

# FAIRBANK COMMUNITY CENTER FEASIBILITY STUDY



FEBRUARY 2018



TOWN OF SUDBURY



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## CHAPTER ONE - EXECUTIVE SUMMARY

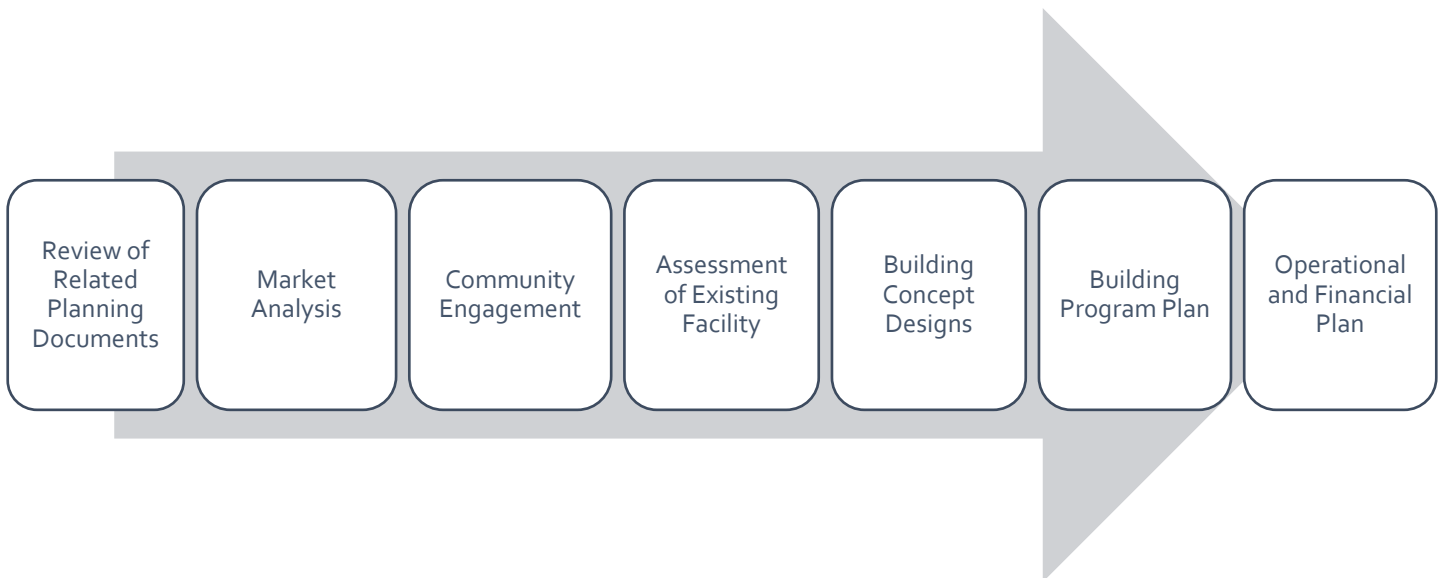
### 1.1 INTRODUCTION

The Town of Sudbury has served as a catalyst in the community to deliver quality senior and community recreation services to the citizens of the Town of Sudbury for the last 50+ years. The services provided have ranged from providing senior program services to aquatic learn to swim programs as well as providing youth sports, day camps, after school programs and teen programs at the Fairbank Community Center. The programs that have been provided, have be so on a limited basis because of the limited size and quality of the Fairbank Community Center and the facility doesn't allow for a full complement of quality services or experiences for users.

In 2013 a Community Center Task Force was created to address this need. The Task Force hired PROS Consulting along with Williams Architects and Aquatics to develop a Fairbank Community Center Feasibility Study. The goals of the Fairbanks Community Center Task force were as follows:

1. Build a shared vision for a community center that serves people of all ages and has the capacity and amenities to meet the community needs for the next 50 years.
2. Engage the community, leadership of the Town and community center users through an innovative public input process.
3. Provide guidance to avoid duplication of services within the market place.
4. Explain the types and size of programs, costs and user groups to enhance the program offerings and experiences at the site.
5. Develop recommendations for revenue sources and economic benefits for the development and operations of the community center.

The process included the follow tasks:





The purpose of the feasibility study is to:

- Evaluate current community needs and demands on the existing programs provided at the Fairbanks Community Center and Senior Center.
- Determine what core programs can be delivered in a quality manner in an updated community center and senior center.
- Determine what updates may be warranted and provide design and capital budget information for the expansion project based on issues, trends, and community input.
- Determine the capability of the Town of Sudbury in supporting and funding an updated Fairbank Community Center and Senior Center.
- Determine the operational cost of an updated community center and senior center and the level of cost recovery that can be achieved and if the cost is acceptable to the Sudbury community.
- Determine the best way to finance and develop an updated community center and senior center.

## 1.2 KEY RECOMMENDATIONS:

The expansion and renovation of Fairbank Community Center should be a high priority for the residents of the Town of Sudbury in order to meet the recreation and wellness needs of the seniors, youth, adults and families for the coming years. The Community Task Force and residents recognize the limitations of the existing Fairbank Community Center on the quality of life of people of all ages in the Town of Sudbury. The feasibility study indicates there is strong support for an updated Fairbank Community Center and Senior Center by the community from the two on-line surveys completed as part of this process. The community recognizes the importance of people living and working in the Town and to bring new residents and businesses to the Town, and the economic impact a new Fairbank Community Center and Senior Center can have on the residents. This type of renovated and updated community center provides a connection point for citizens of all ages and abilities to participate in a healthy and active lifecycle.

The recommendations outlined in the feasibility study are aligned with the vision and values of the community and include:

- Expansion of the Fairbank Community Center and Senior Center to include an expanded senior center, adding a fitness center and program space, a new walking track, a new multi-purpose gym and additional program space for a multitude of programs for youth and adults.
- Seek voter approval for a bond issue to renovate and expand the community center and senior center.
- Design the facility to produce revenue to offset operational costs as outlined in this feasibility study report.
- Expand or modify program offerings to meet the needs of the community as it relates to seniors, youth sports, camps, after school programs, therapeutic programs, teens, aquatics and families.
- Restructure the pass and membership program as well as increase daily pricing based on other service providers in the community similar quality facilities and programs.
- Achieve and maintain a 90% or greater cost recovery rate based on the facility as a whole and 100% cost recovery of core programs in the community center provided and the price points for memberships and daily rates. Access to the senior center will remain free.
- Seek a community partner to support the development of a therapy pool for the aquatic center to support the needs of seniors and learn to swim type programs for people of all ages.
- Seek a community partner to invest in the site via a naming right for the site to bring the capital cost down to gain more voter support.

## CHAPTER TWO - MARKET ANALYSIS

### 2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the Town of Sudbury, Massachusetts. This analysis reviews the Town’s total population, and its key characteristics such as age segments, income levels, race, and ethnicity.



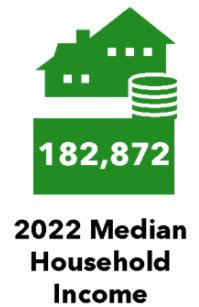
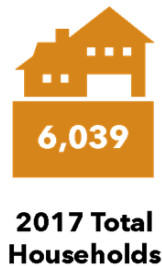
It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

#### 2.1.1 DEMOGRAPHIC OVERVIEW

#### POPULATION



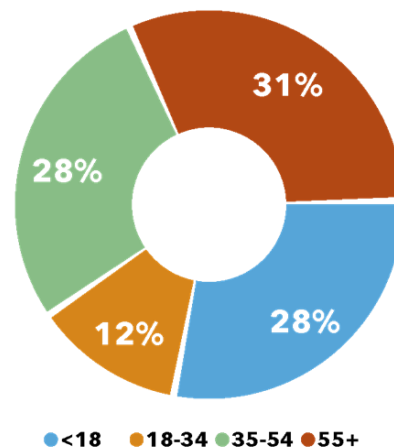
#### HOUSEHOLDS & INCOME



#### RACE



#### AGE



### 2.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in November 2017 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2017 and 2022 as obtained by ESRI. Straight line linear regression was utilized for projected 2027 and 2032 demographics. The boundaries that were utilized for the demographic analysis are shown below in **Figure 1**.

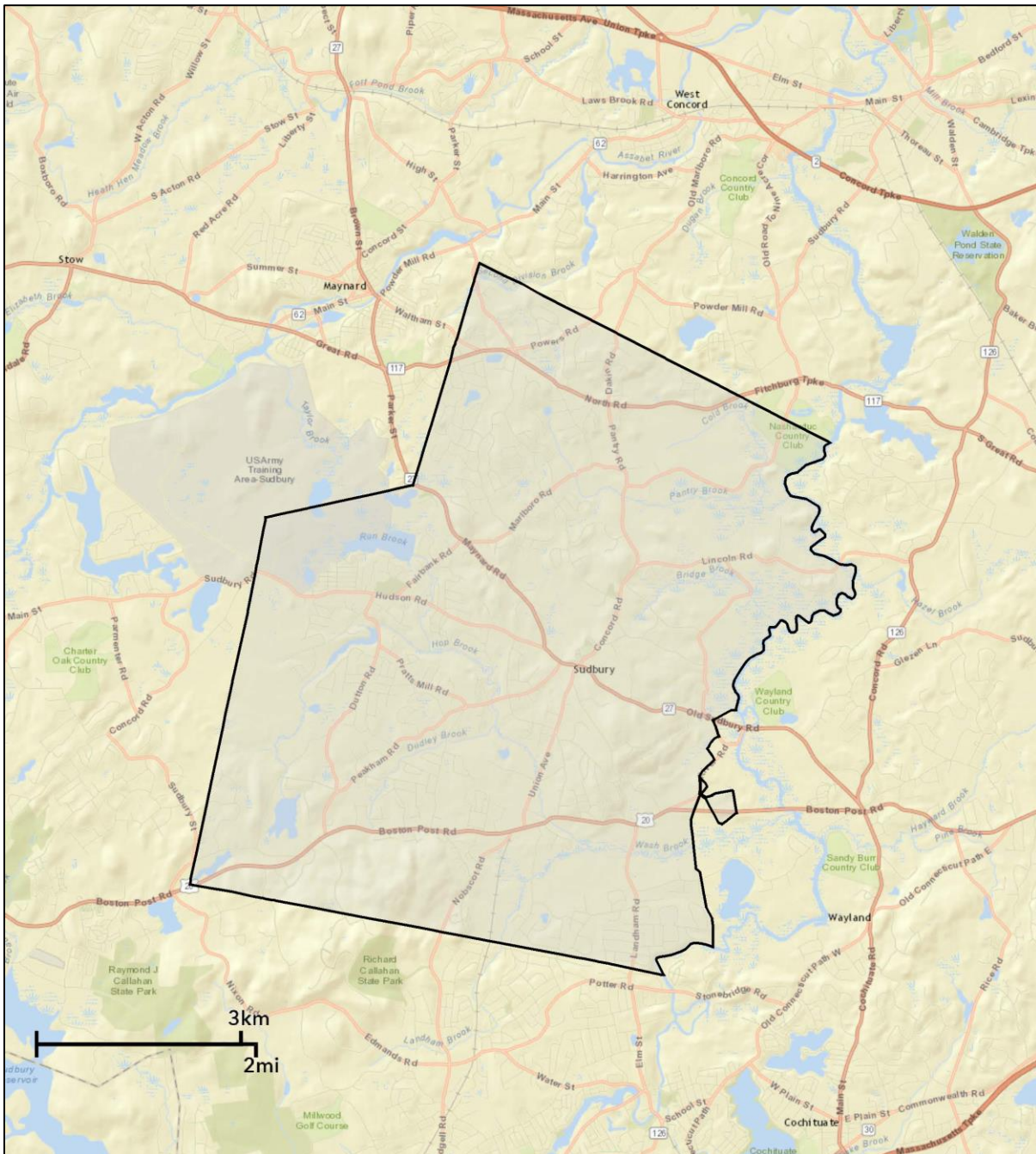


Figure 1: Sudbury’s Town Boundaries



## RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian or Alaska Native Alone - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian Alone - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black or African American Alone - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander Alone - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White Alone - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race





2.1.3 TOWN OF SUDBURY POPULACE

POPULATION AND HOUSEHOLDS

The Town’s population has experienced a steady growing trend in recent years. (See Figure 2).

Currently, the population is estimated at 18,692 individuals living within 6,039 households. Projecting ahead, the total population and total number of households are both expected to continue to grow over the next 15 years. Based on predictions through 2032, the Town is expected to have just over 21,000 residents living within 6,695 households.

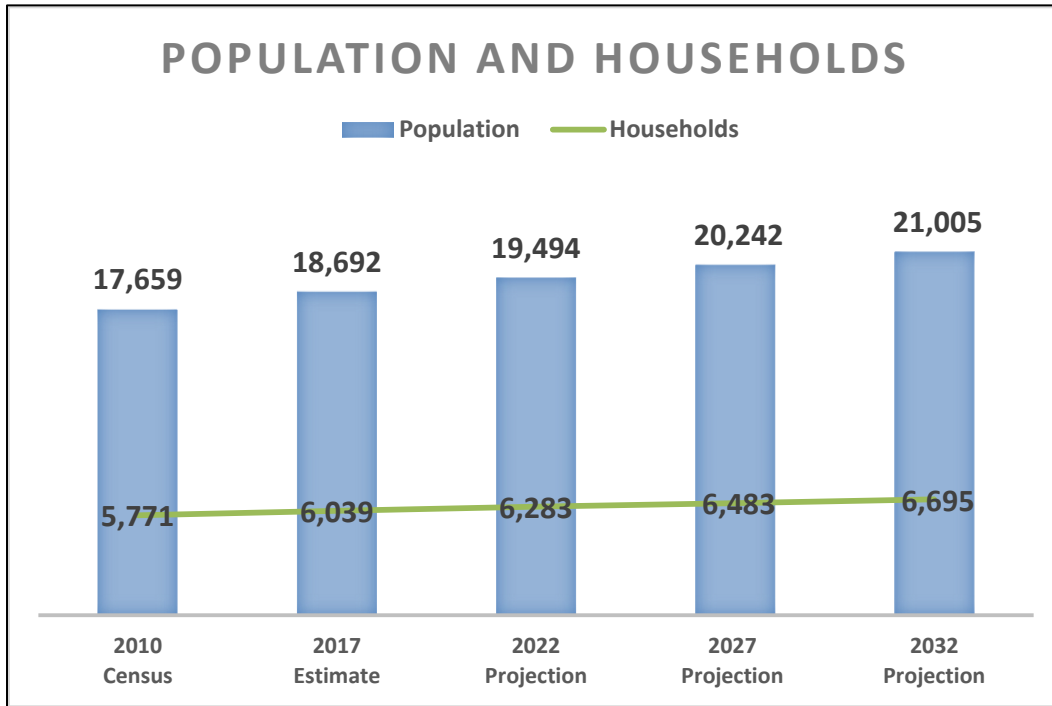


Figure 2: Town of Sudbury Population and Households

The following chart below displays figures for owner and renter housing units along with family and average size households. Currently, owner occupied housing units make up 92% of the total household while renter occupied units make up 8% of the total. Family households represent 86% of households with this trend to remain the same through 2032. This information may not have included the new housing that has been built recently but it includes planned new housing projected.

| Housing Summary               | 2010 Census | 2017 Estimate | 2022 Projection | 2027 Projection | 2032 Projection |
|-------------------------------|-------------|---------------|-----------------|-----------------|-----------------|
| Owner Occupied Housing Units  | 5,327       | 5,523         | 5,744           | 5,897           | 6,069           |
| Renter Occupied Housing Units | 444         | 516           | 539             | 586             | 626             |
| Family Households             | 4,946       | 5,165         | 5,369           | 5,533           | 5,708           |
| Average Household Size        | 3.02        | 3.05          | 3.07            | -               | -               |

### AGE SEGMENT

Evaluating the population by age segments, the Town exhibits a slightly skewed distribution. When comparing to the national average, the median age of the U.S. is 38.0 years old; with 46% of its population being under the age of 35. Sudbury’s population is much older, having a median age of 44.8 years old; with 40% of its residents currently under the age of 35.

The Town is projected to undergo an aging trend. The Town is projected to have nearly a quarter of its total population being over the age of 65 by 2032. This is partially assumed to be an outcome of the Baby Boomer generation aging into the senior age groups (Figure 4).

As the Baby Boomer generation ages, the population of the United States over the age of 55 will continue to grow. Due to the growth of this age segment and increasing life expectancy, it is useful to further segment the “Senior” population beyond the traditional 55+ designation.

Within the field of parks and recreation, there are two different ways to partition this age segment. One is to simply segment by age: 55-64; 65-74; and 75+. However, as these age segments are reached, variability of health and wellness can be marked. For example, a 57-year-old may be struggling with rheumatoid arthritis and need different recreation opportunities than a healthy 65-year old who is running marathons once a year. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.

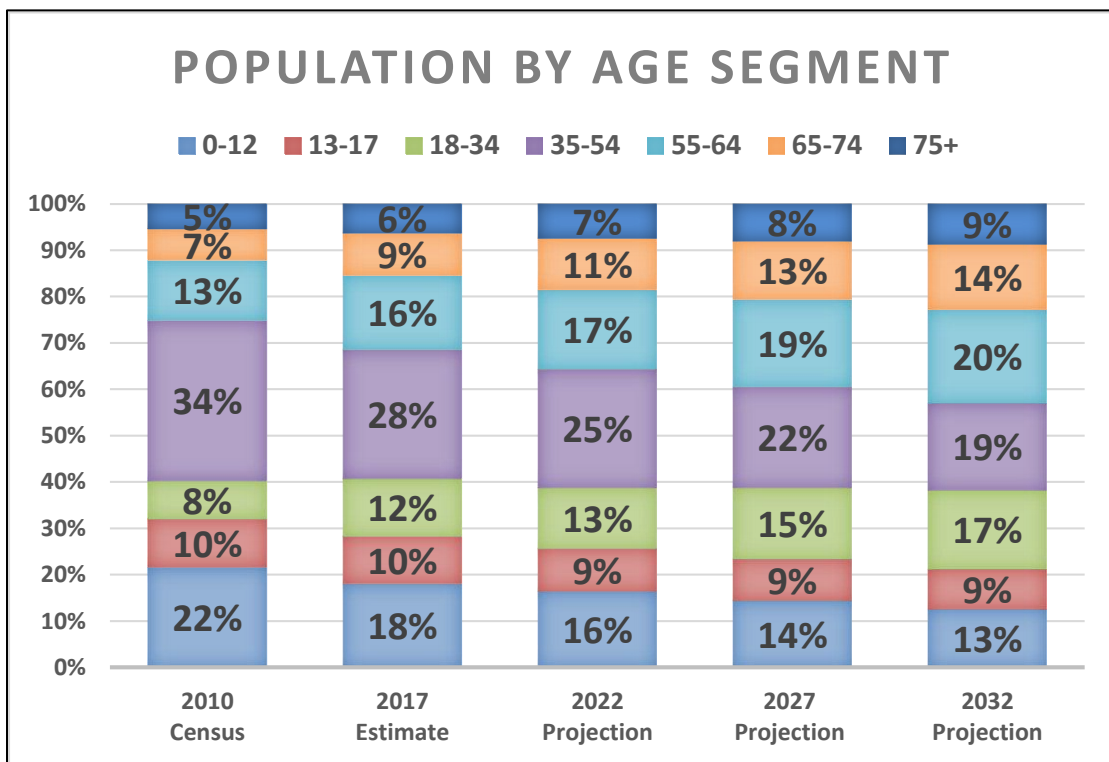


Figure 3 - Population by Age Segment





### RACE AND ETHNICITY

In analyzing race, the Town’s current population falls into the White Alone category (88%), while the Asian Alone (8%) represents the largest minority. The predictions for 2032 expect the population by race to become slightly more diverse. There is expected to be an increase in the Asian Alone population; accompanied by decreases in the White Alone populations. (Figure 4)

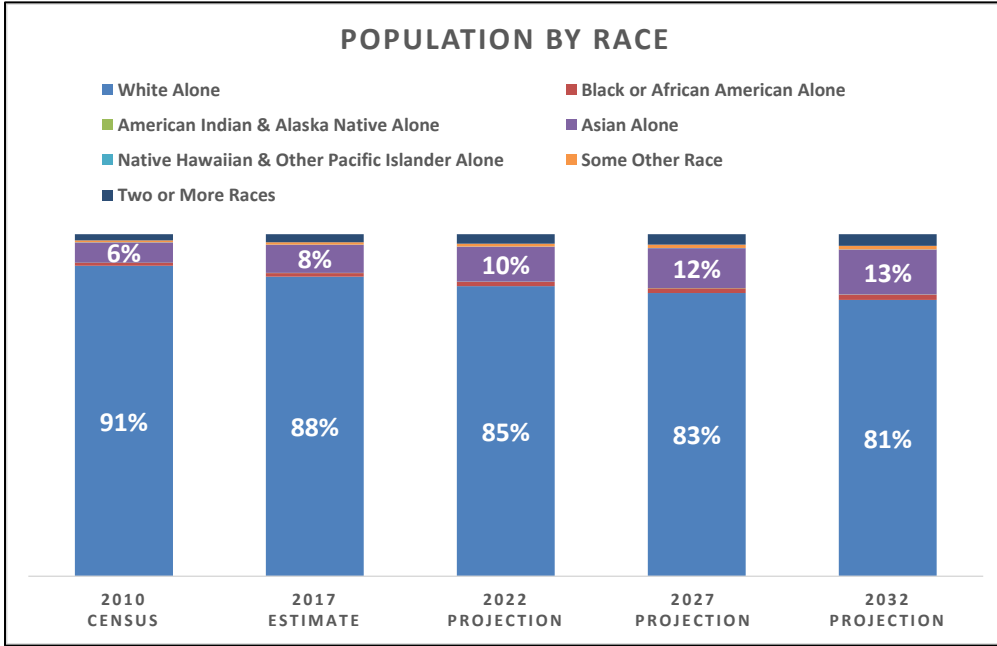


Figure 4 - Population by Race

Ethnicity determines whether a person is of Hispanic origin or not. For this reason, ethnicity is broken out in two categories, Hispanic or Latino and Not Hispanic or Latino. Hispanics may report as any race.

Based on the 2017 estimate, those of Hispanic/Latino origin currently represent 3% of the service area’s total population. The Hispanic/Latino population is expected to experience a slight increase in population percentage (4%) by 2032. (Figure 5)

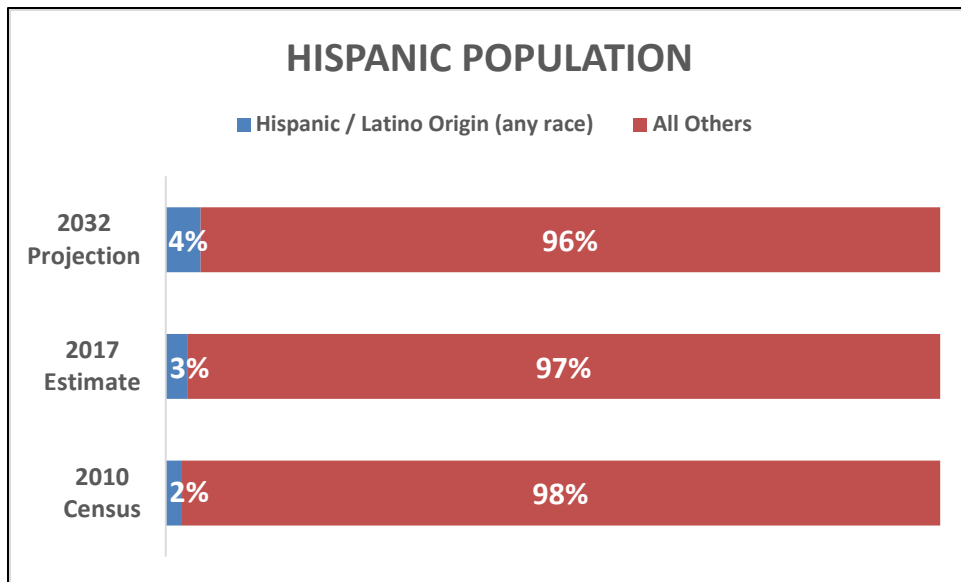


Figure 5 - Hispanic Population

## HOUSEHOLD INCOME

As seen in **Figure 6**, the Town median household income (\$175,930) and per capita income (\$75,454), are exceedingly above state and national averages.

With the median household income being above the state and national averages, this is a strong indicator of the presence of disposable income. Residents living in Sudbury will be more likely to desire best in class facilities and be willing to pay for them compared to the average United States citizen.

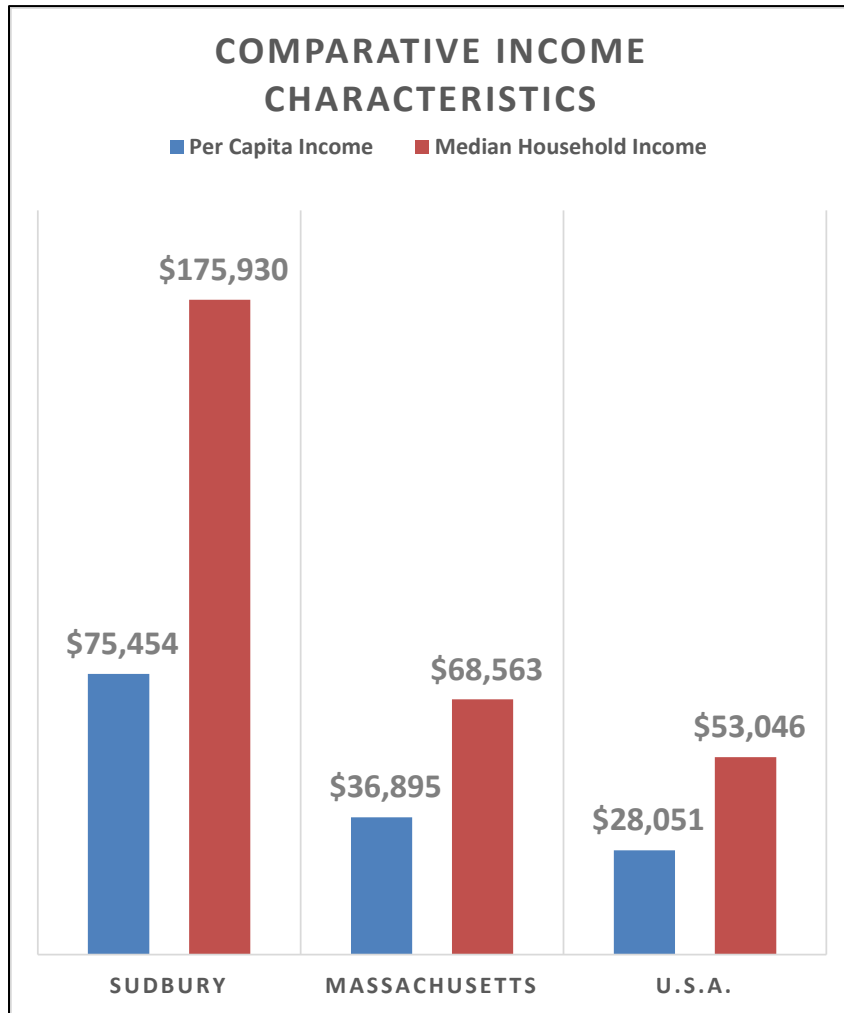


Figure 6 - Comparative Income Characteristics





## 2.2 TRENDS ANALYSIS

The Trends Analysis provides an understanding of both national and local indoor recreational trends. This analysis examines participation trends, activity levels, and programming trends. It is important to note that all trends are based on current and/or historical patterns and participation rates.

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### 2.2.1 NATIONAL TRENDS IN RECREATION

#### METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Recreational Activities Topline Participation Report 2017* was utilized in evaluating the following indoor recreation trends:

- National Trends in Sport and Fitness Participation
- Activity by Generation
- National Trends in Fitness and Sports Spending

The study is based on findings from surveys carried out in 2016 and the beginning of 2017 by the Physical Activity Council, resulting in a total of 24,134 online interviews - 11,453 individual and 12,681 household surveys. A sample size of 24,134 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.31 percentage points at a 95 percent confidence interval. Using a weighting technique, survey results are applied to the total U.S. population figure of 296,251,344 people (ages six and older). The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S.

#### INACTIVITY RATES / ACTIVITY LEVEL TRENDS

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SFIA also categorizes participation rates by intensity, dividing activity levels into five categories based on the caloric implication (i.e., high calorie burning, low/med calorie burning, or inactive) and the frequency of participation (i.e., 1-50 times, 50-150 times, or above) for a given activity. Participation rates are expressed as 'super active' or 'active to a healthy level' (high calorie burning, 151+ times), 'active' (high calorie burning, 50-150 times), 'casual' (high calorie burning, 1-50 times), 'low/med calorie burning', and 'inactive'. These participation rates are then assessed based on the total population trend over the last five years, as well as breaking down these rates by generation.

### NATIONAL SPORT AND FITNESS PARTICIPATORY TRENDS

#### NATIONAL TRENDS IN GENERAL SPORTS

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The sport most heavily participated in the United States was basketball (22.3 million), which have participation figures well in excess of the other activities within the general sports category. The popularity of basketball can be attributed to the ability to compete with relatively small number of participants. Additionally, basketball's success can be credited to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

Since 2011, squash and other niche sports, like cheerleading and gymnastics, have seen strong growth. Squash has emerged as the overall fastest growing indoor sport, as it has seen participation levels rise by 39.3% over the last five years. Based on the five-year trend, cheerleading (32.1%), gymnastics (11.5%), and indoor soccer (10.5%) have also experienced significant growth. In the most recent year, the fastest growing sports were gymnastics (15.0%), Pickleball (12.3%), and cheerleading (11.7%).

During the last five years, the sports that are most rapidly declining include racquetball (-17.9%), basketball (-9.9%), and volleyball (-6.7%). For the most recent year, squash (-9.4%) and racquetball (-7.8%) underwent the largest declines.

In general, the most recent year shares a similar pattern with the five-year trends; suggesting that the increasing participation rates in certain activities have yet to peak in sports like gymnastics, cheerleading, and indoor soccer. However, sports such as squash that have increased rapidly over the past five years have, undergone recent declines. The reversal of the five-year trends may be due to a relatively low user base (about 1 million) and could suggest that participation in these activities may have peaked. Exiting individuals from these declining activities are mostly casual participants that may switch to a variety of other sports or fitness activities.

| National Participatory Trends - General Sports                                 |                                      |                                  |                                   |                                    |       |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity   | Participation Levels                 |                                  |                                   | % Change                           |       |
|  | 2011                                 | 2015                             | 2016                              | 11-16                              | 15-16 |
| Basketball   | 24,790                               | 23,410                           | 22,343                            | -9.9%                              | -4.6% |
| Badminton  | 7,135                                | 7,198                            | 7,354                             | 3.1%                               | 2.2%  |
| Volleyball (Court)   | 6,662                                | 6,423                            | 6,216                             | -6.7%                              | -3.2% |
| Gymnastics   | 4,824                                | 4,679                            | 5,381                             | 11.5%                              | 15.0% |
| Soccer (Indoor)  | 4,631                                | 4,813                            | 5,117                             | 10.5%                              | 6.3%  |
| Track and Field  | 4,341                                | 4,222                            | 4,116                             | -5.2%                              | -2.5% |
| Cheerleading   | 3,049                                | 3,608                            | 4,029                             | 32.1%                              | 11.7% |
| Racquetball  | 4,357                                | 3,883                            | 3,579                             | -17.9%                             | -7.8% |
| Pickleball   | N/A                                  | 2,506                            | 2,815                             | N/A                                | 12.3% |
| Squash   | 1,112                                | 1,710                            | 1,549                             | 39.3%                              | -9.4% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                                      |                                  |                                   |                                    |       |
| <b>Legend:</b>   | Large Increase<br>(greater than 25%) | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |       |

Figure 7: General Sports Participatory Trends

## NATIONAL TRENDS IN GENERAL FITNESS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. This trend is evidenced by the fact that 0.4% more people were reported being active to a healthy level and inactivity rate decreased by 0.2% in 2016. These activities also have very few barriers to entry, which provides a variety of options that are relatively inexpensive to participate in and can be performed by most individuals.

The most popular fitness activity, by far, is fitness walking, which had about 107.9 million participants in 2016, despite a 1.8% decrease from the previous year. Other leading fitness activities based on total number of





participants include treadmill (52 million), hand weights (51.5 million), running/jogging (47.4 million), stationary cycling (36.1 million), and weight/resistance machines (35.8 million).

Over the last five years, the activities growing most rapidly are high impact aerobics (35.8%), tai chi (24.6%) and yoga (18.8%). Over the same time frame, the activities that have undergone the most decline include: boot camp style cross training (-14.6%), weight/resistant machines (-9.6%), running/jogging (-5.3%), and fitness walking (-4.3%).

In the last year, activities with the largest gains in participation were stair climbing machine (13.9%), bodyweight exercise (13.4%), and cross training style workout (10.3%). From 2015 to 2016, the activities that had the most decline in participation were Barre (-7.1%), hand weights (-5.9%), stretching (-5.6%), and boxing for fitness (-4.5%).

| National Participatory Trends - General Fitness                                |                                      |                                  |                                   |                                    |       |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity   | Participation Levels                 |                                  |                                   | % Change                           |       |
|  | 2011                                 | 2015                             | 2016                              | 11-16                              | 15-16 |
| Fitness Walking  | 112,715                              | 109,829                          | 107,895                           | -4.3%                              | -1.8% |
| Treadmill  | 53,260                               | 50,398                           | 51,972                            | -2.4%                              | 3.1%  |
| Free Weights (Dumbbells/Hand We  | N/A                                  | 54,716                           | 51,513                            | N/A                                | -5.9% |
| Running/Jogging  | 50,061                               | 48,496                           | 47,384                            | -5.3%                              | -2.3% |
| Stationary Cycling (Recumbent/Upr  | 36,341                               | 35,553                           | 36,118                            | -0.6%                              | 1.6%  |
| Weight/Resistant Machines  | 39,548                               | 35,310                           | 35,768                            | -9.6%                              | 1.3%  |
| Stretching   | 34,687                               | 35,776                           | 33,771                            | -2.6%                              | -5.6% |
| Elliptical Motion Trainer  | 29,734                               | 32,321                           | 32,218                            | 8.4%                               | -0.3% |
| Free Weights (Barbells)  | 27,056                               | 25,381                           | 26,473                            | -2.2%                              | 4.3%  |
| Yoga   | 22,107                               | 25,289                           | 26,268                            | 18.8%                              | 3.9%  |
| Calisthenics/Bodyweight Exercise   | N/A                                  | 22,146                           | 25,110                            | N/A                                | 13.4% |
| Choreographed Exercise   | N/A                                  | 21,487                           | 21,839                            | N/A                                | 1.6%  |
| Aerobics (High Impact)   | 15,755                               | 20,464                           | 21,390                            | 35.8%                              | 4.5%  |
| Stair Climbing Machine   | 13,409                               | 13,234                           | 15,079                            | 12.5%                              | 13.9% |
| Cross-Training Style Workout   | N/A                                  | 11,710                           | 12,914                            | N/A                                | 10.3% |
| Stationary Cycling (Group)   | 8,738                                | 8,677                            | 8,937                             | 2.3%                               | 3.0%  |
| Pilates Training   | 8,507                                | 8,594                            | 8,893                             | 4.5%                               | 3.5%  |
| Cardio Kickboxing  | 6,488                                | 6,708                            | 6,899                             | 6.3%                               | 2.8%  |
| Boot Camp Style Cross-Training   | 7,706                                | 6,722                            | 6,583                             | -14.6%                             | -2.1% |
| Martial Arts   | 5,037                                | 5,507                            | 5,745                             | 14.1%                              | 4.3%  |
| Boxing for Fitness   | 4,631                                | 5,419                            | 5,175                             | 11.7%                              | -4.5% |
| Tai Chi  | 2,975                                | 3,651                            | 3,706                             | 24.6%                              | 1.5%  |
| Barre  | N/A                                  | 3,583                            | 3,329                             | N/A                                | -7.1% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                                      |                                  |                                   |                                    |       |
| <b>Legend:</b>   | Large Increase<br>(greater than 25%) | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |       |

Figure 8 - General Fitness in National Participatory Trends

**NATIONAL TRENDS IN AQUATIC ACTIVITY**

Swimming is unquestionably a lifetime sport, and all aquatic activities have experienced strong participation growth among the American population. In 2016, fitness swimming is the absolute leader in overall participation (26.6 million) for aquatic activities, due in large part to its broad, multigenerational appeal. In the most recent year, competition swimming reported the strongest growth (16.5%) among aquatic activities, followed by aquatic exercise (14.6%) and fitness swimming (1.1%).



Not only does aquatic exercise have a strong participation base of 10.6 million, it also has recently experienced a sharp increase in participants, due largely to ongoing research that demonstrates the activity’s great therapeutic benefit coupled with increased life expectancies and a booming senior population. Aquatic exercise has paved the way as a less stressful form of physical activity, while allowing similar benefits as land-based exercises, such as aerobic fitness, resistance training, flexibility, and balance. Doctors are now recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems, due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the effect of the water in reducing swelling from injuries.

| National Participatory Trends - Aquatics                                       |                                      |                                  |                                   |                                    |       |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity   | Participation Levels                 |                                  |                                   | % Change                           |       |
|  | 2011                                 | 2015                             | 2016                              | 11-16                              | 15-16 |
| Swimming (Fitness)   | 21,517                               | 26,319                           | 26,601                            | 23.6%                              | 1.1%  |
| Aquatic Exercise   | 9,042                                | 9,226                            | 10,575                            | 17.0%                              | 14.6% |
| Swimming (Competition)   | 2,363                                | 2,892                            | 3,369                             | 42.6%                              | 16.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over |                                      |                                  |                                   |                                    |       |
| <b>Legend:</b>   | Large Increase<br>(greater than 25%) | Moderate Increase<br>(0% to 25%) | Moderate Decrease<br>(0% to -25%) | Large Decrease<br>(less than -25%) |       |

Figure 9: Aquatic National Participatory Trends



### ACTIVITY BY GENERATION

Analyzing participation by age for recreational activities reveals that fitness and outdoor sports were the most common activities across all generations. Breaking down activity level by generation shows a converse correlation between age and healthy activity rates.

**Generation Z (born 2000+)** were the most active, with only 17.6% identifying as inactive. Most people in this age range were moderate participants (participating 1-150 times a year); with 40.0% engaging in active & high calorie (19.4%) or casually & low/med calorie (20.6%) burning activities. Roughly 14% participated low/med calorie burning activities.

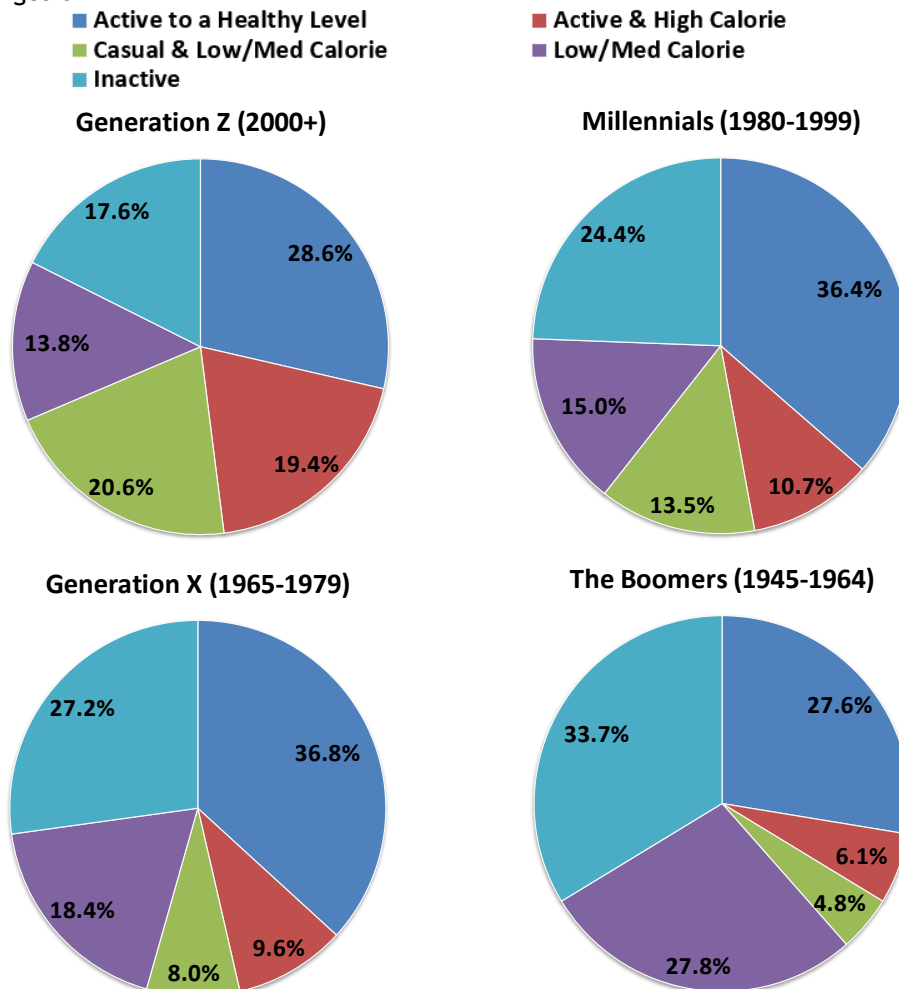
A total of 36.4% of **millennials (born 1980-1999)** were active to a healthy level, while 24.4% claimed they were inactive. Although the inactivity rate was below the national level (27.5%), it has increased in the last year.

**Generation X (born 1965-1979)** has the highest active to a healthy level rate (36.8%) among all generations, but they also have the second highest inactive rate, with 27.2% not being active at all.

**The Boomers (born 1945-1964)** were the least active generation, with an inactive rate of 33.7%. This age group tends to participate in less intensive activities. Approximately 33% claimed to engage in casual & low/med calorie (4.8%) or low/med calorie (27.8%) burning activities.

### PARTICIPATION RATES SEGMENTED BY GENERATIONS

US population, Ages 6+



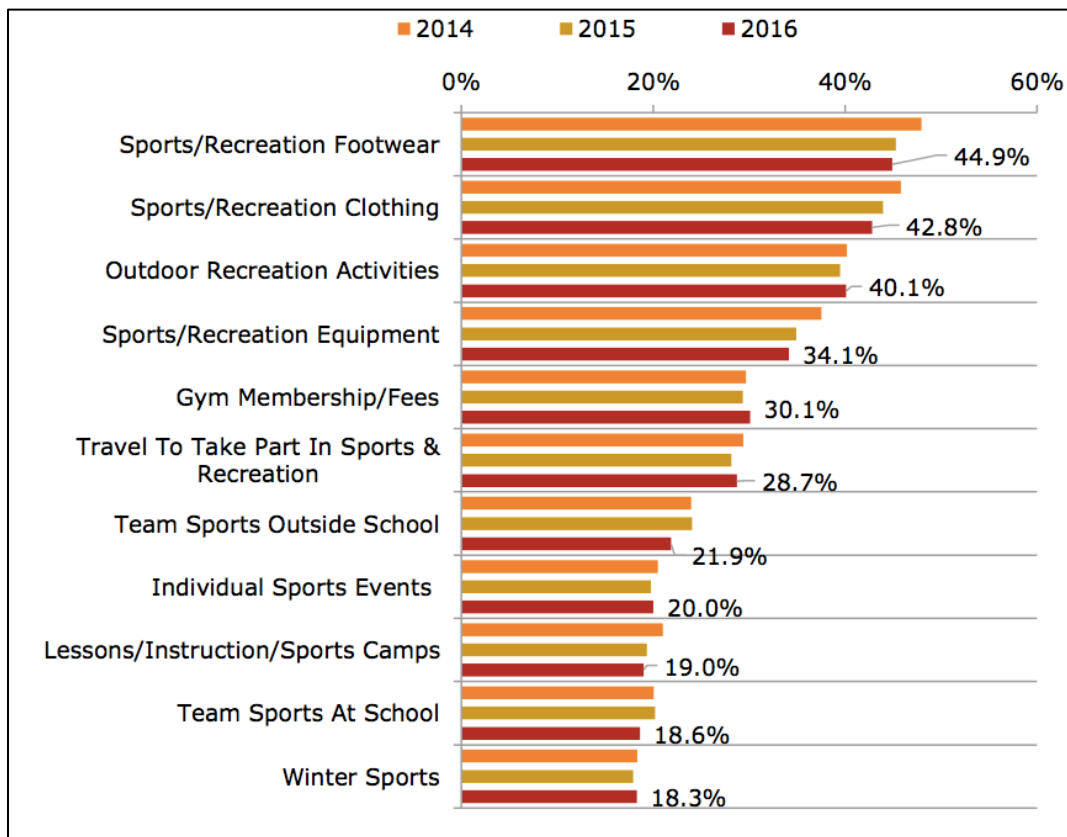
\*Times per year: Casual (1-50), Active (51-150), Active to Healthy Level (151+)



**NATIONAL TRENDS IN FITNESS AND SPORTS SPENDING**

Overall, fitness and sports related spending decreased slightly over the past three years. As outdoor recreation activities become more popular, spending in the category increased in the most recent year. Gym membership/fee and travel expenses for recreation have also undergone increases in fitness spending over the past year. Noticeably, spending on team sports, both at and outside school, has seen relatively large declines in 2016.

Ownership of health and fitness tracking devices has also increased in recent years. More than a quarter of all active participants owned a fitness tracking device in 2016, which includes fitness trackers that sync with computer/tablet/smartphone, pedometer, and heart rate monitor. Wearable fitness tracking is becoming the most popular tracking option for both active and inactive participants.





2.2.2 LOCAL TRENDS IN RECREATION

LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service within the Town of Sudbury. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

Overall, the Town demonstrates above average market potential index (MPI) numbers. These overall high MPI scores show that Sudbury’s residents have a high participation presents when it comes to indoor recreational activities. This becomes significant for when the Town considers starting up new programs or building/upgrading amenities; giving them a strong tool to estimate resident participation.

High index numbers (100+) demonstrate that there is a greater potential that residents of the service area will actively participate in offerings provided by Sudbury Parks and Recreation.

As seen in the tables, the following sport and leisure trends are most prevalent for residents within the Town. The activities are listed in descending order, from highest to lowest number of estimated participants amongst the population.

The top 5 activities with the highest number of estimated participants:

- Walking for exercise (5,130 participants)
- Swimming (3,149 participants)
- Jogging/running (2,702 participants)
- Weight Lifting (2,240 participants)
- Yoga (1,850 participants)

| Local Participatory Trends |                        |                 |       |            |
|----------------------------|------------------------|-----------------|-------|------------|
| Activity                   | Estimated Participants | % of Population |       | MPI        |
|                            |                        | Sudbury         | USA   |            |
| Walking for exercise       | 5,130                  | 38.3%           | 27.0% | <b>142</b> |
| Swimming                   | 3,149                  | 23.5%           | 15.6% | <b>151</b> |
| Jogging/running            | 2,702                  | 20.2%           | 13.5% | <b>150</b> |
| Weight lifting             | 2,240                  | 16.7%           | 10.1% | <b>165</b> |
| Yoga                       | 1,850                  | 13.8%           | 7.6%  | <b>181</b> |
| Aerobics                   | 1,719                  | 12.8%           | 8.3%  | <b>155</b> |
| Tennis                     | 1,113                  | 8.3%            | 3.8%  | <b>218</b> |
| Basketball                 | 959                    | 7.2%            | 8.5%  | <b>85</b>  |
| Zumba                      | 736                    | 55.0%           | 43.0% | <b>128</b> |
| Pilates                    | 596                    | 4.4%            | 2.7%  | <b>166</b> |
| Volleyball                 | 423                    | 3.2%            | 3.4%  | <b>95</b>  |

### 2.3 SIMILAR PROVIDER ANALYSIS

Pros Consulting examined all services and activities directed towards senior citizens and fitness users within the Fairbank Senior Center along with the Town of Sudbury Parks and Recreation Department, and compared them against other local government recreation providers as well as private organizations' offerings and price points. All agencies are within a 15-mile radius of the Fairbank Senior Center and Community Center. Information collected for this analysis was gathered through the agencies' websites, program guides, or through phone conversations with provider staff.

The similar provider analysis includes the following agencies:

| Agency                | City        | Distance from Sudbury<br>(Miles) | Center Type   |
|-----------------------|-------------|----------------------------------|---------------|
| Sudbury               | Sudbury     | -                                | Senior Center |
| Acton                 | Acton       | 4.3                              | Senior Center |
| Concord               | Concord     | 6.6                              | Senior Center |
| Marlborough           | Marlborough | 8.4                              | Senior Center |
| Natick                | Natick      | 11.7                             | Senior Center |
| Stow                  | Stow        | 6.2                              | Senior Center |
| Wayland               | Wayland     | 5.4                              | Senior Center |
| Anytime Fitness       | Acton       | 4.2                              | Private       |
| Anytime Fitness       | Framingham  | 9.4                              | Private       |
| Anytime Fitness       | Maynard     | 3.4                              | Private       |
| Global Fitness Center | Stow        | 4.6                              | Private       |
| Gold's Gym            | Concord     | 6.3                              | Private       |
| L.A. Fitness          | Natick      | 5.2                              | Private       |
| Planet Fitness        | Natick      | 12.1                             | Private       |
| YMCA                  | Framingham  | 7.3                              | Private       |
| YMCA                  | Marlborough | 4.1                              | Private       |

The data collection for all systems was obtained in November 2017. While it is possible that there may have been changes or updates in the data provided, to ensure consistency only the original figures obtained at that time have been used in the analysis. The goal is to evaluate how The Town of Sudbury Parks and Recreation Department along with the Fairbank Senior Center are positioned among peer agencies as it applies to efficiency and effectiveness practices through data that offers an encompassing view of each system's operations.





