

CLEVELAND GROUP, LLC

Board of Governors and Staff Retreat
January 4-5, 2013
Prepared for Leila Gordon, Executive Director,
Reston Community Center
Summary Report

Attending:

Board of Governors

Beverly Cosham - Chair
Lisa Ehrhardt
Bill Bouie
Bill Keefe
Roger Lowen
Cathy Vivona
Vichy Wingert
Bill Penniman (Saturday only)

Not in Attendance

Gerald Zavala

Staff

Leila Gordon - Executive Director
Tom Ward - Deputy Director
BeBe Nguyen, Media Director
Renata Wojcicki, Finance Director
Cristin Bratt, Public Information Officer

Saturday only:

Eileen Boone, Leisure and Learning Director
Brian Gannon, Facilities Manger
Pam Leary, Customer Service Manager
Joe Leary, Aquatics Director
PD Michnewicz, Arts and Events Director
Harun Rashid, Information Technology

Karen Cleveland, Facilitator

Retreat Objective

Have robust discussion regarding programming and partnership pillars, along with financing options, for the exploration of a joint venture with the Fairfax County Park Authority to build a Reston recreation center at Baron Cameron Park. The discussion and parameters set are intended to give staff a clear vision with which to proceed.

Friday, January 4, 2013

Chair, Beverly Cosham welcomed everyone to the 2013 Board of Governors and Staff Retreat and thanked them for committing their time and expertise to this important initiative. Executive Director, Leila Gordon, reviewed the objective for the retreat and then led a discussion about the current financial state of the RCC, potential costs associated with the building of a recreation center, and possible financing options. She provided historical data on the reserve fund accumulation and usage, status and growth of program areas and the tax rate.

Saturday January 5, 2013

Facilitator Karen Cleveland began the morning by reviewing the agenda for the day and soliciting any additional agenda items and expectations for the retreat. Hearing none, the retreat proceeded.

I. Leila Gordon summarized the Friday evening discussion by stating that it was indeed a robust and thorough discussion beginning with a review of historical numbers and trends. Board members then discussed various options to finance the proposed recreation center in the most cost-efficient and responsible manner possible. They also discussed the establishment of a debt reserve fund and the importance of being completely transparent with the community throughout the entire process.

II. Karen then reviewed Board priorities as established at the 2012 Board Retreat. They are as follows:

- Reaffirmed RCC facilities address our mission, expand our capacities, respond to community needs and are aligned with community opportunities and resources.
- Evaluate against RCC core competencies.
- Evaluate demand, practical timeline and prioritize accordingly.
- Explore all potential partners before going it alone.
- Solicit community input throughout.
- Conduct thorough cost benefit analysis.
- Complete feasibility study or studies.
- Develop business plans.

Additionally, the board reaffirmed an aquatics center as a priority and discussed preferences, ranked desired locations/partnerships and tasked staff with vetting said options and coming to the board with recommendations. The strongest priority was pursuit of a possible partnership with the Fairfax County Park Authority.

III. Karen then reviewed the following highlights of the **2009 Brailsford and Dunlavey Market Analysis for the proposed Browns Chapel facility**:

2008-2009 COMMUNITY INTERESTS/NEEDS EXPLORED BY RCC AND RESTON ASSOCIATION

- Reston is concerned that it's not keeping pace with its mission and national reputation of being a progressive community.
- RA's and RCC's priority is for a multi-sport recreation center focused on indoor aquatics, tennis, and community space. Diversity of options is a high priority and the Task Force is open to accommodating a wide range of programs based on demand and support of the community.

- Design quality should reflect the nationally respected stature of Reston and be consistent with existing efforts to promote environmental education and sustainability.
- The primary market for a new facility should be Reston residents. The facility would also serve Reston businesses and their employees.
- The primary objective is to provide responsive programs and facilities to Reston constituents and not merely to generate revenue.
- User fees will be dependent on the level of service and programs provided, with the goal of minimizing the financial impact on Reston residents.

2008-2009 MARKET ANALYSIS

- Demand for the organizations' expansive programs exceeds the supply of Reston's indoor facilities.
- As Reston matures as a community, the region is continuing to expand, thereby putting additional pressures on existing facilities.
- The demographic make-up of Reston suggests a higher propensity for participation in recreation activities.
- The median age within Reston as well as the surrounding area continues to increase; therefore, the ability to provide services, programs, and facilities that cater to an increasingly active adult market will be critical.
- In general, community input from focus groups supports the development of a proposed indoor recreation facility to serve the needs of Reston residents and also fulfill demand on a regional level. These participants also felt that the result of the proposed project should be a flagship facility in which the Reston community could take pride.

