



Rexburg Multi-Generational Recreation Center Feasibility Study

2023



CITY OF
REXBURG
America's Family Community



Acknowledgements

City of Rexburg Mayor

City Council

City of Rexburg Parks & Recreation Department Staff

City of Rexburg Residents

Madison County Residents

City of Rexburg Staff

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CHAPTER ONE - EXECUTIVE SUMMARY

1.1 INTRODUCTION

The City of Rexburg provides ample opportunities for delivery of parks, recreation facilities, and program services to the citizens of Rexburg that greatly contributes to the quality of life for County residents. For the Department to continue to be an integral asset to residents, it must have a solid plan to guide the recreation efforts in its pursuit of the construction and operations of a multi-generational recreation center, which is outlined in this Feasibility Study.

1.2 PURPOSE OF THE STUDY

The purpose of the Rexburg Multi-Generational Recreation Center Feasibility Study will help guide the development and management of the Rexburg Multi-Generational Recreation Center as well as create new financial strategies to guide the operations and maintenance for the next five years. Outcomes of the plan include community input, needs assessment and funding statistically valid surveys, market analysis, establishing design principles, development of implementation strategies, as well as a concept for the facility and a business plan that will enhance the efficiency, revenue capacity and long-term financial sustainability for the new multi-generational recreational facility (*recreational center and indoor facilities*).

The process provides information for the staff to determine the feasibility of a multi-generational recreation center in Rexburg with the greatest opportunity to gain self-supporting operations through effective design, programming and services provided to the community.

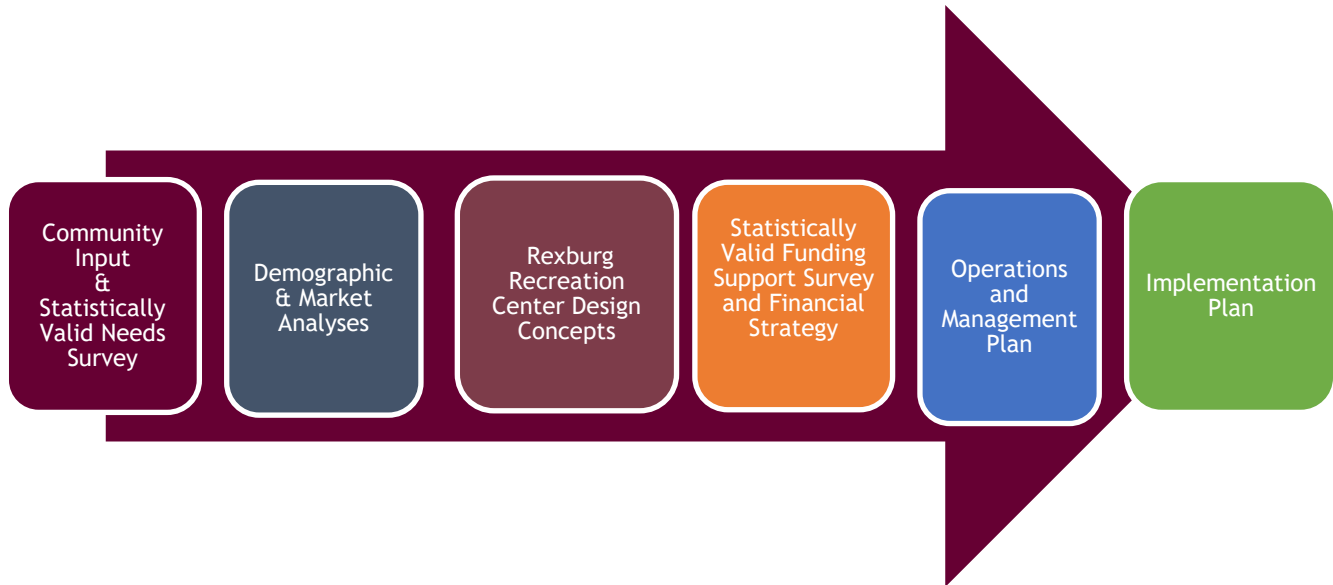
1.2.1 ELEMENTS OF THE PLAN

The plan consists of the following sections:

- Executive Summary
- Community Needs Assessment
- Demographic and Trends
- Market Analysis
- Rexburg Multi-Generational Recreation Center Concept Designs
- Rexburg Multi-Generational Recreation Center Operational and Financial Plan
- Recommendations and Implementation Plan

1.3 PROJECT PROCESS

The foundation of the Business Plan was the use of a creative and comprehensive public participation process. It was important to engage community members who enjoy participating in the planning process and encourage participation among those members that typically do not contribute. The public input process engaged residents through a variety of community input processes that included stakeholder interviews, focus group meetings, public forums, and a city-wide citizen survey. The information received from these community input processes was applied to the overall planning process. This is critical when articulating the true unmet needs, addressing key issues, providing recommendations for change, and strategizing to move the Department and city forward for optimum results. The process of developing the *Rexburg Multi-Generational Recreation Center Feasibility Study* followed a logical planning path as described below:



1.4 KEY FINDINGS

The key findings from the public input process and surveys demonstrate strong support for the construction, operations, and funding of a multi-generational recreation center. Overall highlights are as follows:

- The community values and desires indoor recreation/aquatic offerings.
- Program services for the community are viewed as a positive and people appreciate the efforts the city has made in providing these services.
- There is a lack of publicly accessible indoor recreation and aquatic space in the county.
- Madison County residents strongly support the construction of a multi-generational recreation center.

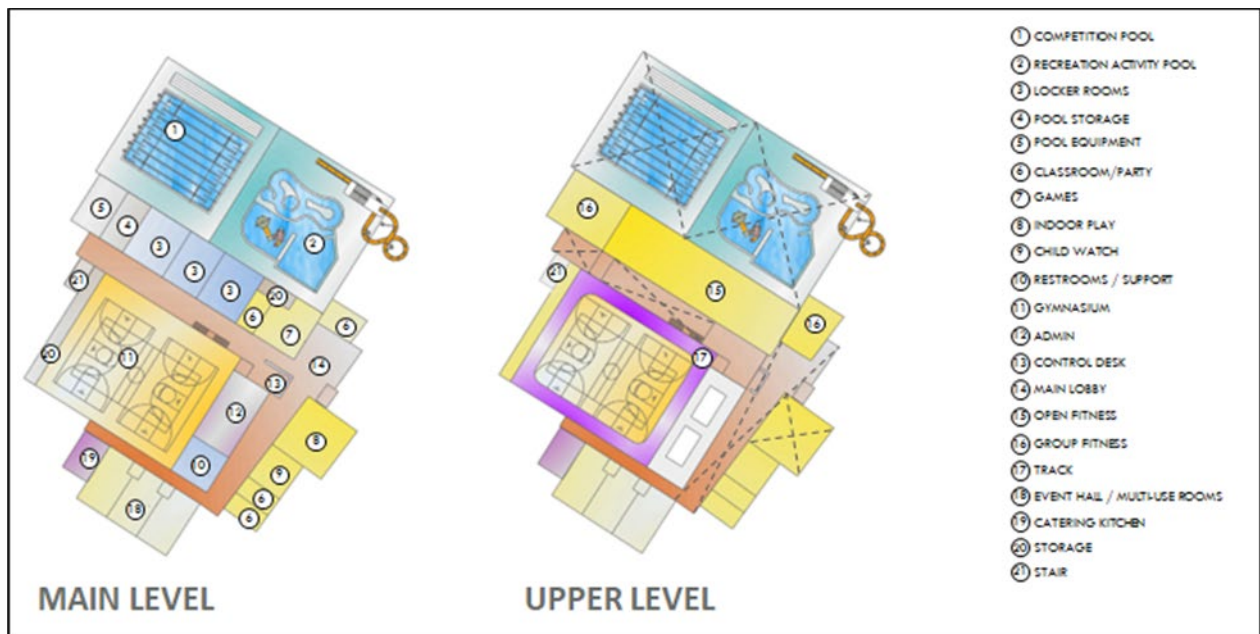
1.5 KEY RECOMMENDATIONS

- Develop a Madison County Recreation District to provide the funding necessary to construct and support the asset management of a multi-generational recreational facility (*recreation center and indoor aquatics*).
- Construct a state-of-the-art multi-generational facility adjacent to Rexburg Rapids. The facility should include:
 - Indoor aquatics (recreational and competitive offerings).
 - Gymnasium.
 - Indoor walking track.
 - Fitness center and group fitness space.
 - Multi-purpose spaces that can be utilized by the community.
- Expand programming for youth, young adults, and seniors by broadening the types of programs to become more multi-generational.
- Continue to invite partners to help deliver indoor recreation services in Madison County.

1.6 RECREATION CENTER SITE PLAN – ADJACENT TO REXBURG RAPIDS



1.7 RECREATION CENTER CONCEPT FLOOR PLAN



1.8 PROGRAM SPACE MATRIX

Rexburg Multi-Generational Recreation Center Space Matrix	
Building Program / Space Type	Square Footage
SUPPORT	
Administration	2,303
Offices / Storage / Conference / Break Room	
Lobby & Support Spaces	4,724
Open Lobby & Lounge Area Control Desk / Restrooms / Maintenance	
Locker Spaces	5,228
Women's / Men's Locker Rooms	
Universal Changing Rooms	1,422
(6) Family Cabanas	
COMMUNITY	
Child Watch	1,065
Play Area / Toilet / Storage	
Games Room	1,609
Activities / Storage / Coordinator Station	
Indoor Playground	2,434
Playground / Climbing Area / Youth Activities / Storage	
Party Room / Dry Craft Room / Classroom	2,059
(4) Rooms / Storage	
Community / Events Hall (240 Person)	4,144
Community Room / Storage	
Catering Kitchen	819
Warming Area / Storage	
RECREATION	
Gymnasium - (1) High School / (2) Middle School Courts	13,478
Gym / Spectator Seating / Space for Walking Track Above / Storage	
Elevated Walk / Jog Track	3,911
Around Gym Perimeter / (12) laps/mile	
Fitness / Weights (6,000 SF)	6,300
Training / Free Weight / Stretching Area / Fitness Office / Storage	
Aerobic / Dance Studio (15-20 Person)	1,053
Studio / Storage	
Aerobic / Dance Studio (30-35 Person)	2,340
Studio / Storage	
AQUATICS	
Aquatics Support	866
Lifeguard Room / Office / First Aid	
(8) Lane x 25 Yard Competition Pool	12,223
Multi-use Competition Pool / Deck Area for Spectator Seating / Pool Equipment / Storage	
(4,500 SF) Recreation Activity Pool	11,996
Spray Features & In Pool Amenities / Current Channel / Play Area / Pool Equipment / Storage	
Water Slide	54
Body Slide	
Spa / Whirlpool (15 Person)	322
Spa	
TOTAL SPACE SUMMARY	
Building Square Footage	78,350

1.9 RECREATION CENTER ESTIMATED CONSTRUCTION COSTS

Rexburg Feasibility Cost Evaluation Matrix - Based on 2026 Mid-Point of Construction			
Building Program / Space Type	Square Footage	Cost/SF	Construction Cost
TOTAL PROJECT COST SUMMARY			
Building SF & Construction Cost	78,350	\$ 620	\$ 48,600,000
Site Construction Cost (5% of Building Cost)			\$ 2,430,000
Combined Construction Costs (Building + Site)			\$ 51,030,000
Soft Costs (30% of Combined Construction Cost)			\$ 15,309,000
Total Project Cost		\$ 847	\$ 66,339,000

- **\$4 - \$4.5 Million in Annual Debt Service Payment for 30 years**

1.10 OPERATIONAL FINANCIAL SUMMARY

The complete operations and maintenance budget for the multi-generational recreation facility operations is presented below.

Pro Forma Revenues & Expenditures						
REXBURG RECREATION CENTER						
BASELINE: REVENUES AND EXPENDITURES						
REVENUE TYPE	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Passes	\$1,413,850	\$1,456,266	\$1,499,953	\$1,544,952	\$1,591,301	\$1,639,040
Fitness	\$11,250	\$11,588	\$11,935	\$12,293	\$12,662	\$13,042
Indoor Aquatics	\$172,000	\$177,160	\$182,475	\$187,949	\$193,588	\$199,395
Recreation	\$108,900	\$112,167	\$115,532	\$118,998	\$122,568	\$126,245
Parties	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982
Rentals	\$39,550	\$40,737	\$41,959	\$43,217	\$44,514	\$45,849
Concessions	\$112,500	\$115,875	\$119,351	\$122,932	\$126,620	\$130,418
Total	\$1,883,050	\$1,939,542	\$1,997,728	\$2,057,660	\$2,119,389	\$2,182,971
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Administration	\$747,663	\$766,618	\$786,072	\$806,040	\$826,533	\$847,568
Building Maintenance	\$531,629	\$547,193	\$563,217	\$579,713	\$596,697	\$614,181
Fitness	\$209,777	\$215,490	\$221,363	\$227,401	\$233,607	\$239,988
Indoor Aquatics	\$641,520	\$659,888	\$678,790	\$698,240	\$718,256	\$738,854
Recreation	\$147,753	\$151,870	\$156,105	\$160,460	\$164,940	\$169,547
Parties	\$10,576	\$10,888	\$11,210	\$11,541	\$11,882	\$12,233
Rentals	\$71,443	\$73,536	\$75,691	\$77,910	\$80,194	\$82,545
Child Care	\$78,508	\$80,853	\$83,269	\$85,756	\$88,318	\$90,957
Concessions	\$56,250	\$57,375	\$58,523	\$59,693	\$60,887	\$62,105
Total	\$2,495,118	\$2,563,712	\$2,634,239	\$2,706,754	\$2,781,314	\$2,857,979
RECREATION DISTRICT SUBSIDY	(\$612,068)	(\$624,171)	(\$636,511)	(\$649,095)	(\$661,925)	(\$675,008)
Total Cost Recovery	75%	76%	76%	76%	76%	76%

CHAPTER TWO - COMMUNITY PROFILE

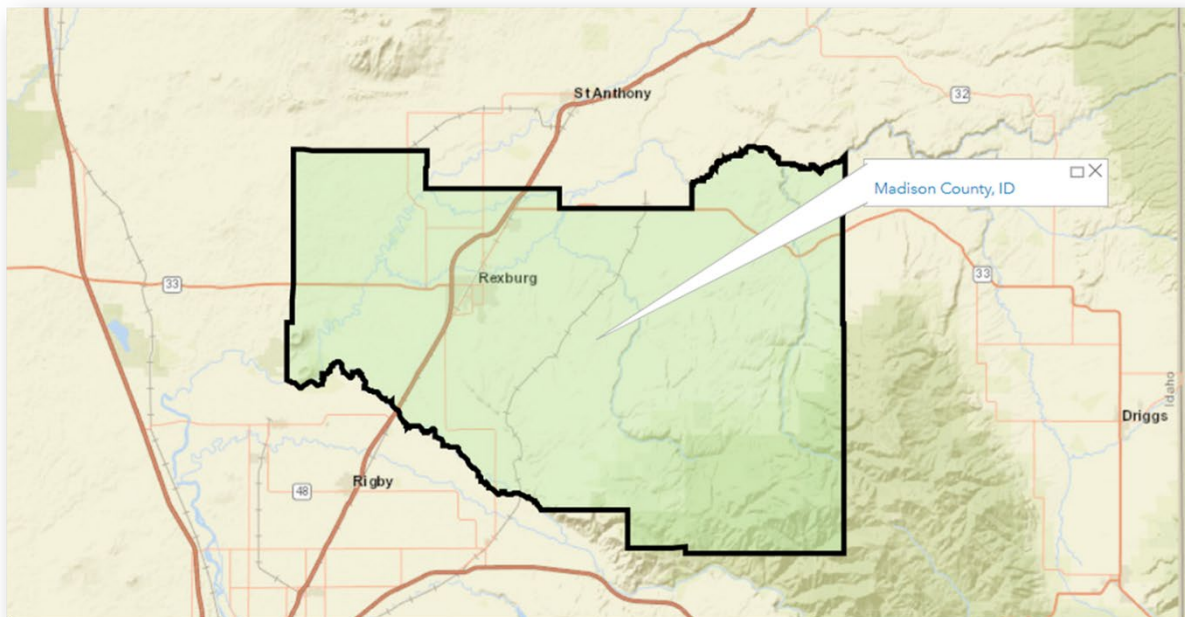
2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population of Madison County, Idaho. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

2.2 METHODOLOGY

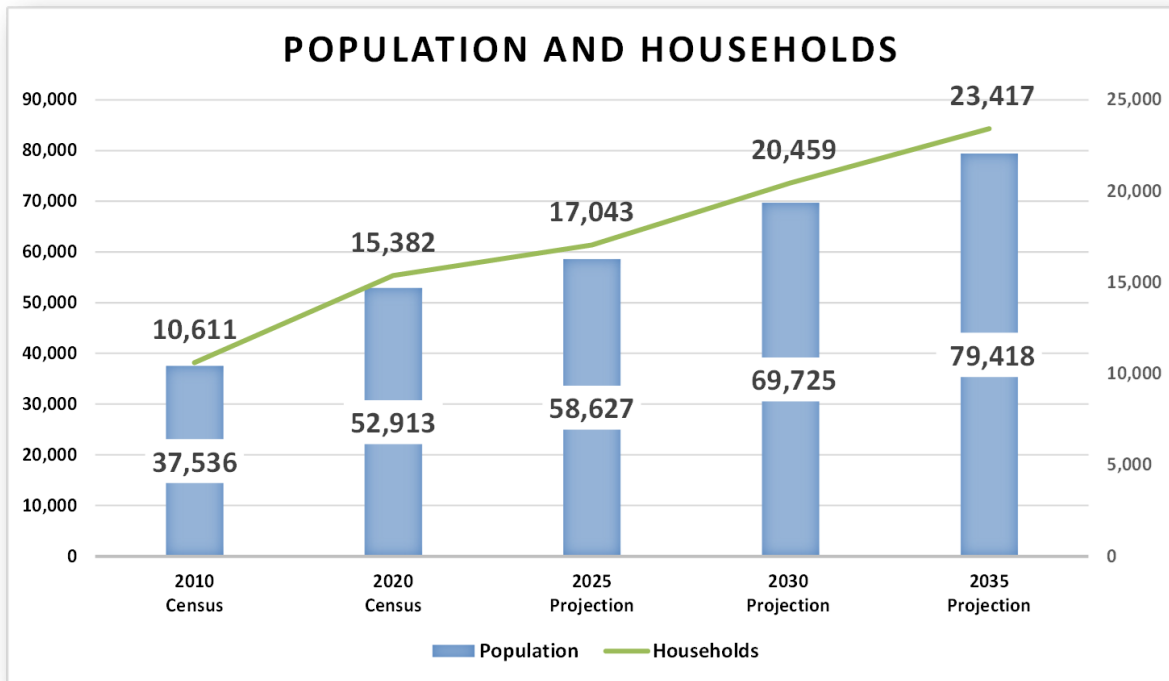
Demographic data used for the analysis was obtained from U.S. Census Bureau and from the **Environmental Research Institute (ESRI)**, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in January 2020 and reflects actual numbers as reported in the 2010 and 2020 Censuses and estimates for 2025 as obtained by ESRI. Straight line linear regression was utilized for projected 2030 and 2035 demographics. Madison County was utilized as the geographical boundaries for this analysis.



2.3 MADISON COUNTY, IDAHO POPULACE

POPULATION

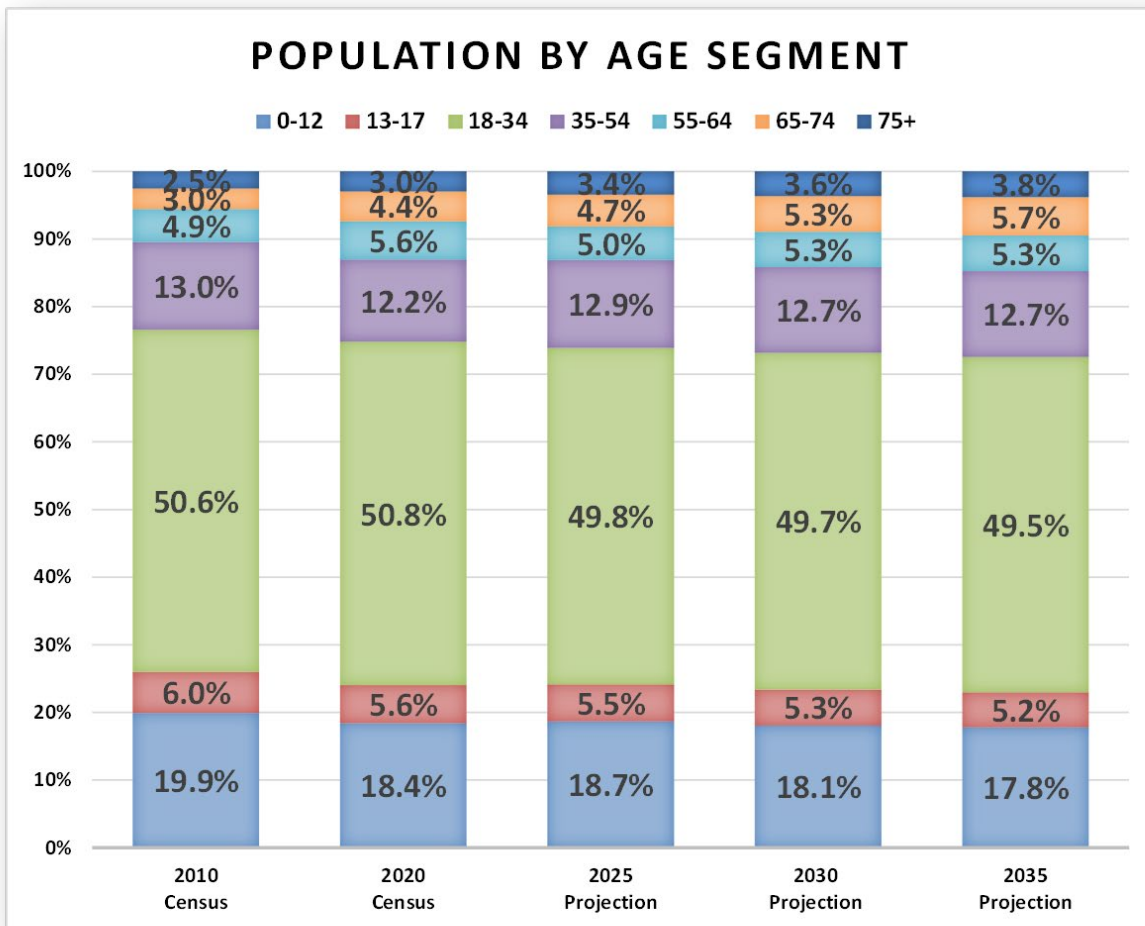
Madison county’s population has experienced a growing trend in recent years and as of the 2020 census was at 52,913 individuals. Projecting ahead, the total population is expected to grow at rate (3.3% annually) that is four times faster than the U.S. annual growth rate (0.8%) over the next 15 years. Based on predictions through 2035, the county is expected to have 79,418 residents living within 23,417 households (3.4 persons per household; U.S. persons per household = 2.51)



AGE SEGMENT

Evaluating the population by age segments, the county exhibits an unbalanced distribution of population among the major age segments. Currently, the largest age segment, as expected due to the presence of Brigham Young University-Idaho, is the 18-34 segment, making up 50.8% of the population.

The overall age composition of the population within the county is projected to undergo a slight aging trend. While most of the younger age segments are expected to remain the same or experience slight decreases in population percentage; those who are 65 and older are projected to continue increasing over the next 15 years, making up 9.5% of the population by 2035 - an increase of 2.1% over 2020.



- Please note. Figures above include Brigham Young University-Idaho student enrollment figures of approximately 27,000 which significantly contribute to the 18-34-year-old age segment.

RACE AND ETHNICITY DEFINITIONS

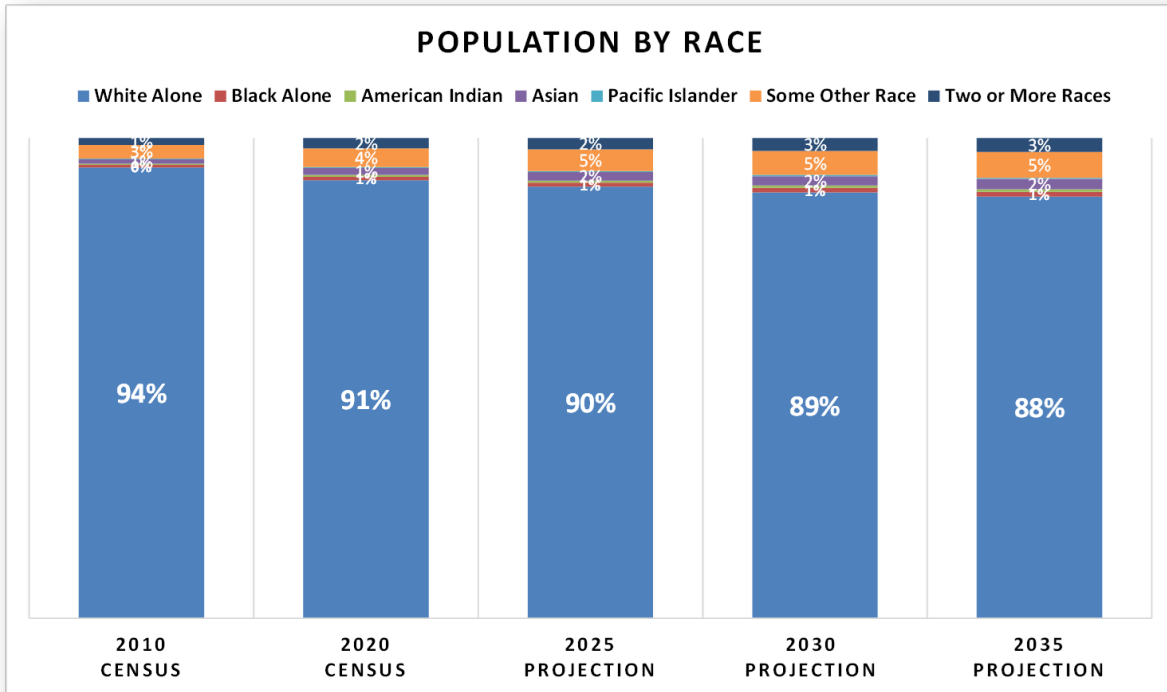
The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian** - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- **Asian** - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black Alone** - This includes a person having origins in any of the black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White Alone** - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- **Hispanic or Latino** - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

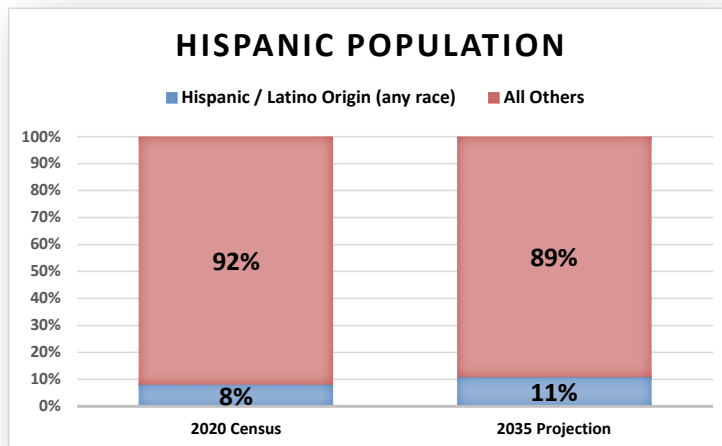
Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

RACE AND ETHNICITY

In analyzing race, the County's current populations are predominately White Alone. The 2020 census shows that 91% of the service area's population falls into the White Alone category, while the Some Other Race category (3%) represents the largest minority. The predictions for 2035 expect that the service area's population by race will diversify with a decrease in the White Alone population by approximately 3% and a slight increase in the Some Other Race category.

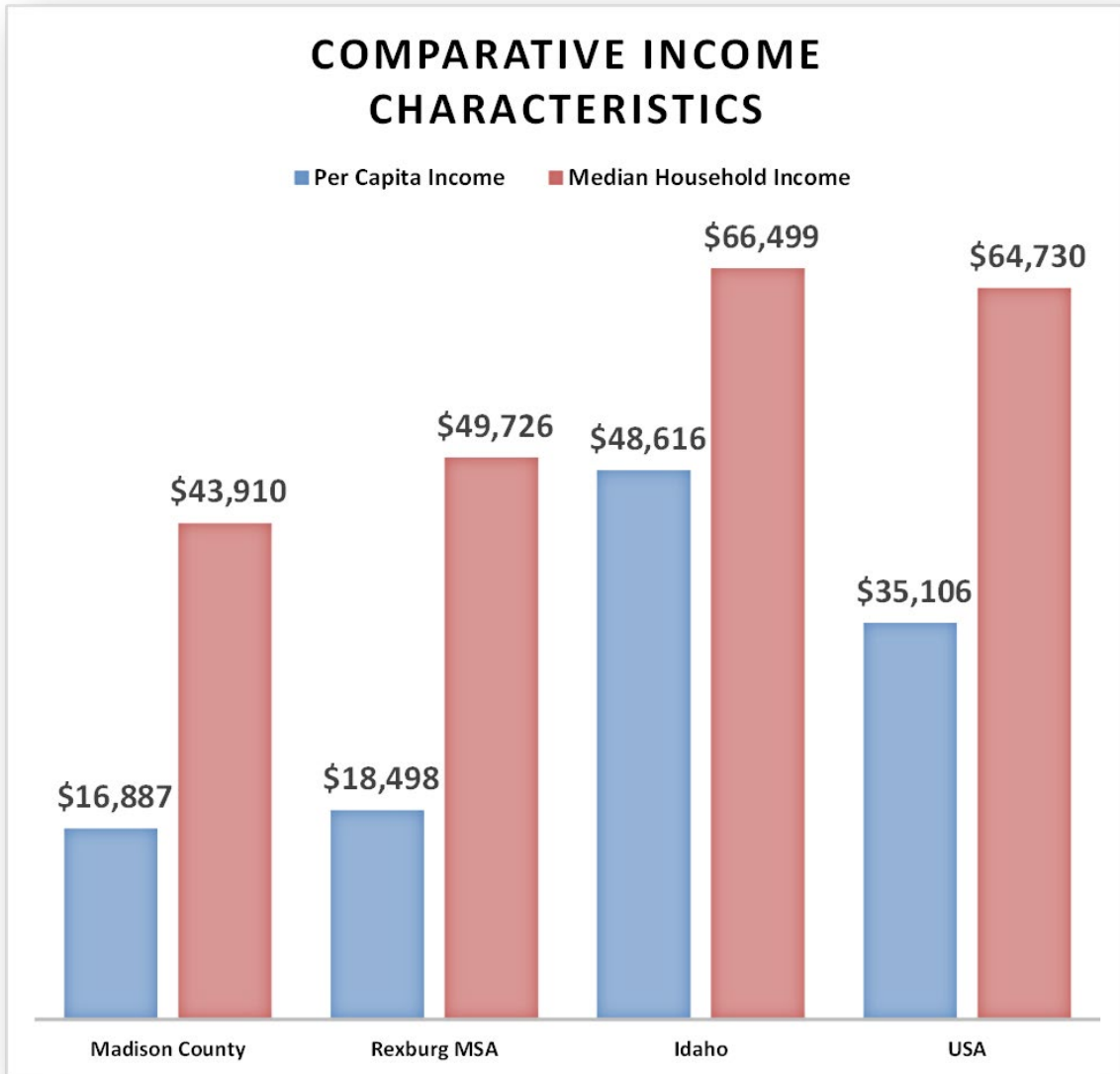


Based on the 2020 census, those of Hispanic/Latino origin represented 8% of the service area's total population. The Hispanic/Latino population is expected to experience a slight increase to 11% by 2035.



