

FACILITY BUSINESS PLANNING

Beringia Museum of Culture & Science project

Kawerak, Inc.

December 8, 2006



SCOPE OF PROJECT

- 1. To participate in a community process to determine concept.**
- 2. To conduct research to gather facts.**
- 3. To develop a feasible, community-driven preliminary business plan for program & facility.**



WHO WE ARE

Agnew::Beck is a nine-person, Anchorage-based community planning & development firm.

We specialize in helping communities create feasible, fundable plans.

Examples of completed facility business plans:

- Harvey Samuelsen Community Center, Dillingham
- Ikaiyurvik Family Resource Center, Togiak
- Bethel Recreation Center
- Seward Convention Center



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FACILITY BUSINESS PLANNING

- **Balance Desires with Affordability.**
- **Gather community support.**
- **Decide on community concept.**
- **Tool to attract outside funders.**



RESEARCH

Cultural Facilities in Alaska

Inupiat Heritage Center, Barrow

Pratt Museum, Homer

Alutiiq Museum and Archeological Repository, Kodiak

Museum of the Aleutians, Unalaska

Alaska SeaLife Center, Seward

Alaska Native Heritage Center

Ketchikan Visitors Center

UAF Museum Expansion

Anchorage Museum



RESEARCH

Science Schools and Field-Based Learning

Sierra Institute, Yosemite

Murie Center, Denali

Teton Science School, Jackson Hole

Keystone Science School, Colorado

MARKET RESEARCH

Visitation to Nome

Birders

Cruise

Business

Cultural Tourism

Iditarod

Others...

Comparable Alaska Facilities: and Lessons Learned...

Facility + Location	Owner & Manager	Total Square Footage	Annual Operating Costs	Funding Sources	Visitation	Admission	Capital Cost
<i>Pratt Museum</i> Homer (1967)	Non-profit corporation	11,000 sf	\$650-700,000	2/3 – grants 1/3 – earned w/\$80,000 from City	30,000/year	\$6/adult	No estimate (raised from community in 3 phases)
Lesson: This successful museum is supported by and integrated with the community; it takes on issues of local importance. Started small and added on as the need arose and they could afford it. Also very successful with partnering with other programs and using technology to reach out further than the local facility.							
<i>Alutiq Museum & Archaeological Repository</i> Kodiak (1990s)	Koniag, Inc.	4600 sf	\$900,000	1/3 – grants, donations & membership 2/3 – corporate endowment	4,000/summer	\$3/person	\$1.5 million
Lesson: Can do a lot of good programs and afford a facility if the space is small and you have a motivated person or team leading the project. Real "Museum Without Walls."							
<i>Inupiat Heritage Center</i> Barrow (1999)	North Slope Borough & Iliisagvik College	30,000 sf	\$600,000	grants local contributors admissions & events	20,000/year	\$5/adult	No estimate
Lesson: Difficult to co-manage with 2 entities; better to have a clear governance structure.							
<i>Alaska Native Heritage Center</i> Anchorage (1998)	Non-profit corporation	26 acres & 26,000 sf	\$6 million	grants endowment 1/2 – admissions, retail + events	120,000/year	\$23.50/adult \$10/Alaska resident	\$15 million
Lesson: ANHC has a large visitor base and a lot of income is generated by this, but the facility and its programs still do not yet break even; trying to make it so the visitor revenue subsidizes the resident-oriented programs and facilities.							
<i>Alaska Sealife Center</i> Seward (1998)	Non-profit corporation	116,000 sf	\$16.5 million	1/8 – admissions grants contributions	150,000/year	\$15/adult	\$56 million
Lesson: Big appropriation to build it; research area is large and costly but this part of the facility subsidizes the educational side, which has not yet met projected revenue.							

Main Lesson: All successful facilities have someone with a "fire in their belly" for the project who makes it happen and doesn't let it go.

NUTS & BOLTS OF THE PLAN

Summary of Community Vision & Goals

What does the community want?

Market Assessment

What is the demand for services?

What is competition?

Program & Functions

What should it provide?

Operations & Maintenance Budget

How will it pay for itself?



NUTS & BOLTS OF THE PLAN

Comparison of Possible Sites

Where should it be?

Governance & Implementation

Who will own it and make it happen?

Matrix of Potential Funders

Who will pay to build it?

FEASIBILITY OF DIFFERENT SCALES

Business planning is useful during early planning to judge the feasibility of different scales of facilities – small, modest and grand.

This helps the planning team balance *what you want* against *what you can afford*

OPTION 1 - RECREATION & COMPETITION SWIMMING POOL CENTER	ESTIMATED SQUARE FEET & ESTIMATED CONSTRUCTION COSTS	ESTIMATED ANNUAL OPERATING COSTS (FACILITY ONLY)	ANNUAL OPERATING COST PER SQUARE FOOT
Potential Uses / Tenants			
Recreation & Competition Pool	10,350	\$190,960	\$18.45
Add 25% For Circulation, HVAC+Elec **	2588	\$47,740	\$18.45
Multi-Purpose Room	1500	\$19,667	\$13.11
Fitness & weight room	800	\$10,489	\$13.11
Locker rooms	2000	\$26,222	\$13.11
Concessions (in reception)	0	\$0	\$13.11
Child care area	600	\$7,867	\$13.11
Reception & gathering area	750	\$9,833	\$13.11
Administrative offices	300	\$3,933	\$13.11
Storage / laundry room	400	\$5,244	\$13.11
Public restrooms	500	\$6,556	\$13.11
Add 25% for Circulation, HVAC+Elec **	1712.5	\$22,453	\$13.11
TOTAL GROSS EST'D SQUARE FEET	21,500	\$350,963	
X Rough Construction Cost/SF	\$350		
TOTAL ROUGH CONSTRUCTION COST	\$7,525,000		
Capital cost for pool & pool equipment	\$1,000,000		
TOTAL ESTIMATED CONSTRUCTION COST	\$8,525,000		
X Est. Project Costs (mgt., design, site prep, etc.)	133%		
TOTAL ESTIMATED PROJECT COST	\$11,338,250		
X Percentage Local Cash Match	30%		
ESTIMATED LOCAL CASH MATCH	\$3,401,475		
POOL SUBTOTAL (SF)	12,938		
REMAINDER OF FACILITY SUBTOTAL (SF)	8,563		
TOTAL SF	21,500		
* Operating Costs include all facility costs other than personnel and contributions to repair and replacement fund			
** HVAC+E = heating, ventilation, air conditioning and electrical			