OPTIONS: Base, Standard and Comprehensive Programming Options

2008-2009 RCC/RA Programming Pillars:

- Tennis (Reston Association to operate)
- Aquatics
- Gymnasia
- Specialized activities
- Support spaces

IV. Priorities for facility features and programming for 2013 consideration

The group created a wish list for the overall facility based on their research and input received from citizens to date. They agreed to wait until they receive community input and specifics to hone the list further. If this project moves forward they discussed the possibility of utilizing the Hunter's Woods pool primarily as a warmer water pool.

The following is the list of components from "brainstorming"; will be refined in engagement processes:

Overall Facility

- LEED Certified
- Green roof, playing field
- Multipurpose meeting rooms
- Concessions
- Massage therapy/spa features
- Soft play rooms for small children
- Storage
- Pro Shop
- Casual space/lounge
- Vertical, exterior green walls
- Adequate parking
- Public art

Aquatics

- 50 m multipurpose pool supporting kids, lap swimming, competition, wading, diving and zero-depth entry
- Spectator space
- Well lit - natural and artificial
- State of the art mechanical systems to control water temperature, air temperature, communications, score board, image projection and flexible space requirements
- Lifts
- Separate pool for family/other activities
- Diving area w/ 1m, 3m and platform
- Deep water for scuba and kayak training
- Resistance pool area
- Hot Tub
- Splash Pad (outside)
- Sun deck
- Steam and Sauna rooms
- Large locker rooms and family locker rooms w/dryers
- Cubbies in pool area
- Party room
- (2) wet classrooms
- Exceed current ADA requirements with eye to future

Fitness

- Studios
- Weights/machines
- Track
- Multi-purpose basketball courts
- Climbing wall

Aquatics and Fitness Pillars

Reston-centric (both)
Flexible Sports Courts
Lessons (Registered Programs)
Leisure options
Drop-in use

V. Partnership Priorities

The following partnership priorities and parameters were discussed and agreed upon to ensure RCC's interests are well represented and there is a reciprocal respect for the Fairfax County Park Authority's interests.

- The interest of Reston residents is paramount and should be represented in the planning and programming of the facility.
- RCC should have autonomy in programming to best meet the needs of Reston.
- There should be flexibility in the timing of important benchmarks and timing regarding funding.
- The MOU should clarify roles and responsibilities for the entire project as well as costs and management of common areas and transportation related issues.
- The partnership should be as long-term as possible.
- RCC has an expressed interest in creating something unique with a "Wow" factor.
- RCC desires a true partnership and thus honors boundaries of existing programming at Lake Fairfax Park (particularly the Water Mine Park).
- RCC and FCPA should work together on communication.
- RCC recognizes the \$20-\$25 million dollar value of the land being contributed to the partnership by the Park Authority and will consider contributing to other site improvements as an offset to field loss.

Timeline (basic, short term)

2013 Key Dates for Public Involvement

2/4 BOG Meeting
2/11 RCC Public Input meeting – Community Relations & Program/Policy
3/4 BOG Meeting
3/11 BOG CR-PP meeting – follow-up: Preliminary Data and Staff Reports
3/18 BOG Finance Committee

4/1 BOG Meeting
4/8 BOG Finance Committee
April/May FCPA master planning for Baron Cameron Park kicks off
5/6 BOG Meeting
5/13 BOG Finance Committee
6/17 RCC Public Hearing for Programs and Budget Meeting
TBD Focus group(s); Data Presentations

2014

March 2014 (possible) Seek BOS approval to put bond issue on 11/14 ballot
November 2014(possible) Bond referendum

Messaging

- Present as an opportunity:
 - Park Authority land - \$20-\$25 million value
 - Does not take Reston owned land
- Inform sports/activity groups who have lobbied for a recreation center and encourage them to speak with a unified voice
- “We’ve listened and we’ve heard you” – past/present
- RCC has been and is being responsive to the community and responsible with taxpayer’s money
- Tax rate has been lowered when there was a healthy reserve
- Project should be funded without increasing tax rate beyond previous levels
- Establish a debt reserve fund
- Looking long term
- Due diligence required; bond referendum and Park Authority final words

Unresolved Issues, To-dos and Next Steps

- Staff to have B&D Study updated; seek Financial Assessment
- Refine timeline and create critical path document
- Work with FCPA to develop communications plan
- Reach out to all community partners - reciprocal discussion regarding facility needs and planning
- Refine desired components after receiving community input
- Consider fee waiver policy for leagues consistent with our approach to individuals