HOUSEHOLDS AND INCOME

As seen in chart below, the County’s per capita and median household income levels are below, City of Rexburg, State of Idaho, and national averages.



- Please note. Figures above include Brigham Young University - Idaho student enrollment figures of approximately 27,000, which significantly contribute to the “depression” of income averages in Madison County.

2.4 DEMOGRAPHIC IMPLICATIONS

The following implications are derived from the analyses provided. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is increasing and is projected to experience a 50% population growth over the next 15 years. This is well above the projected national growth rate over the same time period. With a growing population, there will be continued need to strategically invest, develop, and maintain indoor recreation facilities in relation to current and future residential growth.

AGE SEGMENTATION

The county has an unbalanced age segmentation with the largest group being 18-34 with the second largest group being 0-17. Over the next 15 years, while the younger age segments are expected to remain experience slight decreases in population percentage; those who are 65 and older are projected to increase by 2.1% over the next 15 years. This is significant as providing access to indoor recreation services and programs will need to be focused on a multitude of age segments simultaneously and equally challenging as age segments have different likings towards recreational activities.

RACE AND ETHNICITY

A slightly diversifying population will likely focus the county on providing traditional and non-traditional programming and service offerings while always seeking to identify emerging activities and sports.

HOUSEHOLDS AND INCOME

With median and per capita household income averages below state and national averages, it would be important to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to generate revenue.



CHAPTER THREE - RECREATION TRENDS AND MARKET ANALYSIS

The Recreational Trends and Market Analysis provides an understanding of national and local recreational trends. Trends and market data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically-valid survey results, or NRPA Park Metrics.

3.1 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50-times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.

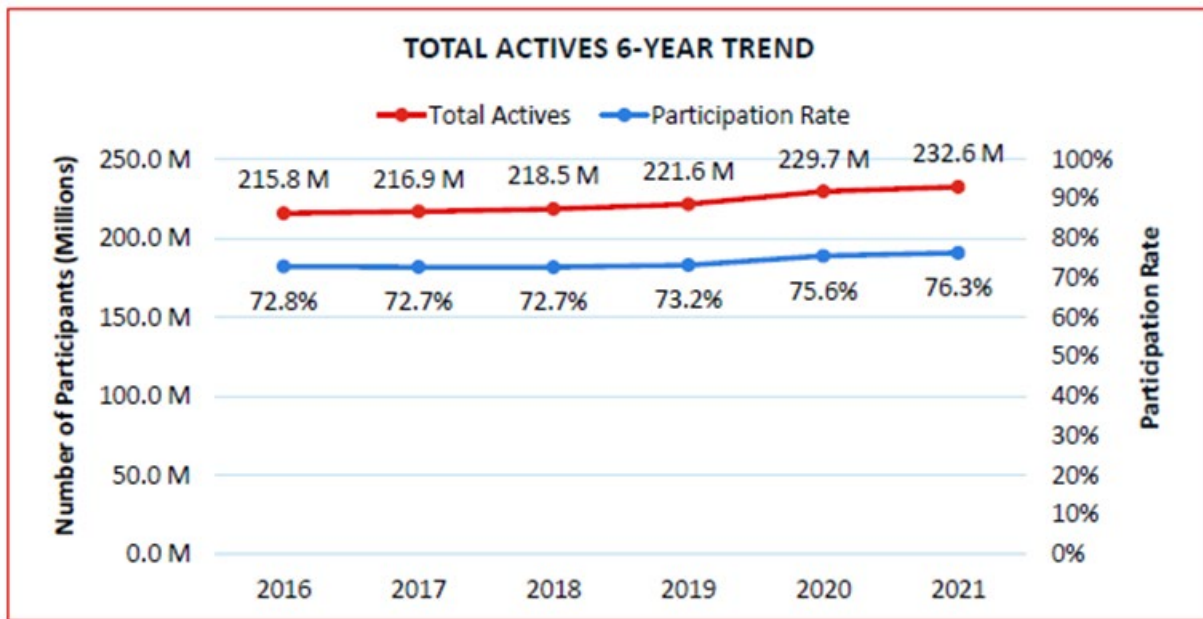
3.2 IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years. There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started at indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2.0 percent increase. Outdoor sports continued to grow with 53.9 percent of the U.S. population participating. This rate remains higher than pre-pandemic levels, having 6.2 percent gain over 50.7 percent participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6 percent in one year and 13.9 percent from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.

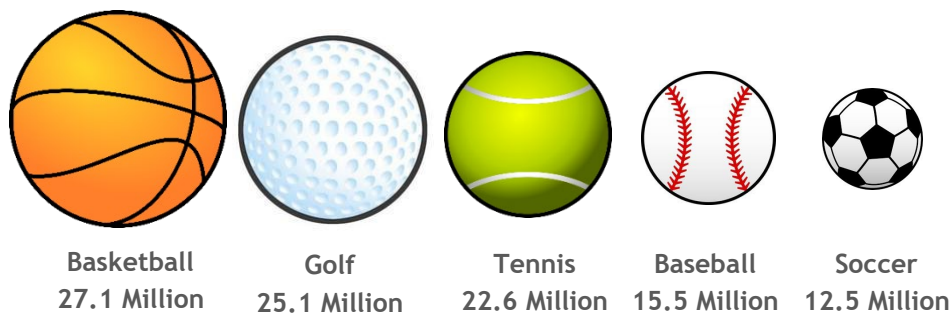


3.3 NATIONAL TRENDS IN GENERAL SPORTS

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures well in excess of the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with relatively small number of participants, this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball’s overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Basketball (21.4%) and Boxing for Competition (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends; with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%) and Baseball (-0.5%) have shown a five-year trend increase, but a decrease over the last year. This is likely a direct result of coming out of the COVID-19 pandemic. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.

CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%

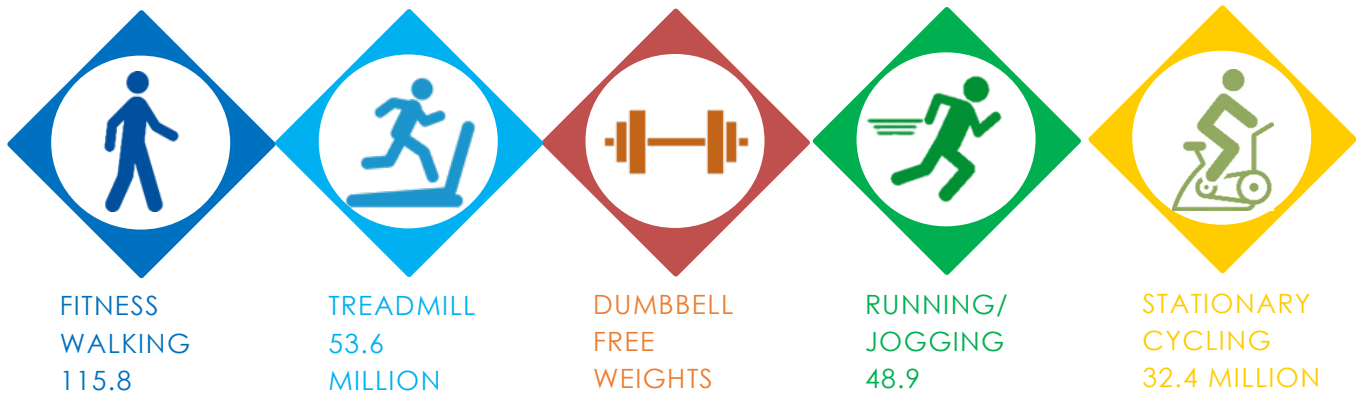
NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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3.4 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation are as follows: Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).



FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include: Group Stationary Cycling (-33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%).

CORE VS. CASUAL TRENDS IN GENERAL FITNESS

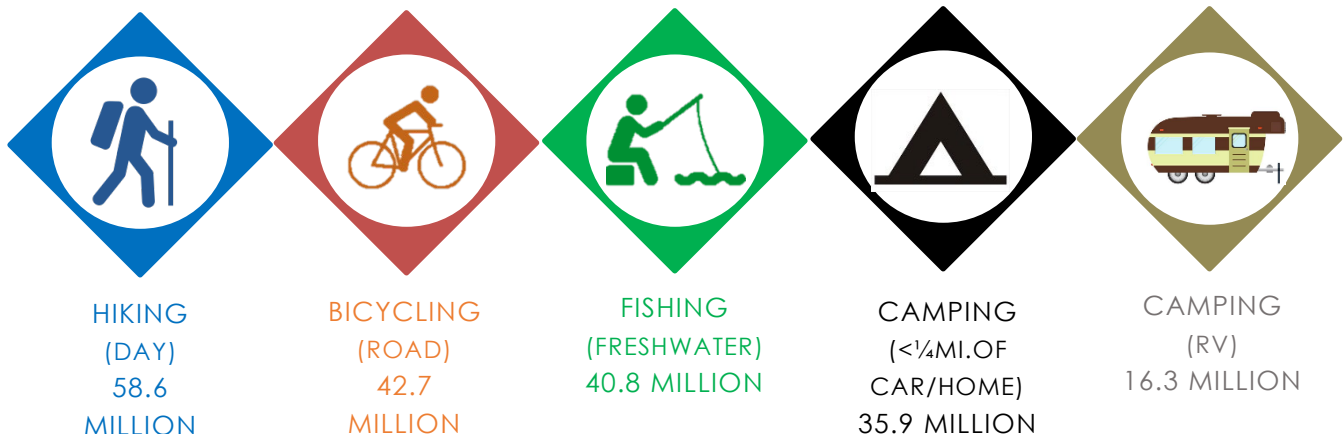
The most participated in fitness activities all had increases in their casual user base (participating 1-49 times per year) over the last year. These fitness activities include: Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HIIT)	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

3.5 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2021, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Hiking (Day) (58.6 million), Road Bicycling (42.7 million), Freshwater Fishing (40.8 million), Camping within ¼ mile of Vehicle/Home (35.9 million), and Recreational Vehicle Camping (16.3 million). PLEASE NOTE: Hiking (Day) = a hike that is short enough to be completed in a single day.



FIVE-YEAR TREND

From 2016-2021, Hiking (Day) (39.3%), Camping within ¼ mile of Vehicle/Home (36.0%), Skateboarding (35.8%), Birdwatching (27.8%), BMX Bicycling (24.4%), and Fly Fishing (15.5%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-39.1%), Traditional Climbing (-14.9%), In-Line Roller Skating (-8.2%), and Archery (-7.1%) to be the only activities with decreases in participation.

ONE-YEAR TREND

The one-year trend shows almost all activities declining in participation from the previous year. The growing activities being Indoor Climbing (2.7%), Hiking (Day) (1.5%), Archery (1.3%), In-Line Roller Skating (1.0%), Boulder Climbing (0.5%), and over the last year, the activities that underwent the biggest decreases in participation were Recreational Vehicle Camping (-8.2%) and Adventure Racing (-7.1%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

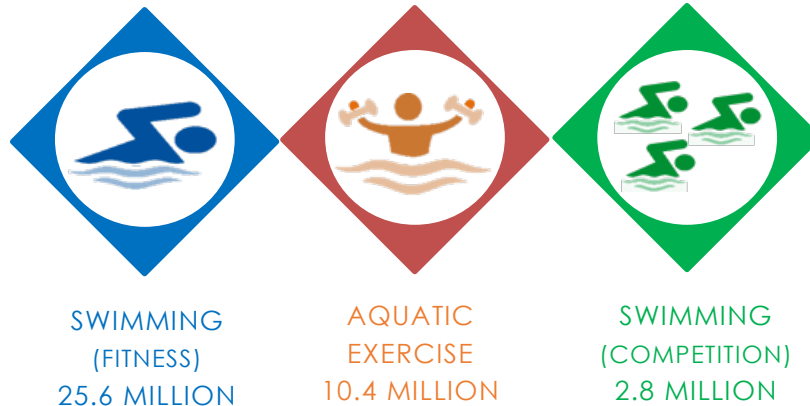
Most outdoor activities have experienced participation growth in the last five years. Although this a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users.

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Hiking (Day)	42,128	57,808	58,697	39.3%	1.5%
Bicycling (Road)	38,365	44,471	42,775	11.5%	-3.8%
Fishing (Freshwater)	38,121	42,556	40,853	7.2%	-4.0%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	36,082	35,985	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	17,825	16,371	3.3%	-8.2%
Fishing (Saltwater)	12,266	14,527	13,790	12.4%	-5.1%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	15,228	14,815	27.8%	-2.7%
Backpacking Overnight	10,151	10,746	10,306	1.5%	-4.1%
Bicycling (Mountain)	8,615	8,998	8,693	0.9%	-3.4%
Archery	7,903	7,249	7,342	-7.1%	1.3%
Fishing (Fly)	6,456	7,753	7,458	15.5%	-3.8%
Skateboarding	6,442	8,872	8,747	35.8%	-1.4%
Climbing (Indoor)	-	5,535	5,684	N/A	2.7%
Roller Skating, In-Line	5,381	4,892	4,940	-8.2%	1.0%
Bicycling (BMX)	3,104	3,880	3,861	24.4%	-0.5%
Climbing (Traditional/Ice/Mountaineering)	2,790	2,456	2,374	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	2,290	2,301	N/A	0.5%
Adventure Racing	2,999	1,966	1,826	-39.1%	-7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

3.6 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.



FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the accessibility of facilities during COVID-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seem a drop in core participation (50+ times per year) in the same time frame. This was happening before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend.

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

3.7 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2020 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities. White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities to grow both over 5 years and in the last one year. Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by uncontrollable factors. These high causal user numbers are likely why most water sports/activities have experienced decreases in participation in recent years.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,017	13,002	13,351	33.3%	2.7%
Canoeing	10,046	9,595	9,199	-8.4%	-4.1%
Snorkeling	8,717	7,729	7,316	-16.1%	-5.3%
Jet Skiing	5,783	4,900	5,062	-12.5%	3.3%
Sailing	4,095	3,486	3,463	-15.4%	-0.7%
Stand-Up Paddling	3,220	3,675	3,739	16.1%	1.7%
Rafting	3,428	3,474	3,383	-1.3%	-2.6%
Water Skiing	3,700	3,050	3,058	-17.4%	0.3%
Surfing	2,793	3,800	3,463	24.0%	-8.9%
Wakeboarding	2,912	2,754	2,674	-8.2%	-2.9%
Scuba Diving	3,111	2,588	2,476	-20.4%	-4.3%
Kayaking (Sea/Touring)	3,124	2,508	2,587	-17.2%	3.1%
Kayaking (White Water)	2,552	2,605	2,587	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	1,268	1,297	-25.3%	2.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	
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3.8 PARTICIPATION BY GENERATION

Boomers (1945 – 1964)				Millennials (1980~1999)			
	2019	2020	2021		2019	2020	2021
Fitness Sports	59.8%	59.9%	64.4%	Fitness Sports	68.3%	68.7%	70.0%
Individual Sports	23.1%	22.3%	22.9%	Individual Sports	39.8%	41.5%	41.3%
Outdoor Sports	39.4%	39.5%	41.9%	Outdoor Sports	57.5%	59.4%	60.5%
Racquet Sports	5.5%	6.4%	6.8%	Racquet Sports	17.6%	19.3%	19.3%
Team Sports	4.3%	4.9%	5.1%	Team Sports	27.2%	30.4%	30.6%
Water Sports	7.4%	7.8%	8.2%	Water Sports	15.0%	17.1%	17.2%
Winter Sports	3.9%	3.5%	3.7%	Winter Sports	14.9%	14.5%	14.0%

Gen X (1965~1979)				Gen Z (2000+)			
	2019	2020	2021		2019	2020	2021
Fitness Sports	65.1%	66.0%	64.2%	Fitness Sports	53.5%	55.2%	55.8%
Individual Sports	29.9%	31.5%	29.6%	Individual Sports	42.0%	44.3%	44.0%
Outdoor Sports	50.4%	52.2%	50.4%	Outdoor Sports	59.1%	60.6%	60.8%
Racquet Sports	10.1%	12.2%	11.8%	Racquet Sports	18.1%	22.4%	22.6%
Team Sports	12.0%	15.5%	15.2%	Team Sports	56.3%	56.6%	55.8%
Water Sports	10.9%	13.0%	12.3%	Water Sports	12.9%	16.3%	15.8%
Winter Sports	8.6%	8.7%	8.2%	Winter Sports	18.9%	19.4%	19.1%

PARTICIPATION BY GENERATION

3.9 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in, if they were readily available.

Overall, the activities most age segments are interested in include: Camping, Bicycling, Fishing, and Swimming for Fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



3.10 LOCAL TRENDS – GENERAL SPORTS MARKET POTENTIAL

ESRI's 2022 Sports and Leisure Market Potential Data measures the likely demand for recreation activities as well as expected consumer attitudes towards these activities by Madison County residents. The MPI shows the likelihood that a resident of the Madison County will participate in certain activities when compared to the US National average. The County is compared to the national average in two (2) categories - general sports and fitness. PLEASE NOTE: The participation by Madison County residents in these activities is not restricted geographically to the Madison County. For example, a Madison County resident may participate in an activity offered by the City of Idaho Falls.

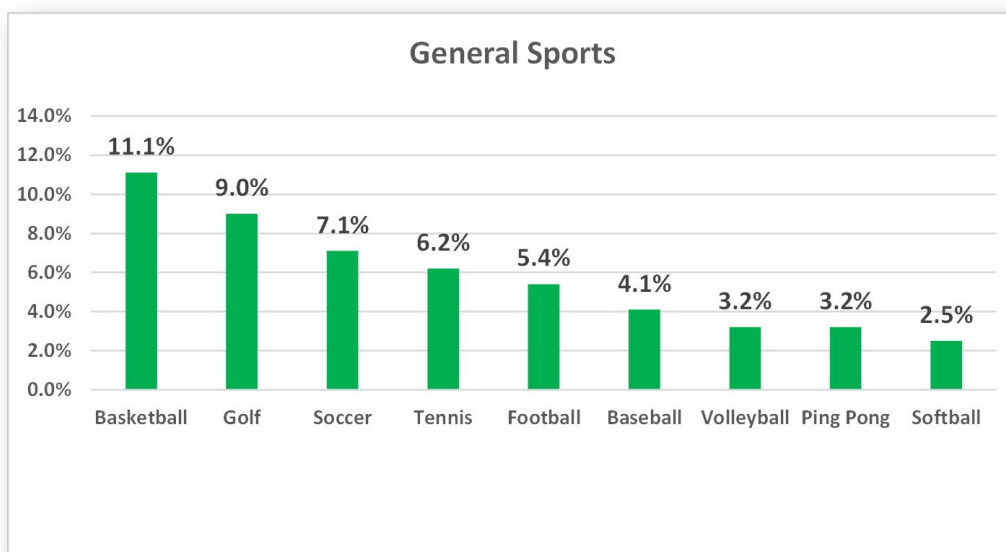
Overall, Madison County demonstrates average to above average market potential index numbers. Looking at the two categories (general sports and fitness), Madison County's MPI percentages show that Madison County has strong participation rates when it comes to general sports and fitness activities.

Activities with MPI numbers greater than the national average are significant because they demonstrate that there is a greater potential that Madison County residents will actively participate in offerings if these activities were provided by the County or surrounding communities. Activities with MPI numbers lower than the national average are also significant because they demonstrate that there is either a lower potential that Madison County residents will participate in these activities or the opportunity to participate in these activities is not available to them.

This data should be interfaced with other key findings derived during the master planning process to determine an appropriate level of service for recreational amenities for the Madison County. Other key factors that determine level of service include, but are not limited to: demographic projections, resident need as determined by the community engagement process, current level of service (existing amenity inventory), and access to existing recreation amenities.

PLEASE NOTE: 1% of Madison County's current population = 529 residents

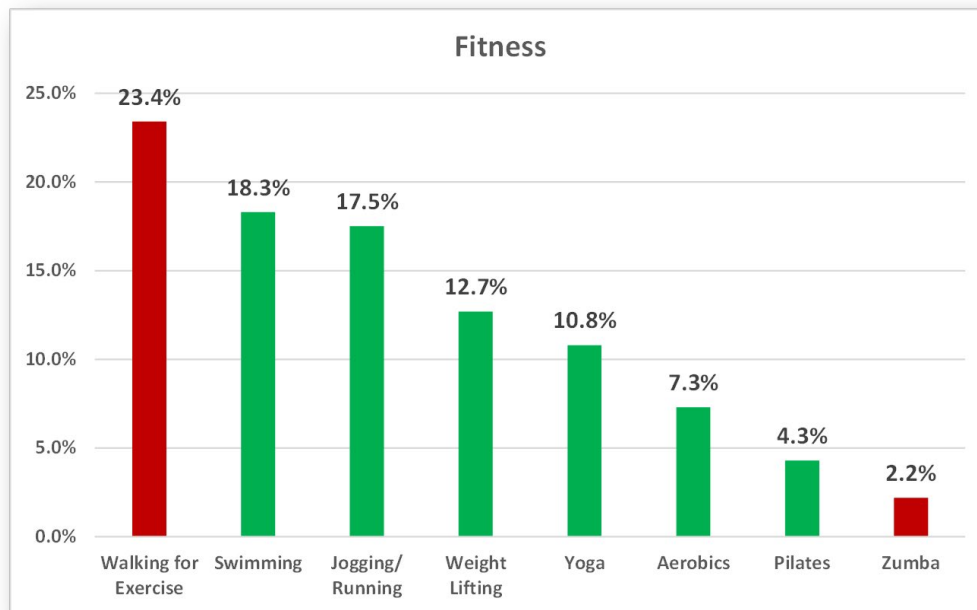
3.10.1 GENERAL SPORTS MARKET POTENTIAL INDEX



ABOVE NATIONAL AVERAGE

BELOW NATIONAL AVERAGE

3.10.2 GENERAL FITNESS MARKET POTENTIAL INDEX



ABOVE NATIONAL AVERAGE

BELOW NATIONAL AVERAGE

3.11 RECREATION TRENDS SUMMARY

It is critically important for Madison County to understand the local and national participation trends in recreation activities. In doing so, the county can gain general insight into the lifecycle stage of recreation programs and activities (emerging, stable, and declining) and thereby anticipate potential changes in need and demand for the programs and activities that it provides to the residents. Here are some major takeaways for local and national recreation trends:

- Fitness walking remained the most popular activity OVERALL nationally, however, is well below the national average locally, likely due to lack of indoor walking spaces available to residents to participate in the activity during the cold weather months. This activity will likely continue to grow in popularity.
- Aquatic activities have experienced strong participation growth, both locally and nationally.
- Basketball is the most participated in **sport** nationally and locally
- Almost all fitness activities show higher than average participation rates locally (yoga, weight lifting, Pilates, etc.)
- Based on national measurements, income level has a positive impact on activity rate. Higher income households tend to have higher activity rates.
- Age is also a significant factor to inactivity level. Generation Z (age 6-17) had the lowest inactivity rate while the boomers (age 55+) had the highest inactivity rate.
- Besides income and age factors, non-participants are more likely to join sports or fitness activities if a friend accompanies them.

3.12 COMPETITOR ASSESSMENT

As a part of the Feasibility Study for a multi-generational recreation center, the consulting team conducted a similar provider analysis within Madison County boundaries in the spring of 2022. Search criteria targeted indoor recreation centers, gymnasiums, and fitness centers, as well as aquatic centers. The search yielded a total of six (6) recreation and/or fitness centers and two (2) aquatic centers, and each facility’s amenities, programming and pricing were evaluated. PLEASE NOTE: Rexburg Rapids is not included in the chart below as it is not considered to be a future competitor for a multi-generational recreation center in the county.

Facility Type	Name	Address	Sector	Distance to Rexburg Rapids
Fieldhouse/Gymnasium	Bobcat Fieldhouse	2300 University Blvd, Rexburg, ID 83440	School	3.7 Miles
University Recreation Center	BYU-Idaho I-Center	50 W Viking Drive, Brigham Young University-Idaho, Rexburg, ID 83460	University	0.4 Miles
Outdoor Aquatic Facility	Heise Hot Springs	5116 E Heise Rd, Ririe, ID 83443	Private	20.6 Miles
Outdoor Aquatic Facility	Green Canyon Hot Springs	2432 N Canyon Creek Rd, Newdale, ID 83436	Private	25.4 Miles
Fitness Center	Bodify Gym	730 W 7th S, Rexburg, ID 83440	Private	2.6 Miles
Fitness Center	Anytime Fitness, Rexburg	859 S Yellowstone Highway Ste 700, Rexburg, ID 83440	Private	2.4 Miles
Fitness Center	Fit 1 Gym	664 N 2nd E, Rexburg, ID 83440	Private	1.0 Mile
Fitness Center	Teton Crossfit	871 Jet Stream Dr, Rexburg, ID 83440	Private	1.8 miles



3.12.1 RECREATION CENTER/FITNESS CENTER AMENITIES AND PRICING

The following chart is a comparative of the basic amenities and pricing available for recreation and fitness centers within Madison County. This form of analysis is useful for assessing the amenities and user fee price points most suited for a multi-generational recreation center in the county by cross-referencing existing facilities in the county.

Facility Type	Name	Amenity	Operating Hours per Week	Availability to Public	Pricing
Fieldhouse/Gymnasium	Bobcat Fieldhouse	Indoor Turf Field, Tennis/Pickleball Courts, 2 lane walking path	Available for Rent	Available for Rent	NA
University Recreation Center	BYU-Idaho I-Center	13 Indoor Multi-Use Courts, Swimming Pool, Indoor Walking Track, Fitness Center	105	Limited to General Public	NA
Fitness Center	Bodify Gym	Fitness Center, Group Exercise, Tanning, Red Light Therapy, Spinning	140	Membership Based	Monthly: \$29.99-\$69.99
Fitness Center	Anytime Fitness, Rexburg	Fitness Center	168	Membership Based	Bi-Weekly: \$14.99-\$16.49 6 month: \$254.34
Fitness Center	Fit 1 Gym	Fitness Center, Group Exercise, Tanning, Sauna	168	Membership Based	Monthly: \$29.99-\$44.99
Fitness Center	Teton Crossfit	Crossfit Themed Gym with Yoga	78	Membership Based	Monthly: \$50-\$199

3.12.2 AQUATIC FACILITY AMENITIES AND PRICING

The following chart is a comparative of the basic amenities and pricing available for aquatic facilities within Madison County. This form of analysis is useful for assessing the amenities and user fee price points most suited for a multi-generational recreation center with an aquatic center in the county by cross-referencing existing facilities in the county.

Facility Type	Name	Amenity	Operating Hours per Week	Availability to Public	Pricing
Outdoor Aquatic Facility	Heise Hot Springs	Winter Hot Springs Pool, Summer Outdoor pool with Tube Slide	Hot Pool 74 - F/W/S; 96 - Summer	Open to Public	Daily: \$8 - \$17
Outdoor Aquatic Facility	Green Canyon Hot Springs	Indoor Hot Springs Pool	21 - F/W/S 62 - Summer	Open to Public	Daily \$2.50 - \$8.75; Seasonal Passes Available

3.12.3 CONCLUSION/ FINDINGS

Based on findings from the competitor analysis, there are limited options for recreation/fitness facilities and aquatic centers within Madison County. As it relates to the business plan for a multi-generational recreational facility, the emphasis at the center should be on fitness, aquatic, and recreational amenities and programming for the community, including families and seniors.

The scope of available amenities for the area may also correlate to the local trends previously identified in the report. Based on the local market potential index scores, we determined that residents were more inclined to participate in general sports and fitness activities than the national average. This is likely due in large part to the prevalence of facilities and programming that are offered to students,

faculty and staff at the BYU-Idaho I-Center, which are not available to the general public. A new facility that satisfies the recreational and aquatic needs of the community would have a strong competitive advantage and would enhance the current market trends in the county.

AMENITIES

The amenities available at the existing facilities are heavily centered on fitness and strength training, and lack some key complimentary elements found in a typical community center. This presents a strong opportunity for a community facility with a well-rounded selection of amenities. The most prominent deficiencies to the overall inventory of recreational amenities available within the service area are the lack of an indoor walking/jogging track, gymnasiums, and the absence of space for meeting and multi-purpose use.

When analyzing the available aquatic centers, all but one of the facilities has an indoor pool and none have recreational play areas that appeal to families. One notable characteristic of the service area is that none of the aquatic centers in the area offers lap swimming and year-round programming. This may be a point of differentiation for a multi-generational recreation center in the county, as providing an indoor pool with lap/competitive swimming opportunities as well as recreational play areas and year-round programming would provide competitive swimmers, families, and those that lap swim for fitness opportunities that do not currently exist in the county.



CHAPTER FOUR - COMMUNITY NEEDS ASSESSMENT

An integral part of the *Multi-Generational Recreation Center Feasibility Study* was an extensive community input and participation plan. A total of seven (7) leadership interviews and stakeholder focus groups were conducted as the foundation of public participation. In addition to the leadership interviews, focus groups, and community meetings, the public input process included a statistically-valid survey of residents.

