

Community Facility Planning Workbook

A User-Friendly Guide to Planning Community Facilities

June 2005



Developed by Agnew::Beck Consulting, LLC



Photo Credit: Agnew::Beck

Top: Ikaiyurvik Family Resource Center, Togiak

Middle: Children participating in a community workshop, Manokotak

Bottom: Historic Recreation Hall, Kennicott

OVERVIEW

This workbook is for use by community residents and organizations planning to develop a new community facility. The goal of this process is to plan a facility that is *right-sized* to accommodate community uses and a sustainable operation. This process emphasizes combining multiple uses within one facility and leveraging multiple funding sources for the design and construction phases of development.

By completing this workbook, you are completing the major elements of a competitive funding proposal or business plan for your facility. This is the first step towards creating a facility that is a blessing to your community without placing an added burden on already stretched resources.

Before getting started, discuss with your planning committee the following questions:

Questions to be answered before developing a Community Facility:

- Overall fit with community priorities – is this facility a top priority?
- Planning – who will serve on a committee to lead the planning effort?
- Coordination– how will the facility be used?
- Build new vs. renovate existing facilities?
- Building costs – how much, what sources of funding?
- Sustainability – how much will it cost to operate, how to pay?
- Feasibility – is facility really needed, really affordable?
- Leadership - who will operate the building, pay the bills?

PLANNING PROCESS

Getting Started

1. Form Planning Committee

Project Scoping

2. Set goals for facility
3. Define context: what related community projects are in progress?
4. Prepare facility concept sketch (and construction budget)
5. Prepare operations costs concept sketch
6. Preliminary conclusions: judge feasibility and refine goals

Site/Existing Building Selection

7. Review options - build new or renovate?
8. Evaluate specific sites/buildings
9. If needed: establish site control, conduct environmental assessment

Project Development - Business Plan

10. Refine building design
11. Refine capital budget
12. Refine operations budget
13. Clarify Governance - who will own/operate facility?
14. Final feasibility assessment - is project sustainable?
15. Develop fundraising strategy
16. Develop and submit funding applications

Project Implementation (Arch & Eng)

- Final building design
- Final operations & capital budgets
- Construction planning
- Construction

- c. Resources: list community plans or reports completed or in progress that will assist the community facility planning effort. Also, list strategic plans completed or in process for community organizations.

<i>Name of Plan</i>	<i>Who has a copy?</i>

- d. Compile other documents necessary to complete conceptual planning process:

- Aerial photo of village
- Budget information from potential tenants to assess ability to pay for lease and utilities
- Square footage of current office and multi-purpose spaces
- Rough estimate of construction cost (\$ per square foot) for other recently built facilities in your village
- Rough estimate of operating cost (\$ per square foot per year) for other comparable facilities in your village

2. Set Goals & Vision

- a. List three **goals** for the new community facility that describe how the facility will improve service delivery or community life.

- 1. _____
- 2. _____
- 3. _____

- b. Describe, in just a few words, your **vision** for your new facility. What will the atmosphere be like? What will it look like? What words describe it? Jot down phrases and words – don't worry about completing a statement at this stage.

Remember to circulate goals & vision to others not present for feedback.

3. Context –Community Priorities

- a. List other projects in progress in the community

PROJECT	STATUS	RELATIONSHIP TO THIS PROJECT (if any)

- b. Using existing community & regional plans and/or a simplified community planning process, identify community's **five highest priority issues** (for example, economic development, housing, education, cultural programs, etc.).

