topography, drainage, and surrounding property and uses. Safe access from the communities’ road network was also evaluated. Site access for Beaver Area School District residents should remain at the forefront of future decision making as that was survey respondents’ most important identified preference in terms of the Center’s location. A generalized water and vegetative analysis was completed. Seasonal considerations for all sites were consistent. Utility availability for gas/electric lines, sanitary sewer, storm sewer and telephone for each site was identified along with potential expansions in order to service the sites. Neither site was known to have any cultural, historical or current recreational significance.

Beaver Borough Indoor Recreation Center

Eaton Property Development Site Analysis



Conceptual Development Diagram



Feasibility Study

"Ballpark" Opinion of Probable Development Costs

Note that these costs include site preparation only, and do not include building costs.

INITIAL DEVELOPMENT					
ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL PRICE
SITE PREPARATION					
1	E&S Controls	8.5	AC	\$1,000.00	\$8,500.00
2	Clearing & Grubbing/Removal of Existing Pavement	8.5	AC	\$1,000.00	\$8,500.00
3	Strip & Stockpile Topsoil (assumes 6" topsoil in existing landscape areas/slopes)	1400	CY	\$10.00	\$14,000.00
4	Earthwork (Cut Placed as Fill)	35000	CY	\$10.00	\$350,000.00
SITE WORK					
1	Asphalt Paving, including stone subbase	4200	SY	\$50.00	\$210,000.00
2	Concrete Curb	1800	LF	\$40.00	\$72,000.00
3	Concrete Sidewalk (in front of building)	7600	SF	\$10.00	\$76,000.00
UTILITIES					
1	Stormwater Management & Post Construction Stormwater Management F ₂ Beaver Borough	3.5	AC	\$3,000.00	\$10,500.00
2	Storm Sewers (Including Inlets & Manholes)	950	LF	\$70.00	\$66,500.00
3	Sanitary Sewer Lateral (assumes 4")	75	LF	\$70.00	\$5,250.00
4	Natural Gas Service Line	75	LF	\$50.00	\$3,750.00
5	Domestic Water Service (assumes 2")	75	LF	\$50.00	\$3,750.00
6	Fire Suppression Water Service (assumes 4")	75	LF	\$70.00	\$5,250.00
7	Meter Pit for Domestic & Fire Meters	1	LS	\$40,000.00	\$40,000.00
8	Electric Service Conduits (assumes four 5")	50	LF	\$50.00	\$2,500.00
9	Telephone Service Conduits (assumes two 4")	50	LF	\$30.00	\$1,500.00
10	CATV Service Conduits (assumes two 4")	50	LF	\$30.00	\$1,500.00
LANDSCAPING					
1	General Site Landscaping and Landscape Buffer	1	LS	\$25,000.00	\$25,000.00
SUBTOTAL					\$904,500.00
CONTINGENCY (25%)					\$226,125.00
10% DESIGN, ARCHITECTURAL AND ENGINEERING FEES					\$90,450.00
GRAND TOTAL - INITIAL DEVELOPMENT COSTS					\$1,221,075.00

Beaver Borough Indoor Recreation Center

FUTURE DEVELOPMENT					
ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL PRICE
SITE PREPARATION					
1	E&S Controls	5	AC	\$1,000.00	\$5,000.00
SITE WORK					
1	Asphalt Paving, including stone subbase	9550	SY	\$50.00	\$477,500.00
2	Concrete Curb	4400	LF	\$40.00	\$176,000.00
3	Concrete Sidewalk (in front of building)	14000	SF	\$10.00	\$140,000.00
TRAFFIC IMPROVEMENTS					
1	General Traffic Improvements	1	LS	\$250,000	\$250,000.00
UTILITIES					
1	Stormwater Management & Post Construction Stormwater Management Facilities	5	AC	\$3,000.00	\$15,000.00
2	Storm Sewers (Including Inlets & Manholes)	1400	LF	\$70.00	\$98,000.00
LANDSCAPING					
1	General Site Landscaping and Landscape Buffer	1	LS	\$35,000.00	\$35,000.00
SUBTOTAL					\$1,196,500.00
CONTINGENCY (25%)					\$299,125.00
10% DESIGN, ARCHITECTURAL AND ENGINEERING FEES					\$119,650.00
GRAND TOTAL - FUTURE DEVELOPMENT COSTS					\$1,615,275.00
GRAND TOTAL - TOTAL DEVELOPMENT COSTS					\$2,836,350.00

Notes:

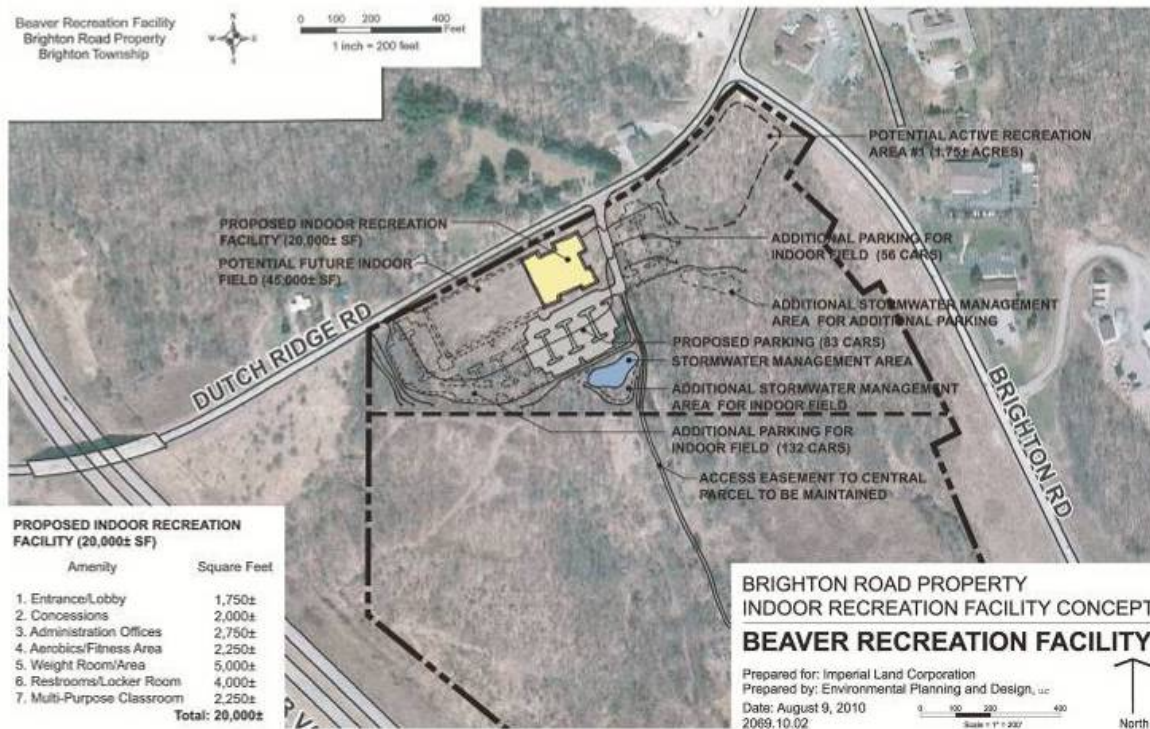
- 1 Estimate based on Eaton Property Indoor Recreation Facility Concept prepared by Environmental Planning & Design, LLC, dated August 9, 2010
- 2 While no land owners were contacted as part of this Study, real estate professionals contacted have estimated the Eaton Property land value to be approximately \$85,000 per acre
- 3 Zoning and Utilities are not considered to be "real" issues at the Eaton site.
- 4 A detailed traffic study was not conducted as part of this Study. However, it is anticipated that there will be traffic impacts on Walnut Lane, Georgetown Lane and 3rd Street that may require additional traffic improvements, such as additional signalization, turn lanes, etc. The current development estimate includes \$250,000 for these improvements.

Feasibility Study

Brighton Road Interchange Property Development Site Analysis



Conceptual Development Diagram



Beaver Borough Indoor Recreation Center

“Ballpark” Opinion of Probable Development Costs
 Note that these costs include site preparation only, and do not include building costs.

INITIAL DEVELOPMENT					
ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL PRICE
SITE PREPARATION					
1	E&S Controls	5	AC	\$1,000.00	\$5,000.00
2	Clearing & Grubbing	5	AC	\$500.00	\$2,500.00
3	Strip & Stockpile Topsoil (assumes 6" topsoil in existing landscape areas/slopes)	4000	CY	\$10.00	\$40,000.00
4	Earthwork (Cut Export from Site) - Assumes placement of excess material at nearby site on Dutch Ridge Road)	18000	CY	\$10.00	\$180,000.00
5	Earthwork (Cut Placed as Fill for Future Phase)	10000	CY	\$8.00	\$80,000.00
SITE WORK					
1	Asphalt Paving, including stone subbase	5250	SY	\$50.00	\$262,500.00
2	Concrete Curb	2600	LF	\$40.00	\$104,000.00
3	Concrete Sidewalk (in front of building)	5300	SF	\$10.00	\$53,000.00
UTILITIES					
1	Stormwater Management & Post Construction Stormwater Management Facilities	5	AC	\$3,000.00	\$15,000.00
2	Storm Sewers (Including Inlets & Manholes)	1400	LF	\$70.00	\$98,000.00
4	Natural Gas Service Line	100	LF	\$50.00	\$5,000.00
5	Domestic Water Service (assumes 2")	70	LF	\$50.00	\$3,500.00
6	Fire Suppression Water Service (assumes 4")	70	LF	\$70.00	\$4,900.00
7	Meter Pit for Domestic & Fire Meters	1	LS	\$40,000.00	\$40,000.00
8	Electric Service Conduits (assumes four 5")	100	LF	\$50.00	\$5,000.00
9	Telephone Service Conduits (assumes two 4")	100	LF	\$30.00	\$3,000.00
10	CATV Service Conduits (assumes two 4")	100	LF	\$30.00	\$3,000.00
LANDSCAPING					
1	General Site Landscaping	1	LS	\$15,000.00	\$15,000.00
SUBTOTAL					\$919,400.00

SANITARY SEWER SERVICE OPTIONS					
A	Sanitary Sewer Service Extension OPTION A - Extension from Public Works Building	2500	LF	\$180.00	\$450,000.00
B	Sanitary Sewer Service Extension OPTION B - Extension from Brighton Road Interchange	3000	LF	\$120.00	\$360,000.00

	SANITARY OPTION A	SANITARY OPTION B
SUBTOTAL	\$1,369,400.00	\$1,279,400.00
CONTINGENCY (25%)	\$342,350.00	\$319,850.00
10% DESIGN, ARCHITECTURAL & ENGINEERING FEES	\$136,940.00	\$127,940.00
INITIAL DEVELOPMENT	\$1,848,690.00	\$1,727,190.00

Feasibility Study

FUTURE DEVELOPMENT					
ITEM NO.	DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	TOTAL PRICE
SITE PREPARATION					
1	E&S Controls	5.5	AC	\$1,000.00	\$5,500.00
2	Earthwork (Cut Export from Site) - Assumes placement of excess material at nearby site on Dutch Ridge Road)	20000	CY	\$10.00	\$200,000.00
SITE WORK					
1	Asphalt Paving, including stone subbase	8500	SY	\$50.00	\$425,000.00
2	Concrete Curb	3900	LF	\$40.00	\$156,000.00
3	Concrete Sidewalk (in front of building)	6900	SF	\$10.00	\$69,000.00
UTILITIES					
1	Stormwater Management & Post Construction Stormwater Management Facilities	5.5	AC	\$3,000.00	\$16,500.00
2	Storm Sewers (Including Inlets & Manholes)	1800	LF	\$70.00	\$126,000.00
LANDSCAPING					
1	General Site Landscaping	1	LS	\$25,000.00	\$25,000.00
SUBTOTAL					\$1,023,000.00
CONTINGENCY (25%)					\$255,750.00
10% DESIGN, ARCHITECTURAL AND ENGINEERING FEES					\$102,300.00
DEVELOPMENT COSTS					\$1,381,050.00
				SANITARY OPTION A	SANITARY OPTION B
GRAND TOTAL - INITIAL DEVELOP.				\$1,848,690.00	\$1,727,190.00
GRAND TOTAL - FUTURE DEVELOP.				\$1,381,050.00	\$1,381,050.00
GRAND TOTAL - TOTAL DEVELOP.				\$3,229,740.00	\$3,108,240.00

Notes:

- 1 Estimate based on Brighton Road Property Indoor Recreation Facility Concept prepared by Environmental Planning & Design, LLC, dated August 9, 2010
- 2 While no land owners were contacted as part of this Study, real estate professionals contacted have estimated the Brighton Road Property land value to be approximately \$150,000 per acre.
- 3 Zoning is not considered to be a "real" issue at the Brighton Road site, however there are significant costs associated with the extension of adjacent utilities to service this site.
- 4 Due to the close proximity to Rt. 60, and adjacent land uses, traffic is not considered to be a "real" issue at the Brighton Road site.