4.1 COMMUNITY INPUT SUMMARY

The qualitative data collected included multiple leadership interviews, focus groups, and community meetings. A summary of the public input opportunities to date is provided below:

- Seven (7) leadership interviews and focus groups were conducted in April/May 2022 to be representative, but not exhaustive of interests influencing a potential multi-generational recreation center in Madison County. These meetings included:
 - Local elected officials
 - Leadership and staff of the City of Rexburg
 - Parks and facility users and stakeholder groups
 - School officials
 - Seniors
 - Competitive swimming groups
 - Philanthropic organizations
 - Business and community leaders
 - Community as a whole
- The key findings from the public input process and surveys demonstrate strong support for the construction, operations, and funding of a multi-generational recreation center. Overall highlights are as follows:
 - The community values and desires indoor recreation/aquatic offerings.
 - Program services for the community are viewed as a positive and people appreciate the efforts the city has made in providing these services.
 - There is a lack of publicly accessible indoor recreation and aquatic space in the county.
 - Madison County residents strongly support the construction of a multi-generational recreation center.

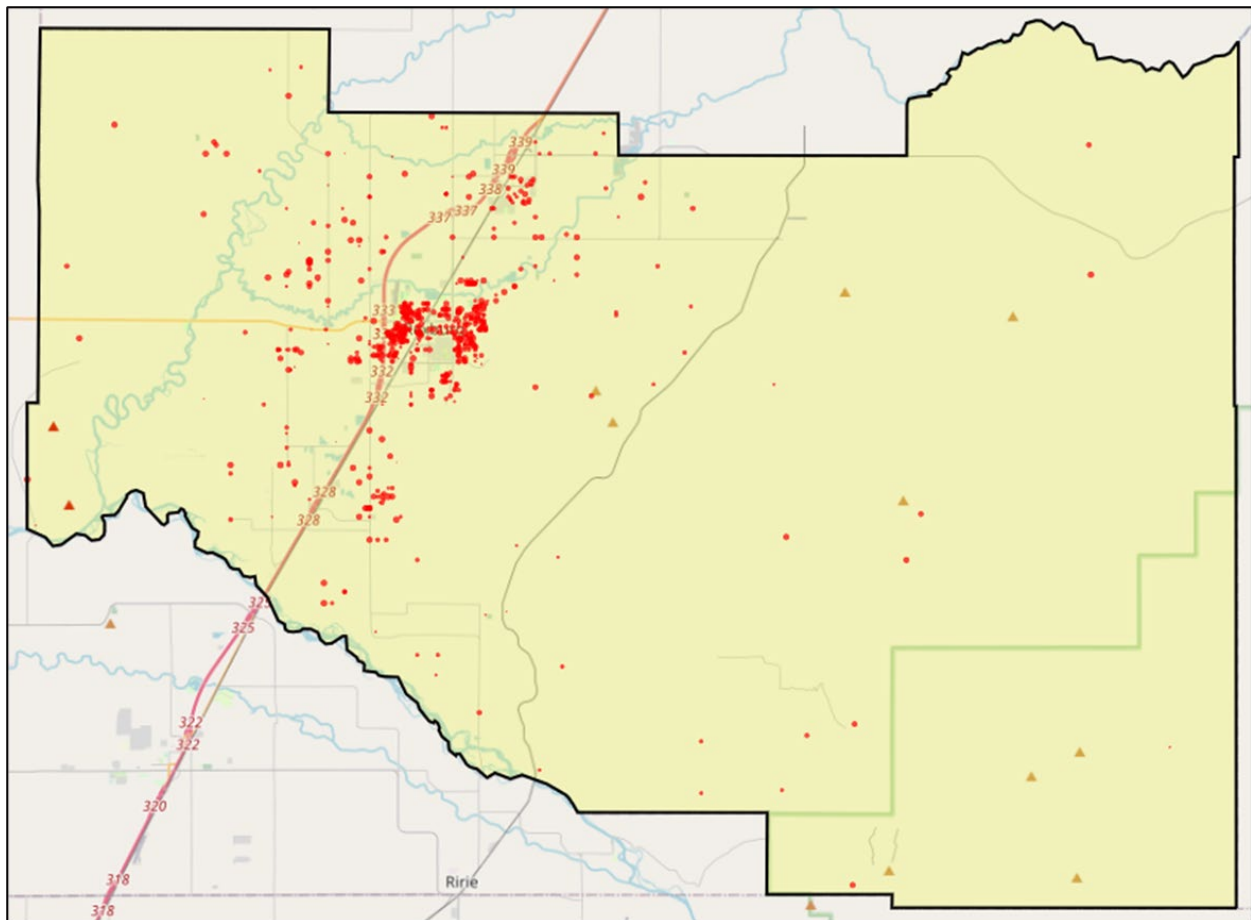
4.2 STASTICALLY VALID SURVEY

4.2.1 OVERVIEW

ETC Institute administered a needs assessment survey for Multi-Generational Feasibility Study during the spring of 2022. The survey results will aid the district in taking a resident-driven approach to making decisions regarding the future of a recreation facility in Madison County.

4.2.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in the county. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line. The goal was to obtain completed surveys from at least 300 resident households. The goal was exceeded with a total of 661 resident households completing the survey (419 by City of Rexburg residents; 242 by Madison County/non-residents of the City of Rexburg). The overall results for the sample of households have a precision of at least $\pm 3.8\%$ at the 95% level of confidence. The scatterplot graph on the following page indicates where completed surveys were received from residents in the district.

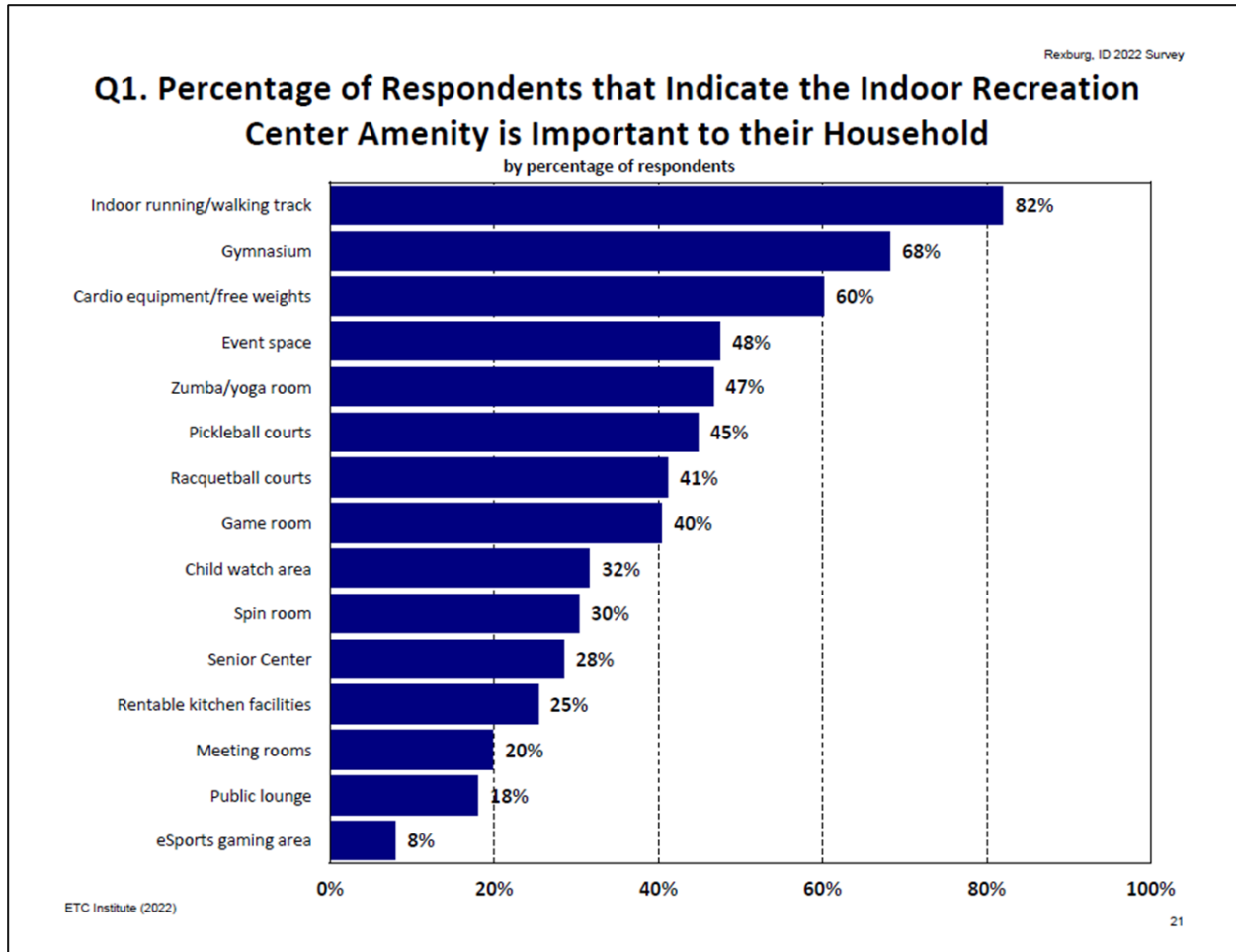


The major findings of the survey are summarized on the following pages. Complete survey results are provided as a stand-alone document.

4.2.3 RECREATION FACILITY AMENITY IMPORTANCE AND UNMET NEEDS

Respondents were asked to indicate from a list of indoor recreation center amenities the importance of each amenity. Additionally, they were then asked to rate how well their needs were being met.

- **Recreation Facility Amenity Importance (respondents could choose multiple amenities):**
 - Based on respondents' choices, 82% indicated that indoor walking/running track was most important to their household.
 - The importance of other amenities is shown in the chart below.



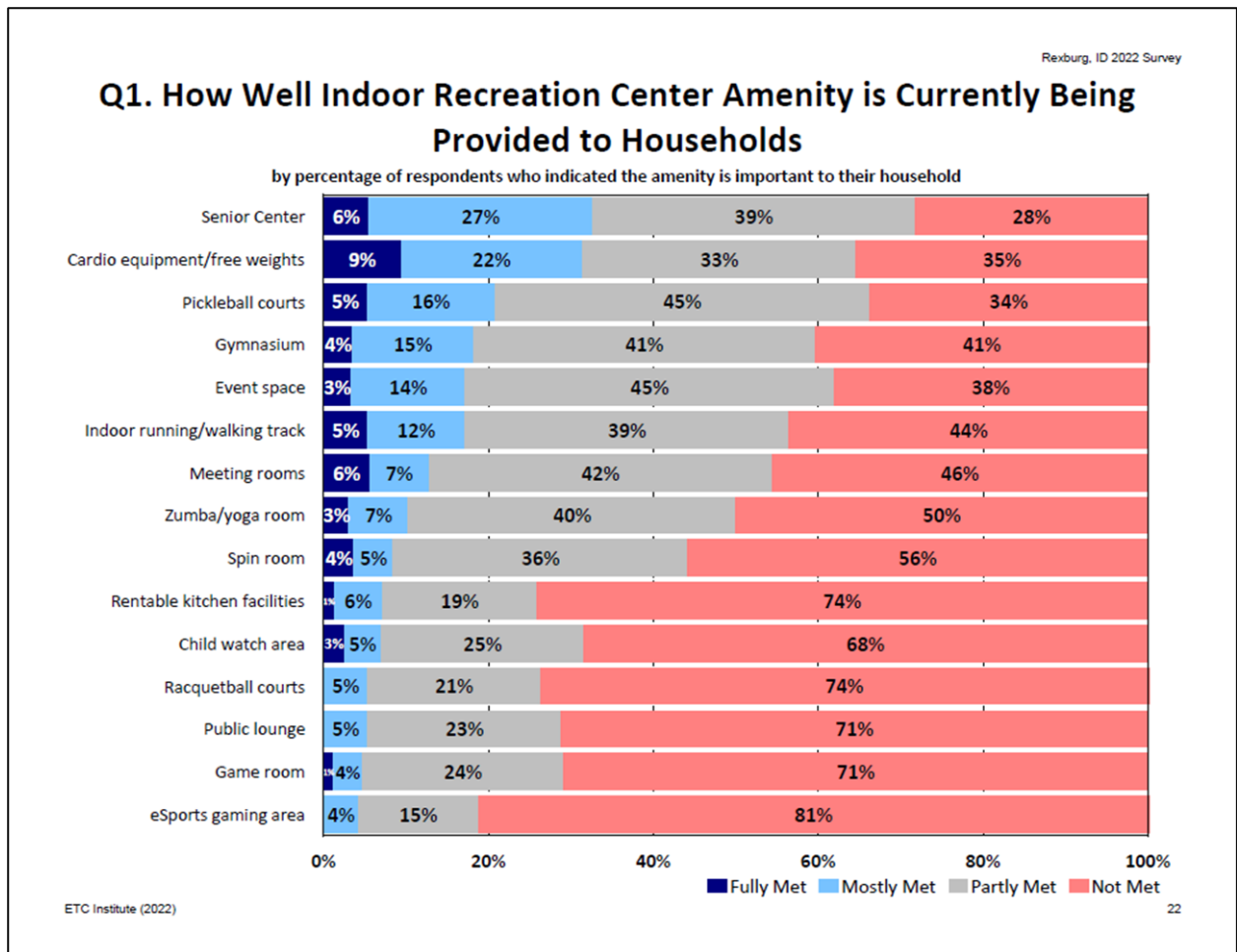
- **How Well Household Needs Are Being Met for Indoor Recreation Center Amenities:**

Those who indicated an amenity was important to their household were asked to identify how well the amenity was currently being provided for the household. *Each amenity was most often described as only partly or not meeting households' needs.*

The amenities with the highest number of respondents indicating it was **only partly being provided or not provided** at all to their household:

- eSports gaming area (96%),
- Game room (95%), and
- Public lounge (94%)

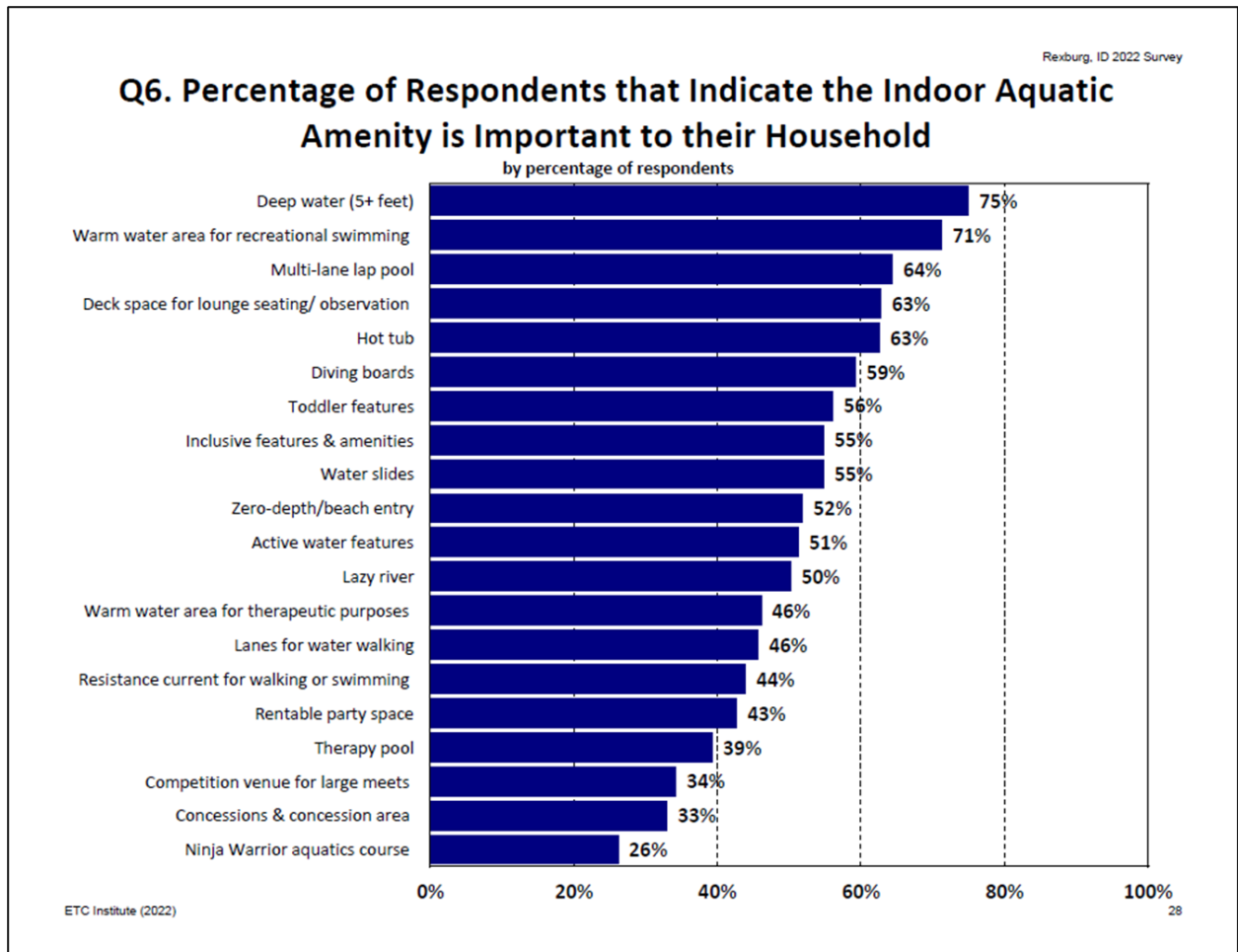
The chart below shows the percentage of respondents who indicated the amenity is important and how well their need is currently being met.



4.2.4 INDOOR AQUATIC FACILITY AMENITY IMPORTANCE AND UNMET NEEDS

Respondents were asked to indicate from a list of indoor aquatic center amenities the importance of each amenity. Additionally, they were then asked to rate how well their needs were being met.

- **Indoor Aquatic Facility Amenity Importance (respondents could choose multiple amenities):**
 - Based on respondents' choices, 75% indicated that Deep water (5+ feet) was most important to their household.
 - The importance of other amenities is shown in the chart below.



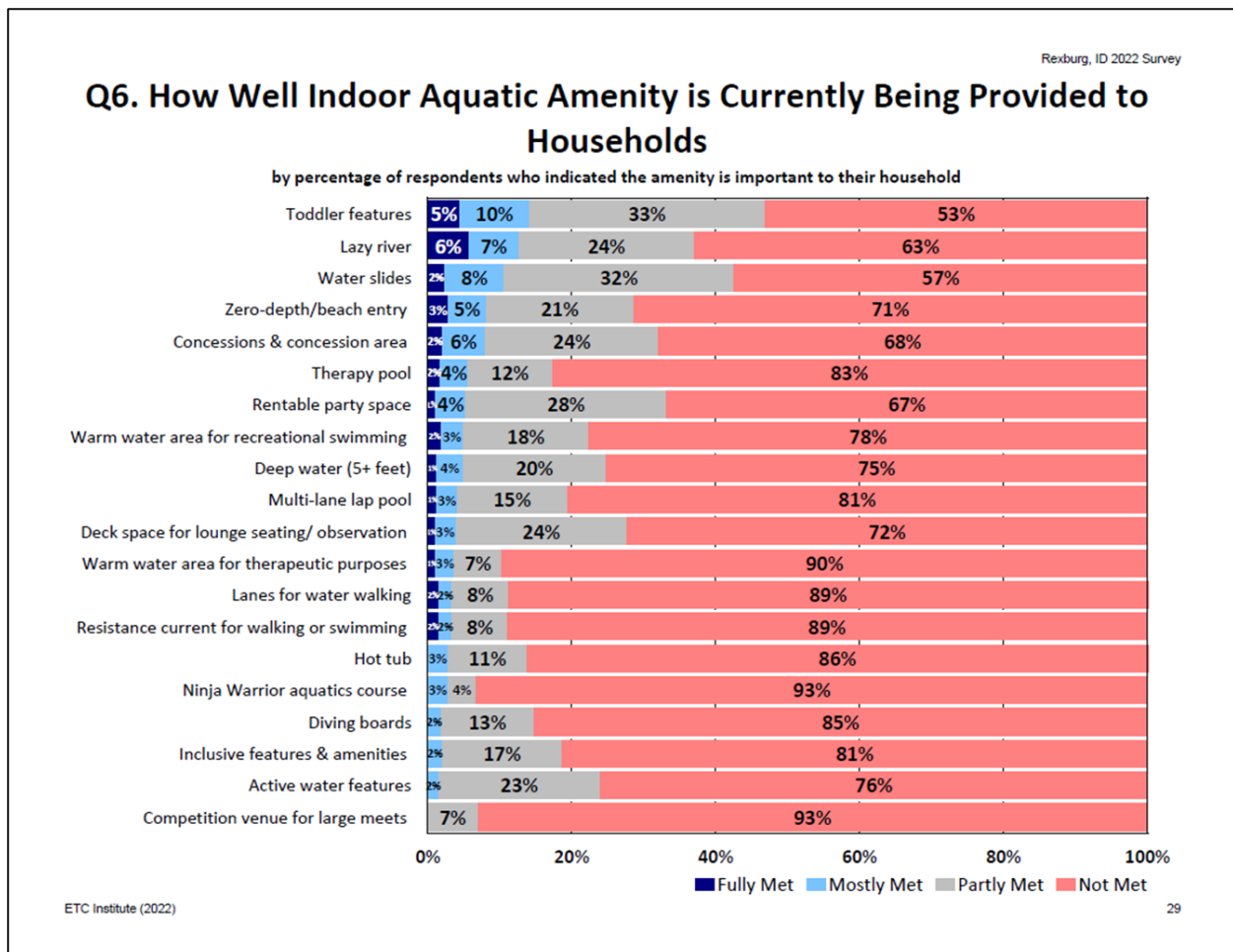
• **How Well Household Needs Are Being Met for Indoor Aquatic Center Amenities:**

Those who indicated an amenity was important to their household were asked to identify how well the amenity was currently being provided for the household. *Each amenity was most often described as only partly or not meeting households' needs.*

The amenities with the highest number of respondents indicating it was **only partly being provided or not provided at all** to their household:

- Competition venue for large swim meets (100%),
- Active water features (99%), and
- Inclusive features and amenities (98%)

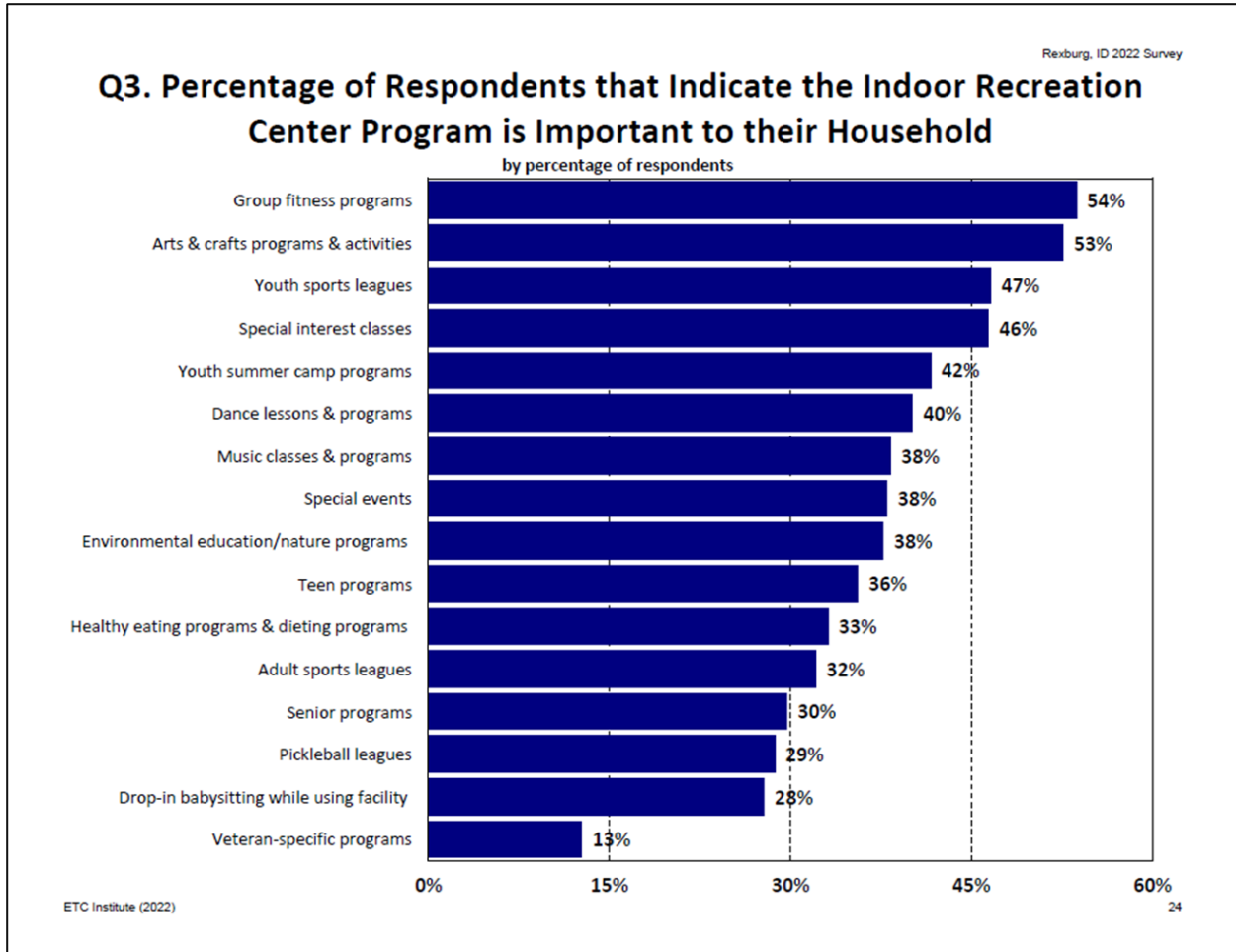
The chart below shows the percentage of respondents who indicated the amenity is important and how well their need is currently being met.



4.2.5 RECREATION PROGRAM IMPORTANCE AND UNMET NEEDS

Respondents were asked to indicate from a list of indoor recreation center programs the importance of each program. Additionally, they were then asked to rate how well their needs were being met.

- **Recreation Facility Program Importance (respondents could choose multiple programs):**
 - Based on respondents' choices, 54% indicated that group fitness programs were most important to their household.
 - The importance of other programs is shown in the chart below.



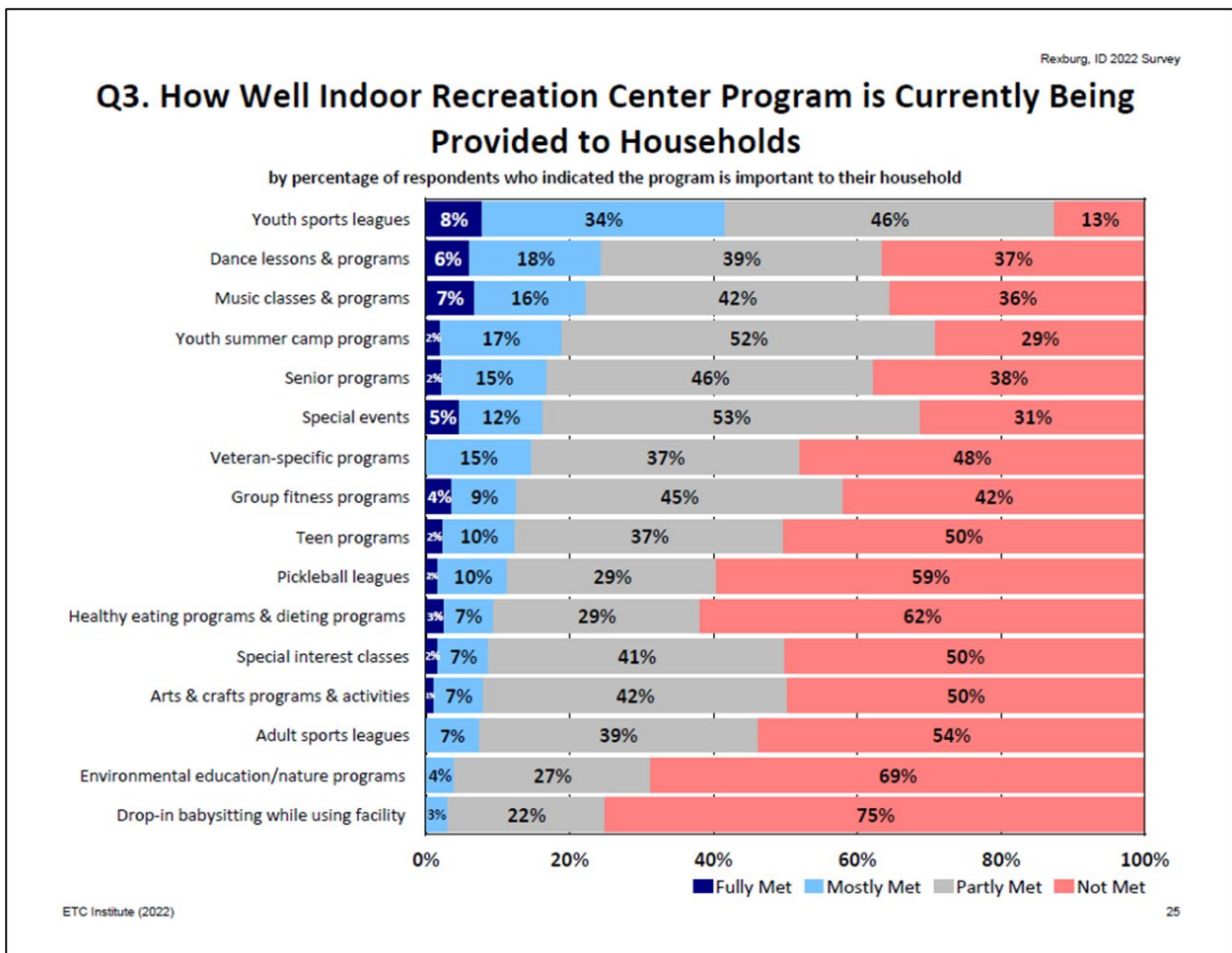
• **How Well Household Needs Are Being Met for Indoor Recreation Center Programs:**

Those who indicated a program was important to their household were asked to identify how well the program was currently being provided for the household. *Each program was most often described as only partly or not meeting households' needs.*

The programs with the highest number of respondents indicating it was **only partly being provided or not provided** at all to their household:

- Drop-In Babysitting while using the facility (97%),
- Environmental education programs (96%), and
- Adult sport leagues (93%)

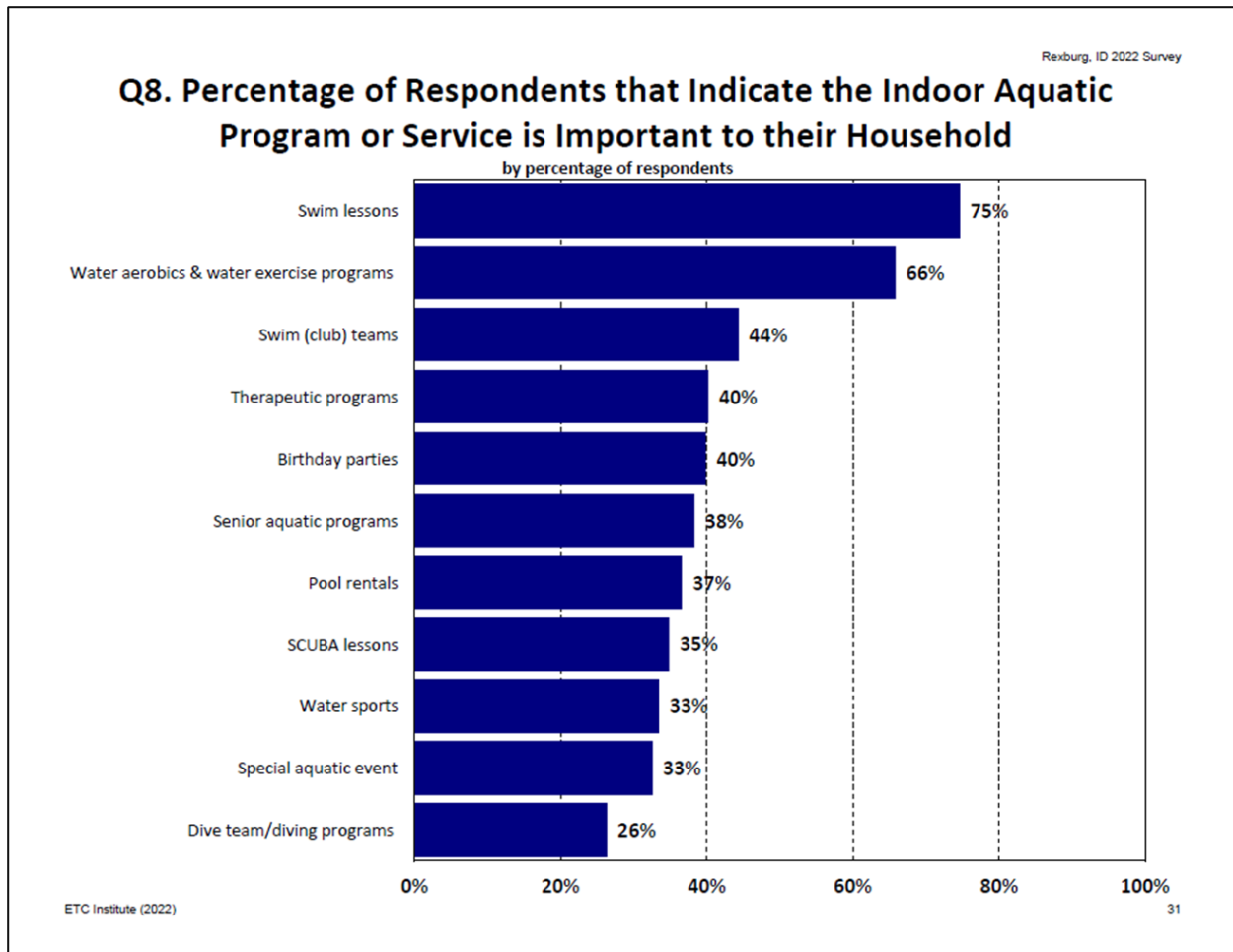
The chart below shows the percentage of respondents who indicated the program is important and how well their need is currently being met.



