

**SOUTHBURY COMMUNITY  
CENTER EXPLORATORY  
COMMITTEE  
APRIL 10, 2012**

# **AGENDA**

**I. Welcome and Introductions**

**II. Overview, Objectives and Agreement of Consensus**

**III. History**

**IV. Organizational Chart & Chart of Works**

**V. Process/Tools/Resources**

**VI. Exploratory Committee Timeline**

**VII. Next Steps (Agreement on meeting schedule)**

**VIII. Questions and Closing**

# WELCOME & INTRODUCTIONS



# OVERVIEW

The Southbury Community Center Exploratory Committee has been commissioned to investigate the possible development of a Community Center in Southbury.

The Executive Director of the Greater Waterbury YMCA, Jim O'Rourke, has agreed to facilitate and provide resources to the committee and sub-committees. Three sub-committees have been established – Community Needs Assessment, Collaboration and Community Models, and Feasibility and Capacity. A detailed report will be presented to the Board of Selectmen in January of 2013.

# OBJECTIVES

- To provide recommendations to the Board of Selectmen regarding development of a community center.
- Review and assess the current needs of the Southbury Community.
- Investigate other community collaboration models for development of a Community Center.
- Assess the feasibility of funding a community center in Southbury.

# AGREEMENT OF CONSENSUS

## Definition of Consensus

I have had an opportunity to express my views and/or feelings. I believe that I have been heard and understood. If I were making this decision on my own, I may not go in the direction that this group is going. However, because I have had the opportunity to influence others and truly feel they understand and respect what I think and/or feel, I am willing to actively support this group's decision.

**Note:** "Actively support" means that, once consensus is reached, everyone will support the decision outside the meeting.

# HISTORY

- 1923 – A Southbury community center (SCCC).
- 1982 - The Parks Commission completed a feasibility study (SCCC).
- 2000 - Kingsley Research Report (Southbury, Woodbury, Middlebury, Oxford, & Roxbury) commissioned by the Waterbury YMCA.
- 2001 - Southbury Community Center Committee final report completed.
- 2010 -Student survey
- 2012 – Community Center Exploratory Committee is established

# ORGANIZATIONAL CHART & CHART OF WORKS

Community Center  
Exploratory Committee

```
graph TD; A[Community Center Exploratory Committee] --- B[Community Needs Assessment Subcommittee]; A --- C[Collaboration & Community Models Subcommittee]; A --- D[Feasibility & Capacity Subcommittee];
```

Community  
Needs  
Assessment  
Subcommittee

- \* Review past needs assessments
- \* Summarize current data
- \* Make recommendations for additional data gathering (if required)
- \* Identify additional resources

Collaboration &  
Community  
Models  
Subcommittee

- \* Review other community models
- \* Make recommendations regarding best practices
- \* Make recommendations on relevant design based on the work of the CNAS

Feasibility &  
Capacity  
Subcommittee

- \* Review and summarize community philanthropy to date
- \* Assess feasibility for giving
- \* Develop a list of (50 to 75) key stakeholders
- \* Make recommendations and develop a guide of next steps for capacity building and capital development



# **PROCESS/TOOLS/RESOURCES**

# PLANNING – A NEEDS BASED APPROACH



# PLANNING – A NEEDS BASED APPROACH

- Identify the community needs to be addressed by this capital project to include potential demographics.
- Translate those needs into programs and services that the community center will provide.
- Create a space budget that identifies the correct size and type of space necessary to accommodate programs and services.
- Estimate total project cost and develop a realistic pro-forma budget.



**GOOD DESIGN IS  
GOOD BUSINESS**



# COLLABORATIONS

- **Woodbridge Branch YMCA, NJ**

600 Main Street

Woodbridge, NJ 07095

Phone: (732) 596-4170

Contact: Katie McAdoo, Woodbridge Branch Director

The YMCA at the Woodbridge Community Center is a collaboration between the Township of Woodbridge and the YMCA. The Y operates and manages portions of the Woodbridge Community Center.