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

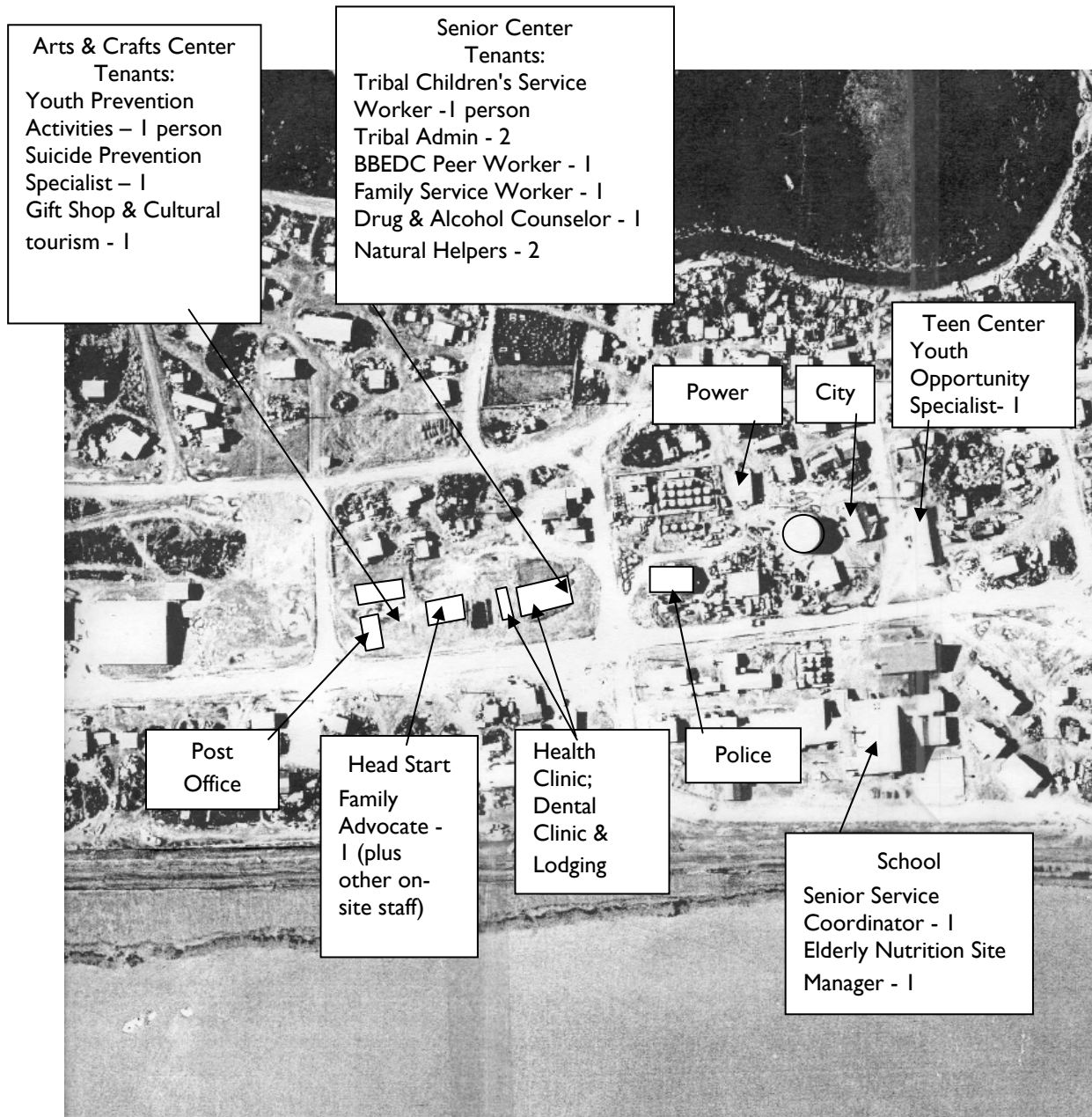
- c. Is improving this facility a priority for your village at this time?
- d. Later: Develop a resolution for village organizations to sign in support of this facility in your village.

4. Inventory current services that will be housed in the new facility

[IF YOU ARE PLANNING FOR ONLY ONE USER (TENANT), SKIP QUESTION 4 AND CONTINUE TO QUESTION 5]

- a. Use table on page 8 to list existing services and office locations of potential tenants. *Remember to survey those not present to assess their needs.*
- b. Use an aerial photo of your village to map existing community facilities and current locations of potential tenants. *See example on page 9.*

