



# Highlands Ranch Senior Center Action Plan & Progress Report

Updated December 2020

To establish an inclusive, vibrant,  
active community gathering place  
that provides programs and  
resources for living well and aging  
well in Highlands Ranch.

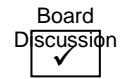


# Planning Process and Decision Points

	Board Review	Board Discussion	Board Approval
<input checked="" type="checkbox"/> <b>Step 1:</b> Needs Assessment and Action Plan (Feasibility Study) Action Plan November 2017	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 2:</b> Programming and Partnerships March – October 2018	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 3:</b> Study Options for Facility January 2018	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 4:</b> Preliminary Conceptual Design and Site Evaluations Final Report Completed Parking Evaluation Completed March 2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 5:</b> Capital Estimate February 2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 6:</b> Preliminary Senior Center Business Plan Operating Assumptions August 2019	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> <b>Step 7:</b> <ul style="list-style-type: none"> <li>• Senior Center Site Evaluation Report September 2019</li> <li>• Site Evaluation Report Summary of Public Comment</li> </ul>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> N/A
<input checked="" type="checkbox"/> <b>Step 8:</b> Citizen Survey January 2020	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> N/A

**Step 9:**

- Senior Center Site Selection Review  
January 2020
- Partnership with Douglas County Presentation  
February 2020
- Received public comment opposing HR Parkway site  
March – May 2020
- Senior Center Project Update  
April 2020

**Step 10:**

- Review of District Financial Forecast  
Project deferred along with Pickleball Courts  
May 2020
- Received public comment opposing proposed Senior Center Site on HR Pkwy  
March – May 2020

**Step 11:**

Study of Interim Facility Options  
August 2020

**Step 12:**

Board Budget Workshop  
Review Proposed 2021 Budget  
November 2020

**Step 13:**

Project Planning Resumes  
November 2020



**Step 1:****Needs Assessment and Action Plan**

Completed November 2017

Board  
ReviewBoard  
DiscussionBoard  
Approval**To Understand:**

- Current programs and services provided in the community
- Needs and community priorities
- National trends for senior services and facilities
- Model for service delivery
- Programmatic and space needs for facility
- Public input: stakeholders, staff, service providers and public
- Partnership opportunities
- Challenges and opportunities

**Key Points:**

- Seniors interested in variety of programs: outdoor recreation, fitness, arts and culture, trips and events, socialization and education
- Future center needs to serve all seniors, older population of the community and baby boomers with more active lifestyles
- Partners can help contribute programs and resources
- Marketing and promotions must be developed
- Many different ideas and visions
- Need for lead organization
- Current 55+ population totals 21,394 people, or 21% of the population
- From 2010-2022, projected 78.9% increase in target population or growth of 11,568
- Large and diverse population with many different age segments, needs and interests

**Board Adopted Action Plan**

January 2018



- Metro District to make long-term commitment to lead and coordinate aging adult programs and services
- Metro District to convene work group with partners to work on:
  - Marketing plan – centralized information
  - Programs for interim facility
  - 10-year plan to systemically increase programs and services
  - Investigate opening an interim facility in 2018
  - Long-term: plan and develop permanent center in partnership with HRCA or other organization

**Step 2:****Programming and Partnerships**

March – October 2018

Board  
ReviewBoard  
DiscussionBoard  
Approval**Work Group Representatives:**

- Metro District
- HRCA
- Douglas County
- Douglas County Libraries
- Highlands Ranch Senior Club
- Faith-based community
- Douglas County Sheriff's Office
- Citizens at large

**Work Group Identified Four Program Area Priorities:**

- Socialization opportunities
- Health, wellness, fitness and recreation programs
- Life-long learning opportunities
- Social services: information, resources and referrals

**Other Work Group Projects:**

- Develop proposed program – see attached
- Toured other senior facilities: Commerce City and Castle Rock
- Identified resources partners could contribute
- Developed three facility name recommendations for the board
- Developed vision statement/tag line
- Helped identify facility needs
- Reviewed facility options

**Reviewed Preliminary Operating Budget:**

June 2018 Board Visioning Workshop

Presentation only, no official action





### Step 3:

#### Study Options for Facility January 2018

Board  
Review

Board  
Discussion

Board  
Consensus



- Interim Facility  
Studied the feasibility of leasing 5,700 square foot building for an interim facility. The board decided not to pursue due to cost of lease and improvements.
- Add-on Facility  
Studied feasibility of adding senior center to the Recreation Center at Eastridge. The board decided not to pursue due to constraints on site.
- Stand Alone Facility  
Studied feasibility of partnership with Shea Properties to develop senior center and affordable senior housing project in Town Center on Shea Properties site. The board decided not to pursue due to concerns about parking constraints.

