



236 Walnut Avenue  
Lakeside, Ohio 43440

**The Lakeside Association (“Lakeside”)  
Capital Improvement Business Case Advisory Task Force Charter  
July 26, 2024**

**Background**

The Lakeside Association has, with extensive input from the Lakeside community, approved a Master Plan and a Strategic Plan. The Master Plan and recent specific project work, including that done by the Land Management and Development Task Force (LM&DTF), have included cataloguing of infrastructure conditions and needed improvements. This included updating the Master Plan catalogue of building conditions during the 2023 season.

Lakeside has identified the need to assemble existing information, and develop new where needed, to translate the infrastructure catalogue into appropriate Mission/Business case information to underpin definition and prioritization of a five-year Capital Improvement campaign.

Lakeside wishes to establish a *Capital Improvement Business Case* Advisory Task Force (CIBC) to develop the Mission/Business Case(s) for capital improvements. These would be used as potential components of various fundraising efforts including Capital Campaign proposals for consideration by the Association and Foundation Boards, “Giving Tuesday” projects, grant proposals and other tools that are utilized. The Task Force will include relative prioritization of the specific Cases such as a Phase I, II & III line/order.

Important considerations include the Lakeside mission, culture, need to address short and long-term as well as preserving affordability.

**Authority**

1. This Task Force is advisory only. This Task Force is established by the Lakeside Association President and CEO.
2. As an advisory Task Force, the *Capital Improvement Business Case* Task Force (CIBC) does not make decisions on behalf of Management.
3. The role of the Task Force is to
  - a. assemble and examine existing reports and related information to quantify the various deferred maintenance needs and capital improvements throughout the campus. The Task Force will rely upon and incorporate the work of the two other Task Forces:
    - i. Streets & Drainage (SDTF) and
    - ii. LM&DTF.
  - As well as recent specific studies, including, but not limited to:
    - iii. Camp opportunity study
    - iv. Shoulder season study
    - v. Others as identified

The Task Force will not duplicate those efforts.

- b. Seek input from the Lakeside community on programming and infrastructure areas for potential capital repair and investment.
- c. Outline and project Lakeside needs and desires for capital spending around the campus over the coming decade (2025-2035). Needs should have rationale and directly tie to fulfillment of the Lakeside mission.
- d. Evaluate and make recommendations on infrastructure that can be deprioritized or eliminated.
- e. Work with Lakeside staff and other Lakeside resources (volunteers and any consultants) in areas where specific definition and quantification of needs/wants are not currently available.
- f. Leverage the recent Master Plan identification of needs/wants with a fresh look at priorities and items to be set aside.
- g. Solicit input from the Lakeside community through community listening sessions.

### **Participation**

1. The *Capital Improvements Business Case* Task Force Phase I will serve as a centralized Master Plan Task Force that will develop and maintain a database of facilities, building conditions and investments needed. The investments will fall into three categories:
  - a. Deferred maintenance that needs to be completed.
  - b. Updates to address components that have outlived their useful lives or brought up to current building code (e.g.: ADA compliance, etc.).
  - c. Renovations to support new uses for various facilities.

The central database will serve as a clearing house of information for Phase II groups.

2. Phase II constituent groups may be organized around segments (e.g.: young families, youth, performing arts, etc.) and may include community members, Lakeside staff, Board members (Association and Foundation) and Lakeside Property Owners Association representatives. Task Force members will be appointed by the CEO. Professional experience in planning, facilities, construction, reserve studies as well as Lakeside programming will be needed.
3. The CEO may fill vacancies on the Task Force and may add to the different groups as needs arise. The CEO may remove any member from the Task Force at any time, with or without cause.

The CEO will make recommendations to the Board from the Task Force Phase I by April 1, 2025.

Charter originally approved by the CEO and Lakeside Association Board of Directors at meeting of the full Board on August 2, 2024.

Project updates will be provided to the Association Board at each Board meeting (November 2024 and February 2025) as part of the CEO Report.



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The initial assembly of the central database will be organized around facility groupings. These include:

- a. Hotels (Hotel Lakeside and Fountain Inn)
- b. Flexible multi-use spaces (Wesley Hall, South Auditorium, Drackett Hall, Upper Pavilion, Schoolhouse, Upper Room, Train Station, etc.)
- c. Performing Arts (Hoover, Orchestra Hall, Bandstand, etc.)
- d. Group\* / Staff Housing (Wo-Ho-Mis, Hilltop, etc.)
- e. Modest Entry Points (Cabins, Campground, Chautauqua Village, etc.)
- f. Retail spaces
- g. Athletic / Recreational related facilities (Pool, Tennis, etc.)
- h. TBD \_\_\_\_\_

\*Specific Audiences subsets: Camps/Reunions/Retreats and Tour Groups

#### **Taskforce Co-Chairs**

Doug Adams, Assoc. Board

Len Forinash LMDTF

#### **Staff Contacts**

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