City of Lake Oswego
Parks & Recreation Department

Indoor Tennis Center – Site Study

Final Report

August 28, 2010

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1.0 INTRODUCTION & SUMMARY

1.1 Project Background

In January 2010, Lake Oswego City Council received and reviewed the "Golf and Tennis Feasibility Study" dated December 15, 2009. The study was commissioned in June 2009 and employed the consulting services of PBK Architects, Inc., National Golf Foundation, Inc., and Tennis Planning Consultants, Inc., as a team of experts to work with the Parks and Recreation Advisory Board, a 16-member Golf-Tennis Advisory Committee, City Staff, and interested citizens of Lake Oswego with the goal of developing a facilities recommendation back to City Council with respect to the long-term feasibility and possible expansions and/or improvements to the existing Golf Complex and Indoor Tennis Center.

As part of the Study, the consulting team generated various work product including: a city wide needs assessment for both Tennis and Golf functions; market penetration analysis; review and evaluation of current facility operations; and the evaluation of existing facilities with respect to improvements. Specifically to the tennis function, the team worked with the Tennis Advisory Subcommittee to establish and evaluate a series of possible alternative sites (a total of 7 sites were identified and evaluated) for the intended purpose of expanding indoor Tennis programs within the City of Lake Oswego. The original intent of the study was to evaluate the feasibility of co-locating a new tennis facility at the golf course site. This option, for a variety of reasons, was not pursued.

The existing 4-court indoor tennis facility was constructed in 1974 and paid for by a revenue bond based on funds generated from tennis operations. The revenue bonds were retired in 2005. Operations have been profitable and successful over the years as a separate enterprise within the City Parks and Recreation Department. That said, there is a very high demand for court space within the City of Lake Oswego and the Parks and Recreation Department is hard pressed to provide adequate programming time for lessons, leagues, and open play. There is a high level of support and need for additional court space within the Lake Oswego tennis community and this has been noted in the 1990 and 2001 Parks and Recreation Comprehensive Plan(s) as well as the more recently completed 2007 Community Center Feasibility Study that was proposed for the West End Building site.

The tennis facility has been maintained in good condition and is well cared for. However, the current site is located within the Uplands residential neighborhood adjacent to Springbrook Park. It is very limited in size and more importantly, it does not allow for expansion for a number of reasons. Existing on-site parking is minimal and the facility itself does not adequately support league or completive play because it does not have a viewing area, adequate restrooms and/or locker rooms, lobby functions, or a multi-purpose gathering space for warm up.

1.2 Purpose and Scope of Study

As noted in the December 15, 2009 Tennis Feasibility Report prepared by Tennis Planning Consultants, Inc., tennis is by far, the fastest growing sport in America today and there are approximately 24,775 existing or potential tennis players in the Lake Oswego market area. These players actively seek/compete for court time within the entire Lake Oswego Market area and surrounding communities. The market area represents a total of 29 courts, which equates to 854 players per court. The national average is 250 players per court. If four (4) additional courts are constructed, then the average would fall to 751 players per court, which would represent a very modest increase in capacity for a city that has one of the strongest indoor tennis markets in the United States.

Based on a clear need in the community, the feasibility study proceeded with the task of identifying possible sites for a new 8 court facility that would have the capability for future expansion to 10 or 12 courts. Of the seven sites identified, the report identified three (3) sites as possible candidates for a new indoor facility. The sites identified are: 1) Rassekh (Stafford Rd & Atherton); 2) West End Building (WEB); 3) Armory (South Shore Blvd.). Each site was then analyzed with respect to a specific market analysis, operational costs, and cost of development. In all cases, the study recommends the sale of the existing facility and 2.81 acres of land to off-set the capital costs of the development. It was estimated (in the previous study) that the real market value of the land and building is approximately $1-million. The existing facility would continue to be occupied until the completion of a new facility so that operations and revenue income can continue uninterrupted.

The 2009 report contains preliminary cost estimate for each proposed site based on a generic site design layout of the main building and location of parking. Because the Golf-Tennis Feasibility Study does not provide an in-depth analysis of each site, it was anticipated that actual costs could vary greatly beyond the general overview costs provided. As a result, City staff recommended to City Council in early 2010 that additional study be performed to develop site specific conceptual design options and to evaluate each site in detail with respect to:

- City planning and zoning codes
- Fire/emergency access
- Traffic impacts and restrictions
- Infrastructure and Utilities – storm water, sewer, water, etc.
- Topography and terrain
- Vehicular and pedestrian access and connectivity
- Sustainability issues (solar access, etc.)
- Sensitive lands and required setbacks
- Parking capacity
- Possible upgrade potential for outdoor spaces/parks.
- Neighborhood impacts

Based on the site analysis information developed from the topics/issues above, a conceptual building design and site layout has been created that demonstrates a functional and aesthetically acceptable tennis facility that is "site specific". The associated cost of each development is therefore directly related to the proposed conceptual design and includes all associated project costs.

1.3 Executive Summary

The information provided in this report represents the collective research and analysis as applied to the three possible site identified in the December 15, 2009 Feasibility Study. The scope of work includes the following general categories of information:

1. Development of a detailed space program with allocated square footage for each component.
2. Site analysis of existing conditions and city codes.
3. Operational cost analysis.
4. Development of conceptual site and building design options.
5. Cost planning including direct construction costs and project soft costs.

As a footnote, the Iron Mountain site (next to the Hunt Club) was evaluated (as it was in the 12/15/2009 report) again to determine if the site provided any possible chance of development. Based on meetings with City Planning and evaluation of existing sensitive lands, it was determined that the site configuration and set back restrictions precluded the development of an 8-court tennis facility.

The desired space program for the facility results in approximately 72,000 SF – 75,000 SF (square feet) of space including all "optional" spaces noted on the space program chart in this report. The program assumes that all mechanical equipment will be roof-top mounted and that the tennis court area will only receive temperate heat and the facility will not be mechanically cooled. Sustainable energy strategies will be employed to the extent that they are financially feasible. The square footage noted above is shown as a range and will vary depending upon the site and the ability to design an efficient floor plan with minimal circulation.

Because the Rassekh site has a large amount of available land, the report includes two design options that demonstrate both a "base-line" design as well as a "full program preferred" design for consideration. The total square footage between the two design are very similar, but the construction costs are substantially less for the base line design because it does not include an elevated viewing area, or second floor support space. All program components are located on the ground, and large common/flexible space is provided between the two banks of courts for viewing and gathering.

Each site is encumbered with restrictions based on planning code and sensitive land overlays, overall property size, and topography (slope). This report has been organized by "topic" so that the reader can easily compare each site as it relates to each issue. Additionally, the Armory site is not currently owned by the city, the Rassekh site is owned by the City, but is located outside of the Urban Growth Boundary and requires connection to a sewer pump station, and the WEB property requires the relocation of on-site parking to maintain "current" WEB program functions. If additional programs and uses are located at the WEB building beyond the existing, then structured parking would be required to support the additional functions, including tennis.

The operating and financial projections (revenue and expenses) are similar to what has been previously reported in the 12/15/2009 report. The current analysis shows a yearly net revenue gain of $352,570. An updated operational analysis by the parks and recreation Department has been included in this report.

Site and building design options have been developed for each site and reviewed with staff. For each of the three sites, there is the possibility of 2-3 design options that each have their own pros and cons with respect to how they fit on the site, how they function internally, and whether or not they allow for future court expansion. In summary, the Armory site does not allow for any future expansion due to the physical size of the site and surrounding sensitive land setbacks. The WEB site does allow for future expansion, but at greater cost and difficulty due to access and the location of the existing WEB building. The Rassekh site allows for a multitude of design options and future expansion due to the overall size of the site and it is the only site that allows for a single level "baseline" design option. A listing/description of the pros and cons has been provided for each design option that is subject to change based on personal opinion, unknowns, and neighborhood/political factors.

Total project costs have been included in the report with supporting detailed located in the Appendix for the construction cost and project soft costs estimates specific to each site. Pricing includes a 15% estimating contingency, but it DOES NOT include any percentage increase for escalation/inflation, which typically runs to the mid-point of construction. The current construction market is very competitive and it is common to receive outstanding pricing from well qualified general contractors due to the current economical climate.

2.0 SPACE PROGRAM

2.1 Program Descriptions

The following program spaces are included in the indoor tennis facility. Spaces noted as "optional" are not included in the baseline design or estimated costs.

BUILDING SUPPORT

Vestibule, Lobby & Reception/Control (Baseline)

The entry to the Tennis Center must be open and inviting to the public, but also safe and secure due to the extended operating hours when the facility may not be fully staffed. The lobby should make a strong statement about the facility and should foster interaction between users of all ages. Passive supervision and observation by staff from the point of control should be incorporated into the design to further ensure a safe environment. Natural light, to the extent possible should also be incorporated into the lobby area to enhance an open and inviting feeling.

Merchandise/Pro Shop/Vending (Baseline)

User amenities will promote the overall success of the facility, but they can also enhance the financial revenues by providing users with essential tennis equipment. From rackets and balls, to shirts, water bottles, and shoes, this functional space can generate much needed revenues for the facility. This area can also function as a snack bar that can generate large revenues during tournament events.

Office/Administrative Support (Baseline)

The proposed program allows for one private office for the Tennis Director/Pro, plus space at the reception control desk for two additional staff members that share the space. This area also includes storage and a small work area for office support functions (fax, copy machine, supplies, etc.).

Restrooms, Showers & Changing Rooms (Baseline)
It is intended that single stall ADA accessible restrooms will be provided directly off of the Lobby for convenience. Multiple stall restrooms appropriately sized for the facility will be provided in conjunction with private showers and changing areas in front of each shower. The current program allows for 2-3 showers each for men and women.

Storage/Maintenance/Workroom (Baseline)
The program includes a substantial amount of space for general building storage and for storage of court equipment, which is essential for a functioning facility.

Building Mechanical (Baseline)
All building mechanical for support spaces and activity spaces (other than the courts themselves) will be rooftop mounted electric heat pump units. The playing courts will have ceiling mounted electric fan coil units that will provide temperate heating. Air quality and ventilation of the courts will be provided with forced air fan units at various locations. Natural ventilation will also be explored as a sustainable and energy saving strategy.

<u>COURTS & ACTIVITY SPACES</u>
8 – Tennis Court (Baseline)
The 8-court arrangement should be as efficient as possible to minimize size of viewing area and so that staff can passively supervise players. Circulation into and between courts by players should be outside the regulation playing area. Natural light should be incorporated to the extent possible and supported by indirect lighting system.

Elevated Viewing Area (Optional)
Elevated viewing is provides an ideal spectator area where friend and family can watch lessons, league play, and tournament events. The viewing area should be isolated from the court area for both thermal comfort and acoustical reasons. This area should be connected to common areas for food service support if possible.

Banquet/Common Area (Baseline)
This space is primarily used as a support function for hosting tournament play and will be equipped with portable tables and chairs, a sink, counter space, and refrigerators available for users. This space will also host meetings and other club activities. Natural light and connections to other common/circulation areas is desirable.

Meeting/Team Room (Optional)
This meeting space will be used to support tennis related activities and meetings, and will be dividable into two smaller rooms to support club/school teams.

Fitness/Cardio Warm-up Room (Optional)
This small support room will be equipped with cardio-vascular fitness equipment designed to allow pre-match warm up and physical training of athletes. Natural light and views to the playing courts is desirable.

Parking
For typical non-tournament hours of operation, it is anticipated that approximately 65 spaces will be required for players and visitors, and a total of 5 spaces for City staff.