#### **Pending:**

- Review and Prioritize Inventory of Potential Sites  
Currently revising the list of possible sites and the site evaluation criteria.
- Evaluate Potential Sites  
Anticipate it will take seven months to conduct a thorough evaluation of potential sites.  
(March – September 2019)



#### Step 4:

Board  
Review

Board  
Discussion

Board  
Consensus



### **Preliminary Conceptual Design and Site Evaluations**

Conducted by Chris Kastelic, Perkins+Will

September 2018 – February 2019

- Board presentation, December 11, 2018
- Final report to board, March 20, 2019

### **Summary of Board feedback from September 19, 2018:**

#### **Project Priorities**

- Socialization opportunities and programs are the top priority
- The facility should be bright with plenty of natural light
- The building should not be in a basement or subgrade area
- Should have the ability to expand in the future, and could be on a different floor. Master plan the facility needs
- The building should not only be accessible, but should focus on universal design with ample clearances, clear visibility, including control of sound and climate control, temperature especially in areas such as the entry. Plenty of room between furnishings for walkers, wheelchairs, etc.
- There needs to be ample accessible parking within a reasonable distance from the entry, and there needs to be adequate parking for special events
- Should have a covered drop-off area, and possible ice melt system
- Outdoor event and activity spaces need to be a part of the design including large doors that open to the outdoors, a covered patio and group picnic area with outdoor fitness equipment, bocce court, gardening, etc.
- There should be welcoming, informal space
- Make sure there is proper restroom design, inclusive change area and assistance areas
- The design should consider distance to programs, spaces and ease of access
- Plenty of appropriate storage that can be locked
- Consider revenue opportunities such as rentals, enrichment classes and meeting space
- Tech connections, good Wi-Fi and other technology considerations
- Consider concierge health services, possibly by a partner
- The Silver Sneakers program is a priority

#### **Things the Facility Should Not Do / Provide**

- No duplication of amenities at the Highlands Ranch recreation centers
- No gym is needed, but some level of activity space may be necessary
- No pool or aquatic spaces are necessary, including steam room and sauna
- The board does not believe we need indoor pickleball, but it may be a possibility outdoors in an adjacent location if the site allows
- No commercial kitchen is necessary, just a functional catering kitchen. It could have flexible design to allow for instruction/cooking demonstrations
- No dedicated library space is needed, but a satellite location for book loan and drop service could be considered, depending on the location of the facility

## **How Should the Building Look and Feel?**

- The building should use warm, natural materials such as wood and stone
- Plenty of natural light
- Indoor / outdoor design with doors to the outside
- Solar technology
- Floor finishes that easily accommodate walkers and wheelchairs, etc.



## Proposed Facility Program

Space	Net S.F.	\$/S.F.	Const. Cost	Non-Const. Cost - 25%	Total Cost
Covered Drop-off	800	\$200	\$160,000	\$40,000	\$200,000
Entry Lobby / Reception Area	600	\$382	\$228,900	\$57,225	\$286,125
Lounge Seating Area	1,600	\$316	\$505,760	\$126,440	\$632,200
Café Space	500	\$382	\$190,750	\$47,688	\$238,438
Consultation Rooms (2/200 sq.ft. ea)	400	\$316	\$126,440	\$31,610	\$158,050
Admin Offices (3/120 s.f. ea)	360	\$382	\$137,340	\$34,335	\$171,675
Volunteer Office	120	\$316	\$37,932	\$9,483	\$47,415
Loan Closet	300	\$273	\$81,750	\$20,438	\$102,188
Event Space (divisible into 3)	4,000	\$316	\$1,264,400	\$316,100	\$1,580,500
Event Storage	300	\$273	\$81,750	\$20,438	\$102,188
Classroom (w/100 s.f. storage)	900	\$316	\$284,490	\$71,123	\$355,613
Classroom (w/100 s.f. storage)	900	\$316	\$284,490	\$71,123	\$355,613
Kitchen (catering and teaching)	800	\$382	\$305,200	\$76,300	\$381,500
Multi-use Exercise Room (w/200 sq.ff. storage)	1,500	\$316	\$474,150	\$118,538	\$592,688
Activity Multi-use Space	2,000	\$273	\$545,000	\$136,250	\$681,250
Restroom – Men	400	\$382	\$152,600	\$38,150	\$190,750
Restroom – Women	400	\$382	\$152,600	\$38,150	\$190,750
Restroom – inclusive / assistance	120	\$316	\$37,932	\$9,483	\$47,415
Mech, Circ, Walls, Struct, etc.	4,560	\$273	\$1,242,600	\$310,650	\$1,553,250
<b>Building Sub-Total</b>	<b>20,560</b>	<b>\$298</b>	<b>\$6,134,084</b>	<b>\$1,533,521</b>	<b>\$7,667,605</b>

