THE NACAS 35TH ANNUAL CONFERENCE

At the Broadmoor

Colorado Springs, CO

November 4th, 2003

Block # 5, Ed – Campus Recreation

Make your Campus Recreation Department Soar

Today's Presenters

Brian J. Hanlon, A.I.A.
Vice President
Brailsford & Dunlavey

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Director of Student Life
The University at Buffalo

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Vice President
CANNON DESIGN

CANNONDESIGN BRAILSFORD & DUNLAVEY

Presentation Outline

- Today's Destination:
  1. To Soar?
  2. A Brief History
  3. Definition of Terms
  4. The "Flight" Planning Process
  5. UB Case Study – Flight Path to Success
     - ✓ Concepts
     - ✓ Next Steps
  6. Where are we Headed?

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"To Soar"?

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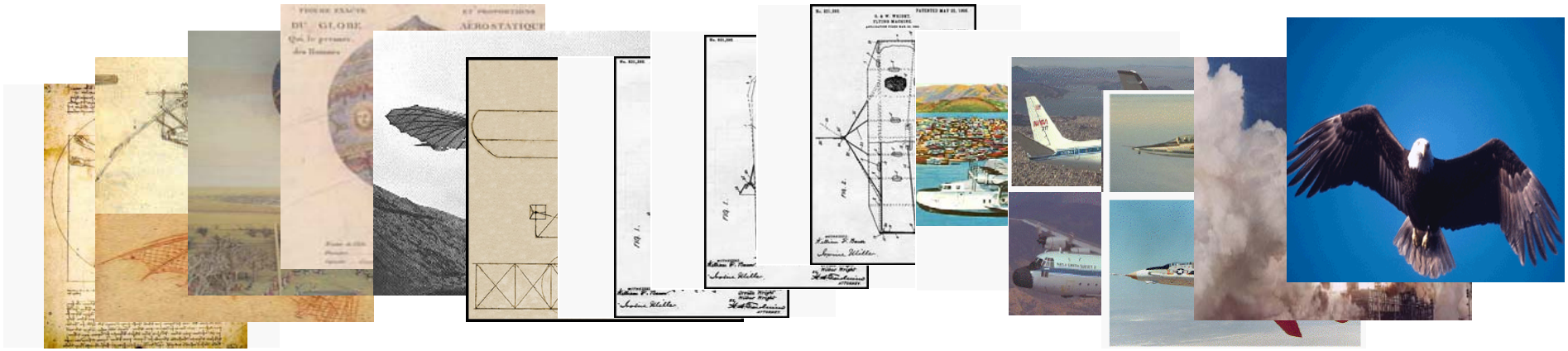
"To Soar"?

To Soar:

1. v. To fly high in the air, often at a great height
   - To maintain or gain great height, to rise upwards in position or status, to be of majestic or imposing height or stature



"To Soar"?

Ascendance of "Quality of Life"

"The appearance of the campus is, by far, the most influential characteristic . . . when it comes to recruiting students, the director of buildings and grounds may be more important than the academic dean"

College: The Undergraduate Experience in America Ernest L. Boyer and the Carnegie Foundation for the Advancement of Teaching

Academic Quality – "Best I can get in"

Cost – "Best deal I can find"

Location – "Close but not too close to home"

A Brief History

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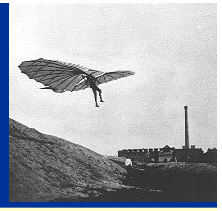
A Brief History



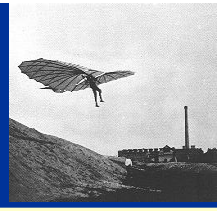
History of Campus Development

Higher education reserved for America's elite

Long-term institutional view to campus growth

Traditionally-aged, full-time male students

A Brief History



History: Post WWII

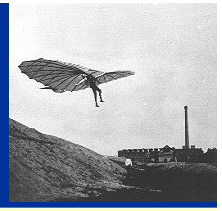
Growing Enrollments

Many New and Expanding Campuses

Excess Demand (Seller's Market)

Program Objectives Supercede Students Desires

A Brief History



History: 1980s and 1990s

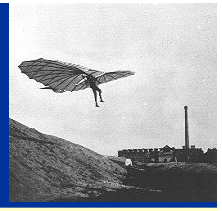
Shortage of Students / Shortage of Funds

Quality of Life Focus / Self-Supporting Projects

Empowered Customers (Buyer's Market)

Architecture Driven by Market Forces

A Brief History



What's Happening Now?

Capacity pressure on Quality of Life Buildings

Quality / Atmosphere Critical to Success

Large Scale Projects

Stylistic Differentiation

Flexibility / Cost Effectiveness

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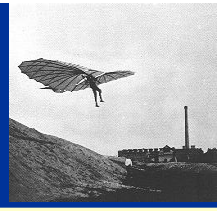
The Transition….



Market Forces – Responses to Demand Shift

P.E.& Athletics Focus	→	Rec / Social Focus
Utilitarian Function	→	Dynamic Social Space
Limited Audience	→	Maximized Appeal
Shared Use Facilities	→	Special Purpose Buildings
Directed Programs	→	Market Driven Services
Free Employee Use	→	Fee Based Memberships

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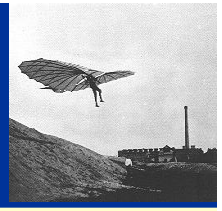
The Transition….



Market Forces – Responses to Demand Shift

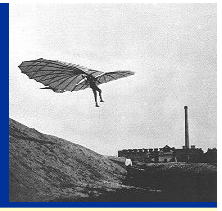
Organized Activities → **Self-directed Fitness**

Male Dominated → **Balance Gender Focus**

Segregated Weight Areas → **Consolidated Weights**

Title IX Mature Culture → **Female Intramurals & Drop-in Sports**

What's Happening Now?



On-campus Living Learning

Student Unions

Recreation Centers

Building Community

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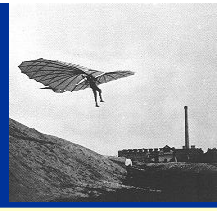
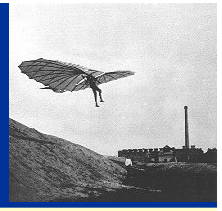
Contemporary Recreation Centers



- Targeted Users
  - General Student Population
  - Fitness & Social Functions
- Architectural Character
  - Importance of Architecture Returns
  - Dramatic Open Interiors / Use of Color
- Location
  - Central Campus Planning Element

New Rec Centers that SOAR!



The Ohio State University

Washington State University

Kent State University

Miami University, Ohio

University of Miami

University of Maryland

University of Georgia

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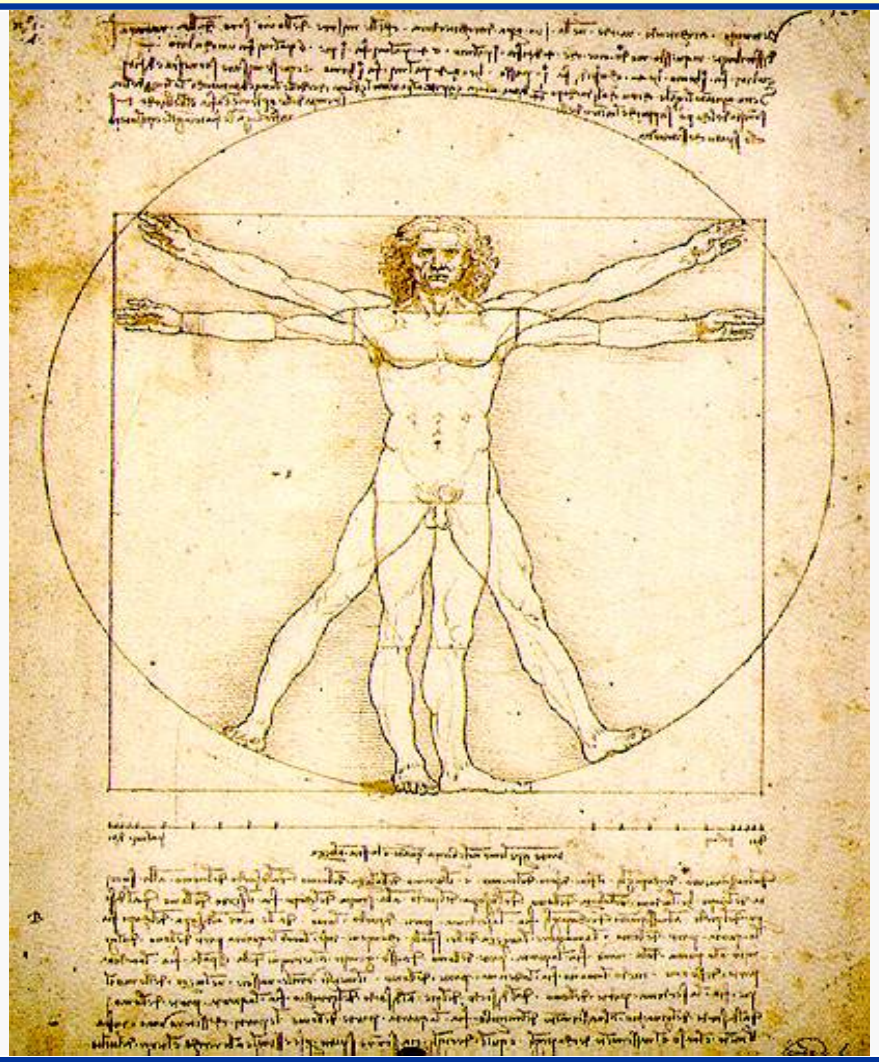
Definition of Terms



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Definition of Terms

Soar:

v. To fly high in the air, often at a great height. To maintain or gain great height, to rise upwards in position or status, to be of majestic or imposing height or stature

Destination:

n. The place to which one is going

Value:

n. Importance, desirability, utility, etc

Management:

n. Success in doing, controlled or guided

Definition of Terms

Newton's First Law

Applied to Falling Objects

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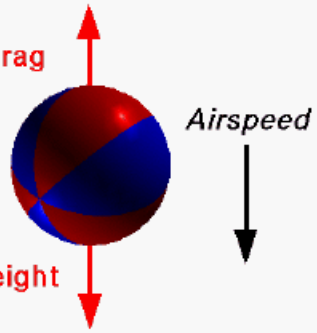
"Every object persists in its state of rest or uniform motion in a straight line unless it is compelled to change that state by forces impressed on it."



Before release:

Object in state of rest, airspeed zero, weight but no drag.

When object is released:

Object accelerates – airspeed increases.
Drag depends on airspeed – Drag increases.

When Drag is equal to Weight:

Object no longer accelerates but holds a constant velocity -- terminal velocity.

Definition of Terms

"Every object persists in its state of rest or uniform motion in a straight line unless it is compelled to change that state by forces impressed on it."

"Even if you're on the right track you'll get run over it you just sit there." *Will Rogers*

Unless compelled to change by **market forces**, an Institution will remain – at best – in its current state

Definition of Terms

Newton's Second Law
Definitions

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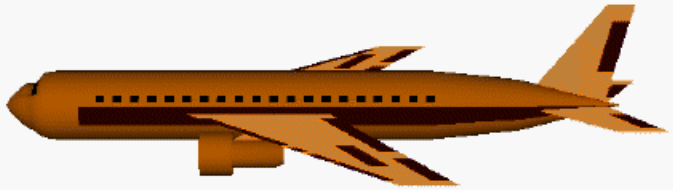

Differential Form: Force = change of momentum with change of time

$$F = \frac{d(mv)}{dt}$$

With mass constant: Force = mass X acceleration

$$F = m\,a$$

or:

Force = mass X change in velocity with time

$$F = \frac{m(V_1 - V_0)}{(t_1 - t_0)}$$

Force, acceleration, momentum and velocity are all vector quantities.
Each has both a magnitude and a direction.

Definition of Terms

Differential Form: Force = change of momentum with change of time $F = \frac{d(mv)}{dt}$

With mass constant: Force = mass X acceleration $F = m\,a$

Force = the Market Demand (a fluid dynamic but predictable)

Mass = the size of the Market population

Acceleration = the rate at which the Market's momentum changes

(it does not slow down!)

Definition of Terms

Newton's Third Law

Applied to Aerodynamics

Glenn Research Center

For every action, there is an equal and opposite re-action.

Airfoil

Foil deflected up.

Flow deflected down.

Ball deflected up.

Flow deflected down.

Spinning Ball

Engine pushed forward.

Flow pushed backward.

Jet Engine

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Definition of Terms

For every action, there is an equal and opposite re-action.

Sounds Scary: therefore you better understand –

The Market desires, size, and sensitivities.

AND

The appropriate actions to achieve success….

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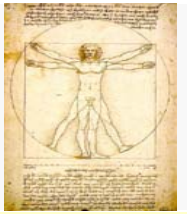
Definition of Terms

"All of the project's benefits must be expressed in specific terms that demonstrate their relevance to furthering the school's mission, reinforcing institutional values, responding to institutional commitments and responsibilities, and improving the school's competitive position in the market."