Beaver Borough Indoor Recreation Center

Recommendations

Programming and Amenities

The Usage Projection provides an hour by hour breakdown of a potential indoor recreation center's time of operation. Due to the typical seasonal nature associated with indoor recreation center usage, projections have been formulated for both the winter (includes fall, winter and early spring) and summer seasons. Typically winter usage rates are significantly higher than summer usage rates since, people want to recreate outside in the warmer seasons. The hourly schedules for each are based upon the usage patterns of other similar facilities within the southwestern Pennsylvania region, community activities, general sport organization schedules and weather considerations. Each time slot marked by a "1" indicates that this time is available for rental, and would require appropriate staff, etc.

Winter Usage Projections									
Activity	Time	Hours of Operation Per Day						Total Weekly Occupied Hours	
		Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.		Sat.
Multi-purpose Synthetic Field	12:00 AM								
	1:00 AM								
	2:00 AM								
	3:00 AM								
	4:00 AM								
	5:00 AM								
	6:00 AM		1	1	1	1	1	1	
	7:00 AM		1	1	1	1	1	1	
	8:00 AM		1	1	1	1	1	1	
	9:00 AM	1	1	1	1	1	1	1	
	10:00 AM	1							1
	11:00 AM	1							1
	12:00 PM	1							1
	1:00 PM	1							1
	2:00 PM	1							1
	3:00 PM	1							1
	4:00 PM	1	1	1	1	1	1	1	
	5:00 PM	1	1	1	1	1	1	1	
	6:00 PM	1	1	1	1	1	1	1	
	7:00 PM	1	1	1	1	1	1	1	
	8:00 PM	1	1	1	1	1	1	1	
9:00 PM	1	1	1	1	1	1	1		
10:00 PM	1	1	1	1	1	1	1		
11:00 PM	1	1	1	1	1	1	1		
Total		15	12	12	12	12	12	18	93

Feasibility Study

Summer Usage Projections									
Activity	Time	Hours of Operation Per Day							Total Hours Occupied Per Week
		Sun.	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	
Multi-purpose Synthetic Field	12:00 AM								
	1:00 AM								
	2:00 AM								
	3:00 AM								
	4:00 AM								
	5:00 AM								
	6:00 AM		1	1	1	1	1		
	7:00 AM		1	1	1	1	1		
	8:00 AM		1	1	1	1	1	1	
	9:00 AM		1	1	1	1	1	1	
	10:00 AM								1
	11:00 AM								1
	12:00 PM	1							1
	1:00 PM	1							1
	2:00 PM	1							1
	3:00 PM	1							1
	4:00 PM	1	1	1	1	1	1	1	1
	5:00 PM	1	1	1	1	1	1	1	1
	6:00 PM	1	1	1	1	1	1	1	1
	7:00 PM	1	1	1	1	1	1	1	1
8:00 PM	1	1	1	1	1	1	1	1	
9:00 PM	1	1	1	1	1	1	1	1	
10:00 PM	1	1	1	1	1	1	1	1	
11:00 PM									
Total		11	11	11	11	11	11	15	81

These usage projections, along with projected revenues and expenses, discussed in the next section, *Operations*, can then be utilized to develop a proforma for each of the identified management scenarios. The proforma is instrumental in identifying the fiscal feasibility of an indoor recreation center, and will illustrate whether or not projected revenues will cover projected costs, and will identify shortfalls in debt service incurred for capital improvement costs.

Beaver Borough Indoor Recreation Center

Staffing Considerations

In conjunction with identifying programming and building alternatives, there is range of staffing which will need to be considered. The following list outlines these key positions that most likely are needed to support the operation of an indoor recreation center.

Facility Director – Full-time position primarily responsible for programming, marketing, administrative duties and management of other staff. Also responsible for general maintenance scheduling.

Program Assistant/Receptionist – Part-time position to assist the Facility Director with programming and scheduling. This position should also be responsible for answering phones and addressing user questions.

Building Maintenance/General Staff – Part-time position(s), depending upon usage rates and season. This position is typically responsible for general facility maintenance, janitorial needs, and program supervision.

The range of salaries and wages for the above full-time and part-time positions is broad. Depending upon the specific building's requirements, the number and specialty of staffing skills will vary. As part of staffing, administrative costs including insurance coverage, membership to professional organizations, office supplies, phone, public relations, rentals and training (both in-house and out service) are factored into the operations and management equation. Consideration also goes into costs for contractual services, fringe benefits, overtime and temporary help. Equipment to support staff and the Center itself includes refreshment and sale items, custodial supplies, motor fuel and supplies, office supplies, tools and mechanical supplies as well as utilities (power, light, heat, water, sewer).

As part of the Feasibility Study, discussions occurred with representatives of the Greater Pittsburgh YMCA. During discussion an outline of current industry-typical annual costs associated with facility operational expenses inclusive of staffing ranges between \$80,000 and \$120,000.

Feasibility Study

Operations

To support the facility, a range of potential revenue sources were outlined. Associated assumptions of memberships and rental rates have been incorporated into the revenue calculations. The rates are based upon the range of rates prescribed by similar or competitive facilities in the Pittsburgh region.

