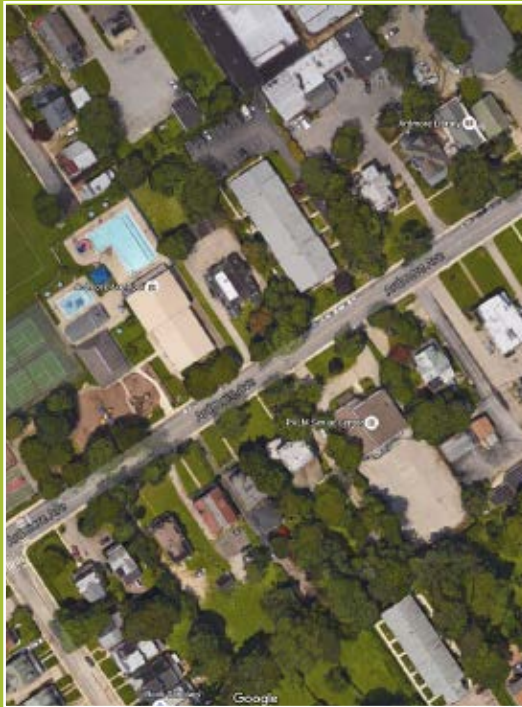




Township of Lower Merion



Space Needs Study Ardmore Avenue Community Center & The PALM Center

December 7, 2016

PROJECT TEAM:

Architecture + Planning:
Kimmel Bogrette Architecture + Site



KIMMEL BOGRETTE
Architecture + Site

151 East 10th Ave., Suite 300
Conshohocken, PA 19428
Tel 610.834.7805; Fax 610.834.7815
Web www.kimmel-bogrette.com
Contact: Martin Kimmel, AIA
mkimmel@kimmel-bogrette.com

Township of Lower Merion Space Needs Study

KIMMEL BOGRETTE
Architecture + Site



Table of Contents

I.	Introduction	Page 2
II.	Programmatic Analysis	2
	A. Description of Project	2
	B. Public Participation	3
III.	Potential Design Components	3
	A. Program Analysis	3
	B. Core Programming Needs	4
	C. Site Analysis	11
	D. Preliminary Adjacency Study	16
	E. Legal Environment	21
IV.	Financial Analysis	23
	A. Estimated Capital Costs	23
	B. Financial Summary	24
	C. Outside Funding Options	27

I. Introduction

At the behest of The Township of Lower Merion, Kimmel Bogrette Architecture + Site has executed a space needs study for the Ardmore Avenue Community Center and The PALM Center for Positive Aging. The objective has been to determine the current and future operational space needs for both institutions, with the ultimate goal of creating a facility or facilities which satisfy the needs of both organizations.

This Report includes an overview of data, projections informed by national standards and emerging trends, and preliminary design images to illustrate KBA's findings and the rationale that informs the proposed solution.

II. Programmatic Analysis

- A. Description of the Project and Scope of Professional Services:** KBA began the master planning process by interviewing the stakeholders and together developing the following Project Mission Statement: *"The Ardmore Avenue Community Center and Palm Center will create a facility to grow and strengthen our children, our seniors, and all members of our community."* In addition, the following Core Values were created by the Project Stakeholders as guidelines for the Project: A project that focused on Inclusivity; A project that was Community Building; A project that had flexibility; A Project that gave visibility to the organizations and activities; and A project that remained Fiscally Responsible to build and operate.

1. Key objectives of the study:

- a. To gather intelligence and public input for a potential Community Recreation Center at the sites of the existing Ardmore Avenue Community Center and PALM center.
- b. To assess the condition of the existing buildings and site features, and determine what opportunities and constraints bare upon a proposed design solution.
- c. To develop a preliminary programming analysis based upon the needs of the users
- d. To develop a series of design strategies that situate the expressed desires of the stakeholders against considerations of site and zoning constraints, budget feasibility and sensitivity to the surrounding community.
- e. To provide a projection of probable costs for construction and investigate potential funding sources.

