



City Council Work Session:  
October 2, 2023

# NEEDS ASSESSMENT AND FEASIBILITY STUDY



## Agenda

- ▲ **01** Operations Analysis
- ▲ **02** Needs Assessment
- ▲ **03** Concept Plan and Recommendations





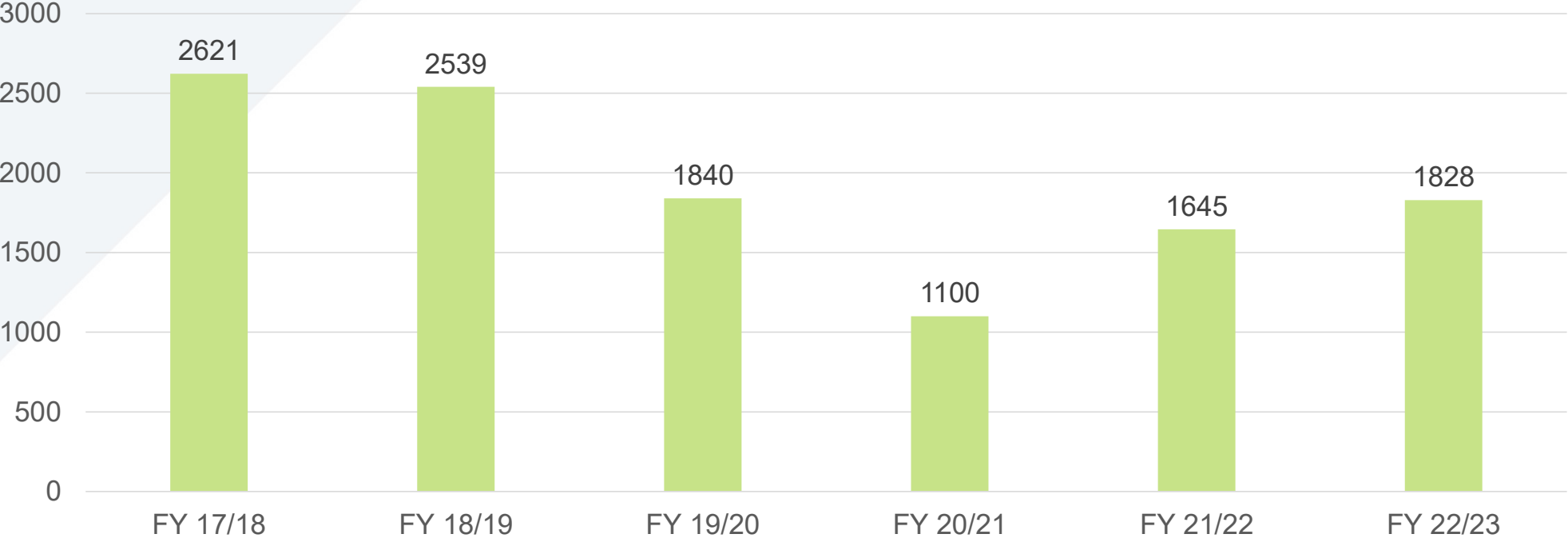
## Operations Analysis

## Internal Engagement

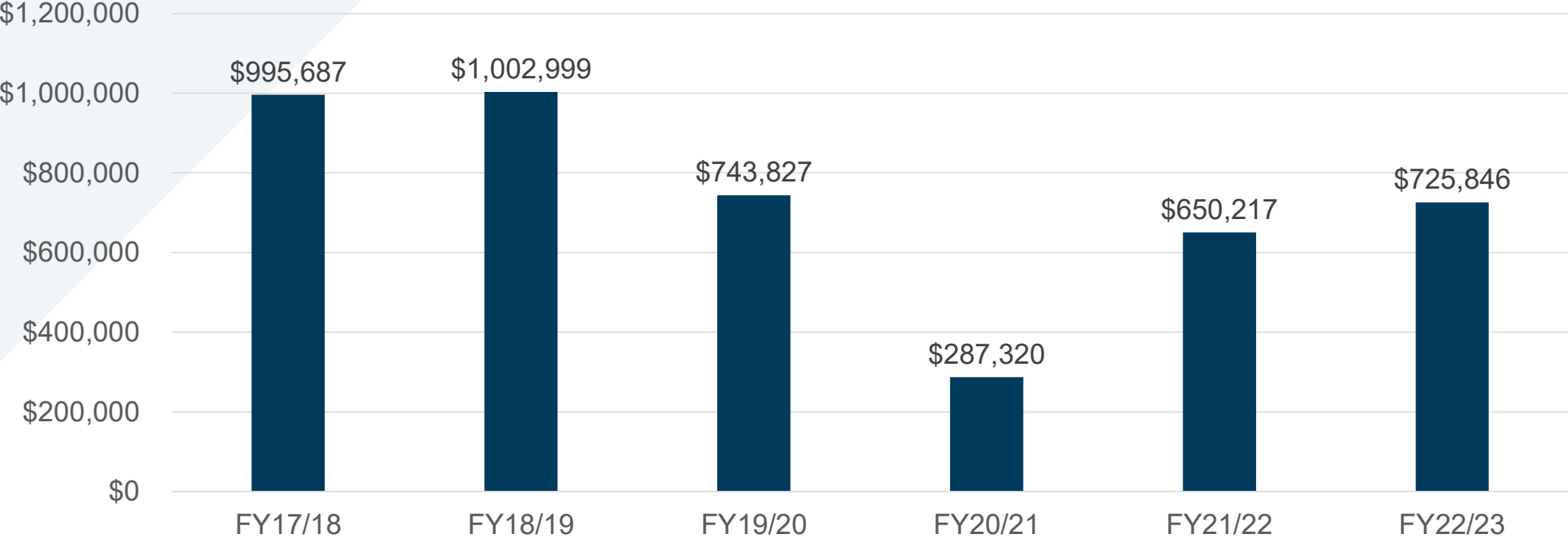
<b>Short-term Improvements</b>
Pool deck and surface repairs
More efficient heating and cooling
Expand RecPro software capabilities
Electronic waivers and online forms
Improved lighting
Sound dampening in pool, aerobics, racquetball, free weights, etc.
Membership key fobs, scan cards
<b>Long-term Vision</b>
Updated pool with family play features
Updated locker rooms - gender neutral
Elevated walking track
Improved front desk circulation
Improved accessible parking
Additional multipurpose program space
Expanded office spaces
Additional gymnasium space or indoor turf
More storage