4.2.6 AQUATIC PROGRAM IMPORTANCE AND UNMET NEEDS

Respondents were asked to indicate from a list of indoor aquatic center programs the importance of each program. Additionally, they were then asked to rate how well their needs were being met.

- **Aquatic Facility Program Importance (respondents could choose multiple programs):**
 - Based on respondents' choices, 75% indicated that swim lessons were most important to their household.
 - The importance of other programs is shown in the chart below.



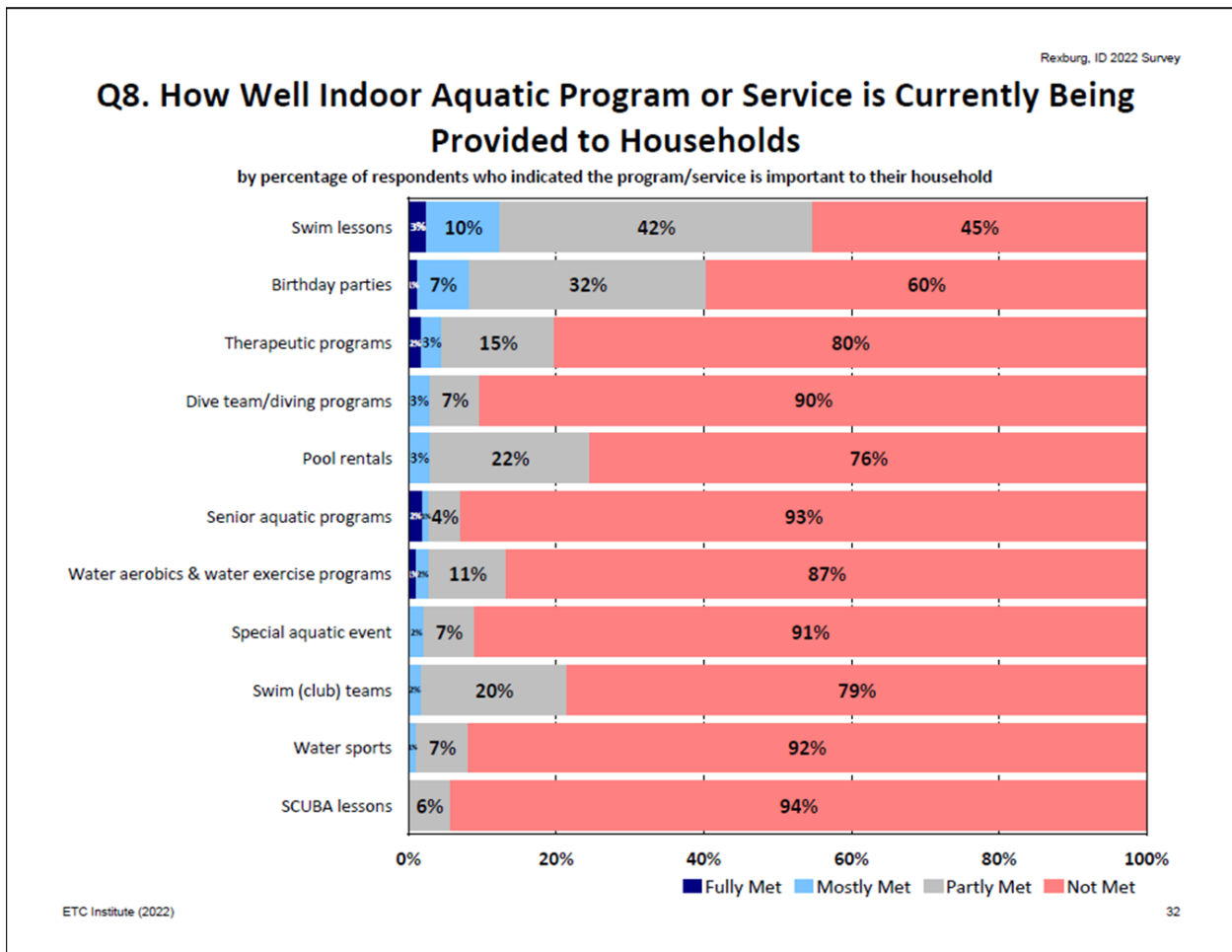
- **How Well Household Needs Are Being Met for Aquatic Center Programs:**

Those who indicated a program was important to their household were asked to identify how well the program was currently being provided for the household. *Each program was most often described as only partly or not meeting households' needs.*

The programs with the highest number of respondents indicating it was **only partly being provided or not provided** at all to their household:

- SCUBA lessons (100%),
- Water sports (99%), and
- Swim (club) teams (99%)

The chart below shows the percentage of respondents who indicated the program is important and how well their need is currently being met.



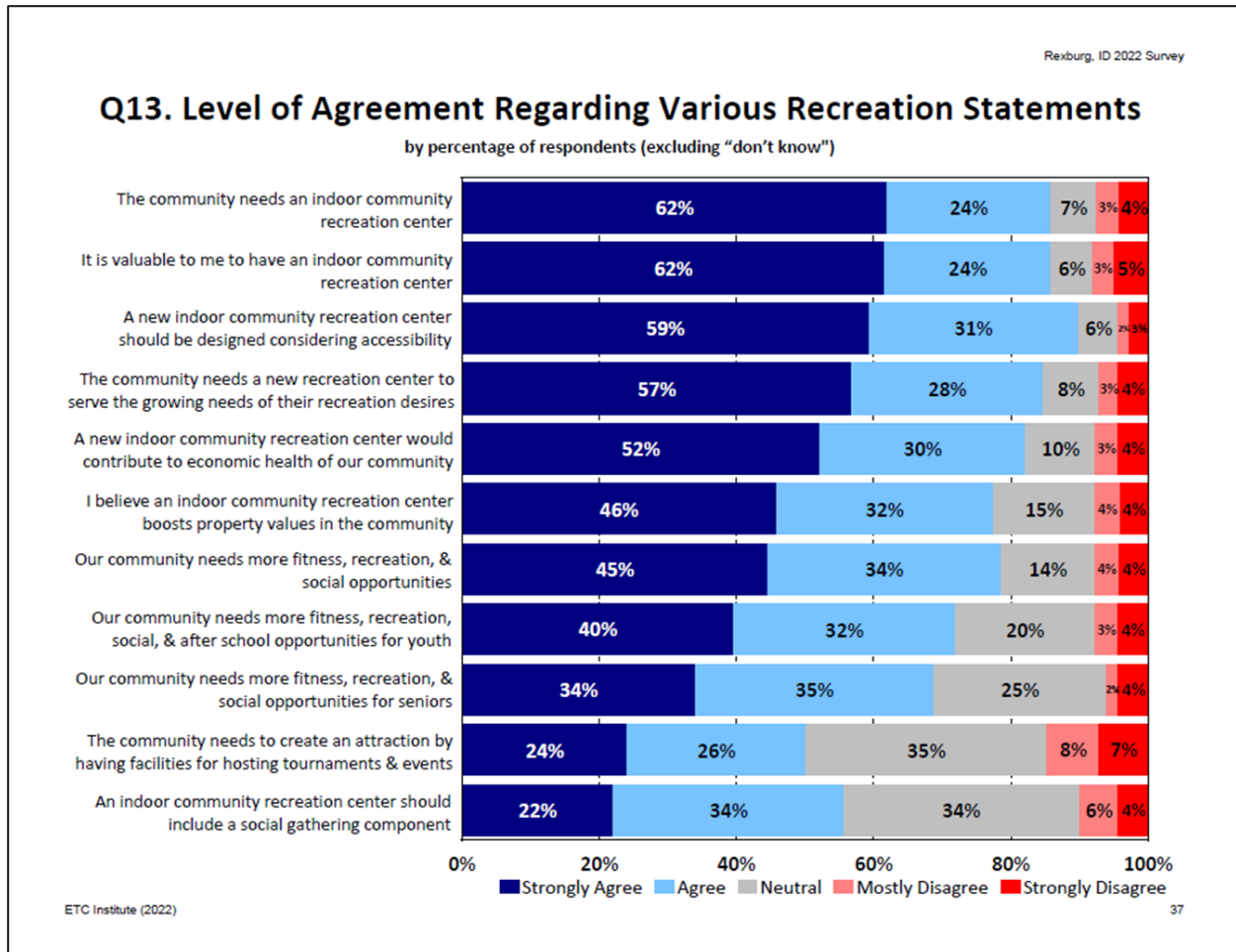
4.2.7 ADVOCACY

Level of Agreement: Respondents were asked 11 statements regarding an indoor community recreation center and overall views of community needs. Most respondents either “strongly agreed” or “agreed” with each of the statements. The three statements with the highest level of respondents strongly agreeing were the following:

- “The community needs an indoor community recreation center” (62%)
- “It is valuable to me to have an indoor community recreation center” (62%)
- “A new indoor community recreation center should be designed to include amenities and facilities that all residents can use regardless of age or ability” (59%)

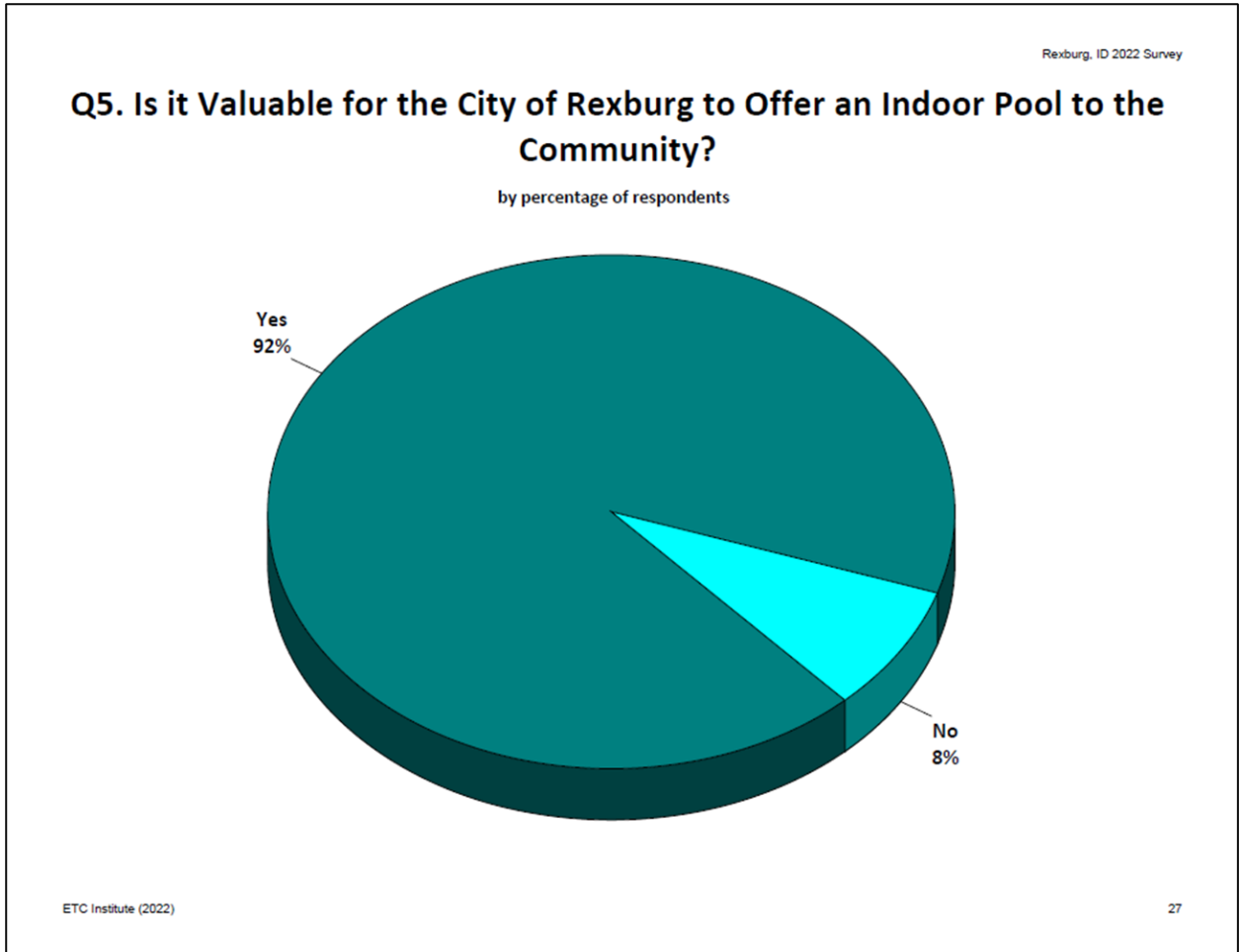
Items Most Important: Respondents were asked to select the top three statements they felt were most important. The same items with the highest level of agreement were also selected as most important to respondents.

The chart below shows the level of agreement for each recreation statement.



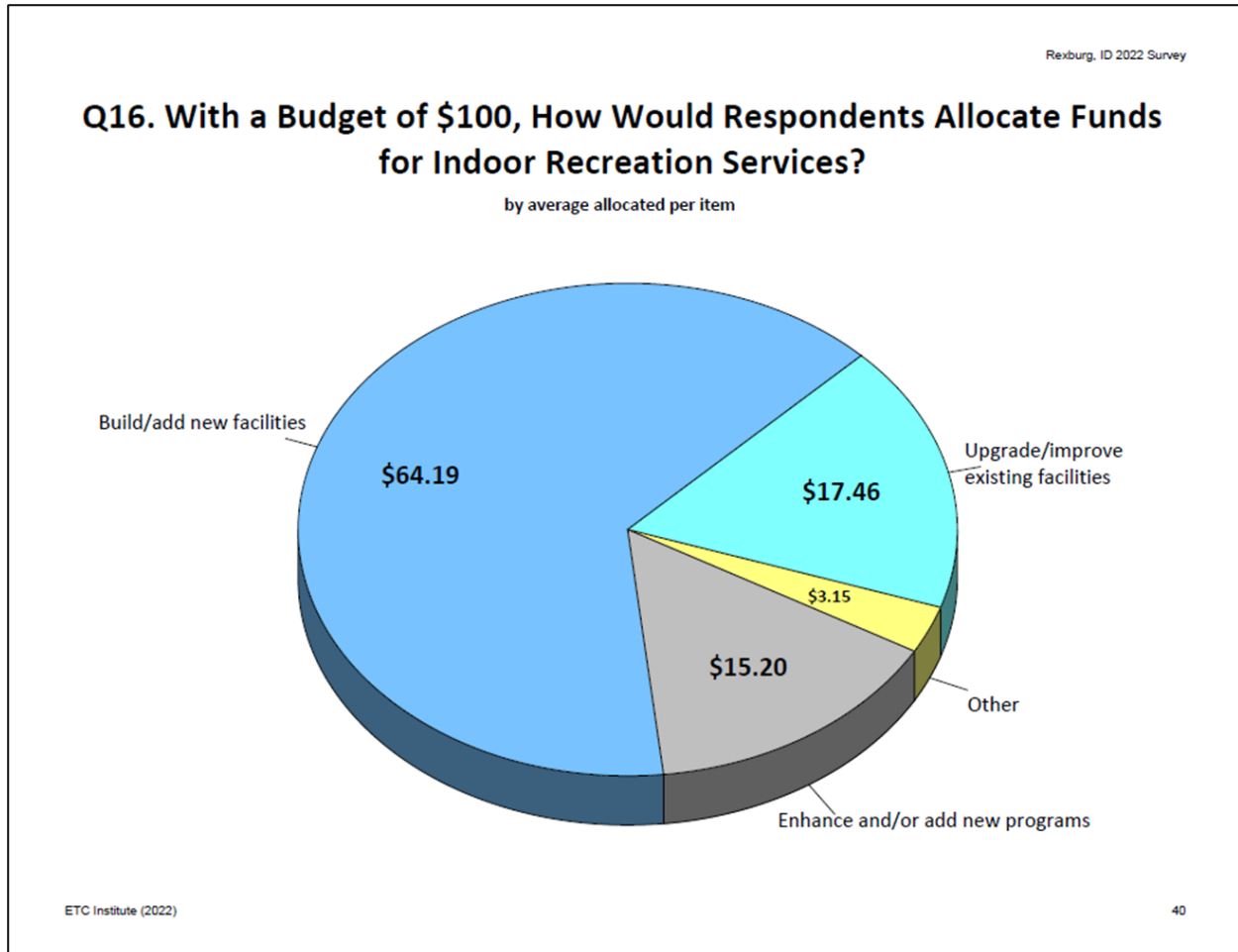
- Indoor Aquatic Facility Support

Respondents were asked if it is valuable to offer an indoor pool to the community. As shown by the chart below, 92% of respondents indicated Yes.



4.2.8 FUNDING SUPPORT

Funding allocation: Respondents were asked to choose how they would allocate funds for Indoor Recreation Services if provided a \$100 budget. By average allocated, building, or adding new facilities received the highest amount of funding (\$64.19).



4.3 SUMMARY OF COMMUNITY NEEDS - PRIORITY RANKINGS

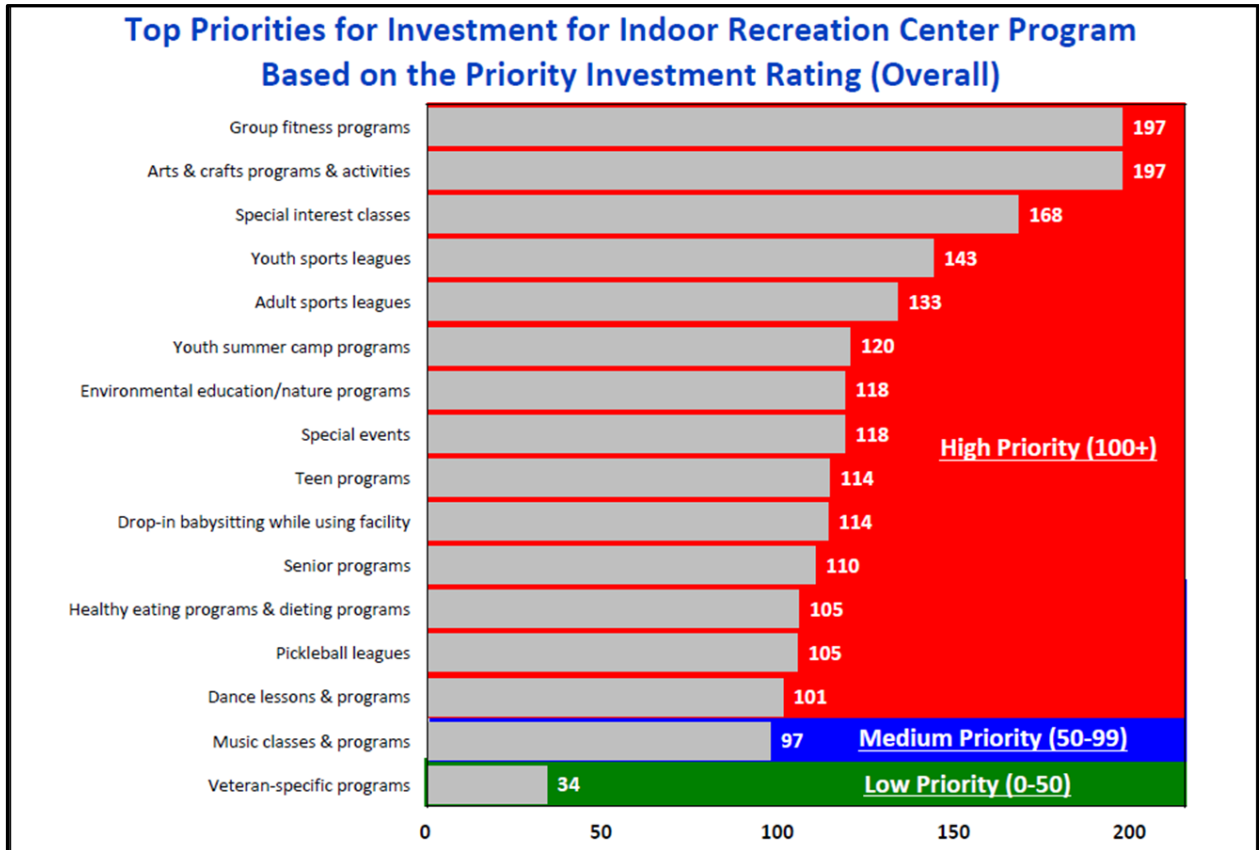
The purpose of the Program/Service and Facility/Amenity Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community. This model evaluates the integration of both quantitative and qualitative data.

- Quantitative data includes the local demographics, recreation trends, and the statistically valid survey.
- Qualitative data includes community input via stakeholder interviews, staff input, public meetings, and planning team observations.

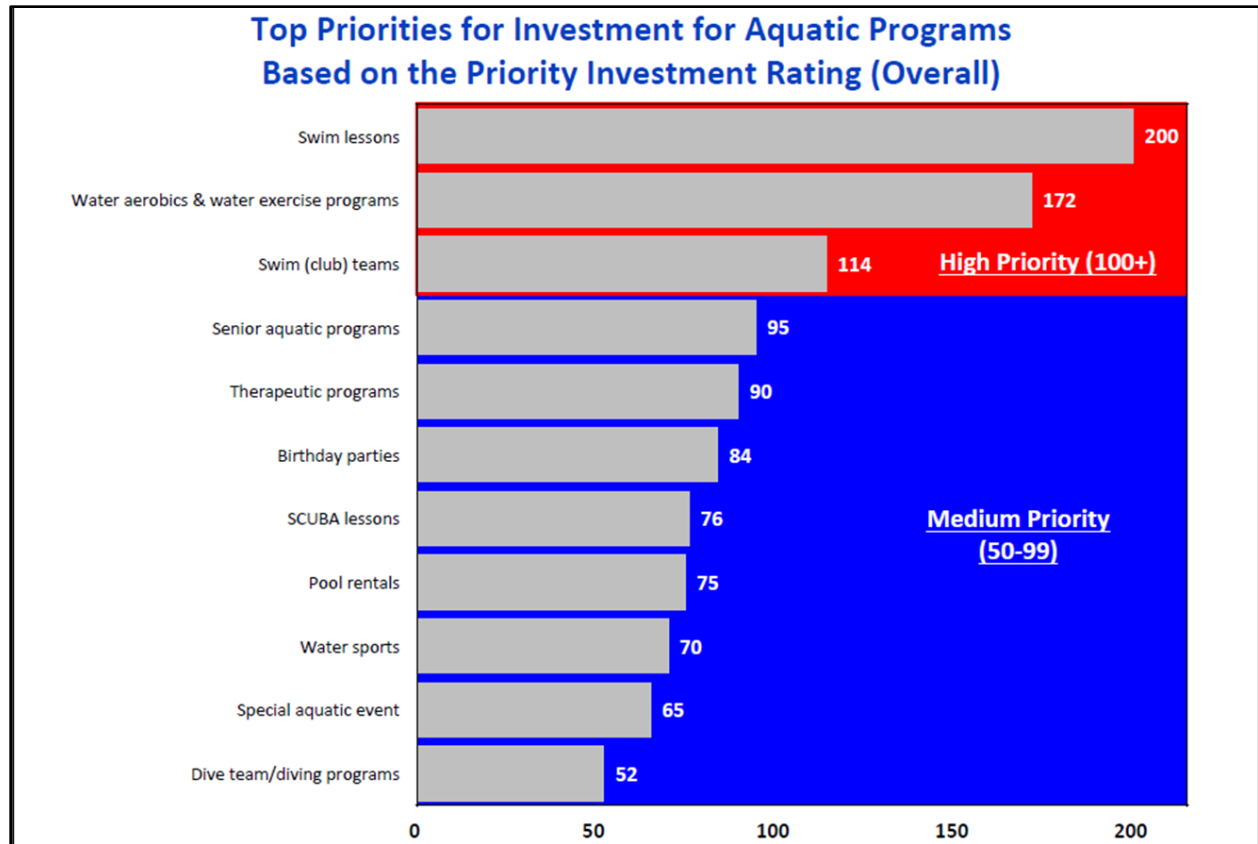
A weighted scoring system was used to determine the priorities for indoor recreation programs/services and amenities.

