



GREAT RIVER PASSAGE INITIATIVE: RIVER LEARNING CENTER

Operations and Feasibility Analysis

October 2018

Vision Statement

The Saint Paul River Learning Center and the National Park Service's Mississippi River Regional Headquarters will serve as the gateway to the Mississippi River, welcoming residents and visitors to this national feature with four-season programming that honors, promotes stewardship, and teaches the culture, history, and ecology of the river.

Imagine our community **INSPIRED** by the Mississippi River. Imagine every resident with **ACCESS** to outdoor recreation, river-based learning opportunities, and a public connection to the Mississippi River. Imagine every visitor **CELEBRATING** the cultural and natural history of the Mississippi River.

PROGRAMMING

CAPITAL AND OPERATIONS ANALYSIS

GOVERNANCE STRATEGY

PHASING

Programming at the River Learning Center should complement existing programming in St. Paul...

1

DAY CAMPS

2

GEOCACHING

3

FAMILY FISHING

4

PARKS AFTER DARK

5

ANIMAL SURVEYS

6

FAMILY CAMPING

7

ECOSTEWARDS

8

PADDLE SHARE

and address current gaps.

1

RIVER-BASED PROGRAMMING

3

WINTER PROGRAMMING

2

**OVERNIGHT RECREATIONAL
PROGRAMMING**

4

INCLUSIVE PROGRAMMING
(targets multiple, diverse user groups)

The proposed programming will activate the site year-round while respecting the ecology of the Mississippi River.



Boat Tours



Workforce
Development Training



NPS
Headquarters



Education



Learning
Kitchen



Community
Space



Café



Recreation



Sauna



Houseboats



Boat
Docking

Each program will vary based on timing, season, and potential operator.

TIMING

- *Preliminary*
- *Phase I*
- *Phase II*

SEASON

- *Year-Round*
- *Warm-Weather Months*
- *Cold-Weather Months*

LEAD OPERATOR

- *New entity/outside vendor*
- *Existing entity*

And some programs already exist at the waterfront or in other parts of the city that will be relocated to the River Learning Center.

SAMPLE EXISTING PROGRAMS

- *Canoe Mobile*
- *ExploraTots*
- *Fish with a Ranger*
- *Family Camping*

EXISTING PROGRAMMERS

- *Wilderness Inquiry*
- *St. Paul Parks & Rec*
- *The National Parks Service*
- *Great River Passage*

Boat tours, including class trips and private excursions, will build excitement for the River Learning Center prior to its physical presence.

BOAT TOURS

Preliminary

Timing

Warm-Weather

Season

**New Entity /
Vendor**

Lead Operator



Workforce development training will foster a more inclusive Learning Center and environment.

WORKFORCE DEVELOPMENT TRAINING

Preliminary

Timing

Year Round

Season

**St. Paul
Workforce Center**

Lead Operator



The National Parks Service headquarters and programming will draw a national audience to the site.

NPS HEADQUARTERS

Phase I

Timing

Year Round

Season

NPS

Lead Operator

River-based educational and arts classes will cover gaps in existing science education and celebrate the natural history of the River.

EDUCATION

Phase I

Timing

Year Round

Season

**New Entity /
Vendor**

Lead Operator

The learning kitchen with indoor/outdoor cooking classes taught by local and national chefs will highlight the cultural history of the River.

LEARNING KITCHEN

Phase I

Timing

Year Round

Season

**New Entity /
Vendor**

Lead Operator



A community space will host large groups for lunch and can be transformed into a space for public and private events.

COMMUNITY SPACE

Phase I

Timing

Year Round

Season

**New Entity /
Vendor**

Lead Operator



A café will allow visitors to spend a full day on site without needing to leave for lunch.

CAFÉ

Phase I

Timing

Year Round

Season

Vendor

Lead Operator

Equipment rentals and family camping trips will allow visitors to experience the Mississippi River in an active manner.

EQUIPMENT RENTALS

Phase I

Year Round

**New Entity /
Vendor**

Timing

Season

Lead Operator



A seasonal sauna will offer another reason to visit the RLC in cold-weather months.

SAUNA

Phase I

Timing

Warm-Weather

Season

**New Entity /
Vendor**

Lead Operator

Houseboats present an opportunity to bring guests from the river's edge onto the water.