Definition of Terms



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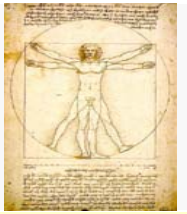
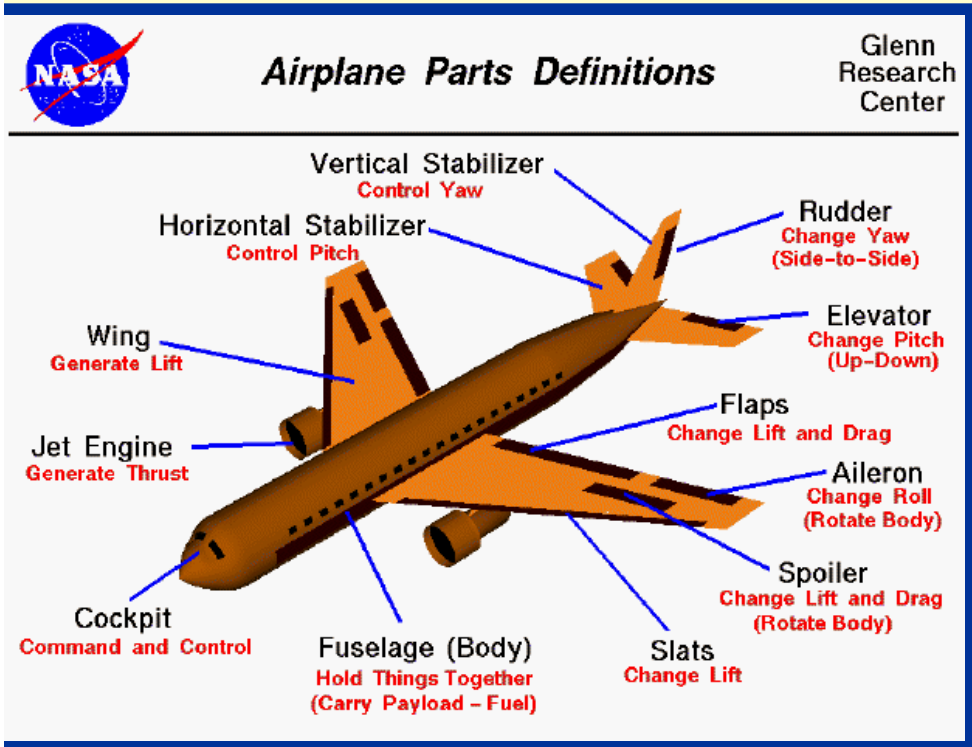


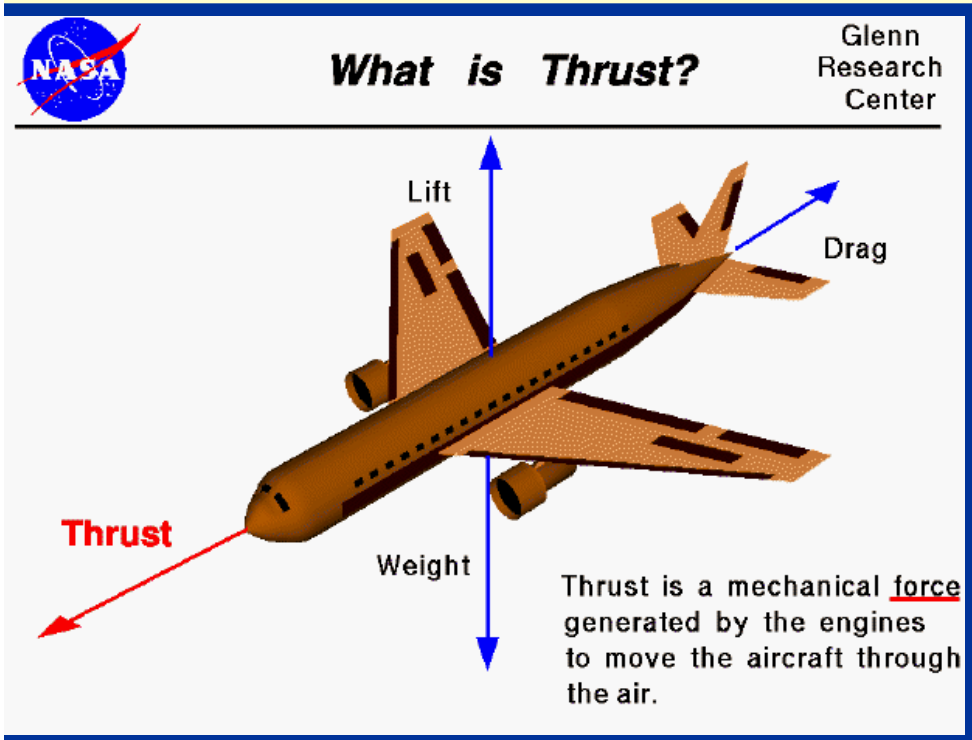
"Every facility investment must be evaluated and ranked based on the extent to which it produces a market response which furthers some overriding strategic objective of the college or university."

Definition of Terms



Recreation Department: All of the components of a successful Department of Recreation can be compared to the components of the aircraft

Definition of Terms



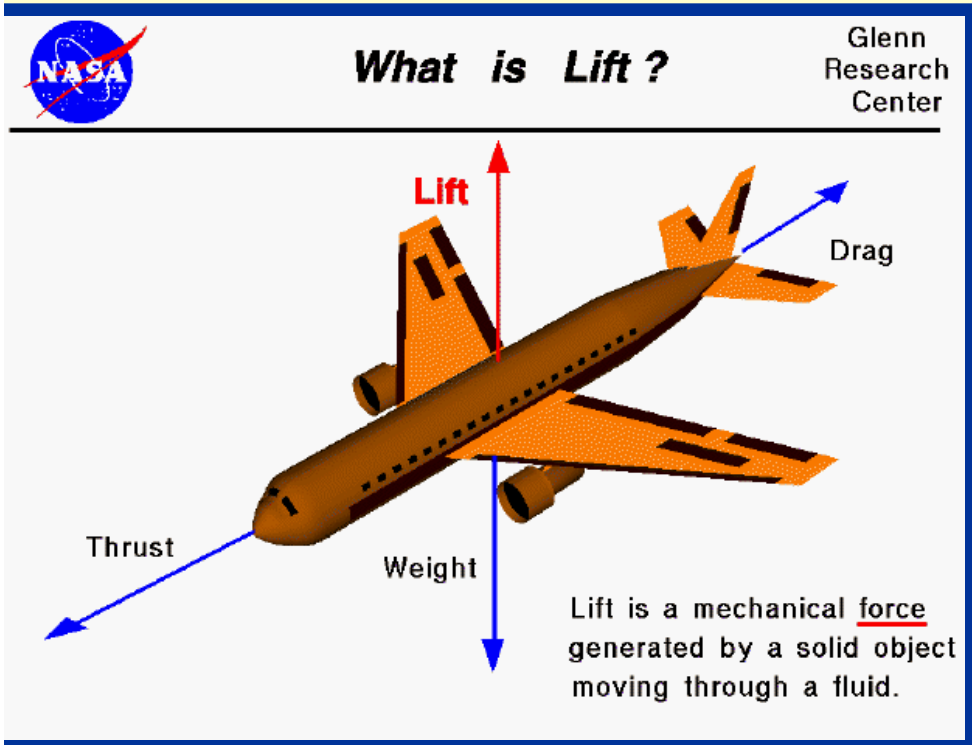
Definition of Terms

Thrust is a mechanical force generated by the engines to move the aircraft through the air.

Thrust: The *mechanical* force generated by the Market population.

Thrust = Market desires reconciled with a willingness to fund improvements.

Definition of Terms



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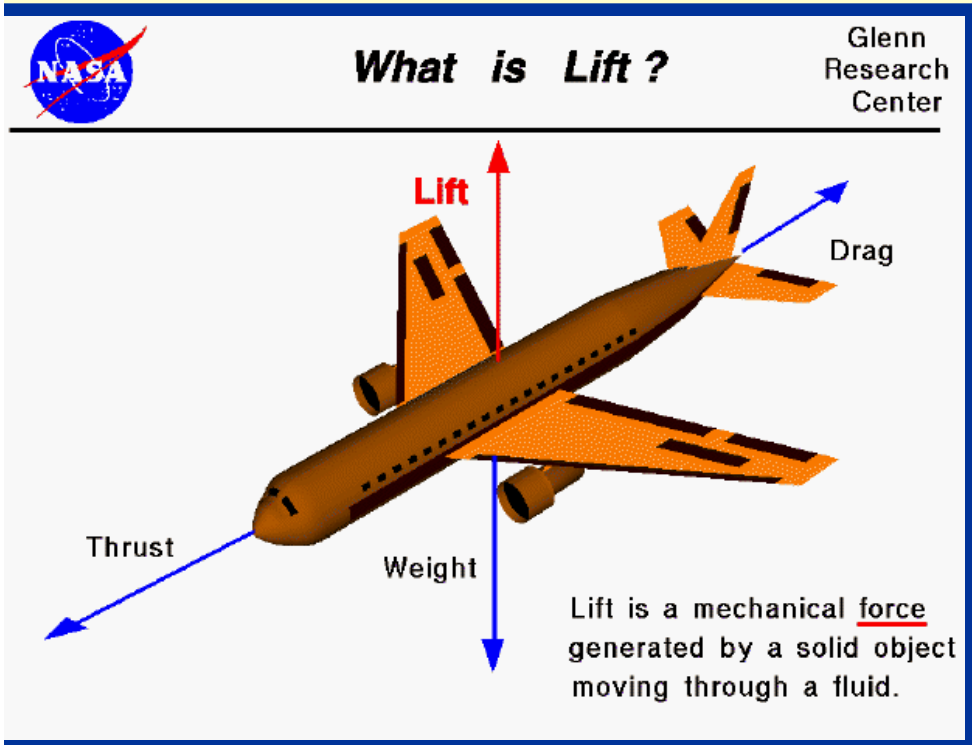
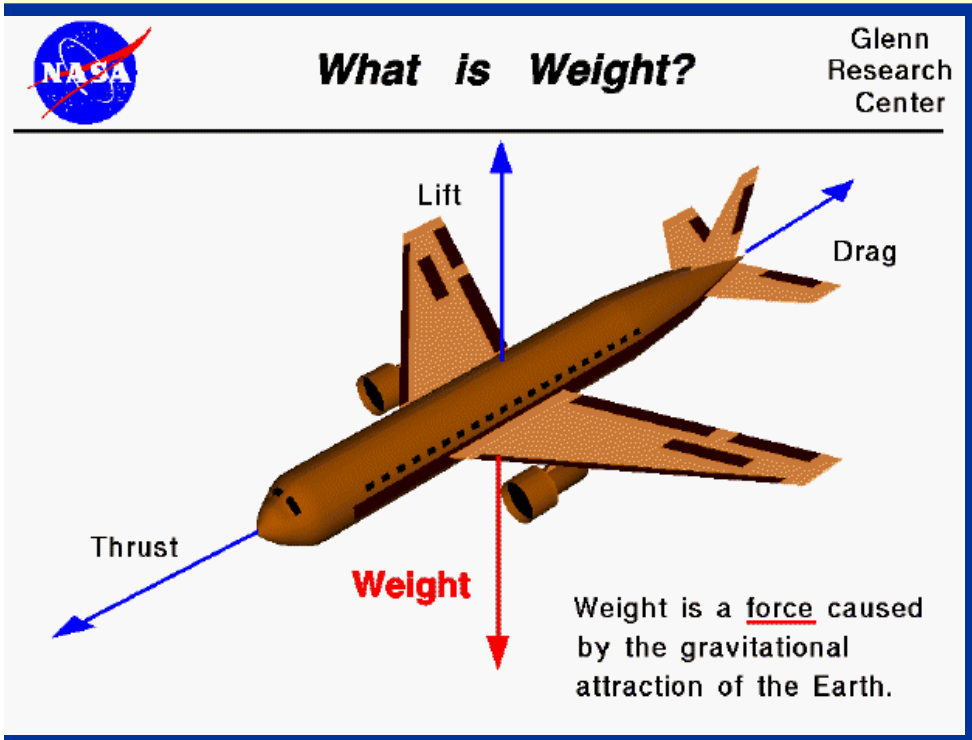