Projected Revenues						
Revenue Area	Description/ Assumptions	Year 1	Year 2	Year 3	Year 4	Year 5
Weight Room / Aerobics / Fitness Area	500 memberships @ \$250 per year	\$125,000	\$131,250	\$137,813	\$144,703	\$151,938
Concessions Rental	1 concessionaire @ \$500 per month; winter season only	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Sponsor Fees	100 sponsorships at \$100 per sponsor	\$10,000	\$10,500	\$11,025	\$11,576	\$12,155
Vending Machines	4 machines per month @ \$50 per month	\$2,400	\$2,520	\$2,646	\$2,778	\$2,917
Multi-Purpose/ Community Room Rental	100 rentals @ \$250 per 4-hour rental	\$37,500	\$39,375	\$41,344	\$43,411	\$45,581
Winter Season Fieldhouse Rental ¹	93 hours per week @ 60% occupancy @ \$300 per hour	\$435,240	\$457,002	\$525,552	\$551,830	\$579,421
Summer Season Fieldhouse Rental	81 hours per week @ 40% occupancy @ \$200 per hour	\$168,480	\$176,904	\$185,749	\$195,037	\$204,788
Total Revenue		\$781,620	\$820,701	\$907,436	\$952,808	\$1,000,448

Notes:

- 1 Assumes a "significant" increase in occupancy in year three (3) due to typical delayed results of marketing efforts

Beaver Borough Indoor Recreation Center

The expenditures for this facility have also been calculated for a 5-year time frame. Values assigned to each expenditure are based upon the range of those incurred by existing facilities within the region.

Projected Expenditures					
Expense Areas	Year 1	Year 2	Year 3	Year 4	Year 5
Programming/ Event Administration	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Facility Advertising ¹	\$30,000	\$31,500	\$33,075	\$15,000	\$15,000
Staffing					
Facility Director ²	\$60,000	\$63,000	\$66,150	\$69,458	\$72,930
Program Assistant/ Receptionist ³	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
Building Maintenance / Part-time Staff ⁴	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Capital Improvements/ Sinking Fund	\$0	\$0	\$0	\$25,000	\$26,250
Daily Maintenance/Repairs	\$24,000	\$25,200	\$26,460	\$27,783	\$29,172
Program Supplies	\$18,000	\$18,900	\$19,845	\$20,837	\$21,879
Equipment Fund ⁵	\$0	\$0	\$0	\$35,000	\$36,750
Total Operating Expenditures	\$217,000	\$227,850	\$239,243	\$291,476	\$305,300
Debt Service	\$389,817	\$389,817	\$389,817	\$389,817	\$389,817
Total Expenditures	\$606,817	\$617,667	\$629,060	\$681,293	\$695,117

Notes:

- 1 Assumes a drop in advertising expenditures in Year Four (4) once a consistent client base has been established.
- 2 Assumes one (1) full-time employee responsible for general facility operations/management and programming.
- 3 Assumes one (1) part-time employee.
- 4 Assumes two (2) part-time employees.
- 5 Assumes an increase in equipment expenditures starting in year four (4) due to standard equipment upgrades and expanded programming.

Feasibility Study

Acquisition, Development and Management

Despite the feedback from the key person interviews, but demonstrated through the needs assessment and competitive analysis, the Beaver Area is largely underserved by indoor recreation facilities which feature multi-purpose fields. If the Borough of Beaver were to pursue the development of such a facility, there are a growing number of management strategies which can be implemented in order to finance, construct and operate such a facility. These strategies include private-sector and non-profit (quasi-public) based partnerships that can improve the financial viability of such a facility.

The following management scenarios have been developed and recommended specifically for Beaver Borough, and are based upon discussions with the Borough, Study Committee and Key Persons, as well as per finding of the competitive analysis. For each management scenario and for each of the optimal potential development sites, an associated proforma was developed which highlights development costs and most likely financing structure, and calculates annual debt service, net revenues and annual debt service incurred per household in the Beaver Area School District. Due to the size of Beaver Borough and the likelihood that any potential indoor recreation center would service the entire Beaver Area School District, it was assumed that debt service would be shared between the School District communities.

Scenario 1: Beaver Borough

Steps and Implications

- Borough purchases land and provides infrastructure improvements
- Borough maintains ownership of the land and operators the facility
- The Borough offers residents reduced user fee rates; the Borough applies higher non-resident user fees during off-peak hours
- The Borough obtains intergovernmental cooperative agreements (ICAs) with the other municipalities within the School District and receives annual contributions (to be conveyed on a household basis)

Beaver Borough Indoor Recreation Center

- The Borough annually retires debt service related to the land acquisition and site improvement/facility construction through municipal taxes
- The Borough pays for annual operating expenditures through collected user fees

Advantage

- Since the facility is owned, developed, purchased and operated by the public-sector, the demand for profit doesn't exist. While a positive net revenue is needed in order to retire debt service and accrue funds for future capital improvements/replacements, annual operating costs should be less. The lower costs can be passed on to the users as lower membership costs
- Since the facility would be operated by the Borough, the Borough would be able to control the programming structure. For example, to base revenues on hourly rentals without organized programming, facilitate organized athletic leagues, or have monthly/annual memberships for open programming.

Disadvantage

- Longer debt service period for the Borough
- Requires ICA's with the other municipalities within the School District

Feasibility Study

Scenario 1 Proformas

Site A - Eaton Property

Scenario 1 - Borough Only

\$722,500	Land acquisition (assumes \$85,000 per acre)
\$1,497,000	Site improvements
\$3,580,000	Building improvements
\$5,799,500	Total capital outlay
\$5,799,500	Principal
	20 Year bond
	3% Bond rate
(\$389,817)	Annual debt service
\$7,796,350	Total debt service
(\$217,000)	Year 1 operating expenditures
(\$606,817)	Total Year 1 expenditures
\$781,620	Year 1 operating revenues
\$174,803	Difference
6,013	Total households within the School District
(\$101)	Annual household (within the School District) cost

Beaver Borough Indoor Recreation Center

Site B - Brighton Property (I-376)

Scenario 1 - Borough Only

\$1,275,000 Land acquisition (assumes \$150,000 per acre)

\$1,747,000 Site improvements

\$3,580,000 Building improvements

\$6,602,000 Total capital outlay

\$6,602,000 Principal

20 Year bond

3% Bond rate

(\$443,758) Annual debt service

\$8,875,162 Total debt service

(\$789,750) Year 1 operating expenditures

(\$1,233,508) Total Year 1 expenditures

\$781,620 Year 1 operating revenues

(\$451,888) Difference

6,013 Total households within the School District

(\$205) Annual household (within the School District) cost

Feasibility Study

While the Beaver Area market for an indoor recreation center that features a synthetic turf field is largely untapped and there appears to be financial feasibility, not many municipally owned, developed and operated facilities can be found in Pennsylvania that have produced a positive return to the community. Most publically owned/developed/operated facilities require some level of annual subsidy.