HOUSEBOATS

Phase II

Timing

Warm-Weather

Season

**New Entity /
Vendor**

Lead Operator



Docking slips could draw a broader audience to the RLC and provide a revenue stream.

BOAT DOCKING

Phase I

Timing

Warm-Weather

Season

**New Entity /
Vendor**

Lead Operator

These programs could fill a typical warm weather week...

	Sat	Sun	Mon	Tues		Wed		Thurs		Fri		
8am	Fishing	Family Camping	Nature Walk	School Field Trip		Nature Walk		Nature Walk		Nature Walk		
9am	Fishing					ExploraTots						
10am	Boat Tour											
11am		Ranger-Led Tours	Crafts Class			Crafts Class		Cooking Class		Crafts Class		
12pm	Boat Tour	Ranger-Led Tours				Crafts Class		Cooking Class		Crafts Class		
1pm		Ranger-Led Tours	Boat Tour			Boat Tour		Boat Tour	Cooking Class	Boat Tour		
2pm	Family Camping	Ranger-Led Tours				Boat Tour		Boat Tour		Boat Tour	Cooking Class	Boat Tour
3pm		Ranger-Led Tours	Crafts Class			Kayaking		Canoeing		Kayaking		
4pm		Ranger-Led Tours	Boat Tour			Crafts Class	Boat Tour	Nature Walk	Boat Tour	WFA	Boat Tour	Boat Tour
5pm		Ranger-Led Tours				Boat Tour		Nature Walk	Boat Tour	WFA	Boat Tour	Boat Tour
6pm		Ranger-Led Tours	Event	Movie Night		Cooking Class		Nature Walk (Stargazing)		Cooking Class		
7pm		Ranger-Led Tours				Cooking Class		Nature Walk (Stargazing)		Cooking Class		

and a typical cold-weather week.

	Sat	Sun	Mon	Tues	Wed	Thurs	Fri
8am	Ice Fishing	Family Camping	Skiing	School Field Trip		Skiing	Sauna
9am	Ice Fishing				ExploraTots	WFA	
10am	Snow Shoeing						
11am	Snow Shoeing	Ranger-Led Tours					
12pm	Snow Shoeing	Ranger-Led Tours					
1pm	Snow Shoeing	Ranger-Led Tours	Crafts Class	Sauna	Crafts Class	Cooking Class	Crafts Class
2pm	Family Camping	Ranger-Led Tours					
3pm		Ranger-Led Tours					
4pm		Ranger-Led Tours	Crafts Class for Students		Nature Club Meet and Greet	NPS Lecture	Cooking Class for Students
5pm		Ranger-Led Tours					
6pm		Ranger-Led Tours	Crafts Class	Ice Sculpting	Cooking Class	Sauna	Cooking Class
7pm		Ranger-Led Tours					

PROGRAMMING

CAPITAL AND OPERATIONS ANALYSIS

GOVERNANCE STRATEGY

PHASING

HR&A developed an estimate for the RLC's *capital* budget based upon this program.

This analysis assumes:

- 1 Program generally assumes mix and size from the technical study**
- 2 Inputs derived from St. Paul market conditions**

The majority of capital expenditures arise from the construction of the RLC. A fundraising campaign can cover these costs.

CAPITAL EXPENDITURE*	COST	NOTES
River Learning Center	(\$4,000,000)	Weighted construction cost of \$143 per GSF
Tour Boat	(\$300,000)	Based on comparable boats
Houseboats (2)	(\$420,000)	Based on comparable boats
TOTAL	(\$4,720,000)	

** Each expenditure is independent of the others and can be advanced individually.*

HR&A also developed an estimate for the RLC's *operating* budget based upon this program.

This analysis assumes:

- 1 Low and high concepts to demonstrate the potential range of estimates**
- 2 A stabilized year of operations (ramp up years will have a different composition of costs and revenues)**
- 3 Partner organizations will utilize the RLC space for mission-based programs**

New staff working to program the RLC according to the vision of the site make up the vast majority of operating costs.