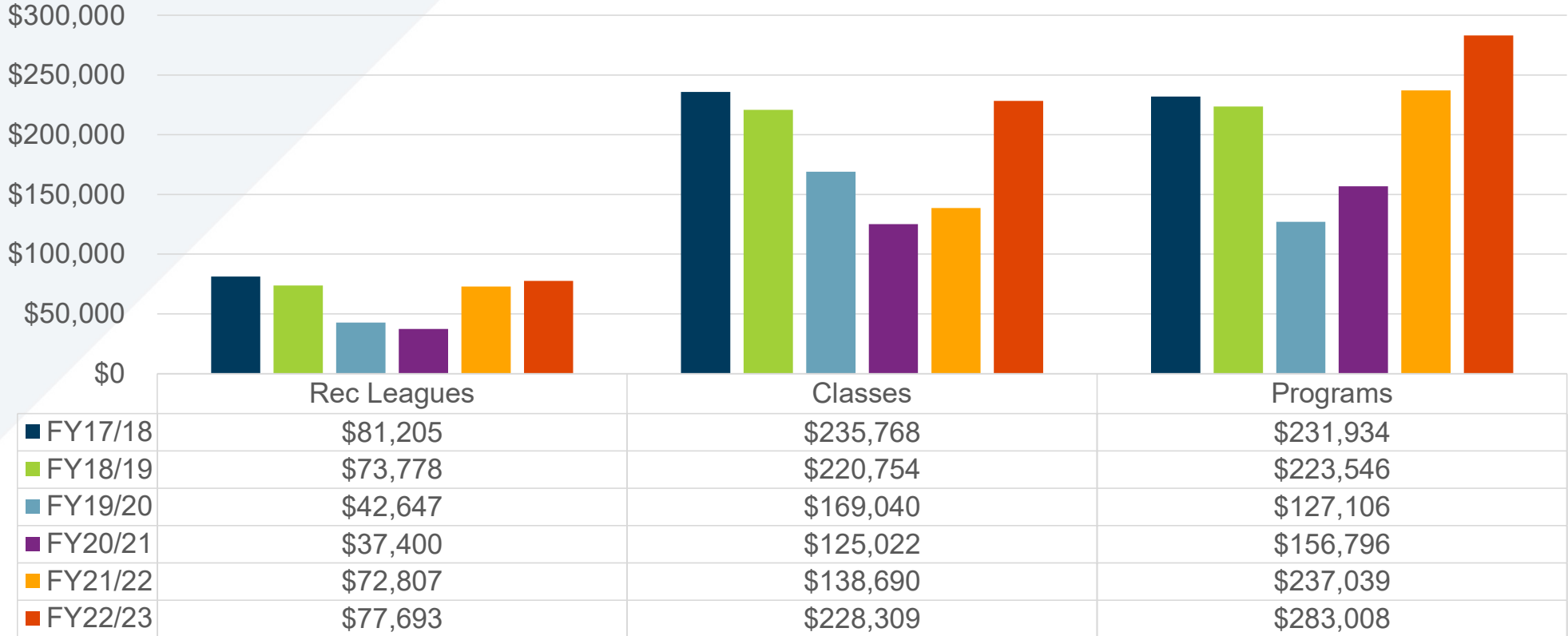
# Membership Trends



# Membership Revenue



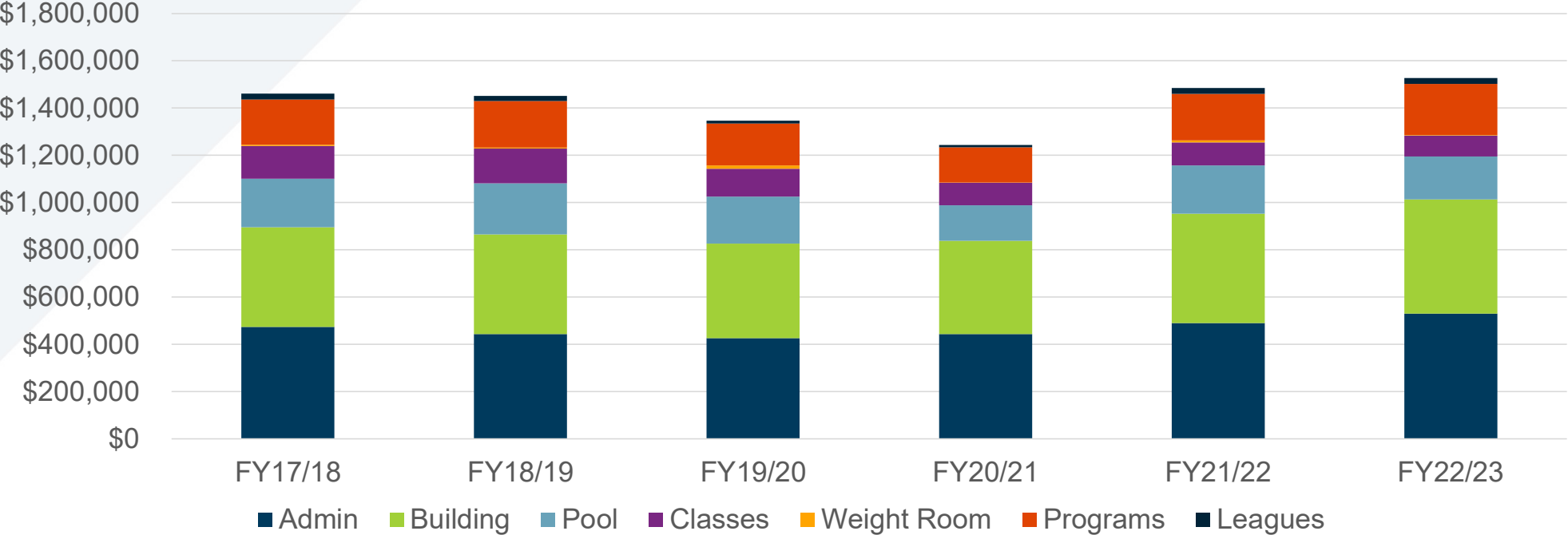
# Revenue by Program Category



■ FY17/18  
 ■ FY18/19  
 ■ FY19/20  
 ■ FY20/21  
 ■ FY21/22  
 ■ FY22/23

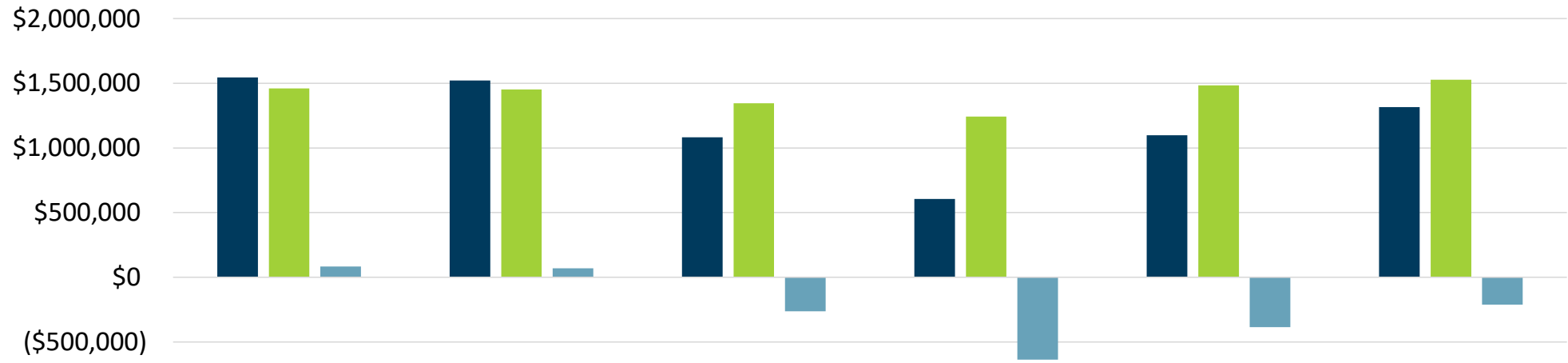


# Expenses





# Cost Recovery



	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