Forming a partnership is the best approach to providing a facility that satisfies a regional need. Two scenarios or alternatives for potential partnerships between public, quasi-public and private-sector entities are described below. Each has its merits and advantages as well as challenges.

In studying potential partnerships as a means to providing this regional-scale facility, it is important to note that should the Borough approach the Pennsylvania Department of Conservation and Natural Resources for planning and development funding assistance, any leases or agreements on the property of facility will need to be reviewed and approved by the Department prior to the awarding of any funding.

Scenario 2: Beaver Borough and Beaver Area School District

Steps and Implications

- Borough purchases land and provides infrastructure improvements
- Borough maintains ownership of the land and leases the property to the School District for \$1/year
- School District constructs and operates the building
- School District makes 50% of the facility's operating time available for public use; School District offers residents reduced user fee rates; School District applies higher non-resident user fees
- School District provides the Borough with an annual Payment in Lieu of Taxes (PILOT) of \$100,000; the Borough retires the debt service (for land acquisition and infrastructure improvements) annually with the PILOT

Beaver Borough Indoor Recreation Center

- School District annually retires debt service related to the facility construction
- School District accounts for annual operating expenditures through the user fees so no annual operating expenditures are incurred by the Borough

Advantage

- Again, since the facility is owned, developed and purchased by the public-sector, the demand for profit doesn't exist. While a positive net revenue is needed in order to retire debt service and accrue funds for future capital improvements/replacements, annual operating costs should be less. The lower costs can be passed on to the users as lower membership costs.
- The School District already has existing staff which is qualified to manage/operate such a facility
- Several existing School District athletic programs would immediately benefit from access to an indoor facility
- No ICA's needed
- Shorter debt service period for the Borough

Disadvantage

- A lease agreement with the School District can be complicated to implement, and terms would need to be identified if the School District were to ever default on the lease
- It is likely that the School District and general public will want access to the facility during peak hours (late afternoon thru the evening), and some form of compromise will need to be made to strike a balance between user needs and required revenue to cover operating expenses
- If DCNR funds were to be utilized for the facility's development, DCNR would need to approve any partnership agreements

Feasibility Study

Scenario 2 Proformas

Site A - Eaton Property

Scenario 2 - Borough and School District

\$722,500	Land acquisition (assumes \$85,000 per acre)
\$1,497,000	Site improvements
\$0	Building improvements
\$2,219,500	Total capital outlay
\$2,219,500	Principal
	15 Year bond
	4% Bond rate
(\$199,624)	Annual debt service
\$2,994,364	Total debt service
\$0	Year 1 operating expenditures
(\$199,624)	Total Year 1 expenditures
\$0	Year 1 operating revenues
(\$199,624)	Difference
6,013	Total households within the School District
(\$33)	Annual household (within the School District) cost

Beaver Borough Indoor Recreation Center

Site B - Brighton Property (I-376)

Scenario 2 - Borough and School District

\$1,275,000 Land acquisition (assumes \$150,000 per acre)

\$1,747,000 Site improvements

\$0 Building improvements

\$3,022,000 Total capital outlay

\$3,022,000 Principal

15 Year bond

4% Bond rate

(\$271,802) Annual debt service

\$4,077,030 Total debt service

\$0 Year 1 operating expenditures

(\$271,802) Total Year 1 expenditures

\$0 Year 1 operating revenues

(\$271,802) Difference

6,013 Total households within the School District

(\$45) Annual household (within the School District) cost

Feasibility Study

Scenario 3: Beaver Borough and a Third Party Operator

Steps and Implications

- Borough purchases land and provides infrastructure improvements
- Borough maintains ownership of the land and leases the property to a third part operator
- The third party operator constructs and operates the building
- As per terms within the lease, the third party operator could be required to provide preferential user fee rates to School District residents
- The third party operator accounts for annual operate expenditures through the user fees

Advantage

- Typically a third party is better suited to more efficiently manage and operate such a business venture
- Terms can be incorporated into the lease that stipulate if the owner defaults, the Borough would get ownership of the building
- The Borough can set a monthly lease rate that would provide revenue typically greater than could be achieved through a PILOT with the School District
- No ICA's needed
- Shorter debt service period for the Borough

Disadvantage

- It is unlikely that the Borough would be able to incorporate terms for public use into a lease agreement
- Due to the high demand for a field time from organized athletics, it is unlikely that there would be much if any time for public use of the field
- Public use would most likely be restricted to the fitness center-type facilities
- If DCNR funds were to be utilized for the facility's development, DCNR would need to approve any partnership agreements

Beaver Borough Indoor Recreation Center

Scenario 3 Proformas

Site A - Eaton Property

Scenario 3 - Borough and Third Party

\$722,500	Land acquisition (assumes \$85,000 per acre)
\$1,497,000	Site improvements
\$0	Building improvements
\$2,219,500	Total capital outlay
\$2,219,500	Principal
	15 Year bond
	4% Bond rate
(\$199,624)	Annual debt service
\$2,994,364	Total debt service
\$0	Year 1 operating expenditures
(\$199,624)	Total Year 1 expenditures
\$0	Year 1 operating revenues
(\$199,624)	Difference
6,013	Total households within the School District
(\$33)	Annual household (within the School District) cost

Feasibility Study

Site B - Brighton Property (I-376)

Scenario 3 - Borough and Third Party

\$1,275,000 Land acquisition (assumes \$150,000 per acre)

\$1,747,000 Site improvements

\$0 Building improvements

\$3,022,000 Total capital outlay

\$3,022,000 Principal

15 Year bond

4% Bond rate

(\$271,802) Annual debt service

\$4,077,030 Total debt service

\$0 Year 1 operating expenditures

(\$271,802) Total Year 1 expenditures

\$0 Year 1 operating revenues

(\$271,802) Difference

6,013 Total households within the School District

(\$45) Annual household (within the School District) cost

Phasing

Based upon the needs assessment and competitive analysis, if a potential indoor recreation center were to be developed, it would be in the Borough's best interest to focus first on the development of a "fieldhouse" type facility. The current market indicates that development of this type would be the most financially sustainable when compared to a fitness center-type of facility, of which there are already several competitors in the area. However, the site and facility design can and should be designed to accommodate potential future incorporation of the fitness center-type amenities identified by the community, or any other opportunities that may present themselves dependent upon market conditions.

