



Town of Scarborough, Maine

## Community Center Feasibility Study Version 2

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## 1.0 Project Summary

The Town of Scarborough, Maine (Town) Ad Hoc Community Center Advisory Committee (Committee) hired BerryDunn to conduct a feasibility study and market analysis for the proposed addition of a community center to a private, for-profit ice and turf center that is planned for by The Downs via its developer, The Edge Sports Group. The consulting team also met with members of the Committee and Town staff to review the history of the project and details of the proposed center's operations. The consulting team gathered data from staff regarding operational details, including staffing structures, rates of pay, program needs and wants, and pricing philosophy. BerryDunn used financial and membership data from seven similar community centers as benchmarks for the proposed facility. Market data provided insight into the potential usage rates and subsequent revenue. The consultants reviewed the demographics of the community and results of the Committee's survey. The firm also reviewed local fitness facilities in order to understand similar opportunities available in the Town.

Upon completion of all data analysis and study, BerryDunn developed a community center Pro Forma. The firm then calculated the corresponding operational projections and identified final summarized projected revenue, expenses, and subsequent net total and cost recovery percentages. Details regarding the Pro Forma can be found in the narrative as well as the Appendix.

## 2.0 Needs Assessment Summary

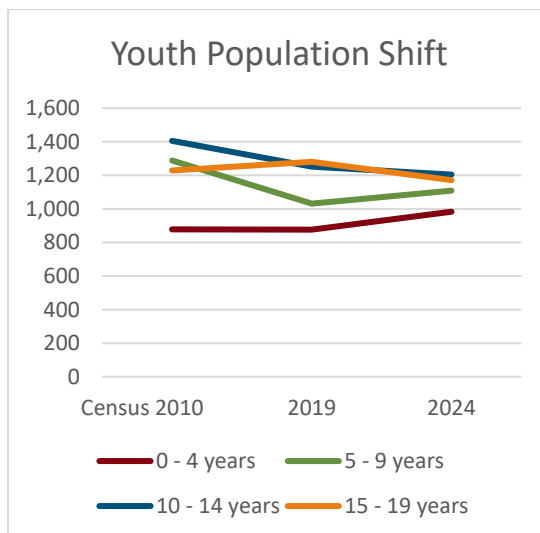
### 2.1 Demographic Analysis

Demographic trends can inform the vision for future programming growth and development; therefore, to gain insight into the characteristics of the Town’s constituents, BerryDunn reviewed several key socioeconomic indicators in relation to recreation service provision. The consultants obtained demographic data used for the analysis from the Environmental Services Research Institute (ESRI), a research and development organization that specializes in population projections and market trends. All data was acquired in 2020 and reflect the actual numbers as reported in the 2010 U.S. Census Bureau and demographic projections for 2019 (current) and 2024 as estimated by ESRI. ESRI data indicates that the Town population in 2019 was 20,836 and is predicted to increase to 22,480 by 2024.

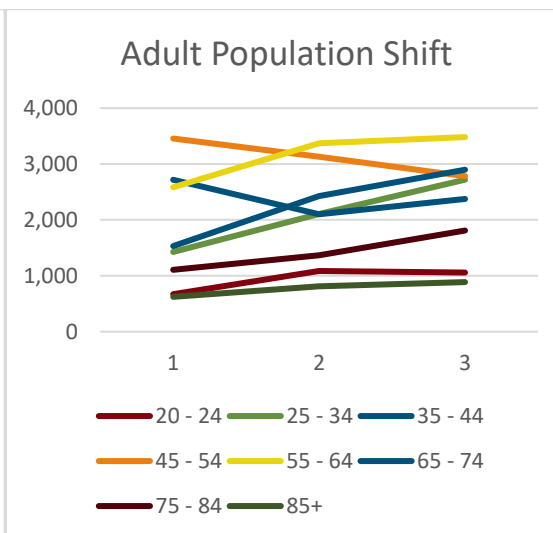
#### 2.1.1 Age

The Town’s population as a whole is projected to increase 18.8% (or 3,561 people) from the 2010 census to 2024. It is expected that the youth population (0 – 19 years) will decline by 7% and the adult population (20 years and up) will increase by nearly 28%. All youth age groups are expected to decrease except for the 0 – 4 years age group, which is expected to increase by 12%. Two adult age categories are predicted to decrease, including 35 – 44 years by 13% (344 people) and 45 – 54 years by 19% (673 people). All other adult age groups are expected to rise, with the greatest increase in the 65 – 74 age group (89% or 1,366 people) followed by young adults 25 – 34 years (91% or 1,293 people). The charts below show the predicted youth population shift and the predicted adult population shift from 2010 to 2019 to 2024.

**Figure 1: Youth Shift**



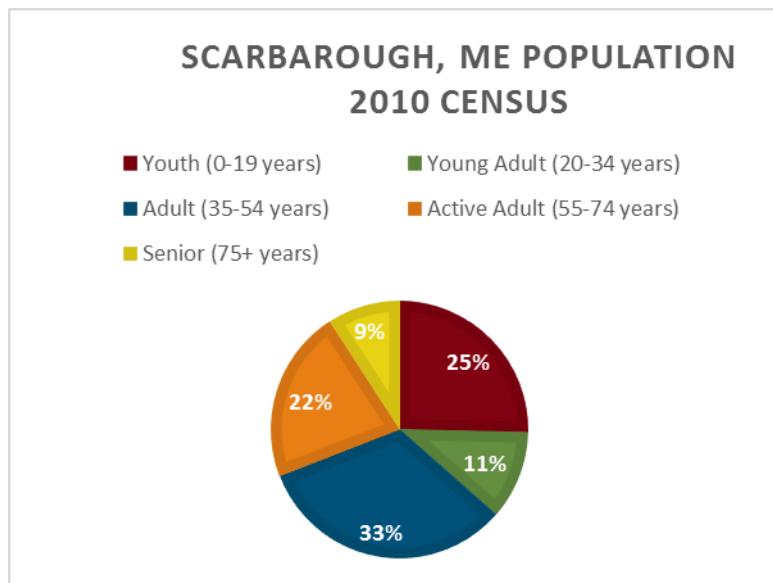
**Figure 2: Adult Shift**



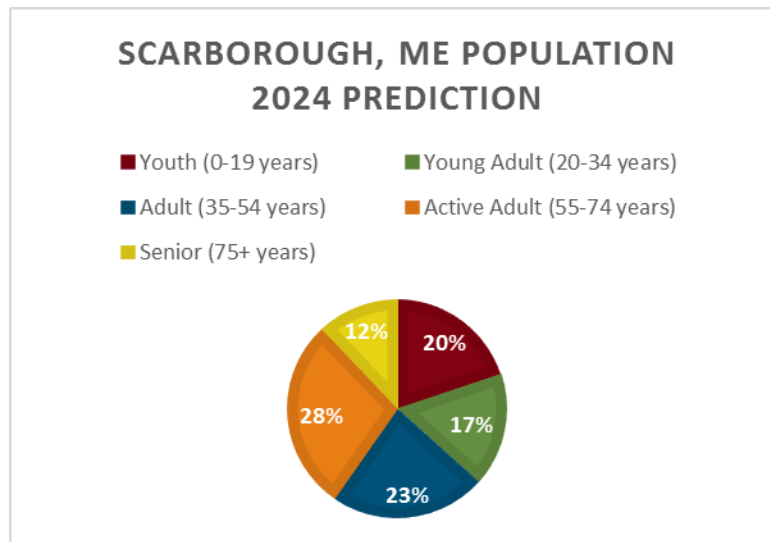
By 2024, the adult population in the Town will outnumber the youth population by nearly 4 to 1. The Town should consider this demographic information when creating spaces in the new community center.

For ease of analysis and a more practical application, BerryDunn combined the data charted in Figures 1 and 2 into more generalized age categories: Youth, Young Adult, Adult, Active Adult, and Senior. Figure 3 depicts the percentage of the Town's population by age category in 2010, and Figure 4 depicts the predicted breakdown of percentage by category projected for 2024.

**Figure 3: Population 2010**

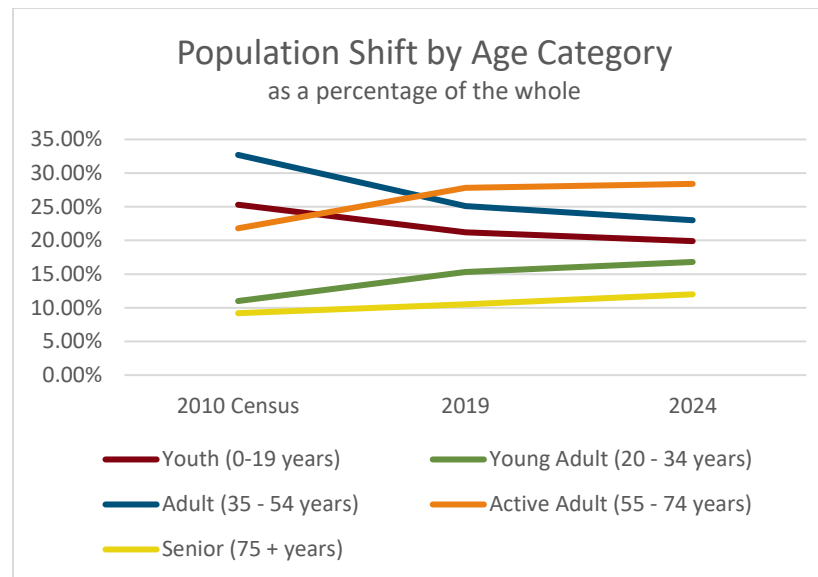


**Figure 4: Population Prediction**



The shift observed in Figures 3 and 4 pie charts is also represented in Figure 5.

**Figure 5: Population Shift by Age**



Earlier in this report, the charts depicted the quantity of population increase by age groups, whereas Figure 5 represents the shift in age categories as a percentage of the whole population. The number of Active Adults is predicted to increase by 6% and Senior by 3%. Conversely, Adults are predicted to decrease by 10% and youth are predicted to decrease by 5%.

By 2024, Adults over the age of 35 are projected to account for well over half (63%) of the Town's population. The Youth category is anticipated to account for a smaller percentage of the population, decreasing from 25% to 20%. These shifts in percentage of the whole population show an anticipated aging trend, with growth in older adults than in families.

### 2.1.2 Race and Ethnicity

Race or ethnicity are not inherently factors as to whether a person will utilize a new community center; however, it is important to understand the community make-up and subsequent recreational trends among groups. As Table 1 on the following page depicts, the majority (over 93%) of the Town residents identify as "white alone," and this is not predicted to change much over the next few years. The next largest ethnic group in the Town identify as "Asian Alone" at 3.1%. This group is expected to increase by .2%.

