



Department of Parks Recreation and Arts
East Lansing Hannah Community Center Committee
Quality Services for a Quality Community

HANNAH COMMUNITY CENTER COMMITTEE

FINAL REPORT

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Kristen Keiswetter Clark
Dale Downes
Liz Harrow
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Nell Kuhnmuench
Bill Mansfield
Jon Novello

Staff Liaison

Tim McCaffrey
Director, East Lansing Parks, Recreation and Arts

City of East Lansing
DEPARTMENT OF PARKS, RECREATION AND ARTS
410 Abbot Road
East Lansing, MI 48823

www.cityofeastlansing.com

INFORMATION COMPILED BY EAST LANSING PARKS AND RECREATION DEPARTMENT STAFF
AND ANN CONKLIN, CONTRACTED CONSULTANT

October 16, 2019



Department of Parks Recreation and Arts

East Lansing Hannah Community Center Committee

Quality Services for a Quality Community

City of East Lansing Hannah Community Center Committee

Final Report Table of Contents

Executive Summary & Committee Recommendations	Page 1-2
Committee Organization	Page 3
Community Center Current Use & Financial Position	Page 4
Current National Trends in Community Center Use & Recreation Options	Page 5
East Lansing Community Interests & Expectation Regarding Future Use and Programming at ELHCC	Page 6
Potential Physical & Technology Improvements at ELHCC	Page 7
Potential Marketing Improvements at ELHCC	Page 8

EXECUTIVE SUMMARY & COMMITTEE RECOMENDATIONS
HANNAH COMMUNITY CENTER COMMITTEE
OCTOBER 16, 2019

Dear Mayor Meadows and the members of the East Lansing City Council:

Attached please find the final Report of the Hannah Community Center Committee. This Committee made up of 13 residents of the East Lansing community was established by City Council in December 2018. The Committee recognized the City's commitment to the Hannah Community Center as "an important City asset and an integral part of education, community gatherings, public events, recreation, and is home of the East Lansing Prime Time Seniors Program", as stated in its resolution creating the committee. Consequently, the primary goal of the Committee was to conduct a thorough review and analysis of the East Lansing Hannah Community Center and provide recommendations to City Council regarding future improvements and programming needs.

The Committee was requested to consider the current use and financial position of the Community Center, current national trends in community center use and recreation options, East Lansing community interests and expectations regarding future use and programming, potential physical and technology improvements, and potential marketing improvements. The Committee met 9 times over 7 months and considered each of the items requested by City Council. This report includes voluminous background documents that were prepared by staff and Ann Conklin, our consultant that worked closely with staff and the Committee. The background documents have been provided for your review.

The recommendations of the Committee are as follows;

The Committee strongly urges the City Council to place a bond measure before the voters in 2020 to fund sorely needed maintenance and reinvestment in the East Lansing Hannah Community Center. All available evidence clearly indicates that current funding levels, especially capital funding, are inadequate to the task of supporting the Hannah Center at the level our community expects and deserves. The Committee notes that the East Lansing Parks & Recreation Advisory Commission has, for the last three consecutive fiscal years, urged Council to place such a bond on the ballot. We further recommend that the Council give strong consideration to including needed maintenance and reinvestment for the overall parks and recreation system in a single bond measure to maximize opportunities for leveraging other funding sources (e.g. Ingham County Trails & Parks Millage, Natural Resources Trust Fund Grants). Environmental sustainability, energy efficiency improvements, and alternative energy opportunities should be an integral component of any reinvestment measure.

1. In addition to a bond measure, the Committee recommends that a dedicated funding source be established to invest annually in Community Center capital replacement and deferred maintenance for facility infrastructure, equipment, and services.
2. Environmental sustainability, energy efficiency improvements, and alternative energy opportunities should be an integral component of the bond measure and the annual capital reinvestment program. The Committee urges the City Council to commission an energy audit and alternative energy feasibility study and to prioritize the implementation of recommendations made in such studies.
3. Ensure that current programming needs along with emerging trends are considered in the community center bond measure and annual capital reinvestment program including but not limited to:
 - Increase/expand space and programming capabilities of the “Prime Time” (senior) program
 - Increase/expand fitness center space and/or replace the existing fitness center equipment with equipment that is meeting current and expected fitness/wellness industry trends.
 - Re-establish teen space for teen programming and increase/expand teen program offering at the Community Center.
 - Increase/expand programming opportunities in the Theater space
 - Ensure that current marketing and business plans exist and are always reviewed and updated. Items to be considered include but are not limited to; fee schedules, benchmarking, public/private partnerships, facility use analysis, demographic analysis, market/cost analysis for existing and proposed activities, programs and services.
 - Establish and maintain a plan to develop sponsorships, contributions, grants and donations to assist with the identified capital replacement and infrastructure needs and the increased/expanded programming desires.
4. The Committee believes that the unfinished 3rd floor provides a unique opportunity to address the identified current programming and emerging trends. This opportunity should be considered in the community center bond measure and the annual capital reinvestment program. Alternatively, the 3rd floor could represent an opportunity to consider revenue based creative and innovative options. A feasibility analysis is recommended to explore the viability of a revenue based option.
5. Ensure that parking and improved/easier access to the Community Center is an integral part of maintaining the infrastructure and increasing/expanding current and emerging programs.