COST	LOW	HIGH	ASSUMPTIONS
Salary & Wages	(\$550,000)	(\$735,000)	8 staff, including an ED, Event Coordinator, Maintenance Staff (3 FTEs), and Programming Staff (3 FTEs). The high scenario also includes a Marketing Director and an Educational Coordinator.
Maintenance	\$0	\$0	Accounted for and covered through net income from the building.
Programming	(\$40,000)	(\$55,000)	Accounts for the O&M costs of the houseboats and tour boat. These costs include ongoing boat maintenance, docking fees, insurance, and winter storage.
TOTAL	(\$590,000)	(\$790,000)	

HR&A assessed revenue for the RLC's operations, focusing on earned income from the program.



Boat Tours



NPS
Headquarters



Classrooms /
Wet Labs



Learning
Kitchen



Community
Space



Café



Recreation



Sauna



Houseboats



Boat
Docking

The preliminary phase boat tours create a near-term opportunity to bring educators and funders to the river.

BOAT TOURS

- **Assumes non-profit and private groups will rent the boat and its captain for river cruises**
- **Rental fee of \$700 for 2.5 hour tour is comparable to private group cruise rates on the St. Croix River**
- **Assumes paying groups utilize the boat 2x per day, 4-days a week from June-August in the low scenario and 6-days a week in the high scenario.**
- **Assumes that each St. Paul Public School with lower and middle school students (51 schools) will utilize the classroom space for one full day, the fee for which has been waived**

\$75K - \$110K
Revenue

Office space can provide a significant revenue stream to the RLC, the range for which will be dictated by financing for capital costs.

NPS HEADQUARTERS

- **Assumes a public or non-profit developer**
- **Assumes financing of 70% of all-in capital costs in the low scenario and a grant that covers 100% of the upfront capital costs in the high scenario**
- **Assumes \$28 PSF office rent (gross),* other uses do not generate rent**
- **This estimate is net revenue (as opposed to gross revenue) and incorporates the building's operating and capital expenses**

(\$150K) - \$160K
Revenue

**Assumes slightly higher than top of market Class A office rent as no new Class A office development has been built in St. Paul since 2004*

Core to the RLC's mission is an education center with multipurpose classroom and wet lab space for the future stewards of the River.

CLASSROOM SPACE

- **Assumes non-profit and private groups will rent classroom space for educational programs**
- **Rental fee of \$50 per hour for a multipurpose room is comparable to St. Paul Recreation Center rates**
- **Two out of the three classroom and wet lab spaces are activated for 4 hours, 3x per week in the low scenario and 8 hours, 3x per week in the high scenario**
- **Assumes that each St. Paul Public School with lower and middle school students (51 schools) will utilize the classroom space for one full day 2x per year, the fee for which has been waived**

\$60K - \$120K
Revenue

The Learning Kitchen will have the capacity to host cooking classes, promoting the cultural history and environment of the River.

LEARNING KITCHEN

- **Assumes non-profit and private groups will rent the kitchen for cooking classes**
- **Rental fee of \$50 per hour for a multipurpose room with a kitchen at St. Paul Recreation Centers is used in the low scenario and a rental fee of \$75 is used in the high scenario**
- **Assumes 4 cooking classes per week year-round that are two hours each**

\$20K - \$30K
Revenue

The community space will provide educators a space for large groups to gather, and can generate revenue from private events after hours.

COMMUNITY SPACE

- Assumes non-profit and private groups will rent the space for private events
- Follows pricing for Dodge Nature Center's The Aerie Barn, with rental fees ranging from \$350-\$2,300 depending on event type, time, and day of the week
- Assumes 52 weekend and 52 weekday events in the low scenario, and 104 weekend and 52 weekday events in the high scenario
- Assumes that St. Paul Public Schools will utilize this space when onsite for educational field trips, the fee for which has been waived

\$110K - \$195K

Revenue

Because of location and a captive audience, quality F&B establishments in parks tend to have high gross revenues.

CAFÉ

- Assumes an outside vendor will operate the café
- Cafes in Minneapolis parks pay between 100%-195% higher rents PSF than Downtown retailers. Applying this percentage to St. Paul Downtown rents of \$14 PSF, indicates that retail rates can range from \$30 PSF in the low scenario to \$40 PSF in the high scenario
- Assumes program size of 1,500 SF from the 2017 Technical Study

\$40K - \$60K
Revenue

Recreational equipment will allow the broader community to use the RLC and support year-round activation.