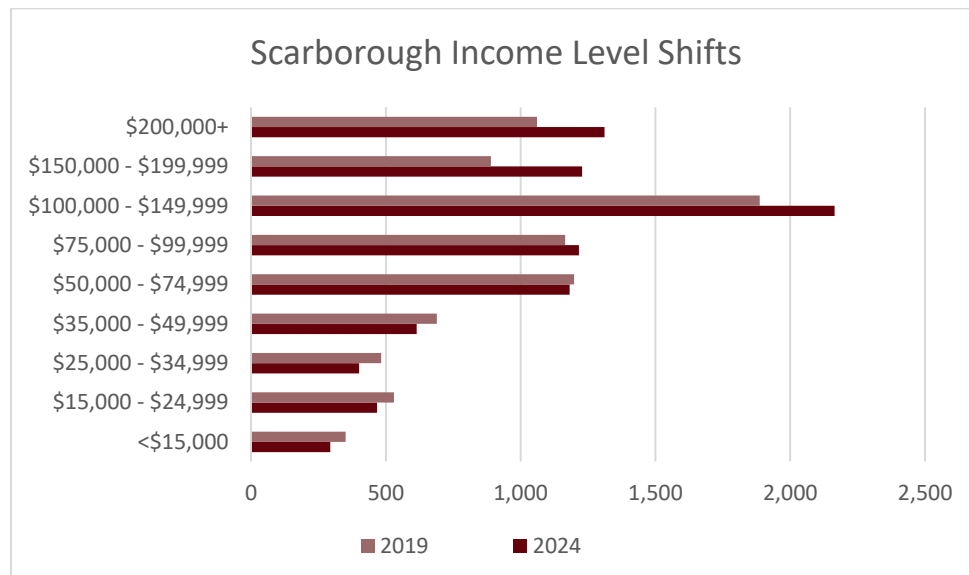
**Table 1: Race and Ethnicity**

Race and Ethnicity	2010		2019		2024	
	Number	Percent	Number	Percent	Number	Percent
White Alone	17,949	94.9%	19,565	93.9%	20,915	93.0%
Black Alone	101	0.5%	141	0.7%	188	0.8%
American Indian Alone	35	0.2%	39	0.2%	47	0.2%
Asian Alone	511	2.7%	636	3.1%	752	3.3%
Pacific Islander Alone	1	0.0%	1	0.0%	1	0.0%
Some Other Race Alone	50	0.3%	65	0.3%	81	0.4%
Two or More Races	272	1.4%	389	1.9%	496	2.2%
Hispanic Origin (Any Race)	236	1.2%	345	1.7%	443	2.0%

### 2.1.3 Income

The Town's median household income in 2019 was \$92,411, far above the U.S. median income of \$63,030 as well as the median in the State of Maine (2018) at \$55,602. The chart below (Figure 6) depicts that there will be more households earning more in 2024 than they did in 2019, and all of the categories below \$74,999 will include fewer households.

**Figure 6: Income Level Shifts**



The information in Figure 6 also shows that nearly 25% of the Town's households made less than \$50,000 in 2019. Households making less than \$50,000 are predicted to drop to 20% in 2024. The Town should consider household income information when creating the pricing



structure for a new community center, and opportunities for reduced program pricing or program scholarships should be available for those families who might not be able to afford to participate otherwise.

### 3.0 Sports and Leisure Market Potential

BerryDunn used the Sports and Leisure Market Potential Report, created by ESRI, to measure the likelihood of the Town population to participate in recreational activities. The report interprets the data collected by Growth for Knowledge Mediamark Research and Intelligence, LLC (GfK MRI) in a nationally representative survey of U.S. households.

The data measures the national propensity to use various products and services, and is then applied to the specific geographic location of the Town. A Market Potential Index (MPI), assigned to each item, measures the likelihood of the adults in the specified area to exhibit certain consumer behavior compared to adults elsewhere in the United States. An MPI of 100 represents the U.S. average. Table 2 below shows the top “active” recreational activities that the Town residents are likely to participate (based on an MPI over 100).

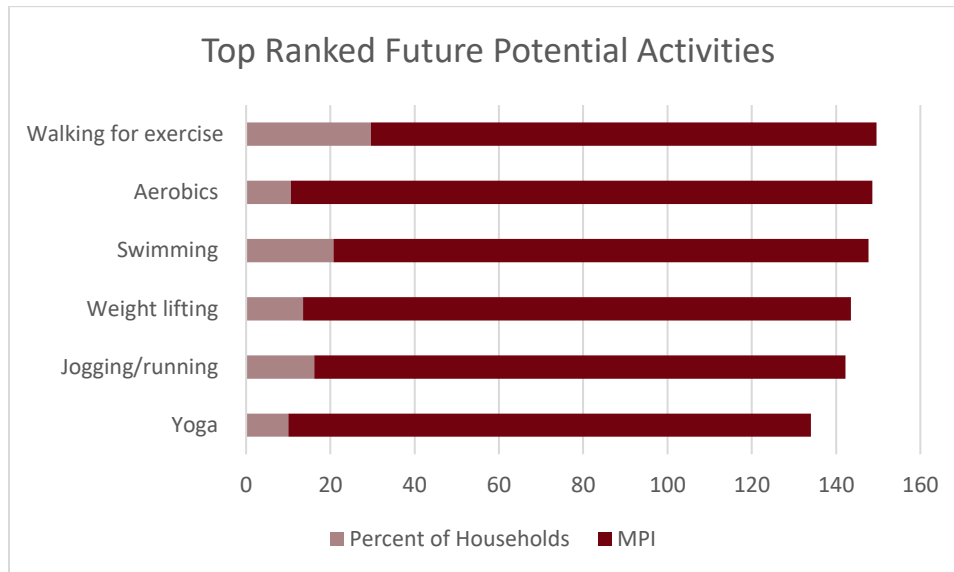
**Table 2: Active Recreational Activities**

Consumer Behavior in Past 12 Months	Expected # Households	Percent Households	MPI
Participated in golf	2,014	12.0%	145
Participated in downhill skiing	664	4.0%	143
Participated in hiking	2,903	17.3%	141
Participated in aerobics	1,768	10.6%	138
Participated in canoeing/kayaking	1,566	9.4%	137
Participated in Pilates	569	3.4%	137
Participated in ice skating	647	3.9%	135
Participated in road biking	2,184	13.0%	134
Participated in weight lifting	2,265	13.5%	130
Went to the beach	6,265	37.4%	129
Participated in horseback riding	500	3.0%	128
Participated in swimming	3,465	20.7%	127
Participated in jogging/running	2,712	16.2%	126
Participated in mountain biking	882	5.3%	126
Participated in yoga	1,673	10.0%	124
Participated in ping pong	805	4.8%	123
Participated in walking for exercise	4,965	29.6%	120

Consumer Behavior in Past 12 Months	Expected # Households	Percent Households	MPI
Participated in power boating	945	5.6%	120
Participated in bowling	1,734	10.4%	117
Participated in fresh water fishing	2,229	13.3%	115
Participated in volleyball	670	4.0%	115
Participated in tennis	661	3.9%	114
Went on overnight camping trip	2,319	13.8%	111
Visited an indoor water park	645	3.9%	110
Participated in soccer	730	4.4%	109
Participated in salt water fishing	704	4.2%	107
Participated in archery	487	2.9%	106
Visited a theme park	3,322	19.8%	105
Participated in baseball	691	4.1%	103
Participated in softball	487	2.9%	103
Participated in basketball	1,350	8.1%	101
Participated in Zumba	554	3.3%	101
Participated in football	792	4.7%	100

Thirty-three activities scored over 100 MPI; most communities have scores over 100 for 31 activities, on average. This indicates great opportunity for future program growth. Six activities to give particular attention to in relation to a new community center are **walking for exercise, aerobics, swimming, weight lifting, jogging/running, and yoga**. These activities ranked in the top 20 in both percentage of expected adults and MPI top 20 individual rating analyses and are therefore the top potential active activities for growth. Figure 7 depicts the activities with the highest combined ratings of percentages of likely adult participants and MPI.

**Figure 7: Top Ranked Future Potential Activities**



All of this data bodes well for a new community center in the Town and may prompt the staff and the Committee to put more focus on the fitness center space. With the pools being so busy in the evening with children, there is the possibility that those primarily interested in fitness will lose interest when they realize they are sharing locker room space with swimmers.

## 4.0 Recreation and Leisure Trends Analysis

The following information provides details of current national trends in recreation activities. Trends are important to continually study as a way of possibly repositioning programs or creating/deleting programs in the future. The information is distributed in various categories including:

- Fitness Trends
- Trends in Aquatics
- Trends for Youth 13 Years and Younger
- Trends for Teens and Young Adults Ages 13 – 24 Years
- Trends for Adults Ages 25 – 54 Years
- Trends for 55+ Programming

### 4.1 Fitness Trends

Fitness sports/activities continue to have the highest participation rates, with over 50% of the U.S. population ages six and over engaging in aerobic activities such as running/jogging, high-intensity/impact training, row machines, and swimming on a weekly basis. Although participation has remained flat since 2016, Outdoor Activities experienced the next-highest amount of participation, with an increase in trail running, cross-country skiing, stand-up paddling, and hiking.

Fitness activities are trending upward all around the country. For 2020, the following are the top 10 trends identified by the American College of Sports Medicine, which annually distributes a comprehensive survey to identify fitness trends for the year:

1. **Wearable technology.** Wearable technology, which includes activity trackers, smartwatches, heartrate monitors, GPS tracking devices, and smart eye glasses (designed to show maps and track activity), continues to be the number-one trend as it has been since 2016. Examples include fitness and activity trackers like those from Misfit, Garmin, Pebble Time, Samsung, Basis, Jawbone, and Fitbit and Apple iWatch.
2. **High-intensity interval training (HIIT).** HIIT typically involves short bursts of high-intensity exercise followed by a short period of rest or recovery and typically takes less than 30 minutes to perform (although it is not uncommon for these programs to be much longer). This type of training has been one of the top five trends since 2014.
3. **Group training.** Group exercise instructors teach, lead, and motivate individuals through intentionally designed, larger group exercise classes. Group programs are designed to be motivational and effective for people at different fitness levels, with instructors using leadership techniques that help individuals in their classes achieve fitness goals. There are many types of classes and equipment, from aerobics and bicycles to dance classes.

4. **Training with free weights.** Strength training remains popular in all sectors of the health and fitness industry and for many different kinds of clients. Instructors begin by teaching the proper form and technique for each exercise and then progressively increase the resistance. New exercises are added periodically, starting with proper form and technique. Many younger clients of both community-based programs and commercial clubs train almost exclusively using weights. In today's gyms, however, there are many others (men and women, young and old, children, and patients with a stable chronic disease) whose focus is on using weight training to improve or maintain strength.
5. **Personal training.** Personal training is one-on-one training with a trainer that begins with fitness testing and goal setting. The trainer then works with the client and prescribes workouts specific to the client's needs. The profession of personal training is becoming more accessible online, in clubs, in the home, and in worksites that have fitness facilities. Since this survey was first published in 2006 by the American College of Sports Medicine, personal training has ranked in the top 10.
6. **Exercise is Medicine® (EIM).** EIM is a global health initiative focused on encouraging primary care physicians and other healthcare providers to include physical activity when designing treatment plans for patients and referring their patients to exercise professionals. In addition, EIM recognizes fitness professionals as part of the healthcare team. EIM was number 10 in this survey in 2019, jumping to number 6 in 2020.
7. **Body weight training.** Body weight training uses minimal equipment, which makes it an inexpensive way to exercise effectively. Although most people think of body weight training as being limited to push-ups and pull-ups, it can be much more than that. This type of training first appears in the trends survey in 2013 at number 3.
8. **Fitness programs for older adults.** This trend continues to stress the fitness needs of the Baby Boomers and older generations. People are working longer, living longer, and remaining active much longer. Fitness professionals should take advantage of the growing market of older adults now retiring, by providing age-appropriate and safe exercise programs for this once-ignored sector of the population. The highly active older adult can be targeted to participate in more rigorous exercise programs, including strength training, team sports, and HIIT when appropriate. Even elderly who are frail can improve their balance and ability to perform activities of daily living when given appropriate functional fitness program activities.
9. **Health/Wellness Coaching.** This type of coaching uses one-on-one (or small groups) where the coach provides support, goal setting, guidance and encouragement. The focus is on the client's values, needs, vision, and goals using changes in behavior to improve health. Health and wellness coaching has been in the top 20 trends since 2010.
10. **Employing certified fitness professionals.** Hiring fitness professionals who are educated and certified through fully accredited programs is becoming a trend. More

certification programs have become accredited by the National Commission for Certifying Agencies, allowing employers easy access to validate certification through the U.S. Registry of Exercise Professionals.