Site Amenities (Optional) *not included in either baseline or preferred options.*
Connection to the outdoors and development of exterior areas will enhance the success of the facility, especially during tournament play so that patrons and visitors can picnic and relax on site. The possibility of exterior tennis courts is also desirable when possible within the confines of the site.

2.1 Space Program Allocation (SF)

	Space Description	Base Program Net Sq. Ft.	Optional Spaces Net Sq. Ft.
I.	**Building Support**		
	Vestibule	150	
	Entry/Lobby	700	
	Reception/Access Control	150	
	Merchandise/Pro Shop	80	
	Office	100	
	Admin. Storage	80	
	Vending Alcove	80	
	Men's Restroom w/Changing & Shower	300	
	Women's Restroom w/Changing & Shower	300	
	General Building Storage	350	
	Maintenance/Workroom/Janitor	200	
	Mechanical	NA	
	Subtotal:	**2,490**	
	Add 25% Circulation	623	
	Net Building Support SF Subtotal:	**3,113**	**0**
II.	**Courts & Activity Spaces**		
	8 - Tennis Courts	57,500	
	Full Court Elevated Viewing Area		2,000
	Court Viewing & Common Area	4,000	
	Banquet/Common Area	1,000	
	Meeting/Team Room (Divisible into 2 rooms, 25 people each)		800
	Fitness/Cardio Room		800
	Subtotal:	**62,500**	
	Add 5% Circulation	3,125	
	Net Courts & Activity SF Subtotal:	**65,625**	**3,600**
	SUB TOTAL NET SQUARE FOOTAGE (NSF)	**68,738**	**3,600**
	90% Net to Gross Efficiency Factor (10%)	6,874	1,200
	TOTAL GROSS SQUARE FOOTAGE (GSF)	**75,611**	**4,800**
III.	**Parking Requirements**		
	Staff Parking	5	
	Visitor/user Parking	65	
	City Assigned Vehicles	0	
	Total:	**70**	minimum
	Exterior tennis courts and park related amenities are not included.		

Note: Net to Gross efficiency will vary based on site configuration and building design.

3.1 Armory Site (South Shore Blvd.)

General

The National Guard Armory site is located at 1915 South Shore Boulevard across the street from South Shore Fire Station, and to the west of United Methodist Church. The northern property line of the site is defined by the West Fork of Lost Dog Creek. The site is currently owned by the State of Oregon, but the City of Lake Oswego has been informed that the State plans to vacate the property and put it up for sale by the end of 2010. Purchase/acquisition of the site, at some unknown amount would be required. The armory building on the site is a concrete tilt-up structure that houses a multi-purpose apparatus training room connected with a wood framed classroom and administrative building. Additionally, the lower section of the site contains a metal quansit-hut type storage building and secure gravel parking lot. A substantial amount of the site contains sensitive lands that requiring buffer setbacks.

Site Facts & Zoning

- Total Lot Size: The site is 5.15 acres, or 224,502 square feet.
- Total Buildable Area: Based on aerial maps, it appears that approximately 3.16 acres, or 137,772 square feet of land is usable. The site has NOT been formally delineated to define the perimeter or extent of sensitive lands.

- Zoning - The site is zoned PF for Public Facility. By Planning Code definition, this means that the site (without re-zoning) can only house Public Functions/Uses. A tennis facility meets this definition and is an allowed use, but requires Conditional Use and Design review approval.
- Parking requirements would be calculated based on operational use analysis and existing facility. Quantity is currently estimated at approx. 70 stalls for users and staff. Tournaments would require adjacent joint use agreements, or a shuttle service, or both.
- The site is located within the Palisades Neighborhood.
- Allowable height is 45-feet from grade (as defined by planning code).

Site Features and Design Issues

- Topography – The site has approximately 40-feet of grade change from the south property line at South Shore Blvd., down to the north property line at the creek. A substantial amount of earthwork will be required for the Tennis facility.
- Sensitive lands – On site delineation of the sensitive lands has not been completed. It is estimated that approximately 2.0 acres of the site is within the sensitive lands area. Current estimates are taken from aerial photos. Setback buffers from Resource Protection (RP-1) Areas is 30-feet, RP-2 is 25 feet plus a 10-foot construction setback from any RP area. A Resource Conservation Area does not require a buffer/setback.

- Access to South Shore – Presently, there are two curb cuts onto South Shore that are expected to be retained. Sight lines are not optimal, but are within City limits/standards.
- Traffic & Street Improvements – South Shore Blvd. would remain as-is and would not require widening or turn lanes. Sidewalks are not required on either side of the street. Landscaping along the road would be required to meet code. A formal Traffic Impact Study will be required as part of the Conditional Use and Design Review submittal.
- Utilities and Infrastructure – All utilities are available at the site and currently serve the Armory structure.
- Fire/Emergency Access – Fire truck access will primarily be achieved from the south parking lot and from the adjacent church parking lot. Additional hydrants and a possible dry stand-pipe system will allow hose connections at the northern side of the site that will have restricted access.
- Screening & Buffering – Due to the slope of the site and the existing mature trees that already wrap around the site as part of the sensitive lands, the building structure will have a modest visual impact from the street. Screening from residential neighbors is not a concern.
- Sustainability – The site offers many design opportunities with respect to sustainable building practices. Solar access to large roof areas is available and integration of storm water treatment measures with the adjacent sensitive lands provides various opportunities.

Pros & Cons

Pros

- Zoning allows Tennis use as a Public Facility.
- Development costs for site infrastructure is minimal.
- Site is centrally located within the City promoting good access.
- Adjacent church property allows the possibility of a joint-use agreement for shared parking during tournament events.
- Compact design allows for efficient floor plan, circulation, and supervision of courts.
- Lowest development costs of all three site options.
- May have lowest impact to surrounding neighborhood due to location.

Cons

- Requires purchase of the site/land.
- Purchase price of the land is unknown and requires an assumption in the estimates provided in this report.
- Size of site is minimal and does not allow for future expansion.
- Size of site does not allow for development of landscape amenities, other than connections and/or pathways to creek.
- Cost impact to demolish existing structures.
- The site topography cannot accommodate the single story baseline design.

3.2 Rassekh Site (Stafford & Atherton Dr.)

General

The Rassekh site is located at 18011 Stafford Road, Lake Oswego. The site is at the northwest corner of the round-about traffic intersection, south of Christian City Church, and east of the Atherton Neighborhood. The eastern property line is Stafford Road and Clackamas County land beyond (Luscher Farm). The property has very good vehicular access to the community and is well positions to draw users from the surrounding area. The land itself is gently sloping with a slight crown in the middle north portion of the site. From a design standpoint, the site is very attractive and allows for many possible building configurations in addition to the possibility for enhanced outdoor amenities such as park/picnic features, nature trails, connections to the sensitive lands, and possible outdoor tennis courts. These amenities could be incorporated into the overall community park development master plan.

Site Facts & Zoning

- Total Lot Size: The site is 9.59 acres, or 417,873 square feet.
- Total Buildable Area: Based on aerial maps, it appears that approximately 7.67 acres, or 334,018 square feet of land is usable. The site has NOT been formally delineated to define the perimeter or extent of sensitive lands.
- Zoning - In 2006, the site was voluntarily removed from within the Urban Growth Boundary as a concession to Metro to bring in a portion of Luscher

Farms into the UGB. The site is currently zoned PNA for Parks and Natural Area and is within City limits. By Planning Code definition, this means that the site (without re-zoning) can only house Public Functions/Uses. A tennis facility meets this definition and is an allowed use, but requires Conditional Use and Design review approval.

- All adjacent land zoning designations are R-15 (Residential for 15-units/acre).
- Parking requirements would be calculated based on operational use analysis and existing facility. Quantity is currently estimated at approx. 70 stalls for users and staff. Tournaments would require adjacent joint use agreements, or a shuttle service, or both.
- Stafford Road is classified as a major arterial and does not allow curb cuts within 500-feet of the nearest intersection. Vehicular access into the site would be located on Atherton Road and located at the bend/curve, approximately 180-feet from the round-about.
- The portion of Stafford Road in front of the site is currently owned and maintained by the County. However, if the site is developed by the City for a public use, then Stafford Road would be annexed to the City of Lake Oswego and maintained by the City from that point forward.
- The site is located within the Stafford-Tualatin Valley CPO Neighborhood.
- Allowable height is 45-feet from grade (as defined by planning code).

Site Features and Design Issues

- Topography – The site has a gentle slope over most of the property that is not part of the sensitive land area. There is a high-spot, or crown in the middle/north half of the site. It is expected that earthwork and cut/fill for the proposed project and be balanced on site. It is also expected that the large volume spaces can be pushed down to reduce the visual mass/appearance of the structure.
- Sensitive lands – It appears that the creek and surrounding area has previously been formally delineated by the City (recorded as LU 03-0047). A 30-foot buffer setback will be required from the RP-1 zone.
- Access to Stafford/Atherton Rd. – Access into the site from Stafford Road is not allowed (other than emergency lane access). Therefore, access is proposed and approved (preliminarily) to come from Atherton Road at the "bend" prior to starting up the hill. This provides good sightline distances and adequate queuing for both egress and ingress.
- Pedestrian/Bike Access – a pedestrian and bike path connection would be required at Ridge Point Drive to allow connectivity into/from the Atherton neighborhood.
- Traffic & Street Improvements – There are no major improvements required at either Stafford Road or Atherton Road. A bike lane will be required to be added to Stafford Road. A formal traffic Impact study will be required as part of the Conditional Use and Design Review process.
- Utilities and Infrastructure – The site does not have direct access to sewer services. Domestic water is available in Stafford Road. Storm water would be treated on-site and released into the adjacent creek. Some minor utility relocation will be required at the site access point from Atherton to relocate a fire hydrant and natural gas riser. Connection to the sewer pump station in the Atherton neighborhood (across the creek) will be required at a substantial expense to the project. The possibility of sustainable waste water treatment such as composting toilets will be explored.
- Fire/Emergency Access – Fire truck and emergency access would be provided at the main entrance to the site/parking, plus an additional fire access road (w/gate) would be constructed at the northern property line at the location of the existing gravel road.
- Screening & Buffering – Due to the slope of the site and the large mature trees that already exist and will be protected along the west property line, the building structure will have a modest visual impact. The size of the site allows for additional landscape buffering on all sides of the site.
- Sustainability – The site offers many design opportunities with respect to sustainable building practices. Solar access to large roof area is exceptional and the possibility of a composting waste water system would have a positive and direct financial impact to the project budget.

Pros & Cons

Pros

- Adjacent church property would allow the possibility of joint use agreement for shared parking during tournament events.
- Excellent access for tennis patrons.
- The gently sloping site allows for conventional foundations and cost effective construction.
- Overall large area of site allows for flexibility, future expansion, adequate parking, and exterior amenities.
- Aesthetically, the site is beautiful and offers many design opportunities.
- The site is already owned by the City and is undeveloped park land.
- Fire and emergency access around the site is excellent.
- Undeveloped park land with no structures or demolition costs.
- The can easily accept the single story “baseline” design option.