- **Putnam Regional Community YMCA (Greater Hartford YMCA)**

- To date \$8.34M raised
- Construct 40,000-45,000 sq. ft. facility
- Population of Putnam – 9000 – 20 minute drive 90,000

# SEER ANALYTICS - WWW.SEERFORMCAS.COM

Community Studies - Mozilla Firefox

File Edit View History Bookmarks Yahoo! Tools Help

Community Studies

Seer Reports Login

Join the Webinar

## SEER Analytics


Base Metrics | Survey Reporting | Community Studies | Fundraising Assistance | Direct Mail/Marketing | About us | Contact

SEER for YMCAs » Community Studies

### Community Studies

Seer's products and services address a number of key areas within a Y's operations. Our ultimate goal is to facilitate the movement's concentration on Healthy Living, Youth Development, and Social Responsibility. Through Seer's geospatial analyses, branch location studies, and custom community research we provide each Association and Branch with the information they need to best serve their communities.

### Base Metrics


SEER Analytics 

**Measure the Impact of your Y!**

Measuring impact matters: It's how we prove we're making a difference and how we learn to improve every day.

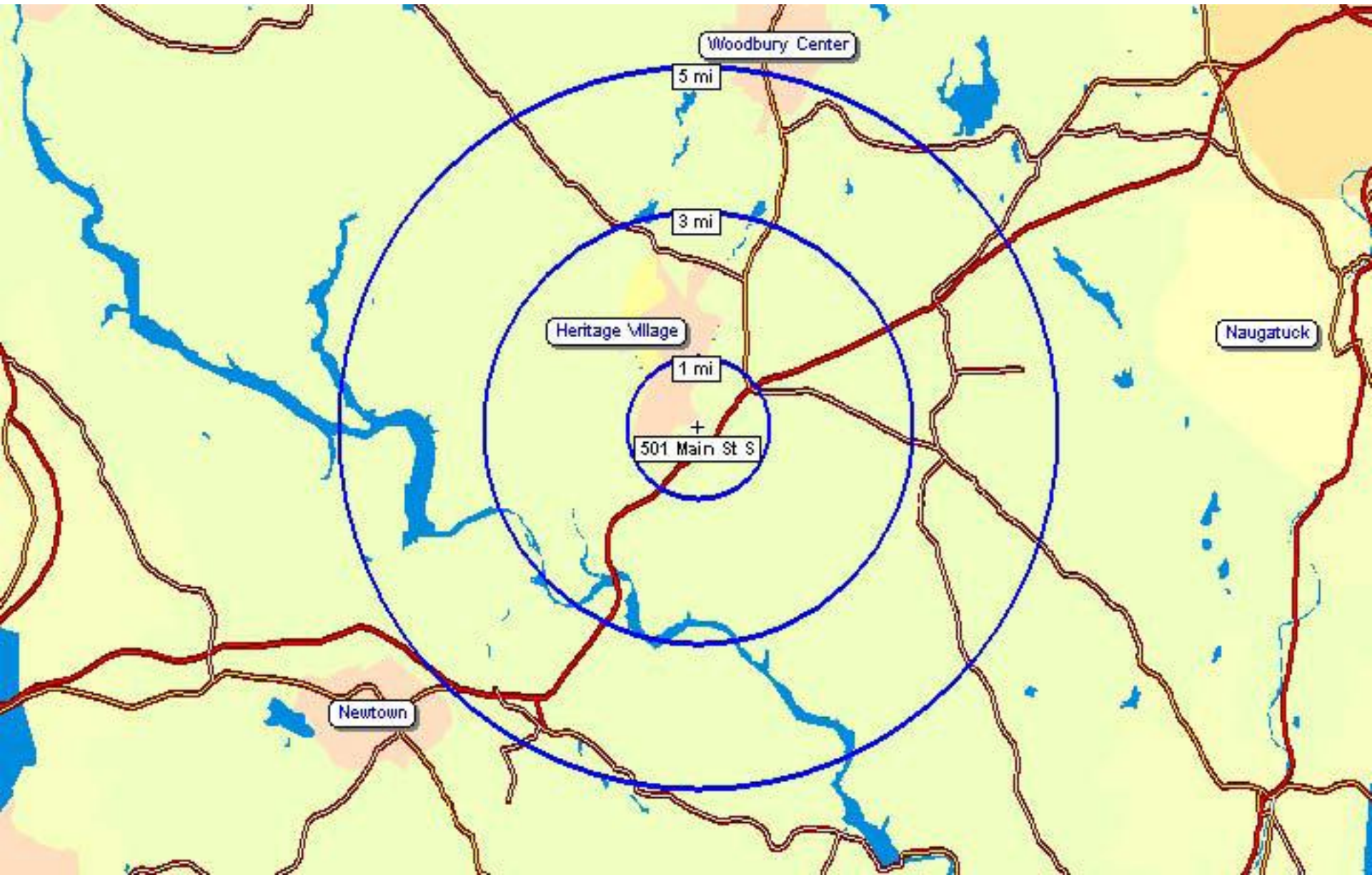
That's why we're excited about the new partnership between YMCA of the USA and SEER Analytics. We've joined forces to bring the Movement a new set of data collection, analysis and reporting tools. These tools leverage years of experience and proven best practices in measuring impact. Impact for members, new members, staff and program participants.

