

Healthy Aging is a Community Endeavor: Proposal for The Center at Belvedere



**Submitted by Senior Center, Inc. to
Albemarle County
Board of Supervisors**

February 2016



Healthy Aging is a Community Endeavor: Proposal for The Center at Belvedere

EXECUTIVE SUMMARY

Changing the Way We Age: A Vision for The Center at Belvedere

The future isn't just for young people. By 2030, one quarter of the Albemarle-Charlottesville region's population will be over 65. Many of them will live another 20 years or more. How many of those years will be healthy? How many older adults will continue contributing to their families and our community?

Healthy aging means staying active and engaged to the best of one's ability. People who engage with programs at the Senior Center have a more positive outlook on life, stay more connected to the community, and feel better physically and mentally. These are outcomes that positively impact the aging process: they lower health care costs and long-term health needs. For our community to stay vibrant and world-class, we need more opportunities for healthy aging. To meet this need, the Senior Center purchased a six-acre site and has a preliminary design for a 60,000-square-foot Center at Belvedere. With three times the indoor space of the current facility and nearly an acre of usable outdoor program and event space, the Center at Belvedere will have the necessary capacity to serve our growing senior population.

The Center at Belvedere will be designed for the range of programs that research shows we need to stay healthy. It will serve the broader community through an expanded volunteer center, additional meeting and performance space, and more. And because healthy aging is a community endeavor, it will include educational, fitness, and health partnerships with local organizations. It will be a vibrant community hub, not an exclusive destination. Albemarle County deserves a model center—one that will actually change the way we age.

Funding the Vision

The campaign for the Center at Belvedere has currently raised \$5,327,600 in gifts and pledges. The sale of the current facility at 1180 Pepsi Place is projected to net an additional \$2,500,000. The fiscally conservative total estimated project cost is no more than \$23,000,000. This includes calculations for possible construction contingencies, inflation, and up to three years of start-up expenses. The Center's pro forma projects financial sustainability by applying its historical reliance on diverse revenue streams and philanthropic support to the realities of a larger facility.

Albemarle County's Senior Center

The Senior Center has been a vital resource for the Albemarle-Charlottesville region since 1960. The Center is the first nationally accredited senior center in Virginia and is one of only a handful of senior centers in the country to be accredited three times. Over the years, the Center has been the recipient of many awards and accolades, including the 2009 Pinnacle Award as America's premier community center with excellence in senior wellness programs.

Request

Aging will have a significant impact on our region. Healthy aging is a community endeavor that requires community support. In the past year, community and philanthropic leaders have encouraged the Senior Center to request city and county funding for the Center at Belvedere. For this reason, the Senior Center respectfully requests that Albemarle County contribute \$2,000,000* to the construction of the Center at Belvedere, spread over 3-5 years, beginning in the County's fiscal year 2018. Such a commitment from Albemarle County would reinforce its dedication to health and wellness for all ages. It will also leverage the County's resources by inspiring philanthropists who are eager to see cooperation between private and public funding to create accessible indoor recreational and community gathering spaces.

*Please note that this request is less than 10% of the total funding needed for the Center at Belvedere. A similar request for public funding has been submitted to the City of Charlottesville. The Center will seek the remainder from private philanthropists. The Center does not plan to request public funding for future operations.

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Proposal for The Center at Belvedere

Albemarle County Needs The Center at Belvedere

According to the Centers for Disease Control and Prevention, the aging U.S. population is one of the most significant public health challenges that we face in the 21st century. Increasing numbers of older adults coupled with longer life expectancies have the potential to severely strain public and private resources. Healthy seniors who maintain active lifestyles and positive social connections require less health care, have lower medical costs, and make fewer demands on social service resources.

The challenge of an aging population is particularly acute for the Albemarle-Charlottesville region, as the number of older adults living here has nearly doubled in the past twenty-five years. Today, one in every four households in the area has at least one member over the age of 65. The number of people ages 50 or better who could be served by the Center at Belvedere is projected to reach 56,000 by 2020. In this climate, the need for the Senior Center, with its focus on providing the programs, resources, and connections proven to support healthy aging, has never been greater. Unfortunately, the current Center is out of space, unable to keep up with the demand for programs today, much less the growing demand of years to come.