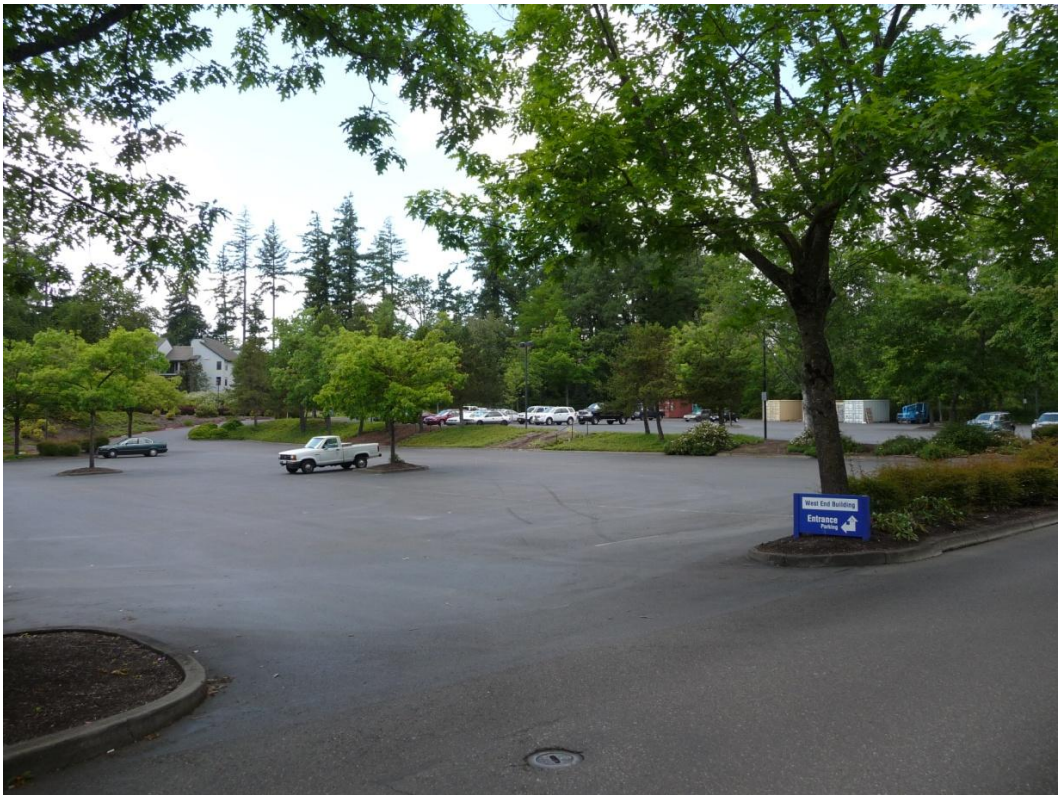
Cons

- The site is currently outside of the Urban Growth Boundary and will require annexation through Metro. The process will require additional time (approximately 6-8 months).
- The site does not have easy access to sewer services. Connection is required to the sewer lift station on the west side of the creek and will require payment of a connection fee as well as construction through the sensitive lands.

3.3 West End Building Site (Kruse Way)

General

The proposed site is located at 4101 SW Kruse Way, Lake Oswego and is defined as the portion of land located north of the existing West End Building that was purchased by the City in 2006 from Safeco Insurance. The site and building was developed in 1980 as a build-to-suit office building with surface parking for approximately 308 cars. The site is approximately 14 acres, but only 8 acres of the land has been deemed buildable due to designated on-site sensitive lands. The value of the land is very high due to its location on the Kruse Way class-A corporate office building "corridor". In 2007, a feasibility study was commissioned by the City to possibly locate a new Multi-Generation Community Center on the site. A new at grade tennis center was initially proposed as part of the Community Center program, but was removed due to the inability to fit such a large program space on the site along with the other program uses that were deemed a higher priority. The site has great access from Kruse Way and is well located within the population center of the City. The only area available to fit an 8-court facility is at the northern half of the site, which will consume the majority of existing parking, that will then required relocation at the south end of the site between the WEB and Kruse Way. The site also slopes approximately 20-feet and will require retaining walls and foundation systems for large building. Daniel Way runs along the east property line and is an active "cut-through" street for local residents.



Site Facts & Zoning

- Total Lot Size: The site is 14.20 acres, or 617,221 square feet.
- Total Buildable Area: Based on aerial maps, approximately 8.2 acres, or 356,918 square feet of land is usable. The site was formally delineated in 2007 and a sensitive lands report was published. It is not known whether or not this information was approved and recorded.
- Zoning – The site is currently zoned OC/R-3 for Office Campus/Residential w/3 units per acre. By Planning Code definition, the Tennis facility as a major public facility is an allowed use, but will require Design Review approval. Conditional Use and re-zoning is not required with OC zone.
- Parking requirements would be calculated based on a project specific operational use analysis. Quantity is currently estimated at approx. 70 stalls for users and staff. Tournaments would require adjacent joint use agreements, or a shuttle service, or both.
- Kruse Way is classified as a major arterial and provides excellent access. The existing intersection is adequate. Daniel Way was originally constructed for emergency access for the original Safeco building and is privately owned as part of the property. The road is predominately used as a cut-through route by local residents even though it is part of the parking lot circulation system and has poor sight lines.
- Pedestrian connectivity via sidewalks or pathways is poor.
- The site is located within the Waluga neighborhood, and near the Holly Orchards neighborhood to the north.
- Allowable height is 55-feet from grade (as defined by planning code).

Site Features and Design Issues

- Topography – The site has significant slope of approximately 20-feet from the north face of the WEB to the north building setback line that defines the edges of the sensitive lands. The majority of building area is currently a surface parking lot with curbs, lighting and storm drainage. A large retaining wall system will be required to design a level facility.
- Sensitive lands – Delineation of the sensitive lands (wetlands) at the northern area of the site occurred in 2007. A stream corridor exists along the east property line and an inadequate storm water treatment facility exists at the southeast corner of the site. A protected tree grove is located at the southwest corner of the site.
- Daniel Way – Access to the site from Kruse Way is via Daniel Way, which is not improved as a public street. The road is part of the parking lot circulation system and is used as a cut-through by local residents. Safety, sightline, and sidewalk improvements will be required.
- Pedestrian/Bike Access – a pedestrian and bike path improvements to enhance connectivity to the surrounding area will be required.
- Utilities and Infrastructure – All utility services are available on-site and will require only minor relocation/adjustment. Restoration and enhancement of the existing storm water treatment/retention pond will likely be required.
- Fire/Emergency Access – Fire truck and emergency access is provided through the main entrance via Daniel Way plus the addition of a 200-foot long fire lane at the north setback line along the sensitive lands.
- Screening & Buffering – The majority of the site is already screened with existing mature trees and sensitive lands. Additional screening may be required at the west property line adjacent the Carmen Estates Apartments.
- Sustainability – The site offers many design opportunities for sustainable building practices. Solar access to large southern roof area is exceptional.

Pros & Cons

<u>Pros</u>

- Location is at the center of the Lake Oswego population.
- If WEB is retained for Parks and Recreation programs, there would be a positive synergy and overlap between the two facilities.

<u>Cons</u>

- Given the very high value of the land, an at grade Tennis Center alone does not constitute the highest and best use of the land, or the investment.
- The development on the site would eliminate the possibility of other future development on the site.
- Highest overall development costs of all three options due to topography and relocation of on-site surface parking to support WEB programs and tennis.
- The site topography cannot accommodate the single story baseline design.

4.0 OPERATIONAL COST ANALYSIS

4.1 Existing Operations Summary

Existing Operations and Needs – *The summary and excerpt below has been taken directly from the Golf-Tennis Feasibility Study dated December 15, 2009 as reported by Tennis Planning Consultants Inc.* ***A complete excerpt from the 2009 Golf-Tennis Feasibility Study has been provided in the Appendix of this report for reference****.*

From the beginning, LOITC has been a 'beehive' of tennis activity due to its central Lake Oswego location and its exceptional management by Lake Oswego Parks Department in general and its tennis management and tennis programs in particular. In today's tennis world, while the LOITC facility alone would be considered to be 'Average', TPC rates the entire tennis facility and operations as very strong and 'Above Average' on the strength of its overall management and highly progressive, well-designed and enthusiastic tennis programs.

Under the direct supervision of a USPTA/PTR Master Tennis Professional and Director of Tennis, LOITC has consistently been 'ahead of its time' in promoting general tennis play, tennis leagues, tennis tournaments and innovative tennis instruction that has consistently been years ahead of the rest of the country. For example, the current highly popular, two year old 'Quick Start' USTA tennis program has been used in the LOITC 'Tiny Tot' tennis program for over ten years to encourage youngsters to get started in the game in a manner in which they can have success and fun by simply 'getting the ball over the net'.

Other areas of innovative tennis programs have been an extremely active tennis league program for all age groups, active tennis tournament programs and extremely active, free community youth, adult and Special Olympics teaching clinics to encourage interest in tennis by less-advantaged and handicapped newcomers to the game. The building of this highly advanced, far reaching program has been created from the ground up—player to player, friend to friend, family to family, level to level and age to age appropriate. The competitive junior tennis program is widely regarded as the best in the state of Oregon with numerous boys and girls junior players graduating to high school and collegiate competition.

These tennis programs have propelled LOITC to, in essence, a complete 'full occupancy' situation where the facility is literally 'bursting at the seams' in terms of not having sufficient court time to handle the demand, having inadequate support facilities for parking, restrooms, tournament meeting rooms, warm-up areas, offices and parking facilities. The Lake Oswego tennis community is becoming increasingly frustrated with this condition since the Lake Oswego Parks and Recreation Department is unable to service Lake Oswego residents' tennis demands including

participating fully in the growing local tennis league programs, conducting local, regional and national tennis tournaments for all age levels and conducting broader community-wide service programs for lower income residents of Lake Oswego.

As a direct result of the LOITC oversight and management by the Lake Oswego Parks and Recreation Department and on-site tennis programs, LOITC has generated consistent and positive economic performance. Overall revenues have increased 36% over the last five years. During this time, expenses have increased 16% exclusive of Transfer Fees (Transfer Fees are the name given to funds used to pay for administrative services received from other City of Lake Oswego departments, plus excess funds returned yearly to the City of Lake Oswego general fund by the tennis facility operations). *These Transfer Fees have averaged $68,007 over the last five years and in fiscal year 2008 were $103,491*. These outstanding results of the LOITC operations were achieved with minimal increases in court fees from $3.50 in 1975 to $15/court/hour today and revenues from the addition of innovative tennis programming. This is further evidence of the efficiency and success of the LOITC management and operations. *The current LOITC reserve fund balance stands at $462,878 as of June 30, 2009.*

4.2 Facility Comparisons

The two significant public tennis facilities in the greater Portland, Oregon area that can be compared to the LOITC are the City of Portland Indoor Tennis Center and the Tualatin Hills Park & Recreation District Tennis Center in Beaverton. While these two indoor/outdoor tennis centers are not in the Lake Oswego tennis market, they are in the Greater Portland tennis area and provide a revealing look at the overall Portland, Oregon tennis market in terms of general tennis interest and activity in the area.

City of Portland Indoor Tennis Center

The most important, similar tennis facility to the LOITC is the City of Portland Indoor Tennis Center located at 324 NE 12th Street in northeast Portland (zip code--97232). This facility has four indoor tennis courts and eight outdoor tennis courts. Tennis Director, Mike Stone, reports that his facility is 97% occupied during the winter months of September through April and 87% occupied in the remaining summer months. Court fees and advance 'seasonal' court reservations for the indoor courts are based on $24/court/1.25 hour and $12/court/hour for outdoor courts. Stone does not maintain outdoor court occupancy levels. In TPC's experience, these are enormously strong indoor court occupancy levels confirmed by the fact that in summer months, indoor court occupancy is an extremely high 87% even when outdoor courts can be reserved at approximately one-half the cost of an indoor court. This fact is extremely strong testimony to the average Portland area tennis player desiring to play tennis indoors on a year round basis and for the extremely

healthy tennis activity and court use in the greater Portland area. The median household income for the market area of this facility is $60,000.