■ Revenue	\$1,544,594	\$1,521,077	\$1,082,620	\$606,538	\$1,098,753	\$1,314,856
■ Expenses	\$1,460,259	\$1,451,293	\$1,345,885	\$1,243,530	\$1,484,010	\$1,526,706
■ Difference	\$84,335	\$69,784	(\$263,265)	(\$636,992)	(\$385,257)	(\$211,850)

■ Revenue ■ Expenses ■ Difference

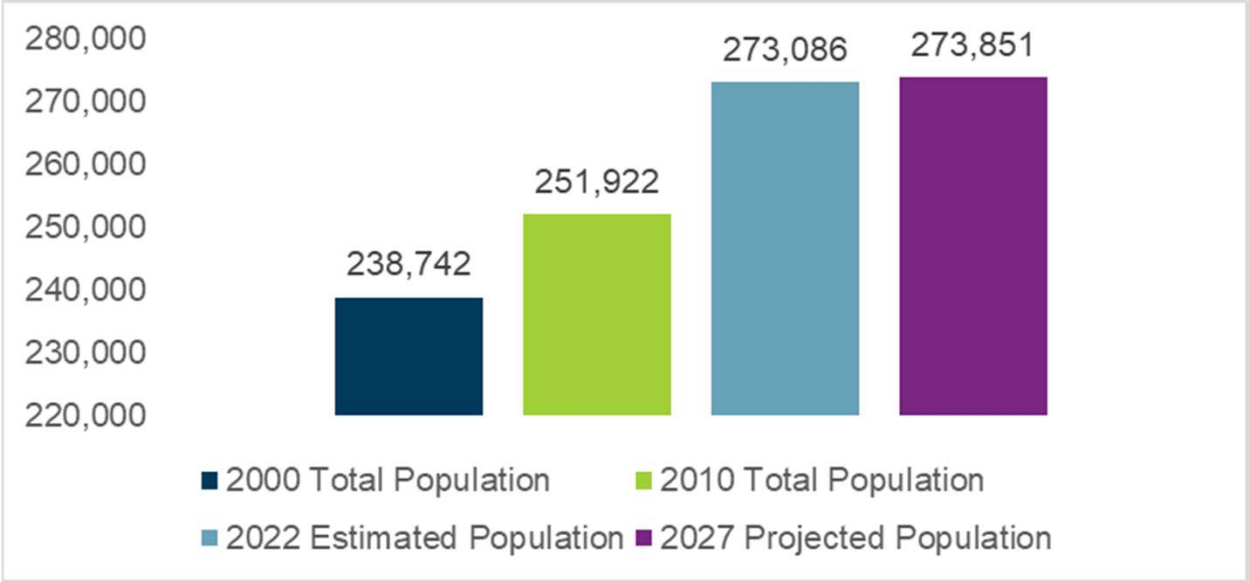
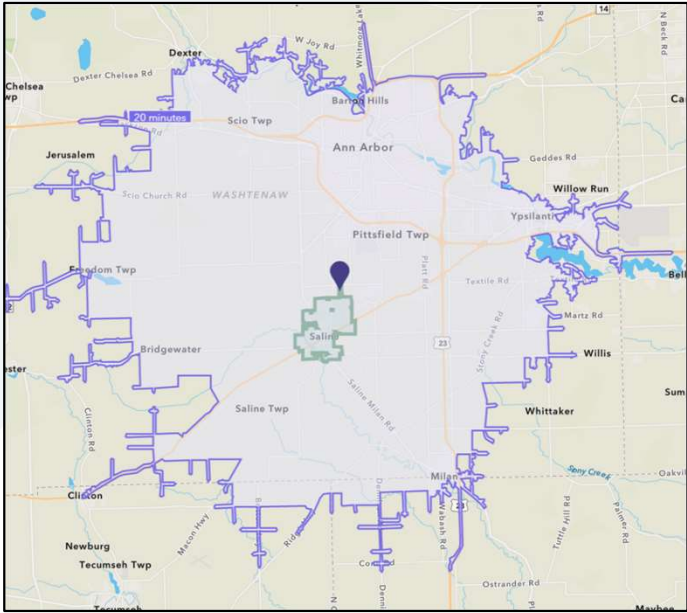




