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Introduction

In June 2012 Montgomery Township engaged Kimmel Bogrette Architecture + Site (KBA+S), and their sub consultant Ballard * King (B*K), to complete a Feasibility Study for a new Township Recreational Facility to be located on a 12 acre site at the intersection of Stump Road and Horsham Road. The work was completed in phases as follows:

- 1 Development of Project Core Values and Mission Statement
- 2 Market Analysis
- 3 Program and Space Needs Assessment
- 4 Operations Analysis of the Proposed Facility
- 5 Existing Conditions Intelligence Gathering
- 6 Development of Conceptual Designs for the Site and Buildings
- 7 Opinion of Probable Project Cost

The following is a compilation of all documents produced during this feasibility study.

Background

Montgomery Township is a 10.82 square mile community located in the North Penn area of Eastern Montgomery County. The Township has a population of approximately 24,600 people based on the 2010 census and has been one of the fastest growing municipalities in Montgomery County over the past several decades.

The Township Park and Recreation system includes 15 park sites totaling 396 acres with 11 of the sites offering extensive active recreation opportunities. These include playgrounds, soccer fields, baseball / softball fields, basketball courts, tennis courts, street hockey and trails. The new Route 202 Parkway will have a walking / biking trail running through the heart of the township and will provide a link from Welsh Road to Doylestown. In addition, the Township owns an additional +/- 350 acres of open space to be used for passive recreation.

Parks and Recreation Department currently offers a wide variety of recreational programs for all ages groups throughout the year including Kids University summer camp program. Due to the limited availability of indoor programming space, summer camp is held at Montgomery Elementary which is not air conditioned. Other indoor recreation programs are held in the 2 community rooms and the public meeting room in the Township Building which is not ideal as these space are also used by various township committees, civic groups and others.

The Township has recently acquired the +/- 12 acre parcel across the street from the municipal building at the corner of Stump and Horsham Roads that was originally approved for office buildings in 2008. The Township envisions creating a multi purpose indoor community and recreation center at this location.



Proposed Site at Stump and Horsham Road

Section I - Project Mission Statement

The mission of Montgomery Township has remained at the heart of the Committee's efforts. The translation and focus of the mission into a *project-oriented action plan* has served as a guide for our efforts in this project.

Township Mission Statement:

The mission of Montgomery Township's government is to promote and enhance the quality of life of our residents, the vitality of our neighborhoods, and opportunities for business by striving for excellence and value in all services provided by the Township. The needs, interests and desires of the residents, businesses and taxpayers provide the guidance for the Township officials and employees as we create and implement policies and services for the community and its visitors. Vision, sensitivity, and respect are necessary as we balance the many needs of the community groups and provide cost effective, efficient and responsive government.

Building off of the Township's Mission Statement, the following Project Mission Statement has been generated and adopted by the Committee.

Project Mission Statement:

The mission of Montgomery Township Community Recreation Center is to serve the best interests of all our residents by providing and maintaining a secure environment that enhances the quality of life for the individual and the community as a whole. As a Board, we pledge to be a dynamic and responsive group that will strive to provide the most efficient and effective decisions for Montgomery Township. As we look to build our Community Recreation Center we will make every effort to select concepts that meet or exceed our citizens' expectations, implement improvements that best preserve the natural environment, advocate for design that makes the most of our available resources and to provide a facility that serves a wide range of ages and recreation interests.

Core Values

To better inform how the project should be designed, a series of “Core Values” are defined to which each decision must respond.

Vibrant:

The Community and Recreation Center will be vibrant because it will be occupied. It will be occupied because it will be the “place to be” in the Township. It will be that place because it will have the right spaces, places, functions and environment to draw people in, keep them there and keep them coming back. To do this the facility will be anchored by buildings of the services that the Township provides and provide amenities for all ages.

Flexible:

In order to fulfill the need within the means available to the Township the place and its spaces must remain flexible. Flexible to house many uses and programs; flexible to welcome the diverse needs of the community and flexible to respond to changing desires. With this in mind we will search for ways to make each part of the Community and Recreation Center defined enough to inspire yet flexible enough to meet the “wants and the needs of the day.”

Fiscal Responsibility...

The heart of this entire effort is to maintain a financially strong and stable Township. Success in achieving this goal will lie in design and execution that spends dollars wisely up front, that considers long-term expenses for energy and maintenance and that considers opportunity to generate revenue with the new Community and Recreation Center. This goal demands and the design will deliver an extremely efficient plan where most spaces will serve multiple uses. The concept and design will provide a “win-win” where the impact will have an exponential relationship to the funds invested.

Sustainable Sustainability...

At the new Community and Recreation Center Fiscal and Environmental Sustainability are not afterthoughts, not added on, and not trends to which “lip service” is paid. Instead, Sustainability is at the core of every decision to be made and every design intervention to be considered. The facility must be flexible to house programs that will attract attention, activity and revenue while environmental stewardship is visible, tangible and real.

Beacon and Brand...

The new Community and Recreation Center will be a bright beacon in the community. It will shout out activity, vitality and service. It will be a physical metaphor for providing and maintaining a secure environment that enhances the quality of life for the individual and the community.

Section II - Market Analysis

Demographic Summary & Market Review

The following is a summary of the basic demographic characteristics of the identified service areas and a comparison with indoor recreation and leisure participation standards as produced by the National Sporting Goods Association 2010 Survey along with participation statistics from the National Endowment of the Arts.

Service Areas: The role of the Township is to serve first and foremost the residents of Montgomery Township and to that end the Primary Service Area is the Township proper. A larger Secondary Service Area has been identified as an area that is within an approximate 10 minute driving distance from the Horsham and Stump road site.

Primary Service Areas are usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a facility or its programs. Secondary Service Areas are usually designated by the distance people will travel on a less consistent basis (a minimum of once a month) to utilize a facility or its programs. Use by individuals beyond the secondary area will primarily be limited to special events (tournaments, etc.).

Service areas can also vary in size with the types of components that are included in a facility. A recreation center with active elements (weight cardiovascular equipment area, gym, track, etc.) will generally have a larger service area than a more passively oriented facility. Specialized facilities such as a sports field house will have even larger service areas that make them more of a regional destination.

Service areas can also be based upon a facility's proximity to major thoroughfares. Other factors impacting the use as it relates to driving distance are the presence of alternative service providers in the Primary and Secondary Service Areas. Alternative service providers can have an impact upon pass sales, daily admissions and the associated penetration rates for programs and services.

Table A – Service Area Comparison Chart:

	Primary Service Area	Secondary Service Area
Population:		
2010 Census	24,790	100,845
2011 Estimate	25,073	101,499
2016 Estimate	26,011	104,275
Households:		
2010 Census	9,207	38,654
2011 Estimate	9,307	38,890
2016 Estimate	9,651	39,924
Families:		
2010 Census	6,685	26,819
2011 Estimate	6,764	26,997
2016 Estimate	6,942	27,429
Average Household Size:		
2010 Census	2.68	2.57
2011 Estimate	2.68	2.57
2016 Estimate	2.68	2.58
Ethnicity: (2010 Census)		
Hispanic	2.4%	3.0%
White	76.6%	81.5%
Black	4.7%	4.0%
American Indian	0.1%	0.1%
Asian	16.5%	11.7%
Pacific Islander	0.0%	0.04%
Other	0.5%	0.9%
Multiple	1.6%	1.7%
Median Age:		
2010 Census	41.3	41.5
2011 Estimate	41.3	41.6
2016 Estimate	41.5	42.0
Median Income:		
2011 Estimate	\$96,791	\$80,459
2016 Estimate	\$108,716	\$91,101
Household Budget Expenditures¹:		
Housing	166	154
Entertainment & Recreation	171	155

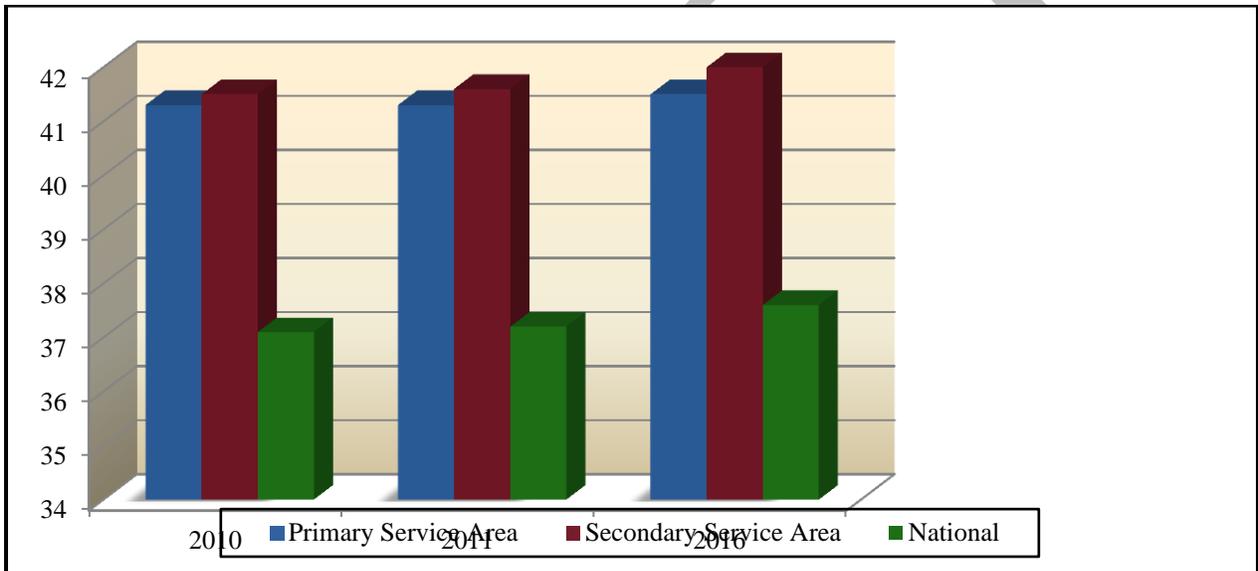
¹ This information is placed on an index with a reference point being the National average of 100.

Age and Income: The median age and household income levels are compared with the national number as both of these factors are primary determiners of participation in recreation activities. The lower the median age, the higher the participation rates are for most activities. The level of participation also increases as the median income level goes up.

Table B – Median Age:

	2010 Census	2011 Projection	2016 Projection
Primary Service Area	41.3	41.3	41.5
Secondary Service Area	41.5	41.6	42.0
Nationally	37.1	37.2	37.6

Chart A – Median Age



With the median age in the Primary & Secondary Service Areas being higher than the National number it would point to a community comprised of families with older children, empty nesters and retirees.

Map A – 2010 Median Age by Census Block Groups

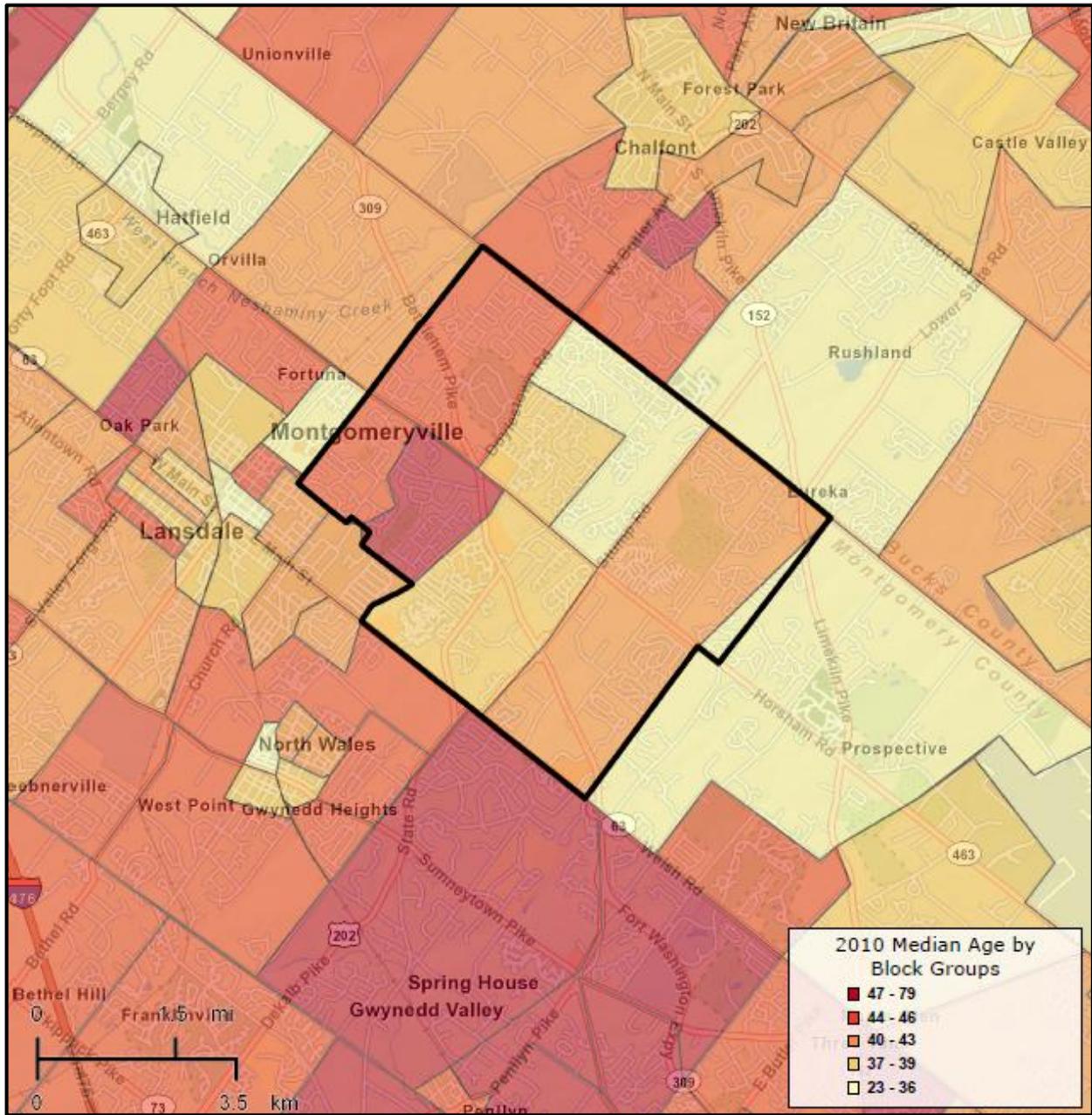
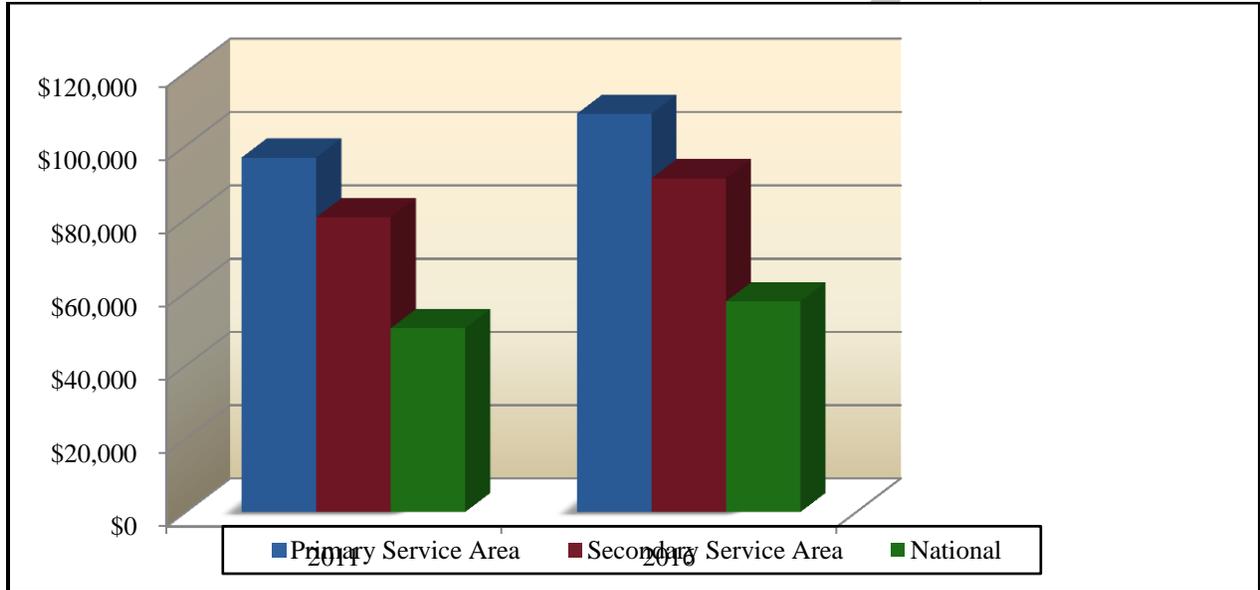


Table C – Median Household Income:

	2011 Estimate	2016 Projection
Primary Service Area	\$96,791	\$108,716
Secondary Service Area	\$80,459	\$91,101
Nationally	\$50,227	\$57,536

Chart B – Median Household Income



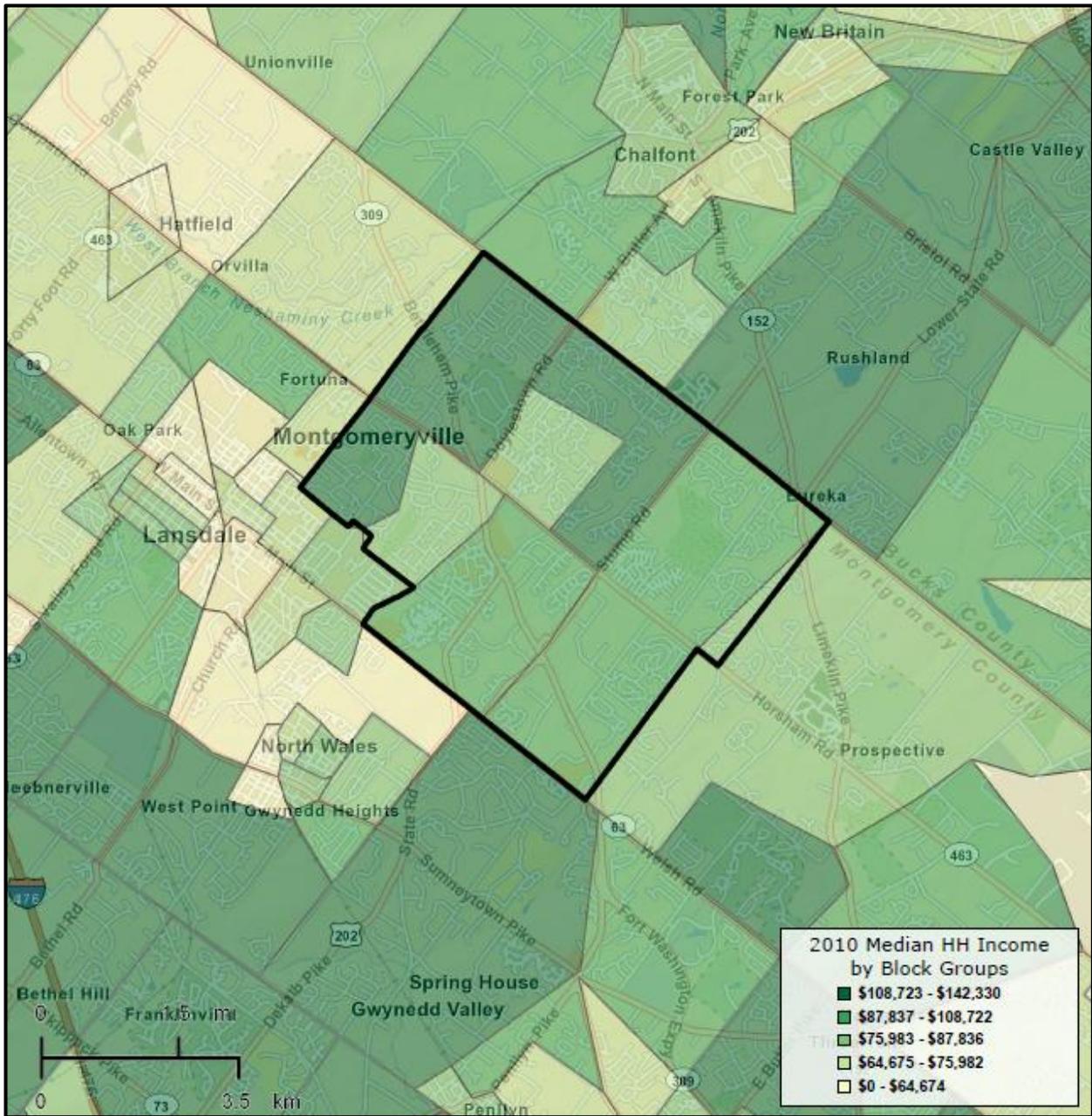
Based upon 2011 projections the following narrative can be provided for each service area:

In the Primary Service Area the percentage of households with median income over \$50,000 per year is 77.4% compared to 50.3% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 9.5% compared to a level of 24.7% nationally.

In the Secondary Service Area the percentage of households with median income over \$50,000 per year is 71.8% compared to 50.3% on a national level. Furthermore, the percentage of the households in the service area with median income less than \$25,000 per year is 10.6% compared to a level of 24.7% nationally.

These statistics indicate there may be a higher level of discretionary income within the Primary & Secondary Service Areas, but this information must be balanced with the cost of living.