EQUIPMENT RENTAL

- **Equipment rentals will be owned and operated by a new entity or RLC vendor**
- **Equipment can include kayaks, canoes, and fishing rods in the summer, and snow shoes, cross-country skis, and boots in the cold-weather months**
- **Assumes a range of 2,000-4,000 warm-weather rentals, depending on low/high scenario, at an average fee of \$25**
- **Assumes a range of 500-1,000 cold-weather rentals, depending on low/high scenario, at an average fee of \$12**

\$55K - \$110K

Revenue

A seasonal sauna provides revenue and activation opportunities for cold-weather months.

SAUNA

- **Assumes an outside vendor will operate the sauna**
- **Assumes a spa retail rate of \$20 PSF in the low scenario and \$30 PSF in the high scenario based on comparable facilities in St. Paul**
- **Assumes program size of 2,000 SF based sauna needs; this space would include saunas, a mudroom, and reception area**
- **Assumes the sauna is open for 6 months/year**

\$20K - \$30K
Revenue

The houseboats offer a nature-based, overnight experience, one that is limited in St. Paul.

HOUSEBOATS

- **The 2 houseboats will be owned and operated by a new entity or RLC vendor**
- **Rental fee of \$85 per day is used in the low scenario based on the going rates of Whitetail Woods Camper Cabins and \$130 in the high scenario based on existing houseboats in St. Paul**
- **Assumes 2 houseboats will be rented for 2 days per week (the weekend) from June-August in the low scenario and 3 days per week in May and October and 5 days per week from June-August in the high scenario**

\$10K - \$30K
Revenue

A small marina may be a compatible use with the other on-site programs and could provide a revenue stream to the RLC.

BOAT DOCKING

- **Assumes an outside vendor will operate the marina**
- **The low scenario assumes 2/3rds the current rent of Watergate Marina to account for a smaller marina, while the high scenario accounts for half of the St. Paul Yacht Club's existing rent as that marina is larger than one envisioned for the RLC**
- **Assumes a marina with 100 boat slips, approximately 1/3 smaller than the current marina**

\$20K - \$40K
Revenue

HR&A assessed revenue for the RLC’s operations, focusing on earned income from the program.

COST	LOW	HIGH
Boat Tours	\$75,000	\$110,000
NPS Headquarters	(\$150,000)	\$160,000
Classroom Space	\$60,000	\$120,000
Learning Kitchen	\$20,000	\$30,000
Community Space	\$110,000	\$195,000
Cafe	\$40,000	\$60,000
Equipment Rental	\$55,000	\$110,000
Sauna	\$20,000	\$30,000
Houseboats	\$10,000	\$30,000
Boat Docking	\$20,000	\$40,000
TOTAL	\$260,000	\$885,000

** Revenue from NPS Headquarters is net revenue, and includes the operations and maintenance of the building*

Depending on the desired intensity, the RLC can be self-sustaining without ongoing operational philanthropic or public contributions.

STABILIZED YEAR		
	Low	High
Costs	(\$590,000)	(\$790,000)
Revenue	\$260,000	\$885,000
BOTTOM LINE	(\$330,000)	\$95,000

PROGRAMMING

CAPITAL AND OPERATIONS ANALYSIS

GOVERNANCE STRATEGY

PHASING

Based on the goals and preferred usage, the RLC requires funding and management capacities over and above typical public spaces.

Governance Structure Guiding Principles

- **Leverage Existing Capacity**
- **Produce Best-in-Class Operations & Programming**
- **Support Brand Development**
- **Secure Diverse Funding Streams**

Key roles and responsibilities for the development and operations of the RLC can be grouped into three categories.



Implementing a sustainable vision requires coordination with the broader public.

Vision Implementation	
Vision Stewardship/Design	A strong design, brand, and vision is necessary to attract a broad coalition of engaged stakeholders and funders
RLC Marketing	Early-stage marketing will increase excitement prior to the opening of the RLC and will help with fundraising efforts
Capital Fundraising	As more capital costs are covered from fundraising efforts, a higher operating income can be used for programming expenses
Early Phase Programming	A tour boat and pilot programming from existing entities will increase excitement and create fundraising opportunities

Developing a mix of uses that supports the RLC vision requires ownership and development identification.