B. Public Participation

1. The public participation process involved five (5) total meetings with (3) key stakeholders. Three (3) of these meetings were open to the general public and one (1) of these meetings specifically included the operating staffs of the Ardmore Avenue Community Center and the PALM Center for Positive Aging. A record of items critical to the design process has been included with this document.
 - Meeting 1. The first strategy meeting between KBA and facility staff was held Monday, April 18, 2016 in the Board Room of the Lower Merion Township Building. In attendance were Donna Heller, Director of Parks and Recreation, Joyce Mosley representing the PALM and Linda Jackson, Director of the AACC.
 - Meeting 2. This meeting was held on May 9th at the Ardmore Civic Association as part of their regularly scheduled meetings. It included a broad cross section of the community as well as LMT Commissioner Lindner who represents the Ward where the project is located.
 - Meeting 3. This meeting was held in the Parks and Recreation offices of the Lower Merion Township Building on September 1, 2016 with Donna Heller to review progress on the project.
 - Meeting 4. A study committee meeting open to the community was held on Thursday, September 15, 2016 in the Board Room of the Lower Merion Township Building. An estimated 30 people attended the meeting. No opposition to the project was expressed.
 - Meeting 5. A presentation meeting open to the community was held on Tuesday, October 11, 2016 in the Board Room of the Lower Merion Township Building. At this meeting, the findings and recommendations were presented to an estimated 20 people who attended. Great excitement by the community followed the presentation with no opposition to the project expressed.
- 2 Information advertising the applicable meetings was disseminated to the public by Flyers created by the Lower Merion Township Department of Parks and Recreation.

III. Potential Design Components

A. Program Analysis

The sites of the existing community buildings were visited and studied, and the stakeholders were consulted for information pertaining to current and projected

future uses of the facilities. These investigations yielded the following key conclusions:

- The current AACC space is inadequate for even their current education programs. Any response to the program features that the community has expressed a desire for would require new construction. The existing building additionally suffers from recurring mechanical issues.
- The current PALM building doesn't function well for senior activities. Its large multi-purpose room presents difficulties for seniors with diminished hearing, and many of the senior population that it serves suffer from mobility issues that the building does not respond to.
- Both facilities are well past their original intended useful life.
- Both facilities suffer from inadequate parking with the AACC site suffering the most.

KBA has consequently concluded that the existing structures are inadequate for current or future needs, and has recommended the construction of a new facility combining the programmatic elements of both the Community Center and the PALM on the site of the current Ardmore Avenue Community Building.

Discussion of the advantages and disadvantages of combining the facilities as opposed to having 2 stand-alone facilities as currently exists followed. The group concluded that certain key spaces could be utilized by both facilities and that by combining the two facilities, the mission could be fulfilled at lower cost and with a better more community minded outcome

B. Core Programming Needs

The following core programming needs were identified and incorporated into the design proposal:

- Approximately 3,880 Sq. Ft. of community youth space, including activity and technology spaces, classrooms and lounge space.
- Approximately 5,720 Sq. Ft. of community senior space, including activity and technology spaces, and dedicated dining space.
- Approximately 1,920 Sq. Ft. of administrative space, including staff offices and support spaces.

- Approximately 2,150 Sq. Ft. of space for casual social events programmed to rent out as a source of revenue, including a full commercial kitchen that can be rented for catering.
- Approximately 12,080 Sq. Ft. of athletic space, including weight and cardio spaces with dedicated shower and toilet facilities, and a full third floor indoor basketball court.
- Standard wall and mechanical factors have been applied

See attached pages 6 through 10 for a chart detailing existing space vs. proposed space:

Community Center						
Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
Youth Space						
Lounge	1	600	600	540	Recreational Space for AACC children	Youth Entrance, Classrooms, Library
Game Room	1	480	480	220	Shared Recreational Space	Gymnasium
Computer Lab	1	200	200	85	Educational Space for AACC children	Library
Library	1	300	300	285	Educational Space for AACC children	Youth Entrance, Classrooms, Staff Offices
Technology Skill Space	1	200	200	0	Activity Space for AACC children	Youth Entrance, Staff Offices
Maker Space	1	300	300	0	Educational Space for AACC children. (Discuss outfitting this space)	Arts/Crafts, Staff Offices
Arts and Crafts Space	1	300	300	0	Activity Space for AACC children	Maker Space, Staff Offices
Classrooms	2	300	600	0	Educational Space for AACC children	Youth Entrance, Lounge, Library
AACC Staff Office	1	200	200	0	Staff space for immediate response to AACC Youth concerns	Administrative Space/ Offices, Youth Lounge
Storage	1	200	200	0		Youth Entrance, Library, Staff Offices
Public Restrooms	2	250	500		Sufficient number of fixtures to accommodate 35 to 40 people.	Youth Space, Community Space, Senior Dining
Subtotal Youth Space			3880	1130		

Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
Total Community Center			12,480			
Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
Administration						
Office	6	120	720	830	Full time staff offices	Open Office, Reception, Public/Youth Entrance
Open Office	1	560	560	0	Designed to flexibly accommodate a summer staff of 14 - 15	Staff Offices, Reception, Public/Youth Entrance
I.T. Room	1	100	100	0		Open Office, Staff Offices
Break Room	1	120	120	0		Staff Offices Open Office, Reception
Toilet Rooms	2	100	200	0	Single occupancy toilet rooms for staff	Staff Offices, Open Office, Reception
Reception	1	100	100	50		Public/Senior Entrance
Storage	1	120	120	0		Open Office
Subtotal Administration			1920	880		
Service						
Mechanical (5%)			96			
Walls, corridors and services (25%)			480			
Subtotal Service			576	0		
Total Administration			2496			

Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
Rentable space						
Catering Kitchen	1	430	430	0	Adjoining Senior kitchen to expand catering opportunities.	Senior Kitchen, Community Space
Senior Kitchen	1	200	200	380	Adjoining catering kitchen but retaining dedicated service to seniors.	Catering Kitchen, Senior Dining Room
Community Space	2	760	1520	0	Space hosting small social events for revenue generation.	Catering Kitchen, Public/Senior Entrance
Subtotal Rentable Space			2150	380		
Service						
Mechanical (5%)			108			
Walls, corridors and services (25%)			538			
Subtotal Service			645			
Total Rentable Space			2795			

Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
Athletic Space						
Gymnasium	1	7000	7000	2825	Full indoor basketball court	Public/Senior Entrance, Youth Entrance
Weights / Cardio Space	1	2300	2300	0	Rentable space for revenue generation	Public/Senior Entrance, Youth Entrance
Child Watch / Parent Lounge	1	370	370	0	Adjacent to basketball court	Gymnasium
Staff Office	1	230	230	0	Staff space for monitoring fitness area	Gymnasium
Public Restrooms	2	190	380	0	Sufficient number of fixtures to accommodate 35 to 40 people.	Gymnasium
Gym Showers / Toilet Space	1	300	300	0	Dedicated fitness facility toilet and shower facilities	Weights/Cardio
Bath House	1	1000	1000	0	Incorporating program of original bath house for pool deck.	Outdoor Pool Facilities
Storage	1	880	880	450		Weights Room, Gymnasium
Subtotal Athletic Space			12460	3275		
Service						
Mechanical (5%)			623			
Walls, corridors and services (25%)			3115			
Subtotal Service			3738			
Total Athletic Space			16198			

Room Name	Qty	Area	Total SF	Existing	Remarks	Adjacencies
General Service						
Vestibule	2	150	300			
Audio Visual Closet	1	100	100			
Janitor Closet	3	100	300			
Misc. Storage	1	100	100			
Misc. Storage	1	500	500			
Subtotal General Service			1300			
Exterior						
Accessible Parking	3	200	600			
Visitor Parking	50	200	10000			
Van Parking	1	400	400			
Circulation (50%)			5500			
Subtotal Exterior			16500		AREA	
Total Building			35,269			
Total Exterior			16,500			

C. Site Analysis

KBA proceeded to explore multiple design strategies for the building site. A building programming analysis was undertaken and local land development requirements were examined. Two and three story options were explored for the most practical solution, and strategies to take over adjacent lots were considered in combination with the need to expand both parking and play facilities on the site.

Existing Site: The 2 sites are located directly across Ardmore Avenue from each other with the PALM to the East (bottom) and the AACC to West (Top). The AACC shares its site with the Vernon V. Young Memorial Park. Both sites are tightly land-locked in all directions.



Option 1A: KBA has developed a strategy for a 3 story facility that stays within the lot of the existing Ardmore Avenue Community Center. By sacrificing (1) existing tennis court, this design yields approximately 7,500 Sq. Ft. of Playground space and approximately 3,800 Sq. Ft. of new Tot Lot space. An estimated 48 parking spaces are opened up on the adjacent site of the current PALM Center building.



Option 1B: In this option, we retained the three-story strategy that will stay within the existing lot boundaries of the current Ardmore Avenue Community Center. Both of the existing tennis courts remain in place, and the playground expands to take over the adjacent picnic area, yielding approximately 7,400 Sq. Ft. of play area. This design was ultimately rejected based upon the need to locate the new Tot Lot to the adjacent parcel, reducing available parking to 32 spaces, and making the oversight of the younger children impractical.