EXAMPLE



Inventory existing location of services to be provided in new facility

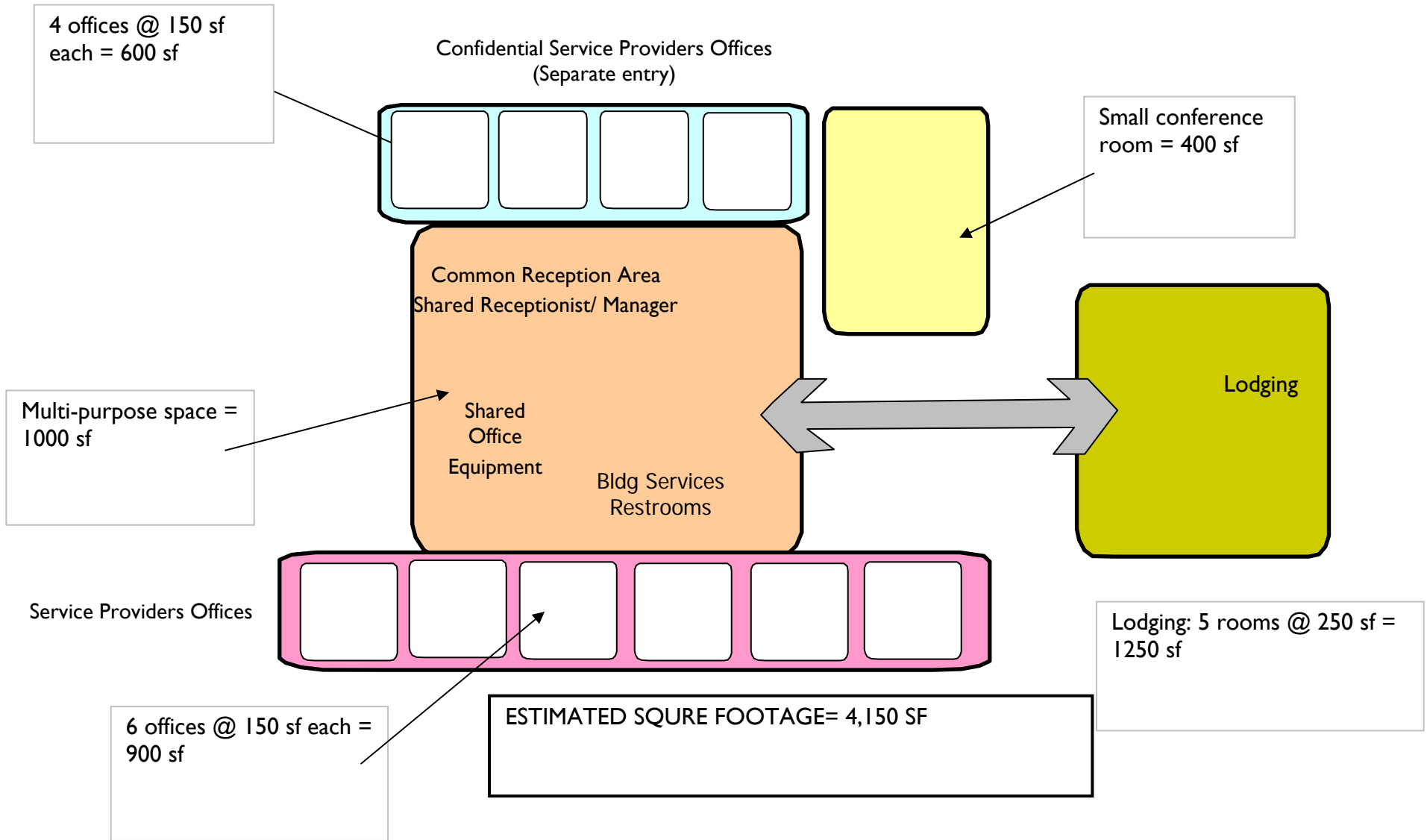
Map:

- Potential tenants & number of workers
- Location of current office space
- Other important community facilities

- a. Roughly estimate construction cost by totaling square footage and multiplying by the estimated dollar per square foot construction costs for your village.
- b. Estimate local match required for construction by multiplying cost estimate by 20%.
- c. Brainstorm with group sources for local match such as land, other grants, city or tribal funds.
- d. Sketch a preliminary concept design for facility see diagram on page 12 for example. Use information recorded above to sketch tenant requirements