Map B – 2010 Median Income by Census Block Group



In addition to taking a look at Median Age and Median Income, it is important to examine Household Budget Expenditures. In particular looking at housing information; shelter, utilities, fuel and public services along with entertainment & recreation can provide a snap shot into the cost of living and spending patterns in the services areas. The table below looks at that information and compares the service areas to the State of Pennsylvania.

Table D – Household Budget Expenditures²

Primary Service Area	SPI	Average Amount Spent	Percent
Housing	166	\$32,690.75	30.8%
<i>Shelter</i>	170	\$26,003.59	24.5%
<i>Utilities, Fuel, Public Service</i>	152	\$6,687.15	6.3%
Entertainment & Recreation	171	\$5,351.15	5.0%

Secondary Service Area	SPI	Average Amount Spent	Percent
Housing	154	\$30,357.63	31.2%
<i>Shelter</i>	158	\$24,145.04	24.9%
<i>Utilities, Fuel, Public Service</i>	141	\$6,212.59	6.4%
Entertainment & Recreation	155	\$4,858.43	5.0%

State of Pennsylvania	SPI	Average Amount Spent	Percent
Housing	97	\$19,200.27	30.5%
<i>Shelter</i>	97	\$14,774.04	23.5%
<i>Utilities, Fuel, Public Service</i>	101	\$4,426.22	7.0%
Entertainment & Recreation	100	\$3,122.16	5.0%

SPI: Spending Potential Index as compared to the National number of 100.

Average Amount Spent: The average amount spent per household.

Percent: Percent of the total 100% of household expenditures.

Note: Shelter along with Utilities, Fuel, Public Service are a portion of the Housing percentage.

² Consumer Spending data are derived from the 2004 and 2005 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI forecasts for 2010 and 2015.

Chart C – Household Budget Expenditures Spending Potential Index

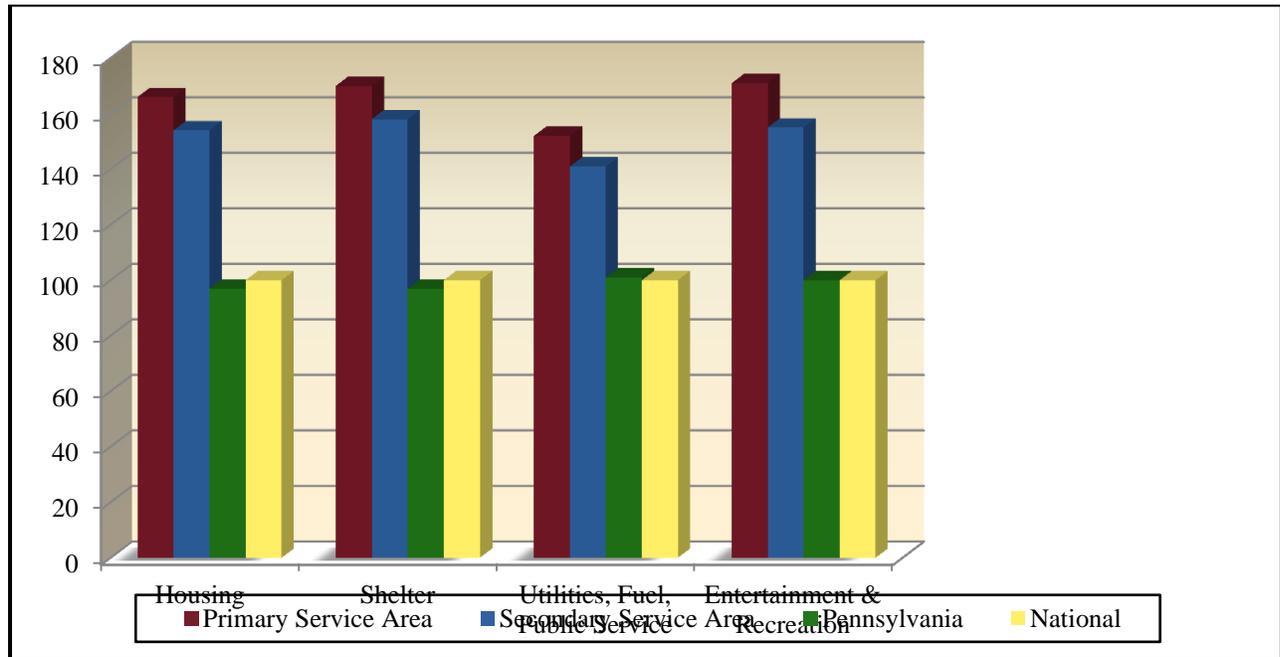


Chart C, illustrates that the Household Budget Expenditures Spending Potential Index in the State of Pennsylvania is nearly equal to the National level indicating that as a state almost identical dollars are being spent for those services as compared to a national level.

The Household Budget Expenditures Spending Potential Index of the Primary & Secondary Service Areas would indicate that the dollars being spent is significantly greater than what is being spent on a state and national level. This would indicate a higher cost of living in the identified service areas, but it must also be remembered that the median household income in the service area is much higher as well.

It will be important to keep this information in mind when developing a fee structure and looking at an appropriate cost recovery philosophy.

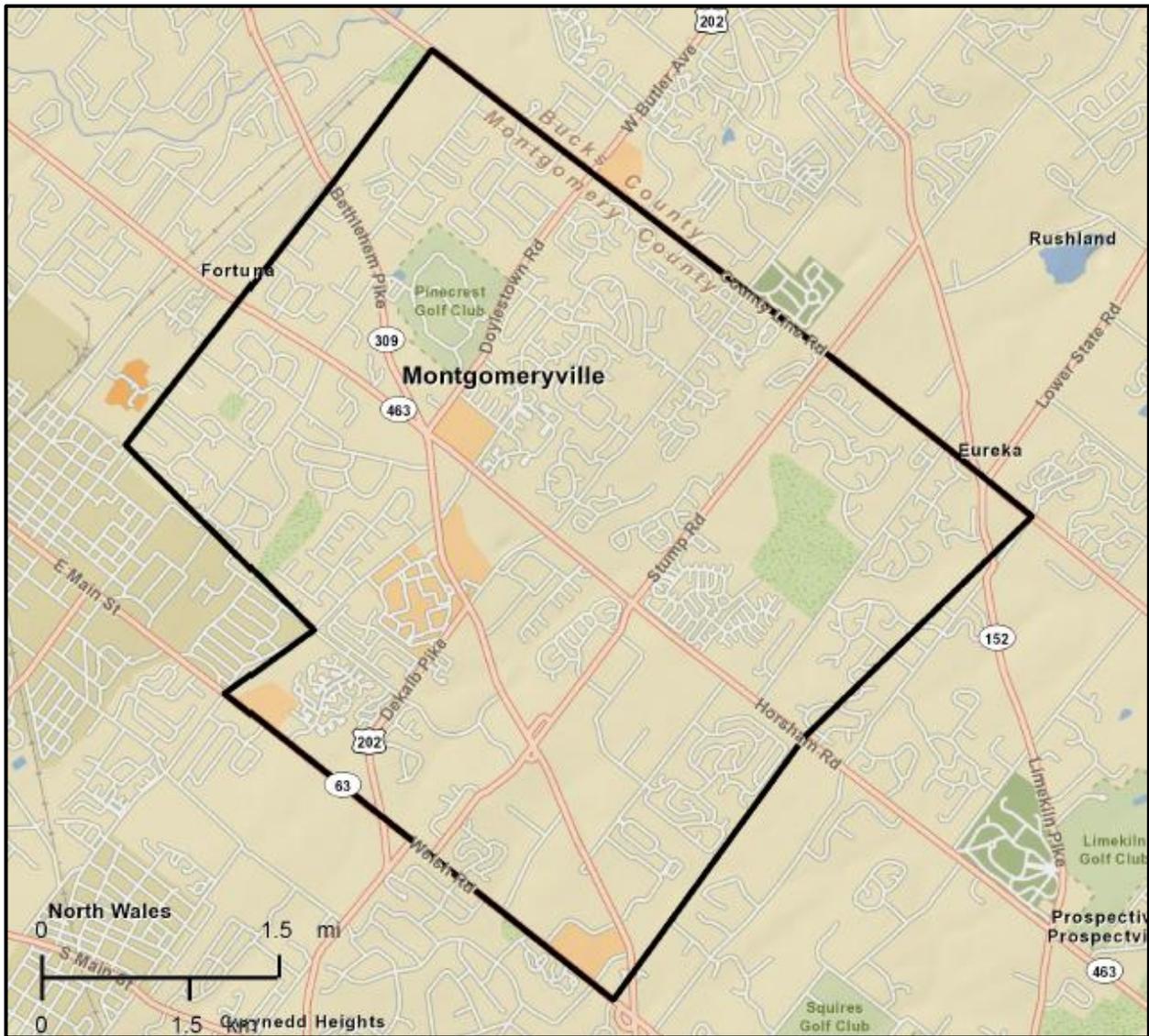
Service Area Analysis

Each of the identified service areas demographic characteristics are now analyzed individually.

Primary Service Area – Montgomery Township

Secondary Service Area – 10 minute driving distance from Horsham and Stump roads.

Map C – Primary Service Area Map



Population Distribution by Age: Utilizing census information for the Primary Service Area, the following comparisons are possible.

Table E – 2011 Primary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	1,483	5.9%	6.5%	-0.6%
5-17	4,587	18.3%	17.6%	+0.7%
18-24	1,613	6.4%	9.8%	-3.4%
25-44	6,264	25.0%	26.6%	-1.6%
45-54	4,538	18.1%	14.5%	+3.6%
55-64	3,185	12.7%	12.0%	+0.7%
65-74	1,783	7.1%	7.2%	-0.1%
75+	1,520	6.1%	6.0%	+0.1%

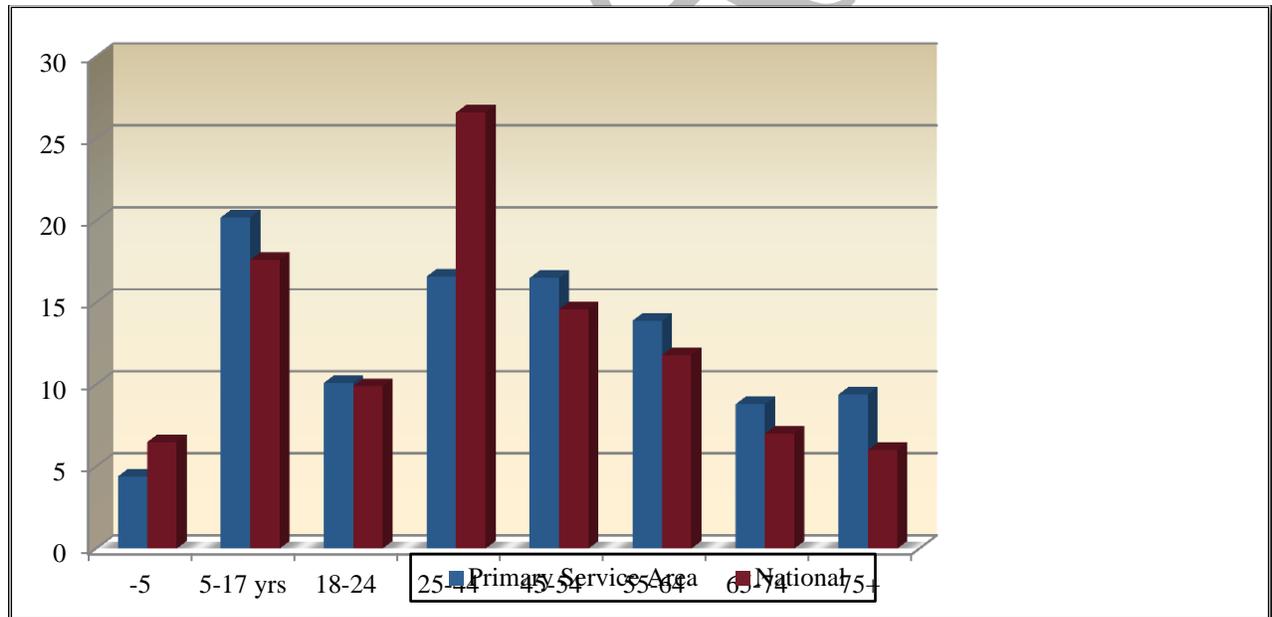
Population: 2011 census estimates in the different age groups in the Primary Service Area.

% of Total: Percentage of the Primary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Primary Service Area population and the national population.

Chart D – 2011 Primary Service Area Age Group Distribution



The demographic makeup of the Primary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 5-17, 45-54, 55-64, 75+ age groups and a smaller population in the -5, 18-24, 25-44 and 65-74 age groups. The largest positive variance is in the 45-54 age group with +3.6%, while the greatest negative variance is in the 18-24 age groups with -3.4%.

Population Distribution Comparison by Age: Utilizing census information from the Primary Service Area, the following comparisons are possible.

Table F – 2011 Primary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2011 Projection	2016 Projection	Percent Change	Percent Change Nat'l
-5	1,487	1,483	1,559	+4.8%	+3.4%
5-17	4,642	4,587	4,835	+4.2%	+1.6%
18-24	1,590	1,613	1,597	+0.4%	-0.9%
25-44	6,190	6,264	6,412	+3.6%	+2.7%
45-54	4,523	4,538	4,329	-4.3%	-6.1%
55-64	3,116	3,185	3,510	+12.6%	+11.8%
65-74	1,725	1,783	2,191	+27.0%	+28.6%
75+	1,517	1,520	1,578	+4.0%	+7.0%

Chart E – Primary Service Area Population Growth

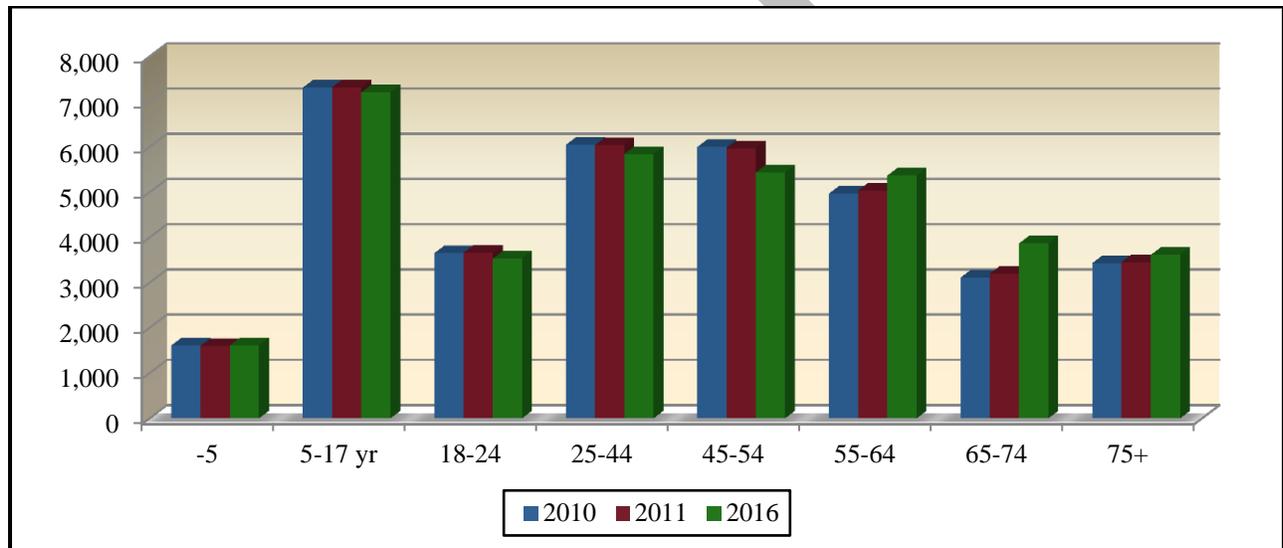


Table-F, illustrates the growth or decline in age group numbers from the 2010 census until the year 2016. It is projected that all of the age categories except 45-54 will see an increase in population. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for the Primary Service Area based on 2011 Census Data.

Table G – Primary Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	595	29.2	2.4%	5.9%

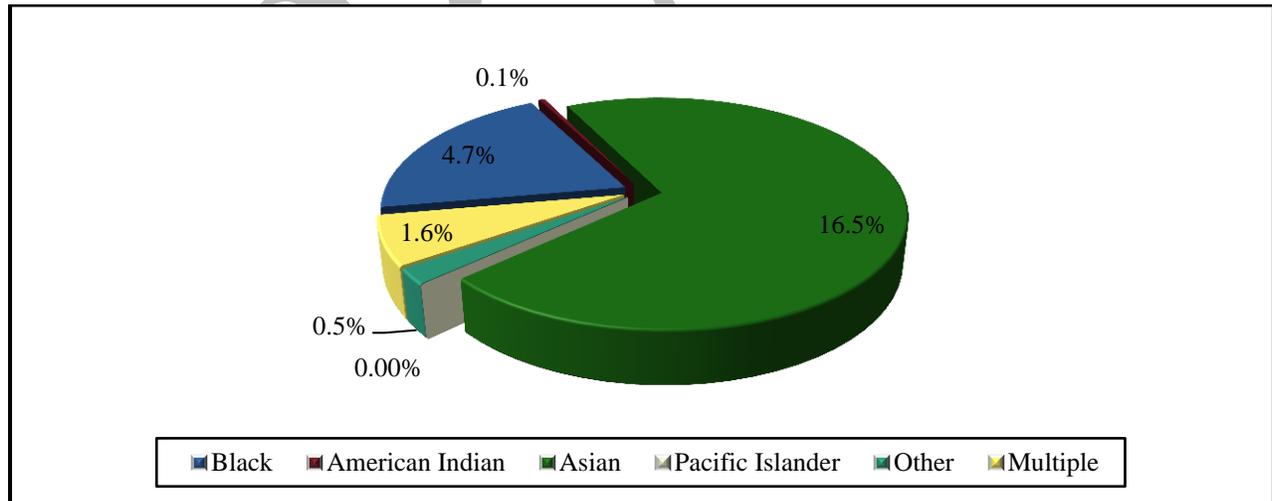
Table H – Primary Service Area Population by Race and Median Age

(Source – U.S. Census Bureau and ESRI)

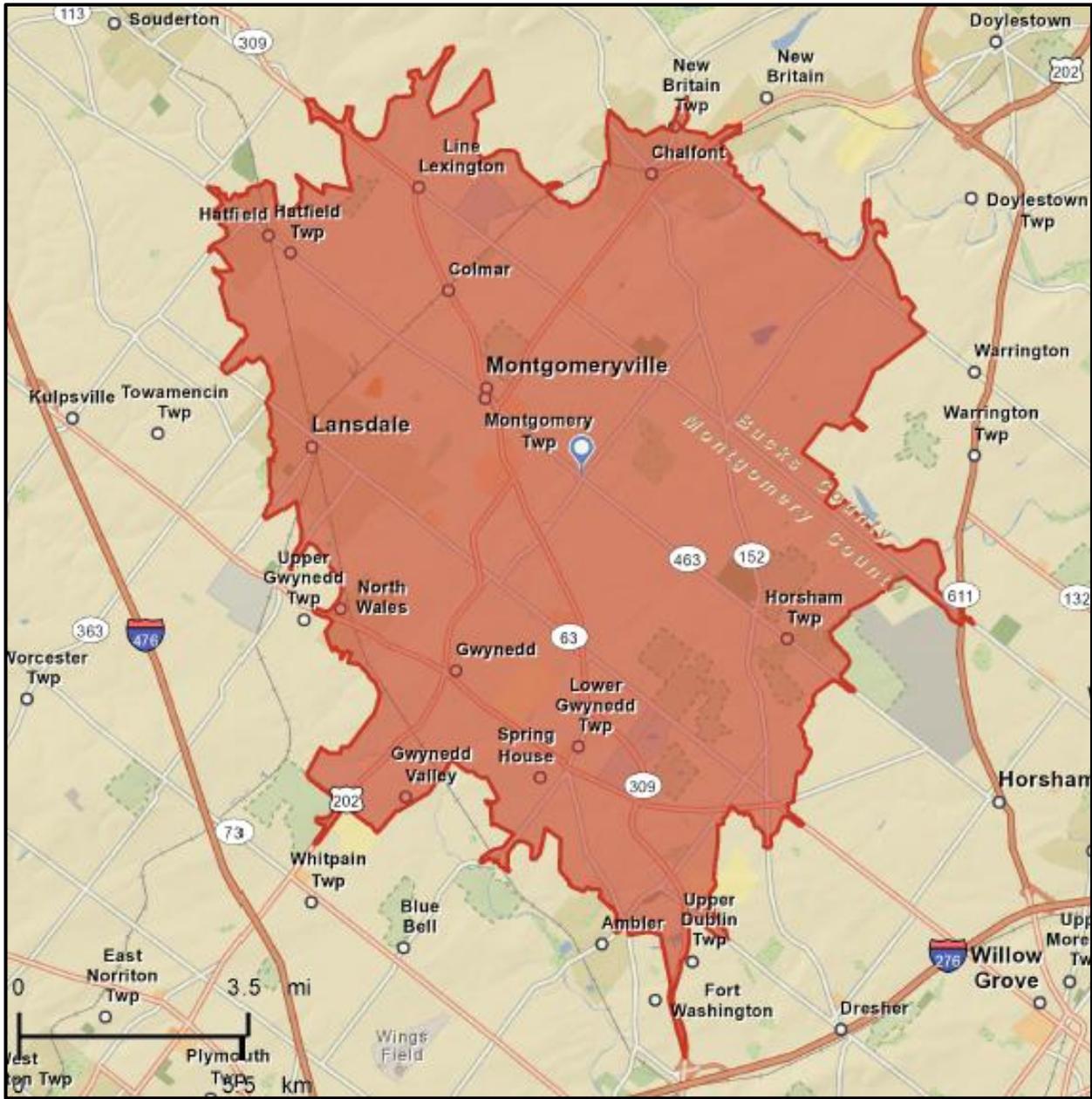
Ethnicity	Total Population	Median Age	% of Population	% of PA Population
White	19,214	42.7	76.6%	81.8%
Black	1,176	41.7	4.7%	10.8%
American Indian	18	47.5	0.1%	0.2%
Asian	4,149	37.5	16.5%	2.7%
Pacific Islander	0	0.0	0.0%	0.03%
Other	120	25.8	0.5%	2.5%
Multiple	396	15.0	1.6%	1.9%

2011 Primary Service Area Total Population: 25,073 Residents

Chart F – Primary Service Area Non-White Population by Race



Map D – Secondary Service Area Map



Population Distribution by Age: Utilizing census information for the Secondary Service Area, the following comparisons are possible.