Option 2: KBA proposed a two-story solution that would require the appropriation of the adjacent lot currently occupied by a neighboring women's facility. While absorbing the adjacent lot increased the available playground space to approximately 9,100 Sq. Ft. with an additional 5,600 Sq. Ft. of new Tot Lot space left over, this design was ultimately rejected based upon the anticipated expense and public resistance to the relocation of the existing women's facility.

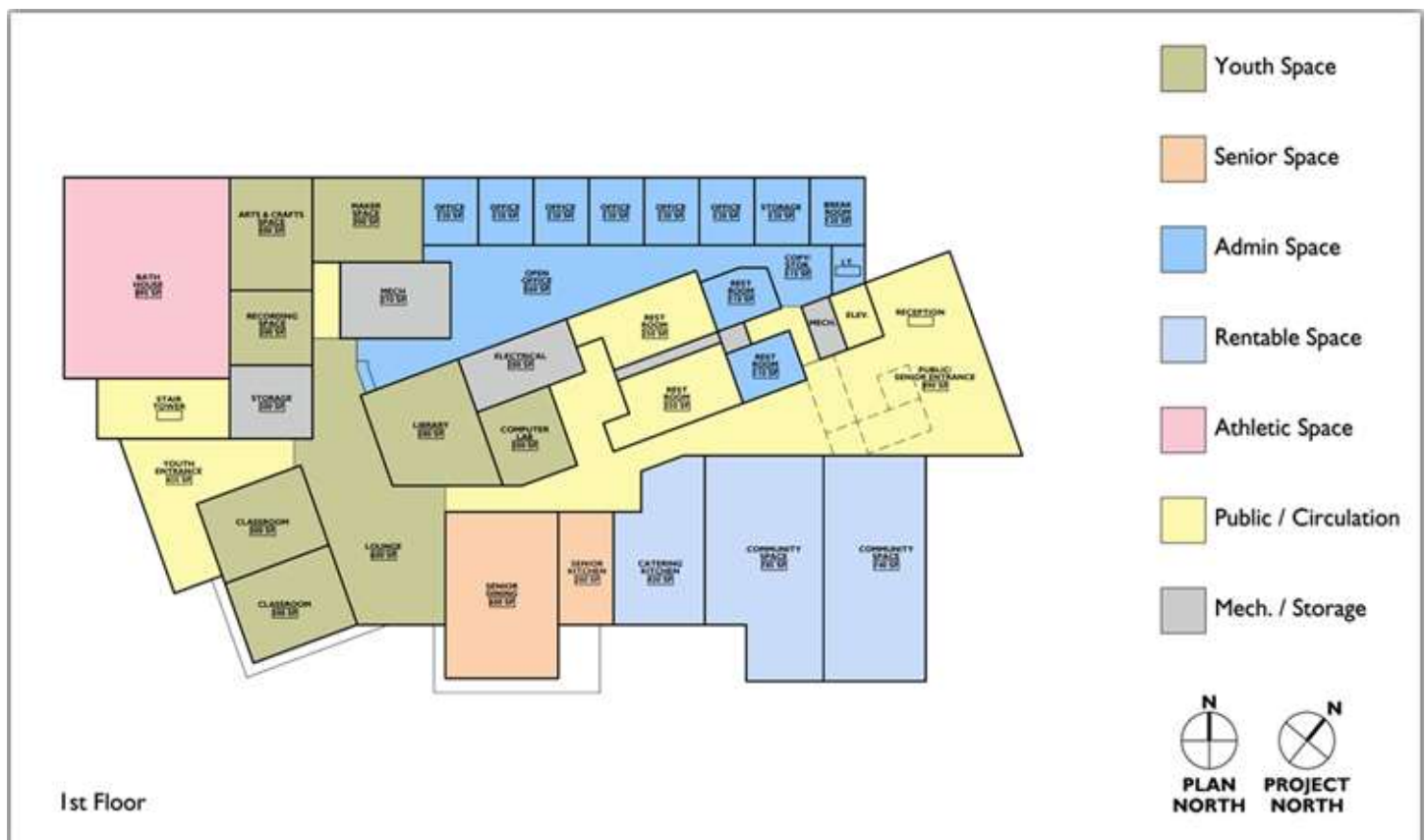


Conclusion: Based upon the feedback of the stakeholders to these preliminary designs, all parties agreed that a slightly modified Option 1A was best because it most adequately met the mission and program goals, kept the “tot-lot” on the same side as the AACC, and because it maximized parking without the need to acquire additional parking. The resulting proposal (shown in the following site plan) is a new 3 story, 35,000 Sq. Ft. facility will stay within the boundaries of the existing Community Center lot, while the site of the current PALM Center building will be taken over for approximately 48 much needed parking spaces. Additional ADA accessible parking, including accessible van parking, has been furnished on the new community center lot, positioned to expedite access to the main entrance. In this strategy, the existing pool facilities, basketball and volleyball courts are retained, while the Community center secures a new approximately 7,500 Sq. Ft. playground space and approximately 3,800 Sq. Ft. of new tot lot space.