Community Facility CONCEPT DESIGN

EXAMPLE



5. OPERATIONS COSTS CONCEPT SKETCH

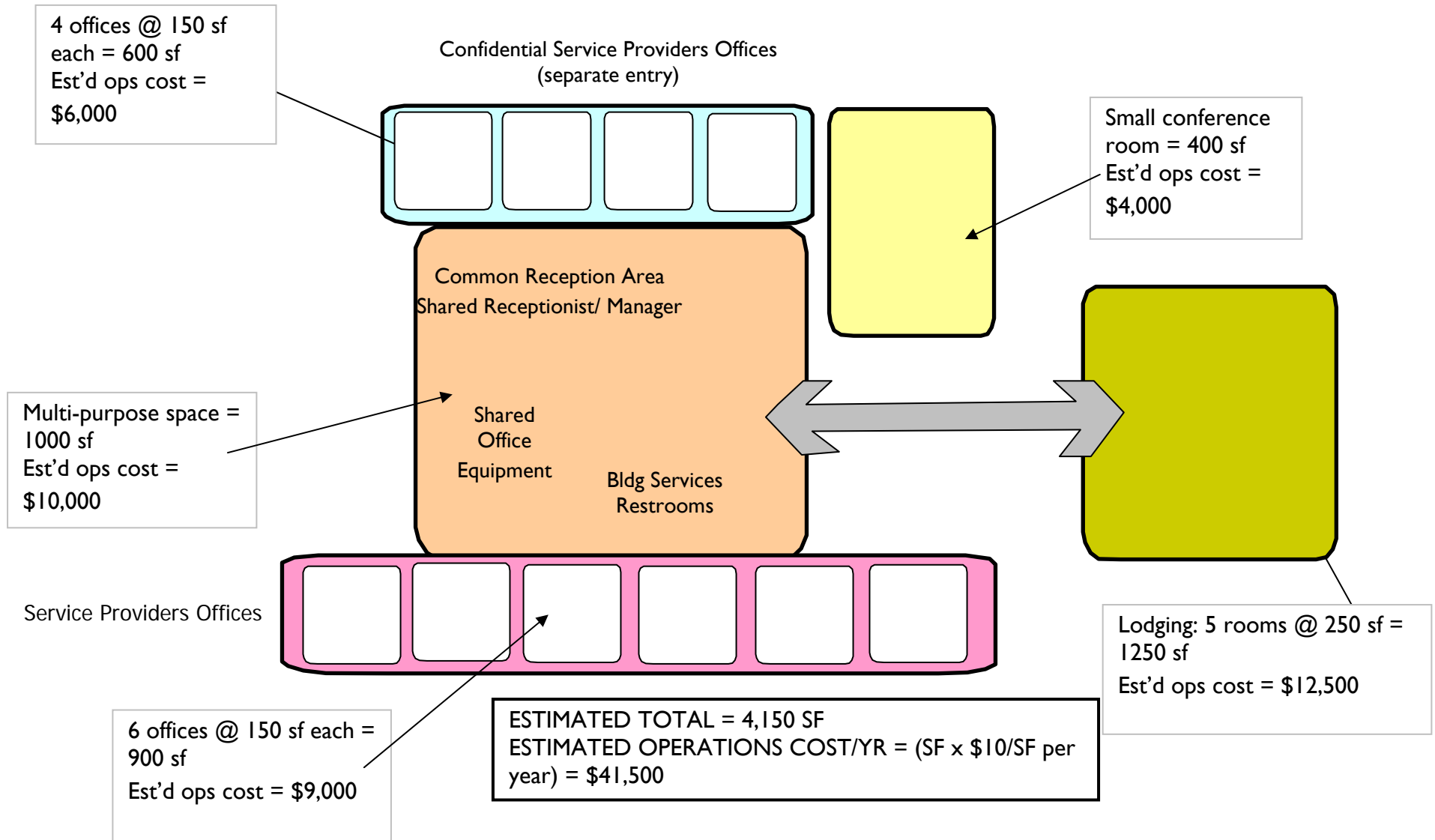
- a. If your facility will have multiple tenants, each making lease payments towards the operating costs of the facility, list each tenant here and identify the operations costs and expected revenues for the square footage they will occupy (in the table on the following page).
- b. If your facility has only one tenant, enter the total square footage for the facility to estimate operations costs OR if you have multiple funding streams supporting different aspects of your program, identify these and how much each will contribute to the operations costs of the facility (in the table on the following page).