Albemarle County not only needs a larger senior center; but also a different kind of senior center. While the current Senior Center provides essential programs, it was built primarily for social and recreational activity. Since the Center at Pepsi Place was built in 1990, research has changed our understanding of healthy aging. Numerous studies have shown that in order for seniors to age well, they need access to physical fitness, lifelong learning, visual and performing arts, outdoor recreation, and multi-generational interactions. The current Senior Center cannot provide the types of spaces our friends and neighbors need to access these key ingredients of healthy aging.

Senior Center Outcomes

A recent research project by the California Commission on Aging found that senior centers not only provide helpful resources to older adults, but they serve the entire community with information on aging; support for family caregivers, trained professionals and students; and the development of innovative approaches to aging issues. Clinical studies have shown that seniors who volunteer are happier, have an increased sense of well-being, enjoy broader social networks, and live longer.

Albemarle County's Senior Center offers programs that encourage seniors to maintain their health and independence. In a 2015 survey of Senior Center participants, 89% attributed a more positive outlook on life to participation in the Center. The *2015 Program Evaluation Survey* showed even greater outcomes as indicated below.

Of those surveyed who participate in an ...

- INTELLECTUAL wellness program, 100% have learned something new.
- PHYSICAL wellness program, 97% have more energy.
- SOCIAL wellness program, 98% have made new friends.
- EMOTIONAL wellness program, 100% have met someone with whom they can discuss similar personal experiences.
- VOCATIONAL wellness program, 100% feel a sense of accomplishment.

99% of ALL program participants surveyed have fun – a critical ingredient for everyone's wellbeing.

In addition to measuring the impact of our 100+ programs and services with participant numbers and survey results, the stories shared by members paint a vivid picture of the Senior Center's importance in their lives:

"My sense of the Senior Center is that it is a facility that is devoted to honoring what people have become... This Senior Center assists in a later life adjustment process. Many have situations where family and/or friends are distant or somehow unavailable. By providing this array and variety of activity, there are many niches in which to express and find meaningful companionship... There are opportunities for growth here in terms of the programs, and many places for a person to fit in. I have been to other facilities.... Some were institutional in format and smelled of disinfectant. Others were upscale but lacking heart. Here I find a building that shines in use. What is going on here reflects in the attitude toward the people as well. May we all continue to shine in use." Author asked to remain anonymous.

Market Research

In 2008, the Senior Center commissioned the Southeastern Institute of Research (SIR) to conduct market research with current and prospective participants regarding a possible facility expansion. It focused on the following strategic questions – "What aspects of the Center hold the most value," "How could an expanded Center better serve today's participants," and "How could an expanded Center accommodate the needs and expectations of tomorrow's seniors." SIR made use of data such as population maps of current and prospective participants, telephone interviews, as well as extensive research on population growth, demographics, and generational trends.

Ultimately, the research demonstrated that this community requires a new Center to address its growing and changing needs. The resulting recommendations regarding location, programming, membership model, and satellite delivery motivated the Senior Center to initiate strategic long-term plans for a new Center.

In 2015, the Senior Center commissioned a study by UVA's Weldon Cooper Center for Public Service which reaffirmed the SIR findings. The study assessed the changing and unmet needs of those aging in our community through demographics, population characteristics, and interviews. The researchers concluded. "Analysis of demographic and membership data, as well as conversations with area seniors highlight the importance of the Senior Center, call for a broader, expansive vision for the Center, and make the case for a modern, vibrant facility as the base for an ambitious outreach plan."

The Senior Center at Pepsi Place: Serving Albemarle County Today

Albemarle County Demographics

The senior population has grown rapidly in the past two and half decades. In 1990, 11,500 seniors ages 65 or older lived in Albemarle County and the City of Charlottesville. By 2014, the senior population nearly doubled, showing a growth rate much faster than the 38 percent rate of the area's total population. One in every four households in the area has at least one member over the age of 65.

According to the *2014 Census Estimate* published by the U.S. Census Bureau, 38,332 residents of Albemarle County were ages 50 or older (the age group primarily served by the Senior Center). This means that over thirty-seven percent of County residents were eligible for Senior Center participation. In 2012, the Virginia Employment Commission published projections by the Weldon Cooper Center for Public Service, who estimate that Albemarle County will have 58,245 residents ages 50 or older by 2040.