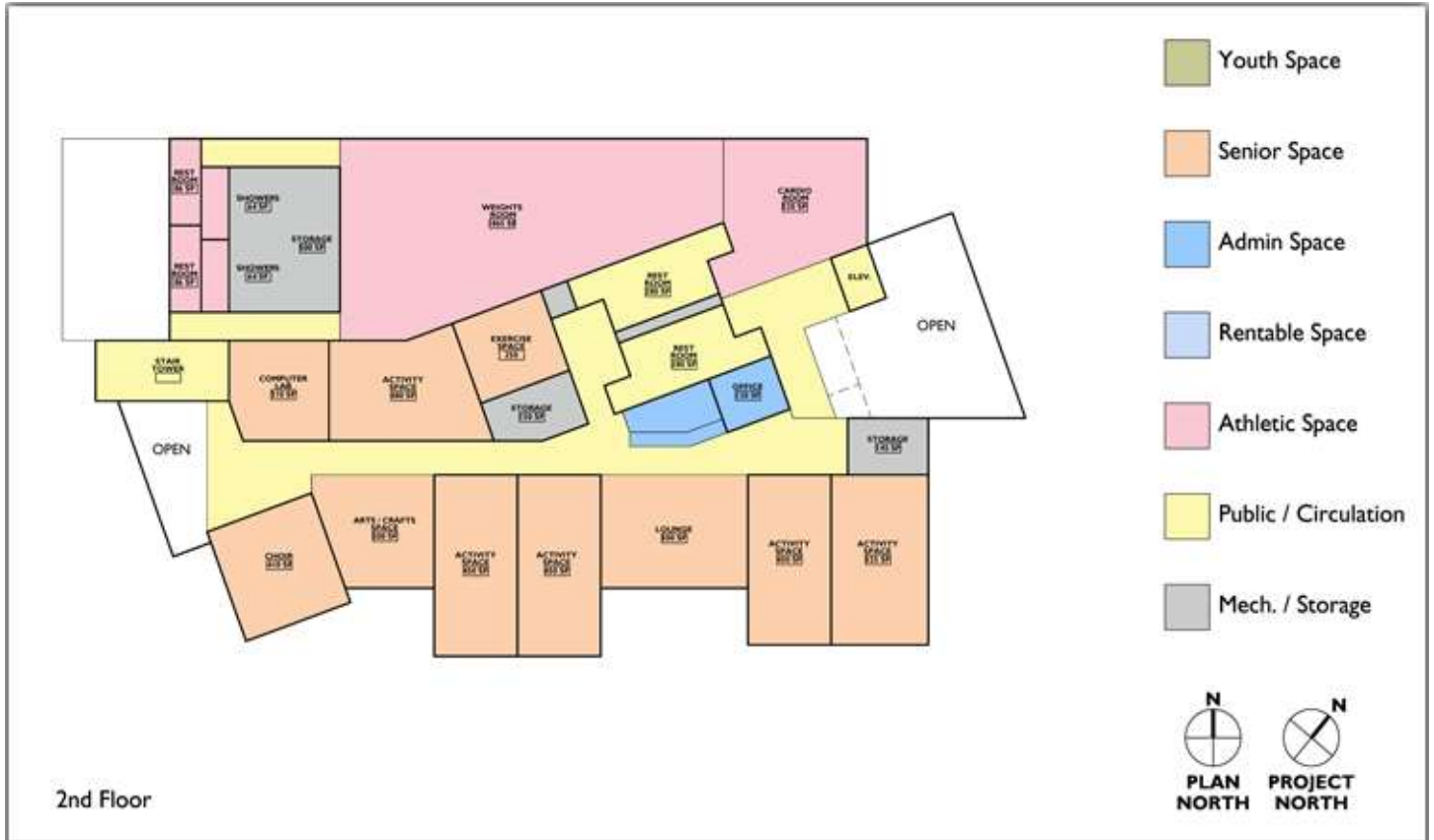


D. Preliminary Adjacency Study and Plan: Based upon the bulk building area discovered in the program, both sites were studied, and it was concluded that Option 1A represented the most practical solution in terms of space needs. Then based upon the selected site scheme, the following plan concept studies were developed.

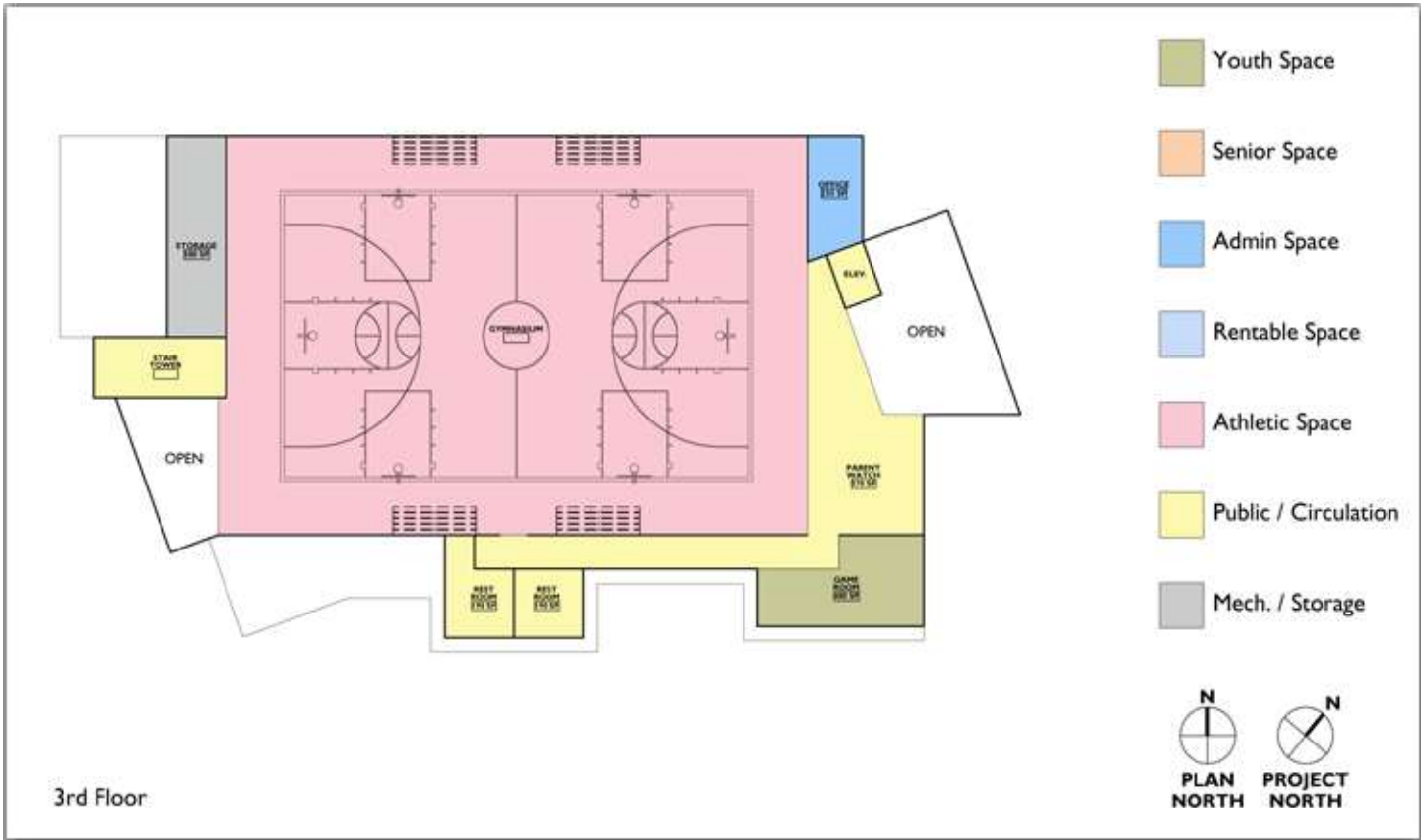
Ground Floor: In the combined facility, the ground floor is dual purpose. It has 2 separate entrances, one for the AACC and one for the PALM and for community events. The primary administration spaces for both organizations are located here, and combined/shared spaces include restrooms, meeting rooms, and kitchen facilities. The other program spaces are dedicated to their specific organization/use. In addition, in order to be able to utilize the site fully, the design requires the demolition of the existing bath-house facilities which are in poor condition. The ground floor of the combined facility replaces these spaces with new bath-house facilities that open directly on to the existing pool deck.