Table I – 2011 Secondary Service Area Age Distribution

(ESRI estimates)

Ages	Population	% of Total	Nat. Population	Difference
-5	5,595	5.5%	6.5%	-1.0%
5-17	18,101	17.8%	17.6%	+0.2%
18-24	7,326	7.2%	9.8%	+2.6%
25-44	25,081	24.7%	26.6%	-1.9%
45-54	17,288	17.0%	14.5%	+2.5%
55-64	12,652	12.5%	12.0%	+0.5%
65-74	7,380	7.3%	7.2%	+0.1%
75+	8,078	8.0%	6.0%	+2.0%

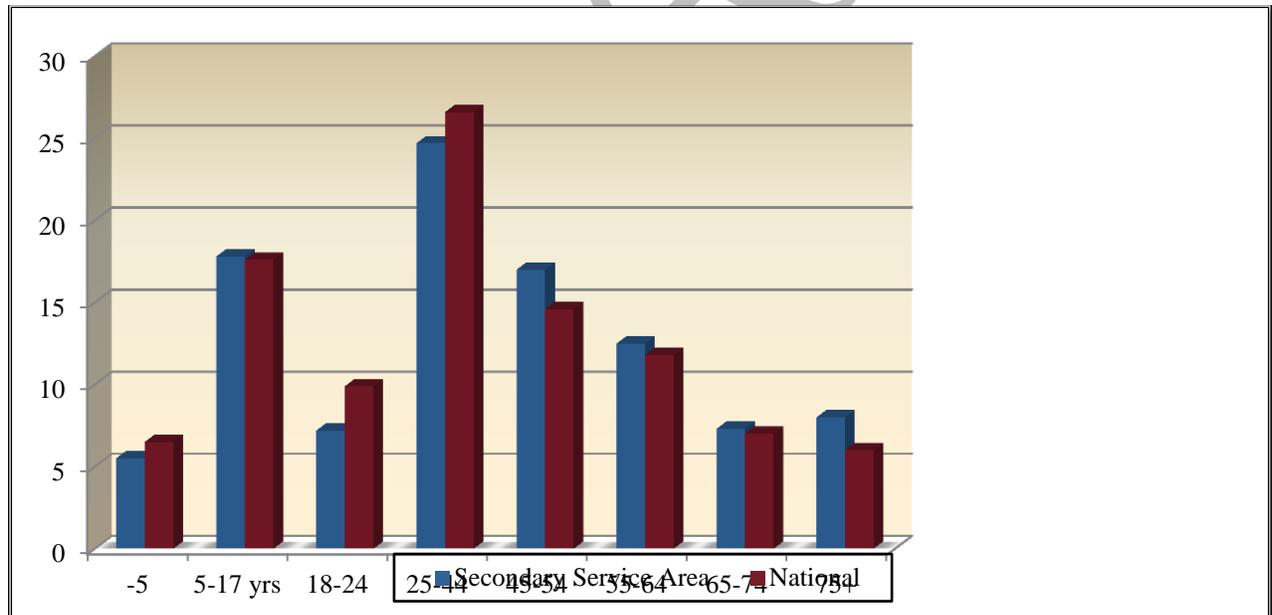
Population: 2011 census estimates in the different age groups in the Secondary Service Area.

% of Total: Percentage of the Secondary Service Area population in the age group.

National Population: Percentage of the national population in the age group.

Difference: Percentage difference between the Secondary Service Area population and the national population.

Chart G – 2011 Secondary Service Area Age Group Distribution



The demographic makeup of the Secondary Service Area, when compared to the characteristics of the national population, indicates that there are some differences with an equal or larger population in the 5-17, 18-24, 45-54, 55-64, 65-74 and 75+ age groups and a smaller population in the -5 and 25-44 age groups. The largest positive variance is in the 18-24 age groups with +2.6%, while the greatest negative variance is in the 25-44 age groups with -1.9%.

When the two service areas are compared, the Secondary Service Area has less population in the -5, 5-17, 45-54, and 55-64 age categories and a higher population in the 18-24, 25-44, 65-74, and 75+ age groups.

DRAFT

Population Distribution Comparison by Age: Utilizing census information from the Secondary Service Area, the following comparisons are possible.

Table J – 2011 Secondary Service Area Population Estimates

(U.S. Census Information and ESRI)

Ages	2010 Census	2011 Projection	2016 Projection	Percent Change	Percent Change Nat'l
-5	5,637	5,595	5,795	+2.8%	+3.4%
5-17	18,042	18,101	18,321	+1.5%	+1.6%
18-24	7,265	7,326	7,159	-1.5%	-0.9%
25-44	24,943	25,081	25,362	+1.7%	+2.7%
45-54	17,318	17,288	16,215	-6.4%	-6.1%
55-64	12,424	12,652	13,814	+11.2%	+11.8%
65-74	7,165	7,380	9,106	+27.1%	+28.6%
75+	8,054	8,078	8,503	+5.6%	+7.0%

Chart H – Secondary Service Area Population Growth

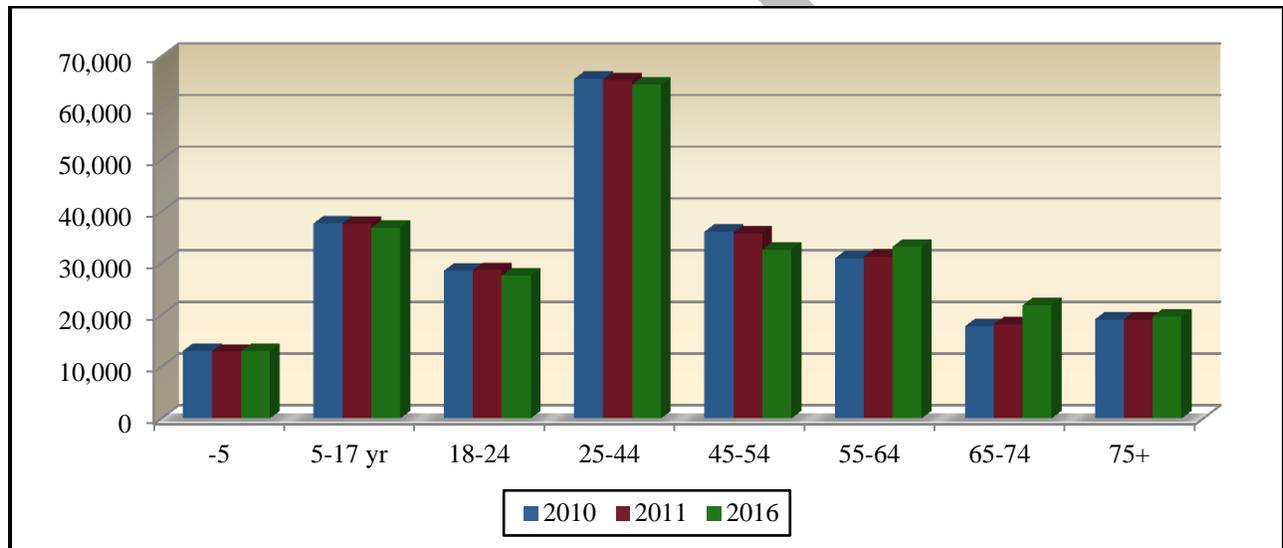


Table-J, illustrates the growth or decline in age group numbers from the 2010 census until the year 2016. It is projected that all of the age categories except 18-24 and 45-54 will see an increase in population. It must be remembered that the population of the United States as a whole is aging and it is not unusual to find negative growth numbers in the younger age groups and significant net gains in the 45 plus age groupings in communities which are relatively stable in their population numbers.

Below is listed the distribution of the population by race and ethnicity for the Secondary Service Area based on 2011 Census Data.

Table K – Secondary Service Area Ethnic Population and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
Hispanic	3,049	27.5	3.0%	5.9%

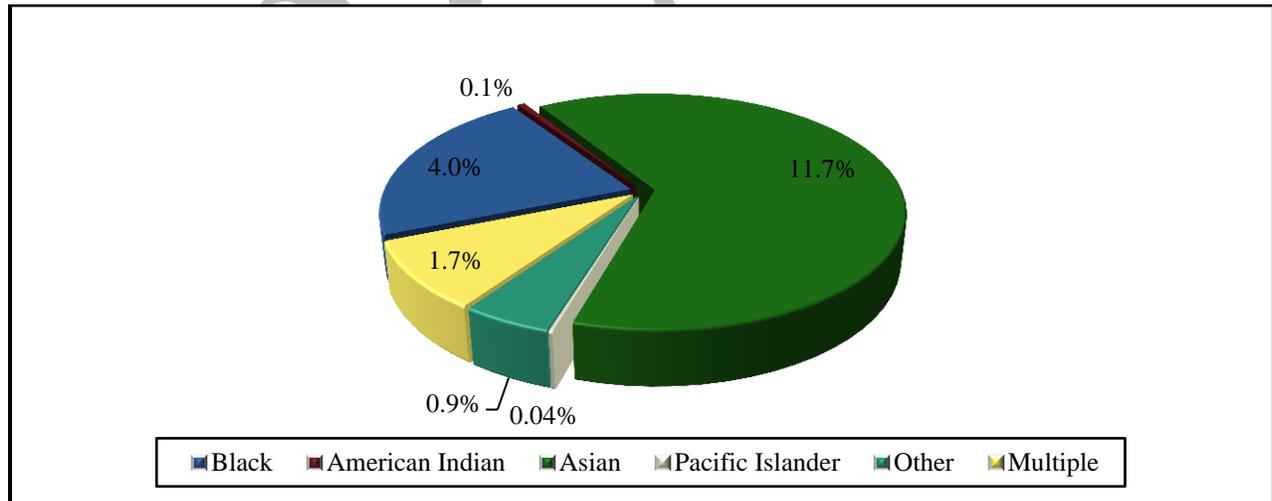
Table L – Secondary Service Area Population by Race and Median Age

(Source – U.S. Census Bureau and ESRI)

Ethnicity	Total Population	Median Age	% of Population	% of PA Population
White	82,704	43.5	81.5%	81.8%
Black	4,094	36.9	4.0%	10.8%
American Indian	119	32.1	0.1%	0.2%
Asian	11,920	35.2	11.7%	2.7%
Pacific Islander	47	29.3	0.04%	0.03%
Other	889	26.9	0.9%	2.5%
Multiple	1,726	15.3	1.7%	1.9%

2011 Secondary Service Area Total Population: 101,499 Residents

Chart I – Secondary Service Area Non-White Population by Race



Demographic Summary

The following summarizes the demographic characteristics of the two service areas.

- The Primary Service Area at approximately 25,000 individuals (2011 estimate) is rather small to support a new recreation center. If the Secondary Service Area population is added in, then the total market is approximately 101,500 (2011 estimate). This is a significant population to draw from for a recreation center.
- The population in each of the service areas is expected to grow in the next five years which will add additional recreation participants to the market.
- The population of the two service areas is significantly older than the national number but there are slightly more youth (age 5-17) than the national percentage. There are expected to be strong growth numbers in the youth age groups in the coming years as well as most other age categories. This should have a positive impact on participation in recreation pursuits.
- There is a much higher median household income level in both service areas and the household expenditures for entertainment and recreation are also higher than the state and national numbers. However, the cost of living in the Primary Service Area is higher than most other areas of the country.
- There is not a significant minority population in the area and as a result there will be very little bearing on the rate of participation in recreation activities. The largest non-white ethnic group is Asian.

Recreation and Sports Participation Statistics

On an annual basis the National Sporting Goods Association (NSGA) conducts an in-depth study and survey of how Americans spend their leisure time. This information provides the data necessary to overlay rate of participation onto the Primary Service Area to determine market potential.

Comparison With National Statistics: Utilizing information from the National Sporting Goods Association 2011 Survey and comparing them with the demographics from the Primary Service Area, the following participation projections can be made (statistics were compared based on age, household income, regional population and national population).

Table M – Recreation Activity Participation Rates for Primary Service Area

Activity	Age	Income	Region	Nation	Average
Aerobic	14.5%	16.5%	14.2%	14.9%	15.0%
Basketball	9.0%	10.4%	9.8%	9.3%	9.6%
Billiards/Pool	6.8%	7.1%	7.2%	7.1%	7.0%
Exercise w/ Equipment	19.4%	23.5%	19.0%	19.7%	20.4%
Exercise Walking	35.3%	38.2%	30.4%	34.6%	34.6%
Running/Jogging	12.9%	16.4%	11.4%	13.8%	13.6%
Swimming	16.6%	20.5%	16.6%	16.4%	17.5%
Volleyball	3.4%	3.7%	4.1%	3.6%	3.7%
Weight Lifting	9.8%	12.3%	9.4%	10.4%	10.5%
Workout @ Clubs	11.9%	15.2%	13.8%	12.3%	13.3%
Yoga	7.3%	8.6%	7.9%	7.7%	7.9%

- Age:** Participation based on individuals ages 7 & Up of the Primary Service Area.
- Income:** Participation based on the 2011 estimated median household income in the Primary Service Area.
- Region:** Participation based on regional statistics (Mid-Atlantic).
- National:** Participation based on national statistics.
- Average:** Average of the four columns.

Anticipated Participation Numbers by Activity: Utilizing the average percentage from Table-M above plus the 2011 census information and census estimates for 2011 and 2016 (over age 7) the following comparisons can be made.

Table N – Participation Rates Primary Service Area

Activity	Average	2010 Part.	2011 Part.	2016 Part.	Difference
Aerobic	15.0%	3,396	3,438	3,611	+215
Basketball	9.6%	2,177	2,204	2,314	+138
Billiards/Pool	7.0%	1,591	1,611	1,692	+101
Exercise w/ Equipment	20.4%	4,611	4,668	4,902	+291
Exercise Walking	34.6%	7,823	7,920	8,317	+494
Running/Jogging	13.6%	295	299	314	+19
Swimming	17.5%	3,077	3,115	3,271	+194
Volleyball	3.7%	3,961	4,010	4,211	+250
Weight Lifting	10.5%	838	848	891	+53
Workout @ Clubs	13.3%	285	289	304	+18
Yoga	7.9%	3,006	3,043	3,196	+190

Note: The estimated participation numbers indicated above are for indoor activities within the Primary Service Area. While these numbers provide an estimate of the number of participants they do not necessarily directly correlate to participation levels at a Montgomery Township Recreation Center.

Participation by Ethnicity and Race: Participation in sports activities is also tracked by ethnicity and race. The table below compares the overall rate of participation nationally with the rate for Hispanics and African Americans. Utilizing information provided by the National Sporting Goods Association's 2011 survey, the following comparisons are possible.

Table O – Comparison of National, African American and Hispanic Participation Rates

	Primary Service Area	National Participation	African American Participation	Hispanic Participation
Aerobic	15.0%	14.9%	14.0%	13.9%
Basketball	9.6%	9.3%	14.5%	12.2%
Billiards/Pool	7.0%	7.1%	3.9%	10.7%
Exercise w/ Equipment	20.4%	19.7%	15.9%	18.5%
Exercise Walking	34.6%	34.6%	28.2%	31.0%
Running/Jogging	13.6%	13.8%	11.0%	15.9%
Swimming	17.5%	16.4%	6.8%	12.9%
Volleyball	3.7%	3.6%	2.1%	5.7%
Weight Lifting	10.5%	10.4%	9.2%	10.0%
Workout @ Clubs	13.3%	12.3%	9.5%	12.3%
Yoga	7.9%	7.7%	4.6%	8.2%

Primary Service Part: The unique participation percentage developed for the Primary Service Area.

National Rate: The national percentage of individuals who participate in the given activity.

African American Rate: The percentage of African Americans who participate in the given activity.

Hispanic Rate: The percentage of Hispanics who participate in the given activity.

Based on the fact that there is not a significant Hispanic or African American population in the Primary Service Area those participation rates become less relevant to the impact on overall participation percentages.

Summary of Sports Participation: The following chart summarizes participation in both indoor and outdoor activities utilizing information from the 2011 National Sporting Goods Association survey.

Table P – Sports Participation Summary

Sport	Nat'l Rank ³	Nat'l Participation (in millions)	Primary Service	Primary Service % Participation
Exercise Walking	1	97.1	1	34.6%
Exercising w/ Equipment	2	55.5	2	20.4%
Swimming	3	46.0	3	17.5%
Aerobic Exercising	5	42.0	4	15.0%
Running/Jogging	8	38.7	5	13.6%
Workout @ Club	10	34.5	6	13.3%
Weightlifting	12	29.1	7	10.5%
Basketball	14	26.1	8	9.6%
Yoga	15	21.6	9	7.9%
Billiards/Pool	17	20.0	10	7.0%
Volleyball	29	10.1	12	3.7%

- Nat'l Rank:** Popularity of sport based on national survey.
- Nat'l Participation:** Percent of population that participate in this sport on national survey.
- Primary Service %:** Ranking of activities based upon average from Table-M.
- Primary Service Rank:** The rank of the activity within the Primary Service Area.

³ This rank is based upon the 51 activities reported on by NSGA in their 2011 survey instrument.

Comparison of State Statistics with National Statistics: Utilizing information from the National Sporting Goods Association, the following charts illustrate the participation numbers in selected sports in the State of Pennsylvania.

State of Pennsylvania participation numbers in selected indoor and outdoor sports - As reported by the National Sporting Goods Association in 2011.

Table Q – Pennsylvania Participation Rates

Sport	Pennsylvania Participation (in thousands)	Age Group	Largest Number
Exercise Walking	3,461	65-74	45-54
Exercising w/ Equipment	2,150	25-34	25-34
Swimming	2,009	7-11	7-11
Aerobic Exercising	1,573	35-44	25-34
Running/Jogging	1,284	12-17	25-34
Workout @ Club	1,196	25-34	25-34
Weightlifting	852	25-34	25-34
Basketball	878	7-11	12-17
Yoga	888	25-34	25-34
Billiards/Pool	713	25-34	25-34
Volleyball	325	12-17	12-17

PA Participation: The number of people (in thousands) in Pennsylvania who participated more than once in the activity in 2011 and are at least 7 years of age.

Age Group: The age group in which the sport is most popular or in other words, where the highest percentage of the age group participates in the activity. (Example: The highest percent of an age group that participates in exercise walking is 55-64.) **This is a national statistic.**

Largest Number: The age group with the highest number of participants. Example: The greatest number of exercise walkers is in the 45-54 age group. (Note: This statistic is driven more by the sheer number of people in the age group than by the popularity of the sport in the age span.) **This is a national statistic.**

Pennsylvania sport percentage of participation compared with the population percentage of the United States:

Pennsylvania’s population represents 4.1% of the population of the United States (based on 2011 Estimates).

Table R – Pennsylvania Participation Correlation

Sport	Participation Percentages
Swimming	4.4%
Yoga	4.1%
Exercising w/ Equipment	3.9%
Aerobic Exercising	3.7%
Exercise Walking	3.6%
Billiards/Pool	3.6%
Workout @ Club	3.5%
Basketball	3.4%
Running/Jogging	3.3%
Volleyball	3.2%
Weightlifting	2.9%

Note: Sports participation percentages refer to the total percent of the national population that participates in a sport that comes from the State of Pennsylvania’s population. The fact that the rate of participation is equal to or greater in only 2 of the 11 activities indicates a low rate of participation.

Recreation Expenditures Spending Potential Index: In addition to participation in recreation activities ESRI also measures recreation expenditures in a number of different areas and then indexes this against national numbers. The following comparisons are possible.