Tualatin Hills Parks and Recreation District Tennis Center

The Tualatin Hills Parks & Recreation District Tennis Center located at 15707 SW Walker Road in Beaverton (zip code--97006) has six permanent indoor tennis courts and then covers/encloses eight of its outdoor courts with an air-supported structure between October and May resulting in fourteen total indoor courts during the winter. 'In-district' resident court fees and 'seasonal' advanced reservations are based on $10/court/hour and 'Out-of-District' guest court fees are $30/court/hour. Tennis Director, Brian Leahy, reports that "of the 60,800 indoor court hours in 2008, 43,300 hours were used for an occupancy level of 71.3%. TPC considers this to be a high occupancy rate for a 14 court indoor facility in the United States since a 14 court indoor court facility would be in the top five percent, in facility size, of all indoor tennis projects in the country. Further, tennis play in air-supported structures is a compromise in a less desirable tennis 'bubble' when compared to tennis play in permanent tennis structures. The average size of permanent indoor tennis projects in the United States is approximately six (6) indoor courts.

Of additional note, Tualatin Hills charges court fees of $5/court/hour to 'In-District' and $15/court/hour for 'Out-of-District' players with no occupancy levels maintained for their outdoor courts. The median household income for the market area of Tualatin Hills Tennis Center is $59,000.

4.3 Financing Options

Financing a $4,800,000 eight court indoor tennis facility can be achieved, in general, by either of two Lake Oswego revenue bond programs (see Ex. A, 100% financing or Ex. B, approximate 70% financing by applying $1,000,000 from the sale of the existing LOITC 2.81 acre site and by applying $500,000 from the LOITC Tennis Fund to reduce the $4,800,000 to $3,300,000).

FINANCED AMOUNT	ANNUAL DEBT SERVICE 'Unrated' (Unsecured by City)	ANNUAL DEBT SERVICE 'Rated' (Secured by City)
Ex. A – $4,800,000	Approx. 7% for 30 yrs $420,000	Approx. 5% for 30 yrs $315,000
Ex. B – $3,300,000	Approx. 7% for 30 yrs $290,000	Approx. 5% for 30 yrs $215,000

Through real estate research in Lake Oswego, TPC has learned that the City of Lake Oswego can reasonably expect to receive an estimated $1,000,000 from this 2.81 acre tract if it can be zoned R-10 resulting in eight lots at 10,000 s.f. per lot being sold at an average price of $125,000 per lot. Design and construction costs can further be reduced by applying $500,000 in reserves from the Tennis Fund, which can be generated by slightly increasing fees over a period of 1-2 years to augment current reserves in the Tennis Fund. If this strategy is used, TPC recommends earmarking these funds as "capital reserves" for the project.

Indoor tennis projects are extremely efficient on a daily operational and maintenance basis. This will be especially true for this proposed Lake Oswego indoor tennis project since no air-conditioning and heating equipment is anticipated to be required (proper ventilation will be the primary air movement requirement). From an operational standpoint, the recommended eight court indoor tennis complex will have a full time Manager and Assistant Manager on staff with the aid of a reservations and maintenance assistant available as needed. In addition to daily restroom cleaning, the indoor courts only require scheduled tennis lamp changing at specified intervals as well as periodic court resurfacing also at regularly scheduled intervals.

4.3 Financial Operating Projections

The projected annual operating expenses and revenues as projected by Tennis Planning Consultants Inc. in collaboration with Lake Oswego Parks and Recreation Department staff are shown on the chart on the following page for the proposed 8-Court facility (outlined in red).

In summary, it is projected that the facility will generate $326,570 in net gain based on the operating and fee assumptions noted.

Tennis Market, Construction and Operational Study for Lake Oswego, Oregon

	ACTUAL LOITC OPERATIONS LAST 5 YRS AVE	ACTUAL LOITC OPERATIONS LAST 3 YRS AVE	PROJECTED OPERATIONS AT $24/CRT/HR (based on 4 courts)	8 CRTS AT $24/HR		10 CRTS AT $24/HR
REVENUES						
License & Fees*	2,537	2,784	3,000	0		0
Youth Classes	101,347	113,547	165,000	214,471		214,471
Adult Classes	58,517	66,380	85,000	96,708		96,708
Special Events	8,808	10,855	13,000	32,275		32,275
Daily Court Fees	31,482	32,775	51,000	139,104		146,592
Seasonal Court Fees	90,966	84,390	130,000	312,624		413,712
Interest Income	13,641	18,218	22,000	20,000		20,000
Misc. Income & Grants	501	414	1,000	12,000		12,000
TOTAL REVENUES (4 CRTS)	307,799	329,363	470,000	827,182		935,758
Average Revenue Per Court	76,950	82,341	117,500	103,398		93,576
EXPENSES						
Salaries:						
Facility Management & Reception	70,050	73,200	78,000	173,160		173,160
Program Instruction & Coordination	89,300	97,154	92,000	133,952		133,952
Materials & Supplies:						
Office Supplies	816	320	1,000	1,500		1,500
Printing/binding	0	0	500	1,000		1,000
Rec. Equip.	8,388	10,427	8,000	10,000		12,000
Prof. & Technical	13,479	12,334	8,000	10,000		12,000
Building Maintenance*	0	0	0	45,000		60,000
Bank Service Charges*	0	0	0	10,000		11,000
Training	60	79	100	1,000		1,000
Conferences	1,463	1,766	2,000	3,000		3,000
Dues	162	143	500	1,000		1,000
Telephone	687	430	700	1,200		1,200
Computer Equipment	722	573	800	1,600		1,600
Electricity	24,655	25,328	26,000	52,000		65,000
Water, Sewer, Surface Water	3,867	5,221	6,000	11,200		16,000
Advertising	1,174	1,195	2,000	7,000		12,000
Local Travel Expenses	500	524	700	1,000		1,000
Transfers to General Fund:						
Administrative Oversight	7,957	8,617	12,000	18,000		18,000
Insurance	2,652	2,873	4,000	8,000		10,000
Self Insurance	1,972	2,136	3,000	6,000		7,500
Parks & Recreation	32,167	34,863	48,500	5,000	***	5,000
General	23,258	25,195	35,000	0		0
TOTAL EXPENSES	283,329	302,378	328,800	500,612		546,912
Average Expense Per Court	70,832	75,595	82,200	62,577		54,691
OPERATING GAIN (4 CRTS)	24,470	26,985	141,200	326,570		388,846
OPERATING GAIN (AV 1 CRT)	6,118 0	6,746	35,300	40,821		38,885

NOTES:

Program revenue is based upon an 82% of maximum capacity, which replicates the current program registration rate.

* A card key system will not be installed in a new facility

** Bank Service Charges and costs of Maintenance are currently included in the transfer to Parks & Recreation

*** Transferred to Parks & Recreation for program catalogue costs

5.0 CONCEPT DESIGN OPTIONS

5.1 Design Goals and Quality of Construction

Regardless of the selected site, it is anticipated that the design of a new Tennis Center will include goals and guiding principles that will ensure a positive long term investment, using sustainable and energy conscious building practices, and that fulfills the need within the community. Building systems and materials will be selected based on performance, design aesthetics, and within a price range appropriate for a Tennis complex.

Cost estimating is based on the follow systems:

- Structure – Traditional foundation and retaining wall systems with a steel "Butler-barn" type long-span superstructure. The floor slab below the tennis courts will be rolled asphalt. The structure for all support functions (lobby, restrooms, fitness, etc.) will use traditional foundation systems with wood framing. Some steel will be used for additional support in specific areas for windows, etc.
- Exterior Envelop – The exterior materials will predominately be metal siding and standing seam metal roofing. The metal siding will be upgraded at various public locations and may include some stone veneer and wood siding. An exterior entry canopy is planned to provide shelter for entry as well as pick-up/drop-off. The entry lobby and support program spaces include adequate windows for natural light and reduction in lighting costs. The main court spaces have been planned with a modest amount of north facing indirect windows for natural light in the court area.
- Accessibility – The facility will be fully accessible and include an elevator if elevated viewing is included, and ramps for minor floor level changes.
- Interior Finishes – The playing court area will include a durable hard surface (MDO wall board) from the floor up to 10-feet. The majority of wall surface will be an exposed fabric faced insulation system that adheres directly to the metal siding system. Support program spaces will be painted gypsum board, carpet and linoleum floors, with lay-in tile and gypsum ceiling systems. Lobby finishes may be upgraded to include some wood finishes.
- Tennis Courts – Tennis courts will use the Atlas Plexi-pave system over rolled asphalt. All nets, court nets, dividers, curtains, and pads have been included.
- Mechanical Systems – Traditional electric heat pump forced air system for heating is provided as a back up to naturally ventilated spaces that will function in all seasons. Various sustainable ventilation strategies will be explored including night flushing. The court spaces will use electric units for "temperate" heating. Full heating is not included for the courts. The facility will have fire sprinklers throughout.

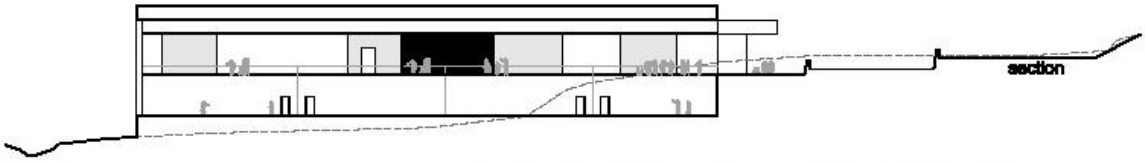
- Electrical Systems & Lighting – Traditional power and signal (data, fire, etc) systems will be employed. Lighting at the courts is proposed to be linear indirect fluorescent fixtures between the courts that bounce light off of the white fabric ceiling. It is expected that the system will achieve 100 foot-candles at the floor for tournament play. Program support spaces will receive traditional fluorescent lighting systems with occupancy sensors.

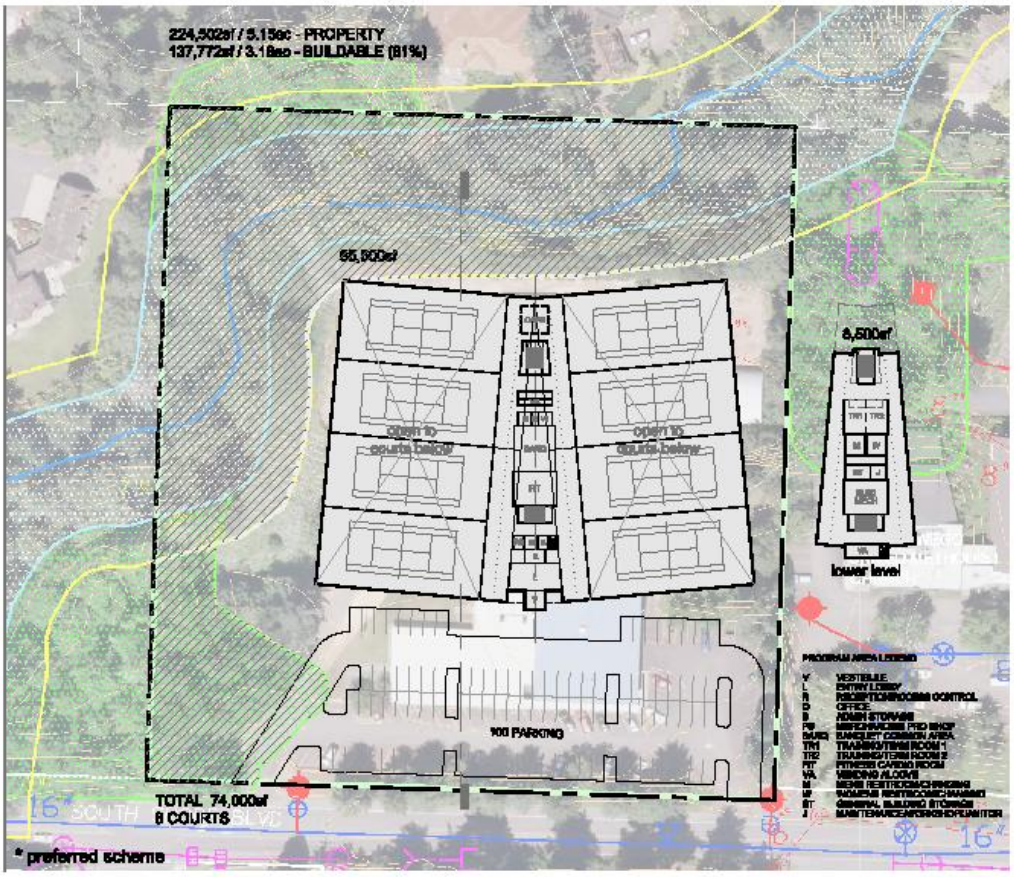
The project endeavors to incorporate as many sustainable design and building features as is financially feasible and where pay-back is beneficial. The large volume roofs that are south facing make Photovoltaic panel systems an obvious option. Strategies can be explored with energy partners and companies that provide lease-to-own agreements. Natural ventilation and convection air systems for the large volume courts can also be incorporated to substantially reduce exhaust fan loads. High efficiency T8 fluorescent lighting systems will supplement the natural light design provisions. Finally, green/sustainable building materials meeting US Green Building Council standards will be used. LEED practices and standards will also be used to track performance, but LEED certification is not included at this time.