Who the Senior Center Serves

The 2008 SIR research estimated that the Senior Center serves 2,000 members and 6,000 participants of all ages each year. Because so many programs are free and open to the public, the Center is unable to fully account for

total participants. For this reason, we continue to use the SIR estimate, although we believe the number of participants could be significantly higher. Based on new data from the Center's door counter, we project that 94,000 duplicated users visit the Center annually.

To estimate the number of City of Albemarle residents who use the Senior Center, we use more individual specific data. For example, 2,005 individuals held Senior Center memberships in during 2014. Of those members, 56% or 1,130 individuals indicated residency in Albemarle County. Applying that percentage to the estimated 6,000 annual guest participants accounts for an additional 3,360 individuals. Therefore at least 4,490 Albemarle County residents were active at the Senior Center in 2014. Dividing this estimate from the 38,332 senior residents indicated in the *2014 Census Estimate* for Albemarle County, indicates that 12% of County seniors benefited from the Senior Center's holistic wellness programming.

The Mary P. Reese Scholarship Fund

The Mary P. Reese Scholarship Fund of the Senior Center offers full and partial scholarships for program fees or annual membership dues to anyone who expresses a financial need. The Scholarship Fund makes it possible for the Center to keep participation accessible to all seniors regardless of their ability to pay.

At present, individual membership is \$125 a year and membership for a two-person household is \$232, although the actual cost of running the Center is about \$500 per member. Membership includes about 80% of Center programs, but some classes require fees to pay qualified and skilled instructors or to cover the cost of materials. While these dues and fees are affordable for most seniors, those on fixed incomes can find them cost prohibitive. These seniors do not have access to organizations and programs that help them remain active and engaged, such as private fitness clubs, social clubs, arts and lifelong learning classes. By underwriting some or all of these seniors' membership dues and activity fees, they too can benefit from what the Center has to offer.

For those who receive scholarships, participation at the Senior Center can mean the difference between social isolation and a life of purpose and community service. In Fiscal Year 2015 (April 1, 2014 – March 31, 2015) the Mary P. Reese Scholarship Fund provided 285 scholarships. The year before, it provided 254 scholarships. As the senior population grows, so too does the need for scholarships. For the Center at Belvedere, this means planning to meet a greater need for scholarship funding.

Collaboration and Satellite Locations Today

The Senior Center continues to expand its capacity for collaboration at its current location and a handful of satellite locations. Programming partnerships that use the Senior Center's facilities include: the Osher Lifelong Learning Institute at the University of Virginia; Senior Statesmen of Virginia; Chasing Life, a lecture series with UVA Health System; Parkinson's Yoga with UVA's Adult Neurology Department and American Parkinson's Disease Association; and Take Off Pounds Sensibly (TOPS). Financial education partners include Merrill Lynch Financial Services, Barrett-Johnson and Associates, Doris Gelbman (an elder law attorney) and Phyllis Payne (a licensed insurance agent who does free consultations on Medicare).

Offsite, the Senior Center collaborates with ACAC to deliver our Water Workouts, as well as County and City Parks & Recreation for the Retreads senior softball team at Darden Towe Park. In the past, the Senior Center has done a "Summer in the Park" program to encourage seniors to use their local parks. The Senior Center also uses satellite locations to provide fitness programs such as Walking Groups at Fashion Square Mall and Ivy Creek; Hiking Groups that use trails throughout the county and up in the Blue Ridge Parkway; Racquetball at Rocky Top; Tennis at Tonsler Park, and Bowling at Kegler Lanes.

The Senior Center also serves other local nonprofits by recruiting volunteers to support a wide variety of philanthropic missions. Each year, the Center works with around 500 volunteers who contribute over 50,000

service hours to 50-60 organizations in the community and in the Center. In fact, volunteers provide 65% of the labor required to run the Senior Center's many programs.

Partnerships Prioritizing Healthy Aging

After the highly successful "Big Think Breakfast: Is Charlottesville Ready for the Age Shift?" co-created by the Senior Center and JABA in September 2014, there has been an exciting convergence around the issue of aging as a local priority. *Charlottesville Tomorrow* made a strategic decision to cover aging as a community issue that impacts transportation, as well as community planning and design. *Charlottesville Tomorrow* uses the Senior Center and its partners as resources for this strategic coverage.

The Senior Center, JABA, and six other nonprofits convened to explore ways to put the Albemarle-Charlottesville region on the leading edge of age-friendly communities. Encouraged by community leaders to pursue this joint effort, the group will soon announce the development of a new coalition that will work with other organizations to fill in the gaps where our community is not adequately age-friendly (e.g. social opportunities, transportation, and indoor fitness and recreation facilities).