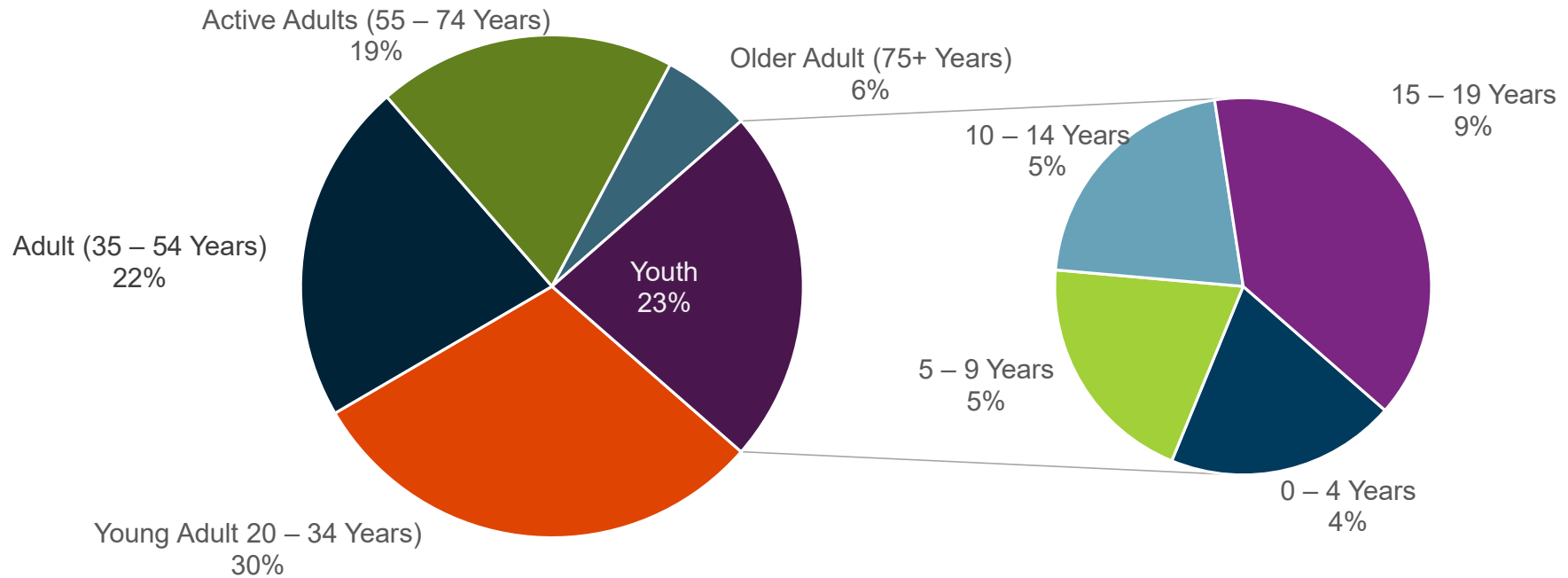
## Needs Assessment

# Service Area and Population

20-minute drive time radius



# Age Distribution



Young adults (20 – 34 years) make up the largest of the distribution with 30%, whereas older adults (75 years and over) make up the smallest distribution with 6%.



## Focus Group and Stakeholder Interviews

In February 2023, BerryDunn conducted three focus group sessions to gain insights from user groups regarding current strengths, opportunities, and priorities. The objective was also to determine if the Rec Center effectively meets user needs. A series of questions facilitated comprehensive input from all participants. The collective sentiment from the focus groups highlighted a user-wide consensus on staffs responsiveness and receptiveness.

Other reoccurring themes included:

- Add kids leisure pool amenities, zero entry
- Renovate the pool deck
- Update the Locker Rooms
- Modernize for next 30 years
- Add evening fitness class hours
- Update lobby area with comfortable furniture, coffee, snacks
- Add a walk track
- Diversify classes
- Incorporate a community wellness focus
- Offer personal trainers
- Add activities/amenities for teens & tweens
- Add multipurpose space for programming
- Add key fob entry
- Provide a kiosk to sign up for programs
- Provide an ala carte menu for membership fees
- Add pickleball courts
- Provide a cross fit area