For more information or to get started, call us today!





# 5 MILE DRIVE



## DEMOGRAPHIC PROFILE (ESTIMATED)

- 1 Mile Ring – 1,812
- 3 Mile Ring – 17,755
- 5 Mile Ring – 34,987
- 12 Minute Contour – 51,605



# BUILDINGS & PROPERTY

- Programs & Mission
- Membership
- Activate America
- Staff & Volunteer Development
- Marketing
- Government Relations
- Operations & Governance
- Research
- Fundraising

YOUR ONLINE RESOURCE FOR YMCA NEWS, KNOWLEDGE AND TOOLS

## Topics in this Area

- ▶ [The Pipeline](#)
- ▶ [Recognition & Honors](#)  
username: YMCA password: 9622
- ▶ [Online Planning Tools](#)  
username: YMCA password: 9622
- ▶ [Webinars](#)
- ▶ [Architect Partner Provider Firms](#)
- ▶ [YMGBA Resources](#)

## Welcome

Thousands of questions may come up while developing a new YMCA or renovating, expanding or managing an existing YMCA facility. This area of YMCAexchange is your first stop devoted to providing you with the resources to answer some of these questions. Additionally, YMCA of the USA's Property Development Specialists are available to work with YMCAs and their building professionals to develop and manage facilities that support program needs, ensure positive member experiences, are economic to build and are efficient and affordable to operate. For more information, call 800-872-9622.

Our **Online Assistant** will easily get you to the right information ...

You will be prompted for username: YMCA password: 9622 to access.

◀ **LAUNCH THE NEW YMCA PROPERTY DEVELOPMENT HOME PAGE** ▶

## HOW CAN WE ASSIST YOU?

Our online assistant will easily get you to the right information.



**ONLINE ASSISTANT** ▶

username: YMCA password: 9622

### PROJECT DEVELOPMENT

#### Sample YMCA Facility Development Timeline



Facility Development Timeline  
This sample facility development timeline represents the recommended sequence of

Project Steps		Time Line	0 Months	6 Months	12 Months	18 Months	24 Months	30 Months	36 Months	42 Months
TESTING AND VALIDATION										
1	Access YMCA Board & Get Board Commitment	1								
2	Conduct a Program Needs and Priorities Study	3								
PLANNING PHASE										
3	Develop YMCA Program & Member Services Portfolio									
4	Determine Facility Requirements (Site & Building)	4								
5	Develop Conceptual Facility Plans (Site & Building)									
6	Select a Facility Site									
7	Prepare Initial Project Budget									
8	Determine Estimated Capital Campaign Goal	5a								
9	Develop a Pro Forma Operating Budget	5b								
10	Conduct a Capital Development Readiness Assessment	6								
11	Conduct a Community and Economic Analysis Survey	7								
DEVELOPMENT PHASE										
12	Conduct a Capital Campaign Goal Feasibility Study	8								
13	Interview and Hire Fund Raising Counsel	9								
14	Launch Initial Campaign Implementation Activities	10								
15	Implement Project Funding Strategy	11								

#### Sample YMCA Facility Development Timeline

Project Steps		Time Line	0 Months	6 Months	12 Months	18 Months	24 Months	30 Months	36 Months	42 Months
16 *	Announce Campaign to Media and Public	12								
17 *	Prepare a Cash-Flow Analysis and Financing Plan	13								
18 *	Acquire Site									
19 *	Finalize Project Funding									
DESIGN PHASE										
20	Select & Hire Local Architect	14								
21	Develop Schematic Facility Plans (Site & Building)									
22	Prepare Facility Design Development Drawings									
23	Refine Project Budget									
24 *	Prepare Draft Facility Operating Budget									
25 *	Produce Facility Construction Documents									
26	Select & Procure Furnishings, Fixtures & Equipment									
CONSTRUCTION PHASE										
27	Bid & Award Construction Contracts	16								
28 *	Construct Facility									
29 *	Hold Groundbreaking Ceremony	17								
30 *	Install Furnishings, Fixtures & Equipment									
OPERATIONAL PLANNING										

perhaps with the supporters.