Second Floor: The second floor is divided between dedicated senior activity space and shared fitness facilities that could offer community use memberships generating revenue.



Third Floor: The third floor primarily includes athletic space (a dividable gymnasium) along with associated common space and oversight.









- E. Legal Environment:** The proposed new construction would be built within the established lot 495 and 496 lines of the existing Ardmore Avenue Community Center, which is owned by the Township of Lower Merion. Lot 412 on the opposite side of Ardmore Avenue, also owned by the township, would serve as a new parking lot. Both properties are designated Residential R6A in zoning area 3 per the Township's zoning code. The main building site is bounded on two sides by a Township owned recreational field and an occupied duplex property.



Attachment: Boundary Survey

IV. Financial Analysis

- A. Estimated Capital Costs:** The projected estimated capital construction costs to build a new Community Recreation Center would be \$12.5 million:

1. New Building	\$7,658,100
2. FF&E	1,100,000
3. Engineering & Design	2,419,843
4. Outdoor Amenities	<u>1,325,000</u>
	\$12,502,943

Projected capital construction costs have continued to rise since the project was first discussed in April 2016. It is expected from the trajectory of the construction market that this will continue to impact capital construction projects, with costs set to continue to rise as the project is designed and makes its way through the bidding process.

B. Financial Summary:

Ardmore Avenue Community Center

Cost Estimate

Room Name	Qty	Area	Total Area	Existing Area	Cost / SF	Budget Cost 11/15/2016
Youth Community Space						
Lounge	1	600	600	540		
Game Room	1	480	480	220		
Library	1	300	300	285		
Arts and Crafts Space	1	300	300	-		
Storage	1	200	200	-		
TOTAL Youth Community Space			1,880	1,045	\$ 225	\$ 423,000
Youth Learning Space						
Computer Lab	1	200	200	85		
Technology Skill Space	1	200	200	-		
Maker Space	1	300	300	-		
Classrooms	2	300	600	-		
TOTAL Youth Learning Space			1,300	85	\$ 225	\$ 292,500
Senior Community Space						
Senior Activity Space	5	450	2,250	1,980		
Computer Lab	1	300	300	250		
Senior Exercise Space	1	250	250	-		
Choir	1	400	400	-		
Arts and Crafts Space	1	500	500	400		
Senior Lounge	1	500	500	-		
Senior Dining Room	1	600	600	-		
Storage	2	150	300	-		
TOTAL Senior Community Space			5,100	2,630	\$ 225	\$ 1,147,500
Rentable Space						
Community Event Space	2	760	1,520	-		
Catering Kitchen	1	430	430	-		
Senior Kitchen	1	200	200	380		
TOTAL Rentable Space			2,150	380	\$ 225	\$ 483,750