Funding Considerations

"How is this going to be paid for?" is one of the most common questions in exploring the feasibility of constructing recreation improvements. Availability of short-term and long-term funds is possible with a well-crafted, logical and collaborative strategy. While the preferred administrative structure for moving this effort forward is to be decided, there is opportunity to build enthusiasm.

Pursuing sponsorships and partnerships with agencies and the private sector industries is critical to recreation success. For example, if solar panels could be installed to off-set utility consumption, a demonstration project with industry groups should be pursued. In sponsoring some of these types of operations, a discounted cost may be possible to be introduced when construction time occurs. In essence, "No stone should be left unturned."

In total, it is likely that a combination of funding sources will be necessary to achieve short-term construction goals and long-term operation goals. With that, pursuit of a bond issue should be explored, all applicable recreation and health-related grants should be considered, private sector support as well as facility generated revenue.

Grants Sources and Funding Strategies

Grants Sources

There are many sources of funding for recreation. However, there are three primary governmental programs that provide grants to local communities for

Feasibility Study

parks and recreation purposes. The programs and funding opportunities are listed below.

PA Department of Conservation and Natural Resources (DCNR)

Maximum Grant - approximately \$200,000 (sometimes more can be available)

Local Match - generally, grants require a 50% local match

Sources of Local Match - generally local cash match; in-kind services are now eligible as a match under certain conditions; DCED grants can be used as a match

Funding Cycle - grant applications for development, planning, and acquisition are due in April; awards are announced in the late summer or early fall; a second application period is scheduled for planning and acquisition projects; the deadline is generally late September

Eligible Uses

- (1) Technical assistance
- (2) Feasibility studies for recreation facilities
- (3) Acquisition of additional park land
- (4) Development and rehabilitation of existing facilities

PA Department of Community and Economic Development (DCED)

Maximum Grant - no specified limit; could be as much as \$500,000 or more

Local Match - generally, grants require some local match, although, 100% funding is available; DCED grants can be used to match DCNR grants

Sources of Local Match - generally, local cash match; in-kind services may be eligible as a match under certain conditions; private local investment

Funding Cycle - applications are accepted at any time; awards are generally made on a quarterly basis in July, October, January, and April

Eligible Uses

- (1) Community facility construction and/or rehabilitation
- (2) Some funding can be used for programming

Community Development Block Grant (CDBG)

Eligible Uses

- (1) Community facility construction and/or rehabilitation
- (2) ADA improvements
- (3) Some funding can be used for programming

Beaver Borough Indoor Recreation Center

Federal Grant Programs

Two examples of federal grant programs that have the opportunity to support projects such as this include the President's Council on Physical Fitness and Sports as well as the Grants for Public Works and Economic Development Facilities.

Foundations within Southwestern Pennsylvania

At the local level, it is recommended that assistance in creating grant and fundraising efforts geared toward entities which focus on general health and wellness. The Grantmakers of Western Pennsylvania is a primary resource for strategizing grant opportunities. The following list identifies the name, contact and general submission information for foundations which could potentially be approached:

Allegheny Teledyne, Inc. Charitable Trust

c/o Allegheny Teledyne Inc.

1000 Six PPG Place

Pittsburgh, PA 15222

412-394-2836

www.scaife.com

Mostly local pa giving for projects related to youth, disabled, community arts, historical, or sports and camps.

Letter form requests with a maximum of 2 pages may be submitted at any time. Include IRS tax-exempt document. Trustees meet in January, April, July, and October to award grants.

Bayer Foundation

c/o Bayer Corporation

100 Bayer Rd., Building 4

Pittsburgh, PA 15205

412-777-5791

www.bayerus.com/community/charity/index.html

About one-half local/Pa. giving for projects related to youth, disabled, seniors, community arts, historical, sports and camps, or economic development.

Full proposal may be submitted at anytime. Deadlines are 3/15 and 9/15.

The Eberly Foundation

610 National City Bank Building

Downtown Station PO Box 2023

Uniontown, PA 15401

724-438-3789

Feasibility Study

Grants are awarded for projects related to youth, community arts, historical, sports and camps, miscellaneous, or economic development. Submit requests in letter format at any time.

The Grable Foundation

240 Centre City Tower
650 Smithfield St.
Pittsburgh, PA 15222
412-471-4550

Projects awarded for youth, disabled, families, seniors, community arts, historical, or camps and sport projects. Grants awarded in February, June and October. Use the Common Grant Application Format of Grantmakers of Western Pa as formal application.

Heinz (Howard) Endowment

30 CNG Tower
625 Liberty Ave.
Pittsburgh, PA 15222
412-281-5777
www.heinz.org

Send a letter of inquiry before formal application. Projects must relate to families, youth, disabled, community arts, historical, or sports and camps.

Laurel Foundation

Two Gateway Center Suite 1800
Pittsburgh, PA 15222
412-765-2400

Grants are awarded for projects related to arts and culture, community development and beautification, vocational education, and environment and conservation. Full proposal may be submitted by April 1st for June Board meeting or by October 1st for December Board meeting. Follow the Common Grant Application Format of Grantmakers of Western PA.

McCune Foundation

Suite 750
6 PPG Place
Pittsburgh, PA 15222
412-644-8779

Send letter of inquiry to Executive Director, 2 pages maximum.