### 2.3.1 COMPARISON OF SENIOR CENTERS

#### SERVICES AND COSTS

The following table is a comparison of the age requirements for senior center memberships, cost of single group fitness classes, cost of group fitness class packages, number of classes offered per week, and senior sport activities offered.

| Agency          | Age Requirement | Cost of Single Group Fitness Class | Cost of Group Fitness Multi Class Packages (8 Classes) | Number of Group Fitness Classes Offered per Week | Senior Sport Activities |
|-----------------|-----------------|------------------------------------|--|--|-------------------------|
| Sudbury         | 60+             | N/A                                | \$36-\$56  | 9  | N/A                     |
| Acton           | 60+             | Free-\$1                           | N/A  | 15   | Golf                    |
| Concord         | 60+             | \$5                                | N/A  | 6  | N/A                     |
| Marlborough     | 60+             | N/A                                | \$24   | 9  | Chair Volleyball        |
| Natick          | 60+             | \$3                                | \$24   | 9  | N/A                     |
| Stow            | 60+             | Free-\$5                           | \$24   | 9  | N/A                     |
| Wayland         | 60+             | \$3-\$8                            | \$50-\$56  | 6  | N/A                     |
| <b>Average:</b> | 60+             | \$3                                | \$39   | 9  |                         |

Of the agencies, the age requirement for senior activities are all 60. The cost of a single group fitness class ranges from free to \$8, with the average being \$3 per class. The cost of an 8-class group fitness package ranges from \$24 to \$56, with the average being \$39 per 8 classes. The number of group fitness classes offered per week ranges from 6 to 21 per week, with the average being almost 11 per week.

#### Key Takeaways:

##### Cost of 8 Group Fitness Class Package

- Highest Package Cost: Sudbury, Wayland-\$56
- Lowest Package Cost: Marlborough, Natick, Stow - \$24
- Benchmark Average: \$39

##### Number of Group Fitness Classes Offered per Week

- Most Classes Offered: Acton- 15
- Fewest Classes Offered: Concord, Wayland- 6
- Benchmark Average: 9
- Sudbury Senior Center: 9

### 2.3.2 COMPARISON OF PRIVATE FITNESS CENTERS

#### MEMBERSHIP AND PERSONAL TRAINING COSTS FOR SENIORS

The table is a comparison of the different private fitness centers within 15 miles of Sudbury. The following data includes memberships rates, and personal training rates for seniors, and if the agencies accept Silver Sneakers. When calculating averages, an additional value of zero is used for any agency participating in the Silver Sneakers Program.

| Agency                        | Age Requirement for Senior Pricing | Accepts Silver Sneakers | Membership Cost (Single/Monthly)              | Personal Training Costs (60 Minutes) | Number of Group Fitness Classes Offered per Week |
|-------------------------------|------------------------------------|-------------------------|---|--------------------------------------|--|
| Anytime Fitness (3 locations) | 65                                 | Yes                     | \$40.95                                       | \$60                                 | 0  |
| Evolve Fitness                | N/A                                | No                      | \$9.99 No Classes, \$29.99-\$44.99 w/ Classes | \$60                                 | 32   |
| Global Fitness Center         | N/A                                | No                      | \$44.95                                       | \$55-\$72                            | 52   |
| Gold's Gym                    | N/A                                | No                      | \$39.99                                       | \$65-\$75                            | 44   |
| L.A. Fitness                  | 65                                 | Yes                     | \$24.99-\$29.99                               | \$60                                 | 11   |
| Planet Fitness                | 65                                 | Yes                     | \$9.99-\$21.99                                | Included                             | 0  |
| YMCA (2 locations)            | 65                                 | Yes                     | \$47.74                                       | \$36-\$45                            | 60   |
| <i>Average:</i>               | 65                                 | Yes                     | \$23  | \$59                                 | 28   |

#### Key Takeaways:

##### Cost of Senior Membership

- Highest Membership Cost: YMCA- \$47.74/month
- Lowest Membership Cost: Planet Fitness- \$9.99/month
- Benchmark Average: \$23/month

##### Cost of Personal Training Hour

- Highest Personal Training Cost: Gold's Gym- \$75/hour
- Lowest Personal Training Cost: YMCA- \$36/hour
- Benchmark Average: \$59/hour



Number of Group Fitness Classes Offered per Week

- Most Classes Offered: Global Fitness Center- 52
- Fewest Classes Offered: Planet Fitness, Anytime Fitness- 0
- Benchmark Average: 28

Seven of the ten agencies accept Silver Sneakers. When computing user cost averages, these agencies were calculated twice; once at full price, and once at a user cost rate of \$0.

The annual fitness membership monthly rate range for seniors is \$9.99 to \$47.74, with the average cost being \$23. The hour personal training rate range for seniors is \$36 to \$75, with the average being \$59/hour. The number of group fitness classes offered range from 0 to 52 classes per week, with the average being 28 classes/week.

**INDOOR WALKING TRACKS, AQUATIC FACILITIES, AND AQUATIC FITNESS**

The following table is a comparison of the privately run fitness facilities’ amenities, focusing on indoor walking tracks, indoor pools, and aquatic group fitness classes.

| Agency                          | Indoor Walking Track | Indoor Pool | Aquatic Fitness |
|---------------------------------|----------------------|-------------|-----------------|
| Anytime Fitness (All Locations) | No                   | No          | No              |
| Evolve Fitness                  | No                   | No          | No              |
| Global Fitness Center           | No                   | No          | No              |
| Gold’s Gym                      | No                   | No          | No              |
| L.A. Fitness                    | No                   | Yes         | Yes             |
| Planet Fitness                  | No                   | No          | No              |
| YMCA (Both Locations)           | Yes                  | Yes         | Yes             |

**Key Takeaways:**

- YMCA is the only fitness provider in the 15-mile radius of Sudbury that offers an indoor walking track, and indoor pool, and aquatic fitness classes.
- L.A. Fitness offers both open swim and aquatic fitness classes, but does not offer an indoor walking track.
- Both YMCA and L.A. Fitness’ pool and track usage, as well as aquatic group fitness classes is included in the membership, and is no additional cost to the consumer.



## CHAPTER THREE - COMMUNITY ENGAGEMENT

### 3.1 KEY LEADERSHIP AND STAKEHOLDER INTERVIEWS

The Town of Sudbury, Massachusetts Park and Recreation Department offers a comprehensive and varied program of public recreation activities, services, and resources for residents. Programs are self-sustaining and offer an opportunity for quality use of leisure time in a productive and healthy manner. There is an interest in reviewing one of the recreation facilities, Fairbank Community Center and Senior Center, to understand how the community members view the potential for facility renovation.

The consultant team conducted interviews with park and recreation partners, employees and facility users. These conversations provided an insight toward identifying issues and key themes among those participants about the need for the improvement to an existing facility or the development of a new indoor recreation complex.

PROS conducted an exploration of the attitudes and interests of several different community groups to gain an understanding of their views toward the potential of creating a new or renovated recreation center. The work conducted in this study enlightened the consulting team with an understanding of apparent issues that exist among the groups that regularly use the senior center and community center and residents of the town. Organizations and individuals involved in the discussions included:

- The Fairbanks Community Center Team
- The community center and senior center staff
- The Recreation Task Force Including: John Beeler, Carolyn Markuson, Pat Brown, Jim Kelly, Chris, Jim Moratta, Kayla McNamara, Julie Harrington, Debra Galloway Amy, Evan, Osah.
- The Council on Aging Representatives
- The Senior Leaders in Town.
- The Building Inspector, Fire Chief and Board of Health

#### 3.1.1 SYNTHESIS

Understanding Feasibility and its application to a community center facility is an important consideration when examining the desires and needs of a community toward improving an existing facility or creating a new community center and senior center. The stages include:

- Effectively communicating the meaning of feasibility when considering such an undertaking.
- From community participation, theoretically create an entity that meets community and user needs that can be judged economically.
- From that work create the financial analysis of two or three facility options to help the study participants understand the elements that will sustain the cost of operations and generate the revenues to cover those costs.
- Determine if the resulting desired facility capital and operational costs can be supported by citizens.
- Decipher whether the town resident would understand and accept those conditions.

The first stage of the process is to determine the facility needs and theoretically create a facility that reflects the desires of the interview participants. After conducting the interviews and speaking with the designated constituent groups that use, manage and maintain the Fairbanks Community Center and Senior Center, themes began to emerge that are helpful when communicating the findings with the participants of the process and representatives of the Town of Sudbury. The illustration of these themes help the consulting team to delineate important divergent issues that need to be addressed in the community. The themes helped the consultants to begin to understand the potential amenities that are thought to be success factors if creating a new facility or renovating the existing facility.

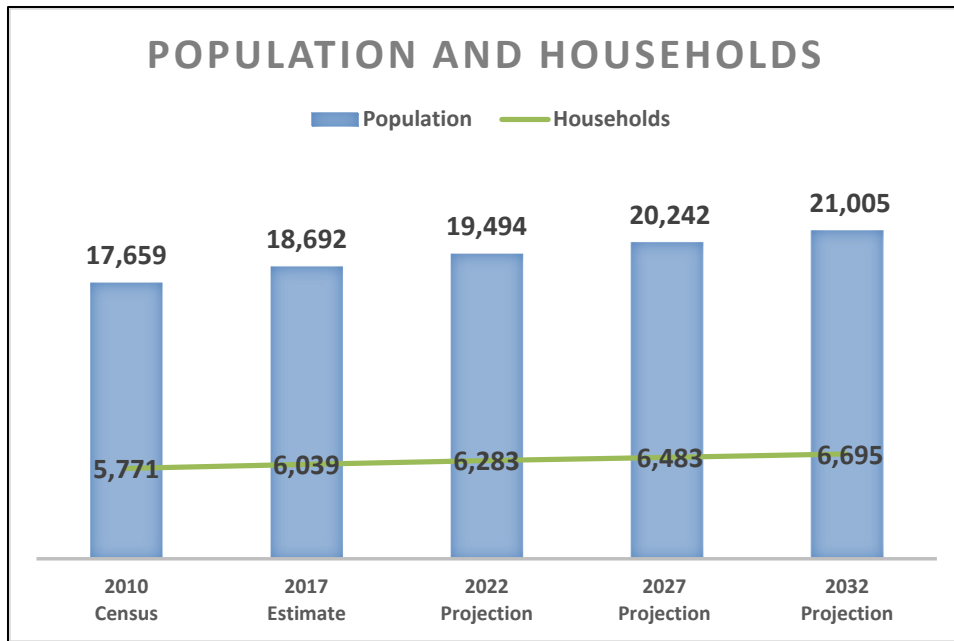


The themes from interviews and discussions with representatives of the Town included:

1. Considerations for the full demographic representation of the community
2. Safety considerations that need to be addressed given challenging climate change in a community located near the ocean
3. Concerns and challenges that might confront the potential of creating or reinventing a new community center structure
4. Funding a capital development of this nature in a largely residential community
5. Key design considerations as expressed by the interview participants
6. Facility and programming considerations that need to be assessed and their relationship to cost recovery feasibility
7. Potential for partnerships in the community

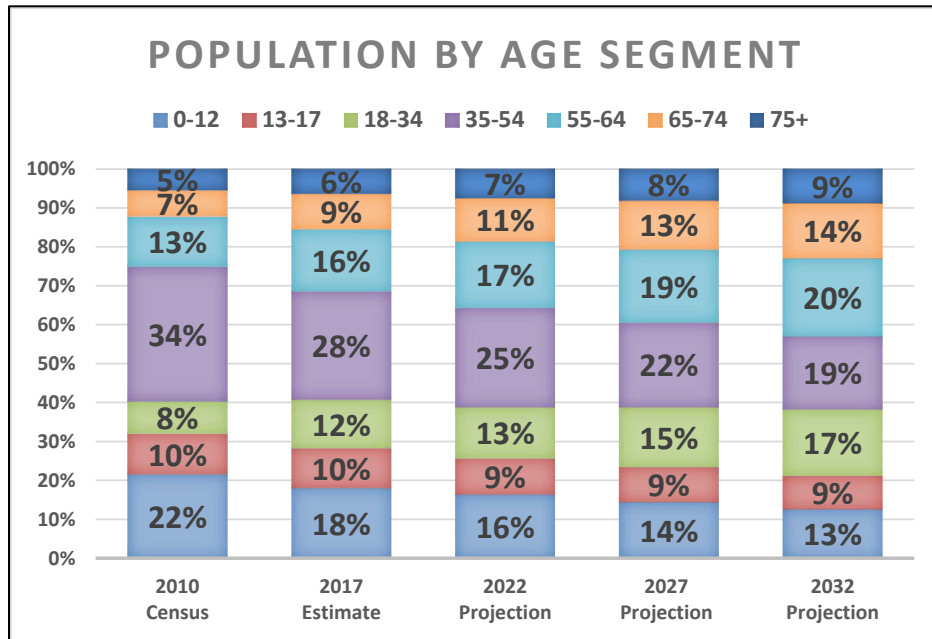
### DEMOGRAPHIC REPRESENTATION

Discussions illustrated frustrations from participants of challenges that need to be overcome should planning be pursued further. Adults who identify themselves as seniors tend to desire spaces devoted to their needs. Consultant experience over the last three decades indicate that the most successful community centers across the country are multigenerational. When reviewing the Town of Sudbury, the population mix is consistent with the population mix of many communities across the country. For example, the population of the community in 2010 was 17,659 and represented Town population growth since 2000 of +4.9%. The current population has increased to nearly 18,700 which supports the notion that further growth exists. The Median resident age of the Town is 42.5 years with the Massachusetts median age of 39.2 years.



The Median resident age of the Town is 42.5 years with the Massachusetts median age of 39.2 years. In 2016, the median age of the population in the U.S. is 38 years of age. While the average age of the citizens in the Town averages three years more than the median age in Massachusetts, facility design needs to consider the entire population with an eye toward ensuring the older adult population needs are considered in development stages of the project.

An important consideration when reviewing age in a community is the distribution of the population. The purpose for this illustration is that it helps to understand the facility features that may be important to consider when designing new spaces. According to the existing Sudbury population and age distribution we find the following:



Thus, it will be important to consider facility and programming features that capture the interests of all ages in a proposed facility design. These issues are not uncommon in communities the size of the Town of Sudbury Park and Recreation system. Current challenges can create a seemingly chaotic state of disarray among groups who use the system and the groups who provide the services. The important consideration is to determine solutions can be implemented to reduce the frustrations that exist and how these challenges can become beneficial to all who use the system.

### 3.1.2 KEY TAKEAWAYS

#### COMMUNITY SUPPORT OF THE CONCEPT

- The concept of community center and senior center improvements would be favored and supported by the community
- There is the feeling that people would appreciate the positive change
- Improvements to a community center facility and senior center would gain community support given the right circumstances and planning
- This is a quality of life issue that would consider multigenerational interests
- A goal would be to serve as the central focus of the community.

#### EXPRESSED CONCERNS AND CHALLENGES TOWARD THE CONCEPT

- Concerns
  - It is important that the plan understand the demographics and community needs
  - The importance of maximizing the use of potential space that is created
  - School administration and any available school space may not be considered



- This facility affects a lot of people and needs to be addressed with focus
- Determine ways to answer concerns expressed by the community when considering a new facility
- Challenges
  - Resolve the relocation of the school administration facilities as part of the process
  - Creating a unified plan to create and develop what is desired in the community
  - Soften the tension between recreation and seniors in use of the building.
  - It will be critical to build a bridge with park and rec and seniors, get support from the taxpayers, and build consensus. We need to work together as a team.
  - Create an environment where entities understand and appreciate the resources each provides the other when using existing and new facilities
  - The importance of the transparency of information regarding how the Parks and Recreation Department operates along with the Senior Center and Department of Aging requirements

### COMMUNITY QUESTIONS

- Is the plan realistic? It is important to be cautious when introducing a new line of business, we don't have experience managing as this will be an operation managed in perpetuity
- Making sure a facility is what the community is willing to support
- It is critical to have a community vision and what is accomplished reflects needs versus wants

### CAPABILITY AND CHALLENGES OF FUNDING

- The park and recreation department budget operates in a positive cash position with program funds that is rolled over each year as part of a revolving fund
- There is a 70%/30% split in recreation budget strategy
- Contract employees for classes are paid by the hour rather than on a contract for services at \$25 to \$50 dollars
- The community is willing to pay for the services they are provided
- Changing Prop 2 ½ will require two components. Pass by the voters and Town. They can get an override vote.
- Keep it at a size and price that is reasonable

### DESIRED KEY DESIGN OUTCOMES

- Emergency Considerations
  - Disaster based. Large space that can open quickly as easy as possible
  - Wind damage from storms cause power outages. The facility becomes the community disaster zone
  - Outside storage unattached for like snow blowers etc. and have a building to go with it
  - Need more space for emergency shelter. Gym is more than adequate for 120 people. More for day time use.
  - The gym, shower and storage all in the same area is needed for the use of a shelter

### INGRESS AND EGRESS CONSIDERATIONS

- Traffic
- Safety Architectural ADA Access Required
- There is good parking on the location
- Quality parking design for events such as elections where parking can be difficult

- Well-lit parking access flashing crossing area
- Septic system capability
- Acquiring necessary supplies in dispensable area
- Food clinics need a in and out for food

#### PHYSICAL PROGRAMMING AREA CHALLENGES

- Sudbury does not have adequate space for parks and recreation and senior citizens.
- Multigenerational Centers is the future. Comprehensive picture.
- Access to get into through the facility through programming areas.
- Family changing area, Updated locker rooms
- Need a lot of storage.
- Make space considerations equal to needs with a new facility and consider economic feasibility
- Needs to be a state of the art facility for all ages.

#### FEASIBILITY CONSIDERATIONS

- Offer three options that are good with and known price to build it and operate each option
- Consider two proforma's one with a membership and one without a membership
- The official cost, capital cost and operating
- Understand the ability of the town's willingness to pay at what cost.
- Plan wisely the type of services to provide moving forward. Feasibility needs to provide a good firm number. What can we compare to.
- Need to all ages represented in the project

#### KEY FACILITY FEATURES AND PROGRAMMING CONSIDERATIONS

- It is frustrating that there is no designated space for indoor activity
- More sports and fitness programs are needed
- It will be important to consider maximizing the utilization of the existing space and adding space that is large enough to add new elements of programming for all ages
- Would benefit by having gyms spaces for the use by several age groups and interests
- Need to incorporate a warm water pool for aqua fitness classes and other aquatic opportunities
- Determine how specialized art programming can be incorporated so room availability is maximized for a variety of art programs
- Meeting space could be created to host several program activities
- Group fitness space is needed in the building
- There is a need for a quality fitness space with equipment will offer programs in a variety of fitness and aerobic activities and assessment
- Make space considerations equal to needs with a new facility and consider economic feasibility

#### PARTNERSHIP OPPORTUNITIES THAT MIGHT BE CONSIDERED

- Considerations of partnering with another nearby community
- Rent spaces when they are not being used by the park and recreation department
- Explore ways to partner equitably with the schools
- Significant potential when partnering with a health care provider
- Review how contracted classes can be increased when using unused capacity in the facility
- Examine partnership opportunities with all segments of the community.





### 3.1.3 FINDINGS FROM INTERVIEWS

#### COMMUNITY SUPPORT OF THE CONCEPT

- The concept of community center and senior center improvements would be favored and supported by the community
- There is the feeling that people would appreciate the positive change
- Improvements to a recreation facility would gain community support given the right circumstances and planning
- This is a quality of life issue that would consider multigenerational interests
- A goal would be to serve as the central focus of the community
- It needs to be created as a true community center for all residents

#### EXPRESSED CONCERNS AND CHALLENGES TOWARD THE CONCEPT

- Concerns
  - The capital and operating cost associated with a facility
  - It is important that the plan understand the demographics and community needs
  - Consider and explain use by the senior population
  - The importance of maximizing the use of potential space that is created
  - School administration and any available school space may not be considered
  - Is immigration increasing population
  - Roof is ready to collapse
  - This facility affects a lot of people and needs to be addressed with focus
  - Facility ventilation is an issue
  - Code violations need to be reviewed regularly and have them corrected with new development
  - Determine ways to answer concerns expressed by the community when considering a new facility
  - Many volunteers are old and are asked to help move people to accommodate their needs
  - Medical supplies trailer needs to be dealt with immediately
  - The Council on aging requires that we meet the existing and future needs of seniors for the building.
- Challenges
  - School administration is off the table as their space is protected for school use
  - Creating a unified plan to create and develop what is desired in the community
  - Soften the tension and distrust between Parks and Recreation and Seniors.
  - While the tension has developed over 20 years. This could be a real opportunity for a watershed moment
  - It will be critical to build a bridge with park and rec and seniors, get support from the taxpayers, and build consensus. We need to work together as a team.
  - Create an environment where entities understand and appreciate the resources each provides the other when using existing and new facilities
  - The importance of the transparency of information regarding how the department operates
  - Determine discussions related to potential competition with the private sector
  - The issue of displacement and shutting down of existing operations when completing new

- Need to advertise more and reach out to the community as to how we blend in to our existing facilities.
- Community Questions
  - Is the plan realistic? It is important to be cautious when introducing a new line of business, we don't have experience managing as this will be an operation managed in perpetuity
  - Making sure a facility is what the community willing to support
  - It is critical to have a community vision and what is accomplished reflects needs versus wants

## CAPABILITY AND CHALLENGES OF FUNDING

- Sudbury has the highest household income in the state.
- However, it is a frugal upper middle-class community
- Taxes are high. \$13,000 a year in property tax in the state
- Highest tax rate
- 77% cost recovery is occurring now in the parks and recreation department
- The park and recreation department operate in a positive cash position with program fund that is rolled over each year
- There is a 70%/30% split in recreation budget strategy
- Contract employees for classes are paid by the hour rather than on a contract for services at \$25 to \$50 dollars
- The community is willing to pay for the services they are provided
- Prop 2 ½ says it can't increase it operations by that amount
- Changing Prop 2 ½ will require two components. Pass by the voters and Town. They can get an override vote.
- The capital and operating cost associated with a facility
- Keep it at a size and price that is reasonable
- Desired Key Design Outcomes
  - Safety Architectural ADA Access Required
  - The gym, shower and storage all in the same area is needed for the use of a shelter
  - Design Building code should be more efficient
- Emergency Considerations
  - Disaster based. Large space that can open quickly as easy as possible
  - Wind damage from storms cause power outages. The facility becomes the community disaster zone
  - The gym, shower and storage all in the same area is needed for the use of a shelter
  - We need a power generator much bigger than the current generator
  - The gym, shower and storage all in the same area is needed for shelter use
  - Disaster based. Large space that can open quickly as easy as possible
  - Design Outside storage unattached for like snow blowers etc. and have a building to go with it
  - Need more space for emergency shelter. Gym is more than adequate for 120 people.
- Ingress and Egress Considerations
  - Traffic
  - Safety Architectural ADA Access Required
  - There is good parking on the location



- Quality parking design for events such as elections where parking can be difficult
- Well-lit parking access flashing crossing area
- Septic system capability
- Acquiring necessary supplies in dispensable area
- Food clinics need a in and out for food
- Dry areas for participant drop off to the facility

#### KEY FACILITY AND PROGRAMMING CONSIDERATIONS

- Meet the needs of park and recreation and growing senior population
- In the summer, it is frustrating due to the loss of gym access
- It is frustrating that there is no designated space for indoor activity
- Review recreation services to maximize capacity
- Summer camp is a big revenue producer
- More sports and fitness programs are needed
- Intramural recreation basketball leagues are needed
- It will be important to consider maximizing the utilization of the existing space and adding space that is large enough to add new elements of programming for all ages
- Would benefit by having gyms spaces for the use by several age groups and interests
- Need to incorporate a warm water pool for aqua fitness classes and other aquatic opportunities
- Determine how specialized art programming can be incorporated so room availability is maximized for a variety of art programs
- Youth activities are the big driver for programs and could be more effectively captured with the proper spaces
- Contracted classes want to offer more programs
- Meeting space could be created to host several program activities
- There is a need to have more offices and storage space
- Need to incorporate space that will attract teens. Need a good social lounge space
- Group fitness space is needed in the building
- There is a limited program at the high school for free weights and fitness equipment
- There is a need for a quality fitness space with equipment will offer programs in a variety of fitness and aerobic activities and assessment
- Sudbury does not have adequate space for parks and recreation and senior citizens. Narrowly focused.
- Multigenerational Centers is the future. Comprehensive picture.
- Access to get into through the facility through programming areas.
- Cabinets, refrigerator, bed needs to be separate area
- Improved sanitary considerations with the pool locker rooms
- The showers have direct access to the pool
- Family changing area
- Updated locker rooms
- Create a program pool
- Commercial kitchen for feeding large groups
- Need a lot of storage.
- Quality air management systems

- Make space considerations equal to needs with a new facility and consider economic feasibility
- Meeting space that can be used by a host of people
- Need for more program spaces multipurpose space
- Needs to be a state of the art facility for all ages.
- Important to consider the size in square foot. Look at more multiple use space

#### FEASIBILITY CONSIDERATIONS

- Cost estimates for the design
- Here are three options they are good with and known price to build it and operate it.
- Multigenerational Centers is the future. Comprehensive picture.
- Cost includes both capital and operating costs. This is important. We need to sell the services we provide. We don't advertise enough and how can we blend in to our existing facilities. How do we really reach out to the community?
- What is our potential for supporting a New facility
- We should have two proforma's one with a membership and one without a membership
- Update the project Plan with the changes to the plan based on the comments from the staff
- Understand three options. The committee will look at three options.
- The Official cost, capital cost and operating
- It is important that the plan understand the demographics of the plan and the needs of the group
- Understand the ability of the towns willingness to pay at what cost.
- Plan wisely the type of services to provide moving forward. Feasibility needs to provide a good firm number. What can we compare to.
- Need to focus on ages represented in the project
- It is important to know what the community willing to support.
- Ensure that cost includes both capital and operating costs. This is important. It is important to sell the services provided.

#### PARTNERSHIP OPPORTUNITIES THAT MIGHT BE CONSIDERED

- Partner opportunities with current tennis clubs in programming camps and lessons
- Two swim clubs in the area could be partners should a new pool be created or renovated
- Considerations of partnering with another nearby community
- Rent spaces when they are not being used by the park and recreation department
- Explore ways to partner equitably with the schools
- I think that we need to pay attention and how to work together. They need each other.
- We need to have a space committee on council to figure out how to cooperate.
- Significant potential when partnering with a health care provider
- Review how contracted classes can be increased when using unused capacity in the facility
- Contract the cleaning of the building
- Examine partnership opportunities with all segments of the community.
- Examine the potential to partner space with physicians



### 3.2 COMMUNITY ON-LINE SURVEY

#### 3.2.1 OVERVIEW

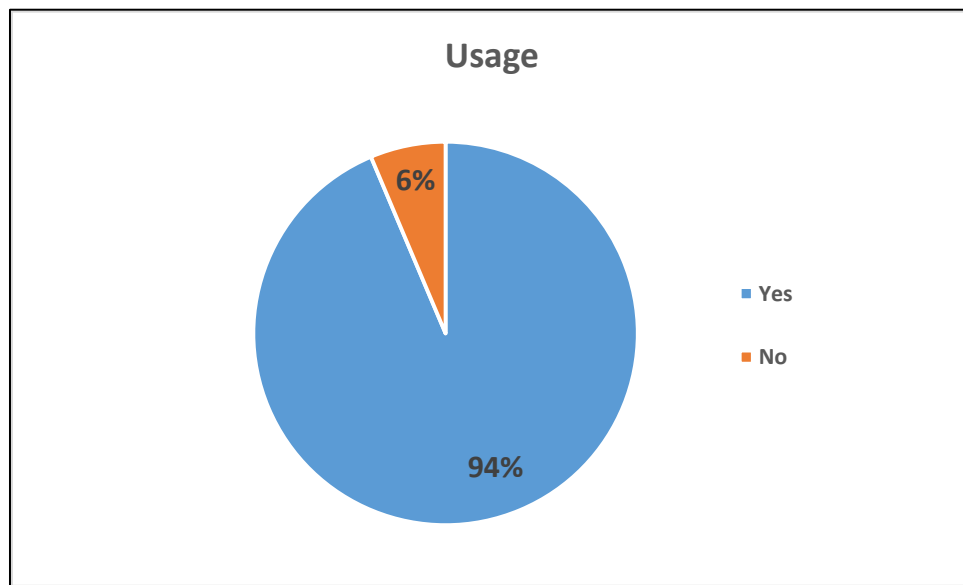
As part of the community involvement process, PROS and the Sudbury’s Senior Center and Sudbury Parks and Recreation Department conducted an online and paper community-wide and senior community opinion survey for a better understanding of the characteristics, preferences, and satisfaction levels of Sudbury’s residents in relation to parks and recreation activities and senior programming. Both surveys went live on October 23<sup>rd</sup> 2017 and was available to the public from one month. The community-wide survey received 489 responses and the senior community survey received 218 responses.



#### 3.2.2 COMMUNITY-WIDE SURVEY RESULTS

**HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD USED THE FAIRBANK COMMUNITY CENTER OVER THE PAST 10 YEARS IN ANY CAPACITY?**

Ninety-four percent (94%) of respondents have used the Fairbank Community Center over the past 10 years.





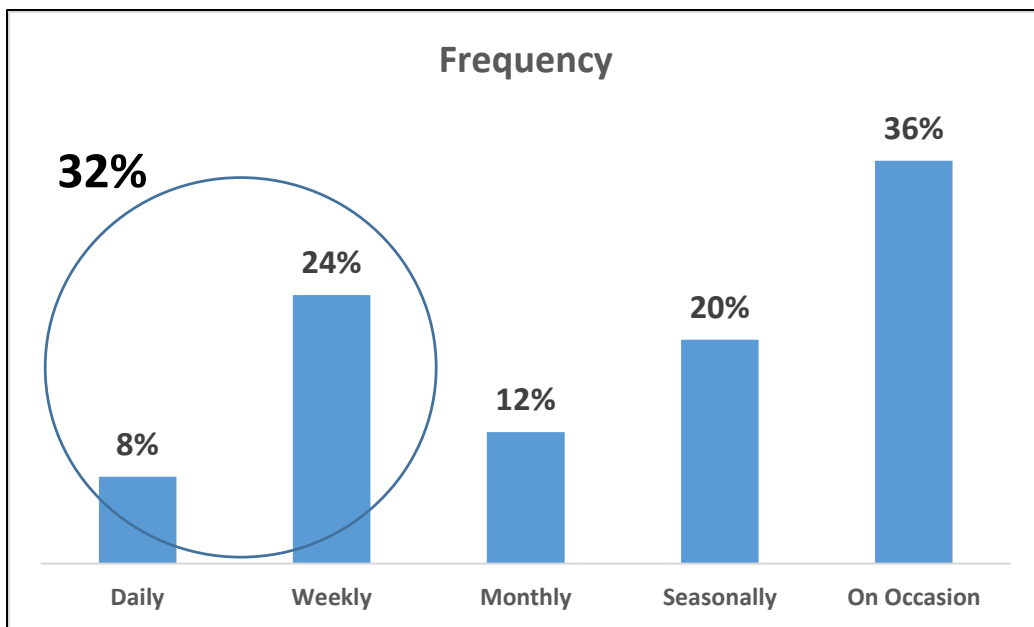
PLEASE SELECT ALL OF THE REASONS YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED THE FAIRBANK COMMUNITY CENTER OVER THE PAST 10 YEARS? (CHECK ALL THAT APPLY)

Top reasons respondents use the Fairbank Community Center are to participate in park and recreation programs (62%), voting (43%) and pool member (43%).

| Reasons for Using the Center |     |
|------------------------------|-----|
| Park and Recreation Programs | 62% |
| Voting                       | 43% |
| Pool Member                  | 43% |
| Pool Lessons                 | 38% |
| Camps                        | 34% |
| Teen Center                  | 26% |
| Special Events               | 23% |
| Public Meetings              | 21% |
| Senior Center                | 15% |
| Other                        | 11% |
| Pool Rental                  | 10% |
| Rentals                      | 4%  |
| Emergency Shelter            | 1%  |
| Churches                     | 0%  |

HOW OFTEN HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD UTILIZED THE FAIRBANK COMMUNITY CENTER OVER THE PAST 10 YEARS?

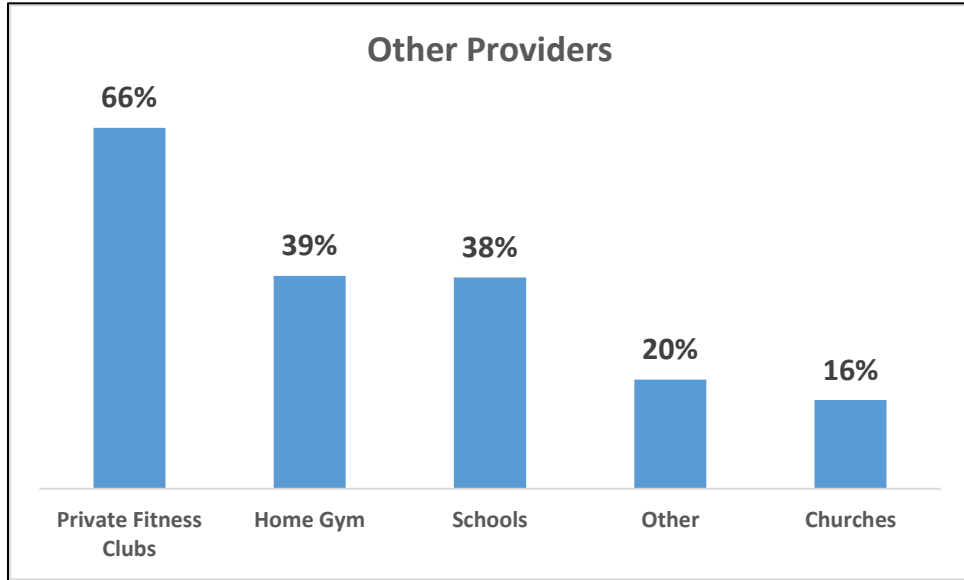
Nearly a third of respondents visit the Fairbank Community Center weekly. Twelve percent (12%) of respondents visit monthly, 20% seasonally and 36% visit on occasion.





**DO YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD UTILIZE OTHER FACILITIES FOR RECREATIONAL NEEDS?**

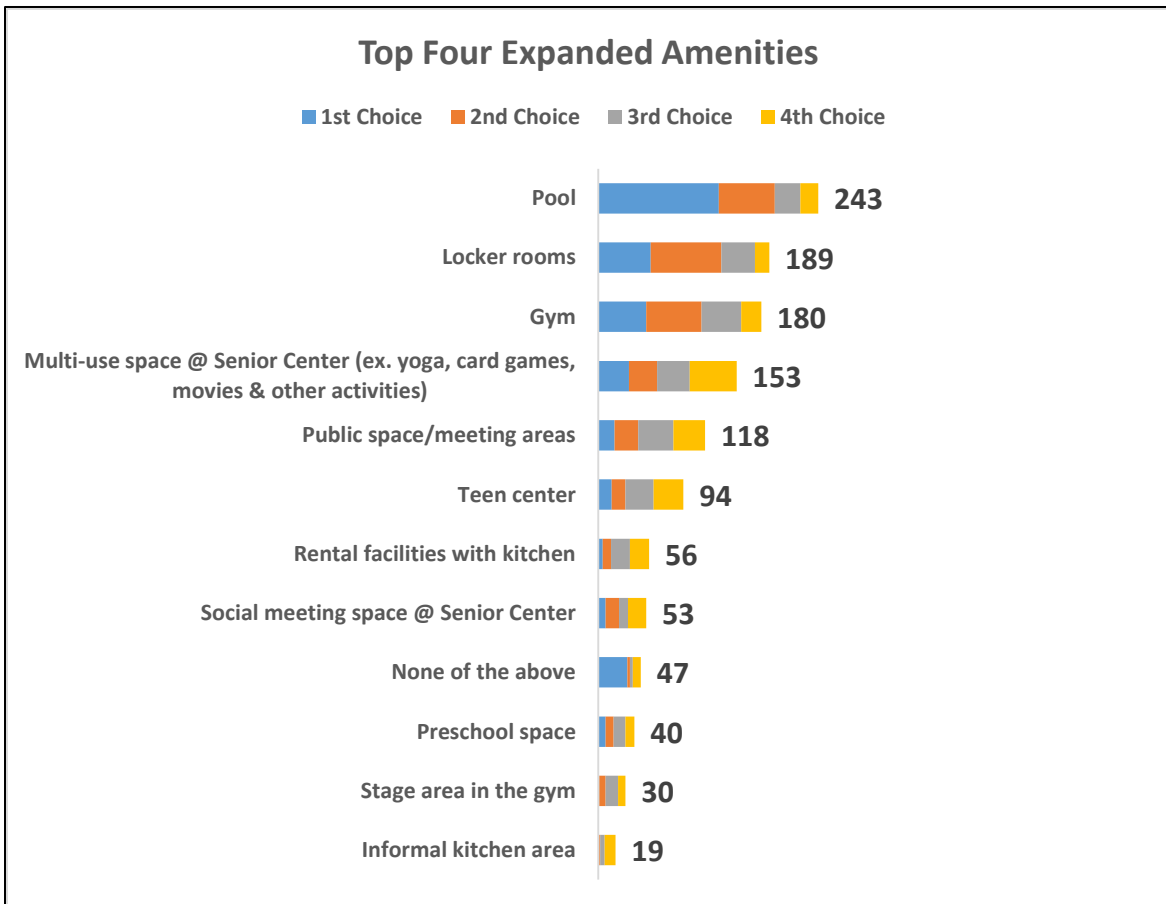
Two-thirds of respondents (66%) use private fitness clubs for their recreational needs followed by home gyms (39%) and school (38%).



AS THE TOWN OF SUDBURY EXPLORES THE EXPANSION OF THE FAIRBANK COMMUNITY CENTER, THERE IS AN OPPORTUNITY TO EXPAND CURRENT AMENITIES THAT ARE OFFERED. WHICH FOUR OF THE ITEMS LISTED BELOW WOULD YOU LIKE TO SEE EXPANDED? RANK YOUR TOP 4 CHOICES; IF YOU DO NOT WANT TO SEE ANY OF THE CURRENT AMENITIES EXPANDED, SELECT "NONE OF THE ABOVE" AS 1ST CHOICE.

The sum of respondents' top four choices to expand current amenities are:

- Pool - 243 respondents
- Locker Rooms - 189 respondents
- Gym - 180 respondents
- Multi-Use Space @ Senior Center - 153 respondents





THERE IS ALSO THE POTENTIAL OF ADDING NEW AMENITIES AS PART OF THE EXPANSION PROJECT. THE FAIRBANK COMMUNITY CENTER EXPANSION PROJECT COULD INCLUDE NEW AMENITIES AND SPACE FOR SENIOR AND OLDER ADULT SERVICES AS WELL AS RECREATION SERVICES. PLEASE INDICATE WHAT NEW AMENITIES YOU WOULD LIKE TO SEE ADDED TO THE FAIRBANK COMMUNITY CENTER. (CHECK ALL THAT APPLY)

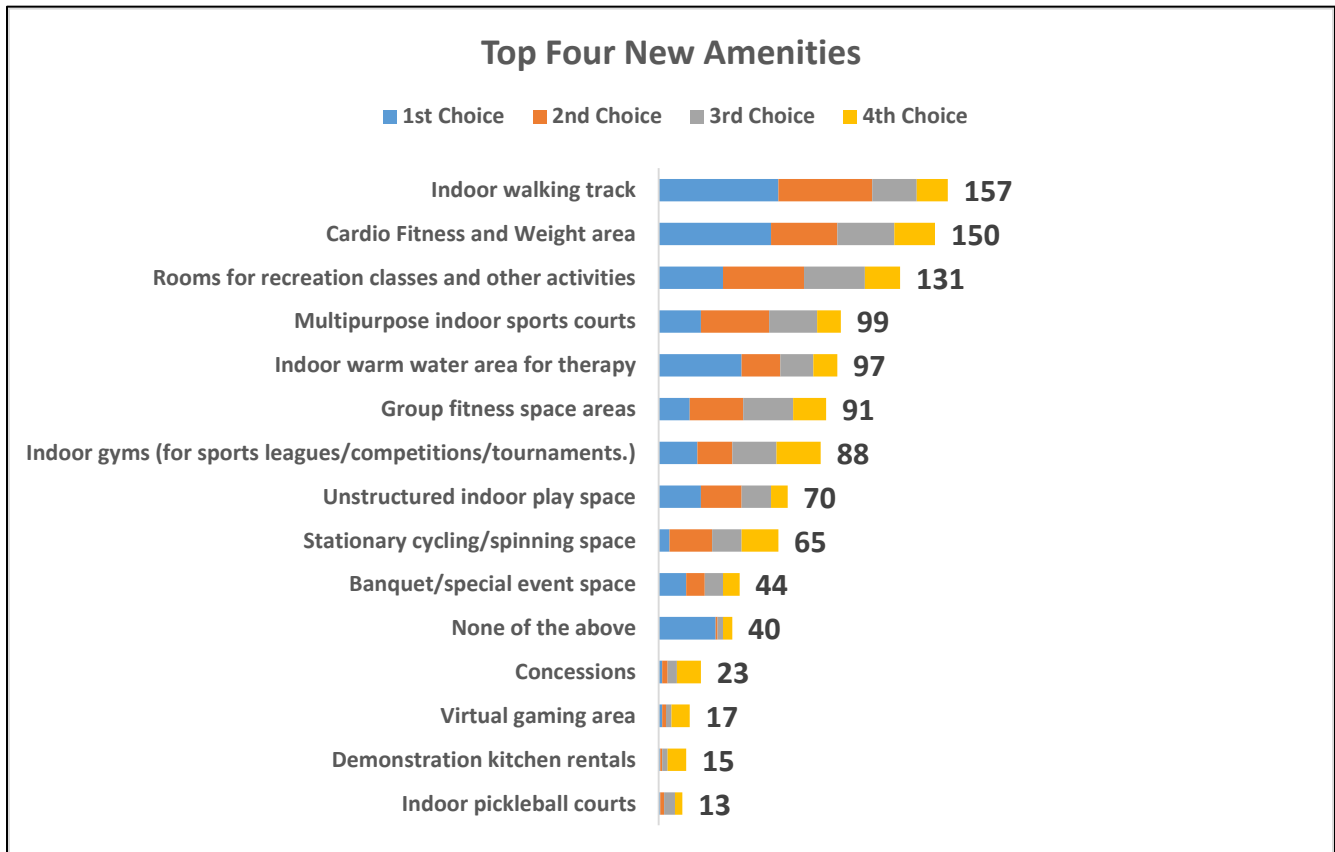
Top new amenities survey respondents would like to see added to the Fairbank Community Center are indoor walking track (192 respondents), cardio fitness and weight area (189 respondents), and rooms for recreation classes and other activities (155 respondents).

| New Amenities  |            |
|--|------------|
| <b>Indoor walking track</b>                                | <b>192</b> |
| <b>Cardio Fitness and Weight area</b>                      | <b>189</b> |
| <b>Rooms for recreation classes and other activities</b>   | <b>155</b> |
| Group fitness space areas                                  | 144        |
| Multipurpose indoor sports courts                          | 130        |
| Indoor warm water area for therapy                         | 127        |
| Indoor gyms (for sports leagues/competitions/tournaments.) | 121        |
| Stationary cycling/spinning space                          | 115        |
| Unstructured indoor play space                             | 107        |
| Banquet/special event space                                | 68         |
| Concessions  | 49         |
| Demonstration kitchen rentals                              | 40         |
| Indoor pickleball courts                                   | 31         |
| Virtual gaming area  | 29         |
| None   | 28         |

WHICH FOUR OF THE ITEMS LISTED IN QUESTION 6 ARE MOST IMPORTANT FOR THE SUDBURY PARKS AND RECREATION DEPARTMENT AND SENIOR CENTER TO CONSIDER ADDING WHEN EXPANDING THE FAIRBANK COMMUNITY CENTER? (RANK YOUR TOP 4 CHOICES BELOW, IF YOU DO NOT WANT TO SEE ANY OF THE NEW AMENITIES EXPANDED, SELECT "NONE OF THE ABOVE" AS 1ST CHOICE.)

The sum of respondents' top four choices to add new amenities are:

- Indoor walking track - 157 respondents
- Cardio Fitness and Weight Area - 150 respondents
- Rooms for recreation classes and other activities - 131 respondents
- Multipurpose indoor sports courts - 99 respondents







ANOTHER ASPECT OF THE POTENTIAL FAIRBANK COMMUNITY CENTER EXPANSION WOULD BE THE ADDITION OF NEW PROGRAMS NOT CURRENTLY OFFERED. PLEASE INDICATE WHAT NEW PROGRAMS YOU WOULD LIKE TO SEE ADDED TO THE FAIRBANK COMMUNITY CENTER. (CHECK ALL THAT APPLY)

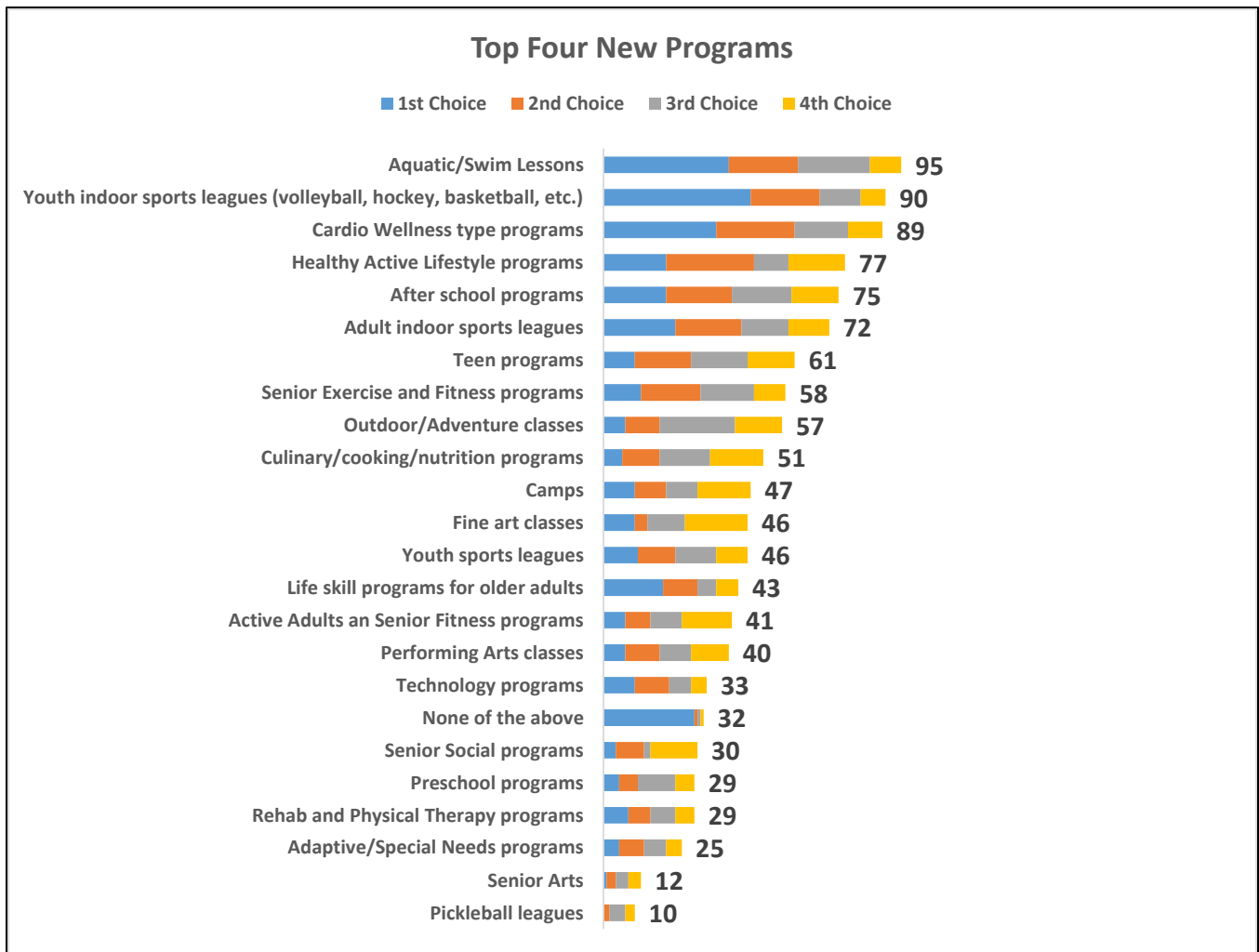
Top new programs survey respondents would like to see added to the Fairbank Community Center are aquatic/swim lessons (136 respondents), cardio wellness type programs (133 respondents), and youth indoor sports leagues (121 respondents).

| New Programs  |            |
|---|------------|
| <b>Aquatic/Swim Lessons</b>   | <b>136</b> |
| <b>Cardio Wellness type programs</b>                                      | <b>133</b> |
| <b>Youth indoor sports leagues (volleyball, hockey, basketball, etc.)</b> | <b>121</b> |
| After school programs   | 117        |
| Healthy Active Lifestyle programs   | 115        |
| Adult indoor sports leagues   | 112        |
| Outdoor/Adventure classes   | 107        |
| Teen programs   | 107        |
| Fine art classes  | 96         |
| Culinary/cooking/nutrition programs                                       | 95         |
| Camps   | 92         |
| Life skill programs for older adults                                      | 88         |
| Performing Arts classes   | 83         |
| Technology programs   | 81         |
| Youth sports leagues  | 77         |
| Senior Exercise and Fitness programs                                      | 77         |
| Active Adults an Senior Fitness programs                                  | 71         |
| Senior Social programs  | 59         |
| Preschool programs  | 58         |
| Rehab and Physical Therapy programs                                       | 57         |
| Adaptive/Special Needs programs   | 50         |
| Senior Arts   | 37         |
| Pickleball leagues  | 28         |
| Other (please specify)  | 27         |
| None  | 23         |

WHICH FOUR OF THE ITEMS LISTED IN QUESTION 8 ARE MOST IMPORTANT FOR THE SUDBURY PARKS AND RECREATION DEPARTMENT AND SENIOR CENTER TO CONSIDER ADDING WHEN EXPANDING THE FAIRBANK COMMUNITY CENTER? (RANK YOUR TOP 4 CHOICES BELOW; IF YOU DO NOT WANT TO SEE ANY OF THE NEW PROGRAMS ADDED, SELECT "NONE OF THE ABOVE" AS YOUR 1ST CHOICE.)