Many park and recreation facilities are becoming not just places to improve health through physical activity, but locations to participate in evidence-based programs that measurably improve health. National Recreation and Park Association sponsored programs with local park and recreation agencies range from “Active Living Every Day” for sedentary adults to “Walk with Ease” low-impact weekly walking programs to arthritis intervention programs such as “Fit and Strong!” for those with osteoarthritis.

## 4.2 Trends in Aquatics

Municipal pools have shifted away from the traditional rectangle shape, and in many cases contain zero-depth entry, play structures that include multiple levels, spray features, small to medium slides, and separate play areas segmented by age and ability. In an effort to maintain interest and participation, community centers are now often adding aquatics amenities that include features that had previously only been found at private venues: wave pools, lazy rivers, wet ropes courses, vortex areas, and surf simulators. Interaction and competition are two new focus points as private water park amenities now make their way into municipal aquatic centers—both indoor and outdoor. Rides that loop, drop, and time the participants’ speed have now entered the municipal market. Non-traditional aquatic activities like climbing walls, aqua courses, zip lines, and audio packages are also becoming more prevalent.

Warm-water therapy indoor pools will continue to grow in popularity with the aging population as well as with parents of small children. Creating a shallow space for low-impact movement at a comfortable temperature enables programming options to multiply. Partnerships can be important as cardiac patients from nearby hospitals, and arthritis or multiple sclerosis patients can use these warm-water pools for therapy. The concept of water fitness is a huge trend in the fitness industry with programs like aqua yoga, aqua Zumba, aqua spin, aqua step, and aqua boot camp becoming popular. Whether recovering from an injury, looking for ease-of-movement exercise for diseases like arthritis, or simply shaking up a fitness routine, all demographics are gravitating to the water for fitness.

Swim lessons generally include the most significant number of participants and revenues for public pool operations. A community center pool can provide programs for all ages and levels, including private, semi-private, and group lessons. Access to swimming pools is a popular amenity for summer day camp programs. Having an indoor pool in the Town could potentially attract day camp children from around the region if there is capacity.

Pools being built in recreation centers are now often utilized by area high schools to host student swim classes and the swim team during daytime hours—a typically “slow” time in pool scheduling.

Recreation programming will be the most important element of revenue for a public pool in the Town. A listing of possible programs includes:

- Learn-to-swim programs, both group and private for all ages
- Aquatic fitness, including cross-training, various aerobic classes, water walking, and water running
- Summer camps (for the Town as well as rentals from outside groups)
- Sports camps
- Life guard training
- Swim instructor training
- Water safety education
- Parties and rentals
- Scuba
- Instruction for canoeing, kayaking, and stand-up paddling
- Triathlon training
- Youth swim teams
- Master swim and master swim team
- Therapy-related programming such as aquatic cardio for those with arthritis
- Senior swim
- Swimming for those with special needs
- Water basketball and volleyball
- Water polo
- Fun with inflatables

## **4.3 Trends for Youth 13 Years and Younger**

### **4.3.1 Traditional Sports Programming**

Participation in traditional the sports of basketball, football, and soccer has been trending downward across the country. Baseball participation has also experienced declines, but there is currently small upward movement. However, travel teams for these sports continue to remain strong. Many recreation and park agencies have a difficult time balancing the offerings of in-house recreational programs with travel leagues, as there is such a pull toward highly competitive leagues. Lacrosse and hockey continue to grow in popularity.



### 4.3.2 STEM or STEAM Programs

Science, technology, engineering, and mathematics (STEM) programs or science, technology, engineering, art and math (STEAM) programs, are both growing in popularity. Some examples include: learn to code, design video games, Minecraft, engineer robots, print 3D characters, and build laptops.

### 4.3.3 Summer and School Break Camps

Participation in park and recreation youth camp programs continues to be strong. For some agencies, these programs are the most significant revenue producers.

### 4.3.4 Youth Fitness

The organization Reimagine Play developed a list of the top 10 trends for youth fitness for 2018. The sources for Reimagine Play's trends information come from American College of Sports Medicine's (ACSM's) 2018 Worldwide Survey of Fitness Trends, ACE Fitness (ACE is a leader in personal trainer and group fitness certifications), and the Society of Health and Physical Educators (SHAPE) America. The ACSM survey showed children's exercise for the treatment/prevention of obesity falling off the top 20 list of trends, despite the growing prevalence of childhood obesity. The top trends include:

1. Physical education classes are moving from sports activities to physical literacy curriculums that include teaching fundamentals in movement skills and healthy eating
2. High-intensity interval training classes
3. Wearable technology and digital fitness media
4. Ninja warrior training and gyms
5. Outdoor recreational activities
6. Family fitness classes
7. Kids obstacle races
8. Kids running clubs

## 4.4 Trends for Teens and Young Adults Ages 13 – 24 years

### 4.4.1 Esports

Esports (also known as electronic sports, e-sports, or eSports) is a form of competition using video games. Forbes reported in December 2019 that Esports audiences exceed 443 million people across the world, and the International Olympic Committee is considering it as a new Olympic sport. Local recreation applications include training classes, open play, tournaments, and major competition viewing.

#### **4.4.2 Parkour**

Parkour is a physical training discipline that challenges the participant to move their body through obstacle courses, very much like military training. Using body movements like running, jumping, and swinging, the participant moves through static indoor courses or outdoor urban environments.

#### **4.4.3 Functional Fitness**

Functional fitness training is a classification of exercise that involves training the body for the activities performed in daily life. Functional fitness exercises train muscles to work together and prepare individuals for daily tasks by simulating common movements one might do at home, at work or in sports. While using various muscles in the upper and lower body at the same time, functional fitness exercises also emphasize core stability. Exercise tools such as fitness balls, kettle bells, and weights are often used in functional fitness workouts.

#### **4.4.4 Life Sports**

According to LERN's "Top Trends in Recreation Programming, Marketing and Management" article, life sports are a new priority in the recreation world, where the focus is on developing youth interests in activities that they can enjoy for a lifetime, such as biking, kayaking, tennis, swimming, and jogging/walking.

#### **4.4.5 Holistic Health**

Park and recreation's role in maintaining a holistic lifestyle will continue to grow. Opportunities to practice mindfulness, authentic living, and disconnection from electronic media are popular program choices. Programs to support mental health, including those that help to combat anxiety, perfectionism, and substance abuse in youth and young adults are increasingly needed.

### **4.5 Trends for Adults Ages 25 – 54 Years**

"Fun" fitness is a current trend. Exercises like P90x, Insanity, or CrossFit have proven that it does not take a lot of equipment to get fit. Since these programs have become popular, newer versions have become available, some cutting the time in half to look and feel fit. These types of classes have been and will continue to grow in popularity at recreation departments and fitness centers.

Group cycling continues in popularity as the younger fitness enthusiasts embrace this high-performance group exercise activity and program variations to attract the beginner participant are developed. Peloton, which was started in 2012, now has a million followers and is worth \$4 billion and growing. This fast-growing company sells indoor cycling bikes as well as access to hundreds of cycling classes on-demand that individuals can participate in from the comfort of home.

For most age groups, swimming for fitness or weight training are the two most frequently mentioned activities that people indicate they would like to participate in. Running, walking, and biking for fitness continue to show strong and consistent growth. A good balance of equipment and classes is necessary to keep consistent with trends.

While Pilates has shown an incredible 10-year growth trend, the past 3 years have seen a decline in participation. Perhaps participation migrated to yoga, as participation is up across all levels for the year. Yoga is more class based, while Pilates is more of an individual activity. The Gen Y fitness participants are showing a higher propensity to go with group-oriented programs.

## **4.6 Trends for Adults 55+ Programming**

### **4.6.1 Lifelong Learning**

A Pew Research Center survey found that 73% of adults consider themselves lifelong learners. A new community center can offer Do-it-yourself project classes and programs that focus on becoming a more well-rounded person. Phrases like “how to” can be added to the agency website’s search engine optimization as consumers now turn to the Internet as their first source of information regarding how-to projects. Topics like safeguarding online privacy are also trending.

### **4.6.2 Fitness and Wellness**

As mentioned previously, programs such as yoga, Pilates, tai chi, balance training, chair exercises, and others continue to be popular with the older generation.

### **4.6.3 Encore Programming**

This is a program area for Baby Boomers who are soon to be retired and focuses on a broad range of programs to prepare people for transitions into retirement activities. Popular programs for the 55+ market include: fitness and wellness (specifically yoga, mindfulness, tai chi, relaxation, personal training, etc.) drawing and painting, photography, languages, writing, computer and technology, social media, cooking, mahjong, card games, volunteering, and what to do with your time during retirement. Howard County Maryland Department of Recreation and Parks is an example of an agency that is pursuing Encore programs.

### **4.6.4 Specialized Tours**

Participants are looking for more day trips that highlight unique local experiences or historical themes. For example, a focus on authentic food, guided night walks, bike tours, concentration on a specific artist’s work, and ghost walks are among the themes people seek.

### **4.6.5 Creative Endeavors**

Improvisation classes are specifically targeting age groups with classes such as “Humor Doesn’t Retire.” Workshops and groups help seniors play, laugh, and let loose while practicing mental stimulation, memory development, and flexibility.

#### 4.6.6 Pickleball

Although not at its peak, pickleball continues to trend nationwide as a sport popular with the active aging demographic.

#### 4.6.7 Cooking Classes

Nationally, park and recreation agencies are seeing an uptick in individuals desiring to participate in cooking classes.

Low-cost, spontaneous, individual, less-structured activities are becoming more popular. People are looking for experiences in all city locations, big and small. Younger people will look for extreme activities, and even older people will seek safer versions of adventure activities. Participation in outdoor activities will continue to grow, although there will be a switch to less-strenuous activities by ageing Baby Boomers.

While there has always been awareness of the health benefits of park and recreation, there is mounting empirical evidence that park and recreation services play a vital role in promoting healthy lifestyles of the American population. Insufficient exercise is linked with increasing incidence of obesity and higher risk of related chronic diseases such as diabetes, congestive heart failure, high blood pressure, and strokes. Park and recreation agencies have become an integral part of the solution through organized sports, exciting recreation programs, and unstructured forms of physical activity.

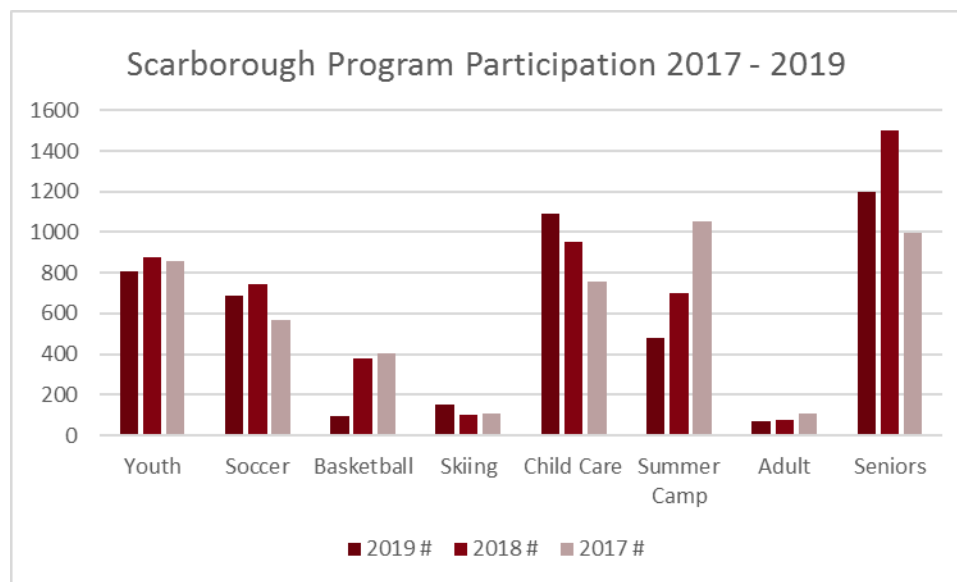
In summary, people are becoming more active but are still not active enough for optimum health. Recreation activities will continue to compete with passive leisure alternatives such as television and the Internet, and sport participation is declining. Government programs and policies will try to promote more physical activity. Access to safe parks, playgrounds, trails, and paths will be important factors in increasing activity levels.