Lift: The *mechanical* force generated by the Department of Recreation

Definition of Terms



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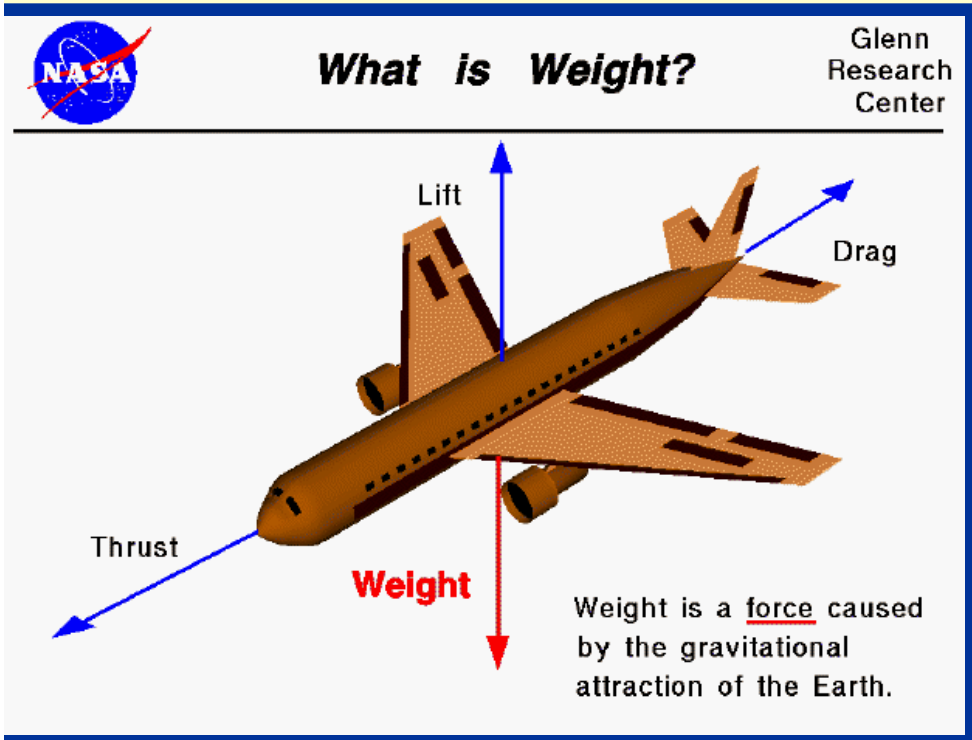
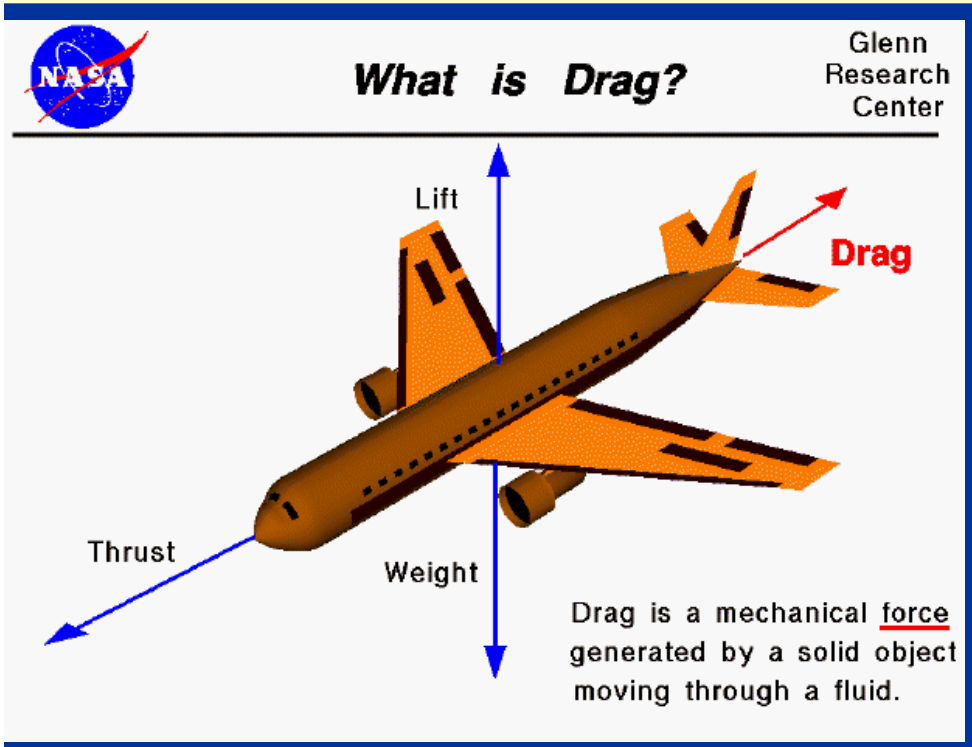


Weight: The *gravitational* force caused by an attraction to the **status quo**

Definition of Terms



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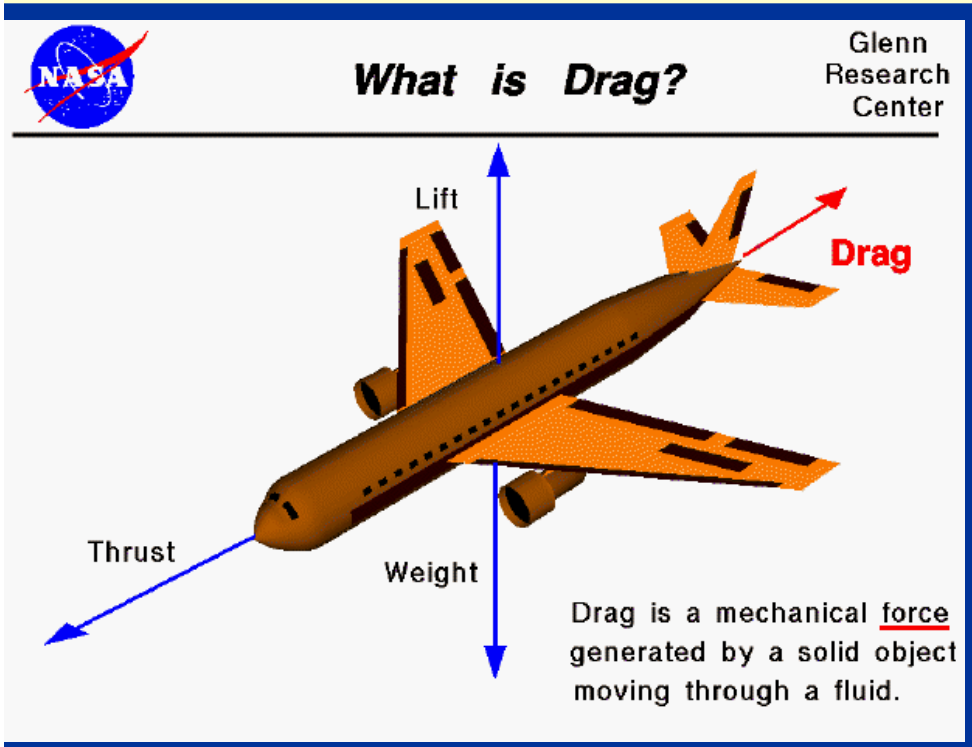


Drag: The *mechanical* force generated by **institutional leadership** that is not "on board"

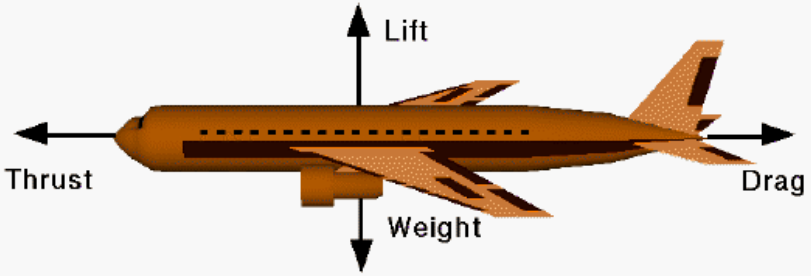
Drag = vision focused elsewhere

Definition of Terms

Simplified Aircraft Motion

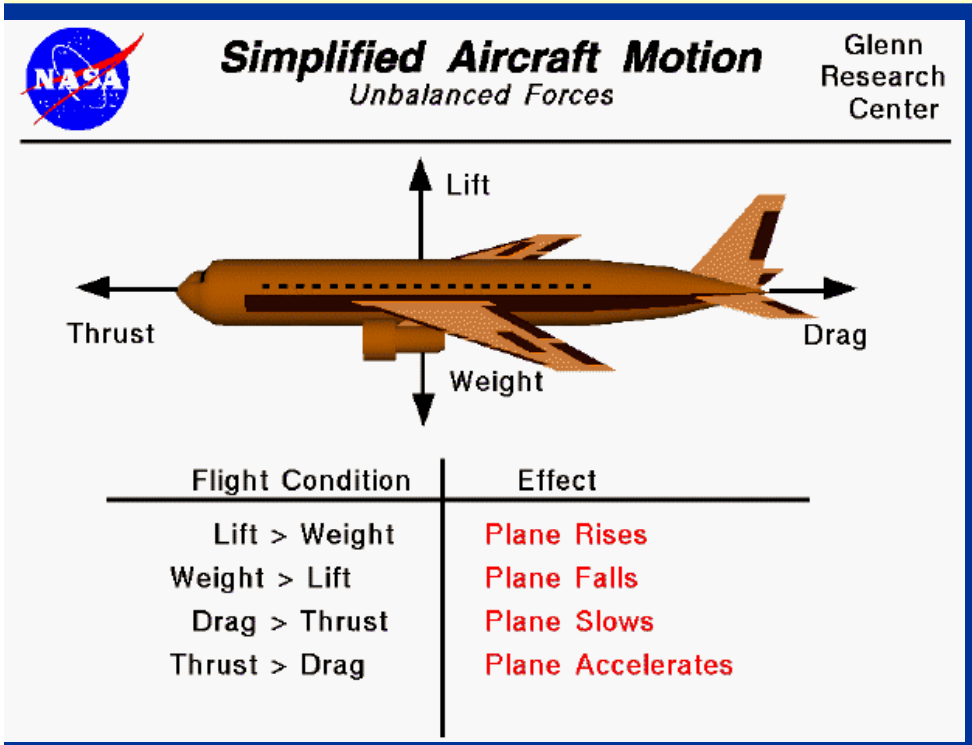
Unbalanced Forces

Glenn Research Center



Flight Condition	Effect
Lift > Weight	Plane Rises
Weight > Lift	Plane Falls
Drag > Thrust	Plane Slows
Thrust > Drag	Plane Accelerates

Definition of Terms



Unbalanced Forces =

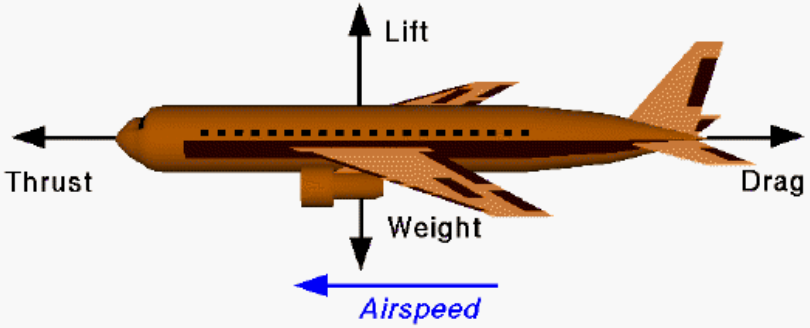
To mitigate requires balancing institutional objectives, market demand, an appropriate programmatic response, the willingness to fund, and external economic conditions that fluctuate with time.

Therefore, the “pilot” requires a sound business plan integrated with the department of recreation’s goals and the architectural reality

Definition of Terms

Cruise – Balanced Forces

Glenn Research Center

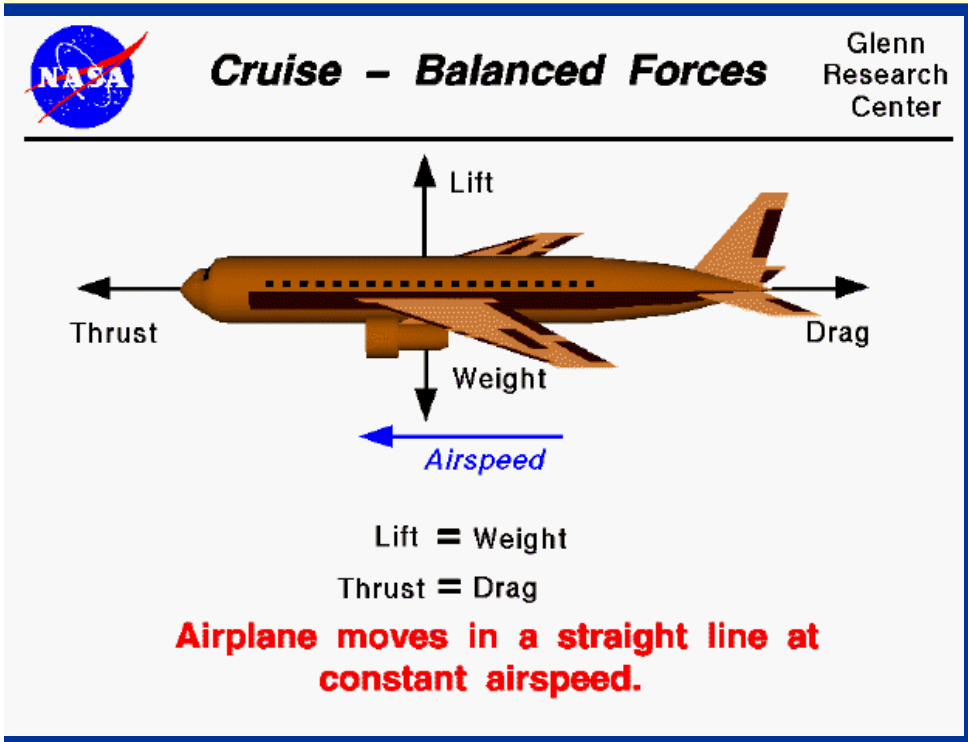


Lift = Weight

Thrust = Drag

Airplane moves in a straight line at constant airspeed.

Definition of Terms



Balanced Forces =

A satisfied Market

A responsive Department of Recreation

A SOUND business plan

Flexible Architecture

Definition of Terms – A Review

<u>Plan for Success</u>:

Know Where you Are

Know Where you want to Go

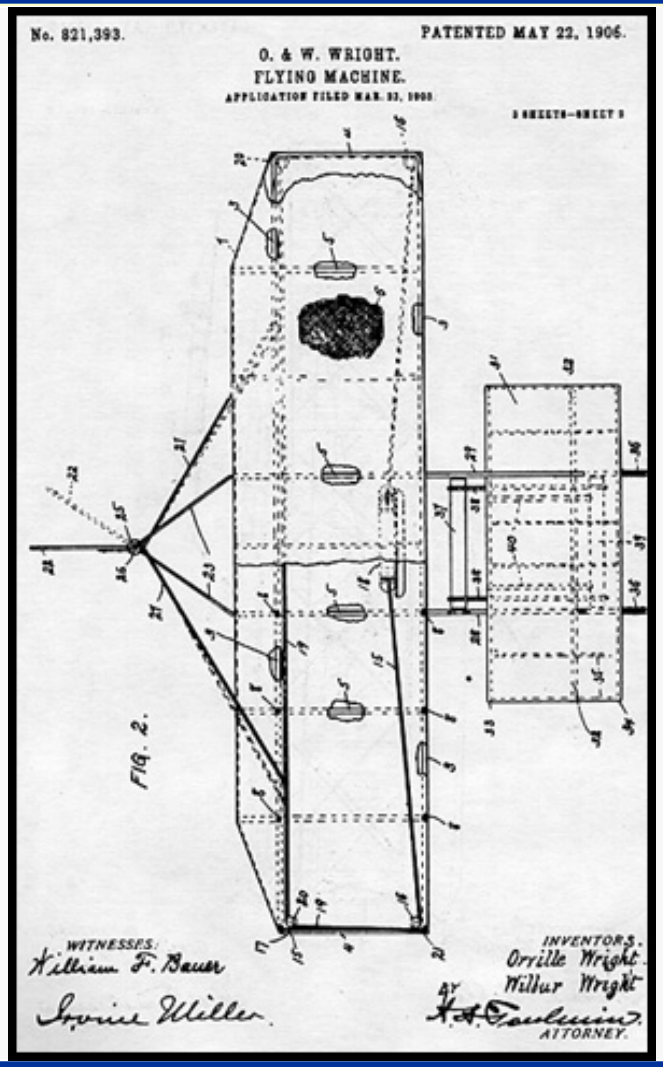
Prepare a Checklist:

<u>Checklist</u>:

Understand Market Force Variables:

- **Thrust** = Market Desires & Willingness to Fund
- **Lift** = Department of Recreation's Capacity
- **Weight** = Institutional Attraction to the Status Quo
- **Drag** = Lack of clear Institutional Direction
- **Balanced Motion** = A satisfied Market, a responsive Dept. of Rec., a SOUND Business Plan, and Architecture that is integrated to the needs of all of the above.