After the fund raising is ready to begin preparing the construction documents with an architect, your Conceptual Facility Plans act as a template or point of departure for further refinement and development in the schematic design phase of the funded project. You can save money by providing these conceptual plans to your design professional and progress quickly to design development instead of starting

Venue Tours

Space Budget & Sample Plans

PROJECT DEVELOPMENT

PROJECT FUNDRAISING & FINANCING

OPERATIONAL START-UP

PROJECT STEWARDSHIP

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PROPERTY DEVELOPMENT HOME

NEWSLETTER - THE PIPELINE

DISCUSSION BOARD

BACK TO YMCA-EXCHANGE



ONLINE ASSISTANT ▶



## Online Planning Tools

### Introduction

#### YMCA FACILITY DEVELOPMENT



#### YMCA FACILITY DEVELOPMENT TOOLS

The Property Development department has created the tools to help you understand the scope of the YMCA facility you are planning for your community. **If this is your first time visiting this area, we strongly recommend that you complete all 3 tools so you receive a more complete understanding of the facility development process.** But, before you can successfully complete all 3 tools, there are several preparation steps you should have already completed. View the Sample Facility Development Timeline to see where you currently stand in the process.

#### CONCEPTUAL FACILITY PACKAGE

Use these tools to create your own conceptual facility design package. Invaluable in the initial phases of the capital development process, conceptual facility package combines key planning data and materials, including conceptual floor plans and architectural images, itemized building programs and detailed project cost projections. While incorporating the latest, general YMCA design concepts, each conceptual package is customized to reflect the particular program and member service needs of a specific YMCA.

Moving forward from here, your new Space Budget & Probable Cost Analysis and Conceptual Facility Plans will help you determine your new YMCA development's site and facility space needs and capital campaign goals. And, they will serve as tools in promoting the development initiative, perhaps with the community at large and potential financial supporters.

After the fund raising campaign is complete and you are ready to begin preparing the construction documents with an architect, your Conceptual Facility Plans act as a template or point of departure for further refinement and development in the schematic design phase of the funded project. You can save money by providing these conceptual plans to your design professional and progress quickly to design development instead of starting

#### Tools

##### 1 Facility Development Timeline

This sample facility development timeline represents the recommended sequence of steps for a facility development initiative. We recommend that you explore this tool first, then return here and begin understanding the order and timing of events.

[more](#)

##### 2 Venue Tours

This second tool is an opportunity to see and read venue descriptions and take a tour of a typical YMCA facility. This gives you a place to start thinking about what you might need in your facility.

[more](#)

##### 3 Space Budget & Probable Cost Analysis

Quantity and estimate your intended initiative in both size and cost to help determine an overall funding goal or preliminary project budget. Receive a printable and eMailable report.

#### Conceptual Facility Plans

After assembling your Space Budget & Probable Cost Analysis you receive a conceptual site plan and conceptual floor plan for the program you outlined.

[more](#)





Venue Tours

Space Budget & Sample Plans

PROJECT DEVELOPMENT

PROJECT FUNDRAISING & FINANCING

OPERATIONAL START-UP

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[more](#)



## Space Budget & Probable Cost Calculator

PROPERTY ID: \_\_\_\_\_

### DEMOGRAPHICS AND MEMBERSHIP

The best practice for sizing a YMCA facility starts with the number of members your branch will serve. And, the size of your membership is dependent upon the size of your facility's service area. Provide the demographic information requested below about the YMCA's prospective service area and the next calculator screen will estimate the adult membership size typically found in similar communities throughout the United States.