## 5.0 Market Analysis

### 5.1 Existing Recreation Opportunities

BerryDunn reviewed the Town's program participation data and financial information for the past three years. The information in Figure 8 shows participation for the past three years. Due to a lack of indoor programming space, the Town is limited in what it can offer. Senior trips, childcare held in the local schools, and summer camp are the most well-attended programs, with summer camp showing a bit of a decline in 2019 due to a change in registration (parents signed up one child for eight weeks of camp being one registration instead of eight individual weeks or eight registrations).

**Figure 8: Town Program Participation**



The review of the Town's financial information that Town staff provided was enlightening. The information in Table 3 shows the 2019 enrollment, net revenue, and the cost recovery percentages (for direct program costs only). The consultants often find the cost recovery for like program offerings to be similar. Town staff should investigate the large difference in cost recovery between basketball and soccer to determine if program pricing is accurate. Compared to other towns and cities, the consulting team typically sees a much higher cost recovery percentage rate for summer camp programs. The Town should review its program pricing philosophy and fees to determine the adequacy of current pricing.

**Table 3: Program Cost Recovery**

Program	Enrollment	Net Revenue	Cost Recovery
Skiing	93	\$1,925	108.8%

Program	Enrollment	Net Revenue	Cost Recovery
Basketball	359	\$16,390	511.2%
Soccer	582	\$22,230	207.1%
Youth Programs	857	\$16,707	117.7%
Summer Camps	442	\$88,182	124.3%
Adult Recreation	84	\$43	100.8%
Childcare	874	\$382,905	169.8%
Seniors	2,515	-\$86,296	29.7%

As The Town considers opportunities for program expansion, Figure 9 below can help identify target areas for enhancements, additions, and/or innovations. This figure compares each population including youth (under 19 year of age), adults (ages 20 – 54 years) and active ages (ages 55+ years) to the programs offered by the Town in 2019. Extending the programmatic reach to those segments that have the highest spread between offerings and population is more likely to result in a higher potential of market capture (for example, adults with a current 38.4 percentage-point difference).

A new community center provides the Town a wonderful opportunity to provide programs and service to the entire population. The goal should be to provide programs and services in alignment with population data.

**Figure 9: Population vs. Program Menu**

Population		Age Category		Programs Offered
21.20%	←	Youth	→	71%
40.40%	←	Adult	→	2%
38.30%	←	Active Ager	→	27%

## 5.2 Service Provider Analysis

The BerryDunn team reviewed the Community Center/Recreation Center Study completed by Marguerite Fleming in May 2019. In addition, the consultants conducted additional research of similar facilities. In order to assist the Town with an appropriate fee structure and to estimate the number of passes that could be sold to a new community center, seven community centers with similar amenities as proposed for a new facility in the Town were reviewed. The goal was to find seven communities similar in population and median income with facilities similar to the one that the Town is planning (fitness, indoor pools, gym, track, childcare, and multipurpose space). The seven facilities used for comparison purposes are as follows:

**Table 4: Similar Facility Review**

Facility	Location	Population	Median Income
Beede Center Swim + Fitness	Concord, MA	17,669	\$132,385
Family Recreation Center	Oak Brook, IL	8,077	\$132,500
Fountain View Recreation Center	Carol Stream, IL	40,069	\$76,078
Gladstone Community Center	Gladstone, MO	27,140	\$55,119
Health and Fitness Center	Wheeling, IL	35,562	\$62,478
LIFECENTER Health & Fitness Club	Bartlett, IL	41,149	\$99,957
Prairie Township Community Center	Columbus, OH	17,321	\$78,551
Scarborough Community Center	Scarborough, ME	19,922	\$92,411

All of these recreation facilities have a fitness component, indoor pools, track, childcare, and multipurpose space. All of these facilities except for one (Gladstone) has a gym. None of these facilities is identical to what is proposed in the Town, as most have additional spaces such as dedicated preschool rooms, senior spaces, separate locker rooms for fitness, and dedicated group exercise spaces. The purpose of this study was to evaluate the types of passes offered, hours of operation and the rates charged—specifically for fitness, aquatics, and daily admission. Appendix A provides the details of this analysis. In speaking to facility managers, they expressed many of the same comments that appear in the Fleming report, including the need to provide adequate space for staff, as well as storage and ample parking.

### 5.3 Local Fitness Facilities

The consulting team also reviewed fitness facilities within the Town to learn more about the opportunities and pricing. The consulting team reviewed the following facilities:

- **NXGen Fitness**, 29 Pleasant Hill Road, Scarborough. Includes strength equipment, free weights, outdoor turf area, and childcare. It provides classes, spinning, and personal training services. Extras include sauna, and tanning.
- **Realistic Fitness**, 798 Main Street, South Portland. Members have access 24/7.
- **Anytime Fitness**, 700 Gallery Blvd, Scarborough. It provides team workouts, personal training, nutrition, circuit classes, and worldwide club access.
- **Bear Essentials**, 442 US Route 1, Scarborough. It provides strength training and two classes offered each day.
- **Foley's Fitness**, 33 Haigis Parkway, Scarborough. It provides strength equipment, cardio equipment, nutrition classes, yoga, barre, spinning, boot camp, turf area, personal

training, group fitness, and custom nutrition. Target market is body builders, power lifters, and extreme athletes. Foley's Fitness has a chiropractor on site, wellness classes, and a strength and speed school. Extras include skin aesthetics, juice bar, fitness apparel, kids' fitness zone, massage therapy, a supplement store, and tanning.

- **GRIT Strength & Fitness**, 6 Lincoln Avenue, Scarborough. High-end fitness, indoor turf, CrossFit classes, and personal, group, and corporate training.
- **Dynamics**, 152 US Route 1, Scarborough. It provides boot camp classes, personal training, semi-private training, and performance training for athletes and teams.
- **Crisp**, 450 Payne Road, Scarborough. It provides yoga, cycling, boot camp, personal training, fusion, and yoga training for instructors.

Appendix B provides detailed rate information for all of the local fitness facilities.



## 6.0 Operational Cost Analysis

### 6.1 Facility Design Recommendations

The Committee recommends a 10-lane lap pool with an additional three lap lanes in the leisure pool. Although there are likely to be time slots in the evening that the lap pool is filled with swim teams and the leisure pool is busy with lessons and free swim, there will be hours during the day when the 10-lane lap pool will only contain a few swimmers. Community pools typically have 6 to 8 lanes rather than 10, because of the initial capital costs as well as ongoing operational costs. The consulting team suggests considering an eight-lane pool and enhancing the leisure pool with additional amenities such as a water slide, a climbing wall or a vortex. Constructing an indoor pool as part of a new community center makes this facility unique and it will be a selling point so the more variety that can be included, the better.

The Town should consider that a large lap pool and more complex leisure pool (with curves that could create “blind spots” for guards) will require more staff to effectively provide a safe environment for the public. Ideally, a lifeguard should be able to scan their zone and get to any troubled swimmer in 30 seconds or less. BerryDunn estimates that a 10-lane lap pool and a leisure pool similar to the one in the photo provided to us by the Committee will likely require four or five guards when the entire facility is open. With a guard rotation, typically there is a head guard who manages the facility (and is not at a guard post), a guard who is on break, and then the rest of the guards are in position. Everyone but the head guard rotates every 15 or 20 minutes. The final staffing plan and budget will be dependent upon the depth of the lap pool as well as the curves in the leisure pool (that could create “blind spots” for guards). The Pro Forma is based on a 10-lane lap pool and leisure pool with three lanes and a zero-depth entry.

Another item to consider with the lap pool is the depth. Ideally, the Town will want a good portion of it to be shallow enough to provide youth swim lessons but deep enough in some sections to provide opportunities for a variety of programs including scuba, kayaking and canoeing instruction, deep-water exercise, and lifeguard training. If the Town intends to hold sanctioned swim meets in this space, a minimum depth of seven feet is ideal, but that will make youth swim lessons difficult. For swim competition, the town will need the depth to be appropriate for the use of starting blocks (no less than four feet).

BerryDunn provided facility design recommendations to Committee member Amelia Kurtz on January 7, 2020. That information is included in Appendix C.

### 6.2 Staffing Plan

To manage the proposed Town community center, the consulting team recommends the positions below. It is possible that some positions could be filled with existing staff who will relocate to a new facility.

#### Full-Time Positions

- Community center manager
- Membership/marketing supervisor
- Operations coordinator
- Registration staff – two staff members spread out over all seven days of the week
  - Wednesday – Friday 5 a.m. – 1 p.m. and Saturday and Sunday 6:30 a.m. – 2:30 p.m.
  - Monday and Tuesday 5 a.m. – 1 p.m. and Wednesday – Friday 2:30 p.m. – 10:30 p.m.
- Fitness supervisor (the Town has proposed this position be part-time. BerryDunn recommends that a full-time fitness supervisor be hired and actually be on-staff several months prior to opening a new facility to oversee the selection and ordering of fitness equipment and the layout of the space)
- Aquatics supervisor
- Facility maintenance supervisor with Aquatic Facility Operator (AFO) certification (working Monday – Friday 8 a.m. – 4 p.m.)
- Head custodian with AFO certification (working Wednesday – Friday 5 a.m. – 1 p.m.; Saturday and Sunday 6:30 a.m. – 2:30 p.m.)

#### Part-Time Positions

- Fitness coordinator working Monday, Wednesday, and Friday 2:30 p.m. – 6:30 p.m. and Saturday and Sunday 6:30 a.m. – 10:30 a.m. (20 hours)
- Fitness attendants – five working a total of 81.5 hours per week
- Aquatics coordinator (20 hours per week focusing on peak swim instruction times during the week and on weekends)
- Head guards – Nine working approximately 12 hours per week September – May and five working approximately 25 hours per week June – August
- Lifeguards – 22 working an average of 12 hours per week September – May and 13 working an average of 25 hours per week June – August
- Swim instructors – four working 13 hours per week September – May and four working 17 hours per week June - August
- Custodians (three at 20 hours per week each):
  - Monday – Tuesday 5 a.m. – 9 a.m. and Wednesday – Friday 6:30 p.m. – 10:30 p.m.

- Monday – Friday 3:30 p.m. – 7:30 p.m.
- Monday and Tuesday 5:30 p.m. – 10:30 p.m. and Saturday and Sunday 1:30 p.m. – 6:30 p.m.

There will be many hours with just one custodian in the building. Once the Town has a sense of building usage and custodial needs, it might need to add another part-time custodial position.

- Personal trainers
- Group exercise instructors
- Youth and Adult Program instructors

### **6.3 Operational Efficiencies**

With program scheduling in aquatics, BerryDunn recommends a tight schedule in order to be efficient with staff costs. This means that programs should be back-to-back whenever possible with 15 minutes of passing time in between programs. It is not efficient to offer a class for an hour and then have an hour off. If the scheduling is done tightly, there may be times when the pool can be closed for a few hours at a time (possibly during weekdays). The Town will want to schedule guards for a minimum of three-hour shifts at a time. For scheduling of the gym and multipurpose rooms, it does not matter if there are gaps as these spaces are not directly supervised.