The "Flight" Plan(ning) Process



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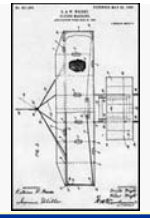
The "Flight" Plan(ning) Process



How did the
University at Buffalo
navigate through these issues?

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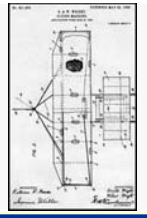
The "Flight" Plan(ning) Process



Strategic Planning Approach

Where We Are	Do Nothing?	Destination
University Recreation Profile	Trend Statement	Vision Statement

Targeted Outcomes (case statement)
Conceptual Facility Programs & Academic Initiatives
Planning Budget
Preliminary Operating & Capital Budgets
Preliminary Financing & Funding Plans
Targeted Schedule & Implementation Requirements

Action Plan

How We Get There

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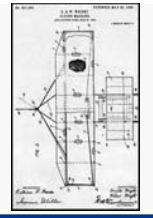
The "Flight" Plan(ning) Process



Value Management

Demand

Ideal Program
(Cost)

Debt Capacity
(Value)

Institutional Mission & Values

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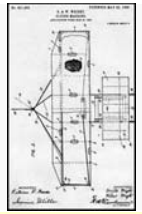
The "Flight" Plan(ning) Process



- As Will Rogers said…

"Even if you're on the right track you'll get run over it you just sit there."

Will Rogers

- Therefore…

Explore all possibilities ***and*** make the right choice

- AND…

Use the Feasibility Study as a Springboard for the Required and Necessary **Next Steps**

UB Case Study – Flight Path to Success

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UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Soar * Destination * Value * Management

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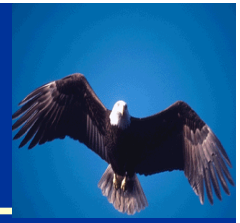
UB Case Study – Flight Path to Success



- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•Embedded w/in Dept. of Athletics

•Club Sports & Intramurals underserved

•Campus Recreation vastly underserved

•Both Recreation and Athletics programs compromised

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UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•South Campus Facility old w/ irrelevant design

•North Campus Facility "70's" model & inefficient design

UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•A strong Student Voice

✓Focus Groups yielded qualitative data, e.g., a desire for indoor artificial fields

✓Survey yielded over 5,400 student responses and nearly 1,200 Faculty/staff responses

✓Overwhelming support for "Best Case" option representing approximately 300,000 square feet of new and renovated space

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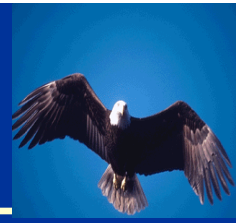
UB Case Study – Flight Path to Success



The Project Drivers…

- Why Build New?
- What is the Opportunity?
- The Project as a Tool

Progress

Project as a Tool

- Convey a Commitment to QofL and the Importance of Students at UB
- Provide Recreation commensurate with UB's Status
- Social Interaction/Improved Community
- Create a 'Sense of Place"
- Improved Leadership Opportunities
- Development of Professional Opportunities

Why Build New?

- Student Dissatisfaction w/ Current Offerings
- Recreation Currently Underserved at UB
- Old / Outdated Facilities w/ Deferred Maintenance Issues

What is the Opportunity?

- Take Advantage of Strong Student Support
- Improve Offerings and Programs
- Bolster Efforts to Attract and Retain New Students
- Provide a New Facility w/ Components that meet Demand

UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•UB President championed broad campus change / Institutional goals and objectives aligned

✓Market Responsive On-campus Housing

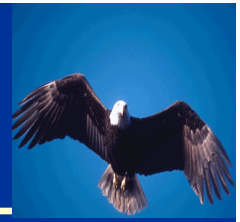
✓A new Student Union

✓A Master Plan for Future Campus development

✓Leadership w/ flexible view towards previous Master Plan

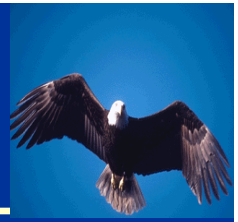
CANNONDESIGN BRAILSFORD & DUNLAVEY

UB Case Study – Flight Path to Success



"All of the project's benefits must be expressed in specific terms that demonstrate their relevance to furthering the school's **mission**, reinforcing **institutional values**, responding to **institutional commitments** and responsibilities, and improving the school's **competitive position** in the market."

UB Case Study – Flight Path to Success



Developing Strategy – Campus Recreation

Category	"Setting the Bar"		
	High	**Moderate**	**Low**
I. Educational Outcomes			
Stress Mitigation (self-directed fitness)	★	★	
Leadership Development (intramurals & clubs)	★	★	
Professional Development (student employment)	★	★	
Long-term Financial Stability (fundraising)	★	★	
II.Enrollment Management			
Recruitment /Retention (campus tour / expectations)	★	★	
Retention (consistency / quality of experience)	★	★	
III. Campus / University Community			
Central Gathering Place	★	★	
Faculty / Staff / Student Interaction	★	★	
Alcohol Free Social Opportunities	★ ★		
Alumni Relations		★ ★	
Community Outreach – North Campus			★ ★
Community Outreach – South Campus			★ ★

UB Case Study – Flight Path to Success

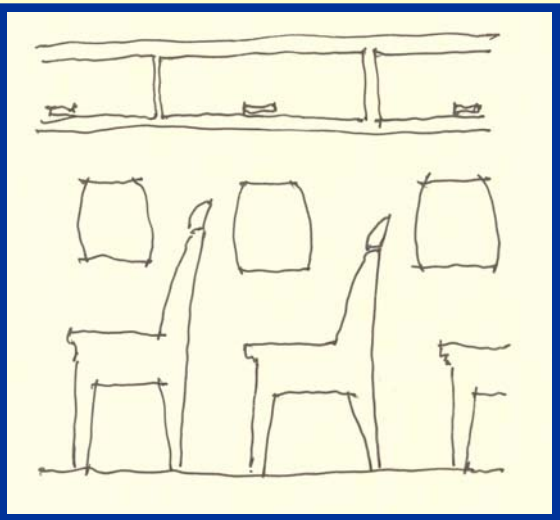
Balanced Forces =

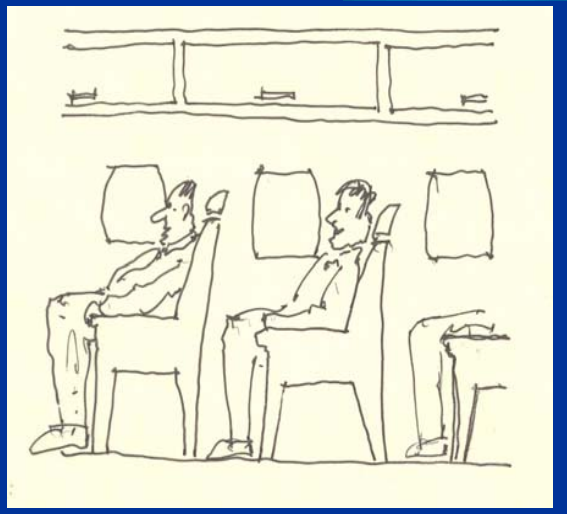
A satisfied Market

A responsive Department of Recreation

A SOUND business plan

Flexible Architecture





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UB Case Study – Flight Path to Success

Responding To Demand – Demand Based Programming

	Activity	Priority Category	Peak Accommodation	Space Type	Peak Demand	Space Allocation Based on Prioritization of Demand
1	WEIGHT MACHINES (NAUT., CYBEX, ETC)	first	75% to 85%	Sq. Ft.	4,252	3,200 to 3,600
2	FREE WEIGHTS	first	75% to 85%	Sq. Ft.	3,808	2,900 to 3,200
3	FITNESS (CARDIOVASCULAR MACHINES)	first	75% to 85%	Sq. Ft.	2,750	2,100 to 2,300
4	AEROBICS (DANCE, SLIDE, STEP)	second	55% to 65%	Sq. Ft.	3,470	1,900 to 2,300
5	INDOOR JOGGING OR WALKING	second	55% to 65%	Sq. Ft.	1,890	1,000 to 1,200
6	BASKETBALL	second	55% to 65%	Courts	8	4 to 5
7	LAP SWIMMING	third	40% to 50%	Lanes	7	3 to 4
8	RECREATIONAL OR LEISURE SWIMMING	third	40% to 50%	Sq. Ft.	2,890	1,200 to 1,400
9	SPORT/CLIMBING WALL	third	40% to 50%	Ln. Ft.	7	3 to 4
10	RACQUETBALL OR HANDBALL	third	40% to 50%	Courts	10	4 to 5
11	WATER AEROBICS	third	40% to 50%	Sq. Ft.	1,890	800 to 900
12	VOLLEYBALL	third	40% to 50%	Courts	2	1 to 1
13	MARTIAL ARTS	third	40% to 50%	Sq. Ft.	1,400	600 to 700
14	INDOOR SOCCER	third	40% to 50%	Courts	2	1 to 1
15	TENNIS	fourth	25% to 35%	Courts	280	70 to 98
16	ROLLER OR FLOOR HOCKEY	fourth	25% to 35%	Courts	1	0 to 0
17	BADMINTON	fourth	25% to 35%	Courts	3	1 to 1
	COMBINED WEIGHT & FITNESS (Fitness Machines, Free Weights and Weight Machines)				10,810	8,200 to 9,100

CANNONDESIGN BRAILSFORD & DUNLAVEY

UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•Student Survey Results indicated overwhelming response for the "best case" options and the associated FEE to fund both improvements and ongoing operations

•Creative use of space for alternative revenue generation including camps, classes, programs, rentals, service, and wellness courses

•Revenue Streams balanced to meet escalating costs

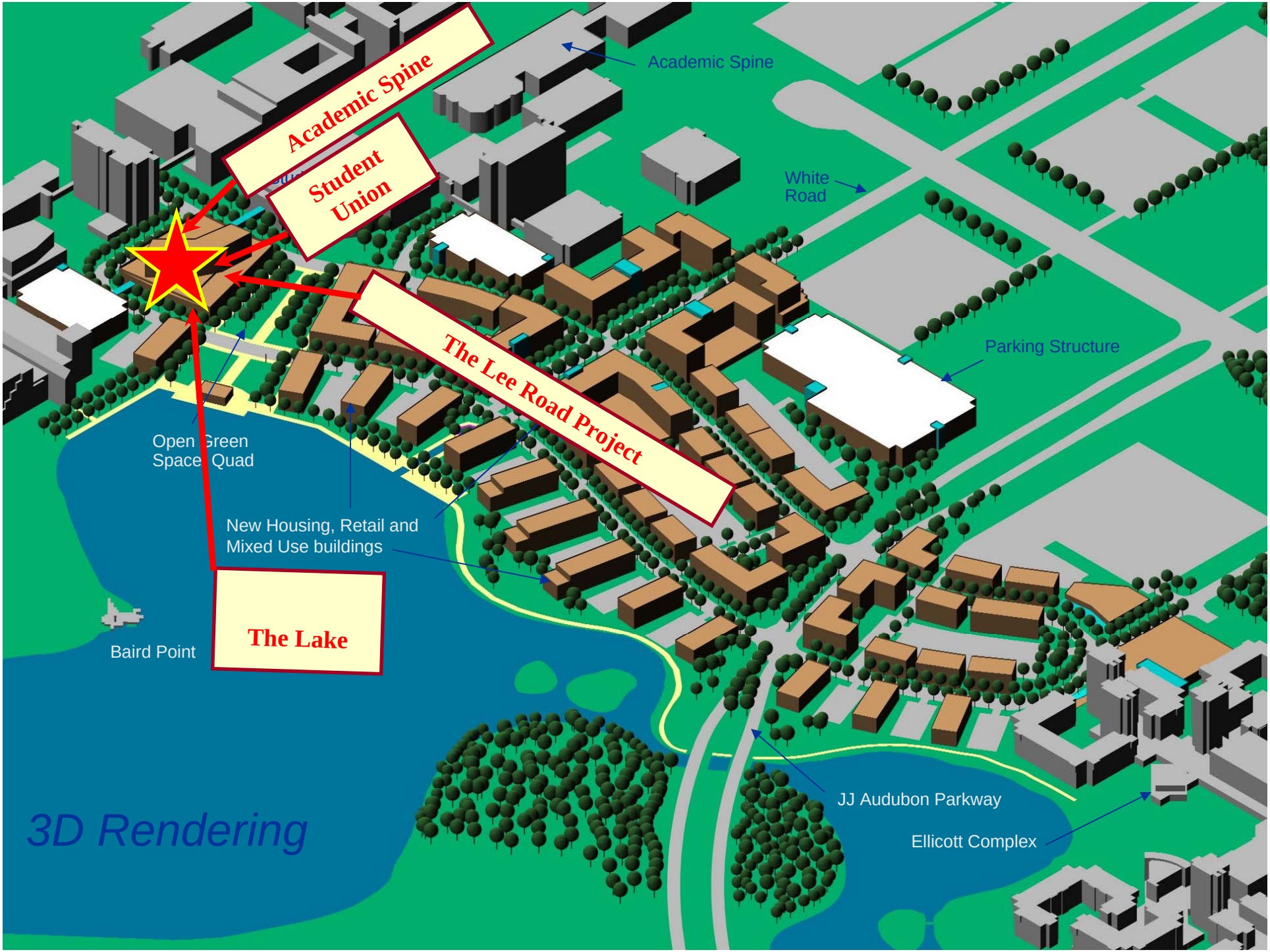
UB Case Study – Flight Path to Success

- The Recognition of Need
- The Analysis of Existing Conditions
- The Market Demand
- Institutional Goals and Objectives
- Willingness to Fund
- Leadership

Recreation Department:

•UB Leadership in process of Change!