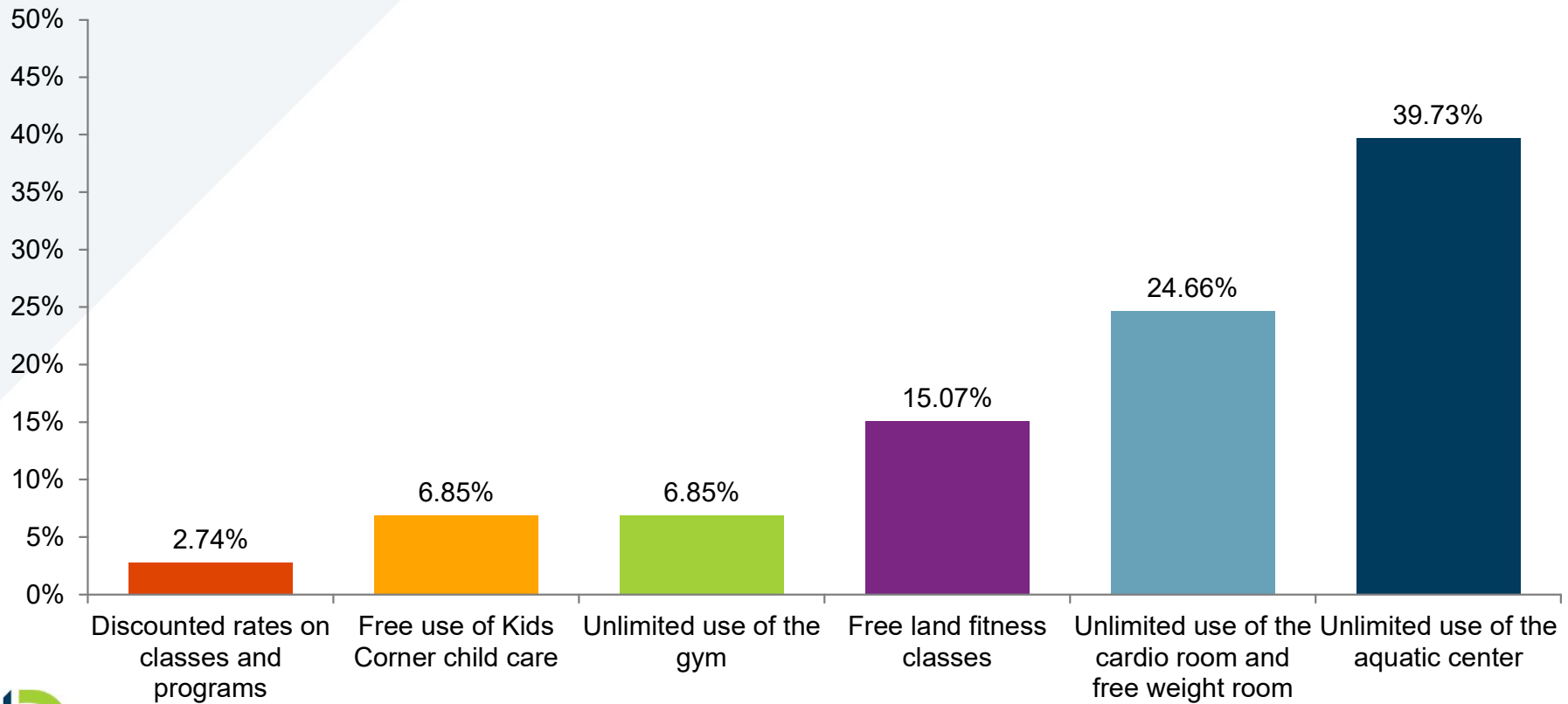


## Survey Findings

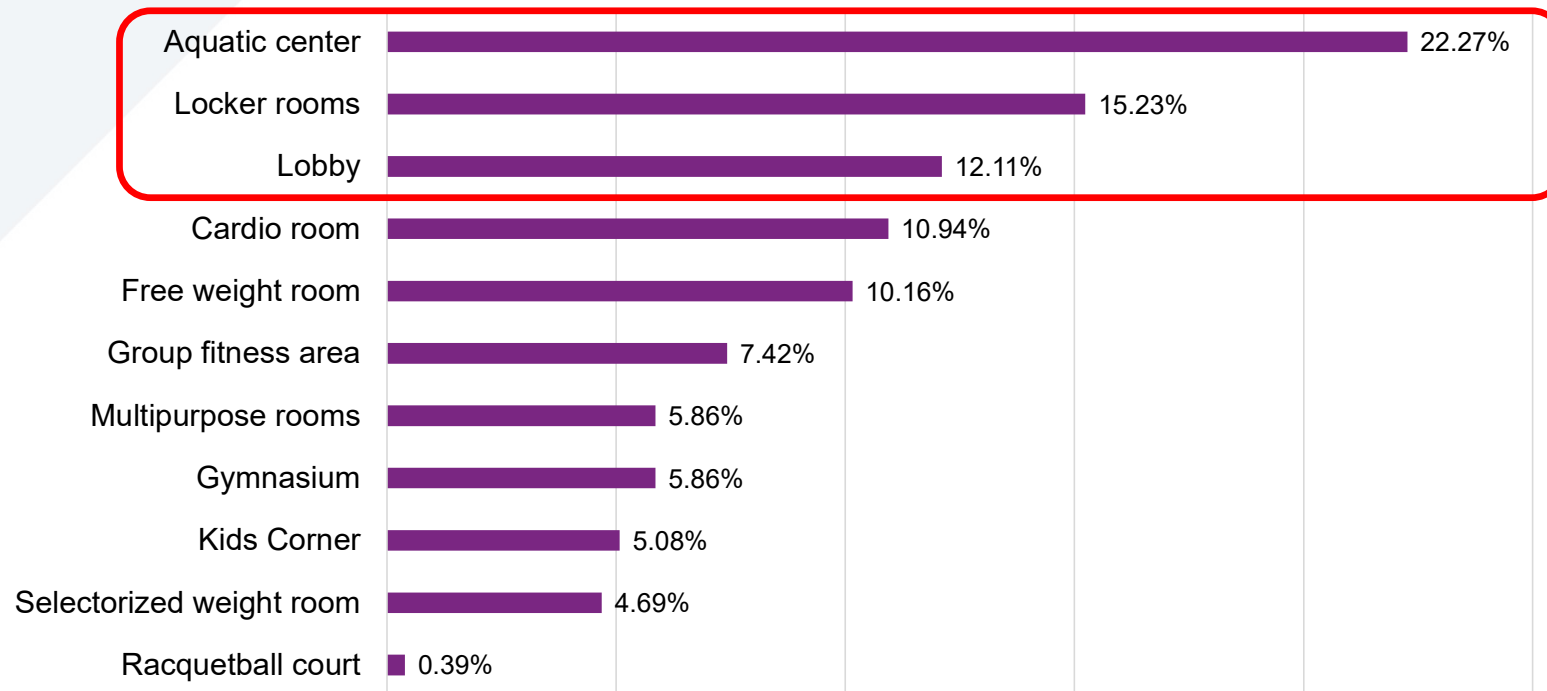


- ▲ 124 respondents
- ▲ 73% users, 27% non-users
- ▲ 43% of respondents maintain a family membership;
- ▲ 15% maintain a senior membership
- ▲ 43% of respondents feel the Rec Center meets their needs
- ▲ 73% believe the Rec Center should be renovated