### **6.4 Operations and Maintenance**

#### **6.4.1 Facility Hours of Operation**

The Town staff proposed the facility to be open Monday – Friday 5 a.m. to 9 p.m., Saturday 7 a.m. to 7 p.m., and Sunday 1 p.m. to 7 p.m. for a total of 98 hours per week. Based on our research, recommended hours include Monday – Friday 5:30 a.m. to 10 p.m. and Saturday and Sunday 7 a.m. to 6 p.m. for a total of 104.5 hours weekly, an increase of 6.5 hours over the staff proposal. Based on the completed research, more than half of the facilities surveyed open at 5:30 a.m. and stay open until 10 p.m.

Providing programs and services to the adult population will be new to the Town based on the lack of space to date. BerryDunn believes adults will want to exercise on Sunday morning either in the fitness center or in the swimming pool. The Town will also have the opportunity to provide evening adult leagues for the first time, and closing at 9 p.m. will cut the evening short.

The goal should be to have the established hours meet the greatest need of facility users. It will be easier to open earlier if need be, rather than move the opening back. The consultants recommend that the Town advertise that it will evaluate the established hours six months after opening via a membership survey and usage data.

## **6.5 Revenue Strategies**

### **6.5.1 Family Pass vs Additional Family Members**

As opposed to a family membership that would include three or more family members, BerryDunn recommends a couples' pass plus an additional charge for each family member. This will help ensure that the larger families pay their fair share, and it will make it easier to track the actual number of members. This way, each person is a member, regardless of whether they are an individual, part of a couple, or an additional family member. Very few facilities have a straight family pass that includes everyone in the family.

### **6.5.2 Facility Rentals**

Facility rental revenue is an important component in the Pro Forma. Setting time aside from programming for rentals in the pool, gym, and multipurpose space is critical. This will also bring in people from other organizations who might become members. The Town should establish a rate structure that includes residents, non-residents, local businesses, and service organizations.

### **6.5.3 Naming Rights**

Public park and recreation agencies are starting to sell naming rights to facilities, and this could be financially rewarding. For an emerging brand, traditional naming rights could be cost prohibitive, whereas naming rights for a park and recreation facility are typically much more affordable. Park and recreation offerings are family friendly, often sports focused, community oriented and offer a variety of youth programs. There are so many connections for brand positioning. Park and recreation departments are also environmental stewards and help build community, so brands are inclined to align with the mission and vision. If paying for the naming rights for the entire facility is not in anyone's budget, the Town could consider rights to name the gym, the pool, the fitness center, or the large multipurpose space.

### **6.5.4 Concessions/Vending**

Based on conversations at the kickoff meeting on January 3, 2020, the consulting team is aware that The Edge plans to create a space for concessions in the new facility. Based on the consultant's experience (and the experience of the facilities the firm studied), concessions in these types of facilities do not perform well. If the rink area had two or three sheets of ice, and if the turf area were divisible into many small fields, the situation might be different. In the type of facility that is proposed, there is not a great deal of money to be made in concessions. Another opportunity for concessions would be to create a space in the lobby area for adults with disabilities (and their parents) to sell coffee, breakfast items, salads, and sandwiches for a few hours each day. Three park districts in Illinois (Glenview, Northbrook, and Glencoe) have done this in quite effectively. No one makes much money, but it does get those with special needs involved in the facility, giving them the opportunity to learn new skills, and it provides a "feel

good” service to those who use the facility. This type of service can be paired nicely with a good selection of vending machines.

## **6.6 Partnership Opportunities**

In order to be more financially sustainable, many public park and recreation agencies are partnering with private hospitals, physical therapy establishments, spas, and non-profit or civic organizations. At the Glenview Park District in Illinois, NorthShore University Health Systems has a clinic within the Park Center. NorthShore assisted with construction costs and rents space from the Park District with five-year renewable agreements. NorthShore has dedicated space in the warm-water therapy pool, and it has access to the fitness center. It is an arrangement that works well for both organizations.

The Town should consider contacting providers already in the area to see if they have a need for more space, including Maine Medical Center, the New England Cancer Specialists, Martin’s Point HealthCare, and Northern Light Mercy Hospital.

Physical therapy services are another possible source for partnership, as they would have use for the fitness center, pool, and track. Some physical therapy clinics in the Town area include Orthopedic Physical Therapy Associates, Focal Point Physical Therapy, Maine Strong Point Center, and Saco Bay Orthopaedic & Sports Physical Therapy. None of these centers has access to a pool, which could be very beneficial to their patients.

Many non-profit organizations in the Town might need office, meeting, or programming space. These include the Scarborough Land Trust, Make a Wish Foundation – Maine, Project G.R.A.C.E., Friends of Scarborough Marsh, the Southern Maine Agency on Aging, and the Morrison Center.

## **6.7 Pro Forma**

### **6.7.1 Membership Fees**

BerryDunn understands that the Town does not want to compete with the private fitness industry. The fees proposed by The Town staff and the Committee are high and more in line with a state-of-the-art public fitness facility that has a large fitness space, dedicated fitness locker rooms, and dedicated group exercise spaces. If the new Town’s community center is to include 5,000 square feet of fitness space, no dedicated locker rooms, and no dedicated group exercise studios, the town should reduce the proposed fees.

### **6.7.2 Non-Resident Fees**

The Town staff and the Committee proposed non-resident fees ranging from 33% more than resident fees to as much as 80%, depending on the pass type. BerryDunn recommends that the Town determine a percentage difference that non-residents should pay and then apply that percentage to all fees (memberships and daily use). It is BerryDunn’s opinion that non-resident

fees should be reasonable, to attract increased use of the facility. For non-residents, a 25% increase over resident fees, regardless of the pass type is recommended.

### 6.7.3 Membership Definition

The minimum age to use the fitness center should be 12 years of age. Those 12 and 13 years of age should be required to work out with a parent, guardian, or personal trainer until reaching the age of 14. Another option is to offer a class for 12- and 13-year-olds that they must complete before they visit the fitness center alone. Safety is important, and users should be well versed on equipment in order to prevent injury.

BerryDunn recommends the following age breakdowns for memberships:

- Under 2: free and not included in membership. If parent is a member, reduced rates on facility programs would apply.
- Youth: 2 – 11 years (no fitness center usage)
- Student: 12 – 17 years (or up to 21 years with valid school ID)
- Adult: 18 – 61 years (unless a student with valid school ID)
- Senior: 62+ years

### 6.7.4 Membership Types

BerryDunn recommends three levels of membership:

- Basic Membership: which should include fitness, aquatics, and access to the track and open gym programs.
- Premier Membership: which should include fitness, aquatics, access to the track and open gym programs, free group exercise classes, free childcare (with a limit of two hours per day per child), and 10% discount on all facility programming. It should be noted that this membership type will only be successful with a robust group exercise schedule as well as a variety of programming for the entire family.
- Aquatics Membership: which should include access to the pools for lap swim, free swim, and family swim, and any special events held in the pool.

### 6.7.5 Pass Types

Based on consultant experience, the study of similar facilities and the 2010 Census data, the firm recommends that the Town offer the pass types listed below.

#### Daily

- Youth: 2 – 11 years (no fitness access)
- Student: 12 – 17 years (or up to 21 years with valid school ID)

- Adult: 18 – 61 years (unless a full-time student with valid school ID)
- Senior: 62+ years

#### Proposed Fees:

Daily Fee	Resident	Non-Resident
Youth	\$5	\$7
Student	\$7	\$9
Adult	\$10	\$12
Senior	\$7	\$9

#### Annual Basic Membership

- Youth: 2 – 11 years (no fitness access)
- Student: 12 – 17 years (or up to 21 years with valid school ID)
- Adult: 18 – 61 years (unless a full-time student with valid school ID)
- Adult Couple: two adults 18 – 61 years living at the same address
- Plus One: dependent child 17 years of age or younger (or up to 21 years with valid school ID)
- Senior: 62+ years
- Senior Couple: two seniors over 62 years living at the same address

#### Proposed Fees:

Basic Paid In Full	Resident	Non-Resident
Youth	\$199	\$249
Student	\$299	\$374
Adult	\$469	\$587
Couple	\$704	\$881
Additional	\$187	\$234
Senior	\$299	\$374
Senior Couple	\$449	\$562

#### Proposed Fees:

Basic Paid Monthly	Resident	Non- Resident
Youth	\$19	\$24
Student	\$28	\$35
Adult	\$43	\$54
Couple	\$65	\$82
Additional	\$18	\$23
Senior	\$28	\$35
Senior Couple	\$42	\$53

#### Annual Premier Membership

- Student: 12 – 17 years (or up to 21 years with valid school ID)
- Adult: 18 – 61 years (unless a full-time student with valid school ID)
- Adult Couple: two adults 18 – 61 years living at the same address
- Plus One: dependent child 17 years or younger (or up to 21 years with valid school ID)
- Senior: 62+ years
- Senior Couple: two seniors over 62 years living at the same address

#### Proposed Fees:

Premier Paid In Full	Resident	Non- Resident
Student	\$324	\$405
Adult	\$494	\$618
Couple	\$744	\$930
Additional	\$212	\$265
Senior	\$323	\$404
Senior Couple	\$487	\$609



#### Proposed Fees:

<b>Premier Paid Monthly</b>	<b>Resident</b>	<b>Non- Resident</b>
Student	\$30	\$38
Adult	\$46	\$58
Couple	\$69	\$87
Additional	\$20	\$25
Senior	\$30	\$38
Senior Couple	\$45	\$57

#### Aquatics Membership

- Youth: 2 – 11 years (must swim with a parent or guardian at all times)
- Student: 12 – 17 years (or up to 21 years with valid school ID)
- Adult: 18 – 61 years (unless a full-time student with valid school ID)
- Adult Couple: two adults 18 – 61 years living at the same address
- Plus One: dependent child 17 years of age or younger (or up to 21 years with valid school ID)
- Senior: 62+ years
- Senior Couple: two seniors over 62 years living at the same address

#### Proposed Fees:

<b>Aquatics Only Paid In Full</b>	<b>Resident</b>	<b>Non- Resident</b>
Youth	\$77	\$97
Student	\$115	\$144
Adult	\$180	\$225
Couple	\$270	\$338
Additional	\$72	\$90
Senior	\$115	\$144
Senior Couple	\$173	\$216

#### Proposed Fees:

<b>Aquatics Only Paid Monthly</b>	<b>Resident</b>	<b>Non- Resident</b>
Youth	\$8	\$10
Student	\$11	\$14
Adult	\$17	\$22
Couple	\$26	\$33
Additional	\$7	\$9
Senior	\$11	\$14
Senior Couple	\$17	\$22

#### 6.7.6 Pass Type Savings

The pricing model followed the recommendations listed below. Following these guidelines will create consistency across the membership structure and help ensure that everyone is paying their fair share. These include:

- Non-residents charged 25% more than resident rates
- An increase of 10% – 13% to pay by the month over the rate to pay in full
- A 20% savings to buy a three-month pass over the monthly breakdown when paid in full
- A 25% break for couples' membership over the resident individual rate
- Seniors and Students pay 36.3% less than Adult rates
- Family rates provide a savings of 27.3% over purchasing two adult passes and one student pass

The community center staff can add a monthly membership (for college students on winter break) and a three-month membership (for college students home for the summer) as a special offer at a later date when appropriate. If successful, these can be continued. Some agencies offer these annually with a great deal of success. BerryDunn was unable to find statistics on the number of Town residents who spend the winter in warmer climates. The Town might try a "snow-bird" rate later, if pass sales with the senior population are slow.

Appendix D provides the full community center Pro Forma. BerryDunn would be pleased to discuss these details with the Committee and make revisions as necessary. It is important to note that a finalized building design and agreed upon lease arrangements will enable a more accurate Pro Forma.