•**Leader's Voice an absolute necessity to really Soar**.

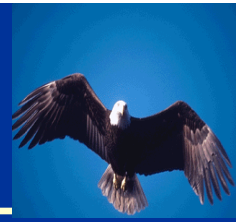

Academic Spine
Student Union
Academic Spine
White Road
The Lee Road Project
Parking Structure
Open Green Space Quad
New Housing, Retail and Mixed Use buildings
The Lake
Baird Point
JJ Audubon Parkway
Ellicott Complex
3D Rendering

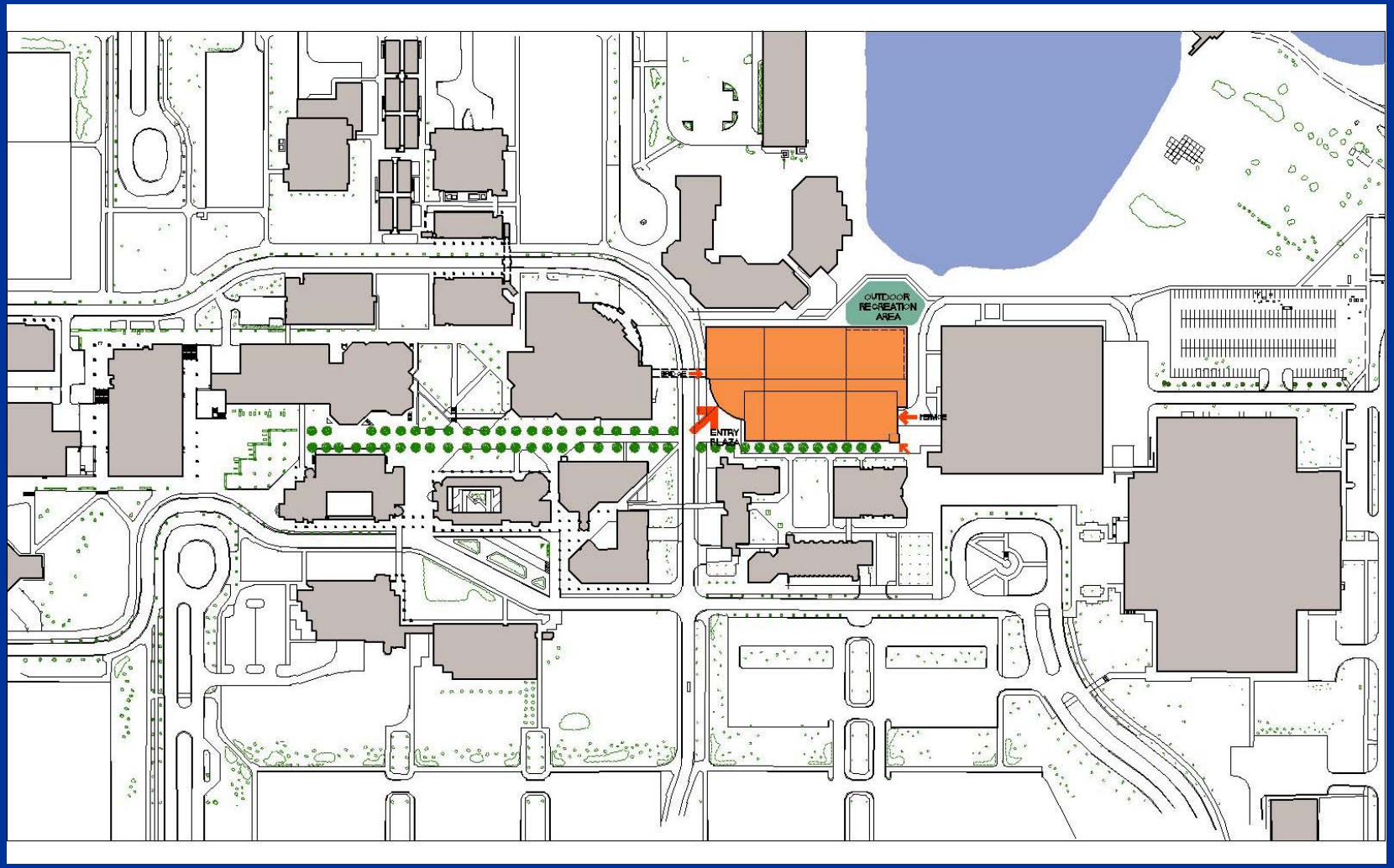
Concept Development

CANNON DESIGN

- Review of Project Concept Development

Concept Development

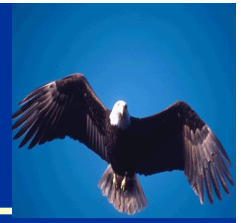


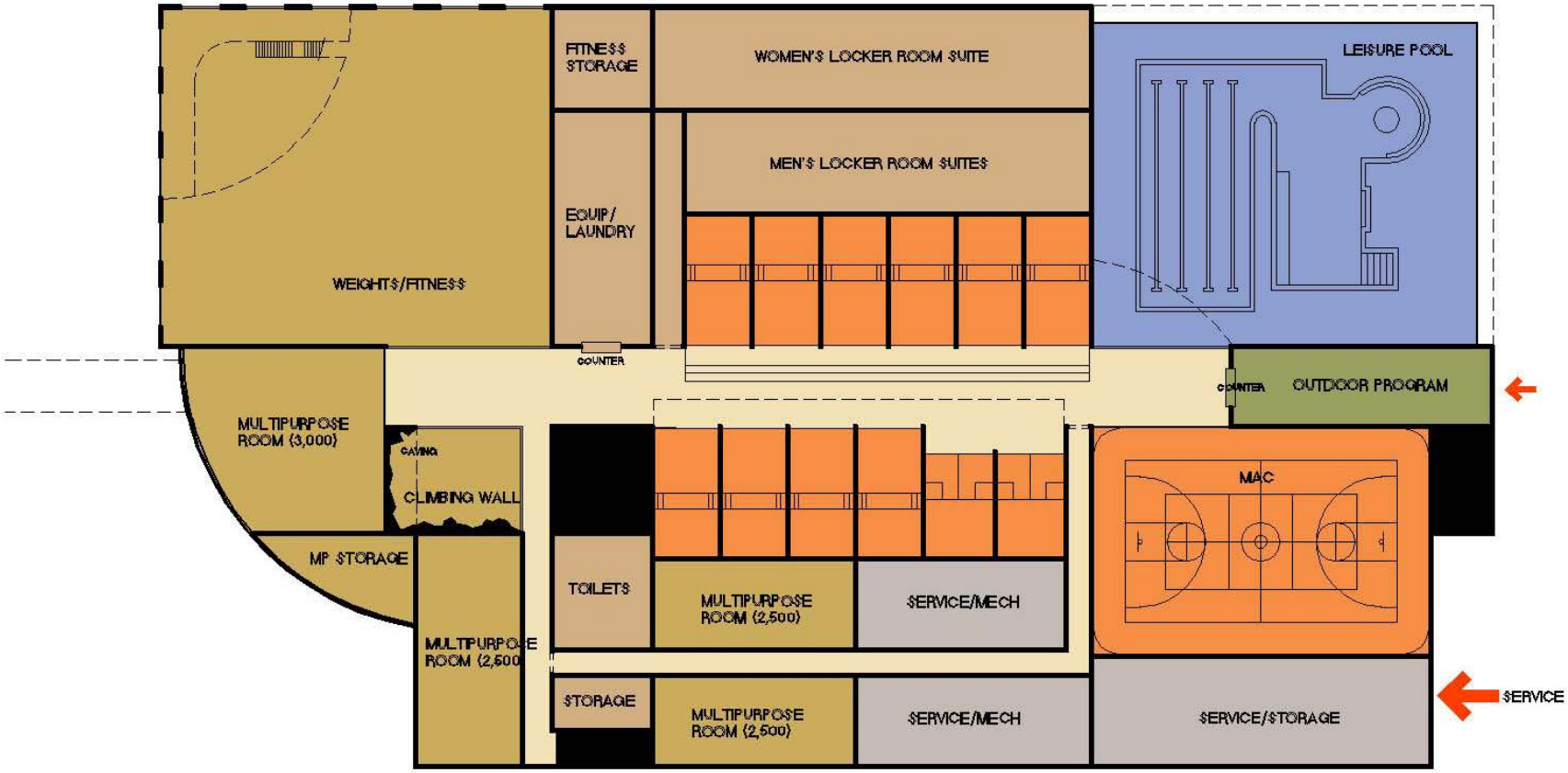


CANNONDESIGN

BRAILSFORD & DUNLAVEY

Concept Development

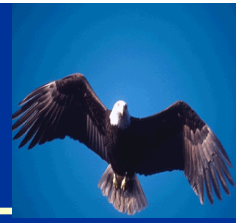


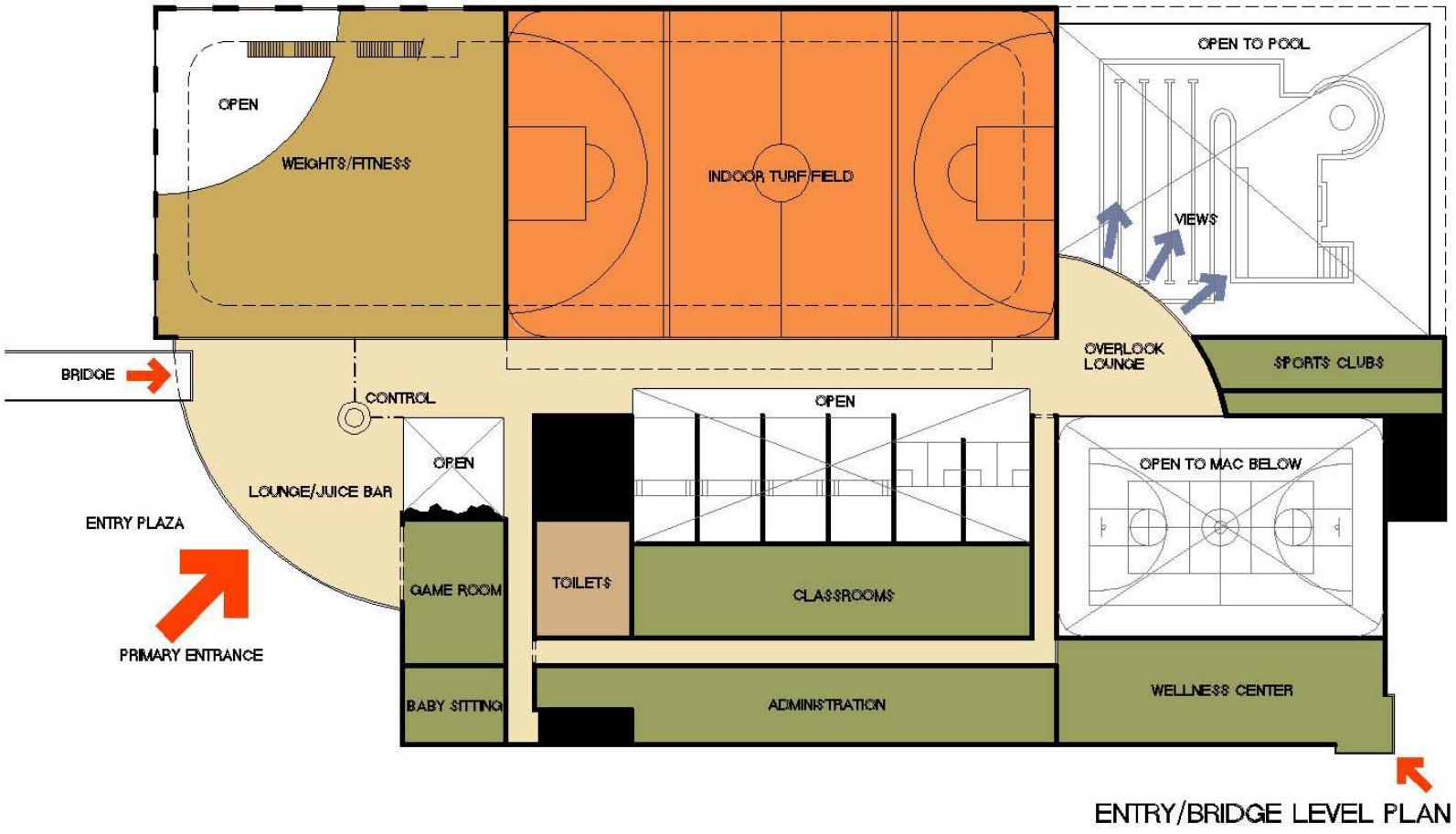


LOWER LEVEL PLAN