## The most valuable part of my Rec Center membership is:



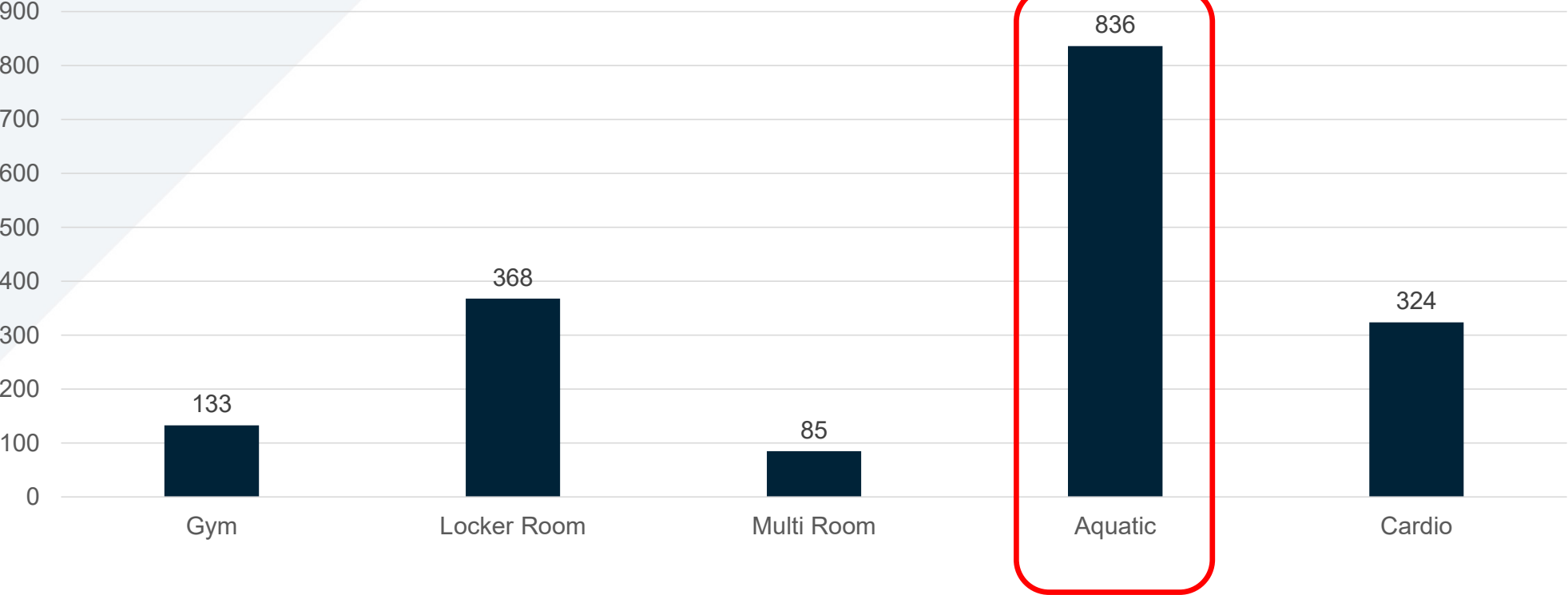
## Which three facility areas do you feel MOST NEED improvements? (Select your top 3)