The sum of respondents' top four choices to add new programs are:

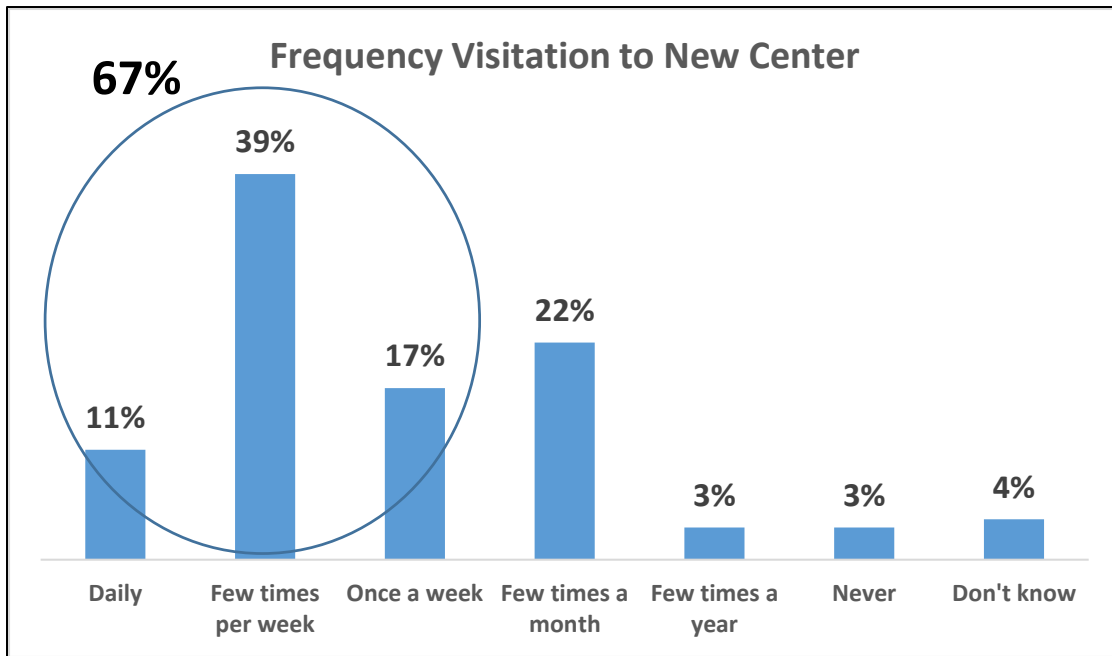
- Aquatic/ Swim Lessons - 95 respondents
- Youth indoor sports leagues - 90 respondents
- Cardio Wellness type programs - 89 respondents
- Healthy active lifestyle programs - 77 respondents





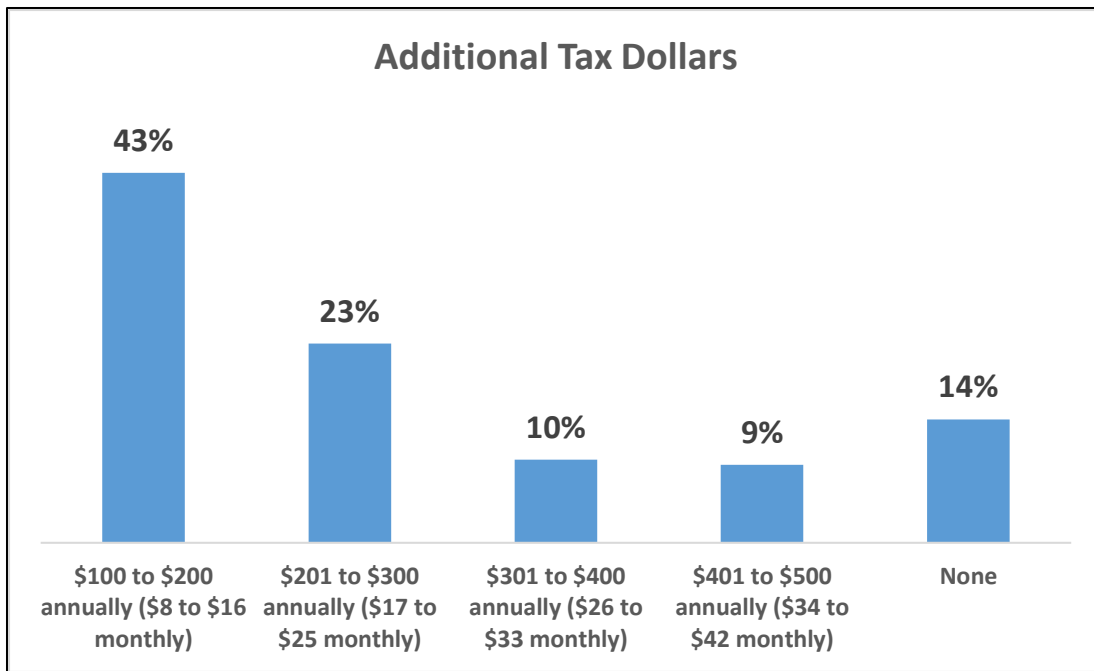
IF THE EXPANDED FAIRBANK COMMUNITY CENTER WERE RENOVATED WITH THE TYPES OF FACILITIES AND PROGRAMS THAT YOU INDICATED WERE MOST IMPORTANT TO YOU AND MEMBERS OF YOUR HOUSEHOLD, WHICH ONE OF THE FOLLOWING STATEMENTS BEST REPRESENTS HOW OFTEN YOUR HOUSEHOLD WOULD VISIT THE CENTER?

Over two-thirds of respondents (67%) would visit the Fairbank Community Center once a week or more if the Center were renovated with the types of facilities and programs that were most important to them. Only 3% said they would never visit the center and 4% did not know how often they would visit.



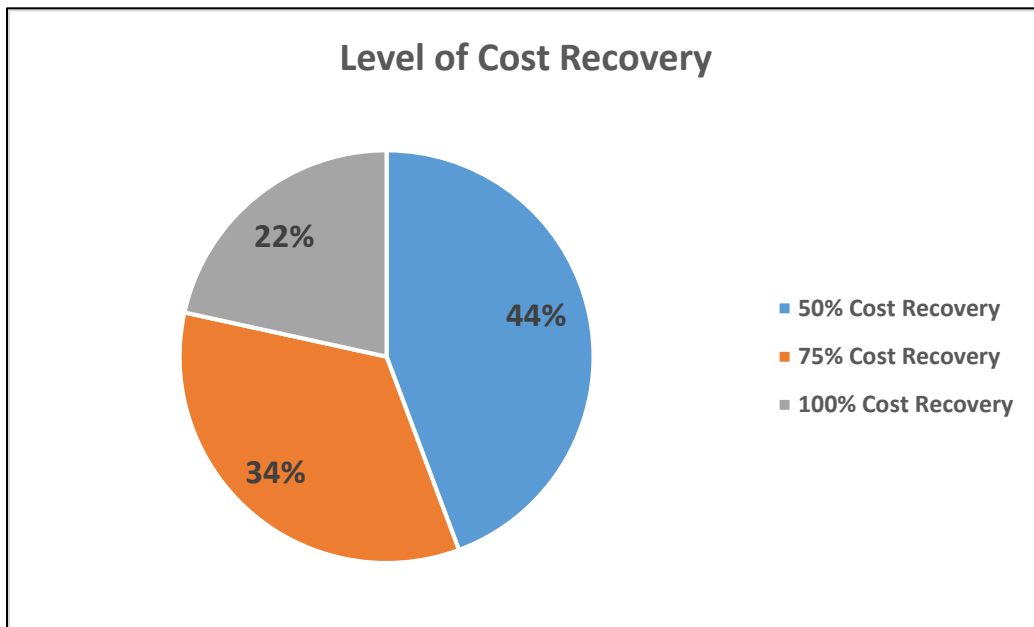
GIVEN A NEW OR SUBSTANTIALLY RENOVATED FACILITY WILL REQUIRE CAPITAL FUNDING AND RECOGNIZING THAT THE FAIRBANK COMMUNITY CENTER IS SUBSIDIZED BY THE TOWN CURRENTLY. WHAT AMOUNT OF ADDITIONAL TAX DOLLARS WOULD YOUR HOUSEHOLD BE WILLING TO PAY TOWARDS A NEW OR SUBSTANTIALLY RENOVATED FACILITY?

Forty-three percent (43%) of respondents would pay an additional \$100 to \$200 tax dollars annually to support a new or renovated recreation center. Twenty-three percent (23%) would pay an additional \$201 to \$300 in tax dollars annually and 14% indicated they would pay no additional tax dollars to support the center.



THE SENIOR CENTER SIDE OF THE FACILITY WOULD CONTINUE TO HAVE A LOW/NO COST FOR PROGRAMS AND SERVICES PROVIDED. HOWEVER, FOR THE RECREATION CENTER SIDE OF THE FACILITY OPERATES ON A COST RECOVERY LEVEL NOW. WHAT COST RECOVERY LEVEL DO YOU FEEL IS MOST APPROPRIATE FOR OPERATING THE RECREATION CENTER SIDE OF THE BUILDING (I.E. THROUGH FEES CHARGED TO USERS TO HELP PAY FOR ANNUAL OPERATING COSTS)?

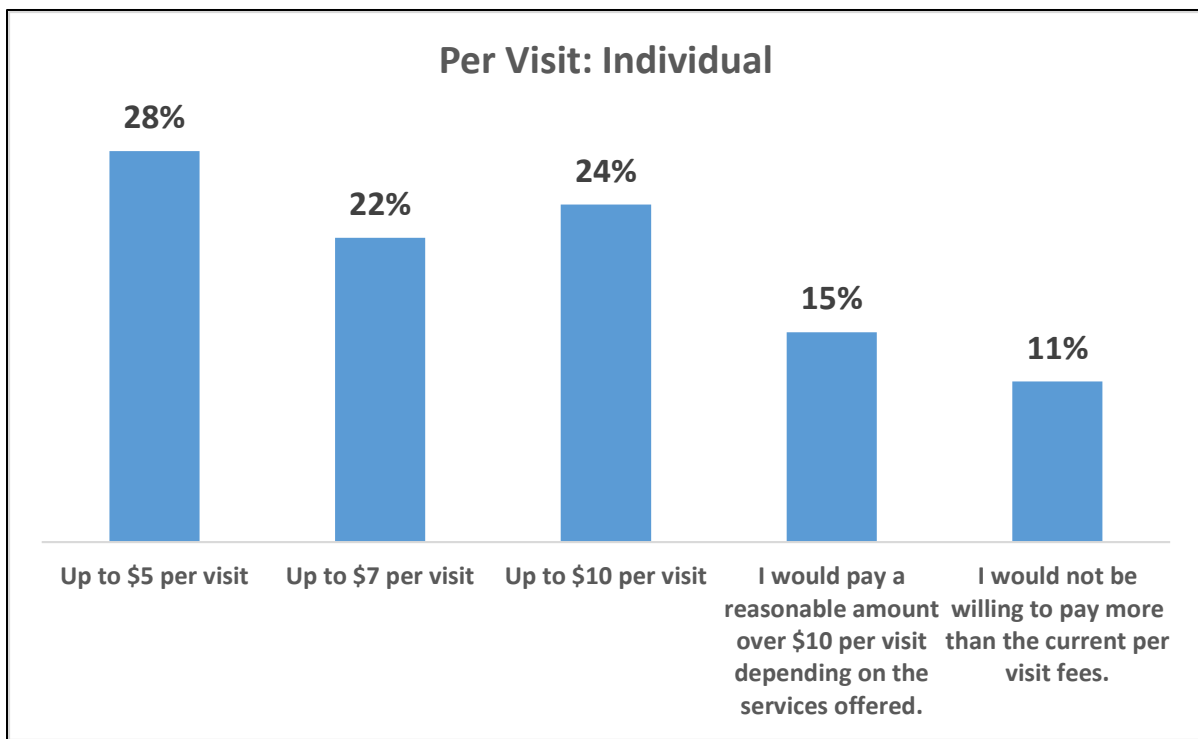
Forty-four percent (44%) of respondents selected 50% cost recovery to help with annual operating costs, while 34% selected 75% cost recovery rate, and 22% said 100% cost recovery rate.



FOR EACH OF THE FOLLOWING WAYS TO PAY FOR USING THE EXPANDED FAIRBANK COMMUNITY CENTER (RECREATION SIDE) TO OFFSET OPERATING, PLEASE SELECT THE MAXIMUM AMOUNT YOU WOULD BE WILLING TO PAY TO USE THE COMMUNITY CENTER IF IT HAD THE TYPES OF PROGRAMS AND AMENITIES THAT ARE MOST IMPORTANT TO YOU AND MEMBERS OF YOUR HOUSEHOLD? PER VISIT FOR AN INDIVIDUAL. WHAT IS THE MAXIMUM AMOUNT PER VISIT FOR AN INDIVIDUAL THAT YOU WOULD BE WILLING TO PAY TO USE THE SERVICES AND FACILITIES AT AN EXPANDED COMMUNITY RECREATION CENTER?

The top percentages for cost per visit for an individual are:

- 28% - up to \$5 per visit
- 24% - up to \$10 per visit
- 22% - up to \$7 per visit



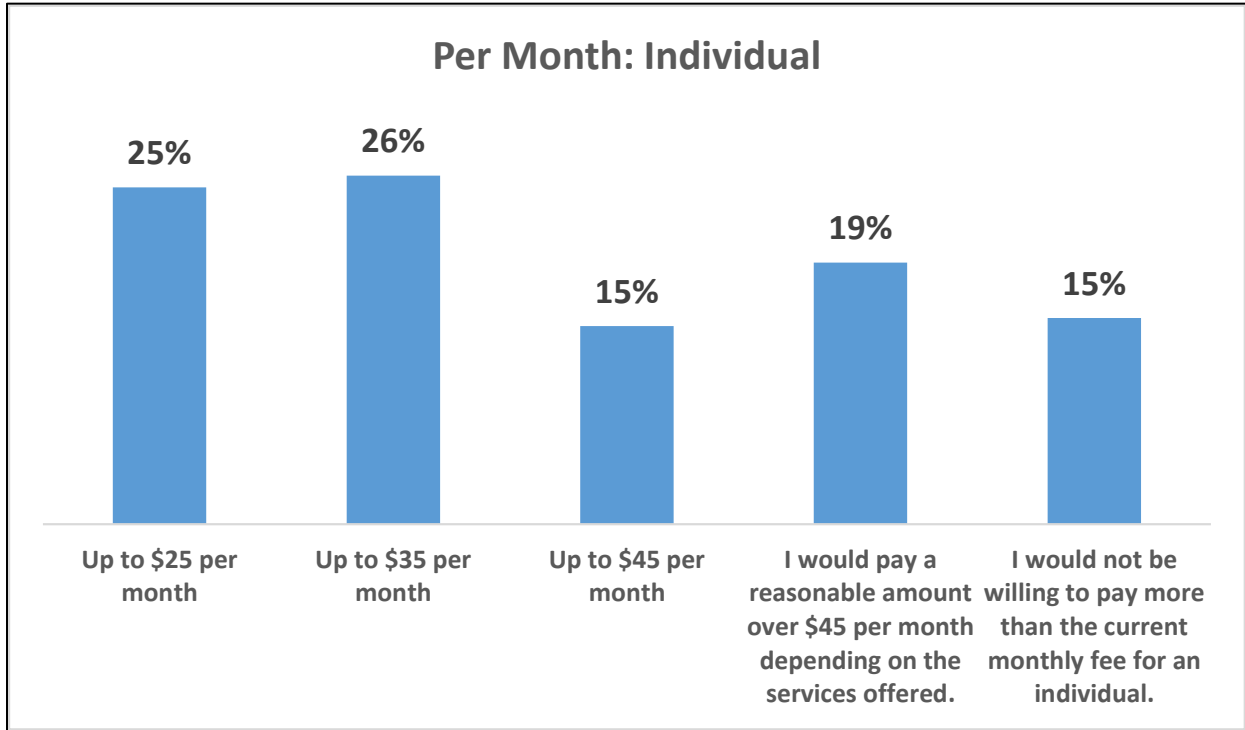




PER MONTH FOR AN INDIVIDUAL. WHAT IS THE MAXIMUM AMOUNT PER MONTH THAT YOU WOULD BE WILLING TO PAY FOR AN INDIVIDUAL PASS OR MEMBERSHIP TO USE THE SERVICES AND FACILITIES AT THE EXPANDED COMMUNITY RECREATION CENTER SIDE OF THE BUILDING?

The top percentages for cost per month for an individual are:

- 26% - up to \$35 per month
- 25% - up to \$25 per month
- 19% - would pay a reasonable amount over \$45 per month



USING A SCALE OF "STRONGLY AGREE" TO "STRONGLY DISAGREE," PLEASE RATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS.

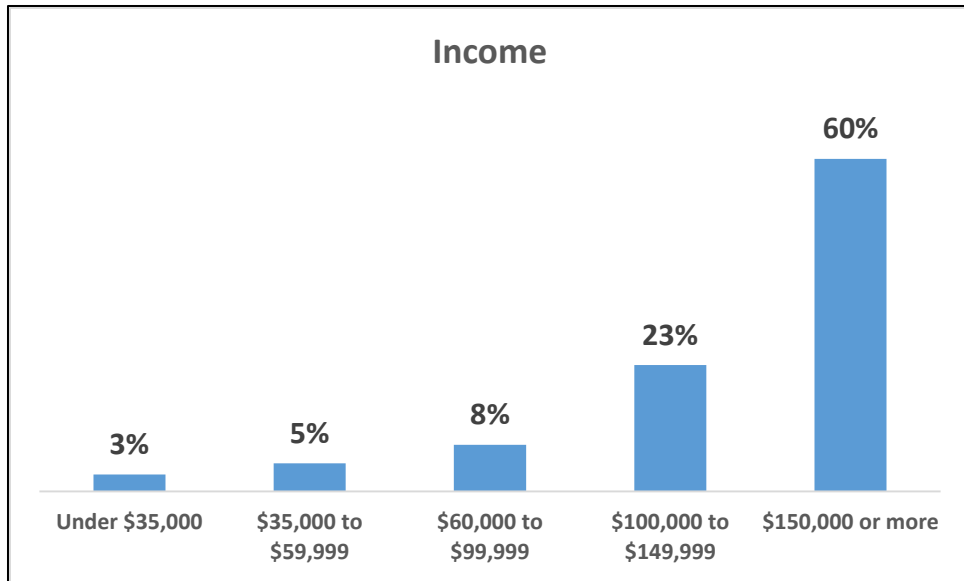
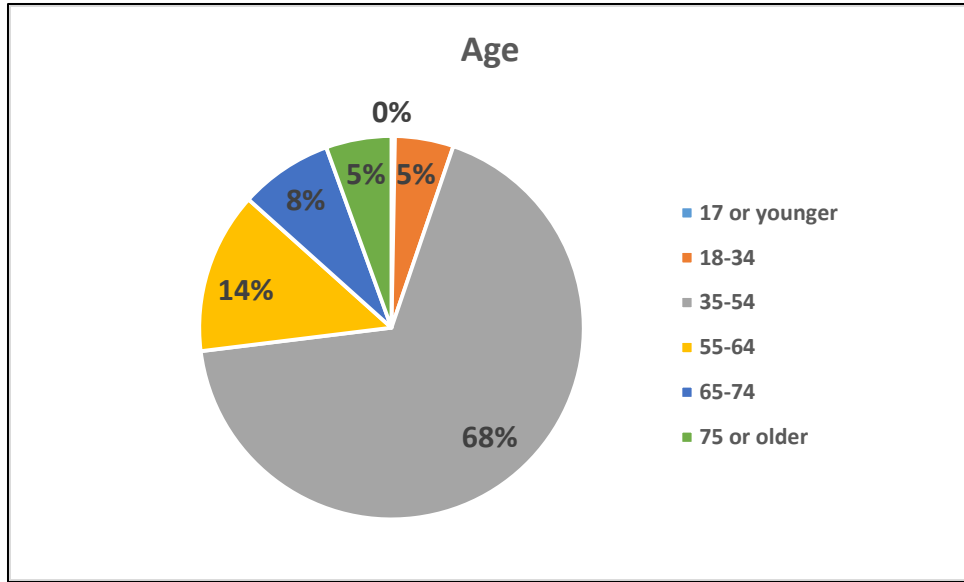
Majority of respondents strongly agree or agreed with all the statements. The top statements most agreed by respondents are:

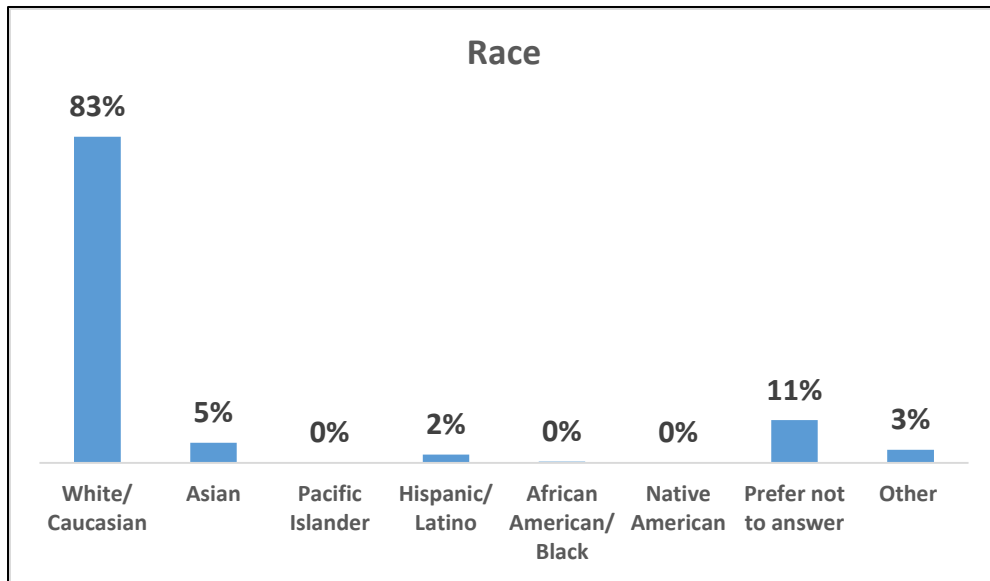
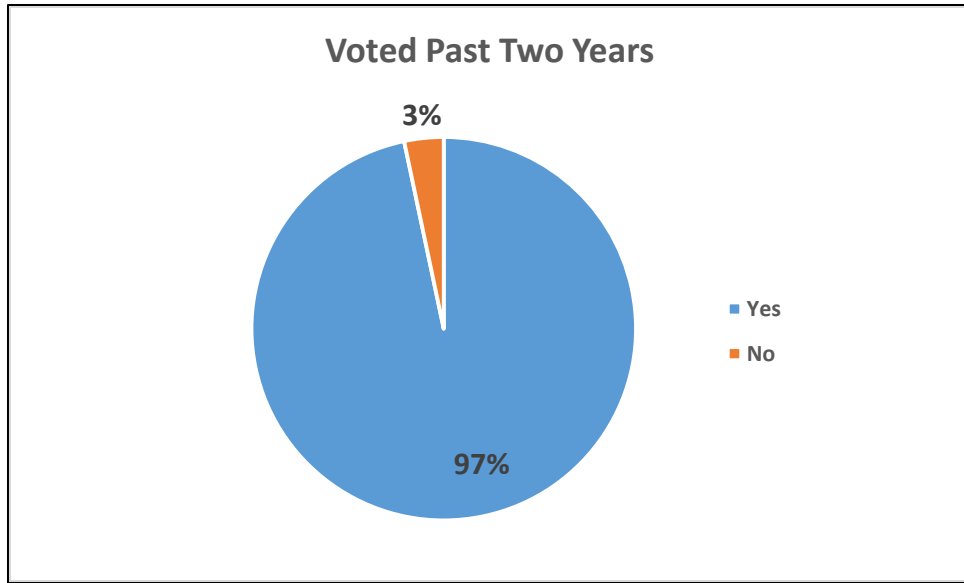
- It is valuable to me to have a community recreation center. - 88%
- The Town of Sudbury needs an updated community recreation center. - 81%
- I believe a community recreation center boosts property values in our community. - 79%

| Statements   | Strongly Agree or Agree | Neutral | Strongly Disagree or Disagree | Don't Know |
|--|-------------------------|---------|-------------------------------|------------|
| It is valuable to me to have a community recreation center.  | 88%                     | 7%      | 4%                            | 0%         |
| The Town of Sudbury needs an updated community recreation center.  | 81%                     | 12%     | 6%                            | 1%         |
| I believe a community recreation center boosts property values in our community.   | 79%                     | 13%     | 7%                            | 2%         |
| A community recreation center should generate revenue from user fees (e.g., memberships, family fees, rentals) to help cover the cost of operations. | 77%                     | 16%     | 5%                            | 2%         |
| A community recreation center should include a social gathering component for seniors.   | 75%                     | 19%     | 5%                            | 1%         |
| Our community needs more fitness, recreation, and social opportunities for youth, teens and families.  | 66%                     | 19%     | 12%                           | 3%         |
| Our community needs more fitness, recreation, and social opportunities for seniors.  | 63%                     | 21%     | 6%                            | 10%        |



### DEMOGRAPHICS

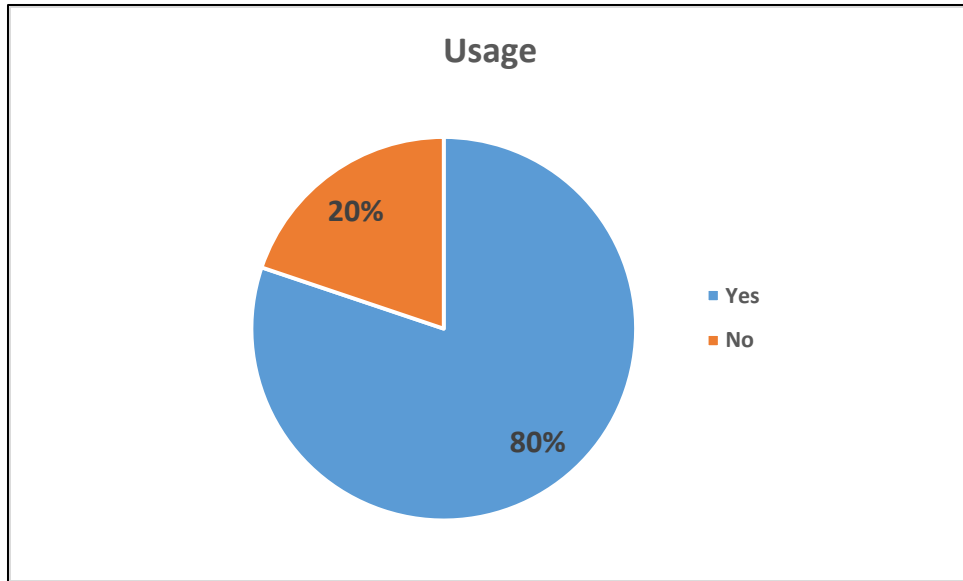




### 3.2.3 SENIOR COMMUNITY SURVEY RESULTS

HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD USED THE SUDBURY SENIOR CENTER OVER THE PAST 10 YEARS IN ANY CAPACITY?

Eighty percent (80%) of respondents have used the Fairbank Senior Center over the past 10 years



PLEASE SELECT ALL OF THE REASONS YOU OR MEMBERS OF YOUR HOUSEHOLD HAVE USED THE SUDBURY SENIOR CENTER OVER THE PAST 10 YEARS? (CHECK ALL THAT APPLY)

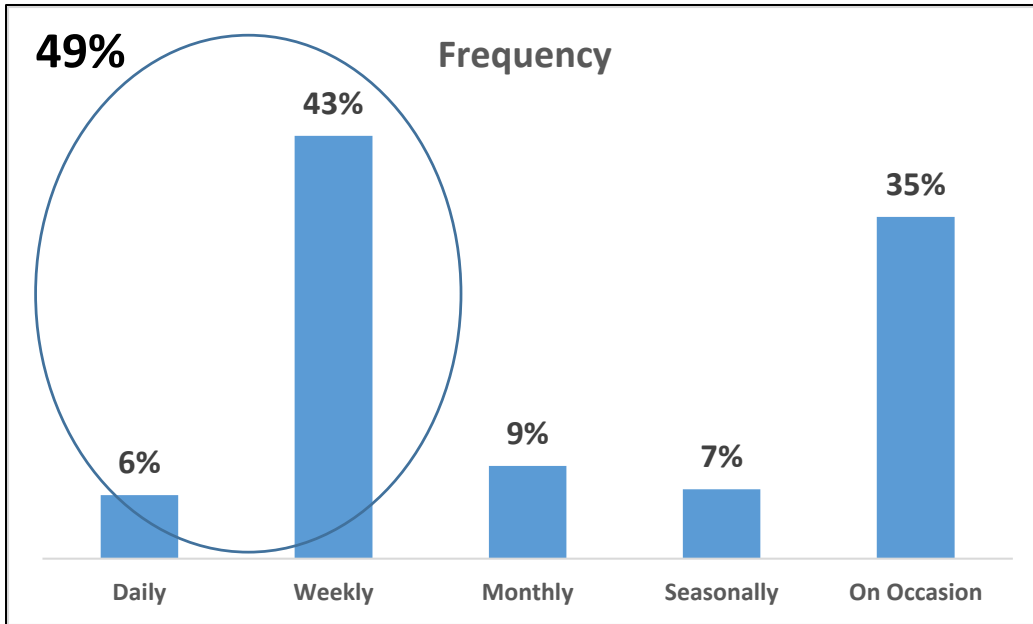
Top reasons respondents use the senior center are:

- Senior Special Events - 60%
- Fitness Classes - 42%
- Voting - 42%

| Reasons for Using the Senior Center                          |     |
|--|-----|
| Senior Special Events  | 60% |
| Fitness Classes  | 42% |
| Voting   | 42% |
| Senior Professional Help (Medicare/SHINE/Legal/Tax)          | 40% |
| Senior Center Health Programs/Nurse/Blood pressure/Flu shots | 36% |
| Life Long Learning Programs                                  | 33% |
| Other  | 27% |
| Senior Arts or Crafts Programs                               | 25% |
| Senior Health Ed/Soups On                                    | 22% |
| Park and Recreation Programs                                 | 12% |
| Pool Membership  | 10% |
| Pool Lessons   | 3%  |
| Emergency Shelter  | 3%  |

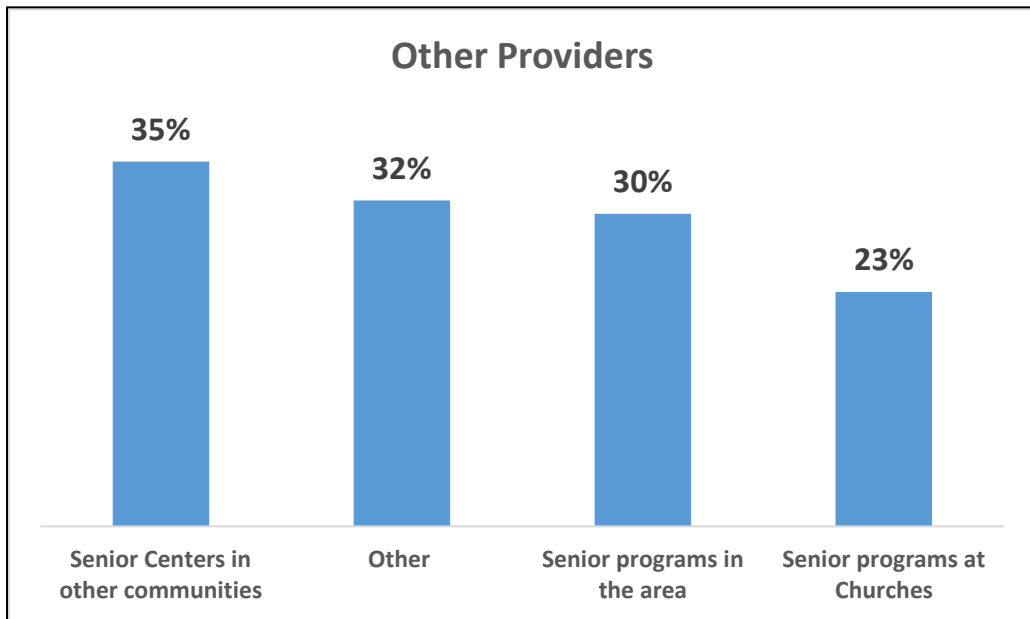
**HOW OFTEN HAVE YOU OR MEMBERS OF YOUR HOUSEHOLD UTILIZED THE SUDBURY SENIOR CENTER OVER THE PAST 10 YEARS?**

Nearly half of respondents (49%) visit the Sudbury Senior Center weekly or more. Nine percent (9%) of respondents visit monthly, 7% seasonally and 35% visit on occasion.



**DO YOU OR OTHER MEMBERS OF YOUR HOUSEHOLD UTILIZE OTHER FACILITIES FOR RECREATIONAL NEEDS? (CHECK ALL THAT APPLY)**

Thirty-five percent of respondents (35%) use senior centers in other communities for their recreational needs followed by other (32%) and senior programs in the area (30%). Other comments included private health/fitness clubs, library, Boston Sports Club, and Longfellow and YMCA.



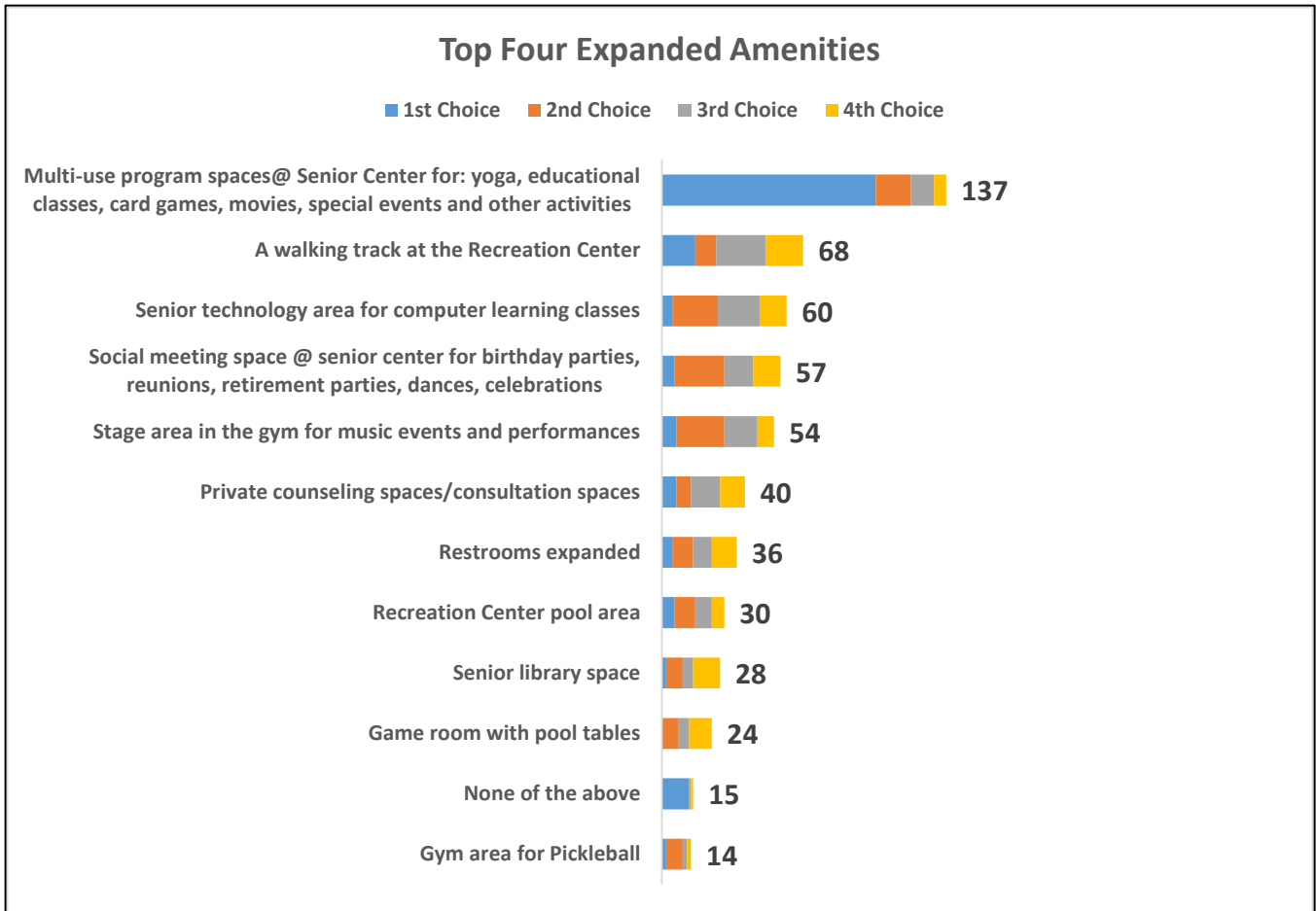




AS THE TOWN OF SADBURY EXPLORES THE EXPANSION OF THE SADBURY SENIOR CENTER, THERE IS AN OPPORTUNITY TO EXPAND CURRENT SENIOR-RELATED AMENITIES. WHICH FOUR OF THE ITEMS LISTED BELOW WOULD YOU LIKE TO SEE EXPANDED? RANK YOUR TOP 4 CHOICES; IF YOU DO NOT WANT TO SEE ANY OF THE CURRENT AMENITIES EXPANDED, SELECT "NONE OF THE ABOVE" AS 1<sup>ST</sup> CHOICE.

The sum of respondents' top four choices to expand current amenities at the Sudbury Senior Center are:

- Multi-Use program spaces @ Senior Center - 137 respondents
- A walking track at the recreation center - 68 respondents
- Senior technology area for computer learning classes - 60 respondents
- Social meeting space @ senior center - 57 respondents



THERE IS ALSO THE POTENTIAL OF ADDING NEW AMENITIES AS PART OF THE RECREATION CENTER PORTION OF FAIRBANK COMMUNITY CENTER EXPANSION PROJECT THAT WOULD BE AVAILABLE FOR SENIORS (POSSIBLY FOR A SMALL MEMBERSHIP OR DAILY FEE). THE FAIRBANK COMMUNITY CENTER EXPANSION PROJECT COULD INCLUDE NEW AMENITIES AND SPACES FOR SENIOR AND OLDER ADULT SERVICES AS WELL AS RECREATION SERVICES. PLEASE INDICATE WHAT NEW AMENITIES YOU WOULD LIKE TO SEE ADDED TO THE FAIRBANK COMMUNITY CENTER. (CHECK ALL THAT APPLY)

Top new amenities survey respondents would like to see added to the Sudbury Senior Center are indoor walking track (88 respondents), rooms for recreation classes and other activities (79 respondents), and cardio fitness and weight area (67 respondents).

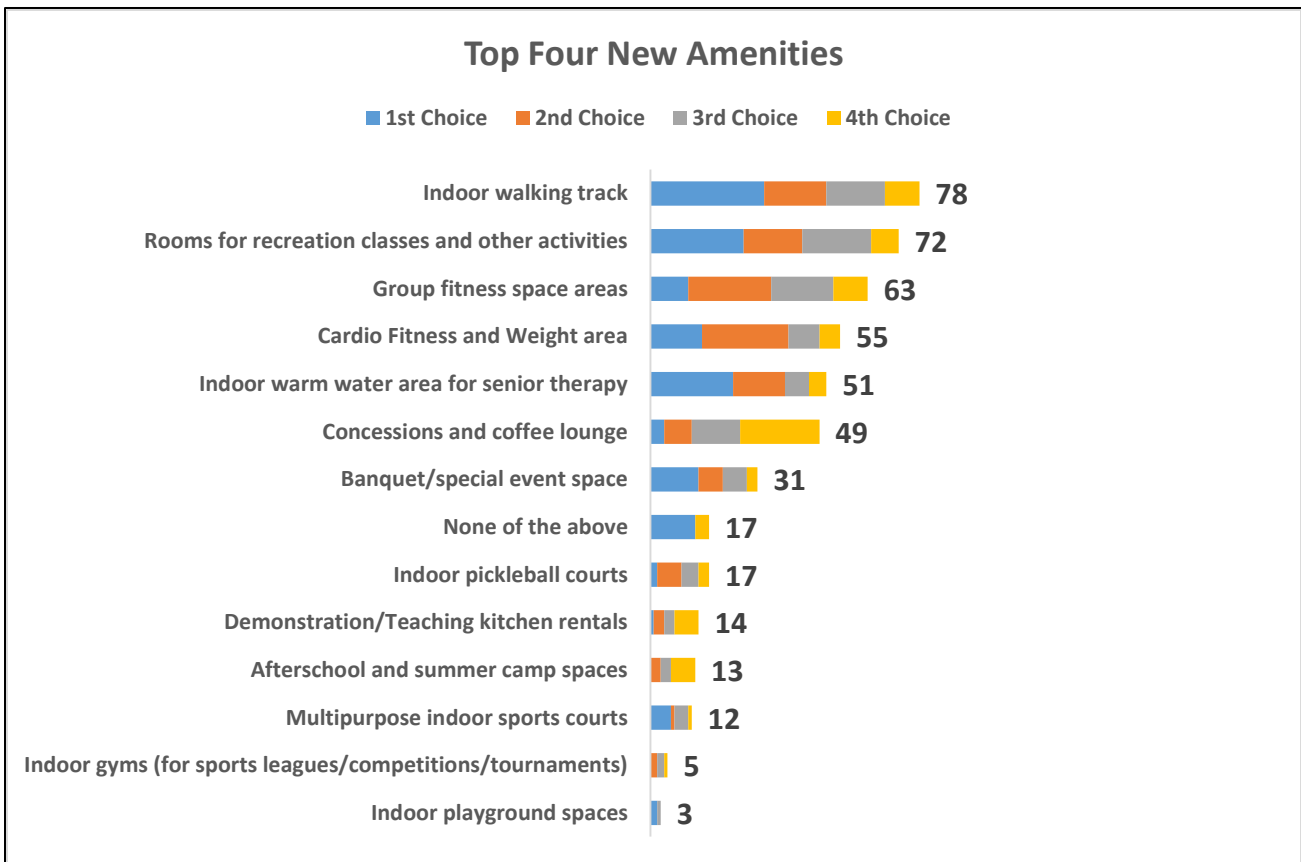
| New Amenities   |           |
|---|-----------|
| <b>Indoor walking track</b>                               | <b>88</b> |
| <b>Rooms for recreation classes and other activities</b>  | <b>79</b> |
| <b>Cardio Fitness and Weight area</b>                     | <b>67</b> |
| Group fitness space areas                                 | 65        |
| Indoor warm water area for senior therapy                 | 58        |
| Concessions and coffee lounge                             | 56        |
| Banquet/special event space                               | 39        |
| Afterschool and summer camp spaces                        | 22        |
| Demonstration/Teaching kitchen rentals                    | 21        |
| Indoor pickleball courts                                  | 20        |
| Multipurpose indoor sports courts                         | 19        |
| Indoor gyms (for sports leagues/competitions/tournaments) | 15        |
| None  | 14        |
| Other (please specify)                                    | 13        |
| Indoor playground spaces                                  | 8         |



WHICH FOUR OF THE ITEMS LISTED IN QUESTION 6 ARE MOST IMPORTANT FOR THE RECREATION CENTER SIDE OF THE FACILITY THAT WOULD BE AVAILABLE FOR SENIOR RELATED PROGRAMS TO CONSIDER ADDING WHEN EXPANDING THE FAIRBANK COMMUNITY CENTER? (RANK YOUR TOP 4 CHOICES BELOW, IF YOU DO NOT WANT TO SEE ANY OF THE NEW AMENITIES EXPANDED, SELECT "NONE OF THE ABOVE" AS 1ST CHOICE.)

The sum of respondents' top four choices to add new amenities to the Sudbury Senior Center are:

- Indoor walking track - 78 respondents
- Rooms for recreation classes and other activities - 72 respondents
- Group fitness space areas - 63 respondents
- Cardio Fitness and Weight Area - 55 respondents



ANOTHER ASPECT OF THE POTENTIAL EXPANDED SENIOR CENTER SPACES COULD INCLUDE THE ADDITION OF NEW PROGRAMS THAT ARE NOT CURRENTLY OFFERED. PLEASE INDICATE WHAT NEW PROGRAMS YOU WOULD LIKE TO SEE ADDED TO THE SENIOR CENTER OR THE RECREATION CENTER. (CHECK ALL THAT APPLY)

Top new programs survey respondents would like to see added to the Sudbury Senior Center are lifelong learning programs (92 respondents), senior fitness and wellness programs (84 respondents), and senior trips (65 respondents).

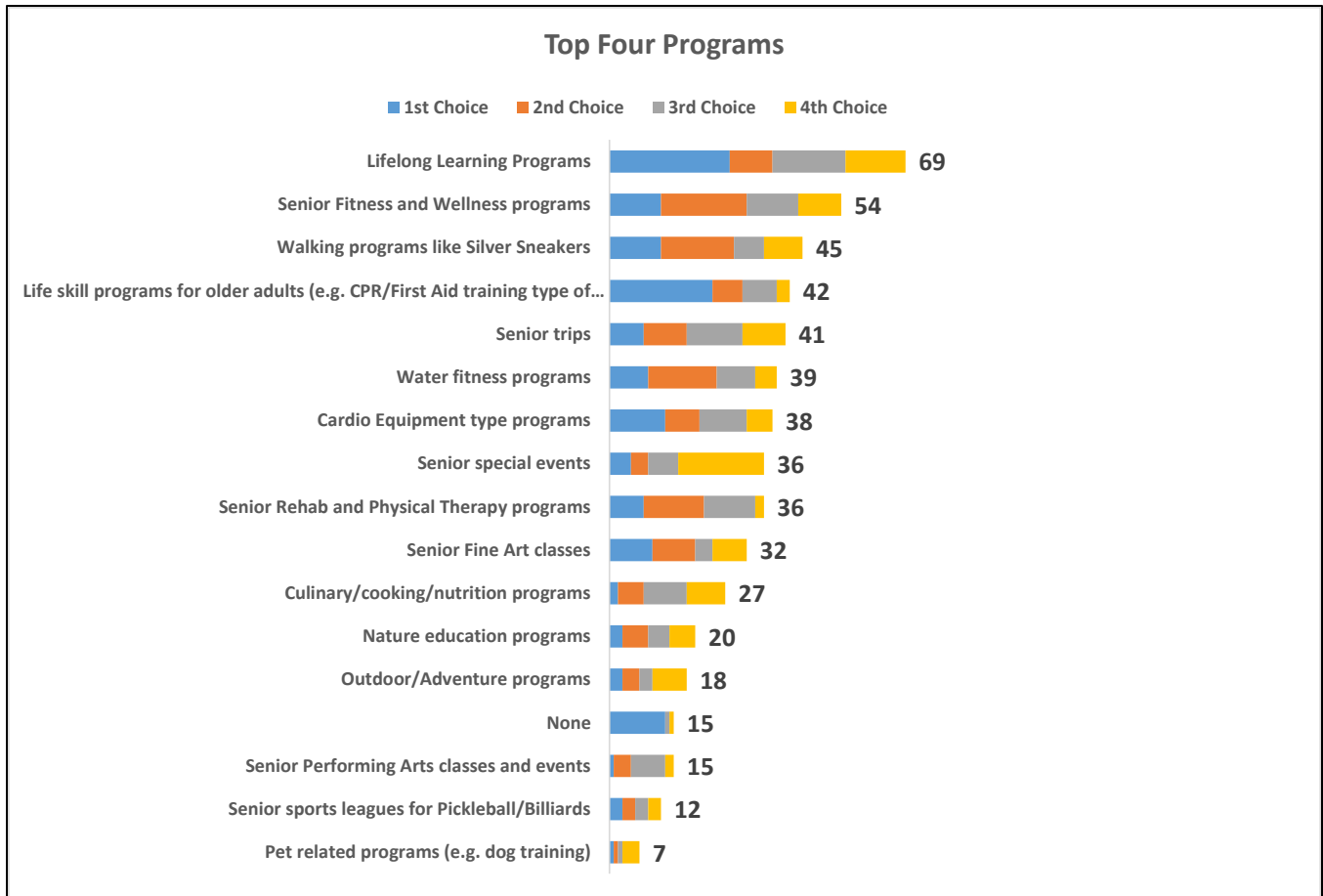
| <b>New Programs</b>   |           |
|---|-----------|
| <b>Lifelong Learning Programs</b>   | <b>92</b> |
| <b>Senior Fitness and Wellness programs</b>   | <b>84</b> |
| <b>Senior trips</b>   | <b>65</b> |
| Life skill programs for older adults (e.g. CPR/First Aid training type of programs) | 64        |
| Senior Fine Art classes   | 60        |
| Walking programs like Silver Sneakers   | 60        |
| Water fitness programs  | 60        |
| Senior Rehab and Physical Therapy programs  | 58        |
| Senior special events   | 56        |
| Culinary/cooking/nutrition programs   | 49        |
| Cardio Equipment type programs  | 48        |
| Nature education programs   | 46        |
| Outdoor/Adventure programs  | 41        |
| Senior Performing Arts classes and events   | 28        |
| Senior sports leagues for Pickleball/Billiards                                      | 19        |
| Pet related programs (e.g. dog training)  | 13        |
| None  | 13        |
| Other   | 9         |



WHICH FOUR OF THE ITEMS LISTED IN QUESTION 8 ARE MOST IMPORTANT FOR SENIORS TO CONSIDER ADDING WHEN EXPANDING THE FAIRBANK COMMUNITY CENTER? (RANK YOUR TOP 4 CHOICES BELOW; IF YOU DO NOT WANT TO SEE ANY OF THE NEW PROGRAMS ADDED, SELECT "NONE OF THE ABOVE" AS YOUR 1ST CHOICE.)