### Site Development

Parking lot for 100 cars / preliminary	24,500	\$9	\$220,500	\$55,125	\$275,625
Site Circulations Drives, Drop-off	5,000	\$14	\$70,000	\$17,500	\$87,500
Outdoor Activity Areas	6,000	\$10	\$60,000	\$15,000	\$75,000
Patio Space, Seating, Shade Structures	2,500	\$15	\$37,500	\$9,375	\$46,875
Landscaping	20,000	\$4	\$80,000	\$20,000	\$100,000
Sidewalks	5,000	\$12	\$60,000	\$15,000	\$75,000
Site Lighting			\$20,000	\$5,000	\$25,000
Utilities Development Allowance			\$200,000	\$50,000	\$250,000
Miscellaneous			\$40,000	\$10,000	\$50,000
<b>Site Development Sub-Total</b>			<b>\$788,000</b>	<b>\$197,000</b>	<b>\$985,000</b>

<b>Total Project Cost</b>	<b>20560</b>		<b>\$6,922,084</b>	<b>\$1,730,521</b>	<b>\$8,652,605</b>
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Red Text = Program Space

## Recommended Program and Cost Estimates

### Approximate Event Space Capacity

- Standing room only event            7 sq. ft./person            4,000 sq. ft.= 571 occupants
- Seminar/theatre seating            10 sq. ft./person            4,000 sq. ft. = 400 occupants
- Banquet seating 6-8 top tables            4,000 sq. ft. = 266+ occupants
- For senior events/more circulation space            200 occupants, approx.

### Site Requirements

- Parking            206 spaces/Senior Center  
                         244 spaces/Senior Center with  
                         Douglas County Offices
- Outdoor Event Space            10,000 sq. ft. (approx.)

### Site Comparison

Conducted preliminary evaluation of four sites and site test fit (footprint of building and parking on site)

1. Cactus Bluff – future school site
2. Cresthill Lane – future school site
3. Toepfer Park – future school site
4. Town Center site – partnership with Shea Properties