Table S – Recreation Expenditures Spending Potential Index⁴

Primary Service Area	SPI	Average Spent
Fees for Participant Sports	186	\$192.79
Fees for Recreational Lessons	203	\$269.21
Social, Recreation, Club Membership	187	\$297.46
Exercise Equipment/Game Tables	151	\$120.16
Other Sports Equipment	170	\$15.63

Secondary Service Area	SPI	Average Spent
Fees for Participant Sports	166	\$172.11
Fees for Recreational Lessons	183	\$241.57
Social, Recreation, Club Membership	172	\$273.31
Exercise Equipment/Game Tables	131	\$104.01
Other Sports Equipment	150	\$13.81

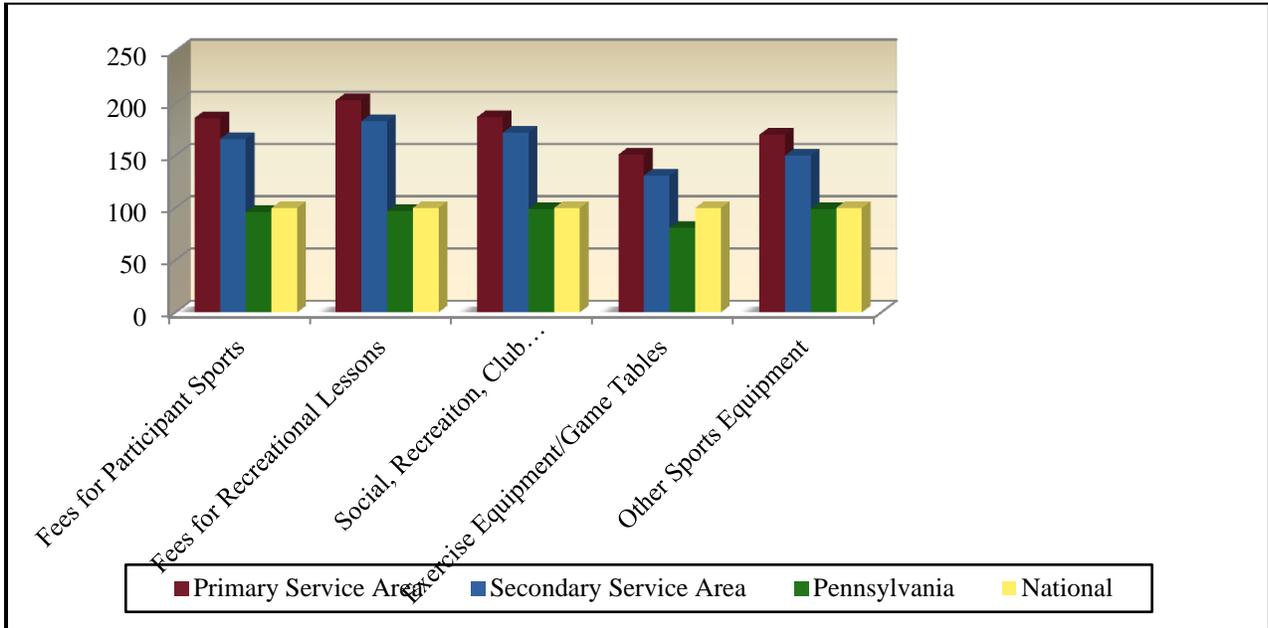
State of Pennsylvania	SPI	Average Spent
Fees for Participant Sports	96	\$99.61
Fees for Recreational Lessons	97	\$128.46
Social, Recreation, Club Membership	99	\$156.90
Exercise Equipment/Game Tables	81	\$64.71
Other Sports Equipment	99	\$9.11

Average Amount Spent: The average amount spent for the service or item in a year.

SPI: Spending potential index as compared to the national number of 100.

⁴ Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics.

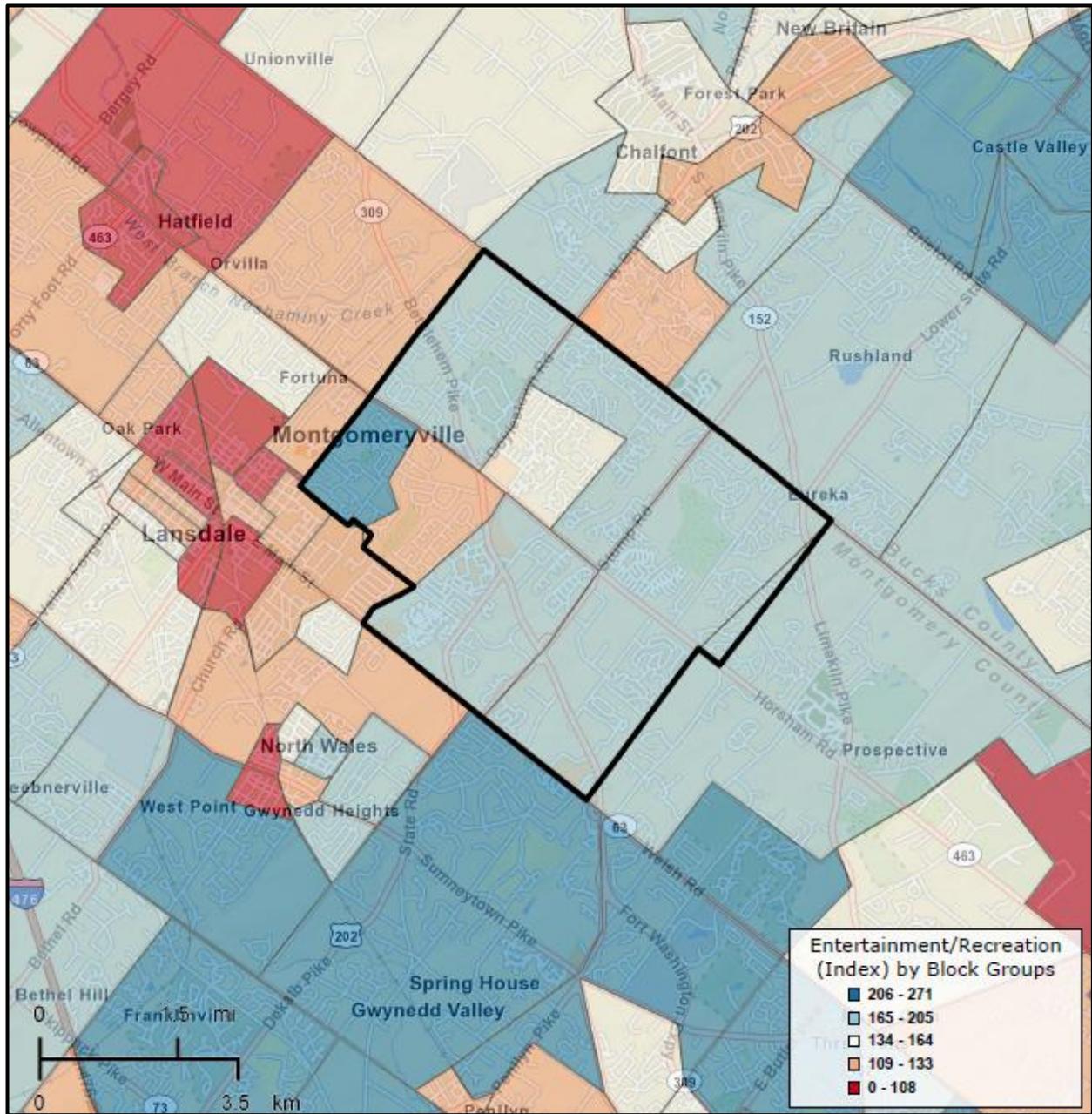
Chart J – Recreation Spending Potential Index



The SPI index indicates that in the Primary Service Area the rate of spending is significantly higher than the state average and the National Spending Potential Index (SPI) of 100. This information is very important when determining a price point for activities and cost recovery philosophy.

It is also important to note that these dollars are currently being spent, so the identification of alternative service providers and the ability of another facility to capture a portion of these dollars will be important.

Map E – 2010 Entertainment & Recreation Spending by Census Tract



In addition to examining the participation numbers for sports activities through the NSGA’s 2011 Survey and the Spending Potential Index for Entertainment & Recreation B*K can access information about Sports & Leisure Market Potential. The following information illustrates participation rates for adults in various activities in the Primary Service Area.

Table T – Market Potential Index for Adult Participation in Activities

Primary Service Area Adults participated in:	Expected Number of Adults	Percent of Population	MPI
Aerobics	2,702	14.4%	145
Basketball	1,964	10.5%	112
Running/Jogging	2,977	15.9%	149
Pilates	884	4.7%	142
Swimming	4,889	26.1%	134
Volleyball	713	3.8%	109
Walking for Exercise	7,308	39.0%	131
Weightlifting	3,331	17.8%	150
Yoga	1,531	8.2%	140

Expected # of Adults: Number of adults, 18 years of age and older, participating in the activity.

Percent of Population: Percent of the service area that participates in the activity.

MPI: Market potential index as compared to the national number of 100.

This table indicates that the overall propensity for adults to participate in the various activities listed is relatively high. In fact of the 9 activities listed the MPI is equal to or higher than the national number in all activities. These numbers would indicate a very active adult community within the Primary Service Area.

Sports Participation Trends: Below are listed those sports activities that would often take place in a community recreation facility or park amenities and the percentage of growth or decline that each has experienced nationally over the last 10 years (2002-2012).

Table U – National Activity Trend (in millions)

Sport/Activity	2011 Participation	2002 Participation	Percent Change
Lacrosse ⁵	2.7	1.2	125.0%
Yoga ⁶	21.6	10.7	101.9%
Running/Jogging	38.7	24.7	56.7%
Aerobic Exercising	42.0	29.0	44.8%
Workout @ Club	34.5	28.9	19.4%
Tennis	13.1	11.0	19.1%
Exercising w/ Equipment	55.5	46.8	18.6%
Exercise Walking	97.1	82.2	18.1%
Weightlifting	29.1	25.1	15.9%
Football (tackle)	9.0	7.8	15.4%
Soccer	13.9	13.7	1.5%
Basketball	26.1	28.9	-9.7%
Volleyball	10.1	11.5	-12.2%
Swimming	46.0	53.1	-13.4%
Baseball	12.3	15.6	-21.2%
Softball	10.4	13.6	-23.5%
Skateboarding	6.6	9.7	-32.0%

2012 Participation: The number of participants per year in the activity (in millions) in the United States.

2002 Participation: The number of participants per year in the activity (in millions) in the United States.

Percent Change: The percent change in the level of participation from 2002 to 2011.

⁵ For Lacrosse the NSGA only has statistical data dating back to 2007, so the increase of 125% is from 2007-2011.

⁶ For Yoga the NSGA only has statistical data dating back to 2007, so the increase of 101.9% is from 2007-2011.

Non-Sport Participation Statistics: It is recognized that most community recreation centers are more than just sports oriented facilities. Participation in a wide variety of passive activities and cultural pursuits is common and essential to a well-rounded center. This information is useful in determining some of the program participation and revenue in the operations section of the report.

While there is not an abundance of information available for participation in these types of activities as compared to sport activities, there are statistics that can be utilized to help determine the market for cultural arts activities and events.

There are many ways to measure a nation's cultural vitality. One way is to chart the public's involvement with arts events and other activities over time. The NEA's Survey of Public Participation in the Arts remains the largest periodic study of arts participation in the United States, and it is conducted in partnership with the U.S. Census Bureau. The large number of survey respondents – similar in make-up to the total U.S. adult population – permits a statistical snapshot of American's engagement with the arts by frequency and activity type. The survey has taken place five times since 1982, allowing researchers to compare the trends not only for the total adult population, but also for demographic subgroups.⁷

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⁷ National Endowment for the Arts, *Arts Participation 2008 Highlights from a National Survey*.

Table V – Percentage of U.S. Adult Population Attending Arts Performances: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Jazz	9.6%	10.6%	10.8%	7.8%	-28%	-19%
Classical Music	13.0%	12.5%	11.6%	9.3%	-20%	-29%
Opera	3.0%	3.3%	3.2%	2.1%	-34%	-30%
Musical Plays	18.6%	17.4%	17.1%	16.7%	-2%	-10%
Non-Musical Plays	11.9%	13.5%	12.3%	9.4%	-24%	-21%
Ballet	4.2%	4.7%	3.9%	2.9%	-26%	-31%

Smaller percentages of adults attended performing arts events than in previous years.

- Opera and jazz participation significantly decreased for the first time, with attendance rates falling below what they were in 1982.
- Classical music attendance continued to decline – at a 29% rate since 1982 – with the steepest drop occurring from 2002 to 2008
- Only musical plays saw no statistically significant change in attendance since 2000.

Table W – Percentage of U.S. Adult Population Attending Art Museums, Parks and Festivals: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
Art Museums/Galleries	22.1%	26.7%	26.5%	22.7%	-14%	+3%
Parks/Historical Buildings	37.0%	34.5%	31.6%	24.9%	-21%	-33%
Craft/Visual Arts Festivals	39.0%	40.7%	33.4%	24.5%	-27%	-37%

Attendance for the most popular types of arts events – such as museums and craft fairs – also declined.

- After topping 26% in 1992 and 2002, the art museum attendance rate slipped to 23 percent in 2008 – comparable to the 1982 level.
- The proportion of the U.S. adults touring parks or historical buildings has diminished by one-third since 1982.

Table X – Median Age of Arts Attendees: 1982-2008

					Rate of Change	
	1982	1992	2002	2008	2002-2008	1982-2008
U.S. Adults, Average	39	41	43	45	+2	+6
Jazz	29	37	43	46	+4	+17
Classical Music	40	44	47	49	+2	+9
Opera	43	44	47	48	+1	+5
Musicals	39	42	44	45	+1	+6
Non-Musical Plays	39	42	44	47	+3	+8
Ballet	37	40	44	46	+2	+9
Art Museums	36	39	44	43	-1	+7

Long-term trends suggest fundamental shifts in the relationship between age and arts attendance.

- Performing arts attendees are increasingly older than the average U.S. adult.
- Jazz concert-goers are no longer the youngest group of arts participants.
- Since 1982, young adult (18-24 year old) attendance rates have declined significantly for jazz, classical music, ballet, and non-musical plays.
- From 2002 to 2008, however, 45-54 year olds – historically a large component of arts audiences – showed the steepest declines in attendance for most arts events.

Table Y – Percentage of U.S. Adult Population Performing or Creating Art: 1992-2008

	1992	2002	2008	Rate of Change	
				2002-2008	1982-2008
Performing:					
Jazz	1.7%	1.3%	1.3%	+0.0%	-0.4%
Classical Music	4.2%	1.8%	3.0%	+1.2%	-1.2%
Opera	1.1%	0.7%	0.4%	-0.3%	-0.7%
Choir/Chorus	6.3%	4.8%	5.2%	+0.4%	-1.1%
Musical Plays	3.8%	2.4%	0.9%	-1.5%	-2.9%
Non-Musical Plays	1.6%	1.4%	0.8%	-0.6%	-0.8%
Dance	8.1%	4.3%	2.1%	-2.2%	-6.0%
Making:					
Painting/Drawing	9.6%	8.6%	9.0%	+0.4%	-0.6%
Pottery/Ceramics	8.4%	6.9%	6.0%	-0.9%	-2.4%
Weaving/Sewing	24.8%	16.0%	13.1%	-2.9%	-11.7%
Photography	11.6%	11.5%	14.7%	+3.2%	+3.1%
Creative Writing	7.4%	7.0%	6.9%	-0.1%	-0.5%

Adults generally are creating or performing at lower rates – despite opportunities for displaying their work line.

- Only photography increased from 1992 to 2008 – reflecting, perhaps, greater access through digital media.
- The proportion of U.S. adults doing creative writing has hovered around 7.0 percent.
- The rate of classical music performance slipped from 1992 to 2002 then grew over the next six years.
- The adult participation rate for weaving or sewing was almost twice as great in 1992 as in 2008. Yet this activity remains one of the most popular forms of art creation.

Table Z – Percentage of U.S. Adult Population Viewing or Listening to Art Broadcasts or Recordings, 2008 (online media included)

	Percentage	Millions of Adults
Jazz	14.2%	31.9
Classical Music	17.8%	40.0
Latin or Salsa Music	14.9%	33.5
Opera	4.9%	11.0
Musical Plays	7.9%	17.8
Non-Musical Plays	6.8%	15.3
Dance	8.0%	18.0
Programs about the visual arts	15.0%	33.7
Programs about books/writers	15.0%	33.7

As in previous years, more Americans view or listen to broadcasts and recordings of arts events than attend them live.

- The sole exception is live theater, which still attracts more adults than broadcasts or recordings of plays or musicals (online media included).
- Classical music broadcasts or recordings attract the greatest number of adult listeners, followed by Latin or salsa music.
- 33.7 million Americans listened to or watched programs or recordings about books.

Recreation Activity and Facility Trends: There continues to be very strong growth in the number of people participating in recreation and leisure activities. It is estimated that one in five Americans over the age of six participates in some form of fitness related activity at least once a week. American Sports Data, Inc. reported that membership in U.S. health clubs has increased by 76.1% between 1987 and 1999, and memberships in health clubs reached an all-time high of 32.8 million in 2000. The greatest increase in membership has occurred in the over 55 age group, followed by the under 18 and 35-54 age categories. Overall membership in the 35-54 age group increased while it actually decreased in the 18-34 age group. Statistics also indicate that approximately 12 out of every 100 people of the U.S. population (or 12%) belong to a health club. On the other side most public recreation centers attract between 20% and 30% of a market area (more than once) during the course of a year. All of this indicates the relative strength of a market for a community recreation facility. However, despite these increases the American population as a whole continues to lead a rather sedentary life with an average of 25% of people across the country reporting that they engage in no physical activity (according to The Center for Disease Control).

One of the areas of greatest participant growth over the last 10 years is in fitness related activities such as exercise with equipment, aerobic exercise and group cycling. This is also the most volatile area of growth with specific interest areas soaring in popularity for a couple of years only to be replaced by a new activity for the coming years. Also showing particularly strong growth numbers are ice hockey and running/jogging while swimming participation remains consistently high despite recent drops in overall numbers. It is significant that many of the activities that can take place in an indoor recreation setting are ranked in the top fifteen in overall participation by the National Sporting Goods Association.

Due to the increasing recreational demands there has been a shortage in most communities of the following spaces:

- Gymnasiums
- Pools (especially leisure pools)
- Weight/cardiovascular equipment areas
- Indoor running/walking tracks
- Meeting/multipurpose (general program) space
- Senior's program space
- Pre-school and youth space
- Teen use areas
- Fieldhouses

As a result, many communities have attempted to include these amenities in public community recreation centers. With the growth in youth sports and the high demand for school gyms, most communities are experiencing an acute lack of gymnasium space. Weight/cardiovascular space is also in high demand and provides a facility with the potential to generate significant revenues.

The success of most recreation departments is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important

to this age group. Marketing to the younger more active senior (usually age 55-70) is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

The ever increasing demand for programming has put a real squeeze on the number of indoor recreation facilities that are available. Recreation has historically utilized school facilities during non-school hours for its programs and services. However, the limits of using school facilities, the growth in school sports, and the lack of daytime program space has pushed communities to build separate recreation centers or partner with schools to enlarge facilities. Even with these new centers, use of school buildings has continued to be strong and has allowed for the growth in programs and services.

As more and more communities attempt to develop community recreation centers the issues of competition with other providers in the market area have inevitably been raised. The loudest objections have come from the private health club market and their industry voice IHRSA. The private sector has vigorously contended that public facilities unfairly compete with them in the market and have spent considerable resources attempting to derail public projects. However, the reality is that in most markets where public community recreation centers have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. One of the other issues of competition comes from the non-profit sector (primarily YMCA's but also Jewish Community Centers, and others), where the market is much closer to that of the public providers. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community recreation centers. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

Community Recreation Center Benchmarks: Based on market research conducted by Ballard*King & Associates at community recreation centers across the United States, the following represents the basic benchmarks.

- The majority of community recreation centers that are being built today are between 65,000 and 75,000 square feet. Most centers include three primary components A) A pool area usually with competitive and leisure amenities, B) Multipurpose gymnasium space, and C) Weight/cardiovascular equipment area. In addition, most centers also have group exercise rooms, drop-in childcare, and classroom and/or community spaces.
- For most centers to have an opportunity to cover all of their operating expenses with revenues, they must have a service population of at least 50,000 and an aggressive fee structure.

- Most centers that are between 65,000 and 75,000 square feet have an operating budget of between \$1,500,000 and \$1,800,000 annually. Nearly 65% of the operating costs are from personnel services, followed by approximately 25% for contractual services, 8% for commodities, and 2% for capital replacement.
- For centers that serve a more urban population and have a market driven fee structure, they should be able to recover 70% to 100% of operating expenses. For centers in more rural areas the recovery rate is generally 50% to 75%. Facilities that can consistently cover all of their operating expenses with revenues are rare. The first true benchmark year of operation does not occur until the third full year of operation.
- The majority of centers of the size noted (and in an urban environment) above average daily paid attendance of 800 to as much as 1,000 per day. These centers will also typically sell between 800 and 1,500 annual passes (depending on the fee structure and marketing program).
- It is common for most centers to have a three-tiered fee structure that offers daily, extended visit (usually punch cards) passes, and annual passes. In urban areas it is common to have resident and non-resident fees. Non-resident rates can cost 25% to 50% higher than the resident rate and are usually a topic of discussion amongst elected officials. Daily rates for residents average between \$3.00 and \$6.00 for adults, \$3.00 and \$4.00 for youth and the same for seniors. Annual rates for residents average between \$200 and \$300 for adults, and \$100 and \$200 for youth and seniors. Family annual passes tend to be heavily discounted and run between \$350 and \$800.
- Most centers are open an average of 105 hours a week, with weekday hours being 5:00 am to 10:00 pm, Saturdays 8:00 am to 8:00 pm and Sundays from noon to 8:00 pm. Often hours are shorter during the summer months.

Note: These statistics vary by regions of the country.

Recreation Facilities Market Orientation: Based on the demographic makeup of the service areas and the trends in indoor recreation amenities, there are specific market areas that need to be addressed with such community facilities. These include:

General:

1. Drop-in recreation activities - Critical to the basic operation of any community recreation center is the availability of the facility for drop-in use by the general public. This requires components that support drop-in use and the careful scheduling of programs and activities to ensure that they do not dominate the center and exclude the drop-in user. The sale of annual passes and daily admissions, potential strong revenue sources for a center, requires a priority for drop-in use.

2. Instructional programming - The other major component of a community recreation center's operation is a full slate of programs in a variety of disciplines. The center should provide instruction for a broad based group of users in a number of program areas. The primary

emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction.