These weighted scores provide an overall score and priority ranking for the system. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

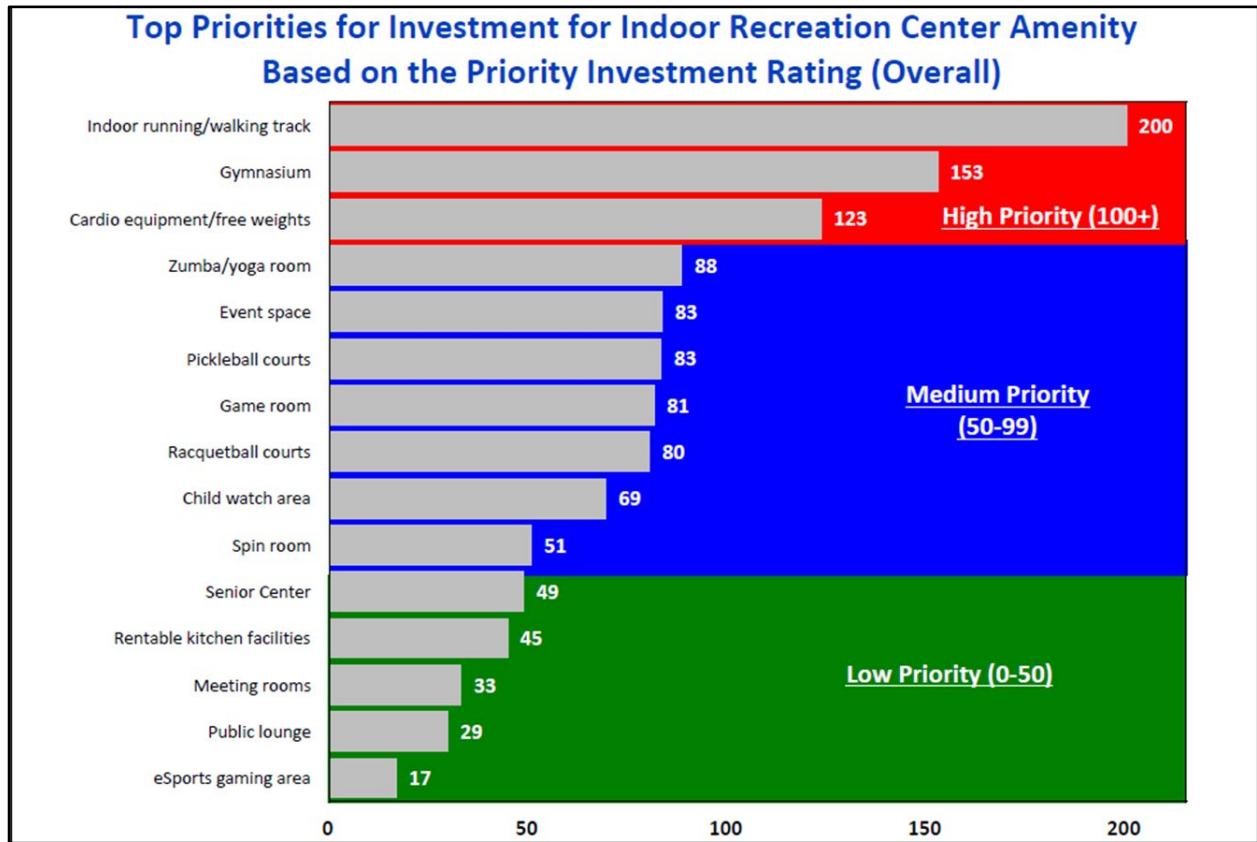
4.3.1 RECREATION PROGRAM/SERVICE



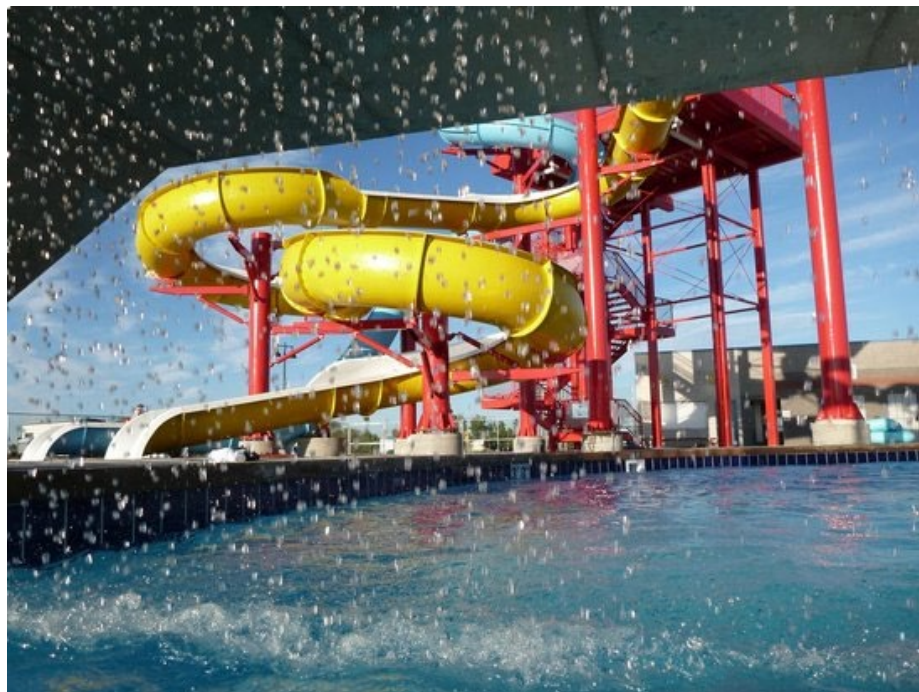
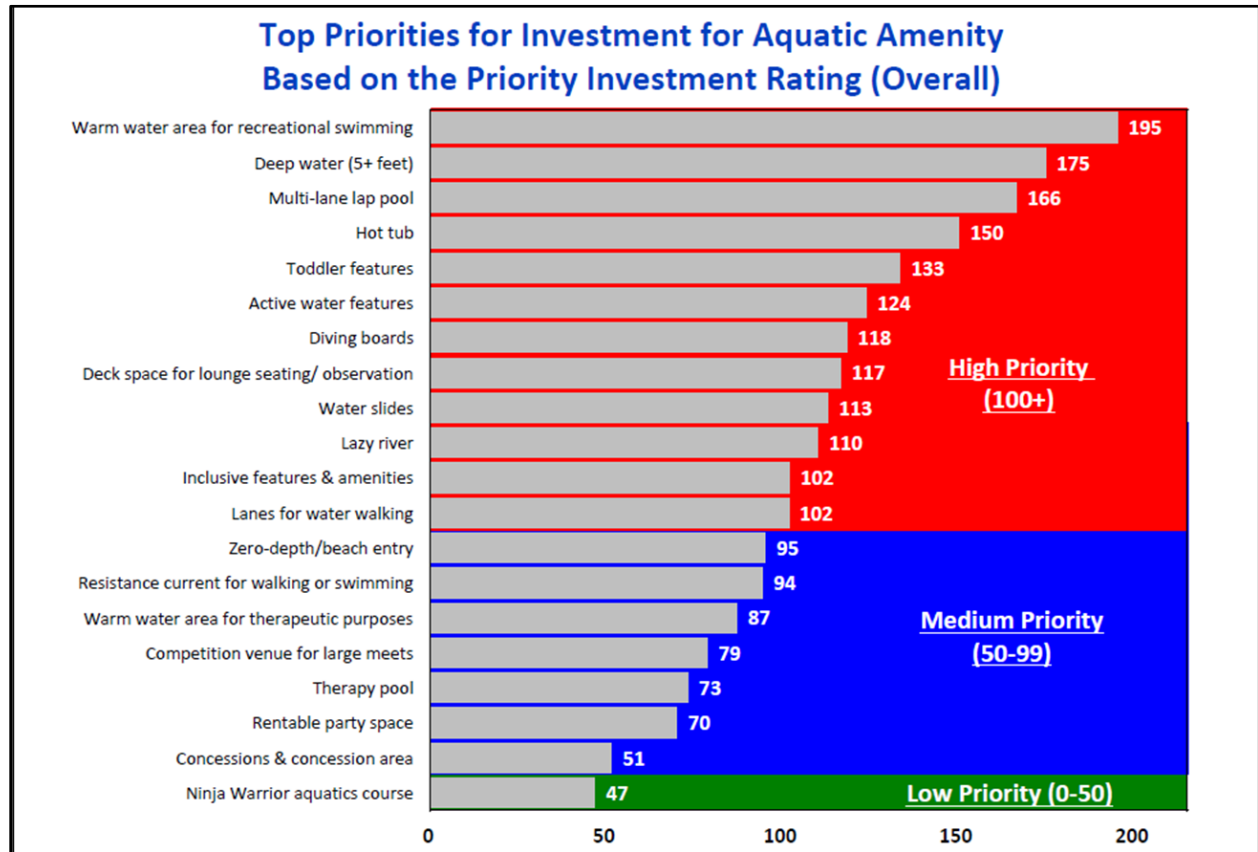
4.3.2 AQUATIC PROGRAM/SERVICE



4.3.3 RECREATION CENTER AMENITY



4.3.4 AQUATIC CENTER AMENITY

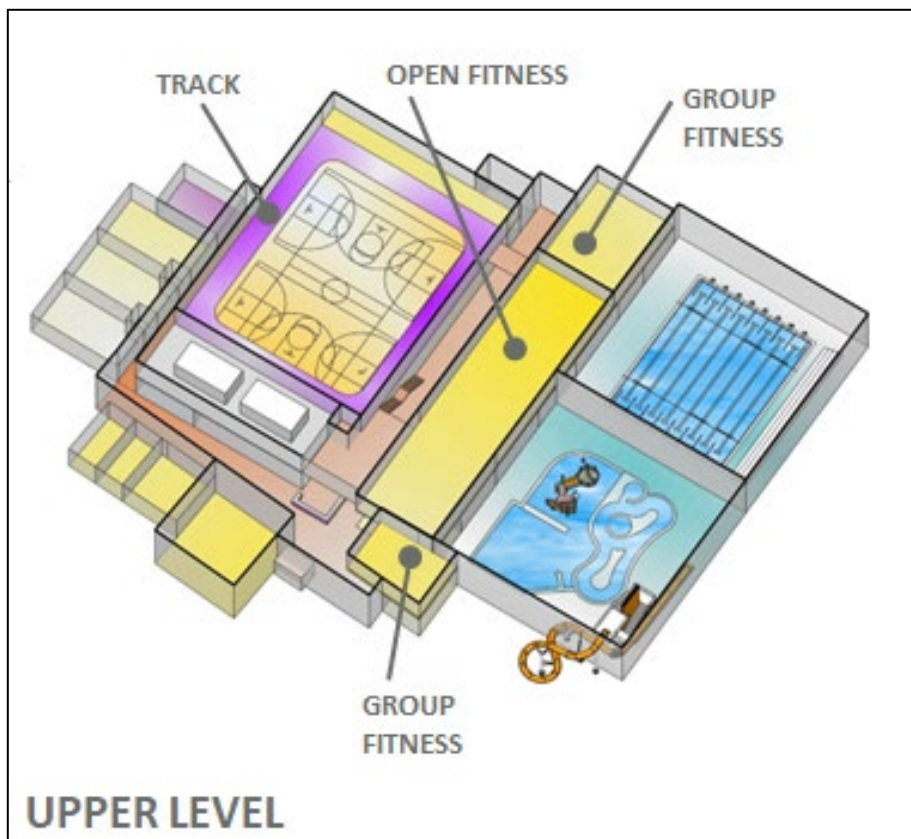
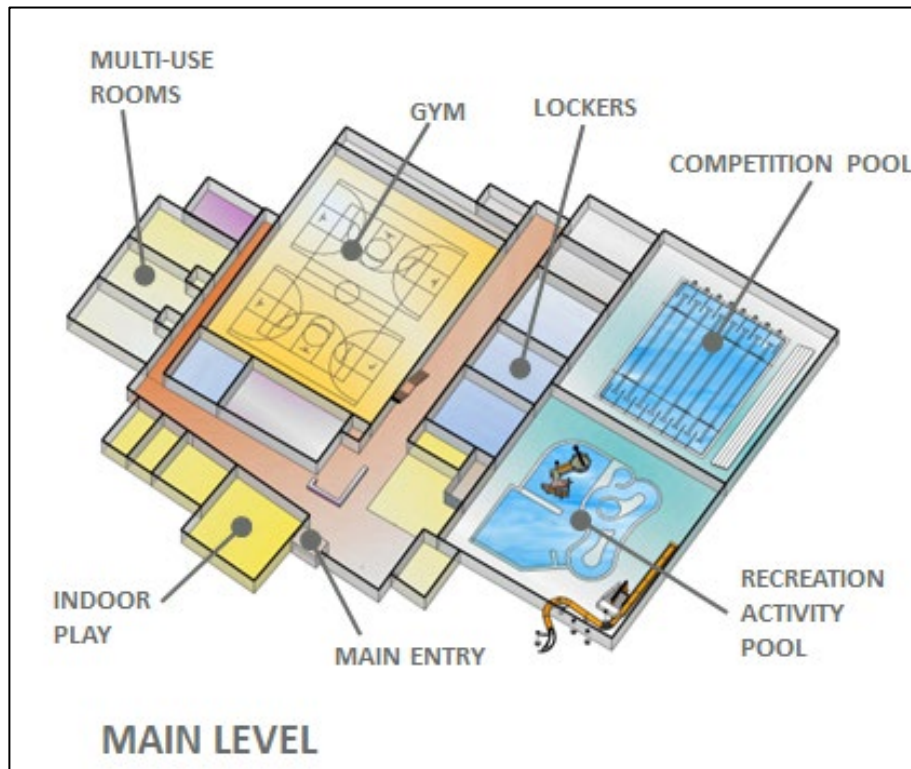


CHAPTER FIVE - SITE & FACILITY SPACE PROGRAM

5.1 RECREATION CENTER SITE PLAN – ADJACENT TO REXBURG RAPIDS



5.2 RECREATION CENTER CONCEPT FLOOR PLAN



5.3 PROGRAM SPACE MATRIX

Rexburg Multi-Generational Recreation Center Space Matrix	
Building Program / Space Type	Square Footage
SUPPORT	
Administration	2,303
Offices / Storage / Conference / Break Room	
Lobby & Support Spaces	4,724
Open Lobby & Lounge Area Control Desk / Restrooms / Maintenance	
Locker Spaces	5,228
Women's / Men's Locker Rooms	
Universal Changing Rooms	1,422
(6) Family Cabanas	
COMMUNITY	
Child Watch	1,065
Play Area / Toilet / Storage	
Games Room	1,609
Activities / Storage / Coordinator Station	
Indoor Playground	2,434
Playground / Climbing Area / Youth Activities / Storage	
Party Room / Dry Craft Room / Classroom	2,059
(4) Rooms / Storage	
Community / Events Hall (240 Person)	4,144
Community Room / Storage	
Catering Kitchen	819
Warming Area / Storage	
RECREATION	
Gymnasium - (1) High School / (2) Middle School Courts	13,478
Gym / Spectator Seating / Space for Walking Track Above / Storage	
Elevated Walk / Jog Track	3,911
Around Gym Perimeter / (12) laps/mile	
Fitness / Weights (6,000 SF)	6,300
Training / Free Weight / Stretching Area / Fitness Office / Storage	
Aerobic / Dance Studio (15-20 Person)	1,053
Studio / Storage	
Aerobic / Dance Studio (30-35 Person)	2,340
Studio / Storage	
AQUATICS	
Aquatics Support	866
Lifeguard Room / Office / First Aid	
(8) Lane x 25 Yard Competition Pool	12,223
Multi-use Competition Pool / Deck Area for Spectator Seating / Pool Equipment / Storage	
(4,500 SF) Recreation Activity Pool	11,996
Spray Features & In Pool Amenities / Current Channel / Play Area / Pool Equipment / Storage	
Water Slide	54
Body Slide	
Spa / Whirlpool (15 Person)	322
Spa	
TOTAL SPACE SUMMARY	
Building Square Footage	78,350

5.4 RECREATION CENTER ESTIMATED CONSTRUCTION COSTS

Rexburg Feasibility Cost Evaluation Matrix - Based on 2026 Mid-Point of Construction			
Building Program / Space Type	Square Footage	Cost/SF	Construction Cost
	GSF		
SUPPORT			
Administration	2,303	\$ 445	\$ 1,023,000
Offices / Storage / Conference / Break Room			
Lobby & Support Spaces	4,724	\$ 543	\$ 2,565,000
Open Lobby & Lounge Area Control Desk / Restrooms / Maintenance			
Locker Spaces	5,228	\$ 706	\$ 3,687,000
Women's / Men's Locker Rooms			
Universal Changing Rooms	1,422	\$ 709	\$ 1,007,000
(6) Family Cabanas			
COMMUNITY			
Child Watch	1,065	\$ 575	\$ 612,000
Play Area / Toilet / Storage			
Games Room	1,609	\$ 465	\$ 747,000
Activities / Storage / Coordinator Station			
Indoor Playground	2,434	\$ 564	\$ 1,372,000
Playground / Climbing Area / Youth Activities / Storage			
Party Room / Dry Craft Room / Classroom	2,059	\$ 455	\$ 936,000
(4) Rooms / Storage			
Community / Events Hall (240 Person)	4,144	\$ 557	\$ 2,306,000
Community Room / Storage			
Catering Kitchen	819	\$ 671	\$ 549,000
Warming Area / Storage			
RECREATION			
Gymnasium - (1) High School / (2) Middle School Courts	13,478	\$ 440	\$ 5,929,000
Gym / Spectator Seating / Space for Walking Track Above / Storage			
Elevated Walk / Jog Track	3,911	\$ 276	\$ 1,076,000
Around Gym Perimeter / (12) laps/mile			
Fitness / Weights (6,000 SF)	6,300	\$ 472	\$ 2,971,000
Training / Free Weight / Stretching Area / Fitness Office / Storage			
Aerobic / Dance Studio (15-20 Person)	1,053	\$ 457	\$ 481,000
Studio / Storage			
Aerobic / Dance Studio (30-35 Person)	2,340	\$ 479	\$ 1,119,000
Studio / Storage			
AQUATICS			
Aquatics Support	866	\$ 477	\$ 413,000
Lifeguard Room / Office / First Aid			
(8) Lane x 25 Yard Competition Pool	12,223	\$ 791	\$ 9,658,000
Multi-use Competition Pool / Deck Area for Spectator Seating / Pool Equipment / Storage			
(4,500 SF) Recreation Activity Pool	11,996	\$ 928	\$ 11,130,000
Spray Features & In Pool Amenities / Current Channel / Play Area / Pool Equipment / Storage			
Water Slide	54		\$ 654,000
Body Slide			
Spa / Whirlpool (15 Person)	322	\$ 1,134	\$ 365,000
Spa			
TOTAL PROJECT COST SUMMARY			
Building SF & Construction Cost	78,350	\$ 620	\$ 48,600,000
Site Construction Cost (5% of Building Cost)			\$ 2,430,000
Combined Construction Costs (Building + Site)			\$ 51,030,000
Soft Costs (30% of Combined Construction Cost)			\$ 15,309,000
Total Project Cost		\$ 847	\$ 66,339,000

CHAPTER SIX – COUNTY WIDE RECREATION DISTRICT

The State of Idaho defines a recreation district as a stand-alone governmental entity that can be established to provide recreation facilities for public use that enhance the value and quality of life of the residents within the district.

A key component of the study is to determine the feasibility of a county-wide recreation district to fund the potential construction of future recreation facilities that enhance the quality of life and meet the recreational needs of Madison County residents. The Board of Directors for a new county-wide recreation district would be appointed by the Madison County Commissioners. A recreation district continues into perpetuity until voted to be dissolved.

6.1 STATE LEGISLATIVE PROCESS

The process to create a recreation district in Idaho per the state legislature is as follows:

31-4304. CREATION OF RECREATION DISTRICTS. A recreation district may be created as follows:

(a) Any person or persons may file a petition for the formation of a recreation district with the clerk. Such petition which may be in one (1) or more papers shall clearly designate the boundaries of the proposed district, shall state the name of the proposed district, shall state the maximum tax rate that would be imposed upon taxable property within the district or planned unit development recreation districts, and shall be signed by not less than twenty percent (20%) of the qualified electors resident within the boundaries of the proposed district. The boundaries of the proposed district shall include contiguous territory having market value for assessment purposes of not less than five million dollars (\$5,000,000) at the last preceding county assessment and shall not include any area included within an already existing recreation district. The petition shall be accompanied by a map showing the boundaries of the proposed district.

(b) The clerk shall, within ten (10) days after the filing of such petition and map, estimate the cost of advertising and holding the election provided in this section and notify in writing the person or any one of the persons filing such petition as to the amount of such estimate. Such person or persons shall within twenty (20) days after receipt of such written notice deposit such estimated amount with the clerk in cash, or such petition shall be deemed withdrawn. If the deposit is made and the district is formed, the person or persons so depositing such sum shall be reimbursed from the first moneys collected by the district from the taxes authorized to be levied by this chapter.

(c) Within thirty (30) days after the filing of such petition together with such map and the making of such cash deposit, the county commissioners shall determine whether or not the same substantially comply with the requirements of this section. If the county commissioners find that there has not been substantial compliance with such requirements, they shall enter an order to the effect specifying the particular deficiencies, dismissing such petition, and refunding such cash deposit. If the county commissioners find that there has been substantial compliance with such requirements, the county commissioners shall forthwith enter an order to that effect and calling an election, subject to the provisions of section 34-106, Idaho Code, upon the formation of such proposed district as provided in this section.

(d) If the county commissioners order an election as provided in this section, such election shall be conducted in accordance with the general election laws of the state, including the provisions of chapter 14, title 34, Idaho Code. The county commissioners shall establish election precincts, design and print elector's oaths, ballots, and other necessary supplies, appoint election personnel and by rule and

regulation provide for the conduct and tally of such election. Each qualified elector who is a resident of the proposed district shall be entitled to vote in such election. The clerk shall give notice of such election which notice shall clearly designate the boundaries of such proposed district, shall state the name of the proposed district as designated in the petition, shall state the date of such election and the hours on such date which the polls will be open for receipt of ballots, shall set forth the qualifications of electors, and shall state that a map showing the boundaries of such district is on file in the office of the clerk. Such notice shall be published for the first time, not less than twelve (12) days prior to the election, and the second publication shall be made not less than five (5) days prior to such election in a newspaper published within the county.

(e) Immediately after such election, the judges at such election shall forward the ballots and results of such election to the clerk. The county commissioners shall canvass the vote within ten (10) days after such election. If one-half (1/2) or more of the votes cast at such election are against the formation of such district, the county commissioners shall enter an order so finding and declaring that such district shall not be formed. If more than one-half (1/2) of the votes cast at such election are in favor of forming such district, the county commissioners shall enter an order so finding, declaring such district duly organized under the name designated in such petition, and dividing such district into three (3) subdivisions, as nearly equal in population as possible, to be known as director's subdistricts one, two and three. The county commissioners shall cause one (1) certified copy of such order to be filed in the office of the county recorder of such county. Immediately upon the entry of such order, the organization of such district shall be complete.

(f) Upon receipt of a certified copy of the order of the county commissioners, the board of county commissioners shall appoint a qualified elector from each director's subdistrict who shall constitute the first board of such district. The appointees from director's subdistricts one and two shall serve until the first district election thereafter held at which their successors shall be elected and the appointee from director's subdistrict three shall serve until the second district election thereafter held at which such appointee's successor shall be elected. The certificate of appointment shall be filed with the clerk with a copy forwarded to each appointee.

(g) When the boundaries of the proposed district lie in two (2) or more counties, the county commissioners of each county shall act separately in the election and organization of that part of the proposed district contained in their county but the county commissioners of each such county shall meet together before calling such election, subject to the provisions of section 34-106, Idaho Code, and provide for uniform proceedings in each county and fix the boundaries of each director's subdistrict in case such election shall carry.

(h) After such election, the validity of the proceedings hereunder shall not be affected by any defect in the petition or in the number or qualification of the signers thereof, and in no event shall any action be commenced or maintained or defense made affecting the validity of the organization of such district after six (6) months have expired from the date of entering the order declaring the formation of such district.

6.2 MADISON COUNTY RECREATION DISTRICT ESTABLISHMENT TAX IMPACT

For districts created on or after July 1, 2001, the board is empowered to levy a tax for the uses and purposes of the district in an amount not exceeding the rate contained in the petition creating the recreation district or planned unit development recreation district, or six hundredths' percent (.0006%)

of the market value for assessment purposes on all of the taxable property within the district within a district created pursuant to section 31-4304A, Idaho Code.

- The fall 2022 certified assessed property values in Madison County per the Madison County Assessor’s Office = \$3,142,686,496.
- A tax rate of 0.0005% would generate approximately \$1.57M annually for a recreation district.
- Average taxable home value of a single-family residence in Madison County = \$293,000.
- Projected property tax impact for the establishment of a recreation district on single family home residents in Madison County per \$100,000 of assessed value = \$4.26 per month.

6.3 MADISON COUNTY RECREATION CENTER TAX IMPACT – MUNICIPAL BOND

In addition to the new property tax for the establishment of the recreation center, a new property tax to pay for the construction of a multi-generational recreation center would have to be approved by Madison County voters. If approved, the likely funding mechanism for the construction of a recreation center would be a General Obligation Municipal Bond. Municipal bonds are debt securities issued by states, cities, counties, and other governmental entities such as recreation districts to finance capital projects such as building a recreation center. By issuing a municipal bond, a recreation district would, in effect, be promising to “pay off” the debt - regular fixed interest payments and the return of the original investment, or “principal.” The municipal bond’s maturity date (the date when the recreation district repays the principal) would likely be 30 years into the future.

- The projected annual debt service payment for the construction of a \$66.3 million multi-generational recreation center in Madison County is approximately \$4-\$4.5 million.
- The projected property tax impact for the construction of a multi-generational recreation center on single-family home residents in Madison County per \$100,000 of assessed value = \$10 per month.

6.4 SUMMARY OF MONTHLY PROPERTY TAX IMPACT

Below is a summary of the projected monthly property tax impact for the establishment of a recreation district and the construction of a multi-generational recreation center on single family home residents in Madison County per \$100,000 of assessed value if approved by the voters:

- Recreation District Establishment = \$4.26 per month per \$100,000 of assessed value.
- Multi-Generational Recreation Center Construction = \$10 per month per \$100,000 of assessed value.
- **Total New Property Tax = \$14.26 per month per \$100,000 of assessed value.**

Given that the average taxable value of single-family homes in Madison County is \$293,000, a homeowner in Madison County could expect to pay an additional \$41.78 in property taxes per month for the establishment of a recreation district and construction of a multi-generational recreation center.

CHAPTER SEVEN – FUNDING SUPPORT – FOLLOW-UP SURVEY

ETC Institute administered an initial Community Needs Assessment Survey for the City of Rexburg Recreation Department during the spring of 2022. The follow-up survey was administered between October 17 and November 5, 2022. The initial survey was conducted to determine the indoor recreation needs of the community with over 600 households from Madison County participating. The secondary survey was conducted to help determine Madison County resident's willingness to fund a new recreation center and the development of a County-Wide Recreation District.

7.1 METHODOLOGY

During the initial survey exercise, ETC Institute asked residents who completed the survey if they would be willing to participate in an additional follow-up survey with build scenarios and tax impact information. Of the 661 respondents to the initial survey, a total of 324 respondents provided their contact information for the secondary survey. ETC Institute emailed a link to the online survey to the 324 respondents who opted-in and provided their email address. Multiple follow-ups occurred between October 17 and November 5, 2022, to encourage residents to participate in the follow-up surveys. Of the 324 emails that were sent, a total of 228 respondents fully completed the survey. The overall results for the sample of 228 responses have a precision of at least ± 3.54 at the 95% level of confidence with a response rate of 70%.

The survey was broken down into three parts to determine the complete level of funding support:

1. Funding support for the establishment of a recreation district.
2. Funding support for the construction of a multi-generational recreation center.
3. Funding support for the operations of a multi-generational recreation center.

The major findings of the follow-up survey are summarized on the following pages. Complete survey results are provided as a stand-alone document.



7.2 FUNDING SUPPORT FOR A RECREATION DISTRICT

- Creation of a County-Wide Recreation District - Voter Approval is Needed
 - Creates a new taxing district that will increase Madison County resident’s property tax

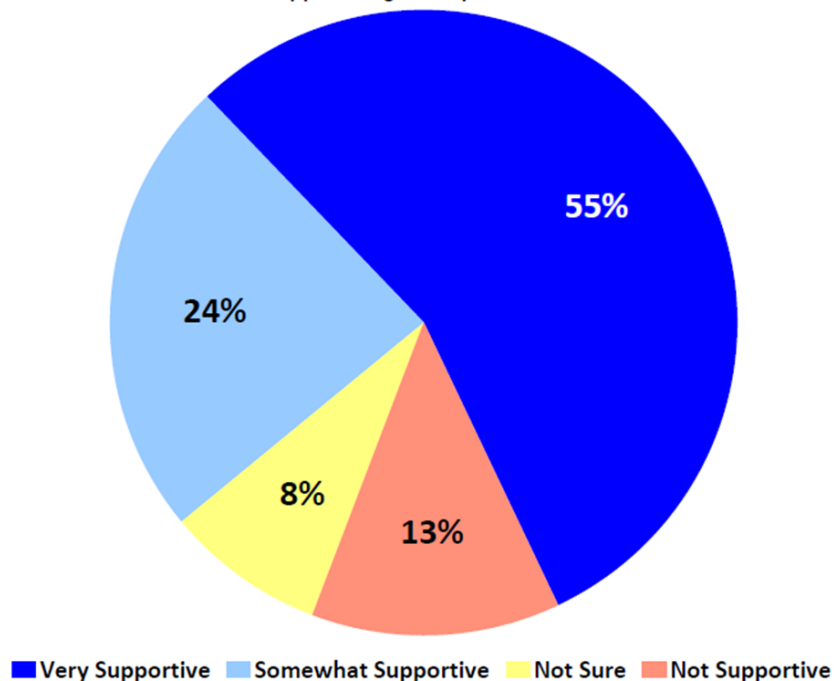
7.2.1 GENERAL SUPPORT FOR ESTABLISHING A RECREATION DISTRICT

Respondents were asked to indicate how supportive their household is of the development of a County-wide Recreation District to fund future recreation facilities that meet the needs of Madison County residents.

- Seventy-nine percent (79%) of respondents indicated that their household is either “very supportive” (55%) or “somewhat supportive” (24%) of the development of a County-wide Recreation District.
- 8% indicated that they are “not sure,” of the development of a County-wide Recreation District.
- 13% indicated that their household is “not supportive” of the development of a County-wide Recreation District.

Q1. How supportive is your household of the development of a County-wide Recreation District to fund future recreation facilities that meet community needs in Madison County?

by percentage of respondents



The percentages in this report are rounded and may not add to 100%

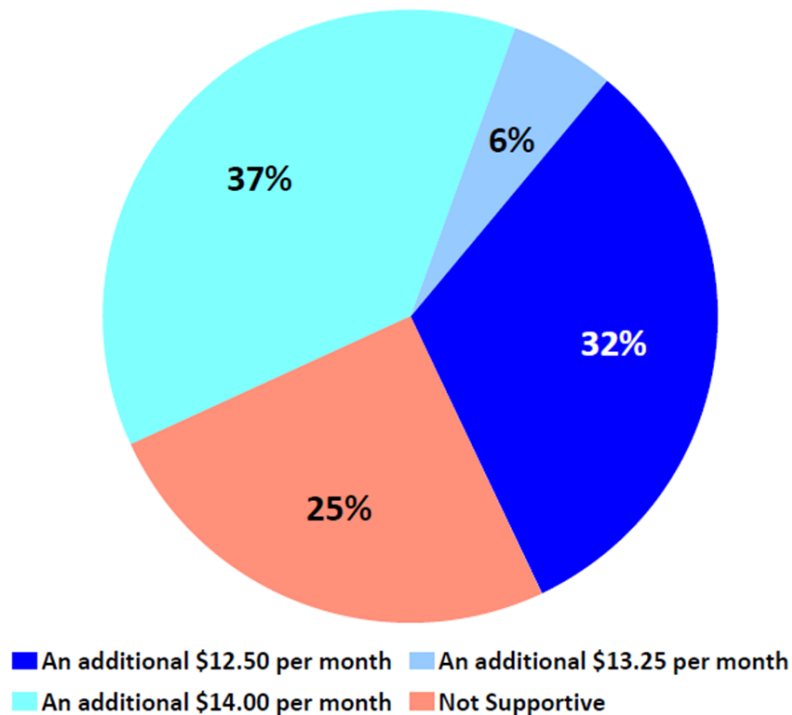
7.2.2 SUPPORT FOR ADDITIONAL MONTHLY PROPERTY TAX TO ESTABLISH A RECREATION DISTRICT

Respondents were also asked to indicate the additional monthly property tax per household they would be willing to pay to financially support a County-wide Recreation District in Madison County.