### Building Planning

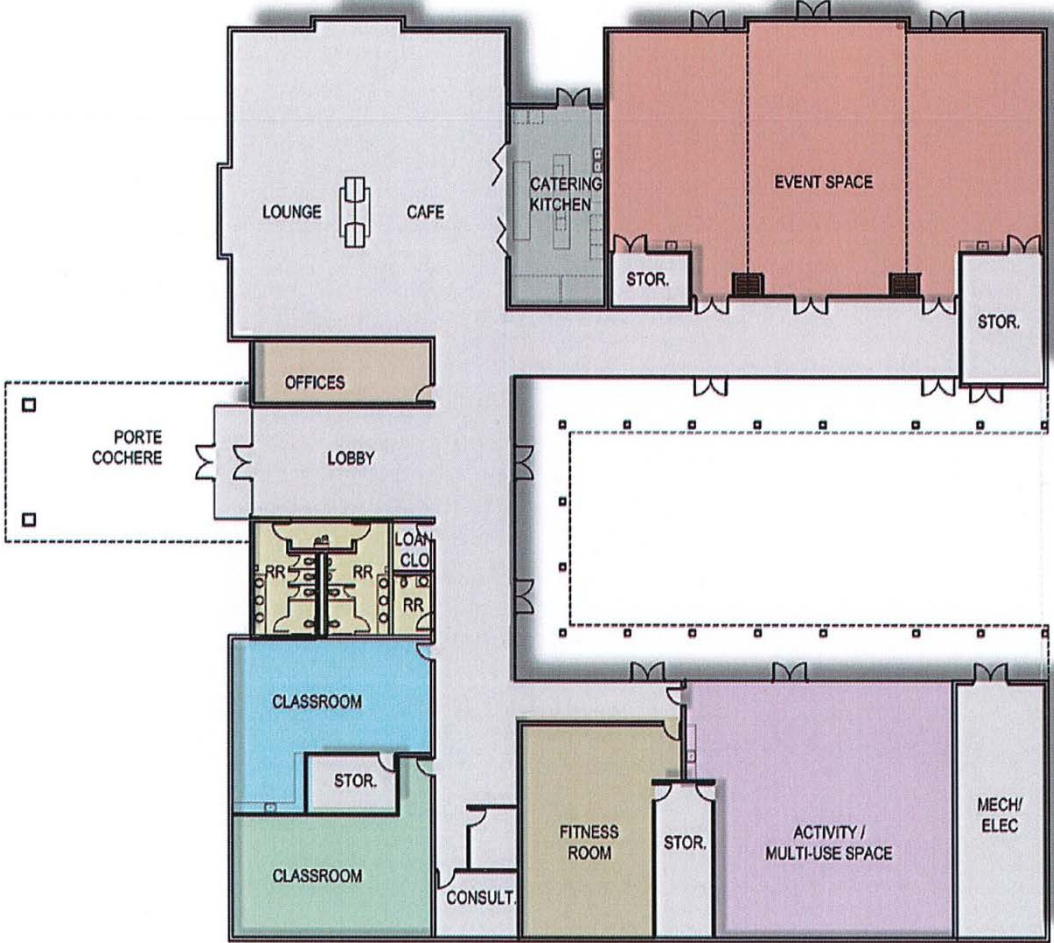
Developed two concept plans for facility program

1. Courtyard concept for school sites
2. Town Center concept

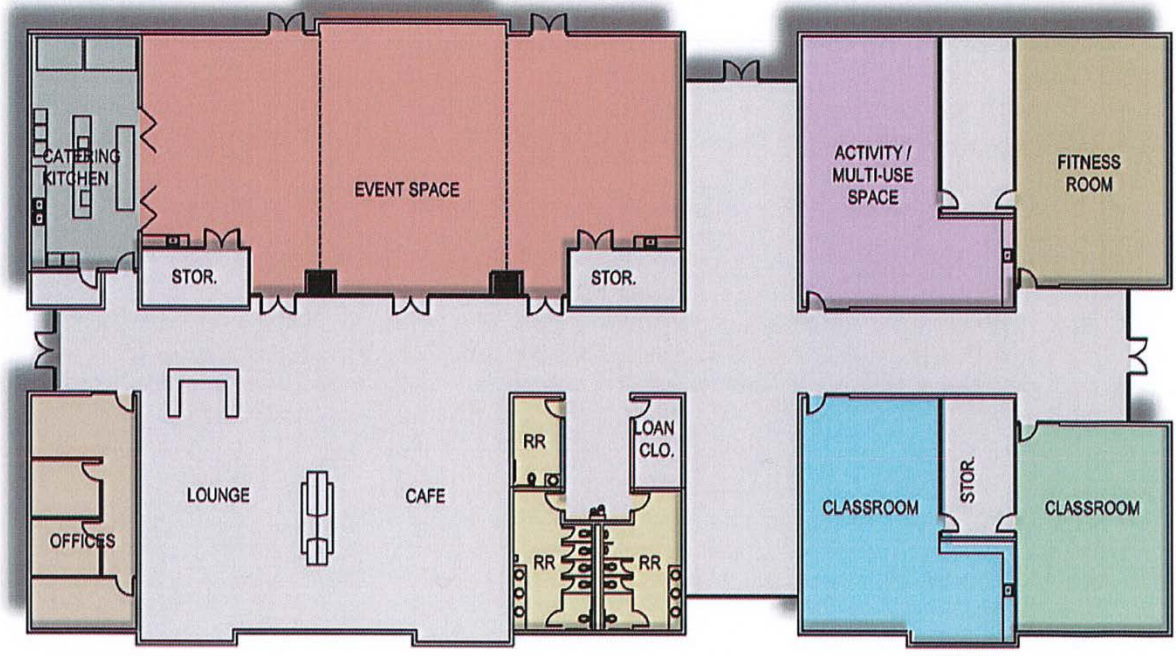
### Wrap-Up Conceptual Planning Phase

- Conceptual Design Final Report from Perkins+Will delivered to Board March 20, 2019
- Parking Needs Assessment from Walker Consulting – March 26, 2019 Board Presentation