CANNONDESIGN BRAILSFORD & DUNLAVEY

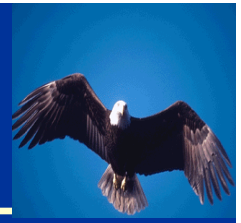
Concept Development

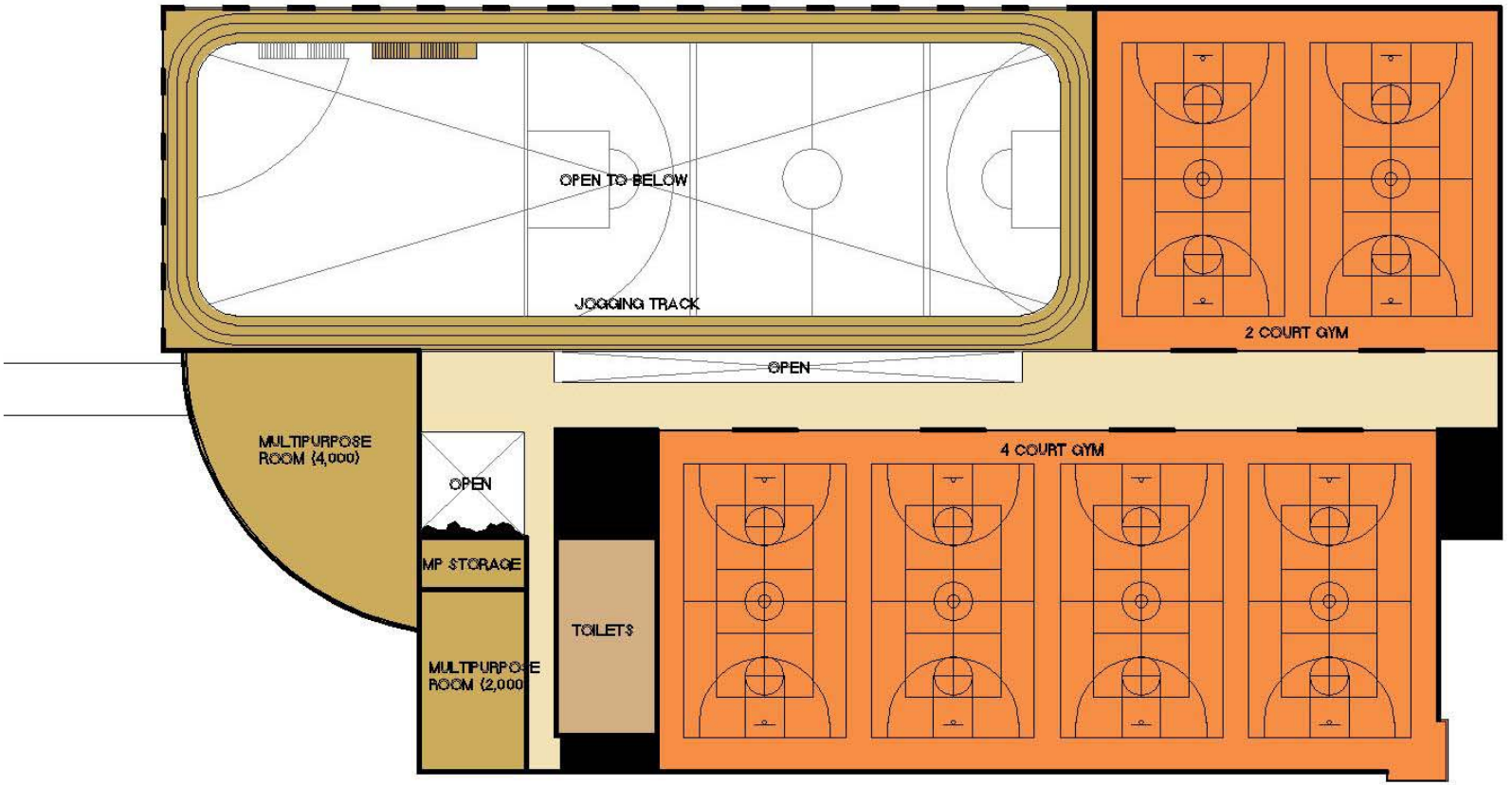




CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

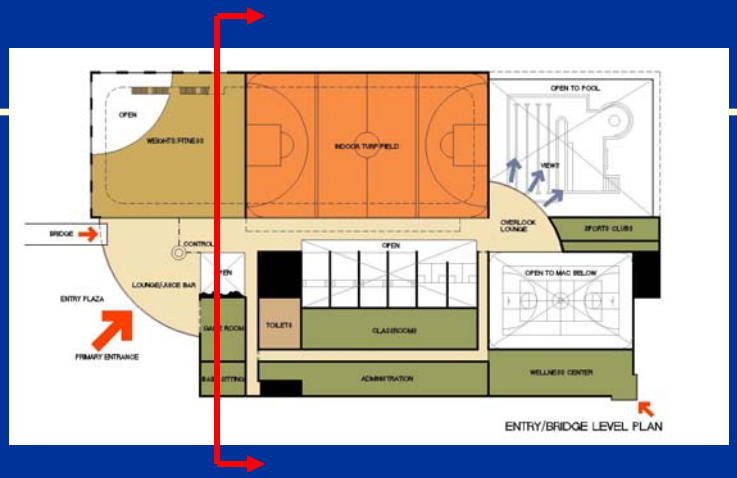


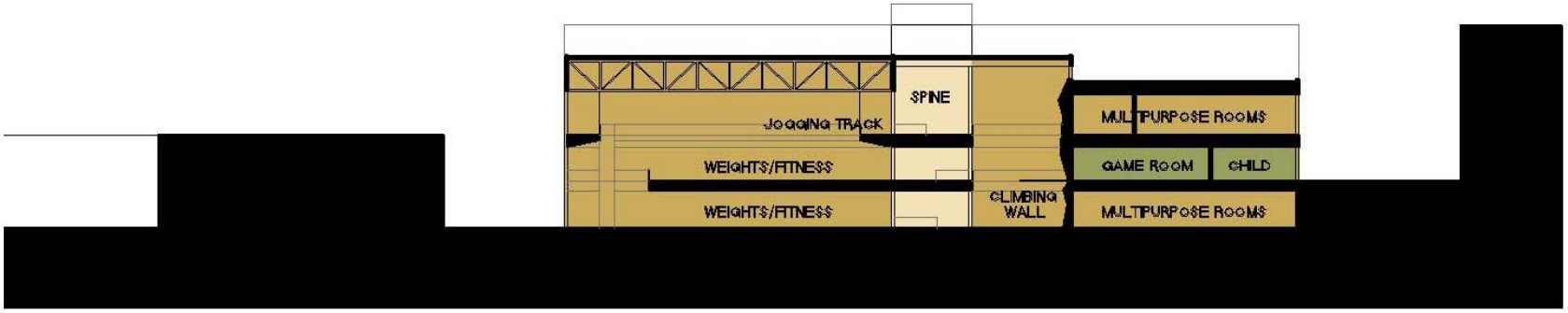


UPPER LEVEL PLAN

CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

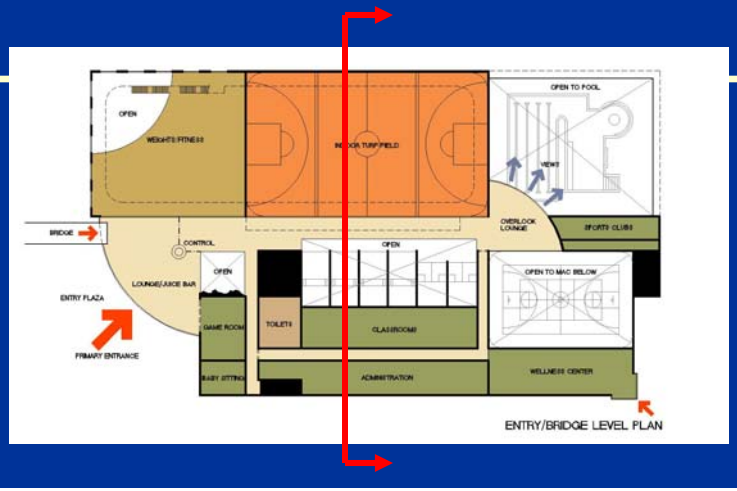


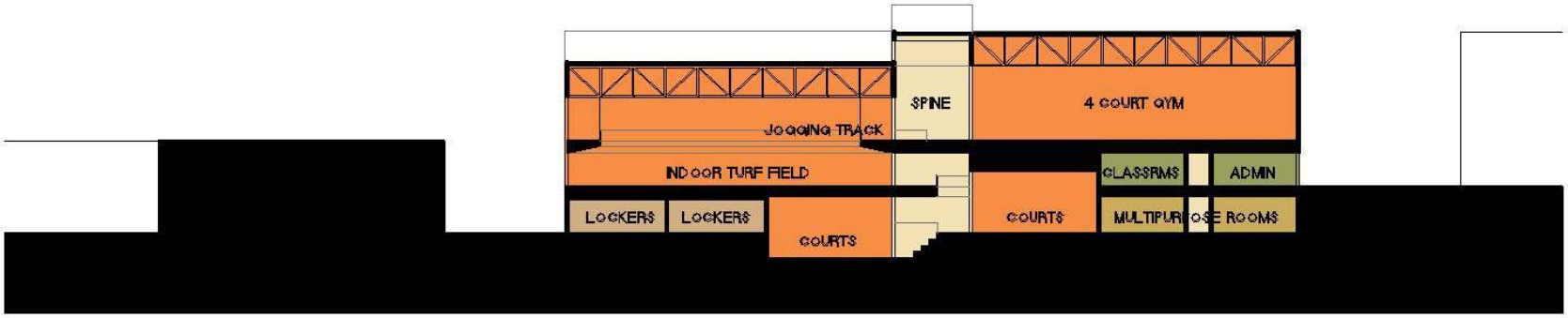


NORTH-SOUTH SECTION 1

CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

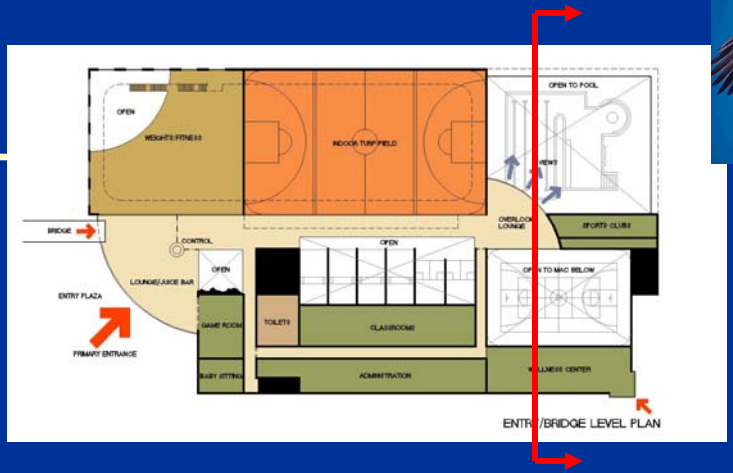


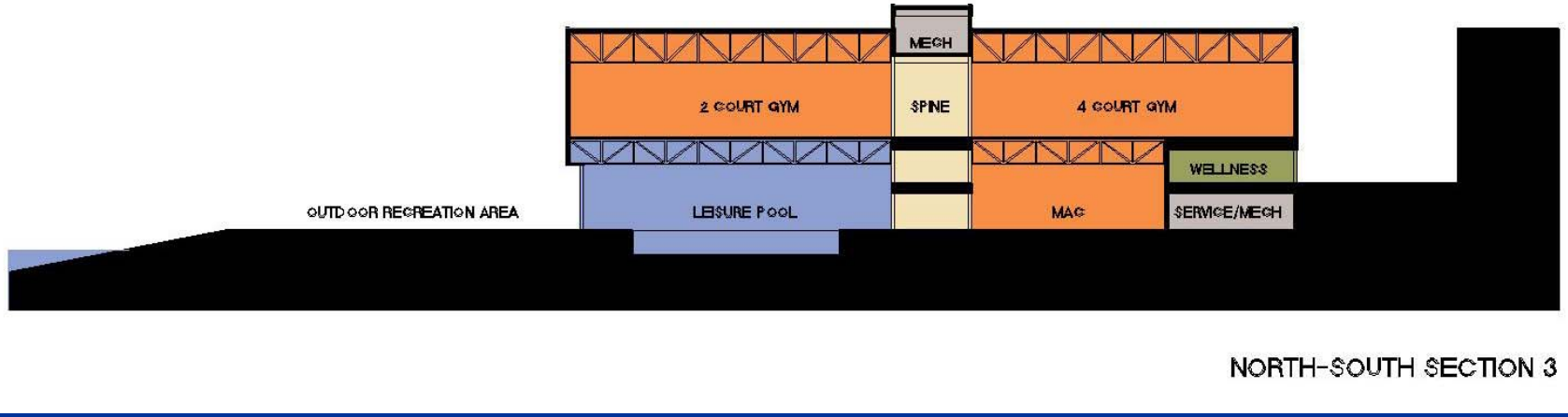


NORTH-SOUTH SECTION 2

CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

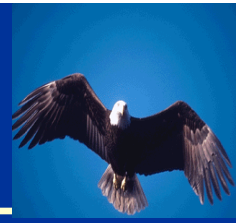


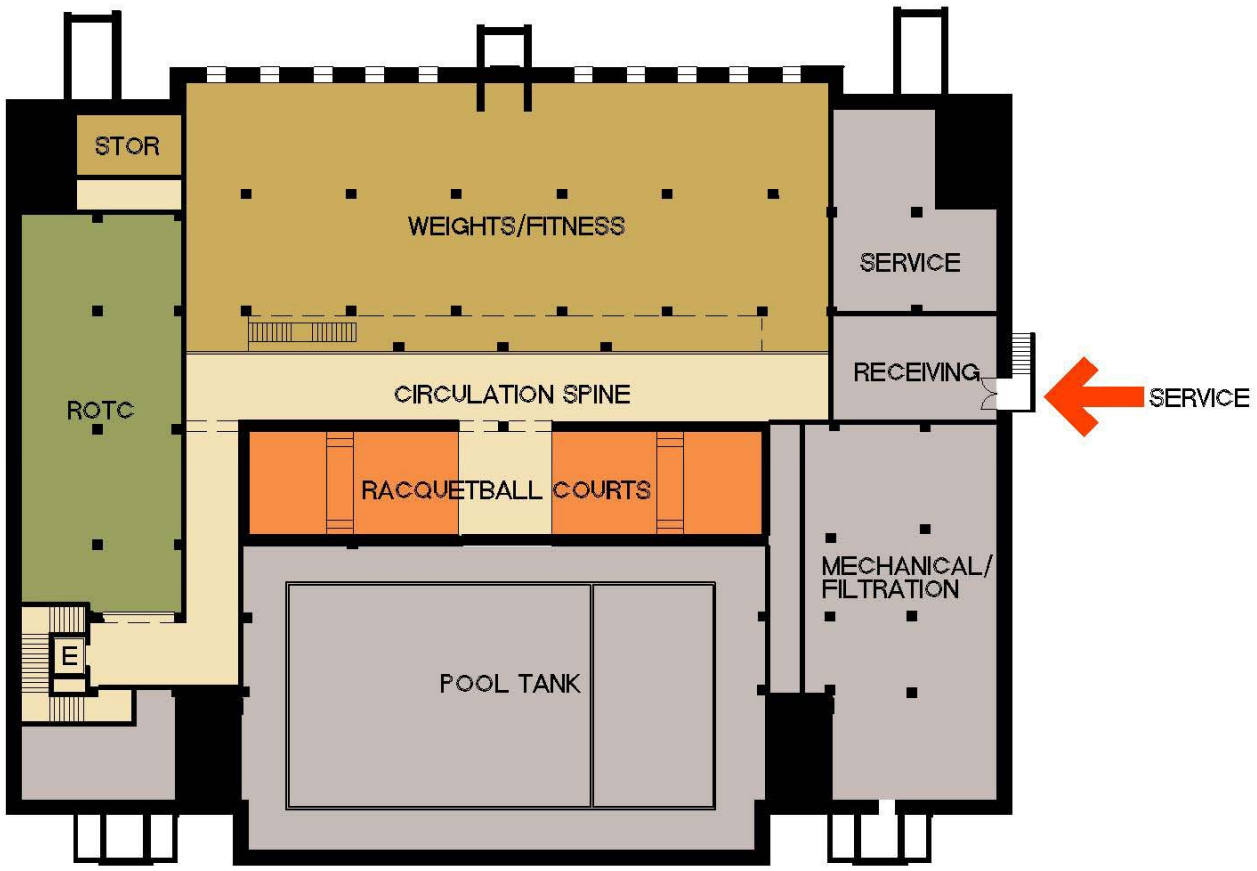