RLC Construction	
Ownership	The City should serve as owner of the RLC, tour boat, and houseboats
Development Oversight	The City should oversee development of the RLC by a public or non-profit developer

A best-in-class RLC will require rapidly building capacity to deliver robust programming and high quality operations.

RLC Operations	
Ongoing Programming	Additional programming as previously described will be offered once the building opens
Maintenance of Building	Costs associated with the ongoing operations of the building such as roof repairs
Maintenance of Grounds	Costs already covered by the City such as landscaping, tree removal, and lighting among others
Ongoing Stewardship	Transformative open spaces require continual alignment of goals, programming, and implementation, and continual fundraising

Multiple entities are well-positioned to contribute to and ensure the success of the RLC.

NON- PROFITS



MISSISSIPPI PARK
CONNECTION
Discover your river



Wilderness
Inquiry

GOVERNMENT AGENCIES



GREAT
RIVER
PASSAGE



The Great River Passage should serve as the fundraising arm for the River Learning Center.

GREAT RIVER PASSAGE CONSERVANCY

Functions:

- **Capital Fundraising**
- **Ongoing Stewardship**

The City of St. Paul should own the site, River Learning Center, and boats, and the Parks Department should maintain the site.

CITY OF ST. PAUL & PARKS DEPARTMENT

Functions:

- **Ownership**
- **Development Oversight**
- **Maintenance of Building**
- **Maintenance of Grounds**
- **Early Phase Programming**
- **Ongoing Programming**

Multiple organizations offer programming in St. Paul and may be interested in relocating and/or developing new programming for the RLC.

OTHER PARTNERS

Functions:

- **Early Phase Programming**
- **Ongoing Programming**
- **Design/Vision Stewardship**

Organizations:

- **Mississippi Park Connection**
- **Wilderness Inquiry**
- **National Parks Service**
- **Great River Passage**
- **Capital Region Watershed District**
- **Others**

A new 501(c)3 will fill gaps in capacity and serve as lead operator of the River Learning Center, supported by existing entities.

MISSISSIPPI RIVER LEARNING CENTER

Functions:

- **Lead Operator**
- **Vision Stewardship**
- **RLC Marketing**
- **Ongoing Stewardship**
- **Event/Programming Coordinator**

Jobs

- **Executive Director**
- **Event Coordinator**
- **Maintenance Staff (3 FTEs)**
- **Programming Staff (3 FTEs)**
 - **Licensed Boat Captain**
 - **Deckhands**
 - **Event Planner**

Establishing a Mississippi River Learning Center 501(c)3 that is supported by existing partners offers multiple benefits.

- 1 Maximizes flexibility in achieving the vision**
- 2 Strong potential to secure diverse funding sources**
- 3 Ability to pilot programs prior to construction, activating the space early**
- 4 Leverages existing non-profits to support near-term implementation**
- 5 Establishes a long-term champion**

PROGRAMMING

CAPITAL AND OPERATIONS ANALYSIS

GOVERNANCE STRATEGY

PHASING

The phasing strategy aligns the delivery of the RLC with the expiration of NPS's current lease in a financially feasible manner.

Phase I: 2018-2020*

Finalize Planning

Governance

- Confirm governance plan
- Form the new entity that will serve as lead operator
- Develop fundraising roles and responsibilities
- Lobby to include funding for the capital costs in a bond
- Confirm NPS relocation* or identify a different tenant for the office space

Programming

- Confirm design features and hire designer
- Purchase the tour boat and the houseboats
- Pilot outdoor programming
- Recruit other programming partners

**Current NPS lease expires Fall 2020*

The phasing strategy aligns the delivery of the RLC with the expiration of NPS’s current lease in a financially feasible manner.

Phase II: 2021
Construction

Governance

- Build the brand for the RLC
- Construct the RLC

Programming

- Offer boat tours
- Continue to pilot outdoor programming
- Continue to recruit programming partners

The phasing strategy aligns the delivery of the RLC with the expiration of NPS's current lease in a financially feasible manner.