PLANNING CONCEPT – OPTION 1



PLANNING CONCEPT – OPTION 2





**Step 5:**

**Capital Budget Estimate**  
February 2019

Board  
Review

Board  
Discussion

Board  
Approval



At the Visioning Retreat on February 22, 2019, the Metro District Board of Directors acknowledged a capital budget estimate of \$12,000,000 for the Senior Center project providing an allowance for cost increases and potential need to purchase land.

The facility budget estimate as shown in the conceptual design final report, prepared by Perkins+Will is \$8,650,000.



**Step 6:**

**Preliminary Senior Center Business Plan & Operating Assumptions**  
August 2019

Board Review

Board Discussion

Board Consensus



Board Presentation August 27, 2019  
Senior Center Business Plan Operating Assumptions

- To assist Board with decision making
- Provide staff direction on program cost recovery target
- Provide documentation for long range financial forecast
- Evaluate how new program / services will align with existing programs / services
  
- Business Plan Assumptions:
  - Owned and operated by Metro District
  - Target audience 50yrs +
  - Centralized resource for programs and services
  - Standalone facility designed to be flexible
  - Adequate space for proposed programming
  - Opportunity to rent facility after hours and weekends
  - Based on 20,000 square foot building
  - Assumes Senior Center opens in 2021
  
- Estimated funding requirements:
  - Staffing 3

	<b>One-Time</b>	<b>On-going</b>
<b>Capital</b>	\$12,000,000	
<b>Staffing</b>		392,000
<b>Program Expenses</b>		81,200
<b>Operating Expenses</b>		128,600
<b>TOTAL</b>	\$12,000,000	\$602,000
<b>Less Revenue Sources</b>		(187,900)
<b>Funded by Property Tax</b>		\$414,100



**Step 7:**

**Senior Center Site Evaluation Report**  
September 2019

Board  
Review

Board  
Discussion

Board  
Approval



Board Presentation – September 24, 2019  
Highlands Ranch Senior Center Site  
Evaluation Report

- Site evaluation criteria
- Building program
  - 20,000 square foot building
  - 112,000 square foot exterior space
  - 5 acres minimum / approx.
- Parking requirements:
  - 103 spaces for daily activities
  - 206 spaces for special events
  - 38 spaces for Douglas County offices
    - 244 Total Spaces
- Studied 23 sites in Highlands Ranch
  - Most feasible (3)
  - Somewhat feasible (4)
  - Least feasible (16)
- Most Feasible Sites
  1. Highlands Ranch Parkway, east of Broadway
  2. Plaza Drive & Erickson Boulevard
  3. Toepfer Park, Future School Site
- Pros & Cons developed for each site  
(See presentation)
- Staff Recommendation  
(See presentation)
- Next Steps
  - Further Board discussion
  - Public review and input
  - Determine if Douglas County will partner
  - Consider community survey
- Presentation only, no official action

**Site Evaluation Report**  
Summary of Public Comment  
October 2019

Board  
Review

Board  
Discussion

Board  
Approval

Board Presentation – October 23, 2019  
Site Evaluation – Summary of Public Comments  
(Based on Sept. 24, 2019 Site Evaluation Report)

