Board of Commissioners
Work Session
March 2, 2015
PD Community Room
8:30 AM

I. **COMMENCEMENT**
   A. Call to Order
   B. Adoption of Agenda

II. **BUSINESS**
   A. Discussion of Possible Public/Private Partnership with YMCA

III. **ADJOURNMENT**

Town of Waxhaw & YMCA Partnership

Waxhaw Town Board Work Session

March 2, 2015

Work Session Agenda

- 8:35 Introductions
- 8:40 Executive Summary
- 8:50 Overview of YMCA
- 9:00 Discussion
  - Contracts / Letter of Intent
  - Operating Agreement Parameters
- 9:40 Next Steps

Executive Summary

- Steve Maher
  Commissioner, Town of Waxhaw

Our Strategy

- The YMCA Partnership Strategy is grounded in the Town of Waxhaw's "Park, Recreation, and Cultural Resources Master Plan

Vision

- Develop multigenerational facility that meets long tern recreational, health and social needs of our Waxhaw Community

Goals

- Deliver a shared mission by building and enhancing quality of life
- Leverage strengths & assets of the Town and the YMCA
- Engage and inspire healthy active living
- Engage the community in volunteer activities that create a sense of community spirit
- Provide multigenerational connections
- Develop future leaders through civic engagement and YMCA programs

Anticipated Outcomes

- Excellence in Programming
- Enhanced financial assistance and outreach
- Increased Volunteerism
- Expanded Teen Programming
- Efficiencies through collaborative programing
- Community gathering place that emphasizes healthy living, youth development, and social responsibility
- The capacity to provide solutions to community challenges.
- Employ community in meaningful work

Property Conceptual Drawing

TOWN OF WAXHAW

The Facility

- Total Master Plan allows for Phased growth up to 80,000 sq. ft.
- Phased Growth Plan I:
  - Phase 1 *25,000-30,000 sq. ft.
    - Group Exercise Room
    - Pool
    - Health & Fitness Center
    - Family Locker Rooms
- Multipurpose Fields (Town Investment
- Multi-Purpose Room
- Multi-Use Gym
- Child watch Area
- Lobby

*Phase 1 concept may change based on fundraising capacity/success

- Phase 2,3, and 4 Facilities will be determined based on local demand / interest and fundraising potential
- Phase 2 - (as needed) 10-15K Sq. Ft.
- Phase 3 - (as needed) 10-15K Sq. Ft.
- Phase 4 - (as needed) 5-10K Sq. Ft.

The Facility

- A full facility YMCA employs 150 to 600 part-time and 10-40 full-time staff in a broad range of employment opportunities in the areas of:

- Health and Wellness
- Leadership
- Member Service
- Childcare
- Youth Programs
- Administrative Support

The Partnership Approach Agreement

- Agreement establishing a mutually agreed basis for establishing more specific terms and conditions in an agreement. Key Elements

1. Both parties will specify the land acquisition terms and conditions (concurrent acquisition) of each party
2. The intent for two coordinated facilities
   - One YMCA Facility
   - Fields developed by Town of Waxhaw for multi-purpose use
3. The development of an Operating Agreement that spans 25-30 years between both parties that will be developed within 9 months of the land acquisition. It will include:
   - Licensing arrangement for use of fields by YMCA that includes usage and maintenance of fields by YMCA
   - Collaborative programming areas
   - Community Usage of YMCA Facilities
   - Health and Wellness Corporate Programs for Town Employees
   - Timeline and associated costs/outcomes

The Partnership Approach

Town of Waxhaw Investment

1. Invest $1.1 – 1.3 M in FY 2015 to purchase of 13 acres for multi-purpose fields for shared use between the YMCA and the Town of Waxhaw
2. Invest $$350K in FY2016, 2017, and 2018 for development of fields and pavilion for shared use
3. Invest $100K to update Parks, Recreation, and Cultural Resource Plan to reflect full partnership

YMCA Investment

1. Invest $16 to 20 Million in capital over multiple phases to construct a YMCA Facility within Town of Waxhaw
2. Maintain and manage all shared fields
3. Collaborate on shared programming opportunities for the community
4. Provide Health and Wellness Corporate Programs for town employees

For the Town of Waxhaw, this partnership represents a cost effective approach to rapidly expanding parks, recreation and cultural resources.

- The Town of Waxhaw can achieve operating and financial efficiencies:
  - Cost avoidance - $80K/year in shared field maintenance
  - Cost avoidance: $4M in Community Park #1
  - Asset Sharing (FTE, Volunteers, Parking, etc.)
  - Grant and Corporate Partnerships: e.g. Greenway Development

- The Community can realize the following benefits
  - Promotes awareness of the community in attracting investment
  - Access opportunities to Recreational Facilities and Fields
  - Leadership Development and volunteerism
  - Leadership in assembling time, talent, treasure to address community opportunities
  - Community Access to Recreational Facility and additional fields

Overview of YMCA

- Steve Bowers
  Community Vice President

Our Mission

- To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

Our Vision

- The YMCA of Greater Charlotte will connect and engage people to enhance lives and build community.