Most recently, after consulting multiple local experts in aging including the Senior Center, the Charlottesville Area Community Foundation (CACF) chose aging as the first community-wide subject to illustrate their new commitment to "share information on the state of our community" via their annual report.

The Center's leadership is currently holding exploratory partnership conversations with the CFA Institute, UVA and UVA Health System, Sentara Martha Jefferson Hospital, among others. In order to reach seniors currently without access to the Center, we would like to provide more in-depth satellite programming in a greater variety of locations such as Crozet, Scottsville, and other underserved communities. However, the current Senior Center does not have the staff or the space to manage satellite delivery or collaboration on a greater scale.

The Future of Healthy Aging in Albemarle County

The Senior Center's vision is for our community to better understand and fully embrace the power of healthy aging to positively transform lives.

To bring this vision to life, the Center purchased a six-acre site and has a preliminary design for a 60,000-square-foot Center at Belvedere. With three times the indoor space of the current facility and nearly an acre of usable outdoor program and event space, the Center at Belvedere will have the capacity to meet the needs of our expanding population, as well as the dedicated functional space appropriate to the multi-dimensional activities science says we all need to age well. The Center at Belvedere's design includes greater accessibility; a gymnasium with an elevated walking track, a fitness center, and group exercise spaces; a learning center with flexible-use, scalable classrooms for Center and community partner programs; as well as rehearsal, performance, and studio spaces for fine and performing arts.

The Center at Belvedere will be a place that celebrates community and reduces social isolation. It will not only be a hub for senior resources, but also a place where all generations can come together to learn with and from one another. It will be open seven days and nearly ninety hours each week, broadening access and increasing the number of persons served. The Center will continue to provide programming centered on holistic wellness, which research shows promotes longer, healthier, and happier lives. Through the Center at Belvedere, we can revolutionize how our community ages far into the future.

See the enclosed booklet, *The Center at Belvedere: Healthy Aging is a Community Endeavor* (booklet), to learn more.

The Center at Belvedere: Transforming Our Service to Albemarle County

Location and Access for County Residents

The primary criteria for selecting a location for the new Senior Center was proximity to areas with a high density of seniors. The 2008 SIR market research found that current and prospective participants ranked ease of access and parking as the most important attributes of a new location. The Site Selection Committee discussed its options with private developers, UVA, city and county leadership, and ultimately reviewed more than 30 properties. The Belvedere property stood out as the option that met the most of the desired criteria.

See *Charlottesville Area Transit Study 2012, Market Demand Analysis* on Page 15 and *Percent of Households with People Age 65 or older* on Page 16 for population maps.

The Belvedere location is less than 2 miles from the current Senior Center and just 2 miles from US-29 N with access to Charlottesville's growing northern urban ring. This plot site was the closest site to the county-city border that also had enough acreage to meet community needs. In good proximity to a critical mass of the Senior Center's current and future population, it is close to affordable housing including Treesdale Park and Parks Edge Apartments. This area is flourishing – within a mile of the site, new senior-oriented housing is being built in Belvedere, Dunlora Forest, and Dunlora Gates. The Belvedere neighborhood is vibrant, intergenerational, and multi-use. Its residents share the Senior Center's values of healthy active lifestyles and creating community for all.

There will be easy access to the Center at Belvedere via bus services. Charlottesville Area Transit (CAT) public bus Route 11 runs along East Rio Road adjacent to Belvedere, between downtown and Fashion Square Mall. This provides good access for riders on the two most heavily traveled Routes, 7 and 5, which go to Fashion Square. Route 11 usage continues to grow and CAT projects expanded development of that corridor. The Center at Belvedere is a potential location for a future CAT bus stop. JAUNT bus service will continue to provide access to the new Center. Finally, the Center at Belvedere's covered entrance has been designed for easy and safe bus drop-off.

The Center at Belvedere will be just minutes from US-29 N and the John Warner Parkway, the two most heavily traveled local roads. It is also closer to downtown, as well as southern, eastern, and northern Albemarle county citizens; for those coming from western Albemarle, it is only a few minutes further than our Pepsi Place location. Due to growth in the East Rio Road corridor, VDOT expects to add a traffic light to the Belvedere intersection that will also improve safety and access.