Grants awarded for youth, families, seniors, disabled, community arts, historical, sports and camps, or miscellaneous projects.

Sustainability Considerations

Although specific sustainability initiatives were not specifically investigated as part of this Study, there are several sustainable elements/practices that can be incorporated into a potential indoor recreation center. These “green” improvements can not only dramatically affect a facilities “bottom-line” and ensure long-term solvency, but they can also help reduce the developments environmental impact and it’s impact on adjacent properties. Some of these “green” improvements include, but are not limited to:

- Clearstory – Allows ample amounts of natural light into the building and reduces artificial lighting requirements during the day. These can also provide natural ventilation on warmer days in spring and fall, and can reduce the need to operate an air conditioning system;
- Geothermal Heating/Cooling – The earth’s temperature several feet below the surface is a consistent 55 degree Fahrenheit. This temperature can be “captured” and utilized as the base temperature for heating and cooling in air circulation and water systems;
- Photovoltaic Panels – Solar panels can be installed to capture and generate clean energy as an alternative to traditional energy sources. In addition, dependent upon the size and orientation of the facility, there may be the potential to install enough panels to provide 100% of the facilities power needs, or perhaps even more power which could then be sold back to the power company and provide an additional source of revenue;
- Green Roof – Reduces stormwater runoff, as well as reduces heating and cooling requirements by providing a natural insulating layer;
- Permeable Pavement – Can reduce stormwater runoff and increase groundwater recharge. The reduction in runoff coupled with other best management practices can also potentially decrease and/or eliminate the

Feasibility Study

- need for costly traditional stormwater management systems; and
- Recycled Materials – Can be incorporated in several ways to reduce the overall environmental footprint of a potential facility.

Conclusions

The Borough and the surrounding region is presented with a number of opportunities in making the vision to have an Indoor Recreation Center become a reality. There are five major elements to consider as part of any of these opportunities:

- There appears to be a market for a multi-purpose synthetic turf field;
- The Borough should not invest more than 3 million into development of the fieldhouse (all Phases) to ensure fiscal sustainability;
- Partnerships need to be further coordinated;
- An indoor recreation center should most likely be targeted for both resident and non-resident membership; and
- An indoor recreation center should provide amenities based on market demand to ensure long-term sustainability.

APPENDIX A

General Information Resident Survey Tabulation

Respondent Residency	
Beaver	125
Bridgewater	0
Brighton	0
Vanport	0
Respondent Household Makeup	
Male Children	32
Under 5 yrs	4
5-14 yrs	15
15-19 yrs	13
Female Children	25
Under 5 yrs	4
5-14 yrs	15
15-19 yrs	6
Adult Male	108
20-39 yrs	20
40-64 yrs	55
65 & older	33
Adult Female	129
20-39 yrs	27
40-64 yrs	66
65 & older	36

Indoor Recreation Center Resident Survey Tabulation

What do you feel should be considered in choosing a site for an Indoor Recreation Center in you area? Please rank the items listed below in order of importance with #1 being the most important and #3 being the least important. Only enter 1,2 and 3	Aggregate Score	Weighted Score (1-3)
Located for convenient vehicular access for the majority of school district residents	145	1.6
Located close to existing outdoor recreation areas and/or school facilities	167	1.9
Located for convenient vehicular access for the majority of school district residents, as well as adjoining communities	225	2.5
Which facilities/activities do you feel are suitable for an Indoor Recreation Center in you area? 1=Very Important; 2=Important; 3=Somewhat Important; 4=No Opinion; 5=Not Important. Only enter 1, 2, 3, 4 or 5	Aggregate Score	Weighted Score (1-5)
Enclosed Multi-purpose Field (Soccer, Football, Lacrosse, etc.)	323	3.4
Gymnasium for Team Sports (Basketball, Volleyball, etc.)	260	2.8
Fitness Track	224	2.3
Fitness room with Free Weights & Stationary Equipment	228	2.4
Tennis Court	330	3.5
Racquetball Court	336	3.7
Locker Rooms	235	2.5
Social Hall with Kitchen	286	3.0
Multi-purpose Room	260	2.8
Game Room	315	3.4
Classrooms	345	3.7
Concessions Area	304	3.2
Fitness Programs	210	2.2
Dance/Aerobics	253	2.7
Computer/Internet	352	3.8
After School Activities	269	2.9
Short-term Child Care (for adult caregivers using the facility)	283	3.0
Pre-School	341	3.7
Teen Nights	238	2.5
Movies	297	3.2
Summer Programs	229	2.5
Group Socials	294	3.2
Senior Activities	245	2.6
Holiday Events	316	3.5
Room Rentals	293	3.2
What should be the target market of the Indoor Recreation Center? Please choose one. Only enter 1 on one line	Aggregate Score	Weighted Score
School District (e.g. Beaver Borough, Bridgewater, Brighton and Vanport Township)	66	NA
Regional (e.g. the School District and surrounding communities such as Rochester, Monaca, Center, etc.)	14	NA
County	17	NA
Should the Indoor Recreation Center give preferential treatment to residents of the school district versus other potential users? (For example: first priority for use of facilities, scaled membership/use fees; etc.) Only enter 1 on one line	Aggregate Score	Weighted Score
Yes	82	NA
No	12	NA
The Indoor recreation Center could be financed through a variety of means. Please indicated your preferred method for the borough to pursue in financing the construction of a new Indoor Recreation Center by ranking the following methods with #1 being the most desired method and #6 being the least desired method. Only enter 1, 2, 3, 4, 5 and 6	Aggregate Score	Weighted Score (1-6)
User Fees	292	3.0
Foundation Grants	208	2.2
Private Donations	223	2.4
Local Taxes	537	5.7
State/Federal Grants	222	2.4
Local Bonds	396	4.4
How much would you be willing to pay for an annual membership to the Indoor Recreation Center? (These fees would help finance the construction and operation of the Indoor Recreation Center. Only enter a 1	Aggregate Score	Weighted Score
I would be willing to pay up to \$360 for an individual and \$660 for a family of (4) annually.	53	NA
I would be willing to pay up to \$459 for an individual and \$810 for a family of (4) annually.	6	NA
I would be willing to pay up to \$610 for an individual and \$1,240 for a family of (4) annually.	2	NA