Our Branches

- Ballantyne Village
- Childress Klein
- Community Development
- Dowd
- Gateway Village
- Harris
- Harris Express
- Johnston
- Lake Norman
- Lincoln County
- Lowes
- McCrorey
- Morrison
- Sally's YMCA
- Simmons
- Siskey
- Steele Creek
- Stratford Richardson
- University City
- Wesley Chapel

- Camp Harrison
- Camp Thunderbird

Who We Are

- Volunteer Led
- 501c3 Charitable Non-Profit Organization
- Federation
- Private Membership-based Organization that is open to all

How We Serve

Our Focus

- Youth Development
- Healthy Living
- Social Responsibility

Youth Development

- Nurturing the potential of every child and teen

Healthy Living

- Improving the nation's health and well-being

Social Responsibility

- Giving back and providing support to our neighbors

Local YMCA

Sally's YMCA

Stratford Richardson YMCA

Morrison YMCA

the YMCA

Collaboration

Public & Private

Collaboration - Public

UCPS
UNION COUNTY PUBLIC SCHOOLS
Growing Possibilities...

Mecklenburg County
Park and Recreation
The Natural Place To Be...

cms
Charlotte-Mecklenburg Schools

the YMCA

Collaboration - Private

Corporate

Bissell

Health

Carolinas HealthCare System

Faith

FOREST HILL
BALLANTYNE

the YMCA

Our Impact

Our Impact

- A Thriving YMCA … Strengthens Families

Our Impact

- A Thriving YMCA … Solves Community Problems

Our Impact

- A Thriving YMCA … Celebrates Community Successes

Our Impact

- A Thriving YMCA … Promotes Healthy Living

Our Impact

- A Thriving YMCA … Cares For The Sick

Our Impact

- A Thriving YMCA … Supports Those Less Fortunate

Our Impact

- A Thriving YMCA … Develops Tomorrow's Leaders

Our Impact

- A Thriving YMCA … Creates Memories that last a Lifetime

Discussion

- Contracts / Letter of Intent
- Operating Agreement Parameters

Partnership Opportunities for Impact Town of Waxhaw

As part of a collaborative effort the YMCA could provide:

- YMCA organized volunteer corp to adopt facility enhancement for campus improvement and upkeep (ex. picnic shelter construction, campus art, post event clean up), expanding to Town Parks and Rec facility upkeep

- Shared programming that leverages Town and YMCA Assets
  - Programming in Town Facilities to increase use as well as foot traffic to specific areas (ex. Downtown Park, Greenway usage, etc.)
  - Greenway Development
  - Event Support – e.g. Shuttle, volunteers, parking

- Subsidized membership for Town employees for health and wellness programs offered at the Union County YMCA campus to Waxhaw employees, impacting both lower cost of health care and Staff Morale

- Maintain and manage all shared fields once developed for length of Operating eement

Partnership Opportunities for Impact Community at Large

As part of a collaborative effort the YMCA could provide:

- A Learn To Swim program offered at the Waxhaw YMCA campus to Waxhaw residents proving a positive impact on:
  - access to the Preschool-aged children swim safety regardless of ones ability to pay
  - Middle School Junior Lifesaving program to teach basic lifesaving and orientation aquatics safety
  - Reduce the likelihood of drowning incidents; Provide one of life's most valuable youth development milestones
- Skate Park Programming
- Targeted Teen Programming
- Scholarship partnerships to YMCA Programming
- Elementary and middle school club programs offered to Union County students on Waxhaw YMCA campus.
- Summer camp programs offered to all ages to include traditional day camp, sports camp and specialty camps.
- Youth Leadership Program providing training and job development that leads to employment.

Agreements

- Letter of Intent:
  - Objective: Is to outline the proposed terms in an Operating agreement regarding the proposed construction and operation of a intergenerational health, wellness and recreational facility at stated location.
  - Signatures prior to upon land acquisition closing
- Approvals:
  - Board of Commissioners: March 24, 2015
  - YMCA Metro Capital Board: March 24, 2015
  - YMCA Metro Board of Directors: March 30, 2015
- Land Acquisition:
  - These are separate contracts
  - Each party will execute separately and own their respective property
  - Execution of contracts is simultaneous

Next Steps

Partnership Timeline Draft

Ownership	FY 2015	2016	2017	2018	2019
the YMCA	• Complete due diligence • Land Acquisition	• Phase 1 Fund Raising	• Construction	• Mgmt & Maint of shared fields	• YMCA Facility Opens
WAXHAW Since 1889	• Complete due diligence • Land Acquisition	• Field Development	• Build Pavillion • Strategic Re-Alignment of Parks, Recreation and Cultural Resources Master Plan for Cost Effectiveness & Pan Efficiencies		
Budgeting Impact	S1.1 - $1.3 M	S350K	S350K $100K	S350K	
Joint Ownership	• Finalize Partnership Letter of Intent	• Finalize Operating Agreement	**Field and Program Sharing** • Fields Sept –May **60% YMCA 40% Town of Waxhaw** • Fields Summer **100% YMCA**		

Questions