Estimated Square Footage, Revenues & Expense by Use/ Tenant				
	ESTIMATED SQUARE FEET	ESTIMATED ANNUAL OPERATING COSTS	ANNUAL LEASE REVENUES	SURPLUS OR (DEFICIT)
Potential Uses / Tenants				
		\$ -		\$ -
		\$ -		\$ -
		\$ -		\$ -
		\$ -		\$ -
		\$ -		\$ -
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NET EST'D SQUARE FEET	0	\$ -	\$ -	\$ -
x 20% for circulation	0	\$ -		
GROSS EST'D SQUARE FEET	0	\$ -	\$ -	
X \$175/ SF	x 175			
COST	\$ -			
X 20%	x 20%			
LOCAL CASH MATCH	\$ -			

c. Enter operations costs into concept design sketch. See the example on page 15.

EXAMPLE

Community Facility CONCEPT DESIGN PLUS OPERATIONS COSTS



7. Preliminary Conclusions: Judge Feasibility & Refine Goals

As a group:

- a. Review estimated total square footage for facility, estimated operations costs, expected revenues, and estimated funding surplus or deficit.
- b. Brainstorm other sources of funding that will cover deficits (if any).
- c. Adjust concept sketch as needed by reducing size and/or number of office spaces, reducing size of shared spaces, and considering other tenants that could help defray costs (for example, post office, washeteria, clinic, etc.)
- d. Remember to consider what will become of existing facilities if your services move to a new location – will existing facilities be able to operate? Adjust your program to ensure that other facilities do not suffer as a result of creating the new community facility.
- e. Evaluate what scope of project is feasible for your village and evaluate if this facility will meet your needs.
- f. Once a feasible scope has been agreed upon by the group move on to next step: site evaluation & selection.