The design of the facility should be inviting to the public, safe and secure. The interior spaces will be arranged to allow staff the opportunity to passively supervise patrons/players will also full-filling the functional needs of an active, state of the art tennis center that meets the needs of the community for many years.

5.2 Armory Site Design Options

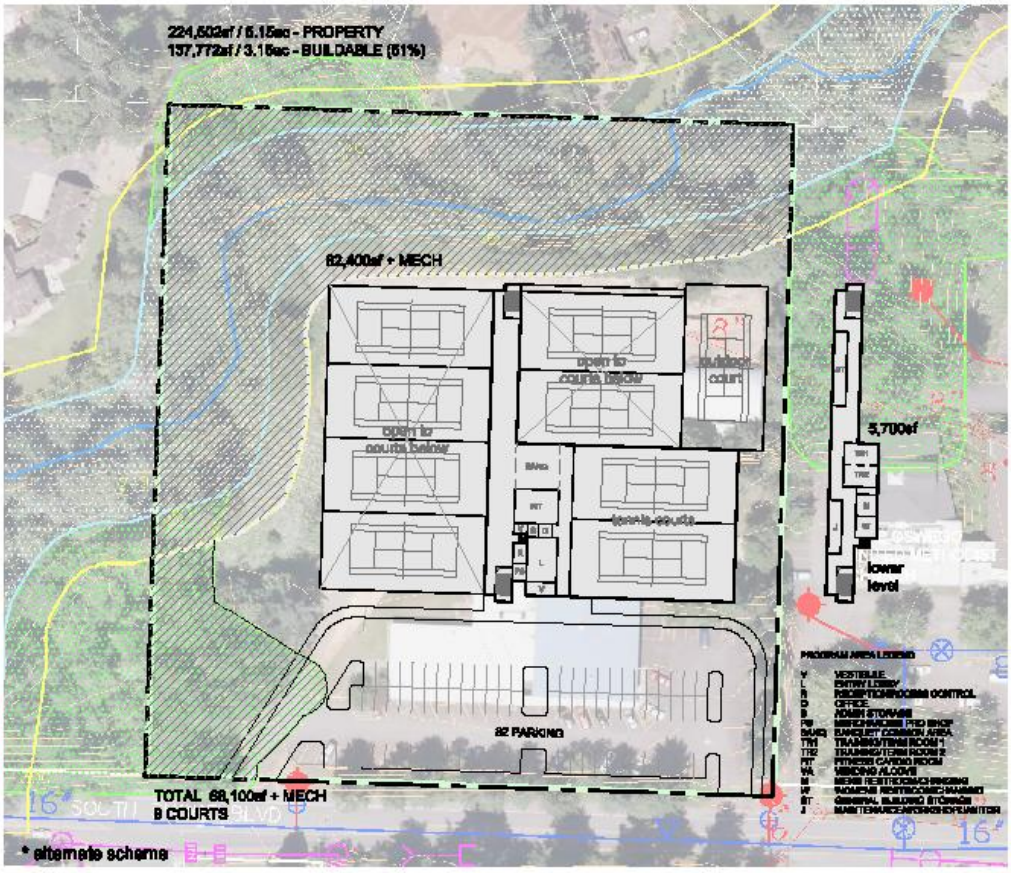
Design Option A – Site & Floor Plans w/Exterior Perspective





A	Armory City of Lake Oswego	tennis center - site diagram | analysis	Brian C. Jackson, Architect LLC
		19 . July . 2012	

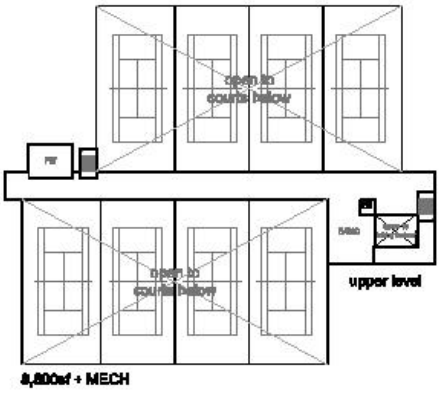
Armory Design Option B – Site & Floor Plans w/Exterior Perspective

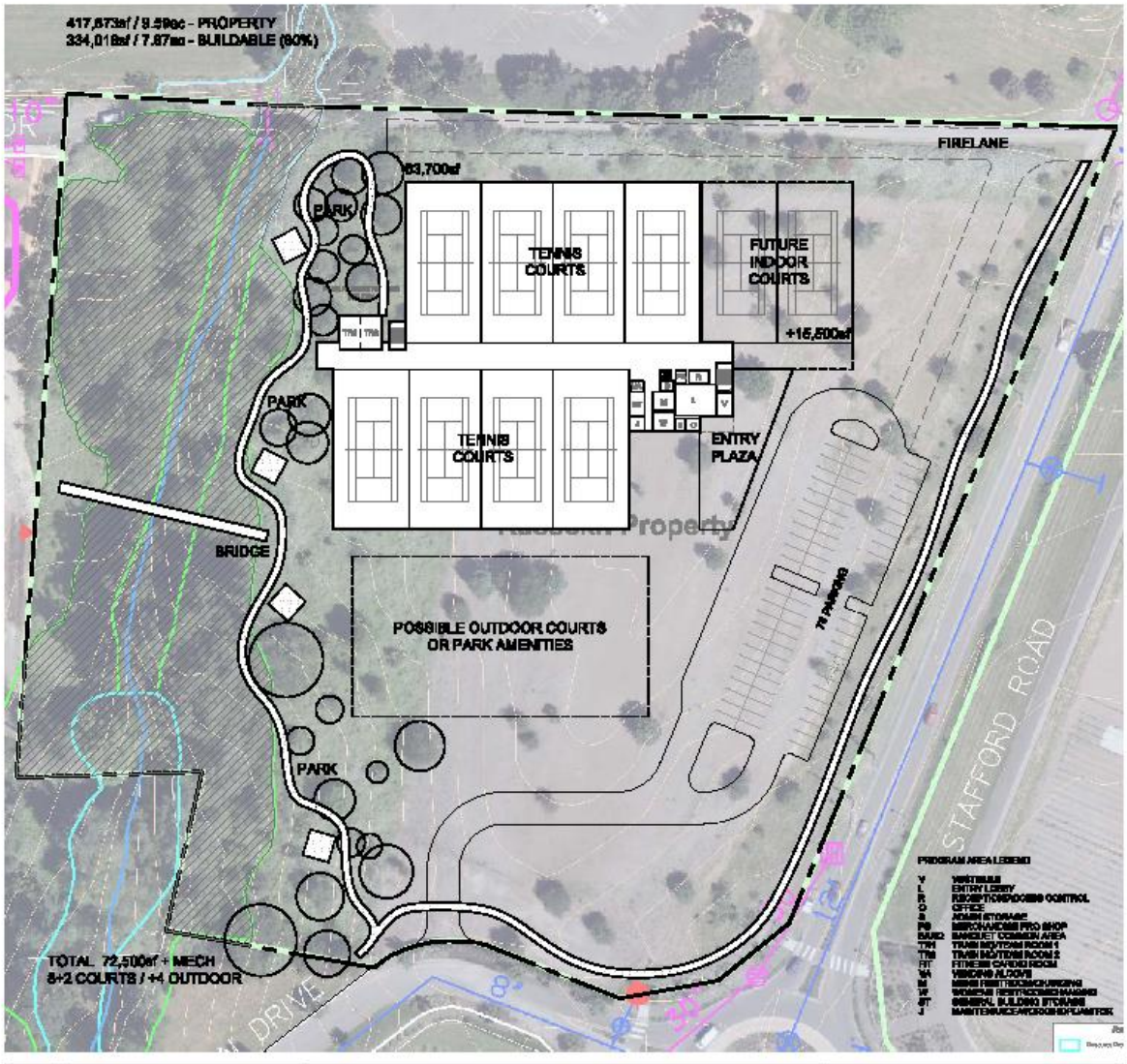


B	Armory City of Lake Oswego	tennis center - site diagram | analysis	Brian C. Jackson, Architect LLC
		19 . July . 2012	