3. Special events - There should be a market for special events including kid's birthday parties, community organization functions, sports tournaments and other special activities. The development of this market will aid significantly in the generation of additional revenues and these events can often be planned for before or after regular operating hours or during slow use times of the year. Care should be taken to ensure that special events do not adversely impact the everyday operations of the center.

4. Community rentals - Another aspect of a center's operation is providing space for rentals by civic groups or organizations as well as the general public. Gyms and multi-purpose rooms can be used as a large community gathering space and can host a variety of events from seminars, parties, receptions, arts and crafts sales and other events. It is important that a well-defined rental fee package is developed and the fee schedule followed closely. Rentals should not be done at the expense of drop-in use or programming in the center.

5. Social welfare programs – An emerging area for many centers is the use of space for social service activities and programs. Special population activities, teen assistance programs, childcare and other similar uses are now common in many facilities.

Specific market segments include:

1. Families - Within most markets an orientation towards family activities is essential. The ability to have family members of different age participate in a variety of activities together or individually is the challenge.

2. Pre-school children - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. It is significant that this market usually is active during the mid-morning time frame, providing an important clientele to the facility during an otherwise slow period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.

3. School age youth - Recreation programming has tended to concentrate on this market segment and this age group should be emphasized at a center as well. This group requires a wide variety of programs and activities that are available after school or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.

4. Teens - A major focus of many community recreation center projects is on meeting the needs of teenagers in the community. There is a great debate among recreation providers throughout the country on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities

and approach that is more important. Serving the needs of this age group will often require the use of many areas of the center at certain “teen” times of use.

5. Seniors - As the population of the United States and the service areas continue to age, continuing to meet the needs of an older senior population will be essential. As has been noted, a more active and physically oriented senior is now demanding services to ensure their continued health. Social programs as well as weight training and cardiovascular conditioning have proven to be popular with this age group. Again, the fact that this market segment will usually utilize a facility during the slower use times of early to mid-day also is appealing. Providing services for this age group should be more of a function of time than space.

6. Business/corporate - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.

7. Special needs population - This is a secondary market, but with the A.D.A. requirements and the existence of a number of recreation components, the amenities will be present to develop programs for this population segment. Association with health care providers and/or other social service agencies will be necessary to fully reach this market.

8. Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions, social service organizations and adult and youth sports teams. While the needs of these groups can be great, their demands on a center can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the center.

Service Area Providers: There are a number of facilities in the greater Montgomery Township area that are supplying aquatic, recreation, fitness, and sports activities. The following is a brief review of each of the major providers in the public, non-profit and private sector.

Public Indoor Recreation Centers

There are a very limited number of public indoor aquatic/recreation amenities in the area. These facilities include:

Greater Plymouth Community Center - Even though this public recreation center is located a considerable distance away from Montgomery Township, it is still the closest public center to the community. The Greater Plymouth Community Center has a large aquatic area, gymnasium, new larger weight/cardio area, group exercise room and a series of classrooms that can be utilized for a variety of programs and services.

Montgomery Township Building – The township building has several meeting rooms that are utilized for a variety of recreation programs.

The Township also has a community room in one of its fire stations. The residents of the Township do make use of a number of school facilities for recreation programs and services as well.

Montgomery Township Building



Non-Profit

There are also a number of non-profit facilities in the greater Montgomery Township area. These include:

North Penn YMCA – This is an older Y that is located west of Montgomery Township in Lansdale. The facility has a gym, 2 lap pools, 2 racquetball courts and a number of classrooms. The fitness area is currently being renovated and expanded.

Ambler Area YMCA – This is a nice and relatively new facility that is located south of the township. It has 3 indoor pools, outdoor pool with lap lanes, slides and water spray ground, elevated track, large weight/cardio area, 3 fitness rooms, and other spaces. The facility has 600 family memberships and has had to do away with guest passes between 4-8pm. due to overcrowding.

Ambler Area YMCA



North Penn YMCA



Central Bucks Family YMCA – This facility is spread over a large campus in Doylestown. There are significant outdoor amenities including play fields and a skate park. The center itself has 2 indoor pools, gym, fitness center, gym, and teen center. This Y is a considerable distance from the Township.

These YMCA’s are major aquatics, sports, fitness and recreation providers and are located on three sides of the Montgomery Township market area.

Private

Besides the public and non-profit facilities noted above there are a number of private clubs in the area. This includes the following facilities:

Philadelphia Sports Club at High Point – This is a large facility that is located in close proximity to the site for the proposed Montgomery Township Recreation Center. The club has indoor and outdoor tennis courts, a large fitness area, indoor pool and other spaces for youth camps. There is also a separate outdoor pool on the site as well.

Total Body Fitness – This club is situated in Lansdale and it has a lap pool, gym, racquetball court and large fitness area.

Bucks Mont Indoor Sports Center – The facility has 2 walled turf fields, 3 court gym, laser maze, and a sports training facility. This building is located in Hatfield.

Philadelphia Sports Club



Bucks Mont Indoor Sports Center



LA Fitness – This is a full service fitness center located very close to the Township’s site for the proposed recreation center. The facility has a large fitness area, group exercise rooms, gym, and an indoor pool.

Retro Fitness – This is a smaller fitness center that is located in a shopping center in North Wales.

Horsham Athletic Club – This is a small storefront fitness club that is located a considerable distance from Montgomery Township.

Planet Fitness – The club has a large weight/cardio area and is known for its low membership rates. It is also situated a great distance from the Township.

LA Fitness



Retro Fitness

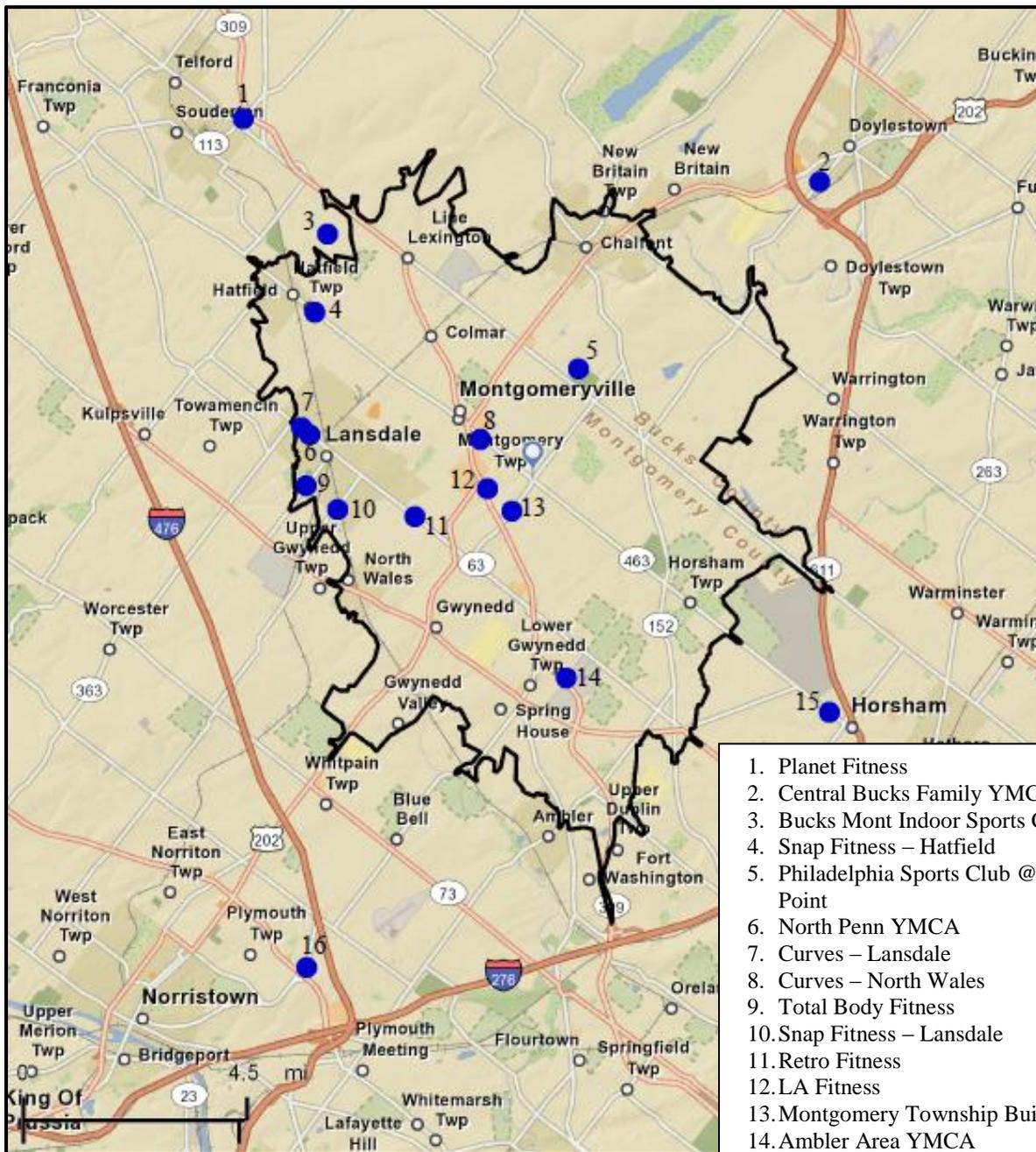


In addition to these clubs, there are a number of smaller specialty fitness facilities such as Snap Fitness, and Curves. There are also a number of dance, martial arts and yoga studios.

It is likely that some of these existing private providers may have a concern over the possibility that a new public recreation center (if it contains fitness amenities) would adversely impact their market and they may very well oppose the project as a result. However, private fitness clubs typically serve very different clientele and usually do not compete head to head for the same users. It is conservatively estimated that well over 50% of the users of a public facility will have never been to a private facility and would have no interest in joining such a center.

This is a representative listing of alternative recreation, fitness and sports facilities in the greater Montgomery Township area and is not meant to be a total accounting of all service providers. There may be other facilities located in the greater service area that have an impact on the market as well.

Map F – Other Providers



1. Planet Fitness
2. Central Bucks Family YMCA
3. Bucks Mont Indoor Sports Center
4. Snap Fitness – Hatfield
5. Philadelphia Sports Club @ High Point
6. North Penn YMCA
7. Curves – Lansdale
8. Curves – North Wales
9. Total Body Fitness
10. Snap Fitness – Lansdale
11. Retro Fitness
12. LA Fitness
13. Montgomery Township Building
14. Ambler Area YMCA
15. Horsham Athletic Club
16. Greater Plymouth Community Center

Market for a Montgomery Township Recreation Center: With any proposed recreation facility the issue of the size and qualification of the market for such a facility comes to the forefront.

Reviewing the characteristics of the various markets indicates:

The population of the Primary Service Area is just above 25,000 which is rather small to support a comprehensive indoor recreation facility. Additional users will need to come from the Secondary Service Area which would greatly expand the size of the market.

The population of the area is expected to show steady growth for the next five years which will help to contribute a significant number of potential additional users for the facility.

The population of the Primary Service Area is older than the national median level but household size is above the national numbers indicating a strong number of families. The Secondary Service Area has a population that is much the same. The median household income for both the Primary and Secondary Service Areas is much higher than the national number and the Pennsylvania rate.

The private sector hopes to capture between 10% and 15% of a market area (generally in a 3 to 5 mile radius of the club) while the public sector facilities target a market of 20% to 30% of an area within a 10 to 15 minute driving distance. Non-profits will have a market draw that is somewhere between the two. These differences are directly related to the business practices of the three types of entities. Private facilities are generally a membership based operation where revenues are almost exclusively derived from membership revenues and from program and service expenditures generated from these same individuals. As such it is relatively easy to project market dynamics (distance, eligible households, etc.) for this type of facility. The non-profit sector (YMCA's) takes the market a bit further, while still being largely membership based, they often have some limited daily admissions and actively pursue program only members. Program and service options also extend well beyond the sports and fitness area to include everything from child care, to cultural arts and social programs. This expands the market for recreation services to the 15% to 20% range. Public facilities on the other hand generally have readily accessible daily admissions, some form of extended passes as well as annual passes. In addition there are usually a large number of programs (again in areas beyond sports and fitness) that can be accessed without a membership and also a number of community functions and activities where no fee may be collected at all. Most community recreation centers operate on an ala carte system which greatly expands the market to a broader spectrum of users based on age, income and travel time. As a result the 20% to 30% market penetration rate is obtainable and the geographic area served is generally much larger. It is not inconceivable that over the course of a year's time over 50% of a community's population will have come to a community recreation center for some use, function or activity. However, due to the variety of program and service options offered by the public sector, fewer annual passes are generally sold than private or non-profit facilities. On the other side it is relatively common to have individuals and families who have memberships at private or non-profit facilities to access public centers for certain services that are either not offered by the others or are not providing them in a manner that meets their needs.

The market realities put public and private facilities at the opposite end of the market spectrum with the non-profits in the middle but closer to the public market.

The ability of a fitness, sports or recreation facility to capture a market share is based in large part on the amenities that are included in a center, the variety of amenities available, the size of the facility and the fees that are going to be charged.

Based on the information noted above the following estimates are possible.

There are estimated to be approximately 25,000 individuals in the Primary Service Area (in 2011). If 10% are captured by the private sector this would result in approximately 2,500 memberships.

Figuring that 10% of the market is being satisfied with the private providers that still leaves the difference between the public and private market rate at 20%. Since there are three other non-profit facilities in the area (YMCA's), but no significant public providers, it is estimated that 15% of the market will be taken from these facilities. That potentially leaves the market at 5% for a Montgomery Township recreation facility. Capturing 5% of the Primary Service Area market would convert to approximately 1,250 users that could be potential annual pass holders. Adding in users from the Secondary Service Area would contribute some possible other annual pass holders but at a much lower rate. Capturing as little as 2.5% of the secondary market could add another 1,900 potential pass holders.

Another method to analyze possible participation numbers is to look at the pre-qualified population that is likely to participate in sports activities and look at the realistic percentage of that market that can be captured by a facility. Weekly participation in active recreation activities from individuals in the Primary Service Area can be expected to be somewhere in the range of 15% to 20% of the population which equals approximately 3,750 to 5,000 individuals, (based on 2011 population estimates). If a new center were able to capture as little as 30% of this pre-qualified market this would convert to 1,125 to as many as 1,500 potential annual pass holders. Factoring in the Secondary Service Area, 15% to 20% of this market would equal the same basic numbers 11,465 to 15,285 individuals. Capturing 15% of this market would add 1,720 to 2,295 potential annual pass holders. Participation rates for more passive oriented facilities (cultural arts amenities, senior centers, etc.) are more difficult to project due to the lack of reliable utilization rates for such activities, but the level of use is below that of a more active facility and the potential service area is also considerably smaller as well.

Summary: After analyzing the existing indoor aquatic, recreation, sports and fitness providers in the greater Montgomery Township area, there are a number of issues.

There no other public recreation centers in the market area.

The non-profit market is very strong with three major YMCA's in the area.

There are a number of private fitness providers in the market as well.

Market Conclusion:

Below are listed some of the market opportunities and challenges that exist:

Opportunities

- The Horsham and Stump Road site is well known and has easy access to the market area.
- There is not a public, active use focused, community recreation center in the Primary or Secondary Service Area.
- The Township does not currently have its own community recreation center to serve its residents or its existing recreation programs.
- Despite the presence of a number of other providers in the greater Montgomery Township area, there is a market for another indoor recreation facility if it has a different orientation and focus.
- If an equity partnership can be established with other organizations or recreation providers in the area, a larger market draw is possible.
- The demographic characteristics indicate households with children and great income levels. The population is expected to continue to grow at a reasonably strong rate in the next five years.

Challenges

- There are a significant number of existing non-profit facilities (YMCA's) in the area. These facilities have a strong family focus and fitness orientation.
- The center will have to draw users from beyond the Township boundaries to be financially successful.
- The demographic characteristics of the population indicate an older median age which does limit participation in a number of activities.
- Funding not only the development but the operation of a new recreation center will have to be clearly defined.

Section III - Needs Assessment Summary

During meetings in June and July 2012, KBA+S presided over meetings with elected officials, consultants and staff designed to flush out the needs and desires for a new community and recreation center. Meetings were also held with representatives of the Montgomery County Library and the Montgomery County Aging and Adult Services.

As required by the Township's original Request for Proposals a small, medium and large building were programmed to be used in various financial scenarios to help the Township gauge the cost impact of the community center.

Below is the basic outline of the "program" for each use. The full written program for each building size is also attached for complete information.

Public Areas and Building Support:

These areas will include an entry vestibule, lobby, reception desk, public toilets & locker rooms and general storage.

Administration:

These areas will include private offices for the director, assistant director and programs manager. Cubicles for administrative staff and local sports organizations will be provided in an open office arrangement. Administration will also contain support spaces such as a conference room, work room, copy area, break room and server room. An area for drop of child care would be adjacent to the administration and reception desk.

Activity Spaces:

Gymnasium – 1 to 3 basketball courts that could also be lined for other indoor sports such as volleyball. Basketball backboards should be provided for half court play as well. A roll down divider to separate the courts is a desired feature.

Community Room – A large space with the ability to be subdivided that would have many uses including lectures, meetings, parties and music programs. Ideally, this space would have access to an outdoor patio or lawn. Direct access to the catering kitchen is desired.

Weight / Cardio – A large space with exercise equipment including cardio machines, circuit training and free weights. Views to the exterior and ample natural light are desired.

Exercise Studio / Multi Purpose Room – 2 or 3 rooms that could have many functions including exercise options like yoga, dance and zumba as well non exercise options like children's music and story times.

Senior Activities / Classroom – room for senior activities like crafts and book club meetings that could also function as a classroom for other various learning programs. Direct access to the catering kitchen is desired.

Youth Lounge – Open to but removed from the main areas. Lounge could contain video games, ping pong, pool table, foosball table and soft seating.

Suspended Running Track – overlooking gymnasium. Lanes for walking, jogging and running with views to the exterior and pull off areas to get out of traffic.

Café – area with soft seating, ample light and views to the exterior. Food and beverages could be available from local vendors or purchased from the reception desk. Internet access a must.

Amenities and Activities Reviewed but not Included with the Final Program:

During the public meetings held in July residents expressed desires for many different amenities and activities that could be included in the new community and recreation center. All of these options were reviewed by the Township and the Design Team but ultimately not included in the building program for different reasons including excessive cost, space constraints and local options that already exist. Some of these amenities include the following.

- Indoor / Outdoor Aquatics: These types of facilities have a large up front cost as well as expensive annual maintenance and utility costs. Therefore, this amenity was not considered to be within the project budget.
- Library: The design team had conversations with the Montgomery County Library but due to the large amount of space required for a library and the lack of funding at the County this option is not feasible. A possibility of a library kiosk (similar to a vending machine) is still under consideration. At the Library's request the site will accommodate highly visible parking for the Bookmobile.
- Indoor or Outdoor Turf Fields: Due to the large up front cost and large amount of space required for this type of amenity locating it on the proposed site is not feasible. Other parks in the Township would be better suited to this type of activity.
- Soccer / Baseball Fields: This amenity is better located in the existing Township parks.

At a meeting in November the Board of Supervisors elected to pursue the further development of the medium building program at approximately 39,000 square feet.