NORTH-SOUTH SECTION 3

CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

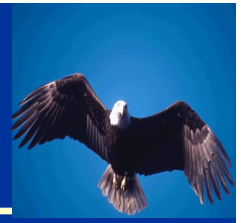


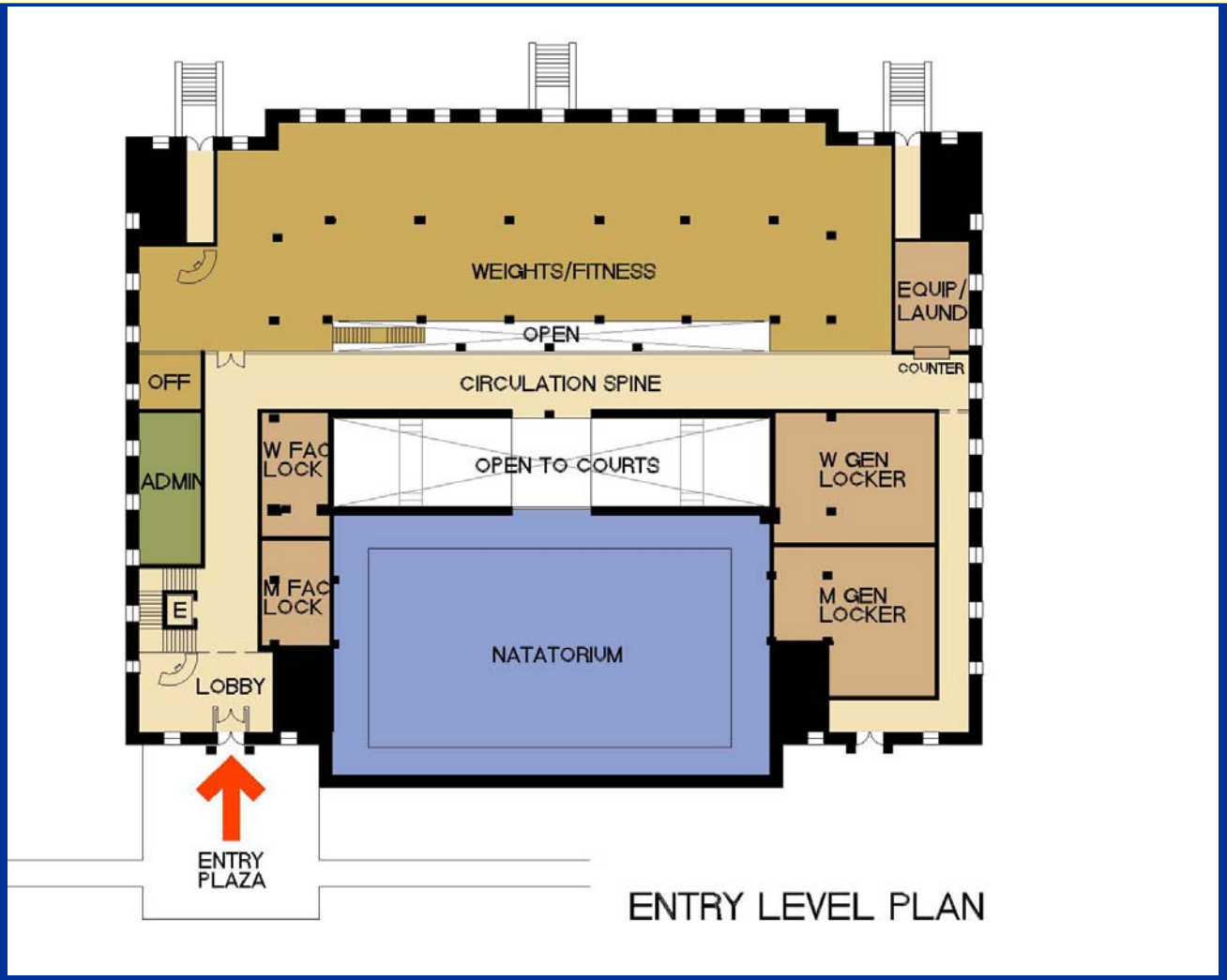


LOWER LEVEL PLAN

CANNONDESIGN BRAILSFORD & DUNLAVEY

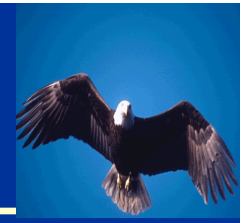
Concept Development

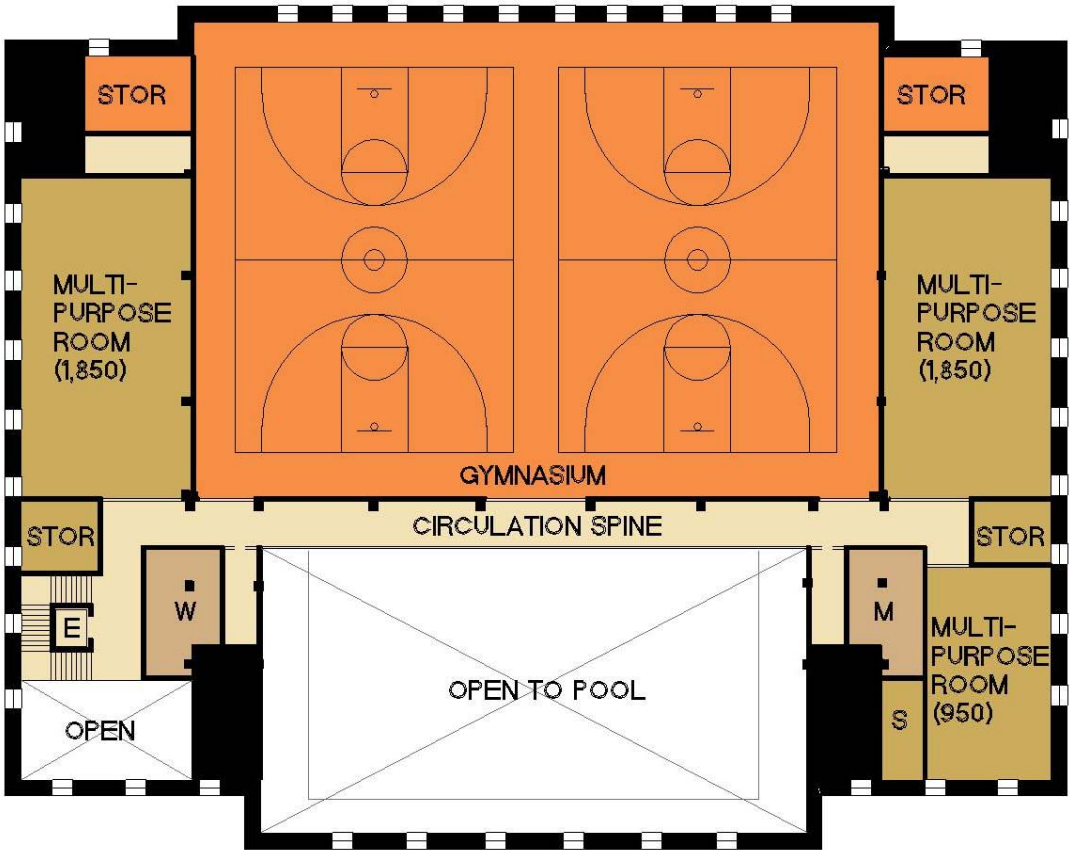




CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

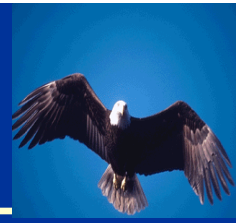


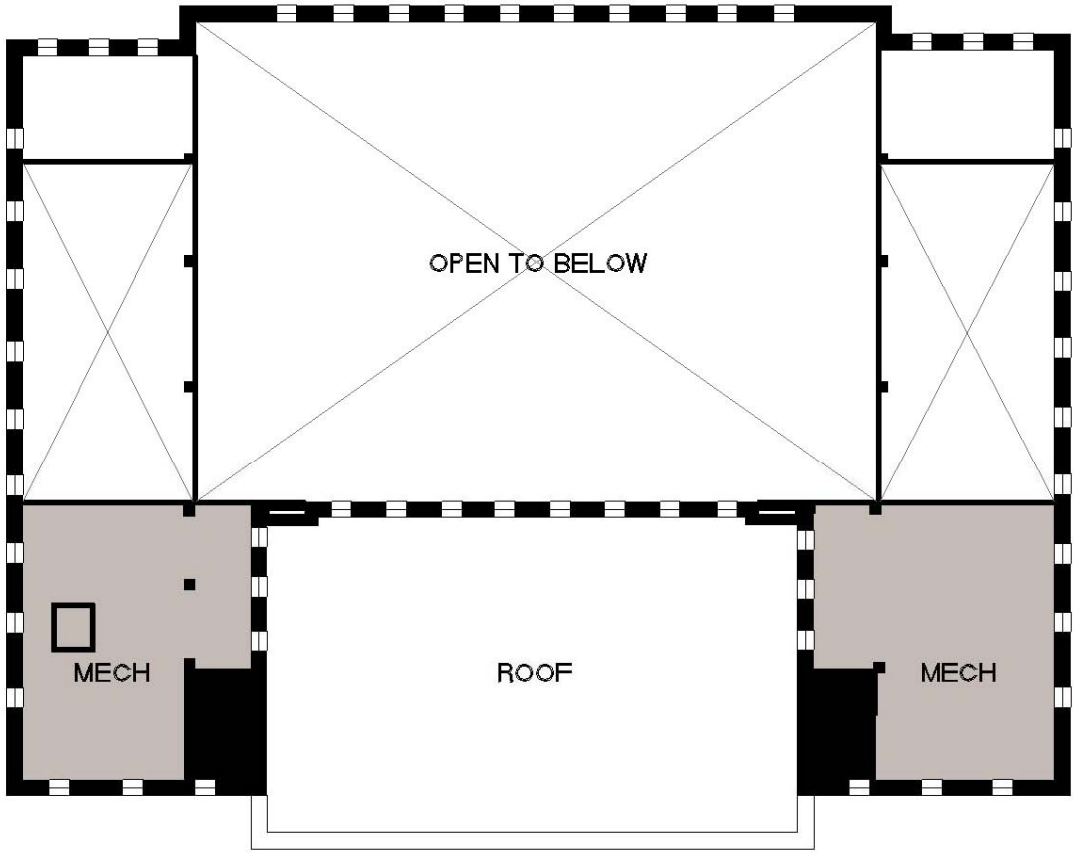


LEVEL TWO PLAN

CANNONDESIGN BRAILSFORD & DUNLAVEY

Concept Development

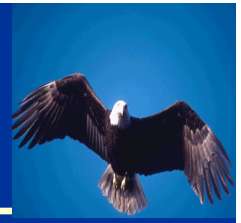




LEVEL THREE PLAN

CANNONDESIGN BRAILSFORD & DUNLAVEY

Next Steps



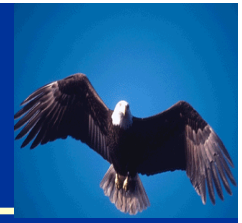
What do we Now Know?