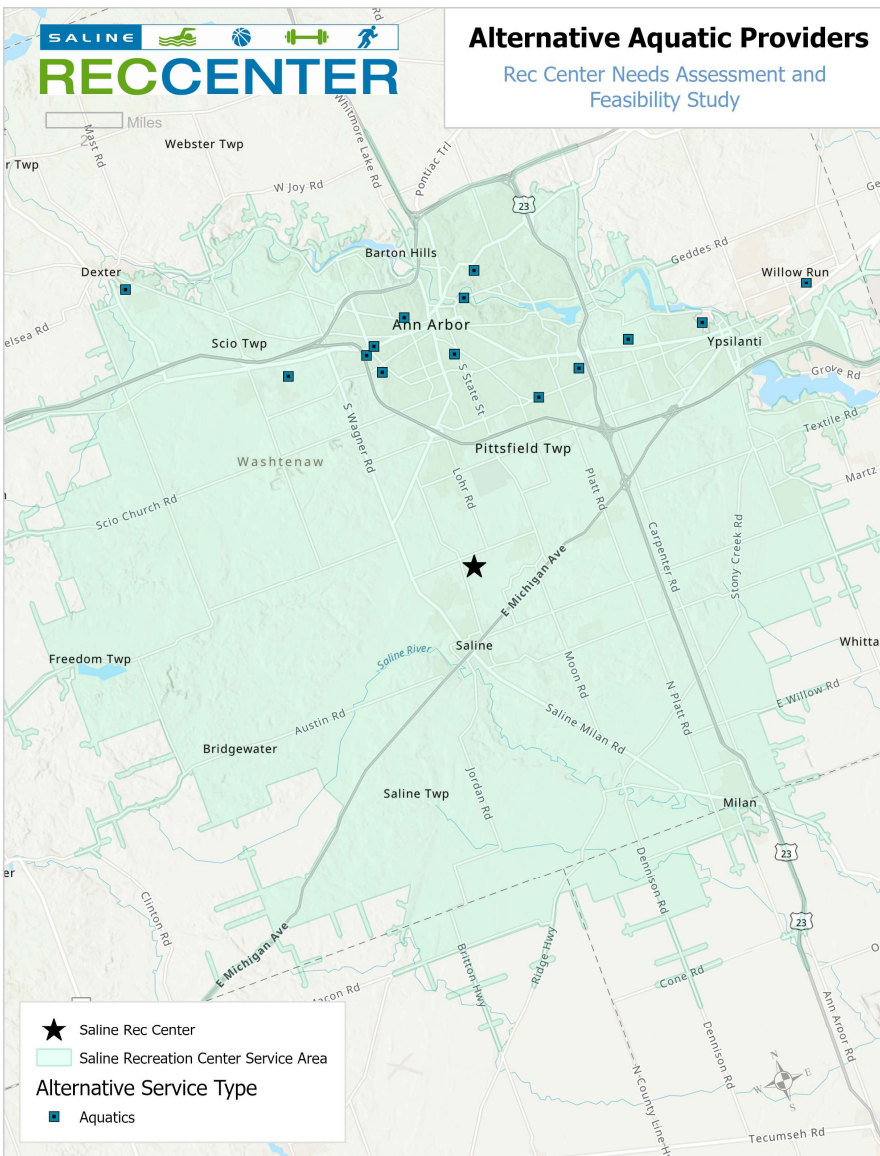




# Engagement Station Findings

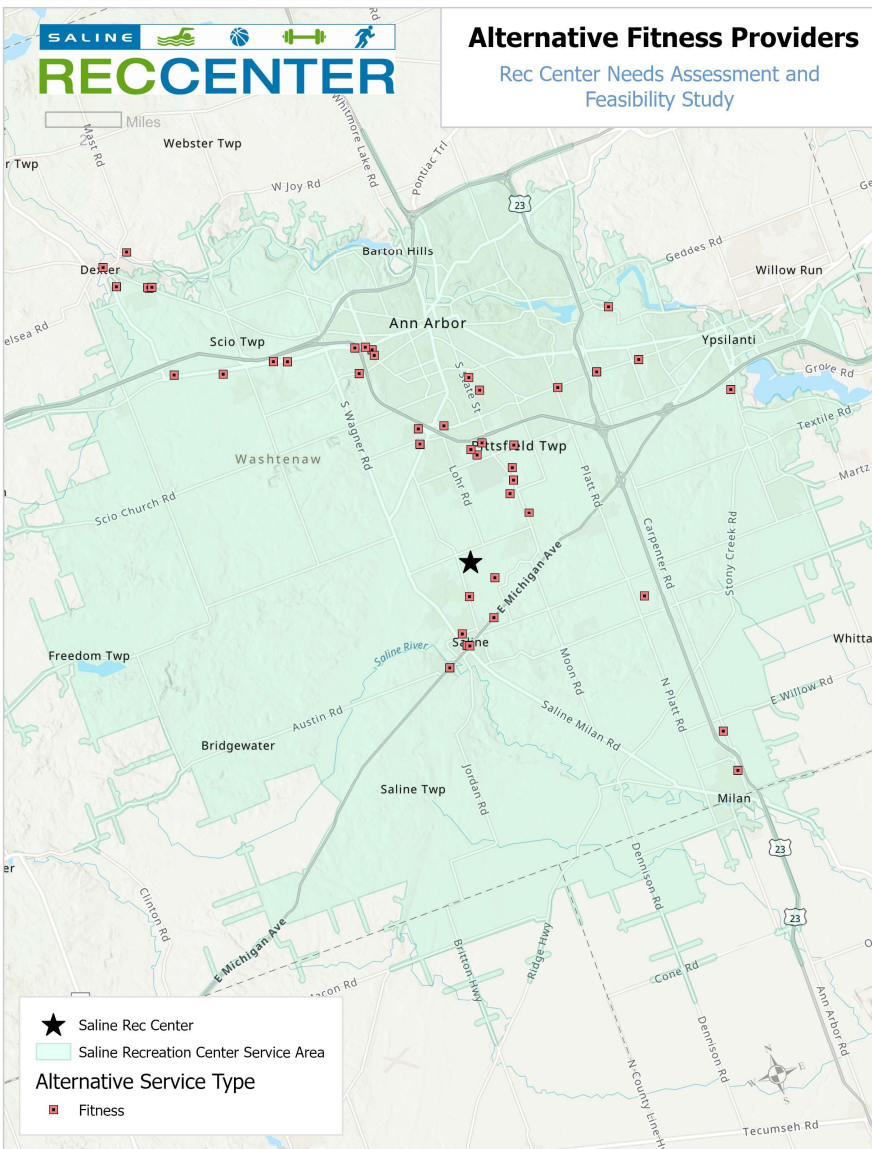
Listed below are various facility areas that could be considered as part of a renovation project. How should we allocate funds?





## Market and Gap Analysis: Aquatics Centers

- ▶ Within the twenty-minute drive time radius **62 facilities** were found to have offerings similar to the those provided through a Rec Center membership. Facilities were sorted in to two types:
  - Aquatic Centers/Facilities (17)
  - Fitness Centers/Gyms (45)
- ▶ **Nearly, all locations provide a traditional rectangle-shape pool.**
- ▶ Some outdoor facilities in the service area offer slides, but only the Rolling Hills Water Park offers a unique aquatic experience.
- ▶ Aquatics opportunities designed for play are limited in Saline service area.



## Market and Gap Analysis: Fitness Centers

- ▲ **Small gyms** have a specific focus. They may include some free weights and cardio machines, but tend to specialize in one area such as, circuit training, yoga or Pilates. *There were 26 small gyms identified in this analysis.*
- ▲ **Mid-size gyms** have a more significant volume of equipment available for use. These facilities include cardio equipment, free and plate-loaded weights, and selectorized weights. *There were 13 mid-size gyms.*
- ▲ **Large gyms** include the amenities provided by mid-size gyms but also include *childcare and an at least one additional significant amenity such as a gymnasium or pool.* *There were six large gyms identified in the study.*

## Market and Gap Analysis Key Findings

- ▲ In addition to evaluating facility amenities, pricing models were researched and organized based on the following categories:
  - Low-priced (\$): Between \$20 to \$40 month (8)
  - Moderately priced (\$\$): Between \$41 to \$60 per month (13)
  - High-priced: Between \$61 to \$100+ per month (24)

***Of the 45 Fitness Centers evaluated only one other facility identified as large and low-priced.***

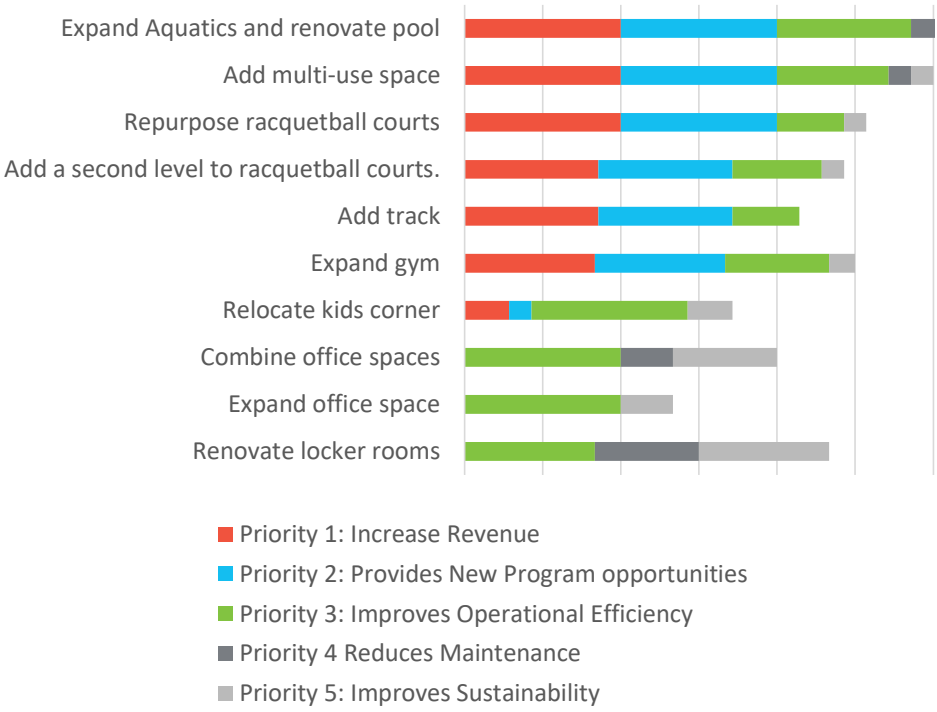
***Of the 19 Aquatic facilities evaluated only 11 offer year-round opportunities.***