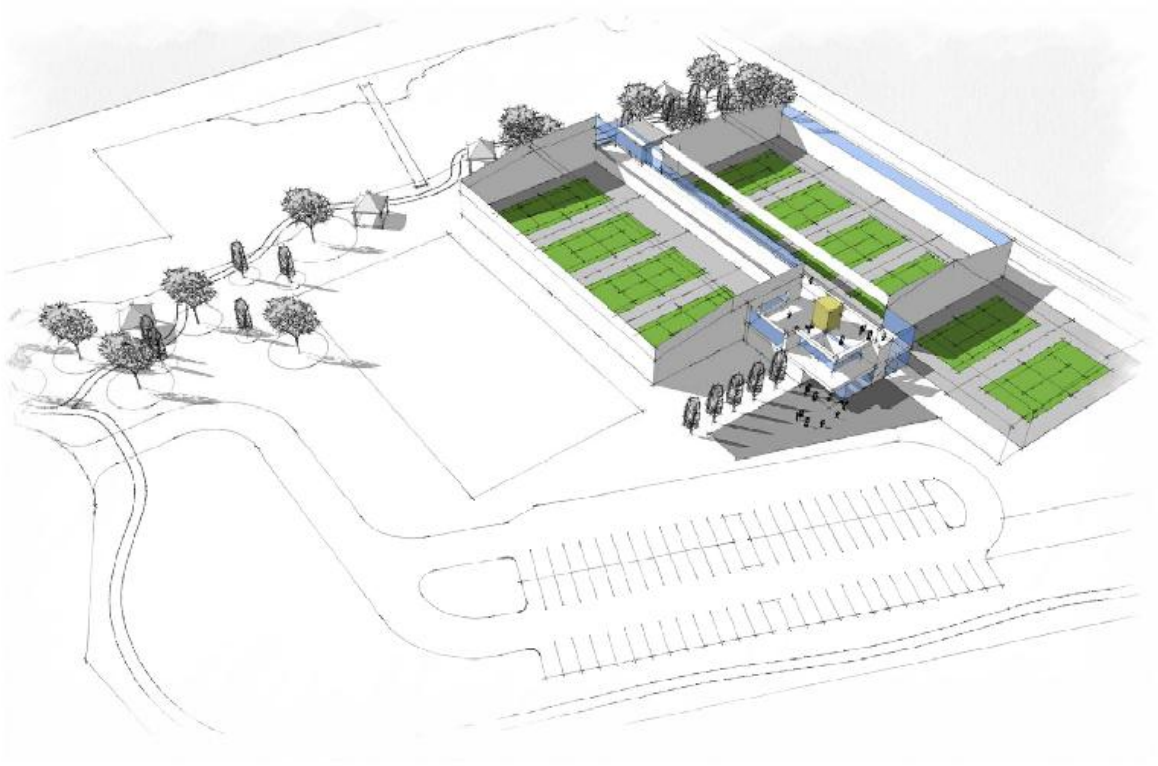
5.3 Rassekh Site Design Options

Design Option A1 – "Preferred" – Site & Floor Plans w/Exterior



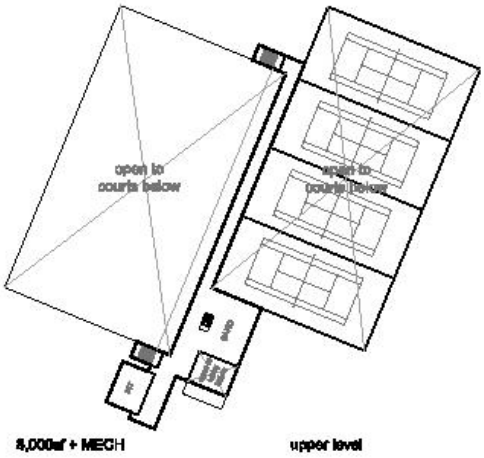


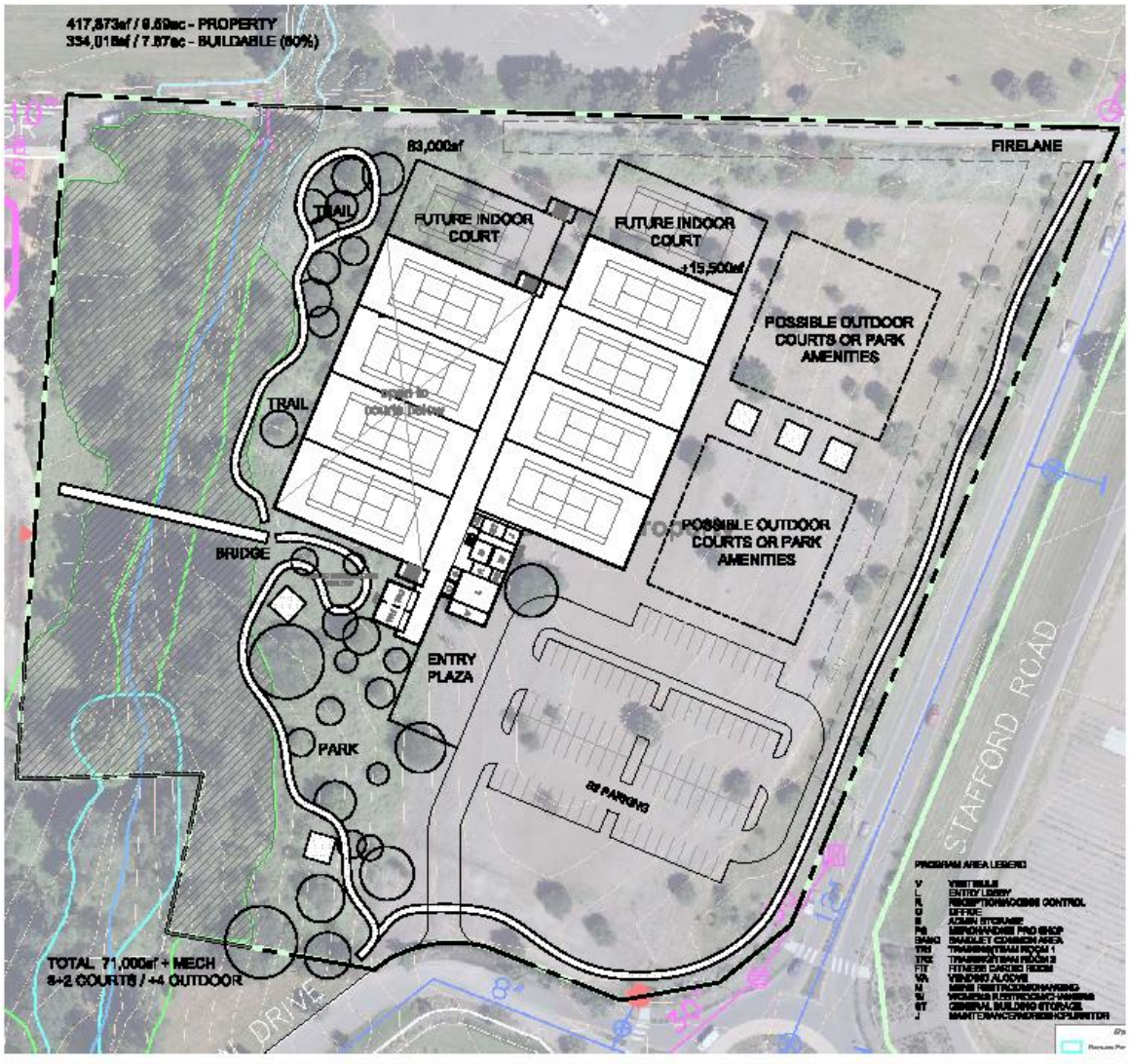
Rassekh Design Option A2 – Site/Exterior Perspective



A2	Rassekh Property City of Lake Oswego	tennis center - 3d overview scale 1:30	Brian C. Jackson, Architect LLC

Rassekh Design Option B1 – Site & Floor Plan



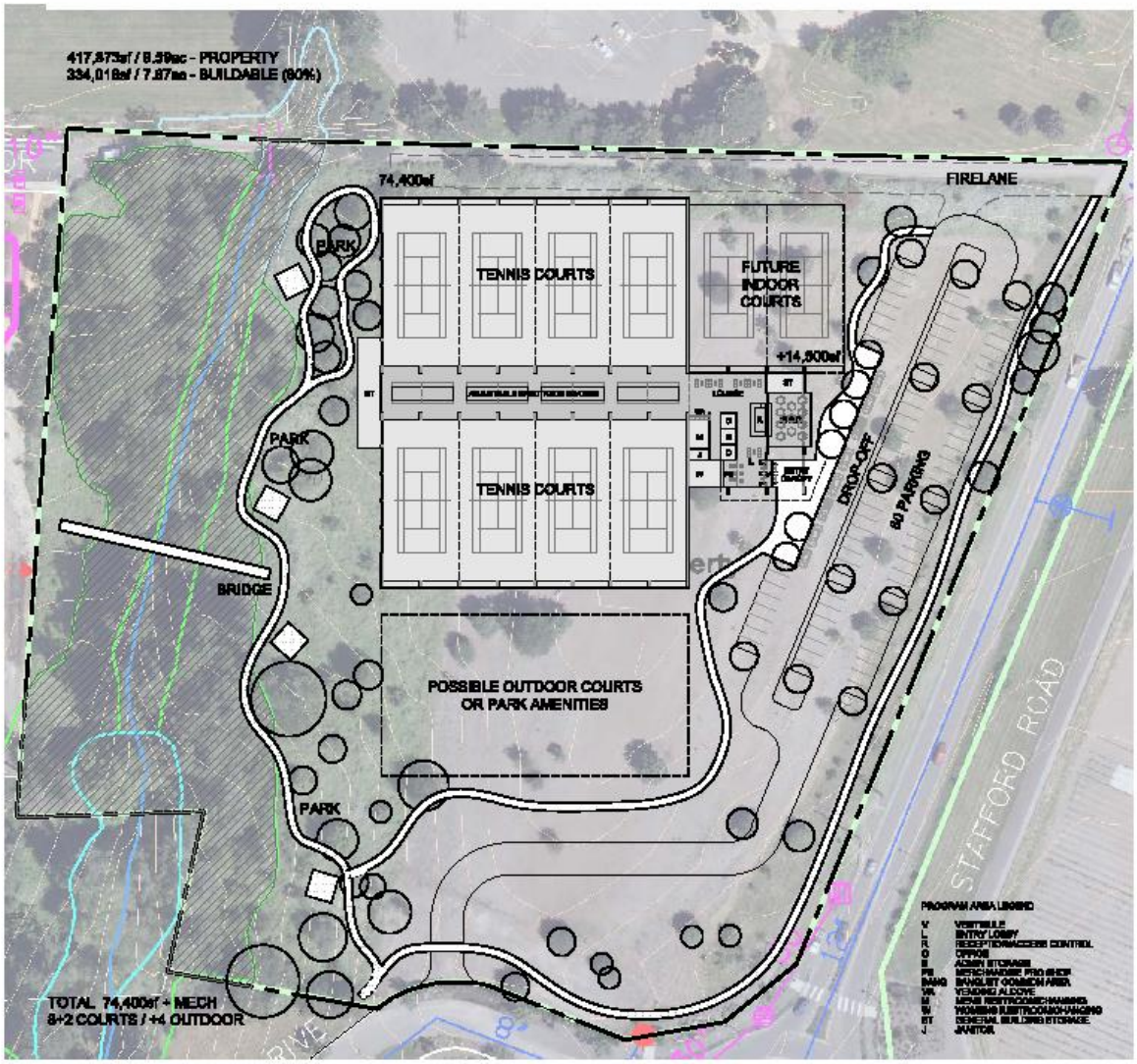


B1	Rassekh Property City of Lake Oswego	tennis center - site diagram | analysis scale 1/30	21 . August . 2018	Brian C. Jackson, Architect LLC