## 7.0 Summary

In summary, based on the results of Committee survey, Town residents clearly desire a new community center, and the proposal by The Downs would make this possible without spending a large sum of money on construction costs. The BerryDunn team believes that this continues to be a viable option and negotiations should continue with the following caveats:

- The proposed lease payments are very high and require further negotiation. **Without** including the proposed lease payments in the BerryDunn Pro Forma, the community center will not generate a profit until after year six.
- From an outside perspective, it appears that the community center is designed with a significant focus on competitive swimming. As a result, all of the swim club rental times, lease agreements, and swim scheduling for the first year should be determined before moving forward with the project. It is highly unusual for a community center to have a 10-lane, 25-yard pool. Six or eight lanes are much more typical. A multi-year lease for each club is highly recommended.
- If there are club swim meets held at the facility 12 to 16 weekends a year, this will impact residents participating in swim lessons and enjoying the facility on the weekends. All of the details of the large meets should be determined prior to moving forward with this project. Residents will need to know how much open and lap swim will be available prior to purchasing a membership.
- Charging a youth swim club per lane does not take into account the impact these large groups will have in the public spaces (lobby), bathrooms, and locker rooms. Town staff should take all of the facility use into consideration when establishing rental rates and a final agreement.
- More focus should be directed on the leisure pool, as this amenity will differentiate a new facility in the Town from its competition (fitness facilities). There are other lap pools in the area, but there are no indoor leisure pools.
- The Edge has experience planning, building, and running for-profit sports facilities. It is important that the Town help ensure that the recreational needs of residents are taken into consideration and that the Committee is encouraged to build something that makes sense for all taxpayers. A dedicated tutoring space and a pro shop may make sense in a private sports facility, but they are not often part of a community center. Based on the Town's demographics, a dedicated senior space might be more important. A concessions area (or restaurant) might make sense in a large facility with multiple ice rinks; it might not make sense in the Town.
- With the potential for hundreds of children coming to the facility in the evening for swim practice with only one locker room available, it might be difficult for the Town to attract

fitness members to a new community center. The Town should consider dedicated fitness locker rooms and group exercise spaces.

## Appendix A – Similar Facility Review

1. **Fountain View Recreation Center**, Carol Stream Park District, Carol Stream, IL  
Fitness Center, 25-yard/eight-lane lap pool and therapy pools, gym, track, childcare, and multipurpose space.  
Hours of operation: Monday – Friday 5 a.m. – 10 p.m., Saturday 6 a.m. – 7 p.m., and Sunday 7 a.m. – 7 p.m.  
Population: 40,069  
Median Income: \$76,078  
Memberships Sold: 2,191 Fitness (5.4%); 196 Lap Pool, and 295 Walking Track
2. **Beede Center Swim + Fitness**, Concord MA (funded solely by membership and program fees)  
Fitness Center (1,600 SF cardio, 1,600 SF strength, 450 SF studio), four pools (eight-lane lap pool, warm-water therapy, children’s play pool, deep-water diving well), gym, separate locker rooms for swim team and the public.  
Hours of operation: Monday – Friday 5:30 a.m. – 9 p.m., Saturday and Sunday 7 a.m. – 6 p.m.  
Population: 17,669  
Median Income: \$132,385  
Memberships Sold: 1,765 Total (9.9%) 1,456 resident and 309 non-resident  
Members get reduced rates on programs. Each program in the guide has a member/non-member fee. The non-member rates are about 28.5% higher than the member rates.
3. **Prairie Township Community Center**, Columbus, OH  
38,000 SF community center with fitness center, fitness studio, track, gym, indoor pool with lap pool and warm-water pool with vortex, climbing wall, and diving board. One set of locker rooms. Full membership provides access to fitness center, pools, track, gym, unlimited access to childcare and all drop-in fitness classes.  
Standard membership provides access to fitness, pool, track, and gym.  
Hours of operation: Monday – Friday 5:30 a.m. – 9 p.m., Saturday 8 a.m. – 8 p.m., Sunday 12 p.m. to 6 p.m.  
Population: 17,321  
Median Income: \$78,551  
Memberships Sold: 7,200 (41.5%)
4. **Family Recreation Center**, Oak Brook Park District, Oak Brook, IL  
80,000 SF community center with 5,000 SF fitness center, indoor pools (15,550 SF with lap pool, leisure pool with zero depth, water slide and vortex, and a hot tub), two gyms, track, three group exercise studios, childcare, and outdoor splash pad.

Hours of operation: Monday – Friday 5:30 a.m. – 10 p.m., Saturday and Sunday 7 a.m. – 6 p.m.

Population: 8,077

Median Income: \$132,500

Memberships Sold: Basic Fitness 1,424 (17.6); Premier Fitness 156 (1.9%), Aquatics Only 873 (10.8%) and Fitness + Aquatics 787 (9.7). Total memberships 3,240 (40%).

Oak Brook provides Snow Bird memberships (good March 1 – October 31).

5. **Health & Fitness Center**, Wheeling Park District, Wheeling, IL

Community Recreation Center with fitness center, indoor pool with lap pool, and leisure pool with lazy river and splash zones, track, gym, preschool, and multipurpose space.

Hours of operation: Monday – Thursday 5 a.m. – 11 p.m.; Friday 5 a.m. – 9 p.m.;

Saturday and Sunday 6 a.m. – 8 p.m.

Population: 38,562

Median Income: \$62,478

Memberships Sold: Fitness 1,092 (2.8%) and Indoor Pool 347 (.9%). 1,439 Total (3.7%)

6. **Gladstone Community Center**, Gladstone, MO

Community center with fitness, group exercise spaces, track, three pools (eight-lane/25-yard lap pool, leisure pool with zero depth, diving well), gym, large banquet area, and private party rooms.

Hours of operation: Monday – Friday 5 a.m. – 9 p.m.; Saturday 7 a.m. – 7 p.m.; Sunday 9 a.m. – 6 p.m.

Population: 27,140

Median Income: \$55,119

Memberships Sold: 2,548 (9.4%)

7. **LIFECENTER Health & Fitness Center**, Bartlett Park District, Bartlett, IL

130,000 SF community center with fitness center, aquatic center (lap pool and leisure pool with zero depth, spray features, and water slide), track, dance and fitness studios, banquet room, kitchen, and meeting rooms.

Hours of operation: Monday – Friday 5:30 a.m. – 10 p.m.; Saturday 7 a.m. – 6 p.m. and Sunday 8 a.m. – 6 p.m.

Population: 41,149

Median Income: \$99,957

Memberships Sold: 2,491 (6%)

Agency Information	Enrollment Fee	Daily Res/NR					Annual Paid in Full Res/NR						Annual Commitment Paid Monthly Res/NR						Three Month Memberships Paid in Full R/NR							
		Adult	Couple	Senior	Family	Youth	Student	Adult	Couple	Senior	Additional	Family	Youth	Student	Adult	Couple	Senior	Additional	Student	Youth	Family	Adult	Couple	Senior	Family	Student
Fountain View Recreation Center, Carol Stream Park District, Carol Stream, IL Student = 12-17 years Senior = 62+ years	\$50/\$30 each additional	\$10/\$15					\$517/\$583		\$462/\$517	\$264/\$297			\$462/\$517	\$47/\$53		\$42/\$47	\$24/\$27	\$42/\$47								
Beebe Center Swim + Fitness, Concord MA (Funded solely by membership and program fees) Student = 14-18 years Senior = 65+ years	\$99/each	\$20	\$30		\$40									\$82	\$129	\$62		\$41		\$153	\$300	\$450	\$220	\$550	\$150	
Prairie Township Community Center, Columbus, OH Student = 10-18 years Senior = 55+ years Prairie Township offers 30 pass types for several age categories.	NA	\$7/\$10		\$7/10		\$6/\$8	\$467/\$580	\$629/\$988	\$349/\$403	\$109/\$249			\$424/\$516	\$41/\$46	\$55/\$71	\$31/\$36		\$38/\$45		\$64/\$84						
Family Recreation Center, Oak Brook Park District, Oak Brook, IL Student = 13-17 (21 with school ID) Senior = 60+ years Student (12-21 w/ID)	\$100/each	\$10/\$12		\$6/\$8			\$720/\$900	\$1,188/\$1,488	\$588/\$744		\$1,548/\$1,644		\$588/\$744	\$60/\$75	\$99/\$124	\$49/\$62	\$36/\$45	\$49/\$62		\$129/\$162	\$135/\$172	\$230/\$289	\$99/\$149	\$254/\$320	\$99/\$149	
Health & Fitness Center, Wheeling Park District, Wheeling, IL Student = 14-24 with valid school ID Senior = 62+ years	NA	\$9/\$12												\$26/\$31		\$22/\$27		\$22/\$27			\$129/\$159					
Gladstone Community Center, Gladstone, MO Student = 10-17 years Senior = 65+ years Family rate is for up to 4 people.	NA	\$10					\$311/\$415		\$234/\$299		\$570/\$674		\$234/\$299	\$31/\$41		\$26/\$31		\$26/\$31		\$54/\$68	\$91/\$119		\$75/\$90	\$156/\$197	\$75/\$90	
LIFECENTER Health & Fitness Club, Bartlett, IL Student = 14-25 with valid school ID Senior = 62+ years Family rate is for a household of 3. Bartlett offers a monthly pass as well.	NA	\$10		\$8		\$8	\$432/\$457	\$738/\$763	\$348/\$373		\$999/\$1,024		\$348/\$373	\$39/\$64	\$65/\$90	\$32/\$57		\$32/\$57		\$86/\$110						
		Daily Res/NR					Annual Paid in Full Res/NR						Annual Commitment Paid Monthly Res/NR						Three Month Memberships Paid in Full R/NR							
		Adult	Couple	Senior	Family	Youth	Student	Adult	Couple	Senior	Additional	Family	Youth	Student	Adult	Couple	Senior	Additional	Student	Youth	Family	Adult	Couple	Senior	Family	Student
Average (rounded to nearest dollar)	\$83	\$11/\$13	\$30	\$7/\$9	\$40		\$7/\$9	\$489/\$587	\$852/\$1,080	\$396/\$467	\$187/\$273	\$1039/\$1,114	NA	\$411/\$490	\$47/\$56	\$87/\$104	\$35/\$46	\$30/\$36	\$36/\$44	NA	\$97/\$115	\$164/\$188	\$340/\$370	\$131/\$153	\$320/\$356	\$108/\$130
Scarborough Pro Forma	NA	\$10/\$18	NA	\$5/\$9	\$20/\$25	\$5/\$9	\$8/\$14	\$500/\$800	NA	\$300/\$400	\$200/\$300	\$900/\$1,200	\$300/\$400	\$400/\$640	\$62/\$100	NA	\$38/\$50	\$24/\$25	\$50/\$80	\$38/\$50	\$110/\$190	NA	NA	NA	NA	NA
BerryDunn Recommendation	NA	\$10/\$12	NA	\$7/\$9	\$20/\$25	\$5/\$7	\$7/\$9	\$469/\$587	\$704/\$881	\$299/\$374	\$187/\$234	NA	\$199/\$249	\$299/\$374	\$43/\$54	\$65/\$82	\$28/\$35	\$18/\$23	\$28/\$35	\$19/\$24	NA	\$94/\$118	NA	NA	NA	\$60/\$75
BerryDunn used 25% as the increase for NR rates										\$449/\$562						\$42/\$53										
										Senior couple Rate								Senior Couple Rate								