Phase III: 2022+ *Opening & Operations*

Governance

- Continue to enhance the brand
- Fundraise for ongoing programming

Programming

- Host stabilized year programming



GREAT RIVER PASSAGE INITIATIVE: RIVER LEARNING CENTER

Operations and Feasibility Analysis

October 2018

APPENDIX

PRECEDENT PROGRAMMING

RLC PRO FORMA ASSUMPTIONS

CAPITAL AND OPERATING EXPENSES

BARGE SWIMMING POOL

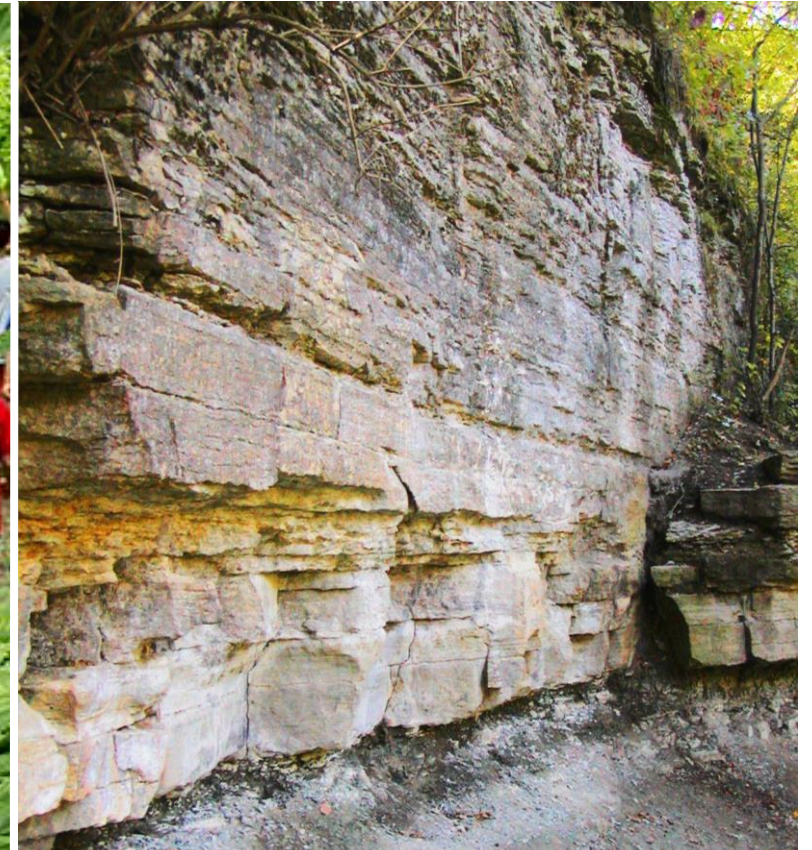
Imagine our community inspired by the Mississippi River.



Learn How To Swim/Snorkel



Meet the Critters



Rock Exploration

Imagine every resident with access to outdoor recreation, river-based learning opportunities, and a public connection to the Mississippi River.



Middle-School Programming



Outdoor Wilderness Training



Partnerships w/ Universities (classes, study abroad)

Imagine every resident with access to outdoor recreation, river-based learning opportunities, and a public connection to the Mississippi River.



Imagine every resident with access to outdoor recreation, river-based learning opportunities, and a public connection to the Mississippi River.



Houseboat Rentals



Public Baths / Saunas



Coworking Space / Rental Space

Imagine every visitor celebrating the cultural and natural history of the Mississippi River.



Multi-Ethnic Kitchen



Mushroom Foraging/Wild Edibles

Imagine every visitor celebrating the cultural and natural history of the Mississippi River.



History Lessons



Traditional Northern Crafts

APPENDIX

PRECEDENT PROGRAMMING

RLC PRO FORMA ASSUMPTIONS

CAPITAL AND OPERATING EXPENSES

BARGE SWIMMING POOL

Assumptions

① PROGRAM ASSUMES GENERAL MIX AND SIZE FROM THE TECHNICAL STUDY

② INPUTS DERIVED FROM ST. PAUL MARKET CONDITIONS

Assumptions

1

PROGRAM ASSUMES GENERAL MIX AND SIZE FROM THE TECHNICAL STUDY

National Parks Service Headquarters

- 9,350 GSF of office space

River Learning Center

- 1,500 GSF of café space
- 3,000 GSF of community space
- 1,000 GSF of wet lab space
- 2,000 GSF of classroom space
- 2,000 GSF of sauna space
- 5,350 GSF of other space (e.g., rental storage)