Meeting County Needs through Expanded Collaboration and Satellite Locations

The Senior Center's long-range plan includes increasing its collaborations with other community organizations and providing additional healthy aging programming at satellite locations. The SIR market research study emphasized that these elements are essential to serve the growing population and to cater to the changing generational needs of seniors. By leveraging additional space and staff, the Center at Belvedere will revolutionize the Senior Center's capacity to provide these services at satellite locations like Crozet, Scottsville, and beyond.

The *2004 County of Albemarle Community Recreational Facilities Needs Assessment* found that the county had very limited indoor facilities, which places more reliance on private providers. Twelve years later, this continues to be true. The *Needs Assessment* specifically identified several needs that relate to the future Center at Belvedere: to move the focus of recreation services from youth to a broader cross section of the population and to offer a greater number and variety of recreational programs. The Center at Belvedere will provide the County a key partnership opportunity. It will offer indoor fitness and exercise facilities; natural areas; picnic areas; and a large recreation center for all ages. With the additional space, the future Center will be able greatly

expand the Senior Center's programming capacity. The Senior Center has decades of experience providing exactly the types of programs identified as County deficits in the *2004 Needs Assessment* – recreational programs for adults and seniors including fitness and wellness; music, art, dance, and performing arts; local trips and regional travel; and sports. For these reasons, the County Parks and Recreation team is eager to work with us at the Center at Belvedere to meet the needs of more county seniors.

The Center at Belvedere will also allow us to work with other new facilities such as the Brooks Family YMCA to build community health across the age continuum. Rip Cathcart, who developed The Reserve at Belvedere and is a campaign co-chairman for the YMCA, recently made a philanthropic commitment to the Center at Belvedere. Cathcart remarked that, "Like the new Brooks Family YMCA, the Center at Belvedere will be a tremendous community center and asset to our community for generations to come. I embrace your mission with enthusiasm." Both County Parks and Recreation officials and YMCA stakeholders agree that our region needs all of these facilities to meet current and future demand.

Who The Center at Belvedere Could Serve

By conservative estimates, the Senior Center at Pepsi Place serves 8,000 individuals a year in a 20,000 square-foot facility, with 100 parking spaces, and is open 56 hours a week. The Center at Belvedere will triple the size of the facility, have 300 parking spaces, and increase its operations to 90 hours a week, making it possible to serve more than 24,000 individuals annually. By providing the resources necessary to increase collaborations and establish satellite programs, The Center at Belvedere will make the positive outcomes of senior center participation available to more people in more areas. This includes neighborhoods, ethnic groups, and age groups who currently do not have easy and reliable access to this type of programming.

Today, more than 4,490 of Albemarle County's senior residents participate at the Senior Center. The Center at Belvedere will easily accommodate three times that number.

A History of Excellence and Responsible Stewardship

The Senior Center has been a vital resource for the Albemarle-Charlottesville region since 1960. In the last 56 years, the Senior Center has changed facilities four times to accommodate the growth of the senior population and the changing needs of our community. The current 20,000 square-foot facility opened in 1991. From this limited space, in the last year the Center orchestrated more than 100 recurring programs totaling 5,000+ events for seniors; 500 volunteers contributing 51,600 service hours at 54 local nonprofits; partnered with dozens of local organizations; and donated 1,180 hours of community meeting space valued at \$110,000. It is truly inspiring to think of how many more lives could be touched in the new Center at Belvedere.

The Senior Center was the first nationally accredited senior center in Virginia. Today, it remains one of only 175 nationally accredited senior centers out of more than 12,000 centers nationwide. The Center has been the recipient of many awards and accolades, including the 2009 Pinnacle Award as America's premier community center with excellence in all aspects of senior wellness programs, as well as the 2008 Commonwealth Council on Aging Best Practices in Healthy Aging Award. Locally, the United Way Thomas Jefferson Area selected the Senior Center's Executive Director for the 2010 Excellence in Nonprofit Leadership Award.

Throughout this history of achievement, the Senior Center has never received federal, state, or local government funds. Instead, it relies on an entrepreneurial funding model that includes private philanthropy from individuals, foundations, corporations, and civic groups in our community, as well as earned income from membership dues, program fees, rentals, travel, and advertising. Our community has supported the Senior Center's mission for 56 years, making it possible for the Center to create opportunities for healthy aging through social engagement, fitness and physical well-being, civic involvement, creativity, lifelong learning, visual and performing arts, recreation, travel, and volunteering.