**City of East Lansing
Hannah Community Center Committee**

Committee Organization

The East Lansing Hannah Community Center Committee was established by the East Lansing City Council in December 2018, with a goal of receiving information and guidance from citizens regarding future improvements and programming needs at the East Lansing Hannah Community Center (ELHCC). The special advisory committee's purpose is to conduct public meetings, gather information and prepare a report of its findings and recommendations relative to the following:

- The current use and financial position of ELHCC
- The current national trends in community center use and recreation options
- East Lansing community interests and expectations regarding future use and programming at ELHCC
- Potential physical and technology improvements at ELHCC
- Potential marketing improvements at ELHCC

The organizational meeting of the committee was March 25, 2019. The purpose of the committee, with the direction from City Council, was introduced and discussed. Committee officers were selected, and a meeting schedule presented. A complete listing of the meeting schedule can be found in **Attachment 1**.

The Committees first action was to develop a STATEMENT OF PURPOSE to guide the process.

The Hannah Community Center Sub Committee of the Parks and Recreation Commission was appointed by the East Lansing City Council to develop a body of recommendations for the Center. The Committee will:

- gather information on current uses, programs and services;
- understand the demographics of its users;
- study the current operating and capital costs;
- solicit feedback from residents; and,
- research trends.

Based on the information collected, the Committee will create a comprehensive online and accessible depository of information about the center for all to use; and, will develop broad, visionary and strategic recommendations for funding, uses, programming and services, partners, possible marketing improvements and potential renovations of the center.

**City of East Lansing
Hannah Community Center Committee**

Current Use and Financial Position

The Committee toured the Community Center. Several reports from staff regarding Current Use and Financial Position were provided to the Committee.

An overview of the FY2020 Parks and Recreation Department Budget, Fee Schedule, Parks CIP, and Facilities CIP was presented by staff. In addition, benchmarking data demonstrating how the Department of Parks and Recreation compares to other Parks and Recreation agencies was provided using data from the 2019 National Recreation and Park Association (NRPA) Agency Performance Review publication. Staff provided reports on specific program areas that operate out of the Community Center. Reports provided to the Committee are as follows;

1. FY2020 Parks & Recreation Budget
 - A. Parks & Recreation Fund ***(Attachment 2)***
 - B. Parks CIP Fund ***(Attachment 3)***
 - C. Facilities CIP Fund ***(Attachment 4)***
 - D. Parks & Recreation Fee Schedule ***(Attachment 5)***

2. Benchmarking Data/Report (COEL comparison to NRPA Agency Performance Review Publication) ***(Attachment 6)***

3. ELHCC Facility Use (by room/space) Summary Report ***(Attachment 7)***

4. ELHCC Pass Sales Detail Report ***(Attachment 8)***

5. ELHCC Class Enrollment Report ***(Attachment 9)***

6. Overview of Facility Programs & Operation
 - A. Recreation & Arts ***(Attachment 10)***
 - B. ELHCC Swim Pool ***(Attachment 11)***
 - C. School Aged Child Care (Licensed Summer Camp) ***(Attachment 12)***
 - D. ELHCC Operations ***(Attachment 13)***
 - E. Prime Time (Senior Program) ***(Attachment 14)***

**City of East Lansing
Hannah Community Center Committee**

Current National Trends in Community Center Use and Recreation Options

Demographic Information

Information on demographics for East Lansing and the State of Michigan as well as national projections was presented and provided to the Committee. The information demonstrates that in East Lansing **the 50-64 age group is the fastest growing segment** of the population from 2010-2016 and the trend is expected to continue. The East Lansing population projections are consistent with state and national trends.