- 23 Sites identified, the following three sites met the site criteria
  1. Highlands Ranch Parkway, east of Broadway
  2. Plaza Drive & Erickson Boulevard
  3. Toepfer Park, Future School Site
- District solicited public comment via:
  - eMessenger
  - Next Door & Facebook posts
  - Chamber of NW Douglas County
  - Website Hot Topics
  - Article in Herald
- 240 individuals provided comment
- Majority of respondents (124) in support of Highlands Ranch Parkway site: due to central location, visibility, proximity to bus route, shopping, restaurants, medical services
- Also concerns about traffic, safety and increased congestion
- 31 comments in support of Plaza Drive site, citing less impact on traffic, congestion, easy to get to, less impact on surrounding neighbors, and more opportunity for outdoor recreation programming.
- Cons to Plaza Drive site included; too far away and confusion with Wind Crest
- 12 Comments in support of Toepfer Park and 4 comments opposed
- Other comments included
  - Questions about funding
  - Desire for Pickleball Courts
  - General support for Senior Center
  - Opposition to Senior Center / we have 4 recreation centers
  - Desire for active programs, fitness, Silver Sneakers
  - Confusion about District and HRCA
- Presentation only, no official action





**Step 8:**

**2019 Citizen Survey**

Board  
Review

Board  
Discussion

Board  
Approval



January 2020  
Board Presentation  
2019 Citizen Survey Results

In December 2019 the Metro District engaged National Research Center to conduct a community survey covering a broad range of topics. 3,500 surveys were sent to randomly selected registered voters in the community. The survey included questions about the many services the Metro District provides, including a set of questions to gauge public support for the proposed Senior Center. There was broad support for building a stand-alone Senior Center.

The full survey is available on the Metro District website.



**Step 9:**

**Senior Center Site Selection Review**  
January 2020

Board  
Review

Board  
Discussion

Board  
Approval



Board Presentation – January 28, 2020  
Senior Center Site Selection Review

- Reviewed staff recommendation of sites:
  1. Highlands Ranch Parkway site  
(Most feasible)
  2. Plaza Drive site  
(District doesn't own)
  3. Toepfer Park site
    - Too small
    - Pursue acquisition for new park amenities
- Next Steps:
  - Further Board discussion
  - Public review and input
- Board majority favored moving forward with further evaluation of the Highlands Ranch Parkway site

**Highlands Ranch Senior Center**  
Douglas County Offices  
February 2020



Board Presentation – February 19, 2020

- Reviewed current status
  - Board selected Highlands Ranch Parkway site as their favored site
  - District owns property
  - Douglas County interested in shared facility / meetings in progress
  - Reviewing zoning approval requirements
  - Douglas County defining space and program requirements
  - Established initial site design tasks and overall project schedule

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**March 2020**  
**COVID-19 Pandemic**

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Senior Center Update  
April 2020

Board Presentation – April 28, 2020  
Senior Center Update

- Board selected Highlands Ranch Parkway site as their favored site
  - Staff began further investigation of site feasibility
  - Continued work with Douglas County / possible partnership
  - Project cost estimate with Douglas County Offices / \$15,400,000
  - Reviewed updated Financial Forecast
  - Discussed possible lease agreement parameters
  - Review project timeline
  - Outlined public process regarding final site selection
- 
- Site survey complete on Highlands Ranch Parkway site
  - Solicited qualification statements from civil engineering firms to help with next level of site evaluation on Highlands Ranch Parkway site including; grading, utilities, vehicular access to site, building footprints and elevations, site circulation, pedestrian access, landscaping and drainage requirements.
    - Project postponed in May and postponed hiring civil engineer
    - RFP has not been prepared for this phase of work. This would be the next step in order to proceed with this step

Board agreed to move forward with negotiations for an MOU with Douglas County.



**Step 10:**

**District Financial Conditions**  
May 2020

Board  
Review

Board  
Discussion

Board  
Approval



Board Presentation – May 26, 2020  
Financial Condition

- Staff reviewed District financial conditions and concerns about financial situation due to unknown impact of COVID-19 Pandemic.

Staff Recommendation:

- Defer “new” capital projects
  - Senior Center
  - Pickleball Courts
- Board decision:
 

“Board majority agreed with staff recommendations; however, directed staff to explore alternative sites such as Fly’n B House or vacated retail space for Senior Center accommodations. Staff will contact Shea Properties for possible retail locations and Carrie Ward will bring presentation on Fly’n B House and its potential use as an alternative Senior Facility to the Board. Also, per Board direction, staff will update the District website with information on the deferred Senior Center, the new financial information, and correct any misinformation that appears on social media.
- Public Involvement
 

Prior to postponing the project, staff had planned to contact 2,500 households adjacent to the proposed Highlands Ranch Parkway site to solicit their input. If and when the project proceeds the public involvement process will resume and the letters will be sent. Even though project has been deferred, comments and questions are always welcome / send to Carrie, Terry and any Board members.