Request for Funding

The Senior Center respectfully requests that Albemarle County commit to a leadership gift of \$2 million for the construction of the Center at Belvedere. A commitment made now could be spread over 3-5 years with payments beginning in the County's fiscal year 2018.

This request is less than 10% of the funding needed to construct the Center at Belvedere. A similar request for public funding has been submitted to the City of Charlottesville. The Center will seek the remainder from private philanthropists. The Center does not plan to request public funding for future operations.

Impact of Albemarle County Funding

Fostering senior independence and wellness benefits all of Albemarle County's residents. An investment of \$2,000,000 from Albemarle County would be a 'down payment' on healthy aging far into the future. Support of this magnitude shows that Albemarle County is committed to the potential for our aging population to be an asset rather than a burden.

Significantly, this level of commitment would also leverage the County's resources by inspiring philanthropists who are eager to see cooperation between private and public funding to create accessible indoor recreational and community gathering spaces. This is exactly the type of impetus needed to move the Center at Belvedere project forward in the coming year. It is our hope that Albemarle County will join us and the hundreds of donors and advocates who have also invested in this transformational project.

Conclusion

Over the last year, our community has taken many steps to make the issue of aging a local priority. There is a growing appreciation for seniors' needs and their contributions, as well as an increased understanding of how critical it is for our community to invest in healthy aging and projects like the Center at Belvedere. To best serve local seniors in the years to come, it is crucial that we capitalize on the current momentum of the community's positive energy.

As an Albemarle County Supervisor, you know that the aging of our population impacts every aspect of life in the Albemarle-Charlottesville region. You know how critical it is that more of our citizens embrace the power of healthy aging to transform lives. For fifty-six years the Senior Center has helped older adults produce positive outcomes in their own lives, in lives of their families, and in the lives of the greater community. Albemarle County needs the Center at Belvedere and the Senior Center has the experience and commitment to lead the way.

The *2014 Albemarle Comprehensive Plan* inspires its residents, businesses, and nonprofits to honor and maintain those qualities that make Albemarle County a great place to live for all of our citizens. The *Plan* highlights Albemarle's vision that twenty years from now, residents will continue to experience and enjoy the County's rural heritage, scenic beauty, and natural and historic resources, and have attractive and vibrant communities resulting from a strong economy and excellent educational system. The Senior Center's Center at Belvedere will be well placed to contribute to this vision – it will be a model center for a model region.

Together we can build the Center at Belvedere as a model of excellence in healthy aging to revolutionize how our community ages.

Supporting Materials

The Center at Belvedere: Preliminary Site Plan



BUSHMAN DREYFUS ARCHITECTS PC



THE CENTER
AT BELVEDERE



SITE PLAN

The Center at Belvedere: Project Budget

The Center at Belvedere Sources and Uses of Funds Summary

	<u>Total Project</u>	<u>As of 12/31/2015</u>	<u>Balance of Project if Fully Funded Today</u>
SOURCES OF FUNDS			
Donations/Pledge Payments	20,787,000	4,167,000 *	16,620,000
Sale of Existing Building	2,500,000	-	2,500,000
TOTAL SOURCES OF FUNDS	23,287,000	4,167,000	19,120,000
USES OF FUNDS			
Land Purchase	2,423,000	2,423,000	-
Campaign Costs			
Consulting	272,000	272,000	-
Staff	837,000	520,000	317,000
Materials	171,000	71,000	100,000
Pre-Development	216,000	141,000	75,000
Design & Consulting	1,600,000	-	1,600,000
Land Carrying Cost	133,000	71,500	61,500
Building Construction			
Sitework & Gardens	1,400,000	-	1,400,000
Base Building	10,200,000	-	10,200,000
Blvd Parking & Site Walls	400,000	-	400,000
Furniture, Fixtures & Equip	1,000,000	-	1,000,000
Construction Contingency	1,250,000	-	1,250,000
Owners Contingency	1,000,000	-	1,000,000
Inflation	1,000,000	-	1,000,000
Interest	104,100	104,100	-
Taxes, Fees, Legal, Insurance	280,000	-	280,000
Start up Working Capital	<u>1,000,000</u>	<u>-</u>	<u>1,000,000</u>
TOTAL USES OF FUNDS	23,286,100	3,602,600	19,683,500