Trends

A presentation on current national trends in Community Center Use and Recreation Options was provided by Ann Conklin, Project Consultant (**Attachment 15**). Trends presented and discussed include but are not limited to;

- Community Center as Wellness Centers
- Partnerships with Health Systems and/or Hospitals
- Multi Use Spaces
- Multi-Generational Centers
- Connected indoor/outdoor spaces
- Meeting and social spaces for the community
- Revenue generating spaces
- Technology in operations and programming
- Small group fitness
- Specialized fitness and sports
- Individualized Classes and Skills Training for Athletics
- Ninja Warriors and Challenge Courses
- Family Programming and Events
- Senior Programming and Events
- Pickleball
- Water Therapy
- Versatile Flexible Membership Packages
- Branding and Marketing
- Value Added Customer Services
- Benchmarking
- Partnerships

**City of East Lansing
Hannah Community Center Committee**

**East Lansing Community Interests & Expectations regarding Future Use & Programming at
ELHCC**

Several methods of gathering information regarding community interests and expectations regarding future use and programming at the ELHCC were completed. As part of the 2020-2024 Parks, Recreation, Open Space and Greenways Plan (PROSGP) Update, 5 focus groups were conducted with partners, stakeholders, city staff and community members. Specific questions regarding the Hannah Community Center were asked and input was received and documented. In addition, EPIC MRA had been contracted to conduct a survey as part of the PROSGP update. Specific questions about Hannah Community Center were included in the survey and input was received and documented. Parks and Recreation staff conducted user satisfaction surveys for summer programs (school age children summer camp, aquatics, children’s theater, recreation and arts classes fitness center users, rental/reservation users, etc). 2 question were added to each of the traditional survey instruments regarding patron’s suggestions for the future use of Hannah Community Center. Staff and Committee members conducted an informal community input opportunity entitled “Creation Station” at the Community Center the week of August 19. Community members were asked “*What is your vision for the future of the East Lansing Hannah Community Center*”. Approximately 100 community members participated in this exercise. Community members participating in the “Creation Station” included Prime Time Seniors, fitness center users, swim pool users, parents of children attending the summer camps and others.

Reports provided to the Committee are as follows;

1. Focus Group Meeting Report regarding the ELHCC Question in the PROSGP
(Attachment 16)
2. EPIC MRA survey in the PROSGP
(Attachment 17)
3. Summer 2019 User Satisfaction Surveys
 - A. ELHCC Fitness Center Users
(Attachment 18)
 - B. ELHCC Rental/Reservation Users
(Attachment 19)
 - C. Recreation & Arts Fitness Classes
(Attachment 20)
 - D. Recreation & Arts Ceramics Classes
(Attachment 21)
 - E. Children’s Theater Drama Classes
(Attachment 22)
 - F. Children’s Theater Performance Participation
(Attachment 23)
 - G. Aquatic Programming
(Attachment 24)
 - H. School Age Children Summer Camp
(Attachment 25)
4. Week of 8/19 Information from “Creation Station” opportunity Report
(Attachment 26)

**City of East Lansing
Hannah Community Center Committee**

Potential Physical & Technology Improvements

To adequately address potential physical and technology improvements and ultimately the Committee’s recommendations to City Council the conversations on this topic were divided in to 3 main categories. **Programming, Facility and Funding**. In addition, staff was requested to provide “Dreamers Lists” for the Committee to consider. The committee established Guiding Principles for each category.

Over the course of 3 meetings, the Committee divided into 3 small groups for in depth dialogue and discussion on each of the categories. All ideas were documented and brought forward to the full committee for discussion. The full committee discussions then led to a consensus of emerging themes for each of the categories.

The committee had further conversation on the emerging themes to formulate the recommendations to City Council.

Reports provided to the Committee and documents created as part of this process are as follows;

1. Existing Building Schematics/Floor Plans ***(Attachment 27)***
2. Existing Parking Lot Spaces Analysis ***(Attachment 28)***
3. Staff “Dreamers List” ***(Attachment 29)***
4. Notes from Programming Discussion ***(Attachment 30)***
5. Notes from Facilities Discussion ***(Attachment 31)***
6. Notes from Funding Discussion ***(Attachment 32)***

**City of East Lansing
Hannah Community Center**

Potential Marketing Improvements

Marketing and suggestions for ways to formally integrate marketing plans, marketing strategies, and advertising/promotion at the overall or broadcast level as well as at the specific targeted audience level were discussed.

An example of a specific targeted marketing campaign was provided in the Recreation & Arts Class Offerings presentation to the Committee. ***(Attachment 10)***

It was agreed that a marketing plan should be established and that a current plan should always be in place for the Community Center.