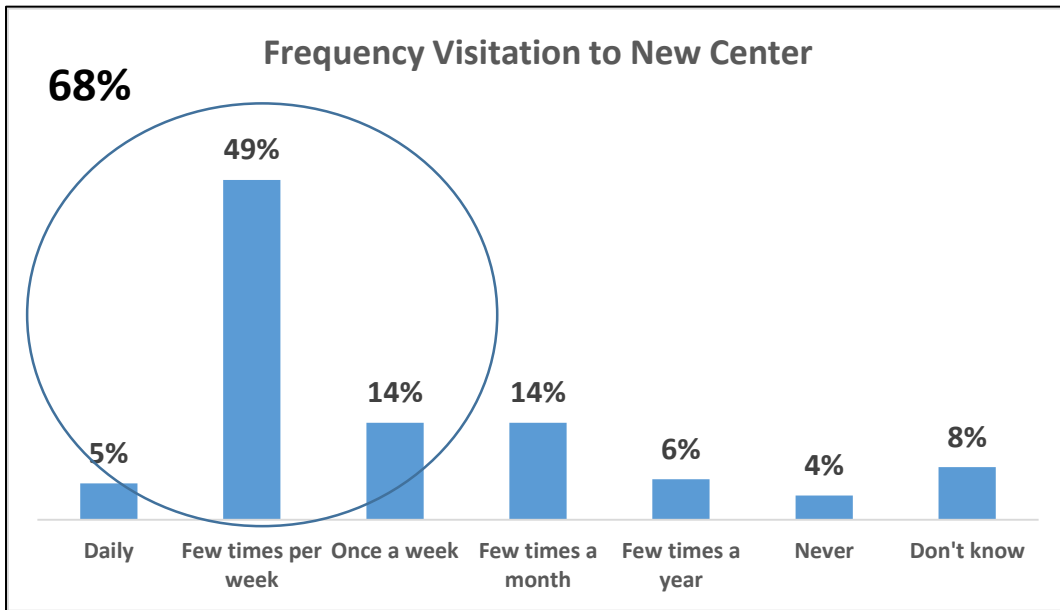
The sum of respondents' top four choices to add new programs are:

- Lifelong Learning Programs - 69 respondents
- Senior Fitness and Wellness Programs - 54 respondents
- Walking programs - 45 respondents
- Life skill programs for older adults - 42 respondents



IF THE EXPANDED FAIRBANK COMMUNITY CENTER AND SENIOR CENTER WERE RENOVATED WITH THE TYPES OF FACILITIES AND PROGRAMS THAT YOU INDICATED WERE MOST IMPORTANT TO YOU AND MEMBERS OF YOUR HOUSEHOLD, WHICH ONE OF THE FOLLOWING STATEMENTS BEST REPRESENTS HOW OFTEN YOUR HOUSEHOLD WOULD VISIT THE CENTER?

Over two-thirds of respondents (68%) would visit the Fairbank Community Center once a week or more if the Center were renovated with the types of facilities and programs that were most important to them. Only 4% said they would never visit the center and 8% did not know how often they would visit.

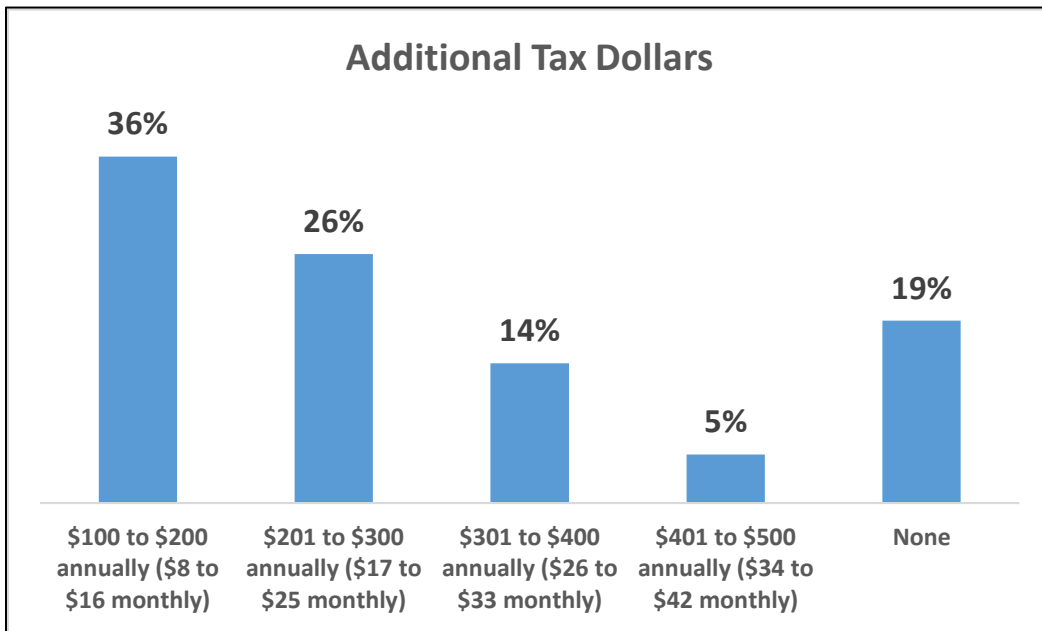






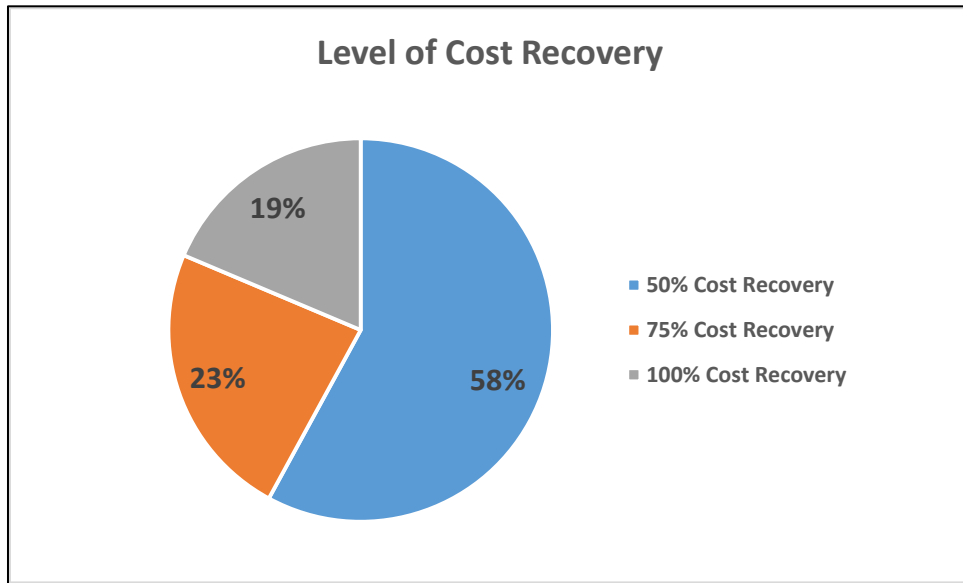
GIVEN A NEW OR SUBSTANTIALLY RENOVATED FACILITY WILL REQUIRE CAPITAL FUNDING AND RECOGNIZING THAT THE FAIRBANK COMMUNITY CENTER IS SUBSIDIZED BY THE TOWN CURRENTLY. WHAT AMOUNT OF ADDITIONAL TAX DOLLARS WOULD YOUR HOUSEHOLD BE WILLING TO PAY TOWARDS A NEW OR SUBSTANTIALLY RENOVATED FACILITY?

Thirty-six percent (36%) of respondents would pay an additional \$100 to \$200 tax dollars annually to support a new or renovated recreation center. Twenty-six percent (26%) would pay an additional \$201 to \$300 in tax dollars annually and 19% indicated they would pay no additional tax dollars to support the center.



THE SENIOR CENTER SIDE OF THE FACILITY WOULD CONTINUE TO HAVE A LOW/NO COST FOR PROGRAMS AND SERVICES PROVIDED. HOWEVER, FOR THE RECREATION CENTER SIDE OF THE FACILITY OPERATES ON A COST RECOVERY LEVEL NOW. WHAT COST RECOVERY LEVEL DO YOU FEEL IS MOST APPROPRIATE FOR OPERATING THE RECREATION CENTER SIDE OF THE BUILDING (I.E. THROUGH FEES CHARGES TO USERS TO HELP PAY FOR ANNUAL OPERATING COSTS)?

Fifty-eight percent (58%) of respondents selected 50% cost recovery to help with annual operating costs. Twenty-three percent (23%) selected 75% cost recovery rate and 19% selected 100% cost recovery rate.





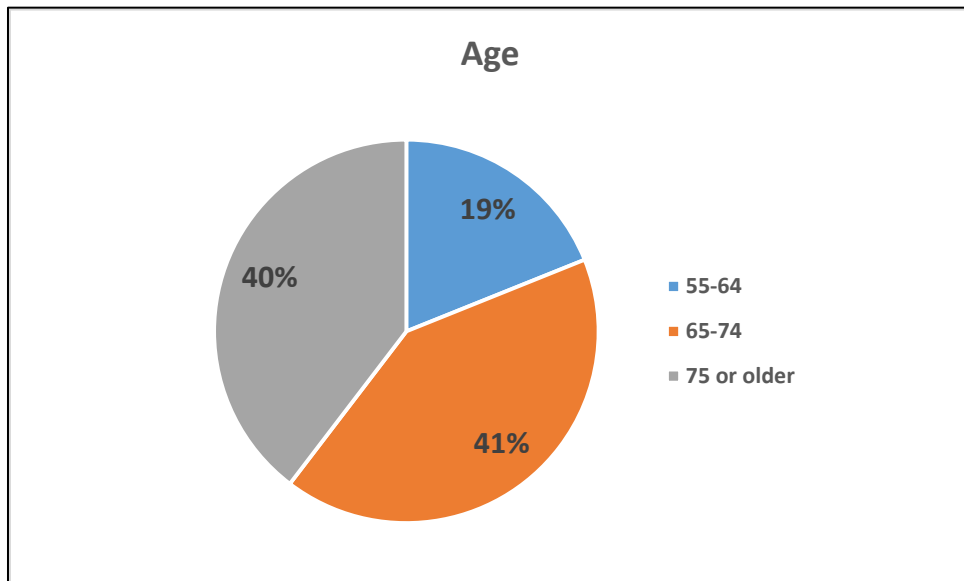
USING A SCALE "STRONGLY AGREE" TO "STRONGLY DISAGREE," PLEASE RATE YOUR LEVEL OF AGREEMENT WITH THE FOLLOWING STATEMENTS.

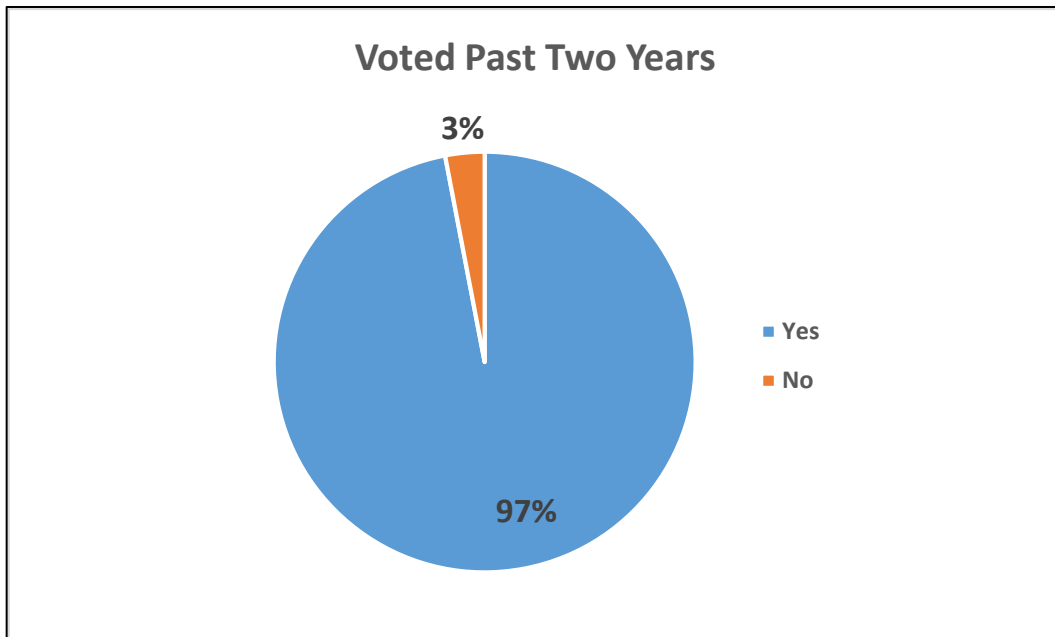
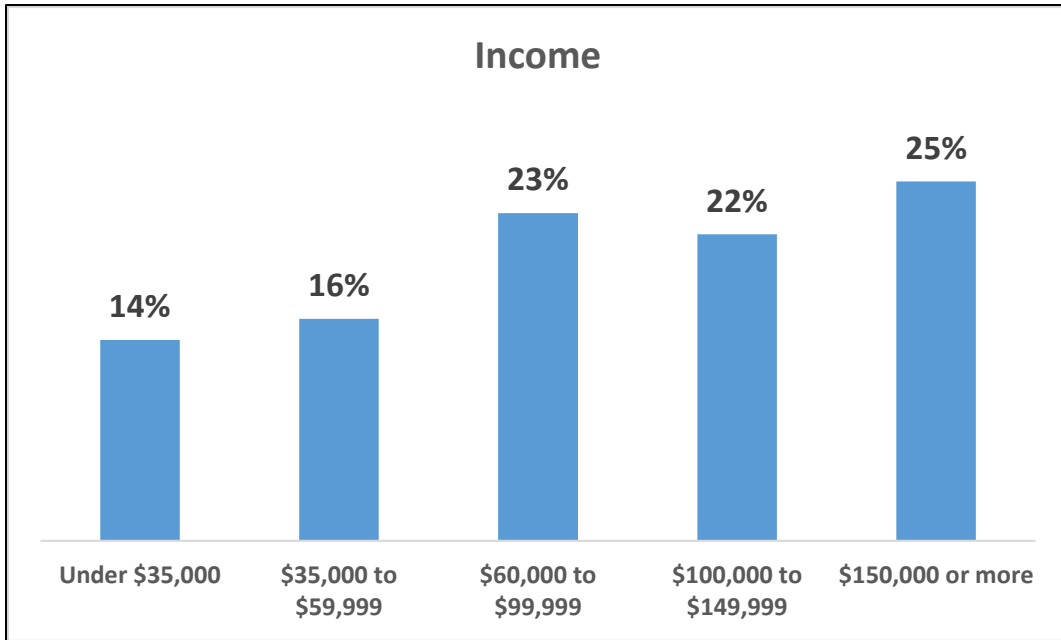
Majority of respondents strongly agree or agreed with all the statements. The top statements most agreed by respondents are:

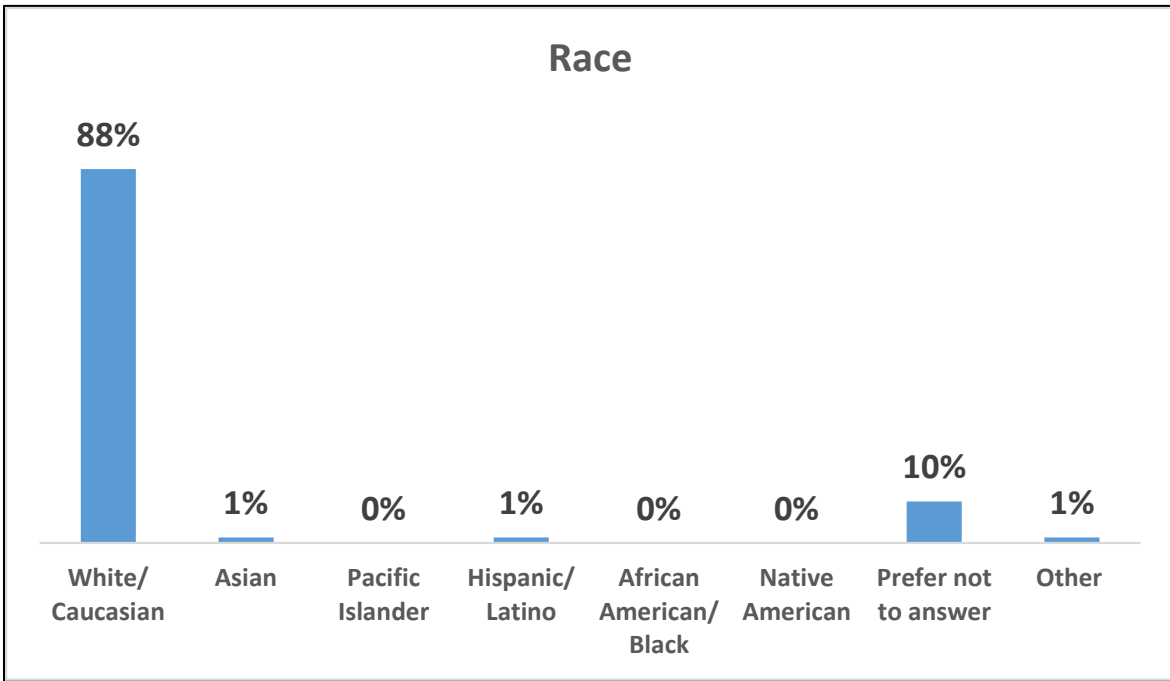
- It is valuable to me to have a Senior Center. - 88%
- The Town of Sudbury needs an updated Senior Center and Community Recreation Center. - 85%
- I believe a Senior Center and Community Recreation Center boosts property values in our community. - 79%

| Statements  | Strongly Agree or Agree | Neutral | Strongly Disagree or Disagree | Don't Know |
|---|-------------------------|---------|-------------------------------|------------|
| It is valuable to me to have a Senior Center.   | 88%                     | 7%      | 4%                            | 1%         |
| The Town of Sudbury needs an updated Senior Center and Community Recreation Center.   | 85%                     | 8%      | 6%                            | 1%         |
| I believe a Senior Center and Community Recreation Center boosts property values in our community.  | 79%                     | 9%      | 6%                            | 5%         |
| A Senior Center should include a social gathering component for seniors (coffee lounge, pool room, reading rooms).                                  | 77%                     | 15%     | 6%                            | 1%         |
| Our community needs more fitness, recreation, educational, and social opportunities for seniors.  | 75%                     | 14%     | 6%                            | 5%         |
| A Community Recreation Center should generate revenue from user fees (e.g., memberships, daily fees, rentals) to help cover the cost of operations. | 65%                     | 23%     | 9%                            | 3%         |

DEMOGRAPHICS







## CHAPTER FOUR - ASSESSMENT OF THE EXISTING FACILITY

As part of the current study, Williams Architects (WA) was retained by PROS Consulting to perform a walk-through of the existing Fairbank Community Center located at 40 Fairbank Road, Sudbury, MA 01776. The intent of the walk-through was to develop an understanding of the current status of the facility by WA for initial planning purposes and to supplement the existing previous condition assessment reports performed by others. The reports provided to WA include:

1. The “Fairbank Community Center Feasibility Study” dated March 2015 produced by Bargman Hendrie + Archetype, Inc. and their consultants. (2015 BH+A report)
2. The “Infrared Roof Moisture Survey School Administrative Offices & Swimming Pool” dated April 25, 2013 produced by ProScan Infrared Technologies (2013 PSIF report).
3. The “Fairbanks Community Center - Existing Structural Conditions” dated October 2013 produced by Bolton & DiMartino, Inc. (2013 B&M report).
4. The “Roof Condition Survey For Town of Sudbury (Fairbank Complex)” dated February 3, 2012 produced by Russo Barr Associates (2012 RBA report).

WA was directed to rely on the information included within the above reports. Additional commentary by WA is generally indicated as such. The above reports should be consulted for more specific information.



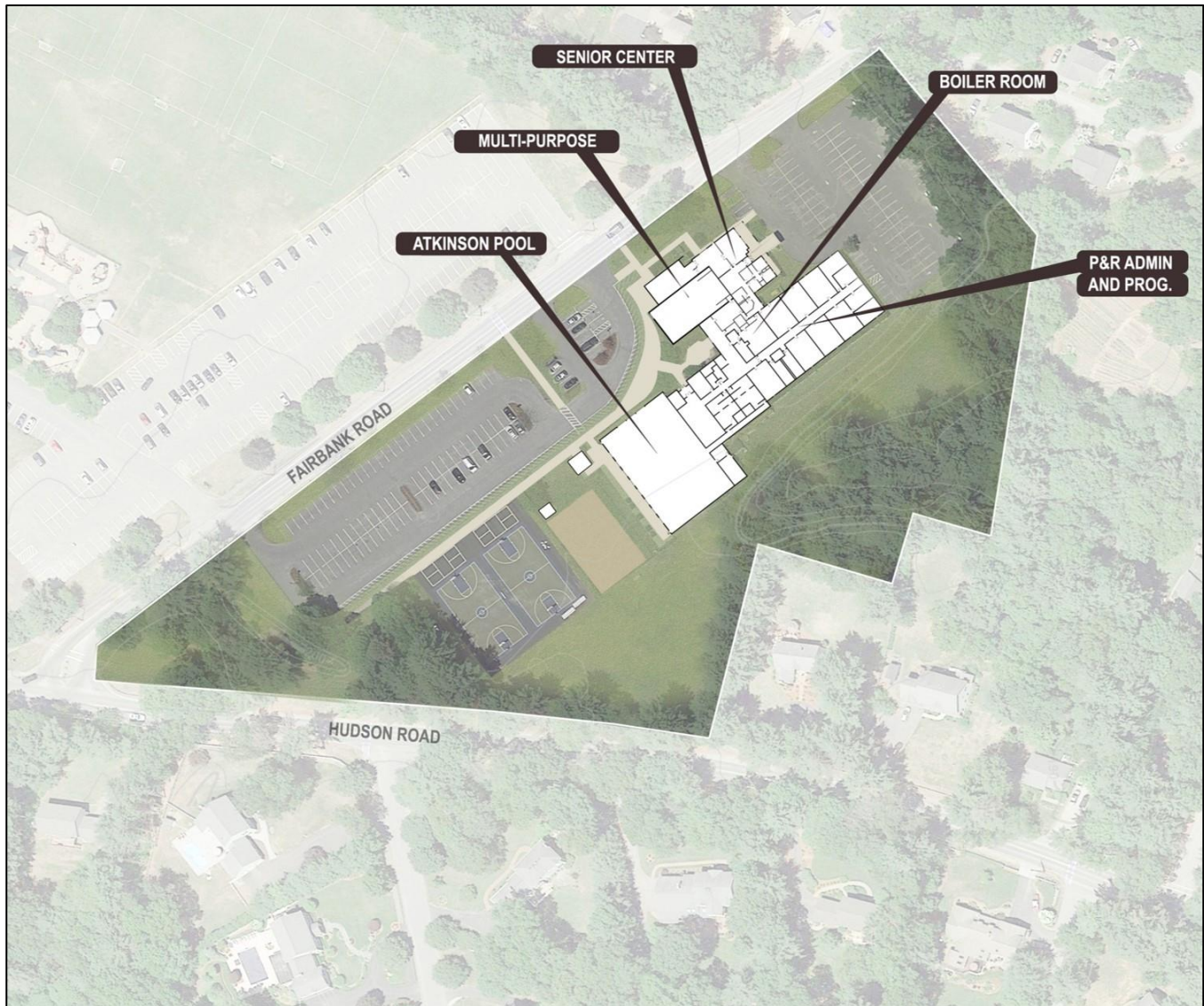
#### 4.1 DESCRIPTION OF EXISTING FACILITY

The Community Center is a 40,900 SF single story facility located at 40 Fairbank Road, Sudbury, MA 01776. Originally constructed in 1958 as Fairbank Elementary School, the Community Center was established in the former school building in 1983. There have been two (2) additions subsequent to the original construction, the 1987 Atkinson Pool and the 1989 Senior Center.

The Consulting Team have broken the overall facility into the following five (5) general building areas for explanation purposes:

- Park and Rec - Admin & Program (a portion of which is currently occupied by the School District)
- Park and Rec - Multi-Purpose (Gymnasium, Stage & Kitchen Spaces)
- Boiler Room
- Atkinson Pool and Locker Rooms
- Senior Center

Through the remainder of this report these five (5) areas will be discussed separately.



#### 4.1.1 PARKS AND REC – ADMIN & PROGRAM

Originally constructed in 1958, this portion of the facility retains many of the characteristics of its previous use, especially within the main corridor and in original classrooms not subdivided for other usage.

Six (6) classrooms of the original Fairbank Elementary School are currently used by Sudbury Public Schools (SPS) as administrative office space, but WA's understanding is that SPS would vacate the space if necessary. These rooms have been subdivided into multiple offices and support rooms.

Two (2) classrooms of the original Fairbank Elementary School were remodeled as locker room space as part of the Atkinson Pool Addition. The locker rooms are included with that portion of the facility.

The boiler room, and multi-purpose spaces (gym, stage & kitchen) of the original Fairbanks Elementary School are discussed separately in this report.

#### 4.1.2 PARK AND REC – MULTI-PURPOSE (GYMNASIUM, STAGE & KITCHEN)

Originally constructed in 1958, but considered separately in this report due to its unique nature. This portion of the facility was originally used as a combined gymnasium and cafeteria space (cafetorium) when the building was used as an Elementary School. Currently it is the only space within the Fairbank Community Center suitable for use for sport events (due to high ceilings, floor type and square footage) and for larger gatherings (again due to square footage plus the adjacency of the full kitchen).

It is WA's understanding that the Sudbury Community recognizes this portion of the facility as somewhat historical in nature, mostly due to artwork applied to the walls when used as cafetorium space by the Elementary School.

It is also WA's understanding that the adjacent stage is not frequently utilized for its originally intended purpose, but is instead used for other activities due to it often being the only somewhat suitable space available within the Community Center.

#### 4.1.3 BOILER ROOM

Originally constructed in 1958, but considered separately in this report due to its unique nature. This portion of the facility was originally constructed to house the boilers and main electrical equipment needed for the facility. This room is located approximately 9' below grade, with stair access inside the room.

The boilers original to the building were replaced in 2006 with two (2) higher efficiency boilers of 1700 MBU capacity each. These new boilers are much smaller in size compared to the original boilers, which created floor space within this room potentially usable for additional boilers if determined necessary. These boilers provide heat to all areas of the building, except for the pool locker rooms (within the original Fairbank Elementary School footprint) and the Atkinson Pool.

The 800A main electrical service for the facility enters the building within this room. A secondary branch from this room feeds the switchgear located within the Atkinson Pool. The electrical equipment within the room is generally noted to be in good condition except for the switchgear original to the Fairbank Elementary School, which requires replacement. (The switchgear has been repurposed and could be replaced with an electrical panel.)

The domestic water supply is also distributed to the rest of the facility from this room (the water main enters at the Senior Center and is routed to this room). Domestic water heaters installed in 2006 are present. These water heaters apparently serve the needs for domestic hot water for the entire facility except for the kitchen, which has a separate water heater for kitchen equipment use.



#### 4.1.4 ATKINSON POOL AND LOCKER ROOMS

Constructed in 1987 as an addition to the building and physically connected to the main Parks and Recreation Building. The pool is 8-lanes and 25 yards in length. A separate dive well exists, but does not comply with current requirements for diving wells so it cannot be used for competition purposes. Men's and Women's locker rooms are located adjacent to the pool addition within the original footprint of the Fairbank Elementary School (each locker room built within one classroom space). The pool lacks family- type changing rooms and space suitable for audiences during meets, and it is WA's understanding that these deficits impact functionality and potentially greater use by the community.

#### 4.1.5 SENIOR CENTER

Constructed in 1989 as an addition to the building and physically connected to the main Parks and Recreation Building. This addition includes two (2) multi-purpose rooms, administrative offices and support spaces such as toilet and storage rooms. One (1) multi-purpose room is adjacent to the kitchen within the Parks and Recreation Building, which enhances its functionality. It is WA's understanding that spaces as originally constructed have been subdivided after original construction due to necessity.

### 4.2 DESCRIPTION OF MAJOR SYSTEMS AND ISSUES

As noted earlier part Williams Architects was directed to rely upon the items and findings identified by previous reports, and these descriptions are meant as a general summary of those findings. Other commentary by WA is identified as such.

Systems and issues are described separately for each of the five (5) building areas, with a separate "facility-wide" category for systems that are shared by the entire facility (such as plumbing and electrical), and issues common within the facility (such as lack of a sprinkler system).

#### 4.2.1 PARK AND REC – ADMIN & PROGRAM

Of all portions of the existing facility, this portion of the facility generally appears to demonstrate deficiencies most in need of remediation or repair if this portion of the facility is retained for adaptive reuse. Most items should also be addressed even under a "status-quo" scenario.

##### 1. EXTERIOR ENVELOPE

- a. Roof Structure: The structure is typically steel joists with wood fiber panels. The entire roof structure is deficient in terms of loading, and if retained would need to be reinforced to accept any new loads applied to the structure, including new sprinkler piping, HVAC units and ductwork, ceiling finishes, etc. Roof leaks have also affected the integrity of some of the wood fiber panels, and repair/replacement of individual panels would be difficult.
- b. Roofing System: Although relatively recently replaced, the primary concern is that the roof system lacks slope to provide adequate drainage. With ponding evident in many locations, WA would not expect the roof to be warrantable by any manufacturer. (Typically, "no ponded water 24 hours after a rain event" is a requirement, but this should be checked with the actual manufacturer if a warranty is still in effect.) Ponding also makes identification of leak points difficult to determine, and it is understood by WA that leaks are relatively frequent. With the wood fiber roof decking, these leaks easily damage the roof decking and repairs to this type of decking is difficult. A thermal imaging report by Proscan dated April 25, 2013 indicates that areas of saturated roof insulation exist, and that approximately 5-6% of the roofing system area would

require replacement due to the saturated insulation. WA assumes this would likely mean a similar area of wood fiber roof decking is also potentially compromised to some degree, and that in the 4 years since the report was generated the area requiring replacement has likely increased in size.

- c. Exterior Walls: The exterior walls are typically single-wythe, uninsulated masonry and generally noted to be in below average or poor condition. The 2015 BH+A report notes specifically that the walls at the rear of the building need complete repair or replacement.
- d. Window Systems: Windows are noted to typically be single-pane, non-thermally broken and generally in poor condition. All should be replaced.

## 2. HVAC SYSTEM:

- a. This portion of the facility is mostly heated by fin-tube radiators, typically located on the exterior walls. The fin-tubes receive hot water from the Main Boiler Room. The fin tube in the portion of the building occupied by the school district is noted to have been installed in 1990. The portion of the building occupied by the school district also uses window units for air- conditioning. Two other spaces (TV room and Game room) use ductless split systems for air- conditioning. Ventilation for the corridor and interior spaces are provided by a DX fan coil unit with hot water heat from the Main Boiler Room. Heat and ventilation for the locker rooms and reception area is provided by a packaged gas/electric rooftop unit installed in 2010, and which is apparently a heating only unit.
- b. WA notes that if the original classroom spaces within this building were to be used for physical activities (such as aerobics), WA would expect indoor air quality and comfort needs to require forced air ventilation with A/C, and due to the inadequate roof structure described above, distribution of this air via ducts and new HVAC equipment would be difficult to implement.

## 3. FUNCTIONAL CONSIDERATIONS:

- a. Existing Roof Structure: WA notes that the roof joists within this part of the facility typically bear on the walls that originally separated the building into individual classrooms and on the main corridor walls. As such, creating spaces within this building that are larger than the original classroom spaces (approx. 895 SF) would be difficult. The classroom partition walls would also need to be respected during any reorganization occurring under an adaptive reuse. Openings between the main corridor and the adjacent rooms would be possible, but again within limits and with most of the corridor walls needing to remain. WA also notes the bottom of joists within the original classroom spaces are at approximately 8'-0" AFF, which would make it very difficult to add ducted HVAC, piping of any type, or finished ceilings within the original classroom spaces while still maintaining desirable ceiling heights. Reinforcement of the roof structure would also complicate the issue.
- b. Office/Administration Space: During meetings with the Parks Department, it was noted that the building lacks a common meeting room, a printer/copy room and a dedicated space for office supplies. Also noted was the lack of space(s) for meetings requiring privacy, such as those related to the financial assistance program. It was noted though that if the School District was to vacate their current offices that these issues would be alleviated.
- c. Program Spaces: The building currently has three "multi-purpose" rooms. During meetings with the Parks Department, one (1) more multi-purpose room was requested to meet current needs.





Storage spaces to support the multi-purpose rooms was also noted as typically lacking, both for use by the Parks Department and for outside vendors.

#### 4.2.2 PARK AND REC – MULTI-PURPOSE (GYMNASIUM, STAGE & KITCHEN)

This portion of the facility was built as part of the original Fairbanks Elementary School, so it demonstrates some of the same deficiencies noted for the Office & Program spaces, but with some unique considerations

##### 1. EXTERIOR ENVELOPE

- a. **Roof Structure:** The roof structure over the gymnasium and stage is glu-lam beams with wood decking. The BH+A report indicates the decking to be adequate (assuming proper nailing). The roofing system over the kitchen is of the same type as the office & program spaces, and it is presumed by WA that it would need reinforcing if retained, much like in the Offices & Program Spaces portion of the facility.
  - b. **Roofing Systems:** The roof system over the sloped-roof Gymnasium and Stage is asphalt shingles. Per the 2015 BH+A report, WA observations and Parks Department input, it is in generally good condition, having recently been replaced. The roof system over the Kitchen area is an adhered EPDM. Per the 2012 B&R report this roof membrane was reportedly installed over a previous built-up roof, is approximately 20 years old, and is in fair condition. WA notes that at 20 years, this membrane roofing system is reaching the end of its expected life span and replacement should be planned for in the near future. Both photo-voltaic solar power panels and domestic water-heating solar panels have been installed on the roof of the gymnasium.
  - c. **Exterior Walls:** The exterior walls are typically uninsulated CMU. During the 1987 Pool Addition the exterior wall at the west elevation of the gymnasium was removed and replaced with CMU cavity wall construction utilizing 4" CMU back-up wall and split-face CMU veneer. Some cracking of masonry on this elevation is noted in the 2015 BH+A report. During the 1989 Senior Center Addition, portions of the north elevation were sheathed over with plywood and clapboard siding was installed. Also during this addition, a section of full- height windows at the north wall of the kitchen was removed and replaced with split-faced CMU veneer over conventional metal stud framing and with partial-height aluminum windows with insulated glass.
  - d. **Window Systems:** The windows on the east face are thermally broken with insulated glazing (installed during 1987 pool addition). Windows on the south wall of the kitchen are also thermally broken with insulated glazing (installed during 1989 Senior Center addition). The windows all appear to generally be in satisfactory condition.
2. **HVAC SYSTEM:** The gymnasium is heated by fin-tube radiators, typically located on the exterior walls. The gymnasium is cooled by a rooftop unit with hot-water heating and which was installed in the early 1990's. The fin-tubes and rooftop unit receive hot water from the Main Boiler Room. The kitchen is heated by a hot water unit heater and hot water unit ventilator, which receive hot water from the Main Boiler Room. The kitchen apparently lacks any provisions for cooling.
3. **FUNCTIONAL CONSIDERATIONS:**
- a. **Gymnasium:** WA notes that since this portion of the building was constructed as a "cafetorium", it would not be ideal to maintain its use as a full or "main" gym due to its size. WA notes that it could serve other purposes, such as a multi-purpose room or fitness room. If the wood floor is retained it should be refinished or replaced.

- b. Stage: The adjacency of the stage to the existing gymnasium increases the potential for adaptive reuse of this space. If retained as a stage, WA notes that handicapped access (via ramp or possibly lift) to the stage will likely be required from the existing gymnasium. If retained for other uses, it would likely be possible to remove the wood framing of this raised floor, allowing for direct access from the adjacent gymnasium space if desired.

#### 4.2.3 BOILER ROOM

Built as part of the original Fairbank Elementary School, this portion of the facility shares many of the same issues as the other portions of the facility constructed at that time.

##### 1. EXTERIOR ENVELOPE

- a. Roof Structure: Constructed at the same time, the issues noted under the Offices & Program Spaces portion of the report apply to this portion of the facility as well.
- b. Roofing System: Reroofed at the same time as the Offices & Program Spaces, the issues noted under that section of the report again apply to this portion of the facility.
- c. Exterior Walls: The boiler room originally had an exterior wall on its south side, but with the construction of the Senior Center, the boiler room does not have any exterior walls.
- d. Window Systems: The boiler room originally had windows on its south side, but with the construction of the Senior Center, the boiler room does not have any windows.

##### 2. FUNCTIONAL CONSIDERATIONS:

- a. Boiler Room Egress: WA notes that per 2012 IBC 1015.3, the heating capacity for the boilers appears to exceed that which is allowable for a boiler room in new construction with one means of egress, and that identifying a secondary means of egress should be considered for this room. With space in the room created by the boiler replacement, this would be relatively easy to achieve. (Currently a secondary means of egress exists through a storage room, but egress through storage rooms is generally prohibited by current code.)
- b. Electrical Room Separation and Egress: WA notes that the electrical room is not separated from the boiler room by rated construction, that only a single means of egress from the electrical room exists which is through the boiler room, and that the electrical room is below grade. Consideration might be given to relocating the electrical room due to egress concerns and to further protect it from potential groundwater. In any case, when replacing electrical equipment, the egress requirements of the National Electrical Code (as enforced by local jurisdiction) should be met.

#### 4.2.4 ATKINSON POOL & LOCKER ROOMS

The deficiencies of the Atkinson Pool addition are different from the main portion of the facility. This portion of the facility was analyzed separately within the 2015 BH+A report under a section titled Façade Condition Assessment). While this portion of the facility is approximately 30 years old, WA typically sees facilities such as this surpass 50 years with proper maintenance and infrastructure replacements.

##### 1. EXTERIOR ENVELOPE

- a. Roof Structure: The main pool area roof structure is wood roof planking on wood glu-lam beams. The 2015 BH+A report indicated that spot testing of the roof planking and glu-lam beams showed they had an acceptable moisture content (meaning no accelerated decay due to moisture). The

roof structure over the remainder is metal roof decking over metal roof joists. Per the BH+A March 2015 report, no deficiencies in either of the roof structures were noted.

- b. Roofing System: The roofing system over the main pool area is a ballasted membrane type. The 2013 PSIF report indicated that no moisture was detected under the roof membrane. The 2015 BH+A report found moisture immediately under the roof membrane and noted the lack of a true vapor retarder and air barrier. (It noted 2 layers of asphalt-impregnated building paper were present, but this is not currently considered an acceptable vapor retarder.) This report also indicated this roofing system to be near the end of its useful life. WA notes the moisture under the roof membrane could be cyclical in nature (based on season of the year), but concurs that replacement of this roofing system should be planned for in the near future if the Atkinson Pool is retained during redevelopment of the site. The 2015 BH+A report indicates the single-ply roofing system over the area of metal roof deck was replaced in 2012 and is in good overall condition.
- c. Exterior Walls:
  - i. CMU Back-Up Wall: The 2015 BH+A report notes cracking of the CMU joints at the back-up wall has occurred in some locations. This cracking should be apparent on the inside of the pool building, and no excessive cracking was identified by WA during their walk-through. It is assumed by WA that repairs have been made as necessary on the interior of the pool building. WA notes that CMU with a latex paint finish on the interior is typically considered by current code to be acceptable from a vapor-retarding standpoint. In this case though, the CMU back-up immediately behind the EIFS is almost uniformly acoustic-type CMU. (Acoustic-type CMU is not shown on the existing drawings, but does exist.) Assuming the cores are unpainted, bare CMUs would be exposed to the humidity of the pool atmosphere, and would not act as an effective vapor retarder. Vapor would be expected to pass through these CMUs, and could be condensing behind or within the 2" EIFS system during cooler months.
  - ii. Split-Face & Smooth Face CMU Veneer: The 2015 BH+A report indicates the veneer is cracked in multiple locations, with the damage concentrated below window openings and at the building corners. The report also describes a steel shelf angle used to support the veneer on the northeast elevation is corroding and in need of replacement. These issues are consistent with the observations by WA. The 2015 BH+A report indicates the cracking appears to be the result of both building settlement and differential thermal movement. The CMU veneer is used as bearing for the 12" single-wythe CMU above the split-face veneer (the 12" CMU being behind the EIFS). The report indicates that sawcutting of new control joints may partially alleviate the issue, but that cracking may still occur due to differential thermal movement. (The 12" CMU is behind the insulation and is kept warm during the winter, while the 4" CMU veneer is on the exterior side of the insulation and is cold during the winter.) The cause of the staining on the CMU veneer near the EIFS/CMU joint is indicated to be water draining onto the CMU from the EIFS finish above. WA recommends performing further investigation/testing of the staining to confirm causation prior to implementing repairs on the stained walls.

- iii. EIFS Veneer: The 2015 BH+A report indicates the EIFS (Exterior Insulation Finishing System) to generally be in poor condition for a variety of factors; including cracking, inadequate adhesion to the CMU substrate, failure of sealant joints, and denting of the stucco finish. The 2015 BH+A report recommends replacement of the EIFS system, and WA concurs that the EIFS should be replaced if the Atkinson Pool is retained during redevelopment of the community center. When replaced, cracks and open joints in the CMU should be closed and a vapor retarder able to span joints/cracks should be installed on the exterior surface of the CMU back-up wall prior to reinstallation of EIFS system. A finish material other than EIFS could also be considered.
  - d. Window Systems: The window systems are generally noted as in satisfactory condition, but that perimeter sealants are experiencing failure and the insulated glazing units have likely exceeded their intended life expectancy. Removal and replacement of sealants is recommended.
2. HVAC SYSTEM: This portion of the building is heated, cooled and ventilated by an energy recovery ventilator (ERV) with hot water heat. The hot water is provided by a separate boiler that serves both the ERV and for heating of the pool. The 2015 BH+A report indicates the systems were upgraded in Spring 2015, so WA would expect 15-20 years or more of useful life for most of this equipment with proper maintenance.
3. FUNCTIONAL CONSIDERATIONS
- a. Diving Well: The dimensions of the existing diving well are such that it does not meet current requirements (FINA/NCAA regulations). As such, it does exist and does not appear to have any deficiencies in construction or upkeep.
  - b. Spectator Seating: Per meetings with the Parks Department, it is understood by WA that the Atkinson Pool serves as a “home pool” for several swim teams, and that audience space is lacking.
  - c. Locker Rooms & Family Changing Rooms: Per meetings with the Parks Department, it is understood by WA that patrons of the facility would be more likely to use the pool if the locker rooms were updated and family changing rooms were incorporated into any new design. During the facility walk-through, it was noted by facility staff that the corridor leading from the pool to the locker rooms is consistently cold and drafty.

#### 4.2.5 SENIOR CENTER

The deficiencies specific to the Senior Center are primarily function-driven, but with some minor infrastructure issues.

1. EXTERIOR ENVELOPE
- a. Roof Structure: The roof structure is indicated to be steel-framed with metal roof deck at both the sloped and flat roof areas, and no issues related to its overall condition were noted.
  - b. Roofing System: The roofing system is of asphalt shingles, was recently replaced, and is noted to generally be in good condition. Tectum panels used under the eaves show water damage in several locations for reasons unknown, but possibly due to the gutter/flashing assembly.
  - c. Exterior Walls: The exterior walls of this building are conventional metal studs with sections of clapboard siding and sections of CMU veneer, and generally appear to be in good condition.
  - d. Window Systems: The windows in this portion of the facility indicated to generally be in satisfactory condition, but with failure of perimeter sealants and finish deterioration.





2. HVAC SYSTEM: Heating is provided by hot-water fin-tube radiators. Cooling is provided by two air-handling units with DX cooling. Condensers for the DX cooling are located on the roof. The equipment apparently dates from the original construction of the Senior Center in 1989. Although almost 30 years old, the equipment is noted to generally be in good condition, except that the condensers use R-22 refrigerant.
3. FUNCTIONAL CONSIDERATIONS:
  - a. Program Spaces: It was noted during meetings that the Senior Center runs many programs that are physical in nature (ballet, tap-dance, and aerobics). The physical fitness-type programs are typically held in the current gymnasium due to it being the only space of acceptable size and finishes for these activities. During summer programs, it was noted that the Senior Center loses access to the gymnasium due children's programs
  - b. Multi-Purpose Space: The Senior Center includes two (2) multi-purpose rooms which are not adequate in size for many activities. It was noted that the existing gymnasium is used for larger gatherings, due to it being the only space of adequate size within the facility.
  - c. Conference Rooms: The Senior Center hosts many functions that require privacy (mental health, tax planning, etc.). The current facility lacks spaces suitable for these functions.

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#### 4.2.6 FACILITY-WIDE SYSTEMS AND ISSUES

This section of the report describes systems and issues generally common to the entire facility or the majority thereof.

1. PLUMBING SYSTEMS AND FIXTURES:
  - a. Domestic Water: The 3" domestic water service enters the building at the Senior Center and runs to the boiler room immediately adjacent. Domestic water piping primarily dates from the 1958 original construction, and the plumbing systems serving the newer additions (Atkinson Pool and Senior Center) are ultimately served by the original piping. The piping is typically indicated to be copper and to still be serviceable. Older piping likely has lead solder at its joints. Fixtures are of different vintages, with some fixtures original to the construction of the Elementary School. The facility includes a solar domestic water heating system installed in 2010, and no issues regarding its function were noted in the 2015 BH+A report. WA recommends general replacement of plumbing fixtures during renovations of any portions of the facility retained under a redevelopment scenario.
  - b. Sanitary: Most of the sanitary system dates from the 1958 original construction, with additions made as required during the pool and Senior Center additions. The 2015 BH+A report indicates no further information on its condition is available, but that no on-going leaking or clogging issues have been identified.
2. HVAC CONTROLS: The facility lacks a full Building Automation System (BAS). Some equipment is indicated to be connected to the town control system, while other equipment is stand-alone. WA notes inclusion of a facility-wide BAS system connected to the town control system would be included in any redevelopment scenario.
3. ELECTRICAL SYSTEMS:
  - a. Electrical Service: A one-line diagram showing the basic configuration of the main electrical components is included within the BH+A report. The switchgear original to the Elementary school

- still exists, but it is now fed by newer equipment and it should be replaced with a new electrical panel due to its condition. The switchgear may still support HVAC and kitchen equipment, but this is uncertain. Other equipment within the main electrical room is indicated to generally be in good condition with minor exceptions. Some older equipment from the 1980's use fuses instead of breakers. Several disconnects/breakers are recommended to be consolidated into an updated switchboard.
- b. **Electrical Distribution:** The facility incorporates equipment such as branch panels of many vintages. Some are outdated and parts for service are no longer available, but most just require servicing. Several disconnects on the roof (serving roof-top equipment) are noted as rusted and in need of replacement. Wiring in the building is indicated to mostly be by MC cable. Panel schedules indicating circuiting is generally lacking, and WA would recommend circuiting and electrical distribution throughout the building be identified by a licensed electrician prior to major renovation work being performed. (Among other benefits, the loads supported by the original switchgear would be identified.)
  - c. **Generator:** The facility incorporates a 75kW generator which is indicated to still have some useful life. Loads supported by the generator are not segregated into "emergency" and "normal" loads, which is required. WA understands this generator allows the facility to function as a storm/hurricane shelter for the Community and agrees that it should be retained in some manner or replaced if necessary.
  - d. **Solar Power:** A small photo-voltaic (PV) system was recently installed and is indicated to have been installed per codes current to the 2015 BH+A report. The PV panels are located on the roof of the gymnasium.
  - e. **Building Lighting:** The facility uses multiple types of light fixtures. WA would generally recommend replacement with more energy efficient lighting throughout any portion of the facility retained under any redevelopment scenarios, with the possible exception of the natatorium.
  - f. **Emergency Exit Lighting and Exit Signage:** The facility typically uses fixtures with emergency battery packs. WA recommends replacement of emergency lighting and exit signage in portions of the facility that would be retained under any redevelopment scenario, with common fixtures throughout the facility to make long-term testing and maintenance easier for building staff.
  - g. **Fire Alarm System:** The existing system is indicated to be a zoned system installed in the early 1990s, with incomplete coverage for devices associated with it. The entire fire alarm system should be replaced with a new addressable-type system, and include a voice- evacuation system if the occupant load of the entire facility will exceed 300. WA would expect the occupant load to for a facility of this type exceed that number of occupants.
  - h. **Telephone and Data Systems:** Existing phone and data systems are active and indicated to be in good condition. Issues with the existing system are primarily related to labeling and wire management. WA notes however that the technology room is located within the Office and Program Spaces building, so these systems would likely need to be relocated or replaced if this portion of the facility were to be demolished as part of a redevelopment of the Community Center.



4. **SPRINKLER SYSTEM:** Except for the Atkinson Pool, the entire facility is unsprinklered. The entire facility is approximately 40,900 SF, so a facility-wide sprinkler system is recommended to meet current code requirements. The sprinkler system in the pool area could probably remain (with revisions as necessary to meet current code requirements), and be extended to serve the remainder of the facility. The sprinkler service size is indicated to be 4", and to likely be adequate to serve a facility of approximately the same square footage.
5. **FIRE WALLS AND FIRE SEPARATIONS:** WA notes a review of the existing Atkinson Pool Drawings do not indicate any fire walls separating it from the remainder of the adjacent building. Some fire-rated doors were found during a site visit though, so fire separations of some type may exist. WA notes that a review of the existing Senior Center Drawings indicate a 2-hour fire separation between the Senior Center and the adjacent Parks and Recreation building was included. WA notes this fire separation would not meet current codes for a fire wall, as it is not self-supporting and would possibly not survive a fire event if partial building collapse occurred. WA notes that in lieu of a building sprinkler system code-compliant fire walls could conceivably be constructed to separate the facility into individual buildings from a code-compliance standpoint. Retrofitting these types of walls would be difficult and a sprinkler system would probably be most effective from a cost standpoint. Any portions of the current facility that would remain as part of a redeveloped Community Center should be further inspected to identify existing fire separation walls.
6. **HAZARDOUS MATERIALS ABATEMENT (ACM AND LEAD):** Although not specifically identified, WA notes the budgeting by BH+A as part of the March 2015 report includes separate costs for abatement. WA would also expect hazardous materials to be present in a building constructed in the 1950's, with the probabilities greatly diminishing for the newer construction. WA recommends that a hazardous materials survey be conducted by the Parks Department. This information would be necessary prior to proceeding with any work associated with most of the facility.
7. **INTERIOR FINISHES:** The facility uses a variety of finish materials that are generally appropriate to the functions of the spaces. Maintenance of finishes is generally good, with finishes being replaced when required. The 2015 BH+A report describes finishes in more detail, and notes areas that need to be addressed, such as ceramic tile in the pool area and refinishing of the existing gymnasium flooring. Under any redevelopment scenario, WA recommends a finishes palette be developed and implemented facility-wide to unify the appearance of the facility and to make repairs/replacement easier.