Rassekh Design Option B2 – Site/Exterior Perspective

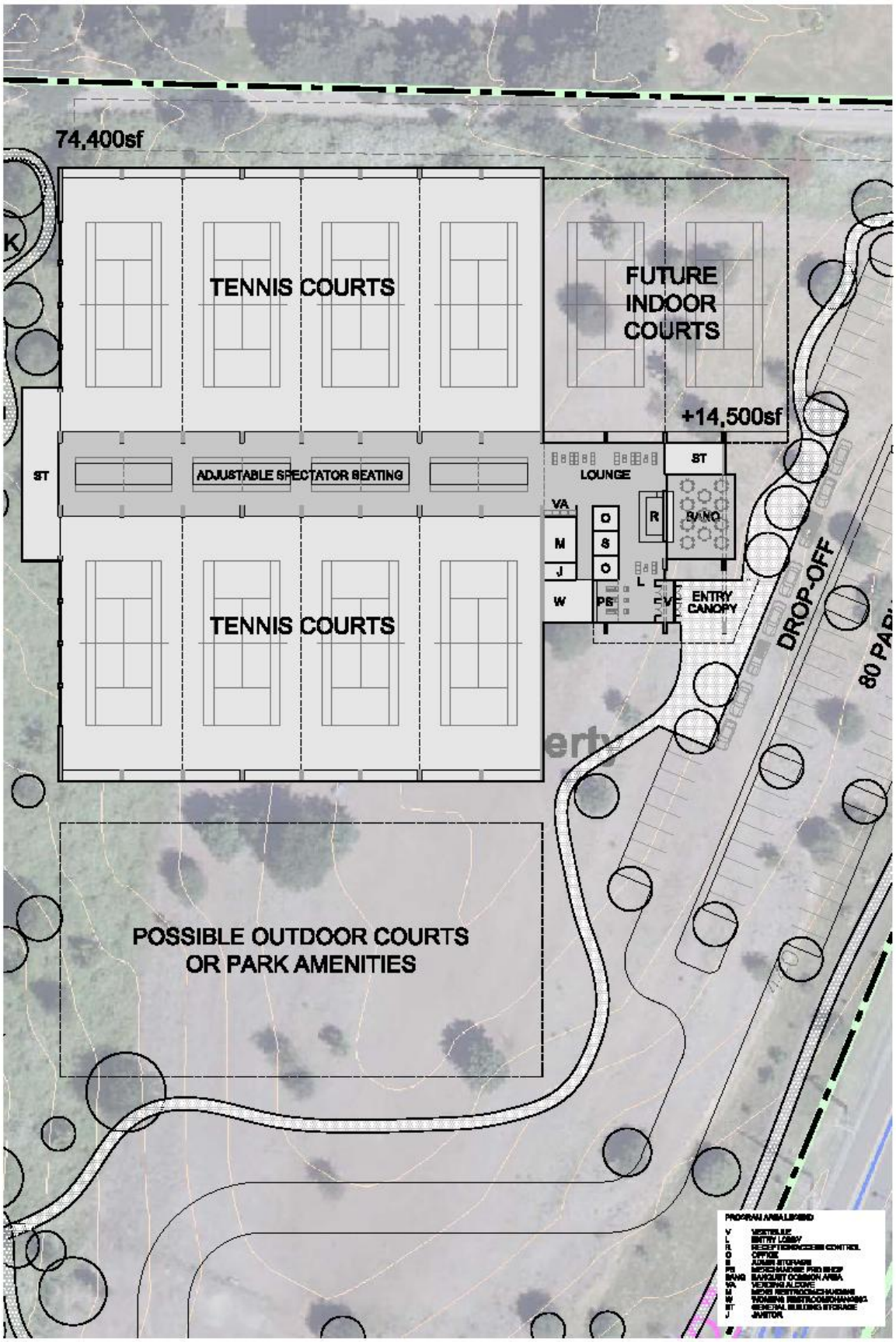
B2	Rassekh Property City of Lake Oswego	tennis center - 3d overview scale 1:30	31. August. 2019	Brian C. Jackson, Architect LLC

Rassekh Design Option C1: "Base-Line Design" – Site & Floor Plan



C1	Rassekh Property City of Lake Oswego	tennis center - site diagram scale 1:80	31 . August . 2018	Brian C. Jackson, Architect LLC

Rassekh Design Option C2: "Base-line Design"– Enlarged Floor Plan

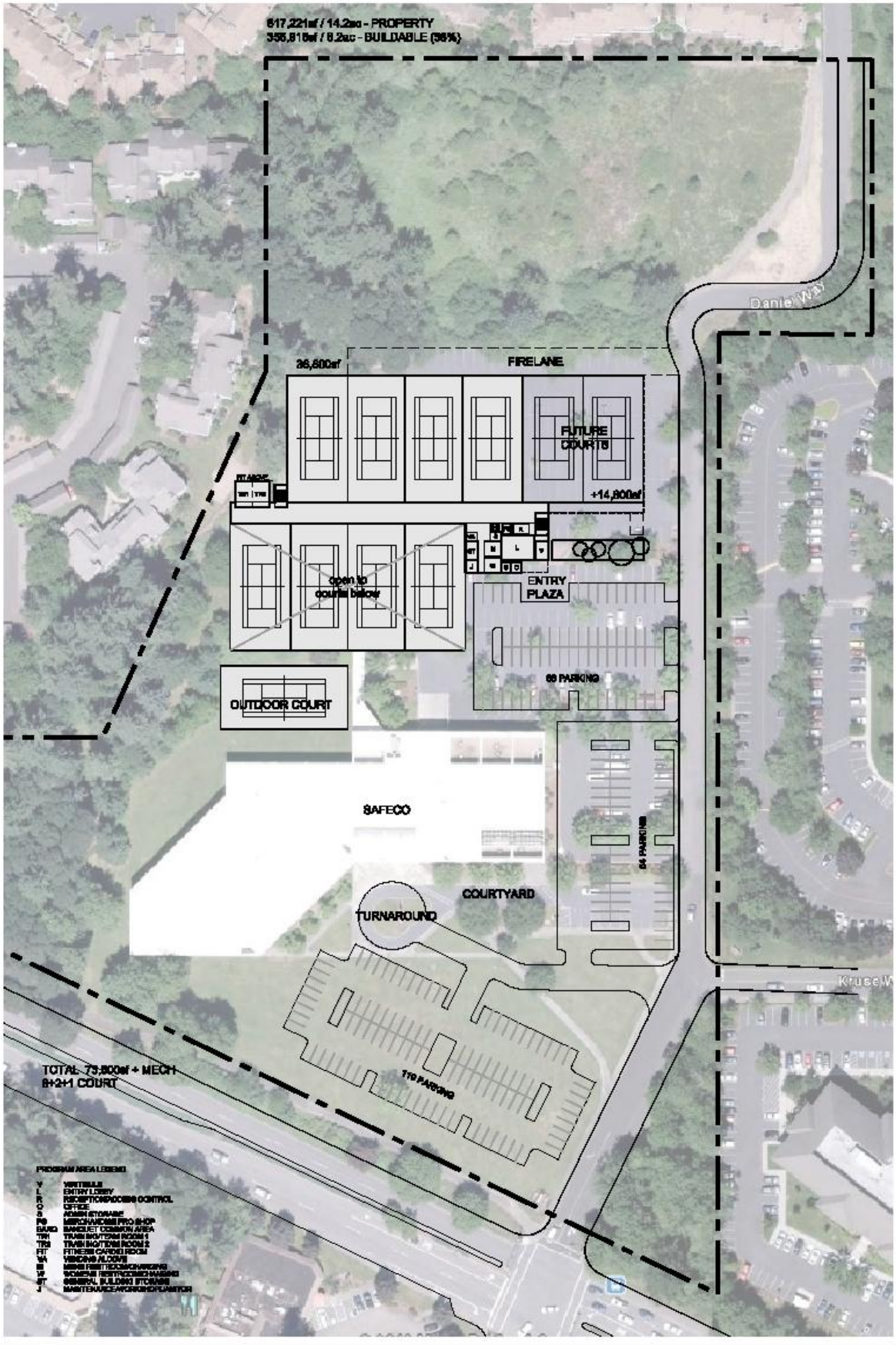


Rassekh Design Option C2: "Base-line Design"– Exterior Perspectives

C3 Rassekh Property City of Lake Oswego	tennis center - 3d images scale (not to scale)	31 . August . 2010	Brian C. Jackson, Architect LLC

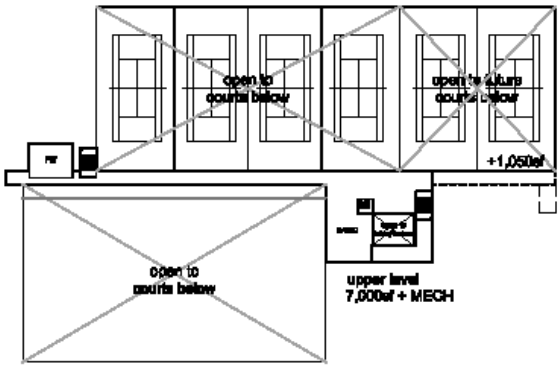
5.4 West End Building Site Design Options

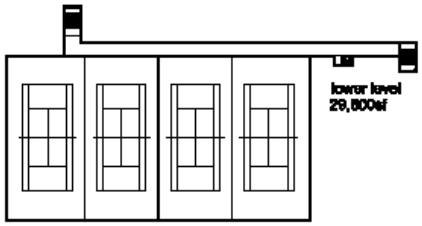
Design Option A1 – Site & Floor Plan



A1	WEB Property City of Lake Oswego	tennis center - site diagram / main level floor plan scale 1/30	29 . April . 2010	Brian C. Jackson, Architect LLC

WEB Design Option A2 - Site/Exterior Perspectives



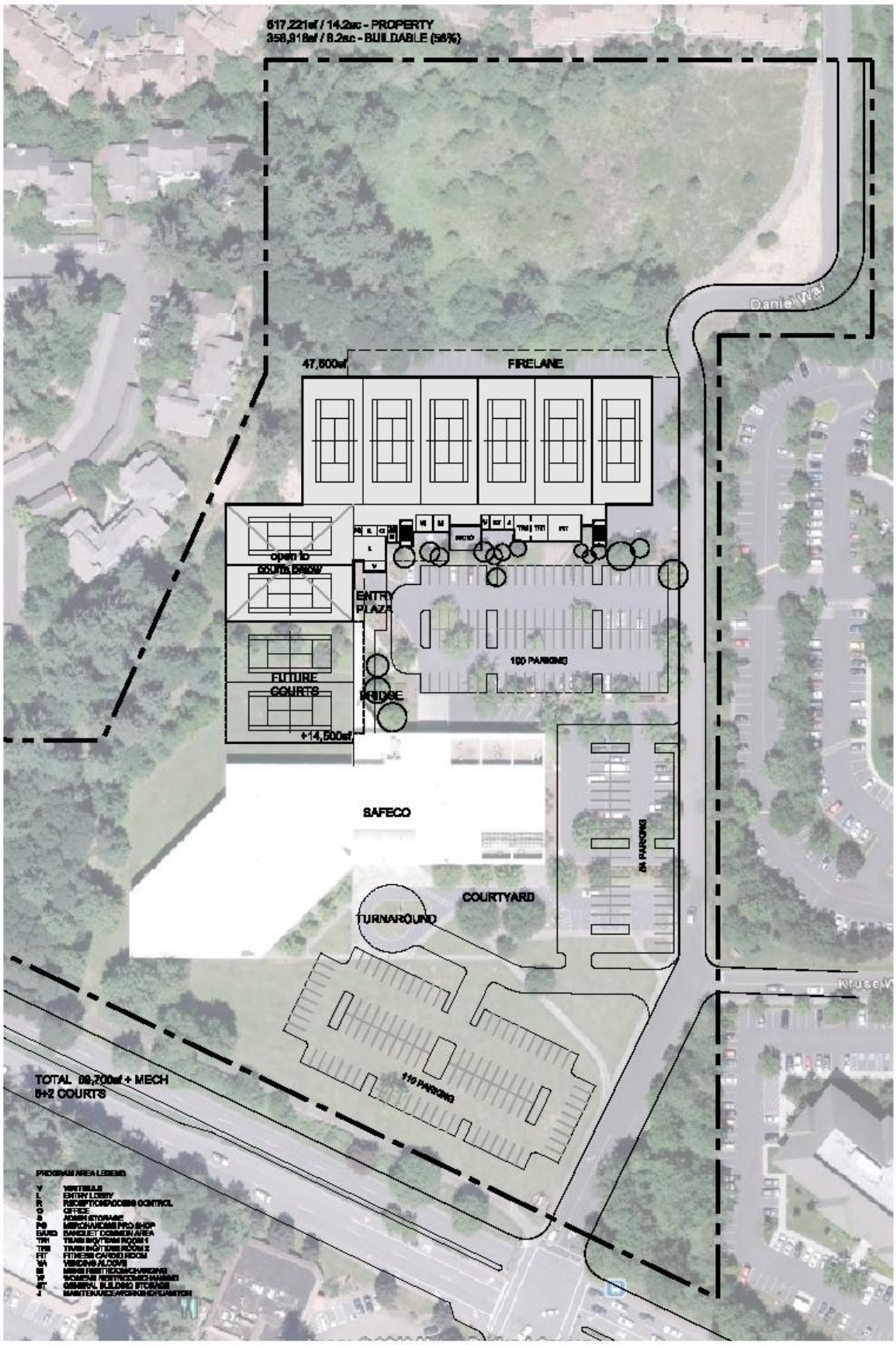


PROGRAM AREA LEGEND

V	VESTIBULE
L	ENTRY LOBBY
R	RECEPTION/RECORDS CONTROL
O	OFFICE
S	ADMIN STORAGE
PS	MERCHANDISE PRO SHOP
SAND	SANDLOT COMMON AREA
TR1	TRAINING/TEAM ROOM 1
TR2	TRAINING/TEAM ROOM 2
FIT	FITNESS CARDIO ROOM
VA	VENDING ALCOVE
M	MENS RESTROOMS/SHOWERS
W	WOMENS RESTROOMS/SHOWERS
ST	GENERAL BUILDING STORAGE
J	MAINTENANCE/ROOF ACCESS