- Thirty-seven percent (37%) of respondents indicated they would be willing to pay an additional \$14.00 per month to financially support a County-wide Recreation District.
- 32% indicated they would be willing to pay an additional \$12.50 per month to financially support a County-wide Recreation District.
- 6% indicated they would be willing to pay an additional \$13.25 per month to financially support a County-wide Recreation District.

Q2. Please select the **ADDITIONAL MONTHLY PROPERTY TAX** per household you would be willing to pay to financially support a County-wide Recreation District in Madison County?

by percentage of respondents



The percentages in this report are rounded and may not add to 100%

7.2.3 ESTABLISHMENT OF RECREATION DISTRICT SUPPORT SUMMARY

Establishment of Recreation District

What it Means

- **\$12.50 per month** new property tax would generate:
- **\$1.5 Million** for the Recreation District Annually
- **Utilization of Funds Assumption**
 - **\$ 200,000** – Management of Recreation District
 - **\$ 650,000** - Recreation Center Annual Operational Subsidy
 - **\$ 400,000** - Lifecycle Replacement of Recreation Center
 - **\$ 250,000** - Operational Contingency

7.3 FUNDING SUPPORT FOR THE CONSTRUCTION OF A RECREATION CENTER

Creation of Recreation District Bonds for Construction of a Recreation Center - Voter Approval is Needed

- Creates a new property tax above and beyond the establishment of the Recreation District
- Pays for the construction of the Recreation Center
- The new property tax would be in place for 30 years (30 years of debt service on bond used to construct facility)

7.3.1 SUPPORT FOR ADDITIONAL MONTHLY PROPERTY TAX TO CONSTRUCT A RECREATION CENTER

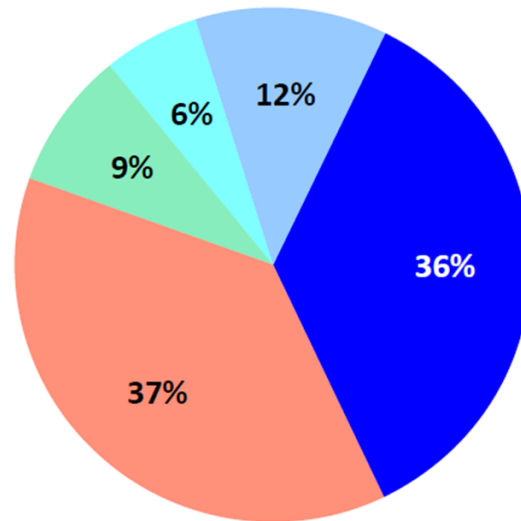
Respondents were asked to indicate the additional monthly property tax they would be willing to pay to support the construction of a Recreation Center in Madison County.

- Thirty-six percent (36%) of respondents indicated they would be willing to pay an additional \$30-\$34 per month to support the construction of a Recreation Center in Madison County.
- 12% indicated they would be willing to pay an additional \$35-\$39 per month to support the construction of a Recreation Center in Madison County.
- 9% indicated they would be willing to pay an additional \$45+ per month to support the construction of a Recreation Center in Madison County.
- 6% indicated they would be willing to pay an additional \$40-\$44 per month to support the construction of a Recreation Center in Madison County.
- Thirty-seven percent (37%) of respondents indicated that they would not be willing to pay any additional monthly property tax

Q4. In addition to the funding needed to financially support a County-wide Recreation District in Madison County, please select the amount of ADDITIONAL MONTHLY PROPERTY TAX you would be willing to pay to support the CONSTRUCTION of a Recreation Center in

Madison County.

by percentage of respondents



- An additional \$30-\$34 per month
- An additional \$35-\$39 per month
- An additional \$40-\$44 per month
- An additional \$45+ per month
- None

The percentages in this report are rounded and may not add to 100%

7.3.2 CONSTRUCTION OF RECREATION CENTER FUNDING SUPPORT SUMMARY

Construction of Recreation Center

What it Means

- **\$ 30 per month** new property tax would generate:
- **\$ 4.56 Million** for the Recreation District Annually
- **Annual Utilization of Funds Assumption**
 - **\$ 4.56 Million for Annual Debt Service Payment for the Full Cost to Design and Construct a New Recreation Center as Conceptualized**
- **Based on 2022 assumptions/projections – subject to change**

7.4 FUNDING SUPPORT FOR THE OPERATIONS OF A RECREATION CENTER

Recreation District, once established, Sets User Fees and Charges for the Use of a New Recreation Center
 - Voter Approval is NOT Needed

- No additional property taxes
- User fees and charges are only paid by users of the Recreation Center
- Revenue from fees covers a portion of the Recreation Center operational expenditures

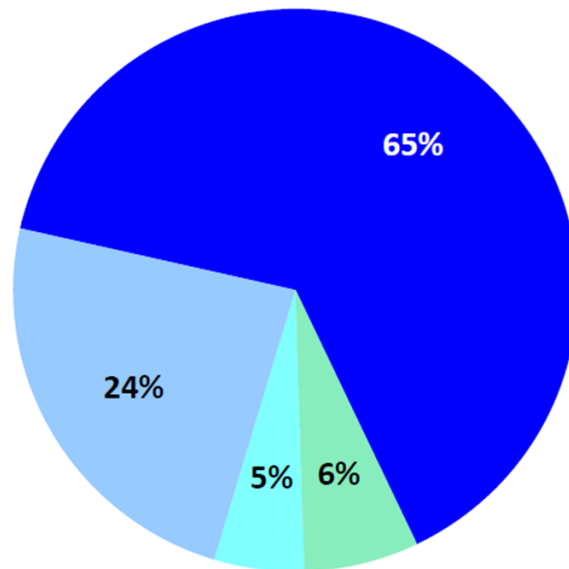
7.4.1 SUPPORT FOR USER FEES TO OFFSET ANNUAL OPERATING EXPENDITURES OF A RECREATION CENTER

Respondents were asked to assume a portion of the cost to operate a Recreation Center would need to be covered in part by user fees, they were then asked to indicate the maximum amount their household would be willing to pay per month to have access to a recreation center in Madison County if it had the features their household most preferred.

- Sixty-five percent (65%) of respondents indicated they would be willing to pay \$35-\$44 per month,
- 24% would be willing to pay \$45-\$54 per month, 6% would be willing to pay \$65+ per month
- 5% would be willing to pay \$55-\$64 per month.

Q6. Assuming a portion of the cost to OPERATE a Recreation Center would need to be covered IN PART by user fees, please select the MAXIMUM amount your household would be willing to pay per month to have access to a recreation center in Madison County if it had the features, you and your household most preferred?

by percentage of respondents



■ \$35-\$44 per month ■ \$45-\$54 per month
■ \$55-\$64 per month ■ \$65+ per month

The percentages in this report are rounded and may not add to 100%

7.4.2 OPERATIONAL FUNDING SUPPORT FOR A RECREATION CENTER SUMMARY

Operations of a Recreation Center

What it Means

- **\$35-\$44 per month in user fees to support operations of recreation center**
- Keep monthly user fees as low as possible
- **Annual Utilization of Funds Assumption**
 - Offset 75% of annual operational costs through user fees
 - \$650,000 of Recreation District Property Tax would be utilized to subsidize the annual operations of the Rec Center.



CHAPTER EIGHT - STRATEGIC REVENUE ENHANCEMENT

Building creative and stronger revenue generating options is the most productive strategy for the operational and financial sustainability of a multi-generational recreational facility. Operational sustainability is a blend of controlling costs and increasing revenues, and not just an exercise in expense reduction. Increasing revenues across the system requires:

1. Understanding the characteristics, constraints, and opportunities of markets served by the recreation facility.
2. Classifying and prioritizing services, programs, and functions.
3. Setting appropriate performance standards for each revenue generating service/function.
4. Monitoring performance regularly.
5. Being flexible and adjusting types and levels of services and pricing as needed.

Most importantly, staff must accept and understand that “Expected Public Services” and “Enhanced Visitor Services” are expected to produce revenue that partially or wholly support the costs of providing that service, experience, or amenity as being developed for the multi-generational recreational center. The failure to produce targeted revenues must result in adjustments that can include, but not be limited to: 1) refinement of the service, 2) termination of the service, 3) reduction in staff, or 4) other operational changes to ultimately reduce the financial investment of the facility.

The revenue generation section of this business plan summarizes the revenue goals and recommended strategies for the multi-generational recreational facility. These recommendations must be taken into context with the overall expectations for improved performance of the facility.

8.1 DEVELOPING MARKETING AND PROMOTIONAL STRATEGIES

For the multi-generational recreational facility, the goals of marketing and sales are:

1. To increase visitation and use of the facility to support program revenues to offset facility costs.
2. To generate more revenue from rental facilities, recreation services, programs, special events, and private events in the facility.
3. To produce more participation in large signature events and programs at a multi-generational recreation center that will also generate operation revenue for the site.

Monthly, quarterly, and annual goals for each of these areas must be identified, tracked, and evaluated over time. All marketing and promotional efforts must be monitored through sales goals for the facility; marketing without sales is just an awareness campaign that has little or no consequence on the financial performance of the facility.

8.1.1 MARKET POSITIONING AND MESSAGING

A critical component of marketing efforts is to hone the “right” messages to the right target markets in order to inspire and motivate purchasing behavior. The five-step process for developing strong messages is outlined on the next page:

1. Identify the target market

The Recreation District must identify the different target markets that can be served by the multi-generational recreational facility and the benefits that should appeal to each, and the messaging that will help to communicate the benefits.

2. Identify the needs of the target market segments

Each market segment to be targeted has unique needs. Appealing to those needs will help to make the facility a local or regional service provider of choice. Messages should not only address these needs, but also imply easy solutions to any constraints the targeted customers may have pursuing experiences at the multi-generational recreational facility.

3. Present the solution to the target market needs

Focus on selling benefits and experiences and not just features and amenities. Communicating experiences is much more compelling than selling specific services and programs.

4. Present the results you have delivered

One of the more powerful ways to motivate customers to visit or purchase program services is by demonstrating how people just like them have had wonderful, meaningful, and unique experiences at the site.

5. Explain the points of difference

There are many recreational, cultural, and education alternatives for the target markets and customers. Explaining the unique elements of the facility experience that cannot be gained anywhere else is important.

8.1.2 MARKETING AND PROMOTIONS STRATEGIES

PUBLICITY AND SOCIAL MEDIA

Publicity and social media are typically the least expensive and most effective forms of marketing for public park and recreation agencies. The challenge of great publicity that effectively produces results by motivating target markets is that it requires careful advance planning, constant monitoring, establishing meaningful relationships with media representatives and online customers, and strategic timing. It often takes much advance planning and many months to properly execute a publicity or social media campaign so that the timing of the campaign is aligned with the marketing season of specific programs, services, or opportunities that the agency is promoting. The multi-generational recreational facility needs to approach marketing planning using the following guidelines and themes described below when the re-development and re-use of the facility is completed:

1. Event Publicity at the Multi-generational Recreation Facility

Major events benefit from short stories in local, and regional newspapers and online social media hooks planted that run three to four weeks in advance of the event and up to the date of the event. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites need to be included.

2. Program Publicity

Special and unique programs should have feature stories in local magazines, local and regional weekly newspapers, that are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will likely require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs.

3. Site Publicity

Site publicity, focusing on a single site, requires more intense planning efforts to attract multiple writers and editors from target publications. The multi-generational recreational facility site could host several seasonal media familiarization tours to familiarize them with the site and its benefits and amenities when improvements are begging to be made. Stories and features resulting from such tours typically take between two and six months to materialize so the tours need to focus on experiences, benefits, and programs that would be available when the stories are expected to run.

In order to produce consistent and recurring publicity for programs and facilities, staff must understand and appreciate the benefits derived from publicity and actively plan programs, events, and experiences that are publicity worthy. A strategic approach to how media contacts are made and publicity is sought will help the recreation district avoid “saturating the press” with ideas and requests that eventually may turn off the media, which the facility depends upon to create the publicity needed to keep it financially viable. PROS Consulting recognizes that the staff is very limited in their time to make marketing a priority.

8.2 PARTNERSHIP DEVELOPMENT

These recommendations are an overview of existing partnership opportunities available to the recreation district, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed but can be used as a reference for the site to identify priorities for partnership development.

The following five classifications of partners are recommended for the site:

1. **Operational Partners.** Partners who help maintain facilities and assets, promote amenities and site usage, support site needs, provide programs and events, and/or maintain the integrity of the facility through labor, equipment, or materials. This could include school partners, contracted partners who provide recreation services in the building or a health-related partner who provides services within the facility.
2. **Vendor Partners.** Service providers and/or contractors who can gain brand association and notoriety as a preferred vendor or supporter in exchange for reduced rates, services, or some other agreed upon benefit. This could include a local recreation supplier of goods to the site.
3. **Service Partners.** Nonprofit organizations and/or friends’ groups that support efforts to provide programs and events, advocacy and education, and/or collaboratively serve specific constituents in the community. This could include the senior assisted living groups, the library, a hospital, or a sports club.
4. **Co-branding Partners.** Private organizations that can gain brand association and notoriety as a supporter in exchange for sponsorship or co-branded programs, events, marketing, and

promotional campaigns, and/or advertising opportunities. This could include a hospital, local winery who supports environmental education, or a health and wellness agency who supports active lifestyles.

- 5. Fund Development Partners.** Private nonprofit organizations with the primary purpose to leverage private sector resources, grants, land and/or other public funding opportunities, and resources from individuals and groups within the community to support site goals and objectives for mutually agreed strategic initiatives. This could include a financial partner that can help with a maintenance endowment to help raise money for capital or operational costs.

The key to any partnership will be for the partner to bring value to the site in the form of either operational revenue or capital revenue to help build the site or improve the site or bring a good number of paying users to the site. The key to effective partnering is not to create an entitled partner dependent on the recreation district to support their users' needs but contributes to the value of the multi-generational recreational facility.

8.3 MARKETING AND COMMUNICATION STANDARDS

It is important for the facility to have a strong marketing approach to operate in a sustainable manner. To accomplish this, recreation district must have a marketing plan and standards to go by in supporting the facility from the beginning. Marketing and communication standards need to be in place and include the following:

- Core programs, non-core programs, and facility related services to be evaluated yearly based on their lifecycle, position in the marketplace, and trend data with a strategy to make changes (keep the same or eliminate) that are provided in the recreation center.
- Core program priorities will receive the appropriate time and space in the recreation center to keep the service strong and viable.
- Cost-benefit criteria will be incorporated within the core services mini-business plan annually. PROS Consulting recommends updating the business plan pro-forma yearly.
- Program guides will dedicate space to core services as their primary target. Non-core services, which could become a core service, will have a marketing strategy created and tested annually.
- A marketing plan will be created and updated yearly for promotion of services held at the recreation center, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility/program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue alternatives will be developed when needed to keep funding options viable.
- A cost-of-service assessment will be completed for each core service area within the recreation center and the results of participant impacts and cost recovery goals that were met or not met should be presented yearly by staff.
- Recreation district will develop a customer survey (mail, email, or phone) every three years to gauge how well the system is meeting the needs of residents and what program areas need stronger support.

CHAPTER NINE - OPERATIONAL STANDARDS

As part of the Business Plan, discussion with Rexburg Parks and Recreation Department staff was completed to decide on an operational plan for the facility and how to illustrate the relationship and requirements for management of the facility.

- **Organizational Assessment:** PROS analyzed the management practices desired by the Department and their understanding of the operations for the proposed facility. The existing staff is stressed to achieve the duties assigned to the facility. Additional staffing will be required based on what elements are renovated or added new to the recreation center. Ideally the staff salaries and benefits can be covered by program revenues or membership fees to cover the time needed to operate the building.
- **Operational Standards:** PROS established the following operational standards and costs for the recreation center. This includes hours of operation, staffing levels needed, technology and customer service requirements based on established and agreed upon outcomes.

9.1 RECREATION CENTER FACILITY STANDARDS

9.1.1 CORE RECREATION FACILITY CRITERIA

- Community Center facilities are created to support core recreation programs (i.e., preschool programs, after school program, senior services, life-skill programs, aquatics, camps, fitness, sports, and other activities). The facility is planned to be open 107 hours a week.
- The facility is designed to offset at a minimum 75% of the operational costs of the Madison County recreation center via program and membership fees.
- Partnerships can be created to maximize the experience for the users and control operational costs.
- The Madison County recreation center will be customer friendly based on the design to create a strong relationship and trust with users and families.
- Demand for the facility will match availability based on community input and the facility is expected to be operated in a typical, traditional community center facility manner.
- The recreation district will need to respond to the future demographic needs of the community as it applies to recreation program needs for the service area.

9.1.2 RECREATION PROGRAM STANDARDS

Recreation program standards are to be developed to support a high quality, efficient recreation program for the recreation district and for any partners working in the building. The program standards are developed to support the core recreation services in the building. The standards focus on establishing what constitutes a quality experience; operational and cost recovery goals; marketing and communication standards for users to access the program or service; and performance measures to track desired outcomes of the programs that hold the staff, any partners, and program contractors accountable to those standards.

The existing core recreation services that are to be provided at the facility need to include child watch services (available while parents work out, some before and after school care, and summer day camps), youth and teen services, special events that bring the Madison County community together, senior

services, cultural education, art services, community wellness and fitness, services to people with disabilities, and programs for youth and adult sports such as leagues, clinics, tournaments, and workshops.

9.1.3 STANDARDS OF A HIGH-QUALITY EXPERIENCE

From these core services, the following standards should be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with "in-the-field" experience of the specialty program they are responsible for at the facility.
- The instructor-to-participant ratios are appropriate for the participant to feel safe and attended to in each class.
- The program is provided in the appropriate recreation space it was designed for, and that program space is safe and clean.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program will commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- The staff is trained in first-aid and CPR. Volunteers are also trained in first-aid and CPR when appropriate.
- A first-aid kit is readily available and accessible in less than a minute.
- The staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants about their expectations of the program and the results of their experience. This includes the completion of pre- and/or post-evaluations, focus groups, or phone calls.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program as well as the level that the recreation district is investing in their experience or any other partner involved in the delivery of services in the building.
- Each instructor or program supervisor will be provided a "tool box" that includes their class or program roster with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent recreation information, emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes and goals that The recreation district or the partners hope to achieve from each program delivered.

- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks and fingerprint ID verification by the Madison County Police Department.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- The instructor and program supervisor will prepare class, program curriculum, or work plans before the class or program begins and signed off by the appropriate program staff within the recreation division providing services in the building.
- The staff and partners will be dressed in the appropriate uniforms that include nametags.
- Drivers that transport participants must have the appropriate license, certifications, and authorizations to only do so in agency vehicles only and never personal vehicles.
- Equipment or program space will be inspected prior to the class or program, the condition noted by the instructor or program supervisor, and recorded daily, weekly, and monthly.
- Performance measures are tracked and shared with instructors or program staff at the end of each session.
- Exit interviews will be conducted with part-time staff before they leave each season and noted in their file as to rehire or not to rehire.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class monies will be spent. Final budget results will be documented at the end of the program area and shared with the supervisor or manager.
- All regulatory requirements for programs are completed on time and filed according to guidelines.
- Appropriate required licenses and certifications set by law will be reviewed and filed before programs begin if necessary.

9.1.4 OPERATIONAL AND COST RECOVERY GOAL STANDARDS

- A pricing policy will be in place and the staff and any partners understand the philosophy behind it and how to communicate prices to users effectively.
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place. Contract staff will be trained on this process.
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. The contract staff will be trained on how prices for services are set.

- Quarterly results of programs will be posted and shared with the staff on those services that are underperforming, meeting, or exceeding the cost recovery goals.
- Mini-business plans will be created for each core program service on a yearly basis that evaluates the program. The plans will be based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development.
- Yearly competitor and other service providers will be benchmarked, shopped, and evaluated for changes they are making and how they compare with the recreation district efforts in the core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers, thus reducing the impact on staff time.
- Any partnership groups will be informed of the cost and services provided by the recreation district and written partnership agreements will be established with measurable outcomes tracked annually.
- The maintenance and recreation staff will discuss standards for programs taking place at the recreation center annually.

9.1.5 PERFORMANCE MEASURES

The recreation district Department should develop the following performance measures to track desired outcomes and to demonstrate to key leadership and partners the value of the investment being made in recreation programs and the facility:

- Program capacity levels met based on total availability and enrollment numbers with a target goal of 85%.
- Programs offered versus programs held with a target goal of 80%.
- Retention of participants, monthly pass holders are targeted at 75% then tracked by the registration point of sale system.
- Cost recovery goals met at 95% for core recreation services.
- Customer satisfaction levels are met at 90% or greater in all services.
- Earned income goals are met at 95% for programs.
- Cost recovery goals for the facility are met at 95% of targeted levels.

9.2 AQUATIC CENTER OPERATIONAL STANDARDS

9.2.1 ENFORCE AND REINFORCE LIFEGUARD RESPONSIBILITIES

It is critical that the aquatic safety rules be constantly and consistently reviewed with staff. This needs to be done in addition to in-service trainings. These basic safety rules must be incorporated at all locations:

1. Each lifeguard is to always have a rescue tube (buoy) with them.
2. If the swimming facility has deep water of more than 5 feet in depth, a rope and float line must cross the pool. It is to be placed on the shallow side of the change in slope between the shallow and deep portions of the pool. If there is a natural or constant slope, it needs to be placed where the water becomes 5 feet deep. The distinction of separate areas must exist in both pools and open water areas.
3. If deep water (over 5 feet) exists, the lifeguard is to perform deep-water testing of all swimmers, with no exceptions. The swimmer must demonstrate at least 50 feet of acceptable crawl stroke followed immediately by 60 seconds of treading water. This test is to be competed in deep water. Qualified swimmers for deep water are to be designated by the use of wristbands, swimming caps, marking of the shoulder with waterproof marker, or some other form of identification.
4. Each lifeguard station or position needs to be assigned a specific area or zone of responsibility. In a pool or open-water area with multiple zones, it is critical that every part of every zone, and especially the seams between the zones, be both highly visible and readily accessible to lifeguards.
 - A chart depicting each lifeguard's zone needs to be posted where they can regularly review their area of responsibility.
 - A lifeguard must employ the practice of completely and thoroughly scanning their entire area of responsibility every 10 seconds; eye movement is to be maintained to provide that coverage frequency.
 - Lifeguards are assigned the responsibility to be diligent and to pay close attention to their duties; conversing with others, reading, or performing other tasks while in rotation is not acceptable.
 - Lifeguards are to be placed around the pool so that there is no more than 20 seconds of separation from one guard to another in any given zone.
 - Lifeguard duty cycles are to be designed to ensure alert and attentive personnel, and shift changes will not cause a disturbance in the quality of protection offered to the swimmers.
5. Lifeguard staffing needs to increase to allow the guarding zones to decrease in size if water becomes turbulent.
6. If water turbulence becomes dangerous or distorts vision, or if visibility is otherwise diminished, it is advised that swimming be halted until conditions return to normal.

9.2.2 MANAGE LIFEGUARD VIGILANCE

Historically, the focus of lifeguarding has been all about rescue. However, in more recent years, aquatic understanding considers recognition more important than rescue. While rescue is vitally important, it goes hand-in-hand with recognition.

Recognition can be defined as **constant vigilance**. The practice of recognition through constant vigilance is the guarding skill that improves lifeguard effectiveness. Unfortunately, the greatest dedication and most thorough training cannot eliminate the natural human limitations that challenge every lifeguard's ability to be vigilant. About 500 to 700 children will likely drown in guarded pools each year because of the difficulty for motivated and well-trained guards to remain vigilant.

Several studies have been conducted to illustrate that human concentration on specific activities decline over time. Measurable decreases in attention were regularly demonstrated after thirty minutes of directed behavior with some decrement noted in only fifteen minutes. Research has also shown that while alertness increases with the frequency of critical signs, it actually decreases with a preponderance of noncritical signals. This may explain why a larger number of aquatic tragedies occur in small flat-water pools than in crowded wave pools or on water attractions.

Other factors also adversely affect a guard's ability to be watchful such as:

- Elevated temperatures and increased humidity dull the senses and have been shown to reduce vigilance from optimal by as much as 45%.
- Sharp or loud noises can divert a guard's attention from scanning by evoking involuntary eye movement in the direction of the source of the sound. Attention grabbing noise may be beneficial for spotting a vocal swimmer in distress, but is very distracting in a noisy pool or if the sound originates outside the pool area.
- Time of day is another factor to be considered. The results of a recent study showed that it took three times longer for a lifeguard to spot a submerged mannequin in the evening than it did before noon. The cause, visibility, fatigue or natural circadian rhythms is immaterial. The adverse effect must be countered.

Natural human limitations cannot be significantly altered and cannot be disregarded. However, efforts toward quality lifeguard management and training can minimize the deleterious effects of the above limitations.

KEEP ROTATIONS SHORT:

Lifeguards are not to exceed 30 minutes of active surveillance duty without assigned short concentration break. At worst, a guard requires a 10-minute break every hour. Any tasks the guard performs while not scanning need to be varied.

PRACTICE SCANNING SKILLS:

Emphasize proactive scanning with lifeguards. Use techniques like 10/10 and "The Five-Minute Scanning Strategy" to ensure attentive guarding. Accept no performance that is below desired standards. Be sure to give guards the tools they need and then require the use of those tools.

KEEP LIFEGUARDS ALERT:

Managers need to develop a practice where their presence on the pool deck can be observed. Guards need to be monitored. Monitoring takes place visually and by using observation reports. Monitoring and unannounced drills need to be used to help keep lifeguards alert. Be diligent to catch them doing it right, and then recognize positive behavior and correct areas that need improvement. Watch for signs of fatigue and make changes as necessary. Expect exceptional performance from lifeguards. The only job while actively lifeguarding is to keep the patrons safe. Do everything possible to keep them alert, vigilant, and well prepared for any occurrence that may arise.

9.2.3 DEVELOP AND IMPLEMENT A LIFEGUARD IN-SERVICE PROGRAM

All of lifeguard staff receives initial training that provides the basic information and skills required for them to perform their work assignments. In-service training is necessary to retain, improve, and allow them to employ their skills and knowledge under supervised conditions so that their performance is maximized.

It is critical that the lifeguard staff employ skills and judgment that are immediate and precise. Action or inaction may be critical to the safety of the patrons. This requires regular practice and review of both normal (i.e., scanning, rule enforcement, conflict recognition/resolution, conditioning, and other responsibilities) and emergency (i.e., CPR, first aid, water rescue, spinal injury management, etc.) skills. Proper aquatic in-service training program need to address the following principles:

1. An in-service training program is to be developed and implemented. Use well researched procedures specific to your needs. It is best to rely on tools such as **In-Service Training for Aquatic Professionals**. This system is endorsed by the National Safety Council and the American Camping Association.
2. Scheduling of in-service training needs to be frequent. Maximum recurrence of training typically takes place during the summer busy season or after an influx of new staff. Regular and consistent times need to be established so that staff can plan accordingly. It is recommended that 4 hours of in-service training be provided to each lifeguard each month. Timing and frequency will be scheduled to best fit particular program and curricula. In general, daily or weekly training is best, biweekly is good, and monthly is minimal.
3. Attendance must be mandatory. Lack of in-service participation needs to result in disciplinary action toward the employee. Suspension from the work rotation can be one form of discipline. Nonparticipation negatively affects the morale and cohesiveness of your staff and the safety of the patron of the swimming pool.
4. During training, use real life scenarios with human victims. While mannequins are useful for initial training of skills, a reliance on them misleads staff. It is important to become comfortable with performing skills on live subjects. Safety scenarios need to be altered and varied from one exercise to another. All trainees are required to actively participate in all training exercises.
5. Periodically, non-aquatic staff may be included in the sessions. This allows for aquatic staff to experience how non-aquatic staff members may be best utilized in the event of an emergency.
6. All training must be memorialized and records kept for at least three years. Staff signatures, not just typed or trainer-written names on the form, are to identify attendance.

9.2.4 IMPLEMENT AQUATIC PERSONAL PROTECTIVE EQUIPMENT STANDARDS

Lifesaving is a trainable technique that has been refined for maximum effectiveness. Rescue techniques are employed using specific equipment. This equipment is essential to protect the user and the victim. The following equipment is not optional. It is used to ensure proper rescuer performance and provide appropriate rescuer safety.

TUBE

The tube provides the rescuer with protection and prevention from sinking. It also provides the victim with buoyancy and prevents the lifeguard from having to fully support the victim's weight.

- The tube must be always in possession of the on-duty lifeguard, no exceptions!

- The strap is to be worn by the lifeguard and gathered to prevent catching on the chair during exit.
- The tube can be used as a barrier for the lifeguard in the event of an emergency (i.e., keeps the guard in control, keeps the victim away from the lifeguard, supports four to five victims' heads above the static water line).

MASK & GLOVES

The mask protects the lifeguard from ingesting vomit or other bodily fluids. Gloves give the rescuer protection from blood borne pathogens and give the victim assurance that their rescuer will not panic and quit before the rescue is complete.

- Mask and gloves will always be with the guard, preferably in a fanny pack.
- Virtually all drowning and near drowning incidents involve bodily fluids, especially vomit, which has the potential to be expelled into the guard's mouth if they do not utilize a mask.
- The guard will not use these protective devices if they are not readily available. The fanny pack must be worn at all times while at the pool facility. This will ensure they are prepared if they have to respond to an emergency off the pool deck.

TRAINING

Every lifeguard is required to be certified, but a facility must take extra precautions into consideration.

- Conduct training that will focus specifically on Personal Protective Equipment utilization and practice.
- During training, "create" artificial body fluids using fake blood and Alka-Seltzer. This strategy will help prepare your guards to adapt to encountering this scenario.
- Regularly verify that lifeguards are properly equipped and rescue-ready.

Lifeguards train and practice in closed environments, usually free of blood borne pathogens and actual drowning victims. It may be difficult to conceive of such a remote and unfamiliar danger as a blood borne pathogen, but the exposure, once experienced, has the potential to be life changing and irrevocable.