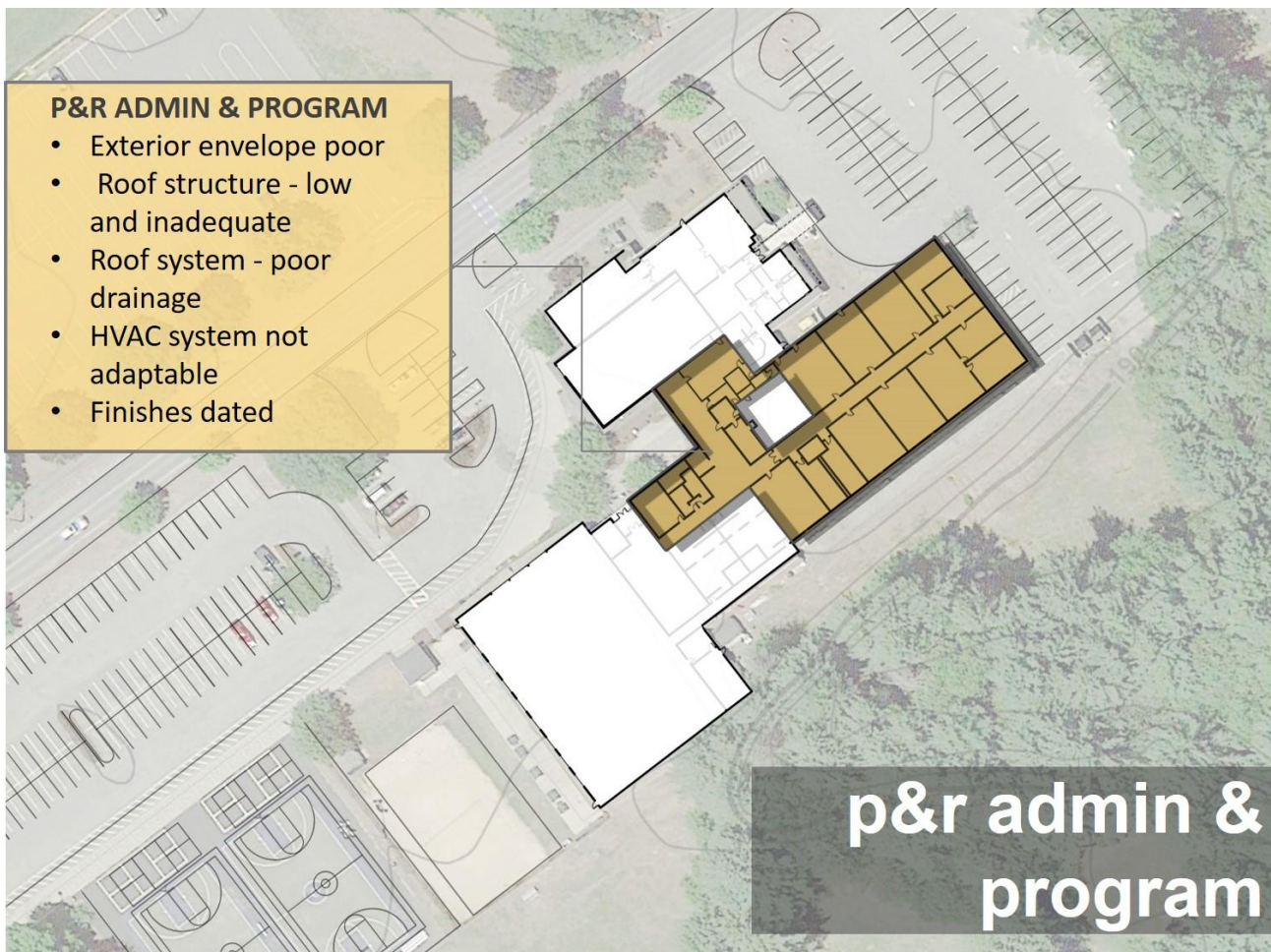
## 4.3 SUMMARY OF RECOMMENDATIONS

With the above understanding of the general state of the existing Fairbanks Community Center, Williams Architects recommends the following for each of the five (5) building components:

### 4.3.1 PARK AND REC - ADMIN & PROGRAM

Originally constructed in 1958, Williams Architects recommends this portion of the facility be demolished, chiefly for the following reasons:

1. Entire exterior envelope is in generally below average to poor condition.
2. Entire roof structure would likely need to be replaced, and possibly raised several feet in height to achieve adequate ceiling space.
3. All exterior windows would need to be replaced.
4. Exterior walls are uninsulated, and would likely need to be insulated in some manner to meet current energy codes.
5. HVAC system(s) currently in place would mostly not be adaptable for reuse and would require complete replacement.

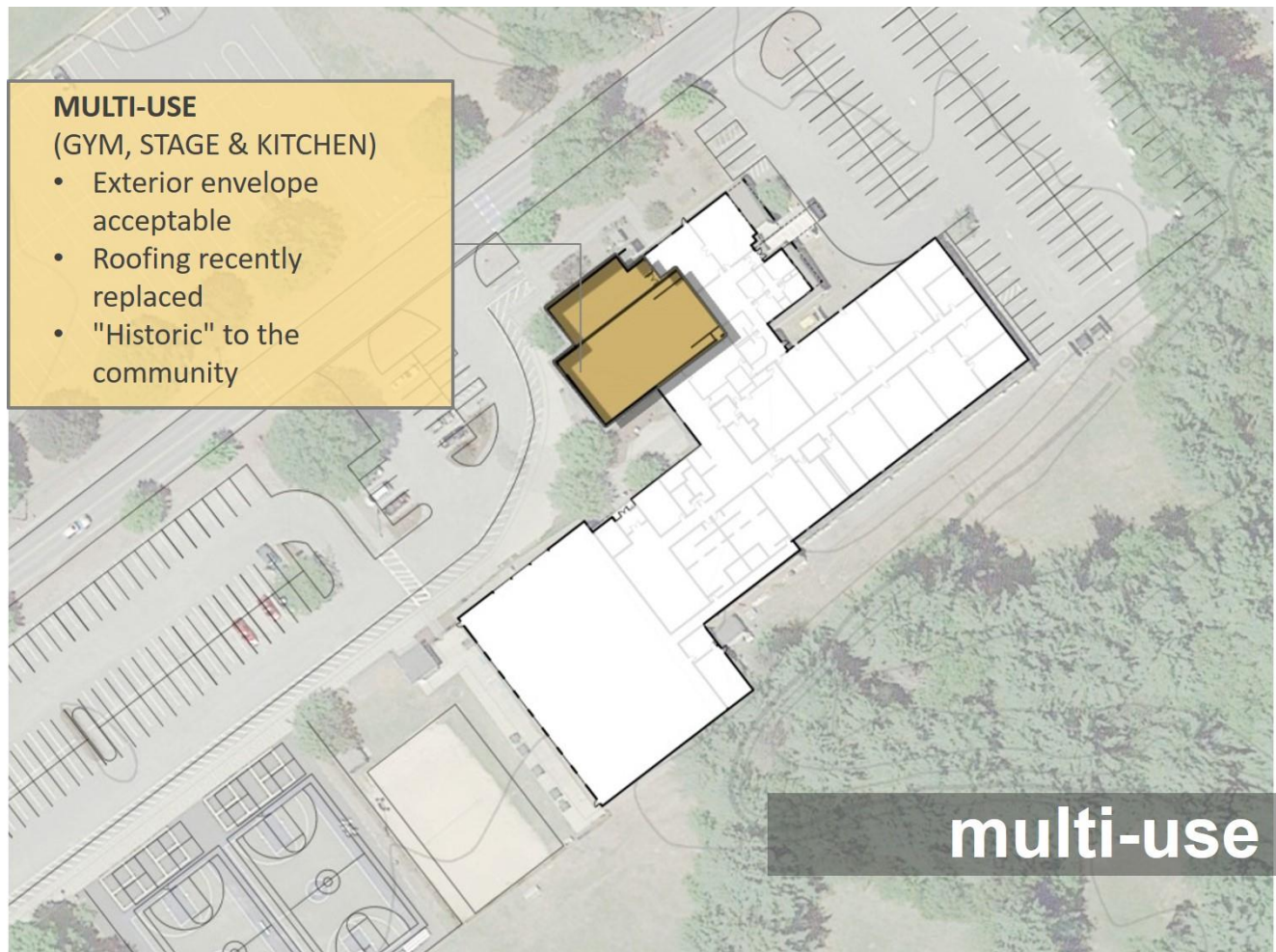




#### 4.3.2 PARK AND REC – MULTI-PURPOSE (GYMNASIUM, STAGE & KITCHEN)

Although built concurrently with the Admin & Program portion of the facility, Williams Architects believes this portion of the facility could likely be incorporated into a redeveloped facility:

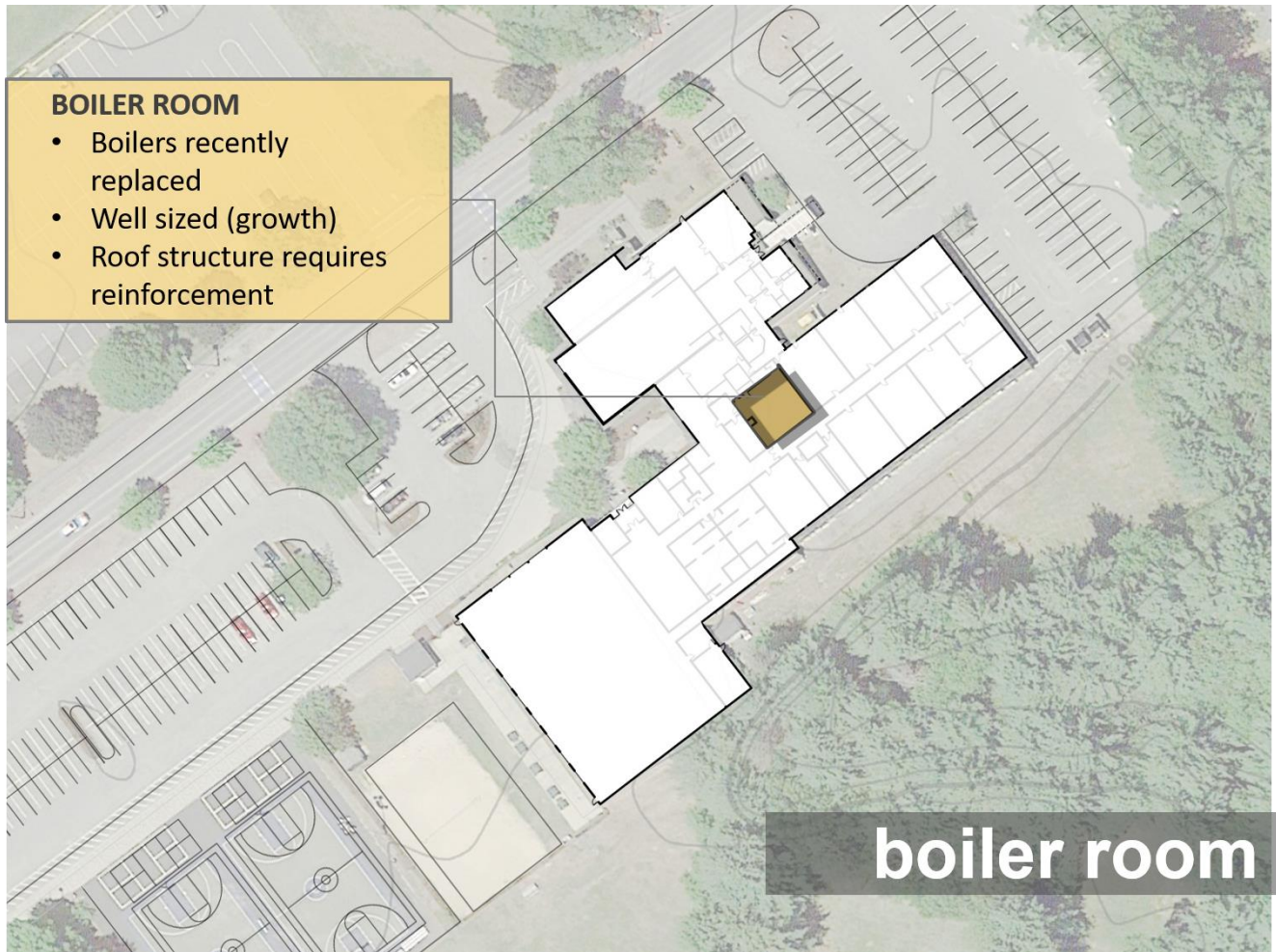
1. Repurposing the space may be supported by the community due to its “historic” nature.
2. The roof structure is adequate and recently reroofed.
3. The roof structure supports solar power and hot-water panels that are recent and in good condition.
4. The volume of the existing gymnasium space, and the adjacencies of the kitchen and stage makes this portion of the facility a viable candidate for adaptive reuse as a large multi-use room.



### 4.3.3 BOILER ROOM

Although built concurrently with the Admin & Program portion of the facility, Williams Architects believes this portion of the facility could be possibly be incorporated into a redeveloped facility:

1. The boilers are of recent installation, and space for additional equipment exists if necessary.
2. Ideally the electrical room would be relocated, freeing up additional space for repurposing.
3. The roof structure would likely need to be reinforced, but since the floor of the room is 9' below grade, there is height within the room for this to be feasible.

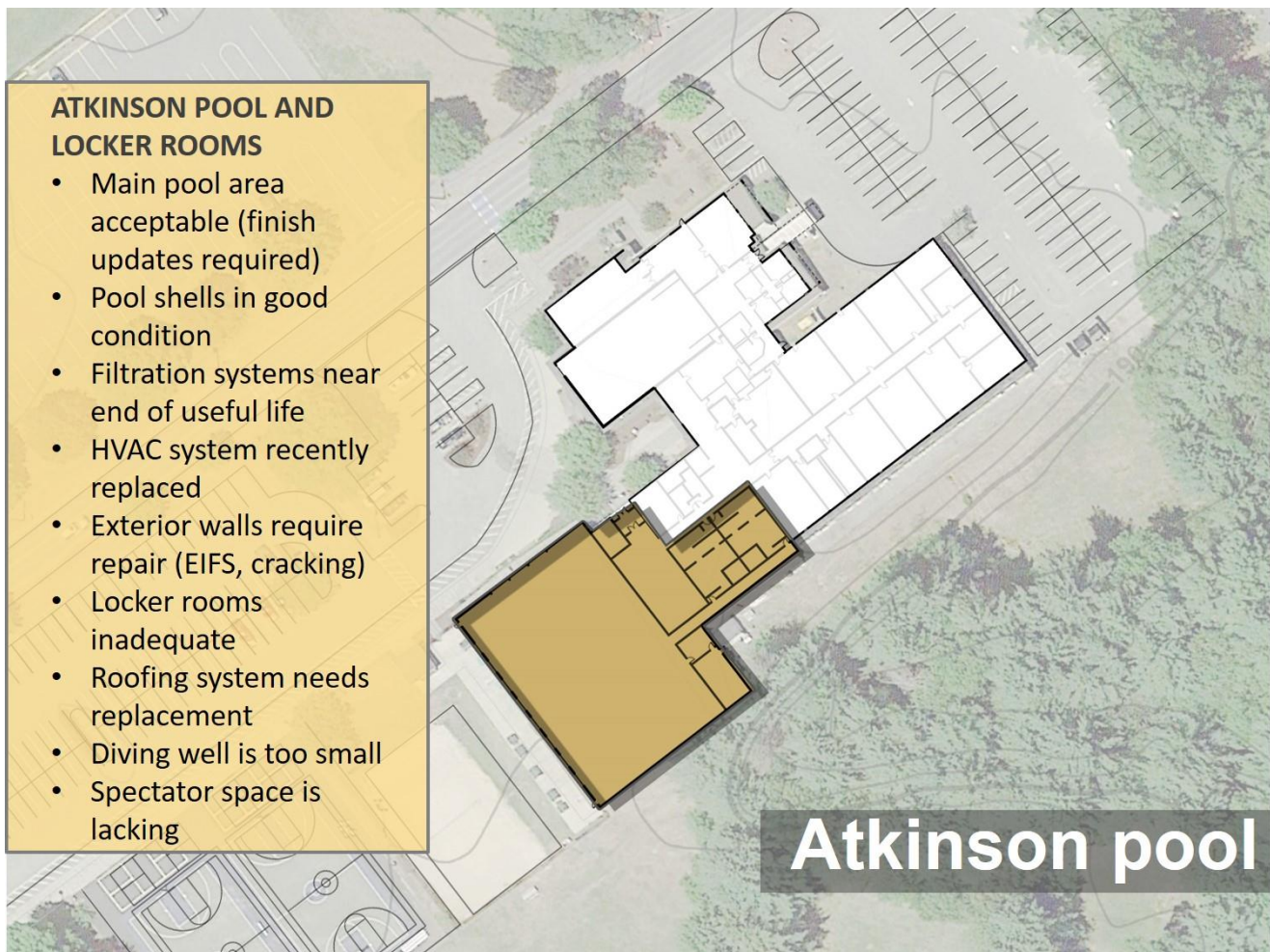




#### 4.3.4 ATKINSON POOL & LOCKER ROOMS

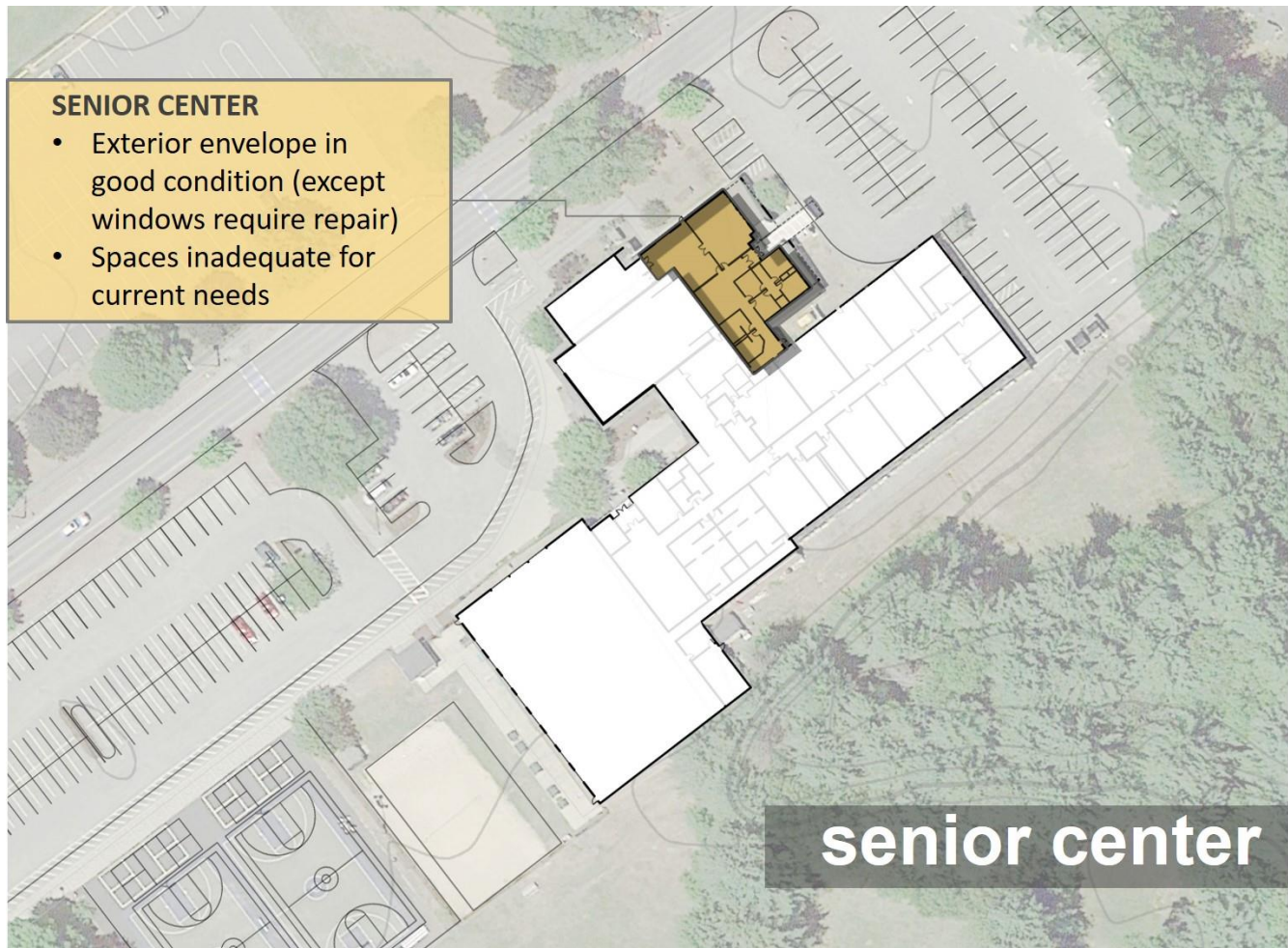
Williams Architects believes that except for the locker rooms, this portion of the facility could be incorporated into a redeveloped facility. Some functional issues (such as audience space and locker rooms) can be remedied during redevelopment of the facility. Other functional issues (such as the size of the diving-well) would remain or be more difficult to solve.

1. Based on WA's previous experience, at 30 years old this portion of the facility should have 15-20 more years of useful life remaining.
2. Roof structure is adequate, but reroofing (with insulation to meet current energy code) is necessary.
3. ERV and stand-alone boiler has recently been replaced.
4. Exterior walls are insulated, but would need repair.
5. Locker rooms would need to be rebuilt. (In addition to the current locker rooms being identified as inadequate, they were built in remodeled space within 1958 construction.)



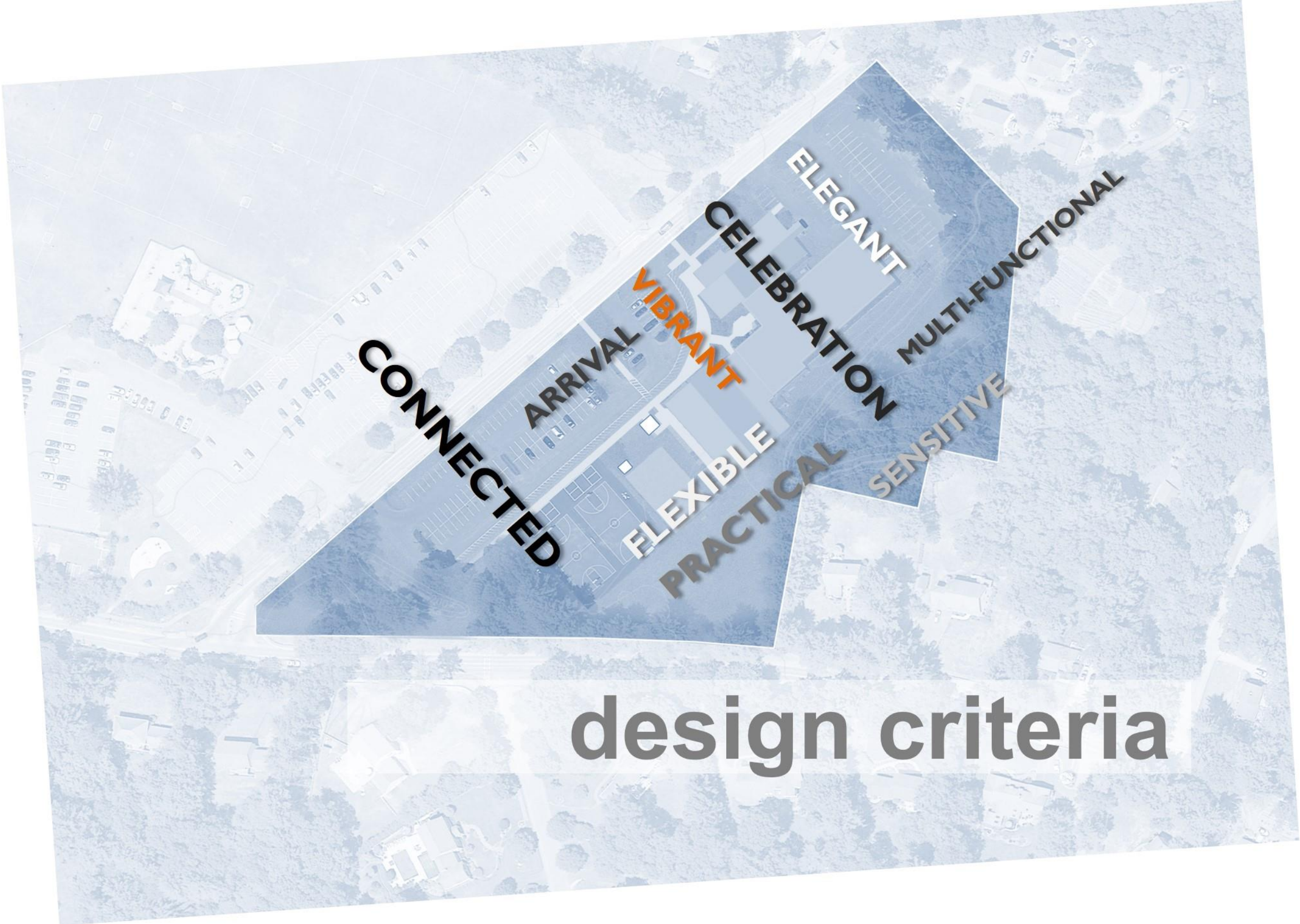
#### 4.3.5 SENIOR CENTER

It is Williams Architects understanding that the deficiencies of the Senior Center are primarily related to inadequate space for programs and functions desired by the users and the community. Williams Architects believes the current Senior Center building could be incorporated into a redeveloped facility, but possibly for uses other than its current function and with Senior Center functions being relocated to new spaces within the overall facility. WA believes the Senior Center will need dedicated spaces, but should be positioned such that it takes maximum advantage of the program spaces of the shared Community Center.



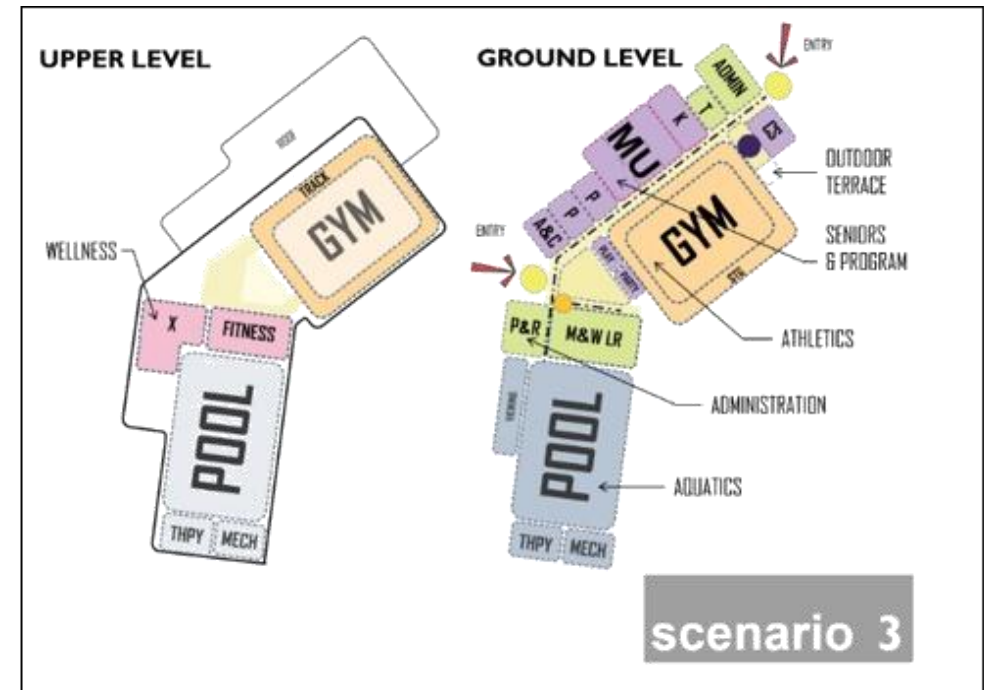
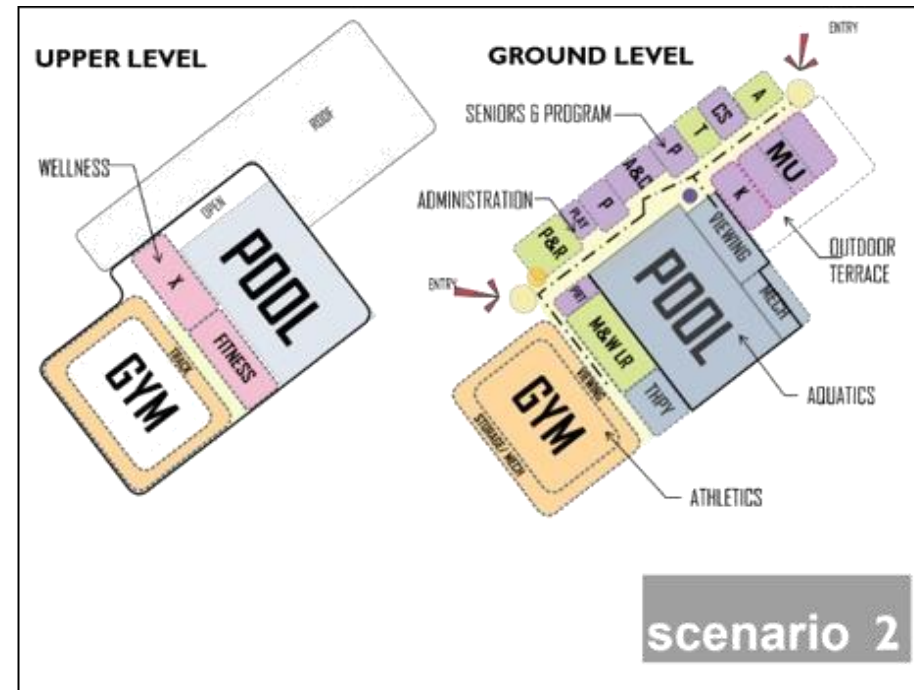
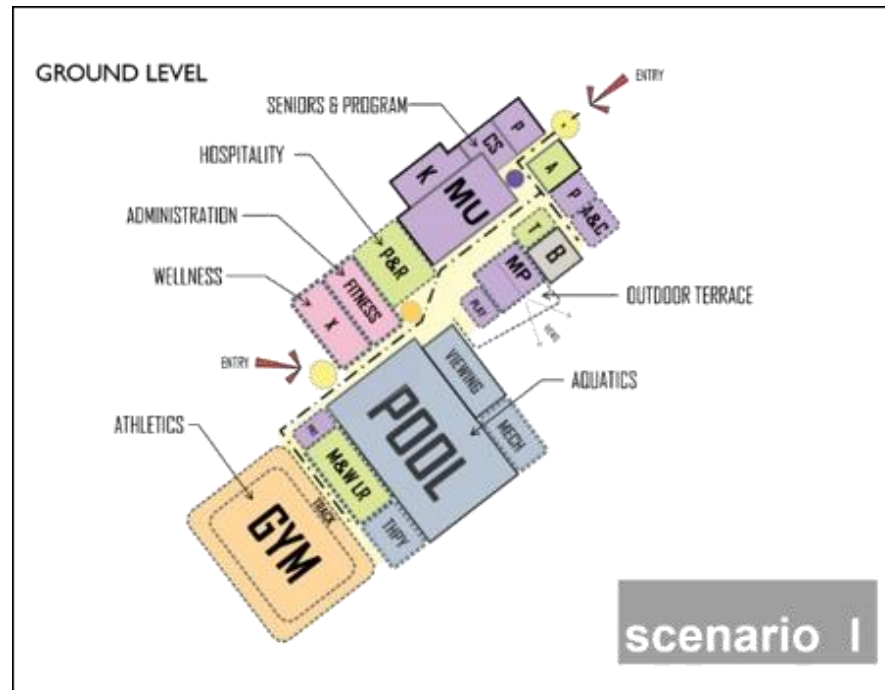


CHAPTER FIVE - BUILDING DESIGN SCENARIOS





The Consulting Team developed three bubble up drawings for the Task Force to review to help determine which scenario best met the community's needs. The Task Force chose Scenario Two. The capital cost was based on this scenario as well as the operational +-pro forma.



# design options

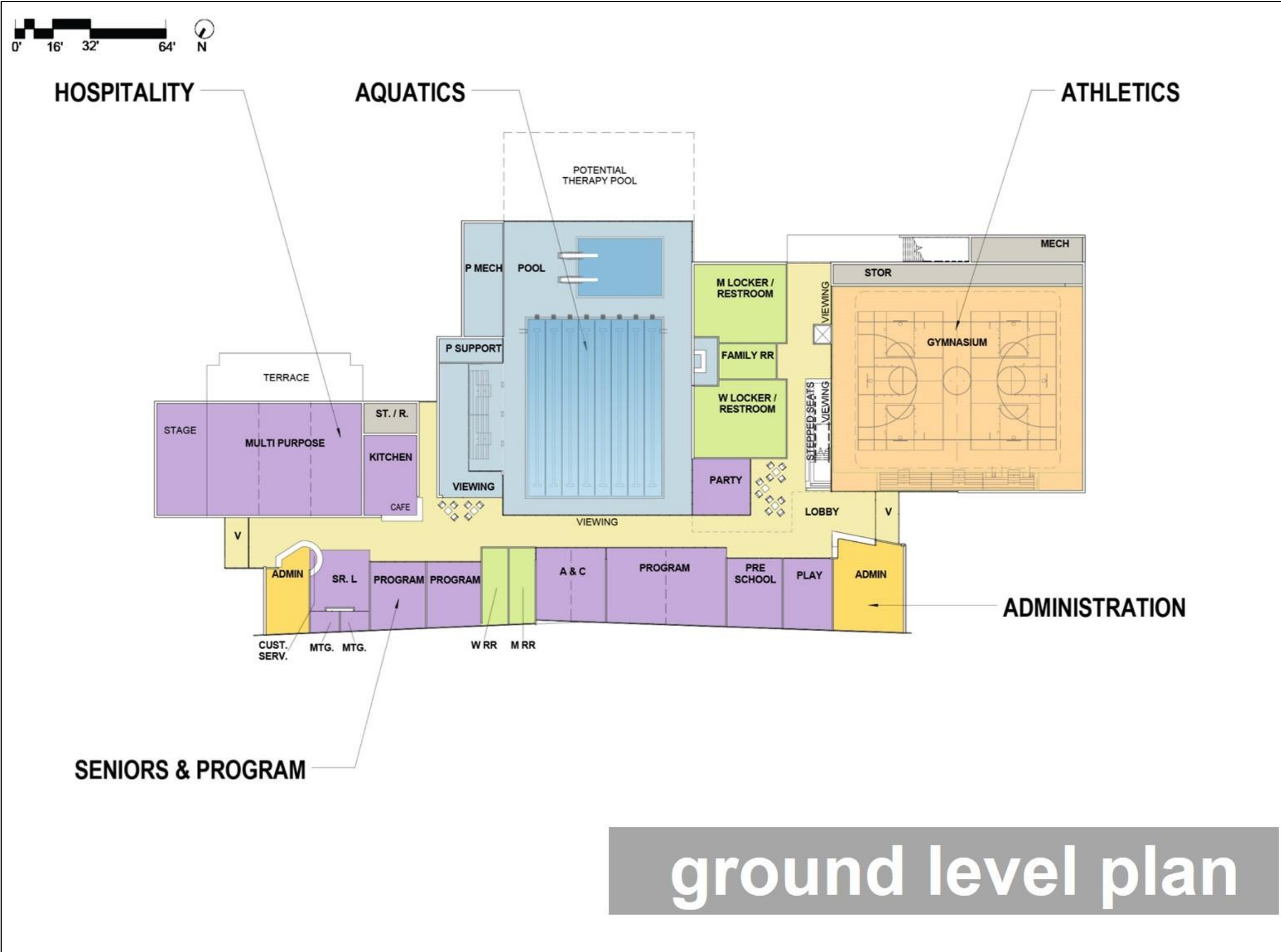


CHAPTER SIX - CONCEPTUAL BUILDING DESIGNS

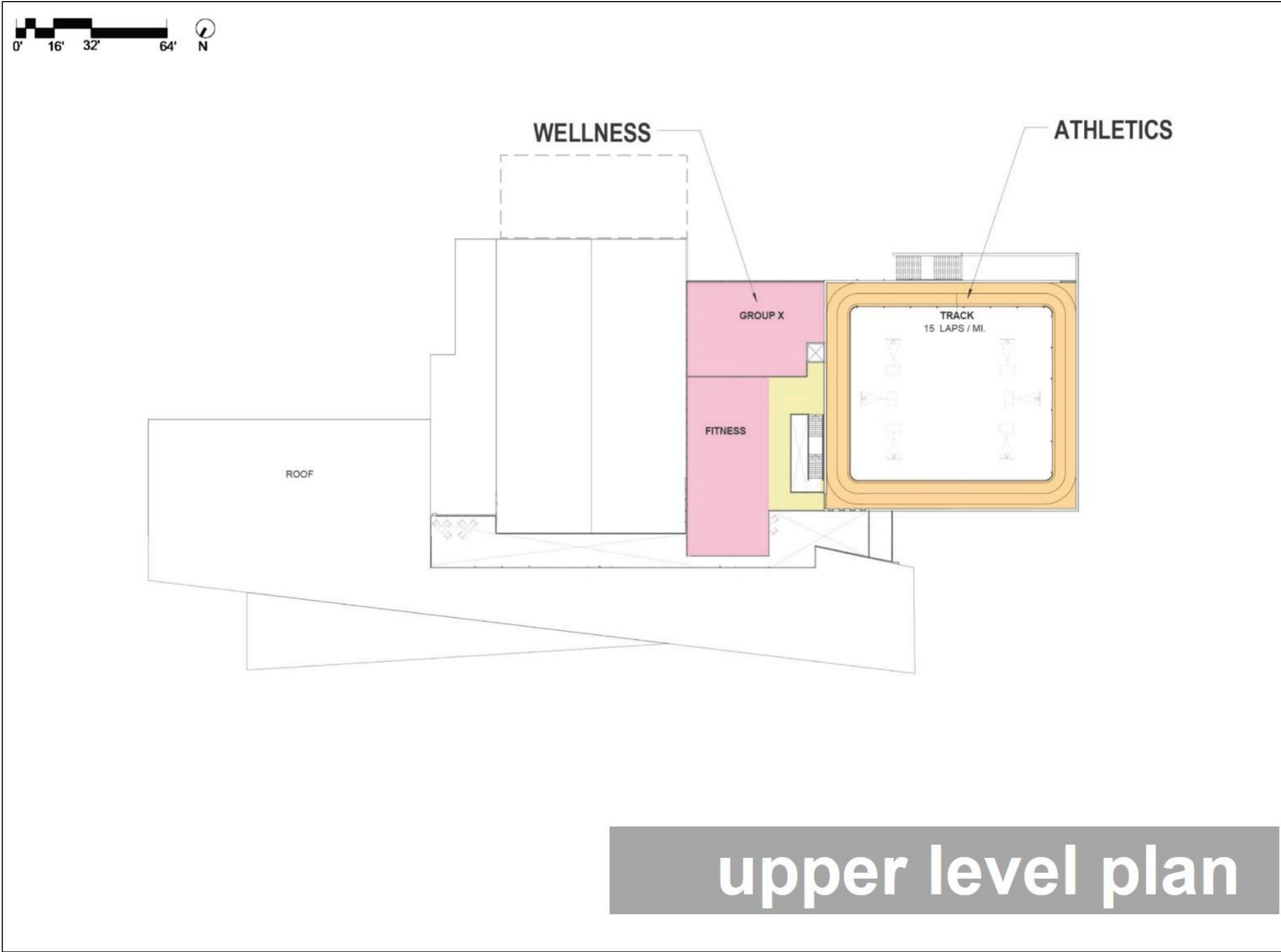
6.1 SITE PLAN







ground level plan



6.2 VIGNETTE ILLUSTRATIONS



vignette – main lobby





# vignette – senior lounge

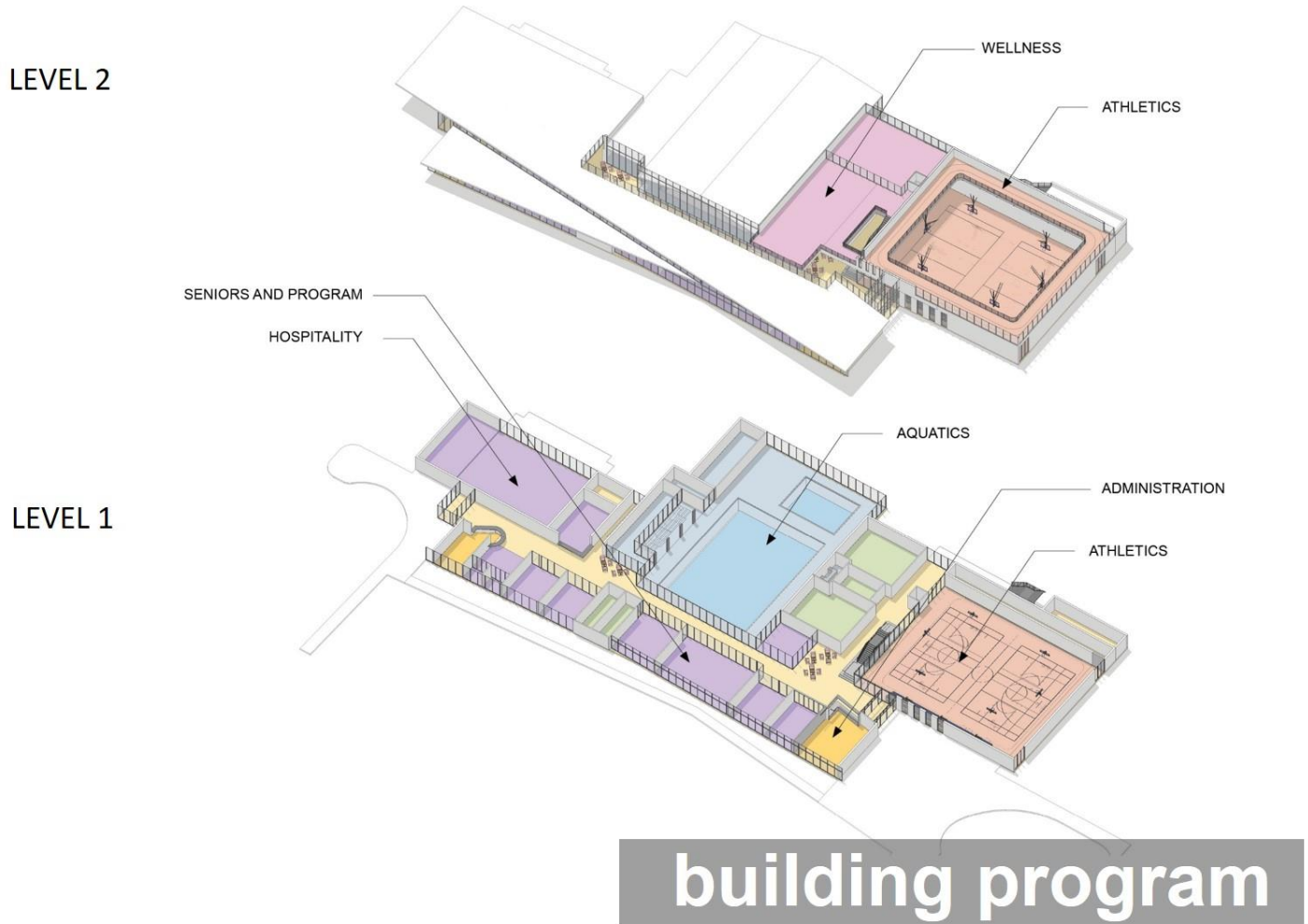




## vignette – senior lounge



## CHAPTER SEVEN - PROGRAM PLAN



7.1 PROGRAM PLAN SUMMARY

The following program plan outlines the spaces in the proposed updated community center as it applies to square footage changes. This information was used to define the capital costs and operational pro forma.

| BUILDING PROGRAM                              |                                     |   |
|---|-------------------------------------|---|
| CORE PROGRAM COMPONENT / SPACE TYPE           | COMMUNITY CENTER PROPOSED AREA (SF) | COMMENTS  |
| <b>ATHLETICS</b>                              | <b>15,800</b>                       |   |
| 1A GYM  | 9,200                               | 1 BB (HS) OR 2 BB (REC)                                 |
| 1B STORAGE AND SUPPORT                        | 1,000                               | FACILITY WIDE; (BLEACHERS 200 SEATS +/-)                |
| 1C RUNNING/WALKING TRACK                      | 5,600                               | RUN-WALK-JOG (WELLNESS)                                 |
| <b>WELLNESS</b>                               | <b>4,650</b>                        |   |
| 2A EXERCISE                                   | 2,450                               |   |
| 2B GROUP X                                    | 2,200                               |   |
| <b>AQUATICS</b>                               | <b>15,650</b>                       |   |
| 3A LAP POOL & DIVING WELL                     | 10,300                              |   |
| 3B M/W/FAMILY LOCKER, CHANGING & SHOWER ROOMS | 3,000                               | NATATORIUM, ATHLETICS & WELLNESS                        |
| 3C VIEWING                                    | 1,250                               | SPECTATOR AND GENERAL                                   |
| 3D POOL SUPPORT                               | 1,100                               | GUARD, 1ST AID, MANAGERS, POOL FILTRATION, POOL STORAGE |
| <b>SENIOR &amp; CULTURAL PROGRAMS</b>         | <b>3,200</b>                        |   |
| 4A ARTS / CRAFTS & CERAMICS                   | 900                                 | WET & DRY, W/ STORAGE AND KILN                          |
| 4B GENERAL PROGRAM ROOM                       | 700                                 | (TECHNOLOGY/PHOTOGRAPHY/MEETING)                        |
| 4C GENERAL PROGRAM ROOM                       | 700                                 |   |
| 4D SOCIAL LOUNGE                              | 300                                 |   |
| 4E CUSTOMER SERVICE                           | 600                                 | RECEPTION, RESOURCE CTR., OFFICES, WORKROOM             |
| <b>SENIOR &amp; COMMUNITY PROGRAMS</b>        | <b>3,000</b>                        |   |
| 5A MULTI-PURPOSE ROOM                         | 1,600                               | 2 ROOMS - SUBDIVIDABLE                                  |
| 5B PARTY ROOM                                 | 600                                 |   |
| 5C INDOOR PLAY                                | 800                                 |   |
| <b>HOSPITALITY</b>                            | <b>4,950</b>                        |   |
| 6A KITCHEN                                    | 800                                 | SERVING / DEMONSTRATION                                 |
| 6B MULTI-USE ROOM                             | 4,150                               | NEW CONSTRUCTION (2000 SF)                              |
| <b>FACILITY ADMINISTRATION</b>                | <b>1,700</b>                        |   |
| 8A RECEPTION                                  | 400                                 |   |
| 8B OFFICES                                    | 1,300                               | OPEN, PRIVATE, CONFERENCE, MEETING, WORKROOM            |
| <b>COMMON SPACE</b>                           | <b>13,050</b>                       |   |
| 9A LOBBY                                      | 1,200                               |   |
| 9B LOUNGES                                    | 300                                 |   |
| 9C M/W/FAMILY RESTROOMS & CHANGING ROOMS      | 800                                 | IN SENIOR ZONE  |
| 9D CIRCULATION                                | 11,550                              |   |
| <b>UTILITY SPACE</b>                          | <b>800</b>                          |   |
| 10A MECHANICAL                                | 500                                 |   |
| 10C BUILDING STORAGE/ RECEIVING               | 300                                 |   |
| <b>TOTAL</b>                                  | <b>62,800</b>                       |   |



## 7.2 EXAMPLE OF SENIOR CENTER PROGRAM SCHEDULE

The following pages are examples of senior programs and community based programs that have been identified by staff on how they plan to use the spaces in the building. The goal is to fill the existing spaces with existing and new programs that the community desires. The building will have a prime time and non-prime time of usage. The pro forma is built on 60% of the spaces will be occupied by scheduled programs and 40% of the center will be open for members use as it applies to open swim, use of the walking and jogging track, fitness areas and gym usage.