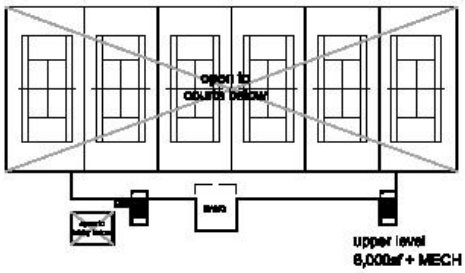
A2	WEB Property City of Lake Oswego	tennis center - lower / upper floor plans - 3d overview scale 1:80	29. April . 2010	Brian C. Jackson, Architect LLC

WEB Design Option B1 – Site & Floor Plans



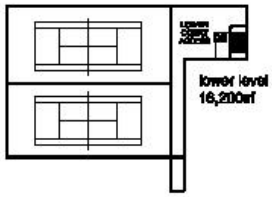
B1	WEB Property City of Lake Oswego	tennis center - site plan / main level floor plan scale 1:30	20. April . 2010	Brian C. Jackson, Architect LLC

WEB Design Option B2 – Site/Exterior Perspectives



PROGRAM AREA LEGEND

V	VESTIBULE
L	ENTRY LOBBY
R	RECEPTION/ACCESS CONTROL
O	OFFICE
S	ADMIN STORAGE
PS	MENS LOCKER/SHOWER Pro SHOP
BAR/C	BAR/CAFE' COMMON AREA
TR1	TRAINING/TEAM ROOM 1
TR2	TRAINING/TEAM ROOM 2
FIT	FITNESS EXERCISE ROOM
VM	VENDING MACHINE
M	MENS RESTROOMS/SHOWERS
W	WOMENS RESTROOMS/SHOWERS
ST	GENERAL BUILDING STORAGE
J	MAINTENANCE/WORKER'S SUPERVISOR



B2	WEB Property City of Lake Oswego	tennis center - lower / upper floor plans - 3d overview scale 1/32	20 . April . 2010	Brian C. Jackson, Architect LLC

6.0 PROJECT COST OPINION

6.1 Basis of Design and Cost Assumptions

The costs included in this report are based on professional experience and input from local contractors familiar with this type of construction. The final estimates represent "today's dollars" and do not include escalation/inflation that might occur between the time of this report and the mid-point of construction of the facility.

Construction costs have been aligned with the construction materials and systems as described in the design section of the report. Geotechnical/soils investigations have not been performed for any of the three sites, so cost contingencies have NOT been included for bad-soils if they are encountered.

All soft cost estimates are subject to change as the project scope and budget are further developed. In many cases, soft cost allowances are "best-guess" estimates based on past professional experience and past projects. System Development Charges (SDC), and associated permit and connection fees have been based on the City's current 2010 fee schedule, but have not been verified by each City agency.

6.2 Key Cost Factors

Organized by Site Location:

Armory:

- The site is constrained and does not allow for expansion or for outdoor courts. Significant slope forces a compact/efficient design that daylights.
- The City does not own the property and would have to purchase the land for an estimated $500,000, possibly more.

Rassekh:

- The property is not inside the UGB and would require Metro annexation approval that could result in additional indirect project soft costs and be time consuming. The site is aesthetically desirable, large in size, and relatively flat with a crown in the middle. The site allows for expansion of indoor courts as well as additional outdoor courts or park amenities.
- The site is the only available option where the single story "baseline" design can be built.
- There is no sewer access at Stafford Road. Connection is required to the adjacent lift station on the other side of the creek and sensitive lands. It is estimated that this work will cost in the range of $200,000 - $250,000.

WEB:

- Site configuration and the existing WEB requires that the facility to be located in the northern section, which then requires the construction of a new surface parking lot at the front of the site that is sized to support the

WEB program functions. The sloping site also creates a cost impact for large foundation walls needs for the long/elongated structure.

6.3 Cost Summary

Project Site Name/Location:	Comparison		
	area	cost/SF	Total
Armory Site - Design Option "A"			
Direction Construction Cost	**69,100 GSF**	**$66**	$4,032,122
Site Development Cost			$547,491
Soft Cost Allocation:			$775,905
Purchase of Land:			$500,000
Total Cost Project Cost:			**$5,855,518**
Rassekh Site - Design Option "A"			
Direct Construction Cost:	**72,500 GSF**	**$68**	$3,937,896
Site Development Cost:			$1,111,081
Soft Cost Allocation:			$913,496
Total Project Cost:			**$5,962,473**
Rassekh Site - Design Option "C" - Base-Line			
Direct Construction Cost:	**73,290 GSF**	**$55**	$2,985,076
Site Development Cost:			$1,063,264
Soft Cost Allocation:			$810,033
Total Project Cost:			**$4,858,373**
WEB Site - Design Option "B"			
Direct Construction Cost:	**69,700 GSF**	**$85**	$4,750,254
Site Development Cost:			$1,141,930
Soft Cost Allocation:			$900,349
Total Cost for Structured Parking:			**$6,792,533**

6.4 Detailed Cost Estimates (for Each Site)

The Appendix of this report contains a detailed cost estimate for both direct construction costs and the soft costs for each of the three sites that have been evaluated. All costs are in today's dollars and do not include inflation factors.

Verification of System Development Charges, Traffic Impact Fees, Connection Fees, and Owner Project Management Fees are noted as rough order of magnitude estimates.

7.0 SUMMARY & CONCLUSIONS

7.1 Summary

As noted in the background introduction section of this report, the purpose of this study is to provide "site specific" analysis of each site, a conceptual site and building design that is appropriate to each site and that responds to the physical conditions of each site, as well as to develop a "total" project cost opinion for each site and design.

Furthermore, it was the intent to build upon the previous feasibility study and provide a greater level of site information for the three recommended sites. The importance of accurate cost information was the driving force of the study, based on actual design options that ensure a fully functional Tennis Center. The process included multiple site visits, due-diligence meetings and input from the City Planning Office (Hamid Pishvaie), City Transportation (Russ Chevrette), Development Office (Brant Williams), and Lake Oswego Fire Chief (Phil Sample).

The current construction market is very competitive due to the downturn in the economy. The cost of materials and equipment are down and there are multiple, well qualified contractors that are actively seeking work opportunities. It is recommended that the City evaluate the possibility of delivering this project as a competitive based Construction Manager/General Contractor method of contracting, or an invited low-bid contract based on 100% complete construction documents. In either case, selection will be based on the combination of both team quality and price, to deliver the project cost effectively for the City of Lake Oswego.

The City of Lake Oswego has not constructed a new facility in many years. This project offers many opportunities to design a Tennis Center that is responsive to the surrounding site context and that would establish a commitment to sustainable and energy efficient building practices within a modest budget.

7.2 Conclusions

1. Zoning, Site Acquisition, and Political Impacts:
    - The Armory property must be purchased from the State of Oregon for an unknown price and it is not entirely known if the City will have the first right of refusal. There are no political or neighborhood impacts other than other possible developments that might be considered on the property.
    - The Rassekh property is owned by the City. It is large and very nice aesthetically with good access as well as offering the possibility of additional outdoor amenities that could be incorporated into the Park and Recreation Comprehensive Plan. The site is not currently in the UGB and there may be

opposition from the Atherton neighborhood.

- City staff met with Metro in July 2009 to discuss the Rassekh property and the possibility of bringing it back inside the UGB. It is possible through a major modification process because the proposed use accommodates long term population needs in the community and it can be shown that there are no other sites within the City that have the size to accommodate a 10-court tennis facility.
- The WEB site is not seen as a good choice because a tennis facility is not the highest and best use of very expensive land and the construction of a tennis facility would preclude any future development/use on the site for other City services.

2. Cost to Develop: *(Represents Total Project Cost)*
    - Armory Design Option 'A' Preferred Program is **$5,855,518**. (includes estimated 500K purchase price).
    - Rassekh Option 'A' Preferred Program is **$5,962,473.** (includes sewer connection).
    - Rassekh Option 'C' – Baseline Design is **$4,858,373.** (single story/at-grade viewing area)
    - West End Building Option 'B' – Preferred Design is **$6,792,533.** (includes relocated surface parking)

3. Design Impacts:
    - Armory site does not allow expansion and the topography requires a multi-level facility, so the baseline single story design is not possible. The resulting preferred design option is compact and efficient.
    - Rassekh site is large, aesthetically very nice, allows for future expansion and for incorporation of possible outdoor amenities. It is the only site that allows the construction of the single story "baseline" design option.
    - WEB site is difficult due to topography and location of existing West End Building which creates a somewhat inefficient building design and site layout. The single story baseline design option is not possible. The design requires a new (and very large) surface parking lot at the front of the site along Kruse Way.

4. Existing Facility:
    - It has been projected (in the previous study) by a local real estate broker that the existing tennis center property is work approximately $1,000,000 in today's economic climate.

7.3 Possible Next Steps

1. On-site due diligence and formal investigation of selected site.
    - Soils investigation by geotechnical engineer.
    - Sensitive lands delineation by environmental consultant.
    - Complete site survey with topography and existing utilities identified.
2. Planning, Conditional Use, and Urban Growth Boundary.
    - Meet with City Planning and appropriate City staff to begin UGB modification application to Metro.
    - Outline and begin the Conditional Use and Design Review process.
    - Meet and confer with neighborhood associations and representatives once refined design work is complete.
3. Refine Design Concept and Estimated Project Costs.
    - Develop and refine the initial site and building design concept to a schematic level with a complete site plan, building floor plans, exterior elevations, building sections, and exterior perspectives showing how the building design fits at the site with respect to visual appearance and views to and from the surrounding neighborhood.
    - Engage professional cost consultant team (primarily a Civil Engineer) for design input to develop building systems for the project. Additional engineering input will better inform both the site and building construction costs based on the refined schematic drawings noted above.
    - Establish design and sustainability goals for the project. Investigate strategies for photovoltaic power systems (grants & partnerships) and composting waste/sewer water systems.
4. Determine project funding strategy moving forward.
    - Investigate and pursue Grant funding opportunities.
    - Evaluate user fee increase and creation of capital reserves tennis fund.
    - Research revenue bond rates and process.
    - Pursue strategies for the sale of the existing tennis property.

8.0 APPENDIX

8.1 Detailed Total Project Cost Estimates

1. Armory – Design Option 'A' – Preferred Design
2. Rassekh – Design Option 'A' – Preferred Design
3. Rassekh – Design Option 'C' – Baseline Design
4. West End Building – Design Option 'B' – Preferred Design

8.2 Market Analysis & Operations

1. Excerpt from "Golf-Tennis Feasibility Study, City of lake Oswego, Oregon" 2009

8.3 Supplemental Design Drawings – 11" X 17"

1. Additional design drawings of each of the explored options have been provided at 11" X 17" format for reference.