9.2.5 DEVELOP AND IMPLEMENT A NON-SWIMMER PROTECTION POLICY

Many aquatic facilities do not test the swimming capabilities of unknown swimmers. Frequently, tragic stories demonstrate the need to develop and implement swim test protocols. An increasing number of aquatic facilities have implemented a non-swimmer protection policy and are now successfully testing swimmers of unknown ability, especially participants of special use groups like day camps, rental groups, and birthday parties.

Following is a recommended policy for non-swimmer protection, including all children and adults that are part of an outside group (rentals, special events, birthday parties, etc.).

TEST:

Swim test to determine swimming ability. Users who do not take the test, or children under seven years old, may automatically be designated as non-swimmers.

MARK:

Clearly mark all users to identify swimming ability.

PROTECT:

Most aquatic incidents happen in shallow water (3'-5'). Protect non-swimmers, especially younger children, by restricting them to the shallow end and adding additional layers of protection.

1. The non-swimmer is actively engaged in a swim lesson or activity with staff.
2. The non-swimmer is actively supervised, within arms-reach of an adult parent or caregiver; and/or
3. The non-swimmer is wearing a properly fitted US Coast Guard approved Life Jacket.

Any change in policy and procedure may encounter difficulties in administration and implementation. Although modifications and new innovations to a policy are anticipated to overcome implementation challenges, the spirit of a policy needs to be fully implemented. A non-swimmer protection policy must be enforced at all times without exception. Failure to do so may put the City of Madison County "at risk" in the event of an incident. More importantly, failure to enforce this or a similar policy leaves your swimmers at risk.

9.2.6 SAFETY GUIDELINES FOR PATRONS WITH SPECIAL NEEDS

Under the Americans with Disabilities Act (ADA) persons with disabilities must be provided equal access and opportunity to use all of the City of Madison County' aquatic facilities. In addition to providing the necessary physical accommodations like ramps and hydro-lifts, aquatic staff must also be prepared to assist people with disabilities in normal activities and to respond appropriately in case of an emergency.

Although there are many types of disabilities, it is most important to remember that everyone is a person first. Within the recreation department, there are several scenarios in which lifeguards may be asked to work with or supervise people with disabilities; and your role will vary based on the situation, age of the person and the person's ability to understand safety and directions.

DROP-IN/FREE SWIM:

For a drop-in, a patron with a disability has paid the entrance fee to the rec center and is coming to swim either in the lap or leisure pool. As with any other patron, as a lifeguard your role is to supervise them in the pool to make sure they are being safe and following the pool rules. Your role does not include helping patrons dress, use the restroom or transferring people in or out of wheelchairs. People needing additional support with these types of activities are able to bring an assistant in to the recreation center free of charge to help them. Our pools all have water wheelchairs, accessible entries into the pools (lifts, ramps, zero depth entry) and assistive floatation devices (life jackets, water belts, etc.). If a patron would like to use this equipment, please watch to ensure they are using it correctly.

REGISTERED CLASS/SWIM LESSON:

In this situation, a patron has pre-registered for a class and requested an accommodation. At this point, a staff member will complete an assessment with the patron and decide upon some accommodations to help make the lesson a positive, successful experience for everyone. Accommodations may include things such as a visual schedule of the lesson plan, helping a patron transfer into or out of the pool and having an extra City of Madison County staff to assist the patron in the water. Swim instructors will be given information about the person in their class and the accommodations being made for them ahead of time. Staff who will be in charge of physically assisting individuals will be trained in the correct procedures to ensure they do not hurt themselves or the patron. This includes things such as transferring people in and out of wheelchairs, using adaptive aquatics equipment and assisting patrons in the rest room. Please do not attempt to physically assist someone without the proper training - both your and the patron's safety are of utmost importance!

In general, lifeguards need to:

- Recognize individuals with various challenges and communicate effectively with them.
- Be able to safely and efficiently assist each of them in case of need.
- Be proactive to prevent a potentially dangerous situation from becoming an emergency.
- Modify rescue protocols and procedures; regularly practice how to assist these patrons.
- Increase guard-to-swimmer ratios to provide adequate protection in pools that include groups of swimmers with disabilities.
- The aquatic staff must remember individuals with disabilities are people first, people who are to be treated with the same level of respect and dignity that would be afforded to any patron.

9.2.7 DEVELOP AQUATIC FACILITY SAFETY CHECK LIST

	Yes	No	Action Items
Lifeguard Screening and Training			
Do lifeguards hold current, valid certification from an aquatic organization (i.e., ARC, YMCA, etc.)?			
Does your facility conduct in-service training that teaches lifeguards your site-specific procedures?			
Do you conduct a physical screening for lifeguards?			
Do you conduct a vision screening for lifeguards?			
Does at least one facility member hold current, valid certification in Lifeguard Management?			
Do you train your lifeguards to follow the same airway-clearing procedures?			
Do you have 20- to 30- minute rotation schedules, and do you require lifeguards to change body position every 5 to 10 minutes to prevent fatigue?			
Equipment Use and Maintenance			
Do you regularly inspect rescue equipment, such as tubes and buoys, for wear and replace them as necessary?			
Does your facility use plastic backboards, and are lifeguards trained to use a variety of straps and restraints?			
Do you regularly inspect your first aid kit and replenish items as necessary?			
If your facility uses AEDs, are lifeguards trained in their use?			
Are lifeguards trained to deliver oxygen?			
Does your facility have the proper type and sufficient numbers of PFDs for your aquatic activities?			
Are lifeguards trained to use communications equipment (telephones, walkie-talkies, whistles)?			
Do you post signs that detail rules for use in your aquatic area?			
Slides, Blobs, Water Trampolines, Starting Platforms, and Diving Boards			

Do slides exit into water at least 4 feet deep?			
Is one lifeguard dedicated to the slide?			
Does your facility enforce a 25-pound maximum weight difference between participants on a blob?			
Are two lifeguards dedicated to supervising the blob—one on the platform and one in the water in a boat?			
Is there a barrier to prevent unauthorized access to the blob?			
Are two lifeguards dedicated to supervising the water trampoline?			
Does your facility follow the YMCA standard for starting platforms?			
Do diving boards, including competition boards, meet YMCA standards for minimum water depth and distance from the beginning slope of the diving well?			
Visiting Groups and Use of Other Facilities			
Do you require your own lifeguards to be on duty when visiting groups swim in your pool?			
If you take youth to swim at another facility, do you require parents to sign informed consent forms, including release of liability?			
If you take youth to swim at another facility, are you named as an additional insured on the host’s insurance policy?			

RECOMMENDED GUARD STANDARDS:

- Position guard staff in an area where there is the least amount of glare; staff must respond to the day’s changing weather conditions and position of the sun.
- Guards need to be positioned in an elevated chair or stand by the pool’s edge; mobility is okay, but limit walking as it hinders scanning.
- Never guard from any standard height chair; this furniture needs to be banned on the deck as they impair proper guarding.
- Swimming lessons must have lifeguard(s) guarding the pool in addition to lesson instructor(s).

LIFE SAVING EQUIPMENT:

- Tube buoys straps worn and gathered need to always be with the guard. Keep them in hand when actively guarding.
- Blood-borne pathogen equipment such as a mask and gloves need to always be with the guard (not elsewhere).
- Spinal management equipment must be readily accessible; head pad must be secured to board.
- Statutory equipment - shepherd's pole, ring buoy, emergency summons - must accompany the lifeguard.

SWIMMING POOL:

- Slope change line needs to be on the bottom of the pool to alert swimmers and guards. They also need to be at the beginning of areas with dramatic depth changes.
- Rope and float safety line must be on the surface. The shallow side of slope change line is to be 5 feet maximum depth.
- Check pool drain covers regularly for a secure fit; both pull and push to ensure connection.

DECK AREA:

- Standing water is the number one cause of pool injuries. Squeegee as needed, resurface as necessary.
- Depth markers must be visible from in the water (on the pool or building wall) and from on the deck, sides, and ends; there must be a maximum of 2' depth differential and 25' linear distance between markers.
- Proper anchoring of pool ladders is critical; if loose, they contribute to slip and fall incidents and can cause entrapment between the ladder and the pool wall, above or below water.
- There must be GFCI protection for all electrical circuits on deck and in service areas.
- Use off-deck storage as much as possible; any on-deck storage cannot impede movement around the pool or create potential danger for pool patrons.

OPERATIONAL PROTOCOLS:

- Emergency Action Plan must be posted where accessible to staff. Staff needs to commit these plans to memory.
- In service training is to be regular and documented (names, date, length, topics, leaders, etc.)
- Lifeguard credentials are to be on file and current; list of those expiring within the next month must be kept and duly noted to staff.
- Observation reports of guards must be documented by staff and/or patrons.

9.2.8 FORMAL ALLOCATION GUIDELINES

PRIORITY USE SYSTEM

Following is a list of user types in priority order. This priority list needs to be used as a guide in allocating pool space, while still ensuring a balance of programming is offered for the residents of Madison County.

LANE ALLOCATION CONSIDERATIONS

Groups in good financial standing with the City of Madison County will be allocated pool time, utilizing the Priority Use System as a framework. While this system provides a framework for allocation, the City of Madison County Aquatics staff will need to distribute pool space and times with the goal of ensuring that a balance of activities and opportunities are available to residents of varying aquatic interest. Users may not monopolize desirable pool time so as to jeopardize a variety of programming opportunities being offered to the residents of Madison County. If competing requests for allocation takes place, the following factors will be considered in allocation of lanes:

- Percentage of residents vs. nonresidents
- Size of program
- Total number of Madison County residents in the organization/program
- Type of program
- Consistent use of previous allocation
- Adherence to permit requirements and facility rules and regulations during previous commitments

Once pool permits have been issued, additional pool time will be permitted only if space is available during the time requested. At least a two-week advance written notice is required if an organization

wishes to cancel the permitted lane. If the canceled permitted lanes are not needed for City programs, staff will notify other existing permit holders via email of the lane availability, and allocate the available pool space to the first respondent. All permitting of pool space will be approved in writing.

To ensure safe and quality workouts, organizations are expected to limit the number of participants entering the pools in relationship to the number of lanes they are permitted.

NONPROFIT STATUS

In order to be classified as a nonprofit organization, verification demonstrating good standing with the State of Idaho is required by June 30th of each year for returning organizations and at the time of permit application submission for new applicants.

RESIDENT ORGANIZATIONS

In order to qualify as a resident organization, at least 50% of an organization's participants using the pools must be Madison County residents. Participants are defined as "unduplicated" (# of different people). Organizations with both adult and youth programs are classified separately by program.

Organizations that have not applied for a permit at the pools within the last 12 months will be required to submit organization program rosters with full home addresses of participants (business addresses, PO boxes, etc. are not acceptable) to the pools at the time the permit application is submitted. Newly formed organizations must submit their roster to the pools prior to the first day of use. This roster will be compared to the information submitted with the permit application and user category classification adjustments will be made as warranted.

It is recommended that the aquatic division track not just residency but also total participation.

CLASSIFICATION IN PRIORITY USE CATEGORIES

For determining placement in the Priority Use Categories, participation levels during the 12-month period prior to each seasonal application deadline are used. If 50% or more participants are residents, the organization will be categorized as a resident organization (youth and adult programs calculated separately) for the upcoming permit period.

APPLICATION PROCESS

Applications for pool permits will be accepted twice per year for priority processing. Application/permit dates are approximate and may be adjusted based on school calendars and/or staff schedules. Permitting periods may vary each year in order to adhere to the School District's school-year calendar, and/or pool maintenance schedules.

Hours requested on the permit application are to include warm up, stretching, and cool down time. Permits requested after the application deadline for each permitting period will be issued on a space availability basis.

CANCELLATIONS

Permitted groups cannot exchange or sublet their allocated pool space to any other group and will be responsible for paying for all lanes permitted.

If non-weather-related cancellations are requested by a group, credit will only be given with two or more weeks advanced written notification to aquatic staff.

PERMIT GROUP ATTENDANCE

Member information for each organization will be entered into the City's recreation software system and each person will be issued an Activity Passport card to be swiped upon entering the pools. A fee for the

Activity Passport cards will be charged for participants. In the event an organization has a new participant that has not been added to the organization's roster, they will be asked to sign-in upon entry to the pools and be counted as a nonresident unless proof of Madison County residency is provided. New members will be given a grace period in which to obtain an Activity Passport card. Members that continually participate with an organization without obtaining an Activity Passport card may be denied access until a card is obtained. Organizations will be required to provide staff with information on new and deleted members on at least a monthly basis in order to update the automated system.

RESIDENCY CLASSIFICATION FOR BILLING PURPOSES

Organizations will be classified as resident or nonresident on a quarterly basis. At the conclusion of each calendar quarter, staff will determine the number of resident and nonresident participants from each organization (youth and adult programs calculated separately). If the percentage of resident participants during the concluding quarter is 50% or greater, the organization will be classified as a resident organization for that quarter and billed accordingly. If the percentage of resident participants during the concluding quarter is less than 50%, the organization will be classified as a nonresident organization for that quarter and be billed accordingly.

PAYMENT

Organizations will be billed quarterly. Payment of invoices will be due upon receipt and is considered delinquent if not received within thirty days of invoice date. Permits may be canceled with lanes reallocated and facility access denied if payment is not received on time. Late payments may also result in loss of priority standing for the following permitting season and a requirement for advance payment may be instituted.

Staff will provide timely notice to permit groups regarding permit changes due to meets schedules.

PROHIBITED USES

Permits will not be issued to organizations that compete with City programs. Private instruction requires authorization by the City of Madison County Aquatic Supervisor. -

CHAPTER TEN - FINANCIAL AND STAFFING PLAN

10.1 OPERATING HOURS ASSUMPTIONS

- The Multi-generational recreation center operating hours are 93.5 hours per week and are assumed to be:
 - Monday - Friday - 5:30AM to 10:00PM
 - Saturday - 7:00AM to 8:00PM
 - Sunday - CLOSED

PLEASE NOTE: Gymnasiums and Indoor Aquatic Center will be utilized for both programming and open use. Schedules for Gymnasium and Indoor Aquatic Center will be posted and vary based on time of year. Schedules for the Gymnasium and Aquatic Center have been provided as stand-alone documents.

- Holidays during which the multi-generational recreation center including Indoor Aquatics will be closed are:
 - New Year's Day
 - Easter Sunday
 - Thanksgiving Day
 - Christmas Day

10.2 FACILITY STAFFING ASSUMPTIONS

Staffing the facility with revenue from yearly and monthly passes requires a delicate balancing act of resource allocation to the core areas and the bottom line. This will necessitate that the facility staff have a keen understanding of all the operations and understands the value of programming the site versus maintaining the site. Staffing assumptions include:

- Facility staffing is a direct result of the requirement of the operating hours to be approximately net revenue neutral
- Facility staffing is based on “lean management” practices where all positions/human resources expended for any goal other than the creation of value for the customer base are nonessential
- As the multi-generational recreation center reaches operational and programmatic maturity, additional staff persons will most likely be required
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry and in-line with current wages
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are factored at a percentage of total seasonal staff salary and full-time staff overtime, excluding any general benefits

Many large-scale multi-generational recreation center operations operate with staffing levels at 75% of the direct cost or more of the operational budget. The facility will require a total of at least 15 full-time positions. These position categories and/or titles are subject to change as operations are further refined in the final business planning phase. These include a fulltime staff of the following:

- Center Manager

- Customer Service Supervisor
- Recreation Administrative Coordinator
- Maintenance Manager
- Maintenance Worker
- 5 Custodians
- Recreation Program Supervisor
- Fitness Manager
- Aquatics Manager
- Aquatics Coordinator
- Facility Rental Coordinator

A bevy of part-time staff including lifeguards, water safety and recreation program instructors, fitness personnel and front desk staff are included in the staffing projections.

Depending on facility's success, the most important addition to the staff composition may be in the management of the front-line staff - the part-time and seasonal employees that are the face of the organization. As such, it is imperative to utilize the Recreation Center Customer Service Supervisor position to manage the staff that deals first with the public effectively for representing the city's multi-generational recreation center well. Dedicated and enthusiastic full-time employees will successfully adapt to the ebbs and flow of a customer-centric operation daily. However, this could pose a problem for part-time and seasonal staff, many of whom are projected to work limited hours for the greatest operational flexibility. Accordingly, this balance of resources and customer service will make it critical that systems are in place to ensure that front line employees share a common and enthusiastic vision for service delivery.

Utilization of full-time, part-time, and independent contractors is typically chosen by management for the flexibility they provide - a benefit that allows market factors to determine the need of instructor utilization consequently boosting the goal of fiscal sustainability. Benefits of part-time and contract instructors are:

- Ability to offer quality, diverse and affordable programs with no startup costs to the facility.
- Specialized skill set or training at no cost to the facility.
- Typically, continuity and retention exist for instructors who like to teach.
- Work on demand - hiring an independent contractor or part-time staff person offers flexibility to programming which keeps programs "fresh" and increases the ability to take on added opportunities as they arise, and during slow periods have greater cost control.
 - Classes are discontinued when minimum participation levels are not met without incurring the cost of the instructor.
- Contractors do not require employers to withhold and pay federal, state and Social Security (FICA) taxes as they are required for employees.
- The Manager obtains the right to terminate Independent Contractor Agreements at any time by giving written notice.

- Contractors are not eligible for unemployment insurance benefits

Another reason for this recommendation is the large amount of programming planned for the facility.

10.3 MEMBERSHIPS AND ADMISSIONS

Memberships and admissions generally account for 70% or more of all revenue generation in a multi-generational recreation center of this type with the hope to recover at least 75% of operational revenues. Due to the operational impact of memberships on sustainability, membership structure is vital. Based on the pro-forma, memberships and admissions is projected to cover approximately 56% of the total revenue from memberships. This is primarily due a monthly pass rate for individuals that are at the mid-point of other recreation facilities in the region. This requires the building to be programmed at 40% to achieve the cost recovery goal desired. **Please Note: This can limit the amount of open non-programmed activity to the gymnasium and indoor aquatic center.**

RECREATION CENTER

It is recommended that the Recreation Center membership configuration consist of the following categories, each providing access to all areas of the facility.

- Resident and Non-Resident Rates
 - Family Household Membership (up to age of 23)
 - Senior Individual Membership (ages 65+)
 - Adult Individual Membership (13-64 years of age)
 - Youth Individual Membership (3-12 years of age)
 - Punch Passes (20 Visits)
 - Daily Pass

Recreation Center Membership will include:

- Unlimited use of the facility during all open recreation times
- Unlimited participation in group exercise programs
- Priority registration on most programs/classes
- Child Watch for children ages 2-12 will be FREE for members of the Recreation Facility
 - Child Watch is defined as up to 2 hours of babysitting while adult is utilizing the facility
 - Hours for Child Watch will be posted separately - morning and evening hours will be available.

10.4 FINANCIAL ASSUMPTIONS

10.4.1 GENERAL ASSUMPTIONS

The assumptions in this study assist in understanding how the financial plan was developed and the strategies with which the multi-generational recreation center will ultimately be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used for the development of the financial plan are as follows:

10.4.2 PRICING ASSUMPTIONS

- Pricing is outlined for each individual program within the electronic Excel model and summarized within this report document.
- Pricing is value based, meaning that pricing was determined based on typical market rates based on the assumed level of service received.
- Pricing comparisons to other fitness related facilities were used for guidelines for developing the pricing schedule, however, the goal of value provided was utilized for developing the pro forma.

10.4.3 GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of projected costs beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Revenues are projected to be 100% of projected revenue capacity beginning in the modeled year “Operating Year 1”; annual increases of a set percent per year each year thereafter as based on Expenditure and Revenue Growth Inputs.
- Percentage of cost recovery is based on the assumed market participation and value/market-based pricing.
- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care (employee health insurance) and energy (utility) sectors, higher growth rates were utilized for employee benefits and utilities.
- If a higher percentage of cost recovery is needed, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model.
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base.
- Pro forma program is based on a very aggressive program offering (50% of total available space) that will require detailed scheduling to allow for successive usages on a regular basis.

10.4.4 STAFFING ASSUMPTIONS

- Recreation facility staffing is a direct result of the requirement of the operating hours to achieve a 75%+ cost recovery rate. It is anticipated the recreation facility’s operating hours will remain the same.
- As the recreation facility reaches operational and programmatic maturity, additional staff persons may be required.
- Staffing salary/wages based on current salaries and national averages found in the fitness and aquatic industry.
- Inclusive benefits, charges required for most employees regardless of employment status (including payroll taxes and fees) are determined by current benefit plan.

10.4.5 OPERATING/GROWTH ASSUMPTIONS

- Operating and growth assumptions are based on average increases per expenditure and revenue category as noted below:
 - Revenues are projected to increase annually by 3.0% through growth in users and fee adjustments.
 - The salary and benefit growth rates are calculated at 3.0% annual growth due to the potential volatility of the insurance/pension fund requirements.
 - Supply growth rate is calculated at 2% annual growth due to inflation.
 - Service growth rate is calculated at an average of 2% annual growth due to inflation and the potential volatility of the energy sector.
 - Transfers vary with increases in revenues.
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

10.5 FIVE (5) YEAR PRO FORMA

Based on all operating assumptions set forth within this report, and excluding any unforeseen circumstances, the Madison County recreation center is **projected to have an average annual total operational cost recovery of 75%**. A summary of the five-year pro forma is presented below. The Madison County recreation center should be able to maintain its direct cost recovery of 75% over the first five full years of operation.

Pro Forma Revenues & Expenditures					
REXBURG RECREATION CENTER					
BASELINE: REVENUES AND EXPENDITURES					
REVENUE TYPE	1st Year	2nd Year	3rd Year	4th Year	5th Year
Passes	\$1,413,850	\$1,456,266	\$1,499,953	\$1,544,952	\$1,591,301
Fitness	\$11,250	\$11,588	\$11,935	\$12,293	\$12,662
Indoor Aquatics	\$172,000	\$177,160	\$182,475	\$187,949	\$193,588
Recreation	\$108,900	\$112,167	\$115,532	\$118,998	\$122,568
Parties	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Rentals	\$39,550	\$40,737	\$41,959	\$43,217	\$44,514
Concessions	\$112,500	\$115,875	\$119,351	\$122,932	\$126,620
Total	\$1,883,050	\$1,939,542	\$1,997,728	\$2,057,660	\$2,119,389
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Administration	\$747,663	\$766,618	\$786,072	\$806,040	\$826,533
Building Maintenance	\$531,629	\$547,193	\$563,217	\$579,713	\$596,697
Fitness	\$209,777	\$215,490	\$221,363	\$227,401	\$233,607
Indoor Aquatics	\$641,520	\$659,888	\$678,790	\$698,240	\$718,256
Recreation	\$147,753	\$151,870	\$156,105	\$160,460	\$164,940
Parties	\$10,576	\$10,888	\$11,210	\$11,541	\$11,882
Rentals	\$71,443	\$73,536	\$75,691	\$77,910	\$80,194
Child Care	\$78,508	\$80,853	\$83,269	\$85,756	\$88,318
Concessions	\$56,250	\$57,375	\$58,523	\$59,693	\$60,887
Total	\$2,495,118	\$2,563,712	\$2,634,239	\$2,706,754	\$2,781,314
RECREATION DISTRICT SUBSIDY	(\$612,068)	(\$624,171)	(\$636,511)	(\$649,095)	(\$661,925)
Total Cost Recovery	75%	76%	76%	76%	76%

10.6 REVENUE MODEL

Pro Forma Revenues & Expenditures						
REXBURG RECREATION CENTER						
REVENUE MODEL						
DIVISION	ACCOUNT TITLE	PRICE	MONTHS	UNITS	REVENUES	
MEMBERSHIP TYPE		Monthly Fee	Months	Passes		
Multigenerational Center Memberships	Monthly Passes - Resident Family	\$40.00	12	1,500		\$720,000.00
Multigenerational Center Memberships	Monthly Passes - Resident Adult Individual	\$25.00	12	500		\$150,000.00
Multigenerational Center Memberships	Monthly Passes - Resident Youth Individual	\$20.00	12	250		\$60,000.00
Multigenerational Center Memberships	Monthly Passes - Resident Senior Individual	\$20.00	12	300		\$72,000.00
Multigenerational Center Memberships	Monthly Passes - Non-Resident Family	\$80.00	12	250		\$240,000.00
Multigenerational Center Memberships	Monthly Passes - Non-Resident Adult Individual	\$50.00	12	100		\$60,000.00
Multigenerational Center Memberships	Monthly Passes - Non-Resident Youth Individual	\$40.00	12	50		\$24,000.00
Multigenerational Center Memberships	Monthly Passes - Non-Resident Senior Individual	\$40.00	12	100		\$48,000.00
Multigenerational Center Memberships	Punch Passes - 20 visits - Residents	\$100.00		100		\$10,000.00
Multigenerational Center Memberships	Punch Passes - 20 visits - Non-Residents	\$200.00		25		\$5,000.00
Daily Admission	Daily Guest Resident - Youth Individual	\$8.00	1	2,000		\$16,000.00
Daily Admission	Daily Guest Resident - Adult Individual	\$10.00	1	500		\$5,000.00
Daily Admission	Daily Guest Resident - Senior Individual	\$8.00	1	200		\$1,600.00
Daily Admission	Daily Guest Non-Resident- Youth Individual	\$12.00	1	100		\$1,200.00
Daily Admission	Daily Guest Non-Resident - Adult Individual	\$15.00	1	50		\$750.00
Daily Admission	Daily Guest Non-Resident - Senior Individual	\$12.00	1	25		\$300.00
TOTAL PASS REVENUES						\$1,413,850.00
DIVISION	ACCOUNT TITLE	PRICE	CLASSES	UNITS	REVENUES	
REVENUES			Classes	Participants		
Fitness	Personal Training	\$75.00		150		\$11,250.00
TOTAL FITNESS REVENUES						\$11,250.00
DIVISION	ACCOUNT TITLE	PRICE	CLASSES	UNITS	REVENUES	
REVENUES			Classes	Participants		
Indoor Aquatics	Pool Rental - Full rental (2 hour rental)	\$1,400.00		10		\$14,000.00
Indoor Aquatics	Learn to Swim - Residents	\$65.00	200	6		\$78,000.00
Indoor Aquatics	Learn to Swim - Non-Residents	\$75.00	200	2		\$30,000.00
Indoor Aquatics	Private Swim Lessons - Residents	\$150.00	90	2		\$27,000.00
Indoor Aquatics	Private Swim Lessons - Non-Residents	\$200.00	25	2		\$10,000.00
Indoor Aquatics	Water Fitness Classes - Residents	\$50.00	25	8		\$10,000.00
Indoor Aquatics	Water Fitness Classes - Non-Residents	\$60.00	25	2		\$3,000.00
TOTAL AQUATICS REVENUES						\$172,000.00
DIVISION	ACCOUNT TITLE	PRICE	SESSIONS	UNITS	REVENUES	
REVENUES			Participants/Teams			
Recreation	Gym Rental - 2 hr. minimum	\$250.00		50		\$12,500.00
Recreation	Tumbling Classes	\$27.00	10	15		\$4,050.00
Recreation	Martial Arts	\$25.00	10	15		\$3,750.00
Recreation	Youth Enrichment Programs	\$40.00	10	40		\$16,000.00
Recreation	Summer Weekly Youth Day Camps	\$145.00	8	50		\$7,250.00
Recreation	Holiday Weekly Youth Day Camps	\$145.00	3	50		\$7,250.00
Recreation	Summer Basketball Camps	\$145.00	3	50		\$7,250.00
Recreation	Summer Volleyball Camps	\$145.00	3	50		\$7,250.00
Recreation	Instructional Basketball	\$50.00		48		\$2,400.00
Recreation	Adult Basketball league	\$400.00	2	8		\$6,400.00
Recreation	Youth Basketball	\$500.00	2	24		\$24,000.00
Recreation	Adult Coed Volleyball	\$300.00	2	8		\$4,800.00
Recreation	Pickleball Leagues	\$20.00	4	25		\$2,000.00
Recreation	Youth Volleyball	\$500.00	1	8		\$4,000.00
TOTAL RECREATION REVENUES						\$108,900.00
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES		
REVENUES						
Parties	Party Room Rentals	\$50.00	500			\$25,000.00
Parties	Miscellaneous Revenues	\$0.00	-			\$0.00
TOTAL PARTY REVENUES						\$25,000.00
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES		
REVENUES						
Rentals	Activity Room Rentals	\$70.00	100			\$7,000.00
Rentals	Large Multi-Purpose Room Rentals	\$675.00	26			\$17,550.00
Rentals	School Lock-In (Whole Facility)	\$3,000.00	5			\$15,000.00
TOTAL RENTAL REVENUES						\$39,550.00
DIVISION	ACCOUNT TITLE	PRICE	UNITS	REVENUES		
REVENUES						
Resale of Goods	Vending Machines	\$2.50	45,000			\$112,500.00
TOTAL CONCESSIONS REVENUES						\$112,500.00

10.7 EXPENDITURE MODELS

ADMINISTRATION AND CUSTOMER SERVICE

Pro Forma Revenues & Expenditures		
ADMINISTRATION BUDGET		
PERSONAL SERVICES		
Recreation Center Manager	\$80,000.00	
Customer Service Supervisor	\$55,000.00	
Recreation Administrative Coordinator	\$40,000.00	
Rec Center Customer Service Associates - Part Time	\$123,600.00	
Overtime	\$0.00	
Employer's Share of FICA	\$18,513.20	6.2% of Salaries and Wages
Employer's Share of Medicare	\$4,329.70	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$78,750.00	45% of Full Time Regular
Total	Personnel Services	\$400,192.90
SUPPLIES		
Stationary & Printed Materials	\$1,000.00	Business cards, stationary, envelopes, cards
Office Supplies	\$10,000.00	
Safety Supplies	\$3,000.00	First aid supplies for center
Other Miscellaneous	\$500.00	
Total	Supplies	\$14,500.00
OTHER SERVICES & CHARGES		
Medical Fees (Drug Tests)	\$300.00	
Registration System Maintenance Contract	\$2,500.00	
Criminal Background Checks	\$200.00	
Marketing & Promotions	\$7,500.00	
Security Services	\$1,000.00	Alarm monitoring
Postage	\$2,500.00	
Telephone Line Charges	\$2,000.00	
Cellular Phone Fees	\$1,000.00	Overage charges for use of personal cell phones
Utilities	\$280,000.00	
Cable/Satellite TV Service	\$2,000.00	
Copier	\$5,000.00	
Other Rental & Leases	\$360.00	Water cooler
Subscriptions	\$1,000.00	
Organization & Membership Dues	\$5,000.00	
Staff Clothing	\$380.00	
Professional Development and Training	\$15,000.00	All Facility Staff
Internal Instruction Fees	\$2,500.00	Customer service training, CPR/First Aid/AED training
External Instructional Fees	\$1,000.00	
Other Fees & Licenses	\$2,730.00	ASCAP license for music (\$730), CPR/First Aid/AED certifications (\$8x250)
Refunds, Awards & Indemnities	\$0.00	
Special Projects	\$1,000.00	Staff morale/incentives
Sales Tax Paid	\$0.00	
Total	Other Services	\$332,970.00
TOTAL EXPENSES		\$747,662.90