Swim-Only Memberships	Annual Membership Paid in Full R/NR							Annual Membership paid Monthly R/NR						Daily Admission			Punch Cards	Groups
	Adult	Couple	Student	Senior	Senior Couple	Family	Additional	Adult	Couple	Student	Senior	Senior couple	Family	Adult	Student	Senior		
Fountain View, Carol Stream, IL Membership provides access to two lap lanes at all times- it does not provide access to the warm-water therapy pool. There is no leisure pool. Ages 2 and under are free.	\$150/\$170						\$70/\$90							\$5/\$7	\$5/\$7	\$5/\$7	5 Punch - \$20/\$30	
																	10 punch - \$40/\$60	
Family Recreation, Oak Brook, IL \$100 enrollment fee for all memberships. Membership provides unlimited access to aqua aerobic classes, open swim, free admission to aquatic events, unlimited access to the outdoor Splash Island and sun deck. Member must be 11 years old to use the Family Aquatic Center alone	\$228/\$312	\$360/\$492	\$204/\$276	\$204/\$276	\$312/\$420	\$552/\$744		\$19/\$26	\$30/\$41	\$17/\$23	\$17/\$23	\$26/\$35	\$46/\$62	\$10/\$12	\$6/\$8	\$6/\$8		
Health & Fitness Center, Wheeling, IL Wheeling also sells an indoor and outdoor pool membership.	\$70/\$90	\$110/\$130	\$55/\$65	\$59/\$79			\$50/\$60							\$6.50	\$5.50	\$5.50		\$6.25/ea
Splash Central, Bartlett, IL Bartlett also sells indoor and outdoor pool memberships Ages 2 and under are free. Student = 3-17 years	\$160/\$175			\$120/\$130			\$60/\$65							\$7/\$8	\$5.50/\$6.50	\$5.50/\$6.50	12 visit \$60/\$75 adult 12 visit \$45/\$60 student & senior	
Average	\$152/\$187	\$235/\$311	\$130/\$170	\$128/\$162	\$312/\$420	\$552/\$744	\$60/\$72	\$19/\$26	\$30/\$41	\$17/\$23	\$17/\$23	\$26/\$35	\$46/\$62	\$7.13/\$8.13	\$5.5/\$6.75	\$5.5/\$6.75		
Scarborough	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
BerryDunn Recommendation	\$180/\$225	\$270/\$338	\$115/\$144	\$115/\$144	\$173/\$216	\$345/\$431	NA	\$17/\$22	\$26/\$33	\$11/\$14	\$11/\$14	\$17/\$22	\$32/\$40	Use	Facility	Admission	NA	6.25/each



## Appendix B – Review of Scarborough Fitness Facilities

### Local Fitness Facilities

As part of this study, the consulting team reviewed fitness facilities within the Town to learn more about the opportunities and pricing. The information below shows what each club provides and how they price their services.

**NXGen Fitness**, 29 Pleasant Hill Road, Scarborough. The facility includes strength equipment, free weights, outdoor turf area, and childcare. It provides classes, spinning, and personal training services. Extras include sauna and tanning. No initiation fee and discounts for students, seniors 65+, military, and Town employees. A total of 34 group exercise classes and 15 cycling classes are offered weekly and included in fee. They provide a mobile app for class schedule.

Single Visit	\$12.50
One Week	\$30
Monthly	\$49
Annual Paid in Full	\$539
Personal Training	\$60/hour or three sessions for \$170 (three for \$99 for first time only)
Childcare	\$5/day or one month for \$30 (two children) and \$10 each additional child

**Realistic Fitness**, 798 Main Street, South Portland. Members have access 24/7 but facility is only staffed for limited hours. No contract required.

\$17/month

**Anytime Fitness**, 700 Gallery Blvd, Scarborough. It provides team workouts, personal training, nutrition, circuit classes, and worldwide club access. Facility is available 24/7 but has limited staff hours.

\$39.99/month

**Bear Essentials**, 442 US Route 1, Scarborough. It provides strength training and two classes offered each day. Members have access 24/7.

\$39/month for a year commitment  
\$59/month without a commitment

**Foley's Fitness**, 33 Haigas Parkway, Scarborough. It provides strength equipment, cardio equipment, nutrition classes, yoga, barre, spinning, boot camp, turf area, personal training, group exercise classes, and custom nutrition. Target market is body builders, power lifters, and extreme athletes. Foley's Fitness has a chiropractor on-site, wellness classes, and a strength

and speed school. Extras include skin aesthetics, juice bar, fitness apparel, kids' fitness zone, massage therapy, a supplement store, and tanning. The facility also offers customized family memberships and \$5 discounts to students, first responders, law enforcement, veterans, and active duty military and seniors.

Single Visit	\$10
One Week	\$25
Basic	\$35/month
Deluxe	\$75/month (unlimited spin, group exercise, and tanning)
Basic + Spin	\$55/month
Basic + Group Ex	\$55/month
Three Month	\$135/195/240 (basic/add spin or group ex/add spin, group ex, and tanning)
Six Month	\$240/\$368/\$450
Annual	\$396/\$636/\$816

**GRIT Strength & Fitness**, 6 Lincoln Avenue, Scarborough. High-end fitness, indoor turf, CrossFit classes, and personal, group, and corporate training. There is a \$19.99 enrollment fee (except for student memberships). A total of 13 classes weekly are included in membership.

Single Visit	\$10
Student	\$19.99/month
Adult	\$29.99/month
Couple	\$54.99/month
Family 3 – 5	\$69.99/month
Military, Police, Fire, Rescue	\$24.99/month
One-on-one training	\$50/1 session, \$135/3 sessions, \$200/5 sessions, \$350/10 sessions

**Dynamics**, 152 US Route 1, Scarborough. It provides boot camp classes, personal training, semi-private training, and performance training for athletes and teams. It offers 18 classes per week.

Single class	\$9
10 classes	\$75
Personal training	\$40/hour
Semi-private training	\$60/hour (4 to 1 ratio)

**Crisp**, 450 Payne Road, Scarborough. It provides yoga, cycling, boot camp, personal training, fusion, and yoga training for instructors. There are four to eight classes offered per day.

Single class/student	\$12
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Single class/adult	\$15
One week unlimited	\$30 (new members only)
One week unlimited	\$45 (members)
5-class package	\$65
10-class package	\$120
20-class package	\$200
Monthly unlimited	\$150
Annual unlimited	\$1,380

## Appendix C – Design Considerations

### Design considerations for the proposed community center

A great deal of planning has been done for the new Community Center in Scarborough. The BerryDunn team appreciates the amount of data that has already been compiled for this project. We are keenly aware that The Edge does not want to spend time designing a building that will not be built. However, it is very difficult for BerryDunn to complete a Pro Forma for the building when the final design is still ~~up in the air~~. Additionally, design impacts revenue potential as well. The following information includes suggestions for modifications to the design that will enable Scarborough to manage staff costs, appeal to a broad audience, and generate revenue.

#### Indoor Pool Area

Zip lines, climbing walls, spas, saunas, vortex areas, jump platforms, multiple depth configurations, spray features and lounging spaces are currently trending in indoor swimming pool design. A hybrid pool with as much variety as possible will attract more people and keep the pool in use more hours of the day.



It is our recommendation to reduce the lap pool from 10 lanes to 8 and increase the size of the leisure pool to include zero depth entry, a water slide, and possibly a vortex (and anything else from the list above that you can fit in the space). The zero depth entry is good for toddlers, seniors and those with disabilities. The water slide will attract children as well as young adults. The vortex can be used by everyone – fun for kids and good for water walking. If you intend to attract those that are at the facility for the ice or turf spaces, you need a variety of amenities. You can configure the leisure pool so that teaching can be done in the water slide splash down area. Multipurpose space is the goal. There is nothing similar to a Leisure Pool in Scarborough or in the surrounding communities so this is an opportunity to set you apart from other providers of recreation services and attract swimmers (and non-swimmers) to the new community center.

A designation of water temperatures also needs to occur. Ideally water is 80 to 82 degrees for lap swimming (and cooler for very competitive swimmers), 86 to 88 degrees for zero depth and 91 to 94 degrees for a warm water therapy pool. Since you will have two pools, what temperature range will you plan for each? This will help the BerryDunn team determine the right mix of programs in each body of water.

### **Fitness Center**

Planned for 4,100 square feet, Scarborough is likely to outgrow the fitness space. In this regard, consider increasing the size. Even 5,000 square feet of fitness space for stretching, cardio, strength and free weights, and one large private group exercise studio would be more ideal.



Hopefully there will be time in the function rooms for additional group exercise classes. The dedicated studio should have mirrors on at least two walls and ballet Barres with ample storage for fitness equipment (balls, bands, weights, steps, etc.). The Town does not want to compete with the private sector, but the community needs a reason to join this facility rather than other similar providers.





Multiple exercise studios gives you the option to provide variety for your members. Each type of group exercise class can be offered for different fitness levels (beginning, intermediate and advanced), and the intensity can vary. One size does not fit all when it comes to group exercise. Classes can include strength training, Yoga (gentle, Hatha, chair, Flow, Yin, mindful, and for athletes), cardio interval training, Pilates, Zumba (and Zumba Gold), Barre classes, dance fitness (WERQ), rowing (ShockWave), TRX Circuit, and combinations such as cardio & strength and cardio & core. With a pool, you can also offer a variety of aquatic fitness classes. Similar to the indoor pool, you need to be able to offer a variety and one group exercise studio will limit you. Based on the fitness competition surrounding the location at The Downs, BerryDunn is not recommending a cycling studio.

Having a free weight area on the second floor can be loud for the spaces underneath. If you situate over locker rooms that would be ideal. It would not be ideal over Daycare. Cardio equipment can be loud for activities on the lower level, too.



Scarborough is planning to keep the fitness area “low key” initially but fitness programming can generate revenue and this is critical to your business model. A full-time manager with the appropriate education and fitness, and office space for personal training will make the Town competitive from the start. Personal training is an important aspect of fitness programming to keep members engaged and generate revenue.

## Additional Design Considerations

### Gymnasium

- The Edge wants to select the flooring material – fight for wood. It's not likely this will become a destination for indoor tennis with two in the area (Apex & Foreside Fitness and Tennis). Wood is ideal for basketball and volleyball and most other gym activities. It works well for Pickle ball, too.
- Add gymnasium storage on at least two walls surrounding the gym underneath the track. You will want storage space adjacent to both gyms (if you build two).
- For each gym, include 6 hoops with the adjustable side hoops.
- If you build one gym, add a curtain in the middle. If you build two gyms, add a curtain between.
- Consider a volleyball system with grommets in the floor. If you do two gyms, consider making the space big enough for four volleyball courts with curtains.



### Track

- Is it possible to reconfigure the space so that the track is around more spaces than just the gym? It's going to take a lot of laps to equal a mile.
- How many lanes are planned for the track? Hopefully at least three (walk/jog/run).
- Are there restrooms planned for the second floor with the Track and Fitness? If not, that's necessary.
- A space near the track for stretching and to hang coats is ideal.



### **Community Room**

- A stage in this space would add to the variety of activities you can provide. If included, it should be opposite the kitchen area.
- Coat racks that are moveable provide more flexibility than a coat room.
- Room dividers, a good sound system and AV equipment are necessary for meetings and room rentals.
- Restrooms close to the space would be nice for room rentals and meetings.