## **Public Involvement and Comment**

Highlands Ranch Parkway Site

May 2020

- Due to COVID-19 Pandemic and postponement of Senior Center project staff did not reach out to neighbors of the Highlands Ranch Parkway site to seek input.
- Prior to postponing the project, staff had planned to contact 2,500 households adjacent to the proposed Highlands Ranch Parkway site to solicit their input. If and when the project proceeds the public involvement process will resume and the letters will be sent. Even though project has been deferred, comments and questions are always welcome / send to Carrie, Terry and any Board members.
- From March – May 2020 the District did receive emails and comments at Board meetings from approximately 91 individuals regarding the proposed site at Highlands Ranch Parkway. Of the emails receive 89 expressed concerns for the Senior Center at this site and opposition to this location. Two of the emails expressed support the Senior Center at this site. All of these emails and comments have been shared with the Board of Directors, the project team and are part of the record for the project.
- Throughout the rest of 2020 the District has continued to receive emails and comments at Boards meetings expressing opposition to the Highlands Ranch Parkway Site.



## Step 11:

### Study of Interim Facility Options

August 2020

Board  
Review

Board  
Discussion

Board  
Approval



Board Presentation – August 25, 2020  
Interim Facility Options

- May 2020 Board postponed decision to build stand-alone facility until District knows results of 2020 property tax assessment
- Board requested staff revisit options for interim facility including leased space and Fly'n B House which staff reviewed with the board in the presentation
- Interim facility options:
  - Leased space
  - Fly'n B House
  - Purchase and remodel existing building (Currently no buildings available)
- Lease pace currently available:
  - 5690 County Line Place  
\$280,500 annual lease  
\$300,500 tenant finishes
  - 630 Plaza Drive  
\$379,800 annual lease  
\$150,000 – \$300,000 tenant finishes
- Fly'n B House – Interior Remodel & Site Improvements
  - \$466,600 spent to date / exterior
  - \$722,300 in CIP (Erickson cash in lieu of fees)  
For interior remodel and site improvements
  - Small venue for community meetings, events, recreation and outdoor programs
  - Accommodate 50-70 approx.
  - 800 – 1,000 square feet approx. event space
  - Restroom, small serving kitchen, outdoor event space / patio
  - Proximity to picnic shelter, park, Johnny's Pond, High Line Canal trail
  - Additional parking needed
  - Would not be a long term solution for Senior Center

Staff Recommendation:

- Move forward with Fly'n B House planning and design for community uses and potential interim facility for senior programming
  - Verify facility capacity
  - Verify parking needs and site development plans
  - Determine project budget
- Delay decision on leased facility until 2021, first quarter, when we know about the new assessment

Board Decision: 7-0 motion passed

Motion to accept staff's recommendation and to instruct staff to proceed with necessary steps to hire architect to proceed with design including verification of parking requirements and plans, building capacity and project budget.



## Step 12:

### Board Budget Workshop

Board  
Review

Board  
Discussion

Board  
Approval



November 6, 2020

To Review Proposed 2021 Budget

- Board reviewed proposed 2021 Budget including long range financial forecast through 2027 and impact of repeal of Gallagher Tax Measure
- Based on positive financial conditions and financial forecast
- Board decided to include in 2021 budget:
  - Funds for Fly'n B House project - \$722,300
  - Senior Center – 12 million
  - Pickleball Courts – 2.5 million

December 2020

- Received several more public comments in opposition to Senior Center being located on Highlands Ranch Parkways site

### Project Planning Resumes



November 2020

- Meeting with Erickson to discuss their interest in partnership to develop Senior Center and Pickleball Courts on Plaza Drive / RTD site
- Engaged services of commercial real estate agent to help find existing properties for sale, that meet criteria
- Engaged services of Chris Kastelic, Perkins & Will Architects, to help evaluate properties, if any are available

December 2020

- Project Team Planning Meeting
  - Senior Center
  - Pickleball Courts
  - Fly'n B House
- Further meetings with Erickson regarding Plaza Drive site
- Douglas County notified the District that they are no longer interested in partnering to build Human Services offices with the Service Center. They have a new service delivery model and no longer need the office space.