| Time                               | Monday         | Tuesday          | Wednesday      | Thursday              | Friday           | Saturday       | Sunday         |
|------------------------------------|----------------|------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>11a - Gymnasium - Court 1</b>   |                |                  |                |                       |                  |                |                |
| 5 - 6 am                           |                |                  |                |                       |                  |                | closed         |
| 6 - 7 am                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 am                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 am                           |                |                  |                |                       |                  |                | closed         |
| 9 - 10 am                          | Archery        |                  | Archery        |                       |                  |                | closed         |
| 10 - 11 am                         | Archery        | chair volleyball | Archery        | basketball            | chair volleyball |                | closed         |
| 11 am - 12pm                       |                | chair volleyball |                | basketball            | chair volleyball |                | closed         |
| 12 - 1 pm                          |                |                  |                |                       |                  |                |                |
| 1 - 2 pm                           | Pickleball     | Line Dancing     | Pickleball     | Line Dancing          |                  |                |                |
| 2 - 3 pm                           | Pickleball     | Line Dancing     | Pickleball     | Line Dancing          | Ballroom Dance   |                | Ballroom Dance |
| 3 - 4 pm                           | Pickleball     |                  | Pickleball     |                       | Ballroom Dance   |                | Ballroom Dance |
| 4 - 5 pm                           |                | Lawn bowling     |                |                       |                  |                |                |
| 5 - 6 pm                           |                | Lawn bowling     |                | Senior Sizzle (dance) |                  |                |                |
| 6 - 7 pm                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 pm                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 pm                           |                |                  |                |                       |                  |                | closed         |
| <b>11b - Gymnasium - Court 2</b>   |                |                  |                |                       |                  |                |                |
| 5 - 6 am                           |                |                  |                |                       |                  |                | closed         |
| 6 - 7 am                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 am                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 am                           |                |                  |                |                       |                  |                | closed         |
| 9 - 10 am                          |                |                  |                |                       |                  |                | closed         |
| 10 - 11 am                         |                |                  |                |                       |                  |                | closed         |
| 11 am - 12pm                       |                |                  |                |                       |                  |                | closed         |
| 12 - 1 pm                          |                |                  |                |                       |                  |                |                |
| 1 - 2 pm                           |                |                  |                |                       |                  |                |                |
| 2 - 3 pm                           |                |                  |                |                       |                  |                |                |
| 3 - 4 pm                           |                |                  |                |                       |                  |                |                |
| 4 - 5 pm                           |                |                  |                |                       |                  |                |                |
| 5 - 6 pm                           |                |                  |                |                       |                  |                |                |
| 6 - 7 pm                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 pm                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 pm                           |                |                  |                |                       |                  |                | closed         |
| <b>24 - Walking / Runing Track</b> |                |                  |                |                       |                  |                |                |
| 5 - 6 am                           |                |                  |                |                       |                  |                | closed         |
| 6 - 7 am                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 am                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 am                           | Senior Walking |                  | Senior Walking |                       | Senior Walking   | Senior Walking | closed         |
| 9 - 10 am                          | Senior Walking |                  | Senior Walking |                       | Senior Walking   | Senior Walking | closed         |
| 10 - 11 am                         |                |                  |                |                       |                  |                | closed         |
| 11 am - 12pm                       |                | Walking club     |                | Walking club          |                  |                | closed         |
| 12 - 1 pm                          |                |                  |                |                       |                  |                |                |
| 1 - 2 pm                           |                |                  |                |                       |                  |                |                |
| 2 - 3 pm                           |                |                  |                |                       |                  |                |                |
| 3 - 4 pm                           |                |                  |                |                       |                  |                |                |
| 4 - 5 pm                           |                | Senior Walking   |                | Senior Walking        |                  | Senior Walking |                |
| 5 - 6 pm                           |                |                  |                |                       |                  |                |                |
| 6 - 7 pm                           |                |                  |                |                       |                  |                | closed         |
| 7 - 8 pm                           |                |                  |                |                       |                  |                | closed         |
| 8 - 9 pm                           |                |                  |                |                       |                  |                | closed         |

| Time                     | Monday                | Tuesday       | Wednesday             | Thursday      | Friday                | Saturday     | Sunday |
|--------------------------|-----------------------|---------------|-----------------------|---------------|-----------------------|--------------|--------|
| <b>7a - Lap Pool</b>     |                       |               |                       |               |                       |              |        |
| 5 - 6 am                 |                       |               |                       |               |                       |              | closed |
| 6 - 7 am                 | open lap swim         |               | open lap swim         |               | open lap swim         |              | closed |
| 7 - 8 am                 | open lap swim         |               | open lap swim         |               | open lap swim         |              | closed |
| 8 - 9 am                 | open lap swim         |               | open lap swim         |               | open lap swim         |              | closed |
| 9 - 10 am                | open lap swim         |               | open lap swim         |               | open lap swim         |              | closed |
| 10 - 11 am               | open lap swim         |               | open lap swim         |               | open lap swim         |              | closed |
| 11 am - 12pm             |                       |               |                       |               |                       |              | closed |
| 12 - 1 pm                |                       | lap swim club |                       | lap swim club |                       |              |        |
| 1 - 2 pm                 |                       | lap swim club |                       | lap swim club |                       |              |        |
| 2 - 3 pm                 |                       |               |                       |               |                       |              |        |
| 3 - 4 pm                 |                       |               |                       |               |                       |              |        |
| 4 - 5 pm                 |                       |               |                       |               |                       |              |        |
| 5 - 6 pm                 |                       |               |                       |               |                       |              |        |
| 6 - 7 pm                 |                       |               |                       |               |                       |              | closed |
| 7 - 8 pm                 |                       |               |                       |               |                       |              | closed |
| 8 - 9 pm                 |                       |               |                       |               |                       |              | closed |
| <b>7b - Dive Tank</b>    |                       |               |                       |               |                       |              |        |
| 5 - 6 am                 |                       |               |                       |               |                       |              | closed |
| 6 - 7 am                 |                       |               |                       |               |                       |              | closed |
| 7 - 8 am                 |                       |               |                       |               |                       |              | closed |
| 8 - 9 am                 | Water Walking         |               | Water Walking         |               | Water Walking         |              | closed |
| 9 - 10 am                | Water Aerobics        |               | Water Aerobics        |               | Water Aerobics        |              | closed |
| 10 - 11 am               | senior water exercise |               | senior water exercise |               | senior water exercise |              | closed |
| 11 am - 12pm             |                       |               |                       |               |                       |              | closed |
| 12 - 1 pm                |                       |               |                       |               |                       |              |        |
| 1 - 2 pm                 |                       | Aqua Zumba    |                       | Aqua Zumba    |                       |              |        |
| 2 - 3 pm                 |                       |               |                       |               |                       |              |        |
| 3 - 4 pm                 |                       |               |                       |               |                       |              |        |
| 4 - 5 pm                 |                       |               |                       |               |                       |              |        |
| 5 - 6 pm                 |                       |               |                       |               |                       |              |        |
| 6 - 7 pm                 |                       |               |                       |               |                       |              | closed |
| 7 - 8 pm                 |                       |               |                       |               |                       |              | closed |
| 8 - 9 pm                 |                       |               |                       |               |                       |              | closed |
| <b>10 - Therapy Pool</b> |                       |               |                       |               |                       |              |        |
| 5 - 6 am                 |                       |               |                       |               |                       |              | closed |
| 6 - 7 am                 |                       |               |                       |               |                       |              | closed |
| 7 - 8 am                 |                       |               |                       |               |                       |              | closed |
| 8 - 9 am                 | Physical therapy      |               | Physical therapy      |               | Physical therapy      |              | closed |
| 9 - 10 am                | Physical therapy      |               | Physical therapy      |               | Physical therapy      | Self therapy | closed |
| 10 - 11 am               | Physical therapy      |               | Physical therapy      |               | Physical therapy      | Self therapy | closed |
| 11 am - 12pm             | Physical therapy      |               | Physical therapy      |               | Physical therapy      | Self therapy | closed |
| 12 - 1 pm                |                       | Self therapy  |                       | Self therapy  |                       |              |        |
| 1 - 2 pm                 |                       | Self therapy  |                       | Self therapy  |                       |              |        |
| 2 - 3 pm                 |                       | Self therapy  |                       | Self therapy  |                       |              |        |
| 3 - 4 pm                 |                       | Self therapy  |                       | Self therapy  |                       |              |        |
| 4 - 5 pm                 |                       |               |                       |               |                       |              |        |
| 5 - 6 pm                 |                       |               |                       |               |                       |              |        |
| 6 - 7 pm                 |                       |               |                       |               |                       |              | closed |
| 7 - 8 pm                 |                       |               |                       |               |                       |              | closed |
| 8 - 9 pm                 |                       |               |                       |               |                       |              | closed |



| Time                                       | Monday              | Tuesday               | Wednesday           | Thursday              | Friday              | Saturday     | Sunday       |
|--|---------------------|-----------------------|---------------------|-----------------------|---------------------|--------------|--------------|
| <b>23 - Fitness Center</b>                 |                     |                       |                     |                       |                     |              |              |
| 5 - 6 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 6 - 7 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 7 - 8 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 8 - 9 am                                   | senior hours        |                       | senior hours        |                       |                     |              | closed       |
| 9 - 10 am                                  | senior hours        |                       | senior hours        |                       |                     |              | closed       |
| 10 - 11 am                                 | senior hours        |                       | senior hours        |                       |                     |              | closed       |
| 11 am - 12pm                               | senior hours        |                       | senior hours        |                       |                     |              | closed       |
| 12 - 1 pm                                  |                     |                       |                     |                       |                     | senior hours | senior hours |
| 1 - 2 pm                                   |                     |                       |                     |                       |                     |              |              |
| 2 - 3 pm                                   |                     |                       |                     |                       |                     |              |              |
| 3 - 4 pm                                   |                     | senior hours          |                     | senior hours          |                     |              |              |
| 4 - 5 pm                                   |                     | senior hours          |                     | senior hours          |                     |              |              |
| 5 - 6 pm                                   |                     |                       |                     |                       |                     |              |              |
| 6 - 7 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| 7 - 8 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| 8 - 9 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| <b>22a - Fitness &amp; Wellness Room 1</b> |                     |                       |                     |                       |                     |              |              |
| 5 - 6 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 6 - 7 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 7 - 8 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 8 - 9 am                                   | wake up and stretch | Meditation            | wake up and stretch | Meditation            | wake up and stretch | chair yoga   | closed       |
| 9 - 10 am                                  |                     |                       |                     |                       |                     | mat yoga     | closed       |
| 10 - 11 am                                 | pilates             | chair yoga            | pilates             | chair yoga            | pilates             |              | closed       |
| 11 am - 12pm                               |                     | mat yoga              |                     | mat yoga              |                     |              | closed       |
| 12 - 1 pm                                  | aerobics            |                       | aerobics            |                       | aerobics            | aerobics     |              |
| 1 - 2 pm                                   |                     | Ageless Grace         |                     | Ageless Grace         |                     |              |              |
| 2 - 3 pm                                   | Tai chi beginner    |                       | Tai chi beginner    |                       |                     |              |              |
| 3 - 4 pm                                   |                     |                       |                     |                       |                     |              |              |
| 4 - 5 pm                                   | zumba gold          |                       | zumba gold          |                       | zumba gold          |              |              |
| 5 - 6 pm                                   |                     |                       |                     |                       |                     |              |              |
| 6 - 7 pm                                   |                     | Zumba evening         |                     |                       |                     |              | closed       |
| 7 - 8 pm                                   |                     | pilates evening       |                     |                       |                     |              | closed       |
| 8 - 9 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| <b>22b - Fitness &amp; Wellness Room 2</b> |                     |                       |                     |                       |                     |              |              |
| 5 - 6 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 6 - 7 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 7 - 8 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 8 - 9 am                                   |                     |                       |                     |                       |                     |              | closed       |
| 9 - 10 am                                  | Weights and Bands   | stretch and roll      | Weights and Bands   | stretch and roll      | Weights and Bands   |              | closed       |
| 10 - 11 am                                 |                     |                       |                     |                       |                     |              | closed       |
| 11 am - 12pm                               |                     | Balance and Strength  |                     | Balance and Strength  |                     |              | closed       |
| 12 - 1 pm                                  | Core conditioning   |                       | Core conditioning   |                       |                     |              |              |
| 1 - 2 pm                                   |                     | Tai Chi intermediate  |                     | Tai Chi intermediate  |                     |              |              |
| 2 - 3 pm                                   | Intermediate Yoga   |                       | Intermediate Yoga   |                       |                     |              |              |
| 3 - 4 pm                                   |                     | Silver Cardio Circuit |                     | Silver Cardio Circuit |                     |              |              |
| 4 - 5 pm                                   |                     |                       |                     |                       |                     |              |              |
| 5 - 6 pm                                   |                     |                       |                     |                       |                     |              |              |
| 6 - 7 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| 7 - 8 pm                                   |                     |                       |                     |                       |                     |              | closed       |
| 8 - 9 pm                                   |                     |                       |                     |                       |                     |              | closed       |

| Time                       | Monday                 | Tuesday                       | Wednesday          | Thursday               | Friday               | Saturday | Sunday |
|----------------------------|------------------------|-------------------------------|--------------------|------------------------|----------------------|----------|--------|
| <b>18 - Program Room 1</b> |                        |                               |                    |                        |                      |          |        |
| 5 - 6 am                   |                        |                               |                    |                        |                      |          | closed |
| 6 - 7 am                   |                        |                               |                    |                        |                      |          | closed |
| 7 - 8 am                   |                        | Breakfast group               |                    | Breakfast group        |                      |          | closed |
| 8 - 9 am                   |                        |                               |                    |                        |                      |          | closed |
| 9 - 10 am                  | Lifelong learning      | informational talk            | Lifelong learning  | informational talk     | Lifelong learning    |          | closed |
| 10 - 11 am                 | Lifelong learning      | informational talk            | Lifelong learning  | informational talk     | Lifelong learning    |          | closed |
| 11 am - 12pm               |                        |                               |                    |                        |                      |          | closed |
| 12 - 1 pm                  |                        |                               |                    |                        |                      |          |        |
| 1 - 2 pm                   | Healthy aging workshop | Lifelong learning             | Learn Spanish      | Lifelong learning      | health workshop      |          |        |
| 2 - 3 pm                   | Healthy aging workshop | Lifelong learning             |                    | Lifelong learning      | health workshop      |          |        |
| 3 - 4 pm                   | Healthy aging workshop |                               |                    |                        |                      |          |        |
| 4 - 5 pm                   |                        |                               | DVD series         |                        |                      |          |        |
| 5 - 6 pm                   |                        | Dinner and Movie              |                    |                        |                      |          |        |
| 6 - 7 pm                   |                        | Dinner and Movie              |                    |                        |                      |          | closed |
| 7 - 8 pm                   |                        | Dinner and Movie              |                    |                        |                      |          | closed |
| 8 - 9 pm                   |                        | Dinner and Movie              |                    |                        |                      |          | closed |
| <b>17 - Program Room 2</b> |                        |                               |                    |                        |                      |          |        |
| 5 - 6 am                   |                        |                               |                    |                        |                      |          | closed |
| 6 - 7 am                   |                        |                               |                    |                        |                      |          | closed |
| 7 - 8 am                   |                        |                               |                    |                        |                      |          | closed |
| 8 - 9 am                   | Cribbage/cards         | Other music lessons           |                    |                        |                      |          | closed |
| 9 - 10 am                  | Cribbage/cards         | Other music lessons           | Scrabble/games     | Piano/Keyboard lessons | Book Group           |          | closed |
| 10 - 11 am                 | Cribbage/cards         | Other music lessons           | Scrabble/games     | Piano/Keyboard lessons | Book Group           |          | closed |
| 11 am - 12pm               |                        | Other music lessons           | Scrabble/games     | Piano/Keyboard lessons |                      |          | closed |
| 12 - 1 pm                  |                        |                               |                    | Piano/Keyboard lessons | Connection circle    |          |        |
| 1 - 2 pm                   | Short Story Group      | Bridge                        | Canasta            | Bridge                 | Connection circle    |          |        |
| 2 - 3 pm                   | Short Story Group      | Bridge                        | Canasta            | Bridge                 |                      |          |        |
| 3 - 4 pm                   |                        | Bridge                        | Canasta            | Bridge                 | Origami for everyone |          |        |
| 4 - 5 pm                   |                        |                               |                    |                        |                      |          |        |
| 5 - 6 pm                   |                        |                               |                    |                        |                      |          |        |
| 6 - 7 pm                   |                        |                               |                    |                        |                      |          | closed |
| 7 - 8 pm                   |                        |                               |                    |                        |                      |          | closed |
| 8 - 9 pm                   |                        |                               |                    |                        |                      |          | closed |
| <b>15 - Program Room 3</b> |                        |                               |                    |                        |                      |          |        |
| 5 - 6 am                   |                        |                               |                    |                        |                      |          | closed |
| 6 - 7 am                   |                        |                               |                    |                        |                      |          | closed |
| 7 - 8 am                   |                        |                               |                    |                        |                      |          | closed |
| 8 - 9 am                   |                        |                               |                    |                        |                      |          | closed |
| 9 - 10 am                  | Book Talk from library |                               | Historical Society | Men's Discussion group | Caregiver workshop   |          | closed |
| 10 - 11 am                 |                        | Meet Town Nurse/Social Worker | Historical Society |                        | Caregiver workshop   |          | closed |
| 11 am - 12pm               |                        |                               |                    |                        | Caregiver workshop   |          | closed |
| 12 - 1 pm                  |                        | Veterans discussion group     |                    | Soup's On              |                      |          |        |
| 1 - 2 pm                   | Monday afternoon movie | Veterans discussion group     |                    | Soup's On              | Happy Seniors club   |          |        |
| 2 - 3 pm                   | Monday afternoon movie |                               |                    | Soup's On              | Happy Seniors club   |          |        |
| 3 - 4 pm                   | Monday afternoon movie | Acting for Seniors            |                    |                        | Happy Seniors club   |          |        |
| 4 - 5 pm                   |                        | Acting for Seniors            |                    |                        |                      |          |        |
| 5 - 6 pm                   |                        |                               |                    |                        |                      |          |        |
| 6 - 7 pm                   |                        |                               |                    |                        |                      |          | closed |
| 7 - 8 pm                   |                        |                               |                    |                        |                      |          | closed |
| 8 - 9 pm                   |                        |                               |                    |                        |                      |          | closed |



| Time                                  | Monday                    | Tuesday                   | Wednesday                 | Thursday                  | Friday                    | Saturday | Sunday |
|---------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|----------|--------|
| <b>20 - Social Lounge</b>             |                           |                           |                           |                           |                           |          |        |
| 5 - 6 am                              |                           |                           |                           |                           |                           |          | closed |
| 6 - 7 am                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 am                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 am                              | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          | closed |
| 9 - 10 am                             | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          | closed |
| 10 - 11 am                            | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          | closed |
| 11 am - 12pm                          | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          | closed |
| 12 - 1 pm                             | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          |        |
| 1 - 2 pm                              | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          |        |
| 2 - 3 pm                              | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          |        |
| 3 - 4 pm                              | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          |        |
| 4 - 5 pm                              | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper | coffee and read newspaper |          |        |
| 5 - 6 pm                              |                           |                           |                           |                           |                           |          |        |
| 6 - 7 pm                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 pm                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 pm                              |                           |                           |                           |                           |                           |          | closed |
| <b>16a - Arts &amp; Crafts Room A</b> |                           |                           |                           |                           |                           |          |        |
| 5 - 6 am                              |                           |                           |                           |                           |                           |          | closed |
| 6 - 7 am                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 am                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 am                              |                           |                           |                           |                           |                           |          | closed |
| 9 - 10 am                             | Watercolors workshop      | Ceramics                  | Watercolors workshop      | Drawing workshop          | Zengevity                 |          | closed |
| 10 - 11 am                            | Watercolors workshop      | Ceramics                  | Watercolors workshop      | Drawing workshop          | Zengevity                 |          | closed |
| 11 am - 12pm                          | Watercolors workshop      | Ceramics                  | Watercolors workshop      |                           |                           |          | closed |
| 12 - 1 pm                             |                           |                           |                           |                           |                           |          |        |
| 1 - 2 pm                              | Jewelry workshop          | Crafts workshop           | Jewelry workshop          | Drop-in Crafts            | Knit/crochet              |          |        |
| 2 - 3 pm                              | Jewelry workshop          | Crafts workshop           | Jewelry workshop          | Drop-in Crafts            | Knit/crochet              |          |        |
| 3 - 4 pm                              |                           |                           |                           |                           | Knit/crochet              |          |        |
| 4 - 5 pm                              |                           |                           |                           |                           |                           |          |        |
| 5 - 6 pm                              |                           |                           |                           |                           |                           |          |        |
| 6 - 7 pm                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 pm                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 pm                              |                           |                           |                           |                           |                           |          | closed |
| <b>16b - Arts &amp; Crafts Room B</b> |                           |                           |                           |                           |                           |          |        |
| 5 - 6 am                              |                           |                           |                           |                           |                           |          | closed |
| 6 - 7 am                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 am                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 am                              |                           |                           |                           |                           |                           |          | closed |
| 9 - 10 am                             |                           |                           |                           |                           |                           |          | closed |
| 10 - 11 am                            |                           |                           |                           |                           |                           |          | closed |
| 11 am - 12pm                          |                           |                           |                           |                           |                           |          | closed |
| 12 - 1 pm                             |                           |                           |                           |                           |                           |          |        |
| 1 - 2 pm                              |                           |                           |                           |                           |                           |          |        |
| 2 - 3 pm                              |                           |                           |                           |                           |                           |          |        |
| 3 - 4 pm                              |                           |                           |                           |                           |                           |          |        |
| 4 - 5 pm                              |                           |                           |                           |                           |                           |          |        |
| 5 - 6 pm                              |                           |                           |                           |                           |                           |          |        |
| 6 - 7 pm                              |                           |                           |                           |                           |                           |          | closed |
| 7 - 8 pm                              |                           |                           |                           |                           |                           |          | closed |
| 8 - 9 pm                              |                           |                           |                           |                           |                           |          | closed |

| Time                        | Monday                           | Tuesday                          | Wednesday                        | Thursday                         | Friday                                   | Saturday              | Sunday |
|-----------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|--|-----------------------|--------|
| <b>1 - Multi-Use Room 1</b> |                                  |                                  |                                  |                                  |  |                       |        |
| 5 - 6 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 6 - 7 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 7 - 8 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 8 - 9 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 9 - 10 am                   | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes         |                       | closed |
| 10 - 11 am                  | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes         |                       | closed |
| 11 am - 12pm                | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes | larger lifelong learning classes         |                       | closed |
| 12 - 1 pm                   |                                  |                                  |                                  |                                  |  |                       |        |
| 1 - 2 pm                    | community CPR and 1st aid        | creative writing                 | current events group             | creative writing                 |  |                       |        |
| 2 - 3 pm                    | other safety courses             |                                  | current events group             |                                  |  |                       |        |
| 3 - 4 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 4 - 5 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 5 - 6 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 6 - 7 pm                    |                                  |                                  |                                  |                                  | Friday Night Coffee House                |                       | closed |
| 7 - 8 pm                    |                                  |                                  |                                  |                                  | Friday Night Coffee House                |                       | closed |
| 8 - 9 pm                    |                                  |                                  |                                  |                                  | Friday Night Coffee House                |                       | closed |
| <b>2 - Multi-Use Room 2</b> |                                  |                                  |                                  |                                  |  |                       |        |
| 5 - 6 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 6 - 7 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 7 - 8 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 8 - 9 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 9 - 10 am                   | Bingo                            | ESL classes                      | Bingo                            | ESL classes                      | Bingo                                    |                       | closed |
| 10 - 11 am                  | Bingo                            | ESL classes                      | Bingo                            | ESL classes                      | Bingo                                    |                       | closed |
| 11 am - 12pm                | Bingo                            |                                  | Bingo                            |                                  | Bingo                                    |                       | closed |
| 12 - 1 pm                   |                                  | Knitting group                   |                                  | Knitting group                   |  |                       |        |
| 1 - 2 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 2 - 3 pm                    | A Matter of Balance workshop*    |                                  | Bereavement support group        |                                  |  |                       |        |
| 3 - 4 pm                    | A Matter of Balance workshop     |                                  |                                  |                                  | Caregiver support group                  |                       |        |
| 4 - 5 pm                    |                                  |                                  |                                  |                                  | Caregiver support group                  |                       |        |
| 5 - 6 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 6 - 7 pm                    |                                  |                                  | Caregiver support group          |                                  |  |                       | closed |
| 7 - 8 pm                    |                                  |                                  | Caregiver support group          |                                  |  |                       | closed |
| 8 - 9 pm                    |                                  |                                  |                                  |                                  |  |                       | closed |
| <b>3 - Multi-Use Room 3</b> |                                  |                                  |                                  |                                  |  |                       |        |
| 5 - 6 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 6 - 7 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 7 - 8 am                    |                                  |                                  |                                  |                                  |  |                       | closed |
| 8 - 9 am                    | continental breakfast            | continental breakfast            | continental breakfast            | continental breakfast            | continental breakfast                    | continental breakfast | closed |
| 9 - 10 am                   |                                  |                                  |                                  |                                  |  |                       | closed |
| 10 - 11 am                  |                                  |                                  |                                  |                                  |  |                       | closed |
| 11 am - 12pm                | Lunch and Learn                  | Lunch and Chat                   | Lunch and Chat                   | Lunch and Learn                  | Lunch and Chat                           |                       | closed |
| 12 - 1 pm                   | Lunch and Learn                  | Lunch and Chat                   | Lunch and Chat                   | Lunch and Learn                  | Lunch and Chat                           |                       |        |
| 1 - 2 pm                    | Lunch and Learn                  | Lunch and Chat                   | Lunch and Chat                   | Lunch and Learn                  | Lunch and Chat                           |                       |        |
| 2 - 3 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 3 - 4 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 4 - 5 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 5 - 6 pm                    |                                  |                                  |                                  |                                  |  |                       |        |
| 6 - 7 pm                    |                                  |                                  |                                  |                                  | dinner, movie, games for teen and adults |                       | closed |
| 7 - 8 pm                    |                                  |                                  |                                  |                                  | dinner, movie, games for teen and adults |                       | closed |
| 8 - 9 pm                    |                                  |                                  |                                  |                                  | dinner, movie, games for teen and adults |                       | closed |





| Time                               | Monday                        | Tuesday                       | Wednesday                     | Thursday                      | Friday                        | Saturday                      | Sunday |
|------------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|--------|
| <b>4 - Kitchen</b>                 |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 am                           |                               |                               |                               |                               |                               |                               | closed |
| 6 - 7 am                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 am                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 am                           | Coffee/continental breakfast  | Coffee/continental breakfast  | Coffee/continental breakfast  | Coffee/continental breakfast  | Coffee/continental breakfast  | Coffee/continental breakfast  | closed |
| 9 - 10 am                          | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | closed |
| 10 - 11 am                         | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | closed |
| 11 am - 12pm                       | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | closed |
| 12 - 1 pm                          | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service |        |
| 1 - 2 pm                           | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service | Lunch preparation and service |        |
| 2 - 3 pm                           |                               |                               |                               |                               |                               |                               |        |
| 3 - 4 pm                           |                               |                               |                               |                               |                               |                               |        |
| 4 - 5 pm                           |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 pm                           |                               |                               |                               |                               |                               |                               |        |
| 6 - 7 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 pm                           |                               |                               |                               |                               |                               |                               | closed |
| <b>19 - IT Room</b>                |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 am                           |                               |                               |                               |                               |                               |                               | closed |
| 6 - 7 am                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 am                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 am                           | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    |                               | closed |
| 9 - 10 am                          | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    |                               | closed |
| 10 - 11 am                         | Social Media class            | Social Media class            | Social Media class            | Social Media class            | Social Media class            |                               | closed |
| 11 am - 12pm                       | Software class                | Software class                | Software class                | Software class                | Software class                |                               | closed |
| 12 - 1 pm                          |                               |                               |                               |                               |                               |                               |        |
| 1 - 2 pm                           | How to class                  | How to class                  | How to class                  | How to class                  | How to class                  |                               |        |
| 2 - 3 pm                           | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    |                               |        |
| 3 - 4 pm                           | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    | Drop in use of laptops etc    |                               |        |
| 4 - 5 pm                           |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 pm                           |                               |                               |                               |                               |                               |                               |        |
| 6 - 7 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 pm                           |                               |                               |                               |                               |                               |                               | closed |
| <b>14 - Child Care / Play Area</b> |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 am                           |                               |                               |                               |                               |                               |                               | closed |
| 6 - 7 am                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 am                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 am                           |                               |                               |                               |                               |                               |                               | closed |
| 9 - 10 am                          |                               |                               |                               |                               |                               |                               | closed |
| 10 - 11 am                         |                               |                               |                               |                               |                               |                               | closed |
| 11 am - 12pm                       |                               |                               |                               |                               |                               |                               | closed |
| 12 - 1 pm                          |                               |                               |                               |                               |                               |                               |        |
| 1 - 2 pm                           |                               |                               |                               |                               |                               |                               |        |
| 2 - 3 pm                           |                               |                               |                               |                               |                               |                               |        |
| 3 - 4 pm                           |                               |                               |                               |                               |                               |                               |        |
| 4 - 5 pm                           |                               |                               |                               |                               |                               |                               |        |
| 5 - 6 pm                           |                               |                               |                               |                               |                               |                               |        |
| 6 - 7 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 7 - 8 pm                           |                               |                               |                               |                               |                               |                               | closed |
| 8 - 9 pm                           |                               |                               |                               |                               |                               |                               | closed |

| Time  | Monday | Tuesday | Wednesday | Thursday | Friday   | Saturday | Sunday |
|---|--------|---------|-----------|----------|--|----------|--------|
| <b>13 - Before &amp; After School / Pre-K</b> |        |         |           |          |  |          |        |
| 5 - 6 am                                      |        |         |           |          |  |          | closed |
| 6 - 7 am                                      |        |         |           |          |  |          | closed |
| 7 - 8 am                                      |        |         |           |          |  |          | closed |
| 8 - 9 am                                      |        |         |           |          |  |          | closed |
| 9 - 10 am                                     |        |         |           |          |  |          | closed |
| 10 - 11 am                                    |        |         |           |          |  |          | closed |
| 11 am - 12pm                                  |        |         |           |          |  |          | closed |
| 12 - 1 pm                                     |        |         |           |          |  |          |        |
| 1 - 2 pm                                      |        |         |           |          |  |          |        |
| 2 - 3 pm                                      |        |         |           |          |  |          |        |
| 3 - 4 pm                                      |        |         |           |          |  |          |        |
| 4 - 5 pm                                      |        |         |           |          |  |          |        |
| 5 - 6 pm                                      |        |         |           |          |  |          |        |
| 6 - 7 pm                                      |        |         |           |          |  |          | closed |
| 7 - 8 pm                                      |        |         |           |          |  |          | closed |
| 8 - 9 pm                                      |        |         |           |          |  |          | closed |
| <b>8 - Party Room</b>                         |        |         |           |          |  |          |        |
| 5 - 6 am                                      |        |         |           |          |  |          | closed |
| 6 - 7 am                                      |        |         |           |          |  |          | closed |
| 7 - 8 am                                      |        |         |           |          |  |          | closed |
| 8 - 9 am                                      |        |         |           |          |  |          | closed |
| 9 - 10 am                                     |        |         |           |          | occasional use for<br>older adult parties,<br>varying days |          | closed |
| 10 - 11 am                                    |        |         |           |          |  |          | closed |
| 11 am - 12pm                                  |        |         |           |          |  |          | closed |
| 12 - 1 pm                                     |        |         |           |          |  |          |        |
| 1 - 2 pm                                      |        |         |           |          |  |          |        |
| 2 - 3 pm                                      |        |         |           |          |  |          |        |
| 3 - 4 pm                                      |        |         |           |          |  |          |        |
| 4 - 5 pm                                      |        |         |           |          |  |          |        |
| 5 - 6 pm                                      |        |         |           |          |  |          |        |
| 6 - 7 pm                                      |        |         |           |          |  |          | closed |
| 7 - 8 pm                                      |        |         |           |          |  |          | closed |
| 8 - 9 pm                                      |        |         |           |          |  |          | closed |



### 7.3 EXAMPLE OF COMMUNITY CENTER PROGRAM SCHEDULE

#### 7.3.1 MONTH OF JULY

JULY 2<sup>ND</sup> THROUGH JULY 8<sup>TH</sup>

| Time                               | Monday                                     | Tuesday         | Wednesday         | Thursday        | Friday            | Saturday | Sunday |
|------------------------------------|--|-----------------|-------------------|-----------------|-------------------|----------|--------|
| <b>11a - Gymnasium - Court 1</b>   |  |                 |                   |                 |                   |          |        |
| 5 - 6 am                           |  |                 |                   |                 |                   |          | closed |
| 6 - 7 am                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 am                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 am                           | Early Drop Off/Sudbury Summer/Extended Day |                 |                   |                 |                   |          | closed |
| 9 - 10 am                          |  |                 |                   |                 |                   |          | closed |
| 10 - 11 am                         |  |                 |                   |                 |                   |          | closed |
| 11 am - 12pm                       |  |                 |                   |                 |                   |          | closed |
| 12 - 1 pm                          |  |                 |                   |                 |                   |          |        |
| 1 - 2 pm                           |  |                 |                   |                 |                   |          |        |
| 2 - 3 pm                           |  |                 |                   |                 |                   |          |        |
| 3 - 4 pm                           |  |                 |                   |                 |                   |          |        |
| 4 - 5 pm                           |  |                 |                   |                 |                   |          |        |
| 5 - 6 pm                           |  |                 |                   |                 |                   |          |        |
| 6 - 7 pm                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 pm                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 pm                           |  |                 |                   |                 |                   |          | closed |
| <b>11b - Gymnasium - Court 2</b>   |  |                 |                   |                 |                   |          |        |
| 5 - 6 am                           |  |                 |                   |                 |                   |          | closed |
| 6 - 7 am                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 am                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 am                           |  |                 |                   |                 |                   |          | closed |
| 9 - 10 am                          | Viking Multisport Rain Location            |                 |                   |                 |                   |          | closed |
| 10 - 11 am                         |  |                 |                   |                 |                   |          | closed |
| 11 am - 12pm                       |  |                 |                   |                 |                   |          | closed |
| 12 - 1 pm                          |  |                 |                   |                 |                   |          |        |
| 1 - 2 pm                           |  |                 |                   |                 |                   |          |        |
| 2 - 3 pm                           |  |                 |                   |                 |                   |          |        |
| 3 - 4 pm                           |  |                 |                   |                 |                   |          |        |
| 4 - 5 pm                           |  |                 |                   |                 |                   |          |        |
| 5 - 6 pm                           |  |                 |                   |                 |                   |          |        |
| 6 - 7 pm                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 pm                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 pm                           |  |                 |                   |                 |                   |          | closed |
| <b>24 - Walking / Runing Track</b> |  |                 |                   |                 |                   |          |        |
| 5 - 6 am                           |  |                 |                   |                 |                   |          | closed |
| 6 - 7 am                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 am                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 am                           |  |                 |                   |                 |                   |          | closed |
| 9 - 10 am                          |  | Walking Club    |                   | Walking Club    |                   |          | closed |
| 10 - 11 am                         |  |                 |                   |                 |                   |          | closed |
| 11 am - 12pm                       | Stroller Stride                            | Stroller Stride | Stroller Stride   | Stroller Stride | Stroller Stride   |          | closed |
| 12 - 1 pm                          |  |                 |                   |                 |                   |          |        |
| 1 - 2 pm                           |  |                 |                   |                 |                   |          |        |
| 2 - 3 pm                           | Stroller Stride                            | Stroller Stride | Stroller Stride   | Stroller Stride | Stroller Stride   |          |        |
| 3 - 4 pm                           |  |                 |                   |                 |                   |          |        |
| 4 - 5 pm                           |  |                 |                   |                 |                   |          |        |
| 5 - 6 pm                           | Youth Track/Field                          |                 | Youth Track/Field |                 | Youth Track/Field |          |        |
| 6 - 7 pm                           |  |                 |                   |                 |                   |          | closed |
| 7 - 8 pm                           |  |                 |                   |                 |                   |          | closed |
| 8 - 9 pm                           |  |                 |                   |                 |                   |          | closed |

| Time                     | Monday                  | Tuesday                 | Wednesday               | Thursday                | Friday                  | Saturday | Sunday |
|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|----------|--------|
| <b>7a - Lap Pool</b>     |                         |                         |                         |                         |                         |          |        |
| 5 - 6 am                 |                         |                         |                         |                         |                         |          | closed |
| 6 - 7 am                 |                         |                         |                         |                         |                         |          | closed |
| 7 - 8 am                 | Summer Camp and Lessons | Summer Camp and Lessons | Summer Camp and Lessons | Summer Camp and Lessons | Summer Camp and Lessons |          | closed |
| 8 - 9 am                 |                         |                         |                         |                         |                         |          | closed |
| 9 - 10 am                |                         |                         |                         |                         |                         |          | closed |
| 10 - 11 am               |                         |                         |                         |                         |                         |          | closed |
| 11 am - 12pm             |                         |                         |                         |                         |                         |          | closed |
| 12 - 1 pm                |                         |                         |                         |                         |                         |          | closed |
| 1 - 2 pm                 |                         |                         |                         |                         |                         |          |        |
| 2 - 3 pm                 |                         |                         |                         |                         |                         |          |        |
| 3 - 4 pm                 |                         |                         |                         |                         |                         |          |        |
| 4 - 5 pm                 |                         |                         |                         |                         |                         |          |        |
| 5 - 6 pm                 |                         |                         |                         |                         |                         |          |        |
| 6 - 7 pm                 |                         |                         |                         |                         |                         |          | closed |
| 7 - 8 pm                 |                         |                         |                         |                         |                         |          | closed |
| 8 - 9 pm                 |                         |                         |                         |                         |                         |          | closed |
| <b>7b - Dive Tank</b>    |                         |                         |                         |                         |                         |          |        |
| 5 - 6 am                 |                         |                         |                         |                         |                         |          | closed |
| 6 - 7 am                 |                         |                         |                         |                         |                         |          | closed |
| 7 - 8 am                 | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            |          | closed |
| 8 - 9 am                 |                         |                         |                         |                         |                         |          | closed |
| 9 - 10 am                |                         |                         |                         |                         |                         |          | closed |
| 10 - 11 am               |                         |                         |                         |                         |                         |          | closed |
| 11 am - 12pm             |                         |                         |                         |                         |                         |          | closed |
| 12 - 1 pm                |                         |                         |                         |                         |                         |          |        |
| 1 - 2 pm                 |                         |                         |                         |                         |                         |          |        |
| 2 - 3 pm                 |                         |                         |                         |                         |                         |          |        |
| 3 - 4 pm                 | Diving Rental           |                         |                         |                         |                         |          |        |
| 4 - 5 pm                 |                         |                         |                         |                         |                         |          |        |
| 5 - 6 pm                 |                         |                         |                         |                         |                         |          |        |
| 6 - 7 pm                 |                         |                         |                         |                         |                         |          |        |
| 7 - 8 pm                 |                         |                         |                         |                         |                         |          | closed |
| 8 - 9 pm                 |                         |                         |                         |                         |                         |          | closed |
| <b>10 - Therapy Pool</b> |                         |                         |                         |                         |                         |          |        |
| 5 - 6 am                 |                         |                         |                         |                         |                         |          | closed |
| 6 - 7 am                 |                         |                         |                         |                         |                         |          | closed |
| 7 - 8 am                 |                         |                         |                         |                         |                         |          | closed |
| 8 - 9 am                 | Preschool Lessons       | Preschool Lessons       | Preschool Lessons       | Preschool Lessons       | Preschool Lessons       | Lessons  | closed |
| 9 - 10 am                |                         |                         |                         |                         |                         |          | closed |
| 10 - 11 am               |                         |                         |                         |                         |                         |          | closed |
| 11 am - 12pm             |                         |                         |                         |                         |                         |          | closed |
| 12 - 1 pm                | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            | Aqua Fitness            |          |        |
| 1 - 2 pm                 |                         |                         |                         |                         |                         |          |        |
| 2 - 3 pm                 |                         |                         |                         |                         |                         |          |        |
| 3 - 4 pm                 |                         |                         |                         |                         |                         |          |        |
| 4 - 5 pm                 |                         |                         |                         |                         |                         |          |        |
| 5 - 6 pm                 |                         |                         |                         |                         |                         |          |        |
| 6 - 7 pm                 |                         |                         |                         |                         |                         |          | closed |
| 7 - 8 pm                 |                         |                         |                         |                         |                         |          | closed |
| 8 - 9 pm                 |                         |                         |                         |                         |                         |          | closed |



| Time                                       | Monday             | Tuesday            | Wednesday          | Thursday           | Friday             | Saturday        | Sunday      |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| <b>23 - Fitness Center</b>                 |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 9 - 10 am                                  |                    |                    |                    |                    |                    |                 | closed      |
| 10 - 11 am                                 |                    |                    |                    |                    |                    |                 | closed      |
| 11 am - 12pm                               | open to members    | open to members    | open to members    | open to members    | open to members    | open to members | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    |                 |             |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 6 - 7 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| <b>22a - Fitness &amp; Wellness Room 1</b> |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   | Adult Yoga         | Adult Yoga         | Adult Yoga         | Adult Yoga         | Adult Yoga         |                 | closed      |
| 7 - 8 am                                   |                    | TRX                |                    | Employee Yoga      |                    | Adult Yoga      | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    | Family Yoga     | closed      |
| 9 - 10 am                                  |                    |                    |                    |                    |                    | Zumba           | closed      |
| 10 - 11 am                                 |                    |                    |                    |                    |                    |                 | closed      |
| 11 am - 12pm                               | Fit for the future | Fit for the future | Fit for the future | Fit for the future | Fit for the future | TRX             | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    | Adult Tai Chi   | TRX         |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    | Adult Karate    | Adult Yoga  |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    | Adult Karate    | Family Yoga |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    | Youth Karate    |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    | Youth Karate    |             |
| 5 - 6 pm                                   | TRX                | Youth Karate       | TRX                | Youth Karate       | TRX                |                 |             |
| 6 - 7 pm                                   | Adult Yoga         | Adult Karate       | Adult Yoga         | Adult Karate       | Adult Yoga         | TRX             | closed      |
| 7 - 8 pm                                   | Zumba              | Adult Tai Chi      | Zumba              | Adult Tai Chi      | Zumba              |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| <b>22b - Fitness &amp; Wellness Room 2</b> |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 am                                   | Adult Cycling      |                    | Adult Cycling      |                    | Adult Cycling      |                 | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 9 - 10 am                                  | Cycle and Strength | Cycle and Strength | Cycle and Strength | Cycle and Strength | Cycle and Strength | Kick Boxing     | closed      |
| 10 - 11 am                                 | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | Youth Yoga      | closed      |
| 11 am - 12pm                               |                    | Pilates            |                    | Pilates            |                    |                 | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    | Pilates         |             |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    | Adult Cycling   |             |
| 5 - 6 pm                                   |                    | Barre              |                    | Barre              |                    | Cardio Strength |             |
| 6 - 7 pm                                   | Kick Boxing        | Tai Chi            | Kick Boxing        | Tai Chi            | Kick Boxing        |                 | closed      |
| 7 - 8 pm                                   | Pilates            | Youth Tai Chi      | Pilates            | Youth Tai Chi      |                    |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |

| Time                       | Monday                 | Tuesday       | Wednesday | Thursday | Friday | Saturday | Sunday |
|----------------------------|------------------------|---------------|-----------|----------|--------|----------|--------|
| <b>18 - Program Room 1</b> |                        |               |           |          |        |          |        |
| 5 - 6 am                   |                        |               |           |          |        |          | closed |
| 6 - 7 am                   |                        |               |           |          |        |          | closed |
| 7 - 8 am                   |                        |               |           |          |        |          | closed |
| 8 - 9 am                   |                        |               |           |          |        |          | closed |
| 9 - 10 am                  | Sudbury Summer Science |               |           |          |        |          | closed |
| 10 - 11 am                 |                        |               |           |          |        |          | closed |
| 11 am - 12pm               |                        |               |           |          |        |          | closed |
| 12 - 1 pm                  |                        |               |           |          |        |          | closed |
| 1 - 2 pm                   |                        |               |           |          |        |          |        |
| 2 - 3 pm                   |                        |               |           |          |        |          |        |
| 3 - 4 pm                   |                        |               |           |          |        |          |        |
| 4 - 5 pm                   |                        |               |           |          |        |          |        |
| 5 - 6 pm                   |                        |               |           |          |        |          |        |
| 6 - 7 pm                   |                        |               |           |          |        |          | closed |
| 7 - 8 pm                   |                        |               |           |          |        |          | closed |
| 8 - 9 pm                   |                        |               |           |          |        |          | closed |
| <b>17 - Program Room 2</b> |                        |               |           |          |        |          |        |
| 5 - 6 am                   |                        |               |           |          |        |          | closed |
| 6 - 7 am                   |                        |               |           |          |        |          | closed |
| 7 - 8 am                   |                        |               |           |          |        |          | closed |
| 8 - 9 am                   |                        |               |           |          |        |          | closed |
| 9 - 10 am                  | Sudbury Summer Music   |               |           |          |        |          | closed |
| 10 - 11 am                 |                        |               |           |          |        |          | closed |
| 11 am - 12pm               |                        |               |           |          |        |          | closed |
| 12 - 1 pm                  |                        |               |           |          |        |          |        |
| 1 - 2 pm                   |                        |               |           |          |        |          |        |
| 2 - 3 pm                   |                        |               |           |          |        |          |        |
| 3 - 4 pm                   |                        |               |           |          |        |          |        |
| 4 - 5 pm                   |                        |               |           |          |        |          |        |
| 5 - 6 pm                   |                        |               |           |          |        |          |        |
| 6 - 7 pm                   |                        |               |           |          |        |          | closed |
| 7 - 8 pm                   |                        |               |           |          |        |          | closed |
| 8 - 9 pm                   |                        |               |           |          |        |          | closed |
| <b>15 - Program Room 3</b> |                        |               |           |          |        |          |        |
| 5 - 6 am                   |                        |               |           |          |        |          | closed |
| 6 - 7 am                   |                        |               |           |          |        |          | closed |
| 7 - 8 am                   |                        |               |           |          |        |          | closed |
| 8 - 9 am                   |                        |               |           |          |        |          | closed |
| 9 - 10 am                  |                        |               |           |          |        |          | closed |
| 10 - 11 am                 |                        |               |           |          |        |          | closed |
| 11 am - 12pm               | Vendor Camp            | Rain Location |           |          |        |          | closed |
| 12 - 1 pm                  |                        |               |           |          |        |          |        |
| 1 - 2 pm                   |                        |               |           |          |        |          |        |
| 2 - 3 pm                   |                        |               |           |          |        |          |        |
| 3 - 4 pm                   |                        |               |           |          |        |          |        |
| 4 - 5 pm                   |                        |               |           |          |        |          |        |
| 5 - 6 pm                   |                        |               |           |          |        |          |        |
| 6 - 7 pm                   |                        |               |           |          |        |          | closed |
| 7 - 8 pm                   |                        |               |           |          |        |          | closed |
| 8 - 9 pm                   |                        |               |           |          |        |          | closed |





| Time                                  | Monday             | Tuesday           | Wednesday         | Thursday          | Friday            | Saturday | Sunday |
|---------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|----------|--------|
| <b>20 - Social Lounge</b>             |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             | Moms club          | Moms club         | moms club         | moms club         | Moms club         |          | closed |
| 10 - 11 am                            |                    |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          |                    |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              | Teen Social hours  | Teen Social hours | Teen Social hours | Teen Social hours | Teen Social hours |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |
| <b>16a - Arts &amp; Crafts Room A</b> |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             |                    |                   |                   |                   |                   |          | closed |
| 10 - 11 am                            | Young Rembrandts   |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          |                    |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              |                    |                   |                   |                   |                   |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |
| <b>16b - Arts &amp; Crafts Room B</b> |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             |                    |                   |                   |                   |                   |          | closed |
| 10 - 11 am                            |                    |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          | Sudbury Summer Art |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              |                    |                   |                   |                   |                   |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |

| Time                        | Monday | Tuesday     | Wednesday     | Thursday | Friday | Saturday | Sunday |
|-----------------------------|--------|-------------|---------------|----------|--------|----------|--------|
| <b>1 - Multi-Use Room 1</b> |        |             |               |          |        |          |        |
| 5 - 6 am                    |        |             |               |          |        |          | closed |
| 6 - 7 am                    |        |             |               |          |        |          | closed |
| 7 - 8 am                    |        |             |               |          |        |          | closed |
| 8 - 9 am                    |        |             |               |          |        |          | closed |
| 9 - 10 am                   |        |             |               |          |        |          | closed |
| 10 - 11 am                  |        |             |               |          |        |          | closed |
| 11 am - 12pm                |        |             |               |          |        |          | closed |
| 12 - 1 pm                   |        | Vendor Camp | Rain Location |          |        |          |        |
| 1 - 2 pm                    |        |             |               |          |        |          |        |
| 2 - 3 pm                    |        |             |               |          |        |          |        |
| 3 - 4 pm                    |        |             |               |          |        |          |        |
| 4 - 5 pm                    |        |             |               |          |        |          |        |
| 5 - 6 pm                    |        |             |               |          |        |          |        |
| 6 - 7 pm                    |        |             |               |          |        |          | closed |
| 7 - 8 pm                    |        |             |               |          |        |          | closed |
| 8 - 9 pm                    |        |             |               |          |        |          | closed |
| <b>2 - Multi-Use Room 2</b> |        |             |               |          |        |          |        |
| 5 - 6 am                    |        |             |               |          |        |          | closed |
| 6 - 7 am                    |        |             |               |          |        |          | closed |
| 7 - 8 am                    |        |             |               |          |        |          | closed |
| 8 - 9 am                    |        |             |               |          |        |          | closed |
| 9 - 10 am                   |        |             |               |          |        |          | closed |
| 10 - 11 am                  |        |             |               |          |        |          | closed |
| 11 am - 12pm                |        |             |               |          |        |          | closed |
| 12 - 1 pm                   |        | Vendor Camp | Rain Location |          |        |          |        |
| 1 - 2 pm                    |        |             |               |          |        |          |        |
| 2 - 3 pm                    |        |             |               |          |        |          |        |
| 3 - 4 pm                    |        |             |               |          |        |          |        |
| 4 - 5 pm                    |        |             |               |          |        |          |        |
| 5 - 6 pm                    |        |             |               |          |        |          |        |
| 6 - 7 pm                    |        |             |               |          |        |          | closed |
| 7 - 8 pm                    |        |             |               |          |        |          | closed |
| 8 - 9 pm                    |        |             |               |          |        |          | closed |
| <b>3 - Multi-Use Room 3</b> |        |             |               |          |        |          |        |
| 5 - 6 am                    |        |             |               |          |        |          | closed |
| 6 - 7 am                    |        |             |               |          |        |          | closed |
| 7 - 8 am                    |        |             |               |          |        |          | closed |
| 8 - 9 am                    |        |             |               |          |        |          | closed |
| 9 - 10 am                   |        |             |               |          |        |          | closed |
| 10 - 11 am                  |        |             |               |          |        |          | closed |
| 11 am - 12pm                |        |             |               |          |        |          | closed |
| 12 - 1 pm                   |        |             |               |          |        |          |        |
| 1 - 2 pm                    |        | Vendor Camp | Rain Location |          |        |          |        |
| 2 - 3 pm                    |        |             |               |          |        |          |        |
| 3 - 4 pm                    |        |             |               |          |        |          |        |
| 4 - 5 pm                    |        |             |               |          |        |          |        |
| 5 - 6 pm                    |        |             |               |          |        |          |        |
| 6 - 7 pm                    |        |             |               |          |        |          | closed |
| 7 - 8 pm                    |        |             |               |          |        |          | closed |
| 8 - 9 pm                    |        |             |               |          |        |          | closed |



| Time                               | Monday              | Tuesday | Wednesday     | Thursday            | Friday        | Saturday             | Sunday        |
|------------------------------------|---------------------|---------|---------------|---------------------|---------------|----------------------|---------------|
| <b>4 - Kitchen</b>                 |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           |                     |         |               |                     |               |                      | closed        |
| 9 - 10 am                          | Cooking for Seniors |         |               | Cooking for Seniors |               | Cooking for Seniors  | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               | Cooking for families | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      | Adult Cooking |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               | Kids Test Kitchen   |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           | Adult Cooking       |         | Adult Cooking |                     | Adult Cooking |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               | Adult Cooking        | closed        |
| <b>19 - IT Room</b>                |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           |                     |         |               |                     |               |                      | closed        |
| 9 - 10 am                          |                     |         |               |                     |               |                      | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               |                      | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      |               |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               |                     |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               |                      | closed        |
| <b>14 - Child Care / Play Area</b> |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           |                     |         |               |                     |               |                      | closed        |
| 9 - 10 am                          |                     |         |               |                     |               |                      | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               |                      | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      |               |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               |                     |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               |                      | closed        |

| Time  | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|---|--------|---------|-----------|----------|--------|----------|--------|
| <b>13 - Before &amp; After School / Pre-K</b> |        |         |           |          |        |          |        |
| 5 - 6 am                                      |        |         |           |          |        |          | closed |
| 6 - 7 am                                      |        |         |           |          |        |          | closed |
| 7 - 8 am                                      |        |         |           |          |        |          | closed |
| 8 - 9 am                                      |        |         |           |          |        |          | closed |
| 9 - 10 am                                     |        |         |           |          |        |          | closed |
| 10 - 11 am                                    |        |         |           |          |        |          | closed |
| 11 am - 12pm                                  |        |         |           |          |        |          | closed |
| 12 - 1 pm                                     |        |         |           |          |        |          |        |
| 1 - 2 pm                                      |        |         |           |          |        |          |        |
| 2 - 3 pm                                      |        |         |           |          |        |          |        |
| 3 - 4 pm                                      |        |         |           |          |        |          |        |
| 4 - 5 pm                                      |        |         |           |          |        |          |        |
| 5 - 6 pm                                      |        |         |           |          |        |          |        |
| 6 - 7 pm                                      |        |         |           |          |        |          | closed |
| 7 - 8 pm                                      |        |         |           |          |        |          | closed |
| 8 - 9 pm                                      |        |         |           |          |        |          | closed |
| <b>8 - Party Room</b>                         |        |         |           |          |        |          |        |
| 5 - 6 am                                      |        |         |           |          |        |          | closed |
| 6 - 7 am                                      |        |         |           |          |        |          | closed |
| 7 - 8 am                                      |        |         |           |          |        |          | closed |
| 8 - 9 am                                      |        |         |           |          |        |          | closed |
| 9 - 10 am                                     |        |         |           |          |        |          | closed |
| 10 - 11 am                                    |        |         |           |          |        |          | closed |
| 11 am - 12pm                                  | PIT    | PIT     | PIT       | PIT      | PIT    |          | closed |
| 12 - 1 pm                                     |        |         |           |          |        |          |        |
| 1 - 2 pm                                      |        |         |           |          |        |          |        |
| 2 - 3 pm                                      |        |         |           |          |        |          |        |
| 3 - 4 pm                                      |        |         |           |          |        |          |        |
| 4 - 5 pm                                      |        |         |           |          |        |          |        |
| 5 - 6 pm                                      |        |         |           |          |        |          |        |
| 6 - 7 pm                                      |        |         |           |          |        |          | closed |
| 7 - 8 pm                                      |        |         |           |          |        |          | closed |
| 8 - 9 pm                                      |        |         |           |          |        |          | closed |