OPTION 2 - POOL, GYMNASIUM & YOUTH CENTER	ESTIMATED SQUARE FEET & ESTIMATED CONSTRUCTION COSTS	ESTIMATED ANNUAL OPERATING COSTS (FACILITY ONLY)	ANNUAL OPERATING COST PER SQUARE FOOT
Potential Uses / Tenants			
Competition Pool	8550	\$157,749	\$18.45
Add 25% For Circulation, HVAC+Elec **	2138	\$39,437	\$18.45
Gymnasium	8250	\$108,166	\$13.11
Fitness & Weight Center	2500	\$32,778	\$13.11
Locker rooms	2000	\$26,222	\$13.11
Equipment room w/ check out	600	\$7,867	\$13.11
Indoor running/walking track	2500	\$32,778	\$13.11
Youth Center (6-12)	600	\$7,867	\$13.11
Teen Center (13-18)	600	\$7,867	\$13.11
Concessions (in reception)	0	\$0	\$13.11
Child care center	600	\$7,867	\$13.11
Reception & gathering area	750	\$9,833	\$13.11
Leasable space	400	\$5,244	\$13.11
Administrative offices	300	\$3,933	\$13.11
Storage / laundry room	400	\$5,244	\$13.11
Public restrooms	800	\$10,489	\$13.11
Add 25% for Circulation, HVAC+Elec **	5075	\$66,538	\$13.11
TOTAL GROSS ESTD SQUARE FEET	36,063	\$529,879	
X Rough Construction Cost/SF	\$350		
TOTAL ROUGH CONSTRUCTION COST	\$12,621,875		
Capital cost for pool & pool equipment	\$1,000,000		
TOTAL ESTIMATED CONSTRUCTION COST	\$13,621,875		
X Est. Project Costs (mgt., design, site prep, etc.)	133%		
TOTAL ESTIMATED PROJECT COST	\$18,117,094		
X Percentage Local Cash Match	30%		
ESTIMATED LOCAL CASH MATCH	\$5,435,128		
POOL SUBTOTAL (SF)	10,688		
REMAINDER OF FACILITY SUBTOTAL (SF)	25,375		
TOTAL SF	36,063		

* Operating Costs include all facility costs other than personnel and contributions to repair and replacement fund
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OPTION 3 - COMPETITION POOL, GYMNASIUM, YOUTH & RECREATION COMPLEX	ESTIMATED SQUARE FEET & ESTIMATED CONSTRUCTION COSTS	ESTIMATED ANNUAL OPERATING COSTS (FACILITY ONLY)	ANNUAL OPERATING COST PER SQUARE FOOT
Potential Uses / Tenants			
Competition Pool	8550	\$157,749	\$18.45
Add 25% for Circulation, HVAC+Elec **	2138	\$39,437	\$18.45
Gymnasium	8250	\$108,166	\$13.11
Racquetball courts (2)	1600	\$20,978	\$13.11
Locker rooms	2500	\$32,778	\$13.11
Equipment storage room w/ central check out	800	\$10,489	\$13.11
Indoor running/walking track	2500	\$32,778	\$13.11
Fitness and weight center	2500	\$32,778	\$13.11
Concessions	200	\$2,622	\$13.11
Dance Studio	800	\$10,489	\$13.11
Child Care Center (0-5)	800	\$10,489	\$13.11
Youth Center (6-12)	600	\$7,867	\$13.11
Teen Center (13-18)	600	\$7,867	\$13.11
Craft & Activity Room	400	\$5,244	\$13.11
Reception & gathering area	1000	\$13,111	\$13.11
Business center	200	\$2,622	\$13.11
Meeting & classrooms (2)	800	\$10,489	\$13.11
Small business & office rental space (4)	480	\$6,293	\$13.11
Administrative offices	600	\$7,867	\$13.11
Laundry room	200	\$2,622	\$13.11
Public restrooms (4)	800	\$10,489	\$13.11
Add 25% For Circulation, HVAC+Elec **	6407.5	\$84,009	\$13.11
GROSS ESTD SF (Estimated operations \$)	42,725	\$617,231	
X Construction Cost/SF	\$350		
TOTAL ROUGH CONSTRUCTION COST	\$14,953,750		
Capital cost for pool & pool equipment	\$1,000,000		
TOTAL ESTIMATED CONSTRUCTION COST	\$15,953,750		
X Est. Project Costs (mgt., design, site prep, etc.)	133%		
TOTAL ESTIMATED PROJECT COST	\$21,218,488		
X Percentage Local Cash Match	30%		
ESTIMATED LOCAL CASH MATCH	\$6,365,546		
POOL SUBTOTAL (SF)	10,688		
REMAINDER OF FACILITY SUBTOTAL (SF)	32,038		
TOTAL SF	42,725		

* Operating Costs include all facility costs other than personnel and contributions to repair and replacement fund
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