* Does not include 12/31/15 balance of Pledges Receivable @ \$1,160,000; Total raised \$5,327,600

The Center at Belvedere: Operating Assumptions and Pro Forma

Operating Assumptions

Revenues

- New facility, extended hours and expanded programs will offer new value for participants; membership census and guest usage will increase
- The increased and expanded program offerings will increased program revenues
- Enhanced community impact will result in an increase in individual, foundation and corporate philanthropy
- New facility, with its space dedicated to special events and classrooms, will become a more attractive venue for private and community events, resulting in additional rental income

Expenses

- Building and grounds upkeep, as well as utilities, will increase at a pace consistent with larger footprint but taking into consideration economies of scale and a more efficient facility
- Staffing will increase to accommodate the larger facility, the increase in programming and the extension of hours

Pro Forma Financial Operations

	<u>Actual FYE 3/31/15</u>	<u>Projected Belvedere</u>
Operating Revenues		
Program Fees	107,500	200,000
Development/Philanthropy	532,000	770,000
Membership Dues	155,000	490,000
Rentals	45,000	85,000
Travel Programs	35,000	70,000
Other	19,000	40,000
Total Revenue	<u>893,500</u>	<u>1,655,000</u>
Expenses		
Program Direct Costs	85,500	182,000
Development/Philanthropy	64,000	115,000
Promotion/Marketing	50,000	50,000
Administrative & Indirect Costs	101,500	128,000
Building and Grounds	52,500	117,000
Salaries, wages and benefits	538,000	1,000,000
Total Expenses	<u>891,500</u>	<u>1,592,000</u>
Net Income from Operations	<u>2,000</u>	<u>63,000</u>

The Center at Belvedere: Campaign Leadership

Campaign Leadership

Dawn Heneberry: Market President, SunTrust Bank Private Wealth Management, **Chair***

Joe Gieck: Professor Emeritus, Curry School of Education, **Vice-Chair***

Gene Corrigan: ACC Commissioner (ret.)*

Marshall Pryor: Community Leader

John R. Redick: President of Charlottesville Area Community Foundation (ret.)*

Douglas Wheeler: Keswick Hunter Jumper Foundation

Key Staff

Kirstin Fritz: Development Director

Peter M. Thompson: Executive Director*

Professional Team

Bushman-Dreyfus Architects

LifeSpan Design Studios: Consulting Architects

Michael Matthews, Matthews Development Co.: Owner's Representative

Larry J. McElwain, Parker, McElwain & Jacobs: Attorney

Payne, Ross & Associates

R.E. Lee & Son, Inc.

The Curtis Group

Virginia National Bank

WW Associates

*Senior Center member

Senior Center: Board of Directors and Staff

Board of Directors

The Board of Directors at the Senior Center is made up of community members with diverse backgrounds and fields of expertise. A majority of the Board must be made up of active Senior Center members* at all times. 100% of the Board of Directors makes philanthropic donations to the Senior Center.

Michael Guthrie: CEO & Managing Broker, Roy Wheeler Realty Company; **President**

Jeanne McCusker: Owner, Home Instead Senior Care; **Vice President**

Dick Brownlee: Professor Emeritus, Darden School of Business; **Treasurer**

Elizabeth Allan: Psychiatric Nurse (ret.)*; **Secretary**

Hi Ewald: Principal, Tall Oaks Capital*

Jean Foss: Educator, Albemarle Co. Schools (ret.)*

Joe Gieck: Professor Emeritus, Curry School of Education*

Mike Kirkman: Managing Partner, Lochlin Partners

Greg Menke: President, Medical Decision Network, LLC (MDN)

Ann Myers: Educator (ret.)