JULY 9<sup>TH</sup> THROUGH JULY 15<sup>TH</sup>

| Time                               | Monday                                     | Tuesday                                     | Wednesday                                  | Thursday                                    | Friday            | Saturday | Sunday |
|------------------------------------|--|---|--|---|-------------------|----------|--------|
| <b>11a - Gymnasium - Court 1</b>   |  |   |  |   |                   |          |        |
| 5 - 6 am                           |  |   |  |   |                   |          | closed |
| 6 - 7 am                           |  |   |  |   |                   |          | closed |
| 7 - 8 am                           |  |   |  |   |                   |          | closed |
| 8 - 9 am                           | Early Drop Off/Sudbury Summer/Extended Day |   |  |   |                   |          | closed |
| 9 - 10 am                          |  |   |  |   |                   |          | closed |
| 10 - 11 am                         |  |   |  |   |                   |          | closed |
| 11 am - 12pm                       |  |   |  |   |                   |          | closed |
| 12 - 1 pm                          |  |   |  |   |                   |          | closed |
| 1 - 2 pm                           |  |   |  |   |                   |          | closed |
| 2 - 3 pm                           |  |   |  |   |                   |          | closed |
| 3 - 4 pm                           |  |   |  |   |                   |          |        |
| 4 - 5 pm                           |  |   |  |   |                   |          |        |
| 5 - 6 pm                           |  |   |  |   |                   |          |        |
| 6 - 7 pm                           | Boy's High School Basketball Summer League | Girl's High School Basketball Summer League | Boy's High School Basketball Summer League | Girl's High School Basketball Summer League |                   |          | closed |
| 7 - 8 pm                           |  |   |  |   |                   |          | closed |
| 8 - 9 pm                           |  |   |  |   |                   |          | closed |
| <b>11b - Gymnasium - Court 2</b>   |  |   |  |   |                   |          |        |
| 5 - 6 am                           |  |   |  |   |                   |          | closed |
| 6 - 7 am                           |  |   |  |   |                   |          | closed |
| 7 - 8 am                           |  |   |  |   |                   |          | closed |
| 8 - 9 am                           |  |   |  |   |                   |          | closed |
| 9 - 10 am                          | NE Elite Flag Football Rain Location       |   |  |   |                   |          | closed |
| 10 - 11 am                         |  |   |  |   |                   |          | closed |
| 11 am - 12pm                       |  |   |  |   |                   |          | closed |
| 12 - 1 pm                          |  |   |  |   |                   |          | closed |
| 1 - 2 pm                           |  |   |  |   |                   |          | closed |
| 2 - 3 pm                           |  |   |  |   |                   |          | closed |
| 3 - 4 pm                           |  |   |  |   |                   |          |        |
| 4 - 5 pm                           |  |   |  |   |                   |          |        |
| 5 - 6 pm                           |  |   |  |   |                   |          |        |
| 6 - 7 pm                           | Boy's High School Basketball Summer League | Girl's High School Basketball Summer League | Boy's High School Basketball Summer League | Girl's High School Basketball Summer League |                   |          | closed |
| 7 - 8 pm                           |  |   |  |   |                   |          | closed |
| 8 - 9 pm                           |  |   |  |   |                   |          | closed |
| <b>24 - Walking / Runing Track</b> |  |   |  |   |                   |          |        |
| 5 - 6 am                           |  |   |  |   |                   |          | closed |
| 6 - 7 am                           |  |   |  |   |                   |          | closed |
| 7 - 8 am                           |  |   |  |   |                   |          | closed |
| 8 - 9 am                           |  |   |  |   |                   |          | closed |
| 9 - 10 am                          |  | Walking Club                                |  | Walking Club                                |                   |          | closed |
| 10 - 11 am                         |  |   |  |   |                   |          | closed |
| 11 am - 12pm                       | Stroller Stride                            | Stroller Stride                             | Stroller Stride                            | Stroller Stride                             | Stroller Stride   |          | closed |
| 12 - 1 pm                          |  |   |  |   |                   |          |        |
| 1 - 2 pm                           |  |   |  |   |                   |          |        |
| 2 - 3 pm                           | Stroller Stride                            | Stroller Stride                             | Stroller Stride                            | Stroller Stride                             | Stroller Stride   |          |        |
| 3 - 4 pm                           |  |   |  |   |                   |          |        |
| 4 - 5 pm                           |  |   |  |   |                   |          |        |
| 5 - 6 pm                           | Youth Track/Field                          |   | Youth Track/Field                          |   | Youth Track/Field |          |        |
| 6 - 7 pm                           |  |   |  |   |                   |          | closed |
| 7 - 8 pm                           |  |   |  |   |                   |          | closed |
| 8 - 9 pm                           |  |   |  |   |                   |          | closed |



| Time                     | Monday            | Tuesday           | Wednesday         | Thursday          | Friday            | Saturday | Sunday |
|--------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------|--------|
| <b>7a - Lap Pool</b>     |                   |                   |                   |                   |                   |          |        |
| 5 - 6 am                 |                   |                   |                   |                   |                   |          | closed |
| 6 - 7 am                 |                   |                   |                   |                   |                   |          | closed |
| 7 - 8 am                 |                   |                   |                   |                   |                   |          | closed |
| 8 - 9 am                 |                   |                   |                   |                   |                   |          | closed |
| 9 - 10 am                |                   |                   |                   |                   |                   |          | closed |
| 10 - 11 am               |                   |                   |                   |                   |                   |          | closed |
| 11 am - 12pm             |                   |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                |                   |                   |                   |                   |                   |          |        |
| 1 - 2 pm                 |                   |                   |                   |                   |                   |          |        |
| 2 - 3 pm                 |                   |                   |                   |                   |                   |          |        |
| 3 - 4 pm                 |                   |                   |                   |                   |                   |          |        |
| 4 - 5 pm                 |                   |                   |                   |                   |                   |          |        |
| 5 - 6 pm                 |                   |                   |                   |                   |                   |          |        |
| 6 - 7 pm                 |                   |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                 |                   |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                 |                   |                   |                   |                   |                   |          | closed |
| <b>7b - Dive Tank</b>    |                   |                   |                   |                   |                   |          |        |
| 5 - 6 am                 |                   |                   |                   |                   |                   |          | closed |
| 6 - 7 am                 |                   |                   |                   |                   |                   |          | closed |
| 7 - 8 am                 | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      |          | closed |
| 8 - 9 am                 |                   |                   |                   |                   |                   |          | closed |
| 9 - 10 am                |                   |                   |                   |                   |                   |          | closed |
| 10 - 11 am               |                   |                   |                   |                   |                   |          | closed |
| 11 am - 12pm             |                   |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                |                   |                   |                   |                   |                   |          |        |
| 1 - 2 pm                 |                   |                   |                   |                   |                   |          |        |
| 2 - 3 pm                 |                   |                   |                   |                   |                   |          |        |
| 3 - 4 pm                 | Diving Rental     |                   |                   |                   |                   |          |        |
| 4 - 5 pm                 |                   |                   |                   |                   |                   |          |        |
| 5 - 6 pm                 |                   |                   |                   |                   |                   |          |        |
| 6 - 7 pm                 |                   |                   |                   |                   |                   |          |        |
| 7 - 8 pm                 |                   |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                 |                   |                   |                   |                   |                   |          | closed |
| <b>10 - Therapy Pool</b> |                   |                   |                   |                   |                   |          |        |
| 5 - 6 am                 |                   |                   |                   |                   |                   |          | closed |
| 6 - 7 am                 |                   |                   |                   |                   |                   |          | closed |
| 7 - 8 am                 |                   |                   |                   |                   |                   |          | closed |
| 8 - 9 am                 |                   |                   |                   |                   |                   |          | closed |
| 9 - 10 am                | Preschool Lessons | Preschool Lessons | Preschool Lessons | Preschool Lessons | Preschool Lessons | Lessons  | closed |
| 10 - 11 am               |                   |                   |                   |                   |                   |          | closed |
| 11 am - 12pm             |                   |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                |                   |                   |                   |                   |                   |          |        |
| 1 - 2 pm                 | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      | Aqua Fitness      |          |        |
| 2 - 3 pm                 |                   |                   |                   |                   |                   |          |        |
| 3 - 4 pm                 |                   |                   |                   |                   |                   |          |        |
| 4 - 5 pm                 |                   |                   |                   |                   |                   |          |        |
| 5 - 6 pm                 |                   |                   |                   |                   |                   |          |        |
| 6 - 7 pm                 |                   |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                 |                   |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                 |                   |                   |                   |                   |                   |          | closed |



| Time                                       | Monday             | Tuesday            | Wednesday          | Thursday           | Friday             | Saturday        | Sunday      |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| <b>23 - Fitness Center</b>                 |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 9 - 10 am                                  |                    |                    |                    |                    |                    |                 | closed      |
| 10 - 11 am                                 |                    |                    |                    |                    |                    |                 | closed      |
| 11 am - 12pm                               | open to members    | open to members    | open to members    | open to members    | open to members    | open to members | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    |                 |             |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 6 - 7 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| <b>22a - Fitness &amp; Wellness Room 1</b> |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   | Adult Yoga         | Adult Yoga         | Adult Yoga         | Adult Yoga         | Adult Yoga         |                 | closed      |
| 7 - 8 am                                   |                    | TRX                |                    | Employee Yoga      |                    | Adult Yoga      | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    | Family Yoga     | closed      |
| 9 - 10 am                                  |                    |                    |                    |                    |                    | Zumba           | closed      |
| 10 - 11 am                                 |                    |                    |                    |                    |                    |                 | closed      |
| 11 am - 12pm                               | Fit for the future | Fit for the future | Fit for the future | Fit for the future | Fit for the future | TRX             | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    | Adult Tai Chi   | TRX         |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    | Adult Karate    | Adult Yoga  |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    | Adult Karate    | Family Yoga |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    | Youth Karate    |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    | Youth Karate    |             |
| 5 - 6 pm                                   | TRX                | Youth Karate       | TRX                | Youth Karate       | TRX                |                 |             |
| 6 - 7 pm                                   | Adult Yoga         | Adult Karate       | Adult Yoga         | Adult Karate       | Adult Yoga         | TRX             | closed      |
| 7 - 8 pm                                   | Zumba              | Adult Tai Chi      | Zumba              | Adult Tai Chi      | Zumba              |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |
| <b>22b - Fitness &amp; Wellness Room 2</b> |                    |                    |                    |                    |                    |                 |             |
| 5 - 6 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 6 - 7 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 7 - 8 am                                   | Adult Cycling      |                    | Adult Cycling      |                    | Adult Cycling      |                 | closed      |
| 8 - 9 am                                   |                    |                    |                    |                    |                    |                 | closed      |
| 9 - 10 am                                  | Cycle and Strength | Cycle and Strength | Cycle and Strength | Cycle and Strength | Cycle and Strength | Kick Boxing     | closed      |
| 10 - 11 am                                 | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | 18+ Tai Chi        | Youth Yoga      | closed      |
| 11 am - 12pm                               |                    | Pilates            |                    | Pilates            |                    |                 | closed      |
| 12 - 1 pm                                  |                    |                    |                    |                    |                    | Pilates         |             |
| 1 - 2 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 2 - 3 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 3 - 4 pm                                   |                    |                    |                    |                    |                    |                 |             |
| 4 - 5 pm                                   |                    |                    |                    |                    |                    | Adult Cycling   |             |
| 5 - 6 pm                                   |                    | Barre              |                    | Barre              |                    | Cardio Strength |             |
| 6 - 7 pm                                   | Kick Boxing        | Tai Chi            | Kick Boxing        | Tai Chi            | Kick Boxing        |                 | closed      |
| 7 - 8 pm                                   | Pilates            | Youth Tai Chi      | Pilates            | Youth Tai Chi      |                    |                 | closed      |
| 8 - 9 pm                                   |                    |                    |                    |                    |                    |                 | closed      |

| Time                       | Monday                 | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|----------------------------|------------------------|---------|-----------|----------|--------|----------|--------|
| <b>18 - Program Room 1</b> |                        |         |           |          |        |          |        |
| 5 - 6 am                   |                        |         |           |          |        |          | closed |
| 6 - 7 am                   |                        |         |           |          |        |          | closed |
| 7 - 8 am                   |                        |         |           |          |        |          | closed |
| 8 - 9 am                   |                        |         |           |          |        |          | closed |
| 9 - 10 am                  | Sudbury Summer Science |         |           |          |        |          | closed |
| 10 - 11 am                 |                        |         |           |          |        |          | closed |
| 11 am - 12pm               |                        |         |           |          |        |          | closed |
| 12 - 1 pm                  |                        |         |           |          |        |          | closed |
| 1 - 2 pm                   |                        |         |           |          |        |          |        |
| 2 - 3 pm                   |                        |         |           |          |        |          |        |
| 3 - 4 pm                   |                        |         |           |          |        |          |        |
| 4 - 5 pm                   |                        |         |           |          |        |          |        |
| 5 - 6 pm                   |                        |         |           |          |        |          |        |
| 6 - 7 pm                   |                        |         |           |          |        |          | closed |
| 7 - 8 pm                   |                        |         |           |          |        |          | closed |
| 8 - 9 pm                   |                        |         |           |          |        |          | closed |
| <b>17 - Program Room 2</b> |                        |         |           |          |        |          |        |
| 5 - 6 am                   |                        |         |           |          |        |          | closed |
| 6 - 7 am                   |                        |         |           |          |        |          | closed |
| 7 - 8 am                   |                        |         |           |          |        |          | closed |
| 8 - 9 am                   |                        |         |           |          |        |          | closed |
| 9 - 10 am                  | Sudbury Summer Music   |         |           |          |        |          | closed |
| 10 - 11 am                 |                        |         |           |          |        |          | closed |
| 11 am - 12pm               |                        |         |           |          |        |          | closed |
| 12 - 1 pm                  |                        |         |           |          |        |          |        |
| 1 - 2 pm                   |                        |         |           |          |        |          |        |
| 2 - 3 pm                   |                        |         |           |          |        |          |        |
| 3 - 4 pm                   |                        |         |           |          |        |          |        |
| 4 - 5 pm                   |                        |         |           |          |        |          |        |
| 5 - 6 pm                   |                        |         |           |          |        |          |        |
| 6 - 7 pm                   |                        |         |           |          |        |          | closed |
| 7 - 8 pm                   |                        |         |           |          |        |          | closed |
| 8 - 9 pm                   |                        |         |           |          |        |          | closed |
| <b>15 - Program Room 3</b> |                        |         |           |          |        |          |        |
| 5 - 6 am                   |                        |         |           |          |        |          | closed |
| 6 - 7 am                   |                        |         |           |          |        |          | closed |
| 7 - 8 am                   |                        |         |           |          |        |          | closed |
| 8 - 9 am                   |                        |         |           |          |        |          | closed |
| 9 - 10 am                  | Drama Kids             |         |           |          |        |          | closed |
| 10 - 11 am                 |                        |         |           |          |        |          | closed |
| 11 am - 12pm               |                        |         |           |          |        |          | closed |
| 12 - 1 pm                  |                        |         |           |          |        |          |        |
| 1 - 2 pm                   |                        |         |           |          |        |          |        |
| 2 - 3 pm                   |                        |         |           |          |        |          |        |
| 3 - 4 pm                   |                        |         |           |          |        |          |        |
| 4 - 5 pm                   |                        |         |           |          |        |          |        |
| 5 - 6 pm                   |                        |         |           |          |        |          |        |
| 6 - 7 pm                   |                        |         |           |          |        |          | closed |
| 7 - 8 pm                   |                        |         |           |          |        |          | closed |
| 8 - 9 pm                   |                        |         |           |          |        |          | closed |



| Time                                  | Monday             | Tuesday           | Wednesday         | Thursday          | Friday            | Saturday | Sunday |
|---------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|----------|--------|
| <b>20 - Social Lounge</b>             |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             | Moms club          | Moms club         | moms club         | moms club         | Moms club         |          | closed |
| 10 - 11 am                            |                    |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          |                    |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              | Teen Social hours  | Teen Social hours | Teen Social hours | Teen Social hours | Teen Social hours |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |
| <b>16a - Arts &amp; Crafts Room A</b> |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             |                    |                   |                   |                   |                   |          | closed |
| 10 - 11 am                            | Young Rembrandts   |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          |                    |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              |                    |                   |                   |                   |                   |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |
| <b>16b - Arts &amp; Crafts Room B</b> |                    |                   |                   |                   |                   |          |        |
| 5 - 6 am                              |                    |                   |                   |                   |                   |          | closed |
| 6 - 7 am                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 am                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 am                              |                    |                   |                   |                   |                   |          | closed |
| 9 - 10 am                             |                    |                   |                   |                   |                   |          | closed |
| 10 - 11 am                            |                    |                   |                   |                   |                   |          | closed |
| 11 am - 12pm                          | Sudbury Summer Art |                   |                   |                   |                   |          | closed |
| 12 - 1 pm                             |                    |                   |                   |                   |                   |          |        |
| 1 - 2 pm                              |                    |                   |                   |                   |                   |          |        |
| 2 - 3 pm                              |                    |                   |                   |                   |                   |          |        |
| 3 - 4 pm                              |                    |                   |                   |                   |                   |          |        |
| 4 - 5 pm                              |                    |                   |                   |                   |                   |          |        |
| 5 - 6 pm                              |                    |                   |                   |                   |                   |          |        |
| 6 - 7 pm                              |                    |                   |                   |                   |                   |          | closed |
| 7 - 8 pm                              |                    |                   |                   |                   |                   |          | closed |
| 8 - 9 pm                              |                    |                   |                   |                   |                   |          | closed |

| Time                        | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |
|-----------------------------|--------|---------|-----------|----------|--------|----------|--------|
| <b>1 - Multi-Use Room 1</b> |        |         |           |          |        |          |        |
| 5 - 6 am                    |        |         |           |          |        |          | closed |
| 6 - 7 am                    |        |         |           |          |        |          | closed |
| 7 - 8 am                    |        |         |           |          |        |          | closed |
| 8 - 9 am                    |        |         |           |          |        |          | closed |
| 9 - 10 am                   |        |         |           |          |        |          | closed |
| 10 - 11 am                  |        |         |           |          |        |          | closed |
| 11 am - 12pm                |        |         |           |          |        |          | closed |
| 12 - 1 pm                   |        |         |           |          |        |          |        |
| 1 - 2 pm                    |        |         |           |          |        |          |        |
| 2 - 3 pm                    |        |         |           |          |        |          |        |
| 3 - 4 pm                    |        |         |           |          |        |          |        |
| 4 - 5 pm                    |        |         |           |          |        |          |        |
| 5 - 6 pm                    |        |         |           |          |        |          |        |
| 6 - 7 pm                    |        |         |           |          |        |          | closed |
| 7 - 8 pm                    |        |         |           |          |        |          | closed |
| 8 - 9 pm                    |        |         |           |          |        |          | closed |
| <b>2 - Multi-Use Room 2</b> |        |         |           |          |        |          |        |
| 5 - 6 am                    |        |         |           |          |        |          | closed |
| 6 - 7 am                    |        |         |           |          |        |          | closed |
| 7 - 8 am                    |        |         |           |          |        |          | closed |
| 8 - 9 am                    |        |         |           |          |        |          | closed |
| 9 - 10 am                   |        |         |           |          |        |          | closed |
| 10 - 11 am                  |        |         |           |          |        |          | closed |
| 11 am - 12pm                |        |         |           |          |        |          | closed |
| 12 - 1 pm                   |        |         |           |          |        |          |        |
| 1 - 2 pm                    |        |         |           |          |        |          |        |
| 2 - 3 pm                    |        |         |           |          |        |          |        |
| 3 - 4 pm                    |        |         |           |          |        |          |        |
| 4 - 5 pm                    |        |         |           |          |        |          |        |
| 5 - 6 pm                    |        |         |           |          |        |          |        |
| 6 - 7 pm                    |        |         |           |          |        |          | closed |
| 7 - 8 pm                    |        |         |           |          |        |          | closed |
| 8 - 9 pm                    |        |         |           |          |        |          | closed |
| <b>3 - Multi-Use Room 3</b> |        |         |           |          |        |          |        |
| 5 - 6 am                    |        |         |           |          |        |          | closed |
| 6 - 7 am                    |        |         |           |          |        |          | closed |
| 7 - 8 am                    |        |         |           |          |        |          | closed |
| 8 - 9 am                    |        |         |           |          |        |          | closed |
| 9 - 10 am                   |        |         |           |          |        |          | closed |
| 10 - 11 am                  |        |         |           |          |        |          | closed |
| 11 am - 12pm                |        |         |           |          |        |          | closed |
| 12 - 1 pm                   |        |         |           |          |        |          |        |
| 1 - 2 pm                    |        |         |           |          |        |          |        |
| 2 - 3 pm                    |        |         |           |          |        |          |        |
| 3 - 4 pm                    |        |         |           |          |        |          |        |
| 4 - 5 pm                    |        |         |           |          |        |          |        |
| 5 - 6 pm                    |        |         |           |          |        |          |        |
| 6 - 7 pm                    |        |         |           |          |        |          | closed |
| 7 - 8 pm                    |        |         |           |          |        |          | closed |
| 8 - 9 pm                    |        |         |           |          |        |          | closed |



| Time                               | Monday              | Tuesday | Wednesday     | Thursday            | Friday        | Saturday             | Sunday        |
|------------------------------------|---------------------|---------|---------------|---------------------|---------------|----------------------|---------------|
| <b>4 - Kitchen</b>                 |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           |                     |         |               |                     |               |                      | closed        |
| 9 - 10 am                          | Cooking for Seniors |         |               | Cooking for Seniors |               | Cooking for Seniors  | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               | Cooking for families | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      | Adult Cooking |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               | Kids Test Kitchen   |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           | Adult Cooking       |         | Adult Cooking |                     | Adult Cooking |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               | Adult Cooking        | closed        |
| <b>19 - IT Room</b>                |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           | Incredifix          |         |               |                     |               |                      | closed        |
| 9 - 10 am                          |                     |         |               |                     |               |                      | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               |                      | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      |               |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               |                     |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               |                      | closed        |
| <b>14 - Child Care / Play Area</b> |                     |         |               |                     |               |                      |               |
| 5 - 6 am                           |                     |         |               |                     |               |                      | closed        |
| 6 - 7 am                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 am                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 am                           |                     |         |               |                     |               |                      | closed        |
| 9 - 10 am                          |                     |         |               |                     |               |                      | closed        |
| 10 - 11 am                         |                     |         |               |                     |               |                      | closed        |
| 11 am - 12pm                       |                     |         |               |                     |               |                      | closed        |
| 12 - 1 pm                          |                     |         |               |                     |               |                      |               |
| 1 - 2 pm                           |                     |         |               |                     |               |                      |               |
| 2 - 3 pm                           |                     |         |               |                     |               |                      |               |
| 3 - 4 pm                           |                     |         |               |                     |               |                      |               |
| 4 - 5 pm                           |                     |         |               |                     |               |                      |               |
| 5 - 6 pm                           |                     |         |               |                     |               |                      |               |
| 6 - 7 pm                           |                     |         |               |                     |               |                      | closed        |
| 7 - 8 pm                           |                     |         |               |                     |               |                      | closed        |
| 8 - 9 pm                           |                     |         |               |                     |               |                      | closed        |



| Time  | Monday         | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday |        |
|---|----------------|---------|-----------|----------|--------|----------|--------|--------|
| <b>13 - Before &amp; After School / Pre-K</b> |                |         |           |          |        |          |        |        |
| 5 - 6 am                                      |                |         |           |          |        |          | closed |        |
| 6 - 7 am                                      |                |         |           |          |        |          | closed |        |
| 7 - 8 am                                      |                |         |           |          |        |          | closed |        |
| 8 - 9 am                                      |                |         |           |          |        |          | closed |        |
| 9 - 10 am                                     | Preschool Pals |         |           |          |        |          |        | closed |
| 10 - 11 am                                    |                |         |           |          |        |          |        | closed |
| 11 am - 12pm                                  |                |         |           |          |        |          |        | closed |
| 12 - 1 pm                                     |                |         |           |          |        |          |        |        |
| 1 - 2 pm                                      |                |         |           |          |        |          |        |        |
| 2 - 3 pm                                      |                |         |           |          |        |          |        |        |
| 3 - 4 pm                                      |                |         |           |          |        |          |        |        |
| 4 - 5 pm                                      |                |         |           |          |        |          |        |        |
| 5 - 6 pm                                      |                |         |           |          |        |          |        |        |
| 6 - 7 pm                                      |                |         |           |          |        |          | closed |        |
| 7 - 8 pm                                      |                |         |           |          |        |          | closed |        |
| 8 - 9 pm                                      |                |         |           |          |        |          | closed |        |
| <b>8 - Party Room</b>                         |                |         |           |          |        |          |        |        |
| 5 - 6 am                                      |                |         |           |          |        |          | closed |        |
| 6 - 7 am                                      |                |         |           |          |        |          | closed |        |
| 7 - 8 am                                      |                |         |           |          |        |          | closed |        |
| 8 - 9 am                                      |                |         |           |          |        |          | closed |        |
| 9 - 10 am                                     |                |         |           |          |        |          |        | closed |
| 10 - 11 am                                    |                |         |           |          |        |          |        | closed |
| 11 am - 12pm                                  |                |         |           |          |        |          |        | closed |
| 12 - 1 pm                                     | PIT            | PIT     | PIT       | PIT      | PIT    |          |        |        |
| 1 - 2 pm                                      |                |         |           |          |        |          |        |        |
| 2 - 3 pm                                      |                |         |           |          |        |          |        |        |
| 3 - 4 pm                                      |                |         |           |          |        |          |        |        |
| 4 - 5 pm                                      |                |         |           |          |        |          |        |        |
| 5 - 6 pm                                      |                |         |           |          |        |          |        |        |
| 6 - 7 pm                                      |                |         |           |          |        |          | closed |        |
| 7 - 8 pm                                      |                |         |           |          |        |          | closed |        |
| 8 - 9 pm                                      |                |         |           |          |        |          | closed |        |



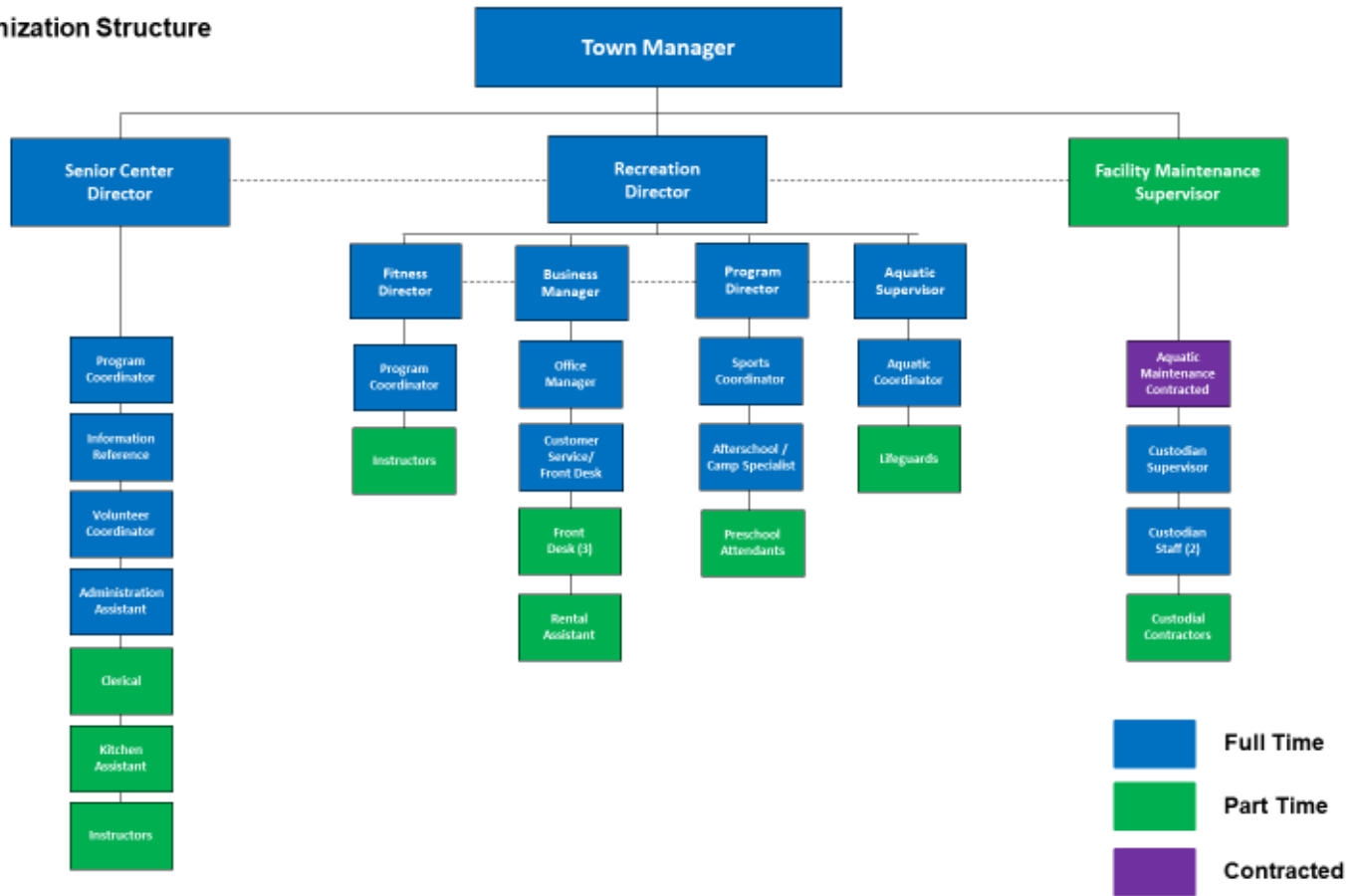
## CHAPTER EIGHT - OPERATIONAL AND FINANCIAL PLAN

### 8.1 SUGGESTED ORGANIZATIONAL STRUCTURE

The following suggested organizational structure includes positions to cover all the needs of an updated Fairbank Community Center and Senior Center which is moving from (10) fulltime staff to (18) fulltime staff. The additional staff includes the ability to double the size of the facility from 30,000 square of existing recreation space to 63,000 square feet of space. The new positions cover the new and expanded program spaces in the senior center and community center. The additional staff will also cover marketing and business development needs of the community center.

It must be noted that the staff of Fairbank Community Center also cover all of the programming outside of the facility within the Town that includes special events, youth sports, camps, and adult programs.

Organization Structure



## 8.2 OPERATIONAL AND FINANCIAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the Sudbury Community Recreation Center and Senior Center will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

- Operations and financial plan is based on major components as depicted in concept plan.
- The pro forma budget is based on 2018-dollar values.
- Salaries are based on 2018 salaries of equivalent job descriptions.
- Existing program staff are counted against the building operational costs and the new positions that are needed to operate the building. Drivers for the senior center are not included as they are paid by a state department of aging grant.
- The maintenance costs are included for the entire building.
- Capital investment for the Sudbury Community Recreation Center and Senior Center is based on the concept plan and components as detailed in program spaces identified to date at 32 million which includes all costs associated with the design and development of the facility.
- Pricing is outlined for each individual program within the electronic Excel model.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received and is primarily focused on the community recreation side of the facility versus the senior side of the facility with a few exceptions for selected programs.
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the ultimate goal of value provided was utilized for developing the pro forma. The existing Fairbank Community Center facility recovers 77% of its operational costs now and the assumption focuses on meeting 91% level of cost recovery based on the proforma.
- Expenses are projected to be 100% of projected costs beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs at 3%.
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs. For staff it is 2% and for benefits it is 7% a year. Staff hours are based on 35 hours a week and current benefits make up 32% of a person’s salary.
- Current staffing is (4) FT staff in the senior center paid by the Town and one is half time paid by a grant. Future will be 5 FT paid by the Town. On the Recreation Center Side there are (8) FT staff. All part-time staff work under 20 hours a week. The Maintenance of the building now is provided by public works to manage building oversite at 5 hours a week to oversee contractual custodians, HVAC etc. Eight new positions are listed in the feasibility study targeted addition positions in the senior center, community center and for maintenance staffing.
- Hours of operation are 5am to 9pm M-F and 6am to 4pm on Saturday and Noon to 5pm on Sunday or 83 hours a week.
- Annual Capital Maintenance Fund is presented in the cost recovery ratio; capital maintenance fund is intended to be utilized as a capital renewal and replacement fund which is dedicated to the regeneration



and modernization of the Fairbank Community Recreation Center as the facility ages and trends in the marketplace shift.

- Percentage of cost recovery is based on the assumed market participation and value/market-based pricing at 91% at a minimum.
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities at 7%.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base
- Pro forma program is based on a very aggressive program offering (60% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis

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### 8.2.1 STAFFING ASSUMPTIONS

- Center staffing is a direct result of the requirement of the operating hours.
- Center staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential. It is important to recognize the entire park and recreation system is tied to the building as it applies to outside program activities.
- As the Community Center reaches operational and programmatic maturity, additional staff persons will most likely be required.
- A total of eighteen (18) full time staff, with benefits, are projected for the expanded Community Center and Senior Center.
- Staffing salary/wages based on current salaries and national averages found in the park and recreation industry
- General benefits for full-time staff have been calculated based on input from the Town of Sudbury.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits

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### 8.2.2 CENTER CONTRACTUAL ASSUMPTIONS

- Center utilities are estimated at \$3 to \$4 dollars per square foot
- Building structures and maintenance are projected to be funded beginning in Operating Year 1; it is expected that warranties will be in effect for years one and two
- Major maintenance and repair costs are set to automatically roll into the Annual Capital Maintenance/Renewal Fund
- Capital Maintenance/Renewal Fund is based on 3% of annual straight line depreciated costs in year one
- Annual Capital Maintenance Fund is a dedicated fund supported by policy allowing only for Center component/equipment maintenance, repair, or replacement

### 8.2.3 CENTER OPERATING HOURS ASSUMPTIONS

- Center operating hours are 95 hours per week and are assumed to be:
  - Monday - Friday - 5AM to 9PM
  - Saturday - 5:00AM to 4:00PM
  - Sunday - 5:00 Am to 6:00PM
- Senior center hours are 8:30 to 4pm M-F plus one evening to 7 or 8pm. Other times after senior hours are available at no cost except a monitor to manage the space at \$16 dollars an hour for people who would like to have meetings at the site.
- Holidays during which the Fairbank Community Center will be closed are:
  - New Year's Day
  - Easter Sunday
  - Thanksgiving Day
  - Christmas Eve Day
  - Christmas Day
  - New Year's Eve Day

### 8.2.4 FAIRBANK COMMUNITY RECREATION CENTER MEMBERSHIP ASSUMPTIONS -

- It is assumed that management will assess memberships and admissions and will implement promotions as needed; it is assumed that limited discounting will occur
- It is assumed that management will assess memberships and admissions and discontinue practice and/or revise price points if demand far exceeds assumptions; this will ensure validity of financial projection
- Membership packages and pricing to be determined as part of the pro forma
- There is no cost to seniors to use the senior center except some program fees for some selected programs.
- Daily pricing exists now at the community side of the facility. New daily rates are \$13 dollars for an adult, \$10 dollars for youth and \$8 dollars for a senior.

### 8.2.5 PROGRAMMING ASSUMPTIONS

- Programming is based on an aggressive but attainable approach to meet expected cost recovery potential; All programs on the community side of the center will cover full costs. An aggressive program is based on the magnitude of programs being offered that are not currently offered at other recreation provider facilities and are based on existing programs already provided by the Town.
- Programs assume that 70% of the classes will make the minimum number to hold the class
- Programming and rentals are based on estimates for units per experience/session, total sessions offered, and fee per program/activity
- Programs shown are depicted as either contract instructor or staff administered

### 8.2.6 MARKET BASE

- The Sudbury Area was utilized as the market base for the Community Center and Senior Center
- The Sudbury Area this is based on a 15-minute drive time from the existing center
- Like service providers were analyzed for the stated Sudbury Area



8.2.7 OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized
  - Revenues are projected to growth annual by 3% through growth in users and fee adjustments
  - Salaries and Benefit growth rate is 2% but calculated at 7.0% annual growth due to the potential volatility of the insurance/pension fund requirements
  - Supplies growth rate is calculated at 3% annual growth due to inflation
  - Services growth rate is calculated at an average of 4.0% annual growth due to inflation and the potential volatility of the energy sector
  - Capital expenditure and revenue categories average a growth rate of 2%
  - Transfers vary with increases in revenues.
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model

8.3 PRO FORMA

8.3.1 SUMMARY

| <b>Pro Forma Revenues &amp; Expenditures</b> |                       |                       |   |                                |
|--|-----------------------|-----------------------|---|--------------------------------|
| Fairbank Community Center                    |                       |                       |   |                                |
| <b>BASELINE: REVENUES AND EXPENDITURES</b>   |                       |                       |   |                                |
| <b>SERVICE TITLE</b>                         | <b>Revenues</b>       | <b>Expenditures</b>   | <b>Revenues Over (Under) Expenditures</b> | <b>Cost Recovery - Percent</b> |
| Passes                                       | \$807,852.00          | \$0.00                | \$807,852.00                              |                                |
| Administration                               | \$0.00                | \$893,130.90          | (\$893,130.90)                            | 0%                             |
| Building Maintenance                         | \$0.00                | \$454,114.00          | (\$454,114.00)                            | 0%                             |
| Recreation Programs                          | \$890,741.00          | \$215,063.10          | \$675,677.90                              | 414%                           |
| Fitness                                      | \$137,488.00          | \$340,575.90          | (\$203,087.90)                            | 40%                            |
| Natatorium                                   | \$616,823.32          | \$538,313.10          | \$78,510.22                               | 115%                           |
| Gymnasium                                    | \$119,850.00          | \$148,329.50          | (\$28,479.50)                             | 81%                            |
| Parties and Rentals                          | \$228,394.00          | \$44,100.00           | \$184,294.00                              | 518%                           |
| Seniors                                      | \$150,770.00          | \$628,070.44          | (\$477,300.44)                            | 24%                            |
| General Services                             | \$24,500.00           | \$48,912.00           | (\$24,412.00)                             | 50%                            |
| <b>Total</b>                                 | <b>\$2,976,418.32</b> | <b>\$3,310,608.94</b> | <b>(\$334,190.62)</b>                     | <b>90%</b>                     |



## 8.3.2 REVENUE AND EXPENDITURES

**Pro Forma Revenues & Expenditures**

Fairbank Community Center

**BASELINE: REVENUES AND EXPENDITURES**

| Revenues             | 1st Year              | 2nd Year              | 3rd Year              | 4th Year              | 5th Year              | 6th Year              |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Passes               | \$807,852.00          | \$832,087.56          | \$857,050.19          | \$882,761.69          | \$909,244.54          | \$936,521.88          |
| Administration       | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                |
| Building Maintenance | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                |
| Recreation Programs  | \$890,741.00          | \$917,463.23          | \$944,987.13          | \$973,336.74          | \$1,002,536.84        | \$1,032,612.95        |
| Fitness              | \$137,488.00          | \$141,612.64          | \$145,861.02          | \$150,236.85          | \$154,743.96          | \$159,386.27          |
| Natorium             | \$616,823.32          | \$635,328.02          | \$654,387.86          | \$674,019.49          | \$694,240.08          | \$715,067.28          |
| Gymnasium            | \$119,850.00          | \$123,445.50          | \$127,148.87          | \$130,963.33          | \$134,892.23          | \$138,939.00          |
| Parties and Rentals  | \$228,394.00          | \$235,245.82          | \$242,303.19          | \$249,572.29          | \$257,059.46          | \$264,771.24          |
| Seniors              | \$150,770.00          | \$155,293.10          | \$159,951.89          | \$164,750.45          | \$169,692.96          | \$174,783.75          |
| General Services     | \$24,500.00           | \$25,235.00           | \$25,992.05           | \$26,771.81           | \$27,574.97           | \$28,402.21           |
| <b>Total</b>         | <b>\$2,976,418.32</b> | <b>\$3,065,710.87</b> | <b>\$3,157,682.19</b> | <b>\$3,252,412.66</b> | <b>\$3,349,985.04</b> | <b>\$3,450,484.59</b> |

| Expenditures               | 1st Year              | 2nd Year              | 3rd Year              | 4th Year              | 5th Year              | 6th Year              |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Passes                     | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                | \$0.00                |
| Administration             | \$893,130.90          | \$934,540.86          | \$978,216.25          | \$1,024,296.63        | \$1,072,930.81        | \$1,124,277.37        |
| Building Maintenance       | \$454,114.00          | \$477,481.98          | \$502,233.12          | \$528,456.66          | \$556,247.86          | \$585,708.43          |
| Recreation Programs        | \$215,063.10          | \$228,307.52          | \$242,424.74          | \$257,474.25          | \$273,519.61          | \$290,628.81          |
| Fitness                    | \$340,575.90          | \$363,356.21          | \$387,699.35          | \$413,713.75          | \$441,515.42          | \$471,228.46          |
| Natorium                   | \$538,313.10          | \$573,245.02          | \$610,539.67          | \$650,359.97          | \$692,880.17          | \$738,286.63          |
| Gymnasium                  | \$148,329.50          | \$157,302.57          | \$166,861.44          | \$177,045.88          | \$187,898.34          | \$199,464.26          |
| Parties and Rentals        | \$44,100.00           | \$46,523.00           | \$49,095.69           | \$51,827.95           | \$54,730.34           | \$57,814.12           |
| Seniors                    | \$628,070.44          | \$667,025.37          | \$708,556.85          | \$752,840.72          | \$800,065.00          | \$850,430.76          |
| General Services           | \$48,912.00           | \$51,695.84           | \$54,655.35           | \$57,802.25           | \$61,149.06           | \$64,709.17           |
| <b>Total</b>               | <b>\$3,310,608.94</b> | <b>\$3,499,478.37</b> | <b>\$3,700,282.46</b> | <b>\$3,913,818.05</b> | <b>\$4,140,936.61</b> | <b>\$4,382,548.01</b> |
| <b>Total Cost Recovery</b> | <b>90%</b>            | <b>88%</b>            | <b>85%</b>            | <b>83%</b>            | <b>81%</b>            | <b>79%</b>            |



8.3.3 EXPENDITURE SUMMARY

**Pro Forma Revenues & Expenditures**

Fairbank Community Center

**REVENUES AND EXPENDITURES**

| SERVICE TITLE        | Revenues              | Expenditures          | Revenues<br>Over (Under)<br>Expenditures | Cost<br>Recovery -<br>Percent |
|----------------------|-----------------------|-----------------------|--|-------------------------------|
| Passes               | \$807,852.00          | \$0.00                | \$807,852.00                             | #DIV/0!                       |
| Administration       | \$0.00                | \$893,130.90          | (\$893,130.90)                           | 0%                            |
| Building Maintenance | \$0.00                | \$454,114.00          | (\$454,114.00)                           | 0%                            |
| Recreation Programs  | \$890,741.00          | \$215,063.10          | \$675,677.90                             | 414%                          |
| Fitness              | \$137,488.00          | \$340,575.90          | (\$203,087.90)                           | 40%                           |
| Natatorium           | \$616,823.32          | \$538,313.10          | \$78,510.22                              | 115%                          |
| Gymnasium            | \$119,850.00          | \$148,329.50          | (\$28,479.50)                            | 81%                           |
| Parties and Rentals  | \$228,394.00          | \$44,100.00           | \$184,294.00                             | 518%                          |
| Seniors              | \$150,770.00          | \$628,070.44          | (\$477,300.44)                           | 24%                           |
| General Services     | \$24,500.00           | \$48,912.00           | (\$24,412.00)                            | 50%                           |
| <b>Total</b>         | <b>\$2,976,418.32</b> | <b>\$3,310,608.94</b> | <b>(\$334,190.62)</b>                    | <b>90%</b>                    |