**Households**  
How many households comprise this branch's service area?

**Median Household Income**  
What is the median household income in this branch's service area? \$

---

**Youth Population** (ages 17 and younger)  
How large is the youth population within this branch's service area?

**Adult Population** (ages 18 to 64)  
How large is the adult population within this branch's service area?

**Senior Population** (ages 65 and older)  
How large is the senior population within this branch's service area?

For immediate assistance finding demographic information based upon recent census data, you can visit the website linked below (this subscription is paid by Y-USA):

[Click here for Preliminary Demographic Data](#)    [Demographics website instructions](#)

**BEGINNING** **BACK**



## III Space Budget & Probable Cost Analysis

**Demonstration** Facility Consulting  
YMCA of the USA  
**Chicago, IL**  
**2162009**

[General Notes](#)   [Summary Report Home](#)   [Conceptual Plans](#)   [Printable Version](#)

**Simple Pro Forma**      Based upon a 37,109 sf facility with adult membership capacity of 2,640.

### Income

	75 %	100 %	110 %
Percentage of Membership Capacity Attained			
Facility Adult Member Capacity	2,640	2,640	2,640
Adult Membership Attained	1,980	2,640	2,904
Average Annual Adult Member Rate	\$495	\$495	\$495

**Total Membership Revenue**      **\$980,100      \$1,306,800      \$1,437,480**

### Expense

Direct Expense to Support Members (program costs)	\$490,050	\$653,400	\$718,740
Direct Expense of Occupancy (maint, cust., & util.) *	\$288,764	\$288,764	\$288,764
Administrative Expense (staff & other overhead)	\$196,020	\$261,360	\$287,496

**Total Expense**      **\$974,834      \$1,203,524      \$1,295,000**

**OPERATING SURPLUS (shortage)**      **\$5,266      \$103,276      \$142,480**

**Maximum available to allocate for Debt Service**      **\$2,106      \$41,310      \$56,992**

**Loan Calculator:** [Click Here](#) to calculate a Maximum Loan Amount based upon annual payment amount, interest rate and term of loan. *MS Excel is required to open the spreadsheet.*

\* The projected costs presented in this analysis reflect a local cost of operations based upon the zip code you provided.