APPENDIX B

COMPARABLE FACILITIES DATA TABLE

	The 422 SportsPlex	Greentree Sportsplex (formerly/Greentree Racquet Club	Iceoplex & Soccer @ Southpointe
General Facility Information			
1 Public/Private Facility	Public	Public	Public
2 Year Constructed/Opened	NA	6 years	1995 - 15 years
3 Facility Size (SF)	12,000 Turf - 102,000 Total	80,000 sq ft	67,500 sq ft
4 General Area Served	Berk, Chester & Montgomery County	Allegheny & Washington County	Allegheny & Washington County
5 Amenities	Party Room / Snack Bar	locker rooms, steam room, suana, snack bar	concession
Programming & Membership			
1 Available Programs (i.e. soccer, football, fitness gym, etc.)	soccer, flag football, in-line hockey, deck hockey, basketball, futsal, lacrosse, cheerleading, karate and school-day off, camps	soccer, baseball & softball, fitness center, basketball, volleyball, tennis, birthday parties	inline hockey, basketball, skate school, ice hockey, soccer, lacrosse, football, public skate
2 Available Age Groups by Program	Adult-Indoor soccer, flag football, In-line/deck hockey, basketball & Lacrosse In-line Hockey 9-14 Soccer 18 mths-9 Basketball U6 - 12 Field Hockey 8 - 14 Lacrosse 8 - 15 Cheerleading Karate Hockey	No Organized Leagues	2 to adults soccer academy 3 - 12 soccer leagues 6 - Adult basketball 3- 7 basketball leagues 9-HS pick-up volleyball HS-Adult skating school 2 - adult hockey school 2-adult ice hockey leagues adult inline hockey leagues adult
3 # of Organized Leagues and # of Teams per League	Youth - Soccer U9 - Varsity Lacrosse U9- Varsity Field Hockey Tour-U14-U19 In- line Hockey Tour-U8-U17 Futsal U8 - Varsity	No Organized Leagues	Unavailable
4 Facility Cost per Hour (League Use)	Soccer & Lacrosse \$895 to \$1695 Outdoor lacrosse \$650 to \$900 Varies \$395 - \$1,695 for sport	No Leagues	\$125/hr
5 Available Membership Types & Cost by Type	No Memberships	Tokens-5=\$8 & 13=\$10 for batting cages Fitness \$29 ind/\$50 couple field - \$270 to \$280 court \$80/hr B-Party \$250 (10 kids-\$10 additional)	fitness center mth-mth \$49 12 mth Pd Full \$468 Meeting Room \$40/hr
6 # of Memberships by Type	No Memberships	Unavailable	Unavailable
7 Most Popular Program	Soccer	Unavailable	Soccer & Hockey
8 Least Popular/Declining Program	NA	NA	NA
Staffing Information			
1 # of Full-Time Staff by Category	3	4	4
2 # of Part-Time Staff by Category	12	10	12
3 # of Volunteers by Category	NA	NA	NA
4 Peak Hours of Operation	after school to 10:00 pm	after school to 10:00 pm	after school to 10:00 pm
5 Busiest Time of Year	Winter	Winter	Winter
Budget Information (Public Facilities)			
1 Construction Cost of Facility	Unavailable	Unavailable	Unavailable
2 Funding Sources for Facility Construction			
3 Debt Service Payment (i.e. taxes, membership fees, etc.)			
4 Operation Expenses Payment (i.e. memberships, funding, etc.)			
5 Total Annual Revenues			
6 Total Annual Expenses			
7 Total Annual Investments			
Other General Information			
1 Facility's Best Asset	NA	Newly Renovated	Location
2 What Would You Change?	NA	NA	Larger Field
3 Recommendation for New Facility	NA	NA	NA

Pittsburgh Indoor Sports Area (PISA)	Southpointe Fieldhouse	Tri-County Soccer Center	Vernon C. Neal Sportsplex
Public	Public	Public	Public
10 Years	2009 - 1 year	1983 - 27 years	2004 - 6 years
100,000 sq ft	45,000 sq ft	30,800 sq ft	27,600 sq ft
Allegheny County	Washington County	Beaver, Butler & Allegheny	Washington, Allegheny, Green County & Wheeling WV
Birthday Parties, Concert, Special Events, PISA Pub	small concession	two small size astro-turf soccer fields	Shower facilities, concession area, spectator seating, community meeting room 1 - Turf rink
soccer, baseball , fitness center, basketball, flag football, lacrosse, ultimate frisbee, birthday parties	soccer, lacrosse, field hockey, youth football, flag football also accommodate baseball, rugby & combine training	Soccer ONLY	soccer, adult& youth flag football adult in-line hockey, speed agility camp, girls HS volleyball, dodge ball tournament, lacrosse, birthday parties
Varies from 18 months to Adults	3 to adults varies	Youth only	Oct - Apr Soccer 6 to Adult Flag Football - Adult Lacrosse - HS Youth Flag Football
Unavailable	Unavailable	Unavailable	60 to 120 teams
\$110-\$195 for small fields(2) \$160-\$240/hr for large field(1)	Rate \$100-\$350 depends on season (for field use)	\$1,320 for 12 weeks(Team Fee)	\$160/hr for practice Games vary \$400 - 20 games \$160 - 8 games
No Memberships	No Memberships	No Memberships	None Non-Profit
No Memberships	No Membership	No Membership	None Non-Profit
Soccer	Soccer	Soccer	Soccer 80%
NA	NA	NA	Lacrosse but growing
2	1	2	1
8	5	NA	5
NA	NA	NA	Special Events
after school to 10:00 pm	after school to 10:00pm	after school to 10:00 pm	5 to 10 M-F
Winter	Winter	Winter	Winter
Unavailable	Unavailable	Unavailable	1.5 to 2 million(not land) Foundation/Grants/Loans Unavailable Unavailable Unavailable \$25,000 in utility expenses Unavailable
Their Facility	Size and Turf Product	NA	Turf
Nothing	Add Air Conditioning	Remove Astro-Turf	Multi-facility
NA	Make it as big as possible	NA	practice field & walking track