Small Program – 30,800 Square Feet

Room Name	Qty	Area	Total Area	Remarks	Adjacencies
PUBLIC AREAS and BUILDING SUPPORT					
Vestibule	1	150	150	Air lock to exterior	Lobby
Lobby	1	1,200	1,200	Major connection space to reception, offices, gym, fitness and activity areas.	
Reception and Access Control	1	325	325	Receptionist area designed to allow for membership I.D. check. Should accommodate up to 2 people.	Lobby
Catering Kitchen	1	450	450	within square footage and pass through window towards Community Room, Senior and Youth.	Community Room, Senior and Youth
Men's Locker Room	1	350	350	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Women's Locker Room	1	400	400	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Child Watch Area	1	700	700	Area for drop off child care with play area. Includes unisex restroom.	Gym and exercise areas.
Public Toilets	2	175	350	Public toilet rooms with access directly from main lobby.	Lobby
Vending Alcove	1	100	100	Place for water fountains and vending machines.	Community Room and Gym
General Storage / Rec Storage	1	300	300	Storage spread around the facility. Rec Storage dedicated to Township Parks and Rec.	
Receiving and Loading	1	300	300	For movement of materials, equipment and food in and out of the building.	Community rooms and catering
Subtotal Public Areas			4,625		
PARKS and REC OFFICES					
Director's Office	1	175	175	Office should accommodate both a work area and a small seating area for groups of up to 4 people.	Reception
Assistant Director's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Manager's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Staff Office (3 people)	1	250	250	Area for office should be open to allow for flexibility of arrangement of workstations or desks. Needs to be conveniently adjacent to offices but seating for 10 to 12 people.	Director
Conference Room	1	280	280		Park and rec offices
I.T. Closet / Communications Room	1	100	100	Room for server, rack and all other computer and communications equipment.	
Staff Break Room	1	250	250	Seating for 8 to 10 people. Kitchette with sink, dishwasher, microwave, coffee and refrigerator.	Park and rec offices
Work Room / Storage / Copy	1	250	250	Copy machine and countertops with base and wall cabinets.	Park and rec offices
Subtotal Public Areas			1,545		
ACTIVITY SPACES					
Gymnasium	1	8,700	8,700	1 - High school size courts (50' x 84') with space for 2 smaller side courts. 2 volleyball courts, roll down divider curtain, some portable seating.	Lobby
Gymnasium Storage	1	400	400	Storage room should be a single large room with a pair of double doors to enable larger equipment to be moved.	Gym
Weight and Cardio Room	1	2,500	2,500	Should have a balance of natural and artificial lighting and a open and airy feeling. Room should accommodate a variety of strength fitness equipment	Lobby or main corridor
Community Room	1	2,200	2,200	Dividable space with indoor / outdoor stage. Outdoor stage would open to the amphitheater.	Lobby or main corridor
Group Exercise Studios	2	750	1,500	Room adjacent to each other and separated by a folding partition to be able to create one large room.	Lobby or main corridor
Senior Activities Room	1	750	750	Multi purpose space to allow for crafts, meetings and light exercise. Includes dedicated storage.	Main corridor, kitchen, exterior deck.
Youth Lounge	1	750	750	Contains casual seating, ping pong pool table, video games etc. Should be visible to lobby or other large spaces	Lobby or main corridor
Suspended Walk / Jog / Running Track	1	2,500	2,500	Overlooks gym.	
Subtotal Public Areas			19,300		
BUILDING SERVICES					
Janitor	1	100	100	Storage for cleaning supplies, mop sink.	Central to gym, bathrooms, kitchen and program spaces.
Elevator Shaft and Mechanical	1	200	200	Elevator	Main stair
Vertical Circulation	2	400	800	Main stair and egress stair	
Circulation	10%		2,547		
Mechanical / Electrical / Plumbing	7%		1,783		
Subtotal Public Areas			5,430		
TOTAL			30,900		

Medium Program – 38,800 Square Feet

Room Name	Qty	Area	Total Area	Remarks	Adjacencies
PUBLIC AREAS and BUILDING SUPPORT					
Vestibule	1	150	150	Air lock to exterior	Lobby
Lobby	1	1,250	1,250	Major connection space to reception, offices, gym, fitness and activity areas.	
Reception and Access Control	1	350	350	Receptionist area designed to allow for membership I.D. check. Should accommodate up to 2 people.	Lobby
Catering Kitchen	1	500	500	within square footage and pass through window towards Community Room, Senior and Youth.	Community Room, Senior and Youth
Men's Locker Room	1	400	400	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Women's Locker Room	1	450	450	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Child Watch Area	1	700	700	Area for drop off child care with play area. Includes unisex restroom.	Gym and exercise areas.
Public Toilets	2	225	450	Public toilet rooms with access directly from main lobby.	Lobby
Vending Alcove	1	100	100	Place for water fountains and vending machines.	Community Room and Gym
General Storage / Rec Storage	1	400	400	Storage spread around the facility. Rec Storage dedicated to Township Parks and Rec.	
Receiving and Loading	1	300	300	For movement of materials, equipment and food in and out of the building.	Community rooms and catering kitchen. Overhead door at gym.
Subtotal Public Areas			5,050		
PARKS and REC OFFICES					
Director's Office	1	175	175	Office should accommodate both a work area and a small seating area for groups of up to 4 people.	Reception
Assistant Director's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Manager's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Staff Office (3 people)	1	250	250	Area for office should be open to allow for flexibility of arrangement of workstations or desks. Needs to be conveniently adjacent to offices but not in direct view from reception area	Director
Sports Offices (4 spaces)	1	350	350	Open office area with space for desk and files of the sports organizations like baseball, basketball, etc.	Park and rec offices
Conference Room	1	280	280	Seating for 10 to 12 people.	Park and rec offices
Server / Communications Room	1	100	100	Room for server, rack and all other computer and communications equipment.	
Staff Break Room	1	250	250	Seating for 8 to 10 people. Kitchette with sink, dishwasher, microwave, coffee and refrigerator.	Park and rec offices
Work Room / Storage / Copy	1	250	250	Copy machine and countertops with base and wall cabinets.	Park and rec offices
Subtotal Public Areas			1,895		
ACTIVITY SPACES					
Gymnasium	1	12,000	12,000	2 - High school size courts (50' x 84'). 2 volleyball courts, roll down divider curtain, some portable seating.	Lobby
Gymnasium Storage	1	600	600	Storage room should be a single large room with a pair of double doors to enable larger equipment to be moved.	Gym
Weight / Cardio Room	1	2,500	2,500	Should have a balance of natural and artificial lighting and a open and airy feeling. Room should accommodate a variety of strength fitness equipment while allowing views to either the outdoors, gymnasium or lobby space.	Lobby or main corridor
Community Room	1	2,200	2,200	Dividable space with indoor / outdoor stage. Outdoor stage would open to the amphitheater.	Lobby or main corridor
Group Exercise Studios	3	750	2,250	Room adjacent to each other and separated by a folding partition to be able to create one large room.	Lobby or main corridor
Senior Activities / Classroom	1	750	750	Multi purpose space to allow for crafts, meetings and light exercise. Includes dedicated storage.	Main corridor, kitchen, exterior deck.
Youth Lounge	1	750	750	Contains casual seating, ping pong, pool table, video games etc. Should be visible to lobby or other large spaces	Lobby or main corridor
Internet Café / Library	1	450	450	Small selection of books, audio and video. Soft seating, computers, café for drinks, bagels, sandwiches.	Lobby, exterior deck.
Suspended Walk / Jog / Running Track	1	3,800	3,800	Overlooks gym.	
Subtotal Public Areas			25,300		
BUILDING SERVICES					
Janitor	1	100	100	Storage for cleaning supplies, mop sink.	Central to gym, bathrooms, kitchen and program spaces.
Elevator Shaft and Mechanical	1	200	200	Elevator	Main stair
Vertical Circulation	2	400	800	Main stair and egress stair	
Circulation	10%		3,225		
Mechanical / Electrical / Plumbing	7%		2,257		
Subtotal Public Areas			6,582		
TOTAL			38,827		

Large Program – 46,300 Square Feet

Room Name	Qty	Area	Total Area	Remarks	Adjacencies
PUBLIC AREAS and BUILDING SUPPORT					
Vestibule	1	150	150	Air lock to exterior	Lobby
Lobby	1	1,250	1,250	Major connection space to reception, offices, gym, fitness and activity areas.	
Reception and Access Control	1	350	350	Receptionist area designed to allow for membership I.D. check. Should accommodate up to 2 people. Possible café location	Lobby
Catering Kitchen	1	500	500	within square footage and pass through window towards Community Room, Senior and Youth.	Community Room, Senior and Youth
Men's Locker Room	1	400	400	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Women's Locker Room	1	400	400	Code required bathrooms and sinks. 2 showers. Minimal locker and changing space.	Gym and exercise areas.
Child Watch Area	1	700	700	Area for drop off child care with play area. Includes unisex restroom.	Gym and exercise areas.
Public Toilets	2	225	450	Public toilet rooms with access directly from main lobby.	Lobby
Vending Alcove	1	100	100	Place for water fountains and vending machines.	Community Room and Gym
General Storage / Rec Storage	1	400	400	Storage spread around the facility. Rec Storage dedicated to Township Parks and Rec.	
Receiving and Loading	1	300	300	For movement of materials, equipment and food in and out of the building.	Community rooms and catering kitchen. Overhead door at gym
Subtotal Public Areas			5,000		
PARKS and REC OFFICES					
Director's Office	1	175	175	Office should accommodate both a work area and a small seating area for groups of up to 4 people.	Reception
Assistant Director's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Manager's Office	1	120	120	Office should accommodate both a work area and a small seating area for 2 guests.	Director
Program Staff Office (3 people)	1	250	250	Area for office should be open to allow for flexibility of arrangement of workstations or desks. Needs to be conveniently adjacent to offices but not in direct view from reception area	Director
Sports Offices (4 spaces)	1	350	350	Open office area with space for desk and files of the sports organizations like baseball, basketball, etc.	Park and rec offices
Conference Room	1	280	280	Seating for 10 to 12 people.	Park and rec offices
Server / Communications Room	1	100	100	Room for server, rack and all other computer and communications equipment.	
Staff Break Room	1	250	250	Seating for 8 to 10 people. Kitchette with sink, dishwasher, microwave, coffee and refrigerator.	Park and rec offices
Work Room / Storage / Copy	1	200	200	Copy machine and countertops with base and wall cabinets.	Park and rec offices
Subtotal Public Areas			1,845		
ACTIVITY SPACES					
Gymnasium	1	17,800	17,800	3- High school size courts (50' x 84'), 6 half courts, 3 volleyball courts, roll down divider curtain, some portable seating. Rock wall? Electronic games?	Lobby
Gymnasium Storage	1	600	600	Storage room should be a single large room with a pair of double doors to enable larger equipment to be moved.	Gym
Kids University Dedicated Storage	1	150	150	Dedicated storage room for materials used in the summer camp program	Gym
Weight / Cardio Room	1	2,500	2,500	Should have a balance of natural and artificial lighting and a open and airy feeling. Room should accommodate a variety of strength fitness equipment while allowing views to either the outdoors, gymnasium or lobby space.	Lobby or main corridor
Community Room	1	2,200	2,200	Dividable space with indoor / outdoor stage. Outdoor stage would open to the amphitheater. Space should divide into 1/2, 1/4, 1/4.	Lobby or main corridor
Group Exercise Studios	3	750	2,250	Room adjacent to each other and separated by a folding partition to be able to create one large room. Should contain large storage areas.	Lobby or main corridor
Senior Activities Room / Classroom	1	750	750	Multi purpose space to allow for crafts, meetings and light exercise. Includes dedicated storage. Could double as classroom space.	Main corridor, kitchen, exterior deck.
Youth Lounge	1	750	750	Contains casual seating, ping pong, pool table, video games etc. Should be visible to lobby or other large spaces	Lobby or main corridor
Internet Café / Library Kiosk	1	450	450	Small selection of books, audio and video. Soft seating, computers, café for drinks, bagels, sandwiches.	Lobby, exterior deck.
Suspended Walk / Jog / Running Track	1	4,400	4,400	Overlooks gym. 8' wide.	
Subtotal Public Areas			31,850		
BUILDING SERVICES					
Janitor	1	100	100	Storage for cleaning supplies, mop sink.	Central to gym, bathrooms, kitchen and program spaces.
Elevator Shaft and Mechanical	1	150	150	Elevator	Main stair
Vertical Circulation	2	400	800	Main stair and egress stair	
Circulation	10%		3,870		
Mechanical / Electrical / Plumbing	7%		2,709		
Subtotal Public Areas			7,628		
TOTAL			46,323		

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Section IV – Operations Analysis

Based on the 3 established building programs the following operations analysis has been completed for the proposed Montgomery Township Community and Recreation Center. The following are the basic parameters for the project.

- The first year of operation will be 2014 or later.
- This operational budget represents new expenses and revenues only.
- The presence of other providers in the market will remain the same.
- This operations plan shows the center being operated by Montgomery Township.
- The operations plan is based on the center being built at the Horsham and Stump road site.
- This operations estimate is based on a basic program for the facility only.
- Maintenance and custodial services have been shown as being provided in-house but could be a contracted service.
- No long term, ongoing, use or rental of space in the facility has been shown.
- The proposed user fees are somewhat aggressive. Non-resident fees are only 10% higher than resident rates in an effort to attract some additional users to the facility.
- A reasonably aggressive approach to estimating the sale of 1 month, annual passes, and revenues from programs and services taking place at the facility has been used for this pro-forma.

Division I - Expenditures

Expenditures have been formulated based on the costs that are typically included in the operating budget for this type of facility. The figures are based on the size of the center, the specific components of the facility and the projected hours of operation. Actual costs were utilized wherever possible and estimates for other expenses were based on similar facilities in the area. All expenses were calculated as accurately as possible but the actual costs may vary based on the final design, operational philosophy, and programming considerations adopted by staff.

Option 1 – Gymnasium, track, child watch, weight/CV area, group exercise room, community room, catering kitchen, senior lounge, youth lounge, lobby, locker rooms and administration area – **Approximately 31,000 sq.ft.**

Option 2 – Same as Option 1 except there is a double gym, larger track, cafe and another exercise room. – **Approximately 39,000 sq.ft.**

Option 3 – Same as Option 2 except there is a triple gym, and a larger track. – **Approximately 46,500 sq.ft.**

Operation Cost Models:

Personnel	Option 1	Option 2	Option 3
Full-Time	\$280,800	\$280,800	\$280,800
Part-Time	\$297,855	\$353,255	\$369,975
TOTAL	\$578,655	\$634,055	\$650,775

Commodities	Option 1	Option 2	Option 3
Office Supplies	\$6,000	\$6,000	\$6,000
Maintenance/Repair/Materials	\$10,000	\$12,000	\$13,000
Janitor Supplies	\$8,000	\$10,000	\$11,000
Rec. Supplies	\$25,000	\$28,000	\$30,000
Uniforms	\$2,500	\$2,500	\$2,500
Printing/Postage	\$20,000	\$20,000	\$20,000
Items for Resale	\$4,000	\$4,000	\$4,000
Concessions Food	\$0	\$15,000	\$15,000
Other	\$2,000	\$2,000	\$2,000
TOTAL	\$77,500	\$99,500	\$103,500

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Contractual	Option 1	Option 2	Option 3
Utilities (electric and gas) ⁸	\$108,500	\$136,500	\$162,750
Water/Sewer	\$6,000	\$6,000	\$6,000
Insurance (property & liability)	\$10,000	\$12,000	\$13,000
Communications (phone)	\$4,000	\$4,000	\$4,000
Contract Services ⁹	\$30,000	\$32,000	\$33,000
Rent Equipment	\$2,000	\$2,000	\$2,000
Marketing/Advertising	\$10,000	\$10,000	\$10,000
Training (staff time)	\$4,000	\$4,000	\$4,000
Conference	\$3,000	\$3,000	\$3,000
Trash Pickup	\$4,000	\$4,000	\$4,000
Dues & Subscriptions	\$1,000	\$1,000	\$1,000
Bank Charges (charge cards, EFT)	\$10,000	\$11,000	\$11,500
Other	\$3,000	\$3,000	\$3,000
TOTAL	\$195,500	\$228,500	\$257,250

Capital	Option 1	Option 2	Option 3
Replacement Fund	\$15,000	\$17,000	\$19,000
TOTAL	\$15,000	\$17,000	\$19,000

Summary

All Categories	Option 1	Option 2	Option 3
Personnel	\$578,655	\$634,055	\$650,775
Commodities	\$77,500	\$99,500	\$103,500
Contractual	\$195,500	\$228,500	\$257,250
Capital	\$15,000	\$17,000	\$19,000
TOTAL EXPENSE	\$866,655	\$979,055	\$1,030,525

NOTE: Line items not included in this budget are exterior site maintenance and any vehicle costs.

⁸ Rates are \$3.50 SF and include electric and natural gas. It should be noted that rates for electricity and gas have been very volatile and could result in higher cost for utilities over time.

⁹ Contract services cover maintenance contracts, control systems work, alarm, and other services.

Staffing Levels:

Options 1-3

Full-Time Positions	Positions	Total
Rec. Director/Facility Manager	1	\$60,000
Recreation Coord.-Fitness	1	\$45,000
Sr. Maintenance Worker	1	\$40,000
Custodian	1 @ \$31,000 ea.	\$31,000
Front Desk Supervisor	1 @ \$32,000 ea.	\$32,000
Salaries		\$208,000
Benefits (35%)		\$72,800
TOTAL	5 F.T.E.	\$280,800

Existing Staff

It is assumed that the existing full-time staff will have center responsibilities as well. The cost of these positions have not been shown in the operations budget for the proposed new recreation center as their salaries are already covered in the existing township budget (shown at the mid-point of the salary range).

Full-Time Positions	Positions	Total
Recreation Coordinator	1	\$46,000
Administrative Secretary	1	\$39,500
Receptionist	1	\$34,000
Salaries		\$119,500
Benefits (35%)		\$41,825
TOTAL	3 F.T.E.	\$161,325

NOTE: Pay rates were determined based on Montgomery Township job classifications and wage scales for similar positions. The positions listed are necessary to ensure adequate staffing for the facility’s operation. **The wage scales for both the full-time and part-time staff positions reflect an anticipated wage for 2014.**

Option 1

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Supervisor	\$11.00	24
Front Desk Attendant	\$9.50	104
Weight/CV Room Attendant	\$9.50	104

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Gym Attendant ¹⁰	\$9.50	37
Custodian	\$12.00	55
Child Watch Worker	\$9.50	102
Program Instructors ¹¹		
General	Variable	\$60,450
Salaries		\$270,777
Benefits (10%)		\$27,078
TOTAL		\$297,855

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¹⁰ Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

¹¹ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of sports leagues, fitness, instructional classes, and other activities.

Option 2

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Supervisor	\$11.00	24
Front Desk Attendant	\$9.50	104
Weight/CV Room Attendant	\$9.50	104
Gym Attendant ¹²	\$9.50	37
Custodian	\$12.00	66
Child Watch Worker	\$9.50	102
Concession Attendant	\$9.50	35
Program Instructors ¹³		
General	Variable	\$86,660
Salaries		\$321,141
Benefits (10%)		\$32,114
TOTAL		\$353,255

¹² Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

¹³ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of sports leagues, fitness, instructional classes, and other activities.

Option 3

Part-Time Positions	Rate/Hour	Hours/Week
Front Desk Supervisor	\$11.00	24
Front Desk Attendant	\$9.50	104
Weight/CV Room Attendant	\$9.50	104
Gym Attendant ¹⁴	\$9.50	49
Custodian	\$12.00	75
Child Watch Worker	\$9.50	102
Concession Attendant	\$9.50	35
Program Instructors ¹⁵		
General	Variable	\$93,280
Salaries		\$336,341
Benefits (10%)		\$33,634
TOTAL		\$369,975

¹⁴ Position (and hours) is six months (26 weeks) only, due to heavier use of the facility during the winter months.

¹⁵ Program instructors are paid at several different pay rates and some are also paid per class or in other ways. This makes an hourly breakdown difficult. General programs consist of sports leagues, fitness, instructional classes, and other activities.

Division II - Revenues

The following revenue projections were formulated from information on the specifics of the project and the demographics of the service area as well as comparing them to state and national statistics, other similar facilities and the competition for recreation services in the area. Actual figures will vary based on the size and make-up of the components selected during final design, market stratification, philosophy of operation, fees and charges policy, and priorities of use.

Revenue Projection Models:

Fees	Option 1	Option 2	Option 3
Daily Fees	\$107,532	\$122,364	\$128,297
1 Month Passes	\$39,576	\$43,228	\$44,135
Annual Passes ¹⁶	\$365,160	\$403,920	\$412,325
Corporate/Group	\$15,000	\$15,000	\$15,000
Rentals ¹⁷	\$43,200	\$52,500	\$60,300
TOTAL	\$570,468	\$637,012	\$660,057

¹⁶ Figures are based on an active program to promote the sale of annual passes.

¹⁷ Rentals are based on the following:

Option 1

Conference Room	\$20 x 2/wk x 50 wks =	\$2,000
Community Room	\$45 x 4/wk x 50 wks =	\$9,000
Community Room	\$350 x 30 times =	\$10,500
Catering Kitchen	\$30 x 10/wk x 50 wks =	\$15,000
Gymnasium	\$50 x 4/wk x 26 wks =	\$5,200
Group Exercise Room	\$75 x 20/hrs =	\$1,500

Option 2

Conference Room	\$20 x 2/wk x 50 wks =	\$2,000
Community Room	\$45 x 4/wk x 50 wks =	\$9,000
Community Room	\$350 x 30 times =	\$10,500
Catering Kitchen	\$30 x 10/wk x 50 wks =	\$15,000
Gymnasium	\$50 x 10/wk x 26 wks =	\$13,000
Group Exercise Room	\$75 x 40/hrs =	\$3,000

Option 3

Conference Room	\$20 x 2/wk x 50 wks =	\$2,000
Community Room	\$45 x 4/wk x 50 wks =	\$9,000
Community Room	\$350 x 30 times =	\$10,500
Catering Kitchen	\$30 x 10/wk x 50 wks =	\$15,000
Gymnasium	\$50 x 16/wk x 26 wks =	\$20,800
Group Exercise Room	\$75 x 40/hrs =	\$3,000

Programs	Option 1	Option 2	Option 3
General	\$116,308	\$168,034	\$181,630
Contract Programs	\$5,000	\$7,000	\$7,000
TOTAL	\$121,308	\$175,034	\$188,630

Other	Option 1	Option 2	Option 3
Resale Items	\$5,000	\$5,000	\$5,000
Special Events	\$2,000	\$2,000	\$2,000
Concessions	\$0	\$35,000	\$35,000
Vending	\$5,000	\$5,500	\$6,000
Drop-in Child Care	\$5,000	\$5,500	\$5,500
TOTAL	\$17,000	\$53,000	\$53,500

Summary

All Categories	Option 1	Option 2	Option 3
Fees	\$570,468	\$637,012	\$660,057
Programs	\$121,308	\$175,034	\$188,630
Other	\$17,000	\$53,000	\$53,500
TOTAL REVENUE	\$708,776	\$865,046	\$902,187

Division III - Expenditure - Revenue Comparison

Option 1

Category	
Expenditures	\$866,655
Revenues	\$708,776
Difference	-\$157,878
Recovery Rate	82%

Option 2

Category	
Expenditures	\$979,055
Revenues	\$865,046
Difference	-\$114,009
Recovery Rate	88%

Option 3

Category	
Expenditures	\$1,030,525
Revenues	\$902,187
Difference	-\$128,338
Recovery Rate	88%

These operations pro-formas were completed based on general information and a basic understanding of the project with a basic program plan for the center. As a result, there is no guarantee that the expense and revenue projections outlined above will be met as there are many variables that affect such estimates that either cannot be accurately measured or are not consistent in their influence on the budgetary process.