What Remains to be Discovered?

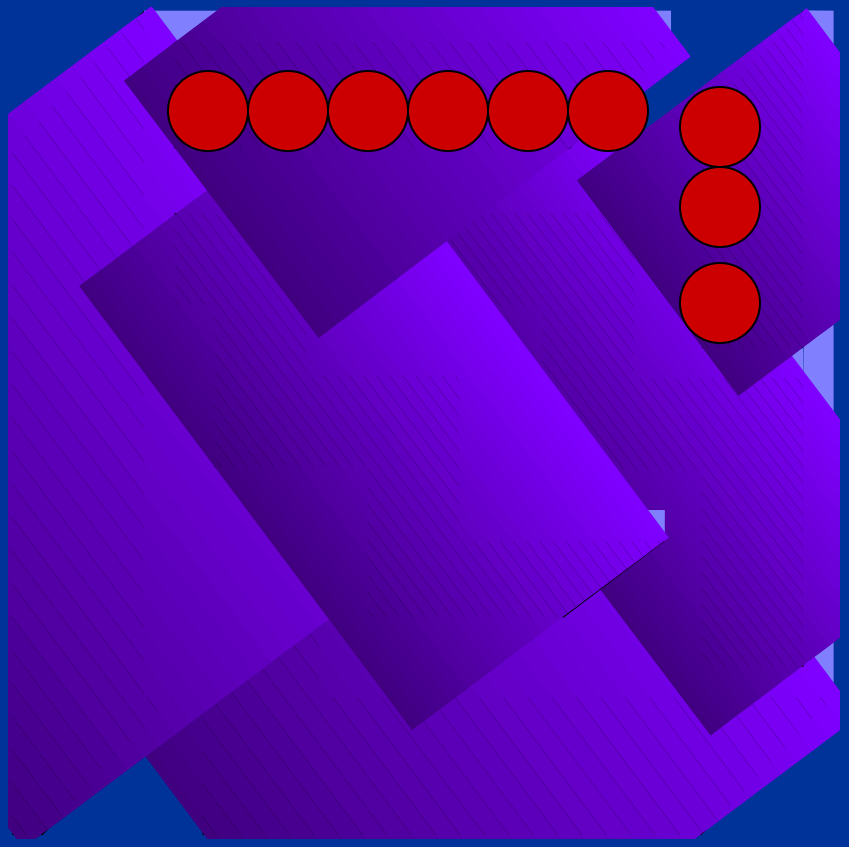
When do we need to Know?

CANNONDESIGN BRAILSFORD & DUNLAVEY

Next Steps

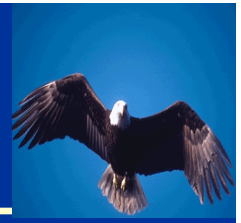


Reconciliation Process



- Concept / Mission
- Demand / Program
- Program / Site
- Program / Cost (budget)
- Cost / Debt Capacity
- Revenues / Expenses
- Program / Revenues
- Capacity / Revenues
- Debt Capacity / Expenses

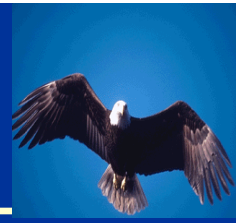
Next Steps



Decision Requirements

- Mature Understanding / Preparation for Design
  - Concept /Scope – **Detailed Programming Document**
  - Quality / Standards
  - Operating Paradigm
  - Details, Details, Details – **The Business Plan!!**
- Creating a Record / Implementation Realities
  - Changing Circumstances
  - Value Engineering
  - RFI's & Change Orders

Next Steps



Decision Requirements

- **Detailed Programming Document**

The Ideal Department of Recreation!!!!

NEW FACILTY PROGRAM

Program Element Zone Designations and Adjacency Matrix

The Adjacency Matrix

Zone	No.	Program Element	0 Circulation Core	1 Lobby/Control	2 Hall of Fame/Reception	3 Administrative Offices Suite	4 Training/Wellness Program	5 Conference/Classroom	6 Climbing Wall	7 Main Gymnasium	8 Aux. Gymnasium	9 Elevated Jogging Track	10 Weight & Fitness Room	11 Multipurpose Room	12 Upper School Changing Area	13 Middle School Changing Area	14 Lower School Changing Area	15 NCS Team Room	16 Visiting Team Room	17 Coaches Locker Room	18 Laundry/Equipment Issue	19 PE Storage	20 Athletic Storage	21 General Building Storage	22 Outdoor Fields Storage	23 Building Exterior View	24 Field Access	No.
A	0	Circulation Core		H	M	M		M	H	H	M	M	H	M	H	M	H				H					M		0
F	1	Lobby/Control	1		H	H	L	M	M				H								L					H		1
F	2	Hall of Fame/Reception	2	1				M																				2
A/F	3	Administrative Offices Suite	2	1				H					H							H						H		3
A	4	Training/Wellness Program		2				H					M		H	M	M				H						H	4
F	5	Conference/Classroom	2	2	2	1	3																					5
A	6	Climbing Wall																										6
S	7	Main Gymnasium	1								H				L	L	L					M	M					7
S	8	Aux. Gymnasium	3							2		H			L	L	L					M	M					8
S	9	Elevated Jogging Track	2												L	L	L											9
A	10	Weight & Fitness Room	1				2							L	M	L	L									H		10
A	11	Multipurpose Room	1										3		L	L	L											11
A	12	Upper School Changing Area	3				1			3	3	3	3	3		H					M							12
A	13	Middle School Changing Area	3				1			3	3	3	3	3	1													13
A	14	Lower School Changing Area	3				1			3	3	3	3	3				M	M									14
A	15	NCS Team Room															2		H									15
A	16	Visiting Team Room															2	1										16
A/F	17	Coaches Locker Room				1																						17
A	18	Laundry/Equipment Issue	1	2			3								3									H				18
A	19	PE Storage								3	1												L					19

State University Arena / Multi-purpose Facility

Brailsford & Dunlavey

Multi-purpose Activity Center and Wellness Facility

02/18/03

Program of Architectural Requirements

REDUCED PROGRAM OPTION

The Program Summary

		Wellness Component						
		Free Zone		**Unit**	**Total**			
		Program Elements	**Quantity**	**NASF**	**NASF**	**Cost/SF**	**Total Cost**	**Remarks**
		Administrative Office Suite						
1	A	Director's Office	1	150	150	$120	$18,000	
2	A	Associate Director's Offices	1	120	120	$120	$14,400	
3	A	Assistant Director's Offices	1	120	120	$120	$14,400	
4	A	Standard Staff Work Stations/Expansion Offices	1	100	100	$120	$12,000	
5	A	Building Operation's Manager's Office	1	120	120	$120	$14,400	
6	A	Business Manager's Office	1	80	80	$120	$9,600	
7	A	Secretarial Work Stations	1	60	60	$120	$7,200	
8	A	Student Employee Work Area	1	180	180	$120	$21,600	
9	A	Marketing Production Area	1	100	100	$120	$12,000	
10	A	Conference Room	1	200	200	$120	$24,000	
11	A	Duplication/mail room/Administrative Area	1	100	100	$120	$12,000	
12	A	Storage	2	60	120	$120	$14,400	
13	A	Pantry/Lounge	1	80	80	$120	$9,600	
14	A	Lobby / Guest Seating Area	1	300	300	$120	$36,000	
15	A	Admissions Control	1	150	150	$120	$18,000	
		Subtotal - Administrative Suite			**1,980**		**$237,600**	
		Wellness Suite						
1	B	Wellness Coordinator's Office	1	100	100	$120	$12,000	
2	B	Wellness Resource Room	1	300	300	$120	$36,000	
3	B	Fitness Assessment & Testing Lab	1	400	400	$120	$48,000	
4	B	Instructional Kitchen	1	400	400	$120	$48,000	
5	B	Seminar / Meeting Room / InstructionaL Kitchen	1	600	600	$120	$72,000	Subdivideable Rooms
6	B	Private Assessment Rooms	2	120	240	$120	$28,800	For Partnership w/ Local Hospitals
7	B	Private Counseling Rooms	2	120	240	$120	$28,800	
8	B	Storage	1	60	60	$120	$7,200	
		Subtotal - Wellness Suite			**2,340**		**$280,800**	
		Subtotal - Free Zone			**4,320**		**$518,400**	
		Activity Zone		**Unit**	**Total**			
		Program Elements	**Quantity**	**NASF**	**NASF**	**Cost/SF**	**Total Cost**	
		Specialized Activity Spaces						
1	C	Weight Training Room	1	2,800	2,800	$140	$392,000	
2	C	Weight Room Storage	1	200	200	$140	$28,000	
3	C	Fitness Room	1	2,800	2,800	$140	$392,000	
4	C	Fitness Room Storage	1	200	200	$140	$28,000	
5	C	Low Ceiling Multipurpose Type - 4	2	1,750	3,500	$140	$490,000	Subdivideable Rooms. Wood Floor System.
6	C	Low Ceiling Multipurpose Type - 4 Storage	2	150	300	$140	$42,000	
7	C	Racquetball Courts	12	800	9,600	$140	$1,344,000	
		Subtotal - Specialized Activity Spaces			**19,400**	**$140**	**$2,716,000**	

ZONE	Event Zone	**CODE**	EZ.1J/3J
AREA	General Seating Bowl		
ELEMENT	Lower Bowl		

DESCRIPTION:		Indoor basketball arena for intercollegiate practice/competition. One main court at 94' x 50' and 2 practice courts at 94' x 50'.
PURPOSE/USE:		Primarily for men's varsity basketball practice; women's varsity basketball games and practice; volleyball games and practice; available at other times for special events, University functions, training, etc.
SIZE/LOCATION:	*Net Programmed Area*	22,650 sq. ft. (21,660 sq. ft. for lower bowl, 990 sq. ft. for retractable seating)
	Minimum Dimensions	94' x 50' inside side lines
	Minimum Height	30' as measured from floor to bottom of lowest ceiling attachment over the court
	Location/Relationship	Adjacent to Lobby, spectator support facilities and staging/storage spaces
FEATURES	*Access*	Restricted during events and competitions; primary access from Lobby
	Occupancy Hours	Building operating hours
	Occupancy Numbers	N/A
	Occupancy Allocations	N/A
ARCHITECTURAL	*Ceiling*	Exposed
	Walls	CMU with padding up to six feet on solid end walls
	Floor	Athletic wood. Painted court lines for basketball and volleyball.
	Doors	Solid wood core, sufficient for egress
	Windows	None
SYSTEMS	*Additional HVAC*	Supplemental ventilation for large population with ability to control blowers
	Additional Plumbing	None
	Lighting	Suspended direct
	Audio/Intercom System	Public address system should be provided
	Computer	Tie into press table for SID information
	Telephone	Emergency phone
	Additional Electrical	Also include 220V outlets to provide power source for floor sanding machines at both ends of court. Provide scoreboard, advertising panels and wall clock wiring at short ends of court. Floor outlets inside sideline safety zone at mid-court line of each basketball court for scoreboard controls and/or microphones. Provide for integrated sound system and special lighting for events such as concerts, speakers
	Access Control	Keyed
EQUIPMENT:	*Fixed*	One ceiling mounted, retractable side pivoting basketball backboard and goal with hydro rims at each end of court. Approximately 3,500 spectator seats; mix of chairback or bleacher style to be determined.
	Movable	Officials' table, press table, portable staging equipment, portable backboards for practice courts.

The Program Data Sheets

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Next Steps

Decision Requirements

- **The Business Plan!!**
  - **An integrated facility marketing plan**
  - **A pre-opening plan for operations and services**
  - **Creation of a new staff entity**
  - **Structure for a Well-Motivated Entrepreneurial Staff**
  - **Training modules**
  - **Risk mitigation strategies**
  - **Detailed financing assumptions**

All Components are Critical!

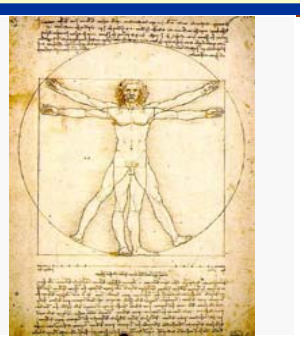
Where are We Headed?

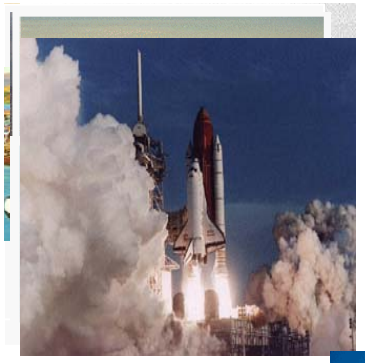
CANNONDESIGN BRAILSFORD & DUNLAVEY

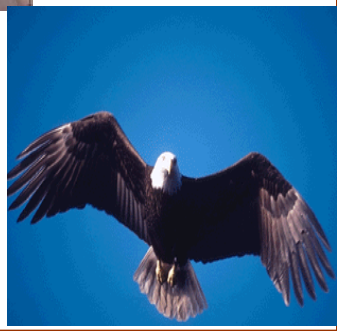
Where are we Headed?

You must Understand:

- Where you are in "space"
- Where do you want to "Go"?
- What Market forces are acting on the Institution
- Measure your weight, drag, and required thrust to get the department off the ground
- Understand financial realities
- The importance of LEADERSHIP at all levels
- A concept reconciled to market demand, funding capacity, and
- Integrated with a solid program and business planning document (they **must** be developed in unison)







THE NACAS 35TH ANNUAL CONFERENCE

At the Broadmoor

Colorado Springs, CO

November 4th, 2003

Block # 5, Ed – Campus Recreation

Make your Campus Recreation Department Soar