Rodney Rullman: Brand Manager, Davenport and Company, LLC*

Bob Tucker: Albemarle County Executive (ret.)*

Douglas Wheeler: Keswick Hunter Jumper Foundation

David Whitcomb: Chief Financial Officer (ret.)*

Staff

Jennifer Ayers: Program Director

Tamaine Curry: Facilities Coordinator

Alexa Dysch: Development Assistant

Margaret Fitch: Program Coordinator*

Kirstin Fritz: Development Director

Linda Hahn: Travel Coordinator*

Kimberly Haynes: Coordinator of Volunteer Resources*

Sam Morgan: Finance Director*

Virginia Peale: Marketing & Communications Director*

Lisa Perlbinder: Administrative & Grants Assistant

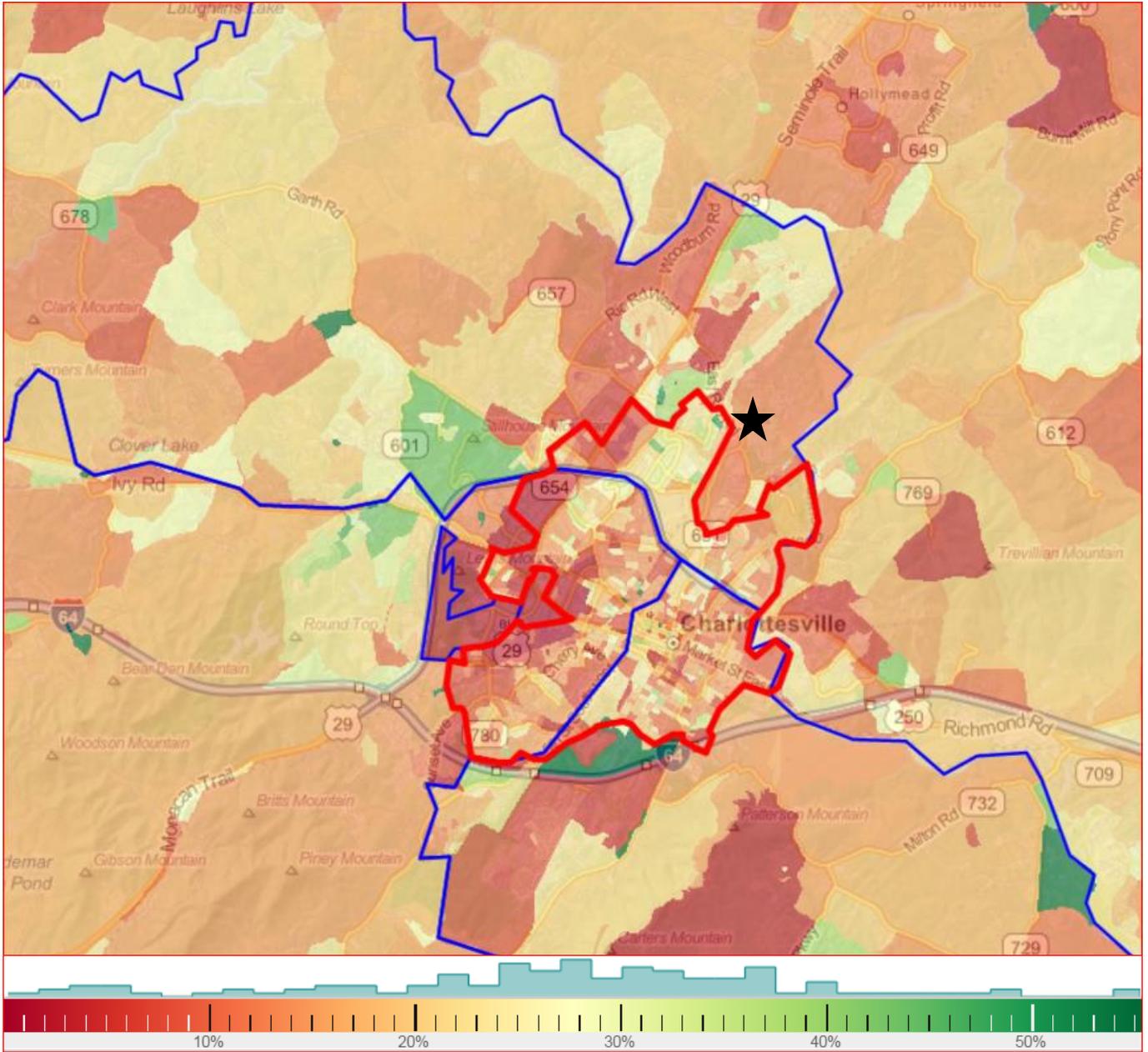
Susan Watts: Membership Coordinator*

Peter Thompson: Executive Director*

*Senior Center Member

Percent of Households with People Age 65 or older

★ Indicates location of The Center at Belvedere



Based on 2010-2013 Census data.

Source: City-Data.com

Also Enclosed

The Center at Belvedere: Healthy Aging is a Community Endeavor (booklet)

A Community of Opportunities: FY 2015 Annual Report (booklet)