24,200 GSF TOTAL

Assumptions

② INPUTS DERIVED FROM ST. PAUL MARKET CONDITIONS

- Hard costs include office construction costs and elevated costs associated with wet lab space
- Office rent assumes slightly higher than top of market Class A rent as no new Class A office development has been built since 2004*
- Other spaces do not generate revenue from rent, but their programmatic uses generate net operating income

\$143 per GSF

BLENDED AVERAGE FOR HARD COSTS

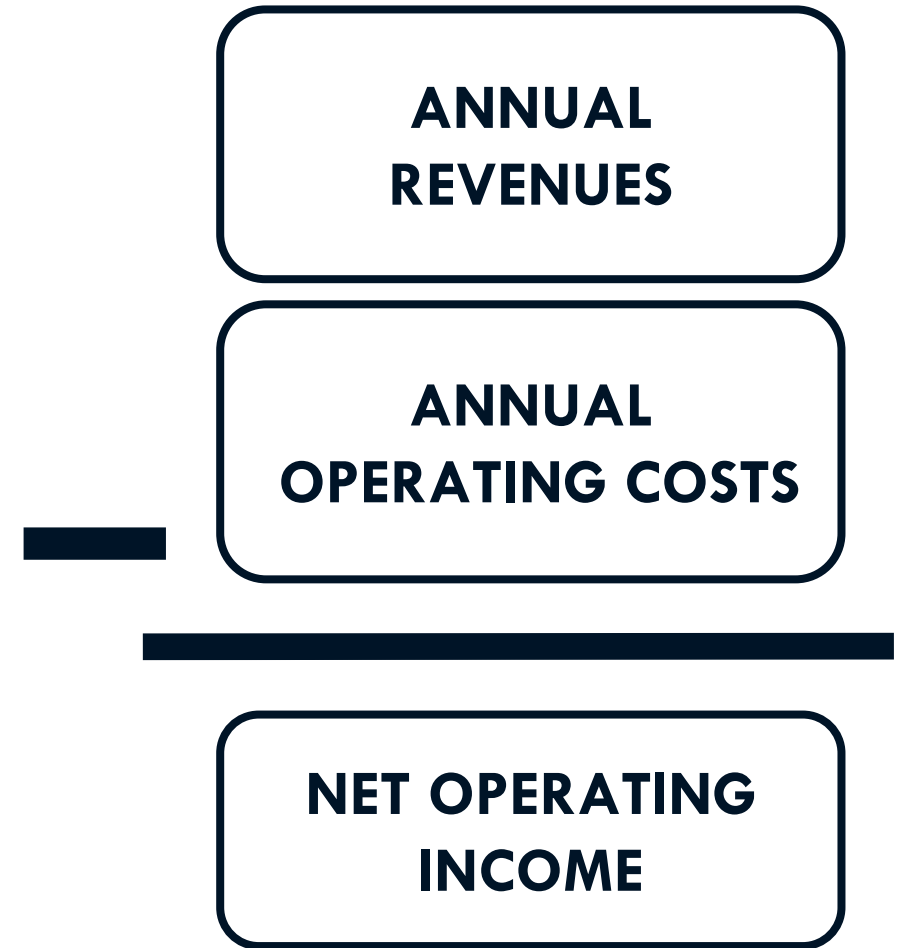
\$28 per GSF

OFFICE RENTS (GROSS — ANNUAL)

**Only NPS pays rent; the new 501(c)3 does not pay office rent for the building.*

Net operating income (NOI)

Definition: income stream from a revenue-generating property that is equal to property revenues less regularly-recurring operating expenses



If the building's construction is financed, the recommended program requires a modest amount of contributed income to cover the gap.

STABILIZED YEAR*

NOI \$160,000

Financing **(\$310,000)

BOTTOM LINE (2018\$) *(\$150,000)**

- * Year 4, after construction and lease up
- ** Assumes financing of 70% of all-in capital costs of \$MM
- *** Assumes public or non-profit developer

If funding can be secured to cover capital costs, more NOI can be dedicated to the Learning Center’s operations and programming.