SITE EVALUATION & SELECTION

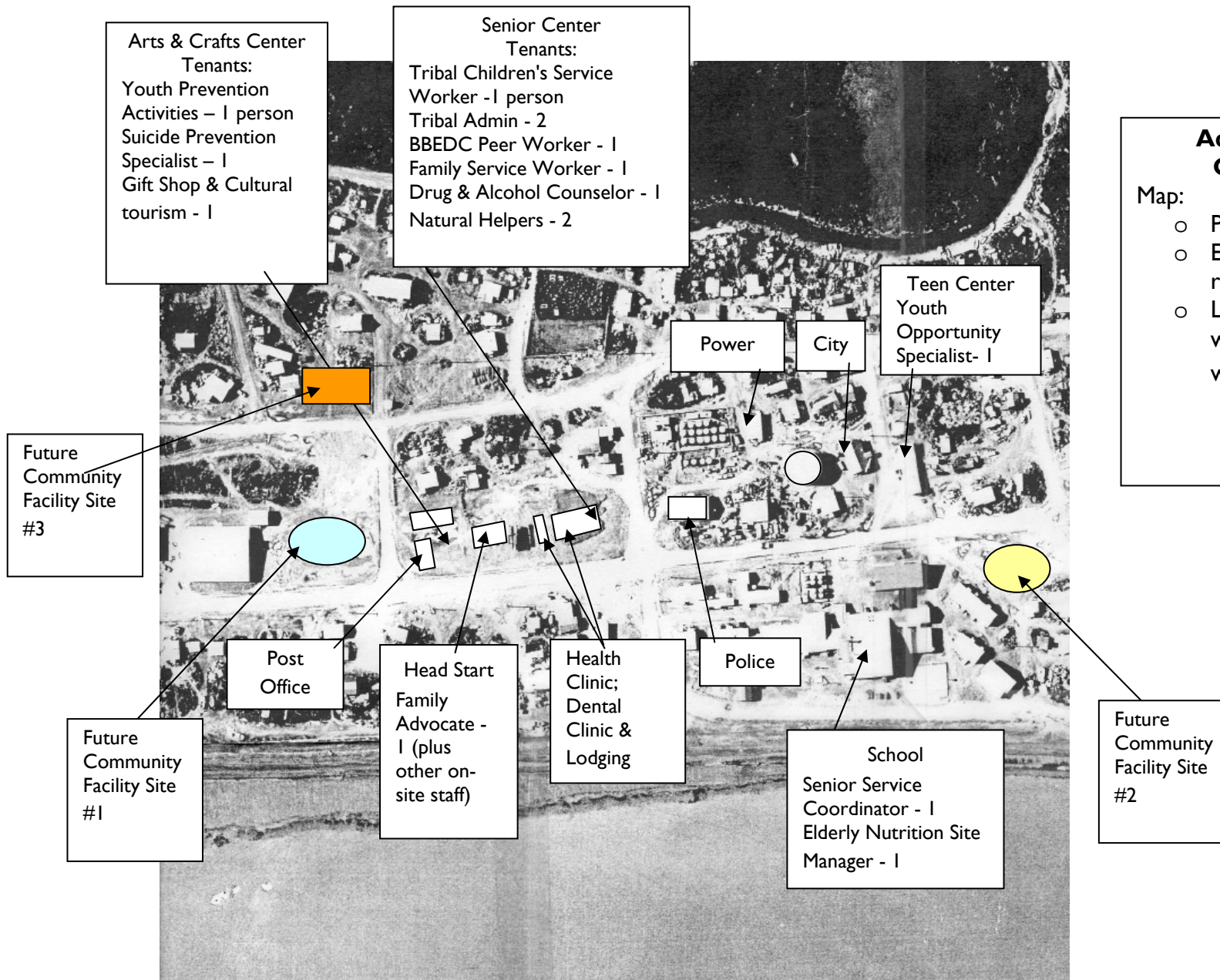
8. Review Options: Build or Renovate

- a. List below the five most important criteria for evaluating potential sites for the new community facility (for example, central location, site control, close to utility hook-ups etc.)

1. _____
2. _____
3. _____
4. _____
5. _____

- b. Use aerial photo to map potential sites for facility. Include both existing buildings, and possible sites. *See example on page 18.*

EXAMPLE



Add Potential Sites for Community Facility

Map:

- Potential sites
- Existing buildings available for renovation
- Location of other facilities that will share services or clients with new facility

- c. Use table below to evaluate potential sites for construction and/or buildings for renovation. See *following example*.

	Site #1 – Across from Post Office	Site #2 – by old school	Site #3 – renovate old warehouse
Close to clients	Best	Good	Good
Cost to construct/renovate	Min \$300/ sf	Min \$300/ sf	\$150/ sf
Site size compared to desired SF	OK	Small	OK
Cost to operate	\$41,500	\$41,500	\$41,500
Site development	Some	Some	None
Electricity	Y	Y	No
Water/Sewer	Y	Y	No
Timing	3-4 yrs	3-4 yrs	1-2 yrs
Chance of successful fundraising	Community match 10-20% of total cost	Community match 10-20% of total cost	Community match already secured by land & building
Site Control issues	Need conveyance from village corp.	Purchase from private owner.	None -- In city control already.

Your Turn – List site evaluation criteria from page 17 in left column, and potential sites identified on page 18 along top row.

	Site #1	Site #2	Site #3
Criteria 1:			
Criteria 2:			
Criteria 3:			
Criteria 4:			
Criteria 5:			

9. Evaluate specific sites/buildings and make final selection

As a group:

- a. Based on the criteria established by the group, and the comparison of possible sites and existing facilities, discuss which site will best meet the needs of the community facility.
- b. Meet with village and city councils and village corporation board members, as needed, to finalize site selection and begin to establish site control (if needed).

- c. Draft and pass resolution and/or Memoranda of Agreement regarding conveyance or lease of site for the new community facility.

10. Establish site control, conduct environmental assessment (If needed)

PROJECT DEVELOPMENT – BUSINESS PLAN

Once the planning committee and governing bodies have agreed on a concept design, facility program, and potential site for facility AND have determined the preliminary feasibility of the project, the committee should work with a qualified architectural and/or engineering firm to produce preliminary drawings and cost estimates for the facility.

11. Refine building design

12. Refine capital budget

13. Refine operations budget

14. Clarify Governance – who will own/operate facility?

**** 15. Final feasibility assessment – is project sustainable?**

Once these preliminary documents are produced, the planning committee and governing bodies should make a final judgment on the feasibility and sustainability of the project.

16. Develop fundraising strategy

Designated members of the planning committee should select funding sources and evaluate funding criteria to ensure all required information is compiled. Application deadlines and schedule of funding cycles need to be coordinated with design and construction schedule.

17. Develop & submit funding applications

PROJECT IMPLEMENTATION

Each community will contract with qualified architectural, engineering and construction management firms to complete final design and construction documents and complete construction.