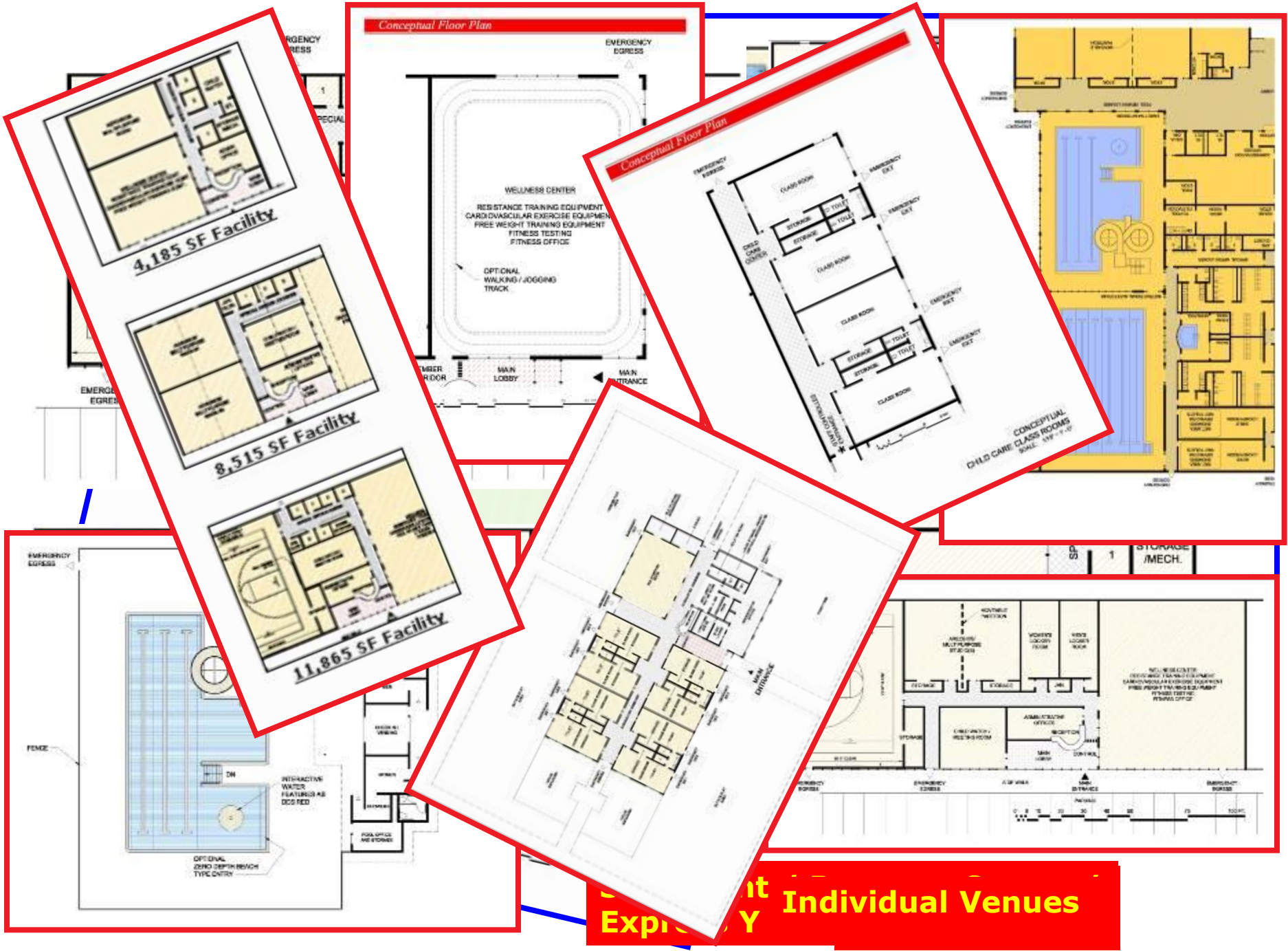
### Demographics and Membership

Projected Memberships: Unit Potential	Population	182,109
Applying national average penetration rates to the demographics above, the calculator projects that YMCAs in similar communities might attract 890 to 2,370 membership units, with 1,680 as the median number.	Households	98,730
	Median Household Income	63,732

**Annual Memberships Fees**

Membership Types:	# of Adults	% of All Memberships	Monthly Fee
Youth & Teen	0	15	\$27.50
Family/Household	2	60	\$82.50
Adult	1	15	\$55.00
Senior	1	10	\$41.00

**Adult Membership Capacity**  
This YMCA space budget can accommodate approximately 2,640 adult members.



Expressly at Individual Venues

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Exploratory Committee

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# EXPLORATORY COMMITTEE TIMELINE

- April 10, 2012 – Community Center Exploratory Committee
- May – Subcommittee Meetings (Community Needs Assessment, Collaboration and Community Models, and Feasibility and Capacity)
- June 12, 2012 (Time TBA)- Community Center Exploratory Committee
- June-August - Subcommittee Meetings (Community Needs Assessment, Collaboration and Community Models, and Feasibility and Capacity)
- September - Community Center Exploratory Committee
- October – Community Town Hall Meeting
- October-November - (Community Needs Assessment, Collaboration and Community Models, and Feasibility and Capacity)
- December - Community Center Exploratory Committee
- January – Board of Selectmen Presentation

# **COMMUNITY NEEDS ASSESSMENT SUB-COMMITTEE**

Proposed Chair – Susanne Navas

Vice Chair – TBD

Charlie Rosa

Corina O’Dea

Dr. Frank Sippy

Neil Lustig

Reverend Walter Pitman

Janet Butkus

Frieda Denenmark

# **COLLABORATION AND COMMUNITY MODELS SUB-COMMITTEE**

Proposed Chair – Ron Kalban

Vice Chair – TBD

Frieda Denenmark

Greg Fenn

Jim Tornatore

Rich Hunter

Reverend Walter Pitman

Charlie Rosa

Cynthia Serveta

# FEASIBILITY AND CAPACITY SUB-COMMITTEE

Proposed Chair – Ed Edelson

Vice Chair – TBD

Kathy Bower

Jennifer O’Neill

Kurt Mazurosky

Trista DiDonato

John Bucciarelli

**NEXT STEPS  
(AGREEMENT ON MEETING SCHEDULE)**

**QUESTIONS,  
CLOSING &  
THANK YOU!!**