STABILIZED YEAR 50% OF UPFRONT COSTS COVERED		STABILIZED YEAR 100% OF UPFRONT COSTS COVERED	
NOI	\$160,000	NOI	\$160,000
Financing	(\$155,000)	Financing	\$0
BOTTOM LINE (2018\$)	\$5,000	BOTTOM LINE (2018\$)	\$160,000

APPENDIX

PRECEDENT PROGRAMMING

RLC PRO FORMA ASSUMPTIONS

CAPITAL AND OPERATING EXPENSES

BARGE SWIMMING POOL

The new 501(c)3 would include up to 10 full-time equivalent positions.

PERSONNEL	SALARY	BENEFITS	PAYROLL TAX	TOTAL
Executive Director	\$100,000	\$7,500	\$7,500	\$115,000
Event Coordinator	\$80,000	\$6,000	\$6,000	\$92,000
Maintenance Staff (3 FTEs)	\$150,000	\$11,000	\$11,000	\$172,000
Programming Staff (3 FTE)	\$150,000	\$11,000	\$11,000	\$172,000
Marketing Director	\$80,000	\$6,000	\$6,000	\$92,000
Educational Coordinator	\$80,000	\$6,000	\$6,000	\$92,000
TOTAL	\$640,000	\$47,500	\$47,500	\$735,000

Programmatic expenses relate to the tour boat and houseboats, with ongoing maintenance comprising the largest portion.

COST	LOW	HIGH	ASSUMPTIONS
Tour Boat	(\$19,500)	(\$26,000)	
Maintenance	(\$18,000)	(\$24,000)	\$1,500-\$2,000/month per the St. Paul Yacht Club
Docking Fees	\$0	\$0	The City will waive this fee in marina agreements
Winter Storage	(\$1,500)	(\$2,000)	\$25-\$30 PSF per current St. Paul marina rates
Insurance	\$0	\$0	Waived as long as the City owns the boat
Houseboats (2)	(\$20,500)	(\$27,000)	
Maintenance	(\$18,000)	(\$24,000)	\$750-\$1,000/month per the St. Paul Yacht Club
Docking Fees	\$0	\$0	The City will waive this fee in marina agreements
Winter Storage	(\$2,500)	(\$3,000)	\$25-\$30 PSF per current St. Paul marina rates
Insurance	\$0	\$0	Waived as long as the City owns the boat

APPENDIX

PRECEDENT PROGRAMMING

RLC PRO FORMA ASSUMPTIONS

CAPITAL AND OPERATING EXPENSES

BARGE SWIMMING POOL

A barge swimming pool will establish the RLC as a destination, and can activate the site year-round.

SWIMMING POOL

Phase II

Timing

Year Round

Season

Vendor

Lead Operator

A barge swimming pool will establish the RLC as a destination.

SWIMMING POOL

- **Assumes a new 501(c)3 will operate the swimming pool**
- **Assumes daily admission fees at existing St. Paul Aquatic Centers (\$6 for visitors under 48", \$7 for visitors over 48", \$24 for families up to 5 members)**
- **Assumes the same number of visitors that used Como Pool prior to its renovation in the low scenario and that number inflated to a 2018 estimate using annual population growth from 2010-2018 for the high scenario**

\$100K - \$105K
Revenue

The barge swimming pool will solidify a brand and generate excitement for the RLC, but will require coordination & fundraising by a champion.

BARGE SWIMMING POOL CONSIDERATIONS

CAPITAL COSTS: (\$5M-\$6M)

- *Barge*
- *Swimming Pool Renovation*

OPERATING COSTS: (\$170K-\$325K)

- *Docking/Mooring Fees*
- *Insurance*
- *Pool Maintenance*
- *Barge Maintenance*
- *Air-Supported Dome for Winter Use*
- *Winter Relocation?*

REVENUE: +\$100K-\$105K

- *Swimming Pool*

REGULATION CONSIDERATIONS

- *Environmental concerns, e.g., the impact of shadows on marine wildlife*
- *Revenue concerns, e.g., the Coast Guard blocked permits for a barge swimming pool in NYC to generate revenue from events*