8.3.4 REVENUE MODEL

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
Revenue Model

| DIVISION                         | ACCOUNT TITLE               | PRICE      | UNITS   |              | REVENUES            |
|----------------------------------|-----------------------------|------------|---------|--------------|---------------------|
|                                  |                             |            | Months  | Passes       |                     |
| <b>FULL FACILITY MEMBERSHIPS</b> |                             |            |         |              |                     |
| Full Facility Annual             | Resident Adult              | \$716.00   | 1       | 50           | \$35,800            |
| Full Facility Annual             | Resident Youth              | \$506.00   | 1       | 10           | \$5,060             |
| Full Facility Annual             | Resident Senior             | \$456.00   | 1       | 25           | \$11,400            |
| Full Facility Annual             | Resident Couple             | \$910.00   | 1       | 45           | \$40,950            |
| Full Facility Annual             | Resident Family             | \$996.00   | 1       | 55           | \$54,780            |
| Full Facility Annual             | Non-Resident Adult          | \$810.00   | 1       | 15           | \$12,150            |
| Full Facility Annual             | Non-Resident Youth          | \$572.00   | 1       | 2            | \$1,144             |
| Full Facility Annual             | Non-Resident Senior         | \$515.00   | 1       | 7            | \$3,605             |
| Full Facility Annual             | Non-Resident Couple         | \$1,028.00 | 1       | 12           | \$12,336            |
| Full Facility Annual             | Non-Resident Family         | \$1,125.00 | 1       | 12           | \$13,500            |
| Full Facility 6-Month            | Resident Adult              | \$358.00   | 1       | 45           | \$16,110            |
| Full Facility 6-Month            | Resident Youth              | \$253.00   | 1       | 7            | \$1,771             |
| Full Facility 6-Month            | Resident Senior             | \$228.00   | 1       | 30           | \$6,840             |
| Full Facility 6-Month            | Resident Couple             | \$455.00   | 1       | 30           | \$13,650            |
| Full Facility 6-Month            | Resident Family             | \$498.00   | 1       | 45           | \$22,410            |
| Full Facility 6-Month            | Non-Resident Adult          | \$405.00   | 1       | 12           | \$4,860             |
| Full Facility 6-Month            | Non-Resident Youth          | \$286.00   | 1       | 2            | \$572               |
| Full Facility 6-Month            | Non-Resident Senior         | \$258.00   | 1       | 7            | \$1,806             |
| Full Facility 6-Month            | Non-Resident Couple         | \$514.00   | 1       | 10           | \$5,140             |
| Full Facility 6-Month            | Non-Resident Family         | \$563.00   | 1       | 10           | \$5,630             |
| Full Facility Monthly            | Resident Adult              | \$69.00    | 12      | 100          | \$82,800            |
| Full Facility Monthly            | Resident Youth              | \$48.00    | 12      | 15           | \$8,640             |
| Full Facility Monthly            | Resident Senior             | \$41.00    | 12      | 45           | \$22,140            |
| Full Facility Monthly            | Resident Couple             | \$85.00    | 12      | 75           | \$76,500            |
| Full Facility Monthly            | Resident Family             | \$91.00    | 12      | 100          | \$109,200           |
| Full Facility Monthly            | Non-Resident Adult          | \$78.00    | 12      | 25           | \$23,400            |
| Full Facility Monthly            | Non-Resident Youth          | \$54.00    | 12      | 3            | \$1,944             |
| Full Facility Monthly            | Non-Resident Senior         | \$46.00    | 12      | 12           | \$6,624             |
| Full Facility Monthly            | Non-Resident Couple         | \$96.00    | 12      | 20           | \$23,040            |
| Full Facility Monthly            | Non-Resident Family         | \$103.00   | 12      | 25           | \$30,900            |
| Full Facility Daily Admission    | Resident Adult              | \$13.00    | 1       | 2,500        | \$32,500            |
| Full Facility Daily Admission    | Resident Youth              | \$10.00    | 1       | 5,000        | \$50,000            |
| Full Facility Daily Admission    | Resident Senior             | \$8.00     | 1       | 4,500        | \$36,000            |
| Full Facility Daily Admission    | Non-Resident Adult          | \$15.00    | 1       | 1,500        | \$22,500            |
| Full Facility Daily Admission    | Non-Resident Youth          | \$9.00     | 1       | 550          | \$4,950             |
| Full Facility Daily Admission    | Non-Resident Senior         | \$9.00     | 1       | 800          | \$7,200             |
| Silver Sneakers Monthly          | Silver Sneakers             | \$20.00    | 12      | 100          | \$24,000            |
| Corporate/Group Admission        | Corporate/Group Admission   |            |         |              | \$10,000.00         |
| <b>TOTAL PASS REVENUES</b>       |                             |            |         |              | <b>\$841,852</b>    |
| <b>PROGRAM</b>                   |                             |            |         |              |                     |
|                                  |                             |            | Classes | Participants |                     |
| Recreation                       | Arts & Crafts Classes       | \$75.00    | 48      | 8            | \$28,800.00         |
| Recreation                       | Adult Classes               | \$75.00    | 48      | 8            | \$28,800.00         |
| Recreation                       | Youth/Teen Classes          | \$60.00    | 48      | 8            | \$23,040.00         |
| Recreation                       | Preschool (school year)     | \$300.00   | 15      | 10           | \$45,000.00         |
| Recreation                       | Preschool (summer)          | \$175.00   | 8       | 10           | \$14,000.00         |
| Recreation                       | Summer/Break Camp           | \$470.00   | 4       | 50           | \$94,000.00         |
| Recreation                       | Misc. Classes               | \$60.00    | 64      | 8            | \$30,720.00         |
| Existing Recreation              | Existing Recreation Revenue |            |         |              | \$626,381.00        |
| <b>TOTAL RECREATION REVENUES</b> |                             |            |         |              | <b>\$890,741.00</b> |



| DIVISION                      | ACCOUNT TITLE                   | PRICE        | UNITS | REVENUES            |
|-------------------------------|---------------------------------|--------------|-------|---------------------|
| PROGRAM                       |                                 | Participants |       |                     |
| Fitness Programs              | Group Fitness Classes - Drop In | \$13.00      | 1,872 | \$73,008            |
| Fitness Programs              | Personal Trainer Sessions       | \$60.00      | 1     | \$31,200            |
| Fitness Programs              | Small Group Classes - Drop-in   | \$40.00      | 208   | \$33,280            |
| <b>TOTAL FITNESS REVENUES</b> |                                 |              |       | <b>\$137,488.00</b> |

| DIVISION                           | ACCOUNT TITLE                       | PRICE    | UNITS        | REVENUES            |           |
|------------------------------------|-------------------------------------|----------|--------------|---------------------|-----------|
| PROGRAM                            |                                     | Classes  | Participants |                     |           |
| Aquatic Annual                     | Resident Adult                      | \$572.00 | 1            | 10                  | \$5,963   |
| Aquatic Annual                     | Resident Youth                      | \$404.00 | 1            | 2                   | \$842     |
| Aquatic Annual                     | Resident Senior                     | \$364.00 | 1            | 4                   | \$1,518   |
| Aquatic Annual                     | Resident Couple                     | \$728.00 | 1            | 6                   | \$4,554   |
| Aquatic Annual                     | Resident Family                     | \$796.00 | 1            | 19                  | \$14,937  |
| Aquatic Annual                     | Non-Resident Adult                  | \$646.00 | 1            | 2                   | \$1,010   |
| Aquatic Annual                     | Non-Resident Youth                  | \$457.00 | 1            | 1                   | \$457     |
| Aquatic Annual                     | Non-Resident Senior                 | \$411.00 | 1            | 1                   | \$257     |
| Aquatic Annual                     | Non-Resident Couple                 | \$823.00 | 1            | 1                   | \$772     |
| Aquatic Annual                     | Non-Resident Family                 | \$899.00 | 1            | 3                   | \$2,530   |
| Aquatic 6-Month                    | Resident Adult                      | \$286.00 | 1            | 7                   | \$1,988   |
| Aquatic 6-Month                    | Resident Youth                      | \$202.00 | 1            | 1                   | \$281     |
| Aquatic 6-Month                    | Resident Senior                     | \$182.00 | 1            | 3                   | \$506     |
| Aquatic 6-Month                    | Resident Couple                     | \$364.00 | 1            | 4                   | \$1,518   |
| Aquatic 6-Month                    | Resident Family                     | \$398.00 | 1            | 13                  | \$4,979   |
| Aquatic 6-Month                    | Non-Resident Adult                  | \$323.00 | 1            | 1                   | \$337     |
| Aquatic 6-Month                    | Non-Resident Youth                  | \$228.00 | 1            | 1                   | \$228     |
| Aquatic 6-Month                    | Non-Resident Senior                 | \$206.00 | 1            | 1                   | \$206     |
| Aquatic 6-Month                    | Non-Resident Couple                 | \$411.00 | 1            | 1                   | \$257     |
| Aquatic 6-Month                    | Non-Resident Family                 | \$450.00 | 1            | 2                   | \$844     |
| Aquatic Monthly                    | Resident Adult                      | \$55.00  | 12           | 17                  | \$11,468  |
| Aquatic Monthly                    | Resident Youth                      | \$38.00  | 12           | 3                   | \$1,585   |
| Aquatic Monthly                    | Resident Senior                     | \$33.00  | 12           | 7                   | \$2,752   |
| Aquatic Monthly                    | Resident Couple                     | \$68.00  | 12           | 10                  | \$8,507   |
| Aquatic Monthly                    | Resident Family                     | \$73.00  | 12           | 31                  | \$27,397  |
| Aquatic Monthly                    | Non-Resident Adult                  | \$62.00  | 12           | 3                   | \$1,939   |
| Aquatic Monthly                    | Non-Resident Youth                  | \$43.00  | 12           | 1                   | \$269     |
| Aquatic Monthly                    | Non-Resident Senior                 | \$37.00  | 12           | 1                   | \$463     |
| Aquatic Monthly                    | Non-Resident Couple                 | \$77.00  | 12           | 2                   | \$1,445   |
| Aquatic Monthly                    | Non-Resident Family                 | \$82.00  | 12           | 5                   | \$4,616   |
| Aquatic Daily Admission            | Resident Adult                      | \$10.50  | 1            | 1,800               | \$18,900  |
| Aquatic Daily Admission            | Resident Youth                      | \$8.00   | 1            | 3,600               | \$28,800  |
| Aquatic Daily Admission            | Resident Senior                     | \$6.50   | 1            | 1,800               | \$11,700  |
| Aquatic Daily Admission            | Non-Resident Adult                  | \$12.00  | 1            | 270                 | \$3,240   |
| Aquatic Daily Admission            | Non-Resident Youth                  | \$9.00   | 1            | 540                 | \$4,860   |
| Aquatic Daily Admission            | Non-Resident Senior                 | \$7.50   | 1            | 270                 | \$2,025   |
| Aquatic Daily Admission            | Resident - Senior 10 visit pass     | \$44.00  | 1            | 250                 | \$11,000  |
| Existing Aquatic Admission Revenue | Existing Admission Revenue          |          |              |                     | \$249,191 |
| Existing Aquatic Program Revenue   | Existing Program Revenue            |          |              |                     | \$124,947 |
| Aquatic Programs                   | Learn to Swim Classes - Spring/Fall | \$75.00  | 30           | 4                   | \$9,000   |
| Aquatic Programs                   | Learn to Swim Classes - Summer      | \$80.00  | 16           | 4                   | \$5,120   |
| Aquatic Programs                   | Learn to Swim Classes- Winter       | \$80.00  | 8            | 4                   | \$2,560   |
| Aquatic Programs                   | Private Swim Lessons                | \$25.00  | 180          | 1                   | \$4,500   |
| Aquatic Programs                   | Water Aerobics - Spring/Fall        | \$13.00  | 126          | 3                   | \$4,914   |
| Aquatic Programs                   | Water Aerobics - Summer             | \$13.00  | 156          | 3                   | \$6,084   |
| Aquatic Programs                   | Water Aerobics - Winter             | \$13.00  | 72           | 3                   | \$2,808   |
| Aquatic Programs                   | Lifeguard Training                  | \$200.00 | 1            | 10                  | \$2,000   |
| Aquatic Programs                   | Therapy                             | \$15.00  | 160          | 5                   | \$12,000  |
| Aquatic Programs                   | Misc.                               | \$13.00  | 150          | 5                   | \$9,750   |
| Aquatic Programs                   | Other Contracted Programs           |          |              |                     | \$10,000  |
| <b>TOTAL AQUATICS REVENUES</b>     |                                     |          |              | <b>\$627,823.32</b> |           |

Fairbank Community Center Feasibility Study

| DIVISION                        | ACCOUNT TITLE              | PRICE    | UNITS    |                        | REVENUES            |
|---------------------------------|----------------------------|----------|----------|------------------------|---------------------|
| PROGRAM                         |                            |          | Sessions | Participants/<br>Teams |                     |
| Gymnasium                       | Adult Basketball League    | \$600.00 | 2        | 12                     | \$14,400.00         |
| Gymnasium                       | Adult Volleyball League    | \$400.00 | 2        | 12                     | \$9,600.00          |
| Gymnasium                       | Youth Basketball League    | \$110.00 | 1        | 120                    | \$13,200.00         |
| Gymnasium                       | Youth Volleyball League    | \$110.00 | 1        | 120                    | \$13,200.00         |
| Gymnasium                       | Youth Indoor Soccer League | \$110.00 | 1        | 120                    | \$13,200.00         |
| Gymnasium                       | Youth Basketball Camp      | \$200.00 | 3        | 20                     | \$12,000.00         |
| Gymnasium                       | Youth Volleyball Camp      | \$200.00 | 3        | 20                     | \$12,000.00         |
| Gymnasium                       | Other Youth Sport Camp     | \$200.00 | 3        | 20                     | \$12,000.00         |
| Gymnasium                       | Youth Basketball Clinic    | \$75.00  | 3        | 30                     | \$6,750.00          |
| Gymnasium                       | Youth Volleyball Clinic    | \$75.00  | 3        | 30                     | \$6,750.00          |
| Gymnasium                       | Other Youth Sport Clinic   | \$75.00  | 3        | 30                     | \$6,750.00          |
| Gymnasium                       | Other Contracted Programs  |          |          |                        | \$20,000.00         |
| <b>TOTAL GYMNASIUM REVENUES</b> |                            |          |          |                        | <b>\$139,850.00</b> |

| DIVISION                               | ACCOUNT TITLE           | PRICE    | UNITS        |     | REVENUES            |
|--|-------------------------|----------|--------------|-----|---------------------|
| FUNCTION                               |                         |          | Hours Rented |     |                     |
| Parties                                | Birthday Parties        | \$200.00 |              | 200 | \$40,000.00         |
| Rentals                                | Medium Program Room     | \$75.00  |              | 104 | \$7,800.00          |
| Rentals                                | Large Program Room      | \$90.00  |              | 104 | \$9,360.00          |
| Rentals                                | Arts & Crafts Room      | \$90.00  |              | 10  | \$900.00            |
| Rentals                                | Multi-Purpose Room      | \$125.00 |              | 208 | \$26,000.00         |
| Rentals                                | Game Room               | \$75.00  |              | 10  | \$750.00            |
| Rentals                                | Computer Room           | \$60.00  |              | 5   | \$300.00            |
| Rentals                                | Pre-school              | \$90.00  |              | 10  | \$900.00            |
| Rentals                                | Gym (per court)         | \$75.00  |              | 260 | \$19,500.00         |
| Rentals                                | Fitness Room            | \$125.00 |              | 20  | \$2,500.00          |
| Existing Rental                        | Existing Rental Revenue |          |              |     | \$120,384.00        |
| <b>TOTAL PARTY AND RENTAL REVENUES</b> |                         |          |              |     | <b>\$228,394.00</b> |

| DIVISION                     | ACCOUNT TITLE                        | PRICE  | UNITS   |              | REVENUES            |
|------------------------------|--------------------------------------|--------|---------|--------------|---------------------|
| PROGRAMS                     |                                      |        | Classes | Participants |                     |
| Seniors                      | Group Fitness Classes                | \$5.00 | 750     | 10           | \$37,500.00         |
| Seniors                      | Bridge/Cards                         | \$5.00 | 200     | 10           | \$10,000.00         |
| Seniors                      | Computer                             | \$6.00 | 300     | 8            | \$14,400.00         |
| Seniors                      | Misc. Classes                        | \$6.00 | 300     | 8            | \$14,400.00         |
| Seniors                      | Contracted Classes                   |        |         |              | \$10,000.00         |
| Seniors                      | Existing Revenue at current facility |        |         |              | \$150,770.00        |
| <b>TOTAL SENIOR REVENUES</b> |                                      |        |         |              | <b>\$237,070.00</b> |

| DIVISION                               | ACCOUNT TITLE                    | PRICE  | UNITS |       | REVENUES           |
|--|----------------------------------|--------|-------|-------|--------------------|
| GENERAL SERVICES                       |                                  |        | Units |       |                    |
| Services                               | Resale Items                     | \$5.00 | 1     | 300   | \$1,500.00         |
| Services                               | Special events                   | \$5.00 | 4     | 100   | \$2,000.00         |
| Services                               | Vending                          | \$0.50 | 1     | 2,000 | \$1,000.00         |
| Services                               | Drop-in Child Care - Non-members | \$5.00 | 1     | 1,000 | \$5,000.00         |
| Services                               | Sponsorships                     |        |       |       | \$15,000.00        |
| <b>TOTAL GENERAL SERVICES REVENUES</b> |                                  |        |       |       | <b>\$24,500.00</b> |



8.3.5 PASSES

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
Full Facility Membership Expenditure Model

| ACCOUNT TITLE       | BUDGET      | EXPLANATION           |
|---------------------|-------------|-----------------------|
| <b>REVENUES</b>     |             |                       |
| Resident Adult      | \$35,800.00 | Full Facility Annual  |
| Resident Youth      | \$5,060     | Full Facility Annual  |
| Resident Senior     | \$11,400    | Full Facility Annual  |
| Resident Couple     | \$40,950    | Full Facility Annual  |
| Resident Family     | \$54,780    | Full Facility Annual  |
| Non-Resident Adult  | \$12,150    | Full Facility Annual  |
| Non-Resident Youth  | \$1,144     | Full Facility Annual  |
| Non-Resident Senior | \$3,605     | Full Facility Annual  |
| Non-Resident Couple | \$12,336    | Full Facility Annual  |
| Non-Resident Family | \$13,500    | Full Facility Annual  |
| Resident Adult      | \$16,110    | Full Facility 6-Month |
| Resident Youth      | \$1,771     | Full Facility 6-Month |
| Resident Senior     | \$6,840     | Full Facility 6-Month |
| Resident Couple     | \$13,650    | Full Facility 6-Month |
| Resident Family     | \$22,410    | Full Facility 6-Month |
| Non-Resident Adult  | \$4,860     | Full Facility 6-Month |
| Non-Resident Youth  | \$572       | Full Facility 6-Month |
| Non-Resident Senior | \$1,806     | Full Facility 6-Month |
| Non-Resident Couple | \$5,140     | Full Facility 6-Month |
| Non-Resident Family | \$5,630     | Full Facility 6-Month |
| Resident Adult      | \$82,800    | Full Facility Monthly |
| Resident Youth      | \$8,640     | Full Facility Monthly |
| Resident Senior     | \$22,140    | Full Facility Monthly |
| Resident Couple     | \$76,500    | Full Facility Monthly |
| Resident Family     | \$109,200   | Full Facility Monthly |
| Non-Resident Adult  | \$23,400    | Full Facility Monthly |
| Non-Resident Youth  | \$1,944     | Full Facility Monthly |
| Non-Resident Senior | \$6,624     | Full Facility Monthly |
| Non-Resident Couple | \$23,040    | Full Facility Monthly |
| Non-Resident Family | \$30,900    | Full Facility Monthly |



|                           |                          |                               |
|---------------------------|--------------------------|-------------------------------|
| Resident Adult            | \$32,500                 | Full Facility Daily Admission |
| Resident Youth            | \$50,000                 | Full Facility Daily Admission |
| Resident Senior           | \$36,000                 | Full Facility Daily Admission |
| Non-Resident Adult        | \$22,500                 | Full Facility Daily Admission |
| Non-Resident Youth        | \$4,950                  | Full Facility Daily Admission |
| Non-Resident Senior       | \$7,200                  | Full Facility Daily Admission |
| Silver Sneakers           | \$24,000                 | Silver Sneakers Monthly       |
| Corporate/Group Admission | \$10,000                 | Corporate/Group Admission     |
| <b>TOTAL REVENUES</b>     | <b>\$807,852</b>         |                               |
| <b>ACCOUNT TITLE</b>      | <b>BUDGET</b>            | <b>EXPLANATION</b>            |
| <b>PERSONAL SERVICES</b>  |                          |                               |
| <b>Total</b>              | <b>Personal Services</b> | <b>\$0.00</b>                 |
| <b>SUPPLIES</b>           |                          |                               |
| <b>Total</b>              | <b>Supplies</b>          | <b>\$0.00</b>                 |
| <b>TOTAL EXPENSES</b>     | <b>\$0.00</b>            |                               |
| <b>NET REVENUE/(LOSS)</b> | <b>\$807,852</b>         |                               |
| cost recovery**           | #DIV/0!                  |                               |



8.3.6 ADMINISTRATION

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
Administration Expenditure Model

| ACCOUNT TITLE         | BUDGET        | EXPLANATION |
|-----------------------|---------------|-------------|
| <b>REVENUES</b>       |               |             |
|                       |               |             |
| <b>TOTAL REVENUES</b> | <b>\$0.00</b> |             |

| ACCOUNT TITLE                 | BUDGET              | EXPLANATION              |
|-------------------------------|---------------------|--------------------------|
| <b>PERSONAL SERVICES</b>      |                     |                          |
| Director                      | \$90,000.00         |                          |
| Office Manager                | \$44,306.00         |                          |
| Front Desk Supervisor         | \$32,500.00         |                          |
| Business Manager              | \$52,000.00         |                          |
| Front Desk Receptionists - PT | \$63,648.00         |                          |
| Benefits FT                   | \$76,582.10         |                          |
| Benefits PT                   | \$6,364.80          |                          |
| <b>Total</b>                  | <b>\$365,400.90</b> | <b>Personal Services</b> |

|                     |                    |                               |
|---------------------|--------------------|-------------------------------|
| <b>SUPPLIES</b>     |                    |                               |
| Office Supplies     | \$15,000.00        |                               |
| Safety Supplies     | \$3,000.00         | First aid supplies for center |
| Other Miscellaneous | \$500.00           |                               |
| <b>Total</b>        | <b>\$18,500.00</b> | <b>Supplies</b>               |

| <b>OTHER SERVICES &amp; CHARGES</b> |                       |   |
|-------------------------------------|-----------------------|---|
| Medical Fees (Drug Tests)           | \$3,000.00            | Quarterly random screenings for all employees                               |
| Info Sys Maint/Contracts            | \$7,500.00            | Phone and IT system support   |
| Criminal Background Checks          | \$4,000.00            | 100 new employees x \$20  |
| Marketing & Promotions              | \$20,000.00           |   |
| Security Services                   | \$1,000.00            | Alarm monitoring  |
| Postage                             | \$4,000.00            |   |
| Training Travel & Lodging           | \$4,500.00            |   |
| Travel Per Diem                     | \$500.00              |   |
| Telephone Line Charges              | \$6,000.00            |   |
| Cellular Phone Fees                 | \$1,000.00            | Overage charges for use of personal cell phones                             |
| Electricity                         | \$175,000.00          |   |
| Water & Sewer                       | \$7,000.00            |   |
| Gas                                 | \$200,000.00          |   |
| Cable Service                       | \$2,000.00            |   |
| Copier                              | \$10,000.00           |   |
| Subscriptions                       | \$500.00              | Survey monkey   |
| Organization & Membership Dues      | \$2,000.00            |   |
| Staff Clothing                      | \$1,000.00            |   |
| Internal Instruction Fees           | \$2,500.00            | Customer service training, CPR/First Aid/AED training                       |
| External Instructional Fees         | \$1,000.00            |   |
| Credit Card Fees                    | \$53,000.00           |   |
| Other Fees & Licenses               | \$2,730.00            | ASCAP license for music (\$730), CPR/First Aid/AED certifications (\$8x250) |
| Refunds, Awards & Indemnities       | \$0.00                |   |
| Special Projects                    | \$1,000.00            | Staff morale/incentives   |
| <b>Total</b>                        | <b>Other Services</b> | <b>\$509,230.00</b>   |
| <b>TOTAL EXPENSES</b>               |                       | <b>\$863,430.90</b>   |
| <b>NET REVENUE/(LOSS)</b>           |                       | <b>(\$863,430.90)</b>   |
| cost recovery**                     |                       | 0.0%  |



8.3.7 BUILDING MAINTENANCE

| <b>Pro Forma Revenues &amp; Expenditures</b>                        |                       |  |
|---|-----------------------|--|
| Fairbank Community Center<br>Building Maintenance Expenditure Model |                       |  |
| ACCOUNT TITLE   | BUDGET                | EXPLANATION                                      |
| <b>REVENUES</b>   |                       |  |
| <b>TOTAL REVENUES</b>   |                       |  |
|   | <b>\$0.00</b>         |  |
| <b>PERSONAL SERVICES</b>  |                       |  |
| Maintenance Supervisor  | \$51,000.00           | 1 FT position                                    |
| Custodian - FT  | \$82,000.00           | 2 FT positions                                   |
| Custodian - PT  | \$58,240.00           | 80 hours per week x \$14 per hour                |
| FT Benefits   | \$46,550.00           | 35% of wages                                     |
| PT Benefits   | \$5,824.00            | 10% of salary                                    |
| <b>Total</b>  | <b>\$243,614.00</b>   | <b>Personal Services</b>                         |
| <b>SUPPLIES</b>   |                       |  |
| Materials   | \$10,000.00           | Paint, Lumber, Nails, Screws, Glues, etc...      |
| Repair Parts  | \$25,000.00           | Plumbing, Hardware, Electrical, Lighting, etc... |
| Small Tools & Minor Equip.  | \$10,000.00           | Misc. and Specialty Tools                        |
| Other Maint. Supplies   | \$105,000.00          | Lubricants, light bulbs, cleaning etc.           |
| Safety Supplies   | \$1,000.00            | Safety Glasses, Gloves, Harness, etc...          |
| Other Miscellaneous   | \$500.00              |  |
| <b>Total</b>  | <b>\$151,500.00</b>   | <b>Supplies</b>                                  |
| <b>OTHER SERVICES &amp; CHARGES</b>                                 |                       |  |
| Cleaning Services   | \$0.00                |  |
| Staff Clothing  | \$1,000.00            |  |
| Contract services   | \$58,000.00           | alarm, elevator, HVAC                            |
| <b>Total</b>  | <b>\$59,000.00</b>    | <b>Other Services</b>                            |
| <b>TOTAL EXPENSES</b>   |                       |  |
|   | <b>\$454,114.00</b>   |  |
| <b>NET REVENUE/(LOSS)</b>   |                       |  |
|   | <b>(\$454,114.00)</b> |  |
| cost recovery**   | 0.0%                  |  |

## 8.3.8 RECREATION PROGRAMS

| <b>Pro Forma Revenues &amp; Expenditures</b>                      |                          |                     |
|---|--------------------------|---------------------|
| Fairbank Community Center<br>Recreation Program Expenditure Model |                          |                     |
| <b>ACCOUNT TITLE</b>  | <b>BUDGET</b>            | <b>EXPLANATION</b>  |
| <b>REVENUES</b>   |                          |                     |
| Arts & Crafts Classes   | \$28,800.00              |                     |
| Adult Classes   | \$28,800.00              |                     |
| Youth/Teen Classes  | \$23,040.00              |                     |
| Preschool (school year)   | \$45,000.00              |                     |
| Preschool (summer)  | \$14,000.00              |                     |
| Summer/Break Camp   | \$94,000.00              |                     |
| Misc. Classes   | \$30,720.00              |                     |
| Existing Recreation Revenue                                       | \$626,381.00             |                     |
| <b>TOTAL REVENUES</b>   | <b>\$890,741.00</b>      |                     |
| <b>PERSONAL SERVICES</b>  |                          |                     |
| Program Coordinator   | \$44,306.00              |                     |
| Instructors - PT  | \$100,000.00             |                     |
| FT Benefits   | \$15,507.10              |                     |
| PT Benefits   | \$10,000.00              |                     |
| <b>Total</b>  | <b>Personal Services</b> | <b>\$169,813.10</b> |
| <b>SUPPLIES</b>   |                          |                     |
| Office Supplies   | \$5,000.00               |                     |
| General Program Supplies  | \$25,000.00              |                     |
| Other Miscellaneous   | \$2,500.00               |                     |
| <b>Total</b>  | <b>Supplies</b>          | <b>\$32,500.00</b>  |
| <b>OTHER SERVICES &amp; CHARGES</b>                               |                          |                     |
| Marketing & Promotions  | \$2,250.00               |                     |
| Printing (Not Office Supplies)                                    | \$2,500.00               |                     |
| Staff Clothing  | \$500.00                 |                     |
| Participant Clothing  | \$2,500.00               |                     |
| Refunds, Awards & Indemnities                                     | \$5,000.00               |                     |
| <b>Total</b>  | <b>Other Services</b>    | <b>\$12,750.00</b>  |
| <b>TOTAL EXPENSES</b>   | <b>\$215,063.10</b>      |                     |
| <b>NET REVENUE/(LOSS)</b>   | <b>\$675,677.90</b>      |                     |
| cost recovery**   | 414.2%                   |                     |



8.3.9 FITNESS

| <b>Pro Forma Revenues &amp; Expenditures</b>           |                          |                     |
|--|--------------------------|---------------------|
| Fairbank Community Center<br>Fitness Expenditure Model |                          |                     |
| ACCOUNT TITLE  | BUDGET                   | EXPLANATION         |
| <b>REVENUES</b>  |                          |                     |
| Group Fitness Classes - Drop In                        | \$73,008                 | Fitness Programs    |
| Personal Trainer Sessions                              | \$31,200                 | Fitness Programs    |
| Small Group Classes - Drop-in                          | \$33,280                 | Fitness Programs    |
| <b>TOTAL REVENUES</b>                                  | <b>\$137,488</b>         |                     |
| <b>PERSONAL SERVICES</b>                               |                          |                     |
| Fitness Director                                       | \$55,000.00              |                     |
| Fitness Program Coordinator                            | \$44,306.00              |                     |
| Fitness Instructors - PT                               | \$100,000.00             |                     |
| Fitness Floor Specialists - PT                         | \$63,648.00              |                     |
| Benefits - FT  | \$34,757.10              |                     |
| Benefits - PT  | \$16,364.80              |                     |
| <b>Total</b>   | <b>Personal Services</b> | <b>\$314,075.90</b> |
| <b>SUPPLIES</b>  |                          |                     |
| Stationary & Printed Materials                         | \$0.00                   |                     |
| Small Tools & Minor Equip.                             | \$500.00                 |                     |
| Other Maint. Supplies                                  | \$0.00                   |                     |
| Linens & Towels  | \$2,500.00               |                     |
| Safety Supplies  | \$0.00                   |                     |
| General Program Supplies                               | \$2,500.00               |                     |
| Other Miscellaneous                                    | \$0.00                   |                     |
| <b>Total</b>   | <b>Supplies</b>          | <b>\$5,500.00</b>   |



| <b>OTHER SERVICES &amp; CHARGES</b> |                       |                       |
|-------------------------------------|-----------------------|-----------------------|
| Consulting Fees                     |                       | \$0.00                |
| Medical Fees (Drug Tests)           |                       | \$0.00                |
| Printing (Not Office Supplies)      |                       | \$3,000.00            |
| Equipment Maint. Contract           |                       | \$10,000.00           |
| Software Maint. Contracts           |                       | \$0.00                |
| Copier                              |                       | \$0.00                |
| Subscriptions                       |                       | \$1,000.00            |
| Organization & Membership Dues      |                       | \$0.00                |
| Staff Clothing                      |                       | \$2,000.00            |
| Refunds                             |                       | \$5,000.00            |
| Special Projects                    |                       | \$0.00                |
| Sales Tax Paid                      |                       | \$0.00                |
| <b>Total</b>                        | <b>Other Services</b> | <b>\$21,000.00</b>    |
| <b>TOTAL EXPENSES</b>               |                       | <b>\$340,575.90</b>   |
|                                     |                       |                       |
| <b>NET REVENUE/(LOSS)</b>           |                       | <b>(\$203,087.90)</b> |
| cost recovery**                     |                       | 40.4%                 |



8.3.10 NATAORIUM

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
 Natatorium (Aquatics) Expenditure Model

| ACCOUNT TITLE              | BUDGET    | EXPLANATION                        |
|----------------------------|-----------|------------------------------------|
| <b>REVENUES</b>            |           |                                    |
| Resident Adult             | \$5,963   | Aquatic Annual                     |
| Resident Youth             | \$842     | Aquatic Annual                     |
| Resident Senior            | \$1,518   | Aquatic Annual                     |
| Resident Couple            | \$4,554   | Aquatic Annual                     |
| Resident Family            | \$14,937  | Aquatic Annual                     |
| Non-Resident Adult         | \$1,010   | Aquatic Annual                     |
| Non-Resident Youth         | \$457     | Aquatic Annual                     |
| Non-Resident Senior        | \$257     | Aquatic Annual                     |
| Non-Resident Couple        | \$772     | Aquatic Annual                     |
| Non-Resident Family        | \$2,530   | Aquatic Annual                     |
| Resident Adult             | \$1,988   | Aquatic 6-Month                    |
| Resident Youth             | \$281     | Aquatic 6-Month                    |
| Resident Senior            | \$506     | Aquatic 6-Month                    |
| Resident Couple            | \$1,518   | Aquatic 6-Month                    |
| Resident Family            | \$4,979   | Aquatic 6-Month                    |
| Non-Resident Adult         | \$337     | Aquatic 6-Month                    |
| Non-Resident Youth         | \$228     | Aquatic 6-Month                    |
| Non-Resident Senior        | \$206     | Aquatic 6-Month                    |
| Non-Resident Couple        | \$257     | Aquatic 6-Month                    |
| Non-Resident Family        | \$844     | Aquatic 6-Month                    |
| Resident Adult             | \$11,468  | Aquatic Monthly                    |
| Resident Youth             | \$1,585   | Aquatic Monthly                    |
| Resident Senior            | \$2,752   | Aquatic Monthly                    |
| Resident Couple            | \$8,507   | Aquatic Monthly                    |
| Resident Family            | \$27,397  | Aquatic Monthly                    |
| Non-Resident Adult         | \$1,939   | Aquatic Monthly                    |
| Non-Resident Youth         | \$269     | Aquatic Monthly                    |
| Non-Resident Senior        | \$463     | Aquatic Monthly                    |
| Non-Resident Couple        | \$1,445   | Aquatic Monthly                    |
| Non-Resident Family        | \$4,616   | Aquatic Monthly                    |
| Resident Adult             | \$18,900  | Aquatic Daily Admission            |
| Resident Youth             | \$28,800  | Aquatic Daily Admission            |
| Resident Senior            | \$11,700  | Aquatic Daily Admission            |
| Non-Resident Adult         | \$3,240   | Aquatic Daily Admission            |
| Non-Resident Youth         | \$4,860   | Aquatic Daily Admission            |
| Non-Resident Senior        | \$2,025   | Aquatic Daily Admission            |
| Existing Admission Revenue | \$249,191 | Existing Aquatic Admission Revenue |
| Existing Program Revenue   | \$124,947 | Existing Aquatic Program Revenue   |

|                                     |                          |                     |
|-------------------------------------|--------------------------|---------------------|
| Learn to Swim Classes - Spring/Fall | \$9,000                  | Aquatic Programs    |
| Learn to Swim Classes - Summer      | \$5,120                  | Aquatic Programs    |
| Learn to Swim Classes- Winter       | \$2,560                  | Aquatic Programs    |
| Private Swim Lessons                | \$4,500                  | Aquatic Programs    |
| Water Aerobics - Spring/Fall        | \$4,914                  | Aquatic Programs    |
| Water Aerobics - Summer             | \$6,084                  | Aquatic Programs    |
| Water Aerobics - Winter             | \$2,808                  | Aquatic Programs    |
| Lifeguard Training                  | \$2,000                  | Aquatic Programs    |
| Therapy                             | \$12,000                 | Aquatic Programs    |
| Misc.                               | \$9,750                  | Aquatic Programs    |
| Other Contracted Programs           | \$10,000                 | Aquatic Programs    |
| <b>TOTAL REVENUES</b>               | <b>\$616,823</b>         |                     |
| <b>PERSONAL SERVICES</b>            |                          |                     |
| Aquatic Supervisor                  | \$55,000.00              |                     |
| Aquatic Coordinator                 | \$44,306.00              |                     |
| Head Lifeguards - PT                | \$30,000.00              |                     |
| Lifeguards -PT                      | \$200,000.00             |                     |
| Water Safety Instructors - PT       | \$75,000.00              |                     |
| Benefits - FT                       | \$34,757.10              |                     |
| Benefits - PT                       | \$30,500.00              |                     |
| <b>Total</b>                        | <b>Personal Services</b> | <b>\$469,563.10</b> |
| <b>SUPPLIES</b>                     |                          |                     |
| Chemicals                           | \$22,000.00              |                     |
| Other Maint. Supplies               | \$3,000.00               |                     |
| Safety Supplies                     | \$4,250.00               |                     |
| General Program Supplies            | \$0.00                   |                     |
| <b>Total</b>                        | <b>Supplies</b>          | <b>\$29,250.00</b>  |
| <b>OTHER SERVICES &amp; CHARGES</b> |                          |                     |
| Consulting Fees                     | \$0.00                   |                     |
| Marketing & Promotions              | \$2,500.00               |                     |
| Printing (Not Office Supplies)      | \$1,500.00               |                     |
| Maintenance                         | \$15,000.00              | Waxing Slides       |
| Equipment Repairs & Maint.          | \$12,000.00              |                     |
| Radio Maintenance                   | \$1,000.00               |                     |
| Staff Clothing                      | \$7,500.00               |                     |
| Refunds, Awards & Indemnities       | \$2,500.00               |                     |
| <b>Total</b>                        | <b>Other Services</b>    | <b>\$39,500.00</b>  |
| <b>TOTAL EXPENSES</b>               | <b>\$538,313.10</b>      |                     |
| <b>NET REVENUE/(LOSS)</b>           | <b>\$78,510.22</b>       |                     |
| cost recovery**                     | 114.6%                   |                     |



8.3.11 GYMNASIUM

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
Gymnasium Expenditure Model

| ACCOUNT TITLE              | BUDGET                   | EXPLANATION         |
|----------------------------|--------------------------|---------------------|
| <b>REVENUES</b>            |                          |                     |
| Adult Basketball League    | \$14,400.00              |                     |
| Adult Volleyball League    | \$9,600.00               |                     |
| Youth Basketball League    | \$13,200.00              |                     |
| Youth Volleyball League    | \$13,200.00              |                     |
| Youth Indoor Soccer League | \$13,200.00              |                     |
| Youth Basketball Camp      | \$12,000.00              |                     |
| Youth Volleyball Camp      | \$12,000.00              |                     |
| Other Youth Sport Camp     | \$12,000.00              |                     |
| Youth Basketball Clinic    | \$6,750.00               |                     |
| Youth Volleyball Clinic    | \$6,750.00               |                     |
| Other Youth Sport Clinic   | \$6,750.00               |                     |
| <b>TOTAL REVENUES</b>      | <b>\$119,850.00</b>      |                     |
| <b>PERSONAL SERVICES</b>   |                          |                     |
| Sports Coordinator         | \$44,306.00              |                     |
| Instructors - PT           | \$40,000.00              |                     |
| Gym Specialist - PT        | \$8,424.00               |                     |
| Benefits - FT              | \$15,507.10              |                     |
| Benefits - PT              | \$4,842.40               |                     |
| <b>Total</b>               | <b>Personal Services</b> | <b>\$113,079.50</b> |

| <b>SUPPLIES</b>                     |                       |                      |
|-------------------------------------|-----------------------|----------------------|
| Office Supplies                     |                       | \$5,000.00           |
| General Program Supplies            |                       | \$15,000.00          |
| Other Miscellaneous                 |                       | \$2,500.00           |
| <b>Total</b>                        | <b>Supplies</b>       | <b>\$22,500.00</b>   |
| <b>OTHER SERVICES &amp; CHARGES</b> |                       |                      |
| Marketing & Promotions              |                       | \$2,250.00           |
| Printing (Not Office Supplies)      |                       | \$2,500.00           |
| Staff Clothing                      |                       | \$500.00             |
| Participant Clothing                |                       | \$2,500.00           |
| Refunds, Awards & Indemnities       |                       | \$5,000.00           |
| <b>Total</b>                        | <b>Other Services</b> | <b>\$12,750.00</b>   |
| <b>TOTAL EXPENSES</b>               |                       | <b>\$148,329.50</b>  |
| <b>NET REVENUE/(LOSS)</b>           |                       |                      |
|                                     |                       | <b>(\$28,479.50)</b> |
| cost recovery**                     |                       | 80.8%                |



8.3.12 PARTIES OR RENTALS

**Pro Forma Revenues & Expenditures**

Fairbank Community Center  
Parties and Rentals Expenditure Model

| ACCOUNT TITLE                       | BUDGET                   | EXPLANATION                                   |
|-------------------------------------|--------------------------|---|
| <b>REVENUES</b>                     |                          |   |
| Birthday Parties                    | \$40,000.00              |   |
| Medium Program Room                 | \$7,800.00               |   |
| Large Program Room                  | \$9,360.00               |   |
| Arts & Crafts Room                  | \$900.00                 |   |
| Multi-Purpose Room                  | \$26,000.00              |   |
| Game Room                           | \$750.00                 |   |
| Computer Room                       | \$300.00                 |   |
| Pre-school                          | \$900.00                 |   |
| Gym (per court)                     | \$19,500.00              |   |
| Fitness Room                        | \$2,500.00               |   |
| Existing Rental Revenue             | \$120,384.00             |   |
| <b>TOTAL REVENUES</b>               | <b>\$228,394.00</b>      |   |
| <b>PERSONAL SERVICES</b>            |                          |   |
| Rental Coordinator - PT             | \$25,000.00              |   |
| Benefits                            | \$2,500.00               |   |
| <b>Total</b>                        | <b>Personal Services</b> | <b>\$27,500.00</b>                            |
| <b>SUPPLIES</b>                     |                          |   |
| General Program Supplies            | \$4,000.00               |   |
| <b>Total</b>                        | <b>Supplies</b>          | <b>\$4,000.00</b>                             |
| <b>OTHER SERVICES &amp; CHARGES</b> |                          |   |
| Marketing & Promotions              | \$500.00                 | Print ads (kids publications)                 |
| Catering Services                   | \$10,500.00              |   |
| Printing (Not Office Supplies)      | \$1,000.00               | Tri-fold brochures & printed invitation cards |
| Staff Clothing                      | \$100.00                 |   |
| Refunds, Awards & Indemnities       | \$500.00                 |   |
| <b>Total</b>                        | <b>Other Services</b>    | <b>\$12,600.00</b>                            |
| <b>TOTAL EXPENSES</b>               | <b>\$44,100.00</b>       |   |
| <b>NET REVENUE/(LOSS)</b>           | <b>\$184,294.00</b>      |   |
| cost recovery**                     | 517.9%                   |   |



## 8.3.13 SENIORS

| <b>Pro Forma Revenues &amp; Expenditures</b>           |                          |                     |
|--|--------------------------|---------------------|
| Fairbank Community Center<br>Seniors Expenditure Model |                          |                     |
| <b>ACCOUNT TITLE</b>                                   | <b>BUDGET</b>            | <b>EXPLANATION</b>  |
| <b>REVENUES</b>  |                          |                     |
| Group Fitness Classes                                  | \$37,500.00              |                     |
| Bridge/Cards   | \$10,000.00              |                     |
| Computer   | \$14,400.00              |                     |
| Misc. Classes  | \$14,400.00              |                     |
| Contracted Classes                                     | \$10,000.00              |                     |
| Existing Revenue at current facility                   | \$150,770.00             |                     |
| <b>TOTAL REVENUES</b>                                  | <b>\$237,070.00</b>      |                     |
| <b>PERSONAL SERVICES</b>                               |                          |                     |
| Director   | \$94,149.00              |                     |
| Program Coordinator                                    | \$50,238.00              |                     |
| Clerical   | \$56,173.00              |                     |
| Information Reference                                  | \$52,208.00              |                     |
| Information and Referral Specialist - PT               | \$17,722.40              |                     |
| Front Desk Receptionist - PT                           | \$12,168.00              |                     |
| Program Aide - PT                                      | \$15,808.00              |                     |
| Kitchen Assistant - PT                                 | \$12,168.00              |                     |
| Instructors - PT                                       | \$85,000.00              |                     |
| Benefits FT  | \$94,671.64              |                     |
| Benefits PT  | \$12,514.40              |                     |
| <b>Total</b>   | <b>Personal Services</b> | <b>\$502,820.44</b> |
| <b>SUPPLIES</b>  |                          |                     |
| Office Supplies  | \$10,000.00              |                     |
| General Program Supplies                               | \$100,000.00             |                     |
| Other Miscellaneous                                    | \$2,500.00               |                     |
| <b>Total</b>   | <b>Supplies</b>          | <b>\$112,500.00</b> |
| <b>OTHER SERVICES &amp; CHARGES</b>                    |                          |                     |
| Marketing & Promotions                                 | \$2,250.00               |                     |
| Printing (Not Office Supplies)                         | \$2,500.00               |                     |
| Staff Clothing   | \$500.00                 |                     |
| Participant Clothing                                   | \$2,500.00               |                     |
| Refunds, Awards & Indemnities                          | \$5,000.00               |                     |
| <b>Total</b>   | <b>Other Services</b>    | <b>\$12,750.00</b>  |
| <b>TOTAL EXPENSES</b>                                  | <b>\$628,070.44</b>      |                     |
| <b>NET REVENUE/(LOSS)</b>                              | <b>(\$391,000.44)</b>    |                     |
| cost recovery**  | 37.7%                    |                     |



8.3.14 GENERAL SERVICES

**Pro Forma Revenues & Expenditures**

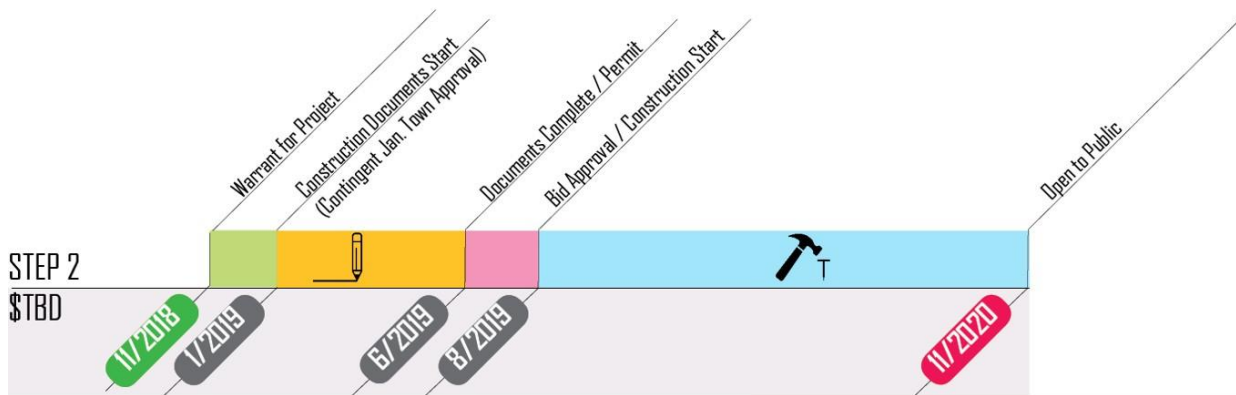
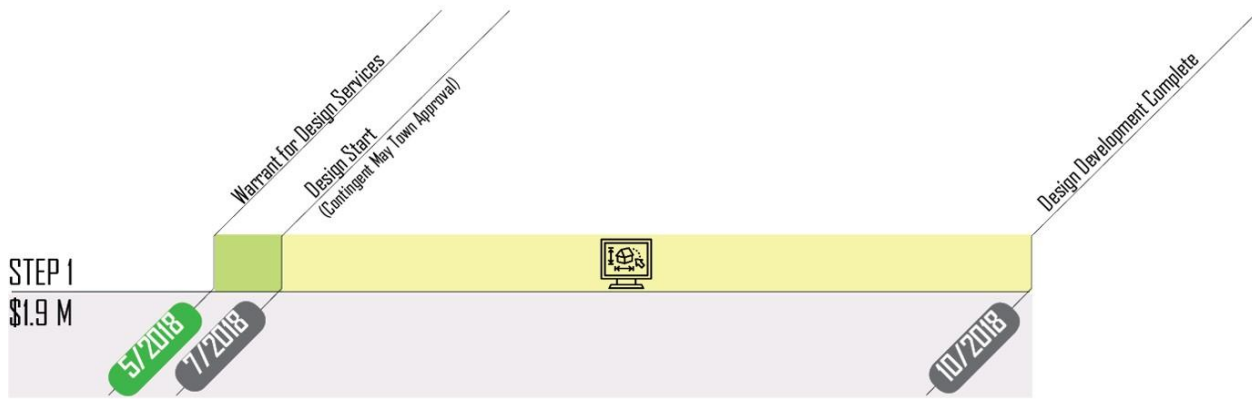
Fairbank Community Center  
 General Services Expenditure Model

| ACCOUNT TITLE                       | BUDGET                   | EXPLANATION  |
|-------------------------------------|--------------------------|--|
| <b>REVENUES</b>                     |                          |  |
| Resale Items                        | \$1,500.00               | Gross revenues from the sale of goods at the from desk of the center     |
| Special events                      | \$2,000.00               | Revenues from small general events taking place at the center            |
| Vending                             | \$1,000.00               | Net revenue from vending contract  |
| Drop-in Child Care - Non-members    | \$5,000.00               | Fees from non-members for using drop in child care. Per hour basis (\$5) |
| Sponsorships                        | \$15,000.00              | Sponsorships for special events  |
| <b>TOTAL REVENUES</b>               | <b>\$24,500.00</b>       |  |
| <b>Personnel Services</b>           |                          |  |
| Child Care Worker                   | \$0.00                   |  |
| Café Cashier                        | \$29,920.00              |  |
| Benefits - PT                       | \$2,992.00               |  |
| <b>Total</b>                        | <b>PERSONAL SERVICES</b> | <b>\$32,912.00</b>   |
| <b>SUPPLIES</b>                     |                          |  |
| General Program Supplies            | \$5,000.00               |  |
| Retail Goods                        | \$10,000.00              |  |
| Other Miscellaneous                 | \$1,000.00               |  |
| <b>Total</b>                        | <b>Supplies</b>          | <b>\$16,000.00</b>   |
| <b>OTHER SERVICES &amp; CHARGES</b> |                          |  |
| Marketing & Promotions              | \$0.00                   |  |
| Catering Services                   | \$0.00                   |  |
| Printing (Not Office Supplies)      | \$0.00                   |  |
| Organization & Membership Dues      | \$0.00                   |  |
| Staff Clothing                      | \$0.00                   |  |
| Participant Clothing                | \$0.00                   |  |
| Internal Instruction Fees           | \$0.00                   |  |
| Other Fees & Licenses               | \$0.00                   |  |
| Refunds, Awards & Indemnities       | \$0.00                   |  |
| <b>Total</b>                        | <b>Other Services</b>    | <b>\$0.00</b>  |
| <b>TOTAL EXPENSES</b>               | <b>\$48,912.00</b>       |  |
| <b>NET REVENUE/(LOSS)</b>           | <b>(\$24,412.00)</b>     |  |
| cost recovery**                     | 50%                      |  |

## 8.4 PROJECT COST ESTIMATE FOR SCENARIO 2

| OPINION OF PROBABLE COST                                     |                               |
|--|-------------------------------|
| SUDBURY, MA  | SITE: 172,700 (3.96 Acres)    |
| Fairbank Community Center                                    |                               |
| JOB NUMBER: 2017-066   | BUILDING ADDITION SF: 47,150  |
|  | BUILDING REMODELED SF: 15,650 |
|  | TOTAL BUILDING SF: 62,800     |
| CONSTRUCTOR: TBD   |                               |
|  |                               |
| PROJECT COST ESTIMATE  |                               |
| CORE   |                               |
| HARD CONSTRUCTION COST                                       |                               |
| SITE   | \$ 1,100,000                  |
| BUILDING   | \$ 18,562,000                 |
| CONTINGENCY  | \$ 2,949,300                  |
| <b>DIRECT TRADE SUB-TOTAL</b>                                | <b>\$ 22,611,300</b>          |
| PHASED CONSTRUCTION (2.5%)                                   | \$ 565,283                    |
| PERMITS (1%)   | \$ 226,113                    |
| ESCALATION (1 Year at 3.5%)                                  | \$ 791,396                    |
| GENERAL CONTRACTOR   | \$ 3,617,808                  |
| OH&P, Bonds, Insurance (16%)                                 |                               |
| <b>HARD CONSTRUCTION SUB-TOTAL</b>                           | <b>\$ 27,811,899</b>          |
|  |                               |
|  |                               |
| SOFT COST  |                               |
| PROFESSIONAL SERVICE FEES                                    | \$ 4,137,867.90               |
| A&E Fee, Specialty Consultants, Owner's Representative (15%) |                               |
| FF&E   | \$ 827,573.58                 |
| <b>SUB-TOTAL</b>   | <b>\$ 4,965,441</b>           |
|  |                               |
| <b>TOTAL</b>   | <b>\$ 32,777,340</b>          |

## 8.5 TIMELINE



schedule

## CHAPTER NINE - CONCLUSION

The Fairbank Community Center and Senior Center is a feasible project to operate and maintain the site if renovated. The key is to determine the level of community support to fund the capital cost of the site which is projected to be 32 million dollars with all cost included. PROS suggest that the Town develop a community statistical valid survey along with a series of public input sessions to share the total building changes that could occur including open houses for people to see the facility so they have a good understanding of the needs of the existing facility before they move forward with a vote to residents. This would provide a better description of the value and need for an indoor programmable space to serve the Sudbury seniors and the community as a whole. The key issue is that this is a quality of life facility. The need is present and it won't go away nor will it be provided by another agency or business in the future. The citizens need to make a decision do we invest in ourselves because everyone in the community will be touched in some way by this facility over the next 50 years because it has the widest age segment appeal of any public facility in the Town.