Ardmore Avenue Community Center
Cost Estimate

Room Name	Qty	Area	Total Area	Existing Area	Cost / SF	Budget Cost 11/15/2016
Administrative Space						
Office	6	120	720	830		
Open Office	1	560	560	-		
Reception Area	1	100	100	50		
AACC Staff Office	1	200	200	-		
PALM Staff Office	1	150	150	-		
Athletic Space Staff Office	1	230	230	-		
I.T. Room	1	100	100	-		
Break Room	1	120	120	-		
Storage	1	120	120	-		
TOTAL Administrative Space			2,300	880	\$ 200	\$ 460,000
Room Name	Qty	Area	Total Area	Existing Area	Cost / SF	Budget Cost
Athletic Space						
Gymnasium	1	7,000	7,000	2,825		
Weights / Cardio Space	1	2,300	2,300	-		
Child Watch / Parent Lounge	1	370	370	-		
Storage	2	880	1,760	450		
TOTAL Athletic Space			11,430	3,275	\$ 225	\$ 2,571,750
Room Name	Qty	Area	Total Area	Existing Area	Cost / SF	Budget Cost
General Service Areas						
Vestibule	2	150	300	-	\$ 200	\$ 60,000
Audio Visual Closet	1	100	100	-	\$ 200	\$ 20,000
Janitor Closet	3	100	300	-	\$ 200	\$ 60,000
Elevator	1	100	100	-	\$ 200	\$ 20,000
Public Restrooms - throughout facility	6	250	1,500	-	\$ 200	\$ 300,000
Single Occupancy Restrooms	2	100	200	-	\$ 200	\$ 40,000
Gym Shower / Toilet Space	1	300	300	-	\$ 200	\$ 60,000
Bath House	1	1,000	1,000	-	\$ 200	\$ 200,000
Storage	1	500	500	-	\$ 200	\$ 100,000
SUBTOTAL General Services			4,300		\$ 200	\$ 860,000
Mechanical	5%		1,183		\$ 200	\$ 236,600
Mechanical / Building walls	25%		5,915		\$ 200	\$ 1,183,000
TOTAL General Services Area			11,398		\$ 200	\$ 2,279,600
Total Building Area / Cost			35,558	8,295	\$ 215	\$ 7,658,100
Total New Square Footage			27,263			

Ardmore Avenue Community Center
Cost Estimate

Room Name	Qty	Area	Total Area	Existing Area	Cost / SF	Budget Cost 11/15/2016
Site Work						
AACC Site						\$ 700,000
PALM Site						\$ 500,000
Demolition						\$ 125,000
TOTAL Site Work						\$ 1,325,000
Total Building Construction Costs					\$ 253	\$ 8,983,100
Soft Cost Estimates						
Construction Contingency			10%			\$ 898,310
Architectural Services			6% of Average Construction Cost			\$ 538,986
Structural & MEP Engineering Services			3% of Average Construction Cost			\$ 269,493
Civil Engineering Services			1.5% of Average Construction Cost			\$ 134,747
Reimbursable expenses						\$ 20,000
Municipal Submission Fees						\$ 50,000
Water / Sewer Fees						\$ 75,000
Legal Fees						\$ 30,000
Total Soft Costs						\$ 2,016,536
Soft Cost Contingency			20%			\$ 403,307
Total Soft Costs + Contingency						\$ 2,419,843
Total: Building Construction + Soft Costs						\$ 11,402,943
Furniture, Fixtures & Equipment Costs						
Relocation						\$ 150,000
Furniture						\$ 450,000
Kitchen Fixtures and Equipment						\$ 250,000
Phone / Security / Technology						\$ 250,000
Total FF&E Costs						\$ 1,100,000
2016 Total: Community Center						\$ 12,502,943
Note: all costs are in 4th Quarter 2016 dollars. Add 4% per year for escalation over time.						

C. Outside Funding Options:

In general, primary funding for these types of capital projects is by the Municipality. That said, some portion of the project may be funded through alternate means:

1. **Private Partners:** Some projects are able to raise a portion of the capital funds privately through donations and naming opportunities. Local corporations such as Aqua or others might be identified in addition to community philanthropists and foundations. If such a direction is considered, it is recommended that a Fundraising Committee be formed with qualified individuals, or that a fundraising consultant be hired. If the latter is chosen, expect as much as 10% of the funds raised to be spent on the consultant and their efforts and expenses.
2. **Public Partners:** Many community projects are able to secure matching grant money to cover a portion of their capital costs. In Pennsylvania, DCNR, DCED and RACP grants have been utilized to secure funding. In addition, Federal Monies may be sought, although at the time of this writing, it is not clear if such sources are currently available. If State funding is sought, this should be done in concert with Township Staff, Commissioners, and with the local State Representative and Senator. It is likely that not more than 30% of the project would be funded through these sources.
3. **Revenue Generation:** A new facility as proposed will have multiple opportunities to generate revenue that could be utilized to offset operating costs, or a small portion of the capital costs. Such opportunities include the rental use of the Gymnasium for leagues and tournaments, community use and events. The proposed Community rooms and catering kitchen will be in demand by professionals, organizations and individuals for meetings, receptions, events and parties. The pool may well contribute to the party rental concept. Lastly, the Fitness components of the design may provide membership opportunities and revenue. In any case, such revenues should be considered small in comparison to overall capital and operating costs.