BUILDING MAINTENANCE

Pro Forma Revenues & Expenditures		
BUILDING MAINTENANCE BUDGET		
PERSONNEL SERVICES		
Facility Maintenance Manager	\$62,500.00	1 FT
Facility Maintenance Worker	\$45,000.00	1 FT @ \$45K
Custodians	\$200,000.00	5 FT @ \$40K
Part Time	\$15,000.00	
Overtime	\$5,000.00	
Employer's Share of FICA	\$20,305.00	6.2% of Salaries and Wages
Employer's Share of Medicare	\$4,748.75	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$140,625.00	45% of Full Time Regular
Total	Personnel Services	\$493,178.75
SUPPLIES		
Building Materials	\$6,500.00	Paint, Lumber, Nails, Screws, Glues, etc...
Repair Parts	\$6,500.00	Plumbing, Hardware, Electrical, Lighting, etc...
Small Tools & Minor Equip.	\$1,500.00	Misc. and Specialty Tools
Other Maint. Supplies	\$4,500.00	Lubricants, light bulbs, etc.
Safety Supplies	\$1,000.00	Safety Glasses, Gloves, Harness, etc...
Other Miscellaneous	\$500.00	
Total	Supplies	\$20,500.00
OTHER SERVICES & CHARGES		
Contracted Services (Maintenance & Custodial)	\$0.00	Consultants for building management systems
Equipment Repairs & Maint.		
Building Repairs & Maint.	\$7,500.00	Repairs for HVAC systems, elevator, floor refinishing, etc.
Radio Maintenance	\$500.00	Portable radio repairs (dropped in pool, etc.)
Other Cont. Services	\$0.00	
Equipment Maint. Contract	\$7,500.00	Fire, HVAC, Elevators, Kitchen Equipment
Other Rental & Leases	\$500.00	Tool and cleaning equipment rentals
Organization & Membership Dues	\$0.00	
Staff Clothing	\$1,200.00	
Internal Instruction Fees	\$750.00	
External Instructional Fees	\$0.00	
Total	Other Services	\$17,950.00
TOTAL EXPENSES		\$531,628.75

FITNESS

Pro Forma Revenues & Expenditures		
FITNESS BUDGET		
PERSONNEL SERVICES		
Fitness Manager	\$55,000.00	
Fitness Attendants	\$63,000.00	Fitness Floor Attendants (not instructors)
Overtime	\$0.00	
Employer's Share of FICA	\$7,316.00	6.2% of Salaries and Wages
Employer's Share of Medicare	\$1,711.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$24,750.00	45% of Full Time Regular
Total	Personnel Services	\$151,777.00
SUPPLIES		
Linens & Towels	\$2,500.00	
Safety Supplies	\$1,000.00	
General Program Supplies	\$2,500.00	
Other Miscellaneous	\$0.00	
Total	Supplies	\$6,000.00
OTHER SERVICES & CHARGES		
Program Contractors	\$35,000.00	instructors, personal trainers, etc.
Printing (Not Office Supplies)	\$0.00	
Equipment Maint. Contract	\$15,000.00	
Staff Clothing	\$2,000.00	
Total	Other Services	\$52,000.00
TOTAL EXPENSES		\$209,777.00

AQUATICS

Pro Forma Revenues & Expenditures		
INDOOR AQUATICS BUDGET		
PERSONNEL SERVICES		
Aquatics Manager	\$56,000.00	80% of salary
Aquatics Supervisor	\$45,000.00	
Lifeguards	\$350,000.00	
Water Safety Instructors	\$40,000.00	
Overtime	\$0.00	
Employer's Share of FICA	\$30,442.00	6.2% of Salaries and Wages
Employer's Share of Medicare	\$7,119.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$25,208.55	45% of Full Time Regular
Total	Personnel Services	\$553,770.05
SUPPLIES		
Building Materials	\$1,500.00	
Repair Parts	\$2,500.00	
Small Tools & Minor Equip.	\$1,500.00	
Chemicals	\$60,000.00	
Other Maint. Supplies	\$3,000.00	
Safety Supplies	\$4,250.00	
General Program Supplies	\$3,000.00	
Total	Supplies	\$75,750.00
OTHER SERVICES & CHARGES		
Criminal Background Checks	\$0.00	
Marketing & Promotions	\$0.00	
Printing (Not Office Supplies)	\$0.00	
Equipment Repairs & Maint.	\$12,000.00	
Radio Maintenance	\$0.00	
Total	Other Services	\$12,000.00
TOTAL EXPENSES		\$641,520.05

RECREATION PROGRAMS

Pro Forma Revenues & Expenditures		
RECREATION PROGRAMS BUDGET		
PERSONNEL SERVICES		
Recreation Program Supervisor		\$55,000.00
Part Time		\$30,000.00
Overtime		\$0.00
Employer's Share of FICA		\$5,270.00 6.2% of Salaries and Wages
Employer's Share of Medicare		\$1,232.50 1.49% of Salaries and Wages
Additional Full-Time Benefits		\$24,750.00 45% of Full Time Regular
Total	Personnel Services	\$116,252.50
SUPPLIES		
General Program Supplies - Recreation		\$30,000.00
Total	Supplies	\$30,000.00
OTHER SERVICES & CHARGES		
Marketing & Promotions		\$0.00
Printing (Not Office Supplies)		\$0.00
Staff Clothing		\$1,500.00
Total	Other Services	\$1,500.00
TOTAL EXPENSES		\$147,752.50

PARTIES

Pro Forma Revenues & Expenditures		
PARTIES BUDGET		
PERSONNEL SERVICES		
Full Time Regular		\$0.00
Part Time		\$9,360.00 Party attendants 15 hours per week; 52 weeks per year x \$12 per hour
Employer's Share of FICA		\$580.32 6.2% of Salaries and Wages
Employer's Share of Medicare		\$135.72 1.49% of Salaries and Wages
Additional Full-Time Benefits		\$0.00 45% of Full Time Regular
Total	Personnel Services	\$10,076.04
OTHER SERVICES & CHARGES		
Marketing & Promotions		\$500.00 Print ads (kids publications)
Total	Other Services	\$500.00
TOTAL EXPENSES		\$10,576.04

FACILITY RENTALS

Pro Forma Revenues & Expenditures		
FACILITY RENTALS BUDGET		
PERSONNEL SERVICES		
Facility Rental Coordinator	\$40,000.00	
Part Time	\$5,000.00	P-T Buildng Rental Staff (setup/takedown)
Overtime	\$0.00	
Employer's Share of FICA	\$2,790.00	6.2% of Salaries and Wages
Employer's Share of Medicare	\$652.50	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$18,000.00	45% of Full Time Regular
Total	Personnel Services	\$66,442.50
SUPPLIES		
Linens & Laundry	\$4,000.00	
Other Miscellaneous	\$1,000.00	
Total	Supplies	\$5,000.00
TOTAL EXPENSES	TOTAL EXPENSES	\$71,442.50

CHILD CARE

Pro Forma Revenues & Expenditures		
CHILD CARE BUDGET		
PERSONNEL SERVICES		
Full Time Regular	\$0.00	
Part Time	\$72,000.00	3 staff X 8 hours per day x 5 days per week x 50 weeks per year
Overtime	\$0.00	
Employer's Share of FICA	\$4,464.00	6.2% of Salaries and Wages
Employer's Share of Medicare	\$1,044.00	1.49% of Salaries and Wages
Additional Full-Time Benefits	\$0.00	45% of Full Time Regular
Total	Personnel Services	\$77,508.00
SUPPLIES		
General Program Supplies	\$1,000.00	Books, games, entertainment, etc.
Other Miscellaneous	\$0.00	
Total	Supplies	\$1,000.00
TOTAL EXPENSES	TOTAL EXPENSES	\$78,508.00

CONCESSIONS

Pro Forma Revenues & Expenditures		
CONCESSIONS BUDGET		
PERSONNEL SERVICES		
Full Time Regular		\$0.00
Part Time		\$0.00
Overtime		\$0.00
Employer's Share of FICA		\$0.00 6.2% of Salaries and Wages
Employer's Share of Medicare		\$0.00 1.49% of Salaries and Wages
Additional Full-Time Benefits		\$0.00 45% of Full Time Regular
Total	Personnel Services	\$0.00
SUPPLIES		
Food & Beverages		\$56,250.00
Total	Supplies	\$56,250.00
TOTAL EXPENSES		\$56,250.00



CHAPTER ELEVEN - CONCLUSION

This feasibility study demonstrates that the community desires and is willing to financially support the:

- Creation of a recreation district
- Construction and operation of a multi-generational recreation center

Additionally, the study outlines a financially sustainable model for a multi-generational recreation center in Madison County. The key is to match the elected official's expectations with community values / needs and to operate the facility within the philosophy of a recreation district.

The complete operations budget for the multi-generational recreation center is presented below.

Pro Forma Revenues & Expenditures					
REXBURG RECREATION CENTER					
BASELINE: REVENUES AND EXPENDITURES					
REVENUE TYPE	1st Year	2nd Year	3rd Year	4th Year	5th Year
Passes	\$1,413,850	\$1,456,266	\$1,499,953	\$1,544,952	\$1,591,301
Fitness	\$11,250	\$11,588	\$11,935	\$12,293	\$12,662
Indoor Aquatics	\$172,000	\$177,160	\$182,475	\$187,949	\$193,588
Recreation	\$108,900	\$112,167	\$115,532	\$118,998	\$122,568
Parties	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138
Rentals	\$39,550	\$40,737	\$41,959	\$43,217	\$44,514
Concessions	\$112,500	\$115,875	\$119,351	\$122,932	\$126,620
Total	\$1,883,050	\$1,939,542	\$1,997,728	\$2,057,660	\$2,119,389
Expenditures	1st Year	2nd Year	3rd Year	4th Year	5th Year
Administration	\$747,663	\$766,618	\$786,072	\$806,040	\$826,533
Building Maintenance	\$531,629	\$547,193	\$563,217	\$579,713	\$596,697
Fitness	\$209,777	\$215,490	\$221,363	\$227,401	\$233,607
Indoor Aquatics	\$641,520	\$659,888	\$678,790	\$698,240	\$718,256
Recreation	\$147,753	\$151,870	\$156,105	\$160,460	\$164,940
Parties	\$10,576	\$10,888	\$11,210	\$11,541	\$11,882
Rentals	\$71,443	\$73,536	\$75,691	\$77,910	\$80,194
Child Care	\$78,508	\$80,853	\$83,269	\$85,756	\$88,318
Concessions	\$56,250	\$57,375	\$58,523	\$59,693	\$60,887
Total	\$2,495,118	\$2,563,712	\$2,634,239	\$2,706,754	\$2,781,314
RECREATION DISTRICT SUBSIDY	(\$612,068)	(\$624,171)	(\$636,511)	(\$649,095)	(\$661,925)
Total Cost Recovery	75%	76%	76%	76%	76%

APPENDIX A – RECREATION CENTER MAINTENANCE STANDARDS

OFFICES

- Windows - Exterior cleaned (2) a year
- Inside as needed
- Carpets vacuumed Daily
- Trash emptied Daily
- Desks wiped down
- Lights cleaned monthly
- Tables and Chairs cleaned daily or on a as needed basis
- Storage closets cleaned one time a year
- Phones cleaned daily
- HVAC cleaned quarterly
- Doors Cleaned weekly
- Offices painted every (7) years

OFFICE WORK ROOM

- Light switches cleaned daily
- Trash emptied daily
- Recycling emptied daily
- Counter wiped down daily
- Lights cleaned monthly
- Phone wiped down daily
- Floor swept daily and mopped weekly
- All equipment wiped down daily
- Annually cleaning of cabinets

OFFICE BREAK ROOM

- Cleaned daily
- Counter cleaned daily
- Refrigerator cleaned out quarterly

STORAGE AREA

- Annually Clean
- Sweep Monthly

ENTRY AREAS

- Cleaned daily
- Tile cleaned daily

- Pressure-wash concrete monthly
- Handrails cleaned daily
- Glass cleaned daily

JANITORS CLOSET

- Janitors Closet cleaned out quarterly
- Loading dock corridor painted yearly
- Carpets cleaned daily
- Lights cleaned quarterly

RESTROOMS

- Floors and toilets cleaned every shift
- Mirrors cleaned every shift
- Check levels of toilet paper and hand towels every shift and replenish as needed

MULTIPURPOSE AND GROUP EXERCISE STUDIOS ROOM

- Floors cleaned daily
- Doors and windows cleaned daily
- Mirrors cleaned daily
- Room painted every three years
- Bars wiped down daily
- Lights wiped down every week

PROGRAM ROOMS

- Floors cleaned daily
- Tables and counter cleaned daily
- Air wall replaced and repaired as needed
- Windows cleaned (2) times a year
- Blinds cleaned every month
- Clean lights and air vents every month
- Wall repainted every year

GYM

- Floors refinished annually
- Floors stripped and refurbished every (5) years
- Backboards cleaned monthly and wall mounts
- Dustmop the floors during the day and scrub the floors at night
- Curtains wiped down quarterly
- Storage room cleaned out annually

- Scoreboards and sound system inspected quarterly
- Emergency door inspected weekly
- Bleachers cleaned weekly
- Every (2) years deep clean
- Internal windows cleaned weekly
- Electrical room inspected weekly and cleaned quarterly

LOCKER ROOMS

- Floor and restroom areas cleaned every shift
- Floors scrubber used weekly
- Painting done every seven years

FITNESS CENTER

- Wipe down equipment after every shift
- Clean restrooms on every shift including showers, restrooms and removal of trash
- Clean carpets on every shift and deep clean nightly
- Clean glass inside once a week
- Remove trash daily
- Inspect all equipment that they are working daily
- Inspect all TVs are working daily

APPENDIX B - AQUATIC FACILITY MAINTENANCE STANDARDS

Proper maintenance of your aquatic center and its equipment is essential to keeping aquatic center guests happy. A comprehensive maintenance plan ensures rider safety & comfort, extends the lifecycle of your equipment, and increases the curb appeal of the aquatic center. A comprehensive and organized strategy for the maintenance of your aquatic center can eliminate significant attraction down time and control costs. Properly maintained aquatic center equipment is proven to be more profitable and will provide years of uninterrupted service and keep your guests playing the way they are meant to - SAFE and FUN. By keeping your equipment and all its components properly maintained, you will be ensuring high performance and high guest satisfaction.

WATER SLIDES: RIDER SAFETY & COMFORT

SLIDE JOINTS

Keep your guests happy with a smooth sliding surface. Slide joints play an important role in rider comfort, safety and pleasure. Proper maintenance will keep the joints smooth, safe and trouble free for years and a smile on your guests' faces.

The fiberglass waterslide sections expand and contract daily with temperature changes and can cause joints to deform and crack or chip over time. Additionally, the caulking used to seal joints can deteriorate from pool chemical exposure and may require re-caulking to stop leaks and close gaps that can become uncomfortable to riders.

SLIDING SURFACE

The sliding surface of the flume is subject to wear and weathering. It is important to clean and remove water deposit buildup to keep the riding surface smooth and comfortable for the riders. This ensures the ride experience matches the rider's expectations and that customer satisfaction remains high.

The sliding surface can also be exposed to UV fade from chemical oxidation from the pool water. The waterslide fiberglass can become discolored and faded and unattractive to guests. The faded fiberglass can be brought back to life through a highly involved process of wet sanding, power buff polishing and gloss sealing.

SLIDE EXTERIOR SURFACE

The exterior of the slide is also subject to deterioration. UV fade from direct sunlight eventually causes a white fade to appear where your slides are exposed to direct sunlight. If left untreated for many years, UV exposure can deteriorate the gel coat surface and expose the structural fiberglass layers potentially reducing the structural strength of the fiberglass parts.

Where long term UV degradation has caused the structural fiberglass layer to be exposed re-gel coating is recommended to renew the integrity of the fiberglass parts.

Your fiberglass waterslide should be professionally inspected if the waterslide is five years old or older.

TOWERS STAIRWELLS DECKS AND PATHWAYS

As a guest climbs the stairs to their destination to embark on the thrilling adventure of riding a waterslide, operators need to ensure they get there safely and comfortably. The climb up the slide tower is the beginning of the experience for your aquatic center guest.

This remains true as they weave through the stairwells and decks of a play structure. As towers, stairs and platforms age, they are exposed to weather, pool chemical deterioration, rust and corrosion. Problem areas can be reconditioned or may need to be replaced.

Keeping all of these areas clean and safe ensures a guest starts the experience off on a good foot, literally.

EXTEND THE LIFE OF YOUR ATTRACTIONS WITH REGULAR MAINTENANCE

To extend the life of your waterslide, play structure or other aquatic center equipment, it's important to conduct regular maintenance services.

- Waterslides require polishing and sealing of the riding surface to reduce the risk of cracks and chips
- Play Structures have small moving parts and valves that need to be checked regularly to keep water flowing steadily

Completing specific milestones will ensure your equipment is operating properly season after season this reducing the risk of major annual repairs and replacements.

DAILY INSPECTIONS

Daily inspections include quick checks and tests that ensure your aquatic center guests have a safe and fun day at the .

Inspecting all major rides before the facility opens each day to ensure they are operating properly reduces risk of accidents and potential liability. The daily inspections don't take a long time each day, but can save time and money in the long run and improve overall customer satisfaction.

Permanently bound log books should be kept to record all inspections, operational tests, water quality monitoring, accidents, complaints and unusual occurrences that may require more detailed inspection leading to repairs for risk mitigation.

These can also be useful to demonstrate your duty of care was carried out should any legal evidence ever be required.

CURB APPEAL

Customer perception is a factor in return business so careful maintenance helps keep your aquatic center looking at its best. Make sure the slides stay bright, the fiberglass shiny and the atmosphere positive and attractive by paying attention to maintenance details. Taking action to ensure operations staff eliminate rust, calcium build-up and any broken spray toys, for example, will increase guest satisfaction and your aquatic center's curb appeal.

The option to change the color of your waterslide or play structure also exists if you feel your aquatic center needs a facelift and some refreshing.

BUDGETING ACCORDINGLY

Avoiding regular maintenance may seem like a way to save costs in the short-term, but will actually cost more in the long term. Regular maintenance can prevent major repairs and replacements ensuring you don't need to conduct emergency repairs during the operating season, which is very costly.

Breakdowns of major attractions can result in unhappy customers, loss of revenue and an increase in maintenance costs.

By budgeting and conducting regularly scheduled maintenance your risk of downtime is significantly diminished.

CREATING YOUR MAINTENANCE PLAN IN 6 STEPS

There are multiple milestones of a maintenance plan that you must consider. Planning the maintenance schedule, you should be following during the off-season as well as allocating resourcing to your season start-up plan are essential for a successful operating season. There are daily, weekly and monthly maintenance measures to take that ensure each day is a great one for every guest.

The following 6 steps take you through the process of creating your maintenance plan, the ideal reference tool to guide you through your entire year of maintenance, services and repairs.

The manufacturers Operations and Maintenance (O&M) Manual is the best tool for specific maintenance requirements and instructions.

STEP ONE: TAKE INVENTORY

Perform an inventory of all the equipment in your aquatic center and develop a list and schedule of required maintenance for each attraction.

Your inventory should list of all the major components of the attraction, as well as manufacturer and model information and specifications, local vendor or supplier and technical representative contact information, warranty information and estimated costs.

STEP TWO: SET YOUR SCHEDULE

The next step is to determine the frequency that each item should be checked. The day-to-day maintenance requirements, even if they seem obvious, need to be line items within your maintenance plan.

Additionally, have a replacement plan – yearly, or every three or five years – that replaces either equipment or parts, and budget for it.

STEP THREE: CRAFT YOUR GAME PLAN

Year-round indoor aquatic centers do NOT have the advantage of being able to perform repairs without disrupting the operations. It is recommended that an annual shutdown of three to five days occur every August (ideally the first week that school resumes).

While it's difficult to conduct major repairs to a year-round facility, proper planning allows operators to anticipate repairs and minimize disruption. While some maintenance tasks can be scheduled months or even years in advance, others can pop up more suddenly, and operators need to be prepared. Sit down and think of the critical items that, if they fail, will shut down the attraction immediately, or if you do continue operating, could lead to injury. Identify high risk areas and have a game plan and perhaps a backup. Include in your game plan to have spares or repair kits on hand for smaller items needing attention during the operating season.

STEP FOUR: ESTABLISH YOUR LIFECYCLE REPLACEMENT BUDGET

Budgeting for major and minor repairs is integral to the success of a maintenance plan. Use your maintenance tasks checklist as a list of line items that require budget numbers, enter the estimated cost of each item and its date that the cost may occur.

Once complete, submit your summary budget for implementation and look forward to seeing the aquatic center funded for improvement and maximum customer enjoyment.

STEP FIVE: EDUCATE STAFF

Ensure staff who are required to deal with the aquatic center equipment are familiar with it and receive the training they need to operate the equipment safely. This can be particularly challenging in a year-round environment, but if those who are meant to carry out your maintenance plan aren't properly trained, your plan won't be very effective.

The employees in charge of maintenance inspections should be put through a basic training program to familiarize themselves with the components of the aquatic facility. The most effective way to safeguard your maintenance plan is to have your maintenance team utilize a series of checklists created by the manufacturers for each piece of equipment.

STEP SIX: DOCUMENT AND REVIEW

Documenting routine inspections is necessary to maintain compliance with O&M Manual recommendations as well as Occupational Health and Safety and Insurance compliance. Accurately recorded and audited checklists help guide the process, ensure no items are left unmaintained or not inspected, while protecting the health and safety of maintenance staff, aquatic center patrons and facility operators from liability.

A preventive-maintenance plan is not fail-safe but, carefully structured and adhered to, it can reduce the likelihood of major incidents and keep attractions running at their best.

CONDUCTING REGULAR MAINTENANCE AND SERVICE

Regular maintenance of the play unit is important not just for appearance or function, but in keeping the play unit safe. Although you will probably have a maintenance staff to perform repair work on the structure, attendants must also play a part through observing the play structure during morning start-up and daily operation. The attendants will be the first line of defense in spotting potential hazards that might develop.

WATERSLIDES MAINTENANCE CHECKLIST

Daily inspections of the waterslide flume's riding surface must be completed to maintain a safe and fun environment in your aquatic center.

Ensure water flow is maintained in accordance with manufacturers' guidelines at all times throughout operations. Serious hazards may develop when water flow fluctuates, is blocked or interrupted in a water slide flume. Riders should not be allowed to enter a water slide when water flow or water levels at any area of a water slide are observed to deviate from the recommended settings

DAILY

- Obstructions in slide paths
- Cracks, chips or bubbles in sliding surfaces
- Rough patchwork at joints or cracks

- Caulking protruding from joined flanges
- Leaking seals at joints
- Loose risers on turns
- Excessive movement of flumes when walked on
- Joints opening up
- Proper inflation and condition of rafts, tubes and vehicles
- Landing or pool bottom padding, if used, is in good condition and properly secure
- Safety hazards (before turning on water)
- Sufficient water flow in the channel and correct water level in splash pool or runout lane
- Correctly operating pumping and filtration equipment
- Properly operating conveyor system to ensure it poses no hazard

PLAY STRUCTURE EQUIPMENT CHECKLIST

Daily, weekly, semi-annual and annual inspections of the structure's play area and mechanical systems must be completed to ensure all components are operating safely and uninterrupted. Regular audits of the daily inspection and maintenance checklist will ensure all inspections and maintenance tasks are up to date.

DAILY

- Obstructions in play area pathways
- Cracks or chips in deck surfaces
- Chipped or peeling paint
- Properly secured and tied net lashings
- Cuts, tears or damage to climbing nets, safety nets, and web crawl tunnels
- General wear of climbing nets, safety nets, and web crawl tunnels
- Excessively sagging climbing nets
- Proper operating pressure and flow to all effects
- GPM flow rates conform to design flow rates for each waterslide
- Empty filter baskets of lint and debris

WEEKLY

- Aligned torque indicators on the tipping bucket's lock nuts
- Delamination or excessive wear and tear to tipping bucket façade
- Damaged safety net handrails, support bars or attachments
- Check valve operating assemblies
- Clogged jets and nozzles causing ineffective operation of interactive elements

SEMI-ANNUALLY

- Loose connections between tipping bucket support frame and the structure's stand pipes
- Loose metal roof cladding
- Signs of fatigue in the tipping buckets pivot shaft (cracking of metal or welds)
- Free swinging tipping bucket with properly secured bearings

CHEMICAL BALANCE INSPECTIONS

Proper water chemical balance recordings must be obtained each day before the facility is opened to the public. While the facility is operational, water quality testing should be performed at intervals in accordance with local health authority's guidelines.

Inspections should also be made during periods of heavy usage to ensure circulation and filtration systems are handling peak loads. The attendant should be keeping logs of all water tests performed to ensure consistency, accountability and proper testing methods.

IN-HOUSE VS. OUTSOURCED SERVICES

You can spend the staff resources trying to bring things up to snuff yourself, or you can simplify the process by hiring an outside service provider to provide maintenance for your aquatic center. The benefits of this approach are extensive. A professional team will be able to pinpoint the exact maintenance needs of your aquatic center, and because they are performing these tasks at aquatic centers across the country, they have more experience than your staff, who also have other duties outside of maintenance.

BENEFITS OF HIRING PROFESSIONAL TECHNICIANS

A service provider will be able to perform standard maintenance and notify you if there are any concerns or potential problems.

A professional technician can evaluate your existing aquatic center elements and perform a detailed cost analysis. If you want to be able to have your team perform minor maintenance themselves, most service providers will provide training. With vast experience in maintaining waterslides and water play equipment across the country, an experienced technician can show you what works, and what doesn't.

Aquatic center equipment is expensive and technical, especially when it gets damaged by uncertified technicians conducting repairs or performing maintenance services. Uncertified technicians or contractors can actually cause more problems than good.

Using untested and unproven repair methods, materials or products can reduce the service life of your equipment by allowing UV deterioration, pool chemical fade and deterioration, and possibly result in having to prematurely remove material or equipment due to product failure.

CREATING YOUR MAINTENANCE BUDGET

Aquatic centers can control their costs by engaging in proper capital planning which allows you to understand the expenditures for the year and budget accordingly. Emergency repairs caused by deprioritized issues and deferred maintenance will likely incur long-term higher costs than well-planned repairs and/or maintenance.

Well maintained equipment is less problematic and it frees up manpower and funds to do things that will really make your aquatic center stand out, such as adding new equipment elsewhere, or investing in other improvements. Aquatic center owners that don't develop a dedicated maintenance plan eventually realize the cost of not prioritizing a budget to dedicate funding to aquatic center equipment maintenance over the years.

Budgeting for annual aquatic center maintenance has been proven to defer long term capital replacement costs, increase safety, and dramatically improve the aesthetic appearance and attraction to patrons.

ESTIMATING YOUR MAINTENANCE EXPENDITURES

Indoor aquatic centers face higher maintenance requirements because of their enclosed moist environment? The moisture in the air facilitates the chemicals used throughout the aquatic center to penetrate the porous steel leading to more rust and degradation.

There are many variables to take into consideration when estimating your maintenance expenditures in order to properly prepare your annual budget.

When determining the types of budgeting considerations your aquatic center faces when preparing your budget, ask yourself:

- What's my product mix?
- Does the location of my aquatic center present unique constraints barriers or challenges?
- How much training do my maintenance staff require?
- How many maintenance staff do I have on my roster?
- How many waterslides are in my aquatic center?
- What's square footage and length of each waterslide flume that requires maintenance?
- Are there any environmental factors that will affect my maintenance plan (i.e., water quality, moisture, UV exposure, etc.)?

In the first year, the maintenance budget will be an estimate based on best practices. Your second year will be refined based on the variances observed and experience gained from the first year. Year three will allow for further refinement and the clear definition of annual improvement opportunities based on the first two years. By following these steps you'll have a reliable and robust maintenance budget based on the variables unique to your aquatic center.

COMPONENTS OF YOUR MAINTENANCE BUDGET

Various products require different treatments and maintenance to keep guests smiling and all your equipment operating safely. Conducting steps 1, 2 and 3 in "Creating your Maintenance Plan" will help to prioritize budgeted items and clarify what is required.

ANNUAL PLAY STRUCTURE MAINTENANCE BUDGET

Your play structure maintenance budget will be mainly allocated to general wear and tear items. These items include:

- Climbing and safety netting
- Web crawl tunnels
- Hose jets, pull ropes, valves

- Thematic elements
- Repair materials: paint kit
- Spare parts kit
- Cleaning the play structure

ANNUAL WATERSLIDE MAINTENANCE BUDGET

Your annual waterslide maintenance budget will be mainly allocated to repairing the sliding surface. These items include:

- Gel coat chips, cracks and blemishes
- Slide joint sealant
- Repair materials: gelcoat repair kit
- Cleaning, buffing and waxing

*Resurfacing costs of a waterslide flume range from \$17-25 per square foot and is highly dependent on environmental variables, working conditions, and service availability.

LONG-TERM PLAY STRUCTURE MAINTENANCE BUDGET

The following long-term maintenance services and structure component repairs should be considered as the play structure ages:

- Fiberglass stairs and decks
- Buckets and bearings
- Repainting the play structure
- Replacement of thematic elements

LONG-TERM WATERSLIDE MAINTENANCE BUDGET

Consider following these long-term maintenance services and structure component repairs for all stand-alone waterslides and the waterslide features in your play structure ages:

- Resurfacing the waterslide - external flume surface and the sliding surface
- Recoloring the waterslide
- Replacement of corroded slide joint bolts
- Replacement of sections of the water slide or replacement of the entire slide path
- Replacement of corroded structural steel tower, stair, and support elements
- Replacement of corroded structural bolts at steel tower, stair, and support elements
- Replacement of decking on tower platforms and stairs