Future Years: Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees.

Division IV - Fees and Attendance

Projected Fee Schedule: The fee schedule has been figured utilizing an approximate 10% fee differential for non-residents. Revenue projections and attendance numbers were calculated from this fee model.

Options 1-3

Category	Daily		1 Month		Annual	
	Res.	Non-Res.	Res.	Non-Res.	Res.	Non-Res.
Adult	\$8.00	\$9.00	\$31	\$34	\$320	\$350
Youth (3-17 yrs.)	\$6.00	\$6.50	\$24	\$27	\$250	\$275
Senior (60+)	\$6.00	\$6.50	\$24	\$27	\$250	\$275
Family ¹⁸			\$58	\$63	\$600	\$660

NOTE: Pass benefits include all basic fitness classes and child watch.

Fitness \$8/class

Corporate 10% discount 5 or more monthly/annuals
 15% discount 10 or more monthly/annuals
 20% discount 15 or more monthly/annuals

Rentals \$20/hr Conference Room
 \$45/hr Community Room (per section, non-prime time)
 \$350/4 hr Community Room (2 sections, 4 hour min., prime time)
 \$30/hr Catering Kitchen
 \$50/hr Gymnasium (per court)
 \$25/hr Group Exercise Studio

Child Care \$3.00/per hour (non-pass holders)

¹⁸ Includes 2 adults and all youth under 18 living in the same home.

Admission Rate Comparisons: The above rates were determined based on other providers in the area and the rates paid at similar facilities in the market area.

Greater Plymouth Community Center

Category	Daily	
	Res.	Non-Res.
Adult	\$10	\$14
Youth (3-17 yrs)	\$8	\$11
Senior (62+)	\$8	\$11
Daily Fee Permit	N/A	\$1

Category	1 Month		Annual	
	Res.	Non-Res.	Res.	Non-Res.
Primary Adult	\$38	\$51	\$395	\$535
Primary Youth	\$30	\$40	\$310	\$420
Primary Senior	\$30	\$40	\$310	\$420
Additional Youth	\$10	\$12	\$70	\$80
Additional Adult	\$20	\$22	\$140	\$155
Additional Senior	\$20	\$22	\$140	\$155

Ambler Area YMCA

Category	Monthly	Joining Fee
Adult (24-64)	\$62.00	\$99
Yng. Adult (19-23)	\$46.50	\$99
Teen (13-18)	\$31.00	\$0
Youth (12 & under)	\$15.50	\$0
Family ¹⁹	\$96.00	\$149
Single Parent Fam. ²⁰	\$80.50	\$125
Senior (65 & older)	\$46.50	\$99

Note: Access to the outdoor pool requires an additional membership.

¹⁹ Includes 2 adults and all youth under 18 living in the same home and college students with 12 hours up to age 23.

²⁰ One adult, including dependent children up to age 18, college students with 12 credits up to age 23.

Philadelphia Sports Clubs

Category	Monthly	Initiation Fee
Single	\$39.95-\$49.95	\$149
Youth Add On	\$14.95	N/A

Note: Other private fitness centers have monthly single memberships ranging from \$19.95 to \$39.00.

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Attendance Projections: The following attendance projections are the basis for the revenue figures that were identified earlier in this report. The admission numbers are affected by the rates being charged, the facilities available for use and the competition within the service area. The figures are also based on the performance of other similar facilities in the area. These are averages only and the yearly figures are based on 360 days of operation.

Option 1

Yearly Paid Admissions	Description	Facility
Daily	40 admissions/day	14,400
1 Month	850 sold annually	6,800
Annual	760 sold annually	79,040
Total Yearly		100,240
Total Daily		278

Option 2

Yearly Paid Admissions	Description	Facility
Daily	45 admissions/day	16,200
1 Month	935 sold annually	7,480
Annual	835 sold annually	86,840
Total Yearly		110,520
Total Daily		307

Option 3

Yearly Paid Admissions	Description	Facility
Daily	47 admissions/day	16,920
1 Month	955 sold annually	7,640
Annual	852 sold annually	88,608
Total Yearly		113,168
Total Daily		314

These attendance projections are for paid admissions to the center and do not include individuals who would be present strictly for programs, meetings, and other functions as well as rentals.

NOTE: For Option 1, the 760 annual passes are based on selling to approximately 5% of the households (9,300 estimated in 2011) in the Primary Service Area, and 1% of the households (29,583 estimated in 2011) in the Secondary Service Area. For Option 2 the rate is approximately 10% higher. For Option 3 the rate is approximately 2% higher than Option 2.

Annual passes are based on 104 admissions a year and 1 month passes on 8 admissions. Family passes are counted as one admission.

Division V – Hours of Operation

Hours of Operation: The projected hours of operation of the Montgomery Township Recreation Center are proposed as follows:

Days	Hours
Monday-Friday	5:30am-10:00pm
Saturday	7:00am-6:00pm
Sunday	8:00am-6:00pm
Hours per Week	103.5

Hours usually vary some with the season (longer hours in the winter, shorter during the summer), by programming needs, use patterns and special event considerations.

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Division VI - Project Recommendations

The following section details specific recommendations for the Montgomery Township Recreation Center project. Remarks are grouped by areas of interest.

Programs and Facilities: The design, image and quality of a recreation facility has a direct impact on its ability to attract and keep annual pass holders. Thought should be given to the building layout as it pertains to user control and access, during the final design phase of the project. A visible open design which highlights the different activity areas and encourages participation from the user as well as the non-user, is essential to generating pass holder excitement and revenue. As much natural light as possible needs to be incorporated into the design while not compromising safety and promoting and maintaining energy efficiency in every way possible. The intent is to build a "smart building" that gives Montgomery Township the most for its money and the user a sense of quality and value.

Weight/cardiovascular fitness area- The presence of space for fitness activities in the building is essential to developing a strong revenue stream for the facility. More revenue per square foot can be generated from this recreation component than any other indoor amenity. It also allows the center to have a higher rate structure due to the value such an amenity has in the market place.

Programs- The center should not be designed specifically to handle the once a year event or activity but should have the versatility to adapt to these needs within reason. Long term programming and facility needs of the community, businesses, and special interest groups should be identified and integrated into the operations plan for this facility.

The success of community based recreation centers is dependent on developing a broad based appeal to the annual pass holders as well as the general public. The needs of youth, seniors, and families must be considered and their individual concerns and issues addressed. Programs that are intergenerational in nature and those that are specifically oriented towards certain population segments will both need to be developed. The needs of the business community must also be considered if this market is to be developed.

Consideration should be given to contracting for certain programs or services, especially those that are very specialized in nature. Any contracted programs or services should require a payment of a percentage of the fees collected (at least 30%) back to the center and the organization.

It is important to realize that the center must have a balance between program and drop-in use of the various components of the facility. The gym, track and weight/fitness areas are of particular concern. If these areas do not have substantial times set aside on a daily basis for drop-in use then revenues generated from annual passes will be in jeopardy.

Budget and Fees: The success of this project depends on a number of budget factors, which need special consideration. An operational philosophy must be developed and priorities for use must be clearly identified. The revenue figures contained in this document are based on the principal that the facility will have a strong annual pass and program orientation. A goal of

consistently covering over 80% to 90% of operational expenses with revenues should be attainable but it is not likely that 100% self sufficiency can be obtained. However, it should be realized that most public recreation, sports, and fitness facilities have similar difficulties. Maximizing revenue production should be a primary goal. Care must be taken to make sure that a fees and charges policy is consistently followed for all users. No form of revenue production should be given away.

Capital replacement fund- A plan for funding a capital replacement program should be developed before the facility opens. The American Public Works Association recommends between 2% and 4% of replacement cost be budgeted annually for capital items. Costs for maintenance and contract services should be lower than the amount budgeted for the first year since most equipment will still be under warranty.

Fees- The revenue projections were based on the concept of not having more than a 10% resident/non-resident fee differential. A non-resident fee that is more than 10% to 15% tends to exclude these individuals from participating in the facility or its programs. Since the Township has a relatively small population base, non-residents need to be encouraged to utilize the facility to improve the overall cost recovery rate. With a resident/non-resident fee system, non-resident fees should be listed as the “regular fee” and the resident fee as the “resident discount fee”. It is estimated that 30% to 50% of all users could be non-residents. To adequately administer a resident/non-resident fee program a resident photo ID program needs to be put into effect. This requires a resident to buy a photo ID to speed identification and resident verification at the check-in counter. The costs and revenues of such a program have not been figured into the operations budget.

Fees paid for individual programs do not allow the user to utilize the center on a drop-in basis. The payment of the drop-in fee should allow the user access to all areas of the center that are open to drop-in use. There should not be separate fees for different portions of the building (such as the gym, track or weight room).

A senior discount fee schedule was developed for the center, but it should be considered as a marketing tool rather than a discount based on need. Another option is to offer a limited morning or daytime discount rate that would be available to anyone using the center during this slower period of the day. This would work much like a senior discount without having to label it as one. With the fee structure that has been proposed, it will be necessary to develop a scholarship program for those individuals that cannot afford the basic rates. Established criteria such as eligibility for the school lunch program should be utilized to determine need rather than spending the time and aggravation of developing and administering a new system. The corporate rate program should also be promoted and sold to local businesses in the area.

To promote the sale of annual passes it is absolutely essential that a system be set up that allows for the automatic withdrawal from the pass holder’s bank/credit account of a monthly portion of the annual pass payment. Without this option it will be difficult to meet the projected sales of annual passes. In addition, charge cards need to be accepted for all programs and services offered by the Township. A computerized registration process must also be in place to speed registration transactions and improve annual pass management.

Annual pass benefits – With revenues from annual passes making up the greatest single source of revenues, selling the benefits will be critical. The fact that annual pass holders can participate in any basic fitness class without an additional fee needs to be promoted as does the fact that they also receive free drop-in child care services. Other benefit options include an initial fitness assessment and 1-3 personal training sessions and a 15% discount on all fee based classes and services in the center.

Pre-selling annual passes – Approximately 3 to 6 months before the facility opens there should be a program in place to begin the pre-sale of “charter passes”. A goal should be to pre-sell between 25% and 50% of all budgeted passes prior to opening the facility.

Marketing plan- A marketing plan for the facility as well as its programs and services is essential. This document should target specific markets, programs, facilities and user groups. It needs to be an active document that is utilized by the center manager to guide all marketing efforts. This plan should be updated yearly. Special emphasis must be placed on promoting not only annual passes but also programs to establish a strong revenue base. The business market should also be a major focus of the marketing effort as well. The annual pass rates for the center should be easily obtainable from the facility and the web site.

Another focus of the marketing plan could be the development of a comprehensive sponsorship program for the entire facility. This program could provide an additional revenue stream for the center.

Staffing- Staffing costs are the biggest single operating expense and alternative options need to be investigated if costs are to be significantly reduced. The use of partnerships, volunteers, trading facility use for labor and other similar ideas, deserve consideration as methods to reduce staffing budgets. The pay rates for both part-time and full-time personnel were determined based on the need to attract well-qualified employees and minimize staff turnover rates. It is important to budget for an adequate level of staffing in all areas. One of the biggest mistakes in operations comes from understaffing a facility and then having to come back and add more help later. Maintenance staffing is of particular concern and is most often where cuts are made. Detailed job descriptions should be written for all staff and areas of responsibility need to be clearly defined. An adequate training fund is essential to a well-run facility. An emphasis needs to be placed on the importance of image and customer service in all training programs.

The key to opening a recreation center and have it operate smoothly is hiring the necessary staff well in advance and having them well organized, properly trained and comfortable with the building's features. They need to be ready to hit the ground running with policies and procedures in place, and a marketing and maintenance program under way. However, this will require the establishment of a start-up budget and funding in advance of user revenues.

Recommendation - At a meeting in November the Board of Supervisors elected to pursue the further development of the medium building program at approximately 39,000 square feet.

Division VII - Appendix

Part-Time Staff Hours

Program Revenue Projections

Admission Revenue Projections

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Part-Time Staff Hours:

Option 1

Front Desk - 2 scheduled to work any hours that the center is open. The two full-time Front Desk Supervisor positions (one new, one existing) will handle 80 hours of the front desk schedule (split between evenings and weekends).

Weight/Cardio Room Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:30P-10:00A	4.5	1	5	22.5
	10:00A-4:00P	6	1	5	30
	4:00P-10:00P	6	1	5	30
Saturday	7:00A-2:00P	7	1	1	7
	2:00P-6:00P	4	1	1	4
Sunday	8:00A-2:00P	6	1	1	6
	2:00P-6:00P	4	1	1	4
TOTAL					103.5

Gym Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
Sat & Sun	12:00P-6:00P	6	1	2	12
TOTAL					37

NOTE: This position is 26 weeks only during the winter months.

Custodian

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
Sat & Sun	7:00A-11:00A	4	1	2	8
	11:00A-3:00P	4	1	2	8
	3:00P-10:00P	7	1	2	14
TOTAL					55

Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-1:00P	5	2	5	50
	4:00P-8:00P	4	2	5	40
Saturday	10:00A-4:00P	6	2	1	12
TOTAL					102

Option 2

Front Desk - 2 scheduled to work any hours that the center is open. The two full-time Front Desk Supervisor positions (one new, one existing) will handle 80 hours of the front desk schedule (split between evenings and weekends).

Weight/Cardio Room Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:30A-10:00A	4.5	1	5	22.5
	10:00A-4:00P	6	1	5	30
	4:00P-10:00P	6	1	5	30
Saturday	7:00A-2:00P	7	1	1	7
	2:00P-6:00P	4	1	1	4
Sunday	8:00A-2:00P	6	1	1	6
	2:00P-6:00P	4	1	1	4
TOTAL					103.5

Gym Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
Sat & Sun	12:00P-6:00P	6	1	2	12
TOTAL					37

NOTE: This position is 26 weeks only during the winter months.

Custodian

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-10:00P	6	1	5	30
Sat & Sun	6:00A-11:00A	5	1	2	10
	11:00A-4:00P	5	1	2	10
	4:00P-12:00A	8	1	2	16
TOTAL					66

Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-1:00P	5	2	5	50
	4:00P-8:00P	4	2	5	40
Saturday	10:00A-4:00P	6	2	1	12
TOTAL					102

Concession Attendant

Summer (June-August 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	12:00P-6:00P	6	1	5	30
Saturday	12:00P-6:00P	6	1	1	6
Sunday	12:00P-6:00P	6	1	1	6
TOTAL					42

Fall, Winter, Spring (Sept.-May 37 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-8:00P	4	1	5	20
Saturday	12:00P-6:00P	6	1	1	6
Sunday	12:00P-6:00P	6	1	1	6
TOTAL					32

Option 3

Front Desk - 2 scheduled to work any hours that the center is open. The two full-time Front Desk Supervisor positions (one new, one existing) will handle 80 hours of the front desk schedule (split between evenings and weekends).

Weight/Cardio Room Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	5:30A-10:00A	4.5	1	5	22.5
	10:00A-4:00P	6	1	5	30
Saturday	4:00P-10:00P	6	1	5	30
	7:00A-2:00P	7	1	1	7
Sunday	2:00P-6:00P	4	1	1	4
	8:00A-2:00P	6	1	1	6
	2:00P-6:00P	4	1	1	4
TOTAL					103.5

Gym Attendant

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-9:00P	5	1	5	25
Sat & Sun	12:00P-6:00P	6	2	2	24
TOTAL					49

NOTE: *This position is 26 weeks only during the winter months.*

Custodian

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-11:00P	7	1	5	35
Sat & Sun	5:00A-11:00A	6	1	2	12
	11:00A-5:00P	6	1	2	12
	5:00P-1:00A	8	1	2	16
TOTAL					75

Child Care Worker

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	8:00A-1:00P	5	2	5	50
	4:00P-8:00P	4	2	5	40
Saturday	10:00A-4:00P	6	2	1	12
TOTAL					102

Concession Attendant

Summer (June-August 15 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	12:00P-6:00P	6	1	5	30
Saturday	12:00P-6:00P	6	1	1	6
Sunday	12:00P-6:00P	6	1	1	6
TOTAL					42

Fall, Winter, Spring (Sept.-May 37 wks)

Days	Time	Hours	Employees	Days	Total Hours/Week
Mon-Fri	4:00P-8:00P	4	1	5	20
Saturday	12:00P-6:00P	6	1	1	6
Sunday	12:00P-6:00P	6	1	1	6
TOTAL					32

General Programs

This is a representative sample of possible general programming in the center.

Option 1

Adult Leagues (basketball & volleyball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$20.00	3	20	\$2,400
	Scorer	1	\$9.50	3	20	\$570
Volleyball	Off/Scorer	1	\$20.00	3	20	\$1,200
TOTAL						\$4,170

Youth Leagues (indoor basketball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$9.50	6	20	\$1,140
TOTAL						\$4,740

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$25.00	12	52	\$15,600
Tue, Thu	1	\$25.00	6	52	\$7,800
Weekend	1	\$25.00	2	52	\$2,600
TOTAL					\$26,000

Weight Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$25.00	3	52	\$3,900
TOTAL				\$3,900

Personal Trainer

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	10	52	\$13,000
TOTAL				\$13,000

Youth/Teen Activities

Montgomery Township
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Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

Senior Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

General Interest

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	6	36	\$3,240
TOTAL				\$3,240

Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	2	36	\$1,080
TOTAL				\$1,080

General Program Staffing

Category	
Adult Leagues	\$4,170
Youth Leagues	\$4,740
Fitness	\$26,000
Weight Training	\$3,900
Personal Training	\$13,000
Youth/Teen Activities	\$2,160
Senior Activities	\$2,160
General Interest	\$3,240
Miscellaneous	\$1,080
TOTAL	\$60,450

Option 2

Adult Leagues (basketball & volleyball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$20.00	6	20	\$4,800
	Scorer	1	\$9.50	6	20	\$1,140
Volleyball	Off/Scorer	1	\$20.00	6	20	\$2,400
TOTAL						\$8,340

Youth Leagues (indoor soccer & basketball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Soccer	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$9.50	6	20	\$1,140
Basketball	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$9.50	6	20	\$1,140
TOTAL						\$9,480

Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$20.00	1	16	\$640
Volleyball	Coaches	2	\$20.00	1	16	\$640
Other	Coaches	2	\$20.00	1	16	\$640
TOTAL						\$1,920

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$25.00	18	52	\$23,400
Tue, Thu	1	\$25.00	8	52	\$10,400
Weekend	1	\$25.00	3	52	\$3,900
TOTAL					\$37,700

Weight Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$25.00	3	52	\$3,900
TOTAL				\$3,900

Personal Trainer

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	12	52	\$15,600
TOTAL				\$15,600

Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

Senior Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

General Interest

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	6	36	\$3,240
TOTAL				\$3,240

Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	4	36	\$2,160
TOTAL				\$2,160

General Program Staffing

Category	
Adult Leagues	\$8,340
Youth Leagues	\$9,480
Youth Sports Camps	\$1,920
Fitness	\$37,700
Weight Training	\$3,900
Personal Training	\$15,600
Youth/Teen Activities	\$2,160
Senior Activities	\$2,160
General Interest	\$3,240
Miscellaneous	\$2,160
TOTAL	\$86,660

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Option 3

Adult Leagues (basketball & volleyball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Basketball	Officials	2	\$20.00	9	20	\$7,200
	Scorer	1	\$9.50	9	20	\$1,710
Volleyball	Off/Scorer	1	\$20.00	6	20	\$2,400
TOTAL						\$11,310

Youth Leagues (indoor soccer & basketball) –2 ten week seasons a year

League	Position	Staff	Rate/Game	Game/Wk	Weeks	Total
Soccer	Officials	2	\$15.00	6	20	\$3,600
	Scorer	1	\$9.50	6	20	\$1,140
Basketball	Officials	2	\$15.00	9	20	\$5,400
	Scorer	1	\$9.50	9	20	\$1,710
TOTAL						\$11,850

Youth Sports Camps

League	Position	Staff	Rate/Hr.	Number	Hours	Total
Basketball	Coaches	2	\$20.00	2	16	\$1,280
Volleyball	Coaches	2	\$20.00	2	16	\$1,280
Other	Coaches	2	\$20.00	1	16	\$640
TOTAL						\$3,200

Fitness

Day	Staff	Rate/Class	Classes/Week	Weeks	Total
Mon, Wed, Fri	1	\$25.00	18	52	\$23,400
Tue, Thu	1	\$25.00	8	52	\$10,400
Weekend	1	\$25.00	3	52	\$3,900
TOTAL					\$37,700

Weight Training

Staff	Rate/Class	Classes/Week	Weeks	Total
1	\$25.00	3	52	\$3,900
TOTAL				\$3,900

Personal Trainer

Montgomery Township
Recreation Facility Feasibility Study – Final Report

Staff	Rate/Session	Sessions/Week	Weeks	Total
1	\$25.00	12	52	\$15,600
TOTAL				\$15,600

Youth/Teen Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

Senior Activities

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$10.00	6	36	\$2,160
TOTAL				\$2,160

General Interest

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	6	36	\$3,240
TOTAL				\$3,240

Miscellaneous (dance, martial arts, etc.)

Staff	Staff Rate/Class	Classes/Week	Weeks	Total
1	\$15.00	4	36	\$2,160
TOTAL				\$2,160

General Program Staffing

Category	
Adult Leagues	\$11,310
Youth Leagues	\$11,850
Youth Sports Camps	\$3,200
Fitness	\$37,700
Weight Training	\$3,900
Personal Training	\$15,600
Youth/Teen Activities	\$2,160
Senior Activities	\$2,160
General Interest	\$3,240
Miscellaneous	\$2,160
TOTAL	\$93,280

NOTE: Some programs and classes will be on a contractual basis with the center, where the facility will take a percentage of the revenues charged and collected. These programs have not been shown in this budget as a result.