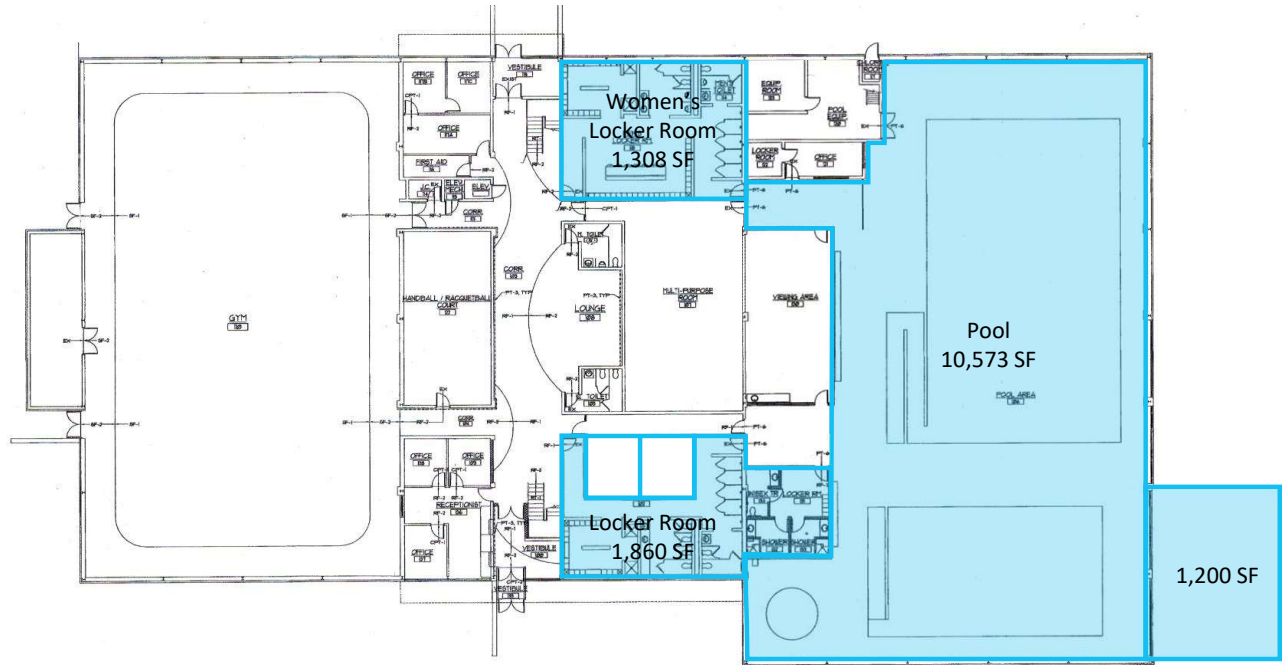


## Concept Plan and Recommendations

# VALUE ANALYSIS RESULTS - RANKED



# CONCEPT PLAN – OPTION 1, PHASE 1



**Option I - Phase I**  
Renovate & expand pool  
\$5.2M  
Renovate Locker Rooms  
\$1.6M  
Total = \$6.8M

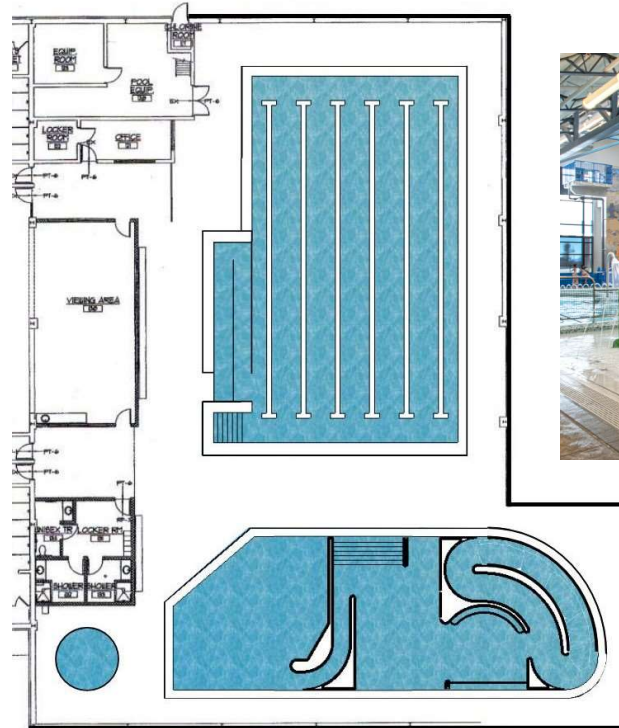
\*Construction costs only



SALINE REC CENTER

## CONCEPT PLAN – OPTION 1, PHASE 1

- 1200 SF Pool Expansion
- 6 Lane Lap Pool
- Zero-Depth Entry
- Lazy River





## CONCEPT PLAN – OPTION 1, PHASE 1

- If the City selects Design Option 1, Phase 1, the projected cost is between \$6.8 million and \$7.3 million.
- This phase is anticipated to yield 700 additional memberships, with the primary extra expenses being related to lifeguarding costs.
- This membership increase is projected to generate approximately \$280,000 in additional annual revenue.
- With effective marketing, it is anticipated that by the third year, membership numbers should reach a range of 2,500 to 3,200.

## Recommendations



Recommendation 1:  
Plan for Capital  
Improvements



Recommendation 2:  
Prioritize  
Membership Sales  
Growth



Recommendation 3:  
Pursue Partnerships  
Opportunities



Recommendation 4:  
Implement  
Operational  
Improvements



# NEEDS ASSESSMENT AND FEASIBILITY STUDY



Open Discussion and Next Steps