### **Other Specialty Spaces**

- Where are the senior spaces? The largest number of those that did not support the facility in the survey were between the ages of 51 and 70. With spaces dedicated to seniors, you may generate more support from this age group.
- If you can talk The Downs out of a Tutoring Center, that would be helpful. This space will sit empty a lot. Could Tutoring be offered in a function room? Designating a large room for tutoring seems short sighted. May be beneficial to instead rent space for massage, physical therapy or other wellness type of activities.
- What programs will concessions serve? It's pretty removed from the ice rink and turf. Folks coming to the facility for swim lessons, a gym program or the fitness center are not likely to utilize concessions. If it's going to be included, it should to be central to all the big spaces.
- What will be sold in the Pro Shop? A recreation center typically does not need a pro show. You may want one for ice. If so, it should be closer to ice. If you want to sell goggles or swim diapers, you can do this at the pool circulation. A Pro Shop at this facility may be underutilized space.
- Birthday Parties are big business – especially themed parties. Examples include skate and party, swim and party, gym and party, and soccer and party. We do not see a party room included in the design. Size the space for about 20 kids to eat and have cake in a central location.
- A playground on the site near the entrance will be desired by parents and used by before and after care as well as camps.

### **Other Recommendations for Consideration**

#### **Staffing**

Although not a design component, BerryDunn highly recommends that all of the facility staff are employees of the Town and not independent contractors. As staff, team members will be provided consistent training (onboarding, safety training, customer service and beyond) and will feel a sense of ownership in the community center. With fitness, it's more about the staff than it is about the space. It's important that the space be clean, well lit and have current equipment but engaging staff will keep your members coming back and member retention is very critical in fitness operations.



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### ***Payment Options***

All of your competitors have multiple options for payment that include daily, weekly, monthly, 3-months, 6-months, annual and punch passes at various levels. Nearly all have reduced rates for seniors (but few at 55 years of age), students, veterans and first responders. There are often discounts if you pay in full for a year compared to paying monthly via an EFT. Many Illinois agencies have a reduced senior pass that only provides access for limited hours when usage is lower. The bottom line is you want to attract as many people as possible so a variety options are necessary. It's expected based on your competition in Scarborough.

### ***Membership Definition***

The current Scarborough pricing model needs more definition. What is included in an annual membership? Usage of all spaces (pool, fitness, gym, and the track)? What programs will be included (childcare, group exercise, open gym, youth basketball, swim lessons, other)? And what age can use the fitness center alone? 12? 14? How will a family with young children benefit from purchasing a family membership? Defining the membership is necessary so the BerryDunn team can effectively create a Pro Forma for the facility.

The notion of membership is an interesting concept for a public facility. The BerryDunn team understands that Scarborough is leaning in this direction. You should be aware that this will put a great strain on the front desk if everyone coming to the facility needs to check-in at one location. If every membership card must be scanned at the front desk regardless of whether you want to swim, use the fitness center, attend open gym, drop your child off for day care, or use the track, several staff will be needed at this desk at all times and, at peak times, may result in a bit of a wait for customers.

## Appendix D – Pro Forma

### Assumptions for BerryDunn Pro Forma

#### Building Hours

Monday – Friday: 5:30 a.m. – 10 p.m.

Saturday and Sunday: 7 a.m. – 6 p.m.

#### Pool Hours

50 weeks of operations per year. Closed for the last week of August and first week of September for annual repairs and maintenance.

September – early June: 40 weeks of programming

- Monday – Friday 5:30 a.m. – 9 p.m.
- Saturday and Sunday 7 a.m. – 6 p.m.

Mid-June – August: 10 weeks of programming

- Monday – Friday 5:30 a.m. – 9 p.m.
- Saturday and Sunday 7 a.m. – 6 p.m.

#### Fitness Pass Sales

In order to determine how many passes to include in the BerryDunn Pro Forma, the consultants looked to the similar facilities study and divided the total passes sold by the population to get a percentage of the total population (see the table below).

**Table 5: Similar Facilities Memberships Sold**

Facility	Population	Memberships Sold	% of Population
Beede Center Swim + Fitness, Concord, MA	17,669	1,753	9.9%
Family Recreation Center, Oak Brook, IL	8,077	3,240	40.1%
Fountain View Recreation, Carol Stream, IL	40,068	2,387	5.6%
Gladstone Community Center, Gladstone, MO	27,140	2,548	9.4%
Health & Fitness Center, Wheeling, IL	38,562	1,092	2.8%
LIFECENTER Health & Fitness Club, Bartlett, IL	41,149	2,491	6.1%
Prairie Township, Columbus, OH	17,321	7,200	41.6%

The Pro Forma created by Town staff and the Committee included 5,700 people (assuming that a family membership includes 2.5 people), or 27.4% of the population. This is high compared to the facilities studied, as the average of the seven is 16.5%. If the two high percentages from Columbus and Oak Brook, which are so much higher than the others, are eliminated, the

percentage is 6.76. For the purpose of the BerryDunn Pro Forma, the consultants used 10.45%, for a total of 2,178 people (or 1,787 passes).

For the breakdown of passes, the assumption (based on research of similar facilities) is that just over 84% (1,835) of passes will be purchased by residents, with just under 16% (343) purchased by non-residents. BerryDunn determined through research that approximately a third (33%) will pay in full, while two-thirds (67%) will pay monthly.

Based on the demographic data from ESRI, approximately 13,000 (or 62%) of Town residents live in family units, so BerryDunn assumed that 31% of passes (682 people) will be part of a couples pass, and 30% (666) will be additional family members added to a couples pass. For the remaining passes, the demographic breakdown of the community was loosely applied (9% youth, 12% student, 57% adult, and 22% seniors over 65).

### **Programming Revenue**

In terms of programming, before and after school care and summer camps are not included in the BerryDunn Pro Forma. As these are existing programs, the consultants did not want to double count an entire program area that is already in the budget. If these are new offerings, the revenue and expense will need to be added. In the Town budget information there are revenue figures for these programs, but not expenses, making this difficult to navigate.

In order to determine programming and rental revenue for the multipurpose spaces and the gym, the total available hours and spaces were added up for a weekly total. It was then assumed that growth would occur each year after opening in terms of both participants in each class and the number of successful classes offered. The first year includes 30% of space being programming with an average of 4 participants in each class. These figures increase incrementally each year. It will take time for Town staff to determine exactly what the community wants and when they are available to participate. Full capacity programming is not likely to ever occur as there will always be hours where rooms are empty (early morning, middle of the day and later in the evening).

For gym programs, the schedule that Town staff created was used as a guide. The revenue for open gym is included in daily admissions and pass sales.

For swim revenue, BerryDunn used a combination of Town staff estimates and consultant expertise. Some of the Town estimates for some programs were high and were reduced a bit. Again, it will take time to determine the right mix of programs, lap swims, family swims and rentals that work best for Scarborough. For swim rentals, all of the Town's figures were utilized as staff has had conversations with swim clubs and it appears they are strongly committed to rent this space.

The Town estimates for naming rights, sponsorships and foundation revenue are high and these were reduced by BerryDunn. If commitments have been made, these figures can be added back in but the figures presented were ambitious.

### **Expenses**

To determine expenses, a variety of sources were used including information from Town staff, data from other similar facilities and projections from The Edge. It is difficult to estimate many expense categories when facility specifics have not been determined.

### **Expenses Not Included in Pro Forma**

BerryDunn assumes that if the Town proceeds with adding a community center onto a private facility built by The Edge that the Town will walk into a furnished building ready for use. Pool equipment, gym equipment, and furniture will all be in place. Repairs and replacement will be added to the budget in year two. If the Town is responsible for purchasing (\$150,000) or leasing (\$15,000/year) all of its own fitness equipment, funds should be added to the budget for this expense. Many fitness companies will help the Town layout the space and provide cost estimates for either purchase or lease. Every agency does this a bit differently – some only lease, some only purchase and some do a combination. The Town will need to determine which option makes the most financial sense for this project.

Under the lease agreement proposed by The Edge, the following items are not included in the BerryDunn Pro Forma: annual services for HVAC, plumbing, electrical, elevator, fire alarm/sprinkler, and pest control. When the Town becomes the owner of the community center space, all of these items will need to be included in an annual budget.

### **Summary**

The community center Pro Forma should provide the Committee with many items for consideration. With the design of the facility still in flux, many factors will change. The consulting team is happy to discuss the details of this Pro Forma with the Committee at a date and time to be determined.

Scarborough Community Center Pro Forma					
Revenue Summary	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Program Revenues</b>					
Multipurpose Spaces	\$120,960	\$170,100	\$198,916	\$230,085	\$295,974
Gym	\$36,505	\$42,336	\$52,668	\$62,052	\$79,121
Pool	\$152,400	\$152,400	\$155,448	\$158,557	\$161,728
Child Watch	\$25,200	\$25,704	\$26,218	\$26,742	\$27,276
<b>Total Program Revenues</b>	<b>\$335,066</b>	<b>\$390,540</b>	<b>\$433,250</b>	<b>\$478,201</b>	<b>\$564,099</b>

<b>Rental Revenues</b>					
Building Rentals	\$16,128	\$17,741	\$22,176	\$23,950	\$26,611
Pool Rentals	\$280,000	\$280,000	\$285,600	\$291,312	\$297,138
<b>Total Rental Revenues</b>	<b>\$296,128</b>	<b>\$297,741</b>	<b>\$307,776</b>	<b>\$315,262</b>	<b>\$323,749</b>

<b>Non-Program Revenues</b>					
Total Memberships	\$702,635	\$702,635	\$716,688	\$731,021	\$745,642
Corporate Memberships	\$31,500	\$32,445	\$33,418	\$34,421	\$35,454
Daily Admission	\$11,050	\$11,050	\$11,271	\$11,496	\$11,726
Personal Training	\$36,782	\$36,782	\$37,518	\$38,268	\$39,033
Vending	\$5,000	\$5,000	\$5,100	\$5,202	\$5,306
Sponsorship/Partnership	\$5,000	\$5,000	\$5,100	\$5,202	\$5,306
<b>Total Non-Program Revenues</b>	<b>\$791,967</b>	<b>\$792,912</b>	<b>\$809,095</b>	<b>\$825,611</b>	<b>\$842,467</b>
<b>Total Center Revenues</b>	<b>\$1,423,160</b>	<b>\$1,481,193</b>	<b>\$1,550,120</b>	<b>\$1,619,074</b>	<b>\$1,730,316</b>

<b>Personnel Expenditures</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
FT Staff	\$566,024	\$583,005	\$600,495	\$618,510	\$637,065
PT Custodians	\$45,342	\$46,702	\$48,104	\$49,547	\$51,033
Part-Time Staff	\$609,839	\$628,135	\$646,979	\$666,388	\$686,380
<b>Total Personnel Expenditures</b>	<b>\$1,221,206</b>	<b>\$1,257,842</b>	<b>\$1,295,577</b>	<b>\$1,334,445</b>	<b>\$1,374,478</b>

<b>Other Direct Costs</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Total Utilities	\$282,055	\$287,696	\$293,450	\$299,319	\$305,305
Total Maintenance & Repair	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
Total Office/License/Dues	\$55,475	\$57,139	\$58,853	\$60,619	\$62,438
Total Advertising	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
Total Promotion	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377
Total Contractual Services	\$13,888	\$14,305	\$14,734	\$15,176	\$15,631

Total Education/Travel	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Total Commodities	\$76,050	\$78,332	\$80,681	\$83,102	\$85,595
<b>Total Other Direct Costs</b>	<b>\$457,968</b>	<b>\$468,886</b>	<b>\$480,076</b>	<b>\$491,544</b>	<b>\$503,297</b>
<b>Total Expenses</b>	<b>\$1,679,174</b>	<b>\$1,726,728</b>	<b>\$1,775,653</b>	<b>\$1,825,988</b>	<b>\$1,877,775</b>
<b>Revenue less Expenses</b>	<b>\$(256,013)</b>	<b>\$(245,536)</b>	<b>\$(225,533)</b>	<b>\$(206,914)</b>	<b>\$(147,459)</b>
<b>Percent Recovery</b>	<b>84.8%</b>	<b>85.8%</b>	<b>87.3%</b>	<b>88.7%</b>	<b>92.1%</b>