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Program Revenue Estimates

General

This is a representative sample of possible general programming and revenue at the center.

Option 1

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	6 teams	\$350.00	2 seasons	\$4,200
<i>Volleyball</i>	6 teams	\$350.00	2 seasons	\$4,200
TOTAL				\$8,400

Youth Leagues

Title	Teams	Players	Fee	Seasons	Total Revenue
<i>Basketball</i>	12 teams	10/team	\$50.00	2 seasons	\$12,000
TOTAL					\$12,000

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	20 classes/5 per class	\$8.00/cl.	52 weeks	\$41,600
<i>Weight Training</i>	3 classes/5 per class	\$8.00/cl.	52 weeks	\$6,240
<i>Personal Training</i>	10 sessions	\$50.00	52 weeks	\$26,000
TOTAL				\$73,840

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Senior Activities</i>	6 classes/8 per class	\$20.00/sess.	4 sessions	\$3,840
<i>General Interest</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Misc.</i>	2 classes/5 per class	\$35.00/sess.	4 sessions	\$1,400
TOTAL				\$18,680

General Program Revenue **\$112,920**

Non-Resident (30% of attendees x 10%) **\$3,388**

Total General Program Revenue **\$116,308**

Option 2

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	12 teams	\$350.00	2 seasons	\$8,400
<i>Volleyball</i>	12 teams	\$350.00	2 seasons	\$8,400
TOTAL				\$16,800

Youth Leagues

Title	Teams	Players	Fee	Seasons	Total Revenue
<i>Soccer</i>	12 teams	10/team	\$50.00	2 seasons	\$12,000
<i>Basketball</i>	12 teams	10/team	\$50.00	2 seasons	\$12,000
TOTAL					\$24,000

Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Volleyball</i>	20 kids	\$75.00	1 camp	\$1,500
<i>Other</i>	20 kids	\$75.00	1 camp	\$1,500
TOTAL				\$4,500

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	29 classes/5 per class	\$8.00/cl.	52 weeks	\$60,320
<i>Weight Training</i>	3 classes/5 per class	\$8.00/cl.	52 weeks	\$6,240
<i>Personal Training</i>	12 sessions	\$50.00	52 weeks	\$31,200
TOTAL				\$97,760

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Senior Activities</i>	6 classes/8 per class	\$20.00/sess.	4 sessions	\$3,840
<i>General Interest</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Misc.</i>	4 classes/5 per class	\$35.00/sess.	4 sessions	\$2,800
TOTAL				\$20,080

General Program Revenue **\$163,140**

Non-Resident (30% of attendees x 10%) **\$4,894**

Total General Program Revenue **\$168,034**

Option 3

Adult Leagues

Title	Classes	Fee	Seasons	Total Revenue
<i>Basketball</i>	18 teams	\$350.00	2 seasons	\$12,600
<i>Volleyball</i>	12 teams	\$350.00	2 seasons	\$8,400
TOTAL				\$21,000

Youth Leagues

Title	Teams	Players	Fee	Seasons	Total Revenue
<i>Soccer</i>	12 teams	10/team	\$50.00	2 seasons	\$12,000
<i>Basketball</i>	18 teams	10/team	\$50.00	2 seasons	\$18,000
TOTAL					\$30,000

Youth Sports Camps

Title	Classes	Fee	Camps	Total Revenue
<i>Basketball</i>	20 kids	\$75.00	2 camp	\$3,000
<i>Volleyball</i>	20 kids	\$75.00	2 camp	\$3,000
<i>Other</i>	20 kids	\$75.00	1 camp	\$1,500
TOTAL				\$7,500

Fitness

Title	Classes	Fee	Weeks	Total Revenue
<i>Fitness Classes</i>	29 classes/5 per class	\$8.00/cl.	52 weeks	\$60,320
<i>Weight Training</i>	3 classes/5 per class	\$8.00/cl.	52 weeks	\$6,240
<i>Personal Training</i>	12 sessions	\$50.00	52 weeks	\$31,200
TOTAL				\$97,760

Other

Title	Classes	Fee	Sessions/ Weeks	Total Revenue
<i>Youth/Teen</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Senior Activities</i>	6 classes/8 per class	\$20.00/sess.	4 sessions	\$3,840
<i>General Interest</i>	6 classes/8 per class	\$35.00/sess.	4 sessions	\$6,720
<i>Misc.</i>	4 classes/5 per class	\$35.00/sess.	4 sessions	\$2,800
TOTAL				\$20,080

General Program Revenue	\$176,340
Non-Resident (30% of attendees x 10%)	\$5,290
Total General Program Revenue	\$181,630

Admission Revenue Worksheet:

Option 1

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$8.00	25	\$200		
Youth	\$6.00	5	\$30		
Senior	\$6.00	10	\$60		
		40	\$290	360	\$104,400
Non-Residents	30% of daily pass holders x 10% fee increase				\$3,132
TOTAL					\$107,532

1 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$31	200	\$6,200
Youth	\$24	50	\$1,200
Senior	\$24	100	\$2,400
Family	\$58	500	\$29,000
TOTAL		850	\$38,800
Non-Residents	20% of pass holders x 10% increase		\$776
TOTAL			\$39,576

Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$320	200	\$64,000
Youth	\$250	20	\$5,000
Senior	\$250	100	\$25,000
Family	\$600	440	\$264,000
TOTAL		760	\$358,000
Non-Residents	20% of pass holders x 10% increase		\$7,160
TOTAL			\$365,160

Option 2

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$8.00	30	\$240		
Youth	\$6.00	5	\$30		
Senior	\$6.00	10	\$60		
		45	\$330	360	\$118,800
Non-Residents	30% of daily pass holders x 10% fee increase				\$3,564
TOTAL					\$122,364

1 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$31	250	\$7,750
Youth	\$24	50	\$1,200
Senior	\$24	100	\$2,400
Family	\$58	535	\$31,030
TOTAL		935	\$42,380
Non-Residents	20% of pass holders x 10% increase		\$848
TOTAL			\$43,228

Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$320	225	\$72,000
Youth	\$250	20	\$5,000
Senior	\$250	100	\$25,000
Family	\$600	490	\$294,000
TOTAL		835	\$396,000
Non-Residents	20% of pass holders x 10% increase		\$7,920
TOTAL			\$403,920

Option 3

Daily

Category	Fee	# Per Day	Revenue	Days	Total
Adult	\$8.00	32	\$256		
Youth	\$6.00	5	\$30		
Senior	\$6.00	10	\$60		
		47	\$346	360	\$124,560
Non-Residents	30% of daily pass holders x 10% fee increase				\$3,737
TOTAL					\$128,297

1 Month Passes

Category	Fee	# Sold	Revenue
Adult	\$31	260	\$8,060
Youth	\$24	50	\$1,200
Senior	\$24	100	\$2,400
Family	\$58	545	\$31,610
TOTAL		955	\$43,270
Non-Residents	20% of pass holders x 10% increase		\$865
TOTAL			\$44,135

Annual Passes

Category	Fee	# Sold	Revenue
Adult	\$320	232	\$74,240
Youth	\$250	20	\$5,000
Senior	\$250	100	\$25,000
Family	\$600	500	\$300,000
TOTAL		852	\$404,240
Non-Residents	20% of pass holders x 10% increase		\$8,085
TOTAL			\$412,325

NOTE: *These work sheets were used to project possible revenue sources and amounts. These figures are estimates only, based on basic market information and should not be considered as guaranteed absolutes. This information should be utilized as a representative revenue scenario only and to provide possible revenue target ranges.*

Section V - Intelligence Gathering

The intelligence gathering phase of the work included a study of the +/- 12 acre parcel.

Site:

Every site is unique. Orientation, topography, natural and man made features all contribute to how the site may ultimately be utilized. In the case of the proposed community and recreation center there are a number of factors that will determine the best possible layout including:

- Access Points: Main access would be proposed off Horsham Road with secondary access from Stump Road.
- Existing Infrastructure: The site was originally approved for office buildings in 2008 and the storm water detention pond and wet lands mitigation area are already installed.
- Manmade Constraints: including required boundary and setbacks.
- Topography: including slopes and vegetation.
- Orientation: how does the sun track across the site.

Diagrams of the constraints and variables for the site are attached.

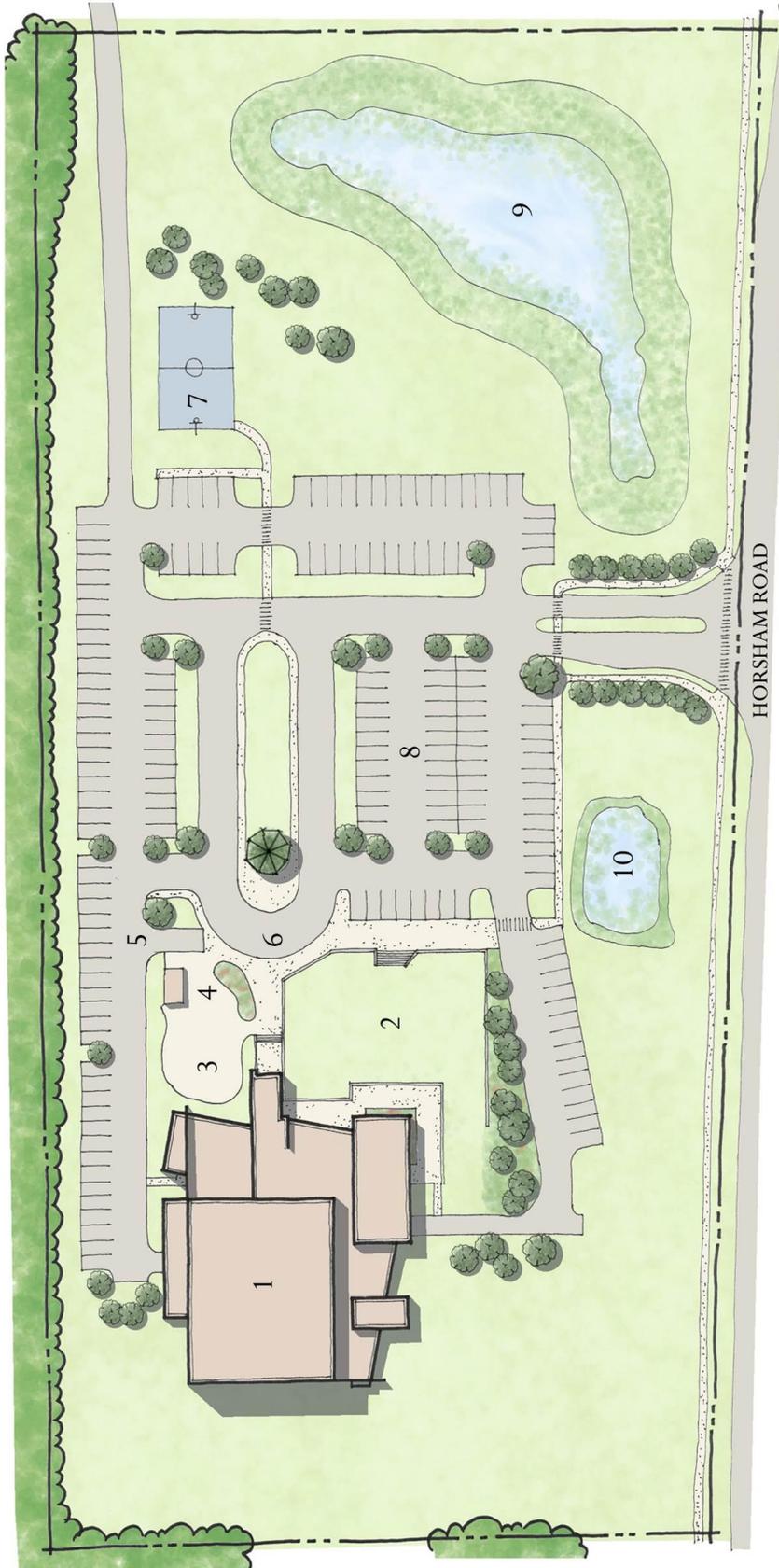


Section VI - Site Design Concepts Summary

The goal of the design concept phase is to find a site and building solution that would fulfill the Project Mission, meet the required operational needs and reconciling the issues inherent to the site.

The proposed site layout places the building on southeast corner of the site. This is the highest elevation on the site and provides excellent views to the northwest toward the Township Building and beyond. The layout provides for a large community lawn that would be ideal for many different types of outdoor events including music presentations and light recreational activities. Located near the entry is a convenient drop off area, tot lot / spray park, pavilion and parking for the Library's Bookmobile. Parking, sidewalks, trails and connections will be as required by Code and requested by the Township.

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- 1. NEW COMMUNITY CENTER
- 2. GREAT LAWN
- 3. SPRAY PARK / TOT LOT
- 4. PAVILION
- 5. BOOK MOBILE PARKING
- 6. DROP OFF / LOADING
- 7. BASKETBALL COURT
- 8. PARKING LOT
- 9. DETENTION POND
- 10. WETLANDS REMEDIATION



MONTGOMERY TOWNSHIP COMMUNITY CENTER
 CONCEPTUAL SITE PLAN
 DECEMBER 10, 2012

KIMMEL BOGRETTE
 ARCHITECTURE + SITE
 151 E. 10th Avenue, Suite 300
 Conshohocken, PA 19380
 Phone: 610.834.7805
 Fax: 610.834.7810
 www.kimmelbogrette.com

Section VI - Building Design Concepts Summary

Based on the approved building program and the selected conceptual site layout KBA has formulated the schematic floor plans and exterior images for the new community and recreation building. The plans and perspectives were presented to the Township at a public meeting on December 10, 2012.

The approved location for the building is at the southeast corner of the site which is at the highest elevation of the property. The front of the building is anticipated to provide a dramatic backdrop to the large community lawn. Entering the building through the front doors will place you in a large 2 story lobby space that will contain the reception desk, stairway to the second floor, café and a large window looking into the main gymnasium. Adjacent to the reception desk will be the administrative offices and the child watch area. The proposed plan envisions placing all community functions (community rooms, youth lounge, seniors) on the first floor and all exercise functions (weight / cardio, exercise studios) on the second floor. With the existing municipal building across the street from the new community center the proposed exterior materials are envisioned to be similar to help create a Montgomery Township brand. Wood look phenolic panels, metal siding, horizontal window arrangement and stucco finishes will visually tie the buildings together. Large overhangs on the south and west facades will dramatically reduce solar heat gain during the summer months and therefore reduce the amount of cooling required.

See the attached proposed floor plans and exterior renderings for each building.

INSERT ALL FLOOR PLANS AND RENDERINGS

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Section VII - Opinion of Probable Cost Summary

KBA+S's core business is municipal facilities in Pennsylvania where the State requires projects to be public bid, prevailing wage, low bid award. Therefore KBA+S has access to an extensive amount of data regarding different types of buildings and what the expected construction cost should be. At the feasibility study phase of a project, when a miriade of information about the building is unknown or undecided, KBA+S is able to draw on this information to create a low to high range of cost based on the square footage of the buildings. In future phases of the building design, when site improvements are designed, floor plans are set, structural systems defined, finishes selected etc, more accurate cost estimates can be obtained.

The "Construction Costs" shown on the below estimates would include all work to complete the building like structure, finishes, HVAC systems, electrical lighting, plumbing, parking lots, storm water management, etc.

The "Soft Costs" include everything it takes to get the building constructed as well as make it operational for opening day. Architecture and engineering fees estimated include design, construction documents, bidding and complete project oversight during construction. Other soft costs include the purchase of furniture, equipment, phones, security systems and other items that are necessary to make the building functional.

The "Contingency" is shown at 8% to account for changes in thinking, changes in design concepts and unanticipated physical conditions like rock excavation in the early phases of a project. As the project progresses and more information is acquired the building costs can be refined and the contingency reduced.

The below is the preliminary project cost estimates on the small, medium and large building programs.

Small:

Construction: 31,000 sf at \$200 to \$220 / sf	\$6,200,000 to \$6,820,000
Soft Costs:	\$1,200,000 to \$1,400,000
8% Contingency	<u>\$ 608,000 to \$ 674,000</u>
Total	\$8,008,000 to \$9,227,000

Medium:

Construction: 39,000 sf at \$200 to \$220 / sf	\$7,800,000 to \$8,580,000
Soft Costs:	\$1,400,000 to \$1,600,000
8% Contingency	<u>\$ 752,000 to \$ 830,000</u>
Total	\$9,952,000 to \$11,010,000

Large:

Construction: 46,500 sf at \$200 to \$220 / sf	\$9,300,000 to \$10,230,000
Soft Costs:	\$1,600,000 to \$ 1,800,000
8% Contingency	<u>\$ 888,000 to \$ 978,000</u>
Total	\$11,788,000 to \$13,008,000

Section VIII – Possible Partnerships

A significant number of new recreation facilities now involve some form of partnership with other community organizations and recreation service providers. For partnerships to be effective the following must occur.

- Must actively pursue and sell the benefits of the partnership.
- Weigh the benefits vs. the cost of the partnership.
- Don't compromise on the original vision and mission of the project.
- Establish a shared partnership vision.
- Expect compromises to meet different needs and expectations.
- Clearly define development and operations requirements.

An important step in determining the feasibility of developing a new Montgomery Township Recreation Center is to assess the partnership opportunities that exist with organizations that could possibly have an interest in pursuing the project.

The following is a general summary of the partnership assessment and recommendations for how to proceed with possible partnering on the proposed Montgomery Township Recreation Center.

Specific Project Roles – After reviewing the partnering assessment for each organization the partnerships can be categorized into three possible levels.

Primary or Equity Project Partners – These would be the main partners in the project who have the most interest, the ability to fund, and a willingness to be a part of the development and operation of the facility. There are a very limited number of realistic equity partners for this project.

- ***Specialty Sports Facility*** – This would involve a private (or non-profit) organization developing a specialty sports facility (fieldhouse, and/or sports performance training facility) as a stand-alone facility on the same site. It should be expected that the organization would have a ground lease but would fund the capital development of their portion of the center and would also be responsible for its operations as well. There is real concern that the site may not be large enough to accommodate a facility of this size.

It should be noted that equity partnerships may likely require changes or additions to the facility program. If the project does move in this direction, then an RFP should be issued for any non-governmental partners.

Secondary Project Partners – These organizations could have an interest in the project but not to the same level as a primary or equity partner. Capital funding for the project is unlikely but there can be some assistance with program and service delivery.

- *Montgomery County Library* – The library has expressed an interest in having a new location for its book mobile at the center and might be able to provide some limited library services at the facility in the future.
- *Montgomery County Aging and Adult Services* – This organization has a number of senior focused facilities in the area already but they would be willing to provide some programming and services at the center.
- *Medical Service Providers* – There is the possibility of a hospital or other medical provider being able to offer basic health and wellness services to the local community through the recreation center. If there is a well-equipped fitness center, there may be a market to attract medical service providers to utilize the facility for rehabilitation purposes. There will need to be a strong effort to develop a contract with these providers to use the center during slower times of use (mid-day).
- *Retail Sales* – It may be possible to integrate some local retail services into the center. This could come in the area of a small beverage/food service operation and/or a small area to sell sports, recreation and fitness goods. The center should either lease space in the building for these purposes or take a percentage of any goods that are sold. The size and magnitude of the facility will determine the viability of such partnerships.
- *Other Recreation Service Providers* – In an effort to offer a wide variety of programs and services, partnering with select outside recreation providers is encouraged. These services should be offered on a contract basis with a split of gross revenues at a rate of 70% for the vendor and 30% for the center. Other providers could include the non-profit sector (YMCA, etc.), private health clubs, and other facilities.

The key factor with the secondary partners is to determine what programs and services are most appropriate for this delivery method realizing that there is the potential for overlapping services. Again, for many of these services, an RFP should be issued to determine the best partnering opportunities.

Support Partners – These organizations should support the development of a Montgomery Township Recreation Center project but would see limited to no direct involvement in the development or operation of the center.

- *North Penn School District* – The school district could be approached about being partners in the project especially as it relates to the gymnasium. However, most districts prefer to have facilities on their own campus. As a result, it is doubtful that the school district would be more than a support partner for this project.
- *Sports Organizations* – Local sports organizations could be primary users of the recreation center if the spaces that they need are available (gymnasiums) and support

their activities. It should be expected that these groups would be strong supporters of the center and would pay for their use of the facility.

- *Community Organizations* – Developing working relationships with community organizations and service clubs could provide much needed support for the project as well as generate possible users of the center.
- *Business and Corporate Community* – It is important to approach the corporate community with a variety of sponsorship opportunities to enhance the revenue prospects of the center.

Support partners would have a limited impact on the development and operation of a Montgomery Township Recreation Center, but their involvement in the process should still be a priority to build overall awareness of the project and help promote community use. As possible on-going users of the facility they could provide a solid revenue stream for the center.

As the Montgomery Township Recreation Center becomes closer to reality, the opportunities for partnering will increase. A well written partnership agreement will need to be drafted between any organizations involved in the project. The agreement should clearly outline the capital funding requirements, project ownership, priorities of use/pricing, operating structure, facility maintenance and long-term capital funding plan. These agreements must be approved prior to committing to begin design or construction of the project.

Section IX – Moving Forward

Note: Text to be provided following public comment and discussion at December 10, 2012 Workshop Meeting.

DRAFT